UNIVERSITY of SOUTH FLORIDA

# DIRECT SUPPORT ORGANIZATIONS

## MID-YEAR FORECASTS

**FISCAL YEAR 2021**

***February 23, 2021***

UNIVERSITY of SOUTH FLORIDA

# DSO Mid-Year Forecasts for FY 2021

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# UMSA/MSSC Combined

FY 2021 Mid-Year Forecast - Revised Operating Plan

## MID-YEAR FORECAST - REVISED OPERATING PLAN FOR FY 2021

**Outline below the Key Aspects of your Revised Operating Plan for FY 2021. Describe operations you have restructured to offset revenue losses from the BOT-approved Financial Plan, priority payments for FY 2021 (such as debt service and other contractual obligations), and describe your targeted minimum liquidity measure for 6/30/21 (days cash on hand) and reserves.**

- Patient Service Revenue
  - In response to patient demand and to ensure access to our providers for our most vulnerable patient populations, the practice plan continues to maintain strong telehealth volumes, accounting for approximately 30% of our visit volumes.
- Financial Austerity Measures
  - The practice plan has significantly reduced it's spending on travel, meals, dues & subscriptions, and events in response to the COVID-19 pandemic. We are also requiring executive leadership approval for all hiring requests for new and replacement positions.
- Debt Service
  - The practice plan delayed payments on University convenience account salaries at the end of FY20 to preserve cash flow. The debt was repaid in full by 9/30/2020. UMSA also received a $6.4M loan from the CMS Accelerated/Advance Payment Program and will repay the balance when due in March so that we do not have to incur interest.
- Liquidity
  - In our FY21 plan, we estimated ending the year with 40 days cash on hand. We are well ahead of our plan and are on track to end the year with 51 days cash on hand, which is an improvement over our pre-pandemic reserves.

**Describe and quantify needed financial support from related USF parties you are relying on to ensure basic financial performance outcomes, meet contractual commitments and maintain minimum liquidity and reserves. State whether this support is included in your Revised Operating Plan.**

- In our FY21 plan, the practice plan assumed the use of carryforward funds to help support the academic costs that are funded through the practice plan. However, the practice plan was able to financially recover from the crisis faster than expected by maintaining both in-person and telehealth visit volumes, strong surgical case volumes, and significant expense reductions. Therefore, we do not anticipate the need to utilize these carry forward funds and those assumptions have been removed from our forecast.

UNIVERSITY of SOUTH FLORIDA

# UMSA/MSSC Combined

FY 2021 Mid-Year Forecast

## INCOME STATEMENT

| (In thousands) | FY 2021 MID-YEAR FORECAST | FY 2021 FINANCIAL PLAN | Variance $ | Variance % | FY 2020 ACTUAL RESULTS | FY 2019 ACTUAL RESULTS | FY 2018 ACTUAL RESULTS |
|---|---|---|---|---|---|---|---|
| **REVENUES** | | | | | | | |
| Net Patient Service | $182,415 | $174,769 | $7,646 | 4 % | $166,121 | $186,258 | $172,391 |
| Grants, Contracts & Awards | 83,104 | 81,710 | 1,394 | 2 % | 79,757 | 76,144 | 72,454 |
| UPL/PCIP | 37,702 | 34,952 | 2,750 | 8 % | 38,726 | 26,047 | 22,606 |
| Other Revenue | 42,113 | 43,503 | (1,390) | (3)% | 43,383 | 41,085 | 35,776 |
| **Total Revenues** | **$345,334** | **$334,935** | **$10,400** | 3 % | **$327,986** | **$329,534** | **$303,227** |
| **EXPENSES** | | | | | | | |
| Faculty Support | $119,409 | $110,890 | $8,519 | 8 % | $119,117 | $118,010 | $112,135 |
| Housestaff Support | 13,897 | 13,897 | 0 | 0 % | 13,068 | 12,732 | 11,922 |
| Other Staff Support | 72,050 | 75,816 | (3,766) | (5)% | 77,133 | 71,968 | 65,467 |
| Depreciation/Amortization | 4,580 | 3,986 | 594 | 15 % | 4,573 | 4,436 | 4,824 |
| Other Expenses | 58,121 | 53,493 | 4,628 | 9 % | 55,412 | 55,877 | 49,185 |
| Transfer to USF Conv Accts | 61,316 | 59,812 | 1,504 | 3 % | 60,080 | 56,409 | 54,291 |
| Transfer to DSO HPCC Salary Support | 0 | 0 | 0 | % | 0 | 1,072 | 1,035 |
| **Total Expenses** | **$329,373** | **$317,894** | **$11,479** | 4 % | **$329,384** | **$320,506** | **$298,859** |
| **OPERATING PROFIT BEFORE NON-CASH CHANGES** | **$15,961** | **$17,041** | **$(1,080)** | (6)% | **$(1,398)** | **$9,028** | **$4,368** |
| Unrealized Investment Gains (Losses) | 1,437 | 0 | 1,437 | % | 1,068 | 422 | 725 |
| Contribution to MCOM | 0 | 0 | 0 | % | (7,003) | 0 | 0 |
| Non-Cash Impact of Epic Conversion | 0 | 0 | 0 | % | | (5,742) | (931) |
| **Total Non-Cash Changes** | **$1,437** | **$0** | **$1,437** | % | **$(5,935)** | **$(5,320)** | **$(206)** |
| **NET OPERATING PROFIT** | **$17,398** | **$17,041** | **$357** | 2 % | **$(7,332)** | **$3,709** | **$4,162** |
| **Operating Profit Margin** | **5%** | **5%** | | (0)% | **0%** | **3%** | **1%** |

UNIVERSITY of SOUTH FLORIDA

# UMSA/MSSC Combined

FY 2021 Mid-Year Forecast

## STATEMENT OF CASH FLOWS

| (In thousands) | FY 2021 MID-YEAR FORECAST | FY 2021 FINANCIAL PLAN | Variance $ | Variance % | FY 2020 ACTUAL RESULTS | FY 2019 ACTUAL RESULTS | FY 2018 ACTUAL RESULTS |
|---|---|---|---|---|---|---|---|
| **OPERATING ACTIVITIES** | | | | | | | |
| Net Operating Profit | $17,398 | $17,041 | $357 | 2 % | $(7,332) | $3,709 | $4,162 |
| Adjustments for Non-Cash Activities: | | | | | | | |
| Depreciation/Amortization | 3,986 | 3,986 | 0 | 0 % | 4,573 | 4,436 | 4,824 |
| Non Cash Impact of EPIC | 0 | 0 | 0 | % | 0 | 5,742 | 931 |
| Unrealized Gains | 0 | 0 | 0 | % | 0 | (422) | (725) |
| Operating Assets and Liabilities | (38,285) | (45,148) | 6,863 | 15 % | 35,666 | (2,906) | (289) |
| **Total Cash From Operating Activities** | **$(16,900)** | **$(24,121)** | **$7,221** | 30 % | **$32,907** | **$10,559** | **$8,903** |
| **FINANCING ACTIVITIES** | | | | | | | |
| Capital Expenditures | $(1,946) | $(1,500) | $(446) | (30)% | $(2,514) | $(2,815) | $(2,563) |
| Net (Purchases) Sales of Investments | 0 | 0 | 0 | % | (1,803) | (2,962) | (9,828) |
| **Total Cash From Financing Activities** | **$(1,946)** | **$(1,500)** | **$(446)** | (30)% | **$(4,317)** | **$(5,776)** | **$(12,391)** |
| **INVESTING ACTIVITIES** | | | | | | | |
| Transfer to USF FC - Leases on MOBs | $(2,279) | $(2,268) | $(11) | (1)% | $(2,245) | $(2,689) | $(2,310) |
| **Total Cash From Investing Activities** | **$(2,279)** | **$(2,268)** | **$(11)** | (1)% | **$(2,245)** | **$(2,689)** | **$(2,310)** |
| **CHANGE IN CASH** | **(21,126)** | **(27,889)** | **6,763** | 24 % | **26,345** | **2,094** | **(5,798)** |
| Cash, Beginning of Year | 35,100 | 39,165 | (4,065) | (10)% | 8,755 | 6,661 | 12,459 |
| **Cash, End of Year** | **$13,974** | **$11,276** | **$2,698** | 24 % | **$35,100** | **$8,755** | **$6,661** |
| **Total Cash & Investments** | **$43,124** | **$32,655** | **$10,469** | 32 % | **$62,672** | **$33,597** | **$28,119** |
| **Days Cash on Hand** | **51** | **40** | **11** | 27 % | **73** | **40** | **36** |

UNIVERSITY of SOUTH FLORIDA

# UMSA/MSSC Combined

FY 2021 Mid-Year Forecast

## 3-YEAR FORECAST

| (In thousands) | ACTUAL | | | FORECAST | | |
|---|---|---|---|---|---|---|
| | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 |
| **ASSETS** | | | | | | |
| Cash & Investments | $28,119 | $33,597 | $62,672 | $43,124 | $54,534 | $66,175 |
| Fixed Assets | 56,065 | 54,420 | 54,145 | 55,228 | 56,332 | 57,459 |
| Other Assets | 65,929 | 55,422 | 50,104 | 47,982 | 48,942 | 49,921 |
| **Total Assets** | **$150,113** | **$143,439** | **$166,921** | **$146,333** | **$159,807** | **$173,554** |
| **LIABILITIES** | | | | | | |
| Payables | $8,449 | $9,648 | $17,637 | $6,617 | $6,749 | $6,884 |
| Long-Term Debt | 51,176 | 47,475 | 48,754 | 48,593 | 48,433 | 48,273 |
| Other Liabilities | 18,699 | 19,961 | 46,398 | 19,592 | 19,984 | 20,383 |
| **Total Liabilities** | **$78,324** | **$77,084** | **$112,788** | **$74,802** | **$75,166** | **$75,540** |
| **NET ASSETS** | **$71,788** | **$66,355** | **$54,133** | **$71,531** | **$84,641** | **$98,014** |
| **Days Cash on Hand** | **36** | **40** | **73** | **51** | **62** | **74** |
| **REVENUES** | | | | | | |
| Net Patient Service | $172,391 | $186,258 | $166,121 | $182,415 | $186,063 | $189,785 |
| Grants, Contracts & Awards | 72,454 | 76,144 | 79,757 | 83,104 | 84,766 | 86,462 |
| UPL | 22,606 | 26,047 | 38,726 | 37,702 | 38,456 | 39,225 |
| Other Revenues | 35,776 | 41,085 | 43,383 | 42,113 | 42,955 | 43,814 |
| **Total Revenues** | **$303,227** | **$329,534** | **$327,986** | **$345,334** | **$352,241** | **$359,286** |
| **EXPENSES** | | | | | | |
| Faculty Support | $112,135 | $118,010 | $119,117 | $119,409 | $125,409 | $127,917 |
| Housestaff Support | 11,922 | 12,732 | 13,068 | 13,897 | 14,175 | 14,458 |
| Other Staff Support | 65,467 | 71,968 | 77,133 | 72,050 | 74,211 | 75,695 |
| Other Expenses | 49,185 | 55,877 | 55,412 | 58,121 | 58,121 | 59,284 |
| Transfer to USF - Salary Grants | 54,291 | 56,409 | 60,080 | 61,316 | 62,543 | 63,794 |
| Transfer to HPCC - Salary Support | 1,035 | 1,072 | 0 | 0 | 0 | 0 |
| **Total Expenses** | **$294,034** | **$316,070** | **$324,811** | **$324,793** | **$334,459** | **$341,148** |
| **Operating Profit Before Non-Cash Changes** | **$9,192** | **$13,464** | **$3,176** | **$20,541** | **$17,782** | **$18,138** |
| Total Non-Cash Changes | (5,755) | (10,178) | (4,573) | (4,580) | (4,672) | (4,765) |
| **NET OPERATING PROFIT** | **$3,437** | **$3,286** | **$(1,398)** | **$15,961** | **$13,110** | **$13,372** |
| **Operating Profit Margin** | **1%** | **3%** | **0%** | **5%** | **4%** | **4%** |
| Unrealized Investment Gains (Losses) | $725 | $422 | $1,068 | $1,437 | $0 | $0 |
| Contribution to MCOM | 0 | 0 | (7,003) | 0 | 0 | 0 |
| **Total Non-Operating Changes** | **$725** | **$422** | **$(5,935)** | **$1,437** | **$0** | **$0** |
| **NET OPERATING PROFIT** | **$4,162** | **$3,709** | **$(7,332)** | **$17,398** | **$13,110** | **$13,372** |

# USF FOUNDATION, INC.

FY 2021 Mid-Year Forecast - Revised Operating Plan

## MID-YEAR FORECAST - REVISED OPERATING PLAN FOR FY 2021

**Outline below the Key Aspects of your Revised Operating Plan for FY 2021. Describe operations you have restructured to offset revenue losses from the BOT-approved Financial Plan, priority payments for FY 2021 (such as debt service and other contractual obligations), and describe your targeted minimum liquidity measure for 6/30/21 (days cash on hand) and reserves.**

- Minimum liquidity measure for 6/30/21
  - Cash and short term investments are managed and appropriately rebalanced based on a frequent evaluation of gifts received and funding requests to be paid.
- No significant changes from original plan.

