UNIVERSITY of SOUTH FLORIDA

DIRECT SUPPORT ORGANIZATIONS

ANNUAL FINANCIAL PLANS

FISCAL YEAR 2025

May 22, 2024

UNIVERSITY of SOUTH FLORIDA

DSO Annual Financial Plans for FY 2025

INDEX

University Medical Services Association, Inc. and
Medical Services Support Corporation, Inc. 1-4

USF Health Professions Conferencing Corporation 5-9

USF Research Foundation, Inc. 10-14

USF Institute of Applied Engineering 15-18

USF Foundation, Inc. 19-22

Sun Dome Inc. 23-26

USF Alumni Association, Inc. 27-30

USF Financing Corporation and USF Property Corporation 31-35

UNIVERSITY of SOUTH FLORIDA

UMSA/MSSC Combined

FY 2025 Annual Financial Plan

FINANCIAL PLAN STATEMENT

State the DSO's Statutory Mission that Supports the Goals of the University

- University Medical Service Association, Inc. (UMSA) is organized as a not for profit, university faculty practice plan. Pursuant to UMSA's operations and activities, exclusively for the support and benefit of the University of South Florida (USF) and its Health Sciences Center, USF Health, the specific purposes for which UMSA is organized shall include the collection, administration and distribution of funds exclusively for the support of the clinical, education and research objectives of USF Health and the University in accordance with the USF Health Faculty Practice Plan regulations.
- Medical Services Support Corporation (MSSC) is a not for profit organized to operate a health care consortium which supports and enhances the University of South Florida's (USF's) approved programs of education, research and service.

Describe Key Initiatives to Meet Expectations for Sustained Positive Operating Performance, Strong Cash Flow, and Maintenance of Unrestricted Liquidity (90 days Cash on Hand)

- Qgenda: Qgenda is a physician scheduling platform that will improve provider and space utilization. Implemented in 2023, several clinical departments are now on the platform, and there is actionable data on how departments can be more efficient with their clinical space. Another benefit is the standardization of provider schedules, which helps maximize the number of patients that can be seen in clinic.
- Experience Center: Progress has been made to make it easier for the clinic to respond to patient messages through Epic's MyChart application. In addition patients can now self-schedule appointments through MyChart for some specialties, which allows the clinic staff to spend more time in patient care. The experience center is working to expand access to self-scheduling across the practice plan as well as optimizing physician templates.
- Revenue Cycle: The revenue cycle team is focusing on initiatives that will further improve the practice plan's net collection rate. The department continues to build its analytical infrastructure and is partnering with clinical departments to identify missed revenue opportunities. There is also an enhanced focus on improving the surgical authorization processes and workflows to reduce the administrative load on the physicians and clinical teams.

Describe Management's Actions to Minimize Operating Risks: Decline in Operating Profit or Operating Losses, Minimal Liquidity, Need for Significant Capital Improvements

- Experian Clearinghouse: UMSA experienced a major disruption in the ability to bill for its patient care services when its claims clearinghouse, Change Healthcare, was breached by a cyber attack. In cooperation with TGH, USFTGP has pivoted to a new clearinghouse, Experian, and has most payers enrolled. UMSA is expected to have normal revenue cycle operations before the fiscal year end.

List Major Long-Term Strategies That Will Drive Upside Financial Performance for 5 Years: FY 2025 - FY 2029

- USF-TGH Clinical Funds Flow: USF and TGH, with the guidance of consulting group ECG, has worked through many of the legal, authoritative and financial issues. The financial support will provide market competitive pay for clinical faculty and de-risk UMSA from significant negative margins. An agreement is on track to be completed in June.
- USF Health Clinical Faculty Compensation Plan: UMSA has engaged Chartis to develop a clinical faculty compensation plan that aligns with the new funds flow model between TGH and UMSA, as well as academic and research fund sources. The engagement has completed the initial stage of interviews with UMSA leaders and members of the Steering Committee. Chartis will now work with the Steering Committee on standardizing faculty assignment language and compensation models for clinical faculty phenotypes.

UNIVERSITY of SOUTH FLORIDA

UMSA/MSSC Combined

FY 2025 Annual Financial Plan

INCOME STATEMENT

(In thousands)	FY 2025 FINANCIAL PLAN	FY 2024 FORECAST (as of 3/31/24)	Variance $	Variance %	FY 2024 FINANCIAL PLAN	FY 2023 ACTUAL RESULTS	FY 2022 ACTUAL RESULTS
REVENUES							
Net Patient Service	$219,718	$207,486	$12,232	6 %	$203,887	$197,429	$187,498
Grants, Contracts & Awards	174,043	128,751	45,292	35 %	114,865	113,029	100,024
UPL/PCIP	31,111	32,254	(1,143)	(4)%	38,832	35,171	43,090
Other Revenue	47,607	43,827	3,780	9 %	35,770	41,265	53,511
Total Revenues	**$472,479**	**$412,318**	**$60,161**	15 %	**$393,353**	**$386,894**	**$384,123**
EXPENSES							
Faculty Support	269,244	243,284	25,960	11 %	223,306	$218,363	$193,049
Housestaff Support	17,752	17,031	721	4 %	15,364	15,742	15,046
Other Staff Support	36,323	26,235	10,088	38 %	30,416	28,590	63,428
USFTGP Staff Support	79,512	71,530	7,982	11 %	74,276	66,196	29,287
Depreciation/Amortization	7,783	7,874	(91)	(1)%	5,912	7,166	6,136
Other Expenses	61,865	49,399	12,466	25 %	51,328	46,392	48,024
Total Expenses	**$472,479**	**$415,354**	**$57,125**	14 %	**$400,602**	**$382,449**	**$354,970**
OPERATING PROFIT BEFORE NON-CASH CHANGES	**$0**	**$(3,035)**	**$3,035**	100 %	**$(7,249)**	**$4,445**	**$29,153**
Unrealized Investment Gains (Losses)	0	2,254	(2,254)	(100)%	0	2,552	(2,904)
Contribution to MCOM	0	(5,520)	5,520	100 %	0	(10,242)	0
Gain (Loss) on Disposal of Capital Assets	0	0	0	%	0	(44)	2,454
Other Non Operating Expense	0	(458)	458	100 %	0	(35)	(18)
Total Non-Cash Changes	**$0**	**$(3,724)**	**$3,724**	100 %	**$0**	**$(7,769)**	**$(468)**
NET OPERATING PROFIT	**$0**	**$(6,759)**	**$6,759**	100 %	**$(7,249)**	**$(3,324)**	**$28,685**
Operating Profit Margin	**0%**	**-1%**		1 %	**-2%**	**1%**	**8%**

UNIVERSITY of SOUTH FLORIDA

UMSA/MSSC Combined

FY 2025 Annual Financial Plan

STATEMENT OF CASH FLOWS

(In thousands)	FY 2025 FINANCIAL PLAN	FY 2024 FORECAST (as of 3/31/24)	Variance $	Variance %	FY 2024 FINANCIAL PLAN	FY 2023 ACTUAL RESULTS	FY 2022 ACTUAL RESULTS
OPERATING ACTIVITIES							
Net Operating Profit	$0	$(6,759)	$6,759	100 %	$(7,249)	$(3,324)	$28,684
Adjustments for Non-Cash Activities:	0	0	0	%	0		
Depreciation/Amortization	7,783	7,874	(91)	(1)%	5,912	7,166	6,136
Unrealized (gains) losses	0	2,254	(2,254)	(100)%	0	2,552	2,904
Operating Assets and Liabilities	157	(13,627)	13,784	101 %	17,916	11,058	6,041
Total Cash From Operating Activities	**$7,940**	**$(10,259)**	**$18,199**	177 %	**$16,580**	**$17,452**	**$43,765**
FINANCING ACTIVITIES							
Capital Expenditures	$(4,000)	$(3,500)	$(500)	(14)%	$(4,000)	$(4,517)	($3,906)
Proceeds from Sale of Capital Assets	0	0	0	%	0	53	3,465
Interest Payments	(2,247)	(2,245)	(2)	(0)%	(2,362)	(2,589)	(2,295)
Transfer to USF FC - Leases on MOBs	(2,584)	(2,559)	(26)	(1)%	(2,710)	(2,525)	(2,465)
Principal paid on right-to-use lease liability	(3,078)	(3,586)	508	14 %	(2,460)	(3,318)	(2,411)
Total Cash From Financing Activities	**$(11,909)**	**$(11,890)**	**$(19)**	(0)%	**$(11,532)**	**$(12,896)**	**$(7,612)**
INVESTING ACTIVITIES							
Net (Purchases) Sales of Investments	$0	$3,683	$(3,683)	(100)%	$0	$0	($20,000)
Interest and Dividends on Investments	0	438	(438)	(100)%	0	257	395
Total Cash From Investing Activities	**$0**	**$4,121**	**$(4,121)**	(100)%	**$0**	**$257**	**$(19,605)**
CHANGE IN CASH	**(3,969)**	**(18,028)**	**14,059**	78 %	**5,048**	**4,813**	**16,548**
Cash, Beginning of Year	13,983	32,011	(18,028)	(56)%	2,418	27,198	10,650
Cash, End of Year	**$10,014**	**$13,983**	**$(3,969)**	(28)%	**$7,466**	**$32,011**	**$27,198**
Total Cash & Investments	**$34,624**	**$38,593**	**$(3,968)**	(10)%	**$31,225**	**$47,790**	**$50,957**
Days Cash on Hand	**28**	**36**	**(8)**	(22)%	**30**	**49**	**56**

UNIVERSITY of SOUTH FLORIDA

UMSA/MSSC Combined

FY 2025 Annual Financial Plan

5-YEAR FORECAST

(In thousands)	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 FORECAST	FY 2025 PLAN	FY 2026 FORECAST	FY 2027 FORECAST	FY 2028 FORECAST	FY 2029 FORECAST
ASSETS								
Cash & Investments	$50,957	$47,790	$38,593	$34,624	$34,691	$35,038	$35,388	$36,521
Fixed Assets	64,806	71,395	69,184	65,401	67,363	69,384	71,465	73,609
Other Assets	121,910	99,572	105,075	75,723	55,929	57,607	59,335	61,115
Total Assets	**$237,672**	**$218,757**	**$212,851**	**$175,748**	**$157,982**	**$162,028**	**$166,188**	**$171,245**
LIABILITIES								
Payables	$39,493	$40,889	$31,331	$23,499	$15,228	$15,685	$16,155	$16,640
Long-Term Debt	40,758	56,858	55,862	55,304	54,486	53,418	52,370	51,344
Other Liabilities and deferred inflows	57,316	20,873	27,674	26,760	27,562	28,362	29,184	30,031
Total Liabilities	**$137,567**	**$118,620**	**$114,867**	**$105,562**	**$97,276**	**$97,464**	**$97,710**	**$98,014**
NET ASSETS	**$100,106**	**$100,137**	**$97,984**	**$70,186**	**$60,706**	**$64,564**	**$68,478**	**$73,231**
Days Cash on Hand	**56**	**49**	**36**	**28**	**28**	**27**	**26**	**26**
REVENUES								
Net Patient Service	$187,498	$197,429	$207,486	$219,718	$226,310	$233,099	$240,092	$247,295
Grants, Contracts & Awards	100,024	113,029	128,751	174,043	179,264	184,642	190,181	195,887
UPL	43,090	35,171	32,254	31,111	32,044	33,006	33,996	35,016
Other Revenues	53,511	41,265	43,827	47,607	49,035	50,506	52,021	53,582
Total Revenues	**$384,122**	**$386,894**	**$412,318**	**$472,479**	**$486,653**	**$501,253**	**$516,291**	**$531,779**
EXPENSES								
Faculty Support	$193,049	$218,363	$243,284	$269,244	$277,321	$285,641	$294,210	$303,036
Housestaff Support	15,046	15,742	17,031	17,752	18,285	18,833	19,398	19,980
Other Staff Support	63,428	28,590	26,235	36,323	37,413	38,535	39,691	40,882
USFTGP Staff Support	29,287	66,196	71,530	79,512	81,897	84,354	86,885	89,491
Depreciation/Amortization	6,136	7,166	7,874	7,783	8,016	8,257	8,505	8,760
Other Expenses	48,024	46,392	49,399	61,865	63,721	65,633	67,602	69,630
Total Expenses	**$354,970**	**$382,449**	**$415,354**	**$472,479**	**$486,653**	**$501,253**	**$516,291**	**$531,779**
OPERATING PROFIT BEFORE NON-CASH CHANGES	**$29,152**	**$4,445**	**$(3,035)**	**$0**	**$0**	**$0**	**$0**	**$0**
Unrealized Investment Gains (Losses)	**$(2,904)**	**$2,552**	**$2,254**	**$0**	$0	$0	$0	$0
Contribution to MCOM	**0**	**(10,242)**	**(5,520)**	**0**	0	0	0	0
Gain (Loss) on Disposal of Capital Assets	**2,454**	**(44)**	**0**	**0**	0	0	0	0
Other Non Operating Expense	(18)	(35)	(458)	0	0	0	0	0
Total Non-Operating	**$(468)**	**$(7,769)**	**$(3,724)**	**$0**	**$0**	**$0**	**$0**	**$0**
NET OPERATING PROFIT	**$28,684**	**$(3,324)**	**$(6,759)**	**$0**	**$0**	**$0**	**$0**	**$0**
Operating Profit Margin	**8%**	**1%**	**-1%**	**0%**	**0%**	**0%**	**0%**	**0%**

*Note: FY25 forward assumes new USF-TGH Funds Flow.

