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**Erie County Community College of Pennsylvania**  
(A Component Unit of Erie County)

Financial Statements and  
Required Supplementary Information

Year Ended June 30, 2021  
with Independent Auditor's Report

**ERIE COUNTY COMMUNITY COLLEGE OF PENNSYLVANIA**

YEAR ENDED JUNE 30, 2021

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### **Independent Auditor's Report**

**Board of Trustees  
Erie County Community  
College of Pennsylvania**

financial statements, which collectively comprise EC3PA's basic financial statements as listed in the table of contents.

We have audited the accompanying financial statements of the business-type activities of Erie County Community College of Pennsylvania (EC3PA), a component unit of the County of Erie, as of and for the year ended June 30, 2021, and the related notes to the

#### **Management's Responsibility for the Financial Statements**

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

#### **Auditors Responsibility**

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

## Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the business-type activities of EC3PA as of June 30, 2021, and the changes in financial position and cash flows thereof, for the year then ended in accordance with accounting principles generally accepted in the United States of America.

## Emphasis of a Matter

This is the initial set of financial statements produced for EC3PA, as described further in Note 1. Our opinion is not modified with respect to this matter.

## Other Matters

### *Required Supplementary Information*

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Pittsburgh, Pennsylvania

DATE

## ERIE COUNTY COMMUNITY COLLEGE OF PENNSYLVANIA

**MANAGEMENT'S DISCUSSION AND ANALYSIS**  
**FOR THE YEAR ENDED JUNE 30, 2021**

The following presents management's discussion and analysis of Erie County Community College of Pennsylvania's (EC3PA) financial and operational activity during the fiscal year ended June 30, 2021. We intend for this management's discussion and analysis to provide the reader with information that will assist in understanding our Financial Statements, the changes in key items in those Financial Statements from year to year, and the primary factors that accounted for those changes, as well as how certain accounting principles affect our Financial Statements. This analysis reflects on current activities, resulting changes, and currently known facts, and should be read in conjunction with EC3PA's Financial Statements, including the notes accompanying these Financial Statements. Responsibility for the completeness and fairness of this information rests with EC3PA management.

On July 8, 2020, the Pennsylvania State Board of Education approved the County of Erie's (County) Community College Plan to establish EC3PA. Since receiving approval, the County has prioritized taking the necessary steps to open the new community college for the inaugural 2021-2022 school year.

**Using This Annual Report**

The Financial Statements are designed to emulate business presentation models, whereby all EC3PA activities are consolidated. The Statement of Revenues, Expenses, and Changes in Net Position focuses on both the gross costs and the net costs of EC3PA activities that are supported mainly by State Appropriations, Local Sponsor Appropriations, and Tuition and Fees. This approach is intended to summarize and simplify the user's analysis of both the revenues and the costs of various EC3PA services to students and the public. The Statement of Net Position is prepared on the accrual basis and presents all assets, deferred outflows of resources, deferred inflows of resources, and liabilities of EC3PA, both financial and capital, and classified between short- and long-term.

**Financial Highlights**

Primary revenue sources for EC3PA for the year ended June 30, 2021 were County and state appropriations, totaling \$2.7 million. Expenses totaled \$860,000, resulting in a positive change in net position of \$1.8 million for the year. EC3PA enrolled students for the inaugural class in July 2021. As a result, there were no operating revenues during the year ended June 30, 2021.

## ERIE COUNTY COMMUNITY COLLEGE OF PENNSYLVANIA

**MANAGEMENT'S DISCUSSION AND ANALYSIS**  
**FOR THE YEAR ENDED JUNE 30, 2021**

	Net Position (in millions)
	<u>As of June 30</u>
	<u>2021*</u>
Current Assets	\$ 1.7
Non-Current Assets:	
Capital Assets, Net of Depreciation	<u>0.4</u>
Total Assets	<u>\$ 2.1</u>
Current Liabilities	\$ 0.3
Non-Current Liabilities	<u>0.0</u>
Total Liabilities	<u>\$ 0.3</u>
Net Position:	
Investment in Capital Assets	\$ 0.4
Restricted	0.0
Unrestricted	<u>1.4</u>
Total Net Position	<u>\$ 1.8</u>

\* June 30, 2021 is the first year of operations for EC3PA

Current Assets are \$1.7 million and consist of \$640,236 in cash and cash equivalents, \$423,756 of grants receivable, \$38,047 of other receivables, and \$585,176 in prepaid expenses. Non-Current Assets consist of \$371,620 in capital assets, which include software costs. There was no depreciation expense for the year ended June 30, 2021, as the assets were not placed in service until the subsequent fiscal year. Total Liabilities are \$263,661 for 2021 and include accounts payable of \$247,114 and payroll liabilities of \$16,547. The increase in Unrestricted Net Position can be attributed to Total Revenues being greater than Total Expenses by \$1.8 million.

## ERIE COUNTY COMMUNITY COLLEGE OF PENNSYLVANIA

**MANAGEMENT'S DISCUSSION AND ANALYSIS**  
**FOR THE YEAR ENDED JUNE 30, 2021**

	<b>Operating Results (in millions)</b> <b>For the Years Ended June 30,</b>
	<b>2021*</b>
Operating Revenues:	
Tuition and Fees	\$ -
Less: Other Scholarships	-
Total Operating Revenues	-
Operating Expenses:	
Instruction	-
Academic Support	0.2
Student Services	-
Institutional Support	0.7
Operation and Facilities	-
Total Operating Expenses	0.9
Operating Loss	(0.9)
Nonoperating Revenues (Expenses):	
State Appropriations	0.4
Local Appropriations	2.3
Total Nonoperating Revenues (Expenses)	2.7
Increase (Decrease) in Net Position	1.8
Net Position:	
Beginning of Year	-
End of Year	\$ 1.8

\* June 30, 2021 is the first year of operations for EC3PA

EC3PA enrolled students for the inaugural class in July 2021. As a result, there were no operating revenues for 2021. Total Operating Expenses were \$853,422 and relate mainly to personnel and start-up costs. Nonoperating Revenues (Expenses) total \$2.7 million and include state and local appropriations.