**Describe and quantify needed financial support from related USF parties you are relying on to ensure basic financial performance outcomes, meet contractual commitments and maintain minimum liquidity and reserves. State whether this support is included in your Revised Operating Plan.**

- The Foundation anticipates providing support to the University of over $50 million in Program service expenses including salary support for faculty and staff, student scholarships and fellowships, and other program-related expenses.
- The forecast includes approximately $12.3 million in personnel costs for fundraising and operational staff paid from sources within the University. As required under GAAP, University support for Foundation staff providing development and operational support are reflected in this forecast, as well as, the Foundation's financial statements.
- Also included in university support is $526k related to the operating lease with the University as tenant on property located in St. Petersburg. This lease payment is used to cover the mortgage that financed the purchase of the St. Petersburg property.

UNIVERSITY of SOUTH FLORIDA

# USF FOUNDATION, INC.

FY 2021 Mid-Year Forecast

## INCOME STATEMENT

| (In thousands) | FY 2021 MID-YEAR FORECAST | FY 2021 FINANCIAL PLAN | Variance $ | Variance % | FY 2020 ACTUAL RESULTS | FY 2019 ACTUAL RESULTS | FY 2018 ACTUAL RESULTS |
|---|---|---|---|---|---|---|---|
| **REVENUES** | | | | | | | |
| Gift & Donations | $48,100 | $48,100 | $0 | 0 % | $70,565 | $60,914 | $56,330 |
| Investment Income (Loss) | 37,422 | 37,422 | 0 | 0 % | 31,323 | 33,209 | 52,617 |
| University Support | 12,858 | 12,858 | 0 | 0 % | 16,284 | 13,233 | 12,680 |
| Other Revenues | 2,720 | 2,744 | (24) | (1)% | 2,489 | 2,518 | 1,250 |
| **Total Revenues** | **$101,100** | **$101,124** | **$(24)** | (0)% | **$120,661** | **$109,874** | **$122,877** |
| **EXPENSES** | | | | | | | |
| **Program Services** | | | | | | | |
| Salaries & Benefits | $19,511 | $19,511 | $0 | 0 % | $18,498 | $17,288 | $21,850 |
| Scholarship & Fellowship | 9,709 | 9,709 | 0 | 0 % | 13,213 | 10,336 | 9,723 |
| Service & Independent contractors | 4,026 | 4,026 | 0 | 0 % | 3,145 | 4,581 | 4,187 |
| Supplies | 2,143 | 2,143 | 0 | 0 % | 1,517 | 3,070 | 980 |
| Other Transfers & Expenses | 14,126 | 14,126 | 0 | 0 % | 14,573 | 22,749 | 10,933 |
| **Total Program Service Expenses** | **$49,515** | **$49,515** | **$0** | 0 % | **$50,946** | **$58,024** | **$47,673** |
| **Fundraising and Operating Expenses** | | | | | | | |
| Salaries & Benefits | 14,776 | 14,776 | $0 | 0 % | 14,942 | 14,343 | 14,501 |
| Service & Independent contractors | 1,108 | 1,626 | (518) | (32)% | 1,728 | 1,171 | 1,037 |
| Other Transfers & Expenses | 2,172 | 2,172 | 0 | 0 % | 1,772 | 2,694 | 1,828 |
| **Total Fundraising and Operating Expenses** | **$18,056** | **$18,574** | **$(518)** | (3)% | **$18,442** | **$18,208** | **$17,366** |
| **OPERATING PROFIT BEFORE NON-CASH CHANGES** | **$33,529** | **$33,035** | **$494** | 1 % | **$51,273** | **$33,642** | **$57,838** |
| **Total Non-Cash Changes** | **$0** | **$0** | **$0** | % | **$0** | **$0** | **$0** |
| **NET OPERATING PROFIT** | **$33,529** | **$33,035** | **$494** | 1 % | **$51,273** | **$33,642** | **$57,838** |
| **Operating Profit Margin** | **33%** | **33%** | | 0 % | **42%** | **31%** | **47%** |

UNIVERSITY of SOUTH FLORIDA

# USF FOUNDATION, INC.

FY 2021 Mid-Year Forecast

## STATEMENT OF CASH FLOWS

| (In thousands) | FY 2021 MID-YEAR FORECAST | FY 2021 FINANCIAL PLAN | Variance $ | Variance % | FY 2020 ACTUAL RESULTS | FY 2019 ACTUAL RESULTS | FY 2018 ACTUAL RESULTS |
|---|---|---|---|---|---|---|---|
| **OPERATING ACTIVITIES** | | | | | | | |
| Net Operating Profit | $33,529 | $33,035 | $494 | 1 % | $51,273 | $33,642 | $57,838 |
| Adjustments for Non-Cash Activities: | | | 0 | % | | | |
| Investment (gain) losses | (37,422) | (37,422) | 0 | 0 % | (21,485) | (23,643) | (52,617) |
| Change in assets & liabilities | (9,956) | (9,907) | (49) | (0)% | (45,053) | (31,097) | (5,134) |
| **Total Cash From Operating Activities** | **$(13,849)** | **$(14,294)** | **$445** | 3 % | **$(15,265)** | **$(21,098)** | **$87** |
| **FINANCING ACTIVITIES** | | | | | | | |
| Proceeds of sales of contributed land held for resale | - | - | | | - | $12,000 | - |
| Interest Paid on Debt | (109) | (109) | 0 | 0 % | (119) | (129) | - |
| Principal Paid on Debt | (391) | (385) | (6) | (2)% | (382) | (371) | - |
| NonCapital Financing activities | 7,565 | 7,565 | 0 | 0 % | 15,545 | 9,435 | (362) |
| **Total Cash From Financing Activities** | **$7,065** | **$7,071** | **$(6)** | (0)% | **$15,044** | **$20,935** | **$(362)** |
| **INVESTING ACTIVITIES** | | | | | | | |
| Capital Expenditures | $400 | $0 | $400 | % | $400 | $(7,650) | $(458) |
| Net (Purchases) Sales of Investment | (5,998) | (1,054) | (4,944) | (469)% | (6,484) | (1,360) | 7,067 |
| Interest dividends reinvested | 9,058 | 9,058 | 0 | 0 % | 9,839 | 9,565 | (6,112) |
| **Total Cash From Investing Activities** | **$3,460** | **$8,004** | **$(4,544)** | (57)% | **$3,755** | **$555** | **$497** |
| **CHANGE IN CASH** | **(3,324)** | **781** | **(4,105)** | (526)% | **3,534** | **392** | **222** |
| Cash, Beginning of Year | 4,952 | 1,155 | 3,797 | 329 % | 1,417 | 1,025 | 803 |
| **Cash, End of Year** | **$1,628** | **$1,936** | **$(308)** | (16)% | **$4,951** | **$1,417** | **$1,025** |
| **Total Cash & Investments** | **$116,964** | **$94,667** | **$22,297** | 24 % | **$113,191** | **$98,017** | **$83,867** |
| **Days Cash on Hand** | **632** | **507** | **124** | 25 % | **595** | **469** | **471** |

UNIVERSITY of SOUTH FLORIDA

# USF FOUNDATION, INC.

FY 2021 Mid-Year Forecast

## 3-YEAR FORECAST

| (In thousands) | ACTUAL | | | FORECAST | | |
|---|---|---|---|---|---|---|
| | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 |
| **ASSETS** | | | | | | |
| Cash & Investments | $83,867 | $98,017 | $113,191 | $116,964 | $116,830 | $118,766 |
| Fixed Assets | 10,003 | 10,844 | 11,044 | 11,072 | 11,212 | 11,580 |
| Other Assets | 602,625 | 587,690 | 629,240 | 657,968 | 694,445 | 732,955 |
| **Total Assets** | **$696,495** | **$696,551** | **$753,475** | **$786,004** | **$822,487** | **$863,301** |
| **LIABILITIES** | | | | | | |
| Payables | $937 | $969 | $1,053 | $1,054 | $1,076 | $1,095 |
| Long-Term Debt | 5,086 | 4,714 | 4,827 | 4,746 | 4,012 | 3,775 |
| Other Liabilities and deferred inflows | 37,506 | 54,087 | 59,541 | 58,621 | 59,105 | 61,146 |
| **Total Liabilities** | **$43,529** | **$59,770** | **$65,421** | **$64,421** | **$64,193** | **$66,016** |
| **NET ASSETS** | **$652,966** | **$636,781** | **$688,054** | **$721,583** | **$758,294** | **$797,285** |
| **Days Cash on Hand** | **471** | **469** | **595** | **632** | **585** | **568** |
| **REVENUES** | | | | | | |
| Gifts & Fundraising Revenue | $56,330 | $60,914 | $70,565 | $48,100 | $52,100 | $54,200 |
| University Support | 12,680 | 13,233 | 16,284 | 12,858 | 13,580 | 13,805 |
| Other Revenues | 53,867 | 35,727 | 33,812 | 40,142 | 43,942 | 47,339 |
| **Total Revenues** | **$122,877** | **$109,874** | **$120,661** | **$101,100** | **$109,622** | **$115,344** |
| **EXPENSES** | | | | | | |
| Salaries & Benefits | $36,351 | $31,631 | $33,440 | $34,287 | $36,101 | $37,926 |
| Scholarships & Fellowships | 9,723 | 10,336 | 13,213 | 9,709 | 10,500 | 10,800 |
| Other Expenses | 18,965 | 34,265 | 22,735 | 23,575 | 26,311 | 27,626 |
| **Total Expenses** | **$65,039** | **$76,232** | **$69,388** | **$67,571** | **$72,912** | **$76,352** |
| **Operating Profit Before Non-Cash Changes** | **$57,838** | **$33,642** | **$51,273** | **$33,529** | **$36,710** | **$38,992** |
| Total Non-Cash Changes | $0 | $0 | $0 | $0 | $0 | $0 |
| **NET OPERATING PROFIT** | **$57,838** | **$33,642** | **$51,273** | **$33,529** | **$36,710** | **$38,992** |
| **Operating Profit Margin** | **47%** | **31%** | **42%** | **33%** | **33%** | **34%** |

## MID-YEAR FORECAST - REVISED OPERATING PLAN FOR FY 2021

**Outline below the Key Aspects of your Revised Operating Plan for FY 2021. Describe operations you have restructured to offset revenue losses from the BOT-approved Financial Plan, priority payments for FY 2021 (such as debt service and other contractual obligations), and describe your targeted minimum liquidity measure for 6/30/21 (days cash on hand) and reserves.**

- The FY21 Revised Operating Plan reflects a decrease in Research Park expenditures of $520,000 through requested cost reductions from vendors and other savings realized from limited occupancy and a shift to remote working in response to the pandemic. Additional savings in salaries and benefits of $134,000 result from vacant positions. Savings of $50,000 have also been realized in operations from minimal VP expenditures for other program services, due to limited activity resulting from COVID-19.

  In addition, $357,000 in CAP-X savings are forecasted as a consequence of the postponement/cancellation of planned capital expenditures during FY21. This will reduce FY21 depreciation expense by $79,000.

- To reduce University expense, the NMR Use License Agreement will not be renewed in quarter 4 FY21. This will result in an annual recurring decrease in revenue of $307,000 for the Research Foundation.

- 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 $1,500,000 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 each year thereafter.

- To reduce the University's operating expenses for Patents and Licensing (TTO), management of the Research Foundation is working with University financial leadership and the DSO Board of Directors, to restructure the allocation of net revenue generated from Intellectual Property Program fees that are processed by the Research Foundation. The forecasted financial plan for FY22 and future years, reflects a proposed 5% administrative fee revenue ($300K) be earned by the Research Foundation, and the net earnings of $450,000 and $480,000 for FY22 and FY23, respectively, be transferred to Patents and Licensing.

- 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.

  A master lease agreement with USF Financing Corp was also entered into which obligates Research Foundation to pay an escalating annual principal payment that commenced January 2021, and 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.