USF Health Professions Conferencing Corporation

FY 2025 Annual Financial Plan

FINANCIAL PLAN STATEMENT

State the DSO's Statutory Mission that Supports the Goals of the University

- The mission of USF Health Professions Conferencing Corporation (HPCC), a direct support organization and Florida not-for-profit corporation, is to support the goals of the University of South Florida and its Board of Trustees, namely to help achieve academic excellence, enable pre-eminent research, and facilitate top quality healthcare services.

Describe Key Initiatives to Meet Expectations for Sustained Positive Operating Performance, Strong Cash Flow, and Maintenance of Unrestricted Liquidity (90 days Cash on Hand)

- In FY25, HPCC will implement several strategies to increase business volume from its already diversified client base. Volume discounts, off season discounts, increased travel to conferences for face to face contact with clients, adding a .5 FTE to the business development team, will counter the effects of smaller trainings, requiring less space since COVID, and many medical associations are choosing venues outside of Florida due to their organization's perspectives related to recent changes in Florida laws.

- HPCC, through the CAMLS facility, continues to support USF's mission by providing access to flexible simulation, education, and anatomical/cadaveric training space to our students, including Morsani College of Medicine Undergraduate Medical Education (UME), Graduate Medical Education (GME), and Physician's Assistant (PA), College of Nursing Certified Registered Nurse Anesthetist (CRNA) Program, Muma College of Business, and most recently Taneja College of Pharmacy. HPCC provides these services at cost, inclusive of all PO&M funding received for CAMLS.

- CAMLS has successfully developed new relationships and acquired a rescue vehicle from Hillsborough County to deliver programming that occurs off-site ('CAMLS Without Walls') which exports CAMLS' talent, tools, and resources to support our community and other rural Florida hospitals and healthcare systems where face to face lifesaving training is needed, but the ability for participants to travel was not possible. The rescue vehicle and the CAMLS facility will also prove to be great assets for the Florida Center for Emergency Medical Services, CAMLS newest tenant.

- CAMLS international name recognition has generated CAMLS Without Walls simulation center consulting and fellowship opportunities while CAMLS developed simulation programs and faculty led clinical courses are profitable and growing.

- CAMLS has successfully leveraged its unique capabilities and expertise to build out a research division focused on emerging technologies in training and education including virtual reality, artificial intelligence, and simulation. This division has already achieved its first milestone by being awarded a National Institutes of Health SBIR Phase 2 grant in partnership with Immertec, a local virtual reality startup, for a combined award amount of $1.6M ($530K USF) which will also help support USF's goal of maintaining AAU status. The USF effort is also matched with a Florida High Tech Corridor matching grant. Currently, HPCC does not receive indirect support from the university for the use of simulation and vivarium space for research, but the desired long term is to receive indirect fees from research which will offset costs for staff and space, leading to a positive impact on HPCC's operating income.

- The Office of Continuing Professional Development (OCPD) has expanded its portfolio of online programming in partnership with medical education companies (MECs) and although it will produce incrementally better results in FY25 support, continued support will be required from MCOM to underwrite USF programming.

Describe Management's Actions to Minimize Operating Risks: Decline in Operating Profit or Operating Losses, Minimal Liquidity, Need for Significant Capital Improvements

- HPCC's diversification of clientele and pricing strategies to fully utilize CAMLS have helped to mitigate risks arising from increased costs for travel, decreased continuing education dollars for physicians, lack of local hotel availability and a trend of smaller labs requiring less space.

- The business development team has extensive travel commitments for FY25 to national conferences, which will increase in person contact with existing and new clients to promote in person training that will mitigate many medical associations choosing venues outside of Florida due to their organization’s perspectives related to recent changes in Florida laws.

- Although days cash on hand and liquidity remain tight, the accounting team manages cash flow judiciously and aggressively pursues accounts receivable.

- With significant increase in utilities, warranties, and downtown shared service contracts over the past two years, CAMLS has worked to increase efficiency and reduce usage where possible. In addition, CAMLS is working with USF Health Facilities and Maintenance to renegotiate contracts where possible.

- While there are always unknown risks from weather, foreign governments, pandemics and unknown unknowns, HPCC's most likely Annual Plan is based on year over year proven volume of business, the heightened awareness of and desire to be in downtown Tampa, and ongoing efforts to continuously expand a diverse client base and other competitive advantages.

- With continued growth and popularity of Downtown Tampa, CAMLS's clientele has increasingly seen rising costs and hotels at capacity resulting in lost CAMLS opportunities. In addition, the Downtown growth has increased City infrastructure needs including the loss of CAMLS Crosstown parking lots to construction, resulting in the elimination of significant parking revenue and decreased parking capacity for clientele. CAMLS is engaging the City, THEA, and Visit Tampa Bay to work to mitigate where possible.

List Major Long-Term Strategies That Will Drive Upside Financial Performance for 5 Years: FY 2025 - FY 2029

- The CAMLS facility that has not reached its maximum utilization potential and therefore, attracting clients and strategizing incentives to fill CAMLS creates significant upside potential with limited step fixed cost increases for staffing. The successful transition of many teams within HPCC to remote work has freed up valuable space for paying clients and makes step fixed cost increase much easier.

- Strategic price and volume increases will help offset increasing wages required to remain competitive and retain valuable employees.

- Increased focus on building up international programs, federal contracts, research and building unique CAMLS programs and partnerships leveraging the strengths of CAMLS and USF Health expertise and facility will drive performance over the next five years.

UNIVERSITY of SOUTH FLORIDA

USF Health Professions Conferencing Corporation

FY 2025 Annual Financial Plan

INCOME STATEMENT

(In thousands)	FY 2025 FINANCIAL PLAN	FY 2024 FORECAST (as of 3/31/24)	Variance $	Variance %	FY 2024 FINANCIAL PLAN	FY 2023 ACTUAL RESULTS	FY 2022 ACTUAL RESULTS
REVENUES							
Continuing Professional Development	$8,768	$8,700	$68	1 %	$11,986	$5,630	$8,721
CAMLS - USF Health Programming	2,366	2,471	(105)	(4)%	2,220	2,607	2,246
CAMLS - Industry, Societies, Healthcare	3,875	3,333	543	16 %	4,816	3,678	3,391
Other HPCC Divisions	537	537	0	0 %	500	398	33
In Kind Donations	0	0	0	%	0	0	0
Rents, Parking, Rebates, Interest	499	438	61	14 %	401	510	452
Gain on Sale of Fixed Assets	0	0	(0)	(100)%	0	10	6
Gain on Lease Termination	0	0	0	%	0	683	0
Transfer from USF-Plant Operations & Maint.	1,293	1,293	0	0 %	1,293	1,293	1,293
USF Carryforward funding - capital equipment	0	597	(597)	(100)%	0	0	0
Transfer from UMSA Continuing Ed - Faculty, Students	1,200	890	310	35 %	400	458	884
Total Revenues	**$18,537**	**$18,258**	**$279**	2 %	**$21,616**	**$15,267**	**$17,025**
EXPENSES							
Wages and Benefits	$4,668	$4,424	$243	6 %	$4,765	$4,159	$3,758
Wages - program driven temporary staffing	60	80	(20)	(25)%	160	71	71
Utilities, Leases, Maint., Supplies, Marketing	1,724	1,741	(17)	(1)%	1,976	1,885	1,870
Direct Program Expense	10,299	10,015	285	3 %	13,296	6,887	9,597
Interest	220	246	(26)	(11)%	235	275	289
In Kind Expense	0	0	0	%	0	0	0
Depreciation & Amortization	859	871	(12)	(1)%	747	795	938
Total Expenses	**$17,830**	**$17,377**	**$453**	3 %	**$21,179**	**$14,072**	**$16,523**
OPERATING PROFIT BEFORE NON-CASH CHANGES	**$707**	**$881**	**$(174)**	(20)%	**$437**	**$1,195**	**$503**
Unrealized Investment Gains (Losses)	0	0	0	%	0	0	0
[Enter other non-cash item here]	0	0	0	%	0	0	0
[Enter other non-cash item here]	0	0	0	%	0	0	0
Total Non-Cash Changes	**$0**	**$0**	**$0**	%	**$0**	**$0**	**$0**
NET OPERATING PROFIT	**$707**	**$881**	**$(174)**	(20)%	**$437**	**$1,195**	**$503**
Operating Profit Margin	**4%**	**5%**		(1)%	**2%**	**8%**	**3%**

UNIVERSITY of SOUTH FLORIDA

USF Health Professions Conferencing Corporation

FY 2025 Annual Financial Plan

STATEMENT OF CASH FLOWS

(In thousands)	FY 2025 FINANCIAL PLAN	FY 2024 FORECAST (as of 3/31/24)	Variance $	Variance %	FY 2024 FINANCIAL PLAN	FY 2023 ACTUAL RESULTS	FY 2022 ACTUAL RESULTS
OPERATING ACTIVITIES							
Net Operating Profit	$707	$881	$(174)	(20)%	$437	$1,195	$503
Adjustments for Non-Cash Activities:				%			
Depreciation	859	871	(12)	(1)%	747	795	938
Adjustments for Changes in				%			
Operating Assets and Liabilities	0	350	(350)	(100)%	0	(1,779)	(497)
Total Cash From Operating Activities	**$1,567**	**$2,102**	**$(535)**	(25)%	**$1,184**	**$211**	**$944**
FINANCING ACTIVITIES							
Proceeds of Long-Term Debt	$0	$0	$0	%	$0	$0	$0
Principal Payments	(1,325)	(1,253)	(72)	(6)%	(1,132)	(1,210)	(1,253)
Interest Payments	0	0	0	%	0	0	0
Total Cash From Financing Activities	**$(1,325)**	**$(1,253)**	**$(72)**	(6)%	**$(1,132)**	**$(1,210)**	**$(1,253)**
INVESTING ACTIVITIES							
Capital Expenditures	$(200)	$(786)	$586	75 %	$(200)	$(859)	$(39)
Proceeds on Sale of Fixed Assets (net)	0	0	(0)	(100)%	0	10	6
Proceeds on Lease Termination	0	0	0	%	0	683	0
Total Cash From Investing Activities	**$(200)**	**$(786)**	**$586**	75 %	**$(200)**	**$(166)**	**$(33)**
CHANGE IN CASH	**42**	**64**	**(22)**	(34)%	**(148)**	**(1,165)**	**(342)**
Cash, Beginning of Year	540	476	64	13 %	1,492	1,641	1,983
Cash, End of Year	**$582**	**$540**	**$42**	8 %	**$1,344**	**$476**	**$1,641**
Total Cash & Investments	**$582**	**$540**	**$42**	8 %	**$1,344**	**$476**	**$1,641**
Days Cash on Hand	**13**	**12**	**1**	5 %	**24**	**13**	**38**

