



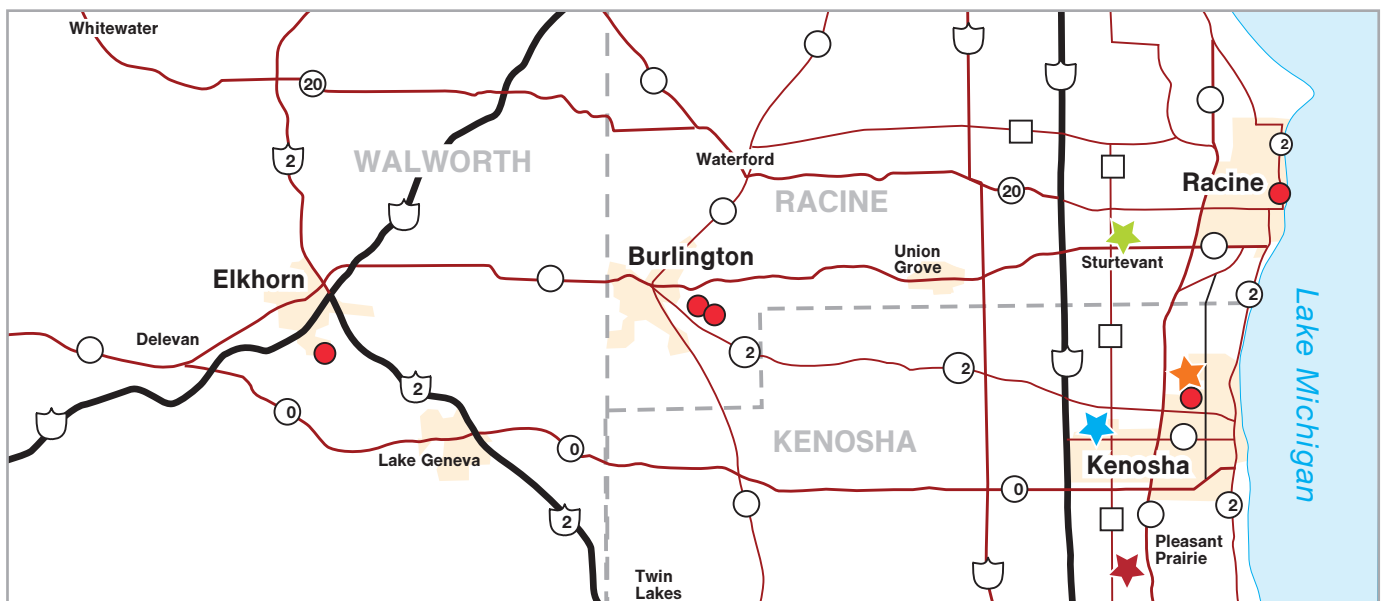
2017-2018 Budget Serving Southeastern Wisconsin

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 **GATEWAY**
TECHNICAL COLLEGE



Gateway Technical College





2017-18 BUDGET

Gateway Technical College District Board

Adopted May 11, 2017

Official Issuing Report:

William Whyte
Senior Vice President, Operations

Report Prepared by:

Jason S. Nygard, MBA



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.

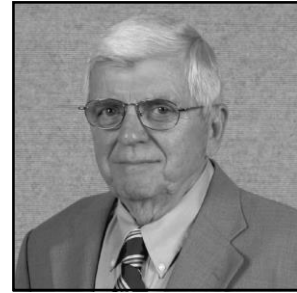
The Gateway Board monthly meetings are open to the public. Information on their meetings can be found at www.gtc.edu/board.



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President and CEO

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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 2018. 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 FY2017-18 overall operating budgets for expenditures, which includes both General and Special Revenue Funds, is projected to be \$84,644,280. The General Fund, which accounts for the majority of programs and services, is projected to be \$79,366,579, a 1.2% increase over the current year. The expenditure budget for all funds is \$142,823,280, a 4.50% decrease.

The budget calls for a total tax levy of \$32,947,276, which includes \$21,022,276 for operations and \$11,925,000 for debt retirement. The total levy will increase 4.25% 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 4.25%.

Gateway offers 70 associate degree and technical diploma programs, preparing students for careers in business, manufacturing, healthcare and service occupations. In 2016, the college graduated 1,772 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 2016 graduates is \$18.72 per hour and 91% of our graduates in the labor market are employed. Approximately 76% 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,

William Duncan
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

Gateway Technical College is committed to providing the highest quality educational opportunities and services to our students, employers and communities. Our strategic goals focus on expanding student access and success as well as achieving excellence by maximizing our human, physical and financial resources.

Goal 1 - Increase enrollment to 6,000 FTE by 2018.

Strategies for 2016-18:

- Engage in a **strategic enrollment management** process to achieve and maintain optimum student enrollment.
- Implement **new technologies** focused on increasing student access and success.
- Initiate the **Gateway Promise**, ensuring accessibility and success for students entering Gateway directly from high school.
- Develop clear, intentional and well communicated **career pathways** to improve student persistence and completion.
- Utilize data systems to focus efforts on increasing student **persistence and completion**.
- Invest in **new programs and facilities** to meet workforce demands.

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

Strategies for 2016-18:

- 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.

GATEWAY TECHNICAL COLLEGE MISSION, VALUES AND VISION CONT'D

- Promote **cross-divisional activities** throughout the college that will strengthen relationships and provide opportunities for employee engagement, connectedness, and wellness.



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GATEWAY TECHNICAL COLLEGE

THE 2017-2018 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 80 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 2016 graduate follow up report it was noted that 91% of graduates were placed within 6 months of completing their degree and 98% 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 our new IT Center of Excellence in Racine, the new Kenall Protective Services Center in Kenosha and the new engineering program in Elkhorn. This year we also welcomed over 200 Gateway Promise program students on their journey toward a college degree. 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 FY2017-18 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 FY2017-18 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 (HSED), 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 Associate Degree Programs for FY2017-18 include Arboriculture/Urban Forestry Technician and Construction Project Manager (a new concentration in Civil Engineering). We also have added two new technical diplomas, Electronics Technician Fundamentals and Foundations of Lodging and Hospitality Management
- The college completed a credit reduction initiative to better align our programs with student needs and to improve retention and completion. Prior to this project, programs averaged 69 total credits, with 96% of programs requiring 65 + credits. Now, the average total credits is 64, and only 25% of programs require 65 or more credits.
- In FY2016-17 the communications and math departments revised the remedial course programs. The results included a single math track vs. two, and for FY2017-18 math faculty have built in assessments every three weeks in remedial courses that require immediate intense study for those falling below standards, to be held in the Learning Success Center where math faculty will facilitate one-on-one instruction to get students back on track. Communications combined two remedial courses and are piloting in Fall 2017 the Accelerated Learning Plan format where students will take Intro to College Writing and English Composition I during the same semester.
- International study abroad programs continue to be offered in new program areas. In FY2016-17 Nursing and International Business students studied in Switzerland. Students

from various programs participated in the Chateau de Gudanes Preservation Program in France. Nursing, veterinary science, physical therapy assistant, and dental assistant students again participated in service learning projects in Nicaragua and Costa Rica. Our 10-year exchange program with KSH in Hessen Germany afforded students in IT, Business Management, Marketing, and Administrative Professional to study in Germany. For FY2017-18 students will study in Morocco, Southeast Asia, Australia, Spain and France.

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 FY2017-18 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
- Support the Racine County Higher Expectations Education Reform platform, Racine and Kenosha's STRIVE initiatives and Walworth Counties Workforce and Economic Development goals

To date, there are 191 students meeting all eligibility requirements for the first class.

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 programs, such as starting the Urban Forestry program in FY2017-18, expanding the Culinary program to the Elkhorn Campus, and offering IT Academies at area high schools.

Facilities

Positioning our college for continued growth is our goal. The FY2017-18 budget includes a \$7.5 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 FY2017-18 a remodel of the South Building will continue. Classrooms in the manufacturing wing will be converted to accommodate engineering curriculum. The South Building will also be remodeled to accommodate a culinary program as a result of a \$200,000 grant.

Kenosha Campus – Six classrooms in the academic building will be remodeled and upgraded. The Bioscience building will be remodeled to house the nursing program including Human Patient Simulator labs and the Skills Lab. Work will begin on a remodel of the Madrigrano Conference Center.

Racine Campus – In FY2017-18 the Racine campus will continue updating the campus infrastructure, including the replacement of electrical service for the Lincoln and Lake Buildings. The third floor of the Racine Building will be completely remodeled over three successive fiscal years.

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 for all 'supervisors' on effective leadership. Nine mandatory half day sessions are held each year.

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 in an effort to achieve district-wide wellness goals. The college received their second gold award from the Wellness Council of America (WELCOA) in April of 2017. Employee health clinics staffed with a nurse practitioner and a RN are located on the three major campuses. The staff rotates to each campus. All employees and dependents enrolled in the GHT health benefit plan are eligible to use them free of charge. Incurred costs will not count toward our utilization of the benefit plan.

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.

Human Resources is the catalyst for assisting all Divisions in improving the working environment - *a positive workforce is a productive workforce*. For the last 8 years the college has participated in the Workplace Dynamics climate survey. In 7 of the 8 years Gateway was in the top 25 large employers in southeastern Wisconsin as a result of the survey. Using the 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, legislators, organizations and businesses.

Mission Statement

We advance the college by building relationships and engaging the broader community in choosing Gateway.

Legislative - 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. We work closely with them to ensure they understand the role that the college plays in our communities and we welcome them to campus to see firsthand the learning environment that we provide for our students.

Foundation - The Gateway Technical College Foundation Inc. 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 scholarships in every program area. In FY2016-17, 227 continuing student scholarships were awarded totaling more than \$138,000.

Community – It is our responsibility to work with the communities in the tri-county area. Many employees serve on community boards such as United Way, Boys and Girls Club, local libraries, Higher Expectations and Strive. Partnerships have been formed with many Boy Scout and Girl Scout troops, K-12 districts and local organizations to help provide a better understanding of technical education. The college offers many community workshops and camps on our campuses for community members of all ages to enjoy.

Sustainability - 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. We have developed the Madrigano Center for Sustainable Living as an educational and community resource with our focus this past year on bees and colony collapse disorder. 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 Campuses. We have completed our 5th greenhouse gas inventory as well as our second 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 FY2017-18, we will continue our focus on student and staff support through our Tech Central service 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 are expanding our focus on security training and security enhancements for our network infrastructure. While our existing infrastructure is robust, we will make strategic investments to ensure that more of our college devices are encrypted, that we employ security-related monitoring and identification systems, and that we continue our focus on end-user training. We will deploy additional training modules on creating strong passwords, and we will work with staff to identify processes that may put personal information at risk and mediate/change those practices wherever needed.

In FY2017-18, we will see additional growth in our VANguard initiative. We have deployed an array of videoconferencing equipment over the past several years and staff are utilizing the tools for instruction. We have seen significant increases in the number of sessions that are running concurrently. We will deploy new equipment as part of our refresh strategy as well as new management/scheduling tools to coordinate the variety of instructional, meeting, and enrichment activities happening on the network.

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

Using continuous improvement processes and practices, Business & Workforce Solutions worked to increase efficiency and productivity in FY2016-17. This included increased transparency between our division and the Business Office enabling us to provide better customer service to our employers.

With the local economy improving and more companies moving into the area, we have been busy meeting with companies and our workforce and economic development partners to develop and deliver hiring and training strategies for new and existing companies in the tri-county area. We are well-situated to provide more customized and short-term training to those who have acquired a job but need additional skill training.

Business & Workforce Solutions continues to work with local employers to submit Workforce Advancement Training (WAT) grants in partnership with local businesses. For FY2017-18 we are submitting thirteen proposals totaling more than \$439,390 to offset customized training to companies in the Gateway district. This is the largest number of proposals and total dollar amount we have submitted and many of these are new customers for us. We look forward to helping them increase their bottom line through improved efficiency and productivity.

Boot Camps planned for FY2017-18 include two CNC Boot Camps, two High School CNC Boot Camps, and one Telecom/Cable Installer Boot Camp. We continue to experience success with these programs and the job placement rate reflects the engagement of business and industry in the programs. We are happy to have offered our first Customer Service Specialized Training and plan to offer two in FY2017-18. This training is offered in the evenings to allow for upskilling of those

who are currently employed and prepare them for jobs in a call center or other customer service position. We continue to look at other areas of need and work with local employers to identify and develop short-term training to meet their hiring needs.

Apprenticeship enrollment continued its growth trajectory and we increased to 275 apprentices. An apprenticeship forum was held in Spring 2017 which provided information to more than 20 new companies in the tri-county area. We are hopeful that we will exceed 300 apprentices in FY2017-18. Additionally many companies are looking at the German Apprenticeship model through the German American Chamber. Gateway is working with the WI Department of Workforce Development Bureau of Apprenticeship Standards to explore this as an alternate model for apprenticeship training.

