

WISCONSIN INDIANHEAD TECHNICAL COLLEGE

## Budget 2020-2021



WISCONSIN  
INDIANHEAD  
TECHNICAL  
COLLEGE

*Experience. Success.*



# Wisconsin Indianhead Technical College District

## Fiscal Year 2021 Budget

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Steve Decker	Vice President of Administrative Services/CFO

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### Preparer of the Document

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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 staff 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 four Divisions are accountable to the President:

Division	Vice President
Academic Affairs	Stephanie Erdmann
Administrative Services	Steven Decker
Institutional Effectiveness	Susan Yohnk Lockwood
Student Affairs	Steve Bitzer

The College Leadership Team (CLT) is comprised of the Divisional Vice Presidents, Associate Vice President of Marketing and supported by the Executive Assistant to the President and Board. Administrative decisions regarding significant budget or policy revisions are reviewed by CLT 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 its intentions. 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 in which the College is involved 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 The College's 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
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For additional information regarding this document or College operations, please contact Steven Decker, Vice President Administrative Services or Anita Hacker, District Controller at (715)468-2815.



WISCONSIN INDIANHEAD TECHNICAL COLLEGE

## Overview



WISCONSIN  
INDIANHEAD  
TECHNICAL  
COLLEGE

*Experience. Success.*



AshlandNewRichmondRiceLakeSuperiorBalsamLakeHaywardLadysmith

## Administrative Office

June 15, 2020

Dear Citizen:

Thank you for taking an interest in Wisconsin Indianhead Technical College (WITC). WITC's annual budget document includes key information about the College's finances and other information intended to provide you with an understanding of planning processes and operations.

WITC remains student-centered in the face of unique challenges related to the evolving COVID-19 situation. While the college operation has emphasized an unexpected shift to virtual and remote services in recent months, the College continues to provide services at a high level to those seeking a postsecondary education. The vast majority of our students were able to complete spring 2020 courses or programs as scheduled. Some students are returning to campus at scheduled times and for specific purposes when program requirements necessitate "hands-on" learning. Of course, the on-campus student experience now includes additional safety protocols, such as social distancing and gathering size limitations, as well.

As we enter a new fiscal year, it is clear some of our newly developed practices will be in place in the fall. Regardless of how these changes affect our operation, WITC will strive to provide solutions for students and its many workforce development partners. We will also continue to monitor the public health situation and will respond appropriately to changing information. While there is certainly added uncertainty as we look to 2020-2021, our tradition of prudent financial management will be helpful in ensuring our commitment to serve the people and communities of Northwest Wisconsin in innovative ways. The purpose statement of our 2018-2021 Strategic Plan is to Increase enrollment by providing sustainable, community-focused opportunities for learning and student success. This strategic purpose will remain the same as we look to the future.

Thank you again for taking an interest in Wisconsin Indianhead Technical College. Please contact one of us or another WITC staff member if you have questions or suggestions.

Sincerely,

Dr. John Will  
President

Josh Robinson  
Board Chair



June 15, 2020

To the WITC Board:

We submit this fiscal year 2020-2021 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 W. Beach, Commissioner of the Bureau of Labor Statistics issued the following statement on May 8, 2020:

"Nonfarm payroll employment declined by 20.5 million in April, and the unemployment rate increased to 14.7 percent, reflecting the widespread impact on the job market of the coronavirus (COVID-19) pandemic and efforts to contain it. Employment fell sharply in all major industry sectors, with a particularly large decline in the leisure and hospitality sector.

The substantial job declines related to the coronavirus pandemic started in March, as payroll employment declined by 870,000, as revised. Job losses accelerated in April, as an additional 20.5 million jobs were lost. These April losses were pervasive across all industry sectors, and brought nonfarm employment to its lowest level since February 2011.

Employment in the leisure and hospitality industry decreased by 7.7 million in April, or 47 percent. Job losses in food services and drinking places accounted for nearly three-quarters of the decline, as many restaurants and bars were closed or curtailed operations due to the coronavirus pandemic. Elsewhere in leisure and hospitality, employment was down by 1.3 million in the arts, entertainment, and recreation industry, and the number of jobs in the accommodation industry fell by 839,000.

Employment declined by 2.5 million in education and health services in April. Health care employment declined by 1.4 million, with decreases in offices of dentists (-503,000), offices of physicians (-243,000), offices of other health practitioners (-205,000), and hospitals (-135,000). Employment in social assistance decreased by 651,000 over the month, reflecting job cuts in child day care services (-336,000) and individual and family services (-241,000). Employment in private education declined by 457,000 over the month.

Employment in professional and business services declined by 2.1 million in April. Much of the overall decline occurred in temporary help services (-842,000). Employment also declined in services to buildings and dwellings (-259,000), computer systems design (-93,000), and architectural and engineering services (-85,000).

Employment in retail trade also decreased by 2.1 million over the month. Sizable job declines occurred in clothing stores (-740,000); motor vehicle and parts dealers (-345,000); miscellaneous store retailers (-264,000); furniture stores (-209,000); and sporting goods, hobby, book, and music stores (-185,000). By contrast, the component of general merchandise stores that includes warehouse clubs and supercenters added 93,000 jobs.

Manufacturing employment fell by 1.3 million in April, with about two-thirds of the decline occurring in the durable goods component (-914,000). Within durable goods, large decreases occurred in motor vehicles and parts (-382,000), fabricated metal products (-109,000), and machinery (-80,000). Employment in nondurable goods industries decreased by 416,000, including declines in food manufacturing (-86,000), printing and related support activities (-79,000), and plastics and rubber products (-66,000)."

Further employment data was released by the Bureau of Labor and Statistics on Tuesday, April 7, 2020, regarding job openings and labor turnover as of February 2020:

"The number of job openings was little changed at 6.9 million on the last business day of February, the U.S. Bureau of Labor Statistics reported today. Over the month, hires and separations were little changed at 5.9 million and 5.6 million, respectively. Within separations, the quits rate was unchanged at 2.3 percent and the layoffs and discharges rate was little changed at 1.2 percent. This release includes estimates of the number and rate of job openings, hires, and separations for the total nonfarm sector, by industry, and by four geographic regions."

**Job openings:** On the last business day of February, the job openings level was little changed at 6.9 million and the job openings rate was also little changed at 4.3 percent. Job openings decreased in real estate and rental and leasing (-30,000) and information (-29,000). The number of job openings was little changed in all four regions.

In February, the number of hires was little changed at 5.9 million while the rate was unchanged at 3.9 percent. The hires level increased in durable goods manufacturing (+29,000). 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.

In February, the number and rate of total separations were little changed at 5.6 million and 3.6 percent, respectively. The number of total separations edged up in government (+28,000). The total separations level decreased in professional and business services (-122,000) and real estate and rental and leasing (-20,000). The number of total separations was little changed in all four regions.

In February, the number of quits was little changed at 3.5 million while the rate was unchanged at 2.3 percent. Total private quits were little changed while the quits level edged up for government (+15,000). Quits decreased in real estate and rental and leasing (-27,000). The number of quits decreased in the South region.

The number and rate of layoffs and discharges were little changed in February at 1.8 million and 1.2 percent, respectively. The layoffs and discharges level increased in real estate and rental and leasing (+16,000) and federal government (+6,000). The number of layoffs and discharges was little changed in all four regions.

The number of other separations decreased in February (-80,000). Other separations decreased for total private (-79,000) and was unchanged for government. The largest decreases in other separations were in accommodation and food services (-19,000) and health care and social assistance (-17,000). The number of other separations decreased in the Northeast and West 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 February, hires totaled 70.3 million and separations totaled 67.9 million, yielding a net employment gain of 2.4 million. These totals include workers who may have been hired and separated more than once during the year.

**State economy:** *Wisconsin Unemployment Rate at 3.4 in March, Impact of COVID-19 Pandemic Yet to Emerge in Wisconsin Jobs Data* was the headline from the Department of Workforce Development Secretary Caleb Frostman in his April 16, 2020, memo regarding the first quarter BLS data:

“The Department of Workforce Development (DWD) today released the U.S. Bureau of Labor Statistics (BLS) preliminary employment estimates for the month of March 2020. The data shows that Wisconsin's unemployment rate in March was 3.4 percent, down from 3.5 percent in February. The timing of the monthly survey pre-dated the impacts of COVID-19 on Wisconsin's economy, so the decrease in the unemployment rate and one-month delay in the data reporting provides a report that is not fully indicative of the current Wisconsin economy and labor market.”

In brief, the BLS release of state-by-state employment and unemployment data for March 2020 include:

- Metropolitan Statistical Areas: Preliminary March 2020 unemployment rates declined in all of Wisconsin's 12 metro areas over the month and over the year.
- Municipalities: Preliminary March 2020 unemployment rates declined over the month in all 34 of Wisconsin's largest cities. Unemployment rates declined or stayed the same in all 34 Wisconsin cities over the year.
- Counties: Preliminary March 2020 unemployment rates declined in all of Wisconsin's 72 counties over the month. Unemployment rates declined or stayed the same over the year in 66 of Wisconsin's 72 counties over the year.

Approximately 92 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.

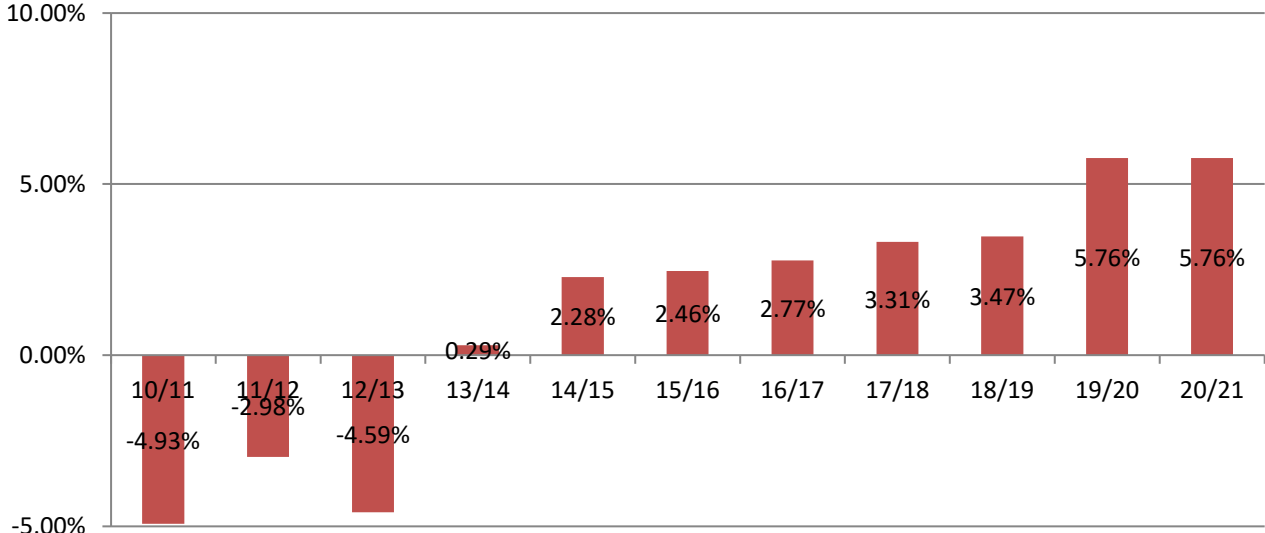
**Local economy and impact on WITC:** The economy within the WITC district has witnessed an average increase in unemployment of 0.9% over all eleven counties we serve as show in the data below:

<u>Unemployment by County</u>	<u>March 2019</u>	<u>March 2020</u>	<u>Net Change</u>
Ashland County	5.1%	5.2%	0.1%
Barron County	4.6%	4.8%	0.2%
Bayfield County	6.9%	6.7%	-0.2%
Burnett County	6.5%	7.1%	0.6%
Douglas County	4.4%	5.3%	0.9%
Iron County	6.9%	6.6%	-0.3%
Polk County	5.0%	5.8%	0.8%
Rusk County	5.7%	5.4%	-0.3%
Sawyer County	5.5%	5.9%	0.4%
St. Croix County	3.6%	4.2%	0.6%
Washburn County	4.5%	5.4%	0.9%

The district had a 5.76 percent increase in property values in the current tax year and projects a 5.76 percent increase in the equalized valuation in FY21 due to rising property values within the district.

Below is a chart showing the historical change in equalized valuation for the WITC district with a projection for FY21. 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 percent between FY14 and FY15.

Based on recent historical fiscal year actual increases in equalized valuations, a 4.0 percent increase in property valuations is projected for FY21. This will result in a 1.67 percent decrease in the mill rate as shown below:

Description	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Estimate
Operational mill rate	\$ 0.17263	\$ 0.17543	\$ 0.17830	\$ 0.17723
Debt service mill rate	0.20754	0.20479	0.19942	0.19420
Total mill rate	\$ 0.38017	\$ 0.38022	\$ 0.37772	\$ 0.37143

Due to the projected increase in property values, a house that was valued at \$100,000 in FY19 is projected to be worth \$109,433 in FY21.

Fiscal Year and Valuation Change	Value of Home	Taxes to be Paid		
		2018/19 Actual	2019/20 Actual	2020/21 Projected
2017/2018 - base year	\$ 100,000	\$ 38.02		
2018/2019 - 3.47% increase	\$ 103,469		\$ 39.08	
2019/2020 - 4.00% increase	\$ 109,433			\$ 40.65

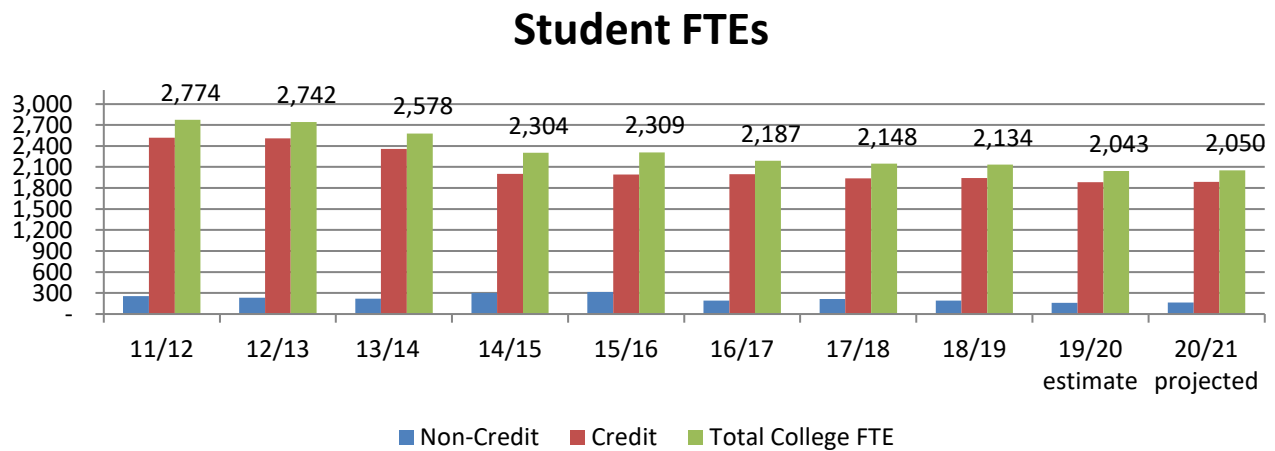
Due to the implementation of the property tax relief aid, the district taxpayers are projected to pay 67.6 percent less in FY21 as they did in FY14.

**Investments:** By statute, WITC has limited investment opportunities. Current money-market accounts and certificates of deposit have not experienced losses of any principal during FY20. Earnings have been consistent in recent years. WITC projects that returns will see a slight decrease in FY21 as financial markets wrestle with the effect of the COVID19 pandemic.

**Insurance:** Effective January 1, 2020, WITC continued with fully-insured medical benefits. Employees were offered four health plans including a traditional 80/20 plan as well as three high deductible plans that are eligible for Health Savings Accounts (HSA). Based on claims history, the FY21 budget assumes a 11 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 4.01 percent per fiscal year with a cumulative decrease of 32.14 percent. This aligns with the statewide WTCS average which have reported and average fiscal year decrease of 3.86 percent and a cumulative decrease of 27.14 percent. Below is a graphical representation of FTE trends utilizing projected FY20 data as of April 2020 for WITC.



**Resignations and Retirements:** WITC received five full-time position retirements and resignations which directly effected the FY21 operational budget. Of the five vacancies, two positions will be replaced with the current workload responsibilities, two replaced in newly defined roles with varied responsibilities, and one will not be filled in an effort to create efficiencies and better align with the Collegewide strategic initiatives.

## Programming Initiatives

Program expansions within the following were completed in FY20:

**Veterinary Technician** will combine a student's love for animals and passion for science into a career, where under the supervision of a veterinarian, will provide a variety of services that supports the veterinarian. Veterinary technicians are an integral part of the veterinary team, and each day at work provides new and exciting challenges. Veterinary Technician graduates will be able to:

- \* Manage veterinary business functions
- \* Integrate all aspects of patient management for anesthetic, surgical, and medical nursing procedures
- \* Produce diagnostic radiographic images
- \* Perform laboratory procedures
- \* Administer prescribed drugs

The **Diesel Equipment Technician** program prepares students to service and repair diesel trucks and diesel-powered agricultural and industrial equipment. This hands-on program covers diesel engines, power trains, electrical/electronic systems, chassis systems, brakes and hydraulics of these types of equipment. Students learn the latest technology used in the industry. Using an interdisciplinary approach, the curriculum draws from welding and general studies skills providing a solid background for entry into the field through applied, general, specific industry skills training. Diesel Equipment Technician graduates will be able to:

- \* Diagnose major systems in diesel industry
- \* Repair major systems in diesel industry
- \* Service major systems in diesel equipment industry
- \* Practice personal and professional work habits
- \* Document complaint, cause and correction

## Programming Initiatives - continued

The **IT Cybersecurity Specialist** program will give students hands-on experience with networking, operation systems, virtualization and security. Students will build a strong IT base as they install and configure Windows and Linux environments and create networks for a business-like environment. Students will study attacks and security practices to protect data as they configure security settings, test and monitoring configurations. Students will be exposed to router, switches, firewalls, wireless, virtual and IPS devices from multiple vendors, along with commercial and open source software. IT-Cybersecurity Specialist graduates will be able to:

- \* Identify security strategies
- \* Implement secure infrastructures
- \* Conduct secure testing
- \* Analyze security data
- \* Mitigate risk
- \* Develop security documentation

**Truck Driving** professionals are responsible for the safe, efficient delivery of goods between locations. Students will spend time behind the wheel learning how to maneuver trucks in a variety of real-world scenarios and will develop backing and driving skills through classroom, lab, range and roadway experiences. Non-technical skills such as communications will also be discussed. With successful completion of this program, students will have the ability to obtain their Commercial Driver's License with opportunities to earn additional CDL endorsements. Truck Driving graduates will be able to:

- \* Perform commercial vehicle inspections
- \* Communicate with industry and regulatory personnel
- \* Complete legal and industry-related documentation
- \* Plan trips
- \* Perform safe operation of a commercial vehicle
- \* Obtain a CDL (Commercial Driver's License)
- \* Select healthy lifestyle behaviors

**Utility Construction Installer** 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 a 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. Employers will expect Utility Construction Installer graduates to be able to:

- \* Demonstrate safe practices and techniques
- \* Perform site location and preparation
- \* Perform construction practices
- \* Apply basic electrical principles
- \* Demonstrate customer service
- \* Complete CDL-A licensure

## 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 1.75 percent for the Fall 2020 and Spring 2021 terms. WITC has estimated no increase in FTEs for FY21 from the current FY20 projection due to global uncertainty from the effects of the COVID-19 pandemic.

## Budget development key factors - continued

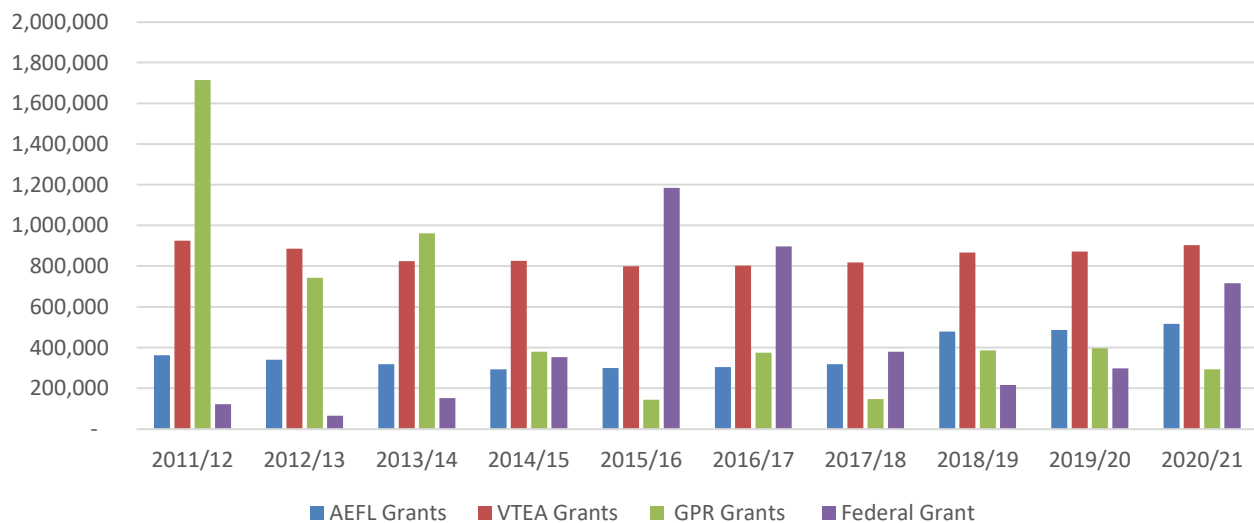
**State aids:** The amount of aid is distributed to the sixteen technical colleges based on a complicated expenditure-driven formula equalized for tax-levying ability. The formula takes into consideration student full-time equivalent (FTE) enrollments, aidable operational costs, an equalized valuation index, and a sum certain allocation at the state level. Analysis of the allocation of state aid funding between the traditional formula-based allocation and the outcome-based allocation determined that WITC will have a 3.65 percent decrease in state revenues in the FY21 budget.

State Aid Budget Calculation	FY18	FY19	FY20 estimate	FY21 projected
State aids	\$ 1,486,111	\$ 1,478,300	\$ 1,938,572	\$ 1,602,200
Outcome-based funding	1,273,667	1,257,940	1,227,191	1,448,119
Total budgeted state aids	\$ 2,759,778	\$ 2,736,240	\$ 3,165,763	\$ 3,050,319

Outcome-based funding is based on criteria in ten total areas including 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.

**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 FY14, 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 none will be active in FY21.

### Budgeted Grant Funding



**Staffing and fringe benefits:** WITC's staffing and fringe benefit costs represent 79.65 percent of the FY21 operating budget. The FY21 operational budget assumes position and staffing levels to decrease by one full-time board-approved position. WITC renewed its contract for fully-insured medical benefits effective January 1, 2020. Based on claims history, the FY21 budget assumes a 11 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 guided by FY20 spending levels before adjustment for new initiatives.

**Operational costs:** Districtwide operational costs (i.e. utilities, insurance, bank fees, and rentals) are projected to remain flat from the FY19 budget as increases in utilities and insurance will be offset by decreases in printing and postage.

## Budget development key factors - continued

**Capital budget:** WITC has budgeted \$3,825,000 for capital projects. Major projects associated with these budget dollars include the remodel of the exterior entrance of the Ashland Campus and a parking lot site improvement at the New Richmond Campus as well as other small non-zoned projects. A total of \$4,397,042 was included in the budget for other capital equipment and technology purchases for a total capital budget of \$8,222,042.

**Debt service:** WITC plans to borrow \$7,075,000 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 \$11,663,239 based on a preliminary calculation for the current fiscal year. The trust pays the retiree costs when they come due. The estimated trust balance as of June 30, 2020, is \$5,144,996 leaving an unfunded liability of \$6,518,243. The board has designated \$2,500,000 fund balance for the use of reducing the unfunded liability. For the preparation of the FY21 budget, WITC will fund \$575,000 out of the general fund.

## Strategic planning goals

WITC implemented 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 FY21. The purpose of this plan is to increase enrollment by providing sustainable, community-focused opportunities for learning and student success. The strengths on which 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

# Wisconsin Indianhead Technical College

## Notice of Public Hearing

### Fiscal year July 1, 2020 - June 30, 2021

A public hearing on the proposed 2020-21 budget for the Wisconsin Indianhead Technical College District will be held on June 15, 2020, at 8:30 a.m. at the WITC 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 Steven 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		
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	\$ 34,722,763,480	0.17543	0.20479	0.38021	0.01%
2019/2020	\$ 36,724,014,862	0.17830	0.19942	0.37772	-0.65%
2020/2021 (2)	\$ 38,839,318,118	0.17723	0.19420	0.37143	-1.67%

Fiscal Year	Total Expenditures (3)	Percent Inc/(Dec)	Property Tax Levy	Percent Inc/(Dec)	Tax on a \$100,000 House
2016/2017	\$ 76,352,234	-7.50%	\$ 12,264,381	3.85%	37.76
2017/2018	\$ 76,469,262	0.20%	\$ 12,758,028	4.03%	38.02
2018/2019	\$ 77,907,796	1.90%	\$ 13,202,539	3.48%	38.02
2019/2020	\$ 77,547,581	-0.50%	\$ 13,871,456	5.07%	37.77
2020/2021	\$ 79,433,737	2.40%	\$ 14,425,935	4.00%	37.14

#### 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	\$ 5,406,012	\$ 1,158,076	\$ -	\$ 319,230	\$ 7,542,617	\$ -	\$ 14,425,935
Other Budgeted Revenues	<u>39,579,883</u>	<u>3,787,301</u>	<u>10,803,824</u>	<u>283,708</u>	<u>215,000</u>	<u>2,807,435</u>	<u>57,477,151</u>
Total Revenues	44,985,895	4,945,377	10,803,824	602,938	7,757,617	2,807,435	71,903,086
Budgeted Expenditures	<u>44,800,072</u>	<u>5,082,789</u>	<u>10,803,824</u>	<u>8,222,042</u>	<u>7,785,435</u>	<u>2,739,575</u>	<u>79,433,737</u>
Excess Revenue Over Expenditures	185,823	(137,412)	-	(7,619,104)	(27,818)	67,860	(7,530,651)
Operating Transfers	(185,823)	-	-	63,360	185,823	(63,360)	-
Proceeds From Debt	-	-	-	7,075,000	-	-	7,075,000
Est Fund Balance 7/1/19	<u>14,934,659</u>	<u>966,238</u>	<u>496,738</u>	<u>704,070</u>	<u>7,481,178</u>	<u>444,734</u>	<u>25,027,617</u>
Est Fund Balance 6/30/20	<u>\$ 14,934,659</u>	<u>\$ 828,826</u>	<u>\$ 496,738</u>	<u>\$ 223,326</u>	<u>\$ 7,639,183</u>	<u>\$ 449,234</u>	<u>\$ 24,571,966</u>

(1) Tax Incremental District (TID) out, computers out.

(2) Equalized valuation is projected to increase fiscal year 2021.

(3) Fiscal years 2017-2019 represent actual amounts, 2020 is estimated, and 2021 is the proposed budget.

**Notice of Public Hearing**  
**Budget Summary - General Fund**  
**Fiscal year July 1, 2020 - June 30, 2021**

	<u>2018-19</u> <u>Actual (1)</u>	<u>2019-20</u> <u>Budget</u>	<u>2019-20</u> <u>Estimate (2)</u>	<u>2020-21</u> <u>Budget</u>	
<b>REVENUES</b>					
Local government	\$ 4,844,017	\$ 5,153,742	\$ 5,153,742	\$ 5,406,012	
State funds	29,902,772	30,246,239	30,243,062	30,252,718	
Program fees	7,480,364	7,603,607	7,420,607	7,732,388	
Material fees	510,983	511,372	486,134	506,165	
Other student fees	837,807	808,013	794,645	818,612	
Institutional	489,466	325,000	312,068	250,000	
Federal funds	18,992	25,000	23,200	20,000	
Total revenues	<u>\$ 44,084,401</u>	<u>\$ 44,672,973</u>	<u>\$ 44,433,458</u>	<u>\$ 44,985,895</u>	
<b>EXPENDITURES</b>					
Instruction	\$ 26,115,526	\$ 26,486,256	\$ 26,368,919	\$ 26,659,110	
Instructional resources	1,193,560	1,247,368	1,190,744	1,366,659	
Student services	4,955,534	5,148,851	5,008,894	5,017,496	
General institutional	7,924,321	8,484,341	8,418,119	8,436,099	
Physical plant	3,268,983	3,306,157	3,286,967	3,320,708	
Auxiliary services	-	-	-	-	
Total expenditures	<u>\$ 43,457,924</u>	<u>\$ 44,672,973</u>	<u>\$ 44,273,643</u>	<u>\$ 44,800,072</u>	
Net Revenue/(Expenditures)	\$ 626,477	\$ -	\$ 159,815	\$ 185,823	
<b>OTHER SOURCES/(USES)</b>					
Operating Transfer In/(Out)	(197,170)	-	-	(185,823)	
Total resources/(uses)	<u>\$ 429,307</u>	<u>\$ -</u>	<u>\$ 159,815</u>	<u>\$ -</u>	
<b>TRANSFERS TO/(FROM) FUND BALANCE</b>					
Reserve for operations	\$ 226,768	\$ 227,537	\$ (145,871)	\$ 68,398	
Reserve for post-retirement benefits	-	-	-	-	
Reserve for post-employment stipend benefit termination	-	-	-	-	
Designated for state aid fluctuations	(32,874)	12,124	64,624	648	
Designated for subsequent years	(49,311)	18,186	96,936	972	
Designated for subsequent year	284,724	(257,847)	144,126	(70,018)	
Total transfers to/(from) fund balance	<u>\$ 429,307</u>	<u>\$ -</u>	<u>\$ 159,815</u>	<u>\$ -</u>	
Beginning Fund Balance	\$ 14,345,537	\$ 14,375,186	\$ 14,774,844	\$ 14,934,659	
Ending Fund Balance	\$ 14,774,844	\$ 14,375,186	\$ 14,934,659	\$ 14,934,659	
					<b>% Change</b>
<b>EXPENDITURES BY FUND</b>					
General Fund	\$ 43,457,924	\$ 44,672,973	\$ 44,273,643	\$ 44,800,072	0.29%
Special Revenue/Operational Fund	5,022,118	4,660,343	4,612,436	5,082,789	9.07%
Special Revenue/Non-aidable Fund	10,271,484	10,692,204	10,646,661	10,803,824	1.04%
Capital Projects Fund	9,095,264	8,202,008	7,942,468	8,222,042	0.24%
Debt Service Fund	7,269,783	7,661,200	7,553,721	7,785,435	1.62%
Internal Service Fund	386,067	372,800	328,399	381,000	2.20%
Enterprise Fund	2,405,156	2,485,500	2,190,253	2,358,575	-5.11%
TOTAL EXPENDITURES BY FUND	<u>\$ 77,907,796</u>	<u>\$ 78,747,028</u>	<u>\$ 77,547,581</u>	<u>\$ 79,433,737</u>	<u>0.87%</u>
<b>REVENUES BY FUND</b>					
General Fund	\$ 44,084,401	\$ 44,672,973	\$ 44,433,458	\$ 44,985,895	0.70%
Special Revenue/Operational Fund	5,016,386	4,664,417	4,634,634	4,945,377	6.02%
Special Revenue/Non-aidable Fund	10,270,788	10,692,204	10,646,661	10,803,824	1.04%
Capital Projects Fund	349,167	378,350	349,328	602,938	59.36%
Debt Service Fund	7,333,510	7,644,450	7,641,280	7,757,617	1.48%
Internal Service Fund	447,753	387,500	328,862	385,500	-0.52%
Enterprise Fund	2,382,986	2,485,500	2,190,253	2,421,935	-2.56%
TOTAL REVENUES BY FUND	<u>\$ 69,884,991</u>	<u>\$ 70,925,394</u>	<u>\$ 70,224,476</u>	<u>\$ 71,903,086</u>	<u>1.38%</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, 2020**

	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			
<b>ASSETS</b>										
Cash & investments	\$ 12,023,926	\$ 726,115	\$ 6,558,904	\$ 7,503,528	\$ (555,989)	\$ 462,418	\$ 491,739	\$ -	\$ -	\$ 27,210,641
Receivables										
Property tax	4,921,761	-	-	-	-	-	-	-	-	4,921,761
Accounts	4,554,484	326,067	-	-	216,991	-	8,750	-	-	5,106,292
Inventory	-	-	-	-	541,702	-	-	-	-	541,702
Amount available in Debt Service fund	-	-	-	-	-	-	-	-	7,503,528	7,503,528
Amount to be provided for long-term debt	-	-	-	-	-	-	-	-	49,317,719	49,317,719
Fixed assets	-	-	-	-	-	-	-	106,769,081	-	106,769,081
<b>Total assets</b>	<b>\$ 21,500,171</b>	<b>\$ 1,052,182</b>	<b>\$ 6,558,904</b>	<b>\$ 7,503,528</b>	<b>\$ 202,705</b>	<b>\$ 462,418</b>	<b>\$ 500,489</b>	<b>\$106,769,081</b>	<b>\$ 56,821,247</b>	<b>\$ 201,370,725</b>
<b>LIABILITIES</b>										
Accounts payable	\$ 972,835	\$ 85,943	\$ 5,854,834	\$ 22,350	\$ 197,089	\$ 17,684	\$ 3,751	\$ -	\$ -	\$ 7,154,485
Employee-related payables	1,383,044	-	-	-	5,616	-	-	-	-	1,388,659
Deferred revenues	4,209,634	-	-	-	-	-	-	-	-	4,209,634
General long-term debt	-	-	-	-	-	-	-	-	56,821,247	56,821,247
<b>Total liabilities</b>	<b>6,565,512</b>	<b>85,943</b>	<b>5,854,834</b>	<b>22,350</b>	<b>202,704</b>	<b>17,684</b>	<b>3,751</b>	<b>-</b>	<b>56,821,247</b>	<b>69,574,026</b>
<b>FUND EQUITY</b>										
Investments in fixed assets	-	-	-	-	-	-	-	106,769,081	-	106,769,081
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	-	-	704,070	-	-	-	-	-	-	704,070
Reserve for self-insurance	-	-	-	-	-	444,734	-	-	-	444,734
Reserve for student organizations	-	-	-	-	-	-	370,289	-	-	370,289
Reserve for student financial assistance	-	-	-	-	-	-	126,449	-	-	126,449
Reserve for debt service	-	-	-	7,481,178	-	-	-	-	-	7,481,178
Unreserved:										
Designated for operations	8,668,243	966,238	-	-	-	-	-	-	-	9,634,481
Designated for state aid fluctuations	324,384	-	-	-	-	-	-	-	-	324,384
Designated for subsequent year	2,955,456	-	-	-	-	-	-	-	-	2,955,456
Designated for subsequent years	486,576	-	-	-	-	-	-	-	-	486,576
<b>Total fund equity</b>	<b>14,934,659</b>	<b>966,238</b>	<b>704,070</b>	<b>7,481,178</b>	<b>-</b>	<b>444,734</b>	<b>496,738</b>	<b>106,769,081</b>	<b>-</b>	<b>131,796,698</b>
<b>Total liabilities &amp; fund equity</b>	<b>\$ 21,500,171</b>	<b>\$ 1,052,181</b>	<b>\$ 6,558,904</b>	<b>\$ 7,503,528</b>	<b>\$ 202,704</b>	<b>\$ 462,418</b>	<b>\$ 500,489</b>	<b>\$106,769,081</b>	<b>\$ 56,821,247</b>	<b>\$ 201,370,724</b>



**PRO FORMA BALANCE**  
**As of June 30, 2021**

	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			
<b>ASSETS</b>										
Cash & investments	\$ 11,847,165	\$ 586,302	\$ 6,136,709	\$ 7,661,757	\$ (561,465)	\$ 467,094	\$ 491,689	\$ -	\$ -	\$ 26,629,251
Receivables										
Property tax	5,118,632	-	-	-	-	-	-	-	-	5,118,632
Accounts	4,600,029	329,327	-	-	219,161	-	8,837	-	-	5,157,355
Inventory	-	-	-	-	547,120	-	-	-	-	547,120
Amount available in Debt Service fund	-	-	-	-	-	-	-	-	7,661,757	7,661,757
Amount to be provided for long-term debt	-	-	-	-	-	-	-	-	49,509,491	49,509,491
Fixed assets	-	-	-	-	-	-	-	110,394,081	-	110,394,081
<b>Total assets</b>	<b>\$ 21,565,826</b>	<b>\$ 915,629</b>	<b>\$ 6,136,709</b>	<b>\$ 7,661,757</b>	<b>\$ 204,816</b>	<b>\$ 467,094</b>	<b>\$ 500,526</b>	<b>\$110,394,081</b>	<b>\$ 57,171,247</b>	<b>\$ 205,017,686</b>
<b>LIABILITIES</b>										
Accounts payable	\$ 982,563	\$ 86,803	\$ 5,913,383	\$ 22,574	\$ 199,059	\$ 17,860	\$ 3,788	\$ -	\$ -	\$ 7,226,030
Employee-related payables	1,396,874	-	-	-	5,756	-	-	-	-	1,402,630
Deferred revenues	4,251,731	-	-	-	-	-	-	-	-	4,251,731
General long-term debt	-	-	-	-	-	-	-	-	57,171,247	57,171,247
<b>Total liabilities</b>	<b>6,631,168</b>	<b>86,803</b>	<b>5,913,383</b>	<b>22,574</b>	<b>204,816</b>	<b>17,860</b>	<b>3,788</b>	<b>-</b>	<b>57,171,247</b>	<b>70,051,638</b>
<b>FUND EQUITY</b>										
Investments in fixed assets	-	-	-	-	-	-	-	110,394,081	-	110,394,081
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	-	-	223,326	-	-	-	-	-	-	223,326
Reserve for self-insurance	-	-	-	-	-	449,234	-	-	-	449,234
Reserve for student organizations	-	-	-	-	-	-	370,289	-	-	370,289
Reserve for student financial assistance	-	-	-	-	-	-	126,449	-	-	126,449
Reserve for debt service	-	-	-	7,639,183	-	-	-	-	-	7,639,183
Unreserved:										
Designated for operations	8,700,018	828,826	-	-	-	-	-	-	-	9,528,844
Designated for state aid fluctuations	325,032	-	-	-	-	-	-	-	-	325,032
Designated for subsequent year	2,922,061	-	-	-	-	-	-	-	-	2,922,061
Designated for subsequent years	487,548	-	-	-	-	-	-	-	-	487,548
<b>Total fund equity</b>	<b>14,934,659</b>	<b>828,826</b>	<b>223,326</b>	<b>7,639,183</b>	<b>-</b>	<b>449,234</b>	<b>496,738</b>	<b>110,394,081</b>	<b>-</b>	<b>134,966,047</b>
<b>Total liabilities &amp; fund equity</b>	<b>\$ 21,565,826</b>	<b>\$ 915,629</b>	<b>\$ 6,136,709</b>	<b>\$ 7,661,757</b>	<b>\$ 204,816</b>	<b>\$ 467,094</b>	<b>\$ 500,526</b>	<b>\$110,394,081</b>	<b>\$ 57,171,247</b>	<b>\$ 205,017,684</b>

**COMBINING BUDGET SUMMARY**  
**Fiscal year July 1, 2020 - June 30, 2021**

	Governmental Funds					Proprietary Funds		Combined
	Operating Funds					Internal Service	Enterprise	Total
	General	Special Revenue			Debt Service			
Operating		Non-aidable	Capital Projects					
<b>REVENUES</b>								
Local government	\$ 5,406,012	\$ 1,158,076	\$ -	\$ 319,230	\$ 7,542,617	\$ -	\$ -	\$ 14,425,935
State funds	30,252,718	376,647	-	146,708	-	-	-	30,776,073
Program fees	7,732,388	5,000	-	-	-	-	-	7,737,388
Material fees	506,165	35,000	-	-	-	-	-	541,165
Other student fees	818,612	-	302,000	-	-	-	-	1,120,612
Institutional	250,000	1,935,000	356,824	125,000	215,000	385,500	2,421,935	5,689,259
Federal funds	20,000	1,435,654	10,145,000	12,000	-	-	-	11,612,654
Total revenues	44,985,895	4,945,377	10,803,824	602,938	7,757,617	385,500	2,421,935	71,903,086
<b>EXPENDITURES</b>								
Instruction	26,659,110	4,327,826	127,500	1,834,171	-	-	-	32,948,607
Instructional resources	1,366,659	-	-	492,559	-	-	-	1,859,218
Student services	5,017,496	637,079	10,456,100	30,260	-	-	-	16,140,935
General institutional	8,436,099	117,884	220,224	652,592	-	-	-	9,426,799
Physical plant	3,320,708	-	-	5,212,460	7,785,435	-	-	16,318,603
Auxiliary services	-	-	-	-	-	381,000	2,358,575	2,739,575
Total expenditures	44,800,072	5,082,789	10,803,824	8,222,042	7,785,435	381,000	2,358,575	79,433,737
<b>Net revenue/(expenditure)</b>	185,823	(137,412)	-	(7,619,104)	(27,818)	4,500	63,360	(7,530,651)
<b>OTHER SOURCES/(USES)</b>								
Operating transfer in/(out)	(185,823)	-	-	63,360	185,823	-	(63,360)	-
Proceeds from debt	-	-	-	7,075,000	-	-	-	7,075,000
Total other sources/(uses)	(185,823)	-	-	7,138,360	185,823	-	(63,360)	7,075,000
<b>TRANSFERS TO/(FROM) FUND BALANCE</b>								
Reserve for prepaids & inventories	-	-	-	-	-	-	-	-
Reserve for operations	68,398	-	-	-	-	-	-	68,398
Reserve for post-employment benefits	-	-	-	-	-	-	-	-
Reserve for post-employment stipend benefit termination	-	-	-	-	-	-	-	-
Reserve for capital outlays	-	-	-	(480,744)	-	-	-	(480,744)
Reserve for debt service	-	-	-	-	158,005	-	-	158,005
Reserve for financial aid	-	-	-	-	-	-	-	-
Reserve for student organizations	-	-	-	-	-	-	-	-
Reserve for self insurance	-	-	-	-	-	4,500	-	4,500
Retained earnings	-	-	-	-	-	-	-	-
Designated for state aid fluctuations	648	-	-	-	-	-	-	648
Designated for subsequent years	972	-	-	-	-	-	-	972
Designated for subsequent year	(70,018)	(137,412)	-	-	-	-	-	(207,430)
Total transfers	-	(137,412)	-	(480,744)	158,005	4,500	-	(455,651)
Beginning fund balance	14,934,659	966,238	496,738	704,070	7,481,178	444,734	-	25,027,617
<b>Ending fund balance</b>	<b>\$ 14,934,659</b>	<b>\$ 828,826</b>	<b>\$ 496,738</b>	<b>\$ 223,326</b>	<b>\$ 7,639,183</b>	<b>\$ 449,234</b>	<b>\$ -</b>	<b>\$ 24,571,966</b>

# FISCAL IMPACT SUMMARY

## General fund

The general fund includes \$45.0 million in revenues and \$44.8 million in expenditures. This budget was developed using a modified zero-based budgeting approach. The College has budgeted \$575,000 to fund the annual required contribution for its post-employment benefit liability. Salaries and benefits comprise 82.4 percent of the expenditures in this budget, with local property taxes representing 12.0 percent of revenues, and state aids including the property tax relief aid which was implemented in FY15 represent 67.2 percent of revenues.

## Special revenue fund

The special revenue - operational fund includes \$4.9 million in anticipated revenues and \$5.0 million in expenditures. This budget was built based upon anticipated external federal and state grants to be received in FY21. 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 \$10.8 million in revenues and \$10.8 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 \$8.2 million in expenditures of which \$7.0 million will be funded through general obligation promissory notes as well as \$0.6 million in projected revenues. Over the next four years, WITC anticipates it will need to issue an average of \$7.4 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 \$7.8 million in revenues and \$7.8 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 costs of long-term assets are repaid over the assets' expected useful life.

## Proprietary fund

The proprietary (enterprise) fund includes \$2.4 million of revenues and \$2.4 million in expenditures. This fund is used to account for business-type activities such as the campus bookstores and conference centers. The total operating expenditures in this fund are expected to be completely supported by the revenues in a self-supporting manner.

Effective January 2012, WITC implemented fully-insured health insurance plans; however, the self-insured dental insurance plan remains in effect for the FY21 budget. Additionally, the district will use this fund to "rent" college owned vehicles for student activities. The internal service fund includes \$385,500 of revenue and \$381,000 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 embraces 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.

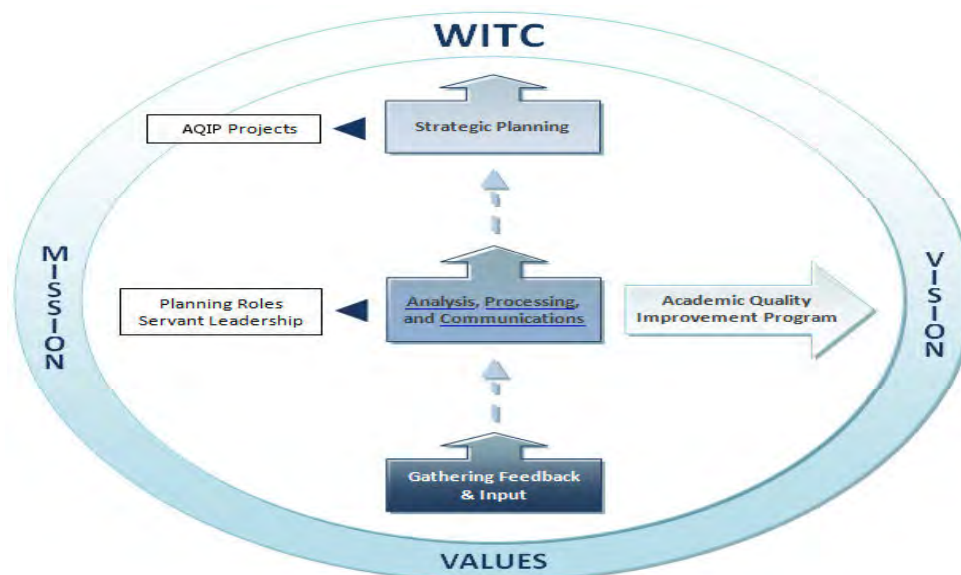
**Collaboration:** WITC values partnerships that enhance learning, promote economic development, and improve quality of life.

