



2019-2020 Budget

Serving Southeastern WI

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2019-20 BUDGET

Gateway Technical College District Board

Adopted May 16, 2019

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.



Jesse Adams
Walworth County



Ram Bhatia
Racine County



William Duncan
Walworth County



Ronald J. Frederick
Kenosha County



Bethany Ormseth
Kenosha County



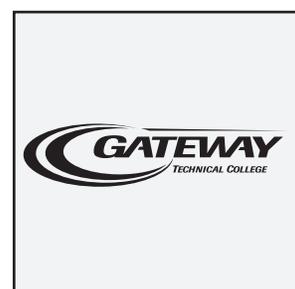
R. Scott Pierce
Kenosha County



Roger Zacharias
Kenosha County



Pamela Zenner-Richards
Racine County



Vacant Position
Racine County

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Introductory Section

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Bryan D. Albrecht, Ed.D.
President and CEO

Burlington Center
496 McCanna Pkwy.
Burlington, WI 53105-3623

Elkhorn Campus
400 County Road H
Elkhorn, WI 53121-2046

**HERO(Health And
Emergency Response
Occupations) Center**
380 McCanna Pkwy.
Burlington, WI 53105-3622

**Horizon Center For
Transportation
Technology**
4940 - 88th Avenue
Kenosha, WI 53144-7467

Inspire Center
3520 - 30th Avenue
Kenosha, WI 53144-1690

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

**Lakeview Advanced
Technology Center**
9449 - 88th Avenue (Highway H)
Pleasant Prairie, WI 53158-2216

Racine Campus
1001 South Main Street
Racine, WI 53403-1582

**SC Johnson
iMET (Integrated
Manufacturing
& Engineering
Technology) Center**
Renaissance Business Park
2320 Renaissance Blvd.
Sturtevant, WI 53177-1763

WGTD HD
Your Gateway to Public Radio
wgtd.org
262.564.3800

gtc.edu
800.247.7122

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 2020. 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 FY2019-20 overall operating budgets for expenditures, which includes both General and Special Revenue Funds, is projected to be \$88,669,681. The General Fund, which accounts for the majority of programs and services, is projected to be \$82,216,155, a 0.5% increase over the current year. The expenditure budget for all funds is \$147,368,681, a 3.70% decrease.

The budget calls for a total tax levy of \$36,488,642, which includes \$22,713,642 for operations and \$13,775,000 for debt retirement. The total levy will increase 4.91% due primarily to an increase of Debt Levy. With the current market in our service district, we anticipate a 5% increase in district wide property values. Therefore, the tax rate assessed against a taxpayer's property will decrease 0.08%.

Gateway offers 81 associate degree and technical diploma programs, preparing students for careers in business, manufacturing, healthcare and service occupations. In 2018, the college graduated 1,645 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 salary of 2018 graduates is \$39,579 and 92% of our graduates in the labor market are employed. Approximately 75% of graduates are employed in the Gateway district.

Gateway continues to provide leadership for a changing regional economy. Our focus on expanded programming and services in advanced manufacturing, health care and information technology are just a few examples of how Gateway is preparing students for careers that are driving a digital economy. The investments by our stakeholders are critical to our college's ability to remain current with the changing needs of employers. As we balance this rapid pace of change with the needs of our community, our board of trustees and administration are committed to working on your behalf to assure our investments are strategic and will enhance the learning environments and educational success of our students.

Sincerely,

Bethany Ormseth, Ed.D.
Chairperson, Board of Trustees

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

GATEWAY TECHNICAL COLLEGE VISION, MISSION, AND VALUES

Our Vision

We make life-changing educational opportunities a reality.

Our Mission

We deliver industry-focused education that is flexible, accessible, and affordable for our diverse community.

Our Values

At Gateway Technical College, we value:

- diversity of individuals and perspectives.
- a positive climate for working and learning.
- innovation and risk-taking.
- honest and ethical behavior.
- quality and excellence in education.

Board Ends Policy

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 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.

GATEWAY TECHNICAL COLLEGE THE 2019-2020 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 81 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.

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 Emergency Vehicle Operations Course, Industry 4.0 Advanced Manufacturing Program, Barber and Cosmetology Program, and Motorcycle, Marine & Outdoor Power Products Program. This year we also welcomed over 7,000 high school students through dual-credit, on their journey toward a college degree. This program saves families hundreds of dollars in college tuition.

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

For more than 100 years, Gateway Technical College has been committed to transforming the lives of the students we serve, and by doing so growing the economy of southeastern Wisconsin. Vision 2021, the college's strategic plan, builds on this tradition while embracing newly refreshed mission and vision statements. The plan is centered around six Drivers of Excellence, factors that are critical to the college's ongoing success:

- Fostering employee engagement
- Attracting and developing engaged students
- Delivering program and service excellence
- Creating and strengthening connections with employers, education, and community
- Creating an equitable and inclusive campus environment
- Stewarding college resources effectively

With input from more than 1,100 students, staff, and community members, three-year strategies for advancing each of the drivers have been developed. Additionally, a series of focused initiatives for the year are in place to support the college's advancement in these key areas. The FY2019-20 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 FY2019-20 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 2019-2020 include Greenhouse Operations, IT-Cybersecurity Specialist, and IT-Data Analytics Specialist.
- We also have added two new technical diploma programs Truck Driving (Spring 2019 start) and Refrigeration, Air Conditioning and Heating Service Technician (summer 2019 start).
- The college is expanding the Student Success Champion program which started in 2018-2019 and impacted over 600 students. This program, currently voluntary, requires faculty to implement identified best practices in student retention in the classroom. The activities aim to help the instructor get to know the students early on, give feedback early and often, and focus on continuous improvement in their teaching.
- The college is developing a First Year experience course that will be mandatory for all first semester program students.

- Beginning with the 2019-2020 academic year, all students are required to take any required English and Math in the first 24 credits of their program. Also, the English and Math Departments are implementing co-requisite models of remediation for all students.
- International study abroad programs continue to be offered in new program areas. New study abroad opportunities for 2019-2020 include South Africa, Indonesia, and Ukraine.

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. For example, we have received state funding to expand/or develop Career Pathways in Advanced Manufacturing, Early Childhood Education, Augmented Reality Welding, Industry 4.0 and IT-Data Specialist programs, as well as support Adult Basic Education.

Human Resources

Gateway Technical College aspires to foster a sense of community and promote diversity and inclusivity. The Human Resources Department focuses on consistent and competitive salaries in order to attract and retain a high quality workforce to successfully fulfill the mission of the college. A compensation study has been conducted to develop a market based salary structure that is internally and externally equitable and consistent with the college's goals.

The college encourages and promotes employee wellness. Human Resources has established a Wellness Committee to work towards achieving district-wide wellness goals resulting in a healthier bottom line. Employee health clinics, staffed with a Nurse Practitioner and Registered Nurse, 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 the catalyst for assisting all Divisions in improving the working environment - a positive workforce is a productive workforce. For the last 10 years the college has participated in the Workplace Dynamics climate survey. In 9 of the 10 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 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 students access to scholarships in every program area. In FY 2019, the Foundation awarded \$5,000 in 10 New Adult Learner Scholarships to 9 students, \$164,000 in 256 Continuing Student Scholarships to 208 students, and \$25,000 in 51 High School Scholarships to 50 students. The Foundation also supports the Gateway promise program as well as student emergency funds.

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 and many more. The college continues to be active in local chambers and economic development organizations. 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 Madigrano Center for Sustainable Living as an educational and community resource with our focus this past year on bees and pollinators. The Earth Day and Eco Fest celebrations on our campuses helps us outreach to our communities. The Green Scholars program was implemented for Gateway students that are interested in the environment to participate in green activities, both on campus and at home, collect points and graduate with a certificate indicating their commitment to sustainability in their lives. Gateway Technical College continues to address ways to reduce our greenhouse gas emissions through the President's Climate Commitment and we have become a founding member of the Alliance for Resilient Campus. We have completed our 7th greenhouse gas inventory as well as our second sustainability plan and are beginning to see positive changes within the college.

WGTD - WGTD is owned and operated by Gateway Technical College. WGTD is part of Wisconsin Public Radio's NPR news and classical music network. The radio station broadcasts digitally at 91.1 FM from studios located in the Inspire Center on Gateway's campus in Kenosha. In addition, the station is heard via low-power translators in Elkhorn at 101.7 and in Lake Geneva at 103.3. WGTD also operates the Gateway Radio Reading Service, providing programming on a sub-carrier frequency to visually impaired and physically challenged residents. A third service offers live and archived play-by-play—both audio and video-- of local high school and college sports. This service is available over the internet.

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 FY 2019-20, we will continue our focus on student and staff support through our Tech Central service desk offering. Additionally, the results of our ongoing assessment of stakeholder satisfaction with LID's services will enable us to build collaborative partnerships and projects to enhance our services.

We are continuing our strategic 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 we focus on Data Loss Prevention through appropriate technology interventions as well as end user training. We will deploy additional training modules on data loss prevention, and we will work with staff to identify business processes that require additional security measures to ensure that we are not putting college data at risk.

In FY2019-20, we will see additional adoption of our VANguard technologies for instructional delivery. 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. Additionally, FY2019-20 will bring us increased research into the converging field of video instruction, where previously codec-based hardware will evolve into software based solutions that enable high quality connections using laptops, desktop computers, and mobile devices.

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 (BWS) will work to increase efficiency and productivity in FY2019-20. This includes continued work with the other college departments like the Business and Registrar's Office to maximize revenue and profit, streamline the processing of contracts for service, ensure accurate registration, and to provide increased customer service to our area employers. Additionally, FY2019-20 will be the first year of the new Elevate software system that integrates into the college's main Colleague system. This will streamline course creation, registration, and payments and should provide a boost to productivity.

With the local economy continuing to grow and high profile companies moving into the area, BWS will continue to collaborate with our workforce and economic development partners to help meet the employment needs of our community's existing companies. We are well-situated to provide more customized and short-term training to those who have acquired a job but need additional or higher technical skills. Some companies like Wisconsin Oven and Adams Electric have started their own "academy" model where onsite training is part of their hiring or continued employment requirements. To further assist existing employers BWS will work to secure additional state related funds through programs such as Workforce Advancement Training (WAT) and Fast Forward grants. We continue to look for high demand technical areas and work with local employers to identify and develop short-term training to meet their hiring requirements. We look forward to helping local businesses increase their bottom line through a higher skilled workforce.

Specialized training programs will continue to evolve to meet the demands of our workforce community. FY2019-20 will see the start and continuation of programming delivered in more flexible ways. As unemployment is still very low at near 3% it is increasingly difficult to find individuals able to fit a “traditional” college schedule into their work schedule. The focus has shifted from creating programs for the unemployed to those underemployed. The new Telecom on-demand program offers a self-paced online “lecture” portion with flexible nights and weekend options to come on campus to complete the hands-on lab requirements. The Telecom on-demand program is being piloted through a private grant from Metallica’s All Within My Hands Foundation. We will also be offering two specialized trainings in CNC with different scheduling options. These are to be funded by a state awarded Fast Forward grant. One section will be delivered at nights (Mon-Thurs from 5:30-9:30) and the other will be offered in a weekend format (Friday nights and then Saturdays and Sundays). These flexible schedules allow underemployed people to maintain a fulltime job to support themselves and their family, but also the opportunity to learn new skills and make an upward move in their career and income. Additionally, we’ll look to expand our grant applications at the federal level and through private foundations to help make specialized training affordable to the people we serve in our community.

FY2018-19 saw continued success in contracting with the Department of Corrections (DOC) and teaching CNC operation to inmates at both Racine Correctional Institution (RCI) and Ellsworth Correctional Center and also the start of a Machine Maintenance Technician program with Sturtevant Transitional Facility (STF). Both the CNC programs are scheduled to continue in FY20 and we are working with DOC to find ways of continuing with STF and overall expanding program areas to serve as many people as possible. Again, with unemployment at very low levels area employers are looking to engage with any potential employment populations that have been through skills training, so these programs are leading to employment.

Apprenticeship enrollment is expected to grow with the increase of construction jobs related to the Foxconn build out. BWS will continue to work with our local Contractors and Unions as well as the Bureau of Apprenticeship to expand offerings and increase current capacity as needed. New areas being explored are Mechatronics Technician and Marine Technician.

The Fab Lab will continue to increase awareness and access to our public K-12 partners and Gateway students, in addition to reaching out to private and homeschool groups. Specifically in FY20 the Fab Lab will roll out a STEM 101 Robotics program to about 30 area high schools. The purpose of the project is to empower the high school STEM teachers to use this project for middle school recruitment into their programs. Supporting our high schools in recruiting for their STEM classes will ultimately build a larger pool of students interested in technical careers supported by Gateway. The Fab Lab will also continue to grow our K-5 outreach initiative with the Kids Lab project which was started in FY19. The main goal is to ensure Gateway has a comprehensive K-12 outreach and engagement process with the Fab Lab focusing on K-8.

Business and Financial Services

The strategic plan provides the framework for the Business Office 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 Business Office team’s mission statement which encompasses our overall direction and purpose is below:

Business Office Vision

We support and preserve the financial integrity and reputation of the college.

Business Office Mission

We provide fiscal and operational support in collaboration with internal and external stakeholders.

Business Office Values

- Honesty
- Ethical Behavior
- Accountability
- Reliability
- Transparency
- Service to Others

The Business Office is committed to continuous improvement initiatives and in fiscal year 2019-20, 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.

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 FY2018-19, Concur, a travel and expense software application was fully implemented to provide more efficient processing of travel and expense reimbursements. Moving forward, the budget function recently added in Web Advisor (budget self-service) will be enhanced as officers will be able to manage their budgets more effectively thru the addition of the budget transfer function.

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.

Procurement

Gateway Technical College continues to work collaboratively with the Purchasing Consortium to maximize its purchasing leverage and recognize savings. This year Gateway will start the implementation process to utilize the purchasing function of our ERP system which will provide many efficiencies thru an electronic system while enhancing our current strong controls. Lastly, the college continues to review and adjust procurement policies based on new state or federal regulations.

Facilities

Positioning our college for maintaining our current facilities while also increasing efficiency is our goal. The 2019-20 budget includes a \$9.0 million investment in facilities at our campuses and centers throughout the District to support the colleges strategic plan.

Kenosha Campus – Classrooms on the second floor of the academic building will continue to be remodeled and upgraded with a \$4,000,000 investment. This additional investment will complete the remodel for the entire 44,000 square foot second floor. The building dates back to the mid-60's and needed significant upgrades that includes stairwells, the elevator and restrooms as well as classrooms and faculty offices. Work will also begin in the summer of 2019 to address roofing and HVAC issues at the Madrigrano Conference Center.

Racine Campus – In FY20 the Racine campus will continue updating the campus infrastructure, including continuing the waterproofing of the Racine Building to stop significant water leakage. The Technical Building will also see the completion of a new roof as well as significant tuck-pointing for the facility to improve functionality and prevent water intrusion problems.

Elkhorn Campus – The North building will see a major overhaul of its chiller to support continued operations and improved efficiency. Continued efforts will be made to the sidewalks and parking lots to improve accessibility and functionality.

Horizon Center – The EVOG Track will see a \$1,500,000 investment to support an expansion project in an effort to better support Law Enforcement, Fire Program, and CDL training efforts. The project will complete the track in the Spring of 2020.

SC Johnson iMET Center – Expansion of the iMET Center in Sturtevant that began in 2018 will look to be completed in the early fall of 2019. The overall project included a \$5,000,000 grant from the state for a 38,000 square foot expansion as well as a \$1,500,000 investment from the college to support a 12,500 square foot remodel.

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. Additionally, the college is making a sizeable effort to enhance its current security systems through the addition of electronic door access systems and cameras.

Risk Management

Gateway Technical College’s provider of casualty/liability, property and worker’s compensation insurance, Districts Mutual Insurance is currently projecting premium changes from the college’s FY 2018-19 premiums for FY 2019-20 as follows:

- Auto Liability and Auto Physical Damage – 20% decrease
- Property insurance – no increase
- Commercial Liability - no increase
- WI Worker’s Compensation - 8% increase
- Cyber Risk - 5% decrease

Rates for the annual renewal of coverages are effective July 1, 2019 – July 1, 2020.

