UNIVERSITY of SOUTH FLORIDA

DIRECT SUPPORT ORGANIZATIONS

ANNUAL FINANCIAL PLANS

FISCAL YEAR 2023

May 24, 2022

UNIVERSITY of SOUTH FLORIDA

DSO Annual Financial Plans for FY 2023

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UMSA/MSSC Combined

FY 2023 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 organized as 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 that Drive DSO Success and Materially Impact the FY 2023 Financial Plan (Increased Revenues, Cash Flow, Liquidity and Reserves) (Material Capital Expenditures / Needed Added Resources)

- In January 2022, the practice plan and Tampa General Hospital built upon their nearly 50 year affiliation to become Florida's leading academic medical center (AMC) through a sustainable, collaborative, and comprehensive relationship that mutually benefits each organization, and the communities we serve, across all missions including patient care, teaching, research, and advocacy. A key component of the more comprehensive global affiliation agreement was the creation of USF Tampa General Physicians Group (USFTGP) that will includes physicians employed by TGH and USF. On January 1, 2022, approximately 1,300 UMSA employees transitioned employment to either USF, USFTGP, or TGH, depending on their function, with the majority moving to USFTGP. During FY23, the practice plan and USFTGP leadership will focus on stabilizing USFTGP operations and develop efficiencies and best practices between UMSA and TGMG to enhance operations and identify opportunities for cost reductions.
- The creation of and transition to USFTGP resulted in $3.5M of additional capital costs that must be funded by the practice plan during the first 3 years of the relationship. These costs are primarily related to information technology as systems such as email, benefits administration, general ledger, payroll, timekeeping, remote access, phone services, etc. needed to be built and transitioned to the new organization. The capital costs also include new computers for all of our clinical sites to machines that would be capable of Epic's (electronic medical records and billing system) transition from an on premise software to a cloud based software.
- The practice plan instituted financial austerity measures in FY21 and FY22 in response to the COVID-19 pandemic including significant reductions in travel, meals, dues and subscriptions, and continuing medical education. As we return to normal operations and global travel restrictions continue to lift, these expenses are returning to their original level.
- Between FY20 - FY22 the practice plan received $23M in federal CARES act funding to reimburse for lost revenues and $2.5M in additional UPL funding in response to the COVID-19 pandemic. These funds will no longer be available, and they account for the reduction in other revenue in FY23.
- The practice plan received $14.7M of CARES Act funding in FY22 to reimburse for lost revenue associated with the COVID pandemic. In FY22 and FY23, those funds will be used to replenish the Dean's Academic Support fund for investment in future research recruits.
- USF Health leadership requested a premium holiday for UMSA for FY21-FY22 due to continuing financial concerns related to COVID, successful SIP claims management (resulting in significant financial savings), and expenses related to the formation of an academic medical group with Tampa General Hospital. The SIP Council approved this request. The premium holiday amount was $3M for FY 2021-2022. This does not affect premiums paid by USF affiliates for resident services, nor does it affect the Risk Management Loss Prevention assessment. UMSA is budgeting a return to its usual malpractice rates in FY23.
- The Dean's Academic Support Fund is currently included in the financial statements of UMSA and is projected to have a balance of $29M at the end of FY22. USF Health leadership plans to move those funds out of UMSA and into HSSO in FY23. At the end of FY23, this would result in a the following key changes to the financial plan of UMSA

(In thousands)	FY23 UMSA Financial Plan	FY23 UMSA Financial Plan less Dean's Fund Transfer to HSSO	Impact of Transfer to HSSO
Total Cash & Investments	$38,334	$11,410	$26,924
Net Assets	$89,862	$60,261	$29,600
Total Revenue	$367,528	$350,338	$26,924
Total Expenses	$368,376	$348,510	$37,076
Net Operating Profit (Loss)	$(848)	$1,828	$(2,676)

Identify Emerging Opportunities / Risks That Might Affect The FY 2023 Financial Plan

- The COVID pandemic will have a lasting impact on the practice plan's patient service revenue. In FY22, approximately 15% of UMSA's appointments were completed via telehealth. Leadership will need to continually monitor changes in telehealth payment policies from the Center for Medicare and Medicaid Services and private payers. The Omicron surge in FY22 impacted the practice plans clinical volumes as approximately 10% of our staff were either sick or in quarantine during the first two weeks of January. In FY23 the practice plan will need to work with USFTGP to ensure that it is able to flex resources as needed in the event of another surge in cases in our community.

List Major Long-Term Goals That Will Drive Upside Financial Performance Beyond FY 2023

- The practice plan has reached maximum occupancy for available clinical spaces. Over the next several fiscal years, UMSA will need to invest in additional space to support growth by either acquiring additional space or converting administrative space to clinical space. USF Health, USFTGP, and TGH leadership are working together to create a space master plan for the entire physician enterprise to best serve the needs of patients, physicians, and team members.

UNIVERSITY of SOUTH FLORIDA

UMSA/MSSC Combined

FY 2023 Annual Financial Plan

INCOME STATEMENT

(In thousands)	FY 2023 FINANCIAL PLAN	FY 2022 FORECAST (as of 3/31/22)	Variance $	Variance %	FY 2022 FINANCIAL PLAN	FY 2021 ACTUAL RESULTS	FY 2020 ACTUAL RESULTS
REVENUES							
Net Patient Service	$191,074	$187,376	$3,698	2 %	$189,190	$191,974	$166,121
Grants, Contracts & Awards	100,592	99,596	996	1 %	87,112	94,719	79,757
UPL/PCIP	34,973	41,567	(6,594)	(16)%	38,200	40,491	38,726
Other Revenue	40,888	49,125	(8,236)	(17)%	46,653	41,798	43,383
Total Revenues	**$367,528**	**$377,664**	**($10,137)**	**(3)%**	**$361,154**	**$368,983**	**$327,986**
EXPENSES							
Faculty Support	192,565	189,668	2,897	2 %	174,089	172,985	158,468
Housestaff Support	14,812	14,665	147	1 %	12,315	12,660	13,068
Other Staff Support	32,532	64,445	(31,913)	(50)%	60,789	101,031	97,863
USFTGP Staff Support	60,412	29,326	31,086	106 %	29,326	0	0
Depreciation/Amortization	4,375	4,289	86	2 %	4,638	5,047	4,573
Other Expenses	53,980	48,980	5,000	10 %	63,960	55,384	55,412
Total Expenses	**$358,676**	**$351,373**	**$7,302**	2 %	**$345,118**	**$347,108**	**$329,384**
OPERATING PROFIT BEFORE NON-CASH CHANGES	**$8,852**	**$26,291**	**($17,439)**	(66)%	**$16,036**	**$21,875**	**$(1,398)**
Unrealized Investment Gains (Losses)	0	124	(124)	(100)%	0	3,041	1,068
Contribution to MCOM	(9,700)	(5,000)	(4,700)	(94)%	0	0	(7,003)
Gain (Loss) on Disposal of Capital Assets	0	2,766	(2,766)	(100)%	0		
Other Non Operating Expense	0	(3)	3	100 %	0	0	0
Total Non-Cash Changes	**$(9,700)**	**$(2,113)**	**($7,587)**	(359)%	**$0**	**$3,041**	**$(5,935)**
NET OPERATING PROFIT	**$(848)**	**$24,178**	**($25,026)**	(104)%	**$16,036**	**$24,916**	**$(7,332)**
Operating Profit Margin	**2%**	**7%**		(5)%	**4%**	**6%**	**0%**

UNIVERSITY of SOUTH FLORIDA

UMSA/MSSC Combined

FY 2023 Annual Financial Plan

STATEMENT OF CASH FLOWS

(In thousands)	FY 2023 FINANCIAL PLAN	FY 2022 FORECAST (as of 3/31/22)	Variance $	Variance %	FY 2022 FINANCIAL PLAN	FY 2021 ACTUAL RESULTS	FY 2020 ACTUAL RESULTS
OPERATING ACTIVITIES							
Net Operating Profit	$(848)	$20,977	$(21,825)	(104)%	$16,036	$24,916	$(7,332)
Adjustments for Non-Cash Activities:							
Depreciation/Amortization	4,375	4,514	(139)	(3)%	4,638	5,047	4,573
Transfer From UMSA to HSSO Operating Assets and Liabilities	40,231	(15,135)	55,365	366 %	(3,000)	(72,055)	36,060
Total Cash From Operating Activities	$43,758	**$10,357**	$33,401	323 %	**$17,674**	$(42,093)	**$33,301**
FINANCING ACTIVITIES							
Capital Expenditures	$(6,500)	$(6,096)	$(404)	(7)%	$(4,500)	$(1,613)	$(2,514)
Proceeds from Sale of Capital Assets	0	2,766	(2,766)	(100)%	0	13	0
Interest Payments	(2,500)	(2,429)	(71)	(3)%	0	(2,429)	(1,566)
Transfer to USF FC - Leases on MOBs	(2,536)	(2,511)	(25)	(1)%	(2,511)	(2,306)	(2,245)
Total Cash From Financing Activities	**$(11,536)**	$(8,271)	$(3,265)	(39)%	**$(7,011)**	$(6,335)	$(6,325)
INVESTING ACTIVITIES							
Net (Purchases) Sales of Investments	$0	$(6,624)	$6,624	100 %	$0	$3,041	$(1,803)
Interest and Dividends on Investments	0	0	0	%	0	21,042	1,068
Total Cash From Investing Activities	**$0**	$(6,624)	**$6,624**	100 %	**$0**	**$24,083**	$(735)
CHANGE IN CASH	32,222	(4,538)	36,760	810 %	**10,663**	(24,345)	**26,241**
Cash, Beginning of Year	6,112	10,650	(4,538)	(43)%	13,763	34,996	8,755
Cash, End of Year	**$38,334**	**$6,112**	**$32,222**	**527 %**	**$24,426**	**$10,650**	**$34,996**
Total Cash & Investments	**$55,549**	**$23,327**	**$32,222**	138 %	**$54,104**	**$17,314**	**$62,672**
Days Cash on Hand	**60**	**26**	**34**	133 %	**59**	**19**	**73**