## Learning College Tenets

The WITC strategic plan includes nine Learning College Tenets which are used to continuously improve the 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 Summit
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 College Leadership Team began a lengthy SWOT analysis in an effort to uncover opportunities that WITC is well-placed to exploit and to understand 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 would distinguish our institution from competitors, so that we can compete successfully in our market.

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

## 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 placed 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, highlighted the areas on which to concentrate 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>
<b>OPPORTUNITIES AND THREATS</b>	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%
<b>Total (Duplicated)</b>	<b>470</b>	

\*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%
<b>Total</b>	<b>327</b>	<b>100.0%</b>

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)

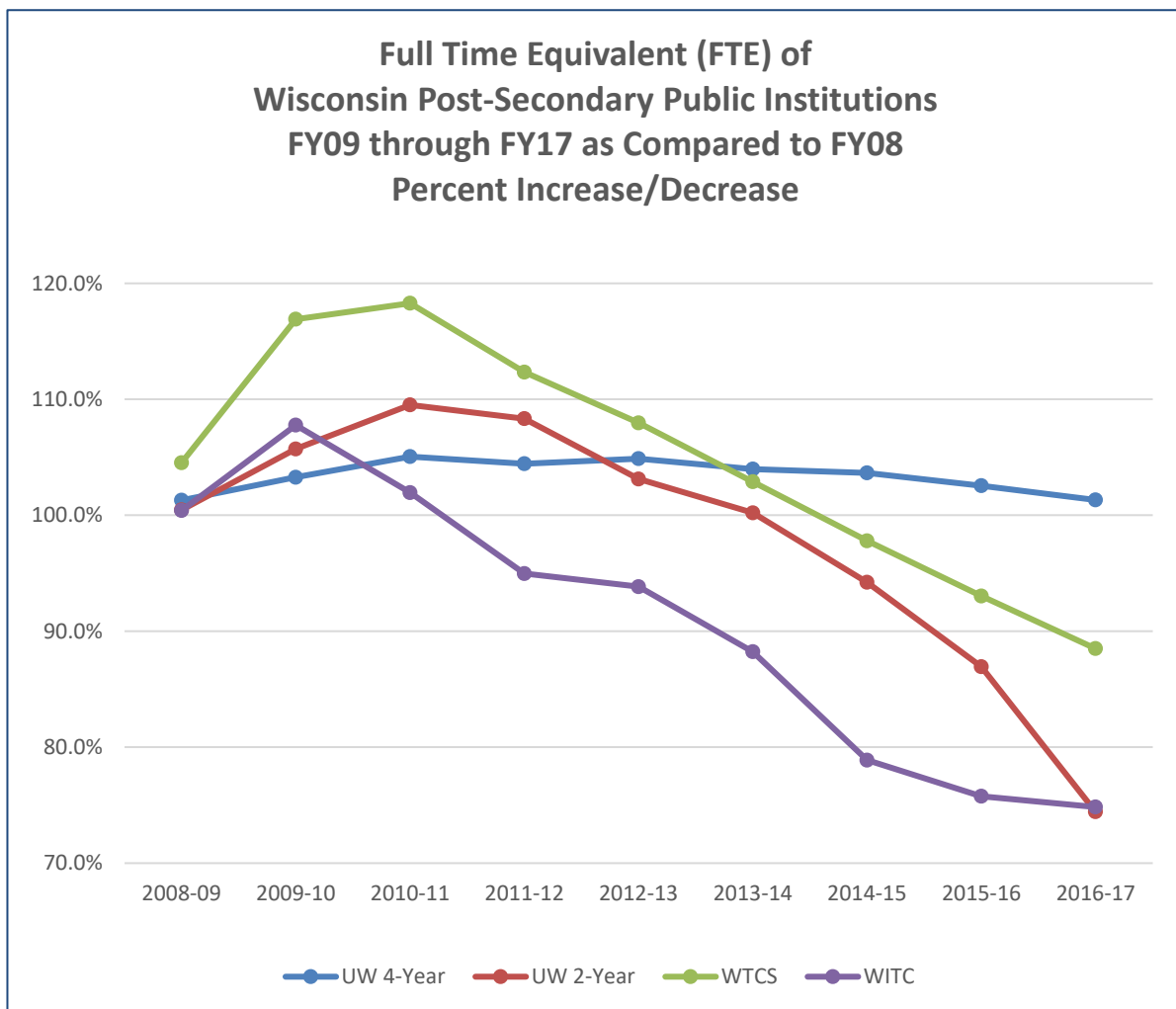
Question	Importance Mean Score	Impact Mean Score
<p><u>Survey Question 5:</u> In a low unemployment economy people often make the rational choice to work over pursuing further education.</p> <p><u>Survey Statement:</u> WITC should attempt to modify its services to reach more people who are working.</p>	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 comparison 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 provider 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.

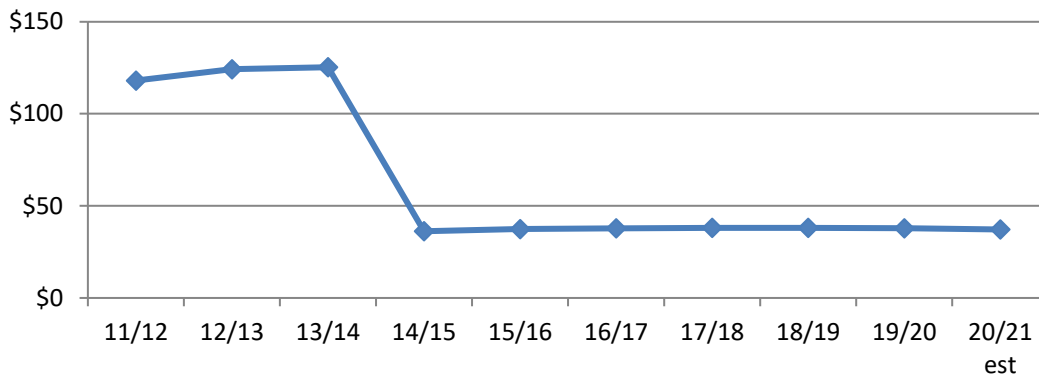
The municipalities, in turn, bill the taxpayers of those municipalities based upon assessed valuation; therefore, the mill rate assessed by one municipality for taxes from WITC can be different than the mill rate billed by another municipality. These rates may be higher or lower than the mill rates billed 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
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	\$ 38.02
19/20	\$ 37.77
20/21 est	\$ 37.14

**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 post-employment 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	71,903,086
Proceeds from Debt	7,075,000
Use of Fund Balance	455,651
Total Sources of Funds	79,433,737
Total Expenditures	79,433,737
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.

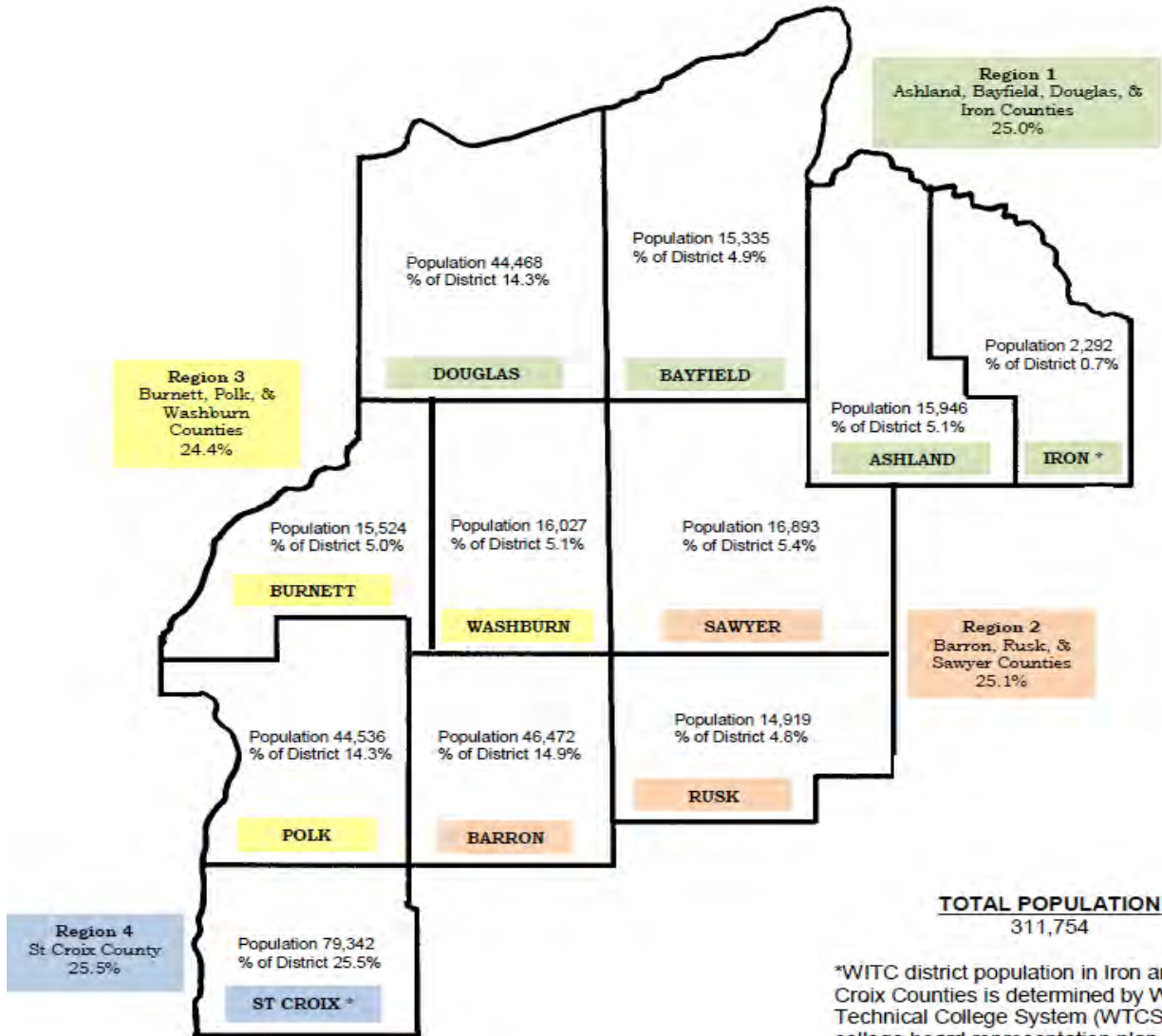


## WTCS Map

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



## District Map



Source: Wisconsin Technical College System (WTCS) calculations based on April 2010 Census figures through WI Demographics Services Center, January 2019 estimates.

Approved 3/22/19 revised  
Population Information Updated 1-6-2020

## 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.

**Carol De Young** is an employer member of the board representing St. Croix County. Carol has been a board member since 2019.

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

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

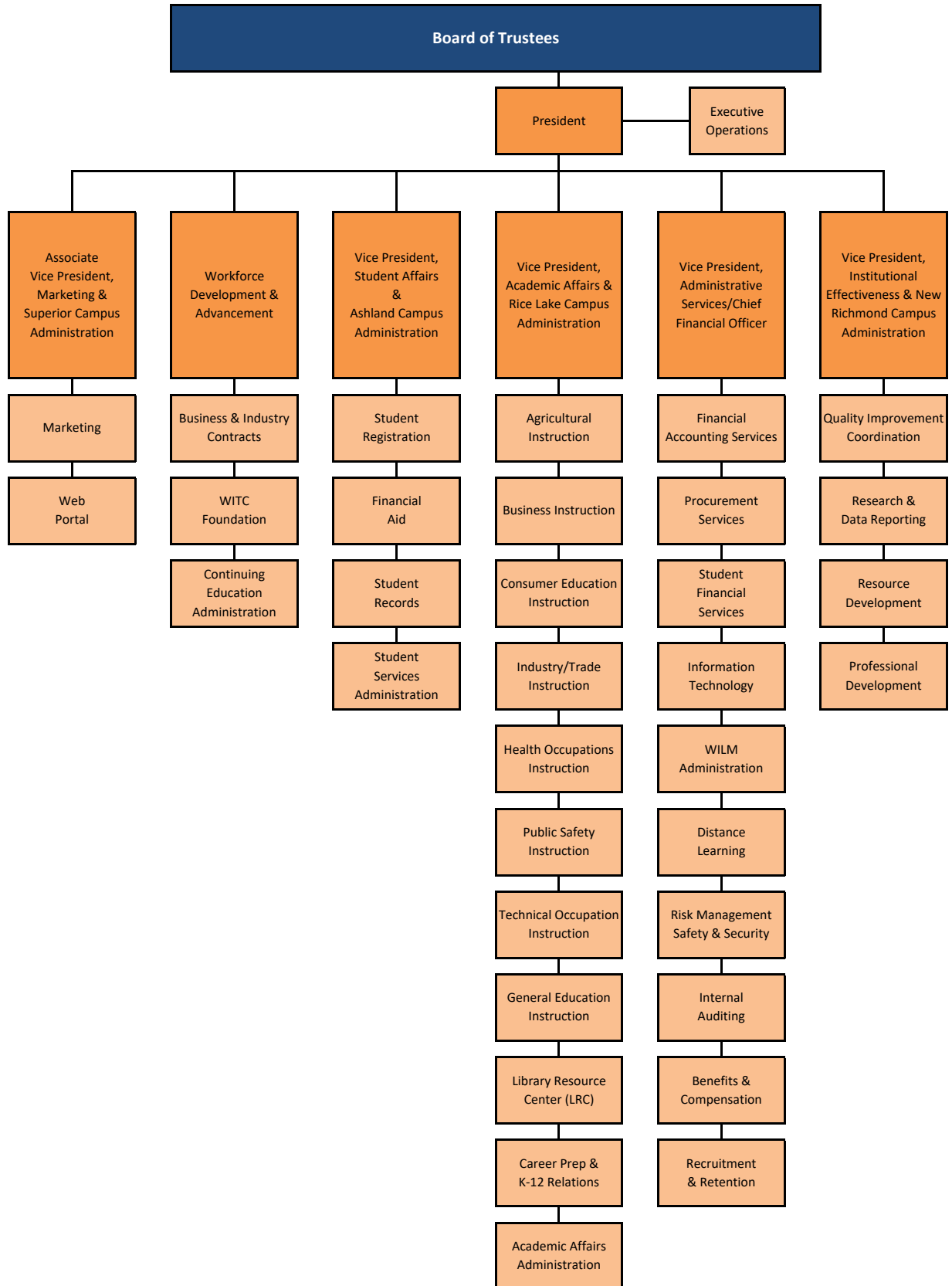
**Janelle Gruetzmacher** is an employee member of the board representing Barron County. Janelle has been a board member since 2016.

**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

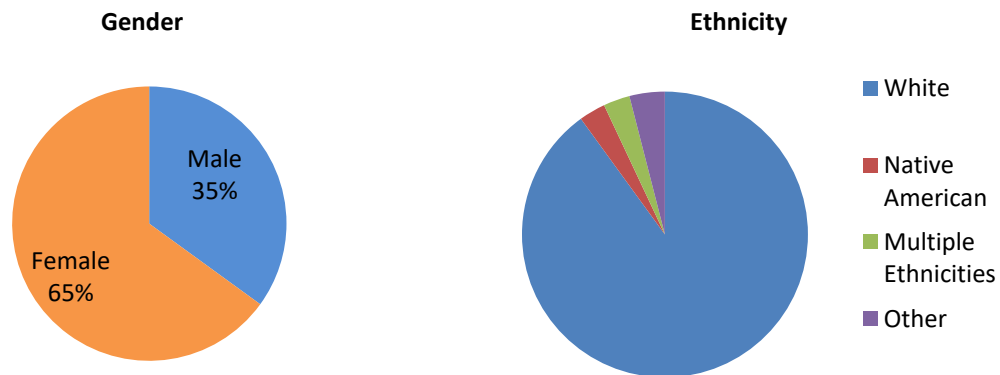
## Taxing district

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 311,754.

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 16 to 64 with the average age being 27 years old. Students have wide-ranging socio-economic backgrounds. Following graduation, 76 percent of graduates reside and work in Wisconsin with 65 percent working within the district boundaries. Ninety-three percent are employed within six months of graduation and 73 percent of these graduates are employed in a career that is related to their WITC training. The average starting salary for a 2019 WITC graduate was \$44,046. 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 plan to receive a degree and instead utilize WITC's services to enhance personal or professional skills. Annually nearly 16,000 citizens take advantage of educational opportunities offered by WITC. While approximately 4,600 unduplicated students enrolled in credit programming in fiscal year 2019, over 11,830 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 three Outreach Center locations (Balsam Lake, Hayward and Ladysmith). In addition, WITC offers classes at many other locations on a temporary basis. During the late 1970s, 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 23,847 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 1960s 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 143,778 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. In 2017, the campus was expanded by 5,400 square feet with an addition dedicated to a Student Commons and Learning Resource Center. An expansion of the current 3,240 square-foot cold storage building was completed in 2019, and a Veterinary Technician instructional addition is currently under construction.

The WITC-Rice Lake Campus is located adjacent to the University of Wisconsin - Eau Claire - 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**  
**2020-21 Budgetary Statement of**  
**Resources, Uses, and Changes in Fund Balance**

	<u>2018/19</u> <u>Actual*</u>	<u>2019/20</u> <u>Adopted</u> <u>Budget</u>	<u>2019/20</u> <u>Modified</u> <u>Budget</u>	<u>2019/20</u> <u>Estimate**</u>	<u>2020/21</u> <u>Budget</u>
<b>REVENUES</b>					
Local government	\$ 4,844,017	\$ 5,143,073	\$ 5,153,742	\$ 5,153,742	\$ 5,406,012
State funds	29,902,772	29,721,239	30,246,239	30,243,062	30,252,718
Program fees	7,480,364	8,103,607	7,603,607	7,420,607	7,732,388
Material fees	510,983	561,372	511,372	486,134	506,165
Other student fees	837,807	808,013	808,013	794,645	818,612
Institutional	489,466	250,000	325,000	312,068	250,000
Federal funds	18,992	20,000	25,000	23,200	20,000
Total revenues	<u>\$ 44,084,401</u>	<u>\$ 44,607,304</u>	<u>\$ 44,672,973</u>	<u>\$ 44,433,458</u>	<u>\$ 44,985,895</u>
<b>EXPENDITURES</b>					
Instruction	\$ 26,115,526	\$ 26,670,587	\$ 26,486,256	\$ 26,368,919	\$ 26,659,110
Instructional resources	1,193,560	1,297,368	1,247,368	1,190,744	1,366,659
Student services	4,955,534	5,198,851	5,148,851	5,008,894	5,017,496
General institutional	7,924,321	8,184,341	8,484,341	8,418,119	8,436,099
Physical plant	3,268,983	3,256,157	3,306,157	3,286,967	3,320,708
Auxiliary services	-	-	-	-	-
Total expenditures	<u>\$ 43,457,924</u>	<u>\$ 44,607,304</u>	<u>\$ 44,672,973</u>	<u>\$ 44,273,643</u>	<u>\$ 44,800,072</u>
<b>Net revenue/(expenditure)</b>	<u>\$ 626,477</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 159,815</u>	<u>\$ 185,823</u>
<b>OTHER SOURCES/(USES)</b>					
Operating transfer in/(out)	\$ (197,170)	\$ -	\$ -	\$ -	\$ (185,823)
Proceeds from debt	-	-	-	-	-
Total other sources/(uses)	<u>\$ (197,170)</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ (185,823)</u>
<b>TRANSFERS TO/(FROM) FUND BALANCE</b>					
Reserve for operations	\$ 226,768	\$ 227,537	\$ 227,537	\$ (145,871)	\$ 68,398
Reserve for post-employment benefits	-	-	-	-	-
Reserve for post-employment stipend benefit termination	-	-	-	-	-
Designated for state aid fluctuations	(32,874)	12,124	12,124	64,624	648
Designated for subsequent years	(49,311)	18,186	18,186	96,936	972
Designated for subsequent year	284,724	(257,847)	(257,847)	144,126	(70,018)
Total transfers to/(from) fund balance	<u>\$ 429,307</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 159,815</u>	<u>\$ -</u>
Beginning fund balance	<u>\$ 14,345,537</u>	<u>\$ 14,375,186</u>	<u>\$ 14,375,186</u>	<u>\$ 14,774,844</u>	<u>\$ 14,934,659</u>
<b>Ending fund balance</b>	<u><u>\$ 14,774,844</u></u>	<u><u>\$ 14,375,186</u></u>	<u><u>\$ 14,375,186</u></u>	<u><u>\$ 14,934,659</u></u>	<u><u>\$ 14,934,659</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

## 2020-21 Budgetary Statement of Resources, Uses, and Changes in Fund Balance

	2018/19 Actual*	2019/20 Adopted Budget	2019/20 Modified Budget	2019/20 Estimate**	2020/21 Budget
<b>REVENUES</b>					
Local government	\$ 1,258,131	\$ 1,279,385	\$ 1,279,385	\$ 1,279,385	\$ 1,158,076
State funds	824,165	451,885	526,885	527,447	376,647
Program fees	-	30,000	-	-	5,000
Material fees	57,823	30,000	30,000	33,045	35,000
Other student fees	-	-	-	-	-
Institutional	1,854,876	1,400,000	1,750,000	1,758,469	1,935,000
Federal funds	1,021,391	928,147	1,078,147	1,036,288	1,435,654
Total revenues	<u>\$ 5,016,386</u>	<u>\$ 4,119,417</u>	<u>\$ 4,664,417</u>	<u>\$ 4,634,634</u>	<u>\$ 4,945,377</u>
<b>EXPENDITURES</b>					
Instruction	\$ 4,270,977	\$ 3,621,138	\$ 3,821,138	\$ 3,802,097	\$ 4,327,826
Instructional resources	-	-	-	-	-
Student services	749,505	609,205	629,205	601,057	637,079
General institutional	1,636	-	210,000	209,282	117,884
Physical plant	-	-	-	-	-
Auxiliary services	-	-	-	-	-
Total expenditures	<u>\$ 5,022,118</u>	<u>\$ 4,230,343</u>	<u>\$ 4,660,343</u>	<u>\$ 4,612,436</u>	<u>\$ 5,082,789</u>
<b>Net revenue/(expenditure)</b>	<u>\$ (5,732)</u>	<u>\$ (110,926)</u>	<u>\$ 4,074</u>	<u>\$ 22,198</u>	<u>\$ (137,412)</u>
<b>OTHER SOURCES/(USES)</b>					
Operating transfer in/(out)	\$ -	\$ -	\$ -	\$ -	\$ -
Proceeds from debt	-	-	-	-	-
Total other sources/(uses)	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>TRANSFERS TO/(FROM) FUND BALANCE</b>					
Reserve for operations	\$ (5,732)	\$ (110,926)	\$ 4,074	\$ 22,198	\$ (137,412)
Designated for state aid fluctuations	-	-	-	-	-
Designated for subsequent years	-	-	-	-	-
Designated for subsequent year	-	-	-	-	-
Total transfers to/(from) fund balance	<u>\$ (5,732)</u>	<u>\$ (110,926)</u>	<u>\$ 4,074</u>	<u>\$ 22,198</u>	<u>\$ (137,412)</u>
Beginning fund balance	\$ 949,772	\$ 929,723	\$ 929,723	\$ 944,040	\$ 966,238
<b>Ending fund balance</b>	<u><u>\$ 944,040</u></u>	<u><u>\$ 818,797</u></u>	<u><u>\$ 933,797</u></u>	<u><u>\$ 966,238</u></u>	<u><u>\$ 828,826</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

## 2020-21 Budgetary Statement of Resources, Uses, and Changes in Fund Balance

	<u>2018/19 Actual*</u>	<u>2019/20 Adopted Budget</u>	<u>2019/20 Modified Budget</u>	<u>2019/20 Estimate**</u>	<u>2020/21 Budget</u>
<b>REVENUES</b>					
Local government	\$ -	\$ -	\$ -	\$ -	\$ -
State funds	-	-	-	-	-
Program fees	-	-	-	-	-
Material fees	-	-	-	-	-
Other student fees	308,762	297,000	297,000	309,370	302,000
Institutional	310,115	165,182	215,182	210,390	356,824
Federal funds	9,651,911	9,980,022	10,180,022	10,126,901	10,145,000
Total revenues	<u>\$ 10,270,788</u>	<u>\$ 10,442,204</u>	<u>\$ 10,692,204</u>	<u>\$ 10,646,661</u>	<u>\$ 10,803,824</u>
<b>EXPENDITURES</b>					
Instruction	\$ 171,935	\$ 165,182	\$ 165,182	\$ 163,336	\$ 127,500
Instructional resources	-	-	-	-	-
Student services	10,099,549	10,277,022	10,527,022	10,483,325	10,456,100
General institutional	-	-	-	-	220,224
Physical plant	-	-	-	-	-
Auxiliary services	-	-	-	-	-
Total expenditures	<u>\$ 10,271,484</u>	<u>\$ 10,442,204</u>	<u>\$ 10,692,204</u>	<u>\$ 10,646,661</u>	<u>\$ 10,803,824</u>
<b>Net revenue/(expenditure)</b>	<u>\$ (696)</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>OTHER SOURCES/(USES)</b>					
Operating transfer in/(out)	\$ -	\$ -	\$ -	\$ -	\$ -
Proceeds from debt	-	-	-	-	-
Total other sources/(uses)	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>TRANSFERS TO/(FROM) FUND BALANCE</b>					
Reserve for financial aid	\$ -	\$ -	\$ -	\$ -	\$ -
Reserve for student organizations	(696)	-	-	-	-
Total transfers to/(from) fund balance	<u>\$ (696)</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Beginning fund balance	\$ 497,434	\$ 495,508	\$ 495,508	\$ 496,738	\$ 496,738
<b>Ending fund balance</b>	<u><u>\$ 496,738</u></u>	<u><u>\$ 495,508</u></u>	<u><u>\$ 495,508</u></u>	<u><u>\$ 496,738</u></u>	<u><u>\$ 496,738</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**  
**2020-21 Budgetary Statement of**  
**Resources, Uses, and Changes in Fund Balance**

	<u>2018/19</u> <u>Actual*</u>	<u>2019/20</u> <u>Adopted</u> <u>Budget</u>	<u>2019/20</u> <u>Modified</u> <u>Budget</u>	<u>2019/20</u> <u>Estimate**</u>	<u>2020/21</u> <u>Budget</u>
<b>REVENUES</b>					
Local government	\$ -	\$ -	\$ 125,358	\$ 125,358	\$ 319,230
State funds	23,166	178,350	119,992	101,577	146,708
Program fees	-	-	-	-	-
Material fees	-	-	-	-	-
Other student fees	-	-	-	-	-
Institutional	326,001	200,000	127,000	116,581	125,000
Federal funds	-	-	6,000	5,812	12,000
Total revenues	<u>\$ 349,167</u>	<u>\$ 378,350</u>	<u>\$ 378,350</u>	<u>\$ 349,328</u>	<u>\$ 602,938</u>
<b>EXPENDITURES</b>					
Instruction	\$ 1,302,681	\$ 1,495,069	\$ 2,145,069	\$ 2,103,030	\$ 1,834,171
Instructional resources	693,965	725,000	750,000	724,834	492,559
Student services	-	-	15,000	10,381	30,260
General institutional	806,500	948,085	1,048,085	988,432	652,592
Physical plant	6,292,118	4,943,854	4,243,854	4,115,791	5,212,460
Auxiliary services	-	-	-	-	-
Total expenditures	<u>\$ 9,095,264</u>	<u>\$ 8,112,008</u>	<u>\$ 8,202,008</u>	<u>\$ 7,942,468</u>	<u>\$ 8,222,042</u>
<b>Net revenue/(expenditure)</b>	<u>\$ (8,746,097)</u>	<u>\$ (7,733,658)</u>	<u>\$ (7,823,658)</u>	<u>\$ (7,593,140)</u>	<u>\$ (7,619,104)</u>
<b>OTHER SOURCES/(USES)</b>					
Operating transfer in/(out)	\$ -	\$ -	\$ -	\$ -	\$ 63,360
Proceeds from debt	5,500,000	7,910,000	8,410,000	8,410,000	7,075,000
Total other sources/(uses)	<u>\$ 5,500,000</u>	<u>\$ 7,910,000</u>	<u>\$ 8,410,000</u>	<u>\$ 8,410,000</u>	<u>\$ 7,138,360</u>
<b>TRANSFERS TO/(FROM) FUND BALANCE</b>					
Reserve for operations	\$ -	\$ -	\$ -	\$ -	\$ -
Reserve for capital projects	(3,246,097)	176,342	586,342	816,860	(480,744)
Total transfers to/(from) fund balance	<u>\$ (3,246,097)</u>	<u>\$ 176,342</u>	<u>\$ 586,342</u>	<u>\$ 816,860</u>	<u>\$ (480,744)</u>
Beginning fund balance	\$ 3,133,307	\$ 1,246,330	\$ 1,246,330	\$ (112,790)	\$ 704,070
<b>Ending fund balance</b>	<u><u>\$ (112,790)</u></u>	<u><u>\$ 1,422,672</u></u>	<u><u>\$ 1,832,672</u></u>	<u><u>\$ 704,070</u></u>	<u><u>\$ 223,326</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**  
**2020-21 Budgetary Statement of**  
**Resources, Uses, and Changes in Fund Balance**

	<u>2018/19 Actual*</u>	<u>2019/20 Adopted Budget</u>	<u>2019/20 Modified Budget</u>	<u>2019/20 Estimate**</u>	<u>2020/21 Budget</u>
<b>REVENUES</b>					
Local government	\$ 7,111,020	\$ 7,394,450	\$ 7,323,640	\$ 7,323,640	\$ 7,542,617
State funds	-	-	-	-	-
Program fees	-	-	-	-	-
Material fees	-	-	-	-	-
Other student fees	-	-	-	-	-
Institutional	222,490	250,000	320,810	317,640	215,000
Federal funds	-	-	-	-	-
Total revenues	<u>\$ 7,333,510</u>	<u>\$ 7,644,450</u>	<u>\$ 7,644,450</u>	<u>\$ 7,641,280</u>	<u>\$ 7,757,617</u>
<b>EXPENDITURES</b>					
Instruction	\$ -	\$ -	\$ -	\$ -	\$ -
Instructional resources	-	-	-	-	-
Student services	-	-	-	-	-
General institutional	-	-	-	-	-
Physical plant	7,269,783	7,661,200	7,661,200	7,553,721	7,785,435
Auxiliary services	-	-	-	-	-
Total expenditures	<u>\$ 7,269,783</u>	<u>\$ 7,661,200</u>	<u>\$ 7,661,200</u>	<u>\$ 7,553,721</u>	<u>\$ 7,785,435</u>
<b>Net revenue/(expenditure)</b>	<u>\$ 63,727</u>	<u>\$ (16,750)</u>	<u>\$ (16,750)</u>	<u>\$ 87,559</u>	<u>\$ (27,818)</u>
<b>OTHER SOURCES/(USES)</b>					
Operating transfer in/(out)	\$ 175,000	\$ -	\$ -	\$ -	\$ 185,823
Proceeds from debt	-	-	-	-	-
Total other sources/(uses)	<u>\$ 175,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 185,823</u>
<b>TRANSFERS TO/(FROM) FUND BALANCE</b>					
Reserve for operations	\$ -	\$ -	\$ -	\$ -	\$ -
Reserve for debt service	238,727	(16,750)	(16,750)	87,559	158,005
Total transfers to/(from) fund balance	<u>\$ 238,727</u>	<u>\$ (16,750)</u>	<u>\$ (16,750)</u>	<u>\$ 87,559</u>	<u>\$ 158,005</u>
Beginning fund balance	\$ 7,154,892	\$ 7,389,291	\$ 7,389,291	\$ 7,393,619	\$ 7,481,178
<b>Ending fund balance</b>	<u><u>\$ 7,393,619</u></u>	<u><u>\$ 7,372,541</u></u>	<u><u>\$ 7,372,541</u></u>	<u><u>\$ 7,481,178</u></u>	<u><u>\$ 7,639,183</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**  
**2020-21 Budgetary Statement of**  
**Resources, Uses, and Changes in Fund Balance**

	<u>2018/19 Actual*</u>	<u>2019/20 Adopted Budget</u>	<u>2019/20 Modified Budget</u>	<u>2019/20 Estimate**</u>	<u>2020/21 Budget</u>
<b>REVENUES</b>					
Local government	\$ -	\$ -	\$ -	\$ -	\$ -
State funds	-	-	-	-	-
Program fees	-	-	-	-	-
Material fees	-	-	-	-	-
Other student fees	-	-	-	-	-
Institutional	447,753	387,500	387,500	328,862	385,500
Federal funds	-	-	-	-	-
Total revenues	<u>\$ 447,753</u>	<u>\$ 387,500</u>	<u>\$ 387,500</u>	<u>\$ 328,862</u>	<u>\$ 385,500</u>
<b>EXPENDITURES</b>					
Instruction	\$ -	\$ -	\$ -	\$ -	\$ -
Instructional resources	-	-	-	-	-
Student services	-	-	-	-	-
General institutional	-	-	-	-	-
Physical plant	-	-	-	-	-
Auxiliary services	386,067	372,800	372,800	328,399	381,000
Total expenditures	<u>\$ 386,067</u>	<u>\$ 372,800</u>	<u>\$ 372,800</u>	<u>\$ 328,399</u>	<u>\$ 381,000</u>
<b>Net revenue/(expenditure)</b>	<u>\$ 61,686</u>	<u>\$ 14,700</u>	<u>\$ 14,700</u>	<u>\$ 463</u>	<u>\$ 4,500</u>
<b>OTHER SOURCES/(USES)</b>					
Operating transfer in/(out)	\$ -	\$ -	\$ -	\$ -	\$ -
Proceeds from debt	-	-	-	-	-
Total other sources/(uses)	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>TRANSFERS TO/(FROM) FUND BALANCE</b>					
Reserve for operations	\$ -	\$ -	\$ -	\$ -	\$ -
Reserve for self insurance	61,686	14,700	14,700	463	4,500
Total transfers to/(from) fund balance	<u>\$ 61,686</u>	<u>\$ 14,700</u>	<u>\$ 14,700</u>	<u>\$ 463</u>	<u>\$ 4,500</u>
Beginning fund balance	\$ 382,585	\$ 387,160	\$ 387,160	\$ 444,271	\$ 444,734
<b>Ending fund balance</b>	<u><u>\$ 444,271</u></u>	<u><u>\$ 401,860</u></u>	<u><u>\$ 401,860</u></u>	<u><u>\$ 444,734</u></u>	<u><u>\$ 449,234</u></u>

\* Actual is presented on a budgetary basis

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

**ENTERPRISE FUND**  
**2020-21 Budgetary Statement of**  
**Resources, Uses, and Changes in Fund Balance**

	<u>2018/19 Actual*</u>	<u>2019/20 Adopted Budget</u>	<u>2019/20 Modified Budget</u>	<u>2019/20 Estimate**</u>	<u>2020/21 Budget</u>
<b>REVENUES</b>					
Local government	\$ -	\$ -	\$ -	\$ -	\$ -
State funds	-	-	-	-	-
Program fees	-	-	-	-	-
Material fees	-	-	-	-	-
Other student fees	-	-	-	-	-
Institutional	2,382,986	2,485,500	2,485,500	2,190,253	2,421,935
Federal funds	-	-	-	-	-
Total revenues	<u>\$ 2,382,986</u>	<u>\$ 2,485,500</u>	<u>\$ 2,485,500</u>	<u>\$ 2,190,253</u>	<u>\$ 2,421,935</u>
<b>EXPENDITURES</b>					
Instruction	\$ -	\$ -	\$ -	\$ -	\$ -
Instructional resources	-	-	-	-	-
Student services	-	-	-	-	-
General institutional	-	-	-	-	-
Physical plant	-	-	-	-	-
Auxiliary services	2,405,156	2,485,500	2,485,500	2,190,253	2,358,575
Total expenditures	<u>\$ 2,405,156</u>	<u>\$ 2,485,500</u>	<u>\$ 2,485,500</u>	<u>\$ 2,190,253</u>	<u>\$ 2,358,575</u>
<b>Net revenue/(expenditure)</b>	<u>\$ (22,170)</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 63,360</u>
<b>OTHER SOURCES/(USES)</b>					
Operating transfer in/(out)	\$ 22,170	\$ -	\$ -	\$ -	\$ (63,360)
Proceeds from debt	-	-	-	-	-
Total other sources/(uses)	<u>\$ 22,170</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ (63,360)</u>
<b>TRANSFERS TO/(FROM) FUND BALANCE</b>					
Reserve for operations	\$ -	\$ -	\$ -	\$ -	\$ -
Retained earnings	-	-	-	-	-
Total transfers to/(from) fund balance	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Beginning fund balance	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Ending fund balance</b>	<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

## 2020-21 Budgetary Statement of Resources, Uses, and Changes in Fund Balance

	2018/19 Actual*	2019/20 Adopted Budget	2019/20 Modified Budget	2019/20 Estimate**	2020/21 Budget
<b>REVENUES</b>					
Local government	\$ 13,213,168	\$ 13,816,908	\$ 13,882,125	\$ 13,882,125	\$ 14,425,935
State funds	30,750,103	30,351,474	30,893,116	30,872,086	30,776,073
Program fees	7,480,364	8,133,607	7,603,607	7,420,607	7,737,388
Material fees	568,806	591,372	541,372	519,179	541,165
Other student fees	1,146,569	1,105,013	1,105,013	1,104,015	1,120,612
Institutional	6,033,687	5,138,182	5,610,992	5,234,263	5,689,259
Federal funds	10,692,294	10,928,169	11,289,169	11,192,201	11,612,654
Total revenues	<u>\$ 69,884,991</u>	<u>\$ 70,064,725</u>	<u>\$ 70,925,394</u>	<u>\$ 70,224,476</u>	<u>\$ 71,903,086</u>
<b>EXPENDITURES</b>					
Instruction	\$ 31,861,119	\$ 31,951,976	\$ 32,617,645	\$ 32,437,382	\$ 32,948,607
Instructional resources	1,887,525	2,022,368	1,997,368	1,915,578	1,859,218
Student services	15,804,588	16,085,078	16,320,078	16,103,657	16,140,935
General institutional	8,732,457	9,132,426	9,742,426	9,615,833	9,426,799
Physical plant	16,830,884	15,861,211	15,211,211	14,956,479	16,318,603
Auxiliary services	2,791,223	2,858,300	2,858,300	2,518,652	2,739,575
Total expenditures	<u>\$ 77,907,796</u>	<u>\$ 77,911,359</u>	<u>\$ 78,747,028</u>	<u>\$ 77,547,581</u>	<u>\$ 79,433,737</u>
<b>Net revenue/(expenditure)</b>	<u>\$ (8,022,805)</u>	<u>\$ (7,846,634)</u>	<u>\$ (7,821,634)</u>	<u>\$ (7,323,105)</u>	<u>\$ (7,530,651)</u>
<b>OTHER SOURCES/(USES)</b>					
Operating transfer in/(out)	\$ -	\$ -	\$ -	\$ -	\$ -
Proceeds from debt	5,500,000	7,910,000	8,410,000	8,410,000	7,075,000
Total other sources/(uses)	<u>\$ 5,500,000</u>	<u>\$ 7,910,000</u>	<u>\$ 8,410,000</u>	<u>\$ 8,410,000</u>	<u>\$ 7,075,000</u>
<b>TRANSFERS TO/(FROM) FUND BALANCE</b>					
Reserve for prepaids & inventories	\$ -	\$ -	\$ -	\$ -	\$ -
Reserve for operations	221,036	116,611	231,611	(123,673)	(69,014)
Reserve for post-employment benefits	-	-	-	-	-
Reserve for post-employment stipend benefit termination	-	-	-	-	-
Reserve for capital outlays	(3,246,097)	176,342	586,342	816,860	(480,744)
Reserve for debt service	238,727	(16,750)	(16,750)	87,559	158,005
Reserve for financial aid	-	-	-	-	-
Reserve for student organizations	(696)	-	-	-	-
Reserve for self insurance	61,686	14,700	14,700	463	4,500
Retained earnings	-	-	-	-	-
Designated for state aid fluctuations	(32,874)	12,124	12,124	64,624	648
Designated for subsequent years	(49,311)	18,186	18,186	96,936	972
Designated for subsequent year	284,724	(257,847)	(257,847)	144,126	(70,018)
Total transfers to/(from) fund balance	<u>\$ (2,522,805)</u>	<u>\$ 63,366</u>	<u>\$ 588,366</u>	<u>\$ 1,086,895</u>	<u>\$ (455,651)</u>
Beginning fund balance	<u>\$ 26,463,527</u>	<u>\$ 24,823,198</u>	<u>\$ 24,823,198</u>	<u>\$ 23,940,722</u>	<u>\$ 25,027,617</u>
<b>Ending fund balance</b>	<u>\$ 23,940,722</u>	<u>\$ 24,886,564</u>	<u>\$ 25,411,564</u>	<u>\$ 25,027,617</u>	<u>\$ 24,571,966</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
<b>Beginning Balance (July 1, 2019)</b>	\$ 14,774,844	\$ 944,040	\$ 496,738	\$ (112,790)	\$ 7,393,619	\$ 444,271	\$ -	\$ 23,940,722
Add revenue	44,433,458	4,634,634	10,646,661	349,328	7,641,280	328,862	2,190,253	70,224,476
Subtract expenditures	44,273,643	4,612,436	10,646,661	7,942,468	7,553,721	328,399	2,190,253	77,547,581
Adjusted balance	159,815	22,198	-	(7,593,140)	87,559	463	-	(7,323,105)
Transfers in/(out)	-	-	-	-	-	-	-	-
Debt Proceeds	-	-	-	8,410,000	-	-	-	8,410,000
<b>Beginning Balance (July 1, 2020)</b>	\$ 14,934,659	\$ 966,238	\$ 496,738	\$ 704,070	\$ 7,481,178	\$ 444,734	\$ -	\$ 25,027,617
Add revenue	44,985,895	4,945,377	10,803,824	602,938	7,757,617	385,500	2,421,935	71,903,086
Subtract expenditures	44,800,072	5,082,789	10,803,824	8,222,042	7,785,435	381,000	2,358,575	79,433,737
Adjusted balance	185,823	(137,412)	-	(7,619,104)	(27,818)	4,500	63,360	(7,530,651)
Transfers in/(out)	(185,823)	-	-	63,360	185,823	-	(63,360)	-
Debt Proceeds	-	-	-	7,075,000	-	-	-	7,075,000
<b>Ending Balance (June 30, 2021)</b>	\$ 14,934,659	\$ 828,826	\$ 496,738	\$ 223,326	\$ 7,639,183	\$ 449,234	\$ -	\$ 24,571,966

\*\* 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
2020-21 proj	\$ 5,118,632	\$ 4,460,730	\$ 9,579,362	\$ 14,934,659	\$ 325,032	\$ 487,548	\$ 2,922,061	\$ 2,500,000	\$ -	\$ 8,700,018	90.8%
2019-20 est	4,921,761	4,480,007	9,401,768	14,934,659	324,384	486,576	2,955,456	2,500,000	-	8,668,243	92.2%
2018-19	4,727,824	4,460,730	9,188,554	14,375,186	259,760	389,640	2,801,497	2,500,000	-	8,424,289	91.7%
2017-18	4,272,032	4,369,716	8,641,748	14,345,536	292,634	438,951	2,516,773	2,500,000	-	8,597,178	99.5%
2016-17	4,374,737	4,442,697	8,817,434	14,832,541	275,903	413,855	3,096,326	2,500,000	-	8,546,457	96.9%
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	2017-18 Budget	2018-19 Budget	2019-20 Budget	2020-21 Budget				Total Budget
				General	Special Revenue Operating	Special Revenue Non-Operating	Proprietary Fund	
<b>Administrator</b>								
Administrator	73.7	68.7	75.1	76.4	5.0	-	0.7	82.1
Total Administrators	73.7	68.7	75.1	76.4	5.0	-	0.7	82.1
<b>Faculty</b>								
Instructors	188.1	187.1	183.7	178.9	3.0	-	-	181.9
Total faculty	188.1	187.1	183.7	178.9	3.0	-	-	181.9
<b>Specialists</b>								
Counselors	9.1	8.8	9.9	4.9	4.6	-	-	9.5
Instructional specialist	-	-	-	-	-	-	-	-
Total specialists	9.1	8.8	9.9	4.9	4.6	-	-	9.5
<b>Other staff</b>								
Professional non-faculty	31.1	30.1	45.6	33.7	0.9	3.1	-	37.7
Clerical/secretarial	64.1	60.1	24.4	30.8	-	-	-	30.8
Technical/paraprofessional	71.6	69.5	99.5	85.3	5.4	1.1	2.0	93.7
Service/maintenance	23.8	20.8	18.5	17.5	-	-	-	17.5
Total other staff	190.6	180.5	188.0	167.3	6.3	4.2	2.0	179.7
<b>Total positions</b>	<b>461.5</b>	<b>445.1</b>	<b>456.7</b>	<b>427.5</b>	<b>18.9</b>	<b>4.2</b>	<b>2.7</b>	<b>453.2</b>

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	2014-15 Actual	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Actual	Changes*	2020-21 Budget
President	1.0	1.0	1.0	1.0	1.0	1.0	-	1.0
Management	89.0	91.0	88.0	86.0	91.0	89.0	(2.0)	87.0
Instruction - Professional/Instructional	151.0	152.0	153.0	149.0	149.0	142.0	1.0	143.0
Professional/Support Services	23.0	22.0	17.0	15.0	15.0	15.0	-	15.0
Office & Technical Support	128.0	125.0	127.0	102.0	101.0	101.0	-	101.0
Custodial	23.0	22.0	22.0	19.0	18.0	17.0	-	17.0
<b>Total positions</b>	<b>415.0</b>	<b>413.0</b>	<b>408.0</b>	<b>372.0</b>	<b>375.0</b>	<b>365.0</b>	<b>(1.0)</b>	<b>364.0</b>

Resignations/Terminations	Additions
<b>Management</b> Director, Marketing & Communications Project Coordinator Senior Director, Technology Services Technical Operations Manager Vice President, Workforce Development & Campus Admin	<b>Management</b> Associate VP, Marketing & Communications & Campus Admin Director, Technology Services Administrative Services Manager
<b>Instruction - Professional/Instructional</b>	<b>Instruction - Professional/Instructional</b> Diesel Equipment Technician Instructor
<b>Professional/Support Services</b>	<b>Professional/Support Services</b>
<b>Office &amp; Technical Support</b> Web Technician	<b>Office &amp; Technical Support</b> Marketing & Public Relations Technician
<b>Custodial</b>	<b>Custodial</b>

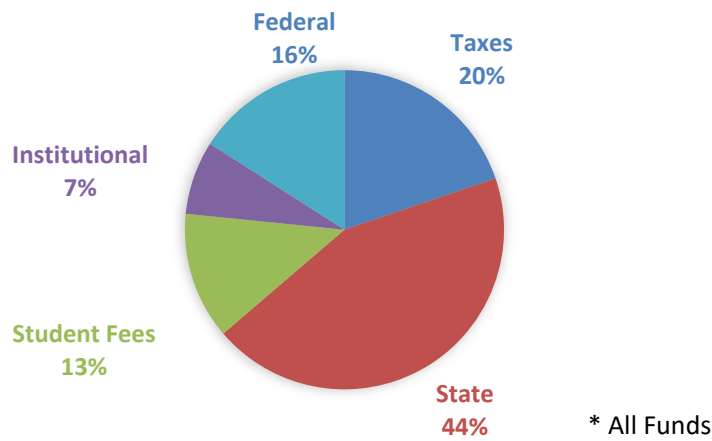
# REVENUES

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.

