

2016-17

Plan and Budget Summary

-◦ Students Success
-◦ Filling the Pipeline
-◦ Workforce Development
-◦ Institutional Effectiveness



Mission

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

Vision

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

May 18, 2016

To the Taxpayers of the Lakeshore Technical College District:

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

Legislation passed in the 2013-15 biennial budget and a bill passed in 2014, impacted the college. Of note:

- A bill signed in March of 2014 allocated \$406 million to the technical colleges for the purpose of reducing the operating tax levy starting in 2014-15. For LTC, this amount is \$11,877,887 and reduced the original tax levy budget in 2016-17 of \$22,997,489 down to \$11,119,600.
- General state aids for the technical colleges increased by \$5 million. Thirty percent of the total state aids were allocated to the colleges based on performance funding for 2015-16. LTC's portion of the performance based funding aids was four percent, resulting in an increase of \$187,000 in general state aids for 2016-17.
- The WTCS categorical aids were replaced by a block grant in 2014-15, the majority of which was competitive. Of the \$15,500,000 that was available, LTC received \$1,754,000 or 11.32 percent of the total. The focus of these grants are:
 - **Core Industries:** LTC received \$661,500 for improving our Agri-Business, Criminal Justice and Practical Nursing programs.
 - **Career Pathways:** LTC received \$754,200 for career pathways for Manufacturing and Culinary.
 - **Student Support:** LTC received \$287,300 to expand student support services.
- For 2014-15 and 2015-16, an additional \$30,000,000 was allocated to the technical college system for expanding capacity and addressing wait lists for programs. For 2016-17, \$450,000 is budgeted as a carryover for these grants.

As employers continually change technology and processes to remain competitive, the College responds with new programs and customized training options that are essential in preparing the local workforce. These and other partnerships are key to understanding needs, building capacity, and delivering training. Our 2016-17 plan and budget advances our mission and strategic plan through \$2,244,500 in new initiatives with much of it in the form of grants. Priorities for funding include:

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

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

In the 2016-17 budget, LTC managed an estimated shortfall by reducing current expenses and other earnings and reallocating staff. During the 2016-17 budget planning process, input was gathered from the LTC Board,
Michael A. Lanser, Ed.D., President

and staff to establish goals and identify factors that may impact the budget. Factors included uncertain economic conditions, reduced state funding, and the potential for current facilities to limit future growth. These factors ultimately were addressed in the 2016-17 plan and budget.

LTC's 2016-17 total budget is \$50,235,000, a 2.66 percent decrease from 2015-16 estimates. The decrease is mainly attributed to the decrease in the capital projects fund and the general fund due to decreasing grants. Total revenues for all funds equal \$45,641,000, a .27 percent decrease from 2015-16. Operating revenues are at \$33,678,000, a .91 percent decrease. State grants in operating funds include \$1,498,000 in WTCS block grants and \$477,000 in Department of Workforce Development grants. Federal grants decreased \$131,000, or 8.12 percent due to a federal grant ending in 2016. Additional opportunities are being sought as opportunities arise. The tuition rate is a 1.50 percent increase while full-time equivalent (FTE) student growth is anticipated the same as 2015-16 levels.

LTC receives 24 percent of its total revenues from local property taxpayers. In 2016-17, the owner of a \$150,000 home will pay \$122.10 in taxes to support LTC, which is \$1.89 higher than 2015-16. The total tax levy is \$11,119,600, which is a 1.57 percent increase over last year. The tax rate of \$.81 per thousand dollars of equalized valuation increased by \$.013.

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

Sincerely,

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

Sharon Chappy
Lakeshore Technical College
District Board Chair

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

LTC has received the Distinguished Budget Presentation Award for the past fourteen years. The award recognizes a quality budget document that meets program criteria. The criterion requires the document to be a policy document, an operations guide, serve as a financial plan, and be a communications device.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Lakeshore Technical College District
Wisconsin**

For the Fiscal Year Beginning

July 1, 2015

A handwritten signature in black ink, appearing to read 'Jeffrey R. Egan'.

Executive Director

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Introduction to Plan and Budget Document

The 2016-17 Plan & Budget was compiled to provide information to the public about Lakeshore Technical College and its process to develop and analyze the budget. The document consists of the following sections:

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

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

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Lakeshore Technical College District

1290 North Avenue
Cleveland, Wisconsin 53015
920.693.1000

LTC District Board

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

Administration

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

Official Issuing Report

| | |
|-----------------|-------------------------|
| Ms. Cindy Dross | Chief Financial Officer |
|-----------------|-------------------------|

Report Prepared By

| | |
|---------------------|---|
| Ms. Molly O'Connell | Business Office Manager, Financial Services |
| Ms. Cindy Dross | Chief Financial Officer |
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Contact Person

| | |
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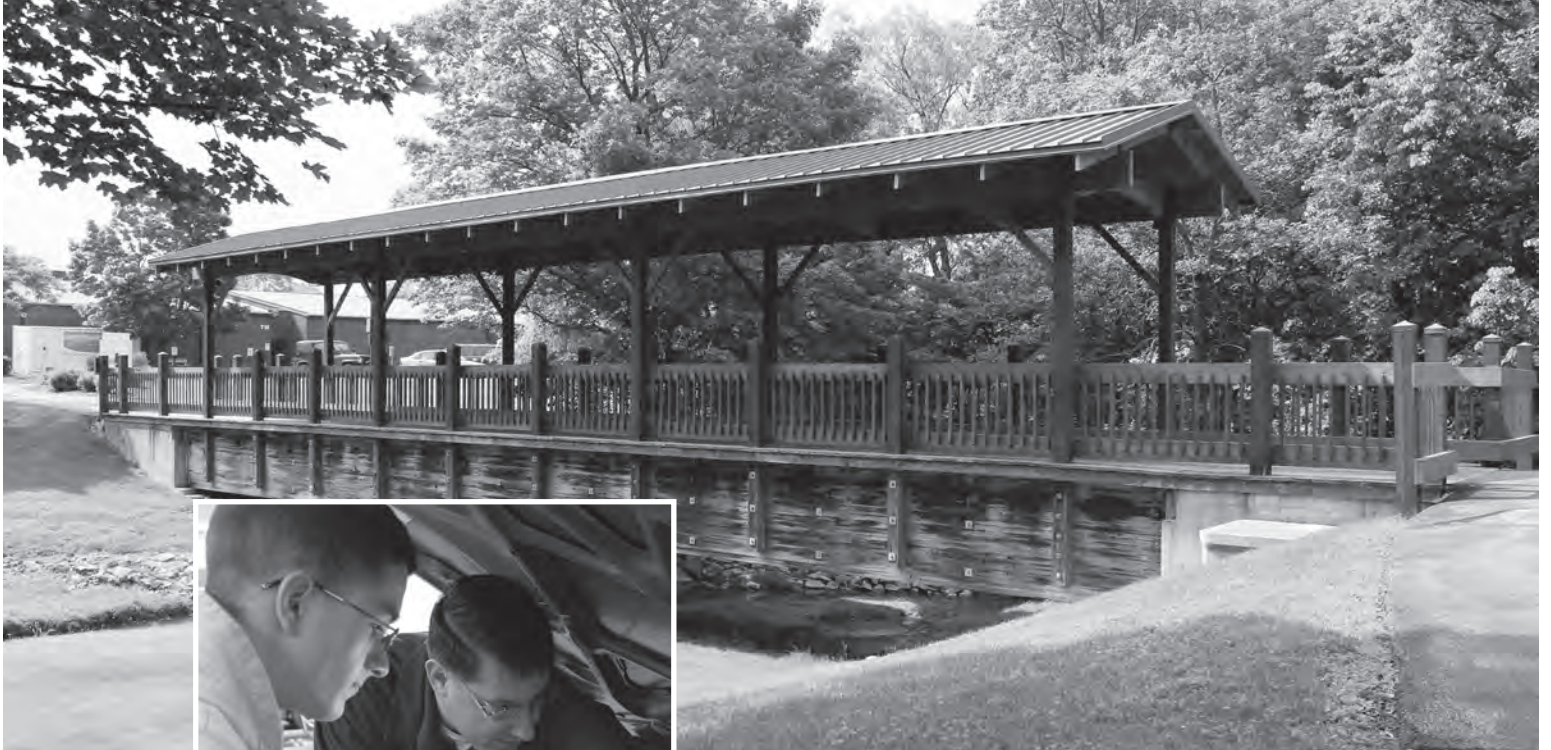
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Lakeshore Technical College



PLAN & POLICY

College Overview

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

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

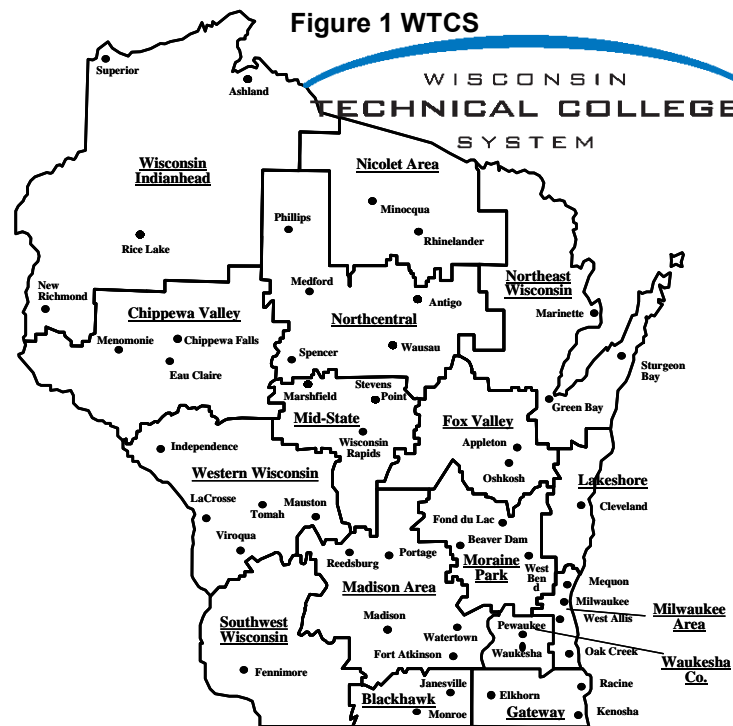
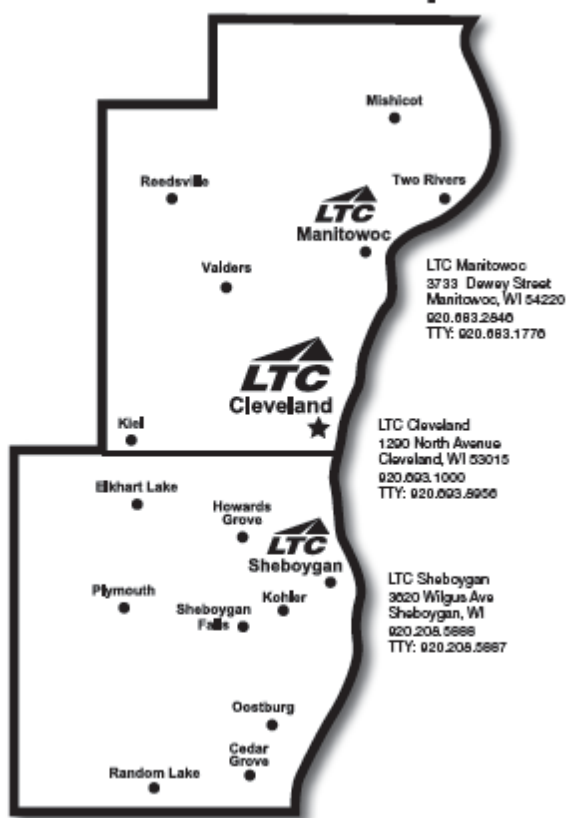


Figure 1 WTCS

Figure 2 LTC District



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

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

In addition to the strategic plan, the College adopts an annual theme each fall and develops corresponding staff development opportunities to advance its commitment to student learning and staff development. Annual themes include: “Innovation” in 2011-12, “Keep it Simple” in 2012-13, “Strive for Five” in 2013-14, “Every Student Matters” in 2014-15, “One Team for Students” in 2015-16.

In summer 2015, LTC was the third Wisconsin Technical College to join Achieving The Dream (ATD), a national reform network dedicated to helping two-year colleges develop data-driven strategies to close achievement gaps and improve student outcomes. Our 3-year plan involves scrutinizing data points to develop an Implementation Plan to deliver high-impact interventions which will be evaluated for college wide scalability and equity. As a result of the planning LTC will focus on two priorities: Prepare Students to Succeed and Successful Course Completion.

Scope of Educational Offerings

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

Figure 3 Student Core Abilities (Common Learning Objectives)

| | |
|---|---|
| <ul style="list-style-type: none"> ▪ Demonstrate Critical Thinking ▪ Demonstrate Responsible and Professional Workplace Behaviors ▪ Communicate Effectively ▪ Use Mathematics Effectively | <ul style="list-style-type: none"> ▪ Work Cooperatively ▪ Apply Learning ▪ Respect and Appreciate Diversity ▪ Integrate Technology ▪ Apply Sustainable Practices |
|---|---|

In addition to meeting the needs of District residents through programs and course offerings, LTC offers courses, workshops, and seminars to meet the needs of business and industry. LTC’s Workforce Solutions provides customized training to employers to update employee skills and improve workplace performance. It also provides entrepreneurship services through E-Seed courses and business assistance in plan development to local entrepreneurs. In addition, Workforce Solutions provides comprehensive assessment services to assist employers to develop training plans for employees.

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

Student Base, Needs, Requirements

LTC’s student base, including degree, continuing education and basic skills students, is slightly lower than the District’s demographics, with 69% percent of students over 24 years of age. The median student age for the College changes with the economy, from a median of 27 in 2000-01 to 36 in 2010-11, and back down to 29 in 2014-15. The District’s estimated minority population is 12 percent.

Figure 4 Student Demographics 2014-15

| Age Group | Students | Percent | Ethnicity | Students | Percent |
|--------------|----------|---------|-----------------------|----------|---------|
| < 18 | 1,321 | 12% | American | | |
| 18-24 | 2,267 | 20% | Indian/Alaskan Native | 58 | 1% |
| 25-29 | 1,279 | 11% | Asian | 485 | 4% |
| 30-34 | 1,172 | 10% | Black | 191 | 2% |
| 35-44 | 1,862 | 16% | Hispanic | 526 | 5% |
| 45-54 | 1,832 | 16% | Multiple | 53 | 0% |
| 55-61 | 960 | 8% | Pacific Islander | 9 | 0% |
| 62 and Older | 729 | 6% | Unknown | 623 | 5% |
| Unknown Age | 35 | 0% | White | 9,512 | 83% |
| Grand Total | 11,457 | | Grand Total | 11,457 | |

Source: WTCS Portal, Students = client count

Run: 4/25/16

Seventy-six percent of the College's student base resides in the District. Flexible learning options allow the College to serve a student population outside the commutable geographic area. Another market segment for the College is prior degree holders.

Collaboration

Relationships with organizations are created, prioritized, and built based on LTC's strategic and annual goals. The College creates relationships by identifying potential partners who help achieve the goals.

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

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

The College values the importance of strong relationships with K-12 partners as evidenced by the number of high schools that earn both high school and LTC credits for the same course through one of our dual-credit offerings. The College employs two Career Coaches to assist high school students with their transition to college, a Youth Apprenticeship Coordinator, two Youth Apprenticeship Specialists and a Career and Technical Education (CTE) Manager to build relationships, enhance dual credit opportunities, and increase transition rate. These relationships led LTC to partner with high schools and area manufacturers to expand LTC technical programming into the high school to meet local employment needs through a DWD grant and provide technical courses that the high school did not have teachers to

cover. The focus for dual-credit courses is to give high school students a jump start on college and their career. The college also provides Early College tracks in Industrial Maintenance, Web & Software Developer, Administrative Professional, Machine Tool, Welding, and Health Care which lead to an industry recognized certificate. We also partner with Sheboygan Area School District to bring Early College programs to Central and Warriner High Schools, including Customer Service, Early Childhood, Dietary Aide, Nursing Assistant and Health Care Customer Service.

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

Distinctive/Critical Facilities, Equipment, Technologies, Regulatory Environment

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

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

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

LTC's renewable energy demonstrations include four grid-tied wind turbines and two photovoltaic panels which introduced renewable energy and sustainability education. The College utilizes light tubes to light spaces in place of fluorescent fixtures and lighting controls to turn-off lights in spaces not in use. In 2011, the College developed an Energy Education Center. Future sustainable infrastructure installations are planned as well as additional residential workshops and sustainability offerings. The College leases property from the LTC Foundation, for the Environmental Campus, which houses the Sustainable Horticulture and Landscape Horticulture programs.

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

LTC has collaborated with Plymouth High School to create a LTC Plymouth Science and Technology Center. High school students use the labs and classrooms during the day and LTC students use them in the evenings. In 2012, LTC in collaboration with the Department of Corrections and Bay Area Workforce Development Board purchased a truck and trailer to be used as a Mobile Manufacturing Lab. The lab contains equipment that is used for instruction and assessment in advanced manufacturing competencies,

including Pneumatics, Mechanical Systems, Electricity, Motors & Controls, and Programmable Logic Controls & Touch Screen Programming.

LTC leases a former restaurant in Sheboygan to house the Culinary Arts program which launched in May 2012. The facility includes a high performance kitchen, demonstration kitchen and classroom, and a full service restaurant. Besides culinary classes, the students gain hands-on experience through managing the restaurant. Internships at various restaurants and resorts in the area provide additional learning opportunities for the students. Students in the Hotel and Hospitality, Graphic and Web Design, and Accounting programs are involved in various aspects of the program and restaurant.

The campus wide learning college classroom and technology refresh plans ensure every classroom and conference room has current and similar equipment and room arrangements to increase usability and functionality. The technology refresh plan ensures computer, network and media equipment is updated on regular cycles. Wireless networking is available throughout the campus.

In 2016, a new IT/Mechanical Design mobile lab was created that is equipped with a laptop cart with computers and software to support industry-specific training and is configured for roll-on/roll-off capability to deliver coursework, training and assessments in the mobile lab and on-site.

Competitive Environment

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

There is increased competition globally from institutions offering on-line courses. For-profit institutions have increased their local presence through information nights, newspaper, radio, and television advertisements. Institutions such as Rasmussen, University of Phoenix, Upper Iowa, Globe University, Kaplan University, Bryant & Stratton College, and ITT Tech have invested in facilities within the region offering niche programs that are in direct competition with LTC. Some local employers have on-site training facilities as well as UW Colleges/Extension offering continuing education that compete with LTC's Workforce Solutions' offerings.

Systems Organizational Chart

LTC strives to achieve its vision and mission through its people, processes, and plans. LTC employs 282 full- and part-time people within three organizational groups: 110 support staff, 64 management staff, and 108 faculty. The systems chart shows how the organization is structured in order to accomplish its plan (Figure 5).

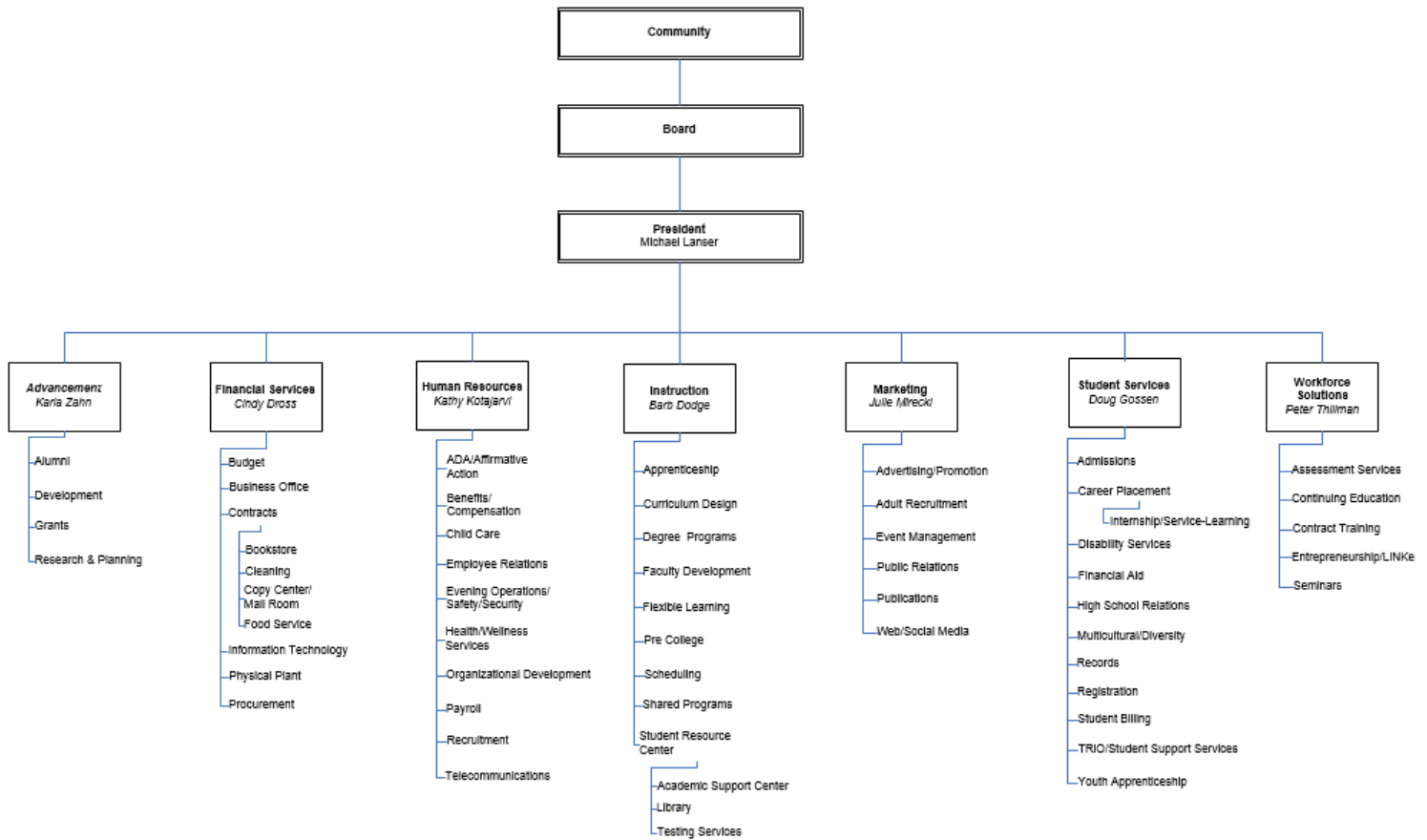
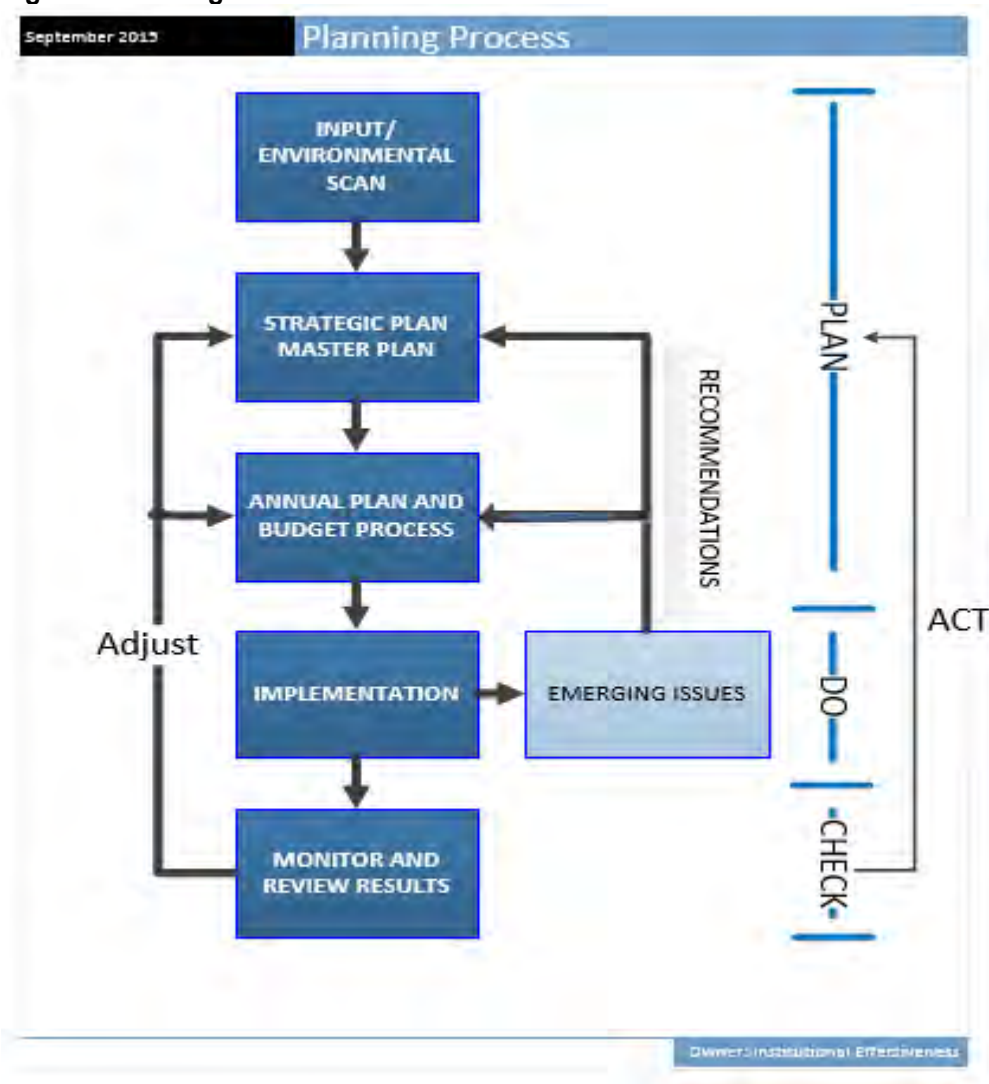


Figure 5 Systems Chart

Planning Process

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

Figure 6 Planning Process



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

Annual Priorities and Key Results

The annual priorities for 2016-17 are listed below. The college's commitment to the strategic plan is measured through our Key Results, which include FTEs, Graduation, and Placement.

| Key Results | 2017 Target |
|--------------------|--------------------|
| • FTE's | 1850 |
| • Graduation | 61% |
| • Placement | 91% |

Filling the Pipeline

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

- Leverage Partnerships with Area Schools and Colleges
- Improve Access and Affordability for Students

Workforce Development

Anticipate and respond to employer needs.

- Leverage Partnerships with Area Employers
- Optimize Program Delivery

Institutional Effectiveness

Continuously improve our people, processes and learning environment.

- Deepen Employee Engagement
- Enhance Operational Efficiency

Budget Process

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

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

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

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

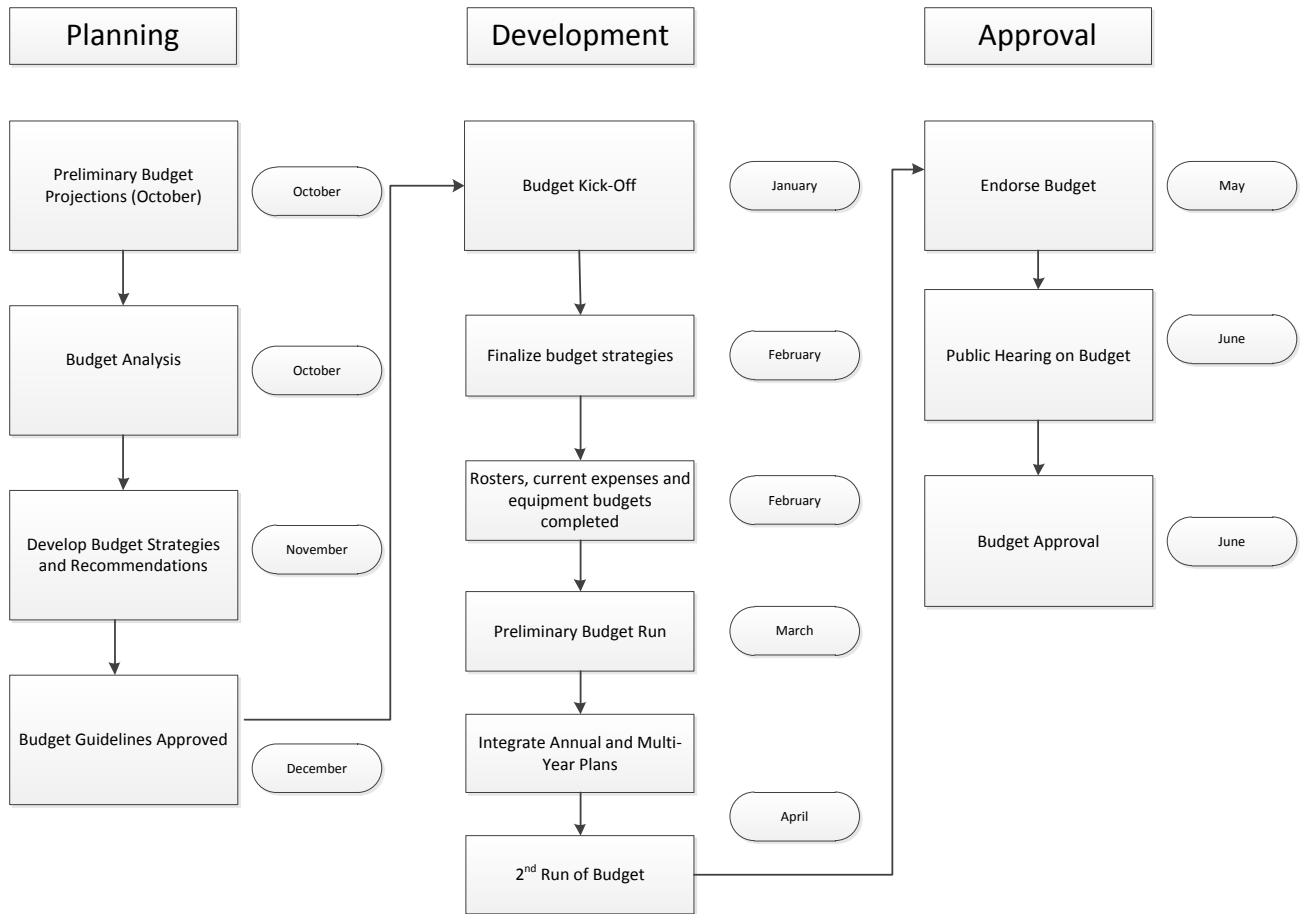
Ongoing Board communication during the process provides updated information for the Board for their approval process. The Board endorses the budget in May, with final approval in June after a public budget hearing. The tax levy that supports the budget is also approved by the board with final certification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

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

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

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

Budget Process



Issues Affecting the Budget

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

| Items | Impact | Strategy |
|--|---|--|
| Facilities Current space limits growth in new programs and enrollments in current programs and courses. | Availability of classrooms and labs limits growth for current and new programs. | 1) Implement facilities projects to add capacity. 2) Partner with the community or business to use other spaces. 3) Increase the number of flexible delivery courses. |
| Skilled Worker Shortage The demand for skilled workers in the manufacturing and other sectors continues to increase. | Increased demand for graduates in both certificates and programs and increased demand for students to enter those programs. | 1) Develop certificates and short term programs to meet the employer needs. 2) Increase capacity to meet increased student enrollments 3) Increase the pipeline of students entering those programs. 4) Develop programs that will address the higher skill set that employers are demanding. |
| State Grant Funding The previous categorical aids were combined into a single block grant. | Previous categorical aids are no longer available and new block grants are all competitive. | 1) Develop cross-functional teams to strategize grant writing 2) Focus on college and WTCS priorities |

Legislative Changes

Starting in 2014-15 general state aids for technical colleges were increased by \$5 million and 10% of the total state aids - \$8,853,490 - was allocated to the colleges based on an outcome based funding model. For 2016-17, 70% remains under the current formula model based on net operating expenditures and student FTEs and 30% is allocated based on outcomes. There are nine categories that the state will be collecting data on to determine the funding for each college and category. For LTC, this amounted to \$394,000; along with the formula based aid, the total general state aids increased \$180,000 for the college above the 2013-14 level. In 2015-16, the performance based funding was \$779,000 and the formula based funding was estimated at \$1,664,000; increasing state aids \$140,000 above the 2014-15 levels. In 2016-17, the outcome based funding is \$1,142,000 and the formula based funding is \$1,488,000, and increase of \$187,000 above the 2015-16 level. The state biennial budget bill has a proposal to cap the performance based funding at 30% of total general state aids.

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

Budget Assumptions

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

Property Values: Property values are expected to remain at the same level as 2015-16.

Full-Time Equivalent Students (FTE): FTEs for 2016-17 are expected to be 1,800, which is about the same as where FTEs are estimated to end at for 2015-16.

Health Insurance: The health insurance premium is expected to remain the same as the 2015-16 rates. The college joined a WTCS employee benefits consortium effective July 1, 2015, to collaborate on self-funding health insurance premiums.

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

General State Aids: Revenues from general state aids are expected to increase 7 percent.

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

Student Fees: Tuition rates will increase by 1.5%. The current rate of \$128.40 will increase to \$130.35 per credit, an increase of \$1.95 per credit.

Institutional Revenue: Institutional revenue is expected to increase due to an increase in contract revenue.

Workforce Solutions: Contracts with business and industry are expected to increase based on employer demand and an improving economy.

Federal Grants & Projects: Federal revenue is expected to decrease due to one of the TAACCCT grants that will be ending in September of 2016.

Fund Balance: Based on the 2016-17 budget projections, LTC is anticipating that its fund balance will be within the 20 percent to 35 percent of general fund revenues per the LTC Board Guidelines. The previous guideline had been between 15 and 25 percent of operating expenditures; in December of 2014, the Board changed this to between 20 and 35 percent of general fund revenues.

Budget Strategies

LTC's budget strategies process is part of the annual process. Several options implemented for the 2016-17 budget included restructuring staff positions, reducing current expenses and an increase in revenue sources. The budget shortfall was addressed through four strategies: efficiency, revenue growth, organizational changes and expense reductions. Total strategies of \$1,136,700 that were implemented are identified below.

| | |
|---|------------------|
| Organizational Changes | \$632,700 |
| Various positions were reviewed and analyzed. Based on department needs, priorities, retirements and open positions, and activities that could be scaled back, and reallocation of current staff, changes were made to several positions. Six positions were eliminated and four positions were not replaced. | |
| Benefit Changes | \$273,000 |
| The long term care coverage will be eliminated and savings were incurred with the change in the carrier for life insurance. | |
| Revenue Growth | \$120,000 |
| Additional revenues will be generated due to the expansion of evening programming and the expansion of assessment services. | |
| Expenditure Reductions | \$111,000 |
| Expenditure reductions include voluntary time off without pay, elimination of the May cohort for the Culinary program, a reduction in promotion for community education and part-time earnings. | |

Funding Priorities

A total of \$2,244,500 in funding priorities is supported through \$1,762,300 in grants, and \$482,200 in reallocations. Of the total, \$291,100 is for capital. Priorities for funding include increasing new programs and certificates aligning with career pathways, adult recruitment, increasing the number of students in dual credit courses, expanding services for students and faculty development. Additional staff, curriculum development, supplies and equipment are included in the costs.

| | |
|--|-------------------------|
| <p>Manufacturing Career Pathways</p> <p>Expansion of the CNC, Fabrication, Maintenance Technician, Food Manufacturing and Processing and Electro-Mechanical Technology programs through a consortium of employers and K-12 school districts that support the career pathway initiative and strengthen the manufacturing workforce pipeline. Early College, evening certificates, contextualized and team-teaching support are included. This is funded by a grant of \$585,218</p> | <p>\$780,291</p> |
| <p>Agri-Business Science and Technology</p> <p>A shared program agreement with Moraine Park Technical College to continue the implementation of the Agribusiness Science & Technology program. This supports curriculum development, recruitment and the development of career pathway certificate credentials. This is fully funded by a grant of \$280,362.</p> | <p>\$280,362</p> |
| <p>Practical Nursing</p> <p>The Practical Nursing technical diploma program will be implemented as an evening program which will start in fall of 2016. This is a two year project with additional courses and activities continuing the following year. Activities include professional development, promotion and clinical experience. A new instructor will be hired and the clinical skills lab facilitator position will become full-time. This is fully funded by a \$240,866 grant, with additional funding in 2017-18 of \$246,366.</p> | <p>\$240,866</p> |
| <p>Culinary Pathways</p> <p>This will expand the culinary career pathway to meet the increasing workforce needs, provide dual credit for high school students and an accelerated part time program that addresses the retention of the current workforce. The activities also include an embedded certificate and a new Baking technical diploma. This is funded by a grant of \$169,038.</p> | <p>\$225,384</p> |
| <p>Criminal Justice</p> <p>This will provide resources to continue the implementation of the program and course changes in the Criminal Justice program and the Department of Justice Basic Recruit Academy. This activity is fully funded by a grant of \$140,303.</p> | <p>\$140,303</p> |
| <p>Student Success</p> <p>New and expanded support services for targeted student populations including case management for minority, disadvantaged, disabled, Pre-College, high school students and other student groups. Activities will be focused on improving academic performance, completion, retention and graduation rates. Two additional advisors will be hired, one located at each job center, and will support the Pre-College students transitioning into postsecondary courses and programs. These activities are partially funded by a \$287,297 grant.</p> | <p>\$383,062</p> |

| | |
|--|-----------------|
| Advising | \$79,000 |
| An additional academic advisor will be hired to provide advising services due to the increase in student caseload and to ensure that all students meet with an advisor on a more frequent basis. This position is in addition to the two new general advising positions that will be located at the job centers | |
| Professional Development | \$60,818 |
| This will support the college's faculty and staff development plan. Activities include the implementation of a professional development tracking system, utilization of an assessment tool for professional development planning, as well as leadership growth opportunities. This is partially funded by a grant of \$50,818, and an increase of \$10,000 for the faculty professional development account that is funded by the college. | |
| Security and Corrections | \$37,625 |
| A Security and Corrections Technical diploma program will start in fall of 2016. This program will prepare students for careers as corrections officers and security professionals. The students will also complete a Wisconsin Department of Justice Basic Jail Officer Academy. | |
| Youth Apprenticeship | \$16,800 |
| An additional Youth Apprenticeship specialist will be hired to provide services to the increase in the number of students in the Youth Apprenticeship program. This is partially funded by an \$8,400 grant from Georgia Pacific. | |

LTC Board Policy

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

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

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

LTC Board Guidelines

The LTC Board sets operating and debt guidelines in addition to policy, to recognize the importance of fiscal responsibility and prudent debt administration. LTC issues General Obligation Promissory Notes for capital projects including new construction, site improvement, building remodeling and improvements, and capital equipment purchases. The following budget guidelines were adopted by the LTC Board for 2016-17 planning.

