Board of Trustees Finance Committee

Tuesday, May 23, 2023
10:00am – 12:00pm
Microsoft Teams Virtual Meeting

Trustees: Michael Griffin, Chair; Michael Carrere, N. Rogan Donelly, Shilen Patel, Melissa Seixas, Will Weatherford
Foundation Board Liaison: Chip Newton

A G E N D A

I. Call to Order and Comments — Chair Michael Griffin

II. Public Comments Subject to USF Procedure — Chair Griffin

III. New Business – Action Items

a. Approval of February 14, 2023 Meeting Notes — Chair Griffin

b. Authorize Issuance of Debt for Stadium Project — University Treasurer Fell Stubbs

c. Recreation Field Relocation Project — Carole Post/Jay Souza/Allison Madden

d. 2023-24 Preliminary Fixed Capital Outlay Budget — Vice President Carole Post

e. USF 5-Year Capital Improvement Plan (2024/25-2028/29) — Vice President Carole Post

f. Proposed Revisions to Regulation 4.0107 Fees, Fines, and Penalties — Jennifer Condon/Sidney Fernandes/Steve Omli

g. Expenditure Authorization Requests — Vice President Jennifer Condon

h. DSO 2023-24 Annual Financial Plans — University Treasurer Fell Stubbs/ DSO CEOs and CFOs

1. University Medical Services Assoc., Inc., USF Medical Services Support Corp. & USF Health Services Support Organization, Inc.
2. USF Institute of Applied Engineering
3. USF Research Foundation, Inc.

4. USF Foundation, Inc.
5. USF Health Professions Conferencing Corp.
6. Sun Dome, Inc.
7. USF Alumni Association, Inc.
8. USF Financing Corp. & USF Property Corp.

IV. New Business – Information Items

a. Budget and RCM Update — Assistant Vice President Masha Galchenko

V. Adjournment — Chair Griffin

USF Board of Trustees
Finance Committee
NOTES
February 14, 2023
Microsoft Teams Virtual Meeting

I. Call to Order and Comments

The meeting of the Finance Committee was called to order by Chair Michael Griffin at 10:15am. Chair Griffin asked Kiara Guzzo to call roll. Ms. Guzzo called roll with the following committee members present: Michael Griffin, Mike Carrere, Rogan Donelly, Shilen Patel, Melissa Seixas, and Will Weatherford. A quorum was established.

II. Public Comments Subject to USF Procedure

No requests for public comments were received.

III. New Business – Action Items

a. Approval of November 15, 2022 Meeting Notes

Upon request and receiving no changes to the draft meeting notes, Chair Griffin requested a motion for approval, it was seconded and the November 15th meeting notes were unanimously approved as submitted by all committee members present**.**

b. Stadium Deal Terms and Design Phase

Jay Stroman, Sr. Vice President for Advancement and Alumni Affairs, presented the Stadium Design Build Agreement (DBA) terms and requesting approval of the agreement contingent on representations from management, the DBA aligns with the term sheet, and approval of up to $22M for the design-phase expenditures. Approval of the Stadium Design Build Agreement is the next step in the USF On-Campus Stadium Project. A site location was recommended and selected over a year ago; then a world-class design and build firm was selected (Barton Malow and Populous) last September. Since then, over the past couple months, we have been working hard on the overall contract which is about 95% complete (should be complete before the BOT meeting). The business term sheet is locked in and will be discussed today. This allows us to move into the next phase, which is the design phase. This initial design phase will result in the preparation and completion of the plans for the stadium and will include multiple opportunities for the USF community to provide input on the design of the stadium. This will provide a blueprint for the stadium and the costs associated with it; it will also allow us to have a detailed construction timeline. Today we are asking to move into the design phase which is asking to spend up to $22M in the design phase to achieve these results. These funds are entirely funded from non-state sources, which would be philanthropy, some investment earnings that the University has accumulated over the years, and also spectrum assets sold years ago that have accumulated. This totals well

over the $22M in a fund ready to pay for the design phase. Therefore, we are asking the Finance Committee to recommend to the full board the term sheet of the design build contract which includes not to exceed $22M to get this design phase accomplished. The design phase will allow us to come back for phase two of this contract which is the actual construction of the stadium and present a financial plan that will allow us to accomplish this phase two. Additional BOT approval will be sought for the financing and construction of the project following the design phase. We were charged with this over a year ago; we have taken a systematic approach to this; and this is the next right step for the University.

Chair Weatherford commented that an incredible amount of work has been done by our team to get to this point. We started talking about this 18 months ago. This is a transformational project in the future of this university. This is a long time coming and is not cheap. Our team has put in the extra effort to make sure we are not using dollars that would go towards educating our students or paying our faculty to design and build this facility. These are dollars that are separate and apart from that. Almost every major university in America has figured out how to build a stadium on their campus, and we can too and we are going to. He appreciates the process that we are taking in being methodical and making sure we know what we are building before we commit to resources to build it; in making sure we are getting the best value for our dollars; and in having the right team in place (design firm, contractor, owner's rep) to build it. We have a first-class organization of people to build this stadium. This is an exciting time in our university's tenure.

Trustee Carrere also commented that the team and the university leadership have done an excellent job of moving this project forward. The scope and scale are clearly very expensive and we need to be careful in how we proceed. He has a great deal of confidence in the team and what they have done so far. He asked if the design and cost is based on our needs and desires or is it the other way around. Mr. Stroman explained that it is a parallel path; there is a lot of back and forth in this design stage that will make sure we stay aligned. Trustee Carrere asked that since we cannot use state funds, does the state still have to approve the project. Mr. Stroman responded yes, the BOG approves the project, especially the financial plan.

Trustee Schneider stated that from the faculty perspective, a clearer understanding of where the money is coming from is needed. Order of operations and communication of the funding and the process would be helpful for the faculty to understand this and how it relates to what they see/hear in the press.

Chair Griffin stated that this is the largest capital project in the university's history and this is a very transparent process. The team will continue to work to educate our boards and our faculty on this process including the financing.

A motion was made to approve the USF Stadium Design Build Agreement ("DBA") contingent on representations from management that the DBA aligns with the term sheet and to approve up to $22M for the design phase expenditures. The motion was seconded and approved by all Committee members present.

c. Student Housing Rental Rates

Ana Hernandez, Assistant Vice President, Housing & Residential Education (HR&E), presented the 2023-2028 USF Student Housing Rate Proposal. USF Housing & Residential Education supports the USF Strategic Plan both in Goal One/*student success at USF and*

beyond and Goal Five/*a strong, sustainable, and adaptable financial base*. USF Housing on the Tampa campus, St. Petersburg campus and soon to be Sarasota campus is supported solely by the revenue that is generated by the student housing rates. Ms. Hernandez spoke to the value of living on campus and the contributions to student success. Ms. Hernandez reviewed COVID-19 impact on USF Housing and their recovery. USF Housing made adjustments, met their debt obligation, and recovered at an amazing pace. Demand is high; students want to be part of the on-campus residential experience. Tampa has twice as many applications from both FTICs and non-FTICs than at this point last year; St. Petersburg is 124% ahead of last year at this time. Financially, USF Housing has a history of meeting or exceeding debt service coverage ratio targets and continue to receive positive ratings from Moody's and S&P. Housing rates continue to be 100% covered by Florida Prepaid Dorm Plan. All Housing facility improvements are funded from revenue generated by student rent. Annual contributions are made to USF Housing reserves while maintaining minimum thresholds. The proposed rate increase will allow Tampa Housing to begin to build a reserve to partially fund the Argos Redevelopment Project from net income surplus. USF Housing has not raised rates since 2019. Ms. Hernandez gave a high-level facilities overview of the inventory available. There was a dip in activity during COVID, but came back very strongly with an approximately $8M-$9M of annual facility reinvestment on the Tampa campus. St. Petersburg campus has launched a facilities condition audit to build a strategic facilities reinvestment plan of their own. Ms. Hernandez provided an overview of priority projects for the Tampa campus for the current fiscal year as well as planned future projects. This demonstrates that we are both investing in the front of the house (what students can see and experience) as well as in the infrastructure/back of the house and asset management. St. Petersburg also has a list of future projects that will be informed by the facilities condition audit. Both campuses are looking at what the needs are and how we can most effectively plan for that in the future to care for the assets.

The proposal being presented today is a 5-year proposal which allows us to make strategic plans as to how we will reinvest in the residential experience. This 5-year plan calls for a 4.5% increase each year with Tampa implementing that in the first year (2023-24), St. Petersburg in the second year (2024-25), and Sarasota-Manatee in the third year (2025-26). Ms. Hernandez presented a comprehensive overview of all the different rates and options that are available to USF students, ranging from triple rooms and traditional community-style bathrooms, a variety of suites (both singles and doubles), and a variety of apartments. Living on campus is more than just a bed; living on campus includes 24-hour support, RAs, professional staff, and faculty living in the buildings; University Police, crisis response, emergency facility response on-call; convenience, connection, community, flexible leasing, USF IT wireless access, housing service desks, and more. Comparing to the local market, from Fall 2019 to 2022, off-campus rates increased 10-58% vs. 0% for USF. In looking at the rates across the SUS, UF has been approved for a 4.5% increase for 2021-2025; FSU has received a steady 2% increase each year while most SUS schools have had no increase; UWF has been approved for a 4% increase each year for four years; UNF is proposing a three-year 4.25% annual increase to their BOT in February 2023; FIU is proposing a 3% rate increase for Fall 2023 to their BOT in March 2023; FAMU and FAU will not be increasing their rates for Fall 2023; and UCF is still reviewing their plans.

The proposed action for today is to approve 5-year strategic housing rate increases as proposed with a commitment to annually report on impact, including occupancy and facility reinvestment.

Chair Griffin thanked Ms. Hernandez for the great presentation and for all her great work through the pandemic and after the pandemic in providing not only quality housing but safe housing for our students. What he likes about this the most is that this is going into reinvesting into the facilities that our students call their home. These are areas we need to address and cannot let slip behind.

Trustee Seixas asked if there is a plan to address alleviating, adjusting or changing the mandatory meal plan requirement on the St. Petersburg campus. This is a considerable amount for students to carry each year. Ms. Hernandez responded that this is not part of the housing proposal; this is managed through the contractual relationship with Aramark. Ms. Hernandez explained she brought a group together from all of the campuses, including representatives from dining and Auxiliary Services, and raised this question and concern specifically for the St. Petersburg campus. Auxiliary Services is currently working on a plan to try to phase out the mandatory requirement for the non-FTIC students on the St. Petersburg campus that live in the apartments. To eliminate the requirement completely for the non-FTICs and align it with the Tampa requirement would be at a significant financial loss and therefore it would increase the rates for all of the meal plans for all of the students. This challenge calls for a strategic approach and Auxiliary Services will be making recommendations to the CFO. For background, the reason there is a different meal plan requirement at St. Petersburg, is that St. Petersburg is not in a position to support the level of dining that we wanted to make sure we were able to add as we opened up Osprey Hall with just the FTICs required to be on a meal plan. The non-FTIC mandate was part of the contract negotiation. However, as the dining program becomes more mature and with the number of non-meal plan holders that are utilizing the facilities and meal plans purchased by non-residential students, the dining program is becoming more sustainable and may allow us to start removing the mandate from some of the populations.

Rich Sobieray, Sr. Vice President & CFO, added that we are looking at every angle around the students to ensure the OneUSF experience. But we can't look at these things in a silo. It's tough to look at just meals when we are talking about housing and other things that impact students. We are looking at this quite aggressively so that we can see and push ourselves towards that OneUSF experience at some point in the future, but not just around meals, but around everything else we do as a university as well. You may see meal plan prices go up, and other aspects of the student experience go down. We are trying to make sure we minimize the negative impacts on one particular group.

Trustee Seixas believes the four-year mandatory meal plan requirement at St. Petersburg is significant and worth looking at. Occupancy at St. Petersburg is very good at 98% and we want to make sure we don't lose these students as they get further into their USF experience. She would also like to know how this strategy with housing rates aligns with recruitment and retention efforts and would like to see this addressed when it is presented to the BOT. Lastly, she asked if we have started looking at the market comparison for Sarasota-Manatee. Ms. Hernandez responded yes, a robust, in-depth market analysis/assessment was done by an outside firm in conjunction with the Sarasota-Manatee housing project when it was brought to the BOT for approval.

Mr. Sobieray stated that Trustee Seixas brought up some very good points and that information on all costs to students (student's cost of education) will be added to the agenda for the upcoming budget workshop.

A motion was made to approve 2023-2028 USF Student Housing Rates as presented. The motion was seconded and approved by all Committee members present.

d. Expenditure Authorizations

Jennifer Condon, Vice President for Business & Finance and Deputy CFO and Controller, presented six expenditure authorization requests for approval by the Finance Committee.

- Microsoft Enrollments – 4-Year Extension

  This is a comprehensive request for all the current Microsoft enrollments, including the Primary OneUSF Enrollment (provides the Office, email, and online services for all faculty, staff, and students of USF and also includes our site license for all server licenses) and IT Azure Enrollment (licenses the IT Azure cloud environment that supports over 80% of the computer, storage and server infrastructure used to run USF's critical business systems). The purpose of this request is to extend out the end dates of each of our enrollments for 4 years and maintain the current discount structure we have in place (discounts of more than $900K annually across all the enrollments). Also includes some modest cost escalation at 5% per year which is what Microsoft allows for in their contracts. We have not historically seen a 5% increase, we've only seen a 2% increase, but we do budget for the 5% per the contract. The spend for the next 4 years is estimated to be approximately $24.5M. As each renewal comes due on a yearly basis IT will negotiate with Microsoft to ensure we maximize the buying power of USF.

  A motion was made to approve the expenditure request as presented. The motion was seconded and approved by all Committee members present.

- Firewall/VPN Services

  This request is for an upfront payment of $2.3M for firewall/VPN services. This is a 5-year contract. The existing firewall infrastructure which protects USF's digital infrastructure and assets is going "end of life" this fiscal year. This upgrade of the current firewall infrastructure will continue to protect USF's digital infrastructure and assets, and devices on the USF wired and wireless networks. This purchase also includes Virtual Private Network capabilities (hardware and licensing) for people and services needing to connect to the network securely and remotely, which is required to maintain our cybersecurity insurance policy.

  A motion was made to approve the expenditure request as presented. The motion was seconded and approved by all Committee members present.

- Huron Grants Management System Contract

  This is a request to purchase and install a new Huron Grants Management System in the amount of $2.3M. Huron Consulting LLC will install the Huron Research Suite's Grants & Agreements *Software as a Service* system. This software is needed to optimize operations by enabling real-time analytics and adjustments and by providing faculty and end-users with transparency into Sponsored Research processes. The initial term of the contract is 5 years with implementation costs of $600K and

Software as a Service cost of $301K in the first year with a 5% increase each subsequent year. This will be funded with carry forward and E&G funds. From a procurement standpoint, the Office of Research did look at multiple systems and the Huron system was deemed to be the system that would meet most of their needs. Both UF and UCF are currently using this system.

A motion was made to approve the expenditure request as presented. The motion was seconded and approved by all Committee members present.

- ALZ 6th Floor Remodel Space to Research Labs

  This is a request in the amount of $2.5M to remodel space on the 6th floor of ALZ to 1,500+ SF wet lab space. The needed lab space will include open benches, small dedicated support room/s, PI office space and sitting space for support staff. Space includes a dedicated equipment room, mechanical room, air handler and rooftop unit. This will be funded with carry forward and is an allowable use of these funds.

  A motion was made to approve the expenditure request as presented. The motion was seconded and approved by all Committee members present.

- LIB Student Success/Life Enhancements

  This is a request to remodel space in the Library. This project will provide space renovations to student support services including tutoring spaces, student academics success space, the writing center, and student undergraduate research initiatives on the second floor of the Library. The project will also include a large multifunctional, multi-purpose room with space dividing walls to create larger and smaller spaces for student study and meeting spaces. The space will be outfitted with advanced technology to allow collaboration, interaction and connections with others. CITF funding has previously been used to fund remodeling of floors in the building. The total cost for the project is $2.8M comprised of $2.1M in CITF funds and $690K in Library Carry Forward funds. These are both allowable funding sources.

  A motion was made to approve the expenditure request as presented. The motion was seconded and approved by all Committee members present.

- Lehigh Valley Health Network (LVHN) Campus

  This is a request to invest $2M in space in Pennsylvania as part of the Lehigh Valley Health Network (LVHN) Campus. USF has a partnership with Lehigh Valley Health Network (the Select Program) where we participate with Lehigh Valley on a cohort of MD students. These students spend a couple years in Tampa and a couple years in Lehigh Valley. This is a request to invest in the space they are using in Pennsylvania. The funds are collected as part of the billing for the Select students. The funds are available in an auxiliary fund and are budgeted as part of a reinvestment reserve that is created in accordance with the affiliation agreement. Some of these funds (about $1M) were previously used to build out some of the space in the downtown medical building and therefore this is consistent with our prior practice of using these reinvestment funds.

A motion was made to approve the expenditure request as presented. The motion was seconded and approved by all Committee members present.

IV. New Business – Information Items

a. USF 2022 Audited Financial Statements

Ms. Condon gave a brief review of the USF 2022 Audited Financial Statements. The financial statements and associated audit report were released by the State of Florida Auditor General on December 16, 2022. USF received an unqualified/clean opinion with no adjustments, no findings. There were no adjustments to the financial information/results that were presented at the November 15, 2022 Finance Committee meeting. This closes the fiduciary loop; the statements were issued as presented in November.

b. DSO Mid-Year Forecasts

Fell Stubbs, University Treasurer, reported that all DSOs have provided their mid-year forecasts for the fiscal year ending June 30, 2023, and have compared this forecast to the financial plan approved by the BOT Finance Committee at its May 24, 2022 meeting. Mr. Stubbs provided an overview of all of the DSOs mid-year forecasts together with DSO provided highlights. The forecasts were reviewed and approved by the DSO boards of directors.

1. University Medical Services Assoc., Inc., USF Medical Services Support Corp. & USF Health Services Support Organization, Inc.

- Forecasting Operating profit of $4.9M for FY23.
- Forecasting Net Operating loss of $(3.6M) for FY23.
- Most important risk is the healthcare labor shortage. Challenging labor market has led to increased labor costs and cancelled clinics and vacancies in revenue cycle operations resulting in payment delays and increased write-offs.
- Management is increasing its efforts on recruiting and retention.
- Management will reduce discretionary spending and focus on increasing clinical productivity.
- Forecasting ending the year with 31 days cash on hand and a $24M reduction in its cash position as a result.
- Primary drivers to this decrease in cash position are $9.9M of investments in revenue generating capital equipment and buildouts of clinical space plus a $21M receivable for Medicaid managed care supplemental payment program expected to be received in July or August of the next fiscal year.

2. USF Foundation, Inc.

- Forecasting Operating profit of $24.1M for FY23.
- Change in cash is an increase of $1.16M.
- Reporting days cash on hand at fiscal year end of 473 days.
- Most important opportunity and/or risk is the ability to attract, recruit and retain industry top talent.
- Investment performance is driving the decrease in net operating profit compared to the fiscal year financial plan approved by the BOT.

- These return projections will not negatively impact endowment spending distributions as the five-year average market value used to calculate earnings distributions has actually increased.

3. USF Research Foundation, Inc.

- Forecasting Operating loss of $(4.7M) for FY23.
- Change in cash is a decrease of $2.8M, compared to a decrease of $2.1M in the financial plan.
- Reporting days cash on hand at fiscal year end of 412 days.
- Most important opportunity and/or risk is the risk created by a reduced forecast in occupancy for the new research building. This risk will be mitigated somewhat by a corresponding decrease in operating expenses affected by this lower occupancy.
- Most important action to close significant unfavorable variances: focused on grant applications and fundraising activities that are in process to develop a 12,000 square foot expansion of incubator facilities that would fuel occupancy within the new building. Also focusing on licensing high-value Intellectual Property agreements.

4. USF Health Professions Conferencing Corp.

- Forecasting Operating profit of $1.265M for FY23, same as financial plan.
- Change in cash at year end decreased $457K from the original plan of $2.255M.
- Days cash on hand forecasted at 44 days down from 56 days.
- Most important opportunity and/or risk is the recruitment of a human factors scientist at USF Health CAMLS through Dr. Lockwood's support which would lead to a $250K simulation modalities training, evaluation and research effort with USF SOCOM as well as support of two Air Force small business technology transfer grants.
- Risk is the lack of capacity at the CAMLS facility due to high demand during peak months of February, March and April.
- Most important actions to close significant unfavorable variances: continue to maintain momentum post-COVID travel restrictions for simulation-based training to industry, government, and hospital health system clients.

5. Sun Dome, Inc.

- Forecasting Operating profit of $470K for FY23, up slightly from the financial plan of $422K.
- Days cash on hand forecasted at 421 days.
- Most important opportunity and/or risk is the opportunity for high quality events in the facility. The first two quarters of FY23 have focused on booking high quality events with some of the largest promoters in the business (Live Nation, AEG).
- Most important actions to close significant unfavorable variance: negative variance to cash flow is due to increased advanced sales being carried to FY23 rather than as originally anticipated. This is a timing difference.

6. USF Institute of Applied Engineering

- Forecasting Operating profit of $1.08M for FY23.

- Forecasting cash at year end of $314K.
- Days cash on hand forecasted at 8 days.
- Most important opportunity and/or risk is IAE's revenue plan for FY23 that can be characterized as aggressive. The original plan included a 94% increase in revenue above the FY22 actual level. IAE projects to miss this revenue target by $2.1M. However, the current forecast of $15.77M still represents an increase of 66% on a year over year basis. Expenses are also down relative to budget as a result of less business activity than in the original FY23 plan.
- Most important action to close significant unfavorable variance of 8 days cash on hand forecasted with a reduction to plan of 23 days is IAE regularly and closely monitoring cash flows and accelerating invoicing and managing expenses to improve IAE's cash position.

7. USF Alumni Association, Inc.

- Forecasting a Net Operating profit of $417K.
- Reporting days cash on hand at fiscal year end of 151 days.
- Operating profit is $14K favorable to budget.
- Change in cash is consistent with expectations outlined in the budget.
- Most important opportunity and/or risk is receiving the requested financial support of $954K from the University and Foundation that allows the DSO to achieve its fiscal year goals.

8. USF Financing Corporation & USF Property Corporation

- Forecasting an Operating Profit of $2.7M; on target to exceed the $1.4M in the approved financial plan.
- Forecasted days cash on hand is 420 days; on target to exceed 394 days in the approved financial plan.
- Most important opportunity and/or risk: last October 31, the Corporation issued the $30M Series 2022 Certificates of Participation to fund, along with the $16.5M cash contribution from the University, the USF Housing and Student Center Project located on the Sarasota-Manatee campus. The project is underway and the Corporation is closely monitoring risks to the project; specifically, supply chain disruptions and cost inflation. University funded an owner's contingency of over $4M to mitigate some of these risks.
- Most important actions to close significant unfavorable variances: the Financing Corporation does not report having any significant unfavorable variances.

Chair Griffin thanked Mr. Stubbs for this report. He commented that there are good unfavorable balances and some that are concerning. There are one or two items he would like us to improve our unfavorable situation, particularly areas that are not tied to market conditions and external factors. There are some missed projections that he hopes are looking better in the next report, if not, these are some things that warrant deeper conversation by this committee.

Trustee Carrere also thanked Mr. Stubbs for this report. He stated that it points out some issues that warrant closer scrutiny. He asked if we are still comfortable with the direction of the connection with UMSA and TGH and how we are creating a whole new entity that would basically join these two entities together and provide for better efficiencies. He asked if we are still comfortable with this direction and is this a potential reason for under performance at

UMSA. Mr. Sobieray responded that he is very comfortable with where we are and the progress we've made. He explained that any time you bring two different companies together with different structures, you are going to have some initial duplication that is going to cause a little bit of a spike in costs and investment in that relationship. Over time this will work out. We are seeing some duplication initially and will require some investment, but we will start to see economies of scale.

Trustee Carrere also asked about Research. At one point we were recruiting for a new head of Research, he asked the current status and how it is potentially impacting the ability to attract more research dollars and fill up the facilities and investments we've made in this area. President Law responded that we have an interim Vice President of Research identified at this time and we have not moved forward with any searches waiting for the new provost to be online. The good news is the provost that is coming online is very familiar with the research area and will be helpful to us as we start making our plans to move forward. As it relates to the actual research building, we have a little movement on that and some uses have been identified, but it has not moved as quickly as we had hoped. An update will be provided at the BOT meeting.

c. Capital Renewal/Deferred Maintenance Update

Carole Post, Vice President for Facilities and Public Safety Operations, gave an update on the FY23 capital renewal/deferred building maintenance program to include a program recap, status report, and next steps. This is the $72.8M received from the State as part of the Rescue Plan Act. The strategy to allocate and manage this investment was presented to and approved by the BOT in June 2022. Due to the magnitude of the allocation, a very rigorous and structured approach was adopted to meet our objectives: 1) use every dollar to its highest and best use; 2) ensure a data driven approach; 3) align with USF's Strategic Plan objectives and initiatives; 4) successfully meet the spending deadlines and criteria; and 5) ensure rigorous oversight for tracking progress. Identified 87 critical projects university-wide for this funding. Most are utility and plant operations. These improvements will impact all colleges across all campuses and facilities and more than half (39 projects with estimated cost of $40.8M) are for university-wide improvements. While the $72.8M received from the state is transformational for us, it represents less than 20% of our overall deferred maintenance that had built up over time. USF size and scale requires approximately $45M annually to sustain a state of good repair; average investment in prior years has been $5M.

Ms. Post provided examples of the assessment process which was a very comprehensive approach. These were all very data driven in setting the priorities. Roofs is a classic example. It is a very expensive and vulnerable asset. Information was presented on their location, age, and capital renewal needs. When a roof fails, it is one of our more expensive remediation efforts. It also has a cascading effect for what it under the roof as well. 7 roof projects are underway across all campuses at a cost of $5.9M. Our HVAC systems (heating and cooling) are also aged and vulnerable and the implications when they fail are also quite catastrophic for us. 12 HVAC projects have been identified in the process across all campuses at a cost of $17.3M.

For all 87 projects, a data-driven assessment was performed. All of the work to prepare for this was done about a year back. Planning began in early spring of 2022. Our list was submitted to the BOG in May 2022. In that list, we itemized each item, its scope and projected budget. Some budgets were based on actual quotes, some were based on historical costs. Funds were not received until November 2022. We also received spending guidelines

along with the funds that include: project lists are locked - no adapting or adjusting to changing needs; project 'budgets' are locked - may not move funds across projects to adjust for inflation-driven increases or share savings where achieved; and project cost shortfalls must be funded by other university funds. Discussions on these items has not had a great deal of flexibility yet. The good news on this front is that the original deadlines for having these funds expended have been relaxed and we've been given more realistic deadlines. We have to the end of 2024 to obligate these funds and to the end of 2026 to liquidate.

As part of the status report, Ms. Post presented metrics on project status, schedule and budget. The budget alignment piece is where we are encountering a few challenges as previously alluded to, relating to formulating these quotes in early 2022 and now executing on these initiatives more than a year later. Some projects are running over expected budget and many are running under budget and our ability and desire to try to readjust and move funds around to meet our underlying target would be our goal. This is in process now, working with the state and others. Will keep the committee updated.

Our #1 project is our water tower repair, which involves relining our water tower interior and improving functionality. This is the university's primary source for fresh water and drinking water. We will also be upgrading the exterior. The project is starting in a few weeks and should be completed this summer.

Overall, the challenges and risks ahead of us include: construction industry still experiencing long lead times; most projects involve infrastructure that is in high demand locally, statewide, and nationally (and with other SUS institutions); and BOG guidelines are extremely inflexible. As these projects get up and running and start to have impacts, we are mindful of how aggressively we are moving and we need to be transparent and how we understand these projects will create some inconveniences and some facility and service disruptions across all three campuses. The key is ensuring all stakeholders and the community are kept aware in advance and can prepare accordingly. One way we will do this is by introducing a mapping system which is live now in beta (final content is being formalized currently). The mapping system was presented to the committee.

Next steps include: continue to provide updates to this committee and others and incorporate feedback; continue to define and refine the scopes of the projects to work within the budget constraints we have; establish communications plan; socialize and engage with all stakeholders; and periodically update USF Leadership and BOT.

Chair Griffin thanked Ms. Post. He stated that this is very important. Over the past couple years we have authorized a lot of projects from various funding sources. Not only is there a lot in flight, but there is a lot of uncertainty around where project costs are going and around the stadium. We are working with Tallahassee to provide greater flexibility of funds, particularly those in carry forward.

Chair Weatherford commented that this is an impressive body of work. He thanked Ms. Post and the team for their effort in identifying the problem and creating a real strategy to attack it piece by piece. No questions that the resources have not been there from the state for almost a decade to help maintain and operate these facilities on our campuses. It has been a real challenge and finally we do have some resources and some hope that there will be more to come to help us with this. But you have to have a sober assessment of what the problem is and how big it is and complex it is before you can really attack it. This is a vey scientific, very focused, and very prioritized presentation.

Trustee Schneider commented it is very clear that we have a lot of deferred maintenance needs but we also have an issue with forward looking projects. She wants everyone to be aware that it's just not about what we haven't been able to do, but what we won't be able to do going forward.

d. Budget Update

Mr. Sobieray gave a brief budget update. We are in the process of the FY24 budget planning and currently wrapping up the support units and the colleges will be starting over the next couple weeks with their presentations and submitting their budget requests. Once that is completed, we will inventory all the requests and present those to the budget committee for their recommendations. During the budget workshop scheduled for the end of April, the President, the Trustees, and advisory board members of the regional campuses will have an opportunity to look at that priority list and tweak it as necessary so that by the end of the meeting and as we go into the May BOT Committee meetings and board meeting, we have a final budget by June 30 for FY24. Understanding we won't probably have what we might get from the State, and we can tweak it accordingly, but atleast we will know that based on those recommendations how far down the list we can possibly go depending on the incremental resources we may receive from Tallahassee.

The budget workshop itself will talk about the FY24 budget and we will also be bringing the new funds flow model, the RCM budget, to the workshop. We are working with Huron currently on the draft document. We will ensure that we can socialize this appropriately across the university in preparation for its transition and rollout. The five-year financial plan that is attached to the strategic plan will be presented in August.

V. Adjournment

Having no further business, the Finance Committee meeting was adjourned at 11:54am.

Agenda Item: IIIb

USF Board of Trustees

June 13, 2023

Issue: USF Stadium Project

Proposed action: Authorize Issuance of Debt by USF Financing Corporation and Request Approval by the Florida Board of Governors

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Executive Summary:

The USF Financing Corporation (the "DSO") proposes to issue debt in an amount equal to $200,000,000 (the "Debt") to finance the construction of a stadium project (the "Project") to be located on the Tampa campus of the University.

The Project will consist of an approximate 35,000-person capacity stadium with multiple premium areas and experiences to support the University's football and women's lacrosse programs. The Project is expected to have five levels: field level, main concourse, club level, suite level, and press level which provides an opportunity to configure program areas within the Project to expand in the future. Design work began in October 2022 and construction of the Project is expected to begin in October 2023, but will necessarily need to follow closing, and be completed in July 2026.

The total cost of the Project, which includes construction, design costs, contingency, and furnishings and equipment is estimated to be $340,000,000.

The $340,000,000 Project will be financed with 20-year, fixed rate, taxable debt issued by the DSO in an amount equal $200,000,000, inclusive of estimated cost of issuance ($500,000); together with an equity contribution of approximately $140,000,000 from the University. Proceeds of the Debt, along with the University equity contribution, are anticipated to be sufficient to complete the construction of the Project without the use of additional funds.

The $200,000,000 Debt will be issued by the DSO in the form of a bank loan and will bear interest at a fixed taxable rate acceptable to the DSO. For the purpose of projections, debt service coverage is based on the taxable fixed interest rate of 5.50%. The debt will be structured with a 20-year final maturity with the first three years interest-only, followed by 17-year fully amortizing level debt service. The Debt will be secured by a first lien on stadium operating revenues and non-stadium athletics revenues. The lien on non-stadium athletics revenues will be on parity with the lien previously granted to the bank issuer of the Series 2018A and Series 2018B Promissory Notes that financed the Athletics District in 2010. See attached Resolution and appendices.

Legislative approval of the Project has been obtained pursuant to section 1010.62 (7)(a), Florida Statutes. No proceeds of the Debt will be used to finance operating expenses of the University or the DSO. This Project financing complies with the Debt Management Guidelines adopted by the Florida Board of Governors on April 27, 2006, as subsequently amended, the USF Board of Trustees Debt Management Policy, and applicable law.

Financial Impact:

Authorization is being requested to issue debt in an amount equal to $200,000,000.

The Project will make a direct contribution to the mission of the University because it will provide needed student facilities and enhance students' University experience.

The Project is projected to produce a debt service coverage ratio of 1.30x in 2026-27, the first full year of operations and debt service, an internal rate of return estimated at 4.33%, and make a positive annual financial contribution to the University.

Strategic Goal(s) Item Supports: **Goal 5: Strong, Sustainable and Adaptable Financial Base**
Workgroup Review Date: **May 23, 2023**
Supporting Documentation Online (*please circle*): **Yes** **No**
Prepared by: **Fell L. Stubbs, University Treasurer, (813) 974-3298**

A RESOLUTION AUTHORIZING THE ISSUANCE OF DEBT AND REQUESTING THE FLORIDA BOARD OF GOVERNORS TO APPROVE THE ISSUANCE OF SUCH DEBT TO FINANCE THE CONSTRUCTION OF A STADIUM PROJECT TO BE LOCATED ON THE TAMPA CAMPUS OF THE UNIVERSITY OF SOUTH FLORIDA, AND PROVIDING AN EFFECTIVE DATE.

BE IT RESOLVED BY THE UNIVERSITY OF SOUTH FLORIDA BOARD OF TRUSTEES:

Section 1. The University of South Florida Board of Trustees (the "Board of Trustees") as the governing body of the University of South Florida (the "University") hereby authorizes the issuance of debt by the USF Financing Corporation (the "DSO") and requests the Florida Board of Governors (the "Board of Governors") to approve the issuance of debt in an amount equal to $200,000,000 (the "Debt") for the purpose of financing the construction of a stadium project (the "Project") to be located on the Tampa campus of the University.

Section 2. The Project will consist of an approximate 35,000-person capacity stadium with multiple premium areas and experiences to support the University's football and women's lacrosse programs. The Project is expected to have five levels: field level, main concourse, club level, suite level, and press level which provides an opportunity to configure program areas within the Project to expand in the future. The exterior of the Project will be designed to fit within the University's Tampa campus aesthetic and the athletic district. The site for the Project is in the existing USF athletic district, south of USF Holly Drive and between USF Genshaft Drive and USF Sycamore Drive, located on the Sycamore Recreation Fields. The Project is consistent with the mission of the University because it will provide needed student facilities and enhance students' University experience. Approval of the Project is subject to an amendment of the approved master plan for the University (the "Amendment"). Pursuant to the Amendment, the Project will be reflected on the approved master plan for the University. Design work began in October 2022 and construction of the Project is expected to begin in October 2023 and be completed in July 2026. The University anticipates contributing approximately $140,000,000 (the "University Contribution") to pay for a portion of the Project. Proceeds of the Debt, along with the University Contribution, are anticipated to be sufficient to complete the construction of the Project without the use of additional funds. Legislative approval of the Project has been obtained, pursuant to Section 1010.62, Florida Statutes, by Section 9 of House Bill 5001 (the FY 2022-23 General Appropriations Act) enacted by the Florida Legislature. No proceeds of the Debt will be used to finance operating expenses of the University or the DSO.

Section 3. The Debt is to be secured by a first lien on certain stadium operating revenues which will include (i) ticket sales revenues, (ii) capital campaign revenues (iii) net concession revenues, (iv) net merchandise revenues, (v) net event parking revenues, (vi) stadium

advertising revenues, (vii) non-game day club rentals and other event rental revenues and non-stadium revenues which will include (a) conference distribution revenues, (b) corporate sponsorship revenues for all athletic programs, (c) athletic event revenues, other than stadium project revenues, (d) game guaranty payments from all athletic programs, (e) bowl game revenues, (f) other athletic program revenues which include licensing program revenues, interest earnings, television and website revenues (collectively, the "Athletic Pledged Revenues"). The lien on the non-stadium revenues described above will be on parity with the lien previously granted to Truist Bank which is the holder of the USF Financing Corporation Promissory Note, Series 2018A and the USF Financing Corporation Promissory Note, Series 2018B. The DSO is legally authorized to secure the Debt with the revenues to be pledged pursuant to section 1010.62, Florida Statutes. The University and the DSO are committed to ensuring that sufficient revenues will be generated to fulfill the obligations with respect to the proposed Debt.

Section 4. The Debt will bear interest at a fixed taxable rate acceptable to the DSO and will mature not more than 20 years after issuance, including any extensions or renewals thereof. The Project has an estimated useful life that exceeds 40 years, which is beyond the anticipated final maturity of the Debt.

Section 5. The Debt to be issued by the DSO, will be in the form of a bank loan. On October 5, 2022, the University issued an Invitation to Negotiate ("ITN") for the financing of the Project, contemplating a borrowing by the DSO to finance a portion of the costs of the Project. The University received three responses to the ITN. The bank that best met the needs of the University to finance the Project, Truist Bank ("Truist") was awarded the opportunity to further negotiate with the University to provide financing for the Project to the DSO through a bank loan with Truist. A negotiated private placement with Truist is necessary to reduce the cost of financing by entering into a loan agreement with Truist instead of issuing bonds in the public market. An analysis showing that a private placement is desirable is attached in Appendix A.

Section 6. The financial advisor engaged by the DSO was selected through a competitive selection process.

Section 7. The Board of Trustees will comply and will require the University and the DSO to comply, with all requirements of federal and state law relating to the Debt, including but not limited to continuing secondary market disclosure of information regarding the Debt and certain other requirements of Truist.

Section 8. The President of the University, or the President's designee, and the Chair and Executive Director of the DSO and other authorized representatives of the University, and the Board of Trustees, and the DSO are hereby authorized to take all actions and steps, to execute all instruments, documents, and contracts, and to take all other actions as they may deem necessary or desirable, in connection with the execution, sale and delivery of the Debt.

Section 9. In making the determination to finance the Project, the Board of Trustees has reviewed the information attached to Appendix A and finds that the issuance of the Debt is in compliance with the Debt Management Guidelines adopted by the Board of Governors on

April 27, 2006, as subsequently amended by the Board of Governors, the University's debt management policy, and applicable law.

Section 10. This Resolution shall take effect immediately upon its adoption.

ADOPTED this 13th day of June, 2023.

Appendix A

The following documents have been reviewed by the Board of Directors prior to the execution of this Resolution:

a. The project summary;

b. Conventions, Sports and Leisure International Analysis;

c. Anticipated draw down schedule;

d. Sources and uses of funds for the project;

e. An estimated debt service schedule;

f. A description of the security supporting repayment and the lien position the debt will have on that security;

g. A five year history and a five year projection of the pledged revenues and the debt service coverage; and

h. The private placement sale analysis.

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Project Summary
University of South Florida

USF Stadium Project

Project Description:

The University of South Florida ("USF" or "University") is seeking authorization to finance the design and construction of a new stadium to be located on the University's Tampa campus (the "Project").

Project financing will be provided through the issuance of debt by the USF Financing Corporation (the "DSO") in an amount equal to $200,000,000 (the "Debt") together with an equity contribution equal to $140,000,000 cash from the University.

The Project will consist of an approximate 35,000-person capacity stadium with multiple premium areas and experiences to support the University's football and women's lacrosse programs. The Project is expected to have five levels: field level, main concourse, club level, suite level, and press level which provides an opportunity to configure program areas within the Project to expand in the future. The exterior of the Project will be designed to fit within the University's Tampa campus aesthetic and the athletic district.

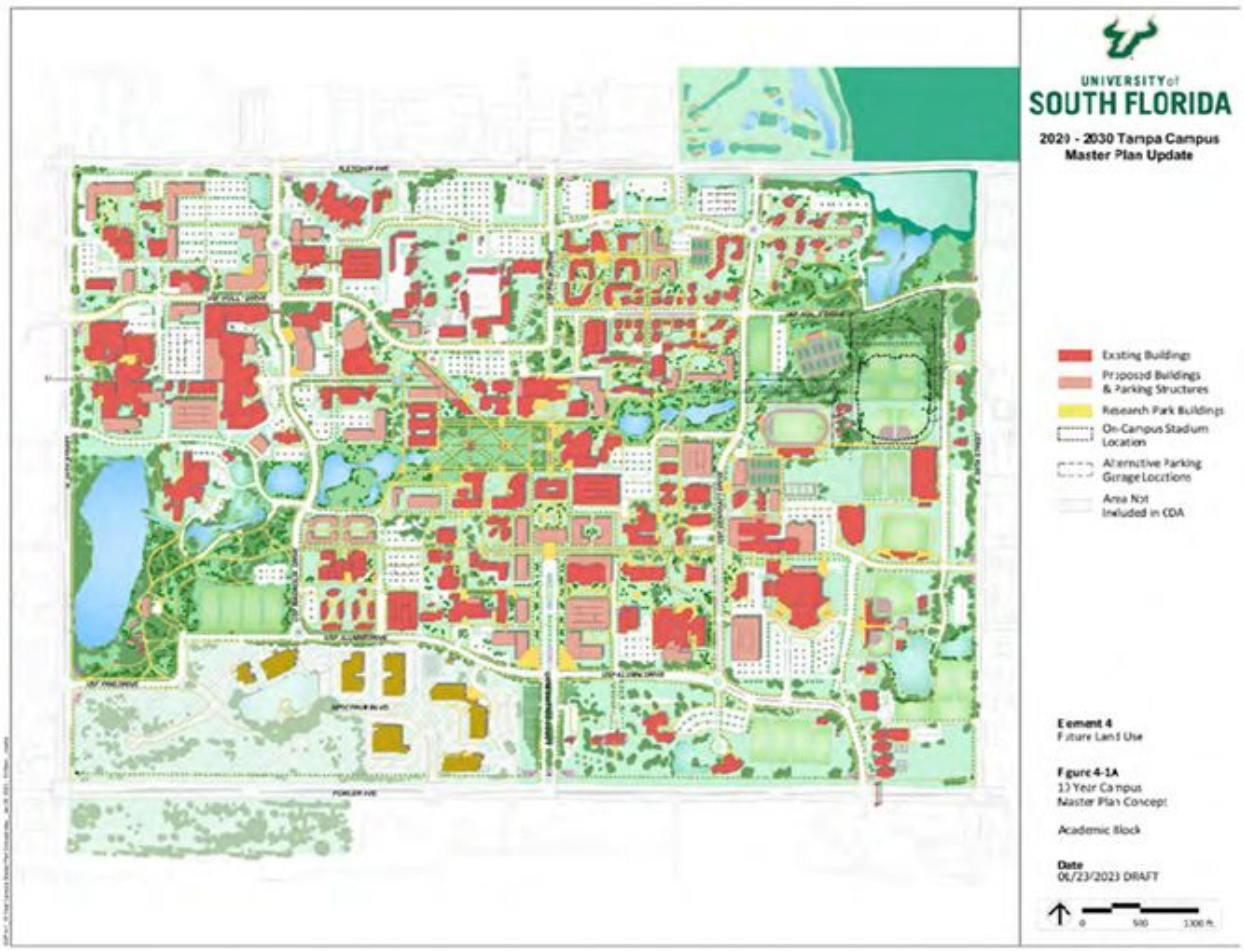
The Project is consistent with the mission of the University because it will provide needed student facilities and enhance students' University experience.

Approval of the Project is subject to an amendment of the approved 2020 Master Plan for the University (the "Amendment"). Pursuant to the Amendment, the Project will be reflected on the approved 2020 Master Plan for the University.

Project Location:

The site for the Project is in the existing USF athletic district, south of USF Holly Drive and between USF Genshaft Drive and USF Sycamore Drive, located on the Sycamore Recreation Fields. This site location and zoning will allow for the development of the full Project program.

See Stadium location on the Master Plan Update in the figure below.



Benefit to Stakeholders:

In addition to having a tremendous impact on the Bulls football program, the new on-campus stadium will provide a unique, vibrant, shared campus experience that will contribute to the culture, spirit and connectedness of the university, not just during fall football games but throughout the year. It will provide students, staff and faculty a place of their own to gather and share their passion for USF while giving alumni and community members a compelling reason to return and experience the beauty and energy of our ever-evolving campus and students. It will be a place where incredible memories are built across generations, that reminds us why USF is so great and stirs our passion for the university.

Projected Start and Opening Date:

On June 24, 2022, the University initiated a competitive procurement process for design and construction services for the Stadium Project via an Invitation to Negotiate. Three responses were received from qualified, experienced firms by the July 22, 2022 due date. Barton Malow (builder) and Populous (architect) were selected.

Design work began in October 2022 and construction of the Project is expected to begin in October 2023 and be completed in July 2026.

The DSO Board of Directors approved the Project on May 9, 2023. The USF Board of Trustees is expected to approve the Project on June 13, 2023.

Project Cost:

The University estimates that the total costs, including design and construction, for the proposed Stadium Project will equal $340,000,000. (See *Estimated Sources and Uses of Funds).*

The initial building program recommendations were developed by Conventions, Sports & Leisure International ("CSL") in CSL's market and financial feasibility study for a new on-campus stadium for USF in 2018.



These recommendations were developed through an analysis of market characteristics, comparable collegiate stadium characteristics, data collected from approximately 8,600 market surveys completed by a variety of USF ticket buyers and constituents, 16 interviews conducted with key athletic donors, corporate sponsors, and other stakeholders, and other such factors.

Below is an overview of key factors from the CSL study that the University believes could impact the building program recommendations, including:

- USF football attendance trends;
- Attendance of new NCAA Division I Football Bowl Subdivision ("FBS") stadium football programs as a percent of capacity;
- Impact of new stadiums on football program attendance;
- Percent of capacity dedicated to donor seating among new FBS stadiums;
- Percent of capacity dedicated to premium seating among new FBS stadiums; and,
- Diversification of premium seat offerings among new FBS stadiums.

The CSL study, as well as recent trends in stadium development, were considered by the University along with the analyses from the initial feasibility study to refine the recommended building program for the Project.

The revised building program recommendations for the Project were developed by CSL in December 2021 through an analysis of market characteristics, comparable collegiate stadium characteristics, data collected from market surveys completed by a variety of USF ticket buyers and constituents, interviews conducted with key project stakeholders, recent collegiate stadium development trends, and other such factors.

The revised building program includes approximately 1,900 premium seats (club seats, ledge seats, loge boxes, and luxury suites) as well as a new patio club to enhance the patron experience and maximize revenue generating capabilities within the new facility. The revised building program which added over 600 premium seats is more diversified than that recommended in 2018, offering the ability to capture a broader audience with products at varying price points and maximizing revenue generating opportunities.

A comparison of the historical project costs associated with new FBS stadiums have been adjusted to reflect the cost to construct a comparable facility in Tampa in 2025, assuming a 2026 opening, utilizing RSMeans construction cost data. The average cost to construct a new FBS stadium in Tampa in 2025 is approximately $194.1 million. However, a higher quality stadium is necessary to generate revenues to support construction, as the design of such facilities typically have the necessary enhanced and premium seating spaces to provide these opportunities. Applying the average cost to construct a top tier stadium to a new stadium constructed in Tampa with a seating capacity of 35,000 seats would result in total construction costs ranging from approximately $277.2 million to approximately $302.9 million.

In order to provide the best fan experience and a diversified enhanced general and premium seating program to maximize revenue generating opportunities, consideration was given to designing a stadium that reflects more recently constructed venues as well as the estimated cost to construct each in the Tampa market in 2025.

Financing Structure: The Project will be financed with 20-year, fixed rate, taxable debt issued by the USF Financing Corporation ("DSO") in an amount equal $200M, inclusive of estimated cost of issuance ($500k); together with an equity contribution equal to $140M from the University.

The Debt to be issued by the DSO, will be in the form of a bank loan. On October 5, 2022, the DSO issued an Invitation to Negotiate ("ITN") for the financing of the Project, contemplating a borrowing by the DSO to finance a portion of the costs of the Project. The DSO received three responses to the ITN. The bank that best met the needs of the DSO to finance the Project, Truist Bank ("Truist"), was awarded the opportunity to further negotiate with the DSO to provide financing for the Project to the DSO through a bank loan. A negotiated private placement with Truist is necessary to reduce the cost of financing by entering into a loan agreement with Truist instead of issuing bonds in the public market.

The debt will bear interest at a rate acceptable to the DSO. Truist provided an indicative 20-year taxable rate of 5.31%. For the purpose of projections, debt service coverage is based on the taxable fixed interest rate of 5.50%.

Demand Analysis: In 2018, the University engaged CSL to conduct a market and financial feasibility study related to the development of a new on-campus stadium ("Stadium").

On December 15, 2021, CSL issued an updated report with updated collegiate stadium development trends, building program elements, frame of magnitude costs, financial projections, and various sources of funding for a new on-campus stadium intended to assist project stakeholders in making informed decisions regarding the potential stadium project.

As a part of this effort, CSL completed a comprehensive, research-intensive process to determine market support for a new on-campus stadium at USF including a review of the historical operations of the USF football program and its operations at Raymond James Stadium; an assessment of local/regional market characteristics; a benchmarking analysis of American Athletic Conference ("AAC") stadiums, as well as other recently built FBS stadiums; one-on-one interviews with key athletic donors, corporate sponsors, and other stakeholders; and the completion of approximately 8,600 surveys with a variety of USF constituent groups including, athletic donors, football ticket buyers, alumni, faculty and staff, and students, as well as other existing and potential constituents distributed via email by the University.

As part of this updating process, CSL:

- Evaluated new stadium development trends as it pertains to enhanced general and premium seating opportunities;
- Analyzed how new collegiate stadiums were funded;
- Revised the recommended building program to ensure it responds to the results of the 2018 study as well as trends in stadium development which maximizes revenue generation opportunities and reaches a broader market;
- Refined financial operating projections for a new on-campus stadium; and,
- Estimated the cost of a new on-on-campus stadium and analyzed mechanisms that could be utilized by the University to fund the project.

CSL estimated the percentage increase (decrease) in attendance experienced in a new stadium compared to the average attendance over the last three years in Raymond James Stadium, as a means of measuring potential impacts that a new on-campus stadium will have

on attendance at USF football games. On average, programs experience an attendance increase of 17 percent in new stadiums compared to attendance experienced in older stadiums. These increases are generally experienced early in the new facility's life, with team performance impacting attendance as time passes.

Based on historical attendance trends for USF, approximately 20,000 distributed tickets are scanned per game. Considering the market demand for season tickets in the study completed in 2021 and the average increase of a new stadium on attendance at comparable new FBS stadiums of approximately 20 percent, it is anticipated that USF football could attract an average of 24,000 attendees per game in a new on-campus stadium. A 35,000-seat stadium, which would be approximately 500,000 square feet in size based on comparable stadiums presented in the CSL study, would provide the best experience for USF football in an on-campus stadium and create the ticket scarcity necessary to drive seasonal ticket sales while also allowing the team to maximize revenues for marquee games which would attract significantly higher attendance through single game ticket sales each season.

CSL estimated that a new on-campus stadium could generate $20.5 million in net operating revenue and incur approximately $5.3 million in operating expenses, resulting in net operating income of up to approximately $15.2 million in the first year of operations. After accounting for approximately $1.8 million in existing net income at Raymond James Stadium, it is estimated that adjusted net operating income of up to approximately $13.4 million could be generated.

Security/Lien Structure: The Debt will be secured by a first lien on certain stadium operating revenues which will include (i) ticket sales revenues, (ii) capital campaign revenues (iii) net concession revenues, (iv) net merchandise revenues, (v) net event parking revenues, (vi) stadium advertising revenues, (vii) non-game day club rentals and other event rental revenues and non-stadium revenues which will include (a) conference distribution revenues, (b) corporate sponsorship revenues for all athletic programs, (c) athletic event revenues, other than stadium project revenues, (d) game guaranty payments from all athletic programs, (e) bowl game revenues, (f) other athletic program revenues which include licensing program revenues, interest earnings, television and website revenues (collectively, the "Athletic Pledged Revenues"). The lien on the non-stadium revenues described above will be on parity with the lien previously granted to Truist Bank which is the holder of the USF Financing Corporation Promissory

Note, Series 2018A and the USF Financing Corporation Promissory Note, Series 2018B.

The DSO is legally authorized to secure the Debt with the revenues to be pledged pursuant to section 1010.62, Florida Statutes. The University and the DSO are committed to ensuring that sufficient revenues will be generated to fulfill the obligations with respect to the proposed Debt and the outstanding Series 2018A and Series 2018B debt.

Pledged Revenues and Debt Service Coverage:

The debt will be issued as taxable fixed rate debt. The debt will bear interest at a rate acceptable to the DSO. Truist provided an indicative 20-year taxable rate of 5.31%. For the purpose of projections, debt service coverage is based on the taxable fixed interest rate of 5.50%. As previously defined in Security/Lien Structure above, Athletic Pledged Revenues available to pay debt service consist of certain stadium operating revenues and non-stadium revenues.

Athletic Pledged Revenues are projected at $26,541,000 in FY23-24 and $27,311,955 in FY24-25, which, net of operating expense yields a Project net debt service coverage ratio of 1.30x and 1.30x, respectively. However, in this case, the pledge is a gross revenue pledge, specifically a first lien pledge of Athletic Pledged Revenues, providing a priority for the payment of debt service. As such, calculation of gross debt service coverage from the Athletics pledged revenues is appropriate and, for the two periods cited above, results in coverage ratios of 2.11x and 2.16x, respectively. For informational purposes only, net debt service coverage from the Athletic Pledged Revenues results in coverage ratios of 1.30x and 1.30x, respectively. (See *Historical and Projected Debt Service Coverage*)

Assessment of Private Sector Alternatives:

The University considered a public-private partnership (P3) structure during the Project evaluation process. USF's Tampa campus employed a P3 approach in developing its recent "Village" student housing project; chosen due to the large size, scale and density of the project, and to avoid use of the University's bonding capacity (if bonded, USF would have needed to stage the development over 8-10 years). However, those same attributes were not present in the proposed Project. The complexity, scope and nature of the Project did not make the P3 approach advantageous. According to the University, in the P3 scenario that was considered, the cost would have been higher (development, operating and financing costs were higher) and it would have placed the University in a subordinate position

regarding design input, financial benefits, and operational controls. In light of these factors, a University DSO-financed approach was chosen for the Project.

Return on Investment: The Project is expected to achieve an internal rate of return (IRR) estimated at 4.33%, based upon assumptions provided by the University. (See *Projected IRR*)

Method of Sale: The Project debt will be issued using a taxable, fixed interest rate private placement loan structure, in the form of note, issued on a parity basis with the DSO's outstanding Promissory Note, Series 2018A and the Promissory Note, Series 2018B. According to the DSO, the pledge of non-tax-based revenues is considered somewhat weaker (by the market) than a general receipts/obligations pledge. Furthermore, the DSO is an infrequent issuer without a broad investor base, and the Project's pro forma is based on certain assumptions and growth projections that will be viewed as somewhat uncertain. Consequently, based on the analysis of the characteristics of the proposed Project debt, the DSO concluded that a private placement is in the best interest of the University and DSO.

Selection of Professionals: The professionals involved in this transaction were selected through a competitive process. The bond counsel for the debt will be Bryant Miller Olive P.A.; and financial advisor, PFM Financial Advisors LLC.

Recommendation: [To be completed by the Board of Governors and Division of Bond Finance]


DRAFT | FOR DISCUSSION PURPOSES ONLY
NEW ON-CAMPUS FOOTBALL STADIUM
MARKET & FINANCIAL FEASIBILITY STUDY UPDATE
DECEMBER 15, 2021
CSL

December 15, 2021

Mr. Jay Stroman
Senior Vice President of Advancement & Alumni Affairs
USF Foundation CEO
University of South Florida Foundation
4202 E. Fowler Ave., ALC100
Tampa, FL 33620

Dear Mr. Stroman:

Conventions, Sports & Leisure International ("CSL") is pleased to present this updated market and financial feasibility analysis related to the development of a new on-campus football stadium at the University of South Florida ("USF" or "University"). The attached report provides updated collegiate stadium development trends, building program elements, frame of magnitude costs, financial projects, and various sources of funding for a new on-campus football stadium and is intended to assist project stakeholders in making informed decisions regarding the potential on-campus stadium project.

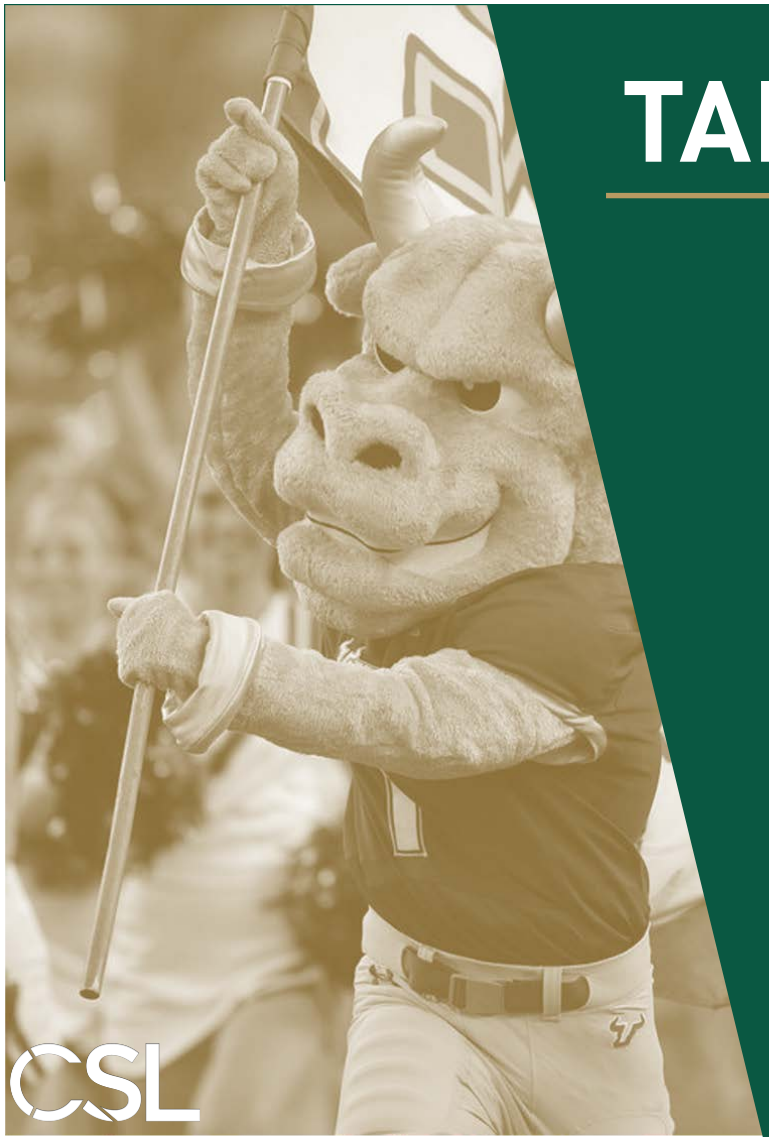
The information contained in this report is based on estimates, assumptions and other information developed from research of the market, knowledge of the sports and entertainment industries, and other factors, including certain information provided by you and others. All information provided to us was not audited or verified and was assumed to be correct. Because procedures were limited, we express no opinion or assurances of any kind on the achievability of any projected information contained herein and this report should not be relied upon for that purpose. Furthermore, there will be differences between projected and actual results. This is because events and circumstances frequently do not occur as expected, and those differences may be material. We have no responsibility to update this report for events and circumstances occurring after the date of this report.

