



# 2017-2018 Adopted District Budget

Fox Valley Technical College  
Appleton, Wisconsin





## **DISTRICT BUDGET 2017-2018**

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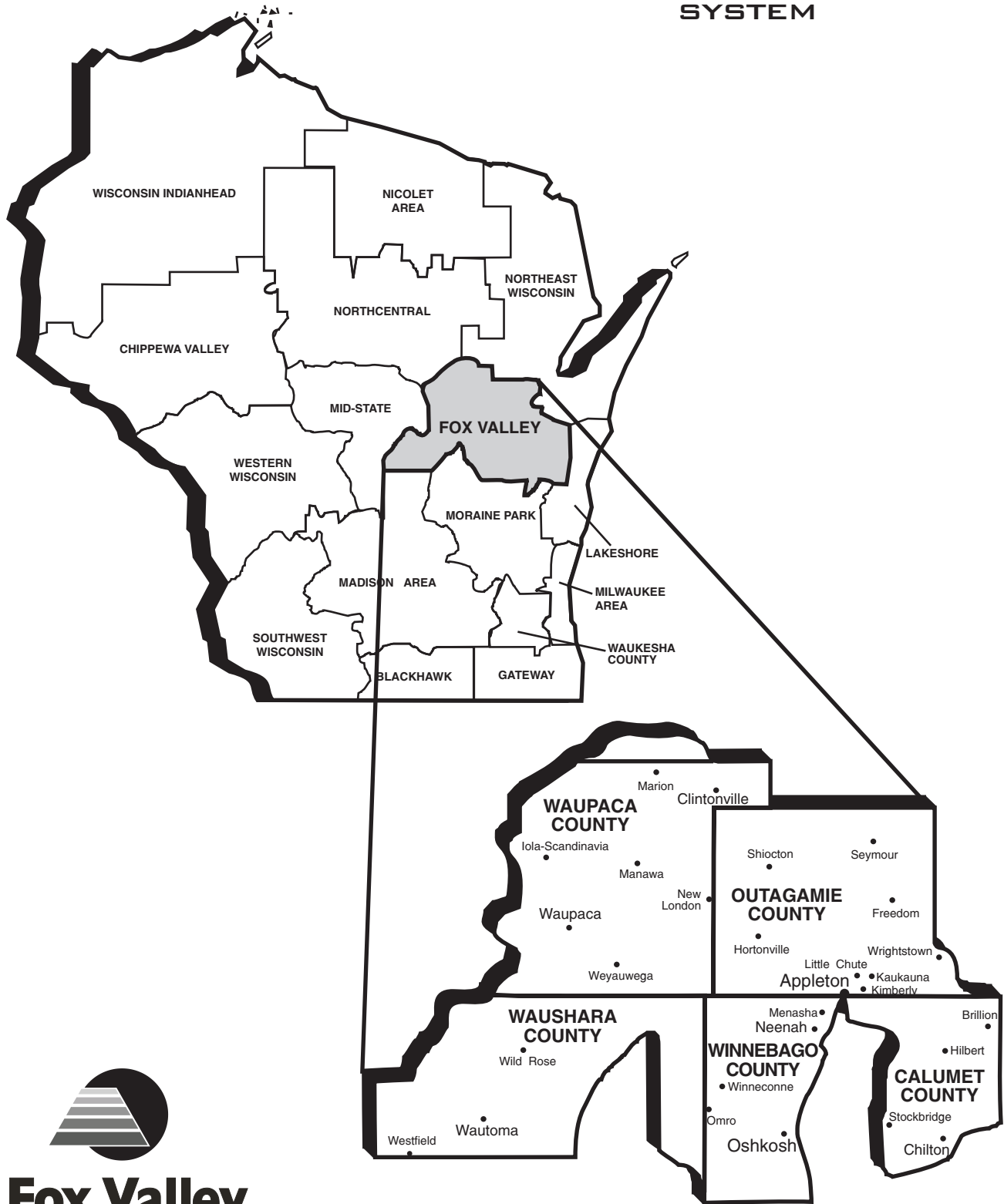
### **REPORT ISSUANCE**

*Official: Amy Van Straten, CPA, Vice President for Financial Services/Chief Financial Officer*  
*Issue Date: June 2017*

### **DISTRICT OFFICE**

Fox Valley Technical College  
1825 North Bluemound Drive  
P.O. Box 2277  
Appleton, Wisconsin 54912-2277  
*Contact: Faith Schiedermayer, CPA, Budget & Financial Reporting  
Manager–Financial Services*  
(920) 735-2528, schiedef@fvtc.edu

# WISCONSIN TECHNICAL COLLEGE SYSTEM



**Fox Valley**  
TECHNICAL COLLEGE

**FVTC District**

# FOX VALLEY TECHNICAL COLLEGE PROPOSED 2017-2018 BUDGET DOCUMENT

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# Section 1

## Policy & Operations



[www.fvtc.edu](http://www.fvtc.edu)

May 2017

To the Citizens of the Fox Valley Technical College District:

We welcome this opportunity to provide you with the highlights of our 2017-18 budget plan. The foundation of this plan is our mission, which is to provide relevant technical education and training to support student goals, a skilled workforce and the economic vitality of our communities.

Our most recent graduate placement report shows that 94% of our alumni are employed within six months of graduation. The College's close connections to area employers help us create quality educational programs that are well-grounded in industry and highly relevant to workforce opportunities. Our extensive partnerships with employers also provide incredible resources for use by our technical programs, faculty and students.

### ***Investments to Support Future Success***

In October 2016, the Board of Trustees endorsed the use of operating reserves to finance key projects. Several facility projects were essentially on hold pending completion of the April 2012 referendum projects, as well as the resulting relocations that occurred when main-campus programs moved to the Public Safety Training Center.

- Natural Resources Program Classroom and Office Remodel - The relocation of IT Instructional offices, classrooms and labs made 5,500 square feet available for reallocation in D-Building. The Natural Resources program will be relocated within D-Building to gain a more efficient layout for computer labs, survey labs and classrooms as well as improved storage space. The project will be completed by December 2017 and is expected to cost \$1.5 million.
- Physics and Biology Labs Remodel – As stated above, the relocation of IT Instruction created space in D-Building. The space has not been comprehensively updated since the original construction in 1970. The remodeled space includes separate labs for Physics and Biology, which were formerly shared, modern fume hoods and furniture designed to support the lab environment. The project will be completed by August 2017 and is expected to cost \$1.6 million.
- Truck Fleet Modernization – The Truck Driving program has grown 51% over the last four years, as measured by full-time students. The College invested \$1 million this year to upgrade the fleet and enable the removal of the oldest trucks and trailers. The new equipment will reduce maintenance costs and improve the training experience for students.

The 2017-18 budget supports two key facility investments.

- Wautoma Regional Center – FVTC will build a new regional center in Wautoma on approximately three acres of land that is currently part of the Wautoma School District's property and adjacent to Wautoma High School. With an estimated cost of \$3 million, the new center will provide educational spaces for expanded programming from each of the seven academic divisions, distance learning capabilities and community service offerings. The new center will be open for students in the fall of 2018.
- Chemistry, Anatomy and Physiology (A&P) Labs Remodel - The relocation of Natural Resources within D-Building will create additional space for science programs. This available space, together with the existing chemistry lab, science storeroom and cadaver lab will be re-purposed

to better meet instructional needs. The redesigned space will contain two Anatomy & Physiology Labs, a General Chemistry Lab, and a Clinical Chemistry Lab. The project is expected to cost \$1.3 million.

### ***Plans and Initiatives for 2017-18***

The College offers over 200 associate degree and technical diploma programs, apprenticeship trades and certificates each year. Several new academic programs will be available this fall:

- Neurodiagnostic Technician – Associate Degree
- Medical Laboratory Technician – Associate Degree
- Bookkeeper – Embedded Technical Diploma
- Baking and Pastry Production – Technical Diploma
- Oiler/Lubricator – Trade Apprenticeship

We anticipate delivering \$9.8 million of customized training and technical assistance for the region's businesses and other organizations. Anticipated growth areas for specialized training include Truck Driving, and Global Studies.

The College continues to receive large federal grants to provide criminal justice professionals with enhanced tools and training to protect the nation's children. In total, the College has budgeted \$10 million to coordinate and/or deliver national training for the US Department of Justice next year.

The programs and initiatives described above represent a small subset of the projects and programs supported by the proposed budget. Please refer to the following detailed sections of this document for more information:

Key Accomplishments for 2016-17

Operating Initiatives 2017-18

Capital Budget Initiatives 2017-18

Degree/Diploma Program Offerings, Apprenticeships and Certificates

### ***Balancing the Budget***

When revenue is constrained, as it has been in recent years, the College must reduce expenditures or find supplemental revenue. The 2017-18 Combined Operating Budget for expenditures is \$110.2 million, which is \$1.2 million less than the current year budget.

Major sources of revenue are described here, in order of magnitude.

- **General State Aids** – State Aid is estimated at **\$38.3 million**, essentially flat. This figure includes \$29.1 million of Property Tax Relief Aid, formerly part of Property Tax Revenue (Local Government).
- **Property Tax Revenue (Local Government)** – State statute limits the operating levy increase to the value available from net new construction in the District. This value is anticipated to be 2%. The proposed budget is **\$23 million** for this item.
- **Program (Tuition) & Student Fees** – The College's third largest source of operating revenue is expected to be **\$22.1 million**. The state-set tuition rate increase is assumed to be 0% next year. The proposed budget conservatively assumes that enrollments will be the same as in the current year.

- **Federal Grant Revenue** – Total federal grant revenue is expected to be **\$11.3 million**. Grant revenue is divided between US Department of Justice grants (\$10 million) and other federal grants (\$1.3 million).
- **Business & Industry Training/Technical Assistance Fees** – **\$9.8 million** in revenue is expected to support the delivery of customized training and technical assistance for business and industry. This training is targeted to employers and their incumbent workforce. Professional Development Seminars are also delivered to employed individuals. Seminar revenue is included in the business & industry category and accounts for \$699,340 of the total budget.
- **Other State Aid** – Other aids include program-specific grants totaling **\$2.3 million**.
- **Donations** – Donations of cash, equipment or supplies made by regional businesses and citizens directly lessen the financial burden placed on students and District taxpayers.

Supplemental Revenue usually takes the form of a draw on reserves (fund balance). The College proposes using \$1.3 million of reserves to support strategic investments in the start-up phase and to support general operations in the current environment of constrained revenue.

Some Expenditure Reductions are related to the current-year decline in student enrollments, such as the non-replacement of five open faculty positions and reduced instructional supply and printing budgets. Other savings will be realized by making processes more efficient, procurements more cooperative and facilities more energy efficient.

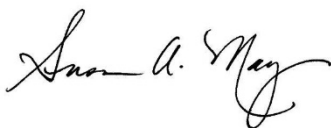
### ***Additional Information about the 2017-18 Budget***

This budget document represents the proposed fiscal plan for the operation of Fox Valley Technical College for the year beginning July 1, 2017. The plan supports the delivery of the College's progressive educational agenda to serve 50,000 people in our community and beyond.

If the District's property valuation increases 2% due to net new construction, the total mill rate will increase to \$1.121943 per \$1,000 of equalized valuation. This means that the owner of a \$100,000 property in the FVTC District could expect to pay \$112 in property taxes for technical college purposes, compared to \$111 paid this year.

This budget reflects the efforts of the FVTC Board of Trustees, administration and staff to allocate resources to support the quality educational programs and services we provide to residents of the District. Through these programs and services, we have had a positive impact on the quality of life in our region. We consistently support the local economy each year by preparing 2,800 graduates annually for the workforce, as well as upgrading the skills of over 20,000 incumbent workers throughout the region. On behalf of the Fox Valley Technical College Board of Trustees, faculty and staff, we thank you for your continued support.

Sincerely,



Dr. Susan A. May  
President/CEO



Dr. Dominick Madison  
Chair, Board of Trustees

## **KEY ACCOMPLISHMENTS 2016-17**

### **Vision 2020 launched**

In August of 2016, FVTC Board of Trustees approved the Vision 2020 Strategic Plan for 2016-2020. Vision 2020 includes Mission, Vision, and three Strategic Directions: Access to Technical Education, Student Success and Workforce & Community Development. Each strategic direction includes 5–6 strategies that set the focus of future initiatives. A new dimension is the inclusion of Foundational College Strategies focused on: Collaborative Culture and Operational Effectiveness. These elements are key to successfully supporting Vision 2020 with targeted efforts in the Strategic Measures and College Annual Objectives.

### **Student Relationship Management (SRM) Project**

The Recruitment module of the SRM was launched with extensive involvement of Recruitment, Marketing, and Retention teams. This module provides staff with multiple tools and measures to facilitate ongoing engagement with prospects as they move from inquiry to enrollment, and give teams the ability to make improvements based on data. As a multi-year collaborative effort, the SRM brings the appropriate communication tools, including personal outreach, to students at the times when they have the potential to make the most impact.

### **FVTC Promise Scholars Program launched**

In August of 2016, the FVTC Foundation launched the FVTC Promise Scholars program. The first phase of this partnership between the Foundation and the College has focused on fundraising and recruitment of the District's qualified 2017 high school graduates. A total of 837 applications were received for the FVTC Promise Scholars program, with all applicants now working on completing the application materials and qualifying for the Promise.

### **Faculty and Support Staff Merit-Based Pay Plan**

All merit-based pay plan components for faculty and staff have been implemented, which include linkage of discretionary increases to employee evaluations, exceptional merit awards for faculty and support staff, and a progression system for earned increases based on activities that align with college objectives and reflect characteristics of exemplary staff. To support implementation, HR systems were developed for key processes, manager forums have been established for ongoing collaboration and calibration, and a communication strategy was followed to inform and engage employees and managers. Initial options and resources for progression are now available to staff, with additional options and resources under development. Next steps include further development of options for progression, fine-tuning of processes, and ongoing monitoring and improvement.

### **Business Continuity Plan**

During the fall of 2016, a cross functional team determined the components of the plan, identified critical functions, and established a timeline for the Business Continuity Plan. Small group interviews, utilizing our Districts Mutual Insurance (DMI) consultant and team members, were conducted in January and early February for each of the identified critical function areas. The completed plan is in place going forward.

## **KEY ACCOMPLISHMENTS 2016-17, continued**

### **Student Housing – Tech Village**

In the fall of 2016, Tech Village opened adjacent to FVTC's Appleton campus to provide housing for up to 270 students. The complex features 54 suite-style apartments containing three single bedrooms, one double bedroom, two full bathrooms and a common living and kitchen space. Each floor has laundry facilities and a study or gathering area. Tech Village is privately owned and managed, although some aspects are closely coordinated with FVTC. This type of housing arrangement has become a common and practical approach for many schools across the country, bringing together what property management companies and colleges do best.

### **Wautoma Regional Center**

Faculty and staff from around the College are continuously engaging with key stakeholders in our District to assess need and offer solutions to advance workforce readiness. Key to those efforts in this academic year has been the conceptualization and planning for enhancing our presence in Waushara County. Extensive discussions with public and private entities in the region have resulted in a business case and recommendations for a new facility which was approved by the Board of Trustees in February. Planning is under way for the construction phase of the new center.

### **Customer Service Registration Process**

In 2016-17, work continued to focus on streamlining and consolidating the registration and payment processes to be intuitive, consistent, efficient, and user-friendly. The team is working to design an on-line solution to achieve optimal functionality for both internal and external customers. A revised project charter is currently being completed to reflect the updated project. The current registration process is customized based on the type of educational offering. The College serves not only traditional program students, but also community course takers, employed individuals interested in business training and individuals who are eligible for grant-funded training. The redesigned process will provide a single sign-on solution, the ability for customers to create their own ID, a single registration system for all customers and a payment option that is visible and easily accessible.

### **Programs Launched in 2016-17**

As communicated in the 2016-17 Operating Initiatives one year ago, the following programs were successfully launched:

- **IT – Information Systems Security Specialist (AAS)** IT – Information Systems Security Specialists monitor and implement security measures to protect an organization's computer network(s) and systems. They ensure appropriate security controls are in place to safeguard digital files and vital electronic infrastructure and respond to computer security breaches and viruses.
- **Occupational Aide Readiness (OAR) Project – Clerical Aide (Technical Diploma)** – A Clerical Aide provides a wide variety of services, including any combination of: maintaining basic office records, completing basic mailing projects, preparing basic business documents, using common office software, recognizing and greeting customers, and taking and relaying telephone messages. Upon completion, this diploma prepares graduates with the basic skills needed in an office.

## KEY ACCOMPLISHMENTS 2016-17, continued

- **Therapeutic Massage (Technical Diploma)** – The Therapeutic Massage technical diploma provides training for a professional career in massage therapy or enhances skills and knowledge of individuals already in the healthcare field. Students gain a comprehensive understanding of human anatomy with specific attention focused on the musculoskeletal system and will receive a high degree of technical training with emphasis on massage techniques and therapy applications. Hands-on and practical business application are part of the experience through the student-operated on-campus clinic. Upon successful completion, graduates are prepared to take the exam to and obtain the Wisconsin Department of Safety and Professional Services massage therapy and bodywork therapy license.
- **Digital Marketing (Embedded Technical Diploma)** – The Digital Marketing technical diploma explores the power of electronic marketing. By learning the principles of digital marketing, students are able to effectively communicate marketing messages using targeted campaigns and tactics. Marketing technology tools are used to learn how to engage informed target audiences, while delivering business results. Graduates able to pursue employment in digital marketing at business to consumer (B2C) and business to business (B2B) organizations.
- **Business Operations (Embedded TD)** – The Business Operations technical diploma is a great fit for either an entry level employee or a seasoned worker looking to update their skills. Students learn how to apply supervision, marketing, human resources and accounting skills in a business setting. In addition, opportunities to grow communication skills rounds out the training. This diploma can be completed in one year.

## MISSION, VISION, VALUES, PURPOSES, AND STRATEGIC DIRECTIONS

### **Our Mission Is To:**

Provide relevant technical education and training to support student goals, a skilled workforce, and the economic vitality of our communities.

### **Our Vision Is To Be:**

A catalyst in engaging partners to bring innovative educational solutions to individuals, employers, and communities – transforming challenges into opportunities.

## VALUES

Statements of core values are designed to characterize the desired teaching/learning environment and to guide the development of institutional policies and practices. Accordingly, all members of the Fox Valley Technical College community affirm the following College values:

- **Integrity** – We value responsible, accountable, ethical behavior in an atmosphere of honest, open communication, and with mutual respect.
- **Collaborative Partnerships** – We value partnerships with business, industry, labor, government, educational systems, and our communities.
- **Innovation** – We value creativity, responsible risk-taking, and enthusiastic pursuit of new ideas.
- **Continuous Improvement** – We value continuous improvement of our programs, services, and processes through employee empowerment and professional development in a team-based culture.
- **Customer Focus** – We value our internal and external customers and actively work to meet their needs.
- **Diversity** – We value an educational environment that attracts and supports a diverse student/staff community and fosters global awareness.
- **Sustainability** – We value the responsible use of resources to achieve balance among social, economic, and environmental practices.

## PURPOSES

Fox Valley Technical College, consistent with statutorily mandated purposes, holds to the following purposes:

1. Deliver (a) Associate Degree, Diploma, and (b) Certificate-level educational programs which provide the skills and knowledge necessary to address occupational competencies from initial job-entry to advanced certification.
2. Provide training and education to upgrade the occupational skills of individuals and the business and industry work force.
3. Offer related academic and technical support courses for joint labor/management apprenticeship programs.
4. Design and deliver customized training, consulting services, and technical assistance in partnership with public and private sector employers to further economic development.
5. Provide community services and avocational or self-enrichment activities.
6. Collaborate with secondary schools, colleges and universities to enable students' smooth passage between educational systems.
7. Provide (a) basic skills programming and (b) counseling services necessary to enhance the success of students.
8. Offer educational programming and supportive services for special populations to address barriers prohibiting participation in education and employment.

## STRATEGIC DIRECTIONS AND FOUNDATIONAL COLLEGE STRATEGIES

The Vision 2020 strategic plan was formally adopted by the Board in August 2016. These directions will guide the College through 2020. Strategies for each strategic direction have been articulated and implementation is integrated into the College Annual Objectives. The strategic measures and targets are monitored by College administration and the Board.

### Vision 2020 Strategic Directions

***Access to Technical Education – Attract more students to technical career fields through targeted marketing, streamlining complex processes, and reducing known barriers.***

#### ***Strategies:***

- Redesign student intake processes focusing on career navigation, onboarding and readiness assessment.
- Implement solutions that further address financial and other educational barriers.
- Streamline and simplify the multiple registration systems and processes.
- Transition dual enrollment high school students into technical college program enrollees.
- Implement a comprehensive parent/family awareness campaign, engaging employers as partners in this effort.
- Actively engage with youth organizations to expand awareness of technical occupations and opportunities.

***Student Success – Improve students' completion of credentials through the redesign of academic and support service systems and practices.***

***Strategies:***

- Develop new integrated solutions to improve Adult Basic Education transition to post-secondary technical programs and related careers.
- Invest in academic and student support services that improve retention and graduation rates, especially for those most at risk.
- Improve outcomes for students of color.
- Continue to advance the quality of instruction in all formats including online learning.
- Continue to invest in employee development which results in improved student outcomes.
- Develop specific program pathway plans that map / support completion for both part-time and full-time students.

***Workforce & Community Development – Work with regional partners to develop solutions that address workforce gaps in all employment sectors.***

***Strategies:***

- Convene community partners to tackle persistent obstacles to self-sufficiency.
- Assess unmet workforce needs and develop targeted strategies in all regions of the District.
- Expand incumbent worker training, enhancing the skillsets of the existing workforce.
- Partner with employers to reach and provide opportunities to populations with untapped potential.
- Actively engage regional workforce and economic development organizations as full partners in addressing the talent shortage.

**Foundational College Strategies**

**Collaborative Culture**

Foster a cross-functional environment of open communication and cooperation.

**Operational Effectiveness**

Aim for the most efficient use of resources and optimal alignment of processes.

## FVTC Vision 2020 Strategic Plan Measures

Measures	2015-16 Baseline	2016-17 Target	2019-20 Goal
<b>SD Access to Technical Education – Attract more students to technical career fields through targeted marketing, streamlining complex processes, and reducing known barriers.</b>			
Measure 1.1 – Number of new students enrolled in technical career field	4,164	4,200	4,500
Measure 1.2 – Number of students transitioning directly from high school graduation into technical college programs	1,094	1,330	1,500
Measure 1.3 – Number of dual-enrollment students transitioning directly from high school graduation into technical college programs	273	290	400
Measure 1.4 – Number of FVTC Promise scholars	NA	1,200 applicants	600
<b>SD Student Success – Improve students’ completion of credentials through the redesign of academic and support service systems and practices.</b>			
Measure 2.1 – Number of ABE students who successfully complete a post-secondary course [OBF 4*]	164	200	275
Measure 2.2 – Number of ABE students transitioning to programs	118	136	175
Measure 2.3 – % of program students persisting year to year (Fall/Spring students enrolled next Fall)	58.7%	59%	60%
Measure 2.4 – % of program students of color persisting year to year	51.7%	54%	60%
Measure 2.5 – Number of graduates earning technical college credentials	2,913	2,900	3,200
Measure 2.6 – Percent of graduates representing students of color	10.5%	11%	14%
<b>SD Workforce &amp; Community Development – Work with regional partners to develop solutions to address workforce gaps in key employment sectors.</b>			
Measure 3.1 – % of graduates employed in a related field [OBF1*]	85%	>80%	>80%
Measure 3.2 – Number of program graduates in high demand fields [OBF2*]	1,781	>1,800	>1,800
Measure 3.3 – Number of credits earned in workforce training categories [OBF7*])	32,590	33,000	35,000
Measure 3.4 – Customized training/technical assistance volume	\$10.2M	\$10.4M	\$11 M
Measure 3.5 – Number of employers served through workforce training	2,010	2,060	2,200

\* OBF=Outcomes Based Funding

## ENVIRONMENTAL SCAN

### Key Sector Trends

#### **Education trends – Higher Education**

- ❑ The demographic dearth of traditional college age individuals compared to other population age groups coupled with low unemployment and baby boomer retirements point to the continued decline or leveling in higher education enrollment trends for the foreseeable future.
- ❑ Declining new enrollments have increased the focus toward keeping currently enrolled students in college to graduation.
- ❑ Retention to graduation is a major focus with increased efforts to utilize predictive (or action) analytics to identify patterns of at-risk behavior in order to monitor and intervene when students demonstrate early signs of difficulty staying on track to graduation.
- ❑ Colleges are challenged to organize more advising and counseling resources toward reaching the “Murky Middle”- students with a 2.0 to 3.0 grade point average - who are least likely to seek needed support compared to their peers who are higher achieving (likely to graduate) or more lower achieving (highly at-risk).
- ❑ With accelerating degree completion as a priority, the granting of credit to students for prior learning or experiences to equate to college credit is gaining interest and incentives.
- ❑ Community college researchers recommend a transformation from the dominant “cafeteria” model of college service design to a “guided pathways” design creating a less independent, self-directed college experience to a more streamlined and monitored approach to foster completion.
- ❑ Accrediting/funding entities continue to emphasize the need for colleges to examine and redesign areas of the curriculum that present persistent obstacles to successful learning outcomes.
- ❑ To recognize completion at progressive levels, colleges are urged to establish career pathways within degree programs that build certified expertise or credentials with logical on and off-ramps.
- ❑ Over 60 percent of FVTC program students attend part-time, which is a long-term trend. However, with nearly full employment and workers in need of training, even more students will attend as part-time students, creating more demand for flexibility in class scheduling, format and delivery.
- ❑ Transcribed/dual credit for courses taken at the high school that apply to technical college courses are growing in popularity as a method for experiencing career pathways and earning college level credit, particularly in fields that are facing a skills shortage (e.g. manufacturing).
- ❑ The rise of badges and micro-credentials may pose interesting opportunities for skills-based programs as well as challenges to the traditional degree credential as the passport to future jobs.
- ❑ Regional educational ecosystems (K-12, community colleges, universities, and employers) are increasingly encouraged to be “better synced and linked” through connected relationships.