UNIVERSITY of SOUTH FLORIDA

USF Health Professions Conferencing Corporation

FY 2025 Annual Financial Plan

5-YEAR FORECAST

(In thousands)	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 FORECAST	FY 2025 PLAN	FY 2026 FORECAST	FY 2027 FORECAST	FY 2028 FORECAST	FY 2029 FORECAST
ASSETS								
Cash & Investments	$1,641	$476	$540	$582	$782	$982	$1,182	$1,382
Fixed Assets	14,617	15,341	15,268	14,608	14,289	13,970	13,651	13,332
Other Assets	1,577	1,370	1,200	1,200	1,200	1,200	1,200	1,200
Total Assets	**$17,835**	**$17,187**	**$17,008**	**$16,390**	**$16,271**	**$16,152**	**$16,033**	**$15,914**
LIABILITIES								
Payables	$1,843	$841	$1,760	$1,760	$1,760	$1,760	$1,760	$1,760
Long-Term Debt	10,395	9,583	10,449	9,124	7,980	6,836	5,692	4,548
Other Liabilities and deferred inflows	2,615	2,586	2,954	2,954	2,954	2,954	2,954	2,954
Total Liabilities	**$14,853**	**$13,010**	**$15,163**	**$13,838**	**$12,694**	**$11,550**	**$10,406**	**$9,262**
NET ASSETS	**$2,982**	**$4,177**	**$1,845**	**$2,552**	**$3,577**	**$4,602**	**$5,627**	**$6,652**
Days Cash on Hand	**38**	**13**	**12**	**13**	**17**	**21**	**25**	**28**
REVENUES								
Program Revenues	$15,769	$13,606	16,333	16,838	$17,538	$18,038	$18,838	$19,338
Transfer from UMSA/carryforward	884	458	1,487	1,200	$800	$400	0	0
Other Revenues	373	1,203	438	499	509	519	530	540
Total Revenues	**$17,026**	**$15,267**	**$18,258**	**$18,537**	**$18,847**	**$18,958**	**$19,368**	**$19,879**
EXPENSES								
Salaries & Benefits	$3,829	$4,230	$4,504	$4,728	$4,822	$4,919	$5,017	$5,117
Program services	12,406	9,567	12,627	12,883	13,183	13,483	13,783	14,083
Interest	288	275	246	220	215	211	207	203
Total Expenses	**$16,523**	**$14,072**	**$17,377**	**$17,830**	**$18,220**	**$18,612**	**$19,006**	**$19,403**
Operating Profit Before Non-Cash Changes	**$503**	**$1,195**	**$881**	**$707**	**$627**	**$345**	**$362**	**$476**
Total Non-Cash Changes	$0	$0	$0	$0	$0	$0	$0	$0
NET OPERATING PROFIT	**$503**	**$1,195**	**$881**	**$707**	**$627**	**$345**	**$362**	**$476**
Operating Profit Margin	**3%**	**8%**	**5%**	**4%**	**3%**	**2%**	**2%**	**2%**

USF Research Foundation, Inc.

FY 2025 Annual Financial Plan

FINANCIAL PLAN STATEMENT

State the DSO's Statutory Mission that Supports the Goals of the University

- The USF Research Foundation was established to promote, encourage, and enhance the research activities of University of South Florida faculty, staff and students.
- The Research Foundation owns and manages real property assets that include the USF Research Park, six buildings located within the Research Park (three others are privately owned with ground leases) and 25 acres of undeveloped land on the south corner of Fowler Ave and 30th St. DSO revenue is generated primarily through long-term leases of facilities utilized by the University research enterprise, federal, and private sector entities.
- The USF Innovation Enterprise, which encompasses the USF Research Park, Technology Transfer Office and the USF Tampa Bay Technology Incubator, contributes to a robust innovation-based ecosystem to include community startups and corporate partnerships with the University.
- As a DSO, the Research Foundation provides a mechanism for the funding of licensed research and development activities at the University. The Research Foundation provides broad and flexible financial mechanisms to administer private research contracts and grants, including corporate and private foundation-sponsored programs. It assists the University by working in cooperation with the University's Technology Transfer Office in the commercialization of University inventions including license agreements, and receipt and distribution of royalties related to intellectual property.

Describe Key Initiatives to Meet Expectations for Sustained Positive Operating Performance, Strong Cash Flow, and Maintenance of Unrestricted Liquidity (90 days Cash on Hand)

- Lease up of the Research Park Mixed Use Lab and Office building (3814 Spectrum) continues to make good progress. The FY25 revenue projection anticipates 28,000sf will be fully leased by the end of FY25. Full occupancy is anticipated for by FY26. Capital expenditures for tenant improvements and research facility infrastructure will be largely captured in FY25 and complete by FY26. All other Research Park buildings remain fully occupied and leased.
- As directed by the University, the FY25 Plan includes a $2.2M cost allocation to the Research Foundation for 100% of the legal expenses of the USF Technology Transfer Office (TTO). In FY24 the Plan included 100% of the operating expense budget of TTO (salaries, legal costs and other operating expenses). Prior to fiscal year 2022, these costs had been fully funded by the University. This expense is in addition to the variable Intellectual Property expenses directly expended by the DSO (principally royalty expense).
- To reduce the Incubator program expenses incurred by the University, cash payments totaling $1.0M from the Research Foundation to the University's Incubator program (TBTI) will continue to occur in FY25. The transfer of this fiduciary cash to the University's chartfield for benefit of the USF Incubator Program, will reduce the University's FY25 program expense. A quarterly transfer of $250,000 on an ongoing basis ($1,000,000 per annum) approximates the positive cash flow generated from tenant rents and sponsor support that is processed by our DSO on behalf of the University. Cash reserves of approximately $1.0M remain.

Describe Management's Actions to Mitigate Operating Risks in the Current Challenging Business Environment

- Supply chain delays are still impacting construction build-out timelines so the team is working to mitigate those issues as possible without taking on undue risk.
- Sustaining transparent communication with Intellectual Property licensees, in order to avoid compliance litigation.
- Increasing monetization efforts of the IP portfolio in order to increase revenue generation.

List Major Long-Term Strategies That Will Drive Upside Financial Performance for 5 Years: FY 2025 - FY 2029

- Full lease up and occupancy of all Research Park buildings contributes not only to rental revenue for the Research Foundation, but impacts research collaboration with faculty teams, contributes to student success with internship and post-graduation employment opportunities, and provides the physical environment to facilitate the transfer of university intellectual property to the commercial marketplace.
- TTO has an emphasis on monetization of the IP portfolio through multiple avenues and has retained third parties to review the portfolio and leverage possible monetization claims. TTO was successful in recruiting two Technology Scouts with backgrounds in the Bio Pharmaceutical Industry and Biological Engineering, which addresses the majority of USF's portfolio. The office continues sourcing qualified companies for licensing of technologies to move USF technology to commercial phases. The demand for non-exclusive technology licenses are increasing as well. The office is seeking strategic partnerships for our Copyright and Data licensing programs. Leveraging the data the university holds would bring additional revenue streams, as has been witnessed with the eruption of AI infused technology.

UNIVERSITY of SOUTH FLORIDA

USF Research Foundation, Inc.

FY 2025 Annual Financial Plan

INCOME STATEMENT

(In thousands)	FY 2025 FINANCIAL PLAN	FY 2024 FORECAST (as of 3/31/24)	Variance $	Variance %	FY 2024 FINANCIAL PLAN	FY 2023 ACTUAL RESULTS	FY 2022 ACTUAL RESULTS
REVENUES							
Rental Revenue	$11,936	$10,814	$1,122	10 %	$10,814	$8,763	$9,257
Intellectual Property Revenue (TTO Initiator)	3,100	3,050	50	2 %	3,050	2,264	3,868
Intellectual Property Revenue - Equity Transactions	-	-	-	%	-	-	-
NMR Use License Fee	-	-	-	%	-	-	-
Other Operating Revenues	179	163	16	10 %	163	176	183
Total Revenues	**$15,215**	**$14,027**	**$1,188**	8 %	**$14,027**	**$11,202**	**$13,308**
EXPENSES							
Salaries & Benefits	$1,711	$1,449	$263	18 %	$1,449	$1,250	$1,143
Operations - Research Park	4,478	4,576	(98)	(2)%	4,576	3,698	3,879
Operations - 3814 Spectrum	1,026	993	32	3 %	993	409	509
IP Program Expense - Royalties & Direct Tech Costs	2,277	2,255	22	1 %	2,255	1,575	2,823
IP University Exp - TTO Cost Allocation to DSO	2,150	4,279	(2,129)	(50)%	4,279	3,299	2,169
Other Program Expense	40	40	-	0 %	40	22	64
Other Operating Expense	228	211	18	8 %	211	182	215
UBC Net Expense (University Business Center)	-	123	(123)	(100)%	123	(345)	338
Interest Expense	1,177	1,254	(77)	(6)%	1,254	874	910
Depreciation & Amortization	5,740	3,863	1,877	49 %	3,863	4,599	2,847
Total Expenses	**$18,827**	**$19,042**	**$(215)**	(1)%	**$19,042**	**$15,562**	**$14,898**
NET OPERATING PROFIT (LOSS)	**$(3,612)**	**$(5,015)**	**$1,403**	28 %	**$(5,015)**	**$(4,360)**	**$(1,589)**
Investment Income	$2,472	$1,757	$715	41 %	$1,757	$3,292	$(6,095)
Investment Income - IP Equity Transaction	-	-	-	%	-	(531)	(11,602)
Interest Income - GASB 87 Lessor Revenue	-	-	-	%	-	1,579	1,733
Non-Operating Interest Exp (New Bldg Construction)	-	-	-	%	-	(470)	(487)
Total Non-Operating	**$2,472**	**$1,757**	**$715**	41 %	**$1,757**	**$3,870**	**$(16,451)**
NET INCOME (LOSS)	**$(1,140)**	**$(3,259)**	**$2,118**	65 %	**$(3,259)**	**$(490)**	**$(18,041)**
Operating Profit Margin	**-23.7%**	**-35.8%**		**12.0 %**	**-35.8%**	**-38.9%**	**-11.9%**

UNIVERSITY of SOUTH FLORIDA

USF Research Foundation, Inc.

FY 2025 Annual Financial Plan

STATEMENT OF CASH FLOWS

(In thousands)	FY 2025 FINANCIAL PLAN	FY 2024 FORECAST (as of 3/31/24)	Variance $	Variance %	FY 2024 FINANCIAL PLAN	FY 2023 ACTUAL RESULTS	FY 2022 ACTUAL RESULTS
OPERATING ACTIVITIES							
Net Income	$(1,140)	$(3,259)	$2,118	65 %	$(3,259)	$(490)	$(18,041)
Adjustments for Non-Cash Activities:							
Add Non-Cash Investment Loss (Less Inv Income)	(2,072)	(1,357)	(715)	(53)%	(1,357)	(2,219)	18,191
Less Other Non-Cash Operating Revenue	-	(1,191)	1,191	100 %	-	(696)	(1,162)
Add back Depreciation/Amortization Exp	5,740	3,863	1,877	49 %	3,863	4,599	2,847
Add back Other Non-Cash Expenses	80	50	30	60 %	80	30	131
Changes in Operating Assets and Liabilities	105	6,829	(6,724)	(98)%	105	(3,906)	1,670
Total Cash From Operating Activities	**$2,713**	**$4,935**	**$(2,223)**	(45)%	**$(568)**	**$(2,682)**	**$3,636**
FINANCING ACTIVITIES							
Principal Payments - Notes Payable	$(905)	$(870)	$(35)	(4)%	$(870)	$(835)	$(805)
Principal Payments Capital Lease - UDI Building	(287)	(274)	(12)	(4)%	(274)	(263)	(252)
Principal Payment - 3814 Spectrum	(1,056)	(1,014)	(41)	(4)%	(1,014)	(975)	(936)
Redeem Investments -CAP-X	11,371	6,025	5,346	89 %	8,825	4,299	3,500
Redeem Investments - For Operating Loss	1,140	-	1,140	%	3,259	-	-
Payment - UBC Lease Liability	-	(114)	114	100 %	-	(666)	-
Redeem Investments - Truist Equity to Operating Cash	-	-	-	%	-	-	-
Total Cash From Financing Activities	**$10,264**	**$3,753**	**$6,511**	174 %	**$9,926**	**$1,561**	**$1,507**
INVESTING ACTIVITIES							
Capital Expenditures	$(6,453)	$(4,271)	$(2,182)	(51)%	$(4,371)	$(612)	$(963)
Capital Expenditures - 3814 Spectrum	(6,058)	(8,790)	2,733	31 %	(8,825)	(339)	(2,454)
Seed Capital Loan Repayments (Issuance)	-	-	-	%	-	-	-
Total Cash From Investing Activities	**$(12,511)**	**$(13,062)**	**$551**	4 %	**$(13,197)**	**$(951)**	**$(3,417)**
CHANGE IN CASH	**465**	**(4,374)**	**4,839**	111 %	**(3,839)**	**(2,072)**	**1,726**
Cash, Beginning of Year	610	$4,983	(4,374)	(88)%	4,229	7,056	5,330
Cash, End of Year	**$1,075**	**$610**	**$465**	76 %	**$390**	**$4,983**	**$7,056**
Total Cash & Investments	**$31,772**	**$38,550**	**$(6,777)**	(18)%	**$35,182**	**$45,793**	**$49,407**
Days Cash on Hand	**221**	**376**	**(155)**	(41)%	**257**	**597**	**488**

UNIVERSITY of SOUTH FLORIDA

USF Research Foundation, Inc.

