



WISCONSIN INDIANHEAD TECHNICAL COLLEGE

Budget

2018-2019



Experience. Success.

Wisconsin Indianhead Technical College District

Fiscal Year 2019 Budget

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Anita Hacker	District Controller
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A READER'S GUIDE TO THE BUDGET DOCUMENT

Introduction

The adopted budget document contains a wealth of information about many aspects of Wisconsin Indianhead Technical College District (WITC) operations. To make this budget document easier to use and read, the Reader's Guide and Quick Reference Guide have been developed. The transmittal letter and budget message should assist the reader in understanding many of the key issues within this document.

What is a budget?

The budget reflects WITC's financial planning efforts and provides legal authority to obligate public funds. Additionally, the budget informs the reader of significant policy direction and goals established by the College. The budget serves four major functions:

Policy document: The budget functions as a policy document in that the decisions made within the budget will reflect the general principles or plans that guide the actions taken for the future. As a policy document, the budget makes specific attempts to link desired goals and policy direction from the strategic plan to the actual day-to-day activities of the College.

Operations guide: The budget reflects the College's operation. Activities of each division have been planned, formalized, and are described in the following sections. This process will help to maintain an understanding of various operations of the College and how they relate to each other and to the attainment of the mission and vision of the College. In this effort, the budget addresses areas that may not be traditional budget document topics (i.e. debt management, staffing levels, long-range planning, and capital improvement plans). An appendix section is added to provide additional information.

A link with the general public: The budget provides a unique opportunity to allow and encourage public review of the College's operations. The budget describes the activities of the College, the reason or cause for those activities, future implications, and the direct relationship to the public.

A legally required financial planning tool: The budget is a financial planning tool. It is also a statutory requirement for the College. The budget must be adopted as a balanced budget and must be in place prior to July 1 of each year. The budget is the legal authority to expend public monies and controls those expenditures by limiting the amount of the appropriations at the fund and function level. The revenues of the College are estimated along with available cash carry forwards to indicate funds available for use. The staffs' requests for funds represent the expenditure side of the budget.

Why prepare a budget?

The budget process affords both an interesting and challenging opportunity to reassess plans and overall goals and objectives in order to achieve the ends established by the WITC Board. It is through this effort that the budget becomes an important policy document each year. In addition, the budget document communicates important information about the resources available to WITC and the utilization of those resources by the College. Much effort is expended to ensure the budget plan and strategic plan are aligned in order to achieve the overall goals and objectives of the College.

The budget, as adopted, constitutes the legal authority for expenditures. The College's budget is adopted at the fund and function level so expenditures may not legally exceed appropriations at this level without Board approval. During the year, Administration may request budget modification of the Board to reallocate funds between functions and within a fund. If new revenue sources become available during the year, Administration will request the Board to modify the budget. All unused appropriations lapse at year-end. Unexpended resources must be reappropriated in a subsequent year in order for them to be available for use.

How does the budget work?

The planning process, in many respects, is an ongoing, year-round activity. The formal strategic planning process begins in July with reviews and updates made to the existing strategic plan. Formal budget planning begins in October and ends when the Board adopts the budget in June.

The President is accountable to the Board for administration of the College's budget and operation. To facilitate implementation of the budget and related plans, the following seven Divisions are accountable to the President:

Division	Vice President
Academic Affairs	Bonny Copenhaver
Administrative Services	Steve Decker
Continuing Education	Craig Fowler
Institutional Effectiveness	Susan Yohnk Lockwood
Student Affairs	Steven Bitzer

The President's Cabinet is comprised of the Divisional Vice Presidents and supported by the Executive Assistant to the President and Board. Administrative decisions regarding significant budget or policy revisions are reviewed by the President's Cabinet and are approved or, when appropriate, forwarded to the Board with a recommendation.

The budget is managed and monitored by a reporting system consisting of reports that are available to staff, which compare actual expenditures and revenues with the budget. Reports are updated bi-weekly and a monthly budget status summary is provided for the Board's review.

How is the budget structured?

The budget document is divided into eight sections. These sections focus on the following information:

Overview section: This section contains a transmittal letter and budget message that gives the reader a broad picture of what is happening at the College, where the College is going, and what its intentions are. This section includes information about how the College is structured and information about the College in relationship to the community and other technical colleges.

General Fund: Most of the activities of the College are located in the general fund. In addition to financial summaries, this section includes the strategic initiatives of the various divisions within the College.

Special Revenue Fund: This section contains information about two special revenue funds. The special revenue - operating fund is used to record and track grant and contract activity that the College is involved in and includes information about the grants that WITC is expecting to receive next year. The special revenue - non-aidable fund is used to record and track activity where WITC is either a trustee or fiscal agent for funds of others.

Capital Projects Fund: This section provides the reader with information about the capital equipment and capital projects portion of the budget.

Debt Service Fund: This section provides the reader with information about the amount of debt the College has outstanding as well as information about its plans to borrow future debt.

Proprietary Fund: This section contains information about the various proprietary funds the College operates. The enterprise funds include such activities as the bookstore and conference centers. The internal service fund contains information about our self-insurance for dental coverage.

Fiduciary Fund: This section contains information about the OPEB (other post-employment benefits) Trust that WITC has established to fund post-employment benefits for staff and retirees.

Appendix: This section includes statistical information about the College and the community. It also contains a glossary of terms and acronyms used within the budget document.

QUICK REFERENCE GUIDE

The following information should assist the reader in answering some of the more commonly asked questions about the Wisconsin Indianhead Technical College budget:

To answer these questions	Refer to	Page
How can the reader easily locate information?	Table of Contents	2
What are the major policy issues in the budget?	Budget Message Policies	11 37
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Does WITC have a website?	http://www.witc.edu	

For additional information regarding this document or College operations, please contact Steve Decker, Vice President of Business & Technology Services or Anita Hacker, District Controller at (715)468-2815.



WISCONSIN INDIANHEAD TECHNICAL COLLEGE

Overview



Experience. Success.



June 18, 2018

Dear Citizen:

Thank you for taking an interest in Wisconsin Indianhead Technical College (WITC). This document provides important information regarding WITC's budget and related financial data. It is supplemented with other information that is intended to provide you with a better understanding of the College's operations and planning processes. The upcoming year is especially important as we close out the 2015-2018 Strategic Plan and open a new chapter at WITC with the 2018-2021 Strategic Plan.

As we end our strategic planning cycle, it is important to recap some of WITC's most important outcomes. The College remains student centered, which is demonstrated by initial graduate placement rates above 90 percent within six months of graduation and 98 percent five years after graduation. In addition, the College's completion rates remain well into the 90th percentile when benchmarked nationally, and graduates indicate a 96 percent satisfaction rate. While our graduates continue to do well, it is also clear there is a continuing workforce shortage in the region. To help offset demographic changes and other challenges with enrollments, WITC is now helping more potential students through initiatives designed to reduce barriers traditionally associated with starting college. Over the past three years, WITC's curriculum has been modified to include more short-term and flexible learning options that allow the College to reach different populations than have been served in the past. To help from a communications standpoint, WITC has implemented a new, mobile-first website with improved functionality and has recently implemented a customer relationship management system to ensure that our interactions with potential students are leading them towards their goal. Finally, through stronger partnerships with high schools, workforce development boards, businesses, and universities WITC's programming is being further extended into the communities we serve. The College's most recent plan has the institution well positioned to continue its mission of leading career and technical education efforts in Northwest Wisconsin.

So what's next? WITC's focus on serving more people will become even sharper. The purpose statement of our 2018-2021 Strategic Plan is to *Increase enrollment by providing sustainable*, community-focused opportunities for learning and student success. When WITC is able to turn a prospective student into an enrolled student the outcomes are outstanding. As the College increases its efforts to be as effective as possible in serving more people, it is critical that the programming is sustainable and is designed to meet a specific need in each community we serve. We have new tools to do just that, and in the coming years the emphasis will shift from developing more tools to deploying the ones we have worked hard to create. Increasing postsecondary educational opportunities is important for both the individuals and businesses of the region, and WITC is committed to doing its part to ensure that it remains a leader in career and technical education throughout Northwest Wisconsin.

Sincerely,

Dr. John Will
President

Troy Lambert
Board Chair



AshlandNewRichmondRiceLakeSuperiorHaywardLadysmith

June 18, 2018

To the WITC Board:

We submit this fiscal year 2018-2019 budget to you for your adoption. This budget was prepared using Wisconsin Indianhead Technical College's (WITC) annual budgetary process and the 2018-2021 *Twenty Four by Twenty One* strategic plan. These processes and plan are predicated on informed decision-making which fosters educational and fiscal accountability. WITC's definition of accountability is the stewardship responsibility it has to stakeholders to explain and clearly report its planned usage of resources and the results of those efforts to achieve organizational objectives. WITC focuses on maintaining the integrity of its educational programs and on student learning.

The administration of WITC is responsible for the preparation and presentation of the annual budget document. This budget document has been prepared in accordance with the Wisconsin Technical College System's (WTCS) Financial Accounting Manual guidelines, sound budgeting practices, and the Board's budget guidelines.

Challenges

WITC faced a number of challenges as it prepared this budget document. Some of the challenges were the following:

National economy: William J. Wiatrowski, Acting Commissioner of the Bureau of Labor Statistics issued the following statement on May 4, 2018:

"Nonfarm payroll employment increased by 164,000 in April, and the unemployment rate edged down to 3.9 percent. Over the month, job gains occurred in professional and business services, manufacturing, health care, and mining.

Incorporating revisions for February and March, which increased nonfarm payroll employment by 30,000 on net, monthly job gains have averaged 208,000 over the past 3 months.

In April, employment in professional and business services increased by 54,000. Over the year, employment in the industry has grown by 518,000.

Manufacturing employment rose by 24,000 in April. The gain was largely in the durable goods component, with machinery adding 8,000 jobs and employment in fabricated metals continuing to trend up (+4,000). Over the past 12 months, manufacturing has added 245,000 jobs, with about three-fourths of the growth in durable goods industries.

Employment in health care increased by 24,000 in April, about in line with its average monthly gain over the prior 12 months. Within the industry, employment rose over the month in both ambulatory health care services (+17,000) and hospitals (+8,000).

Mining employment increased by 8,000 in April, with job gains occurring primarily in support activities for mining (+7,000). Employment in mining has grown by 86,000 since a recent low point in October 2016.

Employment in other major industries--construction, wholesale trade, retail trade, transportation and warehousing, information, financial activities, leisure and hospitality, and government--showed little change in April."

Further employment data was released by the Bureau of Labor and Statistics on Tuesday, May 8, 2018, regarding job openings and labor turnover as of March 2018:

"The number of job openings increased to 6.6 million on the last business day of March, the U.S. Bureau of Labor Statistics reported today. Over the month, hires and separations were little changed at 5.4 million and 5.3 million, respectively. Within separations, the quits rate was little changed at 2.3 percent and the layoffs and discharges rate was unchanged at 1.1 percent. This release includes estimates of the number and rate of job openings, hires, and separations for the nonfarm sector by industry and by four geographic regions."

Job openings: On the last business day of March, the job openings level increased to a series high of 6.6 million. The series began in December 2000. The job openings rate was 4.2 percent in March. The number of job openings increased for total private and edged up for government. Job openings increased in a number of industries, with the largest increases in professional and business services (+112,000), construction (+68,000), and transportation, warehousing, and utilities (+37,000). The number of job openings increased in the Northeast and Midwest regions.

The number of hires was little changed at 5.4 million in March. The hires rate was 3.7 percent. The number of hires was little changed for total private and for government. Hires decreased in finance and insurance (-32,000). The number of hires was little changed in all four regions.

Separations: Total separations includes quits, layoffs and discharges, and other separations. Total separations is referred to as turnover. Quits are generally voluntary separations initiated by the employee. Therefore, the quits rate can serve as a measure of workers' willingness or ability to leave jobs. Layoffs and discharges are involuntary separations initiated by the employer. Other separations includes separations due to retirement, death, disability, and transfers to other locations of the same firm.

The number of total separations was little changed at 5.3 million in March. The total separations rate was 3.6 percent. The number of total separations was little changed for total private and for government. Total separations decreased in finance and insurance (-34,000). The number of total separations was little changed in all four regions. The number of quits edged up to 3.3 million in March. The quits rate was 2.3 percent. The number of quits edged up for total private and was unchanged for government. Quits increased in other services (+71,000). The number of quits increased in the Midwest region.

There were 1.6 million layoffs and discharges in March, little changed from February. The layoffs and discharges rate was 1.1 percent in March. The number of layoffs and discharges was little changed for total private and for government. Layoffs and discharges decreased in health care and social assistance (-35,000). The number of layoffs and discharges was little changed in all four regions.

The number of other separations was little changed in March at 382,000. The number of other separations was little changed for total private and for government. Other separations increased in retail trade (+20,000) but decreased in educational services (-5,000). The number of other separations was little changed in all four regions.

Net Change in Employment: Large numbers of hires and separations occur every month throughout the business cycle. Net employment change results from the relationship between hires and separations. When the number of hires exceeds the number of separations, employment rises, even if the hires level is steady or declining. Conversely, when the number of hires is less than the number of separations, employment declines, even if the hires level is steady or rising. Over the 12 months ending in March, hires totaled 65.7 million and separations totaled 63.4 million, yielding a net employment gain of 2.3 million. These totals include workers who may have been hired and separated more than once during the year.

These publications strongly reflect WITC's observations and feedback received in the survey that was completed in March 2018 as part of the development of the 2019-2021 *Twenty Four by Twenty One* strategic plan.

State economy: *Wisconsin Ranks 4th Nationally in Private Sector Jobs Gained Over-the-Monday, 1st in Manufacturing Jobs added in 2018* was the headline from the Department of Workforce Development Secretary Raymond Allen in his April 20, 2018 memo regarding the first quarter BLS data:

"If you live and work in Wisconsin, there is a lot to be excited about when looking at the rankings data released by BLS today," DWD Secretary Allen said. "Wisconsin is a national leader in creating manufacturing, construction and overall private sector jobs, our historically low unemployment rate is one of the lowest in the nation and our labor force participation rate not only outpaces the national rate by a significant margin, but outpaces 45 other states. Under Governor Walker, we have a business climate that promotes private sector expansion and opportunity, and Wisconsin workers are benefitting. I encourage all job seekers to visit your local job center today. DWD staff stand ready to help get you on your path to a rewarding career in one of Wisconsin's many high-growth industry sectors."

Highlights of the BLS release of state-by-state employment and unemployment data for March 2018 include:

- Wisconsin ranked 2nd in the nation in one-month construction job gains, and 1st in the Midwest
- Wisconsin ranked 1st in the nation in manufacturing job gains in 2018
- Wisconsin's addition of 2,100 manufacturing jobs over the month ranked 3rd nationally, and 1st in the Midwest
- Wisconsin's addition of 6,800 total non-farm jobs over the month ranked 5th nationally
- Wisconsin's labor force participation rate of 68.7 percent ranked 5th nationally and the 0.1 percent increase over the month ranked tied for 4th nationally
- Wisconsin's addition of 8,900 private sector jobs over the month ranked 4th nationally, and 2nd in the Midwest, in terms of actual job growth and 1st in the Midwest in percent growth
- Wisconsin's addition of 13,200 manufacturing jobs over the year ranked 3rd nationally, 2nd in the Midwest

Other indicators of Wisconsin's strong economy include:

- Initial unemployment insurance claims ended 2017 at their lowest level in the last 30 years.
- Continuing unemployment claims ended 2017 at their lowest level since 1973.
- Moody's investor Service recently upgraded the state's credit rating, noting that "(T)he stable outlook reflects the expectation that the state will experience moderate economic growth and will continue its prudent fiscal management practices."

Approximately 93 percent of the graduates of WITC are employed within six months of graduation. Many employers are looking to the technical colleges to meet their needs for skilled workers, and the technical colleges are eager to assist them.

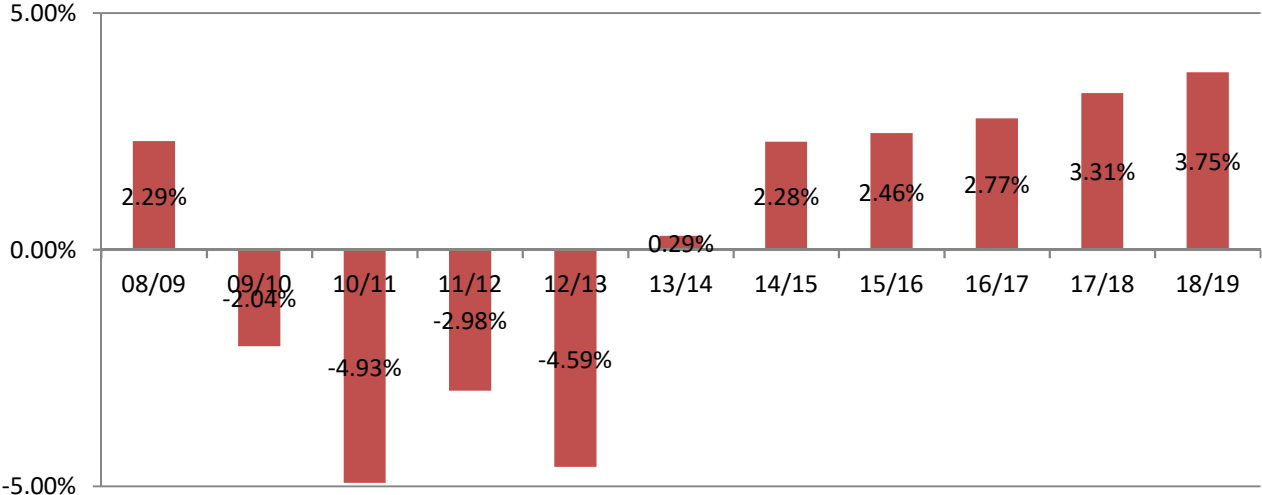
Local economy and impact on WITC: The economy within the WITC district has witnessed an average decrease in unemployment of 0.8% over all eleven counties we serve as show in the data below:

<u>Unemployment by County</u>	<u>March 2017</u>	<u>March 2018</u>	<u>Net Change</u>
Ashland County	5.7%	5.0%	-0.7%
Barron County	4.7%	4.3%	-0.4%
Bayfield County	7.3%	6.5%	-0.8%
Burnett County	6.6%	5.6%	-1.0%
Douglas County	5.3%	4.5%	-0.8%
Iron County	7.8%	6.8%	-1.0%
Polk County	5.1%	4.7%	-0.4%
Rusk County	5.9%	4.8%	-1.1%
Sawyer County	6.5%	5.5%	-1.0%
St. Croix County	3.7%	3.3%	-0.4%
Washburn County	5.2%	4.8%	-0.4%

The district had a 3.31 percent increase in property values in the current tax years and projects a 3.75 percent increase in the equalized valuation in FY19 due to net new construction within the district.

Below is a chart showing the historical change in equalized valuation for the WITC district with a projection for FY19. The chart shows the steady recovery of the values of real estate in recent years.

Equalized Valuation Changes



In March 2014, the Wisconsin State Legislature approved a major change to the funding structure of the Wisconsin Technical College System. The special bill replaced \$406 million of operational tax levy with state property tax relief aid dollars. This impact of shift from taxes to state funding reduced WITC’s mill rate by 71.1% between FY 14 and FY15.

Based on the three prior fiscal year actual increases in equalized valuations, a 3.75% increase in property valuations is projected for FY19. This will result in a 0.03 percent decrease in the mill rate as shown below:

Description	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Estimate
Operational mill rate	\$ 0.16299	\$ 0.16749	\$ 0.17263	\$ 0.17581
Debt service mill rate	0.21066	0.21008	0.20754	0.20424
Total mill rate	\$ 0.37365	\$ 0.37757	\$ 0.38017	\$ 0.38005

Due to the projected increase in property values, a house that was valued at \$100,000 in FY17 is projected to be worth \$105,599 in FY19.

Fiscal Year and Valuation Change	Value of Home	Taxes to be Paid		
		2016/17 Actual	2017/18 Actual	2018/19 Projected
2016/2017 - base year	\$ 100,000	\$ 37.76		
2017/2018 - 3.31% increase	\$ 103,313		\$ 39.28	
2017/2018 - 3.75% increase	\$ 107,187			\$ 40.74

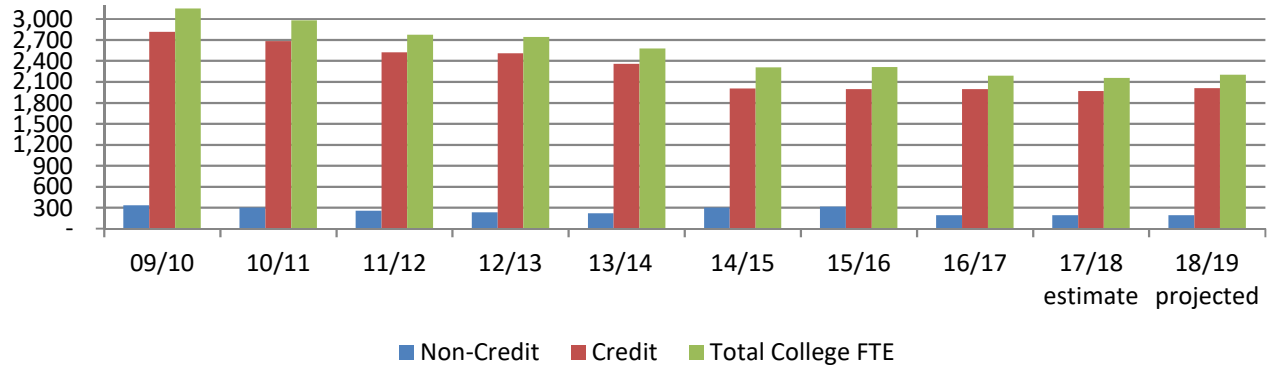
Due to the implementation of the property tax relief aid, the district taxpayers are projected to pay 67.5 percent less in FY19 as they did in FY14.

Investments: By statute, WITC has limited investment opportunities. Current money-market accounts and certificates of deposit have not experienced losses of any principal during FY18. Earnings have been consistent in recent years. WITC projects that returns will see a slight increase in FY19 as financial markets continue to rebound.

Insurance: Effective January 1, 2015, WITC continued with fully-insured medical benefits. Employees were offered three health plans including a traditional 80/20 plan as well as two high deductible plans that are eligible for Health Savings Accounts (HSA). Based on claims history, the FY19 budget assumes a 9 percent increase in health insurance cost.

Student Full-Time Equivalents (FTE): As a result of the economic downturn, WITC experienced its highest student FTEs during FY10 since 1980. Over the past five years, student FTEs have continuously declined at an average rate over 4.05% per fiscal year with a cumulative decrease of 22.3%. This aligns with statewide WTCS average which have reported decreases averaging 4.66% and a cumulative decrease of 21.22%. Below is a graphical representation of FTE trends utilizing projected FY18 data as of April 2018 for WITC.

Student FTEs



Resignations and Retirements: WITC received twenty-eight full-time position retirements and resignations which directly effected the FY19 operational budget. Of the twenty-eight vacancies, five of the positions will be replaced in their current capacity with the remaining twenty-three eliminated as functional responsibilities are reallocated to align with the Collegewide strategic initiatives.

Programming Initiatives

Program expansion within the following are being planning for FY19:

Hospitality Foundations is a competency-based program which will provide a post-secondary educational option for individuals with intellectual/ developmental delay (I/DD) disabilities and other academic functional limitations. This is a unique program in the state. Will be implemented fall 2018 at New Richmond and Rice Lake campuses.

Hospitality Specialist is a 16-week program preparing students for career opportunities in the area of entry-level hospitality and other customer service employment settings. This skilled based training is developed to help students learn essential hospitality duties through interactive course activities and community-based training experience, while enhancing personal awareness, career effectiveness and professionalism. Typical positions available after graduation include: Server Attendant, Dining Room Attendant, Maid and Housekeeping, and Environmental Services.

Nonprofit Leadership will explore the role of nonprofit organizations, developing volunteer and board relationships, coordinating grant and fundraising strategies, and managing fiscal resources. Graduates of this program could seek employment with government social services, YMCAs, assisted living centers, hospice, home care agencies, clinics, hospitals, Headstart and other childcare programs, domestic abuse and homeless shelters, and police, fire and EMS volunteer programs. Typical positions available after graduation include: Program Coordinator, Marketing and Communication Coordinator, Volunteer Coordinator, and Director of Programs.

Pharmacy Technician will be a one-year technical diploma program in which students will perform a variety of duties including preparation of prescriptions, record keeping, inventory control, handling monetary transactions and filing third-party claims. Students will also be responsible for preparing IV solutions and compounding medications. Typical positions available after graduation include: Hospital Pharmacy Technician, Nursing Home Pharmacy Technician, Community Pharmacy Technician, and Home IV Specialist.

Programming Initiatives - continued

Utility Construction Technician program will introduce outside plant cabling practices, installed as aerial cable between poles in an underground conduit system or by direct burial. Students will understand the basic electricity, blue print reading and facility locating. Students will obtain CDL class A permit. They will practice basic construction practices techniques for outside plant services. Students will analyze work zone safety practices and receive an OSHA 10 permit. Typical positions available after graduation include: Construction Foreman, Safety Specialist, Construction Technician, Heavy Equipment Operator, Tractor Backhoe Operator, Directional Drill Operator, Light Equipment Operator, Construction Inspector, Lineman Technician, Heavy Equipment Truck Driver, Utility Locator, and Copper and Fiber Optic Splicer.

Newly embedded diplomas and certificates within specific programs planned for FY19 are:

Leadership Essentials embedded one-year technical diploma within the **Leadership Development Program** which provides students with the skills and tools necessary to fulfill his/her role as a modern leader. Each learner will demonstrate the application of evaluating leadership effectiveness and organization requirements, individual and group motivation strategies, implementing mission and goals, ethical behavior, personal leadership style and adaptation, impacts of power, facilitating employee development, coaching, managing change, and effective conflict resolution.

Substance Abuse Counselor Education embedded technical diplomas as part of the **Human Services Associate** career pathway which prepares students to provide information, support, care and advocacy within the helping profession. Acquire the knowledge and skills needed to assist in areas such as social work, substance abuse counseling, case management and advocacy.

Budget development key factors

A balanced budget is being submitted to the WITC Board in accordance with state guidelines. Below are some of the key factors impacting the budget development:

FTE and Tuition expectations: WITC estimates the amount of tuition to be received based upon projected enrollments, an estimated amount of credits received and current tuition rates. The tuition rates per credit for associate degree, technical, and vocational adult programs are set by the Wisconsin Technical College System (WTCS) Board and cannot be changed by WITC. The WTCS Board announced that tuition will increase by 1.5 percent for the Fall 2018 and Spring 2019 terms. WITC has estimated a 2.1 percent increase in FTEs for FY19 from the current FY18 projection which resulted in a 2.4 percent increase in tuition revenues.

State aids: The amount of aid is distributed to the sixteen technical colleges based on a complicated expenditure-driven formula equalized for tax-levying ability. The formula takes into consideration student full-time equivalent (FTE) enrollments, aidable operational costs, an equalized valuation index, and a sum certain allocation at the state level. Reallocation of state aid funding between the traditional formula based allocation and the outcome-based funded resulted in a 9 percent reduction in state aid funding between FY16 and FY17; however, with the inclusion of outcomes based funding, WITC is planning for a 1.4 percent increase in state revenues in the FY19 budget.

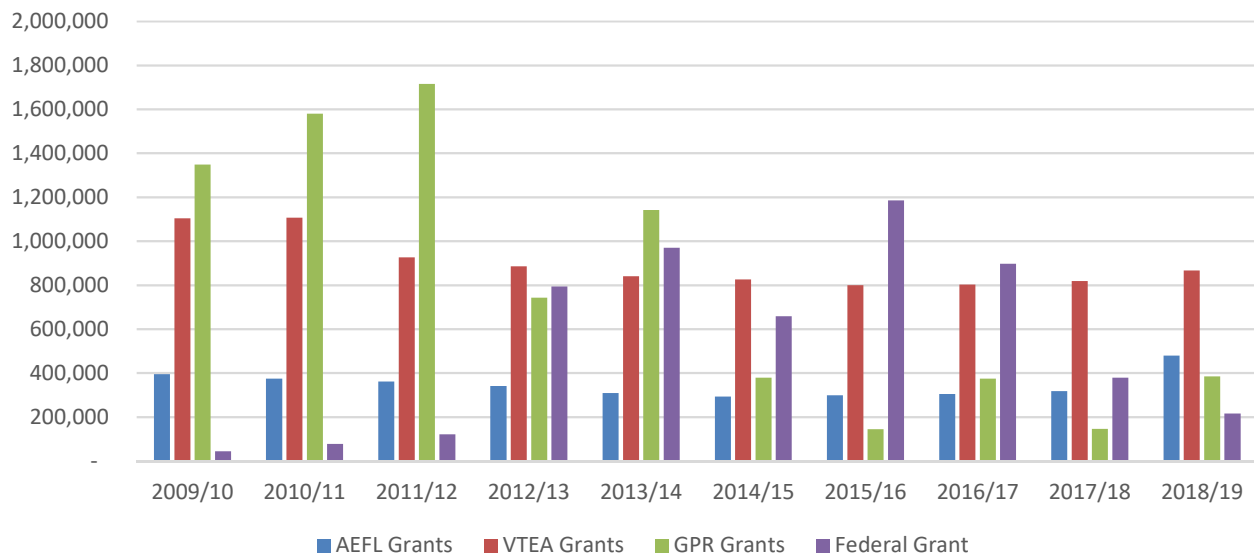
State Aid Budget Calculation	FY16	FY17	FY18	FY19
State aids	\$ 1,521,700	\$ 1,378,200	\$ 1,385,900	\$ 1,437,800
Outcome based funding	849,833	1,275,033	1,260,341	1,245,649
Total budgeted state aids	\$ 2,371,533	\$ 2,653,233	\$ 2,646,241	\$ 2,683,449

Outcome based funding is based on criteria in the areas of job placement, high demand fields, industry validated curriculum, Adult Basic Education (ABE) transition and success, dual enrollment, workforce training, collaboration and special populations.

Budget development key factors - continued

Grant funding: WITC has experienced a shift in program funding through grants. As shown below, prior years were funded primarily through State of Wisconsin General Purpose Revenue (GPR) grants. Beginning in fiscal year 2014, the Wisconsin Technical College System began a collaborative effort to obtain grant funding from the various federal entities including the Department of Labor, Employment & Training Administration Trade Adjustment Assistance Community College Career & Training (TAACCCT) and Interfacing Manufacturing Processes and Connecting Technologies (IMPACT). Since that time, WITC has been awarded five multi-year grants, of which only one is active in FY19.

Budgeted Grant Funding



Staffing and fringe benefits: WITC's staffing and fringe benefit costs represent 79.2 percent of the FY19 operating budget. The FY19 operational budget assumes position and staffing levels to decrease by twenty-three full-time medical benefit eligible positions. WITC renewed its contract for fully-insured medical benefits effective January 1, 2018. Based on claims history, the FY19 budget assumes a 9 percent increase in health insurance cost.

Divisional discretionary expenditures: Districtwide discretionary divisional budget expenditures (i.e. part-time wages, travel, supplies, and other expenditures) were held at FY17 spending levels before adjustment for new initiatives.

Operational costs: Districtwide operational costs (i.e. utilities, insurance, bank fees, and rentals) are projected to increase 2.7 percent from the FY18 budget. This increase is primarily a result of higher liability insurance and utility costs.

Capital budget: WITC has budgeted \$7,000,000 for capital projects. Major projects associated with these budget dollars include a remodeling project at Rice Lake, new construction consisting of pavement and the entry way at Superior, roofing zone replacement in Ashland and other non-zoned projects. A total of \$2,568,225 was included in the budget for other capital equipment and technology purchases for a total capital budget of \$7,918,225.

Debt service: WITC plans to borrow \$7,000,000 in general obligation promissory notes to fund the majority of its capital expenditures.

Other post-employment benefits: WITC's liability for post-employment benefits was \$14,143,525 based on its most recent actuarial study. The trust pays the retiree costs when they come due. The estimated trust balance as of June 30, 2016 is \$5,889,721 leaving an unfunded liability of \$8,853,804. The board has designated \$2,500,000 fund balance for the use of reducing the unfunded liability. For the preparation of the FY19 budget WITC will fund \$668,525 out of the general fund.

Strategic planning goals

WITC will be implementing its 2019-2021 strategic plan in FY19. Strategic Planning sessions began in the fall of 2018 which resulted in a singular goal: **Twenty Four by Twenty One** which is 2,400 student full-time equivalent (FTE), 2,400 graduates and 24,000 students annually by fiscal year 2021. The purpose of this plan is to increase enrollment by providing sustainable, community-focused opportunities for learning and student success. The strengths that WITC will capitalize on in order to attain **Twenty Four by Twenty One** are as follows:

Affordable: Emphasize status as a low-cost provider with high value to connect more people to programs and services.

Student-Centered: Modify programs and services to reflect changing student needs and interests.

Regionally Aligned: Maintain a program mix that focuses on the needs of the regional economy to ensure graduate outcomes remain strong and employer needs are met.

Community Driven: Improve attainment through the development of local services and programming.

Academic Quality Improvement Program (AQIP)

As part of its accreditation process through the Higher Learning Commission (HLC), WITC adheres to the AQIP pathway that follows the principles of continuous quality improvement. As an AQIP institution, WITC demonstrates how it meets accreditation standards and expectations through a sequence of events that are aligned and integrated with the College's strategic planning processes including strategy forums, systems portfolios and appraisals, action projects, and quality checkup visits. Under the leadership of the Institutional Effectiveness Division, the Quality Improvement Steering Committee oversees all Collegewide accreditation activities. An on-site Quality Checkup visit was conducted by HLC in October 2013. The checkup visit included review of the following:

- Institutional Status (including multiple campuses and distance education)
- Systems Portfolio and Appraisal Follow-up
- Criteria for Accreditation Verification
- Action Projects Review
- Organizational Quality Commitment
- Federal Compliance Review (including Title IV)

Based upon that visit and the rest of the College's AQIP history, WITC received a recommendation for full reaffirmation of accreditation through 2021.

Acknowledgements

The preparation of this report was accomplished through the cooperative efforts of all divisions at WITC. We express our appreciation to these staff for their many long hours in the preparation of this report. In addition, we convey our appreciation to the WITC Board for their interest and support in planning and conducting the financial operations of WITC in a responsible and progressive manner.

Respectfully submitted,



Dr. John Will
President



Steve Decker
Vice President of Administrative Services/CFO

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Wisconsin Indianhead Technical College

Notice of Public Hearing

Fiscal year July 1, 2018 - June 30, 2019

A public hearing on the proposed 2018-19 budget for the Wisconsin Indianhead Technical College District will be held on June 18, 2018, at 8:30 a.m. at the WITC Shell Lake Administrative Office, 505 Pine Ridge Drive, Shell Lake, WI 54871. The detailed budget is available for public inspection at the WITC Administrative Office, Shell Lake, Wisconsin or by contacting Steve Decker at (715) 468-2815.

PROPERTY TAX AND EXPENDITURE HISTORY

Fiscal Year	Equalized Valuation (1)	Mill Rates		Total Mill Rate	% Inc/(Dec)
		Operational	Debt Service		
2014/2015	\$ 30,847,020,106	0.15750	0.20462	0.36212	-71.10%
2015/2016	\$ 31,605,894,273	0.16299	0.21066	0.37365	3.18%
2016/2017	\$ 32,482,382,763	0.16749	0.21008	0.37757	1.05%
2017/2018	\$ 33,558,497,404	0.17263	0.20754	0.38017	0.69%
2018/2019 (2)	\$ 34,816,941,057	0.17581	0.20424	0.38005	-0.03%

Fiscal Year	Total Expenditures (3)	Percent Inc/(Dec)	Property Tax Levy	Percent Inc/(Dec)	Tax on a \$100,000 House
2014/2015	\$ 76,279,927	-3.40%	\$ 11,170,554	-70.44%	36.21
2015/2016	\$ 82,526,215	8.20%	\$ 11,809,677	5.72%	37.37
2016/2017	\$ 76,352,234	-7.50%	\$ 12,264,381	3.85%	37.76
2017/2018	\$ 75,636,318	-0.90%	\$ 12,758,028	4.03%	38.02
2018/2019 (2)	\$ 76,730,226	1.40%	\$ 13,232,162	3.72%	38.00

BUDGET/FUND BALANCE SUMMARY - ALL FUNDS

	General Fund	Special Revenue - Operational Fund	Special Revenue - Non-aidable Fund	Capital Projects Fund	Debt Service Fund	Proprietary Funds	Total
Tax Levy	\$ 4,922,696	\$ 1,198,446	\$ -	\$ -	\$ 7,111,020	\$ -	\$ 13,232,162
Other Budgeted Revenues	38,912,181	2,569,895	10,620,834	65,000	280,000	3,092,429	55,540,339
Total Revenues	43,834,877	3,768,341	10,620,834	65,000	7,391,020	3,092,429	68,772,501
Budgeted Expenditures	43,774,877	4,018,341	10,620,834	7,918,225	7,275,020	3,122,929	76,730,226
Excess Revenue Over Expenditures	60,000	(250,000)	-	(7,853,225)	116,000	(30,500)	(7,957,725)
Operating Transfers	(60,000)	-	-	-	-	60,000	-
Proceeds From Debt	-	-	-	7,000,000	-	-	7,000,000
Est Fund Balance 7/1/18	14,911,222	995,856	599,711	2,661,927	7,131,934	384,404	26,685,054
Est Fund Balance 6/30/19	\$ 14,911,222	\$ 745,856	\$ 599,711	\$ 1,808,702	\$ 7,247,934	\$ 413,904	\$ 25,727,329

(1) Tid out, computers out.

(2) Equalized valuation is projected to increase fiscal year 2019.

(3) Fiscal years 2015-2017 represent actual amounts, 2018 is estimated, and 2019 is the proposed budget

Notice of Public Hearing
Budget Summary - General Fund
Fiscal year July 1, 2018 - June 30, 2019

	<u>2016-17</u> <u>Actual (1)</u>	<u>2017-18</u> <u>Budget</u>	<u>2017-18</u> <u>Estimate (2)</u>	<u>2018-19</u> <u>Budget</u>	
REVENUES					
Local government	\$ 4,862,096	\$ 4,706,038	\$ 4,702,045	\$ 4,922,696	
State funds	29,780,898	29,928,739	29,854,700	29,600,000	
Program fees	7,453,715	8,032,192	7,486,685	7,660,000	
Material fees	541,761	550,000	550,095	537,181	
Other student fees	751,424	850,000	784,215	845,000	
Institutional	479,363	400,000	430,155	250,000	
Federal funds	20,881	20,000	27,775	20,000	
Total revenues	<u>\$ 43,890,138</u>	<u>\$ 44,486,969</u>	<u>\$ 43,835,670</u>	<u>\$ 43,834,877</u>	
EXPENDITURES					
Instruction	\$ 25,981,962	\$ 26,107,923	\$ 25,903,560	\$ 25,834,943	
Instructional resources	1,514,037	1,523,594	1,275,580	1,292,855	
Student services	4,851,535	5,183,733	4,947,400	5,241,970	
General institutional	8,472,795	8,109,020	8,089,600	8,132,344	
Physical plant	3,365,499	3,502,699	3,481,200	3,272,765	
Auxiliary services	-	-	-	-	
Total expenditures	<u>\$ 44,185,828</u>	<u>\$ 44,426,969</u>	<u>\$ 43,697,340</u>	<u>\$ 43,774,877</u>	
Net Revenue/(Expenditures)	\$ (295,690)	\$ 60,000	\$ 138,330	\$ 60,000	
OTHER SOURCES/(USES)					
Operating Transfer In/(Out)	(10,928)	(60,000)	(59,650)	(60,000)	
Total resources/(uses)	<u>\$ (306,618)</u>	<u>\$ -</u>	<u>\$ 78,680</u>	<u>\$ -</u>	
TRANSFERS TO/(FROM) FUND BALANCE					
Reserve for operations	\$ 566,953	\$ 205,789	\$ 242,641	\$ (161,160)	
Reserve for post-retirement benefits	-	-	-	-	
Reserve for post-employment stipend benefit termination	(424,000)	-	-	-	
Designated for state aid fluctuations	21,556	16,731	16,731	(32,874)	
Designated for subsequent years	32,335	25,096	25,096	(49,311)	
Designated for subsequent year	(503,462)	(247,616)	(205,788)	243,345	
Total transfers to/(from) fund balance	<u>\$ (306,618)</u>	<u>\$ -</u>	<u>\$ 78,680</u>	<u>\$ -</u>	
Beginning Fund Balance	\$ 15,139,160	\$ 15,723,870	\$ 14,832,542	\$ 14,911,222	
Ending Fund Balance	\$ 14,832,542	\$ 15,723,870	\$ 14,911,222	\$ 14,911,222	
					% Change
EXPENDITURES BY FUND					
General Fund	\$ 44,185,828	\$ 44,426,969	\$ 43,697,340	\$ 43,774,877	-1.46%
Special Revenue/Operational Fund	3,521,847	3,744,467	3,533,943	4,018,341	7.87%
Special Revenue/Non-aidable Fund	10,993,124	11,071,458	10,652,892	10,620,834	-3.80%
Capital Projects Fund	7,656,166	7,945,492	7,855,338	7,918,225	-0.29%
Debt Service Fund	7,049,591	6,935,750	6,927,692	7,275,020	4.72%
Internal Service Fund	360,858	385,000	370,340	383,000	-0.56%
Enterprise Fund	2,584,820	2,778,550	2,598,773	2,739,929	-1.33%
TOTAL EXPENDITURES BY FUND	<u>\$ 76,352,234</u>	<u>\$ 77,287,686</u>	<u>\$ 75,636,318</u>	<u>\$ 76,730,226</u>	<u>-0.70%</u>
REVENUES BY FUND					
General Fund	\$ 43,890,138	\$ 44,486,969	\$ 43,835,670	\$ 43,834,877	-1.74%
Special Revenue/Operational Fund	3,712,351	3,544,467	3,514,638	3,768,341	8.31%
Special Revenue/Non-aidable Fund	11,045,767	11,071,458	10,786,872	10,620,834	-10.44%
Capital Projects Fund	660,305	257,178	254,696	65,000	-89.73%
Debt Service Fund	7,008,583	7,244,886	7,246,524	7,391,020	5.50%
Internal Service Fund	407,632	385,000	403,062	412,500	0.61%
Enterprise Fund	2,573,892	2,718,550	2,539,123	2,679,929	-5.97%
TOTAL REVENUES BY FUND	<u>\$ 69,298,668</u>	<u>\$ 69,708,508</u>	<u>\$ 68,580,585</u>	<u>\$ 68,772,501</u>	<u>-2.93%</u>

(1) Actual is presented on a budgetary basis

(2) Estimate is based upon nine months of actual and three month of estimate

PRO FORMA BALANCE
As of June 30, 2018

	Governmental Funds				Proprietary Funds		Fiduciary	Account Groups		Total
	General	Special Revenue	Capital	Debt	Enterprise Fund	Internal Service	Special Revenue	Fixed Asset	Long-Term Debt	Memorandum Only
		Operating	Projects	Service			Non-aidable			
ASSETS										
Cash & investments	\$ 12,685,621	\$ 484,095	\$ 9,558,677	\$ 7,154,342	\$ (365,507)	\$ 409,510	\$ 569,495	\$ -	\$ -	\$ 30,496,233
Receivables										
Property Tax	4,457,736	-	-	-	-	-	-	-	-	4,457,736
Accounts	3,417,467	538,788	14,844	-	42,655	8,936	32,979	-	-	4,055,668
Inventory	-	-	-	-	419,280	-	-	-	-	419,280
Amount available in Debt Service Fund	-	-	-	-	-	-	-	-	7,154,342	7,154,342
Amount to be Provided for Long-Term Debt	-	-	-	-	-	-	-	-	46,838,017	46,838,017
Fixed Assets	-	-	-	-	-	-	-	98,168,006	-	98,168,006
Total Assets	\$ 20,560,824	\$ 1,022,883	\$ 9,573,521	\$ 7,154,342	\$ 96,428	\$ 418,446	\$ 602,474	\$ 98,168,006	\$ 53,992,360	\$ 191,589,284
LIABILITIES										
Accounts Payable	\$ 376,480	\$ 12,922	\$ 6,911,594	\$ 22,408	\$ 92,816	\$ 34,042	\$ 2,763	\$ -	\$ -	\$ 7,453,025
Employee Related Payables	1,817,667	14,105	-	-	3,612	-	-	-	-	1,835,384
Deferred Revenues	3,455,455	-	-	-	-	-	-	-	-	3,455,455
General Long-Term Debt	-	-	-	-	-	-	-	-	53,992,360	53,992,360
Total Liabilities	5,649,602	27,027	6,911,594	22,408	96,428	34,042	2,763	-	53,992,360	66,736,224
FUND EQUITY										
Investments in fixed assets	-	-	-	-	-	-	-	98,168,006	-	98,168,006
Retained earnings	-	-	-	-	-	-	-	-	-	-
Fund Balance:										
Reserve for post-employment benefits	2,500,000	-	-	-	-	-	-	-	-	2,500,000
Reserve for post-employment stipend benefit termination	-	-	-	-	-	-	-	-	-	-
Reserve for capital projects	-	-	2,661,927	-	-	-	-	-	-	2,661,927
Reserve for self insurance	-	-	-	-	-	384,404	-	-	-	384,404
Reserve for student organizations	-	-	-	-	-	-	515,272	-	-	515,272
Reserve for student financial assistance	-	-	-	-	-	-	84,439	-	-	84,439
Reserve for debt service	-	-	-	7,131,934	-	-	-	-	-	7,131,934
Unreserved:										
Designated for operations	8,607,879	995,856	-	-	-	-	-	-	-	9,603,735
Designated for state aid fluctuations	292,634	-	-	-	-	-	-	-	-	292,634
Designated for subsequent year	3,071,758	-	-	-	-	-	-	-	-	3,071,758
Designated for subsequent years	438,951	-	-	-	-	-	-	-	-	438,951
Total Fund Equity	14,911,222	995,856	2,661,927	7,131,934	-	384,404	599,711	98,168,006	-	124,853,060
Total Liabilities & Fund Equity	\$ 20,560,824	\$ 1,022,883	\$ 9,573,521	\$ 7,154,342	\$ 96,428	\$ 418,446	\$ 602,474	\$ 98,168,006	\$ 53,992,360	\$ 191,589,284

PRO FORMA BALANCE
As of June 30, 2019

	Governmental Funds				Proprietary Funds		Fiduciary	Account Groups		Total
	General	Special Revenue	Capital	Debt	Enterprise Fund	Internal Service	Special Revenue	Fixed Asset	Long-Term Debt	Memorandum Only
		Operating	Projects	Service			Non-aidable			
ASSETS										
Cash & investments	\$ 12,592,661	\$ 239,999	\$ 9,716,394	\$ 7,275,945	\$ (425,114)	\$ 430,856	\$ 580,410	\$ -	\$ -	\$ 30,411,151
Receivables										
Property Tax	4,392,022	-	-	-	-	-	-	-	-	4,392,022
Accounts	3,628,207	539,104	3,711	-	48,636	2,260	22,754	-	-	4,244,673
Inventory	-	-	-	-	419,280	-	-	-	-	419,280
Amount available in Debt Service Fund	-	-	-	-	-	-	-	-	7,275,945	7,275,945
Amount to be Provided for Long-Term Debt	-	-	-	-	-	-	-	-	47,501,415	47,501,415
Fixed Assets	-	-	-	-	-	-	-	92,869,027	-	92,869,027
Total Assets	\$ 20,612,890	\$ 779,103	\$ 9,720,105	\$ 7,275,945	\$ 42,802	\$ 433,116	\$ 603,164	\$ 92,869,027	\$ 54,777,360	\$ 187,113,513
LIABILITIES										
Accounts Payable	\$ 376,336	\$ 16,152	\$ 7,911,403	\$ 28,011	\$ 38,331	\$ 19,212	\$ 3,453	\$ -	\$ -	\$ 8,392,897
Employee Related Payables	1,890,828	17,095	-	-	4,472	-	-	-	-	1,912,395
Deferred Revenues	3,434,504	-	-	-	-	-	-	-	-	3,434,504
General Long-Term Debt	-	-	-	-	-	-	-	-	54,777,360	54,777,360
Total Liabilities	5,701,667	33,247	7,911,403	28,011	42,802	19,212	3,453	-	54,777,360	68,517,155
FUND EQUITY										
Investments in fixed assets	-	-	-	-	-	-	-	92,869,027	-	92,869,027
Retained earnings	-	-	-	-	-	-	-	-	-	-
Fund Balance:										
Reserve for post-employment benefits	2,500,000	-	-	-	-	-	-	-	-	2,500,000
Reserve for post-employment stipend benefit termination	-	-	-	-	-	-	-	-	-	-
Reserve for capital projects	-	-	1,808,702	-	-	-	-	-	-	1,808,702
Reserve for self insurance	-	-	-	-	-	413,904	-	-	-	413,904
Reserve for student organizations	-	-	-	-	-	-	515,272	-	-	515,272
Reserve for student financial assistance	-	-	-	-	-	-	84,439	-	-	84,439
Reserve for debt service	-	-	-	7,247,934	-	-	-	-	-	7,247,934
Unreserved:										
Designated for operations	8,443,719	745,856	-	-	-	-	-	-	-	9,189,575
Designated for state aid fluctuations	259,760	-	-	-	-	-	-	-	-	259,760
Designated for subsequent year	3,318,103	-	-	-	-	-	-	-	-	3,318,103
Designated for subsequent years	389,640	-	-	-	-	-	-	-	-	389,640
Total Fund Equity	14,911,222	745,856	1,808,702	7,247,934	-	413,904	599,711	92,869,027	-	118,596,356
Total Liabilities & Fund Equity	\$ 20,612,890	\$ 779,103	\$ 9,720,105	\$ 7,275,945	\$ 42,802	\$ 433,116	\$ 603,164	\$ 92,869,027	\$ 54,777,360	\$ 187,113,511

COMBINING BUDGET SUMMARY
Fiscal year July 1, 2018 - June 30, 2019

	Governmental Funds					Proprietary Funds		Combined
	Operating Funds					Internal Service	Enterprise	Total
	General	Special Revenue			Capital Projects			
Operating		Non-aidable						
REVENUES								
Local government	\$ 4,922,696	\$ 1,198,446	\$ -	\$ -	\$ 7,111,020	\$ -	\$ -	\$ 13,232,162
State funds	29,600,000	363,295	-	-	-	-	-	29,963,295
Program fees	7,660,000	30,000	-	-	-	-	-	7,690,000
Material fees	537,181	30,000	-	-	-	-	-	567,181
Other student fees	845,000	-	337,800	-	-	-	-	1,182,800
Institutional	250,000	1,225,000	250,000	65,000	280,000	412,500	2,679,929	5,162,429
Federal funds	20,000	921,600	10,033,034	-	-	-	-	10,974,634
Total revenues	<u>43,834,877</u>	<u>3,768,341</u>	<u>10,620,834</u>	<u>65,000</u>	<u>7,391,020</u>	<u>412,500</u>	<u>2,679,929</u>	<u>68,772,501</u>
EXPENDITURES								
Instruction	25,834,943	3,411,508	170,000	1,418,741	-	-	-	30,835,192
Instructional resources	1,292,855	-	-	419,820	-	-	-	1,712,675
Student services	5,241,970	606,833	10,450,834	-	-	-	-	16,299,637
General institutional	8,132,344	-	-	306,838	-	-	-	8,439,182
Physical plant	3,272,765	-	-	5,772,826	7,275,020	-	-	16,320,611
Auxiliary services	-	-	-	-	-	383,000	2,739,929	3,122,929
Total expenditures	<u>43,774,877</u>	<u>4,018,341</u>	<u>10,620,834</u>	<u>7,918,225</u>	<u>7,275,020</u>	<u>383,000</u>	<u>2,739,929</u>	<u>76,730,226</u>
Net revenue/(expenditure)	<u>60,000</u>	<u>(250,000)</u>	<u>-</u>	<u>(7,853,225)</u>	<u>116,000</u>	<u>29,500</u>	<u>(60,000)</u>	<u>(7,957,725)</u>
OTHER SOURCES/(USES)								
Operating transfer in/(out)	(60,000)	-	-	-	-	-	60,000	-
Proceeds from debt	-	-	-	7,000,000	-	-	-	7,000,000
Total other sources/(uses)	<u>(60,000)</u>	<u>-</u>	<u>-</u>	<u>7,000,000</u>	<u>-</u>	<u>-</u>	<u>60,000</u>	<u>7,000,000</u>
TRANSFERS TO/(FROM) FUND BALANCE								
Reserve for prepaids & inventories	-	-	-	-	-	-	-	-
Reserve for operations	(161,160)	-	-	-	-	-	-	(161,160)
Reserve for post-employment benefits	-	-	-	-	-	-	-	-
Reserve for post-employment stipend benefit termination	-	-	-	-	-	-	-	-
Reserve for capital outlays	-	-	-	(853,225)	-	-	-	(853,225)
Reserve for debt service	-	-	-	-	116,000	-	-	116,000
Reserve for financial aid	-	-	-	-	-	-	-	-
Reserve for student organizations	-	-	-	-	-	-	-	-
Reserve for self insurance	-	-	-	-	-	29,500	-	29,500
Retained earnings	-	-	-	-	-	-	-	-
Designated for state aid fluctuations	(32,874)	-	-	-	-	-	-	(32,874)
Designated for subsequent years	(49,311)	-	-	-	-	-	-	(49,311)
Designated for subsequent year	243,345	(250,000)	-	-	-	-	-	(6,655)
Total transfers	<u>-</u>	<u>(250,000)</u>	<u>-</u>	<u>(853,225)</u>	<u>116,000</u>	<u>29,500</u>	<u>-</u>	<u>(957,725)</u>
Beginning fund balance	14,911,222	995,856	599,711	2,661,927	7,131,934	384,404	-	26,685,054
Ending fund balance	<u>\$ 14,911,222</u>	<u>\$ 745,856</u>	<u>\$ 599,711</u>	<u>\$ 1,808,702</u>	<u>\$ 7,247,934</u>	<u>\$ 413,904</u>	<u>\$ -</u>	<u>\$ 25,727,329</u>

FISCAL IMPACT SUMMARY

General Fund

The general fund includes \$43.8 million in revenues and \$43.8 million in expenditures. This budget was developed using a modified zero-based budgeting approach. The College has budgeted \$668,575 to fund the annual required contribution for its post-employment benefit liability. Salaries and benefits comprise 81 percent of the expenditures in this budget, with local property taxes representing 11.2 percent of revenues, and state aids including the property tax relief aid which was implemented in FY15 represent 67.5 percent of revenues.

Special revenue fund

The special revenue - operational fund includes \$3.8 million in anticipated revenues and \$4.0 million in expenditures. This budget was built based upon anticipated external federal and state grants to be received in FY19. The tax levy is used to cover the match portion of these grants. In addition, the revenue and expense for customized business and industry training is recorded in this fund. The tax levy is also used to cover overhead salaries associated with business and industry contacts.

The special revenue - non-aidable fund includes \$10.6 million in revenues and \$10.6 million of expenditures. The majority of these funds are state and federal financial aid to be disbursed to students to pay for their tuition and fees. This fund is also used to account for the assets held in trust by WITC as a fiscal agent for student club funds.

Capital projects fund

The capital projects fund includes \$7.9 million in expenditures of which \$7.0 million will be funded through general obligation promissory notes as well as \$0.1 million in projected revenues and \$0.8 million from fund balance. Over the next four years, WITC anticipates it will need to issue an average of \$6.4 million annually in debt to fund construction projects included in its master facility plan as well as other capital requirements as identified through program improvements and/or technological advances.

Debt service fund

The debt service fund includes \$7.4 million in revenues and \$7.3 million in expenditures. Debt repayment schedules have been established in such a way to allow a steady tax levy base for this fund. Debt is utilized to finance capital expenditures so the cost of long-term assets are repaid over the assets' expected useful life.

Proprietary fund

The proprietary (enterprise) fund includes \$2.7 million of revenues and \$2.7 million in expenditures. This fund is used to account for business type activities such as the campus bookstores, food service, and conference centers. The total operating expenditures in this fund are expected to exceed revenue by \$60,000 which will be funded by the general operating fund as of the fiscal year-end.

Effective January 2012, WITC implemented fully-insured health insurance plans; however, the self-insured dental insurance plan remains in effect for the FY19 budget. Additionally, the district will use the this fund to "rent" college owed vehicles for student activities. The internal service fund includes \$412,000 of revenue and \$383,000 of expenditures as a result of these projected activities.

STRATEGIC PLAN

Mission - Learning First

At Wisconsin Indianhead Technical College, learning is our passion. As Northwest Wisconsin's leader in technical education, WITC creates dynamic opportunities for career preparation and personal effectiveness. We are committed to making each and every experience with us meaningful and professional.

Vision - An Innovative Journey

Wisconsin Indianhead Technical College believes education is a lifelong journey of learning and discovery. We embrace innovative theories, techniques, and technologies to ensure success in a changing world.

Values

Empowerment: WITC values an engaging and supportive environment that inspires learners to achieve their personal and professional goals.

Excellence: WITC values high quality training, professional development, and customer service in a dynamic learning environment.

Innovation: WITC values flexible delivery options and embrace the latest theories and technologies to meet individual learners' needs.

Integrity: WITC values honesty, accountability, and diversity in an open and ethical environment for both students and staff.

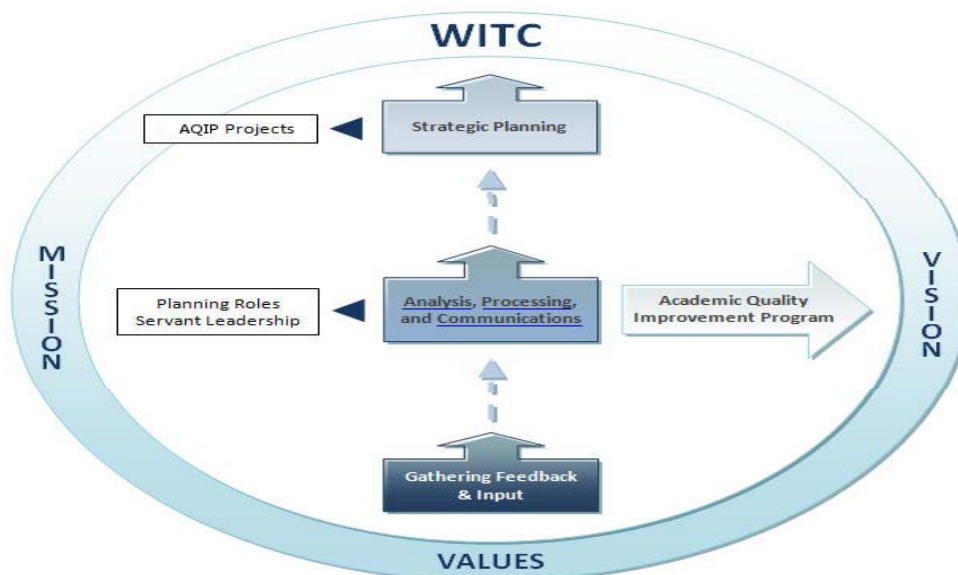
Collaboration: WITC values partnerships that enhance learning, promote economic development, and improve quality of life.

Learning College Tenets

WITC strategic plan includes nine Learning College Tenets which are used to continuously improve our programming and services provided to our constituents. Those Learning College Tenets are as follows:

- 1) Quality and continuous improvement are expected in all aspects of the college
- 2) Learning environments are created and nurtured to maximize personal success
- 3) Decision-making is collaborative and research based
- 4) Risk-taking is encouraged
- 5) Students and staff are both teachers and learners
- 6) Diversity is respected and embraced
- 7) Dialogue takes place in a safe, open empathetic, and respectful environment
- 8) Leadership is based on talent and vision
- 9) All individuals are valued

Strategic Planning Process, Activities & Timeline



Month	Activities
September 2017	Advisory Committees Fall meetings announcement of survey to be conducted in February 2018
October 2017	Quality Improvement Steering Committee (QISC) meeting
November 2017	Environmental Scanning Report is completed and published
December 2017	Strengths, Weaknesses, Opportunities & Threats (SWOT) Analysis
January 2018	Board update on strategic plan including SWOT analysis outcomes
February 2018	Town Hall meetings as well as online survey to staff, students and stakeholders
March 2018	Review of strategic planning survey results at QISC meeting
April 2018	Development of strategic goals and objectives for presentation at the Strategic Planning
May 2018	Notification collegewide of the <i>Twenty Four by Twenty One</i> Strategic Plan
June 2018	Complete the first reading of the strategic plan at the board meeting
July 2018	Complete the second reading of the strategic plan for Board approval
2018-2021	<i>Twenty Four by Twenty One</i> Strategic Plan implementation and reporting

Strengths, Weaknesses, Opportunities, Threats (SWOT) Summary

In December 2017, the President's Cabinet began a lengthy SWOT analysis in an effort to uncover opportunities that WITC is well-placed to exploit and to understanding the weaknesses in order to better manage and eliminate threats that would otherwise be overlooked.

Using the SWOT framework, WITC was able to craft a strategy that will distinguish our institution from our competitors, so that we can compete successfully in our market.