## **ENVIRONMENTAL SCAN, continued**

### **Political trends - State and National**

❑ The proposed 2017-19 state budget caps the distribution of Wisconsin outcomes-based state aid to WTCS colleges at 30%, with the remaining 70% allocated by a traditional formula. Outcomes-based aid uses nine specific performance metrics but each college chooses only seven each year. The nine metrics include items like job placement rate and the number of programs with industry validated curriculum.

### **Technology trends**

❑ Mobile access to information and systems from anywhere on virtually any type of device is a continuing technology trend that has already had a large impact on the FVTC website redesign and some classroom instruction.

❑ The expansion of online learning in technical education has limitations and challenges due to the hands-on nature of many occupational program courses.

❑ Automation, technological changes, and digitalization across all industries creates the constant need for equipment and curriculum monitoring and modification in technical education programs.

❑ The technology associated with student authentication in the grading of assignments/examinations of distance learners is being closely examined as employers and accreditors question the validity of some online education credentials.

### **Workforce/employment trends**

❑ The strengthening economy continues to produce low unemployment. Employers will experience increasing difficulty in filling their workforce needs due to the demographic trends of fewer working age people available to participate in the workforce.

❑ High demand remains for very specific skill sets. The skills gap is a persistent concern in the New North region for many employers. Key areas include automated manufacturing systems, industrial maintenance, health care, office/administrative support, transportation, warehousing and material handling.

❑ The need for 'soft-skills' continues to be a high employer expectation.

❑ Employers and colleges are creating new ways of training unskilled/inadequately skilled employees in companies that need to "grow their own" workforce due to lack of available entry-level candidates. For example, currently employed entry level workers are provided training for jobs at the next level with unskilled workers filling their former positions.

❑ As the baby boomers retire, the millennial generation will be attracted to a workplace culture that aligns with their desire for flexibility, casual atmosphere, and fun. Rigid cultures are likely to lose talent to more appealing cultures.

❑ The impact of automation on jobs of the future is influencing a national conversation about which occupations can be automated completely or to some degree in the future. Although some occupations may be "robot-proof", the implications for the economy and the nature of work in the future is an ongoing concern.

## **ADMINISTRATIVE UNITS**

The President, as the chief executive officer of the College, provides leadership and direction for the College's seven administrative units:

### **FACILITIES AND OPERATIONS**

This unit provides all aspects of building services including custodial, building operations, grounds, security services, and the safety and environmental function. In addition, this division leads the planning, bidding, implementation and oversight of major building projects.

### **HUMAN RESOURCE SERVICES**

This unit includes employment and benefit services, employee relations, payroll, property and liability insurance, Faculty Quality Assurance System, training and staff development services.

### **FINANCIAL SERVICES**

This unit includes general accounting, purchasing, accounts payable, billing, accounts receivable, budgeting, financial reporting, grant accounting, printing and student financial services.

### **COMMUNITY AND LEGISLATIVE RELATIONS**

This unit provides leadership to efforts that strengthen the awareness, reputation and brand of the College, and directs activities that enable the College to give back to the communities within our district. This unit is also responsible for maintaining contact with elected legislators.

### **INFORMATION TECHNOLOGY SERVICES**

This unit supports technology including IT infrastructure, hardware/software, information reporting, website development, A/V and helpdesk.

### **INSTRUCTIONAL SERVICES**

This unit provides all educational programming through nine instructional areas: 1) Business, 2) General Studies, 3) Global Education & Services, 4) Health, 5) IT & Distance Education & Printing Technologies, 6) Manufacturing & Agriculture Technologies, 7) Public Safety, 8) Service Division, 9) Transportation & Construction Technologies.

The unit also includes the Center for Instructional Excellence, Business and Industry Services, College Effectiveness, and the Venture Center. Because they are integrated closely with instructional programs, the College's food service and child care functions also operate under the umbrella of this unit. Instructional Services has responsibility for all programs and courses delivered through the campuses, regional centers and distance education modes. It also delivers customized training and technical assistance to employers who contract with the College.

### **STUDENT SERVICES**

This unit includes enrollment services (admissions, center for new students, financial aid, and registration), marketing, counseling services, diversion and inclusion services, student assessment, student employment services, student life, services to students with disabilities and administration of all regional campuses and centers.

## **ACCREDITATION**

Fox Valley Technical College is accredited by the Higher Learning Commission (HLC). FVTC maintains its accreditation with the Higher Learning Commission through the Academic Quality Improvement Program (AQIP) process. FVTC has been NCA-accredited since 1974.

## **FOX VALLEY TECHNICAL COLLEGE BOARD AND ADMINISTRATIVE POLICIES**

The FVTC Board of Trustees and Administration regularly review and update the Board Policies of the College. The policies include, but are not limited to: Board Governance, Board Staff Relations and Executive Limitations.

FVTC Administration regularly reviews and updates the Administrative Policies of the College. FVTC policies are divided into six categories:

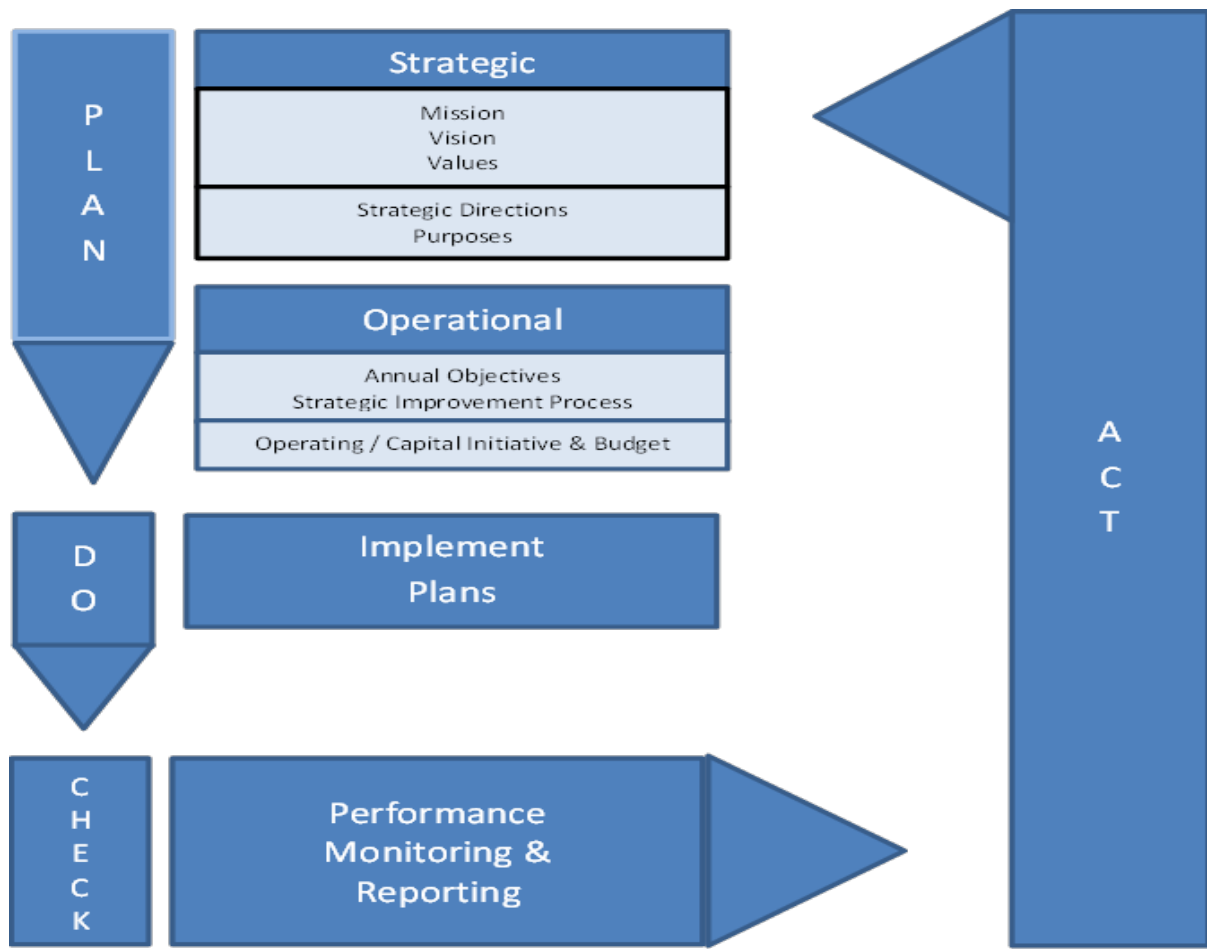
- I. Administration
- II. Fiscal Management\*
- III. Health and Safety
- IV. Human Resources
- V. Instruction
- VI. Students

\*Fiscal Management (financial) policies may be of particular interest to readers of this budget book. Some examples of fiscal management policies include cash and investment management, fund balance targets and audits. Copies of these policies are available upon request.

## BUDGET PLANNING PROCESS

The Fox Valley Technical College budget is adopted for one year beginning July 1 and ending June 30. The budget allocates financial resources for ongoing programs, courses and services, as well as for initiatives. Budgeting is done in accordance with Chapter 65 of the Wisconsin Statutes, Wisconsin Technical College System Administrative Rules and local District policy, prepared in the format required by the Wisconsin Technical College System, and submitted to the State Office by July 1. Expenditures must be accommodated within the authorized tax levy and other funding sources.

The budgeting process is an integral step in implementing the College's strategic directions. Each department develops a budget based on institutional plans. The budgets are consolidated and reviewed by Financial Services, all budget managers and the Executive Team. In May, the Fox Valley Technical College Board of Trustees reviews the preliminary budget and refers it to public hearing. Between the May meeting and the June hearing, the public (local municipalities, business leaders and interested parties) is invited to discuss the proposed budget with College leaders. At the hearing, the Board considers public input prior to adopting the budget at its regular meeting in June. The chart below shows the planning process.



## **BUDGET PLANNING PROCESS, continued**

### **PLANNING POLICY SUMMARY**

- Planning and budget development is a cooperative effort involving all FVTC staff.
- Emphasis is placed on “reallocation” planning, meaning that initiatives are funded through creatively reallocating existing budget dollars rather than requesting new dollars.
- Significant new initiatives (such as those involving new or expanded academic programs) which require additional funding are submitted to the Executive Team as a Strategic Investment Proposal. After Team approval, Proposals are submitted for Board approval in order to use reserves as a funding source until they are self-sustaining (usually in 2-3 years).
- Smaller, yet powerful, projects and initiatives
  - that rely on reallocations can be implemented at any time during the year with the approval of the divisional dean and vice president OR
  - that require additional funding can be submitted for approval on the “New Initiative Request Form”.
- Grants and contracts can be used to fund initiatives at any time during the year.

### **BUDGET CONSTRUCTION**

The budget itself is a natural outcome of the planning process. In October, departments submit capital budget requests in key areas: facilities, furniture, major equipment, audio/visual equipment and computer hardware & software. Requests are based on College strategic plans, new initiatives or department plans for maintaining current operations.

While department managers are reviewing plans and submitting capital budget requests, the Executive Team (College Administration) is forecasting future-year revenues and expenditures. Resources (revenues) are estimated by reviewing trends, assessing the political environment and predicting growth. Some revenues are constrained by statutory rates or rules (parameters). Expenditures are projected based on current operations at future costs plus the cost of approved new initiatives and strategic investments.

Collectively, the College’s policies, parameters and planning assumptions result in a forecast—a projected operating surplus or deficit for the future year. The forecast is compared to long-range planning estimates and long-range goals to ensure compatibility.

In years when revenue is constrained, such as in recent years, it is necessary to reduce projected expenditures or find new revenue sources. The Executive Team works with budget managers to identify areas where expenditures can be reduced or eliminated. The forecast, together with required changes, becomes the preliminary financial plan.

The preliminary financial plan is shared with the Board in February, together with the changes (interventions) that will be made in order to achieve a balanced budget. The Board ensures that the preliminary financial plan is consistent with the College’s strategic directions.

The draft Capital Budget is derived from all approved requests received from budget managers during the fall budget process and also incorporates on-going obligations. The Executive Team ensures that the proposed budget does not exceed the planning target endorsed by the Board.

The draft Operating Budget is built in two major sections. Salary and fringe-benefit budgets are set by using existing staff records and applying future salary schedules based on collective bargaining agreements or other pay policies. Non-salary budgets are set by using existing budgets and then adjusting for inflation and other known changes. In March, draft budgets are

## **BUDGET PLANNING PROCESS, continued**

submitted to budget managers who must verify staff-related budgets. They may also request budget reductions, reallocations or approved increases in order to finalize proposed budgets. The Executive Team ensures that the proposed budget conforms to the targets set in the planning phase.

The proposed Capital Budget is presented to the Board for approval at its March or April meeting. The proposed Operating Budget is presented to the Board in May. After public hearing, the Board adopts all budgets at its June meeting.

## **BUDGET MONITORING**

- Administration provides budget status reports to the Board monthly.
- Teams are expected to operate within their budgets, once established. Budget managers are held accountable and expected to be disciplined in budget management.
- Teams and managers are expected to use established purchasing procedures.
- Capital budgets not spent or supported with a plan of action by April will be pulled into an institutional contingency.

## **BUDGET MODIFICATION**

The budget is a plan, and changes inevitably occur during the year that were not anticipated at the time the original budget was developed. Examples of changes include approval of new strategic initiatives, new grant funding or other significant changes in revenues or expenditures. Since the budget is approved by fund and function, changes impacting these parameters require the budget to be amended.

At least two thirds of the district board membership must approve any budget modification. Also, state statutes require that budget changes be published as a Class I notice within 10 days to be valid, and that the state office be notified within 30 days.

## **ASSUMPTIONS**

Key assumptions for the 2017-18 budget year quantify the emerging trends identified through environmental scanning. Specific financial and demographic assumptions are established based upon the most current available information. The resulting framework of assumptions helps build the operating budgets necessary to carry out the mission of the College.

### **STUDENT ASSUMPTIONS**

Enrollment, as defined by full-time equivalent (FTE) students, is projected at 6,034 for fiscal year 2017-18, a 0% increase over 2016-17 projected actual. The budget is set conservatively and the College has the discretion to offer additional class sections if warranted to serve a greater number of students.

### **PROGRAM, COURSE AND SERVICE ASSUMPTIONS**

The FVTC planning and budgeting process supports efforts and initiatives that:

- Generate growth and innovation
- Strengthen access to technical education including K-12 districts, students and parents/families
- Support student success particularly through program redesign and guided pathways
- Continue to connect with employers and workforce partners to link with their emerging needs in order to enhance regional economic vitality
- Enhance measurability/accountability
- Align with and advance the strategies linked with the College strategic directions
- Promote the Foundational College Strategies of Collaborative Culture and Operational Effectiveness through cross-functional initiatives and streamlining systems
- Position the College for competitive advantage and mutual benefit of regional partners
- Promote cost effectiveness/return on investment

### **FINANCIAL ASSUMPTIONS**

- Total tax levy is budgeted to increase by 2.6%
- Equalized property values are projected to increase by 2% due to new construction
- General State Aids will decline 0.8% overall
  - Property Tax Relief Aid of \$29.1 million will remain unchanged
  - General state aid will decrease \$300,000 as the result of an anticipated reduction in aidable expenditures
- Other State Aid revenue, primarily state grants, is 12.4% higher due to an increase in state grant awards
- Due to the State Board's delay in announcing the 2017-18 program fee (student tuition), the budget is based on the current-year rate
- Fee-paying FTEs will increase by 0% over 2016-17
- Federal revenue budget is 8.4% lower than 2016-17 due to numerous routine changes in the federal grant portfolio
- The year-end fund balance for the combined operating funds (excluding grant funds) is likely to align with the guidelines established by Board policy
- New initiatives and priorities arising during the year will be funded through a reallocation of resources or reserves with Board approval

## **OPERATING INITIATIVES 2017-18**

An operating initiative is a new or modified program or project—impacting staff, facilities, equipment, curriculum or services. It also includes continuing implementation of multi-year initiatives. The 2017-18 initiatives are highlighted below:

### **Wautoma Regional Center**

FVTC will build a new regional center in Wautoma on approximately three acres of land that is currently part of the Wautoma School District's property and adjacent to Wautoma High School. The estimated cost of the project is \$3 million and the center will provide educational spaces for expanded programming from each of the seven academic divisions, distance learning capabilities, and community service offerings. The new center will be open for students in the fall of 2018.

### **FVTC Promise Scholars Program**

The FVTC Foundation and College partnership efforts continue by enrolling and engaging qualified applicants, reaching our Adult Basic Education (ABE) population, and continued fundraising to support the financial commitment to these students for the 2018-19 academic year. We expect 600 of the 837 applicants to become Promise Scholars and join us on campus in fall 2017.

### **Customer Service Registration Process — Phase 2**

In 2017-18, work will continue on redesigned search, registration and payment processes that provides a single sign-on solution, the ability for customers to create their own ID, a single registration system for all customers and a payment option that is visible and easily accessible. Phase 1 focused on improvements for account management as well as enhanced registration experience for both program students and community class takers. Phase 2 builds upon this foundation to improve the experience for business and industry customers served through customized and contracted training and for the National Criminal Justice Training Center.

### **State Funding Initiatives**

For 2017-18, Wisconsin Technical College System (WTCS) and other state grant funding to the technical college districts advances priorities in the FVTC Vision 2020 Strategic Plan to strengthen educational pathways particularly aimed at dual credit opportunities for high school students and initiatives to serve diverse populations. The variety of student-centered services fosters the successful completion of credentials leading to a job. State grants focus on a variety of areas including transportation, manufacturing, culinary, agriculture, IT and health. Other areas of funded projects focus on faculty development, veterans' services, basic skills and student services.

### **AQIP Strategy Forum and Systems Portfolio (4<sup>th</sup> edition)**

As part of the Higher Learning Commission (HLC) Reaccreditation process, FVTC is on the eight-year cycle of the AQIP Pathway activities. 2017-18 is Year 2 of our AQIP Pathway cycle, which will involve a team of FVTC staff participating in a Strategy Forum to work on prioritizing continuous improvement efforts and potential AQIP Action Projects. Also in 2017-18, FVTC will begin to develop the next AQIP Systems Portfolio that is due in October of 2018. A FVTC steering committee will work on updating the required responses to six categories of inquiry related to our processes, results and improvements as well as addressing the HLC Criteria for Accreditation. FVTC will be using the new HLC Assurance System to compile and submit the required documentation in an electronic system.

## **OPERATING INITIATIVES 2017-18, continued**

### **Programs Planned to Launch in 2017-18**

#### **Neurodiagnostic Technician – A.A.S. Degree**

Neurodiagnostic personnel work primarily in neurology-related departments of hospitals, but many also work in clinics and the private offices of neurologists and neurosurgeons. Growth in employment within the profession is expected to be greater than average, owing to the increased use of EEG and EP techniques in surgery, in diagnosing and monitoring patients with epilepsy and in diagnosing sleep disorders. Technologists generally work a 40-hour week, but may work 12-hour days for sleep studies and be on-call for emergencies and intraoperative monitoring.

#### **Medical Laboratory Technician – A.A.S. Degree**

At career entry, the medical laboratory technician will be able to perform routine clinical laboratory testing in hematology, clinical chemistry, immunohematology, microbiology, serology/immunology, coagulation, molecular, and other emerging diagnostics as the primary analyst making specimen-oriented decisions on predetermined criteria, including a working knowledge of critical values. The medical laboratory technician will have diverse functions in areas of pre-analytical, analytical and post-analytical processes.

#### **Bookkeeper – Embedded Technical Diploma**

With this entry-level career program, students learn how to process accounting transactions, create financial statements, calculate payroll, manage Microsoft Excel spreadsheets and use QuickBooks and other accounting software. Graduates are able to process financial transactions throughout the accounting cycle and perform payroll preparation, reporting and analysis tasks.

#### **Baking and Pastry Production – Technical Diploma**

In this hands-on program, students develop the knowledge and skills for a career in the Bakery Field. Class time emphasizes the preparation of artisan breads, pastries, and pies. Students refine their techniques in cake production and decorating for any event. Lab time is dedicated to developing skills and baking principles from basic to advanced through the creation of a variety of products.

#### **Oiler/Lubricator Apprentice (*pending formal program approval*)**

Oiler/Lubricator apprentices work with industrial machinery and equipment components to apply lubricants required for proper operation. Apprentices will learn to adhere to safety and industry standards and demonstrate safe work practices. In related instruction, apprentices will learn to compare greases, oils, hydraulic fluids and other lubricants, perform general lubrication, operate hydraulic and central lube oil systems and perform preventative maintenance.

## CAPITAL BUDGET INITIATIVES 2017-18

The regular capital budget of **\$12.4 million** includes several categories: Buildings, Improvements (Building and Non-Building), Equipment (Instructional and Other), Furniture and Technology (Technology Refresh, Instructional Computing, Administrative Computing and Audio/Visual). This list includes descriptions of major high-cost items (\$50,000 or more) within each of the categories.

<b>Buildings, Improvements &amp; Architect Fees</b>	<b>Total    \$    6,109,994</b>
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<b>Buildings</b>	<b>\$    1,500,000</b>
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### **\$ 1,500,000    Wautoma Regional Center**

To support expanded programming in the Wautoma area of the District, Administration recommends building a regional center on approximately 2.5 acres of land currently part of the Wautoma Area School District property. The Wautoma Area School District will sell this land to FVTC for \$1 to realize the synergies of having the FVTC facility close to the high school. This highway frontage location at the corner of Hwy 21 and Hwy 22 has excellent exposure for the College.

While the architectural planning and subsequent costing has not occurred yet, FVTC estimates a 12,000 sq. ft. facility that includes classroom and lab space designed to be flexible to serve the needs of multiple programs. The square footage may need to be adjusted depending on the results of the final planning, including a complete site analysis.

The following types of educational spaces are recommended for this facility to support targeted programming: Welding/Manufacturing training lab and classroom, Health lab and classroom, one computer classroom, approximately four general classrooms/training rooms, testing center and industrial bay.

Statutorily the College's capital investment for land and new construction is limited to \$1.5 million. Therefore, donations from external parties, including the FVTC Foundation, will be needed to cover the balance of the construction costs. The furnishings, computers and instructional equipment will be included in the 2018-19 budget.

