

DIRECT SUPPORT ORGANIZATIONS

ANNUAL FINANCIAL PLANS

FISCAL YEAR 2022

May 25, 2021

DSO Annual Financial Plans for FY 2022

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UMSA/MSSC Combined

FY 2022 Annual Financial Plan

FINANCIAL PLAN STATEMENT

State the DSO's Statutory Mission which 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 organization 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 Your 5 Key Initiatives That Will Accelerate Your Business Recovery in FY 2022 - Also, Describe Your Environmental Assumptions for the First Two Quarters and the Second Two Quarters of FY 2022

- In FY22, the practice plan and Tampa General Hospital will build upon their nearly 50 year affiliation to become Florida's leading academic medical center (AMC) through a sustainable, collaborative, and comprehensive relationship that mutually benefits each organization, and the communities we serve, across all missions including patient care, teaching, research, and advocacy. A key component of the more comprehensive global affiliation agreement will be the creation of Academic Medical Group (AMG) that will include physicians employed by TGH and USF.
- The FY22 financial plan assumes that UMSA employees and operations will remain unchanged in the first 2 quarters of the fiscal year. In Quarters 3 and 4, we assume that the majority of UMSA's clinical and administrative support staff and processes will transition to AMG.
- The FY2022 financial plan assumes that practice plan clinic volumes will return to their pre-COVID-19 levels. Through the implementation of telehealth and our providers' dedication to serving the needs of our patients, the practice plan has recovered from the crisis faster than we had anticipated. Maintaining these volumes and continuing to grow will be critical to our success in FY22.
- The practice plan instituted financial austerity measures in FY21 in response to the COVID-19 pandemic including significant reductions in travel, meals, dues and subscriptions, and continuing medical education. As we return to normal operations and global travel restrictions begin to lift, these expenses will resume.

Highlight the Impact of Your Business Recovery - Increased Revenues, Cash Flow, Liquidity and Reserves

- The practice plan has weathered the COVID-19 pandemic by protecting patient service revenue and access to our providers through the implementation of a telehealth platform and COVID mitigation measures to safely see patients in our clinics. The practice plan also minimized expenses through financial austerity measures including significant reductions in discretionary expenses (travel, meals, dues and subscriptions, CMEs, etc.), delayed physician hires and hiring freezes.
- The practice plan focused on stabilizing operations in FY21 and in FY22 we will resume strategic growth, building upon our affiliation with Tampa General Hospital, and building up days cash on hand.

Describe Material Capital Expenditures and/or Material Added Resources in the 2022 Financial Plan - Provide Details and ROI Expectations

- During our annual capital budgeting process, the finance committee will review and prioritize investments in capital assets, mainly medical equipment, for our clinical departments and administrative support functions.

UMSA/MSSC Combined

FY 2022 Annual Financial Plan

INCOME STATEMENT

(In thousands)

REVENUES

Net Patient Service
Grants, Contracts & Awards
UPL/PCIP
Other Revenue

Total Revenues

EXPENSES

Faculty Support
Housestaff Support
Other Staff Support
Depreciation/Amortization
Other Expenses
Transfer to USF Conv Accts
Transfer to DSO HPCC Salary Support

Total Expenses

OPERATING PROFIT BEFORE NON-CASH CHANGES

Unrealized Investment Gains (Losses)
Contribution to MCOM
Non-Cash Impact of Epic Conversion

Total Non-Cash Changes

NET OPERATING PROFIT

Operating Profit Margin

	FY 2022 FINANCIAL PLAN	FY 2021 FORECAST (as of 3/31/21)	Variance		FY 2021 FINANCIAL PLAN	FY 2020 ACTUAL RESULTS	FY 2019 ACTUAL RESULTS
			\$	%			
	\$189,190	\$183,679	\$5,510	3 %	\$174,769	\$166,121	\$186,258
	87,112	86,249	862	1 %	81,710	79,757	76,144
	38,200	37,822	378	1 %	34,952	38,726	26,047
	46,653	46,191	462	1 %	43,503	43,383	41,085
	\$361,154	\$353,941	\$7,213	2 %	\$334,935	\$327,986	\$329,534
	132,012	129,424	2,588	2 %	\$110,890	\$119,117	\$118,010
	12,315	12,193	122	1 %	13,897	13,068	12,732
	39,110	76,686	(37,576)	(49)%	75,816	77,133	71,968
	4,638	4,547	91	2 %	3,986	4,573	4,436
	93,286	56,948	36,338	64 %	53,493	55,412	55,877
	63,756	58,672	5,084	9 %	59,812	60,080	56,409
	0	0	0	%	0	1,072	1,072
	\$345,118	\$338,470	\$6,647	2 %	\$317,894	\$329,384	\$320,506
	\$16,036	\$15,470	\$566	4 %	\$17,041	\$(1,398)	\$9,028
	0	2,255	(2,255)	(100)%	0	1,068	422
	0	0	0	%	0	(7,003)	0
	0	0	0	%	0	(5,742)	(5,742)
	\$0	\$2,255	\$(2,255)	(100)%	\$0	\$(5,935)	\$(5,320)
	\$16,036	\$17,725	\$(1,690)	(10)%	\$17,041	\$(7,332)	\$3,709
	4%	4%		0 %	5%	0%	3%

UMSA/MSSC Combined
FY 2022 Annual Financial Plan

STATEMENT OF CASH FLOWS

(In thousands)

	FY 2022 FINANCIAL PLAN	FY 2021 FORECAST (as of 3/31/21)	Variance		FY 2021 FINANCIAL PLAN	FY 2020 ACTUAL RESULTS	FY 2019 ACTUAL RESULTS
			\$	%			
<u>OPERATING ACTIVITIES</u>							
Net Operating Profit	\$16,036	\$17,725	\$ (1,690)	(10)%	\$17,041	\$ (7,332)	\$3,709
Adjustments for Non-Cash Activities:	0	0	0	%	0		
Depreciation/Amortization	4,638	4,580	58	1 %	3,986	4,573	4,436
Non Cash Impact of EPIC	0	0			0		5,742
Unrealized Gains	0	0	0	%	0		(422)
Operating Assets and Liabilities	(3,000)	(38,916)	35,916	92 %	(45,148)	35,666	(2,906)
Total Cash From Operating Activities	\$17,674	\$ (16,611)	\$34,285	206 %	\$ (24,121)	\$32,907	\$10,559
<u>FINANCING ACTIVITIES</u>							
Capital Expenditures	\$ (4,500)	\$ (2,215)	\$ (2,285)	(103)%	\$ (1,500)	\$ (2,514)	\$ (2,815)
Net (Purchases) Sales of Investments	0	0	0	%	0	(1,803)	(2,962)
Total Cash From Financing Activities	\$ (4,500)	\$ (2,215)	\$ (2,285)	(103)%	\$ (1,500)	\$ (4,317)	\$ (5,776)
<u>INVESTING ACTIVITIES</u>							
Transfer to USF FC - Leases on MOBs	\$ (2,511)	\$ (2,511)	\$0	0 %	\$ (2,268)	\$ (2,245)	\$ (2,689)
Total Cash From Investing Activities	\$ (2,511)	\$ (2,511)	\$0	0 %	\$ (2,268)	\$ (2,245)	\$ (2,689)
CHANGE IN CASH							
Cash, Beginning of Year	13,763	35,100	(21,337)	(61)%	39,165	8,755	6,661
Cash, End of Year	\$24,426	\$13,763	\$10,663	77 %	\$11,276	\$35,100	\$8,755
Total Cash & Investments	\$54,104	\$43,366	\$10,738	25 %	\$32,655	\$62,672	\$33,597
Days Cash on Hand	60	49	11	22 %	40	73	40

UMSA/MSSC Combined

FY 2022 Annual Financial Plan

3-YEAR FORECAST

(In thousands)

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 FORECAST	FY 2022 PLAN	FY 2023 FORECAST	FY 2024 FORECAST
<u>ASSETS</u>						
Cash & Investments	\$33,597	\$62,672	\$43,366	\$54,104	\$69,381	\$83,734
Fixed Assets	54,420	54,145	54,686	55,233	55,785	56,343
Other Assets	55,422	50,104	50,605	51,111	51,622	52,138
Total Assets	\$143,439	\$166,921	\$148,657	\$160,448	\$176,789	\$192,216
<u>LIABILITIES</u>						
Payables	\$9,648	\$17,637	\$9,500	\$9,595	\$9,691	\$9,788
Long-Term Debt	47,475	48,754	50,032	51,311	52,590	53,868
Other Liabilities and deferred inflows	19,961	46,398	20,161	20,362	20,566	20,771
Total Liabilities	\$77,084	\$112,788	\$79,693	\$81,268	\$82,846	\$84,428
NET ASSETS	\$66,355	\$54,133	\$68,964	\$79,180	\$93,942	\$107,788
Days Cash on Hand	40	73	49	60	76	89
<u>REVENUES</u>						
Net Patient Service	\$186,258	\$166,121	\$183,679	\$189,190	\$193,919	\$198,767
Grants, Contracts & Awards	76,144	79,757	86,249	87,112	87,983	88,863
UPL	26,047	38,726	37,822	38,200	38,582	38,968
Other Revenues	41,085	43,383	46,191	46,653	47,119	47,590
Total Revenues	\$329,534	\$327,986	\$353,941	\$361,154	\$367,603	\$374,188
<u>EXPENSES</u>						
Faculty Support	\$118,010	\$119,117	\$129,424	\$132,012	\$135,313	\$138,695
Housestaff Support	12,732	13,068	12,193	12,315	12,438	12,562
Other Staff Support	71,968	77,133	76,686	39,110	0	0
Other Expenses	55,877	55,412	56,948	93,286	131,055	133,676
Transfer to USF - Salary Grants	56,409	60,080	58,672	63,756	69,020	70,401
Transfer to HPCCC - Salary Support	1,072	0	0	0	0	0
Total Expenses	\$316,070	\$324,811	\$333,923	\$340,480	\$347,826	\$355,335
Operating Profit Before Non-Cash Changes	\$13,464	\$3,176	\$20,018	\$20,674	\$19,777	\$18,853
Total Non-Cash Changes	\$(10,178)	\$(4,573)	\$(4,547)	\$(4,638)	\$(4,685)	\$(4,732)
NET OPERATING PROFIT	\$3,286	\$(1,398)	\$15,470	\$16,036	\$15,092	\$14,121
Operating Profit Margin	3%	0%	4%	4%	5%	5%
Unrealized Investment Gains (Losses)	\$422	\$1,068	\$2,255	\$0	\$0	\$0
Contribution to MCOM	0	(7,003)	0	0	0	0
Total Non-Operating Changes	\$422	\$(5,935)	\$2,255	\$0	\$0	\$0
NET OPERATING PROFIT	\$3,709	\$(7,332)	\$17,725	\$16,036	\$15,092	\$14,121

USF FOUNDATION, INC.