In FY2016-17 the Launch Box co-working space moved from Main Street in Racine to the Gateway Racine Campus. We ended 2016 with 99 active Launch Box members and plan for a 3% increase in FY2017-18. We have seen an increase in Gateway student involvement either as members or as BizSquad project participants assisting other Launch Box members. We plan to hold another Growth Accelerator program in FY2017-18. This program includes a 12-week training program and mentoring with the goal of providing support to entrepreneurs who wish to start a new business. Upon successful completion of the program teams are eligible for a seed grant for their business.

The FabLab located at iMET has increased awareness and access to K-12 and Gateway students, in addition to local business and organizations, the arts communities and more! Additionally we are offering training to K-12 educators on the use of FabLab equipment in their classrooms in order to integrate it into their STEM curriculum.

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 FY2017-18, 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 FY2017-18, the Business Office will finalize 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 FY2017-18, 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 fiscal integrity.

Procurement

The technical college system completed a collaborative proposal process for an ecommerce vendor. New in FY2017-18, a new Purchasing card system was implemented to maximize vendor rebates and provide users with an easy to use system. 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 auditor's report to Gateway Technical College's Board. 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 FY2017-18, including funding for Business Academies-Intersecting Career Clusters to Forge New Pathways, Hospitality Management Career Pathway Academy and Expansion of Culinary Arts from the Wisconsin Technical College System. Federal grants are expected to total over \$1.8 million and State grants of \$1.9 million.

Additionally, the Business Office will continue to strengthen partnerships with various internal divisions to better meet the needs of our customers.

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. Our Team of Experts' service model provides access to services for our students' success. Our customer service motto states, "We are a 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 FY2017-18, 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.

Academic and Faculty Advisors: Starting in fall 2017, students will be assigned a faculty advisor when they enter the second half of the academic program after working with an academic advisor for the start of their studies. Faculty advisors will share their industry expertise with students as they get closer to entering their career fields.

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: Each campus houses a one-stop center to assist students with their academic and student 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 automation to simplify and accelerate many of our internal processes. Potential students can inquire and apply to the college through our Future Redhawk portal. Our online self-service options for enrolled students include 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. Our Advise software allows 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.

Strategic Enrollment Management: We are implementing a research-based 3-year plan to focus our college resources on the community audiences that need improved access to higher education and on helping our current students stay in school and complete their programs of study. We will continue to adjust our enrollment management strategies in the coming years based on data collected from our students and community.



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

Stacy Riley, Vice President of Student Services and Enrollment Management

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

William Whyte, Senior Vice President, Operations

BUDGET PLANNING PROCESS

Fiscal Year 2017 - 2018

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 FY2017-18 was based on our latest forecast from FY2016-17.

Financial Assumptions:

- Equalized property values are expected to remain flat compared to FY2016-17.
- Net new construction was budgeted at \$500K. This will result in an increase in tax levy for FY2017-18.
- State Aid was budgeted to reflect an increase of \$660,000 compared to FY2016-17.
- State Aid related to property tax relief was budgeted flat in FY2017-18 compared to FY2016-17.
- Grant activity funding includes 3 new initiatives: Business Academies-Intersecting Career Clusters to Forge New Pathways, Hospitality Management Career Pathway Academy and Expansion of Culinary Arts from the Wisconsin Technical College System for the 2017-18 academic year.
- The WTCS State Board froze the tuition rate and it will remain at \$130.35 per credit.
- Personnel services are budgeted in accordance to contracts as negotiated. Health and Dental insurance rates remained flat in FY2017-18.
- Vacant position savings have been budgeted at \$1.0M.
- Other non-personnel expenses were budgeted flat compared to FY2016-17 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 \$13 million in long-term borrowing for equipment, facility expansion and remodeling.
- The Board approved the tentative budget at their regular meeting on April 13, 2017 and held a public hearing at the Kenosha Campus on May 3, 2017. Subject to the Board of Trustees review of that hearing, the final budget was approved at a regular Board of Trustees meeting on May 11, 2017. 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, 2017 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.

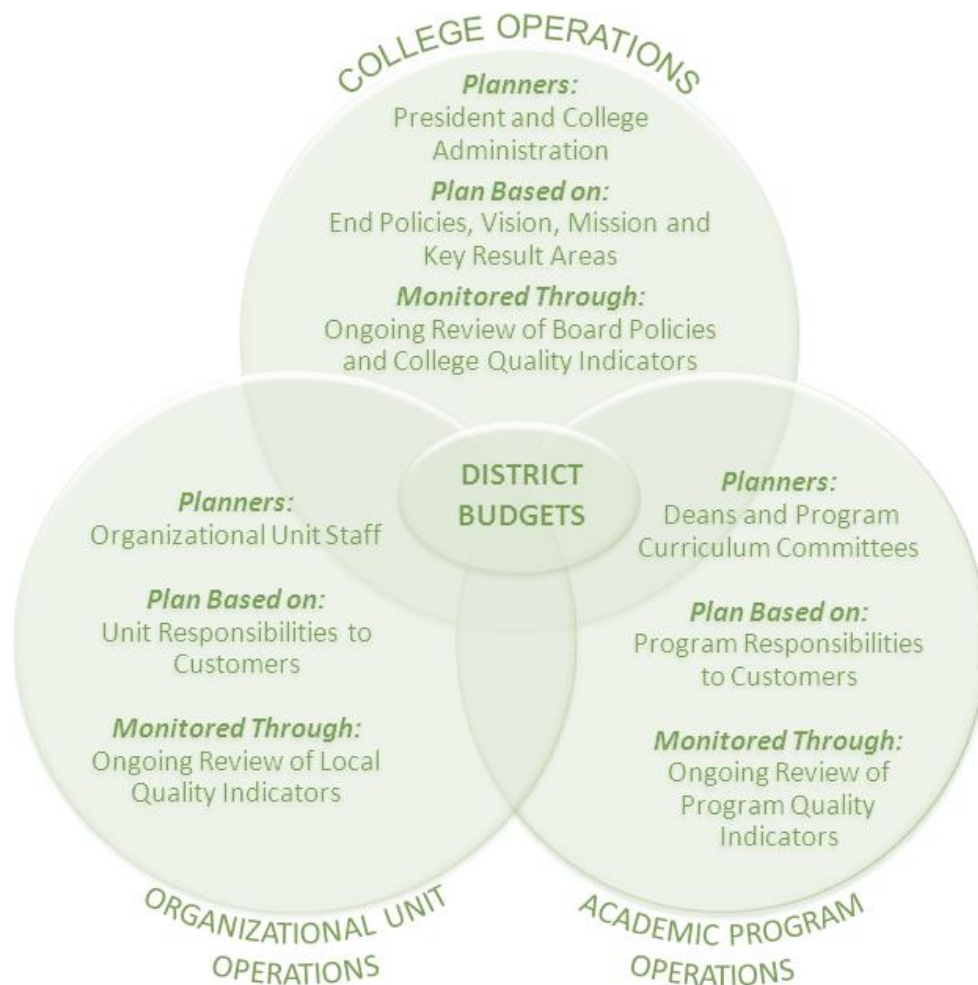
Academic Program Planning

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



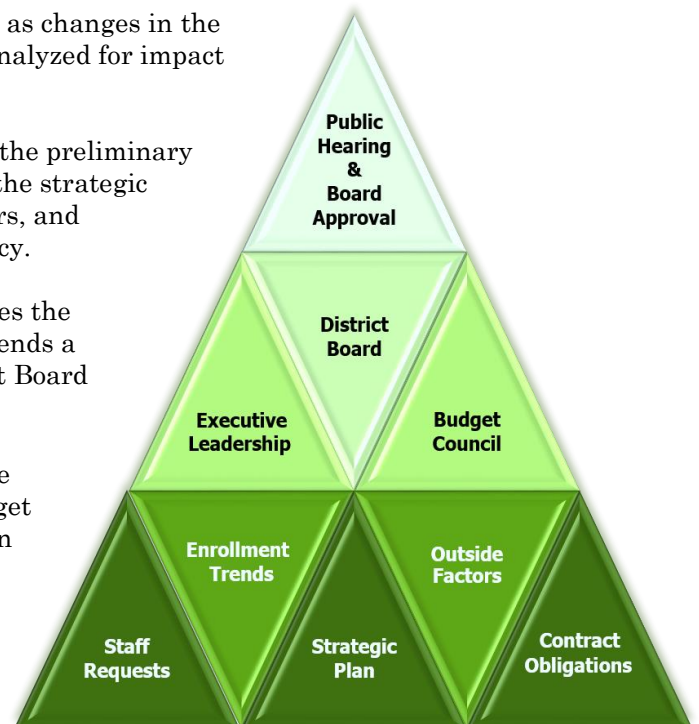
District Budget Review

The review process for the planning of the FY2017-18 budget encourages 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 FY2017-18 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 FY2016-17, and positions included in the FY2017-18 Budget.

Category	2016-17 Estimate	2017-18 Estimate	General Fund	Special Revenue Fund	Proprietary Fund	Fiduciary Fund	Total
Administrators	80	80	71	9			80
Clerical	76	80	79	1			80
Service	40	41	41				41
Teachers	283	289	267	22			289
Technical	135	128	107	15	3	3	128
Total Positions ⁽¹⁾	614	618	565	47	3	3	618

The above changes are a direct result of responding to the change in enrollments, expanded course offerings, and increased use in technology. FY2016-17 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, 2017 - JUNE 30, 2018

A public hearing on the proposed fiscal year 2017-18 budget for the Gateway Technical College District will be held Wednesday, May 3, 2017 at 7:00p.m., RM 120, Pike Creek Horticulture Building, Kenosha Campus, Gateway Technical College, 3520 - 30th Ave, Kenosha, 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		
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	\$39,366,010,570	0.52132	0.28149	0.80281	1.00%
2017-18 (1)	\$39,366,010,570	0.53402	0.30293	0.83695	4.25%

FISCAL YEAR	TOTAL EXPENDITURES (3)	PERCENT INCR (DECR)	PROPERTY TAX LEVY	PERCENT INCR (DECR)	TAX ON A \$150,000 HOUSE
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	\$141,106,171	-2.65%	\$30,224,031	5.02%	\$119.23
2016-17	\$147,368,789	4.44%	\$31,603,276	4.56%	\$120.42
2017-18	\$142,823,280	-3.08%	\$32,947,276	4.25%	\$125.54

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	\$ 18,928,071	\$ 2,049,205	\$ -	\$ -	\$ 11,925,000	\$ 45,000	\$ 32,947,276
Other Budgeted Revenues	60,438,508	3,228,496	31,679,000	350,000	10,000	605,000	96,311,004
Subtotal	79,366,579	5,277,701	31,679,000	350,000	11,935,000	650,000	129,258,280
Budgeted Expenditures	79,366,579	5,277,701	31,719,000	13,350,000	12,460,000	650,000	142,823,280
Excess of Revenues Over Expenditures	-	-	(40,000)	(13,000,000)	(525,000)	-	(13,565,000)
Operating Transfers	-	-	-	-	-	-	-
Proceeds from Debt	-	-	-	13,000,000	325,000	-	13,325,000
Estimated Fund Balance 7/1/17	24,900,496	2,021,454	1,208,752	1,834,613	2,980,162	1,135,106	34,080,583
Estimated Fund Balance 6/30/18	\$ 24,900,496	\$ 2,021,454	\$ 1,168,752	\$ 1,834,613	\$ 2,780,162	\$ 1,135,106	\$ 33,840,583

- (1) Equalized valuation is projected to remain flat in fiscal year 2017-18.
- (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 2015-16 represent actual amounts; 2016-17 is projected; and 2017-18 is in the proposed budget.