Maintenance of Fund Balance

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

Independent Audit

Gateway hires a certified public accounting firm to conduct an independent audit of its financial statements in compliance with Generally Accepted Accounting Principles and with the Single Audit Act requirements. Although the Business Office leads the audit, the auditors report to the Gateway Technical College’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 fiscal year 2019-20, including funding for Manufacturing: Maintenance, Installation and Repair: Advanced Manufacturing Technology, Education & Training: Teaching and Training: Early Childhood Education, Gateway and Western: Augmented Reality Welding Consortium Grant, IT-Data Specialist from the Wisconsin Technical College System for the 2019-20 academic year. Federal grants are expected to total over \$1.7 million and State grants of \$2.4 million.

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

Safety and Security

The safety of our students, staff and community members remains one of the top priorities for the college. The security staff is always monitoring and working to address current and emerging threats or concerns to ensure the college is always a safe place to work and learn. In addition, the college works to ensure applicable OSHA compliance standards are maintained in an effort to prevent injuries and provide a learning environment free of hazards. In FY2019-20, the college will continue its efforts to align its Business Continuity Plan and Emergency Response Plans with industry best practices to ensure the college is prepared to effectively respond to any type of situation and limit the effects of an incident on its students or staff. The security team will continue its efforts to partner with local law enforcement agencies to enhance response efforts and mitigate future threats.

Student Services, Learning Success and Enrollment Management

Access to personal and educational success for all students is the goal of the teams supporting students at Gateway Technical College. We operate 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 model provides students with access to the right combination of services delivered by specialized team members. 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 FY2019-20, 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 supporting the transition of high school students directly to Gateway. 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 also offer many workshop options to support the financial aid and veteran benefit process. Additionally, veteran benefit certifying officials work to support veteran and veteran-dependent student in accessing and processing of all veteran benefits.

Academic and Faculty Advisors: Students are assigned a faculty advisor when they enter the second half of their 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. Academic advisors support students in creating an academic plan, provide support, guidance and encouragement as students begin their educational journey, help students understand the systems needed to be successful, and monitor program progression as well as course selection.

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 portal, MyGateway, include modules for student finance, financial aid, student academic planning, and quick links to key tools and resources. Students can quickly and easily register for classes, make payments, and manage their scholarships, grants, and loans. Our Advise software allows our student services and learning success experts to monitor student progression and collaborate and intervene with students who need assistance to succeed in class and stay on the path to earn their degree.

Strategic Enrollment Management: Our research-based strategic enrollment management system focuses our college efforts and 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 continually review and will 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

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

Matt Janisin, Vice President Business and Workforce Solutions

Jacqueline Morris, Vice President, Human Resources

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 2019 - 2020

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 FY2019-20 was based on our latest forecast from FY2018-19.

Financial Assumptions:

- Equalized property values are expected to increase 5% compared to FY2018-19.
- Net new construction was budgeted at \$750K. This will result in an increase in tax levy for FY2019-20.
- State Aid was budgeted flat compared to FY2018-19.
- State Aid related to property tax relief was budgeted flat in FY2019-20 compared to FY2018-19.
- Grant activity funding includes ongoing funding for prior awarded grants and 4 new initiatives: 1) Manufacturing: Maintenance, Installation and Repair: Advanced Manufacturing Technology, 2) Education & Training: Teaching and Training: Early Childhood Education, 3) Gateway and Western: Augmented Reality Welding Consortium Grant, 4) IT-Data Specialist from the Wisconsin Technical College System for the 2019-20 academic year.
- The WTCS State Board increased the tuition rate by 1.7% increasing the rate to \$136.50

per credit.

- Personnel services are budgeted in accordance to contracts as negotiated.
- Health insurance was budgeted to include a 3% increase while Dental insurance reflects a flat budget compared to FY2018-19.
- Vacant position savings have been budgeted at \$1.5M.
- Other non-personnel expenses include a decrease of \$431K compared to FY2018-19 budget.
- The year-end fund balance in the General Fund is continuously monitored so that it remains within the guidelines established by the Board policy.
- Debt Service will provide for \$14 million in long-term borrowing for facility expansion and remodel and equipment.
- The Board approved the tentative budget at their regular meeting on April 18, 2019 and held a public hearing at the Burlington Campus on May 8, 2019. Subject to the Board of Trustees review of that hearing, the final budget was approved at a regular Board of Trustees meeting on May 16, 2019. 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, 2019 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.

Board Ends Policy

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.

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 process and checklist 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.

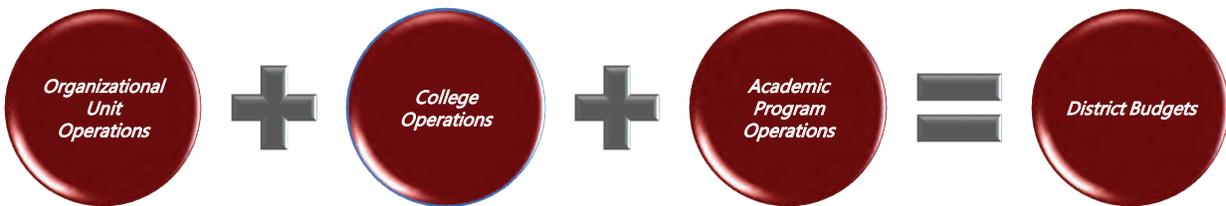
Academic Program Planning

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 FY2019-20 budget incorporates new efficiencies in to the process while maintain 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 Gateway’s strategic plan, Vision 2021, 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

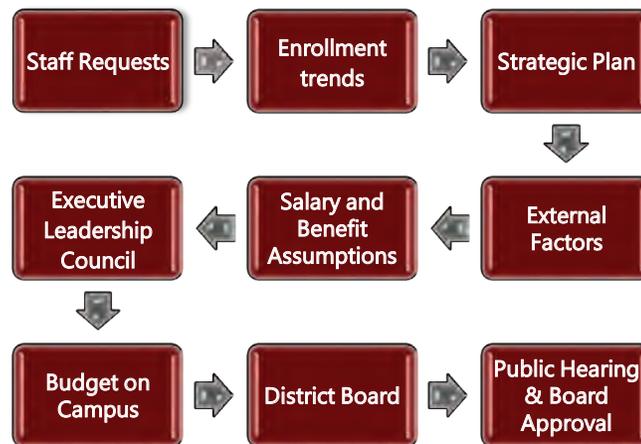
presented during college in-services with budget managers and at Board meetings to ensure communication during the process. Lastly, regular meetings were held with the executive leadership of the college throughout the year to monitor the actual operating results compared to the budget, and proactively resolve issues. Key monitoring reports assist 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 2021 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. Budget meetings are held with all budget owners to review and finalize budget requests
7. 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.
8. 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/professional non-faculty, technical/service, and clerical. Administrative and clerical staff are not represented by a union. Faculty and professional non-faculty are represented by the Gateway Technical Education Association union (GTEA). Technical and Service personnel are represented by the Gateway Educational Support Personnel union (GESP).

The FY2019-20 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 FY2018-19, and positions included in the FY2019-20 Budget.

Category	2018-19 Estimate	2019-20 Estimate	General Fund	Special Revenue Fund	Proprietary Fund	Fiduciary Fund	Total
Administrators	94	92	85	7			92
Clerical	75	79	78	1			79
Service	39	41	41				41
Faculty/Prof Non-Faculty	279	287	267	20			287
Technical	140	134	113	17	1	3	134
Total Positions ⁽¹⁾	627	633	584	45	1	3	633

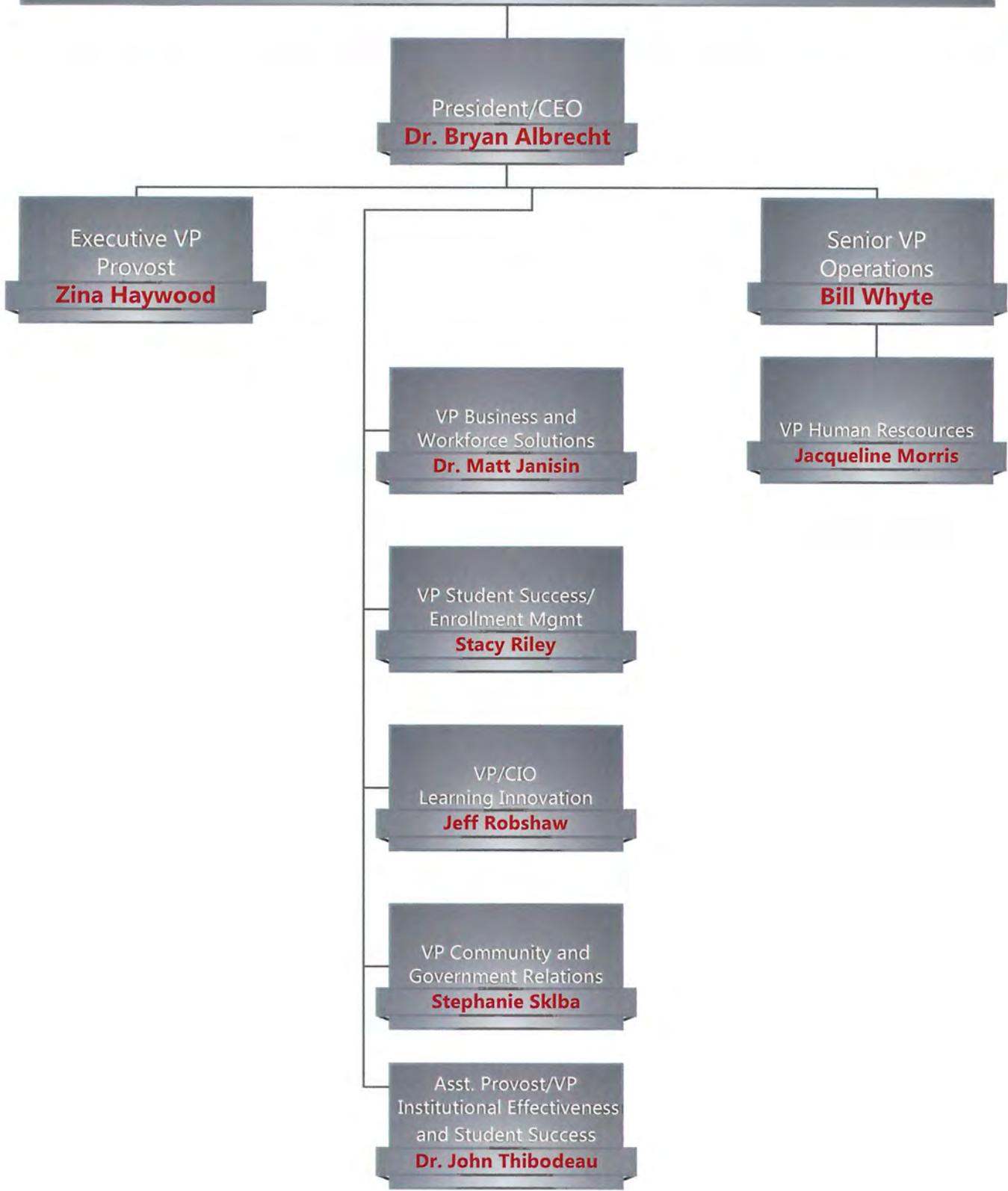
The above changes are a direct result of responding to the change in enrollments, expanded course offerings, and increased use in technology. FY2018-19 includes adjustments for changes in positions made throughout the year.

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

Sources: EECO Report, Budgetary Employee Worksheets

BOARD OF TRUSTEES

GATEWAY TECHNICAL COLLEGE



Gateway District Board

The Board is comprised of nine members (two employee members, two employer members, three additional members, one elected official and one school district administrator). The Board Members are selected by the County Board Chairperson of each County within the District and are approved by the Wisconsin Technical College System Board. These members are appointed for staggered three-year terms and elect a Chairperson, Vice Chairperson, Secretary and Treasurer for a one-year term.

The Board*

The present members of the Board and the expiration of their respective terms of office are as follows:

NAME	BOARD OFFICER	COUNTY	TERM EXPIRES	EMPLOYER AND POSITION
Bethany Ormseth	Chairperson	Kenosha	June 30, 2022	Principal, Lakeview Technology Academy
R. Scott Pierce	Vice Chairperson	Kenosha	June 30, 2021	Retired
Ronald J. Frederick	Treasurer	Kenosha	June 30, 2020	District 11 Kenosha County Board Supervisor
Pamela Zenner-Richards	Secretary	Racine	June 30, 2020	Retired
Jesse Adams	Member	Walworth	June 30, 2021	Adams Electric, Integrator
Ram Bhatia	Member	Racine	June 30, 2020	Retired
William Duncan	Member	Walworth	June 30, 2022	Duncan Mediation and Consulting Services, LLC President
Roger Zacharias	Member	Kenosha	June 30, 2021	North Central State Regional Council of Carpenter, Business Representative
Vacant	Member	Racine	June 30, 2022	Vacant

GATEWAY TECHNICAL COLLEGE

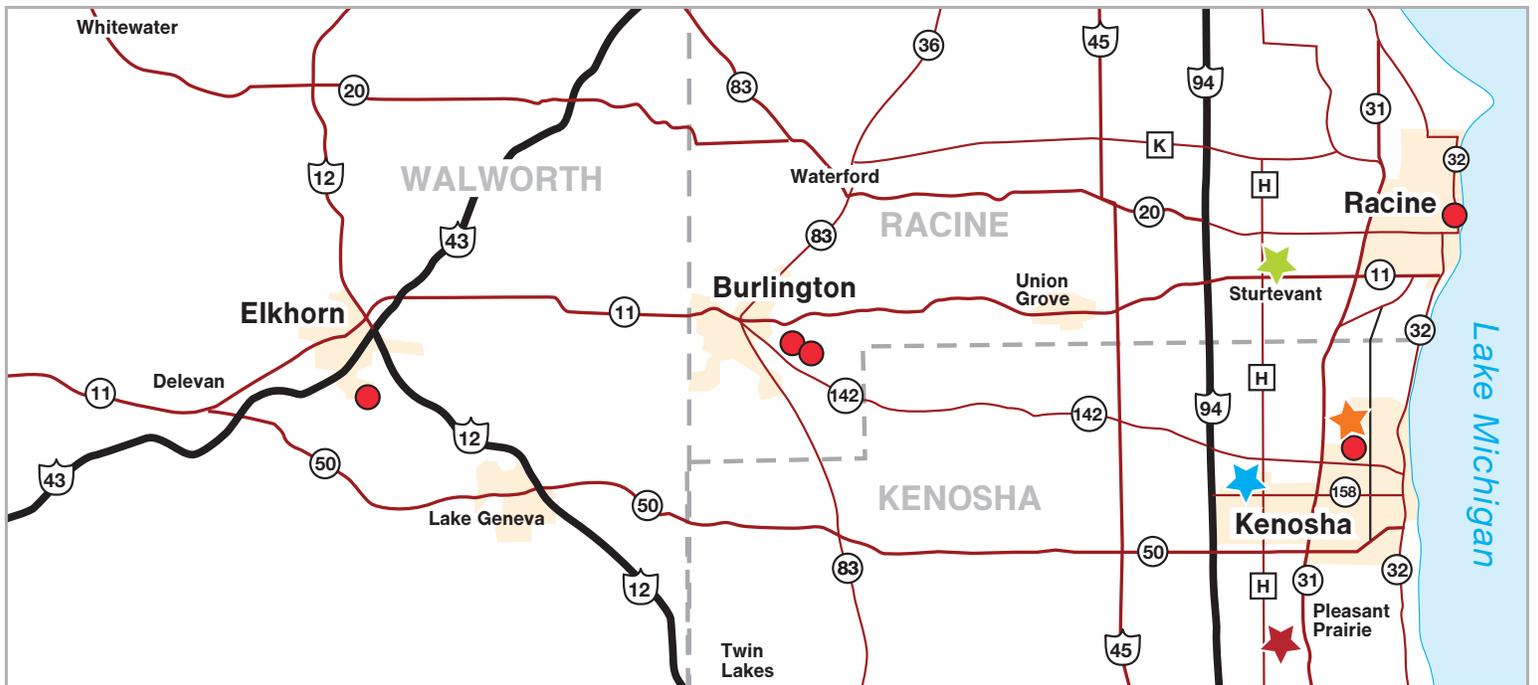
Administration as of June 30, 2019

ALBRECHT, BRYAN	PRESIDENT/CEO
HAYWOOD, ZINA	EXECUTIVE VP/PROVOST
WHYTE, WILLIAM	SENIOR VICE PRESIDENT, OPERATIONS
JANISIN, MATTHEW	VICE PRESIDENT, BUSINESS & WORKFORCE SOLUTIONS
MORRIS, JACQUELINE	VICE PRESIDENT, HUMAN RESOURCES
RILEY, STACY	VICE PRESIDENT, STUDENT SERVICES & ENROLLMENT MGMT
ROBshaw, JEFFREY	VICE PRESIDENT, LEARNING INNOVATION AND CIO
SKLBA, STEPHANIE L	VICE PRESIDENT, COMMUNITY & GOVERNMENT RELATIONS
THIBODEAU, JOHN R	ASSISTANT PROVOST/VP INSTITUTIONAL EFFECTIVENESS AND STUDENT SUCCESS
COUSINO, THOMAS	ASSOCIATE VICE PRESIDENT, FACILITIES & SECURITY
WHYNOTT, ANNE	ASSOCIATE VICE PRESIDENT, RESEARCH, PLANNING & DEVELOPMENT
NIETO, JORGE	DEAN, GENERAL STUDIES DIVISION
FLYNN, GARY B	DEAN, CAMPUS AFFAIRS / LIBRARY MANAGER
FULLINGTON, JOSEPH	DEAN, SCHOOL OF BUSINESS AND TRANSPORTATION
HULBACK, VICTORIA	DEAN, SCHOOL OF NURSING
JENNINGS, CYNDEAN	DEAN, PRE-COLLEGE PROGRAMS DIVISION
KOUKARI, RAYMOND	DEAN, SCHOOL OF MANUFACTURING, ENGINEERING AND INFORMATION TECHNOLOGY
LaMACCHIA, TERESA	DEAN, ACADEMIC OPERATIONS DIVISION
O'DONNELL, MICHAEL	DEAN, SCHOOL OF ALLIED HEALTH AND VETERINARY SCIENCE
SIMMONS, TERRY M.	DEAN, SCHOOL OF PROTECTIVE AND HUMAN SERVICES
SUMMERS, TAMMI	DEAN, LEARNING SUCCESS