S	<ol style="list-style-type: none"> 1. AFFORDABILITY: Tuition cost, combined with financial aid resources and support from the WITC Foundation, make WITC a best value alternative for area residents. 2. LOCAL PRESENCE: WITC supports four smaller campuses throughout Northwest Wisconsin, with courses offered at Outreach sites and at many other facilities throughout the region. 3. UNDERSTANDING STUDENT NEEDS: WITC provides a student-centered environment, focused on student needs. 4. REGIONALLY ALIGNED PROGRAM MIX: WITC's program mix aligns with regional job opportunities. 5. FACULTY WITH OCCUPATIONAL EXPERIENCE: Student surveys repeatedly indicate WITC's faculty are dedicated and engaged, with occupational experience.
W	<ol style="list-style-type: none"> 1. SCHEDULING: Traditional course and program schedules limit flexibility for working adults. 2. PEOPLE ARE CHOOSING OTHER OPTIONS: Potential students are choosing other colleges. 3. PERCENTAGE OF POPULATION ENROLLED AT WITC DECLINING: Enrollments are declining in all degree programs, continuing education and enrichment courses. 4. WORKFORCE SHORTAGE: Increasing numbers of the "baby boom" generation opt to leave the workforce for retirement. 5. DIRECT FROM HIGH SCHOOL: A low percentage of students enroll at directly from high school.
O	<ol style="list-style-type: none"> 1. LEVERAGE TECHNOLOGY: Use technology to enhance and expand access and services for students. 2. SUPPORT CONCENTRATION OF MEDICAL OCCUPATIONS: Support business community by providing potential workforce in medical professions through programming at WITC. 3. RECRUIT UNDERSERVED AND UNDEREMPLOYED: Support underserved, underemployed, working adults to increase skilled workforce and post-secondary degree attainment rates. 4. EXPAND ONLINE LEARNING OPTIONS: Online delivery provides additional opportunities for students. 5. ALIGN RESOURCE ALLOCATIONS: Modify resource allocations to align with changing demographics and population in the region.
T	<ol style="list-style-type: none"> 1. CHOOSING OTHER CAREER PATHS: Northwest Wisconsin has a higher than average concentration of manufacturing and trades-related occupations; a need exists to increase awareness of opportunities in advanced manufacturing and trade occupations. 2. CHOOSING EMPLOYMENT OVER EDUCATION: In a low-unemployment economy people often make the rational choice to work over pursuing further education. 3. CHOOSING COMPETING OR ALTERNATIVE OPTIONS: Little information exists regarding the perception of the college by those who have not attended, or who are choosing competing or alternative options.

Threats, Opportunities, Weaknesses and Strengths (TOWS) Analysis

In April 2018, the Strategic Planning Summit took the SWOT analysis and utilized the data to compile a Threats, Opportunities, Weaknesses and Strengths (TOWS) analysis which was used to generate, compare and select strategies. Strictly speaking a TOWS analysis is not the same as SWOT analysis, as a SWOT analysis focuses on threats and opportunities. TOWS is a tool for strategy generation and selection; SWOT analysis is a tool for audit and analysis. One would use a SWOT at the beginning of the planning process. A TOWS is used once a strategy is established as a means to measure success..

There is a trade-off between internal and external factors. Strengths and weaknesses are internal factors and opportunities and threats are external factors. The four TOWS strategies are Strength/Opportunity (SO), Weakness/Opportunity (WO), Strength/Threat (ST) and Weakness/Threat (WT). WITC used this model and developed the following analysis Strengths/Opportunity/Threat (SOT) which, when focus is places in the upper left quadrant highlights the areas which can be leveraged for greatest success in the accomplishment of the overall goals.

		STRENGTHS				
		<i>Affordability</i>	<i>Local Presence</i>	<i>Understanding Student Needs</i>	<i>Regionally Aligned Program Mix</i>	<i>Faculty with Occupational Experience</i>
OPPORTUNITIES AND THREATS	Leverage technology	Leverage technology	Leverage technology	Leverage technology	Leverage technology	
	Support concentration of medical occupations	Support concentration of medical occupations	Support concentration of medical occupations	Support concentration of medical occupations	Support concentration of medical occupations	
	Choosing career paths other than advanced manufacturing and trades	Choosing career paths other than advanced manufacturing and trades	Choosing career paths other than advanced manufacturing and trades	Choosing career paths other than advanced manufacturing and trades	Choosing career paths other than advanced manufacturing and trades	
	Recruit underserved and underemployed	Recruit underserved and underemployed	Recruit underserved and underemployed	Recruit underserved and underemployed	Recruit underserved and underemployed	
	Choosing employment over education	Choosing employment over education	Choosing employment over education	Choosing employment over education	Choosing employment over education	
	Expand online learning options	Expand online learning options	Expand online learning options	Expand online learning options	Expand online learning options	
	Choosing competing or alternative options	Choosing competing or alternative options	Choosing competing or alternative options	Choosing competing or alternative options	Choosing competing or alternative options	
	Align resource allocations	Align resource allocations	Align resource allocations	Align resource allocations	Align resource allocations	

Threats, Opportunities, Weaknesses and Strengths (TOWS) Analysis

Additionally, WITC used the TOWS model and developed the following Weaknesses/Opportunity/Threat (WOT) which, when focus is placed in the upper left quadrant, highlights the areas which should be concentrated on for improvement in order to accomplishment of the overall strategic goals.

		WEAKNESSES				
		<i>Scheduling</i>	<i>People are choosing other options</i>	<i>Percentage of population is declining</i>	<i>Workforce shortage with people leaving the region</i>	<i>Direct from High School enrollments</i>
OPPORTUNITIES AND THREATS	Leverage technology	Leverage technology	Leverage technology	Leverage technology	Leverage technology	
	Support concentration of medical occupations	Support concentration of medical occupations	Support concentration of medical occupations	Support concentration of medical occupations	Support concentration of medical occupations	
	Choosing career paths other than advanced manufacturing and trades	Choosing career paths other than advanced manufacturing and trades	Choosing career paths other than advanced manufacturing and trades	Choosing career paths other than advanced manufacturing and trades	Choosing career paths other than advanced manufacturing and trades	
	Recruit underserved and underemployed	Recruit underserved and underemployed	Recruit underserved and underemployed	Recruit underserved and underemployed	Recruit underserved and underemployed	
	Choosing employment over education	Choosing employment over education	Choosing employment over education	Choosing employment over education	Choosing employment over education	
	Expand online learning options	Expand online learning options	Expand online learning options	Expand online learning options	Expand online learning options	
	Choosing competing or alternative options	Choosing competing or alternative options	Choosing competing or alternative options	Choosing competing or alternative options	Choosing competing or alternative options	
	Align resource allocations	Align resource allocations	Align resource allocations	Align resource allocations	Align resource allocations	

Strategic Planning Input Survey Results

WITC administered the Strategic Planning Input Survey in February and March 2018. WITC received 350 responses from various internal and external stakeholders through the WITC District. A summary of respondents by stakeholder group (Table 1) and geographic region (Table 2) is provided below.

*Table 1
Summary of Responses by Stakeholder Demographics*

Stakeholder Group	Total	Percent of Total*
WITC Staff	172	51.5%
Community Member	97	29.0%
WITC Student	58	17.4%
WITC Graduate/Alumni	41	12.2%
Employer	30	8.9%
Other position	29	8.7%
WITC Advisory Committee Member	27	8.0%
Future WITC Student/Attendance Considered	14	4.1%
WITC Board	2	0.6%
Total (Duplicated)	470	

*The total percentage is greater than 100% due to respondents selecting multiple stakeholder groups.

*Table 2
Summary of Responses by Stakeholder Geographic Region*

Region (applicable counties)	Total	Percent of Total
Ashland Region (Ashland, Bayfield & Iron)	47	14.4%
New Richmond Region (Burnett, Polk & St. Croix)	94	28.7%
Rice Lake Region (Barron, Rusk, Sawyer & Washburn)	110	33.6%
Superior Region (Douglas)	67	20.5%
Other	9	2.8%
Total	327	100.0%

Table 3 provides respondents' average score of 18 statements: how important each is to them as a WITC stakeholder and what impact the action in the statement will have on increasing the number of people that WITC serves. The mean score is based on a five-point Likert scale with 5 representing high importance/impact; 3 - medium importance/impact and 1 - low importance/impact. Respondents could also indicate 'not applicable' to the statement.

The 18 statements on the next page are shown in rank order by the importance score. There is a very close correlation between the importance score ranking and the impact score ranking.

Strategic Planning Input Survey Results (continued)

Table 3
Importance and Impact Mean Scores in Rank Order of Importance Score

Question	Importance Mean Score	Impact Mean Score
<p><u>Survey Question 2:</u> WITC's vision includes embracing innovative theories, techniques and technologies to ensure success in a changing world.</p> <p><u>Survey Statement:</u> WITC should leverage technology to enhance or expand access and services for students.</p>	4.44	4.39
<p><u>Survey Question 12:</u> WITC's tuition cost, combined with financial aid resources and support from the WITC Foundation, make WITC a best value alternative for area residents.</p> <p><u>Survey Statement:</u> WITC should work to improve its reputation as an affordable alternative for potential students.</p>	4.44	4.42
<p><u>Survey Question 13:</u> WITC has a longstanding tradition of providing educational services locally. Rather than maintaining a central main campus, WITC supports four smaller campuses throughout Northwest Wisconsin. Courses are also offered at Outreach sites and at many other facilities throughout the region.</p> <p><u>Survey Statement:</u> WITC should continue to strive to establish a local presence in the communities it serves.</p>	4.43	4.38
<p><u>Survey Question 1:</u> WITC recognizes that Northwest Wisconsin has a large concentration of occupations in the high-paying medical professions.</p> <p><u>Survey Statement:</u> WITC should focus on preparing the potential workforce in these medical professions.</p>	4.34	4.30
<p><u>Survey Question 14:</u> Compared to historical averages, a large percentage of the current population in WITC's geographic boundaries is working.</p> <p><u>Survey Statement:</u> WITC should modify its scheduling to increase course or program offerings at non-traditional times, thereby improving flexibility for potential students.</p>	4.33	4.30
<p><u>Survey Question 6:</u> Helping employers compete and expand is an important function of WITC's role in economic development. Northwest Wisconsin has a higher than average concentration of manufacturing and trades-related occupations.</p> <p><u>Survey Statement:</u> WITC should increase awareness of opportunities in advanced manufacturing and trade occupations.</p>	4.31	4.25
<p><u>Survey Question 7:</u> Ninety-seven percent of WITC students and graduates indicate they would recommend WITC to a friend or family member. The College is consistently recognized nationally for offering a high-quality education. However, WITC is experiencing increasing competition from other colleges.</p> <p><u>Survey Statement:</u> WITC should increase efforts to establish itself as the "first choice" alternative for potential students.</p>	4.28	4.17
<p><u>Survey Question 4:</u> The region's level of post high school degree attainment is lower than the state average.</p> <p><u>Survey Statement:</u> WITC should target recruitment towards underserved or underemployed populations in Northwest Wisconsin to increase the number of skilled workers.</p>	4.19	4.09
<p><u>Survey Question 10:</u> Student surveys also indicate WITC faculty and staff understand students' needs.</p> <p><u>Survey Statement:</u> WITC should emphasize its student-centered environment to attract potential students who may not have considered college.</p>	4.19	4.09

Strategic Planning Input Survey Results (continued)

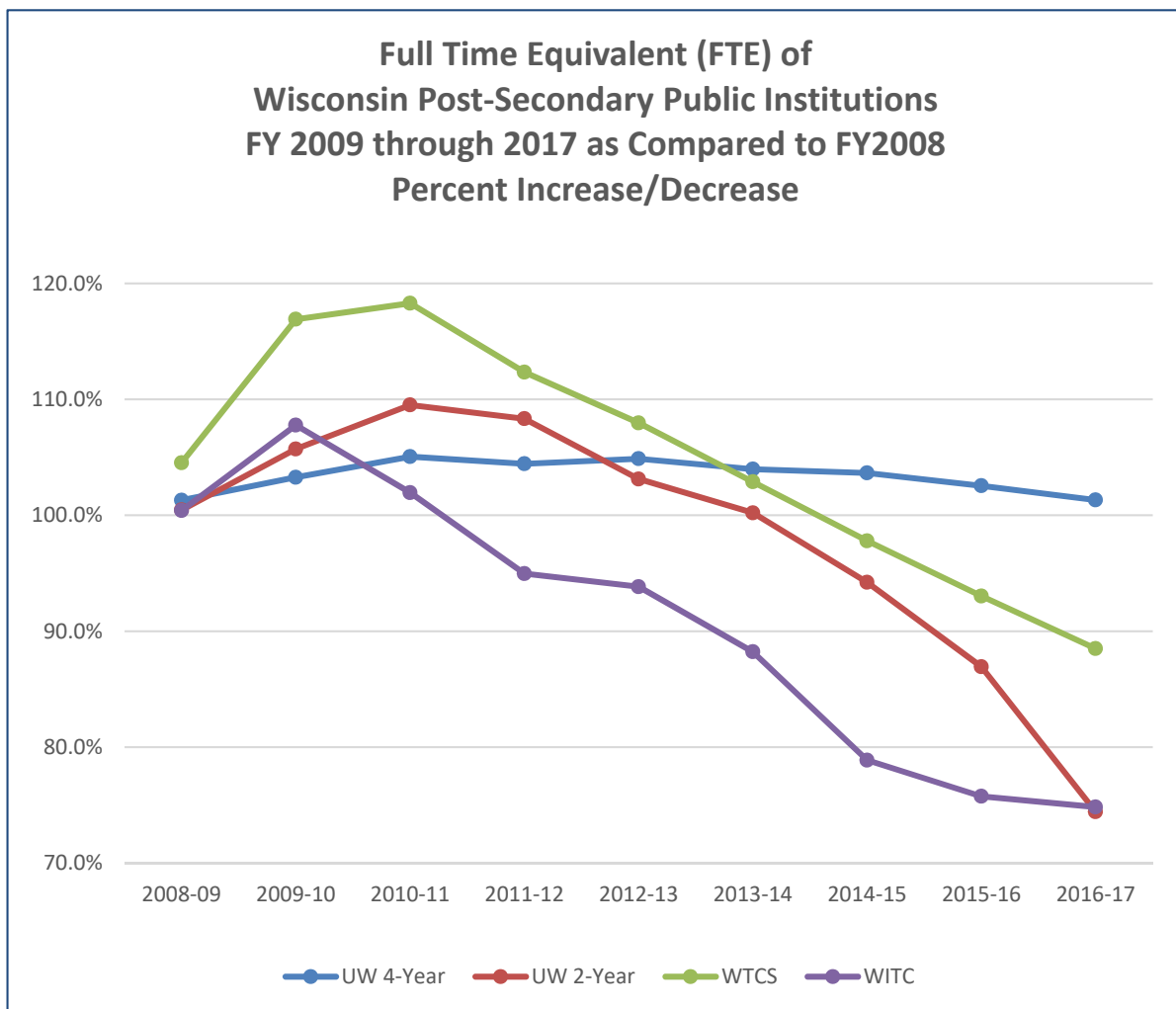
Question	Importance Mean Score	Impact Mean Score
<p><u>Survey Question 5:</u> In a low unemployment economy people often make the rational choice to work over pursuing further education.</p> <p><u>Survey Statement:</u> WITC should attempt to modify its services to reach more people who are working.</p>	4.10	4.01
<p><u>Survey Question 3:</u> WITC values innovation, which includes developing flexible delivery options. WITC serves over 1,800 online students yearly which is 10% of our student enrollment.</p> <p><u>Survey Statement:</u> WITC should expand online learning options to provide more opportunities for students.</p>	4.08	4.07
<p><u>Survey Question 11:</u> WITC's program mix is designed to align with regional job opportunities.</p> <p><u>Survey Statement:</u> WITC should promote the career opportunities that result from a regionally aligned undergraduate program mix.</p>	4.08	4.06
<p><u>Survey Question 9:</u> Student surveys repeatedly indicate WITC's faculty, who all have occupational experience, are dedicated and engaged.</p> <p><u>Survey Statement:</u> WITC should emphasize these traits as a differentiating factor to potential students and stakeholder groups.</p>	3.99	3.85
<p><u>Survey Question 16:</u> WITC has maintained efforts to serve residents through programs that lead to degrees, but also through non-degree programming in continuing education and enrichment programming. The college has seen the percentage of the population that is enrolling in all types of courses drop.</p> <p><u>Survey Statement:</u> WITC should continue to strive to serve more people in its geographic area with both non-traditional and traditional programming.</p>	3.93	3.86
<p><u>Survey Question 18:</u> WITC conducts research related to program outcomes and enrollment patterns. Most of this information is provided by students or graduates. However, little information exists regarding the perception of the college by those who have not attended.</p> <p><u>Survey Statement:</u> WITC should develop a research strategy that provides information about the population that is choosing competing or alternative options.</p>	3.89	3.85
<p><u>Survey Question 8:</u> As an increasing number of the "baby boom" generation opt to leave the workforce for retirement, there are increased employment opportunities for those who remain in the labor market.</p> <p><u>Survey Statement:</u> WITC should enhance efforts to communicate the importance of living and working in Northwest Wisconsin in order to contribute to a high-quality workforce.</p>	3.86	3.77
<p><u>Survey Question 15:</u> WITC monitors population and other demographic changes throughout the more than 10,000 square mile area it serves.</p> <p><u>Survey Statement:</u> WITC should modify resource allocations to align with changing demographics.</p>	3.78	3.72
<p><u>Survey Question 17:</u> WITC has consistently worked to reach the region's K12 population through marketing and recruitment efforts. However, a relatively small portion of this population chooses to enroll directly from high school.</p> <p><u>Survey Statement:</u> WITC should reconsider branding strategies that emphasize value over other student experiences, such as student clubs and activities.</p>	3.70	3.58

Environmental Scanning Report

In addition to compiling the SWOT analysis, TOWS analysis and survey data, WITC performed an Environmental Scanning Report which is a compilation of demographic data, obtained from multiple sources and arranged in topical sections for comparisons purposes.

The sources utilized for the various sections of the report included WITC internal reporting system, the US Census Bureau, the Bureau of Labor Statistics, the Wisconsin Technical College System, Wisconsin Department of Workforce Development, the University of Wisconsin System, UW-Madison Applied Population Laboratory, the National Community College Benchmark Project (NCCBP), the Integrated Postsecondary Education Data System (IPEDS), the Noel-Levitz Student Satisfaction Inventory (SSI) Benchmarks and Reports, and the Community College Survey of Student Engagement (CCSSE) Benchmarks and Reports.

The undeniable result of the Environmental Scanning Report was that WITC needs to concentrate its resources and in a singular, collaborative effort to increase student full time equivalents (FTE) as shown graphically here, when compared to other Wisconsin post-secondary public institutions.



Strategic Plan

Armed with all of the data and analysis presented in the previous pages, the 2019-2021 Strategic Plan was developed into a to singular quantifiable goal that capitalizes on four of WITC's key strengths.

Twenty Four by Twenty One

Measurable Goal: Serve 2,400 FTE, 2,400 graduates, and 24,000 students annually by 2021

Purpose: Increase enrollment by providing sustainable, community-focused opportunities for learning and student success

Key Strength 1: *Affordable:* Emphasize status as a low-cost providers with high value to connect more people to programs and services

- Programming and services will be developed and deployed to improve affordable access for the underserved
- Working adults will have access to programs and services that help lead to improved employment opportunities

Key Strength 2: *Student-Centered:* Modify programs and services to reflect changing student needs and interests

- Scheduling practices will be modified to consider student needs in a changing economy with shifting demographics
- Market research with recommendations will be used to determine the preferences of potential students who did not enroll

Key Strength 3: *Regionally Aligned:* Maintain a program mix that focuses on the needs of the regional economy to ensure graduate outcomes remain strong and employer needs are met

- Expand programming related to medical professions to address changing demographics
- Increase awareness of programming and employment opportunities in advanced manufacturing and related occupations in the trades

Key Strength 4: *Community Driven:* Improve attainment through the development of local services and programming

- Leverage technology to extend high-quality campus-based programs and services to communities throughout the regional service area
- Modify resource allocations to address shifting demographics and a changing market for potential students

IMPACT ON TAXPAYER

How does the budget impact the taxpayer?

WITC is considered a special district by the state of Wisconsin. As a result, it has authority to levy taxes to cover the services it provides. Annually WITC is required to adopt a balanced budget. During the budget process, the College determines the amount of tax levy required to implement its plans and maintain a balanced budget. In October of each year the Board approves the amount of tax levy to be assessed against each municipality within the district. Balancing the levy's impact on taxpayers and its impact on the services provided by WITC are important considerations.

By state statute, WITC cannot assess more than an increase of net new construction as calculated by the Wisconsin Department of Revenue to its previous levy for operational costs to the municipalities. There is no limit on the amount that can be assessed for debt service; however, state statutes limit how much debt the College can issue without a referendum. In this way, the statutes place controls on a technical college's operational and debt levies.

WITC apportions its levy to the municipalities based on equalized valuation as determined by the State of Wisconsin Department of Revenue. WITC invoices the municipalities based upon mill rates. A mill rate is the amount of taxes billed per \$1,000 of valuation. The tax rates shown within this document are based upon equalized valuations that are billed to the municipalities, not on assessed valuations billed to the taxpayer.

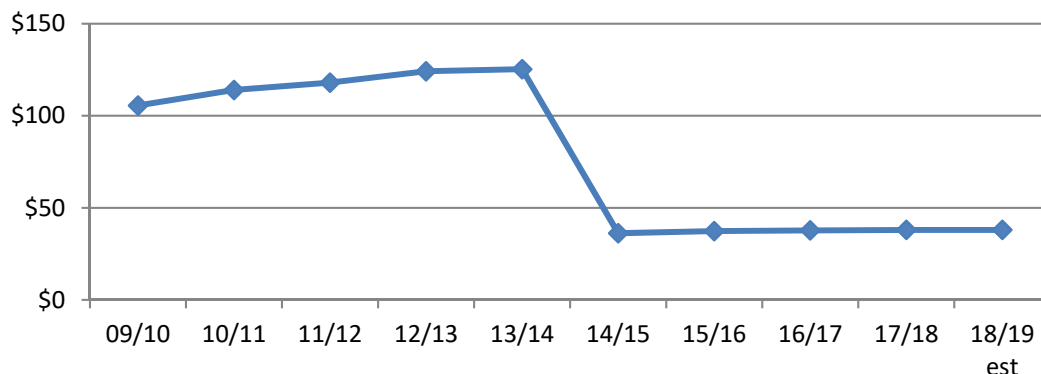
The municipalities, in turn, bill the taxpayers of those municipalities based upon assessed valuation; therefore, the mill rate assessed by one municipality for taxes from WITC can be different than the mill rate billed by another municipality. These rates may be higher or lower than the mill rates billed to the municipalities by WITC based upon equalized valuation.

Homeowners save

In March 2014, the legislature approved the property tax relief aid which removed \$406 million of funding for the technical colleges off property taxes and replaced it with state funding. This change in funding directly impacted the WITC district homeowners by effectively lowering their property tax liability by nearly seventy percent. The FY19 WITC budget has estimated the amount the municipalities within the district will be billed is \$0.17 for operations and \$0.21 for debt service for a total of \$0.38 per \$1,000 of equalized valuation. The chart and graphical representation of the historical taxes on a \$100,000 house are shown here.

Year	Tax
09/10	\$ 105.57
10/11	\$ 114.00
11/12	\$ 118.01
12/13	\$ 124.18
13/14	\$ 125.30
14/15	\$ 36.21
15/16	\$ 37.37
16/17	\$ 37.76
17/18	\$ 38.02
18/19 est	\$ 38.00

Tax on a \$100,000 House



POLICIES

A number of policies provide the context for planning and developing the budget in any given year. Fiscal policies address the acquisition and general allocation of resources. These include cash management, reserves, debt service, etc. They address the key issues and concerns that frame the task at hand - preparing a balanced budget that effectively achieves the College's priorities within the context of the current and expected economic and political realities. In addition, they ensure that proper budget controls are in place.

Fiscal policies

Debt management

The WITC Board has taxing powers and may incur long-term debt obligations. By law, WITC cannot have bonded indebtedness greater than 2 percent of equalized valuation and aggregate indebtedness greater than 5 percent of equalized valuation. WITC structures its debt with the goal of maintaining a stable tax levy in the debt service fund. Debt is repaid over a three to ten year period or less for any bond issue that is not part of a referendum. Referendum bond issues may be paid off over a ten to twenty year period, depending on the size of the referendum. WITC annually borrows funds to pay for new construction, land improvements, building improvements, site improvements, and capital equipment. These costs are budgeted in the capital projects fund. WITC does not borrow funds for cash flow purposes.

Long-term liabilities

Responsible financial management means looking beyond the next fiscal year to potential liabilities that can impact WITC in the future. Post-employment sick pay and other post-employment benefits (OPEB) are long-term costs that must be addressed. It is essential to plan for such potential liabilities early and allocate resources accordingly to ensure that current budgetary policies and actions do not lead to unexpected financial burdens that could require drastic remedies in the future. WITC has an actuarial calculation of the liability related to postemployment benefits so that it fully understands the future financial impact of this benefit. In fiscal year 2008 WITC created an irrevocable OPEB trust for its post-employment benefits and has started to fund the trust in order to reduce and eventually eliminate this liability.

Internal control

WITC is committed to the development of good management systems and controls. Significant efforts are made to employ qualified personnel; likewise, systems are conscientiously developed within which WITC employees can function effectively and which provide appropriate levels of supervision, internal controls, and segregation of job duties.

Accounting systems

In developing and modifying WITC's accounting system, consideration is given to the adequacy of internal controls. Internal accounting controls are designed to provide reasonable, but not absolute, assurance regarding the safeguarding of assets against loss from unauthorized use or disposition and the reliability of financial records for preparing financial statements and maintaining accountability for assets.

Cash management

WITC has adopted an investment policy, which restricts investments to time deposits that mature in not more than one year, US treasury obligations, repurchase agreements, US instrumentalities, and other high-grade securities that comply with Wisconsin statute 66.0603. WITC structures its investments to ensure sufficient funds are available to meet all obligations when due and to provide for safety, liquidity, return, and diversification - in that order.

Revenue estimates

In order to maintain good fiscal integrity, WITC uses conservative estimates when forecasting revenues so that expected actual revenues equal or exceed the budgeted revenues.

Balanced budget

State statutes require the College to prepare an annual budget. The WITC Board controls the budget primarily by controlling the change in the tax levy. Administration must present a balanced budget to the Board that meets the budget guidelines as established by the Board. The budget is balanced when revenues plus other sources is equal to expenditures plus other uses.

Balanced Budget	
Total Revenues	68,772,501
Proceeds from Debt	7,000,000
Use of Fund Balance	957,725
Total Sources of Funds	76,730,226
Total Expenditures	76,730,226
Variance	-

Maintenance of fund balance

State statutes prohibit the technical colleges from maintaining any unreserved and undesignated fund balances. WITC maintains fund balance reserves for prepaid expenditures and inventories, operations, capital projects, debt service, student organizations, student financial assistance, and funds designated for subsequent years. WITC does not utilize fund balance to fund ongoing operations. Any use of fund balance is for a one-time only expenditures or emergencies. For proprietary funds whose reserves have exceeded planned levels, the College may implement a planned drawdown of these funds. A historical representation fund balance maintenance can be found on page 55 of this document.

Proceeds from issuance of general obligation promissory notes are not always spent in the year the funds are received, resulting in the reappropriation some of these funds in future years.

Contingencies

The College maintains a Designated for Operations account in its fund balance in the general fund that can be accessed for emergencies and to help with cash flow in order to avoid short-term borrowing. A similar account is maintained in the special revenue - operating fund to be used for additional match for grants if the budgeted levy for the year is insufficient for new grants that may be available during the year.

Risk management

WITC maintains a risk management program that includes a risk manager, a safety coordinator, a comprehensive insurance program designated to meet WITC's needs, active security and safety committees oriented to the identification and avoidance of risk, regular meetings with employees covering risk management, and an independent risk management and insurance consulting firm retained to assist in WITC's risk management program.

Bond rating

WITC is determined to maintain fiscal integrity and maximize its bond rating. The current Moody's bond rating is Aaa which is the highest rating available.

Independent audit

WITC hires a certified public accounting firm to conduct an independent audit of its accounting records in compliance with generally accepted accounting and auditing standards and in compliance with the Single Audit Act requirements. WITC board policy and state law require an annual audit of the financial statements of WITC by an independent certified public accountant. WITC does not maintain an internal audit staff; however, internal audit and operation review services are purchased on an as-needed basis from an independent auditor.

Planning processes

WITC integrates a number of planning processes into its daily activities. These processes are also integrated into the resource allocation process, which include financial, human, and capital needs.

Strategic planning

In order to have a clear focus and direction, strategic planning is a necessity. The strategic planning process needs to be fully integrated with other planning processes such as budgeting, resource allocation, capital improvement and program planning.

Other planning and quality improvement processes

In addition to Strategic and Technology Plans, WITC also utilizes other planning processes which include:

Annual follow-up studies, including 6-month graduates, withdrawals, and employers, allow WITC to monitor changes in the labor market. In addition, longitudinal follow-up studies allow WITC to determine the long-term benefit of occupational education and to determine what changes may or may not need to be made to curriculum and program offerings.

A Comprehensive Facility Plan which addresses programmatic and support service facility needs. The instructional program needs are a significant driver of a facility use plan. These two plans need to be aligned at all times. The Comprehensive Facility Plan also needs to align and be integrated into the budget process to allow resources to be available when needed. This plan is used to develop the ten year project sequencing summary as presented on page 134.

Planned satisfaction, engagement, and benchmarking studies including the Community College Survey of Student Engagement (CCSSE), the Noel-Levitz Student Satisfaction Inventory (SSI), the College Employee Satisfaction Survey (CESS), and the National Community College Benchmarking Project (NCCBP). These studies help WITC to analyze of data both over time as well as to benchmark against like institutions both statewide and nationally. Based upon this analysis, action plans are developed and built into operational and strategic planning.

Academic Program Review is a cyclic process where each WITC credit program undergoes a detailed analysis of its operations and outcomes including a self-study that covers data trends and WTCS benchmarks, curriculum, assessment of student learning, advisory committees, equipment, facilities, staff knowledge and development, and cross-college collaboration. Each review culminates in a two-year improvement plan that feeds into the related planning processes.

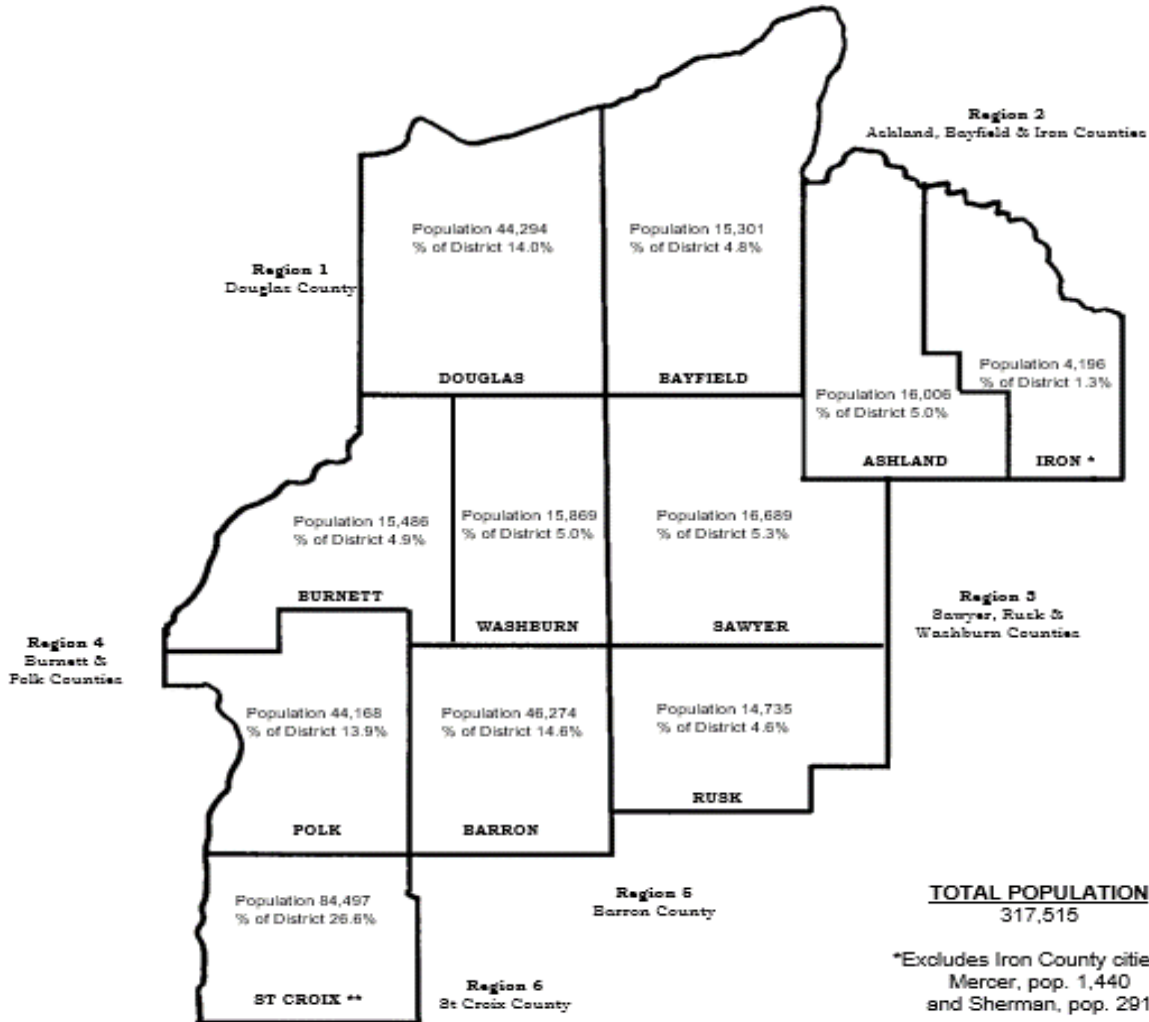


WTCS Map

WITC is one of sixteen technical colleges in Wisconsin and the largest district in area.



District Map



TOTAL POPULATION
317,515

*Excludes Iron County cities of
Mercer, pop. 1,440
and Sherman, pop. 291

** Excludes St Croix County portions of cities of
River Falls, pop. 3,319
and Spring Valley, pop. 12

Source: WI Dept of Administration
WI Demographic Services Center
Preliminary Population Estimates-January 2017

Revised 8/31/2017

BOARD MEMBERSHIP

Board members provide a critical perspective on WITC's operations. The membership consists of two employers, two employees, three additional members, one public school administrator, and one elected official. Board members are appointed by an Appointment Committee consisting of the chair of each of the 11 counties in the district. Members of the board serve three-year terms. Regular board meetings are held on the third Monday of each month with the annual board meeting being held on the second Monday of July. All meetings are open to the public. If necessary, periodic meetings are scheduled at other times. Board members receive no compensation for their services, but are reimbursed for actual and necessary expenses in the performance of their duties.

Andrew Albarado is an additional member of the board with district wide representation. Andrew has been a board member since 2017.

James Beistle is an additional member of the board representing Burnett and Polk Counties. James has been a board member since 1999.

Chris Fitzgerald is the elected official member of the board with district wide representation. Chris has been a board member since 2011.

Lara Fraiser is an employer member of the board representing St. Croix County. Lara has been a board member since 2017.

Brett Gerber is an employer member of the board representing Rusk, Sawyer and Washburn Counties. Brett has been a board member since 2013.

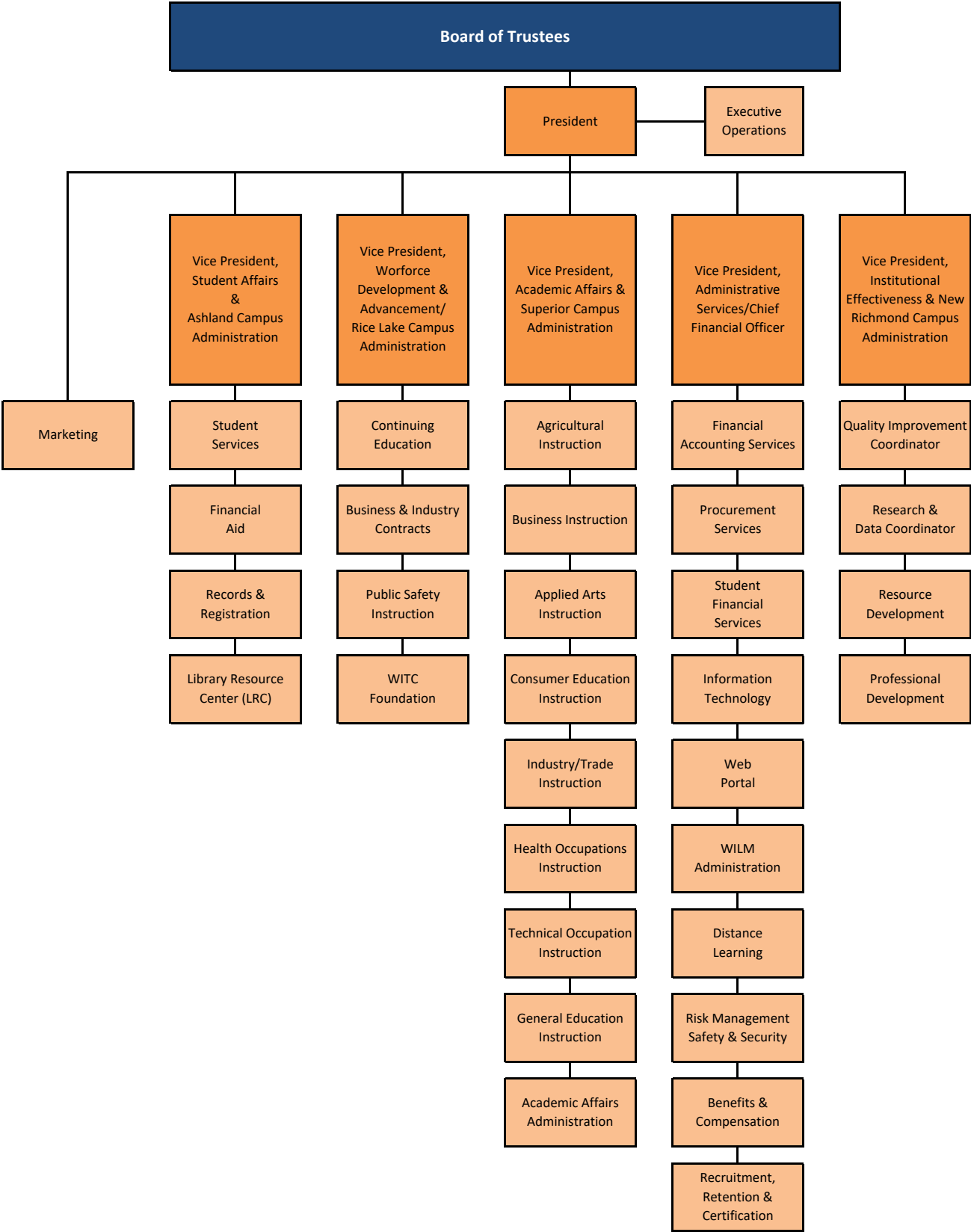
Janelle Gruetzmacher is an employee member of the board representing Barron County. Janelle has been a board member since 2016.

Lorraine Laberee is an additional member of the board representing Ashland, Bayfield, and Iron Counties. Lorraine has been a board member since 1986.

Troy Lambert is an employee member of the board representing Douglas County. Troy has been a board member since 2014.

Josh Robinson is a school district administrator member of the board with district wide representation. Josh has been a board member since 2015.

Wisconsin Indianhead Technical College Organization Chart



DISTRICT PROFILE

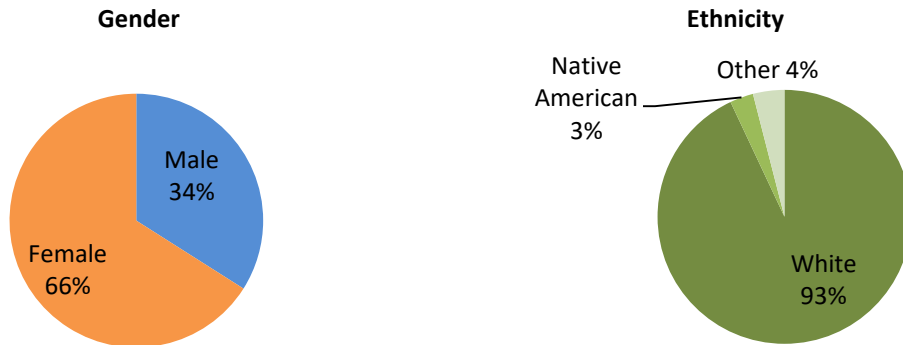
Taxing district

The Wisconsin Indianhead Technical College District (WITC) is the largest district in the State by area. The District encompasses all or part of Ashland, Barron, Bayfield, Burnett, Douglas, Iron, Polk, Rusk, St. Croix, Sawyer, and Washburn counties, which comprises approximately 20 percent of the area in the State. The District's boundaries are coterminous with those of its member school districts. The estimated current population of the District is 317,515.

The District was formed in July 1972 by combining the eight-county District 17 and the three-county District 18. Wisconsin vocational, technical and adult educational districts were created under Chapter 292, Wisconsin Laws of 1965. Under the 1993 Wisconsin Act 399, the name of the State Board of Vocational, Technical and Adult Education was changed to the Wisconsin Technical College System Board. Accordingly, after July 21, 1994, the District which had formerly been named Wisconsin Indianhead Vocational, Technical and Adult Education District, became officially known as the Wisconsin Indianhead Technical College District.

Our students

Our program students range in age from 15 to 81 with the average age being 26 years old. Students have wide-ranging socio-economic backgrounds. Following graduation, 76 percent of graduates reside and work in Wisconsin with 66 percent working within the district boundaries. Ninety-three percent are employed within six months of graduation and 77 percent of these graduates are employed in a career that is related to their WITC training. The average starting salary for a WITC graduate in 2017 was \$37,818. Several programs have starting salaries over \$40,000. Ninety-six percent of graduates indicate they are satisfied or very satisfied with their WITC experience and would recommend WITC to a friend or family member.



The majority of WITC's students do not have plans to receive a degree and utilize WITC's services to enhance personal or professional skills. Annually over 19,000 citizens take advantage of educational opportunities offered by WITC. While approximately 5,000 unduplicated students enrolled in credit programming in fiscal year 2018, over 14,500 unduplicated students enrolled in non-credit offerings of the District during that period.

Our campuses

The Administrative Office for WITC is located in the City of Shell Lake, which is centrally located within the District. The District operates four campuses located in the cities of Ashland, New Richmond, Rice Lake, and Superior and two Outreach Center locations (Hayward and Ladysmith). In addition, WITC offers classes at many other locations on a temporary basis. During the late 1970's, the District undertook an extensive building program on the four campuses, financed by the issuance of debt and annual capital improvement levies. Facility improvements have been made on a regular basis since that time to meet the changing needs of vocational and technical education. The administrative building consists of 23,047 square feet on a three-acre site.

The WITC-Ashland Campus consists of a 74,912 square-foot building on a 30-acre site. The original building was constructed in the late 1960's and has had several additions since. The Marine Lab addition was constructed in 1995. A 5,123 square-foot Technology Center was added in 2000. In 2013 a 634 square foot cold storage addition was built to serve the material storage needs of the machine tool program.

The WITC-New Richmond Campus was completed in 1976 and currently consists of a 140,538 square foot facility, situated on a 38-acre site. It is located in St. Croix County, the most heavily populated portion of the District. In 1987, the District constructed a 10,700 square-foot addition to this campus. New Richmond's capital campaign contributed \$470,000 in private donations to the project. In 1995, an 8,639 square-foot addition to the technical and industrial wing was constructed, partially paid from a \$200,000 capital campaign. A 5,611 square-foot Technology Center was added in 2001 and a 5,072 square-foot Administration and Continuing Education addition was completed in 2002. In 2010, an addition of 7,500 square feet was completed in the Trade and Technical Wing and an 8,000 square foot expansion of faculty offices and general classrooms was completed in 2012. The most recent expansion to the campus was a 5,400 square foot addition dedicated to a Student Commons and Learning Resource Center was completed in 2017.

The WITC-Rice Lake Campus is located adjacent to the University of Wisconsin - Barron County Center and consists of two buildings totaling 172,005 square feet on a 52-acre site. Approximately 15,371 square feet of additional space was added in 1990 to the original 1976 structures. This included 8,604 square feet for a television studio, lab and storage space that links two campus halls and 6,767 square feet of remodeled space for faculty and supervisor relocation. A conference center was added in 1992 which totaled 8,104 square feet. Rice Lake's capital campaign contributed \$191,000 in private donations to the project. In 1997, a masonry lab and cold storage totaling 4,776 square feet were added. In 2003, a Telecommunication Center was added totaling 16,870 square feet. The 9,702 square foot Allied Health Wing addition was completed during 2011 which enabled the College to relocate students back to campus from leased instructional space from Marshfield Clinic. Additionally a 9,845 square foot Student Life and Food Service addition was completed during 2015.

The WITC-Superior Campus, with 124,934 square feet of facilities, is located adjacent to the campus of the University of Wisconsin - Superior on an 8.6-acre site. The original three-story, 99,339 square-foot building was constructed in 1978. A 3,500 square-foot Energy Lab was constructed in 1980. A 9,896 square-foot conference center and second story infill were added in 1992. In 1998, a 2,610 square-foot cold storage addition was added and in 2006, a 6,633 square-foot Flexible Trade and Technology Lab was added. Additionally, in 2017, 3,755 square feet was renovated to allow for expanding welding and machine tool needs at the campus.

GENERAL FUND
2018-19 Budgetary Statement of
Resources, Uses, and Changes in Fund Balance

	<u>2016/17</u> <u>Actual*</u>	<u>2017/18</u> <u>Adopted</u> <u>Budget</u>	<u>2017/18</u> <u>Modified</u> <u>Budget</u>	<u>2017/18</u> <u>Estimate**</u>	<u>2018/19</u> <u>Budget</u>
REVENUES					
Local government	\$ 4,862,096	\$ 4,710,586	\$ 4,706,038	\$ 4,702,045	\$ 4,922,696
State funds	29,780,898	29,928,739	29,928,739	29,854,700	29,600,000
Program fees	7,453,715	8,032,192	8,032,192	7,486,685	7,660,000
Material fees	541,761	550,000	550,000	550,095	537,181
Other student fees	751,424	850,000	850,000	784,215	845,000
Institutional	479,363	400,000	400,000	430,155	250,000
Federal funds	20,881	20,000	20,000	27,775	20,000
Total revenues	<u>\$ 43,890,138</u>	<u>\$ 44,491,517</u>	<u>\$ 44,486,969</u>	<u>\$ 43,835,670</u>	<u>\$ 43,834,877</u>
EXPENDITURES					
Instruction	\$ 25,981,962	\$ 26,107,923	\$ 26,107,923	\$ 25,903,560	\$ 25,834,943
Instructional resources	1,514,037	1,578,142	1,523,594	1,275,580	1,292,855
Student services	4,851,535	5,183,733	5,183,733	4,947,400	5,241,970
General institutional	8,472,795	8,109,020	8,109,020	8,089,600	8,132,344
Physical plant	3,365,499	3,452,699	3,502,699	3,481,200	3,272,765
Auxiliary services	-	-	-	-	-
Total expenditures	<u>\$ 44,185,828</u>	<u>\$ 44,431,517</u>	<u>\$ 44,426,969</u>	<u>\$ 43,697,340</u>	<u>\$ 43,774,877</u>
Net revenue/(expenditure)	<u>\$ (295,690)</u>	<u>\$ 60,000</u>	<u>\$ 60,000</u>	<u>\$ 138,330</u>	<u>\$ 60,000</u>
OTHER SOURCES/(USES)					
Operating transfer in/(out)	\$ (10,928)	\$ (60,000)	(60,000)	\$ (59,650)	\$ (60,000)
Proceeds from debt	-	-	-	-	-
Total other sources/(uses)	<u>\$ (10,928)</u>	<u>\$ (60,000)</u>	<u>\$ (60,000)</u>	<u>\$ (59,650)</u>	<u>\$ (60,000)</u>
TRANSFERS TO/(FROM) FUND BALANCE					
Reserve for operations	\$ 566,953	\$ 205,789	\$ 205,789	\$ 242,641	\$ (161,160)
Reserve for post-employment benefits	-	-	-	-	-
Reserve for post-employment stipend benefit termination	(424,000)	-	-	-	-
Designated for state aid fluctuations	21,556	16,731	16,731	16,731	(32,874)
Designated for subsequent years	32,335	25,096	25,096	25,096	(49,311)
Designated for subsequent year	(503,462)	(247,616)	(247,616)	(205,788)	243,345
Total transfers to/(from) fund balance	<u>\$ (306,618)</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 78,680</u>	<u>\$ -</u>
Beginning fund balance	<u>\$ 15,139,160</u>	<u>\$ 15,723,870</u>	<u>\$ 15,723,870</u>	<u>\$ 14,832,542</u>	<u>\$ 14,911,222</u>
Ending fund balance	<u><u>\$ 14,832,542</u></u>	<u><u>\$ 15,723,870</u></u>	<u><u>\$ 15,723,870</u></u>	<u><u>\$ 14,911,222</u></u>	<u><u>\$ 14,911,222</u></u>

* Actual is presented on a budgetary basis

** Estimate is based upon 9 months of actual and 3 months of estimates

SPECIAL REVENUE FUND - OPERATING

2018-19 Budgetary Statement of Resources, Uses, and Changes in Fund Balance

	2016/17 Actual*	2017/18 Adopted Budget	2017/18 Modified Budget	2017/18 Estimate**	2018/19 Budget
REVENUES					
Local government	\$ 587,477	\$ 1,087,104	\$ 1,087,104	\$ 1,087,104	\$ 1,198,446
State funds	336,231	142,672	142,672	222,399	363,295
Program fees	33,768	30,000	30,000	32,080	30,000
Material fees	31,066	30,000	30,000	55,902	30,000
Other student fees	-	-	-	-	-
Institutional	1,527,327	1,325,000	1,325,000	1,144,947	1,225,000
Federal funds	1,196,482	929,691	929,691	972,206	921,600
Total revenues	<u>\$ 3,712,351</u>	<u>\$ 3,544,467</u>	<u>\$ 3,544,467</u>	<u>\$ 3,514,638</u>	<u>\$ 3,768,341</u>
EXPENDITURES					
Instruction	\$ 3,009,606	\$ 3,175,158	\$ 3,175,158	\$ 2,973,138	\$ 3,411,508
Instructional resources	14,124	-	-	-	-
Student services	498,117	564,309	564,309	560,805	606,833
General institutional	-	2,500	2,500	-	-
Physical plant	-	2,500	2,500	-	-
Auxiliary services	-	-	-	-	-
Total expenditures	<u>\$ 3,521,847</u>	<u>\$ 3,744,467</u>	<u>\$ 3,744,467</u>	<u>\$ 3,533,943</u>	<u>\$ 4,018,341</u>
Net revenue/(expenditure)	<u>\$ 190,504</u>	<u>\$ (200,000)</u>	<u>\$ (200,000)</u>	<u>\$ (19,305)</u>	<u>\$ (250,000)</u>
OTHER SOURCES/(USES)					
Operating transfer in/(out)	\$ -	\$ -	\$ -	\$ -	\$ -
Proceeds from debt	-	-	-	-	-
Total other sources/(uses)	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
TRANSFERS TO/(FROM) FUND BALANCE					
Reserve for operations	\$ 190,504	\$ (200,000)	\$ (200,000)	\$ (19,305)	\$ (250,000)
Designated for state aid fluctuations	-	-	-	-	-
Designated for subsequent years	-	-	-	-	-
Designated for subsequent year	-	-	-	-	-
Total transfers to/(from) fund balance	<u>\$ 190,504</u>	<u>\$ (200,000)</u>	<u>\$ (200,000)</u>	<u>\$ (19,305)</u>	<u>\$ (250,000)</u>
Beginning fund balance	\$ 824,657	\$ 911,614	\$ 911,614	\$ 1,015,161	\$ 995,856
Ending fund balance	<u><u>\$ 1,015,161</u></u>	<u><u>\$ 711,614</u></u>	<u><u>\$ 711,614</u></u>	<u><u>\$ 995,856</u></u>	<u><u>\$ 745,856</u></u>

* Actual is presented on a budgetary basis

** Estimate is based upon 9 months of actual and 3 months of estimates

SPECIAL REVENUE FUND - NON-AIDABLE

2018-19 Budgetary Statement of Resources, Uses, and Changes in Fund Balance

	2016/17 Actual*	2017/18 Adopted Budget	2017/18 Modified Budget	2017/18 Estimate**	2018/19 Budget
REVENUES					
Local government	\$ -	\$ -	\$ -	\$ -	\$ -
State funds	-	-	-	-	-
Program fees	-	-	-	-	-
Material fees	-	-	-	-	-
Other student fees	313,383	295,000	295,000	306,692	337,800
Institutional	467,182	244,500	244,500	415,917	250,000
Federal funds	10,265,202	10,531,958	10,531,958	10,064,263	10,033,034
Total revenues	<u>\$ 11,045,767</u>	<u>\$ 11,071,458</u>	<u>\$ 11,071,458</u>	<u>\$ 10,786,872</u>	<u>\$ 10,620,834</u>
EXPENDITURES					
Instruction	\$ 172,073	\$ 168,000	\$ 168,000	\$ 144,331	\$ 170,000
Instructional resources	-	-	-	-	-
Student services	10,821,051	10,903,458	10,903,458	10,508,561	10,450,834
General institutional	-	-	-	-	-
Physical plant	-	-	-	-	-
Auxiliary services	-	-	-	-	-
Total expenditures	<u>\$ 10,993,124</u>	<u>\$ 11,071,458</u>	<u>\$ 11,071,458</u>	<u>\$ 10,652,892</u>	<u>\$ 10,620,834</u>
Net revenue/(expenditure)	<u>\$ 52,643</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 133,980</u>	<u>\$ -</u>
OTHER SOURCES/(USES)					
Operating transfer in/(out)	\$ -	\$ -	\$ -	\$ -	\$ -
Proceeds from debt	-	-	-	-	-
Total other sources/(uses)	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
TRANSFERS TO/(FROM) FUND BALANCE					
Reserve for financial aid	\$ 52,643	\$ -	\$ -	\$ 133,980	\$ -
Reserve for student organizations	-	-	-	-	-
Total transfers to/(from) fund balance	<u>\$ 52,643</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 133,980</u>	<u>\$ -</u>
Beginning fund balance	\$ 413,088	\$ 290,368	\$ 290,368	\$ 465,731	\$ 599,711
Ending fund balance	<u><u>\$ 465,731</u></u>	<u><u>\$ 290,368</u></u>	<u><u>\$ 290,368</u></u>	<u><u>\$ 599,711</u></u>	<u><u>\$ 599,711</u></u>

* Actual is presented on a budgetary basis

** Estimate is based upon 9 months of actual and 3 months of estimates

CAPITAL PROJECTS FUND
2018-19 Budgetary Statement of
Resources, Uses, and Changes in Fund Balance

	<u>2016/17</u> <u>Actual*</u>	<u>2017/18</u> <u>Adopted</u> <u>Budget</u>	<u>2017/18</u> <u>Modified</u> <u>Budget</u>	<u>2017/18</u> <u>Estimate**</u>	<u>2018/19</u> <u>Budget</u>
REVENUES					
Local government	\$ -	\$ -	\$ -	\$ -	\$ -
State funds	51,932	17,178	37,178	37,245	-
Program fees	-	-	-	-	-
Material fees	-	-	-	-	-
Other student fees	-	-	-	-	-
Institutional	314,889	177,000	185,000	182,991	65,000
Federal funds	293,484	-	35,000	34,460	-
Total revenues	<u>\$ 660,305</u>	<u>\$ 194,178</u>	<u>\$ 257,178</u>	<u>\$ 254,696</u>	<u>\$ 65,000</u>
EXPENDITURES					
Instruction	\$ 1,257,145	\$ 1,457,367	\$ 1,257,367	\$ 1,219,505	\$ 1,418,741
Instructional resources	517,463	540,725	615,725	600,012	419,820
Student services	45,228	12,000	3,000	2,375	-
General institutional	1,455,167	614,181	697,181	689,215	306,838
Physical plant	4,381,163	7,122,219	5,372,219	5,344,231	5,772,826
Auxiliary services	-	-	-	-	-
Total expenditures	<u>\$ 7,656,166</u>	<u>\$ 9,746,492</u>	<u>\$ 7,945,492</u>	<u>\$ 7,855,338</u>	<u>\$ 7,918,225</u>
Net revenue/(expenditure)	<u>\$ (6,995,861)</u>	<u>\$ (9,552,314)</u>	<u>\$ (7,688,314)</u>	<u>\$ (7,600,642)</u>	<u>\$ (7,853,225)</u>
OTHER SOURCES/(USES)					
Operating transfer in/(out)	\$ -	\$ -	\$ -	\$ -	\$ -
Proceeds from debt	6,545,000	9,025,000	8,000,000	8,000,000	7,000,000
Total other sources/(uses)	<u>\$ 6,545,000</u>	<u>\$ 9,025,000</u>	<u>\$ 8,000,000</u>	<u>\$ 8,000,000</u>	<u>\$ 7,000,000</u>
TRANSFERS TO/(FROM) FUND BALANCE					
Reserve for operations	\$ -	\$ -	\$ -	\$ -	\$ -
Reserve for capital projects	(450,861)	(527,314)	311,686	399,358	(853,225)
Total transfers to/(from) fund balance	<u>\$ (450,861)</u>	<u>\$ (527,314)</u>	<u>\$ 311,686</u>	<u>\$ 399,358</u>	<u>\$ (853,225)</u>
Beginning fund balance	\$ 2,713,430	\$ 696,130	\$ 696,130	\$ 2,262,569	\$ 2,661,927
Ending fund balance	<u><u>\$ 2,262,569</u></u>	<u><u>\$ 168,816</u></u>	<u><u>\$ 1,007,816</u></u>	<u><u>\$ 2,661,927</u></u>	<u><u>\$ 1,808,702</u></u>

* Actual is presented on a budgetary basis

** Estimate is based upon 9 months of actual and 3 months of estimates

DEBT SERVICE FUND
2018-19 Budgetary Statement of
Resources, Uses, and Changes in Fund Balance

	<u>2016/17 Actual*</u>	<u>2017/18 Adopted Budget</u>	<u>2017/18 Modified Budget</u>	<u>2017/18 Estimate**</u>	<u>2018/19 Budget</u>
REVENUES					
Local government	\$ 6,823,861	\$ 6,960,338	\$ 6,964,886	\$ 6,964,886	\$ 7,111,020
State funds	-	-	-	-	-
Program fees	-	-	-	-	-
Material fees	-	-	-	-	-
Other student fees	-	-	-	-	-
Institutional	184,722	170,000	280,000	281,638	280,000
Federal funds	-	-	-	-	-
Total revenues	<u>\$ 7,008,583</u>	<u>\$ 7,130,338</u>	<u>\$ 7,244,886</u>	<u>\$ 7,246,524</u>	<u>\$ 7,391,020</u>
EXPENDITURES					
Instruction	\$ -	\$ -	\$ -	\$ -	\$ -
Instructional resources	-	-	-	-	-
Student services	-	-	-	-	-
General institutional	-	-	-	-	-
Physical plant	7,049,591	6,935,750	6,935,750	6,927,692	7,275,020
Auxiliary services	-	-	-	-	-
Total expenditures	<u>\$ 7,049,591</u>	<u>\$ 6,935,750</u>	<u>\$ 6,935,750</u>	<u>\$ 6,927,692</u>	<u>\$ 7,275,020</u>
Net revenue/(expenditure)	<u>\$ (41,008)</u>	<u>\$ 194,588</u>	<u>\$ 309,136</u>	<u>\$ 318,832</u>	<u>\$ 116,000</u>
OTHER SOURCES/(USES)					
Operating transfer in/(out)	\$ -	\$ -	\$ -	\$ -	\$ -
Proceeds from debt	-	-	-	-	-
Total other sources/(uses)	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
TRANSFERS TO/(FROM) FUND BALANCE					
Reserve for operations	\$ -	\$ -	\$ -	\$ -	\$ -
Reserve for debt service	(41,008)	194,588	309,136	318,832	116,000
Total transfers to/(from) fund balance	<u>\$ (41,008)</u>	<u>\$ 194,588</u>	<u>\$ 309,136</u>	<u>\$ 318,832</u>	<u>\$ 116,000</u>
Beginning fund balance	<u>\$ 6,854,110</u>	<u>\$ 6,698,817</u>	<u>\$ 6,698,817</u>	<u>\$ 6,813,102</u>	<u>\$ 7,131,934</u>
Ending fund balance	<u><u>\$ 6,813,102</u></u>	<u><u>\$ 6,893,405</u></u>	<u><u>\$ 7,007,953</u></u>	<u><u>\$ 7,131,934</u></u>	<u><u>\$ 7,247,934</u></u>

* Actual is presented on a budgetary basis

** Estimate is based upon 9 months of actual and 3 months of estimates

INTERNAL SERVICE FUND
2018-19 Budgetary Statement of
Resources, Uses, and Changes in Fund Balance

	<u>2016/17 Actual*</u>	<u>2017/18 Adopted Budget</u>	<u>2017/18 Modified Budget</u>	<u>2017/18 Estimate**</u>	<u>2018/19 Budget</u>
REVENUES					
Local government	\$ -	\$ -	\$ -	\$ -	\$ -
State funds	-	-	-	-	-
Program fees	-	-	-	-	-
Material fees	-	-	-	-	-
Other student fees	-	-	-	-	-
Institutional	407,632	385,000	385,000	403,062	412,500
Federal funds	-	-	-	-	-
Total revenues	<u>\$ 407,632</u>	<u>\$ 385,000</u>	<u>\$ 385,000</u>	<u>\$ 403,062</u>	<u>\$ 412,500</u>
EXPENDITURES					
Instruction	\$ -	\$ -	\$ -	\$ -	\$ -
Instructional resources	-	-	-	-	-
Student services	-	-	-	-	-
General institutional	-	-	-	-	-
Physical plant	-	-	-	-	-
Auxiliary services	360,858	385,000	385,000	370,340	383,000
Total expenditures	<u>\$ 360,858</u>	<u>\$ 385,000</u>	<u>\$ 385,000</u>	<u>\$ 370,340</u>	<u>\$ 383,000</u>
Net revenue/(expenditure)	<u>\$ 46,774</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 32,722</u>	<u>\$ 29,500</u>
OTHER SOURCES/(USES)					
Operating transfer in/(out)	\$ -	\$ -	\$ -	\$ -	\$ -
Proceeds from debt	-	-	-	-	-
Total other sources/(uses)	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
TRANSFERS TO/(FROM) FUND BALANCE					
Reserve for operations	\$ -	\$ -	\$ -	\$ -	\$ -
Reserve for self insurance	46,774	-	-	32,722	29,500
Total transfers to/(from) fund balance	<u>\$ 46,774</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 32,722</u>	<u>\$ 29,500</u>
Beginning fund balance	\$ 304,908	\$ 353,130	\$ 353,130	\$ 351,682	\$ 384,404
Ending fund balance	<u><u>\$ 351,682</u></u>	<u><u>\$ 353,130</u></u>	<u><u>\$ 353,130</u></u>	<u><u>\$ 384,404</u></u>	<u><u>\$ 413,904</u></u>