Gateway Technical College
BUDGET SUMMARY - GENERAL FUND

FISCAL YEAR JULY 1, 2017 - JUNE 30, 2018

	2015-16 ACTUAL ⁽⁴⁾	2016-17 ADOPTED BUDGET	2016-17 MODIFIED BUDGET	2016-17 ESTIMATE ⁽⁵⁾	2017-18 BUDGET
REVENUES					
Local Government	\$ 18,012,384	\$ 18,313,826	\$ 18,578,071	\$ 19,024,545	\$ 18,928,071
State Aids	39,054,698	38,675,296	38,645,974	38,945,974	39,316,969
Program Fees	15,070,118	15,676,145	14,892,338	14,892,338	14,594,491
Material Fees	742,978	744,005	706,805	706,805	692,669
Other Student Fees	1,953,294	1,952,532	1,854,905	1,854,905	1,817,807
Institutional	4,079,354	3,652,970	3,652,970	3,552,970	3,986,572
Federal	21,731	29,935	29,935	29,935	30,000
TOTAL REVENUE	78,934,557	79,044,709	78,360,998	79,007,472	79,366,579
EXPENDITURES					
Instruction	49,029,230	51,225,248	50,391,537	50,345,616	51,290,350
Instructional Resources	1,236,264	1,263,481	1,263,481	1,240,126	1,389,501
Student Services	10,590,038	11,178,180	11,403,180	11,376,555	11,501,548
General Institutional	7,484,949	7,753,487	7,753,487	7,724,562	7,747,420
Physical Plant	7,426,855	7,624,313	7,624,313	7,595,944	7,437,760
Public Service	-	-	-	-	-
TOTAL EXPENDITURES	75,767,336	79,044,709	78,435,998	78,282,803	79,366,579
NET REVENUE (EXPENDITURES)	3,167,221	-	(75,000)	724,669	-
OTHER SOURCES (USES)					
Operating Transfers In (Out)	(1,800,000)	-	(3,200,000)	(3,200,000)	-
TOTAL RESOURCES (USES)	1,367,221	-	(3,275,000)	(2,475,331)	-
TRANSFERS TO (FROM) FUND BALANCE					
Reserve for Prepaid Expense	-	-	-	(172,830)	-
Reserve for Other Post Employment Benefits	-	-	250,000	250,000	-
Designated for State Aid Fluctuations	-	-	-	-	(76,508)
Designated for Subsequent Years	-	-	-	-	(114,763)
Designated for Subsequent Year	-	-	-	-	406,112
Designated for Operations	1,367,221	-	(3,525,000)	(2,475,331)	(214,841)
Retained Earnings	-	-	-	-	-
TOTAL TRANSFERS TO (FROM) FUND BALANCE	1,367,221	-	(3,275,000)	(2,398,161)	-
Beginning Fund Balance	25,931,436	27,298,657	27,298,657	27,298,657	24,900,496
Ending Fund Balance	\$ 27,298,657	\$ 27,298,657	\$ 24,023,657	\$ 24,900,496	\$ 24,900,496

ALL GATEWAY FUNDS	2015-16 ACTUAL ⁽⁴⁾	2016-17 ADOPTED BUDGET	2016-17 MODIFIED BUDGET	2016-17 ESTIMATE ⁽⁵⁾	2017-18 BUDGET	% Chng ⁽⁶⁾
EXPENDITURES BY FUND						
General Fund	75,767,336	79,044,709	78,435,998	78,282,803	79,366,579	1.2%
Special Revenue - Operational Fund	7,468,015	6,822,986	7,461,986	7,461,986	5,277,701	-29.3%
Special Revenue - Non Aidable Fund	31,951,465	33,825,000	33,855,000	32,229,000	31,719,000	-6.3%
Capital Projects Fund	14,784,604	14,350,000	17,850,000	17,850,000	13,350,000	-25.2%
Debt Service Fund	10,651,432	11,315,000	11,315,000	11,045,000	12,460,000	10.1%
Enterprise Fund	483,319	650,000	650,000	500,000	650,000	0.0%
TOTAL EXPENDITURES BY FUND	141,106,171	\$146,007,695	\$149,567,984	\$147,368,789	\$142,823,280	-4.5%
REVENUES BY FUND						
General Fund	78,934,557	79,044,709	78,360,998	79,007,472	79,366,579	1.3%
Special Revenue - Operational Fund	7,524,806	6,686,286	6,700,286	6,700,286	5,277,701	-21.2%
Special Revenue - Non Aidable Fund	31,860,133	33,678,000	33,678,000	32,085,000	31,679,000	-5.9%
Capital Projects Fund	698,167	350,000	350,000	350,000	350,000	0.0%
Debt Service Fund	10,326,274	11,088,000	11,088,000	11,091,000	11,935,000	7.6%
Enterprise Fund	561,808	650,000	650,000	550,000	650,000	0.0%
TOTAL REVENUE BY FUND	\$129,905,745	\$131,496,995	\$130,827,284	\$129,783,758	\$129,258,280	-1.2%

(4) Actual is presented on a budgetary basis.

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

(6) (2017-2018 budget - 2016-2017 budget) / 2016-2017 budget.

GENERAL FUND
2017-18 BUDGETARY STATEMENT OF
RESOURCES, USES AND CHANGES IN FUND BALANCE

	2015-16 ACTUAL*	2016-17 ADOPTED BUDGET	2016-17 MODIFIED BUDGET	2016-17 ESTIMATE**	2017-18 BUDGET
REVENUES					
Local Government	\$ 18,012,384	\$ 18,313,826	\$ 18,578,071	\$ 19,024,545	\$ 18,928,071
State Aids	38,913,537	38,528,227	38,528,227	38,828,227	39,194,395
Other State Aids	141,161	147,069	117,747	117,747	122,574
Program Fees	15,070,118	15,676,145	14,892,338	14,892,338	14,594,491
Material Fees	742,978	744,005	706,805	706,805	692,669
Other Student Fees	1,953,294	1,952,532	1,854,905	1,854,905	1,817,807
Federal	21,731	29,935	29,935	29,935	30,000
Institutional	4,079,354	3,652,970	3,652,970	3,552,970	3,986,572
TOTAL REVENUE	78,934,557	79,044,709	78,360,998	79,007,472	79,366,579
EXPENDITURES					
Instruction	49,029,230	51,225,248	50,391,537	50,345,616	51,290,350
Instructional Resources	1,236,264	1,263,481	1,263,481	1,240,126	1,389,501
Student Services	10,590,038	11,178,180	11,403,180	11,376,555	11,501,548
General Institutional	7,484,949	7,753,487	7,753,487	7,724,562	7,747,420
Physical Plant	7,426,855	7,624,313	7,624,313	7,595,944	7,437,760
TOTAL EXPENDITURES	75,767,336	79,044,709	78,435,998	78,282,803	79,366,579
Net Revenue (Expenditures)	3,167,221	-	(75,000)	724,669	-
OTHER SOURCES (USES)					
Operating Transfer In (Out)	(1,800,000)	-	(3,200,000)	(3,200,000)	-
TOTAL RESOURCES (USES)	1,367,221	-	(3,275,000)	(2,475,331)	-
TRANSFERS TO (FROM) FUND BALANCE					
Reserve for Prepaid Expense	-	-	-	(172,830)	-
Reserve for Other Post Employment Benefits	-	-	250,000	250,000	-
Designated for State Aid Fluctuations	-	-	-	-	(76,508)
Designated for Subsequent Years	-	-	-	-	(114,763)
Designated for Subsequent Year	-	-	-	-	406,112
Designated for Operations	1,367,221	-	(3,525,000)	(2,475,331)	(214,841)
TOTAL TRANSFERS TO (FROM) FUND BALANCE	1,367,221	-	(3,275,000)	(2,398,161)	-
Beginning Fund Balance	25,931,436	27,298,657	27,298,657	27,298,657	24,900,496
Ending Fund Balance	<u>\$ 27,298,657</u>	<u>\$ 27,298,657</u>	<u>\$ 24,023,657</u>	<u>\$ 24,900,496</u>	<u>\$ 24,900,496</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

2017-18 BUDGETARY STATEMENT OF RESOURCES, USES AND CHANGES IN FUND BALANCE

	2015-16 ACTUAL*	2016-17 ADOPTED BUDGET	2016-17 MODIFIED BUDGET	2016-17 ESTIMATE**	2017-18 BUDGET
REVENUES					
Local Government - Tax Levy	\$ 2,049,205	\$ 2,049,205	\$ 2,049,205	\$ 2,049,205	\$ 2,049,205
Local Government - City/County	99,930	50,000	50,000	50,000	50,000
State	2,359,743	1,811,687	1,811,687	1,811,687	1,063,175
Federal	2,761,544	2,367,294	2,367,294	2,367,294	1,754,821
Institutional	254,384	408,100	422,100	422,100	360,500
TOTAL REVENUE	7,524,806	6,686,286	6,700,286	6,700,286	5,277,701
EXPENDITURES					
Instruction	4,610,524	3,681,186	3,856,186	3,856,186	2,724,980
Instructional Resources	-	-	14,000	14,000	-
Student Services	1,888,377	2,113,523	2,363,523	2,363,523	1,616,470
General Institutional	618,872	670,707	820,707	820,707	580,151
Physical Plant	28,850	1,470	51,470	51,470	-
Public Service	321,392	356,100	356,100	356,100	356,100
TOTAL EXPENDITURES	7,468,015	6,822,986	7,461,986	7,461,986	5,277,701
Net Revenue (Expenditures)	56,791	(136,700)	(761,700)	(761,700)	-
OTHER SOURCES (USES)					
Operating Transfer In (Out)	-	-	(75,000)	(75,000)	-
TOTAL RESOURCES (USES)	56,791	(136,700)	(836,700)	(836,700)	-
TRANSFERS TO (FROM) FUND BALANCE					
Reserve for Operations	56,791	(136,700)	(761,700)	(761,700)	-
Designated for Subsequent Year	-	-	(75,000)	(75,000)	-
TOTAL TRANSFERS TO (FROM) FUND BALANCE	56,791	(136,700)	(836,700)	(836,700)	-
Beginning Fund Balance	2,801,363	2,858,154	2,858,154	2,858,154	2,021,454
Ending Fund Balance	<u>\$ 2,858,154</u>	<u>\$ 2,721,454</u>	<u>\$ 2,021,454</u>	<u>\$ 2,021,454</u>	<u>\$ 2,021,454</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

2017-18 BUDGETARY STATEMENT OF RESOURCES, USES AND CHANGES IN FUND BALANCE

	2015-16 ACTUAL*	2016-17 ADOPTED BUDGET	2016-17 MODIFIED BUDGET	2016-17 ESTIMATE**	2017-18 BUDGET
REVENUES					
Local Government	\$ -	\$ -	\$ -	\$ -	\$ -
State Aids	1,982,739	2,157,000	2,157,000	2,100,000	2,004,000
Other Student Fees	778,438	790,000	790,000	765,000	755,000
Institutional	3,652,516	3,798,000	3,798,000	2,720,000	3,774,000
Federal	<u>25,446,440</u>	<u>26,933,000</u>	<u>26,933,000</u>	<u>26,500,000</u>	<u>25,146,000</u>
TOTAL REVENUE	31,860,133	33,678,000	33,678,000	32,085,000	31,679,000
EXPENDITURES					
Student Services	31,468,388	33,819,000	33,819,000	32,224,000	31,714,000
General Institutional	<u>483,077</u>	<u>6,000</u>	<u>36,000</u>	<u>5,000</u>	<u>5,000</u>
TOTAL EXPENDITURES	31,951,465	33,825,000	33,855,000	32,229,000	31,719,000
Net Revenue (Expenditures)	(91,332)	(147,000)	(177,000)	(144,000)	(40,000)
OTHER SOURCES (USES)					
Operating Transfer In (Out)	<u>(125,000)</u>	<u>-</u>	<u>(100,000)</u>	<u>(100,000)</u>	<u>-</u>
TOTAL RESOURCES (USES)	(216,332)	(147,000)	(277,000)	(244,000)	(40,000)
TRANSFERS TO (FROM) FUND BALANCE					
Reserve for Student Organizations	<u>(216,332)</u>	<u>(147,000)</u>	<u>(277,000)</u>	<u>(244,000)</u>	<u>(40,000)</u>
TOTAL TRANSFERS TO (FROM) FUND BALANCE	(216,332)	(147,000)	(277,000)	(244,000)	(40,000)
Beginning Fund Balance	1,816,084	1,599,752	1,599,752	1,452,752	1,208,752
Ending Fund Balance	<u>\$ 1,599,752</u>	<u>\$ 1,452,752</u>	<u>\$ 1,322,752</u>	<u>\$ 1,208,752</u>	<u>\$ 1,168,752</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
2017-18 BUDGETARY STATEMENT OF
RESOURCES, USES AND CHANGES IN FUND BALANCE

	2015-16 ACTUAL *	2016-17 ADOPTED BUDGET	2016-17 MODIFIED BUDGET	2016-17 ESTIMATE**	2017-18 BUDGET
REVENUES					
State	435,171	150,000	150,000	150,000	100,000
Federal	37,165	100,000	100,000	100,000	100,000
Institutional	225,831	100,000	100,000	100,000	150,000
TOTAL REVENUE	698,167	350,000	350,000	350,000	350,000
EXPENDITURES					
Instruction	4,692,334	3,000,000	4,200,000	4,200,000	3,031,500
Instructional Resources	3,596	100,000	100,000	100,000	10,000
Student Services	43,898	50,000	150,000	150,000	15,000
General Institutional	2,190,761	2,500,000	2,700,000	2,700,000	2,696,000
Physical Plant	7,852,516	8,680,000	10,680,000	10,680,000	7,572,500
Public Service	1,499	20,000	20,000	20,000	25,000
TOTAL EXPENDITURES	14,784,604	14,350,000	17,850,000	17,850,000	13,350,000
Net Revenue (Expenditures)	(14,086,437)	(14,000,000)	(17,500,000)	(17,500,000)	(13,000,000)
OTHER SOURCES (USES)					
Proceeds from Debt	12,000,000	14,000,000	14,000,000	14,000,000	13,000,000
Operating Transfer In (Out)	1,925,000		3,375,000	3,375,000	-
TOTAL RESOURCES (USES)	(161,437)	-	(125,000)	(125,000)	-
TRANSFERS TO (FROM) FUND BALANCE					
Reserve for Capital Projects	(161,437)	-	(125,000)	(125,000)	-
TOTAL TRANSFERS TO (FROM) FUND BALANCE	(161,437)	-	(125,000)	(125,000)	-
Beginning Fund Balance	2,121,050	1,959,613	1,959,613	1,959,613	1,834,613
Ending Fund Balance	<u>\$ 1,959,613</u>	<u>\$ 1,959,613</u>	<u>\$ 1,834,613</u>	<u>\$ 1,834,613</u>	<u>1,834,613</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
2017-18 BUDGETARY STATEMENT OF
RESOURCES, USES AND CHANGES IN FUND BALANCE