We sincerely appreciate the opportunity to assist you with this project and would be pleased to be of further assistance in the interpretation and application of the study's findings.

Very truly yours,

CSL International

Conventions, Sports & Leisure International
One Cowboys Way, Suite 325 | Frisco, TX 75034 | Telephone 972.491.6900 | Facsimile 972.491.6903



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DRAFT | FOR DISCUSSION PURPOSES ONLY
1. INTRODUCTION
CSL

1. INTRODUCTION

In 2017, the University of South Florida ("USF" or "University" engaged Conventions, Sports & Leisure International ("CSL") to conduct a market and financial feasibility study related to the development of a new on-campus football stadium ("Stadium"). As a part of this effort, CSL completed a comprehensive, research-intensive process to determine market support for a new on-campus football stadium at USF including a review of the historical operations of the USF football program and its operations at Raymond James Stadium; an assessment of local/regional market characteristics; a benchmarking analysis of American Athletic Conference ("AAC") stadiums, as well as other recently built NCAA Division I Football Bowl Subdivision ("FBS") stadiums; one-on-one interviews with key athletic donors, corporate sponsors, and other stakeholders; and the completion of approximately 8,600 surveys with a variety of USF constituent groups including, athletic donors, football ticket buyers, alumni, faculty and staff, and students, as well as other existing and potential constituents distributed via email by the University.

As institution representatives continue to plan for the future of the University as a whole, Athletics is re-evaluating the opportunity to develop a new on-campus stadium for USF football to transform the student-athlete, campus, and fan experience. CSL was engaged to provide an update to the 2017 feasibility study to provide representatives with the information and analyses necessary to make informed decisions regarding the viability of a new stadium.

As part of this process, CSL:

- Evaluated new stadium development trends as it pertains to enhanced general and premium seating opportunities;
- Analyzed how new collegiate stadiums were funded;
- Revised the recommended building program to ensure it responds to the results of the 2017 study as well as trends in stadium development which maximizes revenue generation opportunities and reaches a broader market;
- Refined financial operating projections for a new on-campus stadium; and,
- Estimated the cost of a new on-campus stadium and analyzed mechanisms that could be utilized by the University to fund the project.

The result of these updated analyses are presented in the remainder of this document and should be considered along with the initial findings of the study conducted in 2017 to be understood in their entirety.








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2. STADIUM DEVELOPMENT TRENDS
CSL

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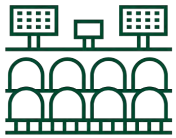
2. STADIUM DEVELOPMENT TRENDS

Since CSL initially conducted the market and financial feasibility study for a new on-campus stadium for USF in 2018, a variety of new trends in stadium design have emerged that provide broader diversification of product offerings in order to appeal to a variety of lifestyle segment and income ranges. The remainder of this section provides an overview of different enhanced general, group, and premium seating opportunities, as outlined in the graphic below, that could be integrated into the design of a new on-campus stadium which would provide a diversified seat program and enhance revenue generation capabilities for Athletics.

Less Expensive →



Chairback Seating ($)



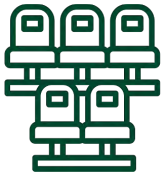
Membership Clubs ($)



Ledge Seats ($-$$)



Indoor-Outdoor Club Seats ($$)



Super Suite Seats ($$)

→ *More Expensive*



Group Hospitality ($$$)



Small Group Seating ($$$)



Luxury Suites ($$$$)



Founder's Program ($$$$$+)

CSL 6

2. STADIUM DEVELOPMENT TRENDS

CHAIRBACK SEATING

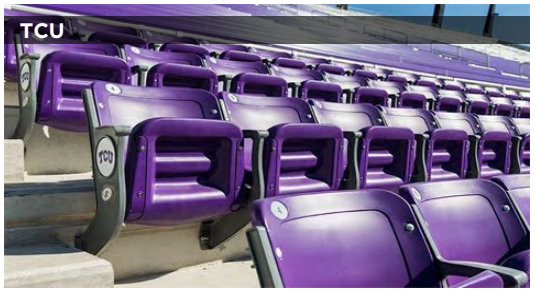
DRAFT | FOR DISCUSSION PURPOSES ONLY

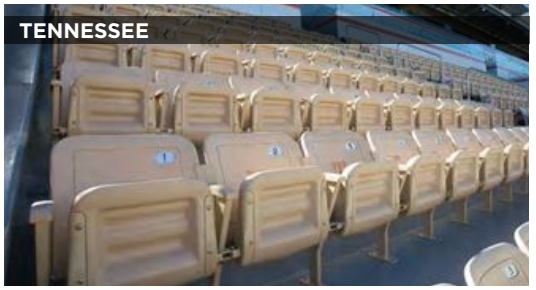
FEATURES & AMENITIES

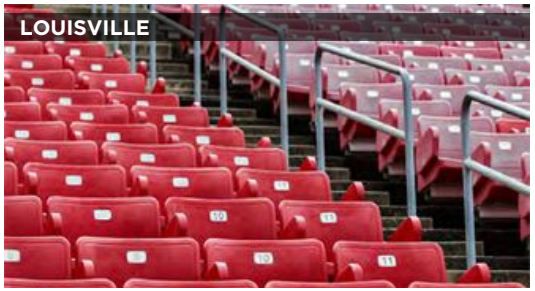
- Two (2) to (3) inches of increased seat width compared to bleacher seating
- Defined seat for every patron
- With or without cupholder

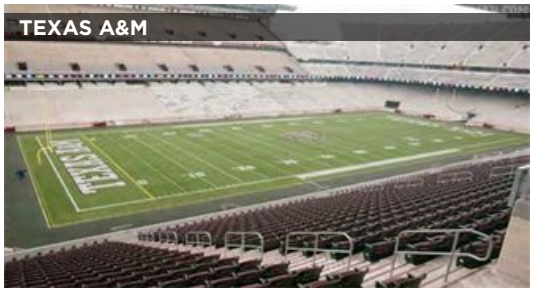
REPRESENTATIVE INSTITUTIONS

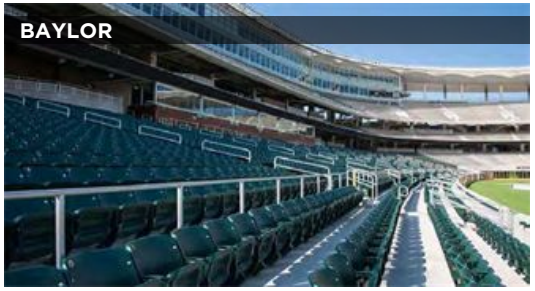
TOTAL ANNUAL PRICE RANGE: **$350 to $2,625 per seat**

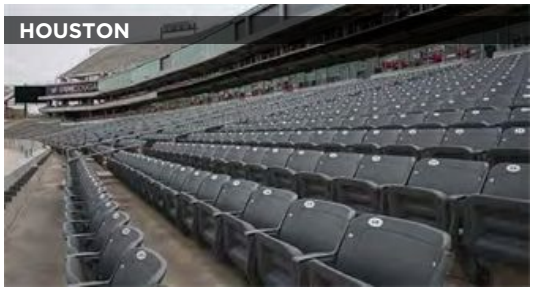












CSL 7

2. STADIUM DEVELOPMENT TRENDS

CHAIRBACK SEATING

DRAFT | FOR DISCUSSION PURPOSES ONLY

SPOTLIGHT: TEXAS CHRISTIAN UNIVERSITY UNIVERSITY

CONCEPT NAME:	Donor Armchair Seating
LOCATION:	Between the 20's Lower level home sideline Upper level home sideline First 10 rows of the upper level visitor sideline
INVENTORY:	Approximately 3,700 chairback seats
ANNUAL PRICING:	$375 to $1,050 per seat, depending on location
AMENITIES:	▪ Chairback seat ▪ Wider seat than bench seating

TARGET MARKET:
Individual Game Buyers, Season Ticket Holders



CSL 8

2. STADIUM DEVELOPMENT TRENDS

MEMBERSHIP CLUBS

DRAFT | FOR DISCUSSION PURPOSES ONLY

FEATURES & AMENITIES

- Exclusive club lounge access before, during, and after games with upgraded food and beverage options for purchase
- Patrons could have access to a climate-controlled lounge or exclusive outdoor patio space
- Club spaces could be located in the end zone or along the sideline with location dictated by anticipated use, fan experience, and proximity to team locker room
- Available to all patrons purchasing season tickets anywhere in the stadium

REPRESENTATIVE INSTITUTIONS

INVENTORY RANGE: 200 to 1,500 memberships
PRICE RANGE: $200 to $1,000 per membership













CSL 9

2. STADIUM DEVELOPMENT TRENDS

MEMBERSHIP CLUBS

DRAFT | FOR DISCUSSION PURPOSES ONLY

SPOTLIGHT: MISSISSIPPI STATE UNIVERSITY

CONCEPT NAME:	Gridiron Club
LOCATION:	Field level of north end zone
INVENTORY:	750 members
ANNUAL PRICING:	$1,000 per membership Requires purchase of season ticket and associated required seat donation

AMENITIES:

- Outdoor patio area with casual seating on a first-come, first-serve basis
- Climate-controlled lounge at field level
- Personal storage lockers
- High-definition TVs
- Private restrooms
- Enhanced food and beverage offerings
- Ability to purchase alcohol

TARGET MARKET:
Season Ticket Holders, Young Alumni





CSL 10

2. STADIUM DEVELOPMENT TRENDS

MEMBERSHIP CLUBS

DRAFT | FOR DISCUSSION PURPOSES ONLY

SPOTLIGHT: COLORADO STATE UNIVERSITY

CONCEPT NAME:	New Belgium Porch
LOCATION:	North End Zone
INVENTORY:	1,200 total capacity
ANNUAL PRICING:	$200 annual donation per membership Requires purchase of season ticket associated required seat donation

AMENITIES:

- Two premium bars
- Tiered standing room drink rails
- Liquor available for purchase
- New Belgium beer options
- Corporate sponsorship opportunity
- $4.3 million donation made for the naming rights, half of which went to fund construction costs of the space

TARGET MARKET:
Season Ticket Holders, Young Alumni, Millenials





CSL 11

2. STADIUM DEVELOPMENT TRENDS

LEDGE SEATS

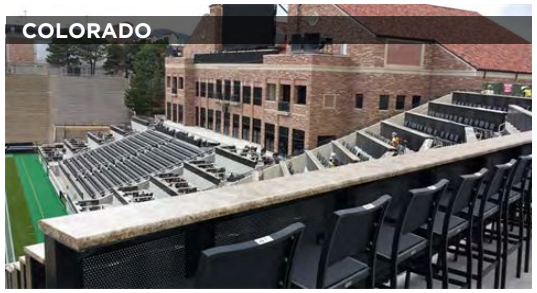
DRAFT | FOR DISCUSSION PURPOSES ONLY

FEATURES & AMENITIES

- Individual barstool seats along a drink rail
- Provides flexibility to sit or stand without blocking views behind
- Immediate access to outdoor patio space or club lounge

REPRESENTATIVE INSTITUTIONS

INVENTORY RANGE:	**200 to 500**
PRICE RANGE:	**$1,100 to $2,500 per seat**

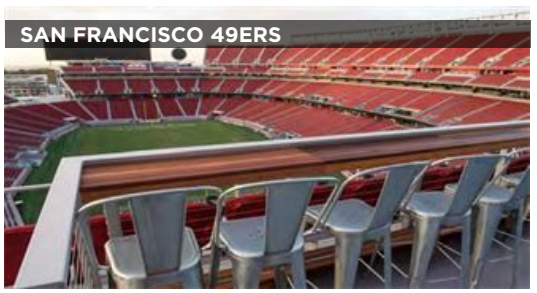












CSL 12

2. STADIUM DEVELOPMENT TRENDS

DRAFT | FOR DISCUSSION PURPOSES ONLY

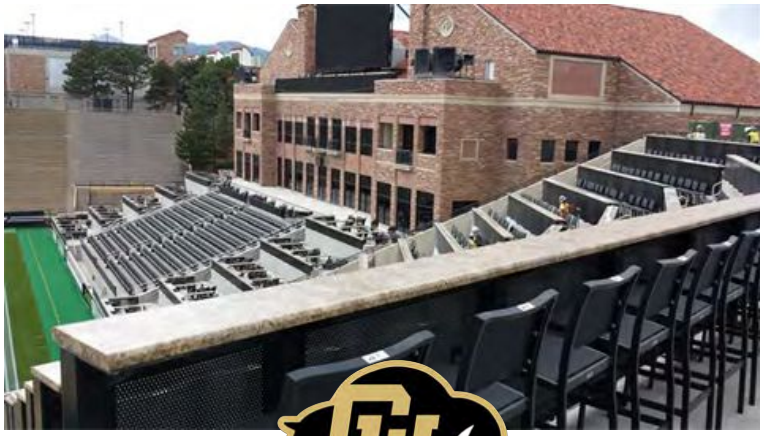
LEDGE SEATS

SPOTLIGHT: UNIVERSITY OF COLORADO

CONCEPT NAME:	The Crawford Club
LOCATION:	Northeast lower bowl corner
INVENTORY:	500 seats
ANNUAL PRICING:	$1,150 per seat ($475 annual donation + $675 ticket)

AMENITIES:

- Bar-height seating and granite drink rail
- Access to private club lounge
- Outdoor patio access
- Includes food and non-alcoholic beverages in purchase price
- Ability to purchase beer and wine in club lounge space





TARGET MARKET:
Season Ticket Holders, Young Alumni, Millenials

CSL 13

2. STADIUM DEVELOPMENT TRENDS

INDOOR-OUTDOOR CLUB SEATS

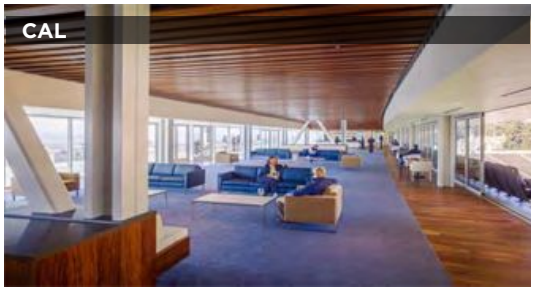
DRAFT | FOR DISCUSSION PURPOSES ONLY

FEATURES & AMENITIES

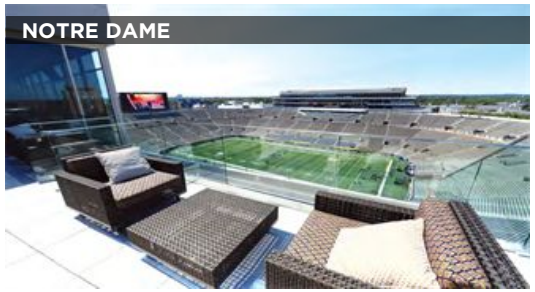
- Wider, padded seats located under cover
- More leg room than standard stadium seating
- Immediate access to a club lounge
- Club lounge design that incorporates indoor and outdoor elements through operable window system, retractable doors, and/or connected outdoor patio spaces

REPRESENTATIVE INSTITUTIONS

INVENTORY RANGE:	**400 to 2,500 seats**
PRICE RANGE:	**$1,500 to $3,500 per seat**

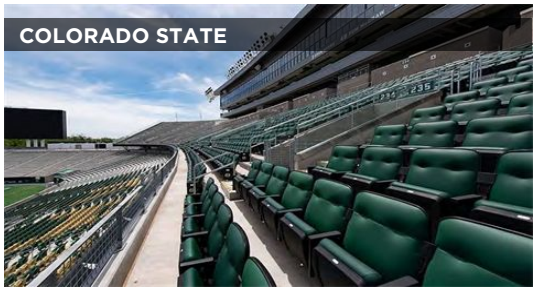












CSL 14

2. STADIUM DEVELOPMENT TRENDS

DRAFT | FOR DISCUSSION PURPOSES ONLY

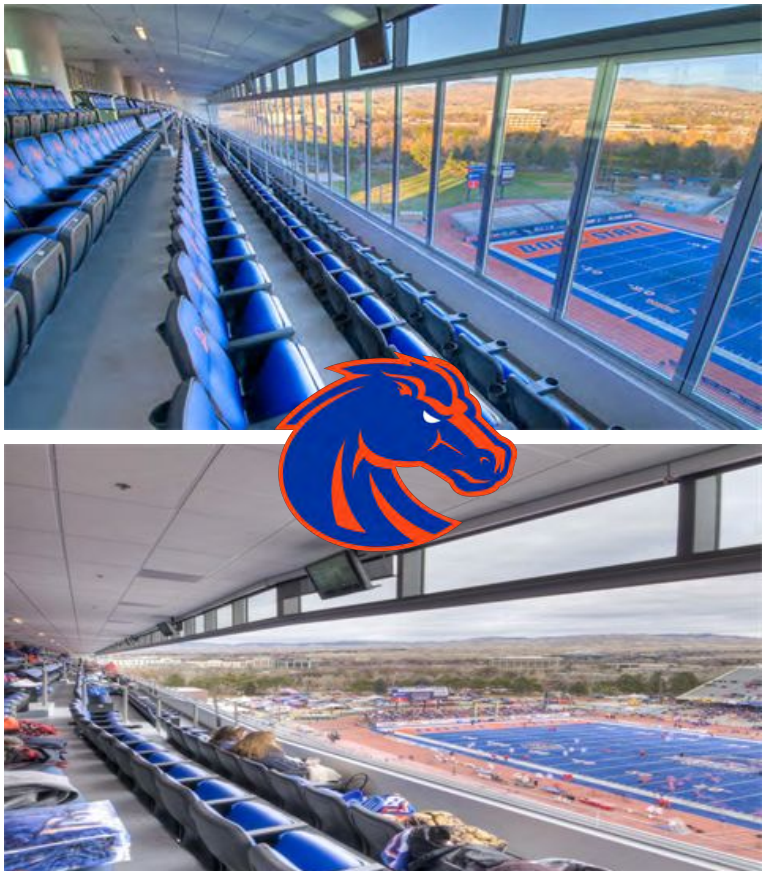
INDOOR-OUTDOOR CLUB SEATS

SPOTLIGHT: BOISE STATE UNIVERSITY

CONCEPT NAME:	Club Level Seats
LOCATION:	West sideline tower
INVENTORY:	832 club seats
ANNUAL PRICING:	$2,200 per seat

AMENITIES:

- Theater style padded seat
- Access to climate-controlled club lounge area
- Fully retractable windows in club lounge
- Priority access to purchase single game tickets
- Private elevator access
- In-seat wait service
- Private restrooms
- 1 reserved parking space per 4 seats purchased



TARGET MARKET:
Established Donors, Season Ticket Holders

CSL 15

2. STADIUM DEVELOPMENT TRENDS

INDOOR-OUTDOOR CLUB SEATS

DRAFT | FOR DISCUSSION PURPOSES ONLY

SPOTLIGHT: COLORADO STATE UNIVERSITY

CONCEPT NAME:	Outdoor Club Seats
LOCATION:	Upper level mid-field along the home sideline
INVENTORY:	800 club seats
ANNUAL PRICING:	$1,675 per seat
AMENITIES:	

- Padded chairback outdoor seat
- Cupholders
- Access to climate-controlled Stadium Club
- Elevated food and beverage offerings for purchase
- Views of the Foothills from the club lounge space
- Full cash bars
- Private restrooms
- High definition televisions throughout club

TARGET MARKET:
Established Donors, Season Ticket Holders



CSL 16

2. STADIUM DEVELOPMENT TRENDS

SUPER SUITE SEATS

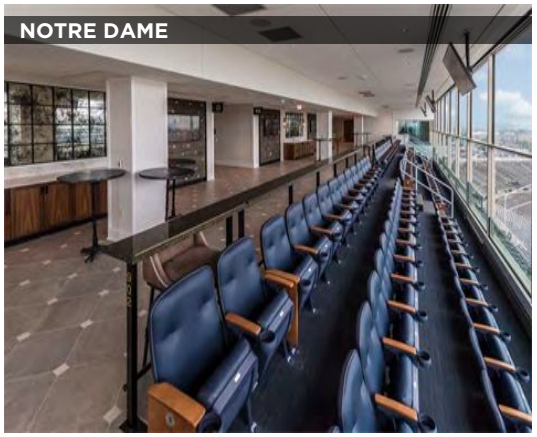
DRAFT | FOR DISCUSSION PURPOSES ONLY

FEATURES & AMENITIES

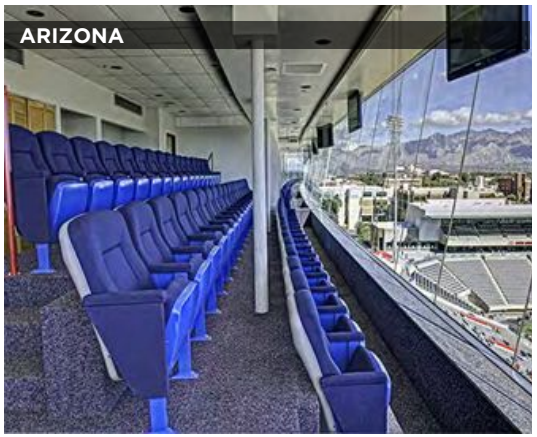
- Large private suite environment
- Seats sold individually or in pairs on a seasonal basis
- Private lounge space with comfortable casual seating areas, bar service, high definition televisions, and/or private restrooms
- Upscale food and beverage offerings
- Access to nearby climate-controlled club lounge could also be included with purchase

REPRESENTATIVE INSTITUTIONS

INVENTORY RANGE:	**50 to 200 seats**
PRICE RANGE:	**$3,000 to $5,000 per seat**









CSL 17

2. STADIUM DEVELOPMENT TRENDS

DRAFT | FOR DISCUSSION PURPOSES ONLY

SUPER SUITE SEATS

SPOTLIGHT: UNIVERSITY OF NOTRE DAME

CONCEPT NAME:	Seven on 9 Club
LOCATION:	Upper level sideline
INVENTORY:	138 seats
SINGLE GAME PRICING:	$600 to $900 per seat, per game Pricing dependent on opponent

AMENITIES:

- Cushioned seating in climate-controlled “mega-suite”
- Access to a private patio with views of campus and field
- All-inclusive premium food and beverage, including beer and wine
- Ability to purchase preferred parking
- Game day programs, portable phone chargers, and TVs in suite space

TARGET MARKET:
High Net-Worth Individuals, Corporations



CSL 18

2. STADIUM DEVELOPMENT TRENDS

GROUP HOSPITALITY

DRAFT | FOR DISCUSSION PURPOSES ONLY

FEATURES & AMENITIES

- Private lounges with outdoor seating for 8 to 12 people
- Located at field level or other location easily accommodating temporary construction
- In-lounge catering
- Access to climate-controlled club lounge and upscale food and beverage offerings
- Could be configured as a tailgate suite for pre-game entertainment outside of stadium or within stadium as a group seating area

REPRESENTATIVE INSTITUTIONS

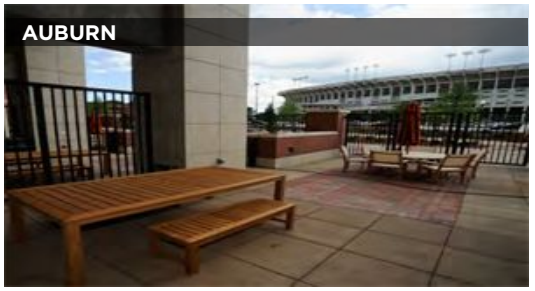
INVENTORY RANGE:	**7 to 21 boxes**
PRICE RANGE:	**$20,000 to $30,000 per box**













CSL 19

2. STADIUM DEVELOPMENT TRENDS

DRAFT | FOR DISCUSSION PURPOSES ONLY

GROUP HOSPITALITY

SPOTLIGHT: UNIVERSITY OF CENTRAL FLORIDA

CONCEPT NAME:	Field Cabanas
LOCATION:	End Zones
INVENTORY:	18 cabanas
ANNUAL PRICING:	$27,000 per cabana

AMENITIES:

- Casual suite atmosphere located at field level
- Seating for 12 people
- In-suite TVs, high-top tables, and soft seating options
- All-inclusive food and non-alcoholic beverages
- Ability to purchase alcohol
- Access to a climate-controlled lounge with private restrooms
- 4 VIP parking passes

TARGET MARKET:
Season Ticket Holders, Donors, Groups





2. STADIUM DEVELOPMENT TRENDS

SMALL GROUP SEATING

DRAFT | FOR DISCUSSION PURPOSES ONLY

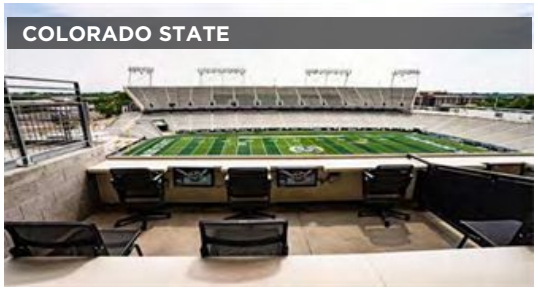
FEATURES & AMENITIES

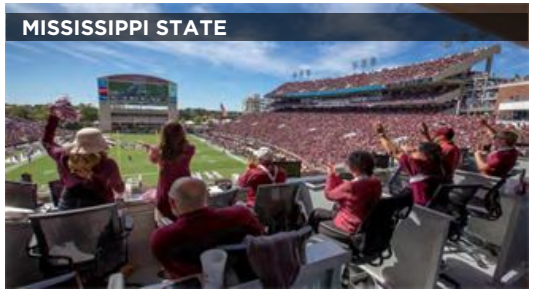
- Seat 4 to 8 people in a private box viewing experience within the seating bowl with chairs on casters or fixed theater-style chairs
- Individual TV monitor, in-box counter and refrigerator
- In-box catering, in-box wait service, and upscale food and beverage offerings
- Variety of potential configurations (square, linear, or half-moon table)

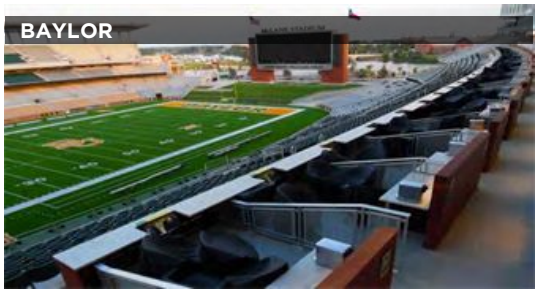
REPRESENTATIVE INSTITUTIONS

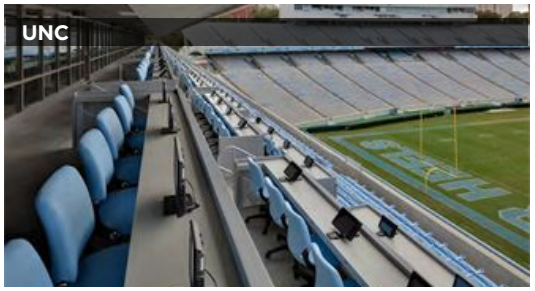
INVENTORY RANGE: 40 to 80 boxes
PRICE RANGE: $12,000 to $40,000 per box

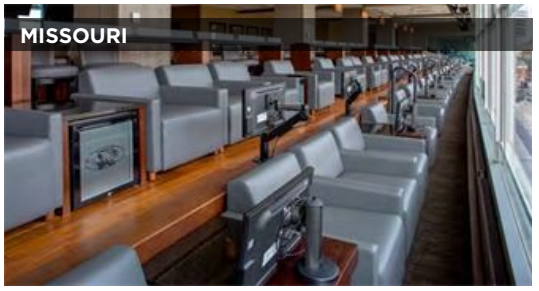












CSL 21

2. STADIUM DEVELOPMENT TRENDS

DRAFT | FOR DISCUSSION PURPOSES ONLY

SMALL GROUP SEATING

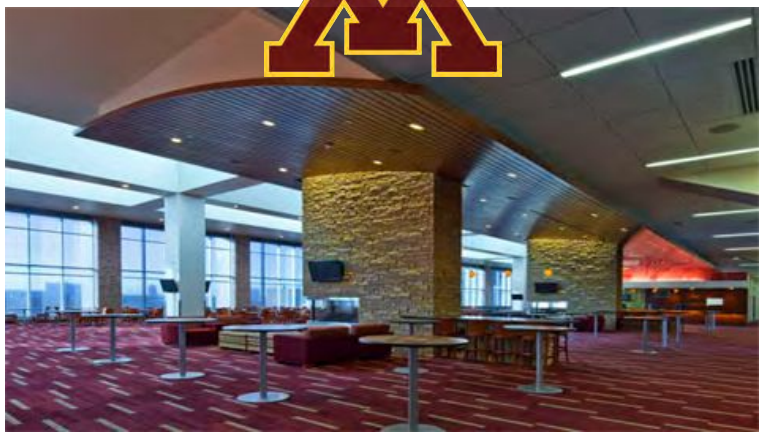
SPOTLIGHT: UNIVERSITY OF MINNESOTA

CONCEPT NAME:	Loge Box
LOCATION:	Top of mezzanine level along the home sideline
INVENTORY:	54 boxes [4 to 6 seats per box]
ANNUAL PRICING:	$11,200 total per box, on average

AMENITIES:

- 4 or 6 seats in a square configuration
- Open air and under cover
- Heating elements for patron comfort in cold weather
- In-box wait service
- Complimentary food, soft drinks, beer and wine
- One complimentary parking pass
- Personal television in-box
- Access to the Club Cambria Hospitality room
- Private VIP stadium entrance





TARGET MARKET:
Families, Donors, Small to Mid-Sized Companies

CSL 22

2. STADIUM DEVELOPMENT TRENDS

LIVING ROOM BOXES

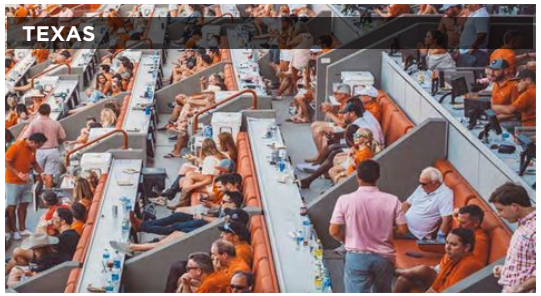
DRAFT | FOR DISCUSSION PURPOSES ONLY

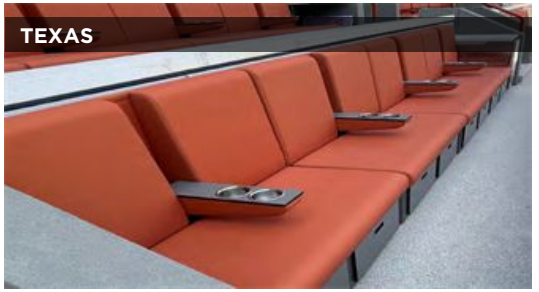
FEATURES & AMENITIES

- Seating for 4 to 8 people in a upscale private box
- Banquette-style or plush theater-style seating
- Individual TV monitors, in-box counter and storage space
- In-box wait service
- Upscale food and beverage offerings

REPRESENTATIVE INSTITUTIONS

REPRESENTATIVE INSTITUTION INVENTORY RANGE: **50 BOXES**

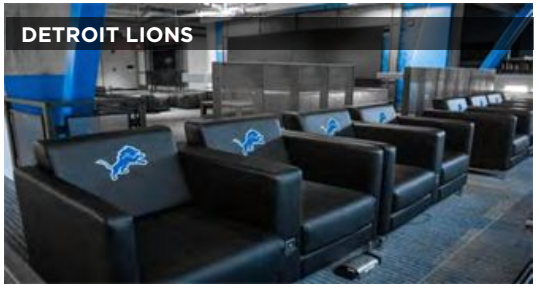












CSL 23

2. STADIUM DEVELOPMENT TRENDS

DRAFT | FOR DISCUSSION PURPOSES ONLY

LIVING ROOM BOXES

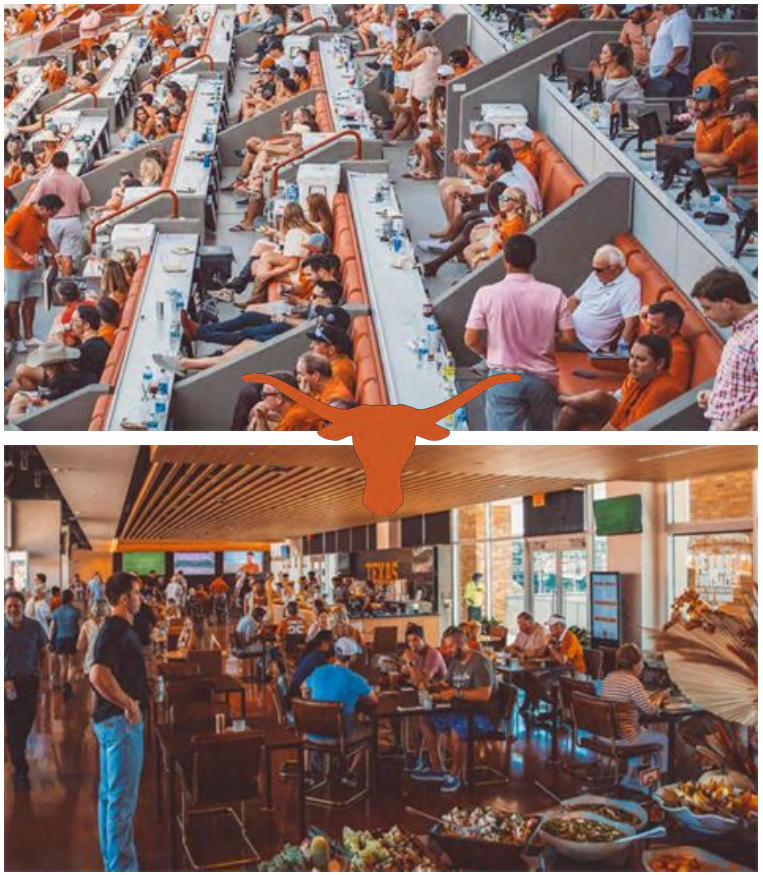
SPOTLIGHT: UNIVERSITY OF TEXAS

CONCEPT NAME:	Premium Living Room Box
LOCATION:	South End Zone
INVENTORY:	50 boxes (31, 8-person boxes; 20, 4-person boxes; and 2, 2-person boxes)
ONE-TIME CAPITAL SEAT GIFT:	$500,000 per 8-seat box
ANNUAL PRICING:	$40,000 total per 8-seat box

AMENITIES:

- Plush patio-style seating
- One TV monitor per two seats
- All-inclusive food and non-alcoholic beverages
- Personal storage locker with ability to stock alcohol in box on game days
- Access to climate-controlled club

TARGET MARKET:
Major Donors, Corporations



CSL 24

2. STADIUM DEVELOPMENT TRENDS

DRAFT | FOR DISCUSSION PURPOSES ONLY

LUXURY SUITES

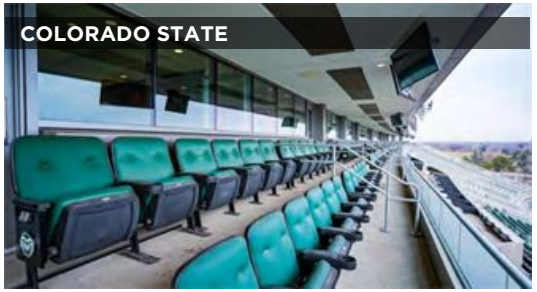
FEATURES & AMENITIES

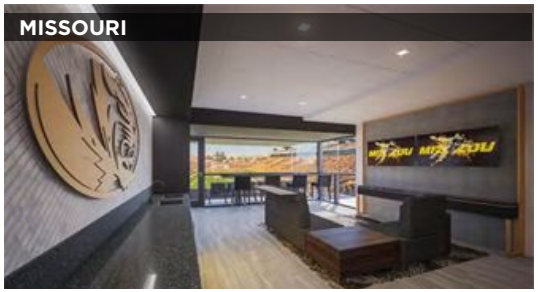
- Indoor and/or outdoor seating with access to a private lounge space and communal club lounge
- Trends in suite design include smaller seating capacities and varying sizes of suites to accommodate a variety of patrons
- Lounge space includes comfortable furniture, bar area, high definition televisions, and access to private restrooms
- In-suite catering

REPRESENTATIVE INSTITUTIONS

REPRESENTATIVE INSTITUTION INVENTORY RANGE: **15 to 171 SUITES**













CSL 25

2. STADIUM DEVELOPMENT TRENDS

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LUXURY SUITES

SPOTLIGHT: UNIVERSITY OF HOUSTON

CONCEPT NAME:	Luxury Suites
LOCATION:	Mezzanine level along the visitor sideline
INVENTORY:	26 suites [16 seats per suite]
ONE-TIME CAPITAL GIFT:	$100,000 minimum
ANNUAL PRICING:	$36,000 per suite, on average

AMENITIES:

- 16 plush outdoor seats
- Ability to purchase 4 SRO tickets
- In-suite refrigerator and wet bar
- High-definition TVs
- In-suite catering service
- Access to communal lounge space behind suites with private restrooms
- Ability to purchase alcohol

TARGET MARKET:
Families, Major Donors, Sponsors, Corporations





2. STADIUM DEVELOPMENT TRENDS

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LUXURY SUITES

SUITE CONFIGURATION TRENDS









2. STADIUM DEVELOPMENT TRENDS

FOUNDER'S PROGRAM

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FEATURES & AMENITIES

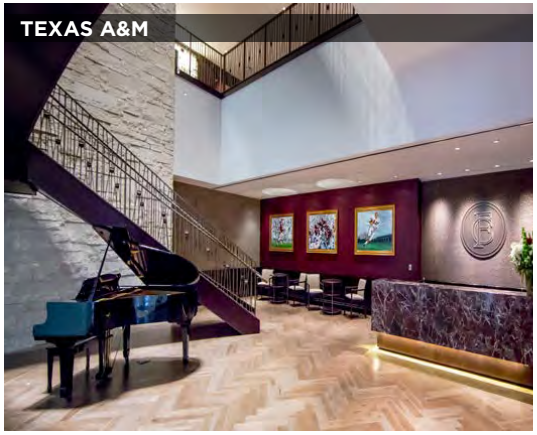
- Limited inventory reserved for University's largest donors
- Offered as club seat, loge box, and/or luxury suite configuration
- Seating from two to 24 people, depending on configuration and desired seating capacities
- Access to ultra-exclusive lounge space includes highest-end furnishings and finishings
- Wait service and/or catering in seats
- Most high-end dining experience offered within the stadium

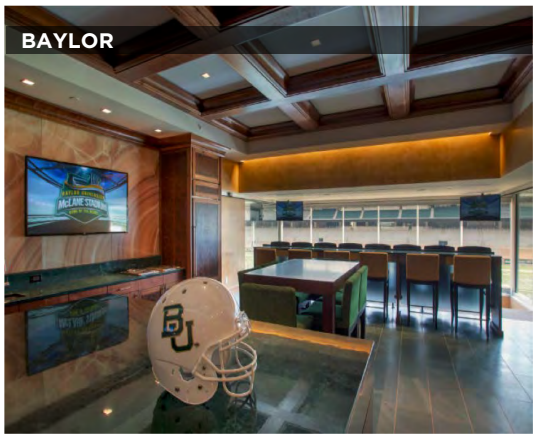
REPRESENTATIVE INSTITUTIONS

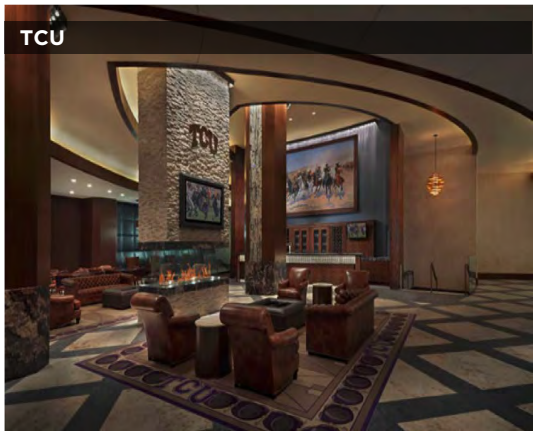
REPRESENTATIVE INSTITUTION INVENTORY RANGE:

48 CLUB SEATS
18 LOGE BOXES
4 to 12 SUITES









CSL 28

2. STADIUM DEVELOPMENT TRENDS

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FOUNDER'S PROGRAM

SPOTLIGHT: TEXAS A&M UNIVERSITY

CONCEPT NAME:	Founder's Suites
LOCATION:	East Sideline
INVENTORY:	12 suites [28 seats per suite]
ONE-TIME CAPITAL SEAT GIFT:	$8.2 million average per suite
ANNUAL PRICING:	No annual cost for 20 years
AMENITIES:	

- Seating capacity of 28 seats per suite
- Access to exclusive Founder's Suite club lounge
- All-inclusive food and beverage, including alcohol
- Premium concessions for sale in lounge
- 5 VIP parking passes per suite (valet available on request)
- Tickets to every event at the stadium

TARGET MARKET:
Major Donors, Corporations





CSL 29

2. STADIUM DEVELOPMENT TRENDS

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FOUNDER'S PROGRAM

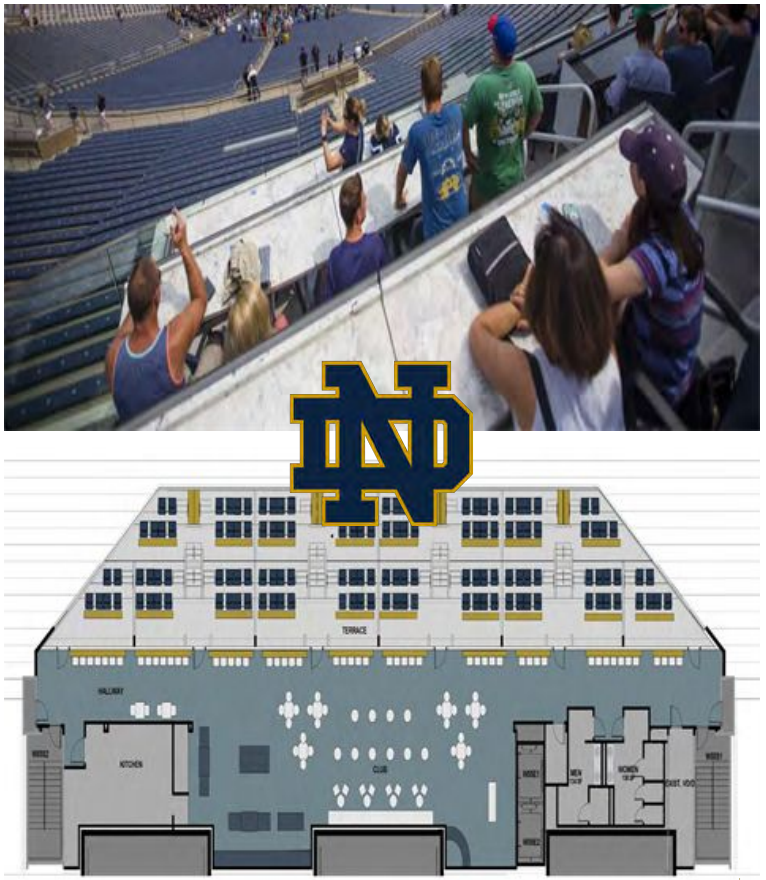
SPOTLIGHT: NOTRE DAME UNIVERSITY

CONCEPT NAME:	Founder's Loge
LOCATION:	Sideline
INVENTORY:	18 boxes [6 to 8 seats per box]
ONE-TIME CAPITAL SEAT GIFT:	$1 million per box
ANNUAL PRICING:	$100,000 to $120,000 annually per box

AMENITIES:

- Seating capacity of 6 or 8 with 4 standing room passes
- Tickets to every event hosted at the event
- Trip on charter plane to road game
- In-seat wait service
- All-inclusive food and beverage, including beer and wine
- 2 valet parking passes

TARGET MARKET:
Major Donors, Corporations



CSL 30

2. STADIUM DEVELOPMENT TRENDS

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FOUNDER'S PROGRAM

SPOTLIGHT: SAN DIEGO STATE UNIVERSITY

CONCEPT NAME:	Founder's Club
LOCATION:	Sideline
INVENTORY:	48 seats
ONE-TIME CAPITAL SEAT GIFT:	$350,000 per seat
ANNUAL PRICING:	$10,000 annual donation (no ticket costs)

AMENITIES:

- Cushioned theater-style seats
- Access to an open-air club lounge space
- Tickets to all events in stadium
- Private stadium entrance
- All-inclusive upscale food and beverages, including alcohol
- Parking adjacent to stadium



TARGET MARKET:
Major Donors, Corporations

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3. NEW COLLEGIATE STADIUM FUNDING ANALYSIS
CSL

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3. NEW COLLEGIATE STADIUM FUNDING ANALYSIS

OVERVIEW

The purpose of this section is to provide project stakeholders with an overview of FBS football programs that have constructed new stadiums since 2000. A review of these facilities provides project stakeholders a basis from which to assess funding mechanisms utilized to complete these projects. The table below provides an overview of the facilities reviewed in the remainder of this section.

Institution	Stadium Name	Location	Year Opened	Seating Capacity	Square Footage	Historical Project Cost	FUNDING	
							% Public	% Private
Baylor	McLane Stadium	On-Campus	2014	45,140	615,000	$260 M	13%	87%
SDSU	Snapdragon Stadium	On-Campus	2022	35,000	500,000	$333.4 M	0%	100%
Colorado State	Canvas Stadium	On-Campus	2017	36,000	644,132	$222.2 M	0%	100%
Minnesota	Huntington Bank Stadium	On-Campus	2009	50,805	900,000	$304 M	45%	55%
Houston	TDECU Stadium	On-Campus	2014	39,089	629,000	$128 M	4%	96%
SMU	Gerald J. Ford Stadium	On-Campus	2000	32,000	n/a	$58 M	0%	100%
UCONN	Pratt & Whitney Stadium	On-Campus	2003	40,000	500,000	$92.1 M	99%	1%
North Texas	Apogee Stadium	On-Campus	2011	30,850	426,300	$78 M	3%	97%
UNC-Charlotte	Jerry Richardson Stadium	On-Campus	2013	15,314	n/a	$40.5 M	0%	100%
FAU	FAU Stadium	On-Campus	2011	29,419	470,704	$70 M	0%	100%
Tulane	Yulman Stadium	On-Campus	2014	30,000	n/a	$73 M	0%	100%
Akron	InfoCision Stadium	On-Campus	2009	27,000	352,000	$62 M	0%	100%
Stanford	Stanford Stadium	On-Campus	2006	50,424	601,128	$100 M	0%	100%
UCF	Bounce House	On-Campus	2007	45,301	709,900	$60 M	0%	100%
Average				**36,167**	**577,106**	**$134 M**	**12%**	**88%**

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3. NEW COLLEGIATE STADIUM FUNDING ANALYSIS

FUNDING SUMMARY

FBS institutions with new football stadiums have utilized a variety of sources to fund the construction of stadiums. The table on the right summarizes various funding sources utilized.

Nearly all Universities utilized revenue generated from stadium naming rights (11 of 14 stadiums) as a primary funding source. Other prominent sources of stadium funding included fundraising/capital campaigns and revenues generated by the stadium and the athletic department.

Five of the 14 stadiums analyzed utilized either increased student fees or some sort of public contribution, with three of those five utilizing both. Less commonly used funding sources included capital seat gifts and University general funds.

Funding Source															# Utilizing Source	AVERAGE
Founder's Suites	$30.4 M	--	$140.0 M	--	--	--	--	--	--	--	--	--	--	--	2	$85.2 M
Stadium Operations	$178.0 M	--	$38.0 M	$86.6 M	$15.0 M	--	--	--	--	--	$5.0 M	$22.0 M	--	--	6	$57.4 M
Public Contributions	--	$137.0 M	$35.0 M	--	$5.0 M	--	$91.8 M	$2.0 M	--	--	--	--	--	--	5	$54.2 M
Private Donations	$77.8 M	$56.0 M	--	--	$62.0 M	$65.0 M	$0.3 M	$29.0 M	$58.0 M	--	$30.0 M	--	$16.0 M	--	9	$43.8 M
Sponsorships & Advertising	--	--	--	$42.2 M	--	--	--	--	--	--	--	--	--	--	1	$42.2 M
Premium Seat Revenue	--	$50.0 M	--	$59.9 M	--	--	--	--	--	$45.0 M	--	$8.0 M	--	--	4	$40.7 M
University Funds	--	--	--	--	--	$35.0 M	--	--	--	$25.0 M	--	--	--	--	2	$30.0 M
Student Fees/Funds	--	$13.0 M	--	--	$34.0 M	--	--	$39.0 M	--	--	$12.0 M	--	--	$30.5 M	5	$25.7 M
Naming Rights	$25.0 M	$35.0 M	$25.0 M	$33.3 M	$12.0 M	--	--	$8.0 M	$15.0 M	--	$15.0 M	$15.0 M	$42.0 M	$10.0 M	11	$21.4 M
Capital Seat Gifts	$22.2 M	--	$22.0 M	--	--	--	--	--	--	--	--	$15.0 M	--	--	3	$19.7 M
Parking Revenue	--	$13.0 M	--	--	--	--	--	--	--	--	--	--	--	--	1	$13.0 M
Total Project Cost	**$333.4 M**	**$304 M**	**$260 M**	**$222 M**	**$128 M**	**$100 M**	**$92.1 M**	**$78 M**	**$73 M**	**$70 M**	**$62 M**	**$60 M**	**$58 M**	**$40.5 M**	**--**	**$134.4 M**

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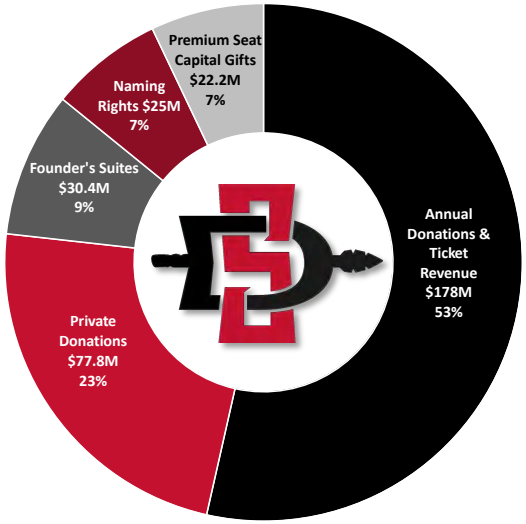
3. NEW COLLEGIATE STADIUM FUNDING ANALYSIS

SAN DIEGO STATE UNIVERSITY

Snapdragon Stadium
San Diego State University
Year Opening: 2022
Project Cost: $333.4M



- The new Snapdragon Stadium will be the centerpiece of a new campus expansion which includes $365 million in mixed-use development in addition to the stadium.
- The cost to acquire land is not included in the total cost. Total project cost includes stadium construction, two parking lots, sales and preview center, and two new roads that will provide ingress and egress.
- SDSU has contracted Spectra to operate the stadium. In exchange for guaranteed payment by the operator, the risk related to the operations of the stadium has been minimized for the University.
- The California State University system issued $203 million in bonds as part of a larger issuance that will be guaranteed by annual donations, ticket revenue, and naming rights. Bonds were acquired at a 2.7 percent rate resulting in an annual debt payment of $10.5 million.
- Of the $77.8 expected from private donations, $34 million has been committed by 14 donors, including one $15 million and one $10 million gift.
- SDSU was able to obtain naming rights for $45 million ($3.0 million over a 15-year term), exceeding the initial projections of $25 million.





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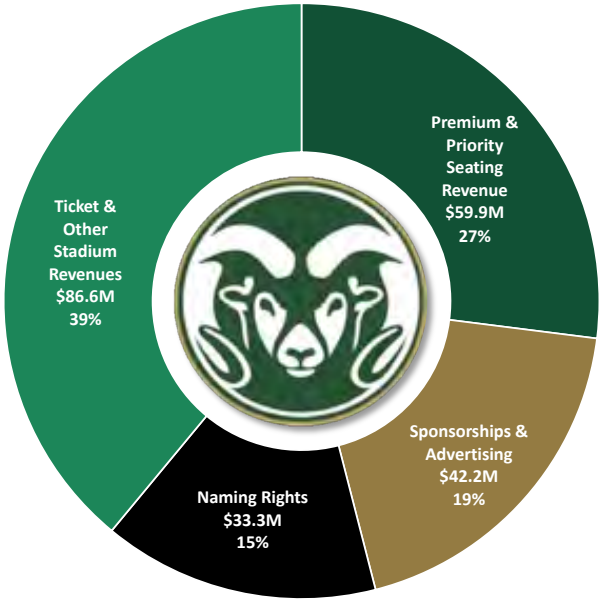
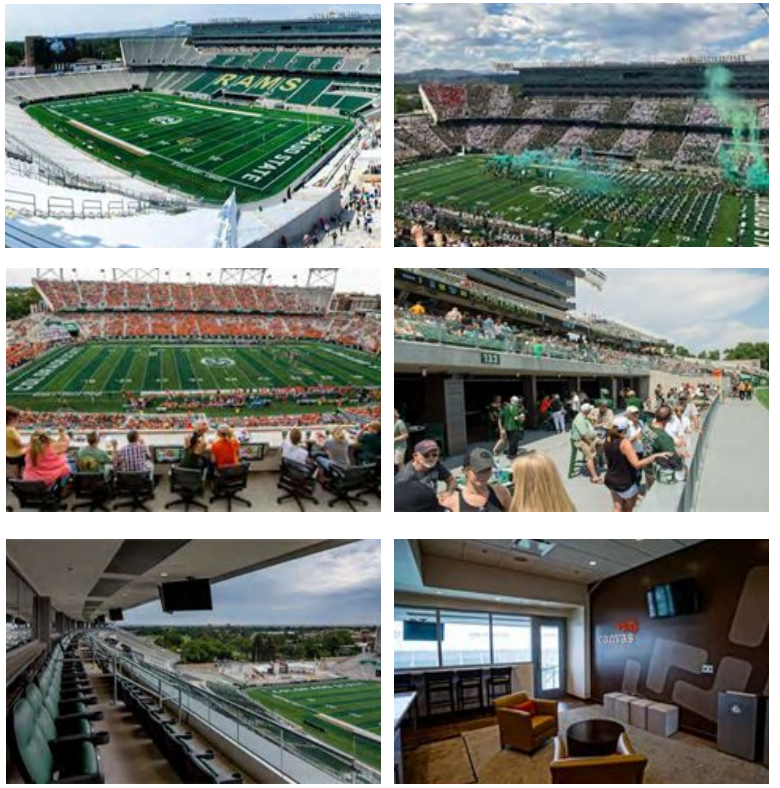
3. NEW COLLEGIATE STADIUM FUNDING ANALYSIS

COLORADO STATE UNIVERSITY

Canvas Stadium
Colorado State University
Year Opened: 2017
Project Cost: $222M



- One impetus behind the construction of Canvas Stadium was to move the stadium onto the main campus in order to encourage student attendance as well as position the program to appeal to a Power 5 conference in the future.
- Donations to the stadium project were used to create a cash reserve to cover annual debt service payments in case of any revenue shortfalls from stadium operations. Approximately, $60 million of giving had to be secured before construction was approved to begin.
- Debt service payments were $4.0 million in year one, $8.0 million in years two and three, and $12 million in years four to 36 of the bond issuance.
- Canvas Credit Union purchased naming rights for a total value of $37.7 million over 15 years, or $2.5 million on average annually. A donation of $20 million secured field naming rights to honor former head coach Sonny Lubick.
- Learfield multi-media rights doubled in value in the new stadium due to substantial video boards and full LED fascia that stretches from end zone to end zone along each sideline.
- New Belgium Beer Company purchased party deck naming rights for $4.3 million, half of which was dedicated to construction cost of the space.



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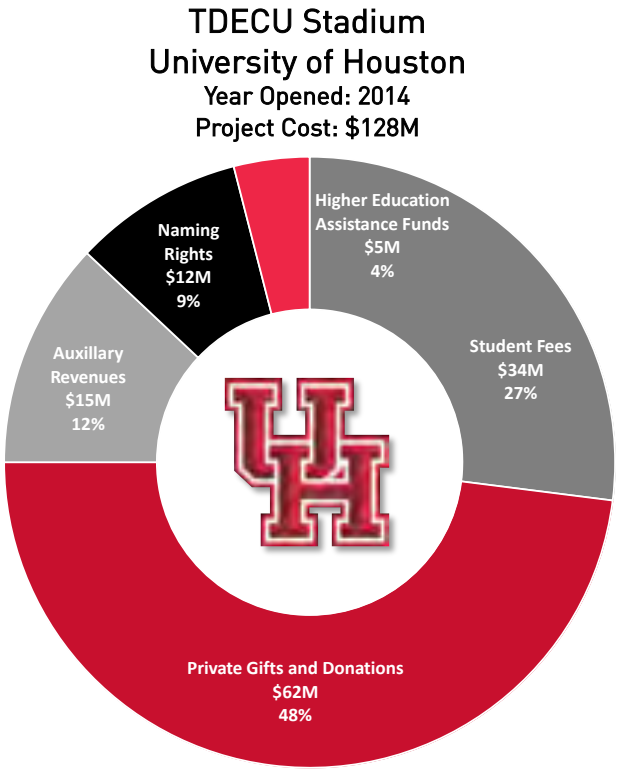
3. NEW COLLEGIATE STADIUM FUNDING ANALYSIS

UNIVERSITY OF HOUSTON

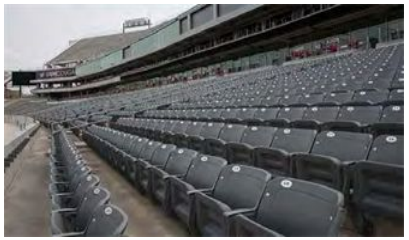


- One impetus behind construction of a new on-campus stadium was to position the institution as an attractive candidate to join the Big 12 conference in the future.
- A $45 per semester student fee increase was approved by the student body to help fund construction.
- The institution desired to design a stadium that could be activated outside of football game days.
- State provided $5.0 million in Higher Education Assistance funds which were required to be used on academic facilities, and thus were utilized to build band facilities.
- Between 2008 and 2014, the institution provided cash transfers of $12 million annually, on average, to cover operating deficits within Athletics.
- Because portions of the annual revenues generated by stadium operations are utilized to pay for the bonds taken out for construction, combined with increased operational expenses associated with the new stadium, the athletics department operated at a $16 million deficit the year following the stadium's opening.













