



2016-2017 Budget

Serving Southeastern Wisconsin



choose Gateway.

A map of the Racine, Wisconsin area. The map shows the following features:

- Cities and Towns:** Racine, Burlington, Elkhorn, Delevan, Lake Geneva, Union Grove, Sturtevant, Kenosha, Pleasant Prairie, Waterford, and Twin Lakes.
- Counties:** Walworth, Racine, and Kenosha.
- Highways:**
 - Interstates: I-94, I-45, I-12, I-50, I-30, I-32.
 - State Routes: SR-83, SR-36, SR-20, SR-11, SR-142, SR-158, SR-31, SR-32.
 - Local Roads: K, H, 43, 50, 12, 11, 142, 158, 31, 32.
- Landmarks:**
 - Sturtevant (marked with a green star).
 - Kenosha (marked with a blue star).
 - Pleasant Prairie (marked with a red star).
 - Union Grove (marked with an orange star).
 - Elkhorn (marked with a red dot).
 - Burlington (marked with two red dots).
 - Racine (marked with a red dot).
 - Kenosha (marked with a red dot).
 - Pleasant Prairie (marked with a red dot).
- Water Bodies:** Lake Michigan, Lake Geneva, and Lake Koshong.



2016-17 BUDGET

Gateway Technical College District Board

Adopted May 12, 2016

Official Issuing Report:

Bane Thomey, MBA
CFO/Vice President Finance & Administration

Report Prepared by:

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Gateway Technical College District Board of Trustees

The Gateway Technical College District is governed by a nine-member board of trustees representing the communities served by the three-county district, which is comprised of two employer members, two employee members, one elected official, one school district administrator, and three additional members. Members are appointed by the chairpersons of the Kenosha, Racine, and Walworth County Boards of Supervisors, and serve staggered three-year terms.

The Gateway Board monthly meetings are open to the public. Information on their meetings can be found at www.gtc.edu/board.



Ram Bhatia
Racine County



William Duncan
Walworth County



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Dear District Taxpayer:

We are pleased to present the following budget which represents the financial plan for the operation of Gateway Technical College for fiscal year 2017. The plan reflects the efforts of the Board of Trustees and staff to meet the needs of the College's owners, the taxpayers of the District.

Gateway's FY2016-17 overall operating budgets for expenditures, which includes both General and Special Revenue Funds, is projected to be \$85,867,695. The General Fund, which accounts for the majority of programs and services, is projected to be \$79,044,709, a 0.10% increase over the current year. The expenditure budget for all funds is \$146,007,695, a 3.90% decrease.

The budget calls for a total tax levy of \$31,489,031, which includes \$20,408,031 for operations and \$11,081,000 for debt retirement. The total levy will increase 4.19% due primarily to an increase of Debt Levy. With the current market in our service district, we anticipate no change in district wide property values. Therefore, the tax rate assessed against a taxpayer's property will increase 4.19%.

Gateway offers 69 associate degree and technical diploma programs, preparing students for careers in business, manufacturing, healthcare and service occupations. In 2015, the college graduated 1,034 students. Gateway continues to modify and expand its offerings to meet the community's need for skilled workers.

Gateway Technical College graduates continue to create a positive impact on the economies of their local communities. They bring skills that improve the productivity and effectiveness of area employers and contribute to their communities through their work, volunteerism, and becoming taxpaying citizens. Each year a survey is conducted of our graduates to determine the effectiveness of the education and support we provide. The response rate to the study is normally in the 75-80% range. The average wage of 2015 graduates is \$17.93 per hour and 87% of our graduates are employed. Approximately 73% of graduates are employed in the Gateway district.

Gateway continues to be the leader in providing economic growth in the region through high-skilled job training and career-based educational services. This budget document reflects our commitment to provide quality cost-effective services to the residents of the Gateway Technical College District, develop high-skilled high-wage jobs and enhance economic development in the region. We invite your participation and suggestions in improving Gateway's programs and services.

Sincerely,

Gary Olsen
Chairperson, Board of Trustees

Bryan D. Albrecht, Ed.D.
President and Chief Executive Officer

GATEWAY TECHNICAL COLLEGE MISSION, VALUES AND VISION

Our Mission

We collaborate to ensure economic growth and viability by providing education, training, leadership and technological resources to meet the changing needs of students, employers, and communities.

Our Values

- Diversity of individuals and perspectives
- Positive climate for working and learning
- Innovation and risk-taking
- Honest and ethical behavior
- Quality and excellence in education

Our Vision

We are the community technical college of choice for academic achievement, occupational advancement, and personal development.

Strategic Plan

Launched in 2013, Vision 3.2.1 is the college's strategic plan. It provides a framework for college growth centered around two goals.

Goal 1 - Increase enrollment to 6,000 FTEs by 2017.

- Increase efforts to recruit high school students.
- Engage in strategic enrollment management.
- Improve student persistence and completion rates.
- Optimize course scheduling.
- Implement a proactive advising model.
- Implement new technologies to support advising, scheduling and retention.

Goal 2 - Create a culture of excellence and continuous improvement.

- Invest in new technologies and facilities to improve efficiency, quality, customer service, and a positive learning environment.
- Expand the use of Lean Six Sigma as a tool to improve efficiency, customer service, and employee engagement.
- Expand strengths initiatives to maximize the potential of employees.
- Incorporate quality metrics into budgeting and planning processes.
- Expand employee learning opportunities to increase employee engagement.
- Promote cross-divisional activities throughout the college that will strengthen relationships and provide opportunities for employee engagement, connectedness, and wellness.



GATEWAY TECHNICAL COLLEGE

THE 2016-2017 BUDGET MESSAGE



Gateway Technical College has been a valuable economic and educational resource for southeast Wisconsin since 1911. Throughout the years, our college has adapted to the ever-changing conditions of the communities we serve. Whether seeking to improve occupational skills, earn a high school diploma or fulfill your life's goal of completing a college degree, Gateway provides a path for success. Offering 69 diplomas and associate degrees, our strength is our occupational diversity. Aligning the academic and occupational careers with the local needs of industry positions our graduates near the top of the hiring ladder. In our 2015 graduate follow up report it was noted that 87% of graduates were placed within 6 months of completing their degree and 97% of employers reported they were satisfied with the education and training their employees were receiving at Gateway.

Balancing our communities' investment with the cost of training is a value we take very seriously. That is why we have worked hard to partner with business in public-private partnerships like the SC Johnson iMET Center and our new RPM Center in Elkhorn. This year we also initiated a Gateway Promise program to address college affordability for thousands of students and their families. This is a privately funded endowment program to award scholarships to graduating high school students who meet the qualifications.

On behalf of our board, administration, faculty and staff, we thank you for the opportunity to serve our community as one of America's top community and technical colleges.

Respectfully,

- Bryan D. Albrecht, Ed.D., President and Chief Executive Officer



Gateway Technical College along with the other 15 technical colleges in Wisconsin adopted the theme “we are futuremakers” which describes in broad terms the impact technical colleges have within our communities. At Gateway, we believe we are future makers and have positioned our college to educate and train in careers that provide skilled workers. Gateway is continually expanding services and adding programs and services that align with the community’s needs. As a future maker, Gateway is committed to continue to strive for educational excellence.

Our Vision is clear....3 Counties, 2 Goals, 1 Vision. What does it take to make a great college exceptional? Over the next year, Gateway Technical College will be on a path to achieve Vision 3.2.1. Each year, our plan is revisited and aligned with the budget. The FY2016-17 Budget is a result of a shared vision of how Gateway can best serve our communities’ changing needs. The following sections outline many of the major initiatives included in the 3.2.1 strategic plan and FY2016-17 Budget.



Academic and Campus Affairs

Programming

Gateway continues to meet the education and training needs of Southeastern Wisconsin by offering Associate Degree, Technical Diploma, Adult High School (AHS) English Language Learner (ELL), High School Equivalency Diploma, Certificate of General Educational Development (GED) and Adult Basic Education (ABE), programs. Constant monitoring of community needs mandates that we upgrade programs, discontinue programs and add new programs on an annual basis. The most recent new programs and services include:

- New Programs for 2016-2017 include Hospitality Management AAS with concentrations in Hotels & Lodgings, Food & Beverage, and Tourism & Attractions, and a new Cybersecurity Specialist concentration in the AAS Information Technology. In Spring 2016 a new Gas Utility Construction and Service technical diploma program began.
- With a focus on career pathways, new Technical Diplomas for 2016-2017 include: Accounting Assistant, Business Services Manager, CNC Programmer, Firefighter Technician, and It Computer Support Technician. New Certificates include: Tax Preparer Assistant, Payroll Assistant, Business Professional Essentials, Receptionist, Childcare Teacher, Childcare Basics, Retail Beauty Advisor, and Automotive Under Car Technician
- International study abroad programs continue to be offered in new program areas. In FY16 nursing, veterinary science, surgical technology, physical therapy assistant, IT, horticulture, dental assistant, and early childhood education students participated in service learning projects in Peru, Belize, Nicaragua, and Costa Rica. Horticulture, Interior Design and Communications students studied in London, and students from a variety of programs participated in a trip to Iceland. For FY17 students will study in Switzerland and France, and we will have exchange students from Morocco, Germany and Italy.
- Full implementation of new course scheduling software is on track for Spring 2017 course scheduling. This effort will produce “conflict-free” schedules for students and improve all scheduling functions, and utilization of facilities.

- Every Gateway student has access to the college's Learning Success Center where free tutoring services are housed. The tutoring services teams on all 3 campuses are available to answer academic questions and assist students in small groups and one-on-one tutoring in a variety of courses. New this year: facilitated study groups and online tutoring services. Gateway's academic year consisting of (3) 15-week/semesters enables students to begin in the summer with a full semester, and if full-time, complete an Associates' Degree in less than two years.

The Gateway Promise

The Gateway Promise is a vision for southeast Wisconsin high school students that assures preparation for college and career success through the alignment of Gateway's programs and services and free tuition for eligible students. Through support from the Gateway Foundation and generous donors in the community, this vision assures district employers access to an increased pipeline of highly qualified employees, and is a guarantee for families that all eligible high school graduates will have access to an affordable college education. The first class of Gateway Promise scholars will begin studies at Gateway in the 2017-2018 academic year. The goals of the program are to:

- Increase the number of high school graduates enrolling directly into Gateway Technical College pursuing career based college degrees.
- Increase student rates for persistence and completion of degrees
- Address the skilled worker shortage and build a talent pipeline supporting the local economy
- Provide a regional economic advantage for business recruitment and retention
- Support the Racine County Higher Expectations Education Reform platform, Racine and Kenosha's STRIVE initiatives and Walworth Counties Workforce and Economic Development goals

Grant Activity

Grants support a wide variety of programs and services at Gateway. Through grant funding, the college is able to offer adult basic education (basic literacy; GED and high school equivalency diploma instruction; and English Language Learner instruction) at no cost to students other than fees for books and some tests. Grants also allow the college to support and retain students, implement new programs, and expand existing programs as needs arise. Grant funding is critical to advancing some of Gateway's new program, such as starting the Urban Forestry program in 2017-2018, expanding the CNC program to the Elkhorn Campus, and offering IT Academies at area high schools.

Facilities

Positioning our college for continued growth is our goal. The FY2016-17 budget includes a \$8.5 million investment in facilities at our campuses and centers throughout the District to support programs and services targeting high-growth enrollment and community and student services.

Elkhorn Campus – In FY2016-17 a remodel of the South Building will continue. Classrooms in the manufacturing wing will be converted to accommodate engineering curriculum. The South Building will be completed by replacement of the roof on that wing as well as repaving of the lot on the west side of the building.

Kenosha Campus – An expansion and remodel of the Law Enforcement Academy is planned to continue and includes a new CSI lab, a new 12 lane firing range and improved instructional space. Six classrooms in the academic building will also be refreshed. The Kenosha student commons will be completely updated including new furniture. This will complete the remodel of those spaces on all three main campuses.

Racine Campus – In FY2016-17 the Racine campus will continue updating the campus infrastructure, including the replacement of the sewer line in the Lake Building as well as repair to the Lake Building elevator. The third floor of the Tech Building will be completely remodeled and all advanced IT programs east of Interstate 94 will be centralized in that space. Criminal Justice currently housed there will be moved to remodeled space on the second floor.

Repairs and Other Remodeling – Gateway's three-year strategic facility plan includes projects at the three main campuses focused on improving and updating building infrastructure such as HVAC, electrical, and roofing. Other priorities include building aesthetics and general maintenance of parking lots and grounds.

Human Resources

Gateway Technical College models a positive, collaborative, and safe work environment. The Human Resources Department is instrumental in assisting the college with programs and strategies to meet this goal. Human Resources and Institutional Effectiveness plan and develop training sessions on effective leadership for all 'supervisors'.

The college encourages and promotes employee wellness. Human Resources has established a Wellness Committee to work towards this goal, understanding that a healthier bottom line and employee groups will help achieve district-wide wellness goals. The college received a gold award from the Wellness Council of America (WELCOA). The college is preparing to apply again with WELCOA which also will contribute to the pursuit of the Racine County Wellness WELCOA Award.

Human Resources is also charged with maintaining competitive and affordable salary and benefit plans that allow the college to continually attract and retain high quality employees. This requires ongoing monitoring of the marketplace and attention to many options that exist especially in the health benefits arena. In the last couple of years, we have successfully implemented a merit salary program for all non-union employees that ties job performance to annual salary increases.

Employee health clinics staffed with a nurse practitioner and a RN will open on the three major campuses. All employees and dependents enrolled in the GHT health benefit plan will be eligible to use them free of charge. Incurred costs will not count toward our utilization of the benefit plan.

Human Resources is the catalyst for assisting all Divisions in improving the working environment - a positive workforce is a productive workforce. Using the annual Workplace Dynamics climate survey as a working document, each vice president is charged with creating a plan to address two or three issues with input from all employees to improve their operation and morale.

Community and Government Relations

The college continues to be committed to serving as the resource our communities turn to for leadership, innovation and training. In order to do this, we must continue to play an active role in our communities by listening to and addressing their needs, being active on boards and committees, and by developing partnerships with local agencies, organizations and businesses. Our connection with our elected officials at the local, state and federal levels is critical so that they are aware of the activities that are taking place at the college, the new initiatives and opportunities that Gateway has, along with the challenges we may be facing.

Gateway offers opportunities for the community to become involved with the college and students other than taking a class. The Gateway Technical College Foundation supports educational programs and offers increased opportunities for students and the community to become involved through private gifts and grants. The scholarship program offered through the Gateway Technical College Foundation provides associate students access to more than 205 different scholarships in almost every program area. In FY2015-16 more than \$127,000 was awarded to 199 deserving Gateway students.

Gateway Technical College is committed to fostering a culture that supports sustainable initiatives. Our commitment to sustainability continues to expand as we look at new programming in the area of green jobs and technology, review and adjust policies and procedures to meet our concerns and to maintain our facilities in the most efficient way that we can. Gateway Technical College developed the Madrigano Center for Sustainable Living as an educational and community resource. Connecting to the community and student body is important as we move towards our sustainability goals. The Earth Day and Eco Fest celebrations on our campuses helps us outreach to our communities. The Green Scholars program was implemented for Gateway students that are interested in the environment to participate in green activities, both on campus and at home, collect points and graduate with a certificate indicating their commitment to sustainability in their lives. Gateway Technical College continues to address ways to reduce our greenhouse gas emissions through the President's Climate Commitment and we have become a founding member of the Alliance for Resilient Campus. We have completed our 4th greenhouse gas inventory as well as our first sustainability plan and are beginning to see positive changes within the college.

Learning Innovation and Technology

The Gateway Technical College's Learning Innovation Division (LID) continues to enhance the academic mission of the college through supportive technologies. In FY2016-17, we will continue our focus on student and staff support through the continuation of our Tech Central help desk offering. We are also looking ahead to deploying the mobile application for Ellucian which will provide students with mobile access to course registration, payment, etc.

We continue to explore environmentally-sound computing methods at both the server and desktop levels. Our college computing virtualization efforts will continue in FY2016-17, with several enhancements planned to make it easier for users to stay connected with their work desktop computing resources. We will also expand our VDI deployment to include additional staff and

academic resources. This virtualization strategy simplifies end-user support, saves energy, and reduces costs at the desktop level by extending the amount of time that we use desktop hardware before phasing it out. We are excited about the opportunities this technology provides and have realized true enhancements as we have deployed it in our college support operation. Our goal for FY2016-17 is to expand VDI deployments to additional staff and academic areas wherever it is appropriate.

In FY2016-17, we will see significant growth in our VANguard initiative once again. As a result of grant funding, additional schools will come onboard to offer programming, enrichment, and staff development opportunities to their staff personnel. This partnership with regional K-12 school districts allows them to share coursework among themselves as well as take advantage of Gateway programming delivered using distance learning technologies. For FY2016-17, our goals for VANguard include the deployment of equipment to additional schools and continued focus on enrichment offerings available through this partnership.

We are proud of our accomplishments and we look forward to providing powerful enabling technology that supports our mission moving forward into the future.

Business & Workforce Solutions

In an effort to align Business & Workforce Solutions with national best practices, the division was restructured in FY2015-16 through the appointment of a Director of Operations, a Director of Programming, and a Director of Business Development. This restructure will serve the College well as we continue to work more closely with all academic divisions in order to provide access to the resources of the College to business and industry throughout the Gateway District. With an improved economy, we are situated to provide more customized and short-term training to those who have acquired a job but need additional skill training.

Apprenticeship enrollment continued its growth trajectory and in FY2016-17 we anticipate exceeding 300 apprentices through the addition of new company-sponsored apprenticeships and new apprentice program offerings such as Wastewater Treatment Operator, and program expansion in Tech Plumbing and our Construction Electrical programs. We are currently working on a Low Voltage Technician program which we hope to gain approval on in 2016.

Boot Camps for FY2016-17 include three CNC Boot Camps, two Youth CNC Boot Camps, three Logistics Boot Camps, and one Telecom/Cable Installer Boot Camp. We are exploring two new Boot Camps, Electronic Assembly and Customer Service, and are working with local employers to define the curriculum and delivery model. We continue to experience success with these programs and the job placement rate reflects the engagement of business and industry in the programs.

In FY2016-17 the Launch Box co-working space will move from Main Street in Racine to the Gateway Racine Campus. This new space includes two private conference rooms, video conferencing equipment and access to all the resources at the Gateway Campus. This will allow for better engagement between entrepreneurs and Gateway students in the Biz Squad. It will also provide a place for Gateway students to test their own business ideas. Connections between entrepreneurs in the community are being made between the Business Resource Center and Gateway's Fab Lab and other business start-up/growth resources.

The FabLab located at iMET and part of the US Fab Lab Network has aligned with the National Coalition of Certification Centers (NC3) and will be hosting Dremel 3D Printing Certification for Technicians starting in summer 2016. We continue to see growth with the Fab Lab through

Gateway student and engagement, K-12 student tours, camps, visits and projects, and community use of the Fab Lab. In 2016 Gateway's iMET Center and Fab Lab will host Maker Girl sessions. Maker Girl is an organization that inspires young girls to be active in Science, Technology, Engineering, and Math (STEM) and offers design and 3D printing workshops. Many more exciting opportunities await!

Business & Workforce Solutions continues to work with local employers to submit Workforce Advancement Training (WAT) grants in partnership with local businesses. For FY2016-17 we are submitting ten proposals totaling more than \$250,000 to offset customized training to companies in the Gateway district.