* Actual is presented on a budgetary basis

** Estimate is based upon 9 months of actual and 3 months of estimates

ENTERPRISE FUND
2018-19 Budgetary Statement of
Resources, Uses, and Changes in Fund Balance

	<u>2016/17 Actual*</u>	<u>2017/18 Adopted Budget</u>	<u>2017/18 Modified Budget</u>	<u>2017/18 Estimate**</u>	<u>2018/19 Budget</u>
REVENUES					
Local government	\$ -	\$ -	\$ -	\$ -	\$ -
State funds	-	-	-	-	-
Program fees	-	-	-	-	-
Material fees	-	-	-	-	-
Other student fees	-	-	-	-	-
Institutional	2,573,892	2,718,550	2,718,550	2,539,123	2,679,929
Federal funds	-	-	-	-	-
Total revenues	<u>\$ 2,573,892</u>	<u>\$ 2,718,550</u>	<u>\$ 2,718,550</u>	<u>\$ 2,539,123</u>	<u>\$ 2,679,929</u>
EXPENDITURES					
Instruction	\$ -	\$ -	\$ -	\$ -	\$ -
Instructional resources	-	-	-	-	-
Student services	-	-	-	-	-
General institutional	-	-	-	-	-
Physical plant	-	-	-	-	-
Auxiliary services	2,584,820	2,778,550	2,778,550	2,598,773	2,739,929
Total expenditures	<u>\$ 2,584,820</u>	<u>\$ 2,778,550</u>	<u>\$ 2,778,550</u>	<u>\$ 2,598,773</u>	<u>\$ 2,739,929</u>
Net revenue/(expenditure)	<u>\$ (10,928)</u>	<u>\$ (60,000)</u>	<u>\$ (60,000)</u>	<u>\$ (59,650)</u>	<u>\$ (60,000)</u>
OTHER SOURCES/(USES)					
Operating transfer in/(out)	\$ 10,928	\$ 60,000	\$ 60,000	\$ 59,650	\$ 60,000
Proceeds from debt	-	-	-	-	-
Total other sources/(uses)	<u>\$ 10,928</u>	<u>\$ 60,000</u>	<u>\$ 60,000</u>	<u>\$ 59,650</u>	<u>\$ 60,000</u>
TRANSFERS TO/(FROM) FUND BALANCE					
Reserve for operations	\$ -	\$ -	\$ -	\$ -	\$ -
Retained earnings	-	-	-	-	-
Total transfers to/(from) fund balance	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Beginning fund balance	\$ -	\$ -	\$ -	\$ -	\$ -
Ending fund balance	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>

* Actual is presented on a budgetary basis

** Estimate is based upon 9 months of actual and 3 months of estimates

COMBINED BUDGET SUMMARY

2018-19 Budgetary Statement of Resources, Uses, and Changes in Fund Balance

	2016/17 Actual*	2017/18 Adopted Budget	2017/18 Modified Budget	2017/18 Estimate**	2018/19 Budget
REVENUES					
Local government	\$ 12,273,434	\$ 12,758,028	\$ 12,758,028	\$ 12,754,035	\$ 13,232,162
State funds	30,169,061	30,088,589	30,108,589	30,114,344	29,963,295
Program fees	7,487,483	8,062,192	8,062,192	7,518,765	7,690,000
Material fees	572,827	580,000	580,000	605,997	567,181
Other student fees	1,064,807	1,145,000	1,145,000	1,090,907	1,182,800
Institutional	5,955,007	5,420,050	5,538,050	5,397,833	5,162,429
Federal funds	11,776,049	11,481,649	11,516,649	11,098,704	10,974,634
Total revenues	<u>\$ 69,298,668</u>	<u>\$ 69,535,508</u>	<u>\$ 69,708,508</u>	<u>\$ 68,580,585</u>	<u>\$ 68,772,501</u>
EXPENDITURES					
Instruction	\$ 30,420,786	\$ 30,908,448	\$ 30,708,448	\$ 30,240,534	\$ 30,835,192
Instructional resources	2,045,624	2,118,867	2,139,319	1,875,592	1,712,675
Student services	16,215,931	16,663,500	16,654,500	16,019,141	16,299,637
General institutional	9,927,962	8,725,701	8,808,701	8,778,815	8,439,182
Physical plant	14,796,253	17,513,168	15,813,168	15,753,123	16,320,611
Auxiliary services	2,945,678	3,163,550	3,163,550	2,969,113	3,122,929
Total expenditures	<u>\$ 76,352,234</u>	<u>\$ 79,093,234</u>	<u>\$ 77,287,686</u>	<u>\$ 75,636,318</u>	<u>\$ 76,730,226</u>
Net revenue/(expenditure)	<u>\$ (7,053,566)</u>	<u>\$ (9,557,726)</u>	<u>\$ (7,579,178)</u>	<u>\$ (7,055,733)</u>	<u>\$ (7,957,725)</u>
OTHER SOURCES/(USES)					
Operating transfer in/(out)	\$ -	\$ -	\$ -	\$ -	\$ -
Proceeds from debt	6,545,000	9,025,000	8,000,000	8,000,000	7,000,000
Total other sources/(uses)	<u>\$ 6,545,000</u>	<u>\$ 9,025,000</u>	<u>\$ 8,000,000</u>	<u>\$ 8,000,000</u>	<u>\$ 7,000,000</u>
TRANSFERS TO/(FROM) FUND BALANCE					
Reserve for prepaids & inventories	\$ -	\$ -	\$ -	\$ -	\$ -
Reserve for operations	757,457	5,789	5,789	223,336	(411,160)
Reserve for post-employment benefits	-	-	-	-	-
Reserve for post-employment stipend benefit termination	(424,000)	-	-	-	-
Reserve for capital outlays	(450,861)	(527,314)	311,686	399,358	(853,225)
Reserve for debt service	(41,008)	194,588	309,136	318,832	116,000
Reserve for financial aid	52,643	-	-	133,980	-
Reserve for student organizations	-	-	-	-	-
Reserve for self insurance	46,774	-	-	32,722	29,500
Retained earnings	-	-	-	-	-
Designated for state aid fluctuations	21,556	16,731	16,731	16,731	(32,874)
Designated for subsequent years	32,335	25,096	25,096	25,096	(49,311)
Designated for subsequent year	(503,462)	(247,616)	(247,616)	(205,788)	243,345
Total transfers to/(from) fund balance	<u>\$ (508,566)</u>	<u>\$ (532,726)</u>	<u>\$ 420,822</u>	<u>\$ 944,267</u>	<u>\$ (957,725)</u>
Beginning fund balance	<u>\$ 26,249,353</u>	<u>\$ 24,673,929</u>	<u>\$ 24,673,929</u>	<u>\$ 25,740,787</u>	<u>\$ 26,685,054</u>
Ending fund balance	<u><u>\$ 25,740,787</u></u>	<u><u>\$ 24,141,203</u></u>	<u><u>\$ 25,094,751</u></u>	<u><u>\$ 26,685,054</u></u>	<u><u>\$ 25,727,329</u></u>

* Actual is presented on a budgetary basis

** Estimate is based upon 9 months of actual and 3 months of estimates

CHANGE IN FUND BALANCE

	General Fund	Special Revenue Fund - Operating	Special Revenue Fund - Non-aidable	Capital Projects Fund	Debt Service Fund	Internal Service Fund	Enterprise Fund	Total
Beginning Balance (July 1, 2017)	\$ 14,832,542	\$ 1,015,161	\$ 465,731	\$ 2,262,569	\$ 6,813,102	\$ 351,682	\$ -	\$ 25,740,787
Add revenue	43,835,670	3,514,638	10,786,872	254,696	7,246,524	403,062	2,539,123	68,580,585
Subtract expenditures	<u>43,697,340</u>	<u>3,533,943</u>	<u>10,652,892</u>	<u>7,855,338</u>	<u>6,927,692</u>	<u>370,340</u>	<u>2,598,773</u>	<u>75,636,318</u>
Adjusted balance	138,330	(19,305)	133,980	(7,600,642)	318,832	32,722	(59,650)	(7,055,733)
Transfers in/(out)	(59,650)	-	-	-	-	-	59,650	-
Debt Proceeds	-	-	-	8,000,000	-	-	-	8,000,000
Beginning Balance (July 1, 2018)	\$ 14,911,222	\$ 995,856	\$ 599,711	\$ 2,661,927	\$ 7,131,934	\$ 384,404	\$ -	\$ 26,685,054
Add revenue	43,834,877	3,768,341	10,620,834	65,000	7,391,020	412,500	2,679,929	68,772,501
Subtract expenditures	<u>43,774,877</u>	<u>4,018,341</u>	<u>10,620,834</u>	<u>7,918,225</u>	<u>7,275,020</u>	<u>383,000</u>	<u>2,739,929</u>	<u>76,730,226</u>
Adjusted balance	60,000	(250,000)	-	(7,853,225)	116,000	29,500	(60,000)	(7,957,725)
Transfers in/(out)	(60,000)	-	-	-	-	-	60,000	-
Debt Proceeds	-	-	-	7,000,000	-	-	-	7,000,000
Ending Balance (June 30, 2019)	\$ 14,911,222	\$ 745,856	\$ 599,711	\$ 1,808,702	\$ 7,247,934	\$ 413,904	\$ -	\$ 25,727,329

** Estimate is based upon 9 months of actual and 3 months of estimates

RESERVE FOR OPERATIONS FUND BALANCE

WITC District Board Policy IV.C states, "The President may not cause or allow the development of fiscal jeopardy or a material deviation from the board-approved budget. It is a material deviation to: (7) Fail to maintain adequate reserves sufficient to provide for sufficient cash flow to eliminate the need for short term borrowing without board approval; therefore, the unrestricted fund balance should not exceed the uncollected property taxes at year-end plus 10 percent of next year's operating budget."

The calculations below support the adherence to the District Board policy stated above:

Fiscal Year	Property Tax Receivable	10% of Next Year Operational Budget	Total	Total Fund Balance	Reserve for State Aid Fluctuation (1)	Reserve for Subsequent Years (2)	Reserve for Subsequent Year (3)	Designated for Post-Retirement Benefits	Designated for Post-Retirement Stipend Benefit Termination	Designated for Operations	Percentage of Total
2018-19 proj	\$ 4,392,022	\$ 4,377,488	\$ 8,769,510	\$ 14,911,222	\$ 259,760	\$ 389,640	\$ 3,318,103	\$ 2,500,000	\$ -	\$ 8,443,719	96.3%
2017-18 est	4,457,736	4,377,488	8,835,224	14,911,222	292,634	438,951	3,071,758	2,500,000	-	8,607,879	97.4%
2016-17	4,374,737	4,442,697	8,817,434	14,832,541	275,903	413,855	3,240,693	2,500,000	-	8,402,090	95.3%
2015-16	4,343,593	4,455,053	8,798,646	15,491,734	254,347	381,520	3,744,155	2,500,000	424,000	8,187,712	93.1%
2014-15	4,080,577	4,385,043	8,465,620	15,269,000	254,347	381,520	3,744,155	2,500,000	424,000	7,964,978	94.1%
2013-14	7,924,089	4,349,556	12,273,645	15,158,138	262,427	393,641	3,963,013	-	-	10,539,057	85.9%
2012-13	8,478,810	4,360,150	12,838,960	14,506,334	282,377	423,571	3,824,912	-	-	9,975,474	77.7%
2011-12	8,894,143	4,346,101	13,240,244	14,257,097	284,095	426,147	3,132,059	-	-	10,414,796	78.7%
2010-11	9,844,166	4,345,823	14,189,989	13,962,532	290,000	436,000	2,963,097	-	-	10,273,435	72.4%
2009-10	9,753,137	4,430,459	14,183,596	13,790,979	306,020	459,030	-	-	-	13,025,929	91.8%
2008-09	9,350,358	4,244,526	13,594,884	13,550,690	-	-	-	-	-	13,550,690	99.7%
2007-08	8,437,706	4,074,784	12,512,490	12,453,394	275,529	594,000	-	-	-	11,583,865	92.6%
2006-07	7,981,685	3,864,666	11,846,351	12,301,959	275,529	594,000	-	-	-	11,432,430	96.5%
2005-06	7,238,966	3,712,465	10,951,431	10,788,966	275,529	-	-	-	-	10,513,437	96.0%
2004-05	6,768,628	3,563,059	10,331,687	11,373,257	275,529	-	-	-	-	11,097,728	107.4%
2003-04	6,354,486	3,350,325	9,704,811	9,744,591	275,529	-	-	-	-	9,469,062	97.6%
2002-03	6,050,366	3,185,454	9,235,820	9,492,229	275,529	-	-	-	-	9,216,700	99.8%
2001-02	5,725,997	3,016,806	8,742,803	8,453,550	275,529	-	-	-	-	8,178,021	93.5%
2000-01	5,426,375	2,891,540	8,317,915	7,983,030	275,529	-	-	-	-	7,707,501	92.7%
1999-00	5,035,500	2,695,450	7,730,950	7,145,309	275,529	-	-	-	-	6,869,780	88.9%
1998-99	4,587,747	2,545,057	7,132,804	6,966,385	275,529	-	-	-	-	6,690,856	93.8%

(1) The reserve for state aid fluctuations may not exceed 10% of the district's budget total state aids, less property tax relief aid, in the district's current adopted budget. This designation may only be used in the General Fund.

(2) The reserve for subsequent years is the fund balance set aside to fund operations subsequent to the forthcoming budget year. An amount equal to 5% of the state aids in the district's current adopted budget must be designated for subsequent year before the classification may be used. This classification may not exceed 15% of the state aids in the district's current adopted budget and may only be used in the General Fund.

(3) The reserve for subsequent year is the fund balance not reserved or designated in the classifications above. This designation may only be used in the General Fund and Special Revenue Funds.

POSITION SUMMARY

FTE Basis

Position Type	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018/19 Budget					Total Budget
				General	Special Revenue Operating	Special Revenue Non-Operating	Proprietary Fund		
Administrator									
Administrator	76.6	75.6	73.7	65.9	-	1.2	1.7	68.7	
Total Administrators	76.6	75.6	73.7	65.9	-	1.2	1.7	68.7	
Faculty									
Instructors	199.8	204.8	188.1	179.6	7.5	-	-	187.1	
Total faculty	199.8	204.8	188.1	179.6	7.5	-	-	187.1	
Specialists									
Counselors	9.9	8.0	9.1	5.5	3.3	-	-	8.8	
Librarian	-	-	-	-	-	-	-	-	
Instructional specialist	-	-	-	-	-	-	-	-	
Total specialists	9.9	8.0	9.1	5.5	3.3	-	-	8.8	
Other staff									
Professional non-faculty	28.1	28.1	31.1	29.2	0.9	-	-	30.1	
Clerical/secretarial	74.3	74.3	64.1	60.1	-	-	-	60.1	
Technical/paraprofessional	72.5	73.5	71.6	59.1	2.2	2.0	6.2	69.5	
Service/maintenance	24.6	24.6	23.8	20.8	-	-	-	20.8	
Total other staff	199.5	200.5	190.6	169.2	3.1	2.0	6.2	180.5	
Total positions	485.8	488.9	461.5	420.1	14.0	3.2	7.9	445.1	

The numbers above include full equivalency of full-time and part-time staff. Excluded are students classified as staff on the Work Study program.

POSITION SUMMARY
Board Approved

Position Type	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Actual	2016-17 Actual	2017-18 Budget	Changes*	2018-19 Budget
President	1.0	1.0	1.0	1.0	1.0	1.0	-	1.0
Management	87.0	88.0	89.0	91.0	88.0	91.0	(5.0)	86.0
Instruction - Professional/Instructional	152.0	152.0	151.0	152.0	153.0	150.0	(1.0)	149.0
Professional/Support Services	22.0	22.0	23.0	22.0	17.0	16.0	(1.0)	15.0
Office & Technical Support	130.0	129.0	128.0	125.0	127.0	115.0	(13.0)	102.0
Custodial	23.0	23.0	23.0	22.0	22.0	22.0	(3.0)	19.0
Total positions	415.0	415.0	415.0	413.0	408.0	395.0	(23.0)	372.0

Resignations/Terminations	Additions
Management Career Advising Specialist - Rice Lake Career Pathways Coordinator - Rice Lake Continuing Education Associate Dean - New Richmond Director of Video Networking - Rice Lake Divisional Dean, Continuing Education - Rice Lake Divisional Dean, General Studies - Ashland Divisional Dean, Program Development - Ashland EMS Teaching Specialist - New Richmond Learning Resource Center Director - New Richmond Research & Data Coordinator - Shell Lake Vice President Human Resources - Shell Lake	Management Collegewide EMS Coordinator - Rice Lake Campus Network/Desktop Supervisor - New Richmond Distance Education Coordinator - New Richmond Institutional Research Analyst- New Richmond User Services Manager - Ashland User Services Supervisor - Superior
Instruction - Professional/Instructional Career Specialist/Recruiter - Superior Farm Business & Production Management Instructor Information Technology Instructor - Superior	Instruction - Professional/Instructional Pharmacy Technician Instructor - New Richmond Pharmacy Technician Instructor - Superior
Professional/Support Services Instructional Technologist - Ashland	Professional/Support Services
Office & Technical Support Business Services Technician - Shell Lake College Advancement/Con Ed Tech - Rice Lake College Advancement/Con Ed Tech - Superior Continuing Education Assistant - Rice Lake Distance Learning Resources Assistant - NR Human Resources Technician - Shell Lake Institutional Effectiveness Assistant - Shell Lake Network Technician - New Richmond Network Technician - Shell Lake Network Technician - Superior Student Services Assistant - New Richmond Student Services Assistant - Superior Systems Technician - WILM	Office & Technical Support
Custodial Custodian - Rice Lake Custodian - Superior Maintenance Custodian - Rice Lake	Custodial

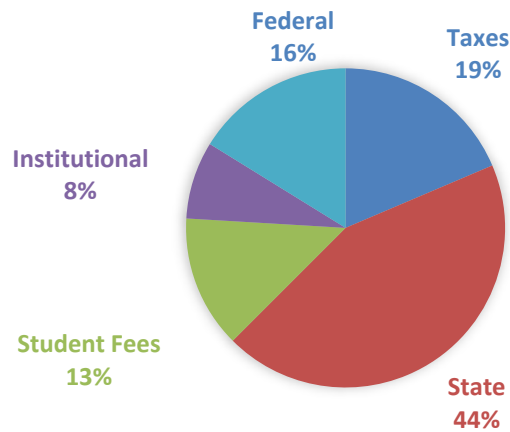
REVENUES

WITC has a diversified funding base composed of property taxes, state aid, student fees, federal and state grants, and institutionally generated revenues. This diversity of available resources and sound fiscal management will continue to provide the ability to fulfill WITC's mission now and in the future without significant changes in the level of services provided.

Property taxes

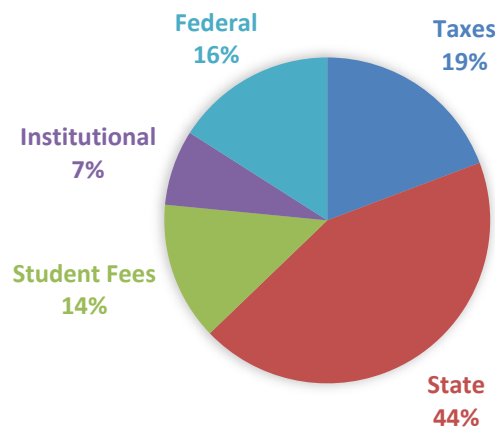
WITC's major revenue source was local property taxes as shown on the pie charts below.

2017/18 Estimated



* All Funds

2018/19 Budgeted



* All Funds

This chart below shows the funding shift in dollars for the implementation of the State of Wisconsin Property Tax Relief Aid representing the FY14 through FY17 actual, the FY18 estimated and the FY19 budgeted fiscal information.

State of Wisconsin Property Tax Relief Aid Change in Funding						
Description	FY14 Funding	FY15 Funding	FY16 Funding	FY17 Funding	FY18 Funding	FY19 Funding
Operational levy	\$ 31,572,342	\$ 4,858,536	\$ 5,151,399	\$ 5,440,520	\$ 5,793,142	\$ 6,121,142
Debt service levy	6,218,737	6,312,018	6,658,278	6,823,861	6,964,886	7,111,020
Total levy	37,791,079	11,170,554	11,809,677	12,264,381	12,758,028	13,232,162
Property tax relief aid	-	27,002,399	27,002,399	27,002,399	27,002,399	27,002,399
Aid in lieu of computer taxes	44,175	12,563	13,727	12,148	12,271	12,451
Total	\$ 37,835,254	\$ 38,185,516	\$ 38,825,803	\$ 39,278,928	\$ 39,772,698	\$ 40,247,012
Operational mill rate	1.04682	0.15750	0.16299	0.16749	0.17263	0.17581
Debt service mill rate	0.20619	0.20462	0.21066	0.21008	0.20754	0.20424
Total mill rate	\$ 1.25301	\$ 0.36212	\$ 0.37365	\$ 0.37757	\$ 0.38017	\$ 0.38005
Impact to homeowner	\$ 125.30	\$ 36.21	\$ 37.37	\$ 37.76	\$ 38.02	\$ 38.00

The property tax relief aid payment is made in February of each fiscal year, which results in more cash flow during the fiscal year and less outstanding receivable at year end since the last levy payments are not received until August following the June 30th fiscal year end.

The WTCS state office calculated each college's portion of the \$406 million to be received using valuation information received from the Department of Revenue. The allocation amount calculated for WITC is \$27,002,399 and will remain constant for current and future periods.

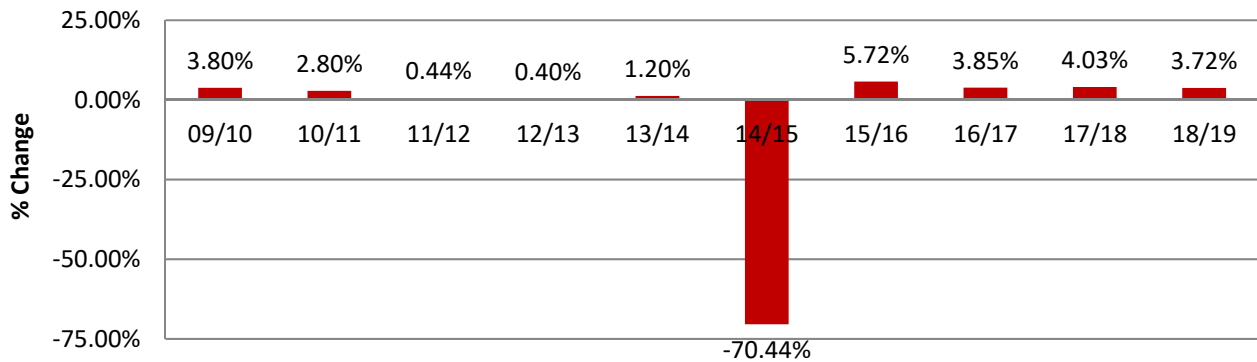
As part of Wisconsin's FY 14/FY 15 State Biennium Budget, the legislature included a cap on the operational portion of the levy amount. This portion of the levy may not increase more than the percent of net new construction for the year, which is not known until October of the budget year. If a college does not utilize all of this levy authority in one year, it may use up to one-half of one percent the following year. In the event the legislature would decrease the \$406 million, colleges are allowed to increase their operational levy amount by the amount of the state reduction. No cap exists on the debt service portion of the levy amount.

Taxing district

Annually, in October, the property tax levy is billed to municipalities within the WITC district boundaries based on the equalized value of taxable property, excluding tax incremental financing districts. The local municipalities act as assessors and collection agencies. All delinquencies are assumed by the respective counties, thus WITC will receive the full amount of its levy.

The WITC Board controls the budget by controlling the rate of change of the tax levy. By state statute, WITC cannot assess more than an increase of net new construction as calculated by the Wisconsin Department of Revenue to its previous levy for operational costs. There is no limit for the debt service mill rate. For the fiscal year 2019 budget, the budgeted tax levy increase is 3.72 percent. The following chart shows the percentage change in property tax levy increases over the past ten years.

Property Tax Levy Changes

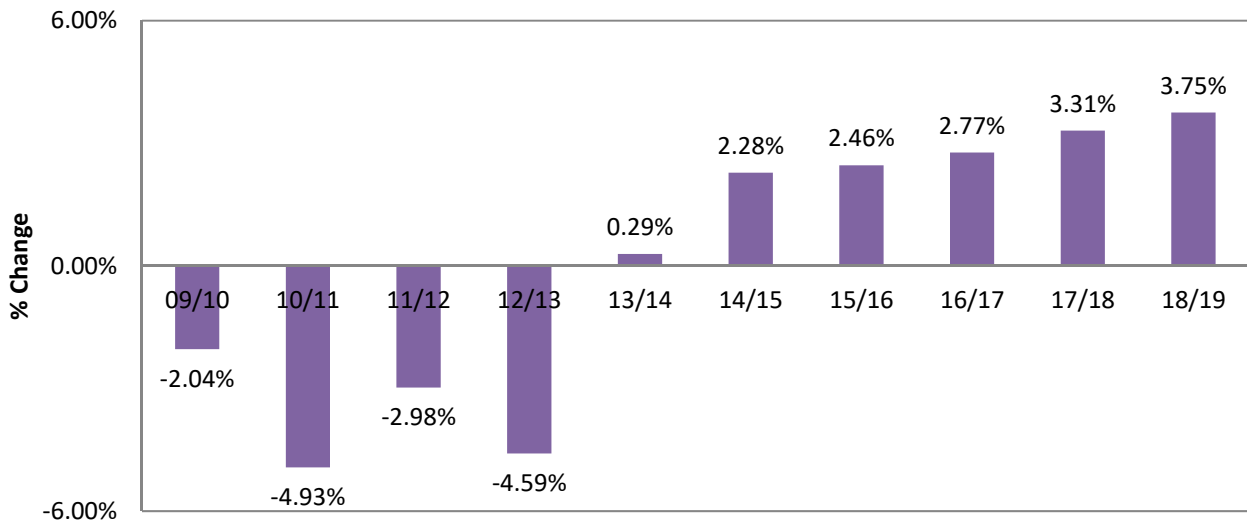


Due to the high demand for recreational and residential real estate in the WITC district, the equalized valuation traditionally has outpaced the state average until the economic downturn. The equalized valuation increased 2.77 percent in budget year 2016-17 and 3.31 percent in budget year 2017-18. The trend in declining property values appears to have subsided; therefore, WITC is utilizing a 3.75 percent increase in equalized valuation for the preparation of the 2018-19 budget.

The mill rate is a factor of the tax levy amount divided by the equalized valuation (divided by \$1,000). The mill rate, as stated, equals the amount of taxes paid per \$1,000 of equalized valuation. For consistency purposes, the State of Wisconsin Department of Revenue requires all technical colleges within Wisconsin to bill municipalities for their share of the tax levy assessed by the technical colleges on the basis of equalized valuation. In turn, the municipalities bill their constituents on the basis of assessed valuation.

The following chart shows the change in equalized valuation changes over the past ten years.

Change in Equalized Valuation



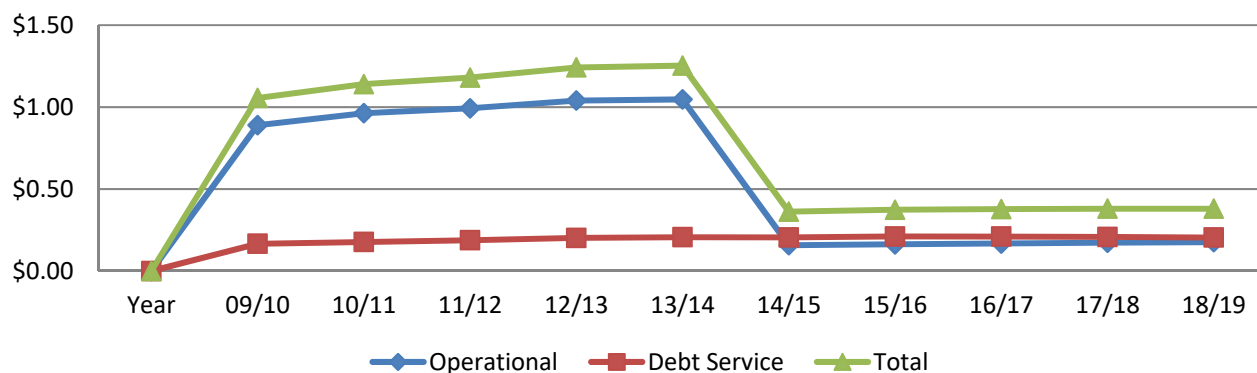
Each of the colleges in the Wisconsin Technical College System have two components to their mill rate: operational mill rate and debt service mill rate.

The **debt service mill rate** can only be used to cover that portion of the tax levy assessed that relates to the general obligation promissory notes the college issues to cover its capital equipment and capital project needs. There is no cap on the debt service mill rate; however, there are state statutes limiting the amount of building construction a college can do without a referendum.

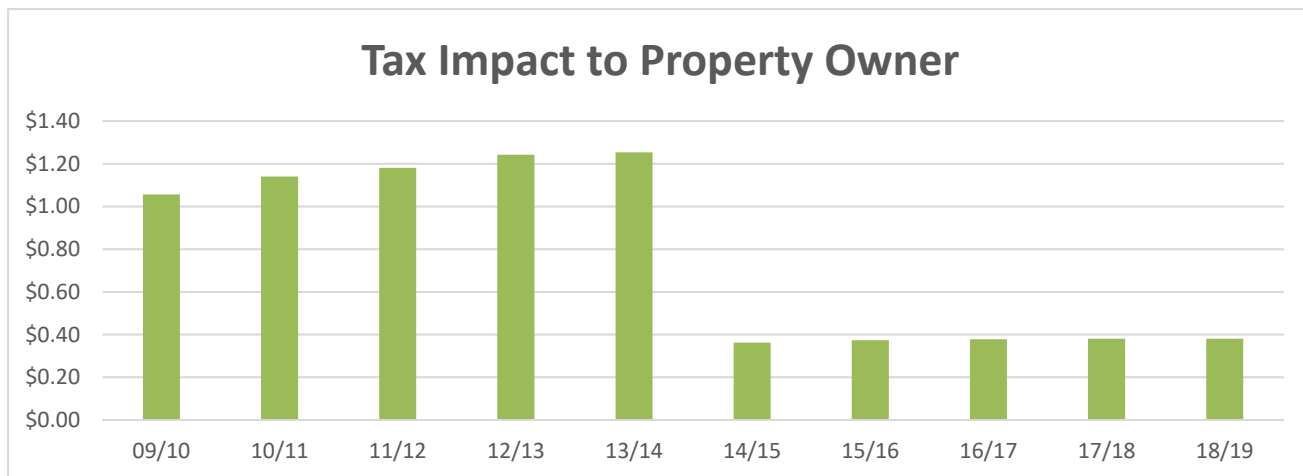
Year	Operational Mill Rate	Debt Service Mill Rate	Total Mill Rate
09/10	\$ 0.88939	\$ 0.16628	\$ 1.05567
10/11	\$ 0.96278	\$ 0.17724	\$ 1.14002
11/12	\$ 0.99232	\$ 0.18779	\$ 1.18011
12/13	\$ 1.04005	\$ 0.20174	\$ 1.24179
13/14	\$ 1.04682	\$ 0.20619	\$ 1.25301
14/15	\$ 0.15750	\$ 0.20462	\$ 0.36212
15/16	\$ 0.16299	\$ 0.21066	\$ 0.37365
16/17	\$ 0.16749	\$ 0.21008	\$ 0.37757
17/18	\$ 0.17263	\$ 0.20754	\$ 0.38017
18/19	\$ 0.17581	\$ 0.20424	\$ 0.38005

The **operational mill rate** covers the balance of the tax levy assessed. By state statute, WITC cannot assess more than an increase of net new construction as calculated by the Wisconsin Department of Revenue to its previous levy for operational costs. The percent of net new construction growth will not be received from the Department of Revenue until October 2018.

Mill Rates



The following graph depicts the impact of the mill rate on the property owner based on a \$100,000 home for each of the budget years shown.



Property Tax Analysis

WITC is projecting a 3.75 percent increase in equalized valuation for the FY19 budget based on the past three years of actual increases. An analysis of this estimation is as follows:

<u>Property Tax</u>	
Proposed Tax	\$ 13,232,162
Present Tax	12,758,028
<u>Dollar Increase/(Decrease)</u>	<u>\$ 474,134</u>
<u>Percent Increase/(Decrease)</u>	<u>3.72%</u>

<u>Present Mill Rate</u> (property tax divided by equalized valuation)	
Operations	0.17263
Debt Service	0.20754
<u>Total</u>	<u>0.38017</u>

<u>Tax Base</u>	
Present Tax Base Less Computers	\$ 33,558,497,404
New Tax Base Less Computers*	\$ 34,816,941,057
<u>Percent Increase/(Decrease)</u>	<u>3.75%</u>

<u>Projected Mill Rate</u> (property tax divided by equalized valuation)	
Operations	0.17581
Debt Service	0.20424
<u>Total</u>	<u>0.38005</u>

	Actual				Proposed
	2014/15	2015/16	2016/17	2017/18	2018/19
Equalized Valuation	\$ 30,847,020,106	\$ 31,605,894,273	\$ 32,482,382,763	\$ 33,558,497,404	\$ 34,816,941,057
Property Tax	\$ 11,170,554	\$ 11,809,677	\$ 12,264,381	\$ 12,758,028	13,232,162
Computer Tax Credit	\$ 12,563	\$ 13,727	\$ 12,148	\$ 12,271	\$ 12,451
Mill Rates					
Operations	0.15750	0.16299	0.16749	0.17263	0.17581
Debt Service	0.20462	0.21066	0.21008	0.20754	0.20424
	<u>0.36212</u>	<u>0.37365</u>	<u>0.37757</u>	<u>0.38017</u>	<u>0.38005</u>

* Includes estimated net new construction increase

State funds

WITC receives state funds from four different sources: general state aids, state aids in lieu of computer taxes, property tax relief aid, and grants. Grant funding may be awarded in the special revenue and the capital projects funds.

Grant funding

The amounts budgeted for grants are based on proposals submitted to the various state, federal and private funding sources. These amounts may fluctuate significantly between years. During the year, WITC may be required to amend its budget if the fluctuation is different than what was budgeted during the budgeting process. These grants are budgeted in one of the two special revenue funds, depending on whether or not WITC actively manages and oversees the grant or it is only acting as a fiscal agent or trustee of the funds. WITC acts as a trustee for state financial aid funds such as Student Employment Opportunity Grant (SEOG) and Wisconsin Higher Education Grant (WHEG). These are recorded in the special revenue - non-aidable fund.

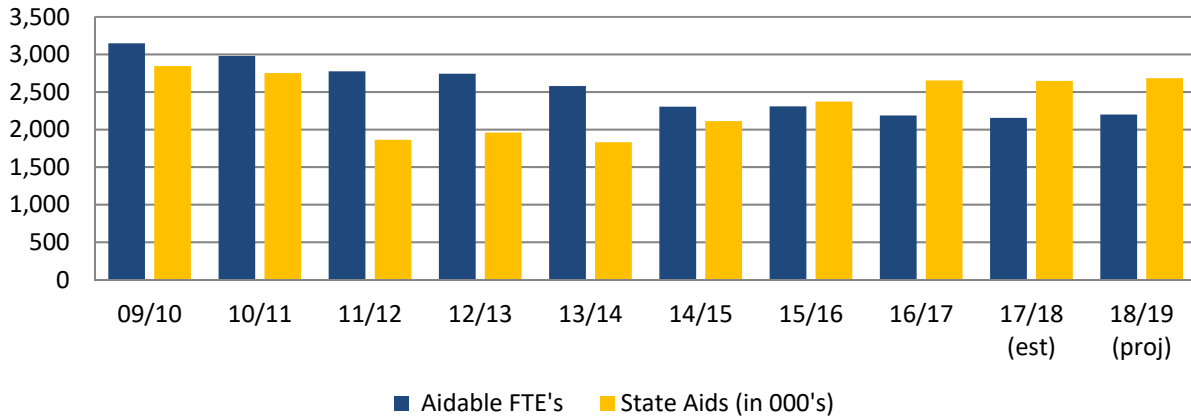
General state aids funding

The sixteen technical colleges in Wisconsin receive funding from the state called general state aids to be used to offset the operational costs for the colleges. This is a segment of general purpose revenue (GPR). The FY10/FY11 State Biennium Budget increased the amount for state aids to \$119,335,600 annually. The FY12/FY13 State Biennium Budget decreased the amount to \$83,534,900 annually. The FY14/FY15 State Biennium Budget increased the amount to \$88,534,900 initially with a percentage of the total subsequently applied to outcome-based funding which remained in effect for the FY16/FY17 State Biennium Budget. The total aid available from the formula based allocation for FY18 was \$61,974,400 and will remain the same for FY19.

Year	Aidable FTE's	State Aids (in 000's)	% Aids to Net Aidable Costs
09/10	3,148	\$ 2,844	7.739%
10/11	2,979	\$ 2,752	7.242%
11/12	2,774	\$ 1,863	5.030%
12/13	2,742	\$ 1,959	5.288%
13/14	2,578	\$ 1,832	4.899%
14/15	2,304	\$ 2,112	5.453%
15/16	2,309	\$ 2,372	6.049%
16/17	2,187	\$ 2,653	6.316%
17/18 (est)	2,155	\$ 2,646	6.382%
18/19 (proj)	2,200	\$ 2,683	6.376%

The amount of aid is distributed to the sixteen technical colleges based on a complicated expenditure-driven formula equalized for tax-levying ability. The formula takes into consideration student full-time equivalent (FTE) enrollments, aidable operational costs, an equalized valuation index, and a sum certain allocation at the state level. It is difficult to predict exactly what each college will receive annually in state aids. General state aid as a percentage of WITC's revenues has declined over the previous ten years as the district's equalized value has grown at an above average pace.

FTE's vs. State Aid



Outcomes-based funding

Effective in FY19, thirty percent of additional annual state aids (approximately \$26.6 million) will be allocated based on an outcomes-based funding model. The total aid available for allocation for FY18 was \$26,560,457 and will remain the same for FY19.

	FY15	FY16	FY17	FY18	FY19
State Aids	\$ 1,693,100	\$ 1,521,700	\$ 1,378,200	\$ 1,385,900	\$ 1,437,800
Outcomes-based funding	418,588	849,833	1,275,033	1,260,341	1,245,649
Total	\$ 2,111,688	\$ 2,371,533	\$ 2,653,233	\$ 2,646,241	\$ 2,683,449

Performance-based funding will be based on criteria in the areas of job placement, high demand fields, industry validated curriculum, adult basic education (ABE) transition and success, dual enrollment, workforce training, collaboration, special populations and credit for prior learning.

State aids in lieu of computer taxes

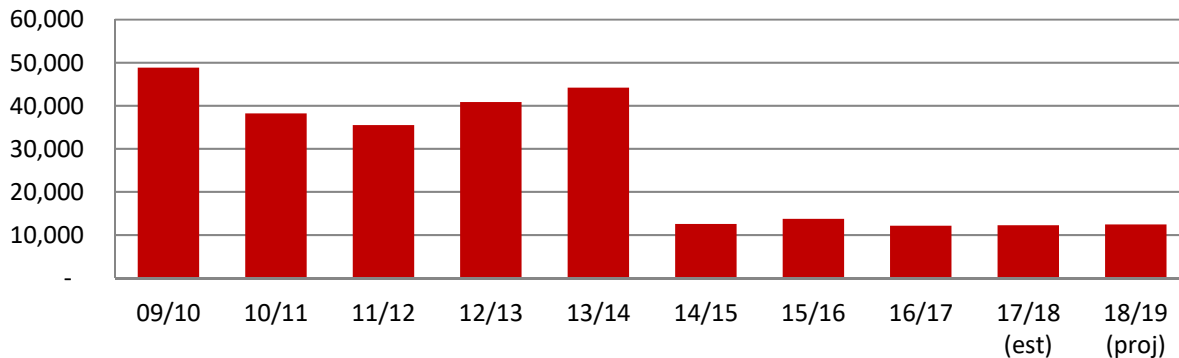
The table to the right shows the volatility in the change between years of the value of personal computers within the district. Due to this volatility, it is hard to determine what the change will be at the time the budget is developed thus the amount of revenue to be received since the information is not known until October 2018.

Beginning in FY18, the exempt computer aids payment received from Department of Revenue (DOR) will be computed differently than the current methodology. In July of 2018 the amount received will be equal to the amount received in July of 2017 multiplied by 1.0147. In 2019, the payment from DOR will be equal to the July 2018 payment from DOR increased by the inflation rate, defined as 'the percent equal to the average annual change in the U.S. consumer price index for all urban consumers, U.S. city average, as determined by the U.S. Department of Labor, for the 12 months ending on September 30 of the year before the year of the payment, but not less than zero'.

Year	Equalized Valuation Percent Change	
	Property	Computers
09/10	-2.04%	-0.60%
10/11	-4.93%	-21.73%
11/12	-2.98%	-7.08%
12/13	-4.59%	15.04%
13/14	0.29%	8.14%
14/15	2.28%	-71.56%
15/16	2.46%	9.26%
16/17	2.77%	-11.50%
17/18	3.31%	1.01%
18/19 est	3.75%	1.47%

The following chart shows the history of state aids in lieu of computer taxes for a ten year period, including the 2017-18 estimated amount.

State Aids in Lieu of Computer Taxes



Student fees

Fees are collected from students for tuition, materials, and various miscellaneous purposes. Program fees consist of tuition paid for students taking classes. These fees may be paid by the student, a relative, an employer, financial aid, a grant, or some other source. State statutes require that the technical colleges may not waive tuition fees unless specifically stated in a state statute (e.g. a grant covers the cost of a course and thus tuition may not be charged to the student). If a student drops a course within a certain timeframe, a credit of 60 percent, 80 percent, or 100 percent of the tuition and fees is given.

WITC estimates the amount of tuition to be received based upon projected enrollments, an estimated amount to be credited, and the increase to tuition rates. The tuition rates per credit for associate degree, technical, and vocational adult programs are set by the Wisconsin Technical College System (WTCS) Board and cannot be changed by WITC. The WTCS Board approves the tuition rates in March of each year. Tuition rates will increase from the FY18 rate of \$132.20 per credit to \$134.20 per credit beginning the Fall 2018 term equivalent to a 1.51 percent increase.

Material fees are rates charged to cover the cost of supplies used by the students in the classroom (e.g., welding rods for a welding class). These rates are set by the WTCS Board using information provided by all sixteen districts. The rate for fiscal year 2019 is \$4.50 per credit for state category 00 and category 02-20 will be based on \$3.50 intervals between categories.

Miscellaneous student fees include such fees as out-of-state tuition rates and group dynamic course fees rates, which are set by the WITC Board, as well as non-credit community service tuition rates, testing, application and graduation fees, which are set by the college. The College sets the fees it controls based on a combination of costs and market conditions. The state allows the College to only recover its costs for services. The revenue budgets for these fees are based on projected activities.

Students taking credit courses also get charged a student activity fee unless their class has been exempted from the fee. These fees are recorded in the special revenue - non-aidable fund and are used by student government to provide services to the students. The fee is approximately 6.5 percent of the tuition rate. WITC acts as a trustee of these funds on behalf of the students. Since tuition rates increased for FY19, these fees increased from \$8.85 per credit to \$9.10 for FY19.

Institutional revenues

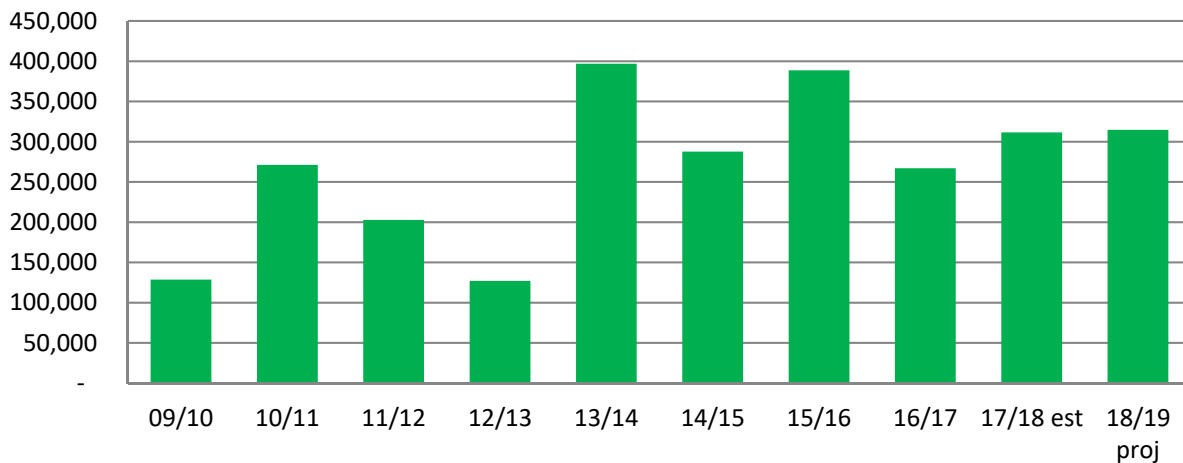
WITC has a number of revenue sources that are classified as institutional revenue. Some of the major categories of institutional revenues are investment earnings, sales of goods and services from enterprise activities, revenue generated from contracts with business and industry for customized instruction and technical assistance, and revenues from high schools for instructional services.

Investment earnings

WITC records most of its cash receipts in the general fund. Proceeds from issuing general obligation promissory notes are recorded in the capital project fund. Cash received for tax levy payments relating to debt service are recorded in the debt service fund. WITC receives earnings on these cash and cash equivalent investments. WITC experienced a spike in bond premiums due to increased debt issuances in FY16. WITC's investment earnings have stabilized as interest rates have remained stable.

Investment Earnings

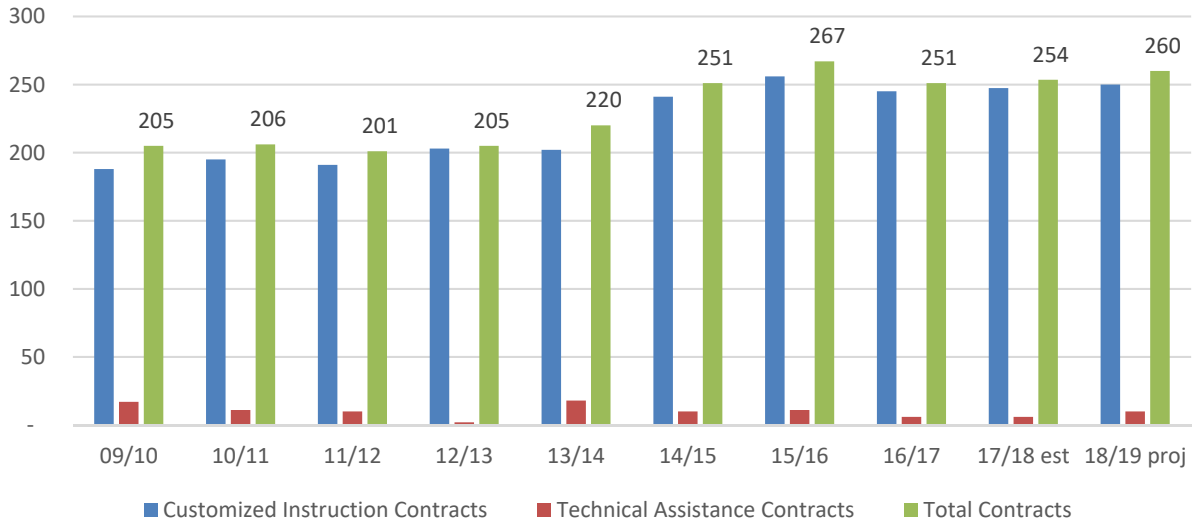
(including bond premiums)



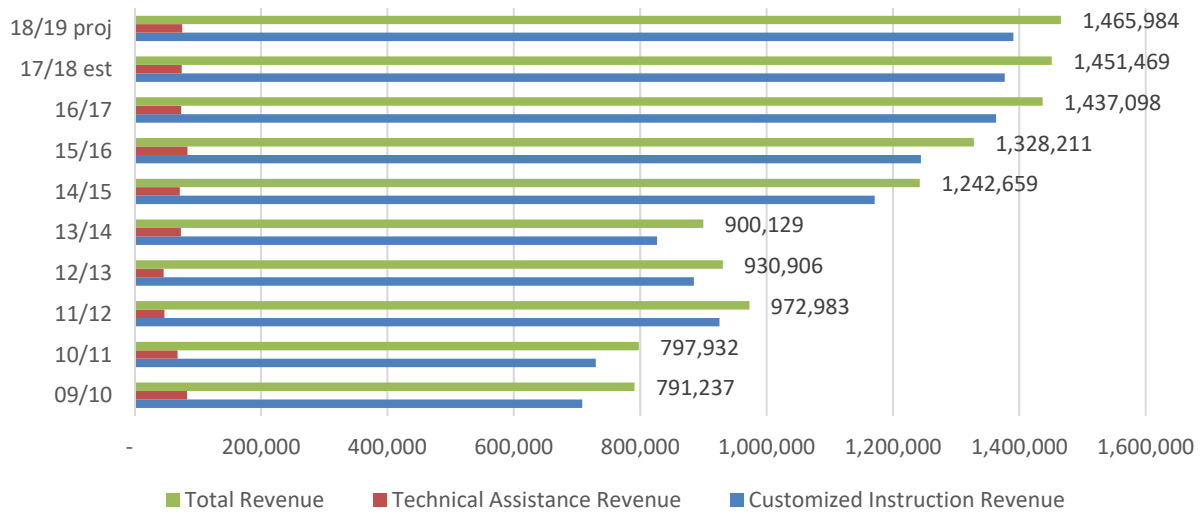
Customized instruction and technical assistance

Wisconsin state statute 38.14 allows the technical colleges to contract with business and industry to provide customized training to meet their educational needs (e.g., a new business needs help training its accounting staff). Normal tuition and fees are not charged for this type of activity. Instead, there are other formulas used to set the contract price that takes into consideration the direct and indirect costs of providing the services. The cost of these contracts needs to be at least as much as normal tuition and fees. As shown on the following pages, the number as well as revenues and FTEs for these contracts have increased over the past six years.

38.14 Contract Counts



38.14 Contract Revenues



In addition to providing customized instruction to business and industry, state statute 38.24 allows WITC to provide seminars and workshops if they meet certain criteria. In some instances, WITC is allowed to charge a market rate for these services.

Wisconsin state statutes 38.14 and 118.15 requires the technical colleges to provide certain types of services to high school students whereby the high school student, while still attending high school, can also receive technical college credit for the same class. When high school students meet the criteria for this statute, WITC bills the high school for the cost of the service based on the funding rates allowed. The student does not pay tuition and fees for this service.

The majority of the 38.14 and 118.15 contract activity takes place in the special revenue - operational fund. The budget year 2018-19 budget has been built using an estimate based upon projected sales volume and contract rate pricing per WITC policy.

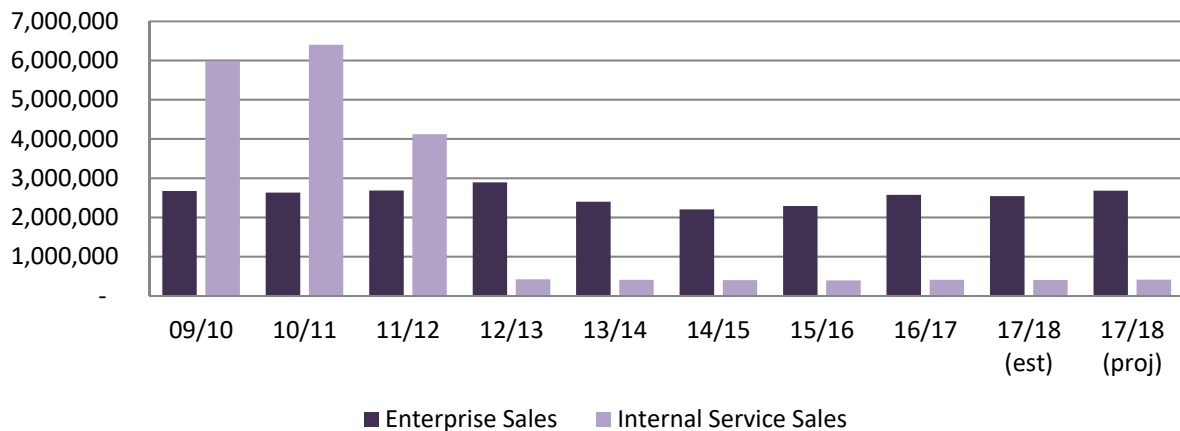
Sales of goods and services

WITC operates a number of enterprise activities. These enterprise activities are managed like a private business and sell goods and services to students and to the public. The main enterprise activities are the bookstores, food service, and conference centers. The goal of these enterprise activities is to at least break even.

WITC was self-insured for health and dental care costs until December 31, 2011 and will continue to be self-insured for dental care costs in FY19. Revenues from the collection of premiums are recorded in an internal service fund. In effect, the internal insurance fund's primary revenue is insurance premiums paid by the general fund and its primary expenditures are the payment of claims received.

Year	Enterprise Enterprise Sales	Internal Service Sales
09/10	2,670,324	5,985,984
10/11	2,630,267	6,401,879
11/12	2,683,844	4,120,547
12/13	2,891,876	417,067
13/14	2,398,723	405,080
14/15	2,200,594	396,603
15/16	2,288,044	390,837
16/17	2,573,892	407,632
17/18 (est)	2,539,123	403,062
17/18 (proj)	2,679,929	412,500

Sales Revenue



Federal Funds

WITC receives federal grants for specific projects and student financial aid. Most federal grants are recorded in the special revenue - operational fund. These grants may include Perkins, Vocational Adult Education, Department of Labor, and Workforce Investment Act funds. For those grants where WITC acts as a trustee, these grants are recorded in the special revenue - non-aidable fund. WITC acts as a trustee for financial aid programs such as Pell, Stafford, and College Work Study.

Federal funding levels may fluctuate greatly from year to year based upon the availability of federal funds and the amount projected to be awarded to WITC. The budget is based upon known information during the budget process. Any deviations from this information may result in a budget amendment being taken to the Board to modify the budget.

BUDGET PROCESS

The formal budget development process begins in October. The President and Administration forecast expected revenues and expenditures based on a status quo operation with historical trend increases or decreases. President's Cabinet then organize requests and modifications and reviews them in March. President's Cabinet assesses opportunities and challenges and prioritizes them according to the strategic plan. Prioritization occurs until May, when the Board is presented with a preliminary budget recommendation and the notice for the budget hearing is published.

Throughout this process, Administration updates the Board on its progress with respect to the budget. Initial forecasts of this budget were provided to the Board in the fall of 2017. On June 18, 2018, at its regular meeting, the Board adopted the budget for the purpose of publication.

The Board conducts a budget hearing at its regular meeting in June. Following the budget hearing, the Board considers the budget for final adoption. The information contained in this document was prepared as a result of the budgeting process and is intended to provide the reader with an understanding of WITC's budget and operation.

For more information relating to the budget document, please contact Steve Decker at (715) 468-2815 or WITC's Administrative Office, 505 Pine Ridge Drive, Shell Lake, WI 54871.

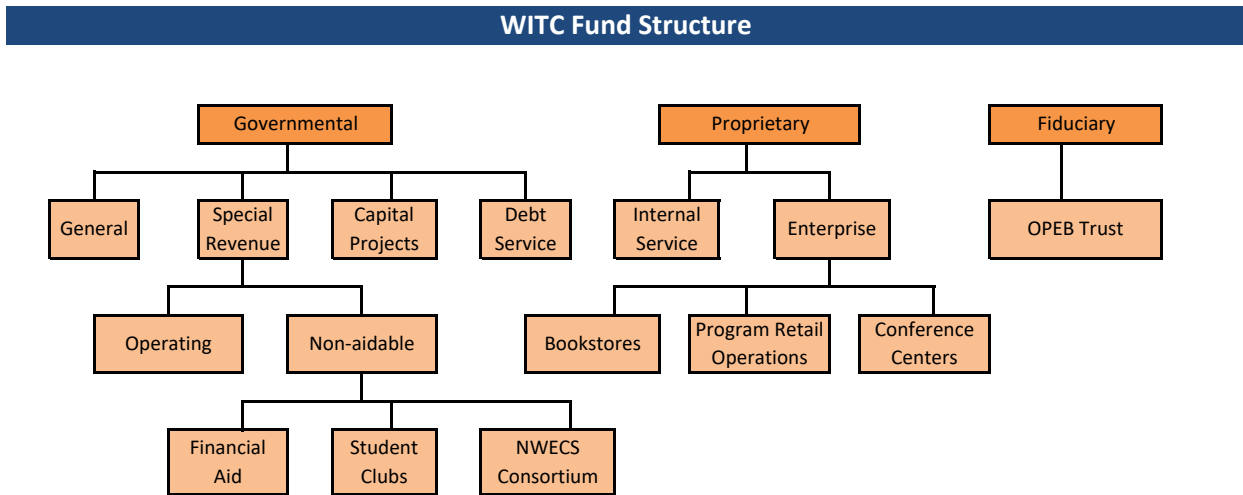
Month	Activities
October	Budget templates disseminated to divisions Budget instructions disseminated to divisions Facility impact request templates disseminated to divisions
December	Departmental budget meetings held Capital requests reviewed with the VP of Administrative Services/CFO Staff begins developing their budgets
January	New position requests received Grant budgets developed Salary and benefit budgets calculated Capital requests reviewed and prioritized at the departmental level Preliminary capital requests are approved by the Board
February	Divisional budget meetings held with the CFO Revenue budgets calculated Grant budgets reviewed
March	New position requests approved Staff completes and submit budget templates to President's Cabinet Salary and benefit budgets reviewed Capital requests finalized
April	Capital facility projects sequenced Revenue budgets finalized Grant budgets finalized Comprehensive facility plan reviewed
May	Preliminary budget information presented to WITC Staff Preliminary budget document presented to the WITC Board Public hearing notice published Comprehensive facility plan updated
June	Public hearing held WITC Board adopts the budget Budget submitted to the state
October	WITC Board approves the tax levy bills and mill rates Certified tax bills disseminated to municipalities

FINANCIAL STRUCTURE

The WITC Board is the governing authority of this reporting entity. WITC Board members are appointed by the WITC Board Appointment Committee comprised of the elected County Board Chairs (or their designees) of the eleven counties WITC serves. As the College's governing authority, The WITC Board powers include authority to:

- * Establish a budget.
- * Borrow money and levy taxes.
- * Execute contracts, exercise control over facilities and properties, determine the outcome or disposition of matters affecting the receipt of services being provided, and approve the hiring or retention of key management personnel who implement board policies and directives.

The accounts of WITC 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. WITC'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 generic fund types and three broad fund categories as follows:



Governmental Funds

Most functions of WITC are financed through Governmental Funds. The acquisitions, uses and balances of WITC's expendable financial resources and related liabilities, except those accounted for in proprietary funds, are accounted through governmental funds. The measurement focus is based upon the determination of changes in financial position rather than upon determination of net income. WITC 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: The special revenue fund is used to account for the proceeds and related financial activities of specific revenue sources that are legally restricted to expenditures for specific purposes or where WITC acts as a trustee or fiscal agent for the funds of others.

Operational: The special revenue - operational fund is used to account for the proceeds and related financial activities of specific revenue sources that are legally restricted to expenditures for specified purposes and which are within the mission of WITC. The majority of activities in this fund are related to federal, state and local grants.

Non-aidable: The special revenue - non-aidable fund is used to account for assets held in trust by WITC in a trustee capacity, primarily for student activities and financial aid. No budgets are included for those activities where WITC acts as a fiscal agent only. Agency funds are custodial in nature and do not involve measurement of the results of operations.

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 funds.

Debt service fund: The debt service fund is used to account for the accumulation of resources for and payment of general long-term debt principal, interest, and related costs.

Proprietary funds

Proprietary funds are used to account for ongoing activities that are similar to those often found in the private sector. The measurement focus is based upon the determination of income. These funds are maintained on the accrual basis of accounting.

Internal service fund: 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 college to another department of the college or to other governmental units on a cost-reimbursement basis. WITC utilizes an internal service fund to track the activities of its self-insurance for dental employee benefits.

Enterprise funds: The enterprise fund is used to record revenues and expenses related to rendering services to students, faculty, staff, and 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 of providing goods and services to students and other aforementioned parties is recovered primarily through user charges. These services complement the educational and general objectives of WITC.

Fiduciary fund

Fiduciary funds are used to report assets held in an irrevocable trust on behalf of others and which, therefore, cannot be used to support WITC's own programs. The fiduciary fund is not included in the college's adopted budget. Budgetary information is provided for information purposes only:

OPEB Trust: The OPEB Trust fund is a fund created to track the activities of the irrevocable trust established by WITC. This trust was established to hold assets that will fund the post-employment benefits earned by current and former WITC staff until the benefit is paid out on behalf of the retiree.

DESCRIPTION OF EXPENDITURE FUNCTIONS

Instruction

This function includes teaching, academic administration and related clerical support, and other activities related directly to the teaching of students, such as aiding the students in the educational programs and coordination and improvement of teaching.

Instructional resources

This function includes all learning resource activities such as library and audio-visual aids center, learning resource center, instructional media center, instructional resources administration, and related clerical support.

