

2017-18

# Plan and Budget

Strategic Goal: Student Success

- .....◦ *Filling the Pipeline*
- .....◦ *Workforce Development*
- .....◦ *Institutional Effectiveness*



**Mission**

To enrich lives and strengthen the economy  
By preparing a workforce that is skilled, diverse, and flexible.

**Vision**

To meet the needs of the future with innovation and excellence.

May 17, 2017

To the Taxpayers of the Lakeshore Technical College District:

Lakeshore Technical College serves the community by being responsive and accountable while preparing a local workforce that is skilled, diverse and flexible. Our vision is to meet the needs of the future with innovation and excellence as we carry out our mission to enrich lives and strengthen the economy. We do this while being good stewards of taxpayer funds.

In 2016-17, LTC was selected a top 150 Community and Technical College by the Aspen Award and made the top 60. In addition, LTC was named 10 in ranking of the best Two Year Colleges for Adult Learners by Washington Monthly. The college belongs to the National Coalition of Certification Centers and had the highest number of certifications among the colleges participating.

Legislation passed in the 2013-15 biennial budget and a bill passed in 2014, impacted the college. The 2017-19 biennial budget has not been passed yet. Of note:

- A bill signed in March of 2014 allocated \$406 million to the technical colleges for the purpose of reducing the operating tax levy starting in 2014-15. For LTC, this amount is \$11,877,887 and reduced the operating tax levy budget in 2017-18 to \$11,713,000.
- General state aids for the technical colleges increased by \$5 million. Thirty percent of the total state aids were allocated to the colleges based on performance funding for 2015-16. In the new budget, the general state aids will increase by \$5 million and the allocation of 30% of aids to outcomes based funding and 70% to the formula based funding will continue.
- The WTCS categorical aids were replaced by a block grant in 2014-15, the majority of which was competitive. Of the \$15,500,000 that was available, LTC received \$1,467,495 or 9.47 percent of the total. The focus of these grants are:
  - **Core Industries:** LTC received \$611,100 for improving our Practical Nursing, Manufacturing Management, and Court Reporting programs.
  - **Career Pathways:** LTC received \$404,900 for career pathways for IT Computer Support Specialist, Medical Assistant and Administrative Professional programs.
  - **Developing Markets:** LTC received \$175,800 to expand the Radiation Safety/Health Physics program.
  - **Student Support:** LTC received \$225,000 to expand student support services.
- Other items in the proposed 2017-19 biennial budget include a freeze on tuition for the next two years, aggregating the outcomes based funding criteria into categories, and changing the number of criteria that are selected and the years of data that support that criteria. Additional amounts are being proposed for the Wisconsin grants for technical college students.

As employers continually change technology and processes to remain competitive, the College responds with new programs and customized training options that are essential in preparing the local workforce. These and other partnerships are key to understanding needs, building capacity, and delivering training. Our 2016-17 plan and budget advances our mission and strategic plan through \$1,457,400 in new initiatives with much of it in the form of grants. Priorities for funding include:

Michael A. Lanser, Ed.D., President

- Increasing new programs and certificates aligning with career pathways;
- Expanding services for students;
- Increasing dual enrollments;
- Improving information technology;

Additional staff, curriculum development, equipment and supplies are included in the costs.

In the 2017-18 budget, LTC managed an estimated shortfall by reducing current expenses and reallocating staff. During the 2017-18 budget planning process, input was gathered from the LTC Board, and staff to establish goals and identify factors that may impact the budget. Factors included uncertain economic conditions, skilled worker shortage reduced state funding, and the potential for current facilities to limit future growth. These factors ultimately were addressed in the 2017-18 plan and budget.

LTC's 2017-18 total budget is \$51,825,000, a .77 percent increase from 2016-17 estimates. The increase is mainly attributed to the increase in the capital projects fund and the debt service fund. Total revenues for all funds equal \$45,571,000, a .65 percent decrease from 2016-17. Operating revenues are at \$33,573,000, a .61 percent decrease. State grants in operating funds include \$1,467,500 in WTCS block grants and \$163,500 in other state grants. Federal grants decreased \$313,000, or 21.11 percent due to a federal grant ending in 2017. Additional opportunities are being sought as opportunities arise. The tuition rate is a zero percent increase while full-time equivalent (FTE) student growth is anticipated to be about the same as 2016-17 levels.

LTC receives 25.70 percent of its total revenues from local property taxpayers. In 2017-18, the owner of a \$150,000 home will pay \$125.25 in taxes to support LTC, which is \$4.56 higher than 2016-17. The total tax levy is \$11,713,000, which is a 5.34 percent increase over last year. Part of this is due to a one-time increase of \$187,000 for prior year re-assessments. The tax rate of \$.835 per thousand dollars of equalized valuation increased by \$.03.

Over the past five years, 87% of LTC graduates have remained in the Lakeshore area, working and shopping at local businesses. These graduates add significant value to the local economy, grow the tax base, and contribute to their communities. Not only are our graduates living proof that taxpayer funds are invested wisely at Lakeshore Technical College, but we are further committed to be good stewards of your tax dollars while providing excellent educational and training opportunities for your community.

Sincerely,

Michael A. Lanser, Ed.D.  
Lakeshore Technical College  
President

Sharon Chappy  
Lakeshore Technical College  
District Board Chair

## **Government Finance Officers Association Distinguished Budget Presentation Award**

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Lakeshore Technical College District, Wisconsin for its annual budget for the fiscal year beginning July 1, 2016. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

### *Distinguished Budget Presentation Award*

PRESENTED TO

**Lakeshore Technical College District**

**Wisconsin**

For the Fiscal Year Beginning

**July 1, 2016**

A handwritten signature in black ink, reading "Jeffrey R. Egan".

Executive Director

## Introduction to Plan and Budget Document

The 2017-18 Plan & Budget was compiled to provide information to the public about Lakeshore Technical College and its process to develop and analyze the budget. The document consists of the following sections:

1. **Plan & Policy** contains an overview of the College and the planning processes used to develop the plan and budget. The process identifies policy, issues, and assumptions used in budget development, budget structure, and the plan.
2. **Budget** contains the budget analysis, combined budget summary, budget by type of fund, and detailed information on District indebtedness, and staffing.
3. The **Operations** section includes information by each major system within the College including budget, staffing, goals, and results.
4. **Information** contains facts about facilities, programs, enrollment trends, graduates, contracts, equalized values, and district demographics.
5. The **Glossary** provides a definition of terms and acronyms.

Throughout this document, the terms “College” and “District” are used synonymously to refer to Lakeshore Technical College.

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## Lakeshore Technical College District

1290 North Avenue  
Cleveland, Wisconsin 53015  
920.693.1000

### LTC District Board

Dr. Sharon Chappy	Chairperson
Mr. John Lukas	Vice Chairperson
Mr. Roy Kluss	Secretary/Treasurer
Ms. Nancy Crowley	Member
Ms. Vicky Hildebrandt	Member
Mr. Jim Parrish	Member
Mr. Don Pohlman	Member
Dr. Joseph Sheehan	Member
Ms. Lois Vasquez	Member

### Administration

Dr. Michael Lanser	President
Dr. Barbara Dodge	Vice President of Instruction
Dr. Douglas Gossen	Vice President of Student Services
Mr. Peter Thillman	Vice President of Workforce & Economic Solutions
Ms. Cindy Dross	Chief Financial Officer
Ms. Kathleen Kotajarvi	Chief Human Resources Officer
Ms. Julie Mirecki	Director of Marketing
Ms. Heidi Soodsma	Executive Assistant to the President
Ms. Karla Zahn	Director of College Advancement

### Official Issuing Report

Ms. Cindy Dross	Chief Financial Officer
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### Report Prepared By

Ms. Molly O'Connell	Controller, Financial Services
Ms. Cindy Dross	Chief Financial Officer
Ms. Karla Zahn	Director of College Advancement

### Contact Person

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# Lakeshore Technical College



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## PLAN & POLICY

## College Overview

Lakeshore Technical College (LTC) is a not-for-profit, public, two-year post-secondary educational institution focused on technical education. One of 16 comprehensive technical colleges in Wisconsin that operates under the administration of the Wisconsin Technical College System (WTCS), LTC is governed by a local nine-member District Board (LTC Board) whose representation is determined by State Statute (Figure 1).

Located in east central Wisconsin, LTC serves a district which measures approximately 1,200 square miles, covering Manitowoc and Sheboygan counties and small segments of Calumet and Ozaukee counties. The main campus, consisting of six buildings on a 154-acre site, as well as an environmental campus, is in the Village of Cleveland, Wisconsin, centrally located between the District's two primary city centers, Manitowoc and Sheboygan. The College operates two learning centers strategically located in the Sheboygan and Manitowoc County Job Center facilities, as well as the Lakeshore Culinary Institute in the heart of downtown Sheboygan. LTC also runs community education centers in District high schools with a focus on Mishicot, Cedar Grove-Belgium, Oostburg, and Random Lake (Figure 2). Two Rivers, Kiel and Elkhart Lake High schools also host classes. Plymouth High School is home to the Science and Technology Center.

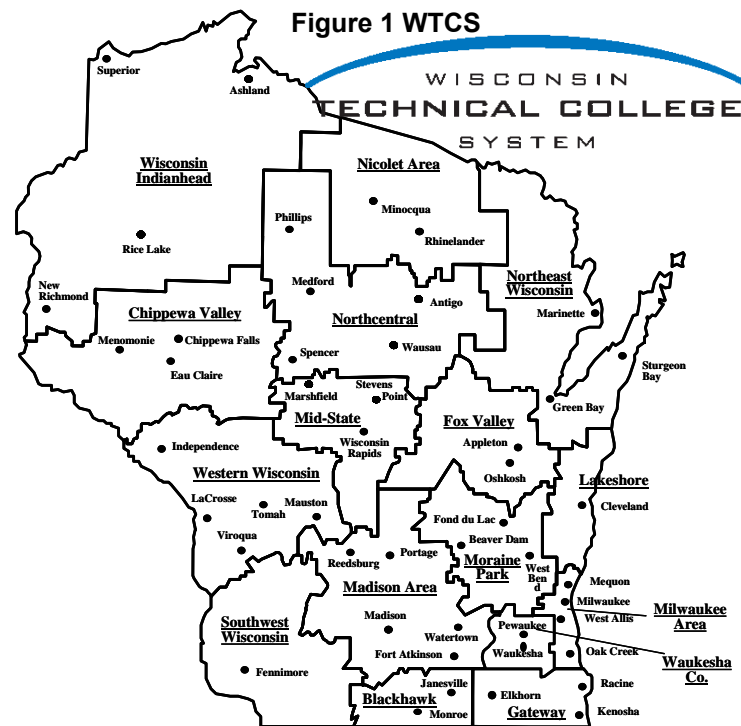
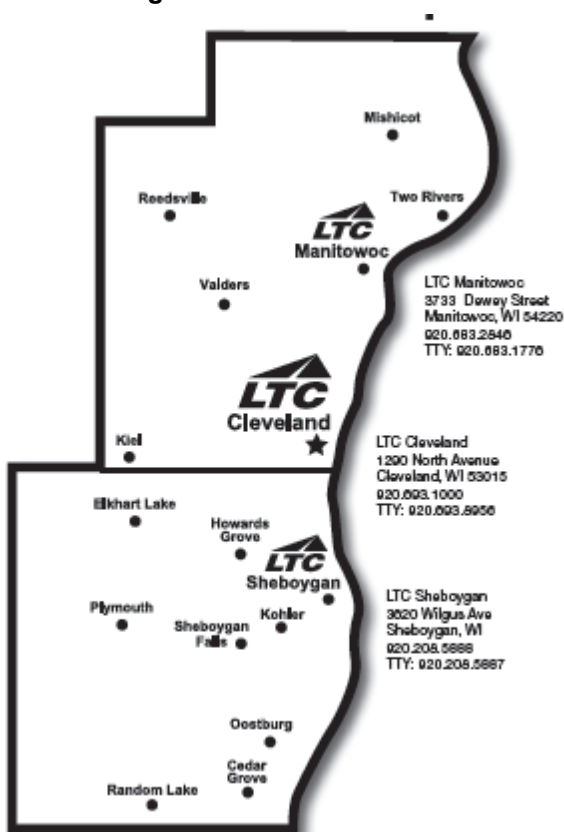


Figure 2 LTC District



LTC demonstrates a commitment to excellence through its focus on workforce preparation, access and affordability and institutional effectiveness and being responsive to community needs. Partnerships in the community, with businesses and within education, both K-12 and post-secondary, are key to building career ladders and that help keep the economy strong. LTC's accreditation was reaffirmed by the Higher Learning Commission in 2015 for another ten years. Due its history of continuous improvement and practices, the college is now in the Open Pathway track. The mode is unique in that its improvement component, the Quality Initiative, gives institutions the independence to pursue improvement projects that are geared toward their current needs and aspirations.

LTC completed a comprehensive strategic plan in 2013 through a process that collected input from staff, students, and community members. The outcome is a road map which influences how the College educates and trains a workforce to meet the evolving Lakeshore area employment needs. An integrated planning process that is grounded in the plan, do, check, act cycle provides the framework for the annual plan and budget. As initiatives become finalized resources are aligned accordingly. The Leadership Team tracks progress on key indicators through monthly, semi-annual College monitors and through monitoring our Key College Results of FTE's, Graduation and Placement Rates. Key projects are selected for college monthly updates open to all staff called the Project Showcase. Project Managers educate and update staff on their respective projects.

LTC staff stay informed on strategic initiatives and key grants and projects through a monthly blue sheet and an online newsletter called College Knowledge. In addition to the strategic plan, the College adopts an annual theme each fall and develops corresponding staff development opportunities to advance its commitment to student success. Annual themes include: “Keep it Simple in 2012-13, “Strive for Five” in 2013-14, “Every Student Matters” in 2014-15, “One Team for Students” in 2015-16 and “Team LTC-To go fast go alone, to go far go together” for 2016-17.

LTC is finishing its second year as a member of Achieving The Dream (ATD), a national reform network dedicated to helping two-year colleges develop data-driven strategies to close achievement gaps and improve student outcomes. The Implementation Plan developed in spring 2016 focusses on actions to deliver high-impact interventions which will be evaluated for college wide scalability and equity. As a result of the planning these initiatives fall under two priorities: Prepare Students to Succeed and Successful Course Completion.

In the past year, the college was recognized by several external agencies for the following: Lakeshore Technical College is among the 10 best in the nation. Washington Monthly, a bimonthly nonprofit magazine of U.S. politics and government based in Washington, D.C. placed LTC in the number 10 spot in their ranking of Best Two-Year Colleges for Adult Learners. According to a study by WalletHub, LTC ranks in the top 10% of two-year colleges in the U.S. Also, LTC was ranked #2 Best College in Wisconsin by OnlineColleges.com and #3 best Community College in Wisconsin by The Best Colleges website. Lastly, LTC was named one of the top 150 Community Colleges for 2013, 2015 and 2017 by the Aspen Institute. Every two years the Aspen Institute identifies 120 community colleges -- 10 percent of all institutions -- using a quantitative formula that assesses performance and improvement in four areas: graduation rates, degrees awarded, student retention rates, and equity in student outcomes.

## Scope of Educational Offerings

LTC’s mission is realized with each graduation as students enter the workforce equipped with critical skills and core abilities (common learning objectives) to meet employer needs (Figure 3). The College’s educational offerings include degree and diploma programs, apprenticeships, incumbent worker training, and pre-college instruction. Additional student learning opportunities include internships, clinicals, and participation in student clubs, student life activities, and service learning. Thirty-eight associate of applied science degrees, thirty-seven technical diplomas, fifteen embedded pathway certificates, fifty-three technical certificates, and thirteen state-indentured apprenticeships are offered through seven instructional divisions. LTC’s programs incorporate industry-leading technologies to reflect the employment needs and provide a base for lifetime learning. Students access these technologies through hands-on learning. To increase student accessibility, programs are shared with other colleges and courses are offered through flexible learning options. Twelve programs hold professional certification or specialized accreditation from eleven entities.

**Figure 3 Student Core Abilities (Common Learning Objectives)**

<ul style="list-style-type: none"> <li>▪ Demonstrate Critical Thinking</li> <li>▪ Demonstrate Responsible and Professional Workplace Behaviors</li> <li>▪ Communicate Effectively</li> <li>▪ Use Mathematics Effectively</li> </ul>	<ul style="list-style-type: none"> <li>▪ Work Cooperatively</li> <li>▪ Apply Learning</li> <li>▪ Respect and Appreciate Diversity</li> <li>▪ Integrate Technology</li> <li>▪ Apply Sustainable Practices</li> </ul>
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In addition to meeting the needs of District residents through programs and course offerings, LTC offers courses, workshops, and seminars to meet the needs of business and industry. LTC’s Workforce Solutions provides customized training to employers to update employee skills and improve workplace performance. In addition, Workforce Solutions provides comprehensive assessment services to assist employers to develop training plans for employees. In 2015-16, Workforce Solutions served 162 companies.

Community Education and Pre-College instruction is available through LTC’s Manitowoc and Sheboygan County Job Centers and Community Education centers. Pre-College focuses on academic preparation and includes Adult Basic and Secondary Education (ABE/ASE), English Language Learner (ELL), General Educational Development (GED), and High School Equivalency Diploma (HSED). Community Education focuses on personal and professional growth.

## Student Base, Needs, Requirements

Annually at the close of the fiscal year, for the input phase of the Plan and Budget process, the Research and Planning department compiles demographic data for review by the Leadership Team. Additionally in the fall, a Year End Report is published with a variety of key data points. The student demographics, their needs and requirements are reviewed to influence any changes to the strategic plan and initiatives. There is additional focus on the student financial needs as close to 50% are Pell Eligible and the number attending part time is 76%.

LTC's student base, including degree, continuing education and basic skills students, is the same as the District's demographics, with 73% percent of students over 24 years of age. The median student age for the College changes with the economy, from a median of 27 in 2000-01 to 36 in 2010-11, and back down to 28 in 2015-16. The District's estimated minority population is 12 percent and the LTC student population is also approximately 12% (Figure 4).

**Figure 4 Student Demographics 2015-16**

Age Group	Students	Percent	Ethnicity	Students	Percent
< 18	747	7%	American		
18-24	2,223	20%	Indian/Alaskan Native	46	0%
25-29	1,362	12%	Asian	545	5%
30-34	1,190	10%	Black	162	1%
35-44	2,045	18%	Hispanic	577	5%
45-54	1,990	17%	Multiple	52	0%
55-61	1,081	9%	Pacific Islander	9	0%
62 and Older	659	6%	Unknown	532	5%
Unknown Age	45	0%	White	9,419	83%
Grand Total	11,342		Grand Total	11,342	

Source: WTCs OLAP Cubes, Course Enrollment Cube

Run: 2/27/17

## Collaboration

Collaborative relationships with four year colleges and universities provide evidence that students are prepared for the rigor of higher education (primarily 4-year) and can pursue educational goals beyond the associate degree. Key initiatives provide venues for LTC to partner with area businesses to ensure employee and employer needs are met.

LTC has many key partnerships: the Wisconsin Indianhead, Lakeshore, and Mid-State Consortium (WILM), the Bay Area Workforce Development Board (BAWDB), the LTC Foundation, Jakes' Café, LTC-Plymouth Science and Technology Center and the area school districts. WILM provides oversight and leadership for the information systems and data needs for the three collaborating colleges. The BAWDB provides a network of state, regional, and local resources to support the workforce and companies. Part of the network is the Manitowoc and Sheboygan Job Centers which provide strategic learning sites in the District's population centers as well as partnerships with the counties, Great Lakes Training and Development, and the Department of Vocational Rehabilitation. BAWDB funds three full time positions at LTC, two WIOA case managers and one Business Services manager.

The LTC Foundation provides resources to support students, activities, and current and innovative learning environments that help students succeed. Additionally, the LTC Foundation works with the College to ensure that private resources are available for student scholarships as well as for initiatives that help achieve College-wide goals. The college leases space at Jake's Café in Sheboygan. Jake's Café is a business incubator that houses small companies and inventors in a community that encourages creativity

and collaboration. For the third year, an LTC student was awarded space at Jakes Cafe as part of the Dream Big program through the LTC Foundation. This program provides funding for an LTC student with a future as an entrepreneur.

The College values the importance of strong relationships with K-12 partners as evidenced by the number of high school students that earn both high school and LTC credits for the same course through one of our dual-credit offerings. The College employs several Career Coaches to assist high school students with their transition to college, a Youth Apprenticeship Coordinator, a Youth Apprenticeship Specialist, a Youth Apprenticeship Associate and a Career and Technical Education (CTE) Manager to build relationships, enhance dual credit opportunities, and increase transition rate. These relationships led LTC to partner with high schools and provide technical courses with LTC Faculty teaching at the high schools. Early College also gives high school seniors a jump on college—and a future career. With academies in high-demand occupations, students earn both high school and college credits as well as an employer recognized certificate. During their senior year students attend their Early College classes on the LTC Cleveland campus unless otherwise noted in the morning and their high school classes in the afternoon. The college provides Early College tracks in Maintenance Mechanic, Electro Mechanical Technology, Welding and Nursing. We also partner with Sheboygan Area School District to bring Early College programs to Central and Warriner High Schools, including Customer Service, Early Childhood, Dietary Aide, Nursing Assistant and Health Care Customer Service.

Lake to Lake is an innovative partnership between Lakeshore Technical College and Lakeland University which provides a unique higher-education option to eastern Wisconsin students. Students who participate in the Lake to Lake program complete their associate degree at LTC and continue their education at Lakeland University by entering as a college junior to complete a related bachelor's degree. Currently 17 LTC programs are part of the Lake to Lake initiative. Career areas range from Business and Information Technology (IT) programs to Health and Hospitality related programs. Lakeland is about 15 miles southwest of LTC's campus.

## **Distinctive/Critical Facilities, Equipment, Technologies, Regulatory Environment**

LTC plans for facilities growth as well as technology expansion as it advances its mission, vision, and strategic plan. LTC allocates resources annually for equipment and remodeling projects to systematically upgrade classroom learning environments that enhance student learning.

Within its broad range of technical education, the College has many distinctive teaching/learning facilities that use technology to enhance the students' hands-on learning experiences. The Clinical Skills Lab has intravenous (IV) arms, human patient simulators, a radiography lab, and other hands-on learning equipment for healthcare students to practice and check off skills before placement in a clinical site externship. The Pharmacy Technician program has several new pieces of equipment as a result of a federal grant. The Dental Clinic provides students an opportunity to work in a multi-chair dental clinic. Local dentists, hygienists, and assistants volunteer their time to work with students and provide community dental care.

The Public Safety Training Center offers programs and training ranging from Emergency Medical Services (EMS) to Confined Rescue. A fully operational Emergency Operations Center provides a site for hands-on training and an alternate site for emergency responders in case of an event. A state-of-the-art driving skills course offers training to emergency vehicle operators, motorcyclists, and other drivers. This course provides local agencies opportunities to train more often with the desired outcome of less traffic injuries or fatalities. A high angle rescue tower was erected to teach proper climbing and fall rescue techniques.

LTC collaborated with Plymouth High School to create a LTC Plymouth Science and Technology Center. High school students use the labs and classrooms during the day and LTC students use them in the evenings.

LTC's renewable energy demonstrations include four grid-tied wind turbines and two photovoltaic panels. The College utilizes light tubes to light spaces in place of fluorescent fixtures and lighting controls to turn-off lights in spaces not in use. The College leases property from the LTC Foundation, for the Environmental Campus, which houses the Sustainable Horticulture and Landscape Horticulture programs.



The Kohler Center for Manufacturing Excellence includes the Nierode Building and Plastics Engineering Manufacturing Building which is a simulated modern manufacturing site that provides welding, industrial maintenance, and sheet metal trades instruction. LTC expanded in 2013-14, to combine and increase the welding labs, provide space for the fabrication program and add lab space for Industrial Maintenance and other programs. The Nierode building showcases robotics, programmable logic controllers, computer aided drafting, computer numerical controlled machine tools, and other hands-on learning equipment used in modern manufacturing facilities. Space in the Nierode building was remodeled in 2014 to expand the Machine Tool and CNC, Automation and Food Manufacturing programs.

LTC takes training on the road with its state-of-the-art mobile simulation labs. The labs offer students the latest in high-tech training in various life-like scenarios. The Advanced Manufacturing Mobile Lab is a self-contained training lab designed to deliver manufacturing curriculum to high schools, businesses, and the Department of Corrections. This climate controlled unit equipped with wireless technology provides instruction in Industrial Maintenance and Programmable Logic Controls (PLCs). The Human Patient Simulator Mobile lab offers emergency response and healthcare providers the latest, high-tech training. The EMS Mobile Lab was built in partnership with the Wisconsin Department of Workforce Development through a Blueprint for Prosperity grant in the Wisconsin Fast Forward program. The Culinary Art Car blends the art-car tradition and the commercial food truck. This vehicle is used as a fund raiser for selling food at events and local gatherings. The Z Lab is newest lab and has a virtual server, six computer workstations and 24 laptops. The lab also has software including Solidworks, Microsoft Office Suite and MasterCam.

LTC leases a former restaurant in Sheboygan to house the Culinary Arts program. The facility includes a high performance kitchen, demonstration kitchen and classroom, and a full service restaurant. Besides culinary classes, the students gain hands-on experience through managing the restaurant. Internships at various restaurants and resorts in the area provide additional learning opportunities for the students.

The campus wide learning college classroom and technology refresh plans ensure every classroom and conference room has current and similar equipment and room arrangements to increase use and functionality. The technology refresh plan ensures computer, network and media equipment is updated on regular cycles. Wireless networking is available throughout the campus. LTC received a federal grant under the 2016 Distance Learning and Telemedicine Program. The distance learning portion of the grant, for which LTC applied, will provide resources to cover a portion of the cost of our videoconferencing standardization project, which upgrades the equipment necessary to deliver these services.

The most recent enhancement to the learning environment is the complete renovation and equipment installation to create the Advanced Automotive Technology Training Center. These two new areas comprise 32,000 square feet of lab space with state of the art equipment and facilities. Both the Automotive Maintenance and Auto Collision shops are designated as a Snap-On Center of Excellence. Both areas include several high tech features.

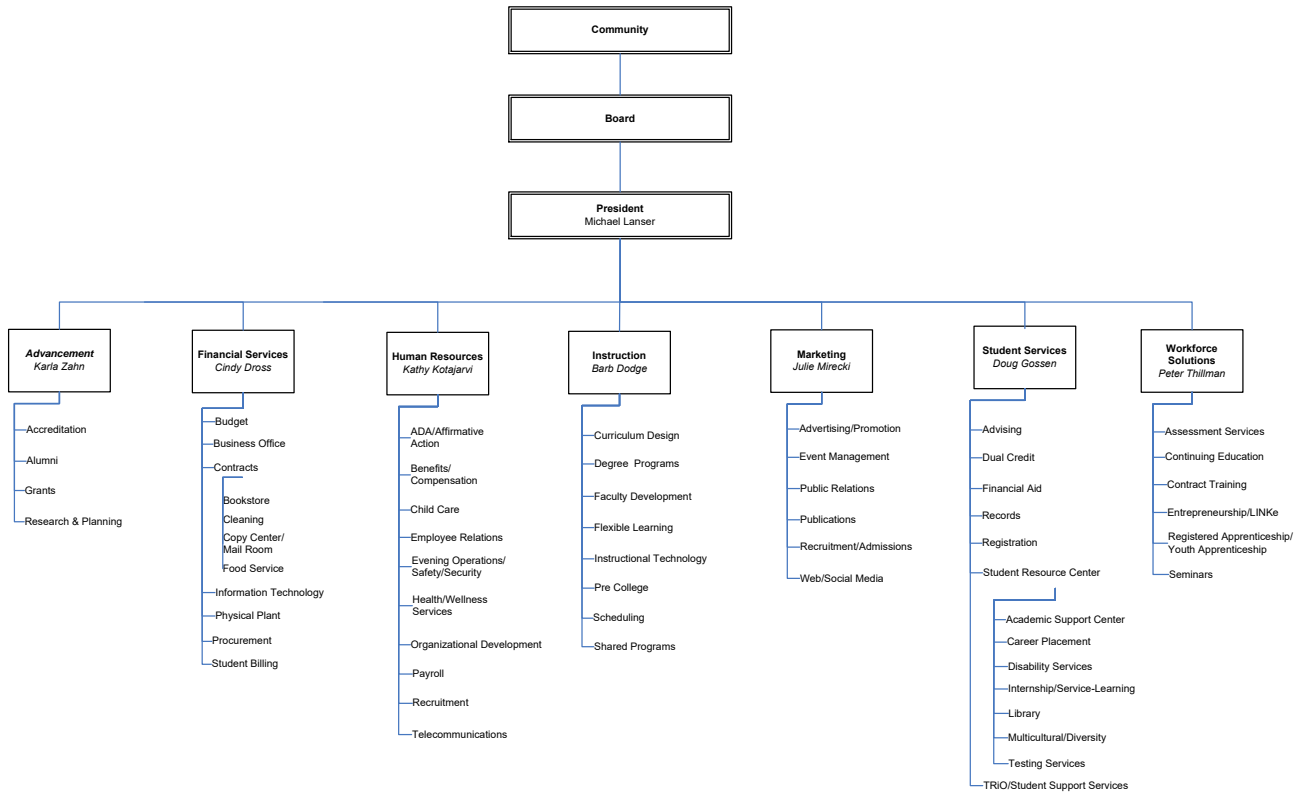
## **Competitive Environment**

There are four Wisconsin Technical Colleges, two University of Wisconsin (UW) two-year transfer colleges, and two four-year institutions that offer educational opportunities in the local area. Additionally, there are four established private colleges and three public institutions of higher education within fifty miles of LTC. While these institutions offer educational opportunities, our missions are different therefore allowing unique partnerships to form.

While there are several shifts in the competitive online environment such as Globe University discontinuing operations in Wisconsin and ITT ceasing all operations, LTC must continue to remain competitive. For-profit institutions continue to market through information nights, newspaper, radio, and television advertisements and some have invested in facilities within the region offering niche programs that are in direct competition with LTC. Some local employers have on-site training facilities as well as UW Colleges/Extension offering continuing education that compete with LTC's Workforce Solutions' offerings.

## Systems Organizational Chart

LTC strives to achieve its vision and mission through its people, processes, and plans. LTC employs 282 full- and part-time people within three organizational groups: 108 support staff, 67 management staff, and 107 faculty. The systems chart shows how the organization is structured in order to accomplish its plan (Figure 5).

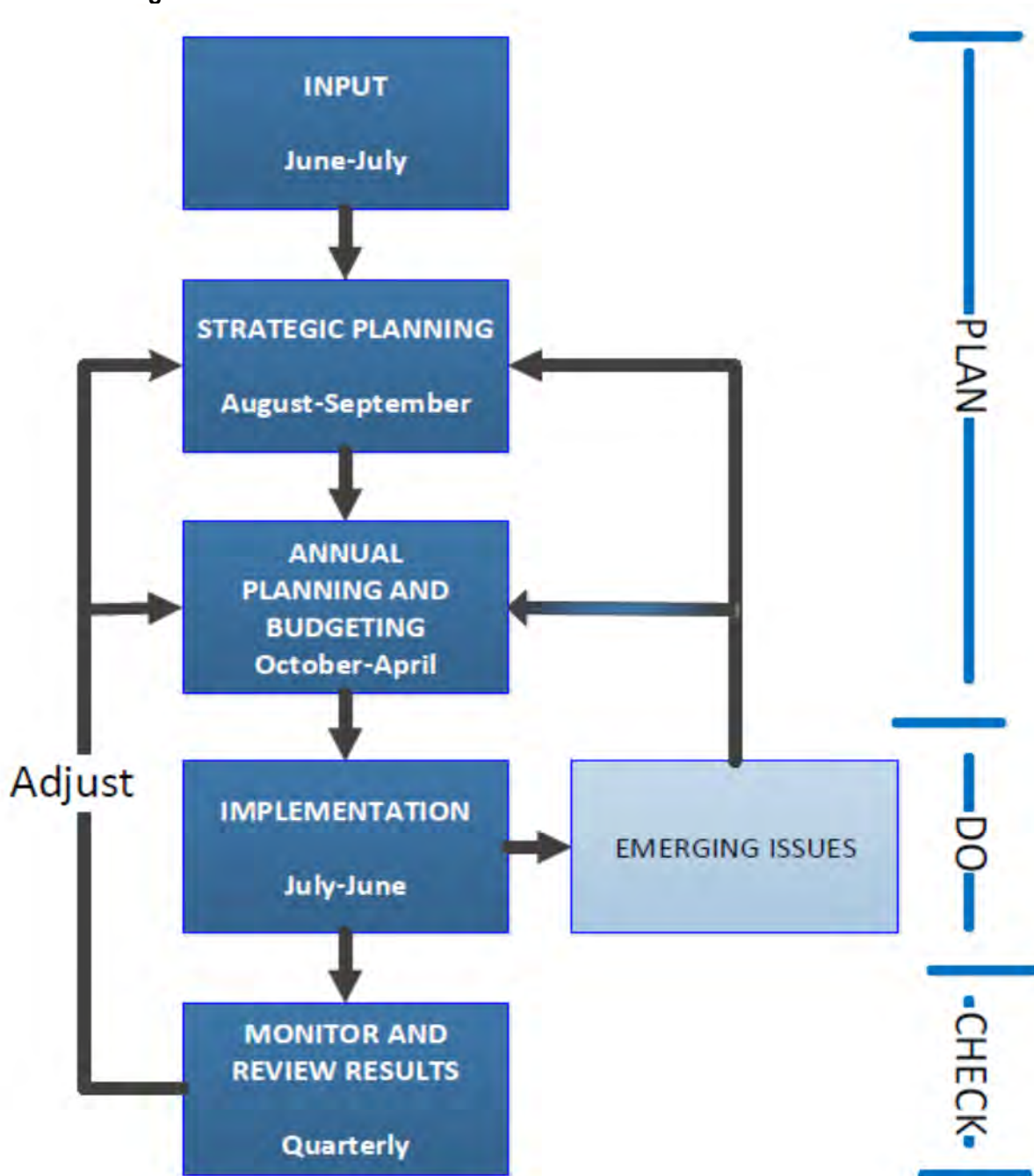


**Figure 5 Systems Chart**

## Planning Process

The design of LTC’s integrated planning process ensures the organization is focused on district needs, assessment of results and continuous improvement (Figure 6). Feedback and input is integral to the LTC planning process and the College gathers input from the Community, local employers, staff, and students. The LTC Board reviews the ends policies and the Leadership Team’s review of the mission, vision, and strategic plan occur annually.

**Figure 6 Planning Process**



The strategic priorities are reviewed annually. The feedback is analyzed and prioritized to develop the annual Priorities. Current performance is analyzed using the College monitor, key results, and year-end report.

## Annual Priorities and Key Results

The annual priorities for 2017-18 are listed below. The college's commitment to the strategic plan is measured through our Key Results, which include FTEs, Graduation, and Placement.

Key Results	2017-18 Targets
• FTE's	1,887
• Graduation	62%
• Placement	92%

### Strategic Goal: Student Success

All LTC students will master occupational and core employability skills through engaging, inclusive and quality instruction. Every LTC student will receive equitable and meaningful academic, career, and personal support, empowering them to achieve their educational, work and life goals.

#### Filling the Pipeline

Position LTC as the choice for career and technical education in the Lakeshore Area.

- Broaden Outreach with K-12
- Improve Access and Affordability for Students

#### Workforce Development

Anticipate and respond to employer needs.

- Pro-Actively Engage Business Partners
- Offer Innovative Programming

#### Institutional Effectiveness

Continuously improve our people, processes and learning environment.

- Deepen Employee Engagement
- Improve Student Experience

## Budget Process

Budgeting for Wisconsin Technical Colleges is controlled by statute, the Wisconsin Technical College System Board (WTCSB), and LTC Board policy. The annual budget must be in the format required by the WTCSB and be submitted by July 1st. Expenditures must be accommodated within the authorized tax levy. The budget is then reviewed by WTCS office staff for compliance.

The annual plan is developed as described under step four of the planning process. Each department then develops a budget based on department plans. The budgets are consolidated and reviewed by the Financial Services department and budget managers.

The budget process is started with the review of the prior year's budget process and performance, with changes to the budget and/or process made based on that review. The budget planning process starts with preliminary projections for the operating funds, facility and technology projects. Revenues and expenses, along with programs and services are reviewed and recommendations for budget changes, program revisions and service level changes are made. Budget priorities and strategies are developed and approved. Budget guidelines are developed and approved by the Board, which set the parameters for the development of the budget. Preliminary facility projects are developed based on the instructional and strategic priorities.

The budget development starts with the preliminary budget based on the approved guidelines and the assumptions developed through the planning process. Equipment allocations, new development and budget strategies are finalized. Staff input their current expense, major equipment and personnel budgets during this time, with reductions or increases made based on the preliminary budget and priorities. Facility projects are finalized and approved by the Board. Final changes to the budget are made when the final WTCS state aid, state grants and tuition rates are set.

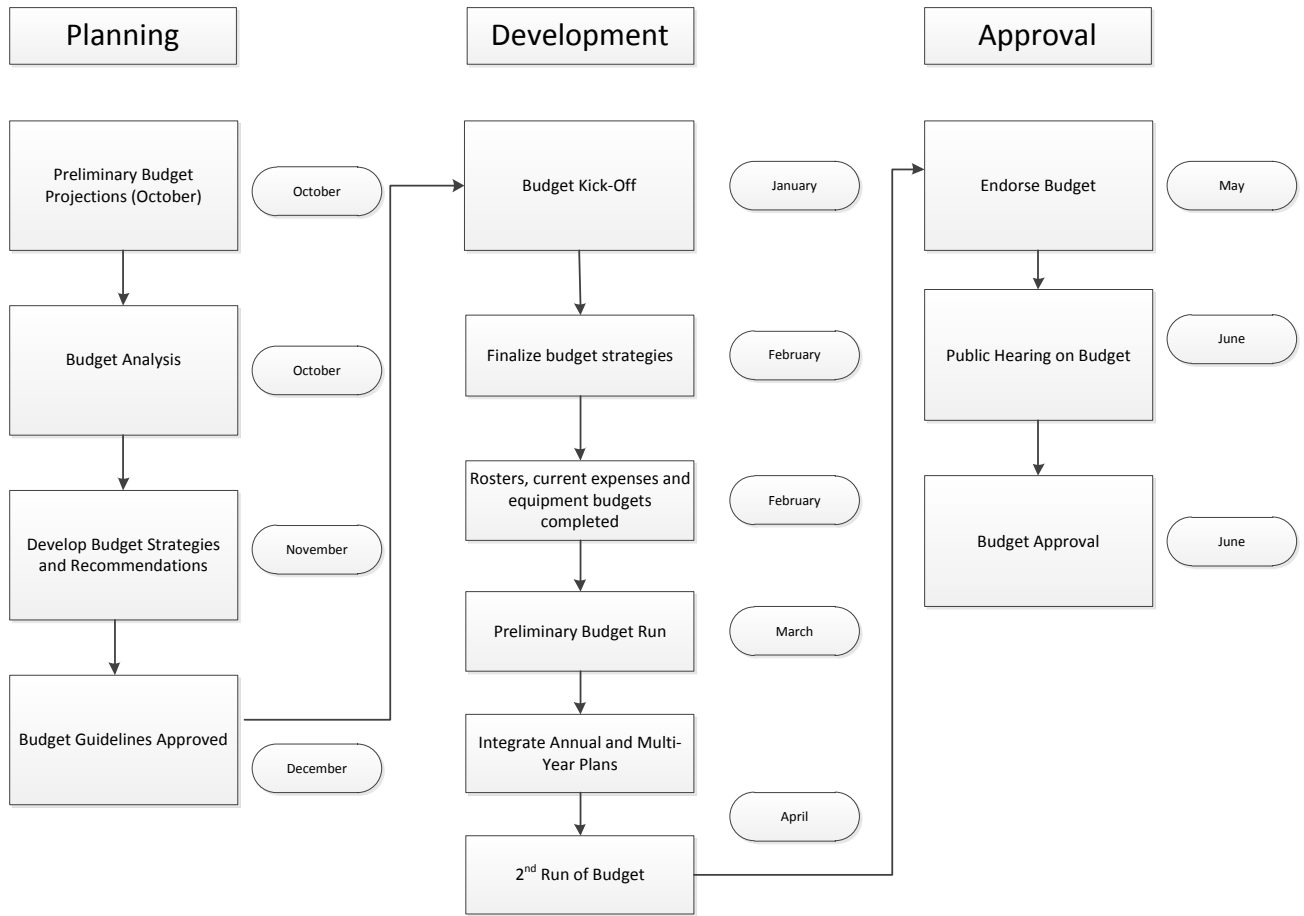
Ongoing Board communication during the process provides updated information for the Board for their approval process. The Board endorses the budget in April, with final approval in May after a public budget hearing. The tax levy that supports the budget is also approved by the board with final certification of the tax levy to be approved in October.

Regular communications with the LTC Board, Leadership Team, managers, and staff occur during the process. Budget forums are held for staff to learn more and provide feedback about the annual plan and budget. Budget information is published in the local newspaper and a document is prepared for presentation at a public hearing. As a result of public input, discussions are held with the LTC Board and management. A final budget is prepared and presented to the LTC Board for approval. The budget is implemented on July 1<sup>st</sup>.

As expenditures occur throughout the year, they are recorded against the budgeted amount. Individual budget managers are responsible for monitoring the budgets along with Financial Services staff. LTC's decentralized approach allows for the reallocation of budgets to meet the needs of the community and maintain proper stewardship. During the year, it may be necessary to amend the approved budget to reflect planned changes. This is done through LTC Board action.

The chart on the following page shows the budget process and timeline that the college follows. Updates are presented to the LTC Board on a monthly basis. Projections, new development, budget options and priorities are reviewed on a monthly basis and adjusted as necessary.

### Budget Process (continued)



## Issues Affecting the Budget

LTC identifies items that may affect plans and impact the budget as part of its budget planning process. Early identification allows the College to be proactive during budget development.

