



THREE RIVERS COLLEGE

FY22 BUDGET

Proposed to the Board of Trustees

06/23/2021

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THREE RIVERS COLLEGE 2021-2022 CONSOLIDATED BUDGET OVERVIEW

Assumptions

Tuition and fee revenues were projected based on an expected decrease in enrollment of approximately 1%. To increase transparency and simplify students' financial planning, tuition and fee rates were restructured effective with the 2021 summer semester. This restructuring resulted in the establishment of a tiered tuition model, a resource fee for learning materials, and the elimination of all course specific fees and distance learning fees. Base tuition was established at \$101 per credit hour in-district and \$142 per credit hour out-of-district, with additional tier premiums ranging from \$4 to \$205 per credit hour depending on program, offset by the elimination of numerous course specific fees. Common Fees were increased to \$51 per credit hour, offset by the elimination of the Distance Learning Fee. Resource Fees were established at \$24 per credit hour, offset by the elimination of a number of course specific fees, rental fees and other book purchasing charges.

State core allocation revenues have been estimated based on the most recent amounts provided by the state. The college expects level core funding.

Local property tax revenue remains level at just over \$2,226,000, or 9% of expected revenues.

The college operating budget is developed to include all grant program revenues and associated expenses. The budget supports recurring annual expenses with recurring operating revenues, while funding one-time investments with one-time funding sources. Certain one-time investments are included in both the operating and capital budgets to be funded by college reserves and federal Higher Education Emergency Relief Funds (HEERF) in fiscal year 2021-2022.

Challenges

The pandemic of COVID-19 continues to impact our state and local economies and budgets. The full effect of financial disruptions, as well as the state and federal attempts to mitigate those disruptions, continue to develop and change. The 2021-2022 budget identifies some needs which are planned to be funded with federal Higher Education Emergency Relief Funds (HEERF) grants. Available funding and associated restrictions continue to be dynamic and variable.

Salary and benefit expenses have increased from the previous year to reflect raises to be effective July 2021. Based on the recommendation of a committee of faculty and staff, wages were increased the greater of 2% or \$900 per employee. Additionally, college provided health insurance premiums increased 8.5% compared to the previous year.

Investments in the college's facilities to upgrade and maintain existing buildings (deferred maintenance) are included in both the operating budget and the capital budget.

Methodology

The college's annual planning cycle begins in January when budget managers set their annual objectives and develop departmental plans. Budget requests are then prepared by budget managers based on those approved plans. In conjunction with their supervisor, budget managers refine their budget requests to ensure alignment with the college's strategic plan. Budget managers presented their strategic plans and budgets to their respective supervisor and cabinet member. With input from cabinet members, the President, CFO and Controller reviewed the combined budget requests to bring the requests into balance with revenue projections. Final review is performed by the President and CFO to develop the proposal to be presented to the Board of Trustees for approval.

THREE RIVERS COLLEGE

Operating Budget

Fiscal Year 2021-2022

THREE RIVERS COLLEGE 2021-2022 OPERATING BUDGET OVERVIEW

The Operating Budget includes projected revenues to be generated in fiscal year 2021-2022 and the associated operating expenses necessary for the continued daily operation and improvement of the college. Operating revenue is projected at \$24,908,117 offset by projected operating expenses of \$26,579,559. Specific one-time purchases and potential repairs of \$357,963 are to be funded from college reserves accumulated from savings in prior fiscal years. Additionally, purchases totaling \$1,343,906 are to be funded by federal Higher Education Emergency Relief Funds (HEERF) grants.

Revenue

The largest source of operating revenue is net tuition and fees at 42% of the total. State appropriations comprise 20% of total operating revenue sources. Auxiliary enterprises, primarily made up of student housing and the college store, contribute 11% of projected operating revenue. Property tax collections are estimated at \$2,226,500, or 9% of the total.

Expense

Salaries and benefits total nearly \$13.6 million, or 51%, of total operating expenses. Other operating expenses such as supplies and travel total \$8.7 million, or 33%. The operating budget includes \$357,963 of small capital expenses that are equipment purchases of less than \$5,000 or renovations of less than \$20,000 and therefore not included in the Capital Budget. The budget allocates nearly \$1.6 million to student scholarships for academic and athletic achievement as well as a variety of service scholarships.

