

PLAN & BUDGET 2020-21

**THE HOPE
MOVEMENT**

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 20, 2020

To the Taxpayers of the Lakeshore Technical College District:

We are living in unprecedented times. At the time of the submission of this budget, our country and state are in the midst of the COVID-19 pandemic. Businesses, schools, and college campuses across the U.S., including Lakeshore Technical College, have paused non-essential services, while students continue to learn online wherever possible and staff work remotely.

As we plan for 2020-21, we have approached uncertainties responsibly while recognizing additional changes may be in store as we continue to navigate uncharted waters. Short-term declines in enrollment and shrinking state aids are expected to impact revenue, while a surge of dislocated workers is anticipated to require training as the economy rebuilds.

This budget relies on several sources of revenue to provide programming and services to students and the community. In addition to student tuition, operating costs are funded through state and local support, as well as grants, to maintain an affordable, accessible, quality-education resource in our community. Controlling costs is an expectation of our institution as a taxpayer-supported organization.

Within those parameters, we believe we are a uniquely positioned educational resource focused on providing hope and opportunity. Entering our third year of our five-year strategic plan, we are keeping our focus on our core goals of being the college of first choice for high school seniors, ensuring all LTC programs and credentials add value to students and employers, and empowering the entire LTC team.

The budget is aligned with these goals and we have managed reductions in revenue by examining and reconfiguring open positions where appropriate, restricting travel, and limiting wage adjustments.

Grants continue to be an important funding strategy for the college. As a small, rural college, we are proud to be recognized for the innovation and the student commitment we put forward in our grant applications, but more importantly, we look forward to the opportunities this funding will create for our students.

In 2019-20, the U.S. Department of Education awarded LTC a \$2.06 million competitive grant under the Title III Strengthening Institutions program. This grant provides funding to expand and strengthen our capacity to serve low-income students. The funds are payable over five years. In addition, LTC secured its first grant from the National Science Foundation (NSF) in support of our College Here & Now® program. Finally, LTC was recently awarded just over \$1.1 million in competitive grants from the Wisconsin Technical College System (WTCS). These grants bring new dollars to our local economy, while allowing the college to expand programming, increase access, and provide support services for students.

LTC's 2020-21 total budget is \$52,614,000, a .61 percent decrease from 2019-20 estimates. The decrease is mainly attributed to a decrease in wages due to the realignment of staff and a decrease in benefit expenses due to the restructuring of our health benefit plan. Total revenues for all funds equal \$45,522,000, a 1.51 percent decrease from 2019-20. Operating revenues are at \$33,199,000, a 2.72 percent decrease from 2019-20. State revenue in operating funds decreased \$379,000, or 2.29 percent, from 2019-20 estimates due to a projected decrease in state aids due to the COVID-19 pandemic and a decrease in GPR grants. Institutional revenue decreased \$304,000, or 14.87 percent, due to the discontinuation of contracts for apprenticeship instruction and WIOA services. Federal revenue increased \$159,000, or 9.74 percent due to the new Title III grant award. Additional grants are being sought as opportunities arise. The tuition rate is set by the WTCS Board and reflects a 1.7 percent increase in 2020-21. Total full-time equivalent (FTE) students, excluding transcribed credit and

Paul Carlsen, Ph.D., President

advanced standing students, are projected to be 1,498, which is a 12 percent decrease from the 2019-20 budget, and flat to the 2019-20 estimate due to concerns with retention from the effects of instructional changes in spring 2020.

LTC receives 27.48 percent of its total revenues from local property taxpayers. In 2020, the owner of a \$150,000 home will pay \$120.33 in taxes to support LTC, which is \$1.49 higher than 2019. The total tax levy of \$12,516,000 is a 1.25 percent increase over last year. The tax rate of \$.802 per thousand dollars of equalized valuation increased by \$.01.

Our graduates are living proof that taxpayer funds are invested wisely at Lakeshore Technical College, but we also take great pride in the fact that LTC belongs to the communities we serve. This connection can be seen in our service to local non-profits, in our partnerships with chambers of commerce and economic development corporations, and in our outreach to our neighbors.

If there is just one thing you should know about LTC it is this: no matter your background, we are here to help you get wherever you want to go in life.

Sincerely,

Paul Carlsen, Ph.D.
Lakeshore Technical College
President

Roy Kluss
Lakeshore Technical College
District Board Chair

Introduction to Plan and Budget Document

The 2020-21 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

Mr. Roy Kluss Chairperson
Ms. Lois Vasquez Vice Chairperson
Mr. Don Pohlman Secretary/Treasurer
Mr. John Lukas Member
Ms. Monica Nichter Member
Mr. James Parrish Member
Ms. Kim Rooney Member
Dr. Mike Trimberger Member
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Ms. Polly Abts Vice President of Student Success
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Ms. Kristin Liphart Vice President of Advancement
Ms. Brenda Riesterer Vice President of Administration
Ms. Heidi Soodsma Executive Assistant to the President
Ms. Tanya Wasmer Vice President of Strategy & Outreach

Official Issuing Report

Ms. Molly O'Connell Chief Financial Officer

Report Prepared By

Ms. Lisa Friedl Controller, Financial Services
Ms. Molly O'Connell Chief Financial Officer
Ms. Tanya Wasmer Vice President of Strategy

Contact Person

Ms. Lisa Friedl 920.693.1135

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PLAN & POLICY

College Overview

Lakeshore Technical College (LTC) is a 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) (Figure 1), LTC is locally-governed by a nine-member District Board (LTC Board) whose representation is determined by State Statute.

Located in east central Wisconsin, LTC serves a district that measures approximately 1,200 square miles, covering Manitowoc and Sheboygan counties and small portions of Calumet and Ozaukee counties. The main campus, consisting of five instructional buildings and one facilities building 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 also operates two learning sites located in the cities of Sheboygan and Manitowoc, the Plymouth Science and Technology Center, and the School of Agriculture located adjacent to the Farm Wisconsin Discovery Center in Newton in Manitowoc County (Figure 2).

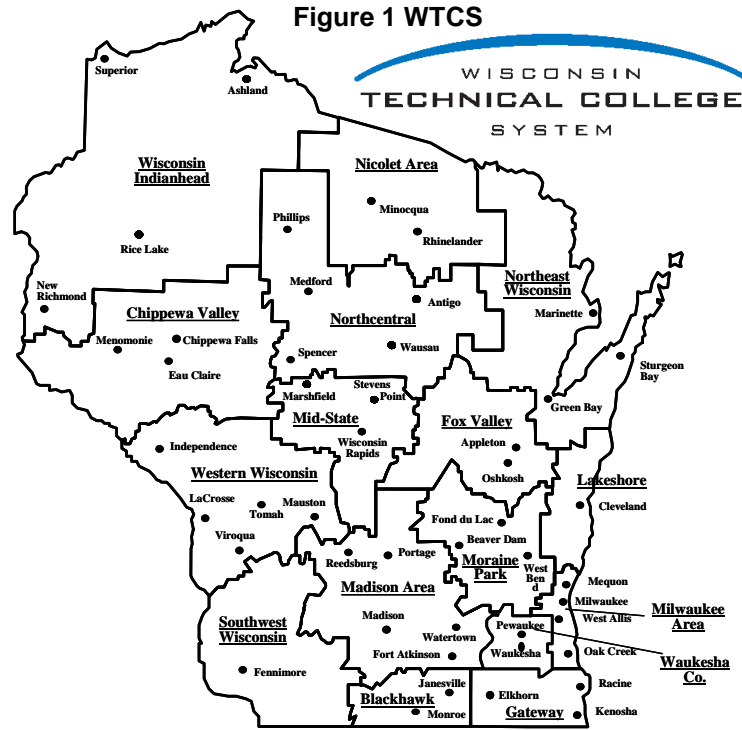
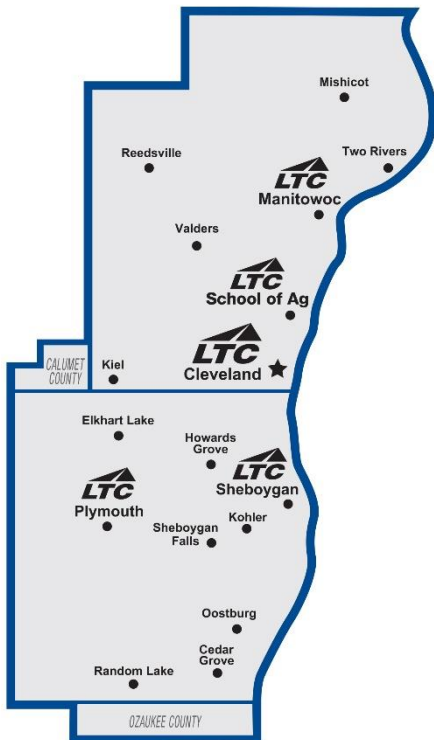


Figure 2 LTC District



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

LTC completed a five-year, comprehensive strategic plan during 2017-18 under the direction of a new President. Of 419 staff, 300 staff actively participated in providing input into the strategic goals and initiatives. In addition, students, businesses, and community members provided input and feedback in developing the strategic goals. Derived from the strategic planning process, the college goals include:

- The LTC Team is empowered to be “Dealers in Hope”
- LTC will be the college of 1st choice for graduating high school seniors
- All LTC programs and credentials add value to students and employers

Based upon input from the staff, students, businesses, and community members, a cross-functional strategic planning team representing multiple staff levels and areas of organization conducted a root cause analysis leveraging an interdependency diagram to prescribe the initiatives for the next five years. Resulting from this exercise, the team identified six initiatives designated as the Hope Movement for the next five years. These six goals are:

- Fuel Success: We will foster collaborative accomplishments of the LTC Team.
- Integrate and Accelerate: We will advance student progression by ensuring 100 percent of offerings will have a pathway to a credential.
- Raise Attainment: We will make it possible for all high school seniors in LTC's service region to graduate with 9 college credits or an industry-based certification (IBC).
- Diversify Our Portfolio: We will adapt to an ever-changing marketplace by transforming our offerings such that 90 percent of our students will be served through non-traditional instruction.
- Be Analytical: We will understand and utilize data to make decisions.
- Share the LTC Story: 100 percent of the LTC Team will inform and encourage people to learn at LTC.

An integrated planning process follows the framework of the plan, do, check, act cycle framework for the annual plan and budget. Resources align with the college initiatives. The key measure to assess the overall progress of the college's goals is measuring students served with a goal to serve 20,000 students in one academic year by 2022-23. The Leadership Team manages and monitors progress for the initiatives.

LTC staff stay informed on strategic initiatives and key grants and projects through quarterly all-staff updates. Staff receive a monthly online newsletter, Inside LTC, which shares highlights, events, an enrollment dashboard, and information from members of the college community.

Related to transparency and collaboration, staff may electronically submit new ideas related to programs, courses, budget efficiencies, and process improvement that he or she feels would make a positive difference to attain the strategic goals or improve operations. Each idea is important and requires evaluation for next steps. An Improvement and Innovation Team determines next steps and a designated team executes the implementation and evaluates outcomes.

In 2017-18, LTC finished its third year as a member of Achieving The Dream (ATD), a national reform network dedicated to helping two-year colleges develop data-driven strategies to close achievement gaps and improve student outcomes. The Implementation Plan developed in spring 2016 focuses on actions to deliver high-impact interventions that the college evaluates for college-wide scalability and equity for all students. Because of the planning, these initiatives fall under two priorities: Prepare Students to Succeed and Successful Course Completion.

In the past year, the college was recognized by several external agencies for the following:

- #2 Best Two-Year College for Adult Learners by *Washington Monthly*, a bimonthly nonprofit magazine of U.S. politics and government based in Washington, D.C.
- #11 Best Community College in the nation for education outcomes by *WalletHub*, an online financial advising website.
- One of the top 150 community colleges eligible to compete for the *Aspen Prize for Community College Excellence* from a pool of nearly 1,000 public two-year colleges nationwide. This is the fifth consecutive time the college has received the nation's signature recognition of high achievement and performance in America's community colleges.
- Top Ten national finalist for the *Bellwether Award*, presented by the Bellwether College Consortium through the Community College Futures Assembly which addresses best practices occurring nationally and internationally at community colleges. This is the second consecutive year LTC was named a finalist.
- For the 11th consecutive year, LTC is named in the military friendly schools list, which recognizes the colleges doing the most to embrace military service members, vets, and spouses as students.

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, 14 technical diploma programs, 41 LTC district certificates, 20 embedded technical diplomas, 18 embedded pathway certificates, and 13 state-indentured apprenticeships are offered through six 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. Fourteen programs hold professional certification or specialized accreditation from 12 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
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In addition to meeting the needs of District residents through programs and course offerings, LTC offers courses, workshops, and seminars to meet the needs of business and industry. LTC’s Workforce Solutions provides customized training to employers to update employee skills and improve workplace performance. In addition, Workforce Solutions provides comprehensive assessment services to assist employers to develop training plans for employees. In 2018-19, Workforce Solutions served 126 companies.

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

Student Base, Needs, Requirements

Annually at the close of the fiscal year, for the input phase of the Plan and Budget process, the Strategy department compiles demographic data for review by the Leadership Team. Additionally in the fall, a Year End Report is published with a variety of key data points. The student demographics, their needs and requirements are reviewed to influence any changes to the strategic plan and initiatives.

LTC’s population by age groupings is fairly consistent with WTCS’s population except for students 24 years old and younger. Thirty-three percent of LTC’s students are 24 years old and younger, compared to 44% of WTCS students. LTC makes up the difference with students over the age of 35. Also comparatively, LTC serves a lower percentage of minority student (15%) compared to the WTCS District (21%).

Figure 4 LTC Student Demographics 2018-19

Age Group	Students	Percent	Ethnicity	Students	Percent
< 18	1,361	13%	American Indian/Alaskan Native	63	1%
18-24	2,102	20%	Asian	594	5%
25-29	1,303	13%	Black	186	2%
30-34	1,122	11%	Hispanic	603	6%
35-44	1,753	17%	Multiple	69	1%
45-54	1,468	14%	Pacific Islander	17	0%
55-61	817	8%	Unknown	467	4%
62 and Older	379	4%	White	8,349	81%
Grand Total	10,348		Grand Total	10,348	

Source: WTCS OLAP Course Enrollments

Collaboration

LTC collaborates with many partners to address the needs of students and industry within the Lakeshore District. Some key partnerships include: four-year colleges; the Wisconsin Indianhead, Lakeshore, and Mid-State Consortium (WILM); the Bay Area Workforce Development Board (BAWDB); the LTC Foundation; Farm Wisconsin Discovery Center; Jake's Café; district employers; and area school districts.

Collaborative relationships with four year colleges and universities are considered based on their benefits to students including geographical location, course-to-course crosswalks, and transfer maximization. A key agreement is the Lake to Lake collaborative partnership between LTC and nearby Lakeland University. Students who participate in the Lake to Lake partnership complete their associate degree at LTC and continue their education at Lakeland University by entering as a college junior to complete a related bachelor's degree. This partnership was recently expanded and LTC now offers eight additional programs for a total of 28 programs included in the Lake to Lake initiative. Career areas range from Business and Information Technology (IT) programs to Health and Hospitality related programs. The LTC/Lakeland collaborative team is also working on pathways for students not admitted or unsuccessful at Lakeland to take coursework at LTC. The college also has articulation agreements with area four year colleges and universities, including a newly signed agreement with UW-Oshkosh that allows the Electro-Mechanical Automation Technology and the Electro-Mechanical Maintenance Technician associate degrees to articulate into their Engineering Technology Baccalaureate degree and an agreement with UW-Green Bay that articulate LTC's Accounting and Business Management associate degrees into their Accounting and Business baccalaureate degrees.

WILM provides oversight and leadership for the information systems and data needs for the three collaborating colleges. WILM was formed for the purpose of sharing IT costs and resources, providing significant savings to all three technical colleges. LTC saves close to \$400,000 a year as a member of the consortium. That savings is then funneled back into additional efforts to advance student success. For example, a new student portal, which is also mobile friendly, will give students easier access to the information and services that they need on any device that they are using. This portal will include an automated process providing students earlier notification of their financial aid award.

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, as well as partnerships with the counties and the Department of Vocational Rehabilitation. LTC's President serves on the BAWD board.

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

LTC partnered with the Farm Wisconsin Discovery Center in order to expand educational opportunities in agriculture. LTC provided support services for Farm Wisconsin Discovery staff prior to the opening of the facility in May of 2018. LTC opened its new School of Agriculture in January, 2018 at the Farm Wisconsin Discovery Center property and is connected to the facility through a birthing barn.

LTC works with area businesses and industries in developing programs and facilities to create a pipeline of skilled workers. Lab time is set aside for industry employees to complete their education and exclusive courses are offered for industry partners to provide flexible training options. LTC maintains strong relationships with major employers through the Board, the Foundation Board, advisory committees, manufacturing roundtables, chambers, economic development corporations, workforce boards, Northeast Wisconsin Educational Resource Alliance (NEW ERA), New North and Red Raider Manufacturing—a partnership between the Sheboygan Area School District, local manufacturers, and LTC.

The College values the importance of strong relationships with K-12 partners as evidenced by the number of high school students that earn both high school and LTC credit through one of our dual-credit offerings. In October 2018, the College introduced College Here & Now, a college/career pathway that makes it possible for Sheboygan Area school district students to earn their LTC associate degree at the same time they graduate from high school. Students take courses at their high schools with LTC faculty teaching in designated College Here & Now

classrooms. The LTC associate degree is available at no cost to students and their families and students can continue at Lakeland University with guaranteed, junior admission status in order to earn a bachelor's degree in as few as two years. College Here & Now is expanding to the Kiel Area School district in Fall 2020.

The College employs a Director of K12 Relations to work with local school districts and oversee Youth Apprenticeship staff, including a Youth Apprenticeship Manager, a Youth Apprenticeship Specialist, and a Youth Apprenticeship Associate, to build relationships, enhance dual credit opportunities, and increase transition rate. The College also employs several Career Coaches to assist high school students with their transition to college. These relationships strengthen our partnerships with high schools. In addition to College Here & Now, Sheboygan Area School District offers certificate courses to Central students in Welding. Sheboygan South and North high schools also offer Healthcare courses each semester, while Kiel High School students can enroll in LTC's programming courses. The LTC-Plymouth Science and Technology Center at Plymouth High School offers dual credit courses in manufacturing disciplines, which help high school students to transition to postsecondary programs and into the workforce. This partnership also includes local Chambers of Commerce, the educational system, and leading employers, including Sargento Foods, Johnsonville, Rockline, and Curt G. Joa. LTC's Career Certificate programs give high school seniors a jump on college—and a future career. With offerings in high-demand occupations, students earn both high school and college credits as well as an employer-recognized certificate. During their senior year students attend LTC Career Certificate classes on one of LTC's campuses in the morning and their high school classes in the afternoon. The college offers opportunities in Maintenance Mechanic, Electro-Mechanical Technology, Information Technology, Welding, and Healthcare.

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.

In the summer of 2019, the college moved the operations and services offered in the communities of Manitowoc and Sheboygan to new locations. The relocation provided a number of advantages, with proximity to the majority of students accessing services in these communities being primary. In addition, both facilities provided completely remodeled interiors specifically designed to meet the learning needs of today's students.

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

The Public Safety Training Center offers programs and training ranging from basic first aid to Critical Care Flight Paramedic to a Law Enforcement Academy. A computerized firefighter burn training building allows for volunteer and career firefighters to refine skills in a controlled and safe environment. 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 and an outdoor shooting range allow law enforcement professionals to learn and demonstrate firearms proficiency. In 2020, Scenario City, was built to offer simulated environments, including a motel, convenience store, residential home, etc, where students encounter real-world challenges while practicing skills to become Emergency Medical Technicians (EMTs), Paramedics, and police officers.

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

The School of Agriculture opened in January 2018 as a part of the Farm Wisconsin development. This center has two classrooms and a state of the art agriculture lab with the capability to deliver instruction to remote sites via video conferencing.

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

The Kohler Center for Manufacturing Excellence includes the Nierode Building and Plastics Engineering Manufacturing Building which is a simulated modern manufacturing site that provides welding, industrial maintenance, and sheet metal trades instruction. LTC expanded in 2013-14, to combine and increase the welding labs, provide space for the fabrication program and add lab space for Industrial Maintenance and other programs. The Nierode building showcases robotics, programmable logic controllers, computer aided drafting, computer numerical controlled machine tools, and other hands-on learning equipment used in modern manufacturing facilities. Space in the Nierode building was remodeled in 2014 to expand the Machine Tool and CNC, Automation and Engineering programs. The Plastics Engineering Manufacturing building houses a state of the art Fabrication cell featuring a Fiber Laser with the capability to laser parts up to 4' x 4' as well as two Robotic Welders and a metal forming press.

LTC takes training on the road with its state-of-the-art mobile simulation labs. The labs offer students the latest in high-tech training in various life-like scenarios. The Advanced Manufacturing Mobile Lab is a self-contained training lab which provides hands-on experiences for K-12 students. This climate controlled unit equipped with wireless technology provides instruction in Industrial Maintenance and Programmable Logic Controls (PLCs). The Human Patient Simulator Mobile lab offers emergency response and healthcare providers the latest, high-tech training. The EMS Mobile Lab was built in partnership with the Wisconsin Department of Workforce Development through a Blueprint for Prosperity grant in the Wisconsin Fast Forward program. The Z Lab is has a virtual server, six computer workstations and 24 laptops. The lab also has software including Solidworks, Microsoft Office Suite and MasterCam.

Throughout 2019-20, LTC will be preparing for the relocation of its Culinary Arts program from a leased restaurant facility in Sheboygan to the Cleveland campus. While the move will keep the program financially-viable, it will also benefit students. All program courses will be available in a single location, and students will have easy access to student success services available on campus. The instructional kitchen will be designed with the sole purpose of education and we are able to seamlessly integrate a dedicated baking area into the space which will expand and enhance our culinary arts curriculum. Finally, we anticipate the ability to attract more students from the northern part of our district.

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

The Advanced Automotive Technology Training Center consists of two areas recently enhanced and renovated housing the Automotive Maintenance and Auto Collision shops. The center comprises 32,000 square feet of lab space with state of the art equipment and facilities. Both shops are designated as a Snap-On Center of Excellence. Both areas include new equipment like metal shaping, frame aligners, scanners, and wheel aligners.

Competitive Environment

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

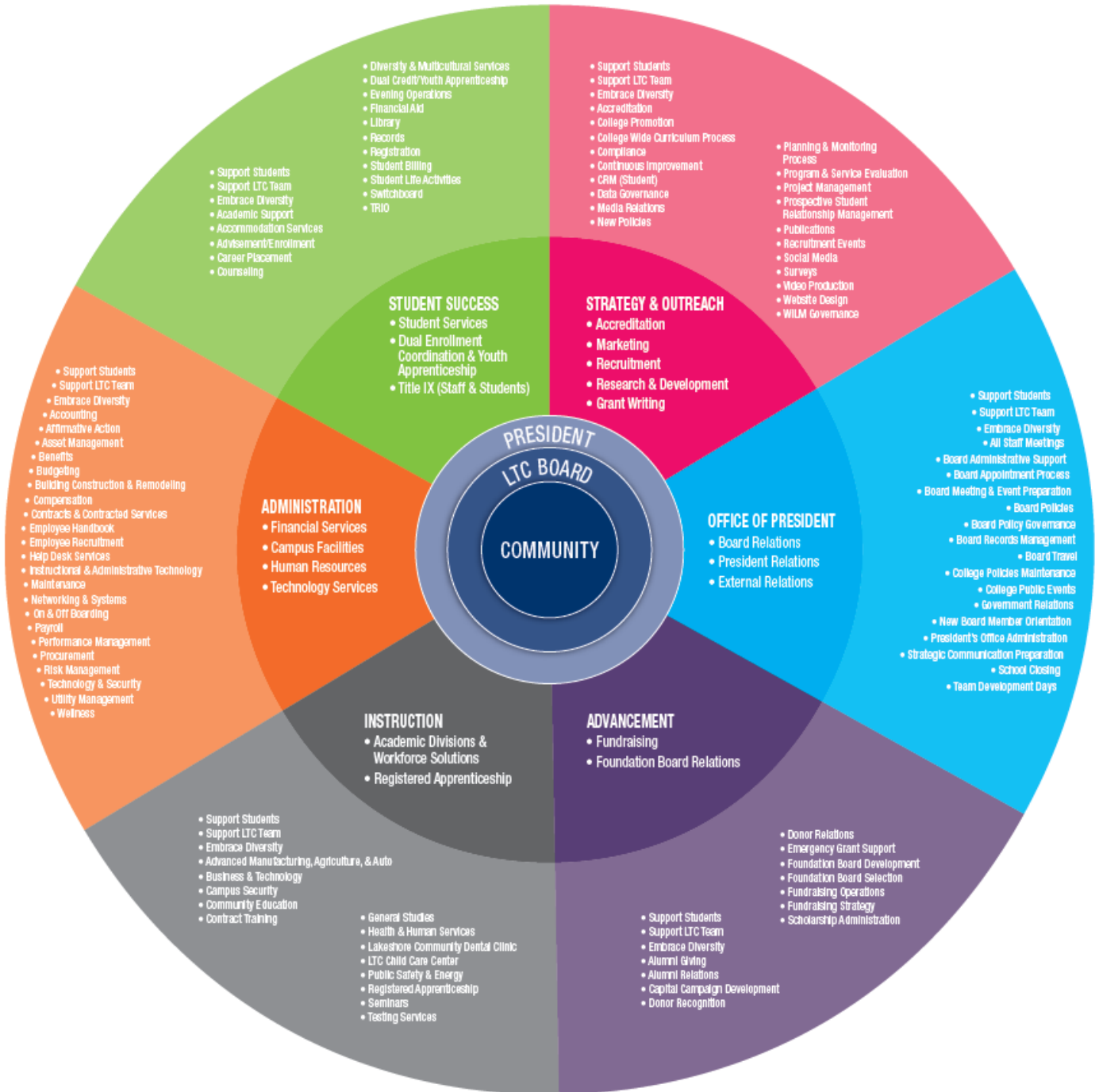
The UW System folded its 13 two-year schools into regional four-year universities beginning in 2018-19, merging the former UW-Manitowoc and UW-Sheboygan campuses with UW-Green Bay. This may introduce new educational opportunities for in-district LTC students to complete bachelor's degrees without leaving the district.

LTC must continue to remain competitive. For-profit institutions continue to market through information nights, newspaper, radio, and television advertisements. In addition, some have invested in facilities within the region offering niche programs that are in direct competition with LTC. Some local employers have on-site training facilities as well as UW-Green Bay offering continuing education programs 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 257 full-time within three organizational groups: 85 support staff, 65 management staff, and 107 faculty. The organizational chart shows how the organization is structured in order to accomplish its plan (Figure 5).

Figure 5 Organizational Chart



Strategic Planning Process

Lakeshore Technical College uses a rigorous process, involving staff and the community, to develop its 5-year strategic plan. The process, shown in Figure 6, identifies the means to direct students to appropriate and innovative resources, enhance their growth, and guide them to obtain their goals. The ability of LTC to perform effectively provides hope to students and strength to the community that needs will be met within an increasingly demanding society.

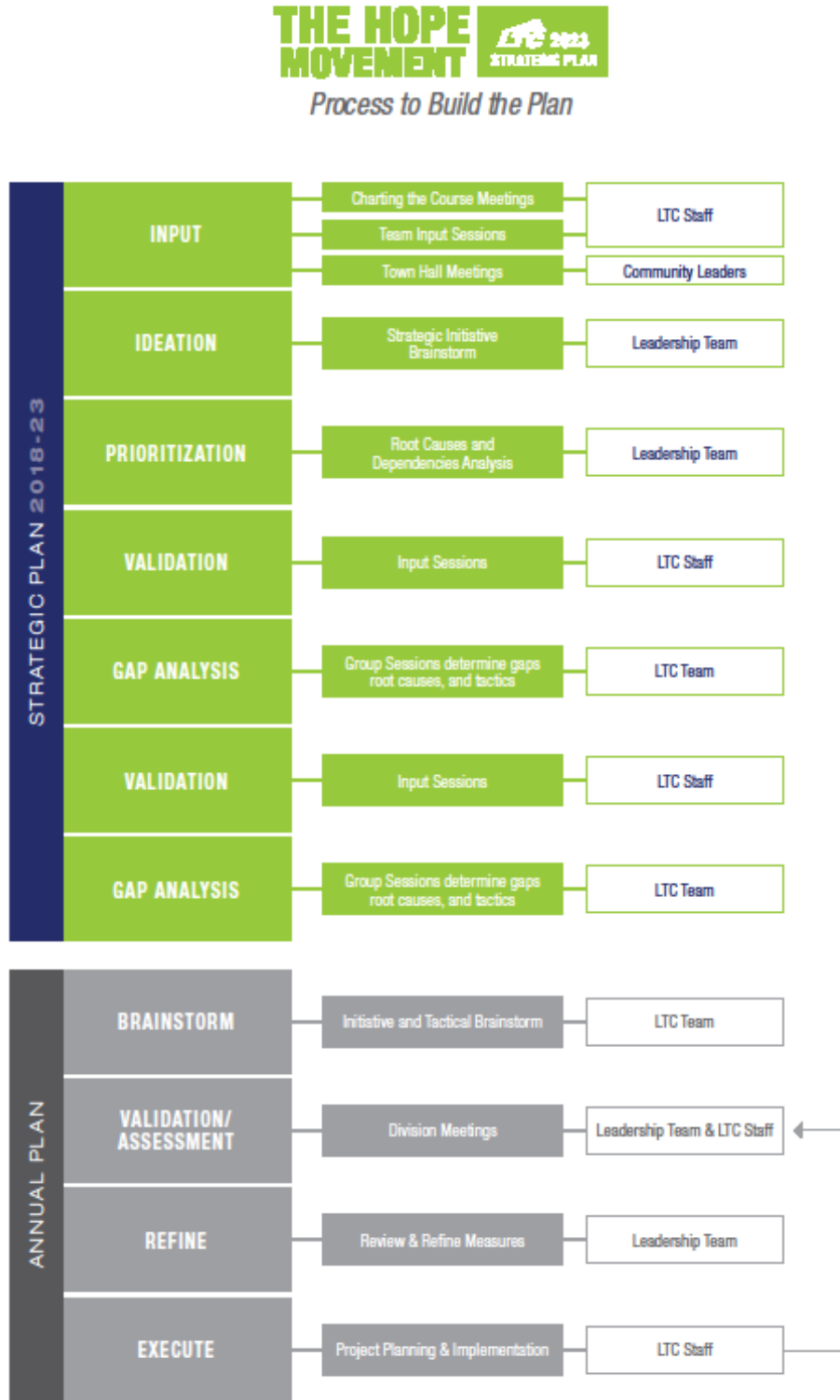
The process contains iterative steps of development, review, and implementation to facilitate optimal execution. Review and improvement stages ensure that actions meet expectations as determined by the defined feedback mechanism and the established plan metrics. LTC's strategic plan demonstrates the "Hope Movement" that pervades the entire college and will give greater life to the community.

The development phase involves meetings with college staff and the community to develop ten strategic initiatives. First, the college president meets with college staff during "Chart the Course" meetings to gather which college activities are working well and perceived as needed. Previous "Chart the Course" meetings averaged more than 200 college staff member participants. In addition, the President conducts Team Input sessions that have included approximately 100 staff participants. Community involvement consists of townhall meetings where participants indicate where the college performed well and where improvement was desired. The Leadership Team transforms this feedback into ten strategic initiatives to review, analyze, and prioritize by reducing the listing by respective root causes and where necessary, the importance of any potential interaction between their possible indirect dependencies.

In the review phase, multiple groups evaluate the strategic initiatives, determining gaps between the current state and the objective state, the root causes for the variances, and the required tactics to achieve the new state. Staff sessions provide valuable input as to their relevance and their tactical execution. Select college representatives categorize the tactics to focus on determining the interrelationships of the tactics and strategic initiatives, and to eliminate gaps through root-causes discovery. These findings are presented at townhall meetings to college staff and community members, soliciting feedback and support as to the prioritization of initiatives and the tactics supporting their respective execution.

For the implementation phase, the initiatives are assessed to ensure that each tactic achieves the desired result and is valid. The Leadership Team may then refine each initiative, then respective LTC staff will execute the tactics to achieve the desired result of each initiative. In addition, a cross-functional team consisting of members from the initial strategic planning cross-functional team and members of the Improvement and Innovation Steering Team derive the strategic initiatives.

Figure 6 Strategic Planning Process



Annual Priorities and Key Results

One key metric measures the success of the college's commitment to the strategic plan. This key metric is the number of students LTC serves. The college's commitment is to translate hope into skills and knowledge for students to be successful.

Key Results	2020-21 Targets
• FTEs	1,600
• Students	9,400

Outcome

2018-19 through 2022-23 Strategic Goals

1. The LTC team is empowered to be Dealers in Hope.
2. All LTC programs & credentials add value to students and employers.
3. LTC will be a college of first choice for graduating high school seniors.



Strategies

- Integrate & Accelerate. We will advance student progression by ensuring 100% of offerings will have a pathway to a credential.
- Fuel Success. We will foster collaborative accomplishments of the LTC team.
- Raise Attainment. We will make it possible for all high school seniors in LTC's service region to graduate with nine college credits or an Industry Based Certification (IBC).
- Diversify our Portfolio. We will adapt to an ever changing marketplace by transforming our offerings such that 90% of our students will be served through non-traditional instruction.
- Be analytical. We will all understand and utilize data to make decisions.
- Share the LTC Story. 100% of LTC team will inform and encourage people to learn at LTC.

Strategic Annual Plan

The intent with the initiatives shown on the following pages is to have cross-functional initiatives versus department-based initiatives. This facilitates transparency and allows any staff member to be involved with any of the initiatives.

2020-21

ANNUAL PLAN



Six key initiatives to propel LTC ahead.



Recruitment through Advising
Creating a holistic student experience



Competency-Based Education
Students learn at their own pace



College Here & Now
Students can earn an LTC associate degree in high school with no tuition cost



Fundraising at LTC
A strategic approach focusing on expanding donor resources



Ability to Benefit
Students are eligible for financial aid while concurrently enrolled in high school credential and college programs



Diversity & Inclusion
All students and staff feel welcome



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

LAKESHORE TECHNICAL COLLEGE DOES NOT DISCRIMINATE ON THE BASIS OF RACE, COLOR, NATIONAL ORIGIN, SEX, DISABILITY OR AGE IN EMPLOYMENT, ADMISSIONS OR ITS PROGRAMS OR ACTIVITIES. THE HUMAN RESOURCES DEPARTMENT/AFFIRMATIVE ACTION OFFICER HAS BEEN DESIGNATED TO HANDLE INQUIRIES REGARDING THE COLLEGE'S NONDISCRIMINATION POLICIES.

Budget Process

Budgeting for Wisconsin Technical Colleges is controlled by state statutes, the Wisconsin Technical College System office, and LTC Board policy. The annual budget must be in the format required by the WTCS office 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, the leadership team 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 by the cross-functional Plan & Budget team and recommendations for budget changes, program revisions and service level changes are made. Budget priorities and strategies are developed and approved. Preliminary facility projects are developed based on the needs of the organizational units 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 expenditures and budget strategies are finalized. Staff input their current expense, major equipment and personnel budgets during this time, with reductions or increases made based on the preliminary budget and priorities. Facility projects are finalized and approved by the Board. Final changes to the budget are made when the final WTCS state grants and tuition rates are set.

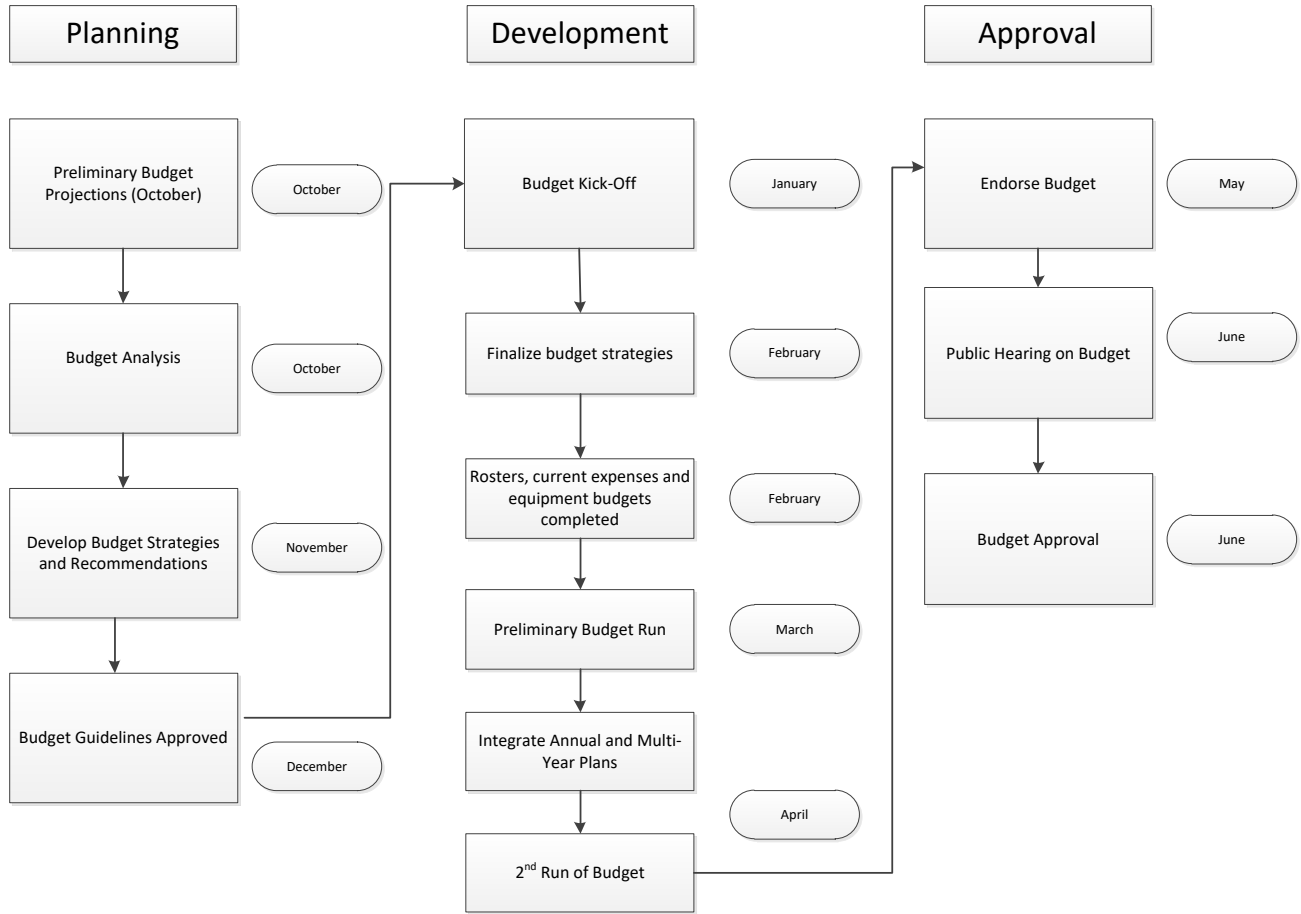
Ongoing Board communication during the process provides updated information for the Board for their approval process. The Board reviews the budget in May, with final approval in June after a public budget hearing. The tax levy that supports the budget is also approved by the board with final certification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

Regular communications with the LTC Board, Leadership Team, and all staff occur during the process. Budget forums are held for staff to learn more and provide feedback about the annual plan and budget. Each manager reviews their current expense budget detail during open forums where staff can provide input and ask questions. Budget information is published in the local newspaper and a document is prepared for presentation at a public hearing. A final budget is prepared and presented to the LTC Board for approval. The budget is implemented on July 1.

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 strategies and priorities are reviewed on a monthly basis and adjusted as necessary.

Budget Process



Issues Affecting the Budget

During the budget process, LTC identifies items that may affect its plans and impact the budget. Early identification of challenges allows the college to be proactive in its response. The health emergency declaration in early March brought some unique challenges to the 2020-21 budget process. The college's Leadership Team quickly moved to re-assess the situation and adjusted the budget accordingly. Some of the challenges that were addressed include:

Issue	Impact	Strategy
<p>Enrollment Fluctuations A short-term decline in enrollments is expected as students may be reluctant to continue with their education in the summer and fall terms, while a surge in dislocated workers are anticipated to require training as the economy rebuilds.</p>	<p>Decreased tuition and material fees creates a challenge in balancing the budget and the budget must be flexible enough to allow additional instructional costs as enrollments increase.</p>	<ol style="list-style-type: none"> 1) Continue open communication with students to keep them engaged. 2) Develop an enrollment management strategy. 3) Allocate resources to increase enrollments and prepare for an influx of dislocated workers.
<p>Instructional Flexibility The campus closure as a result of the pandemic highlighted the need for the college to offer more courses with flexible instructional modes.</p>	<p>Allocate resources for necessary curriculum changes and faculty development to provide instruction in an alternative format.</p>	<ol style="list-style-type: none"> 1) Have faculty that are familiar with online instruction train and mentor faculty that are new to this mode. 2) Offer all courses that are conducive to online instruction as iFlex courses that are both face-to-face and online. 3) Accelerate the offering of Competency Based Education programs.
<p>State Funding Decreased sales tax and other revenue at the state level could result in the state modifying its budget and decreasing its level of support for the technical colleges.</p>	<p>Limited funding for operations does not keep up with the rate of inflation making it difficult to balance the budget.</p>	<ol style="list-style-type: none"> 1) Review the viability of programs and services. 2) Analyze staffing needs across the college.
<p>Healthcare Costs Healthcare costs continue to rise increasing benefit expense.</p>	<p>Increased benefit expenses makes it difficult to balance the budget and increases out-of-pocket costs for staff.</p>	<ol style="list-style-type: none"> 1) Implement a Healthcare Advocacy and Navigation service to assist staff in making sound healthcare choices. 2) Continue to educate staff on wellness and cost of medical services.
<p>Facilities Current space does not meet the changing needs of programs and services.</p>	<p>Restricted access to student services, including advising, counseling, tutoring, etc., can be a deterrent for students. Classroom technology may not be conducive to online learning.</p>	<ol style="list-style-type: none"> 1) Redesign service areas to allow for open and welcoming access. 2) Update technology in additional classrooms to allow for iFlex format.