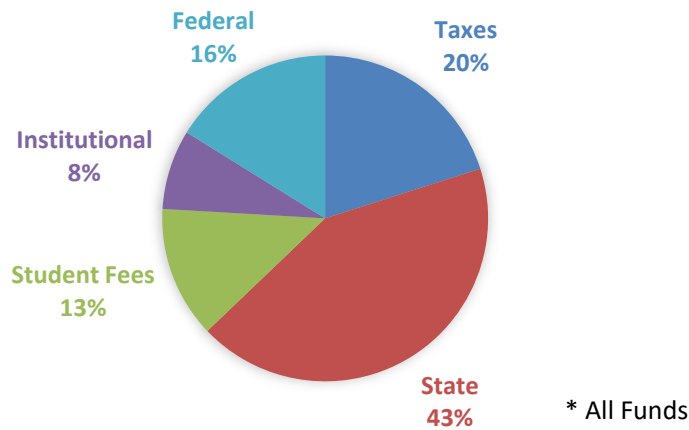
## Property taxes

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

### 2019/20 Estimated



### 2020/21 Budgeted



This chart below shows the funding shift in dollars for the implementation of the State of Wisconsin Property Tax Relief Aid representing the FY14 final year of funding as well as FY16 through FY19 actual, the FY20 estimated and the FY21 budgeted fiscal information.

State of Wisconsin Property Tax Relief Aid Change in Funding							
Description	FY14	FY16	FY17	FY18	FY19	FY20	FY21
	Funding	Funding	Funding	Funding	Funding	Funding	Funding
Operational levy	\$ 31,572,342	\$ 5,151,399	\$ 5,440,520	\$ 5,793,142	\$ 6,091,519	\$ 6,760,436	\$ 7,031,485
Debt service levy	6,218,737	6,658,278	6,823,861	6,964,886	7,111,020	7,323,640	7,542,617
Total levy	37,791,079	11,809,677	12,264,381	12,758,028	13,202,539	14,084,076	14,574,102
Property tax relief aid	-	27,002,399	27,002,399	27,002,399	27,002,399	27,002,399	27,002,399
Aid in lieu of computer taxes	44,175	13,727	12,148	12,326	12,625	12,810	12,999
Total	\$ 37,835,254	\$ 38,825,803	\$ 39,278,928	\$ 39,772,753	\$ 40,217,563	\$ 41,099,285	\$ 41,589,500
Operational mill rate	1.04682	0.16299	0.16749	0.17263	0.17543	0.17830	0.17723
Debt service mill rate	0.20619	0.21066	0.21008	0.20754	0.20479	0.19942	0.19420
Total mill rate	\$ 1.25301	\$ 0.37365	\$ 0.37757	\$ 0.38017	\$ 0.38022	\$ 0.37772	\$ 0.37143
Impact to homeowner	\$ 125.30	\$ 37.37	\$ 37.76	\$ 38.02	\$ 38.02	\$ 37.77	\$ 37.14

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.

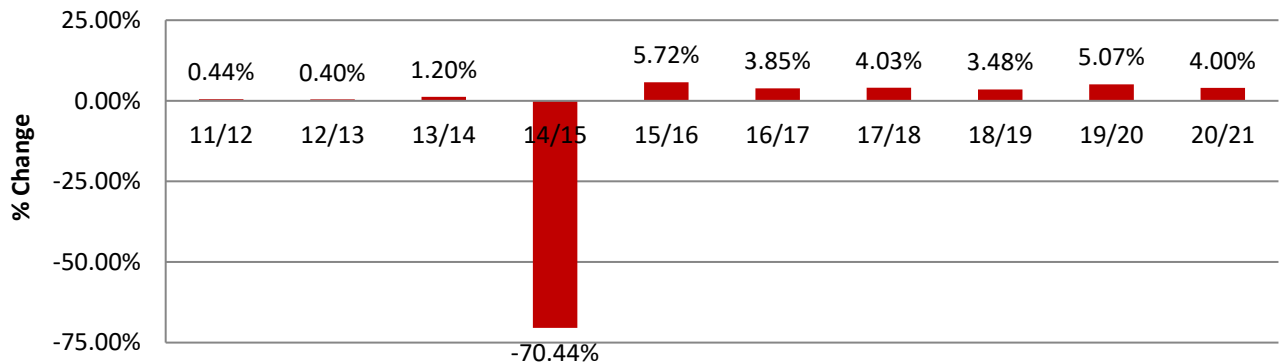
As part of Wisconsin's FY14/FY15 State Biennium Budget, the legislature included a cap on the operational portion of the levy amount. This portion of the levy may not increase more than the percent of net new construction for the year, which is not known until October of the budget year. If a college 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 2021 budget, the budgeted tax levy increase is 4.0 percent. The following chart shows the percentage change in property tax levy increases over the past ten years.

## Property Tax Levy Changes

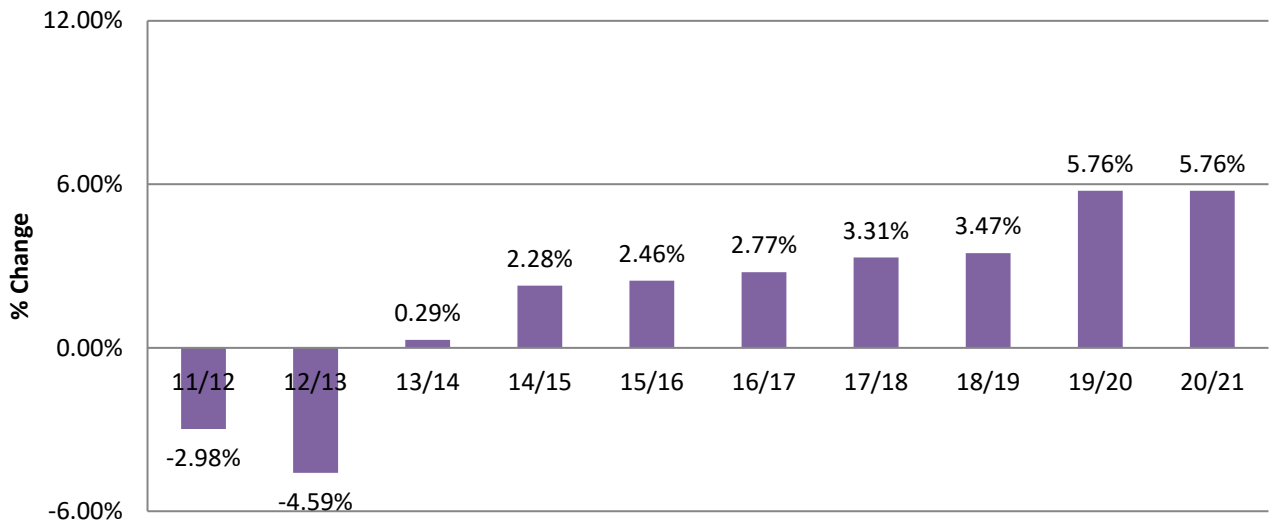


Due to the high demand for recreational and residential real estate in the WITC district, the equalized valuation traditionally has outpaced the state average until the economic downturn. The equalized valuation increased 3.47 percent in budget year 2018-19 and 5.76 percent in budget year 2019-20. The trend in declining property values appears to have subsided; therefore, WITC is utilizing a 5.00 percent increase in equalized valuation for the preparation of the 2020-21 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.

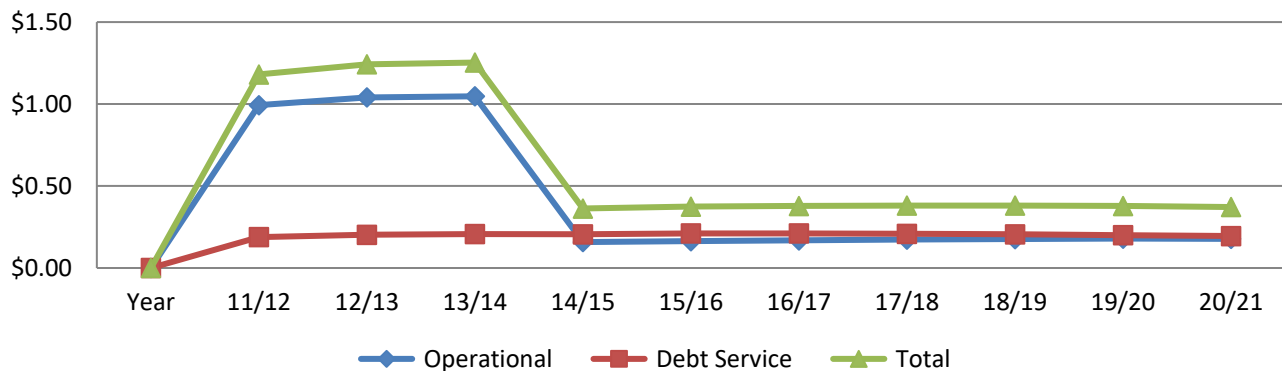
The **debt service mill rate** can only be used to cover that portion of the tax levy assessed that relates to the general obligation promissory notes the college issues to cover its capital equipment and capital project needs. There is no cap on the debt service mill rate; however, there are state statutes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

The **operational mill rate** covers the balance of the tax levy assessed.

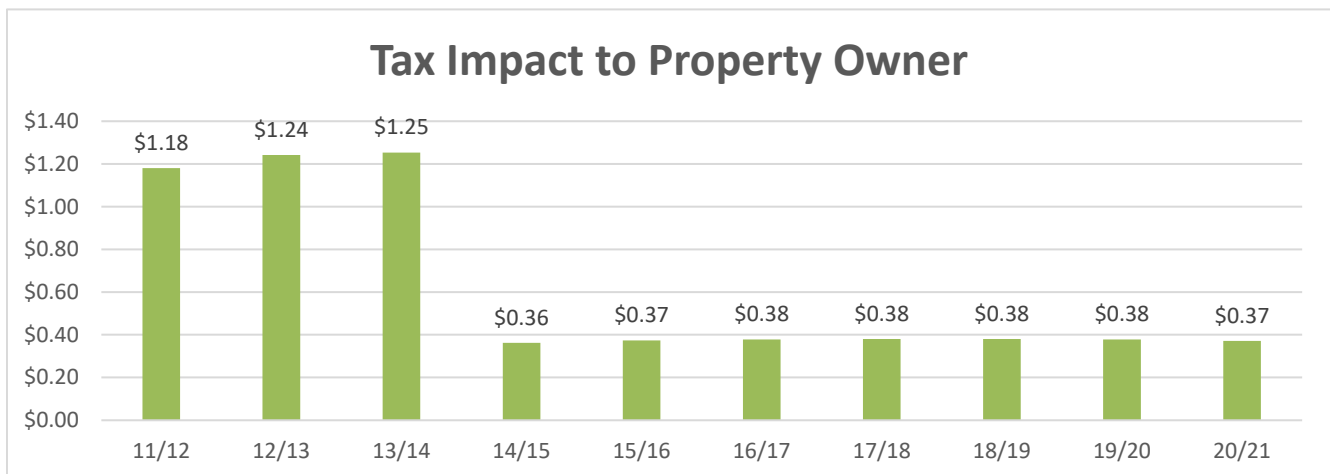
Year	Debt		
	Operational Mill Rate	Service Mill Rate	Total Mill Rate
11/12	\$ 0.99232	\$ 0.18779	\$ 1.18011
12/13	\$ 1.04005	\$ 0.20174	\$ 1.24179
13/14	\$ 1.04682	\$ 0.20619	\$ 1.25301
14/15	\$ 0.15750	\$ 0.20462	\$ 0.36212
15/16	\$ 0.16299	\$ 0.21066	\$ 0.37365
16/17	\$ 0.16749	\$ 0.21008	\$ 0.37757
17/18	\$ 0.17263	\$ 0.20754	\$ 0.38017
18/19	\$ 0.17543	\$ 0.20479	\$ 0.38021
19/20	\$ 0.17830	\$ 0.19942	\$ 0.37772
20/21	\$ 0.17723	\$ 0.19420	\$ 0.37143

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 2020.

### 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 5.76 percent increase in equalized valuation for the FY21 budget based on recent historical actual increases. An analysis of this estimation is as follows:

<u>Property Tax</u>	
Proposed Tax	\$ 14,425,935
Present Tax	13,871,456
<u>Dollar Increase/(Decrease)</u>	<u>\$ 554,479</u>
<u>Percent Increase/(Decrease)</u>	<u>4.00%</u>

<u>Present Mill Rate</u> <u>(property tax divided by equalized valuation)</u>	
Operations	0.17830
Debt Service	0.19942
<u>Total</u>	<u>0.37772</u>

<u>Tax Base</u>	
Present Tax Base Less Computers	\$ 36,724,014,862
New Tax Base Less Computers*	\$ 38,839,318,118
<u>Percent Increase/(Decrease)</u>	<u>5.76%</u>

<u>Projected Mill Rate</u> <u>(property tax divided by equalized valuation)</u>	
Operations	0.17723
Debt Service	0.19420
<u>Total</u>	<u>0.37143</u>

	Actual				Proposed
	2016/17	2017/18	2018/19	2019/20	2020/21
Equalized Valuation	\$ 32,482,382,763	\$ 33,558,497,404	\$ 34,722,763,480	\$ 36,724,014,862	\$ 38,839,318,118
Property Tax	\$ 12,264,381	\$ 12,758,028	\$ 13,202,539	\$ 13,871,456	14,425,935
Computer Tax Credit	\$ 12,148	\$ 12,326	\$ 12,625	\$ 12,810	\$ 12,999
Tax Exempt Computer Aid	\$ -	\$ -	\$ 50,893	\$ 45,295	\$ 45,295
Mill Rates					
Operations	0.16749	0.17263	0.17543	0.17830	0.17723
Debt Service	0.21008	0.20754	0.20479	0.19942	0.19420
	<u>0.37757</u>	<u>0.38017</u>	<u>0.38022</u>	<u>0.37772</u>	<u>0.37143</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.

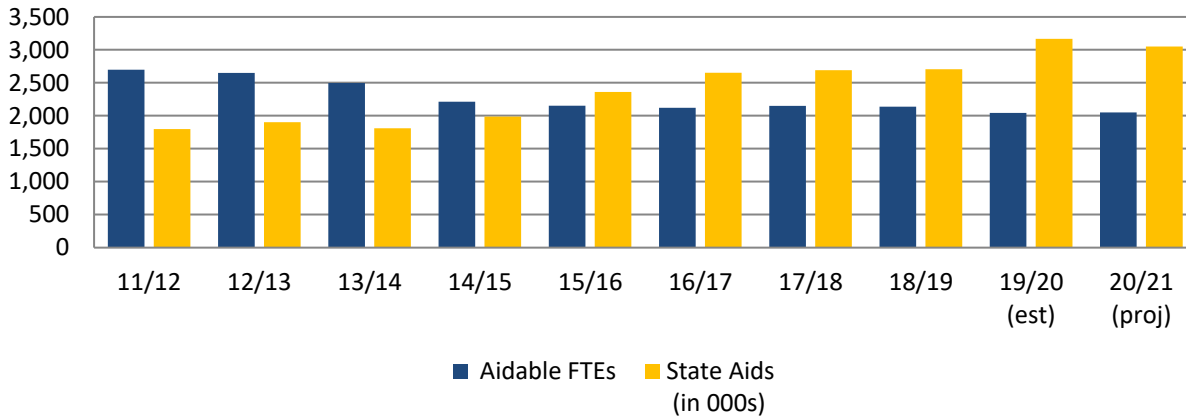
## General state aids funding

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 FY14/FY15 State Biennium Budget increased the amount to \$88,534,870 initially with a percentage of the total subsequently applied to outcome-based funding which has remained in effect since. The total aid available from the formula-based allocation for FY20 was \$70,724,400 and \$30,310,470 for outcome-based funding. These amounts have been estimated to remain the same through FY21.

Year	Aidable FTEs	State Aids (in 000s)	% Aids to Net Aidable Costs
11/12	2,698	\$ 1,798	4.875%
12/13	2,649	\$ 1,901	5.176%
13/14	2,496	\$ 1,809	4.838%
14/15	2,213	\$ 1,986	5.129%
15/16	2,151	\$ 2,361	6.022%
16/17	2,119	\$ 2,652	6.313%
17/18	2,149	\$ 2,690	6.257%
18/19	2,136	\$ 2,704	6.362%
19/20 (est)	2,043	\$ 3,166	7.393%
20/21 (proj)	2,050	\$ 3,050	7.095%

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.

## FTEs vs. State Aid



### Outcomes-based funding

Effective in FY21, thirty percent of additional annual state aids will be allocated based on an outcomes-based funding model. The total aid available for allocation for FY21 is estimated to be \$30,310,470.

	FY17	FY18	FY19	FY20 estimate	FY21 projected
State Aids	\$ 1,378,488	\$ 1,486,111	\$ 1,478,300	\$ 1,938,572	\$ 1,602,200
Outcomes-based funding	1,276,459	1,273,667	1,257,940	1,227,191	1,448,119
<b>Total</b>	<b>\$ 2,654,947</b>	<b>\$ 2,759,778</b>	<b>\$ 2,736,240</b>	<b>\$ 3,165,763</b>	<b>\$ 3,050,319</b>

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

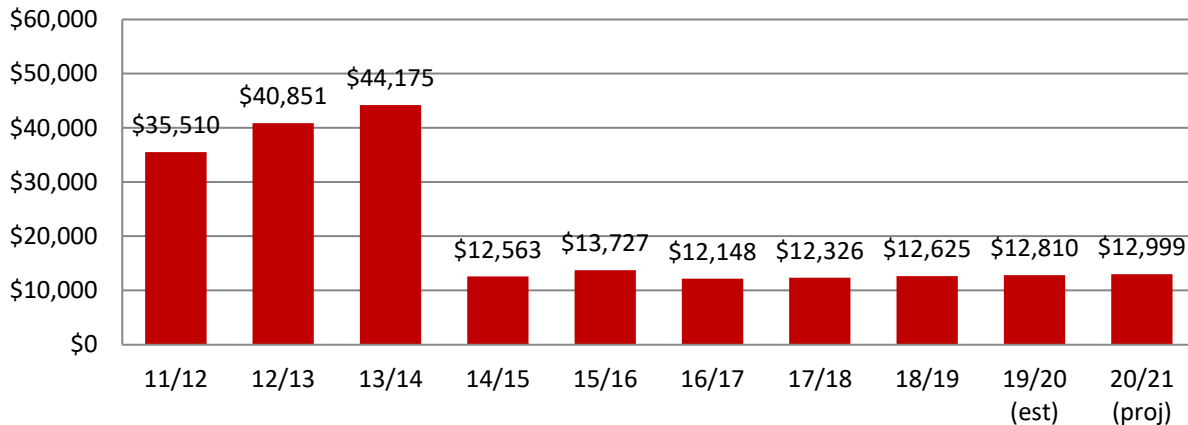
The table to the right shows the volatility in the change between years of the value of personal computers within the district. Due to this volatility, it is hard to determine what the change will be at the time the budget is developed thus the amount of revenue to be received since the information is 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
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%	1.47%
18/19	3.47%	2.42%
19/20 est	5.76%	1.47%
20/21 proj	5.76%	1.47%

The following chart shows the history of state aids in lieu of computer taxes for a ten-year period, including the 2020-21 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 FY20 rate of \$136.5 per credit to \$138.89 per credit beginning the Fall 2020 term equivalent to a 1.75 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 2021 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.

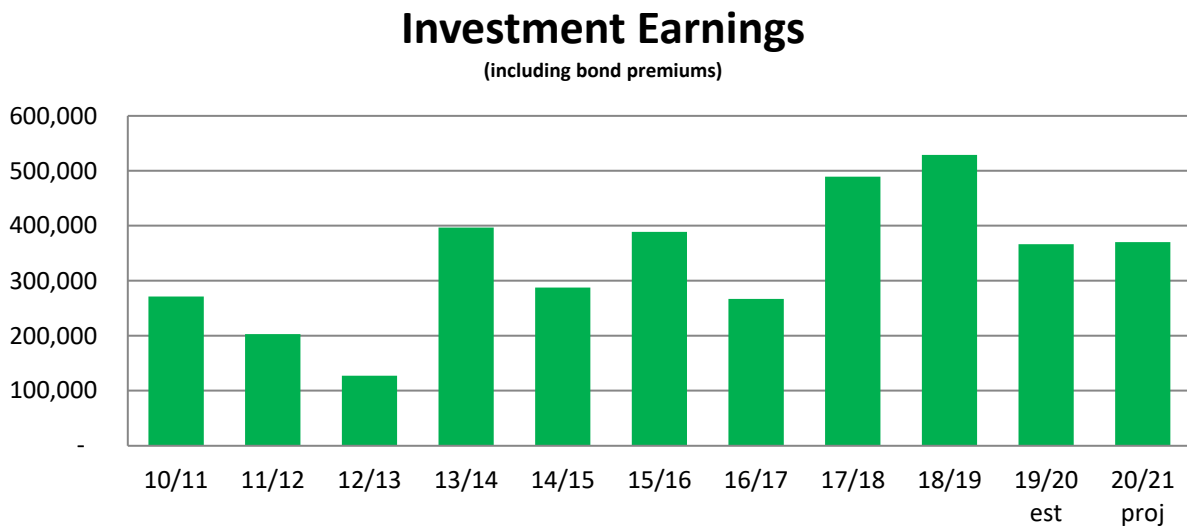
Students taking credit courses also get charged a student activity fee unless their class has been exempted from the fee. These fees are recorded in the special revenue - non-aidable fund and are used by student government to provide services to the students. The fee is approximately 6.5 percent of the 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 \$9.25 per credit to \$9.40 for FY21.

## 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

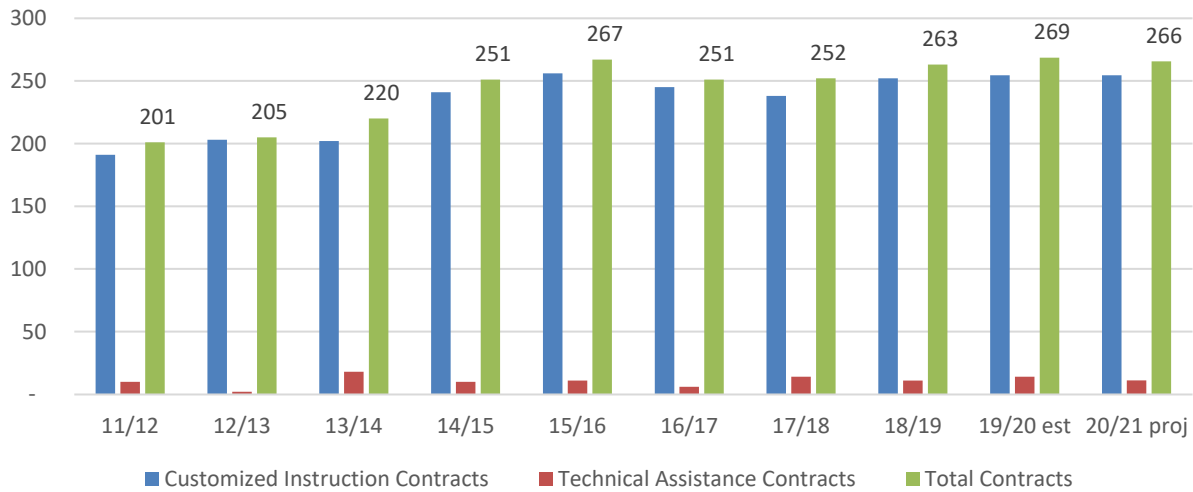
WITC records most of its cash receipts in the general fund. Proceeds from issuing general obligation promissory notes are recorded in the capital project fund. Cash received for tax levy payments relating to debt service are recorded in the debt service fund. WITC receives earnings on these cash and cash equivalent investments. WITC has experienced an average \$250,000 of revenue from bond premiums due to increased debt issuances since FY15 as well as a steady increase in interest earnings as interest rates have made slight increases.



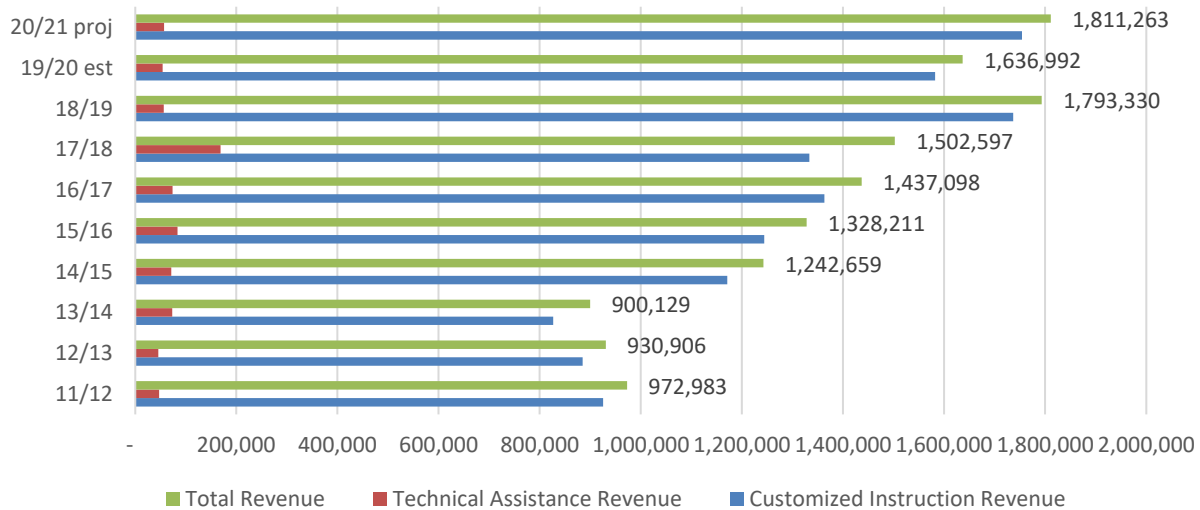
## Customized instruction and technical assistance

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 take 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 2020-21 budget has been built using an estimate based upon projected sales volume and contract rate pricing per WITC policy.

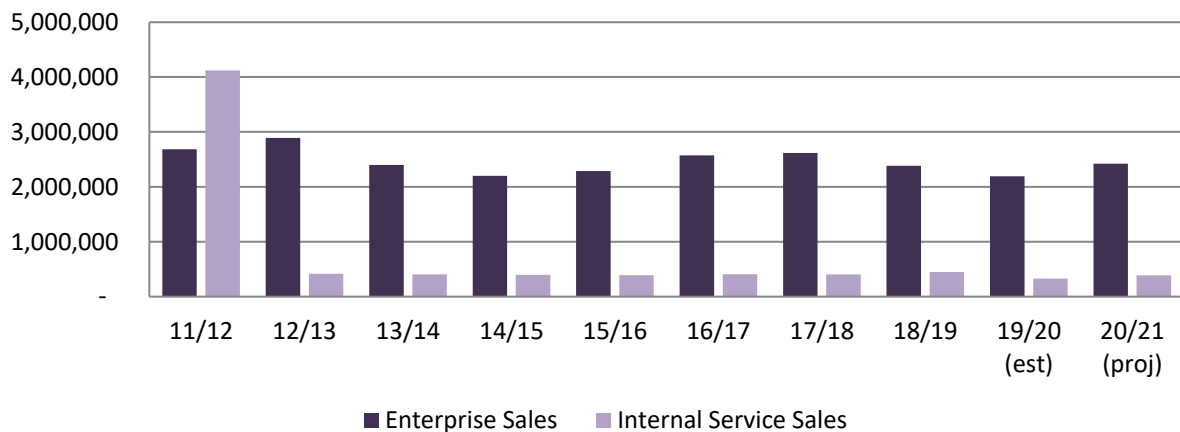
## Sales of goods and services

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 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 FY21. 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 Sales	Internal Service Sales
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	2,616,242	403,059
18/19	2,382,986	447,753
19/20 (est)	2,190,253	328,862
20/21 (proj)	2,421,935	385,500

## 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. The College Leadership Team then organize requests and modifications and reviews them in March. The College Leadership Team 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 2019. On June 15, 2020, 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 Steven Decker at (715) 468-2815 or WITC's Administrative Office, 505 Pine Ridge Drive, Shell Lake, WI 54871.

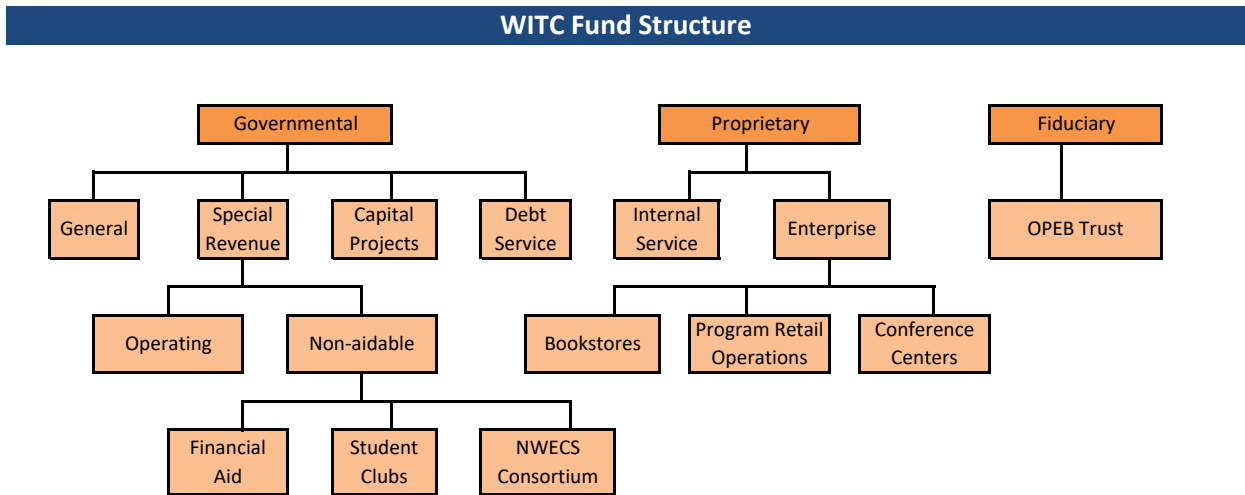
Month	Activities
October	Budget templates disseminated to divisions Budget instructions disseminated to divisions Facility impact request templates disseminated to divisions
December	Departmental budget meetings held Capital requests reviewed with the VP of Administrative Services/CFO Staff begins developing 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 Budget templates are submitted to the College Leadership Team 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 managed by utilizing a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues, and expenditures. WITC's resources are allocated to, and recorded 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 recorded in proprietary funds, are accounted within 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 records all financial activities not required to be recorded in another fund.



**Special revenue fund:** The special revenue fund is used to record 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 record 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 record 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 records 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 record the accumulation of resources for and payment of general long-term debt principal, interest, and related costs.

## Proprietary funds

Proprietary funds are used to record 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 record 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 aid, 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 expenditure include 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 the time at which revenues and expenditures 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. The financial statements 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 recorded 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 recorded 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



WISCONSIN  
INDIANHEAD  
TECHNICAL  
COLLEGE

*Experience. Success.*

## GENERAL FUND

The general fund is the principal operating fund and accounts for all financial activities not required to be recorded in another fund.

### General Fund Budget Summary

	2019/20 Actual	2019/20 Budget		2020/21 Budget	Change from	
		Adopted	Modified		2019/20 Modified Budget	
Local government	\$ 4,844,017	\$ 5,143,073	\$ 5,153,742	\$ 5,406,012	\$ 252,270	4.89%
State aids	29,902,772	29,721,239	30,246,239	30,252,718	6,479	0.02%
Program fees	7,480,364	8,103,607	7,603,607	7,732,388	128,781	1.69%
Material fees	510,983	561,372	511,372	506,165	(5,207)	-1.02%
Other student fees	837,807	808,013	808,013	818,612	10,599	1.31%
Institutional	489,466	250,000	325,000	250,000	(75,000)	-23.08%
Federal	18,992	20,000	25,000	20,000	(5,000)	-20.00%
<b>Total revenue</b>	<b>\$ 44,084,401</b>	<b>\$ 44,607,304</b>	<b>\$ 44,672,973</b>	<b>\$ 44,985,895</b>	<b>\$ 312,922</b>	<b>0.70%</b>
Instruction	\$ 26,115,526	\$ 26,670,587	\$ 26,486,256	\$ 26,659,110	\$ 172,854	0.65%
Instructional resources	1,193,560	1,297,368	1,247,368	1,366,659	119,291	9.56%
Student services	4,955,534	5,198,851	5,148,851	5,017,496	(131,355)	-2.55%
General institutional	7,924,321	8,184,341	8,484,341	8,436,099	(48,242)	-0.57%
Physical plant	3,268,983	3,256,157	3,306,157	3,320,708	14,551	0.44%
<b>Total expenditures</b>	<b>\$ 43,457,924</b>	<b>\$ 44,607,304</b>	<b>\$ 44,672,973</b>	<b>\$ 44,800,072</b>	<b>\$ 127,099</b>	<b>0.28%</b>

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 level program offerings and services to our stakeholders. Since 82.4% 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 1.75% was approved by the state for the FY21 budget. WITC anticipates that student enrollments will remain static for FY21 and is budgeting accordingly, as indicated by the changes shown above for program and material fees.

Divisional expenditures unrelated to staffing are budgeted to decrease by 5.2 percent. Total salary and fringe benefit costs are budgeted to increase 1.75 percent from the FY20 budget with the reduction of 1 budgeted position as related to retirement. Health insurance costs are budgeted to increase 11 percent over the FY20 budget. District-wide operational costs and facility expenditures are projected to remain flat in the FY21 budget as compared to the FY20 budget.

## 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 FY21 general fund budget by function and class categories:

<b>Function</b>	<b>Salaries</b>	<b>Benefits</b>	<b>Current Expense</b>	<b>Total</b>
<b>Instruction</b>	\$ 17,223,174	\$ 7,102,374	\$ 2,333,562	\$ 26,659,110
<b>Instructional resources</b>	668,563	343,796	354,300	\$ 1,366,659
<b>Student services</b>	3,198,874	1,402,522	416,100	\$ 5,017,496
<b>General institutional</b>	3,396,068	1,824,144	3,215,887	\$ 8,436,099
<b>Physical plant</b>	1,127,304	621,754	1,571,650	\$ 3,320,708
<b>Total</b>	\$ 25,613,983	\$ 11,294,590	\$ 7,891,499	\$ 44,800,072

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

	2018/19	2019/20 Budget		2020/21	Change from	
	Actual	Adopted	Modified	Budget	2019/20 Modified Budget	
Salaries & wages	\$ 2,251,294	\$ 2,226,239	\$ 2,226,239	\$ 2,320,117	\$ 93,878	4.22%
Fringe benefits	956,488	939,706	939,706	941,763	2,057	0.22%
Operating expenditures	1,357,648	1,285,250	1,285,250	1,290,458	5,208	0.41%
<b>Total expenditures</b>	<b>\$ 4,565,430</b>	<b>\$ 4,451,195</b>	<b>\$ 4,451,195</b>	<b>\$ 4,552,338</b>	<b>\$ 101,143</b>	<b>2.27%</b>

### 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 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 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 **College Leadership Team** 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 College Leadership Team 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 College Leadership Team, work together to ensure that the needs of the district are met in the area's program offerings.

**College Advancement** provides support to students in the form of scholarships, grants, and emergency assistance. This activity 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.

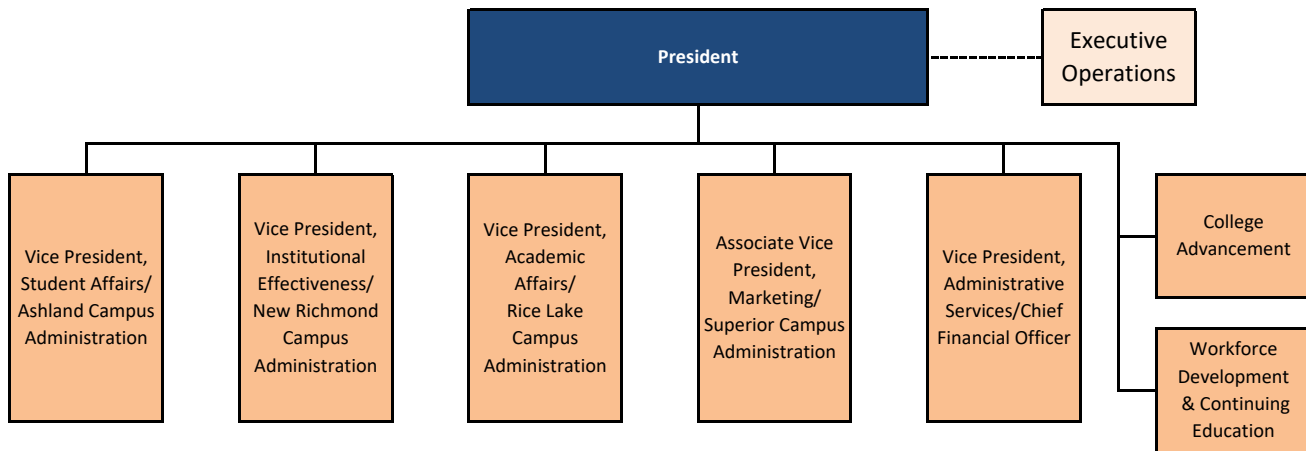
The **Marketing Department** works to build the WITC brand and enhance the image of WITC among high school students, parents and counselors and within the community, while generating prospective student leads through various recruitment events and activities. The department is active in maintaining and 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.

**Workforce Development** is an avenue through which WITC can offer customized professional training to business and industry partners throughout the district. The training can take place on site or on campus. **Continuing Education** is a resource for life-long learning, offering professional development courses, seminars, and conferences designed to either assist with future employment or upgrade individuals in their current occupations.

**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

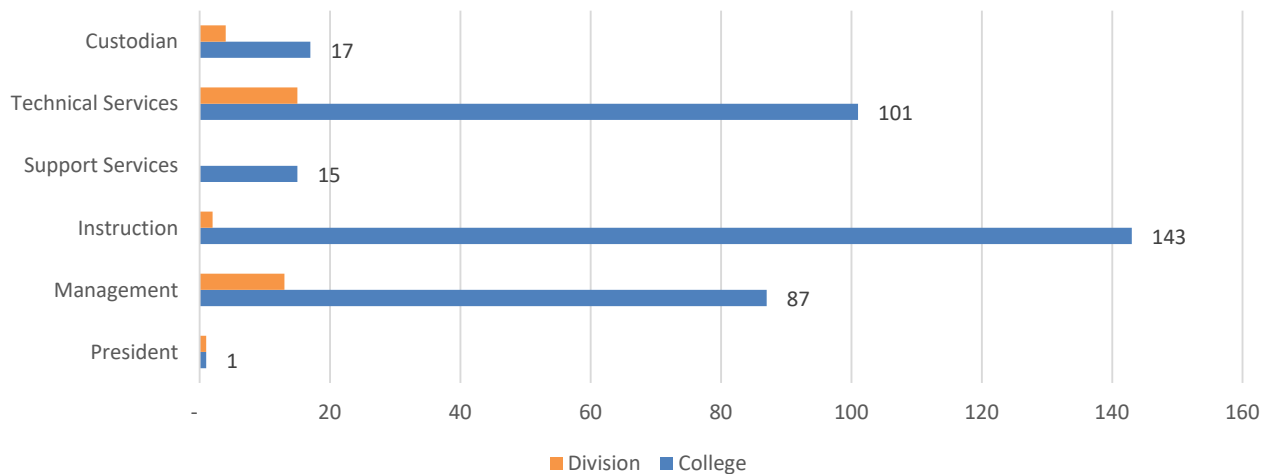


## Divisional Budgeted Positions

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 President's Office.