UNIVERSITY of SOUTH FLORIDA

UMSA/MSSC Combined

FY 2023 Annual Financial Plan

3-YEAR FORECAST

(In thousands)	FY 2020 ACTUAL	FY 2021 ACTUAL	FY 2022 FORECAST	FY 2023 PLAN	FY 2024 FORECAST	FY 2025 FORECAST
ASSETS						
Cash & Investments	$62,672	$17,314	$23,327	$55,549	$56,104	$56,665
Fixed Assets	54,145	51,410	50,658	51,671	52,188	52,710
Other Assets	50,104	83,336	106,952	75,800	76,558	77,323
Total Assets	**$166,921**	**$152,060**	**$180,937**	**$183,020**	**$184,850**	**$186,698**
LIABILITIES						
Payables	$17,637	$12,991	$13,528	$15,663	$15,820	$15,978
Long-Term Debt	48,754	46,536	43,408	40,279	40,682	41,089
Other Liabilities and deferred inflows	46,398	26,001	33,291	37,215	29,457	21,530
Total Liabilities	**$112,788**	**$85,528**	**$90,227**	**$93,158**	**$85,959**	**$78,597**
NET ASSETS	**$54,133**	**$66,532**	**$90,710**	**$89,862**	**$98,891**	**$108,101**
Days Cash on Hand	**73**	**19**	**26**	**60**	**59**	**59**
REVENUES						
Net Patient Service	$166,121	$191,974	$187,376	$191,074	$194,896	$198,793
Grants, Contracts & Awards	79,757	94,719	99,596	100,592	102,604	104,656
UPL	38,726	40,491	41,567	34,973	35,673	36,386
Other Revenues	43,383	41,798	49,125	40,888	41,706	42,540
Total Revenues	**$327,986**	**$368,983**	**$377,664**	**$367,528**	**$374,878**	**$382,376**
EXPENSES						
Faculty Support	$158,468	$172,985	$189,668	$192,565	$196,416	$200,344
Housestaff Support	13,068	12,660	14,665	14,812	15,108	15,410
Other Staff Support	97,863	101,031	64,445	32,532	33,183	33,846
USFTGP Staff Support	0	0	29,326	60,412	61,621	62,853
Other Expenses	55,412	55,384	48,980	53,980	55,059	56,160
Total Expenses	**$324,811**	**$342,061**	**$347,084**	**$354,300**	**$361,386**	**$368,614**
Operating Profit Before Non-Cash Changes	**$3,176**	**$26,922**	**$30,580**	**$13,227**	**$13,492**	**$13,762**
Total Non-Cash Changes	$(4,573)	$(5,047)	$(4,289)	$(4,375)	$(4,463)	$(4,552)
NET OPERATING PROFIT	**$(1,398)**	**$21,875**	**$26,291**	**$8,852**	**$9,029**	**$9,210**
Operating Profit Margin	**0%**	**6%**	**7%**	**2%**	**2%**	**2%**
Unrealized Investment Gains (Losses)	$1,068	$3,041	$124	$0	$0	$0
Gain (Loss) on Disposal of Capital Assets	0	0	2,766	(9,700)	0	0
Other Non Operating Expense	0	0	(3)	0	0	0
Contribution to MCOM	(7,003)	0	(5,000)	0	0	0
Total Non-Operating Changes	**$(5,935)**	**$3,041**	**$(2,113)**	**$(9,700)**	**$0**	**$0**
NET PROFIT	**$(7,332)**	**$24,916**	**$24,178**	**$(848)**	**$9,029**	**$9,210**

USF FOUNDATION, INC.

FY 2023 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 that Drive DSO Success and Materially Impact the FY 2023 Financial Plan (Increased Revenues, Cash Flow, Liquidity and Reserves) **(Material Capital Expenditures / Needed Added Resources)**

- Several initiatives for the Division of University Advancement are underway to facilitate and grow the crucial impact of philanthropy for USF. The talent acquisition for these new initiatives and restructuring of resources will continue into fiscal year 2023. These initiatives will further the USF Foundation's ability to meet annual fundraising goals and are described in the following bullets.

- The formation of a Principal Gifts Team will produce transformative gift opportunities that will generate an expansion of resources over the long term for the University.

- The establishment of a Regional Fundraising Team will 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 expansion of the Annual Giving Team to include a Digital Engagement Center of well-trained students will provide needed outreach to University supporters to share success stories and University news through text-to-give programs, social media platforms, etc.

Identify Emerging Opportunities / Risks That Might Affect The FY 2023 Financial Plan

- 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 Goals That Will Drive Upside Financial Performance Beyond FY 2023

- 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.

USF FOUNDATION, INC.

FY 2023 Annual Financial Plan

INCOME STATEMENT

(In thousands)	FY 2023 FINANCIAL PLAN	FY 2022 FORECAST (as of 3/31/22)	Variance $	Variance %	FY 2022 FINANCIAL PLAN	FY 2021 ACTUAL RESULTS	FY 2020 ACTUAL RESULTS
REVENUES							
Gifts & Donations	$60,450	$60,450	$0	0 %	$60,450	$64,667	$70,565
Investment Income (Loss)	51,325	(11,550)	62,875	544 %	44,301	192,303	31,323
University Support	13,523	12,954	569	4 %	11,754	13,209	16,284
Other Revenues	2,907	2,850	57	2 %	2,850	2,473	2,489
Total Revenues	**$128,205**	**$64,704**	**$63,501**	98 %	**$119,355**	**$272,652**	**$120,661**
EXPENSES							
Program Services							
Salaries & Benefits	20,299	19,950	350	2 %	19,901	20,721	$18,498
Scholarship & Fellowship	10,090	10,088	2	0 %	9,806	10,802	13,213
Service & Independent contractors	4,148	3,972	175	4 %	4,066	1,619	3,145
Supplies	2,208	2,160	48	2 %	2,164	884	1,517
Other Transfers & Expenses	25,719	36,168	(10,449)	(29)%	22,267	18,791	14,573
Total Program Service Expenses	62,464	72,338	(9,874)	%	58,205	52,817	50,946
Fundraising & Operating Expenses							
Salaries & Benefits	16,487	15,866	621	4 %	15,674	16,188	14,942
Service & Independent contractors	1,141	1,114	27	2 %	1,119	1,042	1,728
Other Transfers & Expenses	2,216	1,944	272	14 %	2,194	1,429	1,772
Total Fundraising & Operating Expenses	**$19,844**	18,924	921	%	18,987	18,659	18,442
Total Expenses	**$82,308**	**$91,262**	**$(8,953)**	(10)%	**$77,192**	**$71,476**	**$69,388**
OPERATING PROFIT BEFORE NON-CASH CHANGES	**$45,897**	**$(26,558)**	**$72,454**	273 %	**$42,163**	**$201,176**	**$51,273**
Total Non-Cash Changes	**$0**	**$0**	**$0**	%	**$0**	**$0**	**$0**
NET OPERATING PROFIT	**$45,897**	**$(26,558)**	**$72,454**	273 %	**$42,163**	**$201,176**	**$51,273**
Operating Profit Margin	**36%**	**-41%**		77 %	**35%**	**74%**	**42%**

UNIVERSITY of SOUTH FLORIDA

USF FOUNDATION, INC.

FY 2023 Annual Financial Plan

STATEMENT OF CASH FLOWS

(In thousands)	FY 2023 FINANCIAL PLAN	FY 2022 FORECAST (as of 3/31/22)	Variance $	Variance %	FY 2022 FINANCIAL PLAN	FY 2021 ACTUAL RESULTS	FY 2020 ACTUAL RESULTS
OPERATING ACTIVITIES							
Net Operating Profit	$45,897	$(26,558)	$72,454	273 %	$42,163	$201,176	$51,273
Adjustments for Non-Cash Activities:							
Investment (gain) losses	(51,325)	11,550	(62,875)	(544)%	(40,549)	(179,278)	(21,485)
Change in assets & liabilities	(14,526)	(10,862)	(3,664)	(34)%	(16,263)	(19,976)	(45,053)
Total Cash From Operating Activities	**$(19,954)**	**$(25,870)**	**$5,915**	23 %	**$(14,649)**	**$1,922**	**$(15,265)**
FINANCING ACTIVITIES							
Proceeds of sales of contributed land held for resale	$0	$0	$0	%	$0	$0	$0
Interest Paid on Debt	(125)	(155)	30	19 %	(125)	(109)	(119)
Principal Paid on Debt	(380)	(365)	(15)	(4)%	(379)	(391)	(382)
NonCapital Financing activities	13,521	20,913	(7,392)	(35)%	7,565	13,139	15,545
Total Cash From Financing Activities	**$13,016**	**$20,393**	**$(7,377)**	(36)%	**$7,061**	**$12,639**	**$15,044**
INVESTING ACTIVITIES							
Capital Expenditures	$0	$0	$0	%	$0	$400	$400
Net (Purchases) Sales of Investment	(1,985)	(1,850)	(135)	(7)%	(2,065)	(32,359)	(6,484)
Interest dividends reinvested	8,932	9,546	(614)	(6)%	9,145	13,025	9,839
Total Cash From Investing Activities	**$6,947**	**$7,696**	**$(749)**	(10)%	**$7,080**	**$(18,934)**	**$3,755**
CHANGE IN CASH	**9**	**2,219**	**(2,211)**	(100)%	**(508)**	**(4,373)**	**3,534**
Cash, Beginning of Year	2,770	551	2,219	403 %	2,510	4,924	1,410
Cash, End of Year	**$2,779**	**$2,770**	**$8**	0 %	**$2,002**	**$551**	**$4,944**
Total Cash & Investments	**$108,957**	**$124,330**	**$(15,373)**	(12)%	**$124,330**	**$132,115**	**$112,621**
Days Cash on Hand	**487**	**497**	**(11)**	(2)%	**588**	**675**	**592**

UNIVERSITY of SOUTH FLORIDA

USF FOUNDATION, INC.

FY 2023 Annual Financial Plan

3-YEAR FORECAST

(In thousands)	FY 2020 ACTUAL	FY 2021 ACTUAL	FY 2022 FORECAST	FY 2023 PLAN	FY 2024 FORECAST	FY 2025 FORECAST
ASSETS						
Cash & Investments	$112,621	$132,115	$124,330	$108,957	$115,047	$117,348
Fixed Assets	10,844	10,725	10,605	10,485	10,361	$10,465
Other Assets	594,379	786,838	774,133	837,763	887,762	$945,445
Total Assets	**$717,844**	**$929,678**	**$909,068**	**$957,205**	**$1,013,169**	**$1,073,257**
LIABILITIES						
Payables	$1,053	$408	$1,076	$1,095	$1,117	$1,173
Long-Term Debt	4,332	3,942	3,540	3,127	3,190	$3,349
Other Liabilities and deferred inflows	24,405	36,098	41,780	44,414	46,456	$47,385
Total Liabilities	**$29,790**	**$40,448**	**$46,396**	**$48,636**	**$50,762**	**$51,907**
NET ASSETS	**$688,054**	**$889,230**	**$862,672**	**$908,569**	**$962,407**	**$1,021,351**
Days Cash on Hand	**592**	**675**	**497**	**483**	**477**	**477**
REVENUES						
Gifts & Fundraising Revenue	$70,565	$64,667	$60,450	$60,450	$72,336	$77,453
University Support	16,284	13,209	12,954	13,523	14,158	$14,800
Other Revenues	33,812	194,776	(8,700)	54,232	55,317	$56,423
Total Revenues	**$120,661**	**$272,652**	**$64,704**	**$128,205**	**$141,811**	**$148,676**
EXPENSES						
Salaries & Benefits	$33,440	$36,910	$35,816	$36,786	$36,717	$37,451
Scholarships & Fellowships	13,213	10,802	10,088	10,090	10,496	$10,705
Other Expenses	22,735	23,764	45,358	35,431	40,760	$41,575
Total Expenses	**$69,388**	**$71,476**	**$91,262**	**$82,308**	**$87,972**	**$89,732**
Operating Profit Before Non-Cash Changes	**$51,273**	**$201,176**	**$(26,558)**	**$45,897**	**$53,838**	**$58,944**
Total Non-Cash Changes	$0	$0	$0	$0	$0	$0
NET OPERATING PROFIT	**$51,273**	**$201,176**	**$(26,558)**	**$45,897**	**$53,838**	**$58,944**
Operating Profit Margin	**42%**	**74%**	**-41%**	**36%**	**38%**	**40%**

USF Research Foundation, Inc.