### **Fiscal Outlook**

EC3PA will not be eligible to participate in Title IV, Federal Financial Aid Programs, until it has achieved Candidacy Status with a qualified Higher Education Accrediting Agency. EC3PA has started developing a relationship with the Middle States Commission on Higher Education (MSCHE) and is aligning our operational and program plan with its "Standards for Accreditation and Requirements of Affiliation." The minimum time EC3PA must successfully operate a collegiate degree program acceptable to MSCHE is one academic year before applying for Candidacy Status. Candidacy Status is required before students will be eligible for receiving Title IV Financial Aid from the U.S. Department of Education. EC3PA intends to do everything within its ability to achieve that status in the 2022–2023 Academic Year and, thereby, enable its students to qualify for federal financial aid.

## ERIE COUNTY COMMUNITY COLLEGE OF PENNSYLVANIA

**MANAGEMENT'S DISCUSSION AND ANALYSIS**  
**FOR THE YEAR ENDED JUNE 30, 2021**

During the 2021–2022 Academic Year at least, the absence of access to federal financial aid will be offset by budgeted scholarship resources equivalent to the projected need-based aid for which the students would normally be eligible. EC3PA has budgeted enough scholarship support to equate to 80% of the tuition level for all full-time students. The goal is to raise more scholarship support, which will cover the remaining 20% and some level of support for part-time students, as well.

State appropriations, County appropriations, and student tuition and fees are expected to compose EC3PA's principal revenue sources for the 2021-2022 Academic Year. The viability of each of these three critical revenue components is highly dependent on variables external to EC3PA such as enrollment trends, local and state economic conditions, federal, state, and local legislative actions, and others. EC3PA's ability to manage fluctuations within these revenue sources will be vital to its continued success.

# ERIE COUNTY COMMUNITY COLLEGE OF PENNSYLVANIA

## STATEMENT OF NET POSITION

JUNE 30, 2021

<b>Assets</b>	
Current assets:	
Cash and cash equivalents	\$ 640,236
Security Deposit	15,000
Grants receivable	423,756
Other receivable	38,047
Prepaid expenses	585,176
Total current assets	1,702,215
Noncurrent assets:	
Capital assets, net	371,620
Total noncurrent assets	371,620
<b>Total Assets</b>	<b>2,073,835</b>
<b>Liabilities</b>	
Current liabilities:	
Accounts payable	247,114
Payroll liabilities	16,547
Total current liabilities	263,661
<b>Total Liabilities</b>	<b>263,661</b>
<b>Net Position</b>	
Net investment in capital assets	371,620
Restricted:	
Expendable	15,000
Nonexpendable	-
Unrestricted	1,423,554
<b>Total Net Position</b>	<b>\$ 1,810,174</b>

See accompanying notes to financial statements.

## ERIE COUNTY COMMUNITY COLLEGE OF PENNSYLVANIA

### STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION

YEAR ENDED JUNE 30, 2021

#### **Operating Revenues:**

<u>Student tuition and fees</u>	\$	-
Less - other scholarships		-
		<hr/>
Net student tuition and fees		-
		<hr/>
Total operating revenues		-
		<hr/>

#### **Expenses:**

<u>Educational and general:</u>		
Instruction		46
Academic support		118,239
Student services		-
Institutional support		720,636
Operation and facilities		14,501
		<hr/>
Total operating expenses		853,422
		<hr/>
<b>Operating Income (Loss)</b>		<b>(853,422)</b>
		<hr/>

#### **Nonoperating Revenues (Expenses):**

<u>State appropriations</u>		423,756
Local appropriations		2,239,840
		<hr/>
Net nonoperating revenues (expenses)		2,663,596
		<hr/>

**Change in Net Position** 1,810,174

Net position - beginning of year 

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-

Net position - end of year \$ 1,810,174

See accompanying notes to financial statements.

# ERIE COUNTY COMMUNITY COLLEGE OF PENNSYLVANIA

## STATEMENT OF CASH FLOWS

YEAR ENDED JUNE 30, 2021

### Cash Flows From Operating Activities:

Payments for Security deposit	\$ (15,000)
Payments to suppliers	(1,223,849)
Payments to utilities	(420)
Payments to employees	(97,012)
	<hr/>
Net cash provided by (used in) operating activities	(1,336,281)
	<hr/>

### Cash Flows From Noncapital Financing Activities:

State appropriations	-
Local appropriations	2,239,840
	<hr/>
Net cash provided by (used in) noncapital financing activities	2,239,840
	<hr/>

### Cash Flows From Capital and Related Financing Activities:

Purchases of capital assets	(263,323)
	<hr/>

### **Net Increase (Decrease) in Cash and Cash Equivalents**

640,236

### Cash and Cash Equivalents:

Beginning of year	-
	<hr/>
End of year	\$ 640,236
	<hr/> <hr/>

(Continued)

See accompanying notes to financial statements.

# ERIE COUNTY COMMUNITY COLLEGE OF PENNSYLVANIA

## STATEMENT OF CASH FLOWS

YEAR ENDED JUNE 30, 2021

(Continued)

### Reconciliation of Operating Income (Loss) to Net Cash

#### Provided by (Used in) Operating Activities:

Operating income (loss)	\$ (853,422)
Adjustments to reconcile operating income (loss) to net cash provided by (used in) operating activities:	
Change in assets and liabilities:	
Other receivable	(38,047)
Security deposit	(15,000)
Prepaid expenses	(585,176)
Accounts payable	138,817
Payroll liabilities	16,547
	<u>(482,859)</u>
Total adjustments	<u>(482,859)</u>
Net cash provided by (used in) operating activities	<u><u>\$ (1,336,281)</u></u>

#### Supplementary Information:

Accrued expenses related to capital financing activities	<u><u>\$ 108,297</u></u>
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(Concluded)

See accompanying notes to financial statements.

