



**NORTHEAST**  
WI Technical College

**BOLDLY FORWARD**  
**TOGETHER**

# FISCAL YEAR 2024 ADOPTED BUDGET



July 1, 2023 – June 30, 2024



## District Board of Trustees

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The District Board has exclusive control over the policy-making operations that govern the District. The Board is responsible for developing policies in accordance with educational needs of the people to be served by the District, furnishing the financial resources by which the educational programs are run, and performing other responsibilities as prescribed by state statutes.



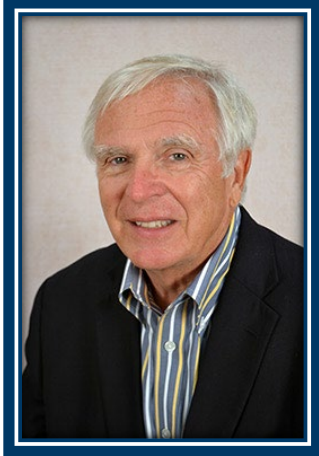
**Cathy Dworak, Chair**  
Employer Member  
Term Expires June 30, 2024

Cathy Dworak is Director of Community Outreach & Player/Alumni Relations, Green Bay Packers. Ms. Dworak has her Master of Science Degree in Management from Cardinal Stritch University, her Bachelor of Arts in Management Communication from Concordia University, and her Associate Degree, Marketing/Fashion Merchandising from NWTC. Ms. Dworak oversees Green Bay Packer donation requests both in-kind and monetary, players and coaches' appearances, alumni relations, NFL programs, community events, Football Outreach, and Make-A-Wish visits. Cathy is involved in various boards throughout the community. Cathy serves on the Board of Directors for Make-A-Wish of Wisconsin and The Angel Fund for Children with Cancer. She also serves on a variety of community committees which include: Family Services Green & Gold Gala, GB Steak Fry, Brown County Golf Classic, and Brown County Honor Flight Committee.



**Richard Stadelman, Vice-Chair**  
Additional Member  
Term Expires June 30, 2023

Mr. Stadelman currently serves as the Town of Richmond Clerk in Shawano County. He has his Bachelor of Business Administration (accounting major) and his Juris Doctor from UW-Madison. He served as District Attorney for Shawano & Menominee Counties from 1975-78 and had his own private law practice. He also served as Executive Director of the Wisconsin Towns Association from 1987 to 2014. Awards received include the Distinguished Service Award from Wisconsin Farm Bureau, Friend of Wisconsin Counties Association, Transportation Service Award, and Friend of Community Development Award presented by UW-Extension.



**Gerald Worrick, Secretary**  
Additional Member  
Term Expires June 30, 2025

Gerald Worrick is the retired President & CEO of Ministry Door County Medical Center in Sturgeon Bay, Wisconsin since 1987. He holds his Bachelor's Degree in Biology and his Master in Hospital and Health Care Administration from St. Louis University. He currently serves on the American Health Association and the Wisconsin Hospital Association Boards as well as a fellow of the American College of Healthcare Executives. His local commitments include the Town of Sevastopol Town Supervisor, the Rotary Club of Sturgeon Bay, and the Door County Economic Development Corporation.



**Jeff Rickaby, Treasurer**  
Elected Official  
Term Expires June 30, 2023

Jeff Rickaby is the Elected Official Representative serving as Florence County Coroner. Prior to that Mr. Rickaby served as the Florence County Sheriff, having held that position since 1989 and retiring in October of 2018. He was then elected and sworn in as the Florence County Coroner effective January 7, 2019. Mr. Rickaby received his Paramedic and NFPA Fire certification from Northeast Wisconsin Technical College. He obtained his law enforcement certification at Fox Valley Technical College and in 2014 received Certified Public Manager credentials from U.W. Madison. Mr. Rickaby was re-elected to the office of Sheriff ten times spanning nearly 28 years of service to Florence County.



**Carla Hedtke**  
Employer Member  
Term Expires June 30, 2025

Carla Hedtke is the Owner/Therapist of NEW Rehabilitation Services in Oconto Falls, Wisconsin. She holds a Bachelor's in Health Education, Physical Education, and Coaching from UW-Oshkosh and her Master's in Business Management from Cardinal Stritch. Ms. Hedtke serves on the Northeast Wisconsin Technical College Board, on the Wisconsin Technical College District Board Association, and serves on the Finance & Audit Committee for Association of Community Colleges and Technical Colleges. She also serves on the State of Wisconsin Massage and Bodywork Therapy Affiliated Credentialing Board.



**David Mayer**  
Employee Member  
Term Expires June 30, 2024

David Mayer is a retired Business Educator with the Luxemburg/Casco High School. Mr. Mayer was a high school educator for the school district since from August of 1992 to 2021. After retirement, David holds a position at Kwik Trip in Green Bay. He graduated from the University of Wisconsin-Whitewater with a Bachelor's degree in Business Education with an Accounting Emphasis. He served as a Kewaunee County Supervisor from April 2001 to April 2014. Past committees served on include the Kewaunee County Aging Board, Human Services Committee of the Kewaunee County Board of Supervisors, the Agriculture and UW Extension Committee, the Zoning Committee, and the Law Enforcement and Emergency Management Committee.



**Kim Schanock**  
Additional Member  
Term Expires June 30, 2023

Ms. Schanock previously worked as Coordinator of Community Partnerships & Grants for the Green Bay Area Public School District. She currently holds a position as a substitute teacher. She has her Bachelor's in Public Administration from Evangel University, Springfield, Missouri, her Masters in social work with School Certification from UW-Milwaukee, and her Masters Certificate in Project Management from the UW-Madison. Ms. Schanock currently serves on the Brown County Board of Health, NWTC Education Foundation, and Green Bay Botanical Garden Board. Previous Board services include Brown County oral Health Partnership, Women's Fund of Greater Green Bay, Neville Public Museum Foundation, and UW-Green Bay Center for Civic Engagement.



**Ben Villarruel**  
School Superintendent  
Term Expires June 30, 2024

Ben Villarruel recently retired as Superintendent of the Unified School District of De Pere. He is an adjunct professor for the University of Wisconsin-Milwaukee. Mr. Villarruel received his Doctor of Philosophy in Urban Education with an emphasis on Administrative Leadership and Supervision in 1996 from UW-Milwaukee. Current affiliations include the De Pere Rotary Club.



**Dustin Delsman**

Employee Member

Term Expires June 30, 2025

Dustin Delsman is the Assistant Business Manager at Plumbers & Steamfitters Local 400. Prior to this appointment, Mr. Delsman completed a 20+ year career at Tweet/Garot Mechanical. He graduated with honors from the Building Trades Journeyman Steamfitter Joint Apprenticeship Training Program in 2004 and has since obtained eight advanced certifications from NITC, NCCCO, EPRI and the UA. Dustin has taught in the apprenticeship program since 2012, completing the United Association Instructor Training Program (ITP) in Ann Arbor, MI in 2016. Delsman has served for over a decade on two Local 400 committees, the Defined Benefit Pension Plan Committee (Chairman), and the Fox River Valley Education Foundation Committee (Treasurer). Additionally, Delsman serves on the Bay Area Workforce Development Board, the Fox Valley Workforce Development Board, Wisconsin Paper Council Workforce Relations Committee, Wisconsin Building Trades Council Communications Committee, and the Northeast Wisconsin Building & Construction Trades Council.

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Notes:

(a) The current NWTC Board is composed of nine (9) members, all of whom are District residents. The membership consists of two (2) employers who have power to employ or discharge, two (2) employees who do not have power to employ or discharge, three (3) additional members, one (1) public school administrator from a school system in the district, and one (1) elected official. Board members are appointed by an Appointment Committee consisting of the chair of each of the seven (7) counties in the District. Members of the Board serve three-year terms. Regular meetings of the Board are held monthly and, by State Statute, are open to the public. Periodic meetings are scheduled at other times, if necessary, to conduct business on timely issues. Board members receive no compensation for their services but are reimbursed for actual and necessary expenses in the performance of their duties.

(b) The College Board members have coverage through the DMI issued Casualty Policy.(DMI-CO720-12-17), specifically the Educators Legal Liability, Employee Benefits Liability and the Fiduciary Liability portion of the Casualty Policy. Coverage is on a claims-made basis. There is a \$5,000,000 limit per claim. There is also a \$100,000 deductible per claim.

## Executive Leadership Team

**Dr. H. Jeffrey Rafn**..... President  
**Meridith Jaeger** ..... Vice President of College Advancement  
**Dan Mincheff**..... Vice President of Business and Technology  
**Dr. Kathryn Rogalski**..... Vice President of Learning  
**Dr. Jennifer Stolpa-Flatt** ..... Vice President of Student Services  
**Valarie Wunderlich**..... Vice President of Talent and Culture  
**Dr. Sara Lam**..... Vice President of Diversity, Equity, and Inclusion

## Officials Issuing Budget Document

**Dr. H. Jeffrey Rafn**..... President  
**Dan Mincheff**..... Vice President of Business and Technology

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# Section 1

## Budget & Planning



FY 2024 Adopted Budget



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Dear Investors in Northeast Wisconsin Technical College (NWTC):

We are committed to ensuring all students succeed and can enter family-sustaining careers in fields that require post-secondary education. We do this by innovating course delivery to meet workforce needs, creating seamless opportunities for transfer to four-year institutions, and investing in emerging career fields and technologies that are revolutionizing industry.