**Describe and quantify needed financial support from related USF parties you are relying on to ensure basic financial performance outcomes, meet contractual commitments and maintain minimum liquidity and reserves. State whether this support is included in your Revised Operating Plan.**

- Research laboratories and office space are leased to the University under operating leases which generally range from 36 to 120 months. In addition thereto, the University leases a building from the Research Foundation, under a master lease agreement through 2036 or the expiration of the long-term debt, if earlier. Total rent revenues from the University approximate 90% of the Research Foundation's total rental revenue. Forecasted revenues include receipt of these future minimum lease payments.

UNIVERSITY of SOUTH FLORIDA

# USF Research Foundation, Inc.

FY 2021 Mid-Year Forecast

## INCOME STATEMENT

| (In thousands) | FY 2021 MID-YEAR FORECAST | FY 2021 FINANCIAL PLAN | Variance $ | Variance % | FY 2020 ACTUAL RESULTS | FY 2019 ACTUAL RESULTS | FY 2018 ACTUAL RESULTS |
|---|---|---|---|---|---|---|---|
| **REVENUES** | | | | | | | |
| Rental Revenue | $9,564 | $9,564 | $0 | 0 % | $8,968 | $8,689 | $8,379 |
| Intellectual Property Revenue | 2,600 | 2,600 | - | 0 % | 2,666 | 3,592 | 3,728 |
| NMR Use License Fee | 244 | 307 | (63) | (21)% | 307 | 307 | 307 |
| Other Operating Revenues | 177 | 204 | (27) | (13)% | 188 | 269 | 244 |
| **Total Revenues** | **$12,585** | **$12,675** | **$(90)** | (1)% | **$12,129** | **$12,858** | **$12,657** |
| **EXPENSES** | | | | | | | |
| Salaries & Benefits | 1,194 | $1,328 | $(134) | (10)% | $1,297 | $1,288 | $1,347 |
| Intellectual Property & Other Program Expense | 1,939 | 1,989 | (50) | (3)% | 1,882 | 3,036 | 3,045 |
| Operations - Research Park | 3,128 | 3,648 | (520) | (14)% | 3,489 | 3,076 | 3,075 |
| Other Operating Expenses | 162 | 162 | - | 0 % | 195 | 135 | 165 |
| UBC Net Expense (University Business Center) | 229 | 198 | 31 | 15 % | 256 | 332 | 4 |
| Interest Expense | 609 | 609 | - | 0 % | 526 | 622 | 687 |
| Depreciation & Amortization | 2,815 | 2,893 | (79) | (3)% | 2,562 | 2,648 | 2,907 |
| **Total Expenses** | **$10,075** | **$10,827** | **$(752)** | (7)% | **$10,207** | **$11,136** | **$11,230** |
| **NET OPERATING PROFIT** | **$2,509** | **$1,848** | **$662** | 36 % | **$1,922** | **$1,722** | **$1,427** |
| Investment Income | 2,151 | 1,935 | 216 | 11 % | 1,917 | 2,212 | 3,117 |
| Non-Operating Interest Expense | (854) | - | (854) | % | (401) | - | - |
| **Total Non-Operating** | **$1,297** | **$1,935** | **$(638)** | (33)% | **$1,516** | **$2,212** | **$3,117** |
| **NET INCOME** | **$3,806** | **$3,782** | **$24** | 1 % | **$3,438** | **$3,934** | **$4,544** |
| **Operating Profit Margin** | **20%** | **15%** | | 5 % | **16%** | **13%** | **11%** |

UNIVERSITY of SOUTH FLORIDA

# USF Research Foundation, Inc.

FY 2021 Mid-Year Forecast

## STATEMENT OF CASH FLOWS

| (In thousands) | FY 2021 MID-YEAR FORECAST | FY 2021 FINANCIAL PLAN | Variance $ | Variance % | FY 2020 ACTUAL RESULTS | FY 2019 ACTUAL RESULTS | FY 2018 ACTUAL RESULTS |
|---|---|---|---|---|---|---|---|
| **OPERATING ACTIVITIES** | | | | | | | |
| Net Income | $3,806 | $3,782 | $24 | 1 % | $3,438 | $3,934 | $4,544 |
| Adjustments for Non-Cash Activities: | | | | | | | |
| Less Non-Cash Investment Income | (2,151) | (1,935) | (216) | (11)% | (1,550) | (2,212) | (3,114) |
| Add back Depreciation/Amortization Exp | 2,815 | 2,893 | (79) | (3)% | 2,562 | 2,648 | 2,907 |
| Add back Other Non-Cash Expenses | 10 | 10 | - | 0 % | 333 | 464 | 25 |
| Less Other Non-Cash Revenue | - | - | - | % | (18) | (26) | (49) |
| Add back Other Income Restatement | - | - | - | % | - | - | 786 |
| Changes in Operating Assets and Liabilities | (600) | (600) | - | 0 % | (1,113) | 1,877 | (783) |
| **Total Cash From Operating Activities** | **$3,880** | **$4,151** | **$(271)** | (7)% | **$3,653** | **$6,685** | **$4,316** |
| **FINANCING ACTIVITIES** | | | | | | | |
| Principal Payments - Notes Payable | $(775) | $(775) | $0 | 0 % | $(1,745) | $(1,720) | $(1,590) |
| Principal Payments Capital Lease - UDI Building | (261) | (241) | (20) | (8)% | (261) | - | - |
| Principal Payment - New Building | (900) | (1,754) | 854 | 49 % | - | - | - |
| Redeem Investments - Fund New Building Costs | 2,754 | 3,254 | (500) | (15)% | 2,514 | - | - |
| Cash Outlay: New Bldg - Debt Sinking Fund | - | - | - | % | (1,983) | - | - |
| Cash Outlay: New Bldg - Debt Service Coverage | - | - | - | % | (531) | - | - |
| Cash Outlay: New Bldg - Closing Costs | - | - | - | % | (53) | - | - |
| **Total Cash From Financing Activities** | **$819** | **$484** | **$335** | 69 % | **$(2,059)** | **$(1,720)** | **$(1,590)** |
| **INVESTING ACTIVITIES** | | | | | | | |
| Capital Expenditures | $(1,126) | $(1,483) | $357 | 24 % | $(1,242) | $(640) | $(591) |
| Capital Expenditures - New Bldg Tenant Improvements | (1,000) | (1,500) | 500 | 33 % | - | - | - |
| Purchase of Investments | - | - | - | % | (4,050) | (3,251) | (1,000) |
| Seed Capital Loan Repayments (Issuance) | 31 | - | 31 | % | 28 | (25) | (17) |
| Transfer from Venture Investment Fund | - | - | - | % | - | - | 50 |
| **Total Cash From Investing Activities** | **$(2,095)** | **$(2,983)** | **$888** | 30 % | **$(5,264)** | **$(3,916)** | **$(1,558)** |
| **CHANGE IN CASH** | **2,604** | **1,652** | **952** | 58 % | **(3,670)** | **1,049** | **1,168** |
| Cash, Beginning of Year | 3,456 | 3,456 | - | 0 % | 7,127 | 6,077 | 4,909 |
| **Cash, End of Year** | **$6,060** | **$5,108** | **$952** | 19 % | **$3,456** | **$7,127** | **$6,077** |
| **Total Cash & Investments** | **$48,106** | **$42,642** | **$5,464** | 13 % | **$46,106** | **$46,807** | **$40,622** |
| **Days Cash on Hand** | **522** | **291** | **231** | 79 % | **339** | **457** | **325** |

UNIVERSITY of SOUTH FLORIDA

# USF Research Foundation, Inc.

FY 2021 Mid-Year Forecast

## 3-YEAR FORECAST

| (In thousands) | ACTUAL | | | FORECAST | | |
|---|---|---|---|---|---|---|
| | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 |
| **ASSETS** | | | | | | |
| Cash & Investments | $40,622 | $46,807 | $46,106 | $48,106 | $39,620 | $42,201 |
| Fixed Assets | 31,901 | 33,510 | 34,512 | 33,823 | 69,097 | 65,799 |
| Other Assets | 18,837 | 18,039 | 19,247 | 19,131 | 19,015 | 18,900 |
| **Total Assets** | **$91,360** | **$98,355** | **$99,864** | **$101,060** | **$127,732** | **$126,900** |
| **LIABILITIES** | | | | | | |
| Payables | $2,284 | $2,704 | $2,089 | $1,789 | $1,842 | $1,897 |
| Long-Term Debt | 18,875 | 20,610 | 18,654 | 17,618 | 42,625 | 40,553 |
| Other Liabilities | 7,646 | 8,553 | 9,196 | 9,471 | 9,756 | 10,048 |
| **Total Liabilities** | **$28,806** | **$31,868** | **$29,938** | **$28,878** | **$54,223** | **$52,498** |
| **NET ASSETS** | **$62,554** | **$66,488** | **$69,926** | **$72,182** | **$73,510** | **$74,402** |
| **Days Cash on Hand** | **325** | **457** | **339** | **522** | **610** | **684** |
| **REVENUES** | | | | | | |
| Rental Revenue | $8,379 | $8,689 | $8,968 | $9,564 | $10,168 | $11,068 |
| Intellectual Property Revenue | 3,728 | 3,592 | 2,666 | 2,600 | 2,700 | 2,800 |
| Other Revenues | 551 | 576 | 495 | 420 | 469 | 467 |
| **Total Revenues** | **$12,657** | **$12,858** | **$12,129** | **$12,585** | **$13,337** | **$14,335** |
| **EXPENSES** | | | | | | |
| Salaries & Benefits | $1,347 | $1,288 | $1,297 | $1,194 | $1,368 | $1,409 |
| Operations - Research Park | 3,075 | 3,076 | 3,489 | 3,128 | 3,534 | 3,860 |
| Other Expenses | 6,808 | 6,772 | 5,421 | 5,753 | 7,500 | 8,629 |
| **Total Expenses** | **$11,230** | **$11,136** | **$10,207** | **$10,075** | **$12,402** | **$13,898** |
| **Operating Profit Before Non-Operating** | **$1,427** | **$1,722** | **$1,922** | **$2,509** | **$934** | **$438** |
| Total Non-Operating , Net | 3,117 | 2,212 | 1,516 | 1,297 | 1,447 | 1,519 |
| **NET INCOME** | **$4,544** | **$3,934** | **$3,438** | **$3,806** | **$2,381** | **$1,957** |
| **Operating Profit Margin** | **11%** | **13%** | **16%** | **20%** | **7%** | **3%** |

UNIVERSITY of SOUTH FLORIDA

# USF Sun Dome, Inc.

FY 2021 Mid-Year Forecast - Revised Operating Plan

## MID-YEAR FORECAST - REVISED OPERATING PLAN FOR FY 2021

**Outline below the Key Aspects of your Revised Operating Plan for FY 2021. Describe operations you have restructured to offset revenue losses from the BOT-approved Financial Plan, priority payments for FY 2021 (such as debt service and other contractual obligations), and describe your targeted minimum liquidity measure for 6/30/21 (days cash on hand) and reserves.**

- Expense management and cut backs, including staff reductions and furloughs. Priority payments related to costs essential to ensuring the maintenance & the upkeep of the Arena, as well as return to operations are reflected in the FY21 forecast. A $100 thousand reduction in the management fee has been factored into the FY21 forecast per the expense management provision of the management agreement.

- FY21 forecast includes $413 thousand in annual debt service payments

- FY21 forecast assumes $335 thousand in cash received for on-sales related to FY22 events and USF-only events, with the exception of the Pasco County graduation in June

- FY21 Cash Flows assume the DSO, with full support from the Manager, will defer payments to the Manager until such time as cash flow is available to satisfy that obligation

**Describe and quantify needed financial support from related USF parties you are relying on to ensure basic financial performance outcomes, meet contractual commitments and maintain minimum liquidity and reserves. State whether this support is included in your Revised Operating Plan.**

- Prior to the COVID-19 Pandemic, the DSO and the Manager were successfully guiding the business to a record year.

- Unfortunately, the COVID-19 Pandemic impacted the operations of the DSO particularly hard, resulting in a complete cessation of events for an extended period.

- By working together, the DSO and the Manager have developed a plan to navigate this year's unique difficult operational and financial reality caused by this unfortunate event.
  - Primary goal of the plan is to protect the DSO's liquidity by managing the accounts payable until such time as ticket sales resume to a sufficient level
  - The DSO and the Manager have made a joint commitment to protect the revenue generating ability of the Yuengling Center so that upon the return of events, the Yuengling Center is positioned to provide positive business operations
  - Throughout the near future, the DSO and the Manager agree to determine the appropriate earn out process such that the Manager is repaid while maintaining the liquidity of the DSO. Further, the reality of the upside operations will generate additional incentives to both organizations.