<b>Building Improvements</b>	<b>\$    4,204,994</b>
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### **\$ 1,145,997    Chemistry and Anatomy & Physiology (A&P) Labs Remodel**

The relocation of Natural Resources classrooms and office space to another area of the main campus D-Building made approximately 2,900 square feet available. This available space, together with the existing chemistry lab, science storeroom and cadaver lab will be re-purposed to better meet instructional needs. The redesigned space will contain two Anatomy & Physiology Labs, a General Chemistry Lab, and a Clinical Chemistry Lab. A continuous lab support and storage space will be created adjacent to the rear of each lab, to make it easier to set up labs. The space has not been comprehensively updated since the original construction in 1970. Approximately 6,100 square feet will be remodeled.

## **CAPITAL BUDGET INITIATIVES 2017-18, continued**

### **\$ 465,328 Science Lab/Classroom Remodel**

The relocation of a Natural Resources classroom and various storage spaces to another area of the main campus D-Building made approximately 3,540 square feet available. To better meet instructional needs, the available space will be re-purposed to a dividable large classroom and a new cadaver lab. The dividable classroom will serve as an additional Science Lab, if needed. In addition, the dividable classroom will be available for use by both the Science and Natural Resource programs. The space has not been comprehensively updated since the original construction in 1970.

### **\$ 400,000 Roofing Projects**

The roofs to be repaired or replaced are part of the comprehensive five-year College-wide roofing system revitalization plan. The plan identifies the systematic repair and replacement of each roof on all of the campus buildings with the scope of work to be determined each year. This year's focus will be replacement of the J.J. Keller Transportation Center's area G (over the classrooms and the original Automotive Technology Lab).

### **\$ 229,102 Business Technology Center Remodel (A105/B/E/G/H/I/J)**

The Business Technology Center remodel encompasses multiple rooms within the center. Ceilings, lights, electrical power and thermostats/controls need to be upgraded or replaced. Rooms will be painted, carpeted and new chair railing installed. The project also includes furniture and audio/visual technology (see separate sections for more details).

### **\$ 169,000 HVAC Projects**

Each year, the College completes a number of projects that support energy conservation. Projects are evaluated based on cost, best practices, payback and available incentives. This year's plan is to update the McQuay Chiller, the make-up air at D.J. Bordini Center, the duct heaters in T-Building and the return dampers in A-Building & F-Building at the main campus. Facilities is also looking at a heating/cooling management software.

### **\$ 150,000 General Restroom Upgrades**

The restrooms throughout the campuses are in need of refurbishment and improvements. This year's focus will be on Chilton and Clintonville Regional Center restrooms.

### **\$ 121,000 Energy Conservation Projects**

Each year, the College completes a number of projects that support energy conservation in the facilities throughout the District. Projects are evaluated based on cost, best practices, payback and available incentives. This year's plan is for LED fixtures for parking lot and pedestrian scale lights.

### **\$ 82,500 Flooring/Carpet/Tile Upkeep**

The College annually designates specific funds for the general upkeep and maintenance of flooring in classrooms, shops and offices in priority areas across the District.

### **\$ 69,258 Replace Epoxy Floor (Diesel Lab T119)**

The epoxy coating on the diesel lab floor as well as the mezzanine is very worn and in need of replacement. Both areas will be redone with a current epoxy product used for this type of flooring. The new surface will have a longer life and be easier to repair than the current surface.

## CAPITAL BUDGET INITIATIVES 2017-18, continued

- \$ 63,470 Replace Hangar Floor (S.J. Spanbauer)**  
The current floor coating in the main hanger is 25 years old. It is breaking apart and very hard to clean. The replacement of the floor coating will provide a safer environment as well as provide a surface that is easier to clean.
- \$ 60,000 Improve Outdoor Lighting (S.J. Spanbauer)**  
This project involves improving outdoor lighting for the aircraft ramp area west of the main hangar. This upgrade will create better visibility for pilots and safety for aircraft.
- \$ 56,614 Classroom Carpet/Paint (Oshkosh Riverside)**  
Several classrooms have carpeting that is over 15 years old and very worn out. The new carpeting will be similar to carpeting used at other facilities, allowing easy replacement of the individual squares. The project also covers the cost to paint the classrooms, doors and door frames.
- \$ 55,000 Facilities General Painting Projects**  
The College annually designates specific funds for the general upkeep and maintenance of classrooms, shops and offices in priority areas across the District.
- \$ 50,000 Facilities Office Remodel**  
As a result of Security staff relocating to a new space, the Facilities office will be reconfigured to accommodate additional work stations and meeting space. As part of planned maintenance and energy savings opportunities, the carpet will be replaced, walls repainted and lighting will be upgraded to LED fixtures.

<b>Non-Building Improvements</b>	<b>\$ 380,000</b>
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- \$ 360,000 Roadway/Pavement Improvements**  
Annual resurfacing and asphalt repaving are part of a comprehensive College-wide parking lot and roadway improvements plan. This year's plan is to complete general parking lot repairs which include pavement/concrete repairs/adds, seal coating, striping, crack seal and infrared repairs. The plan also includes improving drainage around the Agriculture Building, repairing pavement adjacent to the 8-Bay Hanger, sidewalk replacements at the S.J. Spanbauer Center, Waupaca Regional Center and D.J. Bordini Center, and strengthening pavement around the J.J. Keller Transportation Center where semi tractors park.

<b>Equipment</b>	<b>Total \$ 2,813,045</b>
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<b>Instructional Equipment</b>	<b>\$ 2,516,845</b>
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- \$ 378,000 Semi Tractor Replacement (6)**  
The purchase of semi tractors will support the Truck Driving and Diesel programs and increase training capabilities. This new equipment will also continue to upgrade current equipment to meet and in many cases exceed industry requirements.
- \$ 99,000 Semi Trailer Replacements (6)**  
The purchase of semi trailers will support the Truck Driving and Diesel programs and increase training capabilities. This new equipment will also continue to upgrade current equipment to meet and in many cases exceed industry requirements.

## CAPITAL BUDGET INITIATIVES 2017-18, continued

- \$ 95,000 Engine/Prop Overhauls (2)**  
Aircraft engine and propeller manufacturers require each component to be overhauled after every 2000 hours of use. The Beechcraft Duchess aircraft engines and propellers will reach 2000 hours next year. The overhaul is needed to keep the aircraft airworthy and available for student training.
- \$ 87,800 MILO Range Theater (PSTC)**  
The MILO Range is an interactive use of force, tactical judgement and firearms training system. The existing unit is near the end of its life cycle. The new range would be an upgrade from the current single screen to a 180-degree three-screen option with upgraded technology. The customizable simulator delivers safe and realistic training options that allow the user to immerse themselves into a scenario.
- \$ 77,230 ABB Robotic Cell Replacements (7)**  
The current ABB robots are in need of new platforms where the robots dock. Configurable cells for the current robots will make them safer and will be used in robotics cell integration classes. The new cells offer many advantages. They support a fluid working and learning environment for students, provide greater flexibility, adapt to a variety of equipment, align with local employer expectations/needs and will give the lab a cleaner more professional look. The new individual cells are mobile with the option to be utilized at different locations.
- \$ 73,800 Siemens PLC Portable Trainer (12)**  
Siemen's programmable logic controller (PLC) training was requested during the Industrial Electrical Apprenticeship advisory meeting by employers. These PLC trainers will add another automation component of student hands-on learning with unlimited application options. The PLC bundle is portable, allowing trainers to be used in classrooms during lab conflicts and well as for business and industry training.
- \$ 70,000 Welding Fixture Tooling (2) & Tables (4)**  
Tooling is needed in order to ensure accuracy of set-up with fabrication products and the robotic arc welding cells. The tooling is needed for repeatability weldments and training on the robots. This equipment is already being used at Oshkosh campus AMTC. Installing the equipment at the Appleton main campus supports continuous improvement of our programs and training and alignment with industry standards.
- \$ 68,800 Electrical Panels & Components (16)**  
Adding electrical panels and components will increase the utility of room F133A and alleviate scheduling conflicts with other labs. When students share equipment from one class to another it slows the learning process. Additional panels enable more concurrent classes and the option to create more complex and varied learning applications. The new components will match what industry is currently using such as PLC's, Human Machine Interface, contactors, switches, push buttons, sensors, etc.
- \$ 64,800 Turnout Gear Replacement (32)**  
Some of the Fire Protection program's turnout gear is more than ten years old and needs to be taken out of service. Turnout gear is one of the most important tools that firefighters have to protect themselves while in the line of duty. The replacement of this personal protective equipment (PPE) will provide the fire students with the protection and training in the latest type of PPE equipment.

## CAPITAL BUDGET INITIATIVES 2017-18, continued

**\$ 56,500 Surface Grinders (2)**

Machine Tool currently has three surface-grinding machines. With the increase in class sizes over the past several years, there is a need to add two additional machines to handle the number of students working in the grinding area at any one time.

**\$ 55,500 Large Format Printer**

The current format printer is over eight years old and falling behind industry standards. Printing Services large format work has been increasing and purchasing a newer machine will allow more capabilities such as printing directly on the substrate and offering white and clear printing. A new printer will save time and use less resources to produce the end product.

**\$ 55,420 Ford Explorer to Replace Squad Cars (2)**

The purchase of two new public safety vehicles will continue building the fleet to its optimal level and support a revolving inventory of vehicles. This is year two of a 3-4 year fleet-management plan. The vehicles are necessary for all aspects of law enforcement, fire and EMS vehicle operation certification. The vehicles can also be used for command vehicles during scale exercises.

<b>Non-Instructional Equipment</b>
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<b>\$ 296,200</b>
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**\$ 137,000 Multi-Functional Printer (MFP) Lease**

This is the third year of a 5-year lease that covers MFPs for all sites, as provided under the lease agreement. An MFP has print, copy, scan and fax capabilities. The lease is divided into capital and operating components. The operating portion of the lease is budgeted in the Printing Services Fund.

**\$ 75,200 Mechanical Repairs Major Equipment**

The College is currently out of OSHA compliance with regard to rooftop access. The plan for next year is to add stairs/ladders to access the following areas: new safety bay at J.J. Keller Transportation building, vehicle maintenance at the main campus, Clintonville Regional Center and Waupaca Regional Center. Additional projects include upgrade of the GE panels in Agriculture building, supply 120v power to the kitchen for the Culinary Arts Program and update the generator at Oshkosh Riverside Campus.

**\$ 64,000 Vehicle/Grounds Major Equipment**

Facilities needs to replace several items which are regularly used by the department. The current plow truck is over 20+ years old and in need of replacement. The truck will be replaced with a single-axle dump truck with an 11-foot snow plow. Also needing replacement are a snowplow subframe for a tractor and a car lift. Funds are also needed to purchase a skid steer broom.

## CAPITAL BUDGET INITIATIVES 2017-18, continued

<b>Furniture</b>	<b>Total \$</b>	<b>785,791</b>
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**\$ 214,840 Chemistry and A&P Labs Remodel**

As noted under Building Improvements, the relocation of Natural Resources made approximately 2,900 square feet available. The redesigned space will contain two Anatomy & Physiology Labs, a General Chemistry Lab, and a Clinical Chemistry Lab. The labs need updated furniture, including student tables and instructor stations.

**\$ 113,880 Natural Resources Classroom/Office Remodel**

The relocation of IT Instructional offices, classrooms and labs from the main campus D-Building made 5,500 square feet available for reallocation. The Natural Resources program will be relocated within D-Building to gain a more efficient layout for computer labs, survey labs and classrooms as well as improved storage space. The area needs updated furniture, including student tables and instructor stations.

**\$ 80,500 Business Technology Center Remodel (A105/B/E/G/H/I/J) Remodel**

As noted under Building Improvements, multiple rooms in the Business Technology Center will be remodeled and the furniture needs to be replaced. The Center needs 72 monitor-hideaway desks and four dual-monitor mobile instructor stations. The student chairs and printer tables will be covered by the operating budget.

**\$ 74,280 Science Lab/Classroom Remodel**

As noted under Building Improvements, the relocation of Natural Resources to another area of the main campus D-Building made approximately 3,540 square feet available. The space will be re-purposed to a dividable large classroom and a new cadaver lab. The lab and classrooms need updated furniture, including student tables and instructor stations.

**\$ 58,000 Facilities/General Furniture**

The College annually designates funds for general furniture upgrades and replacements. These funds are used to replace hallway furniture and classroom furniture not covered by a specific project.

**\$ 50,400 New Computer Lab (F130 A&B)**

Nearly all programs in the Manufacturing division use computer technology to support instruction. A new computer lab is needed and will be created in F130 A&B. A room design with a removable wall and a data/power trench installation will create a (double) classroom with 24 Smartlift desks to hold the computers and greatly enhance the instructional capacity of the division.

## CAPITAL BUDGET INITIATIVES 2017-18, continued

<b>Technology</b>	<b>Total \$ 2,685,624</b>
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<b>Technology Refresh Program</b>	<b>\$ 850,000</b>
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**\$ 850,000 Technology Refresh Program**

FVTC replaces all desktop-computing units on a regular, four-year replacement cycle (approximately 25% of computers per year). The plan includes replacement of student computers in labs and classrooms as well as faculty, support staff and management computers throughout the College. The request includes \$600,000 of desktop computers and \$250,000 of staff salary and fringe costs for computer installation.

<b>Instructional Computing</b>	<b>\$ 485,993</b>
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**\$ 62,400 New Computer Lab (F130 A&B) (48 PCs)**

A new computer lab is needed and will be created in F130 A&B. A room design with a removable wall and a data/power trench installation will create a (double) classroom with 48 computer workstations and greatly enhance the instructional capacity of the division.

<b>Non-Instructional Computing (Administrative)</b>	<b>\$ 819,555</b>
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**\$ 270,555 New Firewall/IPS**

A critical component of the College's internet border protection is having a multi-layered threat-protection solution. The current system in place is over five years old and in need of replacement. With technology continually changing, a new IPS system with the latest technology capabilities will continue to provide the security that is needed. The new system will have enhanced acceleration technology with greater space and energy efficiency that will monitor events that take place on the FVTC network and analyze them for possible incidents that may be threats to FVTC IT resources.

**\$ 233,000 IT Infrastructure Upgrades**

Administrative and instructional servers as well as other technology equipment will be replaced under a regular cycle of infrastructure upgrades and replacements. This includes the core hardware and server infrastructure that is used to support College operations and instruction.

**\$ 100,000 IT Racks & Cabling**

IT network maintenance requires that fiber, cable, racks, tools and other miscellaneous cabling parts are purchased to update existing or add to new areas requiring computer capabilities.

**\$ 96,000 10GB Equipment and Lines**

A plan to upgrade the 10 GB networking closets will be completed over the next three years. This will be the first year of the plan and one third of the networking closets will have the performance upgrades completed.

## CAPITAL BUDGET INITIATIVES 2017-18, continued

### \$ 55,100 **Miscellaneous Computer-Related Equipment**

This category covers hardware needs that frequently arise during the fiscal year, including PCs and laptops that are not covered by Technology Refresh, as well as printers, servers, storage devices, telecommunications equipment and even audio/visual equipment if not covered by specific project budgets.

<b>Audio/Visual Technology</b>	<b>\$ 530,076</b>
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### \$ 84,400 **Business Technology Center Remodel (A105/B/E/G/H/I/J)**

As noted under Building Improvements, multiple rooms in the Business Technology Center will be remodeled and the audio/visual equipment needs to be replaced. The Center needs six Smartboard classroom systems and two conference room systems.

### \$ 63,100 **Video Bridge Replacement**

The current video bridge system is maxed out in capacity and upgrade costs are too high. A new bridge will greatly improve capacity and allow the college to move all of the programming when the state run BadgerNet Covered Network system sunsets. This new video bridge will allow the college to handle most of the video needs internally while taking advantage of the new BadgerNet system as needed.

### \$ 50,000 **Natural Resources Classroom/Office Remodel**

The relocation of IT Instructional offices, classrooms and labs from the main campus D-Building made 5,500 square feet available for reallocation. The Natural Resources program will be relocated within D-Building to gain a more efficient layout for computer labs, survey labs and classrooms as well as improved storage space. The classrooms and labs will be furnished with smart classroom audio/visual technology.

# Section 2

## Financial



**Fox Valley**  
TECHNICAL COLLEGE  
*Knowledge That Works*

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## BUDGETARY DEFINITIONS

### FUND DESCRIPTIONS

A fund is a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

#### **Governmental Funds:**

**General Fund** – The general fund is the principal operating fund of the District and accounts for all financial activities of the District not required to be accounted for in another fund.

**Special Revenue/Operational Fund** – The special revenue fund is used to account for the proceeds from specific revenue sources (other than debt service, major capital projects or expendable trusts) that are restricted to expenditures for designated purposes because of legal or regulatory provisions. The fund includes federal grants, state grants and training & technical assistance contracts for business and industry.

**Special Revenue/Non-Aidable Fund** – These funds, formerly classified as expendable trust funds, are used to account for assets held in trust by the District in a trustee capacity. Examples include student segregated fees and student financial aids, such as the Pell Grant, Supplemental Educational Opportunity Grant and the College Work-Study program.

**Capital Projects Fund** – The capital projects fund is used to account for financial resources used for the acquisition of sites, purchase or construction of buildings, remodeling or improvement and equipment (other than those financed by proprietary or trust/agency funds).

**Debt Service Fund** – The debt service fund is used to account for the accumulation of resources for, and the payment of, general long-term debt, including long-term lease/purchase obligations and special assessments.

#### **Proprietary Funds:**

**Enterprise Fund** – This fund is intended to be self-supporting and is operated in a manner similar to private business where the intent of the District is that all costs of providing certain goods and services to the students, staff or general public are recovered primarily through user charges. These services complement the educational and general objectives of the District.

**Internal Service Fund** – An internal service fund is used to account for financing of goods or services provided by one department to other departments on a cost-reimbursement basis. FVTC uses an internal service fund to account for all collections and claim payments of the District's health and dental self-insurance programs. It also uses an internal service fund for Printing Services.

#### **Fiduciary Funds:**

**Agency Funds** – The agency fund is used to record resources and related financial activity where the District acts as an agent or custodian for others, such as the WTCS District Boards Fund and student clubs. Agency funds are not included in the combined statements, nor are they presented separately in this book.

## **BUDGETARY DEFINITIONS, continued**

### **REVENUE SOURCES**

**Local Government** – Local property tax levy revenue--derived from taxes levied on the equalized property value within the district.

**General State Aids** – General aid received from the state government to fund regular operations and debt-service costs. Property Tax Relief Aid is fixed. General Aid is distributed among technical colleges using two methods. Seventy percent is allocated on an expenditure-driven formula and the other 30% on performance-criteria rankings.

**Other State Aid** – State grants for specific training and education activities, contracts and other reimbursements from state government sources.

**Program Fees** – Fees (tuition) paid by students as set by the Wisconsin Technical College System Board (WTCS).

**Material Fees** – Fees paid by students to cover the cost of instructional materials used by the student or instructor in the classroom as set by the WTCS.

**Other Student Fees** – Fees paid by students to cover the cost of graduation, transcripts, applications, student activities, registration, testing and other supplemental fees.

**Institutional Revenue** – Revenue generated from business and industry contracts for customized instruction and technical assistance, interest or investment earnings, sales and rental income.

**Federal Revenue** – Federal government grants for specific projects, often of a cost-reimbursement nature.

### **EXPENDITURE FUNCTIONS**

**Instructional** – 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** – All learning resource activities such as library and instructional design and development center, learning resources center, instructional media center, instructional resources administration and clerical support.

**Student Services** – 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, non-instructional alcohol and other drug abuse services, health services, financial aids, placement, and follow-up.

**General Institutional** – All services benefiting the entire District, exclusive of those chargeable directly to other functional categories. This classification also includes the District Board, President's Office, the District Business Office, and general supporting administrative offices serving all functions of the District. Additional examples of this type of expenditure are legal fees, external audit fees, general liability insurance, data processing, personnel, employment relations and affirmative action programs.

## **BUDGETARY DEFINITIONS, continued**

**Physical Plant** – 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, electricity and water.

**Auxiliary Services** – Commercial type activities such as automotive resale, daycare center, cafeteria and vending services.

### **BASIS OF ACCOUNTING AND BUDGETING**

Basis of accounting refers to when revenues and expenditures are recognized and reported in the financial statements. The annual financial statements of the District are prepared in accordance with GAAP (accrual basis of accounting). However, both the budget and the statements presented here are prepared on a *modified* accrual basis for all governmental funds. Under the modified accrual basis of accounting, transactions are recorded in the following manner:

- Revenues are recognized when they become both measurable and available (susceptible to accrual). All revenues are considered susceptible to accrual except summer school tuition and fees and the portion of the debt-service tax levy associated with principal and interest due after June 30, which are recorded as deferred revenue.
- Expenditures are recognized when the liability is incurred, except for interest on general long-term obligation debt, which is recognized when due. Budgetary expenditures include encumbrances created by purchase orders open at the end of the fiscal year.
- Expenditures for compensated absences, including vacation and sick leave, are recognized when the liability is incurred for past services of an employee that vest and accumulate.
- Repayment of principal on general long-term obligation debt is recorded as an expenditure.
- Fixed assets are recorded as capital outlay expenditures at the time of purchase.

Budgets for proprietary funds are prepared on an accrual basis.

**FOX VALLEY TECHNICAL COLLEGE**  
**Combining Budget Summary**  
**2017-18 Budgetary Statement of**  
**Resources, Uses, and Changes in Fund Balance**

	<b>Governmental Fund Types</b>				<b>Proprietary Fund Types</b>		
	<b>Special</b>		<b>Capital</b>		<b>Enterprise</b>		
	<b>Revenue/</b>	<b>Revenue/</b>	<b>Project</b>	<b>Debt</b>	<b>Service</b>	<b>Internal</b>	
	<b>Operational</b>	<b>Non-Aidable</b>		<b>Service</b>		<b>Service</b>	<b>Total</b>
<b>REVENUES</b>	<b>General</b>						
Local Government	\$21,525,571	\$1,486,220	\$132,271	\$0	\$16,649,335	\$0	\$39,793,397
General State Aids	38,268,594	0	0	0	0	0	38,268,594
Other State Aid	206,000	2,073,368	1,919,450	282,594	0	0	4,481,412
Program Fees	18,320,818	104,369	0	0	0	0	18,425,187
Materials Fees	1,341,165	16,840	0	0	0	0	1,358,005
Other Student Fees	1,746,667	578,131	1,763,940	0	0	0	4,088,738
Institutional	537,579	10,160,662	1,512,100	94,454	5,723	14,128,390	29,874,042
Federal	22,000	11,236,209	27,864,864	15,500	0	25,000	39,163,573
<b>Total Revenues</b>	<b>\$81,968,394</b>	<b>\$25,655,799</b>	<b>\$33,192,625</b>	<b>\$392,548</b>	<b>\$16,655,058</b>	<b>\$3,460,134</b>	<b>\$175,452,948</b>
<b>EXPENDITURES</b>							
Instructional	\$52,565,516	\$21,829,864	\$0	\$3,493,235	\$0	\$0	\$77,888,615
Instructional Resources	1,139,497	6,862	0	396,076	0	0	1,542,435
Student Services	6,944,611	1,876,143	32,923,538	13,332	0	0	41,757,624
General Institutional	17,431,176	1,054,620	269,087	1,748,431	0	0	20,503,314
Auxiliary Services	0	0	0	0	0	0	18,035,905
Physical Plant	7,077,085	285,934	0	6,904,474	17,085,754	14,410,626	31,353,247
<b>Total Expenditures</b>	<b>\$85,157,885</b>	<b>\$25,053,423</b>	<b>\$33,192,625</b>	<b>\$12,555,548</b>	<b>\$17,085,754</b>	<b>\$3,625,279</b>	<b>\$191,081,140</b>
<b>Net Revenue(Expenditures)</b>	<b>(\$3,189,491)</b>	<b>\$602,376</b>	<b>\$0</b>	<b>(\$12,163,000)</b>	<b>(\$430,696)</b>	<b>(\$165,145)</b>	<b>(\$15,628,192)</b>
<b>OTHER SOURCES (USES)</b>							
Proceeds from Debt	0	0	0	11,800,000	183,525	0	11,983,525
Operating Transfer In (Out)	2,342,376	(1,102,376)	0	(137,000)	137,000	(1,430,000)	0
<b>Total Resources (Uses)</b>	<b>(\$847,115)</b>	<b>(\$500,000)</b>	<b>\$0</b>	<b>(\$500,000)</b>	<b>(\$110,171)</b>	<b>\$24,855</b>	<b>(\$3,644,667)</b>
<b>TRANSFERS TO (FROM) FUND BALANCE</b>							
Retained Earnings	\$0	\$0	\$0	\$0	\$0	\$0	\$24,855
Reserve for Self Insurance	0	0	0	0	0	(1,712,236)	(1,712,236)
Reserve for Capital Projects	0	0	0	(500,000)	0	0	(500,000)
Reserve for Debt Service	0	0	0	0	(110,171)	0	(110,171)
Designated for Operations	(847,115)	(500,000)	0	0	0	0	(1,347,115)
<b>Total Transfers To (From) Fund Balance</b>	<b>(\$847,115)</b>	<b>(\$500,000)</b>	<b>\$0</b>	<b>(\$500,000)</b>	<b>(\$110,171)</b>	<b>\$24,855</b>	<b>(\$3,644,667)</b>
Beginning Fund Balance	21,871,438	2,524,929	817,858	940,012	16,010,143	886,681	49,402,922
<b>Ending Fund Balance</b>	<b>\$21,024,323</b>	<b>\$2,024,929</b>	<b>\$817,858</b>	<b>\$440,012</b>	<b>\$15,899,972</b>	<b>\$911,536</b>	<b>\$45,758,255</b>

# FOX VALLEY TECHNICAL COLLEGE

## Position Summary - FTE Basis

<u>Category</u>	<u>2015-16 Actual</u>	<u>2016-17 Estimated</u>	<u>2017-18 Budget</u>
Administrators / Supervisors	157.06	164.90	169.90
Teachers	436.96	434.03	433.03
Other Staff	414.68	401.59	408.59
Total	1,008.70	1,000.52	1,011.52

Note: Includes full-time, part-time, temporary, adjunct and student employees.