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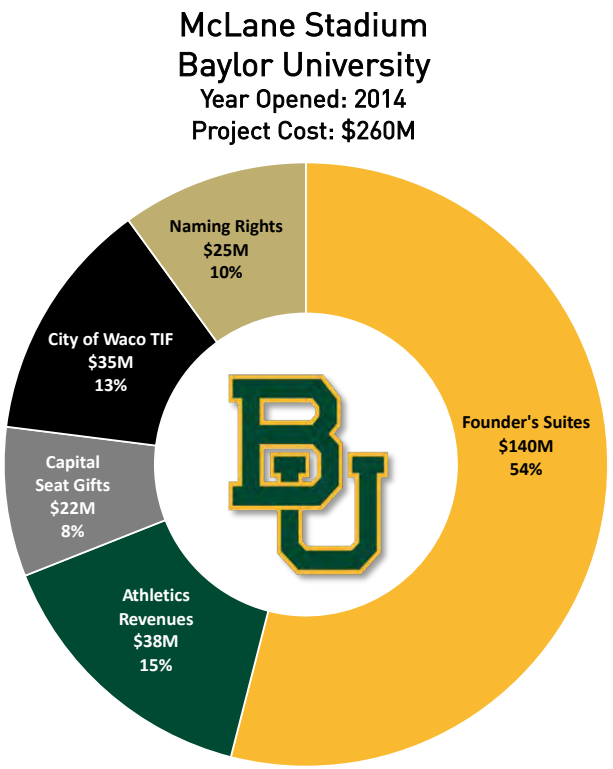
3. NEW COLLEGIATE STADIUM FUNDING ANALYSIS

BAYLOR UNIVERSITY



- Prior to opening the on-campus McLane Stadium, Baylor football played games at a stadium that was approximately four miles away from campus.
- Athletics set a priority ranking to select the location of premium seating within the new stadium based on points accrued as of the 2013-2014 fiscal year. Donors could improve their position by giving above the minimum required amount. Baylor made this process very transparent, with donors always knowing their ranking by logging into their account, which in turn led to increased giving.
- Minimum capital seat gift requirements raised approximately $147 million. Incremental capital gift donations by donors seeking to improve their ranking position totaled approximately $15 million, with approximately $8.0 million received to improve suite location and approximately $7.0 million received to improve loge box or club seat location.
- The City of Waco contributed $35 million to stadium construction with the intention to use hospitality areas in the facility to attract and host a variety of private events, meetings, and conventions due to a lack of these spaces within the city. This space is also used to host an affinity club on non-game days, with an initiation fee of $200 and membership dues ranging from $79 to $136 per month.



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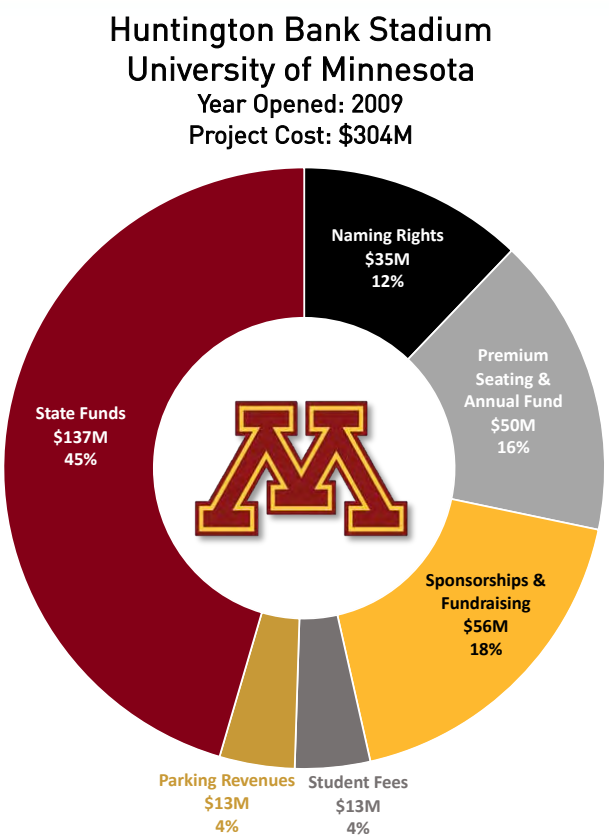
3. NEW COLLEGIATE STADIUM FUNDING ANALYSIS

UNIVERSITY OF MINNESOTA



- The total construction cost of $304 million included $28.1 million for infrastructure and $17.9 million for site costs.
- State provided $137 million in funding, primarily derived by the transfer of 2,800 acres of university-owned land to the state.
- TCF Bank purchased naming rights for $35 million over 25-year term, or an average of $1.4 million annually. In 2021 the stadium was renamed to Huntington Bank Stadium when Huntington Bank acquired TCF Bank.
- Within the new stadium, Athletics identified up to 366 donor recognition opportunities worth over $300 million in total value. Athletics was able to generate approximately $60.3 million in revenue from the sale of a portion of this inventory.
- Student fee of $25 per semester dedicated to stadium debt was supported by the student association.
- The project cost included construction of a parking garage which is utilized year-round. Revenues generated by the garage are allocated to stadium debt payments.
- The Minnesota Tribal Nations Plaza honors all 11 American Indian tribes in the State. The Shakopee Mdewakanton Sioux Community gave a $10 million gift towards construction of the plaza as well as a $2.5 million matching fund gift to create an endowment for scholarships at the university.





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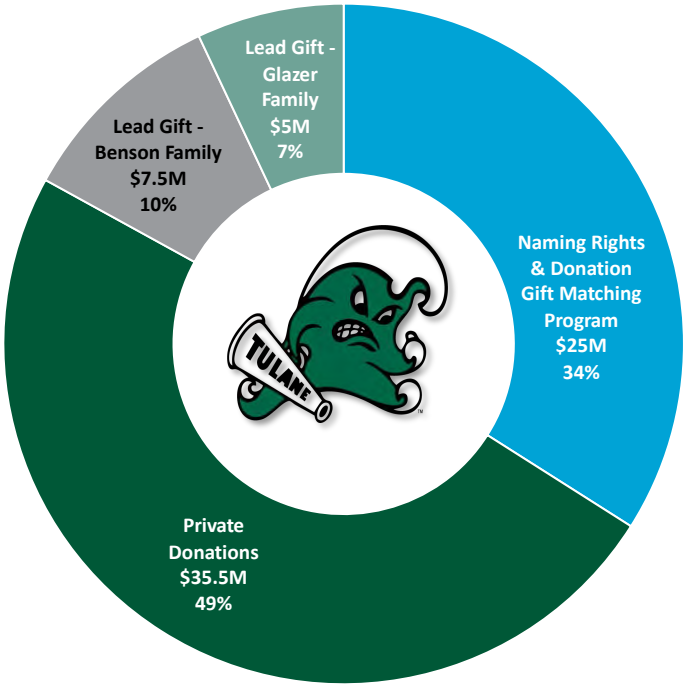
3. NEW COLLEGIATE STADIUM FUNDING ANALYSIS

TULANE UNIVERSITY

Yulman Stadium
Tulane University
Year Opened: 2014
Project Cost: $73M



- Three major gifts provided funding for 50 percent of stadium cost.
- A private donation of $15 million secured naming rights for the stadium. The same donor issued a challenge to donate an additional $10 million in matching funds if other donors would contribute.
- The stadium has an inventory of 1,500 club seats that require a capital seat gift.













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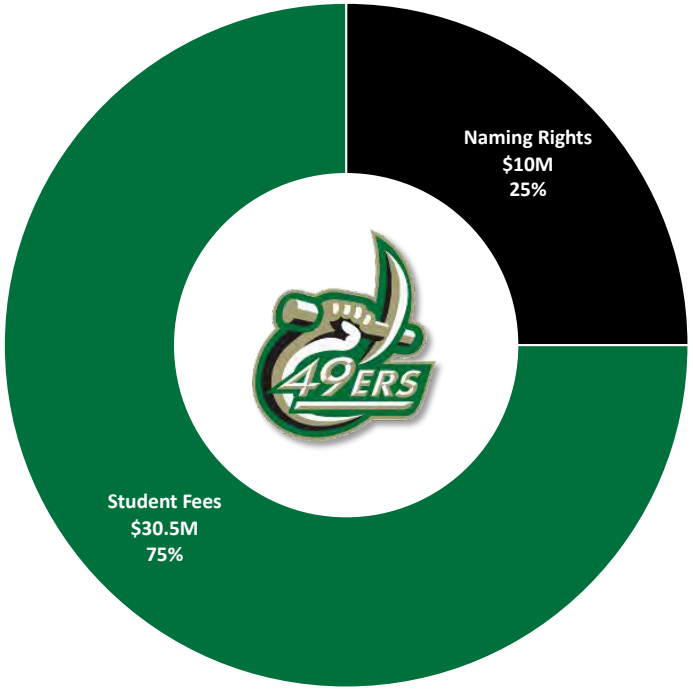
3. NEW COLLEGIATE STADIUM FUNDING ANALYSIS

UNIVERSITY OF NORTH CAROLINA - CHARLOTTE

Jerry Richardson Stadium
University of North Carolina - Charlotte

Year Opened: 2013
Project Cost: $40.5M



- A $120 annual student fee increase funded 75% of project costs ($30.5 million).
- A separate $50 per year student fee, which will increase annually to $200 per year, helps subsidize operating expenses of the football program.
- A lead gift donation of $10 million from the Carolina Panthers owner funded one-fourth of stadium development costs.





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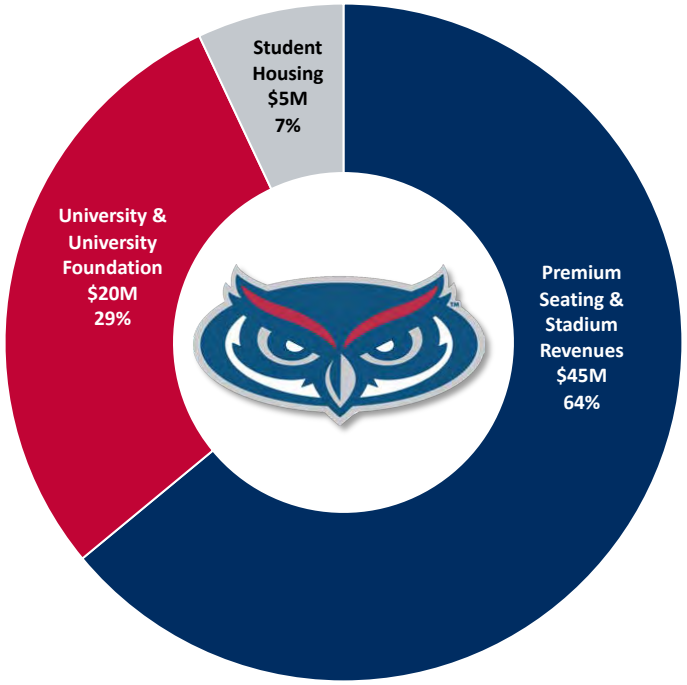
3. NEW COLLEGIATE STADIUM FUNDING ANALYSIS

FLORIDA ATLANTIC UNIVERSITY

FAU Stadium
Florida Atlantic University
Year Opened: 2011
Project Cost: $70M



- Stadium developed as part of Innovation Village, which included 2 new residence halls (1,216 total beds), shopping, and dining.
- Stadium project received $5 million in upfront cash from the University to finance the first phase of the project to fund certain shared infrastructure costs associated with adjacent student housing.
- Premium seat plan included 20 luxury suites, 16 loge boxes, 1,076 club seats, and 4,488 priority donation seats with an estimated $1.4 million generated to help cover the $2.6 million stadium debt payment annually.
- Other stadium revenues used to cover debt payments include ticket sales, sponsorships and other revenues.









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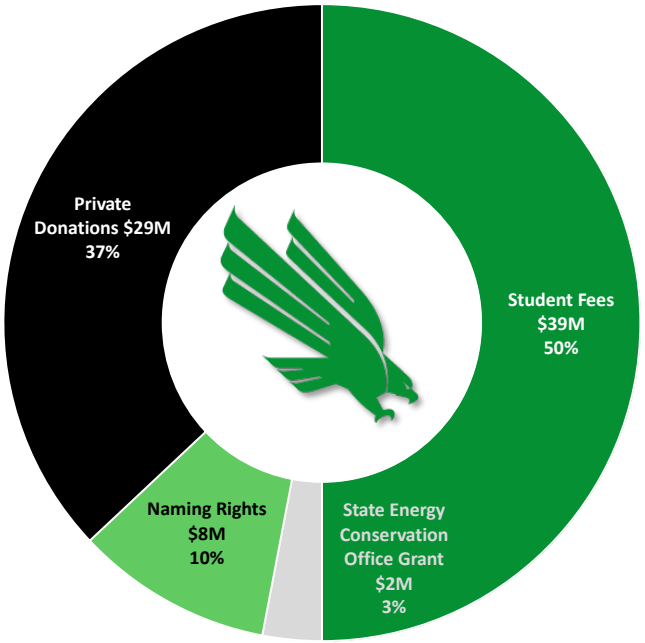
3. NEW COLLEGIATE STADIUM FUNDING ANALYSIS

UNIVERSITY OF NORTH TEXAS

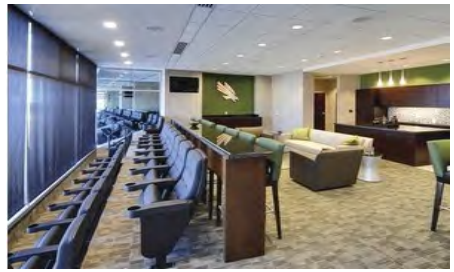
Apogee Stadium
University of North Texas
Year Opened: 2011
Project Cost: $78M



- A student fee increase of $7 per credit hour was approved by the student body to help fund the stadium (amounts to $840 a student over 4 years).
- A state grant of $2.0 million was given to install three wind turbines in order to reduce energy consumption.
- Apogee secured title naming rights with a cash and trade deal that totaled $20 million. Approximately $8.0 million was allocated toward stadium costs.
- Private donations consisted of donor recognition opportunities and capital seat gifts on premium seating.









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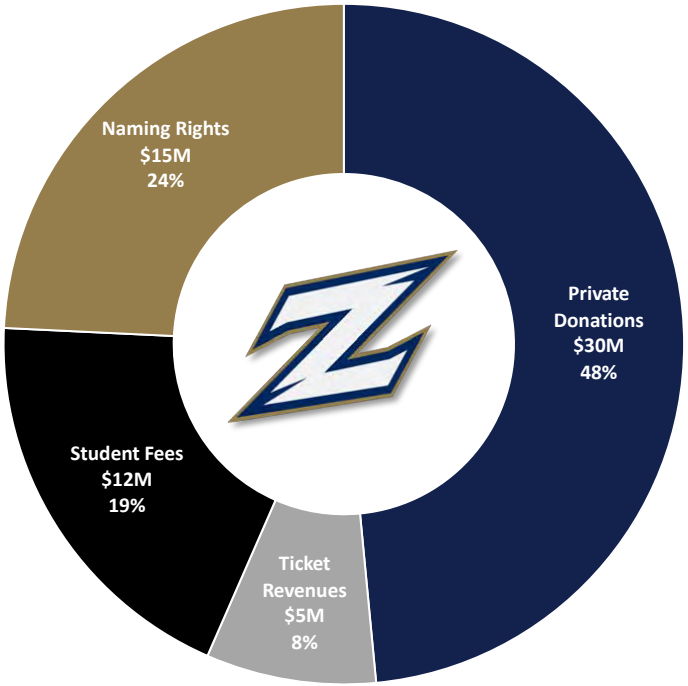
3. NEW COLLEGIATE STADIUM FUNDING ANALYSIS

UNIVERSITY OF AKRON

InfoCision Stadium
University of Akron
Year Opened: 2009
Project Cost: $62M



- Naming rights gifts included $10 million for the stadium and an additional $5.0 million for the field.
- An additional $30 million was raised from other private donations.
- A one-year student fee of $420 derived $12 million in funding.
- The new stadium generated approximately $5.0 million in incremental ticket sales





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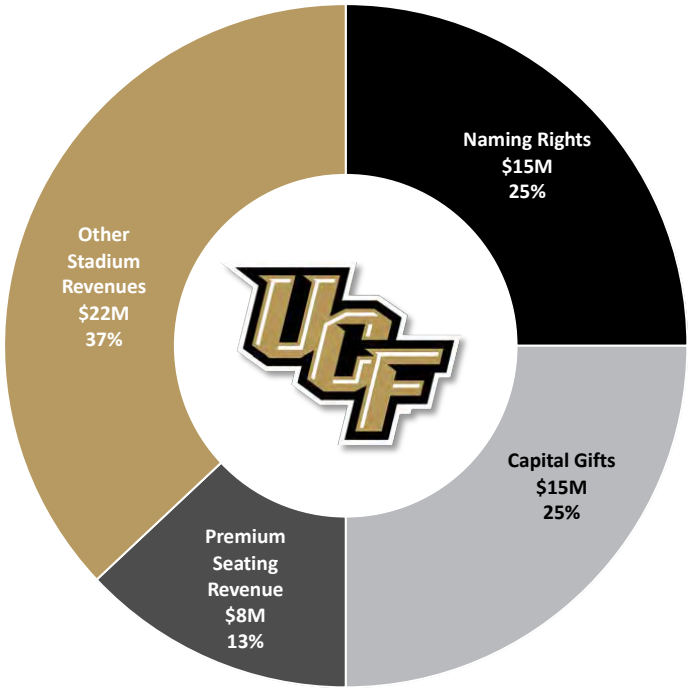
3. NEW COLLEGIATE STADIUM FUNDING ANALYSIS

UNIVERSITY OF CENTRAL FLORIDA

Bounce House
University of Central Florida
Year Opened: 2007
Project Cost: $60M



- Golden Knights Corp, a DSO, was established to fund the stadium.
- Issued $60 million in both tax-exempt and taxable Certificates of Participation.
- Approximately $4.0 million in annual debt service was funded with a variety of stadium revenues including premium seating, naming rights, capital seat gifts and other stadiums revenues.
- Capital gifts ranged from $300 to $500 per seat.
- Premium seating estimated to generate approximately $1.7 million annually through sale of 24 suites, 822 club seats. Additional club seats were added to the stadium several years after opening.





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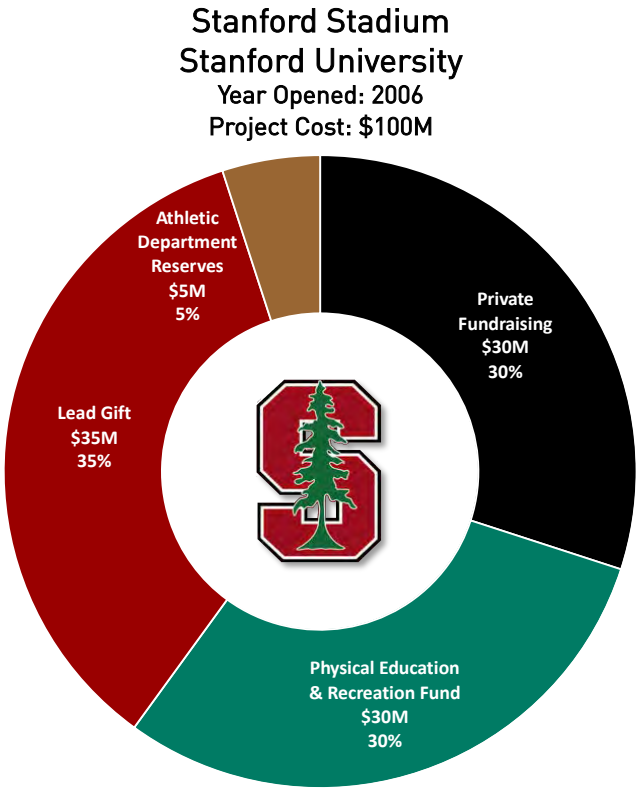
3. NEW COLLEGIATE STADIUM FUNDING ANALYSIS

STANFORD UNIVERSITY

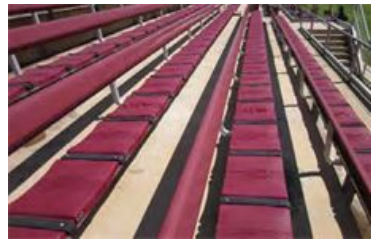


- Review of facility conditions in 2002 concluded that major infrastructure within the old stadium had reached the end of its useful life. Due to the age of the stadium, it was more cost efficient to reconstruct the original stadium structure.
- A rebuild also allowed the University to provide a gameday experience optimized for football games with removal of the track, improved sightlines from the rows nearest the field, and a reduced seating capacity to better accommodate attendance levels.
- Stadium was constructed without the institution incurring long-term debt, with the majority of funding coming from a $35 million lead gift and $30 million in private fundraising.
- The Department of Athletics, Physical Education, and Recreation Investment Fund provided $30 million to the project. The fund has been invested in various venture projects and provides departments a five percent payout to fund construction projects.
- Athletics chose not to sell title naming rights to the stadium.
- The building has a limited premium seating program that features eight luxury suites and 411 club seats, which is significantly less than most Power 5 football programs.













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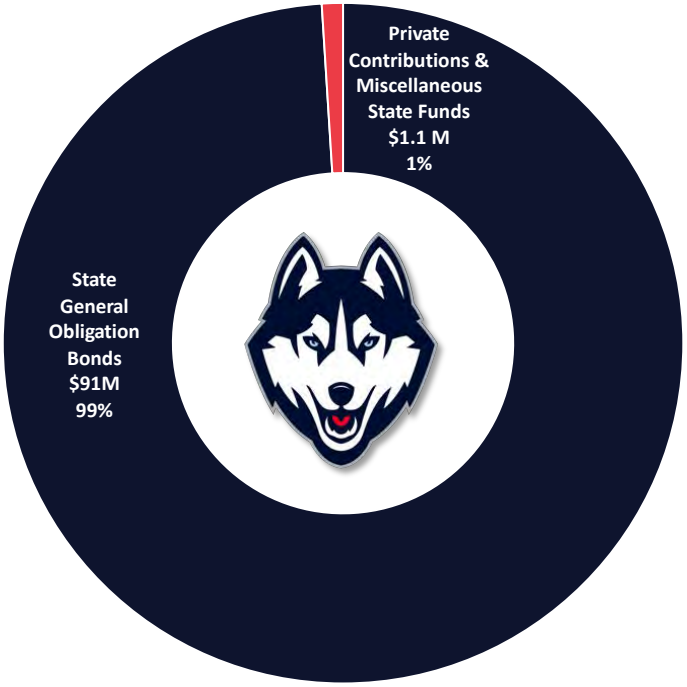
3. NEW COLLEGIATE STADIUM FUNDING ANALYSIS

UNIVERSITY OF CONNECTICUT

Pratt & Whitney Stadium
University of Connecticut

Year Opened: 2003
Project Cost: $92.1M



- State of Connecticut issued $91 million in general obligation bonds that are paid back by State resources to fund majority of the stadium project.
- Additionally, the state provided $800k in upfront cash to fund the stadium.
- Approximately $300k in private contributions came from alumni and other donors.





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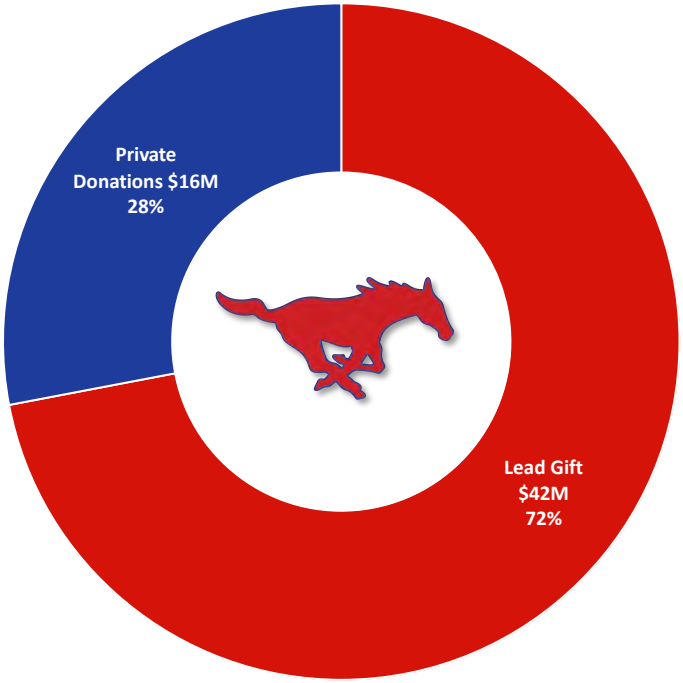
3. NEW COLLEGIATE STADIUM FUNDING ANALYSIS

SOUTHERN METHODIST UNIVERSITY

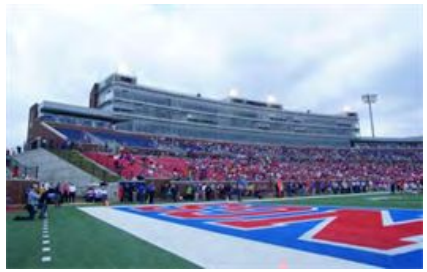
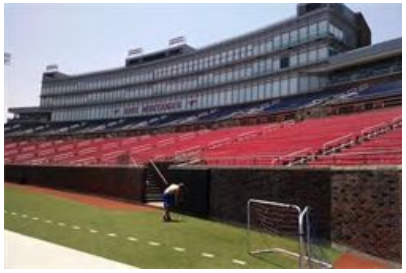
Gerald J. Ford Stadium
SMU

Year Opened: 2000
Project Cost: $58M



- The entire stadium development was paid for through fundraising.
- The majority of project funding was obtained from a $42 million lead gift from prominent local Dallas businessman and alumnus Gerald J. Ford.
- Stadium was designed to expand to 45,000 seats.

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4. BUILDING PROGRAM RECOMMENDATIONS
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4. BUILDING PROGRAM RECOMMENDATIONS

INTRODUCTION

The table to the right presents the initial building program recommendations developed in CSL's market and financial feasibility study for a new on-campus stadium for USF in 2018. These recommendations were developed through an analysis of market characteristics, comparable collegiate stadium characteristics, data collected from approximately 8,600 market surveys completed by a variety of USF ticket buyers and constituents, 16 interviews conducted with key athletic donors, corporate sponsors, and other stakeholders, and other such factors.

The remainder of this section provides an overview of key factors that could impact building program recommendations, including:

- USF football attendance trends;
- Attendance of new FBS stadium football programs as a percent of capacity;
- Impact of new stadiums on football program attendance;
- Percent of capacity dedicated to donor seating among new FBS stadiums;
- Percent of capacity dedicated to premium seating among new FBS stadiums; and,
- Diversification of premium seat offerings among new FBS stadiums.

This data, as well as recent trends in stadium development, are considered along with the analyses from the initial feasibility study to refine the recommended building program for a new on-campus stadium for USF.

2018 BUILDING PROGRAM RECOMMENDATIONS

RECOMMENDED BUILDING PROGRAM:
35,000 Seat capacity
10,000 seats dedicated to Scholarship Seating
1,200 Club Seats
40 Loge Boxes
24 Luxury Suites
Field Level Club with a capacity to support **800** memberships

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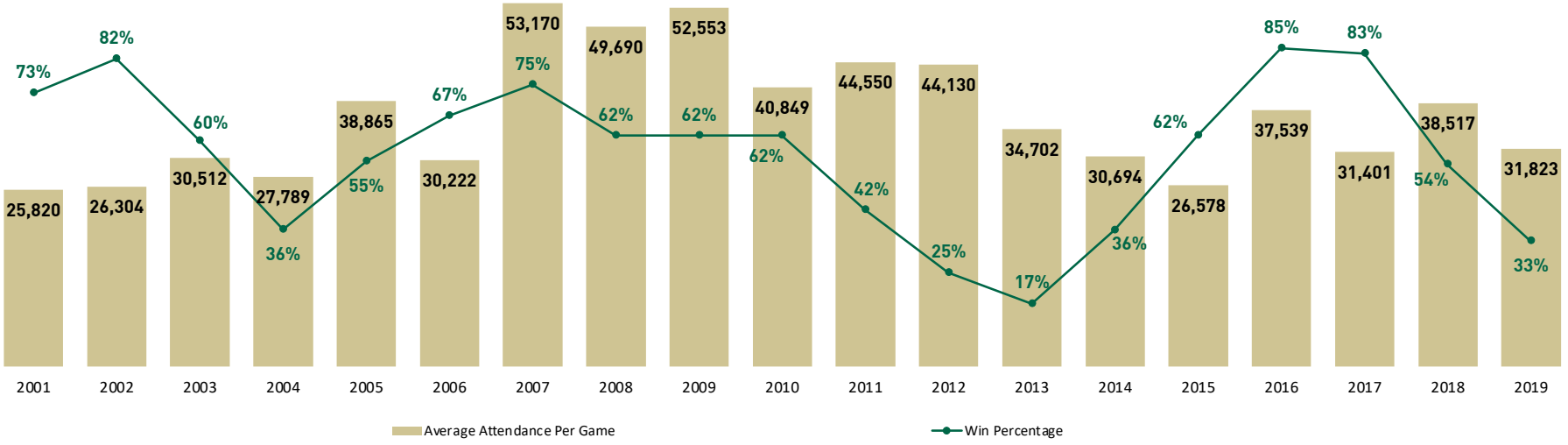
4. BUILDING PROGRAM RECOMMENDATIONS

USF FOOTBALL ATTENDANCE TRENDS

The chart below illustrates the average attendance reported to the NCAA and win percentage for USF football for the past 19 years (non-COVID impacted). As shown, USF football games have averaged approximately 36,600 attendees per game as reported to the NCAA while winning approximately 56 percent of all games. Attendance has a directional relationship with the on-field performance of the team, so fielding a quality football program will be critical to the future success of the football team in a new on-campus stadium.



2001 to 2010	
AVERAGE ATTENDANCE	AVERAGE WIN PERCENTAGE
37,577	63%

2011 to 2019	
AVERAGE ATTENDANCE	AVERAGE WIN PERCENTAGE
35,548	48%

Source: NCAA.

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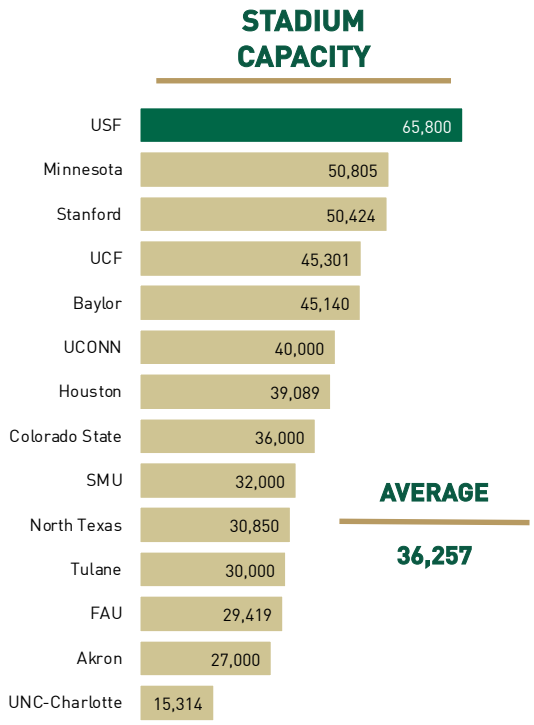
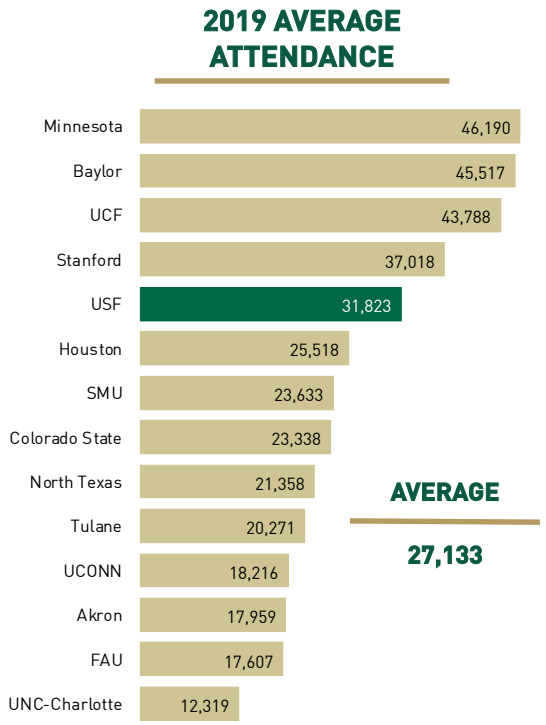
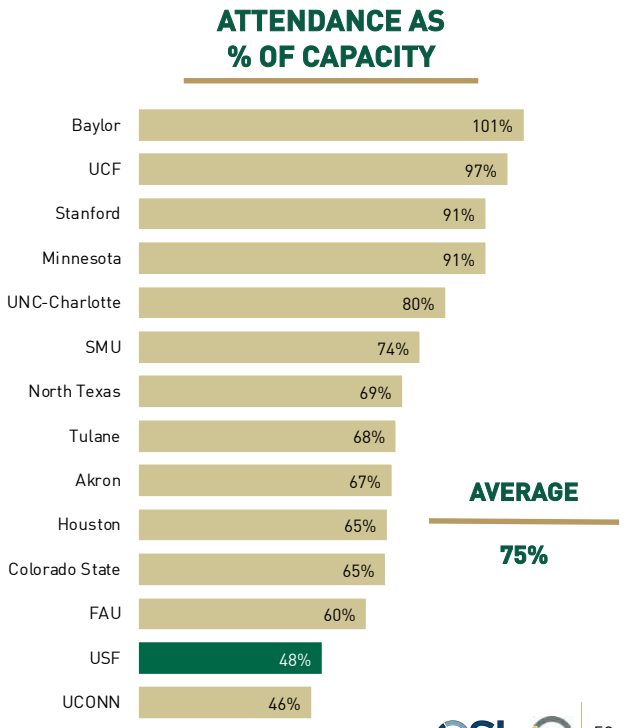
4. BUILDING PROGRAM RECOMMENDATIONS

ATTENDANCE AS % OF CAPACITY

The charts below illustrate the stadium capacities, 2019 average attendance per home game, and average home game attendance as a percentage of stadium capacity for the FBS institutions playing in recently built stadiums, which were constructed to meet the needs of each respective college football program. Currently, USF plays in Raymond James Stadium, which is significantly larger than other new FBS stadiums and results in the University filling a relatively lower percentage of seats. A seating capacity that is right-sized for USF based on historical attendance trends and recently constructed stadiums could result in a building that is consistently fuller each game, providing a better atmosphere for fans and creating ticket scarcity within the market.







Source: NCAA.

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4. BUILDING PROGRAM RECOMMENDATIONS

ATTENDANCE IMPACT OF NEW STADIUM

The chart below provides a summary of the percentage increase (decrease) in attendance experienced in a new stadium compared to the average attendance over the last three years in a former stadium, as a means of measuring potential impacts that a new on-campus stadium will have on attendance at USF football games. On average, programs experience an attendance increase of 17 percent in new stadiums compared to attendance experienced in old stadiums. These increases are generally experienced early in the new facility's life, with team performance impacting attendance as time passes.

ATTENDANCE HISTORY
Former Stadium Compared to New Stadium

	Attendance Increase (Decrease) From Former Stadium [1]																					
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Yr 11	Yr 12	Yr 13	Yr 14	Yr 15	Yr 16	Yr 17	Yr 18	Yr 19	Yr 20	Average	Win Percentage in New Stadium
UCONN	150%	170%	170%	163%	158%	165%	158%	158%	147%	134%	108%	85%	90%	81%	37%	41%	23%	--	--	--	120%	0.428
UCF	65%	49%	43%	49%	29%	30%	58%	42%	13%	34%	38%	65%	64%	--	--	--	--	--	--	--	44%	0.651
Houston	2%	22%	40%	17%	8%	-8%	--	--	--	--	--	--	--	--	--	--	--	--	--	--	14%	0.636
North Texas	7%	7%	19%	9%	-23%	13%	27%	32%	21%	--	--	--	--	--	--	--	--	--	--	--	13%	0.442
Tulane	30%	20%	18%	-12%	-6%	6%	--	--	--	--	--	--	--	--	--	--	--	--	--	--	9%	0.392
Colorado State	22%	12%	-11%	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	5%	0.540
Baylor	9%	8%	7%	2%	-4%	6%	--	--	--	--	--	--	--	--	--	--	--	--	--	--	5%	0.571
Stanford	1%	-5%	-17%	0%	-3%	21%	5%	22%	15%	20%	6%	14%	-9%	-11%	--	--	--	--	--	--	4%	0.637
FAU	16%	-11%	-4%	-7%	16%	-34%	25%	12%	16%	--	--	--	--	--	--	--	--	--	--	--	3%	0.393
SMU	10%	-12%	-7%	-12%	-10%	-6%	-22%	-13%	0%	8%	19%	6%	8%	-5%	9%	6%	20%	1%	-2%	20%	1%	0.391
Minnesota	0%	-3%	-6%	-9%	-6%	-6%	3%	-14%	-13%	-26%	-9%	--	--	--	--	--	--	--	--	--	-8%	0.558
Akron	11%	-35%	1%	-41%	14%	-41%	16%	-34%	25%	19%	15%	--	--	--	--	--	--	--	--	--	-4%	0.296
AVERAGE	27%	18%	21%	15%	16%	13%	34%	26%	28%	32%	30%	43%	38%	22%	23%	24%	21%	1%	-2%	20%	17%	0.495
MEDIAN	11%	8%	4%	0%	-3%	6%	20%	17%	16%	20%	17%	40%	36%	-5%	23%	24%	21%	1%	-2%	20%	5%	0.491

Note: Excludes SDSU which had not opened the new stadium at the time of this report.

(1) Former stadium attendance based on average attendance in last three years of former stadium. Attendance increase (decrease) presented herein represents percentage increase (decrease) with former stadium attendance as the constant denominator for each year measured in new stadium.

Based on historical attendance trends for USF, approximately 20,000 distributed tickets are scanned per game. Considering the market demand for season tickets in the study completed in 2017 and the average increase of a new stadium on attendance at comparable new FBS stadiums of approximately 20 percent, it is anticipated that USF football could attract an average of 24,000 attendees per game in a new on-campus stadium. A 35,000-seat stadium, which would be approximately 500,000 square feet in size based on comparable stadiums presented herein, would provide the best experience for USF football in an on-campus stadium and create the ticket scarcity necessary to drive seasonal ticket sales while also allowing the team to maximize revenues for marquee games which would attract significantly higher attendance through single game ticket sales each season.

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4. BUILDING PROGRAM RECOMMENDATIONS

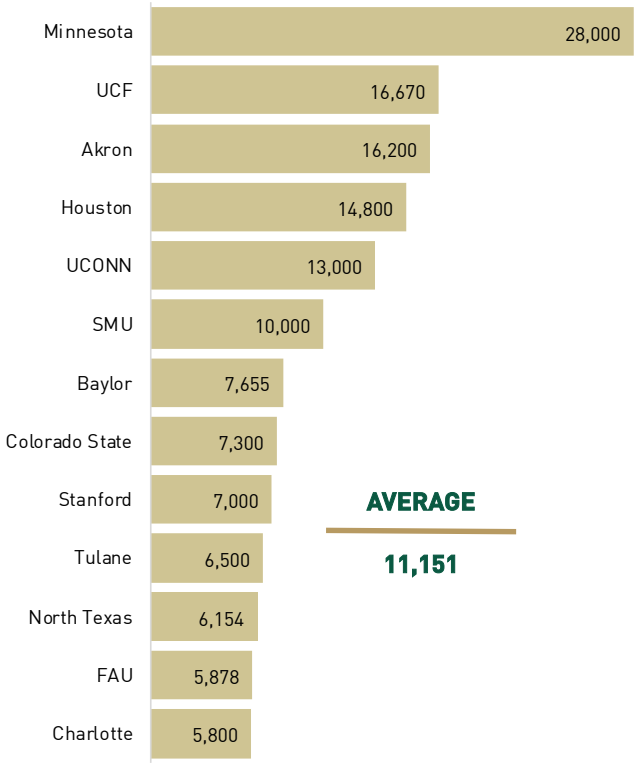
DONOR SEATING PROGRAMS AT NEW FBS STADIUMS

The charts to the right summarizes the number of seats within each FBS stadium that is subject to a minimum donation per seat and the percentage of total stadium capacity requiring the season donation.

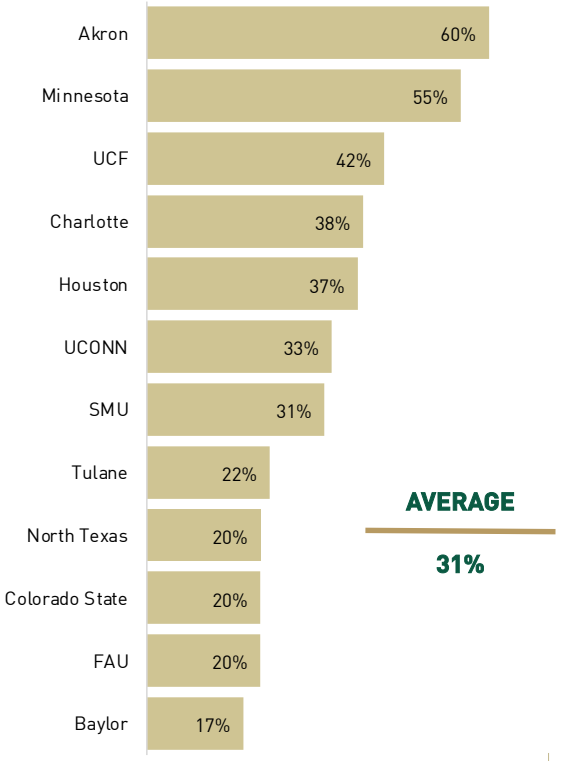
On average, new FBS stadiums have approximately 12,000 seats requiring seating donation, which is the equivalent of approximately 31 percent of seating capacity.

Based on the proposed seating capacity for a new on-campus stadium for USF, the demand for donor seats in the study conducted in 2017, and the proportion of seating requiring a donation in new FBS stadiums, it is recommended that USF implement a donor seating program for approximately 10,000 seats. This program should apply to the best non-premium seats within the stadium with the highest value centered at the 50-yard line and decreasing in price towards the end zones. Consideration should be given to provide different seating experiences commensurate with the donations level (i.e. stadium seat, bench seating with back, bench seating with no back).

NUMBER OF SEATS SUBJECT TO DONATION



% OF STADIUM CAPACITY SUBJECT TO SEAT DONATION



Note: Excludes SDSU which had not released a detailed public season ticket sales program at the time of this report.

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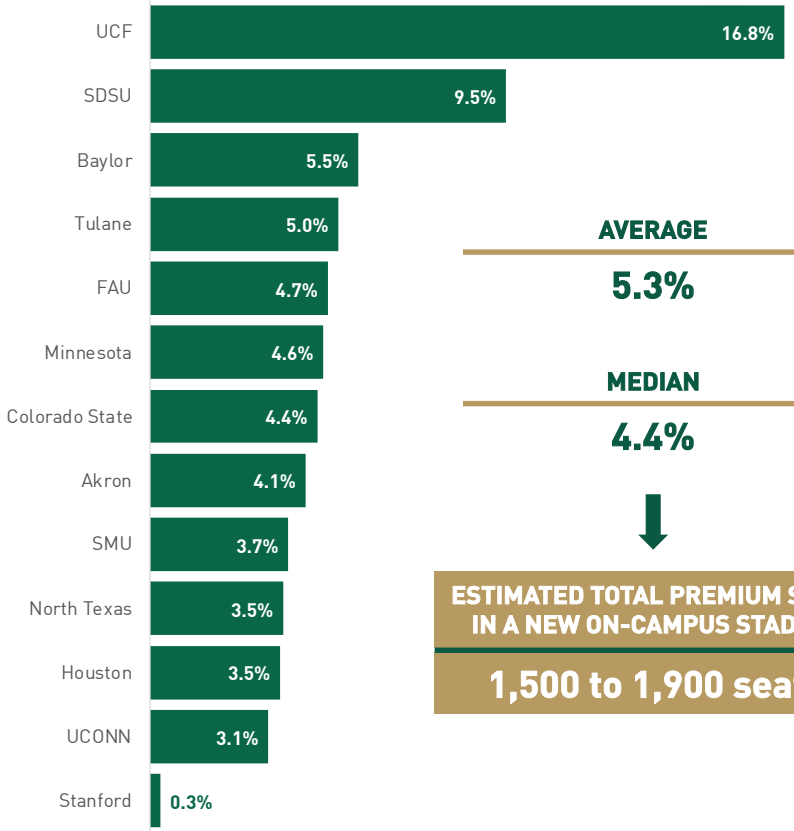
4. BUILDING PROGRAM RECOMMENDATIONS

PREMIUM SEATING AS % OF CAPACITY

The chart to the right provides an overview of the total premium seats within new FBS collegiate stadiums. As shown, premium seating averages approximately 5.3 percent of capacity, ranging from a low of 0.3 percent (Stanford University) to a high of 16.8 percent (University of Central Florida) with a median of 4.4 percent of seating capacity.

Initial building program recommendations included 1,200 club seats, 40 loge boxes, and 24 luxury suites for a total of approximately 1,700 premium seats. Based on recent stadium development trends, it is recommended that a new on-campus stadium include a total of 1,900 premium seats, in line with an average new FBS collegiate stadium.



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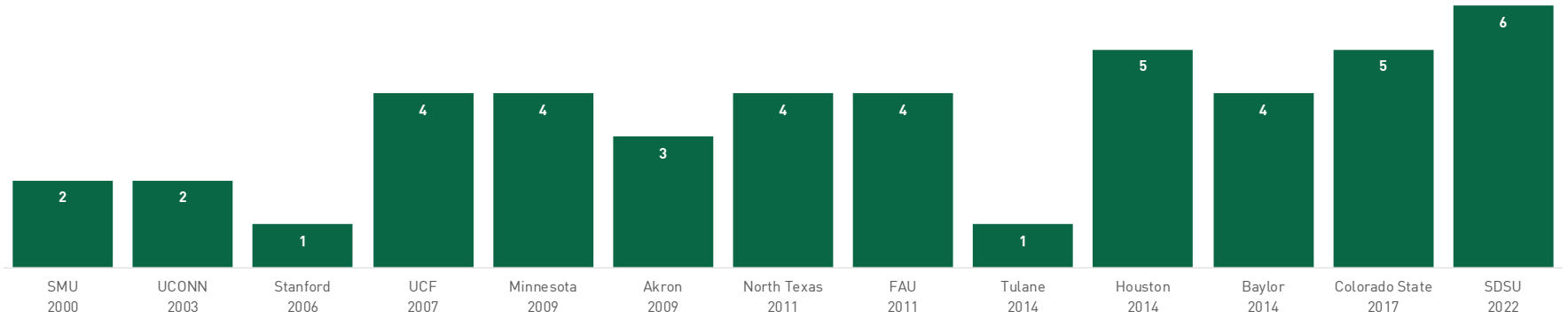
4. BUILDING PROGRAM RECOMMENDATIONS

DIVERSITY OF PREMIUM SEAT OFFERINGS

The chart below provides an overview of the total number of premium seat offerings provided by new FBS collegiate stadiums, sorted by year of stadium opening. As shown, the number of unique premium offerings has generally increased in the newest stadiums, reflecting recent trends in stadium development of more diversified premium seating designed to maximize revenue generating capabilities and appeal to a wider audience.

Initial building program recommendations had four premium seat offerings, including field level club memberships, club seats, loge boxes, and luxury suites. Based on recent stadium development trends, it is recommended that a new on-campus stadium for USF include new concepts such as a party patio and ledge seats in addition to the initial building program to reach a broader market, maximize revenue opportunities, and generate additional upfront capital for project funding.

AVERAGE # OFFERINGS	AVERAGE AMONG NEWER STADIUMS
3	5



Note: UCF has added two additional premium seating concepts since the stadium opened.

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4. BUILDING PROGRAM RECOMMENDATIONS

REVISED BUILDING PROGRAM RECOMMENDATIONS

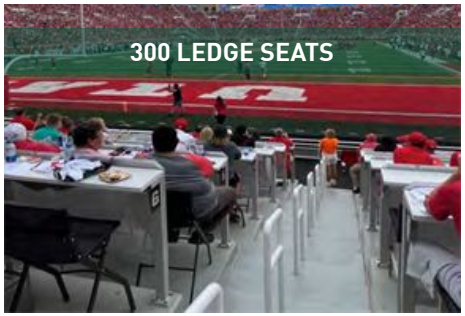
The graphic below presents revised building program recommendations for a new on-campus stadium for USF. These recommendations were developed through an analysis of market characteristics, comparable collegiate stadium characteristics, data collected from market surveys completed by a variety of USF ticket buyers and constituents, interviews conducted with key project stakeholders, recent collegiate stadium development trends, and other such factors.

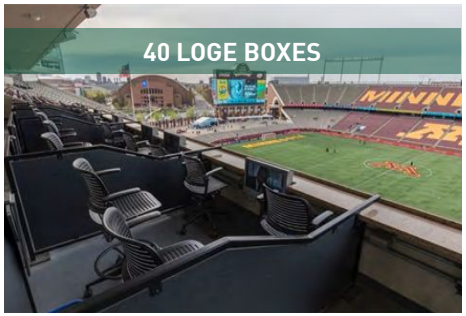
The revised building program includes approximately 1,900 premium seats (club seats, ledge seats, loge boxes, and luxury suites) as well as a new patio club to enhance the patron experience and maximize revenue generating capabilities within the new facility. The building program presented is more diversified than that recommended in 2018, offering Athletics the ability to capture a broader audience with products at varying price points and maximizing revenue generating opportunities.

















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5. ESTIMATED COST
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5. ESTIMATED COST

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The table to the right provides a comparison of the historical project costs associated with new FBS stadiums that have been adjusted to reflect the cost to construct a comparable facility in Tampa in 2025, assuming a 2026 opening, utilizing *RSMeans* construction cost data.

As shown, the average cost to construct a new FBS stadium in Tampa in 2025 is approximately $194.1 million. However, a higher quality stadium is necessary to generate revenues to support construction as the design of such facilities typically have the necessary enhanced and premium seating spaces to provide these opportunities.

Applying the average cost to construct a top tier stadium to a new stadium constructed in Tampa with a seating capacity of 35,000 seats would result in total construction costs ranging from approximately $277.2 million to approximately $302.9 million.

CONSTRUCTION COST COMPARISONS
New FBS Stadiums

School	Stadium	Year Opened	Seating Capacity	Stadium Square Feet	Square Feet Per Seat	Historical Project Cost	Cost to Build in Tampa in 2025	Estimated Cost Per SF to Build in Tampa	Estimated Cost Per Seat to Build in Tampa
Baylor	McLane Stadium	2014	45,140	615,000	13.6	$260,000,000	$411,600,000	$669	$9,118
SDSU	Snapdragon Stadium	2022	35,000	500,000 [1]	14.3	$333,400,000	$295,600,000	$591	$8,446
Colorado State	Canvas Stadium	2017	36,000	644,132	17.9	$222,200,000	$320,600,000	$498	$8,906
Minnesota	Huntington Bank Stadium	2009	50,805	900,000	17.7	$304,000,000	$413,700,000	$460	$8,143
Houston	TDECU Stadium	2014	39,089	629,000	16.1	$128,000,000	$147,300,000	$234	$3,768
SMU	Gerald J. Ford Stadium	2000	32,000	n/a	n/a	$58,000,000	$194,300,000	n/a	$6,072
UCONN	Pratt & Whitney Stadium	2003	40,000	500,000	12.5	$92,100,000	$131,700,000	$263	$3,293
North Texas	Apogee Stadium	2011	30,850	426,300	13.8	$78,000,000	$175,900,000	$413	$5,702
UNC-Charlotte	Jerry Richardson Stadium	2013	15,314	n/a	n/a	$40,500,000	$61,100,000	n/a	$3,990
FAU	FAU Stadium	2011	29,419	470,704	16.0	$70,000,000	$113,600,000	$241	$3,861
Tulane	Yulman Stadium	2014	30,000	n/a	n/a	$73,000,000	$109,000,000	n/a	$3,633
Akron	InfoCision Stadium	2009	27,000	352,000	13.0	$62,000,000	$97,800,000	$278	$3,622
Stanford	Stanford Stadium	2006	50,424	601,128	11.9	$100,000,000	$136,400,000	$227	$2,705
UCF	Bounce House	2007	45,301	709,900	15.7	$60,000,000	$108,800,000	$153	$2,402
AVERAGE		2011	36,167	577,106	14.8	$134,371,429	$194,100,000	$366	$5,261
AVERAGE (TOP TIER STADIUMS)		2016	41,736	664,783	15.9	$279,900,000	$360,375,000	$554	$8,653

More Expensive ↕ Less Expensive

Indicates a top tier stadium.

Note: Cost escalation was targeted from 2025, the anticipated midpoint of facility construction with an expected opening in 2026.

Source: RSMeans construction cost data (adjusts for cost escalations and location difference factors based on historical construction data).

[1] Estimated square footage.

AVERAGE	
AVERAGE COST PER SQ. FT.	AVERAGE COST PER SEAT
$366	$5,261
TOP TIER STADIUMS	
AVERAGE COST PER SQ. FT.	AVERAGE COST PER SEAT
$554	$8,653

AVERAGE CONSTRUCTION COST OF 35,000 SEAT STADIUM IN TAMPA

$183.1M to $237M

$277.2M to $302.9M

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5. ESTIMATED COST

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Based on discussions with project stakeholders, TDECU Stadium (Houston) and Canvas Stadium (Colorado State University) have been identified as aspirational facilities for a new on-campus stadium for USF. In order to provide the best fan experience and a diversified enhanced general and premium seating program to maximize revenue generating opportunities, consideration could be given to designing a stadium that reflects more recently constructed venues (Snapdragon Stadium at SDSU and Canvas Stadium). The graphics below depict these two design options as well as the estimated cost to construct each in the Tampa market in 2025. Considering the estimated cost of these aspirational peer stadiums, it is anticipated that a new on-campus stadium for USF could cost between $200 million and $300 million. To project the required capital reserve for the stadium, the mid-point of these two prices ($250 million) was utilized to estimate this cost in stadium operations.

Design Option #1:
Hybrid of Houston and Colorado State

Original Project Cost: $128M to $222.2M
Estimated Cost to Build In Tampa (2025): $200M

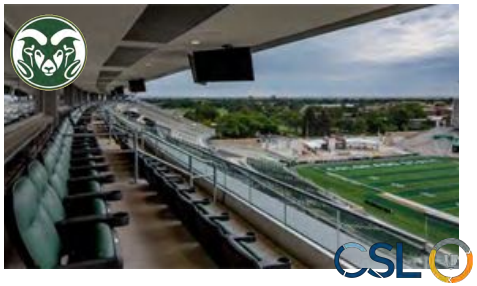





Design Option #2:
Hybrid of SDSU and Colorado State

Original Project Cost: $222.2M to $333.4M
Estimated Cost to Build In Tampa (2025): $300M



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6. FINANCIAL PROJECTIONS
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6. FINANCIAL PROJECTIONS

OVERVIEW

The purpose of this section is to present updated projections for the estimated operating revenues and expenses for a new on-campus football stadium for USF. The assumptions used in this analysis are based on those listed below, the results of the market study completed in 2017, recent stadium development trends, knowledge of the marketplace, and financial results from comparable teams and facilities. This presentation is designed to assist project representatives in estimating the financial attributes of a new on-campus stadium and cannot be considered to be a presentation of expected future results. Accordingly, this analysis may not be useful for any other purpose. There will be differences between estimated and actual results that may be material. The table below presents assumptions utilized to project the financial operations for a new on-campus football stadium and are based on the results of the study conducted in 2017, price increases observed by conference and new FBS stadium peer institutions in the last four seasons, market characteristics of the Tampa area, and current USF football pricing, among other factors. Projections herein assume no restrictions or health measures required as it relates to the current COVID-19 pandemic or any future pandemics.

KEY ASSUMPTIONS

USF HOME GAMES	
	6

PAID ATTENDANCE	Per Game	Annual
Individual Game Ticket Buyers [1]	6,150	36,900
Individual Game Party Patio Ticket Buyers	850	5,100
General Admission Season Ticket Buyers	7,500	45,000
Scholarship Seating Ticket Buyers	7,570	45,420
Premium Seating Ticket Buyers	2,560	15,360
Student Tickets	6,000	36,000
Non-Revenue Tickets [2]	500	3,000
TOTAL	**31,130**	**186,780**

SCANNED TICKET PERCENTAGE	
	77%

SELL-THRU RATES	
Scholarship Seating	76%
Premium Seating	90%
Party Patio	85%
Game Day Suites	50%

INDIVIDUAL GAME TICKETS	Price per Game
General Tickets	$60
Party Patio Tickets	$75
Game Day Suites	$7,000

GENERAL ADMISSION SEASON TICKETS	
	$300

SCHOLARSHIP SEATING	Inventory	Annual Price	Capital Gift
Lower Level Midfield	750	$1,100	$1,100
Lower Level Prime Sideline	1,000	$900	$900
Lower Level Sideline	1,500	$700	$700
Lower Level End	3,500	$500	$500
Upper Level Midfield	750	$900	$900
Upper Level Prime Sideline	1,000	$700	$700
Upper Level Sideline	1,500	$550	$550

PREMIUM SEATING	Inventory	Annual Price	Capital Gift
Club Seats - Tier 1	250	$3,750	$8,500
Club Seats - Tier 2	450	$3,250	$8,125
Club Seats - Tier 3	400	$2,750	$6,500
Ledge Seats	300	$2,500	$5,000
Loge Boxes	40	$16,000	$40,000
Luxury Suites	20	$50,000	$150,000
Field Level Club Memberships	800	$1,000	$2,500

FOOD & BEVERAGE (assumes alcohol sales throughout the bowl)	Per Capita Spending	Margin
General Admission	$10.00	40%
Club Seats - Alcohol Purchases	$10.00	60%
Ledge Seats	$15.00	30%
Loge Boxes - Alcohol Purchases	$10.00	60%
Luxury Suites - Alcohol Purchases	$10.00	60%
Field Level Club Memberships	$15.00	30%
Party Patio	$15.00	30%

MERCHANDISE		
	$1.00	30%

PARKING		
	$20.00	65%

NAMING RIGHTS (YEAR 1)	
Annual Gross Amount	$2,500,000

STADIUM SPONSORSHIPS (YEAR 1)	
Annual Gross Amount	$1,000,000

ANNUAL ESCALATOR	
Revenue	3.0%
Expense	3.0%

(1) Includes occasional game buyers and group ticket buyers.
(2) Includes tickets issued by Athletics for recruiting and other purposes.