FY 2022 Annual Financial Plan

FINANCIAL PLAN STATEMENT

State the DSO's Statutory Mission which 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 within a culture of cooperation and collaboration.

Describe Your 5 Key Initiatives That Will Accelerate Your Business Recovery in FY 2022 - Also, Describe Your Environmental Assumptions for the First Two Quarters and the Second Two Quarters of FY 2022

- Several new initiatives for the Division of University Advancement will be put in place over the next year to facilitate and grow the crucial impact of philanthropy for USF. The talent acquisition for these new initiatives and restructuring of resources is underway. These initiatives will further the USF Foundation's ability to meet annual fundraising goals and are described in the following bullets.
- The formation of a Principal Gifts Team will produce transformative gift opportunities that will generate an expansion of resources over the long term for the University.
- The establishment of a Regional Fundraising Team will provide an enhanced regional presence aiding college and unit development teams with additional resources to increase overall engagement outside of the USF campus areas.
- Consistent with the University's deep commitment to diversity and inclusion, a team has been designated to focus on Parent and Diversity Initiatives which will aid the University in fundraising efforts that will further reinforce USF's leadership in the areas of diversity and inclusion as the 2020 Higher Education Excellence in Diversity (HEED) Award recipient.
- In an effort to adapt to a rapidly changing donor base, the expansion of the Annual Giving Team to include a Digital Engagement Center of well-trained students will provide needed outreach to University supporters to share success stories and University news through text-to-give programs, social media platforms, etc.

Highlight the Impact of Your Business Recovery - Increased Revenues, Cash Flow, Liquidity and Reserves

- 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 a long-term horizon. Our short-term and long-term returns are consistently in the top quartile amongst our peers.
- The Foundation supports program activities of the University for USF faculty & staff, student scholarships, research initiatives, and capital projects according to donor restrictions. These expenses projected at approximately \$58 million can be funded by current gifts estimated on the annual plan, existing balances in accounts from gifts and distributions received in prior years, or projected endowment distributions for the year of about \$20.2 million. With the assistance of the Foundation, spending from these sources is directed by the colleges and units designated by our donors as the beneficiaries of their gifts.

Describe Material Capital Expenditures and/or Material Added Resources in the 2022 Financial Plan - Provide Details and ROI Expectations

- No material capital expenditures are planned relative to the Foundation; however, the Foundation anticipates funding capital projects on behalf of the University over the next fiscal year. Additional resources are discussed in the initiatives above.

USF FOUNDATION, INC.

FY 2022 Annual Financial Plan

INCOME STATEMENT

(In thousands)

REVENUES

	FY 2022 FINANCIAL PLAN	FY 2021 FORECAST (as of 3/31/21)	Variance		FY 2021 FINANCIAL PLAN	FY 2020 ACTUAL RESULTS	FY 2019 ACTUAL RESULTS
			\$	%			
Gifts & Donations	\$60,450	\$59,258	\$1,192	2 %	\$48,100	\$70,565	\$60,914
Investment Income (Loss)	44,301	77,721	(33,420)	(43)%	37,422	31,323	33,209
University Support	11,754	12,858	(1,104)	(9)%	12,858	16,284	13,233
Other Revenues	2,850	2,140	710	33 %	2,744	2,489	2,518
Total Revenues	\$119,355	\$151,977	\$(32,622)	(21)%	\$101,124	\$120,661	\$109,874
<u>EXPENSES</u>							
Program Services							
Salaries & Benefits	19,901	19,761	\$140	1 %	19,511	18,498	17,288
Scholarship & Fellowship	9,806	9,423	\$383	4 %	9,709	13,213	10,336
Service & Independent contractors	4,066	3,033	\$1,033	34 %	4,026	3,145	4,581
Supplies	2,164	1,457	\$707	49 %	2,143	1,517	3,070
Other Transfers & Expenses	22,267	12,702	\$9,565	75 %	14,126	14,573	22,749
Total Program Service Expenses	58,205	46,376	\$11,829	26 %	49,515	50,946	58,024
Fundraising & Operating Expenses							
Salaries & Benefits	15,674	14,775	899	6 %	14,776	14,942	14,343
Service & Independent contractors	1,119	1,084	35	3 %	1,626	1,728	1,171
Other Transfers & Expenses	2,194	2,107	87	4 %	2,172	1,772	2,694
Total Fundraising & Operating Expenses	18,987	17,966	1,021	6 %	18,574	18,442	18,208
Total Expenses	\$77,192	\$64,342	\$12,850	20 %	\$68,089	\$69,388	\$76,232
OPERATING PROFIT BEFORE NON-CASH CHANGES	\$42,163	\$87,635	\$(45,472)	(52)%	\$33,035	\$51,273	\$33,642
Total Non-Cash Changes	\$0	\$0	\$0	%	\$0	\$0	\$0
NET OPERATING PROFIT	\$42,163	\$87,635	\$(45,472)	(52)%	\$33,035	\$51,273	\$33,642
Operating Profit Margin	35%	58%	(22)%		33%	42%	31%

USF FOUNDATION, INC.

FY 2022 Annual Financial Plan

STATEMENT OF CASH FLOWS

(In thousands)

	FY 2022 FINANCIAL PLAN	FY 2021 FORECAST (as of 3/31/21)	Variance		FY 2021 FINANCIAL PLAN	FY 2020 ACTUAL RESULTS	FY 2019 ACTUAL RESULTS
			\$	%			
<u>OPERATING ACTIVITIES</u>							
Net Operating Profit	\$42,163	\$87,635	\$(45,472)	(52)%	\$33,035	\$51,273	\$33,642
Adjustments for Non-Cash Activities:							
Investment (gain) losses	(40,549)	(74,686)	34,137	46 %	(37,422)	(21,485)	(23,643)
Change in assets & liabilities	(16,263)	(28,643)	12,380	43 %	(9,907)	(45,053)	(31,097)
Total Cash From Operating Activities	\$(14,649)	\$(15,694)	\$1,045	7 %	\$(14,294)	\$(15,265)	\$(21,098)
<u>FINANCING ACTIVITIES</u>							
Proceeds of sales of contributed land held for resale	\$0	\$0	\$0	%	\$0	\$0	\$12,000
Interest Paid on Debt	(125)	(126)	1	1 %	(109)	(119)	(129)
Principal Paid on Debt	(379)	(384)	5	1 %	(385)	(382)	(371)
NonCapital Financing activities	7,565	7,549	16	0 %	7,565	15,545	9,435
Total Cash From Financing Activities	\$7,061	\$7,039	\$22	0 %	\$7,071	\$15,044	\$20,935
<u>INVESTING ACTIVITIES</u>							
Capital Expenditures	\$0	\$400	\$(400)	(100)%	\$0	\$400	\$(7,650)
Net (Purchases) Sales of Investment	(2,065)	(5,165)	3,100	60 %	(1,054)	(6,484)	(1,360)
Interest dividends reinvested	9,145	10,979	(1,834)	(17)%	9,058	9,839	9,565
Total Cash From Investing Activities	\$7,080	\$6,214	\$866	14 %	\$8,004	\$3,755	\$555
CHANGE IN CASH	(508)	(2,441)	1,933	79 %	781	3,534	392
Cash, Beginning of Year	2,510	4,951	(2,441)	(49)%	1,155	1,417	1,025
Cash, End of Year	\$2,002	\$2,510	\$(508)	(20)%	\$1,936	\$4,951	\$1,417
Total Cash & Investments	\$116,830	\$116,964	\$(134)	(0)%	\$94,667	\$113,191	\$98,017
Days Cash on Hand	552	664	(111)	(17)%	507	595	469

USF FOUNDATION, INC.
FY 2022 Annual Financial Plan

3-YEAR FORECAST

(In thousands)

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 FORECAST	FY 2022 PLAN	FY 2023 FORECAST	FY 2024 FORECAST
<u>ASSETS</u>						
Cash & Investments	\$98,017	\$113,191	\$116,964	\$116,830	\$108,766	\$104,954
Fixed Assets	10,844	11,044	11,072	11,212	11,580	\$11,696
Other Assets	587,690	629,240	712,074	754,003	803,509	852,401
Total Assets	\$696,551	\$753,475	\$840,110	\$882,045	\$923,855	\$969,050
<u>LIABILITIES</u>						
Payables	\$969	\$1,053	\$1,054	\$1,076	\$1,095	\$1,106
Long-Term Debt	4,714	4,827	4,746	4,012	3,775	3,813
Other Liabilities and deferred inflows	54,087	59,541	58,621	59,105	61,146	61,757
Total Liabilities	\$59,770	\$65,421	\$64,421	\$64,193	\$66,016	\$66,676
NET ASSETS	\$636,781	\$688,054	\$775,689	\$817,852	\$857,839	\$902,374
Days Cash on Hand	469	595	664	552	471	425
<u>REVENUES</u>						
Gifts & Fundraising Revenue	\$60,914	\$70,565	\$59,258	\$60,450	\$64,200	\$64,742
University Support	13,233	16,284	12,858	11,754	12,805	12,943
Other Revenues	35,727	33,812	79,861	47,151	47,339	56,950
Total Revenues	\$109,874	\$120,661	\$151,977	\$119,355	\$124,344	\$134,635
<u>EXPENSES</u>						
Salaries & Benefits	\$31,631	\$33,440	\$34,536	\$35,575	\$35,931	\$36,290
Scholarships & Fellowships	10,336	13,213	9,423	9,806	10,800	10,908
Other Expenses	34,265	22,735	20,383	31,811	37,626	42,902
Total Expenses	\$76,232	\$69,388	\$64,342	\$77,192	\$84,357	\$90,100
Operating Profit Before Non-Cash Changes	\$33,642	\$51,273	\$87,635	\$42,163	\$39,987	\$44,535
Total Non-Cash Changes	\$0	\$0	\$0	\$0	\$0	\$0
NET OPERATING PROFIT	\$33,642	\$51,273	\$87,635	\$42,163	\$39,987	\$44,535
Operating Profit Margin	31%	42%	58%	35%	32%	33%

USF Research Foundation, Inc.

FY 2022 Annual Financial Plan

FINANCIAL PLAN STATEMENT

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

- The USF Research Foundation was established to promote, encourage, and enhance the research activities of University of South Florida faculty, staff and students.