Student services

This function includes those non-instructional services provided for the student body such as student recruitment, student services administration and related clerical support. This includes the areas of admissions, registration, counseling (including testing and evaluation), health services, financial aids, placement and follow up.

General institutional

This function includes costs related to general administrative functions, including the board, the office of the president, business services, human resources, administrative services, technology services and general clerical support serving all functions of WITC. Administrators of specific functions are not recorded under this function. This function also includes all services benefiting the entire college, exclusive of those chargeable directly to other functional categories. Examples of this type of expenditures are legal fees, external audit fees, general liability insurance, and public information. General personnel, employment relations, and affirmative action programs are included in this function.

Physical plant

This function includes all services required for the operation and maintenance of the physical facilities. Principal and interest on long-term debt obligations are included under this function as are general utilities such as heat, light and power.

Auxiliary services

This function includes commercial-type activities such as the bookstores and conference centers.

ACCOUNTING STRUCTURE

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 financial statements are prepared on an accrual basis, whereby all revenues are recognized when earned and all expenses are recorded as liabilities when incurred. This basis of accounting requires depreciation expense be recorded for all capitalized fixed assets to spread the cost of those assets to the estimated period benefiting from them. Principal still owing on long-term debt is recorded as a liability.

In December 1998 the Governmental Accounting Standards Board (GASB) released Statement No. 33, "Accounting and Financial Reporting for Non-Exchange Transactions," which revised reporting requirements for property tax revenue. In June 1999, GASB approved Statement No. 34, "Basic Financial Statements and Management's Discussion and Analysis for Public Colleges and Universities," which changed the financial statement presentation requirements for the college. The change in financial statement presentation provides a comprehensive one-page look at the total college and requires capitalization of assets and the recording of depreciation.

The significant changes in these financial statements included the recording and depreciation of capital assets, the elimination of internal revenue and expense charges, the removal of capital-related items from revenues and expenditures, the reporting of summer school revenues and expenses on a pro rata basis between fiscal years rather than in one fiscal year, the recording of all revenues and expenditures on an accrual basis rather than a modified accrual basis, the recognition of accrued interest on outstanding debt, and the elimination of the two account groups.

In March 2012, the GASB issued Statement No. 65, Items Previously Reported as Assets and Liabilities. Statement No. 65 clarifies the appropriate reporting of deferred outflows of resources and deferred inflows of resources to ensure consistency in financial reporting. GASB Concepts Statement No. 4 (CON 4), Elements of Financial Statements, specifies that recognition of deferred outflows and deferred inflows should be limited to those instances specifically identified in authoritative GASB pronouncements. Consequently, guidance was needed to determine which balances being reported as assets and liabilities should actually be reported as deferred outflows of resources or deferred inflows of resources, according to the definitions in CON 4. Based on those definitions, Statement No. 65 reclassifies certain items currently being reported as assets and liabilities as deferred outflows of resources and deferred inflows of resources. The District adopted this guidance as of July 1, 2013 and it had no effect on the District's net position as previously reported.

In June 2012, the GASB issued Statement No. 68, Accounting and Financial Reporting for Pensions—an amendment of GASB Statement No. 27, which will be effective for years beginning after June 15, 2014. Statement No. 68 establishes new requirements for governments to report a "net pension liability" for the unfunded portion of its pension plan. Governments that maintain their own pension plans (either single-employer or agent multiple-employer) will report a liability for the difference between the total pension liability and the amount held in a pension trust fund. Governments that participate in a cost sharing plan will report a liability for their "proportionate share" of the net pension liability of the entire system. Statement No. 68 also requires more extensive note disclosures and required supplementary information, including 10 years of historical information. The methods used to determine the discount rate (the assumed rate of return on plan assets held in trust) are mandated and must be disclosed, along with what the impact would be on the net pension liability if that rate changed by 1% in either direction.

In fiscal year 2016, management adopted the provisions of the Governmental Accounting Standards Board Statement No. 72, Fair Value Measurement and Application. The statement provides guidance for determining a fair value measurement for financial reporting purposes and provides guidance for applying fair value to certain investments and disclosures related to all fair value measurements.

In fiscal year 2017, management adopted the provisions of the Governmental Accounting Standards Board Statement No. 74, Financial Reporting for Postemployment Benefit Plans Other Than Pension Plans and Governmental Accounting Standards Board Statement No. 75, Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions. The statements replace the requirements of GASB statements No. 43 and No. 45 on accounting and financial reporting by employers for postemployment benefits other than pensions.

Under these regulations, WITC prepares its financial statements using the business-type activities model, whereby the financial statements will be presented in a manner similar to private industry.

Basis of budgeting

WITC adopts an annual operating budget, which is prepared on substantially the same basis as the financial statements, which are prepared in accordance with generally accepted accounting principles (GAAP), with the following exceptions:

- * WITC uses encumbrance accounting in its budgetary basis. Encumbrances are not included in the accounting basis.
- * WITC records purchases of capital assets as an expenditure on a budgetary basis. Under the accounting basis, these costs would be recorded as an asset and depreciation expense would be recorded.
- * WITC records the principal and interest payment on debt as an expenditure on a budgetary basis for the year in which it is paid. Under the accounting basis, the principal portion is recorded as a liability and the interest portion is recorded as an expense in the year it is due.
- * WITC records some of its revenues under the accrual basis and some under the modified accrual basis under the budgetary basis. Under the accounting basis, all revenues are recorded under the accrual basis.

The governmental 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 financing source when received.

The proprietary funds are accounted for on an accrual basis, whereby revenues are recognized when measurable and earned and expenses are recorded as liabilities when incurred and, where applicable, depreciation expenses are also included.

WITC presents its GAAP based financial statements at year-end, as well as the budgetary basis financial statements. Schedules in this document have been prepared using the budgetary basis only.



WISCONSIN INDIANHEAD TECHNICAL COLLEGE

General Fund



Experience. Success.

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.

General Fund Budget Summary

	2016/17	2017/18 Budget		2018/19	Change from	
	Actual	Adopted	Modified	Budget	2017/18 Modified Budget	
Local government	\$ 4,862,096	\$ 4,710,586	\$ 4,706,038	\$ 4,922,696	\$ 216,658	4.46%
State aids	29,780,898	29,928,739	29,928,739	29,600,000	(328,739)	-1.10%
Program fees	7,453,715	8,032,192	8,032,192	7,660,000	(372,192)	-4.56%
Material fees	541,761	550,000	550,000	537,181	(12,819)	-2.34%
Other student fees	751,424	850,000	850,000	845,000	(5,000)	-0.60%
Institutional	479,363	400,000	400,000	250,000	(150,000)	-34.69%
Federal	20,881	20,000	20,000	20,000	-	0.00%
Total revenue	\$ 43,890,138	\$ 44,491,517	\$ 44,486,969	\$ 43,834,877	\$ (652,092)	-1.46%
Instruction	\$ 25,981,962	\$ 26,107,923	\$ 26,107,923	\$ 25,834,943	\$ (272,980)	-1.06%
Instructional resources	1,514,037	1,578,142	1,523,594	1,292,855	(230,739)	-14.30%
Student services	4,851,535	5,183,733	5,183,733	5,241,970	58,237	1.18%
General institutional	8,472,795	8,109,020	8,109,020	8,132,344	23,324	0.26%
Physical plant	3,365,499	3,452,699	3,502,699	3,272,765	(229,934)	-6.72%
Total expenditures	\$ 44,185,828	\$ 44,431,517	\$ 44,426,969	\$ 43,774,877	\$ (652,092)	-1.46%

WITC utilizes a data-driven decision making approach in the development of the budget which included numerous guiding principles such as the use of conservative estimates and assumptions in an effort to maintain current levels program offerings and services to our stakeholders. Since 81% of WITC's general fund expenditures are in the form of salaries and wages, estimates also attempted to minimize staff reductions, maintain a competitive employee benefits package, as well as, investigate alternative operating procedures in an attempt to identify efficiencies.

Property tax relief aid is \$27 million of local government revenue to the state aid category. State aids are expected to decrease modestly with the maximization of outcomes based funding. A tuition increase 1.5% was approved by the state for the FY19 budget. WITC will be implementing new pathways and programs that will increase our current FY18 projected FTEs by 2% and which supports the changes shown on page 46 for program and material fees.

Divisional expenditures mirror FY18 spending levels. Staffing costs were decreased in the FY19 budget by 23 staff FTEs compared to the FY18 budgeted staff FTEs. Health insurance costs are anticipated to increase 9%. Divisional discretionary budgets were budgeted at FY18 spending levels. District-wide operational costs and facility rentals are projected to have a 2.9 percent increase. This increase is primarily associated with liability insurance with utility costs.

Financial summary by function and class

By statute, the WITC Board controls the budget at the fund and function level. The expenditures for the general fund are:

- * Instruction
- * Instructional resources
- * Student services
- * General institutional
- * Physical plant

In addition, WITC looks at expenditures in the general fund in the following class categories:

- * Salaries
- * Fringe benefits
- * Current expenses

The following table displays the FY18 general fund budget by function and class categories:

Function	Salaries	Benefits	Current Expense	Total
Instruction	\$ 16,673,403	\$ 7,006,452	\$ 2,215,088	\$ 25,894,943
Instructional resources	641,259	313,996	337,600	\$ 1,292,855
Student services	3,133,022	1,617,648	491,300	\$ 5,241,970
General institutional	3,278,428	1,715,164	3,138,752	\$ 8,132,344
Physical plant	1,121,439	640,258	1,511,068	\$ 3,272,765
Total	\$ 24,847,551	\$ 11,293,518	\$ 7,693,808	\$ 43,834,877

The following write-ups describe activities, goals, and achievements of the various divisional units at WITC.

Each section includes the following:

- * Financial summary
- * Purpose and focus statements
- * Divisional activities
- * Organizational chart
- * Strategic action plan linked to the college's strategic goals
- * Activities and performance measures

PRESIDENT'S DIVISION

	2016/17	2017/18 Budget		2018/19	Change from	
	Actual	Adopted	Modified	Budget	2017/18 Modified Budget	
Salaries	\$ 545,436	\$ 554,261	\$ 554,261	\$ 564,542	\$ 10,281	1.85%
Benefits	300,782	320,396	320,396	321,982	1,586	0.50%
Operating expenditures	720,225	695,150	695,150	666,150	(29,000)	-4.17%
Total expenditures	\$ 1,566,443	\$ 1,569,807	\$ 1,569,807	\$ 1,552,674	\$ (17,133)	-1.09%

Purpose

The President's Division services the WITC community by providing leadership and creating a district climate that is essential for continuous improvement, informed decision-making and future advancement; using resources effectively to promptly meet our customer service area's needs; supporting the learning process through development and coordination of information , academic, and communication technologies; and maintaining a district climate that values the input of students and staff in meeting the college's mission and Board's end statements.

Focus

The **Board of Trustees** approves and monitors College goals and outcomes (ENDS statement) and is a liaison to our customers and the community. The Board ensures that the College is well-managed and supports an environment in which the College will accomplish its mission and goals. The nine-member district Board is comprised of members serving three-year staggered terms. Each year, three members are appointed by a committee consisting of the county board chairpersons of the counties belonging to the WITC District. Wisconsin Statutes require that the Board consist of two employer members, two employee members, three additional members, one elected official who holds a state or local office, and one school district administrator.

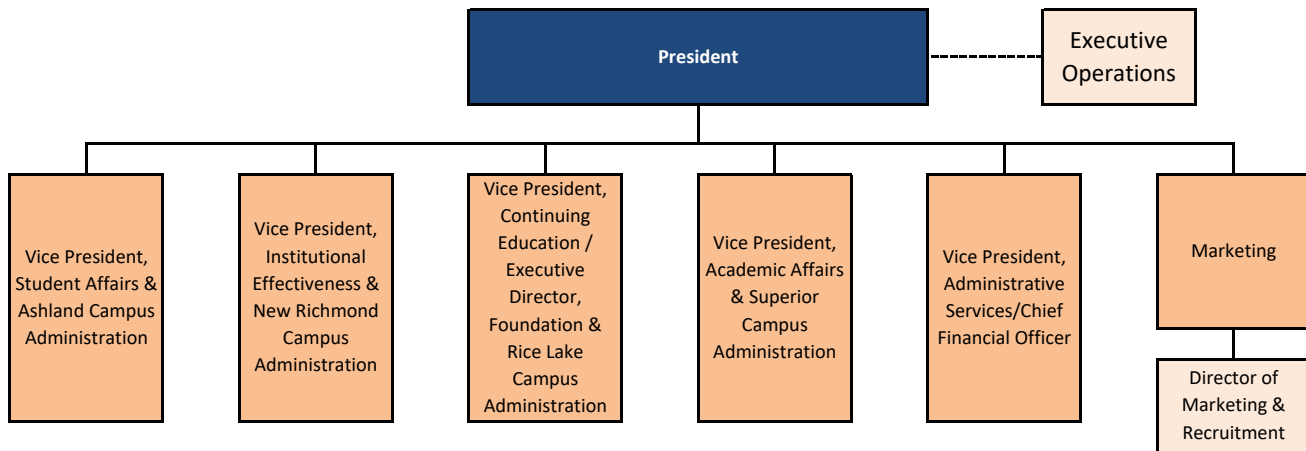
The **President's Cabinet** supports the Mission, Vision, and Values of the College; establishes the overall strategic direction for the College; is accountable for the accomplishment of the goals in support of the Board ENDS statements; determines and approves all major College initiatives; and promotes and models the Learning College Tenets. The Cabinet assures achievement of the College's strategic goals through integrated divisional planning and implementation.

Activities

The **President's Office** provides overall organizational leadership for the College guided by the College mission and vision and Board policies. In meeting these directives, the President, along with the President's Cabinet, work together to ensure that the needs of the district are met in the areas of career preparation, continuing education, basic skills, and customized training.

The Marketing Department works to build the WITC brand and enhance the image of WITC among high school students, parents and counselors and within the community while generating prospective student leads through various recruitment events and activities. The department is active in maintaining and growing WITC's social media presence and oversees website content and design from a marketing perspective. The Marketing team also provides support for Academic Affairs, the Foundation and Continuing Education.

Divisional Structure

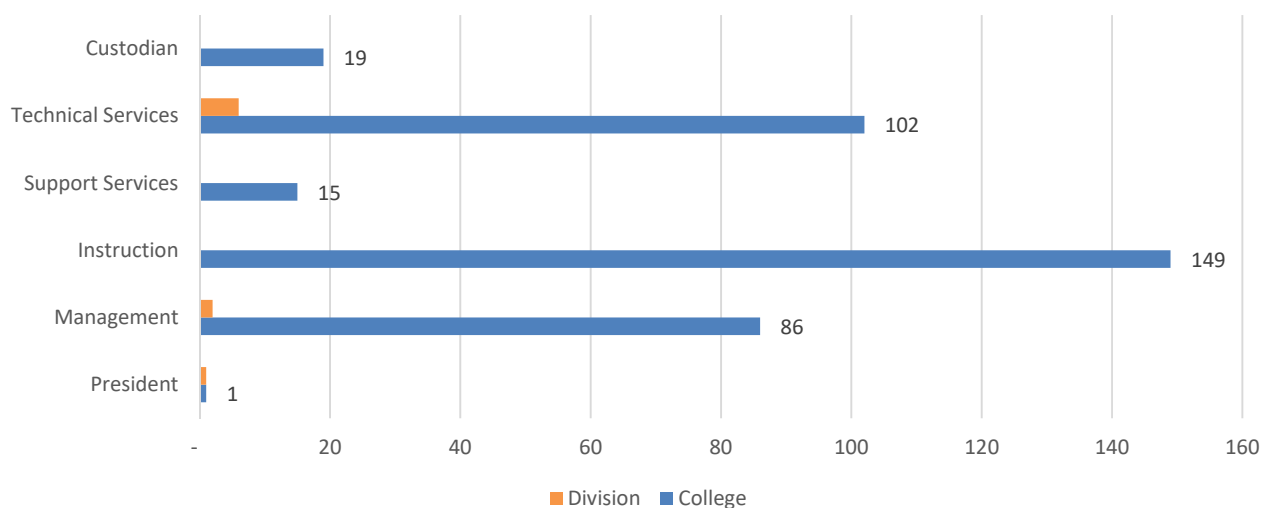


Divisional Budgeted Positions

WITC policy requires that full-time, benefit-eligible positions are budgeted both by position as well as by salary and fringe costs. A summary of board approved positions is provided earlier in this document. The information below represents the budgeted positions contained in that summary for the President's Office.

Position Type	Employee Count	Combined Salaries	Fringe Benefits	Total
Management	3	\$ 324,928	\$ 177,280	\$ 502,208
Instruction - Professional/Instructional	-	-	-	-
Professional/Support Services	-	-	-	-
Office & Technical Support	6	222,060	142,174	364,234
Custodial	-	-	-	-
Budgeted Positions by Type Total	9	\$ 546,988	\$ 319,454	\$ 866,442

President's Office Budgeted Positions



District Strategic Metrics

WITC strategic plan includes nine Learning College Tenets which are used to continuously improve our programming and services provided to our constituents. Those Learning College Tenets are as follows:

- 1) Quality and continuous improvement are expected in all aspects of the college
- 2) Learning environments are created and nurtured to maximize personal success
- 3) Decision-making is collaborative and research based
- 4) Risk-taking is encouraged
- 5) Students and staff are both teachers and learners
- 6) Diversity is respected and embraced
- 7) Dialogue takes place in a safe, open empathetic, and respectful environment
- 8) Leadership is based on talent and vision
- 9) All individuals are valued

The district strategic metrics focus on the third Learning College Tenet. Listed on the following pages are the WITC effectiveness measures in the categories of success, satisfaction and effectiveness. These effectiveness measures are the guide for the achievement of the goals as presented in the **Twenty Four by Twenty One** Strategic Plan.

Metric	Data Definition	Data	Signal Values
Success			
Student Full Time Equivalent (FTE)	Credit and non-credit Students	2,186.76 (FY17)	Green: 100% (>2470)
		2,213.55 (FY16)	Yellow:- 95-99% (2347-2445)
		2,304.07 (FY15)	Red: Below 95% (<2347)
Conversion Rate	Applied to Admitted All students	60.5% (Fall 2017)	Fall Term Green: > 62.3%
		68.6% (Spring 2017)	Spring Term Green: > 64.8%
		64.8% (Fall 2016)	Fall Term Yellow: 58.2%-62.3%
		64.6% (Spring 2016)	Spring Term Yellow: 63.6%-64.8%
		63.3% (Fall 2015)	Fall Term Red: <58.2%
Conversion Rate	Applied to Enrolled All students	63.5% (Spring 2015)	Spring Term Red: <63.6%
		49.0% (Fall 2017)	Fall Term Green: > 48.2%
		42.6% (Spring 2017)	Spring Term Green: > 41.2%
		50.6% (Fall 2016)	Fall Term Yellow: 44.3%-48.1%
		43.5% (Spring 2016)	Spring Term Yellow: 39.7%-41.1%
Student Retention	Undergraduate Students Retained from Fall Term to Spring Term	44.0% (Fall 2015)	Fall Term Red: <44.3%
		39.3% (Spring 2015)	Spring Term Red: <39.7%
Student Retention	Undergraduate Students Retained from Fall Term to Spring Term	79.9% (FY17)	Green: 78%+
		78.9% (FY16)	Yellow: 75%-77.9%
		78.2% (FY15)	Red: <75%
Student Retention	Undergraduate Students Retained from Fall Term to Fall Term	74.4% (FY16)	Green: 73%+
		73.6% (FY15)	Yellow: 70%-72.9%
		73.7% (FY14)	Red: <70%
Student Persistence	Undergraduate credits successfully (C or better) completed/credits attempted	84.4% (FY17)	Green: 83%+
		83.1% (FY16)	Yellow: 80%-82.9%
		83.0% (FY15)	Red: <80%
Graduation Rate	3-year cumulative rate from the first-time enrolled in a program	66.7% (2015)	Green: TBD
		61.9% (2014)	Yellow: TBD
		54.1% (2013)	Red: TBD

District Strategic Metrics (continued)

Metric	Data Definition	Data	Signal Values
Success (continued)			
Employment Placement	Employed	93% (2016)	Green: >94%
		95% (2015)	Yellow: 88%-93%
		95% (2014)	Red: <88%
Employment Placement	Employed in the field related to degree or certification	72% (2016)	Green: >70%
		79% (2015)	Yellow: 60%-70%
		78% (2014)	Red: <60%
Satisfaction			
Student Satisfaction	Overall satisfaction	5.94 (FY16)	Green: >5.95%
		5.85 (FY14)	Yellow: 5.85%-5.94%
		5.92 (FY12)	Red: <5.85%
Graduate Satisfaction	Percentage of graduates who indicated a rating of satisfied or very satisfied	97% (2016)	Green: >95%
		98% (2015)	Yellow: 90%-94%
		98% (2014)	Red: <90%
Employer Satisfaction	97% satisfied with technical college education	97% (2013)	Green: >95% Yellow: 90%-94% Red: <90%
Employee Satisfaction	Overall satisfaction score	4.15 (2015)	Green: >4.0
		3.85 (2013)	Yellow: 3.0-3.9 Red: <3.0
Metric	Target/Data Definition	Data	Signal Values
Effectiveness			
Cost per FTE	WTCS Operating Cost per Student Full Time Equivalent (FTE) WTCS Cohort*	120.3% (FY17)	Green: <115%
		121.7% (FY16)	Yellow: 115%-120%
		124.4% (FY15)	Red: >120%
Financial Viability	Moody's Rating	Aaa (2018)	Green: Aaa
		Aaa (2017)	Yellow: Aa1
		Aaa (2016)	Red: Aa2
Financial Viability	Higher Learning Commission (HLC) Composite Financial Indicator	1.00 (FY17)	Green: Aaa
		1.15 (FY16)	Yellow: Aa1
		2.37 (FY15)	Red: Aa2

* WTCS Cohort: BTC, CVTC, LTC, MSTC, MPTC, NCTC, WTC, WITC

ACADEMIC AFFAIRS DIVISION

	2016/17	2017/18 Budget		2018/19	Change from	
	Actual	Adopted	Modified	Budget	2017/18 Modified Budget	
Salaries	\$ 14,002,604	\$ 13,795,682	\$ 13,795,682	\$ 14,133,865	\$ 338,183	2.45%
Benefits	5,303,075	5,839,946	5,839,946	6,279,566	439,620	7.53%
Operating expenditures	1,208,348	1,177,675	1,123,127	1,425,014	301,887	26.88%
Total expenditures	\$ 20,514,027	\$ 20,813,303	\$ 20,758,755	\$ 21,838,445	\$ 1,079,690	5.20%

Purpose

The Academic Affairs Division provides leadership that supports and enhances WITC's educational mission. The division focuses on building curricula that supports student learning; employing a variety of delivery methods based on best practices for student success, creating supportive partnerships within the educational and public communities, and demonstrating commitment to improvement through program reviews, assessment, and accreditation.

Focus

The Academic Affairs Division is focused on student-learning centeredness by providing accessible career and technical education to strengthen our community through life-long learning.

Activities

Academic Program Delivery is the over-arching function of the Academic Affairs Division. This momentous task is accomplished through the constant collaboration and communication of Divisional Deans and Academic Deans with the faculty, students, advisory committees and staff.

Academic Program Administration provides procedures, resources and documentation associated with the functions within the Academic Affairs Division. Information includes challenge exams, admission and program-specific requirements, curriculum checklists and curriculum modifications.

Academic Program Scheduling utilizes various programs as well as the input from faculty and staff to compile the required data to effectively schedule all classes for WITC at the Ashland, New Richmond, Rice Lake and Superior Campuses as well as the Hayward, Ladysmith and Balsam Lake Outreach centers.

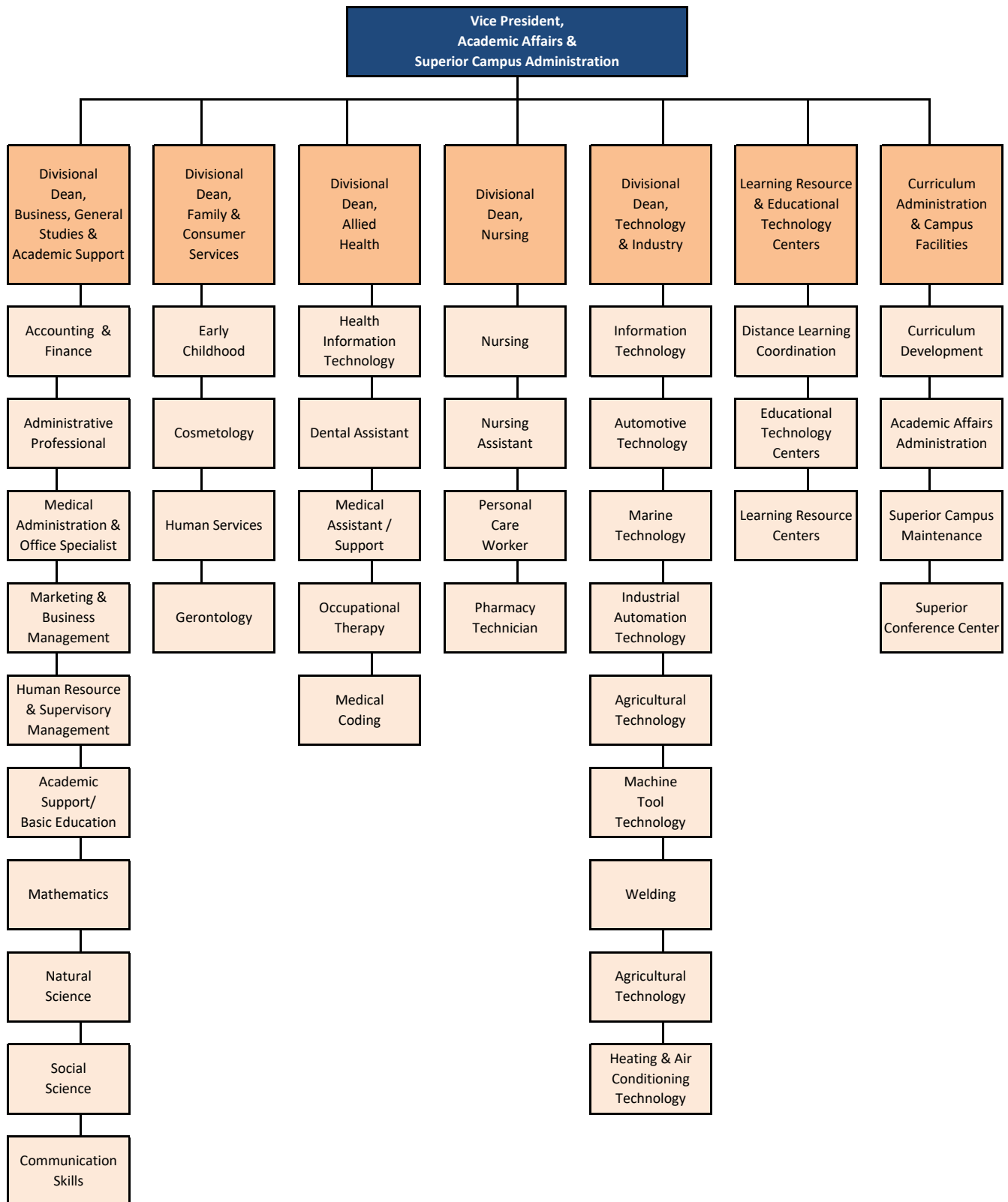
Distance Learning Coordination facilitates the needs of various program delivery formats with the student requirements through Blackboard, Instructional Television (ITV) and the new BlueJeans platform which will allow for internet based program delivery to better serve student schedules.

The **Learning Resource Center (LRC)** facilitates access to information resources for students, instructors and staff in support of educational goals. The Learning Resource Center also provides support for distance learning and classroom media technology, and assists students and staff in utilizing educational technology and resources.

The **Educational Technology Center (ETC)** provides assistance and support for students, faculty and staff in the utilization of technology resources to ensure exceptional educational and career success. Assistance and support is presented in numerous formats for ease of use.

Superior Campus Administration provides facility maintenance and custodial requirements for the Superior Campus. In addition, the Superior Campus Conference Center provides a necessary venue for events of various sizes as a service to the Superior area community.

Divisional Structure

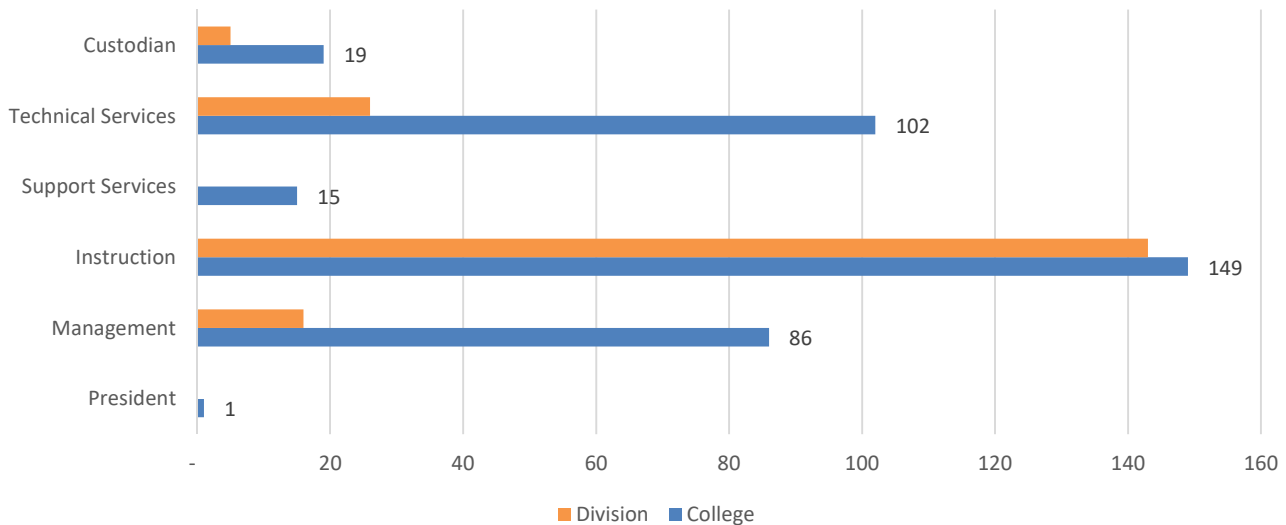


Divisional Budgeted Positions

WITC policy requires that full-time, benefit-eligible positions are budgeted both by position as well as by salary and fringe costs. A summary of board approved positions is provided earlier in this document. The information below represents the budgeted positions contained in that summary for the Academic Affairs Division.

Position Type	Employee Count	Combined Salaries	Fringe Benefits	Total
President	-	\$ -	\$ -	\$ -
Management	16	1,305,861	540,214	1,846,075
Instruction - Professional/Instructional	143	10,218,429	4,420,857	14,639,286
Professional/Support Services	-	-	-	-
Office & Technical Support	26	945,806	527,392	1,473,198
Custodian	5	205,057	116,561	321,618
Budgeted Positions Total	190	\$ 12,675,153	\$ 5,605,024	\$ 18,280,177

Academic Affairs Budgeted Positions



Program Offerings

General Education offers courses in communication, mathematics, science, social science and behavioral science as well as interdisciplinary courses that provide the foundation for degree, certificate, and diploma programs at WITC. A General Studies certificate is also offered at WITC.

Academic Support offers individualized and group instruction in English, social studies, science, reading, mathematics, English Language Learning (ELL), civics, health, career exploration, and employability skills. Persons may attend classes to prepare for entry into specific WITC courses, to receive academic support with current program course materials, to prepare for employment, to increase knowledge of oral and written communication, and to fulfill personal goals. GED/HSED preparation is also available.

Business offers programs that result in Associate Degrees, Technical Diplomas, Certificates and courses that equip students with operational and leadership skills needed by industries such as medical, retail, manufacturing, and service. Virtually every organization seeks graduates with current business skills. Program graduates learn how to effectively plan, organize, direct, and evaluate business functions and perform specific occupational duties. Many Associate Degree programs include an externship or internship opportunity. Program Advisory Committees of current business owners/employers ensure program curriculum reflects current job requirements. Many courses and programs are offered fully online, which provide a flexible option for parents, part time, or working adults.

Family & Consumer Service provides programming in an array of quality, comprehensive, credit-based and career pathways in the areas of Cosmetology, Early Childhood Education and Human Services. All programs include an experiential learning component inclusive of client services, community-based student teaching, or field experience. Multiple transfer opportunities with four-year colleges and universities are available to associate degree program graduates.

Allied Health offers programming including certificate, diploma and associate degree programs in the areas of Dental Assistant, Health Information Technology, Medical Assistant, Occupational Therapy Assistant, and Medical Coding Specialist. The Allied Health division collaborates with the Continuing Education division in offering high demand continuing education programming for the area healthcare staff.

Nursing offers programming including certificate, diploma and associate degree programs. The Nursing programs include: Associate Degree Nursing, Nursing Assistant, Personal Care Worker and Pharmacy Technician. The Nursing division collaborates with the Continuing Education division in offering high demand continuing education programming for the area healthcare staff.

Technology and Industry programming offers for credit educational services that prepare graduates for careers in manufacturing, IT, Automation, Broadband Technologies, Transportation and other industry based employment. The division also houses state approved Apprenticeship as well as Agriculture Programs. The division offers Associate Degrees, Technical Diplomas and Certificates. The focus is on hands-on learning, performance based assessment and acquisition of soft skills and technical skills that enhance employment. Program outcomes are based on industry standards, regional employer needs, and Advisory Committee input.

Divisional Strategic Metrics

As described on the President's Division pages, WITC strategic plan includes nine Learning College Tenets which are used to continuously improve our programming and services provided to our constituents.

The district strategic metrics focus on the third Learning College Tenet. The following represents the Academic Affairs divisional metrics. These metrics are the guide for the achievement of the goals as presented in the **Twenty Four by Twenty One** Strategic Plan.

Metric	Definition/Calculation	Result	Signal Values
Persistence	Undergraduate credits successfully (C or better) completed divided by credits attempted	84.4% (FY17)	Green: 83%+
		83.1% (FY16)	Yellow: 80%-82.9%
		83.0% (FY15)	Red: <80%
Retention	Undergraduate Students Retained from Fall Term to Spring Term	79.9% (FY17)	Green: 78%+
		78.9% (FY16)	Yellow: 75%-77.9%
		78.2% (FY15)	Red: <75%
Retention	Undergraduate Students Retained from Fall Term to Fall Term	74.4% (FY16)	Green: 73%+
		73.6% (FY15)	Yellow: 70%-72.9%
		73.7% (FY14)	Red: <70%
Instructional Cost per FTE	Total operational instructional costs divided by the student full-time equivalent (FTE) WTSC Cohort*	127.4% (FY17)	Green <115%
		125.8% (FY16)	Yellow 115-120%
		125.6% (FY15)	Red >120%

Divisional Strategic Metrics (continued)

Metric	Definition/Calculation	Result	Signal Values
Academic Services	Noel-Levitz Student Satisfaction Inventory Score (SSI)	94th %tile (F17)	Green: >90%tile
		97th %tile (F16)	Yellow: 75-89%tiled
		95th %tile (F14)	Red:<75%tiled
Instructional Effectiveness	Noel-Levitz Student Satisfaction Inventory Score (SSI)	97th %tile (F17)	Green: >90%tile
		99th %tile (F16)	Yellow: 75-89%tiled
		93rd %tile (F14)	Red:<75%tiled
Active & Collaborative Learning	Community College Survey of Student Engagement (CCSSE)	91st %tile (F17)	Green: >90%tile
		90th %tile (F16)	Yellow: 75-89%tiled
		99th %tile (F14)	Red:<75%tiled
Academic Challenge	Community College Survey of Student Engagement (CCSSE)	98th %tile (F17)	Green: >90%tile
		90th %tile (F16)	Yellow: 75-89%tiled
		99th %tile (F14)	Red:<75%tiled
Student-Faculty Interaction	Community College Survey of Student Engagement (CCSSE)	88th %tile (F17)	Green: >90%tile
		87th %tile (F16)	Yellow: 75-89%tiled
		99th %tile (F14)	Red:<75%tiled
Library Resource Center (LRC) Services	Noel-Levitz Student Satisfaction Inventory Survey - Question #14	6.19 (2016)	Green: >6
		6.23 (2014)	Yellow: 5-599
		6.01 (2012)	Red:<5
Library Resource Center (LRC) Staff	Noel-Levitz Student Satisfaction Inventory Survey - Question #26	6.38 (2016)	Green: >6
		6.33 (2014)	Yellow: 5-599
		6.12 (2012)	Red:<5
Cost/FTE - Overall	WTCS UFFAS Operating cost divided by student full time equivalent (FTE) WTCS Cohort*	120.3% (FY17)	Green: <115%
		121.7% (FY16)	Yellow: 115%-120%
		124.4% (FY15)	Red: >120%

* WTCS Cohort: BTC, CVTC, LTC, MSTC, MPTC, NCTC, WTC, WITC

CONTINUING EDUCATION DIVISION

	2016/17	2017/18 Budget		2018/19	Change from	
	Actual	Adopted	Modified	Budget	2017/18 Modified Budget	
Salaries	\$ 3,251,166	\$ 3,771,920	\$ 3,771,920	\$ 3,497,174	\$ (274,746)	-7.28%
Benefits	1,495,170	1,221,024	1,221,024	1,203,148	(17,876)	-1.46%
Operating expenditures	877,417	909,850	909,850	915,740	5,890	0.65%
Total expenditures	\$ 5,623,753	\$ 5,902,794	\$ 5,902,794	\$ 5,616,062	\$ (286,732)	-4.86%

Purpose

The Continuing Education Division provides and promotes a wide array of programming, specialized training and workforce development options to anticipate and meet the diverse needs of customers throughout our district, including individuals, employers, agencies, and business and industry partners.

Focus

The Continuing Education Division is focused on economic development, customized training, professional development programming for our business and industry partners, as well as the programming for Emergency Medical Services, Public Safety, Traffic Safety, licensing, and certification course work. The division also offers a multitude of personal enrichment courses throughout the entire district.

Activities

As a premier resource for life-long learning, **Continuing Education** offers professional development courses, seminars, and conferences designed to either assist with future employment or upgrade individuals in their current occupations. Many personal enrichment classes are also offered to the citizens throughout our 11-county service area.

Contract training is an avenue WITC can offer customized professional training to our business and industry partners throughout the district. The training can take place on site, or on campus.

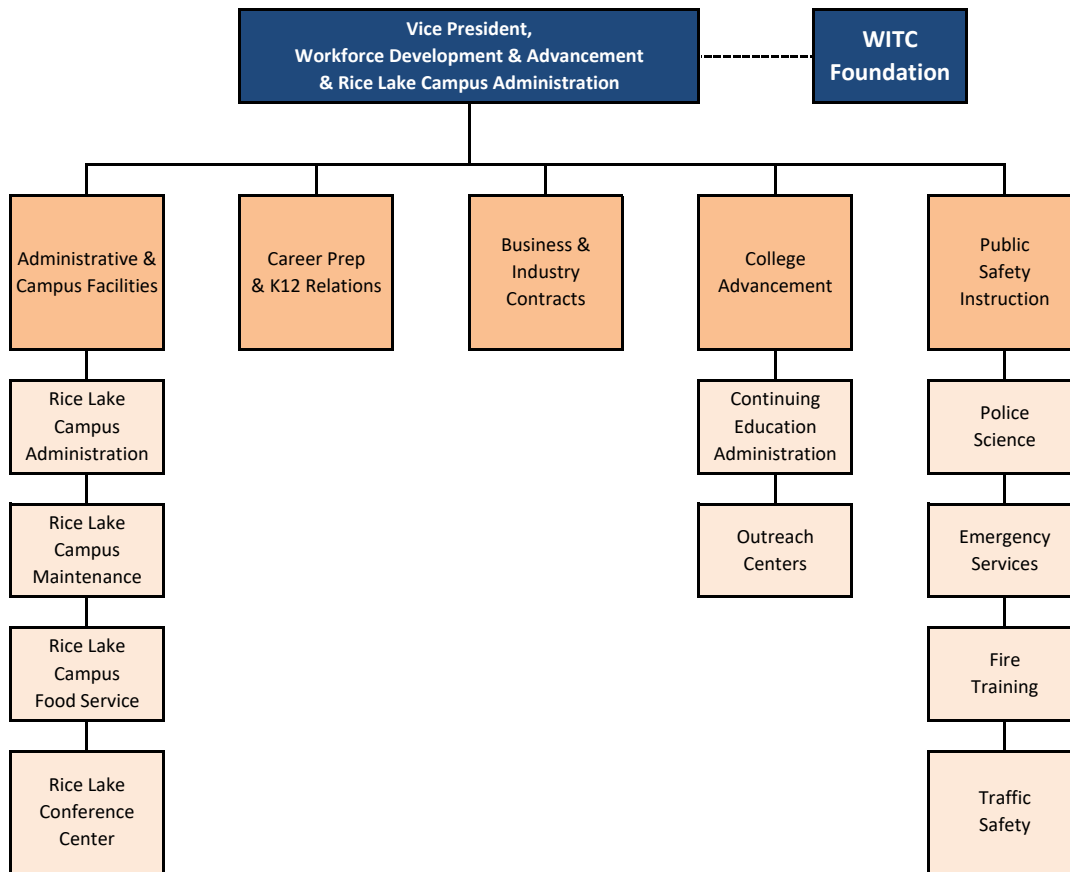
The **Public Safety Department** provides quality educational opportunities that allow students the ability to achieve their career goals and to meet the demanding challenges in the fields of Criminal Justice, Emergency Services, and Fire and Rescue. The Public Safety Division prepares students to be excellent employees for criminal justice agencies, fire departments, EMS services and healthcare facilities throughout the region through associate degrees, technical diplomas, certification and licensure courses, and continuing education offerings.

Career Prep and K12 Relations develops external and internal relationships for the College and coordinates its Career Prep program. The focus of the department is on the operating environment that exists in Wisconsin K12 education and the coordination of collaborative programming arrangements with more than 45 school districts.

The College's **Foundation Office** provides support to students in the form of scholarships, grants, and emergency assistance. The office also provides support for staff and to the college through funding training opportunities, staff-named retirement scholarships, and is responsible for managing all donations to the college.

Rice Lake Campus Administration provides facility maintenance and custodial requirements for the Rice Lake Campus. In addition, the Rice Lake Campus Conference Center and Food Service provides a necessary venue and catering services for events of various sizes as a service to the Rice Lake area community.

Divisional Structure

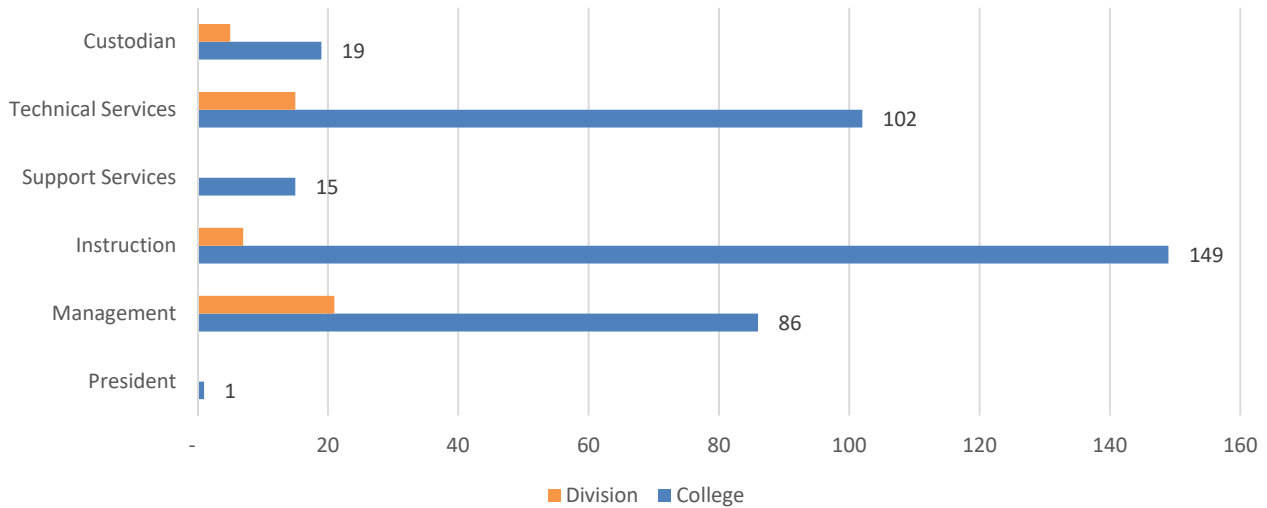


Divisional Budgeted Positions

WITC policy requires that full-time, benefit-eligible positions are budgeted both by position as well as by salary and fringe costs. A summary of board approved positions is provided earlier in this document. The information below represents the budgeted positions contained in that summary for the Continuing Education Division.

Position Type	Employee Count	Combined Salaries	Fringe Benefits	Total
President	-	\$ -	\$ -	-
Management	22	1,620,377	683,440	2,303,817
Instruction - Professional/Instructional	6	454,682	202,704	657,386
Professional/Support Services	-	-	-	-
Office & Technical Support	15	591,904	341,263	933,167
Custodial	5	208,373	113,228	321,601
Budgeted Positions by Type Total	48	\$ 2,875,336	\$ 1,340,635	\$ 4,215,971

Continuing Education Budgeted Positions



Divisional Strategic Metrics

As described on the President's Division pages, WITC strategic plan includes nine Learning College Tenets which are used to continuously improve our programming and services provided to our constituents.

The district strategic metrics focus on the third Learning College Tenet. The following represents the Continuing Education divisional metrics. These metrics are the guide for the achievement of the goals as presented in the **Twenty Four by Twenty One** Strategic Plan.

Metric	Definition/Calculation	Result	Signal Values
Open enrollment - Classes	Total number of open enrollment classes that ran (Aid codes 42, 47, 60)	2,872 (FY17)	Green:>2,518
		2,160 (FY16)	Yellow: 1,846-2,517
		2,281 (FY15)	Red: <1846
Open enrollment - Registrations	Total number of open enrollment registrations from classes that ran (Aid codes 42, 47, 60)	16,306 (FY17)	Green: Increase>886
		19,081 (FY16)	Yellow: Increase 0-885
		17,299 (FY15)	Red: Increase<0
Open enrollment - Course Cancellation	Percent of total courses cancelled divided by total courses scheduled	30.0% (FY17)	Green:<29%
		24.8% (FY16)	Yellow: 30-35%
		25.4% (FY15)	Red: >36%
Open enrollment - Customer Repeat	Percent of students enrolling in another open enrollment course within a two-year period	23.9% (FY17)	Green:<24%
		29.3% (FY16)	Yellow: 20-23%
		22.9% (FY15)	Red: >23%
Open enrollment - Income	Percent increase/decrease of gross revenue compared to prior year from class fees including adjustment for senior fees	-4.24% (FY17)	Green:<3.3%
		38.38% (FY16)	Yellow: 0-3.2%
		-13.5% (FY15)	Red: >0%

Divisional Strategic Metrics (continued)

Metric	Definition/Calculation	Result	Signal Values
Customized Training - Companies	Percent change from previous year of unduplicated number of companies for which contracts were implemented	-3.76% (FY17)	Green:<1%
		3.7% (FY16)	Yellow: 0-0.9%
		5.0% (FY15)	Red: >0%
Customized Training - Net Profit	Percent change from previous year using net profit from 38.14 contracts	-5.8% (FY17)	Green:<3%
		-1.5% (FY16)	Yellow: 0-2.9%
		27.2% (FY15)	Red: >0%
Customized Training - Gross Revenue	Percent change from previous year using net profit from 38.14 contracts	-5.8% (FY17)	Green:<3%
		-12.7% (FY16)	Yellow: 0-2.9%
		23.4% (FY15)	Red: >0%
Customized Training - Contracts	Percent change from previous year using net profit from 38.14 contracts	-11.1% (FY17)	Green:<5%
		4.21% (FY16)	Yellow: 0-4.9%
		9.83% (FY15)	Red: >0%
WITC Foundation Revenue	Total revenue from all donations and special events	\$888,817 (FY17)	Green:>\$381,807
		\$363,749 (FY16)	Yellow: \$324,235-\$381,806
		\$484,794 (FY15)	Red: >\$324,234
WITC Foundation Donors	Includes WITC Staff, alumni, retirees, other individuals and corporate organization	639 (FY17)	Green:>700
		706 (FY16)	Yellow: 561-699
		605 (FY15)	Red: >560
WITC Foundation Scholarships Available	Total number of endowed scholarships and those working on becoming endowed	317 (FY17)	Green:>300
		316 (FY16)	Yellow: 287-299
		376 (FY15)	Red: >286
WITC Foundation Scholarships Awards	Total dollars awarded in scholarships	\$217,018 (FY17)	Green:>\$154,683
		\$201,190 (FY16)	Yellow: \$147,318-\$164,683
		\$151,663 (FY15)	Red: >\$147,317
Cost/FTE - Overall	WTCS UFFAS operating cost divided by student full time equivalent (FTE) WTCS Cohort*	120.3% (FY17)	Green: <115%
		121.7% (FY16)	Yellow: 115%-120%
		124.4% (FY15)	Red: >120%

* WTCS Cohort: BTC, CVTC, LTC, MSTC, MPTC, NCTC, WTC, WITC

STUDENT AFFAIRS DIVISION

	2016/17	2017/18 Budget		2018/19	Change from	
	Actual	Adopted	Modified	Budget	2017/18 Modified Budget	
Salaries	\$ 3,278,993	\$ 3,846,946	\$ 3,846,946	\$ 3,454,927	\$ (392,019)	-10.19%
Benefits	1,763,698	1,939,808	1,939,808	1,780,907	(158,901)	-8.19%
Operating expenditures	512,923	480,015	480,015	365,000	(115,015)	-23.96%
Total expenditures	\$ 5,555,614	\$ 6,266,769	\$ 6,266,769	\$ 5,600,834	\$ (665,935)	-10.63%

Purpose

The Student Affairs Division is responsible for providing services to students related to recruitment, admission, enrollment, financing, billing, retention, student life, graduation, and employment assistance. Some examples of services provided include the operation of bookstores, health services, counseling, student activities, advertising, new student orientation, and access to transcripts.

Focus

The Student Affairs Division is focused on providing services to students in all aspects of the college from recruitment, admission, enrollment, financing, library resources, student life, graduation, and employment assistance.

Activities

The **Admissions** function coordinates WITC's admission standards and processes which include applications, fees, campus visits, testing, ongoing communications and interviews. These functions are performed by staff who report to the one of the four campus Dean of Students.

Under the direction of the Enrollment Manager, the **Recruitment** function works to build the WITC brand and enhance the image of WITC throughout the district and in neighboring communities all in an effort to generate prospective students leads through various recruitment events and activities.

The **Financial Aid Office** assists students in funding their education by processing the Free Application for Federal Student Aid (FAFSA), awarding financial aid from federal, state and private resources and providing information on various types of financial aid including grants, scholarships, loans and Federal Work Study.

The **Office of the Registrar** upholds the academic standards and policies of the College while ensuring privacy and security of all student records. In addition the Registrar performs degree audits and verifications, transcript processing, transfer credit evaluations, and grade submission coordination.

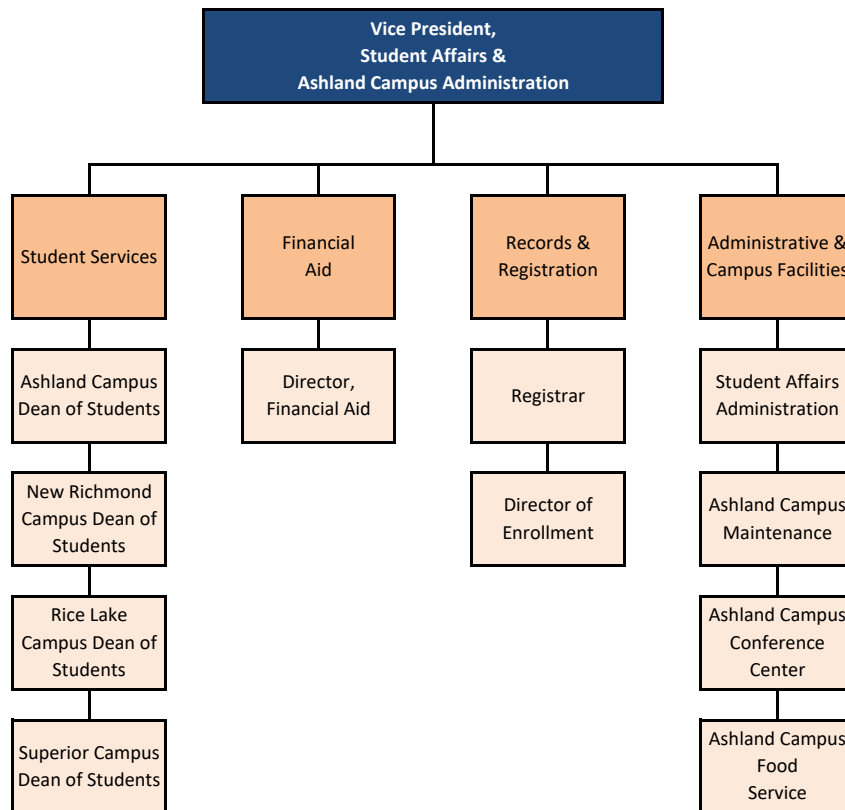
Under the supervision of the Superior Campus Dean of Students, the campus **Bookstores** focus on selling textbooks, uniforms and supplies to meet our student needs. The bookstore also provides rental options, new and used book sales and book buy-back opportunities.

Accommodations Services include a team of specialists who work with students, faculty and staff to provide modifications, special accommodations and auxiliary aids to ensure that students with special requirements received the full benefit of their educational experience.

Counseling Services include a team of professionals who provide services that empower all students enrolled in WITC classes by employing a holistic approach to career, academic, personal and crisis counseling to ensure that students attain their educational goals and objectives.

Ashland Campus Administration provides facility maintenance and custodial requirements for the Ashland Campus. In addition, the Ashland Campus Conference Center provides a necessary venue for events of various sizes as a service to the Ashland area community.

Divisional Structure

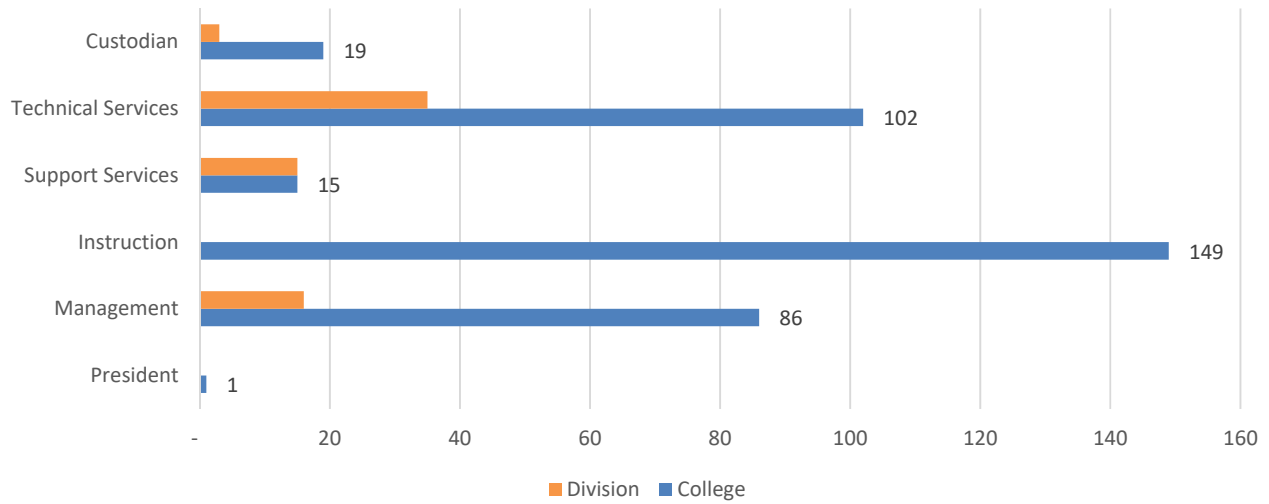


Divisional Budgeted Positions

WITC policy requires that full-time, benefit-eligible positions are budgeted both by position as well as by salary and fringe costs. A summary of board approved positions is provided earlier in this document. The information below represents the budgeted positions contained in that summary for the Student Affairs Division.

Position Type	Employee Count	Combined Salaries	Fringe Benefits	Total
President	-	\$ -	\$ -	-
Management	16	1,189,924	524,907	1,714,831
Instruction - Professional/Instructional	-	-	-	-
Professional/Support Services	15	863,581	437,051	1,300,632
Office & Technical Support	35	1,309,545	912,638	2,222,183
Custodial	3	122,866	77,187	200,053
Budgeted Positions by Type Total	69	\$ 3,485,916	\$ 1,951,783	\$ 5,437,699

Student Services Budgeted Positions



Divisional Strategic Metrics

As described on the President's Division pages, WITC strategic plan includes nine Learning College Tenets which are used to continuously improve our programming and services provided to our constituents.

The district strategic metrics focus on the third Learning College Tenet. The following represents the Student Affairs divisional metrics. These metrics are the guide for the achievement of the goals as presented in the **Twenty Four by Twenty One** Strategic Plan.

Metric	Definition/Calculation	Result	Signal Values
Inquiries	Total number of inquiries per year	3,550 (FY16)	Green: >3,100
		3,318 (FY15)	Yellow: 2,700-3,099
		3,356 (FY14)	Red: <2,700
Financial Aid Default Rate	3-Year Rates	12.7% (FY14)	Green: <15%
		14.4% (FY13)	Yellow: 15.1%-30%
		16.5% (FY12)	Red: >30%
Admissions and Financial Aid	Overall satisfaction level for this category on Student Satisfaction Inventory	95th%tile (FY17)	Green: >90%tile
		99th%tile (FY16)	Yellow: 75-89.9%tile
		95th%tile (FY14)	Red: <75%tile
Registration Effectiveness	Overall satisfaction level for this category on Student Satisfaction Inventory	96th%tile (FY17)	Green: >90%tile
		98th%tile (FY16)	Yellow: 75-89.9%tile
		92nd%tile (FY14)	Red: <75%tile
Persistence	Undergraduate credits successfully (C or better) completed divided by credits attempted	84.4% (FY17)	Green: >83%
		83.3% (FY16)	Yellow: 80%-82.9%
		83.0% (FY15)	Red: <80%

Divisional Strategic Metrics (continued)

Metric	Definition/Calculation	Result	Signal Values
Retention	Percent of students retained from fall to spring semester - UGRD	79.9% (FY17)	Green: >78%
		78.9% (FY16)	Yellow: 75%-77.9%
		78.2% (FY15)	Red: <75%
Retention	Undergraduate Students Retained from Fall Term to Spring Term	74.4% (FY17)	Green: >73%
		73.5% (FY16)	Yellow: 70%-72.9%
		73.7% (FY15)	Red: <70%
Cost/FTE - Overall	WTCS UFFAS operating cost divided by student full time equivalent (FTE) WTCS Cohort*	120.3% (FY17)	Green: <115%
		121.7% (FY16)	Yellow: 115%-120%
		124.4% (FY15)	Red: >120%

* WTCS Cohort: BTC, CVTC, LTC, MSTC, MPTC, NCTC, WTC, WITC

INSTITUTIONAL EFFECTIVENESS DIVISION

	2016/17	2017/18 Budget		2018/19	Change from	
	Actual	Adopted	Modified	Budget	2017/18 Modified Budget	
Salaries	\$ 818,630	\$ 961,585	\$ 961,585	\$ 833,805	\$ (127,780)	-13.29%
Benefits	499,322	502,059	502,059	505,793	3,734	0.74%
Operating expenditures	256,510	242,925	242,925	289,600	46,675	19.21%
Total expenditures	\$ 1,574,462	\$ 1,706,569	\$ 1,706,569	\$ 1,629,198	\$ (77,371)	-4.53%

Purpose

Institutional Effectiveness provides leadership and coordination in measuring College success using a systematic, data-driven, continuous-improvement model that documents the comparison of institutional performance to institutional purpose.

Focus

The Office of Institutional Effectiveness oversees College accreditation, research and surveys, data reporting, academic program and administrative unit reviews, program viability, divisional and collegewide metrics, and strategic planning.

Activities

Quality Improvement coordinates accreditation activities, strategic planning processes, and the academic program and administrative unit review. Quality Improvement also provides leadership to the Institutional Effectiveness division in technology services through the administration of the WITC's digital imaging processes.

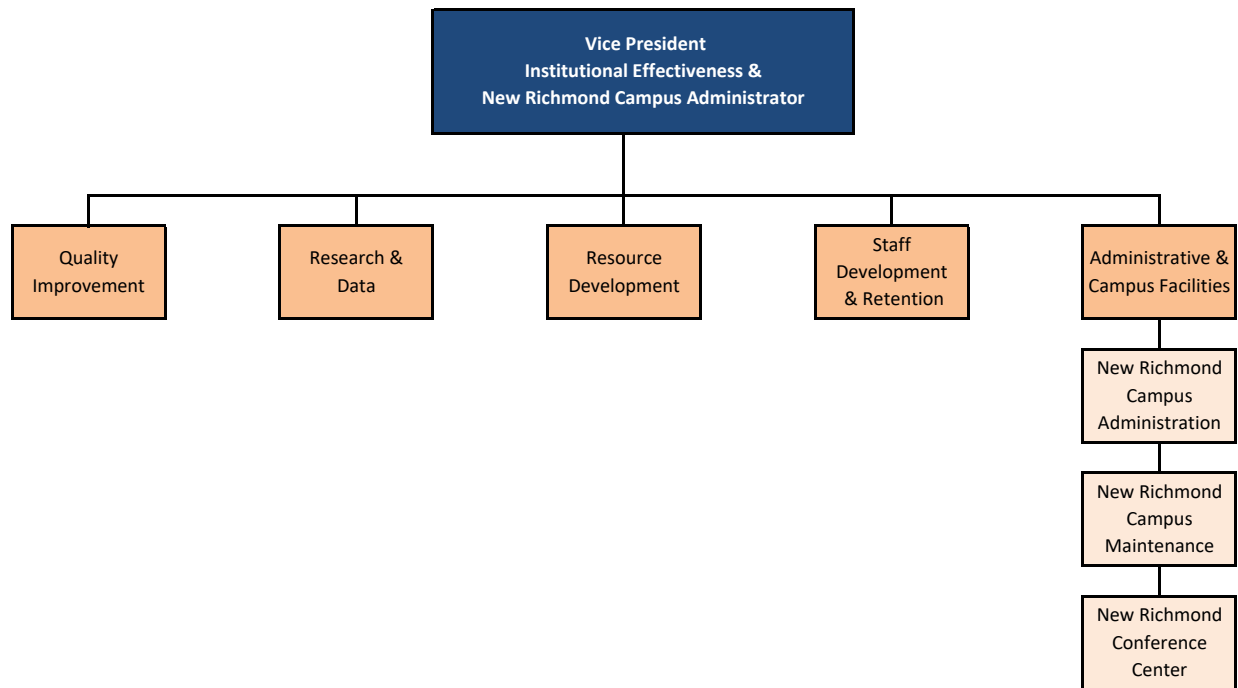
Research and Data coordinates and is responsible for research to including the administration and reporting of the student, staff, graduate and employer surveys, federal IPEDS reporting, and all external data requests. Research and data also provides data and analysis to WITC staff for the purpose of decision-making and collaborates with the WILM's Business Intelligence team.