Items	Impact	Strategy
<b>Facilities</b> Current space limits in meeting the changing needs of programs	Availability of labs limits growth for new programs.	1) Implement facilities projects to add capacity. 2) Partner with the community or business to use other spaces.
<b>Skilled Worker Shortage</b> The demand for skilled workers in the manufacturing and other sectors continues to increase.	Increased demand for graduates in both certificates and programs and increased demand for students to enter those programs.	1) Develop certificates and short term programs to meet the employer needs. 2) Increase capacity to meet increased student enrollments 3) Increase the pipeline of students entering those programs. 4) Develop programs that will address the higher skill set that employers are demanding.
<b>Enrollment</b> Declining enrollments for the past six years have impacted revenues.	Decrease in tuition, material fees and state aids has created a challenge in balancing the budget.	1) Develop an enrollment management strategy to increase enrollments. 2) Allocate resources to increase enrollments.
<b>State Grant Funding</b> The previous categorical aids were combined into a single block grant, which are becoming increasingly competitive.	The block grants becoming increasingly competitive and are an important source of revenue for the college.	1) Develop cross-functional teams to strategize grant writing 2) Focus on college and WTCS priorities

## Legislative Changes

There are several items in the proposed Wisconsin biennial budget that will impact the Wisconsin technical colleges. One of these includes a freeze on tuition rates at the 2016-17 level of \$130.35 per credit. General state aid will be divided by 30% based on outcomes and 70% based on a formula, with an additional \$5,000,000 being added to general state aids for the system. The outcome based criteria will be grouped into categories with a different percentage allocated to each category, different from a dollar amount allocated to the individual criteria. Previously, the colleges could pick 7 of the 9 criteria; a new criteria will be added – credit for prior learning, and the colleges will be funded based on all of the criteria. There will be a \$1.8 million increase in Wisconsin grants for students and the opportunity for colleges to apply for \$5,000,000 in Fast Forward grants.

In spring of 2014, Wisconsin Act 145 was enacted that allocated \$406 million in state revenue to the technical colleges for the purpose of reducing the operating tax levy. For LTC, this amounted to \$11,877,887 and lowered the total tax levy for 2014 from \$22,457,000 to \$10,573,000, a 52.22% decrease. The property tax relief aid will remain the same amount for all future years.

## Budget Assumptions

Financial projections are developed initially during the budget planning process and continue to be updated through budget development. Projections are developed with expected, worst, and best case assumptions using planning process inputs. The expected case assumptions are shown below and are used during the budget process. The worst and best case assumptions are used in contingency planning.

**Property Values:** Property values are expected to increase slightly from the level in 2016-17.

**Full-Time Equivalent Students (FTE):** FTEs for 2017-18 are expected to be 1,794, which is about the same as where FTEs are estimated to end at for 2016-17.

**Health Insurance:** The health insurance premium is expected to increase 3% from the 2016-17 rates. The college joined a WTCS employee benefits consortium effective July 1, 2015, to collaborate on self-funding health insurance premiums.

**Wisconsin Retirement System (WRS):** The WRS is expected to be 13.3 percent for the fiscal year. Employees pay half of the contribution (6.85 percent).

**General State Aids:** Revenues from general state aids are expected to increase 5 percent due to the increase for general state aids for the WTCS system.

**State Grants:** WTCS State incentive grant revenues are expected to decrease based on the grants that were approved for general purpose (GPR) grants.

**Student Fees:** Tuition rates will remain the same as 2016-17. The tuition rate is \$130.35 per credit.

**Institutional Revenue:** Institutional revenue is expected to decrease due to a decrease in contract revenue.

**Workforce Solutions:** Contracts with business and industry are expected to decrease based on employer demand.

**Federal Grants & Projects:** Federal revenue is expected to decrease due to one of the TAACCCT grants that will be ending in September of 2017.

**Fund Balance:** Based on the 2017-18 budget projections, LTC is anticipating that its fund balance will be within the 20 percent to 35 percent of general fund revenues per the LTC Board Guidelines. The previous guideline had been between 15 and 25 percent of operating expenditures; in December of 2014, the Board changed this to between 20 and 35 percent of general fund revenues.



## Budget Strategies

LTC's budget strategies process is part of the annual process. Several strategies implemented for the 2017-18 budget included organizational changes, benefit changes and expense reductions. The budget shortfall was addressed through four strategies: efficiency, revenue growth, organizational changes and expense reductions. Total strategies of \$543,100 that were implemented are identified below.

<b>Organizational Changes</b>	<b>\$200,500</b>
Various positions were reviewed and analyzed. Based on department needs, priorities, retirements and open positions, and activities that could be scaled back, and reallocation of current staff, changes were made to several positions.	
<b>Benefit Changes</b>	<b>\$59,100</b>
The life insurance coverage will change from two times the annual salary to one times the salary, with the opportunity for staff to purchase additional coverage.	
<b>Revenue Growth</b>	<b>\$23,000</b>
Revenues from the LTC Foundation will be used to offset expenditures for research databases.	
<b>Expenditure Reductions</b>	<b>\$260,500</b>
Expenditure reductions include voluntary time off without pay, reduction in current expenses, discontinuing of some services, and capitalization of licenses.	

## Funding Priorities

A total of \$1,702,712 in funding priorities is supported through \$1,467,494 in grants, and \$235,218 in reallocations. Of the total, \$140,917 is for capital. Priorities for funding include increasing new programs and certificates aligning with career pathways, adult recruitment, increasing the number of students in dual credit courses, expanding services for students and faculty development. Additional staff, curriculum development, supplies and equipment are included in the costs.

<b>Student Success</b>	<b>\$300,000</b>
<p>New and expanded support services to improve the academic performance of underrepresented and/or underserved students. Activities include tutoring, evening support, onboarding students, faculty connections with new students, an enhanced student referral system, technology assistance, assistance for ABE/ELL students and high school credit enrollees and services for veterans and students with disabilities. These activities are partially funded by a \$225,000 grant.</p>	
<b>IT Computer Support Career Pathway</b>	<b>\$258,800</b>
<p>This career pathway will meet the district's growing need for information technology workers. Key elements include a credit for prior learning campaign and internship support. The new Information Technology technician embedded pathway certificate leads to multiple information technology degrees. Included are instructional support for transcribed credit students, expansion of day and evening embedded pathway offerings and accelerated general college and education support. This is funded by a grant of \$194,100.</p>	
<b>Practical Nursing</b>	<b>\$246,366</b>
<p>The Practical Nursing technical diploma program will be implemented as an evening program which started in fall of 2016. This is the second year of a two year project with additional courses and activities continuing this year. Activities include professional development, promotion and clinical experience. A new instructor will be hired and the clinical skills lab facilitator position will become full-time. This is fully funded by a \$246,366 grant.</p>	
<b>Medical Assistant Career Pathway</b>	<b>\$197,816</b>
<p>Based on district employers' needs the medical assistant career pathway and patient services specialist embedded pathway certificate was developed. This funds key elements for career pathway implementation and student level outcomes. Multiple entry and exit points for course/credential completion and employment have been developed for high school students, incumbent workers and adult learners. This is funded by a grant of \$148,362.</p>	
<b>Court Reporting</b>	<b>\$196,170</b>
<p>Outcomes and activities include curriculum modifications that include new technologies, industry standards and certifications. Expanded instruction implements new, industry-relevant instructional equipment and technology for student solo site access. Online and in-person academic support will improve student retention. This activity is fully funded by a grant of \$196,170.</p>	
<b>Radiation Safety/Health Physics</b>	<b>\$175,750</b>
<p>This program will be expanded through collaboration with Blackhawk Technical College. This will support curriculum development and modification to incorporate industry-recognized competencies. First year technical instruction will be delivered via in-person, online and videoconferencing at both colleges. This also provides resources for industry-relevant instructional materials and equipment at each college. This is fully funded by a \$175,750 grant.</p>	

<b>Manufacturing Management</b>	<b>\$168,593</b>
<p>This will support the expansion of flexible offerings of the Manufacturing Management associate degree program. Curriculum modification integrates cooperative learning and new technology for online and accelerated delivery. First-year instruction will be offered via online and accelerated delivery formats to increase accessibility to students. This is fully funded by a \$168,593 grant.</p>	
<b>Administrative Professional Career Pathway</b>	<b>\$84,064</b>
<p>This will expand the administrative professional career pathway to meet the district's growing need for administrative professionals in all and key industry sectors. Three specialized office environment tracks and an online delivery format for pathway entry or exit will be created. Expansion activities include dual credit and career exploration opportunities, pre-college contextualized instruction, postsecondary advanced standing credit and evening office technology embedded pathway offerings. This is partially funded by a \$63,048 grant.</p>	
<b>Professional Development</b>	<b>\$75,153</b>
<p>This will support the college's faculty and staff development plan. Activities include college-wide Leadership and Faculty Quality Assurance Systems professional development initiatives. In addition this funds activities that enhance the college's curriculum development processes. This is partially funded by a grant of \$50,102.</p>	

## LTC Board Policy

Budget planning abides by the policy set forth by the LTC Board.

Budgeting for any fiscal year or the remaining part of any fiscal year shall follow the LTC Board Ends priorities, maintain fiscal stability, and be realistic in projections of revenue and expenses. Budgets will become effective when approved by the LTC Board. Budget development adheres to the following guidelines.

1. Budget proposals must contain information that enables an accurate projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.
2. Plan expenditures to be within the conservatively projected funds to be received during the year.
3. Provide for Board prerogatives, such as costs of fiscal audit, Board development and training, and Board professional fees in the operating budget.
4. Seek a broad base of input in the development of the budget.
5. Take into account Board Ends priorities in the development of the budget.
6. Include adequate amounts for plant and facilities maintenance, instructional equipment, new program and course development, staff development, and institutional research in the budget.
7. Repay debt with unencumbered revenues within the current fiscal year or from funds previously established by the Board for that purpose.

## LTC Board Guidelines

The LTC Board sets operating and debt guidelines in addition to policy, to recognize the importance of fiscal responsibility and prudent debt administration. LTC issues General Obligation Promissory Notes for capital projects including new construction, site improvement, building remodeling and improvements, and capital equipment purchases. The following budget guidelines were adopted by the LTC Board for 2017-18 planning.

- Operating expenditure increases will not exceed revenue.
- The operating tax levy will not exceed state parameters for net new construction.
- Student fee increases will follow state approved rates.
- Maintain fund balance between 20 and 35 percent of general fund revenues.
- The College will strive to avoid borrowing for cash flow purposes.
- Replacement budgets should be established for all recurring major equipment expenditures.
- Capital expenditures will follow the long-term facility plan and replacement schedules.
- The tax rate for capital replacements should not exceed \$.35 per thousand dollars of equalized valuation for regular financing.
- Major projects outside of replacement will be funded outside the replacement limit upon Board approval. Upon completion of the project the tax rate will be lowered accordingly.
- The maturity date for any debt will not exceed the reasonably expected useful life of the equipment or project so financed.

## LTC Budget Guidelines

In addition to the LTC Board Guidelines, the District considers the following guidelines while preparing its budget.

**Fund Balance.** The District maintains a fund balance between 20 and 35 percent of general fund revenues to provide for normal fluctuations in operating cash balances. Fund balance can only be used for one-time expenditures and usage must be approved by the LTC Board.

**Long-Term Forecasting.** The District develops long-term revenue and expenditure forecasts going out 5 years as part of its budgeting process and considers these forecasts during budget development in order to address the future financial position of the District. The long-term forecast takes into consideration changes in personnel and operating costs due to the expiration of grants, new facilities and changes in service levels due to the addition of new programs.

**Funding of New Programs.** New programs are approved by the District's Leadership Team through the planning process. Expected costs and benefits of a new program are analyzed during this process and are reflected in the criteria that are used to monitor the success of the new program. The District generally allows a three year period for new programs to gain momentum. After this period, the program goes through a Program Health analysis, along with all other programs of the District.

**Asset Maintenance and Repair.** The District maintains both a long-range Facilities Plan and an Equipment Replacement Plan that guides its budget process. A Facilities Assessment plan had been developed several years ago which identifies areas in need of maintenance and repairs. In addition, the appropriate staff are consulted during the budget process to determine if there are facilities or IT needs that fall outside of the long-range plans already in place. Maintenance of existing facilities is given preference over the construction of new facilities, where appropriate. Asset maintenance and repair is funded through the District's capital projects fund, and the long-range plans must consider the debt levels. Multi-year capital expenditures are developed, along with a multi-year debt plan to ensure that the colleges stays within the board parameters.

**Estimating the Operating and Maintenance Costs of Capital Assets.** The estimated operating and maintenance costs of a potential new asset are taken into consideration when the District assesses the feasibility of acquiring the asset, including the affordability of those cost within the operating budget. The District takes into consideration the costs needed to operate the asset on a day-to-day basis, including staffing, utilities, etc. and the cost to repair the asset over time.

**Monthly Monitoring of Key Revenues and Expenditures.** The District's Chief Financial Officer prepares and analyzes financial reports on a monthly basis. These financial reports are presented to the District's Leadership Team and to the LTC Board each month. This presentation includes a discussion of any significant event that will impact the District's budget beyond normal operating variations and have a significant impact on the District's ending balances. In addition, expense reports are provided to the individual budget managers on a monthly basis for their review.

**Revenue Diversification and Stabilization.** The District strives to find new revenue sources through grants and gifts to diversify its revenue base and to make the college less vulnerable to changes in state funding, while keeping in mind that these revenue sources last for a limited time and cannot be counted on to fund ongoing operations. The District's tuition and fees are set by the Wisconsin Technical College System office but other student fees and fees for the use of services are reviewed by the District annually as part of the budgeting process.

**Grants.** Grants are identified by the District's grant managers and are presented to the District's Leadership Team in a grant proposal process. The Leadership Team approves writing for the grant based upon how the grant aligns with the District's mission, vision and strategic goals and whether or not the District has the necessary infrastructure to support the grant's requirements. The grant proposal includes a draft of the grant's outcomes and budget, including direct and indirect costs, and operational and administrative needs. A formal evaluation of the grant is provided to the Leadership Team at the conclusion of the grant.

## **LTC Policies**

### **Internal Controls**

The management of the District is responsible for establishing and maintaining an internal control structure designed to ensure that the assets of the College are protected from loss, theft, or misuse and to ensure that adequate accounting data is compiled to allow for the preparation of financial statements in conformity with generally accepted accounting principles. The internal control structure is designed to provide reasonable, but not absolute, assurance that these objectives are met. The concept of reasonable assurance recognizes that: (1) the cost of a control should not exceed the benefits likely to be derived; and (2) the valuation of costs and benefits requires estimates and judgments by management.

As a recipient of federal, state and local financial assistance, the College is also responsible for ensuring that an adequate internal control structure is in place to ensure and document compliance with applicable laws, regulations, contracts and grants related to these programs. This internal control structure is subject to periodic evaluation by management and the internal audit staff of the government.

### **Investment and Cash Management**

LTC has adopted an investment policy that allows its investment officer to invest excess funds according to the following objectives listed in order of priority.

1. Safety of principal.
2. Maintenance of sufficient liquidity to meet immediate payment requirements.
3. Obtain the highest possible rate of return consistent with safety of principal and liquidity.

Wisconsin Statute 66.0603 defines the investments that the College can use. These investments include time deposits, bonds or securities issued or guaranteed by the federal government or an instrumentality, bonds or securities of any county, city, village, town or district of the state and other securities. Deposits with financial institutions within the State of Wisconsin are insured by the Federal Deposit Insurance Corporation (FDIC) in the amount of \$250,000 for time and savings deposits and \$250,000 for demand deposits per official custodian per insured depository institution. Deposits with financial institutions located outside the State of Wisconsin are insured by the FDIC in the amount of \$250,000 per official custodian per depository institution. Also, the State of Wisconsin has a State Guarantee Fund which provides a maximum of \$400,000 per public depository above the amount provided by an agency of the U.S. Government. However, due to the relatively small size of the State Guarantee Fund in relation to the Fund's total coverage, total recovery of insured losses may not be available.

## **Debt Management**

Moody's Investors Service has assigned an Aa1 rating to LTC's general obligation issues in May 2016. The rating is based on:

- The District's sound financial operations due to prudent financial management as evidenced by healthy operating reserves and notable margin under the state imposed operating levy cap.
- The District's sizable tax base will remain relatively stable as growth in this area over the last few years was moderate in comparison to most other areas of state and nation boom.
- The District's debt burden remains at manageable levels with modest future borrowing needs and rapid principle amortization.

LTC utilizes a financial advisor to structure financings, watch for refunding opportunities, work with the rating agencies, market the notes, and to fulfill filing requirements. A bond counsel is obtained for drafting resolutions authorizing and awarding the sale of notes along with the associated documents needed to sell the notes.

## **Risk Management**

LTC maintains a risk management program which includes a comprehensive insurance program designed to meet the College's needs, active security and safety committees oriented to the identification and avoidance of risk, regular meetings with employees covering risk management, and risk management services. The College is part of the Districts Mutual Insurance Company, an insurance company owned by the Wisconsin Technical Colleges. Districts Mutual Insurance also provides risk management services to the colleges, which has resulted in better management of those risks and limited increases in premiums.

## **Balanced Budget**

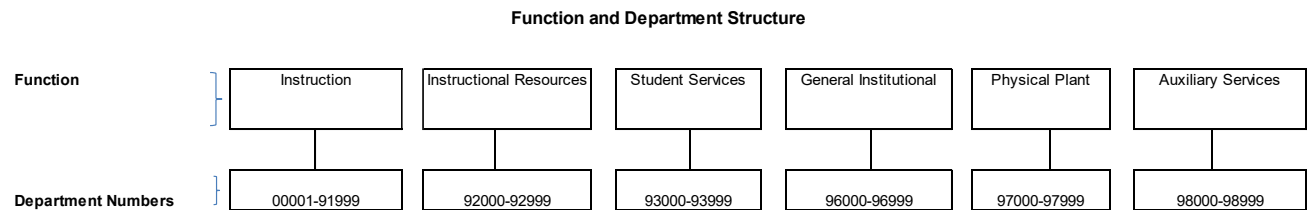
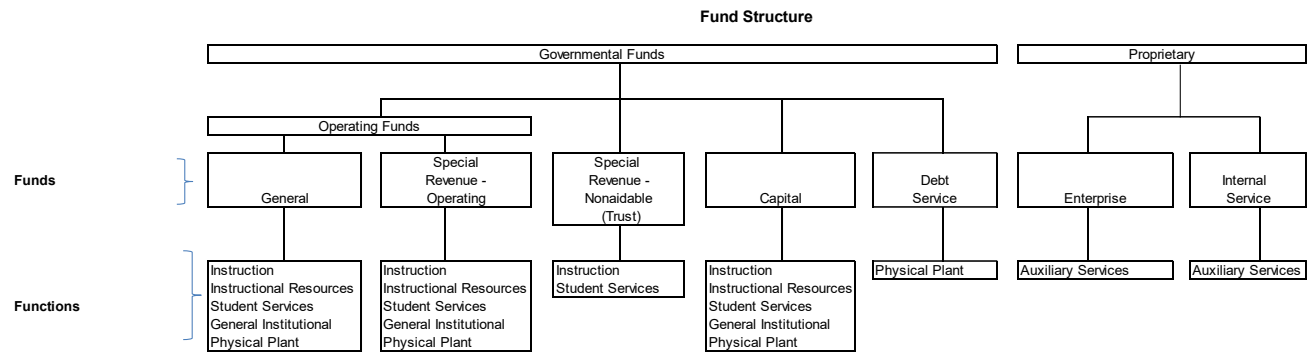
State statute mandates that LTC prepare an annual budget. The state and the LTC Board control budget levels through guidelines that limit the growth rate of LTC's tax levy each year. LTC staff must present to the LTC Board a balanced budget that meets all budget guidelines. The budget is balanced when revenues plus other sources equals expenditures plus other uses.

## Financial Structure

The financial structure includes all the funds, departments, and accounts of all operations of LTC's reporting entity. The LTC Board is the governing authority of this reporting entity. There are nine members on the LTC Board. It consists of two employers, two employees, one district school administrator, one elected official, and three additional members. There will be at least four Board members representing each portion of the District, of which there must be one employer, one employee, and one member-at-large; the district school administrator may represent either of the two portions of the District. The law requires that at least one of the LTC Board members be an elected official who holds a state or local elective office as defined in Section 5.02 of the Wisconsin Statutes. In addition, under the act, no two members of the LTC Board will be permitted to be officials of the same governmental unit, nor can any Board member be a member of a school board that employs the district school administrator member. The LTC Board is the District's governing body and has authority to:

- Borrow money and levy taxes.
- Budget.
- Oversee LTC's other fiscal and general management which includes, but is not limited to, the authority to execute contracts, to exercise control over facilities and properties, to determine the outcome of disposition of matters affecting the recipients of the services being provided, and to approve the hiring or retention of key management personnel who implement Board policy and directives.

The balance sheets, statements, and schedules presented within the document are required presentations by the WTCS Financial Accounting Manual for the 2016-17 budget. LTC's fund structure is linked to its organizational structure primarily through its operating funds and functions.



Instructional Departments

Agriculture	00001-09999
Business & Technology	10000-19999
Graphics	20000-29999
Home Economics	30000-39999
Industrial	40000-49999
Health & Human Services	50000-59999
Technical	60000-69999
General Studies	80000-89999
Academic Administration	90000-91999



## Governmental Funds

Governmental funds are those through which most functions of LTC are financed. The acquisitions, uses, and balances of LTC's expendable financial resources and related liabilities, except those accounted for in proprietary and fiduciary funds, are accounted for through governmental funds. The measurement focus is based upon the determination of changes in financial position rather than upon net income determination. LTC maintains the following governmental funds:

- |                                       |   |
|---------------------------------------|---|
| General Fund -                        | The General Fund is the principal operating fund and accounts for all financial activities not required to be accounted for in another fund.  |
| Special Revenue Fund -<br>Operational | The Special Revenue Fund-Operational is used to account for the proceeds and related financial activities of specific revenue sources that are legally restricted to expenditures for specified purposes. LTC maintains two Special Revenue Funds – Workforce Solutions and Grant and Projects.             |
| Special Revenue Fund -<br>Nonaidable  | The Special Revenue Fund-Nonaidable is used to account for assets held by LTC in a trustee capacity, primarily for student aids, fiscal agent projects, and other student activities.   |
| Capital Projects Fund -               | The Capital Projects Fund accounts for financial resources used for the acquisition or construction of capital assets and remodeling other than those financed by enterprise and trust funds. LTC maintains three Capital Project Funds – Equipment, Building and Grounds Projects and Technology Projects. |
| Debt Service Fund -                   | The Debt Service Fund is used to account for the accumulation of resources for, and the payment of, general long-term debt principal, interest, and related costs.  |

## Proprietary Funds

Proprietary funds are used to account for the ongoing activities that are similar to those often found in the private sector.

- |                          |  |
|--------------------------|--|
| Enterprise Funds -       | The Enterprise Fund is used to record revenues and expenses related to rendering services to students, faculty, staff, and the community. These funds are intended to be self-supporting and are operated in a manner similar to private business where the intent is that all costs, including depreciation expense, of providing certain goods and services to the students and other aforementioned parties is recovered primarily through user charges. These services compliment the educational and general objectives of LTC. |
| Internal Service Funds - | The Internal Service Fund is used to account for the financing and related financial activities of goods and services provided by one department of the District to other departments of the District, or to other governmental units on a cost reimbursement basis.   |

## Functions

Expenditures are classified by the following functions. LTC's organizational structure is aligned to this structure.

Instruction -	Instruction includes teaching, academic administration including clerical support, and other activities related directly to the teaching of students, guiding the students in the educational program and coordination and improvement of teaching.
Instructional Resources -	Instructional Resources includes all learning resource activities such as the library, audio-visual services, instructional television, instructional resources administration and clerical support.
Student Services -	Student Services includes those non-instructional services provided for the student body. These include student recruitment, student services administration and clerical support, admissions, registration, counseling - including testing and evaluation, non-instructional alcohol and other drug abuse services, health services, financial aid, placement, and follow-up.
General Institutional -	General Institutional includes all services benefiting the entire College except for those identifiable to other specific functional categories. Examples of this type of expenditures are general administrative functions including the LTC Board, the office of the President, the business office and general supporting administrative offices. Also, legal fees, external audit fees, general property and liability insurance, human resources and staff development are included.
Physical Plant -	Physical Plant includes all services required for the operation and maintenance of the physical facilities. Principal and interest on long-term debt obligations are also included in this function as are general utilities such as heat, light and power.
Auxiliary Services -	Auxiliary Services includes the commercial type activities in the enterprise and internal service funds.

## Departments

Functions are further broken down by departments in order to provide more detail for each type of activity. The chart below lists the functions and the departments within each function.

Function	Departments	Function	Departments
<b>Instruction</b>	00001-91999	Instructional Resources	92000-92999
Agriculture	00001-09999	Student Services	93000-93999
Business & Technology	10000-19999	General Institutional	95000-96999
Graphics	20000-29999	Physical Plan	97000-97999
Home Economics	30000-39999	Auxiliary Services	98000-98999
Industrial	40000-49999		
Health & Human Services	50000-59999		
Technical	60000-69999		
General Studies	80000-89999		
Academic Administration	90000-91999		

Instruction, instructional resources, student services, general institutional and physical plant are functions all used in the general, special revenue and capital project funds. The debt service fund only uses the physical plant function and the enterprise and internal service funds only use the auxiliary service function.

## Fixed Assets and Long-Term Obligations

Fixed assets used in governmental fund-type operations (general fixed assets) are accounted for in the general fixed assets account group rather than in governmental funds. No depreciation is required or has been provided on general fixed assets. Fixed assets acquired for enterprise operations are accounted for in the related fund and are depreciated.

Long-term liabilities expected to be financed from governmental funds are accounted for in the general long-term obligation account group rather than in governmental funds. The general long-term obligations account group includes an accounting for all general indebtedness and the noncurrent portion of the post-retirement and vacation pay liabilities. Payments on general indebtedness are made from the Debt Service Fund while payments for post-retirement benefits and sick pay are made from the General Fund.

The two account groups are not “funds.” They are only concerned with the measurement of financial position. They are not involved with the measurement for the results of the operations of the College.

## Basis of Accounting

Basis of accounting refers to when revenues and expenditures or expenses are recognized in the accounts and reported in the financial statements. Basis of accounting relates to the timing of the measurement made, regardless of the measurement focus applied.

The governmental, expendable trust funds are accounted for on a modified accrual basis. Under the modified accrual basis of accounting, transactions are recorded in the following manner:

- Revenues are recognized when they become both measurable and available (susceptible to accrual). All revenues are considered susceptible to accrual except summer school tuition and fees.
- Expenditures are recognized when the liability is incurred, except for interest and principal on general long-term obligation debt, which are recognized as expenditures when due.
- Expenditures for claims and judgments are recognized when it becomes probable that an asset has been impaired or a liability has been incurred.
- Expenditures for compensated absences, including vacation and sick leave, are recognized when the liability is incurred for past services of an employee that vest and accumulate.
- Fixed assets are recorded as capital outlays at the time of purchase.
- Proceeds of long-term obligations are treated as a financing source when received.

Proprietary funds are accounted for on the flow of economic resources management focus and use the accrual basis of accounting. Under this basis, revenues are recognized when measurable and earned expenses are recorded as liabilities when incurred and depreciation expense is included where applicable. This basis of accounting emphasizes the determination of net income. The proprietary funds have elected to follow Financial Accounting Standards Board pronouncements issued before November 30, 1989, and all pronouncements of the Governmental Accounting Standards Board.

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# Lakeshore Technical College



BUDGET

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## **Basis of Budgeting**

This budget document is prepared on the same basis of accounting as LTC's financial statements. LTC follows generally accepted accounting principles applicable to governments, however, for budgetary purposes, encumbrances are also included in expenditures.

The governmental fund types use the modified basis of accounting. Under the modified basis of accounting, revenues are recognized when susceptible to accrual (i.e., when they are "measurable and available"). "Measurable" means the amount of the transaction can be determined and "available" means collectible within the current period or soon enough thereafter to pay liabilities of the current period. Expenditures are recorded when the related fund liability is incurred, except for unmatured interest on general long-term obligations which is recognized when due, and certain compensated absences, claims and judgments which are recognized when the obligations are expected to be liquidated with expendable available financial resources.

Fixed assets are recorded as capital outlays at the time of purchase. Proceeds of long-term obligations are recorded as a financing source when received.

Proprietary funds use the accrual basis of accounting. The measurement focus is based upon the determination of net income. Revenues are recorded when earned and expenses are recorded at the time the liabilities are incurred.

The accounts of LTC are organized on the basis of funds and account groups, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues, and expenditures. LTC's resources are allocated to and accounted for in individual funds, based upon the purpose for which they are to be spent and the means by which spending activities are controlled. In this budget document the various funds are grouped into fund types and three broad fund categories.

## Combined Fund Summary 2017-18 Budgetary Statement of Resources, Uses, and Changes in Fund Balance

The Combined Fund Summary and Combining Budget Statement include all the funds of the College.

	2014-15 Actuals (1)	2015-16 Actuals	2016-17 Budget	2016-17 Estimates (2)	2017-18 Budget
<b>REVENUES</b>					
Local Government	10,569,450	10,934,545	11,120,000	11,120,000	11,713,000
Property Tax Relief Aid	11,877,887	11,877,887	11,878,000	11,878,000	11,878,000
General State Aids	2,600,369	2,912,026	2,794,000	2,794,000	3,045,000
State Grants	2,506,843	4,123,430	3,015,000	2,925,000	2,193,000
Program Fees	5,825,036	5,648,617	5,610,000	5,800,000	5,900,000
Material Fees	373,056	387,269	370,000	370,000	400,000
Other Student Fees	737,272	766,592	830,000	830,000	748,000
Institutional	4,261,013	5,046,249	4,767,000	4,767,000	4,699,000
Federal	5,112,044	5,028,170	5,384,000	5,384,000	4,995,000
Total Revenue	<u>43,862,970</u>	<u>46,724,785</u>	<u>45,768,000</u>	<u>45,868,000</u>	<u>45,571,000</u>
<b>EXPENDITURES</b>					
Instruction	22,275,360	22,973,220	23,040,000	23,040,000	21,950,000
Instructional Resources	1,801,825	1,527,661	1,791,000	1,791,000	1,923,000
Student Services	7,831,323	7,984,974	8,788,000	8,788,000	8,727,000
General Institutional	5,173,355	5,489,882	5,512,000	5,512,000	5,836,000
Physical Plant	9,353,701	11,090,030	10,078,000	10,078,000	11,171,000
Auxiliary Services	1,708,803	1,898,834	2,218,000	2,218,000	2,218,000
Total Expenditures	<u>48,144,367</u>	<u>50,964,601</u>	<u>51,427,000</u>	<u>51,427,000</u>	<u>51,825,000</u>
Net Revenue (Expenditures)	(4,281,397)	(4,239,816)	(5,659,000)	(5,559,000)	(6,254,000)
<b>OTHER SOURCES (USES)</b>					
Operating Transfer In (Out)	0	0	0	0	0
Repayment of Debt	0	0	0	0	0
Proceeds from Debt	6,342,894	6,714,045	7,800,000	7,800,000	4,000,000
Total Resources (Uses)	<u>2,061,497</u>	<u>2,474,229</u>	<u>2,141,000</u>	<u>2,241,000</u>	<u>(2,254,000)</u>
<b>TRANSFERS TO (FROM) FUND BALANCE</b>					
Reserve for Prepaids & Inventories	0	0	0	0	0
Reserve for Capital Projects	1,250,273	1,358,757	2,263,000	2,263,000	(2,242,000)
Reserve for Debt Service	274,844	168,205	(22,000)	(22,000)	(199,000)
Retained Earnings	147,796	576,811	0	0	0
Reserve for Student Organizations	30,138	(5,192)	0	0	0
Reserve for Operations	0	0	0	0	0
Designated for State Aid Fluctuations	0	0	0	0	0
Designated for Subsequent Years	0	0	0	0	0
Designated for Subsequent Year	358,446	375,648	(100,000)	0	187,000
Total Transfers to (From) Fund Balance	<u>2,061,497</u>	<u>2,474,229</u>	<u>2,141,000</u>	<u>2,241,000</u>	<u>(2,254,000)</u>
Beginning Fund Balance	<u>14,022,937</u>	<u>16,084,434</u>	<u>18,558,663</u>	<u>18,558,663</u>	<u>20,799,663</u>
Ending Fund Balance	16,084,434	18,558,663	20,699,663	20,799,663	18,545,663
<b>EXPENDITURES BY FUND</b>					
General Fund	26,872,813	28,303,947	28,712,000	28,712,000	28,341,000
Special Revenue Fund - Operational	4,740,248	4,961,008	5,066,000	5,066,000	5,045,000
Special Revenue Fund - Nonaidable	4,543,171	4,422,915	4,613,000	4,613,000	4,613,000
Capital Projects Fund	5,720,411	6,615,242	6,074,000	6,074,000	6,570,000
Debt Service Fund	4,558,921	4,762,655	4,744,000	4,744,000	5,038,000
Enterprise Fund	1,481,368	1,457,599	1,600,000	1,600,000	1,600,000
Internal Service Fund	227,435	441,235	618,000	618,000	618,000
Total Expenditures by Fund	<u>48,144,367</u>	<u>50,964,601</u>	<u>51,427,000</u>	<u>51,427,000</u>	<u>51,825,000</u>

(1) Actual is presented on a budgetary basis

(2) Estimate is based upon 9 months of actual and 3 months of estimate

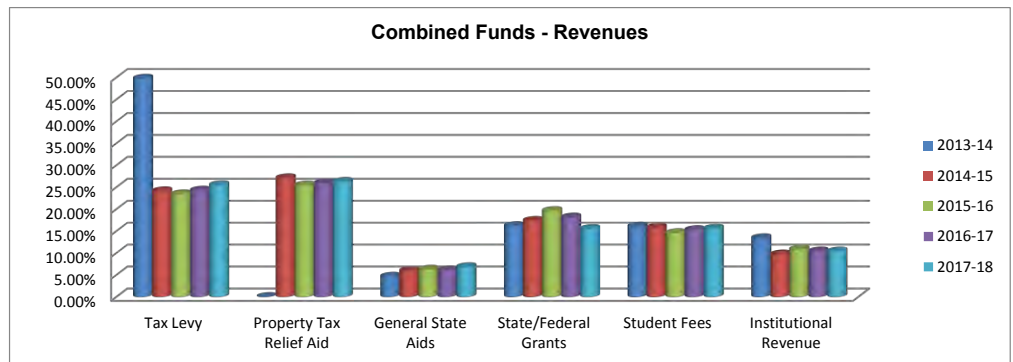
## Combining Budget Summary July 1, 2017 – June 30, 2018

	Governmental Funds				Proprietary Funds			Total Funds
	General Fund	Special Revenue Fund		Capital Projects Fund	Debt Service Fund	Enterprise Fund	Internal Service Fund	
		Operational	Nonaidable					
<b>Revenues</b>								
Local Government	\$ 5,891,000	\$ 987,000	\$ -	\$ -	\$ 4,835,000	\$ -	\$ -	\$ 11,713,000
Property Tax Relief Aid	11,878,000	-	-	-	-	-	-	11,878,000
State Aids	3,390,000	1,286,000	420,000	142,000	-	-	-	5,238,000
Program Fees	5,900,000	-	-	-	-	-	-	5,900,000
Material Fees	400,000	-	-	-	-	-	-	400,000
Other Student Fees	430,000	18,000	300,000	-	-	-	-	748,000
Institutional Revenue	493,000	1,730,000	174,000	80,000	4,000	1,600,000	618,000	4,699,000
Federal Revenue	146,000	1,024,000	3,719,000	106,000	-	-	-	4,995,000
<b>Total Revenues</b>	<b>\$ 28,528,000</b>	<b>\$ 5,045,000</b>	<b>\$ 4,613,000</b>	<b>\$ 328,000</b>	<b>\$ 4,839,000</b>	<b>\$ 1,600,000</b>	<b>\$ 618,000</b>	<b>\$ 45,571,000</b>
<b>Expenditures</b>								
Instruction	\$ 16,763,000	\$ 3,553,000	\$ 600,000	\$ 1,034,000	\$ -	\$ -	\$ -	\$ 21,950,000
Instructional Resources	1,076,000	-	-	847,000	-	-	-	1,923,000
Student Services	3,570,000	1,139,000	4,013,000	5,000	-	-	-	8,727,000
General Institutional	4,802,000	-	-	1,034,000	-	-	-	5,836,000
Physical Plant	2,130,000	353,000	-	3,650,000	5,038,000	-	-	11,171,000
Auxiliary Services	-	-	-	-	-	1,600,000	618,000	2,218,000
<b>Total Expenditures</b>	<b>\$ 28,341,000</b>	<b>\$ 5,045,000</b>	<b>\$ 4,613,000</b>	<b>\$ 6,570,000</b>	<b>\$ 5,038,000</b>	<b>\$ 1,600,000</b>	<b>\$ 618,000</b>	<b>\$ 51,825,000</b>
Revenues Over (Under) Expenditures	\$ 187,000	\$ -	\$ -	\$ (6,242,000)	\$ (199,000)	\$ -	\$ 0	\$ (6,254,000)
<b>OTHER SOURCES (USES)</b>								
Operating Transfer In (Out)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Proceeds from Debt	-	-	-	4,000,000	-	-	-	4,000,000
Repayment of Debt	-	-	-	-	-	-	-	-
<b>Total Resources (Uses)</b>	<b>\$ 187,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (2,242,000)</b>	<b>\$ (199,000)</b>	<b>\$ -</b>	<b>\$ 0</b>	<b>\$ (2,254,000)</b>
<b>TRANSFERS TO (FROM) FUND BALANCE</b>								
Reserve for Prepaids & Inventories	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reserve for Capital Projects	-	-	-	(2,242,000)	-	-	-	(2,242,000)
Reserve for Debt Service	-	-	-	-	(199,000)	-	-	(199,000)
Retained Earnings	-	-	-	-	-	-	-	-
Reserve for Student Organizations	-	-	-	-	-	-	-	-
Reserve for Operations	-	-	-	-	-	-	-	-
Designated for State Aid Fluctuations	-	-	-	-	-	-	-	-
Designated for Subsequent Years	-	-	-	-	-	-	-	-
Designated for Subsequent Year	187,000	-	-	-	-	-	-	187,000
<b>Total Transfers to (From) Fund Balance</b>	<b>187,000</b>	<b>-</b>	<b>187,000</b>	<b>(2,242,000)</b>	<b>(199,000)</b>	<b>-</b>	<b>-</b>	<b>(2,254,000)</b>
Beginning Fund Balance	8,838,852	145,103	364,748	7,756,499	1,398,592	2,080,059	215,810	20,799,663
Ending Fund Balance	\$ 9,025,852	\$ 145,103	\$ 364,748	\$ 5,514,499	\$ 1,199,592	\$ 2,080,059	\$ 215,810	\$ 18,545,663



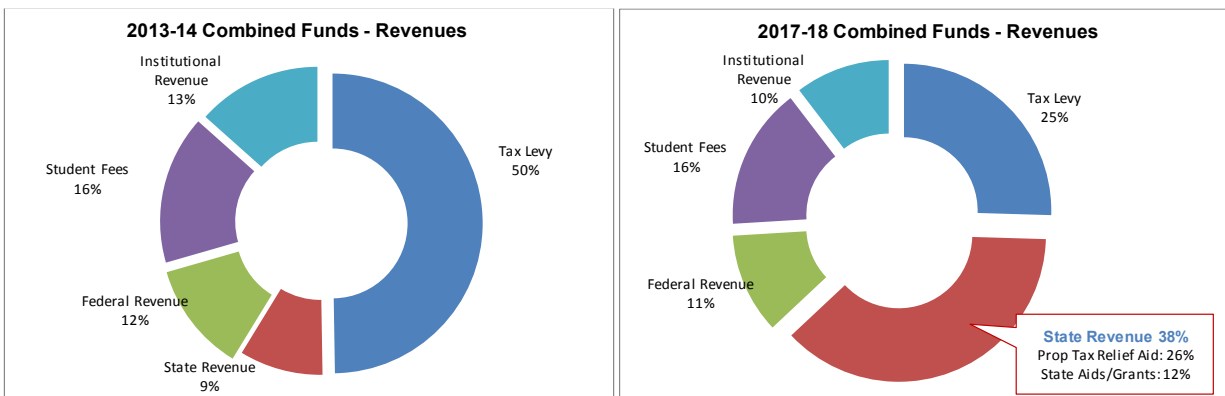
## Revenue Trends

LTC has a diversified funding base composed of property taxes, state aid, state incentive grants, student fees, federal grants, and institutionally-generated revenues. LTC believes that this diversity, the strength of the local tax base and its fiscal management continue to provide the resources required to fulfill its mission now and in the future without significant changes in the level of services provided.



The graph above shows the College’s major revenue sources as a percent of total revenues.

Legislation recently introduced in Wisconsin provides \$406 million annually in state aids to offset the operating tax levies of the technical colleges. Tax levies will be reduced by the amount of the property tax relief aid that each college receives. This shift significantly changed the College’s funding. Among the top three funding streams, local property tax funding decreased from an average of 50 percent to 25 percent of total revenues, state funding increased from 11 percent to 38 percent, and student fees remained relatively the same. Included in the bill is a mechanism to restore levy authority to the extent that the state funding is reduced in subsequent years. The two graphs below compare the percent of revenue sources for 2013-14 and 2017-18.