The Research Foundation owns and manages real property assets that include the USF Research Park and various buildings that are located within the Research Park. DSO revenue is generated primarily through long-term leases of facilities utilized by the University research enterprise and private sector entities seeking research relationships with the University.

The USF Innovation Enterprise, which encompasses the USF Research Park, Technology Transfer Office, USF Office of Corporate Partnerships and the USF Tampa Bay Technology Incubator, contributes to a robust innovation-based ecosystem to include community startups and corporate partnerships with the University.

As a DSO, the Research Foundation provides a mechanism for the funding of licensed research and development activities at the University. The Research Foundation provides broad and flexible financial mechanisms to administer private research contracts and grants, including corporate and private foundation-sponsored programs. We assist the University by working in cooperation with the University's Technology Transfer Office in the commercialization of University inventions including license agreements, and receipt and distribution of royalties related to intellectual property.

Describe Your 5 Key Initiatives That Will Accelerate Your Business Recovery in FY 2022 - Also, Describe Your Environmental Assumptions for the First Two Quarters and the Second Two Quarters of FY 2022

- Through cost reductions, FY21 Operating Profit is Forecast at \$2.2M which would favorably exceed FY21 Plan of \$1.8M by \$372K (+ 20%). FY21 Forecast Cash Flow of \$2.8M will favorably exceed FY21 Plan by \$1.2M. Postponement/cancellation of planned capital expenditures of \$952K during FY21 will primarily generate the increased cash flow that is forecast.
- Construction of the new USF Research Park mixed use lab and office building has a projected completion date of December 31, 2021. The Income Statement impact for FY22 is -\$1.4M Loss to include interest expense of \$825K, operating expenses \$284K, and non-cash depreciation of \$450K, offset by rent revenue of \$160K. On a conservative basis, 50% occupancy is projected by close of FY24, with focus on tenancy from partnership opportunities with private industry.
- As advised by the University, the FY22 Plan includes a cost allocation to the Research Foundation for 75% of the USF Technology Transfer Office (TTO) expense budget that had been previously supported by the University. The Income Statement impact for FY22 is \$2.6M expense line item. This IP expense will be in addition to the variable IP expenses directly expended by the DSO (principally royalty expense). This additional expense to the DSO would increase to \$3.3M in FY23 with 100% of TTO expense budget being funded by the Research Foundation.

Highlight the Impact of Your Business Recovery - Increased Revenues, Cash Flow, Liquidity and Reserves

- To reduce the Incubator program expenses incurred by the University, cash payments totaling \$2.0M from Research Foundation to the University's Incubator program (TBTI) will occur in FY21. As of the date of this report \$1,750,000 has already been transferred towards this commitment. The transfer of this fiduciary cash to the University's chartfield for the Incubator program, will reduce the University's FY21 program expense. A quarterly transfer of \$250,000 on an ongoing basis (\$1,000,000 per annum) which approximates the positive cash flow generated from tenant rents and sponsor support, will reduce the University's expense in FY22 and each year thereafter. Cash reserves of approximately \$1.0M remain.
- To reduce University expense, the NMR Use License Agreement will not be renewed in quarter 4 FY21. This will result in a revenue decrease of \$63,000 in FY21 and an annual recurring decrease of \$307,000 revenue for the Research Foundation.

Describe Material Capital Expenditures and/or Material Added Resources in the 2022 Financial Plan - Provide Details and ROI Expectations

- Construction of the new USF Research Park mixed use lab and office building has a projected completion date of December 31, 2021. Pursuant to the executed Credit Agreement with USF Financing Corporation and a bank, the Research Foundation has committed to provide equity of \$15.0M towards the cost of the project, on or prior to the issuance of a certificate of occupancy. To provide security to the Bank and USF Financing Corp, the Research Foundation must assign the leases and lease revenue from the new building in addition to lease revenue from buildings 3650, 3702 and 3802 Spectrum.

With the new building transaction, a master lease agreement with USF Financing Corp was also entered into. The lease requires the Research Foundation to pay an escalating annual principal payment that commenced January 2021, with base rent equal to interest cost on the financed amount of \$27.0M that began in FY20. Upon project completion in FY22, a capital asset and capital lease obligation will be recorded by the Research Foundation.

USF Research Foundation, Inc.
FY 2022 Annual Financial Plan

INCOME STATEMENT

(In thousands)

REVENUES

	FY 2022 FINANCIAL PLAN	FY 2021 FORECAST (as of 3/31/21)	Variance		FY 2021 FINANCIAL PLAN	FY 2020 ACTUAL RESULTS	FY 2019 ACTUAL RESULTS
			\$	%			
Rental Revenue	\$9,760	\$9,243	\$517	6 %	\$9,564	\$8,968	\$8,689
Intellectual Property Revenue (TTO Initiator)	4,000	2,600	1,400	54 %	2,600	2,666	3,592
NMR Use License Fee	-	244	(244)	(100)%	307	307	307
Other Operating Revenues	157	166	(9)	(5)%	204	188	269
Total Revenues	\$13,917	\$12,253	\$1,664	14 %	\$12,675	\$12,129	\$12,858
<u>EXPENSES</u>							
Salaries & Benefits	\$1,246	\$1,156	90	8 %	\$1,328	\$1,297	\$1,288
IP Program Expense - Royalties & Direct Tech Costs	2,818	1,889	930	49 %	1,889	1,826	2,577
IP University Exp - TTO Cost Allocation (75%) to DSC	2,628	-	2,628	%	-	-	-
Other Program Expense	65	20	45	223 %	100	56	458
Operations - Research Park	3,969	3,114	854	27 %	3,648	3,489	3,076
Operations - New Building Research Park	284	5	279	5,230 %	-	-	-
Other Operating Expenses	207	168	39	23 %	162	195	135
UBC Net Expense (University Business Center)	375	224	152	68 %	198	256	332
Interest Expense	971	614	357	58 %	609	526	622
Depreciation & Amortization	3,389	2,843	546	19 %	2,893	2,562	2,648
Total Expenses	15,953	10,033	\$5,920	59 %	\$10,827	\$10,207	\$11,136
NET OPERATING PROFIT (LOSS)	\$(2,036)	\$2,220	\$(4,255)	(192)%	\$1,848	\$1,922	\$1,722
Investment Income	1,866	2,151	(284)	(13)%	1,935	1,917	2,212
Non-Operating Interest Expense	(420)	(927)	507	55 %	-	(401)	-
Total Non-Operating	\$1,446	\$1,224	\$223	18 %	\$1,935	\$1,516	\$2,212
NET INCOME (LOSS)	\$(589)	\$3,443	\$(4,033)	(117)%	\$3,782	\$3,438	\$3,934
Operating Profit Margin	-14.6%	18.1%		(33)%	14.6%	15.8%	13.4%

USF Research Foundation, Inc.
FY 2022 Annual Financial Plan

STATEMENT OF CASH FLOWS

(In thousands)

	FY 2022 FINANCIAL PLAN	FY 2021 FORECAST (as of 3/31/21)	Variance		FY 2021 FINANCIAL PLAN	FY 2020 ACTUAL RESULTS	FY 2019 ACTUAL RESULTS
			\$	%			
<u>OPERATING ACTIVITIES</u>							
Net Income	\$(589)	\$3,443	\$(4,033)	(117)%	\$3,782	\$3,438	\$3,934
Adjustments for Non-Cash Activities:							
Less Non-Cash Investment Income	(1,566)	(1,845)	279	15 %	(1,935)	(1,550)	(2,212)
Add back Depreciation/Amortization Exp	3,389	2,843	546	19 %	2,893	2,562	2,648
Add back Other Non-Cash Expenses	65	65	-	0 %	10	333	464
Less Other Non-Cash Revenue	-	(8)	8	100 %	-	(18)	(26)
Changes in Operating Assets and Liabilities	(400)	(600)	200	33 %	(600)	(1,113)	1,877
Total Cash From Operating Activities	\$898	\$3,898	\$(3,000)	(77)%	\$4,151	\$3,653	\$6,685
<u>FINANCING ACTIVITIES</u>							
Principal Payments - Notes Payable	\$(805)	\$(775)	\$(30)	(4)%	\$(775)	\$(1,745)	\$(1,720)
Principal Payments Capital Lease - UDI Building	(252)	(241)	(11)	(4)%	(241)	(261)	-
Principal Payment - New Building	(936)	(900)	(37)	(4)%	(900)	-	-
New Bldg - Debt Sinking Fund, Debt Reserves & Costs	-	-	-	%	(854)	(2,566)	-
Redeem Investments - Fund New Bldg Cost & CAP-X	13,247	2,827	10,421	369 %	3,254	2,514	-
Total Cash From Financing Activities	\$11,254	\$911	\$10,343	1,136 %	\$484	\$(2,059)	\$(1,720)
<u>INVESTING ACTIVITIES</u>							
Capital Expenditures	\$(1,079)	\$(1,031)	\$(48)	(5)%	\$(1,483)	\$(1,242)	\$(640)
Capital Expenditures - New Bldg Tenant Improvements	(11,486)	(1,000)	(10,486)	(1,049)%	(1,500)	-	-
Purchase of Investments	-	-	-	%	-	(4,050)	(3,251)
Seed Capital Loan Repayments (Issuance)	20	35	(15)	(43)%	-	28	(25)
Total Cash From Investing Activities	\$(12,545)	\$(1,996)	\$(10,549)	(528)%	\$(2,983)	\$(5,264)	\$(3,916)
CHANGE IN CASH	(392)	2,813	(3,205)	(114)%	1,652	(3,670)	1,049
Cash, Beginning of Year	6,269	3,456	2,813	81 %	3,456	7,127	6,077
Cash, End of Year	\$5,877	\$6,269	\$(392)	(6)%	\$5,108	\$3,456	\$7,127
Total Cash & Investments	\$36,470	\$48,243	\$(11,773)	(24)%	\$42,642	\$46,106	\$46,807
Days Cash on Hand	328	528	(200)	(38)%	291	339	457

USF Research Foundation, Inc.