Resource Development provides leadership to support innovation and improvement in the College through grant funding resources. This process includes identifying grant opportunities to align with the College needs, seeking internal and external data to support the initiative, and writing and submission of the proposal. Upon the receipt of a grant award, Resource Development coordinates the implementation of the grant, oversees financial accountability, collects, compiles, analyzes, and reports data to document the outcomes of the grant.

Staff Development and Retention is responsible for the day to day training and development operations, needs assessments, curriculum development, coordination and presentation of training and development programs for all employees of WITC to ensure that there are meaningful programs and support for employee growth and retention and are all aligned with Collegewide direction and overall strategy.

New Richmond Campus Administration provides facility maintenance and custodial requirements for the New Richmond Campus. In addition, the New Richmond Campus Conference Center provides a necessary venue for events of various sizes as a service to the New Richmond area community.

Divisional Structure

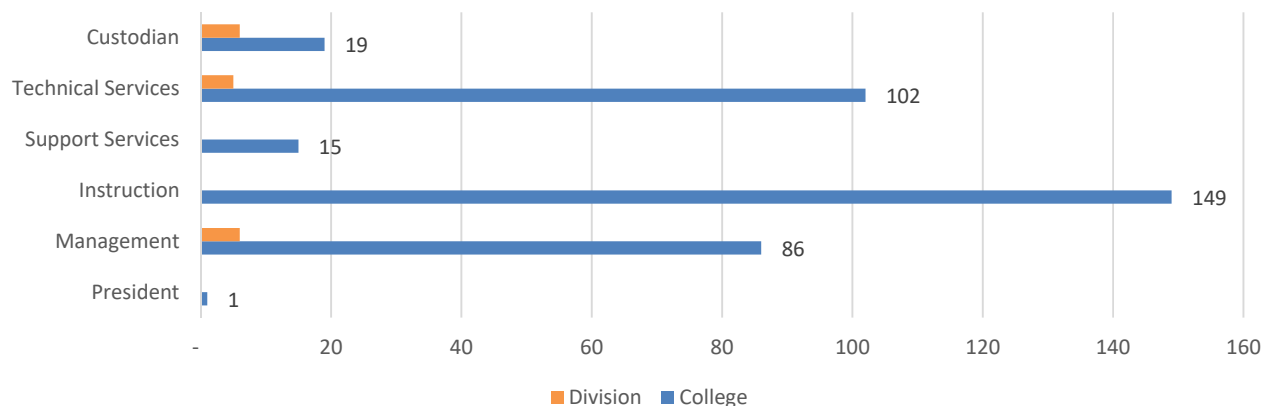


Divisional Budgeted Positions

WITC policy requires that full-time, benefit-eligible positions are budgeted both by position as well as by salary and fringe costs. A summary of board approved positions is provided earlier in this document. The information below represents the budgeted positions contained in that summary for the Institutional Effectiveness Division.

Position Type	Employee Count	Combined Salaries	Fringe Benefits	Total
President	-	\$ -	\$ -	-
Management	6	470,934	226,570	697,504
Instruction - Professional/Instructional	-	-	-	-
Professional/Support Services	-	-	-	-
Office & Technical Support	5	203,847	156,496	360,343
Custodial	6	223,615	180,931	404,546
Budgeted Positions by Type Total	17	\$ 898,396	\$ 563,997	\$ 1,462,393

Institutional Effectiveness Budgeted Positions



Divisional Strategic Metrics

As described on the President's Division pages, WITC strategic plan includes nine Learning College Tenets which are used to continuously improve our programming and services provided to our constituents.

The district strategic metrics focus on the third Learning College Tenet. The following represents the Student Affairs divisional metrics. These metrics are the guide for the achievement of the goals as presented in the **Twenty Four by Twenty One** Strategic Plan.

Metric	Definition/Calculation	Result	Signal Values
Graduate Follow-Up Participation	Response Rate - number of students responding divided by number of students contacted or sent surveys	85% (2017)	Green: >80%
		84% (2016)	Yellow: 70-79%
		89% (2015)	Red: <70%
Accreditation Timelines Met	Percent met versus number required	100% (2017)	Green: 100%
		100% (2016)	Yellow: n/a
		100% (2015)	Red: <100%
Employee Satisfaction Survey Participation	Response Rate including regular full-time and part-time employees	84% (2015)	Green: >70%
		70% (2013)	Yellow: 50%-69% Red: <50%
Budget Planning	Percent over/under	79.9% (FY17)	Green: <100%
		81.3% (FY16)	Yellow: 101%-110%
		80.2% (FY15)	Red: >110%
Reaffirmation of Accreditation	Reaffirmation received	2021-2022	Green: Full Yellow: With Monitoring Red: Serious Concern
Academic Program Reviews	Number of review scheduled versus number completed	7/7 (FY17)	Green: 100%
		11/11 (FY15)	Yellow: 95-99%
		15/15 (FY14)	Red: <95%
College Effectiveness Measures	Updated annually	Yes (FY17)	Green: Yes
		Yes (FY15)	Yellow: Partially
		Yes (FY14)	Red: Not updated
Divisional Metrics	Updated annually	Yes (FY17)	Green: Yes
		Yes (FY15)	Yellow: Partially
		Yes (FY14)	Red: Not updated
Grants - Revenue	Total dollars received from grants awarded	\$3,986,280 (FY17)	Green: >\$2.35M
		\$3,310,070 (FY16)	Yellow: \$2.25M-\$2.35M
		\$2,351,033 (FY15)	Red: <\$2.25M
Grants -New Grants	Total number of new grants applied for within the fiscal year	20 (FY17)	Green: >9
		16 (FY16)	Yellow: 5-8
		17 (FY15)	Red: <5
Cost/FTE - Overall	WTCS UFFAS operating cost divided by student full time equivalent (FTE) WTCS Cohort*	120.3% (FY17)	Green: <115%
		121.7% (FY16)	Yellow: 115%-120%
		124.4% (FY15)	Red: >120%

* WTCS Cohort: BTC, CVTC, LTC, MSTC, MPTC, NCTC, WTC, WITC

ADMINISTRATIVE SERVICES DIVISION

	2016/17	2017/18 Budget		2018/19	Change from	
	Actual	Adopted	Modified	Budget	2017/18 Modified Budget	
Salaries	\$ 3,156,842	\$ 2,778,754	\$ 2,778,754	\$ 2,363,238	\$ (415,516)	-14.95%
Benefits	2,156,624	1,425,103	1,425,103	1,202,122	(222,981)	-15.65%
Operating expenditures	4,038,063	3,968,418	4,018,418	3,972,304	(46,114)	-1.15%
Total expenditures	\$ 9,351,529	\$ 8,172,275	\$ 8,222,275	\$ 7,537,664	\$ (684,611)	-8.33%

Purpose

Business Services is responsible for all financial aspects of WITC and provides exceptional customer service by supporting and respecting students, staff and external stakeholders while adhering to WITC, State and Federal policies.

Human Resources purpose is to recruit, develop and retain skilled and talented employees dedicated to meeting the needs of the students and communities we serve.

Technology Services is responsible for supporting the technology functions of the College including software maintenance, instructional hardware, video conferencing and user applications such as PeopleSoft, Cognos and The Connection.

Focus

The focus of **Business Services** is on the communication of timely and accurate financial data utilizing technology to support the implementation of collegewide directives.

The focus of **Human Resources** is on the continual communication with staff regarding employment opportunities, compensation and benefits in order to retain skilled employees.

The focus of **Technology Services** is on the maintenance of, as well as continual analysis of growth opportunities in the field of technology to support the implementation of collegewide initiatives.

Activities

Finance Accounting Services is responsible for all financial activities and related records of the college, including accounts receivable, accounts payable, payroll, budgeting, cash and debt management, internal controls, auditing, collections, and procurement. This department is responsible for district-wide facility planning and oversight as well as risk management. Additionally, it provides accounting services to the WITC Foundation.

Student Financial Services strives to actively serve the college community by partnering with Academic and Student Affairs in providing high-quality, compassionate, and comprehensive service to students and academic units as well as ensuring that all interaction related to students and the activity on the student accounts complies with Federal, State, and Wisconsin Technical College System Board regulations.

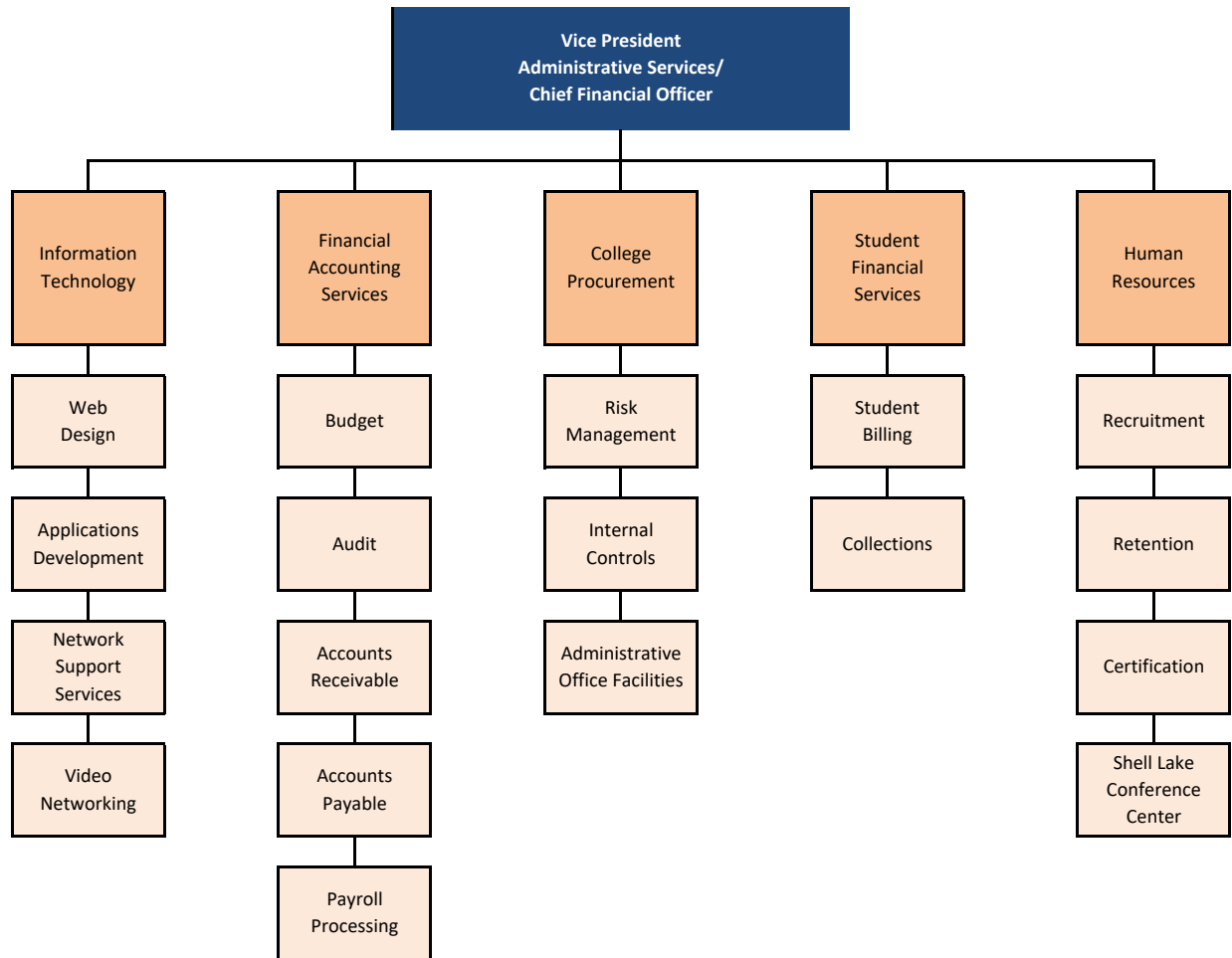
Information Technology provides Collegewide support and consulting for administrative and instructional applications, telecommunication and voicemail administration, database administration, information systems development, WITC and WILM PeopleSoft Consortium, student computing, WITC reporting coordination, help desk support, computer equipment and maintenance, and software license agreements monitoring.

Distance Learning provides support for distance learners to access excellent and innovative instructional and delivery systems including formats that combine distance education and classroom instruction, online, and ITV environments.

Recruitment, Retention & Certification coordinates staffing requests, recruitment, job descriptions and organizational charts, as well as processes relating to hiring and employee recognition programs

Employee Benefits coordinates and is responsible for College payroll processing, benefits plans administration, benefit surveys, unemployment, COBRA, employee recognition programs and leave of absences.

Divisional Structure



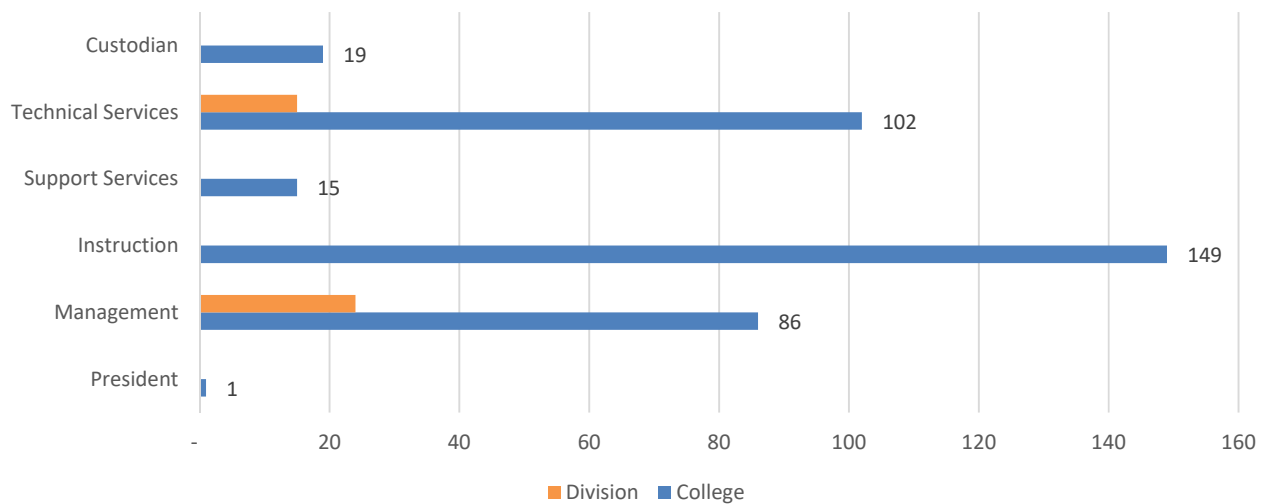
Divisional Budgeted Positions

WITC policy requires that full-time, benefit-eligible positions are budgeted both by position as well as by salary and fringe costs. A summary of board approved positions is provided earlier in this document. The information below represents the budgeted positions contained in that summary for Business & Technology Services.

Position Type	Employee Count	Combined Salaries	Fringe Benefits	Total
President	-	\$ -	\$ -	-
Management	24	1,567,941	682,624	2,250,565
Instruction - Professional/Instructional	-	-	-	-
Professional/Support Services	-	-	-	-
Office & Technical Support	15	644,361	439,779	1,084,140
Custodial	-	-	-	-
Budgeted Positions by Type Total	39	\$ 2,212,302	\$ 1,122,403	\$ 3,334,705

Divisional Budgeted Positions (continued)

Business & Technology Services Budgeted Positions



Divisional Strategic Metrics

As described on the President's Division pages, WITC strategic plan includes nine Learning College Tenets which are used to continuously improve our programming and services provided to our constituents.

The district strategic metrics focus on the third Learning College Tenet. The following represents the Student Affairs divisional metrics. These metrics are the guide for the achievement of the goals as presented in the **Twenty Four by Twenty One** Strategic Plan.

Metric	Definition/Calculation	Result	Signal Values
Cost/FTE - Overall	WTCS UFFAS operating cost divided by student full time equivalent (FTE) WTCS Cohort*	120.3% (FY17)	Green: <115%
		121.7% (FY16)	Yellow: 115%-120%
		124.4% (FY15)	Red: >120%
Cost/FTE - Instructional	WTCS UFFAS instructional cost/FTE WTCS Cohort* Average	127.4% (FY17)	Green: <115%
		125.8% (FY16)	Yellow: 115%-120%
		125.6% (FY15)	Red: >120%
Cost/FTE - NonInstructional	WTCS UFFAS non-instructional cost/FTE WTCS Cohort* Average	114.7% (FY17)	Green: <115%
		120.4% (FY16)	Yellow: 115%-120%
		124.4% (FY15)	Red: >120%
Composite Financial Index	Ratio Map Calculations	1.00 (FY17)	Green: >1.1
		1.15 (FY16)	Yellow: 0.0-1.0
		2.37 (FY15)	Red: <0.00
Facilities Capital Asset Condition	Facilities AD/Facilities Gross Fixed Assets	46.02% (FY17)	Green: <50%
		49.25% (FY16)	Yellow: 50%-70%
		49.67% (FY15)	Red: >70%
Equipment Capital Asset Condition	Equipment AD/Equipment Gross Fixed Assets	67.43% (FY17)	Green: <50%
		76.65% (FY16)	Yellow: 50%-70%
		75.64% (FY15)	Red: >70%
Reserve for Operations Fund Balance	Designated for Operations/ (Property Tax Receivable+10% of Next Year Operation Budget)	95.29% (FY17)	Green: <90%
		93.06% (FY16)	Yellow: 90%-100%
		94.09% (FY15)	Red: >100%
Debt Ratio	Total Liabilities/Total Assets	62.50% (FY17)	Green: <50%
		53.10% (FY16)	Yellow: 50%-70%
		48.24% (FY15)	Red: >70%

Metric	Definition/Calculation	Result	Signal Values
Funded OPEB Liability	Trust Assets/OPEB Liability	44.49% (FY17)	Green: >85%
		46.74% (FY16)	Yellow: 50%-85%
		56.08% (FY15)	Red: <50%
Network Uptime All Locations All Functions	Service level: 24 hours/day 7 days/week = 8760 total hours/FY	99.14% (FY17)	Green: >99%
		99.69% (FY16)	Yellow: 98.5%-98.9%
Technology Access LMS/Blackboard, witc.edu, Email	Service level: 24 hours/day 7 days/week = 8760 total hours/FY	99.96% (FY17)	Green: >99%
		99.98% (FY16)	Yellow: 98.5%-98.9%
Technology Access Phone System	Service level: 15 hours/day 6 days/week = 4680 total hours/FY	98.33% (FY17)	Green: >99%
		99.56% (FY16)	Yellow: 98.5%-98.9%
Technology Access PeopleSoft & The Connection	Service level: 15 hours/day 6 days/week = 4680 total hours/FY	99.10% (FY17)	Green: >99%
		99.80% (FY16)	Yellow: 98.5%-98.9%
Distance Learning Persistence	Credits successfully completed/credits attempted (ITV UGRD)	83.4% (FY17)	Green: >83%
		85.3% (FY16)	Yellow: 78%-82.9%
		82.5% (FY15)	Red: <78%
Qualified Applicants per Posting	Number of qualified applicants per posting	81% (FY17)	Green: >80%
		78% (FY16)	Yellow: 70%-79%
		75% (FY15)	Red: <70%
Average Cost of Recruitment	Average dollar spent per recruitment to find a qualified hire.	\$3,177 (FY17)	Green: <\$1,600
		\$2,030 (FY16)	Yellow: \$1,901-\$2,200
Average Cost per Qualified Applicant	Average dollar amount spent per qualified applicant job in a posting	\$384 (FY17)	Green: <\$125
		\$193 (FY16)	Yellow: \$126-\$175
Orientation Completion	New hire completed orientation within 60 days of employment	98% (FY17)	Green: >95%
		71% (FY16)	Yellow: 85%-94%
Discrimination/ Harassment	Number of employee findings of intentional discrimination or harassment	2 (FY17)	Green: 0
		1 (FY16)	Yellow: 1
		0 (FY15)	Red: >2
Discrimination/ Harassment	Number of student findings of intentional discrimination or harassment	0 (FY17)	Green: 0
		2 (FY16)	Yellow: 1
		0 (FY15)	Red: >2
Employee Satisfaction	Overall satisfaction rate (1.0-5.0) with at least 60% of employee responding	4.15 (2015)	Green: >4.0
		3.85% (2013)	Yellow: 3.0-3.9
Performance Evaluations	Percentage of Performance Evaluation completed within established timelines	95% (FY17)	Green: >90%
		94% (FY16)	Yellow: 75%-89%
		100% (FY15)	Red: <75%
Turnover	Full-time board approved and part-time budgeted positions only	14.59% (FY17)	Green: <8%
		12.3% (FY16)	Yellow: 8%-9.9%
		8.6% (FY15)	Red: >10%
Faculty Quality Assurance System	Number of faculty completing on time certification/transition to FQAS competencies	122 (FY17)	Green: >100
Medical Insurance Loss Ratio	Medical claim utilization adjusted for claims in excess of the pooling level	84% (2016)	Yellow: 75-99
		110% (FY15)	Red: <74
		122% (2014)	Green: <100%
			Yellow: 100%-120%
			Red: >120%

Divisional Strategic Metrics (continued)

Metric	Definition/Calculation	Result	Signal Values
Workers' Compensation	Number of cases with lost time	3 (2017)	Green: <2
		2 (2016)	Yellow: 3-5
		5 (2015)	Red: >5
Workers' Compensation	Number of lost days	96 (2017)	Green: <15
		146 (2016)	Yellow: 16-40
		52 (2015)	Red: >40
Workers' Compensation	Number of cases of return to work with restrictions	0 (2017)	Green: <2
		2 (2016)	Yellow: 3-5
		4 (2015)	Red: >5

* WTCS Cohort: BTC, CVTC, LTC, MSTC, MPTC, NCTC, WTC, WITC



WISCONSIN INDIANHEAD TECHNICAL COLLEGE

Special Revenue Fund



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SPECIAL REVENUE FUND

The special revenue fund is used to account for the proceeds and related financial activities of specific revenue sources that are legally restricted to expenditures for specified purposes or where WITC acts as a trustee or fiscal agent for the funds of others. The fund is divided into operating and non-aidable funds. The majority of the operating fund is the result of federal and state grants as well as contract revenue. Non-aidable funds includes funds whereby WITC acts in a trustee capacity such as student financial aid. Additionally, non-aidable funds include student clubs whereby WITC acts as a fiscal agent only. No budgets are included for activities where WITC acts as a fiscal agent only such as in the case of the NWECS Consortium and Superior Community Area Network.

Special Revenue Fund - Operating Budget Summary

	2016/17	2017/18 Budget		2018/19	Change from	
	Actual	Adopted	Modified	Budget	2017/18 Modified Budget	
Local government	\$ 587,477	\$ 1,087,104	\$ 1,087,104	\$ 1,198,446	\$ 111,342	10.24%
State aids	336,231	142,672	142,672	363,295	220,623	154.64%
Program Fees	33,768	30,000	30,000	30,000	-	0.00%
Material Fees	31,066	30,000	30,000	30,000	-	0.00%
Institutional	1,527,327	1,325,000	1,325,000	1,225,000	(100,000)	-7.55%
Federal	1,196,482	929,691	929,691	921,600	(8,091)	-0.87%
Total revenue	\$ 3,712,351	\$ 3,544,467	\$ 3,544,467	\$ 3,768,341	\$ 223,874	6.32%
Instruction	\$ 3,009,606	\$ 3,175,158	\$ 3,175,158	\$ 3,411,508	\$ 236,350	7.44%
Instructional resources	14,124	-	-	-	-	-
Student services	498,117	564,309	564,309	606,833	42,524	7.54%
General institutional	-	2,500	2,500	-	(2,500)	-100.00%
Physical plant	-	2,500	2,500	-	(2,500)	-100.00%
Total expenditures	\$ 3,521,847	\$ 3,744,467	\$ 3,744,467	\$ 4,018,341	\$ 273,874	7.31%

The special revenue - operating fund is used to account for the proceeds and related activities of specific revenue sources that are legally restricted to expenditures for specified purposes, mainly grants and contracted services.

When preparing this fund, submissions of proposed budgets based on projected grant awards are used. The financial summary shown in this section identifies the projected grants to be received. When budgeting the expenditure side of the grants, project numbers are used so as to easily segregate and report expenditures applicable to grant funding received.

Contracted services are also included in the financial summary shown. Contracted service revenues and expenditures are estimated utilizing historical data and market research of services currently in demand within the district. Revenues and expenditures are again assigned a project number as a means to analyze earnings and potential cost savings associated with the services.

Financial summary by function and revenue source

By statute, the WITC Board controls the budget at the fund and function level. The revenues for the special revenue - operating fund are :

- * Local government
- * State aids
- * Institutional
- * Federal

In addition, WITC looks at revenues in this fund in the following revenue sources:

- * Federal Adult Education & Family Literacy (AEFL) Grants
- * Federal Perkins Vocational & Technical Education Act (VTEA) Grants
- * State General Purpose Revenue (GPR) Grants
- * Federal Department of Labor (DOL), US Department of Agriculture Rural Utility Services (RUS) and Department of Public Instruction (DPI)
- * Other Revenues

The following table displays the FY19 special revenue - operating budget by function and source categories:

Function	Federal AEFL Grants	Federal VTEA Grants	State GPR Grants	Federal Other Grants	Other Revenues	Total
Local government	187,380	445,100	27,517	-	538,449	\$ 1,198,446
State aids	-	-	357,198	6,097	-	\$ 363,295
Program Fees	-	-	-	-	30,000	\$ 30,000
Material Fees	-	-	-	-	30,000	\$ 30,000
Institutional	-	-	-	-	1,225,000	\$ 1,225,000
Federal	291,021	420,957	-	209,622	-	\$ 921,600
Total	\$ 478,401	\$ 866,057	\$ 384,715	\$ 215,719	\$ 1,823,449	\$ 3,768,341

Projected grant awards

WITC has applied for and received preliminary grant awards for the following program related grants for FY19:

Appropriations #	Grant Title	Students Served	Grant Award	District Portion	Projected Activity
<i>Adult Education and Family Literacy (AEFL) Grants</i>					
17-131-146-129	Comprehensive Adult Basic Education (ABE)	850	\$ 173,018	\$ 125,400	\$ 298,418
<p>The Wisconsin Indianhead Technical College (WITC) comprehensive adult basic education (ABE) grant project will provide instruction in adult basic education, integrated English language and civics education (IELCE), and digital literacy for approximately 850 students throughout the WITC district. Services will be provided at the WITC campuses and outreach centers, as well as with regional literacy partners. Per grant eligibility guidelines, WITC has established a consortium of regional literacy partners including community-based literacy councils, Lac Courte Oreilles Ojibwa Community College (LCO), and Workforce Development Boards (WDB) for Region Seven and Region Eight and their operational agencies. An estimated 850 adults will be served to increase literacy levels that lead to a HSED/GED, then to a post-secondary career pathway credential of a program of study, and finally employment. Grant resources will also support ABE instruction for WITC pre-program and program students in need of additional instructional support.</p> <p>The ultimate goal of the grant-funded instruction is employment with emphasis toward careers in the WDB-identified job sectors of construction, healthcare, and/or manufacturing. This project aligns with the WITC consortium AEFLA Special Focus grant application for Rural Poverty Transitions to Careers (RPTC) project in order to serve as many WITC district students as possible. The RPTC project supports a portion of the instruction provided through this comprehensive grant project for ABE and IELCE.</p>					
17-135-146-119	Integrated English Literacy and Civics Education (IELCE)	90	8,005	-	8,005
<p>This project will partially fund Wisconsin Indianhead Technical College's Integrated English Literacy and Civics Education (IELCE) programming at the Barron Opportunity Center. An estimated 90 individuals will participate in IELCE experience-based civics literacy coursework that is designed to enhance awareness and develop skills needed to succeed in this culture. This instruction will build fluency for the ELL student to be able to move to ABE instruction and eventual pursuit of a post-secondary career pathway and employment.</p>					
17-133-146-179	Rural Poverty Transitions to Careers	75	54,999	18,333	73,332
<p>The Wisconsin Indianhead Technical College (WITC) District Adult Basic Education (ABE) Consortium has been awarded this grant to serve approximately 75 clients challenged with the issues of poverty and living in rural communities in the vast WITC district. The WITC District ABE Consortium membership includes WITC, Lac Courte Oreilles Ojibwa Community College (LCO), literacy councils from Indianhead Community Action Agency (ICAA) and West Central Wisconsin Community Action Agency (WestCAP), Northwest Wisconsin Workforce Investment Board (NWWIB) - Region Seven) and supporting Northwest Wisconsin Concentrated Employment Program (NWCEP), West Central Wisconsin Workforce Development Board (WCEWDB - Region Eight) and supporting Workforce Resource, Inc (WRI) and county workforce agencies and job centers. The WITC district spans over 10,600 square miles and has little available public transportation and, in some instances, poor internet access. This can impede access to educational opportunities. Developed in alignment with the AEFLA Comprehensive grant funding, the RPTC grant project supports adult basic education for the WITC district's most remote clients. Through a network of literacy council staff and volunteer tutors, WITC/LCO outreach, and technology resources, access for participants seeking ABE instruction in outlying locations of the WITC district is possible. The project will support educational attainment that leads to postsecondary career pathway education. This educational attainment then leads to employment in job sectors identified by the region's WDBs as much needed and can provide family-sustaining wages.</p>					

Projected grant awards - continued

Appropriations #	Grant Title	Students Served	Grant Award	District Portion	Projected Activity
<u>Adult Education and Family Literacy (AEFL) Grants (continued)</u>					
17-134-146-119	Corrections to Careers	28	\$ 54,999	\$ 43,647	\$ 98,646
<p>The Corrections to Careers (CTC) grant project will be a collaboration with the Department of Corrections (DOC) Gordon Correctional Center in Gordon, Wisconsin, and will provide an educational opportunity for a 12-14 student cohort per semester of inmates anticipating release within the next 18 months. When possible, grant participants will be co-enrolled into WIOA Title I services from the appropriate WDB region. The project will provide two, semester-long educational programs that will earn participants a Wisconsin Technical College System (WTCS)-approved career pathway embedded credential from either the Residential Construction or Welding program of WITC. Additionally, either credential program will also include a ten-hour Occupational Safety and Health Act (OSHA10) two-day workshop. Successful students who complete the program of study will be eligible for employment in an entry-level position in either the construction or manufacturing/welding job sectors. Both job sectors are designated as needed careers in the WIOA local plans of the Workforce Development Boards (WDB) who reside within the WITC district (Region Seven and Region Eight).</p>					
<u>Perkins Vocational & Technical Education (VTEA) Grants</u>					
17-141-150-239	Achieving Student Success	700	295,798	445,100	740,898
<p>This project will improve student retention at Wisconsin Indianhead Technical College (WITC) by proactively identifying and providing support services to at-risk students. This project utilizes a systematic process for identifying at-risk students that includes a required admissions meeting with a counselor, retention alert process with faculty, and a one-stop student services center where students have convenient access to a variety of support services. Specific support services that will be provided include academic and career counseling, peer mentoring, case management and coordination of accommodations, academic support services to include study and success skills, and individual and group tutoring. The criteria that will be used to identify at-risk students will include prior, current, and anticipated future performance.</p>					
17-142-150-259	Improvement of Graduation & Retention Rates	225	74,298	-	74,298
<p>Wisconsin Indianhead Technical College (WITC) will use the Strengthening Career and Technical Education grant to improve the Business Management, IT-Network Specialist, and the Nursing-Associate Degree programs.</p> <p>The Business Management project will focus on strengthening technical course completion for the MS Word A course and program general studies course completion for the Math with Business Applications course.</p> <p>The IT-Network Specialist project will focus on strengthening technical course completion of the IT Essentials and Cisco CCNA 1 Introduction to Networks courses. The project will also focus on strengthening program general studies course completion specifically for Written Communications and Introduction to Psychology.</p> <p>The Nursing-Associate Degree project will focus on strengthening course completion rates specifically for the Complex Health Alterations 1 course and prerequisite courses that are directly linked to this course, Nursing Fundamentals and Health Alterations. This course has presented challenges for multiple years and a variety of instructional strategies have been attempted to improve the course complete rate. In 2017, the passing rate dropped significantly to 65.4 percent, hence new strategies will be tried with this funding. The poor completion rates for this course, as well as prerequisite foundational courses of Nursing Fundamentals and Health Alterations passing rates trending downward, negatively impacts the program's graduation and graduation/retention rates.</p>					

Projected grant awards - continued

Appropriations #	Grant Title	Students Served	Grant Award	District Portion	Projected Activity
<u>Perkins Vocational & Technical Education (VTEA) Grants - (continued)</u>					
17-145-150-269	Assuring Access and Participation NTO Training & Employment	60	\$ 18,574	\$ -	\$ 18,574
<p>This project will continue to increase enrollment and retention in non-traditional occupational (NTO) programs at Wisconsin Indianhead Technical College (WITC), thereby meeting or exceeding Perkins core indicator targets for the college. NTO student enrollment and success met and exceeded the 5P1 performance indicator (1.46 percent); however, it missed the performance indicator for 5P2 (2.67 percent) for 2016-17. This project will continue to provide NTO career guidance and counseling for 30 students and coordinate support services opportunities for 30 NTO students. In addition to improving student retention and placement rates, WITC will make a planned effort to promote peer tutoring and develop a more consistent NTO retention program that provides an opportunity for NTO students to work with counselors on a consistent basis. Consistently, NTO students who have not been successful often have additional obstacles to overcome such as issues related to personal responsibility, motivation, lack of personal finance skills, family support, and prior negative experiences with formal education, etc. Therefore, these students would benefit more from one-on-one counselor meetings in addition to networking opportunities, which are currently minimally attended.</p>					
17-166-150-219	Career Prep	2,000	49,469	-	49,469
<p>This project will provide partial funding for collaborative K-16 technical preparation initiatives facilitated by the Northwest Wisconsin Career Prep School-to-Work Consortium. The Career Prep program is designed to enhance the technical and academic skills of high school students and to provide expanded opportunities for transition into postsecondary education or the workforce. Proposed activities include an emphasis on professional development via centralized and regional workshops and inservices and occupational exploration for high school students. Also included will be Wisconsin Indianhead Technical College career days, college nights, and dual enrollment academies. An estimated 2,000 students and 200 faculty/counselors/parents will participate in events, resulting in increased performance related to identified Career Prep indicators.</p>					
<u>General Purpose Revenue (GPR) Grants</u>					
17-167-104-119	Student Emergency Assistance (SEA) Grants	25	10,658	-	10,658
<p>Wisconsin Indianhead Technical College (WITC) will provide emergency assistance grants to eligible Pell recipients whose family contribution is less than \$5,000 that may experience unforeseen financial emergencies. The goal is to assist eligible students who are experiencing temporary financial hardships and provide assistance to them so they can focus on their studies and continue in their academic pursuits.</p>					
17-170-124-149	Pharmacy Technician	24	200,000	-	200,000
<p>Wisconsin Indianhead Technical College (WITC) will utilize this Developing Markets grant to develop and implement a Pharmacy Technician technical diploma program. The WITC district has a growing demand for healthcare workers in all segments of the industry in order to meet the district's disproportionately large aging population who demand additional healthcare services. The Pharmacy Technician will provide another option to help meet this need.</p> <p>The two-semester technical diploma program will be offered in a mix of online, hybrid ITV/online, and face-to-face laboratory course offerings. There is also a clinical course required in each semester. The program will be offered at the WITC New Richmond and WITC Superior campuses. Twelve students will be admitted to the program at each campus, each fall term. The program will seek accreditation through the American Society of Health-System Pharmacists (ASHP).</p>					

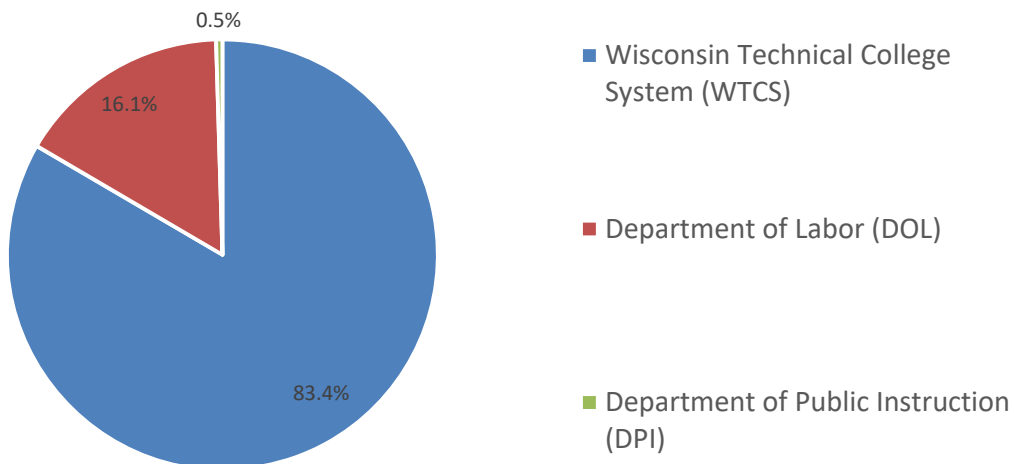
Projected grant awards - continued

Appropriations #	Grant Title	Students Served	Grant Award	District Portion	Projected Activity
<u>General Purpose Revenue (GPR) Grants - (continued)</u>					
17-182-124-159	WITC Professional Development	625	\$ 55,033	\$ 27,517	\$ 82,550
<p>The purpose of this project is to support professional development initiatives at Wisconsin Indianhead Technical College (WITC). This grant will specifically support the following WITC goals: 1) Enhance the quality of faculty Academic Day presentations; 2) Enhance faculty mentoring; 3) Enhance Faculty use of Blackboard; 4) Improve staff course development and encompass the latest design trends; 5) Improve accessibility of classroom content and 6) Improve customer service.</p> <p>This grant will support the implementation of a Mentor Coordinator to oversee the Faculty Mentor Program along with funds to provide training to faculty mentors. The grant will provide training to professional development staff on virtual and micro learning design along with Blackboard training for WITC's Blackboard experts. Finally, the grant will provide funds to cover costs for outside speakers for Academic Days and customer service training for all staff.</p>					
<u>Leadership Grants (LDR)</u>					
17-194-124-198	Success Strategies for Open Admissions		20,000	-	20,000
<p>Wisconsin Indianhead Technical College (WITC) was awarded a Student Success Center (SSC) grant funding to support the college's transition to an open admissions model. WITC participated in the Community College Research Center (CCRC) Scale of Adoption assessment process. Results of the assessment indicated that the pathway domain of Helping Students Choose and Enter a Pathway had the greatest number of essential practices ranked at the "not systemic" level when compared with the other three pathway domains. These essential practices also aligned closely with the open admissions model WITC will be implementing beginning October 1, 2018; therefore, the college's senior leadership made the decision to utilize the SSC grant funding to support the further development of the new Open Admissions policy and procedures.</p>					
17-195-124-198	Captioning Leadership Grant		20,000	-	20,000
<p>Wisconsin Indianhead Technical College (WITC) is committed to providing equity, inclusion, and accessibility for all students and staff by supporting universal design principles when presenting information. Incorporating universal design, including captioning, can make the use of media an even richer learning experience for all students. For students and staff with disabilities, specifically those who are deaf or hard of hearing, captioning is of vital importance. The WITC Captioning grant proposal seeks Leadership state grant funding to address the use of captioning in media in order to reduce or remove these barriers and enhance learning for all.</p>					
17-198-124-199	PATHS - Professional & Technical Highways to Success	40	51,507	43,634	95,141
<p>Wisconsin Indianhead Technical College (WITC) proposed the <i>Professional and Technical Highway to Success (PATHS)</i> project which is designed to provide a post-secondary educational option for individuals with intellectual/developmental delay (I/DD) disabilities and other academic functional limitations who are graduating or graduated from the kindergarten through grade 12 (K12) public school systems in the WITC district. Completers of the one-semester program will earn a credential in Hospitality Foundations. WITC received approval from the Wisconsin Technical College System (WTCS) for the Hospitality Specialist program that includes an embedded credential that students in the PATHS program will be eligible to earn a Hospitality Foundations short-term technical diploma. The Hospitality Foundations program will include six credits that incorporate both classroom/lab learning and internship components. The program will provide a foundation of customer service and entry-level skill set for the workplace in the hospitality career sector, within the context of a college experience.</p>					

Projected grant awards - continued

Appropriations #	Grant Title	Students Served	Grant Award	District Portion	Projected Activity
<u>Department of Public Instruction</u>					
255.903	Precollege Scholarship Program	12	\$ 6,097	\$ 32,466	\$ 38,563
<p>Wisconsin Indianhead Technical College will host the "Construction Essentials Dual Credit Academy" for a cohort of twelve, grade 11 and 12 students from the Bayfield Public School District in rural northwestern Wisconsin. This nine-credit program, split over two Precollege Scholarship sessions of 200 each session will enable students to earn the WITC Construction Essentials embedded technical certificate as a career pathway of the WITC Residential Construction and Cabinetmaking two-year technical diploma program. Grant participants who complete the program will be eligible for entry level positions in the construction industry.</p>					
<u>Department of Labor</u>					
17-701-910-019	Interfacing Manufacturing Processes and Connecting Technologies (IMPACT)	40	209,622	-	209,622
<p>Interfacing Manufacturing Processes and Connecting Technologies (IMPACT) is a collaboration of three colleges in the Wisconsin Technical College System (WTCS), industry partners, and workforce development systems to bridge the divide between employers seeking to fill well-paying, middle- and high-skilled, and high-growth jobs across the information technology (IT) and advanced manufacturing industries and low-skilled workers with barriers to training and employment opportunities. IMPACT partners include Chippewa Valley Technical College (CVTC), Southwest Wisconsin Technical College (SWTC), Wisconsin Indianhead Technical College (WITC), regional workforce agencies, and employers. The partners will target youth and young adults between the ages of 17 and 29, leveraging resources and working collaboratively to deliver training and interventions leading to employment in well-paying, high-growth jobs in technology-laden fields across the Midwestern region of western Wisconsin, eastern Minnesota, and northern Iowa, and Illinois.</p>					
Total		4,794	\$ 1,302,077	\$ 736,097	\$ 2,038,174

Awards by Granting Agency



**Special Revenue Fund - Non-aidable
Budget Summary**

	2016/17 Actual	2017/18 Budget		2018/19 Budget	Change from 2017/18 Modified Budget	
		Adopted	Modified			
Other student fees	\$ 313,383	\$ 295,000	\$ 295,000	\$ 337,800	\$ 42,800	14.51%
Institutional	467,182	244,500	244,500	250,000	5,500	2.25%
Federal funds	10,265,202	10,531,958	10,531,958	10,033,034	(498,924)	-4.74%
Total revenue	\$ 11,045,767	\$ 11,071,458	\$ 11,071,458	\$ 10,620,834	\$ (450,624)	-4.07%
Instruction	\$ 172,073	\$ 168,000	\$ 168,000	\$ 170,000	\$ 2,000	1.19%
Student services	10,821,051	10,903,458	10,903,458	10,450,834	(452,624)	-4.15%
Total expenditures	\$ 10,993,124	\$ 11,071,458	\$ 11,071,458	\$ 10,620,834	\$ (450,624)	-4.07%

The special revenue - non-aidable fund is used to account for assets held in by WITC in a trustee capacity or as an agent for individuals, private organizations, other governmental units and/or other funds.

WITC acts as a trustee for student clubs and some financial aid programs. These are included as part of the adopted budget.

**Student Senate and Other Agency Funds
Budget Summary**

	2016/17 Actual	2017/18 Budget		2018/19 Budget	Change from 2017/18 Modified Budget	
		Adopted	Modified			
Other student fees	\$ 313,383	\$ 295,000	\$ 295,000	\$ 337,800	\$ 42,800	14.51%
Institutional	467,182	244,500	244,500	250,000	5,500	2.25%
Total revenue	\$ 780,565	\$ 539,500	\$ 539,500	\$ 587,800	\$ 48,300	8.95%
Instruction	\$ 172,073	\$ 168,000	\$ 168,000	\$ 170,000	\$ 2,000	1.19%
Student services	555,849	371,500	371,500	417,800	46,300	12.46%
Total expenditures	\$ 727,922	\$ 539,500	\$ 539,500	\$ 587,800	\$ 48,300	8.95%

When students register for credit classes, they are charged an activity fee per credit. The activity fee is equal to 6.5% of the tuition rate rounded to the nearest quarter. This activity fee is collected on behalf of the Student Senate. The fees are placed into this funds for Student Senate use with the approval of college management. With the assistance and guidance of staff, Student Senate determines how they would like to spend these funds to improve student life on campus. WITC acts as the trustee of these funds.

**Financial Aid
Budget Summary**

	2016/17 Actual	2017/18 Budget		2018/19 Budget	Change from 2017/18 Modified Budget	
		Adopted	Modified			
Federal funds	\$ 10,265,202	\$ 10,531,958	\$ 10,531,958	\$ 10,033,034	(498,924)	-4.74%
Total revenue	\$ 10,265,202	\$ 10,531,958	\$ 10,531,958	\$ 10,033,034	\$ (498,924)	-4.74%
Student services	\$ 10,265,202	\$ 10,531,958	\$ 10,531,958	\$ 10,033,034	\$ (498,924)	-4.74%
Total expenditures	\$ 10,265,202	\$ 10,531,958	\$ 10,531,958	\$ 10,033,034	\$ (498,924)	-4.74%

WITC is a trustee for some financial aid programs such as SEOG, WHEG, Pell, Federal College Work Study and Direct Loans.



WISCONSIN INDIANHEAD TECHNICAL COLLEGE

Capital Projects Fund



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CAPITAL PROJECTS FUND

The capital projects fund accounts for financial resources used for the acquisition or construction of capital assets and remodeling.

WITC has two components that make up its capital projects fund. The Facility/Site Development project budget includes new construction, building remodeling and site improvements. The Equipment/Software budget represents acquisitions toward technological advancement and resources.

Capital Projects Fund Budget Summary

	2016/17	2017/18 Budget		2018/19	Change from	
	Actual	Adopted	Modified	Budget	2017/18 Modified Budget	
State aids	\$ 51,932	\$ 17,178	\$ 37,178	\$ -	\$ (37,178)	-100.00%
Institutional	314,889	177,000	185,000	65,000	(120,000)	-64.86%
Federal	293,484	-	35,000	-	(35,000)	-100.00%
Total revenue	\$ 660,305	\$ 194,178	\$ 257,178	\$ 65,000	(192,178)	-74.73%
Instruction	\$ 1,257,145	\$ 1,457,367	\$ 1,257,367	\$ 1,418,741	\$ 161,374	12.83%
Instructional resources	517,463	540,725	615,725	419,820	(195,905)	-31.82%
Student services	45,228	12,000	3,000	-	(3,000)	-100.00%
General institutional	1,455,167	614,181	697,181	306,838	(390,343)	-55.99%
Physical plant	4,381,163	7,122,219	5,372,219	5,772,826	400,607	7.46%
Total expenditures	\$ 7,656,166	\$ 9,746,492	\$ 7,945,492	\$ 7,918,225	(27,267)	-0.34%

WITC issued \$8,000,000 in general obligation promissory notes to offset FY18 capital costs. For FY19, WITC plans to issue \$7,000,000 of general obligation promissory notes.

Definitions

Capital equipment is defined as furniture or equipment with a value of \$5,000 or more and a useful life of two years or more in order to be considered a capital assets and capitalized in the accounting records of WITC.

For borrowing purposes, capital equipment is defined by statute as furniture or equipment with a value of \$2,000 or more and a useful life of two years or more. All capital equipment to be covered through funds issued with general obligation promissory notes will be budgeted in the capital projects fund. Those items costing less than \$5,000 will be recorded as an expense rather than a capital asset at year end. Any items not meeting the above definition are charged to an operational fund (i.e. general fund or special revenue fund) as an operating expenditure.

Capital projects consist of the following activities:

New construction is defined as the adding of additional square footage to an existing building or constructing a new building.

Land purchases are defined as the purchase of additional acreage as to be owned and/or developed by the college.

Building improvements are defined as infrastructure improvements which are used to extend the useful life of a building and retrofitting improvements which extend the useful life of a room.

Site improvements are defined as improvements made to land (i.e. roads, sidewalks, and underground piping) to extend the useful life of the asset.

The Wisconsin Technical College System (WTCS) Board has defined these terms.

Statutory limitations

New construction, building additions, and land purchases are limited to no more than \$1,500,000 every two years without passing a referendum. New construction, building additions, and land purchases also require approval by the WITC Board. Debt issues for site improvements are limited to \$1,500,000 per issue unless approved through referendum. Debt issues for new construction, land purchases, and building additions or improvements are limited to \$1,500,000 per issue unless approved through referendum.

Capital budgeting - planning policy

WITC has a capital planning process that consists of a Comprehensive Facility Plan, equipment replacement schedules, and identification of new capital equipment needs in future years. These plans are reviewed and updated annually. These plans are reviewed concurrently with the strategic plan, budgeting process, and academic programming plan to ensure alignment of all plans and processes. Based upon information contained in these schedules, the College is able to project what funding will be needed in future years to maintain and/or improve its programs and services.

WITC is a heavy user of technology in the classroom as well as in the office. Technology is changing at a rapid rate. In order to stay current, a sizable portion of capital equipment dollars each year is designated toward technology purchases.

Below is a schedule of planned capital projects and the year of planned implementation. All amounts are in millions.

	2019	2020	2021	2022	2023
New construction	1.500	-	-	-	-
Remodeling	3.700	2.250	3.600	2.025	1.750
Site improvements	0.050	2.250	1.000	0.100	3.000
Equipment purchases	1.750	2.000	2.000	3.250	1.750
Total	7.000	6.500	6.600	5.375	6.500

Funding (in millions) for these projected expenditures is expected to come from the following sources:

	2019	2020	2021	2022	2023
General obligation	7.000	6.500	6.600	5.375	6.500
Interest earnings	0.035	0.020	0.018	0.016	0.014
Other revenues	0.030	0.030	0.030	0.030	0.030
Addition to fund balance	0.065	0.050	0.048	0.046	0.044
Total	7.000	6.500	6.600	5.375	6.500

Not included in the above schedules for future years are capital purchases relating to any federal or state grants, which may be received in a particular fiscal year. These are generally small in nature and are usually for some equipment (i.e. computers) to start up or expand an academic program.

On an annual basis, WITC will determine whether or not any fund balance may be available to offset some of the capital expenditures for the budget year. If funds are not available, the amount of debt to be issued is reduced accordingly.

Funding of capital projects and equipment

WITC issues general obligation promissory notes to provide funds for capital equipment and capital projects. The proceeds to these notes are recorded in the Capital Projects Fund and the payment of the principal and interest is recorded in the Debt Service Funds. WITC may also receive grant funds to cover the cost of some capital equipment items. These funds are recorded in this fund. Any interest earned from the proceeds of the debt issuance is also recorded in this fund.

Operating impacts

Capital equipment and technology - Operating impacts are generally minimal. Operating impacts may consist of maintenance agreements, utility costs, supplies, fuel, etc. Many of the capital equipment purchases are replacements and the operating costs are already built into the base of the budget so new additional funds are not necessary.

New construction - New construction will always result in an impact to operational costs; however, sometimes these costs are minimized at the time of construction due to various situations.

Building and site improvements - Operating impacts are generally minimal. WITC tries to maintain its facilities and land in good shape in order to keep repairs at a minimum. These improvements may result in a reduction of repair and maintenance costs and/or energy savings.

The following schedules detail resources, equipment and project expenditures as associated with the capital project fund FY19 budget.

The following calendar outlines capital remodeling projects planned in FY19 with detailed expenditures listed on the following page:

Fiscal Year 2019 Capital Projects Timeline

Project	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Ashland Roofing & Remodel Project														
Rice Lake Remodel Project														
Superior Paving Project														

- Start of planning
- State-board approval
- Construction phase

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Remodeling/Site Development Project Listing

Resources:

1. Debt Issue	\$ 5,250,000	
Total Resources:	<u>\$ 5,250,000</u>	<u>\$ 5,250,000</u>

Project Listing:

Project #

Ashland

Remodel - Roof / Zone 7 / Zone 4	719950	\$ 1,000,000		
Paving & Sealcoating	719951	50,000		
			Total Ashland:	\$ 1,050,000

Rice Lake

Remodel - Zone 4	719970	\$ 2,500,000		
			Total Rice Lake:	\$ 2,500,000

Superior

New Paving	719980	\$ 1,500,000		
			Total Superior:	\$ 1,500,000

Districtwide Other Remodeling

Design Fees	719994	\$ 100,000		
Architect Fees	719995	100,000		
Minor Remodeling (1)	719998	100,000		
			Total Other Remodeling:	\$ 300,000

Total Projects:

\$ 5,350,000

Net Change in Fund Balance:

\$ (100,000)

Estimated Beginning Fund Balance related to projects:

\$ 102,693

Estimated Ending Fund Balance related to projects:

\$ 2,693

(1) Limited to \$100,000 per campus without state approval per TCS 5.09(1).