UNIVERSITY of SOUTH FLORIDA

# USF Sun Dome, Inc.

FY 2021 Mid-Year Forecast

## INCOME STATEMENT

| (In thousands) | FY 2021 MID-YEAR FORECAST | FY 2021 FINANCIAL PLAN | Variance $ | Variance % | FY 2020 ACTUAL RESULTS | FY 2019 ACTUAL RESULTS | FY 2018 ACTUAL RESULTS |
|---|---|---|---|---|---|---|---|
| **REVENUES** | | | | | | | |
| Direct Event Income | $311 | $321 | $(10) | (3)% | $155 | $398 | $264 |
| Ancillary Revenue: | | | | | | | |
| Suites/ Loge | 17 | 53 | (36) | (69)% | 37 | 45 | 20 |
| Concessions & Novelty | 65 | 301 | (236) | (79)% | 315 | 333 | 271 |
| Parking | 0 | 410 | (410) | (100)% | 325 | 437 | 318 |
| Service Charges | 0 | 412 | (412) | (100)% | 372 | 383 | 297 |
| Ticketmaster Rebates | 0 | 409 | (409) | (100)% | 550 | 384 | 214 |
| Total Ancillary Revenue | 81 | 1,584 | (1,503) | (95)% | 1,600 | 1,582 | 1,121 |
| Miscellaneous | 20 | 75 | (55) | (73)% | 70 | 191 | 110 |
| **Total Revenues** | **$412** | **$1,980** | **$(1,568)** | (79)% | **$1,825** | **$2,171** | **$1,494** |
| **EXPENSES** | | | | | | | |
| Salary & Benefits | $784 | $983 | $(199) | (20)% | $943 | $940 | $817 |
| General & Administrative | 263 | 449 | (186) | (41)% | 461 | 456 | 427 |
| Marketing & Sales | 7 | 43 | (36) | (83)% | 15 | 24 | 22 |
| Equipment & Supplies | 58 | 101 | (43) | (42)% | 63 | 65 | 53 |
| Utilities | 12 | 41 | (29) | (71)% | 29 | 38 | 31 |
| Insurance | 150 | 126 | 24 | 19 % | 146 | 125 | 152 |
| Transition Expenses | 0 | 0 | 0 | % | 0 | 0 | 96 |
| Incentive Fees/ Profit Share | 0 | 50 | (50) | (100)% | 25 | 150 | 0 |
| **Total Expenses** | **$1,275** | **$1,793** | **$(518)** | (29)% | **$1,682** | **$1,798** | **$1,596** |
| **OPERATING PROFIT BEFORE NON-CASH CHANGES** | **$(863)** | **$187** | **$(1,050)** | (561)% | **$143** | **$373** | **$(102)** |
| Unrealized Investment Gains (Losses) | 0 | 0 | 0 | % | 0 | 0 | 0 |
| **Total Non-Cash Changes** | **$0** | **$0** | **$0** | % | **$0** | **$0** | **$0** |
| **NET OPERATING PROFIT** | **$(863)** | **$187** | **$(1,050)** | (561)% | **$143** | **$373** | **$(102)** |
| **Operating Profit Margin** | **-209%** | **9%** | | (219)% | **8%** | **17%** | **-7%** |

UNIVERSITY of SOUTH FLORIDA

# USF Sun Dome, Inc.

FY 2021 Mid-Year Forecast

## STATEMENT OF CASH FLOWS

| (In thousands) | FY 2021 MID-YEAR FORECAST | FY 2021 FINANCIAL PLAN | Variance $ | Variance % | FY 2020 ACTUAL RESULTS | FY 2019 ACTUAL RESULTS | FY 2018 ACTUAL RESULTS |
|---|---|---|---|---|---|---|---|
| **OPERATING ACTIVITIES** | | | | | | | |
| Net Operating Profit | $(863) | $187 | $(1,050) | (561)% | $143 | $373 | $(102) |
| Adjustments for Non-Cash Activities: | | | | | | | |
| (Increase) Decrease in Accounts Receivable | 233 | 47 | 186 | 396 % | (49) | (63) | 122 |
| (Increase) Decrease in Prepaids | 24 | 0 | 24 | % | (25) | 1 | 2 |
| Increase (Decrease) in Accounts Payable | 1,356 | 0 | 1,356 | % | (331) | 29 | 25 |
| Increase (Decrease) in Accrued Liabilities | (170) | 8 | (178) | (2,226)% | 62 | 171 | 554 |
| Increase (Decrease) in Deferred Revenue | 158 | 200 | (42) | (21)% | (975) | 990 | (317) |
| **Total Cash From Operating Activities** | **$738** | **$442** | **$296** | 67 % | **$(1,176)** | **$1,501** | **$284** |
| **FINANCING ACTIVITIES** | | | | | | | |
| Capital Expenditures [1] | 0 | 0 | 0 | % | 0 | 0 | 0 |
| **Total Cash From Financing Activities** | **$0** | **$0** | **$0** | % | **$0** | **$0** | **$0** |
| **INVESTING ACTIVITIES** | | | | | | | |
| Event Revenue Transfers to USF, net | (413) | (413) | 0 | 0 % | (118) | (686) | (544) |
| **Total Cash From Investing Activities** | **$(413)** | **$(413)** | **$0** | 0 % | **$(118)** | **$(686)** | **$(544)** |
| **CHANGE IN CASH** | **325** | **29** | **296** | 1,021 % | **(1,294)** | **815** | **(260)** |
| Cash, Beginning of Year | 225 | 37 | 188 | 506 % | 1,519 | 704 | 964 |
| **Cash, End of Year** | **$550** | **$66** | **$484** | 732 % | **$225** | **$1,519** | **$704** |
| **Total Cash & Investments** | **$550** | **$66** | **$484** | 732 % | **$225** | **$1,519** | **$704** |
| **Days Cash on Hand** | **157** | **13** | **144** | 1,070 % | **49** | **308** | **161** |

UNIVERSITY of SOUTH FLORIDA

# USF Sun Dome, Inc.

FY 2021 Mid-Year Forecast

## 3-YEAR FORECAST

| (In thousands) | ACTUAL | | | FORECAST | | |
|---|---|---|---|---|---|---|
| | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 |
| **ASSETS** | | | | | | |
| Cash & Investments | $704 | $1,520 | $225 | $550 | $550 | $550 |
| Accounts Receivable | 124 | 362 | 411 | 178 | 184 | 203 |
| Other Assets | 0 | (1) | 24 | 0 | 0 | 0 |
| **Total Assets** | **$828** | **$1,881** | **$661** | **$728** | **$734** | **$753** |
| **LIABILITIES** | | | | | | |
| Payables | $248 | $400 | $68 | $1,424 | $740 | $244 |
| Accrued Liabilities | 647 | 818 | 880 | 709 | 825 | 863 |
| Deferred Revenue | 143 | 1,185 | 210 | 369 | 688 | 798 |
| **Total Liabilities** | **$1,037** | **$2,403** | **$1,158** | **$2,502** | **$2,253** | **$1,904** |
| **NET ASSETS** | **$(209)** | **$(522)** | **$(498)** | **$(1,774)** | **$(1,518)** | **$(1,152)** |
| **Days Cash on Hand** | **161** | **309** | **49** | **157** | **116** | **111** |
| **REVENUES** | | | | | | |
| Direct Event Income | $264 | $398 | $155 | $311 | $321 | $354 |
| Ancillary Revenue: | | | | | | |
| Suites/ Loge | 20 | 45 | $37 | $17 | 53 | 58 |
| Concessions & Novelty | 271 | 333 | $315 | $65 | 301 | 331 |
| Parking | 318 | 437 | $325 | $0 | 410 | 450 |
| Service Charges | 297 | 383 | $372 | $0 | 412 | 453 |
| Ticketmaster Rebates | 214 | 384 | $550 | $0 | 409 | 450 |
| Total Ancillary Revenue | $1,121 | $1,582 | $1,600 | $81 | $1,584 | $1,742 |
| Miscellaneous | 110 | 191 | 70 | 20 | 75 | 75 |
| **Total Revenues** | **$1,494** | **$2,171** | **$1,825** | **$412** | **$1,980** | **$2,171** |
| **EXPENSES** | | | | | | |
| Salary & Benefits | $817 | $940 | $943 | $784 | $900 | $945 |
| General & Administrative | 427 | 456 | 461 | 263 | 450 | 472 |
| Marketing & Sales | 22 | 24 | 15 | 7 | 30 | 32 |
| Equipment & Supplies | 53 | 65 | 63 | 58 | 80 | 84 |
| Utilities | 31 | 38 | 29 | 12 | 40 | 42 |
| Insurance | 152 | 125 | 146 | 150 | 150 | 150 |
| Transition Expenses | 96 | - | - | - | - | - |
| Incentive Fees/ Profit Share | - | 150 | 25 | - | 75 | 80 |
| **Total Expenses** | **$1,596** | **$1,798** | **$1,682** | **$1,275** | **$1,725** | **$1,804** |
| **Operating Profit Before Non-Cash Changes** | **$(102)** | **$373** | **$143** | **$(863)** | **$255** | **$367** |
| Total Non-Cash Changes | $0 | $0 | $0 | $0 | $0 | $0 |
| **NET OPERATING PROFIT** | **$(102)** | **$373** | **$143** | **$(863)** | **$255** | **$367** |
| **Operating Profit Margin** | **-7%** | **17%** | **8%** | **-209%** | **13%** | **17%** |

## MID-YEAR FORECAST - REVISED OPERATING PLAN FOR FY 2021

**Outline below the Key Aspects of your Revised Operating Plan for FY 2021. Describe operations you have restructured to offset revenue losses from the BOT-approved Financial Plan, priority payments for FY 2021 (such as debt service and other contractual obligations), and describe your targeted minimum liquidity measure for 6/30/21 (days cash on hand) and reserves.**

- **Client preservation**
  - In FY2021, HPCC has been working to coordinate rescheduling FY2020 programs affected by COVID19 and valued at more than $1 million 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. This Revised Operating Plan anticipates a significant portion of the rescheduled programming will occur in FY2022.
  - In April 2020, CAMLS launched its 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. This extensive internal program included an aggressive outreach plan to ensure visibility and heightened awareness of this critical aspect of CAMLS recovery plan. The campaign, coupled with new virtual reality and live streaming capabilities resulted in several external clients that had postponed their activities returning to CAMLS as well as the identification of numerous new clients who were unable to return to facilities they had previously used for simulation training.
  - Through its Assurance Campaign and by providing additional required space to enable physical distancing, HPCC and the CAMLS facility continued 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. Decreasing tax receipts, limitations on carryforward usage and movement of classroom training to the new Morsani College of Medicine downtown building have reduced funds available for training at CAMLS, but usage remains strong, especially in the most expensive simulation and wet lab spaces for patient simulation training and anatomy. The return of external clients to CAMLS will enable HPCC to continue providing low cost advanced medical simulation training space, equipment and expertise to the USF community.
  - 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.
  - Although live events are postponed indefinitely, The Office of Continuing professional Development has expanded its portfolio of online programming in partnership with medical education companies (MEC) to compensate for some of the lost live event business.

- **Expense reductions**
  - Since March 2020, HPCC has proactively reduced its operating expenses, interest expense and administrative footprint to compensate for reduced business volumes and create more training space. These reductions are prudent for meeting short-term needs and will reduce FY2021 operating and interest expenses by 15% from the approved FY2021 Financial Plan and better position HPCC over the long-term as follows:
  - Staffing - HPCC proactively froze 3.5 FTEs in early 2020, eliminated staff and leadership annual bonus, required mandatory leave, eliminated optional professional development and travel related expenses, cross-trained and reassigned staff to meet demand, transitioned temporary staffing needs for programming to full time staff and after all other facility cost saving measures had been implemented HPCC completed a staffing reorganization which eliminated 8 FTEs and created 4 new FTEs to better service customer remote and virtual training needs. The resulting 15% reduction in workforce, positions HPCC to pivot toward a new reality of increased distance learning over the long-term.

- Staffing footprint - HPCC has transitioned more than 40% of it workforce to remote work, freeing up 3,000 square feet of space for revenue generation.
- Operations - Working with the operational consortium which supports USF Health's downtown facilities and spaces CAMLS has been able to scale housekeeping based on need and CAMLS staff have assumed the daytime responsibilities of security. Utilities have been efficiently managed and adjusted for reduced activity and the parking footprint reduced to eliminate unused spaces as well as the most expensive spaces while employee share of parking rates were increased to cover at least the cost of the space. Rent forgiveness and waiver of monthly fees were solicited from vendors with some successes. HPCC also provided some concessions to CAMLS vendors dependent on its business volume.
- Debt Service - The USF Financing Corporation refunded the CAMLS bond in early FY2021 reducing the net interest rate from 3.51% to 2.25%, which will in turn reduce HPCC's future interest payments by approximately $871 thousand through 2031. Although FY2021 interest expense will be less, the cash savings will be a wash since an early payment premium was required with the refunding.