FY 2022 Annual Financial Plan

3-YEAR FORECAST

(In thousands)

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 FORECAST	FY 2022 PLAN	FY 2023 FORECAST	FY 2024 FORECAST
ASSETS						
Cash & Investments	\$46,807	\$46,106	\$48,243	\$36,470	\$36,952	\$38,600
Fixed Assets	33,510	34,512	33,728	69,712	66,615	63,735
Other Assets	18,039	19,247	19,131	19,015	18,900	18,784
Total Assets	\$98,355	\$99,864	\$101,102	\$125,198	\$122,467	\$121,119
LIABILITIES						
Payables	\$2,704	\$2,089	\$1,789	\$1,489	\$1,533	\$1,579
Long-Term Debt	20,610	18,654	17,618	42,625	40,553	38,394
Other Liabilities	8,553	9,196	9,471	9,756	10,048	10,350
Total Liabilities	\$31,868	\$29,938	\$28,878	\$53,869	\$52,134	\$50,323
NET ASSETS	\$66,488	\$69,926	\$72,224	\$71,328	\$70,332	\$70,797
Days Cash on Hand	457	339	528	328	294	269
REVENUES						
Rental Revenue	\$8,689	\$8,968	\$9,243	\$9,760	\$10,803	\$11,848
Intellectual Property Revenue	3,592	2,666	2,600	4,000	7,000	10,000
Other Revenues	576	495	410	157	165	173
Total Revenues	\$12,858	\$12,129	\$12,253	\$13,917	\$17,967	\$22,021
EXPENSES						
Salaries & Benefits	\$1,288	\$1,297	\$1,156	\$1,246	\$1,514	\$1,635
Operations - Research Park	3,076	3,489	3,120	4,253	4,416	4,908
Other Expenses	6,772	5,421	5,758	10,454	14,178	16,185
Total Expenses	\$11,136	\$10,207	\$10,033	\$15,953	\$20,109	\$22,728
Operating Profit Before Non-Cash Changes	\$1,722	\$1,922	\$2,220	\$(2,036)	\$(2,141)	\$(707)
Total Non-Operating, Net	\$2,212	\$1,516	\$1,224	\$1,446	\$1,518	\$1,554
NET OPERATING PROFIT	\$3,934	\$3,438	\$3,443	\$(589)	\$(623)	\$847
Operating Profit Margin	13%	16%	18%	-15%	-12%	-3%

Sun Dome, Inc.
FY 2022 Annual Financial Plan

FINANCIAL PLAN STATEMENT

State the DSO's Statutory Mission which 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 Your 5 Key Initiatives That Will Accelerate Your Business Recovery in FY 2022 - Also, Describe Your Environmental Assumptions for the First Two Quarters and the Second Two Quarters of FY 2022

- During the first two quarters of fiscal 2022, the focus will be on recovery and restarting attended events. Certain events are currently scheduled that will achieve this leveraging TBEP's experience in opening the local NHL arena. As the second two quarters of fiscal 2022 evolve, it is expected that events will significantly accelerate - to include the booking and ticket sales of events beyond the end of the fiscal year, thus generating significant cash flow.
- Throughout the pandemic shutdown, TBEP has worked to reduce expenses where feasible and provide the core expenditures needed to ensure a world class facility ready to receive touring acts once business returns. As such, TBEP has stayed lean with reductions in expenses and headcount.
- Revenue visibility is key to the attainment of the attached plan and to that end, TBEP has 6 confirmed profitable events, with 9 date held events, and 6 placeholders for concerts and family events (all in the final two months of the fiscal year). This generates significant contract visibility.
- While the plan presented is a most likely case scenario, there are opportunities to increase the financial outcome. Acts are ready to tour at a rate unprecedented in recent memory. Pent up demand will ensure those touring acts will be financially successful for all involved.
- TBEP has ensured Yuengling Center is open for booking and in the minds of the tour structure decision makers. As additional acts realize touring is back (to include those who have not indicated they will tour in calendar 2022), Yuengling Center will be able to grab its share (or more) of those touring profits.

Highlight the Impact of Your Business Recovery - Increased Revenues, Cash Flow, Liquidity and Reserves

- As events return to the Yuengling Center, the number of events on sale will increase to beyond those that are accomplished in the fiscal year. Thus, excess cash flow will be generated by placing FY23 events on sale in FY22. This growth in event ticket sales is normal and expected and will precede the event recovery.
- Yuengling Center has benefited in FY2021 from the partnership of TBEP to ensure liquidity in the DSO. As the business recovers, the DSO will be obligated to work with TBEP to reduce the receivable generated during the pandemic.

Describe Material Capital Expenditures and/or Material Added Resources in the 2022 Financial Plan - Provide Details and ROI Expectations

- Currently, the facility is in commendable shape, ready to receive touring acts. So there is not a need to invest in the building at this time. Once revenues have returned, any deferred projects can be restarted using the excess cash generated by exceeding the business plan.

Sun Dome, Inc.
FY 2022 Annual Financial Plan

INCOME STATEMENT

(In thousands)

	FY 2022 FINANCIAL PLAN	FY 2021 FORECAST	Variance		FY 2021 FINANCIAL PLAN	FY 2020 ACTUAL RESULTS	FY 2019 ACTUAL RESULTS
			\$	%			
<u>REVENUES</u>							
Direct Event Income	\$491	\$311	\$180	58 %	\$321	\$155	\$398
Ancillary Revenue:							
Suites/ Loge	41	17	25	148 %	53	37	45
Concessions & Novelty	271	65	207	320 %	301	315	333
Parking	307	0	307	%	410	325	437
Service Charges	361	0	361	%	412	372	383
Ticketmaster Rebates	379	0	379	%	409	550	384
Total Ancillary Revenue	1,359	81	1,278	1,578 %	1,584	1,600	1,582
Miscellaneous	55	20	35	175 %	75	70	191
Total Revenues	\$1,905	\$412	\$1,493	362 %	\$1,980	\$1,825	\$2,171
<u>EXPENSES</u>							
Salary & Benefits	818	784	34	4 %	983	943	940
General & Administrative	463	263	200	76 %	449	461	456
Marketing & Sales	33	7	26	356 %	43	15	24
Equipment & Supplies	98	58	40	68 %	101	63	65
Utilities	35	12	23	194 %	41	29	38
Insurance	150	150	0	0 %	126	146	125
Incentive Fees/ Profit Share	0	0	0	%	50	25	150
Total Expenses	\$1,597	\$1,275	\$322	25 %	\$1,793	\$1,682	\$1,798
OPERATING PROFIT BEFORE NON-CASH CHANGES	\$308	\$(863)	\$1,171	136 %	\$187	\$143	\$373
Unrealized Investment Gains (Losses)	0	0	0	%	0	0	0
Total Non-Cash Changes	\$0	\$0	\$0	%	\$0	\$0	\$0
NET OPERATING PROFIT	\$308	\$(863)	\$1,171	136 %	\$187	\$143	\$373
Operating Profit Margin	16%	-209%		225 %	9%	8%	17%

Sun Dome, Inc.
FY 2022 Annual Financial Plan

STATEMENT OF CASH FLOWS

(In thousands)

	FY 2022 FINANCIAL PLAN	FY 2021 FORECAST	Variance		FY 2021 FINANCIAL PLAN	FY 2020 ACTUAL RESULTS	FY 2019 ACTUAL RESULTS
			\$	%			
<u>OPERATING ACTIVITIES</u>							
Net Operating Profit	\$308	\$(863)	\$1,171	136 %	\$187	\$143	\$373
Adjustments for Non-Cash Activities:			0	%			
(Increase) Decrease in Accounts Receivable	0	233	(233)	(100)%	47	(49)	(63)
(Increase) Decrease in Prepaids	0	24	(24)	(100)%	0	(25)	1
Increase (Decrease) in Accounts Payable	0	0	0	%	0	(331)	29
Increase (Decrease) in Accrued Liabilities	(400)	1,186	(1,586)	(134)%	8	62	171
Increase (Decrease) in Deferred Revenue	500	158	342	216 %	200	(975)	990
Total Cash From Operating Activities	\$408	\$738	\$(330)	(45)%	\$442	\$(1,176)	\$1,501
<u>FINANCING ACTIVITIES</u>							
Capital Expenditures ⁽¹⁾	\$0	\$0	\$0	%	\$0	\$0	\$0
Total Cash From Financing Activities	\$0	\$0	\$0	%	\$0	\$0	\$0
<u>INVESTING ACTIVITIES</u>							
Event Revenue Transfers to USF, net	\$(413)	\$(413)	\$0	0 %	\$(413)	\$(118)	\$(686)
Total Cash From Investing Activities	\$(413)	\$(413)	\$0	0 %	\$(413)	\$(118)	\$(686)
CHANGE IN CASH							
Cash, Beginning of Year	550	225	325	145 %	37	1,519	704
Cash, End of Year	\$545	\$550	\$(5)	(1)%	\$66	\$225	\$1,519
Total Cash & Investments	\$545	\$550	\$(5)	(1)%	\$66	\$225	\$1,519
Days Cash on Hand	125	158	(33)	(21)%	13	49	308

Sun Dome, Inc.
FY 2022 Annual Financial Plan

3-YEAR FORECAST

(In thousands)

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 FORECAST	FY 2022 PLAN	FY 2023 FORECAST	FY 2024 FORECAST
ASSETS						
Cash & Investments	\$1,519	\$225	\$550	\$545	\$550	\$550
Accounts Receivable	362	411	178	178	178	178
Other Assets	(1)	24	0	0	0	0
Total Assets	\$1,880	\$661	\$729	\$723	\$728	\$728
LIABILITIES						
Payables	\$400	\$68	\$68	\$68	\$68	\$68
Accrued Liabilities	818	880	2,065	1,665	1,250	900
Deferred Revenue	1,185	210	369	869	1,000	1,000
Total Liabilities	\$2,403	\$1,158	\$2,502	\$2,602	\$2,318	\$1,968
NET ASSETS	\$(523)	\$(498)	\$(1,773)	\$(1,879)	\$(1,590)	\$(1,240)
Days Cash on Hand	308	49	158	125	115	109
REVENUES						
Direct Event Income	\$398	\$155	\$311	\$491	\$540	\$594
Ancillary Revenue:						
Suites/ Loge	45	\$37	\$17	\$41	\$45	\$49
Concessions & Novelty	333	\$315	\$65	\$271	\$298	\$328
Parking	437	\$325	\$0	\$307	\$338	\$372
Service Charges	383	\$372	\$0	\$361	\$398	\$437
Ticketmaster Rebates	384	\$550	\$0	\$379	\$417	\$459
Total Ancillary Revenue	\$1,582	\$1,600	\$81	\$1,359	\$1,496	\$1,645
Miscellaneous	191	70	20	55	55	55
Total Revenues	\$2,171	\$1,825	\$412	\$1,905	\$2,091	\$2,294
EXPENSES						
Salary & Benefits	\$940	\$943	\$784	\$818	\$859	\$902
General & Administrative	\$456	\$461	\$263	\$463	\$486	\$510
Marketing & Sales	\$24	\$15	\$7	\$33	\$34	\$36
Equipment & Supplies	\$65	\$63	\$58	\$98	\$103	\$108
Utilities	\$38	\$29	\$12	\$35	\$36	\$38
Insurance	\$125	\$146	\$150	\$150	\$150	\$150
Incentive Fees/ Profit Share	150	25	0	0	75	100
Total Expenses	\$1,798	\$1,682	\$1,275	\$1,597	\$1,743	\$1,844
Operating Profit Before Non-Cash Changes	\$373	\$143	\$(863)	\$308	\$348	\$450
Total Non-Cash Changes	\$0	\$0	\$0	\$0	\$0	\$0
NET OPERATING PROFIT	\$373	\$143	\$(863)	\$308	\$348	\$450
Operating Profit Margin	17%	8%	-209%	16%	17%	20%

USF Health Professions Conferencing Corporation

FY 2022 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.