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

LTC Policies

Internal Controls

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

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

Investment and Cash Management

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

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

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

Debt Management

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

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

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

Risk Management

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

Balanced Budget

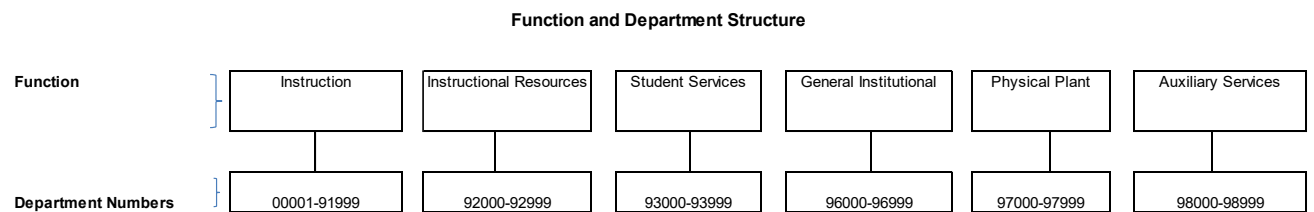
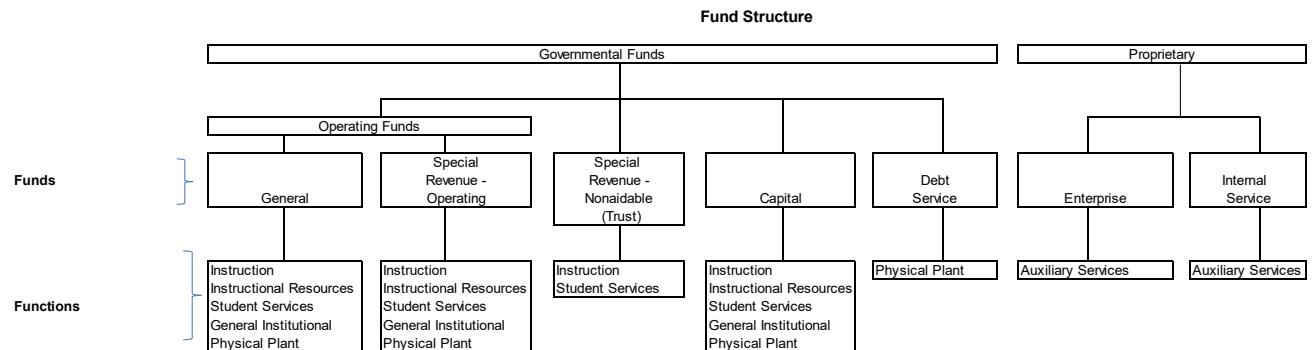
State statute mandates that LTC prepare an annual budget. The state and the LTC Board control budget levels through guidelines that limit the growth rate of LTC's tax levy each year. LTC staff must present to the LTC Board a balanced budget that meets all budget guidelines. The budget is balanced when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

Financial Structure

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

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

The balance sheets, statements, and schedules presented within the document are required presentations by the WTCS Financial Accounting Manual for the 2015-16 budget. LTC's fund structure is linked to its organizational structure primarily through its operating funds and functions.



Instructional Departments

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

Governmental Funds

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

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

Proprietary Funds

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

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

Functions

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

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

Departments

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

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

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

Fixed Assets and Long-Term Obligations

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

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

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

Basis of Accounting

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

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

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

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

Lakeshore Technical College



BUDGET

Basis of Budgeting

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

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

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

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

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

Combined Fund Summary 2016-17 Budgetary Statement of Resources, Uses, and Changes in Fund Balance

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

| | 2013-14 Actuals (1) | 2014-15 Actuals (1) | 2015-16 Budget | 2015-16 Estimates (2) | 2016-17 Budget |
|---|------------------------|------------------------|-------------------|--------------------------|--------------------|
| REVENUES | | | | | |
| Local Government | 22,146,080 | 10,569,450 | 10,914,000 | 10,947,000 | 11,120,000 |
| Property Tax Relief Aid | 0 | 11,877,887 | 11,878,000 | 11,878,000 | 11,878,000 |
| General State Aids | 2,065,447 | 2,600,369 | 2,559,000 | 2,559,000 | 2,794,000 |
| State Grants | 1,936,955 | 2,506,843 | 4,150,000 | 4,000,000 | 3,015,000 |
| Program Fees | 5,996,551 | 5,825,036 | 6,060,000 | 5,600,000 | 5,610,000 |
| Material Fees | 391,394 | 373,056 | 390,000 | 385,000 | 370,000 |
| Other Student Fees | 762,386 | 737,272 | 800,000 | 755,000 | 830,000 |
| Institutional | 5,965,276 | 4,261,013 | 4,514,000 | 4,287,000 | 4,767,000 |
| Federal | 5,255,813 | 5,112,044 | 5,495,000 | 5,353,000 | 5,257,000 |
| Total Revenue | <u>44,519,902</u> | <u>43,862,970</u> | <u>46,760,000</u> | <u>45,764,000</u> | <u>45,641,000</u> |
| EXPENDITURES | | | | | |
| Instruction | 22,595,664 | 22,275,360 | 24,299,000 | 23,423,000 | 23,040,000 |
| Instructional Resources | 1,541,950 | 1,801,825 | 1,625,000 | 1,625,000 | 1,591,000 |
| Student Services | 7,644,349 | 7,831,323 | 8,066,000 | 8,066,000 | 8,598,000 |
| General Institutional | 5,067,040 | 5,173,355 | 5,508,000 | 5,465,000 | 5,387,000 |
| Physical Plant | 13,456,976 | 9,353,701 | 11,383,000 | 10,858,000 | 9,401,000 |
| Auxiliary Services | 1,948,105 | 1,708,803 | 2,247,000 | 2,170,000 | 2,218,000 |
| Total Expenditures | <u>52,254,084</u> | <u>48,144,367</u> | <u>53,128,000</u> | <u>51,607,000</u> | <u>50,235,000</u> |
| Net Revenue (Expenditures) | (7,734,182) | (4,281,397) | (6,368,000) | (5,843,000) | (4,594,000) |
| OTHER SOURCES (USES) | | | | | |
| Operating Transfer In (Out) | 0 | 0 | 0 | 0 | 0 |
| Repayment of Debt | 0 | 0 | 0 | 0 | 0 |
| Proceeds from Debt | 5,058,184 | 6,342,894 | 6,712,000 | 6,712,000 | 1,500,000 |
| Total Resources (Uses) | <u>(2,675,998)</u> | <u>2,061,497</u> | <u>344,000</u> | <u>869,000</u> | <u>(3,094,000)</u> |
| TRANSFERS TO (FROM) FUND BALANCE | | | | | |
| Reserve for Prepays & Inventories | 0 | 0 | 0 | 0 | 0 |
| Reserve for Capital Projects | (2,440,276) | 1,250,273 | 189,000 | 714,000 | (2,972,000) |
| Reserve for Debt Service | 108,427 | 274,844 | 155,000 | 155,000 | (22,000) |
| Retained Earnings | (241,164) | 147,796 | 0 | 0 | 0 |
| Reserve for Student Organizations | 12,564 | 30,138 | 0 | 0 | 0 |
| Reserve for Operations | 0 | 0 | 0 | 0 | 0 |
| Designated for State Aid Fluctuations | 0 | 0 | 0 | 0 | 0 |
| Designated for Subsequent Years | 0 | 0 | 0 | 0 | 0 |
| Designated for Subsequent Year | (115,549) | 358,446 | 0 | 0 | (100,000) |
| Total Transfers to (From) Fund Balance | <u>(2,675,998)</u> | <u>2,061,497</u> | <u>344,000</u> | <u>869,000</u> | <u>(3,094,000)</u> |
| Beginning Fund Balance | <u>16,698,935</u> | <u>14,022,937</u> | <u>16,084,434</u> | <u>16,084,434</u> | <u>16,953,434</u> |
| Ending Fund Balance | <u>14,022,937</u> | <u>16,084,434</u> | <u>16,428,434</u> | <u>16,953,434</u> | <u>13,859,434</u> |
| EXPENDITURES BY FUND | | | | | |
| General Fund | 26,715,895 | 26,872,813 | 30,055,000 | 29,428,000 | 28,712,000 |
| Special Revenue Fund - Operational | 4,910,384 | 4,740,248 | 4,560,000 | 4,560,000 | 5,066,000 |
| Special Revenue Fund - Nonaidable | 4,813,104 | 4,543,171 | 4,573,000 | 4,573,000 | 4,613,000 |
| Capital Projects Fund | 9,613,150 | 5,720,411 | 6,930,000 | 6,113,000 | 4,882,000 |
| Debt Service Fund | 4,253,446 | 4,558,921 | 4,763,000 | 4,763,000 | 4,744,000 |
| Enterprise Fund | 1,710,073 | 1,481,368 | 1,600,000 | 1,600,000 | 1,600,000 |
| Internal Service Fund | 238,032 | 227,435 | 647,000 | 570,000 | 618,000 |
| Total Expenditures by Fund | <u>52,254,084</u> | <u>48,144,367</u> | <u>53,128,000</u> | <u>51,607,000</u> | <u>50,235,000</u> |

(1) Actual is presented on a budgetary basis

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

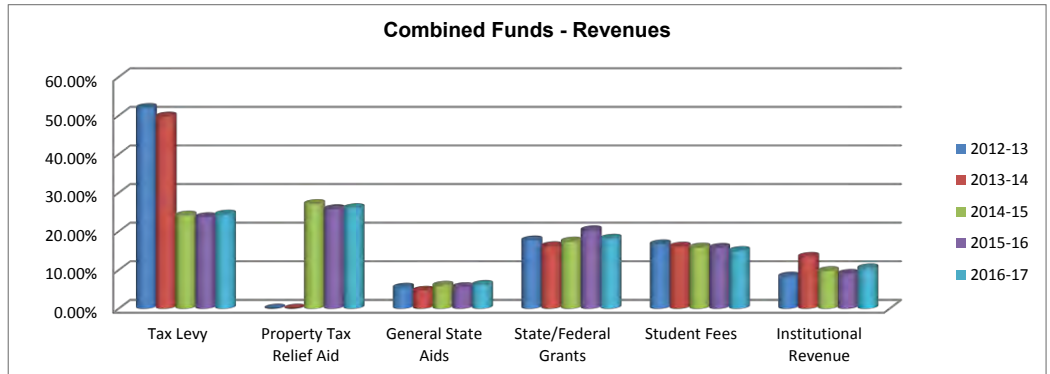
Combining Budget Summary July 1, 2016 – June 30, 2017

| | Governmental Funds | | | | Proprietary Funds | | | Total Funds |
|---|---------------------|----------------------|---------------------|-----------------------|--------------------|---------------------|-----------------------|-----------------------|
| | General Fund | Special Revenue Fund | | Capital Projects Fund | Debt Service Fund | Enterprise Fund | Internal Service Fund | |
| | | Operational | Nonaidable | | | | | |
| Revenues | | | | | | | | |
| Local Government | \$ 5,165,000 | \$1,235,000 | \$ - | \$ - | \$4,720,000 | \$ - | \$ - | \$11,120,000 |
| Property Tax Relief Aid | 11,878,000 | - | - | - | - | - | - | 11,878,000 |
| State Aids | 4,259,000 | 875,000 | 420,000 | 255,000 | - | - | - | 5,809,000 |
| Program Fees | 5,610,000 | - | - | - | - | - | - | 5,610,000 |
| Material Fees | 370,000 | - | - | - | - | - | - | 370,000 |
| Other Student Fees | 500,000 | 30,000 | 300,000 | - | - | - | - | 830,000 |
| Institutional Revenue | 500,000 | 1,773,000 | 174,000 | 100,000 | 2,000 | 1,600,000 | 618,000 | 4,767,000 |
| Federal Revenue | 330,000 | 1,153,000 | 3,719,000 | 55,000 | - | - | - | 5,257,000 |
| Total Revenues | \$28,612,000 | \$5,066,000 | \$ 4,613,000 | \$ 410,000 | \$4,722,000 | \$ 1,600,000 | \$ 618,000 | \$45,641,000 |
| Expenditures | | | | | | | | |
| Instruction | \$17,203,000 | \$3,705,000 | \$ 600,000 | \$ 1,532,000 | \$ - | \$ - | \$ - | \$23,040,000 |
| Instructional Resources | 1,077,000 | - | - | 514,000 | - | - | - | 1,591,000 |
| Student Services | 3,506,000 | 1,008,000 | 4,013,000 | 71,000 | - | - | - | 8,598,000 |
| General Institutional | 4,755,000 | - | - | 632,000 | - | - | - | 5,387,000 |
| Physical Plant | 2,171,000 | 353,000 | - | 2,133,000 | 4,744,000 | - | - | 9,401,000 |
| Auxiliary Services | - | - | - | - | - | 1,600,000 | 618,000 | 2,218,000 |
| Total Expenditures | \$28,712,000 | \$5,066,000 | \$ 4,613,000 | \$ 4,882,000 | \$4,744,000 | \$ 1,600,000 | \$ 618,000 | \$50,235,000 |
| Revenues Over (Under) Expenditures | \$ (100,000) | \$ - | \$ - | \$ (4,472,000) | \$ (22,000) | \$ - | \$ - | \$ (4,594,000) |
| OTHER SOURCES (USES) | | | | | | | | |
| Operating Transfer In (Out) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Proceeds from Debt | - | - | - | 1,500,000 | - | - | - | 1,500,000 |
| Repayment of Debt | - | - | - | - | - | - | - | - |
| Total Resources (Uses) | \$ (100,000) | \$ - | \$ - | \$ (2,972,000) | \$ (22,000) | \$ - | \$ - | \$ (3,094,000) |
| TRANSFERS TO (FROM) FUND BALANCE | | | | | | | | |
| Reserve for Prepaids & Inventories | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Reserve for Capital Projects | - | - | - | (2,972,000) | - | - | - | (2,972,000) |
| Reserve for Debt Service | - | - | - | - | (22,000) | - | - | (22,000) |
| Retained Earnings | - | - | - | - | - | - | - | - |
| Reserve for Student Organizations | - | - | - | - | - | - | - | - |
| Reserve for Operations | - | - | - | - | - | - | - | - |
| Designated for State Aid Fluctuations | - | - | - | - | - | - | - | - |
| Designated for Subsequent Years | - | - | - | - | - | - | - | - |
| Designated for Subsequent Year | (100,000) | - | - | - | - | - | - | (100,000) |
| Total Transfers to (From) Fund Balance | (100,000) | - | (100,000) | (2,972,000) | (22,000) | - | - | (3,094,000) |
| Beginning Fund Balance | 8,573,271 | 35,036 | 369,940 | 4,848,742 | 1,407,387 | 1,693,976 | 25,082 | 16,953,434 |
| Ending Fund Balance | \$8,473,271 | \$35,036 | \$369,940 | \$1,876,742 | \$1,385,387 | \$1,693,976 | \$25,082 | \$13,859,434 |

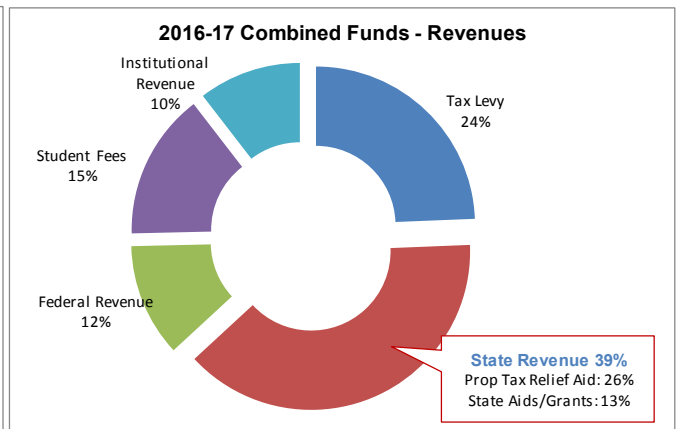
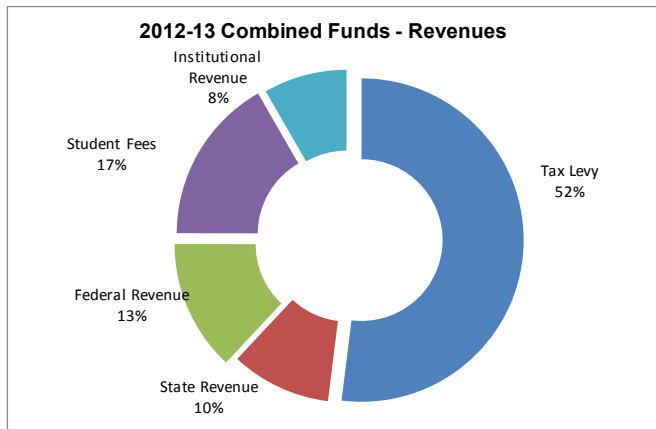
Revenue Trends

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

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



Legislation recently introduced in Wisconsin provides \$406 million annually in state aids to offset the operating tax levies of the technical colleges. Tax levies will be reduced by the amount of the property tax relief aid that each college receives. This shift significantly changed the College's funding. Among the top three funding streams, local property tax funding decreased from an average of 50 percent to 24 percent of total revenues, state funding increased from 11 percent to 40 percent, and student fees remained relatively the same. Included in the bill is a mechanism to restore levy authority to the extent that the state funding is reduced in subsequent years. The two graphs below compare the percent of revenue sources for 2012-13 and 2016-17.



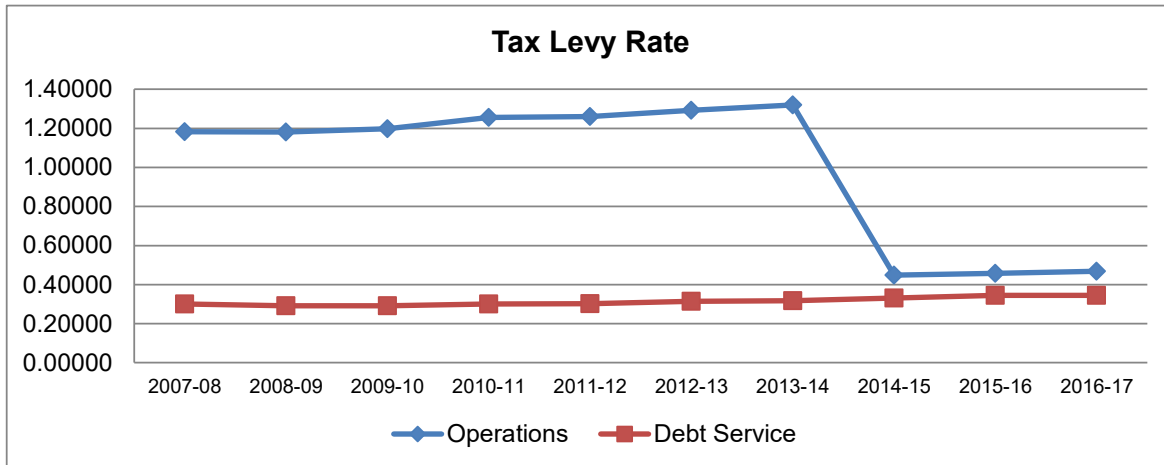
Property Tax

One of LTC's major revenue sources is local property taxes referred to as "Local Government" revenue in the following budgetary statements. Annually, in October, the property tax levy is billed based upon the equalized value of taxable property, excluding tax incremental financing districts, to the local municipalities who act as assessors and collection agencies. All delinquencies are assumed by the respective counties thus LTC receives the full amount of its levy. Wisconsin Act 20, the 2013-15 Biennial Budget Bill, replaced the previous \$1.50 per \$1,000 of taxable property cap on the operating tax mill rate with a new cap that limits operating levies at current year levels with two exceptions. Operating levies can be increased to capture district-wide valuation changes due to net new construction. Operating levies can be increased to capture district-wide valuation changes due to net new construction. Net new construction can be a positive number even when overall district values decline. For 2015, the increase due to net new construction for the District was 0.8816%. In addition, levies can be increased for operations by any

amount subject to district-wide referendum approval. The debt service mill rate is added to the operational mill rate to get a total mill rate amount. The debt service tax levy is used to pay the principal and interest payments that are due that year. The operational tax levy is used to fund expenditures in the general and special revenue-operational funds.

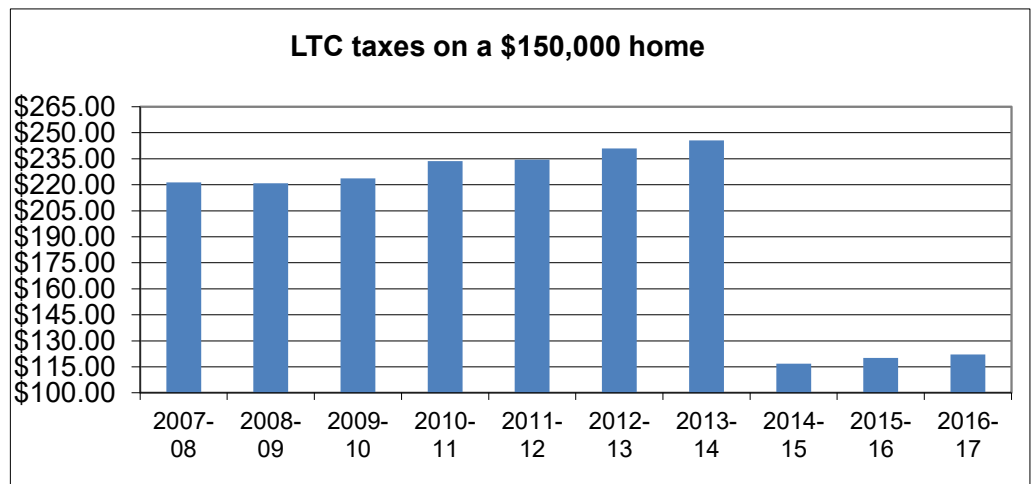
Based on the conditions of the local economy, property valuations are projected to remain the same as last year. The average increase in valuations over the past ten years has been 1.24 percent. The mill rate decreased 52.42 percent in 2014-15, including a 66.02 percent decrease in operating levy and a 4.15 percent increase in debt service levy. For 2016-17, the mill rate is projected to increase 1.57 percent, including a 2.47 percent increase in operating levy and a .38 percent increase in debt service levy.

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



The 2016-17 tax rate increased \$0.01259 from the 2015-16 rate of \$0.80 to \$0.81 per thousand dollars of equalized valuation, with the assumption that equalized valuations will remain the same as last year. The operational levy is \$0.47 per thousand dollars of equalized valuation and the debt service rate is \$0.34 per thousand dollars of equalized valuation. Equalized property value, excluding Tax Incremental Districts (TID), is expected to remain the same as last year at \$13,661,006,238.

For a house with an equalized value of \$150,000, the projected annual 2016 tax payment by the owner to support the educational programs and services at LTC is \$122.10. This is an increase of \$1.89 from the 2015 taxes. (This information is based upon equalized values not assessed values. Each city, town, and village assessment ratio - equalized to assessed - may vary.) This rate changes once final equalized valuations are known.

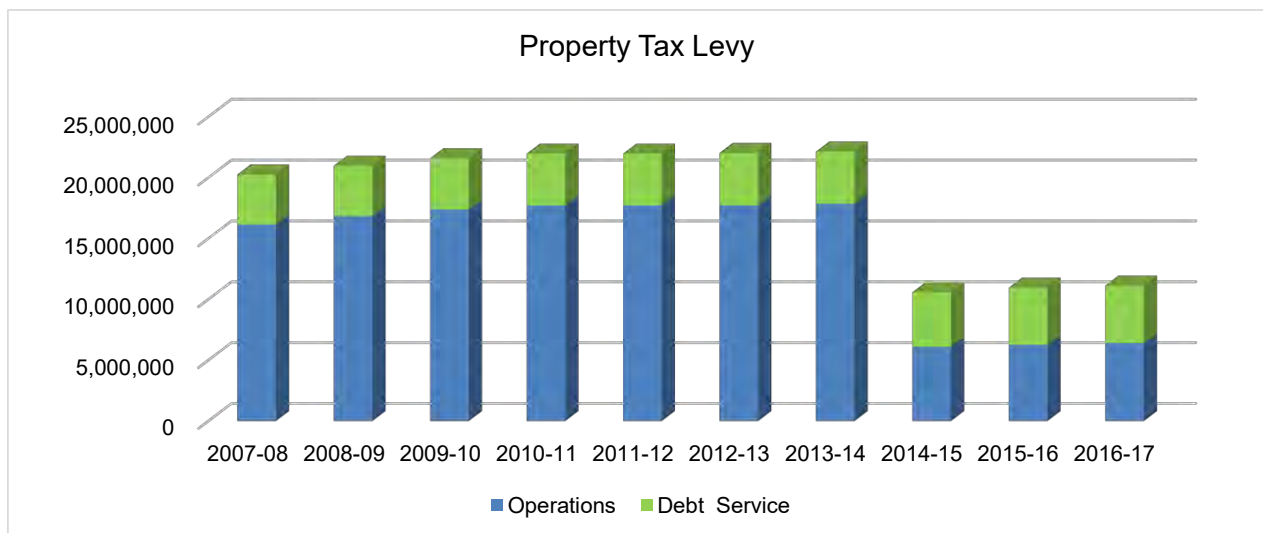


Property Tax Summary by Fund 2016-17 Projection

The projected property tax relief aid of \$11,878,000 reduced the total levy to \$11,119,602, a 1.57 percent increase from 2015-16. This includes a projected \$154,049 increase in the operating levy based on net new construction and an increase of \$18,000, or .38%, in the debt service levy. The 2016-17 property tax relief aid was calculated based on the 2014 equalized valuations. If property values increase above 0 percent, the tax rate will decrease.

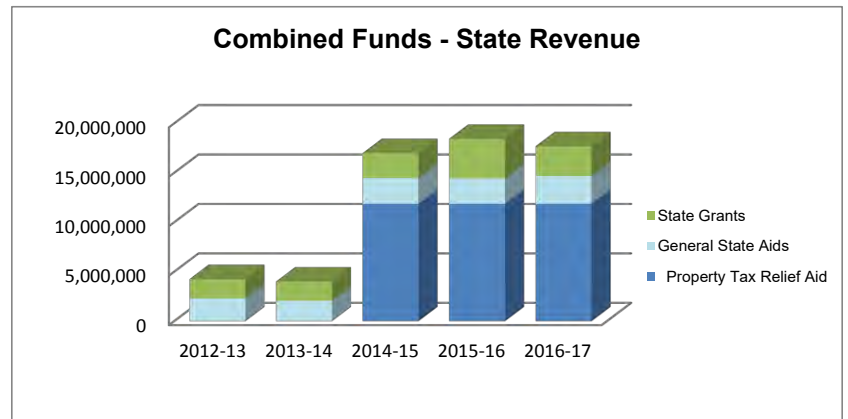
| LAKESHORE TECHNICAL COLLEGE PROPERTY TAX SUMMARY BY FUND | | | | |
|---|-------------------|-------------------|------------------------|-------------------|
| Property Tax Summary | | | | |
| | 2015-16 Actual | 2016-17 Budget | Increase (Decrease) | Percent Change |
| Operating Levy | 18,123,440 | 18,277,489 | 154,049 | 0.85% |
| Property Tax Relief Aid | (11,877,887) | (11,877,887) | 0 | 0.00% |
| Revised Operating Levy | 6,245,553 | 6,399,602 | 154,049 | 2.47% |
| Debt Service Fund | 4,702,000 | 4,720,000 | 18,000 | 0.38% |
| Total Levy | 10,947,553 | 11,119,602 | 172,049 | 1.57% |
| Equalized Valuations | 13,661,006,238 | 13,661,006,238 | 0 | 0.00% |

| Budget Year | Property Tax Rates | | | | | | Rate Change | Levy Change |
|-------------|--------------------|------------|--------------|-----------|-----------|------------|----------------|----------------|
| | Operations | | Debt Service | | Total | | | |
| | Mill Rate | Levy | Mill Rate | Levy | Mill Rate | Levy | | |
| 2007-08 | 1.17681 | 16,146,300 | 0.29869 | 4,098,200 | 1.47551 | 20,244,500 | -1.93% | 3.50% |
| 2008-09 | 1.18161 | 16,826,000 | 0.29083 | 4,141,414 | 1.47245 | 20,967,414 | -0.21% | 3.57% |
| 2009-10 | 1.19854 | 17,356,000 | 0.29232 | 4,233,000 | 1.49086 | 21,589,000 | 1.25% | 2.96% |
| 2010-11 | 1.25620 | 17,711,000 | 0.30137 | 4,249,000 | 1.55757 | 21,960,000 | 4.47% | 1.72% |
| 2011-12 | 1.26058 | 17,711,000 | 0.30242 | 4,249,000 | 1.56300 | 21,960,000 | 0.35% | 0.00% |
| 2012-13 | 1.29197 | 17,711,000 | 0.31447 | 4,311,000 | 1.60644 | 22,022,000 | 2.78% | 0.28% |
| 2013-14 | 1.32014 | 17,841,000 | 0.31744 | 4,290,000 | 1.63758 | 22,131,000 | 1.94% | 0.49% |
| 2014-15 | 0.44861 | 6,087,172 | 0.33060 | 4,486,000 | 0.77921 | 10,573,172 | -52.42% | -52.22% |
| 2015-16 | 0.45718 | 6,245,553 | 0.34419 | 4,702,000 | 0.80137 | 10,947,553 | 2.84% | 3.54% |
| 2016-17 | 0.46846 | 6,399,602 | 0.34551 | 4,720,000 | 0.81397 | 11,119,602 | 1.57% | 1.57% |



State Aids

There are four components of state aids: property tax relief aid, general state aids, state grants and state aids in lieu of property taxes. Property tax relief aid is a new revenue source for the College. In March 2014, Wisconsin Act 145 was enacted that allocated \$406 million in property tax relief aid to the technical colleges in order to reduce their operating levies. General state aids and state grants are provided by the WTCS. The state aid in lieu of computer taxes are revenues received from the State to reimburse taxing jurisdictions when legislation in 2000 removed personal computers from the tax rolls for businesses. This amount decreased by approximately 47 percent, or \$60,000, in 2014-15 due to the decreased tax rate for the college.



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

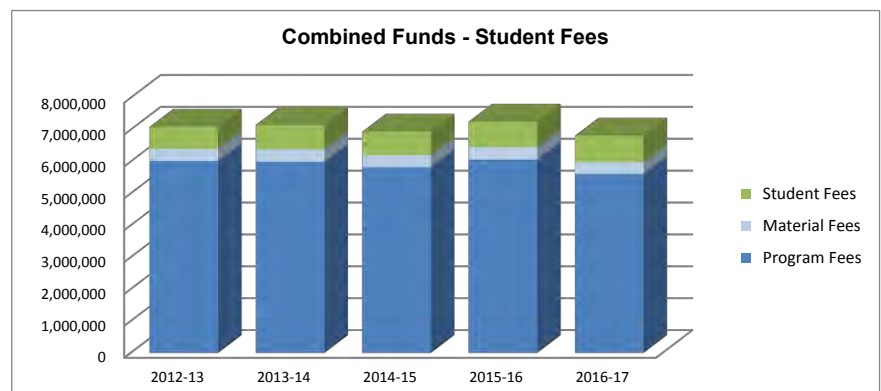
$$[(\text{Total General and Special Revenue Fund expenditures} - \text{all non-property tax or interest income revenue}) + \text{debt service expenditures}] * (\text{state average of taxable property per full-time equivalent student} / \text{LTC taxable property per full-time equivalent student})$$

The amounts that the College receives for state grants will vary depending on the total amount available from the State and which proposals from the College are approved for funding. In 2014-15, categorical aids was replaced by one block grant. Three new WTCS grant categories, New Markets, Core Industries and Career Pathways, support the development of new programs, aid in expanding core industry programming within the district, and also allow Career Pathways to be created, expanded and/or implemented. For 2014-15 and 2015-16, an additional \$30,000,000 was allocated to the technical college system for expanding capacity and addressing wait lists for programs. The college received \$1,384,529 and will be expending approximately \$450,000 in 2016-17 to continue to offer certificates and courses to expand capacity.

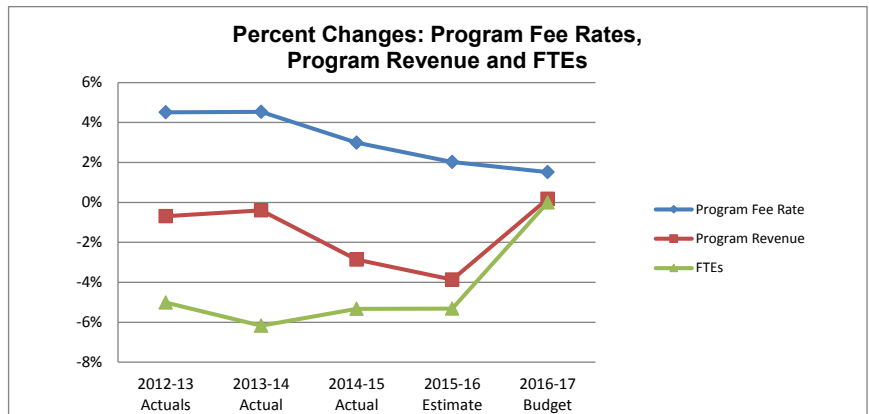
State aids and grants of \$5,809,000 are budgeted to decrease by 11.4 percent. This is due to decreases in grants to expand capacity and GPR grants, offset by an increase in general state aids, mainly due to the increase of the outcome based funding portion.

Student Fees

Fees are collected from students for tuition, materials, and miscellaneous items. Tuition and material fee rates are set annually by the WTCS based upon estimated total operating expenditures of all districts. Miscellaneous items include nonresident and out-of-state tuition, group dynamics course fees, testing fees, application fees, and graduation fees. The chart shows the three major categories of student fees over the past five years. Total student fees have decreased an average of 2.2 percent over the last five years.



Program fees make up 15 percent of the total revenue budget and are calculated based on the tuition rate set by the WTCS Board and the projected FTE enrollments. The chart at the right shows the percent change in the tuition rate, FTEs, and program fee revenue.

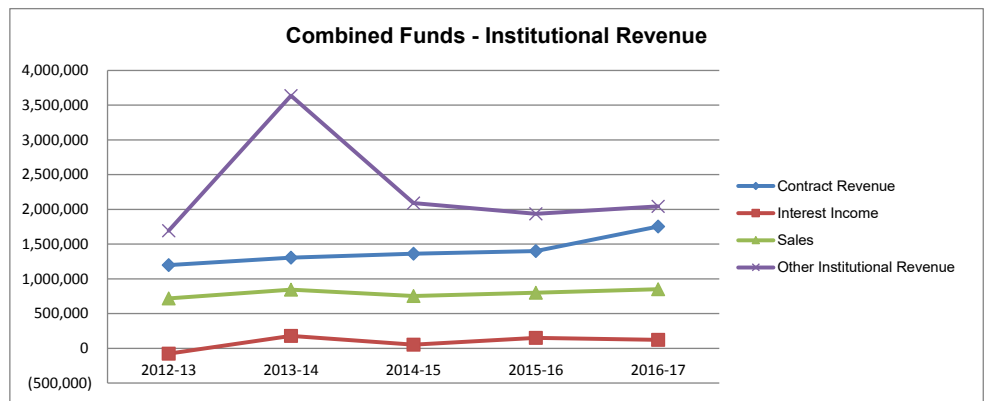


The WTCS Board had been increasing the program fee rates an average of 3.1 percent over the past five years. Program fee rates for the 2016-17 were increased by 1.5 percent over the 2015-16 rate, to \$130.35 per credit. FTE enrollment changes have a greater impact on program fee revenue overall. FTEs are projected to be 1,800 for 2016-17, no change from the 2015-16 estimate.

Institutional Revenue

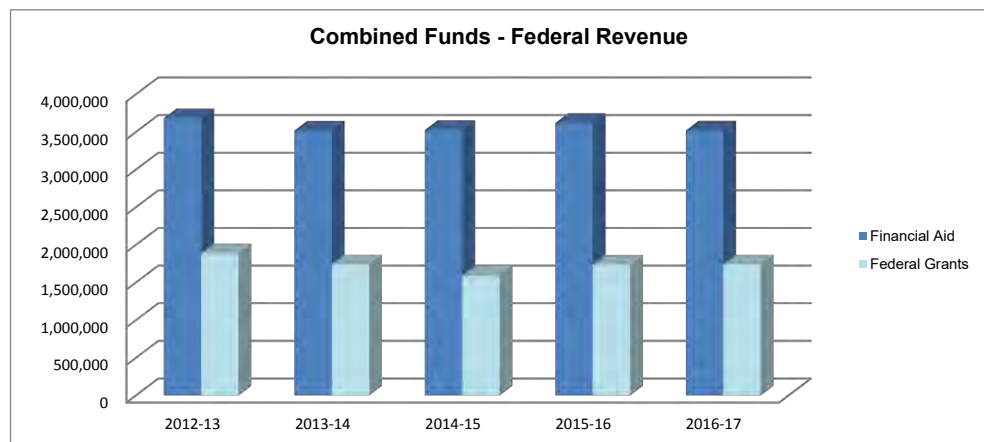
These revenues are generated by contracts with business and industry (38.14 Wisconsin Statutes) for customized instruction and technical assistance, technical preparation contracts (118.15 Wisconsin Statutes), interest or investment earnings, sales, enterprise and internal service activities.

Other institutional revenue includes revenue from various areas – enterprise activity, internal service activity, equipment sales and rental income. Other institutional revenue is expected to increase by 11.2 percent due to increased contract revenue. The increase in 2013-14 was due to donations for the capital projects fund.



Federal Revenue

LTC receives federal grants for specific projects such as Carl Perkins Vocational & Technical Education and Adult Basic Education, fiscal agent projects and student financial assistance such as Pell and Federal Work Study. Federal revenue of \$5,257,000 is expected to decrease in 2016-17 due to a decrease in federal grants.



Combined Funds Budget Analysis — Resources

Resources of \$47,141,000 include revenues of \$45,641,000 and note proceeds of \$1,500,000. Total revenues in all funds are expected to decrease .27 percent from the 2015-16 estimates. Tax levy, state aids, student fees and institutional revenue increased, while state and federal grants decreased. Additional information pertaining to the changes in revenue for each of the College's major sources of revenue follows.

Tax Levy

The total tax rate of 0.81397 generates a levy of \$11,119,600 to support operations and debt service requirements. This represents a 1.57 percent increase over the prior year's levy. The tax levy represents 24.36 percent of the total revenue budget compared to 23.68 percent for 2015-16.

State Aids

The property tax relief aid of \$11,878,000 is a new revenue source beginning in 2014-15 and will be used to decrease the operating tax levy. General state aids and grants are budgeted to decrease by 11.43 percent from the 2015-16 estimate. General state aids increased \$235,000 or 9.18 percent, while state grants decreased by 24.63 percent or \$985,000 from 2015-16 due to a decrease in grants to expand capacity and GPR grants.