Funding Priorities

A total of \$1,619,254 in funding priorities is supported through \$1,351,669 in grants, and \$267,585 in reallocations. An additional \$200,000 is being reallocated to fund strategic priorities for the college. Priorities for funding include increasing new programs and certificates aligning with career pathways, expanding current programs, increasing the number of students in dual credit courses, expanding services for students and faculty development. \$2,217,000 in capital expenditures has also been budgeted for the remodel of an existing Wind lab into the HVAC lab, the consolidation of instructional division offices and the relocation of the testing center.

Consolidation of Division Offices	\$1,077,000
The General Education Division Offices will be combined with the administrative offices of the Business & Technology Division. This relocation frees up prime space to be used for student support services and instruction and it will increase efficiencies within the office by combining areas such as student testing centers and conference rooms.	
Holistic Student Success (Testing Center Expansion)	\$800,000
Re-locate the current Testing Center to expand capacity by 25-50% in order to meet the increased demand of instructional proctored testing and business and industry testing needs. Other student centered functions will be included in this area, such as a lounge for multi-cultural students, the Dual Credit offices and an additional classroom.	
HVAC Installation Technician	\$592,195
Implementation of the new Heating, Ventilation, and Air Conditioning Installation Technician technical diploma program. Skills mastered will provide individuals access to in-demand occupations in the industry and meet employment demands. Includes \$340,000 for the remodel of space to use as an HVAC lab that includes 4 student residential HVAC stations. This will serve 9 students and is partially funded by a \$200,000 grant.	
Student Completion	\$300,000
New and expanded services to improve the completion rate of at-risk students in terms of courses, subsequent semesters, programs, and/or WTCS certificates. The project delivers academic support through study groups, tutoring, technological support, and financial coaching to improve successful course completion. Retention will be realized through student referral, case management and advising and enrollment support. This will serve 550 students and is partially funded by a \$225,000 grant.	
Competency-Based Education Implementation – CNC Technician	\$274,524
The CNC Technician program is the college's pilot program for the implementation of Competency-Based Education (CBE). CBE is a flexible, outcome-based approach to curriculum design and delivery in which students progress through credential attainment by demonstrating mastery of competencies. Implementation will impact college-wide and program-level systems and procedures. By using the CNC Technician program as the pilot program, the college hopes to address the immediate and future need for skilled CNC technicians for the manufacturing employers in the district. This will serve 50 students and is funded by a \$274,524 grant.	
Electro-Mechanical Maintenance Program	\$223,823
Expand capacity in the Electro-Mechanical Maintenance Technician program with part-time delivery and additional sections. Due to increased use of automation in manufacturing, district employers report a high demand for maintenance technicians skilled in the maintenance and repair of automated manufacturing equipment. This will serve up to 25 students and is fully funded by a grant of \$223,823.	

IT-Web and Software Developer Career Pathway	\$136,706
<p>The Sheboygan Area and Kiel Area School Districts collaborate with the college to strengthen the district IT worker pipeline. College Here and Now is a career pathway that allows high school students to earn the college's IT-Web and Software Developer associate degree at their high school in conjunction with earning their high school diploma. Students can then complete Lakeland University's computer science bachelor's degree in two years following graduation. This is partially funded by a \$102,530 grant.</p>	
Lakeshore Corrections Education Consortium	\$112,959
<p>This consortium with the college and the Manitowoc and Sheboygan Sheriff Departments coordinate the provision of on-site basic skills education for 160 inmates of the Manitowoc County jail, the Sheboygan Detention Center and the Sheboygan County jail. The college will provide basic skills education based on the participants' education and employment goals. Participants will receive integrated education and training opportunities to earn industry-based certifications/credentials for employment. This is partially funded by a \$84,719 grant.</p>	
Lakeshore Integrated English Language & Civic Literacy Consortium	\$112,865
<p>The college, One-to-One Literacy Partners and the Literacy Council will coordinate/provide an integrated, comprehensive civic literacy program for 120 adult English Language Learners (ELL) of Manitowoc and Sheboygan counties. The instruction will help ELL and refugee participants assimilate into their communities and gain economic self-sufficiency. Instructional formats and deliveries will be implemented for ELL participants to improve their math, language and computer skills, earn a high school credential and transition into postsecondary coursework. This is partially funded by a \$84,649 grant.</p>	
Medical Assistant to Practical Nursing Career Pathway	\$106,751
<p>This career pathway will help fill a workforce shortage by allowing eligible medical assistants to enter the Practical Nursing pathway via Credit for Prior Learning earned through training and employment. Modified Bridge coursework helps students apply their work/educational experiences to higher practical nursing skill levels. Part-time, evening delivery of instruction will be offered. This will serve 10 students and is partially funded by a grant of \$81,851.</p>	
Wind Energy Career Pathway	\$99,431
<p>Expand the Wind Energy Technology career pathway to improve curriculum, increase enrollments, and provide instruction of a new wind tower climber certificate. This will serve 12 students and is partially funded by a \$74,573 grant.</p>	

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 to not change from the level for 2019-20.

Full-Time Equivalent Students (FTE): FTEs for 2020-21 are expected to be 1,498, no change from the projected 2019-20 FTEs, due to concerns with retention from the impact of the instructional mode changes with the campus closure due to the pandemic.

Health Insurance: The health insurance premium is expected to increase 11.4% from the 2019-20 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% for the fiscal year. Employees pay half of the contribution (6.65 percent).

General State Aids: Revenues from general state aids are expected to decline by 10% from 2019-20 levels.

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 1.7% from 2019-20. The 2020-21 tuition rate is \$138.90 per credit.

Institutional Revenue: Institutional revenue is expected to decrease from the 2019-20 projected level.

Workforce Solutions: Contracts with business and industry are expected to decrease due to the discontinuation of contracts for apprenticeship instruction and WIOA services.

Federal Grants & Projects: Federal revenue is expected to increase due to the awarding of the U.S. Department of Education Title III grant.

Fund Balance: Based on the 2020-21 budget projections, LTC is anticipating that its general fund balance will be within the 20 percent to 35 percent of general fund revenues per the LTC Board Guidelines.

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 used in development of the 2020-21 budget.

- 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.
- 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 maturity date for any debt will not exceed the reasonably expected useful life of the equipment or project so financed.

LTC Policies

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

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

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

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

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

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

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

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

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

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. To enhance internal controls over purchasing, the college has restricted the number of purchasing cards issued to staff and the limits on what those cards can be used for. Signatory authority on contracts has been restricted to the College President or their designee, with contracts routed for approval by appropriate parties before being submitted for signature.

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 issued in May 2020. 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

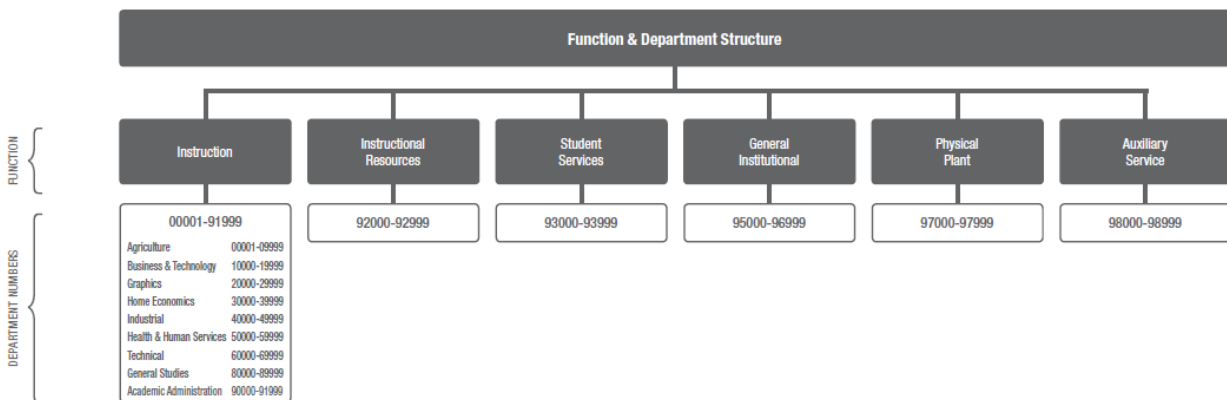
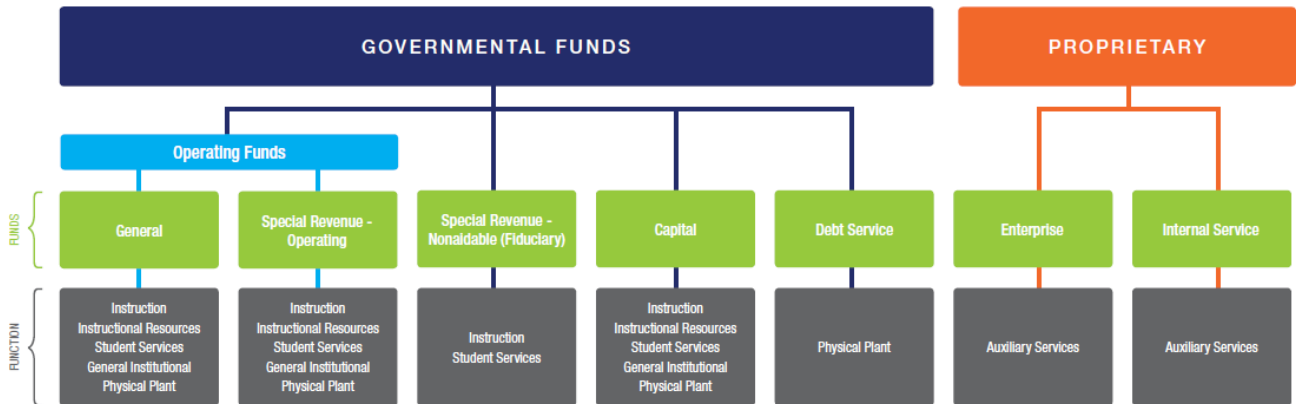
State statute mandates that LTC prepare an annual budget. The state and the LTC Board control budget levels through guidelines that limit the growth rate of LTC's tax levy each year. LTC staff must present to the LTC Board a balanced budget that meets all budget guidelines. The budget is balanced when 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 2020-21 budget. LTC’s fund structure is linked to its organizational structure primarily through its operating funds and functions.



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 three Special Revenue Funds – Workforce Solutions, Grant and Projects, and Student Activities.
Special Revenue Fund - Nonaidable	The Special Revenue Fund-Nonaidable is used to account for assets held by LTC in a fiduciary capacity, primarily for student aids, fiscal agent projects, and student clubs.
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.

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 un-matured 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 2020-21 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.

	2017-18 Actuals (1)	2018-19 Actuals (1)	2019-20 Budget	2019-20 Estimates (2)	2020-21 Budget
REVENUES					
Local Government	11,743,801	11,874,205	12,400,000	12,361,000	12,516,000
Property Tax Relief Aid	11,877,887	11,878,887	11,878,000	11,878,000	11,878,000
General State Aids	3,141,866	3,055,654	3,122,000	3,451,000	3,143,000
State Grants	1,720,931	1,671,924	1,896,000	1,896,000	1,830,000
Program Fees	5,909,337	5,809,990	6,102,000	5,781,000	5,500,000
Material Fees	394,221	368,195	390,000	390,000	355,000
Other Student Fees	806,068	796,685	734,000	596,000	509,000
Institutional	4,534,943	4,657,656	4,631,000	4,507,000	4,271,000
Federal	4,741,593	4,657,279	4,984,000	5,387,000	5,550,000
Total Revenue	<u>44,870,647</u>	<u>44,770,475</u>	<u>46,137,000</u>	<u>46,247,000</u>	<u>45,552,000</u>
EXPENDITURES					
Instruction	20,732,822	20,373,139	22,035,000	21,874,000	21,295,000
Instructional Resources	1,822,030	1,866,666	1,983,000	1,983,000	1,900,000
Student Services	8,486,964	8,497,737	9,089,000	9,354,000	9,567,000
General Institutional	5,596,981	5,550,806	5,758,000	5,758,000	5,543,000
Physical Plant	10,228,565	8,745,898	11,630,000	11,737,000	12,094,000
Auxiliary Services	1,990,714	1,678,144	2,230,000	2,230,000	2,215,000
Total Expenditures	<u>48,858,076</u>	<u>46,712,390</u>	<u>52,725,000</u>	<u>52,936,000</u>	<u>52,614,000</u>
Net Revenue (Expenditures)	(3,987,429)	(1,941,915)	(6,588,000)	(6,689,000)	(7,062,000)
OTHER SOURCES (USES)					
Operating Transfer In (Out)	0	0	0	0	0
Repayment of Debt	0	0	0	0	0
Proceeds from Debt	4,020,013	3,541,050	7,100,000	7,201,000	6,900,000
Total Resources (Uses)	<u>32,584</u>	<u>1,599,135</u>	<u>512,000</u>	<u>512,000</u>	<u>(162,000)</u>
TRANSFERS TO (FROM) FUND BALANCE					
Reserve for Prepaids & Inventories	0	0	0	0	0
Reserve for Capital Projects	(576,796)	656,611	536,000	536,000	72,000
Reserve for Debt Service	(147,100)	124,401	(24,000)	(24,000)	(234,000)
Retained Earnings	496,808	717,186	0	0	0
Reserve for Student Organizations	(47)	(37,390)	0	(119,000)	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	259,720	138,327	0	119,000	0
Total Transfers to (From) Fund Balance	<u>32,585</u>	<u>1,599,135</u>	<u>512,000</u>	<u>512,000</u>	<u>(162,000)</u>
Beginning Fund Balance	<u>22,825,886</u>	<u>22,858,471</u>	<u>24,457,606</u>	<u>24,457,606</u>	<u>24,969,606</u>
Ending Fund Balance	<u>22,858,471</u>	<u>24,457,606</u>	<u>24,969,606</u>	<u>24,969,606</u>	<u>24,807,606</u>
EXPENDITURES BY FUND					
General Fund	27,811,071	27,690,641	28,622,000	28,591,000	27,884,000
Special Revenue Fund - Operational	4,571,647	4,482,653	5,100,000	5,613,000	5,315,000
Special Revenue Fund - Nonaidable	4,038,503	3,892,588	4,629,000	4,251,000	4,339,000
Capital Projects Fund	5,439,440	3,847,410	6,887,000	6,887,000	7,233,000
Debt Service Fund	5,006,701	5,120,954	5,257,000	5,364,000	5,628,000
Enterprise Fund	1,455,441	1,217,273	1,600,000	1,600,000	1,600,000
Internal Service Fund	535,273	460,871	630,000	630,000	615,000
Total Expenditures by Fund	<u>48,858,076</u>	<u>46,712,390</u>	<u>52,725,000</u>	<u>52,936,000</u>	<u>52,614,000</u>

(1) Actual is presented on a budgetary basis

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

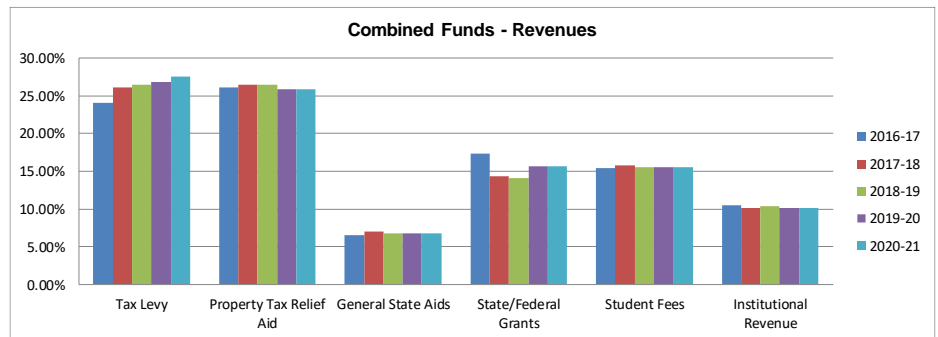
Combining Budget Summary

July 1, 2020 – June 30, 2021

	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	\$ 5,884,000	\$ 1,248,000	\$ -	\$ -	\$ 5,384,000	\$ -	\$ -	\$ 12,516,000
Property Tax Relief Aid	11,878,000	-	-	-	-	-	-	11,878,000
State Aids	3,449,000	844,000	435,000	245,000	-	-	-	4,973,000
Program Fees	5,500,000	-	-	-	-	-	-	5,500,000
Material Fees	355,000	-	-	-	-	-	-	355,000
Other Student Fees	371,000	138,000	-	-	-	-	-	509,000
Institutional Revenue	442,000	1,298,000	160,000	146,000	10,000	1,600,000	615,000	4,271,000
Federal Revenue	5,000	1,787,000	3,744,000	14,000	-	-	-	5,550,000
Total Revenues	\$27,884,000	\$5,315,000	\$ 4,339,000	\$ 405,000	\$5,394,000	\$ 1,600,000	\$ 615,000	\$45,552,000
Expenditures								
Instruction	\$15,881,000	\$3,269,000	\$ 600,000	\$ 1,545,000	\$ -	\$ -	\$ -	\$21,295,000
Instructional Resources	1,314,000	-	-	586,000	-	-	-	1,900,000
Student Services	3,949,000	1,609,000	3,739,000	270,000	-	-	-	9,567,000
General Institutional	4,581,000	-	-	962,000	-	-	-	5,543,000
Physical Plant	2,159,000	437,000	-	3,870,000	5,628,000	-	-	12,094,000
Auxiliary Services	-	-	-	-	-	1,600,000	615,000	2,215,000
Total Expenditures	\$27,884,000	\$5,315,000	\$ 4,339,000	\$ 7,233,000	\$5,628,000	\$ 1,600,000	\$ 615,000	\$52,614,000
Revenues Over (Under) Expenditures	\$ -	\$ -	\$ -	\$(6,828,000)	\$ (234,000)	\$ -	\$ -	\$(7,062,000)
OTHER SOURCES (USES)								
Operating Transfer In (Out)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Proceeds from Debt	-	-	-	6,900,000	-	-	-	6,900,000
Repayment of Debt	-	-	-	-	-	-	-	-
Total Resources (Uses)	\$ -	\$ -	\$ -	\$ 72,000	\$ (234,000)	\$ -	\$ -	\$ (162,000)
TRANSFERS TO (FROM) FUND BALANCE								
Reserve for Prepaids & Inventories	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reserve for Capital Projects	-	-	-	72,000	-	-	-	72,000
Reserve for Debt Service	-	-	-	-	(234,000)	-	-	(234,000)
Retained Earnings	-	-	-	-	-	-	-	-
Reserve for Student Organizations	-	-	-	-	-	-	-	-
Reserve for Operations	-	-	-	-	-	-	-	-
Designated for State Aid Fluctuations	-	-	-	-	-	-	-	-
Designated for Subsequent Years	-	-	-	-	-	-	-	-
Designated for Subsequent Year	-	-	-	-	-	-	-	-
Total Transfers to (From) Fund Balance	-	-	-	72,000	(234,000)	-	-	(162,000)
Beginning Fund Balance	9,473,058	291,791	204,413	9,504,509	1,476,231	3,587,249	432,356	24,969,606
Ending Fund Balance	\$9,473,058	\$291,791	\$204,413	\$9,576,509	\$1,242,231	\$3,587,249	\$432,356	\$24,807,606

Revenue Trends

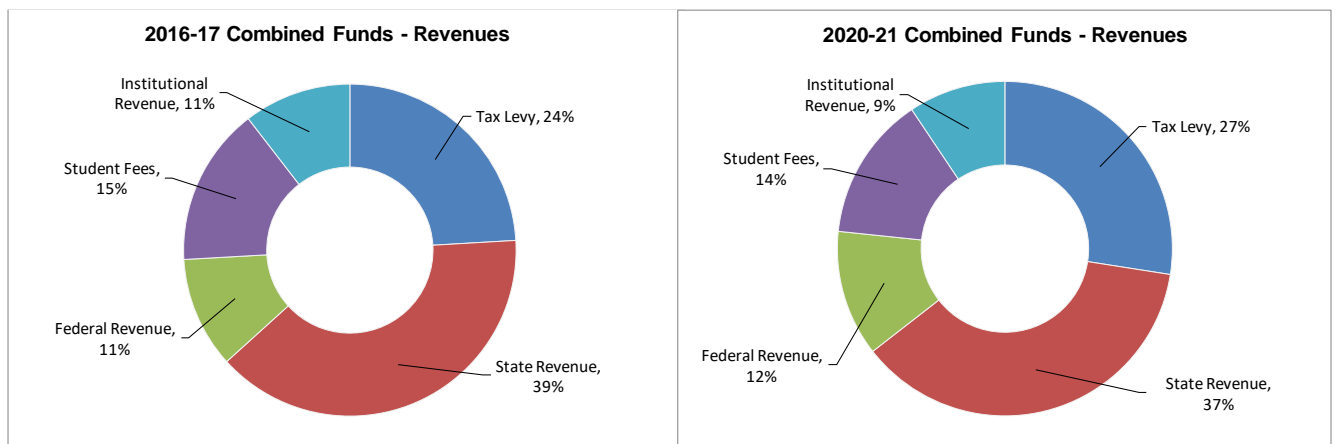
LTC has a diversified funding base composed of property taxes, state aid, state incentive grants, student fees, federal grants, and institutionally-generated revenues. LTC believes that this diversity, the strength of the local tax base and its fiscal management continue to provide the resources required 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.

Wisconsin legislation provides \$406 million annually in state aids to offset the operating tax levies of the technical colleges. Tax levies are reduced by the amount of the property tax relief aid that each college receives.

The graphs below compare the percent of revenue sources for 2016-17 and 2020-21.

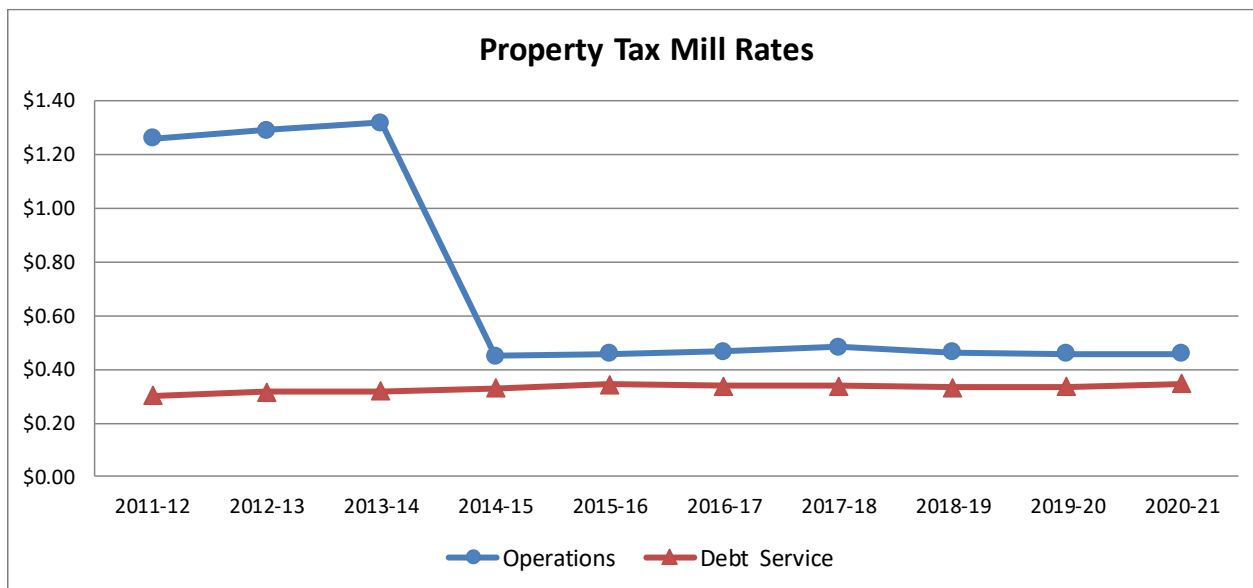


Property Tax

One of LTC’s major revenue sources is local property taxes referred to as “Local Government” revenue in the following budgetary statements. Annually, in October, the property tax levy is billed based upon the equalized value of taxable property, excluding tax incremental financing districts, to the local municipalities who act as assessors and collection agencies. All delinquencies are assumed by the respective counties thus LTC receives the full amount of its levy. Wisconsin Act 20, the 2013-15 Biennial Budget Bill, replaced the previous \$1.50 per \$1,000 of taxable property cap on the operating tax mill rate with a new cap that limits operating levies at current year levels with two exceptions. Operating levies can be increased to capture district-wide valuation changes due to net new construction. Net new construction can be a positive number even when overall district values decline. For taxes levied and collected in 2020 and 2019, the increase due to net new construction for the District was 1.16% and 1.39%, respectively. In addition, levies can be increased for operations by any amount subject to district-wide referendum approval. The debt service mill rate is added to the operational mill rate to get a total mill rate amount. The debt service tax levy is used to pay the principal and interest payments that are due that year. The operational tax levy is used to fund expenditures in the general and special revenue-operational funds.

Based on the conditions of the local economy, property valuations are projected to remain flat. The average increase in valuations over the past ten years has been 0.78 percent. The mill rate decreased 0.68 percent in 19-20, including a 1.49 percent decrease in operating levy and a 0.46 percent increase in debt service levy. For 2020-21, the mill rate is projected to increase 1.25 percent, including a 0 percent increase in operating levy and a 2.96 percent increase in debt service levy.

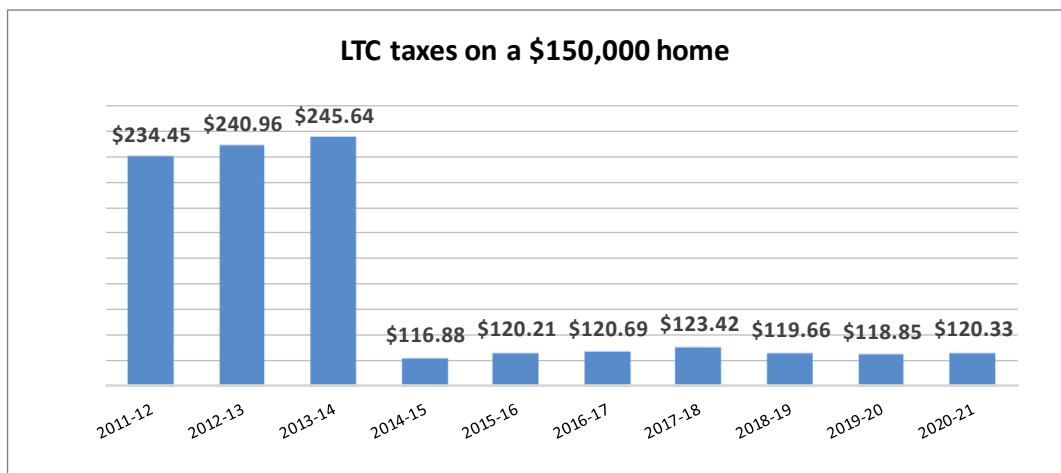
The graph below shows a history of the tax rate, broken down by the operations and debt service components.



*As of March 2014, legislation was enacted providing for a dollar for dollar reduction in property tax funding with an increase in state aid funding.

The 2020-21 tax rate increased \$0.01 from the 2019-20 rate of \$0.79 to \$0.80 per thousand dollars of equalized valuation, with the assumption that equalized valuations will remain flat from the previous year. The operational levy is \$0.46 per thousand dollars of equalized valuation and the debt service rate is \$0.35 per thousand dollars of equalized valuation. Equalized property value, excluding Tax Incremental Districts (TID), is expected to remain at \$15,601,568,718.

For a house with an equalized value of \$150,000, the projected annual 2020 tax payment by the owner to support the educational programs and services at LTC is \$120.33. This is an increase of \$1.49 from the 2019 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 2020-21 Projection

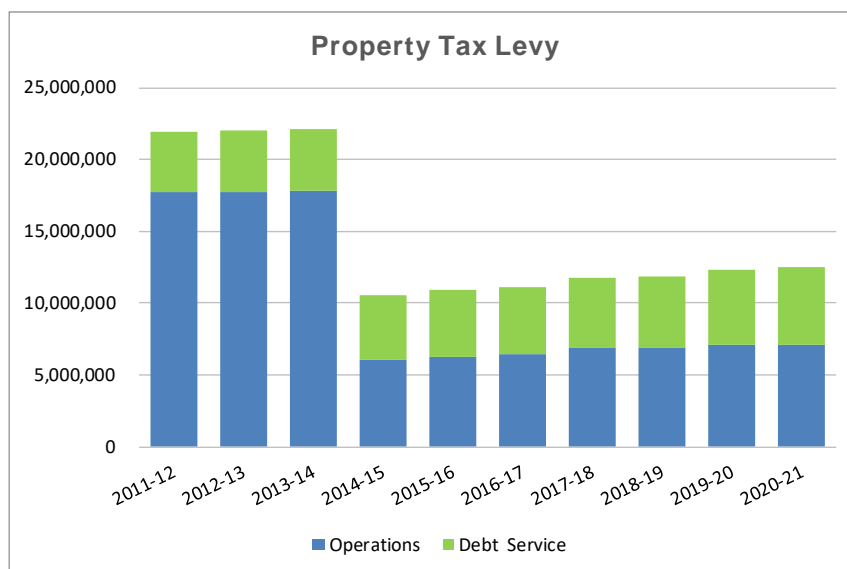
	2019-20 Actual	2020-21 Actual	Increase (Decrease)	Percent Change
Operating Levy	19,070,945	19,070,945	0	0.00%
Property Tax Relief Aid	(11,877,887)	(11,877,887)	0	0.00%
Personal Property Aid	(61,146)	(61,146)	0	0.00%
Revised Operating Levy	7,131,912	7,131,912	0	0.00%
Debt Service Fund	5,229,000	5,384,000	155,000	2.96%
Total Levy	<u>12,360,912</u>	<u>12,515,912</u>	<u>155,000</u>	<u>1.25%</u>
Equalized Valuations	15,601,568,718	15,601,568,718	0	0.00%

Property Tax Rates

Budget Year	Operations		Debt Service		Total		Rate Change	Levy Change
	Mill Rate	Levy	Mill Rate	Levy	Mill Rate	Levy		
2011-12	1.26058	17,711,000	0.30242	4,249,000	1.56300	21,960,000	0.35%	0.00%
2012-13	1.29197	17,711,000	0.31447	4,311,000	1.60644	22,022,000	2.78%	0.28%
2013-14	1.32014	17,841,000	0.31744	4,290,000	1.63758	22,131,000	1.94%	0.49%
2014-15	0.44861	6,087,172	0.33060	4,486,000	0.77921	10,573,172	-52.42%	-52.22%
2015-16	0.45718	6,245,553	0.34419	4,702,000	0.80137	10,947,553	2.84%	3.54%
2016-17	0.46756	6,461,650	0.33705	4,657,952	0.80461	11,119,602	0.40%	1.57%
2017-18	0.48384	6,902,079	0.33894	4,835,000	0.82278	11,737,079	2.26%	5.55%
2018-19	0.46405	6,907,161	0.33364	4,966,000	0.79769	11,873,161	-3.05%	1.16%
2019-20	0.45713	7,131,912	0.33516	5,229,000	0.79229	12,360,912	-0.68%	4.11%
2020-21	0.45713	7,131,912	0.34509	5,384,000	0.80222	12,515,912	1.25%	1.25%

Beginning in 2018-19, personal property was eliminated from equalized valuations for property tax purposes. The Wisconsin Department of Revenue used those valuations to determine a personal property state aid amount. This increased other state revenue and decreased the property tax levy. This amount was set at \$61,146 for the college and will remain the same for subsequent years. The property tax relief aid was calculated based on the 2014 equalized valuations and will remain the same for subsequent years.

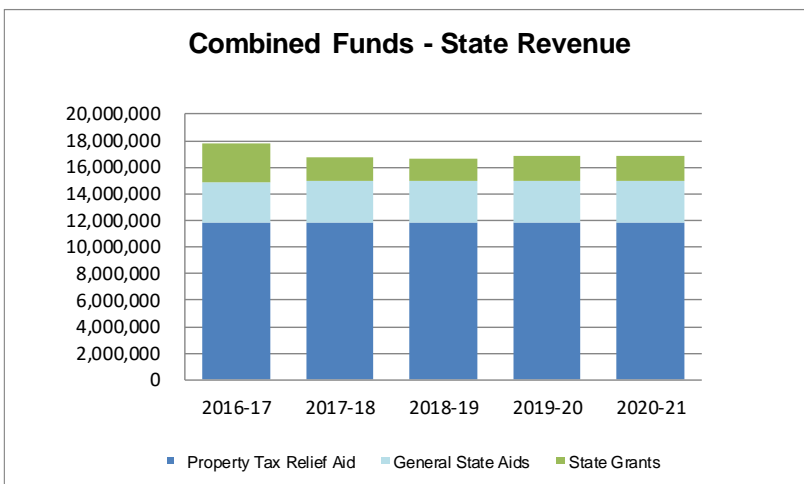
The 2020-21 total tax levy is increasing \$155,000, or 1.25%, over 2019-20 due to an increase in the debt service levy. The operating levy is expected to remain flat to the prior year due to no change in net new construction in the district. If equalized values increase, the tax rate will decrease.



*As of March 2014, legislation was enacted providing for a dollar for dollar reduction in property tax funding with an increase in state aid funding.

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. 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 Wisconsin Technical College System. The state aid in lieu of property taxes includes revenues received from the State to reimburse taxing jurisdictions when legislation in 2000 removed personal computers from the tax rolls for businesses and when legislation in 2018 removed personal property from equalized values.



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

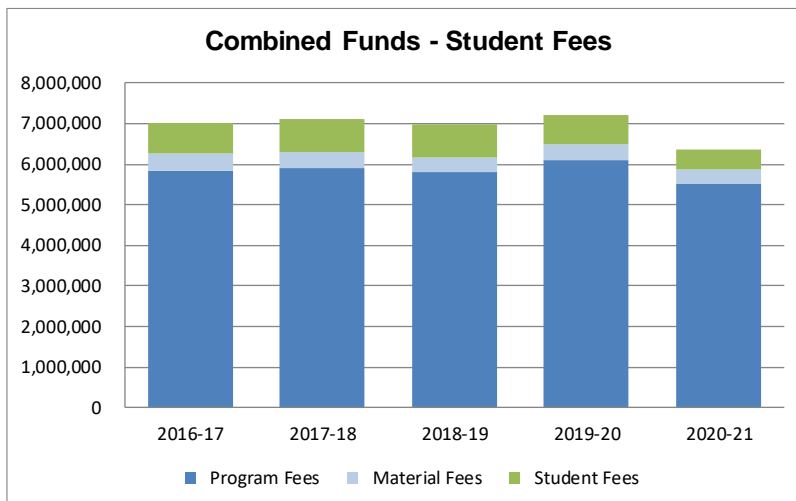
$$[(\text{Total General and Special Revenue Fund expenditures} - \text{all non-property tax or interest income revenue}) + \text{debt service expenditures}] * (\text{state average of taxable property per full-time equivalent student} / \text{LTC taxable property per full-time equivalent student})$$

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. WTCS grant categories of Developing 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.

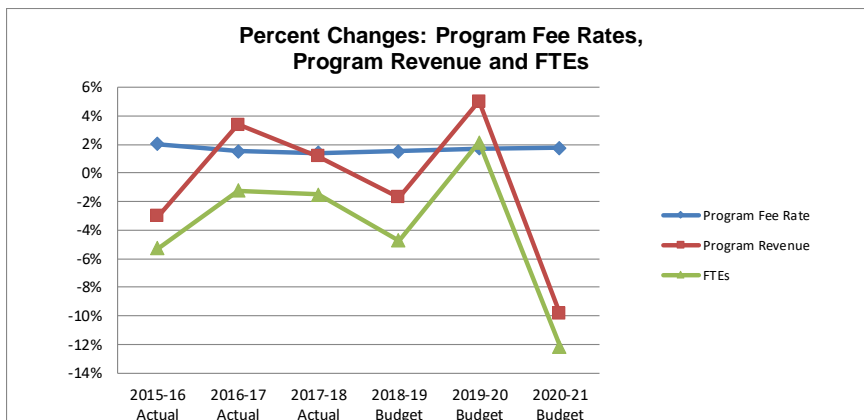
State aids and grants of \$4,973,000 are budgeted to decrease by 6.99 percent. This is due to a decrease in GPR grants and an anticipated decrease in general state aid due to the CoVID-19 pandemic reducing state revenue.

Student Fees

Fees are collected from students for tuition, materials, and miscellaneous items. Tuition and material fee rates are set annually by the WTCS. 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 increased an average of 0.85 percent over the last five years.



Program fees make up 12.5 percent of the total revenue budget and are calculated based on the tuition rate set by the WTCS Board and the projected FTE enrollments. The chart at the right shows the percent change in the tuition rate, FTEs, and program fee revenue.

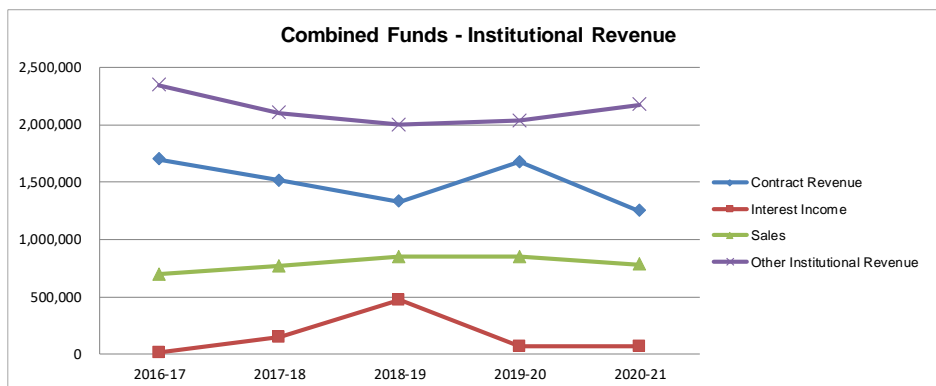


The average program fee increase for the last 5 years is 1.58 percent. Program fee rates for 2019-20 were increased by 1.7 percent over the 2018-19 rate, to \$136.50 per credit. Program fee rates for 2020-21 are set to increase

1.7 percent over 2019-20, increasing to \$138.90 per credit. FTE enrollment changes have a greater impact on program fee revenue overall. FTEs, excluding transcribed credit and advanced standing, are projected to be 1,498, which is a 12% decrease from the 2019-20 budget and flat to the 2019-20 estimate.

Institutional Revenue

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

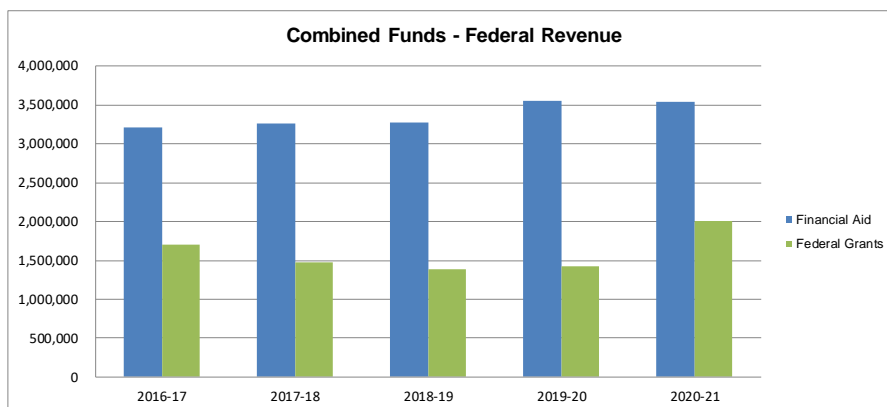


Other institutional revenue includes revenue from various areas – enterprise activity, internal service activity, equipment sales and rental income.

Total institutional revenue is expected to decrease by 5.1 percent due to decreased contract revenue and interest income.

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 grant revenue increased due to the awarding of a Title III grant during 2019-20.



Total federal revenue of \$5,550,000 is expected to increase 3.27 percent from the 2019-20 estimate due to a new Title III grant award.

Combined Funds Budget Analysis — Resources

Resources of \$52,452,000 include revenues of \$45,552,000 and note proceeds of \$6,900,000. Total revenues in all funds are expected to decrease 1.51 percent from the 2019-20 estimates. All revenue sources, except for tax levy, are expected to decrease. 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 0.80222 generates a levy of \$12,515,912 to support operations and debt service requirements. This represents a 1.25 percent increase over the prior year's levy. The tax levy represents 27.60 percent of the total revenue budget compared to 26.88 percent for 2019-20.

State Aids

The property tax relief aid of \$11,878,887 is used to decrease the operating tax levy and will remain at this level. General state aids and grants are budgeted to decrease by 6.99 percent from the 2019-20 estimate. General state aids are expected to decrease \$308,000 or 9.87 percent due to the impact of the pandemic, while state grants decreased by 3.48 percent or \$66,000 from 2019-20 due to a decrease in grants awarded.