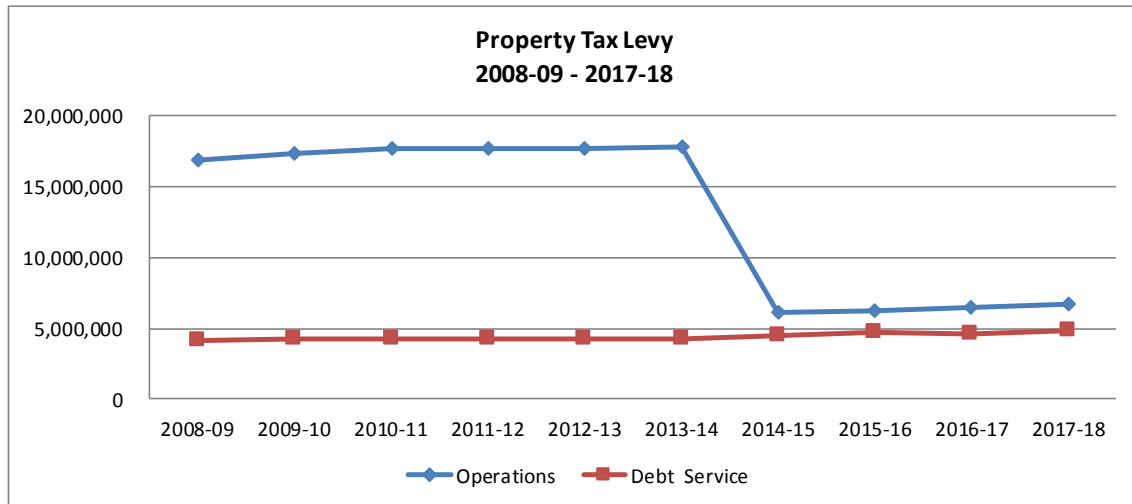
## Property Tax

One of LTC’s major revenue sources is local property taxes referred to as “Local Government” revenue in the following budgetary statements. Annually, in October, the property tax levy is billed based upon the equalized value of taxable property, excluding tax incremental financing districts, to the local municipalities who act as assessors and collection agencies. All delinquencies are assumed by the respective counties thus LTC receives the full amount of its levy. Wisconsin Act 20, the 2013-15 Biennial Budget Bill, replaced the previous \$1.50 per \$1,000 of taxable property cap on the operating tax mill rate with a new cap that limits operating levies at current year levels with two exceptions. Operating levies can be increased to capture district-wide valuation changes due to net new construction. Net new construction can be a positive number even when overall district values decline. For taxes levied and collected in 2017 and 2016, the increase due to net new construction for the District was 1.25% and 0.88%, respectively. In addition, levies can be increased for operations by any amount subject to district-wide referendum approval. The debt service mill rate is added to the operational mill rate to get a total mill rate amount. The

debt service tax levy is used to pay the principal and interest payments that are due that year. The operational tax levy is used to fund expenditures in the general and special revenue-operational funds.

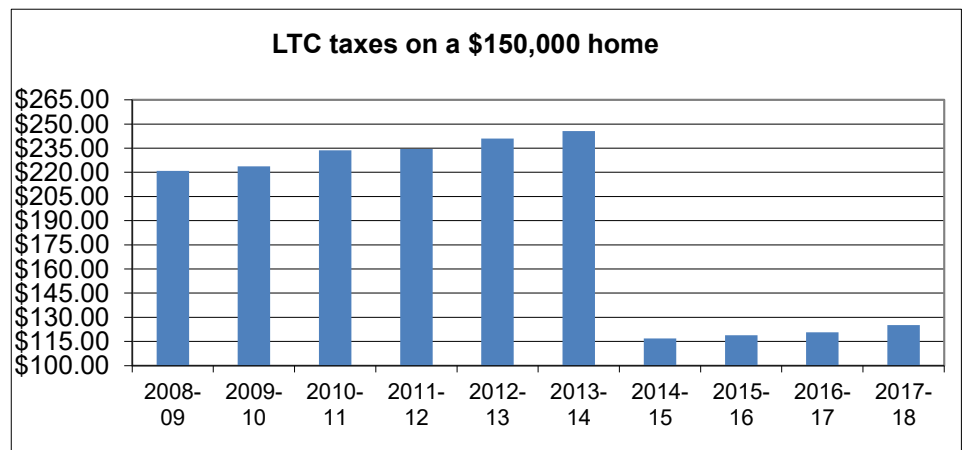
Based on the conditions of the local economy, property valuations are projected increase 1.5 percent over last year. The average increase in valuations over the past ten years has been 0.64 percent. The mill rate increased .40 percent in 2016-17, including a 2.27 percent increase in operating levy and a 2.08 percent decrease in debt service levy. For 2017-18, the mill rate is projected to increase 3.78 percent, including a 3.55 percent increase in operating levy and a .380 percent increase in debt service levy.

The graph below shows the tax rate, broken down by the operations and debt service components.



The 2017-18 tax rate, before the add in for the 2016-17 re-assessment changes, increased \$0.01707 from the 2016-17 rate of \$0.80 to \$0.82 per thousand dollars of equalized valuation, with the assumption that equalized valuations will increase by 1.5 percent over the previous year. The operational levy is \$0.48 per thousand dollars of equalized valuation and the debt service rate is \$0.34 per thousand dollars of equalized valuation. Equalized property value, excluding Tax Incremental Districts (TID), is expected to increase to \$14,027,232,390 compared to last year at \$13,819,933,389.

For a house with an equalized value of \$150,000, the projected annual 2017 tax payment by the owner to support the educational programs and services at LTC is \$125.25, including the add in for the 2016-17 re-assessment. This is an increase of \$4.56 from the 2016 taxes. (This information is based upon equalized values not assessed values. Each city, town, and village assessment ratio - equalized to assessed - may vary.) This rate changes once final equalized valuations are known.



### Property Tax Summary by Fund 2017-18 Projection

LAKESHORE TECHNICAL COLLEGE  
PROPERTY TAX SUMMARY BY FUND

	Property Tax Summary			
	2016-17 Actual	2017-18 Budget	Increase (Decrease)	Percent Change
Operating Levy	18,339,537	18,568,781	229,244	1.25%
Property Tax Relief Aid	(11,877,887)	(11,877,887)	0	0.00%
Revised Operating Levy	6,461,650	6,690,894	229,244	3.55%
 Debt Service Fund	 4,657,952	 4,835,000	 177,048	 3.80%
 Total Levy	 11,119,602	 11,525,894	 406,292	 3.65%
 Equalized Valuations	 13,819,933,389	 14,027,232,390	 207,299,001	 1.50%
 Add in for 2016-17 re-assessment changes		187,000		
Total Tax Levy		11,712,894		

#### Property Tax Rates

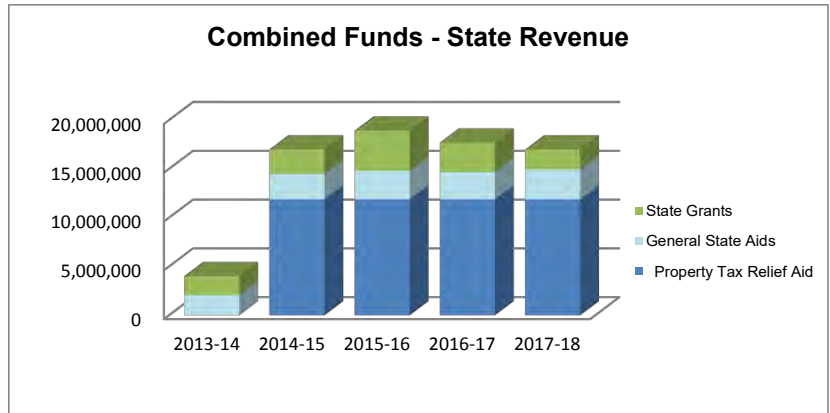
Budget Year	Operations		Debt Service		Total		Rate Change	Levy Change
	Mill Rate	Levy	Mill Rate	Levy	Mill Rate	Levy		
2008-09	1.18161	16,826,000	0.29083	4,141,414	1.47245	20,967,414	-0.21%	3.57%
2009-10	1.19854	17,356,000	0.29232	4,233,000	1.49086	21,589,000	1.25%	2.96%
2010-11	1.25620	17,711,000	0.30137	4,249,000	1.55757	21,960,000	4.47%	1.72%
2011-12	1.26058	17,711,000	0.30242	4,249,000	1.56300	21,960,000	0.35%	0.00%
2012-13	1.29197	17,711,000	0.31447	4,311,000	1.60644	22,022,000	2.78%	0.28%
2013-14	1.32014	17,841,000	0.31744	4,290,000	1.63758	22,131,000	1.94%	0.49%
2014-15	0.44861	6,087,172	0.33060	4,486,000	0.77921	10,573,172	-52.42%	-52.22%
2015-16	0.45718	6,245,553	0.34419	4,702,000	0.80137	10,947,553	2.84%	3.54%
2016-17	0.46756	6,461,650	0.33705	4,657,952	0.80461	11,119,602	0.40%	1.57%
2017-18	0.49032	6,877,894	0.34469	4,835,000	0.83501	11,712,894	3.78%	5.34%

The projected property tax relief aid of \$11,878,000 reduced the total levy to \$11,525,894, a 3.65 percent increase from 2016-17. This includes a projected \$229,244 increase in the operating levy based on net new construction and an increase of \$177,048, or .3.8%, in the debt service levy. The 2017-18 property tax relief aid was calculated based on the 2014 equalized valuations. If property values increase above 1.5 percent, the tax rate will decrease.



### State Aids

There are four components of state aids: property tax relief aid, general state aids, state grants and state aids in lieu of property taxes. Property tax relief aid is a new revenue source for the College. In March 2014, Wisconsin Act 145 was enacted that allocated \$406 million in property tax relief aid to the technical colleges in order to reduce their operating levies. General state aids and state grants are provided by the WTCS. The state aid in lieu of computer taxes are revenues received from the State to reimburse taxing jurisdictions when legislation in 2000 removed personal computers from the tax rolls for businesses.



General state aids are received by the technical colleges to be used to fund operational expenditures. Based on the proposed State biennial budget, 30 percent of the general state aids will be allocated to the technical colleges based on outcome measures. The remaining 70 percent will be distributed among the colleges based upon an expenditure-driven formula equalized for tax-leveling ability. The basic formula is as follows:

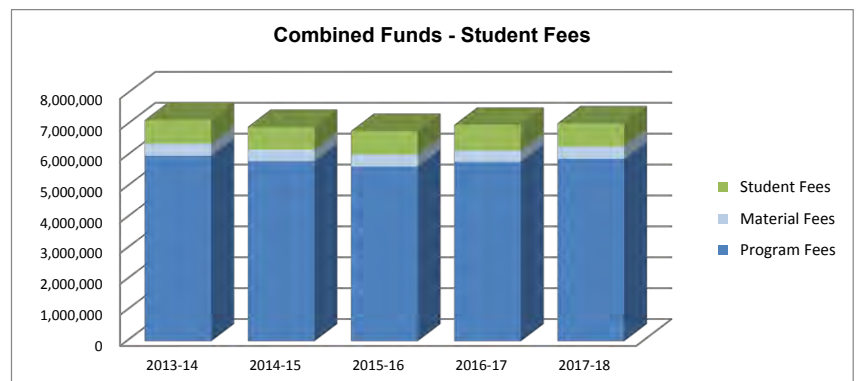
$$[(\text{Total General and Special Revenue Fund expenditures} - \text{all non-property tax or interest income revenue}) + \text{debt service expenditures}] * (\text{state average of taxable property per full-time equivalent student} / \text{LTC taxable property per full-time equivalent student})$$

The amounts that the College receives for state grants will vary depending on the total amount available from the State and which proposals from the College are approved for funding. In 2014-15, categorical aids was replaced by one block grant. Three new WTCS grant categories, New Markets, Core Industries and Career Pathways, support the development of new programs, aid in expanding core industry programming within the district, and also allow Career Pathways to be created, expanded and/or implemented. For 2014-15 and 2015-16, an additional \$30,000,000 was allocated to the technical college system for expanding capacity and addressing wait lists for programs. The college received \$1,384,529 to continue to offer certificates and courses to expand capacity.

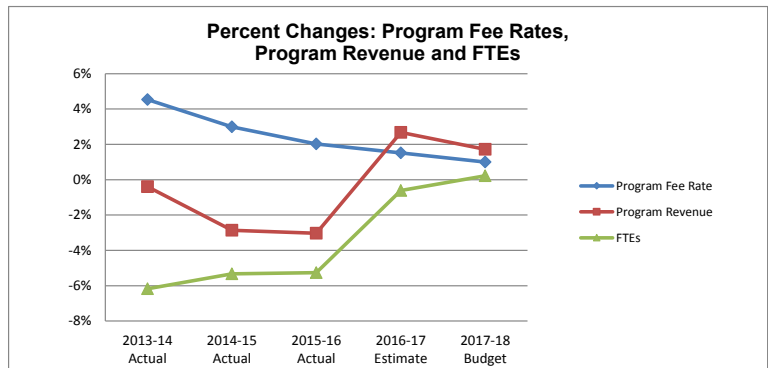
State aids and grants of \$5,238,000 are budgeted to decrease by 8.41 percent. This is due to decreases in grants to expand capacity and GPR grants, offset by an anticipated increase in general state aids, due to an overall \$5 million increase to state aids included in the proposed 2017-19 biennial budget bill.

### Student Fees

Fees are collected from students for tuition, materials, and miscellaneous items. Tuition and material fee rates are set annually by the WTCS based upon estimated total operating expenditures of all districts. Miscellaneous items include nonresident and out-of-state tuition, group dynamics course fees, testing fees, application fees, and graduation fees. The chart shows the three major categories of student fees over the past five years. Total student fees have decreased an average of 2 percent over the last five years.



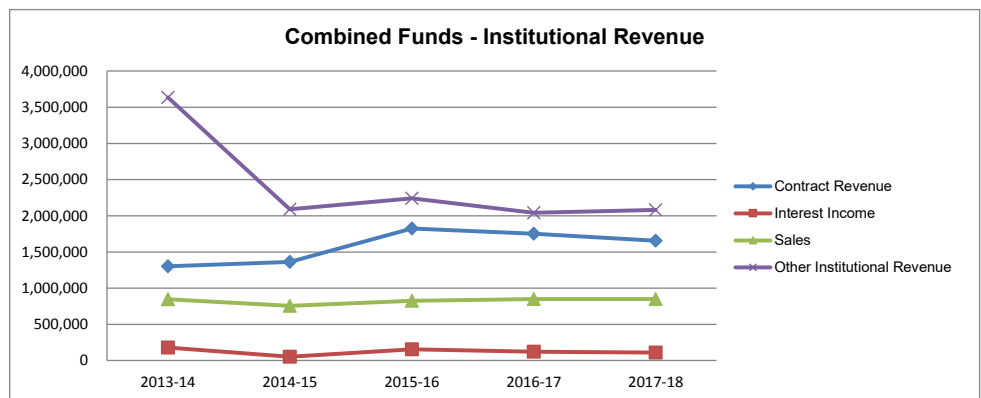
Program fees make up 15.5 percent of the total revenue budget and are calculated based on the tuition rate set by the WTCS Board and the projected FTE enrollments. The chart at the right shows the percent change in the tuition rate, FTEs, and program fee revenue.



The WTCS Board has been increasing the program fee rates at a slower rate in recent years. The average program fee increase for the last 5 years is 3.1 percent. Program fee rates for the 2016-17 were increased by 1.5 percent over the 2015-16 rate, to \$130.35 per credit. Program fee rates for 2017-18 are set to remain at the 2016-17 level for the 2017-18 summer term and are expected to remain at that level for the fall and spring terms. FTE enrollment changes have a greater impact on program fee revenue overall. FTEs are projected to 1,794 which is about the same as the 2016-17 estimate.

### Institutional Revenue

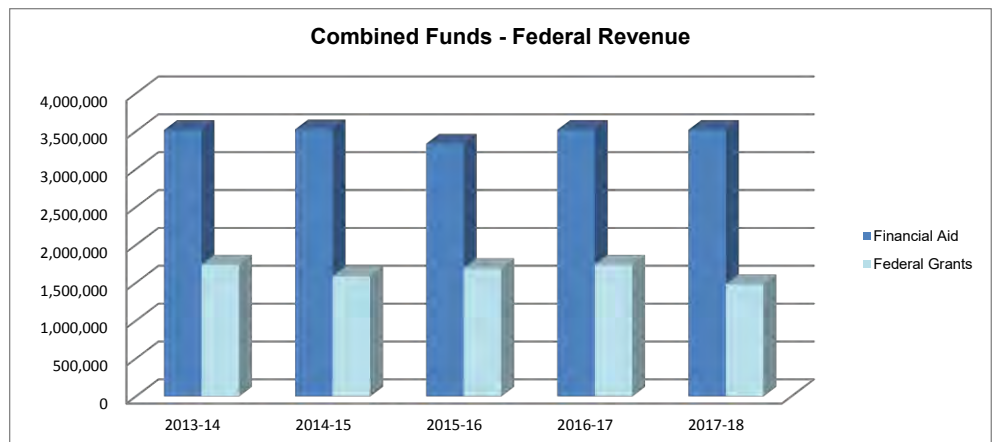
These revenues are generated by contracts with business and industry (38.14 Wisconsin Statutes) for customized instruction and technical assistance, technical preparation contracts (118.15 Wisconsin Statutes), interest or investment earnings, sales, enterprise and internal service activities.



Other institutional revenue includes revenue from various areas – enterprise activity, internal service activity, equipment sales and rental income. Total institutional revenue is expected to decrease by 1.4 percent due to decreased contract revenue. The increase in other institutional revenue in 2013-14 was due to donations for the capital projects fund.

### Federal Revenue

LTC receives federal grants for specific projects such as Carl Perkins Vocational & Technical Education and Adult Basic Education, fiscal agent projects and student financial assistance such as Pell and Federal Work Study. Federal revenue of \$4,995,000 is expected to decrease in 2017-18 due to Department of Labor grants that are ending.



## Combined Funds Budget Analysis — Resources

Resources of \$49,571,000 include revenues of \$45,571,000 and note proceeds of \$4,000,000. Total revenues in all funds are expected to decrease .65 percent from the 2016-17 estimates. Tax levy, general state aids, and student fees increased, while state and federal grants and institutional revenue decreased. Additional information pertaining to the changes in revenue for each of the College’s major sources of revenue follows.

### Tax Levy

The total tax rate, including the add-in for the 2016-17 re-assessment changes, of 0.83501 generates a levy of \$11,713,000 to support operations and debt service requirements. This represents a 5.33 percent increase over the prior year’s levy. The tax levy represents 25.70 percent of the total revenue budget compared to 24.36 percent for 2016-17. \$187,000 of the increase is due to a prior year re-assessment that the college refunded and will be added to the 2017-18 levy.

### State Aids

The property tax relief aid of \$11,878,000 is a new revenue source beginning in 2014-15 and will be used to decrease the operating tax levy. General state aids and grants are budgeted to decrease by 8.41 percent from the 2016-17 estimate. General state aids increased \$251,000 or 8.98 percent, while state grants decreased by 25.03 percent or \$732,000 from 2016-17 due to a decrease in grants to expand capacity and GPR grants.

### Student Fees

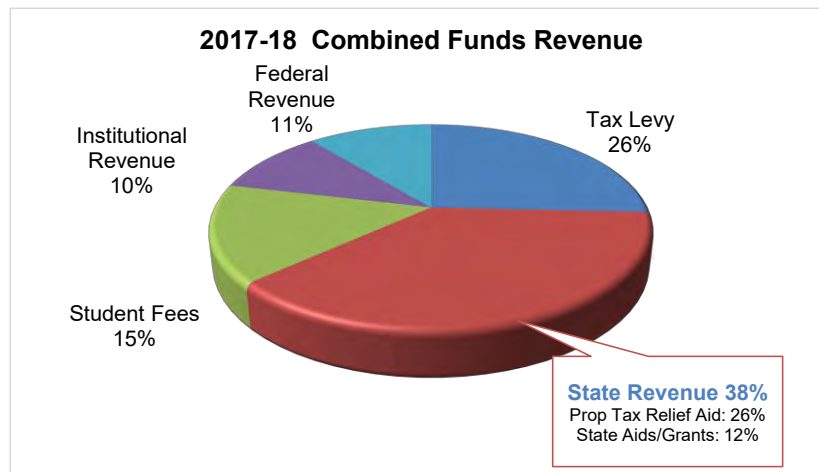
Student fee revenue includes program fees, material fees, and other student fees and is budgeted to increase by 0.69 percent. The increase is due to an increase in the FTEs. Tuition rates will be held at the 2016-17 rate of \$130.35 per credit.

### Institutional Revenue

Institutional revenue of \$4,699,000 is expected to decrease by 1.43 percent mainly due to an expected decrease in contract revenue of \$95,000.

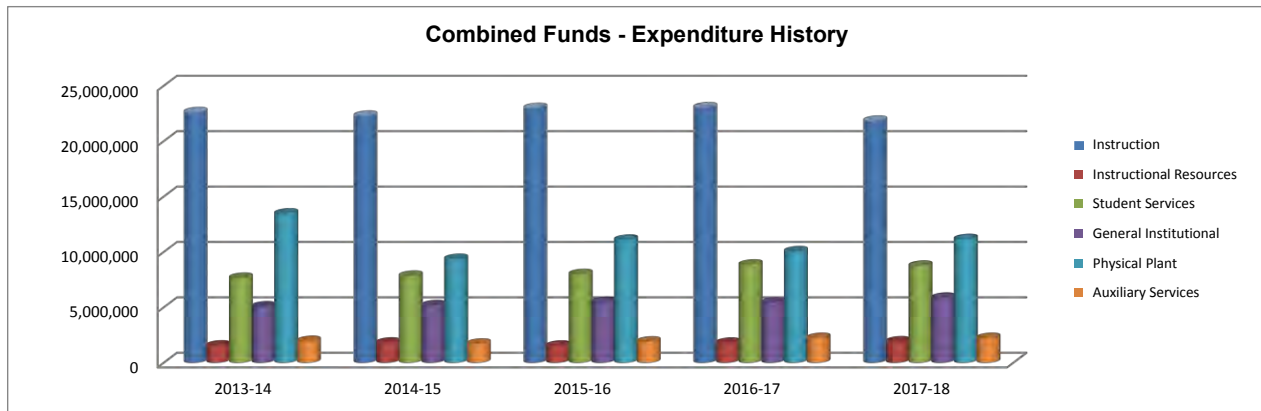
### Federal Revenue

Federal revenue is expected to decrease by 7.23 percent. This is the result of federal grants from the Department of Labor ending.

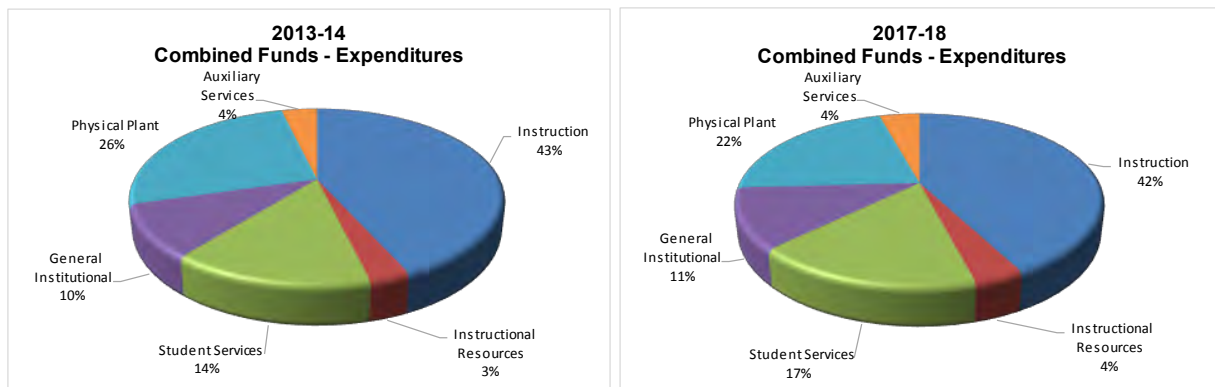


## Expenditure Trends by Fund and Function

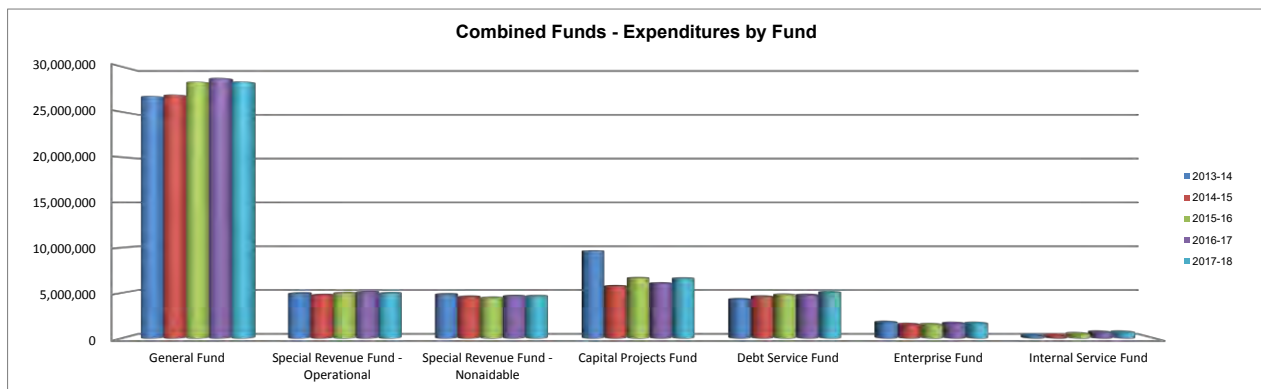
Total combined budgeted expenditures are \$51,825,000 and are reported by funds. Funds are independent accounting entities maintained for a specific purpose. The WTCS Board requires each technical college to classify expenditures by fund and by function and to provide activity detail of the College's primary activity, instruction. The graph below shows a history of expenditures by function.



The charts below show the comparison between 2013-14 and 2017-18 of the breakdown by function. Instruction, instructional resources and student services combined as a percent of total budget has declined somewhat due largely to an increase in physical plant expenditures.



The chart below shows the expenditure trends by fund. Additional information on the individual fund budgets can be found on the following pages.



## Combined Funds Budget Analysis—Expenditures

Total expenditures in all funds of \$51,825,000 are planned to increase by 0.77 percent from the 2016-17 estimate including spending for wages, benefits, current expenses, capital projects and debt service. Following is additional information for each expenditure function.

### Instructional

Instructional expenditures of \$21,950,000 are down 4.73 percent for all funds. This includes a 2.56 percent decrease in the general fund, a 4.10 percent decrease in the special revenue - operating fund and a 32.51 percent decrease in the capital projects fund. The decrease in the special revenue – operating fund is due to a decrease in grant funded activities and the decrease in the capital projects fund is due to a decrease in instructional equipment expenditures. The decrease in the general fund is due to a decrease in state and federal grant expenditures.

### Instructional Resources

The budget of \$1,923,000 for learning support activities such as the library, computer labs, and instructional television increased by 7.37 percent, mainly due to an increase in capital and current expenses.

### Student Services

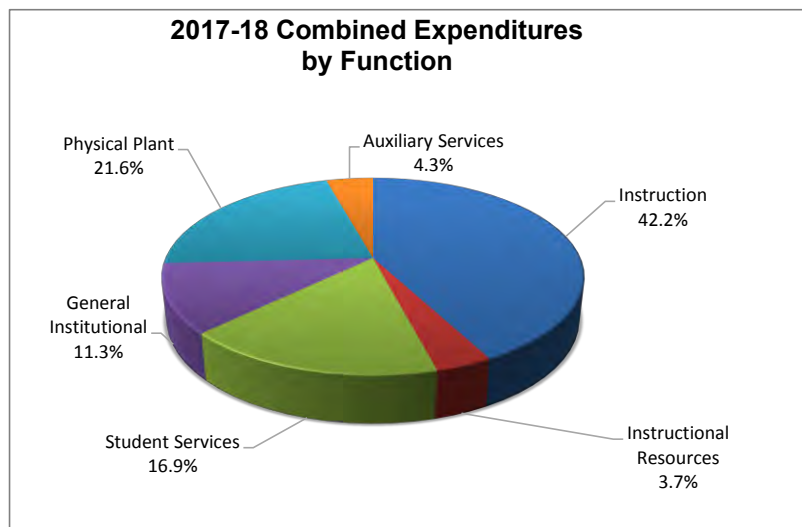
Expenditures of \$8,727,000 for services provided to students such as recruiting, admissions, registration, counseling, and financial aid decreased by 0.69 percent mainly due to decreases in current expenses, offset by an increase in wages and benefits.

### General Institutional

Expenditures made for services that benefit the entire College increased by 5.88 percent to \$5,836,000. This is due to an increase in capital expenditures for technology projects and an increase in maintenance contracts.

### Physical Plant

Expenditures of \$11,171,000 for all services required for the operation and maintenance of the physical facilities, remodeling, and principal and interest payments increased by 10.85 percent from the 2016-17 estimate due an increase in facilities projects.



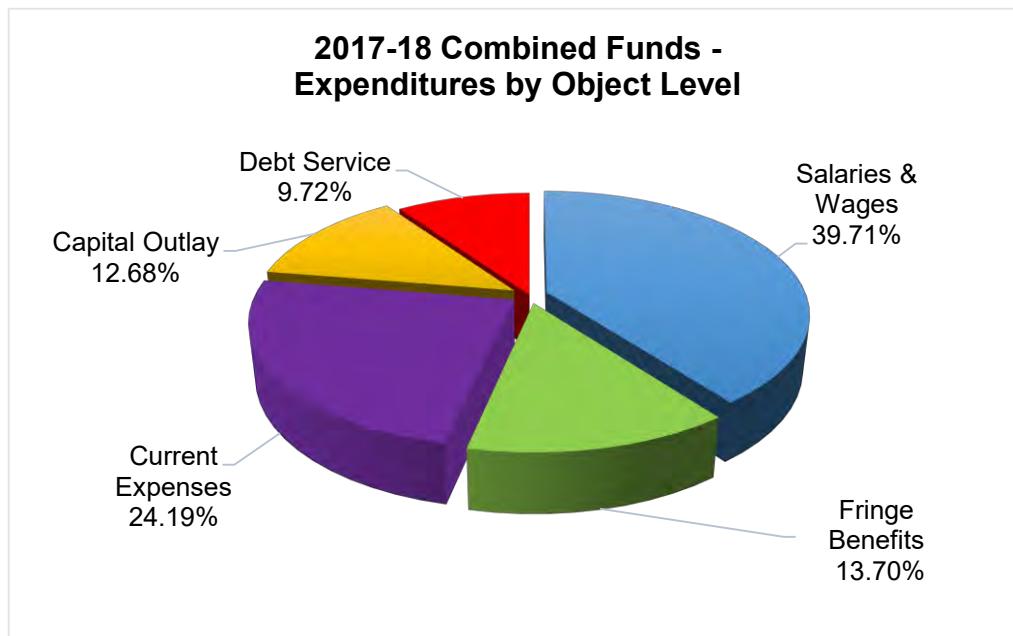


## Budgeted Expenditures by Object Level – All Funds 2016-17 Budget Year

As a service organization, personal services (including salaries, wages and benefits) represents 53.41 percent of the total budgeted expenditures while current expenses represents 24.19 percent of the total.

	General	Special Revenue*	Capital Projects	Debt Service	Enterprise	Internal Service	Total
Salaries & Wages	17,228,394	2,673,521	-	-	676,496	-	20,578,411
Fringe Benefits	6,154,763	718,094	-	-	229,449	-	7,102,306
Total	23,383,157	3,391,615	-	-	905,944	-	27,680,716
Current Expenses	4,957,843	6,266,385	-	-	694,056	618,000	12,536,284
Capital Outlay	-	-	6,570,000	-	-	-	6,570,000
Debt Service	-	-	-	5,038,000	-	-	5,038,000
Total Budgeted Expenditures	28,341,000	9,658,000	6,570,000	5,038,000	1,600,000	618,000	51,825,000

\* Includes Special Revenue Operational and Special Revenue Non-aidable



## Reserves and Designations Disclosure

The LTC Board is required by Statute to disclose the fund balances of the District. Fund balance refers to the equity of the governmental funds and trust funds.

**Investment in General Fixed Assets:** Represents the cost of general fixed assets.

**Retained Earnings:** Represents the portion of the fund equity which has been accumulated from the operation of the Enterprise or Internal Service Funds. Retained earnings will not exceed \$3,000,000 in 2017-18.

**Reserve for Encumbrances:** Segregation of a portion of the fund balance for commitments related to unperformed contracts equal to the outstanding encumbrances of the fund. The Reserve for Encumbrance should not exceed 25 percent of the governmental funds expenditure budget in 2017-18.

**Reserve for Student Organizations:** Fund balance held in trust for student organizations. This reserve should not exceed \$500,000 in 2017-18.

**Reserve for Capital Projects:** Segregation of a portion of the fund balance which is exclusively and specifically for the acquisition and improvement of sites and for the acquisition, construction, equipping, and renovation of buildings. This reserve will not exceed \$6,000,000 in 2017-18.

**Reserve for Debt Service:** Segregation of a portion fund balance for resources legally restricted to the payment of general long-term debt principal and interest. The reserve for Debt Service shall not exceed \$2,500,000 in 2017-18.

**Designated for Operations:** A portion of unreserved fund balance which is designated to be used to provide for normal fluctuations in operating cash balances (working capital). The designation for operations may not exceed the documented cash flow deficit of the fund type in 2017-18.

**Designated for State Aid Fluctuations:** A segregation of a portion of the unreserved fund balance to provide for variations in state aid should not exceed 10 percent of the District's budgeted General Fund state aids as listed in the current adopted budget in 2017-18.

**Designated for Subsequent Years:** A segregation of a portion of unreserved fund balance to provide for variations in expenditures and operations subsequent to the forthcoming budget year. An amount equal to 5 percent of the state aids in the current adopted budget must be in the Designated for Subsequent Year account before this can be used. This designation should not exceed 15 percent of the budgeted state aids in 2017-18.

**Designated for Subsequent Year:** A segregation of a portion of the fund balance to fund operating expenditures and includes all fund balance not reserved or designated in the above classifications. This designation shall not exceed \$3,000,000 in 2017-18.

## Estimated Changes in Fund Balance July 1, 2016 to June 30, 2018

	<u>General</u>	<u>Special Revenue- Operational</u>	<u>Special Revenue- Nonaidable</u>	<u>Capital Projects</u>	<u>Debt Service</u>	<u>Enterprise</u>	<u>Internal Service</u>	<u>Total</u>
Beginning balance July 1, 2016	\$ 8,838,852	\$ 145,103	\$ 364,748	\$ 5,493,499	\$ 1,420,592	\$ 2,080,059	\$ 215,810	\$ 18,558,663
Revenues	28,712,000	5,066,000	4,613,000	537,000	4,722,000	1,600,000	618,000	45,868,000
Expenditures	28,712,000	5,066,000	4,613,000	6,074,000	4,744,000	1,600,000	618,000	51,427,000
Debt Proceeds	0	0	0	7,800,000	0	0	0	7,800,000
Repayment of Debt	0	0	0	0	0	0	0	0
Transfers to (from) fund balance	0	0	0	2,263,000	(22,000)	0	0	2,241,000
Beginning balance July 1, 2017	<u>\$ 8,838,852</u>	<u>\$ 145,103</u>	<u>\$ 364,748</u>	<u>\$ 7,756,499</u>	<u>\$ 1,398,592</u>	<u>\$ 2,080,059</u>	<u>\$ 215,810</u>	<u>\$ 20,799,663</u>
Revenues	28,528,000	5,045,000	4,613,000	328,000	4,839,000	1,600,000	618,000	45,571,000
Expenditures	28,341,000	5,045,000	4,613,000	6,570,000	5,038,000	1,600,000	618,000	51,825,000
Debt Proceeds	0	0	0	4,000,000	0	0	0	4,000,000
Transfers to (from) fund balance	187,000	0	0	(2,242,000)	(199,000)	0	0	(2,254,000)
Ending balance June 30, 2018	<u>\$ 9,025,852</u>	<u>\$ 145,103</u>	<u>\$ 364,748</u>	<u>\$ 5,514,499</u>	<u>\$ 1,199,592</u>	<u>\$ 2,080,059</u>	<u>\$ 215,810</u>	<u>\$ 18,545,663</u>

### Changes to Fund Balance

**General Fund:** An additional \$187,000 in property tax revenue is for prior year re-assessments that had to be refunded in 2016-17. This amount will be added onto the 2017-18 operating levy and the funds transferred to fund balance.

**Capital Projects Fund:** The transfers to and from fund balance are the difference between expenditures and note proceeds plus revenues for each fiscal year. Unused note proceeds are used to finance future capital expenditures.

**Debt Service Fund:** The transfers to or from fund balance are tax levy funds that are received in one fiscal year but are used early in the next fiscal year for interest payments due on note issues. Expenditures are recorded on a fiscal year basis and taxes are levied on a calendar year basis.

## Pro Forma Balance Sheet As of June 30, 2017

	Governmental Fund Types				Proprietary Fund Types		Account Groups		Totals (Memo Only)	
	General	Special Revenue Operating	Special Revenue Nonaidable	Debt Service	Capital Projects	Enterprise	Internal Service	General Fixed Assets		General Long- Term Obligations
<b>Assets</b>										
Cash and cash equivalents	\$963,000	\$2,000	\$38,000	\$1,094,000	\$1,251,000	\$752,000	\$186,000			\$4,286,000
Investments	4,764,000		326,000		7,000,000	1,000,000				13,090,000
Receivables:										
Tax Levy	3,095,000			305,000						3,400,000
State Aid	300,000	91,000								391,000
Federal	1,000	26,000	2,000							29,000
General Receivables	3,285,000	98,000	20,000			45,000	5,000			3,453,000
Miscellaneous	15,000	2,000				75,000				92,000
Inventory						28,000	25,000			53,000
Prepaid Expenditures	144,000									144,000
Fixed Assets						220,000	1,000	94,300,000		94,521,000
Amount Available in Debt Service Funds									1,399,000	1,399,000
Amount to be Provided for Long-Term Obligations									28,641,000	28,641,000
<b>Total Assets</b>	<b><u>\$12,567,000</u></b>	<b><u>\$219,000</u></b>	<b><u>\$386,000</u></b>	<b><u>\$1,399,000</u></b>	<b><u>\$8,251,000</u></b>	<b><u>\$2,120,000</u></b>	<b><u>\$217,000</u></b>	<b><u>\$94,300,000</u></b>	<b><u>\$30,040,000</u></b>	<b><u>\$149,499,000</u></b>
<b>Liabilities and Fund Equity</b>										
<b>Liabilities</b>										
Accounts Payable	\$145,000	\$16,000	\$18,000		\$125,000	\$25,000	\$2,000			\$331,000
Employee-Related Payables:										
Accrued Wages	74,000	20,000	3,000			3,000				100,000
Compensated Absences	395,000					2,000				397,000
Payroll Taxes, Retirement, Insurance	485,000									485,000
Encumbrances Payable	30,000				370,000					400,000
Deferred Revenues	2,600,000	38,000				10,000				2,648,000
Deferred Comp. due to employees										0
General Long-Term Debt									30,040,000	30,040,000
<b>Total Liabilities</b>	<b><u>3,729,000</u></b>	<b><u>74,000</u></b>	<b><u>21,000</u></b>	<b><u>0</u></b>	<b><u>495,000</u></b>	<b><u>40,000</u></b>	<b><u>2,000</u></b>	<b><u>0</u></b>	<b><u>30,040,000</u></b>	<b><u>34,401,000</u></b>
<b>Fund Equity</b>										
Investment in Fixed Assets								94,300,000		94,300,000
Retained Earnings						2,080,000	215,000			2,295,000
Reserved Fund Balance:										
Reserve for Prepaid Expenditures	144,000									144,000
Reserve for Student Organizations			365,000							365,000
Reserve for Capital Projects					7,756,000					7,756,000
Reserve for Debt Service				1,399,000						1,399,000
Designated Fund Balance:										
Designated for Operations	5,970,000									5,970,000
Designated for State Aid Fluctuations	249,000									249,000
Designated for Subsequent Years	373,000									373,000
Designated for Subsequent Year	2,102,000	145,000								2,247,000
<b>Total Fund Equity</b>	<b><u>8,838,000</u></b>	<b><u>145,000</u></b>	<b><u>365,000</u></b>	<b><u>1,399,000</u></b>	<b><u>7,756,000</u></b>	<b><u>2,080,000</u></b>	<b><u>215,000</u></b>	<b><u>94,300,000</u></b>	<b><u>0</u></b>	<b><u>115,098,000</u></b>
<b>Total Liabilities and Fund Equity</b>	<b><u>\$12,567,000</u></b>	<b><u>\$219,000</u></b>	<b><u>\$386,000</u></b>	<b><u>\$1,399,000</u></b>	<b><u>\$8,251,000</u></b>	<b><u>\$2,120,000</u></b>	<b><u>\$217,000</u></b>	<b><u>\$94,300,000</u></b>	<b><u>\$30,040,000</u></b>	<b><u>\$149,499,000</u></b>

## Pro Forma Balance Sheet As of June 30, 2018

	Governmental Fund Types				Proprietary Fund Types		Account Groups		Totals (Memo Only)	
	General	Special Revenue Operating	Special Revenue Nonaidable	Debt Service	Capital Projects	Enterprise	Internal Service	General Fixed Assets		General Long- Term Obligations
<b>Assets</b>										
Cash and cash equivalents	\$922,000	\$3,000	\$378,000	\$850,000	\$802,000	\$753,000	\$191,000			\$3,899,000
Investments	4,668,000				5,168,000	951,000				10,787,000
Receivables:										
Tax Levy	3,350,000			350,000						3,700,000
State Aid	402,000	92,000								494,000
Federal	5,000	28,000	35,000		30,000					98,000
General Receivables	3,367,000	95,000	9,000			55,000	5,000			3,531,000
Miscellaneous	25,000	3,000				90,000				118,000
Inventory						24,000	26,000			50,000
Prepaid Expenditures	144,000									144,000
Fixed Assets						237,000	1,000	96,485,000		96,723,000
Amount Available in Debt Service Funds									1,200,000	1,200,000
Amount to be Provided for Long-Term Obligations									28,555,000	28,555,000
<b>Total Assets</b>	<b><u>\$12,883,000</u></b>	<b><u>\$221,000</u></b>	<b><u>\$422,000</u></b>	<b><u>\$1,200,000</u></b>	<b><u>\$6,000,000</u></b>	<b><u>\$2,110,000</u></b>	<b><u>\$223,000</u></b>	<b><u>\$96,485,000</u></b>	<b><u>\$29,755,000</u></b>	<b><u>\$149,299,000</u></b>
<b>Liabilities and Fund Equity</b>										
<b>Liabilities</b>										
Accounts Payable	\$168,000	\$17,000	\$55,000		\$136,000	\$27,000	\$8,000			\$411,000
Employee-Related Payables:										
Accrued Wages	75,000	19,000	2,000			2,000				98,000
Compensated Absences	402,000					1,000				403,000
Payroll Taxes, Retirement, Insurance	495,000									495,000
Encumbrances Payable	37,000	13,000			350,000					400,000
Deferred Revenues	2,680,000	27,000								2,707,000
Deferred Comp. due to employees										0
General Long-Term Debt									29,755,000	29,755,000
<b>Total Liabilities</b>	<b><u>3,857,000</u></b>	<b><u>76,000</u></b>	<b><u>57,000</u></b>	<b><u>0</u></b>	<b><u>486,000</u></b>	<b><u>30,000</u></b>	<b><u>8,000</u></b>	<b><u>0</u></b>	<b><u>29,755,000</u></b>	<b><u>34,269,000</u></b>
<b>Fund Equity</b>										
Investment in Fixed Assets								96,485,000		96,485,000
Retained Earnings						2,080,000	215,000			2,295,000
Reserved Fund Balance:										
Reserve for Prepaid Expenditures	144,000									144,000
Reserve for Student Organizations			365,000							365,000
Reserve for Capital Projects					5,514,000					5,514,000
Reserve for Debt Service				1,200,000						1,200,000
Designated Fund Balance:										
Designated for Operations	6,123,000									6,123,000
Designated for State Aid Fluctuations	339,000									339,000
Designated for Subsequent Years	508,000									508,000
Designated for Subsequent Year	1,912,000	145,000								2,057,000
<b>Total Fund Equity</b>	<b><u>9,026,000</u></b>	<b><u>145,000</u></b>	<b><u>365,000</u></b>	<b><u>1,200,000</u></b>	<b><u>5,514,000</u></b>	<b><u>2,080,000</u></b>	<b><u>215,000</u></b>	<b><u>96,485,000</u></b>	<b><u>0</u></b>	<b><u>115,030,000</u></b>
<b>Total Liabilities and Fund Equity</b>	<b><u>\$12,883,000</u></b>	<b><u>\$221,000</u></b>	<b><u>\$422,000</u></b>	<b><u>\$1,200,000</u></b>	<b><u>\$6,000,000</u></b>	<b><u>\$2,110,000</u></b>	<b><u>\$223,000</u></b>	<b><u>\$96,485,000</u></b>	<b><u>\$29,755,000</u></b>	<b><u>\$149,299,000</u></b>

## Notes to Pro-Forma Balance Sheet

The Pro-Forma Balance Sheets represents a projected estimate of the June 30, 2017 and June 30, 2018 financial position of LTC prepared as of April 19, 2017.