Through a grant, Gateway procured a mobile training lab which will be used to deliver certifications to high school students throughout the Gateway District. The lab will be outfitted with NC3 certification kits for: Starrett Precision Measurement, Snap-on Torque, Snap-on Multimeter and Dremel 3D Printing. We are excited about the opportunity to help prepare K-12 students through training and assessment that leads to industry-recognized certifications.

Business and Financial Services

The strategic plan provides the framework for the Finance Division's goals for the new budget year. The plan calls for a strong commitment to improving efficiency in College operations along with effective controls, procedures and financial reporting which are essential for Gateway to achieve its vision. The Finance Division team's mission statement which encompasses our overall direction and purpose is below:

Our Mission

The Business Office is responsible for managing the overall accounting, treasury, financial reporting and financial services operations of Gateway Technical College. This includes managing internal controls to mitigate risk; providing district-wide procurement services in accordance with college procurement policies; preparing and presenting financial reports to internal and external parties; ensuring that the accounting records of the College are timely and accurate; safeguarding the assets of the College to minimize risk of financial loss; and developing and maintaining financial systems and reporting tools to provide high-quality financial information that supports the College's Mission, Value, Vision and strategic management initiatives.

Value Statements

Integrity: We preserve the integrity of the accounting and reporting records through the diligent and thorough application of pertinent laws, regulations and policies; through the accurate and timely completion of assigned tasks; and through the appropriate documentation of transactions.

Accountability: We perform our duties to the best of our abilities and take pride in our work. We understand and commit fully to our responsibilities.

Transparency: We are committed to openly sharing information with others, effectively expressing our ideas and actively striving to understand the ideas of others.

Customer Service: We serve our customers by performing our tasks in a timely, consistent and accurate manner. When interfacing with our customers, we are polite, friendly, professional and efficient. When situations require, we take initiative and proactively address customers' needs.

Teamwork: We work together to achieve our individual and common goals. We share knowledge, encourage and support each other, and respect individual differences. We value the individual strengths of our team and the customers we serve.

Value: We continually examine the way we operate and seek opportunities to improve the effectiveness of our service.

The Business Office is committed to continuous improvement initiatives and in FY2016-17, we will focus on process improvements that streamline our internal processes while strengthening our internal controls. Several areas the Business Office will focus on are shown below:

Internal Control

The Executive Leadership Council (ELC) at Gateway is committed to the development of good management systems and controls. Systems and procedures are developed or refined to provide appropriate levels of supervision, control and segregation of duties. For FY2016-17, the Business Office will continue their work on Uniform Grant Guidelines and document policies and procedures to ensure our internal processes support the requirements of the new grant guidelines.

Accounting Systems

In developing and modifying Gateway's accounting system, consideration is given to the adequacy of internal controls. Internal accounting controls are designed to provide reasonable, but not absolute, assurance regarding the safeguarding of assets. Mitigating controls are used for those processes that cannot be changed due to system constraints. In FY2016-17, the Business Office will review the available enhancements to the financial accounting system to better leverage the accounting system's automated controls and capabilities.

Debt Management

The Gateway Technical College Board has taxing powers and may incur long-term debt obligations. Gateway has parameters to which debt can be issued, and accordingly cannot have bonded indebtedness greater than 2% of equalized valuation and aggregate indebtedness greater than 5% of equalized value. The college structures its debt to be repaid within ten years or less. The District annually borrows funds to pay for new construction, land improvements, building improvements, site improvements and capital equipment that is budgeted for in the Capital Projects Fund. The Business Office continues to partner with the college's financial advisor to ensure the principal and interest payments are scheduled in such a way to maintain a stable debt levy.

Bond Rating

Gateway Technical College is determined to maintain its fiscal integrity in such a manner that it retains its Aaa bond rating. Aaa is the highest bond rating available for technical college debt issues. For each debt issue, the rating agency leads a rating call and the Business Office has included the entire Executive Leadership Council to participate, showing full support and transparency to its fiscal integrity.

Procurement

The technical college system completed a collaborative proposal process for an ecommerce vendor. New in FY2015-16, procurement will be funneled through a procurement vendor, ESM, so to leverage the purchasing power of the technical college system and better facilitate staff in their purchases. The college continues to review and adjust procurement policies based on new state or federal regulations.

Maintenance of Fund Balance

The college maintains fund balances in accordance with state statutes. Fund balances are used to cover post-employment benefits, prepaid expenditures and inventories, operations, capital projects, debt service, student organizations, student financial assistance, retained earnings and funds designated for subsequent years. Fund balance is used for one-time only expenditures or emergencies. The college does not utilize fund balance to fund ongoing operations.

Independent Audit

Gateway hires a certified public accounting firm to conduct an independent audit of its financial statements in compliance with Generally Accepted Accounting Principles and with the Single Audit Act requirements. Although the Business Office leads the audit, the auditors report to the Gateway Technical College Board of Trustees. Many cross functional teams provide input to the college's auditors to ensure adequate and timely information is available to the accounting firm.

Foundation and Grant Accounting

The department continues to provide support for the Gateway Technical College Foundation as well as various state and federal grants. The Foundation plays a critical role in providing resources for students most in need, and accurate and timely financial information is essential. The finance staff will support various grant programs in FY2016-17, including funding for Blueprint for Prosperity-wait list initiatives. Two new State Grants were awarded in FY2016-17 entitled *Supporting Veterans' Success* and *Arboriculture/Urban Forestry Technician Associate Degree*. Federal grants are expected to total over \$2.3 million and State grants of \$1.9 million.

Student Success

Access to personal and educational success for all students is the goal of the Student Success division at Gateway Technical College. The Student Success division operates under a continuous improvement model with the goal to ensure that students have enrollment, student development and support services they need to achieve their academic goals. In 2012 the college implemented a new "team of experts" service model to expand and improve access to services for our students' success. Our customer service motto states, "We are team of student success experts providing genuine caring service that exceeds our customers' expectations," and we are committed to the values of timeliness, empathy, accuracy, and meaningful connections for our customers. In FY2016-17, we are continuing to support this service model through:

New-Student Services: We have dedicated staff to work with prospective students and to help new Gateway students move through the admission process and enter our programs. New Student Specialists work on campus with adults returning to school and are assigned to work in local high schools at least one day a week. Students planning to attend Gateway can get most of their admissions, financial aid, and registration processes completed while they finish their high school diploma.

Student Finance on Campus: Students have access to experts on campus who can explain all the options for paying for college and help students navigate those processes. These experts are also the certifying officers for our veteran students and their benefits.

Expanded Counseling Options: We have counselors dedicated to helping students overcome personal barriers to their academic success and balance their studies with their other responsibilities. We also have dedicated career counselors to help students choose careers and find employment upon graduation.

Learning Success Centers (LSCs): We have opened a one-stop center on each campus to assist students with their academic support needs. Experts in these centers provide tutoring services, disability support services, testing, case management support services, and student life programming. Adult basic education and English Language Learning are also located in our LSCs.

Improved Processes: We are using new staffing models and automation to simplify and accelerate many of our internal processes. This year, we expanded our online self-service options for students with a new modules for student finance, financial aid, and student academic planning. Students can quickly and easily register for classes, make payments, and manage their scholarships, grants, and loans.

In the coming year, we will be adding a new retention program called Pilot that will allow our faculty and student success experts to collaborate and intervene with students who need assistance to succeed in class and stay in college to get their degree.



Acknowledgement

The information in this report has been provided by the Executive Leadership of Gateway Technical College. Many thanks for their leadership and dedication to the college.

Executive Leadership

Bryan D. Albrecht, Ed.D., President and Chief Executive Officer

Deborah Davidson, Vice President Business and Workforce Solutions

Zina Haywood, Executive Vice President and Provost for Academic and Campus Affairs

Jeffrey Robshaw, Vice President Learning Innovation and Chief Information Officer

Stephanie Sklba, Vice President Community and Government Relations

John Thibodeau, Ph.D. Assistant Provost/Vice President Institutional Effectiveness and Student Success

Bane Thomey, MBA, Chief Financial Officer/Vice President Finance and Administration

William Whyte, Vice President Human Resources and Facilities

BUDGET PLANNING PROCESS

Fiscal Year 2016 - 2017

The Gateway Technical College budget is adopted for the year beginning July 1st, ending June 30th. The budget allocates financial resources for ongoing programs, courses and services, as well as for new initiatives. Budgeting is done in accordance with Chapter 65 of Wisconsin Statutes, Wisconsin Technical College System administrative rules and local district policy. It is prepared in the format required by the Wisconsin Technical College System and submitted to the system office by July 1. Expenditures must be accommodated within the authorized tax levy and other funding sources.

The budget process is an integral step in the achievement of the College's goals. Gateway's site-based management model calls for each department to be responsible for the development and management of its budget. The budget is consolidated and reviewed by the Business Office and the Executive Leadership Council. In April, the Gateway Board of Trustees reviews the preliminary budget and refers it to public hearing. Following the hearing, the Board considers public input in adopting the budget at its next regularly scheduled meeting. The final budget must be approved before June 30.

The tax rates shown in this document are tentative based on estimated property valuation. On or about October 1st, the Wisconsin Department of Revenue will provide the actual valuations at which time the Board will set its final mill rate. The campuses and departments are expected to manage within their budgets, once established. The Board is provided budget status reports on a quarterly basis.

Budget Planning Assumptions

Enrollment Projections: The total number full-time equivalents (FTE's) budgeted for FY2016-17 was based on our latest forecast from FY2015-16.

Financial Assumptions:

- Equalized property values are expected remain flat compared to FY2015-16.
- Net new construction was budgeted at \$500K. This will result in an increase in tax levy for FY2016-17.
- State Aid was budgeted to reflect an increase of \$100,000 compared to FY2015-16.
- State Aid related to property tax relief was budgeted flat in FY2016-17 compared to FY2015-16.
- Grant activity funding shifted slightly between Federal and State resources this year due to some Federal grants ending and applying for two State Grants supporting veterans success and the Arboriculture/Urban Forestry Technician Applied Associates Degree Programs.
- The WTCS State Board increased the tuition rate by 1.5% or from \$128.40 to \$130.35 per credit.
- Personnel services are budgeted in accordance to contracts as negotiated. Health insurance rates increased by 2.7% in FY2016-17 while dental insurance rates remained flat.
- Vacant position savings have been budgeted at \$1.2M.

- Other non-personnel expenses were budgeted flat compared to the FY2015-16 forecast.
- The year-end fund balance in the General Fund is continuously monitored so that it remains within the guidelines established by the Board policy.
- Debt Service will provide for \$14 million in long-term borrowing for equipment, facility expansion and remodeling.
- The Board approved the tentative budget at their regular meeting on April 14, 2016 and held a public hearing at the Elkhorn Campus on May 2, 2016. Subject to the Board of Trustees review of that hearing, the final budget was approved at a regular Board of Trustees meeting on May 12, 2016. Also, please note that the mill rate is based on an estimate of property valuation in the district. Actual assessed values will be known on or about October 1, 2016 and the final mill rate will be determined at that time.

Planning Processes

To improve planning processes and coordinate activities more effectively, planning systems at the college are organized into an aligned model that reflects the mission and vision of the college and its units.

Policy Governance

The Gateway Technical College Board of Trustees has adopted policy governance as its guiding model of operation. Under policy governance, the Board communicates the wishes of the college's owners (district taxpayers) to the administration in the form of policies. The Ends Policy sets out the benefits the college will achieve for its stakeholders. The success of the college is defined in terms of the effective fulfillment of these ends.

Ends Policy (4.1)

The tri-county community benefits from affordable higher education that allows residents to develop knowledge and skills for family-supporting careers that contribute to the growth and sustainability of the local economy at a cost commensurate with the value of services provided.

1. Students demonstrate the knowledge and skills and self-confidence required for employability, career advancement, a global perspective, and lifelong learning.
2. Businesses benefit from a well-trained, educated workforce and access to customized business and workforce solutions that support a positive business climate.
3. Taxpayers receive a positive return on investment from the Gateway's impact on the local tax base, property values, and overall economic development as well as the contributions of graduates to the tri-county community.
4. Families are strengthened by the prosperity of their graduates, reduced unemployment or underemployment, and the availability of local jobs for family members.
5. Educational partners, locally, nationally, and internationally, connect their students to Gateway's well-developed career pathways, courses, facilities, and educational resources.

Strategic vs. Operational Planning

The administration, under the leadership of the President, develops operational and strategic plans for the college in order to accomplish the Ends Policies set by the Board of Trustees, achieve the college's mission, and move toward the college's Vision 3.2.1.

Strategic plans focus on the nature and direction of the college in response to its changing environment. They promote movement toward the college's vision for its future and position it to achieve maximum success.

Resources are budgeted for initiatives that support the strategic goals of the institution.

Operational plans focus on the on-going realization of the college's mission. They promote continuous improvement of operational quality. Operational planning enables the college to maintain strengths and remedy deficiencies in outcomes as identified by its continuous measurement of quality indicators.

College-level Operational Planning

The Executive Leadership Council (ELC) participates in monitoring the Ends Policies as well as another set of policies called Executive Limitations, which proscribe unacceptable means that the college may not use to achieve the ends. This monitoring process with the Board results in action plans for the college's operation to more fully accomplish the ends within the executive limitations.

Plans for maintaining and improving outcomes related to the college's quality indicators are also developed by the ELC or by units of the organization identified by ELC as responsible for the specific quality issue.

Resources are budgeted for activities that result in improvement of operational quality.

Organizational Unit Planning

Individual units of the college have distinct roles to fulfill in the overall accomplishment of the Ends Policies so operational planning takes place at the level of individual organizational units: campuses, divisions, departments, and work teams might develop quality plans for themselves.

To guide these plans, the college has created a planning structure and workbook to promote alignment of local plans. Each organizational unit begins with an analysis of its major responsibilities to its unique customers. For a campus, these may parallel the college's results areas and Ends Policies. For an individual department in a support area such as finance, facilities, or research, the list will be more specialized but still connected to the college's overall ends.

Local quality plans also define their own indicators of quality performance, data measures, and minimum standards of performance. Each organizational unit designs its own process for developing and monitoring its quality plan, involving whatever personnel it chooses to accomplish its task. Local quality plans are updated annually.

Local units of the college budget resources to support their activities that result in improvement of operational quality.

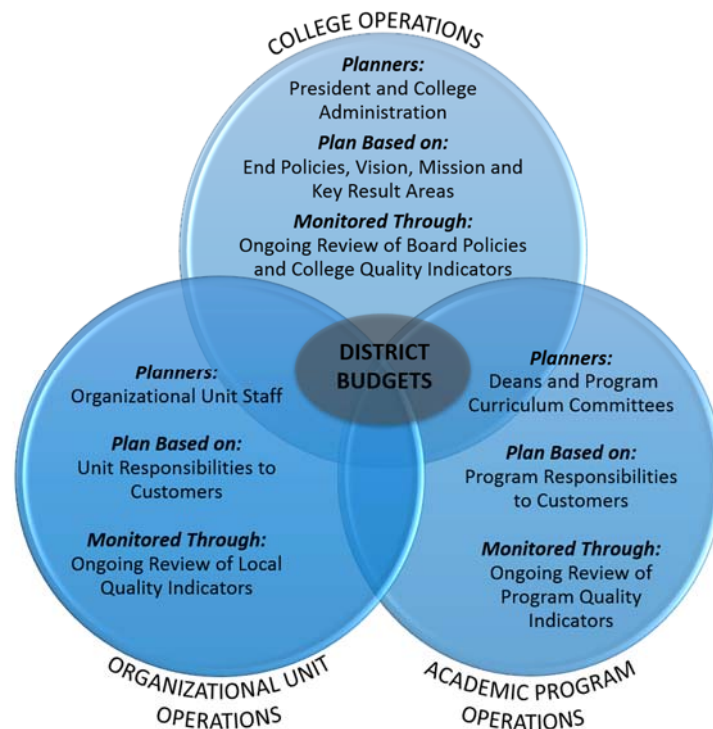
Academic Program Planning

Individual academic programs also participate in a parallel form of quality planning mandated by the Wisconsin Technical College System. The WTCS Quality Review process prescribes a series of data measures in a state-wide scorecard for all programs to monitor.

All Gateway programs have a set of college-defined responsibilities to the college's stakeholders and indicators of quality associated with them. The state-defined measurements as well as additional measures developed locally are used to determine a program's level of performance. Minimum standards for state measures are determined by the system office; standards for locally developed measures are determined at the local level through a parallel process.

Programs complete annual monitoring activities and develop an in-depth self-study once every five years or sooner if a significant number of quality deficiencies are discovered. Quality Review activities are carried out by the program curriculum committee and facilitated by the program lead dean.

Alignment of Planning Processes



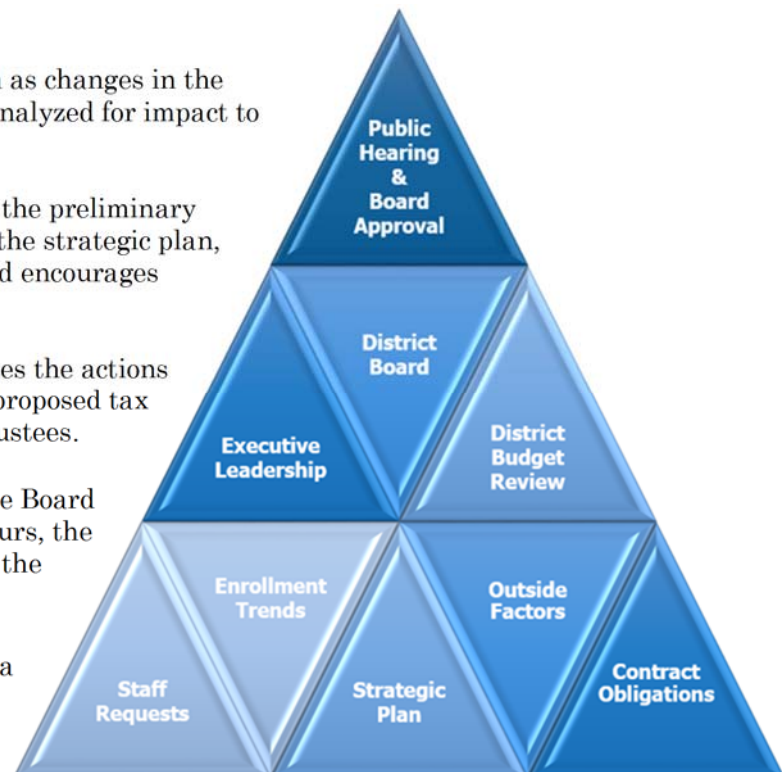
District Budget Review

The review process for the planning of the FY2016-17 budget elicits significant participation, communication, and transparency from its budget owners. However, the primary responsibility of this process remains the same and that is to ensure alignment of the Budget to Vision 3.2.1, and develop a balance between the revenue and expenses of the college. Throughout the planning process, regular budget meetings were held on all campuses to encourage participation from not only budget managers but from non-budget managers as well. Also, budget updates were presented during college in-services with budget managers to ensure communication during the process. Lastly, regular meetings were held with the executive leadership of the college throughout the year to monitor the actual operating results compared to the budget, and proactively resolve issues. Key monitoring reports aid the college in realizing the objectives set in each budget. The Executive Leadership Council facilitates the budget process by working closely with operations, the organizational units, and the academic programs. The process is a continuance of improvements and allows the college to react responsibility to needs of the community.