The 2023-2024 budget was developed with the understanding that we:

- Must continue to take action to reduce the costs of higher education,
- Must stay responsive to workforce needs by offering training in emerging career fields,
- Must develop micro-credentials to credit attainment,
- Must be more intentional in creating equitable and personalized academic, financial, and career plans for students to progress in a career pathway,
- Must take deliberate action to eliminate explicit and implicit bias experienced by marginalized populations,
- Must strengthen wrap-around services to increase degree completion, and
- Must increase the ability for graduates to experience seamless transfer opportunities to continue their education beyond an associate degree.

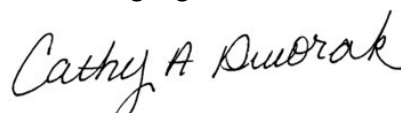
Strengthening dual-credit opportunities and fostering deeper relationships with regional K-12 partners has been a critical area of focus. The Northeast Wisconsin School of Innovation was relocated to NWTC's Green Bay campus in Fall 2022, creating a unique opportunity to embed technical skills and higher education in the high school classroom. NWTC continues to invest in providing education in emerging fields such as 5G telecommunications, biomedical engineering technology, data analytics, additive manufacturing, and augmented/virtual reality. The College also successfully launched and scaled the delivery of the Associate of Arts and Associate of Science degree programs, which offer seamless transfer into many of our partner 4-year institutions. Finally, the shift towards offering responsive, skill-specific training was successfully delivered with the launch of micro-credentials in Spring 2023. These new program opportunities underscore NWTC's dedication to innovation, lifelong learning, and the economic vitality of our region.

NWTC is also committed to ensuring students have the holistic support needed to succeed as they prepare for an increasingly technological workforce. Investing in emerging technologies, new career pathways, and areas of critical workforce shortage allow the College to ensure graduates have the necessary skills to meet current and future labor demands. Underscoring this importance, newly reimagined campus spaces incorporate the latest in augmented and virtual reality, data visualization, and artificial intelligence technologies.

Thank you for your continued support of Northeast Wisconsin Technical College. It has been a distinct pleasure serving this community and institution. We look forward to seeing NWTC Soaring Higher in 2024 and beyond.



Dr. H. Jeffrey Rafn  
President, NWTC



Cathy Dworak  
Chairperson, NWTC Board of Trustees

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Green Bay, WI 54307-9042

**MARINETTE**  
715-735-9361  
1601 University Drive  
Marinette, WI 54143

**STURGEON BAY**  
920-746-4900  
229 N. 14<sup>TH</sup> Avenue  
Sturgeon Bay, WI 54235

WISCONSIN  
**TECHNICAL COLLEGE**  
SYSTEM

NWTC is one of 16 technical colleges in Wisconsin. Boundaries for each technical college district are determined by K-12 school districts. NWTC's service area is comprised of 32 K-12 school districts.





## District History & Profile



Northeast Wisconsin Technical College is a publicly supported, high technology college working closely with businesses, residents and students to provide the education and services that keep Northeast Wisconsin strong.

Wisconsin's Technical Colleges were founded to train the workforce. In the early 1900s, most workers learned both job skills and academic skills from their apprenticeship employer. In order to standardize young workers' skills in reading, writing, and math, the State of Wisconsin promoted the creation of city vocational schools. Schools sprang up in Green Bay and Marinette in 1912, followed in 1941 by Sturgeon Bay, serving working boys and girls ages 14-18. The schools eventually grew to serve adults of all ages, whether or not they were employed or apprenticed.

To serve all citizens, the State organized the Vocational Schools into Districts covering all counties. In 1967, Brown, Door, Kewaunee, and Oconto counties formed the Wisconsin Vocational, Technical and Adult Education District 13. The City and County of Marinette joined the District in 1968, while Florence county and part of Shawano county joined in 1970. The united Schools received a new name – the Northeast Wisconsin Technical Institute (NWTI). The Sturgeon Bay and Marinette campuses built new facilities in 1971, and the large, Green Bay campus complex was ready for classes in 1972. The Institute applied for and received National accreditation.

In 1987, the Institute's name changed again to Northeast Wisconsin Technical College. Other changes included an increased focus on servicing the educational needs of the businesses and industries in the communities. Starting in the early 1990's, the College pioneered the use of online technology to offer flexible options for education. The beginning of this century was marked by rapid growth and an increase in the number of students, buildings, locations, and educational options throughout the District. As the College continues to develop innovative ways to serve its students and community, the future holds even more possibilities.

## Campuses

### Green Bay

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NWTC's main campus in Green Bay features modern brick buildings equipped with the latest learning tools for hands-on education in over 200 career fields. You will also find real-life learning labs where students get ready for the workforce and earn academic credit while serving the community. Other services provided to the community include N.E.W. Clinic which serves uninsured, underinsured and Medical Assistance patients from Northeast Wisconsin. NWTC's Dental Clinic provides high quality dental service, and the Therapeutic Massage Student Clinic offers effective, affordable massage treatment. The College library is also open to all community members. The Student Center, administrative offices, and the Corporate Conference Center complete the College's largest campus. Community support for two successful referenda created industry-leading facilities in health sciences, business and information technology, traditional and renewable energy, advanced manufacturing, construction trades, public safety, and general studies.

### Marinette

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Located on the south edge of the city of Marinette, NWTC Marinette Campus is a full-service campus offering a variety of full- and part-time degrees and diplomas in health, business, information technology, engineering, manufacturing and automotive; plus, certificates, apprenticeships, and continuing education opportunities.

The campus offers student services including academic advising, career services, library, assessment coaching, student support services, and much more. The campus hosts community-focused events and career exploration opportunities for youth and adults. The campus also collaborates with NWTC's Corporate Training and Economic Development to serve as a site for incumbent worker training.

### Sturgeon Bay

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NWTC Sturgeon Bay Campus is designed for high-tech education and training close to home. Individuals may take a course, earn a degree, or begin a bachelor's degree. Top academic programs at the campus include Nursing-Associate Degree, Practical Nursing, Diesel, and Welding. The Sturgeon Bay Campus offers 21 full- and part-time degrees and diplomas, plus certificates, apprenticeships, and continuing education opportunities.

## Center Locations

### NWTC Aurora

#### *Serving Aurora, Florence, Goodman, Niagara, Pembine and Tipler*

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Individuals can take a course, complete an associate degree, technical diploma or certificate. Top academic programs include Business Management, Accounting and Nursing Assistant. High school



students in the area can get a jump start on college through enrollment at the Woodland Regional Technical Academy located within the center.

### **NWTC Crivitz**

***Serving Coleman, Crivitz, Lena, Oconto and Wausaukee***

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A pathway to a rewarding career or a bachelor's degree starts at the NWTC Crivitz Center. Many students come to the center to start their four-year degree with the General Studies Transfer certificate or to complete their degree in Business Management or Human Resources. Start College Now courses are available for area high school juniors and seniors who want to jumpstart their education and career at the Northwoods Regional Technical Academy at Wausaukee High School.

### **NWTC Luxemburg**

***Serving Algoma, Casco, Denmark, Dyckesville, Kewaunee and Luxemburg***

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Individuals can take a class, complete a certificate or pursue a degree. NWTC Luxemburg Center has a full-service center for the answers needed to get started. Top programs include GED/HSED, Accounting, Nursing Assistant, Business Management or General Studies Transfer. Start College Now courses are available for area high school students who want to jumpstart their education and career at the Ahnapee Regional Technical Academy.

### **NWTC Oconto Falls**

***Serving Gillett, Lakewood, Oconto Falls, Suring and Townsend***

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Individuals may take a course, complete a degree or diploma program, or even start their bachelor's degree at the NWTC Oconto Falls Center. Top academic programs include Business Management, General Studies Transfer, Accounting, and Administrative Professional. This center provides a wide range of student services and personal attention to help students reach their goals.

### **NWTC Shawano**

***Serving Bonduel, Pulaski and Shawano***

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Individuals may take a course, complete a program, or even start their bachelor's degree at the NWTC Shawano Center. Top academic programs include Nursing, Business Management, Accounting, Farm Business Management, or General Studies Transfer. There are numerous opportunities to get involved in the College and in the community through student life activities and service-learning. NWTC and ThedaCare have created the first agreement in the State of Wisconsin that will allow nursing programs to be offered onsite. Students in Bonduel can jumpstart their college coursework through the Bonduel Regional Technical Academy.

## Specialty Locations

### **Artisan & Business Center**

The NWTC Artisan and Business Center, located in downtown Green Bay's Arts District, is an entrepreneurial initiative dedicated to offering classes, workshops and seminars in various disciplines. The Artisan and Business Center is focused on serving the community by providing art-based projects that teach skills and support economic development through arts-based businesses.

### **Green Bay East**

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Located on the east side of Green Bay, this new location provides increased access to NWTC resources in the Greater Green Bay area. The specialty center shares a building with the Boys & Girls Club of Greater Green Bay and focuses on connecting students to success advisors, academic support, and career explorations opportunities. In addition, the unique partnership with the Boys and Girls Club allows the College to foster increased K-12 relations and provide learning opportunities for area youth.

### **Learning and Innovation Center in Partnership with Nicolet National Bank**

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Located in Sister Bay, the Learning and Innovation Center was designed with Northern Door County community members and businesses in mind, the center supports job creation and existing businesses in the area through training and business development resources. Community members can use the space for meetings, classes, training, and more.

### **North Coast Marine & Manufacturing Training Center®**

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Located in downtown Marinette, the NCMMTC<sup>SM</sup> is continually expanding. With a marine welding lab, electrical lab, fully functional computer lab, and conference space, training is conducted here around the clock for all shifts. Additionally, our instructors deliver essential employability and leadership training.