**ERIE COUNTY COMMUNITY COLLEGE OF PENNSYLVANIA**

## NOTES TO FINANCIAL STATEMENTS

YEAR ENDED JUNE 30, 2021

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**1. Organization**

Erie County Community College of Pennsylvania (EC3PA), established in 2020, offers associate's degree and technical skills certificate programs that provide education and training at an affordable price to residents of the County of Erie (County) and the surrounding area for available and emerging jobs that do not require a baccalaureate degree. In addition, EC3PA provides the education many students need to succeed in a four-year program, as well as an affordable option for the first two years of college for those seeking a bachelor's degree. EC3PA is a component unit in the governmental reporting entity of the County. EC3PA is a legally separate organization for which the nature and significance of the relationship with the County is such that exclusion from the audited financials of the County would cause the financials of the County to be misleading or incomplete. As a result, EC3PA's financial statements will be included in the County's December 31, 2021 Annual Comprehensive Financial Report.

EC3PA is operated by a nine-member Board of Trustees (Board), who are appointed by the County Council of the County. Board members can be reappointed to six-year terms and are limited to serving no more than two successive terms including any initially appointed term. The Board has decision-making responsibility to significantly influence operations and primary accountability for fiscal matters. The County also appropriates and disburses funds to EC3PA that are utilized in the operation of EC3PA.

Classes are offered at four locations across Erie, Pennsylvania. Primary revenue sources for EC3PA for the year ended June 30, 2021 are County and state appropriations. State appropriations are to fund allowable operating and capital costs based upon formulas set by the Pennsylvania Department of Education. The County, as local sponsor of EC3PA, contributes to the operating and capital costs of EC3PA. EC3PA enrolled students for the inaugural class in July 2021. As a result, there were no student tuition and fees collected during the year ended June 30, 2021.

As defined by accounting principles generally accepted in the United States of America (GAAP) established by the Governmental Accounting Standards Board (GASB), the financial reporting entity consists solely of EC3PA, as there are no component units.

## ERIE COUNTY COMMUNITY COLLEGE OF PENNSYLVANIA

## NOTES TO FINANCIAL STATEMENTS

YEAR ENDED JUNE 30, 2021

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**2. Summary of Significant Accounting Policies**Basis of Presentation

EC3PA is a special-purpose government entity engaged in business-type activities. Accordingly, the financial statements have been prepared in accordance with GAAP, using the economic measurement focus and the accrual basis of accounting. Under the accrual basis, revenue is recognized when earned, and expenses are recorded when incurred. EC3PA follows accounting principles issued by the GASB. The presentation provides a comprehensive entity-wide perspective of EC3PA's assets, deferred outflow of resources, liabilities, deferred inflow of resources, net position, revenues, expenses, and changes in net position, and the direct method of cash flow presentation.

Use of Estimates

The preparation of financial statements in conformity with GAAP requires management to make estimates and assumptions that affect reported amounts of assets and liabilities and disclosures. Accordingly, actual results could differ from those estimates.

Cash and Cash Equivalents

Liquid investments with maturities of three months or less are considered to be cash equivalents and are stated at fair value. Cash and cash equivalents that are restricted or intended for capital expenditures are classified as noncurrent assets and are not cash and cash equivalents for purposes of the statement of cash flows.

Grants Receivable

Grants receivable consist of amounts due for grants and contracts from federal, state, and local governments, or private sources, made in accordance with agreements. No uncollectible amounts have been reserved based on outstanding balance of the receivables for the year ended June 30, 2021, and all amounts are expected to be collected within one year.

Capital Assets

Acquired fixed assets are stated at cost at the date of acquisition. Donated fixed assets are recorded at their estimated fair value at the date of donation. The assets are being depreciated by the straight-line method over their estimated useful lives. Depreciation is

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# ERIE COUNTY COMMUNITY COLLEGE OF PENNSYLVANIA

## NOTES TO FINANCIAL STATEMENTS

YEAR ENDED JUNE 30, 2021

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included as a separate functional expense category in the statement of revenues, expenses, and changes in net position. There was no depreciation expense for the year ended June 30, 2021, as the assets were not placed in service until the subsequent fiscal year. The estimated useful lives are as follows:

Improvements	15 years
Equipment and furniture	7 years
Software costs	5 years
Computer equipment	3 years

Expenditures for maintenance, repairs, and betterments that do not materially extend the useful life of an asset are charged to operations as incurred. Renewals and betterments that substantially extend an asset's useful life and are greater than \$4,000 are capitalized.

### Compensated Absences

Beginning in fiscal year 2022, employees of EC3PA are entitled to paid vacation, paid sick days, and personal days off, depending on length of service. The estimated and accrued liability is recorded at year-end in the statement of net position, and the net change from prior year is recorded as a component of operating expense in the statement of revenues, expenses, and changes in net position. There were no compensated absences as of June 30, 2021.

### Deferred Outflows and Inflows of Resources

Deferred outflows of resources is a separate financial statement element that represents a consumption of net position that applies to future periods; therefore, it will not be recognized as an outflow of resources (expense/expenditure) until then. Deferred inflows of resources is a separate financial statement element that represents an acquisition of net position that applies to future periods; therefore, it will not be recognized as an inflow of resources (revenue) until then. There are no deferred inflows or outflows of resources at June 30, 2021.

## ERIE COUNTY COMMUNITY COLLEGE OF PENNSYLVANIA

## NOTES TO FINANCIAL STATEMENTS

YEAR ENDED JUNE 30, 2021

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Net Position

Net position is classified into three major categories:

- Net investment in capital assets - This category includes all of EC3PA's capital assets, net of accumulated depreciation, construction, or improvement of those assets. Deferred outflows of resources and deferred inflows of resources that are attributable to the acquisition, construction, or improvement of those assets are also included in this component of net position.
- Restricted - Owned by EC3PA, but the use or purpose of the funds is restricted by an external source or entity. The restricted net position category is subdivided further into expendable and nonexpendable:
  - Expendable - can be expended in compliance with the external restriction
  - Nonexpendable – net position that is required to be retained in perpetuity
- Unrestricted - The unrestricted component of net position is the net amount of the assets, deferred outflows of resources, liabilities, and deferred inflows of resources that are not included in the determination of net investment in capital assets or the restricted components of net position.

Use of Restricted Net Position

When an expense is incurred that can be paid using either restricted or unrestricted resources, EC3PA's policy is to use restricted resources, when available, before using unrestricted resources to pay expenditures.