## Budgeted Expenditures by Object Level 2017-18 Budget Year

	<u>Governmental Fund Types</u>					<u>Total</u>
	<u>General</u>	<u>Special Revenue/ Operational</u>	<u>Special Revenue/ Non-Aidable</u>	<u>Capital Project</u>	<u>Debt Service</u>	
Personnel Services:						
Salaries and Wages	\$52,089,691	\$14,047,018	\$1,219,917	\$494,871	\$0	\$67,851,497
Fringe Benefits	17,276,287	3,941,150	262,847	160,129	0	21,640,413
Total Salaries & Fringes	\$69,365,978	\$17,988,168	\$1,482,764	\$655,000	\$0	\$89,491,910
Other Expenses	15,791,907	7,065,255	31,709,861	2,000	0	54,569,023
Capital Outlay	0	0	0	11,898,548	0	11,898,548
Debt Service	0	0	0	0	17,085,754	17,085,754
Total Budgeted Expenditures	\$85,157,885	\$25,053,423	\$33,192,625	\$12,555,548	\$17,085,754	\$173,045,235

**FOX VALLEY TECHNICAL COLLEGE**  
**Combined Operating Fund**  
**2017-18 Budgetary Statement of**  
**Resources, Uses, and Changes in Fund Balance**

	<b>2015-16 Actual</b>	<b>2016-17 Budget#</b>	<b>2016-17 Estimated *</b>	<b>2017-18 Budget</b>
<b>REVENUES</b>				
Local Government	\$16,631,744	\$17,160,471	\$17,160,471	\$23,011,791
General State Aids	39,048,922	38,568,693	38,479,000	38,268,594
Other State Aid	3,695,572	2,027,273	2,027,273	2,279,368
Program Fees	19,467,864	20,043,599	18,584,651	18,425,187
Materials Fees	1,419,912	1,432,080	1,371,499	1,358,005
Other Student Fees	2,176,283	2,186,062	2,374,026	2,324,798
Institutional	9,873,884	10,450,494	10,146,494	10,698,241
Federal	13,499,964	12,291,321	12,297,321	11,258,209
<b>Total Revenues</b>	<b>\$105,814,145</b>	<b>\$104,159,993</b>	<b>\$102,440,735</b>	<b>\$107,624,193</b>
<b>EXPENDITURES</b>				
Instructional	\$73,851,100	\$75,258,582	\$73,258,582	\$74,395,380
Instructional Resources	1,102,993	1,158,990	1,158,990	1,146,359
Student Services	7,777,481	8,562,224	8,562,224	8,820,754
General Institutional	17,915,903	18,519,026	17,519,026	18,485,796
Physical Plant	6,524,143	7,916,247	7,465,340	7,363,019
<b>Total Expenditures</b>	<b>\$107,171,620</b>	<b>\$111,415,069</b>	<b>\$107,964,162</b>	<b>\$110,211,308</b>
<b>Net Revenue (Expenditures)</b>	<b>(\$1,357,475)</b>	<b>(\$7,255,076)</b>	<b>(\$5,523,427)</b>	<b>(\$2,587,115)</b>
<b>OTHER SOURCES (USES)</b>				
Operating Transfer In (Out)	487,479	1,203,755	1,203,755	1,240,000
<b>Total Resources (Uses)</b>	<b>(\$869,996)</b>	<b>(\$6,051,321)</b>	<b>(\$4,319,672)</b>	<b>(\$1,347,115)</b>
<b>TRANSFERS TO (FROM) FUND BALANCE</b>				
Reserve for Encumbrances	\$157,286	(\$157,286)	(\$157,286)	\$0
Designated for Operations	(1,027,282)	(5,894,035)	(4,162,386)	(1,347,115)
<b>Total Transfers To (From) Fund Balance</b>	<b>(\$869,996)</b>	<b>(\$6,051,321)</b>	<b>(\$4,319,672)</b>	<b>(\$1,347,115)</b>
Beginning Fund Balance	29,586,035	28,716,039	28,716,039	24,396,367
<b>Ending Fund Balance</b>	<b>\$28,716,039</b>	<b>\$22,664,718</b>	<b>\$24,396,367</b>	<b>\$23,049,252</b>
<b>Expenditures by Fund:</b>				
General	\$80,296,085	\$85,851,834	\$82,400,927	\$85,157,885
Special Revenue/Operational	26,875,535	25,563,235	25,563,235	25,053,423
	<b>\$107,171,620</b>	<b>\$111,415,069</b>	<b>\$107,964,162</b>	<b>\$110,211,308</b>

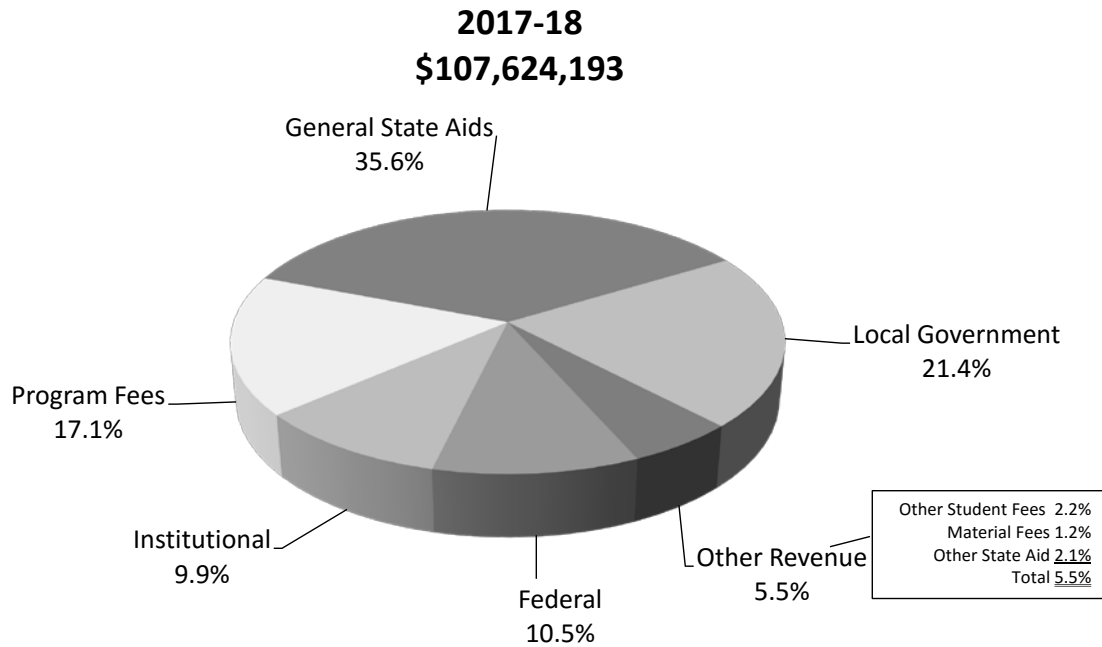
Consists of the General and Special Revenue/Operational Funds.

# Revised through April 30, 2017

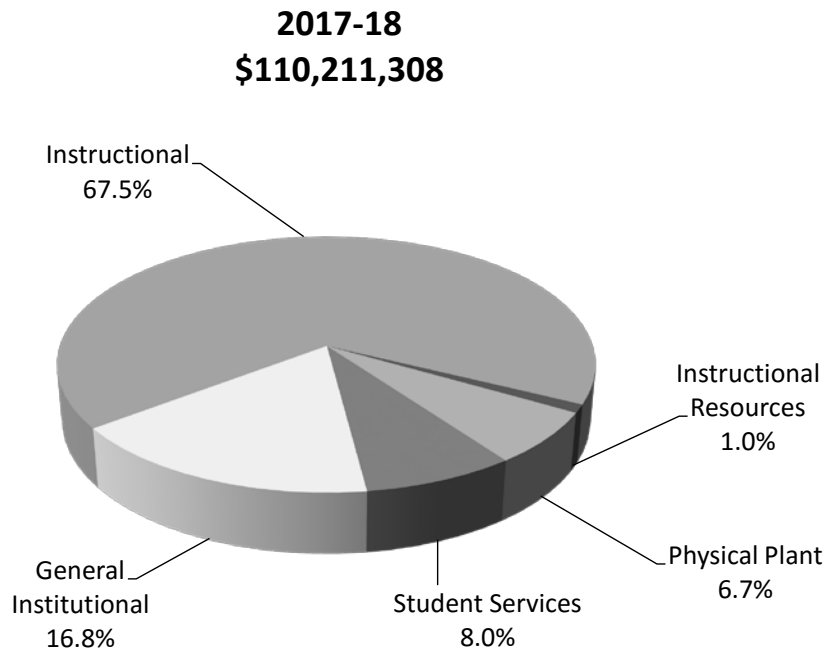
\* 10 months actual and 2 months estimated.

# FOX VALLEY TECHNICAL COLLEGE

## Operating Fund Budget Revenue Composition



## Operating Fund Budget Expenditure Composition



## BUDGET ANALYSIS – COMBINED OPERATING FUNDS

The Operating Funds (General and Special Revenue/Operational Funds) budget represents the allocation of resources which are necessary to meet the operating needs of the College. The following sections describe the anticipated differences between the 2016-17 and 2017-18.

### REVENUES

**Local Government** – State statutes restrict the operating levy in 2017 to the value available from net new construction in the District. The budget assumes net new construction equal to 2% of equalized property value (Valuation Factor). When the Valuation Factor is applied against the sum of the current operating levy plus Property Tax Relief Aid, it results in an allowable increase of \$1 million. The balance of the increase, \$4.9 million, reflects the “return” of revenue from the Capital Projects Fund, where operating levy was used for facility projects in 2016-17.

**State Aid** – Wisconsin Act 145 legislation required the state to allocate \$406 million to the 16 technical colleges in order to provide property tax relief. The College's share of the new Property Tax Relief Aid is \$29.1 million and is the same in both years. The \$300,099 decrease in the budget is due to a decline in general state aid. While the total pool of \$88.5 million designated for the 16 technical colleges is unchanged, the College's share will likely decline due to a decrease in aidable expenditures.

**Other State Aid** – State grant awards will increase \$252,095. These are competitive grants that change each year. The largest new grant award supports a collaboration with Moraine Park Technical College focused on Welding and adult basic education (ABE) best practices.

**Program & Material Fees** – Student enrollments are expected to be the same as projected-actual enrollments for fiscal year 2016-17. Since the 2016-17 budget was never amended for the 6% enrollment decline occurring this year, the 2017-18 Program Fees (tuition) budget is \$1.6 million lower. The tuition rate increase is assumed to 0%. The Material Fees revenue budget is \$74,075 lower, reflecting the current-year decline in enrollments.

**Other Student Fees** – The 6.4% increase is due to enrollment growth in the Aviation program and in Community Service (hobby) courses.

**Institutional** – The budget is 2.4% or \$247,747 higher. The largest component of Institutional Revenue is contract training for business & industry, with anticipated growth next year in Truck Driving and Global Studies contracts.

**Federal** – The majority of Federal revenue is generated by FVTC's National Criminal Justice Training Center through delivery of nationwide training activities under several grants (\$10 million). Criminal Justice grant revenue is \$326,108 lower. Other federal grants are down by \$705,004 because several grants end in 2016-17 or soon thereafter. Typically, some new grants are awarded after budget adoption.

### EXPENDITURES

The types of expenditures included in each major function (Instructional, Instructional Resources, Student Services, General Institutional, and Physical Plant) were defined under the Budgetary Definitions section. The changes in expenditures by object (for all functions combined) are:

## BUDGET ANALYSIS – COMBINED OPERATING FUNDS, continued

Fiscal Year 2016-17 Operational Expenditures \$111,415,069

Fiscal Year 2016-17 Budget Increase/(Decrease):

Salary and Wages	\$ 2,288,976	
Fringe Benefits	(1,023,749)	
Training Consultant	(1,471,240)	
Supplies & Other	(180,253)	
Minor Equipment	(206,557)	
Contracted Services	(357,337)	
Utilities	(148,958)	
All Other	<u>(104,643)</u>	<u>(1,203,761)</u>

Fiscal Year 2017-18 Operational Expenditures \$110,211,308

The Salary and Wages budget is 3.6% higher. The increase is due to the cost of competitive wages increases for staff, budgeted at 2.75%. The increase also reflects the reclassification of independent trainers from consultants to College employees effective January 1, 2017.

Fringe Benefits are \$1,023,749 less in 2017-18 primarily because the health insurance funding rate is 6% lower next year. In addition, the cost of health & dental insurance for retirees will decline \$480,000 because there will be fewer retirees under age 65, the age at which they pay 100% of the health insurance premium or find alternative coverage.

The \$1.5 million Training Consultant budget decrease is the result of two factors. Criminal Justice grant activity is expected to decrease next year. The budget also reflects the reclassification of training consultants working on Criminal Justice grants from consultants to College employees.

The decline in the Supplies & Other budget is primarily due to the decrease in federal grants.

The Minor Equipment budget decrease reflects the removal of a one-time budget provision for furniture related to the D.J. Bordini Center remodel project which was completed in 2016-17.

The budget for Contracted Services is \$357,337 less due to the reclassification of certain vendors performing work for Criminal Justice grants to College employees.

The Utilities budget decrease reflects savings resulting from energy-conservation projects and programs.

### OTHER SOURCES (USES)

**Operating Transfer In (Out)** – The \$36,245 increase is due to a provision to cover the cost of health and dental benefits for staff assigned to enterprise funds.

### TRANSFERS TO (FROM) FUND BALANCE

**Designated for Operations** – The 2017-18 budget of \$1.3 million is for Board-approved strategic investments in the start-up phase (\$847,115) and to manage special revenue fund reserves into the Board-approved range (\$500,000). In contrast, the 2016-17 budget of \$5.9 million includes a \$4.9 million transfer from fund balance to support several major remodeling projects.

**FOX VALLEY TECHNICAL COLLEGE**  
**General Fund**  
**2017-18 Budgetary Statement of**  
**Resources, Uses, and Changes in Fund Balance**

	<b>2015-16 Actual</b>	<b>2016-17 Budget#</b>	<b>2016-17 Estimated *</b>	<b>2017-18 Budget</b>
<b>REVENUES</b>				
Local Government	\$15,321,948	\$15,701,171	\$15,701,171	\$21,525,571
General State Aids	39,048,922	38,568,693	38,479,000	38,268,594
Other State Aid	199,466	216,000	216,000	206,000
Program Fees	19,339,764	19,868,948	18,410,000	18,320,818
Materials Fees	1,398,000	1,409,581	1,349,000	1,341,165
Other Student Fees	1,593,983	1,577,036	1,765,000	1,746,667
Institutional	522,837	604,000	300,000	537,579
Federal	19,834	24,000	30,000	22,000
<b>Total Revenues</b>	<b>\$77,444,754</b>	<b>\$77,969,429</b>	<b>\$76,250,171</b>	<b>\$81,968,394</b>
<b>EXPENDITURES</b>				
Instructional	\$50,257,357	\$53,239,139	\$51,239,139	\$52,565,516
Instructional Resources	1,102,993	1,154,928	1,154,928	1,139,497
Student Services	5,732,331	6,378,675	6,378,675	6,944,611
General Institutional	17,103,932	17,456,533	16,456,533	17,431,176
Physical Plant	6,099,472	7,622,559	7,171,652	7,077,085
<b>Total Expenditures</b>	<b>\$80,296,085</b>	<b>\$85,851,834</b>	<b>\$82,400,927</b>	<b>\$85,157,885</b>
<b>Net Revenue (Expenditures)</b>	<b>(\$2,851,331)</b>	<b>(\$7,882,405)</b>	<b>(\$6,150,756)</b>	<b>(\$3,189,491)</b>
<b>OTHER SOURCES (USES)</b>				
Operating Transfer In (Out)	999,729	1,831,084	1,831,084	2,342,376
<b>Total Resources (Uses)</b>	<b>(\$1,851,602)</b>	<b>(\$6,051,321)</b>	<b>(\$4,319,672)</b>	<b>(\$847,115)</b>
<b>TRANSFERS TO (FROM) FUND BALANCE</b>				
Reserve for Encumbrances	\$157,286	(\$157,286)	(\$157,286)	\$0
Designated for Operations	(2,008,888)	(5,894,035)	(4,162,386)	(847,115)
<b>Total Transfers To (From) Fund Balance</b>	<b>(\$1,851,602)</b>	<b>(\$6,051,321)</b>	<b>(\$4,319,672)</b>	<b>(\$847,115)</b>
Beginning Fund Balance	28,042,712	26,191,110	26,191,110	21,871,438
<b>Ending Fund Balance</b>	<b>\$26,191,110</b>	<b>\$20,139,789</b>	<b>\$21,871,438</b>	<b>\$21,024,323</b>

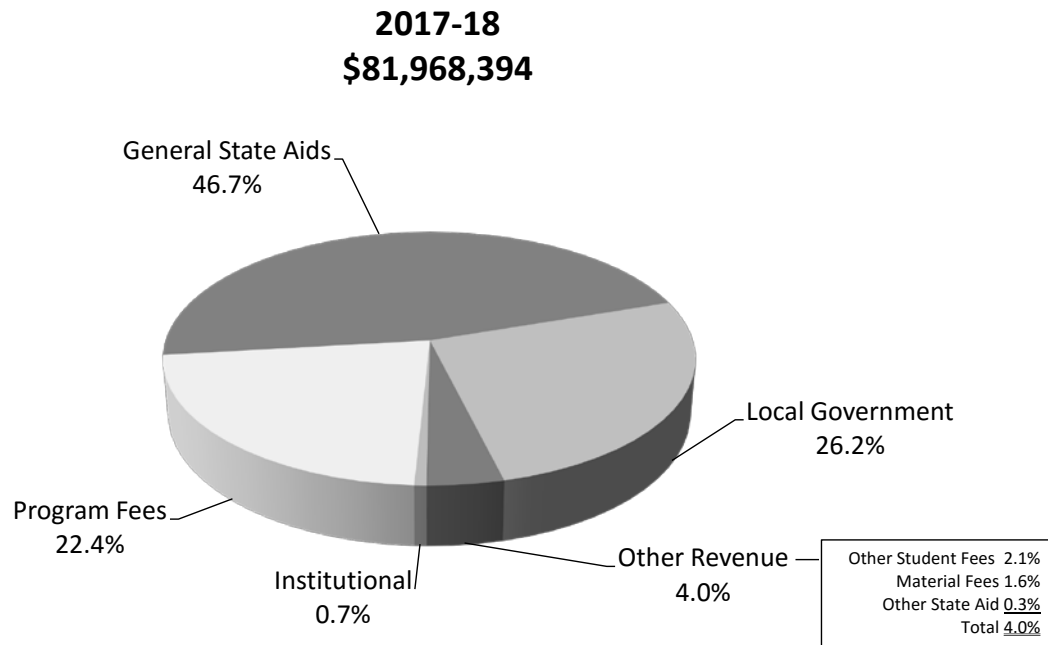
The General Fund is the principal operating fund of the District and accounts for all financial activities of the District not required to be accounted for in another fund.

# Revised through April 30, 2017

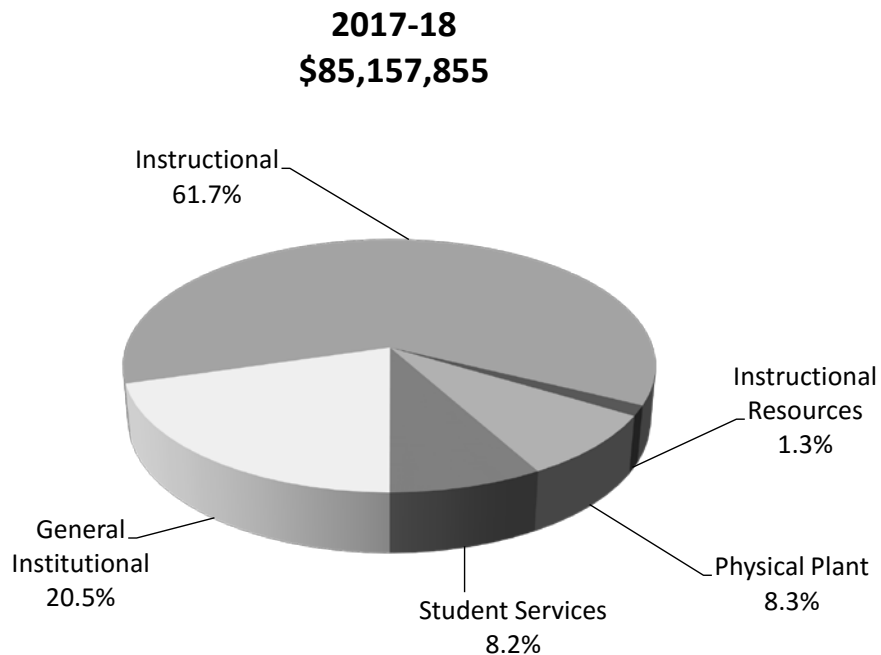
\* 10 months actual and 2 months estimated.