### **Universal Driving Facility**

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Located in Howard, the Universal Driving Facility (UDF) enhances emergency vehicle operations training for the NWTC Public Safety Department as well as Law Enforcement, EMS and Fire departments around the district. The driver training course has common features, such as a roundabout, that our officers and firefighters deal with on a daily basis. It also has a "crest" where the driver cannot see past that hill, providing the opportunity to train our public safety professionals how to approach a hill containing blind spots and preparing for unknown obstacles.

## **Woodland Kitchen and Business Incubator**

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Woodland Kitchen and Business Incubator is located in Aurora. The Center is a State-certified, and a fully equipped commercial kitchen available for use by growers, food processors, caterers, restaurants, chefs, special event food vendors, bakers, groups and organizations. The kitchen is inspected and licensed for commercial use, allowing for individuals to produce and sell food items in accordance with state regulations.

## **Regional Technical Academies**

### **Ahnapee Regional Technical Academy**

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Ahnapee Regional Technical Academy is a partnership with Algoma and Kewaunee School Districts and NWTC. High school juniors and seniors take college courses for dual-credit which allows early exposure to relevant career pathways in the region. This jumpstart on college credits encourages transitions to NWTC post high school graduation. Tuition and book fees are paid for by the school districts through the Start College Now Program, contractual courses, or the NWTC coursework is duplicated by the high school teacher through transcribed credit. Program tracks include: Nursing Assistant, Healthcare Customer Service Representative, Welding, Agriculture, Manufacturing – Machining and CNC, Automotive, Diesel, Early Childhood Education, Emergency Medical Technician and Culinary.

### **Bonduel Regional Technical Academy**

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Bonduel Regional Technical Academy provides opportunities for Bonduel High School juniors and seniors to earn dual-credit for high school and college at the same time. This jumpstart on college credits encourages transitions to NWTC post high school graduation. Tuition and book fees are paid for by the school districts through the Start College Now Program or the NWTC coursework is duplicated by the high school teacher through transcribed credit. Program tracks include: Electro-Mechanical Technology, Manufacturing – Welding and CNC, Information Technology, Nursing Assistant, Early College Practical Nursing and Welding. Tuition and book fees are paid for by the school districts through the Start College Now Program or the NWTC coursework is duplicated by the high school teacher through transcribed credit.

### **Northwoods Regional Technical Academy**

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Northwoods Regional Technical Academy is located at Wausaukee High School. The Academy is a partnership between NWTC and the School Districts of Crivitz, Pembine, Wausaukee and Coleman. High school juniors and seniors take college courses for dual-credit which allows early exposure to relevant career pathways in the region. This jumpstart on college credits encourages transitions to NWTC post high school graduation. Tuition and book fees are paid for by the school districts through the Start College Now Program or the NWTC coursework is duplicated by the high school teacher

through transcribed credit. Program tracks include: Automotive, Welding, Electro-Mechanical, Entrepreneurship, Information Technology, Nursing Assistant, and Healthcare Business Services.

### **Woodland Regional Technical Academy**

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Woodland Regional Technical Academy, located in the Aurora Regional Learning Center, is a partnership between NWTC and Florence-Goodman-Niagara-Pembine School Districts. This partnership provides Start College Now courses for area high school juniors and seniors who want to jumpstart their education and career. Program tracks include Electro-Mechanical Technology, Emergency Medical Technician, Entrepreneurship, Health Care Customer Service, Nursing Assistant and Welding.



# Intentional Future Culture:

## Mission, Vision, Value Statements and Behaviors

Revised April 2021



**NORTHEAST**  
WI Technical College

## MISSION STATEMENT

We are a two-year technical college, serving Northeast Wisconsin by providing education, training, and life-long learning opportunities for all individuals and businesses leading to the development of a skilled and culturally inclusive workforce. Our customers stimulate the economic vitality of our district as a result of the application of skills and knowledge acquired through the completion of certificates, degrees, diplomas, and courses.

## OUR VISION

NWTC is a cutting edge life-long learning college that transforms, strengthens, and inspires.

# VALUE STATEMENTS



## CUSTOMER FOCUS:

We are committed to exceeding the service expectations of all of our internal and external customers with every interaction.



## CREATIVITY & INNOVATION:

We are committed to creating and fostering new concepts using proactive and critical thinking, leading to innovative solutions.



## RESULTS & ACCOUNTABILITY:

We are individually and collectively accountable for the sustainable and optimal use of resources and the achievement of meaningful, measurable results.



## EVERYONE HAS WORTH:

We are committed to embracing the worth of every individual, providing an inclusive place for all people, and creating a respectful and stimulating environment necessary for intellectual and personal growth.



## COLLABORATION:

We are committed to open communication, teamwork, and productive debate that strengthens internal and external relationships, creating better solutions aligned to a common vision.



## VALUING TALENT & WELL BEING:

We are committed to fostering a mentally and physically healthy work environment that promotes learning and growth and attracts and retains talented people.



## PASSION & INSPIRATION:

We have a personal passion for achieving the College's vision, inspiring and motivating others to action.

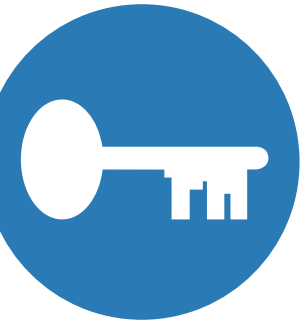


## EMOTIONAL INTELLIGENCE:

We are committed to improving outcomes by being aware of our emotions and their impact on others, and regulating them to foster positive and productive working relationships.



**ETHICS:** We are committed to ethical and honest behavior and personal responsibility for living and modeling the values of NWTC.








## CUSTOMER FOCUS

We are committed to exceeding the service expectations of all of our internal and external customers with every interaction.

### Overall:

- ★ Embrace the principle that students are central to what we do
- Actively seek and listen to the input of our customers and act on it
- Actively seek opportunities to strengthen internal and external relations

Every customer interaction will include our 5 Customer Focus Keys

-  Display positive attitude and make a personal connection
-  Be mindful of personal presentation and personal bias  
(body language/nonverbal/attitude)
-  Deliver above and beyond problem solving and flexibility
-  Provide accuracy in service and product knowledge
-  Follow-up and build customer loyalty

### Behaviors:

- ★ Be mindful, act on continuous improvement opportunities to better serve our students
- ★ Ensure work performance models our college philosophy of supporting Student Success
- Approach every customer interaction as an opportunity to grow our organization inclusively
- Proactively ask customers questions to learn about their needs and perceived image of NWTC
- Attend community events to build customer relations and engage in college partnerships
- Anticipate customer needs before they ask (be a step ahead) and create an action plan

## EVERYONE HAS WORTH

We are committed to embracing the worth of every individual, providing an inclusive place for all people, and creating a respectful and stimulating environment necessary for intellectual and personal growth.

### Overalls:

- ★ Work effectively to promote an environment where individual values and social differences are embraced
- Value the inherent worth of equity in every aspect of the College
- Seek innovative practices and initiatives that stimulate and advance diversity and inclusion
- ▲ Commit to the ongoing need for cultural competence and personal self-development

### Behaviors:

- ★ Ask questions about cultures, customs and different perspectives
- Discuss diversity and inclusion at department meetings
- Solicit feedback to understand equity versus equality
- Apply cultural competence knowledge in actions and decisions made
- ▲ Engage in diversity related events on and off campus

## PASSION AND INSPIRATION

We have a personal passion for achieving the College's vision, inspiring and motivating others to action.

### Overall:

- ★ Know how your work is connected to the college's vision
- Focus passion into:
  - intrinsic drive
  - extrinsic enthusiasm
  - positivity that impacts others
  - excitement that inspires others to action
- Share successes and best practices broadly to maximize impact
- ▲ Involve yourself in campus and community events that enhance your connection to the college and those we serve

### Behaviors:

- ★ Seek connection to something greater than oneself
- ★ Ask questions when the connection is difficult to envision
- Possess a positive, 'can-do' attitude, even in difficult times
- Commit to going above and beyond in pursuit of excellence
- Passion is contagious; inspire others through role modeling and mentoring
- When something works well, share success in forums such as Spark, team meetings, in-service sessions, or cross-functional work groups
- Speak positively about and advocate for the college, internally and externally.
- ▲ Volunteer to work on campus events, read scholarship applications, or engage with a student-facing team or committee
- ▲ Engage with diverse community groups or volunteer with organizations representative of our student population





## CREATIVITY AND INNOVATION

We are committed to creating and fostering new concepts using proactive and critical thinking, leading to innovative solutions.