### Assets

**Cash and Cash Equivalents:** Includes funds in secured interest-bearing and noninterest-bearing accounts at local financial institutions and the State of Wisconsin Local Government Investment Pool.

**Investments:** Include investments in Government Securities, certificates of deposit and other investments with banks.

**Receivables:** Estimated amounts due primarily from tax levy, state and federal projects, contract training and agency billings.

**Amount Available in Debt Service Funds:** An account in the general long-term debt group of accounts which designates the amount of assets available in a Debt Service Fund for the retirement of the general obligation debt.

**Amount to be Provided for Long-Term Obligations:** An account in the general long-term debt group of accounts which represents the amount to be provided from taxes or other general revenue to retire outstanding general obligation indebtedness.

### Liabilities and Fund Equity

**General Long Term Debt:** Principal payments due on the general obligation debt recorded in the Debt Service Fund.

**Deferred Revenues:** Student program and material fees paid in advance.

## **Budget Review by Fund**

The following pages provide additional detail on the budgets in each of the College's funds. A fund is an independent fiscal accounting entity made up of a self-balancing group of accounts which are established for a specific purpose or objective.

A description of the activity occurring in each fund is presented along with an analysis. Supplemental tables, charts, and graphs are also provided when appropriate.

**General Fund**  
**2017-18 Budgetary Statement of**  
**Resources, Uses, and Changes in Fund Balance**

	2014-15 <u>Actuals (1)</u>	2015-16 <u>Actuals (1)</u>	2016-17 <u>Budget</u>	2016-17 <u>Estimates (2)</u>	2017-18 <u>Budget</u>
<b>REVENUES</b>					
Local Government	4,827,450	4,468,545	5,165,000	5,165,000	5,891,000
Property Tax Relief Aid	11,877,887	11,877,887	11,878,000	11,878,000	11,878,000
General State Aids	2,351,507	2,662,825	2,571,000	2,571,000	2,290,000
State Grants	891,787	2,307,799	1,688,000	1,598,000	1,100,000
Program Fees	5,825,036	5,648,617	5,610,000	5,800,000	5,900,000
Material Fees	373,056	387,269	370,000	370,000	400,000
Other Student Fees	419,054	433,492	500,000	500,000	430,000
Institutional	291,376	183,303	500,000	500,000	493,000
Federal	470,071	599,791	330,000	330,000	146,000
Total Revenue	<u>27,327,224</u>	<u>28,569,528</u>	<u>28,612,000</u>	<u>28,712,000</u>	<u>28,528,000</u>
<b>EXPENDITURES</b>					
Instruction	15,941,212	17,090,623	17,203,000	17,203,000	16,763,000
Instructional Resources	1,184,538	1,114,335	1,077,000	1,077,000	1,076,000
Student Services	3,109,813	3,251,213	3,506,000	3,506,000	3,570,000
General Institutional	4,648,920	4,873,266	4,755,000	4,755,000	4,802,000
Physical Plant	1,988,330	1,974,510	2,171,000	2,171,000	2,130,000
Total Expenditures	<u>26,872,813</u>	<u>28,303,947</u>	<u>28,712,000</u>	<u>28,712,000</u>	<u>28,341,000</u>
Net Revenue (Expenditures)	454,411	265,581	(100,000)	0	187,000
<b>OTHER SOURCES (USES)</b>					
Operating Transfer In (Out)	(100,000)	0	0	0	0
Total Resources (Uses)	<u>354,411</u>	<u>265,581</u>	<u>(100,000)</u>	<u>0</u>	<u>187,000</u>
<b>TRANSFERS TO (FROM) FUND BALANCE</b>					
Reserve for Prepays & Inventories	0	0	0	0	0
Reserve for Operations	0	0	0	0	0
Designated for State Aid Fluctuations	0	0	0	0	0
Designated for Subsequent Years	0	0	0	0	0
Designated for Subsequent Year	354,411	265,581	(100,000)	0	187,000
Total Transfers to (From) Fund Balance	<u>354,411</u>	<u>265,581</u>	<u>(100,000)</u>	<u>0</u>	<u>187,000</u>
Beginning Fund Balance	<u>8,218,860</u>	<u>8,573,271</u>	<u>8,838,852</u>	<u>8,838,852</u>	<u>8,838,852</u>
Ending Fund Balance	8,573,271	8,838,852	8,738,852	8,838,852	9,025,852

(1) Actual is presented on a budgetary basis

(2) Estimate is based upon 9 months of actual and 3 months of estimate



## General Fund

### Fund Description

The General Fund is used to account for all financial activities except those required to be accounted for in another fund.

### Analysis

Total General Fund revenues decreased .64 percent from the 2016-17 estimate. General Fund expenditures are down 1.29 percent from the previous year's budget. Current expenditures decreased by 4.69 percent, largely due to a reduction in instructional grants. Personal services decreased .54 percent, also mainly due to the decrease in grants. The following information is provided for each function. Percent changes listed on the following reports include wage and benefit changes as well as any reductions or reallocations of resources. The items discussed in the analysis highlight significant changes in a function as compared to the 2016-17 estimate.

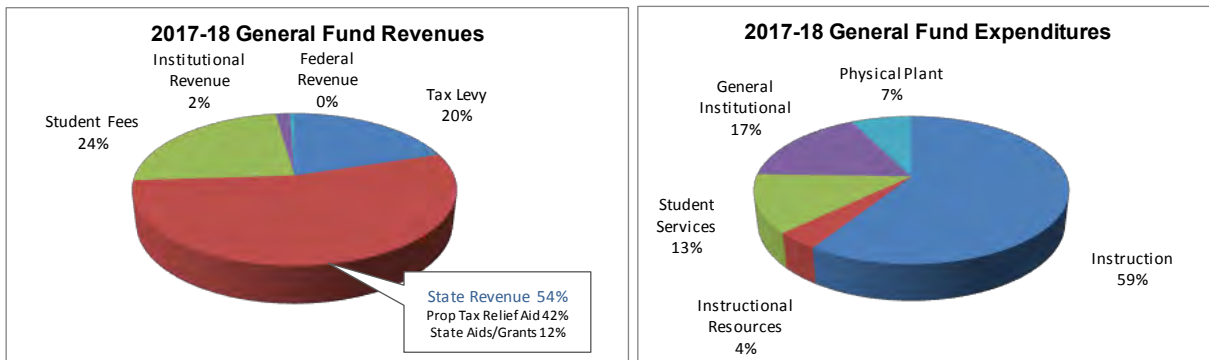
Instruction-related expenditures are down 2.56 percent and reflect 59.15 percent of the General Fund budget. Personal services decreased 1.25 percent, while current expenses decreased 16.58 percent. This is mainly due to a decrease in state grants and a reduction in staffing.

Instructional Resources expenditures decreased 0.09 percent and reflect 3.80 percent of the General Fund Budget. The increase is due to staffing changes and maintenance contracts.

Student Services expenditures increased 1.83 percent and reflect 12.60 percent of the General Fund Budget. Personal services increased 3.39 percent due to additional staffing for advising and Youth Apprenticeship. Current expenses decreased by 8.59 percent due to a reduction in marketing expenses.

General Institutional expenditures increased .99 percent and reflect 16.94 percent of the General Fund Budget. Personal services decreased 1.29 percent due to staffing changes. Current expenses increased 4.86 percent due to increases in professional fees, contracted services and maintenance contracts.

Physical Plant expenditures decreased 1.89 percent and reflect 7.52 percent of the General Fund Budget. A 0.16 percent increase in personal services is offset by a 3.02 increase in current expenses due to an increase in utility expenses and contracted services.



## General Fund Summary by Division/Department

DESCRIPTION	DEPT	2016-17		2017-18		Percent Change
		Actuals	Budget	Budget	Increase (Decrease)	
<b>Instruction</b>						
Agriculture		562,852	615,511	526,165	(89,346)	-14.52%
Business & Marketing		2,529,826	2,564,095	2,890,271	326,176	12.72%
Graphics		188,649	174,146	173,371	(775)	-0.45%
Home Economics		649,750	620,893	527,008	(93,885)	-15.12%
Industrial		3,554,879	3,645,061	3,078,037	(567,024)	-15.56%
Service & Health Occup		4,756,650	4,984,745	4,805,056	(179,689)	-3.60%
Technical		1,034,080	1,020,261	1,194,718	174,457	17.10%
General Education		2,007,448	1,992,776	1,947,763	(45,013)	-2.26%
Academic Administration		1,806,489	1,585,511	1,620,611	35,100	2.21%
<b>Total Instruction</b>		<b>17,090,623</b>	<b>17,203,000</b>	<b>16,763,000</b>	<b>(440,000)</b>	<b>-2.56%</b>
<b>Instructional Resources</b>						
Library_Learning Resource Ctr	92100	246,143	257,099	260,947	3,848	1.50%
Audio Visual Services	92200	347,691	332,481	325,393	(7,088)	-2.13%
Instructional Data Processing	92300	506,479	432,059	455,678	23,619	5.47%
Other Instructional Resources	92800	14,023	55,361	33,982	(21,379)	-38.62%
<b>Total Instructional Resources</b>		<b>1,114,335</b>	<b>1,077,000</b>	<b>1,076,000</b>	<b>(1,000)</b>	<b>-0.09%</b>
<b>Student Services</b>						
Admissions	93101	310,716	213,073	187,748	(25,325)	-11.89%
Registration	93102	219,675	218,336	202,687	(15,649)	-7.17%
Student Services Records	93103	211,240	251,085	254,789	3,704	1.48%
Student_Financials	93105	273,431	237,678	244,936	7,258	3.05%
Recruitment	93201	244,271	121,037	61,189	(59,848)	-49.45%
Placement	93202	1,400	1,485	1,485	0	0.00%
Student Recruitment	93203	0	262,194	444,337	182,143	69.47%
Youth Apprenticeship	93204	0	120,540	111,230	(9,310)	-7.72%
Guidance_Counseling	93300	214,468	380,137	404,503	24,366	6.41%
Vocational Assessment	93301	179,481	208,382	217,967	9,585	4.60%
Counseling	93304	0	46,544	54,662	8,118	17.44%
Student Support Activities	93400	2,509	4,000	4,000	0	0.00%
Health Services	93401	87,307	88,938	90,064	1,126	1.27%
Student Development	93405	156,923	182,623	167,499	(15,124)	-8.28%
Financial Aids_Veterans Affair	93500	292,407	294,782	300,263	5,481	1.86%
GI Supplemental Payments	93502	103,520	68,000	68,000	0	0.00%
Other Student Services	93800	527	2,450	0	(2,450)	-100.00%
Interpreter Services	93802	56	20,000	5,000	(15,000)	-75.00%
Student Services Division Exp	93803	5,056	6,172	6,000	(172)	-2.79%
Student Services Administrat	93900	296,964	221,768	229,926	8,158	3.68%
Director of Admissions	93901	66,891	72,265	65,900	(6,365)	-8.81%
Enrollment Management	93902	584,371	484,511	447,815	(36,696)	-7.57%
<b>Total Student Services</b>		<b>3,251,214</b>	<b>3,506,000</b>	<b>3,570,000</b>	<b>64,000</b>	<b>1.83%</b>
<b>General Institutional</b>		<b>0</b>				
District Board	95100	50,676	50,770	55,770	5,000	9.85%
President_Director's Office	95200	381,671	376,158	362,866	(13,292)	-3.53%
Administrative Financial Serv	95300	578,484	610,990	622,718	11,728	1.92%
IT Administration	96100	348,603	379,939	414,586	34,647	9.12%
Wilm	96102	489,577	520,847	531,471	10,624	2.04%
Marketing	96300	296,538	298,026	298,156	130	0.04%
Advancement	96301	273,027	257,143	178,917	(78,226)	-30.42%
College Relations	96303	115,312	44,969	45,545	576	1.28%
Human Resources	96400	716,886	660,208	684,596	24,388	3.69%
Employee Development	96403	403	2,500	2,500	0	0.00%
Staff Development	96404	161,200	190,535	196,456	5,921	3.11%
Diversity	96405	1,864	9,000	9,000	0	0.00%
Central Services	96600	56,702	31,526	66,110	34,584	109.70%
Mailroom	96603	236,292	143,314	123,314	(20,000)	-13.96%
Telecommunications	96604	21,544	24,653	25,053	400	1.62%
General Institution	96800	258,750	281,950	301,950	20,000	7.09%
Institutional Research	96801	286,121	254,997	362,727	107,730	42.25%
Retirees Non-Instr	96803	320,488	413,238	315,337	(97,901)	-23.69%
Inservice	96804	23,168	0	0	0	0.00%
Achieving the Dream	96808	168,227	133,732	134,423	691	0.52%
General Institutional Adm	96900	87,732	70,505	70,505	0	0.00%
<b>Total General Institutional</b>		<b>4,873,266</b>	<b>4,755,000</b>	<b>4,802,000</b>	<b>47,000</b>	<b>0.99%</b>
<b>Physical Plant</b>						
Physical Plant	97800	1,569,135	1,689,971	1,708,533	18,562	1.10%
Telecommunications charges	97801	106,913	158,250	108,250	(50,000)	-31.60%
Police & Security Services	97803	78,905	77,349	74,871	(2,478)	-3.20%
Physical Plant Benefits	97806	10,788	16,130	19,596	3,466	21.49%
Leased Facilities	97807	208,768	229,300	218,750	(10,550)	-4.60%
<b>Total Physical Plant</b>		<b>1,974,510</b>	<b>2,171,000</b>	<b>2,130,000</b>	<b>(41,000)</b>	<b>-1.89%</b>
<b>Total Noninstructional</b>		<b>11,213,324</b>	<b>11,509,000</b>	<b>11,578,000</b>	<b>69,000</b>	<b>0.60%</b>
<b>TOTAL</b>		<b>28,303,947</b>	<b>28,712,000</b>	<b>28,341,000</b>	<b>(371,000)</b>	<b>-1.29%</b>



**Special Revenue Fund - Operational  
2017-18 Budgetary Statement of  
Resources, Uses, and Changes in Fund Balance**

	2014-15 <u>Actuals (1)</u>	2015-16 <u>Actuals (1)</u>	2016-17 <u>Budget</u>	2016-17 <u>Estimates (2)</u>	2017-18 <u>Budget</u>
<b>REVENUES</b>					
Local Government	1,256,000	1,214,000	1,235,000	1,235,000	987,000
General State Aids	248,862	249,201	223,000	223,000	755,000
State Grants	879,857	793,558	652,000	652,000	531,000
Other Student Fees	18,865	11,060	30,000	30,000	18,000
Institutional	1,406,942	1,860,329	1,773,000	1,773,000	1,730,000
Federal	<u>933,757</u>	<u>942,927</u>	<u>1,153,000</u>	<u>1,153,000</u>	<u>1,024,000</u>
Total Revenue	4,744,283	5,071,075	5,066,000	5,066,000	5,045,000
<b>EXPENDITURES</b>					
Instruction	3,672,455	3,731,615	3,705,000	3,705,000	3,553,000
Student Services	717,793	879,393	1,008,000	1,008,000	1,139,000
Physical Plant	<u>350,000</u>	<u>350,000</u>	<u>353,000</u>	<u>353,000</u>	<u>353,000</u>
Total Expenditures	4,740,248	4,961,008	5,066,000	5,066,000	5,045,000
Net Revenue (Expenditures)	4,035	110,067	0	0	0
<b>OTHER SOURCES (USES)</b>					
Operating Transfer In (Out)	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Resources (Uses)	4,035	110,067	0	0	0
<b>TRANSFERS TO (FROM) FUND BALANCE</b>					
Reserve for Operations	0	0	0	0	0
Designated for Subsequent Year	<u>4,035</u>	<u>110,067</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Transfers to (From) Fund Balance	4,035	110,067	0	0	0
Beginning Fund Balance	<u>31,001</u>	<u>35,036</u>	<u>145,103</u>	<u>145,103</u>	<u>145,103</u>
Ending Fund Balance	35,036	145,103	145,103	145,103	145,103

(1) Actual is presented on a budgetary basis

(2) Estimate is based upon 9 months of actual and 3 months of estimate

## Special Revenue Fund - Operational

### Fund Description

The Special Revenue Fund - Operational is used to account for the financial activity funded by specific revenue sources. LTC utilizes this fund to account for projects funded by federal and state funds and contracted service activity.

### Workforce Solutions

Workforce Solutions has had a decline in training services over the past year, largely due to the loss of a large employer in the district. The decline is expected to continue into 2017-18 due to turnover of specialized training staff. Market segments targeted for contract training include welding, environmental health and safety, lean manufacturing, ISO 9000, Six Sigma, manufacturing processes, leadership skills, team training, employee assessments and supervisory management.

The Workforce Solutions team has been part of a statewide effort in the area of Advanced Manufacturing Solutions. This initiative included major outreach efforts to the manufacturing community which was followed by some specific product offerings. These include lean manufacturing, Six Sigma, Occupational Safety and Health Administration (OSHA) authorized safety training, and energy conservation training. These products have been offered as seminar/workshops, certificate programs, or 38.14 contracts depending upon the customer needs and the marketing strategy used to market them.

Workforce Solutions contract training also includes contracts for transcribed credit agreements and dual enrollment courses taught at high schools within the district. Over the past few years there has been a significant increase in the number of these contracts. These contracts will continue to grow year over year.

The future of Workforce Solutions services depends on embracing new technology, partnerships, and ways of delivering education so that LTC can continue to train “tomorrow’s work force” and make the District economically strong. These services will need to adjust to an ever-changing economy as the local business community strengthens. To that effect, LTC was the recipient of a state grant to outfit a mobile computer training facility.

Section 38.14(3) of the Wisconsin Statutes permits LTC to provide customized instruction, technical assistance, and fiscal and management services to educational institutions, Wisconsin local government units, business and industry, and the federal government.

### Federal and State Funded Projects

The College applies for funding from State and Federal sources to fund activities that include special population student services, goal-oriented adult learning program, program modification and curriculum development, and instruction. All projects except instruction projects are accounted for in the Special Revenue Fund. Expenditures for equipment pertaining to projects are accounted for in the Capital Projects Fund. Instruction projects are accounted for in the General Fund.

Wisconsin Technical College System grants include the Carl D. Perkins IV Vocational and Technical Education Act which focuses on achieving student success, skill attainment, programs of study, program improvement, and nontraditional services. The program improvement grants target the Culinary, Electro-Mechanical, Machine Tool, Nursing, IT Computer Support Specialist and EMS programs. The Adult Education and Family Literacy Act provides funds to assist adults in improving literacy skills, completing a secondary school education and providing basic education for the incarcerated. Workforce Advancement Training Grants (WATG) promote increased investment in the development of incumbent workers, improve Wisconsin businesses’ productivity and competitiveness,

and augment the State's economic base by expanding technical college training services to business and industry. Other grants include Core Industry grants to support the practical nursing, manufacturing management and court reporting (inter-district) programs, and the Career Pathways grants to help establish pathways for the IT meta major, medical assistant consortium, and administrative professional programs. A Developing Market grant will assist in the Radiation Safety/Health Physics program.

The U.S. Department of Labor funded the Act for Healthcare for the benefit of advancing career and training for healthcare. This project is a collaborative effort with the other Wisconsin technical colleges and will be ending in March 2018. In addition, the Student Support Services grant allows LTC to create opportunities for low-income, first generation and disabled students to access post-secondary education.

The Midwest Consortium for Hazardous Waste Worker Training is composed of eight Midwestern universities and was formed in early 1987 in response to a request for proposal from the National Institute of Environmental Health Sciences.

## Analysis

Special Revenue Fund – Operational revenues decreased .41 percent from the 2016-17 estimate. State grants decreased by \$121,000, or 18.56 percent and federal grant revenues decreased by \$129,000, or 11.19 percent. Institutional revenue decreased \$43,000, or 2.43 percent, due to a decrease in contract training.

Expenditures in the Special Revenue Fund - Operational are budgeted to decrease .41 percent from the 2016-17 estimate. Federal and state project expenditures are expected to decrease 1.34 percent, and expenditures for Workforce Solutions are expected to increase 1.19 percent from the 2016-17 estimate.

The following budget summaries provide additional detail on Workforce Solutions and Grants and Projects budgets.

	2014-15 Actuals	2015-16 Actuals	2016-17 Budget	2016-17 Estimates	2017-18 Budget
<b><u>WORKFORCE SOLUTIONS</u></b>					
<b>REVENUES</b>					
Local Government	80,000	176,000	100,000	100,000	217,000
Institutional	1,341,873	1,809,732	1,752,000	1,752,000	1,657,000
Total Revenue	1,421,873	1,985,732	1,852,000	1,852,000	1,874,000
<b>EXPENDITURES</b>					
Instruction	1,419,868	1,879,752	1,852,000	1,852,000	1,874,000
Total Expenditures	1,419,868	1,879,752	1,852,000	1,852,000	1,874,000
Net Revenue (Expenditures)	2,005	105,980	0	0	0
<b><u>GRANTS AND PROJECTS</u></b>					
<b>REVENUES</b>					
Local Government	1,176,000	1,038,000	1,135,000	1,135,000	770,000
General State Aids	248,862	249,201	223,000	223,000	755,000
State Grants	879,857	793,558	652,000	652,000	531,000
Other Student Fees	18,865	11,060	30,000	30,000	18,000
Institutional	65,069	50,597	21,000	21,000	73,000
Federal	933,757	942,927	1,153,000	1,153,000	1,024,000
Total Revenue	3,322,410	3,085,343	3,214,000	3,214,000	3,171,000
<b>EXPENDITURES</b>					
Instruction	2,252,587	1,851,863	1,853,000	1,853,000	1,679,000
Student Services	717,793	879,393	1,008,000	1,008,000	1,139,000
Physical Plant	350,000	350,000	353,000	353,000	353,000
Total Expenditures	3,320,380	3,081,256	3,214,000	3,214,000	3,171,000
Net Revenue (Expenditures)	2,030	4,087	0	0	0

**Special Revenue Fund - Nonaidable**  
**2017-18 Budgetary Statement of**  
**Resources, Uses, and Changes in Fund Balance**

	2014-15 <u>Actuals (1)</u>	2015-16 <u>Actuals (1)</u>	2016-17 <u>Budget</u>	2016-17 <u>Estimates (2)</u>	2017-18 <u>Budget</u>
<b>REVENUES</b>					
State Aids	458,740	588,930	420,000	420,000	420,000
Other Student Fees	299,353	322,040	300,000	300,000	300,000
Institutional	213,243	184,679	174,000	174,000	174,000
Federal	<u>3,601,973</u>	<u>3,322,074</u>	<u>3,719,000</u>	<u>3,719,000</u>	<u>3,719,000</u>
Total Revenue	4,573,309	4,417,723	4,613,000	4,613,000	4,613,000
<b>EXPENDITURES</b>					
Instruction	541,533	571,319	600,000	600,000	600,000
Student Services	<u>4,001,638</u>	<u>3,851,596</u>	<u>4,013,000</u>	<u>4,013,000</u>	<u>4,013,000</u>
Total Expenditures	4,543,171	4,422,915	4,613,000	4,613,000	4,613,000
Net Revenue (Expenditures)	30,138	(5,192)	0	0	0
<b>OTHER SOURCES (USES)</b>					
Operating Transfer In (Out)	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Resources (Uses)	30,138	(5,192)	0	0	0
<b>TRANSFERS TO (FROM) FUND BALANCE</b>					
Reserve for Student Organizations	30,138	(5,192)	0	0	0
Total Transfers to (From) Fund Balance	<u>30,138</u>	<u>(5,192)</u>	<u>0</u>	<u>0</u>	<u>0</u>
Beginning Fund Balance	<u>339,802</u>	<u>369,940</u>	<u>364,748</u>	<u>364,748</u>	<u>364,748</u>
Ending Fund Balance	369,940	364,748	364,748	364,748	364,748

(1) Actual is presented on a budgetary basis

(2) Estimate is based upon 9 months of actual and 3 months of estimate

## Special Revenue Fund - Nonaidable

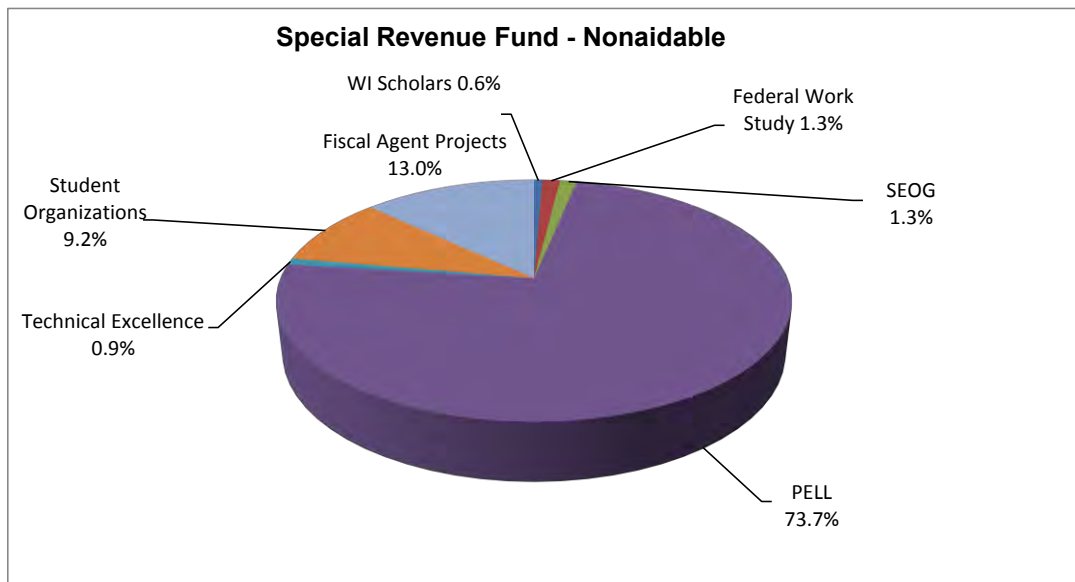
### Fund Description

The Special Revenue Fund - Nonaidable is used to account for assets held by the College in a trustee capacity or as an agent for individuals, private organizations, other governmental units, or other funds that are not aidable from the State. LTC utilizes this fund to account for financial aid programs, student clubs and fiscal agent projects. Student financial aid programs administered through the District are the Federal College Work Study program, Supplemental Educational Opportunity Grants (SEOG), and Pell Grants. Also included in this fund are student organizations and projects from various agencies for which LTC serves as the fiscal agent.

### Analysis

Expenditures in the Special Revenue Fund – Nonaidable are projected to be \$4,613,000, no change from the 2016-17 estimate. Funding for the student financial assistance programs will be provided through federal sources (\$3,519,000), institutional sources (\$49,000) and state aids (\$20,000). Student organization expenditures are funded entirely through user fees and fundraisers and are expected to be \$425,000. Fiscal agent projects of \$600,000 are funded through state and federal revenue.

	Federal Work-study	SEOG	Wisconsin Scholars	PELL	Technical Excellence Scholarships	Student Organizations	Fiscal Agent Projects	Total
<b>Revenues:</b>								
State Aids	0	0	0	0	20,000	0	400,000	420,000
Other Student Fees	0	0	0	0	0	300,000	0	300,000
Institutional Revenue	0	0	29,000	0	20,000	125,000	0	174,000
Federal Revenue	61,000	58,000	0	3,400,000	0	0	200,000	3,719,000
<b>Total Revenue</b>	<b>61,000</b>	<b>58,000</b>	<b>29,000</b>	<b>3,400,000</b>	<b>40,000</b>	<b>425,000</b>	<b>600,000</b>	<b>4,613,000</b>
<b>Expenses:</b>								
Instruction	0	0	0	0	0	0	600,000	600,000
Student Services	61,000	58,000	29,000	3,400,000	40,000	425,000	0	4,013,000
<b>Total Expenses</b>	<b>61,000</b>	<b>58,000</b>	<b>29,000</b>	<b>3,400,000</b>	<b>40,000</b>	<b>425,000</b>	<b>600,000</b>	<b>4,613,000</b>





**Capital Projects Fund**  
**2017-18 Budgetary Statement of**  
**Resources, Uses, and Changes in Fund Balance**

	2014-15 Actuals (1)	2015-16 Actuals (1)	2016-17 Budget	2016-17 Estimates (2)	2017-18 Budget
<b>REVENUES</b>					
Local Government	0	550,000	0	0	0
State Aids	276,459	433,143	255,000	255,000	142,000
Institutional	587,982	327,478	100,000	100,000	80,000
Federal	106,243	163,378	182,000	182,000	106,000
Total Revenue	<u>970,684</u>	<u>1,473,999</u>	<u>537,000</u>	<u>537,000</u>	<u>328,000</u>
<b>EXPENDITURES</b>					
Instruction	2,120,160	1,579,663	1,532,000	1,532,000	1,034,000
Instructional Resources	617,287	413,326	714,000	714,000	847,000
Student Services	2,079	2,772	261,000	261,000	5,000
General Institutional	524,435	616,616	757,000	757,000	1,034,000
Physical Plant	2,456,450	4,002,865	2,810,000	2,810,000	3,650,000
Total Expenditures	<u>5,720,411</u>	<u>6,615,242</u>	<u>6,074,000</u>	<u>6,074,000</u>	<u>6,570,000</u>
Net Revenue (Expenditures)	(4,749,727)	(5,141,243)	(5,537,000)	(5,537,000)	(6,242,000)
<b>OTHER SOURCES (USES)</b>					
Operating Transfer In (Out)	0	0	0	0	0
Proceeds from Debt	6,000,000	6,500,000	7,800,000	7,800,000	4,000,000
Total Resources (Uses)	<u>1,250,273</u>	<u>1,358,757</u>	<u>2,263,000</u>	<u>2,263,000</u>	<u>(2,242,000)</u>
<b>TRANSFERS TO (FROM) FUND BALANCE</b>					
Reserve for Capital Projects	1,250,273	1,358,757	2,263,000	2,263,000	(2,242,000)
Total Transfers to (From) Fund Balance	<u>1,250,273</u>	<u>1,358,757</u>	<u>2,263,000</u>	<u>2,263,000</u>	<u>(2,242,000)</u>
Beginning Fund Balance	<u>2,884,469</u>	<u>4,134,742</u>	<u>5,493,499</u>	<u>5,493,499</u>	<u>7,756,499</u>
Ending Fund Balance	4,134,742	5,493,499	7,756,499	7,756,499	5,514,499

(1) Actual is presented on a budgetary basis

(2) Estimate is based upon 9 months of actual and 3 months of estimate

## Capital Projects Fund

### Fund Description

The Capital Projects Fund is used to account for the financial activity of all capital expenditure projects regarding the acquisition of sites, purchase or construction of buildings, lease/purchase of buildings, remodeling and improvement of buildings, and purchase of capital equipment. The College prepares a capital projects and equipment plan that provides detail and financial projections for the various projects. Expenditures in the Capital Projects Fund are primarily financed through the issuance of general obligation promissory notes, tax levy, and grants.

### Definitions

For borrowing purposes, capital equipment is defined by State statute as furniture or equipment with a value of \$500 or more and a useful life of two years or more. All capital equipment that will be funded through the issuance of general obligation promissory notes is budgeted in the Capital Projects Fund.

Capital projects consist of new construction, land purchases, building improvements and site improvements. New construction includes additional square footage to an existing building or construction of a new building. Land purchases include the purchase of additional land for the College. Building improvements include improvements to extend the useful life or remodeling that changes the configuration of a room or building to extend and to meet the needs of the College. Site improvements are improvements to the land. The College uses the definitions that have been developed by the WTCS Board.

### Planning

The College completed a master facility plan in 2014-15, which is updated annually. This plan allows the College to make the best use of its resources through careful, methodical planning to meet current and future student and community needs. Working with consultants and architects, the development of this plan provides a long-range focus to replacing and improving the infrastructure of the College. In addition to the facility plan, the infrastructure and cabling assessment plans are being used to develop multi-year plans for replacements and upgrades. The cabling infrastructure assessment helps the College plan for future technology needs and interconnects the technology systems that currently are in place.

Annually, capital projects are defined that support the College's master plan, facility plan, and annual plans. The projects are reviewed by facilities staff, managers and the Leadership Team to ensure alignment with College needs. The Leadership Team prioritizes and approves the capital projects that will be included in the annual plan. Infrastructure improvements are also included in the annual capital projects plan. The facility plan is then updated based on the annual capital projects plan.

The three major components of the equipment portion of the Capital Projects Fund budget are replacement and improved instructional equipment, equipment for administrative needs, and technology equipment. A multi-year technology refresh plan has been developed to assist the College in planning for technology purchases for computers, printers, servers, hardware, instructional television and audio visual equipment. Other technology projects include upgrading and developing information technology systems and equipment. In addition to the allocations for instructional, administrative, and technology equipment, budget dollars are set aside for new instructional programs and technology needs.

### Analysis

Expenditures in the Capital Projects Funds are projected to be \$6,570,000, including the following projects. The College plans on borrowing \$4,000,000 in 2017-18 to fund remodeling and capital improvement projects and equipment.

### Equipment

The annual expenditures for instructional equipment are projected to be \$999,000. Non-instructional equipment totals \$77,000 and will be mainly used for replacement of equipment. State incentive and federal grants will fund \$248,000 for equipment for the video-conferencing, and the IT computer support, Radiation Safety/Health Physics, Court Reporting, Medical Assistant and Manufacturing Management programs.

### Technology Projects

Technology projects in this year's budget total \$1,650,000. This includes \$230,000 that will be used for development of administrative systems, \$435,000 for unified communication, \$41,000 for technology development and \$944,000 for annual technology equipment replacements.

### Capital Projects

Capital projects for 2017-18 total \$3,843,200. Following are capital projects that will be implemented in 2017-18. These will be funded by the issuance of general obligation promissory notes.

<b>Instruction/Major Projects</b>	<b>\$2,012,000</b>
<b>Agriculture Education Center</b>	\$747,000
Partner with the Manitowoc County group to create the Agriculture Education Center which will provide lab and classroom space for the Dairy Herd program. This facility space will include demonstration and computer labs, and animal pens that will provide hands-on experiences for the students.	
<b>Scenario City Phase 1– Site work and Hotel/Motel</b>	\$477,000
Install the site needs (sidewalks, curbs, gutter, gas line, roadway, traffic signals, parking lot, etc.) for Scenario City. Construct a 38' x 52' motel with 4 sleeping rooms, restrooms, minimal electrical, HVAC, and slab on grade construction.	
<b>Outdoor Firing Range – Phase 1</b>	\$650,000
The project will be approximately 106,000 square feet overall and will consist of creating berms for a fifty-yard range and a one hundred-yard range. The project also includes paving a roadway and parking lot area for student and staff parking.	
<b>Carpentry Workshop</b>	\$138,000
The building will be 1200 square feet with a concrete floor and electrical service. Extra tall side walls, overhead doors and an exterior concrete slab will be installed to create a flexible learning environment.	
<b>Remodeling</b>	<b>\$435,000</b>
<b>General Remodeling</b>	\$335,000
Develop plans and remodel facilities to meet instructional and workflow needs. This includes architect and engineering fees and smaller remodeling projects. Projects include a restroom remodel, adding interior doors to the Plastics Engineering Manufacturing Building, expanding desk space and creating an additional testing room in the Student Resource Center, two minor projects in the Nierode Building and creating a counselors office in the Lakeshore Building.	
<b>Learning College Classrooms – Facilities</b>	\$100,000
Update learning college classrooms according to a multi-year plan by updating the furniture and other furnishings. Classrooms include L106, L108, L110, L128, L205, L209, L220.	

<b>Annual Capital Maintenance and Improvements</b>		<b>\$1,076,200</b>
<b>Annual Capital Maintenance and Improvements</b>		<b>\$ 926,200</b>
<p>Maintain the campus infrastructure to keep the campus (site and facilities) current. This year's projects include replacing the transformer, uninterruptable power supply batteries, installing keyless access on interior doors as well as continuing the refresh cycle for facility improvements, floor coverings, paint and wall coverings, signage, interior and exterior seating, door and window replacements, and parking lots.</p>		
Replace Transformer	\$241,000	
Repair sinkhole in Auto parking lot	63,000	
Flooring	41,000	
Windows/Doors	35,000	
Repairs/Improvements	55,000	
Parking lots/lighting	145,000	
Emergency management	16,200	
Signage/Furniture	30,000	
UPS batteries	6,000	
Keyless Access	39,000	
Burn Building	255,000	
<b>Facility Infrastructure Assessment</b>		<b>\$150,000</b>
<p>A facility assessment was performed by the college's architect firm. A report, detailing maintenance needs building-by-building was created. These projects include items such as roof replacement, tuck pointing, electrical and plumbing upgrades, etc.</p>		
Mechanical system/bridge	\$42,000	
Agriculture/Energy building & roof	59,000	
Lakeshore building	14,000	
Public Safety building	20,000	
Nierode building	15,000	
<b>Energy Efficiency</b>		<b>\$320,000</b>
<b>Infrastructure</b>		<b>\$200,000</b>
<p>Carry out the multi-year plan to replace the end-of-life air handling units, heating and ventilating units, fans, and pumps.</p>		
<b>Campus Mechanicals</b>		<b>\$120,000</b>
<p>Replace breaker panels, motor replacements, and campus controls according to the multi-year plan.</p>		
<b>Total Capital Projects</b>		<b><u>\$3,843,200</u></b>

### Multi-year Capital Projects Plan

The college updates its multi-year facility plan annually. Annual replacement budgets are in place for capital maintenance and improvements, learning college classrooms and energy infrastructure. Master facility projects are updated based on instructional and college priorities. Below is the five year plan for the capital projects fund. This multi-year plan enables the college to develop strategies for funding and financing future expenditures, as well as develop priorities to increase capacity.

	<b>Expenditures</b>				
	2016-17	2017-18	2018-19	2019-20	2020-21
<b>Expenditures</b>					
Equipment	3,787,500	3,559,000	2,452,900	2,451,250	2,336,950
Instructional	1,534,065	944,400	810,000	785,000	805,000
Non-Instructional	94,400	88,400	84,100	70,800	73,000
Technology	1,716,335	1,812,000	1,420,200	1,405,950	1,325,450
Facilities	442,700	714,200	138,600	189,500	133,500
Remodeling	1,864,500	1,714,000	1,236,800	2,076,200	1,712,200
Site Improvement	55,000	208,000	91,000	115,000	140,000
Addition	412,000	1,088,000	0	1,500,000	0
<b>Total by Category</b>	<b>6,119,000</b>	<b>6,569,000</b>	<b>3,780,700</b>	<b>6,142,450</b>	<b>4,189,150</b>

	<b>Financing</b>				
	2016-17	2016-17	2017-18	2018-19	2019-20
<b>Financing</b>					
Equipment	0	3,000,000	3,200,000	2,500,000	1,500,000
Remodeling	1,500,000	1,500,000	800,000	1,500,000	1,500,000
Site Improvements	0	300,000	0	300,000	0
Addition	0	1,500,000	0	1,500,000	0
<b>Total</b>	<b>1,500,000</b>	<b>6,300,000</b>	<b>4,000,000</b>	<b>5,800,000</b>	<b>3,000,000</b>

## **Operational Impact**

Approximately 30 percent of the equipment being purchased for 2017-18 is either a replacement or upgrade to current equipment, with the exception new equipment for building projects and new software. This will enable the College to keep current with technology and train the students on the equipment and software that is being used in industry. The operational impact is minimal. Training for faculty, staff and informational technology support for new software has been included in the budget. Improvements to administrative software and digital imaging improve business processes and efficiencies. Software purchases require maintenance contracts in future years (generally approximately 18 percent of the software cost) that need to be included in the operating budget. For 2017-18, there was an additional \$50,000 in maintenance contracts that needed to be included in the operating budget.