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

Describe Your 5 Key Initiatives That Will Accelerate Your Business Recovery in FY 2022 - Also, Describe Your Environmental Assumptions for the First Two Quarters and the Second Two Quarters of FY 2022

- In FY2022, HPCC will coordinate rescheduling FY2020 programs affected by COVID19 and valued at more than \$750K in revenue. CAMLS affirmative actions to proactively postpone many programs with long lead times, has strengthened relationships with external clients and as a result, is projected to grow revenue and increase operating earnings for FY2022 and 2023. New virtual reality and live streaming capabilities also helped CAMLS identify numerous new clients and offer new training options to established clients. The first two quarters anticipates external clients will return to CAMLS at 50% of pre-COVID volumes while the second two quarters will see a return to 100% pre-COVID volumes.
- CAMLS Assurance Campaign which addressed CAMLS' broad approach to site safety, facility cleanliness and sanitizing, and a range of access controls to prevent the spread of COVID-19 ensures HPCC and the CAMLS facility will continue to provide flexible space and access to simulation learning and healthcare education to USF students, including Morsani College of Medicine Undergraduate Medical Education (UME), MCOM Anatomy Laboratory, Graduate Medical Education (GME), and Physician's Assistant (PA) students, College of Nursing Certified Registered Nurse Anesthetist (CRNA) students, College of Pharmacy students, and Muma College of Business students. The first two quarters and second two quarters anticipate uninterrupted access and usage similar to FY2021 utilization and funding.
- CAMLS has successfully developed new relationships to deliver programming that occurs off-site ('CAMLS Without Walls') which exports CAMLS' talent, tools, and resources to support our community and other Florida hospitals and healthcare systems where face to face lifesaving training is needed but the ability for participants to travel was not possible. This is a small but growing aspect of training opportunities.
- CAMLS is expanding research focused on simulation-based training and virtual/augmented reality to utilize CAMLS's unique expertise, assets and USF Health faculty to obtain external grants in partnership with small businesses and USF Health affiliates.
- The Office of Continuing Professional Development (OCPD) has expanded its portfolio of online programming in partnership with medical education companies (MEC) and transitioned its business model to accreditation only services and away from management of live events. OCPD revenues and expected to remain steady year over year.

Highlight the Impact of Your Business Recovery - Increased Revenues, Cash Flow, Liquidity and Reserves

- To maintain cash reserves \$900K of support from UMSA Dean's Account will be required based on environmental assumptions.
- A return to full year pre-COVID volumes in FY2023 and FY2024 will reduce the need for support from UMSA.

Describe Material Capital Expenditures and/or Material Added Resources in the 2022 Financial Plan - Provide

- Due to limited cash reserves capital expenditures will be limited to maintaining existing operating capabilities.



USF Health Professions Conferencing Corporation

FY 2022 Annual Financial Plan

INCOME STATEMENT

(In thousands)

	FY 2022 FINANCIAL PLAN	FY 2021 FORECAST (as of 3/31/21)	Variance		FY 2021 FINANCIAL PLAN	FY 2020 ACTUAL RESULTS	FY 2019 ACTUAL RESULTS
			\$	%			
REVENUES							
Continuing Professional Development	\$4,594	\$4,664	\$(70)	(2)%	\$5,070	\$7,162	\$6,901
CAMLS - USF Health Programming	2,061	2,061	0	0 %	1,675	2,313	2,872
CAMLS - Industry, Societies, Healthcare	3,125	1,341	1,784	133 %	3,141	2,661	4,540
Other HPCC Divisions	0	0	0	%	207	205	575
In Kind Donations	17	17	0	0 %	20	29	68
Rents, Parking, Rebates, Interest	113	108	6	5 %	279	484	732
Gain on Sale of Fixed Assets	0	7	(7)	(100)%	0	0	0
Transfer from USF-Plant Operations & Maint.	1,293	1,293	0	0 %	1,293	1,293	1,293
USF Carryforward funding - temp staffing - programs	0	60	(60)	(100)%	60	60	60
Transfer from UMSA Continuing Ed - Faculty, Students	900	270	630	233 %	500	250	1,000
Total Revenues	\$12,104	\$9,821	\$2,283	23 %	\$12,245	\$14,458	\$18,041
EXPENSES							
Wages and Benefits	3,850	3,507	343	10 %	4,073	3,898	3,900
Wages - program driven temporary staffing	60	60	0	0 %	160	250	214
Utilities, Leases, Maint., Supplies, Marketing	1,765	1,624	141	9 %	1,944	1,891	2,262
Direct Program Expense	5,157	4,567	590	13 %	5,097	7,348	8,252
Interest	293	351	(58)	(17)%	487	527	570
In Kind Expense	17	17	0	0 %	20	29	68
Depreciation & Amortization	957	957	0	0 %	938	1,089	1,440
Total Expenses	\$12,098	\$11,083	\$1,016	9 %	\$12,720	\$15,033	\$16,706
OPERATING PROFIT BEFORE NON-CASH CHANGES	\$5	\$(1,261)	\$1,267	100 %	\$(475)	\$(576)	\$1,335
Unrealized Investment Gains (Losses)	0	0	0	%	0	0	0
Total Non-Cash Changes	\$0	\$0	\$0	%	\$0	\$0	\$0
NET OPERATING PROFIT	\$5	\$(1,261)	\$1,267	100 %	\$(475)	\$(576)	\$1,335
Operating Profit Margin	0.05%	-13%	13 %		-4%	-4%	7%



USF Health Professions Conferencing Corporation
FY 2022 Annual Financial Plan

STATEMENT OF CASH FLOWS

(In thousands)

	FY 2022 FINANCIAL PLAN	FY 2021 FORECAST (as of 3/31/21)	Variance		FY 2021 FINANCIAL PLAN	FY 2020 ACTUAL RESULTS	FY 2019 ACTUAL RESULTS
			\$	%			
<u>OPERATING ACTIVITIES</u>							
Net Operating Profit	\$5	\$(1,261)	\$1,266	100 %	\$(475)	\$(576)	\$1,335
Adjustments for Non-Cash Activities:							
Depreciation	957	957	0	0 %	938	1,089	1,440
(Gain)/Loss on sale of fixed assets	0	7	(7)	(100)%	0	0	0
Adjustments for Changes in Operating Assets and Liabilities	0	(1,500)	1,500	100 %	0	644	386
Total Cash From Operating Activities	\$963	\$(1,797)	\$2,759	154 %	\$463	\$1,157	\$3,161
<u>FINANCING ACTIVITIES</u>							
Proceeds of Long-Term Debt	\$0	\$0	\$0	%	\$0	\$0	\$0
Principal Payments	(1,229)	(1,160)	(69)	(6)%	(1,160)	(1,096)	(1,171)
Interest Payments	0	0	0	%	0	0	0
Total Cash From Financing Activities	\$(1,229)	\$(1,160)	\$(69)	(6)%	\$(1,160)	\$(1,096)	\$(1,171)
<u>INVESTING ACTIVITIES</u>							
Capital Expenditures	\$(20)	\$(20)	\$0	0 %	\$(200)	\$(134)	\$(154)
Net (Purchases) Sales of Investments	0	0	0	%	0	0	217
Total Cash From Investing Activities	\$(20)	\$(20)	\$0	0 %	\$(200)	\$(134)	\$63
CHANGE IN CASH	(286)	(2,977)	2,690	90 %	(897)	(73)	2,053
Cash, Beginning of Year	1,311	4,288	(2,977)	(69)%	2,787	4,361	2,308
Cash, End of Year	\$1,025	\$1,311	\$(286)	(22)%	\$1,890	\$4,288	\$4,361
Total Cash & Investments	\$1,025	\$1,311	\$(286)	(22)%	\$1,890	\$4,288	\$4,361
Days Cash on Hand	34	47	(14)	(29)%	59	112	104

USF Health Professions Conferencing Corporation

FY 2022 Annual Financial Plan

3-YEAR FORECAST

(In thousands)

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 FORECAST	FY 2022 PLAN	FY 2023 FORECAST	FY 2024 FORECAST
<u>ASSETS</u>						
Cash & Investments	\$4,361	\$4,288	\$1,311	\$1,025	\$1,025	\$1,025
Fixed Assets	17,277	16,307	15,370	14,432	14,113	13,794
Other Assets	1,824	960	960	960	960	960
Total Assets	\$23,463	\$21,555	\$17,454	\$16,418	\$16,099	\$15,780
<u>LIABILITIES</u>						
Payables	\$1,606	\$1,760	\$1,760	\$1,760	\$1,760	\$1,760
Long-Term Debt	13,844	12,678	11,449	10,220	9,076	7,932
Other Liabilities and deferred inflows	3,874	3,554	2,054	2,054	2,054	2,054
Total Liabilities	\$19,324	\$17,992	\$15,263	\$14,034	\$12,890	\$11,746
NET ASSETS	\$4,139	\$3,563	\$2,191	\$2,384	\$3,209	\$4,034
Days Cash on Hand	104	112	47	34	34	33
<u>REVENUES</u>						
Program Revenues	17,309	13,973	9,713	11,991	\$12,491	\$12,991
Other Revenues	732	484	108	113	116	118
Total Revenues	\$18,041	\$14,458	\$9,821	\$12,104	\$12,606	\$13,108
<u>EXPENSES</u>						
Salaries & Benefits	\$4,114	\$4,148	\$3,567	\$3,910	\$3,988	\$4,068
Program services	12,022	10,357	7,165	7,896	8,196	8,496
Interest	570	527	351	293	287	281
Total Expenses	\$16,706	\$15,033	\$11,083	\$12,098	\$12,471	\$12,845
Operating Profit Before Non-Cash Changes	\$1,335	\$(576)	\$(1,261)	\$5	\$135	\$264
Total Non-Cash Changes	\$0	\$0	\$0	\$0	\$0	\$0
NET OPERATING PROFIT	\$1,335	\$(576)	\$(1,261)	\$5	\$135	\$264
Operating Profit Margin	7%	-4%	-13%	0%	1%	2%

USF Institute of Applied Engineering, Inc.