Gateway Technical College

Gateway Technical College





FY 2019-2020 Budget Calendar

- ✦ **November 2018**
ELC review of FY 2020 Budget Parameters and Calendar
- ✦ **December 2018**
Budget Officers - Budget kickoff week
Gateway District Board of Trustees (District Board) Review and approve budget parameters and budget calendar for FY 2020
- ✦ **January 2019**
Budget on Campus
All Staff – Budget Development
Administrative In-service, budget update
All operating and capital budgets due to Budget Office
- ✦ **February 2019**
ELC - Review preliminary budget
- ✦ **February - March, 2019**
Budget officer meetings
ELC - Review and Develop list of recommended budget strategies and adjust budget as necessary
- ✦ **March 2019**
Budget status report to District Board
Distribute proposed budget to District Board
- ✦ **April 2019**
Budget on Campus
Administrative In-service, budget update
District Board
Approve preliminary budget for public hearing
Publish Class I notice of public hearing
- ✦ **May 2019**
District Board
Public Hearing - Racine
District Board
Approve budget (if change is not needed from public hearing)
Budget on Campus
Revise budget (as determined as a result of the public hearing)
- ✦ **June 2019**
District Board
Approve FY 2020 Budget, if needed
Submit approved FY 2020 Budget to State Board
- ✦ **July 2019**
Administrative In-service
- ✦ **October 2019**
District Board
Reaffirm tax levy
Administrative In-service



Financial Section

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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, 2019 - JUNE 30, 2020

A public hearing on the proposed fiscal year 2019-20 budget for the Gateway Technical College District will be held Wednesday, May 8, 2019 at 7:00p.m., Burlington Center, Rm 100, Burlington Campus, Gateway Technical College, 496 McCanna Parkway, Burlington, 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		
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	0.17263	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	\$43,959,566,231	1.07715	0.14931	1.22646	2.42%
2009-10	\$43,937,848,897	1.12328	0.15874	1.28202	4.53%
2010-11	\$41,935,823,079	1.21998	0.17114	1.39112	8.51%
2011-12	\$41,111,929,678	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	\$40,911,627,308	0.52039	0.29148	0.81187	1.13%
2018-19	\$43,241,826,839	0.50793	0.29640	0.80433	-0.93%
2019-20 (1)	\$45,403,918,161	0.50026	0.30339	0.80365	-0.08%

FISCAL YEAR	TOTAL EXPENDITURES (3)	PERCENT INCR (DECR)	PROPERTY TAX LEVY	PERCENT INCR (DECR)	TAX ON A \$200,000 HOUSE
2001-02	\$78,182,879	12.74%	\$40,573,084	8.30%	\$323.87
2002-03	\$91,369,361	16.87%	\$41,928,338	3.34%	\$311.12
2003-04	\$90,624,795	-0.81%	\$43,338,000	3.36%	\$296.59
2004-05	\$88,207,339	-2.67%	\$45,043,000	3.93%	\$281.42
2005-06	\$92,959,591	5.39%	\$47,295,000	5.00%	\$265.99
2006-07	\$100,174,338	7.76%	\$49,093,282	3.80%	\$247.10
2007-08	\$97,829,397	-2.34%	\$51,075,834	4.04%	\$239.50
2008-09	\$112,347,984	14.84%	\$53,914,744	5.56%	\$245.29
2009-10	\$124,439,089	10.76%	\$56,201,000	4.24%	\$256.40
2010-11	\$149,386,142	20.05%	\$58,338,000	3.80%	\$278.22
2011-12	\$150,394,244	0.67%	\$58,895,000	0.95%	\$286.51
2012-13	\$149,868,431	-0.34%	\$59,436,000	0.92%	\$311.34
2013-14	\$145,791,610	-2.73%	\$60,043,000	1.02%	\$326.94
2014-15	\$144,940,195	-0.58%	\$28,778,925	-52.07%	\$154.06
2015-16	\$141,106,171	-2.65%	\$30,224,031	5.02%	\$158.98
2016-17	\$137,434,468	-2.60%	\$31,603,276	4.56%	\$160.56
2017-18	\$143,110,569	4.13%	\$33,214,919	5.10%	\$162.37
2018-19	\$150,134,503	4.91%	\$34,780,642	4.71%	\$160.87
2019-20	\$147,368,681	-1.84%	\$36,488,642	4.91%	\$160.73

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	\$ 20,619,437	\$ 2,049,205	\$ -	\$ -	\$ 13,775,000	\$ 45,000	\$ 36,488,642
Other Budgeted Revenues	61,596,718	4,218,584	29,724,000	250,000	60,000	480,000	96,329,302
Subtotal	82,216,155	6,267,789	29,724,000	250,000	13,835,000	525,000	132,817,944
Budgeted Expenditures	82,216,155	6,453,526	29,724,000	14,250,000	14,200,000	525,000	147,368,681
Excess of Revenues Over Expenditures	-	(185,737)	-	(14,000,000)	(365,000)	-	(14,550,737)
Operating Transfers	-	-	-	-	-	-	-
Proceeds from Debt	-	-	-	14,000,000	375,000	-	14,375,000
Estimated Fund Balance 7/1/19	26,382,734	2,157,982	744,569	3,260,693	3,319,657	1,123,043	36,988,678
Estimated Fund Balance 6/30/20	\$ 26,382,734	\$ 1,972,245	\$ 744,569	\$ 3,260,693	\$ 3,329,657	\$ 1,123,043	\$ 36,812,941

- (1) Equalized valuation is projected to remain flat in fiscal year 2019-20.
- (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 2017-18 represent actual amounts; 2018-19 is projected; and 2019-20 is in the proposed budget.

Gateway Technical College
BUDGET SUMMARY - GENERAL FUND
 FISCAL YEAR JULY 1, 2019 - JUNE 30, 2020

	2017-18 ACTUAL ⁽⁴⁾	2018-19 ADOPTED BUDGET	2018-19 MODIFIED BUDGET	2018-19 ESTIMATE ⁽⁵⁾	2019-20 BUDGET
REVENUES					
Local Government	\$ 19,161,056	\$ 19,945,714	\$ 19,869,437	\$ 19,941,216	\$ 20,619,437
State Aids	38,855,632	38,882,209	39,315,076	39,315,076	39,290,076
Program Fees	15,293,543	15,523,266	15,523,266	15,023,379	14,973,201
Material Fees	819,470	830,257	830,257	805,993	803,301
Other Student Fees	1,983,400	2,007,780	2,007,780	2,107,244	2,100,206
Institutional	5,276,740	4,205,960	4,205,960	4,464,144	4,399,934
Federal	17,550	30,000	30,000	3,240	30,000
TOTAL REVENUE	81,407,391	81,425,186	81,781,776	81,660,292	82,216,155
EXPENDITURES					
Instruction	52,192,830	52,823,011	53,179,601	52,966,588	52,897,232
Instructional Resources	1,133,527	1,362,054	1,362,054	1,275,563	1,303,809
Student Services	11,244,576	11,486,706	11,548,886	11,203,958	12,083,249
General Institutional	8,198,496	8,074,463	8,012,283	7,943,712	8,068,869
Physical Plant	7,578,705	7,678,952	7,678,952	7,584,268	7,862,996
Public Service	-	-	-	-	-
TOTAL EXPENDITURES	80,348,134	81,425,186	81,781,776	80,974,089	82,216,155
NET REVENUE (EXPENDITURES)	1,059,257	-	-	686,203.00	-
OTHER SOURCES (USES)					
Operating Transfers In (Out)	(3,000,000)	-	-	-	-
TOTAL RESOURCES (USES)	(1,940,743)	-	-	686,203	-
TRANSFERS TO (FROM) FUND BALANCE					
Reserve for Prepaid Expense	-	-	-	-	-
Reserve for Other Post Employment Benefits	-	-	-	-	-
Designated for State Aid Fluctuations	-	-	-	-	-
Designated for Subsequent Years	-	-	-	-	-
Designated for Subsequent Year	(2,600,068)	-	-	529,714	-
Designated for Operations	659,325	-	-	156,489	-
Retained Earnings	-	-	-	-	-
TOTAL TRANSFERS TO (FROM) FUND BALANCE	(1,940,743)	-	-	686,203	-
Beginning Fund Balance	27,637,274	25,696,531	25,696,531	25,696,531	26,382,734
Ending Fund Balance	\$ 25,696,531	\$ 25,696,531	\$ 25,696,531	\$ 26,382,734	\$ 26,382,734

ALL GATEWAY FUNDS	2017-18 ACTUAL ⁽⁴⁾	2018-19 ADOPTED BUDGET	2018-19 MODIFIED BUDGET	2018-19 ESTIMATE ⁽⁵⁾	2019-20 BUDGET	% Chng ⁽⁶⁾
EXPENDITURES BY FUND						
General Fund	\$ 80,348,134	\$ 81,425,186	\$ 81,781,776	\$ 80,974,089	\$ 82,216,155	0.5%
Special Revenue - Operational Fund	5,769,897	7,309,830	7,309,830	7,309,830	6,453,526	-11.7%
Special Revenue - Non Aidable Fund	29,659,698	29,533,200	29,533,200	27,800,000	29,724,000	0.6%
Capital Projects Fund	14,468,300	13,260,000	20,602,624	20,602,624	14,250,000	-30.8%
Debt Service Fund	12,402,798	13,165,000	13,165,000	13,022,960	14,200,000	7.9%
Enterprise Fund	461,742	575,000	575,000	425,000	525,000	-8.7%
TOTAL EXPENDITURES BY FUND	143,110,569	145,268,216	152,967,430	150,134,503	147,368,681	-3.7%
REVENUES BY FUND						
General Fund	81,407,391	81,425,186	81,781,776	81,660,292	82,216,155	0.5%
Special Revenue - Operational Fund	5,442,566	7,309,830	7,309,830	7,309,830	6,267,789	-14.3%
Special Revenue - Non Aidable Fund	29,255,576	29,533,200	29,533,200	27,910,000	29,724,000	0.6%
Capital Projects Fund	482,554	260,000	5,260,000	5,260,000	250,000	-95.2%
Debt Service Fund	11,953,810	12,847,000	12,847,000	12,877,000	13,835,000	7.7%
Enterprise Fund	450,353	575,000	575,000	425,000	525,000	-8.7%
TOTAL REVENUE BY FUND	\$ 128,992,250	\$ 131,950,216	\$ 137,306,806	\$ 135,442,122	\$ 132,817,944	-3.3%

(4) Actual is presented on a budgetary basis.

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

(6) (2019-2020 budget - 2018-2019 budget) / 2018-2019 budget.

GENERAL FUND
2019-20 BUDGETARY STATEMENT OF
RESOURCES, USES AND CHANGES IN FUND BALANCE

	2017-18 ACTUAL*	2018-19 ADOPTED BUDGET	2018-19 MODIFIED BUDGET	2018-19 ESTIMATE**	2019-20 BUDGET
REVENUES					
Local Government	\$ 19,161,056	\$ 19,945,714	\$ 19,869,437	\$ 19,941,216	\$ 20,619,437
State Aids	38,855,632	38,762,731	39,193,842	39,193,842	39,167,707
Other State Aids		119,478	121,234	121,234	122,369
Program Fees	15,293,543	15,523,266	15,523,266	15,023,379	14,973,201
Material Fees	819,470	830,257	830,257	805,993	803,301
Other Student Fees	1,983,400	2,007,780	2,007,780	2,107,244	2,100,206
Federal	17,550	30,000	30,000	3,240	30,000
Institutional	5,276,740	4,205,960	4,205,960	4,464,144	4,399,934
TOTAL REVENUE	81,407,391	81,425,186	81,781,776	81,660,292	82,216,155
EXPENDITURES					
Instruction	52,192,830	52,823,011	53,179,601	52,966,588	52,897,232
Instructional Resources	1,133,527	1,362,054	1,362,054	1,275,563	1,303,809
Student Services	11,244,576	11,486,706	11,548,886	11,203,958	12,083,249
General Institutional	8,198,496	8,074,463	8,012,283	7,943,712	8,068,869
Physical Plant	7,578,705	7,678,952	7,678,952	7,584,268	7,862,996
TOTAL EXPENDITURES	80,348,134	81,425,186	81,781,776	80,974,089	82,216,155
Net Revenue (Expenditures)	1,059,257	-	-	686,203	-
OTHER SOURCES (USES)					
Operating Transfer In (Out)	(3,000,000)	-	-	-	-
TOTAL RESOURCES (USES)	(1,940,743)	-	-	686,203	-
TRANSFERS TO (FROM) FUND BALANCE					
Reserve for Prepaid Expense	-	-	-	-	-
Reserve for Other Post Employment Benefits	-	-	-	-	-
Designated for State Aid Fluctuations	-	-	-	-	-
Designated for Subsequent Years	-	-	-	-	-
Designated for Subsequent Year	(2,600,068)	-	-	529,714	-
Designated for Operations	659,325	-	-	156,489	-
TOTAL TRANSFERS TO (FROM) FUND BALANCE	(1,940,743)	-	-	686,203	-
Beginning Fund Balance	27,637,274	25,696,531	25,696,531	25,696,531	26,382,734
Ending Fund Balance	\$ 25,696,531	\$ 25,696,531	\$ 25,696,531	\$ 26,382,734	\$ 26,382,734

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

2019-20 BUDGETARY STATEMENT OF RESOURCES, USES AND CHANGES IN FUND BALANCE

	2017-18 ACTUAL*	2018-19 ADOPTED BUDGET	2018-19 MODIFIED BUDGET	2018-19 ESTIMATE**	2019-20 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	92,447	-	-	-	-
State	1,033,149	2,740,525	2,740,525	2,740,525	2,431,926
Federal	1,834,746	2,455,564	2,455,564	2,455,564	1,704,158
Institutional	433,019	64,536	64,536	64,536	82,500
TOTAL REVENUE	5,442,566	7,309,830	7,309,830	7,309,830	6,267,789
EXPENDITURES					
Instruction	2,591,701	4,275,341	4,275,341	4,275,341	3,721,084
Instructional Resources	46,532	-	-	-	-
Student Services	2,069,650	2,112,470	2,112,470	2,112,470	1,554,107
General Institutional	675,264	551,519	551,519	551,519	787,835
Physical Plant	49,884	-	-	-	-
Public Service	336,866	370,500	370,500	370,500	390,500
TOTAL EXPENDITURES	5,769,897	7,309,830	7,309,830	7,309,830	6,453,526
Net Revenue (Expenditures)	(327,331)	-	-	-	(185,737)
OTHER SOURCES (USES)					
Operating Transfer In (Out)	(31,240)	-	-	-	-
TOTAL RESOURCES (USES)	(358,571)	-	-	-	(185,737)
TRANSFERS TO (FROM) FUND BALANCE					
Reserve for Operations	(358,571)	-	-	-	(185,737)
Designated for Subsequent Year	-	-	-	-	-
TOTAL TRANSFERS TO (FROM) FUND BALANCE	(358,571)	-	-	-	(185,737)
Beginning Fund Balance	2,516,553	2,157,982	2,157,982	2,157,982	2,157,982
Ending Fund Balance	\$ 2,157,982	\$ 2,157,982	\$ 2,157,982	\$ 2,157,982	\$ 1,972,245