Student Fees

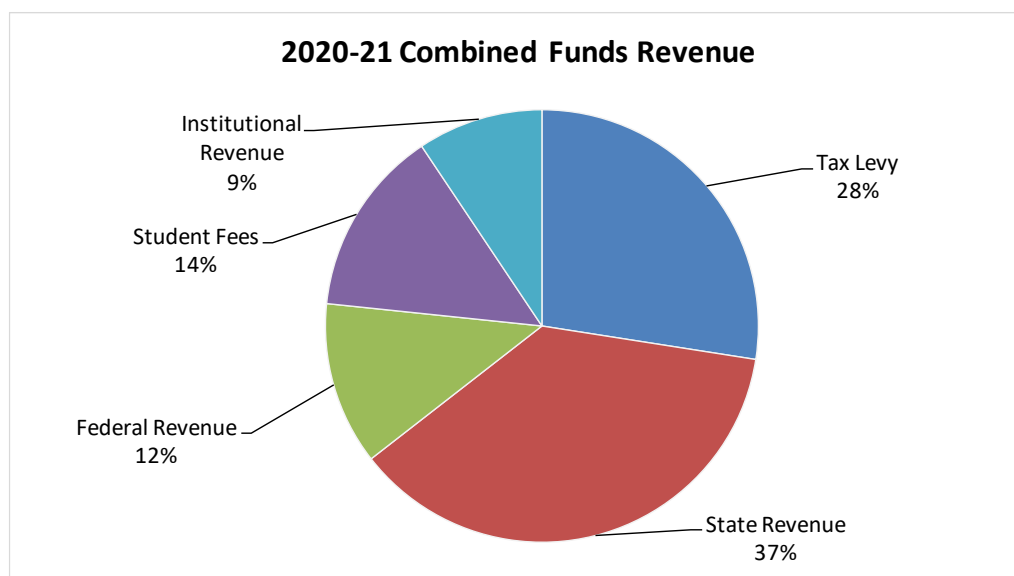
Student fee revenue includes program fees, material fees, and other student fees and is budgeted to decrease by 11.93 percent from the 2019-20 budget due to decreased enrollments. Tuition rates increased 1.7 percent from \$136.50 to \$138.90 per credit.

Institutional Revenue

Institutional revenue of \$4,271,000 is decreasing by \$236,000 or 5.1 percent, due to a decrease contract training revenue.

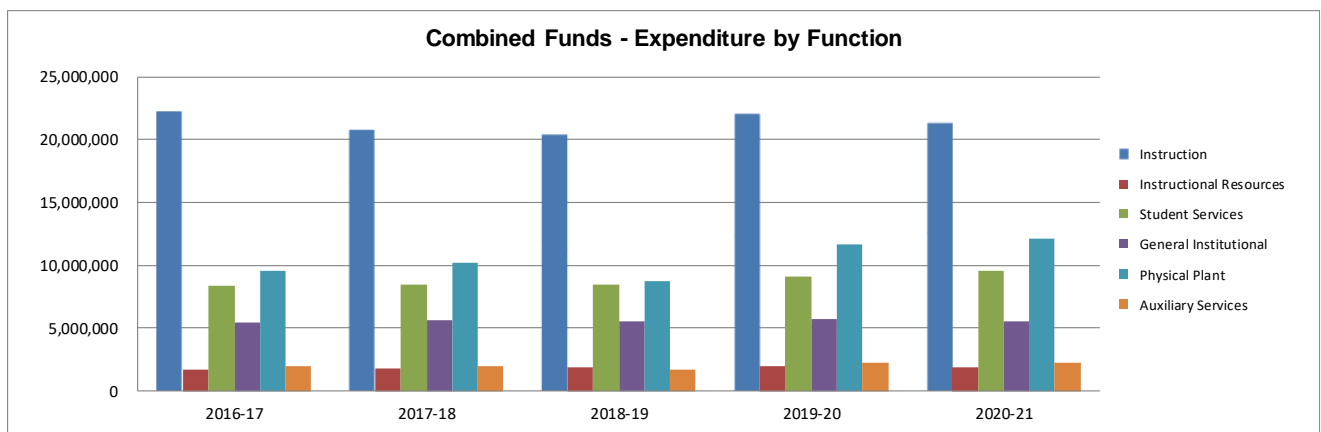
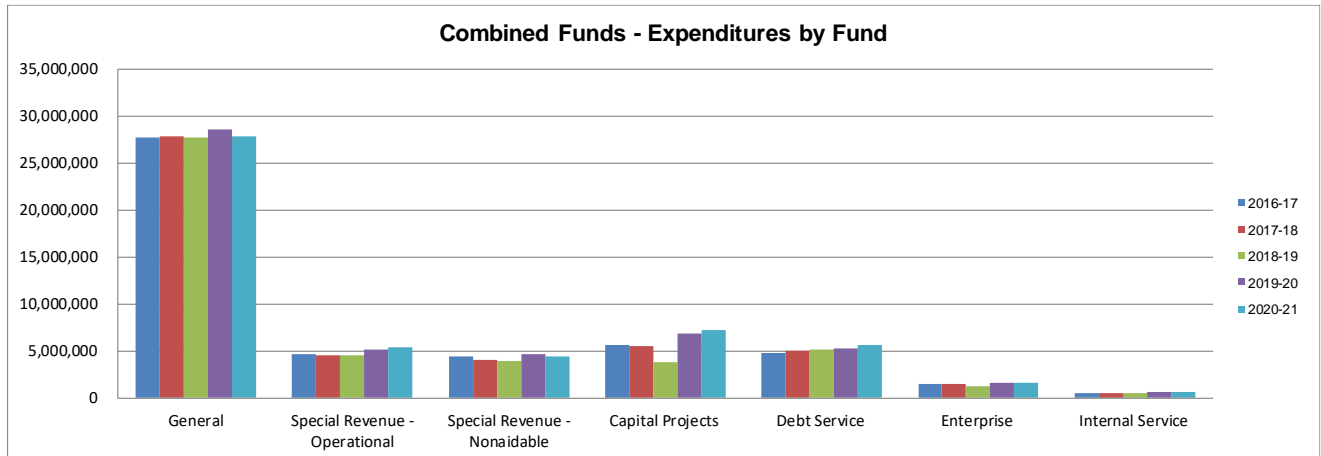
Federal Revenue

Federal revenue is expected to increase by 3.27 percent due to a new Title III grant award.

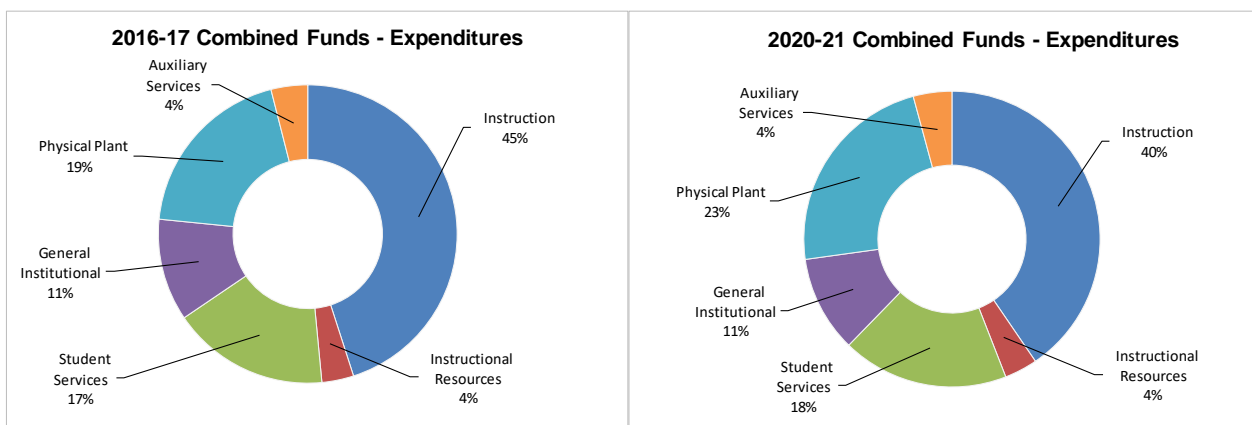


Expenditure Trends by Fund and Function

Total combined budgeted expenditures are \$52,614,000 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 graphs below shows a history of combined expenditures by fund and by function. Additional information on the individual fund budgets can be found on the following pages.



The charts below show the comparison between 2016-17 and 2020-21 of the breakdown by function. Instruction, instructional resources and student services combined as a percent of total budget has declined very slightly due to a decrease in grant expenditures.



Combined Funds Budget Analysis—Expenditures

Total expenditures in all funds of \$52,614,000 are planned to decrease by 0.61 percent from the 2019-20 estimate including spending for wages, benefits, current expenses, capital projects and debt service. Following is additional information for the expenditures by function.

Instructional

Instructional expenditures of \$21,295,000 are down 2.63 percent for all funds. This includes a 2.18 percent decrease in the general fund, a 4.82 percent decrease in the special revenue - operating fund, and a 3.26 percent decrease in the capital projects fund. The decrease in general fund is due to a decrease in grant funded activities. The decrease in the capital projects fund is due to a decrease in instructional equipment related to capital projects. The decrease in the special revenue operating fund is due to a decrease in contract training expenditures.

Instructional Resources

The budget of \$1,900,000 for learning support activities such as the library, computer labs, and instructional television decreased by 4.19 percent, due to a decrease in technology expenses.

Student Services

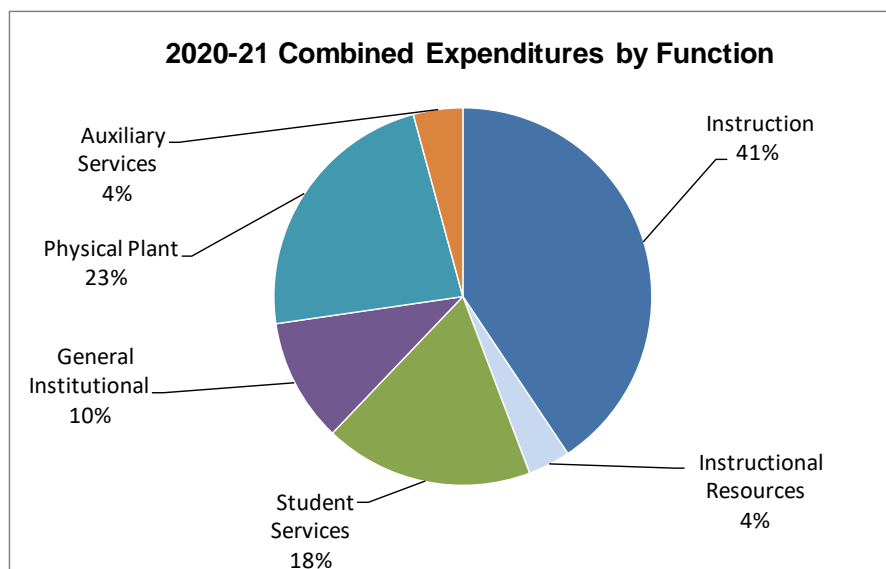
Expenditures of \$9,567,000 for services provided to students such as recruiting, admissions, registration, counseling, and financial aid remained relatively flat, increased by 2.34 percent due to increased capital expenses.

General Institutional

Expenditures made for services that benefit the entire College decreased by \$215,000 or 3.73 percent to \$5,543,000 largely due to a decrease in benefit expenses.

Physical Plant

Expenditures of \$12,094,000 for all services required for the operation and maintenance of the physical facilities, remodeling, and principal and interest payments increased by 3.07 percent from the 2019-20 estimate due an increase in facilities projects and debt service payments.

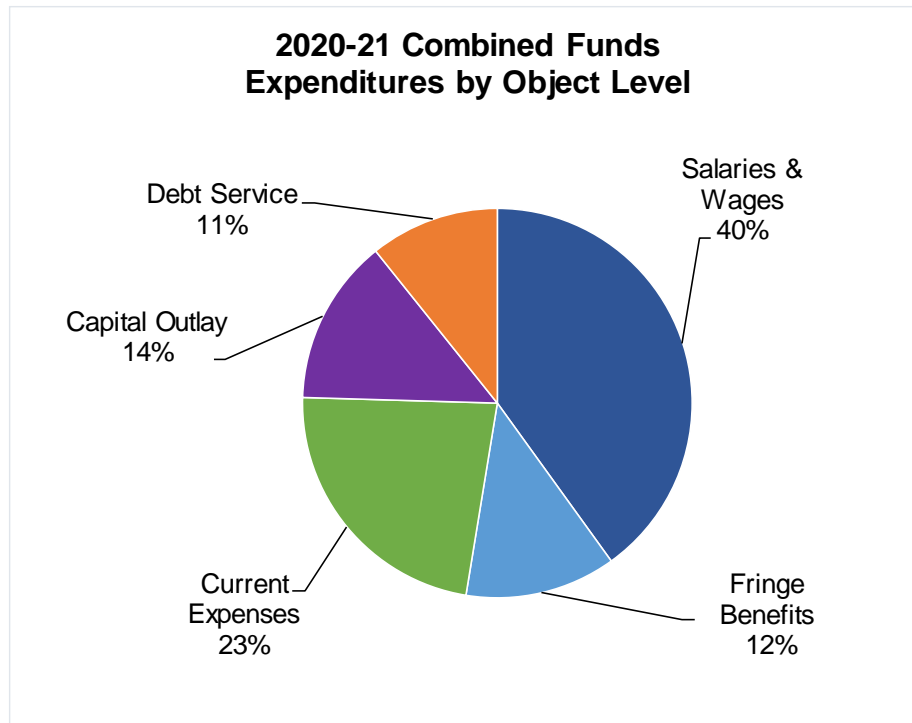


Budgeted Expenditures by Object Level – All Funds 2020-21 Budget Year

As a service organization, personal services (including salaries, wages and benefits) represents 52.4 percent of the total budgeted expenditures while current expenses represents 23.2 percent of the total.

	General	Special Revenue*	Capital Projects	Debt Service	Enterprise	Internal Service	Total
Salaries & Wages	17,420,816	2,890,278	-	-	683,804	-	20,994,899
Fringe Benefits	5,648,006	732,276	-	-	183,784	-	6,564,066
Total	23,068,823	3,622,554	-	-	867,588	-	27,558,965
Current Expenses	4,815,177	6,031,446	-	-	732,412	615,000	12,194,035
Capital Outlay	-	-	7,233,000	-	-	-	7,233,000
Debt Service	-	-	-	5,628,000	-	-	5,628,000
Total Budgeted Expenditures	<u>27,884,000</u>	<u>9,654,000</u>	<u>7,233,000</u>	<u>5,628,000</u>	<u>1,600,000</u>	<u>615,000</u>	<u>52,614,000</u>

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



Reserves and Designations Disclosure

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

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

Retained Earnings: Represents the portion of the fund equity which has been accumulated from the operation of the Enterprise or Internal Service Funds. Retained earnings will not exceed \$5,000,000 in 2020-21.

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 2020-21.

Reserve for Student Organizations: Fund balance held in trust for student organizations. This reserve should not exceed \$500,000 in 2020-21.

Reserve for Capital Projects: Segregation of a portion of the fund balance that 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 \$10,000,000 in 2020-21.

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 2020-21.

Designated for Operations: A portion of unreserved fund balance that 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 2020-21.

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 2020-21.

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 2020-21.

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 2020-21.

Estimated Changes in Fund Balance July 1, 2019 to June 30, 2021

	General	Special Revenue- Operational	Special Revenue- Nonaidable	Capital Projects	Debt Service	Enterprise	Internal Service	Total
Beginning balance July 1, 2019	\$ 9,473,058	\$ 172,791	\$ 323,413	\$ 8,968,509	\$ 1,500,231	\$ 3,587,249	\$ 432,356	\$ 24,457,607
Revenues	28,591,000	5,535,000	4,329,000	323,000	5,239,000	1,600,000	630,000	46,247,000
Expenditures	28,591,000	5,613,000	4,251,000	6,887,000	5,364,000	1,600,000	630,000	52,936,000
Debt Proceeds	0	0	0	7,100,000	101,000	0	0	7,201,000
Repayment of Debt	0	0	0	0	0	0	0	0
Transfers to (from) fund balance	0	119,000	(119,000)	536,000	(24,000)	0	0	512,000
Beginning balance July 1, 2020	<u>\$ 9,473,058</u>	<u>\$ 291,791</u>	<u>\$ 204,413</u>	<u>\$ 9,504,509</u>	<u>\$ 1,476,231</u>	<u>\$ 3,587,249</u>	<u>\$ 432,356</u>	<u>\$ 24,969,607</u>
Revenues	27,884,000	5,315,000	4,339,000	405,000	5,394,000	1,600,000	615,000	45,552,000
Expenditures	27,884,000	5,315,000	4,339,000	7,233,000	5,628,000	1,600,000	615,000	52,614,000
Debt Proceeds	0	0	0	6,900,000	0	0	0	6,900,000
Transfers to (from) fund balance	0	0	0	72,000	(234,000)	0	0	(162,000)
Ending balance June 30, 2021	<u>\$ 9,473,058</u>	<u>\$ 291,791</u>	<u>\$ 204,413</u>	<u>\$ 9,576,509</u>	<u>\$ 1,242,231</u>	<u>\$ 3,587,249</u>	<u>\$ 432,356</u>	<u>\$ 24,807,606</u>

Changes to Fund Balance

Special Revenue Funds: During 2019-20, the college adopted GASB Statement 84 – *Fiduciary Activities*. The adoption of this statement resulted in the transfer of certain student related activities from Special Revenue Fund-Nonaidable to Special Revenue Fund-Operational.

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, 2020

	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
<u>Assets</u>										
Cash and cash equivalents	\$303,000	\$31,000	\$153,000	\$1,114,000	\$4,504,000	\$2,255,000	\$404,000			\$8,764,000
Investments	6,024,000				5,499,000	1,105,000				12,628,000
Receivables:										
Tax Levy	3,000,000			362,000						3,362,000
State Aid	480,000	86,000								566,000
Federal	51,000	165,000	35,000		36,000					287,000
General Receivables	3,226,000	70,000	54,000			55,000	5,000			3,410,000
Miscellaneous	25,000	3,000				90,000				118,000
Inventory						15,000	35,000			50,000
Prepaid Expenditures	114,000		20,000							134,000
Fixed Assets						102,000	1,000	110,849,000		110,952,000
Amount Available in Debt Service Funds									1,476,000	1,476,000
Amount to be Provided for Long-Term Obligations									28,304,000	28,304,000
Total Assets	<u>\$13,223,000</u>	<u>\$355,000</u>	<u>\$262,000</u>	<u>\$1,476,000</u>	<u>\$10,039,000</u>	<u>\$3,622,000</u>	<u>\$445,000</u>	<u>\$110,849,000</u>	<u>\$29,780,000</u>	<u>\$170,051,000</u>
<u>Liabilities and Fund Equity</u>										
<u>Liabilities</u>										
Accounts Payable	\$172,000	\$12,000	\$56,000		\$325,000	\$27,000	\$12,000			\$604,000
Employee-Related Payables:										
Accrued Wages	91,000	14,000	2,000			2,000				109,000
Compensated Absences	285,000					6,000				291,000
Payroll Taxes, Retirement, Insurance	687,000									687,000
Encumbrances Payable	5,000	13,000			214,000					232,000
Deferred Revenues	2,510,000	24,000								2,534,000
Deferred Comp. due to employees										0
General Long-Term Debt									29,780,000	29,780,000
Total Liabilities	<u>3,750,000</u>	<u>63,000</u>	<u>58,000</u>	<u>0</u>	<u>539,000</u>	<u>35,000</u>	<u>12,000</u>	<u>0</u>	<u>29,780,000</u>	<u>34,237,000</u>
<u>Fund Equity</u>										
Investment in Fixed Assets								110,849,000		110,849,000
Retained Earnings						3,587,000	433,000			4,020,000
Reserved Fund Balance:										
Reserve for Prepaid Expenditures	114,000									114,000
Reserve for Student Organizations			204,000							204,000
Reserve for Capital Projects					9,505,000					9,505,000
Reserve for Debt Service				1,476,000						1,476,000
Designated Fund Balance:										
Designated for Operations	6,155,250									6,155,250
Designated for State Aid Fluctuations	337,900									337,900
Designated for Subsequent Years	506,850									506,850
Designated for Subsequent Year	2,359,000	292,000								2,651,000
Total Fund Equity	<u>9,473,000</u>	<u>292,000</u>	<u>204,000</u>	<u>1,476,000</u>	<u>9,505,000</u>	<u>3,587,000</u>	<u>433,000</u>	<u>110,849,000</u>	<u>0</u>	<u>135,819,000</u>
Total Liabilities and Fund Equity	<u>\$13,223,000</u>	<u>\$355,000</u>	<u>\$262,000</u>	<u>\$1,476,000</u>	<u>\$10,044,000</u>	<u>\$3,622,000</u>	<u>\$445,000</u>	<u>\$110,849,000</u>	<u>\$29,780,000</u>	<u>\$170,056,000</u>

Pro Forma Balance Sheet As of June 30, 2021

	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	\$303,000	\$31,000	\$153,000	\$880,000	\$4,504,000	\$2,255,000	\$404,000			\$8,530,000
Investments	6,024,000				5,499,000	1,105,000				12,628,000
Receivables:										
Tax Levy	3,000,000			362,000						3,362,000
State Aid	480,000	86,000								566,000
Federal	51,000	165,000	35,000		14,000					265,000
General Receivables	3,226,000	70,000	54,000			55,000	5,000			3,410,000
Miscellaneous	25,000	3,000				90,000				118,000
Inventory						15,000	35,000			50,000
Prepaid Expenditures	114,000		20,000							134,000
Fixed Assets						102,000	1,000	118,082,000		118,185,000
Amount Available in Debt Service Funds									1,242,000	1,242,000
Amount to be Provided for Long-Term Obligations									30,658,000	30,658,000
Total Assets	\$13,223,000	\$355,000	\$262,000	\$1,242,000	\$10,017,000	\$3,622,000	\$445,000	\$118,082,000	\$31,900,000	\$179,148,000
Liabilities and Fund Equity										
Liabilities										
Accounts Payable	\$172,000	\$12,000	\$56,000		\$325,000	\$27,000	\$12,000			\$604,000
Employee-Related Payables:										
Accrued Wages	91,000	14,000	2,000			2,000				109,000
Compensated Absences	285,000					6,000				291,000
Payroll Taxes, Retirement, Insurance	687,000									687,000
Encumbrances Payable	5,000	13,000			115,000					133,000
Deferred Revenues	2,510,000	24,000								2,534,000
Deferred Comp. due to employees										0
General Long-Term Debt									31,900,000	31,900,000
Total Liabilities	3,750,000	63,000	58,000	0	440,000	35,000	12,000	0	31,900,000	36,258,000
Fund Equity										
Investment in Fixed Assets								118,082,000		118,082,000
Retained Earnings						3,587,000	433,000			4,020,000
Reserved Fund Balance:										
Reserve for Prepaid Expenditures	114,000									114,000
Reserve for Student Organizations			204,000							204,000
Reserve for Capital Projects					9,577,000					9,577,000
Reserve for Debt Service				1,242,000						1,242,000
Designated Fund Balance:										
Designated for Operations	6,155,000									6,155,000
Designated for State Aid Fluctuations	338,800									338,800
Designated for Subsequent Years	508,200									508,200
Designated for Subsequent Year	2,357,000	292,000								2,649,000
Total Fund Equity	9,473,000	292,000	204,000	1,242,000	9,577,000	3,587,000	433,000	118,082,000	0	142,890,000
Total Liabilities and Fund Equity	\$13,223,000	\$355,000	\$262,000	\$1,242,000	\$10,017,000	\$3,622,000	\$445,000	\$118,082,000	\$31,900,000	\$179,148,000

Notes to Pro-Forma Balance Sheet

The Pro-Forma Balance Sheets represents a projected estimate of the June 30, 2020 and June 30, 2021 financial position of LTC prepared as of April 20, 2020.

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

	2017-18 Actuals (1)	2018-19 Actuals (1)	2019-20 Budget	2019-20 Estimate (2)	2020-21 Budget
REVENUES					
Local Government	5,591,801	5,590,205	5,923,000	5,884,000	5,884,000
Property Tax Relief Aid	11,877,887	11,878,887	11,878,000	11,878,000	11,878,000
General State Aids	2,370,225	2,490,993	2,603,000	2,932,000	2,685,000
State Grants	1,147,373	889,911	842,000	842,000	764,000
Program Fees	5,909,337	5,809,990	6,102,000	5,781,000	5,500,000
Material Fees	394,221	368,195	390,000	390,000	355,000
Other Student Fees	452,628	477,976	434,000	434,000	371,000
Institutional	133,965	253,623	445,000	445,000	442,000
Federal	181,603	60,898	5,000	5,000	5,000
Total Revenue	<u>28,059,040</u>	<u>27,820,678</u>	<u>28,622,000</u>	<u>28,591,000</u>	<u>27,884,000</u>
EXPENDITURES					
Instruction	16,572,327	16,037,983	16,267,000	16,236,000	15,881,000
Instructional Resources	1,019,159	1,151,640	1,284,000	1,284,000	1,314,000
Student Services	3,562,369	3,435,721	3,929,000	3,929,000	3,949,000
General Institutional	4,703,323	4,980,930	4,896,000	4,896,000	4,581,000
Physical Plant	1,953,893	2,084,367	2,246,000	2,246,000	2,159,000
Total Expenditures	<u>27,811,071</u>	<u>27,690,641</u>	<u>28,622,000</u>	<u>28,591,000</u>	<u>27,884,000</u>
Net Revenue (Expenditures)	247,969	130,037	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)	247,969	130,037	0	0	0
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	247,969	130,037	0	0	0
Total Transfers to (From) Fund Balance	<u>247,969</u>	<u>130,037</u>	<u>0</u>	<u>0</u>	<u>0</u>
Beginning Fund Balance	<u>9,095,052</u>	<u>9,343,021</u>	<u>9,473,058</u>	<u>9,473,058</u>	<u>9,473,058</u>
Ending Fund Balance	9,343,021	9,473,058	9,473,058	9,473,058	9,473,058

(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 2.54 percent from the 2019-20 estimate. General Fund expenditures are up 2.47 percent from the previous year's estimate. Current expenditures decreased 4.04 percent, with decreases in facilities rent, travel, professional development, and supplies. Personal services increased 0.79 percent, due to staffing changes. Benefits decreased 10.63 percent due to changes in health insurance benefits. 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 2019-20 estimate.

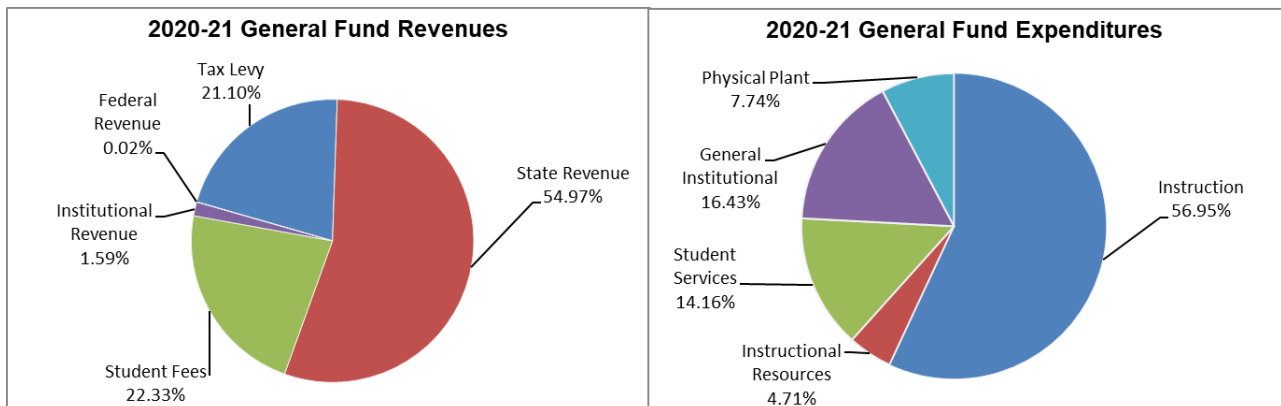
Instruction-related expenditures are down 2.18 percent and reflect 56.79 percent of the General Fund budget. The decrease in instruction is mainly due to a reduction in benefit expenses, staffing changes, and reduced travel.

Instructional Resources expenditures increased by 2.34 percent and reflect 4.71 percent of the General Fund Budget. The increase is due to increased technology expenses.

Student Services expenditures increased 0.51 percent and reflect 14.16 percent of the General Fund Budget. This increase is due to staffing changes.

General Institutional expenditures decreased by 6.43 percent and reflect 16.43 percent of the General Fund Budget. The change year-over-year is due to decreased benefit expense, staffing changes, and reduced travel.

Physical Plant expenditures decreased by 3.87 percent and reflect 7.74 percent of the General Fund Budget. The budget decrease is due to a saving in facilities rental with the move of the culinary program back to the main campus.



General Fund Summary by Division/Department

Description	Dept.	2018-19 Actuals	2019-20 Budget	2020-21		
				Budget	Increase (Decrease)	Percent Change
Instruction						
Agriculture		500,104	529,496	418,250	(111,246)	-21.01%
Business & Technology		2,502,099	2,588,330	2,675,426	87,096	3.36%
Graphics		159,704	154,711	113,782	(40,929)	-26.46%
Home Economics		628,767	582,925	438,293	(144,632)	-24.81%
Industrial		2,696,969	3,119,352	2,956,926	(162,426)	-5.21%
Service & Health Occup		4,726,893	4,867,431	4,435,738	(431,693)	-8.87%
Technical		1,385,876	1,266,833	1,625,023	358,190	28.27%
General Education		1,909,673	1,966,882	2,018,858	51,976	2.64%
Academic Administration		1,527,898	1,191,040	1,198,704	7,664	0.64%
Total Instruction		16,037,983	16,267,000	15,881,000	(386,000)	-2.37%
Instructional Resources						
Library_Learning Resource Ctr	92100	226,469	263,706	254,284	(9,422)	-3.57%
Audio Visual Services	92200	267,768	311,452	338,576	27,124	8.71%
Instructional Data Processing	92300	635,427	685,723	706,510	20,787	3.03%
Other Instructional Resources	92800	21,976	23,119	14,630	(8,489)	-36.72%
Total Instructional Resources		1,151,640	1,284,000	1,314,000	30,000	2.34%
Student Services						
Admissions	93101	135,535	140,834	142,600	1,766	1.25%
Registration	93102	171,033	195,393	219,513	24,120	12.34%
Student Services Records	93103	250,222	249,578	287,174	37,596	15.06%
Student_Financials	93105	257,974	243,838	251,715	7,877	3.23%
Recruitment	93201	42,405	65,895	88,656	22,761	34.54%
Placement	93202	971	1,596	3,496	1,900	119.05%
Student Recruitment	93203	453,304	535,711	495,555	(40,156)	-7.50%
Youth Apprenticeship	93204	91,415	161,062	190,464	29,402	18.26%
Guidance_Counseling	93300	460,809	580,512	638,531	58,019	9.99%
Vocational Assessment	93301	191,158	200,165	205,545	5,380	2.69%
Student Support Activities	93400	6,281	6,800	15,560	8,760	128.82%
Health Services	93401	86,519	93,292	94,840	1,548	1.66%
Student Development	93405	164,563	275,201	148,769	(126,432)	-45.94%
Financial Aids_Veterans Affair	93500	299,998	328,559	333,113	4,554	1.39%
GI Supplemental Payments	93502	99,919	125,000	125,000	0	0.00%
Interpreter Services	93802	525	5,000	10,450	5,450	109.00%
Student Services Division Exp	93803	6,748	5,850	5,850	0	0.00%
Student Services Administrat	93900	231,713	233,131	248,479	15,348	6.58%
Director of Admissions	93901	21,587	60,995	30,456	(30,539)	-50.07%
Enrollment Management	93902	463,042	420,588	413,234	(7,354)	-1.75%
Total Student Services		3,435,721	3,929,000	3,949,000	20,000	0.51%
General Institutional						
District Board	95100	51,473	52,487	54,083	1,596	3.04%
President_Director's Office	95200	442,654	409,809	438,007	28,198	6.88%
Administrative Financial Serv	95300	618,132	643,637	633,466	(10,171)	-1.58%
IT Administration	96100	361,722	354,155	194,896	(159,259)	-44.97%
Wilm	96102	338,889	430,475	601,243	170,768	39.67%
Marketing	96300	346,217	330,380	335,055	4,675	1.42%
Advancement	96301	146,995	155,882	224,189	68,307	43.82%
College Relations	96303	22,382	25,485	7,795	(17,690)	-69.41%
Human Resources	96400	668,973	678,057	686,859	8,802	1.30%
Employee Development	96403	3,209	3,450	2,800	(650)	-18.84%
Staff Development	96404	186,927	209,230	104,671	(104,559)	-49.97%
Diversity	96405	3,392	9,300	5,420	(3,880)	-41.72%
Central Services	96600	440,996	25,438	(132,995)	(158,433)	-622.82%
Mailroom	96603	173,786	115,340	85,840	(29,500)	-25.58%
Telecommunications	96604	25,591	28,101	1,896	(26,205)	-93.25%
General Institution	96800	267,867	339,100	337,325	(1,775)	-0.52%
Institutional Research	96801	446,514	533,311	547,105	13,794	2.59%
Retirees Non-Instr	96803	338,133	300,693	190,693	(110,000)	-36.58%
Achieving the Dream	96808	8,000	-	8,000	8,000	n/a
General Institutional Adm	96900	89,078	251,670	254,652	2,982	1.18%
Total General Institutional		4,980,930	4,896,000	4,581,000	(315,000)	-6.43%
Physical Plant						
Physical Plant	97800	1,709,240	1,843,874	1,877,044	33,170	1.80%
Telecommunications charges	97801	76,124	104,960	114,761	9,801	9.34%
Police & Security Services	97803	75,757	48,839	45,339	(3,500)	-7.17%
Physical Plant Benefits	97806	10,834	9,577	7,322	(2,255)	-23.55%
Leased Facilities	97807	212,412	238,750	114,534	(124,216)	-52.03%
Total Physical Plant		2,084,367	2,246,000	2,159,000	(87,000)	-3.87%
Total Noninstructional		11,652,658	12,355,000	12,003,000	(352,000)	-2.85%
TOTAL		27,690,641	28,622,000	27,884,000	(738,000)	-2.58%

General Fund Expenditures by Classification

	2017-18	2018-19	2019-20	2020-21	Increase	Percent	
	Actuals	Actuals	Budget	Budget	(Decrease)	Change	
Salaries:							
Administrator	5001	365,682	411,866	353,860	367,803	13,943	3.94%
Instr Related Administrator	5002	211,563	121,968	118,625	122,494	3,869	3.26%
Instructional Supervisor	5007	745,855	677,308	734,045	757,990	23,945	3.26%
Counselor	5013	48,319	51,300	52,501	59,142	6,641	12.65%
Librarian	5019	0	48,114	0	63,443	63,443	n/a
Administrative and Managerial	5031	306,805	181,829	188,123	117,993	(70,130)	-37.28%
Professional Nonfaculty	5037	909,661	859,575	964,053	963,920	(133)	-0.01%
Clerical_Secretarial	5043	246,963	202,269	212,665	167,566	(45,099)	-21.21%
Part Time Clerical	5044	31,240	11,957	5,800	10,800	5,000	86.21%
Non-instr Supervsr_Coordinator	5049	1,400,609	1,409,368	1,752,622	1,961,902	209,280	11.94%
Technical_Paraprofessional	5055	3,431,386	3,397,936	3,445,822	3,335,083	(110,739)	-3.21%
Tech_Paraprofess Other Earning	5057	212,749	186,038	174,297	208,330	34,033	19.53%
Skilled Crafts	5061	191,594	213,795	221,865	163,419	(58,446)	-26.34%
Skilled Crafts Other Earnings	5062	5,404	5,574	0	0	0	n/a
Service_Maintenance	5067	70,099	63,139	78,640	80,795	2,155	2.74%
Part Time Service_Maintenance	5068	92,433	79,038	57,794	57,794	0	0.00%
Instructor Wages	5073	7,046,198	7,335,427	7,352,963	7,273,085	(79,878)	-1.09%
Adult Education Staff	5075	7,011	6,408	13,507	13,897	390	2.89%
Instructor - Other	5077	1,481,176	1,334,809	1,408,472	1,390,983	(17,489)	-1.24%
Management Vacation Accrual	5041	(9,683)	(27,758)	0	0	0	0.00%
Support Staff Vacation Accrual	5060	14,304	(51,325)	0	0	0	0.00%
Budget Control Wages	5091	0	0	76,759	221,878	145,119	189.06%
Student Employees	5094	56,546	79,658	72,365	82,500	10,135	14.01%
Total Salaries		16,865,914	16,598,293	17,284,778	17,420,816	136,038	0.79%
Benefits:							
Health Insurance	5101	3,208,393	3,506,226	3,040,252	2,465,288	(574,965)	-18.91%
Dental Insurance	5102	236,785	231,744	245,686	212,448	(33,238)	-13.53%
Life Insurance	5104	57,266	48,311	49,746	50,196	450	0.90%
Retirement	5105	1,075,488	1,038,952	1,107,799	1,115,471	7,672	0.69%
Fica	5106	1,239,388	1,213,877	1,315,369	1,322,671	7,302	0.56%
LTD_Income Protection	5107	26,160	25,526	24,011	24,310	299	1.25%
Retiree Fringe Benefits	5118	160,691	148,077	0	0	0	n/a
OPEB Prior Service	5157	230,961	262,102	380,000	330,000	(50,000)	-13.16%
Miscellaneous Benefits	5159	286,643	269,380	156,587	127,622	(28,965)	-18.50%
Total Benefits		6,521,774	6,744,195	6,319,450	5,648,006	(671,444)	-10.63%
Total Personal Services		23,387,688	23,342,488	23,604,228	23,068,823	(535,405)	-2.27%
Current Expenses:							
Travel - Meeting Expenses	5201	224,123	190,744	269,919	172,112	(97,807)	-36.24%
Vehicle Expense	5202	10,288	10,693	18,450	20,200	1,750	9.49%
Meals	5204	0	19,417	26,450	26,320	(130)	-0.49%
Staff Development Expense	5210	87,428	105,187	176,041	109,043	(66,998)	-38.06%
Tuition Reimbursement	5212	10,869	14,456	19,000	25,000	6,000	31.58%
Dues_Memberships_Subscriptions	5213	281,016	220,350	198,917	231,433	32,516	16.35%
Instructional Supplies	5230	452,541	405,314	409,166	393,521	(15,645)	-3.82%
Noninstructional Supplies	5231	192,582	208,616	259,107	204,769	(54,338)	-20.97%
Minor Equipment	5232	84,364	182,696	192,406	248,005	55,599	28.90%
Library Acq - Reference Books	5233	2,590	12,244	12,265	19,165	6,900	56.26%
Postage	5234	55,850	59,139	55,150	34,450	(20,700)	-37.53%
Inst Dup_Printing_Graphics	5260	54,703	45,150	37,361	36,037	(1,324)	-3.54%
Noninstr Dup_Print_Graphics	5261	78,095	50,835	53,190	45,988	(7,202)	-13.54%
Advertising_Promotions	5271	254,391	212,289	213,360	203,953	(9,407)	-4.41%
Repairs	5281	78,136	117,758	82,550	94,374	11,824	14.32%
Teacher Certification	5290	7,933	8,071	9,000	9,000	0	0.00%
Professional Academic Contract	5301	13,606	11,470	19,748	25,520	5,772	29.23%
Other Contracts and Services	5351	898,756	852,548	1,043,391	1,130,335	86,944	8.33%
Maintenance Contracts	5352	231,596	255,767	348,163	327,852	(20,311)	-5.83%
Professional Fees	5353	77,229	126,933	124,256	137,003	12,747	10.26%
Equipment Rental	5411	4,382	2,910	80,440	84,440	4,000	4.97%
Facilities Rental	5419	169,339	178,522	181,000	79,334	(101,666)	-56.17%
Uncollectible Student Fees	5432	42,330	44,227	24,000	24,000	0	0.00%
BankSvc_CreditCd_Coll Fees	5434	40,835	39,550	46,500	45,000	(1,500)	-3.23%
WI G.I. Bill Supplemental Pymt	5435	113,430	99,919	125,000	125,000	0	0.00%
Workers Compensation Insurance	5442	113,483	92,398	114,000	105,000	(9,000)	-7.89%
Unemployment Insurance	5443	7,530	15,945	12,000	12,000	0	0.00%
Liability Insurance	5444	100,036	110,120	126,000	126,000	0	0.00%
Electricity Expense	5452	372,204	363,036	417,800	415,885	(1,915)	-0.46%
Sewer_Water	5453	69,159	76,640	61,270	60,200	(1,070)	-1.75%
Heat	5454	86,994	94,408	103,500	106,000	2,500	2.42%
Telephone	5455	91,242	85,106	117,460	127,621	10,161	8.65%
Other Expenditures	5699	116,324	35,695	40,912	10,617	(30,295)	-74.05%
Total Current Expenses		4,423,383	4,348,153	5,017,772	4,815,177	(202,595)	-4.04%
Total General Fund Expenditures		27,811,071	27,690,641	28,622,000	27,884,000	(738,000)	-2.58%

Special Revenue Fund - Operational
2020-21 Budgetary Statement of
Resources, Uses, and Changes in Fund Balance

	2017-18 Actuals (1)	2018-19 Actuals (1)	2019-20 Budget	2019-20 Estimates (2)	2020-21 Budget
REVENUES					
Local Government	817,000	988,000	1,248,000	1,248,000	1,248,000
General State Aids	771,641	564,661	519,000	519,000	458,000
State Grants	357,888	389,955	379,000	379,000	386,000
Other Student Fees	10,710	11,601	0	162,000	138,000
Institutional	1,639,391	1,390,542	1,729,000	1,599,000	1,298,000
Federal	986,768	1,146,184	1,225,000	1,628,000	1,787,000
Total Revenue	<u>4,583,398</u>	<u>4,490,943</u>	<u>5,100,000</u>	<u>5,535,000</u>	<u>5,315,000</u>
EXPENDITURES					
Instruction	3,087,397	2,969,436	3,571,000	3,441,000	3,269,000
Student Services	1,134,250	1,126,540	1,066,000	1,709,000	1,609,000
Physical Plant	350,000	386,677	463,000	463,000	437,000
Total Expenditures	<u>4,571,647</u>	<u>4,482,653</u>	<u>5,100,000</u>	<u>5,613,000</u>	<u>5,315,000</u>
Net Revenue (Expenditures)	11,751	8,290	0	(78,000)	0
OTHER SOURCES (USES)					
Operating Transfer In (Out)	<u>0</u>	<u>0</u>	<u>0</u>	<u>197,000</u>	<u>0</u>
Total Resources (Uses)	11,751	8,290	0	119,000	0
TRANSFERS TO (FROM) FUND BALANCE					
Reserve for Operations	0	0	0	0	0
Designated for Subsequent Year	<u>11,751</u>	<u>8,290</u>	<u>0</u>	<u>119,000</u>	<u>0</u>
Total Transfers to (From) Fund Balance	11,751	8,290	0	119,000	0
Beginning Fund Balance	<u>152,750</u>	<u>164,501</u>	<u>172,791</u>	<u>172,791</u>	<u>291,791</u>
Ending Fund Balance	164,501	172,791	172,791	291,791	291,791

(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 offers workshops, seminars and customized training to employers to update employee skills and improve workplace performance. In addition, Workforce Solutions provides assessment services to help develop employee training plans. In 2018-19, Workforce Solutions served 126 companies. In coordination with Marketing, Workforce Solutions created a catalog to increase awareness and requests for services. Market segments targeted for contract training include manufacturing skills, quality concepts, leadership development, safety and compliance, and business and industry assessments

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 are 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. The college has seen growth in transcribed credit agreements for 2019-20, largely due to the new College Here and Now program with the Sheboygan Area High School. These contracts will continue to grow year over year.