The Overall Alignment of the Planning and Budget Process

Our base begins with the strategic plan of the college and builds up through a process of analysis, teamwork, review, prioritization, and finally, approval by the District Board. Below is a summary of that process.

1. Goals and objectives from Vision 3.2.1 are reviewed annually, aligned and then incorporated into the preliminary budget.
2. Input is solicited from staff, programming needs are reviewed, contract obligations are incorporated, budget officers submit their requests, and then a preliminary budget is developed.
3. Enrollment trends and outside factors such as changes in the economy and needs of the community are analyzed for impact to the College.
4. The Executive Leadership Council reviews the preliminary budget to ensure that the budget supports the strategic plan, works closely with budget stakeholders, and encourages communication and transparency.
5. The Executive Leadership Council prioritizes the actions included in the budget and recommends a proposed tax levy and budget to the District Board of Trustees.
6. A series of presentations are provided to the Board where further refinement of the budget occurs, the Board sets the tax levy, and then approves the preliminary budget for a public hearing.
7. In May a public hearing is held along with a final submission of the budget to the District Board for approval. Once approved, the budget is adopted and a cycle of monitoring begins.



POSITION SUMMARY

(FTE Basis)

Gateway Technical College currently employs full and part-time employees within four groups: administrative staff, faculty/counselors/professional non-faculty, technical/service, and clerical. Administrative and clerical staff are not represented by a union. Faculty, counselor, and professional non-faculty are represented by the Gateway Technical Education Association union (GTEA). Technical, service, and maintenance personnel are represented by the Gateway Educational Support Personnel union (GESP).

The FY2016-17 budget includes positions that resulted from reallocations of current vacancies to meet the priorities of new program needs.

As enrollments and community needs change throughout the year, resources may be realigned where needed. The chart below includes an estimate of FTE's for FY2015-16, and positions included in the FY2016-17 Budget.

Category	2015-16 Estimate	2016-17 Estimate	General Fund	Special Revenue Fund	Proprietary Fund	Fiduciary Fund	Total
Administrators	78	83	74	9			83
Clerical	88	82	80	2			82
Service	43	40	40				40
Teachers	290	290	263	27			290
Technical	130	130	106	20	1	3	130
Total Positions ⁽¹⁾	629	625	563	58	1	3	625

The above changes are a direct result of responding to the change in enrollments, expanded course offerings, and increased use in technology. FY2015-16 includes adjustments for changes in positions made throughout the year.

(1) Numbers above reflect regular full and part-time positions, and excludes student employees, temporary staff, and adjuncts.

Sources: EECO Report, Budgetary Employee Worksheets

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CLASSIFICATION DESCRIPTIONS

REVENUES

The following sources are used to classify the district's revenue:

Local Government: Revenue of the district that is derived from taxes levied on the equalized property value within a district.

State Aid – Property Tax Relief Aide: Effective March 24, 2014 Wisconsin Act 145 was signed into law. This Act shifts a portion of funding from Local Property taxes to a State Aide payment.

State Aids: Funds made available by the legislature for distribution to the district based on a statutory formula of distribution and on competitive categorical appropriations. Effective FY2014-15 an outcome-based funding component based on nine, eventually ten, performance criteria has been phased in.

Other State Aids: Consists of state aid received for the computer exemptions from personal property tax beginning in fiscal year 2000.

Program Fees: Fees paid by students and set by the Wisconsin Technical College System Board for tuition.

Material Fees: Fees paid by students to cover the cost of instructional materials used by the student or instructor in the classroom.

Other Student Fees: Fees paid by students to cover the cost of graduation, transcripts, applications, student activities, registration, testing and student projects.

Institutional Revenue: Revenue of the district that is derived from interest income, contracted services, sales and rental income.

Federal Revenue: Revenue provided by the federal government often of a cost-reimbursement nature. Expenditures made with this revenue are identifiable as federally supported expenditures.

EXPENDITURES

The following functions are used to classify the district's expenditures:

Instruction: This function includes teaching, academic administration (including clerical support), and other activities related directly to the teaching of students, guiding students in the educational program, and the coordination and improvement of teaching.

Instructional Resources: This function includes all learning resource activities such as the library, audiovisual aids center, learning resources center, instructional media center, instructional resources administration, and clerical support.

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

General Institutional Expense: This function includes all services benefiting the entire district including the district board, district director/president's office, district business office, and general supporting administrative offices serving all functions of the district. Information Systems, Duplicating and Printing, Personnel, Central Stores and Affirmative Action programs are included in this function. This function excludes those services chargeable directly to other functional categories.

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

Auxiliary Services: This function includes commercial-type activities such as the food service.

Public Service: This function represents the costs associated with the operation of a FM radio station (WGTD).

FUND EQUITY

The following reserves and designations are used to classify the district's fund equity:

Contributed Capital: Represents the original value of real estate donated to the College.

Investment in Capital Assets: Represents the cost of capital assets.

Retained Earnings: Represents that portion of the fund equity which has been accumulated from the operation of the Enterprise or Internal Service Funds.

Reserve for Capital Projects: Segregation of a portion of the fund balance which is exclusively and specifically for the acquisition and improvement of sites and for the acquisition, construction, equipping, and renovation of buildings.

Reserve for Debt Service: Segregation of the fund equity for Debt Service Fund resources legally restricted to the payment of general long-term debt principal and interest.

Reserve for Other Post-Employment Benefits: Represents the portion of the fund equity for the amount of computed obligation for vested post-employment insurance benefits.

Reserve for Prepaid Expenditures: Represents the portion of the fund equity for prepaid expenses. These are funds paid in the current year but are to be charged to a future accounting period.

Reserve for Student Financial Assistance: Fund balance held in trust for student financial assistance.

Designated for Operations: Portion of the unreserved fund balance which is designated to be used to provide for normal fluctuations in operating cash balances (working capital) which are not planned to be met with short-term borrowing.

Designated for State Aids Fluctuations: The amount designated for state aids fluctuations not to exceed ten percent of the district's budgeted total state aids.

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

Gateway Technical College BUDGET SUMMARY

FISCAL YEAR JULY 1, 2016 - JUNE 30, 2017

A public hearing on the proposed fiscal year 2016-17 budget for the Gateway Technical College District was held Monday, May 2, 2016 at 7:00p.m., RM 112/114, South Building, Elkhorn Campus, Gateway Technical College, 400 County Road H, Elkhorn, Wisconsin. A detailed budget is available for public inspection at the Administration Center, Kenosha Campus, 3520 30th Avenue, Kenosha WI 53144-1690, Monday through Friday between the hours of 8:00 a.m. and 4:30 p.m.

PROPERTY TAX HISTORY and EXPENDITURE SURVEY

FISCAL YEAR	EQUALIZED VALUATION	MILL RATES		TOTAL MILL RATE	PERCENT INCR (DECR)
		OPERATIONAL (2)	DEBT SERVICE		
1998-99	\$20,680,398,460	1.34121	0.22429	1.56550	-0.01%
1999-00	\$22,286,342,703	1.34249	0.20324	1.54573	-1.26%
2000-01	\$23,361,009,349	1.41110	0.19264	1.60374	3.75%
2001-02	\$25,054,872,713	1.43378	0.18559	1.61937	0.97%
2002-03	\$26,953,225,195	1.36875	0.18684	1.55559	-3.94%
2003-04	\$29,223,903,873	1.30031	0.18266	1.48297	-4.67%
2004-05	\$32,011,436,858	1.23456	0.17253	1.40709	-5.12%
2005-06	\$35,561,553,706	1.16826	0.16169	1.32995	-5.48%
2006-07	\$39,735,348,517	1.08577	0.14974	1.23551	-7.10%
2007-08	\$42,651,718,457	1.05097	0.14654	1.19751	-3.08%
2008-09	\$43,959,586,231	1.07715	0.14931	1.22646	2.42%
2009-10	\$43,837,848,897	1.12328	0.15874	1.28202	4.53%
2010-11	\$41,935,823,079	1.21998	0.17114	1.39112	8.51%
2011-12	\$41,111,928,678	1.24443	0.18812	1.43255	2.98%
2012-13	\$38,180,224,464	1.33999	0.21673	1.55672	8.67%
2013-14	\$36,730,173,803	1.39289	0.24182	1.63471	5.01%
2014-15	\$37,360,066,597	0.51335	0.25696	0.77031	-52.88%
2015-16	\$38,022,995,861	0.52358	0.27131	0.79489	3.19%
2016-17 (1)	\$38,022,995,861	0.53673	0.29143	0.82816	4.19%

FISCAL YEAR	TOTAL EXPENDITURES (3)	PERCENT INCR (DECR)	PROPERTY TAX LEVY	PERCENT INCR (DECR)	TAX ON A \$150,000 HOUSE
1998-99	\$64,449,772	12.08%	\$32,375,164	6.02%	\$234.83
1999-00	\$65,026,016	0.89%	\$34,448,589	6.40%	\$231.86
2000-01	\$69,345,501	6.64%	\$37,464,985	8.76%	\$240.56
2001-02	\$78,182,879	12.74%	\$40,573,084	8.30%	\$242.91
2002-03	\$91,369,361	16.87%	\$41,928,338	3.34%	\$233.34
2003-04	\$90,624,795	-0.81%	\$43,338,000	3.36%	\$222.45
2004-05	\$88,207,339	-2.67%	\$45,043,000	3.93%	\$211.06
2005-06	\$92,959,591	5.39%	\$47,295,000	5.00%	\$199.49
2006-07	\$100,174,338	7.76%	\$49,093,282	3.80%	\$185.33
2007-08	\$97,829,397	-2.34%	\$51,075,834	4.04%	\$179.63
2008-09	\$112,347,984	14.84%	\$53,914,744	5.56%	\$183.97
2009-10	\$124,439,089	10.76%	\$56,201,000	4.24%	\$192.30
2010-11	\$149,386,142	20.05%	\$58,338,000	3.80%	\$208.67
2011-12	\$150,394,244	0.67%	\$58,895,000	0.95%	\$214.88
2012-13	\$149,888,431	-0.34%	\$59,436,000	0.92%	\$233.51
2013-14	\$145,791,610	-2.73%	\$60,043,000	1.02%	\$245.21
2014-15	\$144,940,195	-0.58%	\$28,778,925	-52.07%	\$115.55
2015-16	\$141,771,449	-2.19%	\$30,224,031	5.02%	\$119.23
2016-17	\$146,007,695	2.99%	\$31,489,031	4.19%	\$124.22

BUDGET/FUND BALANCE SUMMARY - ALL FUNDS

	General Fund	Special Revenue Operational Fund	Special Revenue Non Aidable Fund	Capital Projects Fund	Debt Service Fund	Proprietary Funds	Total
Tax Levy	\$ 18,313,826	\$ 2,049,205	\$ -	\$ -	\$ 11,081,000	\$ 45,000	\$ 31,489,031
Other Budgeted Revenues	60,730,883	4,637,081	33,678,000	350,000	7,000	605,000	100,007,964
Subtotal	79,044,709	6,686,286	33,678,000	350,000	11,088,000	650,000	131,496,995
Budgeted Expenditures	79,044,709	6,822,986	33,825,000	14,350,000	11,315,000	650,000	146,007,695
Excess of Revenues Over Expenditures	-	(136,700)	(147,000)	(14,000,000)	(227,000)	-	(14,510,700)
Operating Transfers	-	-	-	-	-	-	-
Proceeds from Debt	-	-	-	14,000,000	355,000	-	14,355,000
Estimated Fund Balance 7/1/16	25,131,436	2,801,363	1,904,094	2,206,050	2,772,901	1,106,617	35,922,461
Estimated Fund Balance 6/30/17	\$ 25,131,436	\$ 2,664,663	\$ 1,757,094	\$ 2,206,050	\$ 2,900,901	\$ 1,106,617	\$ 35,766,761

(1) Equalized valuation is projected to remain flat in fiscal year 2016-17.

(2) Until fiscal year 2013-14 the Operational Mill rate may not exceed 1.500 per s. 38.16 of the Wisconsin Statutes.

(3) Fiscal years 2014-15 represent actual amounts; 2015-16 is projected; and 2016-17 is in the proposed budget.

Gateway Technical College
BUDGET SUMMARY - GENERAL FUND
FISCAL YEAR JULY 1, 2016 - JUNE 30, 2017

	2014-15 ACTUAL ⁽⁴⁾	2015-16 ADOPTED BUDGET	2015-16 MODIFIED BUDGET	2015-16 ESTIMATE ⁽⁵⁾	2016-17 BUDGET
REVENUES					
Local Government	\$ 17,040,203	\$ 17,500,083	\$ 17,813,826	\$ 17,806,973	\$ 18,313,826
State Aids	38,679,055	37,989,039	38,575,296	38,575,296	38,675,296
Program Fees	15,397,383	15,922,142	15,922,142	15,444,478	15,676,145
Material Fees	746,748	755,680	755,680	733,010	744,005
Other Student Fees	1,781,542	1,983,172	1,983,172	1,923,677	1,952,532
Institutional	3,601,426	3,678,847	3,678,847	3,459,810	3,652,970
Federal	24,950	29,902	29,902	29,935	29,935
TOTAL REVENUE	77,271,307	77,858,865	78,758,865	77,973,179	79,044,709
EXPENDITURES					
Instruction	49,497,707	50,687,445	51,272,445	49,986,385	51,225,248
Instructional Resources	1,244,103	1,240,851	1,256,151	1,223,873	1,263,481
Student Services	10,049,544	10,901,808	11,127,808	10,845,520	11,178,180
General Institutional	7,246,594	7,517,398	7,704,698	7,512,582	7,753,487
Physical Plant	7,637,652	7,511,363	7,597,763	7,404,819	7,624,313
Public Service	-	-	-	-	-
TOTAL EXPENDITURES	75,675,600	77,858,865	78,958,865	76,973,179	79,044,709
NET REVENUE (EXPENDITURES)	1,595,707	-	(200,000)	1,000,000	-
OTHER SOURCES (USES)					
Operating Transfers In (Out)	(150,000)	-	(1,800,000)	(1,800,000)	-
TOTAL RESOURCES (USES)	1,445,707	-	(2,000,000)	(800,000)	-
TRANSFERS TO (FROM) FUND BALANCE					
Reserve for Prepaid Expense	-	-	-	-	-
Reserve for Other Post Employment Benefits	-	-	-	-	-
Designated for State Aid Fluctuations	-	-	-	-	(5,256)
Designated for Subsequent Years	-	-	-	-	(7,883)
Designated for Subsequent Year	-	-	-	-	(283,322)
Designated for Operations	1,371,018	-	(2,000,000)	(800,000)	159,761
Retained Earnings	83,777	-	-	100,000	-
TOTAL TRANSFERS TO (FROM) FUND BALANCE	1,454,795	-	(2,000,000)	(700,000)	(136,700)
Beginning Fund Balance	24,485,729	25,931,436	25,931,436	25,931,436	25,131,436
Ending Fund Balance	\$ 25,931,436	\$ 25,931,436	\$ 23,931,436	\$ 25,131,436	\$ 25,131,436

ALL GATEWAY FUNDS	2014-15 ACTUAL ⁽⁴⁾	2015-16 ADOPTED BUDGET	2015-16 MODIFIED BUDGET	2015-16 ESTIMATE ⁽⁵⁾	2016-17 BUDGET	% Chng ⁽⁶⁾
EXPENDITURES BY FUND						
General Fund	75,675,600	77,858,865	78,958,865	76,973,179	79,044,709	0.1%
Special Revenue - Operational Fund	7,560,619	7,956,270	7,956,270	7,956,270	6,822,986	-14.2%
Special Revenue - Non Aidable Fund	36,711,039	39,934,000	39,934,000	31,852,000	33,825,000	-15.3%
Capital Projects Fund	14,778,025	12,240,000	14,040,000	14,040,000	14,350,000	2.2%
Debt Service Fund	9,705,525	10,415,000	10,415,000	10,450,000	11,315,000	8.6%
Enterprise Fund	509,387	700,000	700,000	500,000	650,000	-7.1%
TOTAL EXPENDITURES BY FUND	144,940,195	\$149,104,135	\$152,004,135	\$141,771,449	\$146,007,695	-3.9%
REVENUES BY FUND						
General Fund	77,271,307	77,858,865	78,758,865	77,973,179	79,044,709	0.4%
Special Revenue - Operational Fund	8,065,931	7,956,270	7,956,270	7,956,270	6,686,286	-16.0%
Special Revenue - Non Aidable Fund	36,430,464	39,934,000	39,934,000	31,940,000	33,678,000	-15.7%
Capital Projects Fund	423,421	240,000	240,000	325,000	350,000	45.8%
Debt Service Fund	9,605,129	10,321,000	10,321,000	10,321,000	11,088,000	7.4%
Enterprise Fund	593,164	700,000	700,000	600,000	650,000	-7.1%
TOTAL REVENUE BY FUND	\$132,389,416	\$137,010,135	\$137,910,135	\$129,115,449	\$131,496,995	-4.7%

(4) Actual is presented on a budgetary basis

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

(6) (2016-2017 budget - 2015-2016 budget) / 2015-2016 budget.

GENERAL FUND
2016-17 BUDGETARY STATEMENT OF
RESOURCES, USES AND CHANGES IN FUND BALANCE

	2014-15 ACTUAL*	2015-16 ADOPTED BUDGET	2015-16 MODIFIED BUDGET	2015-16 ESTIMATE**	2016-17 BUDGET
REVENUES					
Local Government	\$ 17,040,203	\$ 17,500,083	\$ 17,813,826	\$ 17,806,973	\$ 18,313,826
State Aids	38,679,055	37,824,039	38,410,296	38,434,135	38,528,227
Other State Aids		165,000	165,000	141,161	147,069
Program Fees	15,397,383	15,922,142	15,922,142	15,444,478	15,676,145
Material Fees	746,748	755,680	755,680	733,010	744,005
Other Student Fees	1,781,542	1,983,172	1,983,172	1,923,677	1,952,532
Federal	24,950	29,902	29,902	29,935	29,935
Institutional	3,601,426	3,678,847	3,678,847	3,459,810	3,652,970
TOTAL REVENUE	77,271,307	77,858,865	78,758,865	77,973,179	79,044,709
EXPENDITURES					
Instruction	49,497,707	50,687,445	51,272,445	49,986,385	51,225,248
Instructional Resources	1,244,103	1,240,851	1,256,151	1,223,873	1,263,481
Student Services	10,049,544	10,901,808	11,127,808	10,845,520	11,178,180
General Institutional	7,246,594	7,517,398	7,704,698	7,512,582	7,753,487
Physical Plant	7,637,652	7,511,363	7,597,763	7,404,819	7,624,313
TOTAL EXPENDITURES	75,675,600	77,858,865	78,958,865	76,973,179	79,044,709
Net Revenue (Expenditures)	1,595,707	-	(200,000)	1,000,000	-
OTHER SOURCES (USES)					
Operating Transfer In (Out)	(150,000)	-	(1,800,000)	(1,800,000)	-
TOTAL RESOURCES (USES)	1,445,707	-	(2,000,000)	(800,000)	-
TRANSFERS TO (FROM) FUND BALANCE					
Reserve for Prepaid Expense	-	-	-	-	-
Reserve for Other Post Employment Benefits	-	-	-	-	-
Designated for State Aid Fluctuations	-	-	-	-	(5,256)
Designated for Subsequent Years	-	-	-	-	(7,883)
Designated for Subsequent Year	-	-	-	-	(283,322)
Designated for Operations	1,445,707	-	(2,000,000)	(800,000)	296,461
TOTAL TRANSFERS TO (FROM) FUND BALANCE	1,445,707	-	(2,000,000)	(800,000)	-
Beginning Fund Balance	24,485,729	25,931,436	25,931,436	25,931,436	25,131,436
Ending Fund Balance	<u>\$ 25,931,436</u>	<u>\$ 25,931,436</u>	<u>\$ 23,931,436</u>	<u>\$ 25,131,436</u>	<u>\$ 25,131,436</u>

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

* Actual is represented on a budgetary basis.