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
2019-20 BUDGETARY STATEMENT OF
RESOURCES, USES AND CHANGES IN FUND BALANCE

	2017-18 ACTUAL*	2018-19 ADOPTED BUDGET	2018-19 MODIFIED BUDGET	2018-19 ESTIMATE**	2019-20 BUDGET
REVENUES					
State Aids	1,916,729	1,895,000	1,895,000	2,200,000	2,354,000
Other Student Fees	765,839	781,000	781,000	854,000	847,000
Institutional	2,933,266	3,130,200	3,130,200	1,950,000	2,971,000
Federal	<u>23,639,742</u>	<u>23,727,000</u>	<u>23,727,000</u>	<u>22,906,000</u>	<u>23,552,000</u>
TOTAL REVENUE	29,255,576	29,533,200	29,533,200	27,910,000	29,724,000
EXPENDITURES					
Student Services	29,655,966	29,523,200	29,523,200	27,790,000	29,714,000
General Institutional	<u>3,732</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>
TOTAL EXPENDITURES	29,659,698	29,533,200	29,533,200	27,800,000	29,724,000
Net Revenue (Expenditures)	(404,122)	-	-	110,000	-
OTHER SOURCES (USES)					
Operating Transfer In (Out)	<u>(15,000)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL RESOURCES (USES)	(419,122)	-	-	110,000	-
TRANSFERS TO (FROM) FUND BALANCE					
Reserve for Student Organizations	<u>(419,122)</u>	<u>-</u>	<u>-</u>	<u>110,000</u>	<u>-</u>
TOTAL TRANSFERS TO (FROM) FUND BALANCE	(419,122)	-	-	110,000	-
Beginning Fund Balance	1,053,691	634,569	634,569	634,569	744,569
Ending Fund Balance	<u>\$ 634,569</u>	<u>\$ 634,569</u>	<u>\$ 634,569</u>	<u>\$ 744,569</u>	<u>\$ 744,569</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
2019-20 BUDGETARY STATEMENT OF
RESOURCES, USES AND CHANGES IN FUND BALANCE

	2017-18 ACTUAL*	2018-19 ADOPTED BUDGET	2018-19 MODIFIED BUDGET	2018-19 ESTIMATE**	2019-20 BUDGET
REVENUES					
State	72,044	160,000	5,160,000	5,160,000	150,000
Federal	34,784	-	-	-	-
Institutional	375,726	100,000	100,000	100,000	100,000
TOTAL REVENUE	482,554	260,000	5,260,000	5,260,000	250,000
EXPENDITURES					
Instruction	4,434,828	3,080,000	4,160,224	4,160,224	2,600,000
Instructional Resources	13,638	20,000	20,000	20,000	10,000
Student Services	3,522	20,000	22,765	22,765	15,000
General Institutional	2,703,776	1,915,000	3,174,635	3,174,635	2,450,000
Physical Plant	7,309,435	8,200,000	13,200,000	13,200,000	9,150,000
Public Service	3,101	25,000	25,000	25,000	25,000
TOTAL EXPENDITURES	14,468,300	13,260,000	20,602,624	20,602,624	14,250,000
Net Revenue (Expenditures)	(13,985,746)	(13,000,000)	(15,342,624)	(15,342,624)	(14,000,000)
OTHER SOURCES (USES)					
Proceeds from Debt	13,000,000	13,000,000	13,000,000	13,000,000	14,000,000
Operating Transfer In (Out)	3,046,240	-	-	-	-
TOTAL RESOURCES (USES)	2,060,494	-	(2,342,624)	(2,342,624)	-
TRANSFERS TO (FROM) FUND BALANCE					
Reserve for Capital Projects	2,060,494	-	(2,342,624)	(2,342,624)	-
TOTAL TRANSFERS TO (FROM) FUND BALANCE	2,060,494	-	(2,342,624)	(2,342,624)	-
Beginning Fund Balance	3,542,823	5,603,317	5,603,317	5,603,317	3,260,693
Ending Fund Balance	<u>\$ 5,603,317</u>	<u>\$ 5,603,317</u>	<u>\$ 3,260,693</u>	<u>\$ 3,260,693</u>	<u>3,260,693</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
2019-20 BUDGETARY STATEMENT OF
RESOURCES, USES AND CHANGES IN FUND BALANCE

	2017-18 ACTUAL*	2018-19 ADOPTED BUDGET	2018-19 MODIFIED BUDGET	2018-19 ESTIMATE**	2019-20 BUDGET
REVENUES					
Local Government	\$ 11,925,000	\$ 12,817,000	\$ 12,817,000	\$ 12,817,000	\$ 13,775,000
Institutional	28,810	30,000	30,000	60,000	60,000
TOTAL REVENUE	<u>11,953,810</u>	<u>12,847,000</u>	<u>12,847,000</u>	<u>12,877,000</u>	<u>13,835,000</u>
EXPENDITURES					
Physical Plant	12,402,798	13,165,000	13,165,000	13,022,960	14,200,000
TOTAL EXPENDITURES	<u>12,402,798</u>	<u>13,165,000</u>	<u>13,165,000</u>	<u>13,022,960</u>	<u>14,200,000</u>
Net Revenue (Expenditures)	(448,988)	(318,000)	(318,000)	(145,960)	(365,000)
OTHER SOURCES (USES)					
Proceeds from Debt	413,014	325,000	325,000	560,000	375,000
Payment to Refunded Bond Escrow Agent	-	-	-	-	-
Operating Transfer In (Out)	-	-	-	-	-
TOTAL RESOURCES (USES)	<u>(35,974)</u>	<u>7,000</u>	<u>7,000</u>	<u>414,040</u>	<u>10,000</u>
TRANSFERS TO (FROM) FUND BALANCE					
Reserve for Debt Service	(35,974)	7,000	7,000	414,040	10,000
TOTAL TRANSFERS TO (FROM) FUND BALANCE	<u>(35,974)</u>	<u>7,000</u>	<u>7,000</u>	<u>414,040</u>	<u>10,000</u>
Beginning Fund Balance	2,941,591	2,905,617	2,905,617	2,905,617	3,319,657
Ending Fund Balance	<u>\$ 2,905,617</u>	<u>\$ 2,912,617</u>	<u>\$ 2,912,617</u>	<u>\$ 3,319,657</u>	<u>\$ 3,329,657</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
 2019-20 BUDGETARY STATEMENT OF
 RESOURCES, USES AND CHANGES IN FUND BALANCE

	2017-18 ACTUAL*	2018-19 ADOPTED BUDGET	2018-19 MODIFIED BUDGET	2018-19 ESTIMATE**	2019-20 BUDGET
REVENUES					
Local Government	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000
Other Student Fees	102,345	205,000	205,000	150,000	175,000
Institutional	303,008	325,000	325,000	230,000	305,000
TOTAL REVENUE	<u>450,353</u>	<u>575,000</u>	<u>575,000</u>	<u>425,000</u>	<u>525,000</u>
EXPENDITURES					
Auxiliary Services	461,742	575,000	575,000	425,000	525,000
TOTAL EXPENDITURES	<u>461,742</u>	<u>575,000</u>	<u>575,000</u>	<u>425,000</u>	<u>525,000</u>
Net Revenue (Expenditures)	(11,389)	-	-	-	-
OTHER SOURCES (USES)					
Residual Equity Transfer In (Out)	-	-	-	-	-
Operating Transfer In (Out)	-	-	-	-	-
TOTAL RESOURCES (USES)	<u>(11,389)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TRANSFERS TO (FROM) FUND BALANCE					
Retained Earnings	(11,389)	-	-	-	-
TOTAL TRANSFERS TO (FROM) FUND BALANCE	<u>(11,389)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Beginning Fund Balance	1,134,432	1,123,043	1,123,043	1,123,043	1,123,043
Ending Fund Balance	<u>\$ 1,123,043</u>	<u>\$ 1,123,043</u>	<u>\$ 1,123,043</u>	<u>\$ 1,123,043</u>	<u>\$ 1,123,043</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, 2019 - JUNE 30, 2020

BUDGETARY STATEMENT OF

RESOURCES, USES AND CHANGES IN FUND BALANCE

	2017-18 ACTUAL*	2018-19 ADOPTED BUDGET	2018-19 MODIFIED BUDGET	2018-19 ESTIMATE**	2019-20 BUDGET
REVENUES					
Local Government - Tax Levy	\$ 33,180,261	\$ 34,856,919	\$ 34,780,642	\$ 34,852,421	\$ 36,488,642
Local Government - City/County	92,447	-	-	-	-
State Aids	41,877,554	43,558,256	48,989,367	49,294,367	44,103,633
Other State Aids	-	119,478	121,234	121,234	122,369
Program Fees	15,293,543	15,523,266	15,523,266	15,023,379	14,973,201
Material Fees	819,470	830,257	830,257	805,993	803,301
Other Student Fees	2,851,584	2,993,780	2,993,780	3,111,244	3,122,206
Institutional	9,350,569	7,855,696	7,855,696	8,868,680	7,918,434
Federal	25,526,822	26,212,564	26,212,564	25,364,804	25,286,158
TOTAL REVENUE	128,992,250	131,950,216	137,306,806	135,442,122	132,817,944
EXPENDITURES					
Instruction	59,219,359	60,178,352	61,615,166	61,402,153	59,218,316
Instructional Resources	1,193,697	1,382,054	1,382,054	1,295,563	1,313,809
Student Services	42,973,714	43,142,376	43,207,321	41,129,193	43,366,356
General Institutional	11,581,268	10,550,982	11,748,437	11,679,866	11,316,704
Physical Plant	27,340,822	29,043,952	34,043,952	33,807,228	31,212,996
Auxiliary Services	461,742	575,000	575,000	425,000	525,000
Public Service	339,967	395,500	395,500	395,500	415,500
TOTAL EXPENDITURES	143,110,569	145,268,216	152,967,430	150,134,503	147,368,681
NET REVENUE (EXPENDITURES)	(14,118,319)	(13,318,000)	(15,660,624)	(14,692,381)	(14,550,737)
OTHER SOURCES (USES)					
Proceeds From Debt	13,413,014	13,325,000	13,325,000	13,560,000	14,375,000
Payments to Bond Escrow Agent	-	-	-	-	-
TOTAL RESOURCES (USES)	(705,305)	7,000	(2,335,624)	(1,132,381)	(175,737)
TRANSFERS TO (FROM) FUND BALANCE					
Reserve for Prepaid Expenditures	-	-	-	-	-
Reserved for Student Financial Asst/Organizations	(419,122)	-	-	110,000	-
Reserve for Capital Projects	2,060,494	-	(2,342,624)	(2,342,624)	-
Reserve for Debt Service	(35,974)	7,000	7,000	414,040	10,000
Reserve for Other Post Employment Benefits	-	-	-	-	-
Designated for State Aid Fluctuations	-	-	-	-	-
Designated for Subsequent Years	-	-	-	-	-
Designated for Subsequent Year	(2,600,068)	-	-	529,714	-
Designated for Operations	300,754	-	-	156,489	(185,737)
Retained Earnings	(11,389)	-	-	-	-
Due to Others	-	-	-	-	-
TOTAL TRANSFERS TO (FROM) FUND BALANCE	(705,305)	7,000	(2,335,624)	(1,132,381)	(175,737)
Beginning Fund Balance	38,826,364	38,121,059	38,121,059	38,121,059	36,988,678
Ending Fund Balance	38,121,059	38,128,059	35,785,435	36,988,678	36,812,941
EXPENDITURES BY FUND					
General Fund	80,348,134	81,425,186	81,781,776	80,974,089	82,216,155
Special Revenue Operational Fund	5,769,897	7,309,830	7,309,830	7,309,830	6,453,526
Special Revenue Non-Aidable Fund	29,659,698	29,533,200	29,533,200	27,800,000	29,724,000
Capital Projects Fund	14,468,300	13,260,000	20,602,624	20,602,624	14,250,000
Debt Service Fund	12,402,798	13,165,000	13,165,000	13,022,960	14,200,000
Enterprise Fund	461,742	575,000	575,000	425,000	525,000
TOTAL EXPENDITURES BY FUND	\$143,110,569	\$145,268,216	\$152,967,430	\$150,134,503	\$147,368,681

* 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, 2019

	GOVERNMENTAL FUND TYPES				PROPRIETARY FUND TYPE			ACCOUNT GROUPS			TOTAL
	General	Special Revenue Operational	Special Revenue Non-Aidable	Debt Service	Capital Projects	Enterprise	Internal Service	Capital Assets	General L/T Debt	Memorandum Only	
ASSETS											
Cash and Investments	23,889,023			3,319,657	3,260,693					30,469,373	
Receivables:											
Property Taxes	8,301,272									8,301,272	
Accounts	2,378,425	7,695	52,325							2,438,445	
Federal & State Aid	205,090	2,254,660	709,111							3,168,861	
Due From Other Funds					1,203,043					1,203,043	
Prepaid Expense	680,263									680,263	
Fixed Assets							175,286,808		3,319,657	175,286,808	
Amount Available in Debt Service Fund											
Amount to be Provided for											
Long Term Debt											
TOTAL ASSETS	\$ 35,454,073	\$ 2,262,355	\$ 761,436	\$ 3,319,657	\$ 3,260,693	\$ 1,203,043	\$ -	\$ 175,286,808	\$ 65,690,000	\$ 287,238,065	
LIABILITIES											
Accounts Payable	3,342,961	5,315	201			25,000				3,373,477	
Employee Related Payables	1,816,415	77,021	16,666							1,910,102	
Due to Other Funds	1,203,043									1,203,043	
Deferred Revenues	2,708,920	22,037				55,000				2,785,957	
Debt Service Payable									65,690,000	65,690,000	
TOTAL LIABILITIES	\$ 9,071,339	\$ 104,373	\$ 16,867	\$ -	\$ -	\$ 80,000	\$ -	\$ -	\$ 65,690,000	\$ 74,962,579	
FUND EQUITY											
Investment in Capital Assets							175,286,808			175,286,808	
Retained Earnings						1,123,043				1,123,043	
Fund Balances:											
Reserved for:											
Prepaid Expenses											
Capital Projects					3,260,693					3,260,693	
Debt Service				3,319,657						3,319,657	
Student Organizations			692,567							692,567	
Student Financial Assistance			52,002							52,002	
Designated:											
Operations (incl encumbrances)	25,853,020	2,157,982								28,011,002	
State Aid Fluctuations											
Post Retirement Benefits											
Subsequent Year	529,714									529,714	
Subsequent Years											
TOTAL FUND EQUITY	\$ 26,382,734	\$ 2,157,982	\$ 744,569	\$ 3,319,657	\$ 3,260,693	\$ 1,123,043	\$ -	\$ 175,286,808	\$ -	\$ 212,275,486	
TOTAL LIABILITIES AND FUND EQUITY	\$ 35,454,073	\$ 2,262,355	\$ 761,436	\$ 3,319,657	\$ 3,260,693	\$ 1,203,043	\$ -	\$ 175,286,808	\$ 65,690,000	\$ 287,238,065	

SCHEDULE OF LONG-TERM OBLIGATIONS

General Obligation Promissory Notes (10 years) issued in the amount of \$4,610,000 on April 15 2010

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2019-2020	210,000	7,350	217,350
TOTAL PAYMENTS DUE	\$ 210,000	\$ 7,350	\$ 217,350

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>
2019-2020	320,000	11,200	331,200
TOTAL PAYMENTS DUE	\$ 320,000	\$ 11,200	\$ 331,200

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>
2019-2020	235,000	5,875	240,875
TOTAL PAYMENTS DUE	\$ 235,000	\$ 5,875	\$ 240,875