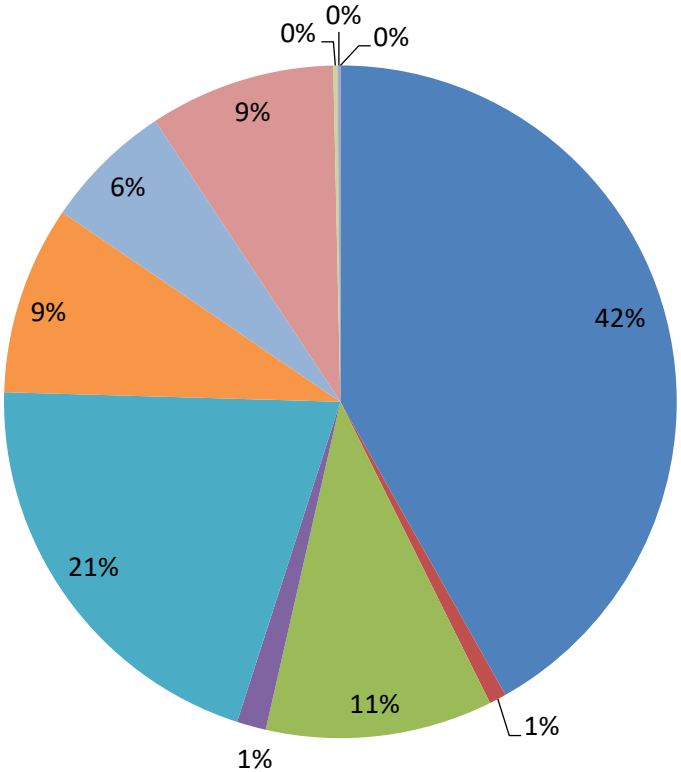
The college dedicates 25% of budgeted operating expenses to the instruction function in support of its core mission. The college tracks some departments, such as technology and computer services, centrally and therefore includes them as part of the institutional support function totaling 16% of budgeted operating expenses.

Expenses include various one-time projects identified by a campus assessment to be funded from college reserves totaling \$357,963. These projects include improvements to classrooms, interior and exterior way-finding signage, updates to the Westwood Event Center and a fund for possible repairs or replacements of college equipment.

THREE RIVERS COLLEGE
BALANCED OPERATING BUDGET SUMMARY
FISCAL YEAR 2021-2022

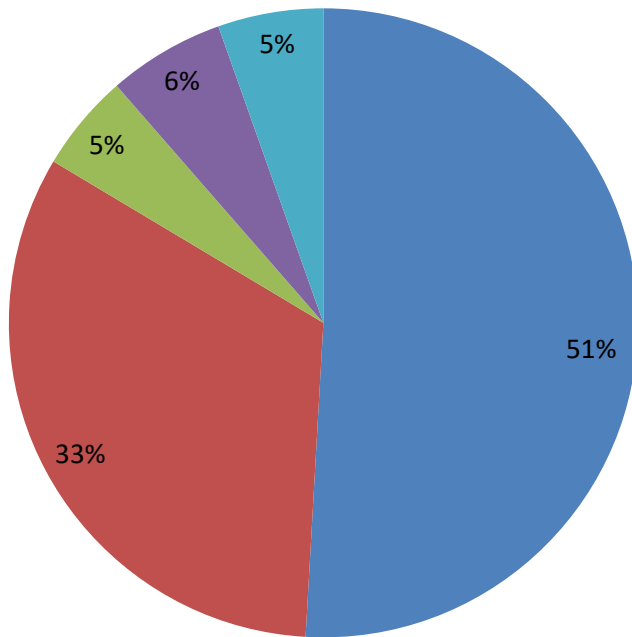
TOTAL REVENUE & RESERVES	\$	26,609,987
TOTAL EXPENSE		26,579,559
REVENUE OVER EXPENSE	\$	<u>30,428</u>

THREE RIVERS COLLEGE
 BUDGETED REVENUE BY SOURCE
 FISCAL YEAR 2021-2022



NET TUITION AND FEES	\$ 10,420,231	42%
STUDENT AID	205,421	1%
AUXILIARY ENTERPRISES	2,717,001	11%
OTHER OPERATING INCOME	349,025	1%
STATE APPROPRIATIONS	5,102,399	20%
STATE GRANTS	2,258,370	9%
FEDERAL GRANTS	1,544,222	6%
PROPERTY TAXES	2,226,500	9%
INVESTMENT EARNINGS	50,000	0%
OTHER GRANTS	34,948	0%
GIFTS	-	0%
TOTAL REVENUE	<u>\$ 24,908,117</u>	100%