	2015-16 ACTUAL*	2016-17 ADOPTED BUDGET	2016-17 MODIFIED BUDGET	2016-17 ESTIMATE**	2017-18 BUDGET
REVENUES					
Local Government	\$ 10,316,000	\$ 11,081,000	\$ 11,081,000	\$ 11,081,000	\$ 11,925,000
Institutional	10,274	7,000	7,000	10,000	10,000
TOTAL REVENUE	<u>10,326,274</u>	<u>11,088,000</u>	<u>11,088,000</u>	<u>11,091,000</u>	<u>11,935,000</u>
EXPENDITURES					
Physical Plant	10,651,432	11,315,000	11,315,000	11,045,000	12,460,000
TOTAL EXPENDITURES	<u>10,651,432</u>	<u>11,315,000</u>	<u>11,315,000</u>	<u>11,045,000</u>	<u>12,460,000</u>
Net Revenue (Expenditures)	(325,158)	(227,000)	(227,000)	46,000	(525,000)
OTHER SOURCES (USES)					
Proceeds from Debt	599,419	355,000	355,000	357,000	325,000
Payment to Refunded Bond Escrow Agent	-	-	-	-	-
Operating Transfer In (Out)	-	-	-	-	-
TOTAL RESOURCES (USES)	<u>274,261</u>	<u>128,000</u>	<u>128,000</u>	<u>403,000</u>	<u>(200,000)</u>
TRANSFERS TO (FROM) FUND BALANCE					
Reserve for Debt Service	274,261	128,000	128,000	403,000	(200,000)
TOTAL TRANSFERS TO (FROM) FUND BALANCE	<u>274,261</u>	<u>128,000</u>	<u>128,000</u>	<u>403,000</u>	<u>(200,000)</u>
Beginning Fund Balance	2,302,901	2,577,162	2,577,162	2,577,162	2,980,162
Ending Fund Balance	<u>\$ 2,577,162</u>	<u>\$ 2,705,162</u>	<u>\$ 2,705,162</u>	<u>\$ 2,980,162</u>	<u>\$ 2,780,162</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
2017-18 BUDGETARY STATEMENT OF
RESOURCES, USES AND CHANGES IN FUND BALANCE

	2015-16 ACTUAL*	2016-17 ADOPTED BUDGET	2016-17 MODIFIED BUDGET	2016-17 ESTIMATE**	2017-18 BUDGET
REVENUES					
Local Government	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000
Other Student Fees	186,678	280,000	280,000	200,000	255,000
Institutional	330,130	325,000	325,000	305,000	350,000
Federal	-	-	-	-	-
TOTAL REVENUE	561,808	650,000	650,000	550,000	650,000
EXPENDITURES					
Auxiliary Services	483,319	650,000	650,000	500,000	650,000
TOTAL EXPENDITURES	483,319	650,000	650,000	500,000	650,000
Net Revenue (Expenditures)	78,489	-	-	50,000	-
OTHER SOURCES (USES)					
Residual Equity Transfer In (Out)	-	-	-	-	-
Operating Transfer In (Out)	-	-	-	-	-
TOTAL RESOURCES (USES)	78,489	-	-	50,000	-
TRANSFERS TO (FROM) FUND BALANCE					
Retained Earnings	78,489	-	-	50,000	-
TOTAL TRANSFERS TO (FROM) FUND BALANCE	78,489	-	-	50,000	-
Beginning Fund Balance	1,006,617	1,085,106	1,085,106	1,085,106	1,135,106
Ending Fund Balance	<u>\$ 1,085,106</u>	<u>\$ 1,085,106</u>	<u>\$ 1,085,106</u>	<u>\$ 1,135,106</u>	<u>\$ 1,135,106</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, 2017 - JUNE 30, 2018
BUDGETARY STATEMENT OF
RESOURCES, USES AND CHANGES IN FUND BALANCE

	2015-16 ACTUAL*	2016-17 ADOPTED BUDGET	2016-17 MODIFIED BUDGET	2016-17 ESTIMATE**	2017-18 BUDGET
REVENUES					
Local Government - Tax Levy	\$ 30,422,589	\$ 31,489,031	\$ 31,753,276	\$ 32,199,750	\$ 32,947,276
Local Government - City/County	99,930	50,000	50,000	50,000	50,000
State Aids	43,691,190	42,646,914	42,646,914	42,889,914	42,361,570
Other State Aids	141,161	147,069	117,747	117,747	122,574
Program Fees	15,070,118	15,676,145	14,892,338	14,892,338	14,594,491
Material Fees	742,978	744,005	706,805	706,805	692,669
Other Student Fees	2,918,410	3,022,532	2,924,905	2,819,905	2,827,807
Institutional	8,552,489	8,291,070	8,305,070	7,110,070	8,631,072
Federal	28,266,880	29,430,229	29,430,229	28,997,229	27,030,821
TOTAL REVENUE	129,905,745	131,496,995	130,827,284	129,783,758	129,258,280
EXPENDITURES					
Instruction	58,332,088	57,906,434	58,447,723	58,401,802	57,046,830
Instructional Resources	1,239,860	1,363,481	1,377,481	1,354,126	1,399,501
Student Services	43,990,701	47,160,703	47,735,703	46,114,078	44,847,018
General Institutional	10,777,659	10,930,194	11,310,194	11,250,269	11,028,571
Physical Plant	25,959,653	27,620,783	29,670,783	29,372,414	27,470,260
Auxiliary Services	483,319	650,000	650,000	500,000	650,000
Public Service	322,891	376,100	376,100	376,100	381,100
TOTAL EXPENDITURES	141,106,171	146,007,695	149,567,984	147,368,789	142,823,280
NET REVENUE (EXPENDITURES)	(11,200,426)	(14,510,700)	(18,740,700)	(17,585,031)	(13,565,000)
OTHER SOURCES (USES)					
Proceeds From Debt	12,599,419	14,355,000	14,355,000	14,357,000	13,325,000
Payments to Bond Escrow Agent	-	-	-	-	-
TOTAL RESOURCES (USES)	1,398,993	(155,700)	(4,385,700)	(3,228,031)	(240,000)
TRANSFERS TO (FROM) FUND BALANCE					
Reserve for Prepaid Expenditures	-	-	-	(172,830)	-
Reserved for Student Financial Asst/Organizations	(216,332)	(147,000)	(277,000)	(244,000)	(40,000)
Reserve for Capital Projects	(161,437)	-	(125,000)	(125,000)	-
Reserve for Debt Service	274,261	128,000	128,000	403,000	(200,000)
Reserve for Other Post Employment Benefits	-	-	250,000	250,000	-
Designated for State Aid Fluctuations	-	-	-	-	(76,508)
Designated for Subsequent Years	-	-	-	-	(114,763)
Designated for Subsequent Year	-	-	(75,000)	(75,000)	406,112
Designated for Operations	1,424,012	(136,700)	(4,286,700)	(3,237,031)	(214,841)
Retained Earnings	78,489	-	-	50,000	-
Due to Others	-	-	-	-	-
TOTAL TRANSFERS TO (FROM) FUND BALANCE	1,398,993	(155,700)	(4,385,700)	(3,150,861)	(240,000)
Beginning Fund Balance	35,979,451	37,378,444	37,378,444	37,231,444	34,080,583
Ending Fund Balance	37,378,444	37,222,744	32,992,744	34,080,583	33,840,583
EXPENDITURES BY FUND					
General Fund	75,767,336	79,044,709	78,435,998	78,282,803	79,366,579
Special Revenue Operational Fund	7,468,015	6,822,986	7,461,986	7,461,986	5,277,701
Special Revenue Non-Aidable Fund	31,951,465	33,825,000	33,855,000	32,229,000	31,719,000
Capital Projects Fund	14,784,604	14,350,000	17,850,000	17,850,000	13,350,000
Debt Service Fund	10,651,432	11,315,000	11,315,000	11,045,000	12,460,000
Enterprise Fund	483,319	650,000	650,000	500,000	650,000
TOTAL EXPENDITURES BY FUND	\$141,106,171	\$146,007,695	\$149,567,984	\$147,368,789	\$142,823,280

* 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, 2017

	GOVERNMENTAL FUND TYPES					PROPRIETARY FUND TYPE		ACCOUNT GROUPS			TOTAL
	General	Special Revenue	Special Revenue Non-Aidable	Debt Service	Capital Projects	Enterprise	Internal Service	Capital Assets	General L/T Debt		
		Operational									
ASSETS											
Cash and Investments	23,580,802			2,980,162	1,834,613					28,395,577	
Receivables:										-	
Property Taxes	8,619,210									8,619,210	
Accounts	1,860,232	56,500	10,300							1,927,032	
Federal & State Aid	325,000		117,500							442,500	
Due From Other Funds		2,230,077	1,353,452			1,135,106				4,718,635	
Prepaid Expense	741,363							153,492,089		741,363	
Fixed Assets									2,980,162	153,492,089	
Amount Available in Debt Service Fund										-	
Amount to be Provided for										-	
Long Term Debt										-	
TOTAL ASSETS	\$ 35,126,607	\$ 2,286,577	\$ 1,481,252	\$ 2,980,162	\$ 1,834,613	\$ 1,135,106	\$ -	\$ 153,492,089	\$ 61,110,000	\$ 259,446,406	
LIABILITIES											
Accounts Payable	1,044,024	4,500	500			37,500				1,086,524	
Employee Related Payables	1,673,114	40,000								1,713,114	
Due to Other Funds	4,718,635									4,718,635	
Deferred Revenues	2,790,338	220,623	272,000			65,000				3,347,961	
Debt Service Payable									61,110,000	61,110,000	
TOTAL LIABILITIES	\$ 10,226,111	\$ 265,123	\$ 272,500	\$ -	\$ -	\$ 102,500	\$ -	\$ -	\$ 61,110,000	\$ 71,976,234	
FUND EQUITY											
Investment in Capital Assets								153,492,089		153,492,089	
Retained Earnings						1,032,606				1,032,606	
Fund Balances:										-	
Reserved for:										-	
Prepaid Expenses	771,795									771,795	
Capital Projects					1,834,613					1,834,613	
Debt Service				2,980,162						2,980,162	
Student Organizations			940,140							940,140	
Student Financial Assistance			268,612							268,612	
Designated:										-	
Operations (incl encumbrances)	20,643,870	2,021,454								22,665,324	
State Aid Fluctuations	584,819									584,819	
Post Retirement Benefits	1,870,000									1,870,000	
Subsequent Year	152,784									152,784	
Subsequent Years	877,228									877,228	
TOTAL FUND EQUITY	\$ 24,900,496	\$ 2,021,454	\$ 1,208,752	\$ 2,980,162	\$ 1,834,613	\$ 1,032,606	\$ -	\$ 153,492,089	\$ -	\$ 187,470,172	
TOTAL LIABILITIES AND FUND EQUITY	\$ 35,126,607	\$ 2,286,577	\$ 1,481,252	\$ 2,980,162	\$ 1,834,613	\$ 1,135,106	\$ -	\$ 153,492,089	\$ 61,110,000	\$ 259,446,406	

SCHEDULE OF LONG-TERM OBLIGATIONS

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>
2017-2018	215,000	7,955	222,955
TOTAL PAYMENTS DUE	\$ 215,000	\$ 7,955	\$ 222,955

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>
2017-2018	150,000	4,500	154,500
TOTAL PAYMENTS DUE	\$ 150,000	\$ 4,500	\$ 154,500

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>
2017-2018	125,000	8,295	133,295
2018-2019	130,000	4,420	134,420
TOTAL PAYMENTS DUE	\$ 255,000	\$ 12,715	\$ 267,715

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>
2017-2018	125,000	8,750	133,750
2018-2019	125,000	4,375	129,375
TOTAL PAYMENTS DUE	\$ 250,000	\$ 13,125	\$ 263,125

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>
2017-2018	310,000	21,450	331,450
2018-2019	325,000	11,375	336,375
TOTAL PAYMENTS DUE	\$ 635,000	\$ 32,825	\$ 667,825

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>
2017-2018	150,000	10,675	160,675
2018-2019	155,000	5,425	160,425
TOTAL PAYMENTS DUE	\$ 305,000	\$ 16,100	\$ 321,100

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>
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	\$ 605,000	\$ 42,875	\$ 647,875

SCHEDULE OF LONG-TERM OBLIGATIONS (Cont'd)