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>
2019-2020	200,000	12,563	212,563
2020-2021	210,000	6,562	216,562
TOTAL PAYMENTS DUE	\$ 410,000	\$ 19,124	\$ 429,124

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>
2019-2020	200,000	16,400	216,400
2020-2021	210,000	8,400	218,400
TOTAL PAYMENTS DUE	\$ 410,000	\$ 24,800	\$ 434,800

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

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2019-2020	210,000	9,462	219,462
2020-2021	215,000	5,053	220,053
TOTAL PAYMENTS DUE	\$ 425,000	\$ 14,515	\$ 439,515

SCHEDULE OF LONG-TERM OBLIGATIONS (Cont'd)

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>
2019-2020	320,000	15,850	335,850
2020-2021	330,000	8,250	338,250
TOTAL PAYMENTS DUE	\$ 650,000	\$ 24,100	\$ 674,100

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>
2019-2020	275,000	8,400	283,400
2020-2021	285,000	4,275	289,275
TOTAL PAYMENTS DUE	\$ 560,000	\$ 12,675	\$ 572,675

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>
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	\$ 540,000	\$ 31,650	\$ 571,650

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>
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	\$ 2,625,000	\$ 137,125	\$ 2,762,125

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>
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	\$ 610,000	\$ 25,960	\$ 635,960

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>
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	\$ 465,000	\$ 21,495	\$ 486,495

SCHEDULE OF LONG-TERM OBLIGATIONS (Cont'd)

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>
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	\$ 635,000	\$ 37,800	\$ 672,800

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>
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	\$ 445,000	\$ 25,763	\$ 470,763

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>
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	\$ 3,555,000	\$ 270,600	\$ 3,825,600

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>
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	\$ 720,000	\$ 71,700	\$ 791,700

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>
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	\$ 500,000	\$ 42,500	\$ 542,500

SCHEDULE OF LONG-TERM OBLIGATIONS (Cont'd)

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

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
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	\$ 710,000	\$ 54,000	\$ 764,000

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>
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	\$ 4,600,000	\$ 379,588	\$ 4,979,588

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>
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	\$ 985,000	\$ 88,750	\$ 1,073,750

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>
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	\$ 985,000	\$ 90,600	\$ 1,075,600

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>
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	\$ 855,000	\$ 77,250	\$ 932,250

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>
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	\$ 830,000	\$ 71,750	\$ 901,750

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>
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	\$ 5,830,000	\$ 641,300	\$ 6,471,300

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>
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	\$ 1,025,000	\$ 106,100	\$ 1,131,100

General Obligation Promissory Notes (10 years) issued in the amount of \$2,000,000 on Decembe 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>
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	\$ 1,475,000	\$ 157,500	\$ 1,632,500

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>
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	\$ 5,755,000	\$ 286,200	\$ 6,041,200

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>
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	\$ 1,195,000	\$ 98,700	\$ 1,293,700

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>
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	\$ 1,195,000	\$ 98,700	\$ 1,293,700

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>
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	\$ 800,000	\$ 72,000	\$ 872,000

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>
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	\$ 1,235,000	\$ 170,500	\$ 1,405,500

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>
2019-2020	105,000	26,700	131,700
2020-2021	105,000	24,600	129,600
2021-2022	110,000	21,450	131,450
2022-2023	115,000	18,150	133,150
2023-2024	115,000	14,700	129,700
2024-2025	120,000	11,250	131,250
2025-2026	125,000	7,650	132,650
2026-2027	130,000	3,900	133,900
TOTAL PAYMENTS DUE	\$ 925,000	\$ 128,400	\$ 1,053,400

General Obligation Promissory Notes (10 years) issued in the amount of \$7,000,000 on July 6, 2017 through KeyBanc Capital Markets to finance \$5,500,000 for equipment, \$1,100,000 to finance the Human Patient Simulator Labs remodel and \$400,000 to finance various district repairs. (#801)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2019-2020	950,000	130,300	1,080,300
2020-2021	500,000	111,300	611,300
2021-2022	1,000,000	101,300	1,101,300
2022-2023	1,015,000	81,300	1,096,300
2023-2024	1,050,000	61,000	1,111,000
2024-2025	500,000	40,000	540,000
2025-2026	500,000	30,000	530,000
2026-2027	500,000	15,000	515,000
TOTAL PAYMENTS DUE	\$ 6,015,000	\$ 570,200	\$ 6,585,200

General Obligation Promissory Notes (10 years) issued in the amount of \$1,500,000 on August 1, 2017 through R.W. Baird & Co. to finance various district repairs. (#802)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2019-2020	140,000	32,600	172,600
2020-2021	145,000	29,800	174,800
2021-2022	145,000	26,900	171,900
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	\$ 1,230,000	\$ 162,800	\$ 1,392,800

SCHEDULE OF LONG-TERM OBLIGATIONS (Cont'd)

General Obligation Promissory Notes (10 years) issued in the amount of \$1,500,000 on February 8, 2018 through R.W. Baird & Co. to finance the Kenosha EVOC track. (#803)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2019-2020	150,000	37,600	187,600
2020-2021	155,000	34,600	189,600
2021-2022	160,000	31,500	191,500
2022-2023	165,000	26,700	191,700
2023-2024	170,000	21,750	191,750
2024-2025	180,000	16,650	196,650
2025-2026	185,000	11,250	196,250
2026-2027	190,000	5,700	195,700
TOTAL PAYMENTS DUE	\$ 1,355,000	\$ 185,750	\$ 1,540,750

General Obligation Promissory Notes (10 years) issued in the amount of \$1,500,000 on March 14, 2018 through R.W. Baird & Co. to finance the Racine Building second floor remodel. (#804)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2019-2020	150,000	39,150	189,150
2020-2021	155,000	36,150	191,150
2021-2022	160,000	31,500	191,500
2022-2023	165,000	26,700	191,700
2023-2024	170,000	21,750	191,750
2024-2025	180,000	16,650	196,650
2025-2026	185,000	11,250	196,250
2026-2027	190,000	5,700	195,700
TOTAL PAYMENTS DUE	\$ 1,355,000	\$ 188,850	\$ 1,543,850

General Obligation Promissory Notes (10 years) issued in the amount of \$1,500,000 on May 10, 2018 through R.W. Baird & Co. to finance the Madrigano remodel and Kenosha Academic Classroom Upgrades. (#805)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2019-2020	-	37,650	37,650
2020-2021	-	37,650	37,650
2021-2022	290,000	37,650	327,650
2022-2023	300,000	28,950	328,950
2023-2024	125,000	19,950	144,950
2024-2025	130,000	16,200	146,200
2025-2026	135,000	12,300	147,300
2026-2027	135,000	8,250	143,250
2027-2028	140,000	4,200	144,200
TOTAL PAYMENTS DUE	\$ 1,255,000	\$ 202,800	\$ 1,457,800

General Obligation Promissory Notes (10 years) issued in the amount of \$6,500,000 on July 5, 2018 through FTN Financial Capital Markets to finance \$5,000,000 for equipment and \$1,500,000 for the Racine Building second floor remodel. (#806)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2019-2020	400,000	192,700	592,700
2020-2021	620,000	182,700	802,700
2021-2022	1,900,000	164,100	2,064,100
2022-2023	1,970,000	107,100	2,077,100
2023-2024	280,000	48,000	328,000
2024-2025	290,000	39,600	329,600
2025-2026	300,000	30,900	330,900
2026-2027	310,000	18,900	328,900
2027-2028	320,000	9,600	329,600
TOTAL PAYMENTS DUE	\$ 6,390,000	\$ 793,600	\$ 7,183,600

SCHEDULE OF LONG-TERM OBLIGATIONS (Cont'd)

General Obligation Promissory Notes (10 years) issued in the amount of \$1,000,000 on August 1, 2018 through R. W. Baird & Co. to finance various district repairs. (#807)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2019-2020		34,000	34,000
2020-2021		34,000	34,000
2021-2022		34,000	34,000
2022-2023		34,000	34,000
2023-2024	200,000	34,000	234,000
2024-2025	200,000	26,000	226,000
2025-2026	200,000	18,000	218,000
2026-2027	200,000	12,000	212,000
2027-2028	200,000	6,000	206,000
TOTAL PAYMENTS DUE	\$ 1,000,000	\$ 232,000	\$ 1,232,000

General Obligation Promissory Notes (10 years) issued in the amount of \$1,500,000 on November 8, 2018 through R. W. Baird & Co. to finance the iMet Expansion. (#808)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2019-2020		56,000	56,000
2020-2021		56,000	56,000
2021-2022	200,000	56,000	256,000
2022-2023	200,000	50,000	250,000
2023-2024	205,000	44,000	249,000
2024-2025	210,000	35,800	245,800
2025-2026	220,000	27,400	247,400
2026-2027	230,000	18,600	248,600
2027-2028	235,000	9,400	244,400
TOTAL PAYMENTS DUE	\$ 1,500,000	\$ 353,200	\$ 1,853,200

General Obligation Promissory Notes (10 years) issued in the amount of \$1,500,000 on March 13, 2019 through R. W. Baird & Co. to finance the Kenosha Academic Building second floor remodel. (#809)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2019-2020		56,648	56,648
2020-2021		53,950	53,950
2021-2022	200,000	53,950	253,950
2022-2023	200,000	47,950	247,950
2023-2024	205,000	41,950	246,950
2024-2025	210,000	35,800	245,800
2025-2026	220,000	27,400	247,400
2026-2027	230,000	18,600	248,600
2027-2028	235,000	9,400	244,400
TOTAL PAYMENTS DUE	\$ 1,500,000	\$ 345,648	\$ 1,845,648

General Obligation Promissory Notes (10 years) issued in the amount of \$1,000,000 on April 10, 2019 through R. W. Baird & Co. to finance various district repairs. (#811)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2019-2020		39,000	39,000
2020-2021		40,000	40,000
2021-2022		40,000	40,000
2022-2023		40,000	40,000
2023-2024		40,000	40,000
2024-2025	200,000	40,000	240,000
2025-2026	200,000	32,000	232,000
2026-2027	-	24,000	24,000
2027-2028	200,000	24,000	224,000
2028-2029	400,000	16,000	416,000
TOTAL PAYMENTS DUE	\$ 1,000,000	\$ 335,000	\$ 1,335,000

SCHEDULE OF LONG-TERM OBLIGATIONS (Cont'd)

General Obligation Promissory Notes (10 years) issued in the amount of \$1,500,000 on May 1, 2019 through R. W. Baird & Co. to finance the Kenosha Academic Building second floor remodel. (#813)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2019-2020	500,000	50,417	550,417
2020-2021		40,000	40,000
2021-2022		40,000	40,000
2022-2023		40,000	40,000
2023-2024		40,000	40,000
2024-2025	200,000	40,000	240,000
2025-2026	200,000	32,000	232,000
2026-2027	200,000	24,000	224,000
2027-2028	200,000	16,000	216,000
2028-2029	200,000	8,000	208,000
TOTAL PAYMENTS DUE	\$ 1,500,000	\$ 330,417	\$ 1,830,417

General Obligation Promissory Notes (10 years) Proposed issuances totaling \$14,000,000 including issues in the amount of \$6,500,000 in July 2019 (\$5,000,000 for Equipment and \$1,500,000 for various district repairs); \$1,500,000 in August 2019 for various district repairs; \$1,500,000 in February 2020 for the Kenosha Academic Building second floor remodel; \$1,500,000 in March 2020 for the Kenosha Evoc Track; \$1,500,000 in May 2020 for the Kenosha Academic Building second floor remodel; \$1,500,000 in June 2020 for various district repairs. (#806A - #811F)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2019-2020		290,611	290,611
2020-2021	200,000	557,833	757,833
2021-2022	705,000	552,000	1,257,000
2022-2023	1,530,000	523,800	2,053,800
2023-2024	1,560,000	462,600	2,022,600
2024-2025	1,795,000	400,200	2,195,200
2025-2026	1,865,000	328,400	2,193,400
2026-2027	1,950,000	253,800	2,203,800
2027-2028	2,035,000	175,800	2,210,800
2028-2029	2,120,000	94,400	2,214,400
2029-2030	240,000	9,600	249,600
TOTAL PAYMENTS DUE	\$ 14,000,000	\$ 3,649,044	\$ 17,649,044

COMBINED SCHEDULE OF LONG-TERM OBLIGATIONS

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2019-2020	11,985,000	2,089,760	14,074,760
2020-2021	12,490,000	2,068,483	14,558,483
2021-2022	11,845,000	1,757,298	13,602,298
2022-2023	11,540,000	1,419,175	12,959,175
2023-2024	8,390,000	1,077,188	9,467,188
2024-2025	6,840,000	825,300	7,665,300
2025-2026	5,470,000	604,750	6,074,750
2026-2027	4,605,000	418,650	5,023,650
2027-2028	3,565,000	254,400	3,819,400
2028-2029	2,720,000	118,400	2,838,400
2029-2030	240,000	9,600	249,600
TOTAL PAYMENTS DUE	\$ 79,690,000	\$ 10,643,004	\$ 90,333,004

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 FY2018-19 is \$79,690,000. The 5% limit is \$2,270,195,909.

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 FY2018-19. The 2% limit is \$908,078,364.

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Statistical Section

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PROPERTY TAX IMPACT

The tax rate for the FY2019-20 budget is \$.80365 per thousand dollars of valuation, including .50026 for operations and 0.30339 for debt service. The tax rate for the FY2018-19 budget was .80433 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.

Based upon a **\$200,000** house, the projected annual 2020 tax payment by the owner to support the educational programs and services at Gateway Technical College for FY2019-20 will be **\$.80365** per \$1,000 of equalized valuation, or **\$160.73** as in this example.

**GATEWAY TECHNICAL COLLEGE
EQUALIZED VALUE AND TAX LEVY BY DISTRIBUTION
FISCAL YEAR 2018-19**

		TAXABLE EQUALIZED VALUATION(1)	PERCENT OF TOTAL	AMOUNT OF TAX LEVY
Kenosha County:				
Town of	BRIGHTON	\$ 209,528,500	0.004846	\$ 168,529.78
	PARIS	232,724,300	0.005382	187,187
	RANDALL	555,036,300	0.012836	446,432
	SOMERS	93,540,100	0.002163	75,237
	WHEATLAND	348,832,200	0.008067	280,576
Village of	BRISTOL	627,829,100	0.014519	504,981
	GENOA CITY	315,700	0.000007	254
	PADDOCK LAKE	244,154,100	0.005646	196,380
	PLEASANT PRAIRIE	2,899,525,900	0.067054	2,332,172
	SALEM LAKES	1,372,585,500	0.031742	1,104,010
	SOMERS	737,164,200	0.017047	592,922
	TWIN LAKES	820,963,000	0.018985	660,324
City of	KENOSHA	5,939,942,600	0.137366	4,777,666
Racine County:				
Town of	BURLINGTON	727,952,200	0.016834	585,513
	DOVER	366,776,900	0.008482	295,009
	NORWAY	372,547,189	0.008615	299,650
	RAYMOND	522,232,400	0.012077	420,047
	WATERFORD	789,442,400	0.018256	634,971
	YORKVILLE	521,121,400	0.012051	419,153
Village of	CALEDONIA	2,133,721,200	0.049344	1,716,213
	ELMWOOD PARK	40,532,200	0.000937	32,601
	MOUNT PLEASANT	2,779,454,000	0.064277	2,235,595
	NORTH BAY	36,484,500	0.000844	29,346
	ROCHESTER	388,133,800	0.008976	312,187
	STURTEVANT	546,554,400	0.012639	439,609
	UNION GROVE	306,455,200	0.007087	246,491
	WATERFORD	442,177,800	0.010226	355,656
	WIND POINT	250,608,000	0.005795	201,571
City of	BURLINGTON	937,827,400	0.021688	754,321
	RACINE	3,342,437,150	0.077296	2,688,418
Walworth County:				
Town of	BLOOMFIELD	111,023,000	0.002567	89,299
	DARIEN	209,717,300	0.004850	168,682
	DELAVAN	979,391,100	0.022649	787,752
	EAST TROY	812,501,400	0.018790	653,518
	GENEVA	895,530,000	0.020710	720,300
	LAFAYETTE	274,363,800	0.006345	220,679
	LAGRANGE	785,996,400	0.018177	632,199
	LINN	1,847,775,200	0.042731	1,486,219
	LYONS	436,911,900	0.010104	351,421
	RICHMOND	248,101,400	0.005738	199,555
	SHARON	82,799,500	0.001915	66,598
	SPRING PRAIRIE	260,458,200	0.006023	209,494
	SUGAR CREEK	403,498,300	0.009331	324,545
	TROY	273,279,800	0.006320	219,807
	WALWORTH	236,170,400	0.005462	189,959
	WHITEWATER	326,915,300	0.007560	262,947
Village of	BLOOMFIELD	378,021,200	0.008742	304,053
	DARIEN	120,364,400	0.002784	96,813
	EAST TROY	341,427,200	0.007896	274,620
	FONTANA	1,118,027,100	0.025855	899,261
	GENOA CITY	203,129,500	0.004698	163,383
	MUKWONAGO	21,350,500	0.000494	17,173
	SHARON	76,766,700	0.001775	61,746
	WALWORTH	227,149,900	0.005253	182,703
	WILLIAMS BAY	759,500,300	0.017564	610,888
City of	BURLINGTON	746,300	0.000017	600
	DELAVAN	584,656,700	0.013521	470,256
	ELKHORN	768,220,500	0.017766	617,902
	LAKE GENEVA	1,339,707,300	0.030982	1,077,565
	WHITEWATER	531,726,600	0.012297	427,683
		\$ 43,241,826,839	1.0000000	\$ 34,780,642