** Estimate is based upon 9 months actual and 3 months estimate.

SPECIAL REVENUE - OPERATIONAL FUND

2016-17 BUDGETARY STATEMENT OF RESOURCES, USES AND CHANGES IN FUND BALANCE

	2014-15 ACTUAL*	2015-16 ADOPTED BUDGET	2015-16 MODIFIED BUDGET	2015-16 ESTIMATE**	2016-17 BUDGET
REVENUES					
Local Government - Tax Levy	\$ 2,086,000	\$ 2,049,205	\$ 2,049,205	\$ 2,049,205	\$ 2,049,205
Local Government - City/County	102,347	99,930	99,930	99,930	50,000
State	1,920,049	2,329,565	2,329,565	2,329,565	1,811,687
Federal	3,654,218	3,086,000	3,086,000	3,086,000	2,367,294
Institutional	303,317	391,570	391,570	391,570	408,100
TOTAL REVENUE	8,065,931	7,956,270	7,956,270	7,956,270	6,686,286
EXPENDITURES					
Instruction	4,393,291	5,125,407	5,115,407	5,115,407	3,681,186
Student Services	2,128,225	1,563,756	1,563,756	1,563,756	2,113,523
General Institutional	669,301	890,257	890,257	890,257	670,707
Physical Plant	32,555	20,750	30,750	30,750	1,470
Public Service	337,247	356,100	356,100	356,100	356,100
TOTAL EXPENDITURES	7,560,619	7,956,270	7,956,270	7,956,270	6,822,986
Net Revenue (Expenditures)	505,311	-	-	-	(136,700)
OTHER SOURCES (USES)					
Operating Transfer In (Out)	(580,000)	-	-	-	-
TOTAL RESOURCES (USES)	(74,689)	-	-	-	(136,700)
TRANSFERS TO (FROM) FUND BALANCE					
Reserve for Operations	(74,689)	-	-	-	(136,700)
Designated for Subsequent Year	-	-	-	-	-
TOTAL TRANSFERS TO (FROM) FUND BALANCE	(74,689)	-	-	-	(136,700)
Beginning Fund Balance	2,876,052	2,801,363	2,801,363	2,801,363	2,801,363
Ending Fund Balance	<u>\$ 2,801,363</u>	<u>\$ 2,801,363</u>	<u>\$ 2,801,363</u>	<u>\$ 2,801,363</u>	<u>\$ 2,664,663</u>

The Special Revenue - Operational Fund is used to account for the proceeds and related financial activity of specific revenue sources that are legally restricted to specific purpose other than expendable trusts or major capital projects.

* Actual is represented on a budgetary basis.

** Estimate is based upon 9 months actual and 3 months estimate.

SPECIAL REVENUE - NON AIDABLE FUND

2016-17 BUDGETARY STATEMENT OF RESOURCES, USES AND CHANGES IN FUND BALANCE

	2014-15 ACTUAL*	2015-16 ADOPTED BUDGET	2015-16 MODIFIED BUDGET	2015-16 ESTIMATE**	2016-17 BUDGET
REVENUES					
Local Government	\$ -	\$ -	\$ -	\$ -	\$ -
State Aids	2,096,553	2,153,000	2,153,000	1,902,000	2,157,000
Other Student Fees	817,953	907,000	907,000	810,000	790,000
Institutional	4,487,756	5,314,000	5,314,000	4,288,000	3,798,000
Federal	<u>29,028,202</u>	<u>31,560,000</u>	<u>31,560,000</u>	<u>24,940,000</u>	<u>26,933,000</u>
TOTAL REVENUE	36,430,464	39,934,000	39,934,000	31,940,000	33,678,000
EXPENDITURES					
Student Services	36,021,069	39,103,000	39,103,000	31,364,000	33,819,000
General Institutional	<u>689,970</u>	<u>831,000</u>	<u>831,000</u>	<u>488,000</u>	<u>6,000</u>
TOTAL EXPENDITURES	36,711,039	39,934,000	39,934,000	31,852,000	33,825,000
Net Revenue (Expenditures)	(280,575)	-	-	88,000	(147,000)
OTHER SOURCES (USES)					
Operating Transfer In (Out)	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL RESOURCES (USES)	(280,575)	-	-	88,000	(147,000)
TRANSFERS TO (FROM) FUND BALANCE					
Reserve for Student Organizations	<u>(280,575)</u>	<u>-</u>	<u>-</u>	<u>88,000</u>	<u>(147,000)</u>
TOTAL TRANSFERS TO (FROM) FUND BALANCE	(280,575)	-	-	88,000	(147,000)
Beginning Fund Balance	2,096,669	1,816,094	1,816,094	1,816,094	1,904,094
Ending Fund Balance	<u>\$ 1,816,094</u>	<u>\$ 1,816,094</u>	<u>\$ 1,816,094</u>	<u>\$ 1,904,094</u>	<u>\$ 1,757,094</u>

Special Revenue - Non Aidable Funds are used to account for assets held by a district in a trustee capacity or as an agent for individuals, private organizations, other governmental units or other funds.

* Actual is represented on a budgetary basis.

** Estimate is based upon 9 months actual and 3 months estimate.

CAPITAL PROJECTS FUND
2016-17 BUDGETARY STATEMENT OF
RESOURCES, USES AND CHANGES IN FUND BALANCE

	2014-15 ACTUAL*	2015-16 ADOPTED BUDGET	2015-16 MODIFIED BUDGET	2015-16 ESTIMATE**	2016-17 BUDGET
REVENUES					
Local Government	\$ -	\$ -	\$ -	\$ -	\$ -
State	69,232	70,000	70,000	235,000	150,000
Federal	115,152	70,000	70,000	20,000	100,000
Institutional	239,037	100,000	100,000	70,000	100,000
TOTAL REVENUE	423,421	240,000	240,000	325,000	350,000
EXPENDITURES					
Instruction	3,951,084	4,208,330	4,328,330	4,328,330	3,000,000
Instructional Resources	12,765	5,000	5,000	5,000	100,000
Student Services	68,739	36,670	36,670	36,670	50,000
General Institutional	1,562,968	2,483,000	2,483,000	2,483,000	2,500,000
Physical Plant	9,127,293	5,500,000	7,180,000	7,180,000	8,680,000
Public Service	55,176	7,000	7,000	7,000	20,000
TOTAL EXPENDITURES	14,778,025	12,240,000	14,040,000	14,040,000	14,350,000
Net Revenue (Expenditures)	(14,354,604)	(12,000,000)	(13,800,000)	(13,715,000)	(14,000,000)
OTHER SOURCES (USES)					
Proceeds from Debt	13,000,000	12,000,000	12,000,000	12,000,000	14,000,000
Operating Transfer In (Out)	730,000	-	1,800,000	1,800,000	-
TOTAL RESOURCES (USES)	(624,604)	-	-	85,000	-
TRANSFERS TO (FROM) FUND BALANCE					
Reserve for Capital Projects	(624,604)	-	-	85,000	-
TOTAL TRANSFERS TO (FROM) FUND BALANCE	(624,604)	-	-	85,000	-
Beginning Fund Balance	2,745,654	2,121,050	2,121,050	2,121,050	2,206,050
Ending Fund Balance	<u>\$ 2,121,050</u>	<u>\$ 2,121,050</u>	<u>\$ 2,121,050</u>	<u>\$ 2,206,050</u>	<u>\$ 2,206,050</u>

The Capital Projects Fund is used to account for financial resources and related financial activity for the acquisition and improvement of sites and for the acquisitions, construction, equipping and renovation of buildings.

* Actual is represented on a budgetary basis.

** Estimate is based upon 9 months actual and 3 months estimate.

DEBT SERVICE FUND
2016-17 BUDGETARY STATEMENT OF
RESOURCES, USES AND CHANGES IN FUND BALANCE

	2014-15 ACTUAL*	2015-16 ADOPTED BUDGET	2015-16 MODIFIED BUDGET	2015-16 ESTIMATE**	2016-17 BUDGET
REVENUES					
Local Government	\$ 9,600,000	\$ 10,316,000	\$ 10,316,000	\$ 10,316,000	\$ 11,081,000
Institutional	5,129	5,000	5,000	5,000	7,000
TOTAL REVENUE	<u>9,605,129</u>	<u>10,321,000</u>	<u>10,321,000</u>	<u>10,321,000</u>	<u>11,088,000</u>
EXPENDITURES					
Physical Plant	9,705,525	10,415,000	10,415,000	10,450,000	11,315,000
TOTAL EXPENDITURES	<u>9,705,525</u>	<u>10,415,000</u>	<u>10,415,000</u>	<u>10,450,000</u>	<u>11,315,000</u>
Net Revenue (Expenditures)	(100,396)	(94,000)	(94,000)	(129,000)	(227,000)
OTHER SOURCES (USES)					
Proceeds from Debt	442,049	255,000	255,000	599,000	355,000
Payment to Refunded Bond Escrow Agent	1,315,000	-	-	-	-
Operating Transfer In (Out)	(1,320,551)	-	-	-	-
TOTAL RESOURCES (USES)	<u>336,102</u>	<u>161,000</u>	<u>161,000</u>	<u>470,000</u>	<u>128,000</u>
TRANSFERS TO (FROM) FUND BALANCE					
Reserve for Debt Service	336,102	161,000	161,000	470,000	128,000
TOTAL TRANSFERS TO (FROM) FUND BALANCE	<u>336,102</u>	<u>161,000</u>	<u>161,000</u>	<u>470,000</u>	<u>128,000</u>
Beginning Fund Balance	1,966,799	2,302,901	2,302,901	2,302,901	2,772,901
Ending Fund Balance	<u>\$ 2,302,901</u>	<u>\$ 2,463,901</u>	<u>\$ 2,463,901</u>	<u>\$ 2,772,901</u>	<u>\$ 2,900,901</u>

The Debt Service Fund is used to account for the accumulation of resources for, and payment of, general long-term debt principal and interest.

* Actual is represented on a budgetary basis.

** Estimate is based upon 9 months actual and 3 months estimate.

ENTERPRISE FUND
2016-17 BUDGETARY STATEMENT OF
RESOURCES, USES AND CHANGES IN FUND BALANCE

	2014-15 ACTUAL*	2015-16 ADOPTED BUDGET	2015-16 MODIFIED BUDGET	2015-16 ESTIMATE**	2016-17 BUDGET
REVENUES					
Local Government	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000
Other Student Fees	242,577	300,000	300,000	205,000	280,000
Institutional	305,587	355,000	355,000	350,000	325,000
Federal	-	-	-	-	-
TOTAL REVENUE	593,164	700,000	700,000	600,000	650,000
EXPENDITURES					
Auxiliary Services	509,387	700,000	700,000	500,000	650,000
TOTAL EXPENDITURES	509,387	700,000	700,000	500,000	650,000
Net Revenue (Expenditures)	83,777	-	-	100,000	-
OTHER SOURCES (USES)					
Residual Equity Transfer In (Out)	-	-	-	-	-
Operating Transfer In (Out)	-	-	-	-	-
TOTAL RESOURCES (USES)	83,777	-	-	100,000	-
TRANSFERS TO (FROM) FUND BALANCE					
Retained Earnings	83,777	-	-	100,000	-
TOTAL TRANSFERS TO (FROM) FUND BALANCE	83,777	-	-	100,000	-
Beginning Fund Balance	922,840	1,006,617	1,006,617	1,006,617	1,106,617
Ending Fund Balance	<u>\$ 1,006,617</u>	<u>\$ 1,006,617</u>	<u>\$ 1,006,617</u>	<u>\$ 1,106,617</u>	<u>\$ 1,106,617</u>

Enterprise Funds are used to account for operations where the costs of providing goods or services to the student body, faculty and staff, or the general public are financed primarily through user fees.

* Actual is represented on a budgetary basis.

** Estimate is based upon 9 months actual and 3 months estimate.

COMBINED FUND SUMMARY

JULY 1, 2016 - JUNE 30, 2017
BUDGETARY STATEMENT OF
RESOURCES, USES AND CHANGES IN FUND BALANCE

	2014-15 ACTUAL*	2015-16 ADOPTED BUDGET	2015-16 MODIFIED BUDGET	2015-16 ESTIMATE**	2016-17 BUDGET
REVENUES					
Local Government - Tax Levy	\$ 28,771,203	\$ 29,910,288	\$ 30,224,031	\$ 30,217,178	\$ 31,489,031
Local Government - City/County	102,347	99,930	99,930	99,930	50,000
State Aids	42,764,889	42,376,604	42,962,861	42,900,700	42,646,914
Other State Aids	-	165,000	165,000	141,161	147,069
Program Fees	15,397,383	15,922,142	15,922,142	15,444,478	15,676,145
Material Fees	746,748	755,680	755,680	733,010	744,005
Other Student Fees	2,842,072	3,190,172	3,190,172	2,938,677	3,022,532
Institutional	8,942,252	9,844,417	9,844,417	8,564,380	8,291,070
Federal	32,822,522	34,745,902	34,745,902	28,075,935	29,430,229
TOTAL REVENUE	132,389,416	137,010,135	137,910,135	129,115,449	131,496,995
EXPENDITURES					
Instruction	57,842,082	60,021,182	60,716,182	59,430,122	57,906,434
Instructional Resources	1,256,868	1,245,851	1,261,151	1,228,873	1,363,481
Student Services	48,267,577	51,605,234	51,831,234	43,809,946	47,160,703
General Institutional	10,168,833	11,721,655	11,908,955	11,373,839	10,930,194
Physical Plant	26,503,025	23,447,113	25,223,513	25,065,569	27,620,783
Auxiliary Services	509,387	700,000	700,000	500,000	650,000
Public Service	392,423	363,100	363,100	363,100	376,100
TOTAL EXPENDITURES	144,940,195	149,104,135	152,004,135	141,771,449	146,007,695
NET REVENUE (EXPENDITURES)	(12,550,780)	(12,094,000)	(14,094,000)	(12,656,000)	(14,510,700)
OTHER SOURCES (USES)					
Proceeds From Debt	13,442,049	12,255,000	12,255,000	12,599,000	14,355,000
Payments to Bond Escrow Agent	1,315,000	-	-	-	-
TOTAL RESOURCES (USES)	2,206,269	161,000	(1,839,000)	(57,000)	(155,700)
TRANSFERS TO (FROM) FUND BALANCE					
Reserve for Prepaid Expenditures	-	-	-	-	-
Reserved for Student Financial Asst/Organizations	(280,575)	-	-	88,000	(147,000)
Reserve for Capital Projects	(624,604)	-	-	85,000	-
Reserve for Debt Service	336,102	161,000	161,000	470,000	128,000
Reserve for Other Post Employment Benefits	-	-	-	-	-
Designated for State Aid Fluctuations	-	-	-	-	(5,256)
Designated for Subsequent Years	-	-	-	-	(7,883)
Designated for Subsequent Year	-	-	-	-	(283,322)
Designated for Operations	1,371,018	-	(2,000,000)	(800,000)	159,761
Retained Earnings	83,777	-	-	100,000	-
Due to Others	-	-	-	-	-
TOTAL TRANSFERS TO (FROM) FUND BALANCE	1,454,795	-	(2,000,000)	(700,000)	159,761
Beginning Fund Balance	35,093,743	35,979,461	35,979,461	35,979,461	35,922,461
Ending Fund Balance	35,979,461	36,140,461	34,140,461	35,922,461	35,766,761
EXPENDITURES BY FUND					
General Fund	75,675,600	77,858,865	78,958,865	76,973,179	79,044,709
Special Revenue Operational Fund	7,560,619	7,956,270	7,956,270	7,956,270	6,822,986
Special Revenue Non-Aidable Fund	36,711,039	39,934,000	39,934,000	31,852,000	33,825,000
Capital Projects Fund	14,778,025	12,240,000	14,040,000	14,040,000	14,350,000
Debt Service Fund	9,705,525	10,415,000	10,415,000	10,450,000	11,315,000
Enterprise Fund	509,387	700,000	700,000	500,000	650,000
TOTAL EXPENDITURES BY FUND	\$144,940,195	\$149,104,135	\$152,004,135	\$141,771,449	\$146,007,695

* Actual is presented on a budgetary basis.