Student Fees

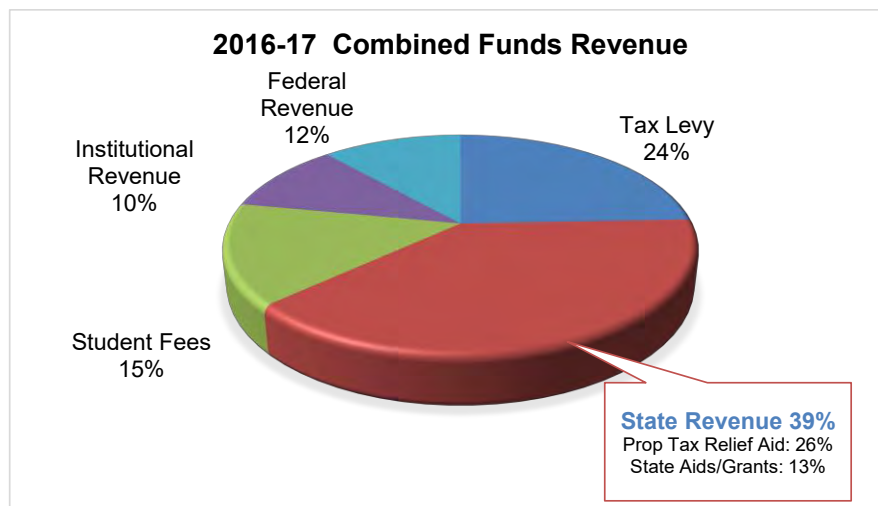
Student fee revenue includes program fees, material fees, and other student fees and is budgeted to increase by 1.04 percent. The increase is due to an increase in the tuition rate. Tuition rates will increase by \$1.95, to \$130.35 from \$128.40 per credit. For a student taking 15 credits a semester, this means an increase of \$29.25 per semester.

Institutional Revenue

Institutional revenue of \$4,767,000 is expected to increase by 11.20 percent mainly due to an expected increase in contract revenue of \$352,000.

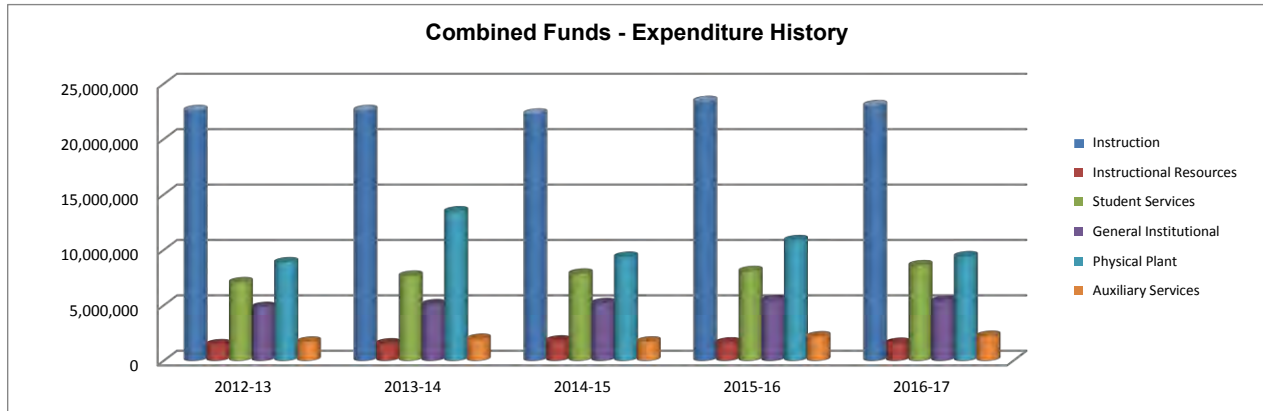
Federal Revenue

Federal revenue is expected to decrease by 1.79 percent. This is the result of a decrease in federal grants from the Department of Labor.

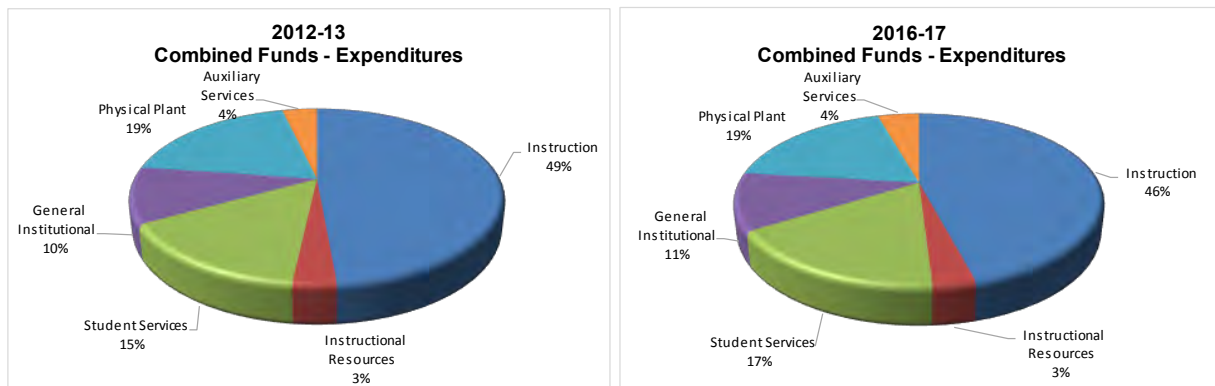


Expenditure Trends by Fund and Function

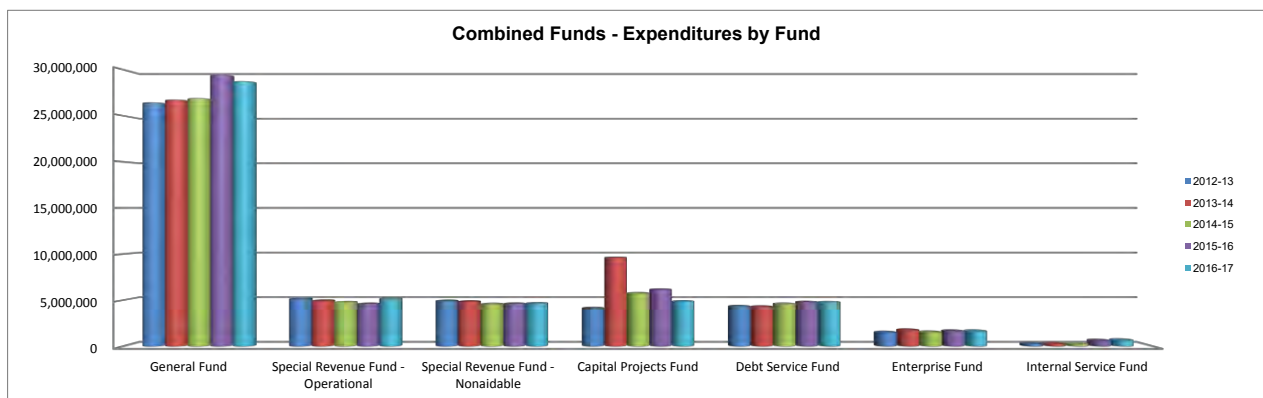
Total combined budgeted expenditures are \$50,235,000 and are reported by funds. Funds are independent accounting entities maintained for a specific purpose. The WTCS Board requires each technical college to classify expenditures by fund and by function and to provide activity detail of the College's primary activity, instruction. The graph below shows a history of expenditures by function.



The charts below show the comparison between 2012-13 and 2016-17 of the breakdown by function. Instruction, instructional resources and student services combined as a percent of total budget has declined somewhat due largely to an increase in physical plant expenditures.



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



Combined Funds Budget Analysis—Expenditures

Total expenditures in all funds are planned to decrease by 2.66 percent from the 2015-16 estimate including spending for wages, benefits, current expenses, capital projects and debt service. Following is additional information for each expenditure function.

Instructional

Instructional expenditures of \$23,040,000 are down 1.64 percent for all funds. This includes a 5.25 percent decrease in the general fund, offset by a 10.72 percent increase in the special revenue - operating fund and a 16.30 percent increase in the capital projects fund. The increase in the special revenue – operating fund is due to an increase in contract training and the increase in the capital projects fund is due to an increase in instructional equipment expenditures. The decrease in the general fund is due to a decrease in state and federal grant expenditures.

Instructional Resources

The budget of \$1,591,000 for learning support activities such as the library, computer labs, and instructional television decreased by 2.09 percent, mainly due to a decrease in a position.

Student Services

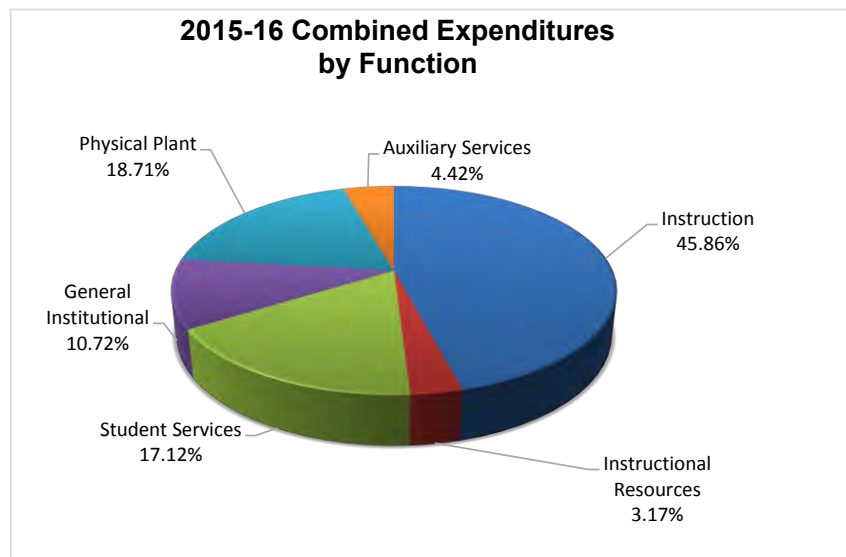
Expenditures of \$8,598,000 for services provided to students such as recruiting, admissions, registration, counseling, and financial aid increased by 6.6 percent mainly due to increases in staffing for advising and Youth Apprenticeship.

General Institutional

Expenditures made for services that benefit the entire College decreased by 1.43 percent to \$5,387,000. This is due to a decrease in capital expenditures for technology projects.

Physical Plant

Expenditures of \$9,401,000 for all services required for the operation and maintenance of the physical facilities, remodeling, and principal and interest payments decreased by 13.42 percent from the 2015-16 budget due a decrease in facilities projects.

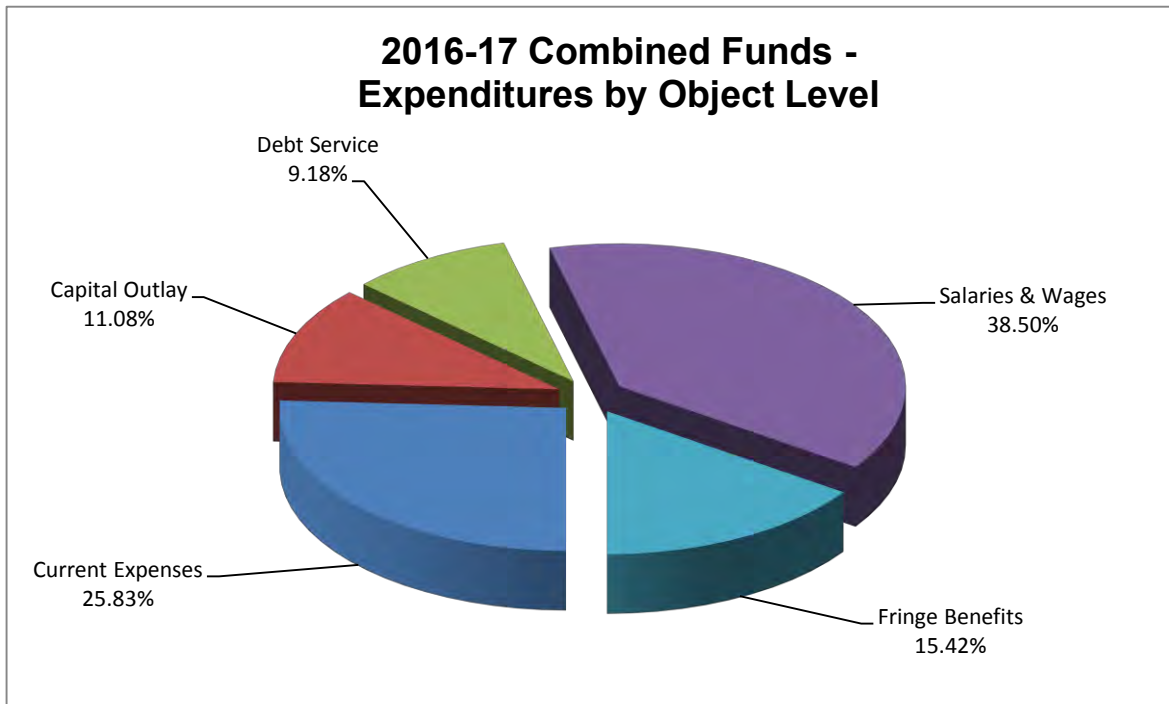


Budgeted Expenditures by Object Level – All Funds 2016-17 Budget Year

As a service organization, personal services (including salaries, wages and benefits) represents 43.30 percent of the total budgeted expenditures while current expenses represents 25.91 percent of the total.

| | General | Special Revenue* | Capital Projects | Debt Service | Enterprise | Internal Service | Total |
|------------------------------------|-------------------|------------------|------------------|------------------|------------------|------------------|-------------------|
| Personal Services: | | | | | | | |
| Salaries & Wages | 17,311,245 | 2,555,788 | - | - | 577,882 | - | 20,444,915 |
| Fringe Benefits | 6,198,989 | 774,823 | - | - | 198,002 | - | 7,171,814 |
| Total | 23,510,234 | 3,330,611 | - | - | 775,884 | - | 27,616,729 |
| Current Expenses | 5,201,766 | 6,403,389 | - | - | 824,116 | 618,000 | 13,047,271 |
| Capital Outlay | - | - | 4,827,000 | - | - | - | 4,827,000 |
| Debt Service | - | - | - | 4,744,000 | - | - | 4,744,000 |
| Total Budgeted Expenditures | 28,712,000 | 9,734,000 | 4,827,000 | 4,744,000 | 1,600,000 | 618,000 | 50,235,000 |

*Includes Special Revenue Operational and Special Revenue-Nonaidable Funds



Reserves and Designations Disclosure

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

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

Retained Earnings: Represents the portion of the fund equity which has been accumulated from the operation of the Enterprise or Internal Service Funds. Retained earnings will not exceed \$3,000,000 in 2016-17.

Reserve for Encumbrances: Segregation of a portion of the fund balance for commitments related to unperformed contracts equal to the outstanding encumbrances of the fund. The Reserve for Encumbrance should not exceed 25 percent of the governmental funds expenditure budget in 2016-17.

Reserve for Student Organizations: Fund balance held in trust for student organizations. This reserve should not exceed \$500,000 in 2016-17.

Reserve for Capital Projects: Segregation of a portion of the fund balance which is exclusively and specifically for the acquisition and improvement of sites and for the acquisition, construction, equipping, and renovation of buildings. This reserve will not exceed \$6,000,000 in 2016-17.

Reserve for Debt Service: Segregation of a portion fund balance for resources legally restricted to the payment of general long-term debt principal and interest. The reserve for Debt Service shall not exceed \$2,500,000 in 2016-17.

Designated for Operations: A portion of unreserved fund balance which is designated to be used to provide for normal fluctuations in operating cash balances (working capital). The designation for operations may not exceed the documented cash flow deficit of the fund type in 2016-17.

Designated for State Aid Fluctuations: A segregation of a portion of the unreserved fund balance to provide for variations in state aid should not exceed 10 percent of the District's budgeted General Fund state aids as listed in the current adopted budget in 2016-17.

Designated for Subsequent Years: A segregation of a portion of unreserved fund balance to provide for variations in expenditures and operations subsequent to the forthcoming budget year. An amount equal to 5 percent of the state aids in the current adopted budget must be in the Designated for Subsequent Year account before this can be used. This designation should not exceed 15 percent of the budgeted state aids in 2016-17.

Designated for Subsequent Year: A segregation of a portion of the fund balance to fund operating expenditures and includes all fund balance not reserved or designated in the above classifications. This designation shall not exceed \$3,000,000 in 2016-17.

Estimated Changes in Fund Balance July 1, 2015 to June 30, 2017

| | General | Special Revenue- Operational | Special Revenue- Nonaidable | Capital Projects | Debt Service | Enterprise | Internal Service | Total |
|----------------------------------|---------------------|------------------------------------|-----------------------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| Beginning balance July 1, 2015 | \$ 8,573,271 | \$ 35,036 | \$ 369,940 | \$ 4,134,742 | \$ 1,252,387 | \$ 1,693,976 | \$ 25,082 | \$ 16,084,434 |
| Revenues | 29,428,000 | 4,560,000 | 4,573,000 | 327,000 | 4,706,000 | 1,600,000 | 570,000 | 45,764,000 |
| Expenditures | 29,428,000 | 4,560,000 | 4,573,000 | 6,113,000 | 4,763,000 | 1,600,000 | 570,000 | 51,607,000 |
| Debt Proceeds | 0 | 0 | 0 | 6,500,000 | 212,000 | 0 | 0 | 6,712,000 |
| Repayment of Debt | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers to (from) fund balance | 0 | 0 | 0 | 714,000 | 155,000 | 0 | 0 | 869,000 |
| Beginning balance July 1, 2016 | <u>\$ 8,573,271</u> | <u>\$ 35,036</u> | <u>\$ 369,940</u> | <u>\$ 4,848,742</u> | <u>\$ 1,407,387</u> | <u>\$ 1,693,976</u> | <u>\$ 25,082</u> | <u>\$ 16,953,434</u> |
| Revenues | 28,612,000 | 5,066,000 | 4,613,000 | 410,000 | 4,722,000 | 1,600,000 | 618,000 | 45,641,000 |
| Expenditures | 28,712,000 | 5,066,000 | 4,613,000 | 4,882,000 | 4,744,000 | 1,600,000 | 618,000 | 50,235,000 |
| Debt Proceeds | 0 | 0 | 0 | 1,500,000 | 0 | 0 | 0 | 1,500,000 |
| Transfers to (from) fund balance | (100,000) | 0 | 0 | (2,972,000) | (22,000) | 0 | 0 | (3,094,000) |
| Ending balance June 30, 2017 | <u>\$ 8,473,271</u> | <u>\$ 35,036</u> | <u>\$ 369,940</u> | <u>\$ 1,876,742</u> | <u>\$ 1,385,387</u> | <u>\$ 1,693,976</u> | <u>\$ 25,082</u> | <u>\$ 13,859,434</u> |

Changes to Fund Balance

General Fund: The transfer from fund balance will be used to fund one-time expenditures for 2016-17.

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

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

Pro Forma Balance Sheet As of June 30, 2016

| | Governmental Fund Types | | | | Proprietary Fund Types | | Account Groups | | Totals (Memo Only) | |
|--|-------------------------|---------------------------------|----------------------------------|--------------------|------------------------|--------------------|---------------------|-------------------------|-----------------------|-----------------------------------|
| | General | Special Revenue Operating | Special Revenue Nonaidable | Debt Service | Capital Projects | Enterprise | Internal Service | General Fixed Assets | | General Long- Term Obligations |
| Assets | | | | | | | | | | |
| Cash and cash equivalents | \$963,000 | \$1,000 | \$145,000 | \$1,082,000 | \$2,414,000 | \$1,325,000 | \$11,000 | | | \$5,941,000 |
| Investments | 4,600,000 | | | | 2,850,000 | | | | | 7,450,000 |
| Receivables: | | | | | | | | | | |
| Tax Levy | 2,812,000 | | | 325,000 | | | | | | 3,137,000 |
| State Aid | 451,000 | 74,000 | | | | | | | | 525,000 |
| Federal | 1,000 | 21,000 | 283,000 | | | | | | | 305,000 |
| General Receivables | 2,595,000 | 17,000 | 5,000 | | | 55,000 | 6,000 | | | 2,678,000 |
| Miscellaneous | 358,000 | 7,000 | | | | 81,000 | | | | 446,000 |
| Inventory | | | | | | 25,000 | 22,000 | | | 47,000 |
| Prepaid Expenditures | 190,000 | | | | | | | | | 190,000 |
| Fixed Assets | | | | | | 247,000 | 1,000 | 90,955,000 | | 91,203,000 |
| Amount Available in Debt Service Funds | | | | | | | | | 1,407,000 | 1,407,000 |
| Amount to be Provided for Long-Term Obligations | | | | | | | | | 24,853,000 | 24,853,000 |
| Total Assets | \$11,970,000 | \$120,000 | \$433,000 | \$1,407,000 | \$5,264,000 | \$1,733,000 | \$40,000 | \$90,955,000 | \$26,260,000 | \$138,182,000 |
| Liabilities and Fund Equity | | | | | | | | | | |
| Liabilities | | | | | | | | | | |
| Accounts Payable | \$175,000 | \$18,000 | \$60,000 | | \$150,000 | \$35,000 | \$15,000 | | | \$453,000 |
| Employee-Related Payables: | | | | | | | | | | |
| Accrued Wages | 70,000 | 22,000 | 3,000 | | | 1,000 | | | | 96,000 |
| Compensated Absences | 397,000 | | | | | 3,000 | | | | 400,000 |
| Payroll Taxes, Retirement, Insurance | 465,000 | | | | | | | | | 465,000 |
| Encumbrances Payable | 20,000 | 15,000 | | | 265,000 | | | | | 300,000 |
| Deferred Revenues | 2,270,000 | 30,000 | | | | | | | | 2,300,000 |
| Deferred Comp. due to employees | | | | | | | | | | 0 |
| General Long-Term Debt | | | | | | | | | 26,260,000 | 26,260,000 |
| Total Liabilities | 3,397,000 | 85,000 | 63,000 | 0 | 415,000 | 39,000 | 15,000 | 0 | 26,260,000 | 30,274,000 |
| Fund Equity | | | | | | | | | | |
| Investment in Fixed Assets | | | | | | | | 90,955,000 | | 90,955,000 |
| Retained Earnings | | | | | | 1,694,000 | 25,000 | | | 1,719,000 |
| Reserved Fund Balance: | | | | | | | | | | |
| Reserve for Prepaid Expenditures | 220,000 | | | | | | | | | 220,000 |
| Reserve for Student Organizations | | | 370,000 | | | | | | | 370,000 |
| Reserve for Capital Projects | | | | | 4,849,000 | | | | | 4,849,000 |
| Reserve for Debt Service | | | | 1,407,000 | | | | | | 1,407,000 |
| Designated Fund Balance: | | | | | | | | | | |
| Designated for Operations | 5,811,000 | | | | | | | | | 5,811,000 |
| Designated for State Aid Fluctuations | 249,000 | | | | | | | | | 249,000 |
| Designated for Subsequent Years | 373,000 | | | | | | | | | 373,000 |
| Designated for Subsequent Year | 1,920,000 | 35,000 | | | | | | | | 1,955,000 |
| Total Fund Equity | 8,573,000 | 35,000 | 370,000 | 1,407,000 | 4,849,000 | 1,694,000 | 25,000 | 90,955,000 | 0 | 107,908,000 |
| Total Liabilities and Fund Equity | \$11,970,000 | \$120,000 | \$433,000 | \$1,407,000 | \$5,264,000 | \$1,733,000 | \$40,000 | \$90,955,000 | \$26,260,000 | \$138,182,000 |

Pro Forma Balance Sheet As of June 30, 2017

| | Governmental Fund Types | | | | Proprietary Fund Types | | Account Groups | | Totals (Memo Only) | |
|--|-------------------------|---------------------------------|----------------------------------|--------------------|------------------------|--------------------|---------------------|-------------------------|-----------------------|-----------------------------------|
| | General | Special Revenue Operating | Special Revenue Nonaidable | Debt Service | Capital Projects | Enterprise | Internal Service | General Fixed Assets | | General Long- Term Obligations |
| Assets | | | | | | | | | | |
| Cash and cash equivalents | \$922,000 | \$1,000 | \$150,000 | \$1,055,000 | \$842,000 | \$1,325,000 | \$11,000 | | | \$4,306,000 |
| Investments | 4,600,000 | | | | 1,350,000 | | | | | 5,950,000 |
| Receivables: | | | | | | | | | | |
| Tax Levy | 2,847,000 | | | 330,000 | | | | | | 3,177,000 |
| State Aid | 399,000 | 71,000 | | | | | | | | 470,000 |
| Federal | 1,000 | 22,000 | 278,000 | | | | | | | 301,000 |
| General Receivables | 2,595,000 | 19,000 | 5,000 | | | 55,000 | 6,000 | | | 2,680,000 |
| Miscellaneous | 358,000 | 8,000 | | | | 81,000 | | | | 447,000 |
| Inventory | | | | | | 25,000 | 22,000 | | | 47,000 |
| Prepaid Expenditures | 190,000 | | | | | | | | | 190,000 |
| Fixed Assets | | | | | | 247,000 | 1,000 | 95,782,000 | | 96,030,000 |
| Amount Available in Debt Service Funds | | | | | | | | | 1,385,000 | 1,385,000 |
| Amount to be Provided for Long-Term Obligations | | | | | | | | | 22,355,000 | 22,355,000 |
| Total Assets | \$11,912,000 | \$121,000 | \$433,000 | \$1,385,000 | \$2,192,000 | \$1,733,000 | \$40,000 | \$95,782,000 | \$23,740,000 | \$137,338,000 |
| Liabilities and Fund Equity | | | | | | | | | | |
| Liabilities | | | | | | | | | | |
| Accounts Payable | \$175,000 | \$18,000 | \$60,000 | | \$120,000 | \$35,000 | \$15,000 | | | \$423,000 |
| Employee-Related Payables: | | | | | | | | | | |
| Accrued Wages | 71,000 | 23,000 | 3,000 | | | 1,000 | | | | 98,000 |
| Compensated Absences | 403,000 | | | | | 3,000 | | | | 406,000 |
| Payroll Taxes, Retirement, Insurance | 470,000 | | | | | | | | | 470,000 |
| Encumbrances Payable | 20,000 | 10,000 | | | 195,000 | | | | | 225,000 |
| Deferred Revenues | 2,300,000 | 35,000 | | | | | | | | 2,335,000 |
| Deferred Comp. due to employees | | | | | | | | | | 0 |
| General Long-Term Debt | | | | | | | | | 23,740,000 | 23,740,000 |
| Total Liabilities | 3,439,000 | 86,000 | 63,000 | 0 | 315,000 | 39,000 | 15,000 | 0 | 23,740,000 | 27,697,000 |
| Fund Equity | | | | | | | | | | |
| Investment in Fixed Assets | | | | | | | | 95,782,000 | | 95,782,000 |
| Retained Earnings | | | | | | 1,694,000 | 25,000 | | | 1,719,000 |
| Reserved Fund Balance: | | | | | | | | | | |
| Reserve for Prepaid Expenditures | 220,000 | | | | | | | | | 220,000 |
| Reserve for Student Organizations | | | 370,000 | | | | | | | 370,000 |
| Reserve for Capital Projects | | | | | 1,877,000 | | | | | 1,877,000 |
| Reserve for Debt Service | | | | 1,385,000 | | | | | | 1,385,000 |
| Designated Fund Balance: | | | | | | | | | | |
| Designated for Operations | 5,811,000 | | | | | | | | | 5,811,000 |
| Designated for State Aid Fluctuations | 249,000 | | | | | | | | | 249,000 |
| Designated for Subsequent Years | 373,000 | | | | | | | | | 373,000 |
| Designated for Subsequent Year | 1,820,000 | 35,000 | | | | | | | | 1,855,000 |
| Total Fund Equity | 8,473,000 | 35,000 | 370,000 | 1,385,000 | 1,877,000 | 1,694,000 | 25,000 | 95,782,000 | 0 | 109,641,000 |
| Total Liabilities and Fund Equity | \$11,912,000 | \$121,000 | \$433,000 | \$1,385,000 | \$2,192,000 | \$1,733,000 | \$40,000 | \$95,782,000 | \$23,740,000 | \$137,338,000 |

Notes to Pro-Forma Balance Sheet

The Pro-Forma Balance Sheets represents a projected estimate of the June 30, 2016 and June 30, 2017 financial position of LTC prepared as of May 18, 2016.

Assets

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

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

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

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

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

Liabilities and Fund Equity

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

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

Budget Review by Fund

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

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

General Fund
2016-17 Budgetary Statement of
Resources, Uses, and Changes in Fund Balance

| | 2013-14 <u>Actuals (1)</u> | 2014-15 <u>Actuals (1)</u> | 2015-16 <u>Budget</u> | 2015-16 <u>Estimates (2)</u> | 2016-17 <u>Budget</u> |
|---|-------------------------------|-------------------------------|--------------------------|---------------------------------|--------------------------|
| REVENUES | | | | | |
| Local Government | 16,386,080 | 4,827,450 | 4,970,000 | 5,003,000 | 5,165,000 |
| Property Tax Relief Aid | 0 | 11,877,887 | 11,878,000 | 11,878,000 | 11,878,000 |
| General State Aids | 1,971,689 | 2,351,507 | 2,336,000 | 2,336,000 | 2,571,000 |
| State Grants | 581,480 | 891,787 | 2,756,000 | 2,756,000 | 1,688,000 |
| Program Fees | 5,996,551 | 5,825,036 | 6,060,000 | 5,600,000 | 5,610,000 |
| Material Fees | 391,394 | 373,056 | 390,000 | 385,000 | 370,000 |
| Other Student Fees | 443,580 | 419,054 | 470,000 | 425,000 | 500,000 |
| Institutional | 798,498 | 291,376 | 675,000 | 525,000 | 500,000 |
| Federal | 206,752 | 470,071 | 520,000 | 520,000 | 330,000 |
| Total Revenue | <u>26,776,024</u> | <u>27,327,224</u> | <u>30,055,000</u> | <u>29,428,000</u> | <u>28,612,000</u> |
| EXPENDITURES | | | | | |
| Instruction | 16,151,397 | 15,941,212 | 18,741,000 | 18,157,000 | 17,203,000 |
| Instructional Resources | 1,112,615 | 1,184,538 | 1,207,000 | 1,207,000 | 1,077,000 |
| Student Services | 3,001,981 | 3,109,813 | 3,279,000 | 3,279,000 | 3,506,000 |
| General Institutional | 4,412,851 | 4,648,920 | 4,701,000 | 4,658,000 | 4,755,000 |
| Physical Plant | 2,037,051 | 1,988,330 | 2,127,000 | 2,127,000 | 2,171,000 |
| Total Expenditures | <u>26,715,895</u> | <u>26,872,813</u> | <u>30,055,000</u> | <u>29,428,000</u> | <u>28,712,000</u> |
| Net Revenue (Expenditures) | 60,129 | 454,411 | 0 | 0 | (100,000) |
| OTHER SOURCES (USES) | | | | | |
| Operating Transfer In (Out) | <u>0</u> | <u>(100,000)</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| Total Resources (Uses) | 60,129 | 354,411 | 0 | 0 | (100,000) |
| TRANSFERS TO (FROM) FUND BALANCE | | | | | |
| Reserve for Prepaids & Inventories | 0 | 0 | 0 | 0 | 0 |
| Reserve for Operations | 0 | 0 | 0 | 0 | 0 |
| Designated for State Aid Fluctuations | 0 | 0 | 0 | 0 | 0 |
| Designated for Subsequent Years | 0 | 0 | 0 | 0 | 0 |
| Designated for Subsequent Year | 60,129 | 354,411 | 0 | 0 | (100,000) |
| Total Transfers to (From) Fund Balance | <u>60,129</u> | <u>354,411</u> | <u>0</u> | <u>0</u> | <u>(100,000)</u> |
| Beginning Fund Balance | <u>8,158,731</u> | <u>8,218,860</u> | <u>8,573,271</u> | <u>8,573,271</u> | <u>8,573,271</u> |
| Ending Fund Balance | 8,218,860 | 8,573,271 | 8,573,271 | 8,573,271 | 8,473,271 |

(1) Actual is presented on a budgetary basis

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

General Fund

Fund Description

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

Analysis

Total General Fund revenues decreased 4.8 percent from the 2015-16 budget. General Fund expenditures are down 4.47 percent from the previous year's budget. Current expenditures decreased by 2.22 percent, largely due to a reduction in instructional grants. Personal services decreased 1.96 percent, with wages decreasing 3.60 percent and benefits decreasing 8.56 percent. The following information is provided for each function. Percent changes listed on the following reports include wage and benefit changes as well as any reductions or reallocations of resources. The items discussed in the analysis highlight significant changes in a function as compared to the 2015-16 budget.

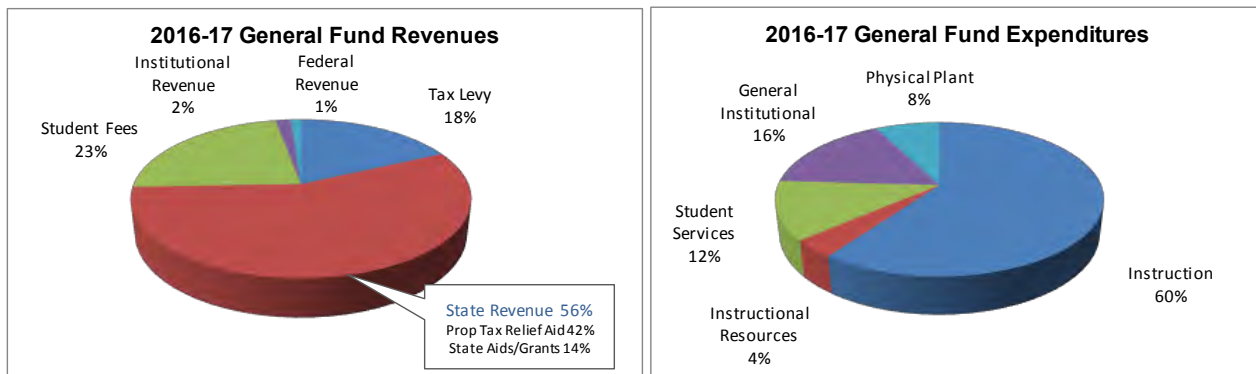
Instruction-related expenditures are down 8.21 percent and reflect 59.92 percent of the General Fund budget. Personal services decreased 7.54 percent, while current expenses decreased 14.10 percent. This is mainly due to a decrease in state grants and a reduction in positions.

Instructional Resources expenditures decreased 10.77 percent and reflect 3.75 percent of the General Fund Budget. The decrease is due to staffing reductions.

Student Services expenditures increased 6.92 percent and reflect 12.21 percent of the General Fund Budget. Personal services increased 8.97 percent due to additional staffing for advising and Youth Apprenticeship. Current expenses decreased by 3.52 percent due to a reduction in marketing expenses.

General Institutional expenditures increased 1.15 percent and reflect 16.56 percent of the General Fund Budget. Personal services decreased 2.03 percent due to staffing changes. Current expenses increased 9.26 percent due to increases in professional fees, contracted services and maintenance contracts.

Physical Plant expenditures increased 2.07 percent and reflect 7.56 percent of the General Fund Budget. A 0.36 percent decrease in personal services is offset by a 3.27 increase in current expenses due to an increase in utility expenses and contracted services.