# FOX VALLEY TECHNICAL COLLEGE

## General Fund Budget Revenue Composition



## General Fund Budget Expenditure Composition



**FOX VALLEY TECHNICAL COLLEGE**  
**Special Revenue/Operational Fund**  
**2017-18 Budgetary Statement of**  
**Resources, Uses, and Changes in Fund Balance**

	<b>2015-16 Actual</b>	<b>2016-17 Budget#</b>	<b>2016-17 Estimated *</b>	<b>2017-18 Budget</b>
<b>REVENUES</b>				
Local Government	\$1,309,796	\$1,459,300	\$1,459,300	\$1,486,220
Other State Aid	3,496,106	1,811,273	1,811,273	2,073,368
Program Fees	128,100	174,651	174,651	104,369
Materials Fees	21,912	22,499	22,499	16,840
Other Student Fees	582,300	609,026	609,026	578,131
Institutional	9,351,047	9,846,494	9,846,494	10,160,662
Federal	13,480,130	12,267,321	12,267,321	11,236,209
<b>Total Revenues</b>	<b>\$28,369,391</b>	<b>\$26,190,564</b>	<b>\$26,190,564</b>	<b>\$25,655,799</b>
<b>EXPENDITURES</b>				
Instructional	\$23,593,743	\$22,019,443	\$22,019,443	\$21,829,864
Instructional Resources	0	4,062	4,062	6,862
Student Services	2,045,150	2,183,549	2,183,549	1,876,143
General Institutional	811,971	1,062,493	1,062,493	1,054,620
Physical Plant	424,671	293,688	293,688	285,934
<b>Total Expenditures</b>	<b>\$26,875,535</b>	<b>\$25,563,235</b>	<b>\$25,563,235</b>	<b>\$25,053,423</b>
<b>Net Revenue (Expenditures)</b>	<b>\$1,493,856</b>	<b>\$627,329</b>	<b>\$627,329</b>	<b>\$602,376</b>
<b>OTHER SOURCES (USES)</b>				
Operating Transfer In (Out)	(512,250)	(627,329)	(627,329)	(1,102,376)
<b>Total Resources (Uses)</b>	<b>\$981,606</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$500,000)</b>
<b>TRANSFERS TO (FROM) FUND BALANCE</b>				
Designated for Operations	\$981,606	\$0	\$0	(\$500,000)
<b>Total Transfers To (From) Fund Balance</b>	<b>\$981,606</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$500,000)</b>
Beginning Fund Balance	1,543,323	2,524,929	2,524,929	2,524,929
<b>Ending Fund Balance</b>	<b>\$2,524,929</b>	<b>\$2,524,929</b>	<b>\$2,524,929</b>	<b>\$2,024,929</b>

The Special Revenue/Operational Fund is used to account for the proceeds from specific revenue sources (other than debt service, major capital projects or expendable trusts) that are restricted to expenditures for designated purposes because of legal or regulatory provisions. The fund includes training and technical assistance contracts for business and industry and federal and state grants.

# Revised through April 30, 2017

\* 10 months actual and 2 months estimated.

**FOX VALLEY TECHNICAL COLLEGE**  
**Capital Project Fund**  
**2017-18 Budgetary Statement of**  
**Resources, Uses, and Changes in Fund Balance**

	<b>2015-16 Actual</b>	<b>2016-17 Budget#</b>	<b>2016-17 Estimated *</b>	<b>2017-18 Budget</b>
<b>REVENUES</b>				
Local Government	\$4,826,448	\$4,816,861	\$4,816,861	\$0
Other State Aid	175,358	253,862	253,862	282,594
Institutional	90,763	5,751	5,751	94,454
Federal	159,378	33,171	33,171	15,500
<b>Total Revenues</b>	<b>\$5,251,947</b>	<b>\$5,109,645</b>	<b>\$5,109,645</b>	<b>\$392,548</b>
<b>EXPENDITURES</b>				
Instructional	\$3,342,440	\$4,868,637	\$4,868,637	\$3,493,235
Instructional Resources	293,587	314,733	314,733	396,076
Student Services	13,870	30,046	30,046	13,332
General Institutional	2,631,330	2,393,909	2,393,909	1,748,431
Physical Plant	6,080,321	14,026,757	14,026,757	6,904,474
<b>Total Expenditures</b>	<b>\$12,361,548</b>	<b>\$21,634,082</b>	<b>\$21,634,082</b>	<b>\$12,555,548</b>
<b>Net Revenue (Expenditures)</b>	<b>(\$7,109,601)</b>	<b>(\$16,524,437)</b>	<b>(\$16,524,437)</b>	<b>(\$12,163,000)</b>
<b>OTHER SOURCES (USES)</b>				
Proceeds from Debt	11,147,954	10,900,000	10,900,000	11,800,000
Operating Transfer In (Out)	(312,978)	(57,659)	(57,659)	(137,000)
<b>Total Resources (Uses)</b>	<b>\$3,725,375</b>	<b>(\$5,682,096)</b>	<b>(\$5,682,096)</b>	<b>(\$500,000)</b>
<b>TRANSFERS TO (FROM) FUND BALANCE</b>				
Reserve for Capital Projects	(\$946,592)	(\$1,028,661)	(\$1,028,661)	(\$500,000)
Reserve for Encumbrances	4,653,435	(4,653,435)	(4,653,435)	0
Designated for Subsequent Year	18,532	0	0	0
<b>Total Transfers To (From) Fund Balance</b>	<b>\$3,725,375</b>	<b>(\$5,682,096)</b>	<b>(\$5,682,096)</b>	<b>(\$500,000)</b>
Beginning Fund Balance	2,896,733	6,622,108	6,622,108	940,012
<b>Ending Fund Balance</b>	<b>\$6,622,108</b>	<b>\$940,012</b>	<b>\$940,012</b>	<b>\$440,012</b>

The Capital Projects Fund is used to account for financial resources used for the acquisition of sites, building construction, remodeling or improvement and movable and fixed equipment (other than those financed by proprietary or trust/agency funds).

# Revised through April 30, 2017

\* 10 months actual and 2 months estimated.

**FOX VALLEY TECHNICAL COLLEGE**  
**Debt Service Fund**  
**2017-18 Budgetary Statement of**  
**Resources, Uses, and Changes in Fund Balance**

	<b>2015-16 Actual</b>	<b>2016-17 Budget#</b>	<b>2016-17 Estimated *</b>	<b>2017-18 Budget</b>
<b>REVENUES</b>				
Local Government	\$16,646,308	\$16,649,335	\$16,649,335	\$16,649,335
Institutional	30,007	5,445	5,445	5,723
<b>Total Revenues</b>	<b>\$16,676,315</b>	<b>\$16,654,780</b>	<b>\$16,654,780</b>	<b>\$16,655,058</b>
<b>EXPENDITURES</b>				
Institutional				
Physical Plant	\$18,995,976	\$17,277,884	\$17,277,884	\$17,085,754
<b>Total Expenditures</b>	<b>\$18,995,976</b>	<b>\$17,277,884</b>	<b>\$17,277,884</b>	<b>\$17,085,754</b>
<b>Net Revenue (Expenditures)</b>	<b>(\$2,319,661)</b>	<b>(\$623,104)</b>	<b>(\$623,104)</b>	<b>(\$430,696)</b>
<b>OTHER SOURCES (USES)</b>				
Proceeds from Debt	344,112	171,675	171,675	183,525
Operating Transfer In (Out)	357,878	136,284	136,284	137,000
<b>Total Resources (Uses)</b>	<b>(\$1,617,671)</b>	<b>(\$315,145)</b>	<b>(\$315,145)</b>	<b>(\$110,171)</b>
<b>TRANSFERS TO (FROM) FUND BALANCE</b>				
Reserve for Debt Service	(\$1,617,671)	(\$315,145)	(\$315,145)	(\$110,171)
<b>Total Transfers To (From) Fund Balance</b>	<b>(\$1,617,671)</b>	<b>(\$315,145)</b>	<b>(\$315,145)</b>	<b>(\$110,171)</b>
Beginning Fund Balance	17,942,959	16,325,288	16,325,288	16,010,143
<b>Ending Fund Balance</b>	<b>\$16,325,288</b>	<b>\$16,010,143</b>	<b>\$16,010,143</b>	<b>\$15,899,972</b>

The Debt Service Fund is used to account for principal and interest payments on long-term debt obligations and capital lease purchase agreements. The ending fund balance must be sufficient to make any payments during the first six months of the subsequent fiscal year. This is the period which is prior to the date the tax levy collections will be received.

# Revised through April 30, 2017

\* 10 months actual and 2 months estimated.

**FOX VALLEY TECHNICAL COLLEGE**  
**Enterprise Fund**  
**2017-18 Budgetary Statement of**  
**Resources, Uses, and Changes in Fund Balance**

	<b>2015-16 Actual</b>	<b>2016-17 Budget#</b>	<b>2016-17 Estimated *</b>	<b>2017-18 Budget</b>
<b>REVENUES</b>				
Institutional	\$3,289,609	\$3,334,020	\$3,334,020	\$3,435,134
Federal	39,744	25,000	25,000	25,000
<b>Total Revenues</b>	<b>\$3,329,353</b>	<b>\$3,359,020</b>	<b>\$3,359,020</b>	<b>\$3,460,134</b>
<b>EXPENDITURES</b>				
Auxiliary Services	\$3,289,292	\$3,474,496	\$3,474,496	\$3,625,279
<b>Total Expenditures</b>	<b>\$3,289,292</b>	<b>\$3,474,496</b>	<b>\$3,474,496</b>	<b>\$3,625,279</b>
<b>Net Revenue (Expenditures)</b>	<b>\$40,061</b>	<b>(\$115,476)</b>	<b>(\$115,476)</b>	<b>(\$165,145)</b>
<b>OTHER SOURCES (USES)</b>				
Operating Transfer In (Out)	147,621	147,620	147,620	190,000
<b>Total Resources (Uses)</b>	<b>\$187,682</b>	<b>\$32,144</b>	<b>\$32,144</b>	<b>\$24,855</b>
<b>TRANSFERS TO (FROM) FUND BALANCE</b>				
Retained Earnings	\$187,682	\$32,144	\$32,144	\$24,855
<b>Total Transfers To (From) Fund Balance</b>	<b>\$187,682</b>	<b>\$32,144</b>	<b>\$32,144</b>	<b>\$24,855</b>
Beginning Fund Balance	666,855	854,537	854,537	886,681
<b>Ending Fund Balance</b>	<b>\$854,537</b>	<b>\$886,681</b>	<b>\$886,681</b>	<b>\$911,536</b>

The Enterprise Fund is used to record the revenue and expenditures related to rendering services for students, staff and others and is intended to be self-supporting. These services complement the educational program objectives of the District. Some of these services include Food Service Operations, Auto Parts Store, and Day Care Center.

# Revised through April 30, 2017

\* 10 months actual and 2 months estimated.

**FOX VALLEY TECHNICAL COLLEGE**  
**Internal Service Funds**  
**2017-18 Budgetary Statement of**  
**Resources, Uses, and Changes in Fund Balance**

	<b>2015-16 Actual</b>	<b>2016-17 Budget#</b>	<b>2016-17 Estimated *</b>	<b>2017-18 Budget</b>
<b>REVENUES</b>				
Institutional	\$15,174,577	\$15,162,146	\$15,162,146	\$14,128,390
<b>Total Revenues</b>	<b>\$15,174,577</b>	<b>\$15,162,146</b>	<b>\$15,162,146</b>	<b>\$14,128,390</b>
<b>EXPENDITURES</b>				
Auxiliary Services	\$15,050,613	\$15,261,181	\$15,261,181	\$14,410,626
<b>Total Expenditures</b>	<b>\$15,050,613</b>	<b>\$15,261,181</b>	<b>\$15,261,181</b>	<b>\$14,410,626</b>
<b>Net Revenue (Expenditures)</b>	<b>\$123,964</b>	<b>(\$99,035)</b>	<b>(\$99,035)</b>	<b>(\$282,236)</b>
<b>OTHER SOURCES (USES)</b>				
Operating Transfer In (Out)	(680,000)	(1,430,000)	(1,430,000)	(1,430,000)
<b>Total Resources (Uses)</b>	<b>(\$556,036)</b>	<b>(\$1,529,035)</b>	<b>(\$1,529,035)</b>	<b>(\$1,712,236)</b>
<b>TRANSFERS TO (FROM) FUND BALANCE</b>				
Reserve for Self Insurance	(\$683,904)	(\$1,529,035)	(\$1,529,035)	(\$1,712,236)
Retained Earnings	127,868	0	0	0
<b>Total Transfers To (From) Fund Balance</b>	<b>(\$556,036)</b>	<b>(\$1,529,035)</b>	<b>(\$1,529,035)</b>	<b>(\$1,712,236)</b>
Beginning Fund Balance	8,436,932	7,880,896	7,880,896	6,351,861
<b>Ending Fund Balance</b>	<b>\$7,880,896</b>	<b>\$6,351,861</b>	<b>\$6,351,861</b>	<b>\$4,639,625</b>
<b>Expenditures by Fund:</b>				
Health and Dental Fund	\$14,446,478	\$14,459,181	\$14,459,181	\$13,608,626
Printing Services Fund	604,135	802,000	802,000	802,000
	<b>\$15,050,613</b>	<b>\$15,261,181</b>	<b>\$15,261,181</b>	<b>\$14,410,626</b>

The Internal Service Funds are used to account for the financing and related financial activities of goods and services provided by one department of the district to other departments of the district, or to other governmental units on a cost reimbursement basis. Examples include the Printing Services Fund and the Health and Dental Fund. The Printing Services Fund accounts for all internal printing and copying revenue and expenses. The Health and Dental Insurance Fund accounts for the self-funded insurance program for Fox Valley Technical College. The program is currently funded by employer & employee contributions based upon rates established by the actuarial consultant of the District. Claims are paid by a third party administrator under contract with the District.

# Revised through April 30, 2017

\* 10 months actual and 2 months estimated.

**FOX VALLEY TECHNICAL COLLEGE**  
**Special Revenue/Non-Aidable Funds**  
**2017-18 Budgetary Statement of**  
**Resources, Uses, and Changes in Fund Balance**

	<b>2015-16 Actual</b>	<b>2016-17 Budget#</b>	<b>2016-17 Estimated *</b>	<b>2017-18 Budget</b>
<b>REVENUES</b>				
Local Government	\$128,392	\$141,953	\$141,953	\$132,271
Other State Aid	1,763,115	1,815,450	1,815,450	1,919,450
Other Student Fees	1,928,262	2,092,217	2,092,217	1,763,940
Institutional	1,586,048	1,201,200	1,201,200	1,512,100
Federal	23,759,277	35,418,909	35,418,909	27,864,864
<b>Total Revenues</b>	<b>\$29,165,094</b>	<b>\$40,669,729</b>	<b>\$40,669,729</b>	<b>\$33,192,625</b>
<b>EXPENDITURES</b>				
Student Services	\$28,874,727	\$40,256,939	\$40,256,939	\$32,923,538
General Institutional	466,876	442,790	442,790	269,087
<b>Total Expenditures</b>	<b>\$29,341,603</b>	<b>\$40,699,729</b>	<b>\$40,699,729</b>	<b>\$33,192,625</b>
<b>Net Revenue (Expenditures)</b>	<b>(\$176,509)</b>	<b>(\$30,000)</b>	<b>(\$30,000)</b>	<b>\$0</b>
<b>OTHER SOURCES (USES)</b>				
Operating Transfer In (Out)	0	0	0	0
<b>Total Resources (Uses)</b>	<b>(\$176,509)</b>	<b>(\$30,000)</b>	<b>(\$30,000)</b>	<b>\$0</b>
<b>TRANSFERS TO (FROM) FUND BALANCE</b>				
Reserve for Encumbrances	\$6,522	\$0	\$0	\$0
Reserve for Student Organizations	(183,031)	(30,000)	(30,000)	0
<b>Total Transfers To (From) Fund Balance</b>	<b>(\$176,509)</b>	<b>(\$30,000)</b>	<b>(\$30,000)</b>	<b>\$0</b>
Beginning Fund Balance	1,024,367	847,858	847,858	817,858
<b>Ending Fund Balance</b>	<b>\$847,858</b>	<b>\$817,858</b>	<b>\$817,858</b>	<b>\$817,858</b>
<b>Expenditures by Fund:</b>				
Financial Aid	\$27,180,271	\$38,531,312	\$38,531,312	\$0
Student Segregated Fees	2,161,332	2,168,417	2,168,417	33,192,625
	<b>\$29,341,603</b>	<b>\$40,699,729</b>	<b>\$40,699,729</b>	<b>\$33,192,625</b>

The Special Revenue/Non-Aidable Funds, formerly classified as Expendable Trust Funds, are used to account for assets held in trust by the District in a trustee capacity. Examples include Student Financial Aids and Student Segregated Fees, such as the Pell Grant, Supplemental Educational Opportunity Grant and the College Work-Study program.

# Revised through April 30, 2017

\* 10 months actual and 2 months estimated.

**FOX VALLEY TECHNICAL COLLEGE**  
**Combined Budget Summary**  
**2017-18 Budgetary Statement of**  
**Resources, Uses, and Changes in Fund Balance**

	<b>2015-16</b>	<b>2016-17</b>	<b>2016-17</b>	<b>2017-18</b>
<b>REVENUES</b>	<b>Actual</b>	<b>Budget#</b>	<b>Estimated *</b>	<b>Budget</b>
Local Government	\$38,232,892	\$38,768,620	\$38,768,620	\$39,793,397
General State Aids	39,048,922	38,568,693	38,479,000	38,268,594
Other State Aid	5,634,045	4,096,585	4,096,585	4,481,412
Program Fees	19,467,864	20,043,599	18,584,651	18,425,187
Materials Fees	1,419,912	1,432,080	1,371,499	1,358,005
Other Student Fees	4,104,545	4,278,279	4,466,243	4,088,738
Institutional	30,044,888	30,159,056	29,855,056	29,874,042
Federal	37,458,363	47,768,401	47,774,401	39,163,573
<b>Total Revenues</b>	<b>\$175,411,431</b>	<b>\$185,115,313</b>	<b>\$183,396,055</b>	<b>\$175,452,948</b>
<b>EXPENDITURES</b>				
Instructional	\$77,193,540	\$80,127,219	\$78,127,219	\$77,888,615
Instructional Resources	1,396,580	1,473,723	1,473,723	1,542,435
Student Services	36,666,078	48,849,209	48,849,209	41,757,624
General Institutional	21,014,109	21,355,725	20,355,725	20,503,314
Physical Plant	31,600,440	39,220,888	38,769,981	31,353,247
Auxiliary Services	18,339,905	18,735,677	18,735,677	18,035,905
<b>Total Expenditures</b>	<b>\$186,210,652</b>	<b>\$209,762,441</b>	<b>\$206,311,534</b>	<b>\$191,081,140</b>
<b>Net Revenue (Expenditures)</b>	<b>(\$10,799,221)</b>	<b>(\$24,647,128)</b>	<b>(\$22,915,479)</b>	<b>(\$15,628,192)</b>
<b>OTHER SOURCES (USES)</b>				
Proceeds from Debt	11,492,066	11,071,675	11,071,675	11,983,525
<b>Total Resources (Uses)</b>	<b>\$692,845</b>	<b>(\$13,575,453)</b>	<b>(\$11,843,804)</b>	<b>(\$3,644,667)</b>
<b>TRANSFERS TO (FROM) FUND BALANCE</b>				
Retained Earnings	\$315,550	\$32,144	\$32,144	\$24,855
Reserve for Encumbrances	4,817,243	(4,810,721)	(4,810,721)	0
Reserve for Self-Insurance	(683,904)	(1,529,035)	(1,529,035)	(1,712,236)
Reserve for Student Organizations	(183,031)	(30,000)	(30,000)	0
Reserve for Capital Projects	(946,592)	(1,028,661)	(1,028,661)	(500,000)
Reserve for Debt Service	(1,617,671)	(315,145)	(315,145)	(110,171)
Designated for Operations	(1,027,282)	(5,894,035)	(4,162,386)	(1,347,115)
Designated for Subsequent Year	18,532	0	0	0
<b>Total Transfers To (From) Fund Balance</b>	<b>\$692,845</b>	<b>(\$13,575,453)</b>	<b>(\$11,843,804)</b>	<b>(\$3,644,667)</b>
Beginning Fund Balance	60,553,881	61,246,726	61,246,726	49,402,922
<b>Ending Fund Balance</b>	<b>\$61,246,726</b>	<b>\$47,671,273</b>	<b>\$49,402,922</b>	<b>\$45,758,255</b>
<b>Expenditures by Fund:</b>				
General	\$80,296,085	\$85,851,834	\$82,400,927	\$85,157,885
Special Revenue/Operational	26,875,535	25,563,235	25,563,235	25,053,423
Special Revenue/Non-Aidable	29,341,603	40,699,729	40,699,729	33,192,625
Capital Projects	12,361,548	21,634,082	21,634,082	12,555,548
Debt Service	18,995,976	17,277,884	17,277,884	17,085,754
Enterprise	3,289,292	3,474,496	3,474,496	3,625,279
Internal Service	15,050,613	15,261,181	15,261,181	14,410,626
<b>Total Uses</b>	<b>\$186,210,652</b>	<b>\$209,762,441</b>	<b>\$206,311,534</b>	<b>\$191,081,140</b>

# Revised through April 30, 2017

\* 10 months actual and 2 months estimated.

**FOX VALLEY TECHNICAL COLLEGE**  
**Pro-forma Balance Sheet - Budgetary Basis**  
**July 1, 2017**

	Governmental Fund Category				Proprietary Fund Category		Fiduciary		Account Groups		Total
	General	Special Revenue Operational	Debt Service	Capital Projects	Enterprise	Internal Service Fund	Special Revenue Non-Aidable	Fixed Assets	Long-Term Debt	Memorandum Only	
<b>ASSETS</b>											
Cash	\$22,734,523	\$746,433	\$530,283	\$1,827,574	\$1,067,087	\$6,782,761	\$1,029,521	\$0	\$0	\$34,718,182	
Investments	6,759,000		16,750,416	425,000						23,934,416	
Receivables											
Property Taxes	4,490,917	0	4,379,444	1,290,438			37,339			10,198,138	
Accounts Receivable	1,956,000	4,025,500		0	125,000	5,600	562,500			6,674,600	
Inventory					140,600					140,600	
Prepaid Expenses						315,500				315,500	
Fixed Assets	0							20,794,100		20,794,100	
Amount Available in Debt Service Funds									16,010,143	16,010,143	
Amount to be Provided for Long-Term Debt									70,143,357	70,143,357	
Total Assets	\$35,940,440	\$4,771,933	\$21,660,143	\$3,543,012	\$1,332,687	\$7,103,861	\$1,629,360	\$20,794,100	\$86,153,500	\$182,929,036	
<b>LIABILITIES</b>											
Accounts Payable	\$1,656,000	\$1,590,000	\$5,650,000	\$2,600,000	\$194,000	\$752,000	\$29,000			\$12,471,000	
Employee Related Payables	6,457,000	7,000								6,464,000	
Deferred Revenues	5,956,000	650,000		3,000	252,000		782,500			7,643,500	
General Long-Term Debt									86,153,500	86,153,500	
Total Liabilities	\$14,069,000.00	\$2,247,000	\$5,650,000	\$2,603,000	\$446,000	\$752,000	\$811,500	\$0	\$86,153,500	\$112,732,000	
<b>FUND EQUITY</b>											
Investment in Fixed Assets								\$20,794,100		\$20,794,100	
Retained Earnings					755,990	173,735				929,725	
Retained Earnings-Resale Inventory					129,892					129,892	
Fund Balance:											
Reserved:											
Reserve for Prepaids & Inventories		6,893			805	91,000	6,523			105,221	
Reserve for Self Insurance						6,087,126				6,087,126	
Reserve for Student Organizations										570,740	
Reserve for Stdt Fin Assistance										240,597	
Reserve for Capital Projects				818,988						818,988	
Reserve for Debt Service			16,010,143							16,010,143	
Unreserved:											
Designated for Operations	13,658,702	2,518,040								16,176,742	
Designated for State Aid Fluctuations	1,211,156									1,211,156	
Designated for Subsequent Years	1,816,734			121,024						1,937,758	
Designated for Subsequent Year	5,184,848									5,184,848	
Total Fund Equity	\$21,871,440	\$2,524,933	\$16,010,143	\$940,012	\$886,687	\$6,351,861	\$817,860	\$20,794,100	\$0	\$70,197,036	
Total Liabilities and Fund Equity	\$35,940,440	\$4,771,933	\$21,660,143	\$3,543,012	\$1,332,687	\$7,103,861	\$1,629,360	\$20,794,100	\$86,153,500	\$182,929,036	

**FOX VALLEY TECHNICAL COLLEGE**  
**Combined Schedule of Long-term General Obligations**  
**2017-18 Budget Year**

<i><b>Fiscal Year</b></i>	<i><b>Principal</b></i>	<i><b>Interest</b></i>	<i><b>Total</b></i>
2017-18	\$14,255,000	\$2,502,629	\$16,757,629
2018-19	14,130,000	2,269,829	16,399,829
2019-20	12,265,000	1,844,063	14,109,063
2020-21	11,175,000	1,497,538	12,672,538
2021-22	8,925,000	1,197,263	10,122,263
2022-23	7,765,000	957,075	8,722,075
2023-24	6,800,000	755,125	7,555,125
2024-25	6,360,000	568,488	6,928,488
2025-26	5,320,000	395,700	5,715,700
2026-27	5,530,000	232,950	5,762,950
2027-28	5,000,000	75,000	5,075,000
	<u>\$97,525,000</u>	<u>\$12,295,658</u>	<u>\$109,820,658</u>