FY 2023 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 and various buildings that are located within the Research Park. DSO revenue is generated primarily through long-term leases of facilities utilized by the University research enterprise and private sector entities seeking research relationships with the University.

  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. We assist 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 that Drive DSO Success and Materially Impact the FY 2023 Financial Plan (Increased Revenues, Cash Flow, Liquidity and Reserves) **(Material Capital Expenditures / Needed Added Resources)**

- Construction has been completed for the new 120,000 square foot Mixed Use Lab and Office Building (3814 Spectrum) located within the USF Research Park. Revenue projection anticipates 60,000 sf of the building will be occupied by the end of FY 2023, increasing to 110,000 sf by the end of FY 2024. The Income Statement impact for FY 2023 is -$1.9M Loss to include interest expense of $794K, operating expenses $708K, non-cash depreciation of $1.2M, offset by rent revenue of $800K. Occupancy will focus on tenancy from partnership opportunities with private industry. Debt service for the new building of $1.8M (interest and principle) and Capital Expenditures of $3.6M for buildout of tenant improvements will be funded by redemption of investments.

- As advised by the University, the FY 2023 Plan includes a $3.99M cost allocation to the Research Foundation for 100% of the USF Technology Transfer Office (TTO) operating expense budget (principally salaries and legal costs for patent prosecution and litigation efforts). 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). This additional expense to the Research Foundation decreases our operating profit margin and cash flow by $3.99M in FY 2023.

  The FY 2023 TTO financial plan is based on their new business organization model. TTO recently hired two assistant directors whose focus is on industry marketing, startups and business development initiatives. The assistant directors have been tasked with sourcing qualified companies who can move USF technology to commercial phases. Product licenses are increasing as well. Moving forward, TTO will increase focusing more on Copyright licenses and initiate a Data licensing program. TTO recognizes there is a market for these offerings with a high profitability in ROI.

- 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 FY 2023. The transfer of this fiduciary cash to the University's chartfield for benefit of the USF Incubator Program, will reduce the University's FY 2023 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.

Identify Emerging Opportunities / Risks That Might Affect The FY 2023 Financial Plan

- Lease up of the new Mixed Use Lab and Office Building (3814 Spectrum):
  - Lease negotiations will impact the amount of funds used for tenant improvement allowances.
  - Supply chain issues may impact the cost to build out and delay occupancy of the leased up spaces.
- Identifying Copyright licenses and initiating a Data Licensing Program, which will then substantially drive up Intellectual Property revenue.
- The ability to source top workforce talent is a present risk as TTO and the Research Foundation look to replenishing personnel resources.

List Major Long-Term Goals That Will Drive Upside Financial Performance Beyond FY 2023

- Full lease up of the Research Park 3814 Spectrum building to achieve self-sufficiency
- Continued development of the Research Park as a research enterprise supporting community
- Increasing high value Intellectual Property agreements with well-established companies
- Sustaining transparent communication with Intellectual Property licensees, in order to avoid compliance litigation

UNIVERSITY of SOUTH FLORIDA

USF Research Foundation, Inc.

FY 2023 Annual Financial Plan

INCOME STATEMENT

(In thousands)	FY 2023 FINANCIAL PLAN	FY 2022 FORECAST (as of 3/31/22)	Variance $	Variance %	FY 2022 FINANCIAL PLAN	FY 2021 ACTUAL RESULTS	FY 2020 ACTUAL RESULTS
REVENUES							
Rental Revenue	$10,763	$9,596	$1,167	12 %	$9,760	$9,252	$8,968
Intellectual Property Revenue (TTO Initiator)	4,100	3,800	300	8 %	4,000	2,561	2,666
Intellectual Property Revenue - Equity Transactions	-	-	-	%	-	7,433	-
NMR Use License Fee	-	-	-	%	-	244	307
Other Operating Revenues	170	170	0	0 %	157	172	188
Total Revenues	**$15,033**	**$13,566**	**$1,467**	11 %	**$13,917**	**$19,661**	**$12,129**
EXPENSES							
Salaries & Benefits	1,466	1,246	220	18 %	1,246	1,196	1,297
Operations - Research Park	3,895	3,923	(29)	(1)%	3,969	3,212	3,489
Operations - New Research Park Building	549	231	318	138 %	284	5	-
IP Program Expense - Royalties & Direct Tech Costs	2,945	2,688	257	10 %	2,818	1,836	1,826
IP University Exp - TTO Cost Allocation to DSO	3,989	2,338	1,652	71 %	2,628	-	-
Other Program Expense	60	40	20	50 %	65	87	56
Other Operating Expenses	200	207	(8)	(4)%	207	164	195
UBC Net Expense (University Business Center)	336	375	(39)	(10)%	375	234	256
Interest Expense	1,323	904	419	46 %	971	621	526
Depreciation & Amortization	4,292	3,255	1,037	32 %	3,389	2,786	2,562
Total Expenses	**$19,054**	**$15,207**	**$3,847**	25 %	**$15,953**	**$10,142**	**$10,207**
NET OPERATING PROFIT (LOSS)	**$(4,021)**	**$(1,642)**	**$(2,380)**	(145)%	**$(2,036)**	**$9,520**	**$1,922**
Investment Income	2,471	957	1,514	158 %	1,866	11,864	1,917
Investment Income - IP Equity Transaction	-	(10,076)	10,076	100 %	-	5,509	-
Non-Operating Interest Exp (New Bldg Construction)	-	(487)	487	100 %	(420)	(927)	(401)
Total Non-Operating	**$2,471**	**$(9,607)**	**$12,078**	126 %	**$1,446**	**$16,446**	**$1,516**
NET INCOME (LOSS)	**$(1,551)**	**$(11,249)**	**$9,698**	86 %	**$(589)**	**$25,966**	**$3,438**
Operating Profit Margin	**-26.8%**	**-12.1%**		**(14.6)%**	**-14.6%**	**48.4%**	**15.8%**

UNIVERSITY of SOUTH FLORIDA

USF Research Foundation, Inc.

FY 2023 Annual Financial Plan

STATEMENT OF CASH FLOWS

(In thousands)	FY 2023 FINANCIAL PLAN	FY 2022 FORECAST (as of 3/31/22)	Variance $	Variance %	FY 2022 FINANCIAL PLAN	FY 2021 ACTUAL RESULTS	FY 2020 ACTUAL RESULTS
OPERATING ACTIVITIES							
Net Income	$(1,551)	$(11,249)	$9,698	86 %	$(589)	$25,966	$3,438
Adjustments for Non-Cash Activities:							
Add Non-Cash Investment Loss (Less Inv Income)	(2,071)	8,720	(10,790)	(124)%	(1,566)	(16,875)	(1,550)
Less Other Non-Cash Operating Revenue	-	-	-	%	-	(7,685)	(18)
Add back Depreciation/Amortization Exp	4,292	3,255	1,037	32 %	3,389	2,786	2,562
Add back Other Non-Cash Expenses	50	65	(15)	(23)%	65	119	333
Changes in Operating Assets and Liabilities	(400)	(400)	-	0 %	(400)	(2,381)	(1,113)
Total Cash From Operating Activities	**$321**	**$391**	**$(70)**	(18)%	**$898**	**$1,930**	**$3,653**
FINANCING ACTIVITIES							
Principal Payments - Notes Payable	$(835)	$(805)	$(30)	(4)%	$(805)	$(775)	$(1,745)
Principal Payments Capital Lease - UDI Building	(263)	(252)	(11)	(4)%	(252)	$(261)	(261)
Principal Payment - New Building	(975)	(936)	(38)	(4)%	(936)	(900)	-
Redeem Investments - Fund New Bldg Cost & CAP-X	5,414	4,837	576	12 %	13,247	1,827	2,514
New Bldg - Debt Sinking Fund, Debt Reserves & Costs	-	-	-	%	-	-	(2,566)
Redeem Investments - Truist Equity to Operating Cash	-	-	-	%	-	275	-
Total Cash From Financing Activities	**$3,341**	**$2,844**	**$497**	17 %	**$11,254**	**$166**	**$(2,059)**
INVESTING ACTIVITIES							
Capital Expenditures	$(2,161)	$(708)	$(1,452)	(205)%	$(1,079)	$(258)	$(1,242)
Capital Expenditures - New Bldg Tenant Improvements	(3,645)	(2,000)	(1,645)	(82)%	(11,486)	-	-
Purchase of Investments	-	-	-	%	-	-	(4,050)
Seed Capital Loan Repayments (Issuance)	-	20	(20)	(100)%	20	35	28
	-	-	-	%	-	-	-
Total Cash From Investing Activities	**$(5,806)**	**$(2,688)**	**$(3,117)**	(116)%	**$(12,545)**	**$(223)**	**$(5,264)**
CHANGE IN CASH	**(2,144)**	**547**	**(2,690)**	(492)%	**(392)**	**1,874**	**(3,670)**
Cash, Beginning of Year	5,877	5,330	547	10 %	$5,330	3,456	7,127
Cash, End of Year	**$3,733**	**$5,877**	**$(2,144)**	(36)%	**$4,938**	**$5,330**	**$3,456**
Total Cash & Investments	**$49,101**	**$54,187**	**$(5,086)**	(9)%	**$36,470**	**$57,521**	**$46,106**
Days Cash on Hand	**480**	**590**	**(110)**	(19)%	**328**	**770**	**339**

UNIVERSITY of SOUTH FLORIDA

USF Research Foundation, Inc.