General Fund Summary by Division/Department

| Description | Dept | 2014-15 | | 2015-16 | | 2016-17 | |
|--------------------------------------|-------|-------------------|-------------------|-------------------|------------------------|-------------------|--|
| | | Actuals | Budget | Budget | Increase (Decrease) | Percent Change | |
| Instruction | | | | | | | |
| Agriculture | | 487,948 | 605,954 | 606,663 | 709 | 0.12% | |
| Business & Marketing | | 2,467,679 | 2,755,193 | 2,540,894 | (214,299) | -7.78% | |
| Graphics | | 164,313 | 189,047 | 165,008 | (24,039) | -12.72% | |
| Home Economics | | 520,762 | 575,312 | 618,122 | 42,810 | 7.44% | |
| Industrial | | 2,964,253 | 3,880,841 | 3,650,244 | (230,597) | -5.94% | |
| Service & Health Occup | | 4,658,546 | 5,198,916 | 4,932,460 | (266,456) | -5.13% | |
| Technical | | 990,482 | 1,297,300 | 971,556 | (325,744) | -25.11% | |
| General Education | | 1,820,757 | 2,129,516 | 2,001,176 | (128,340) | -6.03% | |
| Academic Administration | | 1,866,472 | 2,108,921 | 1,716,877 | (392,044) | -18.59% | |
| Total Instruction | | 15,941,212 | 18,741,000 | 17,203,000 | (1,538,000) | -8.21% | |
| Instructional Resources | | | | | | | |
| Library_Learning Resource Ctr | 92100 | 245,803 | 249,965 | 257,099 | 7,134 | 2.85% | |
| Audio Visual Services | 92200 | 357,866 | 380,073 | 332,481 | (47,592) | -12.52% | |
| Instructional Data Processing | 92300 | 546,560 | 486,039 | 454,059 | (31,980) | -6.58% | |
| Other Instructional Resources | 92800 | 34,309 | 90,923 | 33,361 | (57,562) | -63.31% | |
| Total Instructional Resources | | 1,184,538 | 1,207,000 | 1,077,000 | (130,000) | -10.77% | |
| Student Services | | | | | | | |
| Admissions | 93101 | 279,125 | 319,540 | 357,175 | 37,635 | 11.78% | |
| Registration | 93102 | 273,794 | 253,080 | 218,336 | (34,744) | -13.73% | |
| Student Services Records | 93103 | 288,321 | 231,923 | 251,085 | 19,162 | 8.26% | |
| Student_Financials | 93105 | 281,184 | 237,680 | 237,678 | (2) | 0.00% | |
| Recruitment | 93201 | 204,104 | 250,074 | 330,139 | 80,065 | 32.02% | |
| Placement | 93202 | 1,338 | 1,485 | 1,485 | 0 | 0.00% | |
| Guidance_Counseling | 93300 | 266,933 | 230,764 | 308,172 | 77,408 | 33.54% | |
| Vocational Assessment | 93301 | 203,067 | 195,646 | 208,382 | 12,736 | 6.51% | |
| Student Support Activities | 93400 | 0 | 4,000 | 4,000 | 0 | 0.00% | |
| Health Services | 93401 | 70,744 | 88,804 | 88,938 | 134 | 0.15% | |
| Student Development | 93405 | 158,037 | 161,539 | 182,623 | 21,084 | 13.05% | |
| Financial Aids_Veterans Affair | 93500 | 267,263 | 294,186 | 294,782 | 596 | 0.20% | |
| GI Supplemental Payments | 93502 | 65,032 | 64,000 | 68,000 | 4,000 | 6.25% | |
| Other Student Services | 93800 | 39,994 | 2,450 | 2,450 | 0 | 0.00% | |
| Interpreter Services | 93802 | 16,469 | 20,000 | 20,000 | 0 | 0.00% | |
| Student Services Division Exp | 93803 | 6,320 | 6,349 | 6,349 | 0 | 0.00% | |
| Student Services Administrat | 93900 | 208,519 | 295,016 | 221,768 | (73,248) | -24.83% | |
| Director of Admissions | 93901 | 56,946 | 89,303 | 66,265 | (23,038) | -25.80% | |
| Enrollment Management | 93902 | 422,624 | 533,161 | 638,373 | 105,212 | 19.73% | |
| Total Student Services | | 3,109,813 | 3,279,000 | 3,506,000 | 227,000 | 6.92% | |
| General Institutional | | | | | | | |
| District Board | 95100 | 55,403 | 50,770 | 50,770 | 0 | 0.00% | |
| President_Director's Office | 95200 | 358,266 | 372,401 | 376,158 | 3,757 | 1.01% | |
| Administrative Financial Serv | 95300 | 619,764 | 582,350 | 610,990 | 28,640 | 4.92% | |
| IT Administration | 96100 | 278,964 | 360,940 | 379,939 | 18,999 | 5.26% | |
| Wilm | 96102 | 461,621 | 494,733 | 520,847 | 26,114 | 5.28% | |
| Marketing | 96300 | 301,898 | 296,303 | 298,026 | 1,723 | 0.58% | |
| Advancement | 96301 | 242,804 | 234,995 | 257,143 | 22,148 | 9.42% | |
| College Relations | 96303 | 164,435 | 141,670 | 44,969 | (96,701) | -68.26% | |
| Human Resources | 96400 | 830,868 | 651,686 | 675,708 | 24,022 | 3.69% | |
| Employee Development | 96403 | 0 | 2,500 | 2,500 | 0 | 0.00% | |
| Staff Development | 96404 | 175,021 | 162,441 | 188,035 | 25,594 | 15.76% | |
| Diversity | 96405 | 3,004 | 9,000 | 9,000 | 0 | 0.00% | |
| Central Services | 96600 | 45,981 | 78,018 | 66,426 | (11,592) | -14.86% | |
| Mailroom | 96603 | 115,697 | 143,314 | 143,314 | 0 | 0.00% | |
| Telecommunications | 96604 | 97,146 | 24,936 | 24,653 | (283) | -1.13% | |
| General Institution | 96800 | 253,785 | 266,983 | 281,950 | 14,967 | 5.61% | |
| Institutional Research | 96801 | 259,060 | 302,227 | 254,997 | (47,230) | -15.63% | |
| Retirees Non-Instr | 96803 | 288,036 | 321,396 | 365,338 | 43,942 | 13.67% | |
| Inservice | 96804 | 3,223 | 6,522 | 0 | (6,522) | -100.00% | |
| Achieving the Dream | 96808 | 0 | 127,310 | 133,732 | 6,422 | 5.04% | |
| General Institutional Adm | 96900 | 93,944 | 70,505 | 70,505 | 0 | 0.00% | |
| Total General Institutional | | 4,648,920 | 4,701,000 | 4,755,000 | 54,000 | 1.15% | |
| Physical Plant | | | | | | | |
| Physical Plant | 97800 | 1,585,391 | 1,646,820 | 1,686,971 | 40,151 | 2.44% | |
| Telecommunications charges | 97801 | 80,958 | 158,250 | 158,250 | 0 | 0.00% | |
| Police & Security Services | 97803 | 86,051 | 78,923 | 77,349 | (1,574) | -1.99% | |
| Physical Plant Benefits | 97806 | 15,885 | 16,542 | 19,130 | 2,588 | 15.65% | |
| Leased Facilities | 97807 | 220,045 | 226,465 | 229,300 | 2,835 | 1.25% | |
| Total Physical Plant | | 1,988,330 | 2,127,000 | 2,171,000 | 44,000 | 2.07% | |
| Total Noninstructional | | 10,931,602 | 11,314,000 | 11,509,000 | 195,000 | 1.72% | |
| TOTAL | | 26,872,813 | 30,055,000 | 28,712,000 | (1,343,000) | -4.47% | |

General Fund Expenditures by Classification

| | | 2013-14 | 2014-15 | 2015-16 | 2016-17 | Increase | Percent |
|--|------|------------|------------|------------|------------|-------------|----------|
| | | Actuals | Actuals | Budget | Budget | (Decrease) | Change |
| Salaries: | | | | | | | |
| Administrator | 5001 | 294,766 | 343,222 | 354,308 | 355,154 | 846 | 0.24% |
| Instr Related Administrator | 5002 | 126,089 | 128,287 | 127,270 | 129,755 | 2,485 | 1.95% |
| Instructional Supervisor | 5007 | 721,279 | 730,769 | 886,640 | 858,914 | (27,726) | -3.13% |
| Instr Related Supervisor | 5008 | 149,861 | 220,455 | 166,459 | 45,855 | (120,604) | -72.45% |
| Counselor | 5013 | 141,014 | 124,606 | 66,330 | 45,517 | (20,813) | -31.38% |
| Administrative and Managerial | 5031 | 252,019 | 273,224 | 262,843 | 275,151 | 12,308 | 4.68% |
| Professional Nonfaculty | 5037 | 839,820 | 892,019 | 1,059,015 | 690,671 | (368,344) | -34.78% |
| Clerical_Secretarial | 5043 | 405,975 | 357,182 | 365,725 | 314,817 | (50,908) | -13.92% |
| Part Time Clerical | 5044 | 21,367 | 13,756 | 23,650 | 13,000 | (10,650) | -45.03% |
| Non-instr Supervr_Coordinator | 5049 | 992,979 | 1,099,866 | 1,189,602 | 1,486,144 | 296,542 | 24.93% |
| Technical_Paraprofessional | 5055 | 2,993,448 | 3,148,202 | 3,442,493 | 3,489,426 | 46,933 | 1.36% |
| Tech_Paraprofess Other Earning | 5057 | 259,425 | 224,670 | 235,221 | 209,607 | (25,614) | -10.89% |
| Skilled Crafts | 5061 | 215,043 | 219,333 | 225,816 | 230,330 | 4,514 | 2.00% |
| Skilled Crafts Other Earnings | 5062 | 15,980 | 2,486 | 4,750 | 4,000 | (750) | -15.79% |
| Service_Maintenance | 5067 | 63,126 | 67,933 | 72,090 | 73,818 | 1,728 | 2.40% |
| Part Time Service_Maintenance | 5068 | 94,174 | 95,235 | 99,567 | 96,000 | (3,567) | -3.58% |
| Instructor Wages | 5073 | 7,009,411 | 6,775,333 | 7,387,778 | 7,194,258 | (193,520) | -2.62% |
| Adult Education Staff | 5075 | 26,899 | 9,017 | 15,751 | 34,086 | 18,335 | 116.41% |
| Instructional Travel Time | 5076 | 3,171 | 168 | 44,000 | 2,000 | (42,000) | -95.45% |
| Instructor - Other | 5077 | 1,794,444 | 1,365,403 | 1,589,870 | 1,707,100 | 117,230 | 7.37% |
| Management Vacation Accrual | 5041 | 6,871 | (11,856) | 0 | 0 | 0 | 0.00% |
| Support Staff Vacation Accrual | 5060 | 2,969 | (13,055) | 0 | 0 | 0 | 0.00% |
| Budget Control Wages | 5091 | 0 | 0 | 280,806 | 0 | (280,806) | -100.00% |
| Student Employees | 5094 | 79,778 | 94,774 | 57,271 | 55,642 | (1,629) | -2.84% |
| Total Salaries | | 16,509,907 | 16,161,030 | 17,957,255 | 17,311,245 | (646,010) | -3.60% |
| Benefits: | | | | | | | |
| Health Insurance | 5101 | 2,517,070 | 2,543,941 | 2,743,061 | 2,624,188 | (118,873) | -4.33% |
| Dental Insurance | 5102 | 250,342 | 251,874 | 260,593 | 250,031 | (10,562) | -4.05% |
| Life Insurance | 5104 | 176,748 | 176,041 | 140,395 | 97,874 | (42,521) | -30.29% |
| Retirement | 5105 | 1,062,741 | 1,044,325 | 1,219,780 | 1,125,075 | (94,705) | -7.76% |
| Fica | 5106 | 1,216,619 | 1,185,542 | 1,375,255 | 1,335,270 | (39,985) | -2.91% |
| LTD_Income Protection | 5107 | 50,869 | 20,211 | 25,482 | 26,551 | 1,069 | 4.20% |
| Long-Term Care | 5108 | 158,279 | 172,309 | 206,505 | 0 | (206,505) | -100.00% |
| Retiree Fringe Benefits | 5118 | 246,999 | 250,402 | 0 | 0 | 0 | 0.00% |
| Undistributed Fringe Benefits | 5119 | 0 | 0 | 62,278 | 0 | (62,278) | -100.00% |
| OPEB Prior Service | 5157 | 231,136 | 193,797 | 480,000 | 450,000 | (30,000) | -6.25% |
| Miscellaneous Benefits | 5159 | 260,567 | 314,246 | 265,600 | 290,000 | 24,400 | 9.19% |
| Total Benefits | | 6,171,370 | 6,152,689 | 6,778,949 | 6,198,989 | (579,960) | -8.56% |
| Total Personal Services | | 22,681,277 | 22,313,718 | 24,736,204 | 23,510,234 | (1,225,970) | -1.96% |
| Current Expenses: | | | | | | | |
| Travel - Meeting Expenses | 5201 | 210,673 | 292,509 | 304,314 | 360,017 | 55,703 | 18.30% |
| Vehicle Expense | 5202 | 27,504 | 21,856 | 24,750 | 24,750 | 0 | 0.00% |
| Staff Development Expense | 5210 | 45,820 | 60,150 | 213,194 | 159,288 | (53,906) | -25.28% |
| Tuition Reimbursement | 5212 | 18,330 | 21,217 | 33,717 | 20,000 | (13,717) | -40.68% |
| Dues_Memberships_Subscriptions | 5213 | 177,739 | 172,031 | 267,397 | 274,818 | 7,421 | 2.78% |
| Instructional Supplies | 5230 | 431,213 | 537,394 | 759,483 | 538,462 | (221,021) | -29.10% |
| Noninstructional Supplies | 5231 | 219,772 | 235,626 | 234,286 | 281,286 | 47,000 | 20.06% |
| Minor Equipment | 5232 | 42,521 | 80,238 | 90,677 | 122,087 | 31,410 | 34.64% |
| Library Acq - Reference Books | 5233 | 5,908 | 1,652 | 24,213 | 14,213 | (10,000) | -41.30% |
| Postage | 5234 | 86,688 | 77,893 | 112,450 | 112,450 | 0 | 0.00% |
| Inst Dup_Printing_Graphics | 5260 | 62,346 | 65,626 | 52,983 | 60,400 | 7,417 | 14.00% |
| Noninstr Dup_Pmt_Graphics | 5261 | 110,253 | 87,507 | 109,753 | 109,356 | (397) | -0.36% |
| Advertising_Promotions | 5271 | 163,074 | 256,202 | 249,010 | 233,258 | (15,752) | -6.33% |
| Repairs | 5281 | 83,884 | 66,141 | 66,955 | 66,120 | (835) | -1.25% |
| Teacher Certification | 5290 | 10,598 | 10,616 | 12,200 | 12,200 | 0 | 0.00% |
| Professional Academic Contract | 5301 | 10,561 | 19,173 | 29,127 | 29,977 | 850 | 2.92% |
| Other Contracts and Services | 5351 | 935,455 | 983,397 | 936,221 | 979,030 | 42,809 | 4.57% |
| Maintenance Contracts | 5352 | 121,980 | 206,925 | 231,340 | 244,598 | 13,258 | 5.73% |
| Professional Fees | 5353 | 83,655 | 75,559 | 101,757 | 146,757 | 45,000 | 44.22% |
| Equipment Rental | 5411 | 27,784 | 2,448 | 62,000 | 62,000 | 0 | 0.00% |
| Facilities Rental | 5419 | 169,795 | 184,264 | 171,765 | 174,600 | 2,835 | 1.65% |
| Uncollectible Student Fees | 5432 | (1,647) | (4,891) | 3,000 | 3,000 | 0 | 0.00% |
| BankSvc_CreditCd_Coll Fees | 5434 | 46,585 | 79,802 | 41,000 | 48,000 | 7,000 | 17.07% |
| WI G.I. Bill Supplemental Pymt | 5435 | 52,214 | 65,032 | 64,000 | 68,000 | 4,000 | 6.25% |
| Workers Compensation Insurance | 5442 | 93,512 | 108,921 | 98,383 | 108,350 | 9,967 | 10.13% |
| Unemployment Insurance | 5443 | 16,895 | 8,473 | 15,000 | 15,000 | 0 | 0.00% |
| Liability Insurance | 5444 | 81,476 | 93,481 | 98,500 | 103,500 | 5,000 | 5.08% |
| Electricity Expense | 5452 | 387,236 | 371,420 | 389,000 | 401,840 | 12,840 | 3.30% |
| Sewer_Water | 5453 | 60,556 | 62,164 | 65,400 | 67,320 | 1,920 | 2.94% |
| Heat | 5454 | 158,171 | 122,833 | 121,900 | 125,500 | 3,600 | 2.95% |
| Telephone | 5455 | 78,756 | 88,016 | 165,550 | 166,550 | 1,000 | 0.60% |
| Budgetary Control | 5660 | 0 | 0 | 69,610 | 2,211 | (67,399) | -96.82% |
| Lease Improvements | 5667 | 2,019 | 0 | 0 | 0 | 0 | 0.00% |
| Other Expenditures | 5699 | 13,289 | 105,420 | 100,861 | 66,828 | (34,033) | -33.74% |
| Total Current Expenses | | 4,034,616 | 4,559,095 | 5,319,796 | 5,201,766 | (118,030) | -2.22% |
| Total General Fund Expenditures | | 26,715,894 | 26,872,813 | 30,056,000 | 28,712,000 | (1,344,000) | -4.47% |

**Special Revenue Fund - Operational
2016-17 Budgetary Statement of
Resources, Uses, and Changes in Fund Balance**

| | 2013-14 Actuals (1) | 2014-15 Actuals (1) | 2015-16 Budget | 2015-16 Estimates (2) | 2016-17 Budget |
|---|------------------------|------------------------|-------------------|--------------------------|-------------------|
| REVENUES | | | | | |
| Local Government | 1,470,000 | 1,256,000 | 1,242,000 | 1,242,000 | 1,235,000 |
| General State Aids | 93,758 | 248,862 | 223,000 | 223,000 | 223,000 |
| State Grants | 551,619 | 879,857 | 557,000 | 557,000 | 652,000 |
| Other Student Fees | 19,850 | 18,865 | 30,000 | 30,000 | 30,000 |
| Institutional | 1,338,602 | 1,406,942 | 1,414,000 | 1,414,000 | 1,773,000 |
| Federal | 1,260,877 | 933,757 | 1,094,000 | 1,094,000 | 1,153,000 |
| Total Revenue | <u>4,734,706</u> | <u>4,744,283</u> | <u>4,560,000</u> | <u>4,560,000</u> | <u>5,066,000</u> |
| EXPENDITURES | | | | | |
| Instruction | 3,865,506 | 3,672,455 | 3,396,000 | 3,396,000 | 3,705,000 |
| Student Services | 690,752 | 717,793 | 811,000 | 811,000 | 1,008,000 |
| Physical Plant | 354,126 | 350,000 | 353,000 | 353,000 | 353,000 |
| Total Expenditures | <u>4,910,384</u> | <u>4,740,248</u> | <u>4,560,000</u> | <u>4,560,000</u> | <u>5,066,000</u> |
| Net Revenue (Expenditures) | (175,678) | 4,035 | 0 | 0 | 0 |
| OTHER SOURCES (USES) | | | | | |
| Operating Transfer In (Out) | 0 | 0 | 0 | 0 | 0 |
| Total Resources (Uses) | <u>(175,678)</u> | <u>4,035</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| TRANSFERS TO (FROM) FUND BALANCE | | | | | |
| Reserve for Operations | 0 | 0 | 0 | 0 | 0 |
| Designated for Subsequent Year | (175,678) | 4,035 | 0 | 0 | 0 |
| Total Transfers to (From) Fund Balance | <u>(175,678)</u> | <u>4,035</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| Beginning Fund Balance | <u>206,679</u> | <u>31,001</u> | <u>35,036</u> | <u>35,036</u> | <u>35,036</u> |
| Ending Fund Balance | 31,001 | 35,036 | 35,036 | 35,036 | 35,036 |

(1) Actual is presented on a budgetary basis

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

Special Revenue Fund - Operational

Fund Description

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

Workforce Solutions

Workforce Solutions has seen an increase in the need for training services by companies over the past few years and this is expected to continue into 2016-17. Market segments targeted for contract training include welding, environmental health and safety, lean manufacturing, ISO 9000, Six Sigma, manufacturing processes, leadership skills, team training, employee assessments and supervisory management.

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

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

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

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

Federal and State Funded Projects

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

Wisconsin Technical College System grants include the Carl D. Perkins IV Vocational and Technical Education Act focuses on achieving student success, skill attainment, programs of study, program improvement, and nontraditional services. The program improvement grants target the Culinary, Judicial Reporting, Electro-Mechanical, Machine Tool, Nursing, Criminal Justice and Fire Medic programs. The Adult Education and Family Literacy Act provides funds to assist adults in improving literacy skills, completing a secondary school education and providing basic education for the incarcerated. Workforce Advancement Training Grants (WATG) promote increased investment in the development of incumbent workers, improve Wisconsin businesses’ productivity and competitiveness, and augment the State’s economic base by expanding technical college training services to business and industry. Other grants

include Core Industry grant to support the practical nursing, criminal justice and agribusiness science and technology programs, and the Career Pathways grant to help establish a pathways for the culinary and manufacturing programs.

The U.S. Department of Labor funded the INTERFACE project to develop, improve, and expand adult educational training pathways to careers in information technology-related occupations and the Act for Healthcare for the benefit of advancing career and training for healthcare. All of these projects are a collaborative effort with the other Wisconsin technical colleges. In addition, the Student Support Services grant allows LTC to create opportunities for low-income, first generation and disabled students to access post-secondary education.

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

Analysis

Special Revenue Fund – Operational revenues increased 11.1 percent from the 2015-16 estimate. State grants increased by \$95,000, or 17.06 percent and federal grant revenues increased by \$59,000, or 5.39 percent. Institutional revenue increased \$359,000, or 25.39 percent, due to an increase in contract training.

Expenditures in the Special Revenue Fund - Operational are budgeted to increase 11.1 percent from the 2015-16 estimate. Federal and state project expenditures are expected to increase 3.88 percent, and expenditures for Workforce Solutions are expected to increase 26.33 percent from the 2015-16 estimate.

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

| | 2013-14 Actuals | 2014-15 Actuals | 2015-16 Budget | 2015-16 Estimates | 2016-17 Budget |
|-----------------------------------|--------------------|--------------------|-------------------|----------------------|-------------------|
| <u>WORKFORCE SOLUTIONS</u> | | | | | |
| REVENUES | | | | | |
| Local Government | 115,000 | 80,000 | 66,000 | 66,000 | 100,000 |
| Institutional | 1,293,858 | 1,341,873 | 1,400,000 | 1,400,000 | 1,752,000 |
| Total Revenue | 1,408,858 | 1,421,873 | 1,466,000 | 1,466,000 | 1,852,000 |
| EXPENDITURES | | | | | |
| Instruction | 1,491,108 | 1,419,868 | 1,466,000 | 1,466,000 | 1,852,000 |
| Total Expenditures | 1,491,108 | 1,419,868 | 1,466,000 | 1,466,000 | 1,852,000 |
| Net Revenue (Expenditures) | (82,250) | 2,005 | 0 | 0 | 0 |
| <u>GRANTS AND PROJECTS</u> | | | | | |
| REVENUES | | | | | |
| Local Government | 1,355,000 | 1,176,000 | 1,176,000 | 1,176,000 | 1,135,000 |
| General State Aids | 93,758 | 248,862 | 223,000 | 223,000 | 223,000 |
| State Grants | 551,619 | 879,857 | 557,000 | 557,000 | 652,000 |
| Other Student Fees | 19,850 | 18,865 | 30,000 | 30,000 | 30,000 |
| Institutional | 44,744 | 65,069 | 14,000 | 14,000 | 21,000 |
| Federal | 1,260,877 | 933,757 | 1,094,000 | 1,094,000 | 1,153,000 |
| Total Revenue | 3,325,848 | 3,322,410 | 3,094,000 | 3,094,000 | 3,214,000 |
| EXPENDITURES | | | | | |
| Instruction | 2,374,398 | 2,252,587 | 1,930,000 | 1,930,000 | 1,853,000 |
| Student Services | 690,752 | 717,793 | 811,000 | 811,000 | 1,008,000 |
| Physical Plant | 354,126 | 350,000 | 353,000 | 353,000 | 353,000 |
| Total Expenditures | 3,419,276 | 3,320,380 | 3,094,000 | 3,094,000 | 3,214,000 |
| Net Revenue (Expenditures) | (93,428) | 2,030 | 0 | 0 | 0 |

Special Revenue Fund - Nonaidable
2016-17 Budgetary Statement of
Resources, Uses, and Changes in Fund Balance

| | 2013-14 <u>Actuals (1)</u> | 2014-15 <u>Actuals (1)</u> | 2015-16 <u>Budget</u> | 2015-16 <u>Estimates (2)</u> | 2016-17 <u>Budget</u> |
|---|-------------------------------|-------------------------------|--------------------------|---------------------------------|--------------------------|
| REVENUES | | | | | |
| State Aids | 679,240 | 458,740 | 400,000 | 400,000 | 420,000 |
| Other Student Fees | 298,956 | 299,353 | 300,000 | 300,000 | 300,000 |
| Institutional | 150,019 | 213,243 | 154,000 | 154,000 | 174,000 |
| Federal | <u>3,697,453</u> | <u>3,601,973</u> | <u>3,719,000</u> | <u>3,719,000</u> | <u>3,719,000</u> |
| Total Revenue | 4,825,668 | 4,573,309 | 4,573,000 | 4,573,000 | 4,613,000 |
| EXPENDITURES | | | | | |
| Instruction | 866,475 | 541,533 | 600,000 | 600,000 | 600,000 |
| Student Services | <u>3,946,629</u> | <u>4,001,638</u> | <u>3,973,000</u> | <u>3,973,000</u> | <u>4,013,000</u> |
| Total Expenditures | 4,813,104 | 4,543,171 | 4,573,000 | 4,573,000 | 4,613,000 |
| Net Revenue (Expenditures) | 12,564 | 30,138 | 0 | 0 | 0 |
| OTHER SOURCES (USES) | | | | | |
| Operating Transfer In (Out) | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| Total Resources (Uses) | 12,564 | 30,138 | 0 | 0 | 0 |
| TRANSFERS TO (FROM) FUND BALANCE | | | | | |
| Reserve for Student Organizations | 12,564 | 30,138 | 0 | 0 | 0 |
| Total Transfers to (From) Fund Balance | <u>12,564</u> | <u>30,138</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| Beginning Fund Balance | <u>327,238</u> | <u>339,802</u> | <u>369,940</u> | <u>369,940</u> | <u>369,940</u> |
| Ending Fund Balance | 339,802 | 369,940 | 369,940 | 369,940 | 369,940 |

(1) Actual is presented on a budgetary basis

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

Special Revenue Fund - Nonaidable

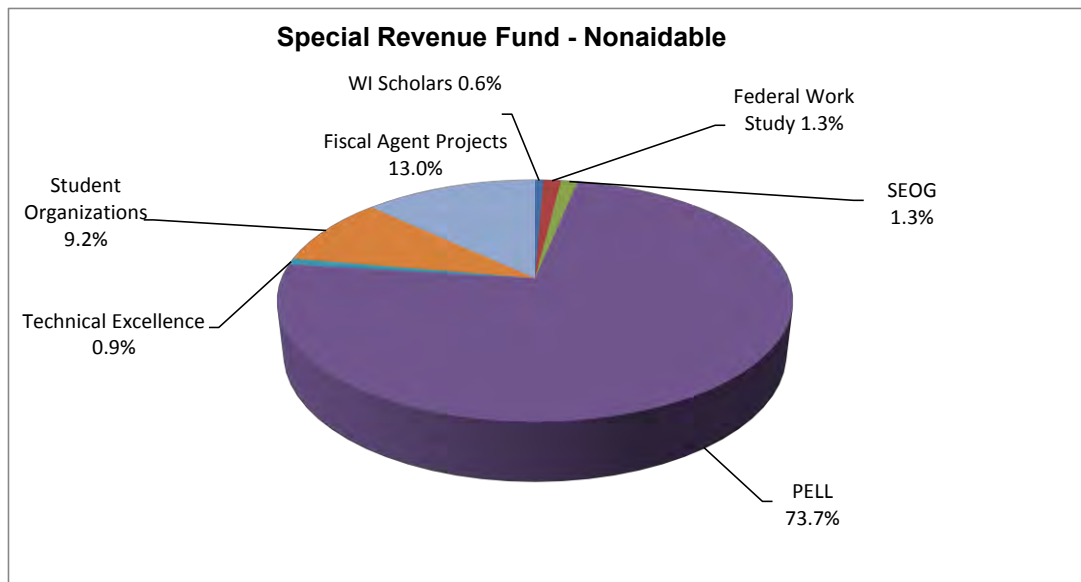
Fund Description

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

Analysis

Expenditures in the Special Revenue Fund – Nonaidable are projected to be \$4,613,000, a .87 percent increase from the 2015-16 estimate. Funding for the student financial assistance programs will be provided through federal sources (\$3,519,000), institutional sources (\$49,000) and state aids (\$20,000). Student organization expenditures are funded entirely through user fees and fundraisers and are expected to be \$425,000. Fiscal agent projects of \$600,000 are funded through state and federal revenue.

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



Capital Projects Fund
2016-17 Budgetary Statement of
Resources, Uses, and Changes in Fund Balance

| | 2013-14 <u>Actuals (1)</u> | 2014-15 <u>Actuals (1)</u> | 2015-16 <u>Budget</u> | 2015-16 <u>Estimates (2)</u> | 2016-17 <u>Budget</u> |
|---|-------------------------------|-------------------------------|--------------------------|---------------------------------|--------------------------|
| REVENUES | | | | | |
| State Aids | 124,616 | 276,459 | 437,000 | 287,000 | 255,000 |
| Institutional | 1,957,527 | 587,982 | 20,000 | 20,000 | 100,000 |
| Federal | 90,731 | 106,243 | 162,000 | 20,000 | 55,000 |
| Total Revenue | <u>2,172,874</u> | <u>970,684</u> | <u>619,000</u> | <u>327,000</u> | <u>410,000</u> |
| EXPENDITURES | | | | | |
| Instruction | 1,712,286 | 2,120,160 | 1,562,000 | 1,270,000 | 1,532,000 |
| Instructional Resources | 429,335 | 617,287 | 418,000 | 418,000 | 514,000 |
| Student Services | 4,987 | 2,079 | 3,000 | 3,000 | 71,000 |
| General Institutional | 654,189 | 524,435 | 807,000 | 807,000 | 632,000 |
| Physical Plant | 6,812,353 | 2,456,450 | 4,140,000 | 3,615,000 | 2,133,000 |
| Total Expenditures | <u>9,613,150</u> | <u>5,720,411</u> | <u>6,930,000</u> | <u>6,113,000</u> | <u>4,882,000</u> |
| Net Revenue (Expenditures) | (7,440,276) | (4,749,727) | (6,311,000) | (5,786,000) | (4,472,000) |
| OTHER SOURCES (USES) | | | | | |
| Operating Transfer In (Out) | 0 | 0 | 0 | 0 | 0 |
| Proceeds from Debt | 5,000,000 | 6,000,000 | 6,500,000 | 6,500,000 | 1,500,000 |
| Total Resources (Uses) | <u>(2,440,276)</u> | <u>1,250,273</u> | <u>189,000</u> | <u>714,000</u> | <u>(2,972,000)</u> |
| TRANSFERS TO (FROM) FUND BALANCE | | | | | |
| Reserve for Capital Projects | <u>(2,440,276)</u> | <u>1,250,273</u> | <u>189,000</u> | <u>714,000</u> | <u>(2,972,000)</u> |
| Total Transfers to (From) Fund Balance | <u>(2,440,276)</u> | <u>1,250,273</u> | <u>189,000</u> | <u>714,000</u> | <u>(2,972,000)</u> |
| Beginning Fund Balance | <u>5,324,745</u> | <u>2,884,469</u> | <u>4,134,742</u> | <u>4,134,742</u> | <u>4,848,742</u> |
| Ending Fund Balance | <u>2,884,469</u> | <u>4,134,742</u> | <u>4,323,742</u> | <u>4,848,742</u> | <u>1,876,742</u> |

(1) Actual is presented on a budgetary basis

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

Capital Projects Fund

Fund Description

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

Definitions

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

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

Planning

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

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

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

Analysis

Expenditures in the Capital Projects Funds are projected to be \$4,882,000 including the following projects. The College plans on borrowing \$1,500,000 in 2016-17 to fund remodeling and capital improvement projects.

Equipment

The annual expenditures for instructional equipment are projected to be \$1,531,000. This includes \$614,000 for equipment that will be purchased in connection with the remodel of the Nierode and Agriculture/Energy buildings to support the expansion of the Auto Collision and Auto Maintenance programs. Non-instructional equipment totals \$94,000 and will be mainly used for replacement of equipment. State incentive and federal grants will fund \$346,000 for equipment for the agri-business culinary, manufacturing, practical nursing and criminal justice programs.

Technology Projects

Technology projects in this year's budget total \$1,156,400. This includes \$225,000 that will be used for development of administrative systems, \$381,400 for technology development and \$550,000 for annual technology equipment replacements.

Capital Projects

Capital projects for 2016-17 total \$2,097,200. Following are capital projects that will be implemented in 2016-17. These will be funded by the issuance of general obligation promissory notes.

| | |
|---|--------------------|
| Instruction/Major Projects | \$1,476,500 |
| Auto Collision | \$815,000 |
| The space vacated in the Agriculture/Energy building will be remodeled to accommodate lab and classroom space for the auto collision program on the first floor of that building. This will provide the space needed to increase capacity and implement the two year program. | |
| Auto Maintenance | \$561,500 |
| The Auto Maintenance program will be remodeled to include the space in the Nierode building that is vacated by the Auto Collision program. This will be provide additional space for the program to address safety and capacity issues. | |
| Clinical Skills Lab | \$100,000 |
| Remodel the second floor of the Lakeshore building to expand and improve the clinical skills lab for the health programs. This remodel will increase classroom capacity and improve the delivery of instruction by offering a lab/classroom combination. | |
| Remodeling | \$228,000 |
| General Remodeling | \$128,000 |
| Develop plans and remodel facilities to meet instructional and workflow needs. This includes architect and engineering fees and smaller remodeling projects for various classrooms and labs. | |
| Learning College Classrooms – Facilities | \$100,000 |
| Update learning college classrooms according to a multi-year plan by updating the furniture and other furnishings. | |

| | |
|---|---------------------------|
| Annual Capital Maintenance and Improvements | \$352,700 |
| Annual Capital Maintenance and Improvements | \$252,700 |
| Maintain the campus infrastructure to keep the campus (site and facilities) current. A refresh cycle has been established for facility improvements, floor coverings, paint and wall coverings, signage, interior and exterior seating, door and window replacements, and parking lots. | |
| Facility Infrastructure Assessment | \$100,000 |
| A facility assessment was performed by our Zimmerman, our architect firm. A report, detailing maintenance needs building-by-building was created. These projects include items such as roof replacement, tuck pointing, electrical and plumbing upgrades, etc. | |
| Energy Efficiency | \$40,000 |
| Campus Mechanicals | \$40,000 |
| Replace breaker panels, motor replacements, and campus controls according to the multi-year plan. | |
| Total Capital Projects | <u>\$2,097,200</u> |

Multi-year Capital Projects Plan

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

| Expenditures | | | | | | |
|--------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| | 2015-16 | 2016-17 | 2017-18 | 2018-19 | 2019-20 | 2020-21 |
| Expenditures | | | | | | |
| Equipment | | | | | | |
| Instructional | 895,500 | 1,262,539 | 712,000 | 730,000 | 749,000 | 769,000 |
| Non-Instructional | 96,500 | 94,400 | 90,700 | 93,000 | 95,300 | 97,600 |
| Technology | 988,783 | 1,081,733 | 982,383 | 944,483 | 1,166,667 | 1,172,000 |
| Facilities | 160,000 | 177,700 | 301,200 | 138,600 | 333,500 | 133,500 |
| Remodeling | 1,727,500 | 1,864,500 | 864,600 | 1,336,800 | 1,566,200 | 1,212,200 |
| Site Improvement | 425,000 | 55,000 | 348,000 | 62,000 | 230,000 | 240,000 |
| Addition | 1,500,000 | 0 | 1,500,000 | 0 | 1,500,000 | 0 |
| Total by Category | 5,793,283 | 4,535,872 | 4,798,883 | 3,304,883 | 5,640,667 | 3,624,300 |

| Financing | | | | | | |
|-------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| | 2015-16 | 2016-17 | 2017-18 | 2018-19 | 2019-20 | 2020-21 |
| Financing | | | | | | |
| Equipment | 1,600,000 | 0 | 2,500,000 | 1,500,000 | 2,200,000 | 2,500,000 |
| Remodeling | 3,000,000 | 1,500,000 | 1,000,000 | 1,500,000 | 1,000,000 | 500,000 |
| Site Improvements | 400,000 | 0 | 500,000 | | 500,000 | |
| Addition | 1,500,000 | | 1,500,000 | 0 | 1,500,000 | 0 |
| Total | 6,500,000 | 1,500,000 | 5,500,000 | 3,000,000 | 5,200,000 | 3,000,000 |

Operational Impact

Approximately 30 percent of the equipment being purchased for 2016-17 is either a replacement or upgrade to current equipment, with the exception of the Auto Collision and Auto Maintenance equipment and new software. This will enable the College to keep current with technology and train the students on the equipment and software that is being used in industry. The operational impact is minimal. Training for faculty, staff and informational technology support for new software has been included in the budget. Improvements to administrative software and digital imaging improve business processes and efficiencies. Software purchases require maintenance contracts in future years (generally approximately 18 percent of the software cost) that need to be included in the operating budget. For 2016-17, there was an additional \$50,000 in maintenance contracts that needed to be included in the operating budget.

The Auto Collision and Auto Maintenance projects will be completed in fall of 2016. There are no additional estimated operating costs that will impact the budget other than one-time purchases of minor equipment and supplies, which has been included in the budget.