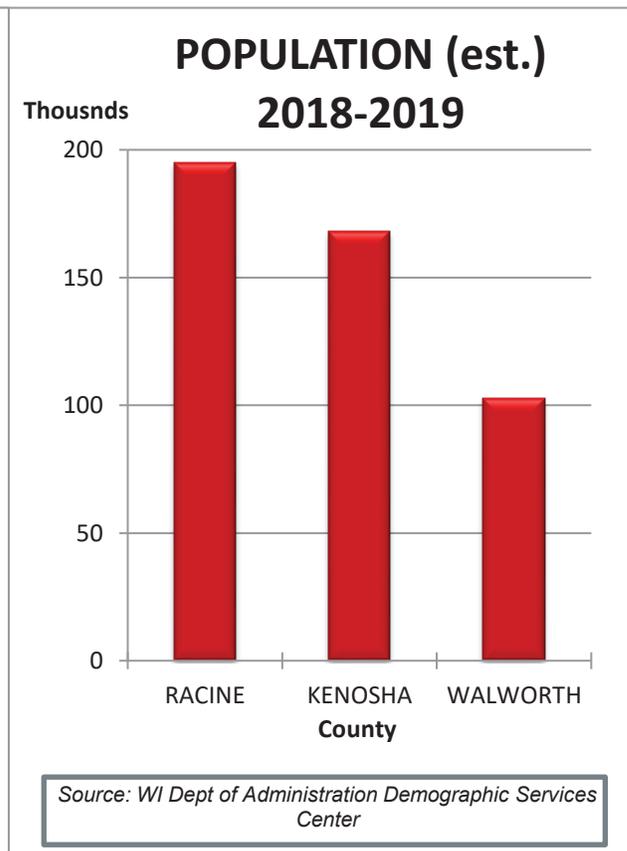
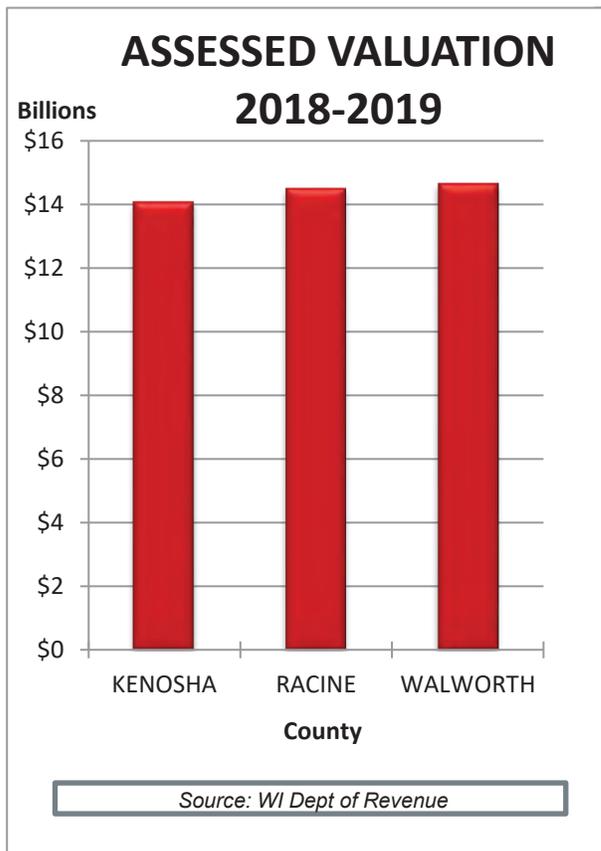
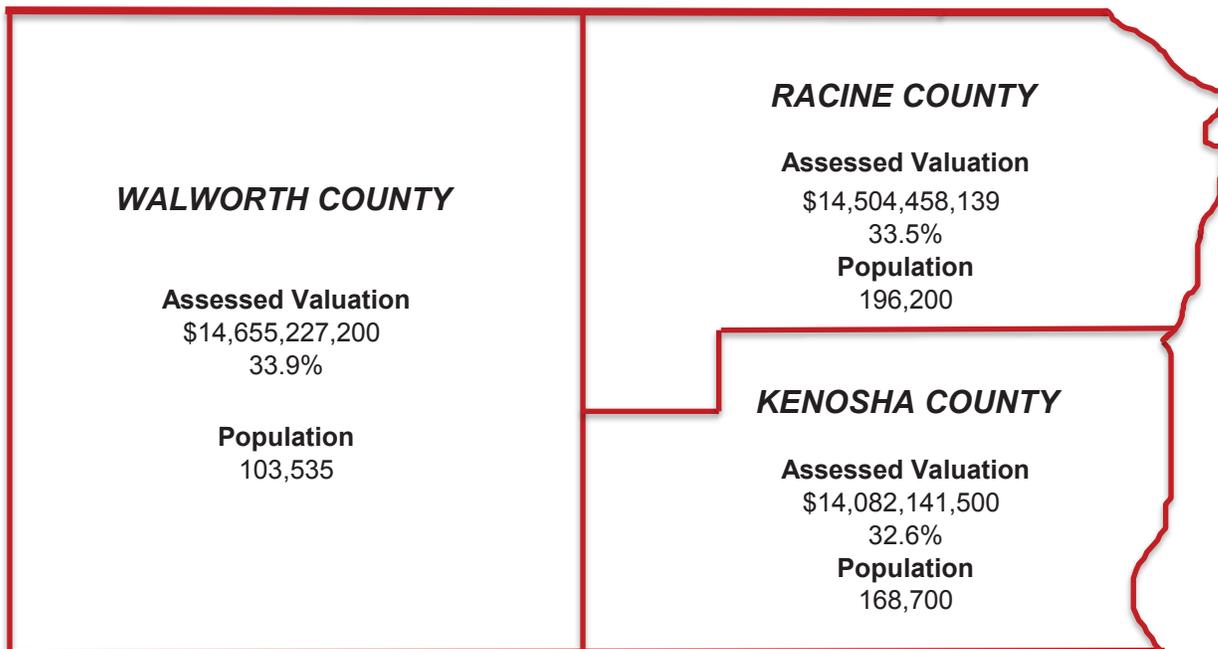
(1) Source: Wisconsin Department of Revenue, as of October, 2018. Valuation is assumed to increase 5% for FY19-20 budgetary purposes.

Gateway Technical College Equalized Valuations and Mill Rates

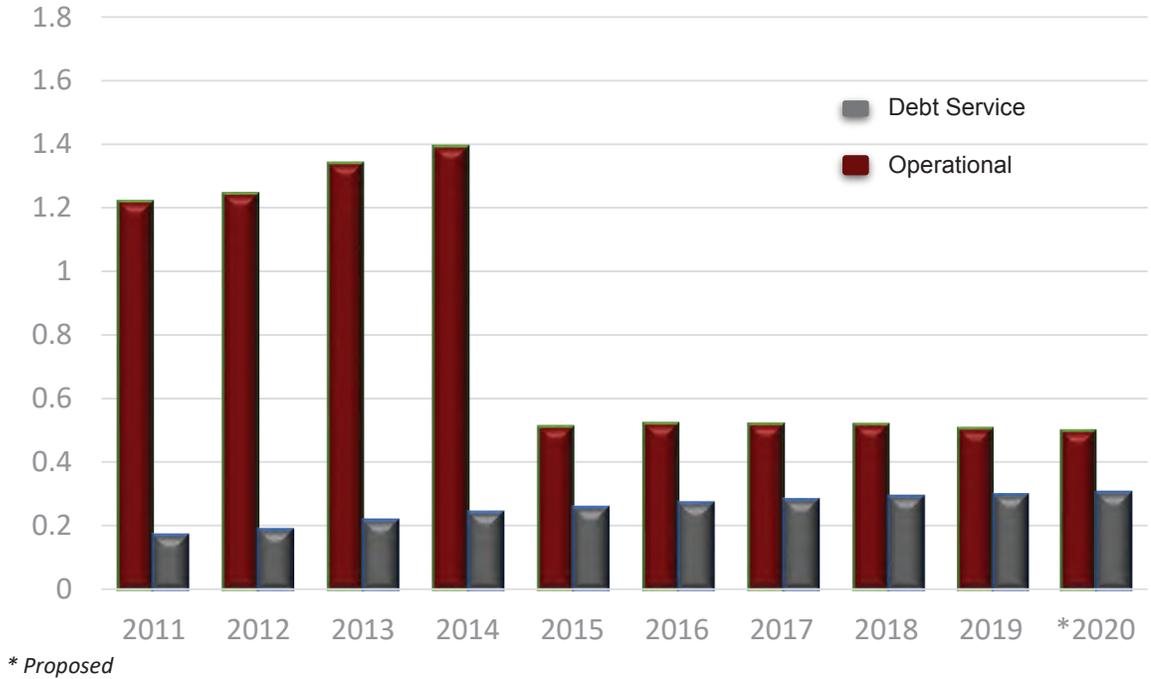
Fund	Actual 2015-16	% Change	Actual 2016-17	% Change	Actual 2017-18	% Change	Actual 2018-19	% Change	Budget 2019-20	% Change
General	\$17,813,826	4.5%	\$18,428,071	3.4%	\$19,195,714	4.2%	\$19,869,437	3.5%	\$20,619,437	3.8%
Special Revenue - Operational	2,049,205	-1.8%	\$ 2,049,205	0.0%	\$ 2,049,205	0.0%	\$ 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	19,908,031	3.80%	20,522,276	3.09%	21,289,919	3.74%	21,963,642	3.17%	22,713,642	3.42%
Debt Service	10,316,000	7.46%	11,081,000	7.42%	11,925,000	7.62%	12,817,000	7.48%	13,775,000	7.47%
Total Tax Levy	\$30,224,031	5.02%	\$31,603,276	4.56%	\$33,214,919	5.10%	\$34,780,642	4.71%	\$36,488,642	4.91%
Mill Rates										
Operations	0.52358	2.0%	0.52132	-0.4%	0.52039	-0.2%	0.50793	-2.4%	0.50026	-1.5%
Debt Service	0.27131	5.6%	0.28149	3.8%	0.29148	3.5%	0.29640	1.7%	0.30339	2.4%
Total Mill Rate	0.79489	3.19%	0.80281	1.00%	0.81187	1.13%	0.80433	-0.93%	0.80365	-0.08%
Property Values										
Equalized Valuation - Taxable	\$38,022,995,861	1.77%	\$39,366,010,570	3.53%	\$40,911,627,308	3.93%	\$43,241,826,839	5.70%	\$45,403,918,181	5.00%
Value of Tax Exempt Computers ⁽¹⁾	\$177,585,500	69.0%	\$146,668,800	-17.4%	\$146,668,800	0.0%	\$146,668,800	0.0%	\$146,668,800	0.0%
State Aid for Exempt Computers	\$141,161	74.4%	\$117,747	-16.6%	\$119,478	1.5%	\$122,369	2.4%	\$122,369	0.0%

⁽¹⁾ Wisconsin Act 237 exempted business computers from being subject to property taxes beginning with the FY 2000 tax levy. The act calls for state aid to offset the loss of property tax revenue.