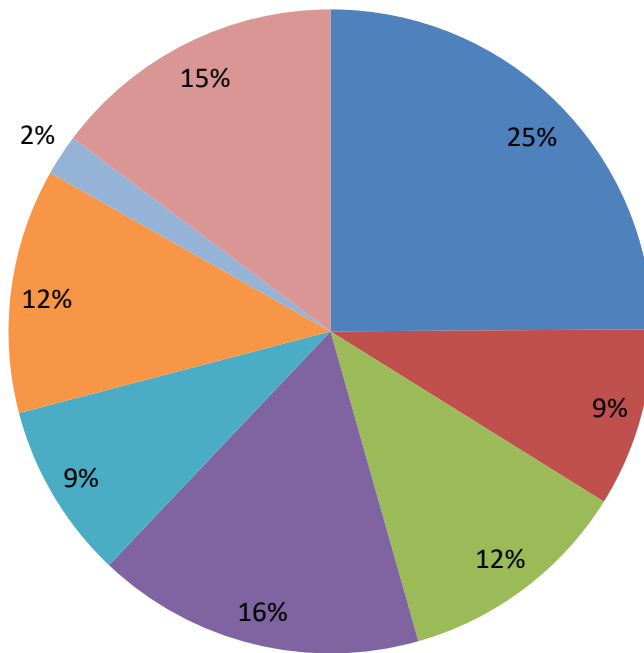
THREE RIVERS COLLEGE
 BUDGETED OPERATING EXPENSES BY NATURAL CLASS
 FISCAL YEAR 2021-2022



SALARIES & BENEFITS	\$ 13,529,358	51%
OPERATING EXPENSES	8,684,747	33%
CAPITAL EQUIPMENT	1,332,100	5%
SCHOLARSHIPS	1,593,136	6%
INTEREST	1,440,218	5%
TOTAL EXPENSES	<u>\$ 26,579,559</u>	100%

*Scholarships include academic, SEOG, remissions, ACHIEVE, athletics and housing

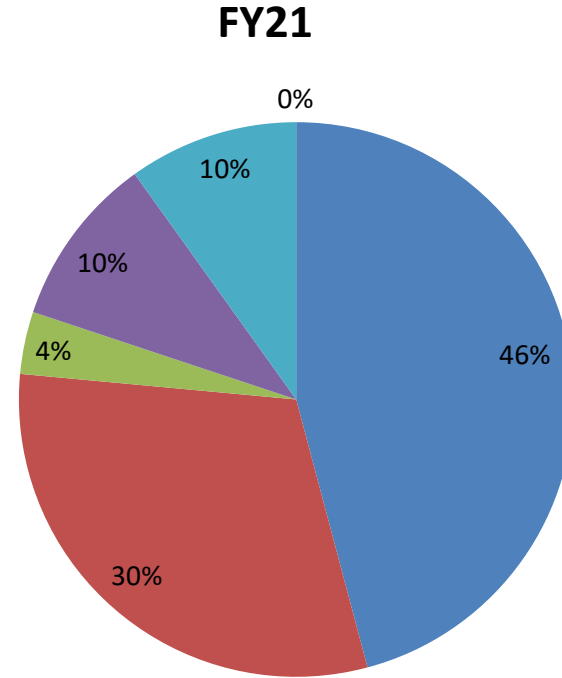
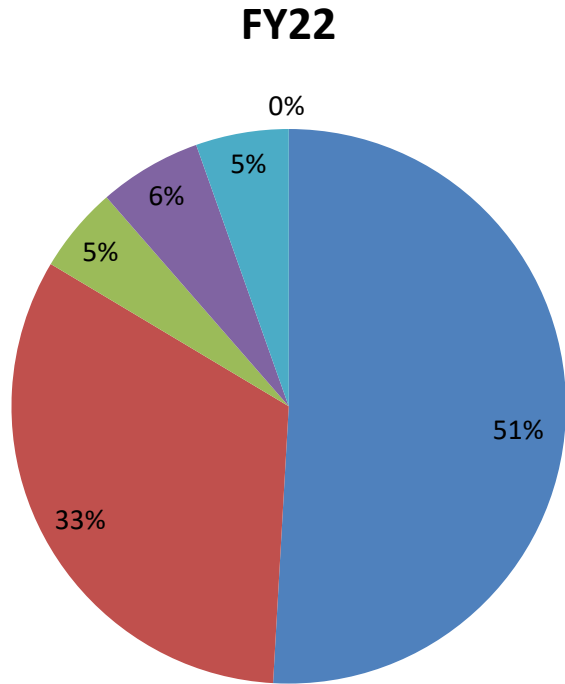
THREE RIVERS COLLEGE
 BUDGETED OPERATING EXPENSES BY FUNCTION
 FISCAL YEAR 2021-2022