** Estimated is based upon 9 months actual and 3 months estimate.

GATEWAY TECHNICAL COLLEGE

PRO FORMA BALANCE SHEET

AS OF JUNE 30, 2016

	GOVERNMENTAL FUND TYPES					PROPRIETARY FUND TYPE		ACCOUNT GROUPS			TOTAL
	Special Revenue		Special Revenue		Debt Service	Capital Projects	Enterprise	Internal Service	Capital Assets	General L/T Debt	Memorandum Only
	General	Operational	Non-Aidable	Aidable							
ASSETS											
Cash and Investments	24,018,158				2,772,901	2,206,050					28,997,109
Receivables:											-
Property Taxes	8,597,598										8,597,598
Accounts	1,379,555	28,000	11,800								1,419,355
Federal & State Aid	310,000	1,363,863	125,000								1,798,863
Due From Other Funds		1,460,000	1,942,794				1,226,617				4,629,411
Prepaid Expense	600,536										600,536
Fixed Assets									149,388,225		149,388,225
Amount Available in Debt Service Fund										2,772,901	2,772,901
Amount to be Provided for											-
Long Term Debt										53,552,099	53,552,099
TOTAL ASSETS	\$ 34,905,847	\$ 2,851,863	\$ 2,079,594	\$ 2,772,901	\$ 2,206,050	\$ 1,226,617	\$ -	\$ -	\$ 149,388,225	\$ 56,325,000	\$ 251,756,097
LIABILITIES											
Accounts Payable	975,000	3,500	500				40,000				1,019,000
Employee Related Payables	1,470,000	35,000									1,505,000
Due to Other Funds	4,629,411										4,629,411
Deferred Revenues	2,700,000	12,000	175,000				80,000				2,967,000
Debt Service Payable										56,325,000	56,325,000
TOTAL LIABILITIES	\$ 9,774,411	\$ 50,500	\$ 175,500	\$ -	\$ -	\$ 120,000	\$ -	\$ -	\$ 56,325,000	\$ 56,325,000	\$ 66,445,411
FUND EQUITY											
Investment in Capital Assets									149,388,225		149,388,225
Retained Earnings							1,106,617				1,106,617
Fund Balances:											-
Reserved for:											-
Prepaid Expenses	474,393										474,393
Capital Projects				2,206,050							2,206,050
Debt Service					2,772,901						2,772,901
Student Organizations			1,608,540								1,608,540
Student Financial Assistance			295,554								295,554
Designated:											-
Operations (incl encumbrances)	19,689,716	2,801,363									22,491,079
State Aid Fluctuations	588,300										588,300
Post Retirement Benefits	1,620,000										1,620,000
Subsequent Year	1,876,577										1,876,577
Subsequent Years	882,450										882,450
TOTAL FUND EQUITY	\$ 25,131,436	\$ 2,801,363	\$ 1,904,094	\$ 2,772,901	\$ 2,206,050	\$ 1,106,617	\$ -	\$ -	\$ 149,388,225	\$ -	\$ 185,310,686
TOTAL LIABILITIES AND FUND EQUITY	\$ 34,905,847	\$ 2,851,863	\$ 2,079,594	\$ 2,772,901	\$ 2,206,050	\$ 1,226,617	\$ -	\$ -	\$ 149,388,225	\$ 56,325,000	\$ 251,756,097

SCHEDULE OF LONG-TERM OBLIGATIONS

General Obligation Promissory Notes (10 years) issued in the amount of \$1,000,000 on December 6, 2007 through R. W. Baird & Company to finance \$1,000,000 of facility remodeling and improvement projects. (#760)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2016-2017	160,000	6,400	166,400
TOTAL PAYMENTS DUE	\$ 160,000	\$ 6,400	\$ 166,400

General Obligation Promissory Notes (9 years) issued in the amount of \$1,000,000 on January 4, 2008 through R. W. Baird & Company to finance \$1,000,000 of facility remodeling and improvement projects. (#761)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2016-2017	160,000	6,400	166,400
TOTAL PAYMENTS DUE	\$ 160,000	\$ 6,400	\$ 166,400

General Obligation Promissory Notes (10 years) issued in the amount of \$4,500,000 on September 10, 2008 through R. W. Baird & Company to finance \$3,500,000 for equipment and \$1,000,000 of facility remodeling and improvement projects. (#762)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2016-2017	210,000	15,568	225,568
2017-2018	215,000	7,955	222,955
TOTAL PAYMENTS DUE	\$ 425,000	\$ 23,523	\$ 448,523

General Obligation Promissory Notes (9 years) issued in the amount of \$1,000,000 on February 10, 2009 through R. W. Baird & Company to finance \$1,000,000 of facility remodeling and improvement projects. (#763)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2016-2017	145,000	8,488	153,488
2017-2018	150,000	4,500	154,500
TOTAL PAYMENTS DUE	\$ 295,000	\$ 12,988	\$ 307,988

General Obligation Promissory Notes (10years) issued in the amount of \$1,000,000 on May 13, 2009 through R. W. Baird & Company to finance \$1,000,000 of facility remodeling and improvement projects. (#764)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2016-2017	120,000	11,895	131,895
2017-2018	125,000	8,295	133,295
2018-2019	130,000	4,420	134,420
TOTAL PAYMENTS DUE	\$ 375,000	\$ 24,610	\$ 399,610

General Obligation Promissory Notes (10years) issued in the amount of \$1,000,000 on July 9, 2009 through R. W. Baird & Company to finance \$1,000,000 of facility remodeling and improvement projects. (#765)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2016-2017	120,000	12,950	132,950
2017-2018	125,000	8,750	133,750
2018-2019	125,000	4,375	129,375
TOTAL PAYMENTS DUE	\$ 370,000	\$ 26,075	\$ 396,075

SCHEDULE OF LONG-TERM OBLIGATIONS (Cont'd)

General Obligation Promissory Notes (10 years) issued in the amount of \$5,500,000 on October 14, 2009 through R. W. Baird & Company to finance \$3,500,000 for equipment and \$1,000,000 of facility construction and improvement projects. (#766)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2016-2017	300,000	30,450	330,450
2017-2018	310,000	21,450	331,450
2018-2019	325,000	11,375	336,375
TOTAL PAYMENTS DUE	\$ 935,000	\$ 63,275	\$ 998,275

General Obligation Promissory Notes (9 years) issued in the amount of \$1,000,000 on February 9, 2010 through R. W. Baird & Company to finance \$1,000,000 of facility remodeling and improvement projects. (#767)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2016-2017	145,000	15,025	160,025
2017-2018	150,000	10,675	160,675
2018-2019	155,000	5,425	160,425
TOTAL PAYMENTS DUE	\$ 450,000	\$ 31,125	\$ 481,125

General Obligation Promissory Notes (10 years) issued in the amount of \$4,610,000 on April 15 2010 through R. W. Baird & Company. \$3,110,000 was issued for refunding fiscal years 2013-2017 of bonds originally issued June 11, 2002 and \$1,500,000 to finance facility remodeling and improvement projects. (#768)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2016-2017	850,000	54,175	904,175
2017-2018	195,000	21,175	216,175
2018-2019	200,000	14,350	214,350
2019-2020	210,000	7,350	217,350
TOTAL PAYMENTS DUE	\$ 1,455,000	\$ 97,050	\$ 1,552,050

General Obligation Promissory Notes (10 years) issued in the amount of \$4,500,000 on September 01, 2010 through R. W. Baird & Company. \$3,000,000 was issued for equipment and \$1,500,000 to finance facility construction at the Elkhorn Campus. (#769)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2016-2017	290,000	42,700	332,700
2017-2018	300,000	32,550	332,550
2018-2019	310,000	22,050	332,050
2019-2020	320,000	11,200	331,200
TOTAL PAYMENTS DUE	\$ 1,220,000	\$ 108,500	\$ 1,328,500

General Obligation Promissory Notes (10 years) issued in the amount of \$1,500,000 on November 08, 2010 through R. W. Baird & Company. \$500,000 was issued for equipment and \$1,000,000 to finance facility remodeling and site improvement projects. (#770)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2016-2017	215,000	19,750	234,750
2017-2018	220,000	15,450	235,450
2018-2019	230,000	11,050	241,050
2019-2020	235,000	5,875	240,875
TOTAL PAYMENTS DUE	\$ 900,000	\$ 52,125	\$ 952,125

SCHEDULE OF LONG-TERM OBLIGATIONS (Cont'd)

General Obligation Promissory Notes (10 years) issued in the amount of \$1,500,000 on April 04, 2011 through UBS Financial Services Inc. \$500,000 was issued for equipment and \$1,000,000 to finance building construction and remodeling projects. (#771)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2016-2017	180,000	29,513	209,513
2017-2018	190,000	24,112	214,112
2018-2019	195,000	18,413	213,413
2019-2020	200,000	12,563	212,563
2020-2021	210,000	6,563	216,563
TOTAL PAYMENTS DUE	\$ 975,000	\$ 91,164	\$ 1,066,164

General Obligation Promissory Notes (10 years) issued in the amount of \$1,500,000 on May 16, 2011 through R.W. Baird & Company. \$500,000 was issued for equipment and \$1,000,000 to finance facility remodeling and improvement projects. (#772)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2016-2017	180,000	33,500	213,500
2017-2018	190,000	28,100	218,100
2018-2019	200,000	22,400	222,400
2019-2020	200,000	16,400	216,400
2020-2021	210,000	8,400	218,400
TOTAL PAYMENTS DUE	\$ 980,000	\$ 108,800	\$ 1,088,800

General Obligation Promissory Notes (10 years) issued in the amount of \$4,500,000 on September 08, 2011 through UMB Bank for equipment. (#773)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2016-2017	185,000	19,088	204,088
2017-2018	190,000	16,497	206,497
2018-2019	200,000	13,363	213,363
2019-2020	210,000	9,462	219,462
2020-2021	215,000	5,053	220,053
TOTAL PAYMENTS DUE	\$ 1,000,000	\$ 63,463	\$ 1,063,463

General Obligation Promissory Notes (10 years) issued in the amount of \$2,500,000 on November 15, 2011 through BMO Harris Bank, N.A. to finance the Pike Creek Horticulture addition and various remodeling projects. (#774)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2016-2017	290,000	36,875	326,875
2017-2018	300,000	30,350	330,350
2018-2019	310,000	23,600	333,600
2019-2020	320,000	15,850	335,850
2020-2021	330,000	8,250	338,250
TOTAL PAYMENTS DUE	\$ 1,550,000	\$ 114,925	\$ 1,664,925

General Obligation Promissory Notes (9 years) issued in the amount of \$2,000,000 on March 08, 2012 through Northland Securities Inc. to finance the Racine Culinary Arts addition and various remodeling projects. (#775)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2016-2017	245,000	19,875	264,875
2017-2018	255,000	16,200	271,200
2018-2019	265,000	12,375	277,375
2019-2020	275,000	8,400	283,400
2020-2021	285,000	4,275	289,275
TOTAL PAYMENTS DUE	\$ 1,325,000	\$ 61,125	\$ 1,386,125

SCHEDULE OF LONG-TERM OBLIGATIONS (Cont'd)

General Obligation Promissory Notes (10 years) issued in the amount of \$1,000,000 on May 09, 2012 through Bosch, Inc. to finance the Racine Students Services Relocation/remodel. (#776)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2016-2017	115,000	15,988	130,988
2017-2018	120,000	13,975	133,975
2018-2019	125,000	11,875	136,875
2019-2020	130,000	9,375	139,375
2020-2021	140,000	6,775	146,775
2021-2022	145,000	3,625	148,625
TOTAL PAYMENTS DUE	\$ 775,000	\$ 61,613	\$ 836,613

General Obligation Promissory Notes (10 years) issued in the amount of \$6,500,000 on July 12, 2012 through Hutchinson, Shockey, Erley & Co. to finance \$5,000,000 for equipment, \$550,000 for the iMET expansion, and \$950,000 for various remodeling projects. (#777)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2016-2017	775,000	121,850	896,850
2017-2018	800,000	106,350	906,350
2018-2019	820,000	90,350	910,350
2019-2020	850,000	65,750	915,750
2020-2021	875,000	46,625	921,625
2021-2022	900,000	24,750	924,750
TOTAL PAYMENTS DUE	\$ 5,020,000	\$ 455,675	\$ 5,475,675

General Obligation Promissory Notes (10 years) issued in the amount of \$1,500,000 on November 08, 2012 through Hutchinson, Shockey, Erley & Co. to finance \$500,000 for equipment and \$1,000,000 for various remodeling projects. (#778)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2016-2017	180,000	23,795	203,795
2017-2018	185,000	21,095	206,095
2018-2019	190,000	18,320	208,320
2019-2020	195,000	12,620	207,620
2020-2021	205,000	8,720	213,720
2021-2022	210,000	4,620	214,620
TOTAL PAYMENTS DUE	\$ 1,165,000	\$ 89,170	\$ 1,254,170

General Obligation Promissory Notes (10 years) issued in the amount of \$1,500,000 on December 27, 2012 through Bernard Securities Inc. to finance \$1,400,000 for the Racine Campus Learning Success Center and \$100,000 various remodeling projects. (#779)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2016-2017	135,000	18,728	153,728
2017-2018	140,000	16,027	156,027
2018-2019	145,000	13,228	158,228
2019-2020	150,000	10,327	160,327
2020-2021	155,000	7,328	162,328
2021-2022	160,000	3,840	163,840
TOTAL PAYMENTS DUE	\$ 885,000	\$ 69,478	\$ 954,478

General Obligation Promissory Notes (10 years) issued in the amount of \$1,500,000 on April 01, 2013 through R.W. Baird & Co. to finance various facility remodeling and improvement projects. (#780)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2016-2017	145,000	23,225	168,225
2017-2018	150,000	20,325	170,325
2018-2019	150,000	17,325	167,325
2019-2020	155,000	14,325	169,325
2020-2021	155,000	11,225	166,225
2021-2022	160,000	8,125	168,125
2022-2023	165,000	4,125	169,125
TOTAL PAYMENTS DUE	\$ 1,080,000	\$ 98,675	\$ 1,178,675

SCHEDULE OF LONG-TERM OBLIGATIONS (Cont'd)

General Obligation Promissory Notes (10 years) issued in the amount of \$1,000,000 on May 09, 2013 through R.W. Baird & Co. to finance various facility remodeling and improvement projects. (#781)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2016-2017	100,000	15,863	115,863
2017-2018	100,000	13,863	113,863
2018-2019	105,000	11,863	116,863
2019-2020	105,000	9,763	114,763
2020-2021	110,000	7,663	117,663
2021-2022	115,000	5,463	120,463
2022-2023	115,000	2,875	117,875
TOTAL PAYMENTS DUE	\$ 750,000	\$ 67,350	\$ 817,350

General Obligation Promissory Notes (10 years) issued in the amount of \$6,750,000 on July 02, 2013 through R.W. Baird & Co. to finance \$5,250,000 of equipment and \$1,500,000 for the Racine boiler and improvement projects. (#782)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2016-2017	790,000	163,300	953,300
2017-2018	805,000	147,500	952,500
2018-2019	825,000	131,400	956,400
2019-2020	850,000	106,650	956,650
2020-2021	875,000	81,150	956,150
2021-2022	900,000	54,900	954,900
2022-2023	930,000	27,900	957,900
TOTAL PAYMENTS DUE	\$ 5,975,000	\$ 712,800	\$ 6,687,800

General Obligation Promissory Notes (10 years) issued in the amount of \$1,500,000 on August 01, 2013 through R.W. Baird & Co. to finance various facility remodeling and improvement projects. (#783)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2016-2017	155,000	39,950	194,950
2017-2018	160,000	36,850	196,850
2018-2019	165,000	32,050	197,050
2019-2020	170,000	27,100	197,100
2020-2021	175,000	22,000	197,000
2021-2022	185,000	15,000	200,000
2022-2023	190,000	7,600	197,600
TOTAL PAYMENTS DUE	\$ 1,200,000	\$ 180,550	\$ 1,380,550

General Obligation Promissory Notes (9 years) issued in the amount of \$1,250,000 on January 08, 2014 through R.W. Baird & Co. to finance \$1,000,000 for the Kenosha Learning Success Center remodel and \$250,000 for other Kenosha facility remodeling and improvement projects. (#784)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2016-2017	125,000	25,000	150,000
2017-2018	125,000	22,500	147,500
2018-2019	125,000	20,000	145,000
2019-2020	125,000	16,250	141,250
2020-2021	125,000	12,500	137,500
2021-2022	125,000	8,750	133,750
2022-2023	125,000	5,000	130,000
TOTAL PAYMENTS DUE	\$ 875,000	\$ 110,000	\$ 985,000

SCHEDULE OF LONG-TERM OBLIGATIONS (Cont'd)

General Obligation Promissory Notes (9 years) issued in the amount of \$1,500,000 on February 06, 2014 through R.W. Baird & Co. to finance the Kenosha Student Success & Student Life area remodel and expansion projects. (#785)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2016-2017	160,000	31,000	191,000
2017-2018	160,000	27,800	187,800
2018-2019	165,000	24,600	189,600
2019-2020	170,000	21,300	191,300
2020-2021	175,000	16,200	191,200
2021-2022	180,000	10,950	190,950
2022-2023	185,000	5,550	190,550
TOTAL PAYMENTS DUE	\$ 1,195,000	\$ 137,400	\$ 1,332,400

General Obligation Promissory Notes (10 years) issued in the amount of \$7,000,000 on July 08, 2014 through Hutchinson, Shockey, Erley & Co. to finance \$5,500,000 for equipment and \$1,500,000 for various remodeling projects. (#786)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2016-2017	770,000	158,825	928,825
2017-2018	800,000	143,425	943,425
2018-2019	830,000	131,425	961,425
2019-2020	855,000	118,975	973,975
2020-2021	890,000	101,875	991,875
2021-2022	920,000	79,625	999,625
2022-2023	950,000	52,025	1,002,025
2023-2024	985,000	27,088	1,012,088
TOTAL PAYMENTS DUE	\$ 7,000,000	\$ 813,263	\$ 7,813,263

General Obligation Promissory Notes (10 years) issued in the amount of \$1,500,000 on August 08, 2014 through R.W. Baird & Co. to finance the Elkhorn South building remodel project. (#787)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2016-2017	165,000	38,000	203,000
2017-2018	170,000	34,700	204,700
2018-2019	180,000	31,300	211,300
2019-2020	185,000	27,700	212,700
2020-2021	190,000	24,000	214,000
2021-2022	195,000	18,300	213,300
2022-2023	205,000	12,450	217,450
2023-2024	210,000	6,300	216,300
TOTAL PAYMENTS DUE	\$ 1,500,000	\$ 192,750	\$ 1,692,750

General Obligation Promissory Notes (10 years) issued in the amount of \$1,500,000 on September 08, 2014 through R.W. Baird & Co. to finance the Kenosha Student Service renovation project. (#788)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2016-2017	165,000	41,650	206,650
2017-2018	170,000	38,350	208,350
2018-2019	180,000	34,950	214,950
2019-2020	185,000	29,550	214,550
2020-2021	190,000	24,000	214,000
2021-2022	195,000	18,300	213,300
2022-2023	205,000	12,450	217,450
2023-2024	210,000	6,300	216,300
TOTAL PAYMENTS DUE	\$ 1,500,000	\$ 205,550	\$ 1,705,550

SCHEDULE OF LONG-TERM OBLIGATIONS (Cont'd)

General Obligation Promissory Notes (10 years) issued in the amount of \$2,815,000 on October 08, 2014 through R. W. Baird & Company. \$1,315,000 was issued for refunding fiscal years 2016-2017 of bonds issued September 06, 2007 and \$1,500,000 to finance facility remodeling and improvement projects. (#789)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2016-2017	805,000	49,550	854,550
2017-2018	150,000	33,450	183,450
2018-2019	160,000	30,450	190,450
2019-2020	170,000	25,650	195,650
2020-2021	170,000	20,550	190,550
2021-2022	170,000	15,450	185,450
2022-2023	170,000	10,350	180,350
2023-2024	175,000	5,250	180,250
TOTAL PAYMENTS DUE	\$ 1,970,000	\$ 190,700	\$ 2,160,700

General Obligation Promissory Notes (10 years) issued in the amount of \$1,500,000 on February 08, 2015 through R.W. Baird & Co. to finance the remodel of the Elkhorn Job Center building into the Veterinary Science building and replace the Racine chiller. (#790)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2016-2017	140,000	30,450	170,450
2017-2018	145,000	27,650	172,650
2018-2019	150,000	24,750	174,750
2019-2020	155,000	21,750	176,750
2020-2021	160,000	18,650	178,650
2021-2022	165,000	15,450	180,450
2022-2023	170,000	10,500	180,500
2023-2024	180,000	5,400	185,400
TOTAL PAYMENTS DUE	\$ 1,265,000	\$ 154,600	\$ 1,419,600

General Obligation Promissory Notes (10 years) issued in the amount of \$8,000,000 on July 09, 2015 through R.W. Baird & Co. to finance \$6,500,000 for equipment and \$1,500,000 for various remodeling projects. (#791)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2016-2017	435,000	256,350	691,350
2017-2018	760,000	247,650	1,007,650
2018-2019	840,000	217,250	1,057,250
2019-2020	875,000	183,650	1,058,650
2020-2021	915,000	148,650	1,063,650
2021-2022	950,000	121,200	1,071,200
2022-2023	990,000	92,700	1,082,700
2023-2024	1,030,000	63,000	1,093,000
2024-2025	1,070,000	32,100	1,102,100
TOTAL PAYMENTS DUE	\$ 7,865,000	\$ 1,362,550	\$ 9,227,550

General Obligation Promissory Notes (10 years) issued in the amount of \$1,500,000 on September 15, 2015 through R.W. Baird & Co. to finance the remodel of the Elkhorn Manufacturing Lab and replace the Racine Electrical substation. (#792)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2016-2017	35,000	34,200	69,200
2017-2018	145,000	33,500	178,500
2018-2019	150,000	30,600	180,600
2019-2020	155,000	27,600	182,600
2020-2021	160,000	24,500	184,500
2021-2022	170,000	21,300	191,300
2022-2023	175,000	16,200	191,200
2023-2024	180,000	10,950	190,950
2024-2025	185,000	5,550	190,550
TOTAL PAYMENTS DUE	\$ 1,355,000	\$ 204,400	\$ 1,559,400