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

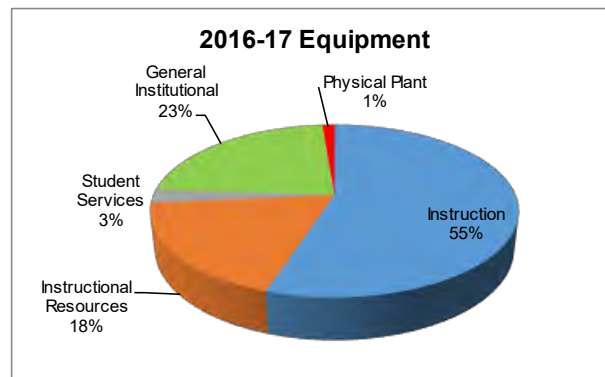
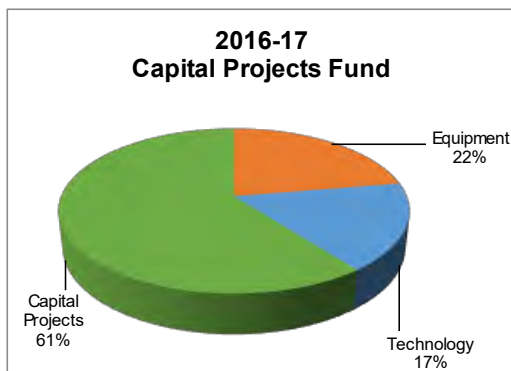
Energy efficiency projects include replacing the infrastructure based on a multi-year plan that has been developed as part of that assessment. These result in decreased utility and repair costs which have not been calculated yet. As these expenditure reductions are determined, adjustments to the operating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

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

Capital Projects Fund Equipment and Project Budgets by Project and Function 2016-17

| | <u>Instruction</u> | <u>Instructional Resources</u> | <u>Student Services</u> | <u>General Institutional</u> | <u>Physical Plant</u> | <u>Total</u> |
|---------------------------------------|--------------------|--------------------------------|-------------------------|------------------------------|-----------------------|--------------------|
| Equipment | | | | | | |
| Agriculture & Energy | 127,995 | | | | | 127,995 |
| Business & Technology | 48,150 | | | | | 48,150 |
| Trade & Industry | 452,150 | | | | | 452,150 |
| Health | 143,800 | | | | | 143,800 |
| Public Safety | 127,370 | | | | | 127,370 |
| General Studies | 10,000 | | | | | 10,000 |
| Academic Administration | 8,200 | | | | | 8,200 |
| Automotive Projects | 613,539 | | | | | 613,539 |
| Student Resource Center | | 6,300 | | | | 6,300 |
| Wellness Center | | | 3,123 | | | 3,123 |
| General Institutional | | | | 49,500 | | 49,500 |
| Physical Plant | | | | | 35,000 | 35,000 |
| Total Equipment | 1,531,204 | 6,300 | 3,123 | 49,500 | 35,000 | 1,625,127 |
| Technology Projects | | | | | | |
| Computer Tech Refresh | | 225,900 | | 134,750 | | 360,650 |
| Network Infrastructure Refresh | | | | 20,000 | | 20,000 |
| Learning College Classroom Refresh | | 79,350 | | | | 79,350 |
| Data Center Refresh | | | | 45,000 | | 45,000 |
| ITV_Video Conferencing Refresh | | 45,000 | | | | 45,000 |
| Technology Projects | | 157,400 | 67,000 | 157,000 | | 381,400 |
| Administrative Systems | | | | 225,000 | | 225,000 |
| Total Technology Projects | 0 | 507,650 | 67,000 | 581,750 | 0 | 1,156,400 |
| Buildings and Grounds Projects | | | | | | |
| Auto Collision | | | | | 815,000 | 815,000 |
| Auto Maintenance | | | | | 561,500 | 561,500 |
| Capital Improvements | | | | | 352,700 | 352,700 |
| Classroom Upgrades | | | | | 100,000 | 100,000 |
| Office/General Remodeling | | | | | 228,000 | 228,000 |
| Energy Efficiency Projects | | | | | 40,000 | 40,000 |
| Total Physical Plant Projects | 0 | 0 | 0 | 0 | 2,097,200 | 2,097,200 |
| Total | \$1,531,204 | \$513,950 | \$70,123 | \$631,250 | \$2,132,200 | \$4,878,727 |

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



Capital Projects Fund Equipment Detail Listing 2016-17

| Division | Amount | Division | Amount |
|--|---------------|---------------------------------------|----------------|
| Agriculture | | Health | |
| <u>Horticulture</u> | | <u>Dental Assistant</u> | |
| New Compact Track Loader & Accessories | 43,500 | DXTR Reurbishment | 6,000 |
| <u>Dairy Herd</u> | | Midwest Automate | 3,000 |
| Ration Software | 1,075 | <u>Medical Assistant</u> | |
| AI Breeding Kit & Gun Warmer | 600 | Microscopes | 1,400 |
| Rumen Mate | 1,100 | IV Chair | 1,000 |
| Clipper Blade Grinder Set | 625 | EKG Machine | 2,500 |
| <u>Agri-Business</u> | | <u>Ophthalmic</u> | |
| Cow Manager add-ons | 42,000 | Plus Cyl Phoropter | 1,500 |
| System Bacteria Tester | 2,100 | Tonometer Includes Mount | 1,095 |
| Precision Ag GPS System | 2,500 | <u>Nursing</u> | |
| Trade show materials | 3,000 | Vivo technology/control pad for | 4,000 |
| Lecture Capture Camera | 650 | SimPad for Ann simulator | 4,000 |
| Tablet | 500 | Smart TV and Mount | 605 |
| Cow Drencher | 1,045 | IV Arms | 1,300 |
| Total | 98,695 | Plum IV Pump | 2,400 |
| Business & Technology | | <u>Nursing Assistant</u> | |
| <u>Marketing</u> | | 4 Beds at SJC | 10,000 |
| Panning Camera for L127 | 3,100 | <u>Practical Nursing</u> | |
| <u>IT-Network Specialist</u> | | Human Patient Simulator | 50,000 |
| Router Card Upgrades | 9,000 | <u>Pharmacy</u> | |
| Remote Access Equipment | 4,075 | Electronic/Prescription balance | 52,000 |
| <u>IT-Web & Software Developer</u> | | Pill counter | 3,000 |
| MacBook Pro | 5,000 | Total | 143,800 |
| <u>IT-Computer Support Specialist</u> | | Public Safety | |
| Interactive Whiteboard | 2,800 | <u>Fire Medic</u> | |
| PC Processor Unit | 1,875 | 6" float dock | 1,400 |
| Apple computers | 4,000 | PPE for smaller framed students | 3,800 |
| <u>Broadcast Captioning</u> | | Fire simulator | 3,700 |
| ITV Equipment for Eau Claire/Chippewa Valley | 6,000 | Piercing nozzle | 1,000 |
| <u>Graphics & Web Design</u> | | <u>Criminal Justice</u> | |
| MacBook Pro | 2,500 | Replacement SUV | 20,000 |
| <u>Supply Chain Management</u> | | Forcible Entry Door | 8,000 |
| Interactive Whiteboard | 2,800 | Wound packing mannequin | 6,000 |
| <u>Culinary</u> | | Mobile incident command post | 4,970 |
| Laminated Dough Roller | 7,000 | Toughbooks for squads | 15,000 |
| Total | 48,150 | Wrestling mats | 5,000 |
| Energy | | Vehicle skid tires (1 set) | 2,000 |
| <u>Wind Energy</u> | | Prelim Breath Testers | 1,800 |
| Tech Safety lines SRK 11 Self Evacuation | 5,000 | Radar Unit | 1,300 |
| 112kVA Volt Isolation Transformer | 4,675 | Rifle storage safe | 2,800 |
| Accumulation Recharge Kit | 625 | <u>Security & Corrections</u> | |
| Bore Scope | 9,000 | Inmate restraint chair | 2,000 |
| <u>Nuclear Technology</u> | | Pepperball gun and accessories | 800 |
| Teletrix Contamination Simulator | 5,000 | Taser and supplies | 1,000 |
| Teletrix Radiation Simulator | 5,000 | Surveillance and monitoring equipment | 2,200 |
| Total | 29,300 | Replacement vehicle (SUV) | 10,000 |
| General Education | | <u>EMT</u> | |
| Rosetta Stone | 10,000 | Replacement defibrillator | 22,000 |
| Academic Administration | | Replacement BLS airway heads | 1,400 |
| WIDS | 8,200 | Replacement IV Pump | 2,000 |
| | | Infant meconium aspiration manikin | 2,000 |
| | | <u>Motorcycle Training</u> | |
| | | Used motorcycles | 7,200 |
| | | Total | 127,370 |

Capital Projects Fund
Equipment Detail Listing (Continued)
2016-17

| Division | Amount | Division | Amount |
|--|----------------|--------------------------------------|------------------|
| Trade and Industry | | Auto Maintenance Project | |
| <u>Machine Tool</u> | | Tool Stations | 280,205 |
| Rockwell Hardness Tester | 2,000 | Wheel Balancer | 18,457 |
| Bandsaw Blade Welder | 3,100 | Tire Changer | 8,930 |
| Drill Sharpener | 2,000 | Versus Pro Software | 34,506 |
| Engine Lathe | 35,100 | Eurovent Package | 36,855 |
| Metal Shavings Extractor | 5,000 | Alignment Rack Software and Add-Ons | 1,306 |
| Starett Prec. Measuring Kit Add-ons | 5,000 | Wheel Weight Selection w/Rack | 2,000 |
| <u>Welding & Fabrication</u> | | Total | 382,259 |
| Laser | 200,000 | Auto Collision Project | |
| 6" Belt Sanders | 6,000 | Snap On - Lab Tools Etched/Foamed | 79,797 |
| 2" Belt Sander | 1,500 | BH Power Pro 3000 SLHD 3TWR | 34,983 |
| Horizontal Band Saw | 10,000 | Shark 3-NA Platinum | 22,534 |
| Fabrication Fixturing Set | 5,000 | Lt Duty Anchor System | 3,325 |
| Tool Boxes | 60,000 | T-4 Truck Tie Down Board | 1,687 |
| Starett Precision Measuring kits | 25,000 | Down Pulls | 267 |
| <u>Industrial Maintenance</u> | | Standard Clamp Set | 646 |
| Starett Precision Measuring kits | 25,000 | Overhead Pull w/Collar | 507 |
| <u>Mechanical Design</u> | | Build-A-Bay | 16,291 |
| Sound System | 1,000 | Shark Mach & Frame Rack | 1,600 |
| <u>Electromechanical</u> | | Wakeman Filtration Package #4 | 1,745 |
| 14 Zbooks with storage cart | 25,200 | Wakeman 273i Pulse Duo Boost MIG | 9,348 |
| Laptop cart | 2,500 | Wakeman Side Support Options | 3,539 |
| Fanuc RoboGuide | 0 | Wakeman Workshop Solutions (Kit) | 3,041 |
| Robot M10iA software (Vision) | 6,000 | Wakeman Eurovac II Wet Mix Dust | 9,450 |
| Robot M1iA software vision tracking | 3,000 | Wakeman Weld Fume Exhaust | 5,995 |
| Torque Screw Drivers Set (20) | 5,500 | Wakeman Eurovac Update/Expansion | 13,985 |
| VEX kits | 2,400 | Würth Material and Fastener Centers | 11,000 |
| PLC Trainer | 18,000 | BSF UV Light | 1,700 |
| <u>Food Manufacturing & Production</u> | | Baileigh Magnetic Sheet Metal Brake | 2,066 |
| Sink/Sanitization Work Station | 3,850 | BSF Goliath Estimating Carts | 2,612 |
| Total | 452,150 | BSF Attachments Aluminum Rivet | 3,366 |
| | | Baileigh Sheet Metal Shear | 1,796 |
| | | Total | 231,280 |
| | | Total Instructional Equipment | 1,531,204 |

Capital Projects Fund Equipment Detail Listing (Continued) 2016-17

| Description | Amount | Description | Amount |
|---|----------------|---|------------------|
| Student Resource Center | | Data Center Refresh | |
| ProQuest Ebrary ebook Collection | 4,200 | Servers | 25,000 |
| Display Bookcase | 1,200 | Storage Space 6TB | 20,000 |
| Microsoft Surface | 900 | Total | 45,000 |
| Total | 6,300 | | |
| Wellness Center | | ITV/Video Conference Refresh | |
| Recumbant Bike | 3,123 | Video conferencing refresh | 22,000 |
| | | Video monitors | 4,000 |
| | | Cameras | 15,000 |
| | | Microphones | 4,000 |
| | | Total | 45,000 |
| Marketing | | | |
| Marketing Display Fixtures - High Schools | 2,900 | | |
| | | | |
| Human Resources | | Learning College Classroom | |
| HP LaserJet Enterprise 500 Color M551DN | 1,600 | Projector | 24,000 |
| | | Spare Lamp | 7,000 |
| | | Short throw projectors -classrooms | 11,000 |
| | | Document Camera | 10,000 |
| | | Elmo - S103 | 750 |
| | | Extron controller | 20,000 |
| | | Smartboards/Starboards | 6,000 |
| | | White board L109 | 600 |
| | | Total | 79,350 |
| | | | |
| General Institutional | | Administrative Systems | |
| Insurance reserve | 25,000 | PeopleSoft maintenance | 93,000 |
| Multi-functional units | 20,000 | WILM Implementation costs | 20,000 |
| | | WILM Server Refresh | 60,000 |
| | | Disaster Recovery Site Equipment | 17,000 |
| | | Predictive Analytics Software | 35,000 |
| | | Total | 225,000 |
| | | | |
| Physical Plant | | Technology Projects | |
| John Deere 60" heavy duty rotary broom | 5,000 | Video Conferencing Hardware - Infrastructure | 120,000 |
| Platform Lift | 30,000 | Video Conferencing Hardware - Classroom updates | 37,400 |
| Total | 35,000 | Backup System Replacement | 70,000 |
| | | Privilege Access Management Software | 60,000 |
| | | Professional Development Tracking System | 15,000 |
| | | Employee Performance Review System | 12,000 |
| | | Student CRM | 67,000 |
| | | Total | 381,400 |
| | | | |
| Total Non-Instructional Equipment | | Total Technology Equipment | |
| | 93,923 | | 1,156,400 |
| | | | |
| Technology Equipment | | | |
| Computer Refresh - Instruction | | | |
| Desktop computers Refresh | 70,200 | | |
| Specialized Labs Desktops | 52,800 | | |
| High End Laptops - Labs | 39,900 | | |
| Laptop computers - Labs | 5,700 | | |
| Laptop computers - Labs | 35,400 | | |
| Laptop cart Zbooks - N125 | 900 | | |
| Laptop - Pine Haven for Nursing Assistant | 21,000 | | |
| Software-Microsoft, other | 225,900 | | |
| Total | | | |
| | | | |
| Computer Refresh - Administration | | | |
| Desktop computers | 60,950 | | |
| Laptop computers | 51,800 | | |
| MacNote book | 7,000 | | |
| Software-Microsoft, other | 9,000 | | |
| Image Now scanners & licenses | 6,000 | | |
| Total | 134,750 | | |
| | | | |
| Network Infrastructure Refresh | | | |
| Switches | 15,000 | | |
| Wireless Access Points | 5,000 | | |
| Total | 20,000 | | |

Campus Sites - Square Footage

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

Cleveland:

| <u>Building</u> | <u>Date Constructed</u> | <u>Square Footage</u> |
|---|-------------------------|-----------------------|
| Lakeshore | 1974 | 121,044 |
| Addition | 1979 | 78,104 |
| Addition | 2011 | <u>12,400</u> |
| | | 211,548 |
| Nierode | 1974 | 63,893 |
| Addition | 1979 | 2,655 |
| Addition | 1982 | 1,631 |
| Addition | 2014 | <u>7,755</u> |
| | | 75,934 |
| Agriculture & Energy | 1976 | 18,150 |
| Addition | 1983 | <u>17,014</u> |
| | | 35,164 |
| Public Safety | 1988 | 6,280 |
| Addition | 1991 | 13,480 |
| Addition | 2005 | <u>10,550</u> |
| | | 30,310 |
| Plastics Engineering Manufacturing Building | 1980 | 19,000 |
| Addition | 2013 | <u>13,800</u> |
| | | 32,800 |
| Campus Facilities Building | 2016 | 10,334 |
| Total Cleveland Campus | | 396,090 |
| Leased Facilities | | |
| <u>Location</u> | <u>Lease Term</u> | <u>Square Footage</u> |
| Sheboygan Job Center | 2013-2023 | 12,991 |
| Manitowoc Job Center | 2013-2023 | 11,207 |
| Environmental Campus | 2010-2020 | 5,502 |
| Culinary Institute | 2012-2022 | 9,880 |
| Progress Lakeshore | 2013-2016 | 120 |
| Sheboygan Chamber | 2013-2016 | 132 |
| Jake's Café | 2013-2016 | <u>188</u> |
| Total Leased Properties | | 40,020 |
| Total Square Footage | | <u>436,110</u> |

Debt Service Fund
2016-17 Budgetary Statement of
Resources, Uses, and Changes in Fund Balance

| | 2013-14 <u>Actuals (1)</u> | 2014-15 <u>Actuals (1)</u> | 2015-16 <u>Budget</u> | 2015-16 <u>Esimates (2)</u> | 2016-17 <u>Budget</u> |
|---|-------------------------------|-------------------------------|--------------------------|--------------------------------|--------------------------|
| REVENUES | | | | | |
| Local Government | 4,290,000 | 4,486,000 | 4,702,000 | 4,702,000 | 4,720,000 |
| Institutional | 13,689 | 4,871 | 4,000 | 4,000 | 2,000 |
| Total Revenue | <u>4,303,689</u> | <u>4,490,871</u> | <u>4,706,000</u> | <u>4,706,000</u> | <u>4,722,000</u> |
| EXPENDITURES | | | | | |
| Physical Plant | 4,253,446 | 4,558,921 | 4,763,000 | 4,763,000 | 4,744,000 |
| Total Expenditures | <u>4,253,446</u> | <u>4,558,921</u> | <u>4,763,000</u> | <u>4,763,000</u> | <u>4,744,000</u> |
| Net Revenue (Expenditures) | 50,243 | (68,050) | (57,000) | (57,000) | (22,000) |
| OTHER SOURCES (USES) | | | | | |
| Repayment of Debt | 0 | 0 | 0 | 0 | 0 |
| Proceeds from Debt | 58,184 | 342,894 | 212,000 | 212,000 | 0 |
| Total Resources (Uses) | <u>108,427</u> | <u>274,844</u> | <u>155,000</u> | <u>155,000</u> | <u>(22,000)</u> |
| TRANSFERS TO (FROM) FUND BALANCE | | | | | |
| Reserve for Debt Service | 108,427 | 274,844 | 155,000 | 155,000 | (22,000) |
| Total Transfers to (From) Fund Balance | <u>108,427</u> | <u>274,844</u> | <u>155,000</u> | <u>155,000</u> | <u>(22,000)</u> |
| Beginning Fund Balance | <u>869,116</u> | <u>977,543</u> | <u>1,252,387</u> | <u>1,252,387</u> | <u>1,407,387</u> |
| Ending Fund Balance | 977,543 | 1,252,387 | 1,407,387 | 1,407,387 | 1,385,387 |

(1) Actual is presented on a budgetary basis

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

Debt Service Fund

Fund Description

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

Analysis

Debt service expenditures for 2016-17 are budgeted to be \$4,744,000 which includes \$4,020,000 for principal, and \$724,000 for interest payments. This is funded through a tax levy of \$4,720,000 and interest income of \$2,000. Expenditures have increased \$19,000 from the 2015-16 budget. The total outstanding debt of \$26,260,000 as of June 30, 2016 includes twelve outstanding debt issues, which will be retired by 2025. The borrowing for 2016-17 includes a note issue of \$1,500,000 to be issued in July of 2016 for remodeling and improvement projects. The Principal and Interest by Issue schedule below provides additional detail on debt service expenditures.

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

Debt Limitations

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

| | |
|--------------------------------|-------------------|
| Projected equalized valuations | \$ 13,661,006,238 |
| 5 percent limit | \$ 683,050,312 |
| LTC's aggregate indebtedness | \$ 26,260,000 |
| 2 percent limit | \$ 273,220,125 |
| LTC's bonded indebtedness | \$ 0 |

Debt Service Fund Principal and Interest by Issue Budget Year 2016-17

| Issue | Principal | Interest | Total |
|-----------------|--------------|-------------|--------------|
| February, 2007 | 260,000 | 10,400 | 270,400 |
| July, 2007 | 120,000 | 5,400 | 125,400 |
| June, 2008 | 440,000 | 26,400 | 466,400 |
| May, 2009 | 730,000 | 52,375 | 782,375 |
| June, 2010 | 2,020,000 | 165,975 | 2,185,975 |
| April, 2011 | 2,135,000 | 202,510 | 2,337,510 |
| April, 2012 | 3,595,000 | 284,513 | 3,879,513 |
| May, 2013 | 2,300,000 | 187,700 | 2,487,700 |
| September, 2013 | 2,960,000 | 284,700 | 3,244,700 |
| September, 2014 | 5,410,000 | 767,525 | 6,177,525 |
| July, 2015 | 4,790,000 | 726,850 | 5,516,850 |
| April, 2016 | 1,500,000 | 192,283 | 1,692,283 |
| July, 2016 | 1,500,000 | 260,000 | 1,760,000 |
| Total | \$27,760,000 | \$3,166,631 | \$30,926,631 |

Schedule of Long-Term Obligations as of July 1, 2016

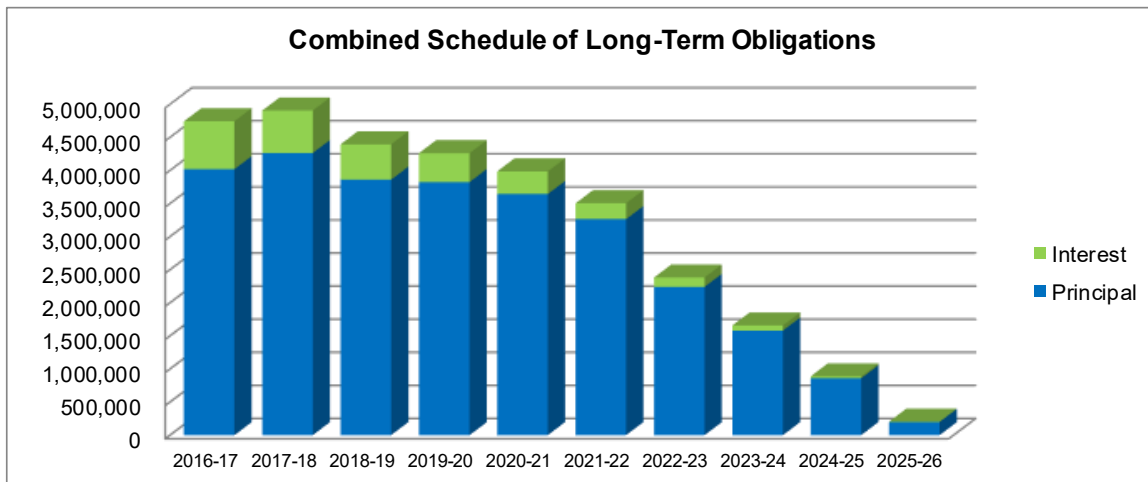
| | <u>Budget Year</u> | <u>Principal</u> | <u>Interest</u> | <u>Total</u> |
|--|--------------------|--------------------|--------------------|--------------------|
| General Obligation Promissory Notes (\$5,000,000) issued February, 2007 to finance equipment, general remodeling, and site improvements over 8 years at an average rate of 3.99% payable to Depository Trust Company. | 2016-17 | 260,000 | 10,400 | 270,400 |
| | | <u>\$260,000</u> | <u>\$10,400</u> | <u>\$270,400</u> |
| General Obligation Promissory Notes (\$1,000,000) issued July, 2007 to finance remodeling projects over ten years at an average rate of 4.50% payable to Depository Trust Company. | 2016-17 | 120,000 | 5,400 | 125,400 |
| | | <u>\$120,000</u> | <u>\$5,400</u> | <u>\$125,400</u> |
| General Obligation Promissory Notes (\$4,300,000) issued May, 2008 to finance equipment, general remodeling, addition and site improvements over ten years at an average rate of 4.0% payable to Depository Trust Company. | 2016-17 | 220,000 | 17,600 | 237,600 |
| | 2017-18 | 220,000 | 8,800 | 228,800 |
| | | <u>\$440,000</u> | <u>\$26,400</u> | <u>\$466,400</u> |
| General Obligation Promissory Notes (\$2,000,000) issued June, 2009 to finance additions and general remodeling, over ten years at an average rate of 4.0% payable to Depository Trust Company. | 2016-17 | 235,000 | 25,800 | 260,800 |
| | 2017-18 | 245,000 | 17,575 | 262,575 |
| | 2018-19 | 250,000 | 9,000 | 259,000 |
| | | <u>\$730,000</u> | <u>\$52,375</u> | <u>\$782,375</u> |
| General Obligation Promissory Notes (\$5,000,000) issued June, 2010 to finance remodeling, site improvements and equipment over ten years at an average rate of 2.93% payable to Depository Trust Company. | 2016-17 | 480,000 | 64,458 | 544,458 |
| | 2017-18 | 495,000 | 50,058 | 545,058 |
| | 2018-19 | 515,000 | 33,970 | 548,970 |
| | 2019-20 | 530,000 | 17,490 | 547,490 |
| | | <u>\$2,020,000</u> | <u>\$165,975</u> | <u>\$2,185,975</u> |
| General Obligation Promissory Notes (\$4,000,000) issued April, 2011 to finance remodeling, addition and equipment over ten years at an average rate of 2.92% payable to Depository Trust Company. | 2016-17 | 400,000 | 65,400 | 465,400 |
| | 2017-18 | 415,000 | 53,400 | 468,400 |
| | 2018-19 | 425,000 | 40,950 | 465,950 |
| | 2019-20 | 440,000 | 28,200 | 468,200 |
| | 2020-21 | 455,000 | 14,560 | 469,560 |
| | <u>\$2,135,000</u> | <u>\$202,510</u> | <u>\$2,337,510</u> | |
| General Obligation Promissory Notes (\$4,500,000) issued April, 2012 to finance remodeling, equipment and site improvements over ten years at an average rate of 2.22% payable to Depository Trust Company. | 2016-17 | 615,000 | 79,250 | 694,250 |
| | 2017-18 | 630,000 | 66,950 | 696,950 |
| | 2018-19 | 585,000 | 54,350 | 639,350 |
| | 2019-20 | 585,000 | 41,188 | 626,188 |
| | 2020-21 | 590,000 | 28,025 | 618,025 |
| | 2021-22 | 590,000 | 14,750 | 604,750 |
| | <u>\$3,595,000</u> | <u>\$284,513</u> | <u>\$3,879,513</u> | |
| General Obligation Promissory Notes (\$3,000,000) issued May, 2013 to finance an addition, remodeling and equipment over ten years at an average rate of 2.00% payable to Depository Trust Company. | 2016-17 | 310,000 | 46,000 | 356,000 |
| | 2017-18 | 315,000 | 39,800 | 354,800 |
| | 2018-19 | 320,000 | 33,500 | 353,500 |
| | 2019-20 | 330,000 | 27,100 | 357,100 |
| | 2020-21 | 335,000 | 20,500 | 355,500 |
| | 2021-22 | 340,000 | 13,800 | 353,800 |
| | 2022-23 | 350,000 | 7,000 | 357,000 |
| | <u>\$2,300,000</u> | <u>\$187,700</u> | <u>\$2,487,700</u> | |

Schedule of Long-Term Obligations as of July 1, 2015 (continued)

| | Budget Year | Principal | Interest | Total |
|--|--------------------|---------------------|--------------------|---------------------|
| General Obligation Promissory Notes (\$5,000,000) issued September, 2013 to finance remodeling, equipment, and site improvements over ten years at an average rate of 2.53% payable to Depository Trust Company | 2016-17 | 615,000 | 72,950 | 687,950 |
| | 2017-18 | 645,000 | 60,650 | 705,650 |
| | 2018-19 | 320,000 | 47,750 | 367,750 |
| | 2019-20 | 330,000 | 39,750 | 369,750 |
| | 2020-21 | 340,000 | 31,500 | 371,500 |
| | 2021-22 | 350,000 | 21,300 | 371,300 |
| | 2022-23 | 360,000 | 10,800 | 370,800 |
| | | <u>\$2,960,000</u> | <u>\$284,700</u> | <u>\$3,244,700</u> |
| General Obligation Promissory Notes (\$6,000,000) issued September, 2014 to finance remodeling and equipment over ten years at an average rate of 2.0% payable to Depository Trust Company | 2016-17 | 610,000 | 147,750 | 757,750 |
| | 2017-18 | 625,000 | 135,550 | 760,550 |
| | 2018-19 | 645,000 | 123,050 | 768,050 |
| | 2019-20 | 665,000 | 110,150 | 775,150 |
| | 2020-21 | 685,000 | 96,850 | 781,850 |
| | 2021-22 | 705,000 | 76,300 | 781,300 |
| | 2022-23 | 725,000 | 51,625 | 776,625 |
| 2023-24 | 750,000 | 26,250 | 776,250 | |
| | | <u>\$5,410,000</u> | <u>\$767,525</u> | <u>\$6,177,525</u> |
| General Obligation Promissory Notes (\$5,000,000) issued July, 2015 to finance addition, remodeling, equipment and site improvements over ten years at an average rate of 2.69% payable to Depository Trust Company | 2016-17 | 155,000 | 121,050 | 276,050 |
| | 2017-18 | 430,000 | 117,950 | 547,950 |
| | 2018-19 | 540,000 | 109,350 | 649,350 |
| | 2019-20 | 560,000 | 98,550 | 658,550 |
| | 2020-21 | 580,000 | 87,350 | 667,350 |
| | 2021-22 | 600,000 | 75,750 | 675,750 |
| | 2022-23 | 620,000 | 57,750 | 677,750 |
| 2023-24 | 640,000 | 39,150 | 679,150 | |
| 2024-25 | 665,000 | 19,950 | 684,950 | |
| | | <u>\$4,790,000</u> | <u>\$726,850</u> | <u>\$5,516,850</u> |
| General Obligation Promissory Notes (\$1,500,000) issued April 2016 to finance remodeling over ten years at an average rate of 2% payable to Depository Trust Company | 2016-17 | 0 | 27,083 | 27,083 |
| | 2017-18 | 90,000 | 30,000 | 120,000 |
| | 2018-19 | 100,000 | 28,200 | 128,200 |
| | 2019-20 | 175,000 | 26,200 | 201,200 |
| | 2020-21 | 180,000 | 22,700 | 202,700 |
| | 2021-22 | 185,000 | 19,100 | 204,100 |
| | 2022-23 | 185,000 | 15,400 | 200,400 |
| | 2023-24 | 190,000 | 11,700 | 201,700 |
| | 2024-25 | 195,000 | 7,900 | 202,900 |
| 2025-26 | 200,000 | 4,000 | 204,000 | |
| | | <u>\$1,500,000</u> | <u>\$192,283</u> | <u>\$1,692,283</u> |
| General Obligation Promissory Notes (\$1,500,000) to be issued July 2016 to finance remodeling over six years at an average rate of 4% payable to Depository Trust Company | 2016-17 | 0 | 40,000 | 40,000 |
| | 2017-18 | 155,000 | 60,000 | 215,000 |
| | 2018-19 | 160,000 | 53,800 | 213,800 |
| | 2019-20 | 210,000 | 47,400 | 257,400 |
| | 2020-21 | 480,000 | 39,000 | 519,000 |
| | 2021-22 | 495,000 | 19,800 | 514,800 |
| | | <u>\$1,500,000</u> | <u>\$260,000</u> | <u>\$1,760,000</u> |
| Grand Total | | <u>\$27,760,000</u> | <u>\$3,166,631</u> | <u>\$30,926,631</u> |

Combined Schedule of Long-Term Obligations as of July 1, 2016

| <u>Fiscal Year</u> | <u>Principal</u> | <u>Interest</u> | <u>Total</u> |
|--------------------|----------------------------|---------------------------|----------------------------|
| 2016-17 | 4,020,000 | 723,141 | 4,743,141 |
| 2017-18 | 4,265,000 | 640,733 | 4,905,733 |
| 2018-19 | 3,860,000 | 533,920 | 4,393,920 |
| 2019-20 | 3,825,000 | 436,028 | 4,261,028 |
| 2020-21 | 3,645,000 | 340,485 | 3,985,485 |
| 2021-22 | 3,265,000 | 240,800 | 3,505,800 |
| 2022-23 | 2,240,000 | 142,575 | 2,382,575 |
| 2023-24 | 1,580,000 | 77,100 | 1,657,100 |
| 2024-25 | 860,000 | 27,850 | 887,850 |
| 2025-26 | 200,000 | 4,000 | 204,000 |
| Total | <u>\$27,760,000</u> | <u>\$3,166,631</u> | <u>\$30,926,631</u> |



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

| | 2013-14 Actuals (1) | 2014-15 Actuals (1) | 2015-16 Budget | 2015-16 Estimates (2) | 2016-17 Budget |
|---|------------------------|------------------------|-------------------|--------------------------|-------------------|
| REVENUES | | | | | |
| Other Student Fees | 0 | 0 | 0 | 0 | 0 |
| Institutional | 1,460,728 | 1,510,586 | 1,600,000 | 1,600,000 | 1,600,000 |
| Total Revenue | <u>1,460,728</u> | <u>1,510,586</u> | <u>1,600,000</u> | <u>1,600,000</u> | <u>1,600,000</u> |
| EXPENDITURES | | | | | |
| Auxiliary Services | 1,710,073 | 1,481,368 | 1,600,000 | 1,600,000 | 1,600,000 |
| Total Expenditures | <u>1,710,073</u> | <u>1,481,368</u> | <u>1,600,000</u> | <u>1,600,000</u> | <u>1,600,000</u> |
| Net Revenue (Expenditures) | (249,345) | 29,218 | 0 | 0 | 0 |
| OTHER SOURCES (USES) | | | | | |
| Operating Transfer In (Out) | 0 | 100,000 | 0 | 0 | 0 |
| Total Resources (Uses) | <u>(249,345)</u> | <u>129,218</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| TRANSFERS TO (FROM) FUND BALANCE | | | | | |
| Retained Earnings | (249,345) | 129,218 | 0 | 0 | 0 |
| Total Transfers to (From) Fund Balance | <u>(249,345)</u> | <u>129,218</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| Beginning Fund Balance | <u>1,814,103</u> | <u>1,564,758</u> | <u>1,693,976</u> | <u>1,693,976</u> | <u>1,693,976</u> |
| Ending Fund Balance | 1,564,758 | 1,693,976 | 1,693,976 | 1,693,976 | 1,693,976 |

(1) Actual is presented on a budgetary basis

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

Enterprise Funds

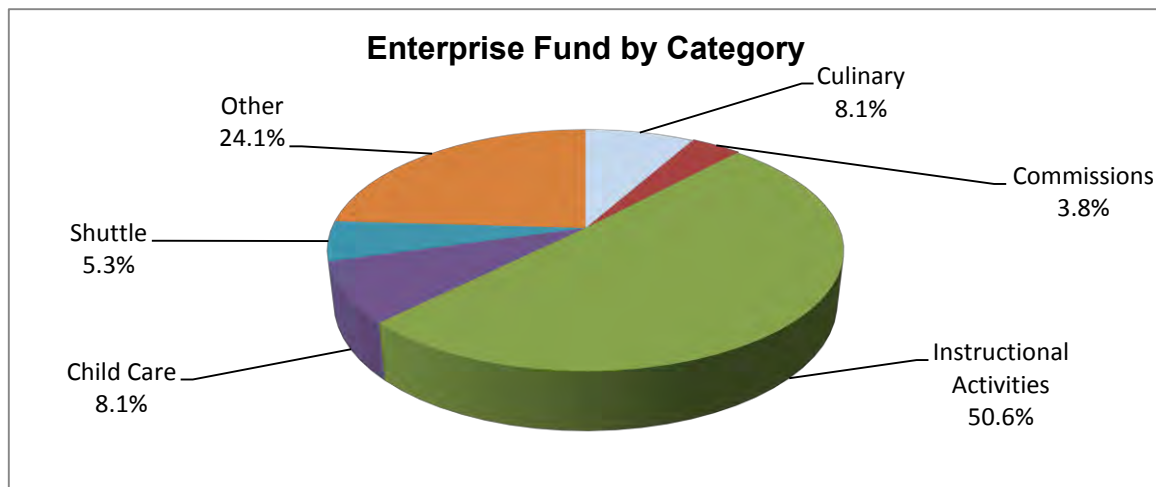
Fund Description

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

Analysis

Revenues and expenditures are planned at \$1,600,000 for 2015-16. The schedule below provides additional detail on each business segment.

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



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

| | 2013-14 Actuals (1) | 2014-15 Actuals (1) | 2015-16 Budget | 2015-16 Estimates (2) | 2016-17 Budget |
|---|------------------------|------------------------|-------------------|--------------------------|-------------------|
| REVENUES | | | | | |
| Institutional | 246,213 | 246,013 | 647,000 | 570,000 | 618,000 |
| Total Revenue | <u>246,213</u> | <u>246,013</u> | <u>647,000</u> | <u>570,000</u> | <u>618,000</u> |
| EXPENDITURES | | | | | |
| Auxiliary Services | 238,032 | 227,435 | 647,000 | 570,000 | 618,000 |
| Total Expenditures | <u>238,032</u> | <u>227,435</u> | <u>647,000</u> | <u>570,000</u> | <u>618,000</u> |
| Net Revenue (Expenditures) | 8,181 | 18,578 | 0 | 0 | 0 |
| OTHER SOURCES (USES) | | | | | |
| Operating Transfer In (Out) | 0 | 0 | 0 | 0 | 0 |
| Total Resources (Uses) | <u>8,181</u> | <u>18,578</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| TRANSFERS TO (FROM) FUND BALANCE | | | | | |
| Retained Earnings | 8,181 | 18,578 | 0 | 0 | 0 |
| Total Transfers to (From) Fund Balance | <u>8,181</u> | <u>18,578</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| Beginning Fund Balance | <u>(1,677)</u> | <u>6,504</u> | <u>25,082</u> | <u>25,082</u> | <u>25,082</u> |
| Ending Fund Balance | 6,504 | 25,082 | 25,082 | 25,082 | 25,082 |

(1) Actual is presented on a budgetary basis

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

Internal Service Funds

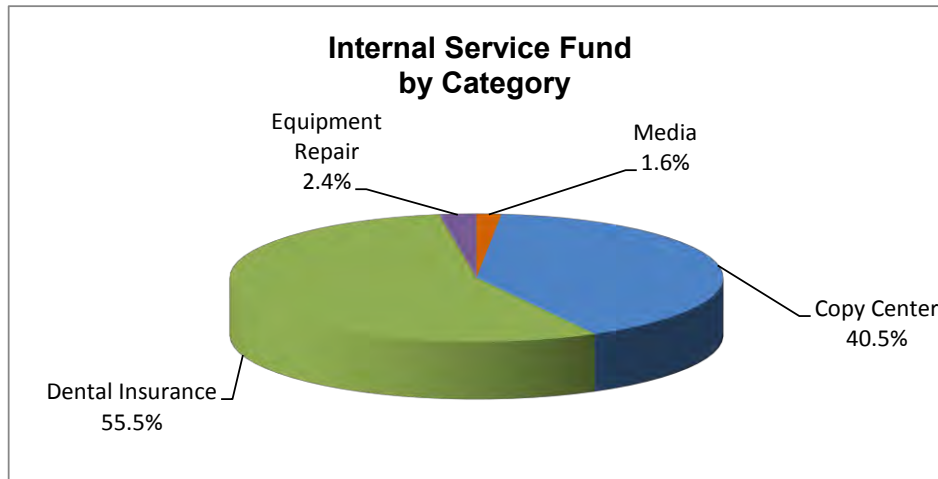
Fund Description

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

Analysis

Revenues and expenditures in the Internal Service Funds are expected to be \$618,000. This is a \$48,000 increase over the 2015-16 estimates and is largely due to an increase in expenses for the self-funded dental insurance program. The schedule below provides additional detail on each business segment.

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



Staff Positions Summary

LTC currently employees 282 full and part-time people within three organizational groups: 110 support staff, 64 management staff and 108 faculty. The Lakeshore Educational Association (Local 3201 of the National Educational Association) represents bargaining unit faculty. Support and management staff are not represented by a union. LTC also employs 574 part time (adjunct) faculty, students, part time support staff and temporary help. LTC's staff are aligned to functional areas which make up the systems of the college.

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

The 2016-17 budget contains 8 open full time and regular part time positions. They are classified as:

New Positions: The reasons for these positions are to support the strategic priorities of the College and the needs of the community. Some of these positions are grant funded positions.

- Practical Nursing Instructor
- Academic Advisor
- General Advisor, LTC Manitowoc
- Youth Apprenticeship Specialist

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

- Electromechanical Instructor
- Math Instructor
- Apprenticeship Coordinator
- Shared Program Specialist-Business & Technology

The following pages include these documents:

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

Staff Position Summary

FTE Basis

| Category | 2013-14 Actual | 2014-15 Actual | 2015-16 Estimate | 2016-17 | | | | Total Budget |
|----------------------------|-------------------|-------------------|---------------------|-----------------|----------------------------|---------------------|-------------------|-----------------|
| | | | | General Fund | Special Revenue Fund | Proprietary Fund | Fiduciary Fund | |
| Administrators/Supervisors | 37.20 | 38.60 | 39.60 | 36.13 | 3.35 | 2.18 | | 41.66 |
| Teachers | 148.20 | 137.60 | 145.85 | 137.35 | 16.81 | | | 154.16 |
| Specialists (Counselors) | 2.40 | 2.00 | 1.01 | 0.50 | 0.50 | | | 1.00 |
| Other Staff | | | | | | | | |
| Professional Non Faculty | 21.50 | 20.50 | 26.40 | 10.69 | 8.11 | 1.70 | | 20.50 |
| Support Staff | 124.10 | 123.20 | 125.92 | 99.34 | 16.49 | 6.34 | | 122.17 |
| Student Help | 9.00 | 9.70 | 5.50 | 3.25 | 1.09 | | | 4.34 |
| Total | 342.40 | 331.60 | 344.28 | 287.26 | 46.35 | 10.22 | 0.00 | 343.83 |

Foot note: All staff including adjunct faculty included

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

Schedule of Full-Time Staff Positions

| Function | 2013-14 Actual | 2014-15 Actual | 2015-16 Estimate | 2016-17 Budget |
|------------------------|-------------------|-------------------|---------------------|-------------------|
| Instructional | 160.71 | 163.51 | 164.21 | 159.91 |
| Instructional Resource | 11.70 | 12.70 | 12.00 | 11.00 |
| Student Services | 36.91 | 43.13 | 43.55 | 46.73 |
| General Institutional | 31.48 | 30.82 | 28.69 | 28.40 |
| Physical Plant | 7.00 | 7.00 | 7.00 | 7.00 |
| Auxiliary Services | 8.20 | 7.84 | 7.55 | 8.21 |
| Public Services | - | - | - | - |
| Total | 256.00 | 265.00 | 263.00 | 261.25 |
| Part-Time | 518.00 | 526.00 | 540.00 | 531.00 |

The above schedule indicates the number of Full-Time Staff positions broken down by function.