Classification of Revenue

Revenue is classified as either operating or non-operating:

- Operating revenue includes revenue from activities that have characteristics similar to exchange transactions. These include student tuition and fees (net of scholarship discounts), certain federal, state, local, and private grants, and contracts. As discussed in Note 1, EC3PA had no operating revenue for the year ended June 30, 2021, as EC3PA enrolled students for the inaugural class in July 2021.

## ERIE COUNTY COMMUNITY COLLEGE OF PENNSYLVANIA

## NOTES TO FINANCIAL STATEMENTS

YEAR ENDED JUNE 30, 2021

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- Non-operating revenue includes revenue from activities that have the characteristics of non-exchange transactions, such as appropriations and certain federal, state, and local grants. The implication is that such revenues are derived from more passive efforts related to the acquisition of the revenue, rather than the earning of it.

Income Taxes

EC3PA is exempt from federal income taxes under Section 115 of the Internal Revenue Code (IRC).

Pending Pronouncements

GASB has issued statements that will become effective in future years, including Statement Nos. 87 (Leases), 89 (Accounting for Interest Cost), 91 (Conduit Debt Obligations), 92 (Omnibus 2020), 93 (Interbank Offered Rates), 94 (Public-Private and Public-Public Partnerships), 96 (Information Technology Arrangements), and 97 (Deferred Compensation Plans). Management has not yet determined the impact of these statements on the financial statements.

**3. Deposits and Cash Equivalents**EC3PA Deposits

The carrying amount of EC3PA's cash and cash equivalents was \$640,236 at June 30, 2021. Of these balances, \$349,963 was covered by the Federal Deposit Insurance Corporation (FDIC), and the remaining balances were secured by pledged bank collateral under the pooled collateral agreement described in Pennsylvania Act 72. EC3PA does not carry any bank balance over and above the insured and secured amounts.

# ERIE COUNTY COMMUNITY COLLEGE OF PENNSYLVANIA

## NOTES TO FINANCIAL STATEMENTS

YEAR ENDED JUNE 30, 2021

### 4. Capital Assets

	Balance at July 1, 2020	Additions	Transfers	Deletions	Balance at June 30, 2021
Capital assets, not being depreciated:					
Land	\$ -	\$ -	\$ -	\$ -	\$ -
Construction in progress	-	-	-	-	-
Total capital assets, not being depreciated	-	-	-	-	-
Capital assets, being depreciated:					
Improvements	-	-	-	-	-
Equipment and furniture	-	-	-	-	-
Software costs (see Note 2)	-	371,620	-	-	371,620
Total capital assets, being depreciated	-	371,620	-	-	371,620
Less total accumulated depreciation	-	-	-	-	-
Net capital assets, being depreciated	-	371,620	-	-	371,620
Net capital assets	\$ -	\$ 371,620	\$ -	\$ -	\$ 371,620

### 5. Operating Leases

EC3PA leases facilities under short-term, noncancelable operating lease agreements. The leases expire at various dates through 2022. In the normal course of business, it is expected that these leases will be renewed or replaced by leases on other properties. Lease expense totaled \$12,731 during fiscal year 2021.

Future minimum rental payments required under the operating lease agreements for operating leases are \$210,555 for fiscal year ending 2022.

### 6. Risk Management and Contingencies

EC3PA is exposed to various risks of loss related to torts; theft of, damage to, and destruction of assets; errors and omissions; injuries to employees and natural disasters. These risks are covered by commercial insurance purchased from independent third parties.

**ERIE COUNTY COMMUNITY COLLEGE OF PENNSYLVANIA**

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED JUNE 30, 2021

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Management believes the insurance coverage is sufficient to cover EC3PA against potential losses.

The tuition and fees for the inaugural class of students for the academic year 2021 to 2022 (fiscal year ended June 30, 2022) are being funded by student payments, the Erie Community Foundation, and Erie County. For EC3PA to continue to evolve, it must gain full accreditation including the ability to distribute federal student financial aid. Management believes those goals will be achieved.

**BUDGET SUMMARY - FUNDING SOURCES AND APPLICATION OF FUNDS**  
**FOR THE FISCAL YEAR JULY 1, 2021 - JUNE 30, 2022**  
**YTD - 3/31/2022**