SCHEDULE OF LONG-TERM OBLIGATIONS (Cont'd)

General Obligation Promissory Notes (4 years) issued in the amount of \$500,000 on October 8, 2015 through R.W. Baird & Co. to finance the Kenosha Boiler replacement. (#793)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2016-2017	125,000	13,750	138,750
2017-2018	125,000	10,000	135,000
2018-2019	125,000	5,000	130,000
TOTAL PAYMENTS DUE	\$ 375,000	\$ 28,750	\$ 403,750

General Obligation Promissory Notes (10 years) issued in the amount of \$2,000,000 on December 9, 2015 through R.W. Baird & Co. to finance the expansion of the Kenosha campus Academic Building Shooting Range and remodel of the Law Enforcement Academy. (#794)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2016-2017	100,000	52,500	152,500
2017-2018	210,000	50,500	260,500
2018-2019	215,000	46,300	261,300
2019-2020	225,000	42,000	267,000
2020-2021	230,000	37,500	267,500
2021-2022	240,000	30,600	270,600
2022-2023	250,000	23,400	273,400
2023-2024	260,000	15,900	275,900
2024-2025	270,000	8,100	278,100
TOTAL PAYMENTS DUE	\$ 2,000,000	\$ 306,800	\$ 2,306,800

General Obligation Promissory Notes (10 years) Proposed issuances totaling \$14,000,000 including issues in the amount of \$7,000,000 in July 2016 (\$5,500,000 for Equipment and \$1,500,000 for the Kenosha Law Enforcement Academy remodel/site improvements); \$1,500,000 in August 2016 for the Elkhorn Roof Manufacturing and various other remodeling and site work; \$1,500,000 in September 2016 for general repairs; \$1,000,000 in October 2016 (\$500,000 for the Elkhorn Engineering Wing remodel and \$500,000 for the Kenosha classroom refresh); \$1,500,000 in January 2017 for remodeling projects on the Racine campus; \$1,500,000 in February 2017 (\$500,000 for the Elkhorn Engineering Wing remodel and \$1,000,000 for general repairs) (#795A - #800F)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2016-2017	-	241,791	241,791
2017-2018	815,000	430,875	1,245,875
2018-2019	1,650,000	395,550	2,045,550
2019-2020	1,980,000	346,050	2,326,050
2020-2021	3,535,000	286,650	3,821,650
2021-2022	1,210,000	180,600	1,390,600
2022-2023	1,230,000	144,300	1,374,300
2023-2024	1,250,000	107,400	1,357,400
2024-2025	1,270,000	69,900	1,339,900
2025-2026	1,060,000	31,800	1,091,800
TOTAL PAYMENTS DUE	\$ 14,000,000	\$ 2,234,916	\$ 16,234,916

COMBINED SCHEDULE OF LONG-TERM OBLIGATIONS

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2016-2017	9,215,000	1,758,417	10,973,417
2017-2018	9,150,000	1,722,444	11,205,244
2018-2019	9,940,000	1,481,782	12,178,293
2019-2020	9,655,000	1,203,485	10,858,485
2020-2021	10,680,000	939,102	11,619,102
2021-2022	7,295,000	640,848	7,935,848
2022-2023	6,055,000	427,425	6,482,425
2023-2024	4,480,000	247,588	4,727,588
2024-2025	2,795,000	115,650	2,910,650
2025-2026	1,060,000	31,800	1,091,800
TOTAL PAYMENTS DUE	\$ 70,325,000	\$ 8,568,538	\$ 79,982,849

DEBT LIMIT

The aggregate indebtedness of the district may not exceed 5% of the equalized value of the taxable property located in the district per §67.03(1) of the Wisconsin Statutes. The aggregate indebtedness of the district budgeted for FY2016-17 is \$70,325,000. The 5% limit is \$1,901,149,793.

The bonded indebtedness of the district may not exceed 2% of the equalized value of the property located in the district per §67.03(9) of the Wisconsin Statutes. There is no bonded indebtedness of the district budgeted for FY2016-17. The 2% limit is \$760,459,917.

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PROPERTY TAX IMPACT

The tax rate for the FY2016-17 budget is \$.82816 per thousand dollars of valuation, including .53673 for operations and 0.29143 for debt service. The tax rate for the FY2015-16 budget was .79489 per \$1,000 of valuation.

Beginning FY2013-14 the Operational Limit of \$1.50 per \$1,000 of equalized valuation no longer exists. There is no limit established for costs assessed for debt service.

The equalized value is determined by the Wisconsin Department of Revenue using the full value of the taxable property in a district (less tax incremental financing districts). A formula is used that standardizes property values across all municipalities.

Gateway bills the municipalities based on a mill rate (taxes billed per \$1,000 of valuation). Each city, town and village bill the taxpayers based on assessed valuation. Rates can vary among municipalities within a district. Therefore the municipalities' mill rate to the taxpayer may be higher or lower than the rate Gateway bills to the municipality.

2017 - \$150,000 House
Tax Rate = \$.82816
Tax Assessed = \$124

Based upon a \$150,000 house, the projected annual 2017 tax payment by the owner to support the educational programs and services at Gateway Technical College for FY2016-17 will be \$.82816 per \$1,000 of equalized valuation, or \$124 as in this example.

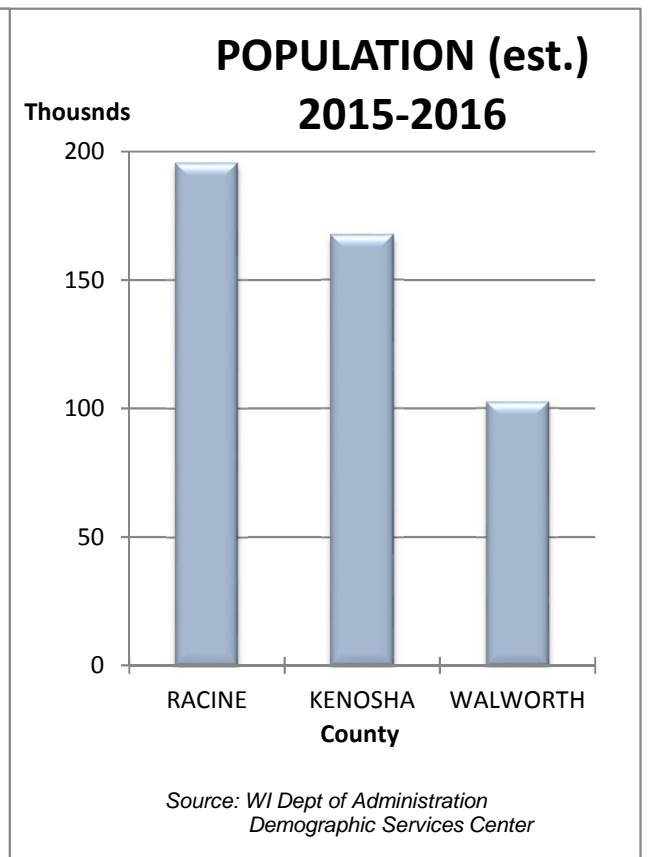
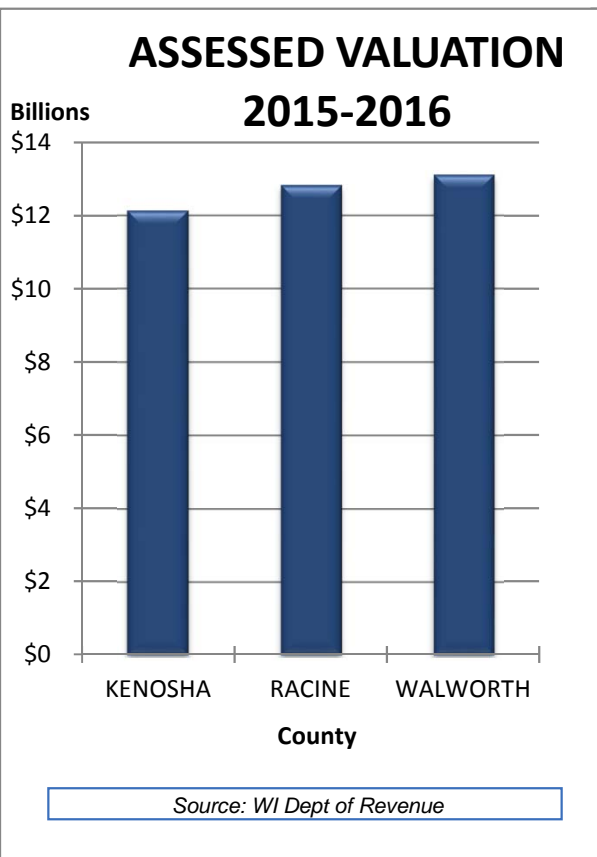
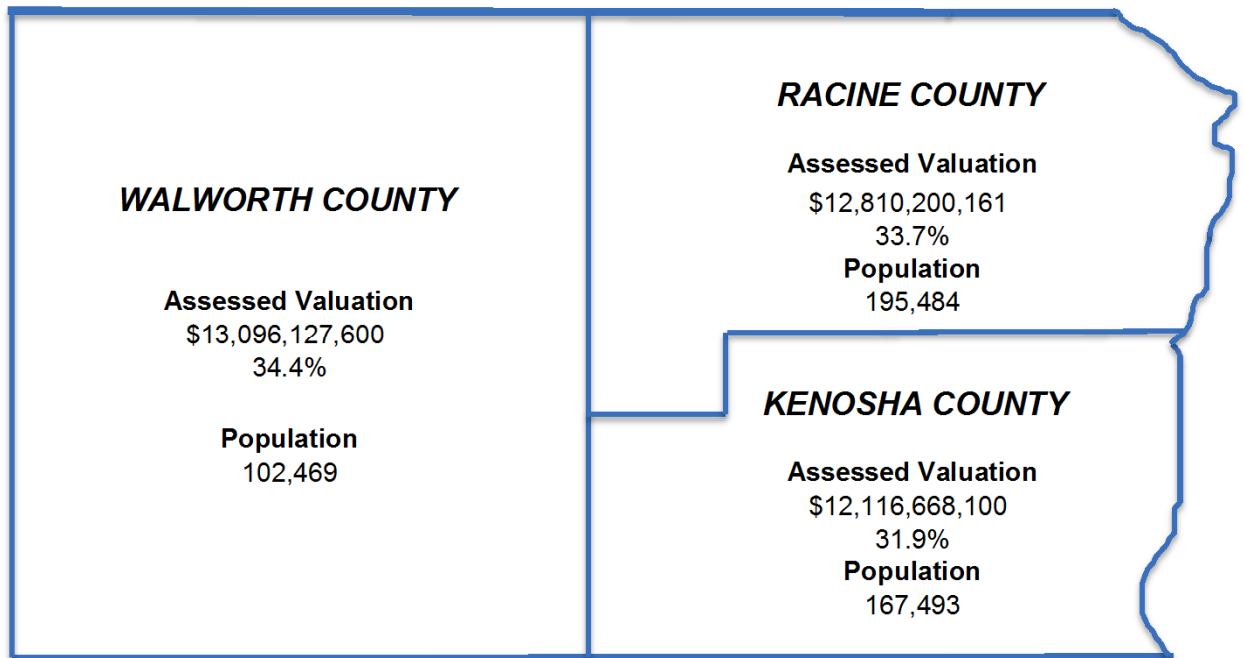


Gateway Technical College

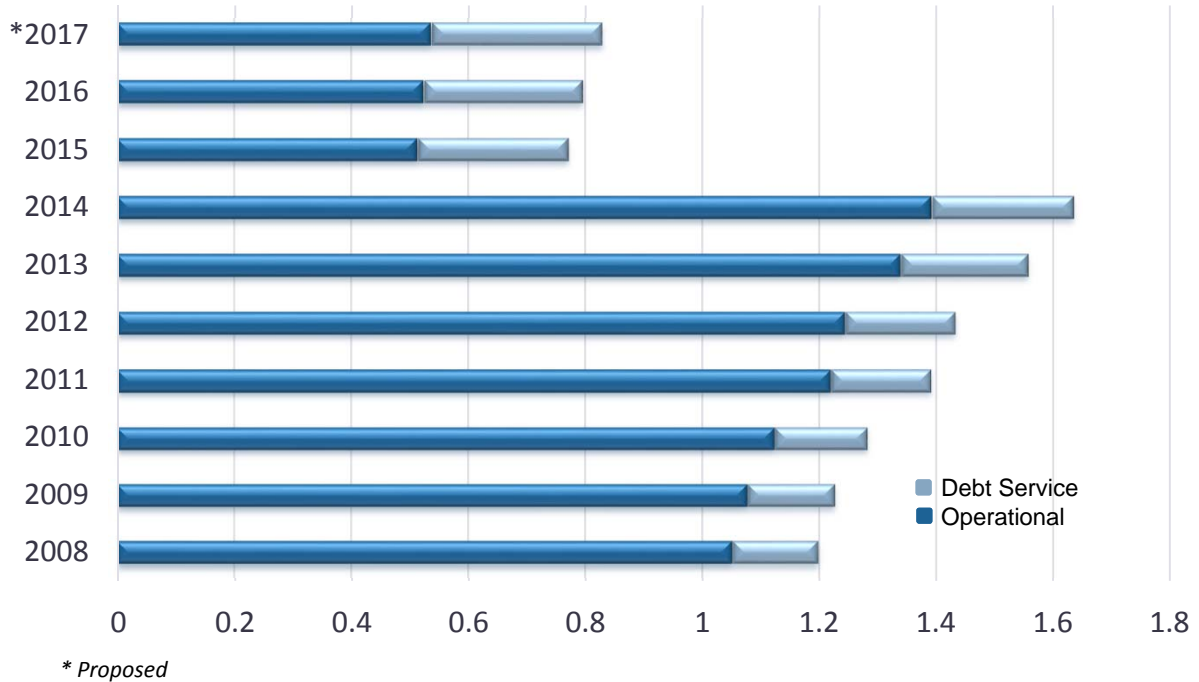
Equalized Valuations and Mill Rates

Fund	Actual 2012-13	% Change	Actual 2013-14	% Change	Actual 2014-15	% Change	Actual 2015-16	% Change	Budget 2016-17	% Change
General	\$48,830,000	0.0%	\$48,830,000	0.0%	\$17,047,925	-65.1%	\$17,813,826	4.5%	\$18,313,826	2.8%
Special Revenue - Operational	2,286,000	0.0%	2,286,000	0.0%	2,086,000	-8.7%	2,049,205	-1.8%	\$ 2,049,205	0.0%
Special Revenue - Non Aidable	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Enterprise	45,000	0.0%	45,000	0.0%	45,000	0.0%	45,000	0.0%	45,000	0.0%
Operational Tax Levy	51,161,000	0.00%	51,161,000	0.00%	19,178,925	-62.51%	19,908,031	3.80%	20,408,031	2.51%
Debt Service	8,275,000	7.00%	8,882,000	7.34%	9,600,000	8.08%	10,316,000	7.46%	11,081,000	7.42%
Total Tax Levy	\$59,436,000	0.92%	\$60,043,000	1.02%	\$28,778,925	-52.07%	\$30,224,031	5.02%	\$31,489,031	4.19%
Mill Rates										
Operations	1.33999	7.7%	1.39289	3.9%	0.51335	-63.1%	0.52358	2.0%	0.53673	2.5%
Debt Service	0.21673	15.2%	0.24182	11.6%	0.25696	6.3%	0.27131	5.6%	0.29143	7.4%
Total Mill Rate	1.55672	8.67%	1.63471	5.01%	0.77031	-52.88%	0.79489	3.19%	0.82816	4.19%
Property Values										
Equalized Valuation - Taxable	\$38,180,224,464	-7.13%	\$36,730,173,803	-3.80%	\$37,360,066,597	1.72%	\$38,022,995,861	1.77%	\$38,022,995,861	0.00%
Value of Tax Exempt Computers ⁽¹⁾	\$103,779,427	-10.2%	\$98,700,900	-4.9%	\$105,064,500	6.4%	\$177,585,500	69.0%	\$177,585,500	0.0%
State Aid for Exempt Computers	\$161,556	-2.4%	\$161,347	-0.1%	\$80,932	-49.8%	\$141,161	74.4%	\$141,161	0.0%
⁽¹⁾ Wisconsin Act 237 exempted business computers from being subject to property taxes beginning with the FY 2000 tax levy. The act calls for state aid to offset the loss of property tax revenue.										

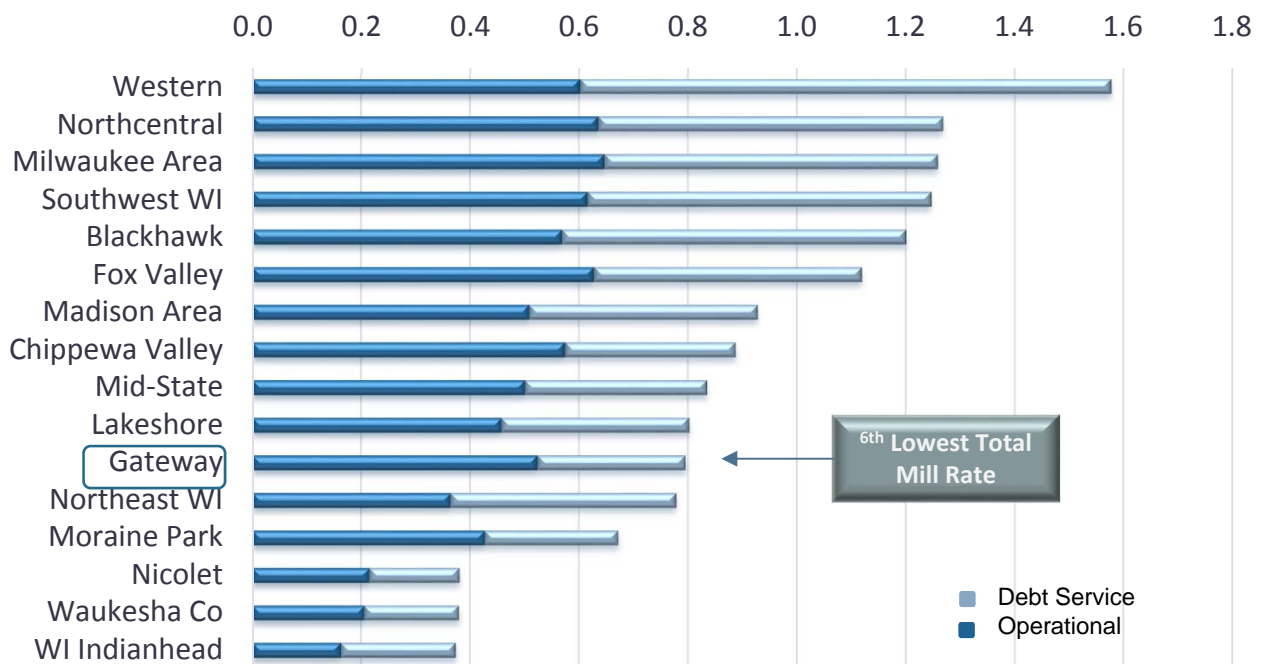
ASSESSED VALUATION POPULATION 2015-2016



GATEWAY TECHNICAL COLLEGE TOTAL MILL RATES 2008– 2017*



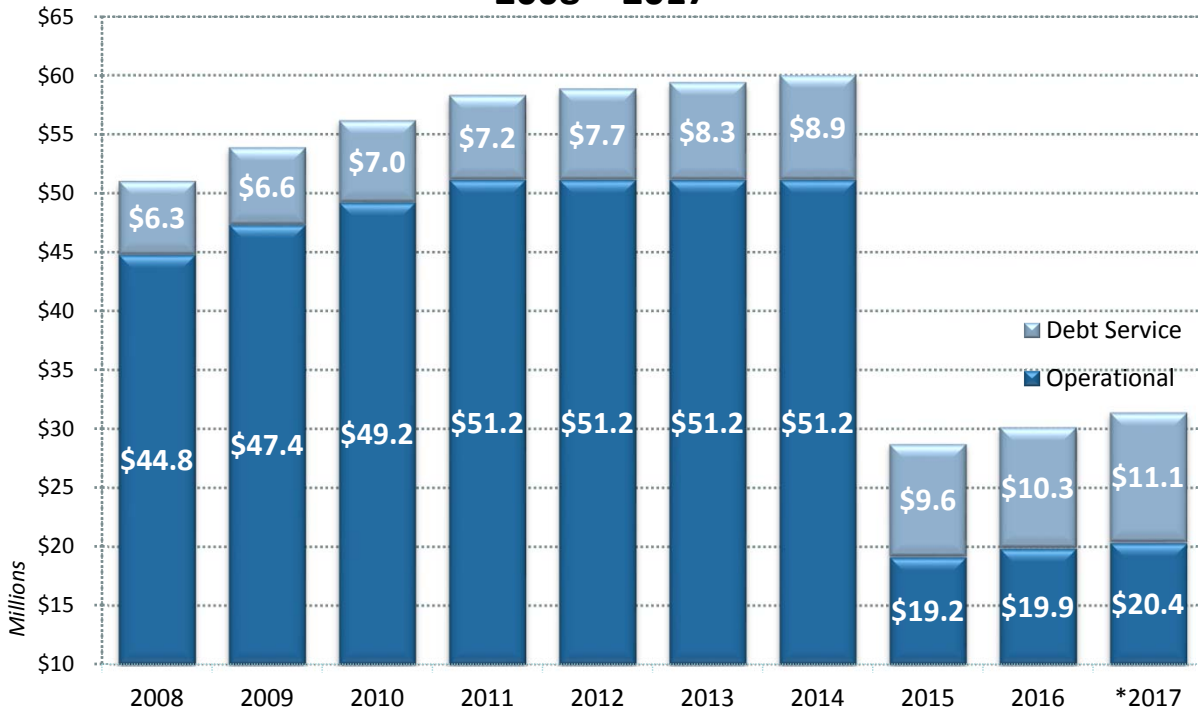
TOTAL MILL RATES BY DISTRICT Fiscal Year 2015-16