Position Type	Employee Count	Combined Salaries	Fringe Benefits	Total
President	1	\$ 192,145	\$ 112,608	\$ 304,753
Management	14	\$ 1,107,819	\$ 508,813	\$ 1,616,632
Instruction - Professional/Instructional	2	122,588	39,441	162,029
Professional/Support Services	-	-	-	-
Office & Technical Support	15	582,363	376,526	958,889
Custodial	4	174,046	73,813	247,859
<b>Budgeted Positions by Type Total</b>	<b>36</b>	<b>\$ 2,178,961</b>	<b>\$ 1,111,201</b>	<b>\$ 3,290,162</b>

## President's Office Budgeted Positions



## District Strategic Metrics

The WITC strategic plan includes nine Learning College Tenets which are used to continuously improve programming and services provided to 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
<b>Success</b>			
Student Full Time Equivalent (FTE)	Credit and Non-credit Students	2,134.83 (FY19)	Green: 100% (>2470)
		2,148.10 (FY18)	Yellow: 95-99% (2347-2445)
		2,186.76 (FY17)	Red: Below 95% (<2347)
Conversion Rate	Applied to Admitted All Students	66.5% (Spring 2020)	Fall Term Green: > 62.3%
		60.8% (Fall 2019)	Spring Term Green: > 64.8%
		63.6% (Spring 2019)	Fall Term Yellow: 58.2%-62.3%
		55.1% (Fall 2018)	Spring Term Yellow: 63.6%-64.8%
		66.5% (Spring 2018)	Fall Term Red: <58.2%
Conversion Rate	Applied to Enrolled All Students	60.5% (Fall 2017)	Spring Term Red: <63.6%
		45.4% (Fall 2019)	Fall Term Green: >48.2%
		39.4% (Spring 2019)	Spring Term Green: >41.2%
		43.3% (Fall 2018)	Fall Term Yellow: 44.3%-48.1%
		42.7% (Spring 2018)	Spring Term Yellow: 39.7%-41.1%
Student Retention	Undergraduate Students Retained from Fall Term to Spring Term	49.0% (Fall 2017)	Fall Term Red: <44.3%
		42.6% (Spring 2017)	Spring Term Red: <39.7%
		80.9% (FY19)	Green: 78%+
		80.1% (FY18)	Yellow: 75%-77.9%
		79.9% (FY17)	Red: <75%
Student Retention	Undergraduate Students Retained from Fall Term to Fall Term	70.0% (FY18)	Green: 73%+
		70.5% (FY17)	Yellow: 70%-72.9%
		75.0% (FY16)	Red: <70%
Student Persistence	Undergraduate Credits Successfully (C or better) Completed/Credits Attempted	80.8% (FY19)	Green: 83%+
		83.9% (FY18)	Yellow: 80%-82.9%
		85.4% (FY17)	Red: <80%
Graduation Rate	3-year Cumulative Rate from the First-Time Enrolled in a Program	63.2% (2016)	Green: TBD
		66.7% (2015)	Yellow: TBD
		61.9% (2014)	Red: TBD

## District Strategic Metrics (continued)

Metric	Data Definition	Data	Signal Values
<b>Success (continued)</b>			
Employment Placement	Employed	93% (2019)	Green: >94%
		94% (2017)	Yellow: 88%-93%
		93% (2016)	Red: <88%
Employment Placement	Employed in the Field Related to Degree or Certification	79% (2019)	Green: >70%
		77% (2017)	Yellow: 60%-70%
		72% (2016)	Red: <60%
<b>Satisfaction</b>			
Student Satisfaction	Overall Satisfaction	5.96 (FY18)	Green: >5.95%
		5.94 (FY16)	Yellow: 5.85%-5.94%
		5.85 (FY14)	Red: <5.85%
Graduate Satisfaction	Percentage of Graduates who Indicated a Rating of Satisfied or Very Satisfied	96% (2019)	Green: >95%
		96% (2017)	Yellow: 90%-94%
		97% (2016)	Red: <90%
Employer Satisfaction	97% Satisfied with Technical College Education	97% (2018)	Green: >95%
		97% (2017)	Yellow: 90%-94% Red: <90%
Employee Satisfaction	Overall Satisfaction Score	4.08 (2019)	Green: >4.0
		4.15 (2015)	Yellow: 3.0-3.9 Red: <3.0
Metric	Target/Data Definition	Data	Signal Values
<b>Effectiveness</b>			
Cost per FTE	WTCS Operating Cost per Student Full Time Equivalent (FTE) within the WTCS Cohort*	123.1% (FY19)	Green: <115%
		123.2% (FY18)	Yellow: 115%-120%
		120.3% (FY17)	Red: >120%
Financial Viability	Moody's Rating	Aaa (2020)	Green: Aaa
		Aaa (2019)	Yellow: Aa1
		Aaa (2018)	Red: Aa2
Financial Viability	Higher Learning Commission (HLC) Composite Financial Indicator	1.94 (FY19)	Green: 1.1 to 10
		2.01 (FY18)	Yellow: 0.0 to 1.1
		1.00 (FY17)	Red: -4.0 to -0.1

## Divisional Strategic Metrics

Metric	Definition/Calculation	Result	Signal Values
Open enrollment - Classes	Total Number of Open Enrollment Classes Taught (Aid codes 42, 47, 60)	3,249 (FY18)	Green:>2,518
		2,872 (FY17)	Yellow: 1,846-2,517
		2,160 (FY16)	Red: <1846
Open enrollment - Registrations	Total number of Open Enrollment Registrations from Classes Taught (Aid codes 42, 47, 60)	17,687 (FY18)	Green: Increase>886
		16,306 (FY17)	Yellow: Increase 0-885
		19,081 (FY16)	Red: Increase<0
Open enrollment - Course Cancellation	Percent of Total Courses Cancelled Divided by Total Courses Scheduled	29.9% (FY18)	Green:>29%
		30.0% (FY17)	Yellow: 30-35%
		24.8% (FY16)	Red: <36%
Open enrollment - Customer Repeat	Percent of students enrolling in another open enrollment course within a Two-Year Period	27.7% (FY18)	Green:>24%
		23.9% (FY17)	Yellow: 20-23%
		29.3% (FY16)	Red: <23%
Open enrollment - Income	Percent Change in Gross Revenue Compared to Prior Year Class Fees	10.8% (FY18)	Green:>3.3%
		-3.9% (FY17)	Yellow: 0-3.2%
		49.5% (FY16)	Red: <0%

## Divisional Strategic Metrics (continued)

Metric	Definition/Calculation	Result	Signal Values
Customized Training - Companies	Percent Change in Unduplicated Count of Companies in which Contracts were Implemented	-1.6% (FY19)	Green:>1%
		3.2% (FY18)	Yellow: 0-0.9%
		-16.2% (FY17)	Red: <0%
Customized Training - Net Profit	Percent Change in Net Profits from 38.14 contracts	-22.7% (FY19)	Green:>3%
		-12.6% (FY18)	Yellow: 0-2.9%
		-5.5% (FY17)	Red: <0%
Customized Training - Gross Revenue	Percent Change in Gross Profits from 38.14 contracts	0.8% (FY19)	Green:>3%
		22.6% (FY18)	Yellow: 0-2.9%
		-5.5% (FY17)	Red: <0%
Customized Training - Contracts	Percent Change in Total 38.14 contracts	-1.1% (FY19)	Green:>5%
		-4.8% (FY18)	Yellow: 0-4.9%
		2.2% (FY17)	Red: <0%
WITC Foundation Revenue	Total Revenues from all Donations and Special Events	\$384,499 (FY19)	Green:>\$381,806
		\$367,409 (FY18)	Yellow: \$324,235-\$381,805
		\$888,817 (FY17)	Red: <\$324,234
WITC Foundation Donors	WITC Staff, Alumni, Retirees, Individuals and Organizations	638 (FY19)	Green:>700
		581 (FY18)	Yellow: 561-699
		639 (FY17)	Red: <560
WITC Foundation Scholarships Available	Total Endowed Scholarships and those Becoming Endowed	298 (FY19)	Green:>300
		313 (FY18)	Yellow: 287-299
		317 (FY17)	Red: <286
WITC Foundation Scholarships Awards	Total Scholarships Awarded	\$262,140 (FY19)	Green:>\$154,683
		\$279,058 (FY18)	Yellow: \$147,318-\$154,683
		\$217,018 (FY17)	Red: <\$147,317

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

# ACADEMIC AFFAIRS DIVISION

	2018/19	2019/20 Budget		2020/21	Change from	
	Actual	Adopted	Modified	Budget	2019/20 Modified Budget	
Salaries & wages	\$ 16,399,861	\$ 16,190,284	\$ 16,190,284	\$ 16,322,096	\$ 131,812	0.81%
Fringe benefits	6,578,825	6,586,465	6,586,465	6,880,252	293,787	4.46%
Operating expenditures	1,123,742	1,576,881	1,642,550	1,539,592	(102,958)	-6.27%
<b>Total expenditures</b>	<b>\$ 24,102,428</b>	<b>\$ 24,353,630</b>	<b>\$ 24,419,299</b>	<b>\$ 24,741,940</b>	<b>\$ 322,641</b>	<b>1.32%</b>

## 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 the 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.

**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.

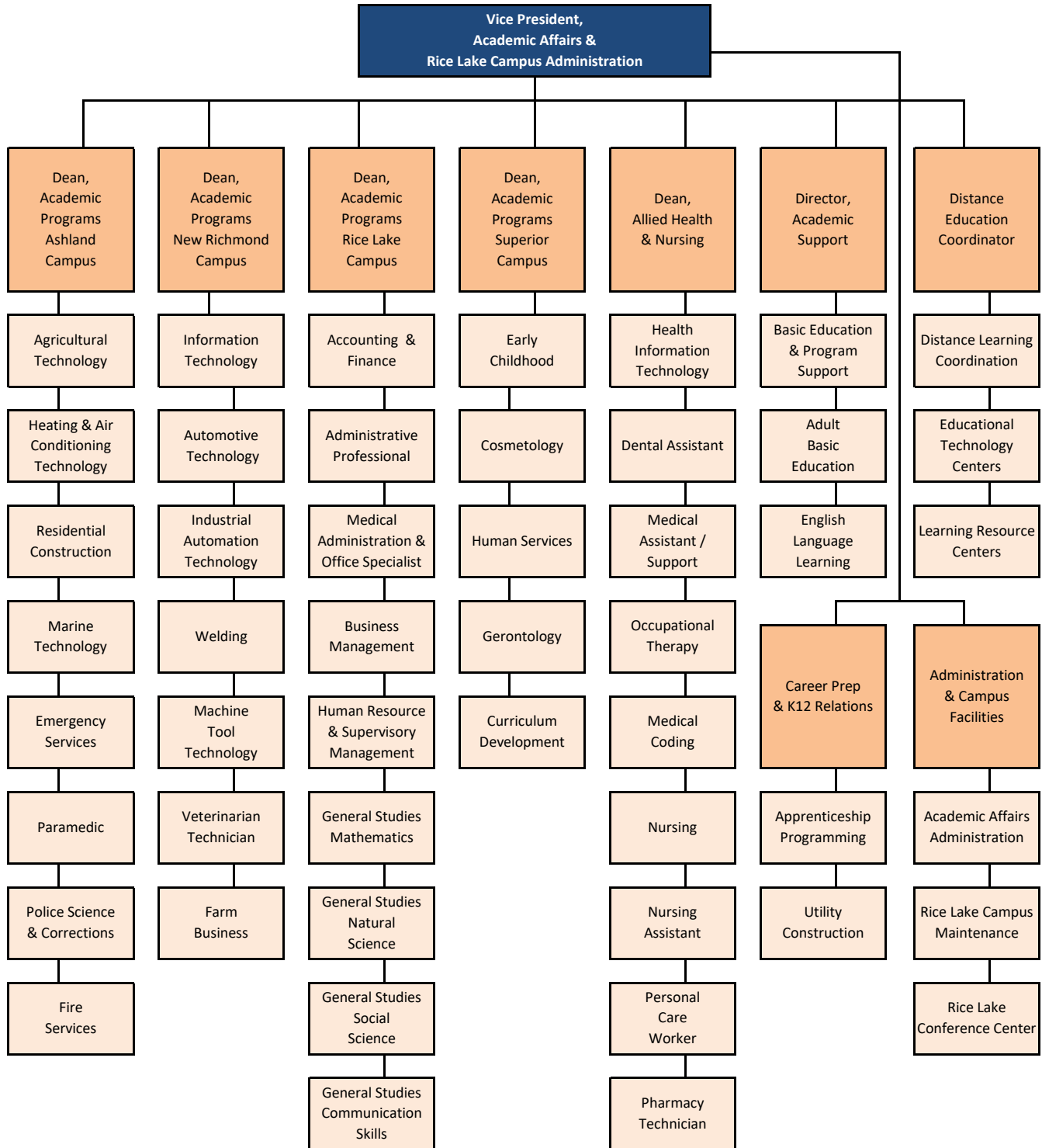
**Distance Learning Coordination** facilitates the needs of various program delivery formats with the student requirements through Blackboard, Instructional Television (ITV) and the new BlueJeans platform which will allow for internet-based program delivery to better serve student schedules.

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.

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

# Divisional Structure

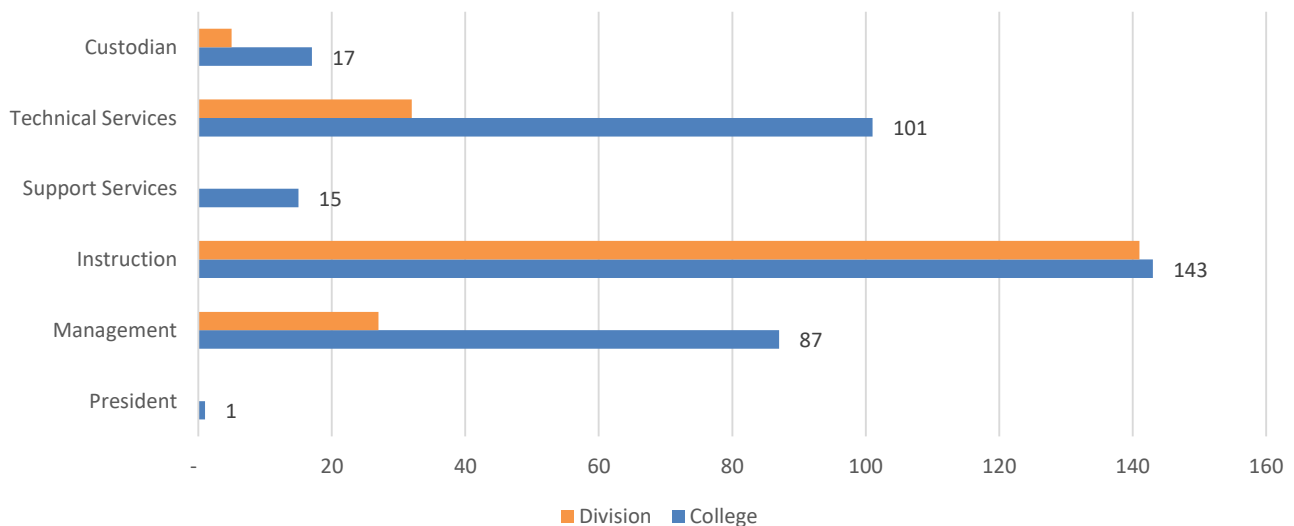


## Divisional Budgeted Positions

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 Academic Affairs Division.

Position Type	Employee	Combined	Fringe	Total
President	-	\$ -	\$ -	\$ -
Management	27	2,208,203	936,447	3,144,650
Instruction - Professional/Instructional	141	10,145,111	4,256,487	14,401,598
Professional/Support Services	-	-	-	-
Office & Technical Support	32	1,230,824	736,749	1,967,573
Custodian	5	205,080	110,674	315,754
<b>Budgeted Positions Total</b>	<b>205</b>	<b>\$ 13,789,218</b>	<b>\$ 6,040,357</b>	<b>\$ 19,829,575</b>

### 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. Students 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 students, 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, Pharmacy Technician and Medical Coding Specialist. The Allied Health division collaborates with the Continuing Education division in offering high-demand continuing education programming for 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. The Nursing division collaborates with the Continuing Education division in offering high-demand continuing education programming for area healthcare staff.

**Public Safety** programming 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.

**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, the WITC strategic plan includes nine Learning College Tenets which are used to continuously improve programming and services provided to 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/Credits Attempted	80.9% (FY19)	Green: 83%+
		83.9% (FY18)	Yellow: 80%-82.9%
		85.4% (FY17)	Red: <80%
Retention	Undergraduate Students Retained from Fall Term to Spring Term	80.9% (FY19)	Green: 78%+
		80.1% (FY18)	Yellow: 75%-77.9%
		80.7% (FY17)	Red: <75%
Retention	Undergraduate Students Retained from Fall Term to Fall Term	70.0% (FY19)	Green: 73%+
		70.0% (FY18)	Yellow: 70%-72.9%
		70.5% (FY17)	Red: <70%



## Divisional Strategic Metrics (continued)

Metric	Definition/Calculation	Result	Signal Values
Instructional Cost per FTE	Total Operational Instructional Costs by the Student Full-Time Equivalent (FTE) within the WTSC Cohort*	129.5% (FY19)	Green: <115%
		128.6% (FY18)	Yellow: 115-120%
		127.4% (FY17)	Red: >120%
Academic Services	Noel-Levitz Student Satisfaction Inventory Score (SSI)	99th %tile (FY19)	Green: >90%tile
		96th %tile (FY18)	Yellow: 75-89%tiled
		94th %tile (FY17)	Red:<75%tiled
Instructional Effectiveness	Noel-Levitz Student Satisfaction Inventory Score (SSI)	96th %tile (FY19)	Green: >90%tile
		98th %tile (FY18)	Yellow: 75-89%tiled
		97th %tile (FY17)	Red:<75%tiled
Active & Collaborative Learning	Community College Survey of Student Engagement (CCSSE)	93rd %tile (FY19)	Green: >90%tile
		95th %tile (FY18)	Yellow: 75-89%tiled
		91st %tile (FY17)	Red:<75%tiled
Academic Challenge	Community College Survey of Student Engagement (CCSSE)	97th %tile (FY19)	Green: >90%tile
		98th %tile (FY18)	Yellow: 75-89%tiled
		98th %tile (FY17)	Red:<75%tiled
Student-Faculty Interaction	Community College Survey of Student Engagement (CCSSE)	86th %tile (FY19)	Green: >90%tile
		85th %tile (FY18)	Yellow: 75-89%tiled
		88th %tile (FY17)	Red:<75%tiled
Library Resource Center (LRC) Services	Noel-Levitz Student Satisfaction Inventory Survey - Question #14	6.33 (2018)	Green: >6
		6.19 (2016)	Yellow: 5-599
		6.23 (2014)	Red: <5
Library Resource Center (LRC) Staff	Noel-Levitz Student Satisfaction Inventory Survey - Question #26	6.41 (2018)	Green: >6
		6.38 (2016)	Yellow: 5-599
		6.33 (2014)	Red: <5
Cost/FTE - Overall	WTCS UFFAS Operating Cost by the Student Full Time Equivalent (FTE) within the WTCS Cohort*	123.1% (FY19)	Green: <115%
		123.2% (FY18)	Yellow: 115%-120%
		120.3% (FY17)	Red: >120%

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

## STUDENT AFFAIRS DIVISION

	2018/19	2019/20 Budget		2020/21	Change from	
	Actual	Adopted	Modified	Budget	2019/20 Modified Budget	
Salaries & wages	\$ 3,342,768	\$ 3,445,539	\$ 3,445,539	\$ 3,470,249	\$ 24,710	0.72%
Fringe benefits	1,575,187	1,689,238	1,689,238	1,544,202	(145,036)	-8.59%
Operating expenditures	374,044	361,050	361,050	361,600	550	0.15%
<b>Total expenditures</b>	<b>\$ 5,291,999</b>	<b>\$ 5,495,827</b>	<b>\$ 5,495,827</b>	<b>\$ 5,376,051</b>	<b>\$ (119,776)</b>	<b>-2.18%</b>

### 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 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.

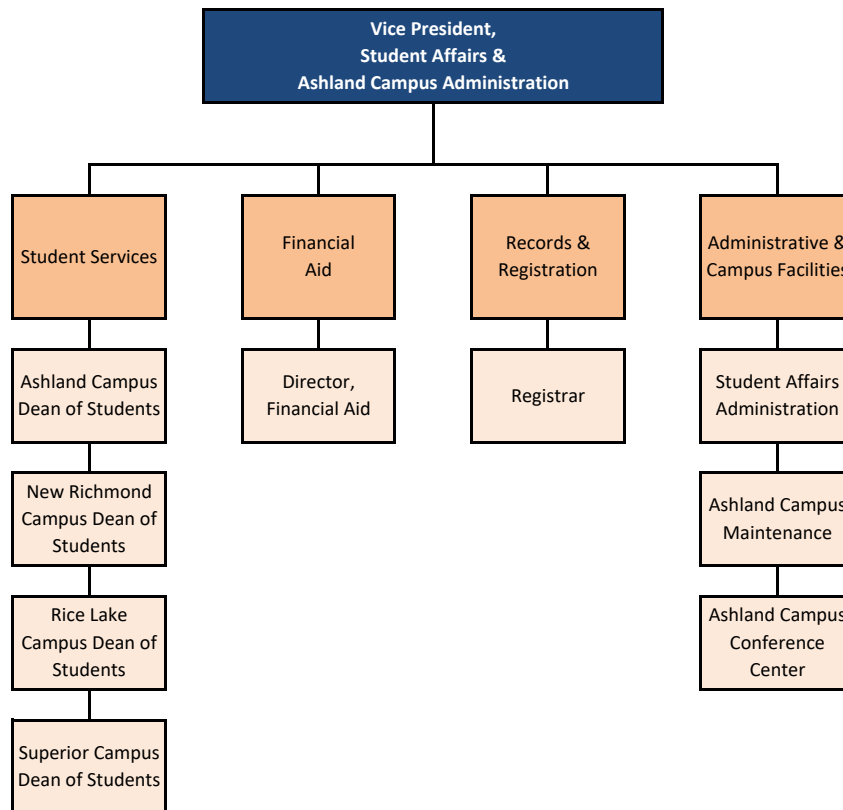
Under the supervision of the Superior Campus Dean of Students, the campus **Bookstores** focus on selling textbooks, uniforms and supplies to meet student needs. The bookstore also provides rental options, new and used book sales and book buy-back opportunities.

**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 receive 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

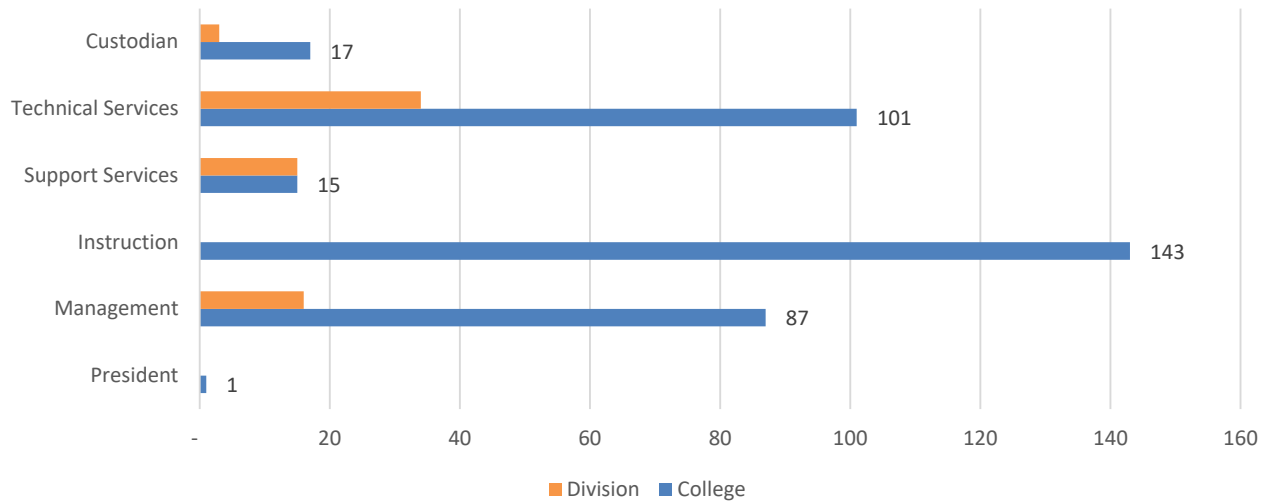


## Divisional Budgeted Positions

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	1,254,178	491,375	1,745,553
Instruction - Professional/Instructional	-	-	-	-
Professional/Support Services	15	972,237	474,497	1,446,734
Office & Technical Support	34	1,254,496	749,684	2,004,180
Custodial	3	130,720	83,575	214,295
<b>Budgeted Positions by Type Total</b>	<b>68</b>	<b>\$ 3,611,631</b>	<b>\$ 1,799,131</b>	<b>\$ 5,410,762</b>

## Student Services Budgeted Positions



### Divisional Strategic Metrics

As described on the President's Division pages, the WITC strategic plan includes nine Learning College Tenets which are used to continuously improve programming and services provided to 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	10.2% (FY17)	Green: <15%
		11.8% (FY16)	Yellow: 15.1%-30%
		13.2% (FY15)	Red: >30%
Admissions and Financial Aid	Overall Satisfaction Level on the Student Satisfaction Inventory	97th%tile (FY19)	Green: >90%tile
		95th%tile (FY18)	Yellow: 75-89.9%tile
		95th%tile (FY17)	Red: <75%tile
Registration Effectiveness	Overall Satisfaction Level on the Student Satisfaction Inventory	96th%tile (FY19)	Green: >90%tile
		96th%tile (FY18)	Yellow: 75-89.9%tile
		96th%tile (FY17)	Red: <75%tile
Persistence	Undergraduate Credits Successfully (C or better) Completed/Credits Attempted	80.9% (FY19)	Green: >83%
		83.9% (FY18)	Yellow: 80%-82.9%
		85.4% (FY17)	Red: <80%

### Divisional Strategic Metrics (continued)

Metric	Definition/Calculation	Result	Signal Values
Retention	Percent of Students Retained from Fall to Spring Semester - UGRD	80.9% (FY19)	Green: >78%
		80.1% (FY18)	Yellow: 75%-77.9%
		80.7% (FY17)	Red: <75%
Retention	Undergraduate Students Retained from Fall Term to Spring Term	70.0% (FY19)	Green: >73%
		70.0% (FY18)	Yellow: 70%-72.9%
		70.5% (FY17)	Red: <70%
Cost/FTE - Overall	WTCS UFFAS Operating Cost by the Student Full Time Equivalent (FTE) within the WTCS Cohort*	123.1% (FY19)	Green: <115%
		123.2% (FY18)	Yellow: 115%-120%
		120.3% (FY17)	Red: >120%

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

## INSTITUTIONAL EFFECTIVENESS DIVISION

	2018/19	2019/20 Budget		2020/21	Change from	
	Actual	Adopted	Modified	Budget	2019/20 Modified Budget	
Salaries & wages	\$ 932,662	\$ 946,492	\$ 946,492	\$ 1,164,254	\$ 217,762	23.01%
Fringe benefits	452,074	489,361	489,361	560,975	71,614	14.63%
Operating expenditures	378,644	359,950	359,950	346,650	(13,300)	-3.69%
<b>Total expenditures</b>	<b>\$ 1,763,380</b>	<b>\$ 1,795,803</b>	<b>\$ 1,795,803</b>	<b>\$ 2,071,879</b>	<b>\$ 276,076</b>	<b>15.37%</b>

### 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 WITC’s digital imaging processes.

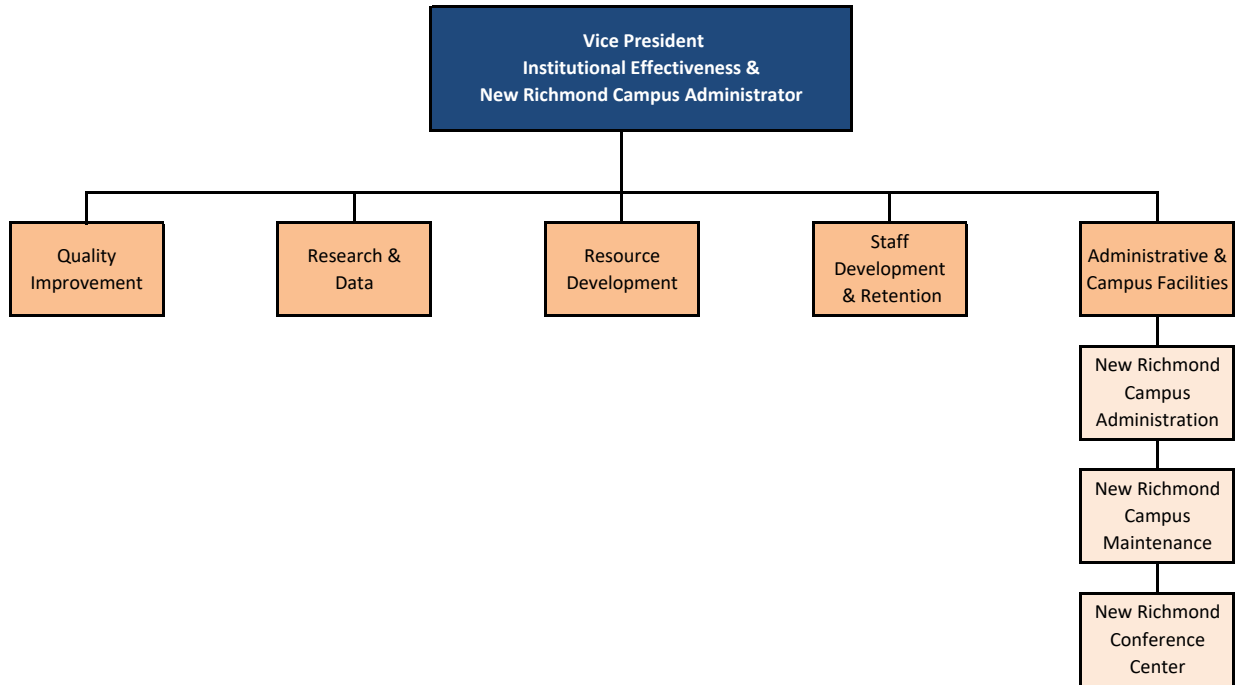
**Research and Data** coordinates and is responsible for research including the administration and reporting of the student, staff, graduate and employer surveys, federal IPEDS reporting, and all external data requests. Research and data also provides data and analysis to WITC staff for the purpose of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

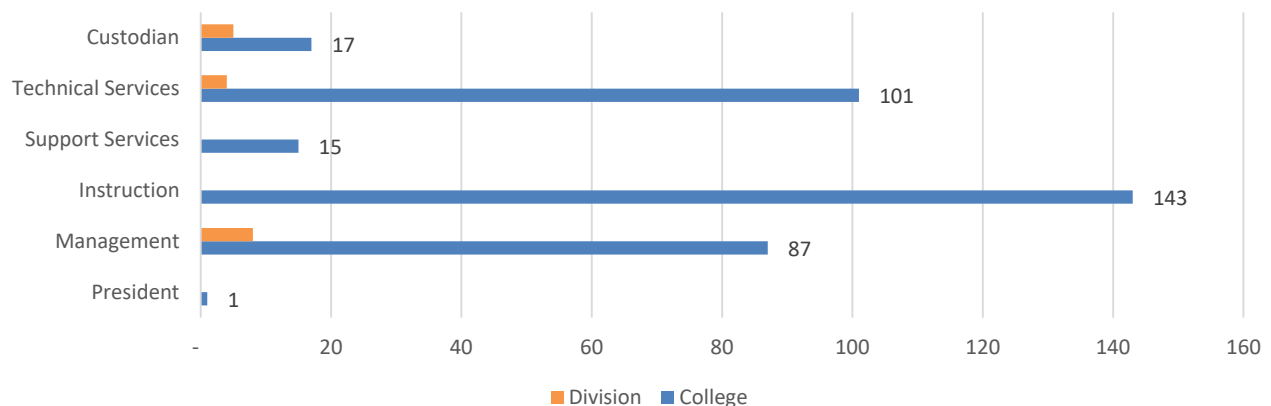


## Divisional Budgeted Positions

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	8	612,592	273,053	885,645
Instruction - Professional/Instructional	-	-	-	-
Professional/Support Services	-	-	-	-
Office & Technical Support	4	175,785	130,030	305,815
Custodial	5	205,419	161,319	366,738
<b>Budgeted Positions by Type Total</b>	<b>17</b>	<b>\$ 993,796</b>	<b>\$ 564,402</b>	<b>\$ 1,558,198</b>

## Institutional Effectiveness Budgeted Positions



## Divisional Strategic Metrics

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

The district strategic metrics focus on the third Learning College Tenet. The following represents the Institutional Effectiveness 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 Responses Divided by the Number of Graduates Contacted	70% (2019)	Green: >80%
		76% (2018)	Yellow: 70-79%
		85% (2017)	Red: <70%
Employee Satisfaction Survey Participation	Response Rate includes Board-Approved and Budgeted Employees	80% FT (2019)	Green: >70%
		84% FT (2015)	Yellow: 50-69%
		70% FT (2013)	Red: <50%
Budget Planning	Percent Over/Under	85.8% (FY19)	Green: <100%
		79.6% (FY18)	Yellow: 101%-110%
		87.0% (FY17)	Red: >110%
Reaffirmation of Accreditation	Reaffirmation Received	2022-2023	Green: Full Yellow: With Monitoring Red: Serious Concern
Grants - Revenue	Total Grant Awards	\$2,005,576 (FY19)	Green: >\$2.35M
		\$1,203,218 (FY18)	Yellow: \$2.25M-\$2.35M
		\$3,986,280 (FY17)	Red: <\$2.25M
Grants -New Grants	Total Number of New Grants Applied for within the Fiscal Year	18 (FY19)	Green: >9
		20 (FY18)	Yellow: 5-8
		20 (FY17)	Red: <5
Faculty Quality Assurance System (FAQS)	Timely Completion of Certification or Transition to FQAS Competencies	30 (FY18)	Green: >100 Yellow: 75-100 Red: <75
Professional Development	Staff Completion of Professional Development Activities	152 (FY18)	Green: >100 Yellow: 75-100 Red: <75
Collegewide Inservice Survey	Survey Results from Collegewide Inservice Events (satisfied or very satisfied)	96.9% (FY19)	Green: >90%
		88.4% (FY18)	Yellow: 80-90%
		88.3% (FY17)	Red: <80%
Collegewide Inservice Attendance	Percentage of staff attending at least one Collegewide Inservice	87.9% (FY19)	Green: >95%
		89.9% (FY18)	Yellow: 90-95%
		92.2% (FY17)	Red: <90%
Academic Day Attendance	Percentage of Faculty Attending at least one Academic Day	92.2% (FY19)	Green: >95%
		96.7% (FY18)	Yellow: 90-95%
		99.4% (FY17)	Red: <90%
Cost/FTE - Overall	WTCS UFFAS Operating Cost by the Student Full Time Equivalent (FTE) within the WTCS Cohort*	123.1% (FY19)	Green: <115%
		123.2% (FY18)	Yellow: 115%-120%
		120.3% (FY17)	Red: >120%

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



## ADMINISTRATIVE SERVICES DIVISION

	2018/19	2019/20		2020/21	Change from	
	Actual	Adopted	Modified	Budget	2019/20 Modified	Budget
Salaries & wages	\$ 2,292,295	\$ 2,363,238	\$ 2,363,238	\$ 2,337,267	\$ (25,971)	-1.10%
Fringe benefits	1,091,521	1,339,009	1,339,009	1,367,398	28,389	2.12%
Operating expenditures	4,350,871	4,808,602	4,808,602	4,353,199	(455,403)	-9.47%
<b>Total expenditures</b>	<b>\$ 7,734,687</b>	<b>\$ 8,510,849</b>	<b>\$ 8,510,849</b>	<b>\$ 8,057,864</b>	<b>\$ (452,985)</b>	<b>-5.32%</b>

### 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 the communication of timely and accurate financial data, utilizing technology to support the implementation of collegewide directives.

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

The focus of **Technology Services** is the maintenance, 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 activity on student accounts complies with Federal, State, and Wisconsin Technical College System Board regulations.

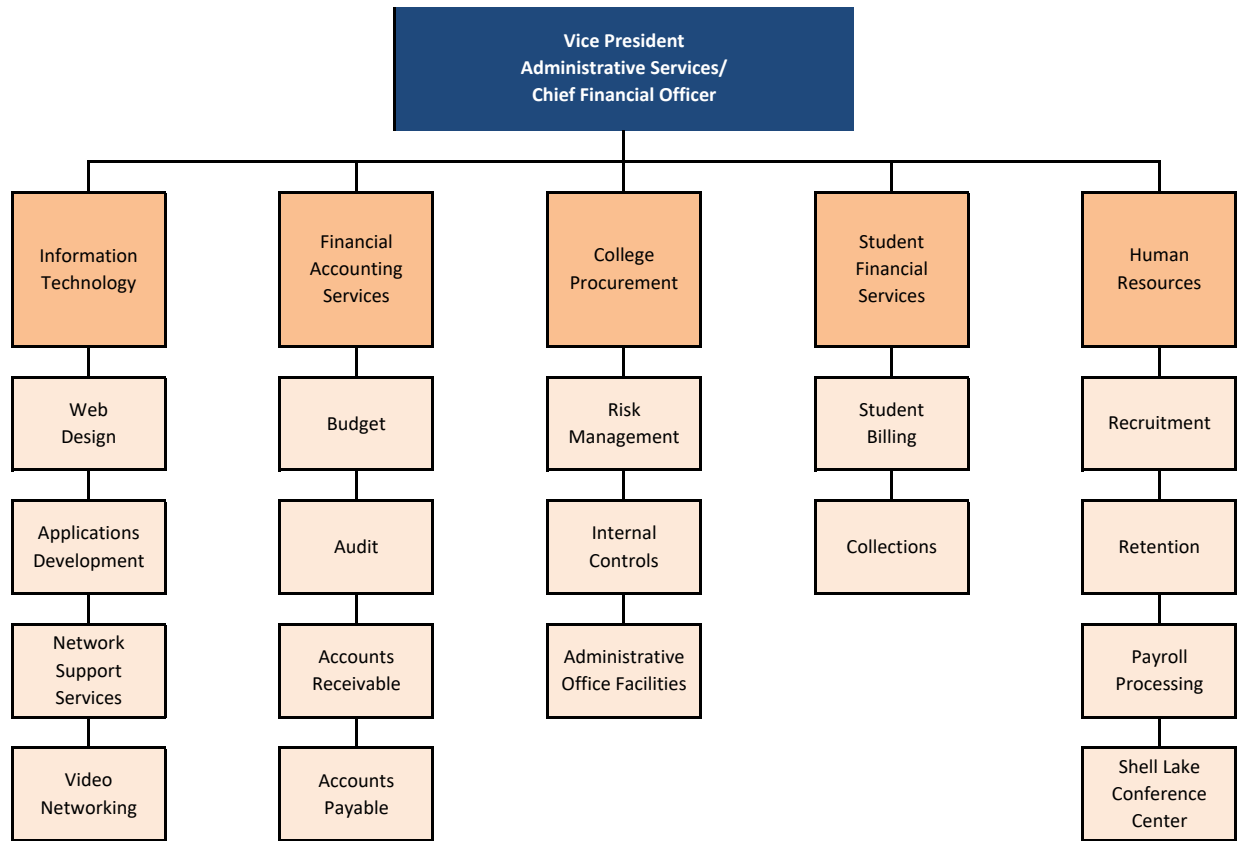
**Information Technology** provides Collegewide support and consulting for administrative and instructional applications, telecommunication and voicemail administration, database administration, information systems development, WITC and WILM PeopleSoft Consortium, student computing, WITC reporting coordination, help desk support, computer equipment and maintenance, and software license agreement 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, benefit plan administration, benefit surveys, unemployment, COBRA, employee recognition programs and leaves of absence.

## Divisional Structure

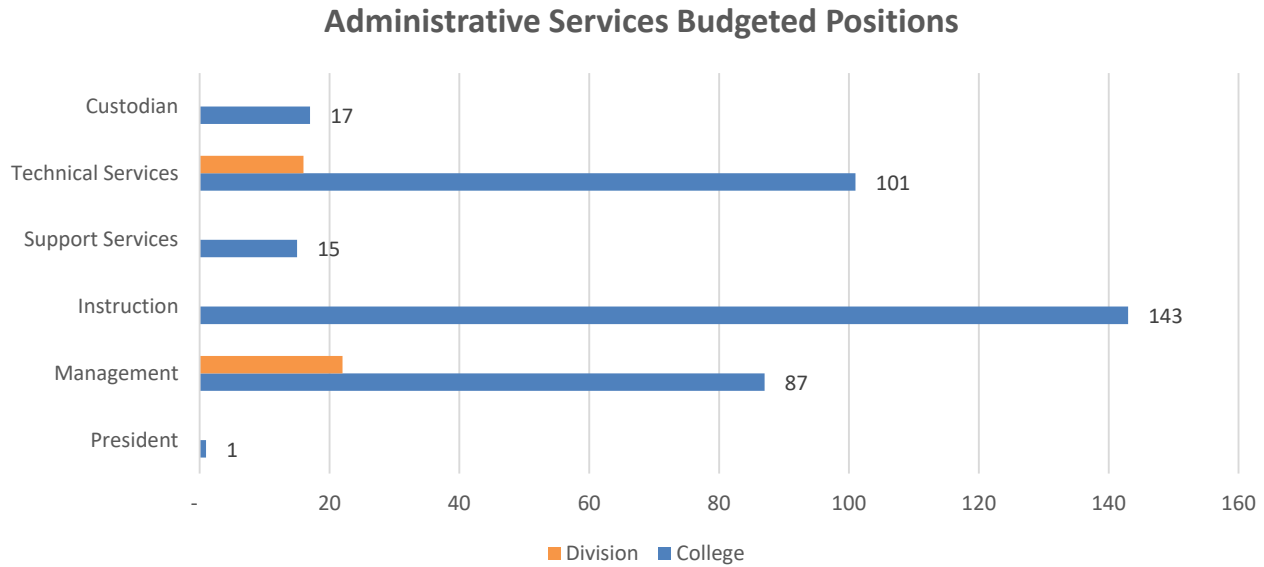


## Divisional Budgeted Positions

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	22	1,503,196	669,750	2,172,946
Instruction - Professional/Instructional	-	-	-	-
Professional/Support Services	-	-	-	-
Office & Technical Support	16	681,248	471,327	1,152,575
Custodial	-	-	-	-
<b>Budgeted Positions by Type Total</b>	<b>38</b>	<b>\$ 2,184,444</b>	<b>\$ 1,141,077</b>	<b>\$ 3,325,521</b>

## Divisional Budgeted Positions (continued)



## Divisional Strategic Metrics

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

The district strategic metrics focus on the third Learning College Tenet. The following represents the Administrative Services 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 by the Student Full Time Equivalent (FTE) within the WTCS Cohort*	123.1% (FY19)	Green: <115%
		123.2% (FY18)	Yellow: 115%-120%
		120.3% (FY17)	Red: >120%
Cost/FTE - Instructional	Total Operational Instructional Costs by the Student Full-Time Equivalent (FTE) within the WTSC Cohort*	129.5% (FY18)	Green: <115%
		128.6% (FY18)	Yellow: 115%-120%
		127.4% (FY17)	Red: >120%
Cost/FTE - Non-Instructional	Total Non-Instructional Costs by the Student Full-Time Equivalent (FTE) within the WTSC Cohort*	114.8% (FY19)	Green: <115%
		118.8% (FY18)	Yellow: 115%-120%
		114.7% (FY17)	Red: >120%
Composite Financial Index	Ratio Map Calculations	1.94 (FY19)	Green: >1.1
		2.01 (FY18)	Yellow: 0.0-1.0
		1.00 (FY17)	Red: <0.00
Facilities Capital Asset Condition	Facilities AD/Facilities Gross Fixed Assets	46.12% (FY19)	Green: <50%
		46.10% (FY18)	Yellow: 50%-70%
		46.02% (FY17)	Red: >70%
Equipment Capital Asset Condition	Equipment AD/Equipment Gross Fixed Assets	67.59% (FY19)	Green: <50%
		66.08% (FY18)	Yellow: 50%-70%
		67.43% (FY17)	Red: >70%
Reserve for Operations Fund Balance	Designated for Operations/ (Property Tax Receivable+10% of Next Year Operation Budget)	91.3% (FY20)	Green: <90%
		96.3% (FY19)	Yellow: 90%-100%
		98.7% (FY18)	Red: >100%
Debt Ratio	Total Liabilities/Total Assets	53.96% (FY19)	Green: <50%
		58.00% (FY18)	Yellow: 50%-70%
		62.50% (FY17)	Red: >70%

Metric	Definition/Calculation	Result	Signal Values
Funded OPEB Liability	Trust Assets/OPEB Liability	105.4% (FY19)	Green: >85%
		44.7% (FY18)	Yellow: 50%-85%
		44.5% (FY17)	Red: <50%
Network Uptime All Locations All Functions	Service level: 24 hours/day 7 days/week = 8760 total hours/FY	99.35% (FY18)	Green: >99%
		99.52% (FY18)	Yellow: 98.5-99%
		99.90% (FY17)	Red: <98.5%
Technology Access LMS/Blackboard	Service level: 24 hours/day 7 days/week = 8760 total hours/FY	99.98% (FY19)	Green: >99%
		99.91% (FY18)	Yellow: 98.5-99%
		99.98% (FY17)	Red: <98.5%
Technology Access Voice Mail System	Service level: 15 hours/day 6 days/week = 4680 total hours/FY	100% (FY19)	Green: >99%
		91.6% (FY18)	Yellow: 98.5-99%
		99.9% (FY17)	Red: <98.5%
Technology Access witc.edu Uptime	Service level: 24 hours/day 7 days/week = 8760 total hours/FY	99.96% (FY19)	Green: >99%
		99.91% (FY18)	Yellow: 98.5-99%
		99.98% (FY17)	Red: <98.5%
Technology Access Email Uptime	Service level: 15 hours/day 6 days/week = 4680 total hours/FY	100% (FY19)	Green: >99%
		100% (FY18)	Yellow: 98.5-99%
		100% (FY17)	Red: <98.5%
Technology Access Phone System	Service level: 24 hours/day 7 days/week = 8760 total hours/FY	99.88% (FY19)	Green: >99%
		99.88% (FY18)	Yellow: 98.5-99%
		98.34% (FY17)	Red: <98.5%
Technology Access PeopleSoft	Service level: 15 hours/day 6 days/week = 4680 total hours/FY	99.50% (FY19)	Green: >99%
		99.50% (FY18)	Yellow: 98.5-99%
		99.10% (FY17)	Red: <98.5%
Technology Access The Connection	Service level: 15 hours/day 6 days/week = 4680 total hours/FY	100% (FY19)	Green: >99%
		100% (FY18)	Yellow: 98.5-99%
		99.1% (FY17)	Red: <98.5%
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	94.6% (FY19)	Green: >80%
		92.9% (FY18)	Yellow: 70%-79%
		81.0% (FY17)	Red: <70%
Average Cost of Recruitment	Average Expense per Recruitment	\$2,246 (FY19)	Green: <\$1,600
		\$3,177 (FY18)	Yellow: \$1,901-\$2,200
		\$2,030 (FY17)	Red: >\$2,200
Average Cost per Qualified Applicant	Average Expense per Applicant in a Posting	\$157 (FY19)	Green: <\$125
		\$284 (FY18)	Yellow: \$125-\$175
		\$193 (FY17)	Red: >\$175
Discrimination/ Harassment	Findings of Intentional Employee Discrimination or Harassment	0 (FY19)	Green: 0
		1 (FY18)	Yellow: 1
		2 (FY17)	Red: >2
Discrimination/ Harassment	Findings of Intentional Student Discrimination or Harassment	0 (FY19)	Green: 0
		1 (FY18)	Yellow: 1
		0 (FY17)	Red: >2
Employee Satisfaction	Overall satisfaction rate (1.0-5.0) At Least 60% Response Rate	4.08 (2019)	Green: >4.0
		4.15 (2015)	Yellow: 3.0-3.9 Red: <3.0
Performance Evaluations	Percentage of Performance Evaluation Completed within Deadline	97% (FY19)	Green: >90%
		98% (FY18)	Yellow: 75%-89%
		95% (FY17)	Red: <75%
Turnover	Full-time Board-Approved and Budgeted Positions Only	12.6% (FY19)	Green: <8%
		12.8% (FY18)	Yellow: 8%-9.9%
		9.6% (FY17)	

### Divisional Strategic Metrics (continued)

Metric	Definition/Calculation	Result	Signal Values
Medical Insurance Loss Ratio	Medical Claim Utilization Adjusted for Claims in Excess of the Pooling Level	87% (FY19)	Green: <100%
		97% (FY18)	Yellow: 100%-120%
		115% (FY17)	Red: >120%
Workers' Compensation	Number of Cases with Lost Time	0 (2019)	Green: <2
		3 (2018)	Yellow: 3-5
		3 (2017)	Red: >5
Workers' Compensation	Number of Lost Days	0 (2019)	Green: <15
		7 (2018)	Yellow: 16-40
		96 (2017)	Red: >40
Workers' Compensation	Number of Cases of Return to Work with Restrictions	2 (2019)	Green: <2
		3 (2018)	Yellow: 3-5
		0 (2017)	Red: >5

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

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WISCONSIN INDIANHEAD TECHNICAL COLLEGE

## Special Revenue Fund



WISCONSIN  
INDIANHEAD  
TECHNICAL  
COLLEGE

*Experience. Success.*

## SPECIAL REVENUE FUND

The special revenue fund is used to record 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

	2018/19	2019/20		2020/21	Change from	
	Actual	Adopted	Modified	Budget	2019/20 Modified Budget	
Local government	\$ 1,258,131	\$ 1,279,385	\$ 1,279,385	\$ 1,158,076	\$ (121,309)	-9.48%
State aids	824,165	451,885	526,885	376,647	(150,238)	-28.51%
Program Fees	-	30,000	-	5,000	5,000	100.00%
Material Fees	57,823	30,000	30,000	35,000	5,000	16.67%
Institutional	1,854,876	1,400,000	1,750,000	1,935,000	185,000	10.57%
Federal	1,021,391	928,147	1,078,147	1,435,654	357,507	33.16%
<b>Total revenue</b>	<b>\$ 5,016,386</b>	<b>\$ 4,119,417</b>	<b>\$ 4,664,417</b>	<b>\$ 4,945,377</b>	<b>\$ 280,960</b>	<b>6.02%</b>
Instruction	\$ 4,270,977	\$ 3,621,138	\$ 3,821,138	\$ 4,327,826	\$ 506,688	13.26%
Instructional resources	-	-	-	-	-	0.00%
Student services	749,505	609,205	629,205	637,079	7,874	1.25%
General institutional	1,636	-	210,000	117,884	(92,116)	-43.86%
<b>Total expenditures</b>	<b>\$ 5,022,118</b>	<b>\$ 4,230,343</b>	<b>\$ 4,660,343</b>	<b>\$ 5,082,789</b>	<b>\$ 422,446</b>	<b>9.06%</b>

The special revenue - operating fund is used to record 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 Public Instruction (DPI) and CARES Act Funding
- \* Other Revenues

The following table displays the FY21 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	193,574	422,845	93,650	-	448,007	\$ 1,158,076
State aids	-	-	199,250	80,870	96,527	\$ 376,647
Program Fees	-	-	-	-	5,000	\$ 5,000
Material Fees	-	-	-	-	35,000	\$ 35,000
Institutional	-	-	-	-	1,935,000	\$ 1,935,000
Federal	321,592	480,126	-	633,936	-	\$ 1,435,654
<b>Total</b>	\$ 515,166	\$ 902,971	\$ 292,900	\$ 714,806	\$ 2,519,534	\$ 4,945,377

## Projected grant awards

WITC has applied for and received preliminary grant awards for the following program-related grants for FY21:

Appropriations #	Grant Title	Students Served	Grant Award	District Portion	Projected Activity
<b><i>Adult Education and Family Literacy (AEFL) Grants</i></b>					
17-131-146-121	Comprehensive Adult Basic Education (ABE)	550	\$ 185,422	\$ 108,971	\$ 294,393
<p>The Wisconsin Indianhead Technical College (WITC) comprehensive adult basic education (ABE) grant project will continue to provide instruction in adult basic education, integrated English language and civics education (IELCE), and digital literacy for approximately 630 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 630 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. An estimated 80 English language learner students will be served through IELCE instruction and/or ABE. This instruction will build fluency for the student to be able to move to ABE instruction with eventual pursuit of a post-secondary career pathway and employment.</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>					
17-135-146-111	Integrated English Literacy and Civics Education (IELCE)	80	\$ 26,172	\$ -	\$ 26,172
<p>In conjunction with the Adult Basic Education grant, 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 80 English language learner students will be served through IELCE instruction. This instruction will build fluency for the student to be able to move to ABE instruction and eventual pursuit of a post-secondary career pathway and employment.</p>					
17-133-146-171	Rural Poverty Transitions to Careers	85	\$ 54,999	\$ 18,333	\$ 73,332
<p>The Wisconsin Indianhead Technical College (WITC) District Adult Basic Education (ABE) Consortium will utilize grant funding to serve approximately 85 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), the literacy council from 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.</p> <p>The expanse of the WITC district 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.</p>					

## Projected grant awards - continued

Appropriations #	Grant Title	Students Served	Grant Award	District Portion	Projected Activity
<b><i>Adult Education and Family Literacy (AEFL) Grants (continued)</i></b>					
17-134-146-111	Corrections to Careers	50	\$ 54,999	\$ 66,270	\$ 121,269
<p>The Corrections to Careers (CTC) grant project will be a collaboration with the Department of Corrections (DOC) Gordon Correctional Center in Gordon and local county jails and will provide an educational opportunity for two, 10-student cohorts 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 educational programs that will earn participants a Wisconsin Technical College System (WTCS)-approved career pathway-embedded credential from either the Construction and Cabinetmaking or Heating, Ventilation, Air Conditioning, and Refrigeration programs 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 HVAC job sectors.</p> <p>The DOC will select participants they believe are most likely to be successful in the program. The DOC will provide funding for student tuition, fees, classroom supplies, transportation, and any additional program costs not covered by grant funds or WITC cost sharing. Program instruction will be supplemented with adult basic education (ABE) team teaching support to ensure students are successful with the math and reading portions of the curriculum. At the conclusion of the program, a workshop on workplace readiness and job-seeking skills will be provided, and grant participants will be familiarized with the regional WDB job centers and the support they can provide.</p>					
<b><i>Perkins Vocational &amp; Technical Education (VTEA) Grants</i></b>					
17-141-150-230	Achieving Student Success	900	\$ 299,936	\$ 422,845	\$ 722,781
<p>This project will improve student retention at Wisconsin Indianhead Technical College (WITC) by proactively identifying and providing support services to special population and at-risk students. This project utilizes a systematic process for identifying at-risk students that includes a required admissions meeting with a counselor, referral process with faculty, and a one-stop student services center where students have convenient access to a variety of support services. Specific support services provided will 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 used to identify at-risk students will include prior, current, and anticipated future performance.</p>					
17-142-150-251	Improvement of Graduation & Retention Rates	468	\$ 79,983	\$ -	\$ 79,983
<p>Wisconsin Indianhead Technical College (WITC) proposes a Strengthening Career and Technical Education grant to continue to improve the Business Management and the Nursing-Associate Degree programs and to strengthen the associate degree general education courses of English Composition I, Math with Business Applications, and Introduction to Psychology.</p> <p>Through the use of grant dollars, WITC will update curriculum, provide staff development targeted at improving online teaching skills, and implement online and in-person student support. The College will also provide foundation and study skills courses, offer weekly learning support sessions with RN Success Coaches, and require mandatory three-hour boot camps for first semester nursing students that incorporate academic success skills.</p>					

## Projected grant awards - continued

Appropriations #	Grant Title	Students Served	Grant Award	District Portion	Projected Activity
<b><u>Perkins Vocational &amp; Technical Education (VTEA) Grants - (continued)</u></b>					
17-143-150-221	WITC Equity and Inclusion Project	1,000	\$ 34,788	\$ -	\$ 34,788
Grant funds will be used to expand student accessibility in Blackboard through a software enhancement with Ally; offer professional development activities to staff; offer learning opportunities to students on WITC culture, equity, and inclusion; and implement strategies to improve recruitment, retention, and training of staff in underrepresented groups, specifically aimed at Perkins V indicators. WITC will create educational opportunities to expand the student's understanding of WITC culture and Equity and Inclusion initiatives.					
17-145-150-261	Assuring Access and Participation NTO Training & Employment	60	\$ 19,996	\$ -	\$ 19,996
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. This project will also continue to provide NTO career guidance and counseling for 30 students and coordinate support service 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 regular 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 that are currently minimally attended.					
17-166-150-210	Career Prep	2,000	\$ 57,423	\$ -	\$ 57,423
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 in-service 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.					
<b><u>General Purpose Revenue (GPR) Grants</u></b>					
17-167-104-111	Student Emergency Assistance (SEA) Grants	25	\$ 11,337	\$ -	\$ 11,337
Wisconsin Indianhead Technical College will provide emergency assistance grants to eligible Pell recipients whose expected family contribution is less than \$5,000 and 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.					