FY 2023 Annual Financial Plan

3-YEAR FORECAST

(In thousands)	FY 2020 ACTUAL	FY 2021 ACTUAL	FY 2022 FORECAST	FY 2023 PLAN	FY 2024 FORECAST	FY 2025 FORECAST
ASSETS						
Cash & Investments	$46,106	$57,521	$54,187	$49,101	$47,066	$49,805
Fixed Assets	34,512	33,225	58,825	60,454	60,987	56,968
Other Assets	19,247	40,148	29,956	29,840	29,724	29,608
Total Assets	**$99,864**	**$130,894**	**$142,968**	**$139,395**	**$137,778**	**$136,382**
LIABILITIES						
Payables	$2,089	$10,178	$5,052	$5,418	$5,509	$5,526
Long-Term Debt	18,654	17,618	42,625	40,553	38,394	36,147
Other Liabilities	9,196	7,205	7,422	7,644	7,874	8,110
Total Liabilities	**$29,938**	**$35,002**	**$55,099**	**$53,615**	**$51,776**	**$49,783**
NET ASSETS	**$69,926**	**$95,892**	**$87,869**	**$85,780**	**$86,001**	**$86,598**
Days Cash on Hand	**339**	**770**	**590**	**480**	**466**	**477**
REVENUES						
Rental Revenue	$8,968	$9,252	$9,596	$10,763	$13,943	$15,532
Intellectual Property Revenue	2,666	9,993	3,800	4,100	4,400	4,600
Other Revenues	495	416	170	170	179	187
Total Revenues	**$12,129**	**$19,661**	**$13,566**	**$15,033**	**$18,521**	**$20,319**
EXPENSES						
Salaries & Benefits	$1,297	$1,196	$1,246	$1,466	$1,510	$1,555
Operations - Research Park	3,489	3,212	4,154	4,444	4,918	5,712
Other Expenses	5,421	5,733	9,807	13,145	13,947	14,604
Total Expenses	**$10,207**	**$10,142**	**$15,207**	**$19,054**	**$20,375**	**$21,870**
Operating Profit Before Non-Operating	**$1,922**	**$9,520**	**$(1,642)**	**$(4,021)**	**$(1,853)**	**$(1,551)**
Total Non-Operating, Net	1,516	16,446	(9,607)	2,471	2,344	2,372
NET INCOME (LOSS)	**$3,438**	**$25,966**	**$(11,249)**	**$(1,551)**	**$491**	**$821**
Operating Profit Margin	**16%**	**48%**	**-12%**	**-27%**	**-10%**	**-8%**

FINANCIAL PLAN STATEMENT

State the DSO's Statutory Mission which 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.

  HPCC helps to achieve these goals through a range of activities and entities, including the Center for Advanced Medical Learning and Simulation (CAMLS) which has as its vision to improve healthcare through lifelong education and learning and whose mission is to create and provide experiential learning that improves clinical skills and patient care in our community and around the globe. HPCC also supports the efficient administration of the USF Health Office of Continuing Professional Development (CPD) as well as several USF Health international programs.

Describe Key Initiatives that Drive DSO Success and Materially Impact the FY 2023 Financial Plan (Increased Revenues, Cash Flow, Liquidity and Reserves) (Material Capital Expenditures / Needed Added Resources)

- In FY2023, HPCC already contracted $1,500K of external client revenue inclusive of any remaining FY2020 programs affected by COVID19. CAMLS affirmative actions to proactively postpone many programs with long lead times, has strengthened relationships with external clients and as a result, is projected to return revenue and operating earnings for FY2023 to pre-COVID levels. FY2023 has a much more diversivied cleint base and new virtual reality and live streaming capabilities compared to CAMLS pre-COVID cleint mix and offerings.
- CAMLS Assurance Campaign which addressed CAMLS' broad approach to site safety, facility cleanliness and sanitizing, and a range of access controls to prevent the spread of COVID-19 ensures HPCC and the CAMLS facility will continue to provide flexible space and access to simulation learning and healthcare education to USF students, including Morsani College of Medicine Undergraduate Medical Education (UME), MCOM Anatomy Laboratory, Graduate Medical Education (GME), and Physician's Assistant (PA) students, College of Nursing Certified Registered Nurse Anesthetist (CRNA) students, College of Pharmacy students, and Muma College of Business students. 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 Florida hospitals and healthcare systems where face to face lifesaving training is needed but the ability for participants to travel was not possible. This is a small but growing aspect of training opportunities.
- CAMLS is expanding research focused on simulation-based training and virtual/augmented reality to utilize CAMLS's unique expertise, assets and USF Health faculty to obtain external grants in partnership with small businesses and USF Health affiliates.
- The Office of Continuing Professional Development (OCPD) has expanded its portfolio of online programming in partnership with medical education companies (MEC) and transitioned its business model to accreditation only services and away from management of live events. OCPD revenues and expected to remain steady year over year.

Identify Emerging Opportunities / Risks That Might Affect The FY 2023 Financial Plan

- While there are always unknown risks from weather, foreign governments, pandemics and unknown unknowns, HPCC's most likely Annual Plan is based on the momentum generated from its COVID strategy, the heightened awareness of and desire to be in downtown Tampa and other competitive advantages.
- Although business travel is rebounding, travel cost is also increasing. And while it is critical to be in front of end users and customers for demonstration and hands on training, some health care professionals such as emergency room and other high impact COVID teams may require more time before making business travel commitments due to staffing and budget constraints.

List Major Long-Term Goals That Will Drive Upside Financial Performance Beyond FY 2023

- The CAMLS facility that has not reached is maximum utilization potential and therefore, attracting clients and stategizing incentives to fill CAMLS creates signifcant upside potential with limited step fixed cost increases for staffing. The successfull 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.

USF Health Professions Conferencing Corporation

FY 2023 Annual Financial Plan

INCOME STATEMENT

(In thousands)	FY 2023 FINANCIAL PLAN	FY 2022 FORECAST (as of 3/31/21)	Variance $	Variance %	FY 2022 FINANCIAL PLAN	FY 2021 ACTUAL RESULTS	FY 2020 ACTUAL RESULTS
REVENUES							
Continuing Professional Development	$7,275	$7,275	$0	0 %	$4,594	$3,455	$7,162
CAMLS - USF Health Programming	2,179	$2,101	78	4 %	$2,061	2,076	2,303
CAMLS - Industry, Societies, Healthcare	4,648	$3,172	1,476	47 %	$3,125	1,555	2,661
In Kind Donations	17	$0	17	%	$17	11	29
Rents, Parking, Rebates, Interest	472	$409	63	15 %	$113	274	484
Transfer from USF-Plant Operations & Maint.	1,293	$1,293	0	0 %	$1,293	1,294	1,293
Transfer from UMSA Continuing Ed - Faculty, Students	900	$900	0	0 %	$900	270	320
Total Revenues	**$16,784**	**$15,150**	**$1,633**	11 %	**$12,104**	**$9,021**	**$14,458**
EXPENSES							
Wages and Benefits	4,183	$3,591	592	16 %	$3,750	3,611	3,898
Wages - program driven temporary staffing	60	$60	0	0 %	$160	71	250
Utilities, Leases, Maint., Supplies, Marketing	1,976	$1,873	103	5 %	$1,765	1,567	1,891
Direct Program Expense	8,332	$7,988	344	4 %	$5,157	3,538	7,348
Interest	260	$293	(33)	(11)%	$293	346	527
In Kind Expense	0	$0	0	%	$17	11	29
Depreciation & Amortization	708	$946	(238)	(25)%	$957	961	1,089
Total Expenses	**$15,519**	**$14,751**	**$768**	5 %	**$12,098**	**$10,105**	**$15,033**
OPERATING PROFIT BEFORE NON-CASH CHANGES	**$1,265**	**$400**	**$865**	217 %	**$5**	**$(1,084)**	**$(576)**
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	**$1,265**	**$400**	**$865**	217 %	**$5**	**$(1,084)**	**$(576)**
Operating Profit Margin	**8%**	**3%**		5 %	**0%**	**-12%**	**-4%**

USF Health Professions Conferencing Corporation

FY 2023 Annual Financial Plan

STATEMENT OF CASH FLOWS

(In thousands)	FY 2023 FINANCIAL PLAN	FY 2022 FORECAST (as of 3/31/21)	Variance $	Variance %	FY 2022 FINANCIAL PLAN	FY 2021 ACTUAL RESULTS	FY 2020 ACTUAL RESULTS
OPERATING ACTIVITIES							
Net Operating Profit	$1,265	$400	$865	217 %	$5	$(1,084)	$(576)
Adjustments for Non-Cash Activities:	0	0	0	%			
Depreciation	708	946	(238)	(25)%	$957	$961	$1,089
(Gain)/Loss on sale of fixed assets	0	0	0	%	$0	$0	$0
Adjustments for Changes in	0	0	0	%			
Operating Assets and Liabilities	0	0	0	%	0	$(921)	$644
Total Cash From Operating Activities	**$1,973**	**$1,345**	**$628**	47 %	**$963**	**$(1,044)**	**$1,157**
FINANCING ACTIVITIES							
Proceeds of Long-Term Debt	$0	$0	$0	%	$0	$0	$0
Principal Payments	(1,066)	(1,160)	94	8 %	(1,160)	$(1,142)	$(1,096)
Interest Payments	0	0	0	%	0	$0	$0
Total Cash From Financing Activities	**$(1,066)**	**$(1,160)**	**$94**	8 %	**$(1,160)**	**$(1,142)**	**$(1,096)**
INVESTING ACTIVITIES							
Capital Expenditures	$(750)	$(70)	$(680)	(971)%	$(20)	$(126)	$(134)
Net (Purchases) Sales of Investments	0	0	0	%	0	7	0
Total Cash From Investing Activities	**$(750)**	**$(70)**	**$(680)**	(971)%	**$(20)**	**$(119)**	**$(134)**
CHANGE IN CASH	**157**	**115**	**42**	36 %	**(217)**	**(2,305)**	**(73)**
Cash, Beginning of Year	2,098	1,983	115	6 %	1,311	4,288	4,361
Cash, End of Year	**$2,255**	**$2,098**	**$157**	7 %	**$1,094**	**$1,983**	**$4,288**
Total Cash & Investments	**$2,255**	**$2,098**	**$157**	7 %	**$1,094**	**$1,983**	**$4,288**
Days Cash on Hand	**56**	**55**	**0**	0 %	**36**	**79**	**112**