FUNDING SOURCES	Operating			Capital Budget			Combined		
	Budget	YTD 3/31/22	% of Budget	Budget	YTD 3/31/22	% of Budget	Budget	YTD 3/31/22	% of Budget
Student Tuition - Credit Programs	\$ 528,960	\$ 551,915	104%	\$ -	\$ -	#DIV/0!	\$ 528,960	\$ 551,915	104%
Student Technology/General/Other Fees	\$ 96,900	\$ 94,735	98%	\$ -	\$ -	#DIV/0!	\$ 96,900	\$ 94,735	98%
Net Tuition from Noncredit Programs (net of expenses)	\$ 50,000	\$ -	0%	\$ -	\$ -	#DIV/0!	\$ 50,000	\$ -	0%
County of Erie (1/1-12/31/2021)	\$ 1,350,000	\$ 1,243,612	92%	\$ 381,750	\$ 381,750	100%	\$ 1,731,750	\$ 1,625,362	94%
County of Erie (1/1-12/31/22)	\$ 1,193,250	\$ -		\$ 225,000	\$ -	0%	\$ 1,418,250	\$ -	0%
Commonwealth of Pennsylvania	\$ 1,384,320	\$ 692,500	50%	\$ 1,250,000	\$ 362,004	29%	\$ 2,634,320	\$ 1,054,504	40%
Commonwealth of Pennsylvania - Leases	\$ 131,950	\$ -	0%	\$ -	\$ -	#DIV/0!	\$ 131,950	\$ -	0%
Commonwealth of Pennsylvania - Start Up Reimbursement (@ 50%)	\$ 541,800	\$ 724,494	134%	\$ -	\$ -	#DIV/0!	\$ 541,800	\$ 724,494	134%
Miscellaneous Income	\$ 10,000	\$ 17,225	172%	\$ -	\$ -	#DIV/0!	\$ 10,000	\$ 17,225	172%
<b>Totals</b>	\$ 5,287,180	\$ 3,324,481	63%	\$ 1,856,750	\$ 743,754	40%	\$ 7,143,930	\$ 4,068,235	57%
Transfer from Carry-Over Funds - FY20-21	\$ 1,374,606	\$ 1,374,606	100%	\$ -	\$ -	#DIV/0!	\$ 1,374,606	\$ 1,374,606	100%
<b>TOTAL SOURCES OF FUNDS</b>	<u>\$ 6,661,786</u>	<u>\$ 4,699,087</u>	71%	<u>\$ 1,856,750</u>	<u>\$ 743,754</u>	40%	<u>\$ 8,518,536</u>	<u>\$ 5,442,841</u>	64%
<b>APPLICATION OF FUNDS</b>									
Salaries and Wages	\$ 1,939,081	\$ 1,082,342	56%	\$ -	\$ -	#DIV/0!	\$ 1,939,081	\$ 1,082,342	56%
Staff Benefits	\$ 616,667	\$ 244,136	40%	\$ -	\$ -	#DIV/0!	\$ 616,667	\$ 244,136	40%
Other Operating Budget Expenses:									
-Professional Fees and Contracts	\$ 460,000	\$ 145,068	32%	\$ -	\$ -	#DIV/0!	\$ 460,000	\$ 145,068	32%
-IT Services	\$ 351,484	\$ 238,885	68%	\$ -	\$ -	#DIV/0!	\$ 351,484	\$ 238,885	68%
-Software Leases & Subscriptions	\$ 737,677	\$ 536,707	73%	\$ -	\$ -	#DIV/0!	\$ 737,677	\$ 536,707	73%
-Marketing	\$ 526,750	\$ 279,153	53%	\$ -	\$ -	#DIV/0!	\$ 526,750	\$ 279,153	53%
-Facility Leases & Expenses	\$ 373,980	\$ 332,683	89%	\$ -	\$ -	#DIV/0!	\$ 373,980	\$ 332,683	89%
-Contingency	\$ 395,000	\$ -	0%	\$ -	\$ -	#DIV/0!	\$ 395,000	\$ -	0%
-Other	\$ 451,300	\$ 240,150	53%	\$ -	\$ -	#DIV/0!	\$ 451,300	\$ 240,150	53%
Capital Purchases:									
-Leasehold Improvements	\$ -	\$ -		\$ -	\$ 27,479	#DIV/0!	\$ -	\$ 27,479	#DIV/0!
-Furniture and Fixtures	\$ -	\$ -		\$ 100,000	\$ 67,417	67%	\$ 100,000	\$ 67,417	67%
-IT Equipment	\$ -	\$ -		\$ 250,000	\$ 785,346	314%	\$ 250,000	\$ 785,346	314%
-Software Implementation and one-time costs	\$ -	\$ -		\$ 2,150,000	\$ 732,051	34%	\$ 2,150,000	\$ 732,051	34%
<b>TOTAL APPLICATION OF FUNDS</b>	<u>\$ 5,851,939</u>	<u>\$ 3,099,123</u>	53%	<u>\$ 2,500,000</u>	<u>\$ 1,612,293</u>	64%	<u>\$ 8,351,939</u>	<u>\$ 4,711,416</u>	56%
<b>EXCESS OF REVENUE OVER EXPENDITURES</b>	<u>\$ 809,847</u>	<u>\$ 1,599,964</u>	198%	<u>\$ (643,250)</u>	<u>\$ (868,539)</u>	135%	<u>\$ 166,597</u>	<u>\$ 731,425</u>	439%