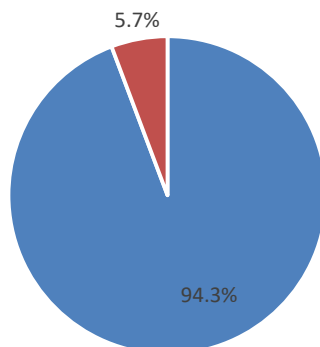
## Projected grant awards - continued

Appropriations #	Grant Title	Students Served	Grant Award	District Portion	Projected Activity
<b><i>General Purpose Revenue (GPR) Grants - (continued)</i></b>					
17-178-124-131	Heating, Ventilation, and Air Conditioning/Refrigeration Evening Expansion	48	\$ 236,181	\$ -	\$ 236,181
<p>Wisconsin Indianhead Technical College will use this Core Industry grant funding for the expansion of the Heating, Ventilation, and Air Conditioning/Refrigeration (HVAC/R) two-year technical diploma program. This project will meet core industry needs by expanding the HVAC/R program to an evening offering at the WITC-Superior location thereby fulfilling the need for skilled HVAC/R technicians due to increasing retirements and job growth. The HVAC/R evening program will be a four-semester, 55-credit technical diploma program offered in a flexible format, Monday through Thursday evenings from 4:00 – 10:00 p.m. with occasional Saturday courses scheduled.</p> <p>Grant funding will accomplish the following activities in order to expand the HVAC/R program and maintain a highly-skilled HVAC/R workforce in Northwest Wisconsin: 1) Expand the HVAC/R program to a flexible evening offering; 2) Extend current support services to the evening program students; 3) Provide new educational options to additional student demographics. This project will provide instruction, academic support services, diagnostic software, professional development, supplies, and equipment to support the evening course offerings.</p>					
17-182-124-150	WITC Professional Development	625	\$ 51,614	\$ 25,807	\$ 77,421
<p>The purpose of this project is to support professional development initiatives at Wisconsin Indianhead Technical College (WITC). This grant will focus on the following WITC goals: 1) Implement online performance evaluation; 2) Train faculty on Blackboard Ally; 3) Improve online courses at WITC; 4) Provide continuing professional development for WITC Counselors and Accommodations Specialists; 5) Enhance the Manager Development Program at WITC; 6) Improve Adjunct Faculty onboarding at WITC.</p> <p>This grant will provide implementation of an online performance evaluation and upgrade the current staff learning management system. Funds will also be used for training faculty to use the new accessibility software Ally and to create an online course rubric to ensure student success in online courses at WITC.</p> <p>In addition, the creation of a professional development day for Accommodations Specialists and Counselors will be funded to assist them with the changing student needs from implementing a college-wide open admissions model. WITC lost several experienced managers to retirement and grant funding will cover the cost of training for three managers to attend the Wisconsin Leadership Development Institute (WLDI) along with developing an internal Strengths coach. Finally, funding will support the design and implementation of an onboarding program for adjunct faculty.</p>					
17-192-124-160	Creating Holistic Student Support Services for Unassigned Students	1,000	\$ 85,190	\$ 28,397	\$ 113,587
<p>This grant will expand upon the successful delivery of a proactive communication approach with advisement of unassigned students by building an intervention plan for economically-disadvantaged and single-parent learners. Presently, we collect data related to potential obstacles a student might face in our pre-college survey and a counselor works with students to develop success strategies. The college lacks the resources to develop and implement a process to proactively reach out to those students who have been identified as high risk with resources and advisement. We currently rely on referrals and students directly seeking out help.</p> <p>Through the WTCS Guided Pathways Self-Evaluation Process, WITC identified an opportunity to reach out to unassigned and at-risk students, ensure they are on a pathway, and guarantee they receive the support needed to meet their educational goals.</p>					

## Projected grant awards - continued

Appropriations #	Grant Title	Students Served	Grant Award	District Portion	Projected Activity
<b><i>General Purpose Revenue (GPR) Grants - (continued)</i></b>					
17-718	Gold Collar Careers in Manufacturing Outreach	300	\$ 9,180	\$ -	\$ 9,180
<p>The Advanced Manufacturing Network-Northwest (AMN-NW) is comprised of six Wisconsin Technical Colleges: Chippewa Valley, Nicolet Area, Northcentral, Midstate, Western, and Wisconsin Indianhead. This project will address the shortage of program ready students entering manufacturing jobs in Northwest Wisconsin. Each of the six partnering colleges will promote and host events that will educate high school faculty, students, and the general public and promote manufacturing careers.</p>					
17-727	Expanding Industry 4.0 in Western Wisconsin through Electromechanical Programs	40	\$ 129,853	\$ -	\$ 129,853
<p>WITC will work in partnership with CVTC and Western to accomplish multiple activities in order to maintain a highly-skilled workforce by defining the change in how products are manufactured. A facilitated feedback session with regional industry partners will be hosted in a central location. Collaborative curriculum modification will integrate Industry 4.0 competencies into coursework in the Automation for Industrial Systems (AIS) and Automated Packaging Systems (APS) programs. Grant funds will pay for one cycle of instruction of modified curriculum.</p> <p>Grant funds will be used to purchase Industry 4.0-related equipment, supplies, and software. WITC will integrate its use into programming by Fall 2020. Funding will also provide instructors with training and professional development related to all equipment, supplies, and software purchased in order to teach new curriculum and deliver hands-on learning to students.</p> <p>This is a two-year consortium grant done in collaboration with Chippewa Valley Technical College and Western Technical College that provides a total funding amount of \$750,000.</p>					
<b><i>Department of Health Services</i></b>					
17-724	Advance Practice Clinician Training	12	\$ 81,240	\$ -	\$ 81,240
<p>Marshfield Clinic Health System currently has 1,353 job openings and MCHS estimates 1,000 are for allied health positions in rural communities. This program will allow individuals the opportunity to get in-demand allied health diplomas that lead to careers in the medical assisting field, with potential for further development and advancement.</p>					

### Awards by Granting Agency



- Wisconsin Technical College System (WTCS)
- Department of Health Services (DHS)

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

	2018/19 Actual	2019/20 Budget		2020/21 Budget	Change from 2019/20 Modified Budget	
		Adopted	Modified			
Other student fees	\$ 308,762	\$ 297,000	\$ 297,000	\$ 302,000	\$ 5,000	1.68%
Institutional	310,115	165,182	215,182	356,824	141,642	65.82%
Federal funds	9,651,911	9,980,022	10,180,022	10,145,000	(35,022)	-0.34%
<b>Total revenue</b>	<b>\$ 10,270,788</b>	<b>\$ 10,442,204</b>	<b>\$ 10,692,204</b>	<b>\$ 10,803,824</b>	<b>\$ 111,620</b>	<b>1.04%</b>
Instruction	\$ 171,935	\$ 165,182	\$ 165,182	\$ 127,500	\$ (37,682)	-22.81%
Student services	10,099,549	10,277,022	10,527,022	10,456,100	(70,922)	-0.67%
General institutional	-	-	-	220,224	220,224	100.00%
<b>Total expenditures</b>	<b>\$ 10,271,484</b>	<b>\$ 10,442,204</b>	<b>\$ 10,692,204</b>	<b>\$ 10,803,824</b>	<b>\$ 111,620</b>	<b>1.04%</b>

The special revenue - non-aidable fund is used to record 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**

	2018/19 Actual	2019/20 Budget		2020/21 Budget	Change from 2019/20 Modified Budget	
		Adopted	Modified			
Other student fees	\$ 308,762	\$ 297,000	\$ 297,000	\$ 302,000	\$ 5,000	1.68%
Institutional	310,115	165,182	265,182	356,824	91,642	34.56%
<b>Total revenue</b>	<b>\$ 618,877</b>	<b>\$ 462,182</b>	<b>\$ 562,182</b>	<b>\$ 658,824</b>	<b>\$ 96,642</b>	<b>17.19%</b>
Instruction	\$ 171,935	\$ 165,182	\$ 165,182	\$ 127,500	\$ (37,682)	-22.81%
Student services	447,638	297,000	397,000	311,100	(85,900)	-21.64%
General Institutional	-	-	-	220,224	220,224	100.00%
<b>Total expenditures</b>	<b>\$ 619,573</b>	<b>\$ 462,182</b>	<b>\$ 562,182</b>	<b>\$ 658,824</b>	<b>\$ 96,642</b>	<b>17.19%</b>

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**

	2018/19 Actual	2019/20 Budget		2020/21 Budget	Change from 2019/20 Modified Budget	
		Adopted	Modified			
Federal funds	\$ 9,651,911	\$ 9,980,022	\$ 10,180,022	\$ 10,145,000	\$ (35,022)	-0.34%
<b>Total revenue</b>	<b>\$ 9,651,911</b>	<b>\$ 9,980,022</b>	<b>\$ 10,180,022</b>	<b>\$ 10,145,000</b>	<b>\$ (35,022)</b>	<b>-0.34%</b>
Student services	\$ 9,651,911	\$ 9,980,022	\$ 10,180,022	\$ 10,145,000	\$ (35,022)	-0.34%
<b>Total expenditures</b>	<b>\$ 9,651,911</b>	<b>\$ 9,980,022</b>	<b>\$ 10,180,022</b>	<b>\$ 10,145,000</b>	<b>\$ (35,022)</b>	<b>-0.34%</b>

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



WISCONSIN  
INDIANHEAD  
TECHNICAL  
COLLEGE

*Experience. Success.*

## CAPITAL PROJECTS FUND

The capital projects fund records 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

	2010/11	2019/20 Budget		2020/21	Change from	
	Actual	Adopted	Modified	Budget	2019/20 Modified Budget	
Local government	\$ -	\$ -	\$ 125,358	\$ 319,230	\$ 193,872	154.65%
State aids	-	178,350	119,992	146,708	26,716	22.26%
Institutional	6,524	200,000	127,000	125,000	(2,000)	-1.57%
Federal		-	6,000	12,000	6,000	100.00%
<b>Total revenue</b>	<b>\$ 6,524</b>	<b>\$ 378,350</b>	<b>\$ 378,350</b>	<b>\$ 602,938</b>	<b>\$ 224,588</b>	<b>59.36%</b>
Instruction	\$ 1,422,762	\$ 1,495,069	\$ 2,145,069	\$ 1,834,171	\$ (310,898)	-14.49%
Instructional resources	364,538	725,000	750,000	492,559	(257,441)	-34.33%
Student services	5,167	-	15,000	30,260	15,260	101.73%
General institutional	847,744	948,085	1,048,085	652,592	(395,493)	-37.73%
Physical plant	4,324,543	4,943,854	4,243,854	5,212,460	968,606	22.82%
<b>Total expenditures</b>	<b>\$ 6,964,754</b>	<b>\$ 8,112,008</b>	<b>\$ 8,202,008</b>	<b>\$ 8,222,042</b>	<b>\$ 20,034</b>	<b>0.24%</b>

WITC issued \$8,410,000 in general obligation promissory notes to offset FY20 capital costs. For FY21, WITC plans to issue \$7,075,000 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 asset and capitalized in the accounting records of WITC.

For borrowing purposes, capital equipment is also defined by statute as furniture or equipment with a value of \$5,000 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 addition of square footage to an existing building or constructing a new building.

**Land purchases** are defined as the purchase of additional acreage 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 required funding 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.

	2021	2022	2023	2024	2025
New construction	-	-	-	-	-
Remodeling	2.325	4.275	3.875	5.360	2.500
Site improvements	1.500	-	0.500	0.060	-
Equipment purchases	3.250	3.250	3.000	3.500	3.500
<b>Total</b>	<b>7.075</b>	<b>7.525</b>	<b>7.375</b>	<b>8.920</b>	<b>6.000</b>

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

	2021	2022	2023	2024	2025
General obligation promissory notes	7.075	7.525	7.525	8.920	6.000
Interest earnings	0.050	0.050	0.050	0.050	0.050
Other revenues	0.029	0.025	0.025	0.025	0.025
Addition to fund balance	0.079	0.075	0.075	0.075	0.075
<b>Total</b>	<b>7.075</b>	<b>7.525</b>	<b>7.525</b>	<b>8.920</b>	<b>6.000</b>

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 fund balance is not available, then the amount of debt to be issued is adjusted 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 maintains 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 calendar outlines capital remodeling projects planned in FY21 with detailed expenditures listed on the following page:

### Fiscal Year 2021 Capital Projects Timeline

Project	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Ashland Exterior Entrance & Refresh Project														
New Richmond Paving Project														

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

The following listing, sequence summary, equipment summary and equipment list are associated with the capital project fund FY21 budget.

### Remodeling/Site Development Project Listing

**Resources:**

1. Debt Issue	<u>\$ 3,825,000</u>	
<b>Total Resources:</b>		<u>\$ 3,825,000</u>

**Project Listing:**

**Project #**

**Shell Lake**

**Ashland**

Exterior Entrance & Refreshes	721959	<u>\$ 1,500,000</u>	
		Total Ashland:	\$ 1,500,000

**New Richmond**

Minor Remodeling Projects (1)	721963	\$ 100,000	
Paving Project	721969	<u>1,500,000</u>	
		Total New Richmond:	\$ 1,600,000

**Rice Lake**

Non-Zoned Projects	721978	<u>425,000</u>	
		Total Rice Lake:	\$ 425,000

**Shell Lake**

Minor Remodeling Projects (1)	721991	<u>\$ 100,000</u>	
		Total Shell Lake:	\$ 100,000

**Superior**

No Projects Planned		<u>\$ -</u>	
		Total Superior:	\$ -

**Districtwide Other Remodeling**

Design Fees	720994	\$ 50,000	
Architect Fees	720995	<u>150,000</u>	
		Total Other Remodeling:	\$ 200,000

<b>Total Projects:</b>		<u>\$ 3,825,000</u>
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<b>Net Change in Fund Balance:</b>		\$ -
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<b>Estimated Beginning Fund Balance related to projects:</b>		<u>\$ 9,140</u>
<b>Estimated Ending Fund Balance related to projects:</b>		<u><u>\$ 9,140</u></u>

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

**Fiscal Year 2021 Project Sequencing Summary**

	Year	2021	2022	2023	2024	2025	2026
Campus/Zone/Project	Area (Sq.Ft)						
<b>Ashland</b>							
<b>Building Zones</b>							
Zone 1					\$750,000		
Zone 2						\$750,000	
Zone 4		\$250,000					\$750,000
Zone 5		\$500,000					
<b>Roofing Zones</b>							
R.1	464						
R.2	5,212						
R.3	1,251						
R.4	1,494				\$59,072		
R.5	2,323						
R.6	14,493		\$300,851				
R.7	29,590		\$312,832				
R.8	1,177		\$19,968				
R.9	3,216						
R.10	5,720		\$119,808				
R.11	4,220						
R.12	696						
<b>Paving Zones - Replace</b>							
Drive	36,300						
P.1	69,000						
P.2	13,000						
P.3	46,000						
P.4	35,500						
<b>Paving Zones - Sealcoat</b>							
Drive	36,300				\$10,563		
P.1	69,000				\$20,079		
P.2	13,000				\$3,783		
P.3	46,000				\$13,386		
P.4	35,500				\$10,331		
<b>Non-Zoned Projects</b>							
LED Parking Lot Upgrade				\$350,000			
Campus Technology Upgrades		\$500,000		\$500,000			
Campus Exterior Signage and Landscaping		\$250,000					
Learning Commons				\$650,000			
<b>Campus Subtotal</b>		<b>\$1,500,000</b>	<b>\$753,459</b>	<b>\$1,500,000</b>	<b>\$867,214</b>	<b>\$750,000</b>	<b>\$750,000</b>

**Fiscal Year 2021 Project Sequencing Summary**

	Year	2021	2022	2023	2024	2025	2026
Campus/Zone/Project	Area (Sq.Ft)						
<b>New Richmond</b>							
<b>Building Zones</b>							
Zone 1	16,700		\$750,000				
Zone 2	15,530						\$750,000
Zone 3	21,400						\$750,000
Zone 4	14,285						
Zone 5	35,150						
Zone 6 (PEC)	8,720		\$250,000				
Zone 7 (PEC)	6,150		\$250,000				
Zone 8 (PEC)	17,125		\$250,000				
Zone 9	5,099						
<b>Roofing Zones</b>							
R.1	7,915						
R.2	3,660						
R.3	31,470						
R.4	1,085						
R.5	405						
R.6	260			\$3,840			
R.7	450			\$6,646			
R.8	10,920						
R.9	4,550			\$63,882			
R.10	5,575			\$78,273			
R.11	21,750						
R.12	8,275						
R.13	3,680						
R.14	4,795						
R.14 - PEC Building	39,400						
R.15 - PEC Building	19,620						
<b>Paving Zones - Replace</b>							
Drive	33,050	\$250,000					
P.1	29,075						
P.2	25,850	\$160,000					
P.3	44,930						
P.4	115,330	\$575,000					
P.5	74,170						
<b>Paving Zones - Sealcoat</b>							
Drive	33,050						
P.1	29,075	\$100,000					
P.2	25,850						
P.3	44,930	\$65,000					
P.4	115,330						
P.5	74,170						
<b>Non-Zoned Projects</b>							
LED Parking Lot Upgrade		\$350,000					
Campus Technology Upgrades			\$500,000				
Campus Exterior Signage and Landscaping			\$250,000				
Second Floor Addition							\$2,025,000
Veterinarian Technician Addition							
<b>Campus Subtotal</b>		<b>\$1,500,000</b>	<b>\$2,250,000</b>	<b>\$152,640</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,525,000</b>



### Fiscal Year 2021 Project Sequencing Summary

	Year	2021	2022	2023	2024	2025	2026
Campus/Zone/Project	Area (Sq.Ft)						
<b>Rice Lake</b>							
<b>Building Zones</b>							
Zone 1	35,330						
Zone 2A (Automotive)	12,010						\$750,000
Zone 2B	6,590					\$750,000	
Zone 3A (Lower Level)	37,500				\$1,250,000		
Zone 3B (Upper Level)	32,170						
Zone 4	24,230						
Zone 5	10,350						
<b>Roofing Zones</b>							
R.1	175			\$2,614			
R.2	10,945			\$155,064			
R.3	3,302			\$38,397			
R.4	15,582			\$218,816			
R.5	1,569						
R.6	8,122						
R.7	4,011			\$73,850			
R.8	5,216						
R.9				\$2,366			
R.10	2,244			\$36,010			
R.11	11,473			\$164,206			
R.12	9,900			\$133,120			
R.13	13,028			\$173,056			
R.14	1,023			\$10,650			
R.15	18,458			\$246,272			
R.16	3,996			\$57,255			
R.17	1,716			\$23,965			
R.18 (skylights)	128						
R.19	10,077						
<b>Paving Zones - Replace</b>							
Drive	9,580						
P.1A (north)	72,870						
P.1B (south)	132,800						
P.2	35,700						
P.3	22,000						
P.4	68,180						
P.5	7,000						
<b>Paving Zones - Sealcoat</b>							
Drive	9,580		\$2,881				
P.1A (north)	72,870		\$23,794				
P.1B (south)	132,800		\$31,331				
P.2	35,700		\$15,374				
P.3	22,000		\$5,623				
P.4	68,180		\$20,914				
P.5	7,000		\$1,939				
<b>Non-Zoned Projects</b>							
LED Parking Lot Upgrade							
Heat Pump Replacement		\$325,000					
Interior Campus LED Upgrade					\$250,000		
Elevator Renovation							\$250,000
Campus Technology Upgrades			\$500,000				
Campus Exterior Signage and Landscaping			\$250,000				
<b>Campus Subtotal</b>		<b>\$325,000</b>	<b>\$851,856</b>	<b>\$1,335,641</b>	<b>\$1,500,000</b>	<b>\$750,000</b>	<b>\$1,000,000</b>

### Fiscal Year 2021 Project Sequencing Summary

Campus/Zone/Project	Year	2021	2022	2023	2024	2025	2026
	Area (Sq.Ft)						
<b>Shell Lake</b>							
<b>Building Zones</b>							
Zone 1	5,790						
Zone 2	8,990						
Zone 3	8,330						
<b>Roofing Zones</b>							
R.1A	1,382			\$34,550			
R.1B	1,136			\$28,400			
R.2	3,446			\$86,150			
R.3	2,217			\$55,425			
R.4	1,430			\$35,750			
R.5	3,832			\$95,800			
<b>Paving Zones - Replace</b>							
Drive	3,660						\$1,116
P.1	9,270			\$480,000			\$2,827
P.2	32,150						\$9,806
<b>Paving Zones - Sealcoat</b>							
Drive	3,660			\$988			
P.1	9,270			\$2,503			
P.2	32,150			\$8,681			
<b>Non-Zoned Projects</b>							
Campus Technology Upgrades					\$250,000		
Campus Exterior Signage and Landscaping					\$150,000		
Canopy Project					\$35,000		
<b>Campus Subtotal</b>		\$0	\$0	\$828,247	\$435,000	\$0	\$13,749

### Fiscal Year 2021 Project Sequencing Summary

Campus/Zone/Project	Year	2021	2022	2023	2024	2025	2026
	Area (Sq.Ft)						
<b>Superior</b>							
<b>Building Zones</b>							
Exterior Refresh							
Exterior Refresh/Entrance Completion							
Conference Center Upgrade					\$1,500,000		
Third Floor Remodel							
Refresh - Finishes					\$750,000		
Refresh - Finishes						\$750,000	
Refresh - Finishes							\$750,000
<b>Roofing Zones</b>							
R.1	760						
R.2	1,054						
R.3	1,731						
R.4	19,292						
R.5	3,021						
R.6	2,073						
R.7	10,472						
R.8	329						
R.9	1,126						
R.10	27,958						
R.11	810						
R.12	3,043						
R.13	3,742						\$57,096
R.14	2,431						\$39,650
R.15	3,675						
<b>Paving Zones - Replace</b>							
Drive	8,800						
P.1	13,300						
P.2	49,000						
P.3	37,000						
P.4	101,000						
<b>Paving Zones - Sealcoat</b>							
Drive	8,800				\$2,561		
P.1	13,300				\$3,870		
P.2	49,000				\$14,259		
P.3	37,000				\$10,767		
P.4	101,000				\$29,391		
<b>Non-Zoned Projects</b>							
Campus Technology Upgrades						\$500,000	
<b>Campus Subtotal</b>		\$0	\$0	\$0	\$2,310,848	\$1,250,000	\$846,746
<b>All Campus Subtotal</b>		\$3,325,000	\$3,855,315	\$3,816,528	\$5,113,062	\$2,750,000	\$6,135,495
<b>Total Year Cost</b>		\$3,325,000	\$3,855,315	\$3,816,528	\$5,113,062	\$2,750,000	\$6,135,495

## Equipment/Software Summary

### Resources:

Debt Issue	\$	3,250,000	
Tax Revenue		319,230	
Resale of Equipment (Wisconsin Surplus)		75,000	
Interest Income		50,000	
Enterprise Fund Funding (RL Cosmo)		24,000	
Enterprise Fund Funding (NR Conf Center)		21,000	
Enterprise Fund Funding (Bookstore)		18,360	
Grant Funded Purchases (WTCS HVAC Expansion)		97,725	
Grant Funded Purchases (WTCS Diversity)		12,000	
Grant Funded Purchases (Industry 4.0)		48,983	
<b>Total Resources:</b>		<u>48,983</u>	<b>\$ 3,916,298</b>

### Construction & Remodeling Projects Equipment

Superior Remodel Project Equipment Allowance	721981	\$ 500,000	
New Richmond Vet Tech New Addition Equipment Allowance	721962	250,000	
		<u>750,000</u>	<b>Total Projects: \$ 750,000</b>

### President's Office

Commercial Driving	\$	10,000	
Driver's Education		58,600	
Superior Campus Administration		43,282	
Superior Campus Physical Plant		11,800	
		<u>123,682</u>	<b>Total President's Office / Superior Campus: \$ 123,682</b>

### Institutional Effectiveness

Professional Development	\$	23,000	
New Richmond Campus Administration		56,425	
New Richmond Campus Physical Plant		10,650	
		<u>90,075</u>	<b>Total Institutional Effectiveness / New Richmond Campus: \$ 90,075</b>

### Student Affairs

Student Services	\$	1,000	
Financial Aid		3,000	
Other Student Services		26,260	
Ashland Campus Administration		37,800	
Ashland Campus Physical Plant		9,725	
		<u>77,785</u>	<b>Total Student Affairs / Ashland Campus: \$ 77,785</b>

### Administrative Services

Instructional Technology	\$	499,108	
Business Services		4,450	
Information Technology Services		613,142	
Human Resources		-	
		<u>1,116,700</u>	<b>Total Administrative Services: \$ 1,116,700</b>

## Equipment/Software Summary

### Academic Affairs

Industry & Technology Division			
Agriculture Mechanics	\$	54,000	
Young and Adult Farmers		35,250	
Vet Tech		61,160	
IT-Network Specialist		65,880	
Systems Administration		30,977	
Automobile - Mechanical		76,825	
Machine Shop		232,800	
Diesel Repair		13,920	
Electricity		10,000	
Welding		83,387	
CNC Machine		114,176	
Packaging Serviceman		72,200	
Small Engine & Chassis Mechanic		15,200	
Industrial Equipment Mechanic		20,215	
Utility Construction		47,000	
Family & Consumer Services Division			
Cosmetology		59,000	
Gerontology		1,980	
Emergency Services Division			
Fire Technology		83,850	
Police Science		34,000	
EMS (Basic/Advanced)		80,800	
Paramedic		132,500	
Service & Health Division			
Medical Assistant		8,045	
Phlebotomy		844	
Nursing		69,960	
Trade & Technology Division			
Carpentry		2,950	
Air Conditioning & Refrg Tech		97,725	
Architectural Technology		8,750	
Industry 4.0 Grant		48,983	
Academic Support			
Adult Basic Education (ABE)		7,887	
Distance Learning			
Library / LRC		5,451	
Rice Lake Campus Administration			
Rice Lake Campus Physical Plant		37,800	
		144,785	
Total Academic Affairs / Rice Lake Campus:		\$	<b>1,758,300</b>

### Districtwide

Food Service Kiosk	\$	25,500	
Superior Elevator Upgrade		200,000	
WILM		135,000	
Safety & Security	721996	100,000	
Facility Requests		20,000	
Total Districtwide Projects:		\$	<b>480,500</b>

**Total Equipment/Software:** \$ 4,397,042

**Net change in Fund Balance:** \$ (480,744)

**Estimated Beginning Fund Balance related to equipment:** \$ 694,930

**Estimated Ending Fund Balance related to equipment:** \$ 214,186

## Calendar Year 2021 Capital Equipment Detail Listing

Division	Campus	Room	Description	Unit Cost	Quantity	Total Cost	Facility Dollar Impact
AA	NR	1600	Diesel Engines	4,500.00	10	45,000.00	
AA	NR	1600	Pallet Racking for Cold Storage	6,500.00	1	6,500.00	
AA	NR	1600	Service Manuals	500.00	5	2,500.00	
<b>Academic Affairs - Industry &amp; Technology Division - Agriculture Mechanics</b>						<b>54,000.00</b>	-
AA	RL		Holstein Dystocia Simulator (aka Sim Cow)	35,250.00	1	35,250.00	
<b>Academic Affairs - Industry &amp; Technology Division - Young and Adult Farmers</b>						<b>35,250.00</b>	-
AA	NR		Ergonomic & Height Adjustable Dental Table with Swing Arm Trays	8,160.00	1	8,160.00	
AA	NR		Dental Scaler/Polisher/High Speed Drill	6,200.00	1	6,200.00	
AA	NR		Dental X-Ray System	20,000.00	1	20,000.00	
AA	NR		Anesthesia Machine + Oxygen	4,750.00	2	9,500.00	
AA	NR		Anesthetic Monitors	5,000.00	2	10,000.00	
AA	NR		Anesthesia Vaporizer	1,450.00	2	2,900.00	
AA	NR		Fluid Pumps	1,325.00	2	2,650.00	
AA	NR		Bear Hugger	1,750.00	1	1,750.00	
<b>Academic Affairs - Industry &amp; Technology Division - Vet Tech</b>						<b>61,160.00</b>	-
AA	NR	1204	Cisco 4221 Lab Router Bundle	1,068.00	10	10,680.00	
AA	NR	1204	Cisco ASA 5506-X Firewall URL & Intrusion Prevention	600.00	8	4,800.00	
AA	RL	157	NetLab Maintenance Agreement Renewal	2,300.00	1	2,300.00	
AA	RL	157	Student workstation computers	1,740.00	20	34,800.00	
AA	RL	157	Firewalls URL & Intrusion Prevention Software	600.00	8	4,800.00	
AA	RL	157B	1-Year Warranty for Lenovo Servers	1,600.00	3	4,800.00	
AA	RL	157	ASA Maintenance Firepower & URL Filtering Licensing	1,200.00	1	1,200.00	
AA	RL	153	Built in Cabinet with Side Locking Door and Work Area	2,500.00	1	2,500.00	
<b>Academic Affairs - Industry &amp; Technology Division - IT-Network Specialist</b>						<b>65,880.00</b>	-
AA	ASH	230	Dell Virtualization Server	12,300.00	1	12,300.00	
AA	ASH	228	Surface Jacks for Existing Tables	6,677.00	1	6,677.00	
AA	NR	1204	HP Server	6,000.00	2	12,000.00	
<b>Academic Affairs - Industry &amp; Technology Division - Systems Administration</b>						<b>30,977.00</b>	-
AA	RL	188	Tire Changer with Associated Adaptors	8,400.00	1	8,400.00	
AA	RL	188	Front Lighting Board	1,950.00	2	3,900.00	
AA	RL	188	Rear Lighting Board	1,925.00	2	3,850.00	
AA	RL	188	Master Puller Stud	2,000.00	1	2,000.00	
AA	RL	188	Transmission Fluid Exchange Machine	4,400.00	1	4,400.00	
AA	SUP	117	Alignment Machine with 4-Post Alignment Wrap	39,275.00	1	39,275.00	
AA	SUP	117	Used Cars	6,000.00	1	6,000.00	
AA	SUP	117	Used SUVs	9,000.00	1	9,000.00	
<b>Academic Affairs - Industry &amp; Technology Division - Automobile - Mechanical</b>						<b>76,825.00</b>	-
AA	RL	167	3 Phase 8" Parallelogram/Long Bed Joiner	2,950.00	1	2,950.00	
<b>Academic Affairs - Trade &amp; Technology Division - Carpentry</b>						<b>2,950.00</b>	-
AA	NR	1600	Wheel Jack	7,395.00	1	7,395.00	
AA	NR	1600	24 Ton Air Capacity Air Jack Safety Stand	2,080.00	1	2,080.00	
AA	NR	1600	Hydraulic Telescopic Transmission Jack	1,465.00	1	1,465.00	
AA	NR	1600	Air/Manual Service Jack - 10 Ton	2,980.00	1	2,980.00	
<b>Academic Affairs - Industry &amp; Technology Division - Diesel Repair</b>						<b>13,920.00</b>	-
AA	RL		Conduit Bending Machine, Conduit, Electrical Boxes	10,000.00	1	10,000.00	
<b>Academic Affairs - Industry &amp; Technology Division - Electricity</b>						<b>10,000.00</b>	-
AA	ASH	119	Haas VF2 Vertical Machining Center	75,000.00	1	75,000.00	
AA	NR	1219	Makino Sycner Electro Discharge Machine (EDM)	150,000.00	1	150,000.00	
AA	NR	1219	Minimum Quantity Lube for Haas Mini Mill	4,000.00	1	4,000.00	
AA	NR	1219	Herman Schmidt Hardmilling 6"x12" Magnetic Chuck for Mini Mill	3,800.00	1	3,800.00	
<b>Academic Affairs - Industry &amp; Technology Division - Machine Shop</b>						<b>232,800.00</b>	-
AA	ASH	HS	Miller XMT 350 Multi Process Adaptor (MPA) Welder with Kit	5,150.00	5	25,750.00	
AA	ASH	HS	Dual Wire Feeders for Miller D74 MPA +	3,529.00	8	28,232.00	
AA	ASH	HS	Wire Feeder for Arc Reach Suitcase 12 (used in fabrication)	1,930.00	2	3,860.00	
AA	NR	1209	Miller Dynasty 400 Welder	7,000.00	1	7,000.00	
AA	RL	189	HyperTherm PowerMax 85 Plasma Cutter	7,515.00	1	7,515.00	
AA	RL	189	Baileigh R-M10 Manual roll Bender with 3 Die Sets	2,370.00	1	2,370.00	
AA	SUP	128	Miller XMT 350 Multi Process Adaptor (MPA) Welder	4,765.00	1	4,765.00	
AA	SUP	128	Ellis Drill Press Kit	3,895.00	1	3,895.00	
<b>Academic Affairs - Industry &amp; Technology Division - Welding</b>						<b>83,387.00</b>	-
AA	RL	185	Haas VF2 Vertical Machining Center	57,483.00	1	57,483.00	
AA	RL	185	Haas ST15 Lathe	56,693.00	1	56,693.00	
<b>Academic Affairs - Industry &amp; Technology Division - CNC Machine</b>						<b>114,176.00</b>	-

## Calendar Year 2021 Capital Equipment Detail Listing

Division	Campus	Room	Description	Unit Cost	Quantity	Total Cost	Facility Dollar Impact
AA	NR	1207B	Teach Pendant for Fanuc Robot	5,200.00	1	5,200.00	
AA	NR	1207B	ABB IRB-120 Robot Package	19,500.00	2	39,000.00	
AA	NR	1207B	Keyence Safety Scanner	6,000.00	4	24,000.00	
AA	NR	1207B	Hydraulic Component Cutaway Model Set	4,000.00	1	4,000.00	
<b>Academic Affairs - Industry &amp; Technology Division - Packaging Serviceman</b>						<b>72,200.00</b>	-
PO	RL		Trailer Wrap	10,000.00	1	10,000.00	
<b>President's Office - Commercial Driving</b>						<b>10,000.00</b>	-
AA	ASH	120A	4-Cylinder turbo charged diesel engine	10,000.00	1	10,000.00	
AA	NR	1211	Scanner Master Kit including Licensing	5,200.00	1	5,200.00	
<b>Academic Affairs - Industry &amp; Technology Division - Small Engine &amp; Chassis Mech</b>						<b>15,200.00</b>	-
AA	SUP	141	Clauline Lathe	20,215.00	1	20,215.00	
<b>Academic Affairs - Trade &amp; Technology Division - Industrial Equipment Mechanic</b>						<b>20,215.00</b>	-
AA	RL		Truck Driving Simulator Upgrades	47,000.00	1	47,000.00	
<b>Academic Affairs - Trade &amp; Technology Division - Utility Construction</b>						<b>47,000.00</b>	-
AA	RL	182	Cosmetology 1 Lab Stations Equipment	59,000.00	1	59,000.00	20,000.00
<b>Academic Affairs - Family &amp; Consumer Services Division - Cosmetology</b>						<b>59,000.00</b>	<b>20,000.00</b>
AA	RL		Chevrolet Silverado 3500 HD 4WD Crew Cab with 8' Bed	56,900.00	1	56,900.00	
AA	RL		Instructor Turnout Gear	2,250.00	6	13,500.00	
AA	RL		22' Equipment Trailer with wrap	11,300.00	1	11,300.00	
AA	RL		Flatbed Training Trailer Refurbishing	2,150.00	1	2,150.00	
<b>Academic Affairs - Emergency Services Division - Fire Technology</b>						<b>83,850.00</b>	-
AA	RL		Squad Car	34,000.00	1	34,000.00	
<b>Academic Affairs - Emergency Services Division - Police Science</b>						<b>34,000.00</b>	-
AA	NR	1322	Unine Cliniteck Analyzer	850.00	1	850.00	
AA	NR	1322	Diagnostic Set Otoscope	570.00	1	570.00	
AA	NR	1322	Audio Cups	2,025.00	1	2,025.00	
AA	RL	251	Unine Cliniteck Analyzer	850.00	1	850.00	
AA	RL	251	EKG Machine	2,900.00	1	2,900.00	
AA	SUP	205	Unine Cliniteck Analyzer	850.00	1	850.00	
<b>Academic Affairs - Health Services Division - Medical Assistant</b>						<b>8,045.00</b>	-
AA	RL	251	Status Analyzer	844.00	1	844.00	
<b>Academic Affairs - Health Services Division - Phlebotomy</b>						<b>844.00</b>	-
AA	RL		Ford F-150 with Topper and Slide Out or SUV	38,750.00	1	38,750.00	
AA	RL		Equipment Trailer with wraps	7,300.00	1	7,300.00	
AA	RL	178	Cardiac Monitor Zoll X Series	22,500.00	1	22,500.00	
AA	RL	178	Baxter Sigma IV Infu Pump	1,250.00	2	2,500.00	
AA	RL	CPR	Heart Start AED	375.00	16	6,000.00	
AA	RL	CPR	Adult CPR Manikin (4 pack)	625.00	2	1,250.00	
AA	RL	CPR	Child CPR Manikin (4 pack)	625.00	2	1,250.00	
AA	RL	CPR	Infant CPR Manikin (4 pack)	625.00	2	1,250.00	
<b>Academic Affairs - Emergency Services Division - EMS (Basic/Advanced)</b>						<b>80,800.00</b>	-
AA	NR	1602	Cardiac Monitor Zoll X Series	22,500.00	1	22,500.00	
AA	RL	178	Simulation Baby	40,000.00	1	40,000.00	
AA	RL	178	Simulation Mom with Pneumatic Delivery Canister	70,000.00	1	70,000.00	
<b>Academic Affairs - Emergency Services Division - Paramedic</b>						<b>132,500.00</b>	-
AA	ASH	430	SimChart RX Mobile Charting Carts	12,995.00	1	12,995.00	
AA	ASH	430	Advanced ViniPuncture and Injection Training Arm	610.00	1	610.00	
AA	ASH	430	Laptops for Simulation Rooms	1,010.00	3	3,030.00	
AA	NR	1325	SimChart RX Mobile Charting Carts	12,995.00	1	12,995.00	
AA	NR	1325	IV Pump	1,565.00	1	1,565.00	
AA	NR	1325	Advanced ViniPuncture and Injection Training Arm	610.00	1	610.00	
AA	NR	1325	Laptops for Simulation Rooms	1,010.00	3	3,030.00	
AA	RL	250	SimChart RX Mobile Charting Carts	12,995.00	1	12,995.00	
AA	RL	250	Advanced ViniPuncture and Injection Training Arm	610.00	1	610.00	
AA	RL	250	Laptops for Simulation Rooms	1,010.00	3	3,030.00	
AA	SUP	304	SimChart RX Mobile Charting Carts	12,995.00	1	12,995.00	
AA	SUP	304	IV Pump	1,565.00	1	1,565.00	
AA	SUP	304	Chester Chest	900.00	1	900.00	
AA	SUP	304	Laptops for Simulation Rooms	1,010.00	3	3,030.00	
<b>Academic Affairs - Health Services Division - Nursing</b>						<b>69,960.00</b>	-
AA	SUP		Knee Pain Simulator with Mobility Restriction	495.00	4	1,980.00	
<b>Academic Affairs - Family &amp; Consumer Services Division - Gerontology</b>						<b>1,980.00</b>	-