UNIVERSITY of SOUTH FLORIDA

USF Health Professions Conferencing Corporation

FY 2023 Annual Financial Plan

3-YEAR FORECAST

(In thousands)	FY 2020 ACTUAL	FY 2021 ACTUAL	FY 2022 FORECAST	FY 2023 PLAN	FY 2024 FORECAST	FY 2025 FORECAST
ASSETS						
Cash & Investments	$4,288	$1,983	$2,098	$2,255	$2,955	$3,655
Fixed Assets	16,307	15,473	14,600	14,642	14,323	14,004
Other Assets	960	960	960	960	960	960
Total Assets	**$21,555**	**$18,416**	**$17,658**	**$17,858**	**$18,239**	**$18,620**
LIABILITIES						
Payables	$1,760	$1,482	$1,760	$1,760	$1,760	$1,760
Long-Term Debt	12,678	11,450	10,449	9,383	8,239	7,095
Other Liabilities and deferred inflows	3,554	3,004	2,654	2,654	2,654	2,654
Total Liabilities	**$17,992**	**$15,936**	**$14,863**	**$13,797**	**$12,653**	**$11,509**
NET ASSETS	**$3,563**	**$2,480**	**$2,795**	**$4,061**	**$5,586**	**$7,111**
Days Cash on Hand	**112**	**79**	**55**	**56**	**74**	**90**
REVENUES						
Program Revenues	13,973	8,739	14,741	16,312	$16,812	$17,312
Other Revenues	484	282	409	472	481	491
Total Revenues	**$14,458**	**$9,021**	**$15,150**	**$16,784**	**$17,293**	**$17,803**
EXPENSES						
Salaries & Benefits	$4,148	$3,682	$3,651	$4,243	$4,328	$4,414
Program services	10,357	6,076	10,806	11,016	11,316	11,616
Interest	527	346	293	260	255	250
Total Expenses	**$15,033**	**$10,104**	**$14,750**	**$15,519**	**$15,898**	**$16,280**
Operating Profit Before Non-Cash Changes	**$(576)**	**$(1,083)**	**$400**	**$1,265**	**$1,395**	**$1,523**
Total Non-Cash Changes	$0	$0	$0	$0	$0	$0
NET OPERATING PROFIT	**$(576)**	**$(1,083)**	**$400**	**$1,265**	**$1,395**	**$1,523**
Operating Profit Margin	**-4%**	**-12%**	**3%**	**8%**	**8%**	**9%**

UNIVERSITY of SOUTH FLORIDA

Sun Dome Inc.

FY 2023 Annual Financial Plan

FINANCIAL PLAN STATEMENT

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

- Continue to enhance awareness and perception in the local market and nationally, promoting Yuengling Center as a premiere event and hospitality venue

Describe Key Initiatives that Drive DSO Success and Materially Impact the FY 2023 Financial Plan (Increased Revenues, Cash Flow, Liquidity and Reserves) (Material Capital Expenditures / Needed Added Resources)

- Continue to work with high quality promoters to bring in the highest quality ticketed events. High quality events will lead to increased ancillary revenues and the perception of Yuengling Center will continue to grow positively.

- Expand our non ticketed events hosted at Yuengling Center. Hosting conventions, graduations, and other business functions in a world class manor will allow us to expand the possibilities of events in the arena.

- Utilize our experince as venue operators to manage costs efficiently. By managing expenses and budgeting properly we can cut costs without sacrificing the quality of the building and events.

- Manage cash flow to ensure the self sufficiency of the building. With ticketed events continuously being booked we will have a steady flow of cash on hand. This will allow the venue to stay current with outstanding liabilities incurred throughout Covid-19.

Identify Emerging Opportunities / Risks That Might Affect The FY 2023 Financial Plan

- The continued possibilty of Covid-19 shutdowns are a risk we have to manage but with the increase in shows going on tour and cancellations at a minimum, we can expect some great opportunities with events.

- With the current economy there is the chance of a recession, however with high quality events we still expect to see great turnouts and record breaking shows.

List Major Long-Term Goals That Will Drive Upside Financial Performance Beyond FY 2023

- We would like to continue to improve and invest in the building to provide the best customer experience from the time they park to the time they leave.

- We would like to show incremental improvement on everything we are doing right now. If we continue to have steady growth, the success we are seeing now will continue, and grow.

UNIVERSITY of SOUTH FLORIDA

Sun Dome Inc.

FY 2023 Annual Financial Plan

INCOME STATEMENT

(In thousands)	FY 2023 FINANCIAL PLAN	FY 2022 FORECAST (as of 3/31/22)	Variance $	Variance %	FY 2022 FINANCIAL PLAN	FY 2021 ACTUAL RESULTS	FY 2020 ACTUAL RESULTS
REVENUES							
Direct Event Income	$339	$434	$(95)	(22)%	$491	$652	$155
Ancillary Revenue:			0	%			
Suites/ Loge	49	44	5	10 %	41	0	37
Concessions & Novelty	346	298	48	16 %	271	8	315
Parking	350	336	14	4 %	307	28	325
Service Charges	381	294	87	30 %	361	17	372
Ticketmaster Rebates	641	544	97	18 %	379	0	550
Total Ancillary Revenue	1,767	1,516	251	17 %	1,359	53	1,600
Miscellaneous	50	57	(7)	(12)%	55	(24)	70
Total Revenues	**$2,157**	**$2,007**	**$150**	7 %	**$1,905**	**$681**	**$1,825**
EXPENSES							
Salary & Benefits	790	770	20	3 %	818	$784	943
General & Administrative	495	489	6	1 %	463	308	461
Marketing & Sales	10	10	0	0 %	33	6	15
Equipment & Supplies	65	53	12	23 %	98	38	63
Utilities	40	39	1	3 %	35	27	29
Insurance	118	103	15	15 %	150	148	146
Incentive Fees/ Profit Share	216	130	86	66 %	0	0	25
Total Expenses	**$1,734**	**$1,594**	**$140**	9 %	**$1,597**	**$1,311**	**$1,682**
OPERATING PROFIT BEFORE NON-CASH CHANGES	**$422**	**$413**	**$9**	2 %	**$308**	**$(630)**	**$143**
Unrealized Investment Gains (Losses)	0	0	0	%	0	0	0
Total Non-Cash Changes	**$0**	**$0**	**$0**	%	**$0**	**$0**	**$0**
NET OPERATING PROFIT	**$422**	**$413**	**$9**	2 %	**$308**	**$(630)**	**$143**
Operating Profit Margin	**20%**	**21%**		(1.0)%	**16%**	**-93%**	**8%**

UNIVERSITY of SOUTH FLORIDA

Sun Dome Inc.

FY 2023 Annual Financial Plan

STATEMENT OF CASH FLOWS

(In thousands)	FY 2023 FINANCIAL PLAN	FY 2022 FORECAST (as of 3/31/22)	Variance $	Variance %	FY 2022 FINANCIAL PLAN	FY 2021 ACTUAL RESULTS	FY 2020 ACTUAL RESULTS
OPERATING ACTIVITIES							
Net Operating Profit	$422	$413	$9	2 %	$308	$(630)	$143
Adjustments for Non-Cash Activities:							
(Increase) Decrease in Accounts Receivable	100	(100)	200	200 %	0	133	(49)
(Increase) Decrease in Prepaids	0	0	0	%	0	12	(25)
Increase (Decrease) in Accounts Payable	0	(50)	50	100 %	0	53	(331)
Increase (Decrease) in Accrued Liabilities	(100)	155	(255)	(165)%	(400)	1,231	62
Increase (Decrease) in Deferred Revenue	200	718	(518)	(72)%	500	(190)	(975)
Total Cash From Operating Activities	**$622**	**$1,136**	**$(514)**	(45)%	**$408**	**$609**	**$(1,176)**
FINANCING ACTIVITIES							
Capital Expenditures [1]	0	0	0	%	0	0	0
Total Cash From Financing Activities	**$0**	**$0**	**$0**	%	**$0**	**$0**	**$0**
INVESTING ACTIVITIES							
Event Revenue Transfers to USF, net	(413)	(413)	0	0 %	(413)	$(250)	$(118)
Total Cash From Investing Activities	**$(413)**	**$(413)**	**$0**	0 %	**$(413)**	**$(250)**	**$(118)**
CHANGE IN CASH	**209**	**723**	**(514)**	(71)%	**(5)**	**359**	**(1,294)**
Cash, Beginning of Year	1,307	584	723	124 %	550	225	1,519
Cash, End of Year	**$1,516**	**$1,307**	**$209**	16 %	**$545**	**$584**	**$225**
Total Cash & Investments	**$1,516**	**$1,307**	**$209**	16 %	**$545**	**$584**	**$225**
Days Cash on Hand	**319**	**299**	**20**	7 %	**125**	**163**	**49**

UNIVERSITY of SOUTH FLORIDA

Sun Dome Inc.

FY 2023 Annual Financial Plan

3-YEAR FORECAST

(In thousands)	FY 2020 ACTUAL	FY 2021 ACTUAL	FY 2022 FORECAST	FY 2023 PLAN	FY 2024 FORECAST	FY 2025 FORECAST
ASSETS						
Cash & Investments	$225	$584	$1,294	$1,516	$1,616	$1,716
Accounts Receivable	411	279	379	279	179	179
Other Assets	24	12	34	34	34	34
Total Assets	**$661**	**$875**	**$1,707**	**$1,829**	**$1,829**	**$1,929**
LIABILITIES						
Payables	$68	$121	$71	$71	$71	$71
Accrued Liabilities	880	2,110	2,265	2,165	2,138	2,219
Deferred Revenue	210	21	739	939	1,039	1,139
Total Liabilities	**$1,158**	**$2,252**	**$3,075**	**$3,175**	**$3,248**	**$3,429**
NET ASSETS	**$(498)**	**$(1,377)**	**$(1,368)**	**$(1,346)**	**$(1,418)**	**$(1,500)**
Days Cash on Hand	**49**	**163**	**296**	**319**	**290**	**293**
REVENUES						
Direct Event Income	$155	$652	$434	$339	$400	$400
Ancillary Revenue:						
Suites/ Loge	$37	$0	$44	$49	$50	$52
Concessions & Novelty	$315	$8	$298	$346	$370	$385
Parking	$325	$27	$336	$350	$372	$395
Service Charges	$372	$17	$294	$381	$437	$460
Ticketmaster Rebates	$550	$0	$544	$641	$695	$725
Total Ancillary Revenue	$1,600	$52	$1,516	$1,767	$1,924	$2,017
Miscellaneous	70	(23)	57	50	50	50
Total Revenues	**$1,825**	**$681**	**$2,007**	**$2,157**	**$2,374**	**$2,467**
EXPENSES						
Salary & Benefits	$943	$784	$770	$790	$850	$890
General & Administrative	$461	$308	$489	$495	$510	$550
Marketing & Sales	$15	$6	$10	$10	$12	$15
Equipment & Supplies	$63	$38	$53	$65	$88	$100
Utilities	$29	$27	$39	$40	$40	$40
Insurance	$146	148	103	118	$150	$165
Incentive Fees/ Profit Share	25	0	130	216	384	375
Total Expenses	**$1,682**	**$1,311**	**$1,594**	**$1,734**	**$2,034**	**$2,135**
Operating Profit Before Non-Cash Changes	**$143**	**$(630)**	**$413**	**$422**	**$340**	**$332**
Total Non-Cash Changes	$0	$0	$0	$0	$0	$0
NET OPERATING PROFIT	**$143**	**$(630)**	**$413**	**$422**	**$340**	**$332**
Operating Profit Margin	**8%**	**-93%**	**21%**	**20%**	**14%**	**13%**

UNIVERSITY of SOUTH FLORIDA

USF Institute of Applied Engineering, Inc.