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>
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	\$ 930,000	\$ 65,800	\$ 995,800

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>
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	\$ 685,000	\$ 32,375	\$ 717,375

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>
2017-2018	190,000	24,112	214,112
2018-2019	195,000	18,412	213,412
2019-2020	200,000	12,563	212,563
2020-2021	210,000	6,563	216,563
TOTAL PAYMENTS DUE	\$ 795,000	\$ 61,649	\$ 856,649

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>
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	\$ 800,000	\$ 75,300	\$ 875,300

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>
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	\$ 815,000	\$ 44,375	\$ 859,375

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>
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	\$ 1,260,000	\$ 78,050	\$ 1,338,050

SCHEDULE OF LONG-TERM OBLIGATIONS (Cont'd)

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>
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	\$ 1,080,000	\$ 41,250	\$ 1,121,250

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>
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	\$ 660,000	\$ 45,625	\$ 705,625

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>
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	\$ 4,245,000	\$ 333,825	\$ 4,578,825

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>
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	\$ 985,000	\$ 65,375	\$ 1,050,375

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>
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	\$ 750,000	\$ 50,750	\$ 800,750

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>
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	\$ 935,000	\$ 75,450	\$ 1,010,450

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>
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	\$ 650,000	\$ 51,488	\$ 701,488

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>
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	\$ 5,185,000	\$ 549,500	\$ 5,734,500

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>
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	\$ 1,045,000	\$ 140,600	\$ 1,185,600

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>
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	\$ 750,000	\$ 85,000	\$ 835,000

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>
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	\$ 1,035,000	\$ 106,400	\$ 1,141,400

SCHEDULE OF LONG-TERM OBLIGATIONS (Cont'd)

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>
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	\$ 6,230,000	\$ 654,438	\$ 6,884,438

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>
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	\$ 1,335,000	\$ 154,750	\$ 1,489,750

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>
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	\$ 1,335,000	\$ 163,900	\$ 1,498,900

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>
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	\$ 1,165,000	\$ 141,150	\$ 1,306,150

SCHEDULE OF LONG-TERM OBLIGATIONS (Cont'd)

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>
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	\$ 1,125,000	\$ 124,150	\$ 1,249,150

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>
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	\$ 7,430,000	\$ 1,106,200	\$ 8,536,200

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>
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	\$ 1,320,000	\$ 170,200	\$ 1,490,200

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>
2017-2018	125,000	10,000	135,000
2018-2019	125,000	5,000	130,000
TOTAL PAYMENTS DUE	\$ 250,000	\$ 15,000	\$ 265,000

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>
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	\$ 1,900,000	\$ 254,300	\$ 2,154,300

SCHEDULE OF LONG-TERM OBLIGATIONS (Cont'd)

General Obligation Promissory Notes (10 years) issued in the amount of \$7,000,000 on July 06, 2016 through Hutchinson, Shockey, Erley & Co. to finance \$5,500,000 for equipment and \$1,500,000 to finance the Police Academy remodel. (#795)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2017-2018	215,000	108,923	323,923
2018-2019	1,030,000	108,815	1,138,815
2019-2020	1,360,000	108,300	1,468,300
2020-2021	2,895,000	87,900	2,982,900
2021-2022	300,000	30,000	330,000
2022-2023	300,000	24,000	324,000
2023-2024	300,000	18,000	318,000
2024-2025	300,000	12,000	312,000
2025-2026	300,000	6,000	306,000
TOTAL PAYMENTS DUE	\$ 7,000,000	\$ 503,938	\$ 7,503,938

General Obligation Promissory Notes (10 years) issued in the amount of \$1,500,000 on August 1, 2016 through R.W. Baird & Co. to finance various remodeling projects (#796)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2017-2018	150,000	30,000	180,000
2018-2019	155,000	27,000	182,000
2019-2020	155,000	23,900	178,900
2020-2021	160,000	20,800	180,800
2021-2022	165,000	17,600	182,600
2022-2023	170,000	14,300	184,300
2023-2024	175,000	10,900	185,900
2024-2025	180,000	7,400	187,400
2025-2026	190,000	3,800	193,800
TOTAL PAYMENTS DUE	\$ 1,500,000	\$ 155,700	\$ 1,655,700

General Obligation Promissory Notes (10 years) issued in the amount of \$1,500,000 on September 6, 2016 through R.W. Baird & Co. to finance various district general repairs (#797)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2017-2018	150,000	30,000	180,000
2018-2019	155,000	27,000	182,000
2019-2020	155,000	23,900	178,900
2020-2021	160,000	20,800	180,800
2021-2022	165,000	17,600	182,600
2022-2023	170,000	14,300	184,300
2023-2024	175,000	10,900	185,900
2024-2025	180,000	7,400	187,400
2025-2026	190,000	3,800	193,800
TOTAL PAYMENTS DUE	\$ 1,500,000	\$ 155,700	\$ 1,655,700

General Obligation Promissory Notes (10 years) issued in the amount of \$1,000,000 on October 6, 2016 through R.W. Baird & Co. to finance various remodeling projects (#798)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2017-2018	100,000	21,200	121,200
2018-2019	100,000	19,200	119,200
2019-2020	105,000	17,200	122,200
2020-2021	105,000	15,100	120,100
2021-2022	110,000	13,000	123,000
2022-2023	115,000	10,800	125,800
2023-2024	120,000	8,500	128,500
2024-2025	120,000	4,900	124,900
2025-2026	125,000	2,500	127,500
TOTAL PAYMENTS DUE	\$ 1,000,000	\$ 112,400	\$ 1,112,400

SCHEDULE OF LONG-TERM OBLIGATIONS (Cont'd)

General Obligation Promissory Notes (10 years) issued in the amount of \$1,500,000 on April 3, 2017 through R.W. Baird & Co. to finance various remodeling projects on the Racine campus (#799)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2017-2018	130,000	40,722	170,722
2018-2019	135,000	38,350	173,350
2019-2020	140,000	35,650	175,650
2020-2021	145,000	32,850	177,850
2021-2022	150,000	28,500	178,500
2022-2023	150,000	24,000	174,000
2023-2024	155,000	19,500	174,500
2024-2025	160,000	14,850	174,850
2025-2026	165,000	10,050	175,050
2026-2027	170,000	5,100	175,100
TOTAL PAYMENTS DUE	\$ 1,500,000	\$ 249,572	\$ 1,749,572

General Obligation Promissory Notes (10 years) issued in the amount of \$1,500,000 on April 12, 2017 through R.W. Baird & Co. to finance the Elkhorn Manufacturing wing remodel and various district repairs. (#800)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2017-2018	130,000	33,283	163,283
2018-2019	135,000	28,700	163,700
2019-2020	140,000	26,700	166,700
2020-2021	145,000	24,600	169,600
2021-2022	150,000	21,450	171,450
2022-2023	150,000	18,150	168,150
2023-2024	155,000	14,700	169,700
2024-2025	160,000	11,250	171,250
2025-2026	165,000	7,650	172,650
2026-2027	170,000	3,900	173,900
TOTAL PAYMENTS DUE	\$ 1,500,000	\$ 190,383	\$ 1,690,383

General Obligation Promissory Notes (10 years) Proposed issuances totaling \$13,000,000 including issues in the amount of \$7,000,000 in July 2017 (\$5,500,000 for Equipment and \$1,500,000 for the Kenosha Nursing Labs and general repairs); \$1,500,000 in August 2017 for the Elkhorn Manufacturing weatherproofing project and various other district repairs; \$1,500,000 in November 2017 for the Kenosha EVOC track expansion; \$1,500,000 in March 2018 for the Racine Building 2nd floor remodel; \$1,500,000 In April 2018 for the Kenosha Madrigano remodel and Kenosha Classroom upgrades (#801A - #805E)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2017-2018	915,000	233,917	1,148,917
2018-2019	745,000	391,513	1,136,513
2019-2020	1,525,000	366,825	1,891,825
2020-2021	1,085,000	318,200	1,403,200
2021-2022	1,595,000	282,725	1,877,725
2022-2023	1,645,000	231,850	1,876,850
2023-2024	1,705,000	179,375	1,884,375
2024-2025	1,180,000	124,975	1,304,975
2025-2026	1,205,000	86,175	1,291,175
2026-2027	1,225,000	46,500	1,271,500
2027-2028	175,000	6,125	181,125
TOTAL PAYMENTS DUE	\$ 13,000,000	\$ 2,268,179	\$ 15,268,179

COMBINED SCHEDULE OF LONG-TERM OBLIGATIONS

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2017-2018	10,125,000	1,789,613	11,914,613
2018-2019	10,745,000	1,726,808	12,471,808
2019-2020	11,255,000	1,459,909	12,714,909
2020-2021	11,840,000	1,172,701	13,012,701
2021-2022	8,720,000	871,123	9,591,123
2022-2023	7,525,000	620,525	8,145,525
2023-2024	6,015,000	402,063	6,417,063
2024-2025	3,805,000	228,525	4,033,525
2025-2026	2,340,000	119,975	2,459,975
2026-2027	1,565,000	55,500	1,620,500
2027-2028	175,000	6,125	181,125
TOTAL PAYMENTS DUE	\$ 74,110,000	\$ 8,452,866	\$ 82,562,866

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 FY2017-18 is \$74,110,000. The 5% limit is \$1,968,300,529.

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 FY2017-18. The 2% limit is \$787,320,211.

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PROPERTY TAX IMPACT

The tax rate for the FY2017-18 budget is \$.83695 per thousand dollars of valuation, including .53402 for operations and 0.30293 for debt service. The tax rate for the FY2016-17 budget was .80281 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.

2018 - \$150,000 House Tax Rate = \$.83695 Tax Assessed = \$125

Based upon a \$150,000 house, the projected annual 2018 tax payment by the owner to support the educational programs and services at Gateway Technical College for FY2017-18 will be \$.83695 per \$1,000 of equalized valuation, or \$125 as in this example.

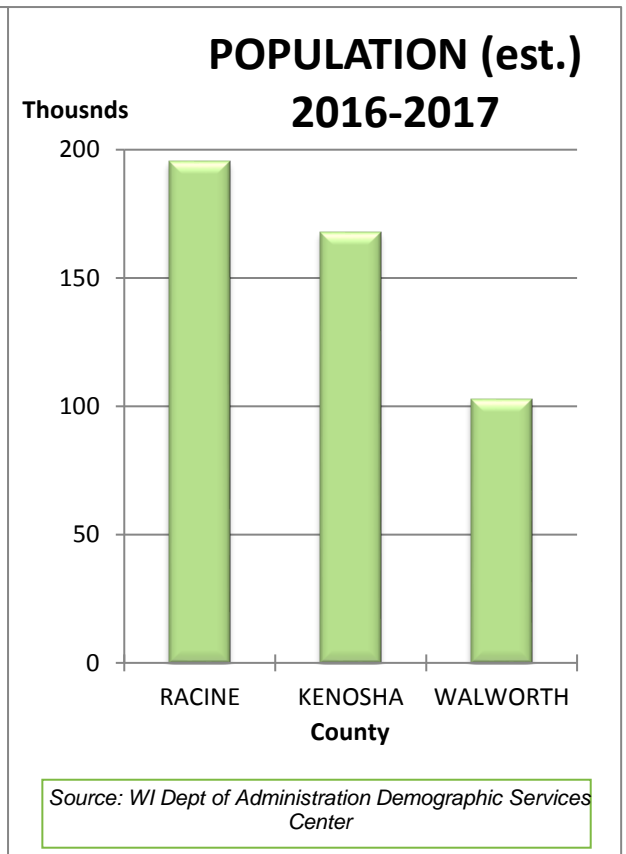
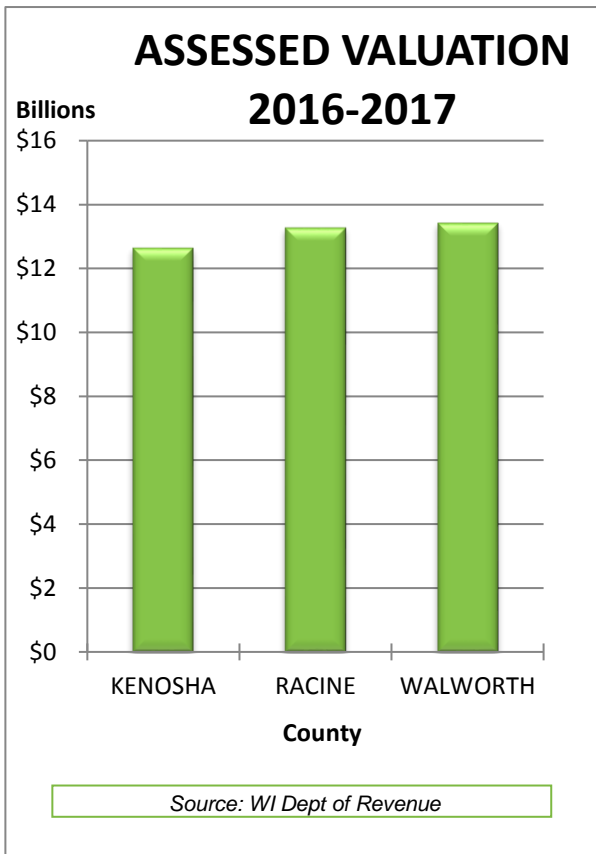
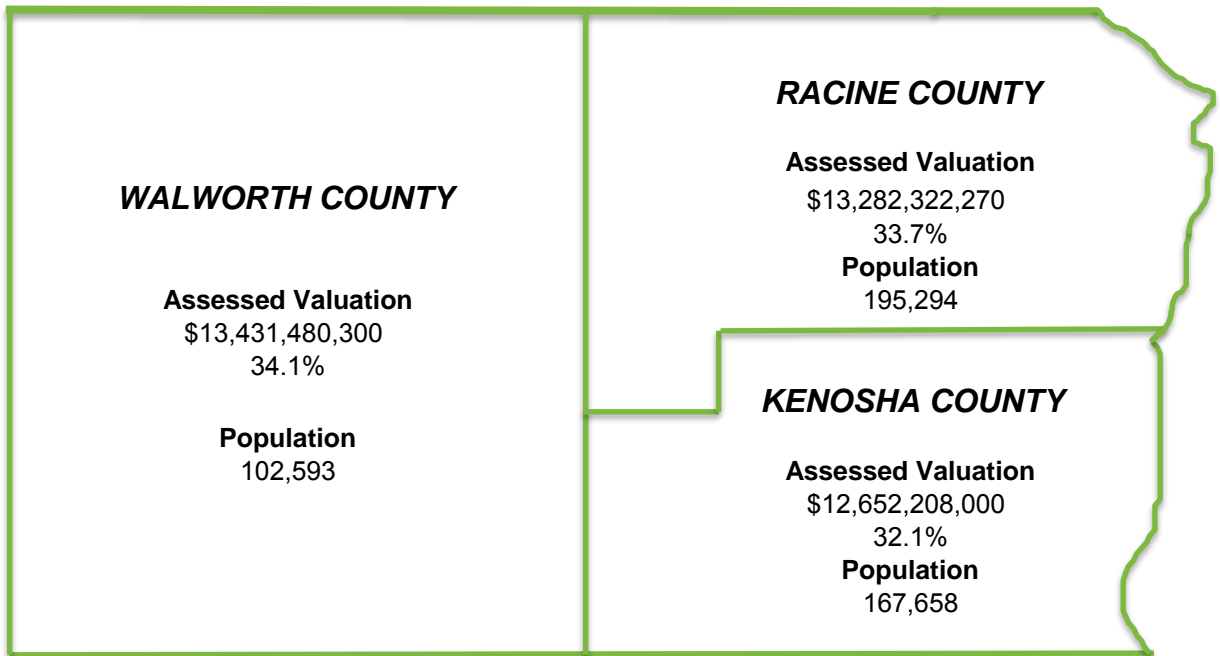