### Overall:

- ★ Anticipate future trends and nurture a climate of experimentation
- Seek opportunities outside the college to generate new ideas
- Be willing to challenge the status quo/go against the grain
- ▲ Respond to change in ways that contribute to the growth and development of the college

### Behaviors:

- ★ Continue to evaluate current practices for improvement opportunities
- ★ Connect with other divisions to create new ideas
- ★ Be mindful of diversity to ensure inclusive innovation within the college and community
- Attend professional development to gain new perspectives
- Research best practices to build innovative ideas
- Challenge self and others to go against the norm; brainstorm unique ideas to benefit student success and the viability of the College
- Take prudent risks, learn from experience, and move forward
- ▲ Respect colleagues' ideas and be open to change
- ▲ Be an adaptable supporter. Seek to understand the change
- ▲ Support change in the organization once decisions are made

## COLLABORATION

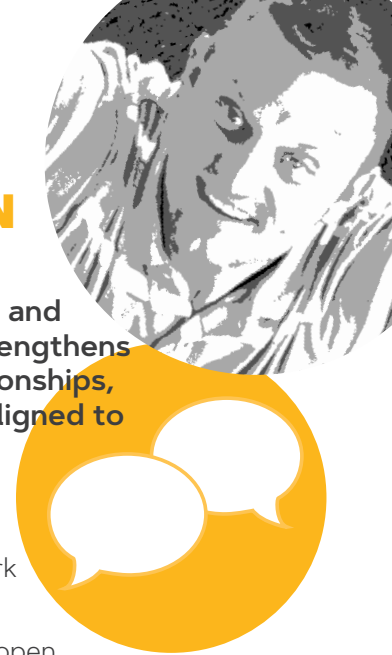
We are committed to open communication, teamwork, and productive debate that strengthens internal and external relationships, creating better solutions aligned to a common vision.

### Overall:

- ★ Remove barriers to teamwork and our learners' success
- Create and maintain timely, open, honest, and tactful communications
- Listen actively to understand, comprehend, analyze, engage, and act
- ▲ Embrace productive debate as a natural input to successful collaboration

### Behaviors:

- ★ Allow enough time for collaboration by proactively involving the right stakeholders in decision making
- ★ Clarify a common purpose, consistent with our vision and mission, for all stakeholders to work toward
- Seek and provide regular, constructive feedback
- Remain open to all input and receive feedback without defensiveness
- Encourage open dialogue about ideas
- Practice reflective listening techniques to clarify the viewpoints of others
- Ask insightful questions to explore possibilities and demonstrate engagement
- ▲ Leverage diversity in all of its forms to produce more complete and inclusive solutions
- ▲ Welcome differences of opinion as necessary to create a new way forward
- ▲ Set individual/team agendas aside to seek a win/win solution for the college and its customers



## EMOTIONAL INTELLIGENCE

We are committed to improving outcomes by being aware of our emotions and their impact on others, and regulating them to foster positive and productive working relationships.

### Overall:

- ★ Recognize and understand your own moods and emotions and how they may affect others
- Manage emotions to maximize positive impacts on people and results
- Pursue organizational goals with passion and perseverance
- ▲ Understand the emotional state of others and respond accordingly
- ✱ Create and maintain internal external professional networks

### Behaviors:

- ★ Spend time in self-assessment and collect feedback from others to check perceptions of how your behaviors impact them
- ★ Think, pause to reflect before responding
- Take ownership when interactions don't go as planned and determine what you could have done differently to influence a better result?
- Manage personal mood/emotions to positively impact service to our customers
- Persevere with energy and drive to achieve outcomes
- Sustain optimism and look for the positive in situations, even in the face of setbacks
- ▲ Reflectively listen to understand others and show empathy
- ▲ Observe nonverbal cues as indicators of emotion and alter the content or delivery of the message
- ✱ Manage relationships and build rapport
- ✱ Positively influence outcomes through working relationships built on trust

## RESULTS AND ACCOUNTABILITY

We are individually and collectively account-able for the sustainable and optimal use of resources and the achievement of meaningful, measurable results

### Overall:

- ★ Employ planning and organizing skills to proactively assess the resources needed to achieve set goals
- Hold self and others accountable to achievable goals with measurable outcomes
- Use evidence to identify problems and inform decisions
- ▲ Challenge self and others to continuously improve

### Behaviors:

- ★ Begin with the end in mind and ensure ownership of the steps that get you there
- ★ Commit to measure the results most critical to the success of the task/project
- ★ Employ Systems Thinking - Recognize the impact of your task/project on all college resources
- Set clear expectations of self and others
- Follow through on commitments in a timely manner
- Engage others in dialogue when their commitments are not met
- Effectively prioritize tasks to accomplish those most critical to the goals of the college
- Gather qualitative and quantitative data to make decisions with student success and the long-term sustainability of the college in mind.
- ▲ Explore best practices and alternative ways of reaching intended outcomes
- ▲ When expected outcomes are not reached, re-evaluate both process and outcomes and make changes that lead to the desired result





## VALUING TALENT AND WELL BEING

We are committed to fostering a mentally and physically healthy work environment that promotes learning and growth and attracts and retains talented people.

### Overall:

- ★ Promote and engage in life-long learning and individual growth
- Take proactive steps to enhance and maintain physical and mental well-being
- Demonstrate genuine interest in others and sensitivity to their cultural, physical and emotional needs
- ▲ Contribute your unique talents and viewpoints and leverage those of others

### Behaviors:

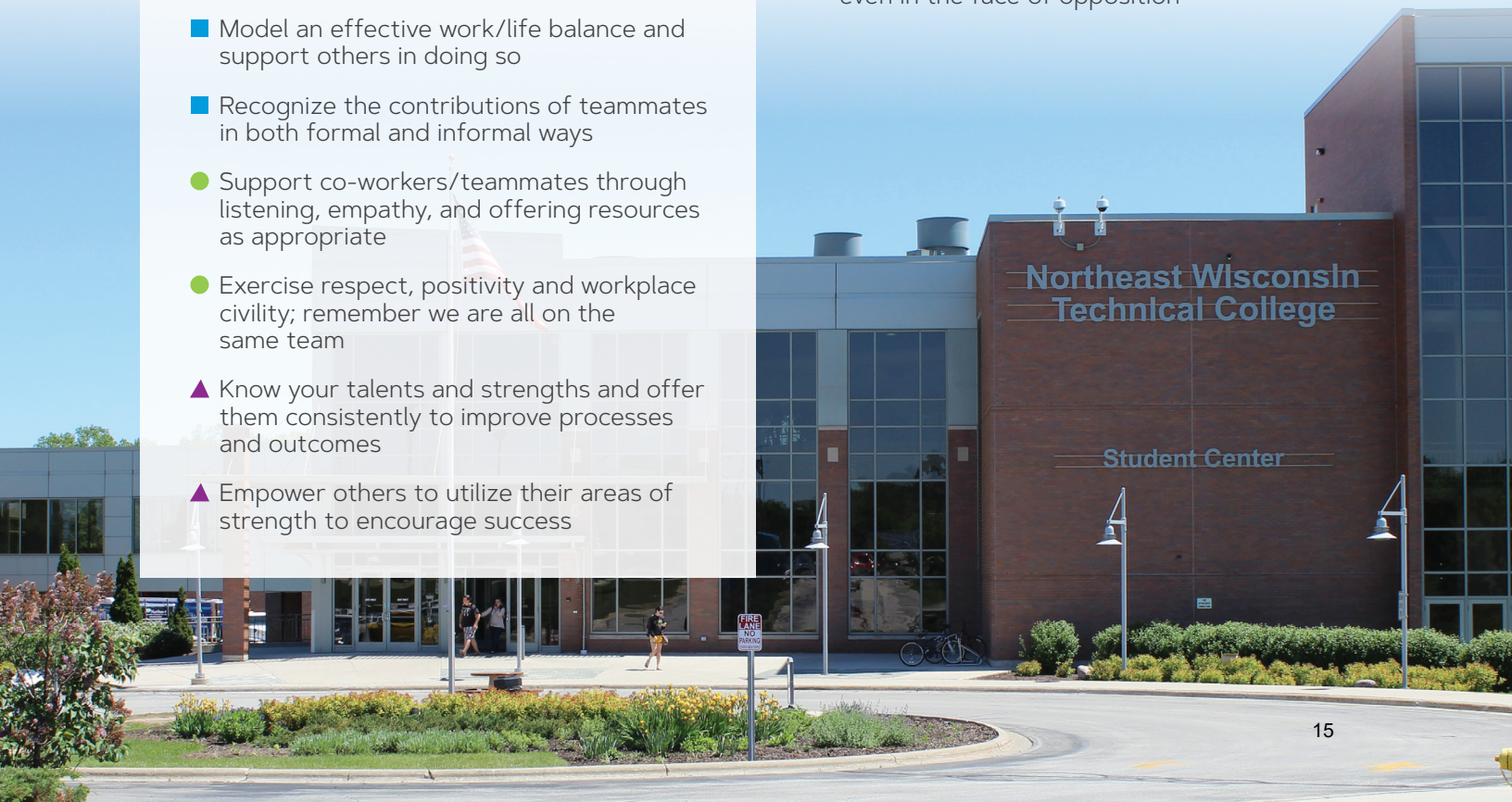
- ★ Employ a growth mindset; learning occurs in the classroom, on the job, and through collaborative relationships
- ★ Set and execute development goals that build upon both strengths and areas of opportunity in yourself and others
- Utilize wellness resources and activities, NWTC and other, to nurture mind and body
- Model an effective work/life balance and support others in doing so
- Recognize the contributions of teammates in both formal and informal ways
- Support co-workers/teammates through listening, empathy, and offering resources as appropriate
- Exercise respect, positivity and workplace civility; remember we are all on the same team
- ▲ Know your talents and strengths and offer them consistently to improve processes and outcomes
- ▲ Empower others to utilize their areas of strength to encourage success



We are committed to ethical and honest behavior and personal responsibility for living and modeling the values of NWTC

### Overall:

- Making decisions based upon what is right for the College and its customers, not personal gain
- Adhering to the NWTC "Code of Conduct"
- Suggesting and advocating for change even in the face of opposition



## Current Environment

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The 2023-2024 budget reflects an expectation of stabilized enrollments and a return to “normal” in the wake of the COVID-19 pandemic.