Check Number	Payment Date	Payee	Payment Amount	Financial Account	Date Voided
ACH	3/1/2022	UPMC	\$ 22,215.57	FNB Operating	
ACH	3/1/2022	IDENTGO	\$ 24.85	FNB Operating	
ACH	3/2/2022	Sheraton Erie	\$ 2,383.59	FNB Operating	
ACH	3/2/2022	IDENTGO	\$ 24.85	FNB Operating	
ACH	3/3/2022	Amazon	\$ 50.00	FNB Operating	
358	3/3/2022	Malik Stallworth	\$ 40.00	FNB Operating	
359	3/3/2022	Christopher Gray	\$ 156.41	FNB Operating	
360	3/3/2022	Renee Triana	\$ 38.77	FNB Operating	
370	3/3/2022	Erie Technology Incubator Inc.	\$ 3,822.00	FNB Operating	
371	3/3/2022	Gaylord Rodeman	\$ 500.00	FNB Operating	
372	3/3/2022	GovConnection Inc	\$ 31,243.00	FNB Operating	
373	3/3/2022	Hagan Business Machines	\$ 823.16	FNB Operating	
374	3/3/2022	Incline Alchemy, Inc	\$ 24,201.10	FNB Operating	
375	3/3/2022	Insurance Management	\$ 9,487.00	FNB Operating	
376	3/3/2022	JPS Consulting Services LLC	\$ 1,468.75	FNB Operating	
377	3/3/2022	LANCASTER - LEBANON IU 13	\$ 9,475.25	FNB Operating	
378	3/3/2022	MBI (Beneflex) FSA	\$ -	FNB Operating	3/4/2022
379	3/3/2022	MBS Direct, LLC	\$ 846.72	FNB Operating	
380	3/3/2022	MenajErie Studio, LLC	\$ -	FNB Operating	3/4/2022
381	3/3/2022	Neely Communications Inc.	\$ 4,458.00	FNB Operating	
382	3/3/2022	New Opportunities	\$ 60.00	FNB Operating	
383	3/3/2022	Rotary Club of Erie	\$ 175.00	FNB Operating	
384	3/3/2022	Sharon P. Thompson	\$ -	FNB Operating	3/4/2022
385	3/3/2022	SmartDeploy	\$ 3,500.00	FNB Operating	
386	3/3/2022	Times Publishing Company	\$ 193.35	FNB Operating	
387	3/3/2022	Velocity Network	\$ 38,058.02	FNB Operating	
388	3/3/2022	Vision Benefits of America Inc.	\$ 282.89	FNB Operating	
389	3/3/2022	Wayne Patterson	\$ 1,200.00	FNB Operating	
361	3/3/2022	Amazon	\$ 1,426.39	FNB Operating	
362	3/3/2022	Benedictine Sisters of Erie Inc	\$ 28,816.66	FNB Operating	
363	3/3/2022	Blackgate Security Agency	\$ 3,691.91	FNB Operating	
364	3/3/2022	Corry Area Chamber of Commerce, Inc.	\$ 100.00	FNB Operating	
365	3/3/2022	Corry Higher Education Council	\$ -	FNB Operating	3/22/2022
366	3/3/2022	Corry Journal	\$ 219.00	FNB Operating	
367	3/3/2022	Crystal Lander	\$ 300.00	FNB Operating	
368	3/3/2022	Cynthia Wolf	\$ 525.00	FNB Operating	
369	3/3/2022	Erie County Technical School	\$ 6,838.46	FNB Operating	
ACH	3/4/2022	Google	\$ 500.00	FNB Operating	
ACH	3/4/2022	FSA	\$ 105.90	FNB Operating	
ACH	3/4/2022	Amazon	\$ 50.00	FNB Operating	
396	3/4/2022	MBS Direct, LLC	\$ 772.68	FNB Operating	
397	3/4/2022	Narcisa Inc.	\$ 1,800.00	FNB Operating	
398	3/4/2022	R Brilliant Media	\$ 4,985.00	FNB Operating	
399	3/4/2022	Sample News Group	\$ 2,861.50	FNB Operating	
400	3/4/2022	Times Publishing Company	\$ 4,350.00	FNB Operating	
390	3/4/2022	Amazon	\$ 237.56	FNB Operating	
391	3/4/2022	Angela Long	\$ 436.21	FNB Operating	
392	3/4/2022	Commonwealth of Pa - TREC	\$ 15.00	FNB Operating	
393	3/4/2022	Erie County Technical School	\$ 17,096.15	FNB Operating	
394	3/4/2022	Insurance Management	\$ 338.00	FNB Operating	
395	3/4/2022	Logicalis	\$ 41,898.37	FNB Operating	
ACH	3/5/2022	Amazon	\$ 50.00	FNB Operating	
ACH	3/6/2022	Amazon	\$ 50.00	FNB Operating	
ACH	3/7/2022	Amazon	\$ 50.00	FNB Operating	
ACH	3/11/2022	PA Background Check	\$ 110.00	FNB Operating	
ACH	3/14/2022	Google	\$ 500.00	FNB Operating	
ACH	3/16/2022	Verizon Wireless	\$ 445.19	FNB Operating	
ACH	3/17/2022	Ward Science	\$ 3,409.79	FNB Operating	
ACH	3/17/2022	FSA	\$ 100.00	FNB Operating	
ACH	3/17/2022	IDENTGO	\$ 49.70	FNB Operating	

ACH	3/21/2022	Google	\$	500.00	FNB Operating	
ACH	3/21/2022	CAMERIE	\$	105.00	FNB Operating	
ACH	3/21/2022	LULU Press	\$	35.08	FNB Operating	
ACH	3/22/2022	IDENTGO	\$	24.85	FNB Operating	
ACH	3/22/2022	Makestickers.com	\$	325.84	FNB Operating	
ACH	3/23/2022	USPS	\$	325.84	FNB Operating	
ACH	3/24/2022	Facebook	\$	1,800.00	FNB Operating	
ACH	3/24/2022	Sam's Club	\$	89.73	FNB Operating	
ACH	3/24/2022	Delta Dental	\$	1,527.19	FNB Operating	
ACH	3/25/2022	LinkedIn	\$	522.91	FNB Operating	
ACH	3/28/2022	Facebook	\$	75.25	FNB Operating	
ACH	3/28/2022	FSA	\$	75.00	FNB Operating	
ACH	3/29/2022	Google	\$	500.00	FNB Operating	
408	3/29/2022	Incline Alchemy, Inc	\$	17,861.34	FNB Operating	
409	3/29/2022	JPS Consulting Services LLC	\$	1,093.75	FNB Operating	
410	3/29/2022	KimKopy Printing	\$	482.00	FNB Operating	
411	3/29/2022	Knox Law	\$	1,500.00	FNB Operating	
412	3/29/2022	LocalIQ	\$	4,703.49	FNB Operating	
413	3/29/2022	MaherDuessel	\$	7,500.00	FNB Operating	
414	3/29/2022	Maloney, Reed, Scarpitti & Company LLP	\$	3,050.00	FNB Operating	
415	3/29/2022	Manufacturer & Business Assoc Ins	\$	355.00	FNB Operating	
416	3/29/2022	MBS Direct, LLC	\$	973.12	FNB Operating	
417	3/29/2022	New Opportunities	\$	60.00	FNB Operating	
418	3/29/2022	Quinn Law Firm	\$	2,500.00	FNB Operating	
419	3/29/2022	Velocity Network	\$	109,983.18	FNB Operating	
401	3/29/2022	Amazon	\$	837.95	FNB Operating	
402	3/29/2022	Blackgate Security Agency	\$	1,596.39	FNB Operating	
403	3/29/2022	Corry Higher Education Council	\$	30,000.00	FNB Operating	
404	3/29/2022	Crystal Lander	\$	461.02	FNB Operating	
405	3/29/2022	Emmaus Ministries	\$	345.00	FNB Operating	
406	3/29/2022	Epic Web Studios LLC	\$	6,450.00	FNB Operating	
407	3/29/2022	Erie Technology Incubator Inc.	\$	3,807.00	FNB Operating	
420	3/29/2022	Christopher Gray	\$	28.99	FNB Operating	
ACH	3/30/2022	Donatos Pizza	\$	50.57	FNB Operating	
423	3/31/2022	Ridge Policy Group	\$	6,000.00	FNB Operating	
424	3/31/2022	Velocity Network	\$	34,994.73	FNB Operating	
421	3/31/2022	Amazon	\$	743.60	FNB Operating	
422	3/31/2022	MBI (Beneflex) FSA	\$	-	FNB Operating	4/13/2022
			\$	518,140.57		

Resolution to Adopt EC3PA 2022-2025 Strategic Plan

Information

The Erie County Community College of Pennsylvania (EC3PA) Strategic Plan 2022-2025 represents the determination of cross-sectional stakeholders to clearly articulate the College's mission, vision and values as a higher education provider to the region, while simultaneously working to advance and streamline EC3PA's accreditation process as a newly founded institution. It is a comprehensive road map that aims to build equitable outcomes and respond to personal and economic conditions for each of its students while committing to five foundational goals:

- Expand and sustain affordable access to post-secondary education
- Promote student success through holistic and personalized support
  - Deliver high-quality instruction through academic excellence
  - Provide workforce training in high-demand, high-wage areas
  - Motivate and engage the community

This plan was formulated with input from many groups that support the College, internal and external, under the guidance of Dr. Angela Long.