<i><b>Calendar Year</b></i>	<i><b>Principal</b></i>	<i><b>Interest</b></i>	<i><b>Total</b></i>
2017	\$14,255,000	\$1,243,900	\$15,498,900
2018	14,130,000	2,517,458	16,647,458
2019	12,265,000	2,022,200	14,287,200
2020	11,175,000	1,665,925	12,840,925
2021	8,925,000	1,329,150	10,254,150
2022	7,765,000	1,065,375	8,830,375
2023	6,800,000	848,775	7,648,775
2024	6,360,000	661,475	7,021,475
2025	5,320,000	475,500	5,795,500
2026	5,530,000	315,900	5,845,900
2027	5,000,000	150,000	5,150,000
	<u>\$97,525,000</u>	<u>\$12,295,658</u>	<u>\$109,820,658</u>

**FOX VALLEY TECHNICAL COLLEGE**  
**Schedule of Long-term General Obligations**  
**2017-18 Budget Year**

	<i><b>Year</b></i>	<i><b>Principal</b></i>	<i><b>Interest</b></i>	<i><b>Total</b></i>
<b>Promissory Note (7 years)</b> <b>The Depository Trust Company</b> <b>Issued August 2010</b> <b>\$8,750,000 @ 2% - 3%</b> <b>Fiscal Agent: Associated Trust Co.</b> Building Construction & Improvements, Remodeling, Capital Equipment and Non-Building Capital Projects	December 2017	\$1,145,000	\$17,175	\$1,162,175
	<b>Total Due</b>	<b>\$1,145,000</b>	<b>\$17,175</b>	<b>\$1,162,175</b>
<b>School Facilities Bonds (14 years)</b> <b>Janney Montgomery Scott LLC</b> <b>Issued July 2012</b> <b>\$14,775,000 @ 3%</b> <b>Fiscal Agent: Associated Trust Co.</b> Purchase and Construction of Buildings, Remodeling, Acquisition of Land and Capital Equipment	December 2017	\$0	\$221,625	\$221,625
	June 2018	0	221,625	221,625
	December 2018	0	221,625	221,625
	June 2019	0	221,625	221,625
	December 2019	0	221,625	221,625
	June 2020	0	221,625	221,625
	December 2020	0	221,625	221,625
	June 2021	0	221,625	221,625
	December 2021	0	221,625	221,625
	June 2022	0	221,625	221,625
	December 2022	0	221,625	221,625
	June 2023	0	221,625	221,625
	December 2023	0	221,625	221,625
	June 2024	0	221,625	221,625
	December 2024	3,925,000	221,625	4,146,625
	June 2025	0	162,750	162,750
	December 2025	5,320,000	162,750	5,482,750
	June 2026	0	82,950	82,950
	December 2026	5,530,000	82,950	5,612,950
	<b>Total Due</b>	<b>\$14,775,000</b>	<b>\$3,815,775</b>	<b>\$18,590,775</b>
<b>Promissory Note (7 years)</b> <b>Janney Montgomery Scott LLC</b> <b>Issued July 2012</b> <b>\$11,480,000 @ 3%</b> <b>Fiscal Agent: Associated Trust Co.</b> Building Construction & Improvements, Remodeling, Capital Equipment and Non-Building Capital Projects	December 2017	\$1,305,000	\$60,375	\$1,365,375
	June 2018	0	40,800	40,800
	December 2018	1,340,000	40,800	1,380,800
	June 2019	0	20,700	20,700
	December 2019	1,380,000	20,700	1,400,700
	<b>Total Due</b>	<b>\$4,025,000</b>	<b>\$183,375</b>	<b>\$4,208,375</b>
<b>School Facilities Bonds (15 years)</b> <b>Piper Jaffray</b> <b>Issued December 2012</b> <b>\$50,450,000 @ 3%</b> <b>Fiscal Agent: Associated Trust Co.</b> Purchase and Construction of Buildings, Remodeling, Acquisition of Land and Capital Equipment	December 2017	\$3,250,000	\$485,775	\$3,735,775
	June 2018	0	437,025	437,025
	December 2018	3,340,000	437,025	3,777,025
	June 2019	0	386,925	386,925
	December 2019	3,730,000	386,925	4,116,925
	June 2020	0	330,975	330,975
	December 2020	3,840,000	330,975	4,170,975
	June 2021	0	273,375	273,375
	December 2021	3,950,000	273,375	4,223,375
	June 2022	0	214,125	214,125
	December 2022	4,075,000	214,125	4,289,125
	June 2023	0	153,000	153,000
	December 2023	4,200,000	153,000	4,353,000
	June 2024	0	90,000	90,000
	December 2024	1,000,000	90,000	1,090,000
	June 2025	0	75,000	75,000
	December 2025	0	75,000	75,000
	June 2026	0	75,000	75,000
	December 2026	0	75,000	75,000
	June 2027	0	75,000	75,000
	December 2027	5,000,000	75,000	5,075,000
	<b>Total Due</b>	<b>\$32,385,000</b>	<b>\$4,706,625</b>	<b>\$37,091,625</b>

**FOX VALLEY TECHNICAL COLLEGE**  
**Schedule of Long-term General Obligations**  
**2017-18 Budget Year**

	<i><b>Year</b></i>	<i><b>Principal</b></i>	<i><b>Interest</b></i>	<i><b>Total</b></i>
<b>Promissory Note (7 years)</b>	December 2017	\$1,290,000	\$104,025	\$1,394,025
<b>The Depository Trust Company</b>	June 2018	0	83,100	83,100
<b>Issued August 2013</b>	December 2018	1,330,000	83,100	1,413,100
<b>\$11,475,000 @ 3% - 4% AVG</b>	June 2019	0	56,500	56,500
<b>Fiscal Agent: Associated Trust Co.</b>	December 2019	1,385,000	56,500	1,441,500
Building Construction & Improvements,	June 2020	0	28,800	28,800
Remodeling, Capital Equipment and	December 2020	1,440,000	28,800	1,468,800
Non-Building Capital Projects				
<b>Total Due</b>		<b>\$5,445,000</b>	<b>\$440,825</b>	<b>\$5,885,825</b>
<b>Promissory Note (7 years)</b>	December 2017	\$205,000	\$12,900	\$217,900
<b>The Depository Trust Company</b>	June 2018	0	9,825	9,825
<b>Issued September 2013</b>	December 2018	210,000	9,825	219,825
<b>\$1,500,000 @ 3%</b>	June 2019	0	6,675	6,675
<b>Fiscal Agent: Associated Trust Co.</b>	December 2019	220,000	6,675	226,675
Building Improvements and Remodeling	June 2020	0	3,375	3,375
	December 2020	225,000	3,375	228,375
<b>Total Due</b>		<b>\$860,000</b>	<b>\$52,650</b>	<b>\$912,650</b>
<b>Promissory Note (7 years)</b>	December 2017	\$205,000	\$10,475	\$215,475
<b>The Depository Trust Company</b>	June 2018	0	8,425	8,425
<b>Issued October 2013</b>	December 2018	205,000	8,425	213,425
<b>\$1,500,000 @ 3%</b>	June 2019	0	6,375	6,375
<b>Fiscal Agent: Associated Trust Co.</b>	December 2019	210,000	6,375	216,375
Building Improvements and Remodeling	June 2020	0	3,225	3,225
	December 2020	215,000	3,225	218,225
<b>Total Due</b>		<b>\$835,000</b>	<b>\$46,525</b>	<b>\$881,525</b>
<b>Promissory Note (8 years)</b>	December 2017	\$150,000	\$10,950	\$160,950
<b>The Depository Trust Company</b>	June 2018	0	9,450	9,450
<b>Issued June 2014</b>	December 2018	150,000	9,450	159,450
<b>\$1,500,000 @ 2% - 3%</b>	June 2019	0	7,200	7,200
<b>Fiscal Agent: Associated Trust Co.</b>	December 2019	155,000	7,200	162,200
Building Improvements and Remodeling	June 2020	0	4,875	4,875
	December 2020	160,000	4,875	164,875
	June 2021	0	2,475	2,475
	December 2021	165,000	2,475	167,475
<b>Total Due</b>		<b>\$780,000</b>	<b>\$58,950</b>	<b>\$838,950</b>
<b>Promissory Note (7 years)</b>	December 2017	\$1,060,000	\$103,750	\$1,163,750
<b>The Depository Trust Company</b>	June 2018	0	87,850	87,850
<b>Issued July 2014</b>	December 2018	1,090,000	87,850	1,177,850
<b>\$10,800,000 @ 3% - 4%</b>	June 2019	0	66,050	66,050
<b>Fiscal Agent: Associated Trust Co.</b>	December 2019	1,125,000	66,050	1,191,050
Building Improvements, Remodeling,	June 2020	0	47,300	47,300
Capital Equipment and Non-Building	December 2020	1,160,000	47,300	1,207,300
Capital Projects	June 2021	0	24,100	24,100
	December 2021	1,205,000	24,100	1,229,100
<b>Total Due</b>		<b>\$5,640,000</b>	<b>\$554,350</b>	<b>\$6,194,350</b>
<b>Promissory Note (8 years)</b>	December 2017	\$210,000	\$16,800	\$226,800
<b>The Depository Trust Company</b>	June 2018	0	14,700	14,700
<b>Issued May 2015</b>	December 2018	215,000	14,700	229,700
<b>\$1,900,000 @ 2% - 3%</b>	June 2019	0	12,550	12,550
<b>Fiscal Agent: Associated Trust Co.</b>	December 2019	220,000	12,550	232,550
Purchase and Construction of Buildings,	June 2020	0	10,350	10,350
Remodeling, Acquisition of Land and	December 2020	225,000	10,350	235,350
Capital Equipment	June 2021	0	6,975	6,975
	December 2021	230,000	6,975	236,975
	June 2022	0	3,525	3,525
	December 2022	235,000	3,525	238,525
<b>Total Due</b>		<b>\$1,335,000</b>	<b>\$113,000</b>	<b>\$1,448,000</b>

**FOX VALLEY TECHNICAL COLLEGE**  
**Schedule of Long-term General Obligations**  
**2017-18 Budget Year**

	<i><b>Year</b></i>	<i><b>Principal</b></i>	<i><b>Interest</b></i>	<i><b>Total</b></i>
<b>Promissory Note (8 years)</b> <b>The Depository Trust Company</b> <b>Issued August 2015</b> <b>\$7,500,000 @ 2% - 3%</b> <b>Fiscal Agent: Associated Trust Co.</b> Building Improvements, Remodeling, Capital Equipment and Non-Building Capital Projects	December 2017	\$825,000	\$61,275	\$886,275
	June 2018	0	53,025	53,025
	December 2018	845,000	53,025	898,025
	June 2019	0	44,575	44,575
	December 2019	860,000	44,575	904,575
	June 2020	0	35,975	35,975
	December 2020	875,000	35,975	910,975
	June 2021	0	27,225	27,225
	December 2021	895,000	27,225	922,225
	June 2022	0	13,800	13,800
	December 2022	920,000	13,800	933,800
	<b>Total Due</b>	<b>\$5,220,000</b>	<b>\$410,475</b>	<b>\$5,630,475</b>
<b>Promissory Note (5 years)</b> <b>The Depository Trust Company</b> <b>Issued September 2015</b> <b>\$1,500,000 @ 2% - 3%</b> <b>Fiscal Agent: Associated Trust Co.</b> Building Improvements and Remodeling	December 2017	\$295,000	\$13,425	\$308,425
	June 2018	0	10,475	10,475
	December 2018	300,000	10,475	310,475
	June 2019	0	7,475	7,475
	December 2019	305,000	7,475	312,475
	June 2020	0	4,425	4,425
	December 2020	295,000	4,425	299,425
	<b>Total Due</b>	<b>\$1,195,000</b>	<b>\$58,175</b>	<b>\$1,253,175</b>
<b>Promissory Note (5 years)</b> <b>The Depository Trust Company</b> <b>Issued October 2015</b> <b>\$1,500,000 @ 2% - 3%</b> <b>Fiscal Agent: Associated Trust Co.</b> Building Improvements and Remodeling	December 2017	\$285,000	\$16,350	\$301,350
	June 2018	0	13,500	13,500
	December 2018	290,000	13,500	303,500
	June 2019	0	9,150	9,150
	December 2019	300,000	9,150	309,150
	June 2020	0	4,650	4,650
	December 2020	310,000	4,650	314,650
	<b>Total Due</b>	<b>\$1,185,000</b>	<b>\$70,950</b>	<b>\$1,255,950</b>
<b>Promissory Note (7 years)</b> <b>The Depository Trust Company</b> <b>Issued August 2016</b> <b>\$7,900,000 @ 2%</b> <b>Fiscal Agent: Associated Trust Co.</b> Building Improvements, Remodeling, Capital Equipment and Non-Building Capital Projects	December 2017	\$3,460,000	\$79,000	\$3,539,000
	June 2018	0	44,400	44,400
	December 2018	705,000	44,400	749,400
	June 2019	0	37,350	37,350
	December 2019	720,000	37,350	757,350
	June 2020	0	30,150	30,150
	December 2020	735,000	30,150	765,150
	June 2021	0	22,800	22,800
	December 2021	745,000	22,800	767,800
	June 2022	0	15,350	15,350
	December 2022	760,000	15,350	775,350
	June 2023	0	7,750	7,750
	December 2023	775,000	7,750	782,750
	<b>Total Due</b>	<b>\$7,900,000</b>	<b>\$394,600</b>	<b>\$8,294,600</b>
<b>Promissory Note (7 years)</b> <b>The Depository Trust Company</b> <b>Issued September 2016</b> <b>\$1,500,000 @ 2%</b> <b>Fiscal Agent: Associated Trust Co.</b> Building Improvements and Remodeling	December 2017	\$335,000	\$15,000	\$350,000
	June 2018	0	11,650	11,650
	December 2018	185,000	11,650	196,650
	June 2019	0	9,800	9,800
	December 2019	190,000	9,800	199,800
	June 2020	0	7,900	7,900
	December 2020	190,000	7,900	197,900
	June 2021	0	6,000	6,000
	December 2021	195,000	6,000	201,000
	June 2022	0	4,050	4,050
	December 2022	200,000	4,050	204,050
	June 2023	0	2,050	2,050
	December 2023	205,000	2,050	207,050
	<b>Total Due</b>	<b>\$1,500,000</b>	<b>\$97,900</b>	<b>\$1,597,900</b>

**FOX VALLEY TECHNICAL COLLEGE**  
**Schedule of Long-term General Obligations**  
**2017-18 Budget Year**

	<i><b>Year</b></i>	<i><b>Principal</b></i>	<i><b>Interest</b></i>	<i><b>Total</b></i>
<b>Promissory Note (7 years)</b> <b>The Depository Trust Company</b> <b>Issued October 2016</b> <b>\$1,500,000 @ 2%</b> <b>Fiscal Agent: Associated Trust Co.</b> Building Improvements and Remodeling	December 2017	\$235,000	\$15,000	\$250,000
	June 2018	0	12,650	12,650
	December 2018	200,000	12,650	212,650
	June 2019	0	10,650	10,650
	December 2019	205,000	10,650	215,650
	June 2020	0	8,600	8,600
	December 2020	210,000	8,600	218,600
	June 2021	0	6,500	6,500
	December 2021	215,000	6,500	221,500
	June 2022	0	4,350	4,350
	December 2022	215,000	4,350	219,350
	June 2023	0	2,200	2,200
	December 2023	220,000	2,200	222,200
<b>Total Due</b>		<b>\$1,500,000</b>	<b>\$104,900</b>	<b>\$1,604,900</b>
<b>Pro Forma Promissory Note (7 years)</b> <b>The Depository Trust Company</b> <b>To be Issued August 2017</b> <b>\$8,800,000 @ 2.5%</b> <b>Fiscal Agent: Associated Trust Co.</b> Building Construction & Improvements, Remodeling, Capital Equipment and Non-Building Capital Projects	December 2017	\$0	\$0	\$0
	June 2018	0	146,667	146,667
	December 2018	3,350,000	146,667	3,496,667
	June 2019	0	68,125	68,125
	December 2019	855,000	68,125	923,125
	June 2020	0	57,438	57,438
	December 2020	875,000	57,438	932,438
	June 2021	0	46,500	46,500
	December 2021	895,000	46,500	941,500
	June 2022	0	35,313	35,313
	December 2022	920,000	35,313	955,313
	June 2023	0	23,813	23,813
	December 2023	940,000	23,813	963,813
	June 2024	0	12,063	12,063
	December 2024	965,000	12,063	977,063
<b>Total Due</b>		<b>\$8,800,000</b>	<b>\$779,833</b>	<b>\$9,579,833</b>
<b>Pro Forma Promissory Note (7 years)</b> <b>The Depository Trust Company</b> <b>To be Issued September 2017</b> <b>\$1,500,000 @ 3%</b> <b>Fiscal Agent: Associated Trust Co.</b> Building Improvements and Remodeling	December 2017	\$0	\$0	\$0
	June 2018	0	27,875	27,875
	December 2018	185,000	27,875	212,875
	June 2019	0	19,725	19,725
	December 2019	205,000	19,725	224,725
	June 2020	0	16,650	16,650
	December 2020	210,000	16,650	226,650
	June 2021	0	13,500	13,500
	December 2021	215,000	13,500	228,500
	June 2022	0	10,275	10,275
	December 2022	220,000	10,275	230,275
	June 2023	0	6,975	6,975
	December 2023	230,000	6,975	236,975
	June 2024	0	3,525	3,525
	December 2024	235,000	3,525	238,525
<b>Total Due</b>		<b>\$1,500,000</b>	<b>\$197,050</b>	<b>\$1,697,050</b>
<b>Pro Forma Promissory Note (7 years)</b> <b>The Depository Trust Company</b> <b>To be Issued October 2017</b> <b>\$1,500,000 @ 3%</b> <b>Fiscal Agent: Associated Trust Co.</b> Building Improvements and Remodeling	December 2017	\$0	\$0	\$0
	June 2018	0	25,688	25,688
	December 2018	190,000	25,688	215,688
	June 2019	0	19,650	19,650
	December 2019	200,000	19,650	219,650
	June 2020	0	16,650	16,650
	December 2020	210,000	16,650	226,650
	June 2021	0	13,500	13,500
	December 2021	215,000	13,500	228,500
	June 2022	0	10,275	10,275
	December 2022	220,000	10,275	230,275
	June 2023	0	6,975	6,975
	December 2023	230,000	6,975	236,975
	June 2024	0	3,525	3,525
	December 2024	235,000	3,525	238,525
<b>Total Due</b>		<b>\$1,500,000</b>	<b>\$192,525</b>	<b>\$1,692,525</b>

**FOX VALLEY TECHNICAL COLLEGE**  
**Debt Limitation Schedule**  
**FY 2017-18 Budget**

The aggregate indebtedness of the District may not exceed 5% of the equalized value of the taxable property located in the District per s.67.03(1) of Wisconsin State Statutes.

Estimated Equalized Value*	\$35,936,674,343
Maximum Aggregate Indebtedness	\$34,491,857
5% Limit	\$1,796,833,717

The maximum bonded indebtedness of the District for purchasing and constructing buildings and equipment may not exceed 2% of the equalized value of the taxable property located in the District per s.67.03(9) of Wisconsin State Statutes.

Estimated Equalized Value*	\$35,936,674,343
Maximum Bonded Indebtedness	\$47,160,000
2% Limit	\$718,733,487

\* Estimated equalized value includes TIF Districts. Estimated at a 2% increase

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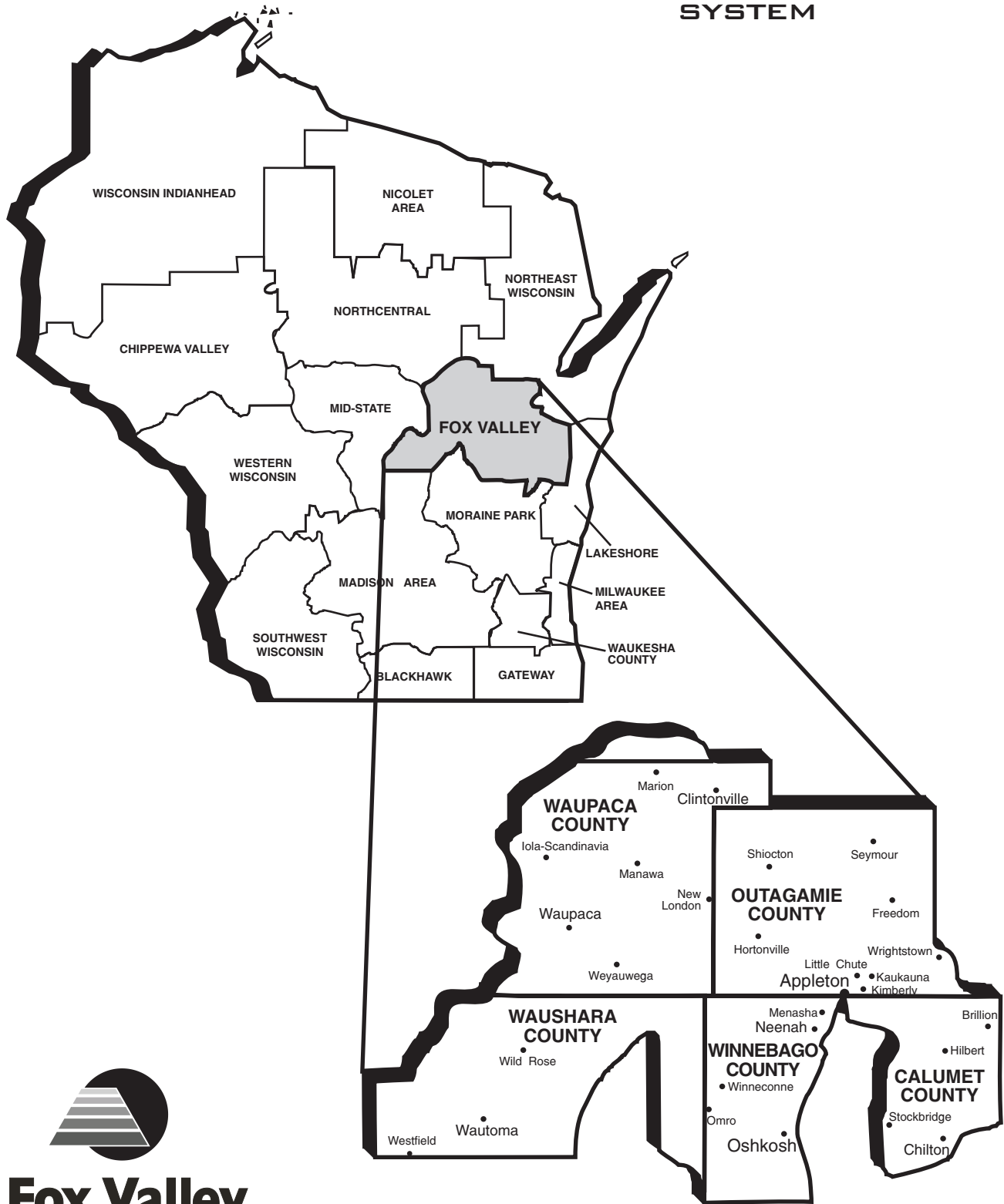
# Section 3

## Supplemental Data



[www.fvtc.edu](http://www.fvtc.edu)