INSTRUCTION	\$ 6,617,015	25%
ACADEMIC SUPPORT	2,384,476	9%
STUDENT SERVICES	3,119,116	12%
INSTITUTIONAL SUPPORT	4,378,286	16%
AUXILIARY ENTERPRISES	2,350,885	9%
OPER & MAINT OF PLANT	3,264,296	12%
SCHOLARSHIPS	544,507	2%
GRANTS	3,920,978	15%
TOTAL EXPENSES	<u>\$ 26,579,559</u>	100%

*Scholarships include academic, SEOG, remissions, and Federal Work Study

THREE RIVERS COLLEGE
OPERATING EXPENSES BY NATURAL CLASS
COMPARISON



- SALARIES & BENEFITS
- OPERATING EXPENSES
- CAPITAL
- SCHOLARSHIPS
- INTEREST
- OTHER

THREE RIVERS COLLEGE

Capital Budget

Fiscal Year 2021-2022

THREE RIVERS COLLEGE 2021-2022 CAPITAL BUDGET OVERVIEW

The Capital Budget includes large or long-term projects estimated to cost \$20,000 or more. Smaller projects are included in the Operating Budget. Strategic planning for capital projects requires allocating appropriate and adequate resources to complete the project. For fiscal year 2021-2022, capital expenses total \$934,331.

Sikeston External Location

The fiscal year 2021-2022 capital budget includes \$240,000 for the removal of the cupola and roof replacement to address persistent leaks. Projects will be funded from college reserves.

Westover Event Center

The fiscal year 2021-2022 capital budget includes \$210,531 for improvements to the common areas of the event center, originally purchased in fall of 2019. This is a revenue generating operation from the rental of the facilities for events such as weddings, office parties, and proms. Projects will be funded from college reserves.

Westover Administration and Classroom Building

The update of the college's oldest building on campus was begun in fiscal year 2015-2016 with state capital bond funds. State capital bond funding was exhausted in fiscal year 2017-2018. The capital budget for fiscal year 2021-2022 includes \$140,000 to complete the renovations of the building with funds from college reserves, including renovations to the chemistry lab and faculty lounge.

Libla Family Sports Complex

The college has allocated \$160,000 from college reserves to the completion of storage space for the Libla Family Sports Complex. The project began in 2019-2020. The extra space will allow for the storage of various athletic equipment as well as staging, tables and chairs for events.

Tinnin Fine Arts Center

The capital budget for fiscal year 2021-2022 includes \$65,500 to complete improvements to the art gallery and common spaces with funds from college reserves.

College Vehicle Fleet

A total of \$35,000 for the purchase of used vehicles is included in the capital budget for fiscal year 2021-2022 to be funded with college reserves. These vehicles will both expand the college fleet and replace older vehicles which are beyond their useful life.

Ballfields

Following the land and drainage improvements at the ballfields that are currently being completed, the fiscal year 2021-2022 capital budget includes \$23,300 for equipment to maintain the new facilities properly. Projects will be funded from college reserves.

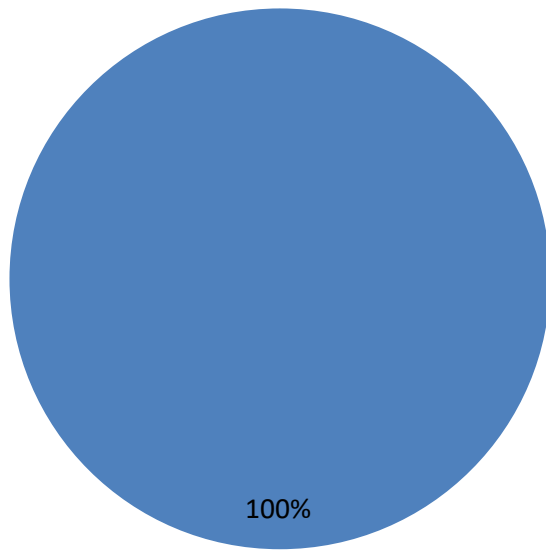
Campus Projects

The fiscal year 2021-2022 capital budget includes \$60,000 of landscaping for erosion control. Projects will be funded from college reserves.