The strongest growth opportunity for Workforce Solutions will come from the college's ability and willingness to accommodate new delivery methods (technology) and flexible registration options. Just-in-time delivery of bite-sized learning is an expectation of business and industry, fueled by a solid economy and tight labor market. Workforce Solutions acknowledges this shift and is creating solutions to address those needs. LTC can continue to train "tomorrow's workforce" and make the District economically strong. These services will need to adjust to an ever-changing economy as the local business community strengthens and diversifies.

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

Federal and State Funded Projects

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

Wisconsin Technical College System grants include the Carl D. Perkins IV Vocational and Technical Education Act which focuses on achieving student success, skill attainment, programs of study, program improvement, and nontraditional services. The program improvement grants target Criminal Justice, Electro-Mechanical, Court Reporting, Medical Assistant, Industrial Maintenance, Accounting, Nursing, and Practical Nursing. The Adult Education and Family Literacy Act provides funds to assist adults in improving literacy skills, completing a secondary school education and providing basic education for the incarcerated. Workforce Advancement Training Grants (WATG) promote increased investment in the development of incumbent

workers, improve Wisconsin businesses' productivity and competitiveness, and augment the State's economic base by expanding technical college training services to business and industry. Other grants include Core Industry grants to support the Electro-Mechanical and CNC Technician programs, Career Pathways grants to help establish pathways for the MA to LPN Bridge, Wind Energy and IT Web and Software developer (College Here and Now) programs, and Developing Markets grant to support the HVAC Installation Technician program.

The Title III grant is a Student Centered Project which aims to increase enrollment, retention, and graduation rates using a holistic student support system.

The Student Support Services grant allows LTC to create opportunities for low-income, first generation and disabled students to access post-secondary education. The Youth Apprenticeship grant provides funding for high school students enrolled in classes as part of their youth apprenticeship program.

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

Analysis

Special Revenue Fund – Operational revenues decreased 4.31 percent from the 2019-20 estimate. Grants and Projects revenue increased by 3.63%. State grants revenue increased by \$7,000, or 1.96 percent. Federal grants revenue increased by \$159,000, or 16.11 percent, due to the awarding of the Title III grant. Workforce Solutions revenue decreased \$303,000, or 15.83 percent, due to the discontinuation of a contract for apprenticeship instruction with two sister technical colleges and the impact of the pandemic. Student Activities revenue is expected to decrease \$24,000, or 14.81 percent, due to the impact of the pandemic on enrollments.

Expenditures in the Special Revenue Fund - Operational are budgeted to decrease 5.84 percent from the 2019-20 estimate. Grants and Projects expenditures are expected to increase 3.64 percent. Expenditures for Workforce Solutions and Student Activities are expected to decrease 15.83 percent and 42.50 percent, respectively, from the 2019-20 estimate.

The following budget summary provides additional detail on the Special Revenue Fund – Operational activities.

	Grants and Projects	Workforce Solutions	Student Activities	Total
Revenues:				
Local Government	1,015,000	233,000	0	1,248,000
General State Aids	458,000	0	0	458,000
State Grants	386,000	0	0	386,000
Other Student Fees	0	0	138,000	138,000
Institutional	50,000	1,248,000	0	1,298,000
Federal	1,787,000	0	0	1,787,000
Total Revenue	3,696,000	1,481,000	138,000	5,315,000
Expenditures:				
Instruction	1,788,000	1,481,000	0	3,269,000
Student Services	1,471,000	0	138,000	1,609,000
Physical Plant	437,000	0	0	437,000
Total Expenditures	3,696,000	1,481,000	138,000	5,315,000
Net Revenue (Expenditures)	0	0	0	0

**Special Revenue Fund - Nonaidable
2020-21 Budgetary Statement of
Resources, Uses, and Changes in Fund Balance**

	2017-18 Actuals (1)	2018-19 Actuals (1)	2019-20 Budget	2019-20 Estimates (2)	2020-21 Budget
REVENUES					
State Aids	92,451	64,758	425,000	425,000	435,000
Other Student Fees	342,730	307,108	300,000	0	0
Institutional	168,730	129,455	150,000	150,000	160,000
Federal	3,434,545	3,353,877	3,754,000	3,754,000	3,744,000
Total Revenue	<u>4,038,456</u>	<u>3,855,198</u>	<u>4,629,000</u>	<u>4,329,000</u>	<u>4,339,000</u>
EXPENDITURES					
Instruction	251,074	135,930	600,000	600,000	600,000
Student Services	3,787,429	3,756,658	4,029,000	3,651,000	3,739,000
Total Expenditures	<u>4,038,503</u>	<u>3,892,588</u>	<u>4,629,000</u>	<u>4,251,000</u>	<u>4,339,000</u>
Net Revenue (Expenditures)	(47)	(37,390)	0	78,000	0
OTHER SOURCES (USES)					
Operating Transfer In (Out)	<u>0</u>	<u>0</u>	<u>0</u>	<u>(197,000)</u>	<u>0</u>
Total Resources (Uses)	(47)	(37,390)	0	(119,000)	0
TRANSFERS TO (FROM) FUND BALANCE					
Reserve for Student Organizations	<u>(47)</u>	<u>(37,390)</u>	<u>0</u>	<u>(119,000)</u>	<u>0</u>
Total Transfers to (From) Fund Balance	(47)	(37,390)	0	(119,000)	0
Beginning Fund Balance	<u>360,850</u>	<u>360,803</u>	<u>323,413</u>	<u>323,413</u>	<u>204,413</u>
Ending Fund Balance	360,803	323,413	323,413	204,413	204,413

(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

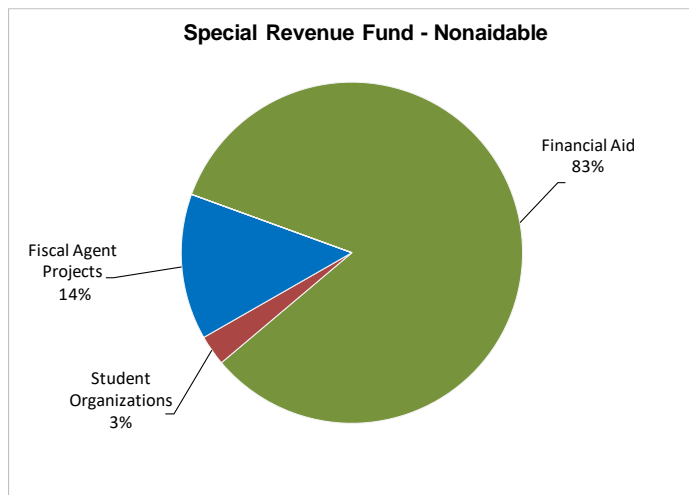
Fund Description

The Special Revenue Fund - Nonaidable is used to account for assets held by the College in a fiduciary capacity 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 or custodian.

Analysis

Expenditures in the Special Revenue Fund – Nonaidable are projected to be \$4,339,000, a 6.26 percent decrease from the 2019-20 estimate, due to the collage adopting the new GASB Statement 84 – *Fiduciary Activities*. The adoption of this statement resulted in the transfer of certain student related activities from Special Revenue Fund-Nonaidable to Special Revenue Fund-Operational. Funding for the student financial assistance programs will be provided through federal sources (\$3,544,000), institutional sources (\$35,000) and state aids (\$35,000). Student organization expenditures are funded entirely through club fees and fundraisers and are expected to be \$125,000. Fiscal agent projects of \$600,000 are funded through state and federal revenue.

	Federal Work-study	SEOG	PELL	Technical Excellence Scholarships	Student Organizations	Fiscal Agent Projects	Total
Revenues:							
State Aids	0	0	0	35,000	0	400,000	435,000
Other Student Fees	0	0	0	0	0	0	0
Institutional Revenue	0	0	0	35,000	125,000	0	160,000
Federal Revenue	69,000	75,000	3,400,000	0	0	200,000	3,744,000
Total Revenue	69,000	75,000	3,400,000	70,000	125,000	600,000	4,339,000
Expenses:							
Instruction	0	0	0	0	0	600,000	600,000
Student Services	69,000	75,000	3,400,000	70,000	125,000	0	3,739,000
Total Expenses	69,000	75,000	3,400,000	70,000	125,000	600,000	4,339,000



**Capital Projects Fund
2020-21 Budgetary Statement of
Resources, Uses, and Changes in Fund Balance**

	2017-18 Actuals (1)	2018-19 Actuals (1)	2019-20 Budget	2019-20 Estimate (2)	2020-21 Budget
REVENUES					
Local Government	500,000	330,000	0	0	0
State Aids	123,219	327,300	250,000	250,000	245,000
Institutional	100,747	450,401	73,000	73,000	146,000
Federal	138,678	96,320	0	0	14,000
Total Revenue	<u>862,644</u>	<u>1,204,021</u>	<u>323,000</u>	<u>323,000</u>	<u>405,000</u>
EXPENDITURES					
Instruction	822,024	1,229,790	1,597,000	1,597,000	1,545,000
Instructional Resources	802,871	715,026	699,000	699,000	586,000
Student Services	2,916	178,818	65,000	65,000	270,000
General Institutional	893,658	569,876	862,000	862,000	962,000
Physical Plant	2,917,971	1,153,900	3,664,000	3,664,000	3,870,000
Total Expenditures	<u>5,439,440</u>	<u>3,847,410</u>	<u>6,887,000</u>	<u>6,887,000</u>	<u>7,233,000</u>
Net Revenue (Expenditures)	(4,576,796)	(2,643,389)	(6,564,000)	(6,564,000)	(6,828,000)
OTHER SOURCES (USES)					
Operating Transfer In (Out)	0	0	0	0	0
Proceeds from Debt	4,000,000	3,300,000	7,100,000	7,100,000	6,900,000
Total Resources (Uses)	<u>(576,796)</u>	<u>656,611</u>	<u>536,000</u>	<u>536,000</u>	<u>72,000</u>
TRANSFERS TO (FROM) FUND BALANCE					
Reserve for Capital Projects	(576,796)	656,611	536,000	536,000	72,000
Total Transfers to (From) Fund Balance	<u>(576,796)</u>	<u>656,611</u>	<u>536,000</u>	<u>536,000</u>	<u>72,000</u>
Beginning Fund Balance	<u>8,888,694</u>	<u>8,311,898</u>	<u>8,968,509</u>	<u>8,968,509</u>	<u>9,504,509</u>
Ending Fund Balance	<u>8,311,898</u>	<u>8,968,509</u>	<u>9,504,509</u>	<u>9,504,509</u>	<u>9,576,509</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 \$5,000 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

Annually, capital needs, which support the College's strategic plan, are defined through the planning process as Instructional and Divisional plans are developed. Facilities and Technology staff, managers, and the Leadership Team review the requests to ensure alignment. The cross-functional Plan and Budget Team, along with the Leadership Team, prioritizes and approves the projects and equipment to be included in the upcoming plan and budget.

In addition, the Facility and Technology Master plans are updated. These plans 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 these plans provides a long-range focus on replacing and improving the infrastructure of the College. In addition, infrastructure and refresh needs are reviewed to update multi-year plans for replacements and upgrades on existing buildings, systems, and equipment. The Facilities and Technology Departments assess current and future needs as well as update multi-year refresh plans, which support the existing systems and infrastructure.

The four major components of the equipment portion of the Capital Projects Fund budget are replacement and improved instructional equipment, equipment for administrative needs, technology equipment, and facilities equipment. The multi-year technology refresh plan, which has been developed, assists the College in planning for technology purchases for computers, printers, servers, hardware, and audio visual equipment. Other technology projects include upgrading and developing information technology systems and equipment. The multi-year facilities refresh plan, which has been developed, assists the college in planning equipment needs for Learning College Classroom updates, emergency management needs and supports remodeling and building maintenance needs. In addition to the allocations for instructional, administrative, technology equipment and facilities equipment, budget dollars are set aside for new instructional programs.

Analysis

Expenditures in the Capital Projects Funds are projected to be \$7,233,000, including the following projects. This is an increase of \$346,000, or 5.02 percent, over 2019-20. The college plans to borrow \$6,900,000 in 2020-2021 to fund additions, remodeling, and capital improvement project and equipment.

Multi-year Capital Projects Expenditures

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					
	2019-20	2020-21	2021-22	2022-23	2023-24
Equipment	3,391,225	3,529,587	2,874,954	3,547,841	2,891,983
Instructional	1,318,000	1,084,600	1,095,300	1,136,600	1,157,900
Non-Instructional	92,400	66,600	76,000	77,000	79,000
Technology	1,608,325	1,680,387	1,366,654	1,491,241	1,398,083
Facilities	372,500	698,000	337,000	843,000	257,000
Remodeling/Improvements	2,315,060	2,638,000	1,500,000	2,690,000	1,500,000
Site Improvement	130,000	225,000	140,000	75,000	100,000
Addition	450,000	350,000	1,150,000	100,000	1,400,000
Total by Category	6,286,285	6,742,587	5,664,954	6,412,841	5,891,983

Financing						
	2019-20 (Spring)	2020-21 (Fall)	2020-21 (Spring)	2021-22	2022-23	2023-24
Equipment	2,400,000	300,000	2,900,000	3,200,000	3,000,000	3,000,000
Remodeling	1,300,000	600,000	1,500,000	2,700,000	1,500,000	1,500,000
Site Improvements	100,000		100,000	100,000	100,000	100,000
Addition			1,500,000		1,500,000	
Total	3,800,000	900,000	6,000,000	6,000,000	6,100,000	4,600,000

Instructional/Non-Instructional Equipment

The annual expenditures for instructional and non-instructional equipment are projected to be \$1,517,000 and will mainly be used for replacement of equipment. State and federal grants will fund \$359,000 for equipment for the Manufacturing, Health, Public Safety, and Energy programs.

Division	Amount	Division	Amount
Transportation (Auto Shops)		Public Safety (continued)	
<u>Auto Maintenance</u>		<u>Criminal Justice</u>	
Vent System for Auto Maint Lab	49,615	PIT Cage SUV	5,000
<u>Auto Collision</u>		SUV	20,000
English Wheel	10,000	Equipment for Fitness Center	50,000
Total	59,615	Equipment for Scenario City	100,000
Business & Technology		<u>Fire Science</u>	
<u>IT Networking</u>		Mock Alarm System - Scenario City	7,500
Virtualization Lab	31,590	Assistance to FF Grant Match (WTCS)	5,200
<u>Culinary</u>		<u>Hazardous Materials</u>	
Culinary, Baking and Kitchen Equipment	25,000	Training Equipment Storage Trailer	14,000
Total	56,590	Sanitizer	29,000
Manufacturing & Apprentice		<u>Motorcycle Safety</u>	
<u>Machine Tool</u>		Seal Coat and Paint Range	11,000
CMM Machine	45,000	Total	377,200
<u>Welding</u>		Energy	
Step Pulley Milling Machine	20,000	<u>HVAC Installation Technition</u>	
Job Master Trainers	90,000	Intermediate Electrical Trainer	9,746
<u>Maintenance Mechanic</u>		Single-Phase Compressor Trainer	9,425
FMB Horizontal Saw	7,000	Hydronic Trainer	50,388
<u>Mechanical Technology</u>		AC Controls System Trainer	22,744
Fab Lab/Maker Space	75,000	<u>Nuclear/Radiation Safety</u>	
<u>Electro-Mechanical</u>		Adjustable Sources/Detector	21,700
Job Master Trainers	100,000	Total	114,003
Replacement Fanuc	60,000	General Education	
Industry 4.0 Equipment	50,000	Rosetta Stone	20,000
Fluid Power Trainer	228,000	Total	20,000
Total	675,000	Academic Administration	
Health		WIDS payment	8,400
<u>Medical Assistant</u>		Total	8,400
M111 Ultra Clave Sterilizer	8,000	Apprenticeship	
<u>Radiologic Technology</u>		Pro-Fab Air Powered Spot Welder	5,695
Floor Mounted X-Ray Unit	20,000	Total	5,695
<u>Nursing</u>		Total Instructional Equipment	
Human Patient Simulators	84,000	1,450,038	
IV Pump	12,000	Physical Plant	
HI-Fidelity Manikin	9,535	1/2 ton pickup	35,000
Total	133,535	Facilities Vehicles	11,600
Public Safety		Total	46,600
<u>EMS</u>		Total Non-Instructional Equipment	
Airway Manikin	12,000	46,600	
Zoll Ventilator	13,500		
HPS Manikin	30,000		
Ambulance	80,000		

Technology Projects

Technology projects in this year's budget total \$1,658,000. This includes \$324,000, which will be used for development of administrative systems, \$560,000 for new technology and software licenses and \$774,000 for annual technology equipment replacements.

Description	Amount	Description	Amount
Technology Equipment		ITV/Video Conference Refresh	
Computer Refresh - Classrooms		IVC - Room L231	15,000
Lab Desktops	170,610	Total	15,000
Lab Laptops	53,700		
Software licenses	18,438	Administrative Systems	
Total	242,748	PeopleSoft	94,000
		E Time sheet - LTC portion	25,000
Computer Refresh - Administration		CS PeopleSoft Mobile - LTC portion	10,000
Desktops	25,420	PeopleSoft to WIDS - LTC portion	10,000
Laptops	73,000	Unitrends/Backup Appliance	60,000
Software Licenses	7,531	HP EMC VNX 5200 & DARE	100,000
MFD's	20,000	VMware Server Hosts	25,000
ImageNow Scanners and Licenses	5,400	Total	324,000
Total	131,351		
		Technology Projects	
Network Infrastructure Refresh		Chrome River Software	8,500
Switches	170,000	Planning and Accred. Software	5,375
Wireless Access Points	15,000	Cafeteria Tech Upgrade	56,000
Router	20,000	Software Licenses - Multiple	460,408
Firewall/Security Enhancements	10,000	Facilities projects	145,500
Duo MFA	10,500	Other projects	30,000
Fluke Meter	12,000	Total	705,783
Total	237,500		
		Telecom Refresh	
Learning College Classroom		Staff Radio Refresh	6,785
Displays	48,800	Refuge Phones	5,400
Switchers	17,500	Total	12,185
Document Cameras	5,850		
EMS Lab Classroom	8,000	Total Technology Equipment	1,803,717
College Here & Now Room L113	5,000		
Total	85,150		
Data Center Refresh			
Servers	45,000		
Storage space	5,000		
Total	50,000		

Capital Projects

Capital projects and equipment for 2020-21 total \$3,911,000. Following are capital projects, which will be implemented in 2020-21. These will be funded by the issuance of general obligation promissory notes and fund reserves.

Addition \$350,000

Lakeshore Building Entrance L7 and Technology Services Addition
Public Safety Storage Building Addition

Remodeling \$2,887,000

General Remodeling 2,787,000

Develop plans and remodel facilities to meet instructional and workflow needs. This includes architect and engineering fees and smaller remodeling projects. Major remodeling projects include the following:

- Consolidating the General Education Division and Business & Technology division offices
Funding source: Capital projects – debt, reserves
- Remodeling the existing Wind Lab into lab space for the new HVAC-R program
Funding source: Capital projects – debt
- Lakeshore building entrance L7 and Technology Services remodeling
Funding source: Capital projects – debt
- Holistic Student Success Testing Center expansion including relocation of Testing Services as well as to include Dual Credit offices, Multi-cultural area and the addition of a classroom
Funding source: Capital projects – debt, reserves
- Culinary relocation/remodeling project – final completion
Funding source: Capital projects – debt
- Centennial Hall Upgrades
Funding source: Capital projects – debt
- L100 Fitness Center remodeling to support Criminal Justice program needs
Funding source: Capital projects – debt

Learning College Classrooms Refresh \$100,000

Update learning college classrooms according to multi-year plans by updating the furniture and other furnishings.

Funding source: Capital projects – debt

Annual Capital Maintenance and Improvements \$674,000

Maintain the campus infrastructure to keep the campus current. A refresh cycle has been established for facility improvements, floor coverings, paint and wall coverings, signage, interior and exterior lighting, door and window replacements, parking lots. This also includes the replacement of breaker panels, motor replacements, and campus controls according to the multi-year plan.

Funding source: Capital projects – debt

Total Capital Projects \$3,911,000

Operational Impact

Approximately 60 percent of the equipment being purchased for 2020-21 is either a replacement or upgrade to current equipment, with the exception new equipment for building projects, new programs, 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 that need to be included in the operating 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.

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

	2017-18 <u>Actuals (1)</u>	2018-19 <u>Actuals (1)</u>	2019-20 <u>Budget</u>	2019-20 <u>Estimates (2)</u>	2020-21 <u>Budget</u>
REVENUES					
Local Government	4,835,000	4,966,000	5,229,000	5,229,000	5,384,000
Institutional	4,588	38,305	4,000	10,000	10,000
Total Revenue	<u>4,839,588</u>	<u>5,004,305</u>	<u>5,233,000</u>	<u>5,239,000</u>	<u>5,394,000</u>
EXPENDITURES					
Physical Plant	<u>5,006,701</u>	<u>5,120,954</u>	<u>5,257,000</u>	<u>5,364,000</u>	<u>5,628,000</u>
Total Expenditures	<u>5,006,701</u>	<u>5,120,954</u>	<u>5,257,000</u>	<u>5,364,000</u>	<u>5,628,000</u>
Net Revenue (Expenditures)	(167,113)	(116,649)	(24,000)	(125,000)	(234,000)
OTHER SOURCES (USES)					
Repayment of Debt	0	0	0	0	0
Proceeds from Debt	20,013	241,050	0	101,000	0
Total Resources (Uses)	<u>(147,100)</u>	<u>124,401</u>	<u>(24,000)</u>	<u>(24,000)</u>	<u>(234,000)</u>
TRANSFERS TO (FROM) FUND BALANCE					
Reserve for Debt Service	<u>(147,100)</u>	<u>124,401</u>	<u>(24,000)</u>	<u>(24,000)</u>	<u>(234,000)</u>
Total Transfers to (From) Fund Balance	<u>(147,100)</u>	<u>124,401</u>	<u>(24,000)</u>	<u>(24,000)</u>	<u>(234,000)</u>
Beginning Fund Balance	<u>1,522,930</u>	<u>1,375,830</u>	<u>1,500,231</u>	<u>1,500,231</u>	<u>1,476,231</u>
Ending Fund Balance	<u>1,375,830</u>	<u>1,500,231</u>	<u>1,476,231</u>	<u>1,476,231</u>	<u>1,242,231</u>

(1) Actual is presented on a budgetary basis

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

Debt Service Fund

Fund Description

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

Analysis

Debt service expenditures for 2020-21 are budgeted to be \$5,628,000, which includes \$4,780,000 for principal, and \$848,000 for interest payments. This is funded through a tax levy of \$5,384,000, interest income of \$10,000 and fund balance of \$234,000. Expenditures have increased \$264,000 from the 2019-20 estimate. The total outstanding debt of \$29,780,000 as of June 30, 2020 includes thirteen outstanding debt issues, which will be retired by 2030. The borrowing for 2020-21 includes a note issue of \$900,000 to be issued in September 2020 for equipment and remodeling and a note issue of \$6,000,000 in June 2021 for additions, equipment, and remodeling and improvement projects. The Principal and Interest by Issue schedule below provides additional detail on debt service expenditures.

The College's bond rating is Aa1 as assigned by Moody's Investor Service in May 2020.

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		\$ 15,601,568,718
5 percent limit	\$	780,078,436
LTC's aggregate indebtedness	\$	29,780,000
2 percent limit	\$	312,031,374
LTC's bonded indebtedness	\$	0

Combined Schedule of Long-Term Obligations as of July 1, 2019

Fiscal Year	Principal	Interest	Total
2020-21	4,780,000	836,113	5,616,113
2021-22	5,090,000	759,900	5,849,900
2022-23	4,405,000	620,775	5,025,775
2023-24	3,835,000	494,150	4,329,150
2024-25	3,190,000	381,150	3,571,150
2025-26	2,610,000	279,200	2,889,200
2026-27	2,490,000	194,400	2,684,400
2027-28	1,705,000	115,400	1,820,400
2028-29	1,190,000	59,750	1,249,750
2029-30	485,000	19,400	504,400
Total	\$29,780,000	\$3,760,238	\$33,540,238

Schedule of Long-Term Obligations as of July 1, 2019

	<u>Budget Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</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.	2020-21	455,000	14,560	469,560
		<u>\$455,000</u>	<u>\$14,560</u>	<u>\$469,560</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.	2020-21	590,000	28,025	618,025
	2021-22	590,000	14,750	604,750
		<u>\$1,180,000</u>	<u>\$42,775</u>	<u>\$1,222,775</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.	2020-21	335,000	20,500	355,500
	2021-22	340,000	13,800	353,800
	2022-23	350,000	7,000	357,000
		<u>\$1,025,000</u>	<u>\$41,300</u>	<u>\$1,066,300</u>
General Obligation Promissory Notes (\$5,000,000) issued September, 2013 to finance remodeling, equipment, and site improvements over ten years at an average rate of 2.53% payable to Depository Trust Company	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>\$1,050,000</u>	<u>\$63,600</u>	<u>\$1,113,600</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	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>\$2,865,000</u>	<u>\$251,025</u>	<u>\$3,116,025</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	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>\$3,105,000</u>	<u>\$279,950</u>	<u>\$3,384,950</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	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>\$1,135,000</u>	<u>\$80,800</u>	<u>\$1,215,800</u>	
General Obligation Promissory Notes (\$1,500,000) issued July 2016 to finance remodeling over six years at an average rate of 2% payable to Depository Trust Company	2020-21	440,000	18,000	458,000
	2021-22	460,000	9,200	469,200
		<u>\$900,000</u>	<u>\$27,200</u>	<u>\$927,200</u>

(continued on following page)

Schedule of Long-Term Obligations as of July 1, 2019 (continued)

	Budget Year	Principal	Interest	Total
General Obligation Promissory Notes (\$6,300,000) issued June 2017 to finance additions, remodeling, equipment and site improvements over ten years at an average rate of 2% payable to Depository Trust Company.	2020-21	710,000	133,550	843,550
	2021-22	730,000	119,350	849,350
	2022-23	750,000	104,750	854,750
	2023-24	775,000	89,750	864,750
	2024-25	800,000	74,250	874,250
	2025-26	825,000	50,250	875,250
	2026-27	850,000	25,500	875,500
			<u>\$5,440,000</u>	<u>\$597,400</u>
General Obligation Promissory Notes (\$4,000,000) issued June 2018 to finance remodeling, equipment and and site improvements over ten years at an average rate of 3% payable to Depository Trust Company.	2020-21	365,000	114,750	479,750
	2021-22	400,000	103,800	503,800
	2022-23	465,000	91,800	556,800
	2023-24	485,000	77,850	562,850
	2024-25	500,000	63,300	563,300
	2025-26	520,000	48,300	568,300
	2026-27	535,000	32,700	567,700
	2027-28	555,000	16,650	571,650
			<u>3,825,000</u>	<u>549,150</u>
General Obligation Promissory Notes (\$3,300,000) issued June 2019 to finance additions, remodeling, and and equipment over ten years at an average rate of 3.25% payable to Depository Trust Company.	2020-21	0	107,550	107,550
	2021-22	240,000	107,550	347,550
	2022-23	385,000	100,350	485,350
	2023-24	405,000	88,800	493,800
	2024-25	420,000	76,650	496,650
	2025-26	435,000	59,850	494,850
	2026-27	455,000	42,450	497,450
	2027-28	470,000	28,800	498,800
	2028-29	490,000	14,700	504,700
			<u>3,300,000</u>	<u>626,700</u>
General Obligation Promissory Notes (\$1,800,000) issued November 2019 to finance remodeling and equipment over ten years at an average rate of 3% payable to Depository Trust Company.	2020-21	0	51,000	51,000
	2021-22	190,000	51,000	241,000
	2022-23	195,000	45,300	240,300
	2023-24	205,000	39,450	244,450
	2024-25	210,000	33,300	243,300
	2025-26	215,000	27,000	242,000
	2026-27	220,000	20,550	240,550
	2027-28	230,000	13,950	243,950
	2028-29	235,000	7,050	242,050
			<u>1,700,000</u>	<u>288,600</u>
General Obligation Promissory Notes (\$3,800,000) to be issued June 2020 to finance remodeling, equipment, and site over ten years at an average rate of 4% payable to Depository Trust Company.	2020-21	100,000	109,778	209,778
	2021-22	300,000	148,000	448,000
	2022-23	370,000	136,000	506,000
	2023-24	385,000	121,200	506,200
	2024-25	400,000	105,800	505,800
	2025-26	415,000	89,800	504,800
	2026-27	430,000	73,200	503,200
	2027-28	450,000	56,000	506,000
	2028-29	465,000	38,000	503,000
	2029-30	485,000	19,400	504,400
			<u>3,800,000</u>	<u>897,178</u>
Grand Total		<u>\$29,780,000</u>	<u>\$3,760,238</u>	<u>\$33,540,238</u>

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

	2017-18 <u>Actuals (1)</u>	2018-19 <u>Actuals (1)</u>	2019-20 <u>Budget</u>	2019-20 <u>Estimate (2)</u>	2020-21 <u>Budget</u>
REVENUES					
Institutional	1,907,271	1,848,237	1,600,000	1,600,000	1,600,000
Total Revenue	<u>1,907,271</u>	<u>1,848,237</u>	<u>1,600,000</u>	<u>1,600,000</u>	<u>1,600,000</u>
EXPENDITURES					
Auxiliary Services	1,455,441	1,217,273	1,600,000	1,600,000	1,600,000
Total Expenditures	<u>1,455,441</u>	<u>1,217,273</u>	<u>1,600,000</u>	<u>1,600,000</u>	<u>1,600,000</u>
Net Revenue (Expenditures)	451,830	630,964	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)	451,830	630,964	0	0	0
TRANSFERS TO (FROM) FUND BALANCE					
Retained Earnings	<u>451,830</u>	<u>630,964</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Transfers to (From) Fund Balance	451,830	630,964	0	0	0
Beginning Fund Balance	<u>2,504,455</u>	<u>2,956,285</u>	<u>3,587,249</u>	<u>3,587,249</u>	<u>3,587,249</u>
Ending Fund Balance	2,956,285	3,587,249	3,587,249	3,587,249	3,587,249

(1) Actual is presented on a budgetary basis

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

Enterprise Funds

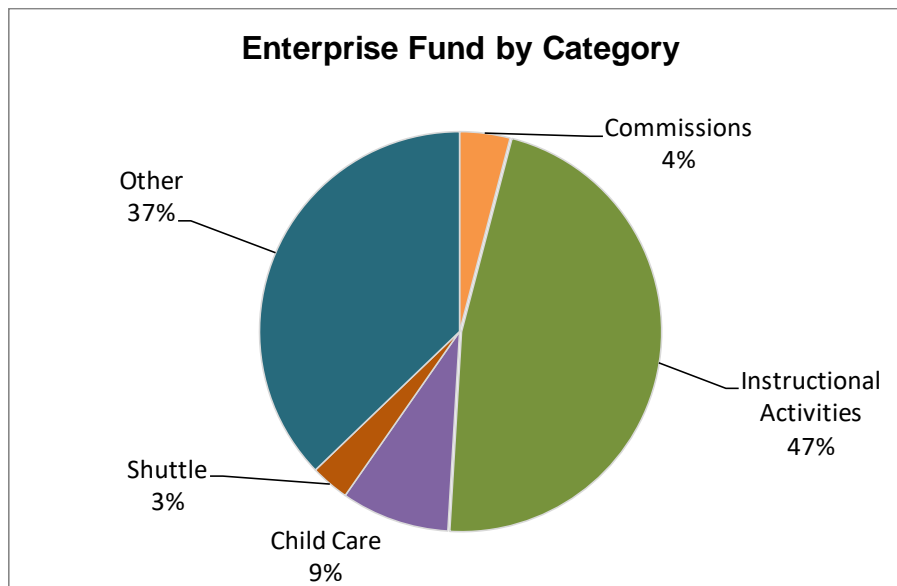
Fund Description

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 2020-21. The schedule below provides additional detail on each business segment.

	Contracted Services Commissions	Instructional Activities	Child Care	Shuttle	Other	Total
Revenues:						
Commissions	65,000	0	0	0	0	65,000
Institutional Revenue	0	750,000	140,000	50,000	595,000	1,535,000
Total Revenue	65,000	750,000	140,000	50,000	595,000	1,600,000
Transfer In from Retained Earnings	0	0	0	0	0	0
Total Resources	65,000	750,000	140,000	50,000	595,000	1,600,000
Expenses:						
Auxiliary Services	65,000	750,000	140,000	50,000	595,000	1,600,000
Total Expenses	65,000	750,000	140,000	50,000	595,000	1,600,000
Transfer Out to Retained Earnings	0	0	0	0	0	0
Total Uses	65,000	750,000	140,000	50,000	595,000	1,600,000



**Internal Service Funds
2020-21 Budgetary Statement of
Resources, Uses, and Changes in Fund Balance**

	2017-18 <u>Actuals (1)</u>	2018-19 <u>Actuals (1)</u>	2019-20 <u>Budget</u>	2019-20 <u>Estimate (2)</u>	2020-21 <u>Budget</u>
REVENUES					
Institutional	580,251	547,093	630,000	630,000	615,000
Total Revenue	<u>580,251</u>	<u>547,093</u>	<u>630,000</u>	<u>630,000</u>	<u>615,000</u>
EXPENDITURES					
Auxiliary Services	535,273	460,871	630,000	630,000	615,000
Total Expenditures	<u>535,273</u>	<u>460,871</u>	<u>630,000</u>	<u>630,000</u>	<u>615,000</u>
Net Revenue (Expenditures)	44,978	86,222	0	0	0
OTHER SOURCES (USES)					
Operating Transfer In (Out)	0	0	0	0	0
Total Resources (Uses)	<u>44,978</u>	<u>86,222</u>	<u>0</u>	<u>0</u>	<u>0</u>
TRANSFERS TO (FROM) FUND BALANCE					
Retained Earnings	44,978	86,222	0	0	0
Total Transfers to (From) Fund Balance	<u>44,978</u>	<u>86,222</u>	<u>0</u>	<u>0</u>	<u>0</u>
Beginning Fund Balance	<u>301,156</u>	<u>346,134</u>	<u>432,356</u>	<u>432,356</u>	<u>432,356</u>
Ending Fund Balance	346,134	432,356	432,356	432,356	432,356

(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

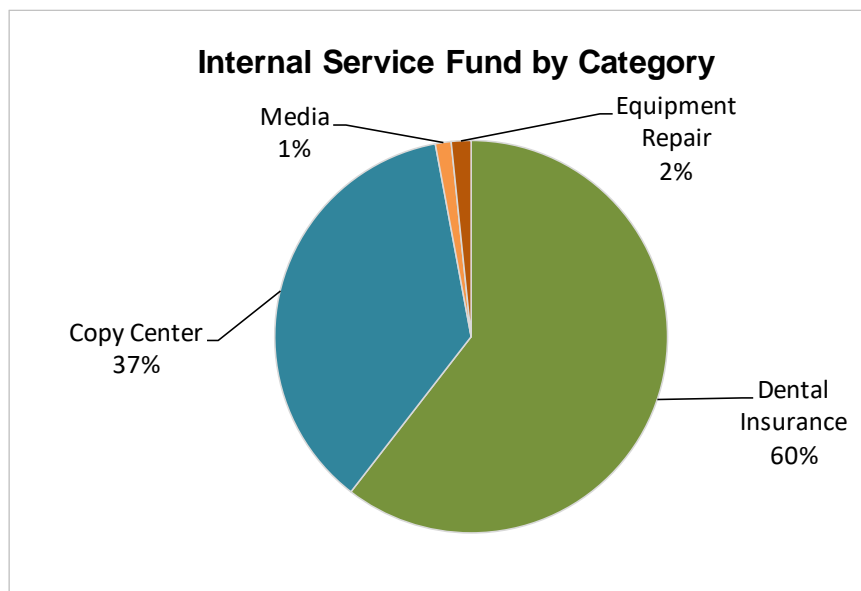
Fund Description

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 self-funded dental insurance, media services, copy center, and equipment repair.

Analysis

Revenues and expenditures in the Internal Service Funds are expected to be \$615,000, which is down 2.38 percent from the 2019-20 level, due to a decrease in copy center usage. The schedule below provides additional detail on each business segment.

	<u>Media</u>	<u>Copy Center</u>	<u>Self-Funded Dental Insurance</u>	<u>Equipment Repair</u>	<u>Total</u>
Revenues:					
Institutional Revenue	8,000	225,000	372,000	10,000	615,000
Total Revenues	8,000	225,000	372,000	10,000	615,000
Expenses:					
Auxiliary Services	8,000	225,000	372,000	10,000	615,000
Total Expenses	8,000	225,000	372,000	10,000	615,000



Staff Positions Summary 2020-21

For 2020-21, LTC has 716 full and part-time employees within three organizational groups. Full time employees is comprised of 85 support staff, 65 management staff and 107 faculty. LTC currently also employs 459 part time staff made up of adjunct faculty, students, part time support staff and temporary help. LTC's staff are aligned to functional areas which make up the systems of the college.

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

The 2020-21 budget contained 7 open full time positions at the time the budget was balanced. Some listed here have been filled. They were classified as:

- Faculty – Electro-Mechanical Instructor
- Faculty – HVAC Instructor
- Faculty – Medical Assistant Instructor
- Faculty – Nursing Assistant/Allied Health Instructor

- Support Staff – Grants Specialist
- Support Staff – Library Systems Specialist
- Support Staff – WILM Programmer

The following pages include these documents:

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

The Staff Position Summary shown below provides the number of districtwide staff full time equivalent (FTE) positions by the categories listed.

Staff Positions Summary Full Time Equivalent Basis

The data below includes all budgeted staff positions and other earnings.

Category	2017-18 Actual	2018-19 Actual	2019-20 Estimate	2020-21				Total Budget
				General Fund	Special Revenue Fund	Proprietary Fund	Fiduciary Fund	
Administrators/Supervisors	41.66	38.54	38.86	33.77	5.70	2.84		42.31
Teachers	142.94	142.22	138.10	110.11	8.08			118.19
Specialists (Counselors)	1.00	1.00	1.00	0.60	0.40			1.00
Other Staff								
Professional Non Faculty	20.50	20.25	23.25	14.53	8.08	0.70		23.31
Support Staff	122.17	118.35	126.00	85.58	15.26	8.19		109.03
Student Help	4.34	8.82	6.29	4.09		0.15		4.24
Total	332.61	329.18	333.50	248.68	37.52	11.88	0.00	298.08

Foot note: All staff including adjunct faculty

Source: WTCS Professional Development Workload Hours & Budget Spreadsheet

The schedule shown below breaks down the full-time positions into the six functional areas.

Full-Time Staff Positions by Function

Function	2017-18 Actual	2018-19 Actual	2019-20 Estimate	2020-21 Budget
Instructional	157.93	159.48	155.19	149.27
Instructional Resource	10.92	12.72	12.97	12.97
Student Services	47.54	47.19	49.07	52.99
General Institutional	28.62	29.61	29.10	27.71
Physical Plant	7.00	7.00	7.00	7.00
Auxiliary Services	8.99	9.51	7.51	8.79
Total	261.00	265.51	260.84	258.73

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

Full and Part-Time Staff Positions by Group

Group	2017-18 Actual	2018-19 Actual	2019-20 Estimate	2020-21 Budget
Management				
Full-Time	61	61	65	66
Part-Time (60%)	1	1	1	1
Total	62	62	66	67
Faculty				
Full-Time	108	107	110	108
Part-Time (60%)	0	0	0	0
Total	108	107	110	108
Support Staff				
Full-Time	94	89	87	86
Part-Time (60%)	20	22	15	15
Total	114	111	102	101
Total	284	280	278	276
Total				
Full-Time	263	257	262	260
Part-Time (60%)	21	23	16	16
Total	284	280	278	276

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OPERATIONS

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

	2017-18 Actuals (1)	2018-19 Actuals (1)	2019-20 Budget	2019-20 Estimates (2)	2020-21 Budget
REVENUES					
Local Government	6,408,801	6,578,205	7,171,000	7,132,000	7,132,000
Property Tax Relief Aid	11,877,887	11,878,887	11,878,000	11,878,000	11,878,000
General State Aids	3,141,866	3,055,654	3,122,000	3,451,000	3,143,000
State Grants	1,505,261	1,279,866	1,221,000	1,221,000	1,150,000
Program Fees	5,909,337	5,809,990	6,102,000	5,781,000	5,500,000
Material Fees	394,221	368,195	390,000	390,000	355,000
Other Student Fees	463,338	489,577	434,000	596,000	509,000
Institutional	1,773,356	1,644,165	2,174,000	2,044,000	1,740,000
Federal	1,168,371	1,207,082	1,230,000	1,633,000	1,792,000
Total Revenue	<u>32,642,438</u>	<u>32,311,621</u>	<u>33,722,000</u>	<u>34,126,000</u>	<u>33,199,000</u>
EXPENDITURES					
Instruction	19,659,724	19,007,419	19,838,000	19,677,000	19,150,000
Instructional Resources	1,019,159	1,151,640	1,284,000	1,284,000	1,314,000
Student Services	4,696,619	4,562,261	4,995,000	5,638,000	5,558,000
General Institutional	4,703,323	4,980,930	4,896,000	4,896,000	4,581,000
Physical Plant	2,303,893	2,471,044	2,709,000	2,709,000	2,596,000
Total Expenditures	<u>32,382,718</u>	<u>32,173,294</u>	<u>33,722,000</u>	<u>34,204,000</u>	<u>33,199,000</u>
Net Revenue (Expenditures)	259,720	138,327	0	(78,000)	0
OTHER SOURCES (USES)					
Operating Transfer In (Out)	<u>0</u>	<u>0</u>	<u>0</u>	<u>197,000</u>	<u>0</u>
Total Resources (Uses)	259,720	138,327	0	119,000	0
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	259,720	138,327	0	119,000	0
Total Transfers to (From) Fund Balance	<u>259,720</u>	<u>138,327</u>	<u>0</u>	<u>119,000</u>	<u>0</u>
Beginning Fund Balance	<u>9,247,802</u>	<u>9,507,522</u>	<u>9,645,849</u>	<u>9,645,849</u>	<u>9,764,849</u>
Ending Fund Balance	9,507,522	9,645,849	9,645,849	9,764,849	9,764,849

(1) Actual is presented on a budgetary basis

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

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

Operating Fund Analysis — Resources

Total operating fund revenues of \$33,199,000 decreased by 2.75 percent from the 2019-20 estimate of \$34,126,000. This is a \$927,000 decrease in revenues.