The Agriculture Education Center will be completed in fall of 2017. There are additional estimated operating costs, such as utilities, snow removal and cleaning that will impact the budget of approximately \$14,000, which has been included in the budget.

Annual capital maintenance and improvement projects continue to maintain and improve the College's facilities, thus preventing major repair expenditures. Learning college classroom remodeling projects provide improved learning experiences in the classroom and continue the upgrading of the current classrooms. Other planned remodeling projects do not have any operational impact.

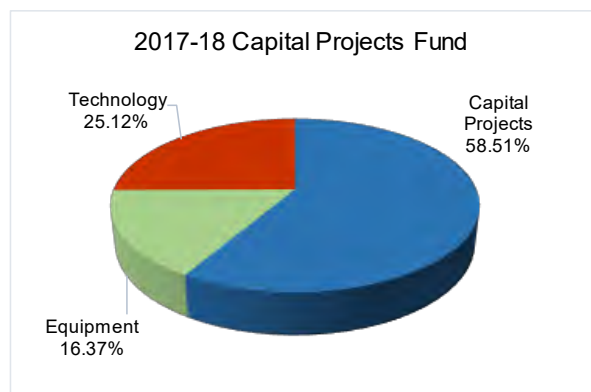
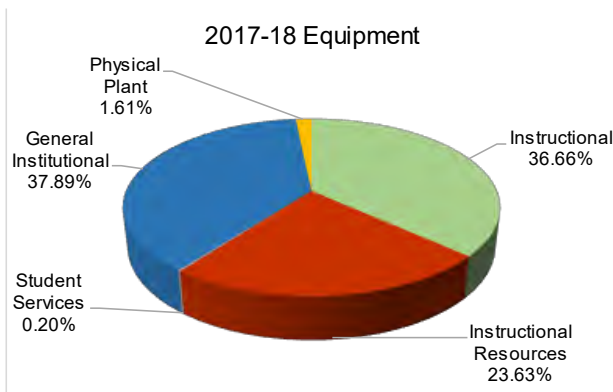
Energy efficiency projects include replacing the infrastructure based on a multi-year plan that has been developed as part of that assessment. These result in decreased utility and repair costs which have not been calculated yet. As these expenditure reductions are determined, adjustments to the operating budget will be made. Previous efficiency projects have resulted in decreases in utility costs. In addition, whenever possible, grants are applied for to help in reducing the capital costs of these projects.

Technology equipment purchases include more energy efficient computers and servers. Actual energy savings have not been calculated at this time. Additional cost-saving measures of shutting down computers when not in use also add to the energy reductions.

## Capital Projects Fund Equipment and Project Budgets by Project and Function 2017-18

	Instruction	Instructional Resources	Student Services	General Institutional	Physical Plant	Total
<b>Equipment</b>						
Agriculture, Energy & Transportation	171,800					171,800
Business & Technology	101,500					101,500
Manufacturing & Apprenticeship	335,400					335,400
Health & Human Services	61,509					61,509
Public Safety	65,100					65,100
General Education	10,000					10,000
Academic Administration	157,800					157,800
Other equipment projects	96,000			6,500		102,500
Library		4,000				4,000
Wellness Center			4,323			4,323
Marketing			1,100			1,100
General Institutional				16,500		16,500
Physical Plant					44,000	44,000
<b>Total Equipment</b>	<b>999,109</b>	<b>4,000</b>	<b>5,423</b>	<b>23,000</b>	<b>44,000</b>	<b>1,075,532</b>
<b>Technology Projects</b>						
Computer Technology Refresh		364,450		116,650		481,100
Video Conferencing Refresh		185,830				185,830
Learning College Classroom Refresh		89,735				89,735
Network Infrastructure Refresh				50,000		50,000
Data Center Refresh				137,000		137,000
Administrative Systems				230,000		230,000
Technology Projects		0		476,000		476,000
<b>Total Technology Projects</b>	<b>0</b>	<b>640,015</b>	<b>0</b>	<b>1,009,650</b>	<b>0</b>	<b>1,649,665</b>
<b>Facilities Projects</b>						
Shooting Range	15,000				635,000	650,000
Agriculture Education Centr		172,000			575,000	747,000
Scenario City	16,000	31,000			430,000	477,000
General Remodeling					335,000	335,000
Energy Efficiency					320,000	320,000
Burn Building					255,000	255,000
Transformer					241,000	241,000
Annual Capital Maintenance					222,200	222,200
Site Improvements					208,000	208,000
Facilities Assessment Plan					150,000	150,000
Carpentry Workshop	4,000				134,000	138,000
Learning College Classroom					100,000	100,000
<b>Total Facilities Projects</b>	<b>35,000</b>	<b>203,000</b>	<b>0</b>	<b>0</b>	<b>3,605,200</b>	<b>3,843,200</b>
<b>Total</b>	<b>1,034,109</b>	<b>847,015</b>	<b>5,423</b>	<b>1,032,650</b>	<b>3,649,200</b>	<b>6,568,397</b>

The graphs below show the breakdown of major equipment and capital projects by function and category.



## Capital Projects Fund Equipment Detail Listing 2017-18

Division	Amount	Division	Amount
<b>Agriculture &amp; Horticulture</b>		<b>Medical Assistant</b>	
<u>Agriculture</u>		EKG Machine	4,000
Can Simulator Ag Leader	4,000	Electronic Scale for Adults	1,917
Combine Yield Monitor Replication	5,000	Computer with EHR Access	1,000
GIS System	5,000	Crash Cart	1,495
<u>Horticulture</u>		<u>Ophthalmic</u>	
Hardscape Materials	24,100	Goldman Mount	1,200
Tree & Herbaceous	5,000	Wall Projector	2,700
<u>Dairy Herd</u>		<u>Nursing</u>	
Instructor Laptop	1,200	Alaris IV Pump \$2500 each x 2 (refurb)	5,000
Antibiotic Test Kit	1,800	Sim Med/Surg Module	3,500
<b>Total</b>	<b>46,100</b>	Replace Lab Computer IV Arms	2,200
<b>Transportation</b>		IV Arms Software	5,000
<u>Auto Maintenance</u>		EAC Visual Data Software	5,000
Bartec Tire monitor	1,100	CPR Manikin	2,500
Air Cond Demo	12,000	<u>Radiography</u>	
Used Late Model Cars	20,000	Portable x-ray unit	4,000
Pico Scope	9,000	X-ray unit (in lab)	13,397
<u>Auto Collision</u>		<b>Total</b>	<b>61,509</b>
Air tool package for 1st year	3,500	<b>Public Safety</b>	
Cordless Impact tool	2,500	<u>EMS</u>	
Used Late Model Cars	20,000	Human Patient Simulator	30,000
<b>Total</b>	<b>68,100</b>	<u>Criminal Justice</u>	
<b>Business &amp; Technology</b>		Additional laptops	6,500
<u>IT Networking</u>		Portable radios (6pack w/ charger)	3,500
Cisco Wireless Access Points	5,000	Ultrasonic rifle cleaner	4,000
Wireless Controller	3,300	Security lab updates	6,200
Firewall	6,000	Equipment for Scenario City	16,000
Virtualization Pods	30,000	Equipment for shooting range	15,000
<u>Court Reporting</u>		<u>Fire Science</u>	
Steno Machines - Court Reporting	19,200	Chainsaw	1,500
Laptop Computers - Court Reporting	15,000	Porta tank	2,000
Upgrades to shared sites	12,000	Fire Equipment	4,000
<u>Culinary</u>		<u>Motorcycle Safety</u>	
Ceiling Mounted Culinary Demo Mirror	2,000	Replacement motorcycles	7,400
Point of Sale System - Culinary	2,450	<b>Total</b>	<b>96,100</b>
Table Skirt Set for Culinary	1,050	<b>Energy</b>	
<u>Quality</u>		<u>Wind Energy</u>	
Simulation Software/Installation	4,000	Monitor for Wind Turbine Data	1,200
<u>Computer</u>		<u>Nuclear/Radiation Safety</u>	
SAM Software Site License	1,500	Multi-Channel Analyzer	8,000
<b>Total</b>	<b>101,500</b>	Ion chamber Portable Survey Inst.	6,800
<b>Manufacturing &amp; Apprentice</b>		Scaler-Portable Survey Inst.	8,000
<u>Machine Tool</u>		Gamma Scintillator Radiation Detector	6,000
Manual Knee Mill	30,000	Radiation Survey Simulator	11,000
Manual Lathe	30,000	Rate Meter	6,000
Advanced Precision Measuring Kit	60,000	Air Samples	4,000
<u>Welding</u>		Calibration standard	4,600
6" Belt Sanders	6,000	Locked Cabinet	2,000
2" Belt Sander	3,000	<b>Total</b>	<b>57,600</b>
FMB Horizontal Saw	15,000	<b>General Education</b>	
Lista Tool Bench	4,000	English Language Learning Software--	10,000
Bluco Fixture Table with Fixtures	8,000	<b>Academic Administration</b>	
<u>Electro-mechanical</u>		WIDS/Blackboard Building Block	20,000
Temperature Trainer	15,000	WIDS payment	7,800
Tool Change Holder	12,000	Blackboard - 3yr license	130,000
Industrial Application Trainer	152,400	<b>Total</b>	<b>157,800</b>
<b>Total</b>	<b>335,400</b>	<b>Apprenticeship</b>	
<b>Health</b>		Carpentry Tools	4,000
<u>Dental Assistant</u>		<b>Total Instructional Equipment</b>	
DXITR Refurb 20% LCDC Funds	6,000	<b>938,109</b>	
Shorty Single Speed Air Motor 20% LCDC	1,200		
OptiMix 20% LCDC Funds	1,400		



**Capital Projects Fund  
Equipment Detail Listing (Continued)  
2017-18**

Description	Amount	Description	Amount
<b>Student Resrouce Center</b>		<b>Network Infrastructure Refresh</b>	
Universal Charging Unit and cart	4,000	Switches	35,000
<b>Wellness Center</b>		Wireless Access Points	15,000
Bike	3,123	<b>Total</b>	<b>50,000</b>
AED	1,200		
<b>Total</b>	<b>4,323</b>	<b>Learning College Classroom</b>	
<b>Marketing</b>		Projectors	29,000
Special event drapery & piping	1,100	Document Cameras	7,800
<b>General Institutional</b>		Extron controllers	32,435
Multi-functional devices	16,500	Instructor workstations	10,000
<b>Physical Plant</b>		Web enhancements	10,500
Lawn Tractor	18,000	<b>Total</b>	<b>89,735</b>
Lawn tractor with mower deck	26,000	<b>Data Center Refresh</b>	
<b>Total</b>	<b>44,000</b>	Servers	12,000
<b>Total Non-Instructional Equipment</b>	<b>69,923</b>	Disk Storage Device (SAN)	125,000
<b>Technology Equipment</b>		<b>Total</b>	<b>137,000</b>
<b>Computer Refresh - Classrooms</b>		<b>ITV/Video Conference Refresh</b>	
Lab Desktops	100,800	Video switching controllers	79,569
Lab Laptops	77,050	Polycom Equipment	49,785
High End Desktops - Labs	70,200	Projector/Display	14,950
Mac Desktops	87,500	Video Monitirs	14,301
Color laser printers - L110 & L126	2,000	Instructor Station	2,523
Laptops - clinical sites	5,200	Blue Ray Player	600
Software licenses	21,700	Elmo Doc CAm	2,475
<b>Total</b>	<b>364,450</b>	X-Ray Doc Cam	2,477
<b>Computer Refresh - Administration</b>		Cabling and connectors	19,150
Staff Desktops	31,500	<b>Total</b>	<b>185,830</b>
Staff Laptops	32,200	<b>Administrative Systems</b>	
Spare Repair Desktop	5,250	WILM licenses	95,000
Spare Repair Laptop	23,000	LTC portion of WILM Implementation	36,000
Image Now scanners & licenses	6,000	Cognos implementation and upgrade	79,000
Registration computers	3,700	WILM Backup System - DR replciation	20,000
Financial aid computer	1,300	<b>Total</b>	<b>230,000</b>
Image Now scanner/license - Career	3,200	<b>Technology Projects</b>	
Workstation in L244	1,200	Unified Communication	435,000
Software licenses	9,300	Avecto DefendPoint	24,000
<b>Total</b>	<b>116,650</b>	Other projects	17,000
		<b>Total</b>	<b>476,000</b>
		<b>Total Technology Equipment</b>	<b>1,649,665</b>

## Campus Sites - Square Footage

The District's main campus is on a 154-acre site in Cleveland, Wisconsin. A detailed breakdown of space, along with the respective ages, is included below:

<b>Cleveland Campus</b>		
<u>Building</u>	<u>Date Constructed</u>	<u>Square Footage</u>
Lakeshore	1974	121,044
Addition	1979	78,104
Addition	2011	<u>12,400</u>
		211,548
Nierode	1974	63,893
Addition	1979	2,655
Addition	1982	1,631
Addition	2014	<u>7,755</u>
		75,934
Agriculture & Energy	1976	18,150
Addition	1983	<u>17,014</u>
		35,164
Public Safety	1988	6,280
Addition	1991	13,480
Addition	2005	<u>10,550</u>
		30,310
Plastics Engineering Manufacturing Building	1980	19,000
Addition	2013	<u>14,658</u>
		33,658
Campus Facilities Building	2016	11,600
Burn Simulator Building	1997	2,712
Tactical Skills Lab	2006	1,475
Agriculture Education Center	In construction	6,200
Carpentry Lab	In construction	1,200
Motel – Scenario City	In construction	1,976
<b>Total Cleveland Campus</b>		<b>411,777</b>
<b>Leased Facilities</b>		
<u>Location</u>	<u>Lease Term</u>	<u>Square Footage</u>
Sheboygan Job Center	2013-2023	12,991
Manitowoc Job Center	2013-2023	11,207
Environmental Campus	2010-2020	5,502
Culinary Institute	2012-2022	9,880
Jake's Café	2013-2016	<u>188</u>
<b>Total Leased Properties</b>		<b>39,768</b>
<b>Total Square Footage</b>		<b><u>451,545</u></b>

**Outdoor training facilities include:** Emergency vehicle operations course, four wind turbines, rescue tower, outdoor shooting range (in construction) and scenario city (in construction).

**Debt Service Fund**  
**2017-18 Budgetary Statement of**  
**Resources, Uses, and Changes in Fund Balance**

	2014-15 <u>Actuals (1)</u>	2015-16 <u>Actuals (1)</u>	2016-17 <u>Budget</u>	2016-17 <u>Estimates (2)</u>	2017-18 <u>Budget</u>
<b>REVENUES</b>					
Local Government	4,486,000	4,702,000	4,720,000	4,720,000	4,835,000
Institutional	4,871	14,815	2,000	2,000	4,000
Total Revenue	<u>4,490,871</u>	<u>4,716,815</u>	<u>4,722,000</u>	<u>4,722,000</u>	<u>4,839,000</u>
<b>EXPENDITURES</b>					
Physical Plant	4,558,921	4,762,655	4,744,000	4,744,000	5,038,000
Total Expenditures	<u>4,558,921</u>	<u>4,762,655</u>	<u>4,744,000</u>	<u>4,744,000</u>	<u>5,038,000</u>
Net Revenue (Expenditures)	(68,050)	(45,840)	(22,000)	(22,000)	(199,000)
<b>OTHER SOURCES (USES)</b>					
Repayment of Debt	0	0	0	0	0
Proceeds from Debt	342,894	214,045	0	0	0
Total Resources (Uses)	<u>274,844</u>	<u>168,205</u>	<u>(22,000)</u>	<u>(22,000)</u>	<u>(199,000)</u>
<b>TRANSFERS TO (FROM) FUND BALANCE</b>					
Reserve for Debt Service	274,844	168,205	(22,000)	(22,000)	(199,000)
Total Transfers to (From) Fund Balance	<u>274,844</u>	<u>168,205</u>	<u>(22,000)</u>	<u>(22,000)</u>	<u>(199,000)</u>
Beginning Fund Balance	<u>977,543</u>	<u>1,252,387</u>	<u>1,420,592</u>	<u>1,420,592</u>	<u>1,398,592</u>
Ending Fund Balance	<u>1,252,387</u>	<u>1,420,592</u>	<u>1,398,592</u>	<u>1,398,592</u>	<u>1,199,592</u>

(1) Actual is presented on a budgetary basis

(2) Estimate is based upon 9 months of actual and 3 months of estimate

## Debt Service Fund

### Fund Description

Debt Service Funds are used to account for the accumulation of resources for and the payment of general long-term debt and long-term lease purchase principal and interest.

### Analysis

Debt service expenditures for 2017-18 are budgeted to be \$5,038,000 which includes \$4,285,000 for principal, and \$753,000 for interest payments. This is funded through a tax levy of \$4,835,000, interest income of \$4,000 and fund balance of \$199,000. Expenditures have increased \$294,000 from the 2016-17 budget. The total outstanding debt of \$30,040,000 as of June 30, 2017 includes twelve outstanding debt issues, which will be retired by 2027. The borrowing for 2017-18 includes a note issue of \$4,000,000 to be issued in June of 2018 for equipment and remodeling and improvement projects. The Principal and Interest by Issue schedule below provides additional detail on debt service expenditures.

The College's bond rating is Aa1 as assigned by Moody's Investor Service in May 2016.

### Debt Limitations

The aggregate indebtedness of the District may not exceed 5 percent of the equalized value of the taxable property located in the District per Section 67.03(1), Wisconsin Statutes. The bonded indebtedness of the District may not exceed 2 percent of the equalized value of the property located in the District per Section 67.03(9), Wisconsin Statutes.

Projected equalized valuations	\$ 14,027,232,390
5 percent limit	\$ 701,361,619
LTC's aggregate indebtedness	\$ 30,040,000
2 percent limit	\$ 280,544,648
LTC's bonded indebtedness	\$ 0

### Debt Service Fund Principal and Interest by Issue Budget Year 2017-18

<u>Issue</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
June, 2008	220,000	8,800	228,800
May, 2009	495,000	26,575	521,575
June, 2010	1,540,000	101,518	1,641,518
April, 2011	1,735,000	137,110	1,872,110
April, 2012	2,980,000	205,263	3,185,263
May, 2013	1,990,000	141,700	2,131,700
September, 2013	2,345,000	211,750	2,556,750
September, 2014	4,800,000	619,775	5,419,775
July, 2015	4,635,000	605,800	5,240,800
April, 2016	1,500,000	165,200	1,665,200
July, 2016	1,500,000	106,500	1,606,500
May, 2017	6,300,000	1,173,900	7,473,900
Total	<u>\$30,040,000</u>	<u>\$3,503,890</u>	<u>\$33,543,890</u>

**Schedule of Long-Term Obligations as of July 1, 2017**

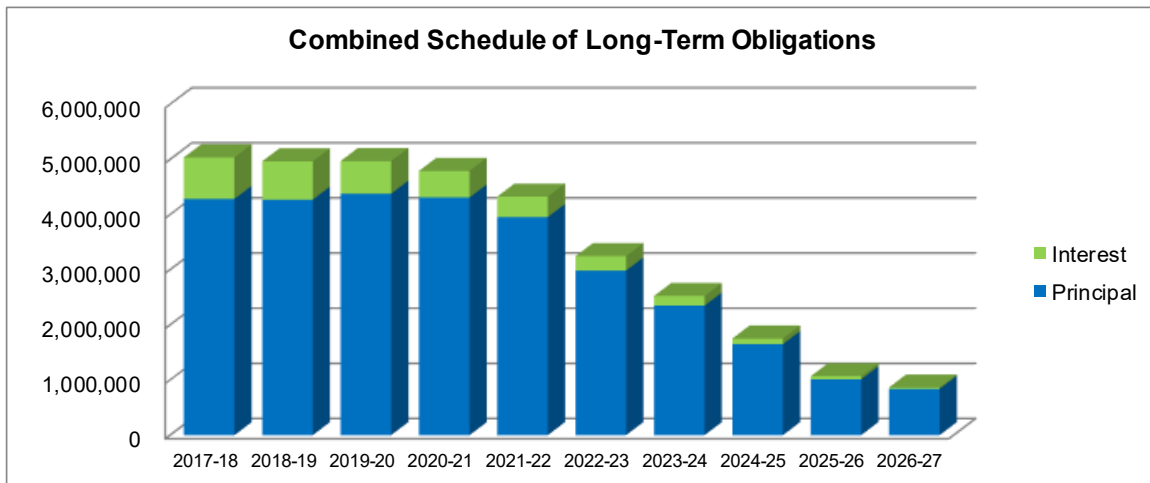
	<u>Budget Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
General Obligation Promissory Notes (\$4,300,000) issued May, 2008 to finance equipment, general remodeling, addition and site improvements over ten years at an average rate of 4.0% payable to Depository Trust Company.	2017-18	220,000	8,800	228,800
		<u>\$220,000</u>	<u>\$8,800</u>	<u>\$228,800</u>
General Obligation Promissory Notes (\$2,000,000) issued June, 2009 to finance additions and general remodeling, over ten years at an average rate of 4.0% payable to Depository Trust Company.	2017-18	245,000	17,575	262,575
	2018-19	250,000	9,000	259,000
		<u>\$495,000</u>	<u>\$26,575</u>	<u>\$521,575</u>
General Obligation Promissory Notes (\$5,000,000) issued June, 2010 to finance remodeling, site improvements and equipment over ten years at an average rate of 2.93% payable to Depository Trust Company.	2017-18	495,000	50,058	545,058
	2018-19	515,000	33,970	548,970
	2019-20	530,000	17,490	547,490
		<u>\$1,540,000</u>	<u>\$101,518</u>	<u>\$1,641,518</u>
General Obligation Promissory Notes (\$4,000,000) issued April, 2011 to finance remodeling, addition and equipment over ten years at an average rate of 2.92% payable to Depository Trust Company.	2017-18	415,000	53,400	468,400
	2018-19	425,000	40,950	465,950
	2019-20	440,000	28,200	468,200
	2020-21	455,000	14,560	469,560
		<u>\$1,735,000</u>	<u>\$137,110</u>	<u>\$1,872,110</u>
General Obligation Promissory Notes (\$4,500,000) issued April, 2012 to finance remodeling, equipment and site improvements over ten years at an average rate of 2.22% payable to Depository Trust Company.	2017-18	630,000	66,950	696,950
	2018-19	585,000	54,350	639,350
	2019-20	585,000	41,188	626,188
	2020-21	590,000	28,025	618,025
	2021-22	590,000	14,750	604,750
	<u>\$2,980,000</u>	<u>\$205,263</u>	<u>\$3,185,263</u>	
General Obligation Promissory Notes (\$3,000,000) issued May, 2013 to finance an addition, remodeling and equipment over ten years at an average rate of 2.00% payable to Depository Trust Company.	2017-18	315,000	39,800	354,800
	2018-19	320,000	33,500	353,500
	2019-20	330,000	27,100	357,100
	2020-21	335,000	20,500	355,500
	2021-22	340,000	13,800	353,800
	2022-23	350,000	7,000	357,000
	<u>\$1,990,000</u>	<u>\$141,700</u>	<u>\$2,131,700</u>	
General Obligation Promissory Notes (\$5,000,000) issued September, 2013 to finance remodeling, equipment, and site improvements over ten years at an average rate of 2.53% payable to Depository Trust Company	2017-18	645,000	60,650	705,650
	2018-19	320,000	47,750	367,750
	2019-20	330,000	39,750	369,750
	2020-21	340,000	31,500	371,500
	2021-22	350,000	21,300	371,300
	2022-23	360,000	10,800	370,800
	<u>\$2,345,000</u>	<u>\$211,750</u>	<u>\$2,556,750</u>	

**Schedule of Long-Term Obligations as of July 1, 2017 (continued)**

	<u>Budget Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
General Obligation Promissory Notes (\$6,000,000) issued September, 2014 to finance remodeling and equipment over ten years at an average rate of 2.0% payable to Depository Trust Company	2017-18	625,000	135,550	760,550
	2018-19	645,000	123,050	768,050
	2019-20	665,000	110,150	775,150
	2020-21	685,000	96,850	781,850
	2021-22	705,000	76,300	781,300
	2022-23	725,000	51,625	776,625
	2023-24	750,000	26,250	776,250
		<u>\$4,800,000</u>	<u>\$619,775</u>	<u>\$5,419,775</u>
General Obligation Promissory Notes (\$5,000,000) issued July, 2015 to finance addition, remodeling, equipment and site improvements over ten years at an average rate of 2.69% payable to Depository Trust Company	2017-18	430,000	117,950	547,950
	2018-19	540,000	109,350	649,350
	2019-20	560,000	98,550	658,550
	2020-21	580,000	87,350	667,350
	2021-22	600,000	75,750	675,750
	2022-23	620,000	57,750	677,750
	2023-24	640,000	39,150	679,150
2024-25	665,000	19,950	684,950	
		<u>\$4,635,000</u>	<u>\$605,800</u>	<u>\$5,240,800</u>
General Obligation Promissory Notes (\$1,500,000) issued April 2016 to finance remodeling over ten years at an average rate of 2% payable to Depository Trust Company	2017-18	90,000	30,000	120,000
	2018-19	100,000	28,200	128,200
	2019-20	175,000	26,200	201,200
	2020-21	180,000	22,700	202,700
	2021-22	185,000	19,100	204,100
	2022-23	185,000	15,400	200,400
	2023-24	190,000	11,700	201,700
2024-25	195,000	7,900	202,900	
2025-26	200,000	4,000	204,000	
		<u>\$1,500,000</u>	<u>\$165,200</u>	<u>\$1,665,200</u>
General Obligation Promissory Notes (\$1,500,000) issued July 2016 to finance remodeling over six years at an average rate of 2% payable to Depository Trust Company	2017-18	175,000	30,000	205,000
	2018-19	185,000	26,500	211,500
	2019-20	240,000	22,800	262,800
	2020-21	440,000	18,000	458,000
	2021-22	460,000	9,200	469,200
		<u>\$1,500,000</u>	<u>\$106,500</u>	<u>\$1,606,500</u>
General Obligation Promissory Notes (\$6,300,000) to be issued May 2016 to finance additions, remodeling, equipment and and site improvements over ten years at an average rate of 3% payable to Depository Trust Company.	2017-18	0	141,750	141,750
	2018-19	385,000	189,000	574,000
	2019-20	525,000	177,450	702,450
	2020-21	705,000	161,700	866,700
	2021-22	725,000	140,550	865,550
	2022-23	745,000	118,800	863,800
	2023-24	770,000	96,450	866,450
	2024-25	790,000	73,350	863,350
	2025-26	815,000	49,650	864,650
2026-27	840,000	25,200	865,200	
		<u>\$6,300,000</u>	<u>\$1,173,900</u>	<u>\$7,473,900</u>
Grand Total		<u>\$30,040,000</u>	<u>\$3,503,890</u>	<u>\$33,543,890</u>

**Combined Schedule of Long-Term Obligations as of July 1, 2017**

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2017-18	4,285,000	752,483	5,037,483
2018-19	4,270,000	695,620	4,965,620
2019-20	4,380,000	588,878	4,968,878
2020-21	4,310,000	481,185	4,791,185
2021-22	3,955,000	370,750	4,325,750
2022-23	2,985,000	261,375	3,246,375
2023-24	2,350,000	173,550	2,523,550
2024-25	1,650,000	101,200	1,751,200
2025-26	1,015,000	53,650	1,068,650
2026-27	840,000	25,200	865,200
<b>Total</b>	<b><u>\$30,040,000</u></b>	<b><u>\$3,503,890</u></b>	<b><u>\$33,543,890</u></b>



**Enterprise Funds**  
**2016-17 Budgetary Statement of**  
**Resources, Uses, and Changes in Fund Balance**

	2014-15 <u>Actuals (1)</u>	2015-16 <u>Actuals (1)</u>	2016-17 <u>Budget</u>	2016-17 <u>Estimates (2)</u>	2017-18 <u>Budget</u>
<b>REVENUES</b>					
Other Student Fees	0	0	0	0	0
Institutional	1,510,586	1,843,682	1,600,000	1,600,000	1,600,000
Total Revenue	<u>1,510,586</u>	<u>1,843,682</u>	<u>1,600,000</u>	<u>1,600,000</u>	<u>1,600,000</u>
<b>EXPENDITURES</b>					
Auxiliary Services	1,481,368	1,457,599	1,600,000	1,600,000	1,600,000
Total Expenditures	<u>1,481,368</u>	<u>1,457,599</u>	<u>1,600,000</u>	<u>1,600,000</u>	<u>1,600,000</u>
Net Revenue (Expenditures)	29,218	386,083	0	0	0
<b>OTHER SOURCES (USES)</b>					
Operating Transfer In (Out)	100,000	0	0	0	0
Total Resources (Uses)	<u>129,218</u>	<u>386,083</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TRANSFERS TO (FROM) FUND BALANCE</b>					
Retained Earnings	129,218	386,083	0	0	0
Total Transfers to (From) Fund Balance	<u>129,218</u>	<u>386,083</u>	<u>0</u>	<u>0</u>	<u>0</u>
Beginning Fund Balance	<u>1,564,758</u>	<u>1,693,976</u>	<u>2,080,059</u>	<u>2,080,059</u>	<u>2,080,059</u>
Ending Fund Balance	<u>1,693,976</u>	<u>2,080,059</u>	<u>2,080,059</u>	<u>2,080,059</u>	<u>2,080,059</u>

(1) Actual is presented on a budgetary basis

(2) Estimate is based upon 9 months of actual and 3 months of estimate



## Enterprise Funds

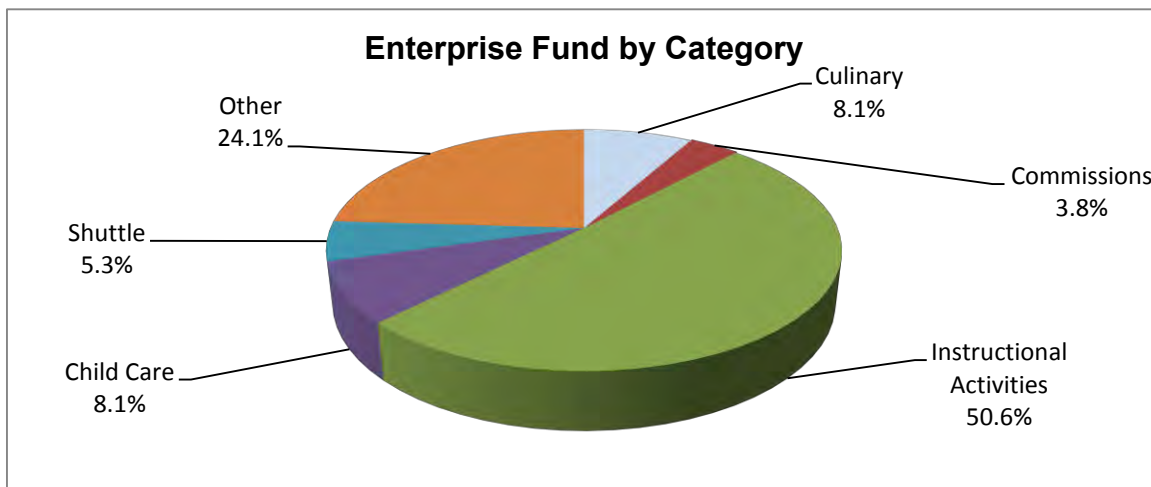
### Fund Description

Enterprise Funds are used to account for operations where the cost of providing goods or services to the student body, faculty, staff, or general public is financed primarily through user fees. Included are the culinary restaurant, bookstore, food service, child care center, instructional saleable accounts, educational seminar accounts, resale accounts, and other enterprise activity.

### Analysis

Revenues and expenditures are planned at \$1,600,000 for 2017-18. The schedule below provides additional detail on each business segment.

	Culinary Institute	Contracted Services Commissions	Instructional Activities	Child Care	Shuttle	Other	Total
<b>Revenues:</b>							
Commissions	0	60,000	0	0	0	0	60,000
Institutional Revenue	130,000	0	810,000	130,000	85,000	385,000	1,540,000
<b>Total Revenue</b>	<b>130,000</b>	<b>60,000</b>	<b>810,000</b>	<b>130,000</b>	<b>85,000</b>	<b>385,000</b>	<b>1,600,000</b>
<b>Transfer In from Retained Earnings</b>							
	0	0	0	0	0	0	0
<b>Total Resources</b>	<b>130,000</b>	<b>60,000</b>	<b>810,000</b>	<b>130,000</b>	<b>85,000</b>	<b>385,000</b>	<b>1,600,000</b>
<b>Expenses:</b>							
Auxiliary Services	130,000	60,000	810,000	130,000	85,000	385,000	1,600,000
<b>Total Expenses</b>	<b>130,000</b>	<b>60,000</b>	<b>810,000</b>	<b>130,000</b>	<b>85,000</b>	<b>385,000</b>	<b>1,600,000</b>
<b>Transfer Out to Retained Earnings</b>							
	0	0	0	0	0	0	0
<b>Total Uses</b>	<b>130,000</b>	<b>60,000</b>	<b>810,000</b>	<b>130,000</b>	<b>85,000</b>	<b>385,000</b>	<b>1,600,000</b>



**Internal Service Funds**  
**2016-17 Budgetary Statement of**  
**Resources, Uses, and Changes in Fund Balance**

	2014-15 Actuals (1)	2015-16 Actuals (1)	2016-17 Budget	2016-17 Estimates (2)	2017-18 Budget
<b>REVENUES</b>					
Institutional	246,013	631,963	618,000	618,000	618,000
Total Revenue	<u>246,013</u>	<u>631,963</u>	<u>618,000</u>	<u>618,000</u>	<u>618,000</u>
<b>EXPENDITURES</b>					
Auxiliary Services	227,435	441,235	618,000	618,000	618,000
Total Expenditures	<u>227,435</u>	<u>441,235</u>	<u>618,000</u>	<u>618,000</u>	<u>618,000</u>
Net Revenue (Expenditures)	18,578	190,728	0	0	0
<b>OTHER SOURCES (USES)</b>					
Operating Transfer In (Out)	0	0	0	0	0
Total Resources (Uses)	<u>18,578</u>	<u>190,728</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TRANSFERS TO (FROM) FUND BALANCE</b>					
Retained Earnings	18,578	190,728	0	0	0
Total Transfers to (From) Fund Balance	<u>18,578</u>	<u>190,728</u>	<u>0</u>	<u>0</u>	<u>0</u>
Beginning Fund Balance	<u>6,504</u>	<u>25,082</u>	<u>215,810</u>	<u>215,810</u>	<u>215,810</u>
Ending Fund Balance	25,082	215,810	215,810	215,810	215,810

(1) Actual is presented on a budgetary basis

(2) Estimate is based upon 9 months of actual and 3 months of estimate

## Internal Service Funds

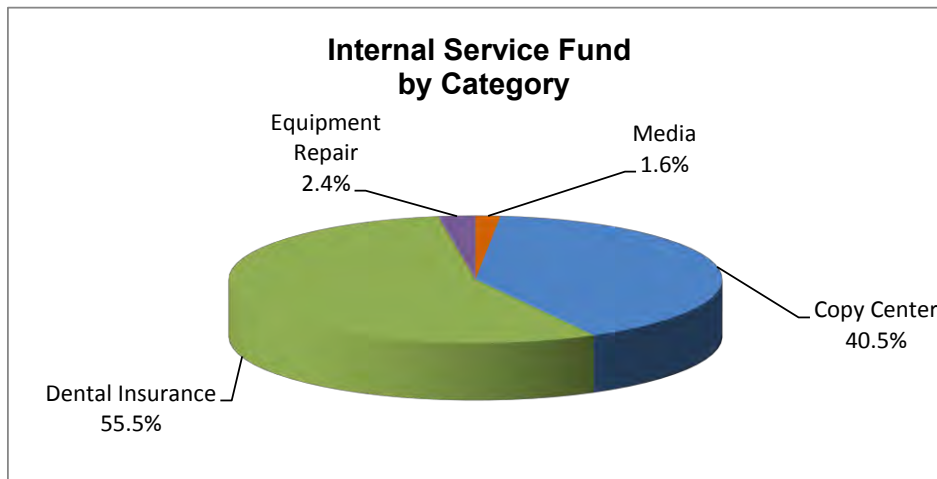
### Fund Description

Internal Service Funds are used to account for the financing and related financial activity of goods and services provided by one department to other departments of the College on a cost-reimbursement basis. Included are media services, copy center, and equipment repair.

### Analysis

Revenues and expenditures in the Internal Service Funds are expected to be \$618,000, no change from the 2016-17 level. The schedule below provides additional detail on each business segment.

	Media	Copy Center	Self-Funded Dental Insurance	Equipment Repair	Total
Revenues:					
Institutional Revenue	10,000	250,000	343,000	15,000	618,000
<b>Total Revenues</b>	<b>10,000</b>	<b>250,000</b>	<b>343,000</b>	<b>15,000</b>	<b>618,000</b>
Expenses:					
Auxiliary Services	10,000	250,000	343,000	15,000	618,000
<b>Total Expenses</b>	<b>10,000</b>	<b>250,000</b>	<b>343,000</b>	<b>15,000</b>	<b>618,000</b>



## Staff Positions Summary 2017-18

For 2016-17, LTC has 793 full and part-time employees within three organizational groups. Full time employees is comprised of 89 support staff, 62 management staff and 108 faculty. The Lakeshore Educational Association (Local 3201 of the National Educational Association) represents bargaining unit faculty. Support and management staff are not represented by a union. LTC currently also employs 534 part time staff made up of adjunct faculty, students, part time support staff and temporary help. LTC's staff are aligned to functional areas which make up the systems of the college.

Increases and decreases in staff positions are historically due to retirements, terminations, elimination of a position, reorganization, new development, and strategic priorities of the College. We also recruit and hire the WILM Data Center positions.

The 2017-18 budget contains 9 open full time positions. They are classified as:

**Replacement Positions:** These positions are due to retirements, resignations and reorganization.

- Faculty - Administrative Professional Instructor
- Faculty - Criminal Justice Instructor
- Faculty - Industrial Maintenance/Apprenticeship Instructor
- Faculty - Manufacturing Management Instructor (2)
  
- Management - Workforce Training Director
  
- Support Staff - Apprenticeship/Manufacturing Divisional Administrative Assistant
- Support Staff - Business & Marketing Team Leader
- Support Staff - Youth Apprentice Specialist

The following pages include these documents:

- Staff Position Summary – FTE Basis
- Schedule of Full-Time Staff Positions
- Staff Position Summary – Full and Part Time Staff Positions by Group

The Staff Position Summary shown below provides a breakdown by FTE (full time equivalent) of all employee wages by the categories listed. The previous years data is based on reports provided to us by the Wisconsin Technical College System (WTCS) based on wages submitted by the College. The 2017-18 budget divides the FTE data by funding source as well.

## Staff Position Summary

### FTE Basis

Category	2014-15 Actual	2015-16 Actual	2016-17 Estimate	2017-18				Total Budget
				General Fund	Special Revenue Fund	Proprietary Fund	Fiduciary Fund	
Administrators/Supervisors	38.60	44.20	41.66	35.55	4.38	2.18		42.11
Teachers	137.60	142.60	154.16	132.85	16.82			149.67
Specialists (Counselors)	2.00	1.00	1.00	0.48	0.52			1.00
Other Staff								
Professional Non Faculty	20.50	22.10	20.50	11.20	6.35	2.70		20.25
Support Staff	123.20	125.10	122.17	97.28	17.15	6.22		120.65
Student Help	9.70	9.00	4.34	3.29	1.31	0.17		4.77
<b>Total</b>	<b>331.60</b>	<b>344.00</b>	<b>343.83</b>	<b>280.65</b>	<b>46.53</b>	<b>11.27</b>	<b>0.00</b>	<b>338.45</b>

Foot note: All staff including adjunct faculty included

Source: WTCS Staff Accounting Reports - District Standard (VE505210A)

The Schedule of Full-Time Staff Positions shown below breaks down the full time staff into the six functional areas. The part-time count listed includes adjunct faculty, students, part-time support staff and temporary help.

### Schedule of Full-Time Staff Positions

Function	2014-15	2015-16	2016-17	2017-18
	Actual	Actual	Estimate	Budget
Instructional	163.51	159.91	158.65	157.93
Instructional Resource	12.70	11.00	10.00	10.92
Student Services	43.13	46.73	45.74	47.54
General Institutional	30.82	28.40	28.62	28.62
Physical Plant	7.00	7.00	7.00	7.00
Auxiliary Services	7.84	8.21	8.99	8.99
<b>Total</b>	<b>265.00</b>	<b>261.25</b>	<b>259.00</b>	<b>261.00</b>
Part-Time	526.00	531.00	534.00	516.00

LTC has three main employee groups – management, faculty, and support staff. The chart shown below provides the total number of employees for each fiscal year listed. The part-time (60%) accounts for the regularly scheduled employees who work more than 1200 annual hours. This chart does not account for the part-time group of employees who work less than 1200 annual hours such as adjunct faculty, students, casual support staff and temporary help.