Gateway Technical College

Equalized Valuations and Mill Rates

Fund	Actual 2013-14	% Change	Actual 2014-15	% Change	Actual 2015-16	% Change	Actual 2016-17	% Change	Budget 2017-18	% Change
General	\$48,830,000	0.0%	\$17,047,925	-65.1%	\$17,813,826	4.5%	\$18,428,071	3.4%	\$18,928,071	2.7%
Special Revenue - Operational	2,286,000	0.0%	2,086,000	-8.7%	2,049,205	-1.8%	\$ 2,049,205	0.0%	\$ 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%	19,178,925	-62.51%	19,908,031	3.80%	20,522,276	3.09%	21,022,276	2.44%
Debt Service	8,882,000	7.34%	9,600,000	8.08%	10,316,000	7.46%	11,081,000	7.42%	11,925,000	7.62%
Total Tax Levy	\$60,043,000	1.02%	\$28,778,925	-52.07%	\$30,224,031	5.02%	\$31,603,276	4.56%	\$32,947,276	4.25%
Mill Rates										
Operations	1.39289	3.9%	0.51335	-63.1%	0.52358	2.0%	0.52132	-0.4%	0.53402	2.4%
Debt Service	0.24182	11.6%	0.25696	6.3%	0.27131	5.6%	0.28149	3.8%	0.30293	7.6%
Total Mill Rate	1.63471	5.01%	0.77031	-52.88%	0.79489	3.19%	0.80281	1.00%	0.83695	4.25%
Property Values										
Equalized Valuation - Taxable	\$36,730,173,803	-3.80%	\$37,360,066,597	1.72%	\$38,022,995,861	1.77%	\$39,366,010,570	3.53%	\$39,366,010,570	0.00%
Value of Tax Exempt Computers ⁽¹⁾	\$98,700,900	-4.9%	\$105,064,500	6.4%	\$177,585,500	69.0%	\$146,668,800	-17.4%	\$146,668,800	0.0%
State Aid for Exempt Computers	\$161,347	-0.1%	\$80,932	-49.8%	\$141,161	74.4%	\$117,747	-16.6%	\$122,754	4.3%
⁽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.										

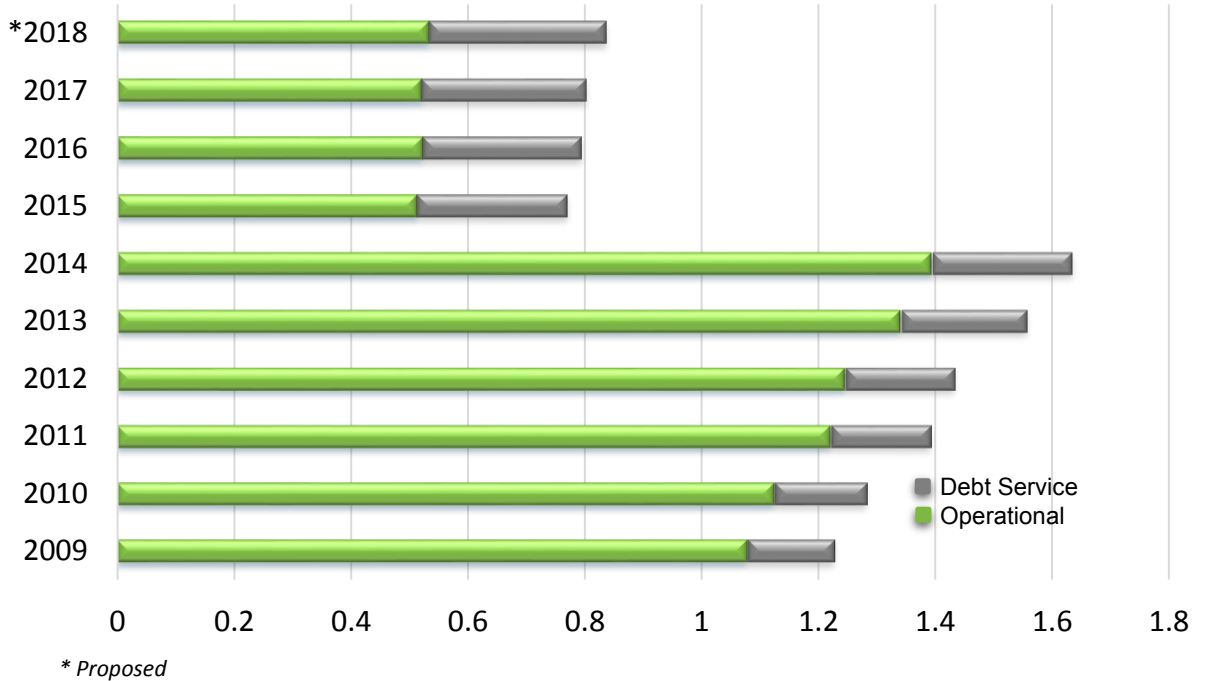
ASSESSED VALUATION POPULATION 2016-2017



GATEWAY TECHNICAL COLLEGE

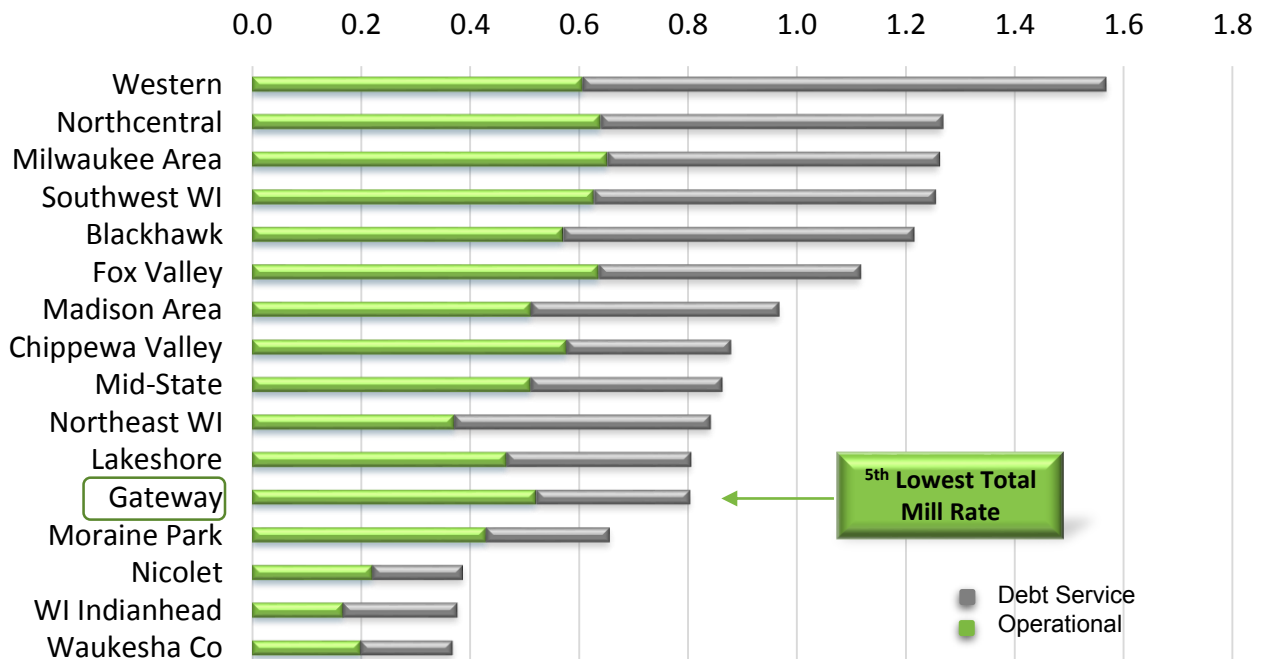
TOTAL MILL RATES

2009– 2018*



TOTAL MILL RATES BY DISTRICT

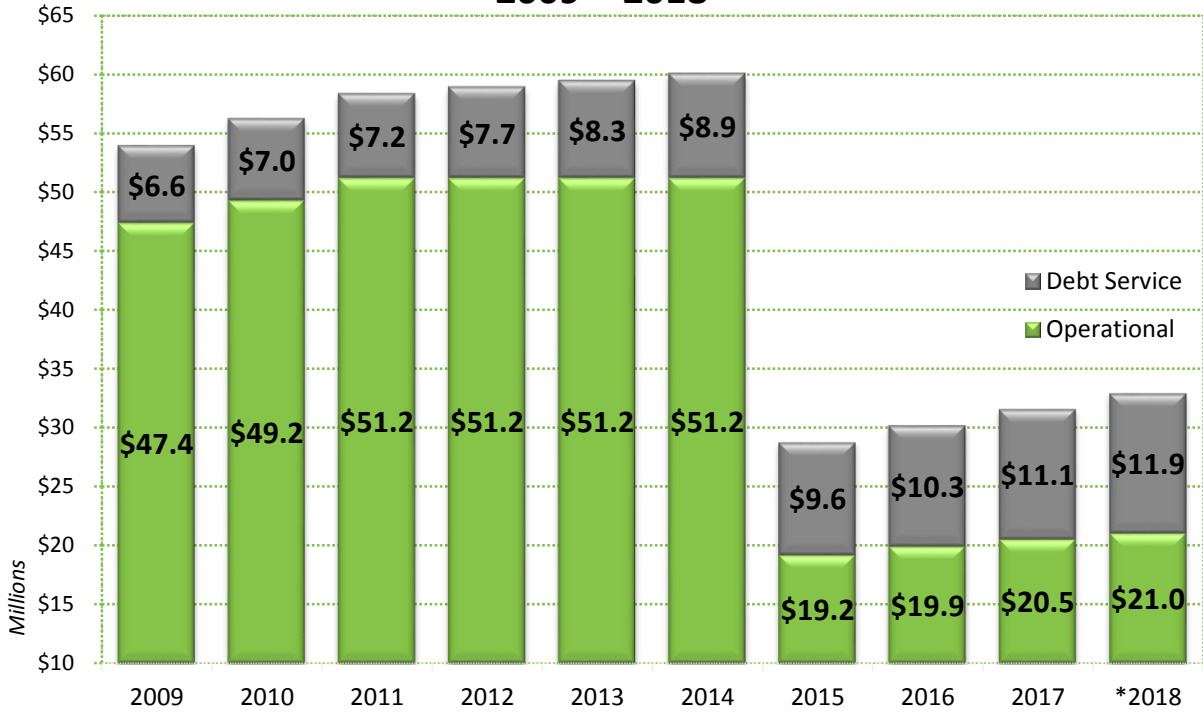
Fiscal Year 2016-17



Source: Comprehensive Annual Financial Report, June 30, 2016
 WTCS Mill Rates and Total Tax Levy
 FY2014-15 reflects Wisconsin Act 145