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6. FINANCIAL PROJECTIONS

UPDATED PRO FORMA

The table to the right presents the financial pro forma based on the expected operations of a new on-campus stadium for USF. Overall, it is estimated that a new on-campus stadium could generate a total of approximately $20.5 million in net operating revenue and incur approximately $5.3 million in operating expenses, resulting in net operating income of approximately $15.2 million before debt service in the first year of operations.

After accounting for approximately $1.8 million in existing net income at Raymond James Stadium, it is estimated that approximately $13.4 million would be available for debt service.

Based on the updated premium seating program, price increases since the 2017 study was completed, and a review of comparable stadium financial characteristics, it is estimated that the revenues generated by the stadium could debt finance $150 million, an increase of $50 million from 2017. This results in annual debt service of approximately $8.7 million based on 30-year debt financing and a 4.0 percent interest rate. The University would have approximately $4.7 million in net income that could be dedicated to operations or placed in a reserve fund, which is an increase of approximately $800,000 compared to projections completed in 2017.

It should be noted that net income after stadium debt results in a debt coverage ratio of 1.54 assuming $150 million in debt. It is possible that the University could support more debt from the same revenues if a lower interest rate is realized or a lower debt coverage ratio is required.

PROJECTED FINANCIAL OPERATIONS
On-Campus Football Stadium

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 10	Year 20	Year 30
REVENUES:								
Ticket Sales	$7,620,000	$7,850,000	$8,100,000	$8,330,000	$8,580,000	$9,950,000	$13,370,000	$17,970,000
Priority Seat Donations	3,084,000	$3,176,000	$3,272,000	$3,369,000	$3,472,000	$4,025,000	$5,407,000	$7,267,000
Premium Seating Donations	5,312,000	5,480,000	5,640,000	5,806,000	5,985,000	6,935,000	9,327,000	12,524,000
Concessions, net	421,500	707,100	728,700	750,400	773,100	895,900	1,204,600	1,618,500
Merchandise, net	31,200	51,800	53,400	55,000	56,600	65,600	88,200	118,500
Parking, net	290,000	463,000	463,000	463,000	463,000	579,000	811,000	1,042,000
Advertising / Sponsorship	1,000,000	1,030,000	1,061,000	1,093,000	1,126,000	1,306,000	1,755,000	2,360,000
Naming Rights	2,500,000	2,575,000	2,652,000	2,732,000	2,814,000	3,262,000	4,384,000	5,893,000
Non-Game Day Club Rentals	150,000	155,000	160,000	165,000	170,000	197,000	264,000	354,000
Other Events	100,000	103,000	106,100	109,300	112,600	130,600	175,500	236,000
TOTAL REVENUES	**$20,509,000**	**$21,591,000**	**$22,236,000**	**$22,873,000**	**$23,552,000**	**$27,346,000**	**$36,786,000**	**$49,383,000**
EXPENSES:								
Stadium Operating Costs	$2,500,000	$2,575,000	$2,652,000	$2,732,000	$2,814,000	$3,262,000	$4,384,000	$5,893,000
Game-Day Expenses	1,350,000	1,390,500	1,432,215	1,475,181	1,519,437	1,761,444	2,367,233	3,181,363
Sales Commissions	203,770	203,770	210,000	216,300	222,460	258,020	346,990	466,200
Capital Reserve	1,250,000	1,287,500	1,326,125	1,365,909	1,406,886	1,630,966	2,191,883	2,945,707
TOTAL EXPENSES	**$5,303,770**	**$5,456,770**	**$5,620,340**	**$5,789,390**	**$5,962,783**	**$6,912,430**	**$9,290,106**	**$12,486,270**
INCOME BEFORE DEBT	**$15,205,230**	**$16,134,230**	**$16,615,660**	**$17,083,610**	**$17,589,217**	**$20,433,570**	**$27,495,894**	**$36,896,730**
Less Income From Raymond James Stadium	*$1,846,000*	*$1,901,380*	*$1,958,421*	*$2,017,174*	*$2,077,689*	*$2,408,611*	*$3,236,972*	*$4,350,220*
NET INCOME AVAILABLE FOR STADIUM DEBT	**$13,359,000**	**$14,233,000**	**$14,657,000**	**$15,066,000**	**$15,512,000**	**$18,025,000**	**$24,259,000**	**$32,547,000**
Less Debt Service ($150M; 4.0%; 30 years)	*$8,700,000*	*$8,700,000*	*$8,700,000*	*$8,700,000*	*$8,700,000*	*$8,700,000*	*$8,700,000*	*$8,700,000*
NET INCOME AFTER STADIUM DEBT	**$4,659,000**	**$5,533,000**	**$5,957,000**	**$6,366,000**	**$6,812,000**	**$9,325,000**	**$15,559,000**	**$23,847,000**
Debt Coverage Ratio	1.54	1.64	1.68	1.73	1.78	2.07	2.79	3.74

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7. FUNDING OPTIONS
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7. FUNDING OPTIONS

POTENTIAL FUNDING SOURCES

Based on the updated premium seating program recommendations as well as updated capital seat gift pricing as a result of annual pricing increases, it is estimated that USF can generate approximately $20.2 million in capital seat gift revenue to dedicate towards the construction of a new on-campus stadium. Additionally, it is estimated that approximately $30 million can be generated in other funding based on philanthropic fundraising generated by recently constructed stadiums as well as feedback gathered from major donors in the initial study process in 2017.

The table below provides an overview of the three primary sources of funding that could be contributed to construction of a new on-campus stadium for USF, including capital gifts, philanthropic fundraising, and debt financing based on revenues generated by stadium operations, compared to the estimated cost to construct a stadium comparable in quality and design to Snapdragon Stadium (SDSU) or Canvas Stadium (Colorado State University).

FUNDING ANALYSIS New 35,000-seat On-Campus Football Stadium					
DESIGN OPTION 1: Comparable in quality to a hybrid of Houston and CSU Total estimated stadium cost: $200 million			**DESIGN OPTION 2:** Comparable in quality to a hybrid of SDSU and CSU Total estimated stadium cost: $300 million		
FUNDING SOURCES			FUNDING SOURCES		
Capital Seat Gifts	$20,200,000	10%	Capital Seat Gifts	$20,200,000	7%
Philanthropic Fundraising	$30,000,000	15%	Philanthropic Fundraising	$30,000,000	10%
Debt Financing	$150,000,000	75%	Debt Financing	$150,000,000	50%
TOTAL	$200,200,000	100%	TOTAL	$200,200,000	67%
FUNDING GAP	($200,000)	0%	FUNDING GAP	$99,800,000	33%

Based on this analysis, it is estimated that USF could fund approximately $200.2 million in project costs, which would result in a funding gap of $99.8 million based on an estimated total project cost of $300 million.

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7. FUNDING OPTIONS

POTENTIAL FUNDING SOURCES

The table below provides an overview of potential sources identified by CSL based on comparable stadium funding mechanisms utilized as well as mechanisms identified by project stakeholders during the 2017 study process that could be utilized to fund the identified gap in financing presented on the previous page.

POTENTIAL SOURCES TO FILL FUNDING GAP		
	Annual Value	**Funding Potential [1]**
Founder's Suites		
6 @ $2.5 million average upfront gift	$21,000,000	$21,000,000
Season Ticket Fee		
$25 per ticket	$419,000	$7,200,000
Facility Fee		
$5 per paid attendee	$713,000	$12,000,000
$10 per paid attendee	$1,426,000	$24,000,000
Student Fee [2]		
$25 per semester	$2,000,000	$35,000,000
$50 per semester	$4,000,000	$70,000,000
$75 per semester	$6,000,000	$105,000,000

(1) Assumes 30 year bonds with 4.0% interest rate.

(2) CSL suggestion based on comparable stadium funding sources.

One way comparable institutions have been able to generate significant capital for new stadium projects is through a Founder's Suite program. These suites would offer the highest-end finish outs in the building and would be sold to the largest donors to Athletics and/or the University. Based on comparable Founder's Suite programs, it is estimated that USF could sell six suites with an average capital gift of $2.5 million per suite. However, it will be important to test demand for this concept through discussions with major donors in order to assess the price the market will support and seek to secure those commitments prior to construction.

Ticket fees have been utilized by comparable collegiate programs to generate revenue necessary to service project debt or fund a capital reserve account. One example of a ticket fee would be a $25.00 per season ticket charge in addition to the annual donation and/or season ticket cost which could generate approximately $7.2 million in funding for a new on-campus stadium. Facility fees are typically charged on every ticket sold for any event hosted at the Stadium. A $5.00 per ticket facility fee could generate approximately $12 million in project costs and a $10.00 per ticket facility fee could generate approximately $24 million in project costs.

Student fees are often subject to approval from the University and/or student body. If Athletics could enact a $25.00 per semester increase in student fees that could be dedicated to a new on-campus stadium project, it is estimated that approximately $35 million in project costs could be funded through this mechanism, increasing to $70 million if the student fee were increased by $50.00 per semester and $105 million if the student fee were increased by $75.00 per semester.

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7. FUNDING OPTIONS

POTENTIAL FUNDING SOURCES

Universities have also utilized a number of other unique mechanisms to make up for gaps in funding to construct new stadiums. Other mechanisms that USF could consider utilizing for a new on-campus stadium project include:

- Incremental revenues from a re-negotiation of a multi-media rights deal or new deal signing bonus;
- Mixed-use development (such as Knights Plaza at UCF);
- Integration of academic programming to access University or State funds (utilized in the renovation of Notre Dame Stadium);
- Up-front capital contributions by stadium service providers (such as concessionaires, merchandising, etc.);
- Third-party event activity that is aggressively marketed and has building program elements to ensure success (such as is envisioned for Snapdragon Stadium at SDSU); and,
- Exploring different bond types and/or required debt service terms (such as required debt coverage ratios, borrowing rates, etc.);

The tables below provide an overview of three funding scenarios utilizing various mechanisms outlined over the previous pages to provide University representatives with examples of how a new on-campus stadium for USF that is designed to be of comparable quality to a hybrid of Snapdragon Stadium (SDSU) and Canvas Stadium (Colorado State University) and carrying a higher project cost could be funded.

FUNDING SCENARIOS
New 35,000-seat On-Campus Football Stadium
Design Option 2: Comparable in quality to a hybrid of SDSU and CSU; $300 Million Estimated Cost

Scenario 1: Founder's Suites + Ticket Fees			Scenario 2: Ticket Fees + 3% Bond Rate			Scenario 3: Founder's Suites + 3% Bond Rate + No Debt Coverage Requirement		
FUNDING SOURCES			FUNDING SOURCES			FUNDING SOURCES		
Founder's Suites	$21,000,000	7%	Capital Seat Gifts	$20,200,000	7%	Founder's Suites	$21,000,000	7%
Capital Seat Gifts	$20,200,000	7%	Philanthropic Fundraising	$30,000,000	10%	Capital Seat Gifts	$20,200,000	7%
Philanthropic Fundraising	$30,000,000	10%	Student Fees ($50 increase)	$70,000,000	23%	Philanthropic Fundraising	$30,000,000	10%
Student Fees ($50 increase)	$70,000,000	23%	Facility Fees ($10.00 per ticket)	$24,000,000	8%	Debt Financing	$230,000,000	77%
Facility Fees ($5.00 per ticket)	$12,000,000	4%	Season Ticket Fees ($25.00 each)	$7,200,000	2%			
Debt Financing	$150,000,000	50%	Debt Financing	$175,000,000	58%			
TOTAL	$303,200,000	101%	TOTAL	$326,400,000	109%	TOTAL	$301,200,000	100%
FUNDING GAP	($3,200,000)	-1%	FUNDING GAP	($26,400,000)	-9%	FUNDING GAP	($1,200,000)	0%

USF Financing Corporation
USF Stadium Project

Project Account Draw Schedule

Date	Monthly Draw	Cumulative Draw Amount	Project Account Balance
Jul-23			$ 339,500,000
Aug-23	$ 5,658,333	$ 5,658,333	333,841,667
Sep-23	5,658,333	11,316,667	328,183,333
Oct-23	5,658,333	16,975,000	322,525,000
Nov-23	8,487,500	25,462,500	314,037,500
Dec-23	8,487,500	33,950,000	305,550,000
Jan-24	8,487,500	42,437,500	297,062,500
Feb-24	8,487,500	50,925,000	288,575,000
Mar-24	8,487,500	59,412,500	280,087,500
Apr-24	8,487,500	67,900,000	271,600,000
May-24	13,202,778	81,102,778	258,397,222
Jun-24	13,202,778	94,305,556	245,194,444
Jul-24	13,202,778	107,508,333	231,991,667
Aug-24	13,202,778	120,711,111	218,788,889
Sep-24	13,202,778	133,913,889	205,586,111
Oct-24	13,202,778	147,116,667	192,383,333
Nov-24	13,202,778	160,319,444	179,180,556
Dec-24	13,202,778	173,522,222	165,977,778
Jan-25	13,202,778	186,725,000	152,775,000
Feb-25	9,430,556	196,155,556	143,344,444
Mar-25	9,430,556	205,586,111	133,913,889
Apr-25	9,430,556	215,016,667	124,483,333
May-25	9,430,556	224,447,222	115,052,778
Jun-25	9,430,556	233,877,778	105,622,222
Jul-25	9,430,556	243,308,333	96,191,667
Aug-25	9,430,556	252,738,889	86,761,111
Sep-25	9,430,556	262,169,444	77,330,556
Oct-25	9,430,556	271,600,000	67,900,000
Nov-25	7,544,444	279,144,444	60,355,556
Dec-25	7,544,444	286,688,889	52,811,111
Jan-26	7,544,444	294,233,333	45,266,667
Feb-26	7,544,444	301,777,778	37,722,222
Mar-26	7,544,444	309,322,222	30,177,778
Apr-26	7,544,444	316,866,667	22,633,333
May-26	7,544,444	324,411,111	15,088,889
Jun-26	7,544,444	331,955,556	7,544,444
Jul-26	7,544,444	339,500,000	0
TOTAL	**$ 339,500,000**	**$ 339,500,000**	**0**

Attachment I

USF Financing Corporation
USF Stadium Project
Estimated Sources and Uses of Funds

Sources of Funds		Basis for Amounts
Par Amount	$ 200,000,000	Par amount not to exceed $200 million from a private placement loan with a 20-year term and with an estimated fixed, taxable interest rate of 5.50%.
Other Sources of Funds:		Anticipated cash equity contributed by University of South Florida
Foundation Cash Advance on Future Capital Gifts	$ 50,000,000	Cash advance from USF Foundation - Current and future capital gifts from Stadium Capital Campaign
Capital Improvement Trust Fund	31,000,000	5 serial installments of CITF
Auxiliary and Other	34,000,000	Auxiliary funds and proceeds from 2017 FCC auction of TV broadband
Contingent Cash Contribution from Sale of EBS Licenses	25,000,000	Cash contribution contingent on closing sale of EBS licenses in Fall 2023 - Valuation $25M - $40M
	$ 140,000,000	
Total Sources of Funds	$ 340,000,000	

Uses of Funds		
Project Cost	$ 339,500,000	Includes Design, Construction, FF&E, Sitework, Construction Contingency, and Owner's Contingency.
Debt Service Reserve Fund	$ -	None required by the Bank.
Costs of Issuance	$ 500,000	Estimated Bond Counsel Fee, Financial Advisor Fee, Bank Counsel Fees, and Other Misc.
Total Uses of Funds	$ 340,000,000	

USF Financing Corporation
USF Stadium Project

Debt Service on Proposed Debt

Assumptions	
Par Amount	$ 200,000,000
Rate (%)	5.50%
Term (Yrs.)	20
Annual Debt Service	$17,770,000

	Fiscal Year	Beg. Balance	Borrowing	Principal	Interest	Less: Capitalized Interest	Annual Debt Service	End. Balance
0	2024	$0	$ 200,000,000	$0	$11,000,000	$0	$11,000,000	$200,000,000
1	2025	$200,000,000	$0	$0	$11,000,000	$0	$11,000,000	$200,000,000
2	2026	$200,000,000	$0	$0	$11,000,000	$0	$11,000,000	$200,000,000
3	2027	$200,000,000	$0	$6,770,000	$11,000,000	$0	$17,770,000	$193,230,000
4	2028	$193,230,000	$0	$7,142,350	$10,627,650	$0	$17,770,000	$186,087,650
5	2029	$186,087,650	$0	$7,535,179	$10,234,821	$0	$17,770,000	$178,552,471
6	2030	$178,552,471	$0	$7,949,614	$9,820,386	$0	$17,770,000	$170,602,857
7	2031	$170,602,857	$0	$8,386,843	$9,383,157	$0	$17,770,000	$162,216,014
8	2032	$162,216,014	$0	$8,848,119	$8,921,881	$0	$17,770,000	$153,367,895
9	2033	$153,367,895	$0	$9,334,766	$8,435,234	$0	$17,770,000	$144,033,129
10	2034	$144,033,129	$0	$9,848,178	$7,921,822	$0	$17,770,000	$134,184,951
11	2035	$134,184,951	$0	$10,389,828	$7,380,172	$0	$17,770,000	$123,795,123
12	2036	$123,795,123	$0	$10,961,268	$6,808,732	$0	$17,770,000	$112,833,855
13	2037	$112,833,855	$0	$11,564,138	$6,205,862	$0	$17,770,000	$101,269,717
14	2038	$101,269,717	$0	$12,200,166	$5,569,834	$0	$17,770,000	$89,069,551
15	2039	$89,069,551	$0	$12,871,175	$4,898,825	$0	$17,770,000	$76,198,377
16	2040	$76,198,377	$0	$13,579,089	$4,190,911	$0	$17,770,000	$62,619,287
17	2041	$62,619,287	$0	$14,325,939	$3,444,061	$0	$17,770,000	$48,293,348
18	2042	$48,293,348	$0	$15,113,866	$2,656,134	$0	$17,770,000	$33,179,482
19	2043	$33,179,482	$0	$15,945,128	$1,824,872	$0	$17,770,000	$17,234,354
20	2044	$17,234,354	$0	$17,234,354	$473,945	$0	$17,708,299	$0
	Totals:	**$0**	**$200,000,000**	**$200,000,000**	**$152,798,299**	**$0**	**$352,798,299**	

Appendix F

Description of the security supporting repayment and the lien position the debt will have on that security.

The Debt is to be secured by a first lien on certain stadium operating revenues which will include (i) ticket sales revenues, (ii) capital campaign revenues (iii) net concession revenues, (iv) net merchandise revenues, (v) net event parking revenues, (vi) stadium advertising revenues, (vii) non-game day club rentals and other event rental revenues and non-stadium revenues which will include (a) conference distribution revenues, (b) corporate sponsorship revenues for all athletic programs, (c) athletic event revenues, other than stadium project revenues, (d) game guaranty payments from all athletic programs, (e) bowl game revenues, (f) other athletic program revenues which include licensing program revenues, interest earnings, television and website revenues (collectively, the "Athletic Pledged Revenues"). The lien on the non-stadium revenues described above will be on parity with the lien previously granted to Truist Bank which is the holder of the USF Financing Corporation Promissory Note, Series 2018A and the USF Financing Corporation Promissory Note, Series 2018B.

Attachment II

USF Financing Corporation
USF STADIUM PROJECT
GROSS PLEDGE BASIS
5-YEAR HISTORICAL AND PROJECTED DEBT SERVICE COVERAGE

USF Athletics Department	**Historical**									**1**	**2**	**3**	**4**	**5**	**6**
										Projected					
	FY 2017-18	**FY 2018-19**	**FY 2019-20**	**FY 2020-21**	**FY 2021-22**	**FY 2022-23**	**FY 2023-24**	**FY 2024-25**	**FY 2025-26**	**FY 2026-27**	**FY 2027-28**	**FY 2028-29**	**FY 2029-30**	**FY 2030-31**	**FY 2031-32**
					(Actual)										
Athletics Department Pledged Revenues (1)															
Ticket Sales (2)	$3,135,907	$4,600,251	$4,276,996	$735,828	$6,485,854	$3,500,000	$3,605,000	$3,713,150	$3,824,545	$3,939,281	$4,057,459	$4,179,183	$4,304,559	$4,433,695	$4,566,706
Student Athletics Fees - Pledged Amount (5%) (3)	863,002	860,247	816,243	994,253	858,679	842,500	842,500	842,500	842,500	842,500	842,500	842,500	842,500	842,500	842,500
Game Guarantees (2)	319,750	450,000	279,610	15,070	551,500	650,000	669,500	689,585	710,273	731,581	753,528	776,134	799,418	823,401	848,103
Contributions	2,249,058	5,131,952	6,479,172	6,199,598	7,097,157	6,050,000	6,231,500	6,418,445	6,610,998	6,809,328	7,013,608	7,224,016	7,440,737	7,663,959	7,893,878
Media Rights (4)	478,599	281,930	1,442,090	1,541,045	10,000	150,000	154,500	159,135	163,909	168,826	173,891	179,108	184,481	190,016	195,716
Conference/NCAA Distributions	8,694,374	5,562,313	4,079,619	7,247,259	8,656,911	7,400,000	7,622,000	7,850,660	8,086,180	8,328,765	8,578,628	8,835,987	9,101,067	9,374,099	9,655,322
Program, Novelty, Parking and Concession Sales (2)	458,620	355,147	331,289	102,127	278,164	350,000	360,500	371,315	382,454	393,928	405,746	417,918	430,456	443,370	456,671
Royalties, Licensing, Advertisements and Sponsorships (4)	4,439,564	4,942,086	5,742,549	6,006,070	3,638,210	6,000,000	6,180,000	6,365,400	6,556,362	6,753,053	6,955,644	7,164,314	7,379,243	7,600,620	7,828,639
Bowl Game Revenue	885,698	608,874	0	0	0	600,000	0	0	0	0	0	0	0	0	0
Other Operating Revenue	747,191	775,068	251,029	248,752	493,216	850,000	875,500	901,765	928,818	956,682	985,383	1,014,944	1,045,393	1,076,755	1,109,057
Total Athletics Department Pledged Revenues	$22,271,763	$23,567,868	$23,698,597	$23,090,002	$28,069,691	$26,392,500	$26,541,000	$27,311,955	$28,106,039	$28,923,945	$29,766,388	$30,634,105	$31,527,853	$32,448,414	$33,396,591
Total Stadium Project Pledged Revenues (5)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$5,300,000	$6,360,000	$7,632,000	$9,158,400	$10,990,080	$13,188,096
Total Pledged Revenues	**$22,271,763**	**$23,567,868**	**$23,698,597**	**$23,090,002**	**$28,069,691**	**$26,392,500**	**$26,541,000**	**$27,311,955**	**$28,106,039**	**$34,223,945**	**$36,126,388**	**$38,266,105**	**$40,686,253**	**$43,438,494**	**$46,584,687**
Annual Debt Service:															
Series 2003A Certificates of Participation (6)	1,007,216	1,026,945	1,032,212	1,036,524	1,044,077	1,049,922	0	0	0	0	0	0	0	0	0
Series 2018A Note (7)	753,090	663,400	681,284	634,877	647,455	676,412	707,691	741,478	777,976	817,401	859,987	905,990	955,681	0	0
Series 2018B Note (7)	942,696	907,782	921,800	842,950	846,565	871,879	898,756	927,291	957,587	989,752	1,023,901	1,060,158	1,098,651	1,139,520	0
Proposed Debt - Bank Term Loan (20 yr) (8)	0	0	0	0	0	0	11,000,000	11,000,000	11,000,000	17,770,000	17,770,000	17,770,000	17,770,000	17,770,000	17,770,000
Total Athletics Annual Debt Service	2,703,002	2,598,127	2,635,296	2,514,351	2,538,097	2,598,213	12,606,447	12,668,769	12,735,563	19,577,153	19,653,889	19,736,147	19,824,332	18,909,520	17,770,000
Debt Service Coverage Ratios:															
Annual Debt Service Coverage	**8.24x**	**9.07x**	**8.99x**	**9.18x**	**11.06x**	**10.16x**	**2.11x**	**2.16x**	**2.21x**	**1.75x**	**1.84x**	**1.94x**	**2.05x**	**2.30x**	**2.62x**
Other Athletics Department Revenues															
Student Athletics Fees - Amount Not Pledged (95%) (3)	$16,397,037	$16,344,687	$15,508,610	$18,890,798	$16,314,905	$16,007,500	$16,007,500	$16,007,500	$16,007,500	$16,007,500	$16,007,500	$16,007,500	$16,007,500	$16,007,500	$16,007,500
Direct State or Other Government Support (2)	194,566	287,316	276,166	9,154,949	431,766	0	0	0	0	0	0	0	0	0	0
Direct Institutional Support - USF Athletics Operations (9)	6,512,085	14,541,301	19,741,519	8,535,221	10,924,531	18,600,000	20,729,221	21,688,597	22,676,755	23,698,328	23,839,665	23,811,021	23,565,852	23,053,111	22,213,890
Additional Direct Institutional Support - Required for 1.3x Coverage of Total Debt Service (9)	0	0	0	0	0	4,136,492	16,388,381	16,469,400	16,556,232	25,450,299	25,550,055	25,656,991	25,771,632	24,582,375	23,101,000
Total Other Athletics Department Revenues	23,103,688	31,173,304	35,526,295	36,580,968	27,671,202	38,743,992	53,125,102	54,165,497	55,240,487	65,156,127	65,397,220	65,475,513	65,344,983	63,642,986	61,322,390
Total Athletics Department Revenues	**$45,375,451**	**$54,741,172**	**$59,224,892**	**$59,670,969**	**$55,740,893**	**$65,136,492**	**$79,666,102**	**$81,477,452**	**$83,346,526**	**$99,380,072**	**$101,523,608**	**$103,741,617**	**$106,031,236**	**$107,081,480**	**$107,907,077**
Athletics Department Expenses (1)															
Compensation & Benefits (2)	18,605,688	19,842,938	24,923,878	21,928,751	23,824,002	27,346,000	28,166,380	29,011,371	29,881,713	30,778,164	31,701,509	32,652,554	33,632,131	34,641,095	35,680,327
Athletic Student Aid (10)	6,328,125	6,877,910	6,547,091	7,315,427	8,857,013	5,600,000	5,600,000	5,600,000	5,600,000	5,600,000	5,600,000	5,600,000	5,600,000	5,600,000	5,600,000
Game Guarantees (2)	1,142,009	1,262,967	1,696,780	396,794	1,126,590	1,500,000	1,545,000	1,591,350	1,639,091	1,688,263	1,738,911	1,791,078	1,844,811	1,900,155	1,957,160
Team Travel & Recruiting (2)(11)	5,642,317	5,550,217	4,979,449	3,499,884	6,741,615	6,995,000	7,204,850	7,420,996	7,643,625	7,872,934	8,109,122	8,352,396	8,602,968	8,861,057	9,126,888
Sports Equipment, Uniforms and Supplies (2)	2,140,521	4,060,953	3,721,779	3,414,822	3,729,547	3,650,000	3,759,500	3,872,285	3,988,454	4,108,107	4,231,350	4,358,291	4,489,040	4,623,711	4,762,422
Game Expenses (12)	1,656,872	2,376,031	1,730,705	2,605,243	2,645,203	3,585,000	3,692,550	3,803,327	3,917,426	4,034,949	4,155,998	4,280,677	4,409,098	4,541,371	4,677,612
Fundraising, Marketing and Promotion (2)	1,203,863	747,745	1,284,054	187,141	866,659	1,150,000	1,184,500	1,220,035	1,256,636	1,294,335	1,333,165	1,373,160	1,414,355	1,456,786	1,500,489
Raymond James Stadium and Other Athletic Facilities Leases and Rental Fees (2)	2,434,472	2,272,992	2,959,187	421,418	2,872,736	2,531,787	2,607,741	2,685,973	2,766,552	2,849,549	2,935,035	3,023,086	3,113,779	3,207,192	3,303,408
Direct Overhead and Administrative Expenses (13)	2,672,606	3,009,984	3,059,531	4,733,481	3,864,941	2,800,000	2,884,000	2,970,520	3,059,636	3,151,425	3,245,967	3,343,346	3,443,647	3,546,956	3,653,365
Medical Expenses and Medical Insurance (14)	821,813	789,488	945,881	1,198,145	882,787	1,000,000	1,030,000	1,060,900	1,092,727	1,125,509	1,159,274	1,194,052	1,229,874	1,266,770	1,304,773
Student Athlete Meals (non travel)	768,003	1,047,162	565,599	836,411	1,332,710	1,500,000	1,545,000	1,591,350	1,639,091	1,688,263	1,738,911	1,791,078	1,844,811	1,900,155	1,957,160
Bowl Expenses (including coaches comp/bonuses)	827,838	508,675	0	0	0	600,000	0	0	0	0	0	0	0	0	0
Other Operating Expenses (2)	3,727,211	2,624,567	2,971,851	1,880,320	3,006,697	4,280,000	4,408,400	4,540,652	4,676,872	4,817,178	4,961,693	5,110,544	5,263,860	5,421,776	5,584,429
Total Athletics Department Expenses	47,971,338	50,971,629	55,385,785	48,417,837	59,750,500	62,537,787	63,627,921	65,368,758	67,161,821	69,008,676	70,910,936	72,870,264	74,888,372	76,967,023	79,108,034
Total Stadium Project Expenses (15)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$5,303,770	$5,456,770	$5,620,340	$5,789,390	$5,962,783	$6,141,666
Total Expenses	**$47,971,338**	**$50,971,629**	**$55,385,785**	**$48,417,837**	**$59,750,500**	**$62,537,787**	**$63,627,921**	**$65,368,758**	**$67,161,821**	**$74,312,446**	**$76,367,706**	**$78,490,604**	**$80,677,762**	**$82,929,806**	**$85,249,700**
Operating Income (Loss) (16)	($2,595,887)	$3,769,543	$3,839,107	$11,253,132	($4,009,607)	$2,598,705	$16,038,181	$16,108,694	$16,184,705	$25,067,626	$25,155,902	$25,251,014	$25,353,475	$24,151,674	$22,657,377
Add: Interest Income	180,662	304,597	306,221	304,261	369,937	340,000	350,200	360,706	371,527	382,673	394,153	405,978	418,157	430,702	443,623
Net Income (Loss) Before Debt Service	($2,415,225)	$4,074,140	$4,145,328	$11,557,393	($3,639,670)	$2,938,705	$16,388,381	$16,469,400	$16,556,232	$25,450,299	$25,550,055	$25,656,991	$25,771,632	$24,582,375	$23,101,000
Implied Net Debt Service Coverage Ratios															
For Information Purposes Only - Pledge is Gross:															
Annual Debt Service Coverage - Total Athletics Department	***-0.89x***	***1.57x***	***1.57x***	***4.60x***	***-1.43x***	***1.13x***	***1.30x***	***1.30x***	***1.30x***	***1.30x***	***1.30x***	***1.30x***	***1.30x***	***1.30x***	***1.30x***
Annual Debt Service Coverage - USF Stadium Project							***1.30x***	***1.30x***	***1.30x***	***1.30x***	***1.30x***	***1.30x***	***1.30x***	***1.30x***	***1.30x***

Notes

(1) USF Athletics Department Pledged Revenues and Expenses for fiscal year 2022-23 are based on the FY 2023 Budget provided by USF Athletics. For the purpose of the projections for FY 2024 and beyond, revenues and expenses, other than student fees (3) and student aid (10) each increase annually by 3%.

(2) USF Athletics Department Revenues were adversely affected by the COVID-19 pandemic in FY 2020-21; however, the Athletics Department received $9.1 million of federal stimulus funds to offset lost revenues. Simultaneously, the Athletics Department implemented cost-cutting measures to reduce expenses.

(3) Student athletic fees of approximately $2.5 million that were related to FY 2019-20 were received in FY 2020-21. For the purpose of the projections, there are no assumed increases in fees to students.

(4) Revenue for media rights of $200,000 and for royalties and licensing of $800,000 that were related to FY 2021-22 will be received in FY 2022-23 due to the restructuring of the media rights agreement.

(5) Stadium Project Projected Pledged Revenues in FY 2027-28 are based on realistic assumptions for ticket sales, concessions, parking and other game day and non-game day revenues. Revenues related to naming rights, priority/premium seating donations, and sponsorships will not all be recognized on day one and are expected to increase over time. Projections are based on an annual growth rate of 20% per annum through FY 2035-36 (shown through FY 2031-32 for this illustration).

(6) The Series 2003A Certificates of Participation were issued in 2003 to finance the construction of the Lee Roy Selmon Athletics Center. The Certificates were privately placed in 2011, most recently at a fixed interest rate of 3.82%, and matured October 2022.

(7) The Series 2018A and 2018B Notes were initially issued in 2010 to finance a portion of the Athletics District Facilities. The Notes are privately placed, currently bear a fixed interest rate of 2.25%, and mature in 2030 and 2031, respectively. The combined amount outstanding as of January 1, 2023 was $12.7 million.

(8) Projected debt service for the Proposed Debt is calculated based on the assumed par amount of $200 million, financed over a period of 20 years at an assumed taxable fixed interest rate of 5.50%. The projected debt service also assumes interest only payment during the first three years (construction period). The proceeds of the Debt, plus cash equity contributions of $140 million, will be used to finance the costs of construction of the Project and to pay for costs of issuance. The cash equity contributions equal to $140 million from the University are comprised of the following:

- $50 million - Foundation Cash Advance on Current and Future Capital Gifts
- $31 million - Capital Improvement Trust Fund (CITF) (5 serial installments)
- $34 million - Auxiliary Funds and Proceeds from 2017 FCC Auction of TV Broadband
- $25 million - Cash Contribution Contingent on Closing Sale of EBS Licenses in Fall 2023 (Valuation $25M - $40M)

(9) Direct institutional support represents funds received by the Athletics Department from the USF Foundation.

(10) For the purpose of the projections, there are no assumed increases student aid; however, student aid may increase with increasing contributions or other sources of funds.

(11) Team travel and recruiting expenses increased in FY 2021-22 due to the increased cost of travel.

(12) Game expenses increased in FY 2021-22 due to increased costs for staffing, license fees and other costs, as well as costs associated with an additional spring game.

(13) In FY 2020-21, direct overhead and administrative expenses increased due to several renovation projects completed during the year.

(14) In FY 2020-21, medical expenses and insurance increased due to COVID-related expenditures for PPE, testing, and isolation/quarantine needs.

(15) Stadium Project Projected Expenses in FY 2027-28 are based on realistic assumptions for stadium operating costs, game day expenses and other expenses. For the purpose of the projections, stadium project expenses increase annually by 3%.

(16) The Athletics Department is allowed to carry forward all available cash at the end of each fiscal year to the next fiscal year. Deficits are funded by the Department to the extent there is sufficient cash available. In FY 2017-18 and in FY 2021-22, the Athletics Department utilized available cash to offset the operating deficit.

USF Financing Corporation

USF Stadium Project

Public versus Private Placement Sale Analysis

Conclusion and Recommendation Regarding Method of Sale

The USF Financing Corporation proposes to issue debt for the purpose of financing a new stadium to be located on the University of South Florida's Tampa campus (the "Project"). The Board of Governors Debt Management Guidelines require that prior to issuing any debt obligations an analysis be done to assess the relative benefits of a public sale versus a private placement sale.

While the Debt related to the Project is anticipated to be issued using a fixed interest rate, the pledge of non-tax based revenues is considered more speculative and vulnerable compared to a general receipts or general obligation pledge of the University. The Project's pro forma is primarily based on certain assumptions and growth projections; thus, the view of the pledge will be somewhat uncertain. Additionally, the USF Financing Corporation is an infrequent issuer and does not have a broad investor base.

Based on the analysis of the characteristics of the proposed USF Stadium Project, USFFC has concluded that a Private Placement Sale is in the best interest of the University and the Financing Corporation.

Public vs. Private Placement Sale: Analysis of Conditions Favoring Each Method of Sale
USF Financing Corporation
USF Stadium Project

Debt Structure	Conditions Favoring a Public Sale	Conditions Favoring a Private Placement Sale	Sale Type Favored By Conditions	Explanation
Pledged Revenues	General Obligation or Strong Revenue Stream	Non-tax based or Project Supported Revenues	Private	The pledged payments are classified as non-tax based, project supported revenue. Florida law does not allow the University to issue general obligation bonds and/or permit the pledging of student tuition revenues (i.e. a "general receipts pledge" that includes all non-State revenues of the University). Due to the limited pledge of the project revenues, lack of a security interest in assets of the University and/or the land, and the lack of a tax-based revenue pledge, this project-based revenue pledge is a weaker pledge and is considered more speculative and vulnerable than a general obligation or general receipts pledge.
Security Structure	Conventional resolution and cash flow: Rate Covenant and Coverage	Unusual or weak covenants	Private	The Debt will be secured by a lien on stadium operating revenues and athletics revenues to be made by the University to the USF Financing Corporation. The University will manage and operate the Project and ensure that sufficient revenues will be generated to fulfill the obligations with respect to the proposed Debt.
Debt Instrument	Traditional Serial and Term Bonds, Semi-annual Interest and Annual Maturities	Use of Innovative Structuring, Structure to Attract Particular Investors	Private	It is anticipated that the Debt will be structured as a privately placed bank loan and will bear interest at a taxable rate given the high level of private activity.
Size	A transaction the size of which the market is used to and can comfortably manage.	A large size which the market cannot readily handle without the need to consolidate syndicates	Public	The anticipated $200,000,000 issue may be challenging for a single bank.
Credit Quality	**Conditions Favoring a Public Sale**	**Conditions Favoring a Private Placement Sale**	**Sale Type Favored By Conditions**	**Explanation**
Rating	'A' or better	Below Single A	Private	The Debt is anticipated to be issued as a private placement with a bank; thus, it is not anticipated that an underlying rating will be sought from the rating agencies.
Outlook	Stable	Uncertain, Vulnerable or weak	Private	The Project's pro forma is based on certain assumptions and growth projections, thus, the view of the pledge will be somewhat uncertain.

Issuer Characteristics	Conditions Favoring a Public Sale	Conditions Favoring a Private Placement Sale	Sale Type Favored By Conditions	Explanation
Type of organization	Well Known Broad-based General Purpose Borrower	Special Purpose, Independent Authority	Private	There is implied credit strength for the Financing Corporation Debt with a lease from the University. However, the Financing Corporation is the borrower, not the University. Also, the Debt is not a general obligation of the State of Florida, the University or the Financing Corporation.
Frequency of issuance	Regular borrower in the public market	New or infrequent issuer	Private	The USF Financing Corporation is an infrequent issuer in the public market.
Market Conditions	**Conditions Favoring a Public Sale**	**Conditions Favoring a Private Placement Sale**	**Sale Type Favored By Conditions**	**Explanation**
Market Awareness	Active Secondary Market with broad Investor Base	Little or no institutional Awareness of Issuer	Private	While the Financing Corporation has a considerable amount of bonds outstanding in the public market, it does not have a broad investor base.
Interest Rates	Stable/Predictable Market	Volatile or declining market	Private	The financial markets have been volatile, especially recently. A private placement sale provides flexibility during a period of market volatility.
Supply and Demand	Strong Investor Demand, Good Liquidity, Light Forward Calendar	Oversold Market/heavy supply	Private	As interest rates change periodically, and in most cases frequently, the importance of a private placement sale during a period of market volatility is significant.
Changes or anticipated changes in the law	No recent changes or anticipated changes	Recent changes which the market has not adapted to and which would require additional marketing efforts to explain.	Public	While there have not been recent changes to Florida law regarding the issuance of debt by universities and their direct support organizations, recent changes in federal law continue to affect the market.

Agenda Item: IIIc

USF Board of Trustees

June 13, 2023

Issue: Recreation field relocation due to On-Campus Stadium construction

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Proposed action: Approve plan to a) relocate designated recreational fields, maintenance and storage areas, and maintenance washdown station to vacant Research Park location and former Shriner's Building exterior maintenance facility and b) establish a formal project plan and budget for future review and consideration.

Executive Summary: The USF On-campus Stadium will displace several current student recreational facilities. This includes the Sycamore field complex which is comprised of a 4-field grass complex, 2-softball grass fields, a 1.3-mile fitness trail, a maintenance wash-down station, and an outdoor storage area. The recreation fields are used by all USF students and for student sport club programs, intramural sport programs, open recreational use, and events throughout the year.

The relocation plan will enable all these uses to be accommodated for a temporary duration estimated at 7-10 years. It is understood that the underlying research park location remains committed to long term future development and uses that are consistent with the Research Foundation's Master Plan.

The Stadium construction is scheduled to begin summer 2024, therefore, the relocated facilities must be operational prior to that time to ensure that there is no loss of use of these facilities during the transition. The relocation work is estimated to take approximately one year. Initial cost estimates project the overall cost to be a maximum of $18 million. Actual costs and a full budget are being developed and will be presented for formal review and approval.

Financial Impact:
TBD – Estimated maximum $18,000,000

Strategic Goal(s) Item Supports: Goal 1: Student Success at USF and beyond
BOT Committee Review Date: Finance Committee – May 23, 2023
Supporting Documentation Online (*please circle*): **Yes** **No**
Prepared by: Jay Souza / Carole Post / Allison Madden

Recreation Facilities Displacement & Planning

Stadium Site Impacts

Recreation & Wellness | May 23, 2023

UNIVERSITY of SOUTH FLORIDA

Scope, Schedule, and Budget Overview

Scope:

- Replacement of current Sycamore 4-field grass complex
- Replacement of current Sycamore 2-softball grass fields
- Replacement of 1.3 mile fitness trail
- Replacement of wash-down station
- Replacement of maintenance and storage shop
- Replacement of outdoor storage area
- Replacement of parking areas

Schedule:

- Construction to begin summer 2023
- Completion by groundbreaking of Stadium project (June 2024)

Budget:

- $17,900,057

Recreation Facilities Displacement

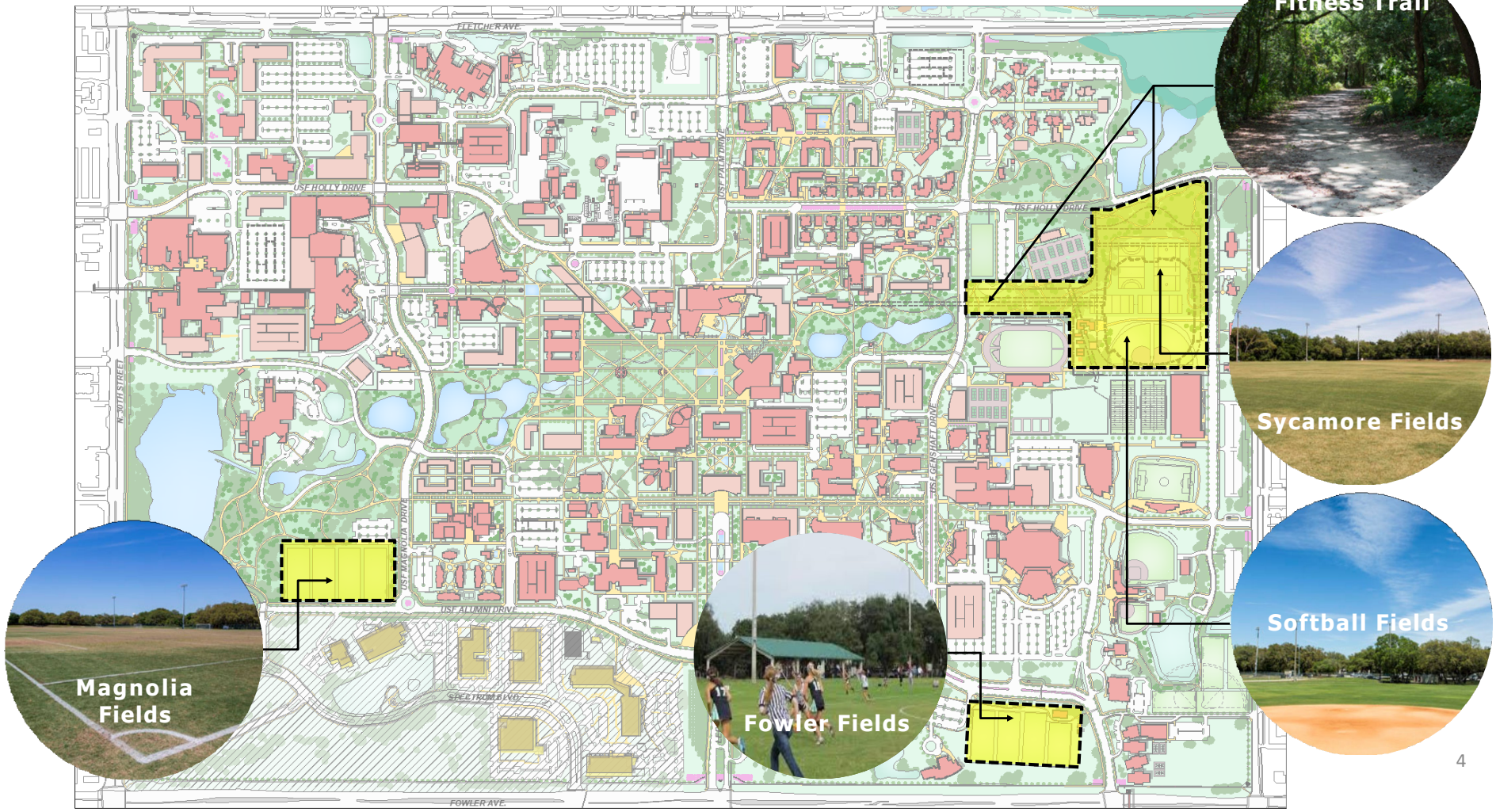


AGENDA:

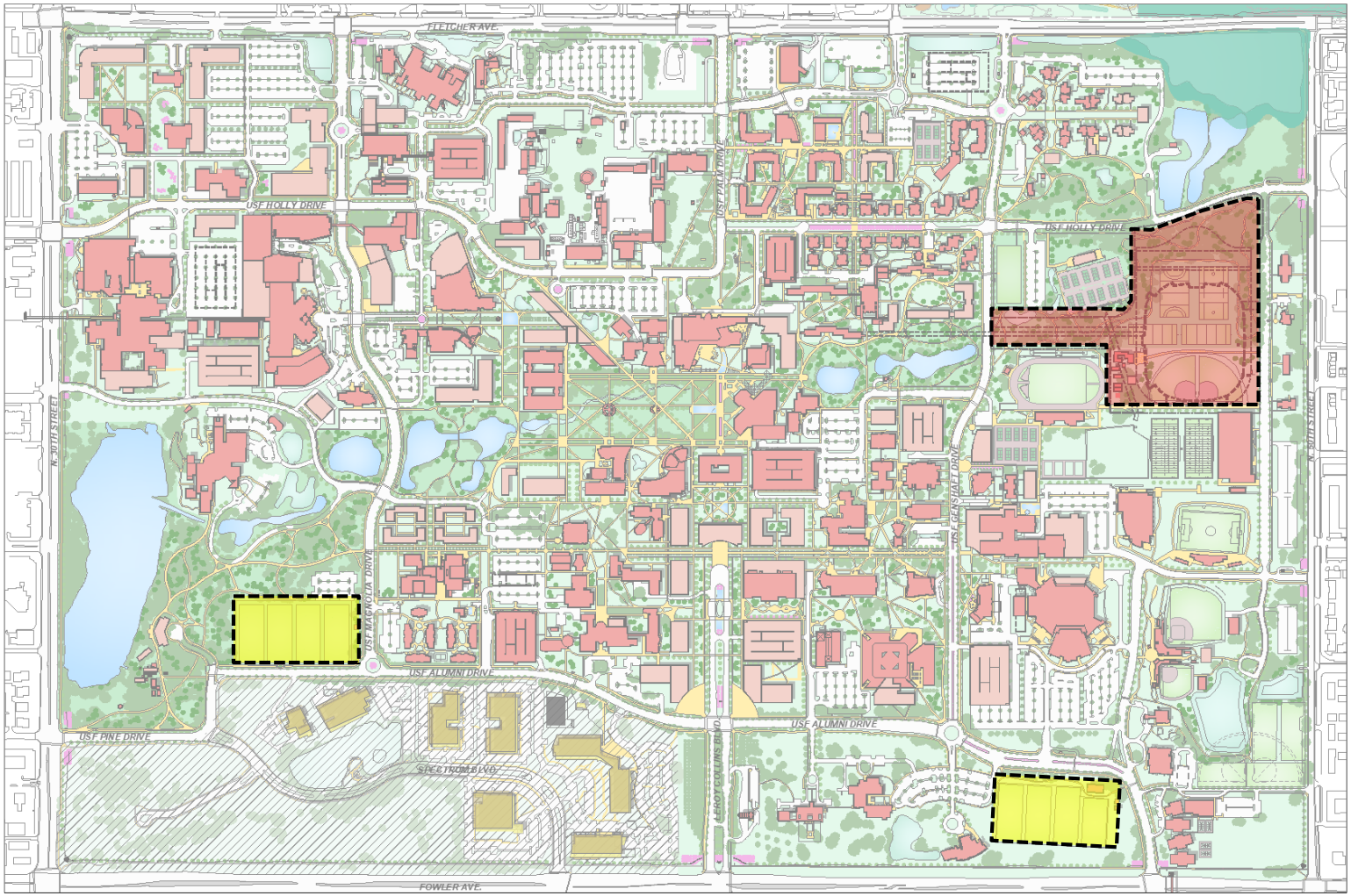
- **Existing Fields**
  - Magnolia
  - Fowler
  - Sycamore
  - Fitness Trail
  - Softball Fields
- **Displaced Outdoor Facilities**
  - Sycamore fields
  - Softball fields
  - Fitness trail
  - Outdoor maintenance facility
  - Washdown station
- **Sports Programs And Student Impact**
- **Intramural Sports and Student Impact**
- **Academic Usage of Fields**
- **Stadium Project Impact**
  - Loss of space impact
- **Research Park Relocation**
  - Research Park and surrounding spaces
  - Projected Budget
  - Timeline

3

Existing Recreational Complexes



Displacement Recreational Fields



Spaces Impacted:

- **13 Acres** of multi-sport field space
- **2** Softball Fields
- **1.2 Mile** Fitness Trail
- All outdoor sport clubs impacted
- **ROTC** primary outdoor space
- Usage for all spaces per week is @ **4,000-6,000** participants

5

Student Success

Research has identified that students participating in Collegiate Recreational Sports activities, programs and services benefit in the following areas:



Recreation & Wellness — Increased physical activity, physiological benefits, and stress management

Recreation & Wellness — Academic persistence, improved self-image, and self-esteem

Recreation & Wellness — College satisfaction

Recreation & Wellness — Ease of social integration and social benefits

6

Sport Clubs

1341 Registered sport club participants competing across 12 clubs that utilize Sycamore Fields

57% Percentage of students who participated in high school athletics in the year

2% Percentage of high school athletes who go on to play at NCAA Division 1 schools





7

Sport Clubs

700+ Sport club practices and events that were hosted on Sycamore fields in 2021-2022

$65,000 Value of field space related to Sport Club reservations

STUDENT GOVERNMENT
UNIVERSITY OF SOUTH FLORIDA™

8

Outdoor Sport Club Teams And Affiliations

****** These Sport Clubs MUST have home field for home/away scheduling as according to their league/conference in order to remain active. Schedules are determined by league/conference, not the individual teams ******

- **Women's Lacrosse** – USA Lacrosse – SWLL South Division
- **Men's Lacrosse** – Southeastern Lacrosse Conference
- **Women's Rugby** – Florida Rugby Union – Division 1
- **Men's Rugby** – Florida Rugby Union – Division 1
- **Women's Soccer** – NIRSA Region 2
- **Men's Soccer** – NIRSA Region 2
- **Women's Ultimate** – USA Ultimate League
- **Men's Ultimate** – USA Ultimate League
- **Baseball** – NCBA (does not practice in Tampa because we don't have field – they practice at St. Pete as their home stadium)

******Other Outdoor Sport Clubs Impacted******
Cricket
Women's Softball

9

Sport Club Stadium Impact

When asked about the importance of the location of their clubs practices, events, and games, 94% of students identified it as important or very important



Intramural Sports

12	Unique Sports Seasons Offered Annually
497	Number of Teams who participated outdoors in 2021-2022
2,600+	Number of unique participants who participated outdoors in 2021 - 2022
13,000+	Number of student check-ins for outdoor sports in 2021 - 2022



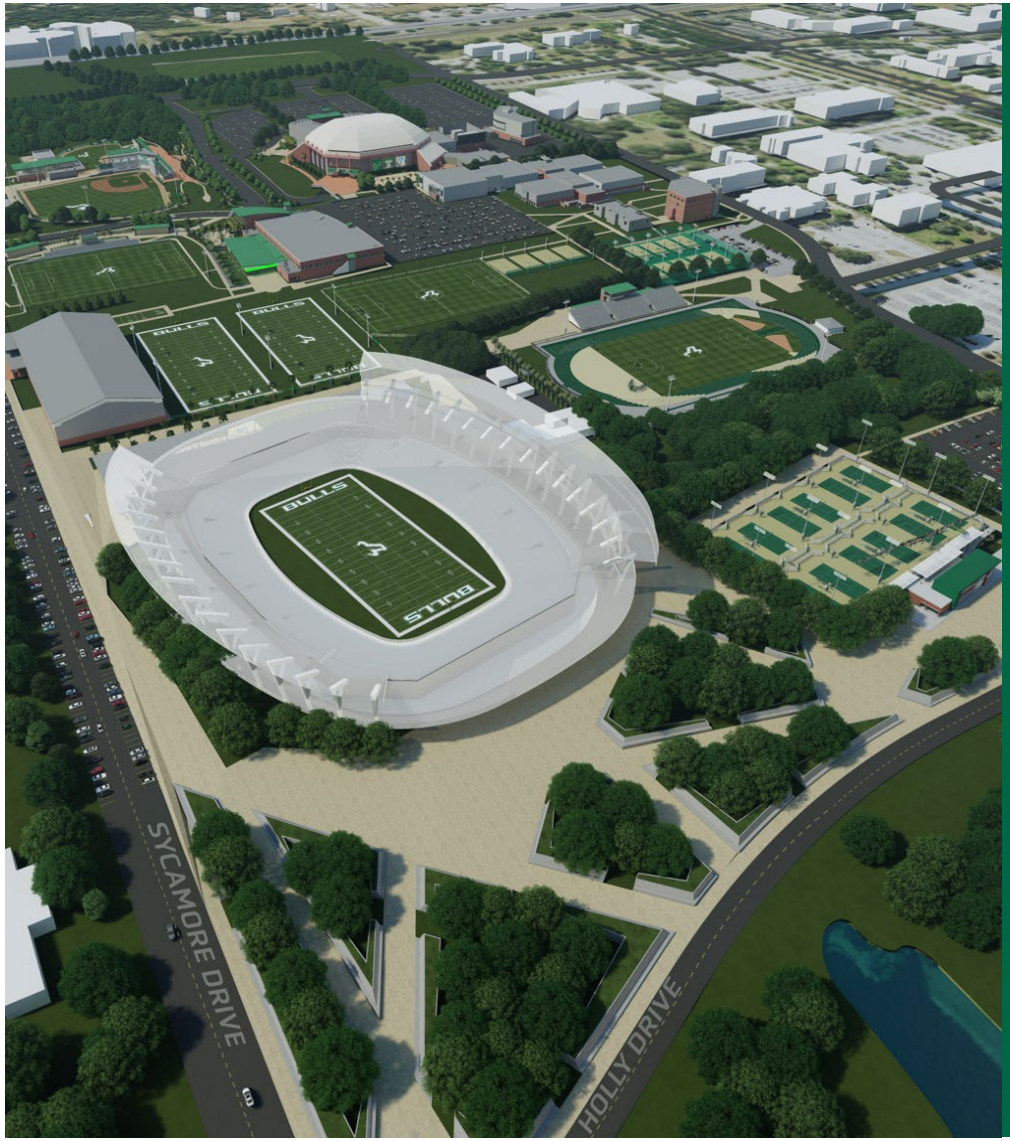
Academic Usage



Herd of Thunder



ROTC



Stadium Project Impact

The overall footprint of the stadium construction would reduce Recreation & Wellness' on-campus acreage for recreational outdoor spaces from 23 acres to 13 acres. This presents an opportunity for relocation and enhancement of Recreation & Wellness' outdoor field spaces.