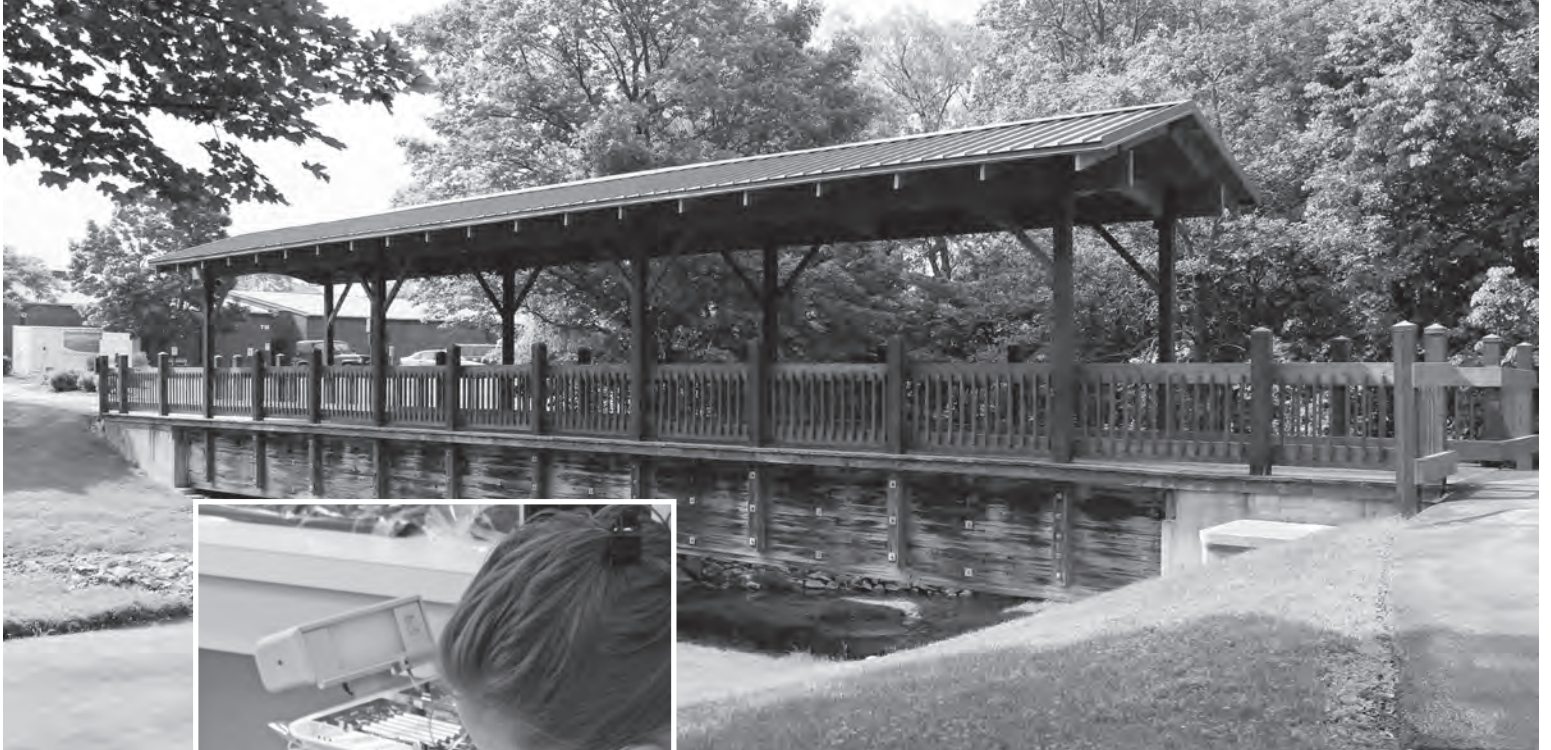
## Staff Position Summary

### Full and Part-Time Staff Positions by Group

Group	2014-15 Actual	2015-16 Actual	2016-17 Estimate	2017-18 Budget
<b>Management</b>				
Full-Time	60.00	63.00	62.00	63.00
Part-Time (60%)	1.00	1.00	1.00	1.00
Total	61.00	64.00	63.00	64.00
<b>Faculty</b>				
Full-Time	112.00	108.00	108.00	107.00
Part-Time (60%)	-	-	-	-
Total	112.00	108.00	108.00	107.00
<b>Support Staff</b>				
Full-Time	93.00	92.00	89.00	91.00
Part-Time (60%)	19.00	18.00	20.00	19.00
Total	112.00	110.00	109.00	110.00
<b>Total</b>	<b>285.00</b>	<b>282.00</b>	<b>280.00</b>	<b>281.00</b>
<b>Total</b>				
Full-Time	265.00	263.00	259.00	261.00
Part-Time (60%)	20.00	19.00	21.00	20.00
Total	285.00	282.00	280.00	281.00

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# Lakeshore Technical College



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## OPERATIONS



**Operating Fund Statement  
2017-18 Budgetary Statement of  
Resources, Uses, and Changes in Fund Balance**

	2014-15 <u>Actuals (1)</u>	2015-16 <u>Actuals (1)</u>	2016-17 <u>Budget</u>	2016-17 <u>Estimates (2)</u>	2017-18 <u>Budget</u>
<b>REVENUES</b>					
Local Government	6,083,450	5,682,545	6,400,000	6,400,000	6,878,000
Property Tax Relief Aid	11,877,887	11,877,887	11,878,000	11,878,000	11,878,000
General State Aids	2,600,369	2,912,026	2,794,000	2,794,000	3,045,000
State Grants	1,771,644	3,101,357	2,340,000	2,250,000	1,631,000
Program Fees	5,825,036	5,648,617	5,610,000	5,800,000	5,900,000
Material Fees	373,056	387,269	370,000	370,000	400,000
Other Student Fees	437,919	444,552	530,000	530,000	448,000
Institutional	1,698,318	2,043,632	2,273,000	2,273,000	2,223,000
Federal	1,403,828	1,542,718	1,483,000	1,483,000	1,170,000
Total Revenue	<u>32,071,507</u>	<u>33,640,603</u>	<u>33,678,000</u>	<u>33,778,000</u>	<u>33,573,000</u>
<b>EXPENDITURES</b>					
Instruction	19,613,667	20,822,238	20,908,000	20,908,000	20,316,000
Instructional Resources	1,184,538	1,114,335	1,077,000	1,077,000	1,076,000
Student Services	3,827,606	4,130,606	4,514,000	4,514,000	4,709,000
General Institutional	4,648,920	4,873,266	4,755,000	4,755,000	4,802,000
Physical Plant	2,338,330	2,324,510	2,524,000	2,524,000	2,483,000
Total Expenditures	<u>31,613,061</u>	<u>33,264,955</u>	<u>33,778,000</u>	<u>33,778,000</u>	<u>33,386,000</u>
Net Revenue (Expenditures)	458,446	375,648	(100,000)	0	187,000
<b>OTHER SOURCES (USES)</b>					
Operating Transfer In (Out)	<u>(100,000)</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Resources (Uses)	458,446	375,648	(100,000)	0	187,000
<b>TRANSFERS TO (FROM) FUND BALANCE</b>					
Reserve for Prepaids & Inventories	0	0	0	0	0
Reserve for Operations	0	0	0	0	0
Designated for State Aid Fluctuations	0	0	0	0	0
Designated for Subsequent Years	0	0	0	0	0
Designated for Subsequent Year	358,446	375,648	(100,000)	0	187,000
Total Transfers to (From) Fund Balance	<u>358,446</u>	<u>375,648</u>	<u>(100,000)</u>	<u>0</u>	<u>187,000</u>
Beginning Fund Balance	<u>8,249,861</u>	<u>8,608,307</u>	<u>8,983,955</u>	<u>8,983,955</u>	<u>8,883,955</u>
Ending Fund Balance	8,608,307	8,983,955	8,883,955	8,983,955	9,070,955

(1) Actual is presented on a budgetary basis

(2) Estimate is based upon 9 months of actual and 3 months of estimate

Operating Funds include the General and Special Revenue – Operational Funds.

## Operating Fund Analysis — Resources

Total operating fund revenues of \$33,573,000 decreased by .61 percent from the 2016-17 estimate of \$33,778,000. This is a \$205,000 decrease in revenues.

### Tax Levy (Local Government)

Operating fund tax levy revenue of \$6,878,000 increased by \$478,000 from 2016-17 and represents 20.49 percent of the total operating revenues. Included in this is \$187,000 from prior year re-assessments that were refunded and will be added to the 2017-18 operating levy.

### State Aids

In March 2014, \$406 million was allocated in state aids to the technical colleges for the purpose of decreasing the operating tax levy. This property tax relief aid is \$11,878,000 for 2017-18. General state aids (including general state aids, computer state aids and veterans’ remissions) increased by \$251,000, or 8.98 percent, due to an additional amount proposed in the state’s biennial budget. State grants decreased \$619,000 or 27.51 percent from 2016-17 to \$1,631,000. The majority of the \$619,000 decrease is from the ending grants to expand capacity. State grants fund various programs including, core industries, student support and career pathways.

### Student Fees

Student fees include program fees, material fees and other student fees. Total student fees of \$6,748,000 increased by \$48,000 or 0.72 percent over the 2016-17 estimate. This is due to a projected increase in FTEs. The program fee rate per credit, which is determined by the Wisconsin Technical College System Board will be held at the 2016-17 rate of \$130.35 per credit.

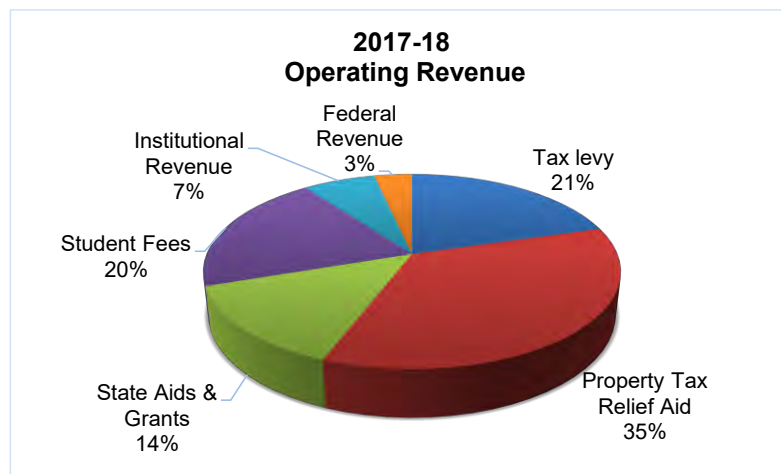
### Institutional Revenue

Institutional revenue decreased by \$50,000 or 2.20 percent from 2016-17 to \$2,223,000. This is due to a decrease in contract training revenue.

### Federal Revenue

Federal revenue of \$1,170,000 is down 21.11 percent or \$313,000 from 2016-17 largely due to a federal grant ending in September 2017.

The chart below shows the breakdown of the operating fund revenues for 2017-18.



## Operating Fund Analysis — Uses

Total expenditures of \$33,386,000 are budgeted for the operating funds. This is a 1.16 percent or \$392,000 decrease from the 2016-17 estimate of \$33,778,000.

### Instruction

Instructional expenditures of \$20,316,000 for all activities directly related to the teaching of students decreased by \$592,000, or 2.83 percent, over the 2016-17 estimate. This was mainly due to decreases in state and federal grants. Instructional expenditures account for 60.85 percent of the operating expenditures.

### Instructional Resources

Instructional resources, including computer lab support, library, and instructional television, decreased by \$1,000, or 0.09 percent, to \$1,076,000 mainly due to a decrease in current expenses.

### Student Services

Student services includes services provided to students such as recruiting, admissions, counseling, financial aid and registration. The student services budget of \$4,709,000 increased by \$195,000, or 4.32 percent, from 2016-17, mainly due to grant related expenditures.

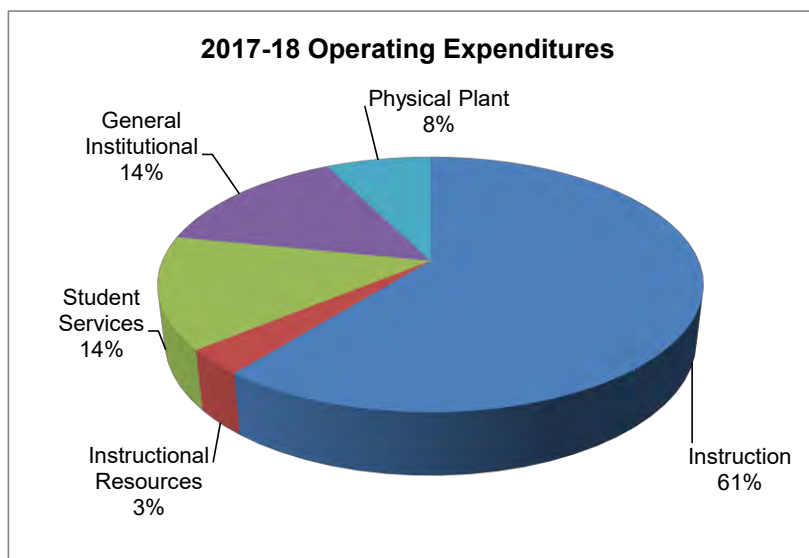
### General Institutional

Expenditures of \$4,802,000 for services that benefit the entire college increased by \$47,000, or .99 percent. This is mainly due to an increase in maintenance contract expenditures.

### Physical Plant

Expenditures of \$2,483,000 for services required for the operation and maintenance of the facilities decreased by 1.62 percent, or \$41,000, due to a decrease in current expenses.

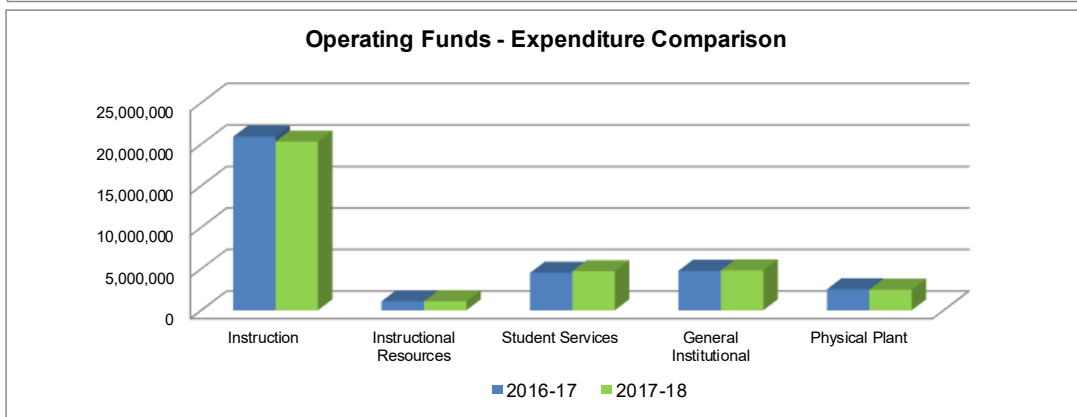
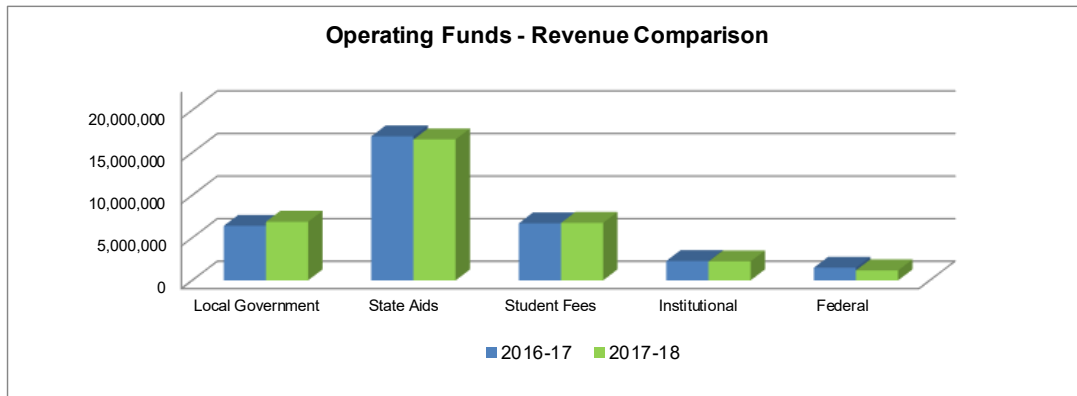
The chart below shows the operating funds expenditures by function.



## Operating Funds Revenues and Expenditure Comparison 2017-18 Budget

Local government (tax levy) increased by 7.47 percent compared to the 2016-17 estimates. State aids and grants decreased 2.17 percent and total student fees increased 0.72 percent. Instructional expenditures decreased 2.83 percent of the total expenditure budget, mainly due to a decrease in grant expenditures.

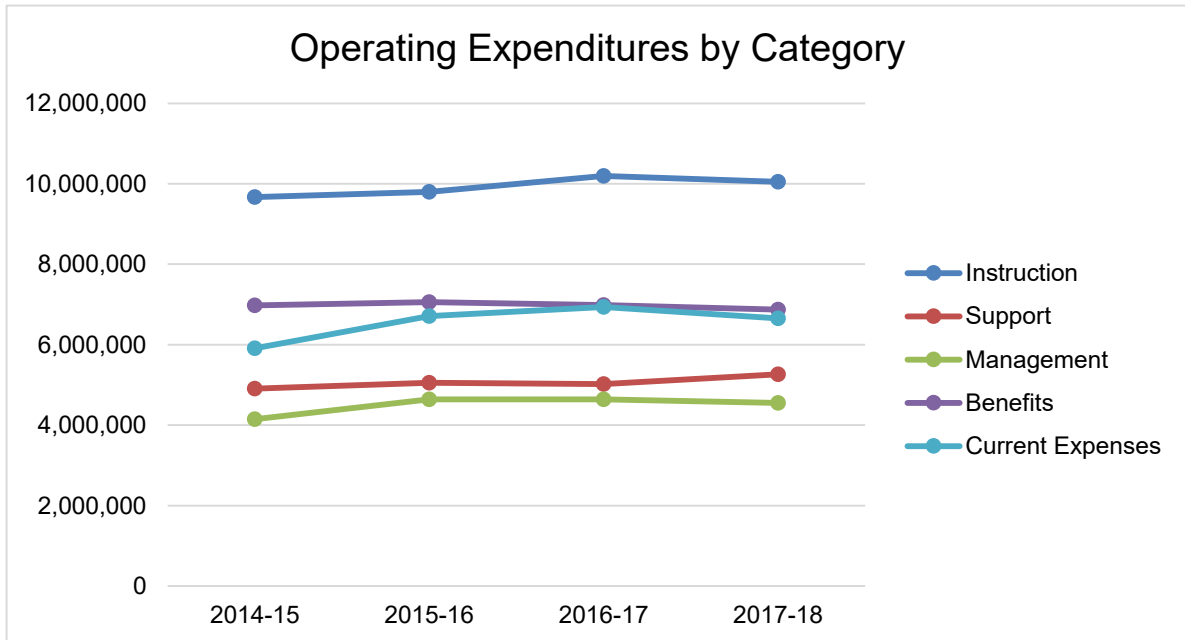
	2016-17 Estimate	Percent of Total	2017-18 Budget	Percent of Total	Percent Change
<b>Revenues</b>					
Local Government	6,400,000	18.95%	6,878,000	20.49%	7.47%
State Aids	16,922,000	50.10%	16,554,000	49.31%	-2.17%
Program Fees	5,800,000	17.17%	5,900,000	17.57%	1.72%
Material Fees	370,000	1.10%	400,000	1.19%	8.11%
Other Student Fees	530,000	1.57%	448,000	1.33%	-15.47%
Institutional	2,273,000	6.73%	2,223,000	6.62%	-2.20%
Federal	1,483,000	4.39%	1,170,000	3.48%	-21.11%
<b>Total Revenue</b>	<b>33,778,000</b>	<b>100.00%</b>	<b>33,573,000</b>	<b>100.00%</b>	<b>-0.61%</b>
<b>Expenditures</b>					
Instruction	20,908,000	61.90%	20,316,000	60.85%	-2.83%
Instructional Resources	1,077,000	3.19%	1,076,000	3.22%	-0.09%
Student Services	4,514,000	13.36%	4,709,000	14.10%	4.32%
General Institutional	4,755,000	14.08%	4,802,000	14.38%	0.99%
Physical Plant	2,524,000	7.47%	2,483,000	7.44%	-1.62%
<b>Total Expenditures</b>	<b>33,778,000</b>	<b>100.00%</b>	<b>33,386,000</b>	<b>100.00%</b>	<b>-1.16%</b>



## Personal Services Operating Fund Analysis

The information below shows the breakdown of wages by major category, benefits and current expenses for the operating funds for five years. The percent of each category to the total is also calculated. The 2017-18 percent of each category to the total remained similar to the 2016-17 amounts, with current expenses increasing slightly.

Classification	2013-14 Actuals	% of Total	2014-15 Actuals	% of Total	2015-16 Actuals	% of Total	2016-17 Budget	% of Total	2017-18 Budget	% of Total	% Change 2016-17 to 2017-18
<b>Wages</b>											
Instruction	10,601,857	39.94%	9,666,820	37.61%	9,798,500	36.90%	10,192,679	37.97%	10,050,439	37.60%	-1.40%
Support Staff	4,894,789	18.44%	4,906,352	19.09%	5,054,633	19.03%	5,018,787	18.70%	5,261,312	19.68%	4.83%
Management	3,966,364	14.94%	4,150,190	16.15%	4,641,000	17.48%	4,640,922	17.29%	4,550,163	17.02%	-1.96%
<b>Total Wages</b>	<b>19,463,010</b>	<b>73.33%</b>	<b>18,723,362</b>	<b>72.85%</b>	<b>19,494,134</b>	<b>73.41%</b>	<b>19,852,387</b>	<b>73.96%</b>	<b>19,861,914</b>	<b>74.30%</b>	<b>0.05%</b>
<b>Benefits</b>	<b>7,080,067</b>	<b>26.67%</b>	<b>6,978,646</b>	<b>27.15%</b>	<b>7,060,882</b>	<b>26.59%</b>	<b>6,988,458</b>	<b>26.04%</b>	<b>6,869,857</b>	<b>25.70%</b>	<b>-1.70%</b>
<b>Total Personal Services</b>	<b>26,543,076</b>	<b>100.00%</b>	<b>25,702,008</b>	<b>100.00%</b>	<b>26,555,016</b>	<b>100.00%</b>	<b>26,840,845</b>	<b>100.00%</b>	<b>26,731,771</b>	<b>100.00%</b>	<b>-0.41%</b>
<b>Operating Expenditures by Category</b>											
	2013-14	% of Total	2014-15	% of Total	2015-16	% of Total	2016-17	% of Total	2017-18	% of Total	% Change
Total Personal Services	26,543,076	83.93%	25,702,008	81.30%	26,555,016	79.83%	26,840,845	79.46%	26,731,771	80.07%	-0.41%
Current Expenses	5,083,201	16.07%	5,911,053	18.70%	6,709,939	20.17%	6,937,155	20.54%	6,654,229	19.93%	-4.08%
<b>Total Budget</b>	<b>31,626,278</b>	<b>100.00%</b>	<b>31,613,061</b>	<b>100.00%</b>	<b>33,264,955</b>	<b>100.00%</b>	<b>33,778,000</b>	<b>100.00%</b>	<b>33,386,000</b>	<b>100.00%</b>	<b>-1.16%</b>



## College Monitor and Strategic Plan

Monitors focus the College on achieving its strategic plan and targets. The indicators chosen measure the College performance against the LTC Board Ends and Strategic Plan Performance. Each indicator lists a prior years' result, current status, comparison (peer, historical or national), and a target. Initiatives help achieve the strategic plan and targets.

### 2016-17 College Monitor

Key Indicator: 2017 Target	2014-15 Results	2015-16 Results	2016-17 Status	Results Comparison	2016-17 Targets
<b>FTE</b>	<b>1899</b>	<b>1801</b>	<b>1578</b>	<b>1973</b>	<b>2000</b>
<b>Graduation</b>	<b>59%</b>	<b>53%</b>	Annual	<b>50%</b>	<b>57%</b>
<b>Placement</b>	<b>90%</b>	<b>91%</b>	Annual	<b>93%</b>	<b>90%</b>
<b>Outcome: Lakeshore Technical College exists so the community workforce will be well trained, diverse, and flexible and will meet the needs of a changing marketplace.</b>					
<i>Workforce Development. Anticipate and respond to employer needs.</i>					
Workforce Solutions Signed Contracts	\$1,441,754	\$2,099,547	\$1,055,235	\$1,642,969	\$1,600,000
Related Placement	74%	77%	Annual	78%	76%
Degrees Awarded	978	916	763	1269	1027
<i>Filling the Pipeline. Position LTC as the choice for career and technical education in the Lakeshore Area.</i>					
Net Promoter Score "Recommend to your child(ren)"	Triennial	+22	Triennial	+17	+27
HS Graduate Transition Direct & 2 year out	11% 17%	11% 15%	Annual	13% 20%	16% 22%
New Program Enrollments	741	780	849	790	>1000
<b>Outcome: Learning opportunities are affordable and accessible, within available resources.</b>					
<i>Student Success. Provide the resources and systems students need to achieve their goal.</i>					
Course Completion	87%	87%	Annual	83%	89%
General Ed Course Completion	79%	77%	Annual	75%	80%
Semester-to-Semester Retention	89%	89%	Annual	84%	89%
<i>Institutional Effectiveness. Continuously improve our people, processes, and learning environment.</i>					
Student Satisfaction Inventory	5.85/7	n/a	5.64/7	5.46/7	5.90
Course Feedback Evaluation	86%	n/a	89%	88%	87%
Management Effectiveness	84% 4.24/5	90% 4.26/5	Annual	83% 4.21/5	80%
Employee Satisfaction	3.78/5	3.88/5	ICAT	3.86/5	3.86/5

The following pages highlight the strategic and operational accomplishments for 2016-17.

**2016-17 Update**

(as of 3/23/17)

**Ends Policy: Workforce Development**

*Lakeshore Technical College exists so the community workforce will be well trained, diverse, flexible, and will meet the needs of a changing marketplace.*

**Filling the Pipeline- Position LTC as the choice for career and technical education in the Lakeshore area****Leverage Partnerships with Area Schools and Colleges**

- Enhanced all promotion related to the Lake to Lake partnership with Lakeland University through presentations at high schools for students and counselors; developed new content for website, YouTube and other social media channels.
- Improved communication with the high school market through targeted promotion to Youth Apprenticeship and Early College students and personalized mail for high school students who have completed transcribed credit courses.
- Analyzed current articulation agreements with four year colleges and universities for revisions to be completed by June, 2017.
- Hosted over 100 area high school juniors and seniors to showcase manufacturing programs.

**Workforce Development-Anticipate and respond to employer needs****Leverage Partnerships with Area Employers**

- Initiated an internal team of faculty to build just in time on-line seminars.
- Expanded and enhanced Assessment Services: provided on average five SMT Mechanical assessments a week, trained three staff to administer the Standard Timing Machine, Electric Assessment and the Program Logic Controller Assessment.
- Established a micro site- a unique online course registration option for Kohler employees.
- Provided Leadership Development, Program Logic Controller and ISO Auditor training and developed extensive robotic training opportunities with various local companies.
- Held a Manufacturing Rocks Live event with key note speaker, Nick Pinchuck, Chairman and CEO of Snap-On Incorporated.

**Optimize Program Delivery**

- Opened the Advanced Automotive Technology Training Center on November 1, 2016 with a public grand opening ceremony on March 29<sup>th</sup>, 2017. Total project was over 30,000 square feet.
- Developed a high level plan to improve accelerated programs and designed a model for implementation after an instructional Team attended a Council for Accelerated Program training and conference.
- Embedded nationally recognized certifications into course curricula across the college and awarded 1825 certifications as of February 28, 2017.
- Ranked third in the top 10 NC3 (National Coalition of Certification Centers) for certifications this year with 1226 awarded to date.
- Launched a Licensed Practical Nursing program, currently serving 18 students.
- Created the new Z Lab, a mobile computer lab that has the ability to service IT and T&I programs, outfitted with a virtual server and Z books (heavy duty laptops used in key programs).
- Implemented the first phase of a multi-year video conferencing upgrade that is partially funded by the Department of Agriculture.

## **Ends Policy: Access & Affordability**

*Learning opportunities are affordable and accessible, within available resources.*

### **Institutional Effectiveness- Continuously improve our people, processes, and learning environment**

#### **Improve Access and Affordability**

- Invested time, training and staff resources to reorganize the enrollment management experience for incoming students. Created a designated recruitment area and team of Career Coaches.
- Launched \$1.5 Million Promise Scholarship Campaign with public announcements at two district high schools with over 100 in attendance; created new website for information and online intent form. 135 Student applications and \$424,000 in donations committed to date.
- Increased High School applications by 62% over last year at this time (128 vs 206).
- Selected a Student Life Cycle software-EAB (Educational Advisory Board) Navigate for implementation to improve incoming and current student communication, monitoring and access.
- Participated in Wisconsin Technical College System/Great Lakes Foundation multiple measures project to establish a new approach for using Accuplacer and other placement measures.
- Implemented a StudentSHARE food cupboard for students in need of a nutritious snack or a packaged meal for preparation later.
- Offered a revised new student Orientation model to positively impact onboarding process as part of the ATD implementation.
- Awarded 105 credits for career experience reducing the cost of education and time to completion for students.
- Initiating Technical Education Opportunity Scholarships for students living or working in the district. Awards may support students in non-financial aid programs.
- Implemented Academic Works, a scholarship program for students.

#### **Deepen employee engagement**

- Implemented SumTotal software after a 21 member committee reviewed the current components of the EPR (employee evaluation review) system and desired components, best practices, and competencies. Finalized the competencies for all groups, established the performance evaluation – frequency and timing of evaluation.
- Developed a process and guidelines to recognize staff successes at the college and launched with a celebration of the recent accomplishments of the Student Resource Center services.
- Surveyed staff using the ICAT – Institutional Change Assessment Tool as part of the Achieving the Dream’s Institutional Capacity Framework focus, an approach for addressing emerging needs.

#### **Enhance Operational Efficiency**

- Finalized the full year scheduling process to improve academic advising and planning for students and staff.
- Enhanced the LTC Website: Five online course registration navigational paths identified and four landing pages created or revamped; implemented changes to Find a Class, Class Search and Community Education sections.
- Realigned the Youth Apprenticeship and Registered Apprenticeship
- Completed the implementation of the Hyperion Planning and Budgeting software.
- Completed the upgrade for OnContact, the CRM that is being used to manage business relationships and contract management.



The 2017-18 strategic plan shown below was developed following the colleges' strategic plan and budget process. The priorities were reviewed and initiatives were developed to achieve the strategies. For each of the college divisions, operational initiatives have been identified.

## 2017-18 Strategic Plan

<b>Key Performance Indicators</b>			
	FTE	Graduation	Placement
2017-18	1887	62%	92%
2018-19	1925	63%	93%
2019-20	2000	64%	93%


<b>Strategic Goal: Student Success</b>	
<p><u>Vision Statement:</u> All LTC Students will master occupational and core employability skill through engaging, inclusive and quality instruction. Every LTC student will receive equitable and meaningful academic, career, and person support, empowering them to achieve their educational, work and life goals.</p>	
<p><b>Strategy 1: Filling the Pipeline</b> Position LTC as the choice for career and technical education in the Lakeshore Area.</p>	<p>Broaden Outreach with K-12.</p> <hr/> <p>Improve Access &amp; Affordability for Students.</p>
<p><b>Strategy 2: Workforce Development</b> Anticipate and respond to employer needs.</p>	<p>Pro-Actively Engage Business Partners.</p> <hr/> <p>Offer Innovative Programming.</p>
<p><b>Strategy 3: Institutional Effectiveness</b> Continuously improve our people, processes and learning environment.</p>	<p>Deepen Employee Engagement.</p> <hr/> <p>Improve Student Experience.</p>



<b>Strategy 1: Filling the Pipeline</b>		
Position LTC as the choice for career and technical education in the Lakeshore Area		
Strategic Objective	Strategic Initiative	Lead
Broaden Outreach with K-12	<ul style="list-style-type: none"> <li>Inspire K-12 influencers to champion technical college education.</li> </ul>	VP Student Services
	<ul style="list-style-type: none"> <li>Design services to align with the DPI-Academic and Career Planning Model.</li> </ul>	VP Student Services
Improve Access & Affordability for Students	<ul style="list-style-type: none"> <li>Support Promise scholarship students.</li> </ul>	VP Student Services
	<ul style="list-style-type: none"> <li>Implement multiple measures approach for student placement.</li> </ul>	VP Instruction

<b>Filling the Pipeline Success Measures</b>
Increase the number of total 2018 high school students who directly enroll into LTC programs by 10, by July 1 <sup>st</sup> , 2018..
Increase the number of course credits taken by high school students for dual enrollment by 3%. (Outcomes Based Funding Measure).
Increase by 5% the monetary amount of LTC Foundation scholarships and grants distributed.
Decrease the average number of credits in associate degree programs from 65 to 63 by June 2018.
Increase the number of credits awarded for experiential learning by 2% (estimate).
Increase the transition of ABE students into post-secondary courses by 5%. (Outcomes Based Funding Measure).

<b>Strategy 2: Workforce Development</b>		
Anticipate and respond to employer needs.		
Strategic Objective	Strategic Initiative	Lead
Pro-Actively Engage Business Partners	<ul style="list-style-type: none"> <li>Facilitate input sessions by industry sector to gain insights on emerging needs.</li> </ul>	Advancement Director
	<ul style="list-style-type: none"> <li>Expand Youth Apprenticeship and Registered Apprenticeship.</li> </ul>	VP Workforce Solutions
Offer Innovative Programming	<ul style="list-style-type: none"> <li>Develop Academic Tracks for Information Technology Programs and Administrative Professional Program.</li> </ul>	VP Instruction
	<ul style="list-style-type: none"> <li>Expand the Radiation Safety and Nuclear Technology Programs.</li> </ul>	VP Instruction
	<ul style="list-style-type: none"> <li>Launch standardized accelerated learning programs.</li> </ul>	VP Instruction

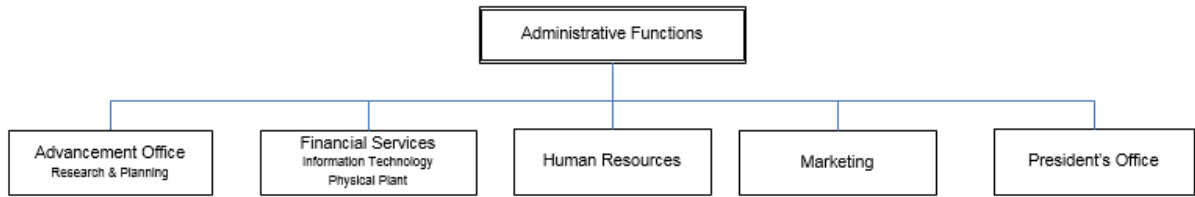
<b>Workforce Development Success Measures</b>
Increase the number of Youth Apprenticeship and Registered Apprenticeship students.
Maintain number of programs and increase the number of programs in Phase II of TSA – Industry Validated Curriculum. (Outcomes Based Funding Measure).
Increase workforce training credits by 200 in 2017-18. (Outcomes Based Funding Measure).
Enroll 48 students in Administrative Professional Career Pathway Courses.
Enroll 42 High School and/or adult students in IT Computer Support Specialist Course work.
Enroll 10 students in Radiation/Health Physics Safety Course work.
Launch manufacturing management, marketing, human resources for January 2018 Accelerated program under the new model.
Maintain the number of degrees awarded in High Demand Fields (Outcomes Based Funding Measure).

<b>Strategy 3: Institutional Effectiveness</b>		
Continuously improve our people, processes and learning environment.		
Strategic Objective	Strategic Initiative	Lead
Deepen Employee Engagement	<ul style="list-style-type: none"> <li>Develop a program to broaden employee knowledge of college programs and services.</li> </ul>	Chief HR Officer
	<ul style="list-style-type: none"> <li>Increase engagement of adjunct faculty into the college community.</li> </ul>	VP Instruction
	<ul style="list-style-type: none"> <li>Implement SumTotal Software for employee evaluation and professional development tracking.</li> </ul>	Chief HR Officer
Improve Student Experience	<ul style="list-style-type: none"> <li>Implement year three of the Achieving the Dream interventions. </li> </ul>	VP Instruction, VP Student Service
	<ul style="list-style-type: none"> <li>Implement Navigate Student Lifecycle Software.</li> </ul>	VP Student Services

<b>Institutional Effectiveness Success Measures</b>
Improve the results of the ICAT survey.
Increase participation by Adjunct Faculty in the ICAT survey when administered in 2019.
100% of all Managers, Support Staff and Regular Full Time Faculty use SumTotal for their EPR.
 Increase the number of successful students in the identified gateway courses from 75% to 78% by June 2017.
 Increase the 2 <sup>nd</sup> year retention rate of Program students to 72%.
Maintain or improve college ranking in special populations. (Outcomes Based Funding Measure)
Maintain or increase the three year success rate of ABE students by 2%. (Outcomes Based Funding Measure)

 Indicates an Achieving the Dream priority and intervention.

## Administrative Functions



The administrative functions support the operations of the College.

**Advancement Office** is responsible for resource development related to federal and state grant writing and ad hoc projects as needed. In addition, oversight of the Research and Planning functions that include annual and strategic planning, college and program accreditation, institutional research, performance monitoring, Business Intelligence, data outcomes reporting and continuous improvement. Additional support for LTC Alumni and college relations is provided.

**Financial Services** is responsible for all financial activities including accounts payable, accounts receivable and collections, cash management, student billing, budgeting, debt management, accounting, internal controls, auditing, fixed asset tracking and monitoring, and procurement. Additionally accounting services for the LTC Foundation, and contract management for copy center, mailroom, cleaning, bookstore and food service services are provided.

**Human Resources** provides services that include recruitment selection and employment, compensation and benefit programs, payroll, employee orientation, organizational development, policy administration, affirmative action and employee relations. In addition, oversight of college health and wellness services, child care services, safety and security, and telecommunications are included in this function.

**Information Technology** provides the instructional and administrative computing and related technology support, web and portal development, along with the support of the administrative systems and telecommunications. Instructional Television/Audio Visual/Media (ITV/AV) services provide high quality promotional and educational video services.

**Marketing** strategically promotes the College's image, mission, programs and services to its stakeholders through advertising, web and social media, public relations, student recruiting, event coordination, and publications.

**Physical Plant** is responsible for maintenance of the facilities and grounds, as well as implementation of the capital and facilities projects for the campus.

**President's Office** provides overall leadership to the college and support to the Lakeshore Technical College Board.

The administrative performance monitor on the following page measures the departments' results from 2014-15 through March of 2016-17. Key indicators measure the outcomes of the department. The comparisons allow the departments to track indicator performance against peer, historical or national measures which help staff to set targets.

## 2016-17 Administrative Performance Monitors

Results as of March 2017 unless noted

Area	Key Indicator	2014-15 Results	2015-16 Results	2016-17 Status	Comparison	2016-17 Targets
Advancement	Federal Grant Awarded Dollars	\$1,782,000	\$1,734,000	\$2,198,878	n/a	\$2M
	State Grant Awarded Dollars	n/a	\$3.37M	\$3.31M	n/a	\$2M
	Scholarships	\$98,898	\$161,841	\$148,122	n/a	\$75,000
Financial Management	% Operating Tax Levy	18.97%	16.89%	19.00%	19.26%	18.5%
	Instructional % of Budget	62.04%	62.67%	61.90%	66.10%	63.00%
	Fund balance ratio	31.39%	31.01%	30.96%	28.68%	30%
	Cost per FTE	\$16,647	\$18,481	\$18,755	\$16,021	\$17,000
	Moody's rating	Aa1	Aa1	Aa1	Aa1	Aa1
WILM	Project initiatives completed	13/46	37/47	13/46	n/a	40/47
	Help Desk satisfaction	4.67	4.75	4.75	n/a	4.75
Human Resources	Staff Retention	97.90%	96.17%	98.5%	96.17%	98.00%
	Recruitment Cycle Timeline	44 days	33 days	30 days	45 days	35 days
	Hiring of Minority Populations	4.27%/11	4.19%/11	annual	7.45%/21	4.00%
	College Management Effectiveness	n/a	4.26%	annual	3.39	3.75%
	Staff Issues Resolution	n/a	85%	annual	85%%	93.00%
	HR Management Effectiveness	n/a	4.59	annual	4.59	4.50%
	Health Insurance Experience Loss Rate	92% (10/13 – 9/14)	72%	104.8% (Dec)	72%	90.00%
	Employee Satisfaction Survey	3.79	3.88	ICAT	3.86	tbd
Marketing	Training Satisfaction	4.5	4.5	annual	n/a	tbd
	# of Inquiries	1,113*	n/a	n/a	1,706	1200*
	# of Web Visits	388,738*	489,274	306,569	489,274	489,274
	# of HS Applications	239	216	236	n/a	407
	# Total Applications (Spring & Fall)		2345	2481	n/a	4040
Information Technology	# of Admits (Spring and Fall)		864	1,188	n/a	2,253
	% staff satisfied with IT Systems	N/A <sup>1</sup>	95%	98%	86% (all LTC Systems)	86%
	Help Desk Satisfaction Rating	4.57 <sup>2</sup>	4.75	4.70	MSTC- 4.65 WITC- 4.59	4.75
	% IT projects on time	75% <sup>3</sup>	98%	55% to date	73% (2011-2012)	95%
	% Network uptime	99.99% <sup>4</sup>	99.5%	95%	99.0% (industry standard of "two nines")	99.0%

The budget and staffing chart on the following page shows the financial and staff resources budgeted for the administrative functions. Equipment under the Physical Plant function includes capital projects such as additions and remodeling for the college. Information Technology and ITV equipment supports the instructional and non-instruction computing and presentation needs of the College.