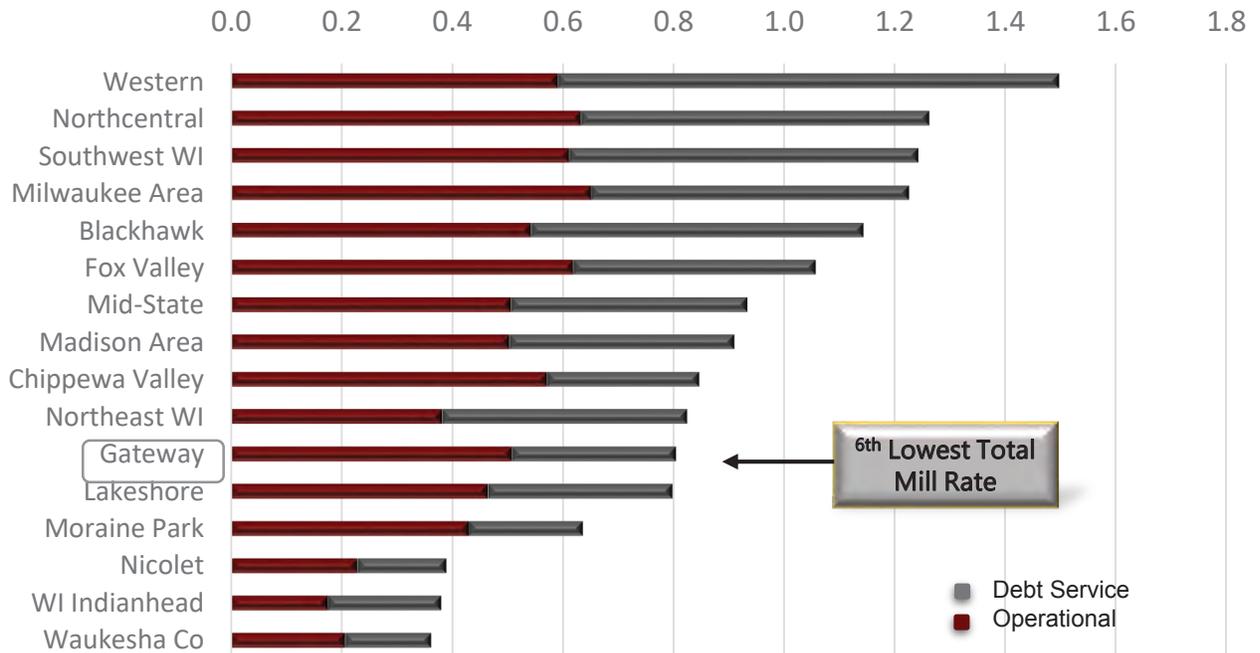
ASSESSED VALUATION POPULATION 2018-19



GATEWAY TECHNICAL COLLEGE TOTAL MILL RATES 2011– 2020*

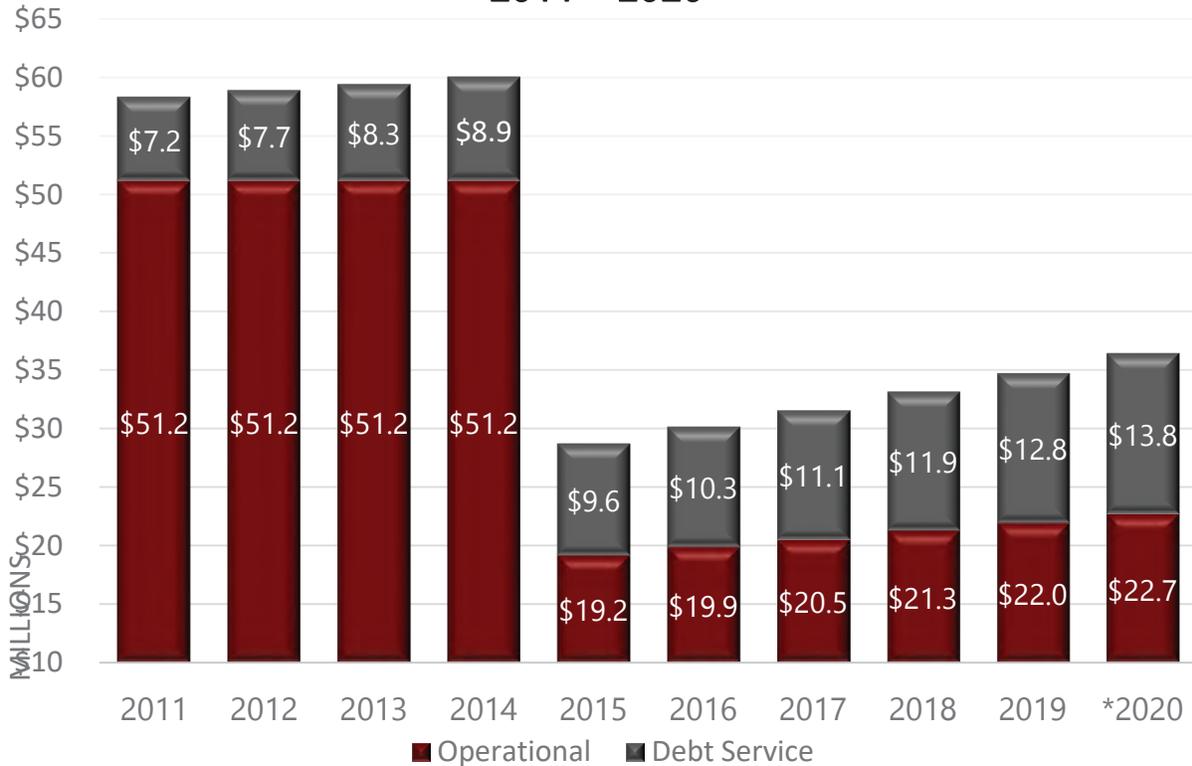


TOTAL MILL RATES BY DISTRICT Fiscal Year 2018-19

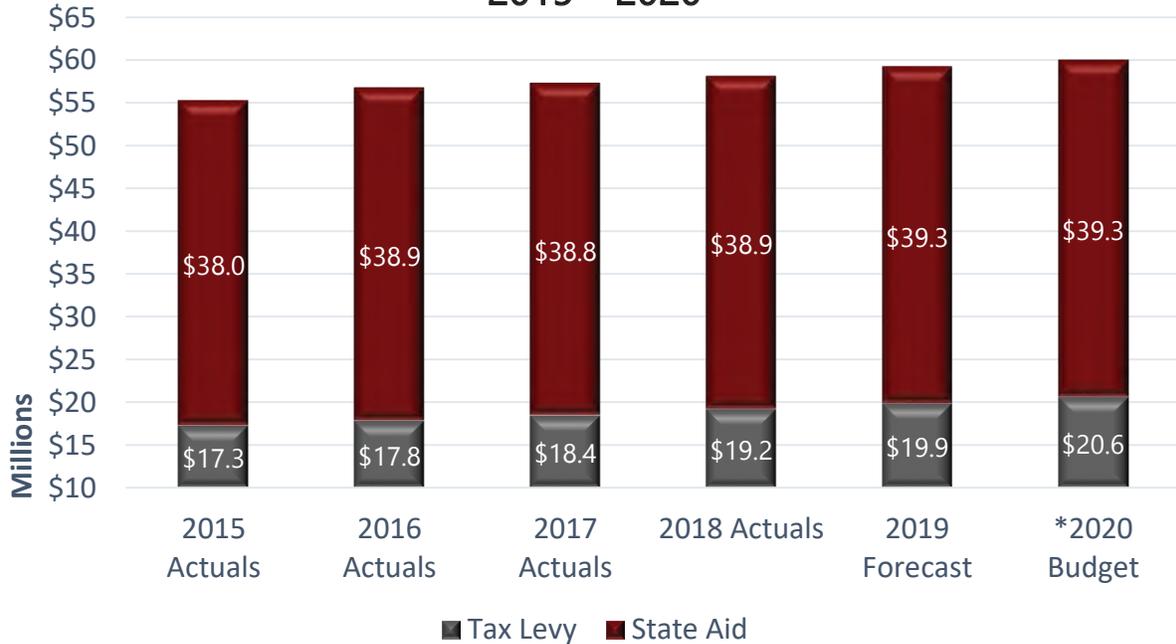


Source: Comprehensive Annual Financial Report, June 30, 2018
WTCS Mill Rates and Total Tax Levy FY2014-15 reflects Wisconsin Act 145

TOTAL OPERATIONAL VS DEBT TAX LEVY 2011 – 2020*



LOCAL TAX LEVY VS STATE AID 2015 – 2020*



* Proposed

Source: Comprehensive Annual Financial Report, June 30, 2018

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

BUDGET SUMMARY 2019-20

GENERAL FUND

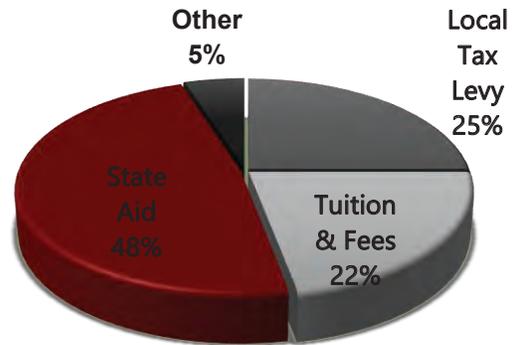
The General Fund is used to account for all financial activities except those required to be accounted for in another fund.

<u>Revenues</u>	<u>FY20 Budget</u>	<u>% of Total</u>
Local Tax Levy	\$20,619,437	25%
Tuition & Fees	17,876,708	22%
State Aid	39,290,076	48%
Other Revenues	<u>4,429,934</u>	<u>5%</u>
Total Revenue	\$82,216,155	100%

<u>Expenses</u>	<u>FY20 Budget</u>	<u>% of Total</u>
Salaries & Wages	\$49,051,526	60%
Fringe Benefits	18,277,412	22%
Other Expenses	<u>14,887,217</u>	<u>18%</u>
Total Expenses	\$82,216,155	100%

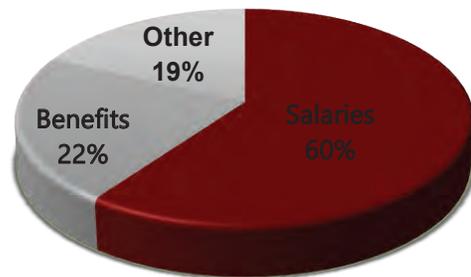
Revenues

The General Fund includes \$82.2 million in revenues, \$20.6 million from local tax levy, \$17.9 from student tuition and fees, \$39.3 million from state aid, and \$4.4 million from other revenue sources consisting of interest, book store royalties, contracts for services, high school contracts, room rentals, etc.

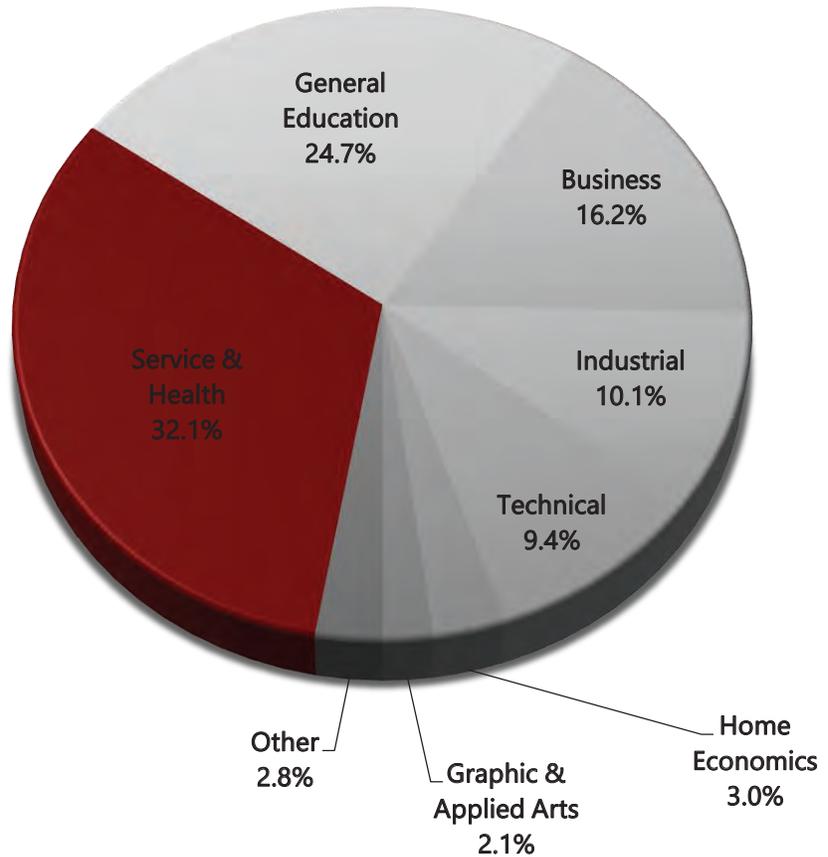


Expenses

\$82.2 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. \$49.1 million is budgeted for salaries and wages, \$18.3 million for employee fringe benefits, and \$14.9 million for other current expenses consisting of utility expense, professional services, supplies, and various other operating costs.



GENERAL FUND EXPENSES INSTRUCTIONAL PROGRAMS 2019-20 Budget



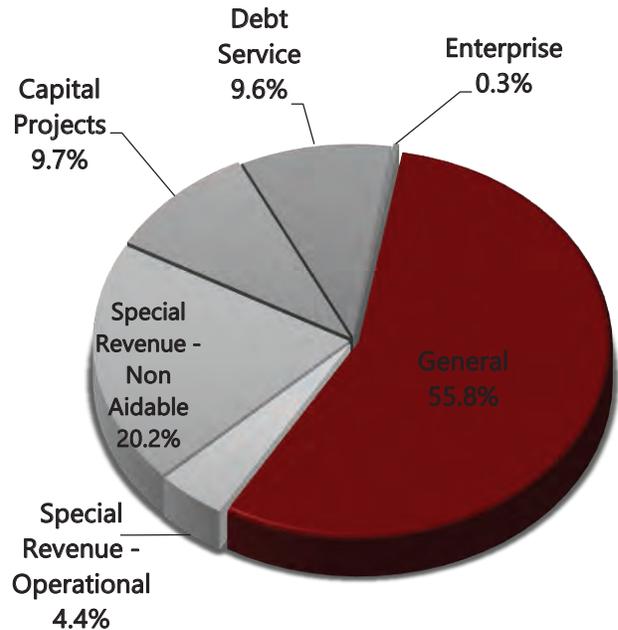
Gateway Technical College prepares students for rewarding careers through more than 80 associate degree and diploma programs. In addition, advanced technical certificates are offered to professionals seeking additional training or certification in their fields of expertise.

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 2019-20 Expenditures by Fund

Expenditures by Fund	2019-20 Budget
General	\$82,216,155
Special Revenue- Operational	6,453,526
Special Revenue- Non Aidable	29,724,000
Capital Projects	14,250,000
Debt Service	14,200,000
Enterprise	525,000
Total All Funds	\$147,368,681



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.

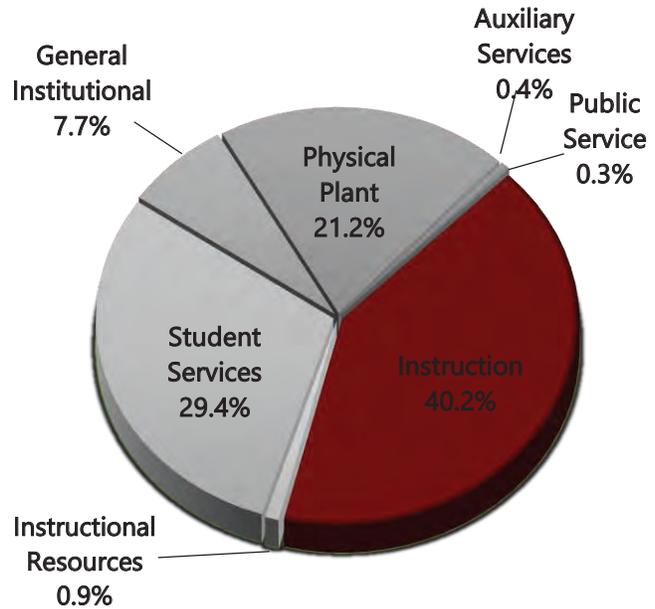
Capital Projects Fund – used to account for financial resources and related financial activity for the acquisition and improvement of sites and for the acquisitions, construction, equipping and renovation of buildings.

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 2019-20 Expenditures by Function

Expenditures by Function	2019-20 Budget
Instruction	\$59,218,316
Instructional Resources	1,313,809
Student Services	43,366,356
General Institutional	11,316,704
Physical Plant	31,212,996
Auxiliary Services	525,000
Public Service	415,500
Total All Funds	\$147,368,681



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.

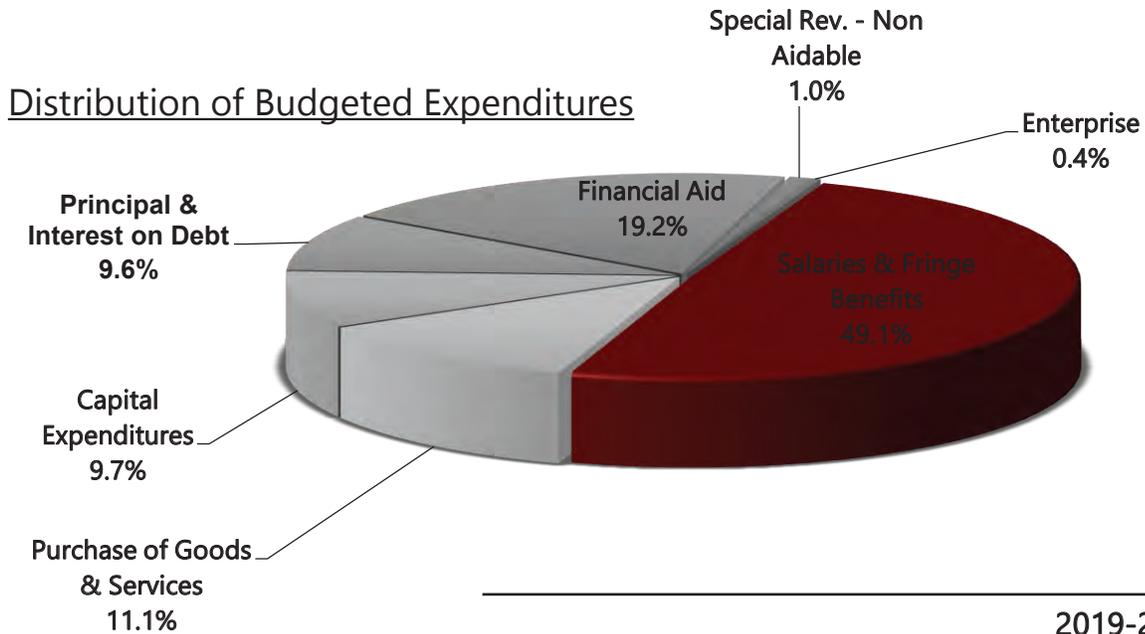
Public Service – This function includes the radio station, WGTD.

THE GATEWAY DOLLAR
Fiscal Year 2019-20
All Funds

INDIRECT MONEY FLOW IMPACT...