- **Contractual obligations and liquidity**
  - HPCC has and will continue to make all debt service and other contractual payments in FY2021. The targeted minimum days cash on hand at 6/30/2021 is 30.

**Describe and quantify needed financial support from related USF parties you are relying on to ensure basic financial performance outcomes, meet contractual commitments and maintain minimum liquidity and reserves. State whether this support is included in your Revised Operating Plan.**

- The approved FY2021 Financial Plan included $500 thousand of support from UMSA. That amount continues to be the targeted amount of needed financial support from related USF parties. However, $180 thousand of the funding is expected to be for simulation equipment used by students and funded as a non-recurring purchase with carryforward funding, Therefore, the assets belong to USF and the funding is not reflected in HPCC financials.
- The return of external clients to CAMLS in FY2022 will enable HPCC to rebuild it cash position.
- HPCC's proactive measures to reduce expenses, preserve client relationships and create a safe learning environment with remote training options will ensure HPCC's cash reserves carry it through these challenging times to a more profitable FY2022.

UNIVERSITY of SOUTH FLORIDA

# USF Health Professions Conferencing Corporation

FY 2021 Mid-Year Forecast

## INCOME STATEMENT

| (In thousands) | FY 2021 MID-YEAR FORECAST | FY 2021 FINANCIAL PLAN | Variance $ | Variance % | FY 2020 ACTUAL RESULTS | FY 2019 ACTUAL RESULTS | FY 2018 ACTUAL RESULTS |
|---|---|---|---|---|---|---|---|
| **REVENUES** | | | | | | | |
| Continuing Professional Development | $4,770 | $5,070 | $(300) | (6)% | $7,162 | $6,901 | $3,943 |
| CAMLS - USF Health Programming | 1,911 | 1,675 | 236 | 14 % | 2,313 | 2,872 | 3,158 |
| CAMLS - Industry, Societies, Healthcare | 698 | 3,141 | (2,443) | (78)% | 2,661 | 4,540 | 5,381 |
| Other HPCC Divisions | 0 | 207 | (207) | (100)% | 205 | 575 | 523 |
| In Kind Donations | 17 | 20 | (3) | (15)% | 29 | 68 | 22 |
| Rents, Parking, Rebates, Interest | 133 | 279 | (146) | (52)% | 484 | 732 | 531 |
| Gain on Sale of Fixed Assets | 7 | 0 | 7 | % | 0 | 0 | 10 |
| Transfer from USF-Plant Operations & Maint. | 1,293 | 1,293 | 0 | 0 % | 1,293 | 1,293 | 1,293 |
| Transfer from UMSA - Wages and Benefits | 0 | 60 | (60) | (100)% | 60 | 60 | 0 |
| USF Carryforward funding - temp staffing - programs | 50 | 0 | 50 | % | 0 | 0 | 0 |
| Transfer from UMSA Continuing Ed - Faculty, Students | 270 | 500 | (230) | (46)% | 250 | 1,000 | 1,033 |
| **Total Revenues** | **$9,149** | **$12,245** | **$(3,096)** | (25)% | **$14,458** | **$18,041** | **$15,893** |
| **EXPENSES** | | | | | | | |
| Wages and Benefits | $3,628 | $4,073 | $(445) | (11)% | $3,898 | $3,900 | $3,124 |
| Wages - program driven temporary staffing | 60 | 160 | (100) | (63)% | 250 | 214 | 254 |
| Utilities, Leases, Maint., Supplies, Marketing | 1,596 | 1,944 | (349) | (18)% | 1,891 | 2,262 | 2,466 |
| Direct Program Expense | 4,283 | 5,097 | (815) | (16)% | 7,348 | 8,252 | 5,744 |
| Interest | 351 | 487 | (136) | (28)% | 527 | 570 | 681 |
| In Kind Expense | 17 | 20 | (3) | (15)% | 29 | 68 | 22 |
| Depreciation & Amortization | 957 | 938 | 20 | 2 % | 1,089 | 1,440 | 1,720 |
| **Total Expenses** | **$10,891** | **$12,720** | **$(1,829)** | (14)% | **$15,033** | **$16,706** | **$14,011** |
| **OPERATING PROFIT BEFORE NON-CASH CHANGES** | **$(1,742)** | **$(475)** | **$(1,267)** | (267)% | **$(576)** | **$1,335** | **$1,882** |
| Unrealized Investment Gains (Losses) | 0 | 0 | 0 | % | 0 | 0 | 0 |
| **Total Non-Cash Changes** | **$0** | **$0** | **$0** | % | **$0** | **$0** | **$0** |
| **NET OPERATING PROFIT** | **$(1,742)** | **$(475)** | **$(1,267)** | (267)% | **$(576)** | **$1,335** | **$1,882** |
| **Operating Profit Margin** | **-19%** | **-4%** | | (15)% | **-4%** | **7%** | **12%** |

UNIVERSITY of SOUTH FLORIDA

# USF Health Professions Conferencing Corporation

FY 2021 Mid-Year Forecast

## STATEMENT OF CASH FLOWS

| (In thousands) | FY 2021 MID-YEAR FORECAST | FY 2021 FINANCIAL PLAN | Variance $ | Variance % | FY 2020 ACTUAL RESULTS | FY 2019 ACTUAL RESULTS | FY 2018 ACTUAL RESULTS |
|---|---|---|---|---|---|---|---|
| **OPERATING ACTIVITIES** | | | | | | | |
| Net Operating Profit | $(1,742) | $(475) | $(1,267) | (267)% | $(576) | $1,335 | $1,882 |
| Adjustments for Non-Cash Activities: | | | 0 | % | | | |
| Depreciation | 957 | 938 | 20 | 2 % | 1,089 | 1,440 | 1,720 |
| (Gain)/Loss on sale of fixed assets | 0 | 0 | 0 | % | 0 | 0 | (10) |
| Adjustments for Changes in | | | 0 | % | | | |
| Operating Assets and Liabilities | (1,500) | 0 | (1,500) | % | 644 | 386 | (553) |
| **Total Cash From Operating Activities** | **$(2,285)** | **$463** | **$(2,748)** | (594)% | **$1,157** | **$3,161** | **$3,039** |
| **FINANCING ACTIVITIES** | | | | | | | |
| Proceeds of Long-Term Debt | $0 | $0 | $0 | % | $0 | $0 | $0 |
| Principal Payments | (1,160) | (1,160) | 0 | 0 % | (1,096) | (1,171) | (1,148) |
| Interest Payments | 0 | 0 | 0 | % | 0 | 0 | 0 |
| **Total Cash From Financing Activities** | **$(1,160)** | **$(1,160)** | **$0** | 0 % | **$(1,096)** | **$(1,171)** | **$(1,148)** |
| **INVESTING ACTIVITIES** | | | | | | | |
| Capital Expenditures | $(20) | $(200) | $180 | 90 % | $(134) | $(154) | $(345) |
| Net (Purchases) Sales of Investments | 0 | 0 | 0 | % | 0 | 217 | 46 |
| **Total Cash From Investing Activities** | **$(20)** | **$(200)** | **$180** | 90 % | **$(134)** | **$63** | **$(299)** |
| **CHANGE IN CASH** | **(3,465)** | **(897)** | **(2,568)** | (286)% | **(73)** | **2,053** | **1,592** |
| Cash, Beginning of Year | 4,288 | 2,787 | 1,501 | 54 % | 4,361 | 2,308 | 716 |
| **Cash, End of Year** | **$823** | **$1,890** | **$(1,067)** | (56)% | **$4,288** | **$4,361** | **$2,308** |
| **Total Cash & Investments** | **$823** | **$1,890** | **$(1,067)** | (56)% | **$4,288** | **$4,361** | **$2,308** |
| **Days Cash on Hand** | **30** | **59** | **(28)** | (48)% | **112** | **104** | **69** |

UNIVERSITY of SOUTH FLORIDA

# USF Health Professions Conferencing Corporation

FY 2021 Mid-Year Forecast

## 3-YEAR FORECAST

| (In thousands) | ACTUAL | | | FORECAST | | |
|---|---|---|---|---|---|---|
| | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 |
| **ASSETS** | | | | | | |
| Cash & Investments | $2,309 | $4,362 | $4,288 | $823 | $1,423 | $2,423 |
| Fixed Assets | 18,548 | 17,277 | 16,307 | 15,370 | 14,670 | 13,970 |
| Other Assets | 1,963 | 1,824 | 960 | 960 | 960 | 960 |
| **Total Assets** | **$22,820** | **$23,463** | **$21,555** | **$17,153** | **$17,053** | **$17,353** |
| **LIABILITIES** | | | | | | |
| Payables | $2,997 | $1,606 | $1,760 | $1,760 | $1,760 | $1,535 |
| Long-Term Debt | 14,934 | 13,844 | 12,678 | 11,518 | 10,418 | 9,668 |
| Other Liabilities | 2,086 | 3,874 | 3,554 | 2,054 | 2,054 | 2,054 |
| **Total Liabilities** | **$20,017** | **$19,324** | **$17,992** | **$15,332** | **$14,232** | **$13,257** |
| **NET ASSETS** | **$2,803** | **$4,139** | **$3,563** | **$1,821** | **$2,821** | **$4,096** |
| **Days Cash on Hand** | **69** | **104** | **112** | **30** | **37** | **57** |
| **REVENUES** | | | | | | |
| Program revenues | 15,352 | 17,309 | 13,973 | 9,016 | 15,300 | 16,300 |
| Other Revenues | 541 | 732 | 484 | 133 | 700 | 700 |
| **Total Revenues** | **$15,893** | **$18,041** | **$14,458** | **$9,149** | **$16,000** | **$17,000** |
| **EXPENSES** | | | | | | |
| Salaries & Benefits | $3,378 | $4,114 | $4,148 | $3,628 | $3,700 | $3,800 |
| Program services | 9,952 | 12,022 | 10,357 | 6,912 | 11,000 | 11,500 |
| Interest | 681 | 570 | 527 | 351 | 350 | 320 |
| **Total Expenses** | **$14,011** | **$16,706** | **$15,033** | **$10,891** | **$15,050** | **$15,620** |
| **Operating Profit Before Non-Cash Changes** | **$1,882** | **$1,335** | **$(576)** | **$(1,742)** | **$950** | **$1,380** |
| Total Non-Cash Changes | $0 | $0 | $0 | $0 | $0 | $0 |
| **NET OPERATING PROFIT** | **$1,882** | **$1,335** | **$(576)** | **$(1,742)** | **$950** | **$1,380** |
| **Operating Profit Margin** | **12%** | **7%** | **-4%** | **-19%** | **6%** | **8%** |

UNIVERSITY of SOUTH FLORIDA

# USF Financing Corporation & USF Property Corporation

FY 2021 Mid-Year Forecast - Revised Operating Plan

## MID-YEAR FORECAST - REVISED OPERATING PLAN FOR FY 2021

**Outline below the Key Aspects of your Revised Operating Plan for FY 2021. Describe operations you have restructured to offset revenue losses from the BOT-approved Financial Plan, priority payments for FY 2021 (such as debt service and other contractual obligations), and describe your targeted minimum liquidity measure for 6/30/21 (days cash on hand) and reserves.**