THREE RIVERS COLLEGE
BALANCED CAPITAL BUDGET SUMMARY
FISCAL YEAR 2021-2022

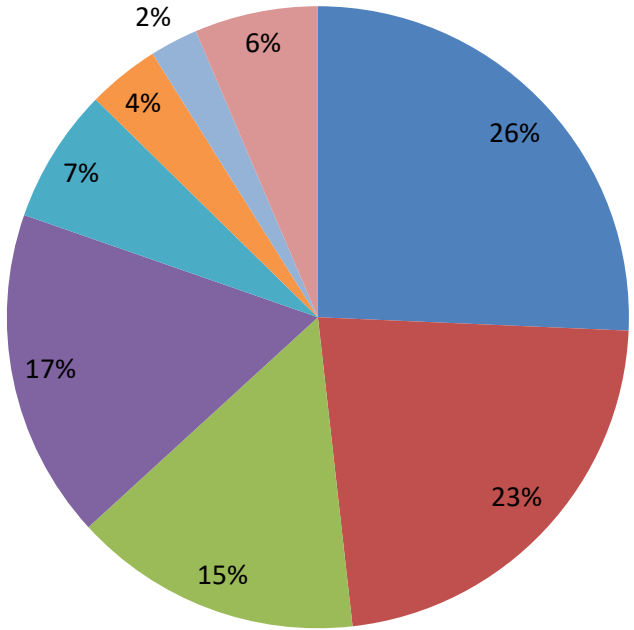
TOTAL FUNDING SOURCES	\$	934,331
TOTAL CAPITAL EXPENSES		934,331
NET SURPLUS (DEFICIT)	\$	<u><u>-</u></u>

THREE RIVERS COLLEGE
BUDGETED CAPITAL FUNDING BY SOURCE
FISCAL YEAR 2021-2022



RESERVE FUNDS	\$	934,331	100%
TOTAL CAPITAL SOURCES	\$	<u>934,331</u>	100%

THREE RIVERS COLLEGE
 BUDGETED CAPITAL EXPENSES BY PROJECT
 FISCAL YEAR 2021-2022



SIKESTON LOCATION	\$	240,000	26%
WESTWOOD EVENT CENTER		210,531	23%
WESTOVER ADMIN		140,000	15%
LIBLA FAMILY SPORTS COMPLEX		160,000	17%
TINNIN FINE ARTS CENTER		65,500	7%
COLLEGE VEHICLES		35,000	4%
BALLFIELDS		23,300	2%
CAMPUS PROJECTS		60,000	6%
TOTAL CAPITAL EXPENSES	\$	934,331	100%

THREE RIVERS COLLEGE

Operating Budget Detail

Fiscal Year 2021-2022

THREE RIVERS COLLEGE
SUMMARY TOTALS BY DEPARTMENT
FISCAL YEAR 2021-2022

Budget Name	Budget Number	Requested Total	Approved Total
Academic & Career Outreach Svc	11-00-20005	\$ 88,074	\$ 87,674
Academic Scholarship	11-00-70000	\$ 294,600	\$ 234,600
Achieving the Dream Grant	23-00-89002	\$ 34,948	\$ 34,948
Advising	11-00-33000	\$ 72,992	\$ 72,992
Agriculture & Forestry	11-00-15000	\$ 68,876	\$ 62,626
Athletic Administration	11-00-32099	\$ 375,979	\$ 264,132
Baseball	11-00-32010	\$ 291,868	\$ 281,916
Baseball-Scholarships	22-00-32010	\$ 189,135	\$ 189,135
Behavioral Health Support	11-00-12005	\$ 64,339	\$ 63,459
Board Of Trustees	11-00-40000	\$ 29,780	\$ 9,780
Bookstore	12-00-50010	\$ 1,465,696	\$ 1,280,301
Business Admin & Acctg Tech	11-00-14500	\$ 49,226	\$ 49,226
Business Management	11-00-14501	\$ 60,525	\$ 54,524
Campus Safety	11-00-66000	\$ 136,335	\$ 132,833
Career Services	11-00-33005	\$ 7,800	\$ 6,875
CARES Grant	23-00-80009	\$ 3,408	\$ 3,408
CDL	11-00-13025	\$ 13,212	\$ 13,212
Center Support - Portageville	11-30-20015	\$ 1,000	\$ 500
Center Support - Small Sites	11-99-20015	\$ 580	\$ 580
Center Support-Dexter	11-25-20015	\$ 306,738	\$ 233,876
Center Support-Fairdealing Farm	11-70-20015	\$ 37,657	\$ 37,657
Center Support-Kennett	11-15-20015	\$ 188,155	\$ 188,055
Center Support-Sikeston	11-10-20015	\$ 571,377	\$ 338,950
Cheerleaders	11-00-32020	\$ 102,090	\$ 101,340
Chief Academic Officer	11-00-40005	\$ 212,632	\$ 211,843
Chief Financial Officer	11-00-40015	\$ 254,904	\$ 259,202
College Development	11-00-43010	\$ 99,869	\$ 92,601
College Transportation Services	12-00-50096	\$ 56,419	\$ 56,419