**Calendar Year 2021 Capital Equipment Detail Listing**

Division	Campus	Room	Description	Unit Cost	Quantity	Total Cost	Facility Dollar Impact
AA	SUP	Grant	Snap-On Training Tool Kits	15,000.00	3	45,000.00	
AA	SUP	Grant	CCY 120 MBH cooling unit	2,253.00	3	6,759.00	
AA	SUP	Grant	CCY 80 MBH cooling unit	1,942.00	3	5,826.00	
AA	SUP	Grant	Trane - XC95 Furnace with Modulating Comm	2,130.00	2	4,260.00	
AA	SUP	Grant	Trane - 3T HP VS Heat Pump	3,235.00	2	6,470.00	
AA	SUP	Grant	Trane - Cased Coil - R410A	500.00	2	1,000.00	
AA	SUP	Grant	Trane - S9V2 Direct Vent	1,770.00	2	3,540.00	
AA	SUP	Grant	Trane - 3T HP R410A 2-stage furnace	3,110.00	2	6,220.00	
AA	SUP	Grant	Trane - Cased Coil - R410A 36000 BTU	500.00	2	1,000.00	
AA	SUP	Grant	Trane - Furnace - S9B1 Upflow	2,000.00	2	4,000.00	
AA	SUP	Grant	Trane - Split System Heat Pump	1,750.00	2	3,500.00	
AA	SUP	Grant	Mitsubishi - 2-Wall Mounted Air Conditioning Mini-Split	1,765.00	1	1,765.00	
AA	SUP	Grant	Mitsubishi - Floor-Mounted Air Conditioning Unit	775.00	2	1,550.00	
AA	SUP	Grant	Outdoor Air Conditioning Unit	1,225.00	1	1,225.00	
AA	SUP	Grant	Wall Unit	610.00	1	610.00	
AA	SUP	Grant	Misc equipment	1,000.00	5	5,000.00	
<b>Academic Affairs - Trade &amp; Technology Division - Air Conditioning &amp; Refrg Tech</b>						<b>97,725.00</b>	<b>-</b>
AA	NR	1320	Triple monitor arms and additional monitor for ITV	500.00	1	500.00	
AA	NR	1320	Acrylic acoustic panels (30"x30")	300.00	8	2,400.00	
AA	NR	1320	Resource shelving including bin units	550.00	1	550.00	
AA	RL	166	Triple monitor arms and additional monitor for ITV	500.00	1	500.00	
AA	RL	166	Acrylic acoustic panels	400.00	12	4,800.00	
<b>Academic Affairs - Industry &amp; Technology Division - Architectural Technology</b>						<b>8,750.00</b>	<b>-</b>
PO	RL		Driver Education Car w/Instructor Brake & WITC Detailing	29,300.00	1	29,300.00	
PO	RL		Driver Education SUV w/Instructor Brake & WITC Detailing	29,300.00	1	29,300.00	
<b>President's Office - Driver's Education</b>						<b>58,600.00</b>	<b>-</b>
AA	ASH		42" Round Table and Chairs	1,387.00	1	1,387.00	
AA	NR		U-Shaped Desk for Lab Instructors	6,500.00	1	6,500.00	
<b>Academic Affairs - Academic Support - Adult Basic Education (ABE)</b>						<b>7,887.00</b>	<b>-</b>
SA	ASH		Distraction Free Testing Lab Furniture	25,000.00	1	25,000.00	
SA	ASH		Distraction Free Testing Lab Chairs	8,300.00	1	8,300.00	
SA	ASH		Distraction Free Testing Lab Lockers	1,500.00	1	1,500.00	
SA	ASH		Distraction Free IT Package (WebCams)	2,000.00	1	2,000.00	
SA	ASH		Distraction Free IT Package (Headphones)	1,000.00	1	1,000.00	
<b>Student Affairs Division - Ashland Campus - Campus Admin</b>						<b>37,800.00</b>	<b>-</b>
IE	NR		Furniture for Student Services waiting area	20,000.00	1	20,000.00	
IE	NR		Drop Down Screen & Ceiling Mounted Projector	7,000.00	1	7,000.00	
IE	SIE	1124AB	ITV Upgrades for Conference Center	10,000.00	1	10,000.00	
IE	SIE	1122AC	ITV Upgrades for Conference Center	11,000.00	1	11,000.00	
IE	NR	Dup	Folding Machine	8,425.00	1	8,425.00	
<b>Institutional Effectiveness Division - New Richmond Campus - Campus Admin</b>						<b>56,425.00</b>	<b>-</b>
AA	RL	119	Distraction Free Testing Lab Furniture	25,000.00	1	25,000.00	
AA	RL	119	Distraction Free Testing Lab Chairs	8,300.00	1	8,300.00	
AA	RL	119	Distraction Free Testing Lab Lockers	1,500.00	1	1,500.00	
AA	RL	119	Distraction Free IT Package (WebCams)	2,000.00	1	2,000.00	
AA	RL	119	Distraction Free IT Package (Headphones)	1,000.00	1	1,000.00	
<b>Academic Affairs Division - Rice Lake Campus - Campus Admin</b>						<b>37,800.00</b>	<b>-</b>
PO	SUP		Distraction Free Testing Lab Furniture	25,000.00	1	25,000.00	
PO	SUP		Distraction Free Testing Lab Chairs	8,300.00	1	8,300.00	
PO	SUP		Distraction Free Testing Lab Lockers	1,500.00	1	1,500.00	
PO	SUP		Distraction Free IT Package (WebCams)	2,000.00	1	2,000.00	
PO	SUP		Distraction Free IT Package (Headphones)	1,000.00	1	1,000.00	
PO	SUP	116	Conference Center Technician Workstation Upgrade (furniture)	4,982.00	1	4,982.00	
PO	SUP	116	Conference Center Technician Workstation Upgrade (technology)	500.00	1	500.00	
<b>President's Office - Superior Campus - Campus Admin</b>						<b>43,282.00</b>	<b>-</b>
AA	NR	LRC	Laminator	1,601.00	1	1,601.00	
AA	RL	LRC	Bookshelf Unit	3,850.00	1	3,850.00	
<b>Academic Affairs - Distance Learning - Library / LRC</b>						<b>5,451.00</b>	<b>-</b>
AS	SL	Grant	Ally Bolt-on for Blackboard	12,000.00	1	12,000.00	
AS	SL		Instructional Computers	880.00	341	300,080.00	
AS	SL		2nd Monitors for Instructional Computer Labs	151.00	607	91,657.00	
AS	SL		2nd Monitor Arms for Instructional Computer Labs	337.00	283	95,371.00	
<b>Administrative Services Division - Instructional Software</b>						<b>499,108.00</b>	<b>-</b>
SA	RL	102	Student Services Conference Room Standard Flat Screen TV	1,000.00	1	1,000.00	
<b>Student Affairs Division - Student Services</b>						<b>1,000.00</b>	<b>-</b>



**Calendar Year 2021 Capital Equipment Detail Listing**

Division	Campus	Room	Description	Unit Cost	Quantity	Total Cost	Facility Dollar Impact
SA	SL		24" Monitors for Financial Aid Staff	300.00	10	3,000.00	
<b>Student Affairs Division - Financial Aid</b>						<b>3,000.00</b>	<b>-</b>
SA	SL		OptiScan 3000 MicroFiche Machine	7,900.00	1	7,900.00	
SA	ASH		Bookstore Point of Sale System Hardware Upgrade	3,060.00	1	3,060.00	-
SA	NR		Bookstore Point of Sale System Hardware Upgrade	3,060.00	2	6,120.00	
SA	RL		Bookstore Point of Sale System Hardware Upgrade	3,060.00	2	6,120.00	
SA	SUP		Bookstore Point of Sale System Hardware Upgrade	3,060.00	1	3,060.00	
<b>Student Affairs Division - Other Student Services</b>						<b>26,260.00</b>	<b>-</b>
AS	BL		US Bank Check Scanner for Outreach site payment processing	1,150.00	1	1,150.00	
AS	HAY		US Bank Check Scanner for Outreach site payment processing	1,150.00	1	1,150.00	
AS	LDY		US Bank Check Scanner for Outreach site payment processing	1,150.00	1	1,150.00	
AS	NR		Depository Safe	500.00	1	500.00	
AS	SUP		Cash Register	500.00	1	500.00	
<b>Administrative Services Division - Business Services</b>						<b>4,450.00</b>	<b>-</b>
AS	RL		Printer for Architectural Design Program	4,284.00	1	4,284.00	
AS	SL		Nutanix VMWare storage replacement 5 years	127,000.00	1	127,000.00	
AS	SL		NGL room upgrades - Codec to PC	84,000.00	1	84,000.00	
AS	SL		Phone Upgrade (do not have final amt yet, this is estimate)	200,000.00	1	200,000.00	
AS	SL		Admin Computers	1,177.00	51	60,027.00	
AS	SL		DUO MultiFactor Authentication for all staff	36.00	800	28,800.00	
AS	SL		Laptop Charging Lockers (4 for faculty and 4 for students)	3,022.00	8	24,176.00	
AS	SL		Unitrends 3 year	77,355.00	1	77,355.00	
AS	SUP	215	Office Furniture for Software Engineer	7,500.00	1	7,500.00	
<b>Administrative Services Division - Instructional Technology</b>						<b>613,142.00</b>	<b>-</b>
IE	NR		Sum Total Software Implementation	23,000.00	1	23,000.00	
<b>Institutional Effectiveness Division - New Richmond Campus - Professional Development</b>						<b>23,000.00</b>	<b>-</b>
SA	ASH	003	Classroom Furniture	1,750.00	1	1,750.00	
SA	ASH	311	Acrylic Surface Rolling White Board (72"x36")	2,575.00	1	2,575.00	
SA	ASH		Guest Chairs for Faculty Cubical Areas	325.00	13	4,225.00	
SA	ASH		Self-Dumping Dumpster for Machine Programs Scrap	850.00	1	850.00	
SA	ASH		Guest Chair for Program Dean	325.00	1	325.00	
<b>Student Affairs Division - Ashland Campus - Physical Plant</b>						<b>9,725.00</b>	<b>-</b>
IE	NR		Pallet Racking for Cold Storage	6,500.00	1	6,500.00	
IE	NR		24" Walk Behind 2-Stage Snowblower	1,100.00	1	1,100.00	
IE	NR		5'x8' Trailer with Ramp	1,200.00	1	1,200.00	
IE	NR		Aerial Platform for Forklift	750.00	1	750.00	
IE	NR		Floor Model Drill Press - 3/4 hp & 5/8 chuck	600.00	1	600.00	
IE	NR		5-Ton Floor Jack	500.00	1	500.00	
<b>Institutional Effectiveness Division - New Richmond Campus - Physical Plant</b>						<b>10,650.00</b>	<b>-</b>
AA	RL		Single Door Roll-Off Storage Container for Motorcycles	3,850.00	1	3,850.00	
AA	RL		Double Door Roll-Off Storage Container for 3-Wheel Motorcycles	5,950.00	1	5,950.00	
AA	RL		Double Door Roll-Off Storage Container for Wood Shop	4,350.00	1	4,350.00	
AA	RL		Double Door Roll-Off Storage Container for Utility Construction	4,350.00	1	4,350.00	
AA	RL		Learning Resource Center Renovation/Upgrades	125,000.00	1	125,000.00	
AA	RL		Upright Vacuum	1,285.00	1	1,285.00	
<b>Academic Affairs Division - Rice Lake Campus - Physical Plant</b>						<b>144,785.00</b>	<b>-</b>
PO	SUP		Ariens Pro 32" Rapid Track Walk Behind Snow Thrower	3,600.00	1	3,600.00	
PO	SUP		Erskine 2020 Series 73" Snow Blower Attachment for Bobcat	6,000.00	1	6,000.00	
PO	SUP		Tornado 30" H7645 Wide Vacuum Cleaner	2,200.00	1	2,200.00	
<b>President's Office - Superior Campus - Physical Plant</b>						<b>11,800.00</b>	<b>-</b>
AA	SUP		Superior Remodel Project Equipment Allowance	500,000.00	1	500,000.00	
IE	NR		New Richmond Vet Tech New Addition Equipment Allowance	250,000.00	1	250,000.00	
CE	RL		Food Service Kiosk	25,500.00	1	25,500.00	
AA	SUP		Superior Elevator Replacement	200,000.00	1	200,000.00	
AS	SL		WILM	135,000.00	1	135,000.00	
AS	SL		Safety & Security	100,000.00	1	100,000.00	
<b>District Wide Remodel Equipment/Projects - Physical Plant</b>						<b>1,210,500.00</b>	<b>-</b>

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WISCONSIN  
INDIANHEAD  
TECHNICAL  
COLLEGE

WISCONSIN INDIANHEAD TECHNICAL COLLEGE

## Debt Service Fund



WISCONSIN  
INDIANHEAD  
TECHNICAL  
COLLEGE

*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

	2018/19	2019/20 Budget		2020/21	Change from	
	Actual	Adopted	Modified	Budget	2019/20 Modified Budget	
Local government	\$ 7,111,020	\$ 7,394,450	\$ 7,323,640	\$ 7,542,617	\$ 218,977	2.99%
Institutional	222,490	250,000	320,810	215,000	(105,810)	-32.98%
<b>Total revenue</b>	<b>\$ 7,333,510</b>	<b>\$ 7,644,450</b>	<b>\$ 7,644,450</b>	<b>\$ 7,757,617</b>	<b>\$ 113,167</b>	<b>1.48%</b>
Physical plant	\$ 7,269,783	\$ 7,661,200	\$ 7,661,200	\$ 7,785,435	\$ 124,235	1.62%
<b>Total expenditures</b>	<b>\$ 7,269,783</b>	<b>\$ 7,661,200</b>	<b>\$ 7,661,200</b>	<b>\$ 7,785,435</b>	<b>\$ 124,235</b>	<b>1.62%</b>

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 3.99% for FY20. 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 \$5,000 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 with a unit cost of \$5,000 or more and 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 percent of the equalized value of the taxable property located in WITC's taxing district and its bonded indebtedness may not exceed 2 percent of the equalized valuation. The maximum indebtedness of WITC for FY21 will be \$51,190,000 compared to the 5 percent limit, based on a (2 percent) reduction in equalized valuation of approximately \$1,898,257,084. WITC is currently utilizing 2.7 percent of its maximum total indebtedness potential. WITC does not have any bonded debt outstanding.

Below is the calculation for the legal debt limit with which the College must comply for FY20. Gross total debt includes general obligation promissory notes and bonds, which are included in WITC's general obligation indebtedness.

FY20 Equalized Valuation		\$ 36,724,014,862
Projected Change in Valuation		<u>105.76%</u>
FY21 Projected Equalized Valuation		38,839,318,118
Debt Limit Percentage		<u>5%</u>
Debt Limit		1,941,965,906
Gross Indebtedness Applicable to Debt Limit	\$ 51,190,000	
Less Projected Assets Available	<u>7,481,178</u>	
Total Amount of Debt Applicable to Debt Limit		<u>43,708,822</u>
Legal Debt Margin		\$ 1,898,257,084

Additionally, total bonded debt, which is a component of general obligation debt, may not exceed 2% of equalized valuation. For FY21, the computation of legal debt margin is as follows:

FY20 Projected Equalized Valuation		\$ 38,839,318,118
Debt Limit Percentage		<u>2%</u>
Debt Limit		776,786,362
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		\$ 776,786,362

## Current year debt status

WITC borrowed \$8,410,000 in general obligation promissory notes to pay for capital projects and capital equipment in FY20. These capital projects are part of the College's Comprehensive Facility Plan.

## Budget year debt planning

WITC plans on borrowing \$7,075,000 in general obligation promissory notes to pay for capital projects and capital equipment in FY21. These capital projects are part of the College's Comprehensive Facility Plan.

The debt repayment schedules will be structured in such a way 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.

2020/21	7,075,000
2021/22	7,525,000
2022/23	7,525,000
2023/24	8,920,000
2024/25	6,000,000
<b>Total</b>	<b>\$ 37,045,000</b>

## Long-term debt schedules as of June 30, 2020

### \$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%)

	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2020/21	1,175,000	11,750	1,186,750
	\$ 1,175,000	\$ 11,750	\$ 1,186,750

### \$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%)

	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2020/21	1,085,000	10,850	1,095,850
	\$ 1,085,000	\$ 10,850	\$ 1,095,850

### \$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: BOSC, Inc. (1.2804199%)

	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2020/21	280,000	8,800	288,800
2021/22	300,000	3,000	303,000
	\$ 580,000	\$ 11,800	\$ 591,800

**\$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 &amp; improvements

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

	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2020/21	350,000	10,263	360,263
2021/22	360,000	3,600	363,600
	<u>\$ 710,000</u>	<u>\$ 13,863</u>	<u>\$ 723,863</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 &amp; improvements

Payee: Bankers Bank (1.349000%)

	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2020/21	290,000	6,455	296,455
2021/22	295,000	2,213	297,213
	<u>\$ 585,000</u>	<u>\$ 8,668</u>	<u>\$ 593,668</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 &amp; improvements and capital equipment

Payee: BOSC, Inc. (1.6405482%)

	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
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>\$ 2,910,000</u>	<u>\$ 166,400</u>	<u>\$ 3,076,400</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 &amp; improvements and capital equipment

Payee: Bankers Bank (1.395551%)

	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
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>\$ 2,600,000</u>	<u>\$ 151,278</u>	<u>\$ 2,751,278</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%)

	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
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>\$ 1,840,000</u>	<u>\$ 102,825</u>	<u>\$ 1,942,825</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: BOSC, Inc. (1.470865%)

	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
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>\$ 83,250</u>	<u>\$ 1,583,250</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: BOSC, Inc. (1.3884823%)

	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
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>\$ 78,083</u>	<u>\$ 1,578,083</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%)

	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2020/21	240,000	22,025	262,025
2021/22	245,000	18,388	263,388
2022/23	245,000	14,713	259,713
2023/24	250,000	11,000	261,000
2024/25	255,000	7,213	262,213
2025/26	265,000	2,650	267,650
	<u>\$ 1,500,000</u>	<u>\$ 75,988</u>	<u>\$ 1,575,988</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 &amp; improvements and capital equipment

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

	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
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>\$ 6,320,000</u>	<u>\$ 389,238</u>	<u>\$ 6,709,238</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 &amp; improvements and capital equipment

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

	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
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>\$ 298,069</u>	<u>\$ 3,048,069</u>

**\$3,750,000 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 &amp; improvements and capital equipment

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

	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
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>\$ 375,513</u>	<u>\$ 4,125,513</u>

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

Date of issuance: June 11, 2018 / Date of maturity: October 1, 2024

Purpose: FY18 building remodeling &amp; improvements

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

	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
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>\$ 167,350</u>	<u>\$ 1,667,350</u>

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

Date of issuance: December 28, 2018 / Date of maturity: October 1, 2027

Purpose: FY19 building remodeling &amp; improvements and capital equipment

Payee: Robert W. Baird &amp; Co., Inc. (2.487310%)

	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2020/21	395,000	75,000	470,000
2021/22	405,000	67,050	472,050
2022/23	420,000	56,700	476,700
2023/24	430,000	43,950	473,950
2024/25	295,000	33,075	328,075
2025/26	305,000	24,075	329,075
2026/27	320,000	14,700	334,700
2027/28	330,000	4,950	334,950
	<u>\$ 2,900,000</u>	<u>\$ 319,500</u>	<u>\$ 3,219,500</u>

**\$1,500,000 GENERAL OBLIGATION SERIES 2019A, US BANK CORPORATE TRUST SERVICES**

Date of issuance: May 6, 2019 / Date of maturity: October 1, 2027

Purpose: FY19 building remodeling &amp; improvements

Payee: Robert W. Baird &amp; Co., Inc. (2.032409%)

	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2020/21	-	35,900	35,900
2021/22	-	35,900	35,900
2022/23	-	35,900	35,900
2023/24	280,000	33,100	313,100
2024/25	290,000	25,950	315,950
2025/26	300,000	17,100	317,100
2026/27	310,000	9,500	319,500
2027/28	320,000	3,200	323,200
	<u>\$ 1,500,000</u>	<u>\$ 196,550</u>	<u>\$ 1,696,550</u>

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

Date of issuance: June 10, 2019 / Date of maturity: October 1, 2025

Purpose: FY19 building remodeling &amp; improvements

Payee: Hutchinson, Shockey, Erley &amp; Co. (1.863863%)

	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2020/21	-	23,550	23,550
2021/22	-	23,550	23,550
2022/23	155,000	22,000	177,000
2023/24	160,000	18,850	178,850
2024/25	165,000	15,600	180,600
2025/26	165,000	12,300	177,300
2026/27	175,000	8,025	183,025
2027/28	180,000	2,700	182,700
	<u>\$ 1,000,000</u>	<u>\$ 126,575</u>	<u>\$ 1,126,575</u>

**\$1,500,000 GENERAL OBLIGATION SERIES 2019C, US BANK CORPORATE TRUST SERVICES**

Date of issuance: July 9, 2019 / Date of maturity: October 1, 2025

Purpose: FY19 building remodeling &amp; improvements

Payee: Robert W. Baird &amp; Co., Inc. (1.650249%)

	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2020/21	-	34,150	34,150
2021/22	-	34,150	34,150
2022/23	350,000	30,650	380,650
2023/24	360,000	23,550	383,550
2024/25	375,000	16,200	391,200
2025/26	415,000	6,225	421,225
	<u>\$ 1,500,000</u>	<u>\$ 144,925</u>	<u>\$ 1,644,925</u>

**\$2,910,000 GENERAL OBLIGATION SERIES 2019D, US BANK CORPORATE TRUST SERVICES**

Date of issuance: December 30, 2019 / Date of maturity: October 1, 2027

Purpose: FY20 building remodeling &amp; improvements and capital equipment

Payee: Robert W. Baird &amp; Co., Inc. (1.356674%)

	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2020/21	-	58,200	58,200
2021/22	490,000	53,300	543,300
2022/23	500,000	43,400	543,400
2023/24	510,000	33,300	543,300
2024/25	520,000	23,000	543,000
2025/26	530,000	12,500	542,500
2026/27	180,000	5,400	185,400
2027/28	180,000	1,800	181,800
	<u>\$ 2,910,000</u>	<u>\$ 230,900</u>	<u>\$ 3,140,900</u>

**\$4,000,000 GENERAL OBLIGATION SERIES 2020A, US BANK CORPORATE TRUST SERVICES**

Date of issuance: May 2020 / Date of maturity: October 1, 2028

Purpose: FY20 building remodeling &amp; improvements and capital equipment

Payee: TBD

	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2020/21	-	82,806	82,806
2021/22	450,000	103,813	553,813
2022/23	460,000	91,300	551,300
2023/24	480,000	78,375	558,375
2024/25	495,000	64,969	559,969
2025/26	505,000	51,219	556,219
2026/27	520,000	37,125	557,125
2027/28	540,000	22,550	562,550
2028/29	550,000	7,563	557,563
	<u>\$ 4,000,000</u>	<u>\$ 539,720</u>	<u>\$ 4,539,720</u>

**Projected 2020/21 general obligation promissory notes to be issued****\$4,075,000 GENERAL OBLIGATION SERIES 2020A, US BANK CORPORATE TRUST SERVICES**

Date of issuance: December 2020 / Date of maturity: October 1, 2028

Purpose: FY21 building remodeling &amp; improvements and capital equipment

Payee: TBD

	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2020/21	-	37,354	37,354
2021/22	-	112,063	112,063
2022/23	200,000	109,313	309,313
2023/24	820,000	95,288	915,288
2024/25	845,000	72,394	917,394
2025/26	865,000	48,881	913,881
2026/27	890,000	24,750	914,750
2027/28	225,000	9,419	234,419
2028/29	230,000	3,163	233,163
	<u>\$ 4,075,000</u>	<u>\$ 512,625</u>	<u>\$ 4,587,625</u>

## Projected 2020/21 general obligation promissory notes (continued)

### \$3,000,000 GENERAL OBLIGATION SERIES 2021A, US BANK CORPORATE TRUST SERVICES

Date of issuance: June 2021 / Date of maturity: October 1, 2028

Purpose: FY21 building remodeling & site improvements

Payee: TBD

	Principal	Interest	Total
2021/22	-	68,750	68,750
2022/23	-	82,500	82,500
2023/24	-	82,500	82,500
2024/25	-	82,500	82,500
2025/26	-	82,500	82,500
2026/27	-	82,500	82,500
2027/28	1,480,000	62,150	1,542,150
2028/29	1,520,000	20,900	1,540,900
	<u>\$ 3,000,000</u>	<u>\$ 564,300</u>	<u>\$ 3,564,300</u>

## Combined schedule of long-term general obligation promissory debt

The debt service budget for FY21 includes \$130,500 for agent, legal and other fees associated with the issuance of \$7,075,000 in general obligation promissory notes.

	Principal	Interest	Total
2020/21	6,725,000	929,935	7,654,935
2021/22	6,940,000	968,864	7,908,864
2022/23	7,190,000	832,903	8,022,903
2023/24	7,275,000	668,159	7,943,159
2024/25	7,015,000	497,722	7,512,722
2025/26	6,435,000	333,795	6,768,795
2026/27	3,740,000	206,306	3,946,306
2027/28	3,570,000	110,707	3,680,707
2028/29	2,300,000	31,626	2,331,626
	<u>\$ 51,190,000</u>	<u>\$ 4,580,017</u>	<u>\$ 55,770,017</u>

## Carryover resource needs

The following scheduled payments will be payable October 2020:

	<b>Principal</b>		<b>Interest</b>		<b>Total</b>
SERIES 2014A	\$ 1,175,000		\$ 11,750		\$ 1,186,750
SERIES 2014B	1,085,000		10,850		1,095,850
SERIES 2015A	280,000		5,800		285,800
SERIES 2015B	350,000		6,663		356,663
SERIES 2015C	290,000		4,243		294,243
SERIES 2015D	650,000		29,100		679,100
SERIES 2016A	410,000		21,958		431,958
SERIES 2016B	295,000		15,775		310,775
SERIES 2016C	240,000		12,550		252,550
SERIES 2016D	240,000		12,333		252,333
SERIES 2016E	240,000		11,913		251,913
SERIES 2017A	1,075,000		67,050		1,142,050
SERIES 2017B	-		39,319		39,319
SERIES 2018A	-		50,038		50,038
SERIES 2018B	-		20,650		20,650
SERIES 2018C	395,000		39,500		434,500
SERIES 2019A	-		17,950		17,950
SERIES 2019B	-		11,775		11,775
SERIES 2019C	-		17,075		17,075
SERIES 2019D	-		29,100		29,100
SERIES 2020A	-		27,806		27,806
	<u>\$ 6,725,000</u>		<u>\$ 463,195</u>		<u>\$ 7,188,195</u>

The June 30, 2020, estimated debt service fund balance of \$7,481,178 less the total of October 2020 payments noted above leaves \$292,983 available in the debt service fund balance for future payments.

## Carryover resource needs (continued)

The following scheduled payments will be payable October 2021:

	<b>Principal</b>		<b>Interest</b>		<b>Total</b>
SERIES 2015A	\$ 300,000		\$ 3,000		\$ 303,000
SERIES 2015B	360,000		3,600		363,600
SERIES 2015C	295,000		2,213		297,213
SERIES 2015D	435,000		22,600		457,600
SERIES 2016A	420,000		20,010		440,010
SERIES 2016B	295,000		13,563		308,563
SERIES 2016C	245,000		11,050		256,050
SERIES 2016D	245,000		10,533		255,533
SERIES 2016E	245,000		10,113		255,113
SERIES 2017A	1,400,000		56,300		1,456,300
SERIES 2017B	620,000		39,319		659,319
SERIES 2018A	735,000		50,038		785,038
SERIES 2018B	-		20,650		20,650
SERIES 2018C	405,000		35,550		440,550
SERIES 2019A	-		17,950		17,950
SERIES 2019B	-		11,775		11,775
SERIES 2019C	-		17,075		17,075
SERIES 2019D	490,000		29,100		519,100
SERIES 2020A	450,000		55,000		505,000
SERIES 2020B	-		56,031		56,031
	<u>\$ 6,940,000</u>		<u>\$ 485,467</u>		<u>\$ 7,425,467</u>

The June 30, 2020, estimated debt service fund balance of \$7,639,183 less the total of October 2021 payments noted above leaves \$213,716 available in the debt service fund balance for future payments.

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## Proprietary Fund



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## PROPRIETARY FUND

Proprietary funds are used to record 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 record 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

	2018/19	2019/20 Budget		2020/21	Change from	
	Actual	Adopted	Modified	Budget	2019/20 Modified Budget	
Institutional	\$ 447,753	\$ 387,500	\$ 387,500	\$ 385,500	\$ (2,000)	-0.52%
Total revenue	\$ 447,753	\$ 387,500	\$ 387,500	\$ 385,500	\$ (2,000)	-0.52%
Auxiliary services	\$ 386,067	\$ 372,800	\$ 372,800	\$ 381,000	\$ 8,200	2.20%
Total expenditures	\$ 386,067	\$ 372,800	\$ 372,800	\$ 381,000	\$ 8,200	2.20%

Effective January 1, 2012, WITC changed from self-insured health insurance coverage to fully-insured. As a result of that change, the FY21 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, 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

	2018/19	2019/20 Budget		2020/21	Change from	
	Actual	Adopted	Modified	Budget	2019/20 Modified Budget	
Institutional	\$ 2,382,986	\$ 2,485,500	\$ 2,485,500	\$ 2,421,935	\$ (63,565)	-2.56%
Total revenue	\$ 2,382,986	\$ 2,485,500	\$ 2,485,500	\$ 2,421,935	\$ (63,565)	-2.56%
Auxiliary services	\$ 2,405,156	\$ 2,485,500	\$ 2,485,500	\$ 2,358,575	\$ (126,925)	-5.11%
Total expenditures	\$ 2,405,156	\$ 2,485,500	\$ 2,485,500	\$ 2,358,575	\$ (126,925)	-5.11%

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, 2020 Retained Earnings
Agriculture Power Repairs	\$ 1,598
Automotive Servicing & Repair	14,448
Cafeteria	96,927
Emergency Services Conference	52,003
Marine Servicing & Repair	16,316
Bookstores	451,675
Ashland Campus	15,642
New Richmond Campus	330,528
Rice Lake Campus	500,289
Superior Campus	(394,784)
Conference Centers	153,011
Shell Lake Administrative Office	15,640
Ashland Campus	21,013
New Richmond Campus	17,324
Rice Lake Campus	67,441
Superior Campus	31,593
Cosmetology	19,875
Rice Lake Campus	22,717
Superior Campus	(2,842)
Prior Years Closed Activity Losses	(805,853)
<b>Total</b>	\$ -
<b>Fund Transfer from Operations</b>	-
<b>Estimated Ending Fund Balance</b>	\$ -

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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 to 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

	2018/19 Actual	2019/2020 Budget		2020/21 Budget	Change from 2017/18 Modified Budget	
		Adopted	Modified			
Institutional	\$ 1,324,010	\$ 625,000	\$ 625,000	\$ 575,000	\$ (50,000)	-8.00%
Total revenue	\$ 1,324,010	\$ 625,000	\$ 625,000	\$ 575,000	\$ (50,000)	-8.00%
Operating Costs	\$ 1,152,986	\$ 1,515,840	\$ 1,515,840	\$ 1,600,000	\$ 84,160	5.55%
Total expenditures	\$ 1,152,986	\$ 1,515,840	\$ 1,515,840	\$ 1,600,000	\$ 84,160	5.55%

**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, 2019, will be approximately \$6.0 million.

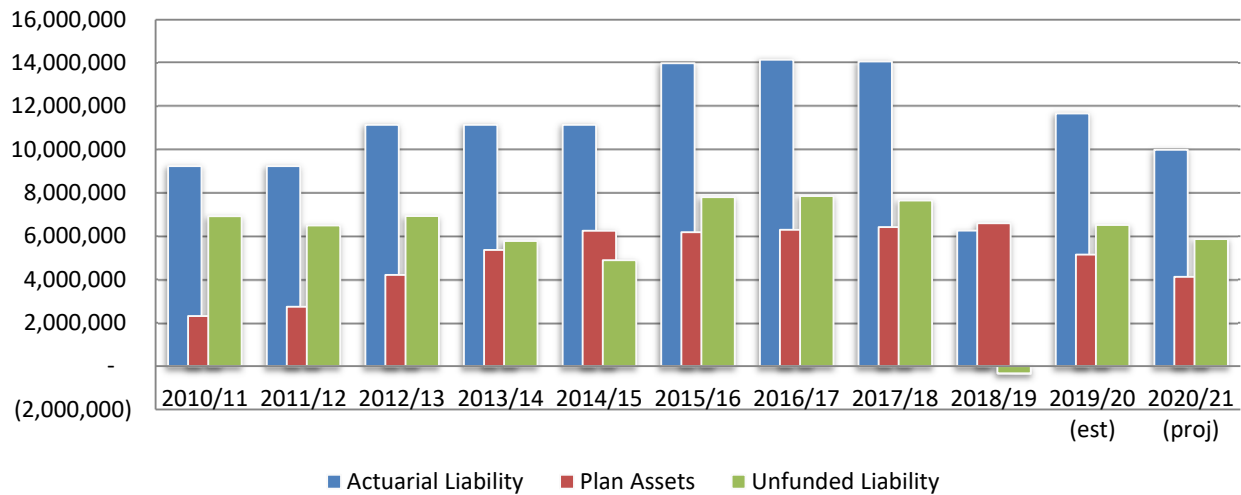
Effective July 1, 2019, the WITC post-employment benefit which converts one day of sick leave into the equivalent of one month of single-coverage retiree medical benefits was replaced with a health reimbursement account (HRA) which will reimburse eligible participants for premiums associated with the purchase of health insurance in retirement. The HRA balance is not eligible to be cashed out and the value can only be used for the reimbursement of health premiums within the scope of each group as defined by the new plan.

## 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 the rate at which it is funded.

Fiscal Year	Total OPEB Liability	Plan Assets	Net OPEB Liability
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	14,065,109	6,422,045	7,643,064
2018/19	6,257,530	6,593,070	(335,540)
2019/20 (est)	11,663,239	5,144,996	6,518,243
2020/21 (proj)	9,986,415	4,119,996	5,866,419

## OPEB Trust



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WISCONSIN INDIANHEAD TECHNICAL COLLEGE

## Appendix



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## PROGRAMS AND CERTIFICATES

WITC 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.

Associate Degree Programs	Ashland Campus	New Richmond Campus	Rice Lake Campus	Superior Campus	Online
Accounting	X	X	X	X	X
Administrative Professional	X	X	X	X	X
Architectural Commercial Design		X	X		
Automation for Industrial Systems		X			
Business Management	X	X	X	X	
Criminal Justice Studies	X	X	X	X	
Early Childhood Education (E-CHILD online)		X	X	X	X
Financial Services	X	X	X	X	
Gerontology - Aging Services Professional	X	X	X	X	
Health Information Technology					X
Human Resource Management	X	X	X	X	
Human Services Associate	X	X	X	X	
Individualized Technical Studies	X	X	X	X	
Information Technology - Cybersecurity 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	
Medical Administrative Professional	X	X	X	X	X
Nonprofit Leadership	X	X	X	X	X
Nursing - Associate Degree	X	X	X	X	
Occupational Therapy Assistant	X	X	X		
Paramedic Technician	X	X	X	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	
Veterinary Technician		X			
Technical Diploma Programs	Ashland Campus	New Richmond Campus	Rice Lake Campus	Superior Campus	Online
Accounting Assistant	X	X	X	X	X
Advanced Emergency Medical Technician (*)		X	X		
Agricultural Power and Equipment Technician		X			
Architectural Woodworking/Cabinetmaking			X		
Automated Packaging Systems Technician		X			
Automotive Service Technician				X	
Automotive Technician			X		
Billing and Posting Clerk	X	X	X	X	
Broadband Installer					X
Broadband Internet Technician			X		
Broadband Networking Services					X
Community-Based Residential Facility Caregiver (*)	X	X	X	X	
Construction and Cabinetmaking			X		
Construction Essentials (*)			X		
Cosmetology			X	X	

## PROGRAMS AND CERTIFICATES

WITC 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.

Technical Diploma Programs (continued)	Ashland Campus	New Richmond Campus	Rice Lake Campus	Superior Campus	Online
Criminal Justice - Law Enforcement 720 Academy			x		
Dairy Herd Management			x		
Dental Assistant			x		
Diesel Equipment Technician		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 Operation	x	x	x		
Financial Services Customer Representative (*)	x	x	x	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 Foundations (*)	x	x	x	x	
Industrial Maintenance Technician				x	
Industrial Systems Specialist		x			
Leadership Essentials	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 Assistant	x	x	x	x	
Medical Billing Specialist	x	x	x	x	
Medical Coding Specialist					x
Microsoft Office (*)	x	x	x	x	x
Nonprofit Professional	x	x	x	x	
Nursing Assistant (*)	x	x	x	x	
Office Support Specialist	x	x	x	x	x
Office Technology Assistant (*)	x	x	x	x	x
Pharmacy Technician		x		x	
Power Sports Technician		x			
Refrigeration Essentials (*)				x	
Substance Abuse Counselor Education	x	x	x	x	
Truck Driving (*)		x	x		
Utility Construction Installer			x		
Utility Construction Technician			x		
Welding	x	x	x	x	

Select certificate courses are offered at the Balsam Lake, Hayward, and Ladysmith outreach centers.

## PROGRAMS AND CERTIFICATES

WITC 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.

Certificates	Ashland Campus	New Richmond Campus	Rice Lake Campus	Superior Campus	Online
Advanced Marine Repair Technician	x				
Agricultural Business Fundamentals	x	x	x		
Broadband Customer Service Specialist					x
Business Administration Specialist	x	x	x	x	x
Business Graphics	x	x	x	x	
Crop Production	x	x	x		
Customer Service	x	x	x	x	
Dementia Care	x	x	x	x	
Ethical Leadership	x	x	x	x	
General Studies	x	x	x	x	
Gerontology for Healthcare Professionals	x	x	x	x	
Livestock Production	x	x	x		
Management Certificate	x	x	x	x	
Nonprofit Essentials	x	x	x	x	
Personal Care Worker	x	x	x	x	
Phlebotomy		x	x		
Preschool Education Professional					x
Professional Credential for Preschool Teachers					x
Supervisory Leadership	x	x	x	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
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	3,836	1,813	12,951	916	1,721	19,717
18/19	4,269	1,790	11,928	808	1,157	18,435
19/20	4,303	1,932	10,005	1,021	959	16,274

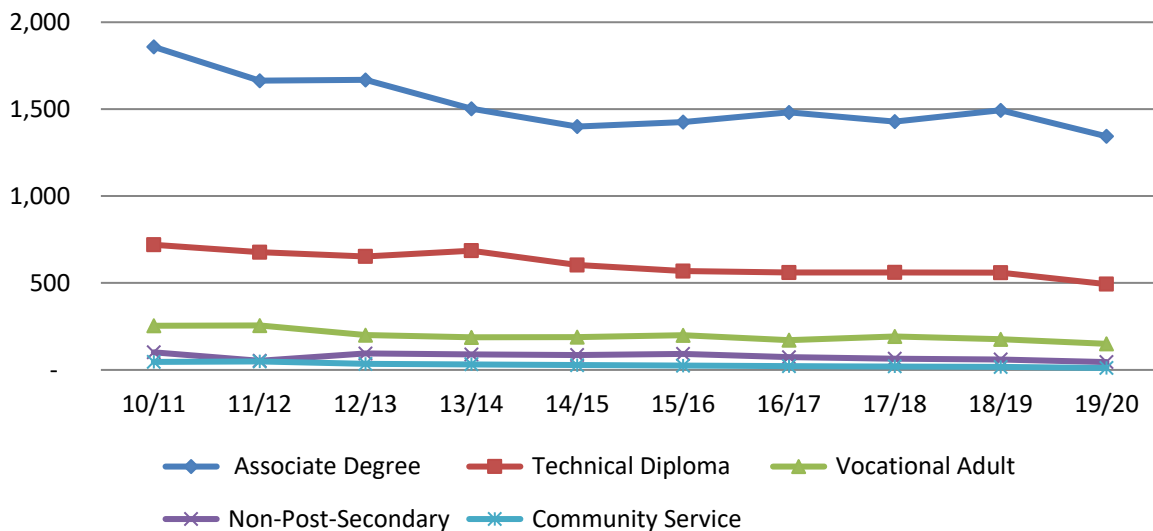
FY20 includes projected data.

## Full-time Equivalent Students

Year	Associate Degree	Technical Diploma	Vocational Adult	Non-Post-Secondary	Community Service	Total
10/11	1,858	720	254	101	46	2,979
11/12	1,664	677	256	53	49	2,698
12/13	1,668	652	200	94	34	2,649
13/14	1,503	685	187	89	32	2,496
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	1,428	560	192	64	20	2,266
18/19	1,493	559	176	60	17	2,305
19/20	1,343	494	150	45	11	2,043

A full-time equivalent (FTE) is equal to 30 student credits. FY20 includes 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
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%
16/17	1,438	1,220	77%	\$ 37,818	66%
17/18	1,542	1,169	76%	\$ 40,668	66%
18/19	1,535	1,073	73%	\$ 44,046	65%

Statistics are based on a survey of WITC's graduates conducted approximately six months after graduation; therefore, FY20 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.