- The Financing Corporation is USF's conduit financing entity. The Corporation issues debt on behalf of the University and receives pledged revenues or lease payments from the University's major business units to pay debt service on their capital projects.
- The pandemic has adversely affected DSO and Auxiliary revenues pledged to the bonds issued by the Financing Corporation. All DSOs and Auxiliaries have implemented cost-cutting measures to preserve essential liquidity and maintain required lease payments.
- The DSO and Auxiliary debt service obligations are priority payments to the Corporation; thus, the Corporation does not anticipate any difficulty in making its Fiscal Year 2020-21 annual debt service payments.
- The key aspects of the Corporation's Revised Operating Plan for FY 2021, compared to the BOT-approved Financial Plan (Budget), include the following:
  - Debt service payments and maintenance of debt service reserves continue to be a priority for DSOs and Auxiliaries in FY 2021.
  - The Corporation is a conduit financing entity and, thus, operates with minimal operating expenses. The necessary restructuring responsibility to offset the reduction in DSO and Auxiliary revenues belongs to the DSOs and Auxiliaries.
  - As a key aspect of the Corporation's Revised Operating Plan, the Corporation waived $2.1 million of the DSO and Auxiliary payments for management fees and renewal and replacement reserve contributions. While this resulted in a decrease in Corporation revenues, it did not impact the Corporation's ability to pay its fiscal year 2020-21 annual debt service payments, maintain strong liquidity (exceeding 300 days cash on hand), maintain its $20 million in reserves, and report a positive operating profit.
  - The Corporation assessed 19 outstanding series of bonds to identify refunding opportunities to reduce DSO and Auxiliary annual debt service payments:
    - Identified 3 private placement bonds: $30 million total outstanding - average 3.5% fixed rate
    - Negotiated new 2.25% rate over remaining 10 years to maturity; No new covenants
    - Savings for CAMLS and Athletics' debt service equals $2.1 million over the remaining term of the bonds
- To protect USF's credit ratings, the Corporation filed 6 voluntary disclosures with Moody's and S&P and on EMMA (SEC database for public bonds) in May, June and August 2020. Disclosures were filed for Housing, Parking and Marshall Student Center public bonds to provide timely information on University fall 2020 enrollment, student refunds, CARES Act funding, affected revenues, debt service coverage ratios, operating and reserve balances, and state support.
- INTO USF, at its Board Meeting on February 2, 2021, forecast a net operating loss of ($2,574,000) and a net cash reduction of ($3,279,000) for fiscal year 2020-2021. USF Financing Corporation has a 50% equity investment in INTO USF with a net investment of $93,836 as of June 30, 2020. The Corporation's fiscal year 2020-2021 Mid-Year Forecast writes off the remaining investment in INTO USF and recognizes 50% of INTO USF's net operating loss. On January 17, 2010, the Financing Corporation approved a promissory note to lend to INTO USF amounts not to exceed $2,250,000. As of June 30, 2020, and today, there have been no borrowings or outstanding borrowings on the promissory note; however, the Corporation has a contingent obligation to fund the $2.25 million note to INTO USF.

**Describe and quantify needed financial support from related USF parties you are relying on to ensure basic financial performance outcomes, meet contractual commitments and maintain minimum liquidity and reserves. State whether this support is included in your Revised Operating Plan.**

- The Corporation relies on USF DSOs and Auxiliaries to make lease payments corresponding to the Corporation's debt service obligations. Management is working closely with the DSOs and Auxiliaries to monitor necessary operational restructuring to offset revenue losses.
- The Corporation's Revised Operating Plan incorporates management's expectation that the DSOs and Auxiliaries will continue to make the required lease payments to the Corporation.

UNIVERSITY of SOUTH FLORIDA

# USF Financing Corporation & USF Property Corporation

FY 2021 Mid-Year Forecast

## INCOME STATEMENT

| (In thousands) | FY 2021 MID-YEAR FORECAST | FY 2021 FINANCIAL PLAN | Variance $ | Variance % | FY 2020 ACTUAL RESULTS | FY 2019 ACTUAL RESULTS | FY 2018 ACTUAL RESULTS |
|---|---|---|---|---|---|---|---|
| **REVENUES** | | | | | | | |
| Housing lease revenue | $8,640 | $10,321 | $(1,681) | (16)% | $10,334 | $10,504 | $10,418 |
| Marshall Center lease revenue | 1,270 | 1,367 | (97) | (7)% | 1,419 | 1,459 | 1,496 |
| Athletics lease revenue | 635 | 693 | (58) | (8)% | 764 | 841 | 1,068 |
| Arena lease revenue | 740 | 740 | 0 | 0 % | 778 | 824 | 876 |
| DSO (UMSA) lease revenue | 1,516 | 1,735 | (219) | (13)% | 1,766 | 1,858 | 2,072 |
| DSO (HPCC) lease revenue | 505 | 563 | (58) | (10)% | 588 | 614 | 960 |
| DSO (Research) lease revenue | 998 | 174 | 824 | 474 % | 641 | 63 | 0 |
| **Total Revenues** | **$14,304** | **$15,593** | **$(1,289)** | (8)% | **$16,290** | **$16,163** | **$16,890** |
| **OPERATING EXPENSES** | | | | | | | |
| Management fee | 0 | 795 | $(795) | (100)% | 719 | 706 | 691 |
| General and administrative expenses | 620 | 580 | 40 | 7 % | 604 | 529 | 574 |
| **Total Operating Expenses** | **$620** | **$1,375** | **$(755)** | (55)% | **$1,323** | **$1,235** | **$1,265** |
| **OTHER REVENUES (EXPENSES)** | | | | | | | |
| Interest expense on debt | (11,854) | (11,878) | $24 | 0 % | (10,822) | (11,647) | (12,152) |
| Loss on debt extinguishment | 0 | 0 | 0 | % | 0 | 0 | (71) |
| Interest income | 40 | 400 | (360) | (90)% | 444 | 708 | 332 |
| **Total Other Revenues (Expenses)** | **$(11,814)** | **$(11,478)** | **$(336)** | (3)% | **$(10,378)** | **$(10,939)** | **$(11,891)** |
| **OPERATING PROFIT BEFORE NON-CASH CHANGES** | **$1,870** | **$2,740** | **$(870)** | (32)% | **$4,589** | **$3,989** | **$3,734** |
| Equity contribution from USF for USFSP Project | 0 | 0 | 0 | % | 1,166 | 800 | 0 |
| Equity contribution from USF Research for reserves | 0 | 0 | 0 | % | 2,514 | 0 | 0 |
| Reimbursement to USF for furniture or equipment | (626) | 0 | (626) | % | (271) | 0 | 0 |
| Distribution of INTO CD Proceeds to USF Foundation | 0 | 0 | 0 | % | (2,200) | 0 | 0 |
| Non-cash adjustment related to accounting change | 0 | 0 | 0 | % | 0 | 0 | 72 |
| Change in INTO USF equity investment | (1,287) | 0 | (1,287) | % | (103) | 450 | 333 |
| **Total Contributions and Non-Cash Changes** | **$(1,913)** | **$0** | **$(1,913)** | % | **$1,106** | **$1,250** | **$405** |
| **NET OPERATING PROFIT (LOSS)** | **$(43)** | **$2,740** | **$(2,783)** | (102)% | **$5,695** | **$5,239** | **$4,139** |
| **Operating Profit Margin** | **13.1%** | **17.6%** | | (4)% | **28.2%** | **24.7%** | **22.1%** |

UNIVERSITY of SOUTH FLORIDA

# USF Financing Corporation & USF Property Corporation

FY 2021 Mid-Year Forecast

## STATEMENT OF CASH FLOWS

| (In thousands) | FY 2021 MID-YEAR FORECAST | FY 2021 FINANCIAL PLAN | Variance $ | Variance % | FY 2020 ACTUAL RESULTS | FY 2019 ACTUAL RESULTS | FY 2018 ACTUAL RESULTS |
|---|---|---|---|---|---|---|---|
| **OPERATING ACTIVITIES** | | | | | | | |
| Lease payments received from USF | $22,337 | $23,990 | $(1,653) | (7)% | $21,940 | $22,280 | $21,314 |
| Lease payments received from UMSA | 3,887 | 4,072 | (185) | (5)% | 4,106 | 4,138 | 4,262 |
| Lease payments received from HPCC | 1,451 | 1,508 | (57) | (4)% | 1,479 | 1,453 | 1,750 |
| Lease payments received from Research Foundation | 2,150 | 2,193 | (43) | (2)% | 860 | 0 | 0 |
| Payment to USF for management services | 0 | (795) | 795 | 100 % | (719) | (706) | (691) |
| General and administrative disbursements | (620) | (580) | (40) | (7)% | (601) | (529) | (574) |
| **Total Cash From Operating Activities** | **$29,205** | **$30,388** | **$(1,183)** | (4)% | **$27,065** | **$26,636** | **$26,061** |
| **FINANCING ACTIVITIES** | | | | | | | |
| Capital expenditures | $(23,758) | $(23,353) | $(405) | (2)% | $(23,852) | $(6,926) | $(4,177) |
| Debt issuance costs | (30) | 0 | (30) | % | (95) | (516) | (58) |
| Proceeds of long-term debt | 0 | 0 | 0 | % | 27,000 | 33,740 | 0 |
| Proceeds of long-term debt - Refunding | 30,056 | 0 | 30,056 | % | 0 | 36,540 | 33,708 |
| Principal payments - Refunding | (30,056) | 0 | (30,056) | % | 0 | (34,354) | (33,708) |
| Principal payments | (14,110) | (14,520) | 410 | 3 % | (13,059) | (12,198) | (11,733) |
| Interest payments | (13,900) | (14,400) | 500 | 3 % | (14,347) | (13,360) | (13,815) |
| Equity contribution from USF for USFSP Project | 0 | 0 | 0 | % | 1,967 | 0 | 0 |
| Equity contribution from USF Research for reserves | 0 | 0 | 0 | % | 2,514 | 0 | 0 |
| Reimbursement to USF for furniture or equipment | (626) | 0 | (626) | % | (271) | 0 | 0 |
| Security received from lessee for swap collateral | 0 | 0 | 0 | % | 5,210 | 3,750 | 0 |
| Security (pledged to) returned from counterparty | 0 | 0 | 0 | % | (5,130) | (3,757) | 5,390 |
| **Total Cash From Financing Activities** | **$(52,424)** | **$(52,273)** | **$(151)** | (0)% | **$(20,063)** | **$2,919** | **$(24,393)** |
| **INVESTING ACTIVITIES** | | | | | | | |
| Proceeds from maturity/redemption of INTO CD | $3,774 | $4,050 | $(276) | (7)% | $7,596 | $6,024 | $6,000 |
| Purchase of INTO CD | (3,774) | (4,050) | 276 | 7 % | (5,707) | (5,596) | (6,024) |
| Distribution to USF of INTO CD Proceeds | 0 | 0 | 0 | % | (2,200) | 0 | 0 |
| Interest income | 65 | 500 | (435) | (87)% | 974 | 924 | 0 |
| **Total Cash From Investing Activities** | **$65** | **$500** | **$(435)** | (87)% | **$663** | **$1,352** | **$(24)** |
| **CHANGE IN CASH** | **(23,154)** | **(21,385)** | **(1,769)** | (8)% | **7,665** | **30,907** | **1,644** |
| Cash, Beginning of Year | 72,615 | 72,615 | 0 | 0 % | 64,950 | 34,043 | 32,399 |
| **Cash, End of Year** | **$49,461** | **$51,230** | **$(1,769)** | (3)% | **$72,615** | **$64,950** | **$34,043** |
| **Total Cash & Investments** | **$53,235** | **$55,280** | **$(2,045)** | (4)% | **$76,323** | **$70,547** | **$40,067** |
| **Days Cash on Hand** | **322** | **317** | **5** | 2 % | **403** | **353** | **342** |