THREE RIVERS COLLEGE
SUMMARY TOTALS BY DEPARTMENT
FISCAL YEAR 2021-2022

Budget Name	Budget Number	Requested Total	Approved Total
College Vehicles	11-00-67015	\$ 49,000	\$ 46,000
Commencement	11-00-30015	\$ 37,081	\$ 35,581
Communications	11-00-43000	\$ 685,604	\$ 678,957
Construction Trades & EOSH	11-00-13020	\$ 60,525	\$ 54,524
Continuing Education	12-00-50050	\$ 29,227	\$ 29,227
CTE Salary Reimbursement Grant	23-00-86010	\$ 182,902	\$ 182,902
Custodial Services	11-00-62000	\$ 296,144	\$ 306,093
Customized Training	23-00-86000	\$ 572,423	\$ 572,423
Dean of Student Services	11-00-40010	\$ 202,217	\$ 216,028
Dept Ch Career Studies & Workforce	11-00-11005	\$ 87,845	\$ 87,110
Dept Ch Humanities & Teach Ed	11-00-11010	\$ 88,001	\$ 88,001
Dept Ch Mth, Sci, & Soc Sci	11-00-11015	\$ 89,576	\$ 88,050
Developmental Education	11-00-11030	\$ 193,066	\$ 193,066
Disability Services	11-00-30010	\$ 67,952	\$ 56,279
Distance Learning Instruction	11-00-11025	\$ 45,222	\$ 42,222
Distance Learning Support	11-00-20020	\$ 904,197	\$ 904,197
Early Childhood Development	11-00-14005	\$ 55,115	\$ 55,115
Educational Talent Search	23-00-80001	\$ 876,499	\$ 876,499
Emergency Medical Services	11-00-15515	\$ 131,117	\$ 126,372
Emp/Dep Tuition Remission	11-00-70001	\$ 65,000	\$ 65,000
Engineering Technology	11-00-13005	\$ 71,122	\$ 67,722
Enhancement Grant	23-00-86001	\$ 1,579,819	\$ 1,579,819
Enrollment Services	11-00-35005	\$ 413,890	\$ 362,503
Federal Work Study	11-00-70200	\$ 114,657	\$ 114,657
Financial Aid	11-00-34000	\$ 273,345	\$ 273,345
Financial Services	11-00-41000	\$ 216,335	\$ 155,530
Fine Arts & Communications	11-00-12500	\$ 187,664	\$ 182,984
Fire Safety Grant	23-00-86006	\$ 150,000	\$ 150,000

THREE RIVERS COLLEGE
SUMMARY TOTALS BY DEPARTMENT
FISCAL YEAR 2021-2022

Budget Name	Budget Number	Requested Total	Approved Total
Fire Science	11-00-15520	\$ 90,155	\$ 80,907
Groundskeeping	11-00-64000	\$ 151,088	\$ 140,088
Honors Program	11-00-31005	\$ 1,740	\$ 1,740
Human Resources	11-00-42010	\$ 260,687	\$ 277,604
Info Technology Specialist	11-00-14505	\$ 129,825	\$ 123,625
Institutional Effectiveness	11-00-42020	\$ 324,912	\$ 294,160
Instruction Budget	11-00-11000	\$ 1,642,972	\$ 1,642,972
Insurance	11-00-60010	\$ 295,672	\$ 295,672
Languages	11-00-11500	\$ 439,199	\$ 369,444
Law Enforcement	11-00-15510	\$ 68,014	\$ 68,014
Libla Family Sports Complex	11-00-65085	\$ 160,000	\$ 160,000
Library	11-00-23000	\$ 444,911	\$ 402,201
Life Science	11-00-13500	\$ 298,193	\$ 292,192
LPN Program - Poplar Bluff	11-00-16005	\$ 262,851	\$ 261,881
LPN Program - Sikeston	11-10-16005	\$ 241,847	\$ 238,417
Mail Services	11-00-67010	\$ 41,725	\$ 40,533
Maintenance Services	11-00-61000	\$ 644,525	\$ 628,633
Mathematics	11-00-13000	\$ 259,938	\$ 260,094
Medical Laboratory Technology	11-00-15500	\$ 86,050	\$ 86,050
Men's Basketball	11-00-32000	\$ 290,732	\$ 289,040
Men's Basketball-Scholarships	22-00-32000	\$ 105,075	\$ 105,075
Nursing	11-00-16000	\$ 912,006	\$ 674,627
Nursing & Allied Health	11-00-11020	\$ 212,072	\$ 197,570
Occupational Therapy Assistant	11-00-15530	\$ 94,240	\$ 122,464
Office Admin & Med Bill & Code	11-00-14506	\$ 82,775	\$ 82,775
Other Tuition Remission	11-00-70002	\$ 40,000	\$ 40,000
Perkins	23-00-83000	\$ 209,984	\$ 209,984
Phi Theta Kappa	11-00-39003	\$ 4,050	\$ 4,050