Fiscal Year 2019 Project Sequencing Summary

Campus/Zone/Project	Year		2019	2020	2021	2022	2023	2024	2025	2026
	Area	Zone Budgets								
Ashland										
Building Zones										
Zone 1		\$750,000						\$750,000		
Zone 2		\$750,000							\$750,000	
Zone 4		\$1,000,000			\$250,000					\$750,000
Zone 5		\$500,000			\$500,000					
Roofing Zones										
R.1	500	\$6,656	\$6,656							
R.2	7600	\$101,171	\$101,171							
R.3	2500	\$33,280	\$33,280							
R.4	4000	\$59,072					\$59,072			
R.6	22600	\$300,851	\$300,851							
R.7	47000	\$625,664	\$625,664							
R.8	1500	\$19,968	\$19,968							
R.10	9000	\$119,808	\$119,808							
Paving Zones - Sealcoat										
Drive	36300	\$19,856	\$9,293					\$10,563		
P.1	69000	\$37,743	\$17,664					\$20,079		
P.2	13000	\$7,111	\$3,328					\$3,783		
P.3	46000	\$25,162	\$11,776					\$13,386		
P.4	35500	\$19,419	\$9,088					\$10,331		
Non-Zoned Projects										
LED Parking Lot Upgrade		\$350,000		\$350,000						
Campus Technology Upgrades		\$1,000,000		\$500,000	\$500,000					
Campus Exterior Signage and Landscaping		\$250,000		\$250,000						
Learning Commons		\$640,000					\$640,000			
Campus Subtotal		\$6,615,761	\$1,258,547	\$1,100,000	\$1,250,000	\$0	\$699,072	\$808,142	\$750,000	\$750,000
New Richmond										
Building Zones										
Zone 1		\$750,000				\$750,000				
Zone 2		\$750,000								\$750,000
Zone 3		\$750,000								\$750,000
Zone 6 (PEC)		\$250,000				\$250,000				
Zone 7 (PEC)		\$250,000				\$250,000				
Zone 8 (PEC)		\$250,000				\$250,000				
Roofing Zones										
R.6	260	\$3,840					\$3,840			
R.7	450	\$6,646					\$6,646			
R.9	4550	\$63,882			\$63,882					
R.10	5575	\$78,273			\$78,273					
Paving Zones - Replace										
Drive	33050	\$233,064		\$233,064						
P.2	25850	\$152,886		\$152,886						
P.4	115330	\$574,343		\$574,343						
Paving Zones - Sealcoat										
Drive	33050	\$9,386					\$9,386			
P.1	29075	\$15,497		\$7,240			\$8,257			
P.2	25850	\$7,341					\$7,341			
P.3	44930	\$23,948		\$11,188			\$12,760			
P.4	115330	\$32,754					\$32,754			
P.5										
Non-Zoned Projects										
LED Parking Lot Upgrade		\$350,000		\$350,000						
Campus Technology Upgrades		\$500,000			\$500,000					
Campus Exterior Signage and Landscaping		\$250,000		\$250,000						
Second Floor Addition		\$2,025,000			\$2,025,000					
Campus Subtotal		\$7,326,860	\$0	\$1,578,721	\$2,667,155	\$1,500,000	\$80,984	\$0	\$0	\$1,500,000
Rice Lake										
Building Zones										
Zone 1		\$750,000		\$750,000						
Zone 2A (Automotive)		\$750,000								\$750,000
Zone 3A (Lower Level)		\$750,000							\$750,000	
Zone 3B (Upper Level)		\$750,000					\$750,000			
Zone 4		\$2,050,284	\$2,050,284							

Fiscal Year 2019 Project Sequencing Summary

Campus/Zone/Project	Year		2019	2020	2021	2022	2023	2024	2025	2026
	Area	Zone Budgets								
Rice Lake (continued)										
Roofing Zones										
R.1	177	\$2,614					\$2,614			
R.2	10500	\$155,064					\$155,064			
R.3	2600	\$38,397					\$38,397			
R.4	16000	\$218,816		\$218,816						
R.7	5400	\$73,850		\$73,850						
R.9	173	\$2,366		\$2,366						
R.10	2500	\$36,010				\$36,010				
R.11	11400	\$164,206				\$164,206				
R.12	10000	\$133,120	\$133,120							
R.13	13000	\$173,056	\$173,056							
R.14	800	\$10,650	\$10,650							
R.15	18500	\$246,272	\$246,272							
R.16	4301	\$57,255	\$57,255							
R.17	1800	\$23,962	\$23,962							
Paving Zones - Sealcoat										
Drive	10400	\$352,881			\$350,000	\$2,881				
P.1A (north)	85900	\$23,794				\$23,794				
P.1B (south)	113110	\$31,331				\$31,331				
P.2	55500	\$15,374				\$15,374				
P.3	20300	\$5,623				\$5,623				
P.4	75500	\$20,914				\$20,914				
P.5	7000	\$1,939				\$1,939				
Non-Zoned Projects										
LED Parking Lot Upgrade		\$350,000			\$350,000					
Campus Technology Upgrades		\$500,000			\$500,000					
Campus Exterior Signage and Landscaping		\$250,000			\$250,000					
Campus Subtotal		\$7,937,776	\$2,694,598	\$1,045,032	\$1,450,000	\$302,071	\$196,075	\$750,000	\$750,000	\$750,000
Shell Lake										
Roofing Zones										
R.2	3500	\$107,699		\$107,699						
Paving Zones - Replace										
Drive	3660	\$1,116								\$1,116
P.1	9270	\$402,827		\$400,000						\$2,827
P.2	32150	\$9,806								\$9,806
Paving Zones - Sealcoat										
Drive	3660	\$988			\$988					
P.1	9270	\$2,503			\$2,503					
P.2	32150	\$8,681			\$8,681					
Non-Zoned Projects										
Campus Technology Upgrades		\$250,000			\$250,000					
Campus Exterior Signage and Landscaping		\$150,000		\$150,000						
Canopy Project		\$35,000		\$35,000						
Campus Subtotal		\$968,620	\$0	\$692,699	\$262,172	\$0	\$0	\$0	\$0	\$13,749
Superior										
Building Zones										
Exterior Refresh/Entrance Completion		\$1,500,000	\$1,500,000							
Conference Center Upgrade		\$1,500,000		\$1,500,000						
Third Floor Remodel		\$1,500,000			\$1,500,000					
Refresh - Finishes		\$750,000					\$750,000			
Refresh - Finishes		\$750,000						\$750,000		
Refresh - Finishes		\$750,000								\$750,000
Roofing Zones										
R.13	3600	\$57,096								\$57,096
R.14	2500	\$39,650								\$39,650
Paving Zones - Replace										
P.3	37000	\$0								
Paving Zones - Sealcoat										
Drive	8800	\$4,814	\$2,253					\$2,561		
P.1	13300	\$7,275	\$3,405					\$3,870		
P.2	49000	\$26,803	\$12,544					\$14,259		
P.3	37000	\$20,239	\$9,472					\$10,767		
P.4	101000	\$55,247	\$25,856					\$29,391		
Non-Zoned Projects										
Campus Technology Upgrades		\$500,000			\$500,000					
Campus Subtotal		\$7,461,124	\$1,553,530	\$1,500,000	\$2,000,000	\$0	\$0	\$810,848	\$750,000	\$846,746
All Campus Subtotal		\$30,310,141	\$5,506,675	\$5,916,452	\$7,629,327	\$1,802,071	\$976,131	\$2,368,990	\$2,250,000	\$3,860,495
Escalation Year Multiplier	1		8	9	10	11	12	13	14	14
Escalation Factor	percent	3.50%								
Total Year Cost			\$5,506,675	\$5,916,452	\$7,629,327	\$1,802,071	\$976,131	\$2,368,990	\$2,250,000	\$3,860,495

Equipment/Software Summary

Resources:

Debt Issue	\$ 1,750,000	
Resale of equipment (Wisconsin Surplus)	30,000	
Interest Income	35,000	
Total Resources:	<u>1,815,000</u>	\$ 1,815,000

Remodeling Project Equipment

Furniture Allotment for Rice Lake Zone 4	719970	250,000	
		<u>250,000</u>	Total Projects: \$ 250,000

Academic Affairs

Industry & Technology Division			
Agriculture Mechanics		\$ 16,449	
IT-Network Specialist		26,873	
Systems Administration		10,300	
Automobile - Mechanical		29,178	
Carpentry		4,478	
Machine Tool		189,852	
Welding		89,972	
Marine Repair Technician		30,000	
Industrial Equipment Mechanic		30,602	
Computer Hardware Technology		17,749	
Service & Health Division			
Pharmacy Technician		133,750	
Nursing		25,716	
Library / LRC		29,400	
Superior Campus Physical Plant		<u>18,334</u>	
		Total Academic Affairs / Superior Campus:	\$ 652,653

Administrative Services

Business Services		\$ 1,794	
Human Resources		22,044	
		<u>23,838</u>	Total Business Services: \$ 23,838

Continuing Education

Mechatronics		\$ 14,884	
Commercial Driving		190,000	
Fire Technology		164,791	
Police Science		52,000	
EMS		179,752	
Paramedics		139,708	
Drivers Education		46,333	
Rice Lake Campus Administration		21,214	
Rice Lake Campus Physical Plant		<u>12,642</u>	
		Total Continuing Education / Rice Lake Campus:	\$ 821,324

Institutional Effectiveness

New Richmond Campus Administration		1,140	
New Richmond Campus Physical Plant		<u>8,723</u>	
		Total Institutional Effectiveness / New Richmond Campus:	\$ 9,863

Student Affairs

Ashland Campus Physical Plant		\$ 8,127	
		<u>8,127</u>	Total Student Affairs / Ashland Campus: \$ 8,127

Equipment/Software Summary

Technology Services

Instructional Computer Replacements	\$	343,000	
Administrative Computer Replacements		55,000	
Distance Learning		47,420	
Instructional Technology Division		<u>228,000</u>	
Total Technology Services:		\$	673,420

Districtwide

Mechanical Safety & Security	719996	75,000	
Renewable Energy	719836	50,000	
Facility Requests		<u>4,000</u>	
Total Districtwide Projects:		\$	129,000

Total Equipment/Software: \$ 2,568,225

Net change in Fund Balance: \$ (753,225)

Estimated Beginning Fund Balance related to equipment: \$ 2,559,234

Estimated Ending Fund Balance related to equipment: \$ 1,806,009

Fiscal Year 2019 Capital Equipment Detail Listing

Division	Campus	Room	Description	Unit Cost	Quantity	Total Cost	Facility Dollar Impact
Major Equipment - Instructional - Industrial Division - Agricultural Power and Equipment Technician							
AA	NR	1600	Henkel Enterproses, Keen Bearing Oven, K-4FS 240V 2 KW, Kit	3,900.00	1	3,900.00	
AA	NR	1600	Parts Washer with Shield (Substitute for Demo Peterson Washer)	6,274.35	2	12,549.00	
Budget Code: 584X-3000-07000-1727 / Budget Supervisor: Nancy Cerritos						16,449.00	-
Major Equipment - Instructional - Industrial Division - Information Technology - Network Specialist							
AA	NR		IBM Server Memory Upgrades	1,368.00	1	1,368.00	
AA	RL		10G Core switch/stack with 4 sfp+ and min of 16, 10GbseT ports	1,690.75	2	3,382.00	
AA	RL		Cisco Academy ISR 4321 SecPlus w/dual Serial, 1yr smartnet,rack Mountable Router	1,795.50	7	12,569.00	
AA	RL		CISCO Academy 5506-x ASA Security plus URL	5,061.00	1	5,061.00	
AA	RL		WLC 2504 5ap support	4,493.30	1	4,493.00	
Budget Code: 584X-3000-15000-17XX / Budget Supervisor: Nancy Cerritos						26,873.00	-
Major Equipment - Instructional - Industrial Division - Information Technology - Systems Administration Specialist							
AA	ASH	230	Virtualization server	10,300.00	1	10,300.00	
Budget Code: 5841-3000-15400-1703 / Budget Supervisor: Nancy Cerritos						10,300.00	-
Major Equipment - Instructional - Industrial Division - Automotive Maintenance Technician							
AA	RL	188	33VE30 Small parts/bolt cabinet	1,672.48	1	1,672.00	
AA	RL	188	TA4R62472 Storage cabinets with wheels	5,807.00	1	5,807.00	
AA	RL	188	EEMS34ISVP3 Snap-on tools Zeus scan tool	12,808.37	1	12,808.00	
AA	RL	188	Ipad Library	2,392.00	1	2,392.00	
AA	RL	188	Robinair AC1234-6 A/C charging station	6,499.00	1	6,499.00	
Budget Code: 584X-3000-40400-1742 / Budget Supervisor: Nancy Cerritos						29,178.00	-
Major Equipment - Instructional - Industrial Division - Residential Construction and Cabinetmaking							
AA	RL	167	VAKuum Products, Vacuum press ESS 4'X27"	1,045.00	1	1,045.00	
AA	RL	167	Castle TSM Screw Pocket Machine,	3,433.00	1	3,433.00	
Budget Code: 5843-3000-41000-1742 / Budget Supervisor: Nancy Cerritos						4,478.00	-
Major Equipment - Instructional - Industrial Division - Machine Tool Operation & Machine Tooling Technics							
AA	ASH	119	Digital readout for manual milling machines	1,314.72	2	2,629.00	
AA	ASH	119	43 Piece chuck and tooling holder set for CNC milling machines	1,954.90	1	1,955.00	
AA	NR	1219	CNC Milling Machine to replace Bostomatic	48,982.00	1	48,982.00	1,750.00
AA	NR	1219	CNC Lathes with Live Tooling to replace Bridgeport EZ Path Lathes	55,739.00	1	55,739.00	2,250.00
AA	NR	1219	Herman Schmidt Kuhn Radius and Angle Dresser	2,911.60	1	2,912.00	
AA	NR	1219	3D Printer Upgrade	13,604.00	1	13,604.00	
AA	SUP	119	Probe system for Haas machine	6,880.00	1	6,880.00	
AA	SUP	118	4th Axis Rotary table for Fanuc machine	19,450.00	1	19,450.00	
AA	SUP	119	4th/5th Rotary table for Haas machine	30,880.00	1	30,880.00	
AA	SUP	118/119	Tool Setup work stations	3,410.42	2	6,821.00	
Budget Code: 584X-3000-42000-17XX / Budget Supervisor: Nancy Cerritos						189,852.00	4,000.00
Major Equipment - Instructional - Industrial Division - Welding							
AA	ASH	AHS	CNC Plasma Cutting Station	23,640.00	1	23,640.00	
AA	ASH	AHS	Belt Sander	1,630.00	1	1,630.00	
AA	NR	1209	Welding hoods, Portable Welder with accessories	6,975.06	1	6,975.00	
AA	RL	189	Marvel Band Saw	13,450.00	1	13,450.00	
AA	RL	189	Iron Worker	21,499.71	1	21,500.00	
AA	RL	189	Portable Fume Extractor	1,701.05	1	1,701.00	
AA	RL	189	Weldsale Fab Table 5' X 5'	5,381.12	1	5,381.00	
AA	RL	189	6" Heavy Duty Vice	1,474.12	1	1,474.00	
AA	SUP	128	Light Guard Bar	6,070.00	1	6,070.00	
AA	SUP	128	Triangle Engineering Inc wrap around guided bend test machine	8,151.00	1	8,151.00	
Budget Code: 584X-3000-44200-17XX / Budget Supervisor: Nancy Cerritos						89,972.00	-
Major Equipment - Instructional - Continuing Education Division - Mechatronics							
CE	RL		PLC Trainer/Job Boss Integrated Manufacturing Trainer	14,884.00	1	14,884.00	
Budget Code: 5841-3001-45400-1742 / Budget Supervisor: Eric Lockwood						14,884.00	-
Major Equipment - Instructional - Continuing Education Division - Commercial Driving							
AA	NR/SUP		Tractor trailer	70,000.00	2	140,000.00	
AA	NR/SUP		Tractor trailer CDL	10,000.00	2	20,000.00	
AA	RL		CDL Straight Truck (over 26,000 gross vehicle weight) for both class B and A	30,000.00	1	30,000.00	
Budget Code: 5841-3001-45900-17XX / Budget Supervisor: Eric Lockwood						190,000.00	-
Major Equipment - Instructional - Industrial Division - Marine Repair Technician							
AA	ASH	120	Yanmar diesel engine (4JH5E)	30,000.00	1	30,000.00	
Budget Code: 5841-3000-46100-1703 / Budget Supervisor: Nancy Cerritos						30,000.00	-

Fiscal Year 2019 Capital Equipment Detail Listing

Division	Campus	Room	Description	Unit Cost	Quantity	Total Cost	Facility Dollar Impact
Major Equipment - Instructional - Industrial Division - Industrial Maintenance Technician							
AA	SUP	141	GO PRO Shaft Alignment System	11,070.00	1	11,070.00	
AA	SUP	141	V-Belt Alignment Tools	1,525.50	3	4,577.00	
AA	SUP	141	MSAT-03 Shaft Alignment Trainer	2,195.00	4	8,780.00	
AA	SUP	141	MSAT-02 Shaft Alignment Trainer	3,180.00	1	3,180.00	
AA	SUP	141	Vertical Shaft Alignment Trainer	2,995.00	1	2,995.00	
Budget Code: 584X-3000-46200-1751 / Budget Supervisor: Nancy Cerritos						30,602.00	-
Major Equipment - Instructional - Continuing Education Division - Fire Training							
CE	ASH		16' Cargo Trailer w/e-channel, shelving, graphics and licensing	10,000.00	1	10,000.00	
CE	NR		16' Cargo Trailer w/e-channel, shelving, graphics and licensing	10,000.00	1	10,000.00	
CE	NR		Replacement of hail damaged Cargo Trailers	10,000.00	7	70,000.00	
CE	NR		Structural Firefighting PPE (personal protective equipment) Package	1,823.66	6	10,942.00	
CE	NR		Thermal Imaging Camera	8,848.75	1	8,849.00	
CE	NR		Hydraulic extrication equipment	55,000.00	1	55,000.00	
Budget Code: 584X-3000-50300-17XX / Budget Supervisor: Tim Halbur						164,791.00	-
Major Equipment - Instructional - Service & Health Division - Criminal Justice							
CE	RL		Squad Car	27,000.00	1	27,000.00	
CE	RL		Communication Package	25,000.00	1	25,000.00	
Budget Code: 5841-3000-50400-1742 / Budget Supervisor: Tom Richie						52,000.00	-
Major Equipment - Instructional - Continuing Education Division - Emergency Medical Services							
CE	ALL		CPR - Mannequin Updates	4,256.78	1	4,257.00	
CE	ALL		4x4 Suburban/Tahoe with Tow Package	41,000.00	1	41,000.00	
CE	ALL		Trauma FX Mannikin	120,000.00	1	120,000.00	
CE	RL		Lucas Device - Mechanical CPR device	14,495.00	1	14,495.00	
Budget Code: 584X-3000-53100-17XX / Budget Supervisor: Phil Rach						179,752.00	-
Major Equipment - Instructional - Continuing Education Division - Paramedic Technician							
CE	RL		SIM MAN LEAP simulation center hardware/software upgrade	67,728.76	1	67,729.00	
CE	RL		SIM MAN Junior	10,659.58	3	31,979.00	
CE	RL		Critical Care Transport Equipment - 2 IV Pumps, Transport Vent., Portable Ultrasound	40,000.00	1	40,000.00	
Budget Code: 584X-3000-53102-17XX / Budget Supervisor: Phil Rach						139,708.00	-
Major Equipment - Instructional - Service & Health Division - Pharmacy Technician							
AA	NR		Pyxis or other automated dispensing unit	50,000.00	1	50,000.00	
AA	NR		Vertical Laminar flow hoods	5,200.00	1	5,200.00	
AA	NR		Horizontal Laminar flow hoods	5,200.00	1	5,200.00	
AA	NR		Medication cart	3,400.00	1	3,400.00	
AA	SUP		Pyxis or other automated dispensing unit	50,000.00	1	50,000.00	
AA	SUP		Vertical Laminar flow hoods	5,200.00	1	5,200.00	
AA	SUP		Horizontal Laminar flow hoods	5,200.00	1	5,200.00	
AA	SUP		Medication cart	3,400.00	1	3,400.00	
AA	SUP		Milt software	1,920.00	1	1,920.00	
AA	SUP		Computers	705.00	6	4,230.00	
Budget Code: 584X-3000-53600-17XX / Budget Supervisor: Bonny Copenhaver						133,750.00	-
Major Equipment - Instructional - Service & Health Division - Nursing							
AA	ASH	Nursing labs	IV Pumps	1,997.50	8	15,980.00	
AA	RL	Nursing labs	Skills Mannequin	3,245.42	1	3,245.00	
AA	SUP	Nursing labs	Skills Mannequin	3,245.42	2	6,491.00	
Budget Code: 584X-3000-54300-17XX / Budget Supervisor: Bonny Copenhaver						25,716.00	-
Major Equipment - Instructional - Industrial Division - Computer Hardware & Technology							
AA	NR	1213	AB PanelView - Touchscreen	2,316.60	4	9,266.00	
AA	NR	1213	AB EtherNet/IP Module	1,305.36	4	5,221.00	
AA	NR	1213	LabVolt Flow Trainer Pressure Transmitter, Paddle Wheel & I/O Interface 6540-00	1,630.80	2	3,262.00	
Budget Code: 5843-3000-63100-1727 / Budget Supervisor: Nancy Cerritos						17,749.00	-
Major Equipment - Instructional - Continuing Education Division - Traffic Safety							
CE	RL		Driver's Education cars (Hudson & New Richmond)	21,107.00	2	42,214.00	
CE	RL		Driver's Education car brakes	1,059.36	2	2,119.00	
CE	RL		Laptop for Driver's Ed	1,000.00	2	2,000.00	
Budget Code: 584X-3000-81X00-1742 / Budget Supervisor: Betty Shaffer						46,333.00	-
Major Equipment - Campus Administration - Conference Center							
IE	NR		Laptop for Conference Center	1,139.95	1	1,140.00	
Budget Code: 5843-3000-91902-1727 / Budget Supervisor: Susan Lockwood						1,140.00	-
Major Equipment - Campus Administration - Conference Center							
CE	RL		Epson Powerlite 1880 VW Projector	5,684.27	3	17,053.00	
CE	RL		Multimedia Desk, Acrylic Door and Power Bar	1,387.00	3	4,161.00	
Budget Code: 584X-3000-91902-1742 / Budget Supervisor: Craig Fowler						21,214.00	-

Fiscal Year 2019 Capital Equipment Detail Listing

Division	Campus	Room	Description	Unit Cost	Quantity	Total Cost	Facility Dollar Impact
Major Equipment - Technology Services Division							
TS	SL		Instructional Computers	1,000.00	343	343,000.00	
Budget Code: 5842-3000-92300-1701 / Budget Supervisor: Jim Dahlberg						343,000.00	-
Major Equipment - Academic Affairs Division - Library Resource Center							
AA	ASH		Epson projector	1,250.00	1	1,250.00	
AA	ASH		Document Camera	1,000.00	1	1,000.00	
AA	ASH		LED monitor 55 inch	1,250.00	1	1,250.00	
AA	HAY	Hayward	LCD Projector - Epson 2250U	1,300.00	2	2,600.00	
AA	LDY	Ladysmith	LCD Projector - Epson 2250U	1,300.00	1	1,300.00	
AA	NR		Epson 2250 Projector	1,300.00	5	6,500.00	
AA	RL	Room 120	Document camera	1,000.00	1	1,000.00	
AA	RL	Room 131	LCD Projector - Epson 2250U	1,300.00	1	1,300.00	
AA	RL	Room 150	Document camera	1,000.00	1	1,000.00	
AA	RL	Room 151	LCD Projector - Epson 2250U	1,300.00	1	1,300.00	
AA	RL	Room 153	LCD Projector - Epson PowerLite 535W	1,300.00	1	1,300.00	
AA	RL	Room 157	LCD Projector - Epson 2250U	1,300.00	1	1,300.00	
AA	RL	Room 160	LCD Projector - Epson 2250U	1,300.00	1	1,300.00	
AA	RL	Room 170	Document camera	1,000.00	1	1,000.00	
AA	RL	Room 203	Document camera	1,000.00	1	1,000.00	
AA	RL	Room 207	Document camera	1,000.00	1	1,000.00	
AA	RL	Room 210	LCD Projector - Epson 2250U	1,300.00	1	1,300.00	
AA	RL	Room 202A	LCD Projector - Epson 2250U	1,300.00	1	1,300.00	
AA	SUP	302/303	Epson 2250U Projector	1,400.00	1	1,400.00	
Budget Code: 5843-3000-92100-17XX / Budget Supervisor: Bonny Copenhaver						29,400.00	-
Major Equipment - Instructional Technology - Distance Learning Support							
TS	ASH	Cart ASH1	Replace SD codec with CPU to make it BlueJeans Ready	3,878.27	1	3,878.00	
TS	ASH	Cart ASH4	Replace SD codec with CPU to make it BlueJeans Ready	3,878.27	1	3,878.00	
TS	HAY	Hay 1 Room	Replace SD codec with CPU to make it BlueJeans Ready	3,670.80	1	3,671.00	
TS	HAY	Hay 3 Room	Replace SD codec with CPU to make it BlueJeans Ready	3,878.27	1	3,878.00	
TS	HAY	Hay 2 Room	Replace SD codec with CPU to make it BlueJeans Ready	3,878.27	1	3,878.00	
TS	HAY	Hay 4 Room	Replace SD codec with CPU to make it BlueJeans Ready	3,878.27	1	3,878.00	
TS	LDY	LDY 1 Room	Replace SD codec with CPU to make it BlueJeans Ready	3,670.80	1	3,671.00	
TS	LDY	LDY 2 Room	Replace SD codec with CPU to make it BlueJeans Ready	3,878.27	1	3,878.00	
TS	LDY	LDY 4 Room	Replace SD codec with CPU to make it BlueJeans Ready	3,878.27	1	3,878.00	
TS	LDY	LDY 4 Room	65" TV Monitor	1,298.00	1	1,298.00	
TS	SL	Conf Rm E (SL3)	Replace SD codec with CPU to make it BlueJeans Ready	3,878.27	1	3,878.00	
TS	SUP	Cart SUP12	Replace SD codec with CPU to make it BlueJeans Ready	3,878.27	1	3,878.00	
TS	SUP	Cart SUP2	Replace SD codec with CPU to make it BlueJeans Ready	3,878.27	1	3,878.00	
Budget Code: 5843-3000-92400-17XX / Budget Supervisor: Jim Dahlberg						47,420.00	-
Major Equipment - Administrative Services - Business Services							
BS	SL		Check Printer	1,794.00	1	1,794.00	
Budget Code: 5843-3000-95300-1701 / Budget Supervisor: Steve Decker						1,794.00	-
Major Equipment - Technology Services Division							
TS	SL		VmWare Servers	15,000.00	2	30,000.00	
TS	SL		SBC Border for Unified Messaging	15,000.00	1	15,000.00	
TS	SL		Blackboard 3 year Contract	128,000.00	1	128,000.00	
TS	SL		ImageNow Combo Licenses	20,000.00	1	20,000.00	
TS	SL		Help Desk Application and Hosting	35,000.00	1	35,000.00	
Budget Code: 5841-3000-96100-1701 / Budget Supervisor: Jim Dahlberg						228,000.00	-
Major Equipment - Administrative Services - Human Resources							
HR	LS		iCIMS Applicant Tracking Software	15,000.00	1	15,000.00	
HR	LS		Monitors	3,444.00	1	3,444.00	
HR	LS		Chairs	3,600.00	1	3,600.00	
Budget Code: 5843-3000-97800-1703 / Budget Supervisor: Kevin Rowe						22,044.00	-
Major Equipment - Technology Services							
TS	SL		Administrative Computers	1,000.00	55	55,000.00	
Budget Code: 5842-3000-96800-1701 / Budget Supervisor: Jim Dahlberg						55,000.00	-
Major Equipment - Physical Plant - Ashland Campus							
SA	ASH	118, 119, 120	Destratification fans for welding, marine and machine tool	453.00	9	4,077.00	
SA	ASH	119 (MTO lab)	Gas furnace for MTO cold storage	4,050.00	1	4,050.00	
Budget Code: 5843-3000-97800-1703 / Budget Supervisor: Kevin Rowe						8,127.00	-
Major Equipment - Physical Plant - Superior Campus							
AA	SUP		I-Mop	4,905.00	2	9,810.00	
AA	SUP		Tennant Floor Scrubber	8,523.88	1	8,524.00	
Budget Code: 584X-3000-97800-1751 / Budget Supervisor: Pete Gamache						18,334.00	-

Fiscal Year 2019 Capital Equipment Detail Listing

Division	Campus	Room	Description	Unit Cost	Quantity	Total Cost	Facility Dollar Impact
Major Equipment - Physical Plant - New Richmond Campus							
IE	NR		Tersano Stabilized Aqueous Ozone cleaner dispensing system	1,375.00	2	2,750.00	
IE	NR		Commercial Wide Vacuum cleaner	2,473.35	1	2,473.00	
IE	NR		Window and Door Shades	3,500.00	1	3,500.00	
Budget Code: 5843-3000-97800-1727 / Budget Supervisor: Greg Ricci						8,723.00	-
Major Equipment - Physical Plant - Rice Lake Campus							
CE	RL	Food Svc	Manitowoc Premier Model IY0455W Ice Machine	3,650.00	1	3,650.00	
CE	RL		Floor Scrubber	4,000.00	1	4,000.00	
CE	RL		I-Mop complete w/spare batteries	4,992.00	1	4,992.00	
Budget Code: 584X-3000-97800-1742 / Budget Supervisor: Dean King						12,642.00	-

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WISCONSIN INDIANHEAD TECHNICAL COLLEGE

Debt Service Fund



WISCONSIN
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Experience. Success.

DEBT SERVICE FUND

The debt service fund is used to account for the accumulation of resources for, and payment of, general long-term debt principal, interest and related costs.

Debt Service Fund Budget Summary

	2016/17	2017/18 Budget		2018/19	Change from	
	Actual	Adopted	Modified	Budget	2017/18 Modified Budget	
Local government	\$ 6,823,861	\$ 6,960,338	\$ 6,964,886	\$ 7,111,020	\$ 146,134	2.10%
Institutional	184,722	170,000	280,000	280,000	-	0.00%
Total revenue	\$ 7,008,583	\$ 7,130,338	\$ 7,244,886	\$ 7,391,020	\$ 146,134	2.02%
Physical plant	\$ 7,049,591	\$ 6,935,750	\$ 6,935,750	\$ 7,275,020	\$ 339,270	4.89%
Total expenditures	\$ 7,049,591	\$ 6,935,750	\$ 6,935,750	\$ 7,275,020	\$ 339,270	4.89%

WITC has scheduled its debt service repayments in order to keep a stable tax levy in the debt service fund. Based on WITC's current debt levels, its planned future borrowings, and the amount of sinking funds currently available, WITC will increase the amount of property tax levy needed to repay its debt by 2.1% for FY19. Based on its current borrowing plan, the debt service levy is projected to increase annually at a rate of 2-5% over the next few years.

Debt Service Policy

WITC issues general obligation promissory notes to pay for capital projects (new construction, remodeling, and site improvements) and capital equipment purchases only. WITC structures its debt to maintain a stable tax levy within the debt service fund. WITC looks to repay its debt within three to seven years for capital equipment borrowings and five to ten years for capital projects borrowings.

What is considered a capital purchase?

For the purpose of issuing general obligation promissory notes, equipment with a value of \$2,000 and a useful life of two years or more is considered capital. This standard has been set by Wisconsin administrative code and statute. For purposes of capital asset tracking and capitalization for accounting purposes, a capitalization threshold of \$5,000 has been established for equipment, \$100,000 for internally-generated software, and \$15,000 for capital projects. The Wisconsin Technical College System has set these capitalization levels.

All equipment and capital projects costing \$2,000 or more with a useful life of two years or more is to be budgeted in the capital projects funds since debt is issued to cover the cost. Only those items meeting the accounting capitalization threshold will be capitalized and recorded as a capital asset and depreciated in the annual audited financial statements as required by GASB 34 and GASB 35 accounting regulations.

Restrictions on borrowing and capital projects

For each general obligation bond or promissory note issued without a referendum, WITC cannot: (1) issue more than \$1,500,000 per issuance for building improvements, new construction, or land purchases; (2) issue more than \$1,500,000 per issuance for site improvements; (3) issue more than \$1,500,000 in general obligation bonds or promissory notes for new construction or land purchases within a two-year period.

The Wisconsin Technical College System Board must approve all construction projects and major building remodeling projects prior to any issuance of general obligation bonds or promissory notes, regardless of a referendum.

There is no limit on the amount of capital equipment that can be included in a borrowing.

As a result of the above limitations, it is generally necessary for WITC to have multiple debt issues in a fiscal year.

Legal debt margin

Per Wisconsin state statute 67.03(1), WITC's aggregate indebtedness may not exceed 5% of the equalized value of the taxable property located in WITC's taxing district and its bonded indebtedness may not exceed 2% of the equalized valuation. The maximum indebtedness of WITC for FY19 will be \$50,095,000 compared to the 5% limit, based on a (2%) reduction in equalized valuation, of approximately \$1,697,883,987. WITC is currently utilizing 2.95% of its maximum total indebtedness potential. WITC does not have any bonded debt outstanding.

Below is the calculation for the legal debt limit the College must comply with for FY19. Gross total debt includes general obligation promissory notes and bonds, which are included in WITC's general obligation indebtedness.

FY18 Equalized Valuation		\$	33,558,497,404
Projected Change in Valuation			<u>103.75%</u>
FY19 Projected Equalized Valuation			34,816,941,057
Debt Limit Percentage			<u>5%</u>
Debt Limit			1,740,847,053
Gross Indebtedness Applicable to Debt Limit	\$	50,095,000	
Less Projected Assets Available		<u>7,131,934</u>	
Total Amount of Debt Applicable to Debt Limit			<u>42,963,066</u>
Legal Debt Margin	\$		1,697,883,987

Additionally, total bonded debt, which is a component of general obligation debt, may not exceed 2% of equalized valuation. For FY19, the computation of legal debt margin is as follows:

FY18 Projected Equalized Valuation		\$	34,816,941,057
Debt Limit Percentage			<u>2%</u>
Debt Limit			696,338,821
Gross Indebtedness Applicable to Debt Limit	\$	0	
Less Projected Assets Available		<u>0</u>	
Total Amount of Debt Applicable to Debt Limit			<u>0</u>
Legal Debt Margin	\$		696,338,821

Current year debt status

WITC borrowed \$8,000,000 in general obligation promissory notes to pay for capital projects and capital equipment in FY18. These capital projects are part of the college's Comprehensive Facility Plan.

Budget year debt planning

WITC plans on borrowing \$7,000,000 in general obligation promissory notes to pay for capital projects and capital equipment in FY19. These capital projects are part of the college's Comprehensive Facility Plan.

The debt repayment schedules will be structured such that it will fit into the existing debt structure in order to keep a stable rate in the property tax levy requirements for the debt service fund.

Long-term debt planning

WITC anticipates the need to issue the following amounts of general obligation promissory notes over the next five years

2018/19	7,000,000
2019/20	6,500,000
2020/21	6,600,000
2021/22	5,375,000
2022/23	6,500,000
Total	\$ 31,975,000

Long-term debt schedules as of June 30, 2018

\$2,500,000 GENERAL OBLIGATION SERIES 2010A, US BANK CORPORATE TRUST SERVICES

Date of issuance: July 1, 2010 / Date of maturity: October 1, 2018

Purpose: FY11 construction, building remodeling & improvements and capital equipment

Payee: Bankers Bank (2.2822166%)

	Principal	Interest	Total
2018/19	465,000	6,394	471,394
	\$ 465,000	\$ 6,394	\$ 471,394

\$2,450,000 GENERAL OBLIGATION SERIES 2011B, US BANK CORPORATE TRUST SERVICES

Date of issuance: May 5, 2011 / Date of maturity: October 1, 2020

Purpose: FY11 construction, building remodeling & improvements and capital equipment

Payee: Piper Jaffray (2.1241154%)

	Principal	Interest	Total
2018/19	300,000	18,000	318,000
2019/20	300,000	6,000	306,000
	\$ 600,000	\$ 24,000	\$ 624,000

\$3,000,000 GENERAL OBLIGATION SERIES 2012A, US BANK CORPORATE TRUST SERVICES

Date of issuance: May 15, 2012 / Date of maturity: October 1, 2018

Purpose: FY12 construction, building remodeling & improvements and capital equipment

Payee: Robert W. Baird & Company, Inc. (1.0430387%)

	Principal	Interest	Total
2018/19	300,000	3,000	303,000
	\$ 300,000	\$ 3,000	\$ 303,000

\$2,020,000 GENERAL OBLIGATION SERIES 2013A, US BANK CORPORATE TRUST SERVICES

Date of issuance: June 18, 2013 / Date of maturity: October 1, 2018

Purpose: FY13 building remodeling & improvements and capital equipment

Payee: Raymond James & Associates (0.725330%)

	Principal	Interest	Total
2018/19	600,000	3,000	603,000
	<u>\$ 600,000</u>	<u>\$ 3,000</u>	<u>\$ 603,000</u>

\$5,825,000 GENERAL OBLIGATION SERIES 2013B, US BANK CORPORATE TRUST SERVICES

Date of issuance: December 18, 2013 / Date of maturity: October 1, 2019

Purpose: FY14 building remodeling & improvements and capital equipment

Payee: Robert W. Baird & Company, Inc. (1.191903%)

	Principal	Interest	Total
2018/19	1,000,000	51,500	1,051,500
2019/20	2,075,000	20,750	2,095,750
	<u>\$ 3,075,000</u>	<u>\$ 72,250</u>	<u>\$ 3,147,250</u>

\$3,950,000 GENERAL OBLIGATION SERIES 2014A, US BANK CORPORATE TRUST SERVICES

Date of issuance: June 11, 2014 / Date of maturity: October 1, 2020

Purpose: FY14 construction, building remodeling and site improvements

Payee: BOSC, Inc. (1.225187%)

	Principal	Interest	Total
2018/19	475,000	47,250	522,250
2019/20	950,000	33,000	983,000
2020/21	1,175,000	11,750	1,186,750
	<u>\$ 2,600,000</u>	<u>\$ 92,000</u>	<u>\$ 2,692,000</u>

\$5,225,000 GENERAL OBLIGATION SERIES 2014B, US BANK CORPORATE TRUST SERVICES

Date of issuance: December 29, 2014 / Date of maturity: October 1, 2020

Purpose: FY15 building remodeling & improvements and capital equipment

Payee: BOSC, Inc. (1.1245239%)

	Principal	Interest	Total
2018/19	1,040,000	53,400	1,093,400
2019/20	1,065,000	32,350	1,097,350
2020/21	1,085,000	10,850	1,095,850
	<u>\$ 3,190,000</u>	<u>\$ 96,600</u>	<u>\$ 3,286,600</u>

\$1,500,000 GENERAL OBLIGATION SERIES 2015A, US BANK CORPORATE TRUST SERVICES

Date of issuance: March 16, 2015 / Date of maturity: October 1, 2021

Purpose: FY15 building remodeling

Payee: BOSCO, Inc. (1.2804199%)

	Principal	Interest	Total
2018/19	245,000	19,050	264,050
2019/20	250,000	14,100	264,100
2020/21	280,000	8,800	288,800
2021/22	300,000	3,000	303,000
	<u>\$ 1,075,000</u>	<u>\$ 44,950</u>	<u>\$ 1,119,950</u>

\$2,025,000 GENERAL OBLIGATION SERIES 2015B, US BANK CORPORATE TRUST SERVICES

Date of issuance: May 8, 2015 / Date of maturity: October 1, 2021

Purpose: FY15 building remodeling & improvements

Payee: UMB Bank, N.A. (1.169340%)

	Principal	Interest	Total
2018/19	340,000	21,568	361,568
2019/20	345,000	16,172	361,172
2020/21	350,000	10,263	360,263
2021/22	360,000	3,600	363,600
	<u>\$ 1,395,000</u>	<u>\$ 51,602</u>	<u>\$ 1,446,602</u>

\$1,150,000 GENERAL OBLIGATION SERIES 2015C, US BANK CORPORATE TRUST SERVICES

Date of issuance: June 11, 2015 / Date of maturity: October 1, 2021

Purpose: FY15 building remodeling & improvements

Payee: Bankers Bank (1.349000%)

	Principal	Interest	Total
2018/19	280,000	13,588	293,588
2019/20	285,000	10,266	295,266
2020/21	290,000	6,455	296,455
2021/22	295,000	2,213	297,213
	<u>\$ 1,150,000</u>	<u>\$ 32,522</u>	<u>\$ 1,182,522</u>

\$5,160,000 GENERAL OBLIGATION SERIES 2015D, US BANK CORPORATE TRUST SERVICES

Date of issuance: December 7, 2015 / Date of maturity: October 1, 2025

Purpose: FY16 construction, building remodeling & improvements and capital equipment

Payee: BOSCO, Inc. (1.6405482%)

	Principal	Interest	Total
2018/19	620,000	77,100	697,100
2019/20	635,000	64,550	699,550
2020/21	650,000	51,700	701,700
2021/22	435,000	40,850	475,850
2022/23	445,000	32,050	477,050
2023/24	450,000	23,100	473,100
2024/25	460,000	14,000	474,000
2025/26	470,000	4,700	474,700
	<u>\$ 4,165,000</u>	<u>\$ 308,050</u>	<u>\$ 4,473,050</u>

\$3,400,000 GENERAL OBLIGATION SERIES 2016A, US BANK CORPORATE TRUST SERVICES

Date of issuance: March 14, 2016 / Date of maturity: October 1, 2025

Purpose: FY16 construction, building remodeling & improvements and capital equipment

Payee: Bankers Bank (1.395551%)

	Principal	Interest	Total
2018/19	395,000	48,839	443,839
2019/20	405,000	45,636	450,636
2020/21	410,000	41,968	451,968
2021/22	420,000	37,710	457,710
2022/23	430,000	31,100	461,100
2023/24	440,000	22,400	462,400
2024/25	445,000	13,550	458,550
2025/26	455,000	4,550	459,550
	<u>\$ 3,400,000</u>	<u>\$ 245,753</u>	<u>\$ 3,645,753</u>

\$2,035,000 GENERAL OBLIGATION SERIES 2016B, US BANK CORPORATE TRUST SERVICES

Date of issuance: April 14, 2016 / Date of maturity: October 1, 2025

Purpose: FY16 building remodeling & improvements and capital equipment

Payee: Raymond James & Associates, Inc. (1.4444455%)

	Principal	Interest	Total
2018/19	155,000	33,313	188,313
2019/20	40,000	31,850	71,850
2020/21	295,000	29,338	324,338
2021/22	295,000	24,913	319,913
2022/23	305,000	20,413	325,413
2023/24	310,000	15,413	325,413
2024/25	315,000	9,550	324,550
2025/26	320,000	3,200	323,200
	<u>\$ 2,035,000</u>	<u>\$ 167,988</u>	<u>\$ 2,202,988</u>

\$1,500,000 GENERAL OBLIGATION SERIES 2016C, US BANK CORPORATE TRUST SERVICES

Date of issuance: May 12, 2016 / Date of maturity: October 1, 2025

Purpose: FY16 building remodeling

Payee: BOSCO, Inc. (1.470865%)

	Principal	Interest	Total
2018/19	-	25,100	25,100
2019/20	-	25,100	25,100
2020/21	240,000	23,600	263,600
2021/22	245,000	20,263	265,263
2022/23	250,000	16,550	266,550
2023/24	250,000	12,488	262,488
2024/25	255,000	7,750	262,750
2025/26	260,000	2,600	262,600
	<u>\$ 1,500,000</u>	<u>\$ 133,450</u>	<u>\$ 1,633,450</u>

\$1,500,000 GENERAL OBLIGATION SERIES 2016D, US BANK CORPORATE TRUST SERVICES

Date of issuance: June 6, 2016 / Date of maturity: October 1, 2025

Purpose: FY16 building remodeling

Payee: BOSCO, Inc. (1.3884823%)

	Principal	Interest	Total
2018/19	-	24,665	24,665
2019/20	-	24,665	24,665
2020/21	240,000	22,865	262,865
2021/22	245,000	19,228	264,228
2022/23	245,000	15,553	260,553
2023/24	250,000	11,528	261,528
2024/25	255,000	6,790	261,790
2025/26	265,000	2,120	267,120
	<u>\$ 1,500,000</u>	<u>\$ 127,413</u>	<u>\$ 1,627,413</u>

\$1,500,000 GENERAL OBLIGATION SERIES 2016E, US BANK CORPORATE TRUST SERVICES

Date of issuance: June 30, 2016 / Date of maturity: October 1, 2025

Purpose: FY16 construction, building remodeling

Payee: FTN Financial Capital Markets (1.421840%)

	Principal	Interest	Total
2018/19	-	23,825	23,825
2019/20	-	23,825	23,825
2020/21	240,000	22,025	262,025
2021/22	245,000	18,388	263,388
2022/23	250,000	14,713	264,713
2023/24	250,000	11,000	261,000
2024/25	255,000	7,213	262,213
2025/26	260,000	2,650	262,650
	<u>\$ 1,500,000</u>	<u>\$ 123,638</u>	<u>\$ 1,623,638</u>

\$6,545,000 GENERAL OBLIGATION SERIES 2017A, US BANK CORPORATE TRUST SERVICES

Date of issuance: March 21, 2017 / Date of maturity: October 1, 2026

Purpose: FY17 building remodeling & improvements and capital equipment

Payee: UMB Bank, N.A. (1.8015713%)

	Principal	Interest	Total
2018/19	100,000	136,725	236,725
2019/20	125,000	135,038	260,038
2020/21	1,075,000	123,350	1,198,350
2021/22	1,400,000	98,600	1,498,600
2022/23	1,805,000	66,550	1,871,550
2023/24	495,000	42,931	537,931
2024/25	505,000	31,681	536,681
2025/26	515,000	19,563	534,563
2026/27	525,000	6,563	531,563
	<u>\$ 6,545,000</u>	<u>\$ 661,000</u>	<u>\$ 7,206,000</u>

\$2,750,000 GENERAL OBLIGATION SERIES 2017B, US BANK CORPORATE TRUST SERVICES

Date of issuance: December 29, 2017 / Date of maturity: October 1, 2027

Purpose: FY18 building remodeling & improvements and capital equipment

Payee: Robert W. Baird & Co., Inc. (2.035455%)

	Principal	Interest	Total
2018/19	-	78,638	78,638
2019/20	-	78,638	78,638
2020/21	-	78,638	78,638
2021/22	620,000	69,338	689,338
2022/23	630,000	50,588	680,588
2023/24	285,000	36,863	321,863
2024/25	295,000	28,163	323,163
2025/26	300,000	19,238	319,238
2026/27	305,000	11,306	316,306
2027/28	315,000	3,938	318,938
	<u>\$ 2,750,000</u>	<u>\$ 455,344</u>	<u>\$ 3,205,344</u>

\$2,750,000 GENERAL OBLIGATION SERIES 2018A, US BANK CORPORATE TRUST SERVICES

Date of issuance: May 7, 2018 / Date of maturity: October 1, 2026

Purpose: FY18 building remodeling & improvements and capital equipment

Payee: BOK Financial Securities, Inc. (2.308962%)

	Principal	Interest	Total
2018/19	-	90,068	90,068
2019/20	-	100,075	100,075
2020/21	-	100,075	100,075
2021/22	735,000	90,888	825,888
2022/23	750,000	72,325	822,325
2023/24	765,000	51,475	816,475
2024/25	485,000	33,938	518,938
2025/26	500,000	20,375	520,375
2026/27	515,000	6,438	521,438
	<u>\$ 3,750,000</u>	<u>\$ 565,655</u>	<u>\$ 4,315,655</u>

\$1,500,000 GENERAL OBLIGATION SERIES 2018B, US BANK CORPORATE TRUST SERVICES

Date of issuance: June XX, 2018 / Date of maturity: October 1, 2024

Purpose: FY18 building remodeling & improvements

Payee: Robert W. Baird & Co., Inc. (2.5207769%)

	Principal	Interest	Total
2018/19	-	33,269	33,269
2019/20	-	41,300	41,300
2020/21	-	41,300	41,300
2021/22	-	41,300	41,300
2022/23	-	41,300	41,300
2023/24	740,000	32,050	772,050
2024/25	760,000	11,400	771,400
	<u>\$ 1,500,000</u>	<u>\$ 241,919</u>	<u>\$ 1,741,919</u>

Projected 2018/19 general obligation promissory notes to be issued

\$3,000,000 GENERAL OBLIGATION SERIES 2018C, US BANK CORPORATE TRUST SERVICES

Date of issuance: November, 2018 / Date of maturity: October 1, 2026

Purpose: FY19 construction, building remodeling & improvements and capital equipment

Payee: TBD (2.75% estimated)

	Principal	Interest	Total
2019/20	100,000	66,888	166,888
2020/21	340,000	79,750	419,750
2021/22	345,000	70,400	415,400
2022/23	355,000	60,913	415,913
2023/24	360,000	51,150	411,150
2024/25	360,000	41,250	401,250
2025/26	370,000	31,350	401,350
2026/27	380,000	21,175	401,175
2027/28	390,000	10,725	400,725
	<u>\$ 3,000,000</u>	<u>\$ 433,601</u>	<u>\$ 3,433,601</u>

\$3,000,000 GENERAL OBLIGATION SERIES 2019A, US BANK CORPORATE TRUST SERVICES

Date of issuance: March 2019 / Date of maturity: October 1, 2025

Purpose: FY19 building remodeling & improvements and capital equipment

Payee: TBD (2.75% estimated)

	Principal	Interest	Total
2019/20	-	39,646	39,646
2020/21	160,000	82,500	242,500
2021/22	415,000	78,100	493,100
2022/23	455,000	66,688	521,688
2023/24	470,000	54,175	524,175
2024/25	360,000	41,250	401,250
2025/26	370,000	31,350	401,350
2026/27	380,000	21,175	401,175
2027/28	390,000	10,725	400,725
	<u>\$ 3,000,000</u>	<u>\$ 425,609</u>	<u>\$ 3,425,609</u>

\$1,000,000 GENERAL OBLIGATION SERIES 2019B, US BANK CORPORATE TRUST SERVICES

Date of issuance: May, 2019 / Date of maturity: October 1, 2025

Purpose: FY18 construction, building remodeling & improvements and capital equipment

Payee: TBD (2.75% estimated)

	Principal	Interest	Total
2019/20	-	8,479	8,479
2020/21	-	27,500	27,500
2021/22	100,000	27,500	127,500
2022/23	215,000	24,750	239,750
2023/24	375,000	18,838	393,838
2024/25	310,000	8,525	318,525
	<u>\$ 1,000,000</u>	<u>\$ 115,592</u>	<u>\$ 1,115,592</u>

Combined schedule of long-term general obligation promissory debt

The debt service budget for FY19 includes \$164,000 for agent, legal and other fees associated with the issuance of \$7,000,000 in general obligation promissory notes.

	Principal	Interest	Total
2018/19	6,315,000	808,290	7,123,290
2019/20	6,575,000	818,327	7,393,327
2020/21	6,830,000	772,725	7,602,725
2021/22	6,455,000	646,288	7,101,288
2022/23	6,135,000	513,491	6,648,491
2023/24	5,440,000	383,409	5,823,409
2024/25	5,060,000	255,059	5,315,059
2025/26	4,085,000	141,695	4,226,695
2026/27	2,105,000	66,656	2,171,656
2027/28	1,095,000	25,388	1,120,388
	<u>\$ 50,095,000</u>	<u>\$ 4,431,328</u>	<u>\$ 54,526,328</u>

Carryover resource needs

The following scheduled payments will be payable October 2018:

	Principal	Interest	Total
SERIES 2010A	465,000	6,394	471,394
SERIES 2011B	300,000	12,000	312,000
SERIES 2012A	300,000	3,000	303,000
SERIES 2013A	600,000	3,000	603,000
SERIES 2013B	1,000,000	30,750	1,030,750
SERIES 2014A	475,000	26,000	501,000
SERIES 2014B	1,040,000	31,900	1,071,900
SERIES 2015A	245,000	10,750	255,750
SERIES 2015B	340,000	12,059	352,059
SERIES 2015C	280,000	7,564	287,564
SERIES 2015D	620,000	41,650	661,650
SERIES 2016A	395,000	25,160	420,160
SERIES 2016B	155,000	17,238	172,238
SERIES 2016C	-	12,550	12,550
SERIES 2016D	-	12,333	12,333
SERIES 2016E	-	11,913	11,913
SERIES 2017A	100,000	68,738	168,738
SERIES 2017B	-	39,319	39,319
SERIES 2018A	-	40,030	40,030
SERIES 2018B	-	12,619	12,619
	<u>\$ 6,315,000</u>	<u>\$ 424,964</u>	<u>\$ 6,739,964</u>

The June 30, 2018, estimated debt service fund balance of \$7,131,934 less the total of October 2018 payments noted above leaves \$391,970 available in the debt service fund balance for future payments.

Carryover resource needs (continued)

The following scheduled payments will be payable October 2019:

	Principal	Interest	Total
SERIES 2011B	300,000	6,000	306,000
SERIES 2013B	2,075,000	20,750	2,095,750
SERIES 2014A	950,000	21,250	971,250
SERIES 2014B	1,065,000	21,500	1,086,500
SERIES 2015A	250,000	8,300	258,300
SERIES 2015B	345,000	9,509	354,509
SERIES 2015C	285,000	6,024	291,024
SERIES 2015D	635,000	35,450	670,450
SERIES 2016A	405,000	23,679	428,679
SERIES 2016B	40,000	16,075	56,075
SERIES 2016C	-	12,550	12,550
SERIES 2016D	-	12,333	12,333
SERIES 2016E	-	11,913	11,913
SERIES 2017A	125,000	67,988	192,988
SERIES 2017B	-	39,319	39,319
SERIES 2018A	-	50,038	50,038
SERIES 2018B	-	20,650	20,650
	<u>\$ 6,475,000</u>	<u>\$ 383,325</u>	<u>\$ 6,858,325</u>

The June 30, 2019, estimated debt service fund balance of \$7,247,934 less the total of October 2019 payments noted above leaves \$389,609 available in the debt service fund balance for future payments.



WISCONSIN INDIANHEAD TECHNICAL COLLEGE

Proprietary Fund



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PROPRIETARY FUND

Proprietary funds are used to account for ongoing activities, which are similar to those often found in the private sector. The measurement focus is based upon the determination of income. These funds are maintained on the accrual basis of accounting.

Two types of proprietary funds exist, the internal service fund and the enterprise fund.

Internal service fund

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 college to other departments of the college or to other governmental units on a cost-reimbursement basis. WITC is self-insured for dental insurance coverage. As a result, it utilizes an internal service fund to track these activities.

Internal Service Fund Budget Summary

	2016/17 Actual	2017/18 Budget		2018/19 Budget	Change from 2017/18 Modified Budget	
		Adopted	Modified			
Institutional	\$ 407,632	\$ 385,000	\$ 385,000	\$ 412,500	\$ 27,500	7.14%
Total revenue	\$ 407,632	\$ 385,000	\$ 385,000	\$ 412,500	\$ 27,500	7.14%
Auxiliary services	\$ 360,858	\$ 385,000	\$ 385,000	\$ 383,000	\$ (2,000)	-0.52%
Total expenditures	\$ 360,858	\$ 385,000	\$ 385,000	\$ 383,000	\$ (2,000)	-0.52%

Effective January 1, 2012, WITC changed from self-insured health insurance coverage to fully-insured. As a result of that change, the FY19 budget accounts only for the remaining self-insured dental insurance coverage. In addition, in May 2016, WITC purchased vehicles for the purpose of student field trip and club use. The revenue associated with the rental of the vehicles will offset the expenditures associated with the vehicle maintenance in the internal service fund. Finally, in during FY18, WITC established a print management system and the internal service fund will capture capitalized costs associated with future copier replacement requirements.

Enterprise funds

The enterprise funds are 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 of providing goods and services to students and other aforementioned parties is recovered, primarily through user charges. These services compliment the educational and general objectives of WITC.

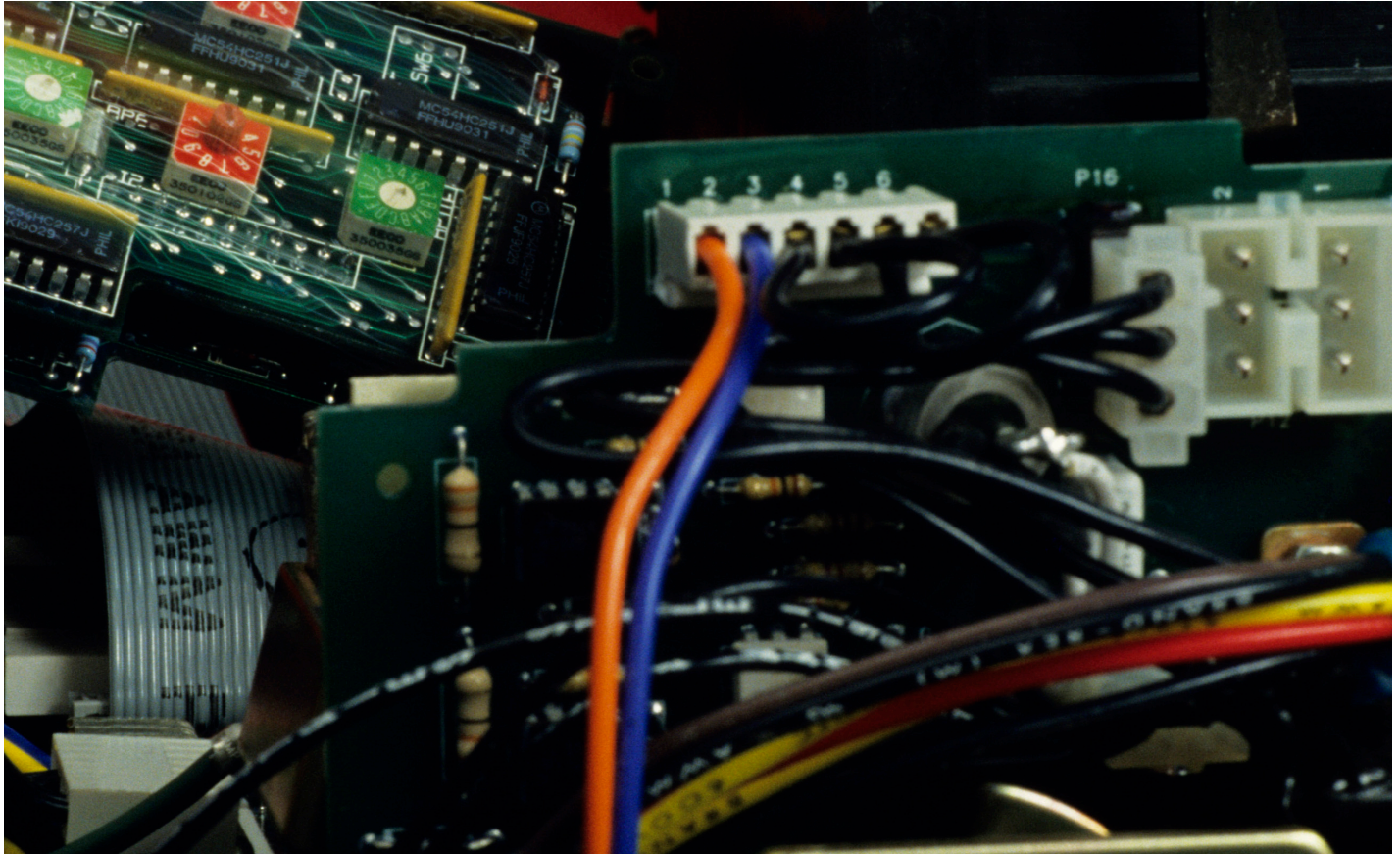
Enterprise Fund Budget Summary

	2016/17	2017/18 Budget		2018/19	Change from	
	Actual	Adopted	Modified	Budget	2017/18 Modified Budget	
Institutional	\$ 2,573,892	\$ 2,718,550	\$ 2,718,550	\$ 2,679,929	\$ (38,621)	-1.42%
Total revenue	\$ 2,573,892	\$ 2,718,550	\$ 2,718,550	\$ 2,679,929	\$ (38,621)	-1.42%
Auxiliary services	\$ 2,584,820	\$ 2,778,550	\$ 2,778,550	\$ 2,739,929	\$ (38,621)	-1.39%
Total expenditures	\$ 2,584,820	\$ 2,778,550	\$ 2,778,550	\$ 2,739,929	\$ (38,621)	-1.39%

The enterprise fund budget is built on projected activity levels. WITC has various operations in the enterprise fund which include the following:

Fund	Estimated June 30, 2018 Retained Earnings
Agriculture Power Repairs	\$ 1,068
Marine Servicing & Repair	12,553
Automotive Servicing & Repair	11,491
Bookstores	594,555
Ashland Campus	18,480
New Richmond Campus	330,917
Rice Lake Campus	483,376
Superior Campus	(238,218)
Conference centers	126,968
Shell Lake Administrative Office	23,889
Ashland Campus	20,356
New Richmond Campus	9,712
Rice Lake Campus	52,304
Superior Campus	20,708
Cosmetology	25,457
Rice Lake Campus	18,723
Superior Campus	6,734
Food Service	(878,946)
Ashland Campus	(549,979)
Rice Lake Campus	(402,382)
Cafeteria	73,415
Emergency Services Conference	46,853
Total	\$ (60,000)
Fund Transfer from Operations	60,000
Estimated Ending Fund Balance	\$ 0

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WISCONSIN INDIANHEAD TECHNICAL COLLEGE

Fiduciary Fund



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FIDUCIARY FUND

The fiduciary fund is used to report assets held in a trustee or agency capacity for others, which, therefore, cannot be used so support WITC's own programs.

OPEB Trust Fund

The OPEB Trust Fund is used to record the transactions of the OPEB Trust that was established for post-employment benefits assets. WITC has placed assets into this irrevocable trust to be used for the purpose of post-employment benefits for employees and retirees who have earned those benefits and will receive the benefits in a future year. A budget is not required for this trust; however, for internal purposes, WITC has created a budget, but it is not part of the legally adopted budget for WITC.

OPEB Trust Budget Summary

	2016/17 Actual	2017/18 Budget		2018/19 Budget	Change from 2017/18 Modified Budget	
		Adopted	Modified			
Institutional	\$ 685,172	\$ 650,000	\$ 689,300	\$ 689,300	\$ -	0.00%
Total revenue	\$ 685,172	\$ 650,000	\$ 689,300	\$ 689,300	\$ -	0.00%
Operating Costs	\$ 929,961	\$ 900,000	\$ 1,130,000	\$ 1,412,500	\$ 282,500	33.85%
Total expenditures	\$ 929,961	\$ 900,000	\$ 1,130,000	\$ 1,412,500	\$ 282,500	33.85%

**This budget is provided for informational purposes only.
The state does not require this fund to be part of the college's adopted budget.**

During FY08, WITC created an irrevocable OPEB (Other Post-Employment Benefits) Trust in order to begin funding its post-employment benefits. In FY08, WITC implemented GASB 43/45, which required governmental entities to recognize this liability. The only way to reduce the liability is to either pay the benefit out on behalf of retirees or place assets into an OPEB Trust.

WITC began funding the trust in FY08 by placing \$1.25 million dollars into the trust.

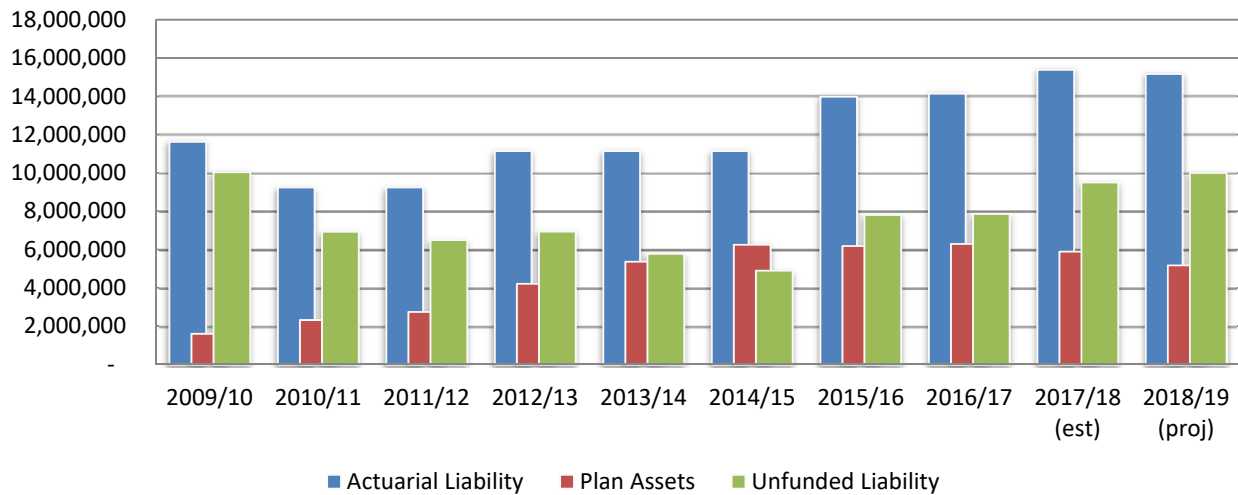
Beginning in FY08, WITC placed, and will continue to place, an amount at least equal to the annual required contribution (ARC) into the trust. The trust will pay the insurance costs for retirees when they become due. It is anticipated that the planned assets for the trust as of June 30, 2018, will be approximately \$5.9 million.

Other Post-Employment Benefit Liability Status

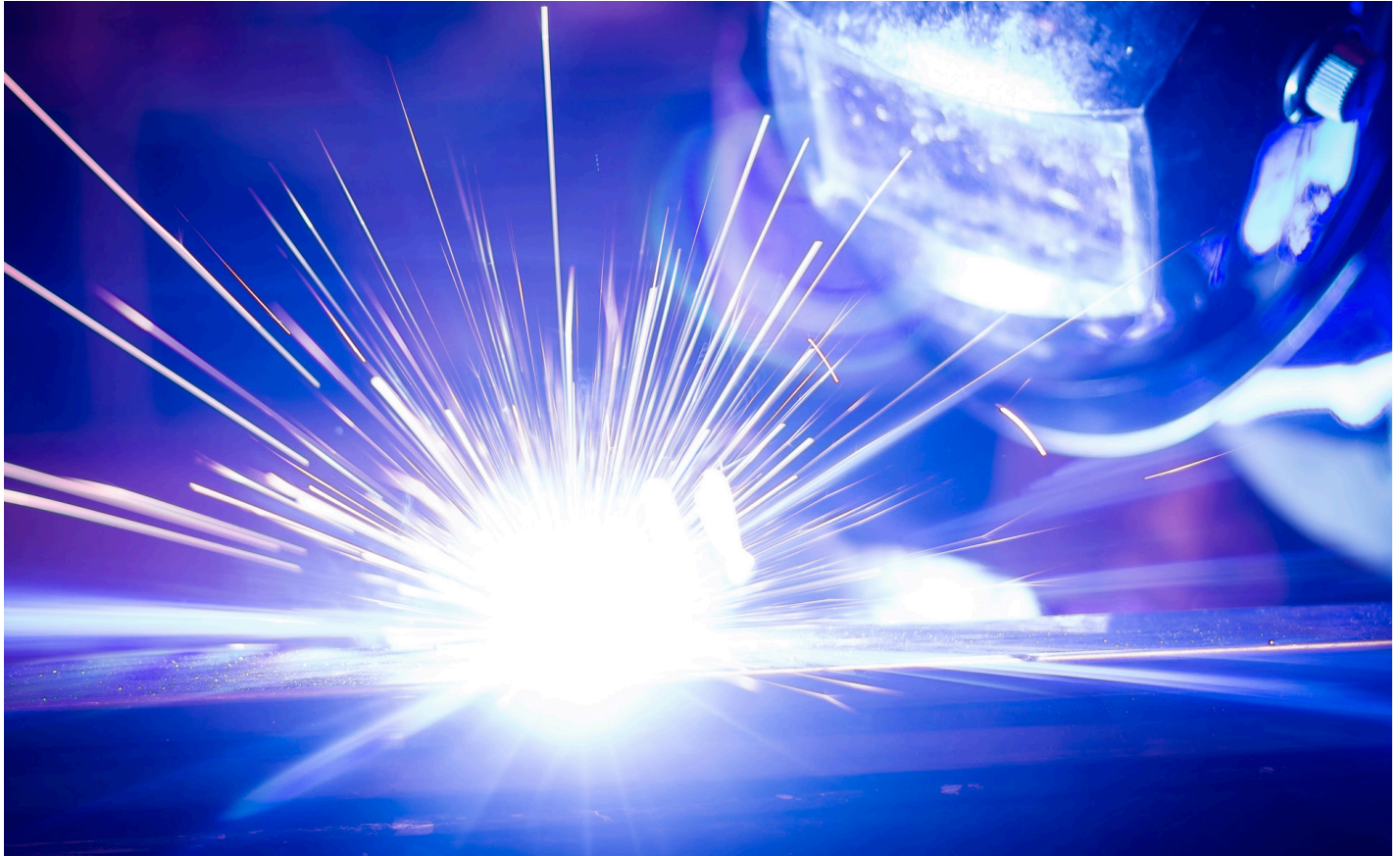
WITC has been very proactive in funding its liabilities. Below is information about WITC's post-employment benefits liability and how quickly it is being funded.