### External Factors: Political, Economic, and Social

A number of external factors and opportunities have influenced the current budget, including a recommended increase in state funding for the WTCS, continued economic uncertainty, high consumer spending, and a business need for workforce training. In addition to these factors:

- NWTC’s Trades enrollment climbs back up to pre-pandemic levels as the region refocuses on the future of manufacturing jobs.
- Wisconsin continues to experience workforce shortages in critical healthcare occupations like nurses and nursing assistants.
- The need for strong relationships with legislators has remained a priority for ensuring strong support of higher education and student outcomes.
- Regional business leaders want to invest in the workforce and find ways to upskill employees, creating urgency for short-term credential delivery.

The 2023-2024 budget ensures we are on the path to a successful future, focusing on student success, intensifying innovation in course delivery through micro-credentials, and making college education accessible to our entire region. To accomplish this, all levels of the College took a deep dive into our programs, services, and desired outcomes to ensure our work aligns with our core values and prioritizes student success.

As a result of the reflection, our commitment to equitably serve our students and our community has been strengthened through:

- Incorporation of data analytics and actionable research
- Integration of employability skill development
- Reductions to the costs of education
- Focus on flexibility in course delivery

Yet we know,

- High school graduates will see small increases through 2025 and then are expected to start declining.

## Accomplishments

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### Major Accomplishments

- Backed by a National Science Foundation grant, NWTC launched the Innovative Technology Series to train the region's workforce on additive manufacturing, cybersecurity, augmented and virtual reality, and the Internet of Things. Subject matter experts from NWTC and around the country, like HP's chief technology officer, Tommy Gardner, provided thought leadership and guidance on how these complex technologies are impacting every sector of the country's economy.
- NWTC redesigned the Trades and Engineering Technologies Atrium and the main entrance to the College of Business with a focus on Industry 4.0, creating over 5,000 sq ft of high-tech, interactive experience spaces for students, community members, and industry partners to learn about the technological innovations driving change in Northeast Wisconsin's workforce.
- In addition to expanding Nursing programming, NWTC has scaled work on a \$1.8 million Nursing Workforce Diversity grant from the U.S. Health Services & Resources Administration to provide aid to students faced with economic barriers and increase diversity within the nursing workforce.
- The College is collecting data on high impact practices in instruction in the second year of the \$2 million Strengthening Institutions Program grant from the U.S. Department of Education. The grant will help the College implement transformational instructional and institutional changes to close equity gaps in course success and completion for Black, Indigenous, and other students of color.
- NWTC successfully launched a new Esports Zone on the Green Bay campus and started competing in the National Association for Collegiate Esports league.

## Associate of Art and Associate of Science Degrees

The Associate of Art and Associate of Science degree programs have been successfully launched, offering seamless transfer into many of our partner four-year institutions. For both Fall and Spring of AY23 there were 226 and 227 students enrolled in the programs, respectively. These degrees streamline the path from an associate's to a bachelor's degree in our region.

## Micro-credentials

The College successfully launched micro-credential offerings across Learning departments in Spring 2023. Micro-credentials are short, focused credentials designed to provide in-demand skills, know-how, and experience. Some micro-credentials also ladder into diplomas and degrees, providing a pathway from skill-attainment to college graduation. These small credentials create opportunities for members of our community to advance their skills, career mobility, and earning potential at any point during their career.

## Teaching and Learning

A focus on strengthening K-12 relations has led to innovations in how the College interacts with high- and middle school students. This includes expanding dual-credit opportunities to build a pipeline of college-ready students in the region and housing the Northeast Wisconsin School of Innovation on the Green Bay campus. The School of Innovation is a competency-based charter school that utilizes personalized learning plans to meet student needs. NWTC's longstanding partnership with the School of Innovation has always revolved around creating opportunities for vocational training and hands-on learning opportunities at the secondary level. By housing the charter school on the Green Bay campus, the College creates a clear pathway to higher education for the attendees and creates access to NWTC's subject matter experts, hands-on training labs, and advisors to make college a real option for these students.

## Diversity, Equity, and Inclusion

NWTC was accepted as one of nine two-year institutions in Achieving the Dream and USC Race and Equity Center's Racial Equity Leadership Academy (RELA) 2.0. RELA 2.0 is an intensive institute designed to support teams of leaders as they develop bold, strategic racial equity plans and implement actionable change for underserved populations on their campuses. Representing NWTC's leadership in the cohort are president Dr. Rafn, Vice

President of Student Services Dr. Flatt, and Vice President of Diversity, Equity, and Inclusion Dr. Lam.

We have also continued to work with community partners to implement new strategies to introduce historically marginalized groups into high wage career paths. During the pandemic, Industry partners indicated a need to upskill Spanish-speaking employees to move from operations to management. In response, the College developed a program for bilingual Hispanic students to attain an Industrial Maintenance Certificate in under one year. A focus on creating access and removing barriers made this possible. Bilingual coaches were embedded in cohort classrooms, program structure was updated to allow flexibility, and curriculum focused on applicable hands-on skills. The outcome: eleven students graduated from the cohort in Fall 2022 and the majority received promotions/moved into higher wage jobs as a result. Now, we are scaling that work to include additional programs, creating increased access to high wage careers for underrepresented students.

### **Deliberately Different Higher Education**

NWTC is continuing to innovate how we deliver the content we teach to ensure our graduates can thrive in the labor market. We believe NWTC graduates are equipped with the technical knowledge and employability skills to soar higher and lead our region into the future.

The College prides itself on being able to quickly adapt to new workforce needs, create customizable training for industry partners, and offer new delivery methods to meet learners where they are in their learning journey. We have continually focused our curriculum on *what* our businesses need – teaching the necessary skills for graduates to contribute to every sector of our economy – in manufacturing, healthcare, public safety, business administration, and education. To ensure we are teaching skills relevant to the workforce of tomorrow, we are also investing in new programs related to the emerging career fields of Telecommunications, Additive Manufacturing, Data Analytics, and more. We are also refocusing our efforts from the *what* to the *when, where, and how*. Offering online, hybrid, and in-person micro-credentials to provide on-demand learning opportunities that allow students and employers to upskill quickly and efficiently. We recognize the need for employers to keep their teams engaged in continuous improvement and training.

NWTC is also intentionally different about how we approach K-12 partnerships and create a pipeline of college-ready students. Partnering to house the Northeast Wisconsin School of Innovation on the Green Bay campus, expanding dual-credit opportunities through Technical Academies, and creating opportunities for students to start at NWTC and truly go anywhere

with a focus on transfer to four-year programs. These opportunities allow the College to create hands-on learning at the secondary level and show high school students all the possibilities of higher education, while saving thousands in tuition.

A focus on students' success is not just something we say at NWTC. It is at the core of our institution's values and drives us to make deliberate changes in how we approach education. We believe every student can succeed. Our commitment to teaching relevant and responsive curriculum, closing equity gaps, creating belonging, and providing access to affordable higher education make us uniquely situated to see continued success.





## Goals & Objectives

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During the College's Future 2023 Strategic Planning process, college leaders traveled throughout the district, meeting with representatives from business, education, government and community groups, plus our own campuses and regional centers. Combining that feedback with local and national research on high-impact practices, the College has set the following overarching goals.

### 2023 Strategic Directions

1. In partnership with every in-district PK-12, students will come to NWTC with a career plan with college credits earned in high school.
2. NWTC is committed to the equitable access and success of learners from every background, culture and ability.
3. All graduates will possess the core employability skills necessary to continuing to learn while successfully engaging in a career.
4. Education and skill content areas meet current and future workforce demand.
5. All graduates will have a pathway to continue their formal learning upon completion of a credential.
6. NWTC will enhance its academic reputation while ensuring its institutional strength and resilience.

### Overarching Goals

- More students will complete academic programs.
- More students will graduate.
- More credentials will be granted.
- More students of color will graduate.
- More students will complete gateway courses.
- More students of color will complete gateway courses.
- More academic programs will produce more than one-third of the graduates needed to meet workforce demand.
- More residents will be served.
- Must ensure that every student succeeds in achieving a higher education credential.
- Must be more aggressive in our messaging, outreach, recruitment and pipeline development.
- Must be more intentional with part-time and full-time students to create a personalized academic, financial and career plan to enter and/or progress in a career pathway.
- Must maximize the flexibility of all educational offerings to support student success while meeting customer demand.
- Must provide on-going education and training for an employer's existing workforce.

## Budget Process

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The Northeast Wisconsin Technical College (NWTC) budget is adopted for the year beginning July 1st and ending June 30th. The budget allocates financial resources for ongoing programs, courses, services, and strategic 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 initiatives. Planning and budget development is a cooperative effort involving all NWTC staff as each department develops a budget based on institutional goals for the year. The budgets are consolidated and reviewed by the Finance Office and the Executive Leadership Team for alignment with the strategic initiatives and overall goals of the College.

During the months of January through May, the College's Executive Leadership Team and College Board of Trustees review and assess various elements of the budget including historical trends, current projections and major budget assumptions. In April, the Board reviews the preliminary budget and authorizes the publishing of a legal notice to hold a public hearing in May. At the hearing, the Board considers public input prior to adopting the budget. After public hearing, the Board adopts all budgets at its May meeting.

The tax rates shown in this document are actual rates from October 1, 2022. On or about October 1, 2023, the Wisconsin Department of Revenue will provide new actual valuations at which time the Board will set its final mill rate.

The budget itself is a natural outcome of the planning process. In October, departments submit capital budget requests in key areas: facility and site improvements, major equipment, media hardware, computer hardware & software and furniture.