Staff Position Summary

Full and Part-Time Staff Positions by Group

| Group | 2013-14 Actual | 2014-15 Actual | 2015-16 Estimate | 2016-17 Budget |
|----------------------|-------------------|-------------------|---------------------|-------------------|
| Management | | | | |
| Full-Time | 57.00 | 60.00 | 63.00 | 62.50 |
| Part-Time (60%) | 2.00 | 1.00 | 1.00 | 1.00 |
| Total | 59.00 | 61.00 | 64.00 | 63.50 |
| Faculty | | | | |
| Full-Time | 107.00 | 112.00 | 108.00 | 108.50 |
| Part-Time (60%) | 3.00 | - | - | - |
| Total | 110.00 | 112.00 | 108.00 | 108.50 |
| Support Staff | | | | |
| Full-Time | 92.00 | 93.00 | 92.00 | 90.25 |
| Part-Time (60%) | 23.00 | 19.00 | 18.00 | 20.00 |
| Total | 115.00 | 112.00 | 110.00 | 110.25 |
| Total | 284.00 | 285.00 | 282.00 | 282.25 |
| Total | | | | |
| Full-Time | 256.00 | 265.00 | 263.00 | 261.25 |
| Part-Time (60%) | 28.00 | 20.00 | 19.00 | 21.00 |
| Total | 284.00 | 285.00 | 282.00 | 282.25 |

Lakeshore Technical College



OPERATIONS

Operating Fund Statement
2016-17 Budgetary Statement of
Resources, Uses, and Changes in Fund Balance

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

| | 2013-14 Actuals (1) | 2014-15 Actuals (1) | 2015-16 Budget | 2015-16 Estimates (2) | 2016-17 Budget |
|---|------------------------|------------------------|-------------------|--------------------------|-------------------|
| REVENUES | | | | | |
| Local Government | 17,856,080 | 6,083,450 | 6,212,000 | 6,245,000 | 6,400,000 |
| Property Tax Relief Aid | 0 | 11,877,887 | 11,878,000 | 11,878,000 | 11,878,000 |
| General State Aids | 2,065,447 | 2,600,369 | 2,559,000 | 2,559,000 | 2,794,000 |
| State Grants | 1,133,099 | 1,771,644 | 3,313,000 | 3,313,000 | 2,340,000 |
| Program Fees | 5,996,551 | 5,825,036 | 6,060,000 | 5,600,000 | 5,610,000 |
| Material Fees | 391,394 | 373,056 | 390,000 | 385,000 | 370,000 |
| Other Student Fees | 463,430 | 437,919 | 500,000 | 455,000 | 530,000 |
| Institutional | 2,137,100 | 1,698,318 | 2,089,000 | 1,939,000 | 2,273,000 |
| Federal | 1,467,629 | 1,403,828 | 1,614,000 | 1,614,000 | 1,483,000 |
| Total Revenue | <u>31,510,730</u> | <u>32,071,507</u> | <u>34,615,000</u> | <u>33,988,000</u> | <u>33,678,000</u> |
| EXPENDITURES | | | | | |
| Instruction | 20,016,903 | 19,613,667 | 22,137,000 | 21,553,000 | 20,908,000 |
| Instructional Resources | 1,112,615 | 1,184,538 | 1,207,000 | 1,207,000 | 1,077,000 |
| Student Services | 3,692,733 | 3,827,606 | 4,090,000 | 4,090,000 | 4,514,000 |
| General Institutional | 4,412,851 | 4,648,920 | 4,701,000 | 4,658,000 | 4,755,000 |
| Physical Plant | 2,391,177 | 2,338,330 | 2,480,000 | 2,480,000 | 2,524,000 |
| Total Expenditures | <u>31,626,279</u> | <u>31,613,061</u> | <u>34,615,000</u> | <u>33,988,000</u> | <u>33,778,000</u> |
| Net Revenue (Expenditures) | (115,549) | 458,446 | 0 | 0 | (100,000) |
| OTHER SOURCES (USES) | | | | | |
| Operating Transfer In (Out) | 0 | (100,000) | 0 | 0 | 0 |
| Total Resources (Uses) | <u>(115,549)</u> | <u>458,446</u> | <u>0</u> | <u>0</u> | <u>(100,000)</u> |
| TRANSFERS TO (FROM) FUND BALANCE | | | | | |
| Reserve for Prepays & Inventories | 0 | 0 | 0 | 0 | 0 |
| Reserve for Operations | 0 | 0 | 0 | 0 | 0 |
| Designated for State Aid Fluctuations | 0 | 0 | 0 | 0 | 0 |
| Designated for Subsequent Years | 0 | 0 | 0 | 0 | 0 |
| Designated for Subsequent Year | (115,549) | 358,446 | 0 | 0 | (100,000) |
| Total Transfers to (From) Fund Balance | <u>(115,549)</u> | <u>358,446</u> | <u>0</u> | <u>0</u> | <u>(100,000)</u> |
| Beginning Fund Balance | <u>8,365,410</u> | <u>8,249,861</u> | <u>8,608,307</u> | <u>8,608,307</u> | <u>8,608,307</u> |
| Ending Fund Balance | 8,249,861 | 8,608,307 | 8,608,307 | 8,608,307 | 8,508,307 |

(1) Actual is presented on a budgetary basis

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

Operating Fund Analysis — Resources

Total operating fund revenues of \$33,678,000 decreased by .91 percent from the 2015-16 estimate of \$33,988,000. This is a \$310,000 decrease in revenues.

Tax Levy (Local Government)

Operating fund tax levy revenue of \$6,400,000 increased by \$155,000 from 2015-16 due to net new construction. This represents 19 percent of the total operating revenues.

State Aids

In March 2014, \$406 million was allocated in state aids to the technical colleges for the purpose of decreasing the operating tax levy. This property tax relief aid is \$11,878,000 for 2016-17. General state aids (including general state aids, computer state aids and veterans’ remissions) increased by \$235,000, or 9.18 percent, due to an additional amount projected for outcome based funding. State grants decreased \$973,000 or 29.37 percent from 2015-16 to \$2,340,000. The majority of the decrease, \$811,000, is from grants to expand capacity. State grants fund various programs including, core industries, student support and career pathways.

Student Fees

Student fees include program fees, material fees and other student fees. Total student fees of \$6,510,000 increased by \$70,000 or 1.09 percent over the 2015-16 estimate. This is due to a projected increase in in the tuition rate. 2015-16 FTE estimates were adjusted to 1,800; 2016-17 FTEs are projected to increase slightly. The program fee rate per credit, which is determined by the Wisconsin Technical College System Board will increase by 1.5 percent, from \$128.40 per credit to \$130.35 per credit. This is an increase of \$1.95 per credit.

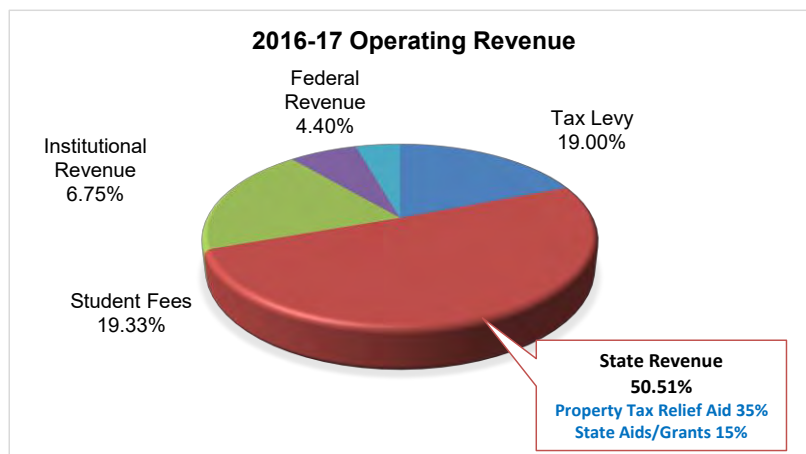
Institutional Revenue

Institutional revenue increased by \$334,000 or 17.23 percent from 2015-16 to \$2,273,000. This is due to an anticipated increase in contract revenue.

Federal Revenue

Federal revenue of \$1,483,000 is down 8.12 percent or \$131,000 from 2015-16 due to one of the federal grants ending in September of 2016.

The chart below shows the breakdown of the operating fund revenues for 2016-17.



Operating Fund Analysis — Uses

Total expenditures of \$33,778,000 are budgeted for the operating funds. This is a .62 percent or \$210,000 decrease from the 2015-16 estimate of \$33,988,000.

Instruction

Instructional expenditures of \$20,908,000 for all activities directly related to the teaching of students decreased by \$645,000, or 2.99 percent, over the 2015-16 estimate. This was mainly due to decreases in state and federal grants. Instructional expenditures account for 61.9 percent of the operating expenditures.

Instructional Resources

Instructional resources, including computer lab support, library, and instructional television, decreased by \$130,000, or 10.77 percent, to \$1,077,000 mainly due to a decrease in a position.

Student Services

Student services includes services provided to students such as recruiting, admissions, counseling, financial aid and registration. The student services budget of \$4,514,000 increased by \$424,000, or 10.37 percent, from 2015-16, mainly due to increases in staffing for advising and Youth Apprenticeship.

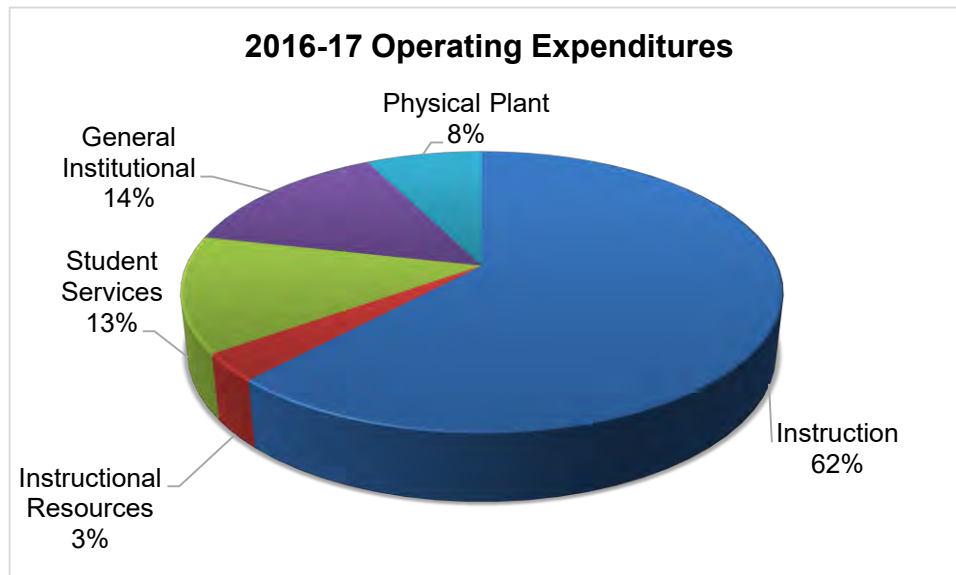
General Institutional

Expenditures of \$4,755,000 for services that benefit the entire college increased by \$97,000, or 2.08 percent. This is mainly due to an increase in current expenses.

Physical Plant

Expenditures of \$2,524,000 for services required for the operation and maintenance of the facilities increased by 1.77 percent, or \$44,000, due to additional operating costs for a new building.

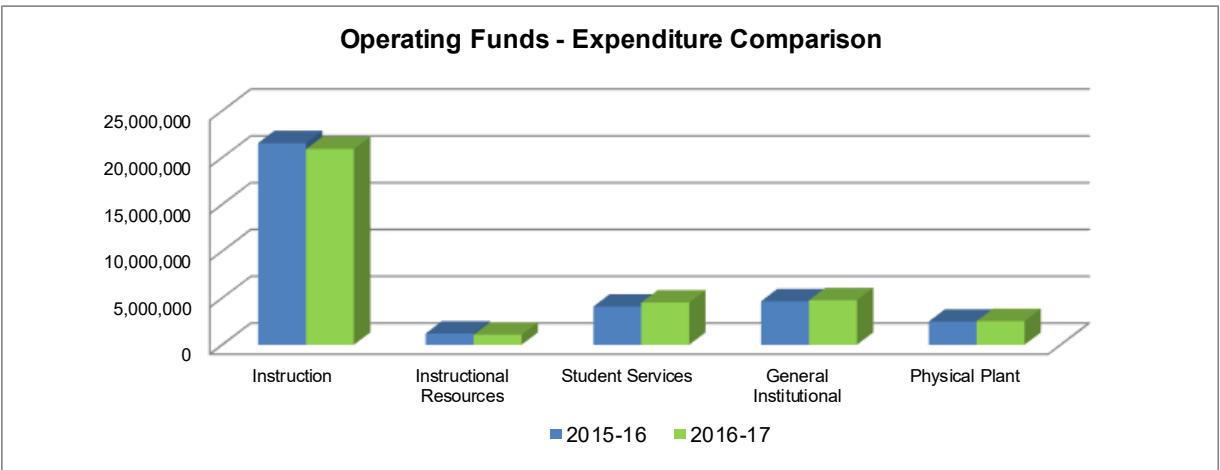
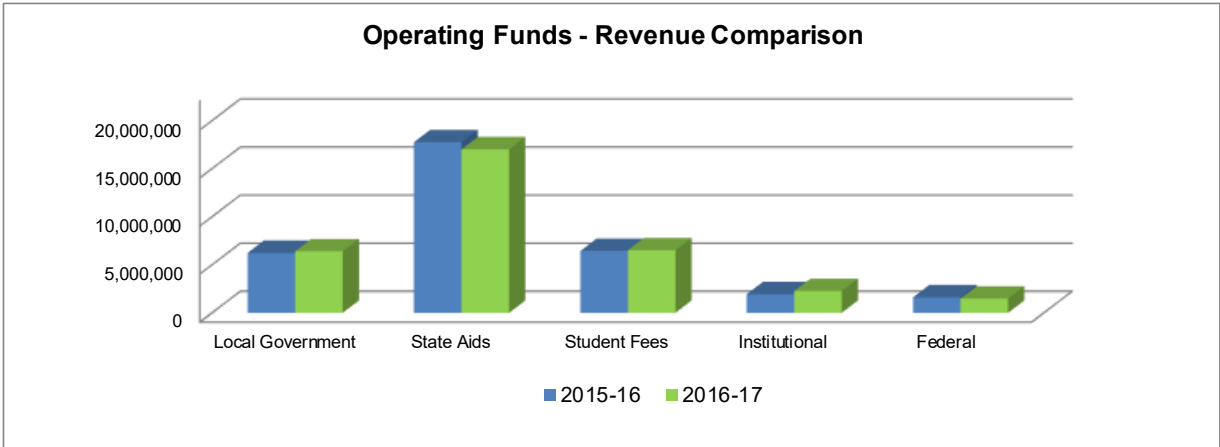
The chart below shows the operating funds expenditures by function.



Operating Funds Revenues and Expenditure Comparison 2016-17 Budget

Local government (tax levy) increased by 2.48 percent compared to the 2015-16 estimates. State aids and grants decreased 4.16 percent and total student fees increased 1.09 percent. Instructional expenditures decreased 2.99 percent of the total expenditure budget, mainly due to a decrease in grant expenditures.

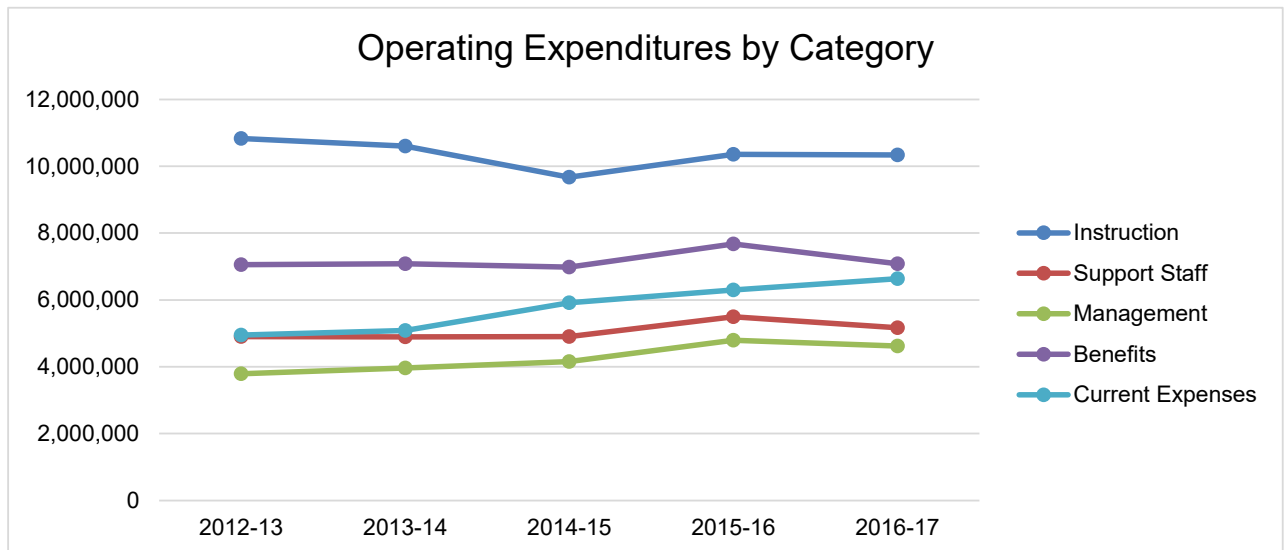
| | 2015-16 Estimate | Percent of Total | 2016-17 Budget | Percent of Total | Percent Change |
|---------------------------|---------------------|---------------------|-------------------|---------------------|-------------------|
| Revenues | | | | | |
| Local Government | 6,245,000 | 18.37% | 6,400,000 | 19.00% | 2.48% |
| State Aids | 17,750,000 | 52.22% | 17,012,000 | 50.51% | -4.16% |
| Program Fees | 5,600,000 | 16.48% | 5,610,000 | 16.66% | 0.18% |
| Material Fees | 385,000 | 1.13% | 370,000 | 1.10% | -3.90% |
| Other Student Fees | 455,000 | 1.34% | 530,000 | 1.57% | 16.48% |
| Institutional | 1,939,000 | 5.70% | 2,273,000 | 6.75% | 17.23% |
| Federal | 1,614,000 | 4.75% | 1,483,000 | 4.40% | -8.12% |
| Total Revenue | 33,988,000 | 100.00% | 33,678,000 | 100.00% | -0.91% |
| Expenditures | | | | | |
| Instruction | 21,553,000 | 63.41% | 20,908,000 | 61.90% | -2.99% |
| Instructional Resources | 1,207,000 | 3.55% | 1,077,000 | 3.19% | -10.77% |
| Student Services | 4,090,000 | 12.03% | 4,514,000 | 13.36% | 10.37% |
| General Institutional | 4,658,000 | 13.70% | 4,755,000 | 14.08% | 2.08% |
| Physical Plant | 2,480,000 | 7.30% | 2,524,000 | 7.47% | 1.77% |
| Total Expenditures | 33,988,000 | 100.00% | 33,778,000 | 100.00% | -0.62% |



Personal Services Operating Fund Analysis

The information below shows the breakdown of wages by major category, benefits and current expenses for the operating funds for four years. The percent of each category to the total is also calculated. The 2016-17 percent of each category to the total remained similar to the 2015-16 amounts, with current expenses increasing slightly.

| Classification | 2012-13 Actuals | % of Total | 2013-14 Actuals | % of Total | 2014-15 Actuals | % of Total | 2015-16 Budget | % of Total | 2016-17 Budget | % of Total | % Change 2015-16 to 2016-17 |
|---|--------------------|----------------|--------------------|----------------|--------------------|----------------|-------------------|----------------|-------------------|----------------|-----------------------------------|
| Wages | | | | | | | | | | | |
| Instruction | 10,833,134 | 40.77% | 10,601,857 | 39.94% | 9,666,820 | 37.61% | 10,353,372 | 36.57% | 10,335,973 | 38.01% | -0.17% |
| Support Staff | 4,897,618 | 18.43% | 4,894,789 | 18.44% | 4,906,352 | 19.09% | 5,495,686 | 19.41% | 5,164,163 | 18.99% | -6.03% |
| Management | 3,791,769 | 14.27% | 3,966,364 | 14.94% | 4,150,190 | 16.15% | 4,795,060 | 16.93% | 4,616,897 | 16.98% | -3.72% |
| Total Wages | 19,522,521 | 73.46% | 19,463,010 | 73.33% | 18,723,362 | 72.85% | 20,644,118 | 72.91% | 20,117,033 | 73.97% | -2.55% |
| Benefits | 7,051,691 | 26.54% | 7,080,067 | 26.67% | 6,978,646 | 27.15% | 7,670,466 | 27.09% | 7,078,467 | 26.03% | -7.72% |
| Total Personal Services | 26,574,212 | 100.00% | 26,543,076 | 100.00% | 25,702,008 | 100.00% | 28,314,584 | 100.00% | 27,195,500 | 100.00% | -3.95% |
| Operating Expenditures by Category | | | | | | | | | | | |
| | 2012-13 | % of Total | 2013-14 | % of Total | 2014-15 | % of Total | 2015-16 | % of Total | 2016-17 | % of Total | % Change |
| Total Personal Services | 26,574,212 | 84.30% | 26,543,076 | 83.93% | 25,702,008 | 81.30% | 28,314,584 | 81.80% | 27,195,500 | 80.51% | -3.95% |
| Current Expenses | 4,949,299 | 15.70% | 5,083,201 | 16.07% | 5,911,053 | 18.70% | 6,301,416 | 18.20% | 6,582,500 | 19.49% | 4.46% |
| Total Budget | 31,523,511 | 100.00% | 31,626,278 | 100.00% | 31,613,061 | 100.00% | 34,616,000 | 100.00% | 33,778,000 | 100.00% | -2.42% |



College Monitor and Strategic Plan

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

Mid-Year 2015-16

Updated: February 17, 2016

| Key Indicator: 2017 Target | 2013-14 Results | 2014-15 Results | 2015-16 Estimate | Comparison | 2015-16 Targets |
|--|-------------------------------|-------------------------------|-------------------------------|---------------|-----------------|
| FTE | 2014 | 1899 | 1591 | 2332 | 2186 |
| Graduation | 65.11% | 58.5% | 58.5% | 43.57% | 57% |
| Placement | 89% | 90% | 91% | 92% | 90% |
| Outcome: Lakeshore Technical College exists so the community workforce will be well trained, diverse, and flexible and will meet the needs of a changing marketplace. | | | | | |
| <i>Workforce Development. Anticipate and respond to employer needs.</i> | | | | | |
| Workforce Solutions Signed Contract Sales | \$1,384,606 | \$1,441,754 | \$1,947,645 | \$1,387,000 | \$1,750,000 |
| Related Placement | 77% | 74% | 77% | 76% | 76% |
| Degrees Awarded | 1039 | 978 | 423 | 1312 | 1076 |
| <i>Filling the Pipeline. Position LTC as the choice for career and technical education in the Lakeshore Area.</i> | | | | | |
| Net Promoter Score (WTCS) | +43 | +55 ⁴ | +55 | +13 | +53 |
| HS Graduate Transition Direct & 2 yr out | 11.83% ¹ 18.45% | 12.29% ² 19.05% | 12.29% ² 19.05% | 19% 23.57% | 16% 22% |
| New Adult Enrollments | 712 | 640 | N/A | 1033 | 800 |
| Outcome: Learning opportunities are affordable and accessible, within available resources. | | | | | |
| <i>Student Success. Provide the resources and systems students need to achieve their goal.</i> | | | | | |
| Course Completion | 85.29% | 84.49% | 84.53% | 82% | 85% |
| Semester-to-Semester Retention | 77.17% | 82.01% | 84% | 76.60% | 80.00% |
| <i>Institutional Effectiveness. Continuously improve our people, processes, and learning environment.</i> | | | | | |
| Student Satisfaction Inventory | 5.85/7.0 | 5.85/7.0 | 5.85/7.0 | 5.46/7.0 | 5.90 |
| Course Instructor Evaluation | 82.5% | 85.6% | 85.6% | 88% | 87% |
| Management Effectiveness | 82% 4.20/5 | 84% 4.24/5 | 84% 4.24/5 | 83% 4.21/5 | 80% |

¹ Direct and 2 year transition for 2011 graduates

² Direct and 2 year transition for 2012 graduates

⁴ Calculated from Graduate Outcomes Survey

*Represents an estimate, EOY data not available at time of report publication.

N/A-Not Available for mid-year reporting.

2015-16 Mid-Year Results

Ends Policy: Workforce Development

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

Enhance Instructional Programs, Career Pathways and Short Term Training

- Implement New programs:
 - Industrial Manufacturing Technician Apprenticeship
 - Two new sections added
 - 11 students served
 - Agribusiness – Shared program with Moraine Park Technical College
 - 21 students enrolled
 - Six instructors enrolled in Summer 2016 Training Institute
 - New technology- Cow Manager, installed in LTC classrooms with live feed from the Netherlands to enhance students' education.
 - Auto Collision 2 year Technical Diploma
 - Curriculum modifications, facility remodel plan, identification of new equipment and construction underway
 - 90% of the 1st year courses were offered
 - Modifications and new curriculum for 2nd year is 65% complete
 - The remodel is scheduled for completion mid-October 2016.
- Expand Information Technology in evenings and offer certification workshops
 - Computer Programming, IT-Networking Specialist AD and Industrial networking Certificate in the evenings
 - Served 67 students (target was 36)
- Revise Criminal Justice Program to embed new Department of Justice Basic Recruit Academy (720 hours)
 - Academy started in Spring 2016 and will finish in May 2017
 - Three phases offered over three semesters
- Implement the Consortium Manufacturing Career pathway
 - Spring Welding Early College – 9 students – 100% program application
 - Mobile Labs at Sheboygan & Manitowoc Job Centers
 - Mobile Labs at Random Lake High School and Rockets 4 Schools
 - High School Events, Summer Institutes and Made Here Bus Tours
- Provide Basic Emergency Medical training (EMT) at partnering firehouses
 - Delivered basic EMT courses entirely off campus at three sites
 - Acquired a vehicle, instructional technology equipment, and medical equipment for mobile EMS Lab
 - Served 26 graduates with 12 in Spring 2016 semester class

Implement Blue Print Project in Manufacturing Boot Camps and Certifications

- Offer seven boot camps & training in General Manufacturing Production, Basic and Mid-Level Food Production, Industrial Technician Automation, and Industrial Maintenance
 - Seven sessions offered across the various programs
 - Over 35 students served to date

Expand Early College and Youth Apprenticeship (YA)

- Increase Early College enrollments in Industrial Maintenance, Web & Software Developer, Healthcare, Administrative Professional, Welding, & Machine Tool.
 - 17 Early College students from eight different schools enrolled in Welding and Industrial Maintenance
 - 39 Sheboygan Central/Warriner High School Early College students enrolled in Culinary, Customer Service, Early Childhood, and Nursing Assistant

- Increase the number of students in youth apprenticeships
 - Increase number of students from 91 to 120 in manufacturing, engineering, lab, health, auto, culinary, finance, IT and agriculture by collaborating with 68 local business partners.

Implement New Recruitment & Admissions Processes

- Improved the Applied to Admit conversion rate. The data as of 4/21/16 is:
 - 2015 – 31.72%
 - 2016 – 42.99%

Ends Policy: Access & Affordability

Learning opportunities are affordable and accessible, within available resources.

Implement Achieving the Dream (ATD)

- Completed the self-analysis & identified two priorities and four interventions in the Implementation Plan
 - Prepare Students To Succeed
 - Adopt the Achieving the Dream Guided Pathways model
 - Design an effective onboarding process that meets the needs of LTC students
 - Successful Course Completion
 - Expand the Early Alert and response system
 - Integrate a proactive advising and support system model

Implement standards for online learning

- 100% of all Online/Blended courses and Syllabi were reviewed
- Utilized LTC's Blackboard & Syllabi Templates for review
- Quality Matters Standards and Rubric & APPQMR Training offered

Provide Targeted Student Support Services

- Over 388 Pre-college and postsecondary enrolled students received direct support to help increase course completion, semester to semester retention, and graduation rates



Standardize Videoconference Technology


- By June 2016, a platform for videoconferencing and lecture capture technology (with closed captioning for disabilities) will be identified and selected. Depending on the platform, a grant has been applied for.

2016-17 Strategic Plan

| Key Performance Indicators | | | |
|-----------------------------------|------|------------|-----------|
| | FTE | Graduation | Placement |
| 2016-17 | 1850 | 61% | 91% |
| 2017-18 | 1887 | 62% | 92% |
| 2018-19 | 1925 | 63% | 93% |
| 2019-20 | 2000 | 64% | 93% |

| Strategic Goal: Student Success | |
|--|--|
| <p><u>Vision Statement:</u> All LTC Students will master occupational and core employability skill through engaging, inclusive and quality instruction. Every LTC student will receive equitable and meaningful academic, career, and person support, empowering them to achieve their educational, work and life goals.</p> | |
| <p>Strategy 1: Filling the Pipeline Position LTC as the choice for career and technical education in the Lakeshore Area</p> | Leverage Partnerships with Area Schools & Colleges |
| | Improve Access & Affordability for Students |
| <p>Strategy 2: Workforce Development Anticipate and respond to employer needs.</p> | Leverage Partnerships with Area Employers |
| | Optimize Program Offerings |
| <p>Strategy 3: Institutional Effectiveness Continuously improve our people, processes and learning environment.</p> | Deepen Employee Engagement |
| | Enhance Operational Efficiency |

| Strategy 1: Filling the Pipeline | | |
|---|--|---|
| Position LTC as the choice for career and technical education in the Lakeshore Area | | |
| Strategic Objective | Strategic Initiative | Involvement |
| Leverage Partnerships with Area Schools & Colleges | <ul style="list-style-type: none"> Develop and implement a communication plan for high school students, parents and teachers in regards to dual credit and career pathways in order to cultivate high school students to transition to LTC by November 2016. Integrate the Lake to Lake transfer program information into college promotion materials, website and recruitment activities by September 2016. | <p>Marketing, Student Services, High School Relations</p> <p>Instruction, Student Services, Marketing</p> |
| Improve Access & Affordability for Students | <ul style="list-style-type: none"> Fully implement the new enrollment process by October 2016. Develop and launch a Scholarship program by September 2016 to incent high school students directly enrolling full time in LTC programs and to increase donor designated giving for all students. Design an effective onboarding process that meets the needs of LTC students by January 2017.  Integrate a proactive advising, early alert, and support system model by January 2017.  | <p>Enrollment, Student Services, Marketing, Career Coaches</p> <p>Advancement, Development, Financial Aid, Financial Services</p> <p>Student Services, Marketing, Enrollment</p> <p>Student Services, Enrollment, Instruction, Advising</p> |

| Filling the Pipeline Success Measures |
|---|
| Increase the number of total 2017 high school graduates who directly enroll into LTC programs by 50. |
| Enroll a minimum of 30 new students in Lake to Lake programs by June 2017. |
| Increase the number of students benefitting from financial support distributed through the LTC Foundation by 100. |
| Increase the number of students that apply and then enroll in a program by 5% by May 2017. |
| To increase the number of successful ATD cohort students in the identified gateway courses from 75% to 80% by June 2017. |
| Increase the retention rate of all First-Time in College credential seeking students from 69% to 72%. |
|  Indicates an Achieving the Dream Priority and Intervention. |

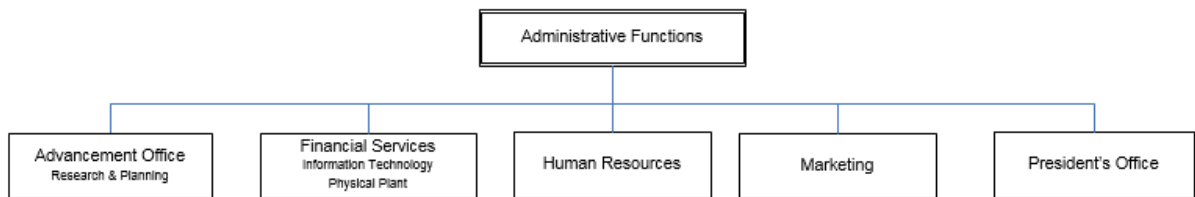
| Strategy 2: Workforce Development | | |
|---|---|--|
| Anticipate and respond to employer needs. | | |
| Strategic Objective | Strategic Initiative | Involvement |
| Leverage Partnerships with Area Employers | <ul style="list-style-type: none"> Engage faculty in contract training and seminar development through internal communication, training, and human resource planning by October 2016. Expand the capability of the college to perform assessments, grant credits for experiential learning, and credentialing through assessment services by November 2016. Create pathways from corporate and LTC customized training programs that incent incumbent workers in making their decision to enter a program of study by December 2016. | <p>Workforce Solutions, Instruction, Human Resources</p> <p>Workforce Solutions, Assessments, Career Pathways, Instruction</p> <p>Recruitment, Career Pathways, Instruction, Workforce Solutions</p> |
| Optimize Program Offerings | <ul style="list-style-type: none"> Enhance policies and procedures, faculty training, delivery and scheduling that standardize and improve accelerated programs by January 2017 for implementation by June 1, 2017. Develop a plan to integrate industry-recognized portable certifications into program curriculum by November 2016. | <p>Instruction, Curriculum, Marketing</p> <p>Instruction, Workforce Solutions, Assessment</p> |

| Workforce Development Success Measures |
|---|
| Increase seminar and signed contract training revenue by 5% by June 2017. |
| Transition 25 students from workforce solutions training that apply to enter a program or certificate by June 2017. |
| Increase the number of students enrolling in evening courses by 100. |
| Increase the attainment of industry certifications by 20%. |

| Strategy 3: Institutional Effectiveness | | |
|--|---|---|
| Continuously improve our people, processes and learning environment. | | |
| Strategic Objective | Strategic Initiative | Involvement |
| Deepen Employee Engagement | <ul style="list-style-type: none"> Develop and implement an enhanced employee recognition program for academic, community, and campus involvement by November 2016. | Human Resources, Organizational Development, President |
| | <ul style="list-style-type: none"> Implement an employee performance review process that includes comprehensive training of all staff by January 2017. | Human Resources, Organizational Development, Instruction |
| | <ul style="list-style-type: none"> Grow individual leadership capacity through the development of a Leadership Program that supports the college's succession planning efforts by May 2017. | Organizational Development, Human Resources, Curriculum |
| Enhance Operational Efficiency | <ul style="list-style-type: none"> Develop a technology and software training plan for staff that provides training on current and new software platforms based on their job needs and skill level by November 2016. | Human Resources, Organizational Development, Information Technology |
| | <ul style="list-style-type: none"> Analyze program modifications and scheduling processes to improve efficiency and provide the business requirements for the scheduling software implementation by December 2016. | Student Services and Instruction |
| | <ul style="list-style-type: none"> Evaluate, redesign and implement changes on the web for program and course registration, and fee payment to be simple and customer friendly by January 2017. | Marketing, Student Services, Information Technology, Instruction |
| | <ul style="list-style-type: none"> Complete the renovation, install equipment, and begin classes in the Advanced Automotive Technology Training Center by November 1, 2016. | Financial Services, Physical Plan, Instruction |

| Institutional Effectiveness Success Measures |
|---|
| Improve employee satisfaction survey results from 3.88 to 4.0 by May 2017. |
| Increase participation and attendance on committees, community activities, or college forums by 10%. |
| Increase participation in internal software training classes by 20% by May 2017. |
| Use the structured project management methodology for all systems implementations during the 2016-17 fiscal year. |
| Complete 90% of facilities and technology projects on-time and within budget. |
| Increase the number of direct program applications (non-inquiry) by 10%. |

Administrative Functions



The administrative functions support the operations of the College.

Advancement Office is responsible for grant writing, alumni and college relations. In addition, oversight of the Research and Planning functions that include institutional accreditation, research, performance reporting and continuous improvement are included in this function.

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

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

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

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

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

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

The administrative performance monitor on the following page measures the departments' results from 2013-14 through mid-year 2015-16. Key indicators measure the outcomes of the department. The comparisons allow the departments to track indicator performance against peer, historical or national measures which help staff to set targets.