FY 2025 Annual Financial Plan

5-YEAR FORECAST

(In thousands)	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 FORECAST	FY 2025 PLAN	FY 2026 FORECAST	FY 2027 FORECAST	FY 2028 FORECAST	FY 2029 FORECAST
ASSETS								
Cash & Investments	$49,407	$45,793	$38,550	$31,772	$30,372	$30,835	$34,524	$39,582
Fixed Assets	57,497	54,275	71,346	90,283	101,092	110,979	118,429	125,645
Other Assets	79,194	77,507	71,274	65,659	60,543	55,927	51,811	48,195
Total Assets	**$186,097**	**$177,576**	**$181,170**	**$187,714**	**$192,007**	**$197,741**	**$204,764**	**$213,422**
LIABILITIES								
Payables	$2,777	$3,447	$4,327	$2,233	$2,784	$2,802	$2,858	$2,915
Long-Term Debt	41,726	39,653	37,494	35,247	32,909	30,479	27,947	25,313
Other Liabilities	63,743	57,115	51,404	46,263	41,637	37,473	33,726	30,353
Total Liabilities	**$108,246**	**$100,215**	**$93,225**	**$83,744**	**$77,330**	**$70,753**	**$64,531**	**$58,581**
NET ASSETS	**$77,852**	**$77,361**	**$87,945**	**$103,970**	**$114,677**	**$126,988**	**$140,233**	**$154,841**
Days Cash on Hand	**488**	**597**	**376**	**221**	**152**	**134**	**197**	**290**
REVENUES								
Rental Revenue	$9,257	$8,763	$10,814	$11,936	$14,008	$14,724	$15,699	$17,145
Intellectual Property Revenue	3,868	2,264	3,050	3,100	3,300	3,500	3,800	4,000
Other Revenues	183	176	163	179	188	197	207	218
Total Revenues	**$13,308**	**$11,202**	**$14,027**	**$15,215**	**$17,496**	**$18,421**	**$19,706**	**$21,362**
EXPENSES								
Salaries & Benefits	$1,143	$1,250	$1,449	$1,711	$1,763	$1,816	$1,870	$1,926
Operations - Research Park	4,388	4,107	5,569	5,504	5,645	6,056	6,303	6,508
IP Program Expense - Royalties & Direct Tech Costs	2,823	1,575	2,255	2,277	2,407	2,537	2,732	2,863
IP University Expense- TTO Cost Allocation to DSO	2,169	3,299	4,279	2,150	2,300	2,300	2,350	2,400
Other Expenses	4,375	5,332	5,490	7,185	7,951	8,140	8,050	7,848
Total Expenses	**$14,898**	**$15,562**	**$19,042**	**$18,827**	**$20,065**	**$20,849**	**$21,305**	**$21,545**
Operating Profit Before Non-Operating	**$(1,589)**	**$(4,360)**	**$(5,015)**	**$(3,612)**	**$(2,569)**	**$(2,427)**	**$(1,599)**	**$(183)**
Total Non-Operating, Net	(16,451)	3,870	1,757	2,472	1,415	1,410	1,481	1,555
NET INCOME (LOSS)	**$(18,041)**	**$(490)**	**$(3,259)**	**$(1,140)**	**$(1,154)**	**$(1,017)**	**$(118)**	**$1,372**
Operating Profit Margin	**-11.9%**	**-38.9%**	**-35.8%**	**-23.7%**	**-14.7%**	**-13.2%**	**-8.1%**	**-0.9%**

FINANCIAL PLAN STATEMENT

State the DSO's Statutory Mission that Supports the Goals of the University

- USF IAE provides best value engineering products and services to enhance the performance, effectiveness and safety of its Department of Defense and other national security customers. By focusing on applied research and advanced tech development, IAE expands USF's research portfolio while providing increased opportunities to faculty and students.

Describe Key Initiatives to Meet Expectations for Sustained Positive Operating Performance, Strong Cash Flow, and Maintenance of Unrestricted Liquidity (90 days Cash on Hand)

- IAE is in year five of its $85M USSOCOM task order contract and year 2 of a $10M task order based contract supporting USCENTCOM & the USAF 6th Air Refueling Wing. Existing and new task orders, along with contracts with USAF, SOFWERX, and others are projected to generate $10.5M in FY25.
- IAE is continuing to invest in operational efficiencies to increase resource allocation, planning, and execution across the organization.

Describe Management's Actions to Minimize Operating Risks: Decline in Operating Profit or Operating Losses, Minimal Liquidity, Need for Significant Capital Improvements

- Timing of initiation of new contracts is the primary operational risk. In effort to mitigate this risk, the IAE brought on a Business Development team to lead strategic expansion of our services, expand the pipeline of opportunities, & drive execution of projects in the pipeline.
- The IAE has updated the cost pool structure to create both a G&A rate and an Overhead rate to more appropriately allocate costs across the portfolio of contracts and incentivize greater collaboration for supporting our customer requirements.

List Major Long-Term Strategies That Will Drive Upside Financial Performance for 5 Years: FY 2025 - FY 2029

- IAE opened a 8000 sq ft research facility. The facility includes the Rapid Experimentation Laboratory, establishing IAE as a premiere Internet-of-Things applied research provider to DoD and other sponsors. The REL will provide for new business opportunities with customers within USSOCOM, USCENTCOM, & 6ARW.
- The 5 year task order based contract with USSOCOM is undergoing competition for a follow-on, expected to be awarded in the 3rd Quarter. The IAE will continue to prioritize the relationship with USSOCOM focused on ensuring continuation of the relationship with USSOCOM.
- USF entered into an Educational Partnership Agreement with the US Army Development Command in 2024. The IAE has been increasing the relationship with the US Army Development Command expecting an IDIQ contract in FY25. The IAE has also focused on relationship building with Defense Health Organizations & USF Health, submitting over $60M of proposed work since Jan 2024.
- USCENTCOM has recently submitted an endorsement requesting a University Affiliated Research Center (UARC) be designated in support of their requirements which the IAE is uniquely positioned to support on behalf of the State of Florida. Designation as a UARC will provide the IAE with a baseline of R&D funding resources and expansion of contracting capabilities throughout the DoD.
- The IAE will be adding a Business Development Director to the team with a focus on relationship development with the US Navy including the Office of Naval Research, Navy Research Lab, etc. with the intent to increase collaboration with the US Navy.

UNIVERSITY of SOUTH FLORIDA

University of South Florida Institute of Applied Engineering

FY 2025 Annual Financial Plan

INCOME STATEMENT

(In thousands)	FY 2025 FINANCIAL PLAN	FY 2024 FORECAST (as of 3/31/24)	Variance $	Variance %	FY 2024 FINANCIAL PLAN	FY 2023 ACTUAL RESULTS	FY 2022 ACTUAL RESULTS
REVENUES							
Contracts Revenues	$10,500	$10,775	$(276)	(3)%	$12,675	$12,631	$7,363
Hillsborough County Grant	0	1,228	(1,228)	(100)%	0	1,010	1,608
Other Revenues	2,250	1,593	657	41 %	875	610	665
Total Revenues	**$12,750**	**$13,596**	**$(846)**	(6)%	**$13,550**	**$14,251**	**$9,636**
EXPENSES							
Direct Project Expenses							
Direct Project Labor	$4,522	$3,616	$906	25 %	$3,195	$3,165	$2,060
Subcontractors & Consultants	1,923	3,283	(1,361)	-41%	4,787	5,551	3,381
Direct Project Travel	50	370	(321)	-87%	354	44	14
Materials & Equipment	90	159	(69)	-44%	246	307	352
USF Shared Services	392	174	218	126%	267	176	121
Other Direct Proj Expenses	335	288	47	16%	93	69	42
Sub-Total Direct Project Expenses	$7,312	$7,891	$(579)	(5)%	$8,942	$9,312	$5,970
General & Administrative (Non-USF Funded)							
G&A Labor	$1,389	$1,864	$(476)	(26)%	$2,300	$3,132	$2,675
Sales & Marketing	238	224	15	6%	36	55	17
Professional Services	261	382	(121)	-32%	306	303	229
Computers & Software	238	183	55	30%	194	208	158
Insurance & Banking	28	43	(15)	-35%	58	62	42
Internal R&D	142	135	8	6%	41	37	11
Human Resources	55	48	7	15%	29	158	28
Facilities	586	268	318	119%	452	200	144
Other Operating Expenses	10	7	3	53%	40	25	4
Sub-Total G&A Expenses (Non-USF Funded)	$2,948	$3,153	$(206)	(7)%	$3,456	$4,180	$3,309
General & Administrative Expenses (USF Funded)							
G&A Labor	$2,084	$1,001	$1,083	108 %	$875	$0	$0
Other Expenses	40	256	(216)	-84%	-	2	81
Sub-Total G&A Expenses (Non-USF Funded)	$2,124	$1,257	$866	69 %	$875	$2	$81
Total Expenses	**$12,383**	**$12,301**	**$82**	1 %	**$13,274**	**$13,494**	**$9,360**
OPERATING PROFIT BEFORE NON-CASH CHANGES	**$367**	**$1,295**	**$(928)**	(72)%	**$277**	**$757**	**$276**
Depreciation & Amortization	144	271	(127)	(47)%	391	206	195
Total Non-Cash Changes	**$144**	**$271**	**$(127)**	(47)%	**$391**	**$206**	**$195**
NET OPERATING PROFIT	**$222**	**$1,024**	**$(802)**	(78)%	**$(114)**	**$551**	**$81**
Operating Profit Margin	**3%**	**10%**		(7)%	**2%**	**5%**	**3%**

UNIVERSITY of SOUTH FLORIDA

University of South Florida Institute of Applied Engineering

FY 2025 Annual Financial Plan

STATEMENT OF CASH FLOWS

(In thousands)	FY 2025 FINANCIAL PLAN	FY 2024 FORECAST (as of 3/31/24)	Variance $	Variance %	FY 2024 FINANCIAL PLAN	FY 2023 ACTUAL RESULTS	FY 2022 ACTUAL RESULTS
OPERATING ACTIVITIES							
Net Operating Income	$222	$1,011	$(789)	(78)%	$(114)	$551	$82
Adjustment for Depreciation & Amortization	144	271	(127)	(47)%	391	206	137
Changes to Current Assets	50	390	(340)	(87)%	298	6	(1,043)
Changes to Current Liabilities	(22)	(130)	108	83 %	(258)	(329)	2,341
Total Cash From Operating Activities	**$394**	**$1,542**	**$(1,148)**	(74)%	**$316**	**$434**	**$1,517**
FINANCING ACTIVITIES							
Long Term Capital Leases	$(240)	$931	$(1,171)	(126)%	$0	$(301)	$29
Total Cash From Financing Activities	**$(240)**	**$931**	**$(1,171)**	(126)%	**$0**	**$(301)**	**$29**
INVESTING ACTIVITIES							
Capital Expenses	$(111)	$(2,342)	$2,231	95 %	$0	$(73)	$(233)
Total Cash From Investing Activities	**$(111)**	**$(2,342)**	**$2,231**	95 %	**$0**	**$(73)**	**$(233)**
CHANGE IN CASH	**43**	**131**	**(88)**	(67)%	**316**	**61**	**1,313**
Cash, Beginning of Year	2,153	2,022	131	6 %	1,228	1,961	648
Cash, End of Year	**$2,196**	**$2,153**	**$43**	2 %	**$1,544**	**$2,022**	**$1,961**
Total Cash & Investments	**$2,196**	**$2,153**	**$43**	2 %	**$1,544**	**$2,022**	**$1,961**
Days Cash on Hand	**65**	**64**	**1**	1 %	**42**	**55**	**76**