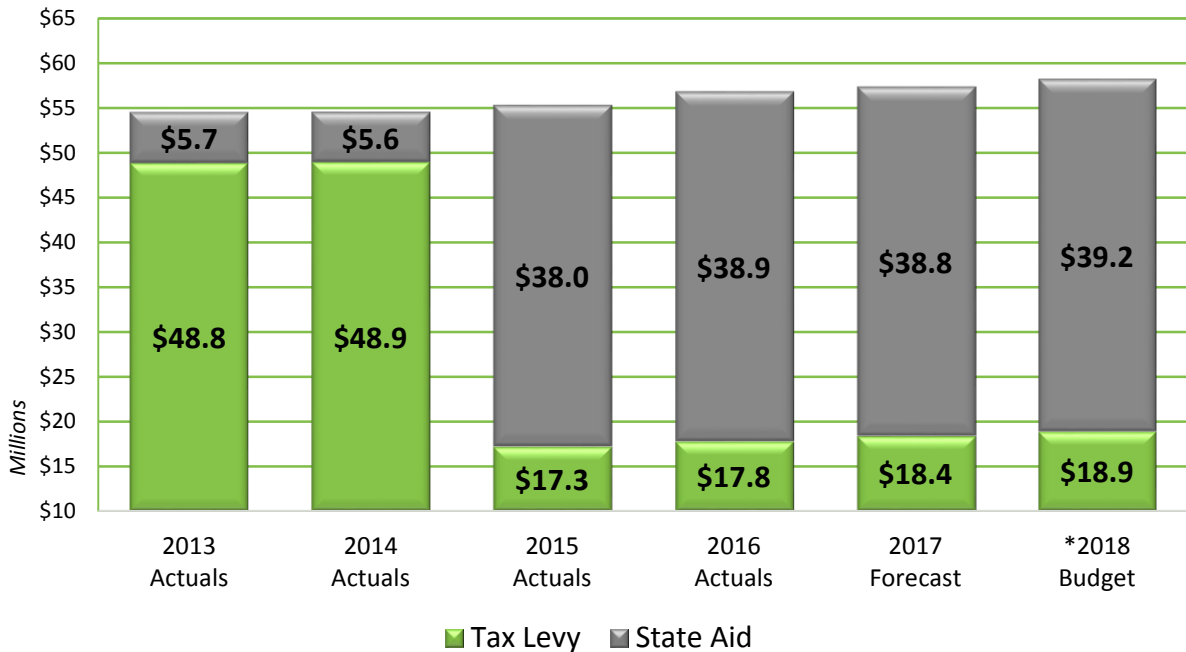
TOTAL OPERATIONAL VS DEBT TAX LEVY

2009 – 2018*



LOCAL TAX LEVY VS STATE AID

2013 – 2018*



* Proposed

Source: Comprehensive Annual Financial Report, June 30, 2016

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

BUDGET SUMMARY 2017-18

GENERAL FUND

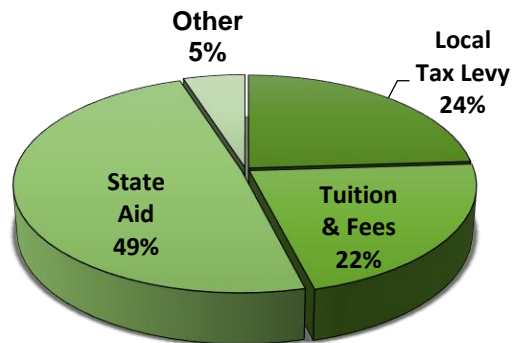
The General Fund is used to account for all financial activities except those required to be accounted for in another fund.

<u>Revenues</u>	<u>FY18 Budget</u>	<u>% of Total</u>
Local Tax Levy	\$18,928,071	24%
Tuition & Fees	17,104,967	22%
State Aid	39,316,969	49%
Other Revenues	<u>4,016,572</u>	<u>5%</u>
Total Revenue	\$79,366,579	100%

<u>Expenses</u>	<u>FY18 Budget</u>	<u>% of Total</u>
Salaries & Wages	\$47,090,843	59%
Fringe Benefits	18,122,318	23%
Other Expenses	<u>14,153,418</u>	<u>18%</u>
Total Expenses	\$79,366,579	100%

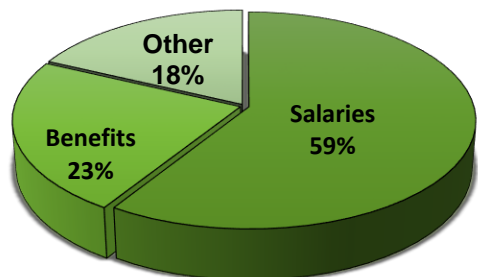
Revenues

The General Fund includes \$79.3 million in revenues, \$18.9 million from local tax levy, \$17.1 from student tuition and fees, \$39.3 million from state aid, and \$4.0 million from other revenue sources consisting of interest, book store royalties, contracts for services, high school contracts, room rentals, etc.

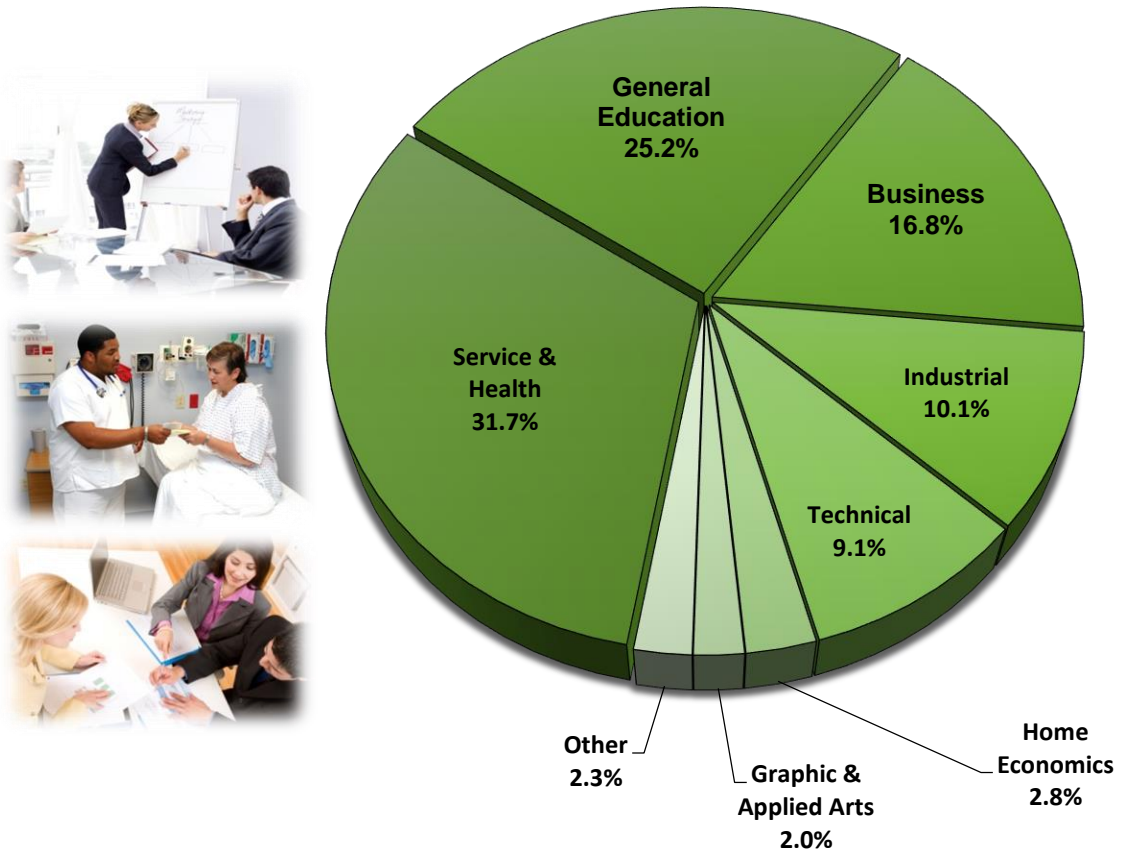


Expenses

\$79.3 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. \$47.1 million is budgeted for salaries and wages, \$18.1 million for employee fringe benefits, and \$14.1 million for other current expenses consisting of utility expense, professional services, supplies, and various other operating costs.



GENERAL FUND EXPENSES INSTRUCTIONAL PROGRAMS 2017-18 Budget



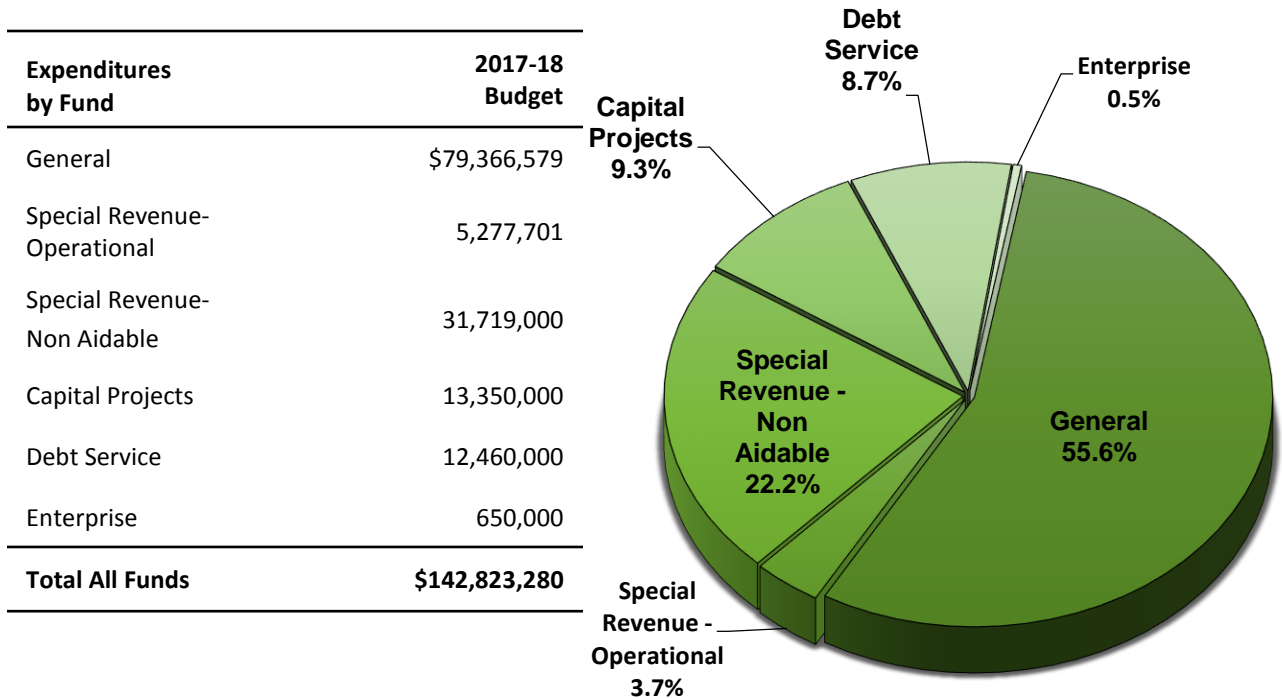
Gateway Technical College prepares students for rewarding careers through more than 70 associate degree and diploma programs. In addition, advanced technical certificates are offered to professionals seeking additional training or certification in their fields of expertise.

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 2017-18

Expenditures by Fund



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.

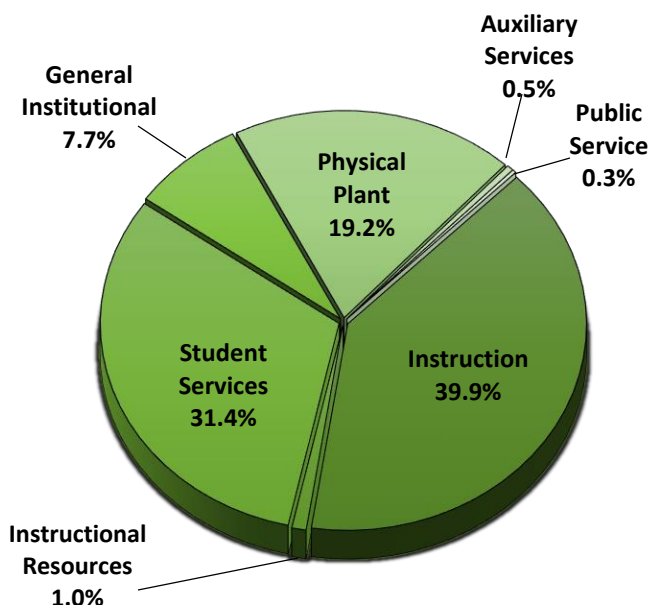
Debt Service Fund – used to account for the accumulation of resources for, and payment of, general long-term debt principal and interest.