Fiscal Year	Actuarial Accrued Liability	Plan Assets	Unfunded Actuarial Accrued Liability
2009/10	11,623,721	1,593,016	10,030,705
2010/11	9,234,456	2,313,251	6,921,205
2011/12	9,234,456	2,741,133	6,493,323
2012/13	11,138,380	4,206,734	6,931,646
2013/14	11,138,380	5,363,461	5,774,919
2014/15	11,138,380	6,246,392	4,891,988
2015/16	13,985,240	6,184,251	7,800,989
2016/17	14,143,525	6,292,037	7,851,488
2017/18 (est)	15,389,721	5,889,721	9,500,000
2018/19 (proj)	15,166,521	5,166,521	10,000,000

OPEB Trust



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WISCONSIN INDIANHEAD TECHNICAL COLLEGE

Appendix



Experience. Success.

PROGRAMS AND CERTIFICATES

Our offerings cover a wide spectrum in post-secondary education from adult basic education to associate degree programs and many areas in between. All programs with the exception of those noted (*) are financial aid eligible.

Programs	Ashland Campus	New Richmond Campus	Rice Lake Campus	Superior Campus	Online
Accounting	X	X	X	X	X
Accounting Assistant	X	X	X	X	X
Administrative Professional	X	X	X	X	X
Advanced EMT (*)		X	X		
Agricultural Power and Equipment Technician		X			
Architectural Commercial Design		X	X		
Automated Packaging Systems Technician		X			
Automation for Industrial Systems		X			
Automotive Service Technician				X	
Automotive Technician			X		
Broadband Technologies			X		
Business Management	X	X	X	X	
Community-Based Residential Facility Caregiver (*)	X	X	X	X	
Construction and Cabinetmaking			X		
Construction Essentials (*)					X
Cosmetology			X	X	
Criminal Justice - Law Enforcement 720 Academy (*)			X		
Criminal Justice Studies	X	X	X	X	
Dairy Herd Management			X		
Dental Assistant			X		
Dietary Manager (*)	X	X	X	X	
Early Childhood Education (E-CHILD online)		X	X	X	X
E-Connect - Child Care Services					X
Emergency Medical Technician (*)	X	X	X	X	
Emergency Medical Technician - Paramedic	X	X	X	X	
Entry Level Machining		X			
Farm Business and Production Management (*)	X	X	X		
Financial Services	X	X	X	X	
Gerontology - Aging Services Professional	X	X	X	X	
Health Information Technology					X
Health Office Professional	X	X	X	X	X
Healthcare Receptionist	X	X	X	X	X
Heating, Ventilation, and Air Conditioning/Refrigeration (HVAC/R)				X	
Hospitality Specialist	X	X	X	X	
Human Resource Management	X	X	X	X	
Human Services Associate	X	X	X	X	
Individualized Technical Studies	X	X	X	X	
Industrial Maintenance Technician				X	
Industrial Systems Specialist		X			
Information Technology - Network Specialist	X	X	X	X	
Information Technology - Systems Administration Specialist	X	X	X	X	
Information Technology - Web & Software Designer		X			X
Leadership Development	X	X	X	X	
Machine Tool Operation	X				
Machine Tool Operation - CNC			X		
Machine Tool Technician				X	
Machine Tooling Technics		X			
Marine Repair Technician	X				
Mechatronics Basics			X		
Medical Administrative Professional	X	X	X	X	X
Medical Assistant	X	X	X	X	
Medical Coding Specialist					X

Programs (continued)	New		Rice	Superior	Online
	Ashland Campus	Richmond Campus	Lake Campus	Campus	
Microsoft Office	X	X	X	X	X
Nonprofit Leadership	X	X	X	X	X
Nonprofit Professional	X	X	X	X	
Nursing Assistant (*)	X	X	X	X	
Nursing - Associate Degree	X	X	X	X	
Occupational Therapy Assistant	X	X	X		
Office Support Specialist	X	X	X	X	X
Paramedic Technician	X	X	X	X	
Pharmacy Technician		X		X	
Power Sports Technician		X			
Technical Studies - Journeyworker	X	X	X	X	
University Transfer Degree - Associate of Arts	X	X	X	X	
University Transfer Degree - Associate of Science	X	X	X	X	
Utility Construction Technician			X		
Welding	X	X	X	X	

Select certificate courses are offered at the WITC-Hayward and WITC-Ladysmith outreach centers.

Certificates	New		Rice	Superior	Online
	Ashland Campus	Richmond Campus	Lake Campus	Campus	
Advanced Marine Repair Technician	X				
Billing and Posing Clerk	X	X	X	X	X
Broadband Customer Service Specialist					X
Broadband Installer					X
Broadband Networking Services					X
Business Administration Specialist	X	X	X	X	X
Business Graphics	X	X	X	X	
C# Programming		X			X
Computer Numerical Control (CNC) Machining				X	
Cosmetology Instructor			X	X	
Customer Service	X	X	X	X	
Dementia Care	X	X	X	X	
Ethical Leadership	X	X	X	X	
Financial Services Customer Representative	X	X	X	X	
General Studies	X	X	X	X	
Healthcare and Service Provider	X	X	X	X	
Java Developer		X			X
Leadership Essentials	X	X	X	X	
Lean Quality	X	X	X	X	
Management Certificate	X	X	X	X	
Medical Billing Specialist	X	X	X	X	X
Networking Professional	X	X	X	X	
Nonprofit Essentials	X	X	X	X	
Office Technology Assistant	X	X	X	X	X
Patient Services Specialist	X	X	X	X	
Personal Care Worker	X	X	X	X	
Phlebotomy		X	X		
Professional Credential for Infants/Toddlers					X
Professional Credential for Preschool Teachers	X	X	X	X	
Safety Management	X	X	X	X	
Supervisory Leadership	X	X	X	X	
Truck Driving			X		
Tax Preparer Assistant	X	X	X	X	X

General Studies is central to all programs. GED/HSED and Basic Education offerings are available at all locations.

PROGRAM ENROLLMENT STATISTICS

Students Served

Year	Associate Degree	Technical Diploma	Vocational Adult	Non-Post-Secondary	Community Service	Total
09/10	4,728	2,779	19,257	2,078	266	25,950
10/11	4,612	2,498	15,405	1,697	255	24,138
11/12	4,584	2,343	13,779	1,558	257	22,821
12/13	4,722	2,079	13,069	1,406	296	21,620
13/14	4,335	2,183	13,028	1,416	227	21,201
14/15	3,738	2,027	13,011	1,329	275	19,929
15/16	3,696	1,674	13,261	1,297	2,148	20,196
16/17	3,950	1,753	13,136	1,025	1,774	19,751
17/18	2,942	1,747	12,070	1,153	1,718	17,852

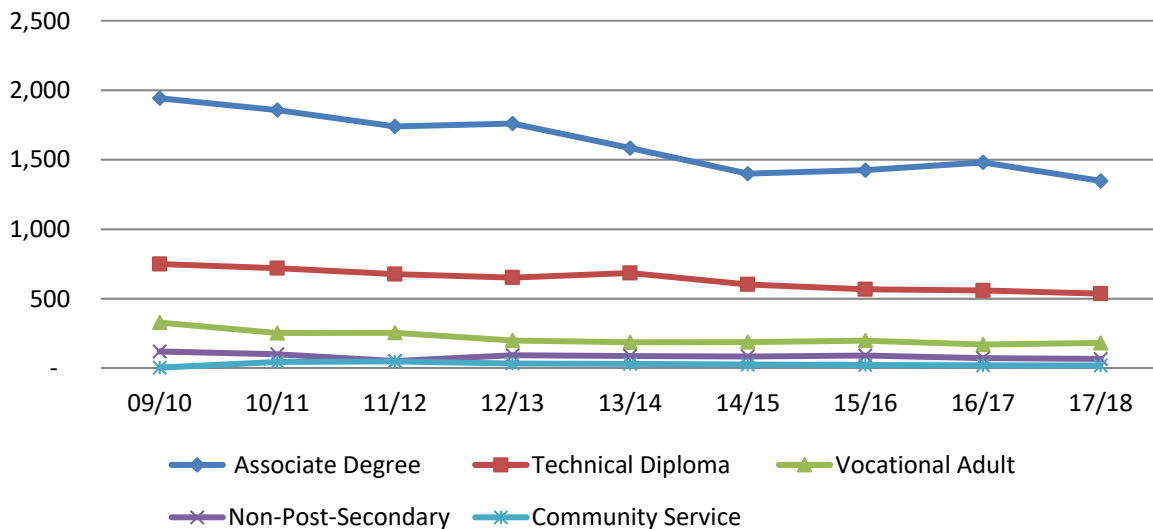
FY18 include projected data.

Full-time Equivalent Students

Year	Associate Degree	Technical Diploma	Vocational Adult	Non-Post-Secondary	Community Service	Total
09/10	1,943	750	329	121	5	3,148
10/11	1,858	720	254	101	46	2,979
11/12	1,740	677	256	53	49	2,774
12/13	1,761	652	200	94	34	2,742
13/14	1,584	685	187	89	32	2,578
14/15	1,400	603	189	85	27	2,304
15/16	1,426	568	199	92	24	2,309
16/17	1,481	560	171	73	21	2,306
17/18	1,348	537	182	67	20	2,155

A full-time equivalent (FTE) is equal to 30 student credits. FY18 include projected data

Full-time Equivalent Students

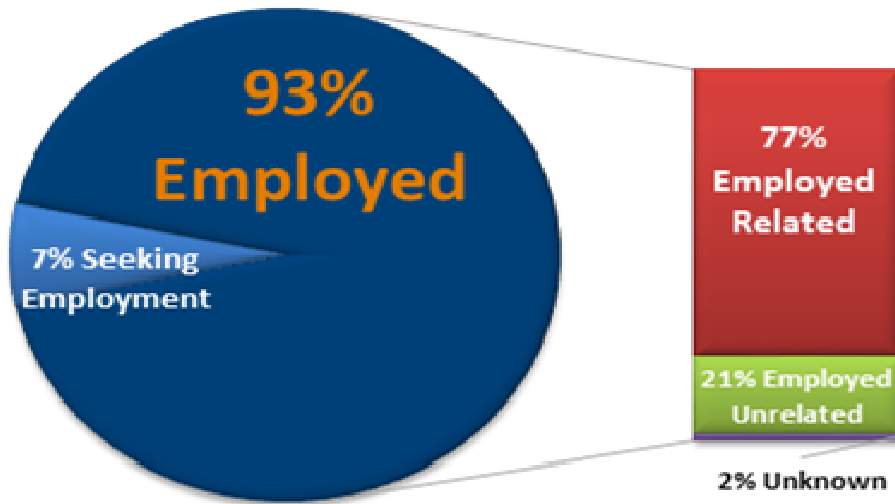


PROGRAM GRADUATE FOLLOW-UP STATISTICS

Year of Graduation	Number of Graduates	Number of Respondents	Percent Employed In Related Occupations	Average Annual Salary	Percent Employed In District
07/08	1,697	1,427	75%	\$ 30,171	66%
08/09	1,732	1,490	69%	\$ 30,517	72%
09/10	1,665	1,401	75%	\$ 30,198	72%
10/11	1,696	1,444	72%	\$ 33,670	67%
11/12	1,625	1,382	73%	\$ 33,800	68%
12/13	1,560	1,307	73%	\$ 35,072	64%
13/14	1,445	1,224	78%	\$ 35,795	62%
14/15	1,550	1,374	79%	\$ 37,938	63%
15/16	1,361	1,142	72%	\$ 37,829	61%
15/16	1,438	1,220	77%	\$ 37,818	66%

Statistics are based on a survey of WITC's graduates conducted approximately six months after graduation; therefore, FY18 statistics are not available. Statistics include graduates of WITC's post-secondary, vocational, and technical programs. This data does not reflect the activities of students who complete only portions of their program.

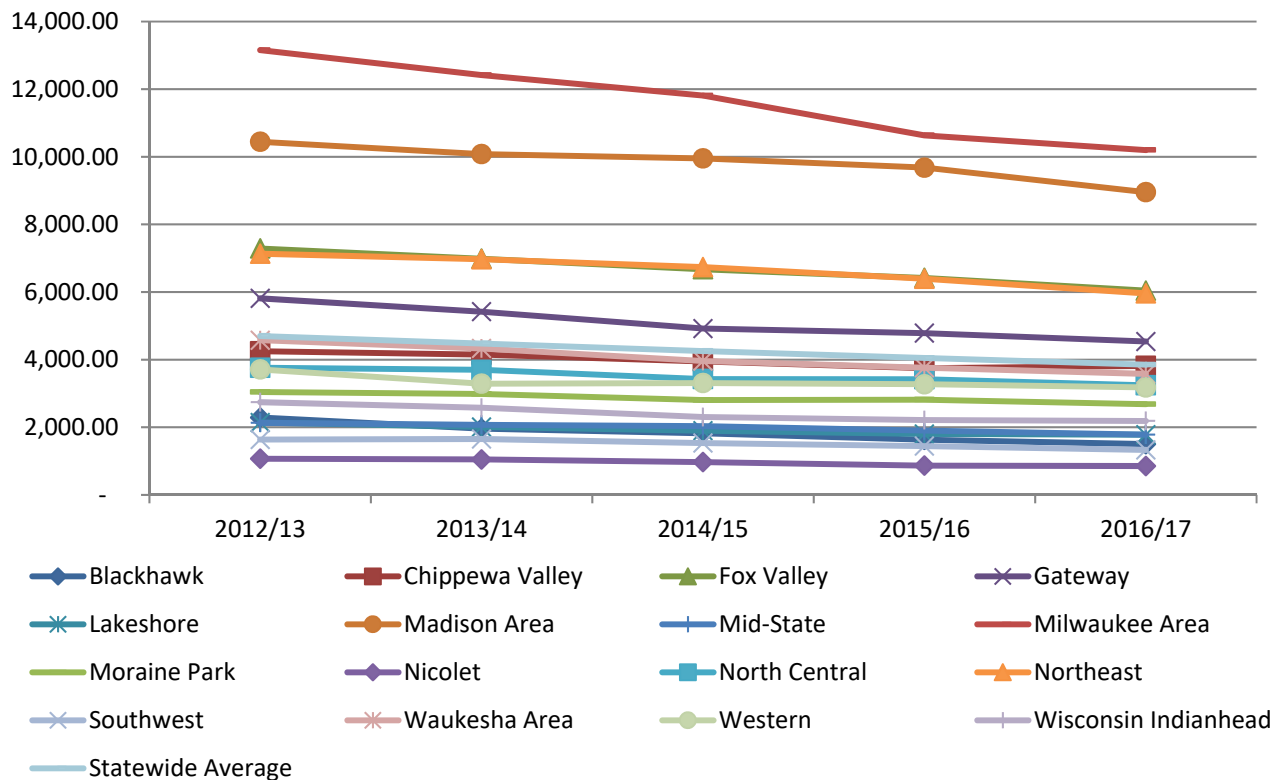
2016/2017 Job Placement



FTE ANALYSIS AMONGST COLLEGES

College	2012/13	2013/14	2014/15	2015/16	2016/17	Percent Change from 2015/16	Percent Change from 2012/13
Blackhawk	2,289.20	1,960.20	1,819.00	1,629.60	1,501.65	(7.85%)	(34.40%)
Chippewa Valley	4,247.80	4,148.17	3,946.30	3,747.04	3,814.41	1.80%	(10.20%)
Fox Valley	7,287.70	6,985.79	6,673.00	6,417.53	6,041.74	(5.86%)	(17.10%)
Gateway	5,812.80	5,418.53	4,919.20	4,783.91	4,537.35	(5.15%)	(21.94%)
Lakeshore	2,141.00	2,008.27	1,899.00	1,801.47	1,779.44	(1.22%)	(16.89%)
Madison Area	10,444.80	10,081.30	9,952.00	9,680.42	8,953.27	(7.51%)	(14.28%)
Mid-State	2,130.50	2,073.07	2,034.00	1,903.78	1,782.10	(6.39%)	(16.35%)
Milwaukee Area	13,155.60	12,416.99	11,810.50	10,633.95	10,197.83	(4.10%)	(22.48%)
Moraine Park	3,041.10	2,983.31	2,803.40	2,816.49	2,682.28	(4.77%)	(11.80%)
Nicolet	1,068.80	1,049.83	971.20	865.33	853.97	(1.31%)	(20.10%)
North Central	3,760.80	3,697.77	3,426.10	3,422.14	3,241.23	(5.29%)	(13.82%)
Northeast	7,134.10	6,969.60	6,737.50	6,390.83	5,959.37	(6.75%)	(16.47%)
Southwest	1,637.50	1,654.09	1,533.20	1,443.42	1,331.63	(7.74%)	(18.68%)
Waukesha Area	4,574.60	4,330.04	3,959.80	3,760.29	3,579.68	(4.80%)	(21.75%)
Western	3,710.30	3,288.57	3,308.70	3,272.01	3,178.75	(2.85%)	(14.33%)
Wisconsin Indianhead	2,741.40	2,576.70	2,303.90	2,212.68	2,186.19	(1.20%)	(20.25%)
Statewide Average	4,698.63	4,477.64	4,256.05	4,048.81	3,851.31	(4.88%)	(18.03%)

FTE Between Colleges

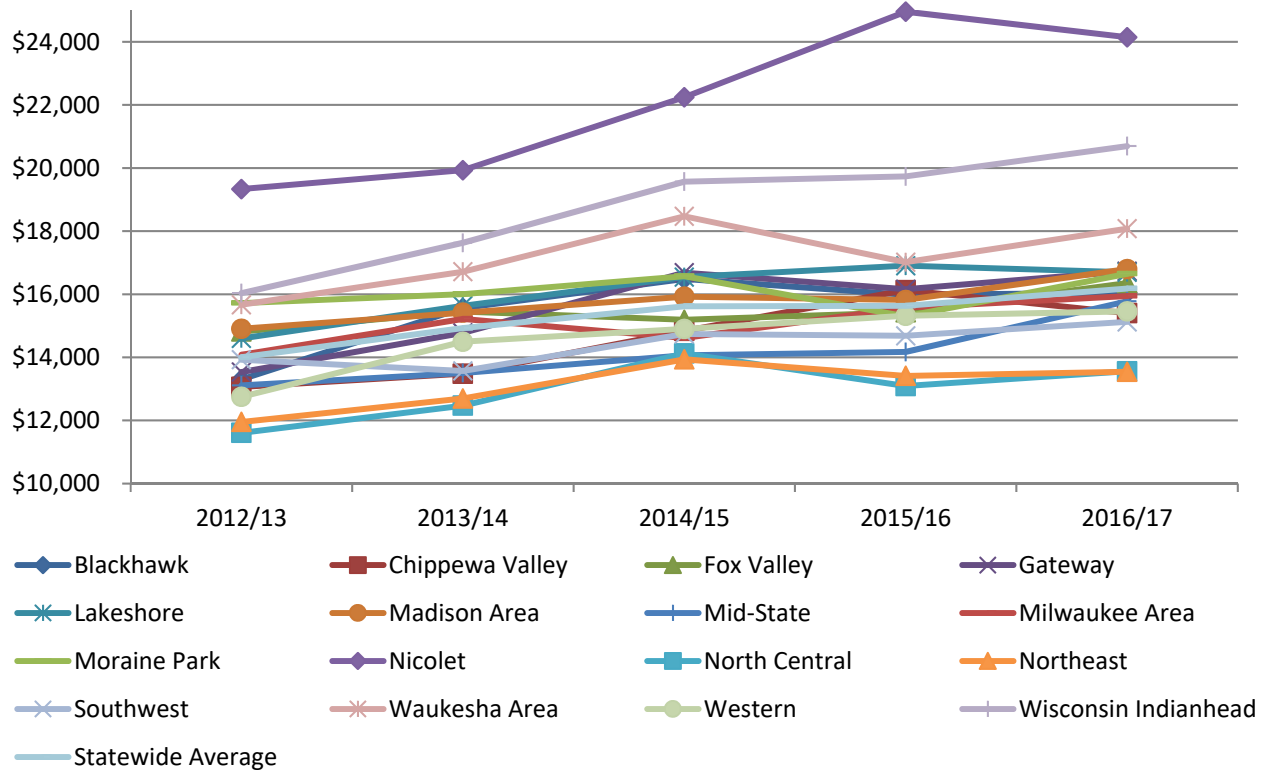


COST PER FTE ANALYSIS AMONGST COLLEGES

College	2012/13	2013/14	2014/15	2015/16	2016/17	Percent Change from 2015/16	Percent Change from 2012/13
Blackhawk	\$13,300	\$15,563	\$16,487	\$15,983	\$16,048	0.41%	20.66%
Chippewa Valley	\$13,065	\$13,481	\$14,838	\$16,128	\$15,400	(4.51%)	17.88%
Fox Valley	\$14,816	\$15,451	\$15,190	\$15,425	\$16,351	6.00%	10.36%
Gateway	\$13,534	\$14,776	\$16,684	\$16,158	\$16,731	3.55%	23.62%
Lakeshore	\$14,599	\$15,633	\$16,545	\$16,905	\$16,695	(1.24%)	14.36%
Madison Area	\$14,907	\$15,415	\$15,924	\$15,818	\$16,796	6.18%	12.67%
Mid-State	\$13,111	\$13,503	\$14,068	\$14,171	\$15,777	11.33%	20.33%
Milwaukee Area	\$14,080	\$15,218	\$14,613	\$15,573	\$15,942	2.37%	13.22%
Moraine Park	\$15,721	\$16,004	\$16,572	\$15,297	\$16,648	8.83%	5.90%
Nicolet	\$19,332	\$19,930	\$22,243	\$24,954	\$24,144	(3.25%)	24.89%
North Central	\$11,608	\$12,470	\$14,123	\$13,092	\$13,558	3.56%	16.80%
Northeast	\$11,952	\$12,696	\$13,936	\$13,413	\$13,543	0.97%	13.31%
Southwest	\$13,924	\$13,570	\$14,741	\$14,683	\$15,124	3.00%	8.62%
Waukesha Area	\$15,667	\$16,714	\$18,470	\$17,016	\$18,079	6.25%	15.40%
Western	\$12,751	\$14,496	\$14,900	\$15,316	\$15,458	0.93%	21.23%
Wisconsin Indianhead	\$16,034	\$17,628	\$19,568	\$19,733	\$20,693	4.86%	29.06%
Statewide Average	\$14,005	\$14,927	\$15,618	\$15,634	\$16,181	3.50%	15.54%

NOTE: Cost per FTE is a function of aidable operational costs (from General Fund and Special Revenue Fund - Operating only) divided by aidable FTE's

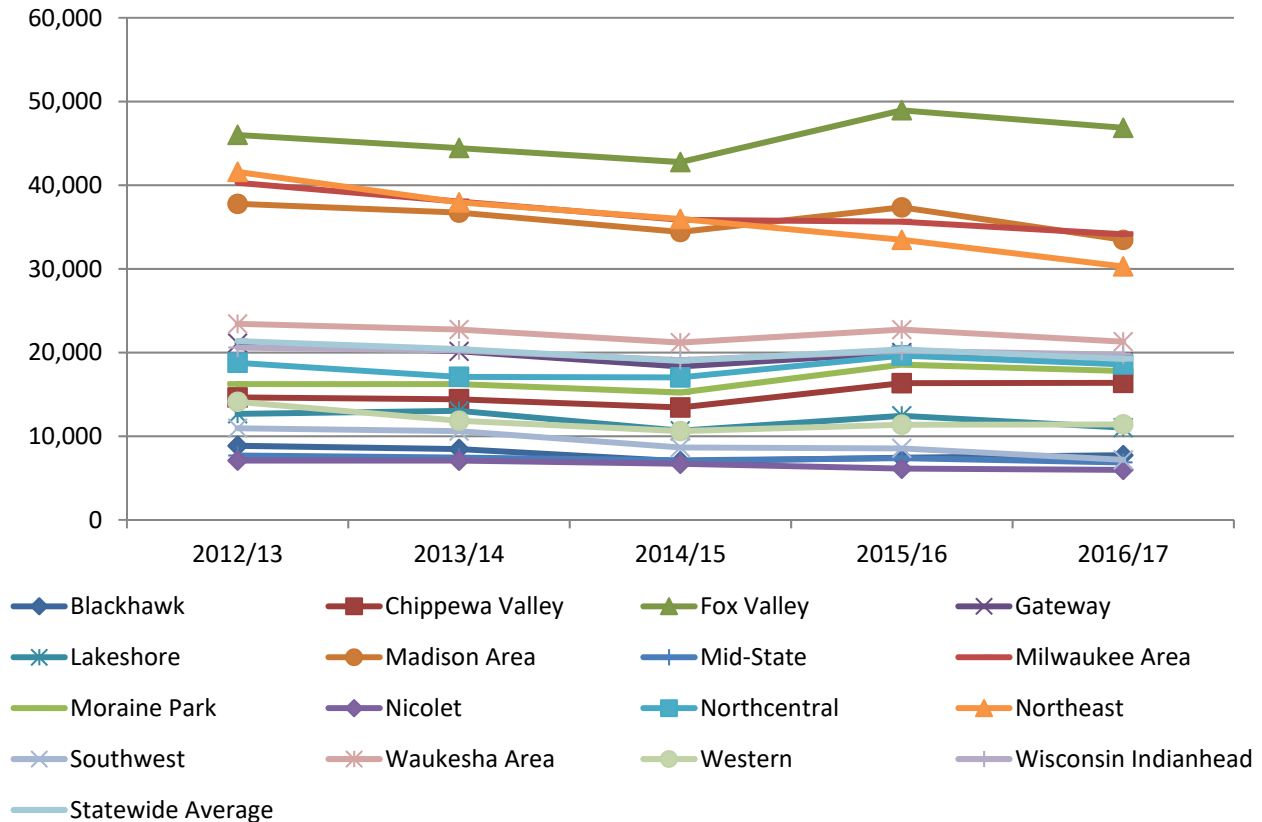
Cost per FTE Between Colleges



HEAD COUNT ANALYSIS AMONGST COLLEGES

College	2012/13	2013/14	2014/15	2015/16	2016/17	Percent Change from 2015/16	Percent Change from 2012/13
Blackhawk	8,857	8,469	6,999	7,437	7,731	3.95%	(12.71%)
Chippewa Valley	14,639	14,415	13,435	16,336	16,378	0.26%	11.88%
Fox Valley	46,002	44,437	42,756	48,944	46,853	(4.27%)	1.85%
Gateway	21,130	20,142	18,336	19,998	18,880	(5.59%)	(10.65%)
Lakeshore	12,675	13,031	10,653	12,447	11,025	(11.42%)	(13.02%)
Madison Area	37,771	36,714	34,405	37,351	33,466	(10.40%)	(11.40%)
Mid-State	7,688	7,457	7,129	7,367	6,863	(6.84%)	(10.73%)
Milwaukee Area	40,280	38,049	35,859	35,627	34,133	(4.19%)	(15.26%)
Moraine Park	16,223	16,232	15,221	18,553	17,796	(4.08%)	9.70%
Nicolet	7,098	7,085	6,710	6,125	5,982	(2.33%)	(15.72%)
Northcentral	18,776	17,092	17,027	19,635	18,572	(5.41%)	(1.09%)
Northeast	41,582	37,943	35,951	33,472	30,284	(9.52%)	(27.17%)
Southwest	10,952	10,614	8,657	8,544	7,181	(15.95%)	(34.43%)
Waukesha Area	23,432	22,756	21,186	22,742	21,301	(6.34%)	(9.09%)
Western	14,109	11,857	10,613	11,379	11,411	0.28%	(19.12%)
Wisconsin Indianhead	20,588	20,251	19,085	20,196	19,751	(2.20%)	(4.07%)
Statewide Average	21,363	20,409	19,001	20,385	19,225	(5.69%)	(10.00%)

Head Count Between Colleges



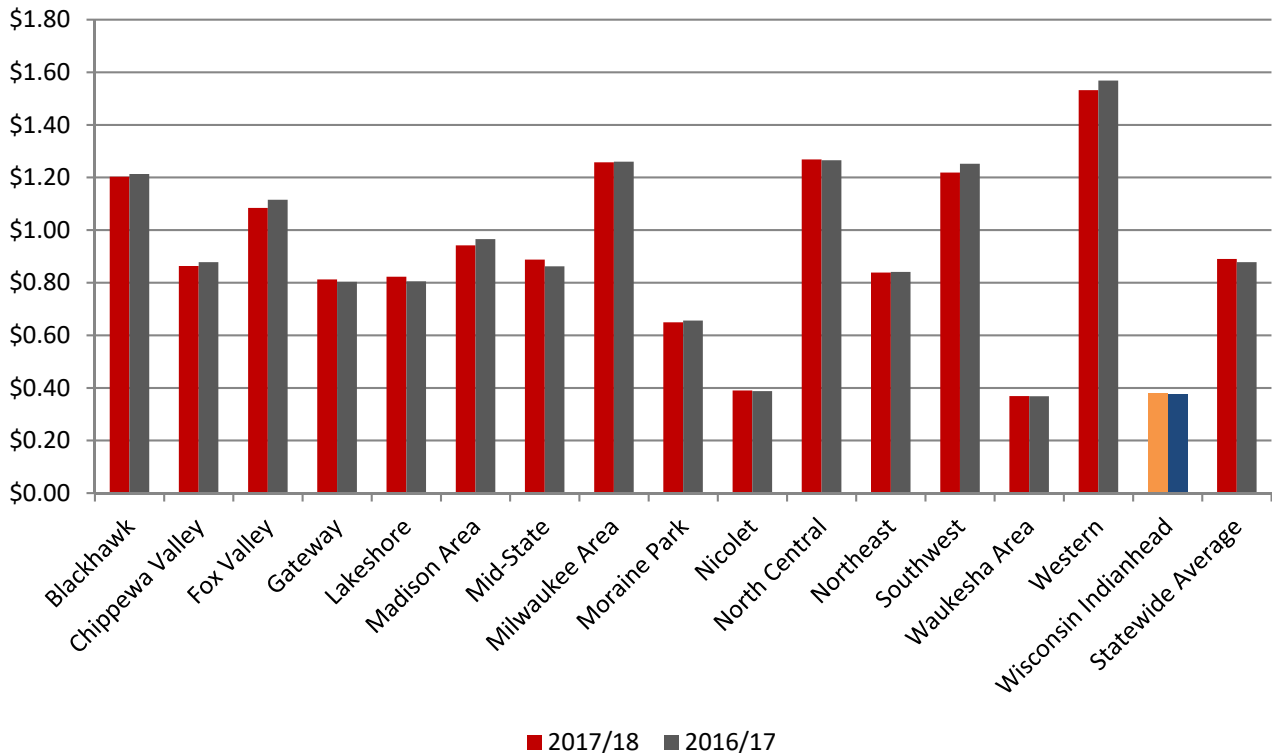
TAX RATE COMPARISONS

College	2017/18 Tax Rates				2016/17 Tax Rates			
	Operating Mill Rate*	Debt Mill Rate	Total Mill Rate	Rank	Operating Mill Rate*	Debt Mill Rate	Total Mill Rate	Rank
Blackhawk	0.56412	0.63863	1.20275	12	0.57077	0.64198	1.21275	12
Chippewa Valley	0.57510	0.28810	0.86320	8	0.57695	0.30082	0.87777	9
Fox Valley	0.62753	0.45682	1.08434	11	0.63614	0.47882	1.11496	11
Gateway	0.52039	0.29148	0.81187	5	0.52132	0.28149	0.80281	5
Lakeshore	0.48384	0.33894	0.82278	6	0.46756	0.33705	0.80461	6
Madison Area	0.51343	0.42836	0.94179	10	0.51176	0.45398	0.96574	10
Mid-State	0.51110	0.37668	0.88778	9	0.51155	0.35026	0.86181	8
Milwaukee Area	0.66053	0.59688	1.25741	14	0.65190	0.60787	1.25977	14
Moraine Park	0.43178	0.21752	0.64930	4	0.42942	0.22642	0.65584	4
Nicolet	0.22651	0.16355	0.39006	3	0.22189	0.16568	0.38757	3
North Central	0.64225	0.62620	1.26845	15	0.63925	0.62620	1.26545	15
Northeast	0.38132	0.45678	0.83810	7	0.37166	0.46885	0.84051	7
Southwest	0.61391	0.60434	1.21825	13	0.62698	0.62522	1.25220	13
Waukesha Area	0.20632	0.16223	0.36855	1	0.19978	0.16860	0.36838	1
Western	0.60258	0.92943	1.53201	16	0.60671	0.96172	1.56843	16
Wisconsin Indianhead	0.17263	0.20754	0.38017	2	0.16749	0.21008	0.37757	2
Statewide Average	0.47336	0.41639	0.88975		0.46490	0.41280	0.87770	

* Operating mill rates are limited to \$1.50 per \$1,000 of equalized valuation.

Tax rates have increased as a result of property value declines.

Tax Rates by College

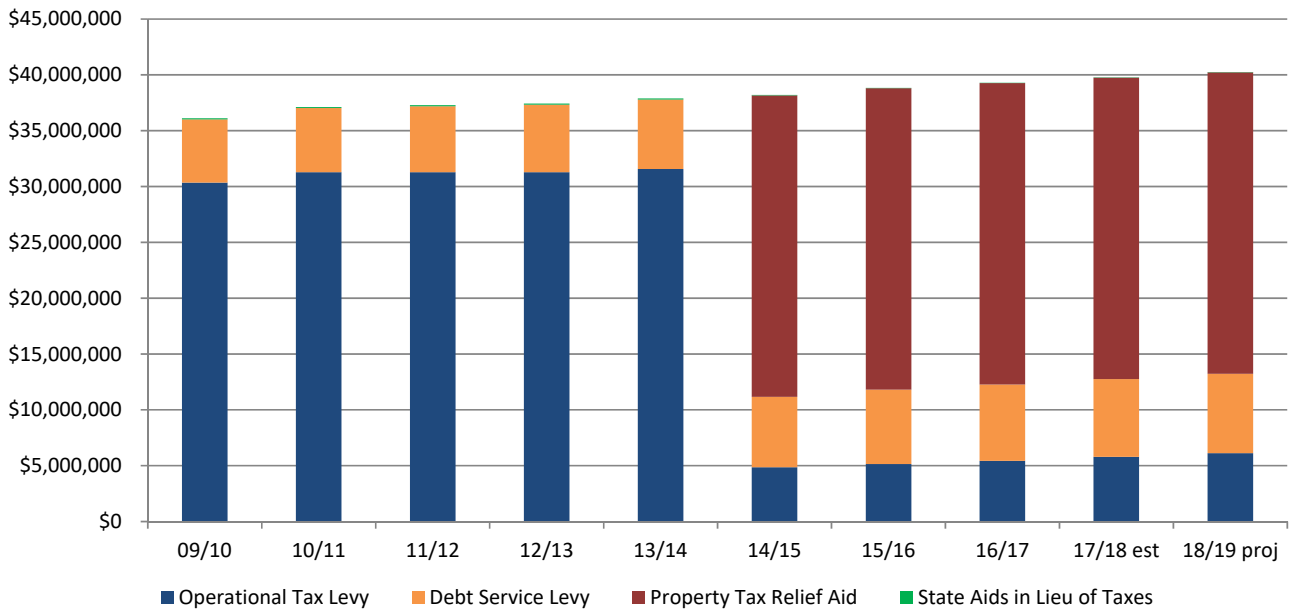


SCHEDULE OF EQUALIZED VALUATIONS AND BUDGETARY NEEDS

Year	Equalized Valuation	Personal Computer Value	Total Equalized Valuation	Operational Tax Levy	Debt Service Tax Levy	Property Tax Relief Aid	State Aids in Lieu of Taxes	Total Needs
09/10	\$34,173,559,569	\$46,251,600	\$34,219,811,169	\$30,344,642	\$5,682,467	\$0	\$93,382	\$36,120,491
10/11	\$32,487,261,673	\$33,522,200	\$32,520,783,873	\$31,277,929	\$5,757,939	\$0	\$93,129	\$37,128,997
11/12	\$31,520,063,785	\$30,090,442	\$31,550,154,227	\$31,277,929	\$5,919,083	\$0	\$100,735	\$37,297,747
12/13	\$30,073,355,967	\$32,896,480	\$30,106,252,447	\$31,277,929	\$6,067,060	\$0	\$101,092	\$37,446,081
13/14	\$30,160,194,532	\$35,255,200	\$30,195,449,732	\$31,572,342	\$6,218,737	\$0	\$101,174	\$37,892,253
14/15	\$30,847,020,106	\$34,693,900	\$30,881,714,006	\$4,858,536	\$6,312,018	\$27,002,399	\$43,870	\$38,216,823
15/16	\$31,605,894,273	\$36,736,600	\$31,642,630,873	\$5,151,399	\$6,658,278	\$27,002,399	\$32,292	\$38,844,368
16/17	\$32,482,382,763	\$32,173,400	\$32,514,556,163	\$5,440,520	\$6,823,861	\$27,002,399	\$33,430	\$39,300,210
17/18 est	\$33,558,497,404	\$32,246,412	\$33,590,743,816	\$5,793,142	\$6,964,886	\$27,002,399	\$31,847	\$39,792,274
18/19 proj	\$34,816,941,057	\$32,720,434	\$34,849,661,491	\$6,121,142	\$7,111,020	\$27,002,399	\$33,041	\$40,267,602

Beginning 2014/15 \$27 million of WITC's operational levy is offset with property tax state aid relief

Tax Levy Needs

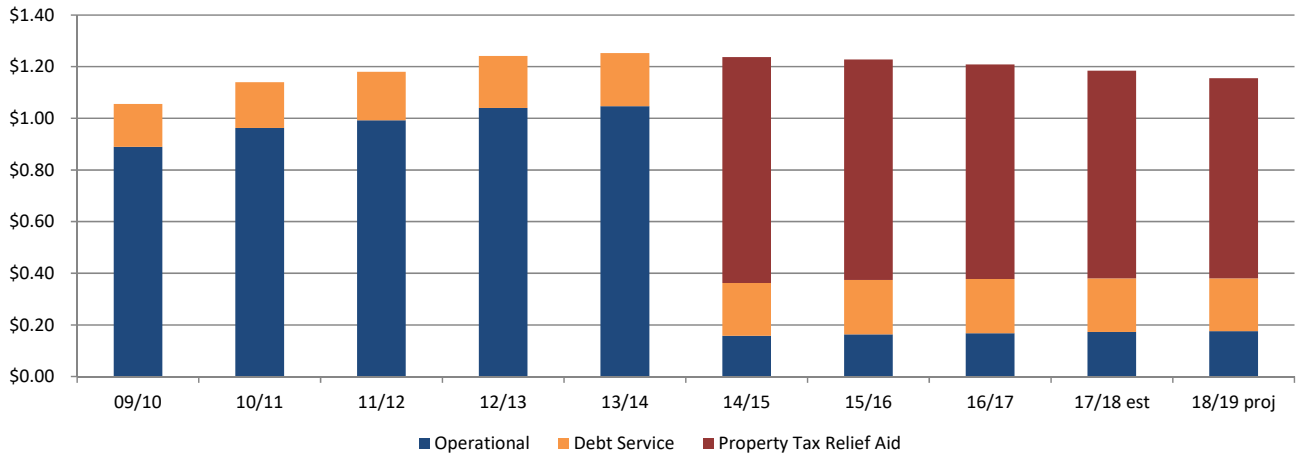


SCHEDULE OF EQUALIZED VALUATIONS, TAX LEVIES, AND MILL RATES

Year	Equalized Valuation	Tax Levies			Debt			Total
		Operational	Debt Service	Property Tax Relief Aid	Operational	Debt Service	Property Tax Relief Aid	
09/10	\$34,173,559,569	\$30,344,642	\$5,682,467	\$0	\$0.88939	\$0.16628	\$0.00000	\$1.05567
10/11	\$32,487,261,673	\$31,277,929	\$5,757,939	\$0	\$0.96278	\$0.17724	\$0.00000	\$1.14002
11/12	\$31,520,063,785	\$31,277,929	\$5,919,083	\$0	\$0.99232	\$0.18779	\$0.00000	\$1.18011
12/13	\$30,073,355,967	\$31,277,929	\$6,067,060	\$0	\$1.04005	\$0.20174	\$0.00000	\$1.24179
13/14	\$30,160,194,532	\$31,572,342	\$6,218,737	\$0	\$1.04682	\$0.20619	\$0.00000	\$1.25301
14/15	\$30,847,020,106	\$4,858,536	\$6,312,018	\$27,002,399	\$0.15750	\$0.20462	\$0.87536	\$1.23748
15/16	\$31,605,894,273	\$5,151,399	\$6,658,278	\$27,002,399	\$0.16299	\$0.21066	\$0.85435	\$1.22800
16/17	\$32,482,382,763	\$5,440,520	\$6,823,861	\$27,002,399	\$0.16749	\$0.21008	\$0.83129	\$1.20886
17/18 est	\$33,558,497,404	\$5,793,142	\$6,964,886	\$27,002,399	\$0.17263	\$0.20754	\$0.80464	\$1.18481
18/19 proj	\$34,816,941,057	\$6,121,142	\$7,111,020	\$27,002,399	\$0.17581	\$0.20424	\$0.77555	\$1.15560

Beginning 2014/15 \$27 million of WITC's operational levy is offset with property tax state aid relief

Mill Rates



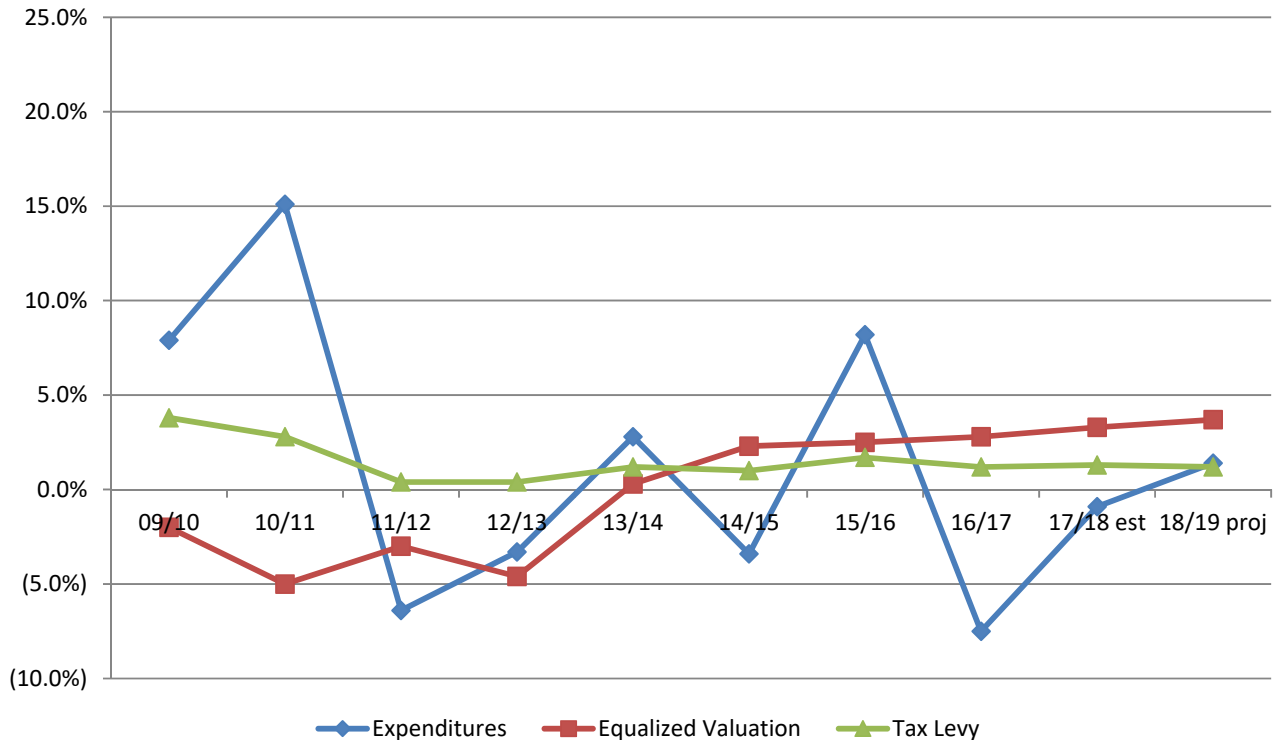
The Property Tax Relief Aid is not a levied item nor is it normally expressed in a mill rate. The aid was converted to a mill rate by dividing the per 1,000 equalized valuation and is shown for comparison purposes only.

HISTORICAL COMPARISONS BUDGET, EQUALIZED VALUATION, TAX LEVY PROPERTY TAX RELIEF AID, AND MILL RATES

Year	Total Expenditures Budget		Equalized Valuation		Tax Levy and Property Tax Relief Aid		Mill Rate
	Amount	% Change	Amount	% Change	Amount	% Change	With Relief Aid Total
09/10	\$73,830,805	7.9%	\$34,219,811,169	(2.0%)	\$36,027,109	3.8%	\$1.05567
10/11	\$84,958,301	15.1%	\$32,520,783,873	(5.0%)	\$37,035,868	2.8%	\$1.14002
11/12	\$79,487,169	(6.4%)	\$31,550,154,227	(3.0%)	\$37,197,012	0.4%	\$1.18011
12/13	\$76,840,243	(3.3%)	\$30,106,252,447	(4.6%)	\$37,344,989	0.4%	\$1.24179
13/14	\$78,995,942	2.8%	\$30,195,449,732	0.3%	\$37,791,079	1.2%	\$1.25301
14/15	\$76,279,927	(3.4%)	\$30,881,714,006	2.3%	\$38,172,953	1.0%	\$1.23748
15/16	\$82,526,215	8.2%	\$31,642,630,873	2.5%	\$38,812,076	1.7%	\$1.22800
16/17	\$76,352,234	(7.5%)	\$32,514,556,163	2.8%	\$39,266,780	1.2%	\$1.20886
17/18 est	\$75,636,318	(0.9%)	\$33,590,743,816	3.3%	\$39,760,427	1.3%	\$1.18481
18/19 proj	\$76,730,226	1.4%	\$34,849,661,491	3.7%	\$40,234,561	1.2%	\$1.15560

Beginning 2014/15 \$27 million of WITC's operational levy is offset with property tax state aid relief

Change Over Time



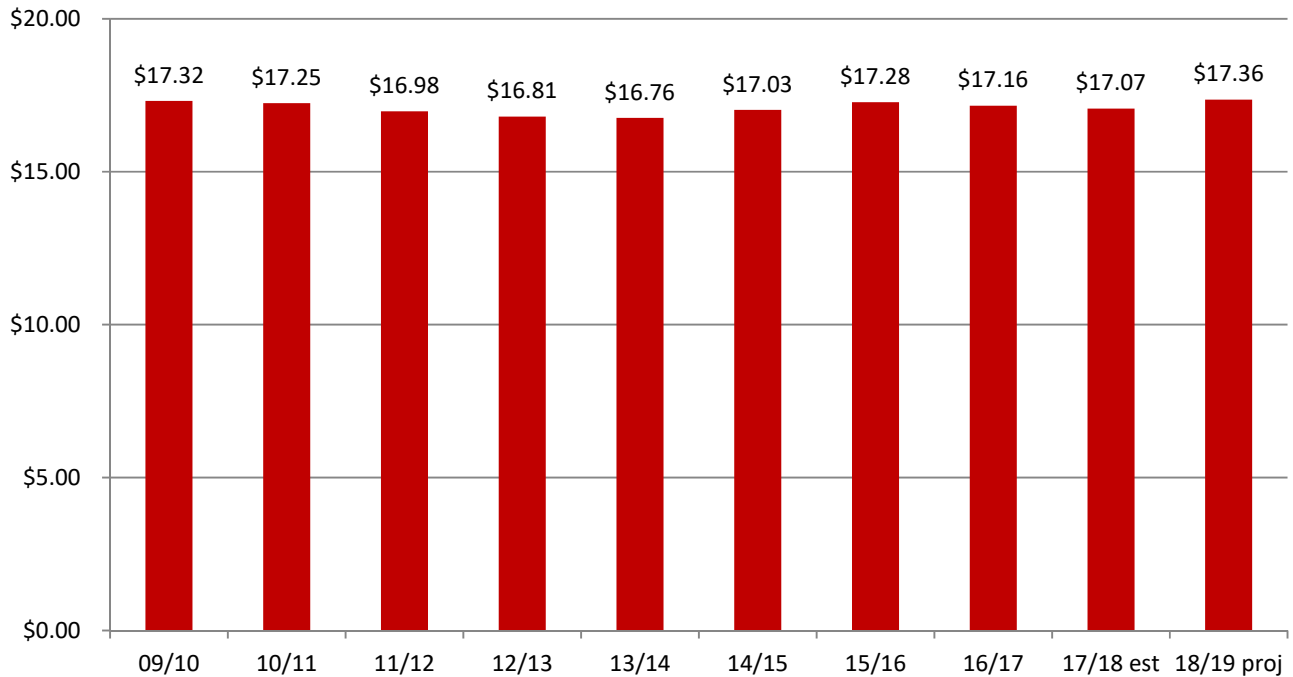
PROPERTY TAX RELATED REVENUES

Property tax revenue is an important focus for WITC officials and taxpayers. To get a better understanding of the change in tax levy over time, tax levy can be looked at in relation to constant dollars. This analysis looks at tax levy including the amount reduced by the Property Tax Relief Aid in constant dollars using 1982-84 as the base year (all urban consumers - Midwest urban - all items). The trend shows that the change between years in constant dollars is less than the change in current dollars.

Year	Property Tax Related Revenues - Current Dollars	Percentage Change	Consumer Price Index	Property Tax Revenues - Base Dollars	Percentage Change
09/10	\$36,027,109	3.8%	208.0	\$17,316,896	1.8%
10/11	\$37,035,868	2.8%	214.7	\$17,246,601	(0.4%)
11/12	\$37,197,012	0.4%	219.1	\$16,977,185	(1.6%)
12/13	\$37,344,989	0.4%	222.2	\$16,809,195	(1.0%)
13/14	\$37,791,079	1.2%	225.4	\$16,764,369	(0.3%)
14/15	\$38,172,953	1.0%	224.2	\$17,025,535	1.6%
15/16	\$38,812,076	1.7%	224.6	\$17,278,917	1.5%
16/17	\$39,266,780	1.2%	228.8	\$17,160,254	(0.7%)
17/18 est	\$39,760,427	1.3%	232.9	\$17,069,616	(0.5%)
18/19 proj	\$40,234,561	1.2%	231.8	\$17,359,967	1.2%

Beginning 2014/15 \$27 million of WITC's operational levy is offset with property tax state aid relief

Property Tax Revenues in Base Year Dollars



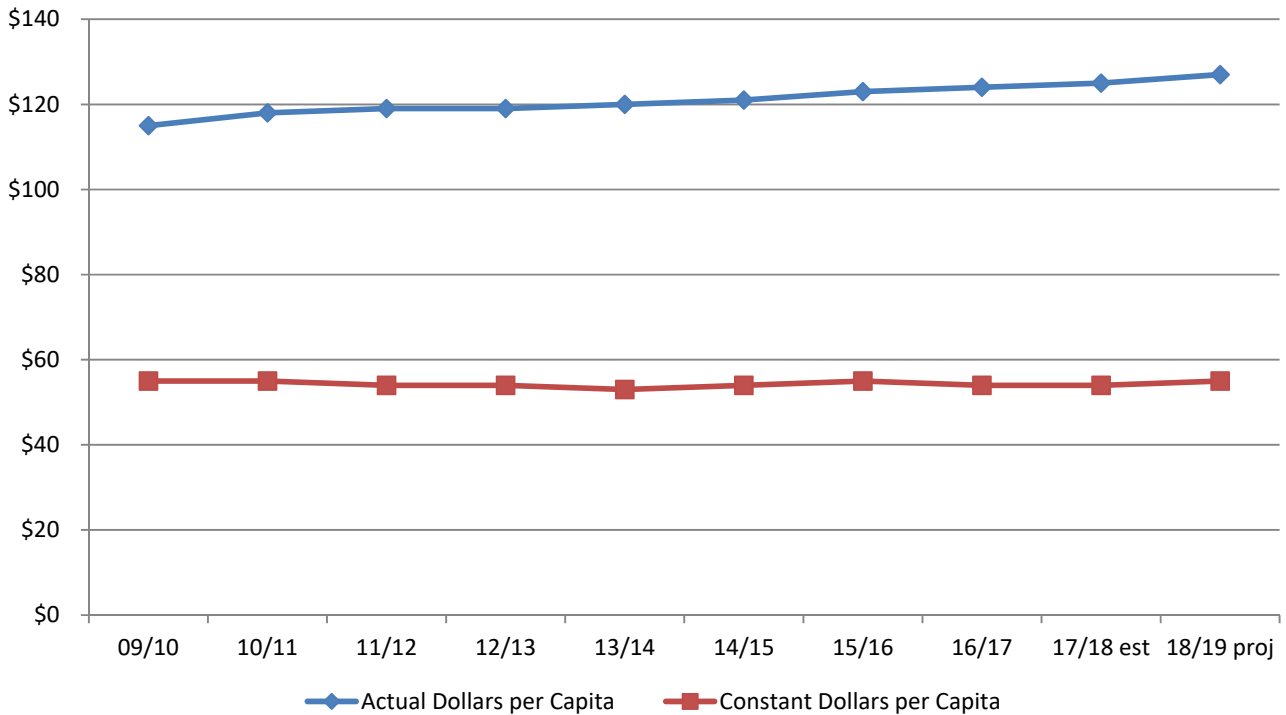
PROPERTY TAX RELATED REVENUES PER CAPITA

Property taxes per capita reflect changes relative to changes in population. Property tax related revenues are adjusted by the Consumer price Index using 1982-84 as the base year (all urban consumers - Midwest urban - all items) to reflect changes relative to the value of the dollar.

Year	Property Tax Revenues - Current Dollars	Consumer Price Index	Population	Per Capita	
				Actual Dollars	Constant Dollars
09/10	\$36,027,109	208.0	313,984	\$115	\$55
10/11	\$37,035,868	214.7	313,494	\$118	\$55
11/12	\$37,197,012	219.1	313,851	\$119	\$54
12/13	\$37,344,989	222.2	313,555	\$119	\$54
13/14	\$37,791,079	225.4	314,102	\$120	\$53
14/15	\$38,172,953	224.2	314,722	\$121	\$54
15/16	\$38,812,076	224.6	315,152	\$123	\$55
16/17	\$39,266,780	228.8	316,134	\$124	\$54
17/18 est	\$39,760,427	232.9	316,923	\$125	\$54
18/19 proj	\$40,234,561	231.8	317,515	\$127	\$55

Beginning 2014/15 \$27 million of WITC's operational levy is offset with property tax state aid relief

Property Tax Levy Per Capita

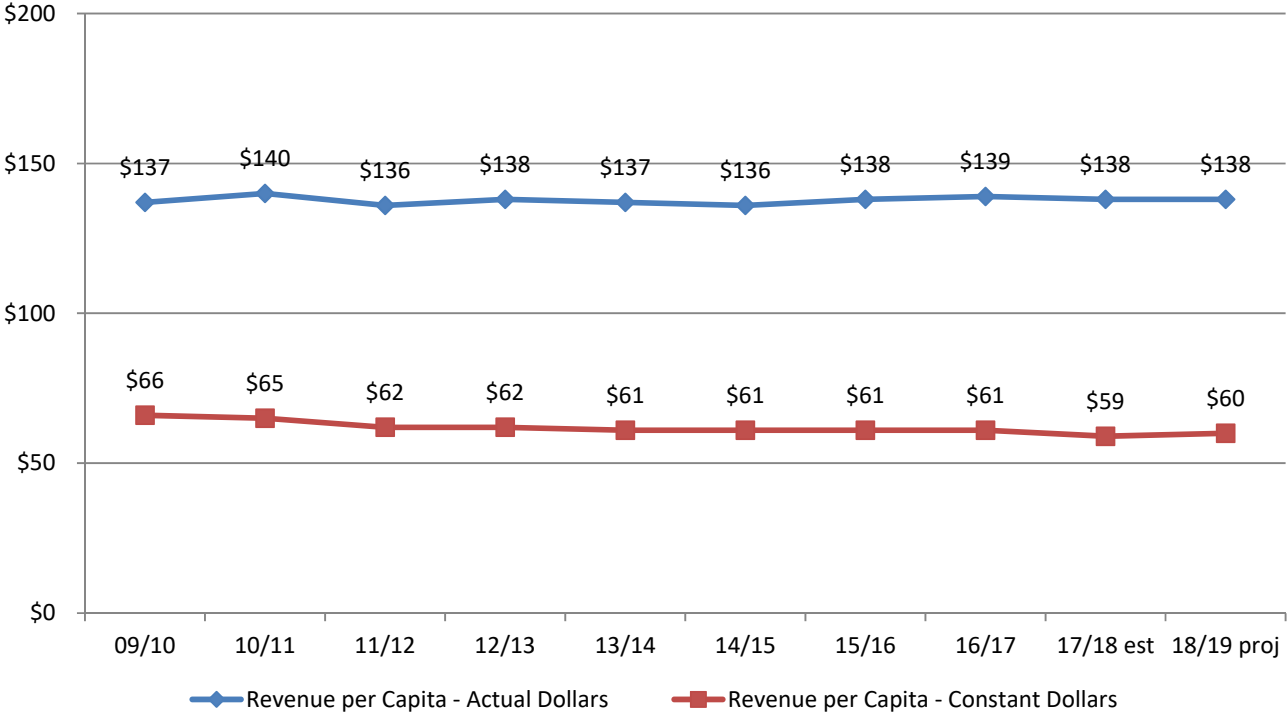


OPERATING REVENUES PER CAPITA

Operating revenues per capita reflect how much revenue is received per population to offset operational costs of WITC in the General Fund. Operating revenues are adjusted by the Consumer Price Index using 1982-84 as the base year (all urban consumers - Midwest urban - all items) to reflect changes relative to the value of the dollar. This trend information needs to be analyzed in conjunction with operating expenditures per capita before decisions can be made on the fiscal health of WITC.

Year	Operating Revenues	Consumer Price Index	Population	Per Capita	
				Actual Dollars	Constant Dollars
09/10	\$42,882,006	208.0	313,984	\$137	\$66
10/11	\$43,787,297	214.7	313,494	\$140	\$65
11/12	\$42,567,848	219.1	313,851	\$136	\$62
12/13	\$43,205,408	222.2	313,555	\$138	\$62
13/14	\$43,160,957	225.4	314,102	\$137	\$61
14/15	\$42,772,273	224.2	314,722	\$136	\$61
15/16	\$43,338,834	224.6	315,152	\$138	\$61
16/17	\$43,890,138	228.8	316,134	\$139	\$61
17/18 est	\$43,835,670	232.9	316,923	\$138	\$59
18/19 proj	\$43,834,877	231.8	317,515	\$138	\$60

Operating Revenues per Capita

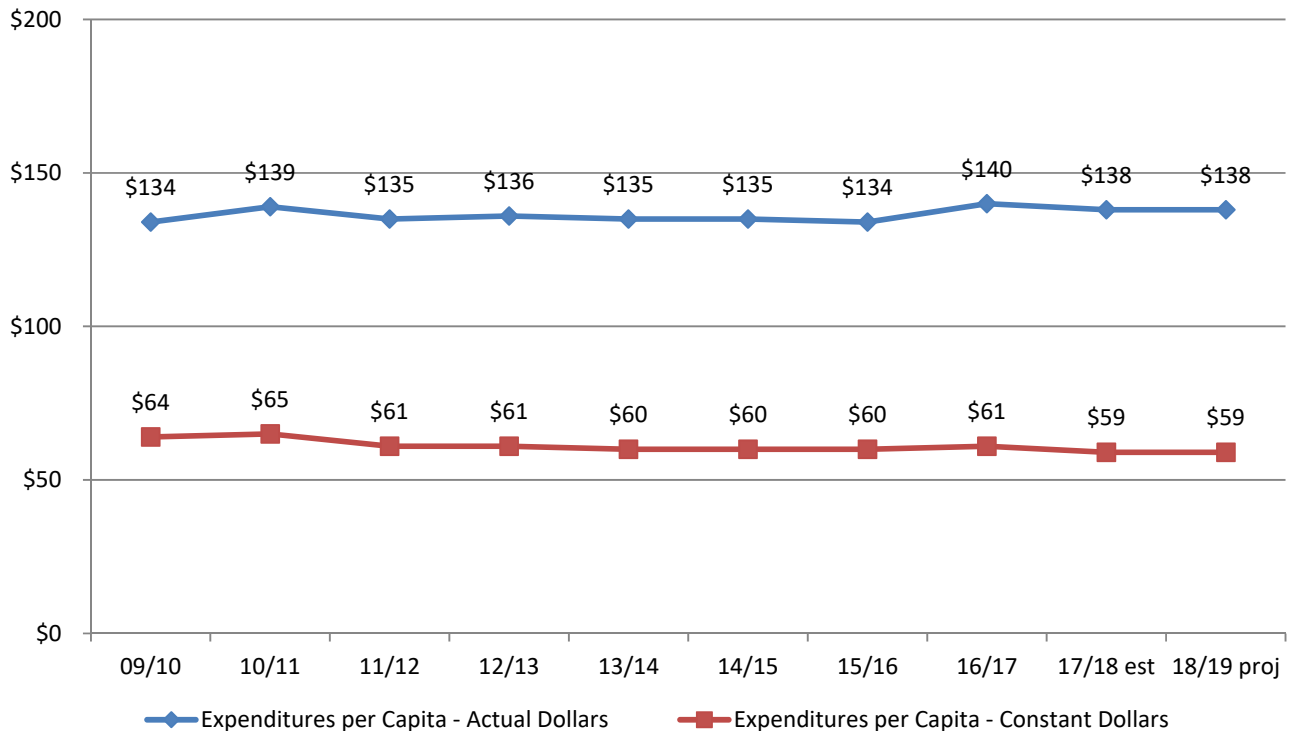


OPERATING EXPENDITURES PER CAPITA

Operating expenditures per capita reflect how much is spent per population for operational costs in the General Fund by WITC. Operating revenues are adjusted by the Consumer Price Index using 1982-84 as the base year (all urban consumers - Midwest urban - all items) to reflect changes relative to the value of the dollar. This trend information needs to be analyzed in conjunction with operating revenues per capita before decisions can be made on the fiscal health of WITC.