### **FY2023 College Strategic Priorities**

- ✓ Actively identify and address barriers at the individual and organizational level
- ✓ Ensure student success and credential completion
- ✓ Provide sufficient skilled workforce
- ✓ Continue strategic collaborative partnerships
- ✓ Maximize viability of the College

## Budget Monitoring

- Departments and teams are expected to operate within their budgets.
- Teams and managers are expected to use established purchasing procedures.
- Capital budgets not spent or supported with a plan of action by May will be moved into a capital reserve.

## 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.

## Basis of Budgeting

Governmental Funds are accounted and budgeted for on a modified accrual basis. Under the modified accrual basis of accounting, transactions are recorded in the following manner:

- Revenues are recognized when they become measurable and available (susceptible to accrual). All revenues are considered susceptible to accrual except summer school tuition and fees and the debt service portion of the local tax levy not due until after June 30, which are recorded as deferred revenue.
- Expenditures are recorded when the related fund liability is incurred, except for interest and principal on general long-term obligation debt, which are recognized when due. Expenditures for claims and judgments are recognized when the liability is incurred.
- Fixed assets are recorded as capital outlays at the time of purchase.
- Proceeds of long-term obligations are recorded as a financing source when received.

Proprietary funds use the accrual basis of accounting. The measurement focus is based upon the determination of net income. Revenues are recorded when measurable and earned, and expenses are recorded at the time the liabilities are incurred.

The accounts of the district are organized based on funds and account groups, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues, and expenditures. The district's resources are allocated to and accounted for in individual funds, based upon the purpose for which they are to be spent and the means by which spending activities are controlled.

## Staff Positions Summary

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Category	2021-22 Actual	2022-23 YTD	2023-24 Budget	2023-24 Budget by Fund				
				General Fund	Special Revenue Fund	Capital Projects Fund	Proprietary Fund	Total
Administration/ Supervisors	92.00	88.00	88.00	77.56	7.42	2.02	1.00	88.00
Faculty	265.25	261.50	259.00	246.17	12.83	0.00	0.00	259.00
Other Staff	353.6	347.95	354.25	278.14	54.67	12.44	9.00	354.25
<b>Total</b>	<b><u>710.85</u></b>	<b><u>697.45</u></b>	<b><u>701.25</u></b>	<b><u>601.87</u></b>	<b><u>74.92</u></b>	<b><u>14.46</u></b>	<b><u>10.00</u></b>	<b><u>701.25</u></b>

NOTES:

- FTEs do not include students, temporary or part-time staff
- 2022-23 FTEs are year-to-date through April 5, 2023

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**BOLDLY FORWARD  
TOGETHER**

# Section 2

## Financial Data



FY 2024 Adopted Budget



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**NORTHEAST WISCONSIN TECHNICAL COLLEGE  
 NOTICE OF PUBLIC HEARING  
 JULY 1, 2023 - JUNE 30, 2024**

A public hearing on the proposed 2023-24 Budget for the Northeast Wisconsin Technical College  
 will be held on May 10, 2023 at 4:00 p.m.

**To be held in the NWTC Green Bay Campus District Board Room (DO308)  
 2740 West Mason Street, Green Bay, WI 54303**

**PROPERTY TAX AND EXPENDITURE HISTORY**

Year (1)	Equalized Valuation	Percent Increase	Mill Rates		Total Mill Rate	Percent Inc./(Dec.)
			Operational	Debt Service		
2019-20	\$42,019,115,760	4.66%	0.38287	0.42804	0.81091	(1.64%)
2020-21	\$43,930,558,544	4.55%	0.38298	0.41236	0.79534	(1.92%)
2021-22	\$47,322,051,411	7.72%	0.32395	0.41444	0.73839	(7.16%)
2022-23	\$54,095,444,000	14.31%	0.27842	0.38486	0.66328	(10.17%)
2023-24	\$55,366,686,934	2.35%	0.28683	0.38485	0.67168	1.27%

Year (2)	Total Expenditures All Funds	Expenditure Inc./(Dec.)%	Tax Levy	Tax Levy Inc./(Dec.)%	Tax on \$100,000 of Property
2019-20	\$158,295,627	(0.05%)	\$ 34,073,419	2.94%	\$81
2020-21	\$154,838,340	(2.18%)	\$ 34,939,700	2.54%	\$80
2021-22	\$167,060,861	7.89%	\$ 34,941,858	0.01%	\$74
2022-23	\$182,337,406	9.14%	\$ 35,880,050	2.69%	\$66
2023-24	\$171,904,937	(5.72%)	\$ 37,189,027	3.65%	\$67

	General Fund	Special Revenue Fund	Special Revenue Non-Aidable Funds	Capital Projects Fund	Debt Service Fund	Proprietary Funds	Total
Tax Levy	13,770,000	1,612,048	220,000	-	21,308,000	447,900	37,357,948
Other Budgeted Revenues	68,715,000	13,076,689	11,653,000	25,000	25,000	16,918,000	110,412,689
<b>Total Budgeted Revenues</b>	<b>82,485,000</b>	<b>14,688,737</b>	<b>11,873,000</b>	<b>25,000</b>	<b>21,333,000</b>	<b>17,365,900</b>	<b>147,770,637</b>
Budgeted Expenditures	84,726,000	14,688,737	11,873,000	22,181,800	21,011,000	17,424,400	171,904,937
Excess of Revenues Over Expenditures	(2,241,000)	-	-	(22,156,800)	322,000	(58,500)	(24,134,300)
Operating Transfers	(15,000)	-	-	-	-	15,000	-
Proceeds from Debt	-	-	-	21,560,000	-	-	21,560,000
Est. Fund Balance 7/1/23	27,994,840	126,229	1,190,482	(2,478,138)	4,201,615	3,641,845	34,676,873
Est. Fund Balance 6/30/24	25,738,840	126,229	1,190,482	(3,074,938)	4,523,615	3,598,345	32,102,573

(1) Fiscal years 2020 - 2023 represent actual amounts, and 2024 is the proposed budget.

(2) Fiscal years 2020 - 2022 represent actual amounts, 2023 is projected, and 2024 is the proposed budget.

**NORTHEAST WISCONSIN TECHNICAL COLLEGE**  
**Notice of Public Hearing**  
**Budget Summary - General Fund**  
**Fiscal Year 2023-24**

	2021-22 Actual (3)	2022-23 Budget	2022-23 Estimated (4)	2023-24 Budget	
<b>REVENUES</b>					
Local Government	\$ 13,725,566	\$ 12,440,643	\$ 12,650,000	\$ 13,770,000	
State Aids	43,429,822	44,760,000	44,580,000	46,630,000	
Program Fees	18,414,176	19,780,000	18,500,000	19,380,000	
Material Fees	953,312	1,100,000	950,000	1,100,000	
Other Student Fees	985,241	1,050,000	1,000,000	1,035,000	
Institutional	614,175	706,200	750,000	570,000	
Federal	-	-	-	-	
Total Revenues	\$ 78,122,292	\$ 79,836,843	\$ 78,430,000	\$ 82,485,000	
<b>EXPENDITURES</b>					
Instruction	\$ 48,687,136	\$ 50,018,453	\$ 48,728,568	\$ 52,207,800	
Instructional Resources	1,282,705	1,371,751	1,465,463	1,460,700	
Student Services	9,769,312	9,757,685	9,741,569	10,577,600	
General Institutional	13,557,283	13,924,975	14,190,651	14,646,500	
Physical Plant	5,550,830	5,913,979	5,803,749	5,833,400	
Total Expenditures	\$ 78,847,266	\$ 80,986,843	\$ 79,930,000	\$ 84,726,000	
Net Revenue (Expenditures)	\$ (724,974)	\$ (1,150,000)	\$ (1,500,000)	\$ (2,241,000)	
<b>OTHER SOURCES (USES)</b>					
Operating Transfer In (Out)	\$ 3,191,745	\$ 1,235,000	\$ 1,700,000	\$ (15,000)	
Total Resources (Uses)	\$ 2,466,771	\$ 85,000	\$ 200,000	\$ (2,256,000)	
<b>TRANSFERS TO (FROM) FUND BALANCE</b>					
Designated for Operations	2,466,771	85,000	200,000	(2,256,000)	
Total Transfers To (From) Fund Balance	2,466,771	85,000	200,000	(2,256,000)	
Beginning Fund Balance	25,328,069	27,794,840	27,794,840	27,994,840	
Ending Fund Balance	\$ 27,794,840	\$ 27,879,840	\$ 27,994,840	\$ 25,738,840	
<b>EXPENDITURES BY FUND</b>					
					<b>% Change (5)</b>
General	\$ 78,847,266	\$ 80,986,843	\$ 79,930,000	\$ 84,726,000	4.62%
Special Revenue	16,674,546	20,341,197	20,341,197	14,688,737	(27.79%)
Special Revenue - Non-Aidable	15,949,343	13,540,841	13,540,841	11,873,000	(12.32%)
Capital Projects	14,572,629	27,834,445	27,834,445	22,181,800	(20.31%)
Debt Service	22,352,939	22,679,023	22,679,023	21,011,000	(7.35%)
Enterprise	5,127,775	5,226,900	5,226,900	5,164,400	(1.20%)
Internal Service	13,536,363	12,785,000	12,785,000	12,260,000	(4.11%)
Total Expenditures by Fund	\$ 167,060,861	\$ 183,394,249	\$ 182,337,406	\$ 171,904,937	(6.26%)
<b>REVENUE BY FUND</b>					
General	\$ 78,122,292	\$ 79,836,843	\$ 78,430,000	\$ 82,485,000	3.32%
Special Revenue	20,506,211	22,391,197	23,001,197	14,688,737	(34.40%)
Special Revenue - Non-Aidable	16,160,083	13,595,841	13,595,841	11,873,000	(12.67%)
Capital Projects	851,349	1,141,603	1,141,603	25,000	(97.81%)
Debt Service	19,637,124	20,844,023	20,844,023	21,333,000	2.35%
Enterprise	5,130,127	5,251,900	5,251,900	5,105,900	(2.78%)
Internal Service	11,974,529	12,385,000	12,385,000	12,260,000	(1.01%)
Total Revenue by Fund	\$ 152,381,715	\$ 155,446,407	\$ 154,649,564	\$ 147,770,637	(4.94%)

(3) Actual presented on a budgetary basis.