UNIVERSITY of SOUTH FLORIDA

University of South Florida Institute of Applied Engineering

FY 2025 Annual Financial Plan

5-YEAR FORECAST

(In thousands)	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 FORECAST	FY 2025 PLAN	FY 2026 FORECAST	FY 2027 FORECAST	FY 2028 FORECAST	FY 2029 FORECAST
ASSETS								
Cash & Investments	$1,961	$2,022	$2,153	$2,196	$2,364	$3,317	$4,601	$7,129
Current Assets	2,335	2,329	1,940	1,890	3,823	5,619	6,952	8,602
Fixed Assets	910	1,019	3,361	3,472	3,838	4,752	5,882	7,281
Total Assets	**$5,206**	**$5,370**	**$7,454**	**$7,558**	**$10,026**	**$13,687**	**$17,435**	**$23,012**
LIABILITIES								
Payables	$4,064	$3,824	$3,694	$3,715	$5,548	$7,155	$7,967	$9,858
Long-Term Debt	0	101	1,032	792	540	276	288	116
Other Liabilities	497	234	214	215	344	497	615	761
Total Liabilities	**$4,561**	**$4,159**	**$4,940**	**$4,722**	**$6,432**	**$7,928**	**$8,870**	**$10,734**
NET ASSETS	**$645**	**$1,211**	**$2,514**	**$2,836**	**$3,594**	**$5,760**	**$8,565**	**$12,278**
Days Cash on Hand	**76**	**55**	**64**	**65**	**44**	**42**	**47**	**59**
REVENUES								
Contract Revenues[1]	$7,363	$12,631	$10,775	$10,500	$21,241	$31,214	$38,622	$47,787
Hillsborough County Grant	1,608	1,010	1,228	$0	0	0	0	0
Other Revenues	665	610	1,593	$2,250	0	0	0	0
Total Revenues	**$9,636**	**$14,251**	**$13,596**	**$12,750**	**$21,241**	**$31,214**	**$38,622**	**$47,787**
EXPENSES								
Direct Project Expenses	$5,970	$9,312	$7,891	$7,312	$13,169	$21,710	$26,862	$33,236
Indirect Expenses	3,390	4,182	4,410	5,071	6,645	6,909	8,548	10,577
Total Expenses	**$9,360**	**$13,494**	**$12,301**	**$12,383**	**$19,815**	**$28,619**	**$35,410**	**$43,813**
Changes	**$276**	**$757**	**$1,295**	**$367**	**$1,426**	**$2,595**	**$3,211**	**$3,974**
Total Non-Cash Changes	$195	$206	$271	$144	$694	$768	$950	$1,176
NET OPERATING PROFIT	**$81**	**$551**	**$1,024**	**$222**	**$732**	**$1,827**	**$2,261**	**$2,798**
Operating Profit Margin	**3%**	**5%**	**10%**	**3%**	**7%**	**8%**	**8%**	**8%**

University of South Florida Foundation, Inc.

FY 2025 Annual Financial Plan

FINANCIAL PLAN STATEMENT

State the DSO's Statutory Mission that Supports the Goals of the University

- The University of South Florida Foundation aids and promotes excellence in the educational, research and service activities of USF by seeking, receiving and administering private gifts for the benefit of the University. We enhance resources that support the strategic objectives of the University of South Florida System within a culture of cooperation and collaboration.

Describe Key Initiatives to Meet Expectations for Sustained Positive Operating Performance, Strong Cash Flow, and Maintenance of Unrestricted Liquidity (90 days Cash on Hand)

- The Division of University Advancement continues to invest in people and technology to enhance philanthropic impact for USF. This will further the USF Foundation's ability to meet annual fundraising goals while also building a robust pipeline for future giving.
- Collectively, the development team has exceeded fundraising goals several years running, reaching historic commitments two years consecutively.
- The talent acquisition for a Regional Fundraising Team continues to provide an enhanced regional presence aiding college and unit development teams with additional resources to increase overall engagement outside of the USF campus areas.
- In an effort to adapt to a rapidly changing donor base, the Annual Giving Team has expanded to include a Digital Engagement Center of well-trained students that will provide needed outreach to University supporters by sharing success stories and University news through text-to-give programs, social media platforms, etc. The Digital Engagement Center (DEC) officially launched on January 1, 2023, after implementing a new engagement software system loaded with over 200,000 Alumni. The DEC manager and students continue to actively campaign to raise annual giving.

Describe Management's Actions to Minimize Operating Risks: Decline in Operating Profit or Operating Losses, Minimal Liquidity, Need for Significant Capital Improvements

- The ability to attract, recruit and retain industry top talent requires a devoted effort to improve the entire employee experience and directly impacts Advancement’s current and long term fundraising and operational results.
- In order to achieve ambitious strategic fundraising initiatives to grow philanthropy for the university, investments of financial support from the university will enable the Foundation to develop these fundraising programs.

List Major Long-Term Strategies That Will Drive Upside Financial Performance for 5 Years: FY 2025 - FY 2029

- The Foundation's Investment Committee continues to actively monitor the performance and liquidity of our asset pools through regular review of asset allocation and investment managers. The Committee will take action when appropriate to enhance the growth and benefit of the endowment to USF over the long-term horizon. Our long-term returns are consistently in the top quartile amongst our peers. The Foundation has been closely monitoring the higher rates of inflation while keeping our long term philosophy of maintaining intergenerational equity in mind.

UNIVERSITY of SOUTH FLORIDA

University of South Florida Foundation, Inc.

FY 2025 Annual Financial Plan

INCOME STATEMENT

(In thousands)	FY 2025 FINANCIAL PLAN	FY 2024 FORECAST (as of 3/31/24)	Variance $	Variance %	FY 2024 FINANCIAL PLAN	FY 2023 ACTUAL RESULTS	FY 2022 ACTUAL RESULTS
REVENUES							
Gifts & Donations	$67,500	$66,550	$950	1 %	$64,550	$64,769	$82,693
Investment Income (Loss)	58,755	57,632	1,123	2 %	57,632	43,509	(103,786)
University Support	15,017	14,723	294	2 %	14,123	15,684	13,729
Other Revenues	3,010	2,951	59	2 %	2,951	2,341	2,424
Total Revenues	**$144,282**	**$141,856**	**$2,426**	2 %	**$139,256**	**$126,303**	**$(4,940)**
EXPENSES							
Program Services							
Salaries & Benefits	24,763	24,277	486	2 %	21,768	26,306	22,514
Scholarship & Fellowship	12,216	11,976	240	2 %	11,653	13,201	11,452
Service & Independent contractors	4,414	4,414	(0)	(0)%	4,327	4,948	4,700
Supplies	2,435	788	1,647	209 %	2,387	2,473	957
Other Transfers & Expenses	33,000	40,985	(7,985)	(19)%	23,985	43,946	37,599
Total Program Service Expenses	**$76,826**	**$82,440**	**$(5,614)**	(7)%	**$64,120**	**$90,874**	**$77,222**
Fundraising & Operating Expenses							
Salaries & Benefits	18,582	18,218	364	2 %	17,860	19,373	17,110
Service & Independent contractors	1,449	1,266	183	14 %	1,421	870	1,669
Other Transfers & Expenses	3,000	2,571	429	17 %	2,434	3,452	1,796
Total Fundraising & Operating Expenses	**$23,031**	**$22,055**	**$976**	4 %	**$21,715**	**$23,695**	**$20,575**
Total Expenses	**$99,858**	**$104,495**	**$(4,637)**	(4)%	**$85,835**	**$114,569**	**$97,797**
OPERATING PROFIT BEFORE NON-CASH CHANGES	**$44,425**	**$37,361**	**$7,064**	19 %	**$53,421**	**$11,734**	**$(102,737)**
Total Non-Cash Changes	**$0**	**$0**	**$0**	%	**$0**	**$0**	**$0**
NET OPERATING PROFIT	**$44,425**	**$37,361**	**$7,064**	19 %	**$53,421**	**$11,734**	**$(102,737)**
Operating Profit Margin	**31%**	**26%**		4 %	**38%**	**9%**	**2080%**

UNIVERSITY of SOUTH FLORIDA

University of South Florida Foundation, Inc.

FY 2025 Annual Financial Plan

STATEMENT OF CASH FLOWS

(In thousands)	FY 2025 FINANCIAL PLAN	FY 2024 FORECAST (as of 3/31/24)	Variance $	Variance %	FY 2024 FINANCIAL PLAN	FY 2023 ACTUAL RESULTS	FY 2022 ACTUAL RESULTS
OPERATING ACTIVITIES							
Net Operating Profit	$44,425	$37,361	$7,064	19 %	$53,421	$11,734	$(134,363)
Adjustment for Non-Cash Activities:							
Investment (gain) losses	(58,755)	(57,632)	(1,123)	(2)%	(57,632)	(43,509)	103,785
Change in assets & liabilities	(1,275)	(14,071)	12,796	91 %	(14,071)	(13,474)	(16,971)
Total Cash From Operating Activities	**$(15,605)**	**$(34,342)**	**$18,737**	55 %	**$(18,282)**	**$(45,249)**	**$(47,549)**
FINANCING ACTIVITIES							
Interest Paid on Debt	$(74)	$(105)	$31	30 %	$(105)	$(93)	$(99)
Principal Paid on Debt	(501)	(423)	(78)	(18)%	(423)	(443)	(402)
NonCapital Financing activities	16,254	17,226	(972)	(6)%	17,226	13,680	17,662
Total Cash From Financing Activities	**$15,679**	**$16,698**	**$(1,019)**	(6)%	**$16,698**	**$13,144**	**$17,161**
INVESTING ACTIVITIES							
Receipt of loan repayment on loan to DSO	$0	$0	$0	%	$0	$266	$400
Net (Purchases) Sales of Investment	(9,500)	9,480	(18,980)	(200)%	(7,325)	18,270	23,328
Interest dividends reinvested	9,010	8,921	89	1 %	8,921	12,340	7,839
Total Cash From Investing Activities	**$(490)**	**$18,401**	**$(18,891)**	(103)%	**$1,596**	**$30,876**	**$31,567**
CHANGE IN CASH	**(416)**	**757**	**(1,173)**	(155)%	**12**	**(1,229)**	**1,179**
Cash, Beginning of Year	1,259	501	758	151 %	1,247	1,730	551
Cash, End of Year	**$843**	**$1,259**	**$(416)**	(33)%	**$1,259**	**$501**	**$1,730**
Total Cash & Investments	**$100,146**	**$111,146**	**$(11,000)**	(10)%	**$111,146**	**$107,314**	**$116,951**
Days Cash on Hand	**366**	**388**	**(22)**	(6)%	**473**	**342**	**436**

UNIVERSITY of SOUTH FLORIDA

University of South Florida Foundation, Inc.