FY 2022 Annual Financial Plan

FINANCIAL PLAN STATEMENT

State the DSO's Statutory Mission which 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 technology development, IAE expands USF's research portfolio while providing increased opportunities to USF faculty and students.

Describe Your 5 Key Initiatives That Will Accelerate Your Business Recovery in FY 2022 - Also, Describe Your Environmental Assumptions for the First Two Quarters and the Second Two Quarters of FY 2022

- In FY21, IAE is on track to award 14 contracts worth \$10.4M, with revenue collection stretching into FY22. IAE expects the pace of new contracts awarded to continue in FY22 with new sponsors captured through increased business development.
- IAE is in year two of its \$85M USSOCOM task order contract. While IAE has been awarded multiple TOs, it expects to increase awards across the USSOCOM enterprise with the pandemic ending. The IAE-USSOCOM Academic Consortium has signed 15 master agreements with Florida SUS and other institutions, w/ 15 more pending and 9 active research efforts.
- IAE has invested in business development, to include crafting a strategy to expand beyond the core USSOCOM sponsor. IAE is currently submitting five competitive proposals in FY21 for potential award in FY22, w/ more submissions to follow.
- With RD Management and Hillsborough County, IAE opened a 4K sq ft research facility at the University Mall and procured research equipment. IAE plans to enter into a new agreement with RD to provide additional space with continued growth.
- IAE will continue to hire additional research and support staff in FY22 to execute existing and new sponsored contracts.

Highlight the Impact of Your Business Recovery - Increased Revenues, Cash Flow, Liquidity and Reserves

- IAE expects to meet its sponsored contract revenue projection of \$4.8M in FY21, and projects to increase contract revenues in FY22 to \$8.6M.
- IAE closely manages its vendor payments to maintain targeted minimum liquidity. IAE pays vendors directly supporting contracts only after receiving payments from sponsors. For indirect expenses, IAE pays its vendors NET 45 days.

Describe Material Capital Expenditures and/or Material Added Resources in the 2022 Financial Plan - Provide Details and ROI Expectations

- IAE plans to invest \$2M in FY22 Hillsborough County grant funding to build out new facility space at the University Mall as well as procure high-end research equipment.

USF Institute of Applied Engineering, Inc.
FY 2022 Annual Financial Plan

INCOME STATEMENT

(In thousands)

REVENUES

Contracts Revenues
Hillsborough County Grant
University Support
College of Engineering Support
Donation and Other Revenue

Total Revenues

EXPENSES

Salaries & Benefits
College of Engineering Salary Support
Gift In-Kind Expenses
Materials, Supplies, Software & Equip., Travel
Banking, Insurance, Audit, Tax Services
Facilities, Utilities, Telecomm., Security
Depreciation & Amortization
Hills. County Salaries & Benefits
Hills. County Materials & Equip.
Hills. County Facilities, Telecomm., & Security
Direct Program Costs
Indirect Return to University

Total Expenses

**OPERATING PROFIT BEFORE
NON-CASH CHANGES**

Unrealized Investment Gains (Losses)
Equipment Donations to USF

Total Non-Cash Changes

NET OPERATING PROFIT

Operating Profit Margin

	FY 2022 FINANCIAL PLAN	FY 2021 FORECAST (as of 3/31/21)	Variance		FY 2021 FINANCIAL PLAN	FY 2020 ACTUAL RESULTS	FY 2019 ACTUAL RESULTS
			\$	%			
	\$8,695	\$4,805	\$3,890	81 %	\$4,868	\$947	\$0
	3,811	1,322	2,489	188 %	2,478	151	0
	603	714	(111)	(16)%	714	770	187
	25	23	2	7 %	23	23	385
	31	378	(347)	(92)%	74	6	1
Total Revenues	\$13,164	\$7,242	\$5,922	82 %	\$8,156	\$1,897	\$573
	3,298	1,168	2,130	182 %	867	695	61
	25	23	2	7 %	23	20	385
	31	43	(13)	(29)%	74	0	0
	76	94	(18)	(19)%	87	16	26
	151	98	53	54 %	100	64	4
	137	0	137	%	63	107	0
	211	47	164	349 %	140	0	0
	1,156	582	574	99 %	984	87	0
	141	155	(14)	(9)%	353	38	0
	146	208	(62)	(30)%	641	18	0
	5,916	3,517	2,398	68 %	3,399	698	0
	556	257	300	117 %	380	15	0
Total Expenses	\$11,844	\$6,193	\$5,652	91 %	\$7,110	\$1,758	\$476
OPERATING PROFIT BEFORE NON-CASH CHANGES	\$1,320	\$1,049	\$271	26 %	\$1,046	\$139	\$97
	0	0	0	%	0	0	0
	0	0	0	%	0	(82)	0
Total Non-Cash Changes	\$0	\$0	\$0	%	\$0	\$(82)	\$0
NET OPERATING PROFIT	\$1,320	\$1,049	\$271	26 %	\$1,046	\$57	\$97
Operating Profit Margin	10%	14%	(4)%		13%	7%	17%

USF Institute of Applied Engineering, Inc.

FY 2022 Annual Financial Plan

STATEMENT OF CASH FLOWS

(In thousands)

	FY 2022 FINANCIAL PLAN	FY 2021 FORECAST (as of 3/31/21)	Variance		FY 2021 FINANCIAL PLAN	FY 2020 ACTUAL RESULTS	FY 2019 ACTUAL RESULTS
			\$	%			
<u>OPERATING ACTIVITIES</u>							
Cash Receipt from Customers	\$8,371	\$4,572	\$3,799	83 %	\$4,868	\$931	0
Cash Receipt from Hillsborough County	4,141	992	3,150	318 %	2,478	0	0
Salaries & Benefits	(4,004)	(1,479)	(2,525)	(171)%	(1,851)	(624)	0
Payment for Direct Program Costs	(5,516)	(2,931)	(2,585)	(88)%	(3,399)	(205)	0
Payment to Suppliers	(639)	(772)	133	17 %	(1,270)	(548)	(8)
Total Cash From Operating Activities	\$2,353	\$382	\$1,972	517 %	\$826	\$(447)	\$(8)
<u>FINANCING ACTIVITIES</u>							
Transfer from USF Support	\$603	\$714	\$(111)	(16)%	\$714	\$702	\$100
Transfer to USF-IDR	(506)	(214)	(292)	(137)%	(380)	0	0
Gift In-Kind Contributions	0	0	(0)	(100)%	0	6	1
Total Cash From Financing Activities	\$96	\$500	\$(403)	(81)%	\$334	\$708	\$101
<u>INVESTING ACTIVITIES</u>							
Hills. County Capital Expenditures	\$(1,245)	\$(377)	\$(868)	(230)%	\$(500)	\$(8)	\$(81)
Hills. County Lease Improvements	(1,123)	0	(1,123)	%	0	0	0
Proceeds of Long-Term Debt	0	0	0	%	0	0	0
Principal Payments	0	0	0	%	0	0	0
Interest Payments	0	0	0	%	0	0	0
Total Cash From Investing Activities	\$(2,368)	\$(377)	\$(1,991)	(528)%	\$(500)	\$(8)	\$(81)
CHANGE IN CASH	82	504	(422)	(84)%	660	253	11
Cash, Beginning of Year	769	265	504	191 %	58	11	0
Cash, End of Year	\$851	\$769	\$82	11 %	\$718	\$265	\$11
Total Cash & Investments	\$851	\$769	\$82	11 %	\$718	\$265	\$11
Days Cash on Hand	26	45	(19)	(42)%	37	55	9

USF Institute of Applied Engineering, Inc.

FY 2022 Annual Financial Plan

3-YEAR FORECAST

(In thousands)

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 FORECAST	FY 2022 PLAN	FY 2023 FORECAST	FY 2024 FORECAST
ASSETS						
Cash & Investments	\$11	\$265	\$769	\$851	\$651	\$2,103
Account Receivables	0	168	731	725	1,087	1,630
Fixed Assets	81	8	672	1,705	1,417	1,119
Other Assets	4	21	21	1,144	950	751
Total Assets	\$97	\$461	\$2,193	\$4,425	\$4,105	\$5,603
LIABILITIES						
Accounts Payable	\$0	\$286	\$698	\$1,160	\$734	\$1,135
Accrued Salaries	0	21	292	742	319	367
Long-Term Debt	0	0	0	0	0	0
Other Liabilities	0	0	0	0	0	0
Total Liabilities	\$0	\$307	\$990	\$1,902	\$1,053	\$1,502
NET ASSETS	\$97	\$154	\$1,203	\$2,522	\$3,052	\$4,101
Days Cash on Hand	9	55	45	26	18	41
REVENUES						
Contracts Revenues	\$0	\$947	\$4,805	\$8,695	\$13,043	\$19,564
Hillsborough County Grant	0	151	1,322	3,811	0	0
University Support	187	770	714	603	603	0
College of Engineering Support	385	23	23	25	25	26
Donation and Other Revenue	1	6	378	31	0	0
Total Revenues	\$573	\$1,897	\$7,242	\$13,164	\$13,671	\$19,590
EXPENSES						
Salaries & Benefits	\$61	\$695	\$1,168	\$3,298	\$3,827	\$4,401
College of Engineering Salary Support	385	20	23	25	25	26
Gift In-Kind Expenses	0	0	43	31	0	0
Materials, Supplies, Software & Equip., Travel	26	16	94	76	224	257
Banking, Insurance, Audit, Tax Services	4	64	98	151	163	187
Facilities, Utilities, Telecomm., Security	0	107	0	137	396	456
Depreciation & Amortization	0	0	47	211	483	497
Hills. County Salaries & Benefits	0	87	582	1,156	0	0
Hills. County Materials & Equip.	0	38	155	141	0	0
Hills. County Facilities, Telecomm., & Security	0	18	208	146	0	0
Direct Program Costs	0	698	3,517	5,916	7,371	11,739
Indirect Return to University	0	15	257	556	652	978
Total Expenses	\$476	\$1,758	\$6,193	\$11,844	\$13,141	\$18,541
Operating Profit Before Non-Cash Changes	\$97	\$139	\$1,049	\$1,320	\$530	\$1,049
Total Non-Cash Changes	\$0	\$(82)	\$0	\$0	\$0	\$0
NET OPERATING PROFIT	\$97	\$57	\$1,049	\$1,320	\$530	\$1,049
Operating Profit Margin	17%	7%	14%	10%	4%	5%

University of South Florida Alumni Association, Inc.