THREE RIVERS COLLEGE
SUMMARY TOTALS BY DEPARTMENT
FISCAL YEAR 2021-2022

Budget Name	Budget Number	Requested Total	Approved Total
Physical Education	11-00-15525	\$ 82,932	\$ 82,682
Physical Science	11-00-13505	\$ 189,907	\$ 189,212
Plant Fund	51-00-00000	\$ 1,418,275	\$ 1,418,275
President	11-00-40001	\$ 451,460	\$ 449,360
Public Safety Institute	11-00-15535	\$ 50,941	\$ 50,941
Purchasing	11-00-42015	\$ 133,001	\$ 133,001
Recruitment	11-00-35000	\$ 107,358	\$ 50,652
Registrar	11-00-35010	\$ 121,597	\$ 120,045
Rental of Sikeston Community Room	12-10-50080	\$ 100	\$ 100
Rodeo	11-00-32035	\$ 186,537	\$ 183,087
SEOG	11-00-70201	\$ 90,250	\$ 90,250
Sikeston Center Bldg.	11-10-65070	\$ 240,000	\$ 240,000
Sikeston Library	11-10-23000	\$ 67,597	\$ 67,597
SkillUP Grant (not in SPOL)	23-00-89013	\$ 6,596	\$ 6,596
Social Science	11-00-12000	\$ 300,538	\$ 294,451
Softball	11-00-32015	\$ 280,456	\$ 226,315
Softball-Scholarships	22-00-32015	\$ 105,075	\$ 105,075
Speech & Communications	11-00-11510	\$ 141,361	\$ 137,341
Spelling Bee	11-00-39024	\$ 5,870	\$ 1,920
Student Accounts	11-00-41001	\$ 203,667	\$ 197,667
Student Government	11-00-39005	\$ 3,400	\$ 3,400
Student Housing	12-00-50015	\$ 331,856	\$ 321,778
Student Info System Admin	11-00-44005	\$ 503,059	\$ 499,252
Student Life	11-00-31000	\$ 3,381	\$ 2,975
Student Support Services	23-00-80000	\$ 302,469	\$ 302,469
Teacher Education	11-00-14000	\$ 73,464	\$ 72,464
Technology & Computer Services	11-00-44000	\$ 917,146	\$ 903,301
Testing & Assessment	12-00-50025	\$ 94,072	\$ 80,487

THREE RIVERS COLLEGE
SUMMARY TOTALS BY DEPARTMENT
FISCAL YEAR 2021-2022

Budget Name	Budget Number	Requested Total	Approved Total
Theater Productions	12-00-50045	\$ 70,009	\$ 64,669
Tinnin Fine Arts Center	12-00-50020	\$ 190,007	\$ 178,337
Tinnin Fine Arts Center Bldg.	11-00-65035	\$ 25,000	\$ 25,000
Tutoring - Dexter	11-25-20000	\$ 3,279	\$ 3,279
Tutoring - Kennett	11-15-20000	\$ 3,279	\$ 2,562
Tutoring - Sikeston	11-10-20000	\$ 7,722	\$ 7,722
Tutoring & Learning Center	11-00-20000	\$ 51,991	\$ 52,067
University Center	11-00-20025	\$ 58,459	\$ 57,559
Utilities	11-00-63000	\$ 653,000	\$ 615,000
Veterans Admin Reporting Fees	23-00-80004	\$ 1,930	\$ 1,930
Welding	11-00-13010	\$ 60,679	\$ 60,679
Westover Admin/Classroom Bldg.	11-00-65005	\$ 150,500	\$ 150,500
Westwood Event Center	12-00-50095	\$ 339,567	\$ 339,567
Women's Basketball	11-00-32005	\$ 282,392	\$ 276,569
Women's Basketball-Scholarships	22-00-32005	\$ 105,075	\$ 105,075