FY 2025 Annual Financial Plan

5-YEAR FORECAST

(In thousands)	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 FORECAST	FY 2025 PLAN	FY 2026 FORECAST	FY 2027 FORECAST	FY 2028 FORECAST	FY 2029 FORECAST
ASSETS								
Cash & Investments	$116,951	$107,314	$111,146	$100,146	$101,546	$103,646	$104,682	$106,776
Fixed Assets	10,606	10,488	10,380	10,276	10,174	10,072	9,971	10,171
Other Assets	693,518	719,726	776,009	836,349	906,034	985,038	1,070,030	1,091,431
Total Assets	**$821,075**	**$837,528**	**$897,536**	**$946,771**	**$1,017,754**	**$1,098,756**	**$1,184,684**	**$1,208,378**
LIABILITIES								
Payables	$1,985	$2,758	$1,117	$1,039	$1,060	$1,081	$1,103	$1,125
Long-Term Debt	3,540	3,127	2,704	2,269	1,822	1,364	894	912
Other Liabilities and deferred inflows	29,057	33,415	33,232	33,682	35,682	38,032	40,462	41,271
Total Liabilities	**$34,582**	**$39,300**	**$37,053**	**$36,990**	**$38,564**	**$40,477**	**$42,459**	**$43,308**
NET ASSETS	**$786,493**	**$798,228**	**$860,483**	**$909,781**	**$979,190**	**$1,058,278**	**$1,142,225**	**$1,165,070**
Days Cash on Hand	**436**	**342**	**388**	**366**	**366**	**367**	**363**	**364**
REVENUES								
Gifts & Fundraising Revenue	$85,117	$67,110	$66,550	$67,500	$71,166	$74,725	$78,461	$79,246
University Support	13,729	15,684	14,723	15,148	15,873	16,598	17,323	17,496
Other Revenues	(103,786)	43,509	60,583	61,634	66,431	72,212	78,305	79,088
Total Revenues	**$(4,940)**	**$126,303**	**$141,856**	**$144,282**	**$153,470**	**$163,535**	**$174,089**	**$175,830**
EXPENSES								
Salaries & Benefits	$39,624	$45,679	$42,495	$43,345	$44,212	$45,096	$45,998	$46,918
Scholarships & Fellowships	13,121	14,071	11,976	12,216	11,887	12,006	12,126	12,247
Other Expenses	45,052	54,819	50,024	44,297	45,183	46,087	47,009	47,949
Total Expenses	**$97,797**	**$114,569**	**$104,495**	**$99,858**	**$101,282**	**$103,189**	**$105,133**	**$107,114**
Operating Profit Before Non-Cash	**$(102,737)**	**$11,734**	**$37,361**	**$44,425**	**$52,188**	**$60,346**	**$68,956**	**$68,716**
Total Non-Cash Changes	$0	$0	$0	$0	$0	$0	$0	$0
NET OPERATING PROFIT	**$(102,737)**	**$11,734**	**$37,361**	**$44,425**	**$52,188**	**$60,346**	**$68,956**	**$68,716**
Operating Profit Margin	**2080%**	**9%**	**26%**	**31%**	**34%**	**37%**	**40%**	**39%**

FINANCIAL PLAN STATEMENT

State the DSO's Statutory Mission that Supports the Goals of the University

- Promote the Yuengling Center as a premiere event and hospitality venue for local and touring events to enhance awareness and perception of the arena in both the local and national markets.

Describe Key Initiatives to Meet Expectations for Sustained Positive Operating Performance, Strong Cash Flow, and Maintenance of Unrestricted Liquidity (90 days Cash on Hand)

- We will continue to focus on securing elevated, A-Tier touring shows through various incentives in order to drive ticket prices and rebates in an effort to sellout the Yuengling Center. These shows bring greater awareness to the arena and has pushed Tampa to become a "must stop" when setting up tours in comparison to just another top venue on the list. We are constantly working on bringing awareness to tours that the Yuengling Center can and will provide popularity growth and positive cash inflows to artists so as to bring them back when new music and tours come about.
- In addition to continually working with high-end promoters to bring in big, high-quality shows, focusing on scheduling a wide variety of artists with passionate followings in the arena to drive successful and profitable events for Yuengling Center. This includes working with tours and promoters on multiple day events because demand has continued to be high throughout FY24 and anticipated to continue into FY25.
- There is a strategic initiative to identify the changing demographics of the Tampa Bay region and book touring shows that reflect the changing population (e.g., focus on Latin artists). This has been a successful endeavor in prior years and identifying shows that customers relate to has proven to drive ticket prices, sellouts, and other ancillary revenue for the Yuengling Center.
- Managing and analyzing cash flow to ensure the arena remains self-sufficient. With the anticipated demand continuing for ticketed events, cash flow should continue to stay steady and allow Sun Dome, Inc. to paydown outstanding liabilities incurred during the COVID pandemic while taking on appearance improvements projects to further grow the customer experience in hopes of turning that into revenue in the future.

Describe Management's Actions to Minimize Operating Risks: Decline in Operating Profit or Operating Losses, Minimal Liquidity, Need for Significant Capital Improvements

- While the touring and booking environment is healthy, it is also one that is driven on availability of venue, market appetite, local venue competition, and ticket pricing. The business is fluid and continually changing and we are adapting to these environment and societal shifts as adeptly as possible; however, artist preferences on touring (e.g., trends rising on canceling and rescheduling shows) provide us with inherent risks in driving operating profit. While concert market conditions are anticipated to be good and continue into FY25, higher quality acts coupled with smaller premium events will help keep operations and cash flow positive.

List Major Long-Term Strategies That Will Drive Upside Financial Performance for 5 Years: FY 2025 - FY 2029

- We want to focus on booking and hosting a variety of events that represent the Tampa Bay region and the ever-changing environment. The events business is shifting and we are adapting our operations to match those shifts by incurring greater acquisition costs in order to book bigger shows at the arena. For some shows, we strategically acknowledge that these acquisition costs can exceed the rent charged (see the first two lines of the Income Statement for reference); however, we know that adapting to these requests during contract discussions with promoters will provide substantially more in ancillary revenues (F&B, parking, rebates, etc) down the line in excess of the incentives we're sacrificing. We feel this will allow shows to be successful, bring in bigger/multi-day shows, increase demand, and in turn drive revenue growth for the future.
- We want to continue to invest in the building and show the community that we are continually reinvesting to the make the best experience possible. We also want to leverage the success of the athletics program and turn those customers into recurring customers that attend both concerts and events, but also USF sporting events (and vice versa). We believe that focusing on improving the arena & experience for USF athletics will lend itself to future growth overall for the Yuengling Center.

UNIVERSITY of SOUTH FLORIDA

Sun Dome Inc.

FY 2025 Annual Financial Plan

INCOME STATEMENT

(In thousands)	FY 2025 FINANCIAL PLAN	FY 2024 FORECAST (as of 3/31/24)	Variance $	Variance %	FY 2024 FINANCIAL PLAN	FY 2023 ACTUAL RESULTS	FY 2022 ACTUAL RESULTS
REVENUES							
Direct Event Income	$474	$514	$(40)	(8)%	$491	$(34)	$336
Event Acquisition Costs	$(627)	$(632)	$5	1 %	$(228)	$0	$0
Ancillary Revenue:							
Suites/Loge	89	95	(6)	(6)%	58	76	41
Concessions & Novelty	657	722	(65)	(9)%	430	657	333
Parking	533	505	28	6 %	381	447	391
Service Charges	480	524	(44)	(8)%	406	471	310
Ticketmaster Rebates	995	1,201	(206)	(17)%	855	1,010	777
Total Ancillary Revenues	2,753	3,046	(293)	(10)%	2,130	2,662	1,852
Miscellaneous	50	50	0	0 %	50	131	42
Total Revenues	**$2,651**	**$2,979**	**$(328)**	(11)%	**$2,443**	**$2,759**	**$2,230**
EXPENSES							
Salaries & Benefits	844	1,035	(192)	(19)%	840	1,062	759
General & Administrative	507	498	9	2 %	600	433	482
Marketing & Sales	31	11	20	183 %	16	7	7
Equipment & Supplies	163	138	25	18 %	78	167	62
Utilities	30	33	(2)	(7)%	34	28	40
Insurance	175	175	0	0 %	123	117	102
Incentive Fees/Profit Share	348	357	(10)	(3)%	273	314	295
Total Expenses	**$2,097**	**$2,247**	**$(149)**	(7)%	**$1,964**	**$2,128**	**$1,747**
OPERATING PROFIT BEFORE NON-CASH CHANGES	**$553**	**$732**	**$(179)**	(24)%	**$479**	**$631**	**$483**
Unrealized Investment Gains (Losses)	0	0	0	%	0	0	0
Total Non-Cash Changes	**$0**	**$0**	**$0**	%	**$0**	**$0**	**$0**
NET OPERATING PROFIT	**$553**	**$732**	**$(179)**	(24)%	**$479**	**$631**	**$483**
Operating Profit Margin	**21%**	**25%**		(4)%	**20%**	**23%**	**22%**

UNIVERSITY of SOUTH FLORIDA

Sun Dome Inc.

FY 2025 Annual Financial Plan

STATEMENT OF CASH FLOWS

(In thousands)	FY 2025 FINANCIAL PLAN	FY 2024 FORECAST (as of 3/31/24)	Variance $	Variance %	FY 2024 FINANCIAL PLAN	FY 2023 ACTUAL RESULTS	FY 2022 ACTUAL RESULTS
OPERATING ACTIVITIES							
Net Operating Profit	$553	$732	$(179)	(24)%	$479	$631	$483
Adjustments for Non-Cash Activities:							
(Increase) Decrease in Accounts Receivable	175	209	(34)	(16)%	150	(115)	(221)
(Increase) Decrease in Prepaids	10	48	(38)	(79)%	2	(79)	0
Increase (Decrease) in Accounts Payable	(50)	(200)	150	75 %	0	480	85
Increase (Decrease) in Accrued Liabilities	(600)	(1,070)	470	44 %	(715)	(122)	428
Increase (Decrease) in Deferred Revenue	350	(419)	769	184 %	225	296	2,145
Total Cash From Operating Activities	**$438**	**$(700)**	**$1,138**	163 %	**$141**	**$1,091**	**$2,920**
FINANCING ACTIVITIES							
Capital Expenditures	$(150)	$(150)	$0	0 %	$0	$0	$0
Total Cash From Financing Activities	**$(150)**	**$(150)**	**$0**	0 %	**$0**	**$0**	**$0**
INVESTING ACTIVITIES							
Event Revenue Transfers to USF, net	$(413)	$(413)	$0	0 %	$(413)	$(414)	$(413)
Total Cash From Investing Activities	**$(413)**	**$(413)**	**$0**	0 %	**$(413)**	**$(414)**	**$(413)**
CHANGE IN CASH	**(125)**	**(1,263)**	**1,138**	90 %	**(272)**	**677**	**2,507**
Cash, Beginning of Year	2,506	3,768	(1,263)	(34)%	2,169	3,091	584
Cash, End of Year	**$2,381**	**$2,506**	**$(125)**	(5)%	**$1,897**	**$3,768**	**$3,091**
Total Cash & Investments	**$2,381**	**$2,506**	**$(125)**	(5)%	**$1,897**	**$3,768**	**$3,091**
Days Cash on Hand	**414**	**407**	**7**	2 %	**353**	**646**	**646**

UNIVERSITY of SOUTH FLORIDA

Sun Dome Inc.

FY 2025 Annual Financial Plan

5-YEAR FORECAST

(In thousands)	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 FORECAST	FY 2025 PLAN	FY 2026 FORECAST	FY 2027 FORECAST	FY 2028 FORECAST	FY 2029 FORECAST
ASSETS								
Cash & Investments	$3,091	$3,768	$2,506	$2,381	$2,256	$2,475	$2,717	$2,976
Receivables & Fixed Assets	502	617	408	233	196	211	229	250
Other Assets	12	91	43	33	25	25	25	25
Total Assets	**$3,605**	**$4,476**	**$2,956**	**$2,647**	**$2,477**	**$2,711**	**$2,971**	**$3,251**
LIABILITIES								
Payables	$208	$689	$489	$439	$64	$64	$64	$64
Long-Term Debt	2,538	2,416	1,346	746	421	350	281	202
Other Liabilities and Deferred Inflows	2,166	2,462	2,043	2,393	2,543	2,693	2,843	2,993
Total Liabilities	**$4,912**	**$5,567**	**$3,878**	**$3,578**	**$3,028**	**$3,107**	**$3,188**	**$3,259**
NET ASSETS	**$(1,307)**	**$(1,091)**	**$(921)**	**$(931)**	**$(551)**	**$(396)**	**$(218)**	**$(8)**
Days Cash on Hand	**646**	**646**	**407**	**414**	**378**	**398**	**420**	**443**
REVENUES								
Direct Event Income	$336	$(34)	$514	$474	$480	$489	$502	$515
Event Acquisition Costs	$0	$0	$(632)	$(627)	$(580)	$(594)	$(617)	$(645)
Ancillary Revenue:								
Suites/Loge	41	76	95	89	92	96	100	104
Concessions & Novelty	333	657	722	657	683	710	738	768
Parking	391	447	505	533	554	576	599	623
Service Charges	310	471	524	480	500	520	540	562
Ticketmaster Rebates	777	1,010	1,201	995	1,035	1,076	1,119	1,164
Total Ancillary Revenues	2,188	2,628	2,929	2,753	2,863	2,978	3,097	3,221
Miscellaneous	42	131	50	50	50	50	50	50
Total Revenues	**$2,230**	**$2,759**	**$2,979**	**$2,651**	**$2,813**	**$2,923**	**$3,032**	**$3,141**
EXPENSES								
Salaries & Benefits	$759	$1,062	$1,035	$844	$878	$913	$949	$987
General & Administrative	482	433	498	507	528	549	571	593
Marketing & Sales	7	7	11	31	32	33	35	36
Equipment & Supplies	62	167	138	163	169	176	183	190
Utilities	40	28	33	30	31	33	34	35
Insurance	102	117	175	175	182	189	197	205
Incentive Fees/Profit Share	295	314	357	348	362	376	391	407
Total Expenses	**$1,747**	**$2,128**	**$2,247**	**$2,097**	**$2,181**	**$2,269**	**$2,359**	**$2,454**
Operating Profit Before Non-Cash	**$483**	**$631**	**$732**	**$553**	**$632**	**$654**	**$673**	**$687**
Total Non-Cash Changes	$0	$0	$0	$0	$0	$0	$0	$0
NET OPERATING PROFIT	**$483**	**$631**	**$732**	**$553**	**$632**	**$654**	**$673**	**$687**
Operating Profit Margin	**22%**	**23%**	**25%**	**21%**	**22%**	**22%**	**22%**	**22%**

University of South Florida Alumni Association, Inc.