Tax Levy (Local Government)

Operating fund tax levy revenue remained at the 2019-20 estimate of \$7,132,000 due to the assumption of no net new construction in the district.

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 2020-21. General state aids (including general state aids, personal property aids, computer state aids and veterans' remissions) decreased by \$308,000, or 8.92 percent, due to an anticipated decrease in general state aid resulting from the impact of the CoVID-19 pandemic on state revenue. State grants decreased by \$71,000, or 5.81 percent, from 2019-20 to \$1,150,000 due to a decrease in GPR grant awards.

Student Fees

Student fees include program fees, material fees and other student fees. Total student fees of \$6,364,000 decreased by \$403,000 or 5.96 percent over the 2019-20 estimate. This is due to a projected decrease in FTEs due to concerns with retention from the effects of instructional changes in spring 2020. The program fee rate per credit, which is determined by the Wisconsin Technical College System Board, will increase by 1.7 percent to \$138.90 per credit.

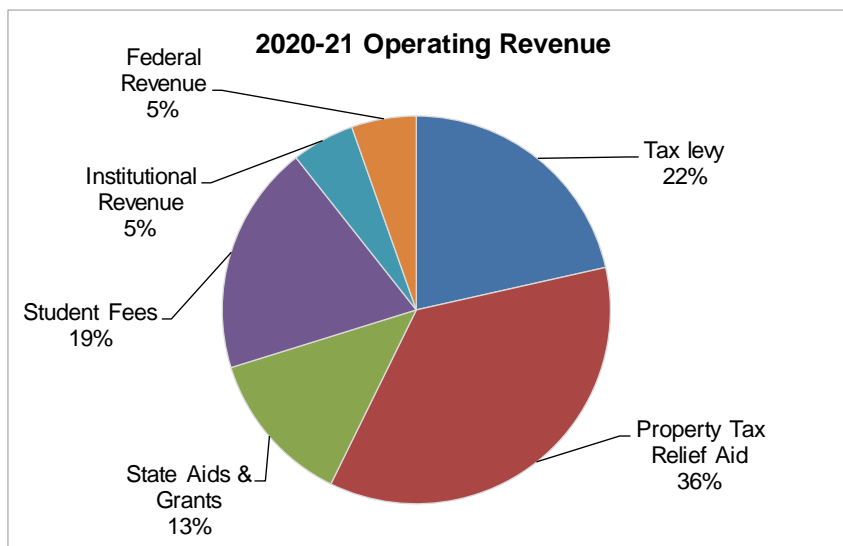
Institutional Revenue

Institutional revenue decreased by \$304,000 or 14.87 percent from 2019- 20 to \$1,740,000. This is due to a decrease in contract training revenue, interest income and commissions.

Federal Revenue

Federal revenue of \$1,792,000 is an increase of 9.74 percent or \$159,000 from 2019-20 due to additional grants received.

The chart below shows the breakdown of the operating fund revenues for 2020-21.



Operating Fund Analysis — Uses

Total expenditures of \$33,199,000 are budgeted for the operating funds. This is a 2.98 percent or \$1,005,000 decrease from the 2019-20 estimate of \$34,204,000.

Instruction

Instructional expenditures of \$19,150,000 is for all activities directly related to the teaching of students. This decreased by \$527,000, or 2.68 percent, over the 2019-20 estimate. This was mainly due to a reduction in benefit expenses and staffing changes. Instructional expenditures account for 57.68 percent of the operating expenditures.

Instructional Resources

Instructional resources, including computer lab support, library, and instructional television, increased by \$30,000, or 2.34 percent, to \$1,314,000 mainly due to staff realignments and technology costs.

Student Services

Student services includes services provided to students such as recruiting, admissions, counseling, financial aid and registration. The student services budget of \$5,558,000 decreased by \$80,000, or 1.42 percent, from 2019-20, mainly due to a reduction in benefit expenses.

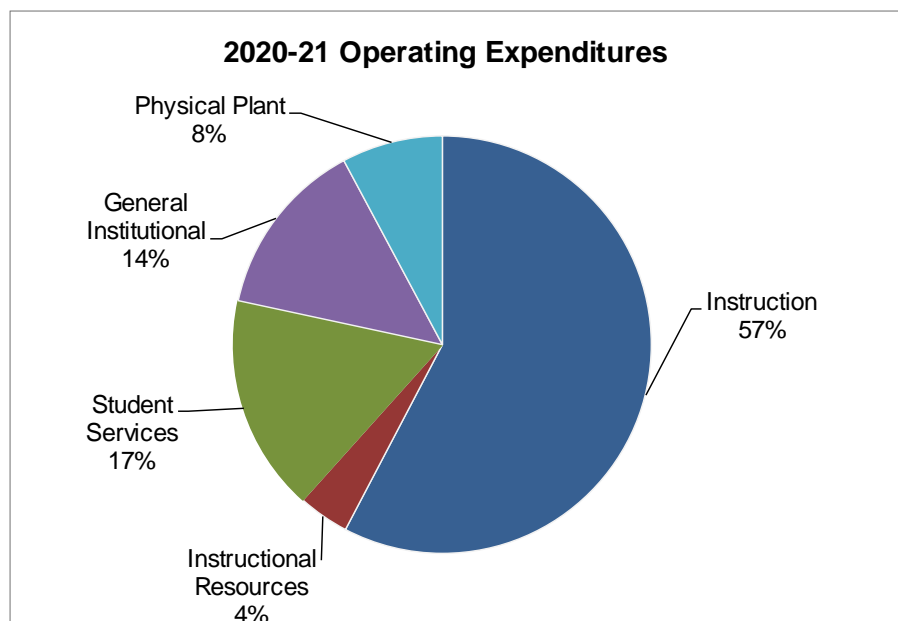
General Institutional

Expenditures of \$4,581,000 for services that benefit the entire college decreased by \$315,000, or 6.43 percent. This is mainly due to a reduction in benefit expenses, staffing changes, and other current expense decreases.

Physical Plant

Expenditures of \$2,596,000 for services required for the operation and maintenance of the facilities decreased by 4.17 percent, or \$113,000, due to an decrease in facilities rental expense.

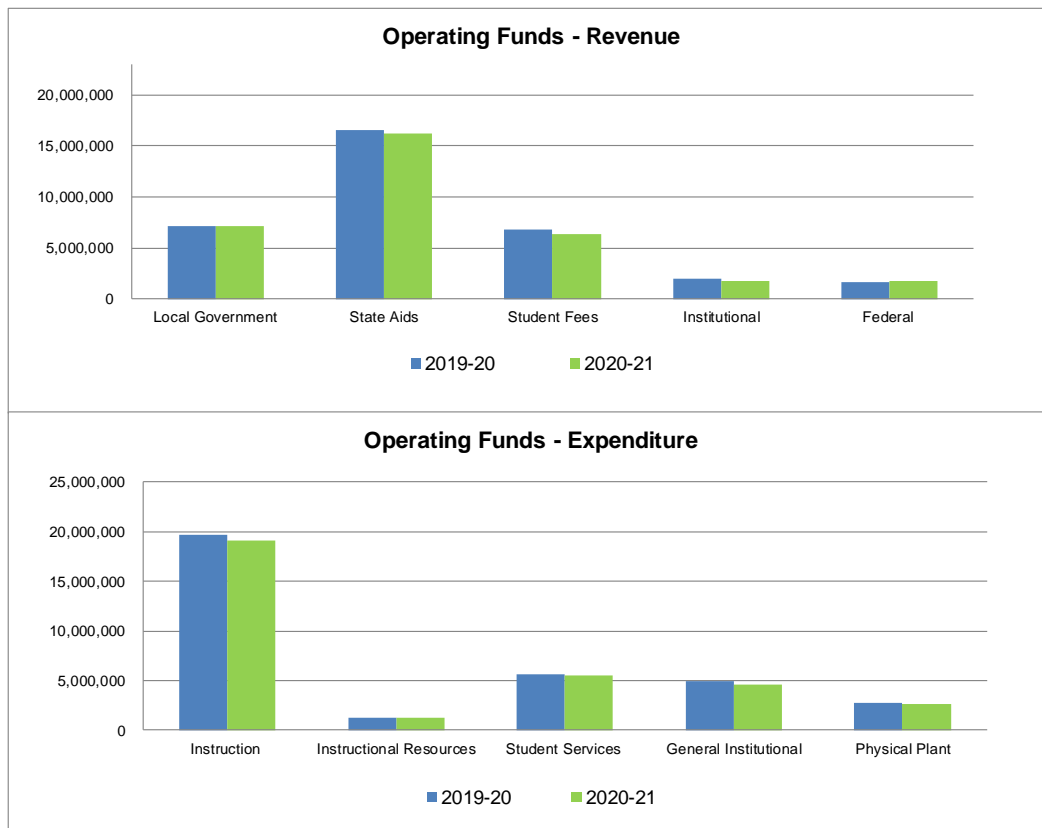
The chart below shows the operating funds expenditures by function.



Operating Funds Revenues and Expenditure Comparison 2020-21 Budget

Local government (tax levy) remained flat to the 2019-20 estimates. State aids and grants decreased 2.29 percent and total student fees decreased 5.96 percent. Instructional expenditures decreased 0.15 percent of the total expenditure budget, mainly due to decreased benefit expenses.

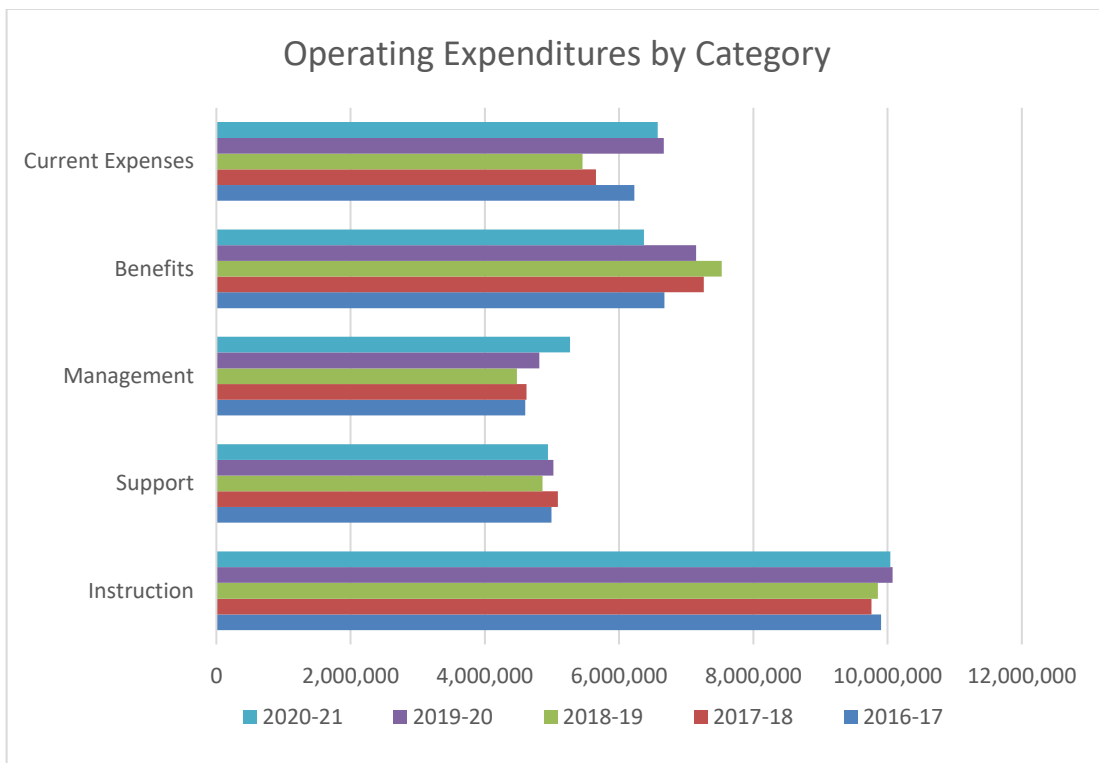
	2019-20 Estimate	Percent of Total	2020-21 Budget	Percent of Total	Percent Change
Revenues					
Local Government	7,132,000	20.90%	7,132,000	21.48%	0.00%
State Aids	16,550,000	48.50%	16,171,000	48.71%	-2.29%
Program Fees	5,781,000	16.94%	5,500,000	16.57%	-4.86%
Material Fees	390,000	1.14%	355,000	1.07%	-8.97%
Other Student Fees	596,000	1.75%	509,000	1.53%	-14.60%
Institutional	2,044,000	5.99%	1,740,000	5.24%	-14.87%
Federal	1,633,000	4.79%	1,792,000	5.40%	9.74%
Total Revenue	34,126,000	100.00%	33,199,000	100.00%	-2.72%
Expenditures					
Instruction	19,677,000	57.53%	19,150,000	57.68%	-2.68%
Instructional Resources	1,284,000	3.75%	1,314,000	3.96%	2.34%
Student Services	5,638,000	16.48%	5,558,000	16.74%	-1.42%
General Institutional	4,896,000	14.31%	4,581,000	13.80%	-6.43%
Physical Plant	2,709,000	7.92%	2,596,000	7.82%	-4.17%
Total Expenditures	34,204,000	100.00%	33,199,000	100.00%	-2.94%



Personal Services Operating Fund Analysis

The information below shows the breakdown of wages by major category, benefits and current expenses for the operating funds for five years. The percent of each category to the total is also calculated. The 2020-21 percent had an overall decrease from the 2019-20 amounts, with personal services decreasing by 1.61 percent and current expenses decreasing by 1.32 percent due to reduced leased facility costs and reduced travel expenses.

Classification	2016-17	% of	2017-18	% of	2018-19	% of	2019-20	% of	2020-21	% of	% Change 2019-20 to 2020-21
	Actuals	Total	Actuals	Total	Actuals	Total	Budget	Total	Budget	Total	
Wages											
Instruction	9,903,225	37.84%	9,757,604	36.51%	9,855,770	36.89%	10,074,588	37.23%	10,041,212	37.72%	-0.33%
Support Staff	4,990,637	19.07%	5,085,549	19.03%	4,859,292	18.19%	5,021,499	18.56%	4,939,390	18.55%	-1.64%
Management	4,601,719	17.58%	4,621,764	17.29%	4,476,511	16.75%	4,812,974	17.79%	5,270,493	19.80%	9.51%
Total Wages	19,495,581	74.50%	19,464,916	72.83%	19,191,572	71.83%	19,909,061	73.58%	20,251,095	76.07%	1.72%
Benefits	6,673,765	25.50%	7,262,117	27.17%	7,527,940	28.17%	7,148,279	26.42%	6,371,283	23.93%	-10.87%
Total Personal Services	26,169,347	100.00%	26,727,034	100.00%	26,719,513	100.00%	27,057,340	100.00%	26,622,377	100.00%	-1.61%
<hr/>											
	2016-17	% of Total	2017-18	% of Total	2018-19	% of Total	2019-20	% of Total	2020-21	% of Total	% Change
Total Personal Services	26,169,347	80.78%	26,727,034	82.53%	26,719,513	83.05%	27,057,340	80.24%	26,622,377	80.19%	-1.61%
Current Expenses	6,228,170	19.22%	5,655,684	17.47%	5,453,781	16.95%	6,664,660	19.76%	6,576,623	19.81%	-1.32%
Total Budget	32,397,516	100.00%	32,382,717	100.00%	32,173,294	100.00%	33,722,000	100.00%	33,199,000	100.00%	-1.55%



2019-20 Update
(as of March 2020)

Administration	Outcomes Expected	Status (March 2020)
Explore ERP options	Find the best system to meet the college's needs – improve efficiencies; save staff time and save money rather than having multiple softwares.	The Technology division is working, in collaboration with WILM, to determine the best way to evaluate our options.
Design a holistic student services experience	Improved student experience	The Facilities division, is working through the design with the Student Success Division to ensure we create the best experience for our students.
Offer more resources to WILM	WILM resources will increase	Our Technology division will be moving one staff FTE for the Technology division to WILM to support the WILM 2.0 initiative.
Improve budget transparency and staff engagement in the college budget	Improved staff satisfaction	The Plan and Budget Team has been expanded to support this initiative. Previously, the members were limited to the Leadership Team, select Finance and Human Resources staff. This year, the Team has been expanded to include the Dean's, a support staff and a faculty member.
Roll out the new onboarding system that incorporates a streamlined approach to orientation, new hire training and introduction to the college as a whole.	New hires will report increased satisfaction with the process and will lead to empowered staff who can integrate more quickly into the LTC community.	The feedback from both supervisors and new employees has been positive on the revised structure for new employee orientation. The college has migrated to hiring employees at the start of the pay period (typically the 1 st and the 16 th). Integration time was reduced to allow the employee to enter their department and begin work within two days. The Lakeshore Leadership Development Institute team will continue research and recommend additional changes based upon the continuous feedback from new hires.
Enhance Sum Total user capabilities to include a fast track approach to Skill Soft training for staff.	Staff will obtain 40 hours of professional development training each year as tracked by user transcripts.	The organizational development center (ODC) has provided great how to's, demo videos, and reports to track the progress on employee's professional development hours. There was an increase in total content time in Percipio (formerly Skillsoft) from 2018 to 2019 by more than 4.5 times from the previous year.

Administration	Outcomes Expected	Status (March 2020)
<p>Analysis of payroll processing through a 3rd party to include w2s, resource allocation, time and effort reporting. (WILM) Includes an internal back up for processing payroll.</p>	<p>Streamlined payroll services; improved efficiencies.</p>	<p>Due to the leadership transition in HR, a 3rd party analysis will not be conducted for payroll processing, W-2,s etc. Instead, a WILM initiative to combine services was investigated and the result was each school was too different to make this a success. Instead, the WILM group is working collaboratively to replace the existing electronic timesheet system with PeopleSoft’s Time and Labor system. The implementation is being rolled out in phases and is set to go live in late Spring 2021. Payroll cross-training within HR and financial services is continuous and a schedule has been put in place for the back up to both learn and execute.</p>
<p>Benefit summary will be evaluated and assessed based upon member utilization; recommendations for outlining market trends for rich package.</p>	<p>Develop a benefit package that meets the individual/family needs of college staff.</p>	<p>The LTC’s health & wellness committee evaluated and assessed the benefits package based in part on market trend information from Mercer the college’s benefit consultant. The committee made recommendations to enhance the employee benefits to highlight why LTC is a great place to work.</p>

Advancement	Outcomes Expected	Status (March 2020)
<p>Optimize sources of contributions</p>	<p>Strengthen fundraising capabilities and track effectiveness.</p>	<p>The IA team has strengthened fundraising capabilities and tracks our effectiveness by maximizing our use of our CRM – Raiser’s Edge. This CRM offers analytics and this live data has helped us understand our database, prospects, donors, and how we are on track for our revenue projections.</p>
<p>Increase the effectiveness of fund usage</p>	<p>Link LTC strategies, priorities and key issues to the Foundations’ mission, capabilities and annual plans.</p>	<p>The Foundation has articulated key strategies and funding priorities. As the year progressed, we found an increased need for student support funds as the pandemic impacted students financially. Fundraising pivoted to adapt to this change and we were successful in driving revenues to the areas of most need.</p>
<p>Sustain the mission of the LTC Foundation</p>	<p>Build pipeline of new members and onboard as needed.</p>	<p>This year, we added four members to the board and are online for one additional board member this June.</p>

Instruction	Outcomes Expected	Status (March 2020)
Implement Fire/EMS Career Pathway for adult and high school students.	Build stronger relationships with consortium partners. Revise curriculum and embed certifications creating multiple entry and exit points. Serve 27 students in either program. Students will earn dual credit and become eligible for industry certification. Adult career pathway will serve 45 students. Provide instruction on site (rural volunteer fire departments) and online to help increase professionals in both careers.	The EMT Part I curriculum was revised to permit an individual that successfully completes this coursework to gain Emergency Medical Responder certification through the Wisconsin Department of Health Services. Additionally, we developed a credit for prior learning plan that allows individuals with a current Wisconsin Emergency Medical Responder certification to gain credit for prior learning for the EMT Part I class and enter at the EMT Part II class point. Furthermore, we embedded the American Heart Association Basic Life Support training and certification testing within the EMT Part I class. So far this fiscal year, 100 students were served with these activities: 22 high school students, 7 fire training students, and 71 traditional EMS students.
Continue Public Safety Scenario City project with initial building construction.	Construction for building projects will have contracts awarded and initial building construction started.	Scenario city construction contracts were awarded and completed. Landscaping still needs to be completed and we are in the process of supplying each building with scenario specific furniture and props.
Implement Nursing high school pathway.	Anticipate participation from 2 high schools in each county and will serve 40 students.	This pathway was implemented in FY2019, offering 5 general education courses required for the nursing program. Registration timing was not optimal, resulting in 9 students served. A Nursing Assistant program pathway was implemented also, offered 3 courses for that credential, resulting in 36 students served.
Increase industry based credentials in Manufacturing IT, Electro Mechanical and CNC Technician.	60 new IBC awarded.	IBCs awarded (more in May): Manufacturing IT: 1 Electro Mechanical: 0 CNC Technician: 24 NEW IBC in Auto Maintenance:83
Continue program credit reduction.	Reduce average associate degree credits to under 63 credits.	The average of LTC's associate degree credits was reduced to 61 credits. (This does not include Individualized Technical Studies or LTC's portion of shared programs.)
Reduce textbook cost to students.	Implement OER in 13 courses.	60 courses transitioned to OER.
Develop strategies to increase online student success	Have a plan in place to implement in 2019-20.	Faculty teaching online courses shared best practices and set EPR goals to develop strategies for implementation.

Instruction	Outcomes Expected	Status (March 2020)
		With the onset of COVID-19 in Spring 2020, all courses able to move online were converted to allow students to continue their education while following CDC guidelines. Online student success will be due to students having to adapt to online delivery method when they did not originally choose it.

Strategy & Outreach	Outcomes Expected	Status (March 2020)
Train staff on using data for decision-making. This will include facilitating two non-instructional areas to develop a scorecard as well as implementing a model to facilitate the instructional areas through the QRP process	2 Non-instructional areas will have scorecards Staff satisfied with the QRP and educational planning process	1 non-instructional area completed a scorecard; all others were planned for development by June but may be delayed due to COVID. Satisfaction of updated QRP and planning process will be completed by end of fiscal year.
Research, plan and implement a prospecting model for grants	1 new plan 5 staff in other departments trained in prospecting Ultimately, more funding to support college goals by strategically selecting the best funding source beyond WTCS grants. However, the first year will be to have the model implemented.	1 Grants Council (15 staff) was established to refine the prospecting processes (implementation of new prospecting model). Short term priorities are being scoped. Long-term priorities (delayed from March 2020) and communication plan (delayed from May 2020), to inform prospecting training have been delayed due to COVID-19.
Participate in benchmark opportunities by using the NCCBP (National Community College Benchmark Project) and CCSSE (Community College Survey of Student Engagement) instruments	Satisfaction of using data for decision-making	Enrollment in NCCBP has not yet occurred. This may be deferred to FY2021 due to resources available due to COVID-19. We did use similar measures for benchmarking from WTCS and WILM consortium. LTC chose to continue to use SSI (Student Satisfaction Survey [Noel Levitz]) as well as measures from WTCS and WILM consortium. Satisfaction will be measured in the Staff Survey FY2021.
Rebuild reports using the new data warehouse in a more user-friendly delivery	Satisfaction of access to data	The Initial FTE and enrollment reports are complete and additional Cognos reports continue to be rebuilt as tables in the warehouse are updated. This is an ongoing, multi-year project for LTC and the WILM consortium triggered by the data warehouse tool no longer being supported.

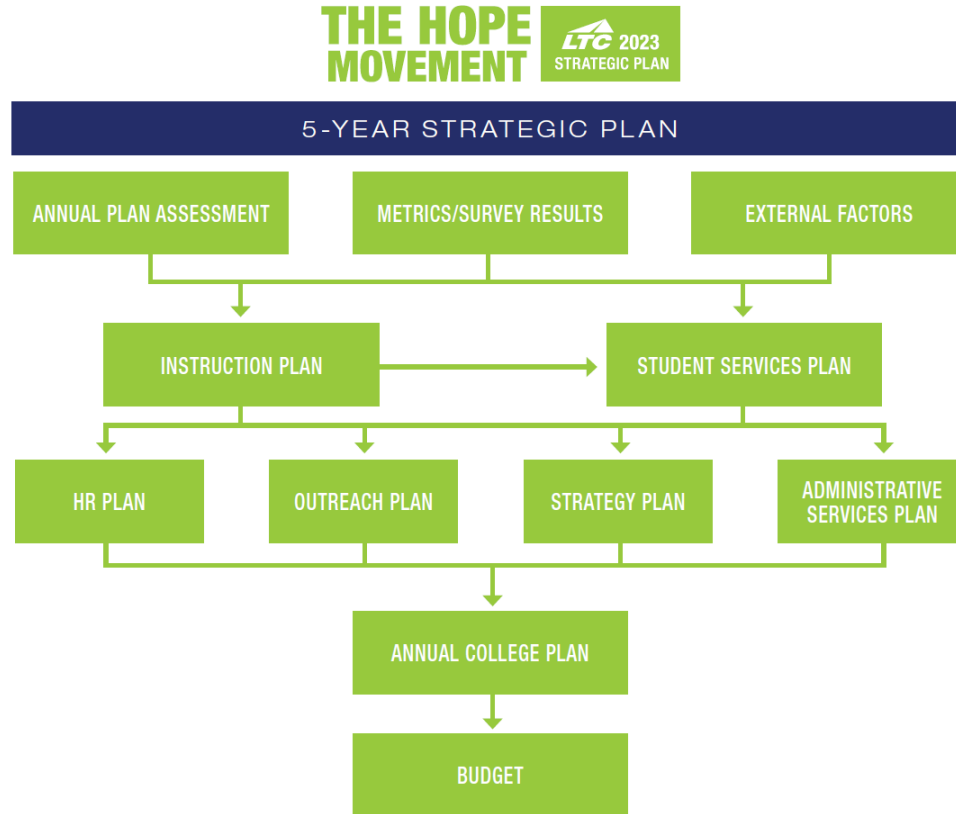
Strategy & Outreach	Outcomes Expected	Status (March 2020)
Deploy new digital marketing strategies to generate enrollment leads (Share the LTC story)	Leads generated	Developed and implemented a new internal marketing structure. Hired 2 new digital marketing staff members. Created an RFP for support from a digital marketing agency. Engaged Carnegie-Dartlett to launch a digital marketing campaign and assist with Search Engine Optimization (SEO).
Create strong, on-going community awareness and interest in new Manitowoc and Sheboygan locations (Share the LTC story)	Enrollments (may be longer-term, e.g. 2020-21)	Held ribbon-cutting events and Open Houses at both campuses. Events were well-attended by community leaders and press coverage was positive.
Leverage the full functionality of the CRM by expanding targeted prospective student communication	Inquiry to applied – establish baseline Increase all transition rates within the enrollment funnel	All prospective student inquiries are housed within the CRM. Applications and admissions communication automated within the CRM. Ready-to-register (program to-do's) are easily accessed by students within the CRM.
Develop a recruitment and engagement plan for high school students participating in College Here and Now	IT Web and Software Developer program admits of high school students	Career Coaches engage with College Here and Now students during high school visits. Program applications encouraged after students complete 9 college credits.
Implement user-friendly class registration process for Community Education	Increased enrollment (aid code 60, 47, 42)	Pursuing potential partnership with other WTCS colleges on an improved online registration platform.

Student Success	Outcomes Expected	Status (March 2020)
Identify process to support course takers.	Retain or transition students into programs.	Incorporated course-taker advising to existing Career Coach position. General Advisors to take a portion of students. Created process of communication.
Continue development of ideal academic advising model.	Increase retention.	Sub-committee of Student Success Redesign team consisting of Student Futures and Enrollment members collaborating on division of labor and new processes. Implementaton of CRM is automating some processes to allow Career Coaches and Advisors to focus on student relationships.
Implement GLHEC's Cohort Catalyst service.	Better manage default rates on federal student loans.	Complete. Initial results show increase in students paying loans.
Create and implement Dual Credit teacher orientation.	Increase overall involvement and enrollment in Dual Credit.	Dual Credit Day (April 17, 2020) cancelled due to COVID; researching use of virtual meetings.

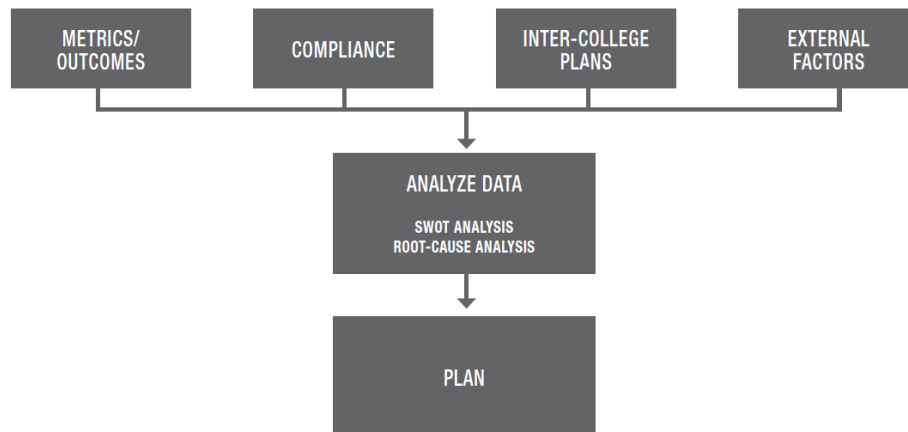
Student Success	Outcomes Expected	Status (March 2020)
Increase the student transition rate from Admitted to Enrolled (continued).	Increase enrollments and FTEs.	Tied to CRM implementation and advisor process changes. Numbers remain flat.
<p>WILM Initiatives:</p> <ol style="list-style-type: none"> 1. Communication Generation and Pop Select 2. Automate Financial Aid SAIG/EdConnect files 3. Student Fluid Self Service Review and Implementation 4. Client Reporting Plan Number Modification 5. Implement FA Health Check Suggestions 6. Implement SF Health Check Suggestions 	<p>Mass assignment of various student notifications/documentation. Automate sending/receiving of files to/from the Dept of Ed. to free up staff time. Optimize student self- service experience online and mobile. Update Client Report to comply with state approved change to plan number field. Gained efficiencies.</p>	<ol style="list-style-type: none"> 1. Complete 2. In progress; continue in FY21 3. Did not start; move to FY21 4. In progress 5. In progress; continue in FY21 6. In progress; continue in FY21

ANNUAL PLAN

The 2020-21 Annual Plan shown on the following pages was developed following the colleges' strategic planning process. Priorities were reviewed and initiatives were developed to achieve the strategies. It is the intent of the college to have cross-functional initiatives versus department-based initiatives. This facilitates transparency and allows for each staff member to be involved with all initiatives. For each of the college divisions, operational initiatives have been identified.



In addition, the college evaluates and assesses programs through a Quality Review Process (QRP). At the beginning of a 4-year QRP cycle, departments and programs are rotated through the assessment of student performance and outcomes that are the basis for making changes to the program curriculum, delivery methods, and other services to improve student success. The measures include but not limited to, graduation rates, related employment rate, retention, course completion rates, and labor market trends. This analysis highlights improvement areas to be used in the annual planning process for activity documentation and review (see College Operations section).












ANNUAL PLAN




Initiatives, Tactics, and Measures of Success

The 2019-20 initiatives are a continuation from the 2018-19 initiatives. As 2018-19 was the first year of the Strategic Plan, it was soon realized the aggressiveness of the plan and it was decided to have the 2018-19 initiatives extend through 2019-20. Although some initiatives were implemented, the metrics are being assessed to ensure that the tactic is achieving the desired results.




As of March 2020






Fuel Success				
Initiatives	Tactics (Projects)	Measures of Success		Comments
		Goal	Projected Year-End Results	
Actively recognize LTC team members' innovation attempts	Division managers create empowerment framework	100% of managers create empowerment framework		2018-19 tactic but Due to staffing resources, this was extended to 2019/20.
Integrate & Accelerate				
Initiatives	Tactics	Measures of Success		Comments
		Goal	Projected Year-End Results	
Improve students' attainment of credentials through credit for prior learning	Promote and leverage credit for prior learning opportunities for students	200 credits awarded for prior learning		2018-19 tactic requiring multiple phases: establish course assessments and promote. YTD, 162 CPL credits have been awarded. The promotion piece (self-serve website for students) is targeted for completion in 2019-20.
Leverage Workforce Solutions offerings to facilitate attendees pursuing an LTC credential	Define a credit for prior learning component to Workforce solutions contracts	80% of contracts identify a component for an attendee to pursue an LTC credential		2018-19 tactic, requiring multiple phases (define current course competencies and document on student record for promoting future credential opportunities.) YTD 95% of contract training topics lead to industry credentials or LTC pathway.
Improve alignment of community education offerings with career pathways	Document and distribute pathways in a clear and concise method	Promotional materials (including LTC website) are available for all pathways		2019-20 tactic, in the planning stage.

Raise Attainment				
Initiatives	Tactics	Measures of Success		Comments
		Goal	Projected Year-End Results	
Partner and work with district high schools in district to ensure offering of dual credits	Promote availability of LTC dual enrollment offerings to students and parents	Dual enrollments increase by 100 students (1424 students in 2017-18)		2018-19 tactic but didn't reach goal (1,094 dual enrollment students in 2018-19). The college is experiencing fewer high school contracts perceived to be the cost of instruction to the high school.
Identify, recognize, and validate students' skills, knowledge, accomplishments, and competencies	Develop digital badges and a process to award the badges	5 digital badges are implemented		2018-19 tactic - research and planning was done, but the actual platform implementation was rolled over to 2019-20.
Offer associate degree program to be attained while student is in high school	Provide courses to students through College Here and Now at Sheboygan North and South High Schools for the IT-Web Software and Developer Associate Degree program	20 high school students admitted to the IT-Web Software and Developer Associate Degree program		2019-20 tactic Initial enrollment at Sheboygan North of 57 students and Sheboygan South of 49 students. Have begun discussions with Kiel High School for CH&N launch in Fall 2020.
Provide financial aid to students who do not have a high school diploma or equivalency	Devise and implement systems and processes to facilitate students without a high school diploma or equivalency to receive financial aid.	2 students qualify for financial aid due to the ability to benefit provision of Title IV of HEA		2019-20 tactic Procedure was developed in fall 2019 and implemented in spring 2020. All appropriate stakeholders were trained. 6 students are engaged in concurrent coursework with 2 on track to complete 6 credits and become FA eligible for summer 2020 term. Waiting for marketing tools and brand.
Streamline recruitment through advising process to improve the applicant and student experience	Review and analyze admissions recruitment thorough advising procedures to identify areas to improve accuracy, effectiveness and/or efficiency and then redesign those processes to realize the	Increase conversion rate from applied to enrolled by 2 percent		2019-20 tactic Documented the student experience from inquiry through graduation to identify gaps. Implementation of CRM created opportunities to move program student checklist (To Dos) into CRM which are now more automated.

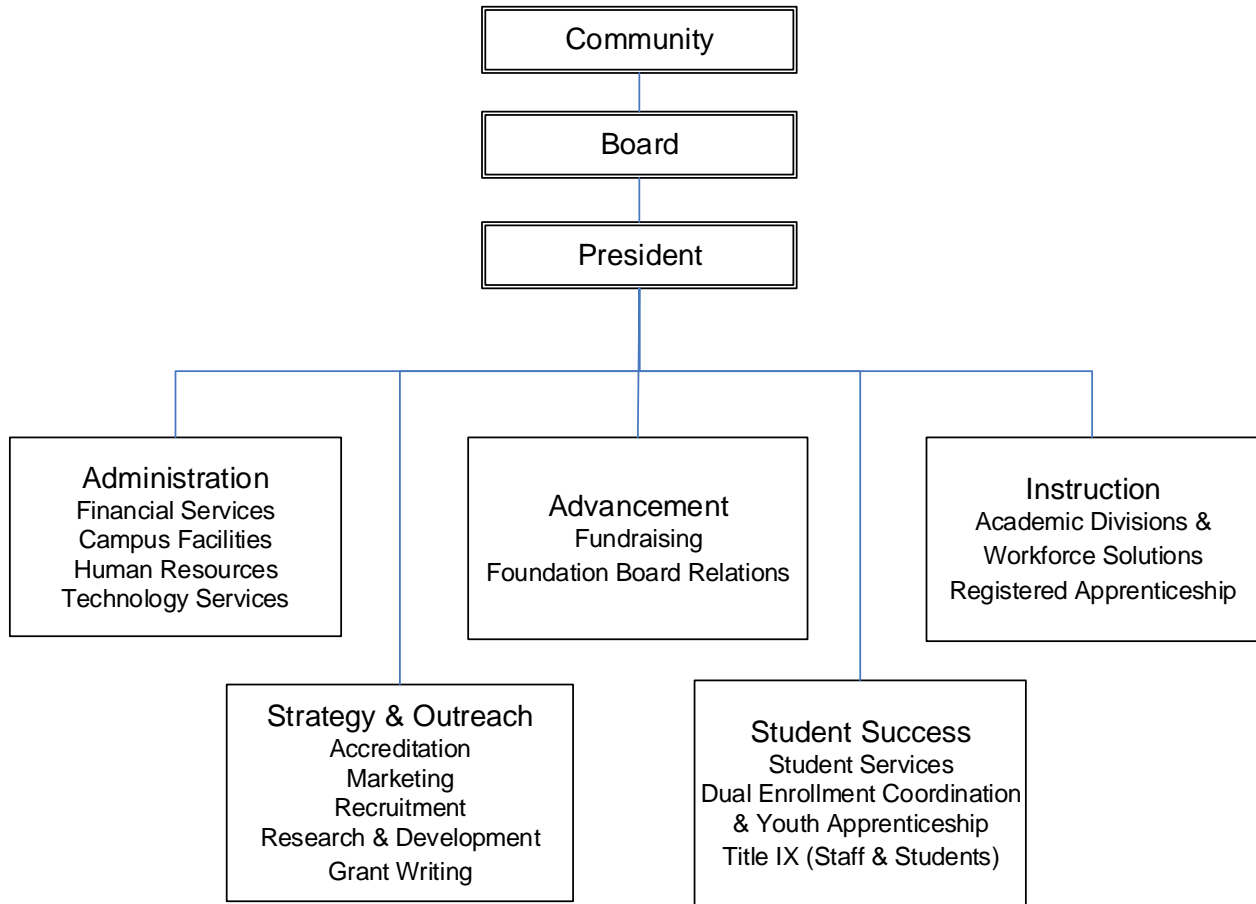
	improvements for the applicants and students.			
Consistent experience for high school and LTC students for dual-credit course work	Integrate LTC faculty with high school teachers for consistent delivery	100% of LTC faculty supporting dual credit classes connect with high school teachers		2019-20 tactic 100% of high school instructors connected with LTC faculty in 2019-20 to ensure curriculum and assessments are consistent. A plan is in place to continue connectivity and consistency.
Increase dual enrollment students	Expand dual credit course options at high schools	10 new articulation agreements for 2020-21		2019-20 tactic Modification of transcribed credit registration process should impact overall registrations to the positive. Implementation of College Here and Now connected LTC faculty with high school teachers.
Increase funding strategies for college and student needs	Expand funding support to students and college activities through LTC Foundation	3 percent growth in funding from LTC Foundation		2019-20 tactic Growth in gift revenues continues to be an overall goal. LTC Foundation had its best third quarter results in three years. However, the Impact of the sudden pandemic and resulting recession are unknown. It is very likely that gift revenues will drop as incomes drop.