FY 2022 Annual Financial Plan

FINANCIAL PLAN STATEMENT

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

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

Describe Your 5 Key Initiatives That Will Accelerate Your Business Recovery in FY 2022 - Also, Describe Your Environmental Assumptions for the First Two Quarters and the Second Two Quarters of FY 2022

- Key assumptions by management in preparing the 2022 budget regarding COVID-19 and its impact on our events are as follows. With students returning to campus in the fall, we assume events will commence in September with approximately 50% attendance. Attendance will increase throughout the 1st and 2nd quarters, with events returning to pre-COVID attendance during the 3rd and 4th quarter. The Association will continue to augment our in-person activities with virtual programming as reaching alumni from all areas has been a positive outcome during this COVID period. This return to in person events contribute to the increase in event revenue, sponsorships and expenses.
- The Alumni Association is transitioning to a general membership program, thus eliminating the annual membership program. All graduates of the University will now be considered members of the Alumni Association. However, we will increase our focus on both soliciting life memberships and giving by those members within the Circle of Excellence Program. In addition, these life membership payments will now fund 50% of operations, with the remainder going to the endowment. Overall membership revenue is reduced, but offset by a decrease in membership expenses.
- Changes within Advancement as a whole will reduce payroll for the Association. Changes include communication employees centralized into a new department within the Foundation, and the development employee focused on regional alumni engagement activity.
- A higher priority will be given to student engagement including the implementation of a robust student philanthropy initiative as well as the introduction of a student/alumni mentoring program which is anticipated to positively impact 3,000-5,000 alumni and students over the next three years.

Highlight the Impact of Your Business Recovery - Increased Revenues, Cash Flow, Liquidity and Reserves

- The Association's budget presents a \$136k, or 37% increase in budget support received in the current year. Also, payroll has been reduced by \$181k, or 10%, as employees are moved onto the Foundation's budget. Other changes described consist of decreases in membership expenses and revenue and increases in event and sponsorship revenue and expenses.
- With the initiatives described above we anticipate FY'22's draw on reserves to be \$198k, down from \$500k in the original FY'21 budget.

Describe Material Capital Expenditures and/or Material Added Resources in the 2022 Financial Plan - Provide Details and ROI Expectations

- No capital expenditures planed in the 2021 fiscal plan.

University of South Florida Alumni Association, Inc.

FY 2022 Annual Financial Plan

INCOME STATEMENT

(In thousands)

	FY 2022 FINANCIAL PLAN	FY 2021 FORECAST (as of 3/31/21)	Variance		FY 2021 FINANCIAL PLAN	FY 2020 ACTUAL RESULTS	FY 2019 ACTUAL RESULTS
			\$	%			
<u>REVENUES</u>							
Membership	\$456	\$549	\$(93)	(17)%	\$489	\$550	\$536
License Plates	409	394	15	4 %	391	381	390
Budget support	500	364	136	37 %	364	804	718
Affinity Royalty	347	309	38	12 %	449	399	484
Investment Income	318	289	29	10 %	281	272	260
Sponsorships	231	162	69	43 %	320	141	229
Gifts and Donations	130	160	(30)	(19)%	186	225	197
Event and other revenue	199	39	160	410 %	238	207	214
Total Revenues	\$2,590	\$2,266	\$324	14 %	\$2,718	\$2,979	\$3,028
<u>EXPENSES</u>							
Salaries	1,623	1,804	(181)	(10)%	1,892	1,840	1,766
Membership and membership services	82	159	(77)	(48)%	193	112	214
Printing & Postage	72	57	15	26 %	71	80	79
Event Services	315	58	257	443 %	405	242	269
Professional Services	88	80	8	10 %	95	103	99
Travel	74	6	68	1,133 %	62	42	61
Advertising & Marketing	12	14	(2)	(14)%	22	18	31
Insurance	48	46	2	4 %	56	49	54
Community Relations	23	9	14	156 %	30	33	33
Credit Card fees and other services	21	25	(4)	(16)%	30	26	30
Scholarships	79	75	4	5 %	75	85	95
Other expenses	15	23	(8)	(35)%	18	29	36
Total Expenses	\$2,452	\$2,356	\$96	4 %	\$2,949	\$2,659	\$2,767
OPERATING PROFIT BEFORE NON-CASH CHANGES	\$138	\$(90)	\$228	253 %	\$(231)	\$320	\$261
Unrealized Investment Gains (Losses)	176	502	(326)	(65)%	196	(32)	15
Total Non-Cash Changes	\$176	\$502	\$(326)	(65)%	\$196	\$(32)	\$15
NET OPERATING PROFIT	\$314	\$412	\$(98)	(24)%	\$(35)	\$288	\$276
Operating Profit Margin	5%	-4%		9 %	-8%	11%	9%

University of South Florida Alumni Association, Inc.
FY 2022 Annual Financial Plan

STATEMENT OF CASH FLOWS

(In thousands)

	FY 2022 FINANCIAL PLAN	FY 2021 FORECAST (as of 3/31/21)	Variance		FY 2021 FINANCIAL PLAN	FY 2020 ACTUAL RESULTS	FY 2019 ACTUAL RESULTS
			\$	%			
<u>OPERATING ACTIVITIES</u>							
Net Operating Profit	\$314	\$412	\$(98)	(24)%	\$(35)	\$288	\$276
Adjustments for Non-Cash Activities:				%			
Unrealized gain on investments	(176)	(502)	326	65 %	(196)	32	(15)
Adjustments for Changes in Operating Assets and Liabilities	77	80	(3)	(4)%	100	(76)	(108)
Total Cash From Operating Activities	\$215	\$(10)	\$225	2,250 %	\$(131)	\$244	\$153
<u>FINANCING ACTIVITIES</u>							
Capital Expenditures	\$0	\$0	\$0	%	\$0	\$0	\$0
Total Cash From Financing Activities	\$0	\$0	\$0	%	\$0	\$0	\$0
<u>INVESTING ACTIVITIES</u>							
Net (Purchases) Sales of Investments	\$(207)	\$15	\$(222)	(1,530)%	\$134	\$(224)	\$(152)
Total Cash From Investing Activities	\$(207)	\$15	\$(222)	(1,530)%	\$134	\$(224)	\$(152)
CHANGE IN CASH	8	5	3	69 %	3	20	1
Cash, Beginning of Year	0	5	(5)	(100)%	5	7	6
Cash, End of Year	\$8	\$10	\$(2)	(20)%	\$8	\$27	\$7
Total Cash & Investments	\$922	\$1,052	\$(130)	(12)%	\$932	\$1,408	\$1,390
Days Cash on Hand	137	163	(26)	(16)%	115	193	183

University of South Florida Alumni Association, Inc.
FY 2022 Annual Financial Plan

3-YEAR FORECAST

(In thousands)

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 FORECAST	FY 2022 PLAN	FY 2023 FORECAST	FY 2024 FORECAST
<u>ASSETS</u>						
Cash & Investments	\$1,390	\$1,408	\$1,052	\$922	\$996	\$1,076
Restricted Cash & Investments	6,388	6,783	6,969	7,145	7,335	7,540
Other Assets	293	243	360	300	300	300
Total Assets	\$8,071	\$8,434	\$8,381	\$8,367	\$8,631	\$8,916
<u>LIABILITIES</u>						
Payables	\$177	\$432	\$150	\$150	\$150	\$150
Long-Term Debt	0	0	0	0	0	0
Other Liabilities and deferred inflows	2,183	2,002	2,281	2,100	2,100	2,100
Total Liabilities	\$2,360	\$2,434	\$2,431	\$2,250	\$2,250	\$2,250
NET ASSETS	\$5,711	\$6,000	\$5,950	\$6,117	\$6,381	\$6,666
Days Cash on Hand	183	193	163	137	142	148
<u>REVENUES</u>						
Membership	\$536	\$550	\$549	\$456	\$502	\$552
Support	718	804	364	500	700	700
Other Revenues	1,774	1,625	1,353	1,634	1,716	1,801
Total Revenues	\$3,028	\$2,979	\$2,266	\$2,590	\$2,917	\$3,053
<u>EXPENSES</u>						
Salaries & Benefits	\$1,766	\$1,840	\$1,804	\$1,623	\$1,704	\$1,789
Event Expenses	269	242	58	315	324	334
Other Expenses	732	577	494	514	524	535
Total Expenses	\$2,767	\$2,659	\$2,356	\$2,452	\$2,553	\$2,658
Operating Profit Before Non-Cash Changes	\$261	\$320	\$(90)	\$138	\$364	\$395
Total Non-Cash Changes	\$15	\$(32)	\$196	\$176	\$190	\$205
NET OPERATING PROFIT	\$276	\$288	\$106	\$314	\$555	\$600
Operating Profit Margin	9%	11%	-4%	5%	12%	13%

USF Financing Corporation & USF Property Corporation

FY 2022 Annual Financial Plan

FINANCIAL PLAN STATEMENT

State the DSO's Statutory Mission which 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 Your 5 Key Initiatives That Will Accelerate Your Business Recovery in FY 2022 - Also, Describe Your Environmental Assumptions for the First Two Quarters and the Second Two Quarters of FY 2022

- Protect USF's "AA" credit ratings. Formal presentations were made to Moody's, Standard & Poor's and Fitch in March. Presentations emphasized USF's strengths in management and governance, market position and enrollment demand, operating performance, wealth and liquidity, and leverage.
 - S&P reported in April that all USF credit ratings were Affirmed with Stable Outlooks. Moody's and Fitch will report in May.
- Direct oversight of DSOs and Auxiliaries with debt to ensure maintenance of pledged revenues, debt service coverage ratios and reserves.
 - Management is working closely with DSOs and Auxiliaries to ensure they have implemented cost-cutting measures necessary to preserve essential liquidity and maintain required debt service payments.
- Ongoing compliance with debt covenants including IRS rules on tax exempt bonds and required reporting on EMMA.
 - Management is currently working closely with USF Health and UMSA to ensure that the proposed TGH lease of the ambulatory surgery center and imaging areas of the Morsani Center and the South Tampa Clinic is in compliance with private use guidelines.
- Management has completed negotiations for contracts with 3 of the University's strategic partners, two of which are Fortune 500 companies. FY 2021 and FY 2022 payments will be guaranteed at minimum amounts despite reductions in revenues impacted by the pandemic. These contract revenues are pledged to debt service payments.
- Monitoring 50% investment in INTO USF. Operating losses for INTO USF over the past two years total \$2.7 million, erasing shareholder's equity and adversely affecting liquidity. INTO USF may call on the \$2.25 million Note from the Corporation.
- Management is working closely with the USF Research Foundation and the general contractor to ensure that the \$42 million USF Research Park Project is delivered on time and on budget.
- Beginning FY 2022, the Financing Corporation will reinstate its requirement for USF DSOs and Auxiliaries to pay all supplemental lease payments totaling \$1.8 million (management fees and renewal & replacement fees were waived in FY 2021).