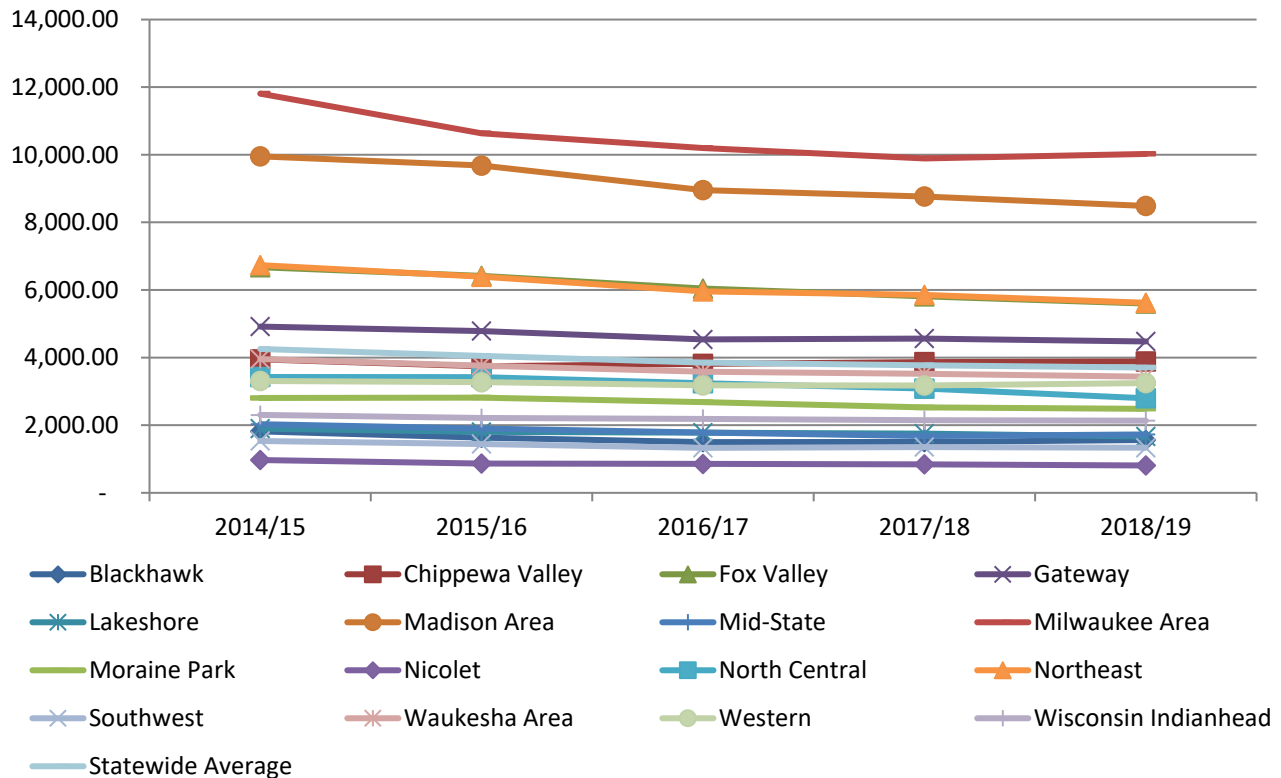
### 2018/2019 Job Placement



## FTE ANALYSIS AMONGST COLLEGES

College	2014/15	2015/16	2016/17	2017/18	2018/19	Percent Change from 2017/18	Percent Change from 2014/15
Blackhawk	1,819.00	1,629.60	1,501.65	1,502.43	1,561.03	3.90%	(14.18%)
Chippewa Valley	3,946.30	3,747.04	3,814.41	3,866.32	3,885.56	0.50%	(1.54%)
Fox Valley	6,673.00	6,417.53	6,041.74	5,811.81	5,598.87	(3.66%)	(16.10%)
Gateway	4,919.20	4,783.91	4,537.35	4,562.62	4,477.86	(1.86%)	(8.97%)
Lakeshore	1,899.00	1,801.47	1,779.44	1,752.29	1,667.97	(4.81%)	(12.17%)
Madison Area	9,952.00	9,680.42	8,953.27	8,764.48	8,488.35	(3.15%)	(14.71%)
Mid-State	2,034.00	1,903.78	1,782.10	1,682.60	1,727.96	2.70%	(15.05%)
Milwaukee Area	11,810.50	10,633.95	10,197.83	9,892.54	10,023.03	1.32%	(15.13%)
Moraine Park	2,803.40	2,816.49	2,682.28	2,525.72	2,487.52	(1.51%)	(11.27%)
Nicolet	971.20	865.33	853.97	841.82	811.01	(3.66%)	(16.49%)
North Central	3,426.10	3,422.14	3,241.23	3,083.20	2,799.16	(9.21%)	(18.30%)
Northeast	6,737.50	6,390.83	5,959.37	5,854.69	5,624.39	(3.93%)	(16.52%)
Southwest	1,533.20	1,443.42	1,331.63	1,354.03	1,332.39	(1.60%)	(13.10%)
Waukesha Area	3,959.80	3,760.29	3,579.68	3,521.35	3,439.01	(2.34%)	(13.15%)
Western	3,308.70	3,272.01	3,178.75	3,176.54	3,247.15	2.22%	(1.86%)
Wisconsin Indianhead	2,303.90	2,212.68	2,186.19	2,149.48	2,136.45	(0.61%)	(7.27%)
Statewide Average	4,256.05	4,048.81	3,851.31	3,771.37	3,706.73	(1.71%)	(12.91%)

## FTE Between Colleges

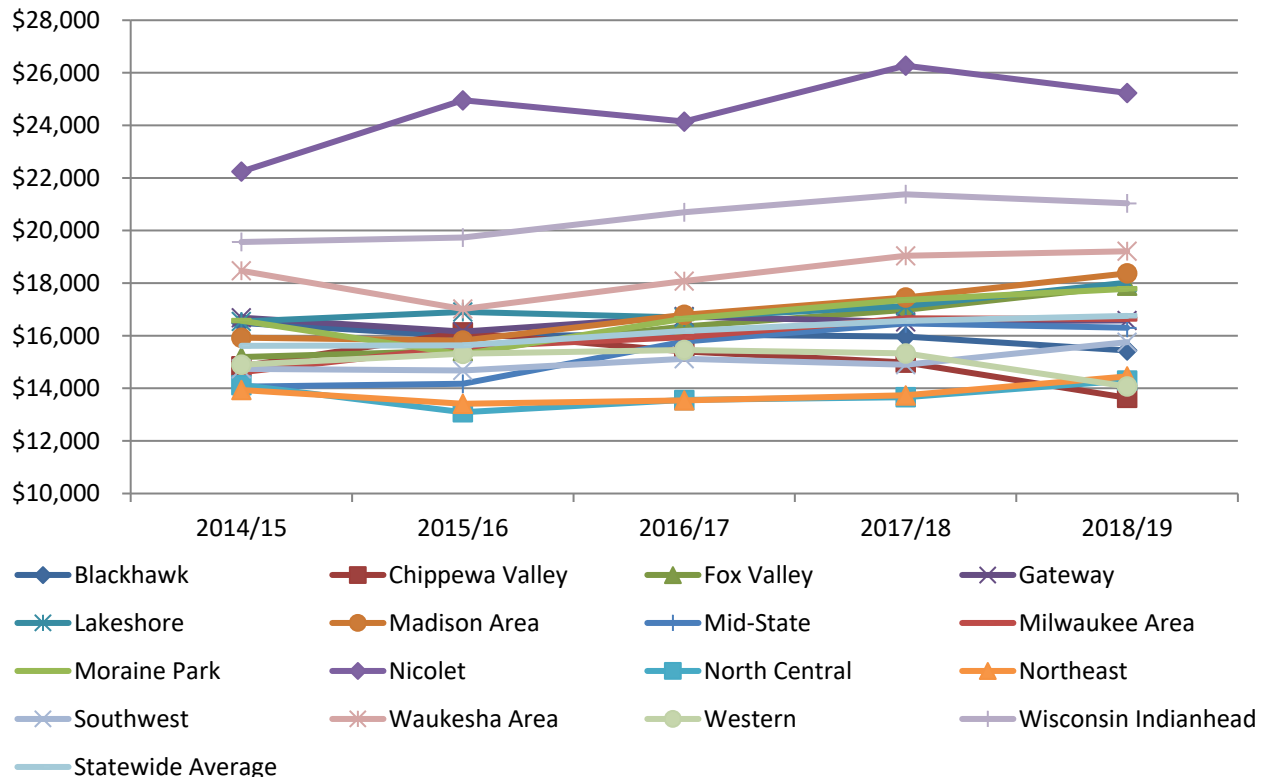


## COST PER FTE ANALYSIS AMONGST COLLEGES

College	2014/15	2015/16	2016/17	2017/18	2018/19	Percent Change from 2017/18	Percent Change from 2014/15
Blackhawk	\$16,487	\$15,983	\$16,048	\$15,968	\$15,442	(3.29%)	(6.34%)
Chippewa Valley	\$14,838	\$16,128	\$15,400	\$14,982	\$13,642	(8.94%)	(8.06%)
Fox Valley	\$15,190	\$15,425	\$16,351	\$16,986	\$17,903	5.40%	17.86%
Gateway	\$16,684	\$16,158	\$16,731	\$16,526	\$16,581	0.33%	(0.62%)
Lakeshore	\$16,545	\$16,905	\$16,695	\$17,131	\$18,024	5.21%	8.94%
Madison Area	\$15,924	\$15,818	\$16,796	\$17,455	\$18,376	5.28%	15.40%
Mid-State	\$14,068	\$14,171	\$15,777	\$16,471	\$16,301	(1.03%)	15.87%
Milwaukee Area	\$14,613	\$15,573	\$15,942	\$16,663	\$16,635	(0.17%)	13.84%
Moraine Park	\$16,572	\$15,297	\$16,648	\$17,361	\$17,785	2.44%	7.32%
Nicolet	\$22,243	\$24,954	\$24,144	\$26,272	\$25,235	(3.95%)	13.45%
North Central	\$14,123	\$13,092	\$13,558	\$13,665	\$14,298	4.63%	1.24%
Northeast	\$13,936	\$13,413	\$13,543	\$13,732	\$14,456	5.27%	3.73%
Southwest	\$14,741	\$14,683	\$15,124	\$14,899	\$15,755	5.75%	6.88%
Waukesha Area	\$18,470	\$17,016	\$18,079	\$19,040	\$19,217	0.93%	4.04%
Western	\$14,900	\$15,316	\$15,458	\$15,327	\$14,071	(8.19%)	(5.56%)
Wisconsin Indianhead	\$19,568	\$19,733	\$20,693	\$21,382	\$21,034	(1.63%)	7.49%
Statewide Average	\$15,618	\$15,634	\$16,181	\$16,567	\$16,755	1.13%	7.28%

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

### Cost Per FTE Between Colleges

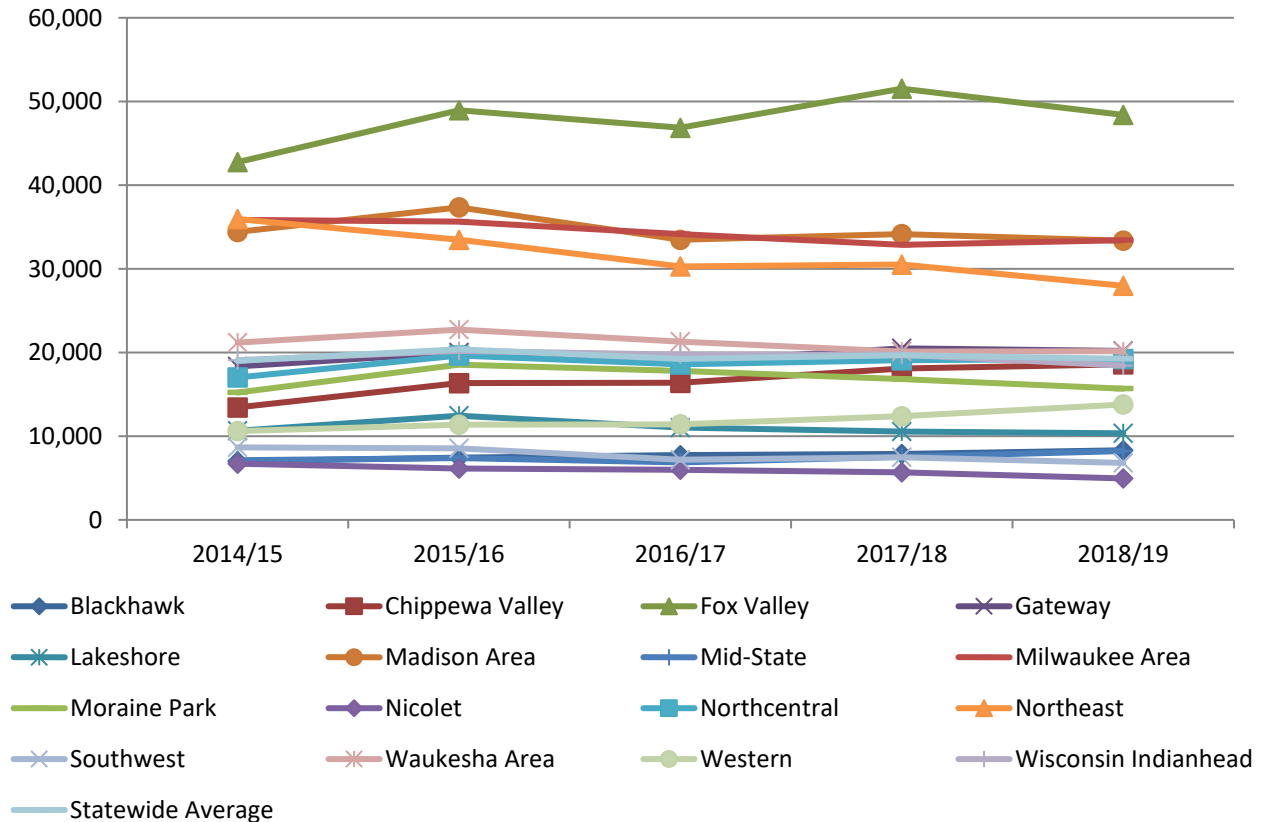




## HEAD COUNT ANALYSIS AMONGST COLLEGES

College	2014/15	2015/16	2016/17	2017/18	2018/19	Percent Change from 2017/18	Percent Change from 2014/15
Blackhawk	6,999	7,437	7,731	7,872	8,319	(5.68%)	18.86%
Chippewa Valley	13,435	16,336	16,378	18,083	18,596	(2.84%)	38.41%
Fox Valley	42,756	48,944	46,853	51,524	48,391	6.08%	13.18%
Gateway	18,336	19,998	18,880	20,509	20,194	1.54%	10.13%
Lakeshore	10,653	12,447	11,025	10,550	10,348	1.91%	(2.86%)
Madison Area	34,405	37,351	33,466	34,145	33,360	2.30%	(3.04%)
Mid-State	7,129	7,367	6,863	7,519	8,218	(9.30%)	15.28%
Milwaukee Area	35,859	35,627	34,133	32,876	33,418	(1.65%)	(6.81%)
Moraine Park	15,221	18,553	17,796	16,826	15,676	6.83%	2.99%
Nicolet	6,710	6,125	5,982	5,673	4,954	12.67%	(26.17%)
Northcentral	17,027	19,635	18,572	19,071	19,220	(0.78%)	12.88%
Northeast	35,951	33,472	30,284	30,503	27,984	8.26%	(22.16%)
Southwest	8,657	8,544	7,181	7,473	6,802	8.98%	(21.43%)
Waukesha Area	21,186	22,742	21,301	20,111	20,146	(0.17%)	(4.91%)
Western	10,613	11,379	11,411	12,383	13,788	(11.35%)	29.92%
Wisconsin Indianhead	19,085	20,196	19,751	19,717	18,435	6.50%	(3.41%)
Statewide Average	19,001	20,385	19,225	19,677	19,241	2.22%	1.26%

### Head Count Between Colleges



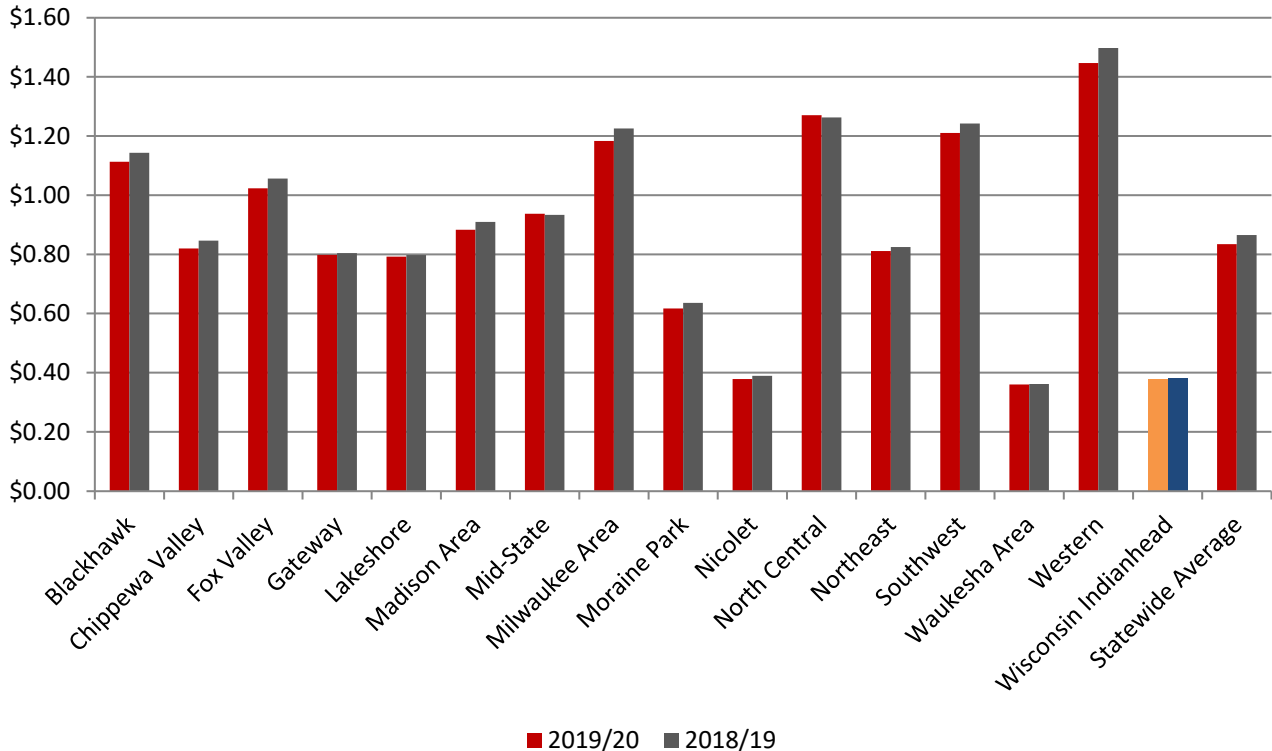
## TAX RATE COMPARISONS

College	2019/20 Tax Rates				2018/19 Tax Rates			
	Operating Mill Rate*	Debt Mill Rate	Total Mill Rate	Rank	Operating Mill Rate*	Debt Mill Rate	Total Mill Rate	Rank
Blackhawk	0.52512	0.58751	1.11263	12	0.54260	0.60033	1.14293	12
Chippewa Valley	0.56086	0.25883	0.81969	8	0.57142	0.27504	0.84646	8
Fox Valley	0.60804	0.41521	1.02325	11	0.61891	0.43737	1.05628	11
Gateway	0.49909	0.29903	0.79812	6	0.50793	0.29640	0.80433	6
Lakeshore	0.45713	0.33516	0.79229	5	0.46405	0.33364	0.79769	5
Madison Area	0.49768	0.38522	0.88290	9	0.50348	0.40612	0.90960	9
Mid-State	0.50133	0.43563	0.93696	10	0.50640	0.42699	0.93339	10
Milwaukee Area	0.64175	0.54145	1.18320	13	0.65076	0.57481	1.22557	13
Moraine Park	0.42170	0.19524	0.61694	4	0.42945	0.20626	0.63571	4
Nicolet	0.22967	0.14910	0.37877	3	0.22912	0.16042	0.38954	3
North Central	0.63192	0.63817	1.27009	15	0.63237	0.63005	1.26242	15
Northeast	0.38287	0.42804	0.81091	7	0.38209	0.44234	0.82443	7
Southwest	0.60249	0.60762	1.21011	14	0.61086	0.63132	1.24218	14
Waukesha Area	0.21291	0.14725	0.36016	1	0.20638	0.15565	0.36203	1
Western	0.58338	0.86288	1.44626	16	0.59096	0.90642	1.49738	16
Wisconsin Indianhead	0.17830	0.19942	0.37772	2	0.17543	0.20479	0.38022	2
Statewide Average	0.46528	0.36919	0.83447		0.47013	0.39489	0.86502	

\* 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

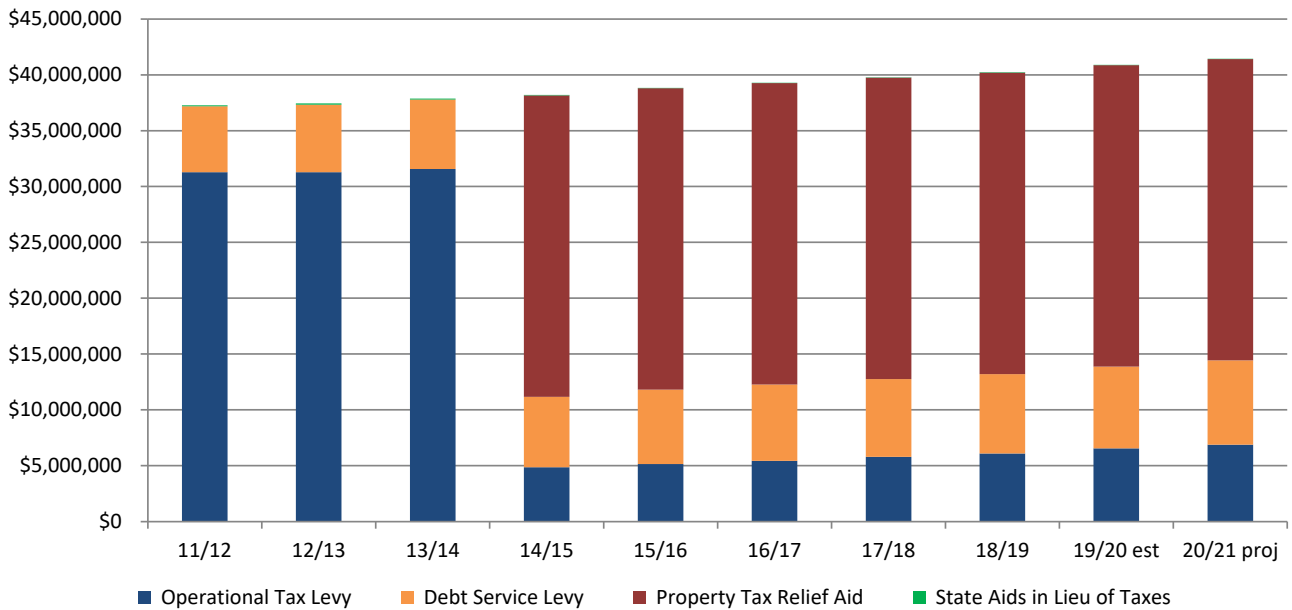


## SCHEDULE OF EQUALIZED VALUATIONS AND BUDGETARY NEEDS

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
11/12	\$31,520,063,785	\$30,090,442	\$31,550,154,227	\$31,277,929	\$5,919,083	\$0	\$90,642	\$37,287,654
12/13	\$30,073,355,967	\$32,896,480	\$30,106,252,447	\$31,277,929	\$6,067,060	\$0	\$104,250	\$37,449,239
13/14	\$30,160,194,532	\$35,255,200	\$30,195,449,732	\$31,572,342	\$6,218,737	\$0	\$88,649	\$37,879,728
14/15	\$30,847,020,106	\$34,693,900	\$30,881,714,006	\$4,858,536	\$6,312,018	\$27,002,399	\$41,992	\$38,214,945
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	\$33,558,497,404	\$32,246,412	\$33,590,743,816	\$5,793,142	\$6,964,886	\$27,002,399	\$29,314	\$39,789,741
18/19	\$34,722,763,480	\$32,720,434	\$34,755,483,914	\$6,091,519	\$7,111,020	\$27,002,399	\$39,580	\$40,244,518
19/20 est	\$36,724,014,862	\$33,201,425	\$36,757,216,287	\$6,547,816	\$7,323,640	\$27,002,399	\$27,912	\$40,901,767
20/21 proj	\$38,839,318,118	\$33,689,486	\$38,873,007,604	\$6,883,318	\$7,542,617	\$27,002,399	\$29,029	\$41,457,363

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

### Tax Levy Needs

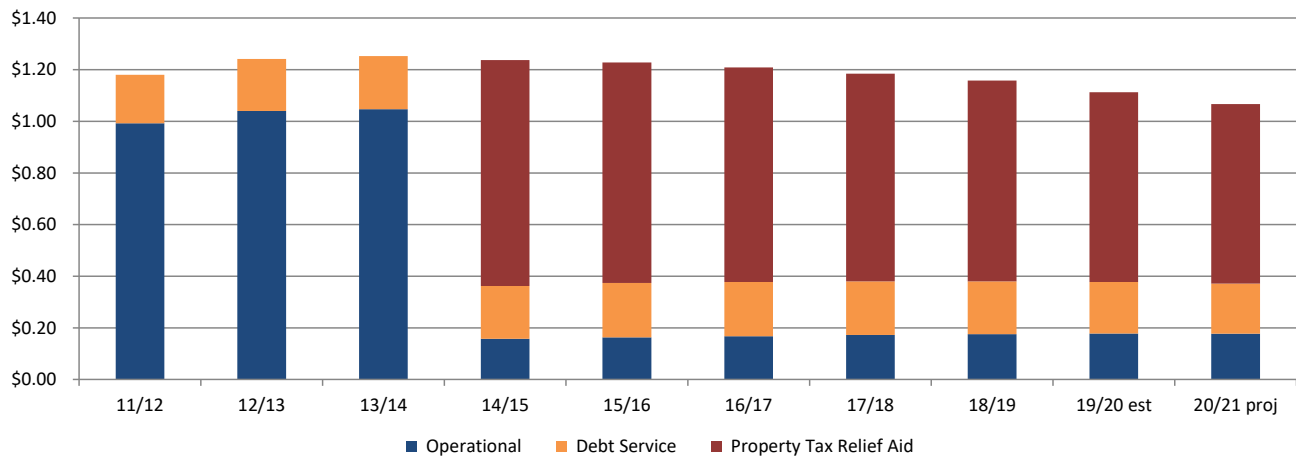


## SCHEDULE OF EQUALIZED VALUATIONS, TAX LEVIES, AND MILL RATES

Year	Equalized Valuation	Tax Levies			Debt			Total
		Operational	Debt Service	Property Tax Relief Aid	Operational	Debt Service	Property Tax Relief Aid	
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	\$33,558,497,404	\$5,793,142	\$6,964,886	\$27,002,399	\$0.17263	\$0.20754	\$0.80464	\$1.18481
18/19	\$34,722,763,480	\$6,091,519	\$7,111,020	\$27,002,399	\$0.17543	\$0.20479	\$0.77766	\$1.15788
19/20 est	\$36,724,014,862	\$6,547,816	\$7,323,640	\$27,002,399	\$0.17830	\$0.19942	\$0.73528	\$1.11300
20/21 proj	\$38,839,318,118	\$6,883,318	\$7,542,617	\$27,002,399	\$0.17723	\$0.19420	\$0.69523	\$1.06666

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

### Mill Rates



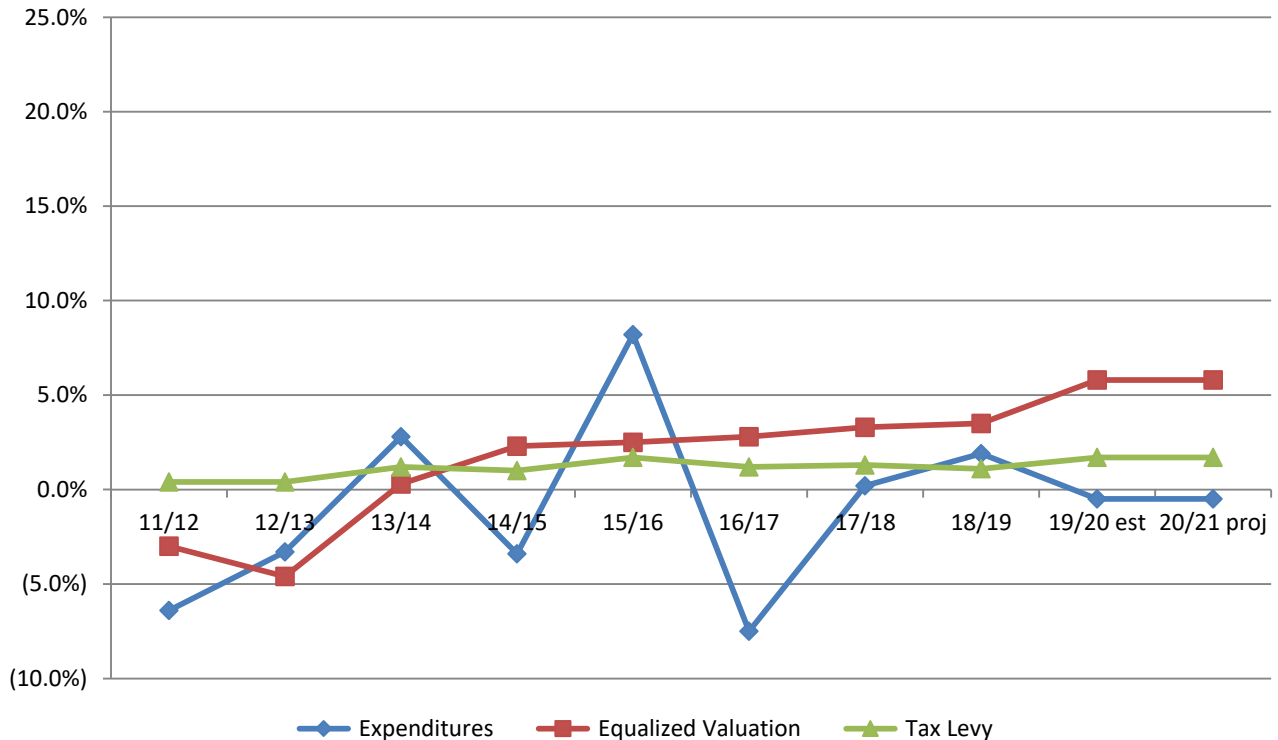
The Property Tax Relief Aid is not a levied item nor is it normally expressed in a mill rate. The aid was converted to a mill rate by dividing the per 1,000 equalized valuation and is shown for comparison purposes only.

## 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
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	\$76,469,262	0.2%	\$33,590,743,816	3.3%	\$39,760,427	1.3%	\$1.18481
18/19	\$77,907,796	1.9%	\$34,755,483,914	3.5%	\$40,204,938	1.1%	\$1.15788
19/20 est	\$77,547,581	(0.5%)	\$36,757,216,287	5.8%	\$40,873,855	1.7%	\$1.11300
20/21 proj	\$79,433,737	(0.5%)	\$38,873,007,604	5.8%	\$41,428,334	1.7%	\$1.06666

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

### Change Over Time



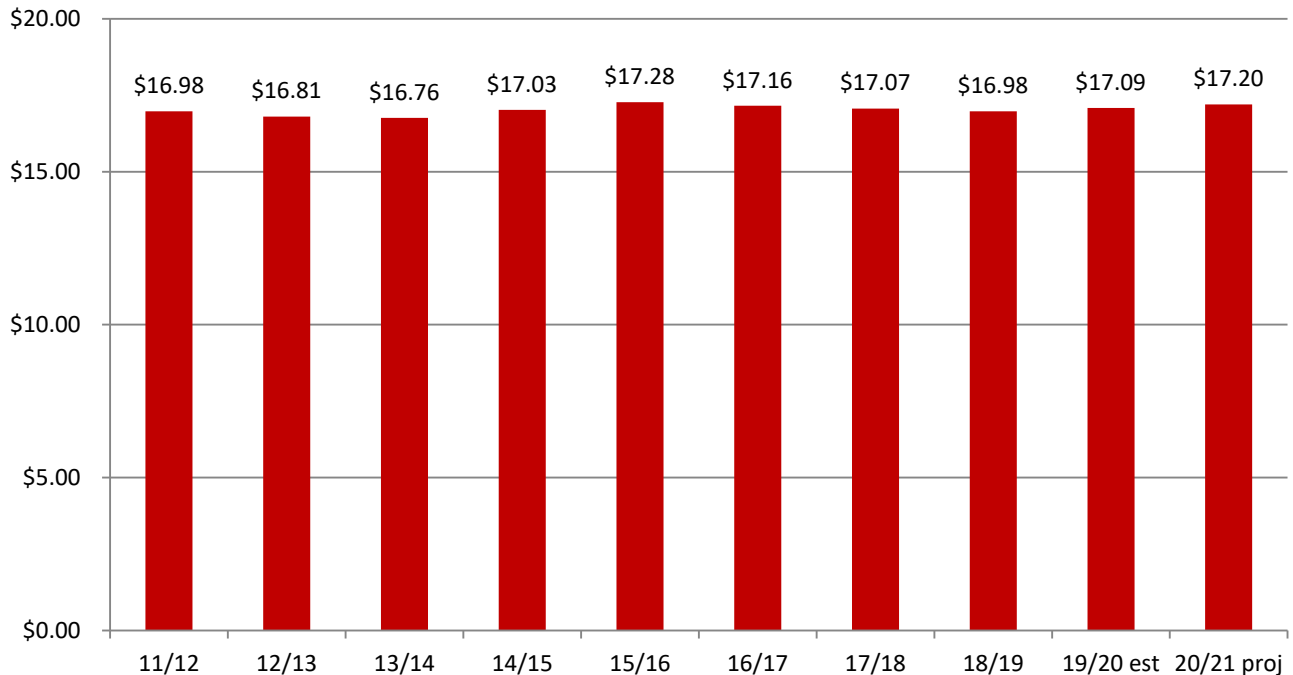
## PROPERTY TAX-RELATED REVENUES

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 reviewed 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
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	\$39,760,427	1.3%	232.9	\$17,069,616	(0.5%)
18/19	\$40,204,938	1.1%	236.8	\$16,978,939	(0.5%)
19/20 est	\$40,873,855	1.7%	239.2	\$17,090,376	0.7%
20/21 proj	\$41,428,334	1.7%	240.8	\$17,201,804	1.3%

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



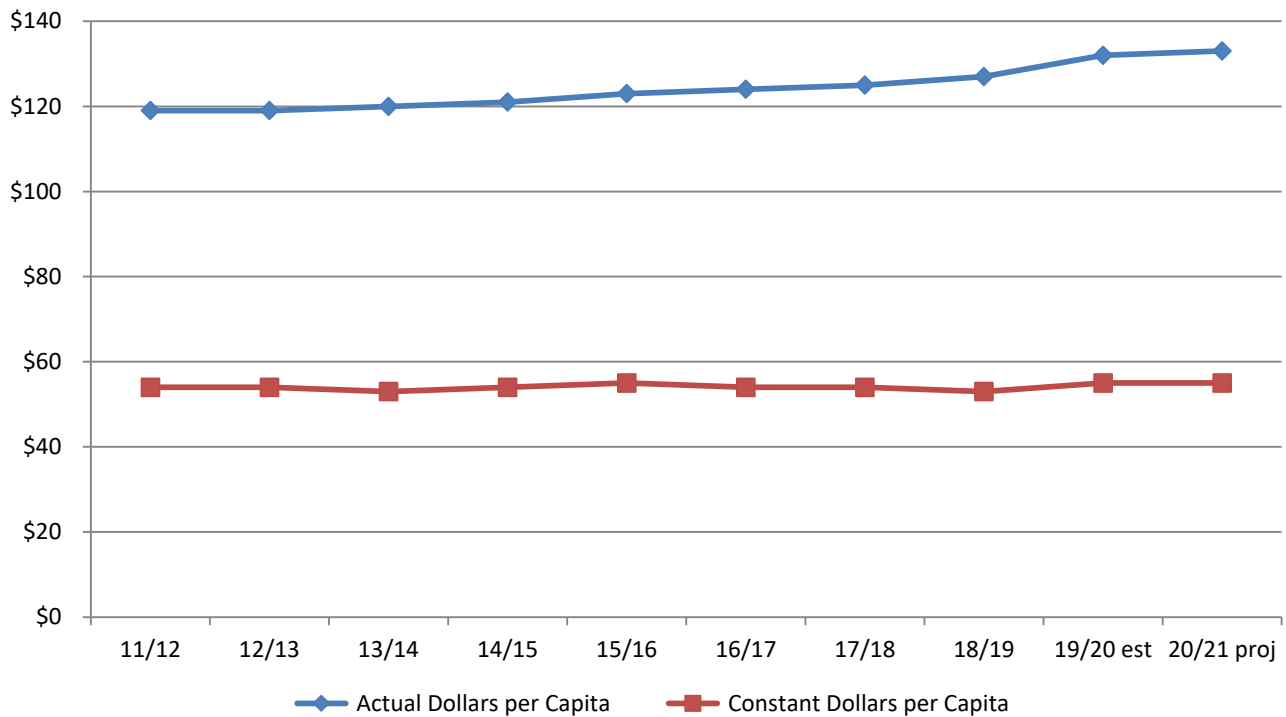
## PROPERTY TAX-RELATED REVENUES PER CAPITA

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
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	\$39,760,427	232.9	316,923	\$125	\$54
18/19	\$40,204,938	236.8	317,515	\$127	\$53
19/20 est	\$40,873,855	239.2	309,932	\$132	\$55
20/21 proj	\$41,428,334	240.8	311,754	\$133	\$55

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

### Property Tax Levy Per Capita

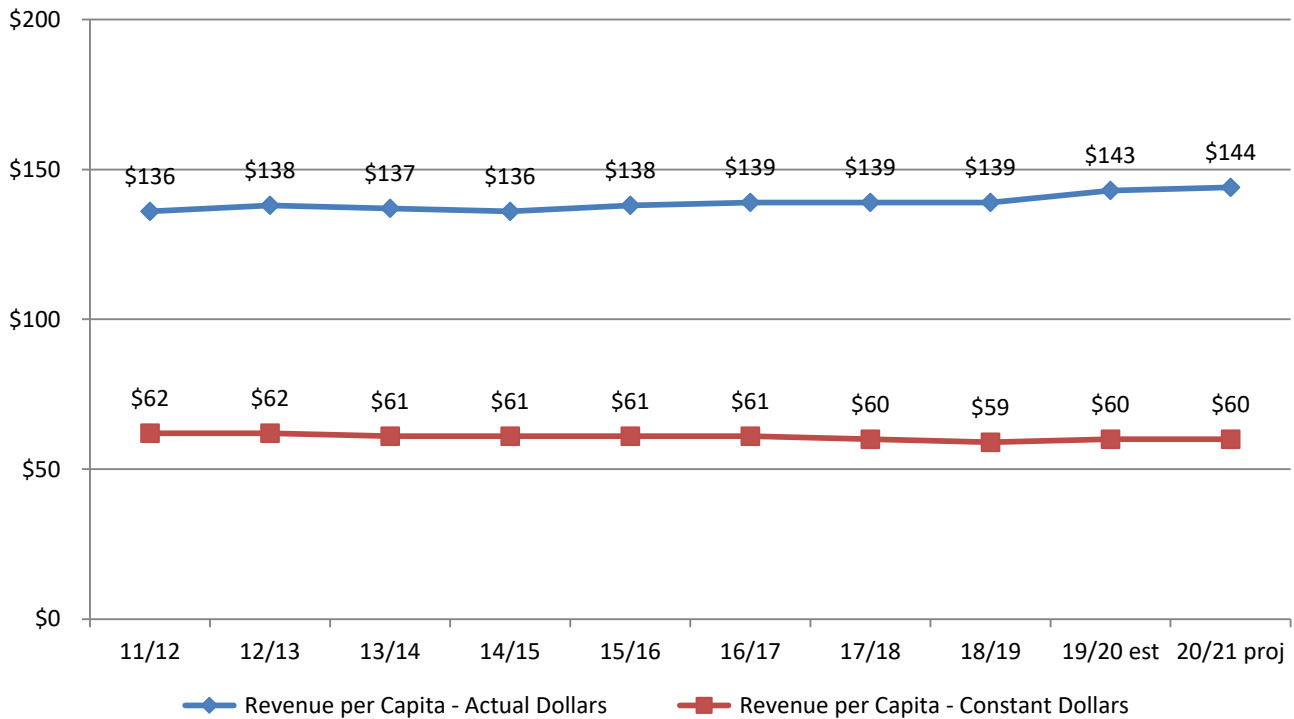


## OPERATING REVENUES PER CAPITA

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
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	\$43,957,796	232.9	316,923	\$139	\$60
18/19	\$44,084,401	236.8	317,515	\$139	\$59
19/20 est	\$44,433,458	239.2	309,932	\$143	\$60
20/21 proj	\$44,985,895	240.8	311,754	\$144	\$60

### Operating Revenues Per Capita



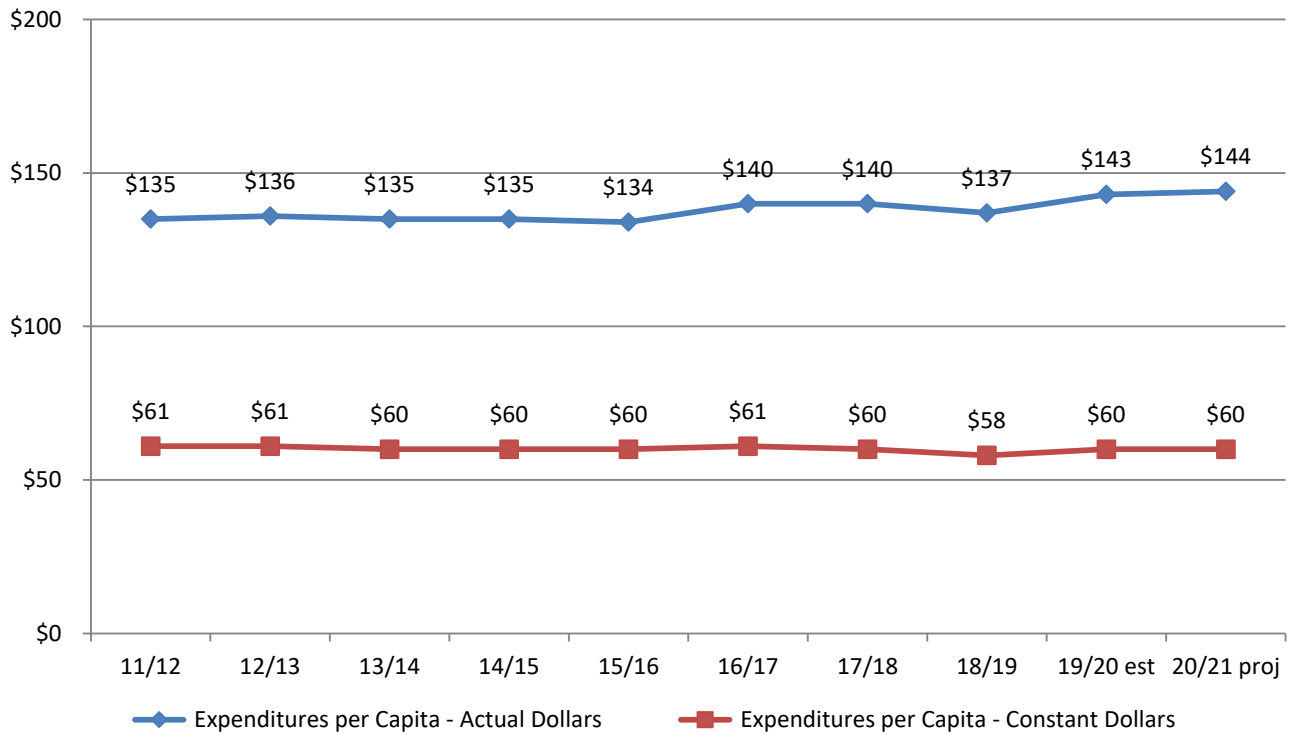


## OPERATING EXPENDITURES PER CAPITA

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
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	\$44,388,712	232.9	316,923	\$140	\$60
18/19	\$43,457,924	236.8	317,515	\$137	\$58
19/20 est	\$44,273,643	239.2	309,932	\$143	\$60
20/21 proj	\$44,800,072	240.8	311,754	\$144	\$60

### Operating Expenditures per Capita

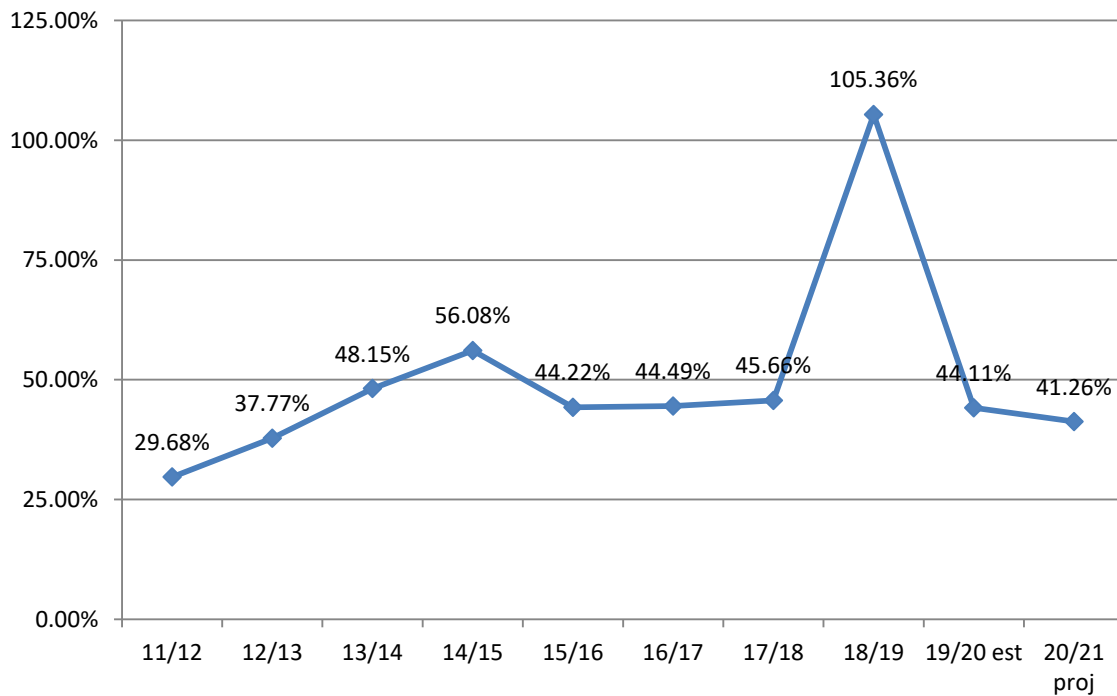


## OPEB ASSETS TO TOTAL UNFUNDED LIABILITY

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
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	\$6,422,045	\$7,643,064	\$14,065,109
18/19	\$6,593,070	(\$335,540)	\$6,257,530
19/20 est	\$5,144,996	\$6,518,243	\$11,663,239
20/21 proj	\$4,119,996	\$5,866,419	\$9,986,415

### Funding Ratio

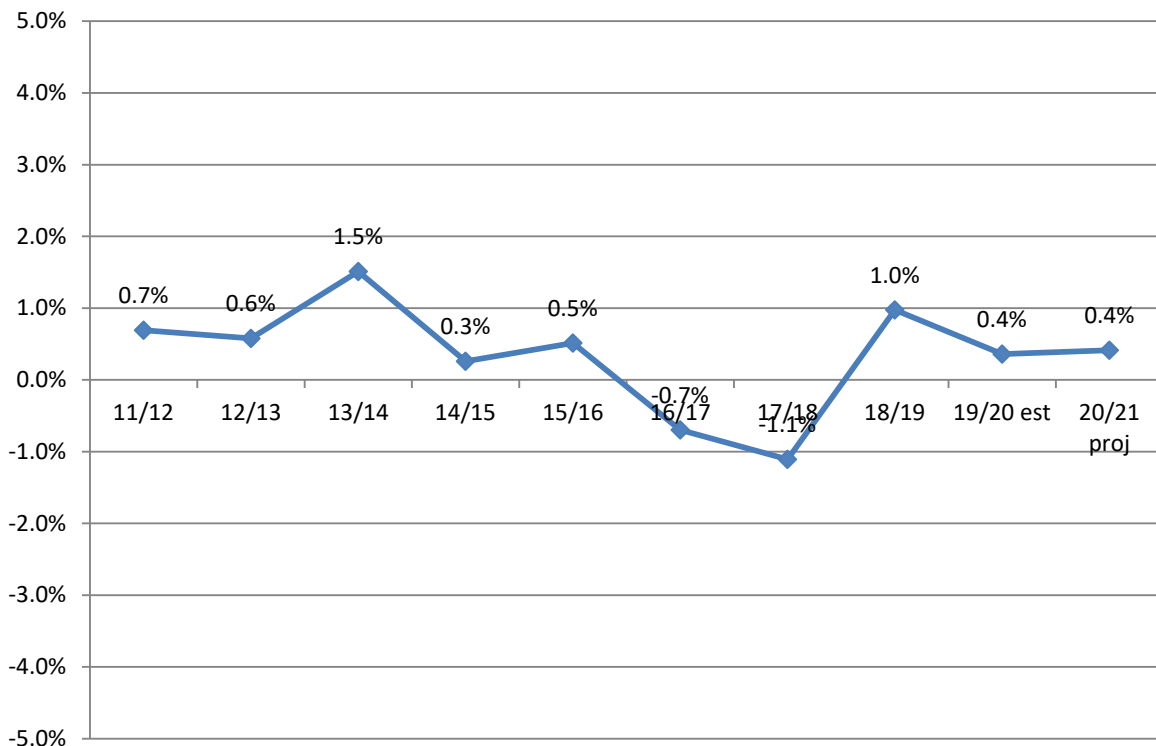


## OPERATING SURPLUS/DEFICIT TO OPERATING REVENUES

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
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	-\$487,005	\$43,957,796
18/19	\$429,307	\$44,084,401
19/20 est	\$159,815	\$44,433,458
20/21 proj	\$185,823	\$44,985,895

### Surplus/Deficit

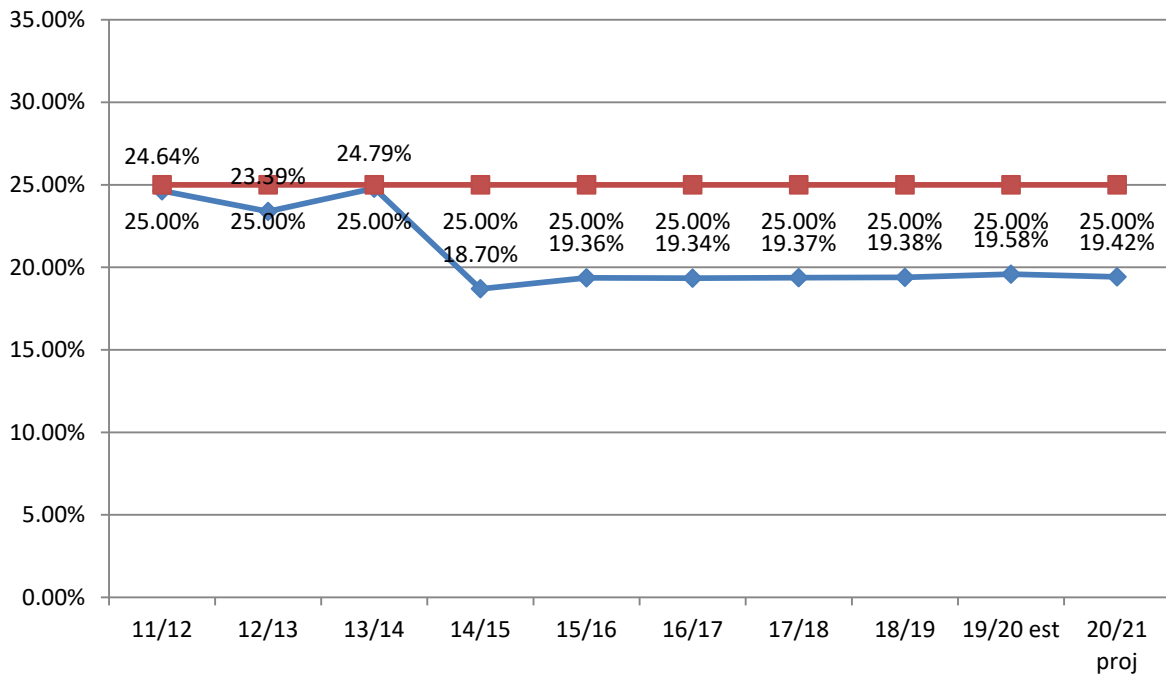


## UNRESERVED FUND BALANCE TO OPERATING EXPENDITURES

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 meet 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
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	\$8,546,457	\$44,185,828
17/18	\$8,597,178	\$44,388,712
18/19	\$8,424,289	\$43,457,924
19/20 est	\$8,668,243	\$44,273,643
20/21 proj	\$8,700,018	\$44,800,072

### Fund Balance to Operating Expenditures



## LIQUIDITY

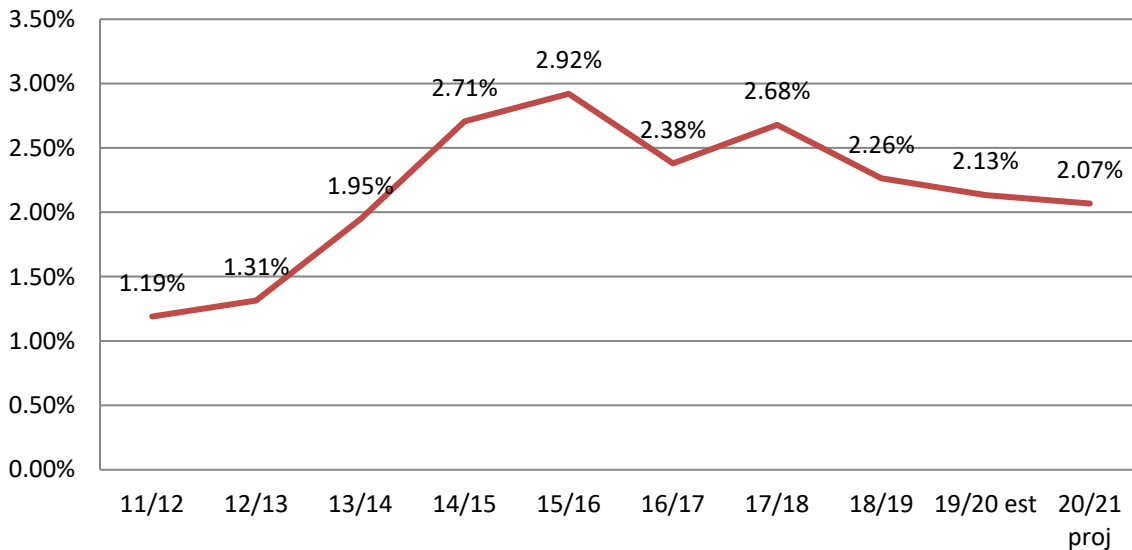
This indicator measures the ability to pay debts when they come due. This indicator compares total cash and investments on a budgetary basis to total liabilities on a budgetary basis.