Source: Comprehensive Annual Financial Report, June 30, 2015
WTCS Mill Rates and Total Tax Levy
FY2014-15 reflects Wisconsin Act 145

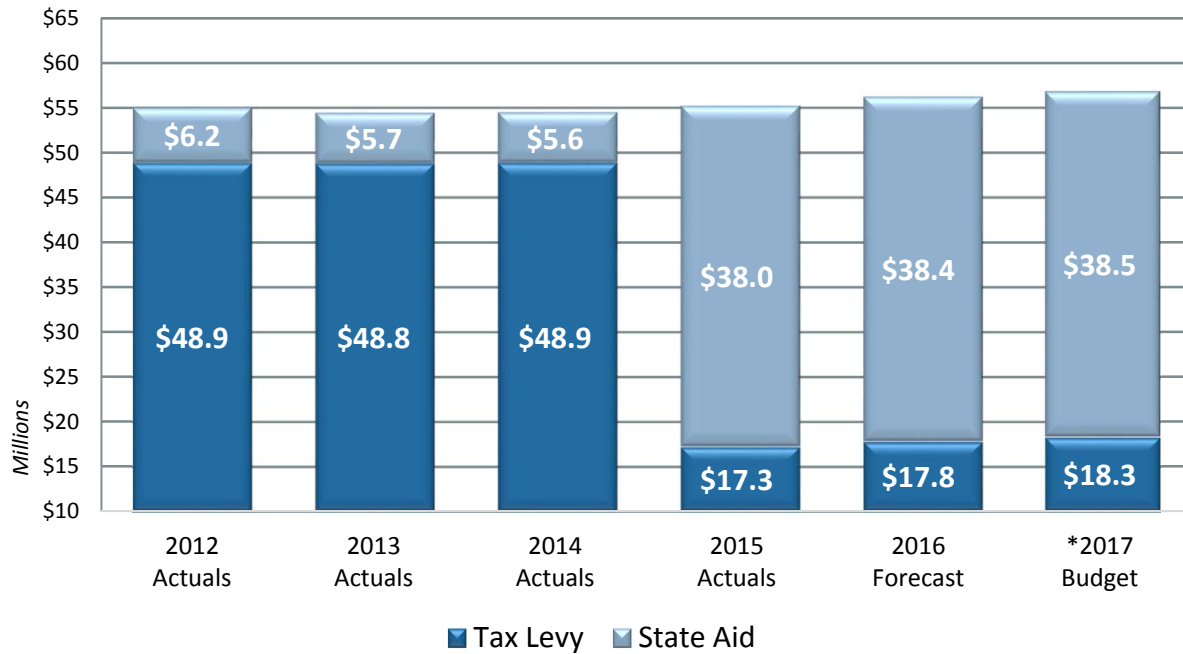
TOTAL OPERATIONAL VS DEBT TAX LEVY

2008 – 2017*



LOCAL TAX LEVY VS STATE AID

2012 – 2017*



* Proposed

Source: Comprehensive Annual Financial Report, June 30, 2015

FY2014-15 reflects Wisconsin Act 145, shifting Local Tax Levy to State Aid

BUDGET SUMMARY 2016-17 GENERAL FUND

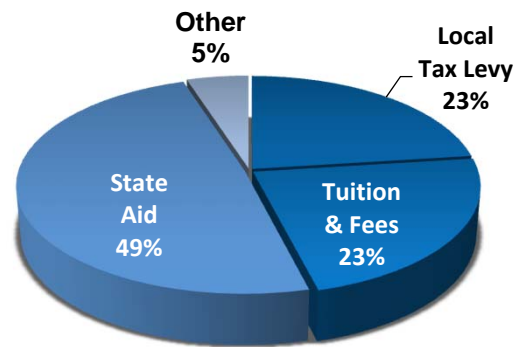
The General Fund is used to account for all financial activities except those required to be accounted for in another fund.

<u>Revenues</u>	<u>FY17 Budget</u>	<u>% of Total</u>
Local Tax Levy	\$18,313,826	23%
Tuition & Fees	18,372,682	23%
State Aid	38,675,296	49%
Other Revenues	<u>3,682,905</u>	<u>5%</u>
Total Revenue	\$79,044,709	100%

<u>Expenses</u>	<u>FY17 Budget</u>	<u>% of Total</u>
Salaries & Wages	\$47,328,075	60%
Fringe Benefits	18,666,153	24%
Other Expenses	<u>13,050,481</u>	<u>16%</u>
Total Expenses	\$79,044,709	100%

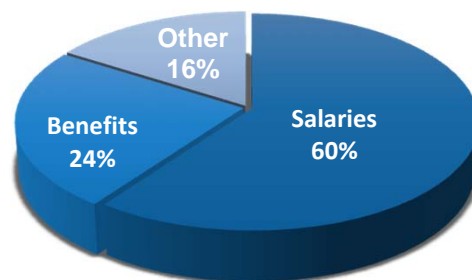
Revenues

The General Fund includes \$79.0 million in revenues, \$18.3 million from local tax levy, \$18.3 from student tuition and fees, \$38.7 million from state aid, and \$3.7 million from other revenue sources consisting of interest, book store royalties, contracts for services, high school contracts, room rentals, etc.

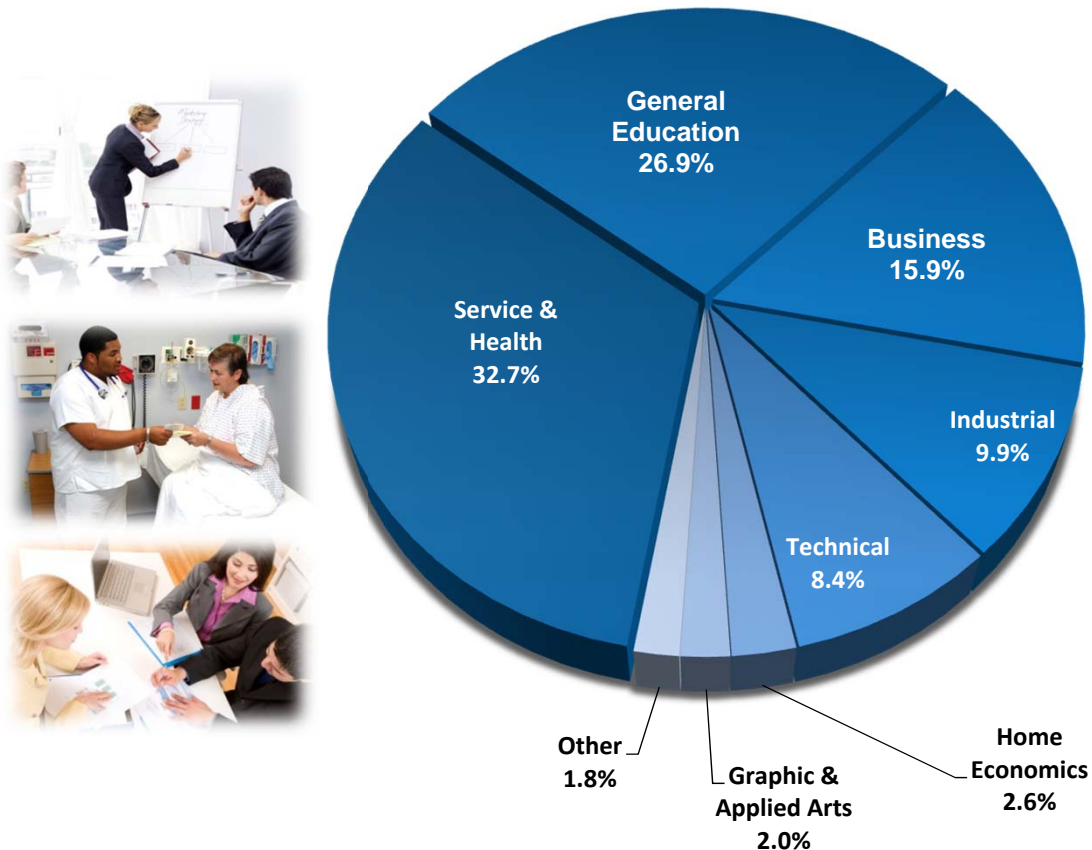


Expenses

\$79.0 million of operating expenses are budgeted in the General Fund. This budget was developed using a zero-based budgeting approach with some controlled growth built in. \$47.3 million is budgeted for salaries and wages, \$18.7 million for employee fringe benefits, and \$13.0 million for other current expenses consisting of utility expense, professional services, supplies, and various other operating costs.



GENERAL FUND EXPENSES INSTRUCTIONAL PROGRAMS 2016-17 Budget



Gateway Technical College prepares students for rewarding careers through more than 69 associate degree and diploma programs. In addition, advanced technical certificates are offered to professionals seeking additional training or certification in their fields of expertise.

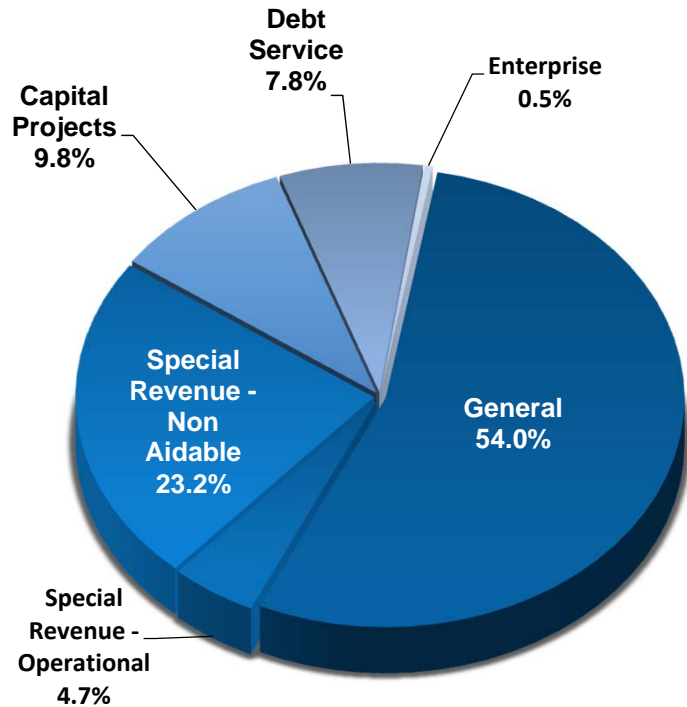
Gateway also supports a robust Apprenticeship program of on-the-job and classroom training.

Each of our degree and diploma program areas require general studies courses such as math, science, and communications appropriate to the field of work.

BUDGET SUMMARY 2016-17

Expenditures by Fund

Expenditures by Fund	2016-17 Budget
General	\$79,044,709
Special Revenue- Operational	6,822,986
Special Revenue- Non Aidable	33,825,000
Capital Projects	14,350,000
Debt Service	11,315,000
Enterprise	650,000
Total All Funds	\$146,007,695



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

Special Revenue-Operational Fund – used to account for the proceeds and related financial activity of specific revenue sources that are legally restricted to specific purpose other than expendable trusts or major capital projects.

Special Revenue-Non Aidable Funds – used to account for assets held by a district in a trustee capacity or as an agent for individuals, private organizations, other governmental units or other funds.

Capital Projects Fund – used to account for financial resources and related financial activity for the acquisition and improvement of sites and for the acquisitions, construction, equipping and renovation of buildings.

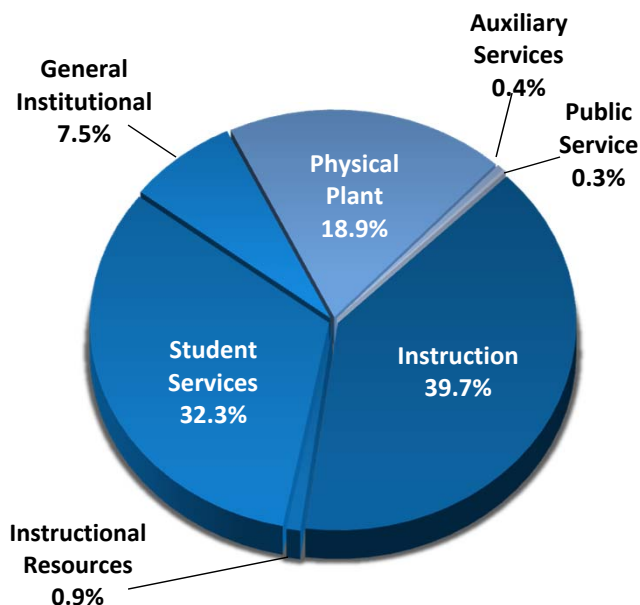
Debt Service Fund – used to account for the accumulation of resources for, and payment of, general long-term debt principal and interest.

Enterprise Funds – used to account for operations where the costs of providing goods or services to the student body, faculty and staff, or the general public are financed primarily through user fees.

BUDGET SUMMARY 2016-17

Expenditures by Function

Expenditures by Function	2016-17 Budget
Instruction	\$57,906,434
Instructional Resources	1,363,481
Student Services	47,160,703
General Institutional	10,930,194
Physical Plant	27,620,783
Auxiliary Services	650,000
Public Service	376,100
Total All Funds	\$146,007,695



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

Student Services – This function includes those non-instructional services provided for the student body such as student recruitment; student services administration and clerical support; admissions; registration; counseling, including testing and evaluation; health services; financial aids; placement; and follow up.

General Institutional – This function also includes all services benefiting the entire college, exclusive of those chargeable directly to other functional categories. Examples of this type of expenditure are legal fees, external audit fees, general liability insurance, interest on operational borrowing, and public information. General personnel, employment relations, and affirmative action programs are included in this function.

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

Auxiliary Services – This function includes commercial-type activities.

Public Service – This function includes the radio station, WGTD.

THE GATEWAY DOLLAR

Fiscal Year 2016-17

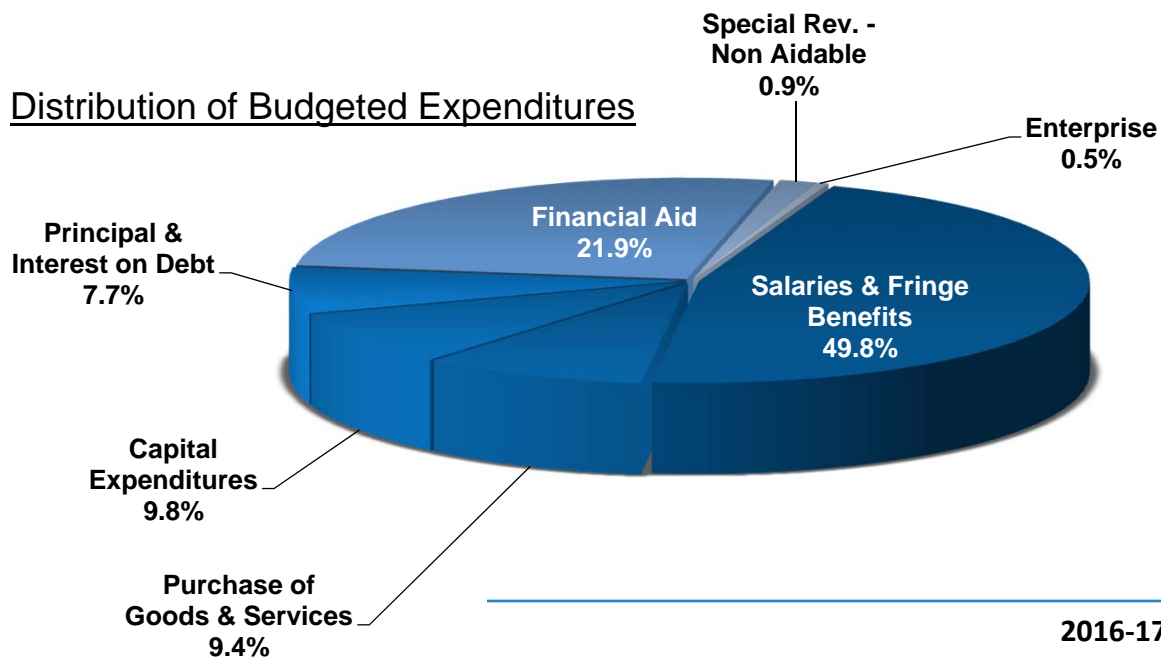
All Funds

INDIRECT MONEY FLOW IMPACT...

Gateway's related spending for goods and services in Kenosha, Racine and Walworth Counties stimulates the economy whenever a local dollar changes hands.