Diversity Our Portfolio

Initiatives	Tactics	Measures of Success		Comments
		Goal	Projected Year-End Results	
Investigate new non-traditional instruction venues	Define processes and procedures to support Competency Based Training and pilot the offering of courses	2 courses to offer Competency Based Training		2018-19 tactic but extended to 2019-20. The new delivery method for CBE requires complex system changes in instruction and support systems. In 2019/20, the model will be finalized as well as seeking accreditation approval for delivery.
	Define processes and procedures to support dual delivery of courses and pilot the offering of courses	50 courses offered in a dual delivery mode		2018-19 tactic extended to 2019-20. As of 4/10/2020, 2019-20 has Hybrid = 45 Flex Lab = 10 Blended = 106
	Pilot non-traditional delivery for Workforce Solutions instruction	Non-traditional model(s) is created; 10 courses delivered in a non-traditional format		2018-19 tactic extended to 2019-20. New deliveries thus far includes: on-demand video-based learning (hosted on You-Tube, & e-learning modules utilizing video and assessment (LMS)

Be Analytical				
Initiatives	Tactics	Measures of Success		Comments
		Goal	Projected Year-End Results	
Develop a culture of data-driven decisions	Staff trained on data, key metric definitions, and how to use data for decision - making	25% of staff complete internal professional development opportunity		2018-19 tactic extended to 2019-20. Plan to deliver staff training is expected to be finalized by June 30, 2020. This is reliant on another team for defining data points.
Improve data-driven decision making	Document and communicate decisions including the data being used to make the decision	Decisions are documented with the supporting data		2019-20 tactic. Created and piloting meeting minute template to document decisions and the data to support those decisions; facilitating teams to document decisions and data through the PDSA process.
Share the LTC Story				
Initiatives	Tactics	Measures of Success		Comments
		Goal	Projected Year-End Results	
Expand lead generation of students	Involve all staff to generate student leads	25 percent of staff submit a prospective student lead		2019-20 tactic Employees were notified about this plan in fall, via Inside LTC and Fall update. A staff referral form was created & is accessible to employees.
Promote LTC using new strategies	Share the LTC story through new lead activities and interactions	5 new strategies are utilized to share the LTC story		2019-20 tactic Marketing roles & responsibilities were revamped to shift primary focus to digital marketing channels. A Digital Marketing agency was hired to assist in deploying a variety of new digital communication strategies.
Embrace diversity	Educate staff on existing student populations and how to integrate diversity into planning	50 percent of staff attend diversity activity		2019-20 tactic The College Equal Education Opportunity/Affirmative Action Plan was presented to all employees at the Quarterly update and at Team Development Day. The committee & activities are ongoing.

COLLEGE OPERATIONS



Office of the President

The Office of the President provides overall leadership to the college and support for the Lakeshore Technical College Board.

The 2020-21 budget and staffing chart below shows the financial and staff resources budgeted for the Office of the President. Included in the General Institutional Admin budget for the Office of the President is \$200,000 that has been set aside for Strategic Initiatives.

Office of the President	2017-18 Actuals	2018-19 Actuals	2019-20 Budget	2020-21 Budget
Operating Budget				
District Board	44,504	51,473	52,487	54,083
President Director's Office	378,805	442,654	409,809	438,007
General Institutional Admin.	78,923	89,079	211,670	254,652
Total	502,232	583,206	673,966	746,742
Equipment	0	0	0	0
Staff	2.50	3.00	2.00	2.00

Administration

Administration supports the entire college through the areas of Campus Facilities, Financial Services, Human Resources, and Technology.

Campus Facilities is responsible for the maintenance of building and grounds, shipping and receiving functions, as well as long range facility planning and utility management. They also manage the college's cleaning contract and campus safety.

Financial Services includes accounting, budgeting, auditing, debt management, fixed asset tracking and monitoring, and procurement. Additionally it provides contract management, risk management, records retention coordination, resource development and management for bookstore and food service contracted services.

Human Resources and Talent Development provides services that include staff recruitment, employee welcome and onboarding, compensation and benefit programs, employee handbook, payroll and LTC team relations. Also responsible for organizational development, performance management, staff recognition, affirmative action, Title IX (staff), and faculty quality assurance. In addition, provides oversight of the college wellness programs.

Technology provides instructional and administrative technology support, networking and systems administration, programming, help desk services, technology security and management of the copy center/mailroom contracted services.

The budget and staffing chart below shows the financial and staff resources budgeted for Administrative Services. Equipment includes capital projects such as additions and remodeling for the college and Technology and ITV equipment that supports the instructional and non-instructional computing and presentation needs of the College.

Administration	2017-18 Actuals	2018-19 Actuals	2019-20 Budget	2020-21 Budget
Operating Budget				
Audio Visual Services	333,031	267,768	311,452	338,576
Instructional Data Processing	426,808	635,427	685,723	706,510
IT Administration	382,673	361,722	354,155	194,896
Curriculum_Faculty Development	2,666	87,478	78,469	97,388
Retirees - Instructional	78,304	72,047	133,380	189,000
Professional Growth Fund	20,989	21,828	50,000	40,000
Health Services	87,728	86,519	93,292	94,840
Human Resources	730,639	668,973	678,057	686,859
Staff Development	187,539	186,927	209,230	104,674
Retirees Non-Inst	316,348	338,133	300,693	190,693
Administrative Financial Services	660,557	618,132	643,637	633,466
Mailroom	185,382	173,786	115,340	85,840
Telecommunications charges	79,974	76,124	104,960	114,761
General Institutional	274,930	267,867	339,100	337,325
Leased Facilities	198,575	212,413	238,750	114,534
Physical Plant	1,923,316	2,095,917	2,316,251	2,314,431
Total	5,889,457	6,171,061	6,652,489	6,243,793
Equipment	3,356,076	1,048,164	1,834,253	1,665,317
Staff	43.10	40.98	48.72	34.45

Below are the 2020-21 operational initiatives for Administration.

Administration	Outcomes Expected
Continue exploration to leverage existing functionality within ERP and associated applications.	Improve efficiencies; save staff time and save money rather than having multiple softwares.
Find a solution to staff concerns, as reported, on the Support Survey regarding the use of multiple internal finance forms.	Improve internal customer experience and reduce college staff time (Finance staff time needed would not reduce). Staff satisfaction survey results would improve
Continue to design and begin implementing a holistic student services experience	Create a holistic student experience
Explore opportunities to create a virtual experience for some components of the employee orientation and onboarding process.	The new employee orientation process will be reduced from its current 2 day process down to 1-1/2 days to allow the new employee to start work in their respective area more quickly.
Continue the implementation of the new Time & Labor system through Peoplesoft and rollout the training to employees on how to use the new system.	The new Time & Labor system should decrease the cost of paying to update an outdated system (current electronic timesheet system).
Rollout new recruitment tool which streamlines the current in-house job posting/application platform.	Decrease the time it takes to post employment opportunities by 50%.
Research the possibility of offering a health savings account and/or becoming fully funded for health insurance.	Reduce anticipated cost of health insurance.

Advancement

Advancement oversees corporate and foundation relations, major gifts and gift planning, endowment, capital campaigns, fundraising strategies and alumni and constituent relations efforts, stewardship, and advancement services.

The 2020-21 budget and staffing chart shown below provides the financial and staff resources allocated to support Advancement.

Advancement	2017-18 Actuals	2018-19 Actuals	2019-20 Budget	2020-21 Budget
Operating Budget Advancement	153,264	146,995	155,882	224,189
Total	153,264	146,995	155,882	224,189
Equipment	0	0	0	0
Staff	1.00	1.00	1.00	1.50

Below are the 2020-21 operational initiatives for Advancement.

Advancement	Outcomes Expected
Increase the amount of private support coming to LTC through the LTC Foundation	Increase private contributions by 3% year over year
Increase number of philanthropists in LTC District including business owners and decisions makers.	Increase use of the database and number of names including: alumni, workshop attendees, students, community advocates and philanthropists in the LTC data base for prospect management

Instruction

Instruction provides students training through associate degree programs, technical diploma programs, industry related certifications, registered apprenticeships, professional development seminars, and contract training. This is administered through six instructional divisions: 1) Advanced Manufacturing, Agriculture, and Auto, 2) Business & Technology, 3) Pre-College and General Education, 4) Health and Human Services, 5) Public Safety & Energy, and 6) Workforce Solutions. Below is additional information on each instructional division and its financial and staff resources included in the 2020-21 budget.

The **Advanced Manufacturing, Agriculture, and Auto** division provides educational programming in agribusiness science and technology, auto maintenance, auto collision and repair, dairy herd management, electro-mechanical and mechanical design engineering technology, mechanical drafting, CNC (computer numeric controlled) machining technology, mechanical maintenance, horticulture, and welding and fabrication.

Advanced Manufacturing, Agriculture, and Auto	2017-18 Actuals	2018-19 Actuals	2019-20 Budget	2019-20 Budget
Operating Budget				
Agricultural Administration	4,900	40,238	77,655	46,439
Horticultural	194,229	179,918	190,786	171,986
Agriculture Division	13,964	18,066	6,912	6,912
Agri-Business	155,157	162,178	153,411	93,416
Animal Husbandry	93,987	98,314	99,440	98,205
Industrial Administration	474,357	207,653	211,930	198,468
Industrial Admin - Other	4,889	0	5,760	5,760
Industrial Other Earnings	172,609	166,604	162,446	164,248
Automobile - Mechanical	241,766	319,560	469,937	402,192
Auto Body - Chassis and Finish	233,403	283,593	295,007	305,790
Machine Shop	297,416	448,208	640,113	419,192
Welding	589,446	554,292	581,384	513,390
Welding Seminars	85,634	0	76,600	81,600
Industrial Safety	1,099	0	0	0
Metal Fabrication	89,690	0	0	49,629
Industrial Equipment Mechanic	75,602	91,113	119,699	112,574
Technical Administration	55,656	56,438	57,307	115,621
Technical Other Earnings	100,945	88,833	120,820	120,820
Mechanical Technology	248,708	250,889	254,206	247,890
Electromechanical Technology	472,487	562,862	572,293	657,691
Mobile Manufacturing Lab	6,005	6,567	6,500	6,500
Total	3,611,947	3,535,326	4,102,207	3,818,323
Equipment	380,862	660,521	715,500	734,615
Staff	35.63	31.21	35.53	34.57

The **Business & Technology** division provides quality and accessible learning opportunities in accounting, business, manufacturing management, administrative professional, human resource administration, graphic and web design, information technology, supply chain and quality, hotel and hospitality, culinary, marketing, court reporting/broadcast captioning and paralegal. Also offers certificates in Six Sigma, sales and marketing, web design and other business-related areas.

Business & Technology	2017-18 Actuals	2018-19 Actuals	2019-20 Budget	2020-21 Budget
Operating Budget				
Business Administration	321,745	313,286	392,526	417,982
Accounting	203,495	169,575	175,389	205,054
Bus and Tech Other Earnings	364,006	424,697	381,584	380,194
Business Management	115,123	88,776	80,492	82,478
Computer Software	82,296	89,634	92,001	53,458
Marketing Prgm	66,988	88,121	750	72,174
Related Business	93,328	86,082	76,974	65,237
Office Systems_Technology	246,085	187,385	184,304	148,213
Hotel and Hospitality	74,309	78,845	79,936	83,032
Paralegal	116,352	122,488	124,570	114,520
Human Resources Prgm	94,166	87,088	94,236	85,471
IT_Network Specialist	383,356	229,847	284,446	284,674
IT_Web Develop and Design Spec	122,175	137,289	173,470	239,314
IT_Computer Support Specialist	73,301	56,292	89,641	85,481
Court Reporting	239,156	235,963	241,373	242,599
Logistics and Materials Mgmt	77,355	109,546	113,142	116,721
Graphic Arts	174,932	159,704	154,711	113,782
Culinary Arts	402,768	455,758	401,993	261,598
Quality Other Earnings	0	0	5,745	0
Industrial Manufacturing Tech	212,207	103,803	105,393	108,034
Manufacturing IT	0	172,311	0	0
Total	3,463,143	3,396,491	3,252,676	3,160,017
Equipment	15,168	37,433	356,000	56,590
Staff	28.70	29.30	27.70	25.70

The **General and Pre-College Education** division provides culturally diverse population classes in communication, behavioral science, social science, mathematics, and science that help to develop communication, interaction, and problem-solving skills necessary to deal successfully with ideas, people and processes. 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 campuses.

General and Pre-College Education	2017-18 Actuals	2018-19 Actuals	2019-20 Budget	2020-21 Budget
Operating Budget				
General Education Admin	1,557,612	1,520,367	1,692,015	1,657,933
Communications Skills	355,401	366,582	375,907	388,614
General Educ Other Earnings	214,167	171,554	162,926	154,331
Mathematics	135,418	169,116	204,316	210,377
Natural Science	302,564	334,511	329,227	379,255
Social Science	372,770	363,869	400,002	413,736
Gen College_Comm Skills	(4,291)	35,357	35,826	36,659
Gen College Mathematics	36,843	68,607	71,475	72,690
Gen College: Reading	101,295	87,634	89,559	95,614
Total	3,071,779	3,117,598	3,361,251	3,409,209
Equipment	9,995	19,990	0	20,000
Staff	29.34	33.60	30.49	29.31

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, registered nursing, practical nursing, nursing assistant, ophthalmic medical assisting, pharmacy services, radiography, and certificates in related areas. Also provides oversight to the Lakeshore Community Dental Clinic and the LTC Child Care Center.

Health and Human Services	2017-18 Actuals	2018-19 Actuals	2019-20 Budget	2020-21 Budget
Operating Budget				
Home Economics Division	4,907	1,539	4,868	4,868
Early Childhood Education	100,422	168,271	173,463	168,576
Service and Health Occup Admin	470,776	492,934	527,236	488,736
Medical Terminology	56,667	65,039	68,976	106,611
Dental	109,686	114,482	111,203	111,532
Medical Assistant	345,342	212,654	225,639	191,570
Health Unit Coordination	95,058	102,705	109,528	110,415
Health and Human Svcs Div	163,468	125,991	144,813	135,542
Optometrics	96,827	119,388	200,490	114,021
Radiologic Technology	206,975	207,967	211,082	219,803
Medical Coding	95,919	104,925	115,899	103,528
Health Information Management	107,050	116,586	116,312	117,625
Pharmacy	213,139	220,265	111,874	110,045
Nursing	1,335,755	1,327,657	1,193,104	1,029,524
Practical Nursing	0	101,922	101,424	161,082
Nursing Assistant Program	135,853	197,176	179,703	218,517
Total	3,537,846	3,679,501	3,595,614	3,391,995
Equipment	39,725	159,968	88,000	133,535
Staff	36.13	35.47	35.25	34.45

The **Public Safety & Energy** division provides programs, courses, and services related to nuclear technology, wind energy, safety, security, emergency response, emergency management, and Homeland Security. Also offers certificates in Construction Trades, Radiation Safety, and Wind Tower Climber. The division also provides oversight to Campus Security.

Public Safety & Energy	2017-18 Actuals	2018-19 Actuals	2019-20 Budget	2020-21 Budget
Operating Budget				
Renew Enrgy Administration	174,144	35,703	0	0
Energy Other Earnings	44,908	1,050	0	3,943
Ind Health and Safety Tech Cert	216	75	2,400	1,900
Renew Enrgy Tech - Electricity	106,089	107,004	107,799	156,705
Public Safety Administration	391,201	376,543	410,790	425,285
Fire Technology	32,872	160,127	194,051	46,719
Public Safety Seminar_Contract	336,010	279,188	392,540	291,366
Public Safety Division	145,733	112,253	136,838	159,668
Police Science Technology	389,196	376,262	391,494	284,238
Hazardous Materials	167,817	182,789	173,947	177,875
Emergency Medical Service	185,183	200,038	297,223	310,180
Intergovernmental Services	10,987	14,435	14,678	0
HVAC		0		155,492
HVAC Other Earnings		0		2,253
Nuclear Technology	152,219	112,415	113,515	192,257

Public Safety & Energy	2017-18 Actuals	2018-19 Actuals	2019-20 Budget	2020-21 Budget
Nuclear Other Earnings	11,073	17,592	11,232	11,232
Motorcycle Other Earnings	32,541	43,332	32,362	32,362
Safety	28,909	19,953	18,939	18,939
Grp Dynamics_Traffic Safety	1,331	683	790	790
Crisis Leadership Team	1,416	3,209	3,450	2,800
Police and Security Services	81,815	75,757	48,839	45,339
Total	2,293,661	2,118,408	2,350,888	2,319,343
Equipment	83,555	120,719	397,988	491,203
Staff	14.13	13.28	15.44	13.44

The **Workforce Solutions** division has oversight of the registered apprenticeship programs and serves business and industry through seminar offerings, contract training, technical assistance, and assessment services. Workforce Solutions also coordinates community education offerings.

Workforce Solutions	2017-18 Actuals	2018-19 Actuals	2019-20 Budget	2020-21 Budget
Operating Budget				
Apprenticeship Coordination	115,512	139,296	129,301	146,922
Manuf Other Earnings	19,080	64,062	47,610	47,610
Carpentry	2,507	2,295	2,000	2,000
Electricity	99,247	90,985	102,442	104,843
Machine Shop Adult	59,926	62,243	60,915	109,955
Indust Manuf Tech Apprentice	118	15	700	700
Millwright	85,144	86,510	88,806	90,862
Sheet Metal	27,429	30,784	32,629	32,770
Tool and Die Making	174	1,000	1,200	0
Mechatronics Tech Apprenticeship	0	460	2,700	57,606
Ag-Outreach	1,235	1,319	1,292	1,292
Agriculture - Nonaidable	545	71	0	0
Bus & Tech-Outreach	6,176	3,844	6,414	6,414
Bus & Technology-Nonaidable	142	0	149	149
Home Ec-Outreach	1,652	1,065	1,630	1,630
Home Economics-Nonaidable	450	1,279	471	471
Industrial-Outreach	1,040	1,130	1,088	1,088
Industrial-Nonaidable	284	284	0	0
H&HS Outreach	0	188	0	0
Industrial-Outreach	151	0	0	0
Adult Continuing Education Adm	35,301	95,558	106,955	37,868
Agriculture Seminars_Contracts	57,171	107,924	65,000	177,000
Bus and Mktg Seminars_Contracts	196,374	126,221	208,927	195,927
Graphics Seminars_Contracts	3,002	6,093	3,000	4,000
Home Ec Seminars_Contracts	1,377	4,583	17,500	8,150
Industrial Seminars_Contracts	59,016	69,610	107,044	72,044
Technical Seminars_Contracts	55,968	39,317	72,737	45,737
General Educ Seminars_Contract	267,297	127,081	325,745	216,735
Tech Assistance-Business	126,790	129,832	132,780	43,597
Tech Assistance- Industrial	236,120	246,056	221,093	82,624
Tech Assistance-Svc and Health	6,587	709	36,000	238
Tech Assistance-Technical	23	1,892	0	635

Workforce Solutions	2017-18 Actuals	2018-19 Actuals	2019-20 Budget	2020-21 Budget
Tech Assistance-Television	1,647	1,581	0	531
Tech Assistance-General Educ	36	36	0	12
Economic Development	607,278	457,470	508,739	531,998
Total	2,074,801	1,900,794	2,284,867	2,021,408
Equipment	0	0	0	5,695
Staff	17.29	13.48	12.18	16.21

Academic Administration provides leadership and support of the instructional divisions.

Academic Administration	2017-18 Actuals	2018-19 Actuals	2019-20 Budget	2020-21 Budget
Operating Budget				
Instructional Services Admin	467,482	426,871	390,855	415,363
Institutional Effectiveness Ad	2,266	0	1,802	0
Curr Dev Alternative Delivery	222,548	20,000	0	0
Total	692,296	446,871	392,657	415,363
Equipment	105,899	28,400	38,400	8,400
Staff	6.00	6.95	4.00	4.00

Below are the operational initiatives for Instruction.

Instruction	Outcomes Expected
Lower student cost to increase student financial health	Lower student cost by converting textbooks to OER materials.
Create Programming to Meet Employer Needs	Create New Programs to Meet Employer Needs (HVACR, Construction Tech and Embedded Construction Certificate)
Industry needs online options and video based learning from Workforce Solutions Training	Increase Diversity in Workforce Solutions and Seminar Offerings
Increase Flexibility in Programming	Offer GED online, CBE, increase CPL Test Out offerings
Lower cost to potential students to increase ability to further education	Promote Ability to Benefit Financial Aid for GED/HSED Students
Increase shared agreements and transfer options	Increase Collaboration across WTCS and 4-Year Partners
Increase enrollments of high school students	Expand High School Offerings with College Here and Now and New Dual Credit Pathways
Improve course completion success rates.	18 programs identified course completions improvements, including modified curriculum, diversified delivery, and increased student support and referrals

Strategy & Outreach

Strategy provides oversight of the research and planning functions that include annual and strategic planning and monitoring, data reporting, data governance, college accreditation, program and service evaluation, environmental scanning, labor market research, external and internal surveys, research studies, improvement and innovation, and project management. In addition, Strategy is responsible for resource development related to federal and state grant writing and ad hoc projects as needed.

The Outreach team works to advance the college mission and strategic goals through marketing strategies, including advertising/promotion, college website and social media; through recruitment strategies, including high school visits, community presentations, campus tours, college events and assisting new students with the admissions process; and scholarship administration.

The 2020-21 budget and staffing chart shown below provides the financial and staff resources allocated to support Strategy & Outreach.

Strategy & Outreach	2017-18 Actuals	2018-19 Actuals	2019-20 Budget	2020-21 Budget
Operating Budget				
Projects and Grants Administration	165,424	193,270	187,772	208,928
Institutional Research	369,902	446,514	533,311	547,105
WILM	459,228	338,889	430,475	601,243
Student Recruitment	397,333	453,528	535,711	495,555
Enrollment Management	463,818	464,878	420,588	418,233
Marketing	286,337	346,217	330,380	335,055
College Relations	15,793	22,382	25,485	7,795
Total	2,157,835	2,265,678	2,463,721	2,613,914
Equipment	1,153	105,529	308,000	185,000
Staff	20.15	20.12	32.09	33.09

Below are the 2020-21 operational initiatives for Strategy & Outreach.

Strategy & Outreach	Outcomes Expected
Promote clarity of data requests, including timetable and use of results, to improve the quality of the response.	Increase the quality and timeliness of assistance to the college by increasing timely service satisfaction from 66.07% Agree (or above) to 80%.
Increase assistance through self-service, direct assistance, or redirection to another person.	Increase assistance from 74.14% to 100%.
Improve process for aligning goals and initiatives with appropriate measures to college strategic plan, guided pathways, and HLC accreditation core components.	Standardize tools for collecting and disseminating data including use of planning and accreditation software.
Identify and incorporate key benchmarks for use in annual planning to improve understanding of institutional gaps.	FY2022 planning contains evidence of use of key benchmarks.
Continue rebuilding reports using the new data warehouse in a more user-friendly delivery	Satisfaction of access to data.
Expand digital marketing strategies to generate new adult student leads.	Increase new student applications by 4%.

Strategy & Outreach	Outcomes Expected
Expand communication content library within the CRM.	Increase applied to enrolled transition rate by 2%.
Upgrade college website to be more user-friendly and drive lead generation.	Capture 300 new student leads.

Student Success

Student Success provides comprehensive resources essential to the educational mission. Student Success is a division of *services* and *support resources* to enhance student success.

Student Services includes services to guide students from the point of enrollment through graduation. Academic advisement/enrollment, registration, student records, student billing, and financial aid are major areas of Student Services.

Student Support Resources 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: personal counseling, multicultural and diversity services, accommodation services for students with disabilities, TRiO, library services, academic skills support, career placement, financial coaching and student activities.

Additional programming within Student Success include Dual Credit, a means for high school students to take college courses while earning high school credit. Start College Now, College Here and Now, Transcribed Credit, Advanced Standing, LTC Career Certificates, and Youth Apprenticeship are the primary Dual Credit programs.

The 2020-21 budget that follows supports Student Services goals and the services provided.

Student Success	2017-18 Actuals	2018-19 Actuals	2019-20 Budget	2020-21 Budget
Operating Budget				
Lakeland Relations	0	64,224	1,500	1,500
International Education	3,655	1,232	0	0
Library Learning Resource Ctr	231,561	226,470	263,706	254,284
Admissions	170,202	135,535	140,834	142,600
Registration	159,416	171,033	195,393	219,513
Student Services Records	251,518	250,222	249,578	287,174
Student Financials	267,668	257,974	243,838	251,715
Recruitment	75,198	77,663	102,083	128,332
Placement	1,276	971	1,596	3,496
Youth Apprenticeship	191,242	203,896	281,588	291,002
Guidance Counseling	393,717	460,809	580,512	638,531
Vocational Assessment	207,674	191,158	200,165	205,545
Counseling	59,370	0	0	0
Student Support Activities	902,683	902,209	831,232	1,321,741
Student Activities	0	0	0	138,000
Student Development	174,396	164,563	275,201	148,769
Financial Aids and Veterans Affair	289,676	299,998	328,559	333,113
GI Supplemental Payments	113,430	99,919	125,000	125,000
Other Student Services	78,586	80,813	84,361	19,614
Interpreter Services	0	525	5,000	10,450
Student Services Division Exp	5,167	6,748	5,850	5,850
Student Services Administration	331,054	231,713	233,132	248,479

Student Success	2017-18 Actuals	2018-19 Actuals	2019-20 Budget	2020-21 Budget
Diversity	6,953	3,392	9,300	5,420
Instructional Services	35,487	21,943	23,230	23,342
Telecommunications	22,892	25,591	28,101	1,896
Achieving the Dream	96,383	8,000	0	8,000
Total	4,069,204	3,886,600	4,209,757	4,813,367
Equipment	3,878	3,788	0	0
Staff	49.24	50.24	48.59	48.59

Below are the 2020-21 operational initiatives for Student Services.

Student Success	Outcomes Expected
Refine and implement student services functions/processes to support the expansion of Competency Based Education.	Investigate technology interventions and/or process modifications, enhancing student services functions related to CBE by May 2021.
Continue implementation of student success redesign.	Increase student semester-to-semester retention by 3% .
Increase student success outcomes for part-time students.	By May 31, 2021, increase 2 nd yr retention rates of all part-time program students by 5%.
Increase student success outcomes for part-time students.	By May 31, 2021, increase 2-yr Retention rate of non-white populations by 3%

Program Offerings

Lakeshore Technical College offers 37 associate of applied science degree programs; 14 technical diploma programs; 41 district certificate programs; 20 embedded technical diploma programs; 18 embedded pathway certificate programs; and 13 apprenticeship programs.

Advanced Manufacturing, Agriculture, and Transportation

10-006-2	Agribusiness Science & Technology	Associate Degree in Applied Science
10-462-2	Electro-Mechanical Maintenance Technician	Associate Degree in Applied Science
10-606-1	Mechanical Design Technology	Associate Degree in Applied Science
10-620-1	Electro-Mechanical Automation Technology	Associate Degree in Applied Science
19-001-3	Greenhouse & Nursery	LTC District Certificate *NEW*
19-006-5	Dairy Worker Training	LTC District Certificate
19-006-7	Ag Ed Plus	LTC District Certificate
19-006-8	Ag Ed Plus – Production	LTC District Certificate
19-006-9	Ag Ed Plus – Management	LTC District Certificate
19-404-2	Automotive Mechanical Certificate	LTC District Certificate
19-404-3	Automotive Electrical Certificate	LTC District Certificate
19-405-2	Automotive Refinishing Certificate	LTC District Certificate *NEW*
19-442-3	Advanced Pipe Welding	LTC District Certificate
19-457-2	Certified Welding Inspector (DWI) Prep Certificate	LTC District Certificate
19-457-3	Robotic Weld Technician Certificate	LTC District Certificate
19-457-4	Advanced Fabrication Certificate	LTC District Certificate
19-620-1	Industrial Technician – Automation	LTC District Certificate
31-001-1	Horticulture Technician	Embedded Technical Diploma
31-006-2	Agriculture Technician	Embedded Technical Diploma
31-091-1	Dairy Herd Management	Technical Diploma
31-404-3	Automotive Maintenance Technician	Technical Diploma
31-405-1	Auto Collision Repair & Refinish Technician	Embedded Technical Diploma
31-420-1	Machine Tool Operation	Embedded Technical Diploma
31-442-1	Welding	Embedded Technical Diploma
31-462-2	Maintenance Mechanic	Embedded Technical Diploma
31-606-1	Mechanical Computer Aided Drafting	Embedded Technical Diploma
32-444-1	CNC Technician	Technical Diploma
32-457-1	Welding Fabrication Technician	Technical Diploma
61-001-4	Horticulture Basics	Embedded Pathway Certificate
61-006-1	Agribusiness Crops and Soils - Basic	Embedded Pathway Certificate
61-006-2	Agribusiness/Financial Basic	Embedded Pathway Certificate
61-006-3	Agribusiness/Livestock Basic	Embedded Pathway Certificate
61-420-1	Intro to Machine Tool	Embedded Pathway Certificate
61-442-2	Intro to Industrial Welding	Embedded Pathway Certificate
61-462-2	Intro to Maintenance Mechanic	Embedded Pathway Certificate
61-620-1	Intro to Electro Mechanical Technology	Embedded Pathway Certificate

Apprenticeship		
10-499-5	Technical Studies-Journeyworker	Associate Degree in Applied Science
50-307-1	Child Care Development Specialist Apprentice	Apprentice Certificate
50-410-1	Carpentry Apprentice	Apprentice Certificate
50-413-1	Industrial Electrician	Apprentice Certificate
50-420-2	Machinist Apprentice	Apprentice Certificate
50-420-9	Industrial Manufacturing Technician Apprentice	Apprentice Certificate
50-423-1	Maintenance Mechanic/Millwright Apprentice	Apprentice Certificate
50-427-5	Plumbing Apprentice	Apprentice Certificate
50-432-1	Sheet Metal Apprentice	Apprentice Certificate
50-432-2	Sheet Metal-Industrial	Apprentice Certificate
50-439-3	Tool and Die Apprentice	Apprentice Certificate
50-457-2	Metal Fabrication	Apprentice Certificate
50-464-1	Maintenance Technician Apprentice	Apprentice Certificate
50-620-1	Mechatronics Technician Apprenticeship	Apprentice Certificate
Business and Technology		
10-101-1	Accounting	Associate Degree in Applied Science
10-102-3	Business Management	Associate Degree in Applied Science
10-104-3	Marketing	Associate Degree in Applied Science
10-106-6	Administrative Professional	Associate Degree in Applied Science
10-109-2	Hospitality Management	Associate Degree in Applied Science
10-110-1	Paralegal	Associate Degree in Applied Science
10-116-1	Human Resource Administration	Associate Degree in Applied Science
10-150-2	IT-Network Specialist	Associate Degree in Applied Science
10-152-7	IT-Web and Software Developer	Associate Degree in Applied Science
10-154-3	IT-Computer Support Specialist	Associate Degree in Applied Science
10-170-1	Broadcast Captioning	Associate Degree in Applied Science
10-170-2	Court Reporting	Associate Degree in Applied Science
10-182-1	Supply Chain Management	Associate Degree in Applied Science
10-201-2	Graphic and Web Design	Associate Degree in Applied Science
10-316-1	Culinary Arts	Associate Degree in Applied Science
10-623-2	Quality Assurance Technician	Associate Degree in Applied Science
10-623-5	Manufacturing Management	Associate Degree in Applied Science
10-631-4	Manufacturing IT	Associate Degree in Applied Science
19-101-2	Tax Preparer	LTC District Certificate
19-103-2	Microsoft Office Integration	LTC District Certificate
19-103-9	Microsoft Office Introduction	LTC District Certificate
19-109-1A	Customer Service Skills Certificate	LTC District Certificate
19-109-2	Hospitality Management Professional	LTC District Certificate
19-109-10	Foundation of Hotel Management	LTC District Certificate *NEW*
19-109-11	Foundation of Food and Beverage Management	LTC District Certificate *NEW*
19-110-2	Paralegal Post Baccalaureate Certificate	LTC District Certificate
19-116-4	Human Resources Basics Certificate	LTC District Certificate

Business and Technology (cont.)		
19-116-5	Employee Selection & Development Certificate	LTC District Certificate
19-116-6	Compensation & Benefits Certificate	LTC District Certificate
19-145-2	Entrepreneurship & Business Certificate	LTC District Certificate
19-150-1	Industrial Networking Certificate	LTC District Certificate
19-150-2	Servers & Networking Certificate	LTC District Certificate
19-182-5	Materials Management Certificate	LTC District Certificate
19-182-6	Purchasing Certificate	LTC District Certificate
19-182-7	Logistics & Distribution Certificate	LTC District Certificate
19-196-8	Supervisory Essentials Certificate	LTC District Certificate
19-623-2	Six Sigma for Green Belt Certification	LTC District Certificate
19-623-3	Six Sigma for Black Belt Certification	LTC District Certificate
19-623-4	Project Management	LTC District Certificate
19-623-8	ISO 9001 Internal Auditor	LTC District Certificate
30-152-4	IT-Web Development Specialist	Embedded Technical Diploma
30-316-2	Culinary & Baking Basics Technical Diploma	Embedded Technical Diploma
31-101-1	Accounting Assistant	Embedded Technical Diploma
31-104-8	Sales Representative	Embedded Technical Diploma
31-106-1	Office Assistant	Embedded Technical Diploma
31-116-1	Human Resources Assistant	Embedded Technical Diploma
31-182-1	Supply Chain Assistant	Embedded Technical Diploma
31-316-1	Culinary Assistant	Embedded Technical Diploma
31-623-2	Quality Process Improvement	Embedded Technical Diploma
61-104-3	Sales Fundamentals	Embedded Pathway Certificate
61-106-6	Office Technology	Embedded Pathway Certificate
61-109-1	Hospitality Service Certificate	Embedded Pathway Certificate
61-154-1	IT – Service Center Technician	Embedded Pathway Certificate
61-316-2	Restaurant Service Essentials	Embedded Pathway Certificate
Health and Human Services		
10-307-1	Early Childhood Education	Associate Degree in Applied Science
10-526-1	Radiography	Associate Degree in Applied Science
10-530-4	Health Information Management	Associate Degree in Applied Science
10-536-1	Pharmacy Services Management	Associate Degree in Applied Science
10-543-1	Nursing-Associate Degree	Associate Degree in Applied Science
19-536-1	Employed Pharmacy Technician	LTC District Certificate
30-508-2	Dental Assistant (Short Term)	Technical Diploma - Short Term
30-510-2	Health Unit Coordinator	Embedded Technical Diploma
30-543-1	Nursing Assistant	Embedded Technical Diploma
31-307-1	Child Care Services	Technical Diploma
31-509-1	Medical Assistant	Technical Diploma
31-516-4	Ophthalmic Medical Assistant	Technical Diploma
31-530-2	Medical Coding Specialist	Technical Diploma
31-536-1	Pharmacy Technician	Embedded Technical Diploma
31-543-1	Practical Nursing	Technical Diploma

Health and Human Services (cont.)		
61-307-4	Childcare Professional Certificate	Embedded Pathway Certificate
61-509-2	Patient Services Specialist	Embedded Pathway Certificate
61-536-1	Community Retail Pharmacy Technician	Embedded Pathway Certificate
Public Safety and Energy		
10-481-3	Energy Management Technology	Associate Degree in Applied Science
10-482-1	Wind Energy Technology	Associate Degree in Applied Science
10-504-6	Criminal Justice-Law Enforcement 2	Associate Degree in Applied Science
10-506-2	Environmental Engineering – Waste & Water Technology	Associate Degree in Applied Science
10-531-1	Paramedic Technician	Associate Degree in Applied Science
10-531-2	Fire Medic	Associate Degree in Applied Science
10-624-1	Nuclear Technology	Associate Degree in Applied Science
10-624-2	Radiation Safety/Health Physics	Associate Degree in Applied Science
19-531-1	Registered Nurse to EMT Transition	LTC District Certificate
19-624-1	Radiation Safety	LTC District Certificate
19-624-2	Radiation Safety Technician-Basic	LTC District Certificate
19-624-3	Radiation Safety Technician-Intermediate	LTC District Certificate
19-624-4	Radiation Safety Technician-Advanced	LTC District Certificate
30-531-3	Emergency Medical Technician	Technical Diploma - Short Term
30-531-6	Advanced EMT	Technical Diploma - Short Term
31-504-7	Criminal Justice 720 Embedded Academy	Embedded Technical Diploma
31-531-1	Emergency Medical Technician-Paramedic	Technical Diploma
31-601-2	HVAC Installation Technician	Technical Diploma *NEW*
61-457-1	Construction Trades Fundamentals	Embedded Pathway Certificate *NEW*
61-482-1	Wind Tower Climber	Embedded Pathway Certificate *NEW*
10-825-1	Individualized Technical Studies	Associate Degree in Applied Science

List Current as of 2/27/2020

Accreditations

LTC is accredited by the Higher Learning Commission (HLC), one of six regional accrediting bodies authorized by the U.S. Department of Education. Reaffirmation of accreditation occurs every 10 years. LTC was last reaffirmed in 2015, with the next reaffirmation of accreditation under the Open Pathway model in 2024-2025. A mid-year review was completed in 2019.

These 15 LTC programs have specialized accreditations specific to their program skills:

Programs	Professional Accreditations	Timeline	Cycle
Auto Collision Repair & Refinish Technician	National Automotive Technicians Education Foundation	Dec 2019 - Dec 2024	5 yrs.
Automotive Maintenance Technician	National Automotive Technicians Education Foundation	Nov 2019- Nov 2024	5 yrs.
Basic Skills	WTCS	Jun 2015- Jun 2020	5 yrs.
Court Reporting (formerly Judicial Reporting)	National Court Reporters Association	Jan 2017 - Jan 2022	5 yrs.
Criminal Justice-Law Enforcement	Wisconsin Dept. of Justice, Training & Standards Bureau	Dec 2019 – Dec 2021	2 yrs.
Culinary	American Culinary Federation	Jul 2019 - Jun 2022	3 yrs.
EMT Paramedic	Commission on Accreditation of Allied Health Education Program	Sep 2016 - Sep 2021	5 yrs.
Health Information Management	Commission on Accreditation for Health Informatics and Information Management Education	Mar 2019 - Mar 2024	5 yrs.
Medical Assistant	Accrediting Bureau of Health Education Schools	Jan 2014 – Jan 2022	8 yrs.
Nursing Assistant	Wisconsin Dept. of Health Services	Aug 2018 - Aug 2020	2 yrs.
Nursing Assoc. Degree	Accreditation Commission for Education in Nursing	2020 - 2027	8 yrs.
Paralegal	American Bar Association	Nov 2018 - Dec 2025	7 yrs.
Pharmacy Technician	American Society of Health-System Pharmacists	2020 - 2024	5 yrs.
Practical Nursing	Accreditation Commission for Education in Nursing	Jul 2018 - Jul 2023	5 yrs (8 yrs after 2023)
Radiography	Joint Review Committee on Education in Radiologic Technology	June 2018-June 2026	8 yrs.

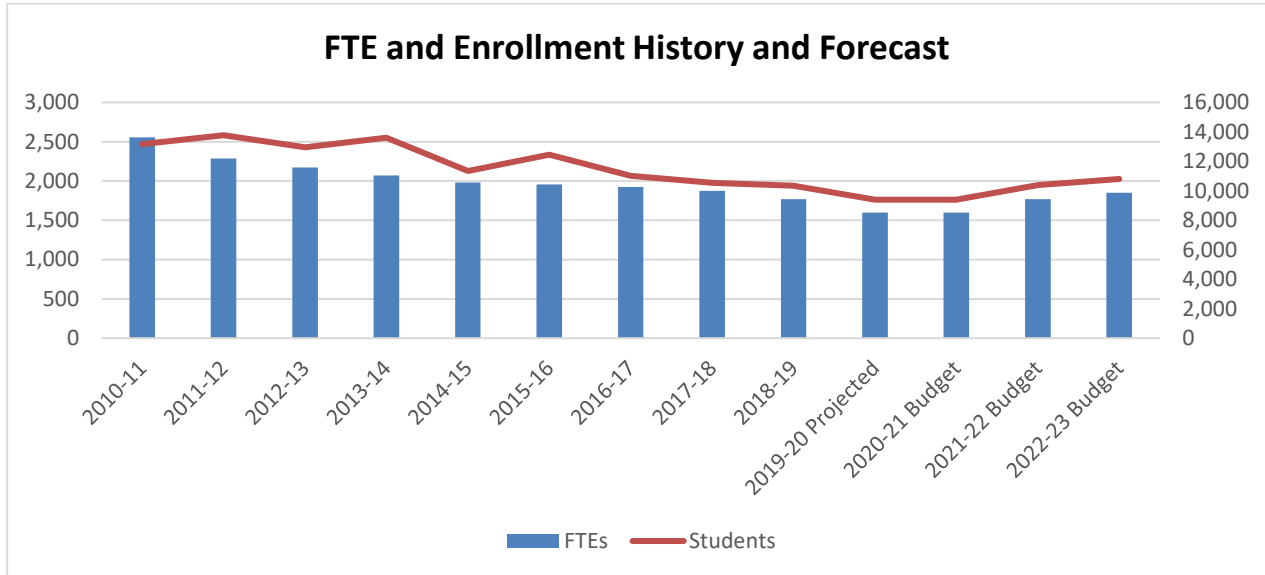
FTE and Enrollment Historical Trends

LTC continued to see a decline in full-time equivalents. The College saw a decrease in the demand for program declared students as well as the need for training with business and industry.

Aid Code	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Projected	2020-21 Budget	Percent of Total
Associate Degree	1,285	1,267	1,245	1,115	1,115	70%
Technical Diploma	210	215	181	150	150	9%
Apprenticeship	39	42	43	43	43	3%
Vocational Adult	61	61	52	42	42	3%
Community Service	1	1	1	1	1	0%
Basic Skills	183	166	147	147	147	9%
Subtotal	1,779	1,752	1,669	1,498	1,498	94%
Transcripted Credit/Advanced Standing	147	125	101	102	102	6%
Total	1,926	1,877	1,770	1,600	1,600	100%

Instructional Areas by Division	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Projected	2020-21 Budget	Percent of Total
Advanced Manufacturing, Agriculture, and Transportation	236	221	209	200	200	12%
Apprenticeship	38	40	42	43	43	3%
Business and Technology	448	434	462	424	424	26%
Health and Human Services	301	295	254	220	220	15%
Energy and Public Safety	73	79	77	65	65	4%
General Education and Pre- College	593	604	567	518	518	32%
Workforce Training	90	79	58	28	28	2%
Subtotal	1,779	1,752	1,669	1,498	1,498	94%
Transcripted Credit/Advanced Standing	147	125	101	102	102	6%
Total FTEs	1,926	1,877	1,770	1,600	1,600	100%

FTE and Enrollment History and Forecast



Source: Strategy Department

Through the focus delivered through the Strategic Plan, the college will strive to provide hope to those in the district. The assumptions leading to this growth is that the college will better respond to student and employer demands and needs through the use of accurate and transparent data that is shared throughout the college to make effective decisions. In addition, the assumption exists that there are resources to support the continued growth. The impact to this growth is that additional services and resources may be needed in future years to support the additional students. Furthermore, as the College is targeting to meet students where they are, the college may need to deliver training and course work in a new model. Therefore, flexibility and responsiveness to deliver services may need to evolve to new methods.