2015-16 Administrative Performance Monitors

Results as of March 2016 unless noted

| Area | Key Indicator | 2013-14 Results | 2014-15 Results | 2015-16 Status or Estimate | Comparison | 2015-16 Targets |
|------------------------|---------------------------------------|---------------------------|---------------------------|----------------------------|--|-----------------|
| Advancement | Federal Grant Awarded Dollars | \$1,693,933 | \$1,575,127 | \$1,734,000 | N/A | \$2M |
| | State Grant Awarded Dollars | \$2,416,504 | \$2,655,987 | \$2,260,000 | N/A | \$2M |
| | Scholarships | \$71,856 | \$94,200 | \$80,901 | N/A | \$75,000 |
| Financial Management | % Operating Tax Levy | 56.67% | 18.97% | 17.95% | 19.26% | 18.5% |
| | Instructional % of Budget | 63.29% | 62.04% | 63.95% | 66.10% | 65.00% |
| | Fund balance ratio | 26% | 31.39% | 28.54% | 28.68% | 30% |
| | Cost per FTE | \$15,750 | \$16,647 | \$17,308 | \$16,021 | \$16,000 |
| | Moody's rating | Aa1 | Aa1 | Aa1 | Aa1 | Aa1 |
| WILM | Project initiatives completed | 40/50 | 13/46 | 14/44 | NA | 38/54 |
| | Help Desk satisfaction | 4.47 | 4.67 | 4.33 | NA | 4.50 |
| Human Resources | Staff Retention | 96.19% | 97.90% | 96.89% | 96.00% | 98.00% |
| | Recruitment Cycle Timeline | 39 days | 44 days | 35 days | 45 days | 35 days |
| | Hiring of Minority Populations | 4.65%/14 | 4.27%/11 | 4.19%/11 | 7.45%/21 | 4.00% |
| | College Management Effectiveness | 4.20 | N/A | 4.24 | 3.39 | 3.75 |
| | Staff Issues Resolution | 87% | N/A | N/A | 92% | 93.00% |
| | HR Management Effectiveness | 4.04 | N/A | 4.26 | 3.31 | 4.75/5 |
| | Health Insurance Experience Loss Rate | 84% (Oct 12 – Sept 13) | 92% (Oct 13 – Sept 14) | 72% (Oct 13 – Sept 14) | 81.1% (Jan-June 2013) | 90.00% |
| | Employee Satisfaction Survey | | 3.79 | 3.88 | 3.86 | 4.0 |
| | Training Satisfaction | 4.5 | 4.5 | N/A | N/A | N/A |
| Marketing | # of Inquiries | 640 | 1,113* | 949 | 1,706 | 1200* |
| | # of Web Visits | 223,543 | 388,738* | 395,688 | 1,002,852 | 1,033,534 |
| | # of page views/visit | 3.23 | 7.42* | 3.61 | 3.25 | 3.25 |
| | # College Events | 47 | 40* | 34 | 30 | 54 |
| Information Technology | % staff satisfied with IT Systems | 83.2% | N/A ¹ | 3.84 | 86% (all LTC Systems) | 86% |
| | Help Desk Satisfaction Rating | 4.72 | 4.57 ² | 4.7 | MSTC- 4.65 WITC- 4.59 | 4.75 |
| | % IT projects on time | 100% | 75% ³ | 90% | 73% (2011-2012) | 95% |
| | % Network uptime | 99.70% | 99.99% ⁴ | 99.5 | 99.0% (industry standard of "two nines") | 99.0% |

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

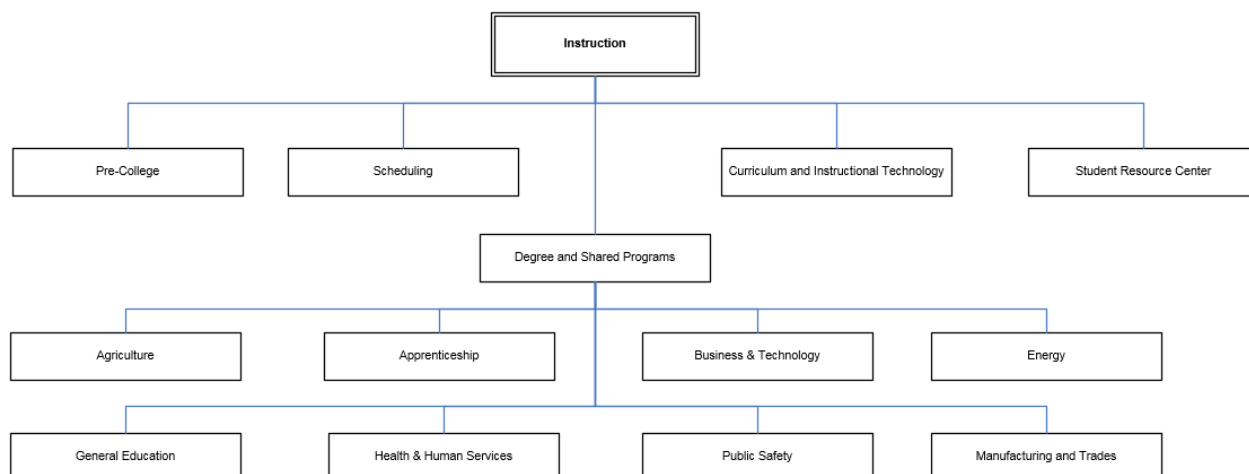
| Budget and Staffing | | | | |
|----------------------------|----------------------------|----------------------------|---------------------------|---------------------------|
| Description | 2013-14 Actuals | 2014-15 Actuals | 2015-16 Budget | 2016-17 Budget |
| Advancement | | | | |
| Personal Services | 744,311 | 619,874 | 791,240 | 659,302 |
| Current Expenses | 85,576 | 58,083 | 77,134 | 86,834 |
| Total | 829,888 | 677,956 | 868,374 | 746,136 |
| Equipment | 0 | 0 | 0 | 0 |
| Staff FTEs | 7.48 | 8.98 | 10.18 | 9.40 |
| Financial Services | | | | |
| Personal Services | 609,144 | 448,984 | 565,168 | 586,808 |
| Current Expenses | 380,102 | 366,165 | 427,479 | 449,446 |
| Total | 989,246 | 815,149 | 992,647 | 1,036,254 |
| Equipment | 17,662 | 9,212 | 49,600 | 45,000 |
| Staff FTEs | 8.35 | 7.90 | 7.70 | 8.05 |
| Human Resources | | | | |
| Personal Services | 1,432,704 | 1,042,259 | 1,406,359 | 1,455,541 |
| Current Expenses | 435,688 | 264,346 | 379,863 | 400,963 |
| Total | 1,868,391 | 1,306,604 | 1,786,222 | 1,856,504 |
| Equipment | 2,079 | 13,158 | 14,481 | 31,723 |
| Staff FTEs | 10.22 | 8.89 | 9.06 | 8.96 |
| Marketing | | | | |
| Personal Services | 409,485 | 355,395 | 448,871 | 577,408 |
| Current Expenses | 315,037 | 260,032 | 387,843 | 369,991 |
| Total | 724,522 | 615,426 | 836,714 | 947,399 |
| Equipment | 0 | 1,146 | 2,898 | 69,900 |
| Staff FTEs | 6.70 | 7.70 | 7.59 | 8.77 |
| President's Office | | | | |
| Personal Services | 326,533 | 324,380 | 399,911 | 385,090 |
| Current Expenses | 181,081 | 210,153 | 221,075 | 246,075 |
| Total | 507,613 | 534,533 | 620,986 | 631,165 |
| Equipment | 0 | 0 | 0 | 0 |
| Staff FTEs | 2.00 | 2.00 | 2.00 | 2.00 |

| Budget and Staffing | | | | |
|-------------------------------|----------------------------|----------------------------|---------------------------|---------------------------|
| Description | 2013-14 Actuals | 2014-15 Actuals | 2015-16 Budget | 2016-17 Budget |
| Physical Plant | | | | |
| Personal Services | 596,067 | 475,918 | 612,994 | 609,364 |
| Current Expenses | 1,559,369 | 1,227,597 | 1,613,291 | 1,659,907 |
| Total | 2,155,436 | 1,703,516 | 2,226,285 | 2,269,271 |
| Equipment | 2,112,933 | 1,295,150 | 2,463,943 | 2,132,200 |
| Staff FTEs | 7.00 | 7.58 | 7.58 | 7.58 |
| Information Technology | | | | |
| Personal Services | 1,267,236 | 969,477 | 1,291,886 | 1,237,461 |
| Current Expenses | 377,774 | 306,806 | 429,899 | 449,865 |
| Total | 1,645,010 | 1,276,284 | 1,721,785 | 1,687,326 |
| Equipment | 1,115,373 | 758,111 | 1,175,450 | 1,062,400 |
| Staff FTEs | 16.74 | 17.07 | 16.36 | 15.26 |
| Total Administrative | | | | |
| Personal Services | 5,385,481 | 4,236,286 | 5,516,429 | 5,510,974 |
| Current Expenses | 3,334,626 | 2,693,182 | 3,536,584 | 3,663,081 |
| Total | 8,720,107 | 6,929,468 | 9,053,013 | 9,174,055 |
| Administrative Equipment | 3,248,047 | 2,076,778 | 3,706,372 | 3,341,223 |
| Staff FTEs | 58.49 | 60.12 | 60.47 | 60.02 |

Below are the strategic and operational initiatives for the Administrative functions.

| 2016-17 Administrative Strategic and Operational Initiatives | Strategic Alignment |
|--|--|
| Develop and implement a communication plan for high school students, parents, and teachers in regards to dual credit and career pathways in order to cultivate high school students to transition to LTC by November 2016. | Filling the Pipeline |
| Integrate the Lake to Lake transfer program information into college promotion materials, website and recruitment activities by September 2016. | Filling the Pipeline |
| Fully implement the new enrollment process by October 2016. | Filling the Pipeline |
| Develop and launch a Scholarship program by September 2016 to incent high school students directly enrolling full time in LTC programs and to increase donor designated giving for all students | Filling the Pipeline |
| Develop and implement an enhanced employee recognition program for academic, community, and campus involvement by November 2016. | Institutional Effectiveness |
| Implement an employee performance review process that includes comprehensive training of all staff by January 2017 | Institutional Effectiveness |
| Develop a Leadership Program that supports the college's succession planning efforts by May 2017. | Institutional Effectiveness |
| Develop a technology and software training plan for staff that provides training on current and new software platforms based on their job needs and skill level by November 2016. | Institutional Effectiveness |
| Evaluate, redesign and implement changes on the web for program and course registration, and fee payment to be simple and customer friendly by January 2017. | Institutional Effectiveness |
| Implement the Hyperion budget development module by January 2017. | Institutional Effectiveness |
| Complete the renovation, install equipment, and begin classes in the Advanced Automotive Technology Training Center by November. | Filling the Pipeline/ Workforce Development |
| Develop and implement a toolkit for Career Coaches and advisors showing the path from high school through a bachelor's degree. | Filling the Pipeline |
| Develop and implement analytical tools and reports to support the college's decision making, monitoring and tracking of enrollment information. | Institutional Effectiveness |
| Facilitate the transition of the Higher Learning Accreditation model from AQIP to Open Pathways. | Institutional Effectiveness |
| Launch the Professional Development Tracking System. | Institutional Effectiveness |

Instruction



Instruction is responsible for the curriculum, design, development, and delivery of quality programs, courses, and educational services.

The Office of Instruction provides leadership in the identification, development, design, and delivery of educational offerings at LTC. These responsibilities drive the hiring and development of faculty, curriculum and assessment design and standards, and articulation with other institutions of higher learning. The college's instructional offerings are divided into six divisions 1) Business and Technology 2) Pre-College and General Education 3) Health and Human Services 4) Public Safety and 5) Agriculture and Energy, and 6) Manufacturing and Trades and Apprenticeship. The Office of Instruction also oversees the implementation and maintenance of all district and state board operational guidelines and procedures related to the design and delivery of instruction.

The Apprenticeship division provides leadership for area employers and community members interested in training or being trained in the skilled trades. The main function is to coordinate the delivery of paid-related instruction in the skilled trades' areas. Apprenticeship is an employer-sponsored training program with hands-on training provided by the employer and related training provided at LTC. Apprentices train for skilled trades in one of three broad categories: Construction, Industrial and Service.

The Business & Technology division provides quality and accessible learning opportunities, using traditional, online, accelerated and blended delivery methods, in order to serve the needs of students, employers, and the community for a highly trained and flexible business and industry workforce. Program and course offerings include the disciplines of accounting, business, supervisory and manufacturing management, administrative/medical professional, human resource administration, graphic and web design, information technology, supply chain and quality, hotel and hospitality, marketing, judicial reporting/broadcast captioning and paralegal. Microsoft Office computer training is available in a flexible/self-paced format. Certificates in the popular areas of Six Sigma, meeting and event planning, sales and marketing, web design, information security, and real estate are also offered.

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

Learners (ELL). These programs are offered through LTC Manitowoc and LTC Sheboygan at the local job centers.

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

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

The Trade & Industry division provides educational programming in Automotive Maintenance, Auto Collision, Machine Tool Operation, Industrial Maintenance, Welding, Mechanical Design and Drafting, Electro-Mechanical, as well as certificates in related areas of training.

The Energy and Agriculture division provides educational programming in Dairy Herd Management, Farm Business & Production Management, Sustainable Landscape Horticulture, Horticulture, Nuclear Technology, and Wind Energy as well as shared programs and certificates in related areas of training.

2015-16 Instruction Performance Monitor

Updated 4/28/16

| Key Indicator | 2013-14 Results | 2014-15 Results | 2015-16 Status | Comparison | 2015-16 Targets |
|--|---------------------------------|---------------------------------|----------------|-------------|-----------------|
| Instructional Leadership | | | | | |
| FTEs Enrollments -duplicated | 1,100/ 22,134 | 1899/37,046 | 1591 | 2332/11,851 | 2000 14,300 |
| Course Completion | 82.32% | 84.49% | 84.53% | 82% | 85% |
| Course Feedback Satisfaction | 82.5% | 85.6% | N/A | 88% | 87% |
| Percent of Offered Program Courses in Face-to-Face and Flexible Learning Options | *Face2Face 57% Flex – 42% | *Face2Face 57% Flex – 43% | N/A | N/A | 40% |
| Partnerships | | | | | |
| Employer Satisfaction | 98.44% | N/A | N/A | N/A | 98% |
| Manage Resources | | | | | |
| Faculty Workload | 22 | 17 | 20 | 17 | 20 |
| Percent of offerings less than 75% of enrollment capacity (10, 30, 31, 32, 50) | 41% | 52% | 54% | 58% | 45% |

**Does not include Internship, which is 1% of courses.*

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

2015-16 Instruction Initiatives Status

| FILLING THE PIPELINE | |
|--|---|
| Initiative | Indicator of Success/Outcome |
| <p>Improve delivery of courses and programs</p> <ul style="list-style-type: none"> • Alternate Delivery Methods for Lean Six Sigma Online, Blended Manufacturing Mgt., Quality, Supply Chain, Supervisory Offerings, Manufacturing Management with ITV and Web Conferencing • Expanding Online Delivery: Sales, Marketing, Accounting, HR, Business Management • Expanding evening offerings through Information Technology programs • Early College for High School Students: | <ul style="list-style-type: none"> • 668 students were served in FY 16 in programs that added flexible learning options such as evening offerings, or online or blended (half face to face, half online) delivery. 630 students and 5665 students were served in the same programs in FY 15 and FY 14 respectively. • Early College offers high school students the opportunity to explore careers and earn credits and decrease time and cost of program completion in selected high demand occupations. A total of 32 students participated in Culinary, Industrial Maintenance and Welding. Welding in particular is an asset to high school students with 9 of the 9 Spring 2016 students applying to complete the program in Fall. |
| STUDENT SUCCESS | |
| <p>Improve academic support for student success</p> <ul style="list-style-type: none"> • Pharmacy adding academic specialist and pharmacy lab on site • Nursing simulation (mobile) interdisciplinary training • Implement EMS Mobile Lab - EMT program, off campus lab through the Blueprint for Prosperity grant • Implement Human Patient Simulations into paramedic programming • Modify developmental education delivery to increase student success | <ul style="list-style-type: none"> • Targeted Pharmacy Technician courses demonstrated a 27% increase in student success jumping from 71% in FY15 to 90% as of Spring 2016. • Though retention and graduation rates remain stable, nursing student course completion has increased slightly from 72% to 74% over a 3 year period of time. • EMS training served 8 students in Two Rivers and 13 students in Plymouth bringing needed training closer to home. • Two sections of Paramedic students (13 total) received enhanced 911 response training. • Newly designed Developmental Education courses demonstrate a sharp increase in student success. Open entry (original design) demonstrated a 20% success rate in 2014-15. The new model demonstrates an 80% success rate in 2015-16 resulting in 137 students now prepared for college level learning. |
| WORKFORCE DEVELOPMENT | |
| <ul style="list-style-type: none"> • Increase experiential learning for students in the Medical Coding and Health Information Management programs by adding additional clinical coursework. • Renew a prior shared program agreement between Moraine Park Technical College and LTC to serve the 12 county agricultural area (Agribusiness) • Re-establish a nuclear partnership to build greater success within our Nuclear Program • <i>Workforce Wednesdays</i> Expanding to include two certificates Fall 2015 (Expansion) | <ul style="list-style-type: none"> • Practicums were developed in 15-16 and will be offered 16-17. Year to date 270 of the 373 students projected have been served with one more year to achieve the goal. • 9 students currently being served with our new Agribusiness program. • NUCP agreement with Point Beach in process. • One certificate was offered through Workforce 1.26 employees in local companies attending training in programmable controllers, touch screen applications, industrial networks and robotics, up 30% from the year before. |
| <ul style="list-style-type: none"> • Increase industry recognized certifications | <ul style="list-style-type: none"> • An emerging leader in awarding industry recognized certifications embedded into course curricula, LTC awarded over 450 National Coalition of Certification Centers (NC3) and Fuji Automatic Numerical Control (FANUC) credentials resulting in a higher qualified graduate entering the local workforce. |
| INSTITUTIONAL EFFECTIVENESS | |
| <ul style="list-style-type: none"> • Improve quality standards for online and blended courses | <ul style="list-style-type: none"> • The college finalized quality standards for all courses that incorporate online learning, developed a training plan and a monitoring system that will result in best practices used by fall faculty. |

FTE and Enrollment by Division

Below are the FTE and enrollment projections, estimates, and history. Workforce Solutions is represented within Community Service and Contract.

| Full-Time Equivalent Students by College Division | | | | | | | | |
|---|-----------------------|--------------|-----------------------|--------------|-----------------------|--------------|---------------------------------|---------------|
| | 2013-14 Actual | | 2014-15 Actual | | 2015-16 YTD | | 2016-17 Projection | |
| | Duplicated Enrollment | FTE | Duplicated Enrollment | FTE | Duplicated Enrollment | FTE | Estimated Duplicated Enrollment | Estimated FTE |
| Agriculture | 415 | 35 | 410 | 35 | 403 | 28 | 608 | 30 |
| Apprenticeship | 385 | 30 | 454 | 35 | 513 | 39 | 770 | 38 |
| Basic Skills | 7,319 | 248 | 7,211 | 248 | 5,714 | 140 | 4,133 | 204 |
| Business and Technology | 6,422 | 479 | 5,831 | 440 | 5,528 | 451 | 9,217 | 455 |
| Community Education | 7,073 | 60 | 5,504 | 48 | 5,081 | 44 | 1,013 | 50 |
| Contract | 6,082 | 52 | 4,615 | 49 | 6,067 | 70 | 1,114 | 55 |
| Energy | 286 | 22 | 173 | 14 | 161 | 12 | 203 | 10 |
| General College | 550 | 52 | 510 | 50 | 431 | 43 | 851 | 42 |
| General Education | 4,056 | 387 | 3,898 | 373 | 3,617 | 353 | 7,050 | 348 |
| Health and Human Services | 4,252 | 353 | 4,076 | 339 | 3,746 | 311 | 6,381 | 315 |
| Public Safety | 1,054 | 90 | 952 | 81 | 814 | 56 | 1,215 | 60 |
| Trade and Industry | 3,515 | 200 | 3,412 | 188 | 3,463 | 173 | 3,950 | 195 |
| Total | 41,409 | 2,008 | 37,046 | 1,899 | 35,538 | 1,721 | 36,504 | 1,802 |

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

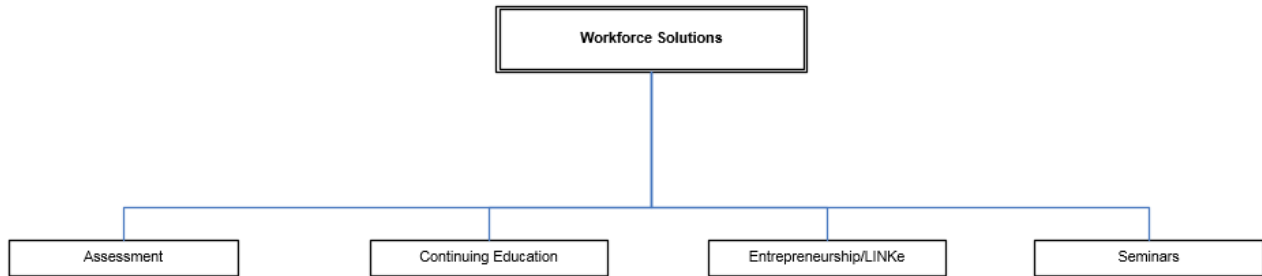
| Budget and Staffing | | | | |
|---------------------------------------|----------------------------|----------------------------|---------------------------|---------------------------|
| Description | 2013-14 Actuals | 2014-15 Actuals | 2015-16 Budget | 2016-17 Budget |
| Agriculture & Energy | | | | |
| Personal Services | 737,298 | 620,501 | 851,690 | 830,661 |
| Current Expenses | 103,737 | 88,738 | 166,288 | 173,518 |
| Total | 841,034 | 709,239 | 1,017,978 | 1,004,179 |
| Equipment | 77,123 | 156,317 | 178,470 | 127,995 |
| Staff FTEs | 9.14 | 8.32 | 9.32 | 13.32 |
| Apprentice & Manufacturing | | | | |
| Personal Services | 1,337,833 | 737,412 | 1,140,429 | 1,044,198 |
| Current Expenses | 507,034 | 356,283 | 510,556 | 207,258 |
| Total | 1,844,867 | 1,093,695 | 1,650,985 | 1,251,456 |
| Equipment | 211,932 | 79,033 | 79,080 | 222,500 |
| Staff FTEs | 11.00 | 11.00 | 13.00 | 13.00 |
| Business & Technology | | | | |
| Personal Services | 3,174,077 | 2,441,109 | 3,327,819 | 3,101,697 |
| Current Expenses | 200,130 | 166,364 | 271,131 | 197,831 |
| Total | 3,374,207 | 2,607,473 | 3,598,950 | 3,299,528 |
| Equipment | 125,297 | 81,099 | 234,615 | 48,150 |
| Staff FTEs | 29.35 | 29.00 | 29.30 | 29.40 |
| General Education | | | | |
| Personal Services | 1,713,624 | 1,486,055 | 1,966,939 | 1,883,592 |
| Current Expenses | 33,017 | 25,033 | 42,670 | 41,756 |
| Total | 1,746,641 | 1,511,087 | 2,009,609 | 1,925,348 |
| Equipment | 14,605 | 1,352 | 2,852 | 0 |
| Staff FTEs | 17.82 | 17.80 | 18.89 | 19.37 |
| Health & Human Services | | | | |
| Personal Services | 3,473,194 | 2,672,352 | 3,691,340 | 3,659,491 |
| Current Expenses | 236,221 | 124,228 | 287,912 | 192,316 |
| Total | 3,709,416 | 2,796,580 | 3,979,252 | 3,851,807 |
| Equipment | 69,224 | 182,076 | 74,348 | 88,800 |
| Staff FTEs | 37.57 | 35.24 | 35.47 | 34.46 |

| Budget and Staffing | | | | |
|--|----------------------------|----------------------------|---------------------------|---------------------------|
| Description | 2013-14 Actuals | 2014-15 Actuals | 2015-16 Budget | 2016-17 Budget |
| Pre-College | | | | |
| Personal Services | 1,171,406 | 819,045 | 1,120,157 | 1,039,550 |
| Current Expenses | 46,363 | 26,900 | 54,441 | 46,847 |
| Total | 1,217,770 | 845,945 | 1,174,598 | 1,086,397 |
| Equipment | 14,605 | 11,347 | 12,852 | 10,000 |
| Staff FTEs | 19.54 | 17.90 | 14.71 | 12.72 |
| Public Safety | | | | |
| Personal Services | 1,552,954 | 1,186,300 | 1,581,271 | 1,474,329 |
| Current Expenses | 212,883 | 202,039 | 273,978 | 176,405 |
| Total | 1,765,837 | 1,388,340 | 1,855,249 | 1,650,734 |
| Equipment | 139,929 | 122,075 | 164,364 | 127,370 |
| Staff FTEs | 13.75 | 13.41 | 13.28 | 12.90 |
| Student Resource Center & Testing | | | | |
| Personal Services | 365,860 | 278,920 | 359,715 | 379,585 |
| Current Expenses | 83,010 | 49,508 | 85,896 | 85,896 |
| Total | 448,870 | 328,427 | 445,611 | 465,481 |
| Equipment | 8,687 | 6,018 | 6,300 | 6,300 |
| Staff FTEs | 7.14 | 6.95 | 5.92 | 6.65 |
| Trade & Industry | | | | |
| Personal Services | 1,755,310 | 1,959,398 | 2,952,539 | 2,452,751 |
| Current Expenses | 266,860 | 298,667 | 539,048 | 391,789 |
| Total | 2,022,170 | 2,258,065 | 3,491,587 | 2,844,540 |
| Equipment | 1,474,250 | 385,903 | 722,233 | 843,189 |
| Staff FTEs | 20.03 | 20.69 | 22.19 | 21.31 |
| Academic Administration | | | | |
| Personal Services | 571,058 | 414,689 | 571,655 | 558,433 |
| Current Expenses | 119,044 | 111,375 | 153,665 | 188,011 |
| Total | 690,102 | 526,064 | 725,320 | 746,444 |
| Equipment | 7,800 | 7,800 | 8,000 | 8,200 |
| Staff FTEs | 4.20 | 5.56 | 6.95 | 6.95 |
| Total Instruction | | | | |
| Personal Services | 15,852,613 | 12,615,781 | 17,563,554 | 16,424,287 |
| Current Expenses | 1,808,301 | 1,449,133 | 2,385,585 | 1,701,627 |
| Total | 17,660,913 | 14,064,914 | 19,949,139 | 18,125,914 |
| Equipment | 2,143,452 | 1,033,020 | 1,483,114 | 1,482,504 |
| Staff FTEs | 169.54 | 165.87 | 169.03 | 170.08 |

Below are the strategic and operational initiatives for Instruction.

| 2016-17 Instruction Strategic and Operational Initiatives | Strategic Alignment |
|--|-----------------------------|
| Engage faculty in contract training and seminar development through internal communication, training, and human resource planning by October 2016. | Workforce Development |
| Create pathways from corporate and LTC customized training programs that incent incumbent workers in making their decision to enter a program of study. | Workforce Development |
| Enhance policies and procedures, faculty training, delivery and scheduling that standardize and improve accelerated programs by January 2017 for implementation by June 1, 2017. | Workforce Development |
| Develop a plan to integrate industry-recognized portable certifications into program curriculum by November 2016. | Workforce Development |
| Analyze program modifications and scheduling processes to improve efficiency and provide the business requirements for the scheduling software implementation by December 2016. | Institutional Effectiveness |
| Evaluate existing articulation agreements with 4 year colleges and implement changes or eliminate those with limited transition history to better align with local student and job needs by February 2017. | Filling the Pipeline |
| Develop and implement a plan to have associate degree programs between 60 and 64 credits by October 2016. | Filling the Pipeline |
| Identify start date, PT/FT schedules, time offered, delivery methods, prerequisites, and number of credits for all programs by September 2016. | Workforce Development |

Workforce Solutions



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

2015-16 Workforce Solutions Performance Monitor

Updated 4/1/16

| Key Indicator | 2013-14 Results | 2014-15 Results | 2015-16 Status | Comparison | 2015-16 Targets |
|--------------------------------------|-----------------|-----------------|----------------|------------|-----------------|
| Contracts & Seminars | | | | | |
| Signed Contracts | \$1,384,606 | \$1,441,754 | \$1,947,645 | 1,387,000 | \$1,585,000 |
| Seminar Revenue | \$187,798 | \$173,325 | \$177,936 | n/a | \$200,000 |
| Relationship Management | | | | | |
| Businesses Served/Quotes Written | 354 | 343 | 346 | n/a | 325 |
| Contracts | 159 | | 171 | n/a | 325 |
| New Customers | 46 | 26 | 19 | n/a | 30 |
| Community Education | | | | | |
| Number Enrolled | 2265 | 1893 | 1207 | n/a | 2000 |
| Off Campus Seminars | 5 | 4 | 7 | n/a | 10 |
| Off Campus for Credit Courses | | 2 | 6 | n/a | 10 |
| Entrepreneurship | | | | | |
| Businesses Assisted/ Business Starts | 40/8 | 38/7 | 19/6 | 40/3 | 40/3 |
| Jobs Created | 24 | 7 | 7.5 | 5 | 5 |
| Assessment Services | | | | | |
| Assessments | 103 | 175 | 578 | n/a | 225 |
| Revenue | \$8,453 | \$19,745 | \$19,899 | n/a | \$25,000 |

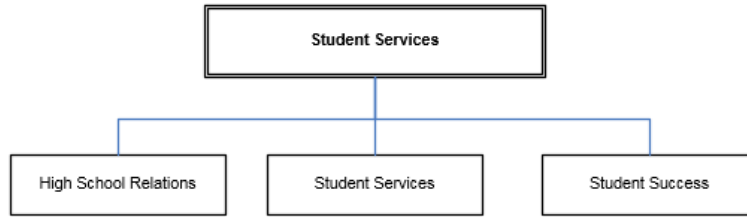
The budget that follows supports its goals and the services provided.

| Budget and Staffing | | | | |
|----------------------------------|--------------------|--------------------|-------------------|-------------------|
| Description | 2013-14 Actuals | 2014-15 Actuals | 2015-16 Budget | 2016-17 Budget |
| Community Education | | | | |
| Personal Services | 97,616 | 105,497 | 196,172 | 100,823 |
| Current Expenses | 9,126 | 6,998 | 13,330 | 13,235 |
| Total | 106,742 | 112,495 | 209,502 | 114,058 |
| Equipment | 0 | 0 | 0 | 0 |
| Staff FTEs | 0.5 | 1.57 | 2.35 | 1.43 |
| Contracts and Seminars | | | | |
| Personal Services | 1,213,183 | 943,147 | 1,276,589 | 1,251,207 |
| Current Expenses | 452,067 | 522,003 | 581,962 | 782,299 |
| Total | 1,665,250 | 1,465,149 | 1,858,551 | 2,033,506 |
| Equipment | 0 | 0 | 0 | 0 |
| Staff FTEs | 11.25 | 10.09 | 10.04 | 10.04 |
| Total Workforce Solutions | | | | |
| Personal Services | 1,310,798 | 1,048,643 | 1,472,761 | 1,352,030 |
| Current Expenses | 461,193 | 529,001 | 595,292 | 795,534 |
| Total | 1,771,992 | 1,577,644 | 2,068,053 | 2,147,564 |
| Equipment | 0 | 0 | 0 | 0 |
| Staff FTEs | 11.75 | 11.66 | 12.39 | 11.47 |

Below are the strategic and operational initiatives for Workforce Solutions.

| 2016-17 Workforce Solutions Strategic and Operational Initiatives | Strategic Alignment |
|--|----------------------------|
| Expand the capability of the college to perform assessments, grant credits for experiential learning, and credentialing through assessment services by November 2016. | Workforce Development |
| Engage faculty in contract training and seminar development through internal communication, training, and human resource planning by October 2016. | Workforce Development |
| Create pathways from corporate and LTC customized training programs that incent incumbent workers in making their decision to enter a program of study by December 2016. | Workforce Development |
| Develop a plan to integrate industry-recognized portable certifications into program curriculum by November 2016. | Workforce Development |

Student Services



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

High School Relations focuses on building relationships in the high schools which has a significant impact on high school recruitment. Staff work with high schools to provide educational and career awareness opportunities with the major focus being on dual enrollment. Additionally, the staff work with Sheboygan County High Schools and businesses to provide youth apprenticeship opportunities to high school juniors and seniors.

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

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

The student services performance monitor measures the departments' results from 2013-14 through mid-year 2015-16. Key indicators measure the outcomes of the department. The comparisons allow the departments to track indicator performance against peer measures which help staff to set the targets.

2015-16 Student Services Monitor

| Key Indicator | 2013-14 Results | 2014-15 Results | 2015-16 Status | Comparison | 2015-16 Targets |
|---|-----------------|-----------------|----------------|-------------|-----------------|
| Student Services | | | | | |
| Financial Aid Awarded | \$7,988,395 | \$8,161,407 | N/A | \$7,988,395 | 8.0M |
| Percentage of students enrolled in degree programs who receive FA | 75% | 69.35% | N/A | 69% | 71% |
| High School Relations | | | | | |
| High School Graduate Transition - 2 years out | 19.06% | 16.89% | 19.05% | 23.70% | 25% |
| Dual Enrollment Transition to Programs | 17.40% | 14% | 16% | 14% | 30% |
| Dual-credit enrollment | 1054 | 1142 | N/A | 1142 | 1200 |
| Direct HS Grad Transition | 13% | 11% | N/A | 11% | 15% |

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

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

| Budget and Staffing | | | | |
|-------------------------------|----------------------------|----------------------------|---------------------------|---------------------------|
| Description | 2013-14 Actuals | 2014-15 Actuals | 2015-16 Budget | 2016-17 Budget |
| Student Services | | | | |
| Personal Services | 2,000,258 | 1,565,006 | 2,067,448 | 2,193,888 |
| Current Expenses | 255,456 | 169,603 | 239,472 | 242,236 |
| Total | 2,255,714 | 1,734,609 | 2,306,920 | 2,436,124 |
| Equipment | 0 | 0 | 0 | 0 |
| Staff FTEs | 37.40 | 37.36 | 38.47 | 41.68 |
| Student Success | | | | |
| Personal Services | 833,061 | 722,153 | 1,154,449 | 1,072,977 |
| Current Expenses | 51,477 | 42,292 | 95,919 | 87,366 |
| Total | 884,539 | 764,445 | 1,250,368 | 1,160,343 |
| Equipment | 0 | 0 | 0 | 0 |
| Staff FTEs | 2.25 | 3.68 | 2.50 | 2.50 |
| Total Student Services | | | | |
| Personal Services | 2,833,320 | 2,287,159 | 3,221,897 | 3,266,865 |
| Current Expenses | 306,933 | 211,895 | 335,391 | 329,602 |
| Total | 3,140,253 | 2,499,054 | 3,557,288 | 3,596,467 |
| Equipment | 0 | 0 | 0 | 0 |
| Staff FTEs | 40.15 | 42.61 | 43.32 | 45.61 |

Below are the strategic and operational initiatives for Student Services.

| 2016-17 Student Services Strategic and Operational Initiatives | Strategic Alignment |
|--|----------------------------|
| Fully implement the new enrollment process by October 2016. | Filling the Pipeline |
| Design an effective onboarding process that meets the needs of LTC Students by January 2017.* | Filling the Pipeline |
| Integrate a proactive advising, early alert, and support system model by January 2017*. | Filling the Pipeline |
| Develop a plan to integrate industry-recognized portable certifications into program curriculum by November 2016. | Filling the Pipeline |
| Develop and implement a communication plan for high school students, parents, and teachers in regards to dual credit and career pathways in order to cultivate high school students to transition to LTC by November 2016. | Filling the Pipeline |
| Expand the capability of the college to perform assessments, grant credits for experiential learning, and credentialing through assessment services by November 2016. | Workforce Development |

*Indicates Achieving the Dream (ATD) Plan Initiatives

Lakeshore Technical College



INFORMATION

Program Offerings

Lakeshore Technical College offers associate degree, technical diploma, certificate and apprenticeship programs in 14 career clusters. Many programs also offer career pathways where shorter-term, embedded certificates and/or technical diplomas stack so students can work and advance in a career area over time.