# WISCONSIN TECHNICAL COLLEGE SYSTEM



**Fox Valley**  
TECHNICAL COLLEGE

**FVTC District**

## FOX VALLEY TECHNICAL COLLEGE

### Campus Locations

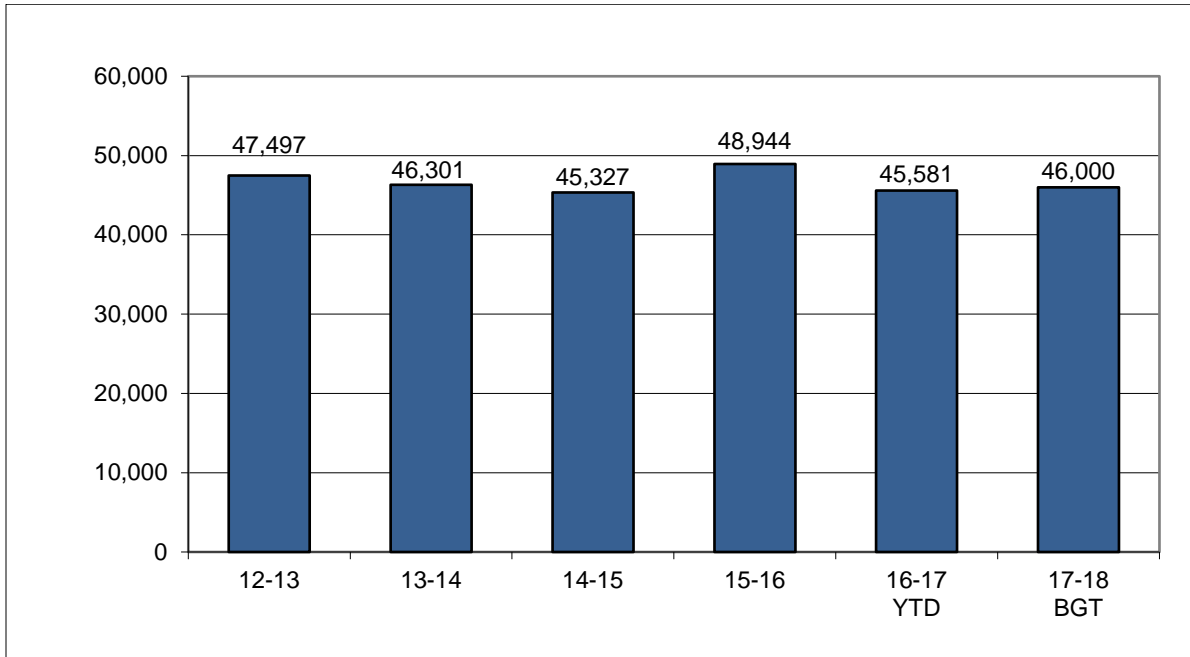
In addition to the campuses in Appleton and Oshkosh, FVTC operates four regional centers where full-time staff are assigned. Campus and regional center locations and square footage are summarized as follows:

Campus	Owned or Leased	Location	Square Footage
<b>Campuses:</b>			
Appleton Main Campus	Owned	1825 N. Bluemound Drive, Appleton	603,701
Oshkosh Riverside Campus	Owned	150 N. Campbell Road, Oshkosh	66,786
<b>Facilities:</b>			
Advanced Manufacturing Technology Center	Leased	4200 Poberezny Rd, Oshkosh	26,721
D.J. Bordini Center	Owned	5 Systems Drive, Appleton	78,813
FABTECH Education Center	Leased	3729 Oregon Street, Oshkosh	14,460
J.J. Keller - Transportation Center	Owned	1825 N. Bluemound Drive, Appleton	122,498
National Criminal Justice Training Center	Leased	2614 Chapel Lake Drive Suite 101, Gambrills, MD	280
Public Safety Training Center	Ground Leased	W6400 County Road BB, Appleton	111,295
S.J. Spanbauer Aviation & Industrial Center	Owned	3601 Oregon Street, Oshkosh	76,469
S.J. Spanbauer Center - 8 Bay Hangar	Leased	3601 Oregon Street, Oshkosh	11,030
Service Motor Company Agriculture Center	Owned	1825 N. Bluemound Drive, Appleton	41,902
Sustainable Technology Center	Leased	11 Tri-Park Way, Appleton	10,000
<b>Regional Centers:</b>			
Chilton Regional Center	Owned	1200 E. Chestnut Street, Chilton	21,800
Clintonville Regional Center	Leased	525 S. Main Street, Clintonville	16,500
Waupaca Regional Center	Leased	1979 Godfrey Drive, Waupaca	15,530
Wautoma Regional Center	Leased	205 E. Main Street, Wautoma	2,050
<b>Other Locations</b>			
Appleton City Center Plaza	Leased	10 E. College Ave, Appleton	4,400

Note:

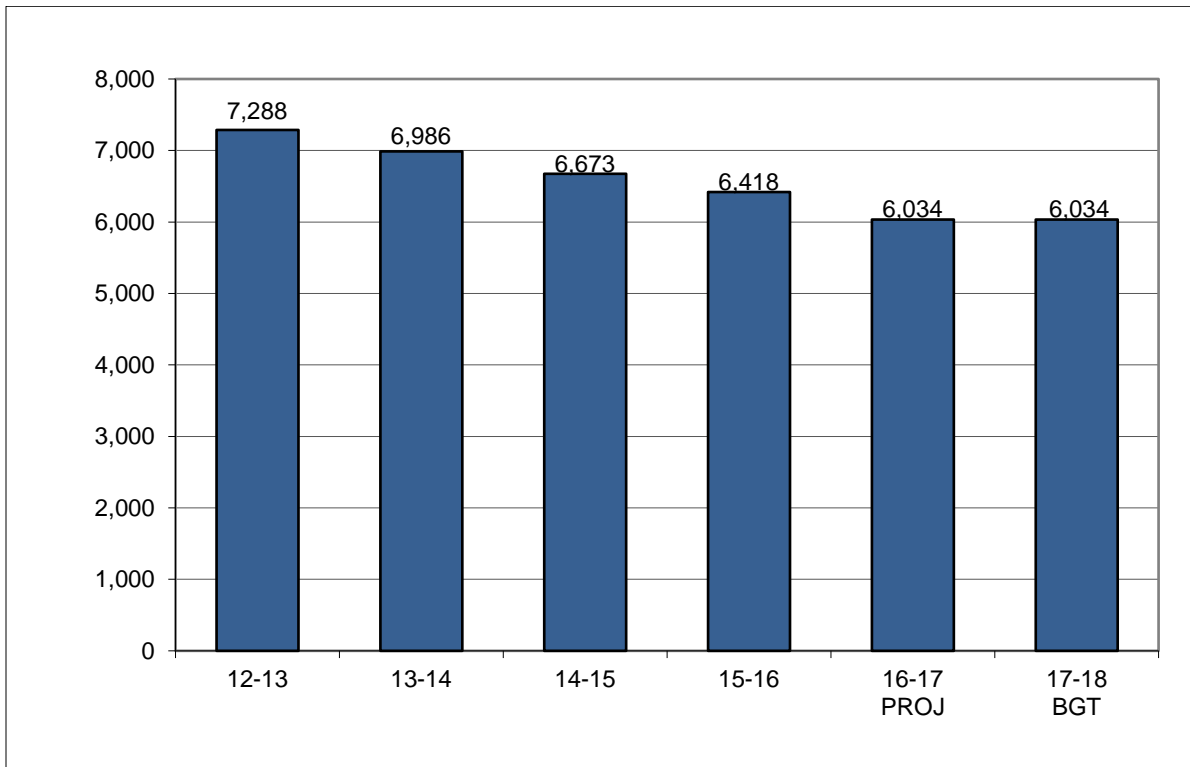
FVTC also uses area schools, malls, community facilities and health care facilities to conduct classes.

## FOX VALLEY TECHNICAL COLLEGE Student Enrollments



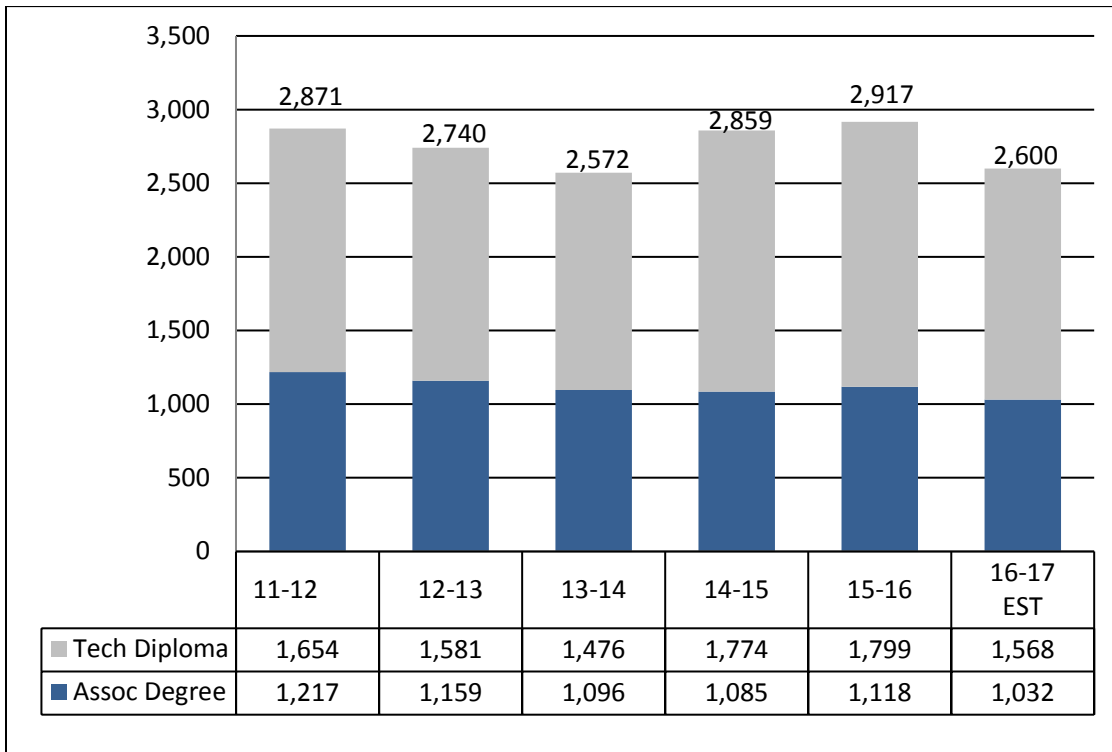
Source: WTCS Portal/CLI572B  
 2011-12 through 2015-16 is actual  
 2016-17 is YTD (Year to Date)  
 2017-18 is budgeted

## FOX VALLEY TECHNICAL COLLEGE Full-time Equivalent (FTE) Student Enrollment



Source: WTCS Portal/CLI 570A & FVTC Data Warehouse Reports  
 2011-12 through 2015-16 is actual  
 2016-17 is projected  
 2017-18 is budgeted

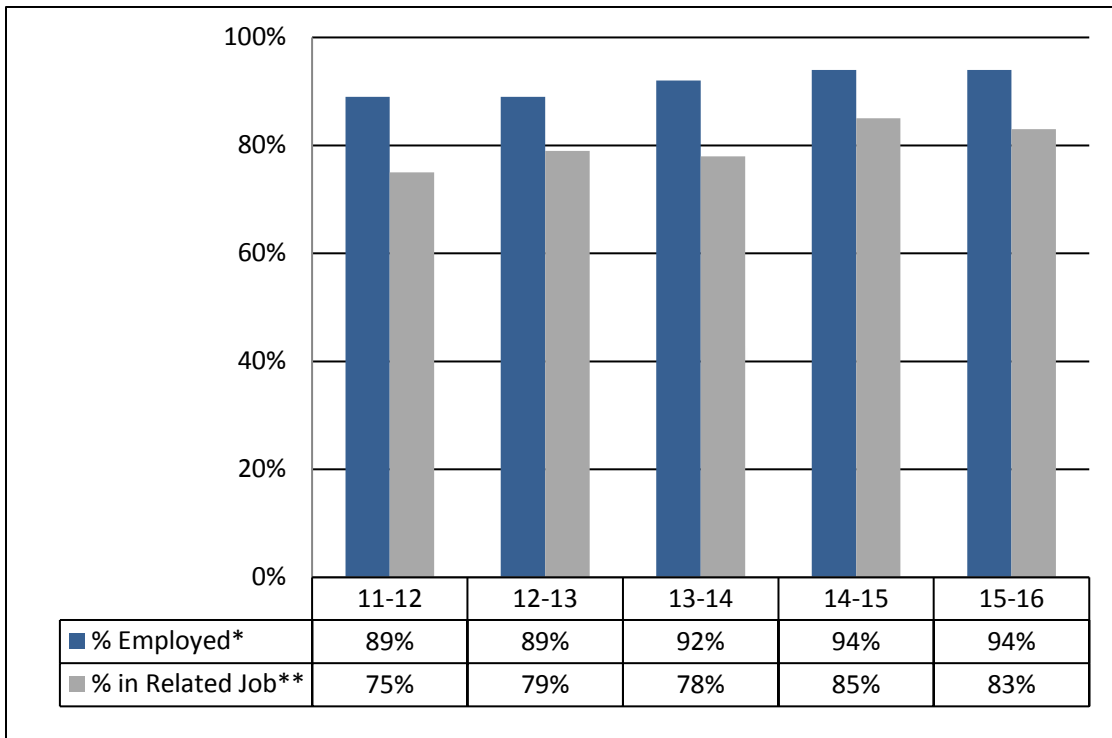
## FOX VALLEY TECHNICAL COLLEGE Number of Program Degrees Awarded



Source: FVTC Data Warehouse. Graduates may have more than one degree

Note: The number of graduates is estimated for 2016-17 as of 5/3/17

## FOX VALLEY TECHNICAL COLLEGE Job Placement Rate for Program Graduates

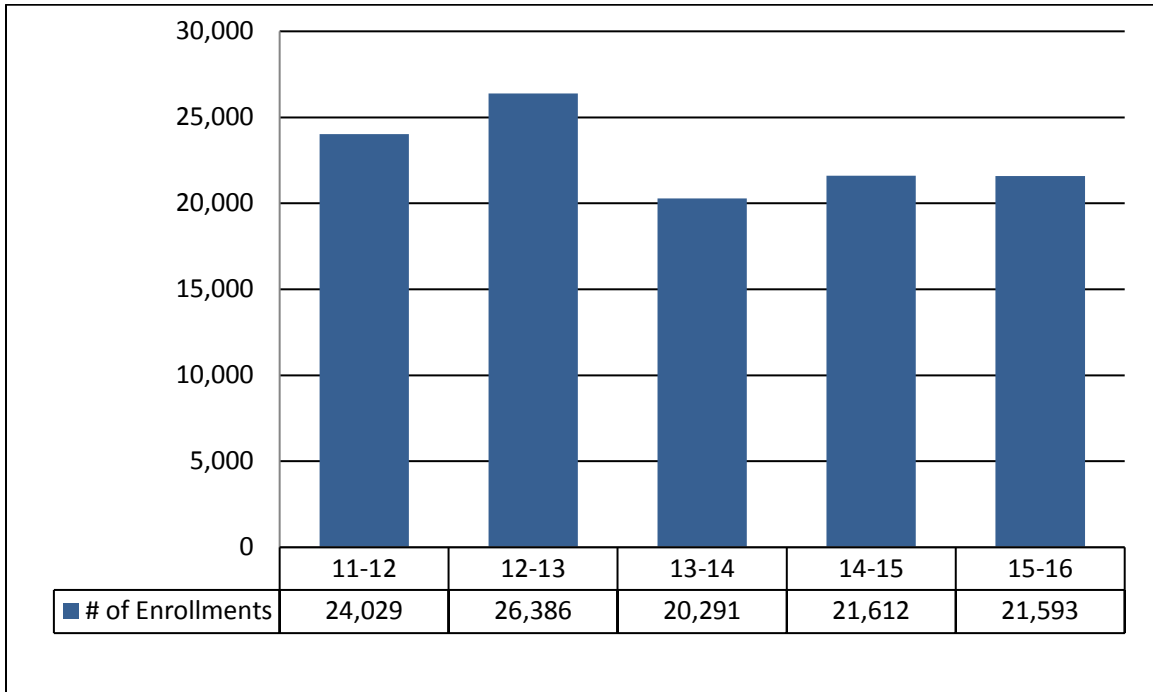


\* Six months after graduation for graduates in the labor market.

\*\*Six months following graduation for employed graduates.

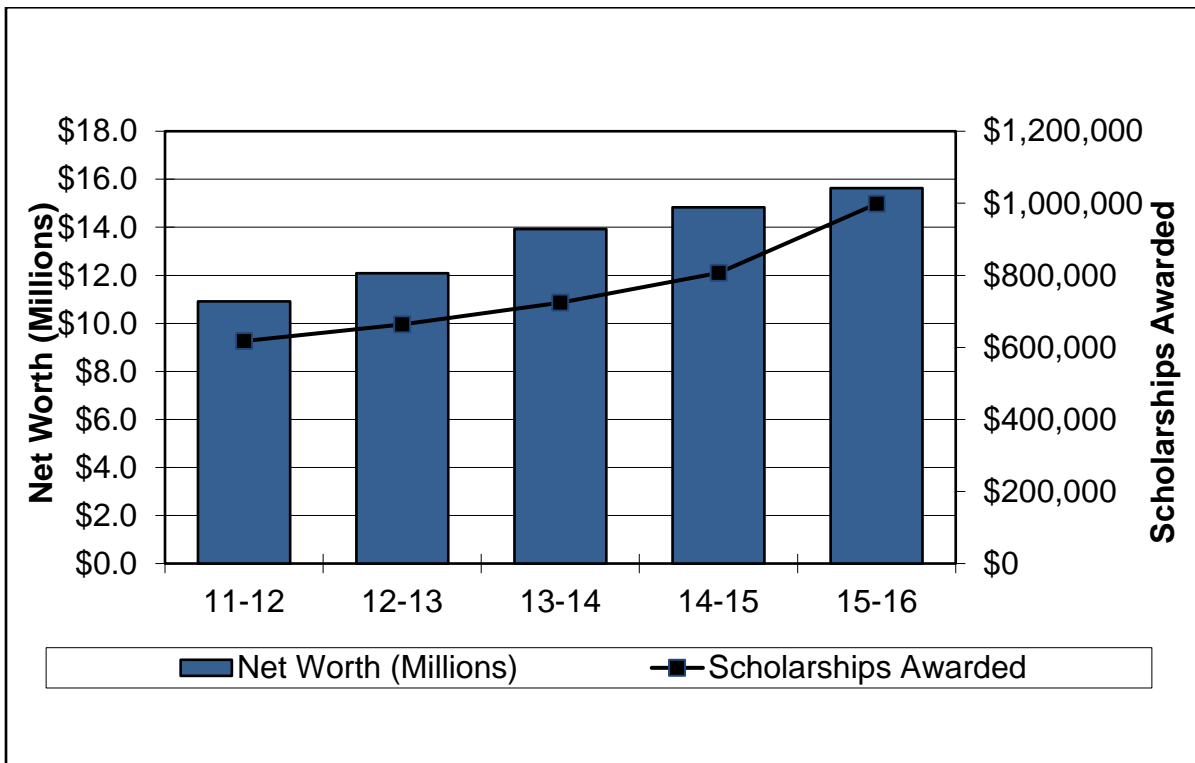
Source: 2017 Graduate Employment Report – 72% response rate

**FOX VALLEY TECHNICAL COLLEGE**  
**Number Trained Through Business & Industry Instructional Contracts**



Source: Business & Industry Performance Monitoring Reports 2011-2016  
 Note: Number reflects duplication of trainees across contracts.

**FVTC FOUNDATION**  
**Net Worth & Scholarships Awarded**



## FOX VALLEY TECHNICAL COLLEGE

### Degree/Diploma Program Offerings, Apprenticeships & Certificates

FVTC offers a broad spectrum of educational opportunities available both day and evening, full-time or part-time. Classes are offered during Fall and Winter semesters as well as a Summer term. In addition to these offerings, many students take advantage of Adult Basic Education (ABE), General Educational Development Certificate (GED), High School Equivalency Diploma (HSED), English Language Learning (ELL), and program-preparation courses.

FVTC also offers many non-degree program courses and seminars, as well as customized employee training to meet the needs of businesses and citizens in the community.

<b>ASSOCIATE DEGREE; Aid Code 10 (60-70 credits)</b>	
• Accounting	• Industrial Welding Technology
• Administrative Professional	• Interior Design
• Aeronautics – Pilot Training	• Interior Design – Kitchen & Bath Design
• Agriculture Power Equipment	• IT – Information Systems Security Specialist
• Agri-Business/Science Technology	• IT – Network Specialist
• Aircraft Electronics	• IT – Network Systems Administration
• Alcohol & Other Drug Abuse Associate	• IT – Software Developer
• Automated Manufacturing Systems Technology	• IT – Web Development & Design Specialist
• Automotive Technology	• IT – Computer Support Specialist
• Automotive Technology – GM ASEP	• Laboratory Science Technician
• Automotive Technology – Imports	• Manufacturing Engineering Technology
• Banking & Financial Services	• Marketing
• Broadcast Captioning (shared with LTC*)	• Mechanical Design Technology
• Business Management	• Medical Administrative Professional
• Construction Management Technology	• Medical Laboratory Technician
• Court Reporting (shared with LTC*)	• Meeting & Event Management
• Criminal Justice Studies	• Natural Resources Technician
• Culinary Arts	• Neurodiagnostic Technologist
• Dental Hygienist	• Nursing – Associate Degree
• Diesel Equipment Technology	• Occupational Therapy Assistant
• Early Childhood Education	• Paralegal
• Electrical Engineering Technology	• Pharmacy Services Management (shared with LTC*)
• Electro-Mechanical Technology	• Professional Communications
• Electronic Engineering Technology	• Quality Engineering Technology
• Fire Protection Technician	• Safety Engineering Technology
• Forensic Science	• Security and Asset Protection
• Health Information Technology	• Supply Chain Management
• Hospitality Management	• Supervisory Management
• Human Resources	• Technical Studies – Journeyworker
• Individualized Technical Studies	• Vehicle Refinishing & Repair Technology
• Industrial Engineering Technology	• Wind Energy Technology (shared with LTC*)

<b>TECHNICAL DIPLOMA (&lt;1-Yr); Aid Code 30 (2 to 25 Credits)</b>	
• Bookkeeper	• Production Welding
• Criminal Justice – Law Enforcement 720 Academy	• Nursing Assistant
• Emergency Medical Technician	• Receptionist
• Farm Business & Production Management	• Truck Driving

## Degree/Diploma Program Offerings, Apprenticeships & Certificates - continued

<b>TECHNICAL DIPLOMA (1-Yr); Aid Code 31 (26 to 53 Credits)</b>	
• Accounting Assistant	• Industrial Maintenance Mechanic
• Aeronautics – Professional Pilot	• IT – Help Desk Support Specialist
• Agribusiness Agronomy Technician	• IT – Web Design
• Agribusiness Dairy Technician	• Kitchen Steward (OAR Project)
• Agribusiness Management Technician	• Laboratory Science Assistant
• Agriculture Equipment Service Technician	• Landscape Worker (OAR Project)
• Automotive Maintenance Technician	• Mechanical CAD Drafting
• Baking and Pastry Production	• Medical Assistant
• Business Operations	• Medical Coding Specialist
• Clerical Aide (OAR Project)	• Medical Office Assistant
• Dental Assistant	• Metal Fabrication/Welding
• Diesel Engine Service Technician (FABTECH)	• Office Assistant
• Diesel Equipment Mechanic	• Outdoor Power Equipment Technician
• Digital Marketing	• Pharmacy Technician (shared with LTC*)
• Early Childhood Assistant Teacher (OAR Project)	• Practical Nursing
• Electricity	• Precision Agriculture Technician
• Emergency Medical Technician – Paramedic	• Residential Building Construction
• Farm Operation	• Therapeutic Massage
• Food Service Production	• Wood Manufacturing Technology
• Horticulture Technician	

<b>TECHNICAL DIPLOMA (2-Yr); Aid Code 32 (54 to 70 Credits)</b>	
• Airframe & Powerplant Mechanics	• Diesel Power Generation & Marine Service Tech (FABTECH)
• Auto Collision Repair and Refinishing Technician	• Horticulture/Landscape Specialist
• Automotive Technician	• Machine Tool Technician
• Automotive Technician - Imports	• Welding/Metal Fab Technician
• Diesel Construction Equipment Service Technician (FABTECH)	

<b>APPRENTICE; Aid Code 50</b>	
• Cosmetology Apprentice	• Operating Engineer Apprentice
• Electrician Apprentice (ABC)	• Patternmaking Apprentice
• Electronic Systems Technician Apprentice	• Pipe Fabricator
• Industrial Electrician Apprentice	• Pipefitting Apprentice
• Machinist Apprentice	• Plumbing Apprentice
• Maintenance Mechanic/Millwright Apprentice	• Sheet Metal Construction
• Maintenance Technician Apprentice	• Steamfitting Apprentice
• Millwright – Pipefitter	• Steamfitting Service Apprentice
• Oiler/Lubricator Apprentice	• Tool & Die Apprentice

Certificates – Fox Valley Technical College Advantage Series Certificates are a way to develop specialized skills that can be a real advantage in the workplace. Each certificate focuses on enhancing a specific set of skills. It is possible to complete many of these certificates in less than a year; and, in many cases, credit courses can be applied to a related associate degree program. A complete list of our certificates (numbering over 100) can be found on the FVTC web site [www.fvtc.edu/programs](http://www.fvtc.edu/programs).