13

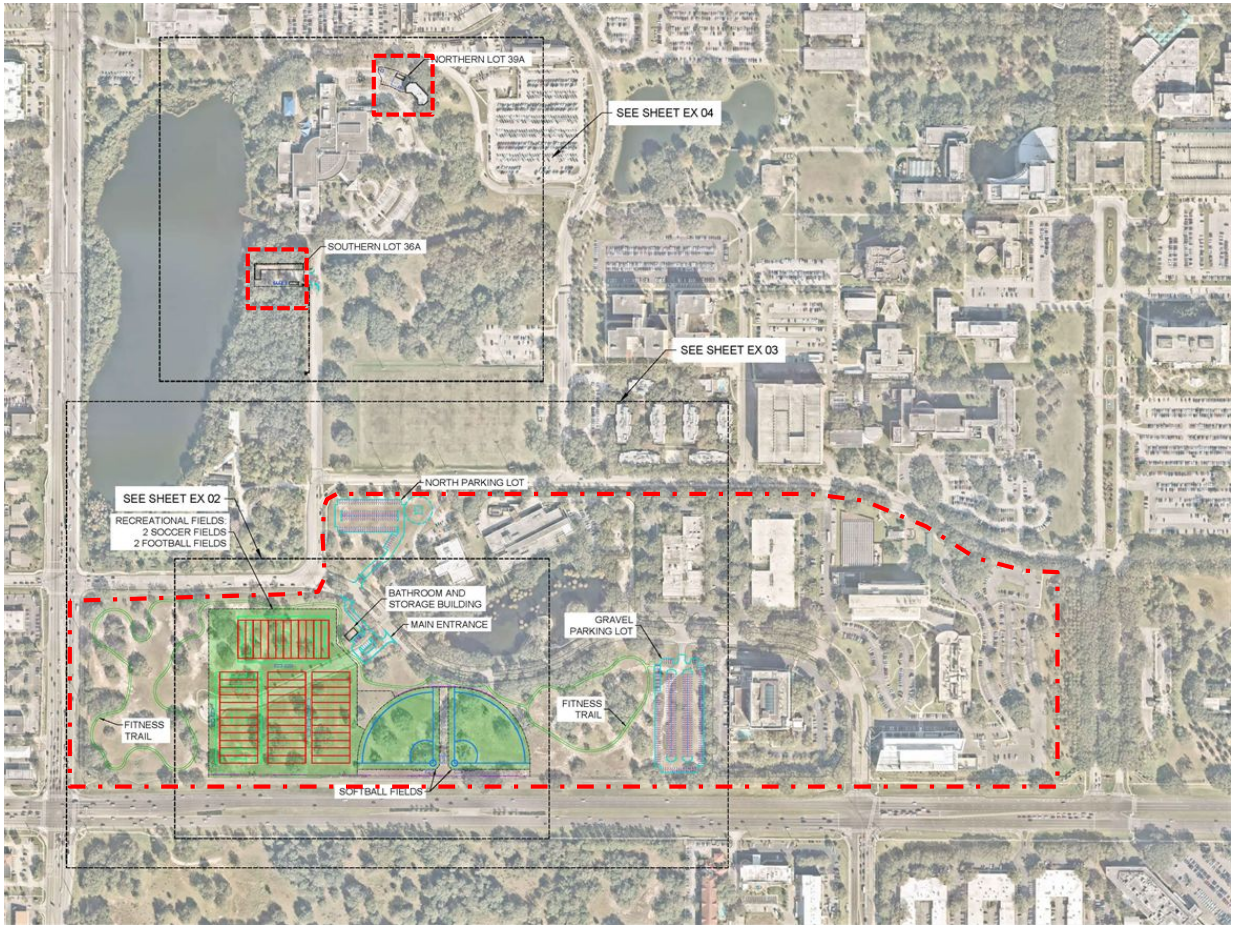
Proposed Relocation for REC

Relocate to

USF Research Park

and

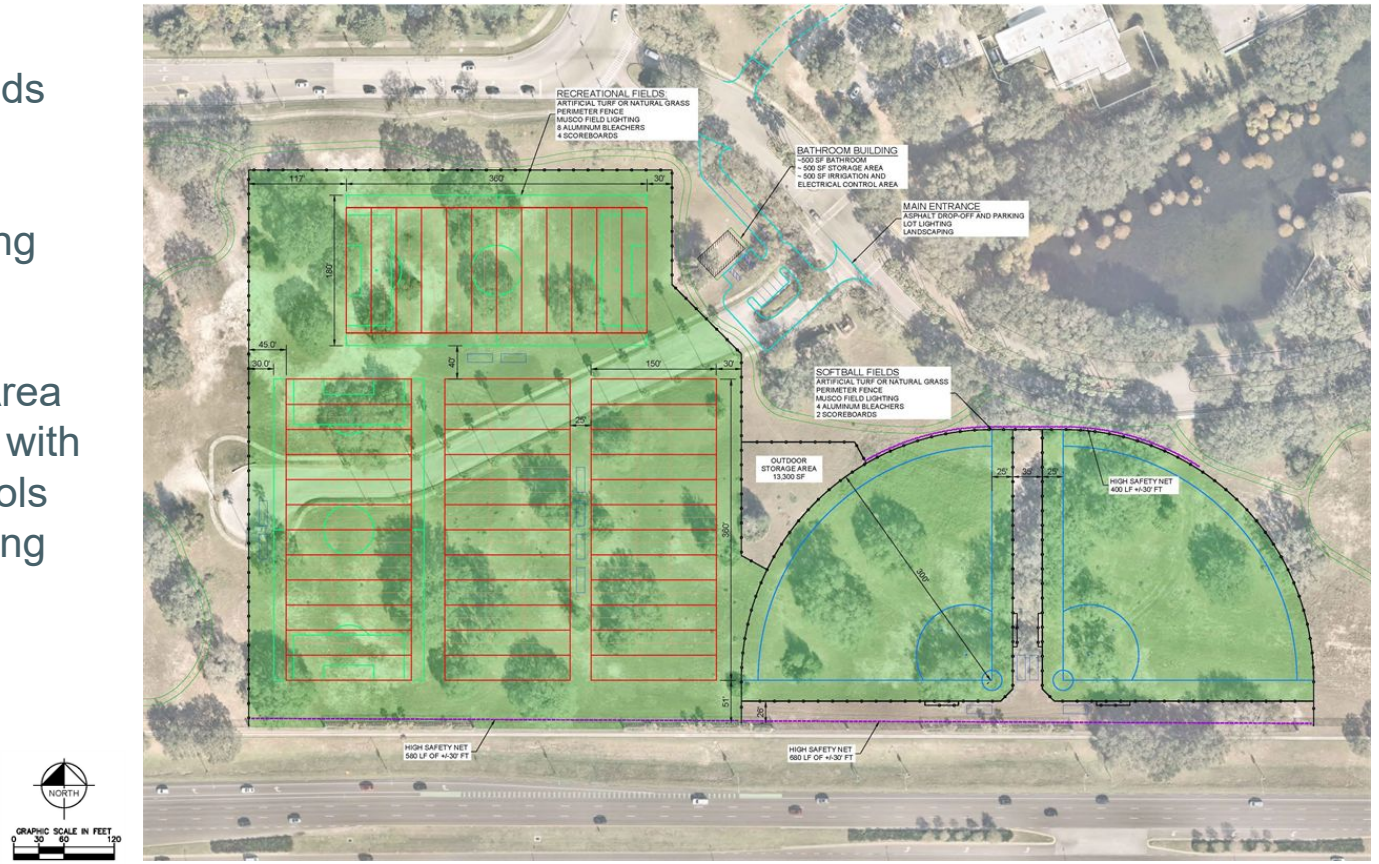
Shriners Annex building and Lots 36A and 39A



Proposed REC Fields Site Plan

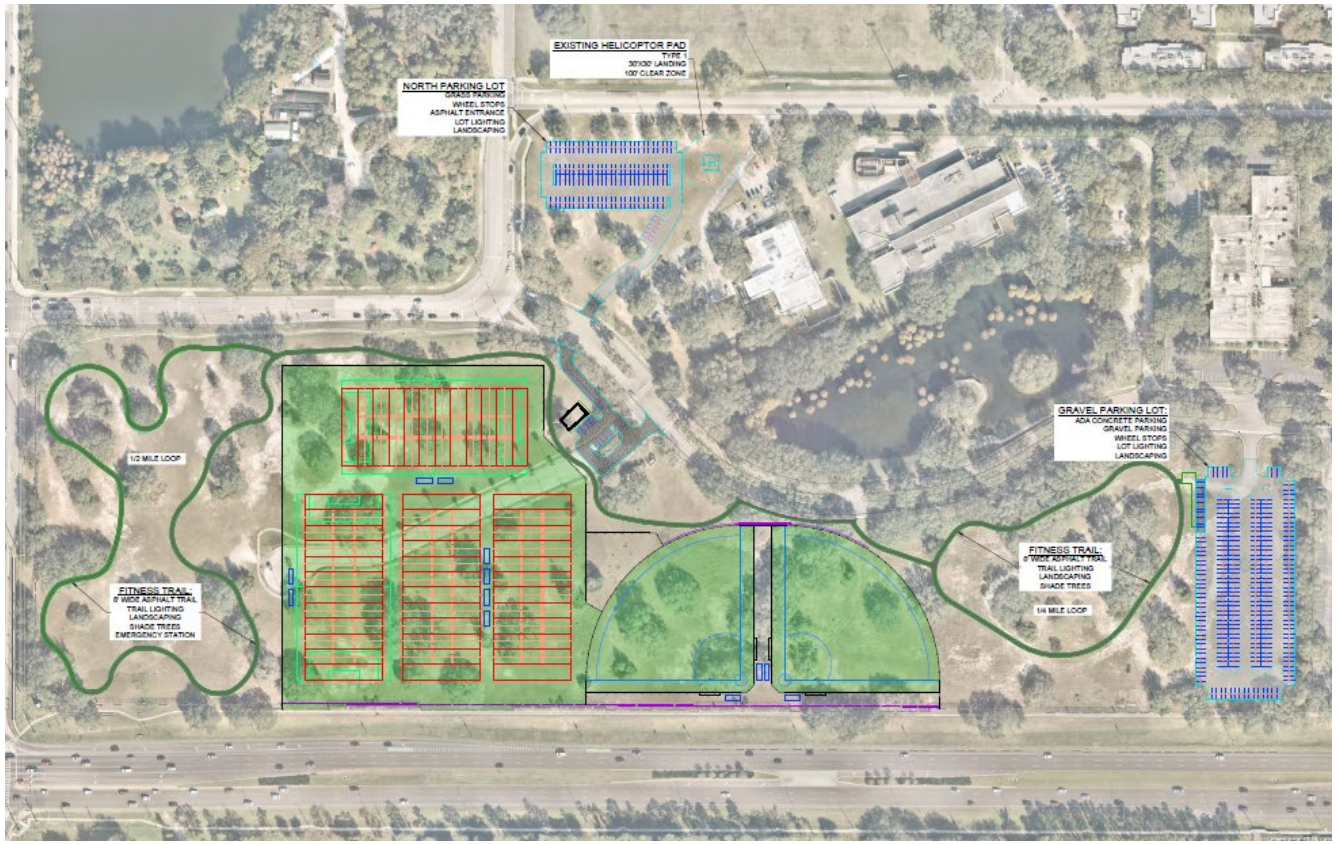
@ USF Research Park

- 4 Recreational Fields
- 2 Softball Fields
- Safety Nets
- Musco Field Lighting
- Bleachers
- Scoreboards
- Outdoor Storage Area
- Bathroom Building with Storage and Controls
- Drop Off and Parking
- Lot Lighting
- Landscaping



Proposed Fitness Trail & Parking
@ USF Research Park

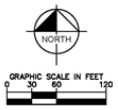
- Fitness Trail Loops
- Gravel Parking Lot Near Embassy Suites
- Grass Parking Lot Near Botanical Gardens
- Maintains Helicopter Landing Zone

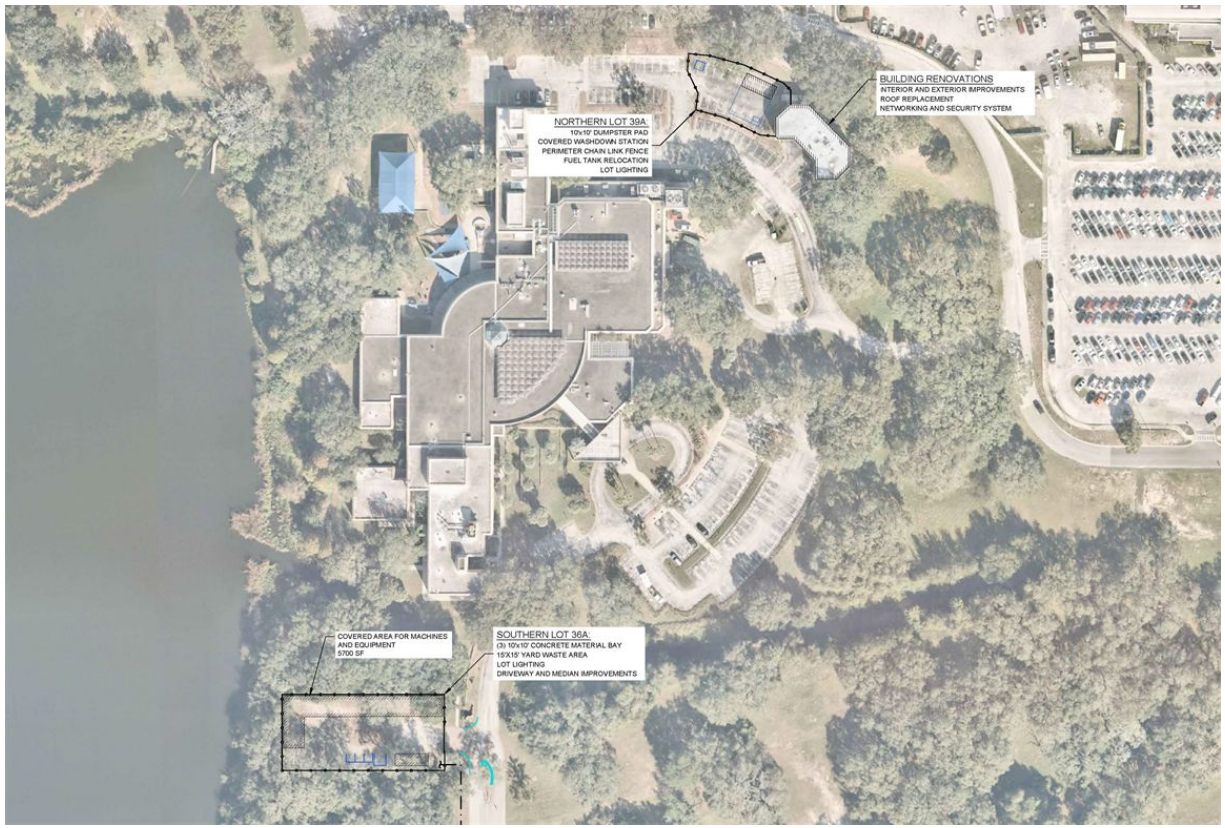


Proposed Maintenance Facility

@ Shriners Annex & Lots 36A and 39A

- Interior renovation
- Roof Replacement
- Covered Area for Machines and Equipment
- Material Bay
- Yard Waste Area
- Dumpster Pad
- Covered Washdown Station
- Fuel Tank Relocation
- Perimeter Fencing
- Lighting
- Driveway and Median Improvements





Opinion of Probable Cost

Opinion of Probable Cost - OPC USF Research Park Concept Planning and Budgeting - Artifical Turf				
A. RECREATIONAL AREA AND ENTRANCE				**$ 17,673,255.90**
B. NORTH PARKING LOT				**$ 171,139.62**
C. FITNESS TRAIL AND GRAVEL LOT				**$ 1,137,225.09**
D. MAINTENANCE FACILITY RELOCATION				**$ 4,468,007.19**
(INCLUDES PERMITTING, DESIGN FEES AND CONTINGENCY)				**$ 23,449,627.81**

Opinion of Probable Cost - OPC USF Research Park Concept Planning and Budgeting - Natural Grass				
A. RECREATIONAL AREA AND ENTRANCE				**$ 12,123,684.76**
B. NORTH PARKING LOT				**$ 171,139.62**
C. FITNESS TRAIL AND GRAVEL LOT				**$ 1,137,225.09**
D. MAINTENANCE FACILITY RELOCATION				**$ 4,468,007.19**
(INCLUDES PERMITTING, DESIGN FEES AND CONTINGENCY)				**$ 17,900,056.67**

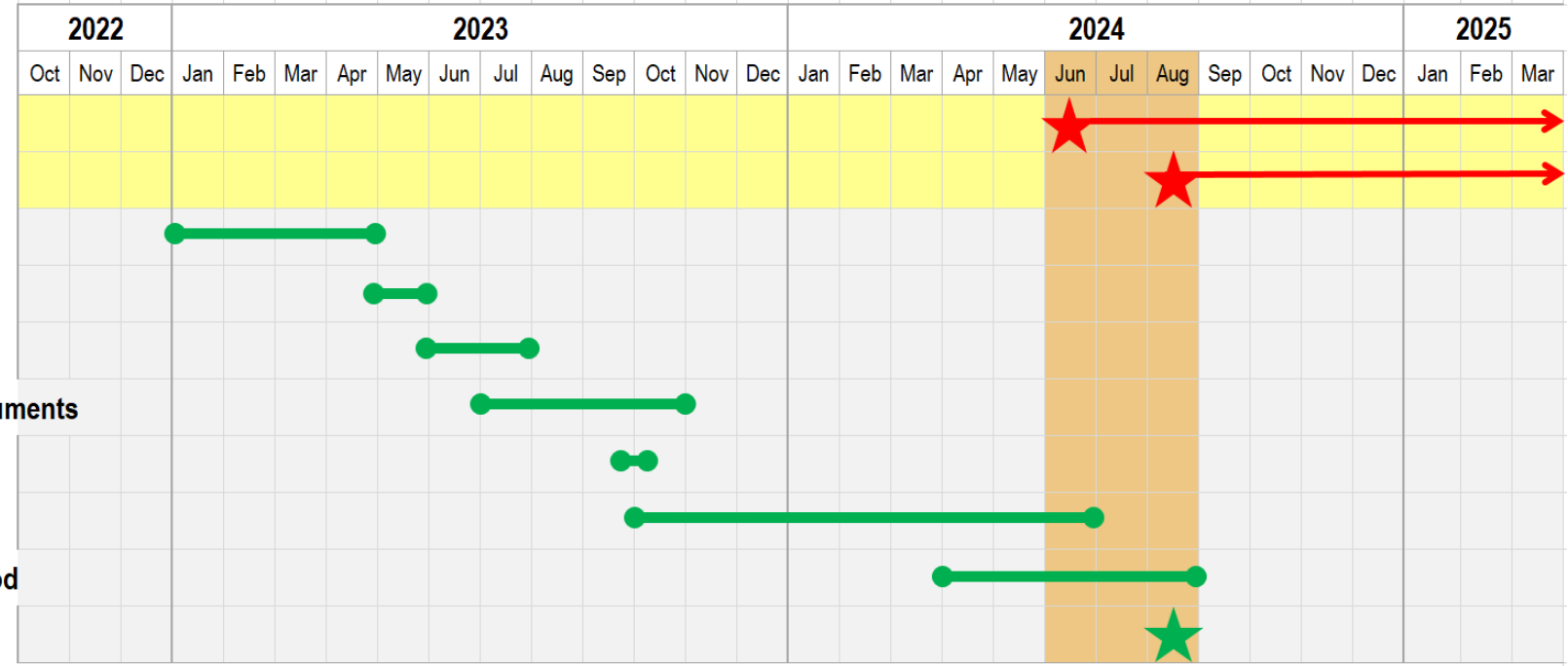
Costs received from Manufacturer and Vendor Cost Estimates, and Existing Projects in Construction

The Engineer has no control over the cost of labor, materials, equipment, or over the Contractor's methods of determining prices or over competitive bidding or market conditions. Opinions of probable costs provided herein are based on the information known to Engineer at this time and represent only the Engineer's judgment as a design professional familiar with the construction industry. The Engineer cannot and does not guarantee that proposals, bids, or actual construction costs will not vary from its opinions of probable costs.

Targeted Time for Recreation Fields

For Natural Fields

Schedule:



Project Delivery:
DCST

Agenda Item: IIId

USF Board of Trustees
June 13, 2023

Issue: 2023-24 Preliminary Fixed Capital Outlay Budget

Proposed action:

1) Approval of 2023-24 Preliminary Fixed Capital Outlay Budget
2) Authorize the President to make necessary non-material adjustments to the 2023-24 Fixed Capital Outlay Budget, with the requirement that any material changes be approved by the University Board of Trustees Executive Committee.

Executive Summary:

Pursuant to 1011.012, Florida Statutes, the University Board of Trustees must adopt a fixed capital outlay budget for the fiscal year that designates proposed expenditures for the year from all fund sources.

The Preliminary FCO budget is a total of $153,484,461 ($21,677,444 state appropriated, $107,899,811 section 197 appropriation including critical deferred maintenance, and $23,907,206 non-state appropriated). This budget is based on the 2023 Appropriation Act and is consistent with approved legislative spending authority.

Financial Impact:

This action enables USF to open the budget system for FY2024 total roll-over of $153,484,461.

Strategic Goal(s) Item Supports: Strategic Goals #4, 5
BOT Committee Review Date: Finance Committee, May 23, 2023
Supporting Documentation Online (*please circle*): **YES** **No**
Prepared by: Jennifer Fleischman

State Appropriated Fixed Capital Outlay Budget

Projected Remaining Budget Authority Prior Year Appropriations	
WUSF-WRB FM/TV	495,441
Other Major Projects	1,569
Maintenance, Repair, Renovation	240,866
Capital Improvement Trust Fund (CITF) *	20,939,569
Total	$ 21,677,444

2023 Section 197 Appropriations	
College of Nursing Expansion	27,996,528
HSC Taneja College of Pharmacy	5,000,000
SAR Academic Stem Facility	3,000,000
Critical Deferred Maintenance	71,903,283
Total	$ 107,899,811

Non State Appropriated Fixed Capital Outlay Budget	
ESCO I	$ 7,526,923
ESCO II	$ 7,432,848
ESCO III	$ 8,947,435
Total	$ 23,907,206

*Wellness Complex $3.868M; Smart Parking $451K; Health Student Resource $3.169M; STP $2.84M; SM $1.7M; LIB Student Success Life $2.144M; ESPORT $329K;Campus Rec Fencing $120K; USF On Campus Stadium $6.3M

Agenda Item: IIIe

USF Board of Trustees

June 13, 2023

Issue: Five-Year Capital Improvement Plan for FY2024-25 through FY2028-29 Legislative Budget Request

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Proposed action:

1. Approval of the USF Five-Year Capital Improvement Plan Summary, Project Detail and Transmittal Letter.
2. Authorize the President to make necessary nonmaterial adjustments to the Five-Year Capital Improvement Plan, with the requirement that any material changes be approved by the University Board of Trustees Executive Committee.

Executive Summary:

Pursuant to sections 1011.40(1), 1013.60 and 1001.706(12), Florida Statutes (F.S.), each university is required to submit information to support and justify its legislative budget request for fixed capital outlay (FCO). This information is submitted via the Capital Improvement Plan (CIP). On March 25, 2020, the Board of Governors (Board) delegated authority to the Chancellor to develop instructions, guidelines, and the standard formats for the CIP and the FCO section of the State University System's (SUS) Legislative Budget Request (LBR).

Per s. 1001.706(12)(c)3, F.S., all new projects to be funded via appropriation from the Public Education Capital Outlay (PECO) trust fund must be Recommended in the latest educational plant survey (EPS) to be eligible for inclusion in the scored/ranked Preliminary Selection Group.

The CIP, as used by the Florida Board of Governors, is intended to present the additional academic and academic support facilities needed for a five-year period for which state funds are requested. Separate sections on the CIP are provided for CITF projects and future projects which require state funding or may be funded from non-state sources, such as debt.

Each University Board of Trustees must approve the University's CIP prior to submittal. The due date for submission is July 1, 2023.

Financial Impact:

Strategic Goal(s) Item Supports: Goals 1 through 5
BOT Committee Review Date: Finance Committee, May 23, 2023
Supporting Documentation Online (*please circle*): **Yes** **No**
Prepared by: Jennifer Condon, Vice President for Business and Finance and CFO

Capital Improvement Plan (CIP)

2024-2025 / 2028-2029 Five-Year Plan

Board of Trustees | June 13, 2023

UNIVERSITY of SOUTH FLORIDA

UNIVERSITY of SOUTH FLORIDA

Capital Improvement Plan Components

1. Prioritized List of Public Education Capital Outlay (PECO) Eligible Projects
2. Capital Improvement Trust Fund (CITF) Projects
3. Back of Bill (BOB) Projects
4. CIP Transmittal Letter

Due to BOG July 1, 2023

UNIVERSITY of SOUTH FLORIDA

Priorities Compared to Prior Year Submission

All priority rankings and budget requests remain the same

1. SP Environmental & Oceanographic Sciences Research & Teaching Facility ($80,343,461)
2. SM Academic STEM Nursing Facility ($61,770,820)
3. BSF Remodel ($23,511,136)
4. IT Academic & Research Computing Capacity (MHA) ($18,509,235)
5. ENR & ENG Remodel & Addition ($18,204,610)
6. Translational Research Facility (TRI) ($222,254,725)
7. Public Safety Complex (CRU) ($10,292,000)

Added New Project #8

8. East Campus Infrastructure & Safety Improvements ($26,000,000)
   - Ensure appropriate infrastructure capacity for future growth on the east side of Tampa Campus.
     a. Chilled Water System & Air-Cooled Chiller Plant ($10,000,000)
     b. Environmental Upgrades: water distribution, sanitary sewer connection, and stormwater upgrades ($7,000,000)
     c. Public Safety Improvements & Storm Readiness ($6,000,000)
     d. Essential Accessibility & Mobility: reconstruct existing roadways and provide accessible sidewalks ($3,000,000)

UNIVERSITY of SOUTH FLORIDA

Capital Improvement Trust Fund (CITF) Projects

- OneUSF Entry: USF Student Success / Life Enhancements ($6,308,520 full amount for OneUSF)
- Transmitted to BOG 5/12/23

Back of Bill (BOB) Projects

- None

UNIVERSITY of SOUTH FLORIDA

Additional Items Referenced in the Transmittal Letter

2023 Educational Plant Survey (EPS)

USF Health – College of Nursing Tampa Expansion received 2023 Amended Educational Plant Survey recommendation from the Survey Team on April 11, 2023.

Authorization to Use Debt

None

Authorization for Other Projects

None

UNIVERSITY of SOUTH FLORIDA

CIP: Next Steps

1. Present to BOT June 13, 2023
2. Execute CIP Transmittal Letter (President & Board Chair) June 13, 2023
3. BOG submittal July 1, 2023



Supporting Material
Detailed Project Descriptions

UNIVERSITY of SOUTH FLORIDA

UNIVERSITY of SOUTH FLORIDA

#1 St. Petersburg Environmental & Oceanographic Sciences Research & Teaching Facility

Purpose: Establish a USF Interdisciplinary Center of Excellence in Environmental and Oceanographic Sciences on the St. Petersburg campus which will elevate USF's stature as a Preeminent State Research University and advance our position of eligibility for membership in the Association of American Universities (AAU).

Scope: Demolition of northwest wing of Marine Science Complex (MSL) and replacement with new 4-story addition. Remodel of remainder of 80-year old MSL building to meet current Florida Building Code (FBC).

Goal: Project will house the Florida Flood Hub for Applied Research and Innovation. Will accommodate three academic programs: the College of Marine Science, the College of Arts and Sciences (Environmental Chemistry and Marine Biology), and the College of Engineering (Coastal and Ocean Engineering).

University's Objectives: Supports the University's areas of focus area for Faculty Excellence in Research and Innovation.

Tentative Budget: $80,343,461





UNIVERSITY of SOUTH FLORIDA

#2 Sarasota-Manatee Academic Nursing STEM Facility

Purpose: Address core commitments for research support, student success, and help support the University's goals and objectives.

Scope: Construct a new facility with teaching and research lab space to meet the needs of Sarasota-Manatee's growing enrollment in nursing, pre-med majors, engineering, technology, and cybersecurity management.

Goal: Create new and expand current STEM-related academic programs, provide new research capabilities and increase research productivity, host academic conferences and community events, attract and retain excellent faculty and students, and support national, state, regional and local demands for graduates with STEM-related degrees.

University's Objectives: Supports the University's areas of focus area of Biology by Design and Health, Society and Biomedical Science.

Tentative Budget: $61,770,820





UNIVERSITY of SOUTH FLORIDA

#3 BSF Remodel

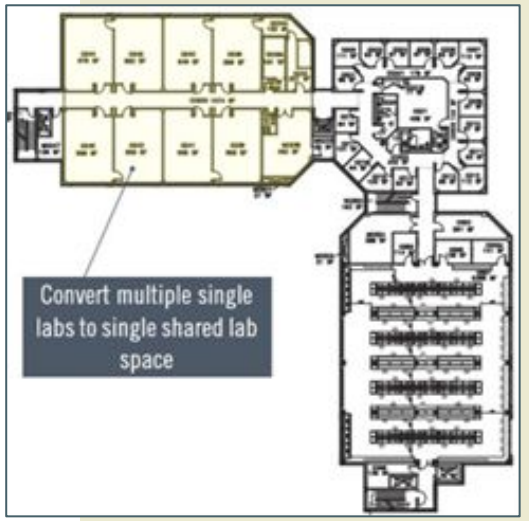
Purpose: Establish strong foundations for students in STEM and Areas of Emphasis as determined by BOG.

Scope: Remodel a 30-year-old facility from (45) small labs into open labs to expand capacity and capability of the building to support research increasing number of faculty from 17 to 26 to meet the needs and growing demands of research initiatives.

Need: Existing labs do not meet current code. Remodel project will also bring all other original HVAC and Fire Alarm systems up to current code as well as adding unisex/family restrooms to meet reasonable accommodations.

University's objectives: Addresses USF's 2022 Strategic Plan in Area of Focus for Biology by Design, Core Commitments for Research Support, and Student Success while helping support the Universities Goals and Objectives for Faculty Excellence in Research and Innovation.

Tentative Budget: $23,511,136





UNIVERSITY of SOUTH FLORIDA

#4 IT Academic & Research Computing Capacity (MHA)

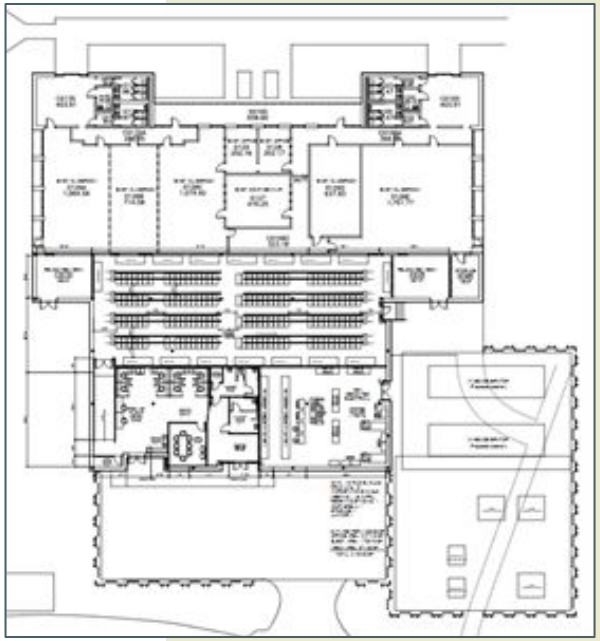
Purpose: As a top tier research university, the University of South Florida requires significant data center infrastructure to support research computing and other networking computing needs.

Scope: Relocate two remote data Centers to MHA underutilized space to accommodate 40 racks with projected growth to 140 total racks with full back up UPS's and generators.

Need: USF's current primary and Health data center facilities are inadequate for both the current needs and future growth. An on-premises data center is required to provide a stable, low-cost platform and easily accessible, large scale data storage for exploratory research, to enable sharing of resources among researchers, and to provide predictable cost models that work with the ebb and flow of grant funding.

Relationships to University's Objectives: This Project addresses USF's 2022 Strategic Plan in all areas of focus.

Tentative Budget: $18,509,235



UNIVERSITY of SOUTH FLORIDA

#5 ENR and ENG Remodel & Addition





Purpose: Aligned with USF's and the College's strategic priorities. In particular, immediate infrastructure investments support our continued contribution to augment our research enterprise, which aligns with our focused attention to the Preeminence, Carnegie, and AAU metrics.

Scope: Remodel ENR and ENG facilities to meet current building code and provide new addition to meet the needs and growing demands of research initiatives.

Need: Update facilities that are decades old and obsolete for research to current and future research needs in strategic key areas, such as materials science, infrastructure and testing. The continued expansion of research enterprise bonds where students learn by doing.

University's Objectives: Addresses USF's 2022 Strategic Plan in Area of Focus for Engineering Research, Core Commitments for Research Support, and Student Success while helping support the Universities Goals and Objectives for Faculty Excellence in Research and Innovation.

Tentative Budget: $18,204,610

UNIVERSITY of SOUTH FLORIDA

#6 Translational Research Institute (TRI)

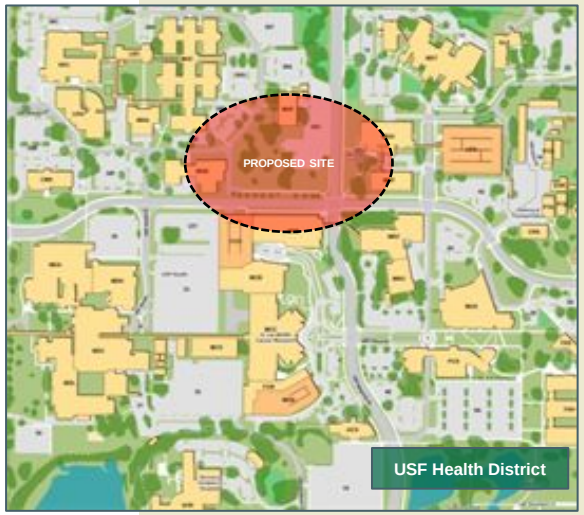
Purpose: Positioning USF as an AAU Institution. Introduces new capabilities, consolidates shared resources, and upgrades capacities for recruitment, relocation, & success.

Scope: New 7-story, 350,000 GSF Translational Research facility and establishes new critical infrastructure.

Need: Existing infrastructure is obsolete, does not support recruitment, and jeopardizes accreditation. Provides critical infrastructure to achieve Top Quartile & AAU distinction. Establishes Infrastructure for Recruitment, Retention and Growth. State-of-Art Science requires State-of-Art Infrastructure.

University's Objectives: Consistent with the University and the USF Health strategic imperative to continue to grow the university research mission as it rises through the ranks on a national level.

Tentative Budget: $222,254,725





UNIVERSITY of SOUTH FLORIDA

#7 Public Safety Complex (CRU)

Purpose: USF Police need facilities to support the daily UPD operations and emergency needs in order to adequately serve increasing needs and changing threats to public safety.

Scope: Remodeled 25,000 NSF in a vacated Credit Union building to accommodate 100 sworn police officers and 25 civilian employees to support the USF mission.

Need: Inadequate space to perform duties, facility continues to deteriorate including major plumbing, and electrical issues.

University's Objectives: Project addresses USF's 2022 Strategic Plan in all areas of focus.

Tentative Budget: $10,292,000



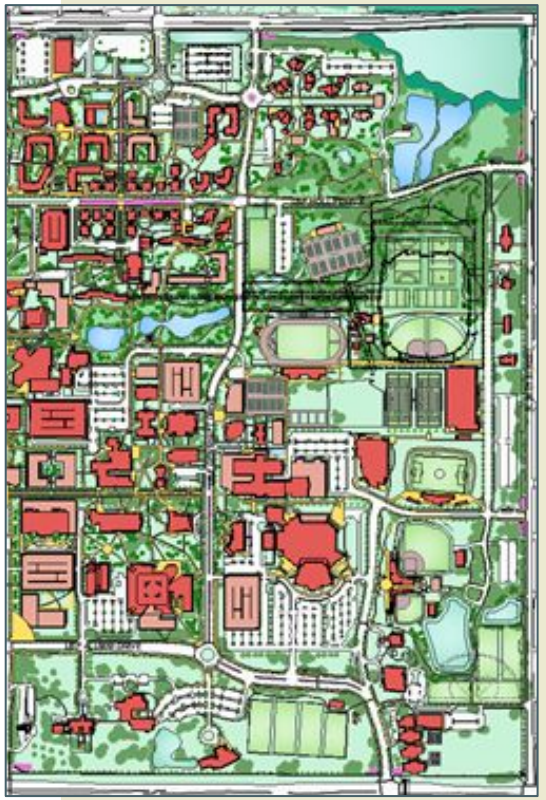


UNIVERSITY of SOUTH FLORIDA

#8 East Campus Infrastructure & Safety Improvements

Purpose: Provide a series of critical projects to ensure appropriate infrastructure capacity for future growth in and around the east side of Tampa Campus. This involves infrastructure in support of chilled water, waste water, transportation and accessibility, and safety/facility hardening for Cat 3 storm readiness.

Scope:
8a Chilled Water System & Air-cooled Chiller Plant: Extend 12" Chilled Water from Manhole Valve Box at east side of campus to new Air-Cooled Chiller Plant (as Emergency Back-up).
8b Environmental Upgrades: Sanitary – add new lift station to support future construction as well as to divert flow to station one which has the greatest allowable discharge capacity. Water - Construct a new water main to provide redundancy as well as generate better flow capacity. Storm – construct a new stormwater facility to eliminate areas of localized flooding as well as increase the campus stormwater treatment capacity.
8c Public Safety Improvements & Storm Readiness: Provide two new dedicated underground feeders from two different existing substations for redundancy and enhanced lighting.
8d Essential Accessibility & Mobility: Roadway – reconstruct existing failing roadways including better drainage flow patterns to provide a safer driving surface. Plazas and walks – construct, widen and repair sidewalks to make pedestrian movements safer.



Need: Ensure appropriate infrastructure capacity for future growth on east side of campus.

Relationships to University's Objectives: This Project addresses USF's 2022 Strategic Plan in all areas of focus.

Tentative Budget: $26,000,000

UNIVERSITY of SOUTH FLORIDA

30 June 2023

Mr. Tim Jones, Vice Chancellor, Finance/Administration
& Chief Financial Officer
Florida Board of Governors
325 W. Gaines Street, Suite 1614
Tallahassee, Florida 32399

RE: 2024-2025/2028-2029 Fixed Capital Outlay Legislative Budget Request

Dear Mr. Jones:

USF is pleased to submit its 2024-2025/2028-2029 Fixed Capital Outlay Legislative Budget Request. The enclosed forms, data, and narratives reflect the instructions and directions for the preparation of the Capital Improvement Plan (CIP).

Major changes from the FY 2023-2024 submission include:

Changes from last year's CIP 2A

- Project #7 name has been changed from University Police Department Relocation (CRU) to Public Safety Complex (CRU).
- Project #8 East Campus Infrastructure & Safety Improvements has been added to the list with following sub-components:
    - 8a: Chilled Water System & Air-Cooled Chiller Plant
    - 8b: Environmental Upgrades
    - 8c: Public Safety Improvements & Storm Readiness
    - 8d: Essential Accessibility & Mobility

Changes from last year's CIP 2B

- CITF Committees have allocated $6,308,344 towards USF Student Success / Life Enhancements project.

Changes from last year's CIP 2C (BOB)

- No projects being added to the Back Of Bill (BOB).

2023 Amended Educational Plant Survey

One project received 2023 Amended Educational Plant Survey recommendation from the Survey Team on April 11, 2023:

UNIVERSITY of SOUTH FLORIDA

Tampa campus:

- USF Health – College of Nursing Tampa Expansion

St. Petersburg campus:

- None

Sarasota-Manatee campus:

- None

Prioritization
Project list has been prioritized based on instructions in the BOG Memorandum dated April 5, 2023.

Authorization to use Debt
According to BOG Memorandum, debt projects previously listed in this letter have now been moved to CIP2C (BOB).

Authorization for Other Projects
According to BOG Memorandum, Non-State Source project expected to be financed from private gifts has now been moved to the CIP2C (BOB).

USF's project priority list includes every requested project, including projects for all USF campuses. Utilization data was taken into consideration in prioritization of the USF CIP funding request USF's building program and CIP was considered and approved by the University Board of Trustees at its June 13, 2023 meeting. Minutes of this meeting can be found at:

https://www.usf.edu/board-of-trustees/meetings/meeting-archives/index.aspx

USF's request is based on the Strategic Plan developed and approved by our Board of Trustees and supports the Board of Governors Strategic Plan goals and objectives. The priorities established in the strategic plan are reflected in proposals that focus on our commitment to providing access to the highest quality programs and robust research infrastructure. USF is a growing institution in one of Florida's fastest growing metropolitan areas and will continue to provide a strong return on state investments through world-class education, research productivity, health care innovation, and community outreach.

UNIVERSITY of SOUTH FLORIDA

If you or your staff have any questions regarding our submission or require additional information, please contact Jennifer Condon at 813-974-7696.

Sincerely,

Will Weatherford
Chair, USF Board of Trustees

Rhea F. Law
President

cc: Rich Sobieray, Senior VP for Financial Strategy, USF
Jennifer Condon, VP for Business and Finance & CFO, USF
Carole Post, VP for Facilities Operations and Public Safety, USF
Everet Simmons, AVP for Campus Planning, Construction and Development, USF

State University System
5-Year Capital Improvement Plan (CIP)
FY 2024-25 through 2028-29

Summary of Projects
(PECO-Eligible Project Requests)

University: University of South Florida | Contact: Jennifer Condon (name) | 813-974-7696 (phone) | jcondon@usf.edu (email)

Priority No.	Project Title	Total Supplemental (Non PECO) funding	Total Prior PECO Funding	Projected Annual PECO Funding Requested					Programs to Benefit from Project	Net Assignable Sq. Ft. (NASF)	Gross Sq. Ft. (GSF)	Total Project Cost	Project Cost Per GSF	EPS Recommendation Date & Rec. # [1]
				FY24-25	FY25-26	FY26-27	FY27-28	FY28-29						
1	Environmental & Oceanographic Sciences Research & Teaching Facility (SP)	$ 20,085,865	$ -	$ 24,339,226	$ 30,220,654	$ 5,697,716	$ -	$ -	Mulitple	86,077	131,977	$ 80,343,461	$ 608.77	EPS 21-22, #1.3, 3.7
2	SM Academic STEM Nursing Facility	$ 3,000,000	$ -	$ 15,225,612	$ 37,354,008	$ 6,191,200	$ -	$ -	Nursing	50,000	75,000	$ 61,770,820	$ 823.61	EPS 21-22, #3.1
3	BSF Remodel	$ -	$ -	$ 23,511,136	$ -	$ -	$ -	$ -	Mulitple	39,600	39,600	$ 23,511,136	$ 593.72	EPS 21-22, #1.1, 2.1
4	IT Academic & Research Computing Capacity (MHA)	$ -	$ -	$ 12,437,140	$ 6,072,095	$ -	$ -	$ -	Research	7,880	10,700	$ 18,509,235	$ 1,729.84	EPS 21-22, #1.5
5	ENR and ENG Remodel & Addition	$ -	$ -	$ 4,810,581	$ 11,894,029	$ 1,500,000	$ -	$ -	Engineering	17,626	22,873	$ 18,204,610	$ 795.90	EPS 21-22, #1.2, 2.2, 3.4, 3.5, 3.6
6	Translational Research Institute (TRI)	$ -	$ -	$ 38,054,725	$ 180,600,000	$ 3,600,000	$ -	$ -	USF Health	233,333	350,000	$ 222,254,725	$ 635.01	Pending Supplemental Recommendation
7	Public Safety Complex (CRU)	$ -	$ -	$ 1,838,000	$ 8,454,000	$ -	$ -	$ -	Campus-Wide	25,000	37,500	$ 10,292,000	$ 274.45	EPS 21-22, #4.1
8	East Campus Infrastructure & Safety Improvements													
	8a: Chilled Water System & Air-Cooled Chiller Plant	$ -	$ -	$ 10,000,000	$ -	$ -	$ -	$ -	Campus-Wide	N/A	N/A	$ 10,000,000	N/A	EPS 21-22, #6.3
	8b: Environmental Upgrades	$ -	$ -	$ 7,000,000	$ -	$ -	$ -	$ -	Campus-Wide	N/A	N/A	$ 7,000,000	N/A	EPS 21-22, #6.3
	8c: Public Safety Improvements & Storm Readiness	$ -	$ -	$ 6,000,000	$ -	$ -	$ -	$ -	Campus-Wide	N/A	N/A	$ 6,000,000	N/A	EPS 21-22, #6.3
	8d: Essential Accessibility & Mobility	$ -	$ -	$ 3,000,000	$ -	$ -	$ -	$ -	Campus-Wide	N/A	N/A	$ 3,000,000	N/A	EPS 21-22, #6.3

1) An EPS recommendation is required per s 1013.31 and s. 1001.706(12) if no prior PECO trust fund appropriation received. If the project has received non-PECO appropriation(s) and an EPS Recommendation is not applicable, please cite the General Appropriations Act (GAA) FY and the ($) amount(s) appropriated, for reference.

Form CIP-2A (Rev. 3/30/23)

State University System
5-Year Capital Improvement Plan (CIP)
FY 2024-25 through 2028-29

Summary of Projects

(CITF Project Requests) [1]

University: University of South Florida

Contact: Jennifer Condon (name) | 813-974-7696 (phone) | jcondon@usf.edu (email)

Project Name	Total CITF Funding to Date	Projected Annual CITF Funding for the Project					Programs to Benefit from Project (if applicable)	Net Assignable Sq. Ft. (NASF)	Gross Sq. Ft. (GSF)	Total Project Cost [1]	Project Cost Per GSF
		FY24-25	FY25-26	FY26-27	FY27-28	FY28-29					
USF Student Success / Life Enhancements	$6,319,520	$ 6,308,344	$6,319,520	$6,319,520	$6,319,520	$0	Student Affairs			$31,586,424	

1) This form (CIP-2B) is intended for CITF projects of $2M or more.

State University System
5-Year Capital Improvement Plan (CIP)
FY 2024-25 through 2028-29

Summary of Projects
('Back of Bill' Legislative Project Authorizations) *

University: University of South Florida | Contact: Jennifer Condon (name) | 813-974-7696 (phone) | jcondon@usf.edu (email)

Project Name *	Brief Description of Project	GSF	Project Location	Project Cost	Project Funding Source(s)	Estimated Annual Operating & Maintenance Cost: Amount ($)	Estimated Annual Operating & Maintenance Cost: Funding Source(s)
N/A							

* List all proposed FCO projects for FY 2024-25 to be constructed, acquired and financed by the university or DSO via Debt or P3 requiring Legislative (Back-of-Bill) authorization pursuant to s.1010.62 and s.101

State University System
5-Year Capital Improvement Plan (CIP)
FY 2024-25 through 2028-29

PECO Project Detail

University: University of South Florida **Project Priority #: 1**

Project Name: **Environmental & Oceanographic Sciences Research & Teaching Facility**

Project Address: St. Petersburg Campus

PROJECT NARRATIVE

Purpose: Establish a USF Interdisciplinary Center of Excellence in Environmental and Oceanographic Sciences on the St. Petersburg campus which will elevate USF's stature as a Preeminent State Research University and advance our position of eligibility for membership in the Association of American Universities (AAU). USF St. Petersburg is an ideal location for this facility due to the proximity to a vibrant hub of marine and environmental science partners, including federal and state agencies, municipalities, and private enterprise.

Scope: Demolition of northwest wing of Marine Science Complex (MSL) and replacement with new 4-story addition. Remodel of remainder of 80-year old MSL building to meet current Florida Building Code (FBC).

Need: The project will house the Florida Flood Hub for Applied Research and Innovation. The new facility will allow faculty, researchers, graduate students and staff (including of the Florida Institute of Oceanography, FIO) to work collaboratively on research on flood mitigation and coastal resiliency. The project will accommodate three academic programs: the College of Marine Science, the College of Arts and Sciences (Environmental Chemistry and Marine Biology), and the College of Engineering (Coastal and Ocean Engineering). Collectively the programs housed in the new facility already generate $14.1M in research dollars per year and this is anticipated to grow significantly with this new state-of-the-art facility and equipment.

Space need justification: There has been a rapid growth of environmental and marine related STEM programs including marine biology, coastal geosciences and environmental chemistry across all USF campuses. Our goal is to focus the faculty, students and programs on this campus where they can better interact with College of Marine Science (CMS) and College of Engineering (COENG).

Relationships to University's objectives: This Project addresses USF's 2022 Strategic Plan in Area of Focus for Research. It will address our Core Commitments for Research Support as well as Student Success while helping support the Universities Goals and Objectives for Faculty Excellence in Research and Innovation.

RESERVE ESCROW PLAN

	Renovation/Remodeling Projects (1% per s. 1001.706(12)(c) F.S.)	New Construction Projects (2% per Board Regulation 14.002)
Estimated Bldg Value:	$ 17,688,097	$ 32,618,422
Value Basis/Source:	Total construction cost or insurable value, whichever is greater, per Board Regulation 14.002	
Estimated 1st Yr Deposit:	$ 176,881	$ 652,368
Funding Source:		E&G
Comments:	Total amount for both ESCROWs will be $829,249	

BUILDING SPACE DESCRIPTION (account for all building space below)

Space Type (per FICM)	Net Sq. Ft. (NSF)	Net-to-Gross Conversion Factor	Gross Sq. Ft. (GSF)	Unit Cost * (per GSF)	Building Cost
NEW CONSTRUCTION					
Teaching Lab	15,000	1.5	22,500	456	10,250,077
Study	5,000	1.5	7,500	346	2,598,199
Research Lab	25,600	1.5	38,400	456	17,493,465
Office	2,000	1.5	3,000	360	1,079,020
Auditorium/Exhibition	2,000	1.5	3,000	399	1,197,661
	-		-		-
	-		-		-
	-		-		-
	-		-		-
Subtotal NASF:	49,600	1.5	74,400	438	32,618,422
'Other Assignable' E&G Space	-		-		-
Other Non-E&G Budget Entity Space	-		-		-
Total:	49,600	1.5	74,400	438	32,618,422

* Apply Unit Cost to total GSF based on Space Type

Space Type (per FICM)	Net Sq. Ft. (NSF)	Net-to-Gross Conversion Factor	Gross Sq. Ft. (GSF)	Unit Cost * (per GSF)	Building Cost	Remodeling Projects **Only** BEFORE	Remodeling Projects **Only** AFTER
REMODELING / RENOVATION							
Teaching Lab	948	1.57	1,488	311	462,880	1,207	948
Study	2,218	1.57	3,482	237	825,296	-	2,218
Research Lab	22,964	1.57	36,053	265	9,554,172	30,378	22,964
Office	18,650	1.57	29,281	219	6,412,430	24,440	18,650
Campus Support Services	1,500	1.57	2,355	184	433,320	1,856	1,500
	-		-		-	-	-
	-		-		-	-	-
	-		-		-	-	-
	-		-		-	-	-
Subtotal NASF:	46,280	1.57	72,660	243	17,688,097	57,881	46,280
'Other Assignable' E&G Space	-		-		-	-	-
Other Non-E&G Budget Entity Space	-		-		-	-	-
Total:	46,280	1.57	72,660	243	17,688,097	57,881	46,280

Grand Total:	95,880	1.53	147,060	342	50,306,519

PROJECT COMPONENT COSTS & PROJECTIONS

	Costs Incurred to Date	Projected Costs Year 1	Year 2	Year 3	Year 4	Year 5	Total
Basic Construction Costs							
Building Cost (from above)	20,085,865	-	30,220,654	-	-	-	50,306,519
Demolition Cost	-	483,400	-	-	-	-	483,400
Environmental Impacts/Mitigation	-	247,400	-	-	-	-	247,400
Site Preparation	-	30,000	-	-	-	-	30,000
Landscape / Irrigaiton	-	25,000	-	-	-	-	25,000
Plaza / Walks	-	50,000	-	-	-	-	50,000
Roadway Improvements	-	-	-	-	-	-	
Parking : spaces	-	19,000	-	-	-	-	19,000
Telecommunication	-	2,005,000	-	-	-	-	2,005,000
Electrical Service	-	1,350,000	-	-	-	-	1,350,000
Water Distribution	-	60,000	-	-	-	-	60,000
Sanitary Sewer System	-	15,000	-	-	-	-	15,000
Chilled Water System	-	10,076,920	-	-	-	-	10,076,920
Storm Water System	-	15,000	-	-	-	-	15,000
Energy Efficient Equipment	-	492,800	-	-	-	-	492,800
Subtotal: Basic Const. Costs	20,085,865	14,869,520	30,220,654	-	-	-	**65,176,039**
Other Project Costs							
Land / existing facility acquisition	-	-	-	-	-	-	
Professional Fees		4,477,000	-	-	-	-	4,477,000
Fire Marshall Fees	-	410,900	-	-	-	-	410,900
Inspection Services	-	171,900	-	-	-	-	171,900
Insurance Consultant	-	-	-	-	-	-	
Surveys & Tests	-	161,700	-	-	-	-	161,700
Permit / Impact / Environmental Fees	-	5,000	-	-	-	-	5,000
Artwork	-	100,000	-	-	-	-	100,000
Moveable Furnishings & Equipment	-	-	-	5,697,716	-	-	5,697,716
Project Contingency	-	4,143,206	-		-	-	4,143,206
Subtotal: Other Project Costs	-	9,469,706	-	5,697,716	-	-	**15,167,422**
Total Project Cost:	20,085,865	24,339,226	30,220,654	5,697,716	-	-	**80,343,461**

PROJECT FUNDING

Funding Received to Date (all sources)			Projected Supplemental Funding			Projected PECO Requests		Total Project Cost
Source	FY	Amount	Source	FY	Amount	FY	Amount	
Philanthropy	23-24	20,085,865				23-24	24,339,226	
						24-25	30,220,654	Should equal *Total Project Cost* above
						25-26	5,697,716	
					-			
					-			
		20,085,865			**-**		**60,257,596**	**80,343,461**

State University System
5-Year Capital Improvement Plan (CIP)
FY 2024-25 through 2028-29

PECO Project Detail

University: University of South Florida

Project Priority #: 2

Project Name: **Academic Nursing STEM Facility**

Project Address: Sarasota-Manatee Campus

PROJECT NARRATIVE

Purpose: This project will address our core commitments for research support as well as student success while helping support the University's goals and objectives.
Scope: Sarasota-Manatee (SM) requests funding to plan, design, construct and provide fixtures, furnishings and equipment for the Sarasota-Manatee Academic Nursing STEM Facility.
Need: SM has offered undergraduate STEM academic programs since 2013 with limited on-campus lab space and off-campus instructional labs at Mote Marine Laboratory. Construction of the proposed facility will enable SM to create new and expand current STEM-related academic programs, provide new research capabilities and increase research productivity, host academic conferences and community events, attract and retain excellent faculty and students, and support national, state, regional and local demands for graduates with STEM-related degrees. Pre-med Majors (Biology, Exploratory-Health & Natural Science, Pre-Medical Sciences, Professional sciences undergrad applications have increased +36% since 2016, and +43% since 2020. New majors Exploratory Math, Engineering & Technology, and Info Assurance & Cybersecurity Management currently have received double the number of applications for 2022 than this time two years ago. An additional 5% project contingency has been applied in addition to the BOG recommended 5% figure to account for hurricane wind zone impact.
Space need justification: Current space inventory of teaching labs, research labs, clinical labs, and tiered classroom space is insufficient on the Sarasota-Manatee campus.
Relationships to University's objectives: This project supports the University's objectives of promoting student success at USF and beyond, faculty excellence in research and innovation, and fostering a strong, sustainable, and adaptable financial base. This project also supports the University's areas of focus of Biology by Design and Health, Society and Biomedical Science.

RESERVE ESCROW PLAN

	Renovation/Remodeling Projects (1% per s. 1001.706(12)(c) F.S.)	New Construction Projects (2% per Board Regulation 14.002)
Estimated Bldg Value:	$ -	$ 37,055,100
Value Basis/Source:	Total construction cost or insurable value, whichever is greater, per Board Regulation 14.002	
Estimated 1st Yr Deposit:	$ -	$ 741,102
Funding Source:		E&G
Comments:		None

BUILDING SPACE DESCRIPTION (account for all building space below)

Space Type (per FICM)	Net Sq. Ft. (NSF)	Net-to-Gross Conversion Factor	Gross Sq. Ft. (GSF)	Unit Cost * (per GSF)	Building Cost
NEW CONSTRUCTION					
Teaching Lab	23,930	1.5	35,895	510	18,297,835
Study	1,760	1.5	2,640	428	1,130,786
Research Lab	15,400	1.5	23,100	510	11,775,456
Office	5,060	1.5	7,590	445	3,377,429
Auditorium/Exhibition	3,300	1.5	4,950	428	2,120,224
Campus Support Services	550	1.5	825	428	353,371
	-		-		-
	-		-		-
	-		-		-
Subtotal NASF:	50,000	1.5	75,000	494	37,055,100
'Other Assignable' E&G Space	-		-		-
Other Non-E&G Budget Entity Space	-		-		-
Total:	50,000	1.5	75,000	494	37,055,100

* Apply Unit Cost to total GSF based on Space Type

						Remodeling Projects **Only**	
REMODELING / RENOVATION						**BEFORE**	**AFTER**
	-		-		-	-	-
	-		-		-	-	-
	-		-		-	-	-
	-		-		-	-	-
	-		-		-	-	-
	-		-		-	-	-
	-		-		-	-	-
	-		-		-	-	-
	-		-		-	-	-
Subtotal NASF:	-		-		-	-	-
'Other Assignable' E&G Space	-		-		-	-	-
Other Non-E&G Budget Entity Space	-		-		-	-	-
Total:	-		-		-	-	-

Grand Total:	50,000	1.5	75,000	494	37,055,100

PROJECT COMPONENT COSTS & PROJECTIONS

	Costs Incurred to Date	Projected Costs Year 1	Year 2	Year 3	Year 4	Year 5	Total
Basic Construction Costs							
Building Cost (from above)	-		37,055,100	-	-	-	37,055,100
Environmental Impacts/Mitigation	-	79,494	-	-	-	-	79,494
Site Preparation	-	155,952	-	-	-	-	155,952
Landscape / Irrigaiton	-	-	168,948	-	-	-	168,948
Plaza / Walks	-	-	129,960	-	-	-	129,960
Roadway Improvements	-	64,980	-	-	-	-	64,980
Parking : spaces	-	1,039,680	-	-	-	-	1,039,680
Telecommunication	-	675,792	-	-	-	-	675,792
Electrical Service	-	2,228,628	-	-	-	-	2,228,628
Water Distribution	-	77,976	-	-	-	-	77,976
Sanitary Sewer System	-	77,976	-	-	-	-	77,976
Chilled Water System	-	889,800	-	-	-	-	889,800
Storm Water System	-	108,475	-	-	-	-	108,475
Hurricane Hardening	-	1,777,700					1,777,700
Energy Efficient Equipment	-	389,880	-	-	-	-	389,880
Subtotal: Basic Const. Costs	-	7,566,334	37,354,008	-	-	-	**44,920,341**
Other Project Costs							
Land / existing facility acquisition	-	-	-	-	-	-	
Professional Fees	3,000,000	2,390,441	-	-	-	-	5,390,441
Fire Marshall Fees	-	110,972	-	-	-	-	110,972
Inspection Services	-	110,972	-	-	-	-	110,972
Insurance Consultant	-	221,941	-	-	-	-	221,941
Surveys & Tests	-	110,972	-	-	-	-	110,972
Permit / Impact / Environmental Fees	-	221,945	-	-	-	-	221,945
Artwork	-	-	-	100,000	-	-	100,000
Moveable Furnishings & Equipment	-	-	-	6,091,200	-	-	6,091,200
Project Contingency	-	4,492,034		-	-	-	4,492,034
Subtotal: Other Project Costs	3,000,000	7,659,278	-	6,191,200	-	-	**16,850,478**
Total Project Cost:	3,000,000	15,225,612	37,354,008	6,191,200	-	-	**61,770,820**

PROJECT FUNDING

Funding Received to Date (all sources)			Projected Supplemental Funding			Projected PECO Requests		Total Project Cost
Source	FY	Amount	Source	FY	Amount	FY	Amount	
Sect 197 Fed Funds	22-23	3,000,000			-	23-24	15,225,612	Should equal *Total Project Cost* above
					-	24-25	37,354,008	
					-	25-26	6,191,200	
					-			
					-			
		3,000,000			**-**		**58,770,820**	**61,770,820**

State University System
5-Year Capital Improvement Plan (CIP)
FY 2024-25 through 2028-29

PECO Project Detail

University: University of South Florida

Project Priority #: 3

Project Name: **BSF Remodel**

Project Address: Tampa Campus

PROJECT NARRATIVE

Purpose: State-of-the-art research laboratories are a critical element in the recruitment and retention of leading faculty in the areas of STEM. Such faculty drive both high impact research, innovation and instruction leading to strong economic impact and student success in STEM areas. Establish strong foundations for students in STEM and Areas of Emphasis as determined by BOG.