Highlight the Impact of Your Business Recovery - Increased Revenues, Cash Flow, Liquidity and Reserves

- Operating Profit before Contributions and Non-Cash Changes is expected to increase by \$622,000 (29%) in FY 2022 compared to FY 2021.
- Excluding Capital Expenditures, which are made from existing project accounts that were previously funded with bond issuances, cash will increase in FY 2022 by approximately \$2.3 million.
- Liquidity and reserves will remain strong in FY 2022 as operating revenues are expected to exceed expenses.

Describe Material Capital Expenditures and/or Material Added Resources in the 2022 Financial Plan - Provide Details and ROI Expectations

- Capital Expenditures in FY 2022 are limited to the final costs related to the USF Research Park Project. The Corporation does not anticipate any other material capital expenditures or added resources other than those described above.

USF Financing Corporation & USF Property Corporation

FY 2022 Annual Financial Plan

INCOME STATEMENT

(In thousands)

	FY 2022 FINANCIAL PLAN	FY 2021 FORECAST (as of 3/31/21)	Variance		FY 2021 FINANCIAL PLAN	FY 2020 ACTUAL RESULTS	FY 2019 ACTUAL RESULTS
			\$	%			
<u>REVENUES</u>							
Housing lease revenue	\$10,037	\$8,640	\$1,397	16 %	\$10,321	\$10,334	\$10,504
Marshall Center lease revenue	1,311	1,270	41	3 %	1,367	1,419	1,459
Athletics lease revenue	437	635	(198)	(31)%	693	764	841
Arena lease revenue	695	740	(45)	(6)%	740	778	824
DSO (UMSA) lease revenue	1,665	1,516	149	10 %	1,735	1,766	1,858
DSO (HPCC) lease revenue	379	505	(126)	(25)%	563	588	614
DSO (Research) lease revenue	988	998	(10)	(1)%	174	641	63
Total Revenues	\$15,511	\$14,304	\$1,207	8 %	\$15,593	\$16,290	\$16,163
<u>OPERATING EXPENSES</u>							
Management fee	803	0	803	%	795	719	706
General and administrative expenses	679	632	47	7 %	580	604	529
Total Operating Expenses	\$1,482	\$632	\$850	134 %	\$1,375	\$1,323	\$1,235
<u>OTHER REVENUES (EXPENSES)</u>							
Interest expense on debt	(11,299)	(11,582)	283	2 %	(11,878)	(10,822)	(11,647)
Interest income	11	30	(19)	(63)%	400	444	708
Total Other Revenues (Expenses)	\$(11,288)	\$(11,552)	\$264	2 %	\$(11,478)	\$(10,378)	\$(10,939)
OPERATING PROFIT BEFORE CONTRIBUTIONS AND NON-CASH CHANGES	\$2,742	\$2,120	\$622	29 %	\$2,740	\$4,589	\$3,989
Equity contribution from USF for USFSP Project	0	861	(861)	(100)%	0	1,166	800
Equity contribution from USF Research for reserves	0	0	0	%	0	2,514	0
Equity contribution from USF Research for Project	1,276	0	1,276	%	0	0	0
Reimbursement to USF for furniture or equipment	0	(626)	626	100 %	0	(271)	0
Distribution of INTO CD Proceeds to USF Foundation	0	0	0	%	0	(2,200)	0
Change in INTO USF equity investment	(1,395)	(1,351)	(44)	(3)%	0	(103)	450
Total Contributions and Non-Cash Changes	\$(119)	\$(1,116)	\$997	89 %	\$0	\$1,106	\$1,250
NET OPERATING PROFIT (LOSS)	\$2,623	\$1,005	\$1,619	161 %	\$2,740	\$5,695	\$5,239
Operating Profit Margin	17.7%	14.8%	3 %		17.6%	28.2%	24.7%

USF Financing Corporation & USF Property Corporation

FY 2022 Annual Financial Plan

STATEMENT OF CASH FLOWS

(In thousands)

	FY 2022 FINANCIAL PLAN	FY 2021 FORECAST (as of 3/31/21)	Variance		FY 2021 FINANCIAL PLAN	FY 2020 ACTUAL RESULTS	FY 2019 ACTUAL RESULTS
			\$	%			
<u>OPERATING ACTIVITIES</u>							
Lease payments received from USF	\$23,978	\$22,337	\$1,641	7 %	\$23,990	\$21,940	\$22,280
Lease payments received from UMSA	4,139	3,887	252	6 %	4,072	4,106	4,138
Lease payments received from HPCC	1,383	1,451	(68)	(5)%	1,508	1,479	1,453
Lease payments received from Research Foundation	2,186	2,150	36	2 %	2,193	860	0
Payment to USF for management services	(803)	0	(803)	%	(795)	(719)	(706)
General and administrative disbursements	(679)	(620)	(59)	(9)%	(580)	(601)	(529)
Total Cash From Operating Activities	\$30,204	\$29,205	\$999	3 %	\$30,388	\$27,065	\$26,636
<u>FINANCING ACTIVITIES</u>							
Capital expenditures	\$(14,331)	\$(19,250)	\$4,919	26 %	\$(23,353)	\$(23,852)	\$(6,926)
Debt issuance costs	0	(30)	30	100 %	0	(95)	(516)
Proceeds of long-term debt	0	0	0	%	0	27,000	33,740
Proceeds of long-term debt - Refunding	0	30,056	(30,056)	(100)%	0	0	36,540
Principal payments - Refunding	0	(30,056)	30,056	100 %	0	0	(34,354)
Principal payments	(15,725)	(14,110)	(1,615)	(11)%	(14,520)	(13,059)	(12,198)
Interest payments	(13,437)	(14,544)	1,107	8 %	(14,400)	(14,347)	(13,360)
Equity contribution from USF for USFSP Project	0	861	(861)	(100)%	0	1,967	0
Equity contribution from USF Research for reserves	0	0	0	%	0	2,514	0
Equity contribution from USF Research for Project	1,276	0	1,276	%	0	0	0
Reimbursement to USF for furniture or equipment	0	(626)	626	100 %	0	(271)	0
Security received from (returned to) lessee for swap collateral	0	(4,000)	4,000	100 %	0	5,210	3,750
Security (pledged to) returned from counterparty	0	4,000	(4,000)	(100)%	0	(5,130)	(3,757)
Total Cash From Financing Activities	\$(42,217)	\$(47,699)	\$5,482	11 %	\$(52,273)	\$(20,063)	\$2,919
<u>INVESTING ACTIVITIES</u>							
Proceeds from maturity/redemption of INTO CD	\$3,785	\$3,774	\$11	0 %	\$4,050	\$7,596	\$6,024
Purchase of INTO CD	(3,785)	(3,774)	(11)	(0)%	(4,050)	(5,707)	(5,596)
Distribution to USF of INTO CD Proceeds	0	0	0	%	0	(2,200)	0
Interest income	11	65	(54)	(83)%	500	974	924
Total Cash From Investing Activities	\$11	\$65	\$(54)	(83)%	\$500	\$663	\$1,352
CHANGE IN CASH	(12,002)	(18,429)	6,427	35 %	(21,385)	7,665	30,907
Cash, Beginning of Year	54,186	72,615	(18,429)	(25)%	72,615	64,950	34,043
Cash, End of Year	\$42,184	\$54,186	\$(12,002)	(22)%	\$51,230	\$72,615	\$64,950
Total Cash & Investments	\$45,969	\$57,960	\$(11,991)	(21)%	\$55,280	\$76,323	\$70,547
Days Cash on Hand	411	401	10	3 %	317	403	353

USF Financing Corporation & USF Property Corporation

FY 2022 Annual Financial Plan

3-YEAR FORECAST

(In thousands)

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 FORECAST	FY 2022 PLAN	FY 2023 FORECAST	FY 2024 FORECAST
ASSETS						
Cash & Investments	\$70,547	\$76,323	\$57,960	\$45,969	\$47,124	\$48,379
Capital Lease Receivable	292,423	278,917	294,556	305,832	289,492	273,470
Construction in Progress	5,671	32,728	13,983	0	0	0
Other Assets	18,234	28,271	21,179	19,243	19,643	19,938
Total Assets	\$386,875	\$416,239	\$387,678	\$371,044	\$356,259	\$341,787
LIABILITIES						
Payables - Interest and Construction	\$7,880	\$9,584	\$9,000	\$6,528	\$6,092	\$5,700
Long-Term Debt	346,018	358,162	338,970	322,197	304,962	288,161
Interest Rate Swap & Other Payables	15,948	25,769	15,979	15,967	15,955	15,943
Total Liabilities	\$369,846	\$393,515	\$363,949	\$344,692	\$327,009	\$309,804
NET ASSETS	\$17,029	\$22,724	\$23,729	\$26,352	\$29,250	\$31,982
Days Cash on Hand	353	403	401	411	409	390
REVENUES						
USF Debt Payments	\$13,628	\$13,295	\$11,285	\$12,480	\$12,460	\$11,993
UMSA Debt Payments	1,858	1,766	1,516	1,665	1,656	1,597
HPCC Debt Payments	614	588	505	379	371	352
Research Debt Payments	63	641	998	988	1,004	964
Total Revenues	\$16,163	\$16,290	\$14,304	\$15,511	\$15,491	\$14,906
EXPENSES						
Operating Expenses	1,235	1,323	632	1,482	1,526	1,600
Total Expenses	\$1,235	\$1,323	\$632	\$1,482	\$1,526	\$1,600
OTHER REVENUES (EXPENSES)						
Interest Expense on Debt	\$(11,647)	\$(10,822)	\$(11,582)	\$(11,299)	\$(11,079)	\$(10,589)
Other Revenues/Expenses	708	444	30	11	12	15
Total Other Revenues (Expenses)	\$(10,939)	\$(10,378)	\$(11,552)	\$(11,288)	\$(11,067)	\$(10,574)
Operating Profit Before Non-Cash Changes	\$3,989	\$4,589	\$2,120	\$2,742	\$2,898	\$2,732
University/DSO support - Project related	800	3,409	235	1,276	0	0
Distribution of INTO CD Proceeds to Foundation	0	(2,200)	0	0	0	0
Total Non-Cash Changes	450	(103)	(1,351)	(1,395)	0	0
NET OPERATING PROFIT (LOSS)	\$5,239	\$5,695	\$1,005	\$2,623	\$2,898	\$2,732
Operating Profit Margin	24.7%	28.2%	14.8%	17.7%	18.7%	18.3%