<b>Budget and Staffing</b>				
<b>Description</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Budget</b>	<b>2017-18 Budget</b>
<b>Advancement</b>				
Personal Services	415,868	237,027	371,410	481,748
Current Expenses	57,580	60,436	72,614	77,240
<b>Total</b>	<b>473,448</b>	<b>297,463</b>	<b>444,024</b>	<b>558,988</b>
Equipment	0	0	0	0
Staff FTEs	8.98	10.18	10.18	5.70
<b>Financial Services</b>				
Personal Services	558,619	420,408	586,808	599,183
Current Expenses	514,907	372,936	449,446	448,799
<b>Total</b>	<b>1,073,526</b>	<b>793,344</b>	<b>1,036,254</b>	<b>1,047,982</b>
Equipment	16,414	15,771	45,000	23,000
Staff FTEs	7.90	7.90	7.70	8.05
<b>Human Resources</b>				
Personal Services	1,372,973	957,294	1,485,441	1,390,995
Current Expenses	341,569	200,816	405,963	351,307
<b>Total</b>	<b>1,714,542</b>	<b>1,158,110</b>	<b>1,891,404</b>	<b>1,742,302</b>
Equipment	13,158	32,479	36,723	439,323
Staff FTEs	8.89	9.06	9.06	9.09
<b>Marketing</b>				
Personal Services	555,115	500,233	709,786	872,327
Current Expenses	441,690	219,950	391,914	366,246
<b>Total</b>	<b>996,805</b>	<b>720,183</b>	<b>1,101,700</b>	<b>1,238,573</b>
Equipment	1,146	250,540	252,900	1,100
Staff FTEs	7.70	7.59	7.59	12.88
<b>President's Office</b>				
Personal Services	654,440	490,923	642,233	523,405
Current Expenses	306,893	206,746	246,075	279,075
<b>Total</b>	<b>961,333</b>	<b>697,669</b>	<b>888,308</b>	<b>802,480</b>
Equipment	0	0	0	0
Staff FTEs	2.00	2.00	2.00	4.00

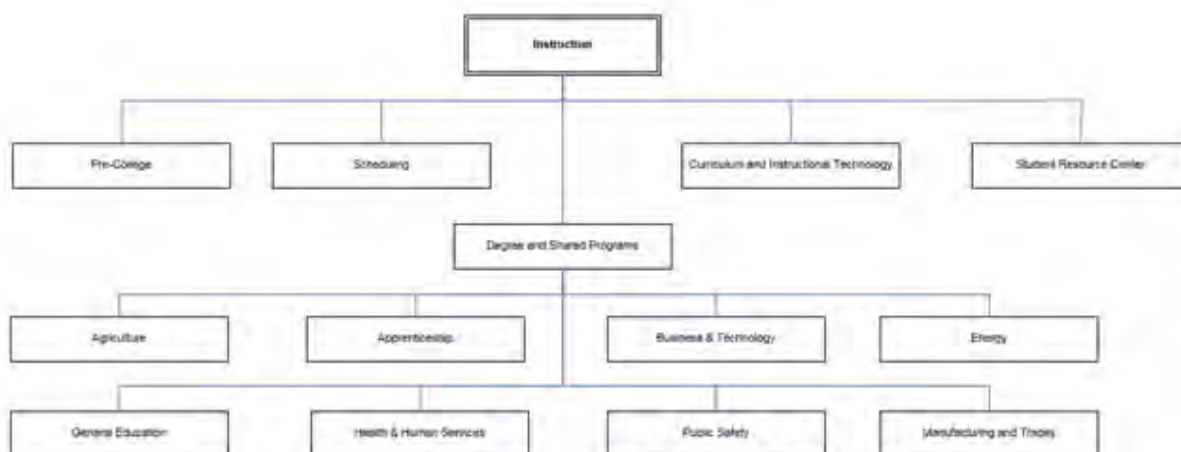
<b>Budget and Staffing</b>				
<b>Description</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Budget</b>	<b>2017-18 Budget</b>
<b>Physical Plant</b>				
Personal Services	716,771	447,631	643,113	612,994
Current Expenses	1,526,444	1,186,305	1,674,127	1,667,289
<b>Total</b>	<b>2,243,215</b>	<b>1,633,935</b>	<b>2,317,240</b>	<b>2,280,283</b>
Equipment	2,576,252	1,703,059	2,043,625	3,649,200
Staff FTEs	7.58	7.58	7.58	7.58
<b>Information Technology</b>				
Personal Services	1,263,451	812,690	1,215,461	1,240,500
Current Expenses	428,899	273,327	449,865	471,628
<b>Total</b>	<b>1,692,350</b>	<b>1,086,018</b>	<b>1,665,326</b>	<b>1,712,128</b>
Equipment	1,005,178	675,594	1,445,900	1,417,665
Staff FTEs	17.07	16.36	16.36	15.30
<b>Total Administrative</b>				
Personal Services	5,537,236	3,866,206	5,654,252	5,721,152
Current Expenses	3,617,982	2,520,515	3,690,004	3,661,584
<b>Total</b>	<b>9,155,218</b>	<b>6,386,721</b>	<b>9,344,256</b>	<b>9,382,736</b>
Administrative Equipment	3,612,149	2,677,444	3,824,148	5,530,288
Staff FTEs	60.12	60.67	60.47	62.60



Below are the operational initiatives for the Administrative functions.

<b>2017-18 Administrative Operational Initiatives</b>		<b>Strategic Alignment</b>
<b>Advancement</b>		
Initiate a plan to transition and fulfill the requirements of the Higher Learning Commission Open Pathway Accreditation Model.	Institutional Effectiveness	
Develop college or collaborative concept to secure \$200,000 in federal, state or private foundation resources that align with and support college priorities.		
Improve data governance practices to transition LTC from repeatable to defined on the data maturity model.		
Identify and coordinate Continuous Quality Improvement events.		
Key WILM Business Intelligence Initiatives <ul style="list-style-type: none"> <li>• Research and create predictive analytic models and analytical reporting related to admissions, enrollment, student success and retention.</li> <li>• Improve performance and user-friendliness to obtain data.</li> <li>• Upgrade to Cognos v11.</li> </ul>		
<b>Marketing</b>		
Create awareness and generate inquiries for identified college programs.	Filling the Pipeline	
Capture out-of-district enrollments through the promotion of unique programs.		
Re-brand and promote accelerated programs.		
Leverage the 5-year anniversary of the Lakeshore Culinary Institute.		
Realign Recruitment Event strategy to be effective, efficient, and collaborative.		
Engage staff in sharing social media content.		
<b>Human Resources</b>		
Train all staff on the new Performance Management (formally EPR) process.	Institutional Effectiveness	
Fully implement the Hyperion Budgeting software.		
WILM Human Resource initiatives <ul style="list-style-type: none"> <li>• Replace Electronic Time Sheet with PeopleSoft Time and Labor Module.</li> <li>• Analysis of payroll processing through an ERP or outsourcing.</li> </ul>		
<b>Financial Services</b>		
Complete addition and remodeling projects as defined in the Facility Plan to include: Carpentry workshop, Agriculture Education Center, Outdoor Shooting Range, Scenario City Phase I.	Workforce Development	
Implement a unified communication system.	Institutional Effectiveness	
WILM Campus Solutions and Financial Initiatives <ul style="list-style-type: none"> <li>• Evaluate PeopleSoft student and portal functionality to streamline processes and improve services</li> <li>• Upgrade Cognos and implement a new extract tool.</li> <li>• Expand the functionality of Hyperion software to improve forecasting.</li> </ul>		

## Instruction



**The Office of Instruction** is responsible for the creation and implementation of academic priorities that carry out the college's mission, vision and strategic plan. This work is administered through six instructional divisions and several support services. The Instructional Divisions include 1) Business and Technology 2) Pre-College and General Education 3) Health and Human Services 4) Manufacturing and Engineering 5) Public Safety 6) Agriculture, Energy and Transportation. Supporting the academic Deans and faculty are specialists in Curriculum, Scheduling, Faculty Development, Instructional Technology and Assessment. The Office of Instruction also oversees the implementation and maintenance of all district and state board operational guidelines and procedures related to the design and delivery of instruction.

**The Business & Technology** division provides quality and accessible learning opportunities, using traditional, online, accelerated and blended delivery methods, in order to serve the needs of students, employers, and the community for a highly trained and flexible business and industry workforce. Program and course offerings include the disciplines of accounting, business, manufacturing management, administrative professional, human resource administration, graphic and web design, information technology, supply chain and quality, hotel and hospitality, marketing, court reporting/broadcast captioning and paralegal. Certificates in the popular areas of Six Sigma, sales and marketing, web design "and other business areas" are also offered.

**The General Education** division offers classes in communication, behavioral science, social science, mathematics, and science which help to develop communication, interaction, and problem-solving skills necessary to deal successfully with ideas, people and processes. These classes compliment and facilitate occupational preparation and help develop vitally important career and life skills. General education and supportive class instructors provide current, applied information to prepare students for a lifetime of success in any career path they may choose. The Dean of General Education also provides leadership and coordination of the college's Basic Skills programs – Adult Basic Education (ABE) and English Language Learners (ELL). These programs are offered through LTC Manitowoc and LTC Sheboygan at the local job centers.

**The Health and Human Services** division provides educational programming in dental assisting, EKG/phlebotomy, early childhood education, health care technician, health information management, health unit coordinator, medical assisting, medical coding, nursing, nursing assistant, ophthalmic medical assisting, pharmacy services, radiography, and certificates in related areas. It strives to exceed the standards of recognized external organizations such as National League for Nursing Accreditation Committee, the Joint Review Committee on the Education of Radiologic Technology, the American Bureau for Health Education Schools, American Society of Health-System Pharmacists, and the State of Wisconsin Department of Health Services.

**The Public Safety** division serves as a regional training center for the first responder community providing comprehensive educational programs, courses, and services related to safety, security, emergency response, emergency management and Homeland Security. The division staff provides students training through associate degree programs, technical diploma programs, professional development seminars, and contract training.

**The Manufacturing and Engineering** division provides hands-on, educational programming in Electro-Mechanical and Mechanical Design Engineering Technology, Mechanical Drafting, CNC (Computer Numeric Controlled) Machining Technology, Mechanical Maintenance, and Welding and Fabrication to meet the needs of our local employers, students and community. Students are provided training in high - tech, up to date labs with current and industry relevant technology and equipment. Pathway certificates as well as advanced certificates are offered in these in-demand areas. Students also have the opportunity to earn additional Industry Recognized Credentials and Certifications which are embedded in several of the program areas.

**The Energy, Agriculture and Transportation** faculty and administrative staff provide educational programming in Agribusiness Science & Technology, Dairy Herd Management, Sustainable Landscape Horticulture, Horticulture, Nuclear Technology, Wind Energy, Auto Maintenance, and Auto Collision & Repair as well as shared programs and certificates in related areas of training.

## 2016-17 Instruction Performance Monitor

Results as of March 2017 unless noted

Key Indicator	2015-16 Results	2016-17 Status	Comparison	2017-18 Targets
<b>Instructional Leadership</b>				
Semester-to-Semester Retention	89%	Annual	84%	90%
2 <sup>nd</sup> Year Retention	69%	Annual	n/a	tbd
Course Completion Overall	87%	Annual	83%	84%
Course Completion Gen Ed	77%	Annual	n/a	79%
Course Completion Technical Courses	89%	Annual	n/a	90%
Student Referrals	309	625	n/a	400
Course completion Developmental Education courses*	82%	Annual	n/a	93%
<b>Student Success</b>				
Students Enrolled in Evening Courses	1121	1152	n/a	3200
Average LTC Credits Taken for Associate Degrees	71.76	Annual	n/a	70
Graduation Rate (3 <sup>rd</sup> year)	53%	Annual	50%	61%
Credits Awarded for Experiential Learning	152	105	n/a	175
Embedded Certifications Awarded	1822	1574	n/a	2100
<b>Manage Resources</b>				
High Demand Degrees Awarded	473	261	OBF	tbd
Class Capacity	69%	67%	n/a	70%
% Full Time Faculty FQAS Compliant	61%	Annual	n/a	92% by late spring
% Online/Blended Courses Compliant with Quality Standards	55% average	Annual	n/a	79%

\*92% for aid code 77 courses only

LTC's annual plan goals are deployed through the functional areas. The instruction function supports the college's annual plan goals to develop partnerships to identify and meet future industry needs.

## FTE and Enrollment by Division

Below are the FTE and enrollment projections, estimates, and history.

Enrollments & FTEs (Full-Time Equivalent) by College Division								
	2014-15		2015-16		2016-17 YTD		2017-18 Projections	
	Duplicated Enrollment	Actual FTE	Duplicated Enrollment	Actual FTE	Duplicated Enrollment	Actual FTE	Estimated Duplicated Enrollment	Estimated FTE
Ag, Energy, and Transportation	580	48	558	41	1,022	73	1,232	88
Basic Skills	7,174	248	5,755	199	1,736	124	2,478	177
Business and Technology	5,746	441	5,474	454	6,314	451	6,020	430
General Education	4,286	422	3,946	394	5,474	391	5,656	404
Health and Human Services	4,019	339	3,684	314	4,396	314	4,662	333
Manufacturing and Engineering	3,405	189	3,528	187	2,422	173	2,296	164
Public Safety	946	81	803	59	938	67	966	69
Workforce Solutions	9,567	131	11,014	155	1,092	78	1,806	129
<b>Total</b>	<b>35,723</b>	<b>1,899</b>	<b>34,762</b>	<b>1,801</b>	<b>23,394</b>	<b>1,671</b>	<b>25,116</b>	<b>1,794</b>

As of Client Close Week 99

Source: CSWSR013  
3/16/2017 CT

The budget that follows supports its goals and the services provided.

<b>Budget and Staffing</b>				
<b>Description</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Budget</b>	<b>2017-18 Budget</b>
<b>Agriculture, Energy &amp; Transportation</b>				
Personal Services	1,270,281	842,245	1,226,720	1,229,131
Current Expenses	231,317	167,229	265,892	218,071
<b>Total</b>	<b>1,501,598</b>	<b>1,009,474</b>	<b>1,492,612</b>	<b>1,447,202</b>
Equipment	650,301	678,792	718,449	171,800
Staff FTEs	8.32	9.32	9.32	14.32
<b>Apprenticeship</b>				
Personal Services	609,728	415,597	617,159	665,963
Current Expenses	364,344	57,029	106,837	115,699
<b>Total</b>	<b>974,072</b>	<b>472,626</b>	<b>723,996</b>	<b>781,662</b>
Equipment	25,574	0	0	4,000
Staff FTEs	11.00	13.00	13.00	12.33
<b>Business &amp; Technology</b>				
Personal Services	3,163,700	2,056,938	3,137,763	3,399,035
Current Expenses	206,302	93,129	199,529	238,217
<b>Total</b>	<b>3,370,001</b>	<b>2,150,066</b>	<b>3,337,292</b>	<b>3,637,252</b>
Equipment	226,655	12,094	60,196	101,500
Staff FTEs	29.00	29.30	29.30	27.53
<b>General Education</b>				
Personal Services	1,908,276	1,230,201	1,873,592	1,830,163
Current Expenses	30,007	22,592	38,356	36,031
<b>Total</b>	<b>1,938,283</b>	<b>1,252,793</b>	<b>1,911,948</b>	<b>1,866,194</b>
Equipment	1,352	1,432	1,432	10,000
Staff FTEs	17.80	18.89	18.89	18.37
<b>Health &amp; Human Services</b>				
Personal Services	3,447,390	2,360,117	3,688,993	3,646,241
Current Expenses	162,543	121,318	217,769	178,378
<b>Total</b>	<b>3,609,933</b>	<b>2,481,435</b>	<b>3,906,762</b>	<b>3,824,619</b>
Equipment	183,576	144,710	145,567	56,509
Staff FTEs	35.24	35.47	35.47	33.72

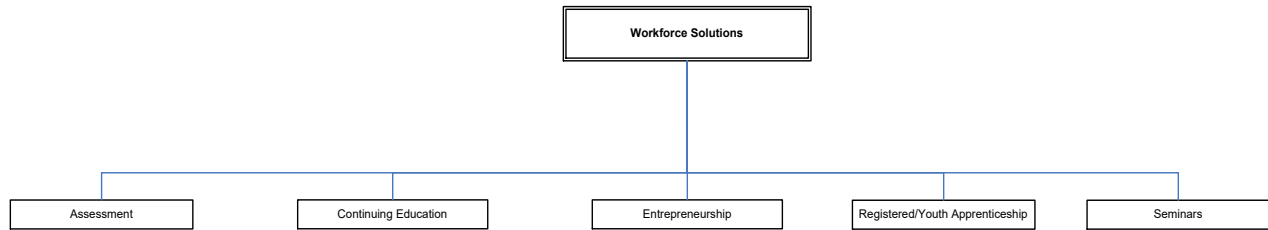
<b>Budget and Staffing</b>				
<b>Description</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Budget</b>	<b>2017-18 Budget</b>
<b>Pre-College</b>				
Personal Services	1,051,890	712,388	1,053,567	1,193,799
Current Expenses	38,011	16,406	54,444	77,669
<b>Total</b>	<b>1,089,901</b>	<b>728,793</b>	<b>1,108,011</b>	<b>1,271,468</b>
Equipment	11,347	11,427	11,432	0
Staff FTEs	17.90	14.71	14.71	13.72
<b>Public Safety</b>				
Personal Services	1,569,145	1,060,404	1,469,957	1,523,165
Current Expenses	249,065	175,116	229,105	353,936
<b>Total</b>	<b>1,818,210</b>	<b>1,235,520</b>	<b>1,699,062</b>	<b>1,877,101</b>
Equipment	161,723	136,197	146,187	96,100
Staff FTEs	13.41	13.28	13.28	11.54
<b>Manufacturing &amp; Engineering</b>				
Personal Services	2,597,564	1,748,757	2,733,891	2,408,754
Current Expenses	528,147	255,850	514,991	417,276
<b>Total</b>	<b>3,125,710</b>	<b>2,004,607</b>	<b>3,248,882</b>	<b>2,826,030</b>
Equipment	293,123	426,642	463,810	335,400
Staff FTEs	20.69	22.19	22.19	22.29
<b>Academic Administration</b>				
Personal Services	560,868	356,361	558,441	565,550
Current Expenses	161,840	157,675	188,411	100,075
<b>Total</b>	<b>722,708</b>	<b>514,036</b>	<b>746,852</b>	<b>665,625</b>
Equipment	7,800	7,800	8,200	157,800
Staff FTEs	5.56	6.95	6.95	5.70
<b>Total Instruction</b>				
Personal Services	16,178,841	10,783,007	16,360,084	16,461,801
Current Expenses	1,971,575	1,066,342	1,815,334	1,735,352
<b>Total</b>	<b>18,150,416</b>	<b>11,849,350</b>	<b>18,175,418</b>	<b>18,197,153</b>
Equipment	1,561,451	1,419,094	1,555,273	933,109
Staff FTEs	169.01	173.15	173.15	159.52

Below are the operational initiatives for Instruction.

2017-18 Instruction Operational Initiatives	Strategic Alignment
<p><i>Program Related</i></p> <ul style="list-style-type: none"> <li>• Career Pathways Innovations-Expanding to Administrative Professional Program for 17-18 (Keyboarding and Document Formatting)</li> <li>• Accelerated Program standardization-Establishment of New Accelerated Offering- Manufacturing Management to start January 2018</li> <li>• Court Reporting Expansion: Solo site implementation – participate from home</li> <li>• Development of Career Pathways and Stackable Credentials-Patient Services Specialist intro Medical Assistant program</li> <li>• New Certificates in development for Fall 2017-Plastics</li> </ul>	Workforce Development Filling the Pipeline
Strengthen Advisory Committees.	Workforce Development
Reduce the textbook costs for students.	Institutional Effectiveness
Assessment Committee Launch. (QRP, TSA, Course Feedback, Placement Assessment and program and division outcomes)	Institutional Effectiveness
Improve services for Developmental Education students including defined program pathways.	Filling the Pipeline
Credit Reduction and Credit for Prior Learning plans continue.	Workforce Development
WIDS Blackboard Building Block, Blackboard Gradebook.	Institutional Effectiveness
Capital Equipment-Upgrade Radiography Suite.	Workforce Development/ Filling the Pipeline
Firearms Range and Fire Training Building Assessment.	Workforce Development/ Filling the Pipeline
Early College-Grow the high school early college programs in Automotive Maintenance & Auto Body & Collision.	Workforce Development Filling the Pipeline



## Workforce Solutions



Workforce Solutions serves the community through seminar offerings, youth/registered apprenticeship, contract training, technical assistance, entrepreneurship services, Community Education and assessment services.

### 2016-17 Workforce Solutions Performance Monitor

Results as of March 2017 unless noted

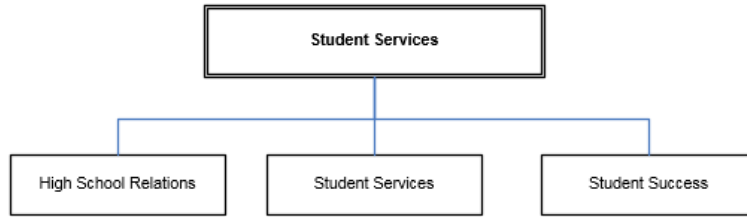
Key Indicator	2014-15 Results	2015-16 Results	2016-17 Status	Comparison	2015-16 Targets
<b>Contracts &amp; Seminars</b>					
Signed Contracts	\$1,441,754	\$2,099,546	\$1,088,462	\$1,387,000	\$1,585,000
Seminar Revenue	\$173,325	\$191,155	\$156,183	\$182,240	\$200,000
<b>Relationship Management</b>					
Businesses Served/Quotes Written	343	346	172	345	350
Contracts	159	171	121	165	350
New Customers	26	23	8	25	30
<b>Community Education</b>					
Number Enrolled	1893	1160	606	1527	2000
<b>Assessment Services</b>					
Assessments	175	687	188	431	225
Revenue	\$19,745	\$28,343	\$18,110	\$24,044	\$25,000

The budget that follows supports its goals and the services provided.

<b>Budget and Staffing</b>				
<b>Description</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Budget</b>	<b>2017-18 Budget</b>
<b>Community Education</b>				
Personal Services	130,925	33,654	100,823	94,346
Current Expenses	11,781	4,817	13,235	13,160
<b>Total</b>	<b>142,706</b>	<b>38,471</b>	<b>114,058</b>	<b>107,506</b>
Equipment	0	0	0	0
Staff FTEs	1.57	2.35	2.35	1.20
<b>Contracts and Seminars</b>				
Personal Services	1,264,950	729,956	1,248,107	1,053,518
Current Expenses	739,207	95,332	721,899	672,749
<b>Total</b>	<b>2,004,157</b>	<b>825,288</b>	<b>1,970,006</b>	<b>1,726,267</b>
Equipment	0	0	0	0
Staff FTEs	10.09	10.04	10.04	7.23
<b>Total Workforce Solutions</b>				
Personal Services	1,395,875	763,610	1,348,930	1,147,864
Current Expenses	750,989	100,149	735,134	685,909
<b>Total</b>	<b>2,146,863</b>	<b>863,759</b>	<b>2,084,064</b>	<b>1,833,773</b>
Equipment	0	0	0	0
Staff FTEs	12.39	12.39	12.39	8.43

<b>2017-18 Workforce Solutions Operational Initiatives</b>	<b>Strategic Alignment</b>
Customize delivery to meet employer needs.	Workforce Development
Expand Programmable Logic Controls Offerings.	Workforce Development
Implement Nematik Fast Forward Electronics Project.	Workforce Development
Address critical needs for offering training due to faculty transitions in the areas of Quality and Electro Mechanical.	Workforce Development

## Student Services



Student Services provides support services to potential and current students and the community.

High School Relations focuses on building relationships in the high schools which has a significant impact on high school recruitment. Staff work with high schools to provide educational and career awareness opportunities with the major focus being on dual enrollment.

Student Services includes services to guide and support the student through the enrollment process until graduation. Program advising, financial aid, records, registration, career placement, and general services are the major areas in Student Services.

Student Success provides the support each student needs to be successful in reaching their goal. The support is based on individual needs and may include but not limited to: academic skills center, library, peer tutoring, disability services and minority services, assessment and testing, TRiO, advising, financial coaching, and counseling.

The student services performance monitor measures the departments' results for 2016-17 plan. Key indicators measure the outcomes of the department.

### 2016-17 Student Services Performance Monitor

Results as of March 2017 unless noted

Key Indicator	2014-15 Results	2015-16 Results	2016-17 Status	Comparison	2016-17 Targets
Financial Aid Awarded	\$8,161,407	\$8,161,407	annual	\$7,988,395	\$8.0M
Percentage of students enrolled in degree programs who receive FA	69.35%	70	annual	69	71%
Dual Enrollment Transition to Programs	14%	16%	annual	14	30%
Dual-credit enrollment	1142	1563	770	1142	1200
Applied to Admitted Transition Rate	n/a	n/a	58.3%	n/a	50%
Admitted to Ready to Register Transition Rate	n/a	n/a	81.51%	n/a	50%
New Enrollments	741	780	849	n/a	100%

The student services function supports the college's annual plan goals to help students succeed through established pathways, expanded access, and increased retention strategies.

The budget that follows supports its goals and the services provided.

<b>Budget and Staffing</b>				
<b>Description</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Budget</b>	<b>2017-18 Budget</b>
<b>Student Services</b>				
Personal Services	1,959,916	1,269,190	1,916,513	1,874,107
Current Expenses	247,543	120,944	178,350	175,822
<b>Total</b>	<b>2,207,459</b>	<b>1,390,134</b>	<b>2,094,863</b>	<b>2,049,929</b>
Equipment	0	0	0	0
Staff FTEs	44.31	44.39	44.39	31.28
<b>Student Success</b>				
Personal Services	1,296,787	980,499	1,454,445	1,390,158
Current Expenses	135,158	88,419	275,302	227,840
<b>Total</b>	<b>1,431,946</b>	<b>1,068,919</b>	<b>1,729,747</b>	<b>1,617,998</b>
Equipment	6,018	5,791	6,300	4,000
Staff FTEs	3.68	2.50	2.50	12.30
<b>Total Student Services</b>				
Personal Services	3,256,704	2,249,689	3,370,958	3,264,265
Current Expenses	382,701	209,364	453,652	403,662
<b>Total</b>	<b>3,639,405</b>	<b>2,459,053</b>	<b>3,824,610</b>	<b>3,667,927</b>
Equipment	6,018	5,791	6,300	4,000
Staff FTEs	49.56	49.24	49.24	44.78

<b>2017-18 Student Services &amp; Student Resource Center Operational Initiatives</b>	<b>Strategic Alignment</b>
Implement a student mentor program following the ATD iPass Model.*	Institutional Effectiveness
Implement a college wide new student orientation program.*	Filling the Pipeline Institutional Effectiveness
Increase the number of students referred for support services.*	Institutional Effectiveness
Increase the student transition rate from Admitted to Enrolled.	Filling the Pipeline
WILM Initiatives: <ul style="list-style-type: none"> <li>• Implement an automated ISIR verification process for financial aid request.</li> <li>• Upgrade to PeopleSoft 9.2.</li> </ul>	Institutional Effectiveness

\*Indicates Achieving the Dream (ATD) Plan Initiatives

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# Lakeshore Technical College



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INFORMATION

## Program Offerings

Lakeshore Technical College offers 38 associate of applied science degree programs; 37 technical diploma programs; 53 technical certificate programs; 19 embedded technical diploma programs; 15 embedded pathway certificate programs; and 13 apprenticeship programs.

### Agriculture Energy & Transportation

10-001-4	Landscape Horticulture	Associate Degree in Applied Science
10-006-2	Agribusiness Science & Technology	Associate Degree in Applied Science
10-481-3	Energy Management Technology	Associate Degree in Applied Science
10-482-1	Wind Energy Technology	Associate Degree in Applied Science
10-506-2	Environmental Engineering – Waste & Water Technology	Associate Degree in Applied Science
10-624-1	Nuclear Technology	Associate Degree in Applied Science
10-624-2	Radiation Safety/Health Physics	Associate Degree in Applied Science
19-001-3	Management of Sustainable Landscaping	LTC District Certificate
19-001-4	Design of Sustainable Landscaping	LTC District Certificate
19-006-2	Agribusiness Agronomy	LTC District Certificate
19-006-4	Agribusiness Financial Certificate	LTC District Certificate
19-006-6	Advanced Dairy Herd Management	LTC District Certificate
19-006-7	Farm Operator	LTC District Certificate
19-006-8	Farm Operator - Production	LTC District Certificate
19-006-9	Farm Operator - Management	LTC District Certificate
19-624-1	Radiation Safety	LTC District Certificate
19-624-2	Radiation Safety Technician-Basic	LTC District Certificate
19-624-3	Radiation Safety Technician-Intermediate	LTC District Certificate
19-624-4	Radiation Safety Technician-Advanced	LTC District Certificate
31-001-1	Horticulture Technician	Embedded Technical Diploma
31-006-2	Agriculture Technician	Embedded Technical Diploma
31-091-1	Dairy Herd Management	Technical Diploma
31-404-3	Automotive Maintenance Technician	Technical Diploma
31-405-1	Auto Collision Repair & Refinish Technician	Embedded Technical Diploma
32-405-1	Auto Collision Repair & Refinishing Technician	Technical Diploma
61-001-3	Greenhouse Nursery Basic	Embedded Pathway Certificate
61-001-4	Horticulture Basic	Embedded Pathway Certificate
61-006-1	Agribusiness/Agronomy Basic	Embedded Pathway Certificate
61-006-2	Agribusiness/Financial Basic	Embedded Pathway Certificate
61-006-3	Agribusiness/Livestock Basic	Embedded Pathway Certificate

### Apprenticeship

10-499-5	Technical Studies-Journeyworker	Associate Degree in Applied Science
50-307-1	Child Care Development Specialist Apprentice	Apprentice Certificate
50-408-1	Technical Brick Masonry (Apprentice)	Apprentice Certificate
50-410-1	Carpentry - Construction (Apprentice)	Apprentice Certificate
50-413-1	Industrial Electrician	Apprentice Certificate
50-420-2	Machinist (Apprentice)	Apprentice Certificate
50-420-9	Industrial Manufacturing Technician (Apprentice)	Apprentice Certificate



50-423-1	Maintenance Mechanic/Millwright (Apprentice)	Apprentice Certificate
50-427-5	Plumbing (Apprentice)	Apprentice Certificate
50-432-1	Sheet Metal (Apprentice)	Apprentice Certificate
50-432-2	Sheet Metal-Industrial (Apprentice)	Apprentice Certificate
50-439-3	Tool and Die (Apprentice)	Apprentice Certificate
50-457-2	Metal Fabrication	Apprentice Certificate
50-464-1	Maintenance Technician (Apprentice)	Apprentice Certificate
<b>Business &amp; Technology</b>		
10-101-1	Accounting	Associate Degree in Applied Science
10-102-3	Business Management	Associate Degree in Applied Science
10-104-3	Marketing	Associate Degree in Applied Science
10-106-6	Administrative Professional	Associate Degree in Applied Science
61-106-6	Office Technology	Embedded Pathway Certificate
10-109-1	Hotel/Hospitality Management	Associate Degree in Applied Science
61-109-1	Hospitality Service Certificate	Embedded Pathway Certificate
10-110-1	Paralegal	Associate Degree in Applied Science
10-116-1	Human Resources	Associate Degree in Applied Science
10-150-2	IT-Network Specialist	Associate Degree in Applied Science
10-152-7	IT-Web and Software Developer	Associate Degree in Applied Science
10-154-3	IT-Computer Support Specialist	Associate Degree in Applied Science
10-170-1	Broadcast Captioning	Associate Degree in Applied Science
10-170-2	Court Reporting	Associate Degree in Applied Science
10-182-1	Supply Chain Management	Associate Degree in Applied Science
10-194-1	Real Estate	Associate Degree in Applied Science
10-196-1	Supervisory Management	Associate Degree in Applied Science
19-196-8	Supervisory Essentials Certificate	LTC District Certificate
10-201-2	Graphic and Web Design	Associate Degree in Applied Science
10-316-1	Culinary Arts	Associate Degree in Applied Science
10-623-2	Quality Assurance Technician	Associate Degree in Applied Science
10-623-5	Manufacturing Management	Associate Degree in Applied Science
19-623-8	ISO 9001 Internal Auditor	LTC District Certificate
19-101-2	Tax Preparer	LTC District Certificate
19-103-1	Microsoft Word Expert	LTC District Certificate
19-103-2	Microsoft Office Integration	LTC District Certificate
19-103-3	Microsoft Excel Expert	LTC District Certificate
19-103-8	Microsoft Office Intermediate	LTC District Certificate
19-103-9	Microsoft Office Introduction	LTC District Certificate
19-109-1A	Customer Service Skills Certificate	LTC District Certificate
19-109-2	Hospitality Management Professional	LTC District Certificate
19-110-2	Paralegal Post Baccalaureate Certificate	LTC District Certificate
19-116-4	Human Resources Basics Certificate	LTC District Certificate
19-116-5	Employee Selection & Development Certificate	LTC District Certificate

19-116-6	Compensation & Benefits Certificate	LTC District Certificate
19-145-2	Entrepreneurship & Business Certificate	LTC District Certificate
19-150-1	Industrial Networking Certificate	LTC District Certificate
19-150-2	Servers & Networking Certificate	LTC District Certificate
19-182-5	Materials Management Certificate	LTC District Certificate
19-182-6	Purchasing Certificate	LTC District Certificate
19-182-7	Logistics & Distribution Certificate	LTC District Certificate
19-316-2	Baking Certificate	LTC District Certificate
30-316-2	Culinary & Baking Basics Technical Diploma	Embedded Technical Diploma
19-623-2	Six Sigma for Green Belt Certification	LTC District Certificate
19-623-3	Six Sigma for Black Belt Certification	LTC District Certificate
19-623-4	Project Management	LTC District Certificate
31-101-1	Accounting Assistant	Embedded Technical Diploma
31-104-8	Sales Representative	Embedded Technical Diploma
61-104-3	Sales Fundamentals	Embedded Pathway Certificate
31-106-1	Office Assistant	Embedded Technical Diploma
31-116-1	Human Resources Assistant	Embedded Technical Diploma
31-182-1	Supply Chain Assistant	Embedded Technical Diploma
31-316-1	Culinary Assistant	Embedded Technical Diploma
31-623-2	Quality Process Improvement	Embedded Technical Diploma
61-316-2	Restaurant Service Essentials	Embedded Pathway Certificate

### Health & Human Services

10-307-1	Early Childhood Education	Associate Degree in Applied Science
10-526-1	Radiography	Associate Degree in Applied Science
10-530-4	Health Information Management	Associate Degree in Applied Science
10-536-1	Pharmacy Services Management	Associate Degree in Applied Science
10-543-1	Nursing-Associate Degree	Associate Degree in Applied Science
19-307-5	Preschool Certificate	LTC District Certificate
19-530-4	Health Information Technology for IT Professionals	LTC District Certificate
19-530-5	Health Information Technology for Clinical Professionals	LTC District Certificate
19-536-1	Employed Pharmacy Technician	LTC District Certificate
19-543-2	Long-Term Care	LTC District Certificate
30-508-2	Dental Assistant (Short Term)	Technical Diploma - Short Term
30-510-2	Health Unit Coordinator	Embedded Technical Diploma
30-543-1	Nursing Assistant	Embedded Technical Diploma
31-307-1	Child Care Services	Technical Diploma
31-509-1	Medical Assistant	Technical Diploma
31-510-3	Health Care Technician	Technical Diploma
31-516-4	Ophthalmic Medical Assistant	Technical Diploma
31-530-2	Medical Coding Specialist	Technical Diploma
31-536-1	Pharmacy Technician	Embedded Technical Diploma
31-543-1	Practical Nursing	Technical Diploma
61-307-4	Child Care Professional Certificate	Embedded Pathway Certificate
61-510-3	Dietetic Technician	Embedded Pathway Certificate

<b>Public Safety</b>		
10-504-1	Criminal Justice-Law Enforcement	Associate Degree in Applied Science
10-504-6	Criminal Justice-Law Enforcement 2	Associate Degree in Applied Science
10-531-1	Paramedic Technician	Associate Degree in Applied Science
10-531-2	Fire Medic	Associate Degree in Applied Science
19-531-1	Registered Nurse to EMT Transition	LTC District Certificate
30-504-2	Criminal Justice-Law Enforcement 720 Academy	Technical Diploma - Short Term
31-504-6	Security and Corrections	Technical Diploma
31-504-7	Criminal Justice 720 Embedded Academy	Embedded Technical Diploma
30-531-3	Emergency Medical Technician	Technical Diploma - Short Term
30-531-6	Advanced EMT	Technical Diploma - Short Term
31-531-1	Emergency Medical Technician-Paramedic	Technical Diploma
<b>Manufacturing &amp; Engineering</b>		
10-606-1	Mechanical Design Technology	Associate Degree in Applied Science
19-606-2	Mechanical Computer Aided Drafting	LTC District Certificate
10-620-1	Electro-Mechanical Technology	Associate Degree in Applied Science
19-457-1	Manufacturing Basics	LTC District Certificate
19-620-1	Industrial Technician – Automation	LTC District Certificate
19-620-2	Industrial Technician - Industry Automation	LTC District Certificate
19-620-3	Industrial Technician Basic - Industry Automation	LTC District Certificate
19-620-4	Industrial Technician Intermediate - Industry Automation	LTC District Certificate
19-620-5	Introduction to Electro-Mechanical Technology	LTC District Certificate
19-623-6	Intro to Food Manufacturing	LTC District Certificate
61-623-1	Introduction to Food Manufacturing	Embedded Pathway Certificate
31-420-1	Machine Tool Operation	Embedded Technical Diploma
61-420-1	Intro to Machine Tool	Embedded Pathway Certificate
31-442-1	Welding	Embedded Technical Diploma
19-442-3	Advanced Pipe Welding	LTC District Certificate
61-442-2	Intro to Industrial Welding	Embedded Pathway Certificate
32-444-1	CNC Technician	Technical Diploma
32-457-1	Welding Fabrication Technician	Technical Diploma
32-462-1	Industrial Maintenance Technician	Technical Diploma
31-462-2	Industrial Maintenance Mechanic	Embedded Technical Diploma
61-462-2	Intro to Maintenance	Embedded Pathway Certificate
31-606-1	Mechanical Computer Aided Drafting	Embedded Technical Diploma
31-623-1	Food Manufacturing and Processing	Technical Diploma
10-825-1	Individualized Technical Studies	Associate Degree in Applied Science

*List Current as of 3/22/17*

## Accreditations

LTC is accredited by the Higher Learning Commission (HLC), one of six regional accrediting bodies in the United States. College accreditation includes approval to offer distance education courses and programs. In addition, twelve of LTC's programs have professional or specialized accreditations.

### Lakeshore Technical College Accreditations/Licensures

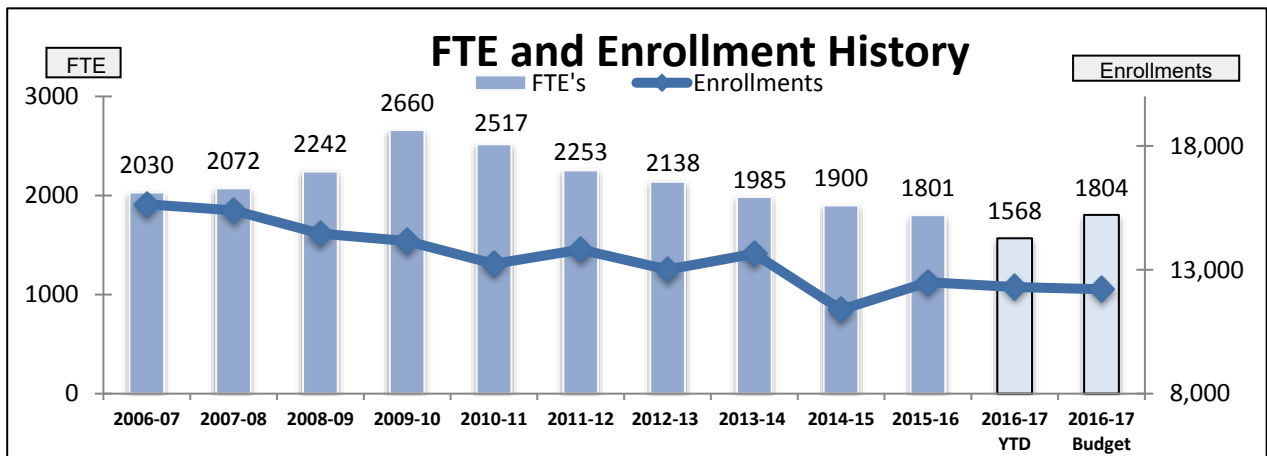
Programs	Professional Accreditations/State Approvals	Accredited/Licensed Through	Cycle
LTC Institutional Accreditation	Higher Learning Commission	5/2025	10 yrs.
Auto Collision Repair & Refinish Technician	National Automotive Technicians Education Foundation	2019-20	5 yrs.
Automotive Maintenance Technician	National Automotive Technicians Education Foundation	2017-18	5 yrs.
Criminal Justice-Law Enforcement	Wisconsin Dept. of Justice, Training & Standards Bureau	2018-19	2 yrs.
Dental Hygienist	Amer. Dental Assoc. Commission on Dental Accreditation	2017-18	7 yrs.
Judicial Reporting	National Court Reporters Assoc.	2018-19	5 yrs.
Medical Assistant	Accrediting Bureau of Health Education Schools	2019-20	6 yrs.
Nursing Assistant	Wisconsin Dept. of Health Services	2015-16 (Site Visit Fall 2017)	2 yrs.
Nursing Assoc. Degree	National League for Nursing Accreditation Commission	2018-19	8 yrs.
Paralegal	Amer. Bar Assoc.	2020-21	7 yrs.
EMT Paramedic	Commission on Accreditation of Allied Health Education Program	2020-21	7 yrs.
Pharmacy Technician	Amer. Society of Health-System Pharmacists (ASHP)	2018-19	2 yr.
Radiography	Joint Review Committee on Education in Radiologic Technology	2017-18	8 yrs.
Basic Skills	WTCS	2019-20	5 yrs.