Scope: Remodel will reconfigure the existing floor plan from ~45 small labs into six 6,500 sf open labs, with a total of 3600 linear feet of assignable bench space that can be dynamically assigned depending on the needs of each research group. This will expand the capacity and capability of the building to support high impact research and teaching, increasing the number of faculty driven research groups housed in the building from 17 to 26, accommodating 9 new faculty.

Need: The lab exhaust and lab compartmentation does not meet current Florida Building Code (FBC) nor Florida Fire Prevention Code, NFPA 1 chapter 60, FBC Building Code chapters 3 & 4: "control areas" that requires for the passive separation of the exhaust between lab floors as well as the prevention of vertical fire spread between the lab compartments. The building's current lab exhaust system is ducted to each floor through a common vertical duct which taps off horizontally to each floor. This is not an acceptable lab exhaust design by FBC Mechanical Code 510.5. Each floor or control area shall have separate exhaust duct through roof. The intent of this code prevents fire originating on one floor to spread to other labs on other floors via the existing common exhaust duct pathway, making the system inherently safer. The remodel project will also bring all other original HVAC and Fire Alarm systems up to current code as well as adding unisex/family restrooms to meet reasonable accommodations. An additional 1% project contingency has been applied in addition to the BOG recommended 5% figure to account for unanticipated existing conditions and building code changes of the renovated portion of BSF.

Space need justification: This project is planned to update and bring up to current codes a facility with a 30 year old lab configuration concept. It is divided into small labs in poor condition. These labs are not suitable for the high impact, team oriented laboratory learning practices now employed in lab design. The facility was built in 1993 and has had minimal mechanical electrical and plumbing (MEP) systems improvements other than the installation of code mandated fire sprinklers system.

Relationships to University's objectives: This Project addresses USF's 2022 Strategic Plan in Area of Focus for Biology by Design. It will address our Core Commitments for Research Support as well as Student Success while helping support the Universities Goals and Objectives for Faculty Excellence in Research and Innovation.

RESERVE ESCROW PLAN

	Renovation/Remodeling Projects (1% per s. 1001.706(12)(c) F.S.)	New Construction Projects (2% per Board Regulation 14.002)
Estimated Bldg Value:	$ 20,411,470	$ -
Value Basis/Source:	Total construction cost or insurable value, whichever is greater, per Board Regulation 14.002	
Estimated 1st Yr Deposit:	$ 204,115	$ -
Funding Source:	E&G	
Comments:	None	

Space Type (per FICM)	Net Sq. Ft. (NSF)	Net-to-Gross Conversion Factor	Gross Sq. Ft. (GSF)	Unit Cost * (per GSF)	Building Cost
NEW CONSTRUCTION					
	-		-		-
	-		-		-
	-		-		-
	-		-		-
	-		-		-
	-		-		-
	-		-		-
	-		-		-
	-		-		-
Subtotal NASF:	-		-		-
'Other Assignable' E&G Space	-		-		-
Other Non-E&G Budget Entity Space	-		-		-
Total:	-		-		-

* Apply Unit Cost to total GSF based on Space Type

						Remodeling Projects **Only**	
REMODELING / RENOVATION						**BEFORE**	**AFTER**
Research Lab	39,600	1	39,600	474	18,762,975	27,465	39,600
	-		-		-	-	-
	-		-		-	-	-
	-		-		-	-	-
	-		-		-	-	-
	-		-		-	-	-
	-		-		-	-	-
	-		-		-	-	-

	-		-		-	-	-
Subtotal NASF:	39,600	1	39,600	474	18,762,975	27,465	39,600
'Other Assignable' E&G Space	-		-		-	-	-
Other Non-E&G Budget Entity Space	-		-		-	-	-
Total:	39,600	1	39,600	474	18,762,975	27,465	39,600
Grand Total:	39,600	1.00	39,600	473.8125	18,762,975		

PROJECT COMPONENT COSTS & PROJECTIONS

	Costs Incurred to Date	Projected Costs Year 1	Year 2	Year 3	Year 4	Year 5	Total
Basic Construction Costs							
Building Cost (from above)	-	18,762,975	-	-	-	-	18,762,975
Environmental Impacts/Mitigation	-	-	-	-	-	-	
Site Preparation	-	-	-	-	-	-	
Landscape / Irrigaiton	-	-	-	-	-	-	
Plaza / Walks	-	-	-	-	-	-	
Roadway Improvements	-	-	-	-	-	-	
Parking : spaces	-	-	-	-	-	-	
Telecommunication	-	-	-	-	-	-	
Electrical Service	-	-	-	-	-	-	
Water Distribution	-	-	-	-	-	-	
Sanitary Sewer System	-	-	-	-	-	-	
Chilled Water System	-	-	-	-	-	-	
Storm Water System	-	-	-	-	-	-	
Energy Efficient Equipment	-	-	-	-	-	-	
Subtotal: Basic Const. Costs	-	18,762,975	-	-	-	-	**18,762,975**
Other Project Costs							
Land / existing facility acquisition	-	-	-	-	-	-	
Professional Fees	-	1,501,038	-	-	-	-	1,501,038
Fire Marshall Fees	-	36,565	-	-	-	-	36,565
Inspection Services	-	36,565	-	-	-	-	36,565
Insurance Consultant	-	-	-	-	-	-	
Surveys & Tests	-	36,565	-	-	-	-	36,565
Permit / Impact / Environmental Fees	-	73,130	-	-	-	-	73,130
Artwork	-	-	-	-	-	-	
Moveable Furnishings & Equipment	-	1,188,000	-	-	-	-	1,188,000
Project Contingency	-	1,876,298	-	-	-	-	1,876,298
Subtotal: Other Project Costs	-	4,748,161	-	-	-	-	**4,748,161**
Total Project Cost:	-	23,511,136	-	-	-	-	**23,511,136**

PROJECT FUNDING

Funding Received to Date (all sources)			Projected Supplemental Funding			Projected PECO Requests		Total Project Cost
Source	FY	Amount	Source	FY	Amount	FY	Amount	
					-	23-24	23,511,136	Should equal *Total Project Cost* above
					-	24-25	-	
					-	25-26	-	
					-			
					-			
		-			-		23,511,136	23,511,136

State University System
5-Year Capital Improvement Plan (CIP)
FY 2024-25 through 2028-29

PECO Project Detail

University: University of South Florida

Project Priority #: 4

Project Name: **IT Academic & Research Computing Capacity (MHA)**

Project Address: Tampa Campus

PROJECT NARRATIVE

Purpose: As a top tier research university, the University of South Florida requires significant data center infrastructure to support research computing and other networking computing needs.

Scope: Project scope will be to relocate the two remote data Centers to MHA underutilized space to accommodate 40 racks with projected growth to 140 total racks with full back up UPS's and generators. The design and construction of the facility will incorporate a high level of energy efficiency and other sustainable features.

Need: USF's current primary and Health data center facilities are inadequate for both the current needs and future growth. The building was originally constructed as the university library in 1959 and has since undergone major renovations in 1976 and in 1988 to house many university service departments. While still serviceable, the data centers electrical and environmental systems are original and beyond their life expectancy. A significant issue is the single point of failure of the electrical pathway that feeds the data center. Similarly, USF's Health data center is housed in renovated general-use space that was not designed to meet the specifications of a purpose-built data center. Based on USF experience with previous remodeling projects, an additional 5% project contingency has been applied in addition to the BOG recommended 5% figure to account for unanticipated existing conditions and building code changes.

Space need justification: Research Computing's High-Performance Computing (HPC) resources support researchers responsible for between $80M and $100M in grant funding. The demand for HPC is also expanding because of the availability of AI, Machine Learning and Data Science, and the HPC is currently limited by the lack of viable data center space.

An on-premises data center is required to provide a stable, low-cost platform and easily accessible, large scale data storage for exploratory research, to enable sharing of resources among researchers, and to provide predictable cost models that work with the ebb and flow of grant funding.

Relationships to University's objectives: This Project addresses USF's 2022 Strategic Plan in all areas of focus.

RESERVE ESCROW PLAN

	Renovation/Remodeling Projects (1% per s. 1001.706(12)(c) F.S.)	New Construction Projects (2% per Board Regulation 14.002)
Estimated Bldg Value:	$ 6,022,095	$ -
Value Basis/Source:	Total construction cost or insurable value, whichever is greater, per Board Regulation 14.002	
Estimated 1st Yr Deposit:	$ 60,221	$ -
Funding Source:	E&G	
Comments:	None	

BUILDING SPACE DESCRIPTION (account for all building space below)

NEW CONSTRUCTION

Space Type (per FICM)	Net Sq. Ft. (NSF)	Net-to-Gross Conversion Factor	Gross Sq. Ft. (GSF)	Unit Cost * (per GSF)	Building Cost
	-		-		-
	-		-		-
	-		-		-
	-		-		-
	-		-		-
	-		-		-
	-		-		-
	-		-		-
	-		-		-
Subtotal NASF:	-		-		-
'Other Assignable' E&G Space	-		-		-
Other Non-E&G Budget Entity Space	-		-		-
Total:	-		-		-

* Apply Unit Cost to total GSF based on Space Type

REMODELING / RENOVATION

Space Type (per FICM)	Net Sq. Ft. (NSF)	Net-to-Gross Conversion Factor	Gross Sq. Ft. (GSF)	Unit Cost * (per GSF)	Building Cost	Remodeling Projects **Only** BEFORE	Remodeling Projects **Only** AFTER
Campus Support Services	7,880	1.4	10,700	563	6,022,095	7,545	7,545
	-		-		-	-	-
	-		-		-	-	-
	-		-		-	-	-
	-		-		-	-	-
	-		-		-	-	-
	-		-		-	-	-
	-		-		-	-	-
	-		-		-	-	-
Subtotal NASF:	7,880	1.4	10,700	563	6,022,095	7,545	7,545
'Other Assignable' E&G Space	-		-		-	-	-
Other Non-E&G Budget Entity Space	-		-		-	-	-

Total:	7,880	1	10,700	563	6,022,095	7,545	7,545
Grand Total:	7,880	1.4	10,700	563	6,022,095		

PROJECT COMPONENT COSTS & PROJECTIONS

	Costs Incurred to Date	Projected Costs Year 1	Year 2	Year 3	Year 4	Year 5	Total
Basic Construction Costs							
Building Cost (from above)	-	-	6,022,095	-	-	-	6,022,095
Environmental Impacts/Mitigation	-		-	-	-	-	
Site Preparation	-	10,000	-	-	-	-	10,000
Landscape / Irrigaiton	-	5,000	-	-	-	-	5,000
Plaza / Walks	-	10,000	-	-	-	-	10,000
Roadway Improvements	-		-	-	-	-	
Parking : spaces	-		-	-	-	-	
Telecommunication	-	50,000	-	-	-	-	50,000
Electrical Service	-	5,225,000	-	-	-	-	5,225,000
Water Distribution	-		-	-	-	-	
Sanitary Sewer System	-	32,000	-	-	-	-	32,000
Chilled Water System	-	3,712,500	-	-	-	-	3,712,500
Storm Water System	-	29,000	-	-	-	-	29,000
Energy Efficient Equipment	-	67,500	-	-	-	-	67,500
Subtotal: Basic Const. Costs	-	9,141,000	6,022,095	-	-	-	**15,163,095**
Other Project Costs							
Land / existing facility acquisition	-	-	-	-	-	-	
Professional Fees	-	1,516,309	-	-	-	-	1,516,309
Fire Marshall Fees	-	140,000	-	-	-	-	140,000
Inspection Services	-	-	-	-	-	-	
Insurance Consultant	-	-	-	-	-	-	
Surveys & Tests	-	60,000	-	-	-	-	60,000
Permit / Impact / Environmental Fees	-	63,521	-	-	-	-	63,521
Artwork	-	-	-	-	-	-	
Moveable Furnishings & Equipment	-	-	50,000	-	-	-	50,000
Project Contingency	-	1,516,309	-	-	-	-	1,516,309
Subtotal: Other Project Costs	-	3,296,140	50,000	-	-	-	**3,346,140**
Total Project Cost:	-	12,437,140	6,072,095	-	-	-	**18,509,235**

PROJECT FUNDING

Funding Received to Date (all sources)			Projected Supplemental Funding			Projected PECO Requests		Total Project Cost
Source	FY	Amount	Source	FY	Amount	FY	Amount	
					-	23-24	12,437,140	
					-	24-25	6,072,095	Should equal *Total Project Cost* above
					-	25-26	-	
					-			
					-			
		-			-		18,509,235	18,509,235

State University System
5-Year Capital Improvement Plan (CIP)
FY 2024-25 through 2028-29

PECO Project Detail

University: University of South Florida

Project Priority #: 5

Project Name: **ENR and ENG Remodel & Addition**

Project Address: Tampa Campus

PROJECT NARRATIVE

Purpose: This project will aligned with USF's and the College's strategic priorities. In particular, immediate infrastructure investments support our continued contribution to augment our research enterprise, which aligns with our focused attention to the Preeminence, Carnegie, and AAU metrics.
Scope: Remodel/renovate portions of our existing ENR and ENG facilities to meet current building code and provide new addition to meet the needs and growing demands of research initiatives.
Need: This remodel project of portions of ENR and ENG will allow us to update facilities that are decades old and obsolete for research to current and future research needs in strategic key areas, such as materials science, infrastructure and testing. The continued expansion of our research enterprise bonds where students learn by doing to our research enterprise, they learn by doing the real thing. Based on USF experience with previous remodeling projects, an additional 5% project contingency has been applied in addition to the BOG recommended 5% figure to account for unanticipated existing conditions and building code changes.
Space need justification: The project will provide a "shot in the research arm" to update much needed research spaces. As a result, we will be able to relocate various research spaces to updated and proper facilities, updated obsolete spaces that will allow the recruitment of 7 new faculty, who will attract 28 new research graduate students and generate about $4.5M in annual research expenditures.
Relationships to University's objectives: This Project addresses USF's 2022 Strategic Plan in Area of Focus for Engineering Research. It will address our Core Commitments for Research Support as well as Student Success while helping support the Universities Goals and Objectives for Faculty Excellence in Research and Innovation.

RESERVE ESCROW PLAN

	Renovation/Remodeling Projects (1% per s. 1001.706(12)(c) F.S.)	New Construction Projects (2% per Board Regulation 14.002)
Estimated Bldg Value:	$ 8,500,693	$ 9,041,663
Value Basis/Source:	Total construction cost or insurable value, whichever is greater, per Board Regulation 14.002	
Estimated 1st Yr Deposit:	$ 85,007	$ 180,833
Funding Source:	E&G	E&G
Comments:	Total amount for both ESCROWs will be $265,840	

BUILDING SPACE DESCRIPTION (account for all building space below)

Space Type (per FICM)	Net Sq. Ft. (NSF)	Net-to-Gross Conversion Factor	Gross Sq. Ft. (GSF)	Unit Cost * (per GSF)	Building Cost
NEW CONSTRUCTION					
Teaching Lab	1,650	1	1,650	517	853,660
Research Lab	10,493	1.5	15,740	520	8,188,003
	-		-		-
	-		-		-
	-		-		-
	-		-		-
	-		-		-
	-		-		-
	-		-		-
Subtotal NASF:	12,143	1.5	17,390	520	9,041,663
'Other Assignable' E&G Space	-		-		-
Other Non-E&G Budget Entity Space	-		-		-
Total:	12,143	1.5	17,390	520	9,041,663

* Apply Unit Cost to total GSF based on Space Type

Space Type (per FICM)	Net Sq. Ft. (NSF)	Net-to-Gross Conversion Factor	Gross Sq. Ft. (GSF)	Unit Cost * (per GSF)	Building Cost	Remodeling Projects **Only** BEFORE	Remodeling Projects **Only** AFTER
REMODELING / RENOVATION							
Research Lab	5,483	1	5,483	520	2,852,366	2,500	5,483
	-		-		-	-	-
	-		-		-	-	-
	-		-		-	-	-
	-		-		-	-	-
	-		-		-	-	-
	-		-		-	-	-
	-		-		-	-	-
	-		-		-	-	-
Subtotal NASF:	5,483	1	5,483	500	2,852,366	2,500	5,483
'Other Assignable' E&G Space	-		-		-	-	-
Other Non-E&G Budget Entity Space	-		-		-	-	-
Total:	5,483	1	5,483	520	2,852,366	2,500	5,483

Grand Total:	17,626	1.30	22,873	520	11,894,029

PROJECT COMPONENT COSTS & PROJECTIONS

	Costs Incurred to Date	Projected Costs Year 1	Year 2	Year 3	Year 4	Year 5	Total
Basic Construction Costs							
Building Cost (from above)	-	-	11,894,029	-	-	-	11,894,029
Environmental Impacts/Mitigation	-	60,500	-	-	-	-	60,500
Site Preparation	-	38,500	-	-	-	-	38,500
Landscape / Irrigaiton	-	20,000	-	-	-	-	20,000
Plaza / Walks	-	16,500	-	-	-	-	16,500
Roadway Improvements	-	-	-	-	-	-	
Parking : spaces	-	-	-	-	-	-	
Telecommunication	-	179,300	-	-	-	-	179,300
Electrical Service	-	418,000	-	-	-	-	418,000
Water Distribution	-	49,500	-	-	-	-	49,500
Sanitary Sewer System	-	26,400	-	-	-	-	26,400
Chilled Water System	-	774,400	-	-	-	-	774,400
Storm Water System	-	49,500	-	-	-	-	49,500
Energy Efficient Equipment	-	88,000	-	-	-	-	88,000
Subtotal: Basic Const. Costs	-	1,720,600	11,894,029	-	-	-	**13,614,629**
Other Project Costs							
Land / existing facility acquisition	-	-	-	-	-	-	
Professional Fees	-	1,633,755	-	-	-	-	1,633,755
Fire Marshall Fees	-	14,920	-	-	-	-	14,920
Inspection Services	-	14,920	-	-	-	-	14,920
Insurance Consultant	-	-	-	-	-	-	
Surveys & Tests	-	50,000	-	-	-	-	50,000
Permit / Impact / Environmental Fees	-	14,923	-	-	-	-	14,923
Artwork	-	-	-		-	-	
Moveable Furnishings & Equipment	-	-		1,500,000	-	-	1,500,000
Project Contingency	-	1,361,463			-	-	1,361,463
Subtotal: Other Project Costs	-	3,089,981	-	1,500,000	-	-	**4,589,981**
Total Project Cost:	-	4,810,581	11,894,029	1,500,000	-	-	**18,204,610**

PROJECT FUNDING

Funding Received to Date (all sources)			Projected Supplemental Funding			Projected PECO Requests		Total Project Cost
Source	FY	Amount	Source	FY	Amount	FY	Amount	
					-	23-24	4,810,581	
					-	24-25	11,894,029	Should equal *Total Project Cost* above
					-	25-26	1,500,000	
					-			
					-			
		-			-		18,204,610	18,204,610

State University System
5-Year Capital Improvement Plan (CIP)
FY 2024-25 through 2028-29

PECO Project Detail

University: University of South Florida

Project Priority #: 6

Project Name: **Translational Research Institute (TRI)**

Project Address: Tampa Campus (USF Health)

PROJECT NARRATIVE

Purpose: As a top tier research university, the University of South Florida, and specifically USF Health, requires significant research space to support, and ultimately grow the research portfolio. The current main research hub for USF Health is the MDC building, which is an outdated 1970s research facility; whereas, the TRI will be the largest medical building in the Tampa Bay area, which allows for an open lab design to foster interaction between basic and translational researchers. Its open, collaborative, interactive, facilitative, technologically-rich setting will bring together outstanding scientists from all disciplines to ensure efforts succeed to improve diagnosis, prevention and treatment of a range of illnesses, including emerging infectious diseases, neurodegenerative, stroke, cancer, metabolic, and heart disease, placing Tampa Bay at the forefront of medical innovation. The TRI will support creative and ambitious research that breaks disciplinary boundaries, and integrates knowledge from studies at multiple levels including, molecular, cellular, whole organism, and population to discover the basic biology of human health and disease. It will offer comprehensive biomedical training programs supporting early career, as well as distinguished clinician scientists. The TRI will adapt and develop constantly, as science constantly evolves, and its research teams and technology platforms will stimulate novel approaches to complex biomedical problems, accelerating translation of discoveries into improvements in the lives of people, as well as generating economic opportunities and public engagement in Tampa Bay

Scope: This project involves building a seven-story, 350,000 sf research building that will be located on the northwest corner of Magnolia & Holly on the University of South Florida's Tampa campus, across from the Morsani College of Medicine's outpatient clinics and faculty office buildings, as well as the H. Lee Moffitt Cancer Center's hospital, outpatient clinics and research buildings. The facility will incorporate energy efficient, fixed equipment including cold rooms, autoclaves, dishwashing, chemical and environmental hoods, and safety and security systems. Green design practices will also be incorporated for increased energy efficiency, improved air handling, and natural light harvesting.

Need: Existing labs in MDC are small, isolated, and are generally not conducive with the interdisciplinary research programs that have been established at USF Health. In addition, critical infrastructure is beginning to fail. The TRI will replace the current module lab design (400 sf) with a more open lab concept in which shared instrument and procedure rooms are centrally located, with exterior lab and work areas accessing natural light.

Space need justification: The TRI will provide basic and preclinical research cores and laboratories for hundreds of biomedical researchers and support staff as it will allow for the continued recruitment of R01 NIH-funded principal investigators (PIs) that can conduct their research in state-of-the art research laboratories. In addition, USF Health is essentially out of wet lab space and is challenged in recruiting additional RO1s without having additional, modern, open lab spaces ready for occupancy.

Relationships to University's objectives: The TRI is a unique partnership between Tampa General Hospital, BayCare Health, Advent Health, the H. Lee Moffitt Cancer Center, the James A. Haley Veterans Administration Hospital, the Bay Pines VA Medical Center, the John Hopkins Medical Institute at All Children's Hospital, the University of Tampa, and the University of South Florida. It will provide Tampa Bay area scientists with new research capabilities essential to understanding the fundamental biology underlying human health and disease. Specifically, the TRI complex will create state of the art open labs, which is consistent with the University and USF Health's strategic initiatives to continue to grow the university's research mission as it rises through the ranks on a national level.

RESERVE ESCROW PLAN

	Renovation/Remodeling Projects (1% per s. 1001.706(12)(c) F.S.)	New Construction Projects (2% per Board Regulation 14.002)
Estimated Bldg Value:	$ -	$ 172,000,000
Value Basis/Source:	Total construction cost or insurable value, whichever is greater, per Board Regulation 14.002	
Estimated 1st Yr Deposit:	$ -	$ 3,440,000
Funding Source:		E&G
Comments:		None

BUILDING SPACE DESCRIPTION (account for all building space below)

Space Type (per FICM)	Net Sq. Ft. (NSF)	Net-to-Gross Conversion Factor	Gross Sq. Ft. (GSF)	Unit Cost * (per GSF)	Building Cost
NEW CONSTRUCTION					
Research Lab	220,000	1.5	330,000	502	165,500,000
Auditorium/Exhibition	13,333.33	1.5	20,000	325	6,500,000
	-		-		-
	-		-		-
	-		-		-
	-		-		-
	-		-		-
	-		-		-
	-		-		-
Subtotal NASF:	233,333	1.5	350,000	491	172,000,000
'Other Assignable' E&G Space	-		-		-
Other Non-E&G Budget Entity Space	-		-		-
Total:	233,333	1.5	350,000	491	172,000,000

* Apply Unit Cost to total GSF based on Space Type

REMODELING / RENOVATION						Remodeling Projects **Only** BEFORE	AFTER
	-		-		-	-	-

	-		-		-	-	-
	-		-		-	-	-
	-		-		-	-	-
	-		-		-	-	-
	-		-		-	-	-
	-		-		-	-	-
	-		-		-	-	-
	-		-		-	-	-
Subtotal NASF:	-		-		-	-	-
'Other Assignable' E&G Space	-		-		-	-	-
Other Non-E&G Budget Entity Space	-		-		-	-	-
Total:	-		-		-	-	-
Grand Total:	233,333	1.5	350,000	491	172,000,000		

PROJECT COMPONENT COSTS & PROJECTIONS

	Costs Incurred to Date	Projected Costs Year 1	Year 2	Year 3	Year 4	Year 5	Total
Basic Construction Costs							
Building Cost (from above)	-		172,000,000	-	-	-	172,000,000
Environmental Impacts/Mitigation	-		-	-	-	-	
Site Preparation	-	265,500	-	-	-	-	265,500
Landscape / Irrigaiton	-	200,000	-	-	-	-	200,000
Plaza / Walks	-	212,000	-	-	-	-	212,000
Roadway Improvements	-	-	-	-	-	-	
Parking : spaces	-	150,000	-	-	-	-	150,000
Telecommunication	-	199,500	-	-	-	-	199,500
Electrical Service	-	3,000,000	-	-	-	-	3,000,000
Water Distribution	-	68,000	-	-	-	-	68,000
Sanitary Sewer System	-	116,500	-	-	-	-	116,500
Chilled Water System	-	14,700,000	-	-	-	-	14,700,000
Storm Water System	-	213,000	-	-	-	-	213,000
Energy Efficient Equipment	-		-	-	-	-	
Subtotal: Basic Const. Costs	-	19,124,500	172,000,000	-	-	-	**191,124,500**
Other Project Costs							
Land / existing facility acquisition	-	-	-	-	-	-	
Professional Fees	-	13,760,000	-	-	-	-	13,760,000
Fire Marshall Fees	-	258,000		-	-	-	258,000
Inspection Services	-	1,720,000		-	-	-	1,720,000
Insurance Consultant	-	344,000		-	-	-	344,000
Surveys & Tests	-	172,000		-	-	-	172,000
Permit / Impact / Environmental Fees	-	1,720,000		-	-	-	1,720,000
Artwork	-			100,000	-	-	100,000
Moveable Furnishings & Equipment	-			3,500,000	-	-	3,500,000
Project Contingency	-	956,225	8,600,000	-	-	-	9,556,225
Subtotal: Other Project Costs	-	18,930,225	8,600,000	3,600,000	-	-	**31,130,225**
Total Project Cost:	-	38,054,725	180,600,000	3,600,000	-	-	**222,254,725**

PROJECT FUNDING

Funding Received to Date (all sources)			Projected Supplemental Funding			Projected PECO Requests		Total Project Cost
Source	FY	Amount	Source	FY	Amount	FY	Amount	
					-	23-24	38,054,725	
					-	24-25	180,600,000	Should equal *Total Project Cost* above
					-	25-26	3,600,000	
					-			
					-			
		-			-		222,254,725	222,254,725

State University System
5-Year Capital Improvement Plan (CIP)
FY 2024-25 through 2028-29

PECO Project Detail

University: University of South Florida

Project Priority #: 7

Project Name: **Public Safety Complex (CRU)**

Project Address: Tampa Campus

PROJECT NARRATIVE

Purpose: USF Police need facilities to support the daily UPD operations and emergency needs in order to adequately serve increasing needs and changing threats to public safety.
Scope: This project proposes to relocate the Police Department in its entirety to CRU which is planned to be vacated. The remodeled facility will accommodate 25,000 NSF, will be hardened to current hurricane requirements and will accommodate 100 sworn police officers and 25 civilian employees.
Need: The current 1950's facility was originally a small wood framed house, never intended to support a modern day law enforcement agency. Patrol, Investigations, Administration and support staff do not have adequate space to perform their duties, some work in closets converted to office space. The existing facility continues to deteriorate including major plumbing and electrical issues. Inadequate parking and storage areas stifle the department's ability to grow and meet the community's expectations. Based on USF experience with previous remodeling projects, an additional 5% project contingency has been applied in addition to the BOG recommended 5% figure to account for unanticipated existing conditions and building code changes.
Space need justification: With USF growth in sponsored research, overall campus population, residential student population, and legislatively expanded jurisdiction of University Police Department (UPD), all include greater demand on public safety and emergency management resources, personnel, and space to support the USF mission. Need for secure, hardened EOC from weather, and other hazards
Relationships to University's objectives: This Project addresses USF's 2022 Strategic Plan in all areas of focus.

RESERVE ESCROW PLAN

	Renovation/Remodeling Projects (1% per s. 1001.706(12)(c) F.S.)	New Construction Projects (2% per Board Regulation 14.002)
Estimated Bldg Value:	$ 7,500,000	$ -
Value Basis/Source:	Total construction cost or insurable value, whichever is greater, per Board Regulation 14.002	
Estimated 1st Yr Deposit:	$ 75,000	$ -
Funding Source:	E&G	
Comments:	None	

BUILDING SPACE DESCRIPTION (account for all building space below)

Space Type (per FICM)	Net Sq. Ft. (NSF)	Net-to-Gross Conversion Factor	Gross Sq. Ft. (GSF)	Unit Cost * (per GSF)	Building Cost
NEW CONSTRUCTION					
	-		-		-
	-		-		-
	-		-		-
	-		-		-
	-		-		-
	-		-		-
	-		-		-
	-		-		-
	-		-		-
Subtotal NASF:	-		-		-
'Other Assignable' E&G Space	-		-		-
Other Non-E&G Budget Entity Space	-		-		-
Total:	-		-		-

* Apply Unit Cost to total GSF based on Space Type

						Remodeling Projects **Only**	
REMODELING / RENOVATION						**BEFORE**	**AFTER**
Office	25,000	1.5	37,500	200	7,500,000	25,000	25,000
	-		-		-	-	-
	-		-		-	-	-
	-		-		-	-	-
	-		-		-	-	-
	-		-		-	-	-
	-		-		-	-	-
	-		-		-	-	-
	-		-		-	-	-
Subtotal NASF:	25,000	1.5	37,500	200	7,500,000	25,000	25,000
'Other Assignable' E&G Space	-		-		-	-	-
Other Non-E&G Budget Entity Space	-		-		-	-	-
Total:	25,000	1.5	37,500	200	7,500,000	25,000	25,000
Grand Total:	25,000	1.50	37,500	200	7,500,000		

PROJECT COMPONENT COSTS & PROJECTIONS

	Costs Incurred to Date	Projected Costs Year 1	Year 2	Year 3	Year 4	Year 5	Total
Basic Construction Costs							
Building Cost (from above)	-	-	7,500,000	-	-	-	7,500,000
Environmental Impacts/Mitigation	-	-	-	-	-	-	
Site Preparation	-		-	-	-	-	
Landscape / Irrigaiton	-		-	-	-	-	
Plaza / Walks	-	-	-	-	-	-	
Roadway Improvements	-	-	-	-	-	-	
Parking : spaces	-	-	-	-	-	-	
Telecommunication	-	50,000	-	-	-	-	50,000
Electrical Service	-	500,000	-	-	-	-	500,000
Water Distribution	-	-	-	-	-	-	
Sanitary Sewer System	-	-	-	-	-	-	
Chilled Water System	-	-	-	-	-	-	
Storm Water System	-	-	-	-	-	-	
Energy Efficient Equipment	-	-	-	-	-	-	
Subtotal: Basic Const. Costs	-	550,000	7,500,000	-	-	-	**8,050,000**
Other Project Costs							
Land / existing facility acquisition	-	-	-	-	-	-	
Professional Fees	-	483,000	-	-	-	-	483,000
Fire Marshall Fees	-	-	-	-	-	-	
Inspection Services	-	-	-	-	-	-	
Insurance Consultant	-	-	-	-	-	-	
Surveys & Tests	-	-	-	-	-	-	
Permit / Impact / Environmental Fees	-	-	-	-	-	-	
Artwork	-	-	-	-	-	-	
Moveable Furnishings & Equipment	-	-	954,000	-	-	-	954,000
Project Contingency	-	805,000		-	-	-	805,000
Subtotal: Other Project Costs	-	1,288,000	954,000	-	-	-	**2,242,000**
Total Project Cost:	-	1,838,000	8,454,000	-	-	-	**10,292,000**

PROJECT FUNDING

Funding Received to Date (all sources)			Projected Supplemental Funding			Projected PECO Requests		Total Project Cost
Source	FY	Amount	Source	FY	Amount	FY	Amount	
					-	23-24	1,838,000	
					-	24-25	8,454,000	Should equal *Total Project Cost* above
					-	25-26	-	
					-			
					-			
		-			-		10,292,000	10,292,000

State University System
5-Year Capital Improvement Plan (CIP)
FY 2024-25 through 2028-29

PECO Project Detail

University: University of South Florida

Project Priority #: 8a,b,c,d

Project Name: **East Campus Infrastructure & Safety Improvements**

Project Address: Tampa Campus

PROJECT NARRATIVE

Purpose: Provide a series of critical projects to ensure appropriate infrastructure capacity for future growth in and around the east side of Tampa Campus. This involves infrastructure in support of chilled water, waste water, transportation and accessibility, and safety/facility hardening for Cat 3 storm readiness.
Scope:
8a Chilled Water System & Air-cooled Chiller Plant: Extend 12" Chilled Water from Manhole Valve Box at east side of campus to new Air-Cooled Chiller Plant (as Emergency Back-up). Air-cooled chiller plant ($8M), Chilled water system ($2M), total ($10M)
8b Environmental Upgrades: Sanitary – add new lift station to support future construction as well as to divert flow to station one which has the greatest allowable discharge capacity, ($2.3M), Water - Construct a new water main to provide redundancy as well as generate better flow capacity, ($2.3M), Storm – construct a new stormwater facility to eliminate areas of localized flooding as well as increase the campus stormwater treatment capacity, ($2.4M), total ($7M)
8c Public Safety Improvements & Storm Readiness: initiate a facility hardening for cat 3 and higher, total ($6M).
8d Essential Accessibility & Mobility: Roadway – reconstruct existing failing roadways including better drainage flow patterns to provide a safer driving surface, ($2M). Plazas and walks – construct, widen and repair sidewalks to make pedestrian movements safer ($1M), total ($3M)
Need: Ensure appropriate infrastructure capacity for future growth on east side of campus.
Space need justification: No space being added.
Relationships to University's objectives: This Project addresses USF's 2022 Strategic Plan in all areas of focus.

RESERVE ESCROW PLAN

	Renovation/Remodeling Projects (1% per s. 1001.706(12)(c) F.S.)	New Construction Projects (2% per Board Regulation 14.002)
Estimated Bldg Value:	$ -	$ -
Value Basis/Source:	Total construction cost or insurable value, whichever is greater, per Board Regulation 14.002	
Estimated 1st Yr Deposit:	$ -	$ -
Funding Source:		
Comments:		

BUILDING SPACE DESCRIPTION (account for all building space below)

NEW CONSTRUCTION

Space Type (per FICM)	Net Sq. Ft. (NSF)	Net-to-Gross Conversion Factor	Gross Sq. Ft. (GSF)	Unit Cost * (per GSF)	Building Cost
	-		-		-
	-		-		-
	-		-		-
	-		-		-
	-		-		-
	-		-		-
	-		-		-
	-		-		-
	-		-		-
Subtotal NASF:	-		-		-
'Other Assignable' E&G Space	-		-		-
Other Non-E&G Budget Entity Space	-		-		-
Total:	-		-		-

* Apply Unit Cost to total GSF based on Space Type

REMODELING / RENOVATION

Space Type (per FICM)	Net Sq. Ft. (NSF)	Net-to-Gross Conversion Factor	Gross Sq. Ft. (GSF)	Unit Cost * (per GSF)	Building Cost	Remodeling Projects **Only** BEFORE	Remodeling Projects **Only** AFTER
	-		-		-	-	-
	-		-		-	-	-
	-		-		-	-	-
	-		-		-	-	-
	-		-		-	-	-
	-		-		-	-	-
	-		-		-	-	-
	-		-		-	-	-
	-		-		-	-	-
Subtotal NASF:	-		-		-	-	-
'Other Assignable' E&G Space	-		-		-	-	-
Other Non-E&G Budget Entity Space	-		-		-	-	-
Total:	-		-		-	-	-

Grand Total:	-		-	-

PROJECT COMPONENT COSTS & PROJECTIONS

	Costs Incurred to Date	Projected Costs Year 1	Year 2	Year 3	Year 4	Year 5	Total
Basic Construction Costs							
8a Chilled Water System	-	2,000,000	-	-	-	-	2,000,000
8a Air-Cooled Chiller Plant	-	8,000,000	-	-	-	-	8,000,000
8b Water Distribution	-	2,300,000	-	-	-	-	2,300,000
8b Sanitary Sewer System	-	2,300,000	-	-	-	-	2,300,000
8b Storm Water System	-	2,400,000	-	-	-	-	2,400,000
8c Hardening for Cat 3 & Higher	-	6,000,000	-	-	-	-	6,000,000
8d Accessilbility Improvements	-	1,000,000	-	-	-	-	1,000,000
8d Roadway Improvements	-	2,000,000	-	-	-	-	2,000,000
Subtotal: Basic Const. Costs	-	26,000,000	-	-	-	-	**26,000,000**
Other Project Costs							
Land / existing facility acquisition	-	-	-	-	-	-	
Professional Fees	-	-	-	-	-	-	
Fire Marshall Fees	-	-	-	-	-	-	
Inspection Services	-	-	-	-	-	-	
Insurance Consultant	-	-	-	-	-	-	
Surveys & Tests	-	-	-	-	-	-	
Permit / Impact / Environmental Fees	-	-	-	-	-	-	
Artwork	-	-	-	-	-	-	
Moveable Furnishings & Equipment	-	-	-	-	-	-	
Project Contingency	-	-	-	-	-	-	
Subtotal: Other Project Costs	-	-	-	-	-	-	
Total Project Cost:	-	26,000,000	-	-	-	-	**26,000,000**

PROJECT FUNDING

Funding Received to Date (all sources)			Projected Supplemental Funding			Projected PECO Requests		Total Project Cost
Source	FY	Amount	Source	FY	Amount	FY	Amount	
						24-25	26,000,000	Should equal *Total Project Cost* above
		-			-		**26,000,000**	**26,000,000**

Agenda Item: IIIf

USF Board of Trustees

June 13, 2023

Issue: Regulation 4.0107 Fees, Fines, and Penalties

Proposed action: Approve revisions to Regulation 4.0107 Fees, Fines, and Penalties.

Executive Summary:

The following revisions are proposed for Regulation 4.0107 Fees, Fines, and Penalties:

- Annualize ID Card Fee - In accordance with Florida Statute 1009.24, the University will begin to collect the BOG authorized annual $10 fee for student security, access, identification card, etc. to provide modern service to our students.

- New DPT Test Prep Fee - For DPT students, test scores that are predictive of licensure exam success are required to progress through the DPT program. This fee will provide Years 2 and 3 students access to preparatory materials needed to successfully complete the program and to sit for their board licensure exam (the National Physical Therapy Exam (NPTE)). The ultimate goal is to have students pass the NPTE during their first attempt, which will improve earning potential upon licensure.

  The outcomes from the students' NPTE performance are tracked by the Board of Governors and the Commission on Accreditation Physical Therapy Education (CAPTE), the DPT accrediting agency.

  Test Prep Fees are already approved at cost for programs at FAMU and FIU under BOG regulation 7.003(26)(b)

Financial Impact:

The DPT Test Prep fee will have a minimal financial impact, as the overall cost to the student will be less than 1% of the total tuition/fees for the DPT program.

- Year 2 DPT students – est. fee would be $99/student (PEAT Practice Exam or comparable comprehensive exam)

- Year 3 DPT students – est. fee would be $208/student (PEAT Practice Exam or comparable comprehensive exam and Therapy Ed or comparable prep course)

Total annual revenue is estimated at $15,296.

Strategic Goal(s) Item Supports: Goal 1: Student success at USF and beyond and Goal 5: A strong, sustainable, and adaptable financial base
BOT Committee Review Date: Finance Committee - May 23, 2023
Supporting Documentation Online (*please circle*): **Yes** **No**
Prepared by: Marcy Guenette, Office of the General Counsel, 813-974-1674
Leigh Ann Drexler, USF Health
Sidney Fernandes, USF IT

UNIVERSITY OF SOUTH FLORIDA

A PREEMINENT RESEARCH UNIVERSITY

ID Card Fee

Current State

- USF currently charges a 1 time $10 Fee to students to provision a USF ID Card, $15 to replace. This fee is insufficient to take advantage of current technologies such as smart cards, tap-to-pay services, and smart-phone based virtual ID card services (mobile credential)
- The state does allow for a $10 annual fee for students to support ID Card and its technology, and that is what we are requesting to do in order to provider modern service to our Students. Statute 1009.24 14c

UNIVERSITY OF SOUTH FLORIDA

SUS ID Card Fee Landscape

	USF	FAMU	FAU	FGCU	FIU	FPU	FSU	NCF	UCF	UF	UNF	UWF
Student Annual Fee?	No	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes
Year Implemented?		2000		2006	Always	Always	2014		2001		2008	2008
Employee fee?	No	No		No	No	No	No	No	No		No	No
MagStripe (Mag) vs. Smart	Smart Card + Mag	Smart Card + Mag	Mag	Mag for Students	Mag	Mag	Mag	Mag	Smart Card + Mag	Smart Card	Smart Card + Mag	Smart Card

Impact to Service

- Complete the Move to Modern Smart Card System
  - Move to 100% Smart Cards, fully deprecating mag stripes (replacing cards)
- Add Smart Card Readers to Buildings for access control that are lacking
- Add Smart Card Readers at Dining locations to enable meal plan tap-to-pay
- Add Smart Card Readers at service locations such as bookstores, printing, vending, etc.
- Provide a recurring funding source to ensure a replacement cycle for the readers deployed across campuses

State University System
Florida Board of Governors
Request to Implement a New Fee – Regulation 7.003(23)

University: University of South Florida

Date	
University Board of Trustees approval date:	
Proposed fall implementation date (year):	**2023**
Description	
New fee title:	Doctor of Physical Therapy (DPT) Test Preparation Material Fee
Amount of new fee (per credit hour if applicable):	The DPT Program is cohort based and tuition is assessed at an annual rate, so per credit hour is N/A. <u>The fee breakdown. would be:</u> Year 2 Students - $99 (includes PEAT Practice Exam (FSBPT)) Year 3 Students - $208 (includes PEAT Practice Exam (FSBPT) and Therapy Ed)
Proposed new fee as a percentage of tuition:[1]	Year 2 Students: 0.16% of total tuition/fees Year 3 Students: 0.33% of total tuition/fees

Purpose

Describe the purpose to be served or accomplished with this fee:

For DPT students, passing test scores are required to progress in the program. Year 2 and 3 students are required to achieve passing scores, and this fee will allow the student to have continued access to needed preparatory materials for their board licensure exam the National Physical Therapy Exam (NPTE). The outcomes from the students' performance is tracked by the Board of Governors and Commission on Accreditation Physical Therapy Education (CAPTE), the DPT accrediting agency.

Demonstrable Student-Based Need / Involvement

Describe the student-based need for the fee that is currently not being met through existing services, operations, or another fee:

This fee will enable our School to provide access for the students to have preparatory materials to build upon student success, and their ability to become licensed upon graduation.

[1] If a student is required to pay this fee as a part of registration for a course, the fee shall not exceed 10 percent of tuition. See Regulation 7.003(24)(b).

State University System
Florida Board of Governors
Request to Implement a New Fee – Regulation 7.003(23)

Describe the process used to assure substantial student input or involvement:

The student will have the preparatory items available to them, and faculty will include the use of these items as part of the curriculum in the DPT program

Student Impact

Explain the financial impact of the fee on students, including those with financial need:

This fee will have a minimal financial impact, as the overall cost is less than 1% of the total tuition/fees for the DPT program, and will provide the student with a greater chance of success by having preparatory materials available to them. It will also ensure the students are able to pass the NPTE during their first attempt, saving them additional expenses to retake the exam if needed (up to $1,000 to take the exam/become licensed). TherapyEd also provides a guarantee that if students to not pass on first attempt, they have the ability to reuse their services again at no cost.

Restrictions / Limitations

Identify any proposed restrictions, limitations, or conditions to be placed on the new fee:

This fee will be for test preparatory needs only.

Revenues / Expenditures

Annual estimated revenue to be collected: $15,296	

Describe the service or operation to be implemented and estimated expenditures (attach operating budget expenditure form).

Accountability Measures

Indicate how the university will monitor the success of the new fee. Provide specific performance metrics that will be used.

The School of Physical Therapy and Rehabilitation Sciences (SPTRS) has access to FSBPT to capture PEAT data, and closely monitors student's success to predict their ability to pass the NPTE. SPTRS will also monitor TherapyEd evaluations from students to ensure it is meeting their needs and expected outcomes.

Other Information

Test Prep Fees are already approved at cost for programs at FAMU and FIU per BOG regulation 7.003(26)(b)

STATE UNIVERSITY SYSTEM OF FLORIDA
Statement of Revenues, Expenditures, and Available Balances
University: University of South Florida
Fiscal Year 2022-2023 and 2023-2024

Fee Title: Doctor of Physical Therapy (DPT) Test Preparation Material Fee

	[2]Estimated Actual 2022-23	Estimated 2023-24
Balance Forward from Prior Periods		
Balance Forward	$ -	$ -
Less: Prior-Year Encumbrances	-	-
Beginning Balance Available:	$ -	$ -
Receipts / Revenues		
Fee Collections	$ -	15,296
Interest Revenue - Current Year	-	-
Interest Revenue - From Carryforward Ba	-	-
Total Receipts / Revenues:	$ -	$ 15,296
Expenditures		
Salaries & Benefits	$ -	$ -
Other Personal Services	-	-
Expenses	-	15,296
Operating Capital Outlay	-	-
Student Financial Assistance	-	-
Expended From Carryforward Balance	-	-
[1]Other Category Expenditures:	-	-
Total Expenditures:	$ -	$ 15,296
Ending Balance Available:	$ -	$ -

[1]Provide details for "Other Categories" used.
[2]Column not needed if a request for a new fee.
To be attached to new or increased fee requests or block tuition proposals.
For block tuition proposals only the incremental revenue should be reported.

UNIVERSITY OF SOUTH FLORIDA

REGULATION

Number:	**USF4.0107**
Title:	**Fees, Fines, and Penalties**
Responsible Office:	**Business and Finance**

Date of Origin: 8-31-03 **Date Last Amended:** 8-3-18 **Date Last Reviewed: 1-30-2023**

(1) The University of South Florida Board of Trustees, hereinafter referred to as the "Board," must authorize all fees assessed by the University of South Florida (USF). For purposes of clarification, the term "at cost" or "cost" as used in this Regulation includes those increased costs that are directly related to the delivery of the goods, services, or programs. All fees, fines and penalties collected by USF shall be allocated to the appropriate account as required by section 1009.24, Florida Statutes, Board of Governors (BOG) or Board of Trustees regulations. Florida Statute or Board of Governor Regulations may affect the fees as listed. The University will immediately apply the changes mandated by law and initiate the technical or substantive amendments to this Regulation as appropriate. The Board hereby authorizes the following fees.

(2) Application Fee – Individuals who make application for admission to USF shall pay a non-refundable Application Fee of $30.00. This fee will be waived for applicants who can document that they have received a fee waiver because of economic need as determined by the College Board or the American College Testing Program.

(3) Admissions Deposit Fee – Applicants offered admission to a degree program may be assessed up to a $200.00 Admissions Deposit fee. The Admissions Deposit fee shall be imposed at the time of the applicant's acceptance to USF and shall be applied toward the applicant's tuition upon enrollment. The Admissions Deposit fee is non-refundable in the event the applicant fails to enroll. Waivers of this fee for admitted students will be based on significant financial hardship as determined by the Financial Aid Office.

(4) Audit Registration Fees – Audit registration assures a course space for the student; however, no grade is awarded. This fee is the same as the Resident tuition and associated fees provided in USF4.0102 Tuition and Fees. Depositing of fee proceeds shall be the same as that provided for tuition.

(5) International Student Administrative Charge – An International Student Administrative Charge shall be assessed each semester to foreign students enrolled in USF who are not currently U.S. Citizens or Permanent Residents of the United States. This charge, in the sum of $50.00 per semester,

shall be assessed only to those students who receive the services of the Office of the International Student and Scholar Services (ISSS). The funds generated by this charge will be used to offset the costs of compliance with the requirements of the Student and Exchange Visitor Information System (SEVIS). The charge will be assessed for both fall and spring semesters, but only once for any summer enrollments for a maximum total charge of $150.00 per calendar year.

(6) An Excess Hour Fee shall be assessed to designated undergraduate students pursuant to the provisions of BOG Regulation 7.003(21).

(7) Registration of Zero Hours – Such registration provides for examinations, graduations, use of facilities, etc. The student is assessed Resident tuition and associated fees for one credit hour. The Zero Credit Fee shall be distributed in the same manner as tuition.

(8) Late Registration Fee – A Late Registration Fee shall be assessed against students who fail to initiate registration in the regular registration period. The fee shall be $100. All students who successfully petition for late registration or reinstatement from financial cancellation will be automatically assessed a $100.00 late registration fee.

(9) Late Payment Fee – A Late Payment Fee will be assessed to students who fail to pay, or make appropriate arrangements for payment (installment payment deferment, or third-party billing), of tuition and associated fees by the deadline set by USF, which shall be no later than the end of the second week of classes. The fee shall be $100. Provisions will be made to waive the Late Payment Fee as specified by USF and as outlined in USF4.0101 Student Registration.

(10) Health Fee – The student Health Fees are established pursuant to section 1009.24, Florida Statutes, and BOG Regulation 7.003 and are set forth in USF4.0102 Tuition and Fees. The President of USF, hereinafter referred to as the "President," shall submit requests to change the student Health Fee, to be effective the following fall semester, to the Board for approval at a regular or special Board Meeting. In addition, the President, or his or her designee, will assess miscellaneous health-related charges for services provided at cost by the health center which are not covered by the Health Fee.

(11) Athletic Fee – The Athletic Fees are established pursuant to section 1009.24, Florida Statutes, and BOG Regulation 7.003 and are set forth in USF4.0102 Tuition and Fees. The President shall submit requests to change the Athletic Fee, to be effective the following fall semester, to the Board for approval at a regular or special Board Meeting.

(12) Activity and Service Fee – The Activity and Service Fees are established pursuant to section 1009.24, Florida Statutes, and BOG Regulation 7.003 and are set forth in USF4.0102 Tuition and Fees. The President shall submit requests to change the Activity and Service Fee, to be effective the following fall semester, to the Board for approval at a regular or special Board Meeting.

(13) Library Fines and Replacement Penalties: As a part of this policy, the borrowed item from the library must be returned within the specified loan period without damage. If not, replacement or damage penalties will be charged to the borrower's account.	**Fines**
(a) Overdue fine per book or unit, per day	$.50
(b) Overdue fine on reserve item, per hour	$.50
(c) Overdue fine for Interlibrary loan item, per day	$.50 per day in addition to a $20.00 charge after the 10th day
(d) Overdue fine for library equipment, $5.00 per hour	$5.00 per hour
(e) Replacement/Damage Penalties: Loss or damage of library material and/or equipment – A replacement penalty will be charged to the borrower's account if not returned with the specified due date. Upon return, if it is determined that the item was damaged, a penalty will be charged based upon the cost of repair.	Cost of Repair
(f) Loss or damage of interlibrary loan materials borrowed from other libraries - The replacement/damage penalty for interlibrary loan items is established by the lending institution and transferred to the borrower.	Established by the lending institution and transferred to the borrower.
(g) Loss or damage of library material	Cost plus processing fee
(h) Loss or damage of library equipment	Cost plus processing fee
(14) Late Equipment Fee, Physical Education – per item, per day	$.25
(15) Security/Access/Identification Card, Duplicate Security/Access/ Identification Card, Fee Card, or Passbook:	
(a) ~~One-time~~ Annual fee	$10.00
(b) Duplicates	$15.00
(16) Standardized Tests – the fee for all standardized tests, (GRE, URE, etc.) will consist of the direct costs of administering the tests.	Cost
(17) Microfilm Fee – Thesis and Dissertation	Cost
(18) Copyright Fee – Dissertation	Cost
(19) Thesis and Dissertation Processing Fee	Cost

(20) Lost Keys (includes cylinder change)	Cost
(21) Facilities and Equipment Use, Late Return, Loss, or Damage Fees and Fines	Cost
(22) Orientation Fee	$35.00
(23) Transcript Fee, Per item	$10.00
(24) Diploma Replacement Fee, Per item	$10.00
(25) Optional Late Graduation Application Fee	$50.00
(26) Convenience Fee Option for use of bankcard payments (Charge per transaction)	2.5%

(27) Marshall Center Use Fee – All students who enroll at the Tampa campus shall pay a non-refundable flat fee of $20.00 per semester and an additional $1.50 per credit hour fee to facilitate the use of student union facilities.

(28) Off-Campus Educational Course Offerings – Fees will be charged for off-campus course offerings when the location results in specific, identifiable increased costs to USF. These fees will be in addition to the regular Student Credit Hour fees charged to students enrolling in these courses on-campus. The additional fees charged are for the purpose of recovering the increased costs resulting from off-campus vis-a-vis on-campus offerings. As used herein, "off-campus" refers to locations other than regular state-funded main campuses, branch campuses, or centers. USF shall use the additional fees collected to cover the increased cost of these courses.

(29) Distance Learning Course User Fee – A per credit hour distance learning course fee will be assessed to students who enroll in courses listed in the Distance Learning Catalog. This fee will be established in an amount sufficient to cover the additional costs of the services provided they are attributable to the development and delivery of the distance learning course. The fee will be in addition to the regular Student Credit Hour fees charged to students enrolled in distance learning courses and will not exceed the limits established by section 1009.24(17)(a), Florida Statutes.

(30) Material and Supply Fees – Material and Supply Fees will be charged but will not exceed the amount necessary to offset the cost of materials or supply items which are consumed in the course of the student's instructional activities, excluding the cost of equipment and equipment repairs and maintenance.

(31) Housing Rental Rates – Basic rates for housing rental shall be set by the Board. The President shall submit requests to change the basic rates for housing rental, to be effective the following fall semester, to the Board for approval at a regular or special Board Meeting. Housing rental rates for

the Tampa Campus are found on the USF Tampa Housing and Residential Education website. Housing rental rates for the St. Petersburg Campus are found on the USF St. Petersburg Division of Student Affairs website.

(32) Parking Fines and Permits – A schedule of parking fines and charges for parking permits are set forth in USF4.0010 Parking General Guidelines, Registration, Rates, and Penalties.

(33) Transportation Access Fee – A per credit hour campus transportation access fee may be charged, with appropriate input from students, to support USF's transportation infrastructure and to increase student access to transportation services. Assessed fee amounts are set forth in USF4.0102 Tuition and Fees.

(34) Returned Check Fee – USF shall assess a service charge as authorized by BOG Regulation 7.003 for unpaid checks returned to USF.

(35) Collection Fees – USF will assess a fee representing the reasonable cost of collection efforts to effect payment for overdue accounts. Collection fees will be assessed to the student for collection of debts owed USF not secured by a promissory note or contract.

(36) USF Preschool for Creative Learning Fee – The USF Preschool for Creative Learning shall submit a request to establish or change childcare and service fees to the President, who shall make a recommendation to the Board by November 1, of each year, to become effective the subsequent fall semester. Current fees are posted on the USF Preschool for Creative Learning website.

(37) Technology Fee – A technology fee will be charged to all students in an amount up to 5% of the tuition charged per credit hour. Revenues from this fee will be used to enhance instructional technology resources for students and faculty. Fee amounts are set forth in USF4.0102 Tuition and Fees.

(38) Capital Improvement Fee – USF will assess a $6.76 per credit hour per semester Capital Improvement Fee. Any increase in the fee must be first recommended by a fee committee, at least half of whom are students appointed by the Student Body President. The remainder of the committee shall be appointed by the President. A chairperson, appointed jointly by the President and the Student Body President, shall vote only in the case of a tie.

The recommendations of the committee shall take effect only after approval by the President, after consultation with the Student Body President, and approval by the Board of Trustees. An increase in these fees may occur only once each fiscal year and must be implemented beginning with the fall term. The fee may not exceed 10 percent of the tuition for resident students or 10 percent of the sum of tuition and out-of-state fees for nonresident students. The fee for resident students shall be limited to an increase of $2 per credit hour over the prior year, and any proposed fee increases, or decreases must be approved by the Board of Trustees and the Board of Governors. This fee may be used to

fund any project or real property acquisition that meets the requirements of Chapter 1013. No project which is to be funded by this fee shall be submitted to the Board of Governors for approval without prior consultation with the Student Government Association.

(39) Student Financial Aid Fee – The Board is authorized to collect for financial aid purposes an amount not to exceed 5 percent of the tuition and out-of-state fee. A minimum of 75 percent of funds from the student financial aid fee for new financial aid awards shall be used to provide financial aid based on demonstrated financial need.

(40) Student Green Energy Fee – The fee is assessed at a maximum of $1.00 per credit hour to establish or improve the use of renewable energy technologies or energy efficiencies that lower the University's greenhouse emissions.

~~(40)~~**(41)** Test Preparation Fee - Students enrolled in the Doctor of Physical Therapy (DPT) program shall pay a test preparation fee, at cost, in years 2 and 3, which will provide access to practice exams and material needed for their board licensure exam, and includes an NPTE preparation course for Year 3 students.

Authority: Art. IX, Sec. 7, Fla. Constitution; Board of Governors Regulations 1.001, 7.001, 7.003; ss.1009.24, 1009.286 FS.

Certification: USF certifies that it has followed the Florida Board of Governors Regulation Development Procedure and has a record of written notices, comments, summaries, and responses as required.