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

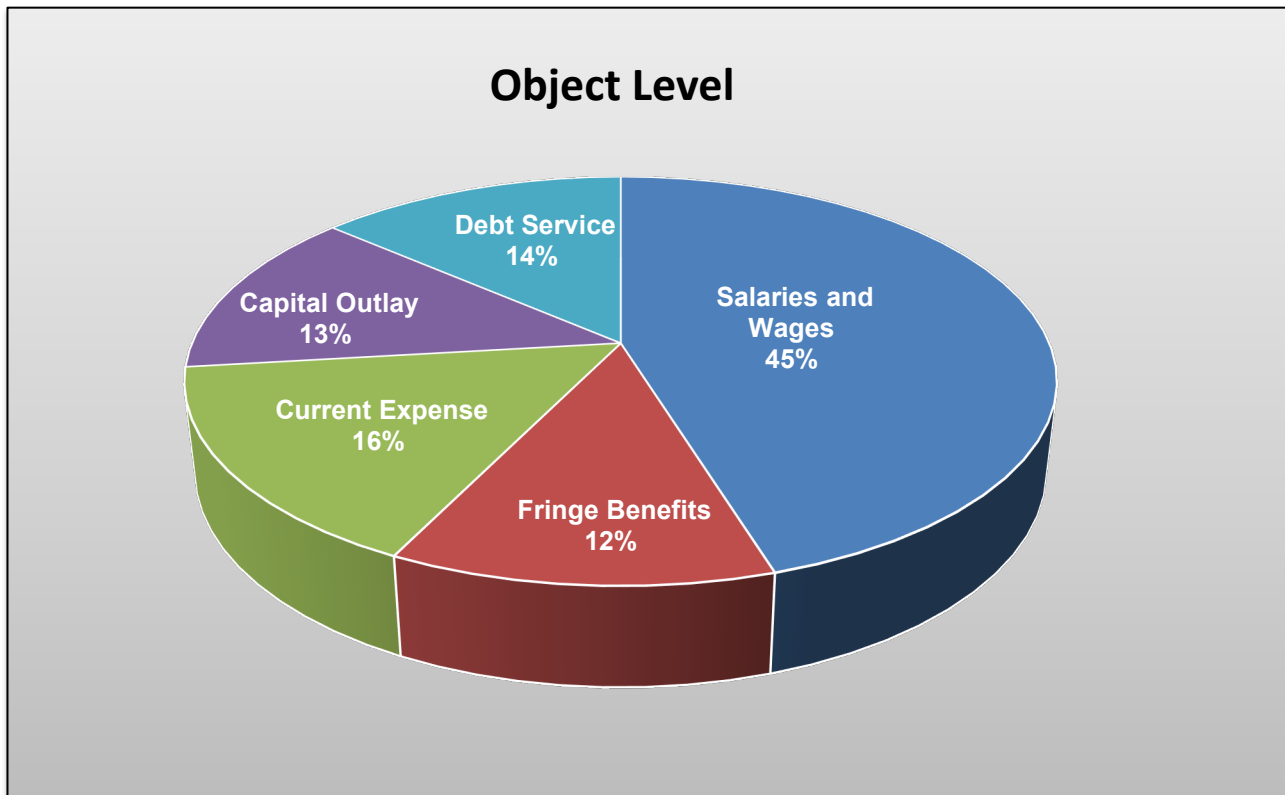
(5) (2023-24 budget - 2022-23 budget) / 2022-23 budget

## Budgeted Expenditures By Object Level\*

### 2023-24 Budget Year

<b>Personnel Services:</b>		<b>\$ 88,453,896</b>
<b>Salaries and Wages</b>	<b>69,866,466</b>	
<b>Fringe Benefits</b>	<b>18,587,430</b>	
<b>Current Expense</b>		<b>24,508,841</b>
<b>Capital Outlay</b>		<b>20,506,800</b>
<b>Debt Service</b>		<b>21,011,000</b>
<b>Total Budgeted Expenditures</b>		<b><u>\$ 154,480,537</u></b>

\*General Fund, Special Revenue Funds, Capital Projects Funds, and Debt Service Funds Only.



## Description of Revenue Sources

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**Local Government:** Local Property Tax Levy Revenue. The debt service mill rate is added to the operational mill rate to get a total mill rate amount. The debt service is used to pay the principal and interest payments that are due that year. The operational tax levy is used to fund expenditures in the general and special revenue-operational categories.

**State Aids:** State Aids and any other revenue derived from the State Government.

**Student Fees:** Fees are collected from students for tuition, materials, and miscellaneous items. Tuition and material fee rates are set annually by the WTCS based upon estimated total operating expenditures of all districts.

- **Program Fees** – A charge to recover a portion of the cost of operating the instructional areas other than books and consumable supplies.
- **Material Fees** – Charges for instructional materials consumed by the student and/or instructor.
- **Other Student Fees** – Other charges to students such as out-of-state tuition, application fees, graduation fees, and community service fees.

**Institutional:** Sales and services including Bookstore, Cafeteria Services, Campus Buzz, Re-sale accounts, and other revenues derived from other than governmental sources, except for those more properly coded as other resources.

**Federal:** Grants, contracts, and any other reimbursements received from the federal government sources.

## Description of Funds

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### Governmental Fund Category

**General Fund Type:** The general fund type is available for any legally authorized purpose and is therefore used to account for all revenues and expenditures for activities not provided for in other funds. This fund is used to record the current operations of the district.

**Special Revenue Fund Type:** A special revenue fund type is used to account for the proceeds and related financial activity of specific revenue sources that are legally restricted for a specific purpose except for major capital projects and expendable trusts. Such a fund requires budgetary accounting and is created either by statute, charter, or board resolution to provide certain activities with definite and continuing revenues. After the fund is created, it usually continues year after year until discontinued or revised by proper legal action.

Operational - generally speaking, activities which are project in nature and not considered to be part of the regular program of the district should be budgeted and controlled through the Special Revenue Fund. Typical inclusions are as follows: Vocational Education Act, Adult Education Act, and Job Training Partnership Act projects. Excluded would be construction or remodeling projects, and trust/agency activities, including student loans.

**Capital Projects Fund Type:** The capital projects fund type is used to account for all resources and related financial activity for all capital expenditure projects regarding the acquisition of sites, purchase or construction of buildings (including equipping), lease/purchase of buildings, or remodeling and improvement of buildings. Any acquisition, construction, equipping, remodeling or improvement financed through the proprietary or trust/agency funds must be budgeted and accounted for in the respective fund. All movable and fixed equipment not purchased through proprietary or non-expendable trust funds must be budgeted and accounted for in the capital projects fund type. Minor equipment purchased for and within two years of the acquisition of a building shall be budgeted and accounted for in the appropriate capital projects fund.

**Debt Service Fund Type:** The debt service fund type is used to account for the accumulation of resources and, for the payment of general long-term debt and long-term lease purchase debt principal and interest.

### Proprietary Fund Category

**Enterprise Fund Type:** The enterprise fund type is used to account for district operations where the cost of providing goods or services to students, district staff, faculty or the general public on a continuing basis is financed or recovered primarily through user charges or where the district board has decided that periodic determination of revenues, expenses or net income is appropriate.

**Internal Service Fund Type:** The internal service fund type is used to account for the financing and related financial activities of goods and services provided by one department of the district to other departments of the district, or to other governmental units on a cost reimbursement basis.

## Account Groups

**General Fixed Assets Account Group:** The general fixed assets account group is used to record assets of a physical nature having a long period of usefulness such as land, building and equipment. However, the general fixed asset account group does not include fixed assets utilized in proprietary fund activities or in trust/agency funds. Minor equipment is not to be recorded in this account group.

**General Long-Term Debt Account Group:** The general long-term debt account group is used to record all un-matured/outstanding general long-term liabilities except for the long-term liabilities of the proprietary and trust/agency funds which should be accounted for in the appropriate fund.

## Description of Functions

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### Expenditures are classified by the following functions:

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

**Instructional Resources:** Instructional Resources includes all learning resources activities such as the library, audio-visual services, instructional media center, instructional resources administration and clerical support.

**Student Services:** Student services includes those non-instructional services provided for the student body. These include student recruitment, student services administration and clerical support, admissions, registration, counseling, testing and evaluation, health services, financial aid, placement, and follow-up.

**General Institutional:** General institutional includes all services benefiting the entire College except for those identifiable to other specific functional categories. Examples of this type of expenditures are general administrative functions including the NWTC Board of Trustees, the office of the President, the business office and general administrative support offices. Also, legal fees, external audit fees, general property and liability insurance, human resources and staff development are included.