Year	Cash and Investment	Total Liabilities
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	10,663,914
17/18	28,393,033	10,596,205
18/19	25,885,394	11,432,847
19/20 est	27,210,641	12,752,779
20/21 proj	26,629,251	12,880,391

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 is received the third week of February thereby proportionately reducing property tax receivables at fiscal year end.

### Liquidity



## PRINCIPAL TAXPAYERS

Taxpayer	Type of Business	2019 Assessed Value
<b>City of Ashland</b>		
Wal-Mart Real Estate Business Trust	Retail	\$12,748,753
Memorial Medical Center, Inc	Hospital	\$8,491,513
Kwik Trip	Retail	\$5,972,400
Ashland Cobblestone, LLC	Hotel	\$5,454,231
CG Bretting Manufacturing	Manufacturing	\$5,039,357
<b>City of Hudson</b>		
Hanely Road, LLC	Distribution Center	\$40,063,422
General Motors Corp	Distribution Center	\$19,596,646
Rock Street, LLC	Warehousing	\$12,679,612
Store SPE Mills Fleet 2016-1, LLC	Retail (Fleet Farm)	\$10,132,518
Menard, Inc.	Retail	\$10,092,044
<b>City of New Richmond</b>		
Wal-Mart Store, Inc.	Retail	\$14,801,965
Phillips Plastics Corp	Manufacturing	\$8,832,938
Individual	Individual	\$7,426,681
Federal Foam Technologies, Inc	Plastic Product Supplier	\$7,178,042
New Richmond Properties LLC	Real Estate	\$6,250,930
<b>City of Rice Lake</b>		
Lakeview Medical Center	Medical	\$24,818,548
Wal-Mart Store, Inc.	Retail	\$14,555,695
Menard, Inc.	Retail	\$11,653,073
SC Swiderski, LLC	Construction & Real Estate Investment	\$8,903,419
Bear Paw Properties, LLC	Manufacturing	\$6,849,303
<b>City of Superior</b>		
Superior Refining Company, LLC	Refinery	\$70,558,859
KM Superior Terminals Inc	Manufacturing	\$49,495,058
Dome Petroleum Corporation	Storage Tanks	\$23,408,638
Wal-Mart Store, Inc.	Retail	\$15,919,505
Kwik Trip	Retail	\$13,135,306

## 2019 EQUALIZED VALUATION FOR 2019/20 BUDGET

	October 2019 Equalized Valuation	Percent Of Total	2019/20 Tax Levy
<b>Ashland County</b>			
Town of:			
Agenda	\$ 37,393,900	0.1018241340%	\$ 14,124.49
Ashland	40,613,000	0.1105897603%	15,340.41
Chippewa	44,749,700	0.1218540428%	16,902.93
Gingles	55,343,600	0.1507014109%	20,904.48
Gordon	56,846,800	0.1547946366%	21,472.27
Jacobs	36,160,200	0.0984647173%	13,658.49
La Pointe	261,850,100	0.7130214707%	98,906.46
Marengo	32,427,600	0.0883008240%	12,248.61
Morse	50,990,100	0.1388467794%	19,260.07
Peeksville	17,448,400	0.0475122436%	6,590.64
Sanborn	32,629,100	0.0888495047%	12,324.72
Shanagolden	21,903,400	0.0596432701%	8,273.39
White River	53,424,500	0.1454756437%	20,179.59
Village of:			
Butternut	9,945,400	0.0270814396%	3,756.59
City of:			
Ashland	449,170,900	1.2230985649%	169,661.58
Mellen	24,418,800	0.0664927313%	9,223.51
<b>Barron County</b>			
Town of:			
Almena	168,451,600	0.4586960426%	63,627.82
Arland	72,394,300	0.1971307113%	27,344.90
Barron	58,648,500	0.1597006825%	22,152.81
Bear Lake	90,260,900	0.2457816963%	34,093.50
Cedar Lake	290,942,600	0.7922406957%	109,895.32
Chetek	275,642,600	0.7505785950%	104,116.18
Clinton	91,324,000	0.2486764897%	34,495.05
Crystal Lake	84,297,500	0.2295432423%	31,840.99
Cumberland	85,339,700	0.2323811564%	32,234.65
Dallas	41,339,500	0.1125679953%	15,614.82
Dovre	135,738,400	0.3696175065%	51,271.33
Doyle	53,299,500	0.1451353046%	20,132.38
Lakeland	156,523,000	0.4262143047%	59,122.13
Maple Grove	61,946,000	0.1686798408%	23,398.35
Maple Plain	203,252,900	0.5534604274%	76,773.02
Oak Grove	85,311,200	0.2323035870%	32,223.89
Prairie Farm	38,982,700	0.1061504282%	14,724.61
Prairie Lake	184,931,000	0.5035697024%	69,852.45
Rice Lake	248,053,800	0.6754538932%	93,695.29
Sioux Creek	80,197,100	0.2183777959%	30,292.18
Stanford	63,143,400	0.1719403493%	23,850.63
Stanley	227,439,900	0.6193220065%	85,908.98
Sumner	71,685,600	0.1952008490%	27,077.20
Turtle Lake	94,826,900	0.2582149260%	35,818.17
Vance Creek	42,883,000	0.1167710147%	16,197.84

## 2019 EQUALIZED VALUATION FOR 2019/20 BUDGET

	October 2019 Equalized Valuation	Percent Of Total	2019/20 Tax Levy
<b>Barron County (continued)</b>			
Village of:			
Almena	\$ 22,414,800	0.0610358420%	\$ 8,466.56
Cameron	94,493,100	0.2573060092%	35,692.09
Dallas	12,543,700	0.0341566882%	4,738.03
Haugen	15,429,900	0.0420158488%	5,828.21
New Auburn	17,197,800	0.0468298351%	6,495.98
Prairie Farm	17,901,400	0.0487457839%	6,761.75
Turtle Lake	61,905,800	0.1685703354%	23,383.16
City of:			
Barron	132,225,900	0.3600529734%	49,944.59
Chetek	164,973,600	0.4492253714%	62,314.10
Cumberland	155,584,300	0.4236581924%	58,767.56
Rice Lake	702,539,600	1.9130250556%	265,364.43
<b>Bayfield County</b>			
Town of:			
Barksdale	77,571,500	0.2112282941%	29,300.44
Barnes	347,356,600	0.9458567971%	131,204.11
Bayfield	170,901,800	0.4653679449%	64,553.31
Bayview	81,566,800	0.2221075413%	30,809.55
Bell	104,151,600	0.2836062763%	39,340.32
Cable	187,467,600	0.5104768360%	70,810.57
Clover	70,785,600	0.1927501330%	26,737.25
Delta	91,024,600	0.2478612184%	34,381.96
Drummond	210,897,500	0.5742767713%	79,660.55
Eileen	68,621,300	0.1868567358%	25,919.75
Grand View	141,835,800	0.3862208103%	53,574.45
Hughes	73,129,000	0.1991312944%	27,622.41
Iron River	199,516,600	0.5432864414%	75,361.74
Kelly	37,793,000	0.1029108259%	14,275.23
Keystone	27,641,700	0.0752687386%	10,440.87
Lincoln	35,560,600	0.0968320120%	13,432.01
Mason	21,940,100	0.0597431875%	8,287.25
Namakogon	248,050,600	0.6754452423%	93,694.09
Orienta	42,940,800	0.1169283883%	16,219.67
Oulu	40,697,500	0.1108198731%	15,372.33
Pilsen	16,817,900	0.0457954087%	6,352.49
Port Wing	55,941,200	0.1523286374%	21,130.20
Russell	38,231,400	0.1041046444%	14,440.83
Tripp	24,472,500	0.0666389308%	9,243.79
Washburn	52,540,600	0.1430687587%	19,845.72
Village of:			
Mason	2,763,100	0.0075239398%	1,043.68
City of:			
Bayfield	111,673,200	0.3040876878%	42,181.39
Washburn	121,300,000	0.3303015906%	45,817.64



## 2019 EQUALIZED VALUATION FOR 2019/20 BUDGET

	October 2019 Equalized Valuation	Percent Of Total	2019/20 Tax Levy
<b>Burnett County</b>			
Town of:			
Anderson	\$ 36,729,300	0.1000143744%	\$ 13,873.45
Blaine	40,687,800	0.1107934159%	15,368.66
Daniels	94,976,800	0.2586231023%	35,874.79
Dewey	51,800,700	0.1410540459%	19,566.25
Grantsburg	78,099,800	0.2126668597%	29,499.99
Jackson	273,350,000	0.7443358473%	103,250.22
La Follette	111,952,700	0.3048487471%	42,286.96
Lincoln	37,053,600	0.1008974829%	13,995.95
Meenon	162,046,500	0.4412548310%	61,208.47
Oakland	263,876,700	0.7185399252%	99,671.95
Roosevelt	27,216,600	0.0741111817%	10,280.30
Rusk	90,896,100	0.2475113633%	34,333.43
Sand Lake	107,336,800	0.2922795547%	40,543.43
Scott	267,710,100	0.7289782670%	101,119.90
Siren	195,608,700	0.5326451649%	73,885.64
Swiss	185,206,500	0.5043198760%	69,956.51
Trade Lake	129,005,800	0.3512846077%	48,728.29
Union	106,120,400	0.2889672852%	40,083.97
Webb Lake	247,603,500	0.6742277782%	93,525.21
West Marshland	32,832,900	0.0894044572%	12,401.70
Wood River	126,418,100	0.3442382674%	47,750.86
Village of:			
Grantsburg	60,667,600	0.1651987355%	22,915.47
Siren	66,728,800	0.1817034195%	25,204.91
Webster	31,780,400	0.0865385000%	12,004.15
<b>Douglas County</b>			
Town of:			
Amnicon	81,534,900	0.2220206723%	30,797.50
Bennett	63,899,100	0.1739981001%	24,136.07
Brule	56,990,300	0.1551853670%	21,526.47
Cloverland	20,728,800	0.0564448315%	7,829.72
Dairyland	38,213,000	0.1040545415%	14,433.88
Gordon	109,583,700	0.2983979463%	41,392.14
Hawthorne	77,145,400	0.2100679977%	29,139.49
Highland	56,418,100	0.1536272754%	21,310.34
Lakeside	58,663,500	0.1597414857%	22,158.47
Maple	40,018,800	0.1089717614%	15,115.97
Oakland	95,150,900	0.2590972414%	35,940.56
Parkland	91,018,500	0.2478446376%	34,379.66
Solon Springs	130,411,200	0.3551115311%	49,259.14
Summit	92,301,300	0.2513377100%	34,864.20
Superior	210,291,500	0.5726266922%	79,431.66
Wascott	295,425,300	0.8044472009%	111,588.54

## 2019 EQUALIZED VALUATION FOR 2019/20 BUDGET

	October 2019 Equalized Valuation	Percent Of Total	2019/20 Tax Levy
<b>Douglas County</b>			
Village of:			
Lake Nebagamon	\$ 190,507,400	0.5187542655%	\$ 71,958.77
Oliver	27,460,200	0.0747744862%	10,372.31
Poplar	48,762,400	0.1327806535%	18,418.61
Solon Springs	46,151,100	0.1256700805%	17,432.27
Superior	51,281,800	0.1396410724%	19,370.25
City of:			
Superior	1,703,728,200	4.6392754100%	643,535.05
<b>Iron County</b>			
Town of:			
Anderson	16,110,900	0.0438702323%	6,085.44
Carey	22,686,900	0.0617767159%	8,569.33
Gurney	14,573,200	0.0396830007%	5,504.61
Kimball	44,923,900	0.1223283982%	16,968.73
Knight	23,150,600	0.0630393807%	8,744.48
Oma	117,057,500	0.3187491624%	44,215.15
Pence	19,124,700	0.0520767969%	7,223.81
Saxon	26,689,300	0.0726753555%	10,081.13
City of:			
Hurley	60,587,300	0.1649800850%	22,885.14
Montreal	35,626,100	0.0970103639%	13,456.75
<b>Polk County</b>			
Town of:			
Alden	380,388,600	1.0358033748%	143,681.01
Apple River	166,106,900	0.4523113488%	62,742.17
Balsam Lake	302,572,000	0.8239077391%	114,288.00
Beaver	113,482,100	0.3090133423%	42,864.65
Black Brook	115,614,000	0.3148185007%	43,669.91
Bone Lake	104,695,100	0.2850862219%	39,545.61
Clam Falls	55,167,300	0.1502212883%	20,837.88
Clayton	79,837,500	0.2173985908%	30,156.35
Clear Lake	60,490,800	0.1647173152%	22,848.69
Eureka	151,344,100	0.4121121082%	57,165.95
Farmington	188,309,900	0.5127704669%	71,128.73
Garfield	220,838,200	0.6013454510%	83,415.37
Georgetown	347,006,800	0.9449043376%	131,071.99
Johnstown	115,169,900	0.3136092549%	43,502.17
Laketown	92,517,400	0.2519261846%	34,945.83
Lincoln	296,994,800	0.8087209412%	112,181.37
Lorain	28,955,700	0.0788468056%	10,937.20
Luck	82,818,700	0.2255164841%	31,282.42
McKinley	49,644,700	0.1351832131%	18,751.88
Milltown	277,296,500	0.7550822318%	104,740.90
Osceola	316,983,800	0.8631512761%	119,731.65
Saint Croix Falls	177,306,800	0.4828088682%	66,972.62

## 2019 EQUALIZED VALUATION FOR 2019/20 BUDGET

	October 2019 Equalized Valuation	Percent Of Total	2019/20 Tax Levy
<b>Polk County (continued)</b>			
Town of:			
Sterling	\$ 65,006,700	0.1770141497%	\$ 24,554.44
West Sweden	63,655,000	0.1733334258%	24,043.87
Village of:			
Balsam Lake	144,868,500	0.3944789196%	54,719.97
Centuria	30,319,100	0.0825593215%	11,452.18
Clayton	23,183,300	0.0631284125%	8,756.83
Clear Lake	60,796,800	0.1655505370%	22,964.27
Dresser	65,548,300	0.1784889048%	24,759.01
Frederic	55,491,400	0.1511038200%	20,960.30
Luck	70,962,900	0.1932329229%	26,804.22
Milltown	36,807,000	0.1002259600%	13,902.80
Osceola	178,559,100	0.4862188923%	67,445.64
Turtle Lake	18,984,000	0.0516937081%	7,170.67
City of:			
Amery	210,709,900	0.5737659382%	79,589.69
Saint Croix Falls	166,344,000	0.4529569912%	62,831.73
<b>Rusk County</b>			
Town of:			
Atlanta	47,704,200	0.1298991968%	18,018.91
Big Bend	124,005,600	0.3376689498%	46,839.60
Big Falls	12,627,300	0.0343842779%	4,769.60
Cedar Rapids	3,760,000	0.0102385070%	1,420.23
Dewey	69,681,700	0.1897442481%	26,320.29
Flambeau	71,761,100	0.1954064511%	27,105.72
Grant	49,214,800	0.1340126078%	18,589.50
Grow	23,567,500	0.0641746617%	8,901.96
Hawkins	16,284,300	0.0443423529%	6,150.93
Hubbard	20,241,900	0.0551189433%	7,645.80
Lawrence	21,208,400	0.0577507506%	8,010.87
Marshall	28,596,400	0.0778683936%	10,801.48
Murry	26,916,800	0.0732948290%	10,167.06
Richland	20,339,200	0.0553839479%	7,682.56
Rusk	130,290,100	0.3547817171%	49,213.39
South Fork	11,779,100	0.0320746429%	4,449.22
Strickland	29,618,500	0.0806515909%	11,187.55
Stubbs	58,198,800	0.1584761535%	21,982.95
Thornapple	63,481,800	0.1728618099%	23,978.45
True	16,741,600	0.0455875719%	6,323.66
Washington	73,322,000	0.1996568340%	27,695.31
Wilkinson	7,206,300	0.0196228859%	2,721.98
Willard	74,363,900	0.2024939551%	28,088.86
Wilson	11,434,000	0.0311349435%	4,318.87

## 2019 EQUALIZED VALUATION FOR 2019/20 BUDGET

	October 2019 Equalized Valuation	Percent Of Total	2019/20 Tax Levy
<b>Rusk County</b>			
Village of:			
Bruce	\$ 31,194,200	0.0849422725%	\$ 11,782.73
Conrath	3,301,000	0.0089886743%	1,246.86
Glen Flora	5,560,100	0.0151402275%	2,100.17
Hawkins	13,876,000	0.0377845698%	5,241.27
Ingram	1,797,700	0.0048951602%	679.03
Sheldon	8,889,400	0.0242059664%	3,357.72
Tony	4,611,200	0.0125563603%	1,741.75
Weyerhaeuser	9,725,700	0.0264832328%	3,673.61
City of:			
Ladysmith	144,063,800	0.3922877293%	54,416.02
<b>Saint Croix County</b>			
Town of:			
Baldwin	92,953,500	0.2531136591%	35,110.55
Cady	19,883,991	0.0541443520%	7,510.61
Cylon	57,990,400	0.1579086572%	21,904.23
Eau Galle	100,988,144	0.2749921121%	38,145.41
Emerald	69,799,000	0.1900636089%	26,364.59
Erin Prairie	78,212,400	0.2129734606%	29,542.52
Forest	50,435,100	0.1373354745%	19,050.43
Glenwood	61,377,300	0.1671312651%	23,183.54
Hammond	243,195,900	0.6622257938%	91,860.36
Hudson	1,160,416,700	3.1598307208%	438,314.53
Kinnickinnic	18,086,074	0.0492486151%	6,831.50
Pleasant Valley	44,729,001	0.1217976680%	16,895.11
Richmond	400,258,500	1.0899094468%	151,186.31
Rush River	48,414,225	0.1318325915%	18,287.10
Saint Joseph	688,041,400	1.8735462152%	259,888.14
Somerset	554,044,300	1.5086702441%	209,274.53
Springfield	69,516,076	0.1892932500%	26,257.73
Stanton	85,902,800	0.2339145210%	32,447.35
Star Prairie	366,864,700	0.9989776084%	138,572.74
Troy	421,450,043	1.1476142758%	159,190.81
Warren	201,666,200	0.5491398284%	76,173.69
Village of:			
Baldwin	314,720,000	0.8569868908%	118,876.56
Deer Park	13,948,100	0.0379808722%	5,268.50
Hammond	125,704,700	0.3422956451%	47,481.39
North Hudson	438,959,100	1.1952916787%	165,804.36
Roberts	135,963,500	0.3702304919%	51,356.36
Somerset	205,301,100	0.5590377078%	77,546.67
Star Prairie	43,922,700	0.1196021523%	16,590.56
Wilson	295,208	0.0008038810%	111.51
Woodville	73,891,500	0.2012075724%	27,910.42

## 2019 EQUALIZED VALUATION FOR 2019/20 BUDGET

	October 2019 Equalized Valuation	Percent Of Total	2019/20 Tax Levy
<b>Saint Croix County</b>			
City of:			
Glenwood City	\$ 68,296,800	0.1859731227%	\$ 25,797.18
Hudson	2,108,618,200	5.7417965104%	796,470.78
New Richmond	803,944,900	2.1891530975%	303,667.41
<b>Sawyer County</b>			
Town of:			
Bass Lake	535,777,000	1.4589281697%	202,374.58
Couderay	30,888,600	0.0841100599%	11,667.29
Draper	50,255,800	0.1368472056%	18,982.70
Edgewater	181,616,400	0.4945439736%	68,600.45
Hayward	605,009,400	1.6474489701%	228,525.16
Hunter	215,257,600	0.5861494255%	81,307.46
Lenroot	276,337,700	0.7524714028%	104,378.74
Meadowbrook	19,540,600	0.0532093384%	7,380.91
Meteor	26,358,100	0.0717735035%	9,956.03
Ojibwa	56,649,700	0.1542579229%	21,397.82
Radisson	64,748,700	0.1763116280%	24,456.99
Round Lake	374,783,700	1.0205411702%	141,563.92
Sand Lake	404,674,500	1.1019342839%	152,854.33
Spider Lake	320,709,800	0.8732972190%	121,139.04
Weirgor	42,991,300	0.1170659369%	16,238.75
Winter	219,798,800	0.5985151785%	83,022.77
Village of:			
Couderay	3,416,500	0.0093032050%	1,290.49
Exeland	7,663,600	0.0208681049%	2,894.71
Radisson	7,790,900	0.0212147159%	2,942.79
Winter	13,375,900	0.0364227806%	5,052.37
City of:			
Hayward	237,566,800	0.6468976985%	89,734.13
<b>Washburn County</b>			
Town of:			
Barronett	41,665,400	0.1134554291%	15,737.92
Bashaw	89,273,900	0.2430940909%	33,720.69
Bass Lake	69,076,000	0.1880948899%	26,091.50
Beaver Brook	61,775,000	0.1682142084%	23,333.76
Birchwood	233,707,500	0.6363887801%	88,276.39
Brooklyn	42,202,700	0.1149185055%	15,940.87
Casey	179,096,300	0.4876816803%	67,648.55
Chicog	110,484,100	0.3008497437%	41,732.24
Crystal	44,133,800	0.1201769297%	16,670.29
Evergreen	105,766,500	0.2880036517%	39,950.30
Frog Creek	17,500,800	0.0476549107%	6,610.43
Gull Lake	37,737,200	0.1027589313%	14,254.16
Long Lake	219,426,700	0.5975019467%	82,882.22
Madge	153,732,000	0.4186143816%	58,067.91

## 2019 EQUALIZED VALUATION FOR 2019/20 BUDGET

	October 2019 Equalized Valuation	Percent Of Total	2019/20 Tax Levy
<b>Washburn County (continued)</b>			
Town of:			
Minong	\$ 347,341,900	0.9458167869%	\$ 131,198.56
Sarona	77,758,700	0.2117380459%	29,371.15
Spooner	94,062,000	0.2561321598%	35,529.26
Springbrook	41,399,200	0.1127305593%	15,637.37
Stinnett	18,282,300	0.0497829498%	6,905.62
Stone Lake	75,421,200	0.2053729607%	28,488.22
Trego	139,389,600	0.3795597937%	52,650.47
Village of:			
Birchwood	31,024,500	0.0844801724%	11,718.63
Minong	32,571,200	0.0886918428%	12,302.85
City of:			
Spooner	137,995,400	0.3757633645%	52,123.85
Shell Lake	185,552,500	0.5052618824%	70,087.18
<b>Total</b>	<b>\$ 36,724,014,862</b>	<b>100.0000000000%</b>	<b>\$ 13,871,456</b>

## 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.

FY20 Equalized Valuation TID Included	FY20 Equalized Valuation TID Excluded	FY20 Equalized Valuation TID Value
\$37,435,880,862	\$36,724,014,862	\$711,866,000

Calculation of mill rate without TID financing valuations

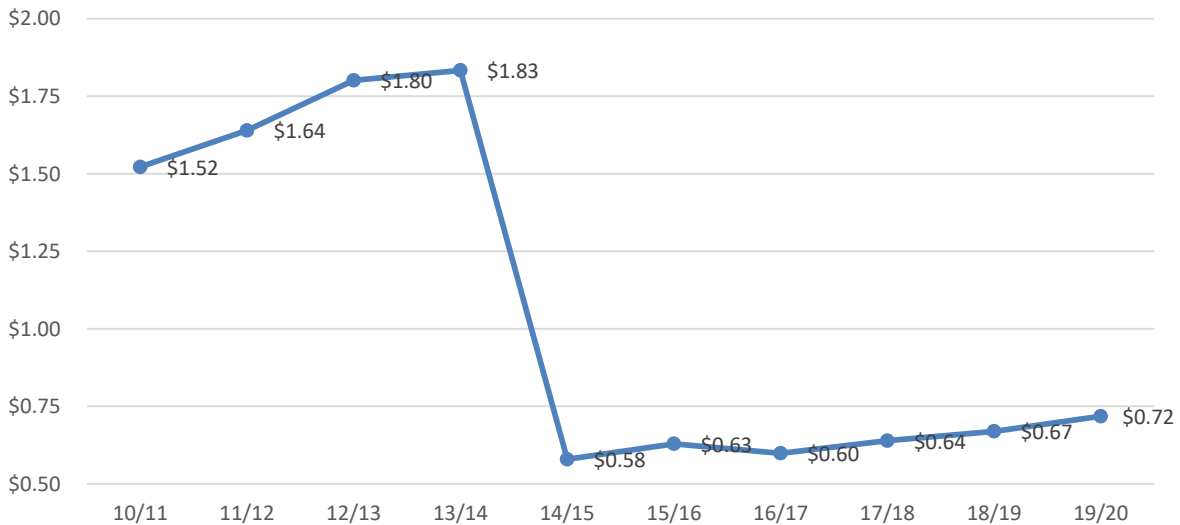
Tax Levy \$13,871,456	÷	TID Excluded/1,000 \$36,724,015	=	Mill Rate 0.37772
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Calculation of mill rate including TID financing valuations

Tax Levy \$13,871,456	÷	TID Excluded/1,000 \$37,435,881	=	Mill Rate 0.37054
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TID excluded per \$100,000	\$37.77
TID included per \$100,000	(37.05)
Tax impact per \$100,000	<u><u>\$0.72</u></u>

### 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

## 2019 TAX INCREMENTAL DISTRICT CERTIFICATION

	TID #	TID Type	Base Year	Resolution Date	Maximum Life	Life Extended	2019 Certified Value	Base Value	Increment	
<b>Ashland County</b>										
City of:										
	Ashland	6	1	1994	9/13/1994	9/13/2021	9/13/2031	\$ 18,859,700	\$ 5,659,600	\$ 13,200,100
	Ashland	9	6D	2006	8/8/2006	8/8/2026	8/8/2036	11,934,300	2,359,600	9,574,700
	Ashland	10	2	2017	5/30/2017	5/30/2044		6,782,300	2,709,200	4,073,100
<b>County Total</b>							\$ 37,576,300	\$ 10,728,400	\$ 26,847,900	
<b>Barron County</b>										
Village of:										
	Almena	1	1	1990	9/24/1990	9/24/2017	9/24/2020	\$ 7,026,900	\$ 288,300	\$ 6,738,600
	Almena	2	1	1992	9/22/1992	9/22/2019		1,630,300	146,700	1,483,600
	Cameron	1	6	2005	8/8/2005	8/8/2025		18,043,500	2,317,500	15,726,000
	Dallas	2	2D	2001	6/11/2001	6/11/2028	6/11/2038	1,235,700	29,900	1,205,800
	Prairie Farm	1	4	2002	9/30/2002	9/30/2025		4,461,200	3,258,400	1,202,800
	Turtle Lake	3	6	2009	11/17/2008	11/17/2028		121,600	102,700	18,900
City of:										
	Barron	2	4	2000	9/29/2000	9/29/2023	9/29/2040	3,385,900	1,991,400	1,394,500
	Barron	3	6S	2005	5/11/2005	5/11/2025	5/11/2045	10,988,300	9,825,400	1,162,900
	Barron	4	3	2007	6/12/2007	6/12/2034	5/11/2045	14,236,600	12,527,200	1,709,400
	Barron	5	6	2010	6/8/2010	6/8/2030		6,623,000	5,696,200	926,800
	Barron	6	6	2015	9/24/2015	9/24/2035		6,840,400	4,803,300	2,037,100
	Chetek	3	5	2007	4/26/2007	4/26/2027		-	222,800	-
	Cumberland	7	1	1995	9/13/1995	9/13/2022		22,459,500	1,006,400	21,453,100
	Cumberland	8	6	2017	4/5/2017	4/5/2038		1,671,800	477,500	1,194,300
	Cumberland	9	6	2018	6/5/2018	6/5/2038		6,433,800	6,412,300	21,500
	Rice Lake	3	3	2001	3/27/2001	3/27/2028		38,917,000	21,358,700	17,558,300
	Rice Lake	4	6	2007	3/27/2007	3/27/2027		28,315,100	3,937,100	24,378,000
<b>County Total</b>							\$ 172,390,600	\$ 74,401,800	\$ 98,211,600	
<b>Bayfield County</b>										
Village of:										
	Mason	1	4	1999	9/30/1999	9/30/2022		\$ 1,046,000	\$ 159,000	\$ 887,000
City of:										
	Washburn	2	1	1995	9/25/1995	9/25/2022		18,902,900	9,141,200	9,761,700
	Washburn	3	6	2015	6/8/2015	6/8/2035		10,757,900	9,747,800	1,010,100
<b>County Total</b>							\$ 30,706,800	\$ 19,048,000	\$ 11,658,800	
<b>Burnett County</b>										
Village of:										
	Grantsburg	3	1	1994	9/12/1994	9/12/2021		9,283,900	1,157,300	8,126,600
	Grantsburg	4	6	2005	9/12/2005	9/12/2025		4,261,100	1,091,000	3,170,100
	Grantsburg	5	3	2008	5/12/2008	5/12/2035		67,800	212,600	-
	Siren	1	1D	1994	9/8/1994	9/8/2021	9/8/2031	1,384,700	58,700	1,326,000
	Siren	2	3	2003	9/29/2003	9/29/2030	9/8/2031	25,503,800	18,762,600	6,741,200
	Webster	2	6	2005	7/13/2005	7/13/2025		3,863,100	3,223,200	639,900
<b>County Total</b>							\$ 44,364,400	\$ 24,505,400	\$ 20,003,800	



## 2019 TAX INCREMENTAL DISTRICT CERTIFICATION

	TID #	TID Type	Base Year	Resolution Date	Maximum Life	Life Extended	2019 Certified Value	Base Value	Increment	
<b>Douglas County</b>										
Village of:										
	Solon Springs	2	4	1999	9/7/1999	9/7/2022	9/7/2025	\$ 2,395,700	\$ 312,900	\$ 2,082,800
	Solon Springs	3	6	2011	4/4/2011	4/4/2031		971,700	53,900	917,800
City of:										
	Superior	7	4	1996	9/26/1996	9/26/2019	9/26/2029	19,364,000	7,399,500	11,964,500
	Superior	8	4	1997	9/2/1997	9/2/2020		23,279,300	1,882,700	21,396,600
	Superior	9	4	2002	2/19/2002	2/19/2025		26,450,100	8,175,600	18,274,500
	Superior	11	6D	2008	5/6/2008	5/6/2028	5/6/2038	10,082,100	2,387,000	7,695,100
	Superior	13	6	2014	9/2/2014	9/2/2034		-	-	-
	Superior	14	2	2019	4/16/2019	4/16/2047		8,529,700	2,400,400	6,129,300
<b>County Total</b>							<b>\$ 91,072,600</b>	<b>\$ 22,612,000</b>	<b>\$ 68,460,600</b>	
<b>Iron County</b>										
City of:										
	Hurley	3	1	1994	9/27/1994	9/27/2021		\$ 5,795,000	\$ 1,178,800	\$ 4,616,200
<b>County Total</b>							<b>\$ 5,795,000</b>	<b>\$ 1,178,800</b>	<b>\$ 4,616,200</b>	
<b>Polk County</b>										
Village of:										
	Balsam Lake	2	1	1995	6/5/1995	6/5/2022	6/5/2035	\$ 3,218,300	\$ 11,800	\$ 3,206,500
	Balsam Lake	3	4D	2004	8/2/2004	8/2/2027	8/2/2037	-	22,300	
	Balsam Lake	5	3S	2006	3/6/2006	3/6/2033	3/6/2046	8,920,300	7,735,100	1,185,200
	Balsam Lake	6	3	2013	8/22/2013	8/22/2040		9,515,500	7,793,600	1,721,900
	Centuria	1	3S	1999	9/7/1999	9/7/2026	9/7/2039	8,048,400	4,683,000	3,365,400
	Clayton	2	4D	1999	8/24/1999	8/24/2022	8/24/2032	1,139,400	68,000	1,071,400
	Clear Lake	2	4	2000	11/18/1999	11/18/2022		3,275,700	431,100	2,844,600
	Clear Lake	3	2	2003	9/19/2003	9/19/2030		5,867,700	2,113,600	3,754,100
	Frederic	3	3	2007	4/9/2007	4/9/2034		5,735,200	1,755,300	3,979,900
	Luck	2	3	2002	9/4/2002	9/4/2029		11,170,800	5,509,600	5,661,200
	Luck	3	6	2005	10/6/2004	10/6/2024		4,262,900	3,522,400	740,500
	Luck	4	6	2018	9/12/2018	9/12/2038		9,371,000	7,693,200	1,677,800
	Milltown	2	1	1994	5/9/1994	5/9/2021		4,962,400	22,700	4,939,700
	Milltown	3	3	2004	7/12/2004	7/12/2031		807,000	583,200	223,800
	Milltown	4	2	2012	2/13/2012	2/13/2039		1,582,400	1,027,700	554,700
	Osceola	1	1	1987	6/9/1987	6/9/2014	6/9/2024	16,611,400	345,000	16,266,400
	Osceola	2	1D	1992	8/6/1992	8/6/2019	8/6/2029	27,008,700	3,751,800	23,256,900
	Turtle Lake	3	6	2009	11/17/2008	11/17/2028		21,609,300	4,222,500	17,386,800
City of:										
	Amery	6	3	2004	5/5/2004	5/5/2031		26,450,600	14,440,900	12,009,700
	Amery	7	6	2010	9/30/2010	9/30/2030		5,574,200	3,318,500	2,255,700
	Amery	8	6	2016	6/9/2016	6/9/2036		5,514,900	5,044,600	470,300
	Amery	9	3	2019	9/4/2019	9/4/2046		86,846,800	17,638,700	69,208,100
<b>County Total</b>							<b>\$ 267,492,900</b>	<b>\$ 91,734,600</b>	<b>\$ 175,780,600</b>	

## 2019 TAX INCREMENTAL DISTRICT CERTIFICATION

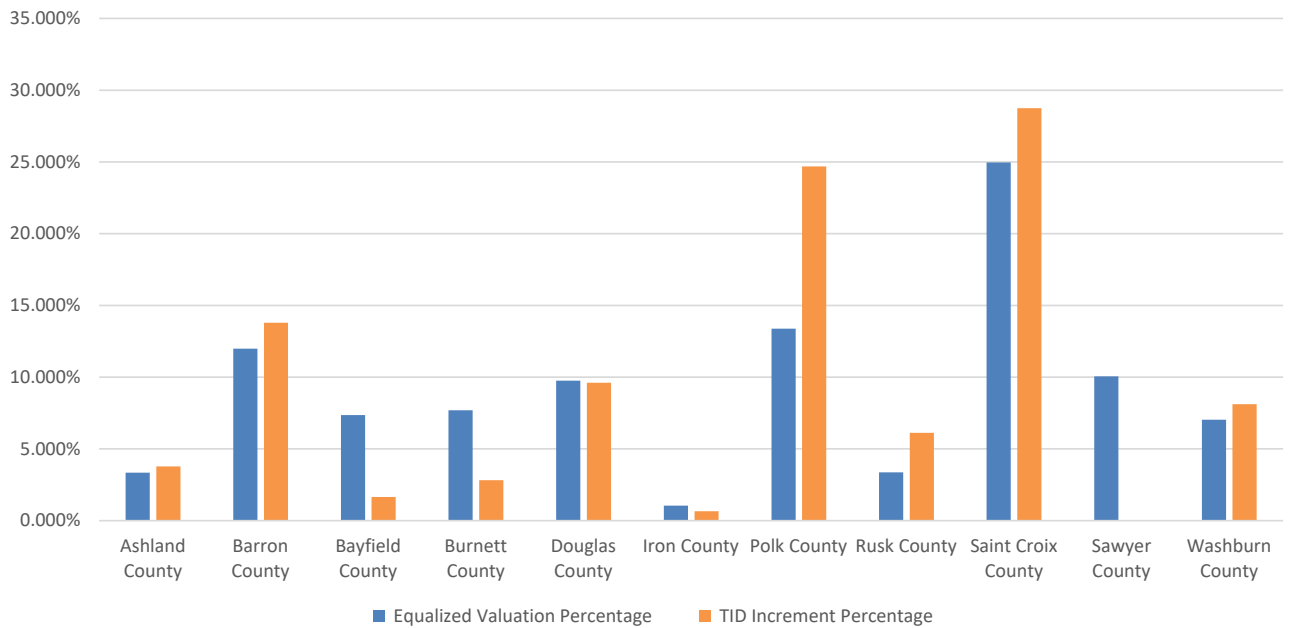
	TID #	TID Type	Base Year	Resolution Date	Maximum Life	Life Extended	2019 Certified Value	Base Value	Increment	
<b>Rusk County</b>										
Village of:										
	Bruce	1	4	1998	10/6/1997	10/6/2020	\$ 85,000	\$ 11,300	\$ 73,700	
	Bruce	2	2	2002	8/28/2002	8/28/2029	2,049,300	1,272,400	776,900	
	Hawkins	2	5	2005	5/2/2005	5/2/2025	-	59,400	-	
	Hawkins	3	2	2010	9/20/2010	9/20/2037	652,700	96,600	556,100	
	Weyerhaeuser	1	6	2013	9/11/2013	9/11/2033	19,898,300	728,700	19,169,600	
City of:										
	Ladysmith	5	45	1997	3/25/1997	3/25/2020	3/25/2037	4,627,900	2,962,000	1,665,900
	Ladysmith	8	2	2003	5/27/2003	5/27/2030	5,847,000	860,000	4,987,000	
	Ladysmith	9	6	2006	8/14/2006	8/14/2026	3/25/2037	10,001,800	2,883,600	7,118,200
	Ladysmith	10	5	2007	7/9/2007	7/9/2027	1,867,900	403,500	1,464,400	
	Ladysmith	11	6	2011	9/12/2011	9/12/2031	3/25/2037	7,823,200	30,200	7,793,000
<b>County Total</b>							\$ 52,853,100	\$ 9,307,700	\$ 43,604,800	
<b>Saint Croix County</b>										
Village of:										
	Baldwin	5	1	1995	9/29/1995	9/29/2022	9/29/2035	\$ 3,071,500	\$ 22,500	\$ 3,049,000
	Baldwin	6	2	2005	9/25/2005	9/25/2032	9/25/2045	13,544,700	12,224,500	1,320,200
	Baldwin	7	6S	2007	9/12/2007	9/12/2027	9/12/2047	11,410,400	5,002,200	6,408,200
	Hammond	3	1	1993	9/20/1993	9/20/2020	535,500	139,200	396,300	
	Hammond	4	1	1993	9/20/1993	9/20/2020	522,600	201,100	321,500	
	Hammond	5	1	1995	9/18/1995	9/18/2022	14,334,700	142,600	14,192,100	
	Somerset	2	4	1996	9/16/1996	9/16/2019	9/16/2029	24,461,500	4,435,100	20,026,400
	Somerset	3	2	2005	5/24/2005	5/24/2032	36,273,100	1,890,600	34,382,500	
	Somerset	4	6D	2008	11/27/2007	11/27/2027	11/27/2037	1,236,300	1,135,500	100,800
	Woodville	3	1	1995	6/13/1995	6/13/2022	164,200	1,085,700	-	
	Woodville	4	2	2005	7/27/2005	7/27/2032	25,248,500	1,001,000	24,247,500	
<b>Saint Croix County (continued)</b>							842,200	193,600	648,600	
City of:										
	Hudson	5	2	2017	7/17/2017	7/17/2044	17,903,200	6,322,400	11,580,800	
	Hudson	6	6	2018	7/9/2018	7/9/2038	110,407,400	97,875,200	12,532,200	
	New Richmond	5	1	1987	9/14/1987	9/14/2014	9/14/2027	21,441,200	77,900	21,363,300
	New Richmond	6	1	1995	9/11/1995	9/11/2022	27,714,700	228,500	27,486,200	
	New Richmond	7	2	2003	7/14/2003	7/14/2030	6,994,800	2,557,800	4,437,000	
	New Richmond	8	6S	2005	6/13/2005	6/13/2025	6/13/2045	28,888,100	15,731,300	13,156,800
	New Richmond	9	3	2008	6/25/2008	6/25/2035	9,135,100	6,476,100	2,659,000	
	New Richmond	10	5	2014	6/30/2014	6/30/2034	10,206,100	3,853,800	6,352,300	
<b>County Total</b>							\$ 364,335,800	\$ 160,596,600	\$ 204,660,700	
<b>Sawyer County</b>										
City of:										
	Hayward	5	6	2018	9/10/2018	9/10/2038	905,300	693,400	211,900	
<b>County Total</b>							\$ 905,300	\$ 693,400	\$ 211,900	

## 2019 TAX INCREMENTAL DISTRICT CERTIFICATION

	TID #	TID Type	Base Year	Resolution Date	Maximum Life	Life Extended	2019 Certified Value	Base Value	Increment
<b>Washburn County</b>									
Village of:									
	Birchwood	1	3	2004	9/7/2004	9/7/2031	\$ 3,791,300	\$ 1,905,000	\$ 1,886,300
	Birchwood	2	6S	2005	7/5/2005	7/5/2025 7/5/2045	3,140,500	2,174,300	966,200
	Minong	1	1D	1998	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	7,553,700	1,390,200	6,163,500
	Minong	3	6	2010	8/16/2010	8/16/2030	933,100	84,900	848,200
	Minong	4	6	2019	8/5/2019	8/5/2039	-	-	-
City of:									
	Shell Lake	2	4D	1996	5/28/1996	5/28/2019 5/28/2029	29,482,600	5,595,700	23,886,900
	Spooner	3	4	1996	9/3/1996	9/3/2019 9/3/2029	14,758,300	618,700	14,139,600
	Spooner	4	4D	2003	9/2/2003	9/2/2026 9/2/2036	9,691,300	178,000	9,513,300
<b>County Total</b>							<b>\$ 70,061,900</b>	<b>\$ 12,252,800</b>	<b>\$ 57,809,100</b>

<b>Wisconsin Indianhead Technical College District Total</b>	<b>\$ 1,137,554,700</b>	<b>\$ 427,059,500</b>	<b>\$ 711,866,000</b>
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### 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.

**CARES Act:** The Coronavirus Aid, Relief, and Economic Security Act that was passed by Congress and signed into law on March 27, 2020.

**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

**CDL:** Commercial Driver's License

**CLT:** College Leadership Team

**CVTC:** Chippewa Valley Technical College

**DCF:** Department of Children and Families

**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

**DHS:** Department of Health Services

**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





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