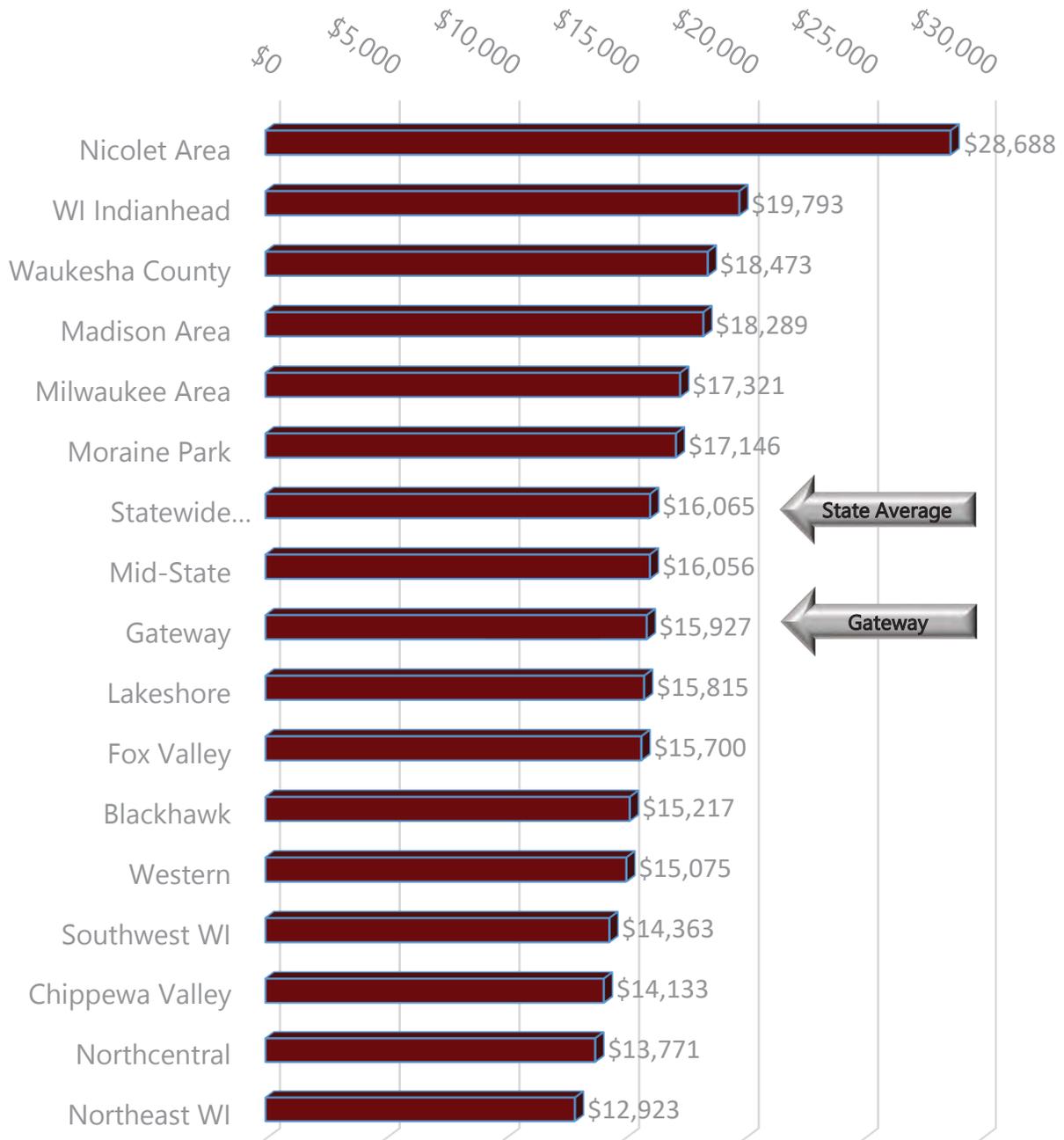
Gateway’s related spending for goods and services in Kenosha, Racine and Walworth Counties stimulates the economy whenever a local dollar changes hands.

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



Distribution of Expenses	2019-20 Budget
Salaries & Fringe Benefits	\$72,299,024
Purchase of Goods & Services	16,370,657
Capital Expenditures	14,250,000
Principal Interest & Debt	14,200,000
Financial Aid	28,258,000
Special Revenue-Non Aidable	1,466,000
Enterprise Fund	525,000
Total All Funds	\$147,368,681

TOTAL 2017-18 ACTUAL COSTS PER FTE BY DISTRICT



Source: WTCS Schedule B-7, Total 2017-18 Actual Costs per FTE by District

**GENERAL FUND - RESERVE BALANCE
FUND BALANCE PERCENTAGE TO REVENUES**

<u>At June 30,</u>	<u>Fund Balance Designated for Operations</u>	<u>% to Revenues</u>	<u>Total Fund Balance</u>	<u>% to Revenues</u>
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 Actual ⁽¹⁾	\$ 19,037,439	23.9	\$ 27,637,274	34.7
2018 Actual ⁽¹⁾	\$ 20,087,034	25.0	\$ 25,696,531	32.0
2019 Forecast ⁽²⁾	\$ 20,243,522	25.0	\$ 26,382,734	32.6
2020 Proposed	\$ 20,554,039	25.0	\$ 26,382,734	32.1

⁽¹⁾ Source: *Comprehensive Annual Financial Report*

⁽²⁾ Source: *March 2019 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⁾

	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 ACTUAL	2018-19 EST.	2019-20 EST.
By Aid Category										
Associate Degree	5,157	5,075	4,751	4,313	3,930	3,815	3,644	3,659	3,586	3,514
Vocational Diploma	437	455	467	498	464	451	446	481	471	462
Basic Education	660	548	471	479	408	392	344	290	284	279
Vocational Adult	128	139	124	128	117	126	103	111	109	107
Community Services	-	-	-	-	-	-	-	22	22	21
Grand Total:	6,382	6,217	5,813	5,419	4,919	4,784	4,537	4,563	4,472	4,382
By Division										
Agriculture	43	43	31	34	32	44	45	46	45	44
Business	1,193	1,202	1,163	1,001	1,011	962	893	859	842	825
Graphic & Applied Arts	98	91	78	68	73	78	82	82	80	79
Home Economics	150	142	137	134	136	111	95	101	99	97
Industrial	163	178	184	201	202	224	236	254	249	244
Service & Health	1,538	1,552	1,501	1,360	1,150	1,079	1,003	1,038	1,017	997
Technical	392	329	299	285	271	286	278	286	280	275
Television	-	-	-	-	-	-	-	-	-	-
General Education	2,806	2,681	2,420	2,336	2,044	2,000	1,905	1,897	1,859	1,822
Grand Total:	6,382	6,217	5,813	5,419	4,919	4,784	4,537	4,563	4,472	4,382

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		Unduplicated Total
	Associate degree	Technical Diploma	Vocational Adult		Community service program	Duplicated Total	
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	11,495	2,128	4,469	3,231	0	21,323	18,880
2018	13,163	2,365	4,508	2,647	9	22,692	20,509
2019 Est.	12,900	2,318	4,418	2,594	9	22,238	20,099

Fiscal Year Ended June 30	Agriculture	Business	Graphics & Applied Arts	Home Economics	Industrial	Service & Health	Technical & Television	General Education	Duplicated Total
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	147	4,026	275	422	997	6,199	1,519	10,240	23,825
2017	170	3,412	261	374	1,082	5,494	1,321	9,433	21,547
2018	159	3,349	278	371	1,237	5,542	1,387	9,326	21,649
2019 Est.	156	3,282	272	364	1,212	5,431	1,359	9,139	21,216

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 2017		FISCAL YEAR 2018	
	FTE'S	% OF TOTAL	FTE'S	% OF TOTAL
Milwaukee Area	10,198	16.6%	9,893	16.1%
Madison Area	8,953	14.5%	8,764	14.2%
Fox Valley	6,041	9.8%	5,855	9.5%
Northeast	5,959	9.7%	5,811	9.4%
Gateway	4,537	7.4%	4,563	7.4%
Chippewa Valley	3,814	6.2%	3,866	6.3%
Waukesha County	3,580	5.8%	3,521	5.7%
Northcentral	3,241	5.3%	3,177	5.2%
Western	3,179	5.2%	3,083	5.0%
Moraine Park	2,682	4.4%	2,526	4.1%
Indianhead	2,186	3.5%	2,149	3.5%
Mid-State	1,782	2.9%	1,752	2.8%
Lakeshore	1,779	2.9%	1,683	2.7%
Blackhawk	1,502	2.4%	1,502	2.4%
Southwest	1,331	2.2%	1,354	2.2%
Nicolet	854	1.4%	842	1.4%

Source: WTCS

Gateway Technical College 2018 Graduate Profile

GRADUATES AND RESPONDENTS

- 1,645 associate degree and technical diploma graduates
- 1,259 graduates responded
- 99% of respondents satisfied with their training

GRADUATE EMPLOYMENT

- 92% of graduates in the labor market are employed
- 75% of graduates employed in the Gateway district
- 82% of graduates employed in a field related to their training
- Average annual salary \$39,579* of graduates

DIVERSITY OF OUR GRADUATES

- 67% are women
- 31% are minorities

GRADUATES GOALS

- 47% attended Gateway to prepare for getting a job
- 37% attended to prepare for further education
- 9% attended to prepare for a career change
- 5% attended to upgrade their current job skills
- 2% attended for personal interest
- 1% other

we are
futuremakers

CAMPUS/CENTER LOCATIONS

2019-2020 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		
	Accounting (10-101-1)	■			■			■		■	
Administrative Professional (10-106-6)	■							■			2 Years
Advanced Manufacturing Technology (10-664-2)					■						2 Years
Aeronautics – Pilot Training (10-402-1)								■			2 Years
Arboriculture/Urban Forestry Technician (10-001-5)				■							2 Years
Architectural – Structural Engineering Technician (10-614-6)								■			2 Years
Construction Project Management (Concentration Area)					■						
Automotive Technology (10-602-3)							■		■		2 Years
Business Management (10-102-3)								■			2 Years
Civil Engineering Technology – Highway Technology (10-607-4)								■			2 Years
Civil Engineering Technology – Fresh Water Resources (10-607-9)								■			2 Years
Criminal Justice Studies (10-504-5)							■				2 Years
Culinary Arts (10-316-1)				■							2 Years
* Dental Hygiene (10-508-1)					■						2 Years
(Shared program with Milwaukee Area Technical College)											
Diesel Equipment Technology (10-412-1)							■				2 Years
Construction Equipment Repair (Concentration Area)											
Early Childhood Education (10-307-1)								■			2 Years
Electrical Engineering Technology (10-662-1)								■			2 Years
Biomedical Engineering Technology (Concentration Area)											
Sustainable Energy Systems (Concentration Area)											
Electronics (10-605-1)			■								2 Years
Fire Medic (10-531-2)							■		■		2 Years
Foundations of Teacher Education (10-522-2)									■		2 Years
Graphic Communications (10-204-3)				■							2 Years
Greenhouse Operations (10-001-6)									■		2 Years
+ Health Information Technology (10-530-1)									■		2 Years
Hospitality Management (10-109-2)									■		2 Years
Food and Beverage (Concentration Area)											
Tourism & Attractions (Concentration Area)											
Human Service Associate (10-520-3)											2 Years
+ Individualized Technical Studies (10-825-1)											2 Years
Technical Studies – Journeyworker (10-499-5)											
Information Technology – Computer Support Specialist (10-154-3)									■		2 Years
Information Technology – Cybersecurity Specialist (10-151-2)									■		2 Years
Information Technology – Data Analytics Specialist (10-156-3)									■		2 Years
Information Technology – Network Specialist (10-150-2)									■		2 Years
Information Technology – Software Developer (10-152-1)									■		2 Years
Information Technology – Web Software Developer (10-152-4)									■		2 Years
Interior Design (10-304-1)									■		2 Years
Leadership Development (10-196-1)									■		2 Years
Marketing (10-104-3)									■		2 Years
Mechanical Design Technology (10-606-1)									■		2 Years
+ Nursing – Associate Degree (ADN/RN) (10-543-1)		■									2 Years
Paramedic Technician (10-531-1)									■		2 Years
+ Physical Therapist Assistant (10-524-1)									■		2 Years
Professional Communications (10-699-1)									■		2 Years
* Respiratory Therapist (10-515-1)									■		2 Years
(Shared program with Milwaukee Area Technical College)											
Supply Chain Management (10-182-1)									■		2 Years
+ Surgical Technology (10-512-1)									■		2 Years
Veterinary Technician (10-091-1)									■		2 Years

■ Most program courses taught at this location – some travel may be required to other locations.
 General Studies courses are offered on all campuses.
 + Special Conditions; Contact Student Services
 * Shared program



CAMPUS/CENTER LOCATIONS

2019-2020 Gateway Technical College Technical Diploma Programs

(current as of date printed)
Most programs may be started on any campus.

TECHNICAL DIPLOMAS	Elkhorn Campus	Burlington Center	HERO Center	Kenosha Campus	Horizon Center	Lakeview Center	Racine Campus	SC Johnson IMET Center	Online
	Advanced EMT (30-531-6)	■		■	■			■	
Accounting Assistant (31-101-1)	■			■			■		
Automotive Maintenance Technician (31-404-3)	■			■			■		
Barber Technologist (30-502-5)	■			■			■		
Building Trades-Carpentry (31-475-1)	■			■			■		■
Business Services Manager (31-102-5)	■			■			■		
CNC Production Technician (31-444-2)	■			■			■		
CNC Programmer (31-444-3)	■			■			■		
Cosmetology (31-502-1)	■			■			■		
Criminal Justice – Law Enforcement 720 Academy (30-504-2)	■			■			■		
Culinary Assistant (31-316-1)	■			■			■		
+ Dental Assistant (31-508-1)	■			■			■		
Diesel Equipment Mechanic (31-412-1)	■			■			■		
Emergency Medical Technician (30-531-3)	■			■			■		
EMT-Paramedic (31-531-1)	■			■			■		
Electromechanical Maintenance Technician (31-620-3)	■			■			■		
Electronics Technician Fundamentals (30-605-1)	■			■			■		
Facilities Maintenance (31-443-2)	■			■			■		
Firefighter Technician (31-503-1)	■			■			■		
Foundations of Lodging and Hospitality Management (30-109-3)	■			■			■		
Gas Utility Construction and Service (31-469-2)	■			■			■		
IT – Computer Support Technician (31-154-6)	■			■			■		
IT – Web Programmer (31-152-6)	■			■			■		
+ Medical Assistant (31-509-1)	■			■			■		
Motorcycle, Marine and Outdoor Power Products (31-461-2)	■			■			■		
Nursing Assistant (30-543-1)	■			■			■		
Office Assistant (31-106-1)	■			■			■		
+ Ophthalmic Medical Assistant (31-516-4)	■			■			■		
(Shared Program with Lakeshore Technical College)									
+ Pharmacy Technician (31-536-1)	■			■			■		
Refrigeration, Air Conditioning and Heating Service Technician (31-401-1)	■			■			■		
Small Business Entrepreneurship (31-145-1)	■			■			■		
Tool and Die Technician (31-439-1)	■			■			■		
Truck Driving (30-458-1)	■			■			■		
Veterinary Assistant (31-091-3)	■			■			■		
Welding (31-442-1)	■			■			■		
Robotics (Concentration Area)									
Welding/Maintenance and Fabrication (30-442-2)	■			■			■		

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
Building Trades-Carpentry (31-475-1)	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
Electromechanical Maintenance Technician (31-620-3)	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
IT – Computer Support Technician (31-154-6)	1 Year
IT – Web Programmer (31-152-6)	1 Year
+ Medical Assistant (31-509-1)	1 Year
Motorcycle, Marine and Outdoor Power Products (31-461-2)	1 Year
Nursing Assistant (30-543-1)	6 Weeks
Office Assistant (31-106-1)	1 Year
+ Ophthalmic Medical Assistant (31-516-4)	15 Weeks
(Shared Program with Lakeshore Technical College)	
+ Pharmacy Technician (31-536-1)	1 Year
Refrigeration, Air Conditioning and Heating Service Technician (31-401-1)	1 Year
Small Business Entrepreneurship (31-145-1)	1 Year
Tool and Die Technician (31-439-1)	1 Year
Truck Driving (30-458-1)	1 Year
Veterinary Assistant (31-091-3)	1 Year
Welding (31-442-1)	1 Year
Robotics (Concentration Area)	
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
			■					
			■					



2019-2020 Gateway Technical College Advanced Technical Certificates

(current as of date printed)
Contact Student Services for enrollment information.

Gerontological and Rehabilitative Nursing Care (10-810-21)
Urban Farming (10-810-20)

- Most program courses taught at this location – some travel may be required to other locations.
- General Studies courses are offered on all campuses.
- + Special Conditions; Contact Student Services
- * Shared program

Administration Center

3520 - 30th Avenue
Kenosha, WI 53144-1690

Burlington Center

496 McCanna Pkwy.
Burlington, WI 53105-3623

SC Johnson iMET Center

2320 Renaissance Blvd.
Sturtevant, WI 53177-1763

Elkhorn Campus

400 County Road H
Elkhorn, WI 53121-2046

HERO Center

380 McCanna Pkwy
Burlington, WI 53105-3622

**Horizon Center for
Transportation Technology**

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

Inspire Center

3520 - 30th Avenue
Kenosha, WI 53144-1690

Kenosha Campus

3520 - 30th Avenue
Kenosha, WI 53144-1690

**LakeView Advanced
Technology Center**

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

Racine Campus

1001 South Main Street
Racine, WI 53403-1582

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