FY 2025 Annual Financial Plan

FINANCIAL PLAN STATEMENT

State the DSO's Statutory Mission that Supports the Goals of the University

- The USF Alumni Association exists to assist in the success of the University of South Florida. The Alumni Association is in the alumni engagement and cultivation business. The focus of the Association is to strengthen relationships with Alumni through myriad activities, thus leading to their long-term involvement with the University of South Florida. Activities include alumni opportunities for volunteering, event participation, student mentoring, recognition programs, and financial support. All of this engagement activity by Alumni and friends supports the University as a whole. While the long term revenue associated with the Association's support is not directly reflected in the Association's financial statements, alumni engagement combined with development activity helps to facilitate short-term and long-term fundraising success.

Describe Key Initiatives to Meet Expectations for Sustained Positive Operating Performance, Strong Cash Flow, and Maintenance of Unrestricted Liquidity (90 days Cash on Hand)

- Engaging Alumni at the chapter and society level to increase the number of alumni who will have long term involvement with USF. This engagement support comes in the form in both financial and personnel. Alumni staff have budgeted frequent travel to chapters outside of the Tampa area which will help establish strong leadership, program growth, and long term engagement continuity.
- Continued focus on soliciting alumni for life membership and an annual solicitation of these members into our Circle of Excellence giving program.
- Additional budget funding from the University will allow the Association to invest in multiple new connection and engagement programs for both alumni and students of the university.

Describe Management's Actions to Minimize Operating Risks: Decline in Operating Profit or Operating Losses, Minimal Liquidity, Need for Significant Capital Improvements

- The Association continues to identify new sponsorships and affinity partners to help mitigate actual (GEICO) and potential decreases in revenue associated with existing partners. In addition, to achieve the Association's goal of engaging alumni for meaningful, lifelong involvement with the university, the increased financial support received from the university is necessary and critically important to our business plan.

List Major Long-Term Strategies That Will Drive Upside Financial Performance for 5 Years: FY 2025 - FY 2029

- Our ability to have a robust, diverse set of alumni engagement activities will result in increased engagement (experiential, volunteerism, and financial support) from alumni and friends of the university.
- Organic life membership growth will provide short term revenue as well as perpetual revenue via an annual distribution from the life membership endowment. The fiscal 2025 budget proposes a first step towards restoring a 90% endowment/ 10% operating allocation of life membership revenue. Life membership growth will also result in increased annual gifts through the Associations giving program.

UNIVERSITY of SOUTH FLORIDA

University of South Florida Alumni Association, Inc.

FY 2025 Annual Financial Plan

INCOME STATEMENT

(In thousands)	FY 2025 FINANCIAL PLAN	FY 2024 FORECAST (as of 3/31/24)	Variance $	Variance %	FY 2024 FINANCIAL PLAN	FY 2023 ACTUAL RESULTS	FY 2022 ACTUAL RESULTS
REVENUES							
Membership	$306	$399	$(93)	(23)%	$406	$278	$324
License Plates	399	387	12	3 %	403	382	383
Budget support	1,600	1,077	523	49 %	972	957	556
Affinity Royalty	293	415	(122)	(29)%	436	338	356
Investment Income	391	370	21	6 %	370	249	317
Sponsorships	203	158	45	28 %	188	267	256
Gifts and Donations	280	225	55	24 %	226	295	145
Event and other revenue	208	200	8	4 %	211	206	204
Total Revenues	**$3,680**	**$3,231**	**$449**	14 %	**$3,212**	**$2,972**	**$2,541**
EXPENSES							
Salaries	2,033	1,766	267	15 %	1,782	1,653	1,542
Membership and membership services	136	87	49	56 %	82	153	140
Printing & Postage	133	166	(33)	(20)%	160	63	63
Event Services	538	438	100	23 %	391	442	292
Professional Services	84	79	5	6 %	94	136	109
Travel	93	74	19	26 %	79	59	21
Advertising & Marketing	24	13	11	85 %	11	18	19
Insurance	47	41	6	15 %	44	33	40
Community Relations	36	16	20	125 %	25	37	19
Credit Card fees and other services	22	22	0	0 %	25	24	32
Scholarships	76	75	1	1 %	78	148	83
Other expenses	31	31	0	0 %	21	35	29
Total Expenses	**$3,253**	**$2,808**	**$445**	16 %	**$2,792**	**$2,801**	**$2,389**
OPERATING PROFIT BEFORE NON-CASH CHANGES	**$427**	**$423**	**$4**	1 %	**$420**	**$171**	**$152**
Unrealized Investment Gains (Losses)	687	218	469	215 %	218	336	(1,760)
Total Non-Cash Changes	**$687**	**$218**	**$469**	215 %	**$218**	**$336**	**$(1,760)**
NET OPERATING PROFIT	**$1,114**	**$641**	**$473**	74 %	**$638**	**$507**	**$(1,608)**
Operating Profit Margin	**12%**	**13%**		(1)%	**13%**	**6%**	**6%**

UNIVERSITY of SOUTH FLORIDA

University of South Florida Alumni Association, Inc.

FY 2025 Annual Financial Plan

STATEMENT OF CASH FLOWS

(In thousands)	FY 2025 FINANCIAL PLAN	FY 2024 FORECAST (as of 3/31/24)	Variance $	Variance %	FY 2024 FINANCIAL PLAN	FY 2023 ACTUAL RESULTS	FY 2022 ACTUAL RESULTS
OPERATING ACTIVITIES							
Net Operating Profit	$1,114	$641	$473	74 %	$638	$507	$(1,608)
Adjustments for Non-Cash Activities:			0	%			
Unrealized gain on investments	(687)	(218)	(469)	(215)%	(218)	(336)	1,760
Adjustments for Changes in			0	%			
Operating Assets and Liabilities	0	0	0	%	0	0	88
Total Cash From Operating Activities	**$427**	**$423**	**$4**	1 %	**$420**	**$171**	**$240**
FINANCING ACTIVITIES							
Capital Expenditures	$0	$0	$0	%	$0	$0	$0
Total Cash From Financing Activities	**$0**	**$0**	**$0**	%	**$0**	**$0**	**$0**
INVESTING ACTIVITIES							
Net (Purchases) Sales of Investments	$(420)	$(424)	$4	1 %	$(421)	$(175)	$(234)
Total Cash From Investing Activities	**$(420)**	**$(424)**	**$4**	1 %	**$(421)**	**$(175)**	**$(234)**
CHANGE IN CASH	**7**	**(1)**	**8**	800 %	**(1)**	**(4)**	**6**
Cash, Beginning of Year	0	8	(8)	(100)%	8	8	2
Cash, End of Year	**$7**	**$7**	**$0**	0 %	**$7**	**$4**	**$8**
Total Cash & Investments	**$1,356**	**$1,256**	**$100**	8 %	**$1,256**	**$1,534**	**$1,163**
Days Cash on Hand	**152**	**163**	**(11)**	(7)%	**164**	**200**	**178**

UNIVERSITY of SOUTH FLORIDA

University of South Florida Alumni Association, Inc.

FY 2025 Annual Financial Plan

5-YEAR FORECAST

(In thousands)	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 FORECAST	FY 2025 PLAN	FY 2026 FORECAST	FY 2027 FORECAST	FY 2028 FORECAST	FY 2029 FORECAST
ASSETS								
Cash & Investments	$1,163	$1,534	$1,256	$1,356	$1,465	$1,582	$1,709	$1,845
Restricted Cash & Investments	8,177	8,593	10,920	11,794	12,737	13,756	14,857	16,045
Other Assets	340	308	275	275	275	275	275	275
Total Assets	**$9,680**	**$10,435**	**$12,451**	**$13,425**	**$14,477**	**$15,613**	**$16,840**	**$18,166**
LIABILITIES								
Payables	$154	$227	$125	$125	$125	$125	$125	$125
Long-Term Debt	0	0	0	0	0	0	0	0
Other Liabilities and Deferred Inflows	2,731	2,832	2,734	2,700	2,700	2,700	2,700	2,700
Total Liabilities	**$2,885**	**$3,059**	**$2,859**	**$2,825**	**$2,825**	**$2,825**	**$2,825**	**$2,825**
NET ASSETS	**$6,795**	**$7,376**	**$9,592**	**$10,600**	**$11,652**	**$12,788**	**$14,015**	**$15,341**
Days Cash on Hand	**178**	**200**	**163**	**152**	**157**	**161**	**162**	**167**
REVENUES								
Membership	$324	$278	$399	$306	$321	$337	$371	$408
Support	556	957	1,077	1,600	1,600	1,600	1,800	1,800
Other Revenues	1,661	1,737	1,755	1,774	1,863	1,956	2,151	2,367
Total Revenues	**$2,541**	**$2,972**	**$3,231**	**$3,680**	**$3,784**	**$3,893**	**$4,323**	**$4,575**
EXPENSES								
Salaries & Benefits	$1,542	$1,653	$1,766	$2,033	$2,135	$2,241	$2,433	$2,555
Event Expenses	292	442	438	538	565	593	623	654
Other Expenses	555	706	604	682	716	752	790	829
Total Expenses	**$2,389**	**$2,801**	**$2,808**	**$3,253**	**$3,416**	**$3,586**	**$3,846**	**$4,038**
Operating Profit Before Non-Cash	**$152**	**$171**	**$423**	**$427**	**$368**	**$307**	**$477**	**$537**
Total Non-Cash Changes	$(1,760)	$336	$218	$687	$943	$1,019	$1,100	$1,189
NET OPERATING PROFIT	**$(1,608)**	**$507**	**$641**	**$1,114**	**$1,312**	**$1,326**	**$1,577**	**$1,725**
Operating Profit Margin	**6%**	**6%**	**13%**	**12%**	**10%**	**8%**	**11%**	**12%**

UNIVERSITY of SOUTH FLORIDA

USF Financing Corporation & USF Property Corporation

FY 2025 Annual Financial Plan

FINANCIAL PLAN STATEMENT

State the DSO's Statutory Mission that Supports the Goals of the University

- The Financing Corporation is the University's financing arm and is expected to provide low cost, low risk, long-term financing for the University's major capital projects.

Describe Key Initiatives to Meet Expectations for Sustained Positive Operating Performance, Strong Cash Flow, and Maintenance of Unrestricted Liquidity (90 days Cash on Hand)

- **Initiative #1: Finance, Develop and Manage New and Existing Capital Projects.**
  - $340 M Stadium Project: The University recently announced its intent to award construction management services for the Stadium Project to the team of Manhattan Construction Company, H.J. Russell & Company and DuCon, LLC. Financing Corporation will work closely with the University and construction manager to ensure that the Project is delivered on time and on budget, while managing operating and financial risks. Groundbreaking is expected in Fall 2024. Construction is expected to be completed by Fall 2027.
  - $46.5 M Sarasota-Manatee Housing and Student Center Project: Financing Corporation will continue to work closely with the University and the design-builder to ensure that the 100,000 square-foot, 200-bed Housing and Student Center Project is delivered on time and on budget. Construction is underway and is expected to be completed in May 2024.
  - Pending Project - Argos Redevelopment Project: The University is considering a major redevelopment of the Argos student housing community on the Tampa campus. The project will occur in phases and include demolition of the original Argos buildings constructed in 1961 and the construction of new dorms and a dining hall. The redevelopment would replace 912 beds with approximately 2,100 new beds to meet the current demand for on-campus housing. Phase I anticipates the first new building opening in Fall 2027.