Year	Operating Expenditures	Consumer Price Index	Population	Per Capita	
				Actual Dollars	Constant Dollars
09/10	\$41,963,882	208.0	313,984	\$134	\$64
10/11	\$43,615,744	214.7	313,494	\$139	\$65
11/12	\$42,273,283	219.1	313,851	\$135	\$61
12/13	\$42,656,171	222.2	313,555	\$136	\$61
13/14	\$42,509,153	225.4	314,102	\$135	\$60
14/15	\$42,599,685	224.2	314,722	\$135	\$60
15/16	\$42,293,981	224.6	315,152	\$134	\$60
16/17	\$44,185,828	228.8	316,134	\$140	\$61
17/18 est	\$43,697,340	232.9	316,923	\$138	\$59
18/19 proj	\$43,774,877	231.8	317,515	\$138	\$59

Operating Expenditures per Capita

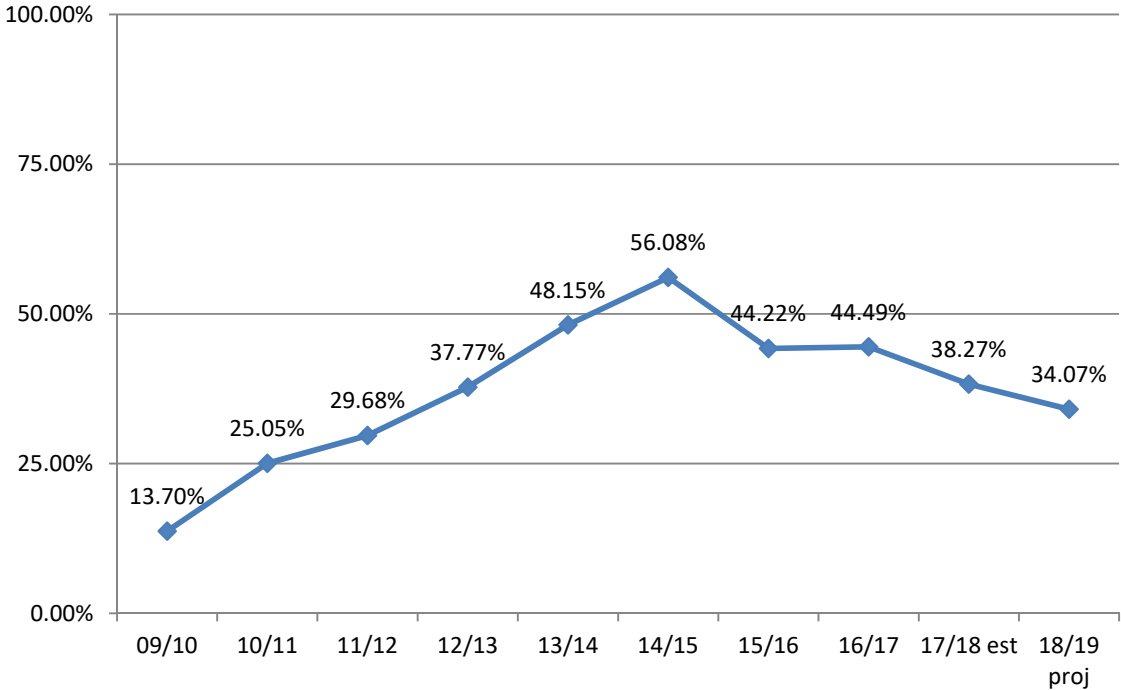


OPEB ASSETS TO TOTAL UNFUNDED LIABILITY

The Governmental Accounting Standards Board now requires governmental entities to recognize their post-employment benefit liability. WITC has begun placing funds into an irrevocable OPEB Trust in order to fund this liability and reduce its liability. This graph shows the funding progress WITC has made.

Year	OPEB Trust Plan Assets	Unfunded Liability	Total Post-Employment Benefit Liability
09/10	\$1,593,016	\$10,030,705	\$11,623,721
10/11	\$2,313,251	\$6,921,205	\$9,234,456
11/12	\$2,741,133	\$6,493,323	\$9,234,456
12/13	\$4,206,734	\$6,931,646	\$11,138,380
13/14	\$5,363,461	\$5,774,919	\$11,138,380
14/15	\$6,246,392	\$4,891,988	\$11,138,380
15/16	\$6,184,251	\$7,800,989	\$13,985,240
16/17	\$6,292,037	\$7,851,488	\$14,143,525
17/18 est	\$5,889,721	\$9,500,000	\$15,389,721
18/19 proj	\$5,166,521	\$10,000,000	\$15,166,521

Funding Ratio

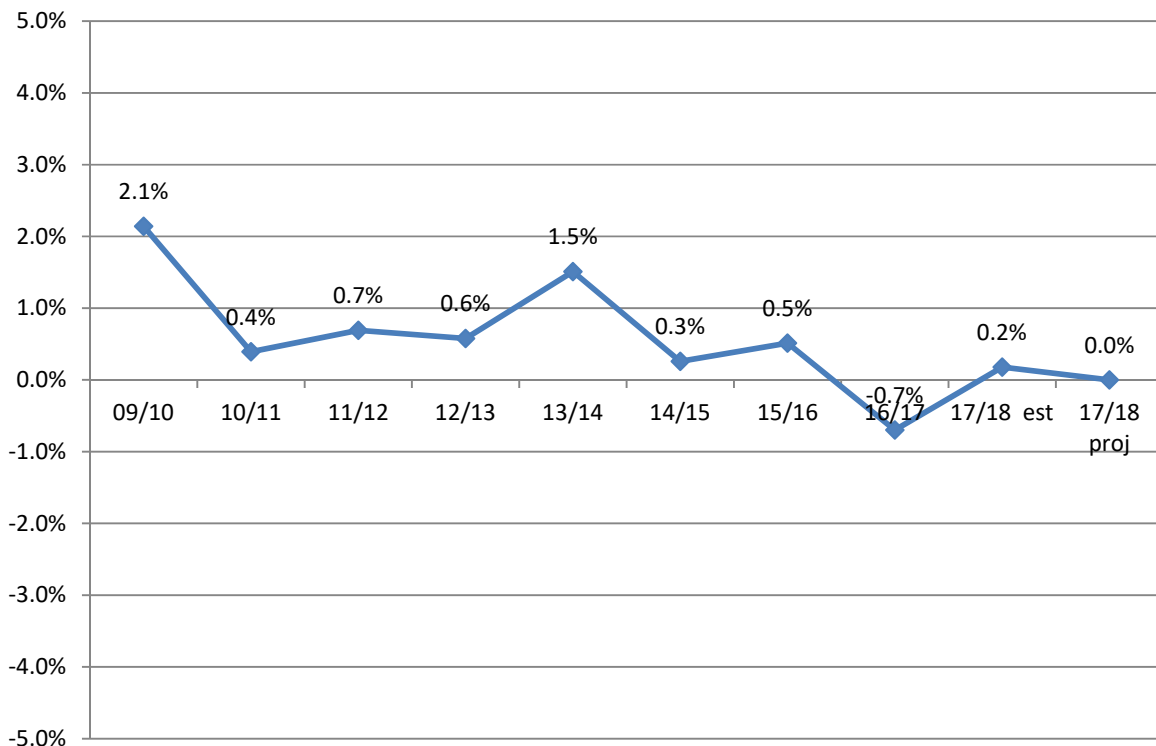


OPERATING SURPLUS/DEFICIT TO OPERATING REVENUES

This indicator compares the net operating surplus or deficit at the end of the year in the General Fund to total General Fund revenues. This is a measure the credit rating agencies use to determine the credit worthiness of the college. When WITC has its funded balance for the General Fund where it desires it to be, the change between years should be close to zero.

Year	Operating Surplus/ Deficit	Operating Revenues
09/10	\$918,124	\$42,882,006
10/11	\$171,553	\$43,787,297
11/12	\$294,565	\$42,567,848
12/13	\$249,237	\$43,205,408
13/14	\$651,804	\$43,160,957
14/15	\$110,861	\$42,772,273
15/16	\$222,736	\$43,338,834
16/17	-\$306,618	\$43,890,138
17/18 est	\$78,680	\$43,835,670
17/18 proj	\$0	\$43,834,877

Surplus/Deficit

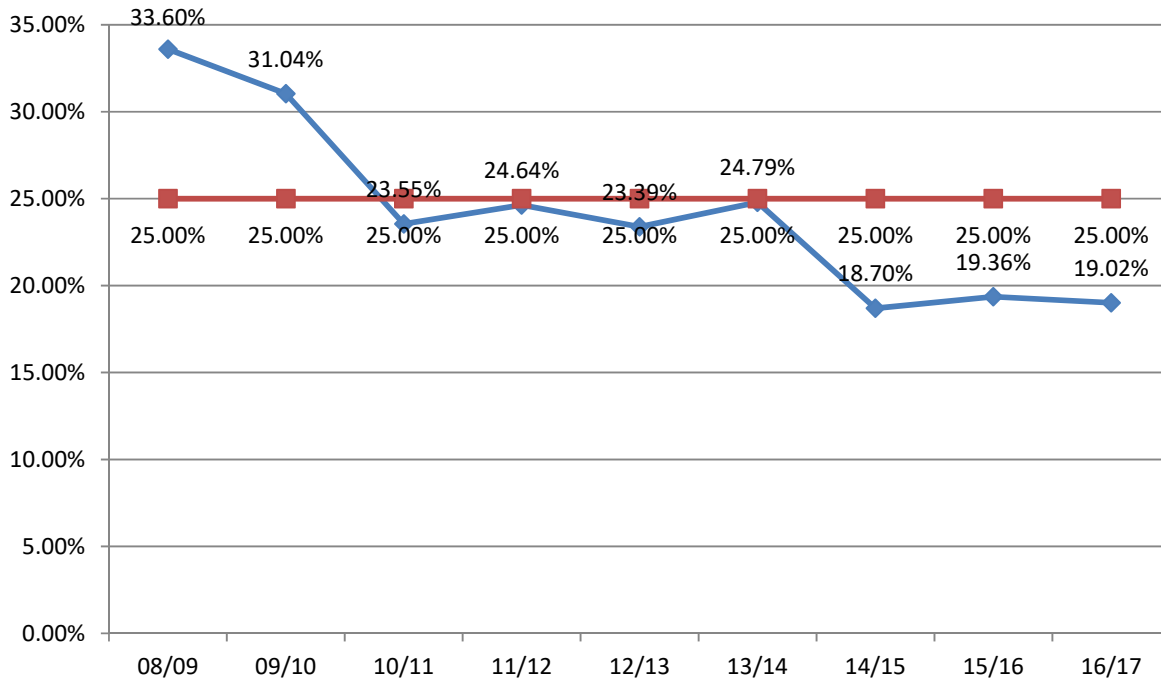


UNRESERVED FUND BALANCE TO OPERATING EXPENDITURES

This indicator compares the unreserved portion of fund balance to the total expenditures in the General Fund. This analysis looks at the ratio based on actual expenditures as of June 30. WITC's policy is based on the next year's budgeted expenditures. The unreserved portion of the WITC General Fund is the portion Designated for Operations. This indicator measures WITC's ability to withstand financial emergencies and meets its cash flow needs. The current goal is to have a balance equal to approximately 25% of operating costs.

Year	Unreserved Fund Balance	Operating Expenditures
08/09	\$13,550,690	\$40,325,084
09/10	\$13,025,929	\$41,963,882
10/11	\$10,273,435	\$43,615,744
11/12	\$10,414,796	\$42,273,283
12/13	\$9,975,474	\$42,656,171
13/14	\$10,539,057	\$42,509,153
14/15	\$7,964,978	\$42,599,685
15/16	\$8,187,712	\$42,293,981
16/17	\$8,402,090	\$44,185,828
17/18 est	\$8,607,879	\$43,697,340
18/19 proj	\$8,443,719	\$43,774,877

Fund Balance to Operating Expenditures



LIQUIDITY

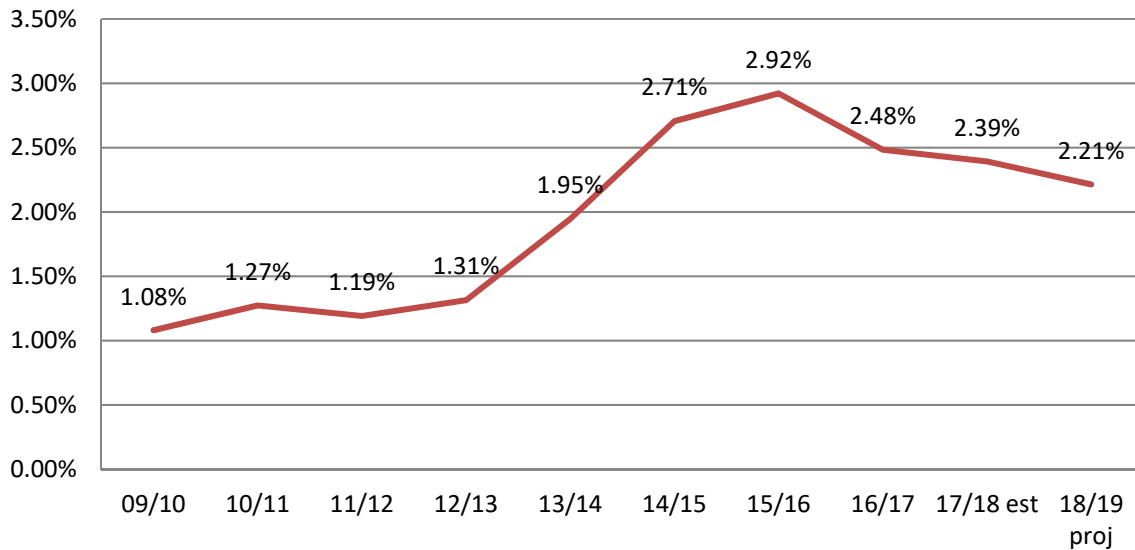
This indicator measures the ability to pay debts when they come due. This indicator compares total cash and investments on a budgetary basis to total liabilities on a budgetary basis

Year	Cash and Investment	Total Liabilities
09/10	8,806,514	8,150,311
10/11	11,397,760	8,945,821
11/12	11,029,229	9,261,568
12/13	12,407,487	9,441,982
13/14	17,563,223	9,026,954
14/15	28,390,043	10,490,121
15/16	33,854,543	11,588,924
16/17	25,368,789	10,212,716
17/18 est	30,496,233	12,743,864
18/19 proj	30,411,151	13,739,796

WITC is maintaining stable cash reserves. Effective FY09 the college recorded major project expenditures in the same fiscal year as the related debt was incurred.

The \$27 million of Property Tax Relief Aid was received in February 2016 thereby proportionately reducing property tax receivables at fiscal year end.

Liquidity



PRINCIPAL TAXPAYERS

Taxpayer	Type of Business	2017 Assessed Value
City of Ashland		
Wal-Mart Real Estate Business Trust	Retail	\$13,097,280
Memorial Medical Center, Inc	Hospital	\$7,705,190
CG Bretting Manufacturing	Manufacturing	\$4,759,814
G&R Associates, LLC	Real Estate	\$4,204,776
Americinn	Hotel	\$4,102,740
City of Hudson		
Hanely Road, LLC	Distribution Center (Uline)	\$36,070,605
General Motors Corp	Distribution Center	\$17,643,597
Rock Street, LLC	Warehousing	\$11,415,931
Store SPE Mills Fleet 2016-1, LLC	Retail (Fleet Farm)	\$9,122,687
Target Corporation	Retail	\$8,984,758
City of New Richmond		
Wal-Mart Store, Inc.	Retail	\$12,992,950
Phillips Plastics	Manufacturing	\$4,826,381
Richmond Heights Rentals LLC	Commercial	\$4,406,826
Lakeside Foods	Food Products Supplier	\$4,130,862
Federal Foam Technologies	Manufacturing	\$3,921,199
City of Rice Lake		
Lakeview Medical Center	Medical	\$25,596,440
Wal-Mart Store, Inc.	Retail	\$13,261,167
Menards, Inc.	Retail	\$9,841,206
Bear Paw Properties, LLC	Retail	\$6,240,152
SC Swiderski, LLC	Construction & Real Estate Investment	\$6,080,755
City of Superior		
KM Superior Terminals Inc	Manufacturing	\$49,355,790
Calumet Superior, LLC	Refinery	\$42,420,173
Dome Petroleum Corporation	Storage Tanks	\$25,313,575
Miners Incorporated	Food Products Supplier	\$16,535,444
Kwik Trip, Inc.	Convenience Store	\$15,607,482

2017 EQUALIZED VALUATION FOR 2017/18 BUDGET

	October 2017 Equalized Valuation	Percent Of Total	2017/18 Tax Levy
Ashland County			
Town of:			
Agenda	\$ 38,840,100	0.1157384981%	\$ 14,765.95
Ashland	40,087,000	0.1194541194%	15,239.99
Chippewa	44,696,800	0.1331907251%	16,992.51
Gingles	54,014,700	0.1609568501%	20,534.92
Gordon	56,716,300	0.1690072322%	21,561.99
Jacobs	36,922,400	0.1100239786%	14,036.89
La Pointe	273,064,800	0.8136979320%	103,811.81
Marengo	31,194,500	0.0929555884%	11,859.30
Morse	49,060,200	0.1461930480%	18,651.35
Peeksville	18,206,000	0.0542515662%	6,921.43
Sanborn	22,162,100	0.0660402219%	8,425.43
Shanagolden	22,036,800	0.0656668099%	8,377.79
White River	52,942,600	0.1577621557%	20,127.34
Village of:			
Butternut	9,311,900	0.0277482539%	3,540.13
City of:			
Ashland	426,710,500	1.2715423575%	162,223.73
Mellen	21,488,400	0.0640327016%	8,169.31
Barron County			
Town of:			
Almena	151,306,700	0.4508744612%	57,522.69
Arland	68,745,400	0.2048524270%	26,135.13
Barron	52,966,200	0.1578324644%	20,136.31
Bear Lake	83,129,500	0.2477151641%	31,603.57
Cedar Lake	266,550,000	0.7942846653%	101,335.06
Chetek	255,224,200	0.7605352489%	97,029.30
Clinton	82,799,000	0.2467303724%	31,477.93
Crystal Lake	75,425,900	0.2247595004%	28,674.88
Cumberland	79,974,200	0.2383128490%	30,404.02
Dallas	36,788,700	0.1096255628%	13,986.06
Dovre	130,147,300	0.3878221619%	49,478.46
Doyle	47,632,200	0.1419378449%	18,108.47
Lakeland	146,725,600	0.4372233703%	55,781.08
Maple Grove	55,551,800	0.1655371818%	21,119.28
Maple Plain	179,204,900	0.5340075284%	68,128.83
Oak Grove	75,905,000	0.2261871506%	28,857.02
Prairie Farm	35,991,000	0.1072485497%	13,682.80
Prairie Lake	166,315,700	0.4955993983%	63,228.71
Rice Lake	231,711,200	0.6904695616%	88,090.30
Sioux Creek	71,980,600	0.2144929451%	27,365.07
Stanford	56,906,400	0.1695737774%	21,634.27
Stanley	201,605,900	0.6007596158%	76,645.08
Sumner	69,386,400	0.2067625185%	26,378.82
Turtle Lake	72,490,900	0.2160135563%	27,559.07
Vance Creek	37,829,600	0.1127273745%	14,381.79

2017 EQUALIZED VALUATION FOR 2017/18 BUDGET

	October 2017 Equalized Valuation	Percent Of Total	2017/18 Tax Levy
Barron County (continued)			
Village of:			
Almena	\$ 21,121,100	0.0629381751%	\$ 8,029.67
Cameron	87,546,400	0.2608769945%	33,282.76
Dallas	11,462,900	0.0341579435%	4,357.88
Haugen	13,311,700	0.0396671805%	5,060.75
New Auburn	16,974,200	0.0505809362%	6,453.13
Prairie Farm	15,949,200	0.0475265456%	6,063.45
Turtle Lake	55,646,700	0.1658199841%	21,155.36
City of:			
Barron	131,334,300	0.3913593073%	49,929.73
Chetek	133,281,500	0.3971616930%	50,670.00
Cumberland	150,509,300	0.4484983102%	57,219.54
Rice Lake	655,185,300	1.9523677954%	249,083.63
Bayfield County			
Town of:			
Barksdale	73,855,500	0.2200798587%	28,077.85
Barnes	320,702,900	0.9556533345%	121,922.52
Bayfield	165,253,100	0.4924329215%	62,824.73
Bayview	78,663,600	0.2344073865%	29,905.76
Bell	93,529,300	0.2787052983%	35,557.30
Cable	181,188,800	0.5399192571%	68,883.05
Clover	69,956,000	0.2084598811%	26,595.37
Delta	80,710,700	0.2405074671%	30,684.01
Drummond	201,055,600	0.5991197856%	76,435.87
Eileen	61,983,400	0.1847025261%	23,564.40
Grand View	137,318,400	0.4091911383%	52,204.72
Hughes	70,310,100	0.2095150599%	26,729.99
Iron River	198,571,700	0.5917180931%	75,491.56
Kelly	33,845,700	0.1008557906%	12,867.21
Keystone	27,599,700	0.0822435881%	10,492.66
Lincoln	35,815,200	0.1067246443%	13,615.96
Mason	20,386,900	0.0607502978%	7,750.54
Namakogon	238,970,400	0.7121010394%	90,850.05
Orienta	38,734,500	0.1154237943%	14,725.80
Oulu	31,971,500	0.0952709149%	12,154.69
Pilsen	16,339,900	0.0486908322%	6,211.99
Port Wing	46,943,000	0.1398840793%	17,846.45
Russell	34,066,100	0.1015125535%	12,951.00
Tripp	20,730,000	0.0617727128%	7,880.98
Washburn	49,381,700	0.1471511114%	18,773.58
Village of:			
Mason	2,584,500	0.0077015037%	982.56
City of:			
Bayfield	103,975,300	0.3098329930%	39,528.58
Washburn	111,474,900	0.3321808825%	42,379.73

2017 EQUALIZED VALUATION FOR 2017/18 BUDGET

	October 2017 Equalized Valuation	Percent Of Total	2017/18 Tax Levy
Burnett County			
Town of:			
Anderson	\$ 35,937,900	0.1070902964%	\$ 13,662.61
Blaine	40,331,800	0.1201835425%	15,333.05
Daniels	86,458,200	0.2576343303%	32,869.06
Dewey	48,565,700	0.1447195444%	18,463.36
Grantsburg	73,637,800	0.2194311691%	27,995.09
Jackson	259,072,800	0.7720035573%	98,492.43
La Follette	101,688,800	0.3030195576%	38,659.32
Lincoln	34,710,200	0.1034318940%	13,195.87
Meenon	142,063,300	0.4233303141%	54,008.60
Oakland	244,767,200	0.7293747121%	93,053.83
Roosevelt	25,240,400	0.0752131129%	9,595.71
Rusk	85,738,600	0.2554899550%	32,595.48
Sand Lake	99,931,800	0.2977838738%	37,991.35
Scott	257,097,000	0.7661159703%	97,741.29
Siren	168,009,100	0.5006454759%	63,872.49
Swiss	170,150,200	0.5070256939%	64,686.48
Trade Lake	115,683,000	0.3447204380%	43,979.53
Union	97,632,800	0.2909332069%	37,117.34
Webb Lake	227,417,800	0.6776757348%	86,458.06
West Marshland	28,908,100	0.0861423881%	10,990.07
Wood River	112,711,000	0.3358642887%	42,849.66
Village of:			
Grantsburg	54,298,700	0.1618031407%	20,642.89
Siren	63,726,200	0.1898958836%	24,226.97
Webster	32,243,500	0.0960814634%	12,258.10
Douglas County			
Town of:			
Amnicon	77,574,800	0.2311629195%	29,491.83
Bennett	58,729,400	0.1750060433%	22,327.32
Brule	53,434,700	0.1592285265%	20,314.42
Cloverland	19,752,100	0.0588587045%	7,509.21
Dairyland	35,376,300	0.1054168403%	13,449.11
Gordon	100,749,800	0.3002213979%	38,302.33
Hawthorne	75,503,300	0.2249901004%	28,704.30
Highland	53,444,900	0.1592589388%	20,318.30
Lakeside	56,355,900	0.1679333201%	21,424.98
Maple	38,222,700	0.1138987154%	14,531.23
Oakland	88,906,200	0.2649290314%	33,799.72
Parkland	80,886,100	0.2410301968%	30,750.70
Solon Springs	117,941,900	0.3514516507%	44,838.30
Summit	87,089,200	0.2595146366%	33,108.95
Superior	196,738,100	0.5862541609%	74,794.47
Wascott	291,467,800	0.8685365011%	110,808.13

2017 EQUALIZED VALUATION FOR 2017/18 BUDGET

		October 2017 Equalized Valuation	Percent Of Total	2017/18 Tax Levy
Douglas County				
Village of:				
Lake Nebagamon	\$	168,448,900	0.5019560233%	\$ 64,039.69
Oliver		24,608,900	0.0733313173%	9,355.63
Poplar		44,424,100	0.1323780603%	16,888.83
Solon Springs		43,866,500	0.1307165183%	16,676.85
Superior		48,284,500	0.1438815623%	18,356.45
City of:				
Superior		1,614,094,500	4.8097937236%	613,634.83
Iron County				
Town of:				
Anderson		17,533,900	0.0522487488%	6,665.91
Carey		20,676,300	0.0616127351%	7,860.57
Gurney		14,569,900	0.0434164277%	5,539.08
Kimball		45,720,900	0.1362423723%	17,381.84
Knight		22,488,800	0.0670137266%	8,549.63
Oma		108,692,800	0.3238905731%	41,322.05
Pence		18,006,300	0.0536564899%	6,845.51
Saxon		26,680,500	0.0795044501%	10,143.20
City of:				
Hurley		59,073,600	0.1760317504%	22,458.18
Montreal		34,124,000	0.1016851507%	12,973.02
Polk County				
Town of:				
Alden		324,720,200	0.9676243852%	123,449.79
Apple River		150,164,000	0.4474693895%	57,088.27
Balsam Lake		278,925,800	0.8311629352%	106,040.00
Beaver		100,791,200	0.3003447712%	38,318.07
Black Brook		100,369,600	0.2990884641%	38,157.79
Bone Lake		94,506,700	0.2816178174%	35,928.88
Clam Falls		51,377,800	0.1530992094%	19,532.44
Clayton		76,254,800	0.2272294746%	28,990.00
Clear Lake		53,992,800	0.1608915578%	20,526.59
Eureka		131,726,300	0.3925274345%	50,078.76
Farmington		159,670,600	0.4757978271%	60,702.42
Garfield		195,716,200	0.5832090978%	74,405.98
Georgetown		316,111,000	0.9419700286%	120,176.80
Johnstown		101,115,700	0.3013117701%	38,441.44
Laketown		85,798,000	0.2556670200%	32,618.07
Lincoln		257,775,100	0.7681365804%	97,999.08
Lorain		25,785,800	0.0768383640%	9,803.06
Luck		72,998,400	0.2175258590%	27,752.01
McKinley		45,104,100	0.1344043923%	17,147.35
Milltown		238,152,700	0.7096643776%	90,539.18
Osceola		280,854,700	0.8369108455%	106,773.32
Saint Croix Falls		163,164,800	0.4862100945%	62,030.82

2017 EQUALIZED VALUATION FOR 2017/18 BUDGET

	October 2017 Equalized Valuation	Percent Of Total	2017/18 Tax Levy
Polk County (continued)			
Town of:			
Sterling	\$ 58,442,000	0.1741496413%	\$ 22,218.06
West Sweden	57,396,200	0.1710332506%	21,820.47
Village of:			
Balsam Lake	132,854,200	0.3958883771%	50,507.55
Centuria	28,701,400	0.0855264622%	10,911.49
Clayton	21,814,100	0.0650032278%	8,293.13
Clear Lake	53,802,700	0.1603250910%	20,454.32
Dresser	55,884,900	0.1665298117%	21,245.92
Frederic	55,266,900	0.1646882261%	21,010.97
Luck	65,582,500	0.1954273811%	24,932.68
Milltown	36,383,600	0.1084184797%	13,832.06
Osceola	155,843,900	0.4643947325%	59,247.61
Turtle Lake	17,671,400	0.0526585300%	6,718.19
City of:			
Amery	182,178,700	0.5428690860%	69,259.39
Saint Croix Falls	149,122,500	0.4443658534%	56,692.32
Rusk County			
Town of:			
Atlanta	47,041,800	0.1401784821%	17,884.01
Big Bend	110,656,200	0.3297412421%	42,068.48
Big Falls	12,497,100	0.0372397678%	4,751.06
Cedar Rapids	3,663,800	0.0109176747%	1,392.88
Dewey	71,705,800	0.2136740098%	27,260.59
Flambeau	69,026,700	0.2056906444%	26,242.07
Grant	49,464,800	0.1473987202%	18,805.17
Grow	22,831,300	0.0680343388%	8,679.84
Hawkins	16,794,600	0.0500457437%	6,384.85
Hubbard	15,461,000	0.0460717754%	5,877.85
Lawrence	22,352,700	0.0666081780%	8,497.89
Marshall	27,731,300	0.0826357334%	10,542.69
Murry	27,070,600	0.0806669338%	10,291.51
Richland	20,128,000	0.0599788619%	7,652.12
Rusk	116,933,800	0.3484476598%	44,455.05
South Fork	11,610,000	0.0345963342%	4,413.81
Strickland	29,670,900	0.0884154667%	11,280.07
Stubbs	56,288,000	0.1677310161%	21,399.17
Thornapple	61,531,000	0.1833544338%	23,392.41
True	16,684,200	0.0497167744%	6,342.88
Washington	68,449,500	0.2039707077%	26,022.64
Wilkinson	7,585,600	0.0226041203%	2,883.84
Willard	71,560,800	0.2132419681%	27,205.47
Wilson	9,989,700	0.0297680018%	3,797.81

2017 EQUALIZED VALUATION FOR 2017/18 BUDGET

	October 2017 Equalized Valuation	Percent Of Total	2017/18 Tax Levy
Rusk County			
Village of:			
Bruce	\$ 25,852,300	0.0770365138%	\$ 9,828.34
Conrath	3,146,200	0.0093752734%	1,196.10
Glen Flora	2,867,900	0.0085459916%	1,090.30
Hawkins	12,489,900	0.0372182911%	4,748.32
Ingram	1,790,400	0.0053351505%	680.66
Sheldon	9,344,500	0.0278453692%	3,552.52
Tony	4,254,100	0.0126766456%	1,617.29
Weyerhaeuser	8,597,000	0.0256179874%	3,268.35
City of:			
Ladysmith	139,032,400	0.4142986675%	52,856.34
Saint Croix County			
Town of:			
Baldwin	82,184,300	0.2448986630%	31,244.24
Cady	18,408,549	0.0548551077%	6,998.43
Cylon	54,888,700	0.1635612494%	20,867.19
Eau Galle	91,124,201	0.2715383600%	34,642.94
Emerald	57,655,100	0.1718047648%	21,918.90
Erin Prairie	67,467,800	0.2010453340%	25,649.42
Forest	45,546,900	0.1357238752%	17,315.69
Glenwood	55,099,700	0.1641900300%	20,947.41
Hammond	205,148,500	0.6113161062%	77,991.88
Hudson	1,044,710,100	3.1131015702%	397,170.37
Kinnickinnic	16,333,053	0.0486703744%	6,209.38
Pleasant Valley	36,855,366	0.1098242612%	14,011.41
Richmond	335,123,500	0.9986248658%	127,404.84
Rush River	48,213,044	0.1436686767%	18,329.29
Saint Joseph	599,733,100	1.7871273680%	228,002.21
Somerset	453,480,600	1.3513137767%	172,400.99
Springfield	69,040,713	0.2057324220%	26,247.40
Stanton	72,245,300	0.2152817034%	27,465.70
Star Prairie	326,688,900	0.9734908091%	124,198.23
Troy	362,855,844	1.0812636561%	137,947.92
Warren	173,216,000	0.5161613535%	65,852.01
Village of:			
Baldwin	281,961,500	0.8402089257%	107,194.09
Deer Park	12,691,000	0.0378175216%	4,824.77
Hammond	110,053,400	0.3279449614%	41,839.31
North Hudson	381,651,800	1.1372731742%	145,093.63
Roberts	117,856,400	0.3511969091%	44,805.80
Somerset	186,489,000	0.5557132341%	70,898.05
Star Prairie	40,313,600	0.1201293021%	15,326.13
Wilson	292,034	0.0008701972%	111.02
Woodville	62,610,100	0.1865700561%	23,802.66

2017 EQUALIZED VALUATION FOR 2017/18 BUDGET

	October 2017 Equalized Valuation	Percent Of Total	2017/18 Tax Levy
Saint Croix County			
City of:			
Glenwood City	\$ 58,607,600	0.1746431345%	\$ 22,281.02
Hudson	1,830,570,100	5.4548630870%	695,932.96
New Richmond	661,785,200	1.9720346279%	251,592.73
Sawyer County			
Town of:			
Bass Lake	493,873,700	1.4716800277%	187,757.35
Couderay	30,315,500	0.0903362965%	11,525.13
Draper	48,486,700	0.1444840848%	18,433.32
Edgewater	170,154,600	0.5070387837%	64,688.15
Hayward	553,269,900	1.6486730551%	210,338.17
Hunter	204,247,500	0.6086312085%	77,649.34
Lenroot	259,378,300	0.7729139644%	98,608.58
Meadowbrook	17,808,300	0.0530664300%	6,770.23
Meteor	24,879,900	0.0741388873%	9,458.66
Ojibwa	54,554,600	0.1625657194%	20,740.18
Radisson	61,930,400	0.1845445864%	23,544.25
Round Lake	380,928,800	1.1351187660%	144,818.77
Sand Lake	382,269,500	1.1391138975%	145,328.47
Spider Lake	301,284,100	0.8977878086%	114,540.02
Weirgor	40,800,800	0.1215810939%	15,511.35
Winter	217,408,100	0.6478481627%	82,652.65
Village of:			
Couderay	3,101,600	0.0092423375%	1,179.14
Exeland	7,571,400	0.0225617940%	2,878.44
Radisson	6,972,500	0.0207771138%	2,650.75
Winter	13,306,000	0.0396501716%	5,058.58
City of:			
Hayward	223,673,000	0.6665167219%	85,034.39
Washburn County			
Town of:			
Barronett	38,388,000	0.1143912680%	14,594.07
Bashaw	77,263,700	0.2302358954%	29,373.56
Bass Lake	63,769,400	0.1900245869%	24,243.39
Beaver Brook	59,339,900	0.1768252899%	22,559.42
Birchwood	213,908,200	0.6374188864%	81,322.08
Brooklyn	40,545,200	0.1208194558%	15,414.18
Casey	169,864,500	0.5061743084%	64,577.86
Chicog	108,320,600	0.3227814675%	41,180.55
Crystal	41,811,600	0.1245931581%	15,895.63
Evergreen	104,592,700	0.3116727758%	39,763.30
Frog Creek	16,894,100	0.0503422629%	6,422.68
Gull Lake	35,174,300	0.1048148664%	13,372.31
Long Lake	214,283,900	0.6385384168%	81,464.91
Madge	141,098,800	0.4204562805%	53,641.93

2017 EQUALIZED VALUATION FOR 2017/18 BUDGET

	October 2017 Equalized Valuation	Percent Of Total	2017/18 Tax Levy
Washburn County (continued)			
Town of:			
Minong	\$ 335,737,500	1.0004545373%	\$ 127,638.27
Sarona	72,739,600	0.2167546583%	27,653.62
Spooner	90,226,200	0.2688624762%	34,301.55
Springbrook	39,965,900	0.1190932486%	15,193.95
Stinnett	18,239,300	0.0543507978%	6,934.09
Stone Lake	69,458,500	0.2069773636%	26,406.23
Trego	129,663,400	0.3863802462%	49,294.50
Village of:			
Birchwood	29,543,700	0.0880364113%	11,231.71
Minong	32,049,100	0.0955022202%	12,184.20
City of:			
Spooner	128,275,000	0.3822430081%	48,766.67
Shell Lake	162,623,000	0.4845956601%	61,824.85
Total	\$ 33,558,497,404	100.0000000000%	\$ 12,758,028

IMPACT OF TAX INCREMENTAL DISTRICT FINANCING ON A \$100,000 HOME

Tax increment district (TID) is the contiguous geographical area within a municipality identified for development using tax incremental financing. A TID consists of whole units of property assessed for general property tax purposes not including railroad right of ways, rivers or highways, or wetlands as defined in state law. Tax increment financing (TIF) is a financing tool available to municipalities to encourage economic development that would not occur without public assistance. Special statutes govern the creation of such districts since the TID increment value within the municipality is excluded from the equalized valuation calculation when determining the amount of taxes to assess a municipality which effectively increases the mill rate assessed to taxpayers.

FY18 Equalized Valuation TID Included	FY18 Equalized Valuation TID Excluded	FY18 Equalized Valuation TID Value
\$34,132,406,804	\$33,558,497,404	\$573,909,400

Calculation of mill rate without tax incremental district financing valuations

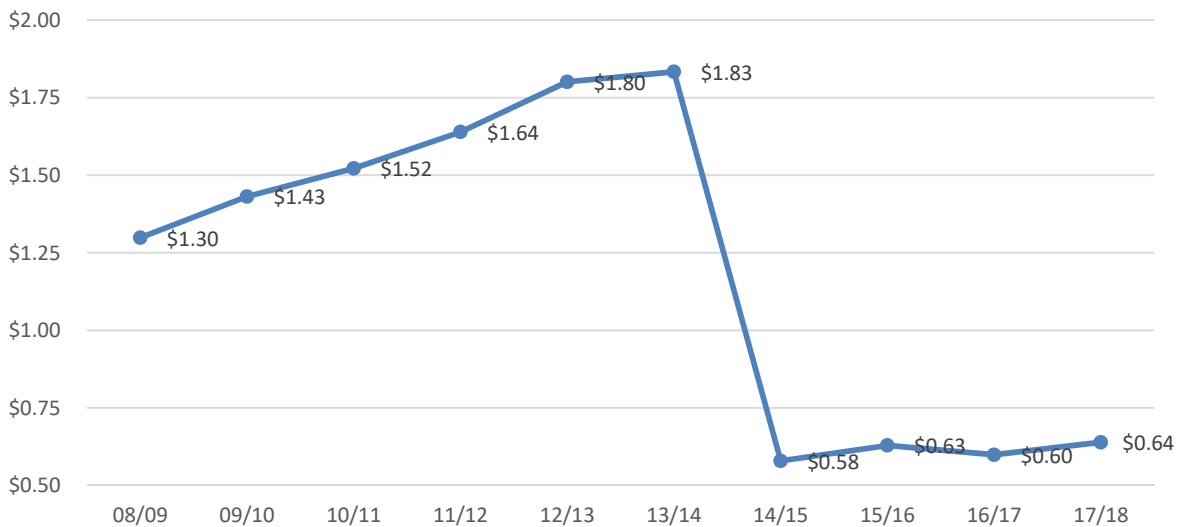
Tax Levy	÷	TID Excluded/1,000	=	Mill rate
\$12,758,028		\$33,558,497		0.38017

Calculation of mill rate including tax incremental district financing valuations

Tax Levy	÷	TID Excluded/1,000	=	Mill rate
\$12,758,028		\$34,132,407		0.37378

TID excluded per \$100,000	\$38.02
TID included per \$100,000	(37.38)
Tax impact per \$100,000	\$0.64

Tax Impact on \$100,000 Home Value



Beginning 2014/15 \$27 million of WITC's operational levy is offset with property tax state aid relief

2017 TAX INCREMENTAL DISTRICT CERTIFICATION

	TID #	TID Type	Base Year	Resolution Date	Maximum Life	Life Extended	Current Value	Base Value	Increment
Ashland County									
City of:									
Ashland	6	1	1994	9/13/1994	9/13/2021	9/13/2031	\$ 16,222,200	\$ 5,659,600	\$ 10,562,600
Mellen	9	6D	2006	8/8/2006	8/8/2026	8/8/2036	6,580,400	2,359,600	4,220,800
Mellen	10	2	2017	5/30/2017	5/30/2044		2,374,400	227,000	2,147,400
County Total							\$ 25,177,000	\$ 8,246,200	\$ 16,930,800
Barron County									
Village of:									
Almena	1	1	1990	9/24/1990	9/24/2017	9/24/2020	\$ 6,959,400	\$ 288,300	\$ 6,671,100
Almena	2	1	1992	9/22/1992	9/22/2019		740,500	146,700	593,800
Cameron	1	6	2005	8/8/2005	8/8/2025		15,777,000	2,317,500	13,459,500
Dallas	2	2D	2001	6/11/2001	6/11/2028	6/11/2038	1,104,800	29,900	1,074,900
Prairie Farm	1	4	2002	9/30/2002	9/30/2025		4,110,200	3,258,400	851,800
Turtle Lake	3	6	2009	11/17/2008	11/17/2028		114,200	102,700	11,500
City of:									
Barron	2	4	2000	9/29/2000	9/29/2023	9/29/2040	3,485,900	1,991,400	1,494,500
Barron	3	6S	2005	5/11/2005	5/11/2025	5/11/2045	10,277,100	9,825,400	451,700
Barron	4	3	2007	6/12/2007	6/12/2034	5/11/2045	14,847,500	12,527,200	2,320,300
Barron	5	6	2010	6/8/2010	6/8/2030		7,370,200	5,696,300	1,673,900
Barron	6	6	2015	9/24/2015	9/24/2035		6,763,800	4,803,300	1,960,500
Chetek	2	4	1997	5/13/1997	5/13/2020		24,047,600	12,004,900	12,042,700
Chetek	3	5	2007	4/26/2007	4/26/2027		-	222,800	-
Cumberland	7	1	1995	9/13/1995	9/13/2022		19,614,600	1,006,400	18,608,200
Rice Lake	3	3	2001	3/27/2001	3/27/2028		32,333,700	21,358,700	10,975,000
Rice Lake	4	6	2007	3/27/2007	3/27/2027		11,824,600	3,937,100	7,887,500
County Total							\$ 159,371,100	\$ 79,517,000	\$ 80,076,900
Bayfield County									
Village of:									
Mason	1	4	1999	9/30/1999	9/30/2022		\$ 985,800	\$ 159,000	\$ 826,800
City of:									
Washburn	2	1	1995	9/25/1995	9/25/2022		18,431,700	9,141,200	9,290,500
Washburn	3	6	2015	6/8/2015	6/8/2035		9,266,300	9,747,800	-
County Total							\$ 28,683,800	\$ 19,048,000	\$ 10,117,300
Burnett County									
Village of:									
Grantsburg	3	1	1994	9/12/1994	9/12/2021		\$ 7,252,000	\$ 1,157,300	\$ 6,094,700
Grantsburg	4	6	2005	9/12/2005	9/12/2025		3,124,600	1,091,000	2,033,600
Grantsburg	5	3	2008	5/12/2008	5/12/2035		82,400	212,600	-
Siren	1	1D	1994	9/8/1994	9/8/2021	9/8/2031	1,211,400	58,700	1,152,700
Siren	2	3	2003	9/29/2003	9/29/2030	9/8/2031	23,437,300	18,762,600	4,674,700
Webster	2	6	2005	7/13/2005	7/13/2025		3,078,200	3,223,200	-
County Total							\$ 38,185,900	\$ 24,505,400	\$ 13,955,700
Douglas County									
Village of:									
Solon Springs	2	4	1999	9/7/1999	9/7/2022	9/7/2025	\$ 2,270,900	\$ 312,900	\$ 1,958,000
Solon Springs	3	6	2011	4/4/2011	4/4/2031		1,014,700	53,900	960,800
City of:									
Superior	7	4	1996	9/26/1996	9/26/2019	9/26/2029	18,735,700	7,399,500	11,336,200
Superior	8	4	1997	9/2/1997	9/2/2020		20,012,500	1,882,700	18,129,800
Superior	9	4	2002	2/19/2002	2/19/2025		26,771,800	8,175,600	18,596,200
Superior	11	6D	2008	5/6/2008	5/6/2028	5/6/2038	3,623,600	2,387,000	1,236,600
Superior	12	5	2012	5/15/2012	5/15/2032		-	-	-
Superior	13	6	2014	9/2/2014	9/2/2034		4,731,200	2,400,400	2,330,800
County Total							\$ 77,160,400	\$ 22,612,000	\$ 54,548,400

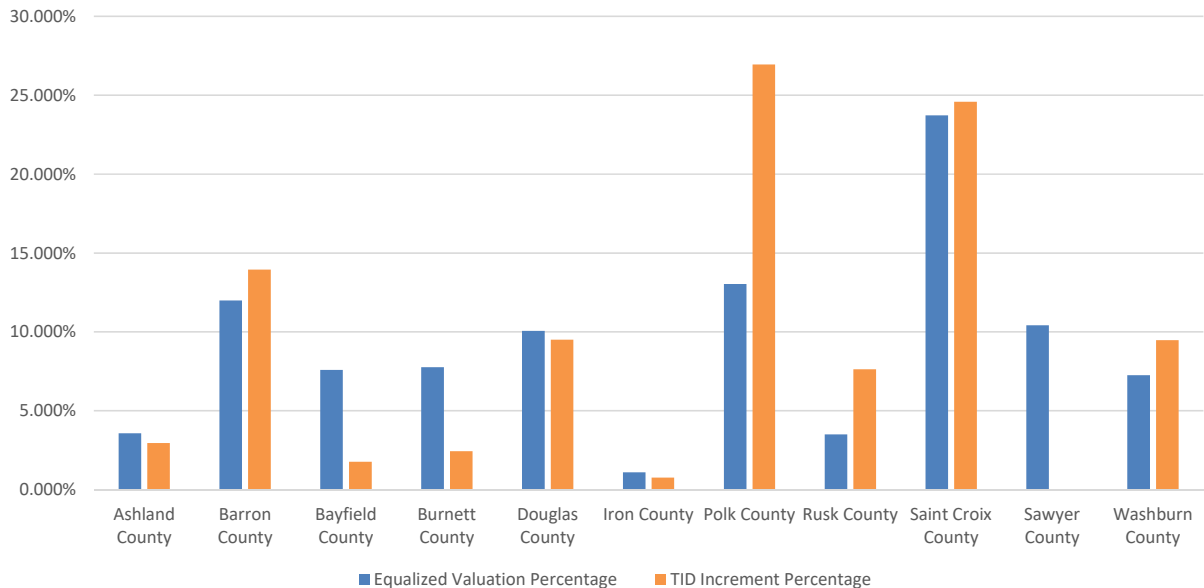
2017 TAX INCREMENTAL DISTRICT CERTIFICATION

	TID #	TID Type	Base Year	Resolution Date	Maximum Life	Life Extended	Current Value	Base Value	Increment	
Iron County										
City of:										
	Hurley	3	1	1994	9/27/1994	9/27/2021	\$ 5,544,000	\$ 1,178,800	\$ 4,365,200	
County Total							\$ 5,544,000	\$ 1,178,800	\$ 4,365,200	
Polk County										
Village of:										
	Balsam Lake	2	1	1995	6/5/1995	6/5/2022	6/5/2035	\$ 2,890,200	\$ 11,800	\$ 2,878,400
	Balsam Lake	3	4D	2004	8/2/2004	8/2/2027	8/2/2037	1,089,500	22,300	1,067,200
	Balsam Lake	5	3S	2006	3/6/2006	3/6/2033	3/6/2046	8,016,800	7,735,100	281,700
	Balsam Lake	6	3	2013	8/22/2013	8/22/2040		8,758,900	7,793,600	965,300
	Centuria	1	3S	1999	9/7/1999	9/7/2026	9/7/2039	7,572,300	4,683,000	2,889,300
	Clayton	2	4D	1999	8/24/1999	8/24/2022	8/24/2032	1,154,200	68,000	1,086,200
	Clear Lake	2	4	2000	11/18/1999	11/18/2022		2,669,600	431,100	2,238,500
	Clear Lake	3	2	2003	9/19/2003	9/19/2030		4,956,600	2,055,000	2,901,600
	Frederic	3	3	2007	4/9/2007	4/9/2034		798,000	1,755,300	-
	Luck	2	3	2002	9/4/2002	9/4/2029		4,513,900	5,509,600	-
	Luck	3	6	2005	10/6/2004	10/6/2024		3,638,600	3,522,400	116,200
	Milltown	2	1	1994	5/9/1994	5/9/2021		4,921,600	22,700	4,898,900
	Milltown	3	3	2004	7/12/2004	7/12/2031		831,800	583,200	248,600
	Milltown	4	2	2012	2/13/2012	2/13/2039		1,602,800	1,027,700	575,100
	Osceola	1	1	1987	6/9/1987	6/9/2014	6/9/2024	15,107,100	345,000	14,762,100
	Osceola	2	1D	1992	8/6/1992	8/6/2019	8/6/2029	20,442,500	3,751,800	16,690,700
	Turtle Lake	3	6	2009	11/17/2008	11/17/2028		29,990,400	4,222,500	25,767,900
City of:										
	Amery	5	1	1992	9/28/1992	9/28/2019		6,462,500	82,200	6,380,300
	Amery	6	3	2004	5/5/2004	5/5/2031		24,794,600	14,440,900	10,353,700
	Amery	7	6	2010	9/30/2010	9/30/2030		5,259,500	3,318,500	1,941,000
	Amery	8	6	2016	6/9/2016	6/9/2036		5,304,700	5,044,600	260,100
	Saint Croix Falls	1	1	1993	3/22/1993	3/22/2020		75,976,100	17,638,700	58,337,400
County Total							\$ 236,752,200	\$ 84,065,000	\$ 154,640,200	
Rusk County										
Village of:										
	Bruce	1	4	1998	10/6/1997	10/6/2020		\$ 72,800	\$ 11,300	\$ 61,500
	Bruce	2	2	2002	8/28/2002	8/28/2029		1,681,200	1,272,400	408,800
	Glen Flora	1	1	1991	7/22/1991	7/22/2018		2,469,900	17,600	2,452,300
	Hawkins	2	5	2005	5/2/2005	5/2/2025		-	59,400	-
	Hawkins	3	2	2010	9/20/2010	9/20/2037		613,600	96,600	517,000
	Weyerhaeuser	1	6	2013	9/11/2013	9/11/2033		18,248,800	728,700	17,520,100
City of:										
	Ladysmith	5	4S	1997	3/25/1997	3/25/2020	3/25/2037	4,458,700	2,962,000	1,496,700
	Ladysmith	8	2	2003	5/27/2003	5/27/2030		4,348,700	860,000	3,488,700
	Ladysmith	9	6	2006	8/14/2006	8/14/2026	3/25/2037	13,063,100	2,883,600	10,179,500
	Ladysmith	10	5	2007	7/9/2007	7/9/2027		1,940,600	403,500	1,537,100
	Ladysmith	11	6	2011	9/12/2011	9/12/2031	3/25/2037	6,159,000	30,200	6,128,800
County Total							\$ 53,056,400	\$ 9,325,300	\$ 43,790,500	
Saint Croix County										
Village of:										
	Baldwin	5	1	1995	9/29/1995	9/29/2022	9/29/2035	\$ 3,075,700	\$ 22,500	\$ 3,053,200
	Baldwin	6	2	2005	9/25/2005	9/25/2032	9/25/2045	13,525,900	12,224,500	1,301,400
	Baldwin	7	6S	2007	9/12/2007	9/12/2027	9/12/2047	3,317,300	5,002,200	-
	Hammond	3	1	1993	9/20/1993	9/20/2020		312,500	139,200	173,300
	Hammond	4	1	1993	9/20/1993	9/20/2020		509,100	201,100	308,000
	Hammond	5	1	1995	9/18/1995	9/18/2022		13,799,100	142,600	13,656,500
	Roberts	1	4	1997	9/8/1997	9/8/2020		20,281,200	4,435,100	15,846,100
	Somerset	2	4	1996	9/16/1996	9/16/2019	9/16/2029	32,452,200	1,890,600	30,561,600
	Somerset	3	2	2005	5/24/2005	5/24/2032		1,162,200	1,135,500	26,700
	Somerset	4	6D	2008	11/27/2007	11/27/2027	11/27/2037	155,800	1,085,700	-
	Woodville	3	1	1995	6/13/1995	6/13/2022		19,230,300	1,001,000	18,229,300
	Woodville	4	2	2005	7/27/2005	7/27/2032		781,200	193,600	587,600

2017 TAX INCREMENTAL DISTRICT CERTIFICATION

	TID #	TID Type	Base Year	Resolution Date	Maximum Life	Life Extended	Current Value	Base Value	Increment	
Saint Croix County (continued)										
City of:										
	Glenwood City	3	2	2000	3/13/2000	3/13/2027	7,041,200	5,240,600	1,800,600	
	New Richmond	5	1	1987	9/14/1987	9/14/2014	9/14/2027	19,386,600	77,900	19,308,700
	New Richmond	6	1	1995	9/11/1995	9/11/2022		21,972,200	228,500	21,743,700
	New Richmond	7	2	2003	7/14/2003	7/14/2030		5,989,100	2,557,800	3,431,300
	New Richmond	8	6S	2005	6/13/2005	6/13/2025	6/13/2045	22,438,400	15,731,300	6,707,100
	New Richmond	9	3	2008	6/25/2008	6/25/2035		8,388,600	6,476,100	1,912,500
	New Richmond	10	5	2014	6/30/2014	6/30/2034		6,322,100	3,853,800	2,468,300
	County Total						\$ 200,140,700	\$ 61,639,600	\$ 141,115,900	
Sawyer County										
City of:										
	Hayward									
	County Total						\$ -	\$ -	\$ -	
Washburn County										
Village of:										
	Birchwood	1	3	2004	9/7/2004	9/7/2031	\$ 3,339,800	\$ 1,905,000	\$ 1,434,800	
	Birchwood	2	6S	2005	7/5/2005	7/5/2025	7/5/2045	2,967,600	2,174,300	793,300
	Minong	1	1D	1988	2/10/1988	2/10/2015	2/10/2025	711,100	306,000	405,100
	Minong	2	4	1997	9/8/1997	9/8/2020	2/10/2025	6,850,500	1,390,200	5,460,300
	Minong	3	6	2010	8/16/2010	8/16/2030		834,400	84,900	749,500
City of:										
	Shell Lake	2	4D	1996	5/28/1996	5/28/2019	5/28/2029	27,579,500	5,595,700	21,983,800
	Spoooner	3	4	1996	9/3/1996	9/3/2019	9/3/2029	14,642,300	618,700	14,023,600
	Spoooner	4	4D	2003	9/2/2003	9/2/2026	9/2/2036	9,696,100	178,000	9,518,100
	County Total						\$ 66,621,300	\$ 12,252,800	\$ 54,368,500	
Wisconsin Indianhead Technical College District Total							\$ 890,692,800	\$ 322,390,100	\$ 573,909,400	

Percentage of Equalized Valuations and TID Increment Value by County



GLOSSARY

118.15 contracts: Wisconsin state statute 118.15 allows the College to contract with district high schools to provide classes for at risk children as defined by statute 118.153(1)(a) that will lead toward high school graduation.

38.14 contracts: Wisconsin state statute 38.14 allows the College to contract with business and industry to provide customized training to meet the company's training needs.

ABE: Adult Basic Education

AEFLA: Adult Education/Family Literacy Act

Agency fund: An agency fund is used to record resources received, held and disbursed as custodial or fiscal agent for others rather than as an owner. Revenues and expenditures of agency funds are not institutional revenues and expenditures and should be reported separately.

Appropriations: An authorization, granted by a legislative body (i.e. WITC Board), to make expenditures and to incur obligations for specified purposes. WITC controls expenditures at the functional level within a fund.

AQIP: Academic Quality Improvement Project

Articulation agreement: An agreement between WITC and a four-year college or university that identifies the credit transferability rules between the two institutions.

Assets: Property and resources owned or held that have monetary value.

Auxiliary services: The expenditure function used to record costs for all activities of a commercial enterprise or of a proprietary nature such as campus bookstores and conference centers operations.

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

Benefits: Compensation in addition to regular salary or wages provided to an employee. This includes health insurance, life insurance, dental insurance, Social Security, Wisconsin Retirement System pension plan, 403(b) pension plan, and disability insurance.

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 assessed by Moody's Investor Service or one of the other rating agencies. The higher the rating, the less risky the notes are. WITC has a Aaa bond rating from Moody's Investor Service, which represents the lowest risk it is possible to obtain. The higher the rating, the lower the risk, the lower the interest rate charged on bonds or notes issued.

Bonded debt: The portion of outstanding indebtedness that includes general obligation bonds that are backed by approved, irrevocable future tax levies for debt service. General obligation promissory notes are not included in the calculation of bonded debt.

BTC: Blackhawk Technical College

Budget: A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them.

Budgetary control: The control or management of a governmental unit in accordance with an approved budget for the purpose of keeping expenditures within the limitations of authorization. WITC controls at the function level within a fund.

Contingency funds: Assets or other resources set aside to provide for unforeseen expenditures or for anticipated expenditures of uncertain amounts.

College: Wisconsin Indianhead Technical College

CVTC: Chippewa Valley Technical College

Debt: An obligation resulting from borrowing money. Debts of school systems include bonds, time warrants, notes, and floating debt.

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 payment on that debt.

Deficiency: A general term indicating the amount by which actual levels of activities fall short of budget or expectation. The term should not be used without qualification.

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

Designated for subsequent year(s): A portion of this year's unreserved fund balance to provide for the excess of expenditure and other financial uses over revenues and other financial sources budgeted in the next year(s).

District: Wisconsin Indianhead Technical College

DMI: Districts Mutual Insurance – This is the insurance company formed by the 16 technical colleges in order to reduce overall property and casualty insurance costs for the colleges.

DOA: Wisconsin Department of Administration

DOL: Department of Labor

ELL: English Language Learner

EMS: Emergency Medical Services

EMT: Emergency Medical Technician

Encumbrances: Obligations in the form of purchase orders, contracts, or salary commitments that is 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.

Equalized valuation: The full value of the taxable property in a district as determined by the Wisconsin Department of Revenue. Full value less the value of tax incremental financing districts (TIF) is used for allocation of tax levy to municipalities in a taxing district.

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

ESL: English as a Second Language

FAFSA: Free application for federal student aid

FAQS: Faculty Quality Assurance System

Financial Accounting Manual (FAM): Accounting regulations that technical colleges within Wisconsin must follow.

Fiscal year: A twelve-month period to which the annual operating budget applies and at the end of which a governmental unit determines its financial position and the results of its operations. WITC uses a July 1 to June 30 fiscal year.

FTE: Full-Time Equivalent

Function: A group of related activities aimed at accomplishing a major service or activity for which a governmental unit is responsible, such as instruction or student services.

Fund: An independent fiscal and accounting entity with a self-balancing set of accounts, including assets, liabilities, and fund balances, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

Fund balance: The excess of assets over liabilities. They may be:

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

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 result in expenditures such as designation for operations and for subsequently budgeted expenditures.

Undesignated: The remainder of fund balance that is neither reserved nor designated. By statute, WITC cannot have any unreserved and undesignated reserves.

GAAP: Generally Accepted Accounting Principles

GASB: Governmental Accounting Standards Board

GED: General Education Diploma

GPR: General Purpose Revenues

HEAB: Higher Education Accreditation Board

HLC: Higher Learning Commission of North Central Accreditation

HSED: High School Equivalency Degree

HVAC: Heating, ventilation and air conditioning

ITV: Interactive television

K-12: Kindergarten through twelfth grade

Levy: The total amount of 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: Tax rate (taxation) in mills (\$.001) per dollar of valuation. Mill rates are usually expressed in mills per \$1,000 of valuation. WITC has two components to its mill rate—operation and debt service.

MSTC: Mid-State Technical College

MPTC: Moraine Park Technical College

NCTC: North Central Technical College

NWECS Consortium: Northern Wisconsin Education Communication Systems - A consortium of educational institutions that provide delivery of distance learning opportunities and services to the community.

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. State laws generally require annual operating budgets. Even when not required by law, annual operating budgets are essential for sound financial management and should be adopted by every government.

Operating transfers: All interfund (between fund) 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).

Other financing sources: Funds received from general long-term debt proceeds, transfers in, and reserves reappropriated from fund balance. Such amounts are classified separately from revenues.

Other financing uses: Funds used for operating transfers out. Such amounts are classified separately from expenditures.

Outcomes-based funding formula: Thirty percent of general state aid (approximately \$26 million) distributed to the technical colleges based on a performance criteria plan. The formula is based upon each college's selection of seven out of ten criteria measured by WTCS.

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.

PeopleSoft: The College's integrated information system.

Portal: A web-based information interface that provides secure and customizable access based on a user's identity.

Pro forma balance sheet: A statement that projects the College's balance sheet for a future period.

Property tax relief aid: State funding plan which removes \$406 million of revenues for the technical colleges from property taxes and replaces those revenues with state funding.

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.

Special populations: Includes the following customer base: academically disadvantaged, economically disadvantaged, single parents, displaced homemakers, students with disabilities, limited English proficient, and non-traditional students.

State aid: Funds made available by the legislature for distribution to each technical college based on a prescribed formula of distribution to offset some of the College's operational expenses.

Statements: Presentation of financial data that shows the financial position and the results of financial operations of a fund, a group of accounts, or an entire entity for a particular accounting period.

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

TABE: Tests of Adult Basic Education

Tax incremental district financing (TID): Property within a municipality whose incremental growth in equalized valuation is excluded from the equalized valuation calculation when determining the amount of taxes to assess a municipality. Special statutes govern the creation of TID districts.

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.

TBD: To Be Determined

USDA RUS: United States Department of Agriculture, Rural Utilities Services

WITC: Wisconsin Indianhead Technical College, Wisconsin Indianhead Technical College District

WISPALS: Wisconsin Project for Automated Libraries

WRS: Wisconsin Retirement System pension system

WTC: Western Technical College

WTCS: Wisconsin Technical College System



WISCONSIN
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COLLEGE

505 Pine Ridge Drive
Shell Lake, WI 54871