During the Board Retreat on January 22, 2022, the Board of Directors reviewed the Mission Statement, Vision and Values, Strategic Priorities, and Key Performance Indicators. It was reviewed and discussed again during the Board Development meeting on February 9, 2022.

The developing plan was then taken to key stakeholders in the county to gather their input on February 24, 2022. Over 500 email invitations went out to this group that included educators from K-12 institutions; business partners; the College's Ad Hoc Advisors Committee; faith-based institutions; members of the community versed in Diversity, Equity, and Inclusion; local, state, and federally elected officials; manufacturing partners; social and non-profit organizations; members of Empower Erie; and other supporters of the College.

The plan was then taken to the College's employees, faculty, and staff on February 25, 2022. They again provided input on the Mission Statement, Vision and Values, Strategic Priorities, and Key Performance Indicators.

All of the information gathered at these meetings was compiled and then adapted into the Strategic Plan. Then the Board, employees, and key stakeholders including educators from K-12 institutions; business partners; the College's Ad Hoc Advisors Committee; faith-based institutions; members of the community versed in Diversity, Equity, and Inclusion; local, state, and federally elected officials; manufacturing partners; social and non-profit organizations; members of Empower Erie; and other supporters of the College had another opportunity to review the updated plan and give feedback on March 22, 2022 via email and surveys.

The Strategic Plan that is being presented today is the final outcome that has included input from multiple groups, internal and external, under the guidance of Dr. Angela Long.

Recommendation

It is recommended that the Board of Trustees approves the attached EC3PA 2022-2025 Strategic Plan.

Approval of Criminal Justice Associate of Applied Science Degree Program

Information

The Academic Committee is submitting a Program Development Plan to add the Criminal Justice Associate of Applied Science Degree to the College's available offerings starting Fall 2022.

The Criminal Justice Associate of Applied Science Degree develops practical and professional knowledge and skills within the criminal justice field including corrections and policing along with the application of the law, social sciences, and criminology.

The degree prepares students to apply to the Erie Police Academy and complete the ACT120 training to become a member of the Erie County Police Department in addition to other employment opportunities within the criminal justice system. The degree can also be a steppingstone for individuals wanting to transfer to a 4-year college or university to further their studies in the criminal justice field that could lead to employment in both the legal and governmental industries.

- CJS 100 Introduction to Criminal Justice
- CJS 103 Juvenile Justice
- CJS 150 Criminal Law
- CJS 170 Introduction to Corrections
- CJS 180 Introduction to Policing
- CJS 190 Race, Crime, and Justice
- CJS 199 Criminal Justice Internship
- FYE 101 First Year Experience
- CIS 100 Computer Applications and Concepts
- Math/Science Elective (1 course)
- Social Science Elective (1 course)
- Communications Elective (1 course)
- General Electives (9 courses)

**Total Credit Hours for Degree: 61-62**

Recommendation

The Academic Committee recommends the Board of Trustees approves the Criminal Justice Associate of Applied Science Degree Program as part of the Erie County Community College's course curriculum beginning Fall 2022.

### Approval of Corrections Certificate

#### Information

The Academic Committee is submitting a Program Development Plan to add the Corrections Certificate to the College's available offerings starting Fall 2022.

The Corrections Program develops practical and professional knowledge and skills within the correctional field including the application of the law, social sciences, and criminology. The Certificate prepares students for entry level careers in corrections and employment opportunities within the correctional system.

CJS 100 Introduction to Criminal Justice  
CJS 103 Juvenile Justice  
CJS 150 Criminal Law  
CJS 170 Introduction to Corrections  
CJS 190 Race, Crime, and Justice  
CJS 199 Criminal Justice Internship  
CIS 100 Computer Applications and Concepts  
Communications Elective  
Social Sciences Elective

**Total Credit Hours for Certificate: 25**

#### Recommendation

The Academic Committee recommends the Board of Trustees approves the Corrections Certificate Program as part of the Erie County Community College's course curriculum beginning Fall 2022.

Approval of CNC Operator/Programmer Certificate Program

Information

The Academic Committee is submitting a Program Development Plan to add the CNC Operator/Programmer Certificate to the College's available offerings starting Fall 2022.

The CNC Operator/Programmer Certificate will train students to produce components by programming, setting up, and operating a computer numerical control (CNC) automated machine. Students work with various materials while learning to adjust machine settings, testing, and comparing finished products, and documenting the production of parts and materials.

This program is intended for individuals seeking entry-level employment in the precision manufacturing industry, for those seeking advancement or re-training opportunities, and/or for those looking to increase their skill set through specialized education and training.

IMT 102 Industrial Manufacturing Technology I  
IMT 104 Industrial Manufacturing Technology II  
IMT 112 Metrology  
IMT 200 Introduction to CNC Programming I  
IMT 202 Introduction to CNC Programming II  
IMT 204 Introduction to CNC Toolpath  
IMT 206 Advanced CNC Programming  
MAT 107 Technical Math

**Total Credit Hours for Certificate: 24**

Recommendation

The Academic Committee recommends the Board of Trustees approves the CNC Operator/Programmer Certificate Program as part of the Erie County Community College's course curriculum beginning Fall 2022.

Approval of Industrial Maintenance Certificate Program

Information

The Academic Committee is submitting a Program Development Plan to add an Industrial Maintenance certificate to the College's available offerings starting Fall 2022.

Erie County Community College's Industrial Maintenance certificate prepares students to be proficient in assembling, installing, troubleshooting, repairing, and modifying machinery and automated systems in the manufacturing industry.