Graduate Outcomes Statistics

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

	2015-16	2016-17	2017-18	2018-19
Number of Graduates Surveyed	788	853	795	766
Number of Responses	474	613	508	468
Percent Responded	60%	72%	64%	61%
Percent Satisfied or Very Satisfied	96%	98%	96%	96%
Percent Employment	92%	92%	92%	90%
Percent Employment in Related Field	67%	77%	70%	69%
Percent Employed in District	70%	75%	74%	79%
Median Annual Salary	\$39,517	\$38,997	\$41,597	\$41,818
Associate Degree Median Annual Salary	\$45,000	\$46,796	\$47,836	\$42,000

Source: Annual Graduate Outcomes Survey Results, Strategy Department

*Median Annual Salary only includes respondents working at least 35 hours per week in a program-related field.

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

Workforce Solutions

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

Workforce Solutions Revenue by Activity				
Category	2017-18 Actuals	2018-19 Actuals	2019-20 Budget	2020-21 Budget
Customized Training				
Business & Technology	9,775	9,871	20,000	20,000
Home Economics	0	380	0	0
Industrial	81,938	99,524	125,000	50,000
Health/Public Safety	363,984	337,893	365,000	365,000
Technical	57,588	20,602	60,000	40,000
General Education	450	345	1,000	2,000
Technical Assistance	191,786	192,116	175,000	50,000
Total	705,521	660,731	746,000	527,000
Other				
High School	564,042	435,160	713,000	713,000
Apprentice	219,672	225,813	220,000	108,000
Total	783,714	660,973	933,000	821,000
Total Contracts	1,489,235	1,321,704	1,679,000	1,348,000
Seminars	176,933	149,865	188,145	160,000
Total Contract and Seminar Revenue	1,666,168	1,471,569	1,867,145	1,508,000

Workforce Solutions Service Indicators				
Indicator	2016-17 Actuals	2017-18 Actuals	2018-19 Actuals	2019-20 YTD**
Contract and Seminar Revenue	1,823,237	1,666,168	1,477,997	1,183,316
Companies Served	128	110	126	103
Contract FTEs	48.82	38.22	24.13	31.86
Contract Enrollments*	5,567	4,830	4,984	4,023
Seminar FTEs	6.08	6.69	4.87	3.82
Seminar Enrollments*	1,071	1,187	840	740
Total FTE	54.90	44.91	29.00	35.68
Total Enrollments (duplicated)	6,728	6,017	5,824	4,763

*Enrollments are duplicated

**YTD as of 03/27/2020

Source: Cognos > CR8001-B, SF8070C, and WTCS CNT321

2020-21 Grants and Projects Summary

LTC pursues state and federal grants to support strategic initiatives, programmatic expansions, and other opportunities to improve the impact and financial health of the college. Awarded projects are listed below along with a brief summary and the amount. Match amounts are not included.

Grant	Brief Executive Summary	\$ Funded
Federal		
(Note: \$ Funded are planned awards aligned with the funders FY 2020-2021 Fiscal and/or Project Year)		
Department of Education, Title III	The five-year LTC Student-Centered Project focuses on the implementation of Competency-Based Education (CBE), Holistic Student Support, and improved business and technology systems.	\$413,508
Department of Education, TRIO	TRIO Student Support Services (SSS) is a five-year project supporting first-generation, low-income, and disabled students with holistic academic, financial, wellness, and career support.	TBD
Department of Energy, (NRC)	The Nuclear Scholarship program provides scholarships to eligible Nuclear Technology and Radiation Safety/ Health Physics Programs students each semester	\$70,000
Midwest Consortium for Hazardous Waste Worker	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.	\$142,000
Wisconsin Department of Workforce Development (DWD)		
Youth Apprenticeship	Provides high school students with academic, work experiences, and skills that lead to both a high school diploma and a Certificate of Occupational Proficiency.	\$103,500
Wisconsin Technical College System (WTCS)		
Completion	Improves student success outcomes for non-degree students experiencing gaps in student success outcomes through direct comprehensive student support services.	\$225,000
Emergency Assistance	Provides emergency grants to eligible students experiencing hardships	\$9,427
Professional Growth	Target college-wide leadership development and Faculty Quality Assurance System (FQAS) initiatives and the systems used to provide training and track employee's professional development progress.	\$50,957
Workforce Advancement Training	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.	TBD
AEFLA: The Workforce Innovation and Opportunity Act (WIOA) provides a national workforce development strategy, including one-stop job centers. Title II of the ACT is Adult and Education Family Literacy Act (AEFLA), which funds service to support literacy and workforce preparation.		
Corrections Education Consortium	Serves incarcerated adults with basic skills instruction, GED/HSED preparation, and industry-based certifications.	\$84,719
Comprehensive Services Consortium	Basic skills instruction and services, workforce prep., and/or Integrated Education and Training in which students earn post-secondary credits and certifications while earning their GED/HSED.	\$200,768
Integrated English Literacy and Civics Ed.	Integrated English literacy and civics literacy courses. English Language Learner students participate in Integrated Education and Training and earn industry-based certifications.	\$84,649
AEFLA Total		\$370,136

Grants and Project Summary continued...		
Grant	Brief Executive Summary	\$ Funded
Career Pathways: <i>Create, expand and/or implement career pathways to help students achieve educational attainment and family sustaining wages</i>		
Wind Energy Technology	Expands the Wind Energy Technology career pathway to improve curriculum, increase enrollments, provide instruction of new wind tower climber certificate, and more.	\$74,573
MA - LPN Bridge	Increases practical nurses with second year of a Medical Assistant to Practical Nursing career pathway Bridge and expands ton Adult Basic Education and English Language Learner students.	\$81,851
IT- Web Software	College Here & Now allows high school students to concurrently earn a high school diploma and an IT-Web and Software Developer career pathway credential. Year 2 expands to Kiel high school.	\$102,530
Career Pathway Total		\$258,954
Core Industry: <i>Expand programs in core industry areas to provide industry relevant training using rigorous curricula and current technology</i>		
CNC Technician	Provides Competency-Based Education (CBE) instruction for the CNC Technician technical diploma program and its embedded credentials.	\$274,524
Electro Mechanical	Expands Electro-Mechanical Maintenance Technician with part-time delivery and additional sections.	\$223,823
Core Industry Total		\$498,347
Developing Markets: <i>Develop new instructional programs</i>		
HVAC	Supports implementation of the new Heating, Ventilation, and Air Conditioning Installation Technician technical diploma program.	\$200,000
Carl D. Perkins, Department of Education (Perkins V): <i>Advances Career and Technical Education (CTE) and closes gaps for vulnerable populations. Goals include (1) non-traditional occupations, (2) credential attainment, and (3) placement in employment, higher education, and/or advanced training.</i>		
Career Prep Consortium	Collaboration with K-12 schools to help high school students earn dual credit, transition to postsecondary education, and prepare to enter the labor force.	\$41,660
Capacity Building for Equity & Inclusion	Fosters institutionalization of an equity and inclusion culture to identify and close existing gaps in student and employee access, retention, and success.	\$21,571
Nontraditional Occupations Program	Serves potential students to support their enrollment and retention into programs that are underrepresented by their gender.	\$49,603
Strengthening Career & Technical Education	Provides targeted assistance to improve performance outcomes of programs that are of significant size and scope.	\$71,496
Student Success	Provides direct comprehensive student support services designed to meet the needs of designated career and technical education student populations experiencing gaps in student success outcomes.	\$162,408
Perkins V Total		\$346,738

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 2.7 percent. Below are the historical program fee rates.

Year	Tuition Rate	% Increase
2011-12	\$111.85	5.5%
2012-13	\$116.90	4.5%
2013-14	\$122.20	4.5%
2014-15	\$125.85	2.9%
2015-16*	\$128.40	2.0%
2016-17	\$130.35	1.5%
2017-18**	\$132.20	1.4%
2018-19	\$134.20	1.5%
2019-20	\$136.50	1.7%
2020-21	\$138.90	1.8%
10-Year Average		2.7%

Source: WTCS Administrative Bulletins

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

**Tuition for the 2017-18 summer term remained at the 2016-17 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 of the property tax relief aid 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
2009-10	14,480,939,422	1.69%	1.19854	0.29232	1.49086
2010-11	14,098,895,295	-2.70%	1.25620	0.30137	1.55757
2011-12	14,049,917,159	-0.35%	1.26058	0.30242	1.56300
2012-13	13,708,573,547	-2.43%	1.29197	0.31447	1.60644
2013-14	13,514,454,019	-1.42%	1.32014	0.31744	1.63758
2014-15	13,569,069,801	0.40%	0.44861	0.33060	0.77921
2015-16	13,661,006,238	0.68%	0.45718	0.34419	0.80137
2016-17	13,819,933,389	1.16%	0.46756	0.33705	0.80461
2017-18*	14,265,117,910	3.22%	0.48384	0.33894	0.82278
2018-19	14,884,413,603	4.34%	0.46405	0.33364	0.79769
2019-20	15,601,568,718	4.82%	0.45713	0.33516	0.79229
2020-21	15,601,568,718	0%	0.46935	0.34150	0.81086

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

Financial Forecasts

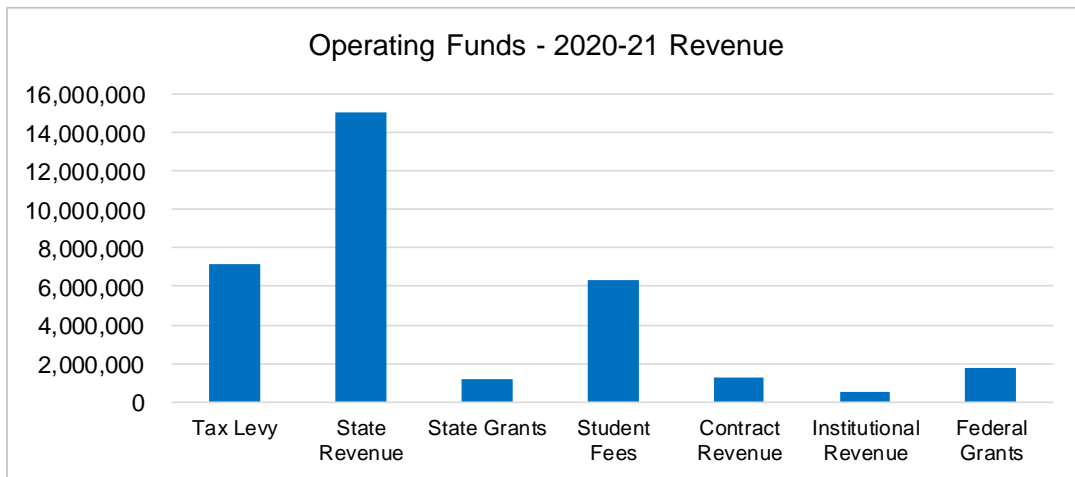
Operating Funds Income Statement Projections

Following is the projected operating funds revenue, expenditures and net income for five years. The following pages contain descriptions of the components of the income statement, along with the assumptions used for the major categories. The use of conservative projections minimizes the potential impacts that external factors could have on these estimates. External factors include state budget bills, enrollment declines or increases and changes in demand for specific training for local companies.

Operating Funds - Projected Income Statement					
Operating Funds Revenues	2020-21	2021-22	2022-23	2023-24	2024-25
Tax Levy	7,132,000	7,132,000	7,132,000	7,132,000	7,132,000
Prop Tax Relief Aid	11,878,000	11,878,000	11,878,000	11,878,000	11,878,000
General State Aids:					
Performance Based	1,274,000	1,274,000	1,274,000	1,274,000	1,274,000
Formula Based	1,595,000	1,595,000	1,595,000	1,595,000	1,595,000
State Grants	1,150,000	1,150,000	1,150,000	1,150,000	1,150,000
Other State Revenue	274,000	274,000	274,000	274,000	274,000
Program Fees	5,500,000	5,906,000	6,235,000	6,298,000	6,362,000
Material Fees	355,000	355,000	359,000	362,000	366,000
Other Student Fees	509,000	434,000	437,000	441,000	445,000
Institutional Revenue:					
Contracts	1,248,000	1,255,000	1,262,000	1,267,000	1,273,000
Other	492,000	492,000	492,000	492,000	497,000
Federal	1,792,000	1,792,000	1,792,000	1,792,000	1,792,000
Total Revenue	33,199,000	33,537,000	33,880,000	33,955,000	34,038,000
Operating Funds Expenditures	2020-21	2021-22	2022-23	2023-24	2023-24
General Fund Expenditures					
Salaries	17,421,000	17,457,000	17,806,000	18,162,000	18,525,000
Benefits	5,648,000	6,100,000	6,379,000	6,679,000	6,999,000
Current Expenses	4,615,000	4,673,000	4,813,000	4,959,000	5,113,000
Grant Expenditures					
Salaries	2,235,000	2,253,000	2,302,000	2,353,000	2,405,000
Benefits	580,000	631,000	660,000	691,000	724,000
Current Expenses	1,019,000	1,057,000	1,070,000	1,083,000	1,098,000
Contract Expenditures					
Salaries	595,000	607,000	619,000	631,000	640,000
Benefits	144,000	147,000	153,000	160,000	166,000
Current Expenses	742,000	742,000	742,000	742,000	742,000
Strategic Priorities	200,000	200,000	200,000	200,000	200,000
Total Expenditures	33,199,000	33,867,000	34,744,000	35,660,000	36,612,000
Net Income (Net Deficit)	0	(330,000)	(864,000)	(1,705,000)	(2,574,000)
Net income assuming prior year balanced budget	0	(330,000)	(534,000)	(1,171,000)	(1,403,000)

Operating Funds Revenue Projections

	2020-21	2021-22	2022-23	2023-24	2024-25
Tax Levy	7,132,000	7,132,000	7,132,000	7,132,000	7,132,000
State Revenue	15,021,000	15,021,000	15,021,000	15,021,000	15,021,000
State Grants	1,150,000	1,150,000	1,150,000	1,150,000	1,150,000
Student Fees	6,364,000	6,695,000	7,031,000	7,101,000	7,173,000
Contract Revenue	1,248,000	1,255,000	1,262,000	1,267,000	1,273,000
Institutional Revenue	492,000	492,000	492,000	492,000	497,000
Federal Grants	1,792,000	1,792,000	1,792,000	1,792,000	1,792,000
Total Revenues	33,199,000	33,537,000	33,880,000	33,955,000	34,038,000



Tax Levy

The tax levy is 21% of the total operating revenue. The operating tax levy is limited to the increase in net new construction for the district. For the last 3 years this was:

2019-20	1.16433%
2018-19	1.39023%
2017-18	1.38187%

No increase in net new construction is assumed for 2020-21 and for each of the subsequent years.

State Revenue

Total state revenue is 44% of the total revenue budget with the largest portion being the property tax relief aid of \$11,877,000. This amount was determined through a bill that passed in 2014 and will remain the same for subsequent years.

General state aids of \$2,869,000 are allocated 30% based on performance and 70% based on a formula method set by the WTCS state office. LTC receives approximately 2.78% of the formula based aids and 4.21% of the performance-based aids. These percentages remain the same for future years, since it is unknown at this time how the data from other colleges will impact LTC.

Smaller sources of state revenue include the Wisconsin GI Bill, personal property aid and computer state aids that comprise .85% of the total revenue budget.

State Grants

State grants are competitive grants administered by the WTCS system office. These grants will fund both operating and capital costs. Historically, the college has been successful in being awarded for every grant submitted; the amount of the state grants is projected to be consistent through the future years. Fluctuations

in operating state revenue will occur if a larger percentage of the grants are used to fund capital expenditures versus operating expenditures. The state grants will fund a combination of new and supplanted expenditures; these numbers are consistent for future years, since it is unknown at this time what purposes the future grants will fund.

Student Fees

Total student fees comprise 21% of the operating budget and consists of program fees, material fees and other student fees. The program fee rate per credit is set by the WTCS state board, is \$138.90 per credit for 2020-21, and is a 1.7% increase from the previous year. The average increase in the rate has been 1.58% over the last five years. The state board, in determining the increase, will take into consideration the expected costs of the college, while keeping college affordable for students. The total program fee revenue equals the program fee rate per credit times the estimated full-time equivalent students that pay fees. Course offered for adult basic education are exempt from program and material fees and courses taught through contracts generate contract revenue in lieu of program and material fees.

Material fees are established by the WTCS system office and are additional lab fees for higher cost programs. Other student fees include testing, application, professional development seminar fees, online fees and other fees charged to students on a per service or per term basis.

The college is projecting a short term decrease in enrollments and FTEs for 2020-21 and a gradual increase over the following years. The projections for student fees is based on a 1 % increase in program fee rates, a 0% increase in material fee revenue and a 20% decrease in other students fees for 2021-22 due to the elimination of online application and testing fees, followed by a 1% increase per year in the following years. As FTE projections are finalized each year, the student fees will be adjusted accordingly.

Contract Revenue

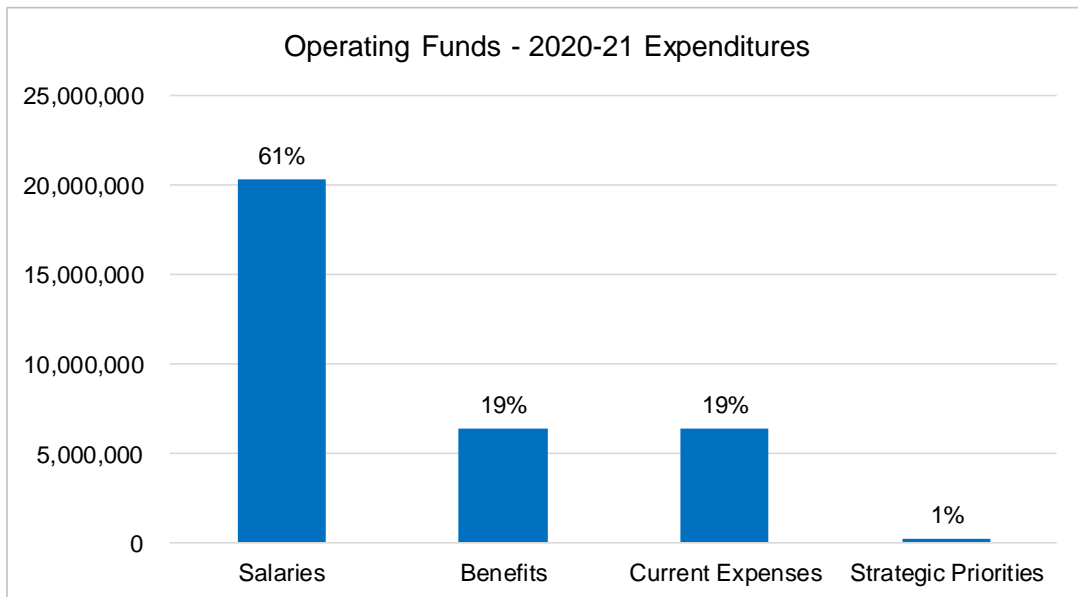
Contract revenue is generated through services, either instruction or technical assistance, provided to companies and other schools. One of the largest growing segments of contract revenue are the dual enrollment courses offered for high school students. Other contracts are based on demands from local companies for training for their employees. This is projected to increase by .5% in each subsequent year.

Institutional Revenue

This source of revenue is comprised of interest income, commissions, equipment rentals and miscellaneous sales. This is projected to decrease slightly in 2021-22 and then remain relatively flat in subsequent years.

Operating Funds Expenditure Projections

	2020-21	2021-22	2022-23	2023-24	2023-24
Salaries	20,251,000	20,317,000	20,727,000	21,146,000	21,570,000
Benefits	6,372,000	6,878,000	7,192,000	7,530,000	7,889,000
Current Expenses	6,376,000	6,472,000	6,625,000	6,784,000	6,953,000
Strategic Priorities	200,000	200,000	200,000	200,000	200,000
Total Expenditures	33,199,000	33,867,000	34,744,000	35,660,000	36,612,000



Salaries

Salaries comprise 61% of the operating funds budget. Salaries are budgeted to remain flat for 2020-21. A 1.5% increase in salaries is projected for 2021-22 and a 2% increase per year is projected for subsequent years.

Benefits

Benefits are 19% of the budget and several key components will increase at different rates. Health insurance, which is 49% of total benefits, is projected to increase 10% in 2021-22 and then by 8% each year after that. This is based on prior year and current year increases. FICA and WRS retirement expenses are a percent of salaries, with both projected to remain at the same level in subsequent years. Health reimbursement expenses will remain flat through the projected years. Post-retirement benefits will decrease as staff will no longer eligible for these benefits after 2022-23.

Current Expenses

Current expenses will remain flat, with the exception of several categories of fixed expenses that will increase over the years. These include utilities, contracted services, insurance and other professional fees. With the increase in the capitalization threshold to \$5,000 for 2019-20, minor equipment expenses will increase for those purchases that previously could be capitalized.

Capital Projects Fund Projections

A multi-year capital projects fund plan has been developed to provide budgeting information and projected borrowing needs for the college. There are projected allocations for each instructional division and non-instructional department based on prior year's budgets and expenditures and a 3% increase in those budgets. Multi-year refresh plans for the major components of the technology budget include staff and lab computers, network, data center, instructional video conferencing and classrooms. Information technology staff compile the multi-year plan, which takes into consideration replacements as well as expansion of technology equipment. Facilities equipment includes furniture for the multi-year classroom replacement plan, as well as projected equipment needs for infrastructure and remodeling projects.

The multi-year facility plan is reviewed and updated annually. Projects are analyzed and prioritized based on the needs of the college and the opportunity for funding for those projects. Instructional needs for added or expanded labs are a priority for building additions. These are evaluated and prioritized to determine the amount and timing of borrowings. The college can borrow \$1,500,000 per remodeling project and \$1,500,000 for an addition every two years. Facilities projects are delineated by the purpose of the borrowing – addition, remodeling and improvements and site improvements.

The chart below is the multi-year plan for the major categories of expenditures in the capital projects fund.

Expenditures					
	2019-20	2020-21	2021-22	2022-23	2023-24
Equipment	3,391,225	3,529,587	2,874,954	3,547,841	2,891,983
Instructional	1,318,000	1,084,600	1,095,300	1,136,600	1,157,900
Non-Instructional	92,400	66,600	76,000	77,000	79,000
Technology	1,608,325	1,680,387	1,366,654	1,491,241	1,398,083
Facilities	372,500	698,000	337,000	843,000	257,000
Remodeling/Improvements	2,315,060	2,638,000	1,500,000	2,690,000	1,500,000
Site Improvement	130,000	225,000	140,000	75,000	100,000
Addition	450,000	350,000	1,150,000	100,000	1,400,000
Total by Category	6,286,285	6,742,587	5,664,954	6,412,841	5,891,983

Based on the multi-year plan for capital expenditures, a borrowing schedule is determined. This schedule ensures that the college has the cash resources for the expenditures needed for each fiscal year.

Financing						
	2019-20 (Spring)	2020-21 (Fall)	2020-21 (Spring)	2021-22	2022-23	2023-24
Equipment	2,400,000	300,000	2,900,000	3,200,000	3,000,000	3,000,000
Remodeling	1,300,000	600,000	1,500,000	2,700,000	1,500,000	1,500,000
Site Improvements	100,000		100,000	100,000	100,000	100,000
Addition			1,500,000		1,500,000	
Total	3,800,000	900,000	6,000,000	6,000,000	6,100,000	4,600,000

Revenue resources from sales of old equipment used to offset the amounts needed for borrowing.

The college has the authority to levy taxes for the annual principal and interest payments that are due each year. There is no limit, other than the board guidelines, to the amount of levy for debt service.

District Profile

The District profile provides a snapshot of the demographics and economic situation of the constituents. As LTC staff planned for the 2020-21 year, consideration was given to the district's profile. During the unprecedented changes taking place in response to the COVID-19 global pandemic, LTC recognizes that the District profile is likely to change from what is presented here. The following provides details used to support requests for grant opportunities and college initiatives.

District Demographics

LTC District population remains stable, which is less than the State of Wisconsin and United States. This will contribute to workforce shortages, especially considering the age of the constituents.

Estimated Population				
Area	2020 Population	2028 Population	Change	% Change
LTC District	211,494	211,795	301	0.14%
Wisconsin	5,846,197	5,926,805	80,608	1.38%
United States	331,337,000	340,783,485	9,446,485	2.85%

Source: EMSI, Q1 2020; Demographic Table, 3/24/2020

Age

At least 50% of the workforce in Sheboygan and Manitowoc Counties are projected retire by 2038, while 25% will be. Young adults are projected to move away while older adults age in place.¹ The age distribution of LTC's District reveals the potential number of students LTC has the opportunity to serve. Currently, 15 to 44 year olds are the primarily age population served at LTC.

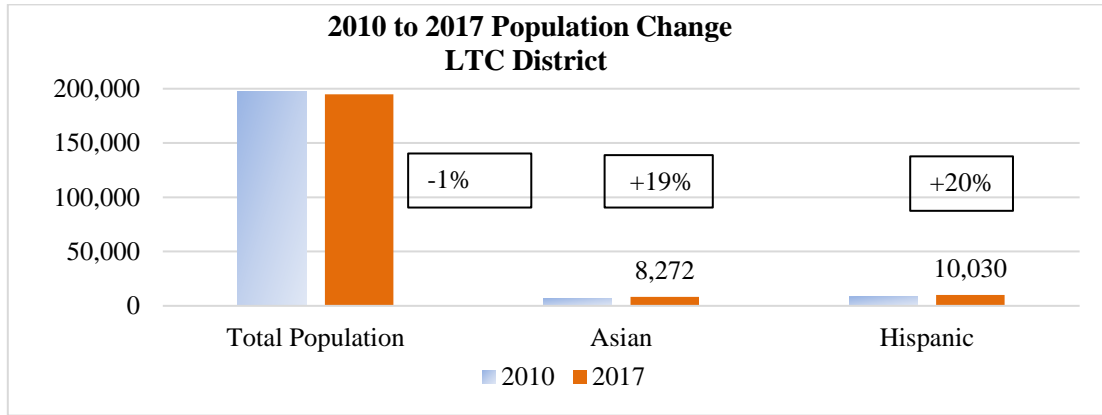
LTC District by Age Groups					
Age Groups	Population		Enrollment By Age		
	2020 Population	2020 % of Cohort	Age Groups	2019 LTC Enrollment	% Total LTC Enrollment
19 and Younger	50,026	23.65%	Under 18 years	1,427	16.87%
20 to 24 years	11,576	5.47%	20 to 24 years	1,767	20.89%
25 to 29 years	12,229	5.78%	25 to 29 years	1,021	12.07%
30 to 34 years	11,991	5.67%	30 to 34 years	926	10.95%
35 to 44 years	24,818	11.73%	35 to 44 years	1,390	16.43%
45 to 54 years	26,487	12.52%	45 to 54 years	975	11.53%
55 to 59 years	16,015	7.57%	55 to 61 years	521	6.16%
60 to 64 years	16,096	7.61%	62 and older	275	3.25%
65 to 69 years	13,998	6.62%	Unknown	157	1.86%
70 to 74 years	10,531	4.98%			
75 to 79 years	7,568	3.58%			
80 to 84 years	4,977	2.35%			
85 years and over	5,183	2.45%			
Totals	211,494	100.00%		8,459	100.00%

Source: EMSI, Q1 2020; Demographic Table and WTCS Client Reporting, 3/24/2020

¹ Economic Modeling Specialist, EMSI; U.S. Census Bureau, Bureau of Labor Statistics

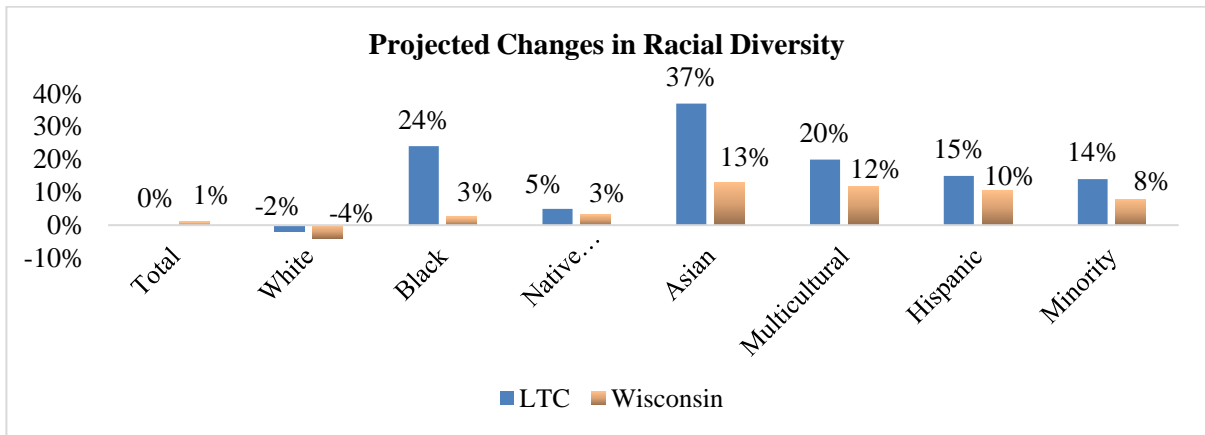
Racial and Ethnic Diversity

While 92% of the District is white (American Community Survey (ACS), 2013-2017 5-Year Estimates), there is rapid growth of racial and ethnic diversity. In the past seven years, Sheboygan and Manitowoc Counties have declined in population size, but have grown in minority representation. Populations of Hispanics and Hmong refugees from Southeast Asian countries have grown significantly.



Source: U.S. Census Bureau, Demographic and Housing Estimates

Minority representation at the college and in the district is expected to increase. Growth projections indicate major growth in Asian and Black populations in the next 10 years, while the White population declines.



Source: Economic Modeling Software Inc. (EMSI), Demographic Overview. Data derived from projections based on U.S. Census and Bureau of Labor Statistics.

English Language Learners

Hmong refugees often come to America unable to read or write in any language. Hispanic adults and their children often do not speak, read, and write English well. According to the most recent Census Bureau, 2013-17 American Community Survey (ACS) 5-Year Estimates:

- Seven percent (11,222 of 151,819) of individuals ages 18 years and over speak languages other than English at home (ACS B16004, *Language Spoken at Home by Ability to Speak English for the Population 5 Years and Over*). Of those individuals, 25% self-reported they speak English “well”, 13% “not well” and 4% “not at all”.
- Forty-two percent of foreign-born adults ages 18 years and older are not naturalized U.S. citizens; 60% of these adults report they speak English “less than very well” (ACS B16008, *Citizenship Status by Age by Language Spoken at Home and Ability to Speak English for the Population 5 Years and Over*).

Refugees usually enter the U.S. without income to support themselves during their first few months here. Refugee Cash Assistance (RCA, i.e., W-2 payment system), and Refugee Medical Assistance (RMA, i.e., Medical Assistance Forward Card) programs provide temporary assistance for eight months to arriving refugees (<https://dcf.wisconsin.gov/refugee>). Upon arrival, refugees are authorized for employment. Refugees may apply for citizenship after five years; once a refugee becomes a citizen, he/she is no longer eligible for refugee programs. Refugees need access to initial and continued Integrated English Literacy and Civics Education (IELCE) and English Language Learner (ELL) instruction and employment services as they work toward assimilation and economic self-sufficiency.

Basic skills deficiencies in the Lakeshore district are significant. Over 20% of district adults ages 18 years and older lack a high school credential. A higher percentage of individuals from non-English speaking households lack a high school credential compared to those from English-speaking households. Poverty decreases and wages increase as educational attainment increases.

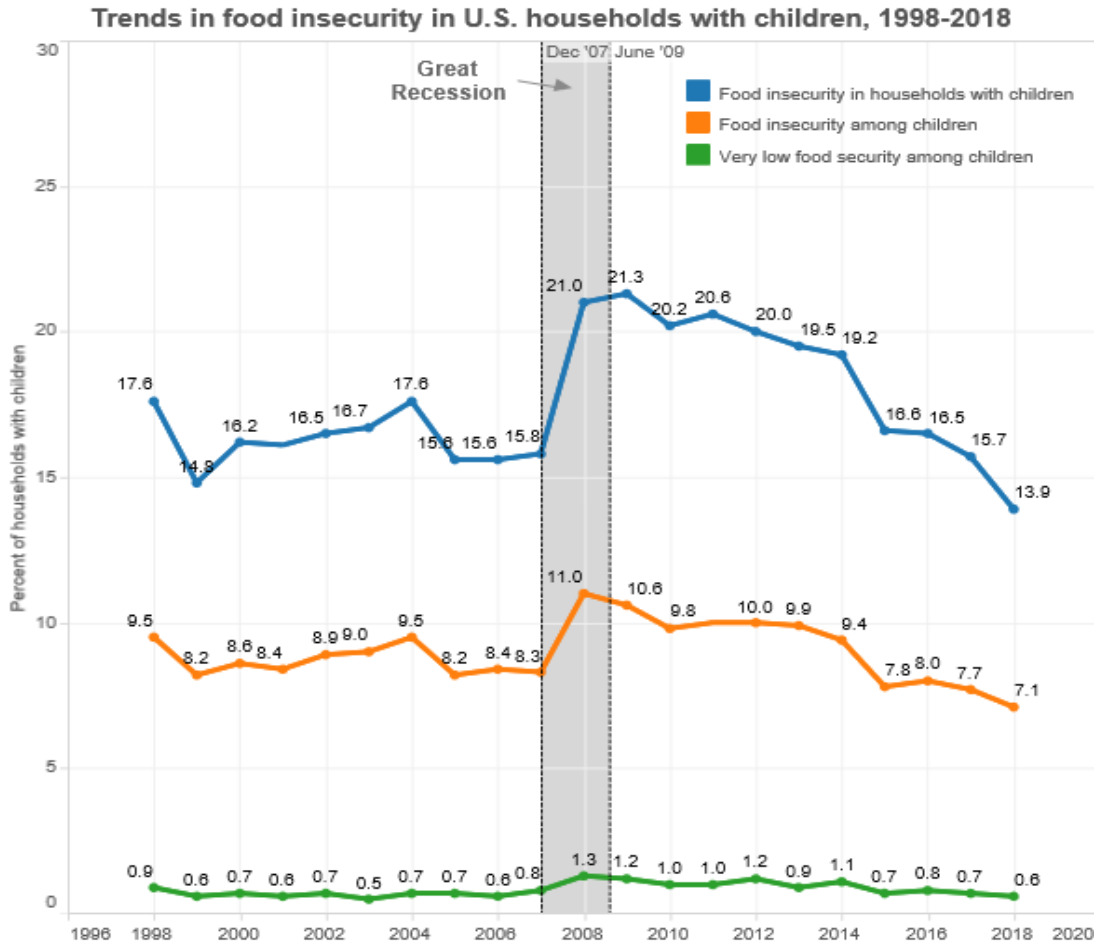
Lakeshore District Educational Attainment by Age Group, Language Spoken at Home and Wage					
Population – Manitowoc and Sheboygan Counties	Total or Average	Less Than HS Diploma	HS Diploma or Equivalent	Some College or Associate’s Degree	Bachelor’s Degree or Higher
18 – 24 years	15,463	13.5%	37.6%	39.7%	9.1%
25 years and over	136,356	8.1%	37.8%	32.8%	21.8%
English Only	127,176	7.0%	38.1%	32.8%	22.1%
Other Language	9,180	25.0%	32.0%	25.5%	18.0%
Poverty Rate		16.6%	6.9%	6.4%	3.0%
Median Earnings	\$40,100	\$31,707	\$35,552	\$38,969	\$47,875/\$64,005

Source: Census Bureau, 2013-17 American Community Survey (ACS) 5-Year Estimates (S1501 Educational Attainment, S1603 Characteristics of People by Language Spoken at Home) for Manitowoc and Sheboygan counties combined.

Economic Disadvantage

More than two out of every five households in the District struggle to afford their basic household necessities. Poverty rates in the Lakeshore District are 8.87% for Sheboygan County and 10.3% for Manitowoc County.² According to the 2018 United Way A.L.I.C.E. Report, 34% of households in Manitowoc and Sheboygan County earn more than the Federal Poverty Level, but less than the basic cost of living.³ All racial and ethnic minorities are more likely to experience poverty than whites are.⁴

According to the Annie E. Casey Foundation’s Kids Count Data Center, children in Wisconsin are more food insecure than the rest of the United States.⁵ If the 2008 Great Recession is any indication of the food insecurity to be faced after COVID-19, Wisconsin can expect around 25% of households with children to be food insecure. Additionally, we can expect that rates of food insecurity for Black and Hispanic populations will be about 10% higher than their white counterparts.⁶



Source: Calculated by USDA, Economic Research Service, using Current Population Survey Food Security Supplement data. <https://www.ers.usda.gov/topics/food-nutrition-assistance/food-security-in-the-us/>

² Data from Data USA derived from US Census Data. <https://datausa.io>

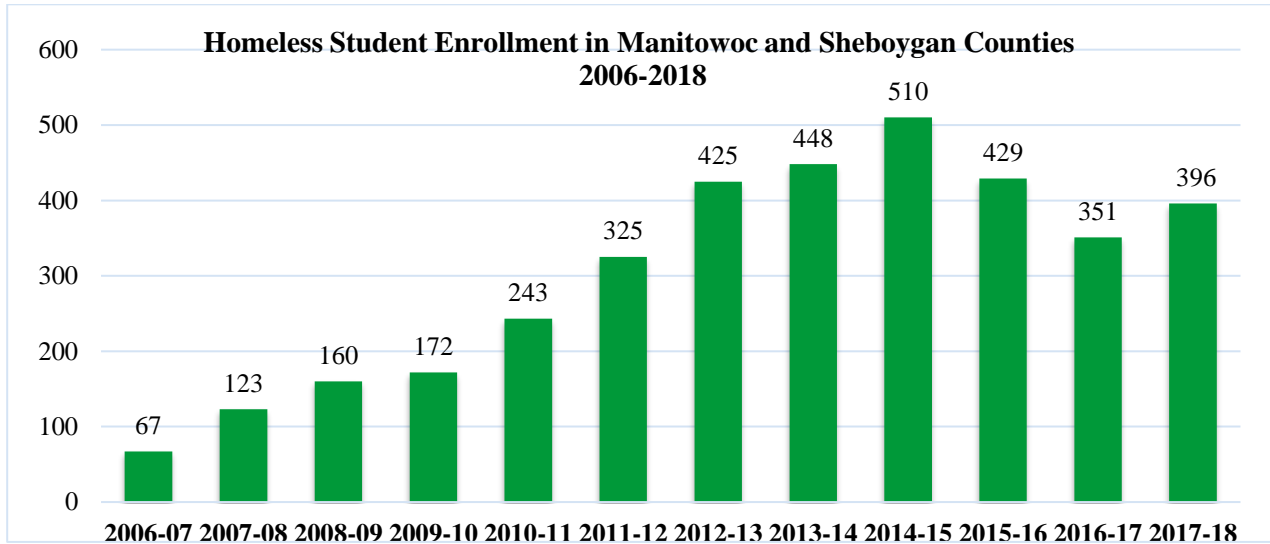
³ 2018 Wisconsin ALICE Report. Retrieved from <https://www.unitedforalice.org/wisconsin>

⁴ Data from Data USA derived from US Census Data. <https://datausa.io/profile/geo/sheboygan-county-wi?compare=manitowoc-county-wi>

⁵ Annie E. Casey Foundation National Kids Count (2019). 2001-2018 Current Population Survey, Food Security Supplement. Estimates represent a three-year average. Retrieved from <https://datacenter.kidscount.org>

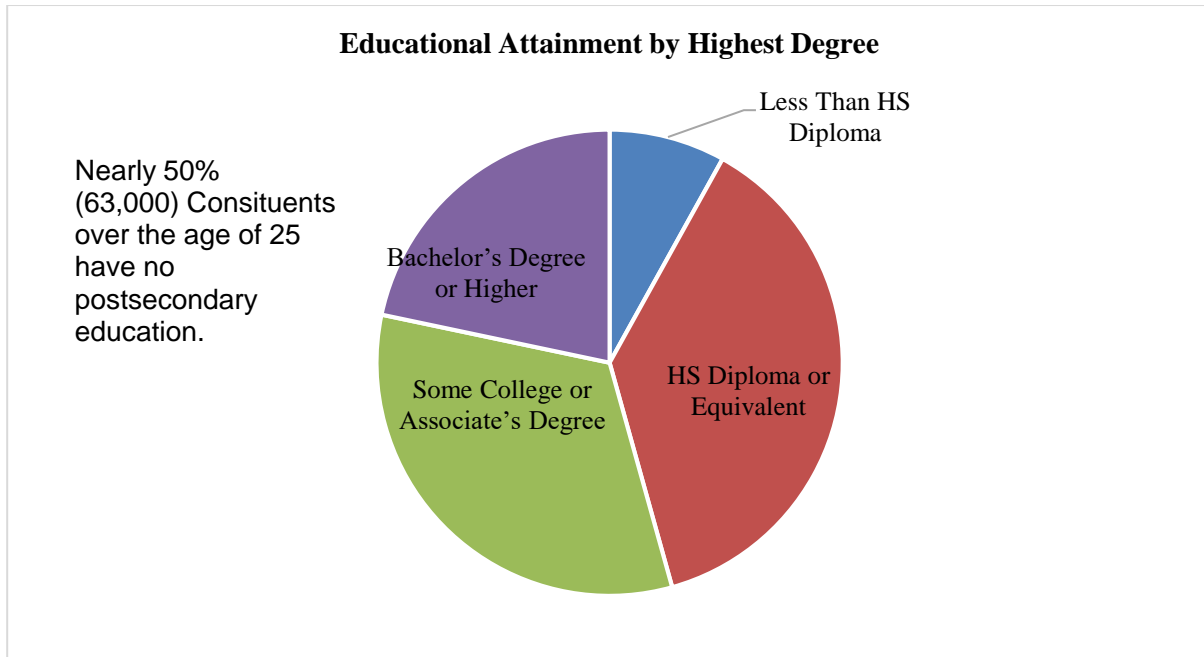
⁶ United States Department of Agriculture (2020). *Trends in food insecurity in U.S. Households with Children* <https://www.ers.usda.gov/topics/food-nutrition-assistance/food-security-in-the-us/interactive-charts-and-highlights/#disability>

Homelessness is largely invisible. What we know about it is that it is increasing and as we as a nation, state, locality, and institution get better at measuring it, it is expected to increase even more. Within the public school system, homeless has more than tripled in the District in the past 12 years.