UNIVERSITY of SOUTH FLORIDA

# USF Financing Corporation & USF Property Corporation

FY 2021 Mid-Year Forecast

## 3-YEAR FORECAST

| (In thousands) | ACTUAL | | | FORECAST | | |
|---|---|---|---|---|---|---|
| | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 |
| **ASSETS** | | | | | | |
| Cash & Investments | $40,067 | $70,547 | $76,323 | $53,235 | $47,500 | $48,000 |
| Capital Lease Receivable | 298,038 | 292,423 | 278,917 | 294,556 | 305,832 | 289,471 |
| Construction in Progress | 0 | 5,671 | 32,728 | 22,250 | 0 | 0 |
| Other Assets | 10,514 | 18,234 | 28,271 | 29,149 | 24,996 | 21,201 |
| **Total Assets** | **$348,619** | **$386,875** | **$416,239** | **$399,190** | **$378,328** | **$358,672** |
| **LIABILITIES** | | | | | | |
| Payables - Interest and Construction | $7,348 | $7,880 | $9,584 | $9,500 | $8,000 | $8,000 |
| Long-Term Debt | 321,621 | 346,018 | 358,162 | 342,284 | 325,080 | 307,419 |
| Interest Rate Swap & Other Payables | 13,829 | 15,948 | 25,769 | 24,725 | 22,244 | 19,721 |
| **Total Liabilities** | **$342,798** | **$369,846** | **$393,515** | **$376,509** | **$355,324** | **$335,140** |
| **NET ASSETS** | **$5,821** | **$17,029** | **$22,724** | **$22,681** | **$23,004** | **$23,532** |
| **Days Cash on Hand** | **342** | **353** | **403** | **322** | **337** | **349** |
| **REVENUES** | | | | | | |
| USF Debt Payments | $13,858 | $13,628 | $13,296 | $11,285 | $11,470 | $10,979 |
| UMSA Debt Payments | 2,072 | 1,858 | 1,766 | 1,516 | 1,670 | 1,610 |
| HPCC Debt Payments | 960 | 614 | 588 | 505 | 377 | 316 |
| Research Debt Payments | 0 | 63 | 641 | 998 | 993 | 953 |
| **Total Revenues** | **$16,890** | **$16,163** | **$16,291** | **$14,304** | **$14,510** | **$13,858** |
| **EXPENSES** | | | | | | |
| Operating Expenses | 1,265 | 1,235 | 1,323 | 620 | 1,307 | 1,315 |
| **Total Expenses** | **$1,265** | **$1,235** | **$1,323** | **$620** | **$1,307** | **$1,315** |
| **OTHER REVENUES (EXPENSES)** | | | | | | |
| Interest Expense on Debt | $(12,152) | $(11,647) | $(10,822) | $(11,854) | $(11,890) | $(11,413) |
| Other Revenues/Expenses | 261 | 708 | 444 | 40 | 40 | 40 |
| **Total Other Revenues (Expenses)** | **$(11,891)** | **$(10,939)** | **$(10,378)** | **$(11,814)** | **$(11,850)** | **$(11,373)** |
| **Operating Profit** | **$3,734** | **$3,989** | **$4,590** | **$1,870** | **$1,353** | **$1,170** |
| University/DSO support - Project related | 0 | 800 | 3,409 | (626) | 0 | 0 |
| Distribution of INTO CD Proceeds to Foundatio | 0 | 0 | (2,200) | 0 | 0 | 0 |
| Total Non-Cash Changes | 405 | 450 | (103) | (1,287) | (1,030) | (643) |
| **NET OPERATING PROFIT** | **$4,139** | **$5,239** | **$5,696** | **$(43)** | **$323** | **$528** |
| **Operating Profit Margin** | **22.1%** | **24.7%** | **28.2%** | **13.1%** | **9.3%** | **8.4%** |

UNIVERSITY of SOUTH FLORIDA

# University of South Florida, Alumni Association Inc.

FY 2021 Mid-Year Forecast - Revised Operating Plan

## MID-YEAR FORECAST - REVISED OPERATING PLAN FOR FY 2021

**Outline below the Key Aspects of your Revised Operating Plan for FY 2021. Describe operations you have restructured to offset revenue losses from the BOT-approved Financial Plan, priority payments for FY 2021 (such as debt service and other contractual obligations), and describe your targeted minimum liquidity measure for 6/30/21 (days cash on hand) and reserves.**

- Events: Revenue and Expenses
  - The Association's 2021 budget contained an assumption that events and other activities in person would return at the end of the first quarter of the fiscal year. Instead, events are being held virtually throughout the whole fiscal year. We expect a decrease in event revenue, event related giving, and sponsorships of approx $383k. Expenses associated with these activities will also decrease by $347k. The net effect of having all activities held virtually instead of in person is a $36k loss.
- Royalty Revenue
  - The Association has affinity contracts with various entities. Royalties are significantly based on activities that have been discontinued or greatly reduced during the quarantine. The largest one of these affinity contracts is with Follet for marketing services provided by the Association and compensation is based on the number of cap and gowns sold for commencement. The virtual nature of these events has decreased our Follet revenue stream by 93%, or $95k. Other activities effected by COVID-19 include: travel program, Days at the Rays, and sale of class rings.
- Other expenses
  - In order to cover the decreased revenue from activities described above, the Association has made reductions in almost all expense areas. We currently have two unfilled positions which contribute to salary savings that will remain open throughout the year. Travel expenses, membership solicitation, and professional services have also been decreased.
- Membership Revenue
  - Membership revenue is an area that is outperforming our original budget by 12%. These gains are contributing to an increase in operating profit for the Association.
- Days cash on hand/ Available Reserves
  - Reducing our draw on reserves has increased our forecasted days cash on hand by 41%; however, the reserve draws throughout the year will reduce the Association's reserves by 44%.

**Describe and quantify needed financial support from related USF parties you are relying on to ensure basic financial performance outcomes, meet contractual commitments and maintain minimum liquidity and reserves. State whether this support is included in your Revised Operating Plan.**

- The Association received $364k in financial support from the University and the Foundation. To balance the Association's FY'21 budget, funding support of $864k was requested. However, this request was reduced by $500k to support the University's overall budget needs. As such, the Association planned to support its budget needs through a up to $500k draw on its reserves. Due to the favorability in our forecasted results, the expected draw requirement has reduced from $500k to $378k, or 25%.
- No additional financial support from USF parties is needed to meet our revised operating plan.

UNIVERSITY of SOUTH FLORIDA

# University of South Florida, Alumni Association Inc.

FY 2021 Mid-Year Forecast

## INCOME STATEMENT

| (In thousands) | FY 2021 MID-YEAR FORECAST | FY 2021 FINANCIAL PLAN | Variance $ | Variance % | FY 2020 ACTUAL RESULTS | FY 2019 ACTUAL RESULTS | FY 2018 ACTUAL RESULTS |
|---|---|---|---|---|---|---|---|
| **REVENUES** | | | | | | | |
| Membership | $549 | $489 | $60 | 12 % | $550 | $536 | $490 |
| Budget Support | 364 | 364 | 0 | 0 % | 804 | 718 | 625 |
| Royalties | 309 | 449 | (140) | (31)% | 399 | 484 | 576 |
| License Plate Revenue | 394 | 391 | 3 | 1 % | 381 | 390 | 383 |
| Sponsorships | 162 | 320 | (158) | (49)% | 141 | 229 | 180 |
| Investment Income | 289 | 281 | 8 | 3 % | 272 | 260 | 238 |
| Event and other Revenue | 39 | 238 | (199) | (84)% | 207 | 214 | 194 |
| Gifts and Donations | 160 | 186 | (26) | (14)% | 225 | 197 | 179 |
| **Total Revenues** | **$2,266** | **$2,718** | **$(452)** | (17)% | **$2,979** | **$3,028** | **$2,865** |
| **EXPENSES** | | | | | | | |
| Salaries & Benefits | $1,804 | $1,892 | $(88) | (5)% | $1,840 | $1,766 | $1,691 |
| Membership and Membership Services | 159 | 193 | (34) | (18)% | 112 | 214 | 181 |
| Printing & Duplicating | 3 | 11 | (8) | (73)% | 25 | 26 | 14 |
| Event Services | 58 | 405 | (347) | (86)% | 242 | 269 | 246 |
| Professional Services | 80 | 95 | (15) | (16)% | 103 | 99 | 98 |
| Postage | 54 | 60 | (6) | (10)% | 55 | 53 | 53 |
| Travel | 6 | 62 | (56) | (90)% | 42 | 61 | 57 |
| Advertising & Marketing | 14 | 22 | (8) | (36)% | 18 | 31 | 24 |
| Insurance | 46 | 56 | (10) | (18)% | 49 | 54 | 50 |
| Community Relations | 9 | 30 | (21) | (70)% | 33 | 33 | 42 |
| Credit Card Fees | 25 | 30 | (5) | (17)% | 26 | 30 | 25 |
| Other expenses | 23 | 18 | 5 | 28 % | 29 | 33 | 33 |
| Bad debt expense | 0 | 0 | 0 | % | - | 3 | 16 |
| Transfer to USF Scholarships | 75 | 75 | 0 | 0 % | 85 | 95 | 76 |
| **Total Expenses** | **$2,356** | **$2,949** | **$(593)** | (20)% | **$2,659** | **$2,767** | **$2,606** |
| **OPERATING PROFIT BEFORE NON-CASH CHANGES** | **$(90)** | **$(231)** | **$141** | 61 % | **$320** | **$261** | **$259** |
| Unrealized Investment Gains (Losses) | 196 | 196 | 0 | 0 % | (32) | 15 | 376 |
| **Total Non-Cash Changes** | **$196** | **$196** | **$0** | 0 % | **$(32)** | **$15** | **$376** |
| **NET OPERATING PROFIT** | **$106** | **$(35)** | **$141** | 403 % | **$288** | **$276** | **$635** |
| **Operating Profit Margin** | **-4%** | **-8%** | | 5 % | **11%** | **9%** | **9%** |

UNIVERSITY of SOUTH FLORIDA

# University of South Florida, Alumni Association Inc.

FY 2021 Mid-Year Forecast

## STATEMENT OF CASH FLOWS

| (In thousands) | FY 2021 MID-YEAR FORECAST | FY 2021 FINANCIAL PLAN | Variance $ | Variance % | FY 2020 ACTUAL RESULTS | FY 2019 ACTUAL RESULTS | FY 2018 ACTUAL RESULTS |
|---|---|---|---|---|---|---|---|
| **OPERATING ACTIVITIES** | | | | | | | |
| Net Operating Profit | $106 | $(35) | $141 | 403 % | $320 | $261 | $635 |
| Adjustments for Non-Cash Activities: | | | 0 | % | 0 | | |
| Unrealized gain on investments | (196) | (196) | 0 | 0 % | 32 | (15) | (376) |
| Adjustments for Changes in | | | 0 | % | 0 | | |
| Operating Assets and Liabilities | 79 | 100 | (21) | (21)% | (179) | 70 | (99) |
| **Total Cash From Operating Activities** | **$(11)** | **$(131)** | **$120** | 92 % | **$173** | **$316** | **$160** |
| **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 | $14 | $134 | $(120) | (90)% | $(153) | $(315) | $(155) |
| **Total Cash From Investing Activities** | **$14** | **$134** | **$(120)** | (90)% | **$(153)** | **$(315)** | **$(155)** |
| **CHANGE IN CASH** | **3** | **3** | **0** | 0 % | **20** | **1** | **5** |
| Cash, Beginning of Year | 5 | 5 | 0 | 0 % | 7 | 6 | 1 |
| **Cash, End of Year** | **$8** | **$8** | **$0** | 0 % | **$27** | **$7** | **$6** |
| **Total Cash & Investments** | **$1,052** | **$932** | **$120** | 13 % | **$1,408** | **$1,390** | **$1,343** |
| **Days Cash on Hand** | **163** | **115** | **48** | 41 % | **193** | **183** | **188** |

UNIVERSITY of SOUTH FLORIDA

# University of South Florida, Alumni Association Inc.

FY 2021 Mid-Year Forecast

## 3-YEAR FORECAST

| (In thousands) | ACTUAL | | | FORECAST | | |
|---|---|---|---|---|---|---|
| | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 |
| **ASSETS** | | | | | | |
| Cash & Investments | $1,343 | $1,390 | $1,408 | $1,052 | $1,184 | $1,247 |
| Restricted Cash & Investments | 5,957 | 6,388 | 6,783 | 6,979 | 7,191 | 7,419 |
| Other Assets | 313 | 293 | 1,651 | 360 | 360 | 360 |
| **Total Assets** | **$7,613** | **$8,071** | **$9,842** | **$8,391** | **$8,735** | **$9,026** |
| **LIABILITIES** | | | | | | |
| Payables | $99 | $177 | $163 | $150 | $150 | $150 |
| Long-Term Debt | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Liabilities and deferred inflows | 2,140 | 2,183 | 2,272 | 2,281 | 2,306 | 2,356 |
| **Total Liabilities** | **$2,239** | **$2,360** | **$2,435** | **$2,431** | **$2,456** | **$2,506** |
| **NET ASSETS** | **$5,374** | **$5,711** | **$7,407** | **$5,960** | **$6,279** | **$6,520** |
| **Days Cash on Hand** | **188** | **183** | **193** | **163** | **158** | **161** |
| **REVENUES** | | | | | | |
| Membership | $490 | $536 | $550 | $549 | $565 | $582 |
| Support | 625 | 718 | 804 | 364 | 864 | 864 |
| Other Revenues | 1,750 | 1,774 | 1,625 | 1,353 | 1,674 | 1,724 |
| **Total Revenues** | **$2,865** | **$3,028** | **$2,979** | **$2,266** | **$3,103** | **$3,170** |
| **EXPENSES** | | | | | | |
| Salaries & Benefits | $1,691 | $1,766 | $1,840 | $1,804 | $1,895 | $1,952 |
| Event Expenses | 246 | 269 | 242 | 58 | 249 | 257 |
| Other Expenses | 669 | 732 | 577 | 494 | 594 | 612 |
| **Total Expenses** | **$2,606** | **$2,767** | **$2,659** | **$2,356** | **$2,739** | **$2,821** |
| **Operating Profit Before Non-Cash Changes** | **$259** | **$261** | **$320** | **$(90)** | **$364** | **$349** |
| Total Non-Cash Changes | $376 | $15 | $(32) | $196 | $212 | $229 |
| **NET OPERATING PROFIT** | **$635** | **$276** | **$288** | **$106** | **$576** | **$578** |
| **Operating Profit Margin** | **9%** | **9%** | **11%** | **-4%** | **12%** | **11%** |

# USF Institute of Applied Engineering, Inc.

FY 2021 Mid-Year Forecast - Revised Operating Plan

## MID-YEAR FORECAST - REVISED OPERATING PLAN FOR FY 2021

**Outline below the Key Aspects of your Revised Operating Plan for FY 2021. Describe operations you have restructured to offset revenue losses from the BOT-approved Financial Plan, priority payments for FY 2021 (such as debt service and other contractual obligations), and describe your targeted minimum liquidity measure for 6/30/21 (days cash on hand) and reserves.**

- In the first half of FY21, US Special Operations Command, US Air Force, and SOFWERX awarded 13 contracts to USF IAE worth $10.4M. Earned revenues from these contracts as well as those awarded in FY20 keep us on pace to earn $4.8M in planned contract revenues.
- USF IAE officially opened its 4000 sq ft research headquarters facility at the University Mall in November. While currently minimally staffed due to COVID-19 precautions, it provides secure access to research equipment and network infrastructure necessary to execute USF IAE contracts.
- In the first half of FY21, USF IAE hired 13 new full time employees. This brings the total number of IAE employees to 23, providing support necessary to execute IAE contracts.
- Under year two of USF IAE's grant agreement, Hillsborough County continues to fund facility improvements, equipment and staff necessary to support IAE's rapidly expanding operations.
- USF IAE helps ensure its targeted minimum liquidity for the remaining six months of FY21 through closely managing its vendor payments. USF IAE pays vendors directly supporting its contracts only after receiving payments from its sponsors. For non-direct project related expenses, USF IAE pays its vendors NET 45 days.