FY 2023 Annual Financial Plan

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 that Drive DSO Success and Materially Impact the FY 2023 Financial Plan (Increased Revenues, Cash Flow, Liquidity and Reserves) (Material Capital Expenditures / Needed Added Resources)

- IAE is a growing business and has experienced fluidity in both processes and personnel as it adjusts to handle its growth. IAE understands the underlying factors that led to its projected operating profit of $40K in FY22. IAE has addressed these factors for FY23, including full incorporation of a fee on its contracts to provide additional revenue and revised financial procedures.

- IAE is in year three of its $85M USSOCOM task order contract. Existing and new task orders, along with contracts with USAF, SOFWERX, and others are projected to generate $14M in FY23. IAE-USSOCOM Academic Consortium has expanded to 25 universities in Florida and across the country, with a corresponding increase in research activities.

- IAE signed its first grant with West Point, partnered with CUTR on a multimillion task order contract with ENSCO, and projects more contracts connecting faculty and small business. IAE teamed with the Colleges of Engineering, Business, and Arts & Sciences to respond to a CENTCOM/6ARW RFI to serve as an academic partner within the local MacDill AFB area.

- IAE is designing a new 8000 sq ft research facility adjacent to its HQs at RITHM at Uptown with RD Management and Hillsborough County support. 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 is scheduled to open summer 2022.

- In order to support projected revenue growth, IAE is hiring additional research and support staff needs necessary to execute its forecasted sponsored activities. This included the recent hiring of directors for the contracts and engineering teams, and is in the process of hiring a new Chief Financial Officer.

Identify Emerging Opportunities / Risks That Might Affect The FY 2023 Financial Plan

- IAE closely manages its vendor payments to maintain targeted minimum liquidity. In particular, IAE is working closely with Hillsborough County to accelerate invoice submission and payments as it enters the final year of the grant agreement.
- As IAE's strategic partnerships with universities and small businesses grows, IAE will review business arrangements to ensure equitable work share and continued compliance with federal cost accounting standards.

List Major Long-Term Goals That Will Drive Upside Financial Performance Beyond FY 2023

- In compliance with USF's new Investment Policy, IAE plans to pursue short and long term investments and continued fundraising to ensure safety of capital, liquidity matched to needs for funds, and the optimization of investment returns

UNIVERSITY of SOUTH FLORIDA

USF Institute of Applied Engineering, Inc.

FY 2023 Annual Financial Plan

INCOME STATEMENT

(In thousands)	FY 2023 FINANCIAL PLAN	FY 2022 FORECAST (as of 5/10/22)	Variance $	Variance %	FY 2022 MID-YEAR FORECAST	FY 2021 ACTUAL RESULTS	FY 2020 ACTUAL RESULTS
REVENUES							
Contracts Revenues	$14,347	$7,390	$6,957	94 %	$9,180	$5,071	$947
Hillsborough County Grant	2,941	1,574	1,367	87 %	2,440	621	151
University Support	603	603	0	0 %	665	691	770
College of Engineering Support	0	97	(97)	(100)%	24	21	23
Donation and Other Revenue	0	1	(1)	(100)%	0	358	6
Total Revenues	**$17,890**	**$9,665**	**$8,225**	85 %	**$12,308**	**$6,763**	**$1,897**
EXPENSES							
Salaries & Benefits	3,245	2,292	953	42 %	2,700	1,112	695
College of Engineering Salary Support	0	16	(16)	(100)%	24	21	20
Gift In-Kind Expenses	0	0	(1)	(100)%	0	20	0
Materials, Supplies, Software & Equip., Travel	66	83	(17)	(20)%	60	69	16
Banking, Insurance, Audit, Tax Services	51	109	(58)	(53)%	102	170	64
Facilities, Utilities, Telecomm., Security	161	62	99	160 %	78	182	107
Depreciation & Amortization	492	192	301	157 %	184	63	0
Hills. County Salaries & Benefits	872	432	439	102 %	400	547	87
Hills. County Materials & Equip.	80	87	(7)	(8)%	407	117	38
Hills. County Insurance, Audit & Other Services	263	61	202	331 %	0	0	0
Hills. County Facilities, Telecomm., & Security	313	182	131	72 %	342	61	18
Direct Program Costs	10,907	5,991	4,916	82 %	6,780	3,726	698
Indirect Return to University	267	117	150	128 %	167	266	15
Total Expenses	**$16,717**	**$9,625**	**$7,093**	74 %	**$11,242**	**$6,353**	**$1,758**
OPERATING PROFIT BEFORE NON-CASH CHANGES	**$1,172**	**$40**	**$1,132**	2,843 %	**$1,066**	**$409**	**$139**
Unrealized Investment Gains (Losses)	0	0	0	%	0	0	0
Equipment Donations to USF	0	0	0	%	0	0	(82)
Total Non-Cash Changes	**$0**	**$0**	**$0**	%	**$0**	**$0**	**$(82)**
NET OPERATING PROFIT	**$1,172**	**$40**	**$1,132**	2,843 %	**$1,066**	**$409**	**$57**
Operating Profit Margin	**7%**	**0%**		6 %	**0%**	**6%**	**7%**

UNIVERSITY of SOUTH FLORIDA

USF Institute of Applied Engineering, Inc.

FY 2023 Annual Financial Plan

STATEMENT OF CASH FLOWS

(In thousands)	FY 2023 FINANCIAL PLAN	FY2022 FORECAST (as of 3/31/22)	Variance $	Variance %	FY 2022 MID-YEAR FORECAST	FY2021 ACTUAL RESULTS	FY2020 ACTUAL RESULTS
OPERATING ACTIVITIES							
Cash Receipt from Customers	$13,767	$7,672	$6,095	79 %	$8,571	$4,190	931
Cash Receipt from Hillsborough County	2,898	1,490	1,408	95 %	2,387	408	0
Salaries & Benefits	(3,885)	(2,297)	(1,588)	(69)%	(3,361)	(1,275)	(624)
Payment for Direct Program Costs	(10,088)	(4,992)	(5,095)	(102)%	(5,707)	(272)	(205)
Payment to Suppliers	(875)	(2,420)	1,545	64 %	(1,156)	(2,720)	(548)
Total Cash From Operating Activities	**$1,818**	**$(548)**	**$2,366**	431 %	**$734**	**$331**	**$(447)**
FINANCING ACTIVITIES							
Transfer from USF Support	$603	603	$0	0 %	$603	$603	$702
Transfer to USF-IDR	(242)	(98)	(144)	(148)%	(139)	(187)	0
Gift In-Kind Contributions	0	0	0	%	0	0	6
Total Cash From Financing Activities	**$361**	**$505**	**$(144)**	(29)%	**$464**	**$416**	**$708**
INVESTING ACTIVITIES							
Hills. County Capital Expenditures	$(541)	$(308)	$(233)	(75)%	$(695)	$(364)	$(8)
Hills. County Lease Improvements	(842)	(54)	(788)	(1,459)%	(730)	0	0
Proceeds of Long-Term Debt	0	0	0	%	0	0	0
Principal Payments	0	0	0	%	0	0	0
Interest Payments	0	0	0	%	0	0	0
Total Cash From Investing Activities	**$(1,383)**	**$(362)**	**$(1,021)**	(282)%	**$(1,425)**	**$(364)**	**$(8)**
CHANGE IN CASH	**795**	**(406)**	**1,201**	296 %	**(227)**	**383**	**253**
Cash, Beginning of Year	242	648	(406)	(63)%	648	265	11
Cash, End of Year	**$1,038**	**$242**	**$795**	329 %	**$421**	**$648**	**$265**
Total Cash & Investments	**$1,038**	**$242**	**$795**	329 %	**$421**	**$648**	**$265**
Days Cash on Hand	**23**	**9**	**14**	149 %	**14**	**37**	**55**

UNIVERSITY of SOUTH FLORIDA

USF Institute of Applied Engineering, Inc.

FY 2023 Annual Financial Plan

3-YEAR FORECAST

(In thousands)	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 FORECAST	FY2023 PLAN	FY2024 FORECAST	FY2025 FORECAST
ASSETS						
Cash & Investments	$265	$648	$242	$1,038	$1,404	$2,607
Account Receivables	168	$1,262	1,064	1,686	1,614	1,937
Fixed Assets	8	696	914	963	726	474
Other Assets	21	30	99	683	496	188
Total Assets	**$461**	**$2,636**	**$2,319**	**$4,369**	**$4,240**	**$5,206**
LIABILITIES						
Accounts Payable	$286	$2,017	$1,076	$1,979	$1,123	$1,386
Accrued Salaries	21	27	454	686	344	430
Long-Term Debt	0	29	0	0	0	0
Other Liabilities	0	147	0	0	0	0
Total Liabilities	**$307**	**$2,220**	**$1,530**	**$2,665**	**$1,467**	**$1,816**
NET ASSETS	**$154**	**$416**	**$789**	**$1,704**	**$2,773**	**$3,390**
Days Cash on Hand	**57**	**37**	**9**	**23**	**28**	**43**
REVENUES						
Contracts Revenues	$947	$5,071	$7,390	$14,347	$19,368	$23,241
Hillsborough County Grant	151	621	$1,574	2,941	0	0
University Support	770	691	$603	603	0	0
College of Engineering Support	23	21	$97	0	0	0
Donation and Other Revenue	6	358	1	0	0	0
Total Revenues	**$1,897**	**$6,763**	**$9,665**	**$17,890**	**$19,368**	**$23,241**
EXPENSES						
Salaries & Benefits	$695	$1,112	$2,292	$3,245	$4,126	$5,158
College of Engineering Salary Support	20	21	$16	0	0	0
Gift In-Kind Expenses	0	20	$0	0	0	0
Materials, Supplies, Software & Equip., Travel	16	69	$83	66	151	156
Banking, Insurance, Audit, Tax Services	64	170	$109	51	323	333
Facilities, Utilities, Telecomm., Security	107	182	$62	161	488	502
Depreciation & Amortization	0	63	$192	492	507	522
Hills. County Salaries & Benefits	87	547	$432	872	0	0
Hills. County Materials & Equip.	38	117	$87	80	0	0
Hills. County Insurance, Audit & Other Services	0	0	$61	263	0	0
Hills. County Facilities, Telecomm., & Security	18	61	$182	313	0	0
Direct Program Costs	698	3,726	$5,991	10,907	11,998	14,997
Indirect Return to University	15	266	117	267	518	648
Total Expenses	**$1,758**	**$6,353**	**$9,625**	**$16,717**	**$18,112**	**$22,316**
Operating Profit Before Non-Cash Changes	**$139**	**$409**	**$40**	**$1,172**	**$1,256**	**$925**
Total Non-Cash Changes	$(82)	$0	$0	$0	$0	$0
NET OPERATING PROFIT	**$57**	**$409**	**$40**	**$1,172**	**$1,256**	**$925**
Operating Profit Margin	**7%**	**6%**	**0%**	**7%**	**6%**	**4%**

University of South Florida, Alumni Association

FY 2023 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 fundraising success.