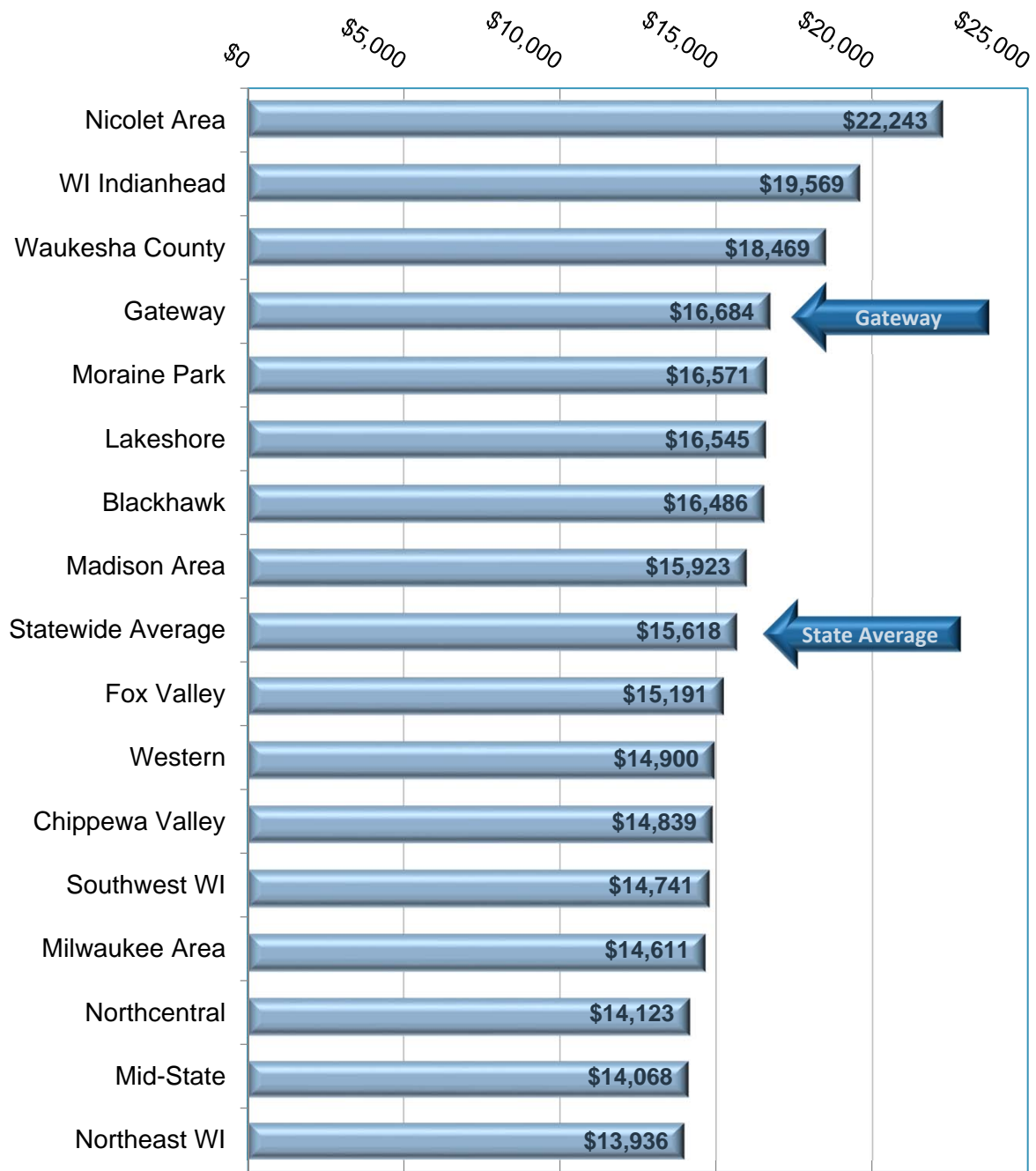
Economists estimate that a multiplier effect of these transactions can range from one to more than three rounds of exchange . . .

Distribution of Budgeted Expenditures



Distribution of Expenses	2016-17 Budget
Salaries & Fringe Benefits	\$72,708,691
Purchase of Goods & Services	13,704,495
Capital Expenditures	14,350,000
Principal Interest & Debt	11,315,000
Financial Aid	31,965,000
Special Revenue-Non Aidable	1,314,509
Enterprise Fund	650,000
Total All Funds	\$146,007,695

TOTAL 2014-15 ACTUAL COSTS PER FTE BY DISTRICT



Source: WTCS Schedule B-7, Total 2014-15 Actual Costs per FTE by District

GENERAL FUND - RESERVE BALANCE

FUND BALANCE PERCENTAGE TO REVENUES

At June 30,	Fund Balance Designated for Operations	% to Revenues	Total Fund Balance	% to Revenues
2008 Actual ⁽¹⁾	\$ 12,847,355	19.9	\$ 14,901,305	23.1
2009 Actual ⁽¹⁾	\$ 13,433,648	19.5	\$ 15,660,054	22.8
2010 Actual ⁽¹⁾	\$ 15,990,142	21.5	\$ 18,283,744	24.5
2011 Actual ⁽¹⁾	\$ 17,349,608	21.8	\$ 19,747,585	24.9
2012 Actual ⁽¹⁾	\$ 19,889,908	25.4	\$ 21,190,021	27.0
2013 Actual ⁽¹⁾	\$ 22,560,537	29.2	\$ 24,730,001	32.0
2014 Actual ⁽¹⁾	\$ 19,811,250	25.9	\$ 24,485,729	32.0
2015 Actual ⁽¹⁾	\$ 19,464,716	25.2	\$ 25,931,436	33.6
2016 Forecast	\$ 19,689,716	25.3	\$ 25,131,436	32.2
2017 Proposed ⁽²⁾	\$ 19,761,177	25.0	\$ 25,131,436	31.8

⁽¹⁾ Source: Comprehensive Annual Financial Report

⁽²⁾ Source: April 2016 forecast

Strategies:

- Maintain reserve balance at level to alleviate need for short-term borrowing.
- Set aside or designate a portion of reserve for fluctuation in state aid.

Executive Limitation:

To maintain adequate combined operating fund balance reserves sufficient to provide for an average of two (2) months operating expenses, but not to exceed an amount greater than three (3) months.

FULL-TIME ENROLLMENT STATISTICS (FTE'S) ⁽¹⁾

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 ACTUAL	2015-16 EST.	2016-17 EST.
By Aid Category										
Associate Degree	3,477	3,910	4,634	5,157	5,075	4,751	4,313	3,930	3,812	3,812
Vocational Diploma	400	394	430	437	455	467	498	464	450	450
Basic Education	807	744	769	660	548	471	479	408	396	396
Vocational Adult	148	140	152	128	139	124	128	117	113	113
Community Services	-	-	-	-	-	-	-	-	-	-
Grand Total:	<u>4,833</u>	<u>5,188</u>	<u>5,985</u>	<u>6,382</u>	<u>6,217</u>	<u>5,813</u>	<u>5,419</u>	<u>4,919</u>	<u>4,771</u>	<u>4,771</u>
By Division										
Agriculture	41	42	39	43	43	31	34	32	31	31
Business	843	914	1,023	1,193	1,202	1,163	1,001	1,011	981	981
Graphic & Applied Arts	66	95	96	98	91	78	68	73	71	71
Home Economics	132	123	130	150	142	137	134	136	132	132
Industrial	138	126	143	163	178	184	201	202	196	196
Service & Health	1,071	1,178	1,408	1,538	1,552	1,501	1,360	1,150	1,116	1,116
Technical	269	299	377	392	329	299	285	271	263	263
Television	-	14	5	-	-	-	0	-	0	0
General Education	2,273	2,396	2,765	2,806	2,681	2,420	2,336	2,044	1,983	1,983
Grand Total:	<u>4,833</u>	<u>5,188</u>	<u>5,985</u>	<u>6,382</u>	<u>6,217</u>	<u>5,813</u>	<u>5,419</u>	<u>4,919</u>	<u>4,771</u>	<u>4,771</u>

Source: Wisconsin Technical College System

⁽¹⁾ A full-time equivalent (FTE) is equal to 30 annual student credits based on a mathematical calculation which varies somewhat by program and which is subject to state approval and audit of student and course data.

FULL-TIME ENROLLMENT STATISTICS HEADCOUNT⁽¹⁾

Student Enrollment								
Aidable					Non-Aidable			
Fiscal Year Ended June 30	Associate degree	Technical Diploma	Vocational Adult	Non-post- secondary (ABE)	Community service program	Duplicated Total	Unduplicated Total	
2008	9,087	2,073	8,599	6,456	0	26,215	22,789	
2009	9,866	2,072	8,203	6,721	0	26,862	23,085	
2010	11,021	2,253	8,057	7,347	0	28,678	24,322	
2011	12,352	2,351	7,050	6,481	0	28,234	23,756	
2012	11,744	2,451	7,069	5,976	0	27,240	22,689	
2013	11,320	2,357	5,952	5,284	0	24,913	21,130	
2014	10,704	2,409	5,902	4,863	0	23,878	20,142	
2015	9,718	2,136	5,409	4,110	0	21,373	18,336	
2016 Est.	9,426	2,072	5,247	3,987	0	20,732	17,786	

Fiscal Year Ended June 30	Agriculture	Business	Graphics & Applied Arts	Home Economics	Industrial	Service & Health	Technical & Television	General Education	Duplicated Total
2008	143	4,447	310	1,571	850	6,853	1,544	13,654	29,372
2009	135	4,856	327	1,066	713	6,829	1,913	14,531	30,370
2010	137	5,168	387	841	1,018	7,913	1,967	15,378	32,809
2011	170	5,527	371	789	983	8,134	1,821	14,754	32,549
2012	150	5,516	351	672	1,198	8,261	1,517	14,063	31,728
2013	181	6,459	341	569	1,076	7,414	1,642	13,487	31,169
2014	174	5,505	312	702	933	7,401	1,658	12,584	29,269
2015	126	4,505	268	516	942	6,418	1,509	10,648	24,932
2016 Est.	122	4,370	260	501	914	6,225	1,464	10,329	24,184

Source: Wisconsin Technical College System

⁽¹⁾ Represents the duplicated and unduplicated count of students enrolled in District courses. A student may be enrolled in more than one program, but is counted only once in the Unduplicated Total. Therefore, the Unduplicated Total column does not equal the sum of the individual programs.

**WISCONSIN TECHNICAL COLLEGE SYSTEM
ENROLLMENT COMPARISON
BY DISTRICT**

DISTRICT	FISCAL YEAR 2014		FISCAL YEAR 2015	
	FTE'S	% OF TOTAL	FTE'S	% OF TOTAL
Milwaukee Area	12,417	17.3%	11,811	17.2%
Madison Area	10,081	14.1%	9,952	14.5%
Northeast	6,970	9.7%	6,738	9.8%
Fox Valley	6,986	9.8%	6,673	9.7%
Gateway	5,419	7.6%	4,919	7.2%
Waukesha County	4,330	6.0%	3,960	5.8%
Chippewa Valley	4,148	5.8%	3,946	5.8%
Western	3,289	4.6%	3,809	5.6%
Northcentral	3,698	5.2%	3,426	5.0%
Moraine Park	2,983	4.2%	2,803	4.1%
Indianhead	2,577	3.6%	2,304	3.4%
Mid-State	2,073	2.9%	2,034	3.0%
Lakeshore	2,008	2.8%	1,899	2.8%
Blackhawk	1,960	2.7%	1,819	2.7%
Southwest	1,654	2.3%	1,533	2.2%
Nicolet	1,050	1.5%	971	1.4%

Source: WTCS

Gateway Technical College 2015 Graduate Profile

GRADUATES AND RESPONDENTS

- 1,855 associate degree and technical diploma graduates
- 1,522 graduates responded

GRADUATE EMPLOYMENT

- 87% of graduates are employed
- 73% of graduates employed in the Gateway district
- 69% of graduates employed in a field related to their training
- Average full-time wage \$17.93 per hour

DIVERSITY OF OUR GRADUATES

- 70% are women
- 28% are minorities

GRADUATES GOALS

- 48% attended Gateway to prepare for getting a job
- 31% attended to prepare for further education
- 12% attended to prepare for a career change
- 5% attended to upgrade their current job skills
- 3% attended for personal interest
- 1% other



CAMPUS/CENTER LOCATIONS

2016-2017 Gateway Technical College Associate Degree Programs

(current as of date printed)

Most programs may be started on any campus.

**Length of
Program
(full time)**

	Elkhorn Campus	Burlington Center	HERO Center	Kenosha Campus	Horizon Center	Lakeview Center	Racine Campus	iMET Center	Online		
ASSOCIATE DEGREES	■			■			■		■	Accounting (10-101-1)	2 Years
	■			■			■		■	Administrative Professional (10-106-6)	2 Years
					■					Aeronautics – Pilot Training (10-402-1)	2 Years
				■						Air Conditioning, Heating, and Refrigeration Technology (10-601-1A)	2 Years
	■					■		■		Architectural – Structural Engineering Technician (10-614-6)	2 Years
	■			■	■		■			Automated Manufacturing Systems Technology (10-628-3)	2 Years
	■			■			■		■	Automotive Technology (10-602-3)	2 Years
								■		Business Management (10-102-3)	2 Years
	■			■			■	■		Civil Engineering Technology – Highway Technology (10-607-4)	2 Years
				■			■	■		Civil Engineering Technology – Fresh Water Resources (10-607-9)	2 Years
					■		■			Criminal Justice - Law Enforcement (10-504-1)	2 Years
							■			Culinary Arts (10-316-1)	2 Years
							■			Diesel Equipment Technology (10-412-1)	2 Years
							■	■		Early Childhood Education (10-307-1)	2 Years
								■		Electrical Engineering Technology (10-662-1A)	2 Years
										Biomedical Engineering Technology (Concentration Area 10-662-1B)	
										Sustainable Energy Systems (Concentration Area 10-662-1C)	
	■					■				Electro - Mechanical Technology (10-620-1)	2 Years
								■		Electronics (10-605-1)	2 Years
			■							Fire Medic (10-531-2)	2 Years
									■	Foundations of Teacher Education (10-522-2)	2 Years
								■		Geospatial Surveying Technician (10-607-7)	2 Years
	■						■		■	Graphic Communications (10-204-3)	2 Years
				■			■			+ Health Information Technology (10-530-1)	2 Years
										Horticulture (10-001-1)	2 Years
										Greenhouse & Marketing (Concentration Area 10-001-1A)	
										Landscape (Concentration Area 10-001-1B)	
							■			Hospitality Management (10-109-2)	2 Years
										Hotels and Lodgings (Concentration Area 10-109-2A)	
										Food and Beverage (Concentration Area 10-109-2B)	
				■			■			Tourism & Attractions (Concentration Area 10-109-2C)	
	■									Human Service Associate (10-520-3)	2 Years
										+ Individualized Technical Studies (10-825-1)	2 Years
										Technical Studies – Journeyworker (10-499-5)	
	■			■			■		■	Information Technology – Computer Support Specialist (10-154-3)	2 Years
	■			■						Information Technology – Network Specialist (10-150-2A)	2 Years
				■						Cybersecurity Specialist (Concentration Area 10-150-2B)	
							■		■	Information Technology – Software Developer (10-152-1)	2 Years
										Information Technology – Web Developer (10-152-3A)	2 Years
				■						SharePoint Developer (Concentration Area 10-152-3B)	
	■			■			■		■	Interior Design (10-304-1)	2 Years
										Marketing (10-104-3)	2 Years
										General Marketing (Concentration Area 10-104-3A)	
										Business to Business (Concentration Area 10-104-3B)	
										Marketing Communications (Concentration Area 10-104-3D)	
								■		Mechanical Design Technology (10-606-1)	2 Years
										Mechanical Engineering Tech (Concentration Area 10-606-1A)	
										Mechatronics (Concentration Area 10-606-1B)	
		■		■						+ Nursing – Associate Degree (ADN/RN) (10-543-1)	2 Years
			■	■						Paramedic Technician (10-531-1)	2 Years
				■						+ Physical Therapist Assistant (10-524-1)	2 Years
							■		■	Professional Communications (10-699-1)	2 Years
	■			■			■		■	Supervisory Management (10-196-1)	2 Years
										+ Surgical Technology (10-512-1)	2 Years
										Veterinary Technician (10-091-1)	2 Years

CAMPUS/CENTER LOCATIONS

TECHNICAL DIPLOMAS									
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2016-2017 Gateway Technical College Technical Diploma Programs

(current as of date printed)

Most programs may be started on any campus.

**Length of
Program**
(full time)

Advanced EMT (30-531-6)	20 Weeks
Accounting Assistant (31-101-1)	1 Year
Automotive Maintenance Technician (31-404-3)	1 Year
Barber Technologist (30-502-5)	1 Year
Business Services Manager (31-102-5)	1 Year
CNC Production Technician (31-444-2)	1 Year
CNC Programmer (31-444-3)	1 Year
Cosmetology (31-502-1)	1 Year
Criminal Justice – Law Enforcement 720 Academy (30-504-2)	18 Weeks
+ Dental Assistant (31-508-1)	1 Year
Diesel Equipment Mechanic (31-412-1)	1 Year
Emergency Medical Technician (30-531-3)	20 Weeks
EMT-Paramedic (31-531-1)	1 Year
Facilities Maintenance (31-443-2)	1 Year
Firefighter Technician (31-503-1)	1 Year
Gas Utility Construction and Service (31-469-2)	1 Year
+ Health Unit Coordinator (30-510-2)	1 Year
IT Computer Support Technician (31-154-6)	1 Year
IT – Junior SharePoint Developer (31-152-5)	1 Year
IT – Junior Web Developer (31-152-4)	1 Year
+ Medical Assistant (31-509-1)	1 Year
Nursing Assistant (30-543-1)	6 Weeks
Office Assistant (31-106-1)	1 Year
+ Pharmacy Technician (31-536-1)	1 Year
Small Business Entrepreneurship (31-145-1)	1 Year
Tool and Die Technician (31-439-1)	1 Year
Veterinary Assistant (31-091-3)	1 Year
Welding (31-442-1)	1 Year
Robotics (Concentration Area 31-442-1A)	
Advanced Welding (Concentration Area 31-442-1B)	
Pipe Welding (Concentration Area 31-442-1C)	
Welding/Maintenance and Fabrication (30-442-2)	18 Weeks

CAMPUS/CENTER LOCATIONS

	Elkhorn Campus	Burlington Center	HERO Center	Kenosha Campus	Horizon Center	Lakeview Center	Racine Campus	iMET Center	Online
				■					
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2016-2017 Gateway Technical College Advanced Technical Certificates

(current as of date printed)

Contact Student Services for enrollment information.

Game Programming (10-810-16)
Gerontological and Rehabilitative Nursing Care (10-810-21)
Oracle (10-810-4)
Urban Farming (10-810-20)

Administration Center

3520 - 30th Avenue
Kenosha, WI 53144-1690
262.564.3300

Burlington Center

496 McCanna Pkwy.
Burlington, WI 53105-3623
262.767.5200

SC Johnson iMET Center

2320 Renaissance Blvd.
Sturtevant, WI 53177-1763
262.898.7500

**Center for Bioscience and
Information Technology**

3520 - 30th Avenue
Kenosha, WI 53144-1690
262.564.3600

Elkhorn Campus

400 County Road H
Elkhorn, WI 53121-2046
262.741.8200

HERO Center

380 McCanna Pkwy
Burlington, WI 53105-3622
262.767.5204

**Horizon Center for
Transportation Technology**

4940 - 88th Avenue (Highway H)
Kenosha, WI 53144-7467
262.564.3900

Kenosha Campus

3520 - 30th Avenue
Kenosha, WI 53144-1690
262.564.2200

**LakeView Advanced
Technology Center**

9449 - 88th Avenue
Pleasant Prairie, WI 53158-2216
262.564.3400

Racine Campus

1001 South Main Street
Racine, WI 53403-1582
262.619.6200

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