Date Approved: Aug. 31, 2003 (formerly 6C4-4.0107)

Substantively Amended: (none)

Technically Amended: Aug. 3, 2018, Jul. 15, 2016, Apr. 6, 2015, Oct. 27 2014, Jul. 28, 2014, Oct. 9, 2012, Mar. 16, 2012, Mar. 31, 2011, Mar. 24, 2010, Mar. 30, 2009, June 26, 2008, Apr. 23, 2008, Jan. 9, 2008, May 3, 2007, May 12, 2006, Nov. 22, 2005, Nov. 10, 2005, Aug. 7, 2005, Oct. 18, 2004

Biennial Review: Jan. 30, 2023

UNIVERSITY OF SOUTH FLORIDA

REGULATION

Number:	**USF4.0107**
Title:	**Fees, Fines, and Penalties**
Responsible Office:	**Business and Finance**

Date of Origin: 8-31-03 **Date Last Amended:** 8-3-18 **Date Last Reviewed: 1-30-2023**

(1) The University of South Florida Board of Trustees, hereinafter referred to as the "Board," must authorize all fees assessed by the University of South Florida (USF). For purposes of clarification, the term "at cost" or "cost" as used in this Regulation includes those increased costs that are directly related to the delivery of the goods, services, or programs. All fees, fines and penalties collected by USF shall be allocated to the appropriate account as required by section 1009.24, Florida Statutes, Board of Governors (BOG) or Board of Trustees regulations. Florida Statute or Board of Governor Regulations may affect the fees as listed. The University will immediately apply the changes mandated by law and initiate the technical or substantive amendments to this Regulation as appropriate. The Board hereby authorizes the following fees.

(2) Application Fee – Individuals who make an application for admission to USF shall pay a non-refundable Application Fee of $30.00. This fee will be waived for applicants who can document that they have received a fee waiver because of economic need as determined by the College Board or the American College Testing Program.

(3) Admissions Deposit Fee – Applicants offered admission to a degree program may be assessed up to a $200.00 Admissions Deposit fee. The Admissions Deposit fee shall be imposed at the time of the applicant's acceptance to USF and shall be applied toward the applicant's tuition upon enrollment. The Admissions Deposit fee is non-refundable in the event the applicant fails to enroll. Waivers of this fee for admitted students will be based on significant financial hardship as determined by the Financial Aid Office.

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shall be assessed only to those students who receive the services of the Office of the International Student and Scholar Services (ISSS). The funds generated by this charge will be used to offset the costs of compliance with the requirements of the Student and Exchange Visitor Information System (SEVIS). The charge will be assessed for both fall and spring semesters, but only once for any summer enrollments for a maximum total charge of $150.00 per calendar year.

(6) An Excess Hour Fee shall be assessed to designated undergraduate students pursuant to the provisions of BOG Regulation 7.003(21).

(7) Registration of Zero Hours – Such registration provides for examinations, graduations, use of facilities, etc. The student is assessed Resident tuition and associated fees for one credit hour. The Zero Credit Fee shall be distributed in the same manner as tuition.

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(9) Late Payment Fee – A Late Payment Fee will be assessed to students who fail to pay or make appropriate arrangements for payment (installment payment deferment, or third-party billing), of tuition and associated fees by the deadline set by USF, which shall be no later than the end of the second week of classes. The fee shall be $100. Provisions will be made to waive the Late Payment Fee as specified by USF and as outlined in USF Regulation 4.0101 Student Registration.

(10) Health Fee – The student Health Fees are established pursuant to section 1009.24, Florida Statutes, and BOG Regulation 7.003 and are set forth in USF Regulation 4.0102 Tuition and Fees. The President of USF, hereinafter referred to as the "President," shall submit requests to change the student Health Fee, to be effective the following fall semester, to the Board for approval at a regular or special Board Meeting. In addition, the President, or his or her designee, will assess miscellaneous health-related charges for services provided at cost by the health center which are not covered by the Health Fee.

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(13) Library Fines and Replacement Penalties: As a part of this policy, the borrowed item from the library must be returned within the specified loan period without damage. If not, replacement or damage penalties will be charged to the borrower's account.	**Fines**
(a) Overdue fine per book or unit, per day	$.50
(b) Overdue fine on reserve item, per hour	$.50
(c) Overdue fine for Interlibrary loan item, per day	$.50 per day in addition to a $20.00 charge after the 10th day
(d) Overdue fine for library equipment, $5.00 per hour	$5.00 per hour
(e) Replacement/Damage Penalties: Loss or damage of library material and/or equipment – A replacement penalty will be charged to the borrower's account if not returned with the specified due date. Upon return, if it is determined that the item was damaged, a penalty will be charged based upon the cost of repair.	Cost of Repair
(f) Loss or damage of interlibrary loan materials borrowed from other libraries - The replacement/damage penalty for interlibrary loan items is established by the lending institution and transferred to the borrower.	Established by the lending institution and transferred to the borrower.
(g) Loss or damage of library material	Cost plus processing fee
(h) Loss or damage of library equipment	Cost plus processing fee
(14) Late Equipment Fee, Physical Education – per item, per day	$.25
(15) Security/Access/Identification Card, Duplicate Security/Access/ Identification Card, Fee Card, or Passbook:	
(a) Annual fee	$10.00
(b) Duplicates	$15.00
(16) Standardized Tests – the fee for all standardized tests, (GRE, URE, etc.) will consist of the direct costs of administering the tests.	Cost
(17) Microfilm Fee – Thesis and Dissertation	Cost
(18) Copyright Fee – Dissertation	Cost
(19) Thesis and Dissertation Processing Fee	Cost

(20) Lost Keys (includes cylinder change)	Cost
(21) Facilities and Equipment Use, Late Return, Loss, or Damage Fees and Fines	Cost
(22) Orientation Fee	$35.00
(23) Transcript Fee, Per item	$10.00
(24) Diploma Replacement Fee, Per item	$10.00
(25) Optional Late Graduation Application Fee	$50.00
(26) Convenience Fee Option for use of bankcard payments (Charge per transaction)	2.5%

(27) Marshall Center Use Fee – All students who enroll at the Tampa campus shall pay a non-refundable flat fee of $20.00 per semester and an additional $1.50 per credit hour fee to facilitate the use of student union facilities.

(28) Off-Campus Educational Course Offerings – Fees will be charged for off-campus course offerings when the location results in specific, identifiable increased costs to USF. These fees will be in addition to the regular Student Credit Hour fees charged to students enrolling in these courses on-campus. The additional fees charged are for the purpose of recovering the increased costs resulting from off-campus vis-a-vis on-campus offerings. As used herein, "off-campus" refers to locations other than regular state-funded main campuses, branch campuses, or centers. USF shall use the additional fees collected to cover the increased cost of these courses.

(29) Distance Learning Course User Fee – A per credit hour distance learning course fee will be assessed to students who enroll in courses listed in the Distance Learning Catalog. This fee will be established in an amount sufficient to cover the additional costs of the services provided they are attributable to the development and delivery of the distance learning course. The fee will be in addition to the regular Student Credit Hour fees charged to students enrolled in distance learning courses and will not exceed the limits established by section 1009.24(17)(a), Florida Statutes.

(30) Material and Supply Fees – Material and Supply Fees will be charged but will not exceed the amount necessary to offset the cost of materials or supply items which are consumed in the course of the student's instructional activities, excluding the cost of equipment and equipment repairs and maintenance.

(31) Housing Rental Rates – Basic rates for housing rental shall be set by the Board. The President shall submit requests to change the basic rates for housing rental, to be effective the following fall semester, to the Board for approval at a regular or special Board Meeting. Housing rental rates for

the Tampa Campus are found on the USF Tampa Housing and Residential Education website. Housing rental rates for the St. Petersburg Campus are found on the USF St. Petersburg Division of Student Affairs website.

(32) Parking Fines and Permits – A schedule of parking fines and charges for parking permits are set forth in USF Regulation 4.0010 Parking General Guidelines, Registration, Rates, and Penalties.

(33) Transportation Access Fee – A per credit hour campus transportation access fee may be charged, with appropriate input from students, to support USF's transportation infrastructure and to increase student access to transportation services. Assessed fee amounts are set forth in USF Regulation 4.0102 Tuition and Fees.

(34) Returned Check Fee – USF shall assess a service charge as authorized by BOG Regulation 7.003 for unpaid checks returned to USF.

(35) Collection Fees – USF will assess a fee representing the reasonable cost of collection efforts to effect payment for overdue accounts. Collection fees will be assessed to the student for collection of debts owed USF not secured by a promissory note or contract.

(36) USF Preschool for Creative Learning Fee – The USF Preschool for Creative Learning shall submit a request to establish or change childcare and service fees to the President, who shall make a recommendation to the Board by November 1, of each year, to become effective the subsequent fall semester. Current fees are posted on the USF Preschool for Creative Learning website.

(37) Technology Fee – A technology fee will be charged to all students in an amount up to 5% of the tuition charged per credit hour. Revenues from this fee will be used to enhance instructional technology resources for students and faculty. Fee amounts are set forth in USF Regulation 4.0102 Tuition and Fees.

(38) Capital Improvement Fee – USF will assess a $6.76 per credit hour per semester Capital Improvement Fee. Any increase in the fee must be first recommended by a fee committee, at least half of whom are students appointed by the Student Body President. The remainder of the committee shall be appointed by the President. A chairperson, appointed jointly by the President and the Student Body President, shall vote only in the case of a tie.

The recommendations of the committee shall take effect only after approval by the President, after consultation with the Student Body President, and approval by the Board of Trustees. An increase in these fees may occur only once each fiscal year and must be implemented beginning with the fall term. The fee may not exceed 10 percent of the tuition for resident students or 10 percent of the sum of tuition and out-of-state fees for nonresident students. The fee for resident students shall be limited to an increase of $2 per credit hour over the prior year, and any proposed fee increases, or decreases must be approved by the Board of Trustees and the Board of Governors. This fee may be used to

fund any project or real property acquisition that meets the requirements of Chapter 1013. No project which is to be funded by this fee shall be submitted to the Board of Governors for approval without prior consultation with the Student Government Association.

(39) Student Financial Aid Fee – The Board is authorized to collect for financial aid purposes an amount not to exceed 5 percent of the tuition and out-of-state fee. A minimum of 75 percent of funds from the student financial aid fee for new financial aid awards shall be used to provide financial aid based on demonstrated financial need.

(40) Student Green Energy Fee – The fee is assessed at a maximum of $1.00 per credit hour to establish or improve the use of renewable energy technologies or energy efficiencies that lower the University's greenhouse emissions.

(41) Test Preparation Fee - Students enrolled in the Doctor of Physical Therapy (DPT) program shall pay a test preparation fee, at cost, in years 2 and 3, which will provide access to practice exams and material needed for their board licensure exam and includes an NPTE preparation course for Year 3 students.

HISTORY

Date Approved: Aug. 31, 2003 (formerly 6C4-4.0107)
Substantively Amended: (none)
Technically Amended: Aug. 3, 2018, Jul. 15, 2016, Apr. 6, 2015, Oct. 27, 2014, Jul. 28, 2014, Oct. 9, 2012, Mar. 16, 2012, Mar. 31, 2011, Mar. 24, 2010, Mar. 30, 2009, June 26, 2008, Apr. 23, 2008, Jan. 9, 2008, May 3, 2007, May 12, 2006, Nov. 22, 2005, Nov. 10, 2005, Aug. 7, 2005, Oct. 18, 2004
Biennial Review: Jan. 30, 2023

Authority: Art. IX, Sec. 7, Fla. Constitution; Board of Governors Regulations 1.001, 7.001, 7.003; ss.1009.24, 1009.286 FS.

Agenda Item: IIIg

USF Board of Trustees
Finance Committee
May 23, 2023

Issue: Expenditure Authorization Requests

Proposed action:

Approval of the following expenditures over $2,000,000:

a)	Oracle Database and PeopleSoft Maintenance Agreement	$4,190,118
b)	Pharmaceutical Supplies/Cardinal Health	$3,500,000
c)	MHC ADA Restroom Renovation	$2,516,500
d)	Contracted Custodial Services	$4,338,726

Executive Summary: The USF Policy for Delegations of General Authority and Signatory Authority requires the approval of the Finance Committee Chair for the procurement of goods and services above $1 million and the approval of the Finance Committee for the procurement of goods and services above $2 million. Approval is being requested for the items listed above.

Financial Impact: Authorization is being requested for $14,545,344 in transactions.

Strategic Goal(s) Item Supports: **Goal 5: A strong, sustainable, and adaptable financial base**
BOT Committee Review Date: **May 23, 2023**
Supporting Documentation Online (*please circle*): **(Yes)** **No**
Prepared by: **Jennifer Condon, Vice President/Deputy CFO**
(813) 974-3297

USF Approval of Expenditures Exceeding Two Million Dollars

Project/Initiative Name: Oracle Database and PeopleSoft Maintenance Agreement

Total Project/Initiative Cost: 3-Year cost of Agreement is $4,190,118.30 paid annually. FY24 $1,397,515.30. FY25 $1,397,515.30. FY26 $1,395,087.70

Description: (description and rationale for the project/initiative)

This is a 3-year contract with Oracle for maintenance and support for our Oracle database site license and the PeopleSoft financial licenses. This agreement will provide support as well as updates to the software to ensure the applications are running and secure.

There is an 8% cost increase for year 1 of this agreement from the 3rd year cost of $1,294,416.39 from the previous agreement. Years 2 and 3 have 0% cost increase. The on-premise GEMS software has been removed from this contract and all numbers have factored in that removal, as we now have a separate contract with Oracle for the HCM Cloud agreement in place.

We have chosen to move forward with a 3-Year contract for Oracle to realize $345,310 in savings over the next 3-years along with all future cost avoidance due to escalations.

	FY24	FY25	FY26	Total
3-Year	$ 1,397,515.30	$ 1,397,515.30	$ 1,395,087.70	$ 4,190,118.29
1-Year	$ 1,397,969.70	$ 1,509,807.28	$ 1,627,651.39	$ 4,535,428.37
Savings	$ 454.40	$ 112,291.98	$ 232,563.70	$ 345,310.08

Objective: (strategic priority or needs the project/initiative addresses; include strategic goal this project/initiative supports)

Goal 1: Student Success at USF and Beyond

- This agreement provides the databases that maintain the data for the Student Information Systems

Goal 2: Faculty excellence in research and innovation

- This agreement provides the databases that maintain the data for research and innovation such as Dr. Kischer's pediatric data

Goal 5: A strong, sustainable, and adaptable financial base

- Included in this agreement are the licenses for the PeopleSoft ERP Financial system

Funding Source(s):

	FY24	FY25	FY26
TechFee	$ 15,372.67	$ 15,372.67	$ 15,345.96
E&G	$ 272,515.48	$ 272,515.48	$ 272,042.10
Auxilliary	$ 1,109,627.15	$ 1,109,627.15	$ 1,107,699.63
	$ 1,397,515.30	$ 1,397,515.30	$ 1,395,087.70

Are the funds supporting the project budgeted or non-budgeted?

The funds supporting the Oracle maintenance agreement are included in the Information Technology department budget for software as well as the overall University Budget.

Prior Approval Process:

The prior 3-Year agreement was approved by the BOT FC in 2020

List Related Projects/Initiatives: (if any)

USF or Campus specific: USF
Prepared by: Carl Smith
Date Requested: 4-3-2023

USF Policy 0-100 requires approval of this expenditure by the USF Board of Trustees Finance Committee.

USF Approval of Expenditures Exceeding Two Million Dollars

Project/Initiative Name: Pharmaceutical Supplies for USF Health Pharmacy Plus (Blanket Purchase Order) with Cardinal Health

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Total Project/Initiative Cost: $3,500,000 for Fiscal Year 2023-2024 (estimated spend)

Description: (description and rationale for the project/initiative)

USF Health Pharmacy Plus is requesting to initiate the process of approval for a new purchase order in the amount of $3,500,000 for Fiscal Year 2023-2024.

Cardinal Health provides 90-95% of the Pharmacy's prescription needs. During the pandemic the pharmacy was able to adapt to changes and continue serving patients without interruption. Additional services were added to ensure patient access to medication; for example, shipping medications directly to patient's homes when needed and supporting Morsani patients and providers by offering a curb-side pickup on site to make the patient's experience more convenient.

Pharmacy Plus is currently recognized as the preferred pharmacy for the newly formed USFTGP (the USF/TGH healthcare collaboration) and during 2022-2023, Pharmacy Plus acquired new patients and processed over 10,000 prescriptions.

Based on prescription sales for 2022-2023 and the increasing prices of pharmaceuticals, Pharmacy Plus is estimating that expenses will continue to range from $250,000 – 300,000 per month. Taking that into account, the amount being requested for FY 2024 will remain $3,500,000. The team will review the average expenses after the second quarter of the fiscal year to determine if an increase will be needed for FY 2024.

Objective: (strategic priority or needs the project/initiative addresses; include strategic goal this project/initiative supports)

The strategic objectives of USF Health Pharmacy Plus are to be a partner within the clinical and community settings of USF Health to strengthen the role of pharmacy and to be a collaborator in preparing students for successful careers as leaders in the field and throughout the evolution of emerging roles and opportunities for pharmacy practice. This objective aligns with goal 3 of the USF Strategic Plan - Partnerships and engagement with local, national, and global impact. Pharmacy Plus fosters collaboration within USF Health as well as with local entreprenuers.The pharmacy has a focus of supporting local business by displaying local brands in the over the counter products section of the pharmacy. And the pharmacy also collaborates with USF Athletics to provide necessary items needed for USF student-athletes.

USF Health Pharmacy Plus is a full-service community pharmacy that supports USF and USF Health through collaboration with physicians, pharmacist, students, and researchers. The pharmacy dispenses medications and related supplies which contribute to the successful health of patients and meaningful

research outcomes. The pharmacy currently operates with 1 full-time pharmacist, three part-time pharmacists scheduled on an a need basis, and a full-time pharmacy technician. This supports goals

In addition to providing community pharmacy services, Pharmacy Plus is a pharmacy site for USF Health Taneja College of Pharmacy students to practice all scopes of pharmacy operations, patient safety, and prescription education as part of their advanced pharmacy practice experience (APPE) rotation. This supports USF Strategic goal 1 – Student Success at USF and Beyond and goal 4 - A diverse and inclusive community for learning and discovery. The Taneja College of Pharmacy student have the opportunity to train in the on campus community pharmacy that will prepare them as healthcare providers for the communities that they will serve upon graduation.

As the pharmacy has grown over the years, having a strong, sustainable, and adaptable financial base has been important for Pharmacy Plus which is why strategic goal 5 is in essential objective for the pharmacy. As the pharmacy operation ebbs and flows, it is important that Pharmacy Manager and Operations Manager are properly planning and prioritizing the business of the pharmacy and proactively seeking viable opportunities and collaborations.

Funding Source(s):

Auxiliary Funds – As an educational business activity, USF Health Pharmacy Plus provides pharmacy services that generate revenue. **This is an allowable source for this expenditure.**

Are the funds supporting the project budgeted or non-budgeted?

Budgeted. The funds are budgeted and dependent upon patient demand and physician order.

Prior Approval Process:

Fiscal Year 2023 Blanket PO request was $3.5M
Fiscal Year 2022 Additional Blanket PO request: $500,000 (FY 2022 total $3,200,000)
Fiscal Year 2022 Blanket PO request was $2.7M
Fiscal Year 2021 Blanket PO request was $2.2M
Fiscal Year 2020 Blanket PO request was $1.9M
Fiscal Year 2019 Blanket PO request was $1.7M
Fiscal Year 2018 Blanket PO request was $1.2 M
Fiscal Year 2017 Blanket PO request was $750,000

List Related Projects/Initiatives: (if any)

USF or Campus specific: USF Health Taneja College of Pharmacy – Pharmacy Plus
Prepared by: Dr. Rossina Chevasco, Nicholas Stephens, Janice Vega, Dr. Kymia Love Jackson
Date Requested: April 27, 2023

USF Policy 0-100 requires approval of this expenditure by the USF Board of Trustees Finance Committee.

USF Approval of Expenditures Exceeding Two Million Dollars

Project/Initiative Name: MHC ADA Restroom Renovation

Total Project/Initiative Cost: $2,516,500

Description:

Background
The MHC building was originally an in-patient care facility, and has been repurposed for the College of Behavioral and Community Sciences. Since assuming occupancy, new building codes have been adopted, including the American with Disabilities Act (ADA). This project will take a comprehensive review and approach to meet the needs of the college in terms of restroom facilities, will eliminate the most remote and isolated restrooms and consolidate the new restrooms in central locations along the building's spine. These new restrooms provide the proper number of restrooms and the necessary facilities required by code and ADA, will improve access for maintenance issues, and make it easier for building services to clean them. In addition to ADA compliance, the resulting solution will be in alignment with the University's energy and water conservation strategies and will add nursing mother/lactation rooms along with new custodial storage closets.

Project Details:
The project will bring all affected restrooms in MHC up to current building code and Americans with Disabilities Act (ADA) compliance. The project will upgrade 10 individual restrooms on the first floor and will eliminate 12 individual restrooms on the second floor, while adding 20 new water closets and 8 new sinks on the second floor. On the first floor all restrooms will remain with the areas upgraded to ADA standards. The This project will eliminate the most remote and isolated restrooms and consolidate the new restrooms in a central location, along the building's spine. Finally, this project will add lactation rooms for nursing mothers and will create new custodial storage closets to provide greater ability to maintain the facilities.

Additional Considerations:
This project will be coordinated with current occupants and users of the building and will be accomplished during less-occupied times of the building. The project budget is based upon complete designs and a Guaranteed Maximum Price from a Construction Manager, based upon competitive bids from qualified subcontractors and the project does include Owner's Contingency for unforeseen conditions.

Objective:

Supports Strategic Plan, Goal 4: "A diverse and inclusive community for learning and discovery." and specifically, Objective 4C: "Increase and sustain the availability of flexible/adaptive instructional environments and research workspaces aligned equitably with unique campus needs to promote access and success."

The new ADA accessibility will serve to enhance student and employee access to infrastructure for a growing diverse and dynamic student and employee population.

Funding Source(s): Department Carry-Forward funds (100%)

Are the funds supporting the project budgeted or non-budgeted?

Budgeted

Prior Approval Process:

List Related Projects/Initiatives:

N/A

USF or Campus specific: Tampa campus
Prepared by: Scot Berrian
Date Requested: May 23, 2023

USF Policy 0-100 requires approval of this expenditure by the USF Board of Trustees Finance Committee.

USF Approval of Expenditures Exceeding Two Million Dollars

Project/Initiative Name: Contracted Custodial Services (2020-016-ITN-PRO & 2023-071-ITN-PRO Custodial)

Total Project/Initiative Cost: $4,338,726 for FY 23-24

Description: (description and rationale for the project/initiative)

Background
The university first entered into an agreement for custodial support in May of 2020 with Ally City Wide to ensure continuity of operations during recruiting efforts for the custodial department in OAS. City Wide also provides support to USF Health and other departments on the Tampa campus.

A second continuing services contract was added in April of 2023 and was awarded to three small local companies. This contract ensures the university is receiving the most competitive pricing, increases our response capabilities to support the university community, and supports small local businesses.

Summary of Request
We are requesting an approved expenditure authorization for custodial support under the two existing agreements. Last year, an expenditure authorization for our agreement with City Wide (Contract 2020-016-ITN-PRO) was approved on May 6, 2022, for $3,210,818. The scale of support has increased significantly as recruiting from today's labor market continues to prove challenging, and a significant amount of new space has come online on the Tampa campus. Therefore, we expect to spend ~$4,338,726 during FY 23-24 between these two agreements.

This support is funded from Office of Administrative Services and USF Health through E&G, Carry Forward, UMSA, and HPCC funds.

Conclusion
The augmentation provided by this contract ensures continuity of operations by mitigating latent position vacancies. Adding contracted custodial services to in-house programs ensures a safe and clean environment is provided for students, faculty, and staff.

Objective: (strategic priority or needs the project/initiative addresses; include strategic goal this project/initiative supports)

Goal Three - Partnerships and engagement with local, national, and global impact
Goal Five - A strong, sustainable, and adaptable financial base.

Funding Source(s): E&G, Carry Forward, UMSA, HPCC

	FM	USF Health			Subtotals
	E&G, CF	UMSA	E&G	HPCC	
Ratio		50%	33%	17%	
23-24	$2,500,000	$921,269	$ 599,778	$ 317,679	$ 4,338,726

Are the funds supporting the project budgeted or non-budgeted?

Budgeted.

Prior Approval Process:

FY 20-21 $3,218,925; FY 21-22 $3,834,791; FY 22-23 $3,974,918

List Related Projects/Initiatives: (if any)

USF or Campus specific: USF
Prepared by: Bryan VanSant, Director of Facilities Services
Date Requested: May 23, 2023

USF Policy 0-100 requires approval of this expenditure by the USF Board of Trustees Finance Committee.

Agenda Item: IIIh

USF Board of Trustees
June 13, 2023

Issue: DSO Annual Financial Plans for FY 2024

Proposed action: Approve DSO Annual Financial Plans for FY 2024

Executive Summary:

The Direct Support Organizations of the University of South Florida (DSOs) have prepared their Annual Financial Plans for FY 2024 for review and approval by the USF Board of Trustees, pursuant to Florida Statutes and DSO Bylaws.

Each DSO has provided a Financial Plan Statement, which includes the Corporation's mission, key initiatives for FY 2024, emerging opportunities and risks that could impact the FY 2024 Financial Plan, and long-term goals that will drive upside financial performance beyond FY 2024.

The Financial Plans, comprised of both Income Statement and Statement of Cash Flows, include a comparison of Net Operating Profit and Net Cash Position for the FY 2024 Financial Plan to the current FY 2023 Forecast, and also provide the original FY 2023 Financial Plan that was approved by the BOT Finance Committee at its May 24, 2022 Meeting, and Actuals for FY 2022 and FY 2021. The Financial Plans also include a five-year forecast.

DSOs are governed by independent Boards of Directors. DSOs have obtained approval of their FY 2024 Financial Plan from their Board or DSO Finance / Audit Committee in advance of this meeting.

The DSOs are:

1. University Medical Services Association, Inc., USF Medical Services Support Corporation & USF Health Services Support Organization, Inc.
2. USF Institute for Applied Engineering
3. USF Research Foundation, Inc.
4. USF Foundation, Inc.
5. USF Health Professions Conferencing Corporation
6. Sun Dome, Inc.
7. USF Alumni Association, Inc.
8. USF Financing Corporation & USF Property Corporation

Financial Impact:

The Direct Support Organizations of the University of South Florida (DSO) are organized and operated exclusively to assist the University achieve excellence by providing supplemental resources from private gifts and bequests and valuable education support services. These organizations are authorized by Florida Statute 1004.28 to receive, hold and administer property and make expenditures for the University.

Strategic Goal(s) Item Supports: **Goal 5: Strong, Sustainable and Adaptable Financial Base**
BOT Committee Review Date: **Finance Committee - May 23, 2023**
Supporting Documentation Online (*please circle*): **(Yes)** **No**
Prepared by: **Fell L. Stubbs, University Treasurer, (813) 974-3298**

UNIVERSITY of SOUTH FLORIDA

DIRECT SUPPORT ORGANIZATIONS

ANNUAL FINANCIAL PLANS

FISCAL YEAR 2024

May 23, 2023

UNIVERSITY of SOUTH FLORIDA

DSO Annual Financial Plans for FY 2024

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UNIVERSITY of SOUTH FLORIDA

UMSA/MSSC Combined

FY 2024 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 to Meet Expectations for Sustained Positive Operating Performance, Strong Cash Flow, and Maintenance of Unrestricted Liquidity (90 days Cash on Hand)

- In FY2023, the practice plan implemented Qgenda, a software that will assist USF Health, practice plan, and clinical department leadership measure and track clinical productivity and space utilization. The data will help management maximize efficient utilization of resources and increase access for our patients.
- UMSA is working with its primary affiliated hospital to ensure professional service agreements are in place prior to the onboarding of clinical faculty providers and enhanced revenue for services operating in deficit.
  - Appointment of an Interim Chair in the Department of Medicine to focus on maximizing clinical FTE and financial performance.
  - New Cardiology agreement that enhances support from TGH and calls for a joint work group to manage growth and financial performance.
  - Review of Pediatrics contracts to ensure current compensation rates and increased FTEs to support increased hospital census.
  - Push for an Endocrinology contract with TGH to support on-call activity.
- UMSA will initiate an effort to capture accurate expected clinical FTE of all providers and match that with the number of clinical days and productivity measures to maximize current opportunities for patient access and an increase in revenue.
- Limit discretionary expenditures where necessary.

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

- The MCOM recruitment cabinet has tightened the requirements for approving clinical faculty providers. Departments will have to prove the necessity of the hire and the positive financial contribution to the practice, even if the position is in the budget.
- In FY24 UMSA will establish a multi-year hiring plan for departments that aligns with the budgeting process for partner hospitals. This alignment will help with the contracting process and the realizing of professional service revenue.
- USF Health has engaged Sullivan Cotter to perform a review of physician compensation and will partner with USF HR to better align compensation, clinical effort and productivity.

List Major Long-Term Strategies That Will Drive Upside Financial Performance for 5 Years: FY 2024 - FY 2028

- UMSA has engaged ECG to review the business model between Tampa General Hospital, UMSA, and Academic Medical Group. In FY24 this group will investigate funds flow models at other academic medical centers that align strategies and financial outcomes between the medical center and faculty practice plan. A model between TGH, UMSA and AMG will be implemented that will de-risk the practice while providing opportunities to share in financial gains.

UNIVERSITY of SOUTH FLORIDA

UMSA/MSSC Combined
FY 2024 Annual Financial Plan

INCOME STATEMENT

(In thousands)	FY 2024 FINANCIAL PLAN	FY 2023 FORECAST (as of 3/31/23)	Variance $	Variance %	FY 2023 FINANCIAL PLAN	FY 2022 ACTUAL RESULTS	FY 2021 ACTUAL RESULTS
REVENUES							
Net Patient Service	$203,887	$196,181	$7,706	4 %	$191,074	$187,498	$191,974
Grants, Contracts & Awards	114,865	$108,865	6,000	6 %	100,592	100,024	94,719
UPL/PCIP	38,832	$38,791	41	0 %	34,973	43,090	40,491
Other Revenue	35,770	$33,546	2,224	7 %	40,888	53,511	41,798
Total Revenues	**$393,353**	**$377,382**	**$15,971**	4 %	**$367,528**	**$384,122**	**$368,983**
EXPENSES							
Faculty Support	223,306	$212,736	10,569	5 %	192,565	193,049	172,985
Housestaff Support	15,364	$15,364	0	0 %	14,812	15,046	12,660
Other Staff Support	30,416	$28,328	2,089	7 %	32,532	63,428	101,031
USFTGP Staff Support	74,276	$66,925	7,350	11 %	60,412	29,287	0
Depreciation/Amortization	5,912	$5,848	64	1 %	4,375	6,136	5,047
Other Expenses	51,328	$44,394	6,934	16 %	53,980	48,024	55,384
Total Expenses	**$400,602**	**$373,595**	**$27,007**	7 %	**$358,676**	**$354,970**	**$347,108**
NET OPERATING PROFIT (LOSS)	**$(7,249)**	**$3,786**	**$(11,035)**	(291)%	**$8,852**	**$29,152**	**$21,875**
Unrealized Investment Gains (Losses)	0	$1,739	(1,739)	(100)%	0	(2,904)	3,041
Contribution to MCOM	0	$(9,343)	9,343	100 %	(9,700)	0	0
Gain (Loss) on Disposal of Capital Assets	0	$0	0	%	0	2,454	0
Other Non Operating Expense	0	$0	0	%	0	(18)	0
Total Non-Operating	**$0**	**$(7,603)**	**$7,603**	100 %	**$(9,700)**	**$(468)**	**$3,041**
NET INCOME (LOSS)	**$(7,249)**	**$(3,817)**	**$(3,432)**	(90)%	**$(848)**	**$28,684**	**$24,916**
Operating Profit Margin	**-2%**	**1%**		(3)%	**2%**	**8%**	**6%**

UNIVERSITY of SOUTH FLORIDA

UMSA/MSSC Combined

FY 2024 Annual Financial Plan

STATEMENT OF CASH FLOWS

(In thousands)	FY 2024 FINANCIAL PLAN	FY 2023 FORECAST (as of 3/31/23)	Variance $	Variance %	FY 2023 FINANCIAL PLAN	FY 2022 ACTUAL RESULTS	FY 2021 ACTUAL RESULTS
OPERATING ACTIVITIES							
Net Operating Profit	$(7,249)	$(3,817)	$(3,432)	(90)%	$(848)	$28,684	$24,916
Adjustments for Non-Cash Activities:							
Depreciation/Amortization	5,912	5,848	64	1 %	4,375	6,136	5,047
Unrealized (gains) losses	0	1,739	(1,739)	(100)%	0	2,904	(3,041)
Operating Assets and Liabilities	17,916	(15,159)	33,076	218 %	40,231	6,041	(69,014)
Total Cash From Operating Activities	**$16,580**	**$(11,389)**	**$27,968**	246 %	**$43,758**	**$43,765**	**$(42,093)**
FINANCING ACTIVITIES							
Capital Expenditures	$(4,000)	$(9,920)	$5,920	60 %	$(6,500)	$(3,906)	$(1,613)
Proceeds from Sale of Capital Assets	0	0	0	%	0	3,465	13
Interest Payments	(2,362)	(2,500)	138	6 %	(2,500)	(2,295)	(2,429)
Transfer to USF FC - Leases on MOBs	(2,710)	(2,536)	(174)	(7)%	(2,536)	(2,465)	(2,306)
Principal paid on right-to-use lease liability	(2,460)	(2,435)	(24)	(1)%	0	(2,411)	
Total Cash From Financing Activities	**$(11,532)**	**$(17,391)**	**$5,860**	34 %	**$(11,536)**	**$(7,612)**	**$(6,335)**
INVESTING ACTIVITIES							
Net (Purchases) Sales of Investments	$0	$4,000	$(4,000)	(100)%	$0	$(20,000)	$21,042
Interest and Dividends on Investments	0	0	0	%	0	395	3,041
Total Cash From Investing Activities	**$0**	**$4,000**	**$(4,000)**	(100)%	**$0**	**$(19,605)**	**$24,083**
CHANGE IN CASH	**5,048**	**(24,780)**	**29,828**	120 %	**32,222**	**16,548**	**(24,345)**
Cash, Beginning of Year	2,418	27,198	(24,780)	(91)%	6,112	10,650	34,996
Cash, End of Year	**$7,466**	**$2,418**	**$5,048**	209 %	**$38,334**	**$27,198**	**$10,650**
Total Cash & Investments	**$31,225**	**$23,482**	**$7,743**	33 %	**$55,549**	**$50,957**	**$17,314**
Days Cash on Hand	**30**	**24**	**6**	24 %	**60**	**56**	**19**

UNIVERSITY of SOUTH FLORIDA

UMSA/MSSC Combined

FY 2024 Annual Financial Plan

5-YEAR FORECAST

(In thousands)	FY 2021 ACTUAL	FY 2022 ACTUAL	FY 2023 FORECAST	FY 2024 PLAN	FY 2025 FORECAST	FY 2026 FORECAST	FY 2027 FORECAST	FY 2028 FORECAST
ASSETS								
Cash & Investments	$17,314	$50,957	$23,482	$31,225	$34,347	$34,691	$35,038	$35,388
Fixed Assets	51,410	64,806	74,726	78,726	82,726	83,726	84,726	85,726
Other Assets	83,336	121,910	124,945	105,638	72,075	55,929	43,109	30,819
Total Assets	**$152,060**	**$237,672**	**$223,153**	**$215,589**	**$189,149**	**$174,346**	**$162,873**	**$151,933**
LIABILITIES								
Payables	$12,991	$39,493	$14,493	$14,928	$15,077	$15,228	$15,380	$15,534
Long-Term Debt	46,536	40,758	50,032	43,820	38,379	33,613	29,440	25,784
Other Liabilities and deferred inflows	26,001	57,316	62,339	67,802	51,584	46,426	44,104	41,899
Total Liabilities	**$85,528**	**$137,567**	**$126,864**	**$126,549**	**$105,040**	**$95,267**	**$88,924**	**$83,217**
NET ASSETS	**$66,532**	**$100,106**	**$96,289**	**$89,040**	**$84,109**	**$79,079**	**$73,949**	**$68,716**
Days Cash on Hand	**19**	**56**	**24**	**30**	**33**	**32**	**32**	**32**
REVENUES								
Net Patient Service	$191,974	$187,498	$196,181	$203,887	$207,965	$212,124	$216,366	$220,694
Grants, Contracts & Awards	94,719	100,024	108,865	114,865	117,392	119,740	122,134	124,577
UPL/PCIP	40,491	43,090	38,791	38,832	39,609	40,401	41,209	42,033
Other Revenue	41,798	53,511	33,546	35,770	36,485	37,215	37,959	38,718
Total Revenues	**$368,983**	**$384,122**	**$377,382**	**$393,353**	**$401,450**	**$409,479**	**$417,669**	**$426,022**
EXPENSES								
Faculty Support	$172,985	$193,049	$212,736	$223,306	$225,539	$230,049	$234,650	$239,343
Housestaff Support	12,660	15,046	15,364	15,364	$15,672	$15,985	$16,305	$16,631
Other Staff Support	101,031	63,428	28,328	30,416	$31,025	$31,645	$32,278	$32,924
USFTGP Staff Support	0	29,287	66,925	74,276	$75,761	$77,276	$78,822	$80,398
Depreciation/Amortization	5,047	6,136	5,848	5,912	6,030	6,151	6,274	6,400
Other Expenses	55,384	48,024	44,394	51,328	52,355	53,402	54,470	55,559
Total Expenses	**$347,108**	**$354,970**	**$373,595**	**$400,602**	**$406,381**	**$414,509**	**$422,799**	**$431,255**
NET OPERATING PROFIT (LOSS)	**$21,875**	**$29,152**	**$3,786**	**$(7,249)**	**$(4,931)**	**$(5,030)**	**$(5,130)**	**$(5,233)**
Unrealized Investment Gains (Losses)	$3,041	$(2,904)	**$1,739**	$0	**$0**	**$0**	**$0**	**$0**
Contribution to MCOM	0	0	(9,343)	0	0	0	0	0
Gain (Loss) on Disposal of Capital Assets	0	2,454	0	0	0	0	0	0
Other Non Operating Expense	0	(18)	0	0	0	0	0	0
Total Non-Operating	**$3,041**	**$(468)**	**$(7,603)**	**$0**	**$0**	**$0**	**$0**	**$0**
NET INCOME (LOSS)	**$24,916**	**$28,684**	**$(3,817)**	**$(7,249)**	**$(4,931)**	**$(5,030)**	**$(5,130)**	**$(5,233)**
Operating Profit Margin	**6%**	**8%**	**1%**	**-2%**	**-1%**	**-1%**	**-1%**	**-1%**

UNIVERSITY of SOUTH FLORIDA

USF Institute of Applied Engineering, Inc.

FY 2024 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 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 four of its $85M USSOCOM task order contract and entered into a 5 year $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 $13M in FY24.
- The IAE has initiated performance improvement projects focused on increasing automation of workflows, quality of data management, and compliance with contractual requirements scheduled to come online in the 1st quarter. This includes implementation of an Enterprise Resource Management system to streamline workflow efficiency and quality.
- Throughout FY24, the IAE will be realigning indirect costs across the portfolio of contracts, increasing business process efficiencies, and targeting strategic business development opportunities to diversify and grow the portfolio.

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

- Timing of initiation of new contracts is a primary operational risk. In effort to mitigate this risk, the IAE is in the process of hiring a Business Development Director to lead strategic expansion of our services, further expand the pipeline of opportunities, & drive execution of projects in the pipeline.
- The IAE has recently restructured to align the team to deliver optimal results in FY24. The IAE is refining roles and procedures to maximize utilization rates for Project Management & Engineering staffing.

List Major Long-Term Strategies That Will Drive Upside Financial Performance for 5 Years: FY 2024 - FY 2028

- IAE has designed and ready to start construction for 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 is scheduled to open summer 2023 opening up new business opportunities with customers within USSOCOM, USCENTCOM, & 6ARW who are awaiting it's opening.
- 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.

UNIVERSITY of SOUTH FLORIDA

USF Institute of Applied Engineering, Inc.

FY 2024 Annual Financial Plan

INCOME STATEMENT

(In thousands)	FY 2024 FINANCIAL PLAN	FY 2023 FORECAST (as of 4/19/23)	Variance $	Variance %	FY 2023 FINANCIAL PLAN	FY 2022 ACTUAL RESULTS	FY 2021 ACTUAL RESULTS
REVENUES							
Contracts Revenues	$12,675	$12,218	$457	4 %	$14,347	$7,363	$5,071
Hillsborough County Grant	0	1,987	(1,987)	(100)%	2,941	1,608	621
University Support	875	608	267	44 %	603	648	691
Other Revenue	0	0	0	%	0	18	379
Total Revenues	**$13,550**	**$14,812**	**$(1,262)**	(9)%	**$17,890**	**$9,636**	**$6,763**
EXPENSES							
Direct Project Expenses							
Direct Project Expenses Excluding USF Shared Servi	8,676	8,336	340	4 %	10,907	5,849	3,730
USF Shared Services	267	109	158	145 %	267	121	266
Total Direct Project Expenses	8,942	8,445	498	6 %	11,174	5,970	3,996
Indirect Expenses							
Salaries & Benefits	3,358	$4,157	(799)	(19)%	3,245	$2,773	$1,635
Materials, Supplies, Software & Equip.	241	357	(117)	(33)%	66	178	168
Banking, Insurance, Audit, Tax Services	182	449	(267)	(59)%	51	255	170
Facilities, Utilities, Telecomm., Security	447	260	188	72 %	161	188	242
Other Operating Expenses	104	212	(108)	(51)%	1,528	54	80
Total Indirect Expenses	4,332	5,434	(1,103)	(20)%	5,051	3,447	2,295
Total Expenses	**$13,274**	**$13,879**	**$(605)**	(4)%	**$16,225**	**$9,417**	**$6,291**
OPERATING PROFIT BEFORE NON-CASH CHANGES	**$276**	**$933**	**$(657)**	(70)%	**$1,665**	**$219**	**$472**
Depreciation & Amortization	391	148	242	164 %	492	137	63
Total Non-Cash Changes	**$391**	**$148**	**$242**	164 %	**$492**	**$137**	**$63**
NET OPERATING INCOME	**$(114)**	**$785**	**$(899)**	(115)%	**$1,172**	**$82**	**$409**
Operating Profit Margin	**2%**	**6%**		(4)%	**9%**	**2%**	**7%**

UNIVERSITY of SOUTH FLORIDA

USF Institute of Applied Engineering, Inc.

FY 2024 Annual Financial Plan

STATEMENT OF CASH FLOWS

(In thousands)	FY 2024 FINANCIAL PLAN	FY 2023 FORECAST (as of 4/19/23)	Variance $	Variance %	FY 2023 FINANCIAL PLAN	FY 2022 ACTUAL RESULTS	FY 2021 ACTUAL RESULTS
OPERATING ACTIVITIES							
Net Operating Income	$(114)	$785	$(899)	(115)%	$1,665	$82	$409
Adjustment for Depreciation & Amortization	391	148	242	164 %	492	137	63
Changes to Current Asset	298	261	37	14 %	649	(1,043)	(1,103)
Changes to Current Liabilities	(258)	(219)	(39)	(18)%	(1,896)	2,341	1,884
Total Cash From Operating Activities	**$316**	**$975**	**$(659)**	(68)%	**$911**	**$1,517**	**$1,252**
FINANCING ACTIVITIES							
Other Long Term Liabilities	$0	$0	$0	%	$0	$29	$(29)
Total Cash From Financing Activities	**$0**	**$0**	**$0**	%	**$0**	**$29**	**$(29)**
INVESTING ACTIVITIES							
Hillsborough County Capital Expenses	$0	$(1,708)	$1,708	100 %	$(115)	$(233)	$(840)
Total Cash From Investing Activities	**$0**	**$(1,708)**	**$1,708**	100 %	**$(115)**	**$(233)**	**$(840)**
CHANGE IN CASH	**316**	**(733)**	**1,049**	143 %	**795**	**1,313**	**383**
Cash, Beginning of Year	1,228	1,961	(437)	(22)%	1,961	648	265
Cash, End of Year	**$1,544**	**$1,228**	**$612**	50 %	**$2,757**	**$1,961**	**$648**
Total Cash & Investments	**$1,544**	**$1,228**	**$612**	50 %	**$2,757**	**$1,961**	**$648**
Days Cash on Hand	**42**	**32**	**10**	31 %	**62**	**76**	**38**

UNIVERSITY of SOUTH FLORIDA

USF Institute of Applied Engineering, Inc.

FY 2024 Annual Financial Plan

5-YEAR FORECAST

(In thousands)	FY 2021 ACTUAL	FY 2022 ACTUAL	FY 2023 FORECAST	FY 2024 PLAN	FY 2025 FORECAST	FY 2026 FORECAST	FY 2027 FORECAST	FY 2028 FORECAST
ASSETS								
Cash & Investments	$648	$1,961	$1,228	$1,544	$2,219	$2,682	$3,225	$3,851
Account Receivables	1,262	2,306	2,131	1,901	1,966	2,033	2,102	2,173
Prepmts and Other Curr Assets	30	29	9	0	0	0	0	0
Fixed Assets	696	705	1,592	1,201	811	498	248	48
Other Assets	0	204	139	79	(40)	0	0	0
Total Assets	**$2,636**	**$5,206**	**$5,098**	**$4,725**	**$4,956**	**$5,213**	**$5,575**	**$6,073**
LIABILITIES								
Accounts Payable	$2,017	$4,064	$4,164	$3,982	$3,803	$3,913	$4,027	$4,145
Long-Term Debt	29	0	0	0	0	0	0	0
Other Liabilities	174	497	178	101	141	0	0	0
Total Liabilities	**$2,220**	**$4,561**	**$4,341**	**$4,083**	**$3,944**	**$3,913**	**$4,027**	**$4,145**
NET ASSETS	**$416**	**$645**	**$756**	**$642**	**$1,012**	**$1,300**	**$1,548**	**$1,928**
Days Cash on Hand	**38**	**76**	**32**	**42**	**64**	**75**	**88**	**102**
REVENUES								
Contracts Revenues	$5,071	$7,363	$12,218	$12,675	$13,106	$13,552	$14,013	$14,489
Hillsborough County Grant	$621	$1,608	$1,987	$0	$0	$0	$0	$0
University Support	$691	$648	$608	$875	$0	$0	$0	$0
Other Revenues	379	18	0	0	0	0	0	0
Total Revenues	**$6,763**	**$9,636**	**$14,812**	**$13,550**	**$13,106**	**$13,552**	**$14,013**	**$14,489**
EXPENSES								
Direct Project Expense	3,996	5,970	8,445	8,942	8,257	8,538	8,828	9,128
Indirect Expenses	2,295	3,447	5,434	4,332	4,418	4,507	4,597	4,689
Total Expenses	**$6,291**	**$9,417**	**$13,879**	**$13,274**	**$12,675**	**$13,045**	**$13,425**	**$13,817**
Operating Profit Before Non-Cash	**$472**	**$219**	**$933**	**$276**	**$431**	**$507**	**$588**	**$672**
Total Non-Cash Changes	$63	$137	$148	$391	$391	$312	$250	$200
NET OPERATING INCOME	**$409**	**$82**	**$785**	**$(114)**	**$40**	**$195**	**$338**	**$472**
Operating Profit Margin	**7%**	**2%**	**6%**	**2%**	**3%**	**4%**	**4%**	**5%**

UNIVERSITY of SOUTH FLORIDA

USF Research Foundation, Inc.

FY 2024 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) is making good progress. The FY24 revenue projection anticipates a minimum of 28,000sf of the available 80,000 will be on line and occupied that year. The FY25 projection expects an increase to 80,000sf and full occupancy in FY26. Capital expenditures for tenant improvements and research facility infrastructure will be largely captured in FY24 and FY25.
  All other Research Park buildings remain fully occupied and leased.
- As directed by the University, the FY 2024 Plan includes a $4.28M 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 $4.28M in FY 2024.
- 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 2024. The transfer of this fiduciary cash to the University's chartfield for benefit of the USF Incubator Program, will reduce the University's FY 2024 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 2024 - FY 2028

- The Research Foundation is projecting a long-term deficit, which was not forecasted in prior years, due to the transfer of 100% of TTO operating expenses, previously funded by the University. Management is currently working on a proposal to the University to help cover some of these operating costs to help cover the projected operating deficits. In addition, TTO has cases currently in litigation which cannot be forecasted, however if settled, could majorly impact the financial forecast.
- 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 2024 Annual Financial Plan

INCOME STATEMENT

(In thousands)	FY 2024 FINANCIAL PLAN	FY 2023 FORECAST (as of 3/31/23)	Variance $	Variance %	FY 2023 FINANCIAL PLAN	FY 2022 ACTUAL RESULTS	FY 2021 ACTUAL RESULTS
REVENUES							
Rental Revenue	$10,814	$10,001	$813	8 %	$10,763	$9,257	$9,252
Intellectual Property Revenue (TTO Initiator)	3,050	3,000	50	2 %	4,100	3,868	2,561
Intellectual Property Revenue - Equity Transactions	-	-	-	%	-	-	7,433
NMR Use License Fee	-	-	-	%	-	-	244
Other Operating Revenues	163	170	(7)	(4)%	170	183	172
Total Revenues	**$14,027**	**$13,171**	**$856**	7 %	**$15,033**	**$13,308**	**$19,661**
EXPENSES							
Salaries & Benefits	$1,449	$1,466	(17)	(1)%	$1,466	$1,143	$1,196
Operations - Research Park	4,576	3,895	681	17 %	3,895	3,879	3,212
Operations - 3814 Spectrum	993	359	635	177 %	549	509	5
IP Program Expense - Royalties & Direct Tech Costs	2,255	2,203	51	2 %	2,945	2,823	1,836
IP University Exp - TTO Cost Allocation to DSO	4,279	3,742	537	14 %	3,989	2,169	-
Other Program Expense	40	60	(20)	(33)%	60	64	87
Other Operating Expense	211	200	11	6 %	200	215	164
UBC Net Expense (University Business Center)	123	336	(213)	(63)%	336	338	234
Interest Expense	1,254	1,323	(69)	(5)%	1,323	910	621
Depreciation & Amortization	3,863	4,292	(429)	(10)%	4,292	2,847	2,786
Total Expenses	**$19,042**	**$17,875**	**$1,167**	7 %	**$19,054**	**$14,898**	**$10,142**
NET OPERATING PROFIT (LOSS)	**$(5,015)**	**$(4,704)**	**$(311)**	(7)%	**$(4,021)**	**$(1,589)**	**$9,520**
Investment Income	1,757	1,088	669	62 %	2,471	(6,095)	11,864
Investment Income - IP Equity Transaction	-	-	0	%	-	(11,602)	5,509
Interest Income - GASB 87 Lessor Revenue	-	-			-	1,733	-
Non-Operating Interest Exp (New Bldg Construction)	-	-	0	%	-	(487)	(927)
Total Non-Operating	**$1,757**	**$1,088**	**$669**	62 %	**$2,471**	**$(16,451)**	**$16,446**
NET INCOME (LOSS)	**$(3,259)**	**$(3,617)**	**$358**	10 %	**$(1,551)**	**$(18,041)**	**$25,966**
Operating Profit Margin	**-35.8%**	**-35.7%**		**(0.0)%**	**-26.8%**	**-11.9%**	**48.4%**

UNIVERSITY of SOUTH FLORIDA

USF Research Foundation, Inc.

FY 2024 Annual Financial Plan

STATEMENT OF CASH FLOWS

(In thousands)	FY 2024 FINANCIAL PLAN	FY 2023 FORECAST (as of 3/31/23)	Variance $	Variance %	FY 2023 FINANCIAL PLAN	FY 2022 ACTUAL RESULTS	FY 2021 ACTUAL RESULTS
OPERATING ACTIVITIES							
Net Income	$(3,259)	$(3,617)	$358	10 %	$(1,551)	$(18,041)	$25,966
Adjustments for Non-Cash Activities:							
Add Non-Cash Investment Loss (Less Inv Income)	(1,357)	(688)	(669)	(97)%	(2,071)	18,191	(16,875)
Less Other Non-Cash Operating Revenue	-	-	-	%	-	(1,162)	(7,685)
Add back Depreciation/Amortization Exp	3,863	4,292	(429)	(10)%	4,292	2,847	2,786
Add back Other Non-Cash Expenses	80	50	30	60 %	50	131	119
Changes in Operating Assets and Liabilities	105	(400)	505	126 %	(400)	1,670	(2,381)
Total Cash From Operating Activities	**$(568)**	**$(362)**	**$(206)**	(57)%	**$321**	**$3,636**	**$1,930**
FINANCING ACTIVITIES							
Principal Payments - Notes Payable	$(870)	$(835)	$(35)	(4)%	$(835)	$(805)	$(775)
Principal Payments Capital Lease - UDI Building	(274)	(263)	(12)	(4)%	(263)	(252)	(261)
Principal Payment - New Building	(1,014)	(975)	(40)	(4)%	(975)	(936)	(900)
Redeem Investments - Fund New Bldg Cost & CAP-X	8,825	5,414	3,412	63 %	5,414	3,500	1,827
Redeem Investments - For Operating Loss	3,259	-	3,259	%	-	-	-
Redeem Investments - Truist Equity to Operating Cash	-	-	-	%	-	-	275
Total Cash From Financing Activities	**$9,926**	**$3,341**	**$6,585**	197 %	**$3,341**	**$1,507**	**$166**
INVESTING ACTIVITIES							
Capital Expenditures	$(4,371)	$(2,161)	$(2,211)	(102)%	$(2,161)	$(963)	$(258)
Capital Expenditures - New Bldg Tenant Improvements	(8,825)	(3,645)	(5,180)	(142)%	(3,645)	(2,454)	-
Seed Capital Loan Repayments (Issuance)	-	-	0	%	-	-	35
Total Cash From Investing Activities	**$(13,197)**	**$(5,806)**	**$(7,391)**	(127)%	**$(5,806)**	**$(3,417)**	**$(223)**
CHANGE IN CASH	**(3,839)**	**(2,826)**	**(1,012)**	(36)%	**(2,144)**	**1,726**	**1,874**
Cash, Beginning of Year	4,229	$7,056	(2,826)	(40)%	5,877	5,330	3,456
Cash, End of Year	**$391**	**$4,229**	**$(3,839)**	(91)%	**$3,733**	**$7,056**	**$5,330**
Total Cash & Investments	**$35,182**	**$42,254**	**$(7,073)**	(17)%	**$49,101**	**$49,407**	**$57,521**
Days Cash on Hand	**257**	**342**	**(85)**	(25)%	**480**	**488**	**770**

UNIVERSITY of SOUTH FLORIDA

USF Research Foundation, Inc.

FY 2024 Annual Financial Plan

5-YEAR FORECAST

(In thousands)	FY 2021 ACTUAL	FY 2022 ACTUAL	FY 2023 FORECAST	FY 2024 PLAN	FY 2025 FORECAST	FY 2026 FORECAST	FY 2027 FORECAST	FY 2028 FORECAST
ASSETS								
Cash & Investments	$57,521	$49,407	$42,254	$35,182	$30,460	$28,270	$29,460	$31,780
Fixed Assets	33,225	57,497	58,825	83,357	93,213	102,110	108,679	115,158
Other Assets	40,148	79,194	40,032	39,916	39,800	39,685	40,478	41,288
Total Assets	**$130,894**	**$186,097**	**$141,112**	**$158,455**	**$163,473**	**$170,065**	**$178,617**	**$188,225**
LIABILITIES								
Payables	$10,178	$2,777	$5,052	$5,490	$5,509	$5,526	$5,637	$5,749
Long-Term Debt	17,618	41,726	42,625	40,502	38,255	35,917	33,486	30,955
Other Liabilities	7,205	63,743	7,422	7,644	7,874	8,110	8,353	8,604
Total Liabilities	**$35,002**	**$108,246**	**$55,099**	**$53,636**	**$51,637**	**$49,553**	**$47,476**	**$45,308**
NET ASSETS	**$95,892**	**$77,852**	**$86,013**	**$104,818**	**$111,837**	**$120,512**	**$131,141**	**$142,917**
Days Cash on Hand	**770**	**488**	**342**	**257**	**115**	**40**	**43**	**65**
REVENUES								
Rental Revenue	$9,252	$9,257	$10,001	$10,814	$12,723	$14,724	$15,699	$17,145
Intellectual Property Revenue	9,993	3,868	3,000	3,050	3,160	3,365	3,570	3,875
Other Revenues	416	183	170	163	171	180	189	198
Total Revenues	**$19,661**	**$13,308**	**$13,171**	**$14,027**	**$16,054**	**$18,269**	**$19,457**	**$21,218**
EXPENSES								
Salaries & Benefits	$1,196	$1,143	$1,466	$1,449	$1,507	$1,553	$1,599	$1,647
Operations - Research Park	3,212	4,388	4,253	5,569	6,110	6,656	6,610	7,082
IP Program Expense - Royalties & Direct Tech Costs	1,836	2,823	2,203	2,255	2,335	2,477	2,611	2,811
IP University Expense- TTO Cost Allocation to DSO	-	2,169	3,742	4,279	4,552	4,584	4,752	4,844
Other Expenses	3,897	4,375	6,211	5,490	7,058	7,215	7,235	7,181
Total Expenses	**$10,142**	**$14,898**	**$17,875**	**$19,042**	**$21,563**	**$22,484**	**$22,807**	**$23,565**
Operating Profit Before Non-Operating	**$9,520**	**$(1,589)**	**$(4,704)**	**$(5,015)**	**$(5,509)**	**$(4,216)**	**$(3,350)**	**$(2,347)**
Total Non-Operating, Net	16,446	(16,451)	1,088	1,757	1,598	1,535	1,624	1,718
NET INCOME (LOSS)	**$25,966**	**$(18,041)**	**$(3,617)**	**$(3,259)**	**$(3,911)**	**$(2,681)**	**$(1,726)**	**$(629)**
Operating Profit Margin	**48%**	**-12%**	**-36%**	**-36%**	**-34%**	**-23%**	**-17%**	**-11%**

UNIVERSITY of SOUTH FLORIDA

USF FOUNDATION, INC.

FY 2024 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 has made a significant investment in Prospect Research Management to facilitate and grow the crucial impact of philanthropy for USF. This initiative will further the USF Foundation's ability to meet annual fundraising goals with enhanced support and training provided by this team to front-line fundraisers.
- The newly formed Principal Gifts Team has already produced over $22 million in new gifts for the university and this team will cultivate transformative gift opportunities that will generate an expansion of resources over the long term for the University.
- The talent acquisition is underway for a Regional Fundraising Team that 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 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 1st after implementing a new engagement software system loaded with over 200,000 Alumni. The DEC manager and 72 students began their 1st campaign on January 17th.

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

- 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 2024 - FY 2028

- 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

USF FOUNDATION, INC.