Describe Key Initiatives that Drive DSO Success and Materially Impact the FY 2023 Financial Plan (Increased Revenues, Cash Flow, Liquidity and Reserves) (Material Capital Expenditures / Needed Added Resources)

- Continued focus on transitioning alumni into life membership and solicitation of these members within our Circle of Excellence program.

- Focus given to student engagement including the implementation of a robust student philanthropy imitative as well as the student/alumni mentoring program which is anticipated to positively impact 3,000-5,000 alumni and students over the next three years.

- 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 an increase in travel to chapters outside of the Tampa area. These trips will help establish strong leadership, program growth, long term engagement continuity.

Identify Emerging Opportunities / Risks That Might Affect The FY 2023 Financial Plan

- The Association's budget consists of $857k in support provided by the University. The University has not yet finalized their support provided to DSO's for FY2023. If the amount provided is less than requested, then significant program adjustments will be needed, thus affecting the ability to connect and engage students and alumni for long-term financial support of USF.

List Major Long-Term Goals That Will Drive Upside Financial Performance Beyond FY 2023

- Our ability to have a robust, diverse set of alumni engagement activities will result in increased financial support from alumni and friends to the university.

University of South Florida, Alumni Association

FY 2023 Annual Financial Plan

INCOME STATEMENT

(In thousands)	FY 2023 FINANCIAL PLAN	FY 2022 FORECAST (as of 3/31/22)	Variance $	Variance %	FY 2022 FINANCIAL PLAN	FY 2021 ACTUAL RESULTS	FY 2020 ACTUAL RESULTS
REVENUES							
Membership	$491	$500	$(9)	(2)%	$456	$535	$550
License Plates	395	379	16	4 %	409	396	381
Budget support	911	554	357	64 %	500	360	804
Affinity Royalty	352	339	13	4 %	347	367	399
Investment Income	354	314	40	13 %	318	298	272
Sponsorships	258	217	41	19 %	231	183	141
Gifts and Donations	202	120	82	68 %	130	280	225
Event and other revenue	201	202	(1)	(0)%	199	56	207
Total Revenues	**$3,164**	**$2,625**	**$539**	21 %	**$2,590**	**$2,475**	**$2,979**
EXPENSES							
Salaries	1,725	1,561	164	11 %	1,623	1,812	1,840
Membership and membership services	93	114	(21)	(18)%	82	111	112
Printing & Postage	138	86	52	60 %	72	56	80
Event Services	365	332	33	10 %	315	98	242
Professional Services	106	82	24	29 %	88	89	103
Travel	85	51	34	67 %	74	3	42
Advertising & Marketing	12	16	(4)	(25)%	12	19	18
Insurance	45	48	(3)	(6)%	48	48	49
Community Relations	35	24	11	46 %	23	11	33
Credit Card fees and other services	28	31	(3)	(10)%	21	21	26
Scholarships	101	79	22	28 %	79	75	85
Other expenses	28	19	9	47 %	15	31	29
Total Expenses	**$2,761**	**$2,443**	**$318**	13 %	**$2,452**	**$2,374**	**$2,659**
OPERATING PROFIT BEFORE NON-CASH CHANGES	**$403**	**$182**	**$221**	121 %	**$138**	**$101**	**$320**
Unrealized Investment Gains (Losses)	203	(46)	249	544 %	176	2,302	(32)
Total Non-Cash Changes	**$203**	**$(46)**	**$249**	544 %	**$176**	**$2,302**	**$(32)**
NET OPERATING PROFIT	**$606**	**$136**	**$470**	345 %	**$314**	**$2,403**	**$288**
Operating Profit Margin	**13%**	**7%**		6 %	**5%**	**4%**	**11%**

University of South Florida, Alumni Association

FY 2023 Annual Financial Plan

STATEMENT OF CASH FLOWS

(In thousands)	FY 2023 FINANCIAL PLAN	FY 2022 FORECAST (as of 3/31/22)	Variance $	Variance %	FY 2022 FINANCIAL PLAN	FY 2021 ACTUAL RESULTS	FY 2020 ACTUAL RESULTS
OPERATING ACTIVITIES							
Net Operating Profit	$606	$316	$290	92 %	$314	$2,403	$288
Adjustments for Non-Cash Activities:	0	0	0	%		0	
Unrealized gain on investments	(203)	46	(249)	(544)%	(176)	(2,302)	32
Adjustments for Changes in	0	0	0	%		0	
Operating Assets and Liabilities	0	77	(77)	(100)%	77	95	(76)
Total Cash From Operating Activities	**$403**	**$439**	**$(36)**	(8)%	**$215**	**$196**	**$244**
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	$(395)	$(433)	$38	9 %	$(207)	$(221)	$(224)
Total Cash From Investing Activities	**$(395)**	**$(433)**	**$38**	9 %	**$(207)**	**$(221)**	**$(224)**
CHANGE IN CASH	**8**	**6**	**2**	39 %	**8**	**(25)**	**20**
Cash, Beginning of Year	0	0	0	%	0	0	0
Cash, End of Year	**$8**	**$6**	**$2**	39 %	**$8**	**$(25)**	**$20**
Total Cash & Investments	**$1,243**	**$1,163**	**$80**	7 %	**$1,052**	**$1,316**	**$1,408**
Days Cash on Hand	**164**	**174**	**(9)**	(5)%	**157**	**202**	**193**

University of South Florida, Alumni Association

FY 2023 Annual Financial Plan

3-YEAR FORECAST

(In thousands)	FY 2020 ACTUAL	FY 2021 ACTUAL	FY 2022 FORECAST	FY 2023 PLAN	FY 2024 FORECAST	FY 2025 FORECAST
ASSETS						
Cash & Investments	$1,408	$1,316	$1,163	$1,243	$1,431	$1,545
Restricted Cash & Investments	6,783	9,228	9,362	10,111	10,819	11,576
Other Assets	243	280	272	275	275	275
Total Assets	**$8,434**	**$10,824**	**$10,797**	**$11,629**	**$12,525**	**$13,397**
LIABILITIES						
Payables	$432	$147	$125	$125	$125	$125
Long-Term Debt	0	0	0	0	0	0
Other Liabilities and deferred inflows	2,002	2,273	2,200	2,460	2,700	2,975
Total Liabilities	**$2,434**	**$2,420**	**$2,325**	**$2,585**	**$2,825**	**$3,100**
NET ASSETS	**$6,000**	**$8,404**	**$8,472**	**$9,044**	**$9,700**	**$10,297**
Days Cash on Hand	**193**	**202**	**174**	**164**	**181**	**188**
REVENUES						
Membership	$550	$535	$500	$491	$500	$515
Support	804	360	554	911	960	1,000
Other Revenues	1,625	1,580	1,571	1,762	1,850	1,943
Total Revenues	**$2,979**	**$2,475**	**$2,625**	**$3,164**	**$3,310**	**$3,458**
EXPENSES						
Salaries & Benefits	$1,840	$1,812	$1,561	$1,725	$1,811	$1,902
Event Expenses	242	98	332	365	402	415
Other Expenses	577	464	550	671	675	680
Total Expenses	**$2,659**	**$2,374**	**$2,443**	**$2,761**	**$2,888**	**$2,997**
Operating Profit Before Non-Cash Changes	**$320**	**$101**	**$182**	**$403**	**$422**	**$461**
Total Non-Cash Changes	$(32)	$2,302	$(46)	$203	$708	$757
NET OPERATING PROFIT	**$288**	**$2,403**	**$136**	**$606**	**$1,130**	**$1,218**
Operating Profit Margin	**11%**	**4%**	**7%**	**13%**	**13%**	**13%**

USF Financing Corporation & USF Property Corporation

FY 2023 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 that Drive DSO Success and Materially Impact the FY 2023 Financial Plan (Increased Revenues, Cash Flow, Liquidity and Reserves) **(Material Capital Expenditures / Needed Added Resources)**

- Anticipated $27 million USF Housing and Student Center Project to be located on the Sarasota-Manatee Campus:
  - On May 5, 2022, the Corporation Board will consider the approval of a $27 million, 30-year, tax-exempt, fixed rate public bond issuance. The debt, along with a $16.5 million cash contribution from the University, will finance the construction of a mixed-use facility comprising a 200-bed student housing component and a student center. The debt will be issued on parity with the $176 million "A1/A+" rated USF Housing System.
  - Upon approval by the Corporation Board, the Project is anticipated to be approved by the University Board of Trustees on May 24, 2022, and by the Florida Board of Governors in September 2022. If approved, design and construction is expected to begin in September of 2022 and be completed in May of 2024.
  - The Corporation initiated a competitive procurement process for design and construction services. Four proposals were received from qualified, experienced firms by the April 8, 2022 due date. The selection process is underway, with final selection and award expected in May 2022.
- The $42 million USF Research Park Laboratory and Office Building received a Certificate of Occupancy in February 2022.
- Protect USF's "AA" credit ratings. Formal presentations are made to Moody's, Standard & Poor's and Fitch on an annual basis, or in concert with the issuance of new public debt. Presentations emphasize USF's strengths in management and governance, market position and enrollment demand, operating performance, wealth and liquidity, and leverage.
  - The Corporation will make presentations to Moody's and Standard & Poor's in connection with the issuance of the debt described above.
- Direct oversight of DSOs and Auxiliaries with debt to ensure maintenance of pledged revenues, debt service coverage ratios and reserves.
  - Management is working closely with DSOs and Auxiliaries to ensure they have implemented measures necessary to preserve essential liquidity and maintain required debt service payments.
- Ongoing compliance with debt covenants including IRS rules on tax exempt bonds and required reporting on EMMA.
  - Management is currently working closely with the University to ensure that the proposed Housing and Student Center project described above will be in compliance with private use guidelines.
- Operating losses for INTO USF over the past two years total $2.7 million, erasing shareholder's equity and adversely affecting liquidity. Negotiations are underway and may result in a nonoperating expense or transfer expense. The Financial Plan does not reflect a loss for FY 2023 due to uncertainty.