    Financing Corporation will assist the University in assessing financial feasibility, impact on USF Housing System's "A+" credit ratings, and impact on University debt capacity. The Financing Corporation will engage investment bankers, bond counsel and disclosure counsel to provide guidance on debt structure. This will result in the most appropriate financing and timeline for the Project. The Financing Corporation will also provide disclosures to the Board of Directors, Board of Trustees, rating agencies, Division of Bond Finance and the Board of Governors.

- **Initiative #2: Extend the Series 2012B Direct Placement Facility with Wells Fargo Bank.**
  - Financing Corporation is negotiating an extension of the $46.3 million outstanding Series 2012B direct placement with Wells Fargo Bank in advance of maturity in October 2024.

- **Initiative #3: Protect USF's "AA" credit ratings.**
  - In order to protect USF's "AA" credit ratings, Financing Corporation will make formal presentations to Moody's, Standard & Poor's and Fitch in August 2024, emphasizing USF's strengths in management and governance, market position, enrollment demand, operating performance, wealth and liquidity, and leverage. It is expected that USF's "AA" credit rating, along with all of its system ratings, will be affirmed with Stable Outlooks.

- **Initiative #4: Ongoing oversight of DSOs and Auxiliaries with debt to ensure they are managing revenues and expenses to maintain pledged revenues and debt service coverage ratios, preserve essential liquidity, and maintain required reserves.**

- **Initiative #5: Ongoing compliance with covenants for 16 series of debt, including IRS rules on tax-exempt bonds and required SEC reporting.**

- **Initiative #6: Wind-up and dissolution of INTO USF, Inc. Litigation is ongoing.**

Describe Management's Actions to Minimize Operating Risks: Decline in Operating Profit or Operating Losses, Minimal Liquidity, Need for Significant Capital Improvements

- The Corporation closely monitors current market conditions, actively manages exposures to operating risks and financial performance of each of its 16 series of debt outstanding, its interest rate swap, and the related University auxiliaries or DSOs.
- The Corporation is not anticipating any significant unfavorable variances. The Corporation continues to maintain strong liquidity and operating cash flows that will fully cover debt service payments.
- Note: The Financing Corporation's operating profit declines over the projected 5-year period consistent with the amortization of the debt service payments and related lease revenues.

List Major Long-Term Strategies That Will Drive Upside Financial Performance for 5 Years: FY 2025 - FY 2029

- The Corporation will continue to work with the University and campus leaders to assist with structuring new debt to finance capital projects, management of existing projects, monitoring financial performance of each of its debt programs, exploring potential refunding opportunities, and restructuring existing programs to best meet the needs of the University.

  Since 2005, the Corporation has added significant value to the University through the following transactions:
  - $2.0 billion in financing transactions closed
  - $580 million of projects developed
  - 2.1 million sq ft of projects developed
  - $877 million of debt restructured to reduce risk and/or to reduce debt service
  - $28 million of present value savings resulting from debt refundings
  - 4.87% long-term cost of capital

UNIVERSITY of SOUTH FLORIDA

USF Financing Corporation & USF Property Corporation

FY 2025 Annual Financial Plan

INCOME STATEMENT

(In thousands)	FY 2025 FINANCIAL PLAN	FY 2024 FORECAST (as of 3/31/24)	Variance $	Variance %	FY 2024 FINANCIAL PLAN	FY 2023 ACTUAL RESULTS	FY 2022 ACTUAL RESULTS
REVENUES							
Housing lease revenue	$10,501	$9,096	$1,405	15 %	$9,139	$9,462	$10,125
Marshall Center lease revenue	1,224	1,276	(52)	(4)%	1,286	1,255	1,312
Athletics lease revenue	13,305	6,845	6,460	94 %	381	371	437
Arena lease revenue	638	678	(40)	(6)%	687	652	695
DSO (UMSA) lease revenue	1,712	1,853	(142)	(8)%	1,888	1,990	1,977
DSO (HPCC) lease revenue	327	344	(18)	(5)%	355	365	381
DSO (Research) lease revenue	872	919	(47)	(5)%	906	977	989
Total Revenues	**$28,579**	**$21,011**	**$7,568**	36 %	**$14,643**	**$15,072**	**$15,916**
OPERATING EXPENSES							
Management fee	911	851	60	7 %	852	827	803
General and administrative expenses	812	778	34	4 %	760	630	601
Total Operating Expenses	**$1,723**	**$1,629**	**$94**	6 %	**$1,612**	**$1,457**	**$1,405**
OTHER REVENUES (EXPENSES)							
Interest expense on debt	(25,178)	(17,776)	(7,401)	(42)%	(11,296)	(11,614)	(12,062)
Interest income	1,500	1,800	(300)	(17)%	840	1,387	65
Total Other Revenues (Expenses)	**($23,678)**	**($15,976)**	**$(7,701)**	(48)%	**($10,456)**	**($10,226)**	**($11,998)**
OPERATING PROFIT BEFORE NON-CASH CHANGES	**$3,178**	**$3,406**	**$(228)**	(7)%	**$2,575**	**$3,388**	**$2,513**
Unrealized Investment Gains (Losses)	300	275	25	9 %	0	0	0
Change in INTO USF equity investment	0	0	0	%	0	0	1,544
Total Non-Cash Changes	**$300**	**$275**	**$25**	9 %	**$0**	**$0**	**$1,544**
NET OPERATING PROFIT	**$3,478**	**$3,681**	**$(203)**	(6)%	**$2,575**	**$3,388**	**$4,058**
Operating Profit Margin	**11.1%**	**16.2%**		(5)%	**17.6%**	**22.5%**	**15.8%**

UNIVERSITY of SOUTH FLORIDA

USF Financing Corporation & USF Property Corporation

FY 2025 Annual Financial Plan

STATEMENT OF CASH FLOWS

(In thousands)	FY 2025 FINANCIAL PLAN	FY 2024 FORECAST (as of 3/31/24)	Variance $	Variance %	FY 2024 FINANCIAL PLAN	FY 2023 ACTUAL RESULTS	FY 2022 ACTUAL RESULTS
OPERATING ACTIVITIES							
Lease payments received from USF	$38,650	$29,781	$8,868	30 %	$23,391	$23,678	$24,096
Lease payments received from UMSA	4,372	4,443	(72)	(2)%	4,478	4,515	4,442
Lease payments received from HPCC	1,474	1,427	46	3 %	1,486	1,431	1,386
Lease payments received from Research Foundation	2,203	2,197	6	0 %	2,184	2,176	2,167
Payment to USF for management services	(911)	(851)	(60)	(7)%	(852)	(827)	(803)
General and administrative disbursements	(812)	(778)	(34)	(4)%	(760)	(630)	(600)
Total Cash From Operating Activities	**$44,975**	**$36,220**	**$8,755**	24 %	**$29,928**	**$30,342**	**$30,688**
FINANCING ACTIVITIES							
Capital expenditures	($5,500)	($18,000)	$12,500	69 %	($18,000)	($7,562)	($11,499)
Proceeds of long-term debt	0	200,000	(200,000)	(100)%	0	29,999	0
Debt issuance costs	0	(260)	260	100 %	0	(254)	0
Principal payments	(17,024)	(16,020)	(1,004)	(6)%	(16,020)	(16,358)	(15,722)
Interest payments	(26,259)	(20,473)	(5,786)	(28)%	(13,993)	(14,202)	(13,522)
Equity contribution from USF/DSO for Project	0	0	0	%	0	0	1,385
Security received from (returned to) lessee for swap collateral	0	0	0	%	0	0	3,963
Security (pledged to) returned from counterparty	0	0	0	%	0	0	(3,963)
Total Cash From Financing Activities	**($48,784)**	**$145,247**	**$(194,031)**	(134)%	**($48,013)**	**($8,377)**	**($39,358)**
INVESTING ACTIVITIES							
Proceeds from maturity/redemption of INTO CD	$0	$0	$0	%	$0	$3,774	$3,774
Purchase of INTO CD	0	0	0	%	0	0	(3,774)
Interest income	10,000	4,000	6,000	150 %	840	1,954	36
Total Cash From Investing Activities	**$10,000**	**$4,000**	**$6,000**	150 %	**$840**	**$5,728**	**$35**
CHANGE IN CASH	**$6,191**	**$185,467**	(179,276)	(97)%	**($17,245)**	**$27,693**	**($8,635)**
Cash, Beginning of Year	257,223	71,755	185,467	258 %	71,256	44,062	52,698
Cash, End of Year	**$263,414**	**$257,223**	**$6,191**	2 %	**$54,011**	**$71,755**	**$44,063**
Total Cash & Investments	**$263,414**	**$257,223**	**$6,191**	2 %	**$54,011**	**$71,755**	**$47,837**
Days Cash on Hand	**386**	**391**	**(6)**	(1)%	**400**	**415**	**407**

UNIVERSITY of SOUTH FLORIDA

USF Financing Corporation & USF Property Corporation

FY 2025 Annual Financial Plan

5-YEAR FORECAST

(In thousands)	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 FORECAST	FY 2025 PLAN	FY 2026 FORECAST	FY 2027 FORECAST	FY 2028 FORECAST	FY 2029 FORECAST
ASSETS								
Cash & Investments	$47,836	$71,755	$257,223	$263,414	$197,137	$111,068	$77,670	$79,338
Fixed Assets	304,391	295,131	297,664	285,044	341,071	407,843	415,086	385,878
Other Assets	7,978	4,503	3,017	2,388	2,029	1,813	1,679	1,594
Total Assets	**$360,205**	**$371,390**	**$557,903**	**$550,846**	**$540,236**	**$520,725**	**$494,435**	**$466,810**
LIABILITIES								
Payables - Interest and Construction	$7,253	$5,802	$10,237	$13,130	$12,759	$12,364	$11,788	$11,126
Long-Term Debt	324,693	336,851	516,449	503,521	490,727	469,724	442,444	414,032
Interest Rate Swap & Other Payables	6,433	3,523	2,323	1,823	1,573	1,448	1,385	1,354
Total Liabilities	**$338,379**	**$346,176**	**$529,008**	**$518,473**	**$505,058**	**$483,536**	**$455,618**	**$426,513**
NET ASSETS	**$21,826**	**$25,214**	**$28,895**	**$32,373**	**$35,178**	**$37,189**	**$38,817**	**$40,297**
Days Cash on Hand	**407**	**415**	**391**	**386**	**384**	**382**	**379**	**374**
REVENUES								
USF Debt Payments	$12,569	$11,740	$17,894	$25,668	$25,044	$24,646	$23,749	$22,695
UMSA Debt Payments	1,977	1,990	1,853	1,712	1,737	1,661	1,584	1,507
HPCC Debt Payments	381	365	344	327	307	286	265	242
Research Debt Payments	989	977	919	872	826	777	729	674
Total Revenues	**$15,916**	**$15,072**	**$21,011**	**$28,579**	**$27,913**	**$27,371**	**$26,327**	**$25,119**
EXPENSES								
Operating Expenses	1,405	1,457	1,629	1,723	1,830	1,946	2,071	2,206
Total Expenses	**$1,405**	**$1,457**	**$1,629**	**$1,723**	**$1,830**	**$1,946**	**$2,071**	**$2,206**
OTHER REVENUES (EXPENSES)								
Interest Expense on Debt	($12,062)	($11,614)	($17,776)	($25,178)	($24,577)	($23,915)	($22,879)	($21,682)
Interest Income	65	1,387	1,800	1,500	1,000	500	250	250
Total Other Revenues (Expenses)	**($11,998)**	**($10,226)**	**($15,976)**	**($23,678)**	**($23,577)**	**($23,415)**	**($22,629)**	**($21,432)**
Changes	$2,513	$3,388	$3,406	$3,178	$2,506	$2,011	$1,628	$1,480
Total Non-Cash Changes	1,544	0	275	300	300	0	0	0
NET OPERATING PROFIT	**$4,058**	**$3,388**	**$3,681**	**$3,478**	**$2,806**	**$2,011**	**$1,628**	**$1,480**
Operating Profit Margin	**15.8%**	**22.5%**	**16.2%**	**11.1%**	**9.0%**	**7.3%**	**6.2%**	**5.9%**