Total Operating Expense Budget	\$ 26,579,559
Total Capital Expense Budget	934,331
Grand Total	<u>\$ 27,513,890</u>

THREE RIVERS COLLEGE
SUMMARY OF TRANSFERS FROM RESERVES
FISCAL YEAR 2021-2022

OPERATING BUDGET

CAMPUS PROJECTS

<i>Signage</i>	\$ 106,472
<i>Landscape improvements</i>	7,000

WESTOVER ADMIN

<i>Doors</i>	10,500
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TINNIN FINE ARTS CENTER

<i>Hall and equipment updates</i>	21,400
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WESTWOOD EVENT CENTER

<i>Equipment</i>	25,000
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REPAIR & REPLACEMENT

<i>Classroom refresh</i>	38,000
<i>Facility and equipment repair fund</i>	149,591

TOTAL TRANSFERS FOR OPERATING EXPENSES

357,963

THREE RIVERS COLLEGE
SUMMARY OF TRANSFERS FROM RESERVES
FISCAL YEAR 2021-2022

CAPITAL BUDGET

SIKESTON LOCATION	
<i>Roof renovation</i>	240,000
WESTWOOD EVENT CENTER	
<i>Renovation</i>	210,531
LIBLA FAMILY SPORTS COMPLEX	
<i>Storage addition</i>	160,000
WESTOVER ADMIN	
<i>Remodel lounge and chemistry lab</i>	140,000
CAMPUS PROJECTS	
<i>Landscaping</i>	60,000
COLLEGE VEHICLES	
<i>Used vehicles</i>	35,000
BALLFIELDS	
<i>Equipment</i>	23,300
TINNIN FINE ARTS CENTER	
<i>Gallery renovation</i>	65,500
TOTAL TRANSFERS FOR CAPITAL EXPENSES	<u>934,331</u>
TOTAL TRANSFERS FROM RESERVES	<u><u>\$ 1,292,294</u></u>

THREE RIVERS COLLEGE
SUMMARY OF TRANSFERS FROM RESERVES
FISCAL YEAR 2021-2022

ESTIMATED RESERVES BALANCE PROJECTION

Reserves as of 5/3/21	\$ 8,751,813
Use of reserves above	<u>(1,292,294)</u>
Projected future reserves balance	<u>7,459,519</u>
Proposed operating budget	26,579,559
25% of operating budget	6,644,890
Remaining reserves in excess of minimum 25%	<u><u>\$ 814,630</u></u>

THREE RIVERS COLLEGE
SUMMARY OF EXPENSES FUNDED BY FEDERAL HIGHER EDUCATION
EMERGENCY RELIEF FUNDS (HEERF)
FISCAL YEAR 2021-2022

OPERATING BUDGET

TECHNOLOGY

<i>Hardware and software</i>	\$ 1,279,771
<i>Electronic Learning Resources</i>	9,500

PROFESSIONAL DEVELOPMENT

<i>Resources and training</i>	3,535
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CLEANING SUPPLIES & SERVICES

<i>Sanitization of facilities</i>	13,910
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EQUIPMENT

<i>Equipment</i>	5,940
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STUDENT SCHOLARSHIP

<i>Student Scholarship</i>	31,250
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TOTAL COVID RELATED OPERATING EXPENSES	<u><u>\$ 1,343,906</u></u>
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ESTIMATED GRANT PROJECTION

Awarded as of 05/17/2021	\$ 8,629,145
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Obligated as of 05/17/2021	662,942
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Use of reserves above	<u>1,343,906</u>
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Projected future grant balance	<u><u>\$ 6,622,297</u></u>
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THREE RIVERS COLLEGE
ADDITIONAL BUDGETS NOT IN SPOL
FISCAL YEAR 2021-2022

SkillUP

REVENUE	<u>\$</u>	<u>6,596</u>
OPERATING EXPENSE		<u>6,596</u>
NET REVENUE	<u>\$</u>	<u>-</u>

THREE RIVERS COLLEGE

Strategic Planning Results

Fiscal Year 2021-2022