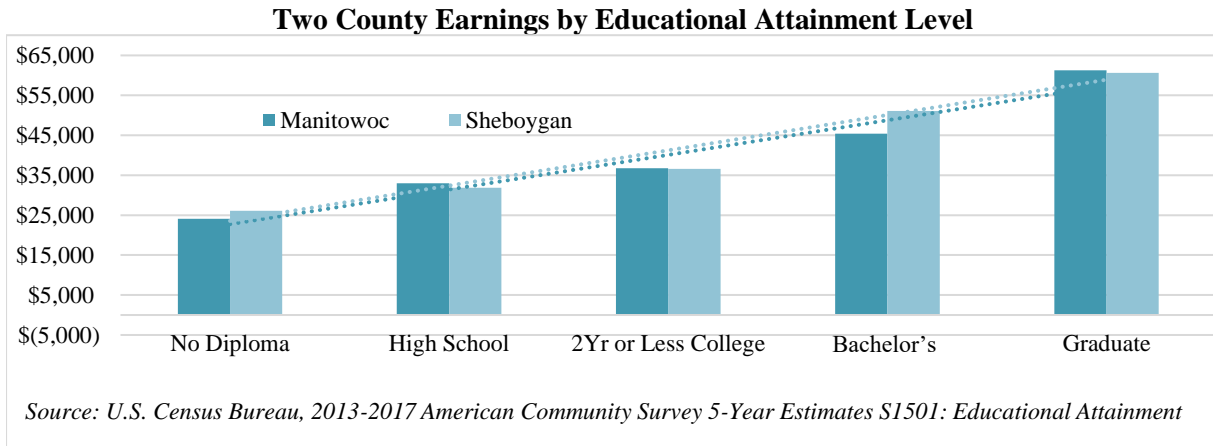


Source: Wisconsin Department of Public Instruction; 3/26/2020. <https://dpi.wi.gov/homeless/data>

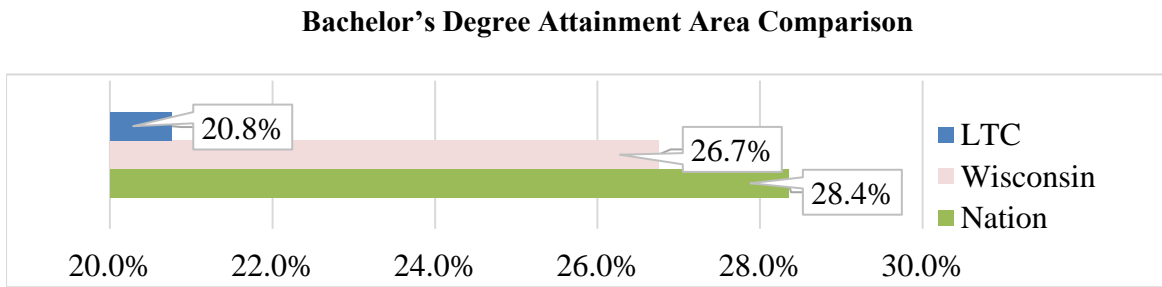
Educational Attainment



Wages increase with educational attainment. Lakeshore District educational attainment data disaggregated by county demonstrates the correlation between increased education and increased wages. Openings in higher wage jobs typically require a bachelor's degree or higher. Associate and technical degrees can bridge to higher than median wages and additional educational opportunities.



Almost half of the population in LTC’s District has never attended college and less than 21% have a bachelor’s degree or higher, significantly behind the State and the U.S. Advanced engineering, manufacturing, healthcare, and business services, which reflect the dominant and growing regional industries⁷, rely on occupations with strong mathematics, science, and technology backgrounds. In-demand occupations within the top sectors require advanced skills and educational competencies gained only through postsecondary education.



Source: U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates. Table: S1501

Racial and ethnic minorities, especially Hispanics and Blacks, are most affected by low educational attainment in the District. Blacks are migrating from metropolitan areas in pursuit of lower living costs and more job opportunities. Still, they tend to relocate to urban areas, lower income neighborhoods, and attend lower performing schools. In Sheboygan County, high school educational attainment rate for Blacks is 83.6%, more than 10% less than that of Whites; and bachelor’s degree or higher attainment is just 7.4%, nearly 20% lower than their white counterparts. In Manitowoc County, high school educational attainment rate for Blacks is just 59.7%.⁸

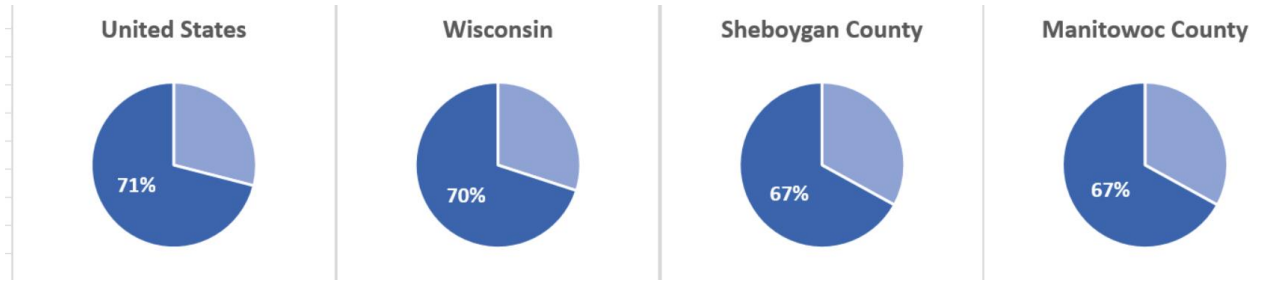
⁷ Wisconsin DWD, *Bay Area Workforce Dev. Area Long Term Industry Projections, 2016-2026*

⁸ U.S. Census Bureau, Educational Attainment. ACS, S1501

Gender

While women make up half of the District's population, they only make 67% of the income. The gender wage gap is greater in Sheboygan and Manitowoc Counties than the state and nation.

Women's earnings as a percentage of men's earnings, by location 2013-2017 5 year estimates

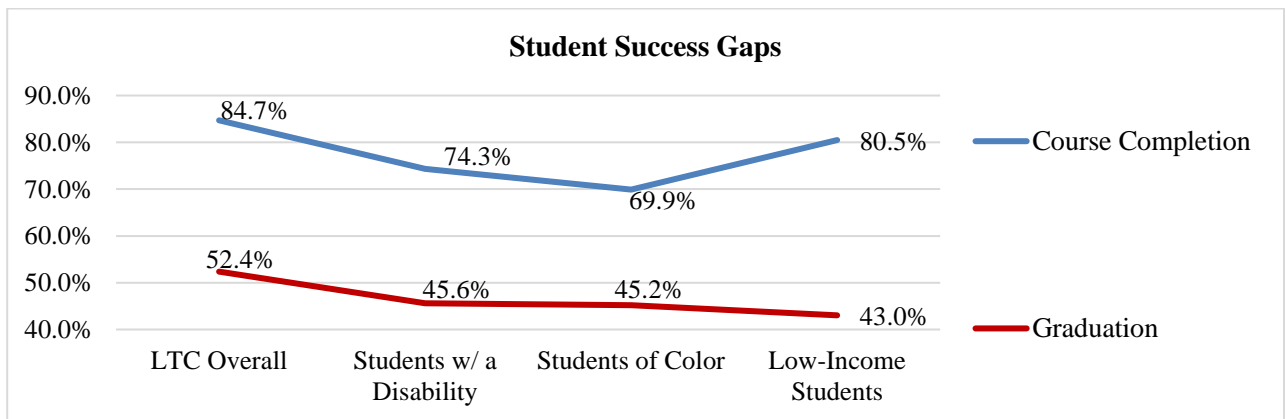


Source: U.S. Census Bureau

Student Success Outcome Gaps

LTC's student body is more diverse than the District. In 2017–18, 49% (1,724) of all degree-seeking students at LTC were low income. In 2017-18, 48% (481 out of 1,002) of all federal Pell Grant recipients were at or below 150 percent of poverty. The average age of an undergraduate students is 25, 54% are female, 79% attend part-time, and 81% of students are white.

Students who have a disability, students of color, or students are low-income fall behind on student success outcomes. These students represent over 60% of LTC's degree-seeking student population.



Other special population groups also experience or at-risk for struggling with student success. Using local data and mirroring Perkins V Special populations, LTC defines “at-risk” college students to include the following special populations: (1) academically disadvantaged, (2) students with disabilities, (3) out-of-workforce individuals, (4) economically disadvantaged, (5) incarcerated, (6) English Learners, (7) single parents, (8) minorities, (9) veterans with benefits, (10) promise students, (11) non-traditional age (25+), (12) foster care youth, (13) homeless individuals, (14) first-time college student, (15) first generation college student, and (15) declared substance abusers and/or mental health disorders under other health impairments.

STUDENT SUCCESS OUTCOMES "AT-RISK" AND EQUITY ASSESSMENT									
Student Population	Successful Course Completion (3-Year Average)			Retention - Fall to Spring (3-Year Average)			Program Completion in 3-Years (3-Year Average)		
	Yes		No	Yes		No	Yes		No
	%	#	%	%	#	%	%	#	%
Academic Year 2016, 2017, 2018									
ALL STUDENTS	84.7%	3588		76.5%	2739		52.37%	1154	
Students with a Disability	74.3%	79	85.0%	78.2%	140	76.4%	45.60%	64	52.80%
Economically Disadvantaged	80.5%	1340	87.2%	85.7%	1178	69.7%	43.03%	522	59.97%
First-Time College Student	82.7%	1494	86.1%	64.3%	942	83.0%			
Male	85.6%	1585		77.1%	1265		48.50%	526	
Female	83.9%	1968		75.9%	1445		55.93%	616	
Unknown	84.2%	35		82.8%	29		41.73%	12	
Minority (Not White)	69.9%	655	85.3%	73.1%	485	77.2%	45.17%	229	54.20%
Asian	83.7%	137		80.7%	189		47.30%	90	
Black or African American	64.8%	30		70.5%	40		38.67%	25	
Hispanic or Latino	74.3%	112		71.0%	159		45.30%	74	
Not Reported	85.3%	25		54.2%	48		43.33%	15	
Two or more races	76.6%	31		73.0%	36		38.10%	19	
White	85.1%	2904		77.2%	2255		54.20%	925	
Veteran with Benefits	85.3%	113	84.3%	81.2%	92	75.7%	48.73%	44	52.50%
Program Enrollments*	83.20%	5,067		87.90%	3589		52.80%	1697	
Academically Disadvantaged*	81.07%	887	83.62%	87.00%	608	88.04%	42.89%	429	56.15%
Limited English Proficiency*	81.05%	42	83.22%	86.20%	25	87.9%	42.86%	14	52.88%
Single Parent*	80.51%	810	83.6%	85.30%	411	88.2%	45.24%	210	53.87%
Non-Traditional Age (25+)*	82.40%	2532	83.9%	87.40%	1,984	88.5%	48.14%	781	56.77%

Source: Tableau Student Success Dashboard (Based on Student Counts for Undergraduate Students – degree-seeking or undeclared)
*Source: OLAP Client Reporting Cubes as data not available in Tableau and equity gaps exist (this data is based on program enrollment counts)

Labor Market

Labor market information derived projects the Top 10 Highest Ranked Industries in the Lakeshore district for 2019-2025. Manufacturing supports nearly 30% of current and future district well-paying jobs, despite a projected a 2% decrease in jobs by 2025. The Health Care and Social Service industry is strong in number of current and future jobs and high wages. Many occupations in these top growing and/or dominant industries require postsecondary training and education.

Lakeshore District - Top 10 Industries						
Industry	2019 Jobs	2025 Jobs	Change in Jobs	Percent Change	2019 Median Earnings	
Manufacturing	31,456	30,943	-515	-2%	\$72,336	
Health Care and Social Assistance	11,389	12,022	633	6%	\$67,237	
Government	10,362	10,392	30	0%	\$61,473	
Retail Trade	10,195	10,499	304	3%	\$32,219	
Accommodation and Food Service	7,000	6,935	-65	-1%	\$17,529	
Construction	4,510	4,734	224	5%	\$63,888	
Other Services (except Public Administration)	4,387	4,346	-32	-1%	\$23,806	
Administrative and Support, Waste Management and Remediation Services	4,157	4,432	275	7%	\$34,438	
Finance and Insurance	3,675	3,936	261	7%	\$82,233	
Agriculture, Forestry, Fishing and Hunting	3,236	3,069	-167	-5%	\$42,836	

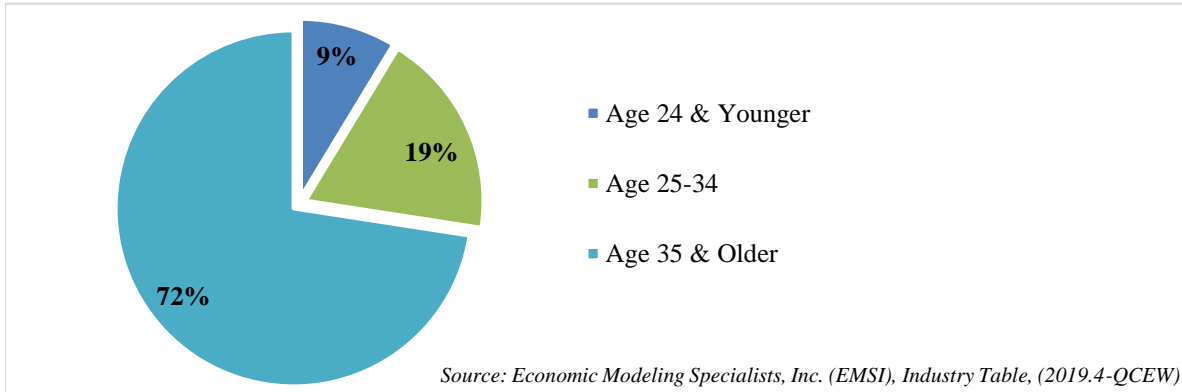
*Source: Emsi Q4 2019 Data Set, Highest Ranked Industries (2-digit NAICS)
Datarun: 2019.4 – QCEW Employees, Non-QCEW, and Self-Employed*

Approximately 25 Lakeshore district manufacturers are members of the Northeast Wisconsin (NEW) Manufacturing Alliance. Over 160 regional manufacturing employers completed a 2019 Vitality Index Study and found that technical skills rank among the highest in demand and the skills shortage, in which employers could not fund the talent they need, increased from 29% to 88% in 2019.⁹ Most unfilled positions are middle skilled requiring some postsecondary training, typically less than a 4-year degree.

⁹ Northeast Wisconsin Manufacturing Alliance. 2019 Manufacturing Vitality Index. <http://newmfgalliance.org/media/2195/2019vitalitystudyfinal.pdf>

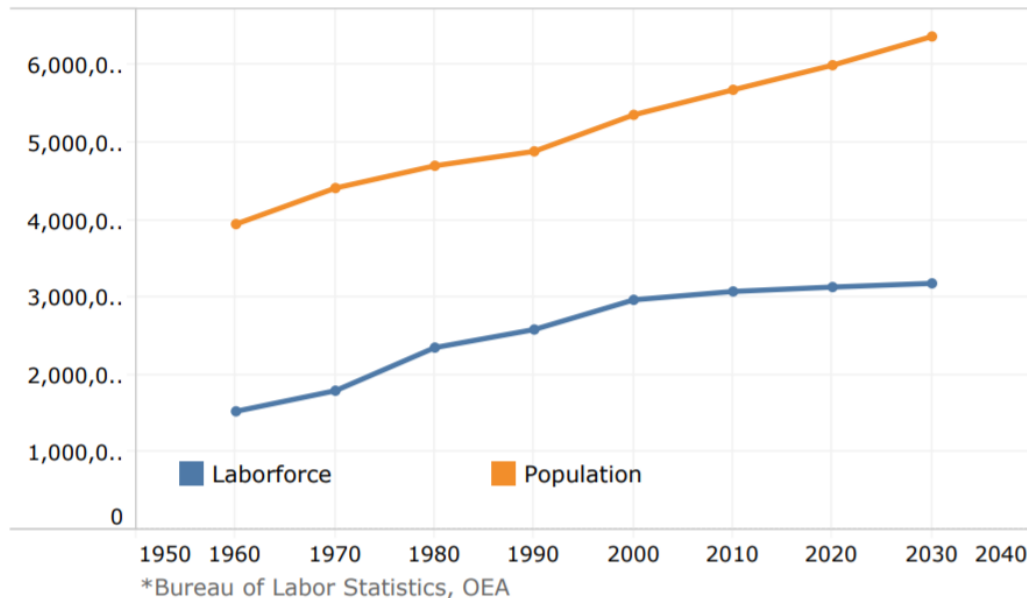
In Manitowoc and Sheboygan counties, there are a stagnant number of young adult labor force entrants and a rising number of retiring skilled workers. Nearly three-quarters of the manufacturing workforce is 35-years-of-age or older and 25% of the population is younger than 20-years of age.

Age of Manufacturing Workers in Manitowoc and Sheboygan Counties



While baby boomers are working longer than previous generations, they will inevitably retire. In 2030, the gap between the available labor force and participation is expected to grow and more than 50% of the population ages 16 and older will not be in the labor force.

Wisconsin Population and Labor Force



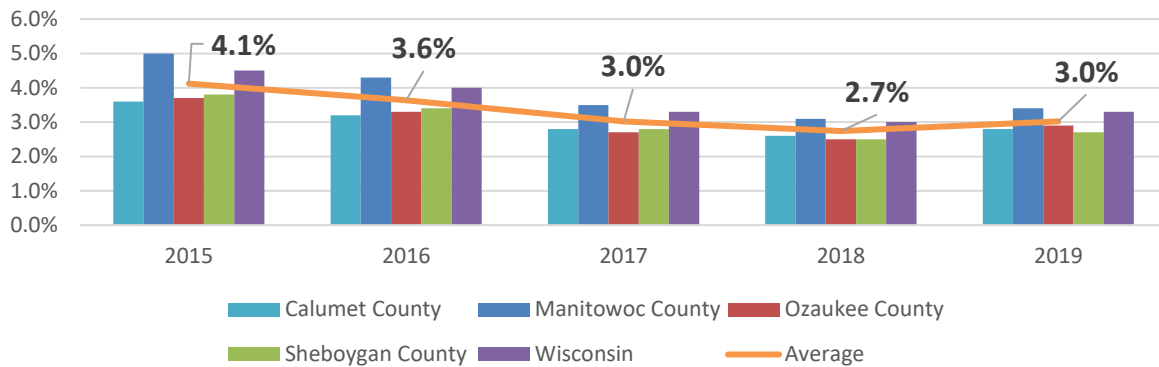
https://jobcenterofwisconsin.com/wisconomy/wits_info/downloads/CP/sheboygan_profile.pdf

Employment

Demographic and Economic Statistics For the calendar years ended June 30, 2015 to 2019

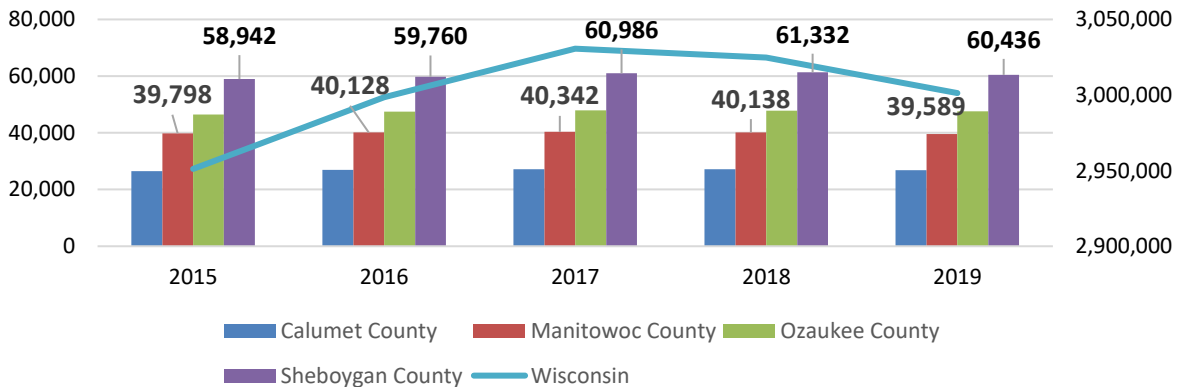
The first chart below shows that the unemployment rates in Calumet, Manitowoc, Ozaukee, and Sheboygan County has been stable over the past three years. This is due in part by dislocated workers capitalizing on the educational opportunity provided by LTC, completing their studies, and reentering the workforce. The second chart shows the number of people employed in Calumet, Manitowoc, Ozaukee, and Sheboygan County.

Unemployment Rate



Source: retrieved from <https://jobcenterofwisconsin.com/wisconsinomy> on 3/27/2020

Employed



Source: retrieved from <https://jobcenterofwisconsin.com/wisconsinomy> on 3/27/2020

While the COVID-19 impact is growing and the long-term impacts to the economy are still unknown, more than 135,000 unemployment claims have been filed in just two weeks since the COVID-19 response began.¹⁰ During the Great Recession, from 2008-2010, the unemployment rate in Sheboygan and Manitowoc counties was ten percent.¹¹

¹⁰ <https://fox6now.com/2020/03/26/wisconsin-unemployment-numbers-rising-135k-claims-filed-in-less-than-2-weeks/>

¹¹ https://jobcenterofwisconsin.com/wisconsinomy/wits_info/downloads/CP/sheboygan_profile.pdf and https://jobcenterofwisconsin.com/wisconsinomy/wits_info/downloads/CP/manitowoc_profile.pdf

Employment (continued)

Ten Largest Employers For The Fiscal Years Ended June 30, 2010 and 2019

Employer	Nature of Business	2019			2010		
		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	7,900	1	4.0%	5,000 +	1	2.5%
Sargento Foods, Inc.**	Cheese manufacturing	1,800	2	0.9%	1,300	6	0.6%
Lakeside Foods Inc.	Food products manufacturer	1,700	3	0.9%			
Bemis Mfg. Company	Toilet seats, lavatories, cutting	1,650	4	0.8%	1,800	2	0.9%
Johnsonville Sausage	Meat processing	1,600	5	0.8%			
Aurora Medical Group	Medical Clinic	1,480	6	0.8%	1,075	8	0.5%
Nemak, formerly J.L. French Corp.	Foundry/automotive parts	1,275	7	0.6%	1,325	5	0.7%
Acuity Mutual Insurance Co.	Insurance	1,259	8	0.6%			
Sheboygan Area School District	Education	1,240	9	0.6%	1,432	4	0.7%
Holy Family Memorial Medical Center	Medical facility	1,065	10	0.5%	870	10	0.4%
Rockline Industries	Manufacturer of coffee filters, baking cups, and baby wipes				1,800	3	0.9%
Hamilton L. Fisher LC (Fisher Scientific) (Formerly Thermo Fisher Scientific)	Laboratory apparatus & furniture mfg				1,200	7	0.6%
Sheboygan County	County employees, nursing care facilities				894	9	0.4%
TOTAL EMPLOYMENT (b)		197,068			202,448		

Notes:

- (a) Sources - Infogroup (www.salesgenie.com), City of Sheboygan Falls official statement dated December 7, 2018, City of Sheboygan official statement dated November 5, 2018, Manitowoc County official statement dated July 17, 2018, Lakeshore Technical College official statement dated June 30, 2010, employer contacts and websites.
 (b) Sources - Wisconsin Department of Revenue - Division of State and Local Finance. Includes total employment for Sheboygan County and Manitowoc County.

** Figures include facilities in Hilbert and Elkhart Lake.

Principal Taxpayers

For The Fiscal Years Ended June 30, 2010 and 2019

Principal Taxpayers	2019			2010		
	Equalized Valuation (a)	% of Total Equalized Value	Rank	Equalized Valuation (a)	% of Total Equalized Value	Rank
Kohler Company	\$ 165,435,406	1.16%	1	\$ 179,241,790	1.24%	1
Acuity	144,231,598	1.01%	2	50,972,660	0.35%	2
Sargento Foods inc.	45,864,799	0.32%	3			
Bemis Manufacturing	36,544,128	0.26%	4	27,133,930	0.19%	7
Johnsonville Sausage	33,217,636	0.23%	5	22,622,460	0.16%	8
Wal-Mart (b)	31,049,016	0.22%	6	49,213,000	0.34%	3
Aurora Medical Group	23,506,656	0.16%	7			
Sargento Cheese	19,483,200	0.14%	8			
Rockline Industries	18,131,814	0.13%	9			
Morrelle Warehousing LLC	17,434,986	0.12%	10			
Manitowoc Cranes, Inc.				33,622,120	0.23%	4
Blue Harbor Resort				32,054,500	0.22%	5
Holy Family Memorial Medical Center				29,041,092	0.20%	6
Menards				18,030,870	0.12%	9
J.L. French Corporation				17,315,100	0.12%	10
Total	\$ 534,899,239	3.75%		\$ 459,247,522	3.17%	
Total District Equalized Value	\$ 14,265,117,910			\$ 14,480,939,422		

Notes:

(a) Sources - Manitowoc County and Sheboygan County

(b) Sheboygan County.

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 Campus

<u>Building</u>	<u>Date Constructed</u>	<u>Square Footage</u>
Agriculture & Energy Addition	1976	18,150
	1983	<u>17,014</u>
Total		35,164
Lakeshore Addition	1974	121,044
	1979	78,104
	2011	<u>12,400</u>
Total		211,548
Nierode Addition	1974	63,893
	1979	2,655
	1982	1,631
	2014	<u>7,755</u>
Total		75,934
Public Safety Addition	1988	6,280
	1991	13,480
	2005	10,550
	2019	<u>5,566</u>
Total		35,876
Plastics Engineering Manufacturing Building Addition	1980	19,000
	2013	<u>14,658</u>
Total		
Burn Simulator Building	1997	2,712
Campus Facilities Building	2016	11,600
Carpentry Lab	2017	1,200
Motorcycle Storage Garage	2009	3,080
Tactical Skills Lab	2006	1,475
Total Cleveland Campus		412,247

School of Agriculture	2017	6,200
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Total (Cleveland Campus + School of Ag) 418,447

Leased Facilities

<u>Location</u>	<u>Lease Term</u>	<u>Square Footage</u>
LTC Sheboygan	2019-2026	8,910
LTC Manitowoc	2019-2024	8,800
Environmental Campus	2010-2020	5,502
Jake's Café	2020-2021	188
School of Agriculture (Ground lease)	2017-2067	NA
Total Leased Properties		23,400

Grand Total Square Footage 441,847

Outdoor training facilities include emergency vehicle operations course, four wind turbines, rescue tower, and an outdoor shooting range.

Performance Outcomes

In planning for 2019-20, the staff assess results of specific outcomes related to specific purposes of the college. The following are the executive summaries of the monitoring reports for the specific purposes that provided input into the planning processes:

Collaborations

Lakeshore Technical College (LTC) actively collaborates with others to elevate the workforce of the LTC district, and those outside the district who pursue education with LTC, by ensuring all students have access to skills and pathways that lead to meaningful, family-sustaining employment today and in the future. To enhance services and opportunities for students, the college strengthens the student experience through these activities:

- consortium grants with other technical colleges
- internships and clinical experiences
- consortium with two other technical colleges providing administrative resources
- shared program agreements with other technical colleges
- course and program transfer agreements

Executive Summary

Lakeshore Technical College observed an increase in the number of LTC graduates attending other educational institutions. In large, this relates to LTC developing and establishing career pathways to support the students to attain their career goals as well as create a diverse workforce. Although LTC has seen growth in the number of graduates attending another college/university, the Associate Degree graduates pursuing their education have remained relatively stable.

LTC recognizes importance of being fiscally responsible and works with two other WTCS colleges within a consortium to provide joint administrative services for Information Technology services in managing the financial, human resources, and student transactional system as well as the reporting system. There are continued efforts to work with the other two colleges to gain efficiencies in leveraging the PeopleSoft functionality and eliminating duplicate efforts. In addition, LTC works collaboratively within the technical college system as well as with other educational institutions and employers to provide services to students, obtain resources, and learn best practices.

LTC leverages grant opportunities singularly and collaboratively with other institutions to obtain funding for programs and student support that otherwise would not exist. The effective execution of the processes provides substantial benefits to student success.

Collaboration Outcomes



Next Steps:

- Implement a process to advise students of opportunities and agreements for further education.
- Collaborate with the WILM Consortium to seek further opportunities to share resources.
- Continue discussions with UW-Green Bay to align programs with a 2+2 model.
- Continue collaboration with Lakeland University through College Here and Now.

Community Education

The Community Services Monitoring Report provides details for how LTC provides services to the community as it relates to educational opportunities as well as services offered at LTC. The College provides educational offerings that are leisure-time, self-enrichment activities. In addition, the College offers a variety of areas and services for the community, which include:

- dental clinic
- automotive maintenance
- auto collision repair and refinish
- child care center
- fitness center
- library services
- Old Growth Forest trail
- disc golf course

Executive Summary

Lakeshore Technical College experienced a slight increase in the number of students who attended a course for personal enrichment. However, the number of students who enrolled in more than one course continued to decline. The competition related to personal enrichment learning is significant due to not only to other local offerings at such locations as Home Depot, JoAnn Fabrics, local libraries, but also through the internet via YouTube, podcasts, etc. The community education courses are a means to provide career exploration or sampling with a goal of conversion to a credit-bearing student. In addition, the college will continue to pursue personal enrichment offerings as a way to serve the community.

Community Education and Community Services Outcomes



Next Steps:

- Provide streamlined instructor onboarding procedures to assist the new community education instructors.
- Improve the registration process for students by making registration user-friendly.
- Expand offerings to facilitate pathways for continuing education at the college.

Adult Basic Education

The Adult Basic Education (ABE) Monitoring Report provides details for how LTC provides basic skills programming designed for out-of-school youth and adult learners. The purpose is the acquisition of skills and knowledge, which prepare adult learners to:

- Successfully enter and succeed in postsecondary certificate, technical degree, or diploma programs, apprenticeship training, bachelor's degree, and/or other postsecondary education.
- Obtain and retain meaningful and sustainable employment.
- Effectively support literacy development and academic success within the family.
- Become informed and productive participants in community and civic life.
- Become self-directed and lifelong learners.

There are six basic subdivisions within Adult Basic Education:

1. Beginning Adult Basic Education refers to the instruction at the K – 5.9 grade levels equivalent that build toward the equivalent of high school enrollment.
2. Intermediate Adult Basic Education refers to the instruction at the 6 – 8.9 grade levels equivalent that build toward the equivalent of high school enrollment.
3. English Language Learning (ELL) refers to an instructional program designed to assist eligible adults who are English language learners achieve competence in reading, writing, speaking, and comprehension of the English language learners, and leads to attainment of a secondary school diploma or its equivalency, as well as transition to postsecondary education and training or employment.
4. Adult Secondary Education (ASE) refers to the instruction at the 9.0 – 12.9 grade levels equivalent to academic courses and acceptable for credit toward high school completion approved by the Wisconsin Department of Public Instruction (DPI). ASE includes courses designed to assist learners in pursuit of a GED or high school equivalency diploma (HSED) as well as transition to postsecondary education.
5. Developmental Education is designed for individuals who, upon seeking admission to a post-secondary program, need to strengthen deficiencies in foundational communication and mathematical competencies in order to be successful in college-level courses.
6. Remedial refers to instruction in foundational competencies, offered in conjunction with college-level academic subjects for post-secondary students.

Adult Basic Education, Adult Secondary Education, and the English Language Learning program serve the two-county communities in Sheboygan and Manitowoc, currently housed at the county Job Centers, the Sheboygan County Detention Center, the Sheboygan County Jail, and the Manitowoc County Jail. Partnerships with the Manitowoc One-to-One Literacy Partners and the Sheboygan County Literacy Council, as well as Jefferson Elementary School, Sheboygan, are established to reach more learners in the community.

Executive Summary

The ABE Board Monitoring Report provides coursework information offered for secondary education to adult learners. The programs are grant funded through Adult Education and Family Literacy (AEFL) and General Purpose Revenue (GPR) as well as through district funds. Programming aligns with the local Workforce Development Board yearly plan.

The College continues to offer structured coursework with assessed competencies, creating a bridge of concurrent ELL and ASE instruction, and aligning Developmental Education to the HSED 5.09 program that have changed the face of class offerings and have revitalized the instruction to meet student needs. These activities, alongside offering academic advising, IBCs, and dual credit opportunities are planned to increase the number of students transitioning from ASE to post-secondary education.

ABE Outcomes



Next Steps:

- Continue development for the Ability to Benefit Strategic Initiative; promotion is planned to begin this spring to the public.
- Implement activities as part of a General Purpose Revenue (GPR) grant to create pathways into programs for ELL and Ability to Benefit students.
- Work collaboratively with WTCS to ensure AEFLA expectations are met.
- Develop actions to respond to the decrease post-secondary transitions by creating pathways into programs.
- Provide GED on-line courses.
- Offer ELL courses at Sheboygan South High School.

Student Services

The Student Services Monitoring Report provides details regarding the services provided to students. This begins prior to the students enrolling in courses when the career coaches are working with the high school students and other applicants to begin a program at Lakeshore Technical College (LTC).

The Outreach team also conducts other recruitment strategies to attract potential students. Through the process of becoming a student as well as for all students, comprehensive resources essential to the students are available. This includes services to guide students from the point of enrollment through graduation. Academic advisement/enrollment, registration, student records, student billing, and financial aid are major areas of Student Success.

In addition, student support resources provide 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 personal counseling, multicultural and diversity services, accommodation services for students with disabilities, TRiO, library services, assessments and testing, academic skills support, career placement, financial coaching, and student activities.

Executive Summary

Lakeshore Technical College provides comprehensive services to maximize student success. There are robust systems and practices that support and care for students. The intention is to create an environment

for students to learn and gain knowledge. LTC seeks to engage and support students in all aspects related to financial, counseling, academics, personal concerns, and health services. There is access to all students to provide daily support and engagement that allows LTC to respond quickly when a student needs assistance.

Staff monitor and evaluate processes and systems for continual improvement. Through the evaluation, the staff identified that program students receive services that are more direct whereas those students enrolled in undergraduate courses but not in a program do not have quite the same level of service. Therefore, there will be focused efforts to direct more services to improve support to the course takers. In addition, the referral system and process is limiting the ability to assess resource needs as well as provide the appropriate resource to the student timely.

The focus of LTC is to provide students hope based upon their dreams. The average student income who is independent and applying for financial aid is \$19,687. Related, greater than 54 percent of the eligible students who apply for financial aid receive financial aid. Not only are students in need of financial support, but also other support services. Students are leveraging these resources and opportunities to support them. LTC will continue to evaluate these services and processes to better support all students.

Student Services Outcomes



Next Steps:

- Improve the recruitment through advising process by creating a holistic student experience.
- Implement new Customer Relationship Management (CRM) software to improve the student's transition through the admission process.
- Implement Ability to Benefit to increase student's eligibility for financial aid while concurrently enrolled in high school credential and college programs.

Special Populations

The Special Populations Monitoring Report provides details of those LTC serves and the supporting resources available. The College serves a diverse population and embraces each student individually to supporting each student to be successful on their career path. Special populations in education are groups of people with needs requiring special consideration and attention in an educational setting. Students can belong to more than one special population at a time. While no two students will ever have identical needs, awareness of the special populations in education provides a greater understanding of the challenges students may face and development of ways to better support students.

Executive Summary

Lakeshore Technical College is relatively stable in the number of special populations' students served from year to year. In addition, in relation to the other Wisconsin Technical College System (WTCS) districts, the percent of total students served at LTC of the various population groups strongly aligns with the other technical colleges except for the designated disabled students. Consistent with other colleges, the largest percentage of special population students are those who are economically disadvantaged.

The retention, completion, and graduations rates for the special population groups are generally below the overall student population. The College provides support services for all students through Student

Relationship Management as well as a Student Referral System. These services and systems facilitate assistance to students in receiving peer tutoring, accommodation services, or other support services. These services are available to support the student in being successful in their coursework. The college has also received funding for TRIO support services through a grant opportunity that helps low income, first generation, and students with disabilities.

Special Population Outcomes



Next Steps:

In 2019-20, the college is defining and implementing a holistic student support model. The holistic student support model facilitates the college effort to operate with an intentional student-centered design that allows for the maximization of limited resources in support of student success and equity at scale. This model will be complimented by the Universal Design for Learning principle across programs and courses that will prepare the learning environment with flexible means, methods, and materials that will better meet the needs of every student. Lastly, the college will support efforts outlined in the college equity plan focused on increasing inclusion as part of Perkins V. This structure will improve resources available for course takers and program students to succeed.

Apprenticeship

The Apprenticeship Monitoring Report provides details for how LTC provides training to Registered Apprentices. The following are the Apprenticeship programs offered at LTC:

Construction

- Carpentry
- Plumbing
- Sheet Metal-Construction

Industrial

- Industrial Electrician
- Industrial Manufacturing Technician
- Machinist
- Maintenance Mechanic/Millwright
- Maintenance Technician
- Mechatronics Technician
- Tool and Die

In 1911, the Wisconsin Apprenticeship Law was passed for the purpose of providing the State's industries with a continual supply of highly skilled workers, providing an additional career opportunity for many of the youth of the State, and serving as a protective measure for the people who enter skilled trades training. In 1911, the Legislature also passed the Industrial Education Act authorizing the establishment of trade schools, to provide related instruction to apprentices (WI Stats 38.001).

The Bureau of Apprenticeship Standards (BAS), a branch of the Wisconsin Department of Workforce Development, regulates the training and certification for apprenticed trades in conjunction with employers, the Wisconsin Technical College System and trade advisory committees. Employers sponsor apprentices in selected industrial, construction and service trades for two to six years as paid employees and are responsible for teaching trade skills on the job.

Executive Summary

Registered apprentices attending LTC for paid-related instruction increased in 2018-19, primarily in Tool and Die and Industrial Electrician. In addition, Mechatronics was a new Apprenticeship program with new efforts to increase additional students. In today's job market, the demand for apprenticeship remains high; therefore, sustained growth in enrollment is expected. For LTC to continue to increase apprenticeship enrollment, there needs to be a continued emphasis on outreach and recruitment. As LTC has seen a strong increase in the number of students enrolled in the Youth Apprenticeship program, the College is working with high schools and employers to build a bridge from Youth Apprenticeship to Registered Apprenticeship. Even though we have a high number of active employers who participate in the Apprenticeship program, there is opportunity for additional employers to serve better their employees by offering apprenticeships. LTC's district has many small-sized companies who only need a few registered apprentices and once trained, the need does not exist again until turnover occurs. There remains a concentrated effort to attract new employers and revitalize those who no longer offer apprenticeships.

LTC has realigned coursework in certain apprenticeships to allow additional opportunities to provide credit for prior learning. LTC is seeing an increase in the number of people looking to receive credit for previous courses and job experience. In addition, to provide program students a smooth transition into apprenticeship, crosswalks are in development for the program courses.

Apprenticeship Outcomes



Next Steps:

In 2019-20, the staff continue to conduct outreach with high schools to promote continuing their education as a registered apprentice. The youth apprenticeship program within the high schools is a bridge to a registered apprenticeship program for students. As for existing program students, the staff continue to build crosswalks with program courses to ensure a smooth transition into apprenticeship. In addition, the staff is working with defining assessments to grant credit for prior learning and experience. To accommodate potential growth in interest to the apprenticeship program, there is continued outreach with local employers for hiring registered apprentices. Lastly, the college continues to grow the Mechatronics program.

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Definition of Terms & Acronyms

ABE. Adult Basic Education.

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

AEFL. Adult Education and Family Literacy.

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

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

ASE. Adult Secondary Education.

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

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

ATD. Achieving the Dream.

AV. Audio Visual.

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

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

BAWDB. Bay Area Workforce Development Board.

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

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

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

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

CAFR. Comprehensive Annual Financial Report.

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

CNC. Computer Numerical Control.

Combined Budget. The total budget for all funds.

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

CTE. Career and Technical Education.

Cross-functional. A group of people with different functional expertise working toward a common goal. Typically, it includes employees from all levels of an organization.

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.

Dual Credit. Courses in which high school students have the opportunity to earn both high school and college credits simultaneously.

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).

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

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

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

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

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

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

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

GAAP. Generally Accepted Accounting Principles.

GASB. Governmental Accounting Standards Board.

Gen Ed. General Education

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

Geofencing. The practice of using global positioning (GPS) or radio frequency identification (RFID) to define a geographic boundary and using triggers that send a text message, email alert, or app notification when a mobile device enters (or exits) the specified area.

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.

IBC. Industry Based Certification.

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.

NEW ERA. Northeast Wisconsin Educational Resource Alliance.

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.

Portal. A website considered as an entry point to other websites, often by being or providing access to a search engine

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

QRP. Quality Review Process.

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

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

SEOG. Supplemental Educational Opportunity Grant.

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

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

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

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

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

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

TID. Tax Incremental District.

TSA. Technical Skills Attainment.

UW. University of Wisconsin.

VoIP. Voice over IP; A methodology for the delivery of voice communications and multimedia sessions over Internet Protocol (IP) networks, such as the Internet.

WATG. Workplace Advancement Training Grant.

WIOA. Workforce Innovation and Opportunity Act.

WIDS. Wisconsin Instructional Design Software.

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

WRS. Wisconsin Retirement System.

WTCS. Wisconsin Technical College System.

WTCSB. Wisconsin Technical College System Board.

YA. Youth Apprenticeship

Youth Options. Students in grades 11 and 12 currently enrolled in a Wisconsin public high school can attend a Wisconsin postsecondary institution for the purpose of taking one or more courses for high school and college credit.

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1290 North Avenue • Cleveland WI
HLC-Accredited hlcommission.org

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