**Describe and quantify needed financial support from related USF parties you are relying on to ensure basic financial performance outcomes, meet contractual commitments and maintain minimum liquidity and reserves. State whether this support is included in your Revised Operating Plan.**

- USF IAE is currently in year three of USF's five year funding commitment to support establishment of the Institute. This funding has been necessary to execute IAE's growth plan while maintaining minimum liquidity. The funding USF provided in FY21 is the same as was established in the original plan approved by the Board of Trustees in summer 2018.

UNIVERSITY of SOUTH FLORIDA

# USF Institute of Applied Engineering, Inc.

FY 2021 Mid-Year Forecast

## INCOME STATEMENT

| (In thousands) | FY 2021 MID-YEAR FORECAST | FY 2021 FINANCIAL PLAN | Variance $ | Variance % | FY 2020 ACTUAL RESULTS | FY 2019 ACTUAL RESULTS | FY 2018 ACTUAL RESULTS |
|---|---|---|---|---|---|---|---|
| **REVENUES** | | | | | | | |
| Contracts Revenues | $4,805 | $4,868 | $(62) | (1)% | $947 | $0 | $0 |
| Hillsborough County Grant | 2,970 | 2,478 | 492 | 20 % | 151 | 0 | 0 |
| University Support | 714 | 714 | (0) | (0)% | 770 | 187 | 0 |
| College of Engineering Support | 23 | 23 | 0 | 0 % | 23 | 385 | 0 |
| Donation and Other Revenue | 378 | 74 | 304 | 410 % | 6 | 1 | 0 |
| **Total Revenues** | **$8,889** | **$8,156** | **$733** | 9 % | **$1,897** | **$573** | **$0** |
| **EXPENSES** | | | | | | | |
| Salaries & Benefits | $1,168 | $867 | $302 | 35 % | $695 | $61 | $0 |
| College of Engineering Salary Support | 23 | 23 | 0 | 0 % | 20 | 385 | 0 |
| Gift In-Kind Expenses | 43 | 74 | (31) | (42)% | 0 | 0 | 0 |
| Materials, Supplies, Software & Equip., Travel | 94 | 87 | 7 | 8 % | 16 | 26 | 0 |
| Banking, Insurance, Audit, Tax Services | 98 | 100 | (2) | (2)% | 64 | 4 | 0 |
| Facilities, Utilities, Telecomm., Security | 0 | 63 | (63) | (100)% | 107 | 0 | 0 |
| Depreciation & Amortization | 47 | 140 | (93) | (66)% | 0 | 0 | 0 |
| Hills. County Salaries & Benefits | 981 | 984 | (3) | (0)% | 87 | 0 | 0 |
| Hills. County Materials & Equip. | 182 | 353 | (171) | (48)% | 38 | 0 | 0 |
| Hills. County Facilities, Telecomm., & Security | 424 | 641 | (218) | (34)% | 18 | 0 | 0 |
| Direct Program Costs | 3,517 | 3,399 | 118 | 3 % | 698 | 0 | 0 |
| Indirect Return to University | 257 | 380 | (123) | (32)% | 15 | 0 | 0 |
| **Total Expenses** | **$6,834** | **$7,110** | **$(276)** | (4)% | **$1,758** | **$476** | **$0** |
| **OPERATING PROFIT BEFORE NON-CASH CHANGES** | **$2,055** | **$1,046** | **$1,009** | 96 % | **$139** | **$97** | **$0** |
| Equipment Donations to USF | 0 | 0 | 0 | % | (82) | 0 | 0 |
| **Total Non-Cash Changes** | **$0** | **$0** | **$0** | % | **$(82)** | **$0** | **$0** |
| **NET OPERATING PROFIT** | **$2,055** | **$1,046** | **$1,009** | 96 % | **$57** | **$97** | **$0** |
| **Operating Profit Margin** | **23%** | **13%** | | 10 % | **7%** | **17%** | **0%** |

UNIVERSITY of SOUTH FLORIDA

# USF Institute of Applied Engineering, Inc.

FY 2021 Mid-Year Forecast

## STATEMENT OF CASH FLOWS

| (In thousands) | FY 2021 MID-YEAR FORECAST | FY 2021 FINANCIAL PLAN | Variance $ | Variance % | FY 2020 ACTUAL RESULTS | FY 2019 ACTUAL RESULTS | FY 2018 ACTUAL RESULTS |
|---|---|---|---|---|---|---|---|
| **OPERATING ACTIVITIES** | | | | | | | |
| Cash Receipt from Customers | $4,084 | $4,868 | (783) | (16)% | $931 | $0 | $0 |
| Cash Receipt from Hillsborough County | 2,376 | 2,478 | (102) | (4)% | 0 | 0 | 0 |
| Salaries & Benefits | (1,720) | (1,851) | 131 | 7 % | (624) | 0 | 0 |
| Payment for Direct Program Costs | (2,814) | (3,399) | 585 | 17 % | (205) | 0 | 0 |
| Payment to Suppliers | (610) | (1,270) | 660 | 52 % | (548) | (8) | 0 |
| **Total Cash From Operating Activities** | **$1,317** | **$826** | **$491** | 59 % | **$(447)** | **$(8)** | **$0** |
| **FINANCING ACTIVITIES** | | | | | | | |
| Transfer from USF Support | $603 | $714 | $(111) | (16)% | $702 | $100 | $0 |
| Transfer to USF-IDR | (205) | (380) | 174 | 46 % | 0 | 0 | 0 |
| Gift In-Kind Contributions | 0 | 0 | 0 | % | 6 | 1 | 0 |
| **Total Cash From Financing Activities** | **$397** | **$334** | **$63** | 19 % | **$708** | **$101** | **$0** |
| **INVESTING ACTIVITIES** | | | | | | | |
| Hills. County Capital Expenditures | $(861) | $(500) | $(361) | (72)% | $(8) | $(81) | $0 |
| Hills. County Lease Improvements | (523) | 0 | (523) | % | 0 | 0 | 0 |
| Proceeds of Long-Term Debt | $0 | 0 | 0 | % | 0 | 0 | 0 |
| Principal Payments | $0 | 0 | 0 | % | 0 | 0 | 0 |
| Interest Payments | 0 | 0 | 0 | % | 0 | 0 | 0 |
| **Total Cash From Investing Activities** | **$(1,383)** | **$(500)** | **$(883)** | (177)% | **$(8)** | **$(81)** | **$0** |
| **CHANGE IN CASH** | **331** | **660** | **(329)** | (50)% | **253** | **11** | **0** |
| Cash, Beginning of Year | 265 | 58 | 207 | 357 % | 11 | 0 | 0 |
| **Cash, End of Year** | **$595** | **$718** | **$(123)** | (17)% | **$265** | **$11** | **$0** |
| **Total Cash & Investments** | **$595** | **$718** | **$(123)** | (17)% | **$265** | **$11** | **$0** |
| **Days Cash on Hand** | **32** | **37** | **(5)** | (14)% | **55** | **9** | **0** |

UNIVERSITY of SOUTH FLORIDA

# USF Institute of Applied Engineering, Inc.

FY 2021 Mid-Year Forecast

## 3-YEAR FORECAST

| (In thousands) | ACTUAL | | | FORECAST | | |
|---|---|---|---|---|---|---|
| | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 |
| **ASSETS** | | | | | | |
| Cash & Investments | $0 | $11 | $265 | $595 | $1,505 | $2,815 |
| Account Receivables | 0 | 0 | 168 | 1,315 | 1,594 | 1,350 |
| Fixed Assets | 0 | 81 | 8 | 1,122 | 1,266 | 688 |
| Other Assets | 0 | 4 | 21 | 514 | 409 | 305 |
| **Total Assets** | **$0** | **$97** | **$461** | **$3,546** | **$4,774** | **$5,158** |
| **LIABILITIES** | | | | | | |
| Accounts Payable | $0 | $0 | $286 | $907 | $1,423 | $1,488 |
| Accrued Salaries | 0 | 0 | 21 | 430 | 415 | 248 |
| Long-Term Debt | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Liabilities | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total Liabilities** | **$0** | **$0** | **$307** | **$1,337** | **$1,838** | **$1,736** |
| **NET ASSETS** | **$0** | **$97** | **$154** | **$2,209** | **$2,936** | **$3,422** |
| **Days Cash on Hand** | **0** | **9** | **55** | **32** | **57** | **112** |
| **REVENUES** | | | | | | |
| Contracts Revenues | $0 | $0 | $947 | $4,805 | $7,140 | $9,000 |
| Hillsborough County Grant | 0 | 0 | 151 | 2,970 | 2,613 | 0 |
| University Support | 0 | 187 | 770 | 714 | 603 | 603 |
| College of Engineering Support | 0 | 385 | 23 | 23 | 25 | 25 |
| Donation and Other Revenue | 0 | 1 | 6 | 378 | 0 | 0 |
| **Total Revenues** | **$0** | **$573** | **$1,897** | **$8,889** | **$10,380** | **$9,628** |
| **EXPENSES** | | | | | | |
| Salaries & Benefits | $0 | $61 | $695 | $1,168 | $1,203 | $1,239 |
| College of Engineering Salary Support | 0 | 385 | 20 | 23 | 25 | 25 |
| Gift In-Kind Expenses | 0 | 0 | 0 | 43 | 0 | 0 |
| Materials, Supplies, Software & Equip., Travel | 0 | 26 | 16 | 94 | 89 | 113 |
| Banking, Insurance, Audit, Tax Services | 0 | 4 | 64 | 98 | 103 | 163 |
| Facilities, Utilities, Telecomm., Security | 0 | 0 | 107 | 0 | 140 | 176 |
| Depreciation & Amortization | 0 | 0 | 0 | 47 | 438 | 438 |
| Hills. County Salaries & Benefits | 0 | 0 | 87 | 981 | 871 | 0 |
| Hills. County Materials & Equip. | 0 | 0 | 38 | 182 | 854 | 0 |
| Hills. County Facilities, Telecomm., & Security | 0 | 0 | 18 | 424 | 388 | 0 |
| Direct Program Costs | 0 | 0 | 698 | 3,517 | 4,986 | 6,285 |
| Indirect Return to University | 0 | 0 | 15 | 257 | 557 | 702 |
| **Total Expenses** | **$0** | **$476** | **$1,758** | **$6,834** | **$9,654** | **$9,141** |
| **Operating Profit Before Non-Cash Changes** | **$0** | **$97** | **$139** | **$2,055** | **$727** | **$487** |
| Total Non-Cash Changes | $0 | $0 | $(82) | $0 | $0 | $0 |
| **NET OPERATING PROFIT** | **$0** | **$97** | **$57** | **$2,055** | **$727** | **$487** |
| **Operating Profit Margin** | **0%** | **17%** | **7%** | **23%** | **7%** | **5%** |