FY 2024 Annual Financial Plan

INCOME STATEMENT

(In thousands)	FY 2024 FINANCIAL PLAN	FY 2023 FORECAST (as of 3/31/23)	Variance $	Variance %	FY 2023 FINANCIAL PLAN	FY 2022 ACTUAL RESULTS	FY 2021 ACTUAL RESULTS
REVENUES							
Gifts & Donations	$64,550	$62,450	$2,100	3 %	$60,450	$82,693	$64,667
Investment Income (Loss)	57,632	28,816	28,816	100 %	51,325	(103,786)	192,303
University Support	14,123	14,123	0	0 %	13,523	13,729	13,209
Other Revenues	2,951	2,907	44	1 %	2,907	2,424	2,473
Total Revenues	**$139,256**	**$108,296**	**$30,960**	29 %	**$128,205**	**$(4,940)**	**$272,652**
EXPENSES							
Program Services							
Salaries & Benefits	21,768	20,662	1,106	5 %	20,299	22,514	20,721
Scholarship & Fellowship	11,653	10,993	660	6 %	10,090	11,452	10,802
Service & Independent contractors	4,327	4,242	85	2 %	4,148	4,700	1,619
Supplies	2,387	2,340	47	2 %	2,208	957	884
Other Transfers & Expenses	23,985	28,406	(4,421)	(16)%	25,719	37,599	18,791
Total Program Service Expenses	**64,120**	**66,643**	(2,523)	(4)%	**62,464**	**77,222**	**52,817**
Fundraising & Operating Expenses							
Salaries & Benefits	17,860	17,265	595	3 %	16,487	17,110	16,188
Service & Independent contractors	1,421	1,386	35	2 %	1,141	1,669	1,042
Other Transfers & Expenses	2,434	2,434	0	0 %	2,216	1,796	1,429
Total Fundraising & Operating Expenses	**21,715**	**21,085**	630	3 %	**19,844**	**20,575**	**18,659**
Total Expenses	**$85,835**	**$87,728**	**$(1,893)**	(2)%	**$82,308**	**$97,797**	**$71,476**
OPERATING PROFIT BEFORE NON-CASH CHANGES	**$53,421**	**$20,569**	**$32,853**	160 %	**$45,897**	**$(102,737)**	**$201,176**
Total Non-Cash Changes	**$0**	**$0**	**$0**	%	**$0**	**$0**	**$0**
NET OPERATING PROFIT	**$53,421**	**$20,569**	**$32,853**	160 %	**$45,897**	**$(102,737)**	**$201,176**
Operating Profit Margin	**38%**	**19%**		19 %	**36%**	**2080%**	**74%**

UNIVERSITY of SOUTH FLORIDA

USF FOUNDATION, INC.

FY 2024 Annual Financial Plan

STATEMENT OF CASH FLOWS

(In thousands)	FY 2024 FINANCIAL PLAN	FY 2023 FORECAST (as of 3/31/23)	Variance $	Variance %	FY 2023 FINANCIAL PLAN	FY 2022 ACTUAL RESULTS	FY 2021 ACTUAL RESULTS
OPERATING ACTIVITIES							
Net Operating Profit	$53,421	$20,569	$32,853	160 %	$45,897	$(134,363)	$201,176
Adjustments for Non-Cash Activities:	0	0	0	%	0		
Investment (gain) losses	(57,632)	(28,816)	(28,816)	(100)%	(51,325)	103,785	(179,278)
Change in assets & liabilities	(14,071)	(14,987)	916	6 %	(14,526)	(16,971)	(19,976)
Total Cash From Operating Activities	**$(18,282)**	**$(23,235)**	**$4,953**	21 %	**$(19,954)**	**$(47,549)**	**$1,922**
FINANCING ACTIVITIES							
Interest Paid on Debt	(105)	(115)	10	9 %	(125)	(99)	(109)
Principal Paid on Debt	(423)	(413)	(10)	(2)%	(380)	(402)	(391)
NonCapital Financing activities	17,226	16,564	662	4 %	13,521	17,662	13,139
Total Cash From Financing Activities	**$16,698**	**$16,036**	**$662**	4 %	**$13,016**	**$17,161**	**$12,639**
INVESTING ACTIVITIES							
Receipt of loan repayment on loan to DSO	$0	$5,992	$(5,992)	(100)%	$0	$400	$400
Net (Purchases) Sales of Investment	(7,325)	(8,215)	890	11 %	(1,985)	23,328	(32,359)
Interest dividends reinvested	8,921	8,938	(17)	(0)%	8,932	7,839	13,025
Total Cash From Investing Activities	**$1,596**	**$6,715**	**$(5,119)**	(76)%	**$6,947**	**$31,567**	**$(18,934)**
CHANGE IN CASH	**12**	**(484)**	**496**	102 %	**9**	**1,179**	**(4,373)**
Cash, Beginning of Year	1,247	1,730	(484)	(28)%	2,770	551	4,924
Cash, End of Year	**$1,259**	**$1,247**	**$12**	1 %	**$2,779**	**$1,730**	**$551**
Total Cash & Investments	**$111,146**	**$108,646**	**$2,500**	2 %	**$108,957**	**$116,951**	**$132,115**
Days Cash on Hand	**473**	**452**	**21**	5 %	**483**	**436**	**675**

UNIVERSITY of SOUTH FLORIDA

USF FOUNDATION, INC.

FY 2024 Annual Financial Plan

5-YEAR FORECAST

(In thousands)	FY 2021 ACTUAL	FY 2022 ACTUAL	FY 2023 FORECAST	FY 2024 PLAN	FY 2025 FORECAST	FY 2026 FORECAST	FY 2027 FORECAST	FY 2028 FORECAST
ASSETS								
Cash & Investments	$132,115	$116,951	$108,646	$111,146	$108,646	$106,146	$103,646	$104,682
Fixed Assets	10,725	10,606	10,485	10,380	10,276	10,174	10,072	9,971
Other Assets	786,838	693,518	723,710	776,009	836,349	906,034	985,038	1,070,030
Total Assets	**$929,678**	**$821,075**	**$842,841**	**$897,536**	**$955,271**	**$1,022,354**	**$1,098,756**	**$1,184,684**
LIABILITIES								
Payables	$408	$1,985	$1,295	$1,117	$1,039	$1,060	$1,081	$1,103
Long-Term Debt	3,942	3,540	3,127	2,704	2,269	1,822	1,364	894
Other Liabilities and deferred inflows	36,098	29,057	31,357	33,232	33,682	35,682	38,032	40,462
Total Liabilities	**$40,448**	**$34,582**	**$35,779**	**$37,053**	**$36,990**	**$38,564**	**$40,477**	**$42,459**
NET ASSETS	**$889,230**	**$786,493**	**$807,062**	**$860,483**	**$918,281**	**$983,790**	**$1,058,278**	**$1,142,225**
Days Cash on Hand	**675**	**436**	**452**	**473**	**456**	**440**	**425**	**424**
REVENUES								
Gifts & Fundraising Revenue	$64,667	$85,117	$62,450	$64,550	$67,778	$71,166	$74,725	$78,461
University Support	13,209	13,729	14,123	14,123	15,148	15,873	16,598	17,323
Other Revenues	194,776	(103,786)	31,723	60,583	61,765	66,431	72,212	78,305
Total Revenues	**$272,652**	**$(4,940)**	**$108,296**	**$139,256**	**$144,690**	**$153,470**	**$163,534**	**$174,089**
EXPENSES								
Salaries & Benefits	$36,910	$39,624	$37,927	$39,628	$40,222	$40,826	$41,438	$42,060
Scholarships & Fellowships	10,802	13,121	10,993	11,653	11,770	11,887	12,006	12,126
Other Expenses	23,764	45,052	38,807	34,554	34,900	35,249	35,601	35,957
Total Expenses	**$71,476**	**$97,797**	**$87,727**	**$85,835**	**$86,891**	**$87,962**	**$89,045**	**$90,143**
Operating Profit Before Non-Cash	**$201,176**	**$(102,737)**	**$20,569**	**$53,421**	**$57,799**	**$65,509**	**$74,489**	**$83,946**
Total Non-Cash Changes	$0	$0	$0	$0	$0	$0	$0	$0
NET OPERATING PROFIT	**$201,176**	**$(102,737)**	**$20,569**	**$53,421**	**$57,799**	**$65,509**	**$74,489**	**$83,946**
Operating Profit Margin	**74%**	**2080%**	**19%**	**38%**	**40%**	**43%**	**46%**	**48%**

UNIVERSITY of SOUTH FLORIDA

USF Health Professions Conferencing Corporation

FY 2024 Annual Financial Plan

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.

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 FY2024, HPCC will continue providing services to USF clients at cost and will achieve positive operating results without support from UMSA. Although the post-COVID pent up demand from external clients has been met, CAMLS has strengthened relationships with external clients throughout the pandemic, which is propelling ongoing positive operating earnings for FY2024 and beyond from a much more diversified client base and new research capabilities.

- HPCC and the CAMLS facility continues 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 rural 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 international name recognition has generated CAMLS Without Walls opportunities to help other countries develop their simulation centers and simulation instructors. CAMLS will develop a contracted simulation instructor course in FY2024 for use in other client 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. HPCC's FY2023 operating success is partially due to research clients utilizing CAMLS. Although much of the research driven funding will flow through USF Sponsored Research the indirects and use of CAMLS will have a continuing 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 is expected to produce positive operating results in FY2024 while providing services to USF at cost. Grant revenue and the resulting pass-through expense to MECs will increase to $10M in FY2024 from $5M in FY2023 and three new programmatic team members will be added to CPD in FY2024.

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

- With the continued unpredictability of the healthcare education, training, and hospitality market, HPCC has been successful in mitigating risk through diversification of clientèle and modest pricing strategies to fully utilize CAMLS.

- 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.

- Significant market equity wage increases are planned for FY24 to mitigate significant turn over at HPCC as team members are recruited by local competitors.

- 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 ongoing efforts to continuously expand a diverse client base and other competitive advantages.

- Although business travel is rebounding, travel cost is increasing and client travel is being limited by corporate policies to reduce carbon footprint and therefore reduce air travel. 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.

- With continued growth and popularity of Downtown Tampa, CAMLS's clientèle has increasingly seen rising costs and hotels at capacity resulting in lost CAMLS opportunities in FY2023 fourth quarter. 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 clientèle. 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 2024 - FY 2028

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

- Increased focus on building up international programs and research as well as building unique CAMLS programs and partnerships leveraging the strengths of CAMLS and USF Health expertise and facility.

UNIVERSITY of SOUTH FLORIDA

USF Health Professions Conferencing Corporation

FY 2024 Annual Financial Plan

INCOME STATEMENT

(In thousands)	FY 2024 FINANCIAL PLAN	FY 2023 FORECAST (as of 3/31/23)	Variance $	Variance %	FY 2023 FINANCIAL PLAN	FY 2022 ACTUAL RESULTS	FY 2021 ACTUAL RESULTS
REVENUES							
Continuing Professional Development	$11,986	$5,505	$6,481	118 %	$7,275	$8,721	$3,455
CAMLS - USF Health Programming	2,220	2,513	(293)	(12)%	2,179	2,246	2,076
CAMLS - Industry, Societies, Healthcare	4,816	4,133	683	17 %	4,648	3,391	1,555
Other HPCC Divisions	500	315	185	59 %	0	33	10
In Kind Donations	0	0	0	%	17	0	11
Rents, Parking, Rebates, Interest	401	492	(91)	(18)%	472	452	274
Gain on Sale of Fixed Assets	0	10	(10)	(100)%	0	6	7
Gain on Lease Termination	0	683	(683)	(100)%	0	0	0
Transfer from USF-Plant Operations & Maint.	1,293	1,293	0	0 %	1,293	1,293	1,294
USF Carryforward funding - temp staffing - programs	0	0	0	%	0	0	69
Transfer from UMSA Continuing Ed - Faculty, Students	400	443	(43)	(10)%	900	884	270
Total Revenues	**$21,616**	**$15,387**	**$6,229**	40 %	**$16,784**	**$17,025**	**$9,021**
EXPENSES							
Wages and Benefits	$4,865	$4,155	$710	17 %	$4,083	$3,758	$3,611
Wages - program driven temporary staffing	60	60	0	0 %	160	71	71
Utilities, Leases, Maint., Supplies, Marketing	1,976	1,965	11	1 %	1,976	1,870	1,567
Direct Program Expense	13,296	7,013	6,283	90 %	8,332	9,597	3,538
Interest	235	259	(24)	(9)%	260	289	346
In Kind Expense	0	0	0	%	0	0	11
Depreciation & Amortization	747	699	48	7 %	708	938	961
Total Expenses	**$21,179**	**$14,151**	**$7,028**	50 %	**$15,519**	**$16,523**	**$10,105**
OPERATING PROFIT BEFORE NON-CASH CHANGES	**$437**	**$1,236**	**$(799)**	(65)%	**$1,265**	**$503**	**$(1,084)**
Unrealized Investment Gains (Losses)	0	0	0	%	0	0	0
Total Non-Cash Changes	**$0**	**$0**	**$0**	%	**$0**	**$0**	**$0**
NET OPERATING PROFIT	**$437**	**$1,236**	**$(799)**	(65)%	**$1,265**	**$503**	**$(1,084)**
Operating Profit Margin	**2%**	**8%**		(6)%	**8%**	**3%**	**-12%**
Operating Profit Margin w/out DASF support	**0%**	**5%**		(5)%	**2%**	**-2%**	**-15%**

UNIVERSITY of SOUTH FLORIDA

USF Health Professions Conferencing Corporation

FY 2024 Annual Financial Plan

STATEMENT OF CASH FLOWS

(In thousands)	FY 2024 FINANCIAL PLAN	FY 2023 FORECAST (as of 3/31/23)	Variance $	Variance %	FY 2023 FINANCIAL PLAN	FY 2022 ACTUAL RESULTS	FY 2021 ACTUAL RESULTS
OPERATING ACTIVITIES							
Net Operating Profit	$437	$543	$(106)	(20)%	$1,265	$503	$(1,084)
Adjustments for Non-Cash Activities:							
Depreciation	747	699	48	7 %	$708	$938	$961
Adjustments for Changes in							
Operating Assets and Liabilities	0	0	0	%	0	$(497)	$(921)
Total Cash From Operating Activities	**$1,184**	**$1,242**	**$(58)**	(5)%	**$1,973**	**$944**	**$(1,044)**
FINANCING ACTIVITIES							
Proceeds of Long-Term Debt	$0	$0	$0	%	$0	$0	$0
Principal Payments	(1,132)	(1,066)	(66)	(6)%	(1,066)	$(1,253)	$(1,142)
Interest Payments	0	0	0	%	0	$0	$0
Total Cash From Financing Activities	**$(1,132)**	**$(1,066)**	**$(66)**	(6)%	**$(1,066)**	**$(1,253)**	**$(1,142)**
INVESTING ACTIVITIES							
Capital Expenditures	$(200)	$(1,018)	$818	80 %	$(750)	$(39)	$(126)
Proceeds on Sale of Fixed Assets (net)	0	10	(10)	(100)%	0	6	7
Proceeds on Lease Termination	0	683	(683)	(100)%	0	0	0
Total Cash From Investing Activities	**$(200)**	**$(325)**	**$125**	38 %	**$(750)**	**$(33)**	**$(119)**
CHANGE IN CASH	**(148)**	**(149)**	**1**	1 %	**157**	**(342)**	**(2,305)**
Cash, Beginning of Year	1,492	1,641	(149)	(9)%	2,098	1,983	4,288
Cash, End of Year	**$1,344**	**$1,492**	**$(148)**	(10)%	**$2,255**	**$1,641**	**$1,983**
Total Cash & Investments	**$1,344**	**$1,492**	**$(148)**	(10)%	**$2,255**	**$1,641**	**$1,983**
Days Cash on Hand	**24**	**40**	**(16)**	(41)%	**56**	**38**	**79**
Days Cash on Hand w/out MEC grant $	**12**	**21**	**(9)**	(43)%	**56**	**20**	**47**
MEC grant $ on hand 6/30	1,000	1,000			1,000	1,240	1,126
MEC grant $ passed thru IS @6/30	10,000	5,000			6,573	8,121	2,549

UNIVERSITY of SOUTH FLORIDA

USF Health Professions Conferencing Corporation

FY 2024 Annual Financial Plan

5-YEAR FORECAST

(In thousands)	FY 2021 ACTUAL	FY 2022 ACTUAL	FY 2023 FORECAST	FY 2024 PLAN	FY 2025 FORECAST	FY 2026 FORECAST	FY 2027 FORECAST	FY 2028 FORECAST
ASSETS								
Cash & Investments	$1,983	$1,641	$1,492	$1,344	$1,544	$1,744	$1,944	$2,144
Fixed Assets	15,473	14,617	14,600	14,053	13,734	13,415	13,096	12,777
Other Assets	960	1,577	960	960	960	960	960	960
Total Assets	**$18,416**	**$17,835**	**$17,052**	**$16,357**	**$16,238**	**$16,119**	**$16,000**	**$15,881**
LIABILITIES								
Payables	$1,482	$1,843	$1,760	$1,760	$1,760	$1,760	$1,760	$1,760
Long-Term Debt	11,450	10,395	10,449	9,317	8,173	7,029	5,885	4,741
Other Liabilities and deferred inflows	3,004	2,615	2,654	2,654	2,654	2,654	2,654	2,654
Total Liabilities	**$15,936**	**$14,853**	**$14,863**	**$13,731**	**$12,587**	**$11,443**	**$10,299**	**$9,155**
NET ASSETS	**$2,480**	**$2,982**	**$2,189**	**$2,626**	**$3,651**	**$4,676**	**$5,701**	**$6,726**
Days Cash on Hand	**79**	**38**	**40**	**24**	**28**	**31**	**34**	**37**
REVENUES								
Program Revenues	8,537	$15,769	14,452	20,815	$21,315	$21,815	$22,315	$22,815
Transfer from UMSA Continuing Ed - Faculty, Students	250	884	443	400				
Other Revenues	234	373	492	401	409	417	426	434
Total Revenues	**$9,021**	**$17,026**	**$15,387**	**$21,616**	**$21,724**	**$22,232**	**$22,741**	**$23,249**
EXPENSES								
Salaries & Benefits	$3,682	$3,829	$4,215	$4,925	$5,023	$5,124	$5,226	$5,331
Program services	6,077	12,406	9,677	16,019	16,319	16,619	16,919	17,219
Interest	346	288	259	235	230	226	221	217
Total Expenses	**$10,105**	**$16,523**	**$14,151**	**$21,179**	**$21,573**	**$21,969**	**$22,367**	**$22,767**
Operating Profit Before Non-Cash Changes	**$(1,084)**	**$503**	**$1,236**	**$437**	**$151**	**$264**	**$374**	**$483**
Total Non-Cash Changes	$0	$0	$0	$0	$0	$0	$0	$0
NET OPERATING PROFIT	**$(1,084)**	**$503**	**$1,236**	**$437**	**$151**	**$264**	**$374**	**$483**
Operating Profit Margin	**-12%**	**3%**	**8%**	**2%**	**1%**	**1%**	**2%**	**2%**

UNIVERSITY of SOUTH FLORIDA

Sun Dome Inc.

FY 2024 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 to Meet Expectations for Sustained Positive Operating Performance, Strong Cash Flow, and Maintenance of Unrestricted Liquidity (90 days Cash on Hand)

- Continue to work with high quality promoters to bring in the highest quality ticketed events. After a successful FY23, the perception of the Yuengling Center has grown, which allow us to bring in more high quality events.
- 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.
- 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 continue to paydown outstanding liabilities incurred throughout Covid-19.

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

- By expanding non ticketing events, we can mitigate the effects of a potential recession. However, the concert market continues to be strong into FY24 as it has been in FY23, with higher quality acts anticipated to perform in the building. This will result in a significant increase in ancilliary revenues.

List Major Long-Term Strategies That Will Drive Upside Financial Performance for 5 Years: FY 2024 - FY 2028

- 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 2024 Annual Financial Plan

INCOME STATEMENT

(In thousands)	FY 2024 FINANCIAL PLAN	FY 2023 FORECAST (as of 3/31/23)	Variance $	Variance %	FY 2023 FINANCIAL PLAN	FY 2022 ACTUAL RESULTS	FY 2021 ACTUAL RESULTS
REVENUES							
Direct Event Income	$263	$225	$38	17 %	$339	$336	$652
Ancillary Revenue:							
Suites/Loge	58	58	(1)	(2)%	49	41	0
Concessions & Novelty	430	399	31	8 %	346	333	8
Parking	381	325	56	17 %	350	391	27
Service Charges	406	348	58	17 %	381	310	17
Ticketmaster Rebates	855	805	49	6 %	641	777	0
Total Ancillary Revenue	2,130	1,936	194	10 %	1,767	1,852	52
Miscellaneous	50	191	(141)	(74)%	50	42	(23)
Total Revenues	**$2,443**	**$2,352**	**$91**	4 %	**$2,156**	**$2,230**	**$681**
EXPENSES							
Salaries & Benefits	840	790	(50)	6 %	790	759	784
General & Administrative	600	595	(5)	1 %	495	482	308
Marketing & Sales	16	10	(6)	60 %	10	7	6
Equipment & Supplies	78	65	(13)	20 %	65	62	38
Utilities	34	40	6	(15)%	40	40	27
Insurance	123	118	(5)	4 %	118	102	148
Incentive Fees/Profit Share	273	264	(9)	3 %	216	295	0
Total Expenses	**$1,964**	**$1,882**	**$(82)**	4 %	**$1,734**	**$1,747**	**$1,311**
OPERATING PROFIT BEFORE NON-CASH CHANGES	**$479**	**$470**	**$9**	2 %	**$422**	**$483**	**$(630)**
Unrealized Investment Gains (Losses)	0	0	0	%	0	0	0
Total Non-Cash Changes	**$0**	**$0**	**$0**	%	**$0**	**$0**	**$0**
NET OPERATING PROFIT	**$479**	**$470**	**$9**	2 %	**$422**	**$483**	**$(630)**
Operating Profit Margin	**20%**	**20%**		(0)%	**20%**	**22%**	**-93%**

UNIVERSITY of SOUTH FLORIDA

Sun Dome Inc.

FY 2024 Annual Financial Plan

STATEMENT OF CASH FLOWS

(In thousands)	FY 2024 FINANCIAL PLAN	FY 2023 FORECAST (as of 3/31/23)	Variance $	Variance %	FY 2023 FINANCIAL PLAN	FY 2022 ACTUAL RESULTS	FY 2021 ACTUAL RESULTS
OPERATING ACTIVITIES							
Net Operating Profit	$479	$470	$9	2 %	$422	$483	$(630)
Adjustments for Non-Cash Activities:							
(Increase) Decrease in Accounts Receivable	150	223	(73)	(33)%	100	(221)	133
(Increase) Decrease in Prepaids	2	(22)	24	109 %	0	0	12
Increase (Decrease) in Accounts Payable	0	(137)	137	100 %	0	85	53
Increase (Decrease) in Accrued Liabilities	(715)	(373)	(342)	(92)%	(100)	428	1,231
Increase (Decrease) in Deferred Revenue	225	(670)	895	134 %	200	2,145	(190)
Total Cash From Operating Activities	**$141**	**$(509)**	**$650**	128 %	**$622**	**$2,920**	**$609**
FINANCING ACTIVITIES							
Capital Expenditures	$0	$0	$0	%	$0	$0	$0
Total Cash From Financing Activities	**$0**	**$0**	**$0**	%	**$0**	**$0**	**$0**
INVESTING ACTIVITIES							
Event Revenue Transfers to USF, net	(413)	(413)	0	0 %	(413)	(413)	(250)
Total Cash From Investing Activities	**$(413)**	**$(413)**	**$0**	0 %	**$(413)**	**$(413)**	**$(250)**
CHANGE IN CASH	**(272)**	**(922)**	**650**	71 %	**209**	**2,507**	**359**
Cash, Beginning of Year	2,169	3,091	(922)	(30)%	1,307	584	225
Cash, End of Year	**$1,897**	**$2,169**	**$(272)**	(13)%	**$1,516**	**$3,091**	**$584**
Total Cash & Investments	**$1,897**	**$2,169**	**$(272)**	(13)%	**$1,516**	**$3,091**	**$584**
Days Cash on Hand	**353**	**421**	**(68)**	(16)%	**319**	**646**	**163**

UNIVERSITY of SOUTH FLORIDA

Sun Dome Inc.

FY 2024 Annual Financial Plan

5-YEAR FORECAST

(In thousands)	FY 2021 ACTUAL	FY 2022 ACTUAL	FY 2023 FORECAST	FY 2024 PLAN	FY 2025 FORECAST	FY 2026 FORECAST	FY 2027 FORECAST	FY 2028 FORECAST
ASSETS								
Cash & Investments	$584	$3,091	$2,169	$1,897	$1,204	$716	$849	$1,005
Fixed Assets	279	502	279	129	129	129	129	129
Other Assets	12	12	34	32	27	27	27	27
Total Assets	**$875**	**$3,605**	**$2,482**	**$2,058**	**$1,360**	**$872**	**$1,005**	**$1,161**
LIABILITIES								
Payables	$121	$208	$71	$71	$65	$65	$65	$65
Long-Term Debt	2,110	2,538	2,165	1,450	757	445	312	156
Other Liabilities and deferred inflows	21	2,166	1,496	1,721	1,821	1,921	2,021	2,121
Total Liabilities	**$2,252**	**$4,912**	**$3,732**	**$3,242**	**$2,643**	**$2,431**	**$2,398**	**$2,342**
NET ASSETS	**$(1,377)**	**$(1,307)**	**$(1,250)**	**$(1,184)**	**$(1,283)**	**$(1,559)**	**$(1,393)**	**$(1,181)**
Days Cash on Hand	**163**	**646**	**421**	**353**	**214**	**123**	**140**	**159**
REVENUES								
Direct Event Income	$652	$336	$225	$263	$250	$237	$225	$214
Ancillary Revenue:								
Suites/Loge	$0	41	58	58	61	64	67	71
Concessions & Novelty	$8	333	399	430	456	479	503	528
Parking	$27	391	325	381	404	424	446	468
Service Charges	$17	310	348	406	431	452	475	499
Ticketmaster Rebates	$0	777	805	855	906	951	999	1,049
Total Ancillary Revenue	52	1,852	1,936	2,130	2,258	2,371	2,489	2,614
Miscellaneous	$(23)	42	191	50	50	50	50	50
Total Revenues	**$681**	**$2,230**	**$2,352**	**$2,443**	**$2,557**	**$2,658**	**$2,765**	**$2,878**
EXPENSES								
Salaries & Benefits	$784	$759	$790	$840	891	935	982	1,031
General & Administrative	308	482	595	600	606	618	630	643
Marketing & Sales	6	7	10	16	16	17	17	17
Equipment & Supplies	38	62	65	78	80	81	83	85
Utilities	27	40	40	34	35	35	36	37
Insurance	148	102	118	123	125	128	130	133
Incentive Fees/Profit Share	0	295	264	273	299	319	340	363
Total Expenses	**$1,311**	**$1,747**	**$1,882**	**$1,964**	**$2,052**	**$2,133**	**$2,218**	**$2,308**
Changes	**$(630)**	**$483**	**$470**	**$479**	**$506**	**$525**	**$546**	**$569**
Total Non-Cash Changes	$0	$0	$0	$0	$0	$0	$0	$0
NET OPERATING PROFIT	**$(630)**	**$483**	**$470**	**$479**	**$506**	**$525**	**$546**	**$569**
Operating Profit Margin	**-93%**	**22%**	**20%**	**20%**	**20%**	**20%**	**20%**	**20%**

UNIVERSITY of SOUTH FLORIDA

University of South Florida Alumni Association, Inc.

FY 2024 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)

- 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.
- Continued focus on soliciting alumni for life membership and an annual solicitation of these members into our Circle of Excellence giving program.

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

- The Association continues to identify new sponsorships and affinity partners to help mitigate 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, increasing financial support 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 2024 - FY 2028

- 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.
- Organic life membership growth will provide short term revenue as well as perpetual revenue via an annual distribution from the life membership endowment. Life membership growth will also result in increased annual gifts through the Associations giving program.
- A higher focus on USF license plate utilization will result in increased revenues and impact students favorably through scholarships.
- Identification and cultivation of affinity and sponsor partners should provide significant revenue and engagement opportunities.

UNIVERSITY of SOUTH FLORIDA

University of South Florida Alumni Association, Inc.

FY 2024 Annual Financial Plan

INCOME STATEMENT

(In thousands)	FY 2024 FINANCIAL PLAN	FY 2023 FORECAST (as of 3/31/23)	Variance $	Variance %	FY 2023 FINANCIAL PLAN	FY 2022 ACTUAL RESULTS	FY 2021 ACTUAL RESULTS
REVENUES							
Membership	$406	$485	$(79)	(16)%	$491	$324	$535
License Plates	403	389	14	4 %	395	383	396
Budget support	972	954	18	2 %	911	556	360
Affinity Royalty	436	353	83	24 %	352	356	367
Investment Income	370	353	17	5 %	354	317	298
Sponsorships	188	276	(88)	(32)%	258	256	183
Gifts and Donations	226	209	17	8 %	202	145	280
Event and other revenue	211	199	12	6 %	201	204	56
Total Revenues	**$3,212**	**$3,218**	**$(6)**	(0)%	**$3,164**	**$2,541**	**$2,475**
EXPENSES							
Salaries	1,782	1,732	50	3 %	1,725	1,542	1,812
Membership and membership services	82	95	(13)	(14)%	93	140	111
Printing & Postage	160	75	85	113 %	138	63	56
Event Services	391	436	(45)	(10)%	365	292	98
Professional Services	94	124	(30)	(24)%	106	109	89
Travel	79	75	4	5 %	85	21	3
Advertising & Marketing	11	18	(7)	(39)%	12	19	19
Insurance	44	43	1	2 %	45	40	48
Community Relations	25	43	(18)	(42)%	35	19	11
Credit Card fees and other services	25	27	(2)	(7)%	28	32	21
Scholarships	78	101	(23)	(23)%	101	83	75
Other expenses	21	32	(11)	(34)%	28	29	31
Total Expenses	**$2,792**	**$2,801**	**$(9)**	(0)%	**$2,761**	**$2,389**	**$2,374**
OPERATING PROFIT BEFORE NON-CASH CHANGES	**$420**	**$417**	**$3**	1 %	**$403**	**$152**	**$101**
Unrealized Investment Gains (Losses)	218	109	109	100 %	203	(1,760)	2,302
Total Non-Cash Changes	**$218**	**$109**	**$109**	100 %	**$203**	**$(1,760)**	**$2,302**
NET OPERATING PROFIT	**$638**	**$526**	**$112**	21 %	**$606**	**$(1,608)**	**$2,403**
Operating Profit Margin	**13%**	**13%**		0 %	**13%**	**6%**	**4%**

UNIVERSITY of SOUTH FLORIDA

University of South Florida Alumni Association, Inc.

FY 2024 Annual Financial Plan

STATEMENT OF CASH FLOWS

(In thousands)	FY 2024 FINANCIAL PLAN	FY 2023 FORECAST (as of 3/31/23)	Variance $	Variance %	FY 2023 FINANCIAL PLAN	FY 2022 ACTUAL RESULTS	FY 2021 ACTUAL RESULTS
OPERATING ACTIVITIES							
Net Operating Profit	$638	$526	$112	21 %	$606	$(1,608)	$2,403
Adjustments for Non-Cash Activities:							
Unrealized gain on investments	(218)	(109)	(109)	(100)%	(203)	1,760	(2,302)
Adjustments for Changes in							
Operating Assets and Liabilities	0	0	0	%	0	88	95
Total Cash From Operating Activities	**$420**	**$417**	**$3**	1 %	**$403**	**$240**	**$196**
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	$(421)	$(417)	$(4)	(1)%	$(395)	$(234)	$(221)
Total Cash From Investing Activities	**$(421)**	**$(417)**	**$(4)**	(1)%	**$(395)**	**$(234)**	**$(221)**
CHANGE IN CASH	**(1)**	**0**	**(1)**	%	**8**	**6**	**(25)**
Cash, Beginning of Year	8	8	0	0 %	0	2	27
Cash, End of Year	**$7**	**$8**	**$(1)**	(11)%	**$8**	**$8**	**$2**
Total Cash & Investments	**$1,256**	**$1,163**	**$93**	8 %	**$1,243**	**$1,163**	**$1,316**
Days Cash on Hand	**164**	**152**	**13**	8 %	**164**	**178**	**202**

UNIVERSITY of SOUTH FLORIDA

University of South Florida Alumni Association, Inc.

FY 2024 Annual Financial Plan

5-YEAR FORECAST

(In thousands)	FY 2021 ACTUAL	FY 2022 ACTUAL	FY 2023 FORECAST	FY 2024 PLAN	FY 2025 FORECAST	FY 2026 FORECAST	FY 2027 FORECAST	FY 2028 FORECAST
ASSETS								
Cash & Investments	$1,316	$1,163	$1,163	$1,256	$1,357	$1,465	$1,582	$1,709
Restricted Cash & Investments	9,228	8,177	10,111	10,920	11,793	12,737	13,756	14,856
Other Assets	280	340	275	275	275	275	275	275
Total Assets	**$10,824**	**$9,680**	**$11,549**	**$12,451**	**$13,425**	**$14,477**	**$15,613**	**$16,840**
LIABILITIES								
Payables	$147	$154	$125	$125	$125	$125	$125	$125
Long-Term Debt	0	0	0	0	0	0	0	0
Other Liabilities and deferred inflows	2,273	2,731	2,460	2,734	2,871	3,014	3,165	3,323
Total Liabilities	**$2,420**	**$2,885**	**$2,585**	**$2,859**	**$2,996**	**$3,139**	**$3,290**	**$3,448**
NET ASSETS	**$8,404**	**$6,795**	**$8,964**	**$9,592**	**$10,429**	**$11,338**	**$12,323**	**$13,392**
Days Cash on Hand	**202**	**178**	**152**	**164**	**174**	**176**	**178**	**181**
REVENUES								
Membership	$535	$324	$485	$406	$447	$491	$540	$594
Support	360	556	954	972	1,072	1,122	1,172	1,222
Other Revenues	1,580	1,661	1,779	1,834	1,926	2,022	2,123	2,229
Total Revenues	**$2,475**	**$2,541**	**$3,218**	**$3,212**	**$3,444**	**$3,635**	**$3,835**	**$4,046**
EXPENSES								
Salaries & Benefits	$1,812	$1,542	$1,732	$1,782	$2,138	$2,309	$2,494	$2,694
Event Expenses	98	292	436	391	78	82	86	91
Other Expenses	464	555	633	619	631	644	657	670
Total Expenses	**$2,374**	**$2,389**	**$2,801**	**$2,792**	**$2,848**	**$3,036**	**$3,237**	**$3,454**
Operating Profit Before Non-Cash	**$101**	**$152**	**$417**	**$420**	**$596**	**$600**	**$598**	**$591**
Total Non-Cash Changes	$2,303	$(1,760)	$109	$218	$874	$943	$1,019	$1,100
NET OPERATING PROFIT	**$2,404**	**$(1,608)**	**$526**	**$638**	**$1,470**	**$1,543**	**$1,617**	**$1,692**
Operating Profit Margin	**4%**	**6%**	**13%**	**13%**	**17%**	**16%**	**16%**	**15%**

UNIVERSITY of SOUTH FLORIDA

USF Financing Corporation & USF Property Corporation

FY 2024 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)

- As the University's designated financing arm, the Financing Corporation is considering issuing $200 million of debt to finance the construction of an on-campus stadium in the form of long-term, taxable, fixed interest rate debt. The University continues to explore additional funding strategies for the Project, including philanthropy, designated auxiliary funds, designated CITF funds and other potential sources.
  - On July 29, 2022, the Corporation issued an Invitation to Negotiate for direct purchase of taxable revenue bonds for the USF Athletic Stadium Project. On October 5, 2022, the Corporation issued an Invitation to Negotiate for direct purchase of non-bank qualified taxable revenue bonds for the USF Athletic Stadium Project. Management is in process of reviewing and assessing all proposals received. No award has been issued to date.
  - On June 24, 2022, an ITN was issued for Design and Construction Services. An owner's representative was engaged to assist USF in verifying scope and cost options. On September 6, 2022 the University’s stadium planning committee selected Barton Malow and Populous as the Design/Build entity.
  - On March 7, 2023, the Board of Trustees approved the USF Stadium Design/Build Agreement and up to $22 million dollars for the Phase I design expenditures.
  - Management has assessed the impact of Stadium debt on the University's debt capacity.
- Management is working closely with the University and the design-builder to ensure that the USF Sarasota-Manatee Housing and Student Center Project is delivered on time and on budget. Construction is underway and is expected to be complete in May 2024.
  - On March 15, 2023, management concluded negotiations with CORE Construction for a Guaranteed Maximum Price. The Corporation's significant owner's contingency mitigated cost escalation and supply chain issues. With the GMP now in place, the Corporation has shifted risk to the design-builder.
  - The debt, together with a $16.5 million cash contribution from the University, will finance the construction of the mixed-use facility comprising a 200-bed student housing component and student center.
  - During construction, debt service on the $30 million Series 2022 Certificates of Participation (30-year, tax-exempt, fixed interest rate public bonds, 4.85% interest rate) will be funded by bond proceeds designated for capitalized interest.
- In order to protect USF's "AA" credit ratings, formal presentations will be made to Moody's, Standard & Poor's and Fitch this year emphasizing USF's strengths in management and governance, market position and enrollment demand, operating performance, wealth and liquidity, and leverage.
- Ongoing oversight of DSOs and Auxiliaries with outstanding 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.
- Ongoing compliance with covenants for 15 Series of debt, including IRS rules on tax-exempt bonds and required SEC reporting.
- On April 21, 2022, the University of South Florida terminated its Agreements with INTO USF, Inc. On July 15, 2022, the Financing Corporation filed a lawsuit against INTO South Florida and INTO USF, Inc. to compel the wind-up and dissolution of INTO USF, Inc. Litigation is ongoing. The teach-out plan for current students is expected to conclude in the Summer term of 2023. Liquidation of INTO USF, Inc is expected once litigation concludes.

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

- The Corporation is closely monitoring current market conditions, the banking crisis, and rising yield curve. The Corporation actively manages exposure to operating risks and financial performance of each of its debt programs, its interest rate swap, and the related University auxiliaries or DSOs.
- On March 22, 2023, the Corporation successfully closed a transaction to modify the variable rate index on the Series 2012B Certificates of Participation from LIBOR to a SOFR as a substitute rate.
  - The transaction was completed well in advance of the discontinuance of LIBOR as a benchmark index rate on June 30, 2023.
  - Management negotiated with the bank holding the Series 2012B COPs to maintain the existing spread at 73 basis points. With SOFR's lower trading costs, the swap counterparty will pay a small spread to the Corporation, resulting in a slight benefit of 8.2 basis points.

List Major Long-Term Strategies That Will Drive Upside Financial Performance for 5 Years: FY 2024 - FY 2028

- The Corporation will continue to work with the University and campus leaders to assist with structuring new debt programs, 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:
  - $1.84 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 Refundings
  - 3.82% Long-Term Cost of Capital

UNIVERSITY of SOUTH FLORIDA

USF Financing Corporation & USF Property Corporation

FY 2024 Annual Financial Plan

INCOME STATEMENT

(In thousands)	FY 2024 FINANCIAL PLAN	FY 2023 FORECAST (as of 3/31/23)	Variance $	Variance %	FY 2023 FINANCIAL PLAN	FY 2022 ACTUAL RESULTS	FY 2021 ACTUAL RESULTS
REVENUES							
Housing lease revenue	$9,139	$9,468	$(329)	(3)%	$9,912	$10,125	$7,789
Marshall Center lease revenue	1,286	1,327	(41)	(3)%	1,255	1,312	1,273
Athletics lease revenue	381	409	(28)	(7)%	372	437	636
Arena lease revenue	687	715	(28)	(4)%	652	695	736
DSO (UMSA) lease revenue	1,888	1,976	(88)	(4)%	1,984	1,977	1,493
DSO (HPCC) lease revenue	355	365	(10)	(3)%	365	381	520
DSO (Research) lease revenue	906	948	(42)	(4)%	959	989	1,002
Total Revenues	**$14,643**	**$15,209**	**$(566)**	(4)%	**$15,499**	**$15,916**	**$13,448**
OPERATING EXPENSES							
Management fee	852	827	25	3 %	827	803	0
General and administrative expenses	760	629	131	21 %	782	601	639
Total Operating Expenses	**$1,612**	**$1,456**	**$156**	11 %	**$1,610**	**$1,405**	**$639**
OTHER REVENUES (EXPENSES)							
Interest expense on debt	(11,296)	(11,859)	563	5 %	(12,477)	(12,062)	(12,175)
Interest income	840	802	38	5 %	10	65	28
Total Other Revenues (Expenses)	**$(10,456)**	**$(11,057)**	**$601**	5 %	**$(12,467)**	**$(11,998)**	**$(12,147)**
OPERATING PROFIT BEFORE NON-CASH CHANGES	**$2,575**	**$2,696**	**$(121)**	(4)%	**$1,422**	**$2,513**	**$662**
Change in INTO USF equity investment	0	0	0	%	0	1,544	(1,638)
Total Contributions and Non-Cash Changes	**$0**	**$0**	**$0**	%	**$0**	**$1,544**	**$(1,638)**
NET OPERATING PROFIT (LOSS)	**$2,575**	**$2,696**	**$(121)**	(4)%	**$1,422**	**$4,058**	**$(977)**
Operating Profit Margin	**17.6%**	**17.7%**		(0)%	**9.2%**	**15.8%**	**4.9%**

UNIVERSITY of SOUTH FLORIDA

USF Financing Corporation & USF Property Corporation

FY 2024 Annual Financial Plan

STATEMENT OF CASH FLOWS

(In thousands)	FY 2024 FINANCIAL PLAN	FY 2023 FORECAST (as of 3/31/23)	Variance $	Variance %	FY 2023 FINANCIAL PLAN	FY 2022 ACTUAL RESULTS	FY 2021 ACTUAL RESULTS
OPERATING ACTIVITIES							
Lease payments received from USF	$23,391	$24,033	$(642)	(3)%	$23,983	$24,096	$22,336
Lease payments received from UMSA	4,478	4,501	(23)	(1)%	4,515	4,442	3,892
Lease payments received from HPCC	1,486	1,431	55	4 %	1,431	1,386	1,465
Lease payments received from Research Foundation	2,184	2,176	9	0 %	2,205	2,167	2,234
Payment to USF for management services	(852)	(827)	(25)	(3)%	(827)	(803)	0
General and administrative disbursements	(760)	(629)	(131)	(21)%	(782)	(600)	(642)
Total Cash From Operating Activities	**$29,928**	**$30,685**	**$(757)**	(2)%	**$30,525**	**$30,688**	**$29,285**
FINANCING ACTIVITIES							
Capital expenditures	$(18,000)	$(8,000)	$(10,000)	(125)%	$(6,480)	$(11,499)	$(20,581)
Proceeds of long-term debt	0	30,000	(30,000)	(100)%	27,000	0	0
Debt issuance costs	0	(265)	265	100 %	(300)	0	0
Principal payments	(16,020)	(16,358)	338	2 %	(16,360)	(15,722)	(14,518)
Interest payments	(13,993)	(13,445)	(548)	(4)%	(14,017)	(13,522)	(14,346)
Equity contribution from USF/DSO for Project	0	0	0	%	0	1,385	0
Security received from (returned to) lessee for swap collateral	0	0	0	%	0	3,963	5,007
Security (pledged to) returned from counterparty	0	0	0	%	0	(3,963)	(5,104)
Total Cash From Financing Activities	**$(48,013)**	**$(8,068)**	**$(39,945)**	(495)%	**$(10,157)**	**$(39,358)**	**$(49,542)**
INVESTING ACTIVITIES							
Proceeds from maturity/redemption of INTO CD	$0	$3,774	$(3,774)	(100)%	$3,776	$3,774	$3,708
Purchase of INTO CD	0	0	0	%	(3,776)	(3,774)	(3,774)
Interest income	840	802	38	5 %	10	36	88
Total Cash From Investing Activities	**$840**	**$4,576**	**$(3,736)**	(82)%	**$9,564**	**$35,481**	**$22**
CHANGE IN CASH	**$(17,245)**	**$27,193**	(44,437)	(163)%	**$20,377**	**$(8,635)**	**($19,917)**
Cash, Beginning of Year	71,256	44,063	27,193	62 %	44,209	52,698	72,615
Cash, End of Year	**$54,011**	**$71,256**	**$(17,245)**	(24)%	**$64,586**	**$44,063**	**$52,698**
Total Cash & Investments	**$54,011**	**$71,256**	**$(17,245)**	(24)%	**$68,362**	**$47,837**	**$56,472**
Days Cash on Hand	**400**	**395**	**5**	1 %	**394**	**407**	**405**

UNIVERSITY of SOUTH FLORIDA

USF Financing Corporation & USF Property Corporation

FY 2024 Annual Financial Plan

5-YEAR FORECAST

(In thousands)	FY 2021 ACTUAL	FY 2022 ACTUAL	FY 2023 FORECAST	FY 2024 PLAN	FY 2025 FORECAST	FY 2026 FORECAST	FY 2027 FORECAST	FY 2028 FORECAST
ASSETS								
Cash & Investments	$56,472	$47,836	$71,256	$54,011	$54,299	$56,081	$57,945	$59,742
Financing Receivable	309,896	304,391	296,984	300,441	285,417	267,101	247,918	227,781
Other Assets	17,273	7,978	5,824	5,126	4,497	3,888	3,298	2,726
Total Assets	**$383,641**	**$360,205**	**$374,063**	**$359,578**	**$344,214**	**$327,070**	**$309,161**	**$290,248**
LIABILITIES								
Payables - Interest and Construction	$10,032	$7,253	$7,777	$6,997	$6,650	$6,279	$5,884	$5,471
Long-Term Debt	341,983	324,693	336,851	321,071	304,342	286,074	267,190	247,448
Interest Rate Swap & Other Payables	13,858	6,433	4,914	4,414	3,914	3,414	2,914	2,414
Total Liabilities	**$365,873**	**$338,379**	**$349,541**	**$332,481**	**$314,906**	**$295,766**	**$275,988**	**$255,332**
NET ASSETS	**$17,768**	**$21,826**	**$24,522**	**$27,097**	**$29,308**	**$31,304**	**$33,173**	**$34,916**
Days Cash on Hand	**405**	**407**	**395**	**400**	**423**	**437**	**455**	**476**
REVENUES								
USF Debt Payments	$10,434	$12,569	$11,920	$11,494	$12,587	$12,153	$11,704	$11,119
UMSA Debt Payments	1,492	1,977	1,976	1,888	1,854	1,779	1,703	1,626
HPCC Debt Payments	520	381	365	355	336	316	295	272
Research Debt Payments	1,002	989	948	906	862	816	768	718
Total Revenues	**$13,448**	**$15,916**	**$15,209**	**$14,643**	**$15,639**	**$15,064**	**$14,470**	**$13,736**
EXPENSES								
Operating Expenses	639	1,405	1,456	1,612	1,710	1,800	1,896	1,998
Total Expenses	**$639**	**$1,405**	**$1,456**	**$1,612**	**$1,710**	**$1,800**	**$1,896**	**$1,998**
OTHER REVENUES (EXPENSES)								
Interest Expense on Debt	$(12,175)	$(12,062)	$(11,859)	$(11,296)	$(12,218)	$(11,617)	$(10,955)	$(10,244)
Other Revenues/Expenses	28	65	802	840	500	350	250	250
Total Other Revenues (Expenses)	**$(12,147)**	**$(11,998)**	**$(11,057)**	**$(10,456)**	**$(11,718)**	**$(11,267)**	**$(10,705)**	**$(9,994)**
Operating Profit Before Non-Cash Changes	$661	$2,513	$2,696	$2,575	$2,211	$1,996	$1,869	$1,743
Change in INTO USF equity investment	(1,638)	1,544	0	0	0	0	0	0
NET OPERATING PROFIT	**$(977)**	**$4,058**	**$2,696**	**$2,575**	**$2,211**	**$1,996**	**$1,869**	**$1,743**
Operating Profit Margin	**4.9%**	**15.8%**	**17.7%**	**17.6%**	**14.1%**	**13.3%**	**12.9%**	**12.7%**

Agenda Item: IVa

USF Board of Trustees
Finance Committee
May 23, 2023

Issue: Provide an update on USF RCM model and related materials

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Proposed action: Informational - Review details of the model organization

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Executive Summary:

Business & Finance team has been charged with design and implementation of the Responsibility Center Management (RCM) budget model. This will be a status update on the design of the model following the brief introduction during the BOT Budget Workshop.

Financial Impact: Model encourages responsible financial management and fosters a culture of accountability, transparency, and collaboration.

Strategic Goal(s) Item Supports: Goal 5: Strong, Sustainable and Adaptable Financial Base
BOT Committee Review Date: May 23, 2023
Supporting Documentation Online (*please circle*): **Yes** **No**
Prepared by: Business & Finance-Resource Management & Analysis

RCM Update

BOT Finance Committee

Masha Galchenko and Huron Group| May 23, 2023

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Agenda

- Share Progress on USF's New Model to Date
- Discuss RCM Model Parameters and Incentives
- Outline Next Steps

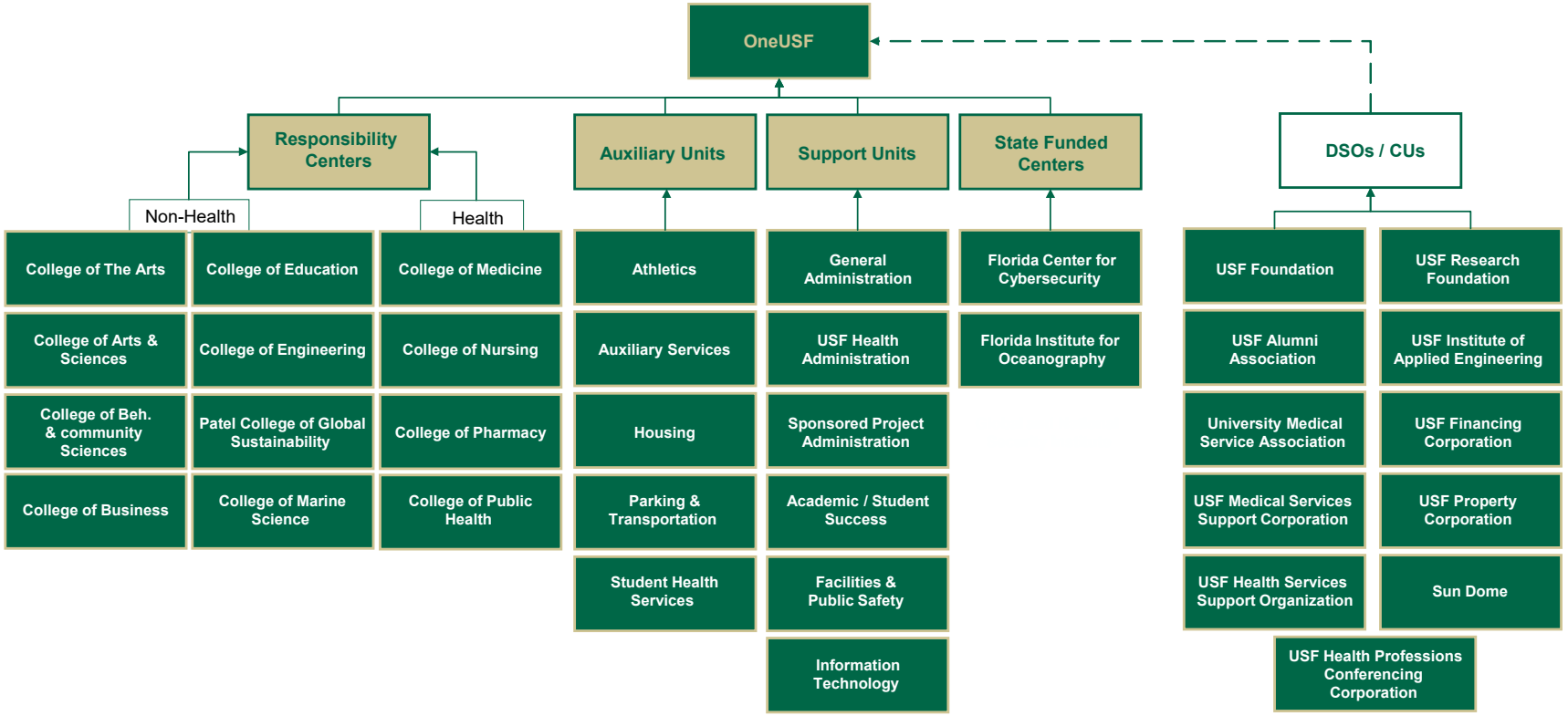
USF Budget Redesign – Key Questions

The Resource Allocations Subcommittee has discussed and made recommendations for most of the questions needed to develop USF's initial model.

	Component	Decisions ● Initial Recommendation ● In Discussion ● Pending Discussion	Status[1]
1.	**Model Organization**	How should colleges, administrative units, auxiliaries, and other units be depicted and treated in the model?	●
2.	**Tuition, Fees, and Financial Aid**	How should USF distribute tuition, fees, and financial aid to units responsible for generation?	●
3.	**State Appropriations**	How should USF distribute state appropriations to supplement costs and/or incentivize activity?	●
4.	**Other Revenue Distributions**	How should other revenue sources be distributed across academic units?	●
5.	**Indirect Expenses (Overhead)**	How should university-wide administrative costs be funded?	●
6.	**Strategic Investment Funding**	What mechanisms should USF deploy to create a strategic investment fund? How do units access these funds?	●
7.	**Model Management**	What structures are in place or needed to maintain model integrity going forward?	●

USF is conducting a comprehensive campus-wide communication and engagement process to build awareness, solicit feedback, and refine model components.

Model Organization



Tuition, Fees, Financial Aid

Directly distributing tuition to colleges increases model transparency, provides greater fiscal autonomy for deans, and increases accountability on college-level performance.

	Tuition		Student Fees	Financial Aid
Description	Undergraduate (UG) Tuition	Graduate / Professional Tuition	A&S, Athletic, Tech, Health, Course, other misc.	Scholarships and Waivers
Distribution Parameters	• Pool UG Tuition • Distribute 70% based on percentage of SCH in college of instruction • Distribute 30% based on percentage of SCH in college of major	Distribute 100% to colleges based on college of major	Distribute 100% to unit where purpose of fee is appropriate	Follow UG and Graduate distribution parameters
Key Takeaways	Accounts for both instruction and student support costs	Limited instance of graduate students taking classes outside college of major	N/A	Provides transparency into discounting strategy

State Appropriations

The proposed model uses state appropriations to incentivize four specific areas within the institution that align with the strategic priorities and goals of USF.

	1. Cost of Instruction Supplement	2. Florida Graduate Residency Supplement	3. Research Incentive	4. Student Success Incentive	5. Earmarked Funding
Rationale	Adjusts for differing instructional costs across programs	Incents and subsidizes enrollment of Florida Residents	Subsidizes the cost of doing research which may lead to increased research activity	Incents timely student progression and graduation	Funding specifically designated by Legislature –*cannot be reallocated via the new model*
Driver	Weighted Student Credit Hours[1]	Graduate in-state credit hours by college	Sponsored Expenditures	Degrees Awarded	N/A
Key Takeaways	Acknowledges cost differences inherent across colleges	State appropriations directly subsize the low cost of education for Florida students	Aligns with USF strategic plan and AAU, USNWR, PBF metrics	Aligns with USF strategic plan and AAU, USNWR, PBF metrics	No change from historical practice

1. Student Credit Hour Weights are informed by the Texas Cost of Instruction Study

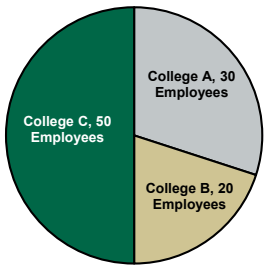
Overhead Costs: Indirect Expenses

USF's RCM model will allocate central University administrative expenses to revenue generating units via a proxy metric (e.g., headcount) to estimate resources consumed.

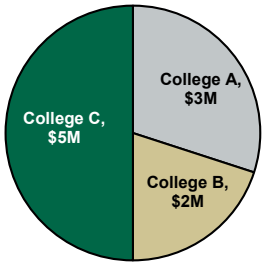
Indirect Expense / Activity Based Costing Considerations
1. Activity based costing is a **balance between simplicity and accuracy**
2. Increases **transparency** of administrative costs
3. Encourages **healthy dialogue** between academic and administrative leaders around **service costs, relevancy, and satisfaction levels**
4. Highlights **administrative duplication** to eliminate
5. Enables colleges to **project comprehensive fiscal impacts** resulting from operational changes
6. Provides additional **lever for Deans to control central costs** associated with their own operations
7. For simplicity, **exceptions** to university-wide activity based costing approach **should be limited**

Support Unit (Illustrative)	
Direct Revenues Direct Expenditures	$1M ($11M)
Net Allocable Expenditures	**($10M)**
Sample Activity Driver	**Employee Headcount (100 Employees)**

Proportion of Employee Headcount



Allocation of Cost Pool Expenditures ($10M)



Overhead Costs: Strategic Funding

The model acknowledges that USF's leadership will need sufficient funding to sustain academic units, promote strategic priorities, and allay short-term funding changes.

	Subvention Fund	Strategic Investment Fund	Hold Harmless Principle[1]
Definition	• Funding to **support revenue generating units** that cannot fully self-fund direct and indirect costs • **Exists in perpetuity** to some extent	• **Funding to advance priorities** within colleges and units • Exists in perpetuity, but specific **investments are time-bound**	• Funding to ensure individual units are **not harmed due to model changes** through implementation • **Does not exist in perpetuity** nor protect from external factors
Rationale	• Acknowledgement that **each part** of a comprehensive university is **not intended to be self-sustaining**	• Provides mechanism for executive leadership to **'steer' the institution**	• Provides unit leaders extended **time to adapt to model changes** without being financially impacted
Illustrative Uses	• Distribute funding to **bring units to breakeven** when expense levels exceed self-generated revenues	• Provide **seed/bridge funding** for high priority academic programs • **Underwrite new initiatives** which do not naturally fall under one unit's responsibility	• Maintain status quo funding levels to **eliminate severe disruptions** to operations during model transition

1. Industry best practice dictates that the hold harmless period should last no more than 3-5 years

Next Steps

1. Continue to socialize the new model
2. Aggregate model feedback
3. Leverage feedback to make necessary customizations
4. Build necessary model infrastructure components:
    a) Budget development timeline
    b) Budget policies
    c) Budget toolkits for unit leaders
    d) Budget training resources
5. Recommend new model adoption to President Law