## FTE and Enrollment Historical Trends

LTC continued to see a decline in full-time equivalents in Associate Degree and Pre-College areas. The College saw a decrease in Pre-College’s enrollments as General College courses replaced remediation courses, and a decline in dislocated worker students also impacted Pre-College.

FTE Trend 2015-2018						
Aid Code	2014-15 Actual	2015-16 Actual	2016-17 YTD	3 Year Average	Percent of Total	2017-18 Projected
Associate Degree	1314	1279	1218	1270	72%	1298
Technical Diploma	236	211	168	205	12%	209
Apprenticeship	35	40	37	37	2%	38
Vocational Adult	65	72	41	59	3%	61
Community Service	2	1	0	1	0%	1
Basic Skills	247	198	104	183	10%	187
Totals	1899	1801	1568	1756	100%	1794

Source: CSWSR001      2/16/17



Source: Cognos Reporting System, Budget Projections

## Graduate Follow-Up Statistics

LTC annually surveys its program graduates to determine the number employed, the number employed in related occupations, and the satisfaction of the graduates.

	2011-12	2012-13	2013-14	2014-15	2015-16
Number of Graduates Surveyed	975	926	1007	851	788
Responses	533	486	705	595	474
Percent Responding	55%	53%	70%	70%	60%
Percent Employed	85%	89%	90%	91%	92%
Percent in Related Employment	78%	77%	72%	77%	73%
Percent Employed in District	76%	77%	69%	70%	70%
Median Annual Salary	\$29,125	\$29,065	\$29,120	\$37,440*	\$39,490*
Percent Satisfied or Very Satisfied with Training	96%	97%	96%	98.5%	96%

Source: Annual Graduate Follow-Up Survey Results, Research & Planning Department

\*Median Annual Salary for 2014-15 and 2015-16 only includes respondents working at least 35 hours per week in a program-related field.

Note: Information is based on a survey of LTC graduates conducted by the Research & Planning Department approximately 6 months to 1 year after graduation.

## Workforce Solutions

Workforce Solutions training and technical assistance are supported by all instructional areas of the College. Below are listed the enrollments and FTEs as well as the top product lines and companies served.

Workforce Solutions Revenue by Activity				
Category	2014-15 Actuals	2015-16 Actuals	2016-17 Budget	2017-18 Budget
<b>Customized Training</b>				
Business & Technology	1,373	21,504	25,000	20,000
Home Economics	540	0	0	0
Industrial	64,285	216,949	250,000	130,000
Health/Public Safety	274,669	275,874	275,000	350,000
Technical	68,934	100,999	85,000	85,000
General Education	2,787	1,121	2,000	2,000
Technical Assistance	196,521	176,481	205,000	160,000
<b>Total</b>	<b>609,109</b>	<b>792,928</b>	<b>842,000</b>	<b>747,000</b>
<b>Other</b>				
High School	528,810	823,016	700,000	700,000
Apprentice	203,954	193,788	210,000	210,000
<b>Total</b>	<b>732,764</b>	<b>1,016,804</b>	<b>910,000</b>	<b>910,000</b>
<b>Seminars</b>	<b>140,601</b>	<b>191,155</b>	<b>185,000</b>	<b>185,000</b>
<b>Total Contract, Seminar &amp; Grant Revenue</b>	<b>1,482,474</b>	<b>2,000,887</b>	<b>1,937,000</b>	<b>1,842,000</b>

Workforce Solutions			
Indicators	2014-15	2015-16	YTD 2016-17
Contract, Seminar, Grant Revenue	\$2,202,420	\$2,096,862	\$1,017,017
Companies Served	228	212	146
Contract FTE's	57.44	82.57	39.54
Contract Enrollments*	5,647	7,335	2894
Seminar FTEs	6.66	6.45	4
Seminar Enrollments*	1,193	1,454	869
<b>Total FTE</b>	<b>64.1</b>	<b>89.02</b>	43.54
<b>Total Enrollment (duplicated)</b>	<b>6,840</b>	<b>8,528</b>	3763

\*Enrollments are duplicated

2/22/2017

Sources: Cognos>Contract Reporting>CR8001-B & SF8070C

CT & HM

## 2017-18 Grants and Projects Summary

All state and federal projects have a series of activities with specific objectives and measurable outcomes detailed in the approved work plan. Formative and summative evaluation of measurable outcomes confirms project success and illustrates the positive impact of funding.

Awarded projects are listed below along with the project or purpose. Match dollars are not included below.

### **WTCS**

**Carl Perkins, Department of Education ..... \$260,988**

Funds provide an increased focus on the academic achievement of Career and Technical Education (CTE) students, strengthening the connection between secondary and post-secondary education, and improving state and local accountability. Funds develop more fully the academic, career and technical skills of secondary and post-secondary students who elect to enroll in technical education programs.

- **Student Success:** Direct student and support services designed to meet the needs of designated career and technical education students. Preference is given to providing services to students the College determines are “at risk” of not completing a postsecondary career and technical education course/program. Student support services are targeted to improve student performance and the College’s attainment of negotiated levels of performance for enrollment, course completion, and graduation of “at risk” students. Serves 450 students. .... **\$127,769**
- **Strengthening Career and Technical Education:** Provides academic support in the Fire Medic/Paramedic Technician, Machine Tool Operations, Nursing, Court Reporting, Culinary Arts, Criminal Justice and Electro-Mechanical Technology programs to increase student course completion, retention and graduation. Serves 200 students. .... **\$45,138**
- **Non-Traditional Occupations Services (NTO):** Services to assist individuals interested in non-traditional occupations by offering opportunities to explore pre-technical skills in high earning potential programs such as Automotive, Electro-Mechanical Technology, Mechanical Design, Industrial Maintenance, Machine Tool Operation, Welding, Wind Energy Technology, Nuclear Technology, Criminal Justice-Law Enforcement and Paramedic/Fire Science prior to the students enrolling in the program. Serves 90 students..... **\$52,785**
- **Career Prep Consortium:** Collaborate with secondary schools to develop Rigorous Programs of Study to support career and technical education students’ transition from high school to a Wisconsin technical college. Career Prep Consortium defines outcome measures and sets performance levels for each Career Prep Outcome. Serves 2,700 students. .... **\$35,296**

**Adult Education and Family Literacy Act (AEFLA) ..... \$258,297**

The purpose of AEFL funding is to assist adults to become literate and obtain knowledge and skills necessary for employment and self-sufficiency; parents to obtain the educational skills needed to become full partners in the educational development of their children; and adults in the completion of a secondary school education.

- **Integrated English Literacy and Civics Education:** Integrated English literacy and civics literacy courses that emphasize experiential learning activities in the classroom and community. Serves 80 students. .... **\$13,484**
- **AEFL Comprehensive:** Provides Basic skills instruction/services for adults in 0 – 12.9 grade level and English Language Learning (ELL) instruction levels 1-6. Contextualized instruction offers students opportunities to progress through a variety of career pathways. Workplace preparation instruction provides basic skills needed to obtain, retain or upgrade employment. Integrated Education and Training opportunities allow students to earn post-secondary credits and certifications while earning their GED/HSED. Transition services ensure program engagement through student goal attainment. Serves 650 students. .... **\$203,276**
- **Institutionalized Individuals:** Provides 0 – 12.9 grade level basic skills instruction and related services for institutionalized adults. Students upgrade basic skills, make progress toward or complete a GED/HSED, and obtain, retain or upgrade employment. Serves 150 students. .... **\$41,537**



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<b>State</b> .....	<b>\$1,476,420</b>
<ul style="list-style-type: none"> <li>• <b>Apprentice-Related Instruction:</b> Funds the development and maintenance of system-wide apprenticeship curricula and direct support for contractually-required apprentice-related instruction than cannot be provided through normal district budgeting processes.....</li> <li>• <b>Career Pathways:</b> Create, expand and/or implement career pathways, including instructional and supportive services, to help students achieve educational attainment and credentials which prepare them for family sustaining employment and/or other career goals.....</li> </ul>	<b>TBD</b>
<ul style="list-style-type: none"> <li>○ <b>IT Computer Support Specialist (10-154-3) Career Pathway Implementation:</b> Builds a workforce connection through a credit for prior learning campaign and internships. Develops the IT technician embedded career pathway certificate that leads to multiple IT degrees. Expands day and evening career pathway instruction, and offers accelerated general college and education support that strengthens students' career pathway persistence. Supports career pathway exploration for high school and adult students and a robust promotion plan that reaches targets audiences for new- or re-entry into the pathway. Serves 156 students.....</li> <li>○ <b>Lakeshore Medical Assistant (31-509-1) Career Pathway Consortium:</b> Implements the medical assistant career pathway and patient services specialist embedded career pathway certificate to meet consortium employers' current and increasing workforce needs. Leveraged consortium partnerships optimize the medical assistant program to build a strong workforce connection. Provides high school and adult student and incumbent workers instruction for multiple entry and exit points for course/credential completion and employment. Supports industry-relevant instructional equipment and promotion. Serves 40 students.....</li> <li>○ <b>Administrative Professional (10-106-6) Career Pathway Expansion:</b> Expands and rebrands the administrative professional career pathway to meet district employment demand. Restructures the pathway to create three specialized office environment track. Offers evening and contextualized, concurrent HSED 5.09 and postsecondary instruction. Develops online and high school dual credit delivery formats. Provides instructional supplies, professional development opportunities for technical college and high school instructors. Serves 68 students.....</li> </ul>	<b>\$405,511</b>
<ul style="list-style-type: none"> <li>○ <b>IT Computer Support Specialist (10-154-3) Career Pathway Implementation:</b> Builds a workforce connection through a credit for prior learning campaign and internships. Develops the IT technician embedded career pathway certificate that leads to multiple IT degrees. Expands day and evening career pathway instruction, and offers accelerated general college and education support that strengthens students' career pathway persistence. Supports career pathway exploration for high school and adult students and a robust promotion plan that reaches targets audiences for new- or re-entry into the pathway. Serves 156 students.....</li> <li>○ <b>Lakeshore Medical Assistant (31-509-1) Career Pathway Consortium:</b> Implements the medical assistant career pathway and patient services specialist embedded career pathway certificate to meet consortium employers' current and increasing workforce needs. Leveraged consortium partnerships optimize the medical assistant program to build a strong workforce connection. Provides high school and adult student and incumbent workers instruction for multiple entry and exit points for course/credential completion and employment. Supports industry-relevant instructional equipment and promotion. Serves 40 students.....</li> <li>○ <b>Administrative Professional (10-106-6) Career Pathway Expansion:</b> Expands and rebrands the administrative professional career pathway to meet district employment demand. Restructures the pathway to create three specialized office environment track. Offers evening and contextualized, concurrent HSED 5.09 and postsecondary instruction. Develops online and high school dual credit delivery formats. Provides instructional supplies, professional development opportunities for technical college and high school instructors. Serves 68 students.....</li> </ul>	<b>\$194,100</b>
<ul style="list-style-type: none"> <li>○ <b>Administrative Professional (10-106-6) Career Pathway Expansion:</b> Expands and rebrands the administrative professional career pathway to meet district employment demand. Restructures the pathway to create three specialized office environment track. Offers evening and contextualized, concurrent HSED 5.09 and postsecondary instruction. Develops online and high school dual credit delivery formats. Provides instructional supplies, professional development opportunities for technical college and high school instructors. Serves 68 students.....</li> </ul>	<b>\$148,362</b>
<ul style="list-style-type: none"> <li>• <b>Core Industry:</b> Expand programs in core industry areas to provide industry relevant training using rigorous curricula and current technology. ....</li> </ul>	<b>\$611,131</b>
<ul style="list-style-type: none"> <li>○ <b>Practical Nursing Technical Diploma (31-543-10) Two Year Project:</b> Implements the part-time, evening format and delivery of the Practical Nursing stand-alone technical diploma program. Supports technical and general education instruction with increased academic support, clinical experience, instructional material/equipment and promotion. This is year two of the project. Serves 20 students. ....</li> <li>○ <b>Core Industry: Manufacturing Management (10-623-5) Program Expansion:</b> Expands flexible online and accelerated programming through curriculum development/modification and delivery. Provides staff professional development opportunities to hone instructional skills in new delivery formats. Integrates instructional materials/technology that enhances classroom and online delivery. Supports a promotion plan that extends to the far reaches of the district and beyond. Serves 40 students.....</li> <li>○ <b>Core Industry Inter-district Collaborative Project: Court Reporting (10-170-2):</b> Lakeshore, Mid-Stat, Moraine Park and Northeast Wisconsin Technical Colleges strengthen court reporting shared programming to increase program enrollments and retention. Supports curriculum modification to incorporate new technologies, industry standards and certifications. Expands instruction by implementing new technology allowing for student solo site access. Provides professional development, purchase of industry relevant instructional materials and equipment, career exploration events for high school audiences, and a robust promotion plan. Serves 50 students throughout all shared program districts. ....</li> </ul>	<b>\$246,366</b>
<ul style="list-style-type: none"> <li>○ <b>Core Industry: Manufacturing Management (10-623-5) Program Expansion:</b> Expands flexible online and accelerated programming through curriculum development/modification and delivery. Provides staff professional development opportunities to hone instructional skills in new delivery formats. Integrates instructional materials/technology that enhances classroom and online delivery. Supports a promotion plan that extends to the far reaches of the district and beyond. Serves 40 students.....</li> <li>○ <b>Core Industry Inter-district Collaborative Project: Court Reporting (10-170-2):</b> Lakeshore, Mid-Stat, Moraine Park and Northeast Wisconsin Technical Colleges strengthen court reporting shared programming to increase program enrollments and retention. Supports curriculum modification to incorporate new technologies, industry standards and certifications. Expands instruction by implementing new technology allowing for student solo site access. Provides professional development, purchase of industry relevant instructional materials and equipment, career exploration events for high school audiences, and a robust promotion plan. Serves 50 students throughout all shared program districts. ....</li> </ul>	<b>\$168,595</b>
<ul style="list-style-type: none"> <li>○ <b>Core Industry Inter-district Collaborative Project: Court Reporting (10-170-2):</b> Lakeshore, Mid-Stat, Moraine Park and Northeast Wisconsin Technical Colleges strengthen court reporting shared programming to increase program enrollments and retention. Supports curriculum modification to incorporate new technologies, industry standards and certifications. Expands instruction by implementing new technology allowing for student solo site access. Provides professional development, purchase of industry relevant instructional materials and equipment, career exploration events for high school audiences, and a robust promotion plan. Serves 50 students throughout all shared program districts. ....</li> </ul>	<b>\$196,170</b>

- **Developing Markets:** Supports programs new to the district. Funds support development of curriculum and related instructional materials, technology and software; the purchase of major/minor equipment; staff development; and delivery of instruction. .... **\$175,751**
  - **Radiation Safety/Health Physics Associate Degree Shared Program (10-624-2):** Lakeshore and Blackhawk Technical Colleges enter a shared program agreement to offer the Radiation Safety/Health Physics program in each district to meet SHINE Medical Technologies’ impending workforce needs. Lakeshore, Blackhawk and SHINE collaborate on program and grant implementation. Deliver instruction via in-person, online and videoconferencing delivery formats. Supports promotion and industry-relevant instructional equipment at each college. Offer instructor professional development opportunities to remain current with industry trends, certifications and accreditations. Serves ten students between the two colleges..... **\$175,751**
- **Professional Development:** Targets college-wide leadership and Faculty Quality Assurance Systems initiatives that provide professional development growth and advancement opportunities for staff and faculty. Enhances college’s curriculum development and processes. .... **\$50,102**
- **Student Support:** The **S.O.S.: Support Our Students** grant improves academic performance of underrepresented and/or underserved populations. Provides tutoring using student groups and evening academic support. Supports an enhanced student referral system. Onboards new students with a revised student orientation. Offers technology assistance for traditional and online coursetakers. Provides transition services for pre-college and high school dual credit students. Provides new veteran student outreach, and transition services for high school students with disabilities. Services are provided at LTC’s Cleveland, Manitowoc, and Sheboygan campuses. Serves 500 students. .... **\$225,000**
- **Workforce Advancement Training Grants:** Through partnerships between business, labor and the College, LTC provides training to upgrade the skills and productivity of employees of established, for-profit businesses, with the broader objective of supporting regional workforce and economic development efforts. The training can include any combination of academic, occupational and employability topics or courses..... **TBD**
- **State Emergency Assistance Grant:** Provides WTCS Emergency Assistance grants to Pell eligible students experiencing temporary financial hardships. Emergency and students must meet eligibility criteria. 25 students served..... **\$8,925**

**Federal**

**U.S. Department of Agriculture, Distance Learning and Telemedicine Grant Program** ..... **\$412,748**  
 The distance learning portion of the grant, under which LTC applied, assists rural communities in acquiring and upgrading distance learning technologies. Funding will support upgrades to the videoconferencing equipment in many of LTC’s classrooms so that the campus can better serve students in rural locations.

**U.S. Department of Education, TRIO Student Support Services**..... **\$220,000**  
 LTC was awarded funding through TRIO for Student Support Services. The five year project (2015 - 2020) supports first-generation, low-income, and disabled students in completing program requirements, accessing financial aid and assistance, and engaging in extracurricular activities that result in improved academic experiences.

**Midwest Consortium for Hazardous Waste Worker Training** ..... **\$142,000**  
 The consortium is funded by The National Institute of Environmental Health Sciences and is arranged to utilize the specific competencies of each member institution, avoid duplication of administrative functions inherent in a single state effort, and build upon each institution’s existing training networks.

**Trade Adjustment Assistance Community College and Career Training Grants (TAACCCT) 4 ACT for Healthcare Project** ..... **\$140,500**  
 WTCS consortium project to develop, improve, and expand adult education training pathways to careers in healthcare related occupations. LTC’s focus is to expand the Pharmacy Technician and Community Pharmacy Technician programs, increase retention in the Nursing program via team teaching, and to implement simulation technology in the Nursing program.

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**State**

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**Wisconsin Department of Workforce Development Youth Apprenticeship Grant ..... TBD**  
Provides high school juniors and seniors with access to innovative school-to-work solutions that effectively prepare them to enter the workforce. Students complete their high school education while obtaining paid, hands-on learning and job skills at local employer worksites. Bridge Youth Apprentice students with seamless transition from Youth Apprenticeship into Registered Apprenticeship training.

## Wisconsin Technical College System Program Tuition Fee Rates

The Wisconsin Technical College System Board annually sets the tuition rates for the technical college system. The ten-year average increase is 3.53 percent. Below are the historical program fee rates.

Year	Tuition Rate	% Increase
2008-09	\$97.05	5.40%
2009-10	\$101.40	4.50%
2010-11	\$106.00	4.50%
2011-12	\$111.85	5.50%
2012-13	\$116.90	4.50%
2013-14	\$122.20	4.50%
2014-15	\$125.85	2.90%
2015-16*	\$128.40	2.00%
2016-17	\$130.35	1.50%
2017-18**	\$130.35	0%
10-Year Average		3.53%

Source: WTCS Administrative Bulletins

\*Tuition for the 2015-16 summer term remained at the 2014-15 rate.

\*\*Based on the proposed state budget bill; WTCS has not decided rates for 2017-18.

## Equalized Valuations and Mill Rates

The operational mill rate is limited to the percent increase in net new construction for the prior year. In 2014-15 an additional \$406 million in state aids were directed to the technical colleges for the purpose of decreasing the operational tax levy. The amount for the college is \$11,877,887, which is used to reduce the tax levy. The Lakeshore Technical College District includes Manitowoc County less the portion of the Chilton, Brillion, and Denmark school districts; Sheboygan County less the portion of the New Holstein school district; plus the portion of the Kiel school district in Calumet County and the Cedar Grove-Belgium and Random Lake school districts in Ozaukee County.

Budget Year	Equalized Valuation	Percent Change	Operational Mill Rate	Debt Service Mill Rate	Total Mill Rate
2008-09	14,239,835,631	3.79%	1.18161	0.29083	1.47245
2009-10	14,480,939,422	1.69%	1.19854	0.29232	1.49086
2010-11	14,098,895,295	-2.70%	1.25620	0.30137	1.55757
2011-12	14,049,917,159	-0.35%	1.26058	0.30242	1.56300
2012-13	13,708,573,547	-2.43%	1.29197	0.31447	1.60644
2013-14	13,514,454,019	-1.42%	1.32014	0.31744	1.63758
2014-15	13,569,069,801	0.40%	0.44861	0.33060	0.77921
2015-16	13,661,006,238	0.68%	0.45718	0.34419	0.80137
2016-17	13,819,933,389	1.16%	0.46756	0.33705	0.80461
2017-18(a)	13,819,933,389	1.50%	0.49032	0.34469	0.83501

(a) The operating mill rate includes the additional \$187,000 that was levied in 2017-18 for prior year re-assessments that the college refunded.

## Financial Forecasts

Multi-year financial forecasts are prepared for the operating funds, capital projects fund and debt service fund. These provide information for planning future budgets, strategies and allocations of resources.

Deficits for the previous year are assumed to have been reconciled to balance the current year budget. As assumptions are updated, strategies are implemented to balance the budget for each year.

Operating Funds				
	2017-18	2018-19	2019-20	2020-21
<b>Revenues</b>				
Tax Levy	6,878,000	6,847,700	7,005,800	7,105,800
State Aids	14,923,000	14,893,000	14,884,440	14,885,909
State Incentive Grants	1,631,000	1,531,000	1,531,000	1,531,000
Student Fees	6,748,000	6,760,480	6,773,165	6,786,058
Institutional	2,223,000	2,230,000	2,235,000	2,240,050
Federal	1,170,000	1,181,700	1,193,517	1,205,452
<b>Total Revenues</b>	<b>33,573,000</b>	<b>33,443,880</b>	<b>33,622,922</b>	<b>33,754,269</b>
<b>Expenditures</b>				
Personal Services	26,737,000	27,712,000	28,389,000	29,082,000
Current Expenses	6,649,000	6,740,000	6,857,000	6,985,000
Reduction - balancing prior year budget		(1,008,120)	(1,623,078)	(2,312,731)
<b>Total Expenditures</b>	<b>33,386,000</b>	<b>33,443,880</b>	<b>33,622,922</b>	<b>33,754,269</b>
<b>Transfer to Fund Balance</b>	<b>187,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Capital Projects Fund Expenditures and Borrowing				
	2017-18	2018-19	2019-20	2020-21
<b>Facilities Projects</b>				
Addition	1,088,000	0	1,500,000	0
Remodeling	1,714,000	1,236,800	2,076,200	1,712,000
Site Improvements	208,000	91,000	115,000	140,000
Equipment	714,000	139,000	190,000	134,000
<b>Total Facilities Projects</b>	<b>3,724,000</b>	<b>1,466,800</b>	<b>3,881,200</b>	<b>1,986,000</b>
<b>Equipment</b>				
Instructional	945,000	810,000	785,000	805,000
Non-Instructional	89,000	85,000	71,000	73,000
Technology	1,812,000	1,420,200	1,406,000	1,325,000
<b>Total Equipment</b>	<b>2,846,000</b>	<b>2,315,200</b>	<b>2,262,000</b>	<b>2,203,000</b>
<b>Total Facilities &amp; Equipment</b>	<b>6,570,000</b>	<b>3,782,000</b>	<b>6,143,200</b>	<b>4,189,000</b>
<b>Borrowing</b>	<b>4,000,000</b>	<b>5,800,000</b>	<b>3,000,000</b>	<b>5,000,000</b>

Debt Service				
	2017-18	2018-19	2019-20	2020-21
<b>Tax Levy</b>	4,835,000	4,936,000	5,527,000	5,760,000
<b>Principal and Interest Payments</b>	5,038,000	5,122,000	5,414,000	5,489,000
<b>Premiums</b>	241,000	363,000		
<b>Transfer to/from fund balance*</b>	<b>(38,000)</b>	<b>(177,000)</b>	<b>(113,000)</b>	<b>(271,000)</b>

\*Transfers to/from fund balance are due to the timing of the tax levy and the difference between the September interest payments for the subsequent year.

## District Demographics

LTC District (Sheboygan and Manitowoc County) population grows at a rate less than the United States and state of Wisconsin. Manitowoc County's estimated population declines from 2016 to 2024 at -1%, while Sheboygan County's population stays the same. This will contribute to workforce shortages, especially considering the aging population of the District.

Location	Estimated Population		Numeric Change	Percent Change
	2017	2025		
Manitowoc County	79,257	77,937	-1,320	-2%
Sheboygan County	115,763	116,545	782	1%
Wisconsin	5,807,073	5,884,779	77,706	1%
United States	325,967,967	336,417,205	10,350,402	3%

Source Source: EMSI 02/16/2017

The age distribution of LTC's District reveals the potential number of students LTC has the opportunity to serve. Currently, LTC serves 6.4% of the district population and 18% of those who are 15-19 years of age.

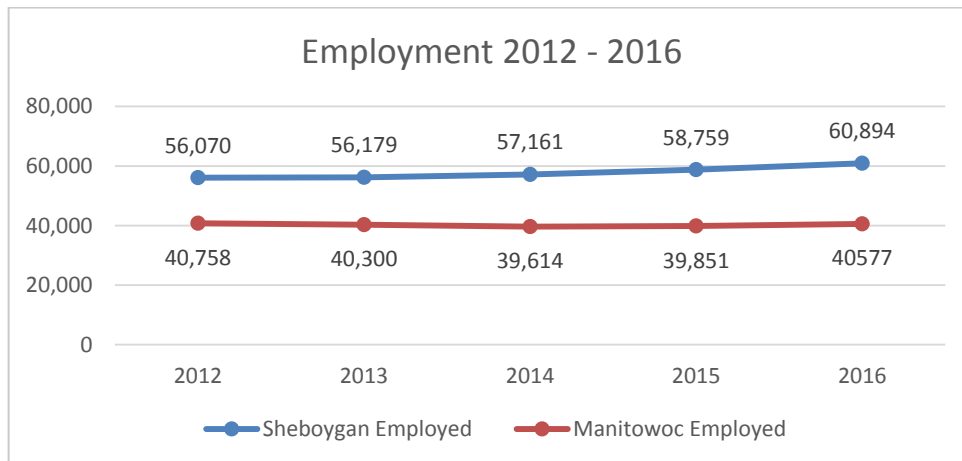
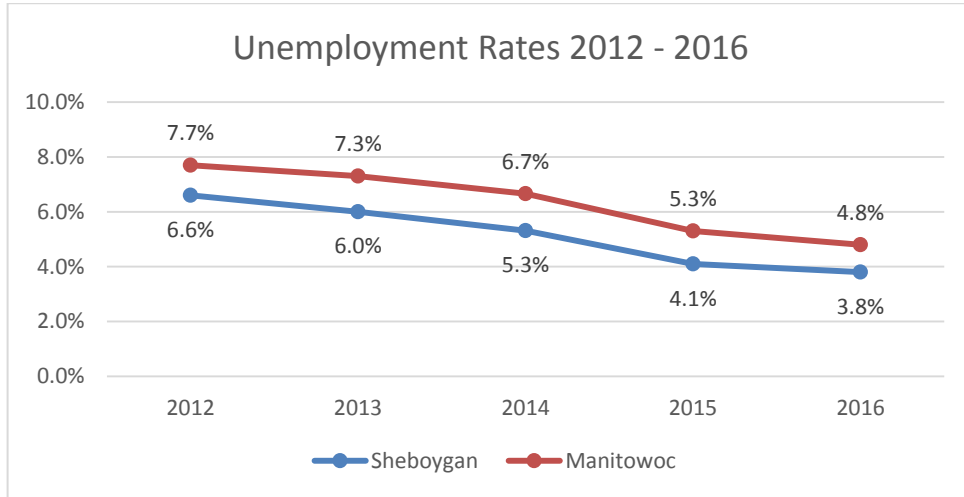
Age Ranges	Age Distribution of LTC District 2017			
	Estimated District Population	% of Total District Population	2016 LTC Enrollments	% of Total LTC Enrollments
14 and under	34,687	17.79%	15	0.12%
15 to 19 years	11,985	6.15%	2,163	17.31%
20 to 24 years	11,017	5.65%	1,638	13.11%
25 to 34 years	21,505	11.02%	2,601	20.82%
35 to 44 years	22,419	11.50%	2,094	16.76%
45 to 54 years	26,872	13.78%	1,988	15.91%
55 to 59 years	15,791	8.10%	910	7.28%
60 to 64 years	14,440	7.40%	580	4.64%
65 to 74 years	20,481	10.50%	365	2.92%
75 to 84 years	10,763	5.52%	82	0.66%
85 years +	5,060	2.59%	11	0.08%
unknown	0	0.00%	48	0.38%
<b>Total</b>	<b>195,020</b>	<b>100%</b>	<b>12,495</b>	<b>100.00%</b>

Source: District Population data retrieved from EMSI, 02/16/2017, LTC Enrollments data retrieved from Cognos Report, EOY02 Age report

## Employment

### Demographic and Economic Statistics For the calendar years ended June 30, 2012 to 2016

The top chart below shows that the unemployment rates in Manitowoc and Sheboygan County have declined gradually from 2012 to 2016. This is due in part by dislocated workers capitalizing on the educational opportunity provided by LTC, and completing their studies and reentering the workforce. The lower chart shows that the number of people employed in Sheboygan County has increased slightly since 2012, while Manitowoc County employment declined from 2012 to 2015 but increased slightly in 2016.



Source: retrieved from <http://www.bls.gov/lau/>, Local Area Unemployment Statistics, 02/20/2017.



**Employment (continued)****Ten Largest Employers  
For The Fiscal Years Ended June 30, 2007 and 2016**

Employer	Nature of Business	2016			2007		
		Approximate Number of Employees	Rank	% of Total Employment	Approximate Number of Employees	Rank	% of Total Employment
Kohler Company	Plumbing fixtures and fittings, hotel & real estate	2,500	1	2.1%	7,000	1	5.7%
Lakeside Foods	Supplier of frozen and canned vegetable	1,700	2	1.4%			
Bemis Mfg. Company	Toilet seats, lavatories, cutting	1,650	3	1.4%	1,500	2	1.2%
Holy Family Memorial Medical Center	Medical facility	1,400	4	1.2%	1,320	4	1.1%
Sargento Foods, Inc.	Cheese manufacturing	1,300 *	5	1.1%	1,171	8	1.0%
Sheboygan Area School District	Education	1,254	6	1.1%	1,450	3	1.2%
Johnsonville Sausage	Meat processing	1,053	7	0.9%			
Manitowoc Public School District	Education	894	8	0.7%	1,120	9	0.9%
Nemak, formerly J.L. French Corp.	Foundry/automotive parts	850	9	0.7%	1,275	6	1.0%
Vollrath Co LLC	Service machinery manufacturer	850	10	0.7%			
Hamilton L. Fisher LC (Fisher Scientific) (Formerly Thermo Fisher Scientific)	Laboratory apparatus & furniture mfg				1,300	5	
Sheboygan County	County employees, nursing care facilities				1,177	7	0.0%
The Manitowoc Co., Inc.	Crane & ice machine manufacturing				1,075	10	1.0%
	<b>TOTAL EMPLOYMENT (b)</b>	<b>119,344</b>			<b>123,211</b>		

## Notes:

(a) Sources - Infogroup (www.salesgenie.com), Employer contacts and websites and Lakeshore Technical College District 2006-07 CAFR

(b) Sources - US Department of Commerce - Bureau of Economic Analysis. Includes total employment for Sheboygan County and Manitowoc County.

\* Figure includes facilities in Hilbert and Elkhart Lake.

**Principal Taxpayers**  
**For The Fiscal Years Ended June 30, 2007 and 2016**

Principal Taxpayers	2016			2007		
	Equalized Valuation (a)	% of Total Equalized Value	Rank	Assessed Valuation (a)	% of Total Equalized Value	Rank
Kohler Company	\$ 156,903,600	1.15%	1	159,365,255	1.23%	1
Acuity	42,598,600	0.31%	2	51,108,360	0.39%	2
Sargento Foods	39,435,200	0.29%	3			
Wal-Mart (b )	39,415,900	0.29%	4	24,704,629	0.19%	4
Manitowoc Cranes, Inc. (c )	31,456,000	0.23%	5	18,596,600	0.14%	8
St. Nicholas Hospital	30,974,300	0.23%	6			
Bemis Manufacturing	28,466,900	0.21%	7	21,453,800	0.17%	6
Johnsonville Sausage	23,231,700	0.17%	8	15,873,200	0.12%	10
Holy Family Memorial Medical Center	20,662,700	0.15%	9			
Morrelle Warehousing LLC	18,260,200	0.13%	10			
Blue Harbor Resort				36,105,200	0.28%	3
Aurora Medical Group				22,428,669	0.17%	5
Plastics Engineering				19,008,900	0.15%	7
JFM1 LLC (shopping mall)				16,450,500	0.13%	9
<b>Total</b>	<b>\$ 431,405,100</b>	<b>3.16%</b>		<b>\$ 385,095,113</b>	<b>2.96%</b>	
<b>Total District Equalized Value</b>	<b>\$ 13,661,006,238</b>			<b>\$ 13,000,513,350</b>		

## Note:

(a ) Sources - Manitowoc County and Sheboygan County 2015 and Lakeshore Technical College District 2006-07 CAFR.

(b ) Sheboygan County

(c ) Formerly The Manitowoc Company

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# Lakeshore Technical College



## GLOSSARY

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## Definition of Terms & Acronyms

**ABE.** Adult Basic Education.

**Accrual.** Relating to or being a method of accounting that recognizes income when earned and expenses when incurred regardless of when cash is received or paid.

**AEFL.** Adult Education and Family Literacy.

**Appropriation.** An authorization granted by a legislative body (district board) to make expenditures and to incur obligations for specified purposes.

**Approved Budget.** The revenue and expenditure plan for the district for the fiscal year as reviewed and approved by the district board.

**ASE.** Adult Secondary Education.

**Assessed Valuation.** The value placed upon taxable property as a basis for levying taxes.

**Assets.** Property and resources owned or held which have monetary value.

**ATD.** Achieving the Dream.

**AV.** Audio Visual.

**Balanced Budget.** Revenues plus other sources equals expenditures plus other uses.

**Balance Sheet.** A statement which discloses the assets, liabilities, reserves, and equities of a fund or account group at a specific date to exhibit financial position.

**BAWDB.** Bay Area Workforce Development Board.

**Bond.** A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate.

**Bond Rating.** A level of risk assigned to general obligation promissory notes. The higher the rating, the less risky the notes are. LTC has an Aa2 bond rating from Moody's Investor Service on its general obligation issues.

**Bonded Debt.** The portion of indebtedness represented by outstanding bonds, which include general obligation promissory notes that are backed by approved, irrevocable future tax levies for debt service.

**Budget.** The operating plan of the district provides an estimate of proposed expenditures for a given period and the proposed means of financing them.

**CAFR.** Comprehensive Annual Financial Report.

**Capital.** Expenditures for items with a unit cost over \$500 and a useful life more than two years including the acquisition of sites, purchase or construction of buildings (including equipping), lease / purchase of buildings, or remodeling and improvement of buildings and all movable and fixed major equipment.

**CNC.** Computer Numerical Control.

**Combined Budget.** The total budget for all funds.

**Cost Center.** The smallest segment of a program or service that is separately recognized in the records, accounts, and reports.

**CTE.** Career and Technical Education.

**Debt.** An obligation resulting from borrowing money.

**Debt Limit.** The maximum amount of gross or net debt legally permitted.

**Debt Service.** Expenditures for the retirement of debt as well as the interest payments on that debt.

**Deficiency.** A general term indicating the amount by which actual levels of activities fall short of budget or expectation.

**Deficit.** The excess of expenditures/uses over revenues/resources.

**Designated for Subsequent Year.** A portion of this year's unreserved fund balance to provide for the excess of expenditures and other financing uses over resources and other financing sources budgeted in the next year.

**District.** Lakeshore Technical College.

**EKG.** Electrocardiogram.

**ELL.** English Language Learner.

**EMS.** Emergency Medical Services.

**Encumbrances.** The obligations in the form of purchase orders, contracts, or salary commitments which are chargeable to an appropriation and for which a part of the appropriation is reserved. They cease to be encumbrances when paid or when an actual liability is established.

**EPR.** Employee Performance Review.

**Equalized Valuation.** The full value of the taxable property in a district as determined by the Wisconsin Department of Revenue. The full value of the properties in a municipality less the equalized value of tax-incremented financing (TIF) properties is used for allocation of the tax levy by a district to municipalities within a district.

**Equity.** The excess of assets over liabilities generally referred to as fund balance.

**FDIC.** Federal Deposit Insurance Corporation.

**Fiscal Year.** A 12-month period designated as the operating year for the district. The fiscal year for Lakeshore Technical College begins on July 1 and ends on June 30.

**Fringe Benefits.** Compensation in addition to regular salary or wages provided to an employee. This includes health insurance, dental insurance, life insurance, long-term care, Social Security, Wisconsin Retirement, and salary continuance (disability insurance).

**FTE.** Full-Time Equivalent.

**Full-Time Equivalent (FTE).** Number of total eligible credits taken in an academic year divided by 30. One FTE student equates to an individual taking 30 course credits during an academic year, which is considered full-time.

**Function.** A group of related activities organized to accomplish a major service or activity for which the district is responsible.

**Fund.** An independent fiscal accounting entity made up of a self-balancing group of accounts which is established for a specific purpose or objective. It includes accounts for assets, liabilities, fund balances, revenues, and expenditures.

**Fund Balance.** The excess of assets over liabilities. They may be reserved or unreserved.

Reserved A portion of fund balance that is not available for other expenditures and is legally segregated for a specific future purpose.

Unreserved Designated: A portion of fund balance established to indicate tentative plans for financial resource utilization in a future period. Such plans are subject to change and may never be legally authorized, or may result in expenditures such as designations for operations and for subsequently budgeted expenditures.

Undesignated The remainder of fund balance which is neither reserved nor designated.

**GAAP.** Generally Accepted Accounting Principles.

**GASB.** Governmental Accounting Standards Board.

**Gen Ed.** General Education

**General Obligation Debt (or General Obligation Promissory Notes).** Long-term debt for capital projects and capital equipment backed by the full faith and credit of the District.

**Goals.** Those activities that you, your department, division, or committee would like to emphasize and represent a major commitment of resources based on customer needs.

**Government Fund.** Term used in government accounting to apply to all funds except for the profit and loss funds (e.g., enterprise fund and internal service fund). Examples of government funds are the general fund, special assessment fund, and capital projects fund. Governmental funds use the modified accrual accounting method.

**GFOA.** Government Finance Officers Association.

**GED.** General Educational Development.

**GPR.** General Purpose Revenue.

**HLC.** Higher Learning Commission.

**HS.** High School.

**HSED.** High School Equivalency Diploma.

**IT.** Information Technology.

**ITV.** Instructional Television.

**IV.** Intravenous.

**LEA.** Lakeshore Education Association.

**Levy.** The total taxes or special assessments imposed by a governmental unit.

**Liabilities.** Debt or other legal obligations arising out of transactions for goods or services received in the past which are owed but not necessarily due.

**LTC.** Lakeshore Technical College.

**Mill Rate.** A taxation unit equal to \$1 of tax obligation for every \$1,000 of assessed valuation of property.

**Modified Accrual.** An accounting method commonly used by government agencies that combines accrual-basis accounting with cash-basis accounting. Modified accrual accounting recognizes revenues when they become available and measurable and, with a few exceptions, recognizes expenditures when liabilities are incurred.

**NTO.** Non-Traditional Occupation.

**Obligations.** Amounts which a governmental unit may be required to legally meet out of its resources, including both liabilities and unliquidated encumbrances.

**Operating Budget.** Plans of current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending, and service delivery activities of a government are controlled. The use of annual operating budgets is usually required by law. Annual operating budgets are essential for sound financial management and should be adopted by every government. The operating budget includes the general fund and special revenue-operational fund.

**Operating Transfers.** All interfund (between funds) transfers other than residual equity transfers, e.g., legally authorized transfers from a fund receiving revenue to the fund through which the resources are to be expended.

**OSHA.** Occupational Safety and Health Administration.

**Other Financing Sources.** Funds received from general long-term debt proceeds, operating transfers in, and material proceeds of fixed asset dispositions.

**Other Financing Uses.** Fund used for operating transfers out.

**Overlapping Debt.** The proportionate share of the debts of local governments located wholly or in part within the limits of the reporting government which must be borne by property within each government.

**Personal Services.** The expenditures for compensating employees of the district which include wages and salaries, special payments, and benefits.

**Proprietary Fund.** Term used in government accounting to apply to all profit and loss funds (e.g., enterprise fund and internal service fund). These funds are used to account for activities that receive significant support from fees and charges.

**QRP.** Quality Review Process.

**Reserve.** An account used to earmark a specific portion of fund balance to indicate that it is not available for other expenditures, but is designated for a specific purpose.

**Retained Earnings.** An equity account reflecting the accumulated earnings of a proprietary (enterprise) fund.

**SEOG.** Supplemental Educational Opportunity Grant.

**State Aid.** Funds made available by the legislature for distribution to each district based on a prescribed formula of distribution to offset some of the instructional expenses.

**Statute.** A written law enacted by a duly organized and constituted legislative body.



**TAACCCT.** Trade Adjustment Assistance Community College and Career Training grants.

**Tax Rate.** The amount of tax stated in terms of the unit of the tax base (mill rates).

**Tax Rate Limit.** The maximum rate at which a governmental unit may levy a tax.

**Taxes.** Compulsory charges levied by a governmental unit for the purpose of financing services performed for the common benefit.

**TID.** Tax Incremental District.

**TSA.** Technical Skills Attainment.

**UW.** University of Wisconsin.

**WATG.** Workplace Advancement Training Grant.

**WIOA.** Workforce Innovation and Opportunity Act.

**WIDS.** Wisconsin Instructional Design Software.

**WILM.** Wisconsin Indianhead, Lakeshore, and Mid-State Technical College Consortium

**WRS.** Wisconsin Retirement System.

**WTCS.** Wisconsin Technical College System.

**WTCSB.** Wisconsin Technical College System Board.

**LAKESHORE TECHNICAL COLLEGE**  
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1290 North Avenue • Cleveland WI  
HLC-Accredited hlcommission.org