Accounting

| | |
|----------------------|-------------------------------------|
| Accounting | Associate Degree in Applied Science |
| Accounting Assistant | Embedded Technical Diploma |
| Tax Preparer | LTC District Certificate |

Advanced Manufacturing

| | |
|---|-------------------------------------|
| CNC Technician | Technical Diploma |
| Machine Tool Operation | Embedded Technical Diploma |
| Intro to Machine Tool | Embedded Pathway Certificate |
| Food Manufacturing and Processing | Technical Diploma |
| Intro to Food Manufacturing | LTC District Certificate |
| Electro-Mechanical Technology | Associate Degree in Applied Science |
| Industrial Technician – Automation | LTC District Certificate |
| Industrial Technician Intermediate- Industry Automation | LTC District Certificate |
| Industrial Technician Basic - Industry Automation | LTC District Certificate |
| Maintenance Technician | Technical Diploma |
| Maintenance Mechanic | Embedded Technical Diploma |
| Intro to Maintenance Mechanic | Embedded Pathway Certificate |
| Manufacturing Basics | LTC District Certificate |
| Mechanical Design Technology | Associate Degree in Applied Science |
| Mechanical Computer Aided Drafting | Embedded Technical Diploma |
| Mechanical Computer Aided Drafting | LTC District Certificate |
| Welding Fabrication Technician | Technical Diploma |
| Welding - Industrial | Technical Diploma |
| Intro to Industrial Welding | Embedded Pathway Certificate |

Agriculture & Horticulture

| | |
|------------------------------------|-------------------------------------|
| Agribusiness Science & Technology | Associate Degree in Applied Science |
| Agribusiness/Agronomy Basic | Embedded Pathway Certificate |
| Agribusiness Agronomy | LTC District Certificate |
| Agribusiness/Financial Basic | Embedded Pathway Certificate |
| Agribusiness Financial Certificate | LTC District Certificate |
| Agribusiness/Livestock Basic | Embedded Pathway Certificate |

Agriculture & Horticulture, continued

| | |
|--------------------------------------|-------------------------------------|
| Dairy Herd Management | Technical Diploma |
| Advanced Dairy Herd Management | LTC District Certificate |
| Farm Operator | LTC District Certificate |
| Sustainable Landscape Horticulture | Associate Degree in Applied Science |
| Horticulture Technician | Embedded Technical Diploma |
| Management of Sustainable Landscapes | LTC District Certificate |
| Design of Sustainable Landscapes | LTC District Certificate |

Apprenticeships

| | |
|--|-------------------------------------|
| Technical Studies-Journeyworker | Associate Degree in Applied Science |
| Carpentry (Apprentice) | Apprentice Certificate |
| Child Care Development Specialist Apprentice | Apprentice Certificate |
| Industrial Electrician | Apprentice Certificate |
| Industrial Manufacturing Technician | Apprentice Certificate |
| Machinist (Apprentice) | Apprentice Certificate |
| Maintenance Mechanic/Millwright (Apprentice) | Apprentice Certificate |
| Maintenance Technician (Apprentice) | Apprentice Certificate |
| Masonry (Apprentice) | Apprentice Certificate |
| Metal Fabrication | Apprentice Certificate |
| Plumbing (Apprentice) | Apprentice Certificate |
| Sheet Metal (Apprentice) | Apprentice Certificate |
| Sheet Metal-Industrial (Apprentice) | Apprentice Certificate |
| Tool and Die (Apprentice) | Apprentice Certificate |

Automotive

| | |
|---|-------------------|
| Auto Collision Repair & Refinish Technician | Technical Diploma |
| Auto Collision Repair | Technical Diploma |
| Automotive Maintenance Technician | Technical Diploma |

Business Management & Administration

| | |
|---|-------------------------------------|
| Administrative Professional | Associate Degree in Applied Science |
| Office Assistant | Technical Diploma |
| Office Technology | Embedded Pathway Certificate |
| Business Management | Associate Degree in Applied Science |
| Entrepreneurship & Business Certificate | LTC District Certificate |
| Global Business | LTC District Certificate |

Business Management & Administration, continued

| | |
|--|-------------------------------------|
| Supervisory Essentials Certificate | LTC District Certificate |
| Human Resource Administration | Associate Degree in Applied Science |
| Human Resources Assistant | Technical Diploma |
| Human Resources Basics Certificate | LTC District Certificate |
| Employee Selection & Development Certificate | LTC District Certificate |
| Compensation & Benefits Certificate | LTC District Certificate |
| Manufacturing Management | Associate Degree in Applied Science |
| Quality Assurance Technician | Associate Degree in Applied Science |
| Quality Process Improvement | Embedded Technical Diploma |
| ISO 9001 Internal Auditor Certificate | LTC District Certificate |
| Project Management | LTC District Certificate |
| Six Sigma for Green Belt Certification | LTC District Certificate |
| Six Sigma for Black Belt Certification | LTC District Certificate |
| Supply Chain Management | Associate Degree in Applied Science |
| Supply Chain Assistant | Embedded Technical Diploma |
| Supply Chain Health Care | LTC District Certificate |
| Logistics & Distribution Certificate | LTC District Certificate |
| Materials Management Certificate | LTC District Certificate |
| Purchasing Certificate | LTC District Certificate |
| Microsoft Office Integration | LTC District Certificate |
| Microsoft Office Intermediate | LTC District Certificate |
| Microsoft Office Introduction | LTC District Certificate |
| Microsoft Excel Expert | LTC District Certificate |
| Microsoft Word Expert | LTC District Certificate |

Early Childhood Education

| | |
|-------------------------------------|-------------------------------------|
| Early Childhood Education | Associate Degree in Applied Science |
| Child Care Services | Embedded Technical Diploma |
| Child Care Professional Certificate | Embedded Pathway Certificate |
| Preschool Certificate | LTC District Certificate |

Energy

| | |
|--|-------------------------------------|
| Energy Management Technology | Associate Degree in Applied Science |
| Environmental Engineering – Waste & Water Technology | Associate Degree in Applied Science |
| Nuclear Technology | Associate Degree in Applied Science |
| Radiation Safety | LTC District Certificate |
| Radiation Safety Technician-Basic | LTC District Certificate |
| Radiation Safety Technician-Intermediate | LTC District Certificate |
| Radiation Safety Technician-Advanced | LTC District Certificate |
| Wind Energy Technology | Associate Degree in Applied Science |

Healthcare

| | |
|--|-------------------------------------|
| Dental Assistant (Short Term) | Technical Diploma - Short Term |
| Health Care Technician | Technical Diploma |
| Health Information Management | Associate Degree in Applied Science |
| Medical Coding Specialist | Embedded Technical Diploma |
| Health Information Technology for IT Professionals | LTC District Certificate |
| Health Information Technology for Clinical Professionals | LTC District Certificate |
| Health Unit Coordinator | Technical Diploma - Short Term |
| Medical Assistant | Technical Diploma |
| Ophthalmic Medical Assistant | Technical Diploma |
| Nursing-Associate Degree | Associate Degree in Applied Science |
| Practical Nursing | Technical Diploma |
| Practical Nursing Certificate | LTC District Certificate |
| Nursing Assistant | Technical Diploma - Short Term |
| Dietetic Technician | Embedded Pathway Certificate |
| Long-Term Care | LTC District Certificate |
| Pharmacy Services Management | Associate Degree in Applied Science |
| Pharmacy Technician | Embedded Technical Diploma |
| Employed Pharmacy Technician | LTC District Certificate |
| Radiography | Associate Degree in Applied Science |

Hospitality & Culinary Arts

| | |
|---|-------------------------------------|
| Hotel/Hospitality Management | Associate Degree in Applied Science |
| Hospitality Management Professional | LTC District Certificate |
| Hospitality Service Certificate | LTC District Certificate |
| Restaurant Service Essentials Certificate | LTC District Certificate |
| Culinary Arts | Associate Degree in Applied Science |
| Culinary Technical Diploma | Embedded Tech. Diploma |
| Baking Certificate | LTC District Certificate |

Information Technology

| | |
|-----------------------------------|-------------------------------------|
| IT-Network Specialist | Associate Degree in Applied Science |
| Industrial Networking Certificate | LTC District Certificate |
| Servers & Networking Certificate | LTC District Certificate |
| IT-Web and Software Developer | Associate Degree in Applied Science |
| IT-Computer Support Specialist | Associate Degree in Applied Science |

Legal

| | |
|--|-------------------------------------|
| Broadcast Captioning | Associate Degree in Applied Science |
| Court Reporting | Associate Degree in Applied Science |
| Paralegal | Associate Degree in Applied Science |
| Paralegal Post Baccalaureate Certificate | LTC District Certificate |

Marketing & Graphic Design

| | |
|-------------------------------------|-------------------------------------|
| Marketing | Associate Degree in Applied Science |
| Sales Representative | Embedded Technical Diploma |
| Sales Fundamentals | Embedded Pathway Certificate |
| Customer Service Skills Certificate | LTC District Certificate |
| Graphic and Web Design | Associate Degree in Applied Science |

Public Safety

| | |
|--|-------------------------------------|
| Criminal Justice-Law Enforcement | Associate Degree in Applied Science |
| Criminal Justice-Law Enforcement 2 | Associate Degree in Applied Science |
| Criminal Justice-Law Enforcement 720 Academy | Technical Diploma - Short Term |
| Criminal Justice 720 Academy | Embedded Technical Diploma |
| Security and Corrections | Technical Diploma |
| Fire Medic | Associate Degree in Applied Science |
| Paramedic Technician | Associate Degree in Applied Science |
| Emergency Medical Technician-Paramedic | Technical Diploma |

Public Safety, continued

| | |
|--|--------------------------------|
| Emergency Medical Technician | Technical Diploma - Short Term |
| Advanced EMT | Technical Diploma - Short Term |
| Registered Nurse to EMT Transition | LTC District Certificate |
| Registered Nurse to Paramedic Transition | LTC District Certificate |
| Emergency Management Specialist-Basic | LTC District Certificate |

Individualized Technical Studies

| | |
|----------------------------------|-------------------------------------|
| Individualized Technical Studies | Associate Degree in Applied Science |
|----------------------------------|-------------------------------------|

Accreditations

LTC is accredited through the Academic Quality Improvement Program (AQIP) of the Higher Learning Commission; a Commission of the North Central Association (NCA) of Colleges and Schools. Programs are reviewed internally through a Quality Review Process (QRP) as defined by the Wisconsin Technical College System Board. In addition, twelve of LTC's programs have professional or specialized accreditations.

Lakeshore Technical College Accreditations/Licensures

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

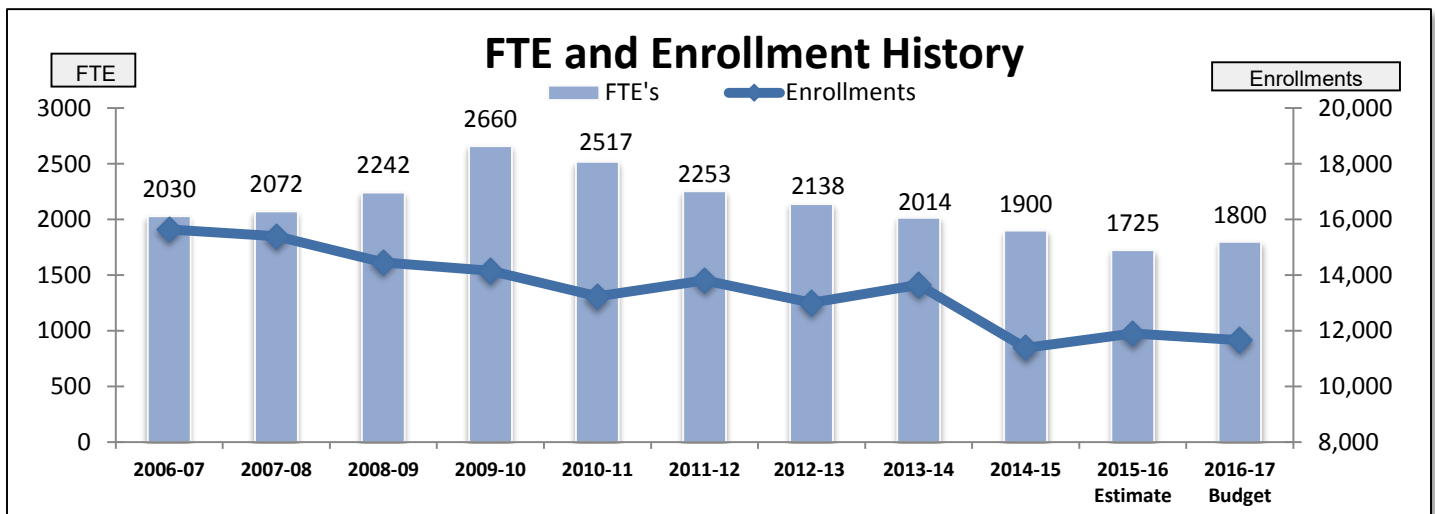
FTE and Enrollment Historical Trends

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

| FTE Trend 2014-2017 | | | | | | |
|---------------------|----------------|----------------|--------------|----------------|------------------|-------------------|
| Aid Code | 2013-14 Actual | 2014-15 Actual | 2015-16 YTD | 3 Year Average | Percent of Total | 2016-17 Projected |
| Associate Degree | 1,397 | 1,314 | 1,273 | 1,328 | 71% | 1,276 |
| Technical Diploma | 243 | 236 | 202 | 227 | 12% | 218 |
| Apprenticeship | 30 | 35 | 40 | 35 | 2% | 34 |
| Vocational Adult | 88 | 65 | 65 | 73 | 4% | 70 |
| Community Service | 2 | 2 | 1 | 2 | 0% | 2 |
| Basic Skills | 248 | 247 | 140 | 212 | 11% | 203 |
| Totals | 2,008 | 1,899 | 1,721 | 1,876 | 100% | 1,802 |

Source: CSWSR001

Run 4/28/16



Source: Cognos Reporting System, Budget Projections

Graduate Follow-Up Statistics

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

| | 2011-12 | 2012-13 | 2013-14 | 2014-15 |
|---|----------|----------|----------|-----------|
| Number of Graduates Surveyed | 975 | 926 | 1007 | 851 |
| Responses | 533 | 486 | 705 | 595 |
| Percent Responding | 55% | 53% | 70% | 70% |
| Percent Employed | 85% | 89% | 90% | 91% |
| Percent in Related Employment | 78% | 77% | 72% | 77% |
| Percent Employed in District* | 76% | 77% | 69% | 70% |
| Median Annual Salary | \$29,125 | \$29,065 | \$29,120 | \$36,543* |
| Percent Satisfied or Very Satisfied with Training | 96% | 97% | 96% | 98.5% |

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

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

Workforce Solutions

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

| Workforce Solutions Revenue by Activity | | | | |
|--|--------------------|--------------------|-------------------|-------------------|
| Category | 2013-14 Actuals | 2014-15 Actuals | 2015-16 Budget | 2016-17 Budget |
| Customized Training | | | | |
| Business & Technology | 43,364 | 1,373 | 20,000 | 25,000 |
| Home Economics | 0 | 540 | 0 | 0 |
| Industrial | 138,715 | 64,285 | 231,000 | 250,000 |
| Health/Public Safety | 317,698 | 274,669 | 250,000 | 275,000 |
| Technical | 15,661 | 68,934 | 115,000 | 85,000 |
| General Education | 2,600 | 2,787 | 4,000 | 2,000 |
| Technical Assistance | 203,801 | 196,521 | 195,000 | 205,000 |
| Total | 721,840 | 609,109 | 815,000 | 842,000 |
| Other | | | | |
| High School | 360,678 | 528,810 | 375,000 | 700,000 |
| Apprentice | 211,340 | 203,954 | 210,000 | 210,000 |
| Total | 572,018 | 732,764 | 585,000 | 910,000 |
| Seminars | 174,787 | 140,601 | 185,000 | 185,000 |
| Total Contract, Seminar & Grant Revenue | 1,468,645 | 1,482,474 | 1,585,000 | 1,937,000 |

| Workforce Solutions | | | |
|--------------------------------------|--------------|--------------|-------------------|
| Indicators | 2013-14 | 2014-15 | 2015-16 Status |
| Contract, Seminar, Grant Revenue | \$1,468,645 | \$2,202,420 | \$2,096,862 |
| Companies Served | 197 | 228 | 212 |
| Contract FTE's | 53.18 | 57.44 | 82.57 |
| Contract Enrollments* | 6,318 | 5,647 | 7,335 |
| Seminar FTEs | 8.36 | 6.66 | 6.45 |
| Seminar Enrollments* | 1,047 | 1,193 | 1,454 |
| Total FTE | 61.54 | 64.10 | 89.02 |
| Total Enrollment (duplicated) | 7,365 | 6,840 | 8,528 |

Sources: Cognos 10.2, CR001, Revenue from Financial Services;

*Enrollments are duplicated; 5/2/16

2016-17 Grants and Projects Summary

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

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

WTCS

Carl Perkins, Department of Education **\$250,580**

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

- **Student Success:** Direct student and support services designed to meet the needs of designated career and technical education students. Preference is given to providing services to students the College determines are “at risk” of not completing a postsecondary career and technical education course/program. Student support services are targeted to improve student performance and the College’s attainment of negotiated levels of performance for enrollment, course completion, and graduation of “at risk” students. Serves 450 students. **\$115,338**
- **Strengthening Career and Technical Education:** Provides academic support in the Fire Medic/Paramedic Technician, Machine Tool Operations, Nursing, Court Reporting, Culinary Arts, Criminal Justice and Electro-Mechanical Technology programs to increase student course completion, retention and graduation. Serves 200 students. **\$42,940**
- **Non-Traditional Occupations Services (NTO):** Services to assist individuals interested in non-traditional occupations by offering opportunities to explore pre-technical skills in high earning potential programs such as Automotive, Electro-Mechanical Technology, Mechanical Design, Industrial Maintenance, Machine Tool Operation, Welding, Wind Energy Technology, Nuclear Technology, Criminal Justice-Law Enforcement and Paramedic/Fire Science prior to the students enrolling in the program. Serves 90 students. **\$56,421**
- **Career Prep Consortium:** Collaborate with secondary schools to develop Rigorous Programs of Study to support career and technical education students’ transition from high school to a Wisconsin technical college. Career Prep Consortium defines outcome measures and sets performance levels for each Career Prep Outcome. Serves 2,700 students. **\$35,881**

Adult Education and Family Literacy (AEFL) **\$262,111**

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

- **English Literacy/Civics:** Integrated English literacy and civics literacy courses that emphasize experiential learning activities in the classroom and community. Serves 95 students. **\$12,711**
- **AEFL Comprehensive:** Provides Basic skills instruction/services for adults in 0 – 12.9 grade level and English Language Acquisition (ELA) instruction levels 1-6. Contextualized instruction offers students opportunities to progress through a variety of career pathways. Workplace preparation instruction provides basic skills needed to obtain or retain employment. Integrated Education and Training opportunities allow students to earn post-secondary credits and certifications while earning their GED/HSED. Transition services ensure program engagement through student goal attainment. Serves 750 students. **\$208,521**
- **Institutionalized Individuals:** Provides 0 – 12.9 grade level basic skills instruction and related services for institutionalized adults. Students upgrade basic skills, make progress toward or complete a GED/HSED, and obtain or retain employment. Serves 150 students. **\$40,879**

| | |
|--|--------------------|
| State | \$1,753,902 |
| <ul style="list-style-type: none"> • Career Pathways: Create, expand and/or implement career pathways, including instructional and supportive services, to help students achieve educational attainment and credentials which prepare them for family sustaining employment and/or other career goals. \$754,256 <ul style="list-style-type: none"> ○ Production and Maintenance, Installation and Repair Career Pathways Consortium, Year Two: Expands Machine Tool, Industrial Maintenance, Welding and Electro-Mechanical Technology programs by forming a consortium of employers and K-12 school districts that support the career pathway initiative. Supports Career Pathway Certificate instruction through a variety of delivery formats: Early College for high school students, and Evening Certificate offerings, contextualized and team-teaching support for adults. Emphasizes credential, certification and Credit for Prior Learning attainment. Consortium partners offer career exploration for students, and professional development activities for high school and college instructors. Provides instructional equipment and supplies, and includes a comprehensive marketing plan. Serves 140 students. \$585,218 ○ Restaurants and Food/Beverage Services Career Pathway: Expands the culinary career pathway to meet the increasing workforce needs, provide dual credit for high school students and an accelerated part time program that addresses the retention of the current workforce. The activities also include an embedded certificate and a new Baking technical diploma. Serves 51 students. \$169,038 • Core Industry: Expand programs in core industry areas to provide industry relevant training using rigorous curricula and current technology. \$661,531 <ul style="list-style-type: none"> ○ Practical Nursing Technical Diploma, Two Year Project: Implements the part-time, evening format and delivery of the Practical Nursing stand-alone technical diploma program. Supports curriculum development and modification, technical and general education instruction with increased academic support, clinical experience, instructional material/equipment and promotion. This is a two year project with additional courses and activities continuing the following year. Serves 20 students. \$240,866 ○ Current Trends in Criminal Justice Law Enforcement: Provides resources to continue the implementation of program and course changes in the Criminal Justice Law Enforcement program and the Department of Justice Basic recruit Academy. Supports professional development, instruction, hands-on career exploration activities for high school students, and purchase of instructional materials, technology and software. Serves 35 students. \$140,303 ○ Inter-district Collaborative Project: Agribusiness Science & Technology, Year Two: Lakeshore and Moraine Park Technical Colleges continue the implementation of the Agribusiness Science & Technology shared program. Year two activities emphasize recruitment of high school, traditional and online students. Supports instruction, professional development, purchase of industry relevant instructional materials and equipment, career exploration events for high school audiences, and a robust marketing plan. Serves 40 students throughout both districts. \$280,362 • Professional Development: Targets college-wide initiatives that enhance assessment of student learning, provide and track professional development growth and advancement opportunities for staff. \$50,818 • Student Support: Provides direct support services for targeted student populations enrolled in Pre-College and postsecondary coursework. Maintains a diversity and special populations focus, with targeted case management services to minority, academically/economically disadvantaged, disabled, displaced homemaker, incarcerated individuals, those with limited English proficiency, single parent and high school students. Activities include a new student orientation, study groups, Career Pathway Guidance, Early Intervention, and increased advising services for Pre-College students. Project activities contribute to increasing overall college course completion, semester to semester retention, and graduation rates. Services are provided at LTC's Cleveland, Manitowoc, and Sheboygan campuses. This grant serves 500 students. \$287,297 | |

- **Workforce Advancement Training Grants**

Through partnerships between business, labor and the College, LTC provides training to upgrade the skills and productivity of employees of established, for-profit businesses, with the broader objective of supporting regional workforce and economic development efforts. The training can include any combination of academic, occupational and employability topics or courses.

Federal

U.S. Department of Education, TRIO Student Support Services **\$220,000**

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

Midwest Consortium for Hazardous Waste Worker Training **\$142,000**

The consortium is funded by The National Institute of Environmental Health Sciences and is arranged to utilize the specific competencies of each member institution, avoid duplication of administrative functions inherent in a single state effort, and build upon each institution's existing training networks.

Trade Adjustment Assistance Community College and Career Training Grants (TAACCCT) 3 *INTERFACE Project* **\$110,554**

WTCS consortium effort designed to address the demand for skilled workers in information technology-related sectors by increasing the number of TAA-eligible workers and other adults attaining a credential. LTC's focus is Health Information Management.

Trade Adjustment Assistance Community College and Career Training Grants (TAACCCT) 4 *ACT for Healthcare Project* **\$209,059**

WTCS consortium project to develop, improve, and expand adult education training pathways to careers in healthcare related occupations. LTC's focus is to expand the Pharmacy Technician and Community Pharmacy Technician programs, increase retention in the Nursing program via team teaching, and to implement simulation technology in the Nursing program.

State

Wisconsin Fast Forward - Blueprint for Prosperity Initiative, Wisconsin Technical College System Grant **\$477,059**

Office of Skill Development (OSD) grants that fund partnerships between local technical college, school districts, employers and education partners to train and hire individuals who acquire the targeted in-demand skill sets. Successful graduates of the program should receive employment opportunities in recognized high-demand fields with industry-recognized certifications. The grants are two-year grants; carryover dollars for 2015-16 are not yet known.

- **Introduction to Industrial Maintenance:** Provides three Boot Camps targeting incumbent workers and covering basic tools, measurement, math, print reading, and maintenance. Successful trainees will obtain employment as entry level machine operators and basic maintenance. Serves 36 students. **\$15,000**
- **Industrial Technician Automation:** Provides two sections of integrated manufacturing systems targeting incumbent workers. Training is targeted to incumbent workers and is delivered 75% face-to-face and 25% online. Serves 24 students. **\$67,000**
- **Basic Food Production and Manufacturing:** Provides four sections of the Basic Food Production Certificate through which students gain necessary skills to obtain an entry level food manufacturing position. Students will then transition to the workplace or enroll in the Mid-Level Food Production & Manufacturing certificate. Serves 40 students. **\$40,000**

- **Mid-Level Food Production and Manufacturing:** Provides two sections of the Mid-Level Food Production Certificate to incumbent workers and Basic Food Production completers. Students gain skills in Lean Manufacturing and Six Sigma and can secure a job as a Line Leader or Cell Leader. Serves 24 students. **\$72,687**
- **Nursing Assistant:** Provides two sections of the Nursing Assistant course at partner health care facilities. Upon passing, students are eligible to sit for the Wisconsin Nurse Aid Registry and become Certified Nursing Assistants. Serves 20 students. **\$187,372**
- **Basic Emergency Medical Training (EMT):** Provides four sections of EMT at partnering firehouses on the edges of our district. Offering this improves access to where the employer demand is in the area and gives students the training closer to home. Serves 60 students. **\$95,000**

Wisconsin Technical College System Program Tuition Fee Rates

The Wisconsin Technical College System Board annually sets the tuition rates for the technical college system. The ten-year average increase is 4.11 percent. Below are the historical program fee rates.

| Year | Tuition Rate | % Increase |
|--------------------|--------------|------------|
| 2007-08 | \$92.05 | 5.80% |
| 2008-09 | \$97.05 | 5.40% |
| 2009-10 | \$101.40 | 4.50% |
| 2010-11 | \$106.00 | 4.50% |
| 2011-12 | \$111.85 | 5.50% |
| 2012-13 | \$116.90 | 4.50% |
| 2013-14 | \$122.20 | 4.50% |
| 2014-15 | \$125.85 | 2.90% |
| 2015-16* | \$128.40 | 2.00% |
| 2016-17 | \$130.35 | 1.50% |
| 10-Year Average | | 4.11% |

Source: WTCS Administrative Bulletins

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

Equalized Valuations and Mill Rates

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

| Budget Year | Equalized Valuation | Percent Change | Operational Mill Rate | Debt Service Mill Rate | Total Mill Rate |
|-------------|---------------------|----------------|-----------------------|------------------------|-----------------|
| 2007-08 | 13,720,365,222 | 5.54% | 1.17681 | 0.29869 | 1.47551 |
| 2008-09 | 14,239,835,631 | 3.79% | 1.18161 | 0.29083 | 1.47245 |
| 2009-10 | 14,480,939,422 | 1.69% | 1.19854 | 0.29232 | 1.49086 |
| 2010-11 | 14,098,895,295 | -2.70% | 1.25620 | 0.30137 | 1.55757 |
| 2011-12 | 14,049,917,159 | -0.35% | 1.26058 | 0.30242 | 1.56300 |
| 2012-13 | 13,708,573,547 | -2.43% | 1.29197 | 0.31447 | 1.60644 |
| 2013-14 | 13,514,454,019 | -1.42% | 1.32014 | 0.31744 | 1.63758 |
| 2014-15 | 13,569,069,801 | 0.40% | 0.44861 | 0.33060 | 0.77921 |
| 2015-16 | 13,661,006,238 | 0.68% | 0.45718 | 0.34419 | 0.80137 |
| 2016-17 | 13,661,006,238 | 0% | 0.46846 | 0.34551 | 0.81397 |

Financial Forecasts

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

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

| Operating Funds | | | | | |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|
| | 2016-17 | 2017-18 | 2018-19 | 2019-20 | 2020-21 |
| Revenues | | | | | |
| Tax Levy | 6,400,000 | 6,512,000 | 6,624,000 | 6,737,000 | 6,850,000 |
| State Aids | 14,672,000 | 14,663,440 | 14,664,909 | 14,666,407 | 14,667,935 |
| State Incentive Grants | 2,340,000 | 1,863,000 | 1,863,000 | 1,863,000 | 1,863,000 |
| Student Fees | 6,510,000 | 6,699,700 | 6,894,985 | 7,096,020 | 7,302,977 |
| Institutional | 2,273,000 | 2,330,460 | 2,389,019 | 2,448,699 | 2,509,522 |
| Federal | 1,538,000 | 1,553,380 | 1,568,914 | 1,584,603 | 1,600,449 |
| Total Revenues | 33,733,000 | 33,621,980 | 34,004,827 | 34,395,729 | 34,793,883 |
| Expenditures | | | | | |
| Personal Services | 26,840,000 | 27,109,000 | 27,994,000 | 28,908,000 | 29,352,000 |
| Current Expenses | 6,993,000 | 6,992,000 | 7,151,000 | 7,323,000 | 6,545,000 |
| Reduction - balancing prior year budget | 0 | (479,020) | (1,140,173) | (1,835,271) | (1,103,117) |
| Total Expenditures | 33,833,000 | 33,621,980 | 34,004,827 | 34,395,729 | 34,793,883 |
| Transfer from fund balance | 100,000 | 0 | 0 | 0 | 0 |
| Net | 0 | 0 | 0 | 0 | 0 |

| Capital Projects Fund Expenditures and Borrowing | | | | | |
|--|------------------|------------------|------------------|------------------|------------------|
| | 2016-17 | 2017-18 | 2018-19 | 2019-20 | 2020-21 |
| Facilities Projects | | | | | |
| Addition | 0 | 1,500,000 | 0 | 1,500,000 | 0 |
| Remodeling | 1,865,000 | 865,000 | 1,336,000 | 1,566,000 | 1,212,000 |
| Site Improvements | 55,000 | 348,000 | 62,000 | 230,000 | 240,000 |
| Equipment | 178,000 | 301,000 | 139,000 | 334,000 | 134,000 |
| Total Facilities Projects | 2,098,000 | 3,014,000 | 1,537,000 | 3,630,000 | 1,586,000 |
| Equipment | | | | | |
| Instructional | 1,262,000 | 712,000 | 730,000 | 749,000 | 769,000 |
| Non-Instructional | 94,000 | 91,000 | 93,000 | 95,000 | 98,000 |
| Technology | 1,082,000 | 983,000 | 945,000 | 1,167,000 | 1,172,000 |
| Total Equipment | 2,438,000 | 1,786,000 | 1,768,000 | 2,011,000 | 2,039,000 |
| Total Facilities & Equipment | 4,536,000 | 4,800,000 | 3,305,000 | 5,641,000 | 3,625,000 |
| Borrowing | 1,500,000 | 5,500,000 | 3,000,000 | 5,200,000 | 3,000,000 |

| Debt Service | | | | | |
|--|------------------|------------------|------------------|------------------|------------------|
| | 2016-17 | 2017-18 | 2018-19 | 2019-20 | 2019-20 |
| Tax Levy | 4,720,000 | 4,946,000 | 5,178,500 | 5,423,500 | 5,424,500 |
| Principal and Interest Payments | 4,744,000 | 4,999,500 | 5,227,500 | 5,471,300 | 5,474,400 |
| Transfer to/from fund balance* | 24,000 | 53,500 | 49,000 | 47,800 | 49,900 |

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

District Demographics

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

| Location | Estimated Population | | Numeric Change | Percent Change |
|------------------|----------------------|-------------|----------------|----------------|
| | 2016 | 2024 | | |
| Manitowoc County | 79,743 | 78,614 | -1,129 | -1% |
| Sheboygan County | 115,263 | 115,427 | 318 | 0% |
| Wisconsin | 5,797,196 | 5,883,985 | 86,789 | 1% |
| United States | 323,427,948 | 333,778,350 | 10,350,402 | 3% |

Source: EMSI 04/22/2016

The age distribution of LTC's District reveals the potential number of students LTC has the opportunity to serve. Currently, LTC serves approximately twelve percent of the high school graduates directly out of high school. One out of fifteen residents is served by LTC annually.

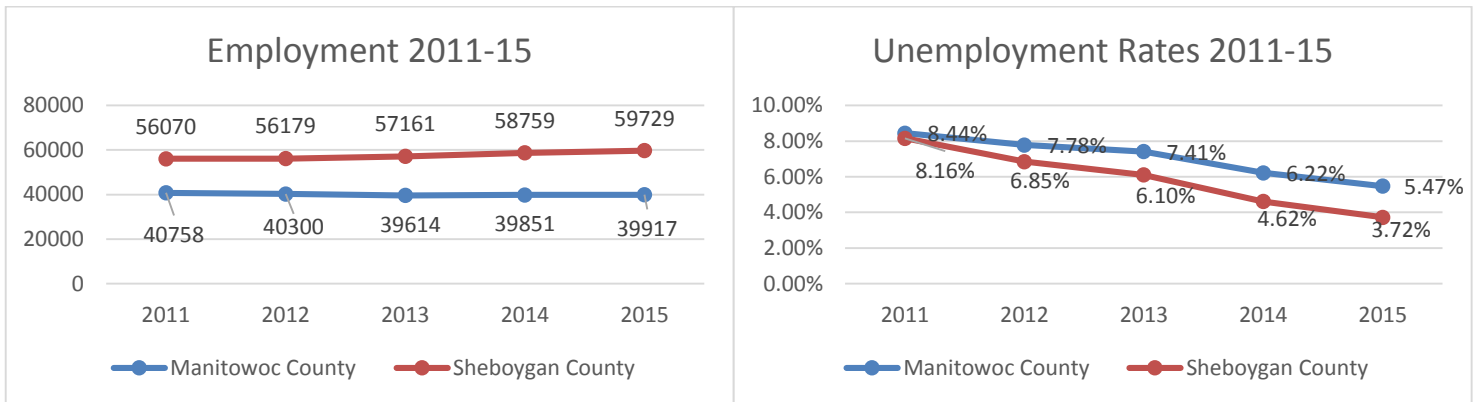
| Age Ranges | Age Distribution of LTC District | | 2015 LTC Enrollments | % of Total LTC Enrollments |
|----------------|------------------------------------|--------------------------------|----------------------|----------------------------|
| | 2016 Estimated District Population | % of Total District Population | | |
| 14 and under | 38,125 | 18.08% | 15 | 0.13% |
| 15 to 19 years | 12,997 | 6.16% | 1727 | 15.01% |
| 20 to 24 years | 11,677 | 5.54% | 1621 | 14.09% |
| 25 to 34 years | 23,566 | 11.18% | 2478 | 21.54% |
| 35 to 44 years | 24,372 | 11.56% | 1914 | 16.64% |
| 45 to 54 years | 29,986 | 14.22% | 1830 | 15.91% |
| 55 to 59 years | 17,062 | 8.09% | 816 | 7.09% |
| 60 to 64 years | 15,218 | 7.22% | 513 | 4.46% |
| 65 to 74 years | 21,034 | 9.98% | 443 | 3.85% |
| 75 to 84 years | 11,457 | 5.43% | 104 | 0.90% |
| 85 years + | 5,349 | 2.54% | 16 | 0.14% |
| unknown | 0 | 0.00% | 28 | 0.24% |
| Total | 21,0843 | 100% | 11505 | 100.00% |

Source: District Population data retrieved from EMSI, 04/22/2016, LTC Enrollments data retrieved from Cognos Report, EOY02 Age report.

Employment

Demographic and Economic Statistics For the calendar years ended June 30, 2011 to 2015

The left chart below shows that the unemployment rates in Manitowoc and Sheboygan County have declined gradually from 2011 to 2015. This is due in part by dislocated workers capitalizing on the educational opportunity provided by LTC, and completing their studies and reentering the workforce. The chart on the right shows that the number of people employed in Sheboygan County has increased slightly since 2011, while Manitowoc County employment declined from 2011 to 2013 but increased slightly from 2014.



Source: retrieved from <http://www.bls.gov/lau/Local Area Unemployment Statistics>, 01/20/2016.

Ten Largest Employers For The Fiscal Years Ended June 30, 2006 and 2015

| Employer | Nature of Business | 2015 | | | 2006 | | |
|---|---|---------------------------------|------|-----------------------|---------------------------------|------|-----------------------|
| | | Approximate Number of Employees | Rank | % of Total Employment | Approximate Number of Employees | Rank | % of Total Employment |
| Kohler Company | Plumbing fixtures and fittings, hotel & real estate | 3,000 | 1 | 2.6% | 7,500 | 1 | 6.3% |
| Lakeside Foods | Supplier of frozen and canned vegetable | 1,700 | 2 | 1.4% | | | 0.0% |
| Holy Family Memorial Medical Center | Medical facility | 1,400 | 3 | 1.2% | 1,319 | 4 | 1.1% |
| Sargento Foods, Inc. | Cheese manufacturing | 1,300 * | 4 | 1.1% | 1,200 | 8 | 1.0% |
| Sheboygan Area School District | Education | 1,254 | 5 | 1.1% | 1,434 | 3 | 1.2% |
| Bemis Mfg. Company | Toilet seats, lavatories, cutting | 1,200 | 6 | 1.0% | 2,000 | 2 | 1.7% |
| Manitowoc Public School District | Education | 936 ** | 7 | 0.8% | 1,116 | 9 | 0.9% |
| Johnsonville Sausage | Meat processing | 930 | 8 | 0.8% | | | |
| Nemak, formerly J.L. French Corp. | Foundry/automotive parts | 850 | 9 | 0.7% | 1,200 | 7 | 1.0% |
| Vollrath Co LLC | Service machinery manufacturer | 850 | 10 | 0.7% | | | |
| Hamilton L. Fisher LC (Fisher Scientific) (Formerly Thermo Fisher Scientific) | Laboratory apparatus & furniture mfg | | | | 1,300 | 5 | 1.1% |
| Sheboygan County | County employees, nursing care facilities | | | | 1,223 | 6 | 1.0% |
| The Manitowoc Co., Inc. | Crane & ice machine manufacturing | | | | 1,075 | 10 | 0.9% |
| TOTAL EMPLOYMENT (b) | | 117,293 | | | 119,604 | | |

Notes:

- (a) Sources - Infogroup (www.salesgenie.com), Employer contacts and websites and Lakeshore Technical College District 2005-06 CAFR
- (b) Sources - US Department of Commerce - Bureau of Economic Analysis. Includes total employment for Sheboygan County and Manitowoc County.

* Figure includes facilities in Hilbert and Elkhart Lake.

** Figure includes approximately 261 substitute teachers, coaches, interns, summer employment, etc.

Principal Taxpayers
For The Fiscal Years Ended June 30, 2006 and 2015

| Principal Taxpayers | 2015 | | | 2006 | | |
|---------------------------------------|----------------------------|----------------------------------|------|---------------------------|----------------------------------|------|
| | Equalized Valuation (a) | % of Total Equalized Value | Rank | Assessed Valuation (a) | % of Total Equalized Value | Rank |
| Kohler Company | \$ 154,801,100 | 1.14% | 1 | 150,343,670 | 1.24% | 1 |
| Acuity | 42,744,100 | 0.32% | 2 | 41,657,350 | 0.34% | 2 |
| Sargento Foods | 40,163,000 | 0.30% | 3 | | | |
| Wal-Mart (b) | 39,969,200 | 0.29% | 4 | 24,200,289 | 0.20% | 4 |
| Manitowoc Cranes, Inc. (c) | 31,012,210 | 0.23% | 5 | 17,688,400 | 0.15% | 6 |
| St. Nicholas Hospital | 30,994,500 | 0.23% | 6 | | | |
| Bemis Manufacturing | 29,140,600 | 0.21% | 7 | 22,885,000 | 0.19% | 5 |
| Johnsonville Sausage | 22,635,700 | 0.17% | 8 | 16,668,700 | 0.14% | 8 |
| Morrelle Warehousing LLC | 19,071,800 | 0.14% | 9 | | | |
| Masters Gallery Foods | 18,000,500 | 0.13% | 10 | | | |
| Blue Harbor Resort | | | | 29,850,800 | 0.25% | 3 |
| Aurora Medical Group/Sheboygan Clinic | | | | 17,634,509 | 0.15% | 7 |
| Aldrich Chemical | | | | 15,362,500 | 0.13% | 9 |
| Bayview Memorial, LLC | | | | 15,327,700 | 0.13% | 10 |
| Total | \$ 428,532,710 | 3.16% | | \$ 351,618,918 | 2.90% | |
| Total District Equalized Value | \$ 13,569,069,801 | | | \$ 12,136,053,740 | | |

Note:

(a) Sources - Manitowoc County and Sheboygan County 2015 and Lakeshore Technical College District 2005-06 CAFR.

(b) Sheboygan County

(c) Formerly The Manitowoc Company

Lakeshore Technical College



GLOSSARY

Definition of Terms & Acronyms

ABE. Adult Basic Education.

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

ADA. Americans with Disabilities Act.

AEFL. Adult Education and Family Literacy.

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

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

AQIP. Academic Quality Improvement Program.

ASE. Adult Secondary Education.

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

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

ATD. Achieving the Dream.

AV. Audio Visual.

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

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

BAWDB. Bay Area Workforce Development Board.

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

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

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

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

CAFR. Comprehensive Annual Financial Report.

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

CCAMPIS. Child Care Access Means Parents in School.

CNC. Computer Numerical Control.

Combined Budget. The total budget for all funds.

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

CTE. Career and Technical Education.

Debt. An obligation resulting from borrowing money.

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

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

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

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

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

District. Lakeshore Technical College.

DWD. Department of Workforce Development.

EKG. Electrocardiogram.

ELL. English Language Learner.

EMS. Emergency Medical Services.

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

EPR. Employee Performance Review.

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

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

FDIC. Federal Deposit Insurance Corporation.

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

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

FTE. Full-Time Equivalent.

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

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

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

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

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

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

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

FVTC. Fox Valley Technical College.

GAAP. Generally Accepted Accounting Principles.

GASB. Governmental Accounting Standards Board.

Gen Ed. General Education

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

GOAL. Goal Oriented Adult Learning

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

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

GFOA. Government Finance Officers Association.

GED. General Educational Development.

GPR. General Purpose Revenue.

HLC. Higher Learning Commission.

HS. High School.

HSED. High School Equivalency Diploma.

IT. Information Technology.

ITV. Instructional Television.

IV. Intravenous.

LEA. Lakeshore Education Association.

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

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

LTC. Lakeshore Technical College.

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

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

MSSC. Manufacturing Skill Standards Council.

NCA. North Central Association.

NTO. Non-Traditional Occupation.

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

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

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

OSHA. Occupational Safety and Health Administration.

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

Other Financing Uses. Fund used for operating transfers out.

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

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

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

QRP. Quality Review Process.

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

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

RISE. Regional Industry Skills Education.

SEOG. Supplemental Educational Opportunity Grant.

SGA. Student Government Association.

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

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

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

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

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

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

TID. Tax Incremental District.

TSA. Technical Skills Attainment.

UW. University of Wisconsin.

WATG. Workplace Advancement Training Grant.

WIA. Workforce Investment Act.

WIDS. Wisconsin Instructional Design Software.

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

WRS. Wisconsin Retirement System.

WTCS. Wisconsin Technical College System.

WTCSB. Wisconsin Technical College System Board.

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LAKESHORE TECHNICAL COLLEGE
gotoltc.edu • 1.888.GO TO LTC
1290 North Avenue • Cleveland WI
NCA-Accredited ncahlc.org