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 2017-18

Expenditures by Function

Expenditures by Function	2017-18 Budget
Instruction	\$57,046,830
Instructional Resources	1,399,501
Student Services	44,847,018
General Institutional	11,028,571
Physical Plant	27,470,260
Auxiliary Services	650,000
Public Service	381,100
Total All Funds	\$142,823,280



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 2017-18

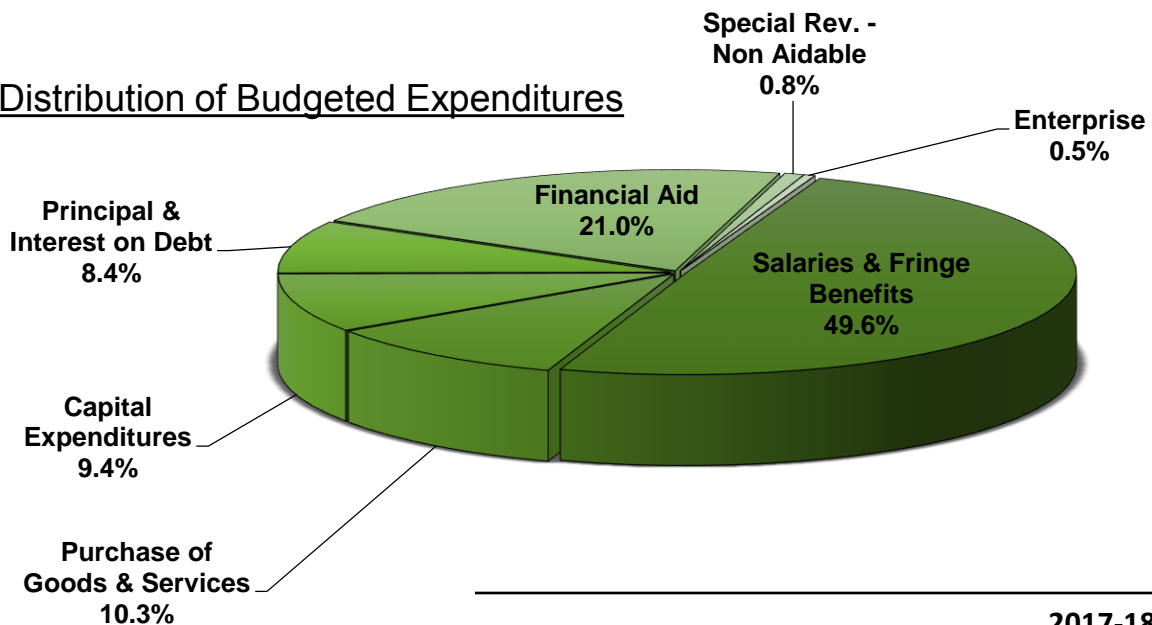
All Funds

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.

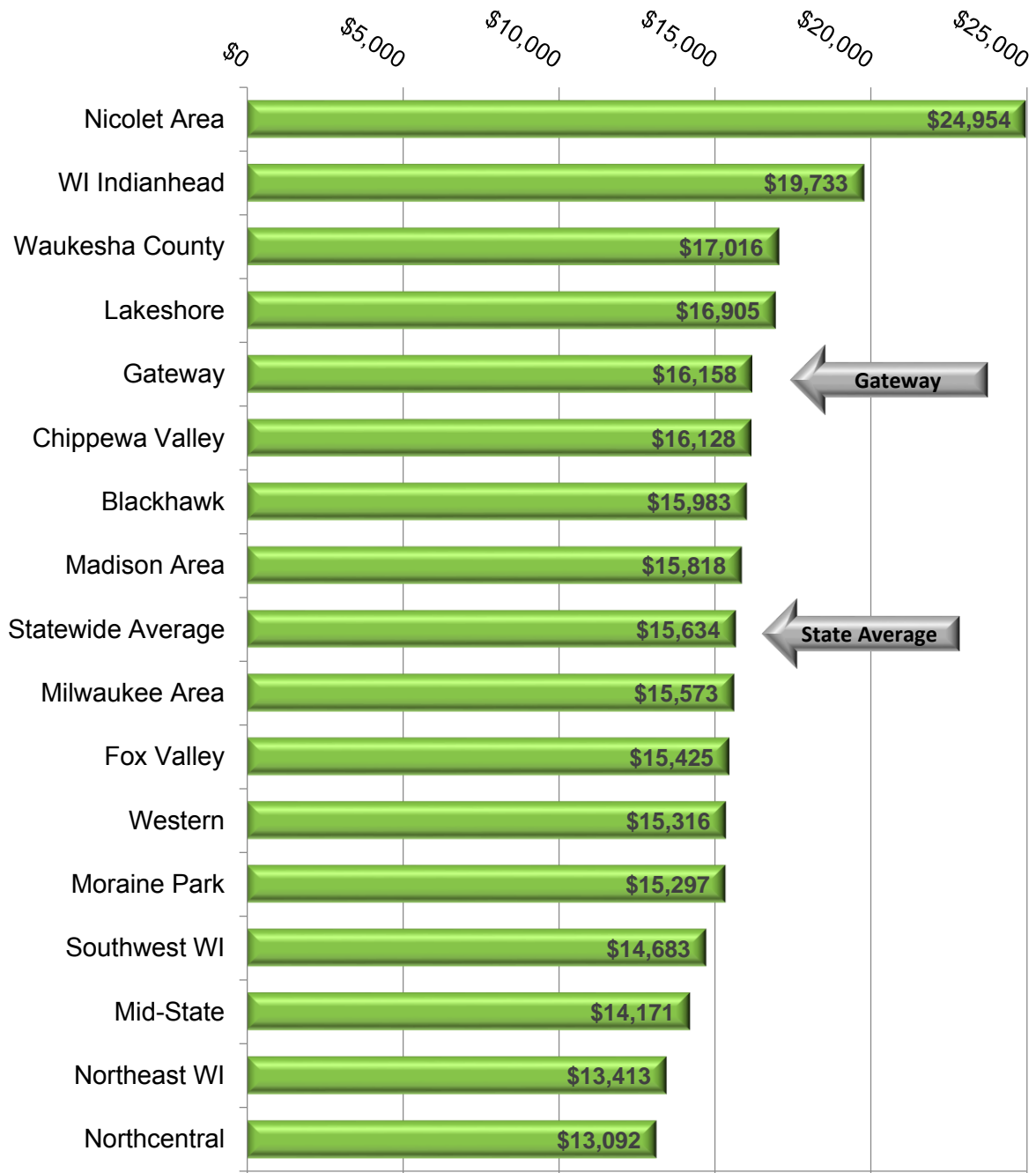
Economists estimate that a multiplier effect of these transactions can range from one to more than three rounds of exchange . . .

Distribution of Budgeted Expenditures



Distribution of Expenses	2017-18 Budget
Salaries & Fringe Benefits	\$70,580,184
Purchase of Goods & Services	14,688,464
Capital Expenditures	13,350,000
Principal Interest & Debt	11,925,000
Financial Aid	29,940,000
Special Revenue-Non Aidable	1,149,632
Enterprise Fund	650,000
Total All Funds	\$142,283,280

TOTAL 2015-16 ACTUAL COSTS PER FTE BY DISTRICT



Source: WTCS Schedule B-7, Total 2015-16 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
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 Actual ⁽¹⁾	\$ 19,609,000	24.8	\$ 27,298,657	34.6
2017 Forecast	\$ 19,712,856	25.0	\$ 24,900,496	31.5
2018 Proposed ⁽²⁾	\$ 19,841,645	25.0	\$ 24,900,496	31.4

⁽¹⁾ Source: Comprehensive Annual Financial Report

⁽²⁾ Source: March 2017 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⁾

	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 EST.	2017-18 EST.
By Aid Category										
Associate Degree	3,910	4,634	5,157	5,075	4,751	4,313	3,930	3,815	3,624	3,552
Vocational Diploma	394	430	437	455	467	498	464	451	428	420
Basic Education	744	769	660	548	471	479	408	392	372	365
Vocational Adult	140	152	128	139	124	128	117	126	120	117
Community Services	-	-	-	-	-	-	-	-	-	-
Grand Total:	5,188	5,985	6,382	6,217	5,813	5,419	4,919	4,784	4,545	4,454

By Division										
Agriculture	42	39	43	43	31	34	32	44	42	41
Business	914	1,023	1,193	1,202	1,163	1,001	1,011	962	914	896
Graphic & Applied Arts	95	96	98	91	78	68	73	78	74	73
Home Economics	123	130	150	142	137	134	136	111	105	103
Industrial	126	143	163	178	184	201	202	224	213	209
Service & Health	1,178	1,408	1,538	1,552	1,501	1,360	1,150	1,079	1,025	1,005
Technical	299	377	392	329	299	285	271	286	272	266
Television	14	5	-	-	-	0	-	0	0	-
General Education	2,396	2,765	2,806	2,681	2,420	2,336	2,044	2,000	1,900	1,862
Grand Total:	5,188	5,985	6,382	6,217	5,813	5,419	4,919	4,784	4,545	4,454

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									
Fiscal Year Ended June 30	Aidable				Non-post- secondary (ABE)	Non-Aidable		Duplicated Total	Unduplicated Total
	Associate degree	Technical Diploma	Vocational Adult			Community service program			
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	9,280	2,316	5,469		4,985	0		22,050	17,636
2017 Est.	8,816	2,200	5,196		4,736	0		20,948	16,754

Fiscal Year Ended June 30	Agriculture	Business	Graphics & Applied Arts	Home Economics	Industrial	Service & Health	Technical & Television	General Education	Duplicated Total
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	122	4,370	260	501	914	6,225	1,464	10,329	24,184
2017 Est.	116	4,152	247	475	868	5,914	1,391	9,812	22,975

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 2015		FISCAL YEAR 2016	
	FTE'S	% OF TOTAL	FTE'S	% OF TOTAL
Milwaukee Area	11,811	17.2%	10,634	16.4%
Madison Area	9,952	14.5%	9,680	14.9%
Fox Valley	6,673	9.7%	6,418	9.9%
Northeast	6,738	9.8%	6,391	9.9%
Gateway	4,919	7.2%	4,784	7.4%
Waukesha County	3,960	5.8%	3,760	5.8%
Chippewa Valley	3,946	5.8%	3,747	5.8%
Northcentral	3,426	5.0%	3,422	5.3%
Western	3,809	5.6%	3,272	5.1%
Moraine Park	2,803	4.1%	2,816	4.3%
Indianhead	2,304	3.4%	2,213	3.4%
Mid-State	2,034	3.0%	1,904	2.9%
Lakeshore	1,899	2.8%	1,801	2.8%
Blackhawk	1,819	2.7%	1,630	2.5%
Southwest	1,533	2.2%	1,443	2.2%
Nicolet	971	1.4%	865	1.3%

Source: WTCS

Gateway Technical College 2016 Graduate Profile

GRADUATES AND RESPONDENTS

- 1,772 associate degree and technical diploma graduates
- 1,469 graduates responded

GRADUATE EMPLOYMENT

- 91% of graduates in the labor market are employed
- 76% of graduates employed in the Gateway district
- 73% of graduates employed in a field related to their training
- Average full-time wage \$18.72 per hour

DIVERSITY OF OUR GRADUATES

- 66% are women
- 34% are minorities

GRADUATES GOALS

- 50% attended Gateway to prepare for getting a job
- 30% attended to prepare for further education
- 11% attended to prepare for a career change
- 6% attended to upgrade their current job skills
- 2% attended for personal interest
- 1% other



CAMPUS/CENTER LOCATIONS



2017-2018 Gateway Technical College Associate Degree Programs

(current as of date printed)

Most programs may be started on any campus.

**Length of
Program
(full time)**

ASSOCIATE DEGREES

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

CAMPUS/CENTER LOCATIONS

	Elkhorn Campus	Burlington Center	HERO Center	Kenosha Campus	Horizon Center	Lakeview Center	Racine Campus	SC Johnson iMET Center	Online
TECHNICAL DIPLOMAS	■		■	■			■		■
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2017-2018 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
Culinary Assistant (31-316-1)	1 Year
+ 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
Electronics Technician Fundamentals (30-605-1)	1 Year
Facilities Maintenance (31-443-2)	1 Year
Firefighter Technician (31-503-1)	1 Year
Foundations of Lodging and Hospitality Management (30-109-3)	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 – Web Programmer (31-152-6)	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	SC Johnson iMET Center	Online
				■			■		■

2017-2018 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)
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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