\*LTC = Lakeshore Technical College

# FOX VALLEY TECHNICAL COLLEGE

## Tuition and Fees

<i><b>Year</b></i>	<i><b>Tuition per Credit</b></i>	<i><b>Percent Change</b></i>	<i><b>Average Materials Fee per Credit</b></i>	<i><b>Student Activity Fees Per Credit</b></i>	<i><b>Full-time <sup>(1)</sup> Tuition &amp; Fees</b></i>	<i><b>Percent Change</b></i>
2008-09	\$97.05	5.43%	\$5.33	\$9.70	\$3,362.35	5.43%
2009-10	\$101.40	4.48%	\$5.45	\$10.15	\$3,509.92	4.39%
2010-11	\$106.00	4.54%	\$5.55	\$10.60	\$3,664.53	4.40%
2011-12	\$111.85	5.52%	\$6.14	\$11.15	\$3,874.34	5.73%
2012-13	\$116.90	4.51%	\$6.11	\$10.55	\$4,006.79	3.42%
2013-14	\$122.20	4.53%	\$6.61	\$11.00	\$4,194.19	4.68%
2014-15	\$125.85	2.99%	\$6.59	\$11.35	\$4,313.59	2.85%
2015-16	\$128.40	2.03%	\$7.37	\$11.55	\$4,419.74	2.46%
2016-17	\$130.35	1.52%	\$7.58	\$11.70	\$4,488.80	1.56%
2017-18	\$130.35	0.00%	\$7.50	\$11.70	\$4,486.56	-0.05%

(1) Full-time equals 30 credits per academic year. Students taking more than 30 credits pay proportionately higher fees.

# FOX VALLEY TECHNICAL COLLEGE

## Population, Equalized Valuation and Mill Rate

<i><b>Year</b></i>	<i><b>Population</b></i>	<i><b>Equalized Valuation <sup>(1)</sup></b></i>	<i><b>Percent Change</b></i>	<i><b>Operational Mill Rate</b></i>	<i><b>Debt Service Mill Rate</b></i>	<i><b>Total Mill Rate</b></i>
2008-09 Actual	455,565	\$33,441,677,759	4.26%	\$1.499999	\$0.182529	\$1.682528
2009-10 Actual	457,464	\$33,793,327,840	1.05%	\$1.498715	\$0.216704	\$1.715419
2010-11 Actual	458,949	\$33,560,983,112	-0.69%	\$1.497050	\$0.282418	\$1.779468
2011-12 Actual	460,126	\$33,353,717,586	-1.30%	\$1.499157	\$0.291369	\$1.790526
2012-13 Actual	461,299	\$32,558,306,438	-2.38%	\$1.499232	\$0.470178	\$1.969410
2013-14 Actual	466,566	\$32,786,202,317	-1.70%	\$1.502922	\$0.470545	\$1.973468
2014-15 Actual	468,200	\$33,265,574,421	1.46%	\$0.623925	\$0.500044	\$1.123969
2015-16 Actual	470,726	\$33,931,537,136	2.00%	\$0.627231	\$0.490585	\$1.117816
2016-17 Actual	473,131	\$34,771,330,493	2.47%	\$0.636136	\$0.478824	\$1.114959
2017-18 Estimated	475,544	<sup>(2)</sup> \$35,466,757,103 <sup>(3)</sup>	2.00%	\$0.652508	\$0.469435	\$1.121943

(1) Equalized value (TID OUT)

(2) Estimated at a .51% increase

(3) Estimated at a 2% increase

**FOX VALLEY TECHNICAL COLLEGE**  
**FY 2017-18 Budget**  
**Property Tax Summary**  
**by Fund**

<b><i>TAX LEVY BY FUND</i></b>	<b><i>Actual 2014-15</i></b>	<b><i>Actual 2015-16</i></b>	<b><i>Actual 2016-17</i></b>	<b><i>Budget 2017-18</i></b>
General Fund	\$19,333,530	\$15,018,281	\$15,701,172	\$21,525,571
Special Revenue Fund	1,304,156	1,309,796	1,459,300	1,486,220
Capital Projects Fund	0	4,826,448	4,816,861	0
Financial Aid Fund	117,543	128,392	141,953	132,271
<b><i>OPERATIONAL TAX LEVY</i></b>	<b>\$20,755,229</b>	<b>\$21,282,917</b>	<b>\$22,119,286</b>	<b>\$23,144,062</b>
Debt Service Fund	16,634,242	16,646,308	16,649,335	16,649,335
<b><i>TOTAL TAX LEVY</i></b>	<b>\$37,389,471</b>	<b>\$37,929,225</b>	<b>\$38,768,621</b>	<b>\$39,793,397</b>
State Aid - Computer Exemption	230,356	265,057	270,938	276,357
State Aid - Property Tax Relief Aid	29,119,516	29,119,516	29,119,516	29,119,516
<b><i>TOTAL LEVY + STATE AID</i></b>	<b>\$66,739,343</b>	<b>\$67,313,798</b>	<b>\$68,159,075</b>	<b>\$69,189,270</b>
 <b><i>EQUALIZED VALUATION</i></b>	 \$33,265,574,421	 \$33,931,537,136	 \$34,771,330,493	 \$35,466,757,103
Value of Exempt Computers	204,948,900	237,119,900	243,003,000	247,863,060
<b><i>TOTAL EQUALIZED VALUE</i></b>	<b>\$33,470,523,321</b>	<b>\$34,168,657,036</b>	<b>\$35,014,333,493</b>	<b>\$35,714,620,163</b>

# FOX VALLEY TECHNICAL COLLEGE

## 2016 Equalized Value

	Equalized Value	Percent of Total
<b><u>Brown County</u></b>		
Town of: Holland	\$75,518,642	0.2172%
Morrison	\$1,201,400	0.0035%
<b><u>Calumet County</u></b>		
Town of: Brillion	\$104,625,400	0.3009%
Brothertown	\$101,773,128	0.2927%
Charlestown	\$52,534,506	0.1511%
Chilton	\$109,594,400	0.3152%
Harrison	\$92,666,500	0.2665%
New Holstein	\$448,091	0.0013%
Rantoul	\$72,704,100	0.2091%
Stockbridge	\$166,402,600	0.4786%
Woodville	\$77,469,300	0.2228%
Village of: Harrison	\$846,544,700	2.4346%
Hilbert	\$51,549,600	0.1483%
Potter	\$13,183,800	0.0379%
Sherwood	\$247,120,400	0.7107%
Stockbridge	\$67,771,400	0.1949%
City of: Appleton	\$597,594,500	1.7186%
Brillion	\$174,542,800	0.5020%
Chilton	\$208,792,300	0.6005%
Kaukauna	\$46,500	0.0001%
Menasha	\$191,450,300	0.5506%
<b><u>Manitowoc County</u></b>		
Town of: Eaton	\$659,331	0.0019%
Maple Grove	\$21,039,581	0.0605%
Rockland	\$26,548,940	0.0764%
<b><u>Outagamie County</u></b>		
Town of: Black Creek	\$94,568,400	0.2720%
Bovina	\$92,439,200	0.2658%
Buchanan	\$608,179,700	1.7491%
Center	\$322,679,400	0.9280%
Cicero	\$85,362,900	0.2455%
Dale	\$238,888,100	0.6870%
Deer Creek	\$41,969,900	0.1207%
Ellington	\$242,180,100	0.6965%
Freedom	\$475,807,300	1.3684%
Grand Chute	\$2,423,885,500	6.9709%
Greenville	\$1,208,131,600	3.4745%
Hortonia	\$116,997,600	0.3365%
Kaukauna	\$127,217,000	0.3659%
Liberty	\$69,101,000	0.1987%
Maine	\$69,724,800	0.2005%
Maple Creek	\$43,946,300	0.1264%
Oneida	\$159,765,796	0.4595%

# FOX VALLEY TECHNICAL COLLEGE

## 2016 Equalized Value

	Equalized Value	Percent of Total
<b><u>Outagamie County (cont.)</u></b>		
Town of: Osborn	\$95,761,200	0.2754%
Seymour	\$96,304,400	0.2770%
Vandenbroek	\$148,673,900	0.4276%
Village of: Bear Creek	\$15,733,800	0.0452%
Black Creek	\$50,080,600	0.1440%
Combined Locks	\$263,797,500	0.7587%
Hortonville	\$165,857,300	0.4770%
Kimberly	\$448,047,700	1.2886%
Little Chute	\$677,302,850	1.9479%
Nichols	\$8,742,900	0.0251%
Shiocton	\$38,627,100	0.1111%
Wrightstown	\$22,788,900	0.0655%
City of: Appleton	\$4,107,005,800	11.8115%
Kaukauna	\$942,375,800	2.7102%
New London	\$113,468,700	0.3263%
Seymour	\$171,281,000	0.4926%
<b><u>Portage County</u></b>		
Town of: Amherst	\$2,739,849	0.0079%
Belmont	\$23,517,250	0.0676%
Lanark	\$44,431,440	0.1278%
New Hope	\$11,511,386	0.0331%
<b><u>Shawano County</u></b>		
Town of: Belle Plaine	\$85,876,380	0.2470%
Grant	\$43,702,463	0.1257%
Herman	\$6,643,800	0.0191%
Lessor	\$9,850,503	0.0283%
Maple Grove	\$6,915,199	0.0199%
Navarino	\$3,327,509	0.0096%
Pella	\$61,040,013	0.1755%
Seneca	\$5,733,527	0.0165%
City of: Marion	\$1,782,300	0.0051%
<b><u>Waupaca County</u></b>		
Town of: Bear Creek	\$61,283,400	0.1762%
Caledonia	\$149,836,400	0.4309%
Dayton	\$387,123,400	1.1133%
Dupont	\$50,597,000	0.1455%
Farmington	\$465,133,200	1.3377%
Fremont	\$83,126,200	0.2391%
Harrison	\$29,998,890	0.0863%
Helvetia	\$69,447,700	0.1997%
Iola	\$103,850,300	0.2987%
Larrabee	\$89,343,900	0.2569%
Lebanon	\$116,733,700	0.3357%

# FOX VALLEY TECHNICAL COLLEGE

## 2016 Equalized Value

	Equalized Value	Percent of Total
<b><u>Waupaca County (cont.)</u></b>		
Town of: Lind	\$121,537,600	0.3495%
Little Wolf	\$100,961,700	0.2904%
Matteson	\$65,032,200	0.1870%
Mukwa	\$222,255,200	0.6392%
Royalton	\$128,739,700	0.3702%
Saint Lawrence	\$62,039,400	0.1784%
Scandinavia	\$103,961,100	0.2990%
Union	\$58,320,300	0.1677%
Waupaca	\$91,906,000	0.2643%
Weyauwega	\$53,655,700	0.1543%
Wyoming	\$32,891,382	0.0946%
Village of: Big Falls	\$2,983,800	0.0086%
Embarrass	\$13,750,600	0.0395%
Fremont	\$69,527,000	0.2000%
Iola	\$61,206,100	0.1760%
Ogdensburg	\$6,665,600	0.0192%
Scandinavia	\$15,386,000	0.0442%
City of: Clintonville	\$173,916,400	0.5002%
Manawa	\$89,557,300	0.2576%
Marion	\$47,030,300	0.1353%
New London	\$245,128,100	0.7050%
Waupaca	\$332,305,600	0.9557%
Weyauwega	\$88,562,700	0.2547%
<b><u>Waushara County</u></b>		
Town of: Aurora	\$66,710	0.0002%
Bloomfield	\$96,790,306	0.2784%
Coloma	\$89,815,300	0.2583%
Dakota	\$104,912,900	0.3017%
Deerfield	\$50,083,537	0.1440%
Leon	\$149,206,686	0.4291%
Marion	\$325,625,350	0.9365%
Mount Morris	\$234,992,900	0.6758%
Poy Sippi	\$868,799	0.0025%
Richford	\$65,236,700	0.1876%
Rose	\$62,336,610	0.1793%
Saxeville	\$126,543,841	0.3639%
Springwater	\$278,775,600	0.8017%
Warren	\$20,541,409	0.0591%
Wautoma	\$127,760,900	0.3674%
Village of: Coloma	\$20,131,400	0.0579%
Lohrville	\$14,316,200	0.0412%
Redgranite	\$36,173,900	0.1040%
Wild Rose	\$28,297,700	0.0814%
City of: Wautoma	\$73,068,700	0.2101%

# FOX VALLEY TECHNICAL COLLEGE

## 2016 Equalized Value

	Equalized Value	Percent of Total
<b><u>Winnebago County</u></b>		
Town of: Algoma	\$612,818,800	1.7624%
Black Wolf	\$273,284,700	0.7859%
Clayton	\$475,372,700	1.3671%
Menasha	\$1,502,477,900	4.3210%
Neenah	\$415,470,900	1.1949%
Nekimi	\$130,957,063	0.3766%
Nepeuskun	\$6,851,858	0.0197%
Omro	\$208,938,600	0.6009%
Oshkosh	\$324,526,300	0.9333%
Poygan	\$150,838,100	0.4338%
Rushford	\$96,505,028	0.2775%
Utica	\$84,912,440	0.2442%
Vinland	\$233,090,200	0.6704%
Winchester	\$150,462,000	0.4327%
Winneconne	\$311,695,100	0.8964%
Wolf River	\$179,296,600	0.5156%
Village of: Winneconne	\$175,949,200	0.5060%
City of: Appleton	\$65,591,100	0.1886%
Menasha	\$774,449,200	2.2273%
Neenah	\$1,810,019,000	5.2055%
Omro	\$180,850,100	0.5201%
Oshkosh	\$3,512,086,400	10.1005%
<b>GRAND TOTAL</b>	<b><u>\$34,771,330,493</u></b>	<b><u>100.0000%</u></b>

Equalized Value - TID - OUT excluding exempt computers

# FOX VALLEY TECHNICAL COLLEGE

## Principal Taxpayers and Employers

### Outagamie County

Name of Business	Type of Business	Number of Employees	2016 Equalized Valuation <sup>(1)</sup>	Percentage of Equalized Valuation
Fox River Shopping Center	Retail Shopping Mall	(A)	\$86,839,915	0.24%
Thomas Wright Enterprises (Outagamie County)	Apartments	(A)	71,981,832	0.20%
R. Winters Associates	Developer/Real Estate	(A)	59,735,361	0.17%
Pfefferle Investments	Real Estate	(A)	51,147,814	0.14%
Bergstrom (Outagamie County)	Automotive Dealership	(A)	40,403,539	0.11%
Mills Properties	Commercial/Apartments	(A)	38,266,022	0.11%
Ridgeview Highland/United Financial	Commercial/Apartments	(A)	36,049,101	0.10%
Miller Electric	Welding Equipment Manufacturer	1,390	30,960,685	0.09%
Toonen Companies	Apartment Complexes	(A)	29,847,282	0.08%
North Appleton Ambulance	Health Care	(A)	29,741,637	0.08%
ThedaCare	Health care providers	6,000 <sup>(1)</sup>	(B)	
Affinity Health Care	Health Care	4,300 <sup>(2)</sup>	(B)	
Thrivent Financial for Lutherans	Fraternal life and health insurance	1,800	(A)	
Appleton Area School District	Education	1,563	(B)	
Outagamie County	Government	1,250	(B)	
Appvion Inc. (Appleton Paper)	Paper products mfr.	1,000	(A)	
Gulfstream Aerospace Co.	Aircraft maintenance	1,000	(A)	
McCain Snack Foods	Frozen snacks mfr.	1,000	(A)	
Sara Lee Foods (Hillshire Farms)	Meat Processing	900	(A)	
			<u>\$474,973,188</u>	<u>1.32%</u>

### Winnebago County

Name of Business	Type of Business	Number of Employees	2016 Equalized Valuation	Percentage of Equalized Valuation
Kimberly Clark	Paper Products Manufacturer	2,000	\$69,701,385	0.19%
Curwood, Inc. (Bemis)	Plastics Container Manufacturer	1,225	64,747,279	0.18%
Midwest Realty (Security Homes Inc.)	Real Estate	(A)	61,271,097	0.17%
Dumke & Associates	Real Estate	(A)	60,053,191	0.17%
Bergstrom (Winnebago County)	Automotive Dealership, Hotel	(A)	55,636,843	0.15%
Thomas N. Rusch et al.	Real Estate	(A)	46,223,593	0.13%
Thomas Wright Enterprises (Winnebago County)	Apartments	(A)	44,786,017	0.12%
Oshkosh Corporation	Truck and large vehicle manufacturing	5,136 <sup>(3)</sup>	41,707,517	0.12%
Dennis Schwab et al.	Real Estate	(A)	39,300,474	0.11%
Badger I & II LLC	Paper products office building	(A)	35,286,935	0.10%
ThedaCare	Health care providers	6,000 <sup>(1)</sup>	(B)	
Affinity Health Care	Health Care	4,300 <sup>(2)</sup>	(B)	
Spectrum Software	Computer system designers	2,000	(A)	
Plexus Corporation & Affiliates	Electronic design, manufacturing & testing	1,780 <sup>(4)</sup>	(A)	
University of Wisconsin-Oshkosh	Education	1,600	(B)	
Oshkosh Area School District	Education	1,331	(B)	
JJ Keller & Associates	Commercial printing & publishing	1,200	(A)	
			<u>\$518,714,331</u>	<u>1.44%</u>

Source:

Outagamie and Winnebago Counties, and Municipality Official Statements. Infogroup (www.salesgenie.com) and direct employer inquiries. Provided by R. W. Baird & Co., Inc.  
Current equalized property valuation for the District (TID IN) \$35,936,674,343

Notes:

(1) Includes Appleton Medical Center, Theda Clark Medical Center, New London Hospital, clinics, homecare and rehabilitation facilities throughout the Fox Valley area. This is the same company reflected in both County employer listings above.

(2) Includes St. Elizabeth Hospital, Mercy Medical Center, clinics, homecare, occupational care and rehabilitation facilities throughout the Fox Valley area. This is the same company reflected in both County employer listings above.

(3) Includes full-time and part-time. Figure from 2016, 2017 figure not available.

(4) Includes Neenah location only.

(A) Not Available.

(B) Tax Exempt.

Note: Fluctuations in Assessed Valuations may be due to the sale of real or personal property.

Fluctuations in Assessed Valuations for some manufacturing companies due to State revaluations.

Fluctuations in Number of Employees may be due to downsizing and lay-offs.

## GLOSSARY OF TERMS

**Accreditation:** the assurance offered by recognized agencies that a college or program is of sufficient quality to rate its approval.

**ABE:** is the Adult Basic Education program at Fox Valley Technical College that prepares students to achieve their high school credential.

**Associate degree program:** the recognition given by a college for completing 60-70 credits in occupationally-specific courses, supportive courses, general education and elective courses, taking approximately two years to complete and resulting in the Associate of Applied Sciences degree.

**A.A.S.:** Associate of Applied Science

**Apprenticeship:** a two to five year contract between the State of Wisconsin, the apprentice, and their employer. Apprentices come to the College for “field related instruction” and are sponsored by their employer.

**AQIP:** Academic Quality Improvement Planning (AQIP) is one of three options institutions have for maintaining accreditation with the Higher Learning Commission. Like the other pathways, it is focused on quality assurance and institutional improvement but with an added emphasis on continuous quality improvement.

**Certificate:** the recognition given by Fox Valley Technical College for completing a focused set of specialty courses that can generally be completed in less than a year.

**Customized Instruction & Technical Assistance:** educational services generally defined as one of the following:

- Customized Instruction – generates credits
- Technical Assistance (non-instructional activities) – does not generate credits

These services can be provided to the following recipients: public and private educational institutions, federal and state agencies, local government bodies, business and industry and foreign government and out-of-state businesses.

**DWD:** Department of Workforce Development primary responsibilities include providing job services, training and employment assistance to people looking for work.

**Equalized Valuation:** the full value of the taxable property in a district, as determined by the Wisconsin Department of Revenue. Full value less the value of tax incremental financial districts (TIF) is used for allocation of tax levy to municipalities in a taxing district.

**Full-time equivalent student (FTE):** a student taking at least 15 credits (approximately 5 courses) each semester or 30 per year. When total credits taken by all students are divided by 30, the calculation produces a universal, comparable measure of enrollment that is used to assess productivity of different institutions.

**FVTC Promise Scholarship Program:** a program designed to bring a college education within the reach of those who could not otherwise afford it. Under the Promise scholarship program, every eligible incoming high school student in the Fox Valley Technical College district can earn an associate degree or technical diploma at FVTC if they maintain solid grades, have good attendance, don't repeat classes, graduate on time, are eligible for federal financial aid, meet certain income requirements, and provide service to their community.

**FVTC Foundation, Inc.:** the Foundation is a non-profit organization whose mission is to partner with FVTC in securing and providing various resources to promote lifelong learning and workforce development throughout the communities we serve.

**General Obligation Debt (or General Obligation Promissory Notes):** long-term debt for facility upgrade and capital equipment backed by the full faith and credit of the district.

**Instructional Television (ITV):** ITV equipment, such as monitors, cameras and microphones, creates a virtual classroom that links learners to one instructor from remote locations.

**IPEDS:** the Integrated Postsecondary Education Data System. It is a system of interrelated surveys conducted annually by the U.S. Department's National Center for Education Statistics (NCES). IPEDS gathers information from every college, university, and technical and vocational institution that participates in the federal student financial aid programs.

**Levy:** the total amount of taxes or special assessments imposed by a governmental unit.

**Mill Rate:** tax rate in mills (\$.001) per dollar of valuation. Mill rates are usually expressed in mills per \$1,000 of valuation. FVTC has two components in its mill rate: operational and debt service. By state statute, the operational component increase cannot exceed the percentage of net new construction in the District.

**OAR:** is the Occupational Aide Readiness project for technical diplomas prepares students with work readiness and occupational skills for entry-level positions.

**Regional centers:** the four facilities operated by Fox Valley Technical College in Chilton, Clintonville, Waupaca, and Wautoma in which classes and services are offered to serve residents in those parts of the District.

**Student Segregated Fees:** student activity fees which fund non-instructional student activities such as student organizations and health services.

**Technical diploma program:** the recognition given by a college for completing a sequence of courses in which 70% must be occupationally-specific. Generally can be completed in about a year, but will vary from six weeks to two years in length.

**TID - IN:** Tax Incremental District (TID) properties are included in the equalized property value.

**TID - OUT:** Tax Incremental District (TID) properties are not included in the equalized property value. (see also TIF below)

**TIF:** the Tax Incremental Finance Law (TIF) was approved by the Wisconsin Legislature in 1975 as a financial tool that cities and villages could use to promote tax base expansion. It is targeted toward eliminating blighted areas, rehabilitating areas declining in value, and promoting industrial development. The area under development is called a "TIF District" or "TID".

**Wisconsin Act 145:** The 2013 legislation provides \$406 million in property tax relief by removing this amount from the property tax rolls applicable to technical colleges and paying the same amount directly to the 16 technical schools as state aid. Aid is allocated based on the relative property value of each technical college district.

**Wisconsin Technical College System (WTCS):** the State System of 16 technical colleges in various parts of Wisconsin.