Identify Emerging Opportunities / Risks That Might Affect The FY 2023 Financial Plan

- USF's borrowing rates have been affected by changes in market conditions and the rising yield curve.

- The Corporation is closely monitoring risks to the Project described above, specifically supply chain disruptions and cost inflation. The University will fund a $2 million owner's contingency to mitigate some of these risks.

- Implementation of GASB 87, Leases, is not yet reflected in the Financial Plan, but is expected to have a net zero impact to the Corporation's Net Assets and Net Operating Profit. Management is working closely with the independent auditors to complete the evaluation of its leases.

List Major Long-Term Goals That Will Drive Upside Financial Performance Beyond FY 2023

- The Corporation will continue to work with the University and campus leaders to assist with structuring new debt programs or restructure existing programs to meet their needs.

UNIVERSITY of SOUTH FLORIDA

USF Financing Corporation & USF Property Corporation

FY 2023 Annual Financial Plan

INCOME STATEMENT

(In thousands)	FY 2023 FINANCIAL PLAN	FY 2022 FORECAST (as of 3/31/22)	Variance $	Variance %	FY 2022 FINANCIAL PLAN	FY 2021 ACTUAL RESULTS	FY 2020 ACTUAL RESULTS
REVENUES							
Housing lease revenue	$9,912	$10,143	$(231)	(2)%	$10,037	$7,789	$10,334
Marshall Center lease revenue	1,255	1,311	(56)	(4)%	1,311	1,273	1,419
Athletics lease revenue	372	437	(65)	(15)%	437	636	764
Arena lease revenue	652	695	(43)	(6)%	695	736	778
DSO (UMSA) lease revenue	1,984	1,936	48	2 %	1,665	1,492	1,766
DSO (HPCC) lease revenue	365	382	(17)	(4)%	379	520	588
DSO (Research) lease revenue	959	988	(29)	(3)%	988	1,902	641
Total Revenues	**$15,499**	**$15,892**	**$(393)**	(2)%	**$15,511**	**$14,348**	**$16,290**
OPERATING EXPENSES							
Management fee	827	803	24	3 %	803	$0	$719
General and administrative expenses	782	727	56	8 %	679	639	604
Total Operating Expenses	**$1,610**	**$1,530**	**$80**	5 %	**$1,482**	**$639**	**$1,323**
OTHER REVENUES (EXPENSES)							
Interest expense on debt	(12,477)	(11,965)	(512)	(4)%	(11,299)	(11,306)	(10,822)
Interest income	10	9	1	7 %	11	28	444
Total Other Revenues (Expenses)	**$(12,467)**	**$(11,956)**	**$(512)**	(4)%	**$(11,288)**	**$(11,278)**	**$(10,378)**
OPERATING PROFIT BEFORE NON-CASH CHANGES	**$1,422**	**$2,406**	**$(984)**	(41)%	**$2,742**	**$2,431**	**$4,589**
Equity contribution from USF for USFSP Project	0	0	0	%	0	0	1,166
Equity contribution from USF Research for reserves	0	0	0	%	0	0	2,514
Equity contribution from USF Research for Project	0	109	(109)	(100)%	1,276	1,276	0
Reimbursement to USF for furniture or equipment	0	0	0	%	0	(3,522)	(271)
Distribution of INTO CD Proceeds to USF Foundation	0	0	0	%	0	0	(2,200)
Change in INTO USF equity investment	0	(1,395)	1,395	100 %	(1,395)	(1,638)	(103)
Total Contributions and Non-Cash Changes	**$0**	**$(1,286)**	**$1,286**	100 %	**$(119)**	**$(3,884)**	**$1,106**
NET OPERATING PROFIT (LOSS)	**$1,422**	**$1,120**	**$302**	27 %	**$2,623**	**$(1,453)**	**$5,695**
Operating Profit Margin	**9.2%**	**15.1%**		(6)%	**17.7%**	**16.9%**	**28.2%**

UNIVERSITY of SOUTH FLORIDA

USF Financing Corporation & USF Property Corporation

FY 2023 Annual Financial Plan

STATEMENT OF CASH FLOWS

(In thousands)	FY 2023 FINANCIAL PLAN	FY 2022 FORECAST (as of 3/31/22)	Variance $	Variance %	FY 2022 FINANCIAL PLAN	FY 2021 ACTUAL RESULTS	FY 2020 ACTUAL RESULTS
OPERATING ACTIVITIES							
Lease payments received from USF	$23,983	$24,084	$(101)	(0)%	$23,978	$22,336	$21,940
Lease payments received from UMSA	4,515	4,401	114	3 %	4,139	3,892	4,106
Lease payments received from HPCC	1,431	1,386	45	3 %	1,383	1,465	1,479
Lease payments received from Research Foundation	2,205	2,186	19	1 %	2,186	2,234	860
Payment to USF for management services	(827)	(803)	(24)	(3)%	(803)	0	(719)
General and administrative disbursements	(782)	(727)	(56)	(8)%	(679)	(642)	(601)
Total Cash From Operating Activities	**$30,525**	**$30,528**	**$(3)**	(0)%	**$30,204**	**$29,285**	**$27,065**
FINANCING ACTIVITIES							
Capital expenditures	$(6,480)	$(11,059)	$4,579	41 %	$(14,331)	$(20,581)	$(23,852)
Debt issuance costs	(300)	(37)	(263)	(711)%	0	0	(95)
Proceeds of long-term debt	27,000	0	27,000	%	0	0	27,000
Principal payments	(16,360)	(15,725)	(635)	(4)%	(15,725)	(14,518)	(13,059)
Interest payments	(14,017)	(13,590)	(427)	(3)%	(13,437)	(14,346)	(14,347)
Equity contribution from USF for USFSP Project	0	0	0	%	0	0	1,967
Equity contribution from USF Research for reserves	0	0	0	%	0	0	2,514
Equity contribution from USF Research for Project	0	1,385	(1,385)	(100)%	1,276	0	0
Reimbursement to USF for furniture or equipment	0	0	0	%	0	318	(271)
Security received from (returned to) lessee for swap collatera	0	(3,960)	3,960	100 %	0	5,007	5,210
Security (pledged to) returned from counterparty	0	3,960	(3,960)	(100)%	0	(5,104)	(5,130)
Total Cash From Financing Activities	**$(10,157)**	**$(39,026)**	**$28,869**	74 %	**$(42,217)**	**$(49,224)**	**$(20,063)**
INVESTING ACTIVITIES							
Proceeds from maturity/redemption of INTO CD	$3,776	$3,774	$2	0 %	$3,785	$3,708	$7,596
Purchase of INTO CD	(3,776)	(3,774)	(2)	(0)%	(3,785)	(3,774)	(5,707)
Distribution to USF of INTO CD Proceeds	0	0	0	%	0	0	(2,200)
Interest income	10	9	1	7 %	11	88	974
Total Cash From Investing Activities	**$10**	**$9**	**$1**	7 %	**$11**	**$22**	**$663**
CHANGE IN CASH	**20,377**	**(8,489)**	**28,866**	340 %	**(12,002)**	**(19,917)**	**7,665**
Cash, Beginning of Year	44,209	52,698	(8,489)	(16)%	54,186	72,615	64,950
Cash, End of Year	**$64,586**	**$44,209**	**$20,377**	46 %	**$42,184**	**$52,698**	**$72,615**
Total Cash & Investments	**$68,362**	**$47,983**	**$20,379**	42 %	**$45,969**	**$56,472**	**$76,323**
Days Cash on Hand	**394**	**452**	**(58)**	(13)%	**411**	**399**	**403**

UNIVERSITY of SOUTH FLORIDA

USF Financing Corporation & USF Property Corporation

FY 2023 Annual Financial Plan

3-YEAR FORECAST

(In thousands)	FY 2020 ACTUAL	FY 2021 ACTUAL	FY 2022 FORECAST	FY 2023 PLAN	FY 2024 FORECAST	FY 2025 FORECAST
ASSETS						
Cash & Investments	$76,323	$56,472	$47,983	$68,362	$51,183	$50,025
Capital Lease Receivable	278,917	294,439	304,815	288,455	272,433	279,909
Construction in Progress	32,728	17,586	0	6,480	24,750	0
Other Assets	28,271	20,093	8,279	9,288	6,938	6,222
Total Assets	**$416,239**	**$388,590**	**$361,077**	**$372,585**	**$355,304**	**$336,155**
LIABILITIES						
Payables - Interest and Construction	$9,584	$9,918	$6,039	$8,213	$7,398	$6,010
Long-Term Debt	358,162	341,983	325,234	334,657	317,583	299,220
Interest Rate Swap & Other Payables	25,769	15,419	7,414	5,902	5,390	4,878
Total Liabilities	**$393,515**	**$367,320**	**$338,687**	**$348,772**	**$330,372**	**$310,108**
NET ASSETS	**$22,724**	**$21,270**	**$22,390**	**$23,813**	**$24,932**	**$26,047**
Days Cash on Hand	**403**	**399**	**452**	**394**	**339**	**341**
REVENUES						
USF Debt Payments	$13,295	$10,434	$12,586	$12,191	$12,051	$11,665
UMSA Debt Payments	1,766	1,492	1,936	1,984	1,841	1,758
HPCC Debt Payments	588	520	382	365	357	336
Research Debt Payments	641	1,902	988	959	923	879
Total Revenues	**$16,290**	**$14,348**	**$15,892**	**$15,499**	**$15,171**	**$14,639**
EXPENSES						
Operating Expenses	1,323	639	1,530	1,610	1,658	1,708
Total Expenses	**$1,323**	**$639**	**$1,530**	**$1,610**	**$1,658**	**$1,708**
OTHER REVENUES (EXPENSES)						
Interest Expense on Debt	$(10,822)	$(11,306)	$(11,965)	$(12,477)	$(12,409)	$(11,837)
Other Revenues/Expenses	444	28	9	10	15	20
Total Other Revenues (Expenses)	**$(10,378)**	**$(11,278)**	**$(11,956)**	**$(12,467)**	**$(12,394)**	**$(11,817)**
Operating Profit Before Non-Cash Changes	**$4,589**	**$2,431**	**$2,406**	**$1,422**	**$1,119**	**$1,114**
University/DSO support - Project related	3,409	(2,246)	109	0	0	0
Distribution of INTO CD Proceeds to Foundation	(2,200)	0	0	0	0	0
Change in INTO USF equity investment	(103)	(1,638)	(1,395)	0	0	0
NET OPERATING PROFIT	**$5,695**	**$(1,453)**	**$1,120**	**$1,422**	**$1,119**	**$1,114**
Operating Profit Margin	**28.2%**	**16.9%**	**15.1%**	**9.2%**	**7.4%**	**7.6%**