Individuals completing this certificate will be well positioned to enter the manufacturing space as a facilities maintenance mechanic, machine mechanic, maintenance mechanic, industrial machinery mechanic, or the like.

- IMM 102 Electrical Control Circuits
- IMM 103 Electrical Motor Control
- IMM 104 Hydraulics: Fluid Power Systems
- IMM 105 Pneumatics: Air Power Systems
- IMM 110 Basic Mechanical Drives
- IMM 112 Programmable Controllers I
- IMM 113 Programmable Controllers II
- MAT 107 Technical Math

**Total Credit Hours for Certificate: 24**

Recommendation

The Academic Committee recommends the Board of Trustees approves the Industrial Maintenance Certificate Program as part of the Erie County Community College's course curriculum beginning Fall 2022.

Approval of Automated Electrical Systems Certificate Program

Information

The Academic Committee is submitting a Program Development Plan to add the Automated Electrical Systems certificate to the College's available offerings starting Fall 2022.

Erie County Community College's Automated Electrical Systems certificate is designed to support individuals that are currently employed with the Industrial Maintenance field to extend their knowledge to work specifically with the Allen Bradley SLC 500 Programmable Logic Controller (PLC). Students will be trained to identify and repair issues within the Allen Bradley 500 using advanced programming skills.

Individuals completing this certificate will be positioned to work in facilities that utilize the Allen Bradley 500 PLC to operate machinery.

- IMM 112 Programmable Controllers I
- IMM 113 Programmable Controllers II
- IMM 114 Advanced Programmable Controllers

**Total Credit Hours for Certificate: 9**

Recommendation

The Academic Committee recommends the Board of Trustees approves the Automated Electrical Systems Certificate Program as part of the Erie County Community College's course curriculum beginning Fall 2022.

Information Report: Human Resources

Summary

- Total full-time and part-time staff, 55, as of 4/22/22

Terminations, Resignations, or Promotions

- There were no terminations, resignations, or promotions in March 2022, or thus far this month (April).

New Hires (through April 22, 2022)

- New Hires:

<b>Position</b>	<b>Status</b>	<b>Name</b>	<b>Start Date</b>
Adjunct Faculty, English	Part-time	Brooke Lyle	May 31, 2022

Open Positions

- Dean of Academics
- Welding Instructor, Full-Time
- Math Instructor, Full-Time

Information Report: Diversity, Equity, and Inclusion

Information

**New Affinity student club for men at EC3PA**

The Tool Shop is a safe space to connect at EC3 that encourages a network of men and ensures the success of our male students, through mentorship, education, and networking. One of the goals of the Tool Shop is to help establish new relationships across the campus and beyond, allowing members to develop a set of networking tools that can help them successfully navigate the job market and life after graduation.

**Diversity, Equity, and Inclusion Certificate Program (DICP)**

The Diversity and Inclusion Certificate Program (DICP) is designed to reinforce Erie County Community College's core values of diversity and inclusion through a series of six introductory-level workshops open to all faculty and staff. The workshops address both individual behaviors and college procedures that can impact an environment of opportunity and success for all members of the college community. Participants will leave these workshops with an increased awareness of the importance of diversity and inclusion to an environment of academic and workplace success.

The Program requires completion of six required workshops. All workshops required to earn the DICP certificate will be offered on a rotating basis each fall and spring creating the Faculty and Staff Development Program (FSDP). Participants can take these workshops in any order. To complete the program, participants will be asked to participate in a capstone conversation session facilitated by a member of the Office for Equity, Diversity, and Inclusion

**Workshops:**

- Different Like You: Recognizing Stereotypes and Removing Barriers
- Individuals with Disabilities: Creating an Accommodating and Inclusive Environment
- Intercultural Competency: Beyond the Basics
- Workplace Bullying: Understanding a Barrier to Equal Opportunity
- Veterans on Campus: Understanding Resources and Opportunity
- Microaggression: Recognizing and Challenging a Subtle Form of Bias

Information Report: Workforce Development

Information

Workforce Coordinator Doug Massey and Dean Rebecca Walker have been active in compiling a comprehensive list of businesses from various industries throughout the Erie County region that are partners with an interest in collaborating with EC3PA. The companies listed in this report are new business contacts or contacts where additional meetings have taken place since the last Board meeting March 23, 2022. The (\*) denotes a new business contact.

**Manufacturing**

Machining Concepts  
William T Spaeder Company  
US Navy PA Pipeline Development

Erie Forge & Steel

Machining/ Leadership: **Next steps in progress**  
CAD/Drafting/Leadership: **Follow up meeting**  
Partnership Forming for Manufacturing Skills:  
**Next steps in progress**  
Machining and Welding: **Meeting 4/21/22**

**Business**

National Association of Insurance Professionals  
Crawford Custom Consulting  
Youth Leadership Academy  
Erie Career Link

Erie Regional Chamber

\*Athena PowerLink  
\*Marquette Savings Bank  
\*Paramount Pursuits  
\*New Horizons Co

Customer Service: **Curriculum Dev. Progress**  
Leadership Training: **Partnership Forming**  
Career Success Skills Workshop: **Developing**  
Basic skills/ Job Readiness training/Career Fairs:  
**WIOA Funds Ongoing**  
ERMP Workforce Partnership: **Next steps In progress**  
Leadership Training for Women Entrepreneurs  
Innovation Center/ Training/ Leadership  
Entrepreneurship Training  
Excel Training

**Transportation**

Team Hardanger Transportation  
\*Barnhart Transportation  
\*Logistics Plus

Truck Driver Training: **Next Steps in progress**  
Driver, Broker, and Leadership Skills  
Broker & Leadership Skills Training

**Healthcare**

CVS Health

Pharm Tech training: **Next Steps in progress**

**Hospitality/Tourism**

VisitErie

Hospitality Needs Survey: **Sent out 4/7/2022**

**Education**

\*Advanz  
Corry Higher Ed Council/Impact Corry  
\*Language Collaborations, LLC

Blacks in Technology (BiT) Training Program  
Fiber Optics Program: **Next Steps in progress**  
ELS for Manufacturing