**Physical Plant:** Physical plant includes all services required for the operation and maintenance of the physical facilities. Principal and interest on long-term debt obligations are also included in this function as are general utilities such as heat, light, and power.

**Auxiliary Services:** Auxiliary services includes the commercial type activities in the enterprise and internal service funds such as bookstore, vending services, and the self-insurance fund.

### COMBINED FUND SUMMARY

#### 2023-24 BUDGETARY STATEMENT OF RESOURCES, USES, AND CHANGES IN FUND BALANCE

	2021-22	2022-23	2022-23	2023-24
	Actual <sup>1</sup>	Budget	Estimated <sup>2</sup>	Budget
<b>REVENUES</b>				
Local Government	\$ 34,976,151	\$ 35,780,350	\$ 35,989,707	\$ 37,357,948
State Aids	47,744,077	50,133,498	49,953,498	50,091,074
Program Fees	18,438,694	19,866,000	18,586,000	19,522,000
Material Fees	960,090	1,127,000	977,000	1,144,000
Other Student Fees	2,421,408	2,515,558	2,465,558	2,533,000
Institutional	26,254,651	26,947,085	26,990,887	26,512,100
Federal	21,586,644	19,076,916	19,686,914	10,610,515
<b>Total Revenues</b>	<b>152,381,715</b>	<b>155,446,407</b>	<b>154,649,564</b>	<b>147,770,637</b>
<b>EXPENDITURES</b>				
Instruction	67,759,718	75,710,976	74,421,091	73,417,674
Instructional Resources	1,667,359	1,924,702	2,018,414	1,905,700
Student Services	28,132,313	26,934,374	26,918,258	24,545,364
General Institutional	18,272,501	26,587,541	26,853,217	23,221,299
Physical Plant	32,497,852	34,195,616	34,085,386	31,381,500
Auxiliary Services	18,731,118	18,041,040	18,041,040	17,433,400
<b>Total Expenditures</b>	<b>167,060,861</b>	<b>183,394,249</b>	<b>182,337,406</b>	<b>171,904,937</b>
<b>Net Revenue (Expenditures)</b>	<b>(14,679,146)</b>	<b>(27,947,842)</b>	<b>(27,687,842)</b>	<b>(24,134,300)</b>
<b>OTHER SOURCES (USES)</b>				
Proceeds from Debt	14,779,430	20,847,953	20,847,953	21,560,000
Operating Transfer In	3,938,359	4,302,500	4,767,500	15,000
Operating Transfer Out	(3,938,359)	(4,302,500)	(4,767,500)	(15,000)
<b>Total Other Sources (Uses)</b>	<b>14,779,430</b>	<b>20,847,953</b>	<b>20,847,953</b>	<b>21,560,000</b>
<b>TOTAL RESOURCES (USES)</b>	<b>\$ 100,284</b>	<b>\$ (7,099,889)</b>	<b>\$ (6,839,889)</b>	<b>\$ (2,574,300)</b>
<b>TRANSFERS TO (FROM) FUND BALANCE</b>				
Reserve for Capital Projects	728,720	(5,355,342)	(5,355,342)	(596,800)
Reserve for Debt Service	(2,386,385)	(1,287,047)	(1,287,047)	322,000
Retained Earnings	19,583	(160,000)	40,000	(43,500)
Reserve for Self Insurance	(1,561,834)	(437,500)	(437,500)	-
Reserve for Student Organizations	210,740	55,000	-	-
Designated for Operations	3,089,460	85,000	200,000	(2,256,000)
<b>Total Transfers To (From) Fund Balance</b>	<b>100,284</b>	<b>(7,099,889)</b>	<b>(6,839,889)</b>	<b>(2,574,300)</b>
Beginning Fund Balance	41,416,478	41,516,762	41,516,762	34,676,873
Ending Fund Balance	41,516,762	34,416,873	34,676,873	32,102,573
<b>EXPENDITURES BY FUND</b>				
General	78,847,266	80,986,843	79,930,000	84,726,000
Special Revenue	16,674,546	20,341,197	20,341,197	14,688,737
Special Revenue - Non-Aidable	15,949,343	13,540,841	13,540,841	11,873,000
Capital Projects	14,572,629	27,834,445	27,834,445	22,181,800
Debt Service	22,352,939	22,679,023	22,679,023	21,011,000
Enterprise	5,127,775	5,226,900	5,226,900	5,164,400
Internal Service	13,536,363	12,785,000	12,785,000	12,260,000
<b>Total Expenditures by Fund</b>	<b>\$ 167,060,861</b>	<b>\$ 183,394,249</b>	<b>\$ 182,337,406</b>	<b>\$ 171,904,937</b>

<sup>1</sup>Actual is presented on a budgetary basis.

<sup>2</sup>Estimate is based upon 9 months of actual and 3 months of estimate.



**GENERAL FUND**  
 RESOURCES, USES, AND CHANGES IN FUND BALANCE

	<b>2021-22</b>	<b>2022-23</b>	<b>2022-23</b>	<b>2023-24</b>
	<b>Actual <sup>1</sup></b>	<b>Budget</b>	<b>Estimated <sup>2</sup></b>	<b>Budget</b>
<b>REVENUES</b>				
Local Government	\$ 13,725,566	\$ 12,440,643	\$ 12,650,000	\$ 13,770,000
State Aids	43,429,822	44,760,000	44,580,000	46,630,000
Program Fees	18,414,176	19,780,000	18,500,000	19,380,000
Material Fees	953,312	1,100,000	950,000	1,100,000
Other Student Fees	985,241	1,050,000	1,000,000	1,035,000
Institutional	614,175	706,200	750,000	570,000
Federal	-	-	-	-
<b>Total Revenues</b>	<b>78,122,292</b>	<b>79,836,843</b>	<b>78,430,000</b>	<b>82,485,000</b>
<b>EXPENDITURES</b>				
Instruction	48,687,136	50,018,453	48,728,568	52,207,800
Instructional Resources	1,282,705	1,371,751	1,465,463	1,460,700
Student Services	9,769,312	9,757,685	9,741,569	10,577,600
General Institutional	13,557,283	13,924,975	14,190,651	14,646,500
Physical Plant	5,550,830	5,913,979	5,803,749	5,833,400
<b>Total Expenditures</b>	<b>78,847,266</b>	<b>80,986,843</b>	<b>79,930,000</b>	<b>84,726,000</b>
<b>Net Revenue (Expenditures)</b>	<b>(724,974)</b>	<b>(1,150,000)</b>	<b>(1,500,000)</b>	<b>(2,241,000)</b>
<b>OTHER SOURCES (USES)</b>				
Operating Transfer In (Out)	3,191,745	1,235,000	1,700,000	(15,000)
<b>Total Other Sources (Uses)</b>	<b>3,191,745</b>	<b>1,235,000</b>	<b>1,700,000</b>	<b>(15,000)</b>
<b>TOTAL RESOURCES (USES)</b>	<b>\$ 2,466,771</b>	<b>\$ 85,000</b>	<b>\$ 200,000</b>	<b>\$ (2,256,000)</b>
<b>TRANSFERS TO (FROM) FUND BALANCE</b>				
Reserved for Operations	2,466,771	85,000	200,000	(2,256,000)
<b>Total Transfers To (From) Fund Balance</b>	<b>2,466,771</b>	<b>85,000</b>	<b>200,000</b>	<b>(2,256,000)</b>
Beginning Fund Balance	25,328,069	27,794,840	27,794,840	27,994,840
Ending Fund Balance	<b>\$ 27,794,840</b>	<b>\$ 27,879,840</b>	<b>\$ 27,994,840</b>	<b>\$ 25,738,840</b>

<sup>1</sup>Actual is presented on a budgetary basis.

<sup>2</sup>Estimate is based upon 9 months of actual and 3 months of estimate.

**SPECIAL REVENUE FUND**  
 RESOURCES, USES, AND CHANGES IN FUND BALANCE

	<b>2021-22</b>	<b>2022-23</b>	<b>2022-23</b>	<b>2023-24</b>
	<b>Actual<sup>1</sup></b>	<b>Budget</b>	<b>Estimated<sup>2</sup></b>	<b>Budget</b>
<b>REVENUES</b>				
Local Government	\$ 1,022,931	\$ 1,887,784	\$ 1,887,784	\$ 1,612,048
State Aids	2,428,930	3,383,642	3,383,642	1,166,074
Program Fees	24,518	86,000	86,000	142,000
Material Fees	6,778	27,000	27,000	44,000
Other Student Fees	197,261	150,558	150,558	183,000
Institutional	8,772,699	8,864,976	8,864,977	8,972,100
Federal	8,053,094	7,991,237	8,601,236	2,569,515
<b>Total Revenue</b>	<b>20,506,211</b>	<b>22,391,197</b>	<b>23,001,197</b>	<b>14,688,737</b>
<b>EXPENDITURES</b>				
Instruction	12,750,382	15,552,086	15,552,086	12,781,874
Instructional Resources	94,845	-	-	-
Student Services	2,407,620	3,582,216	3,582,216	1,736,964
General Institutional	1,176,291	1,206,895	1,206,895	169,899
Physical Plant	245,408	-	-	-
Auxiliary Services	-	-	-	-
<b>Total Expenditures</b>	<b>16,674,546</b>	<b>20,341,197</b>	<b>20,341,197</b>	<b>14,688,737</b>
<b>Net Revenue (Expenditures)</b>	<b>3,831,665</b>	<b>2,050,000</b>	<b>2,660,000</b>	<b>-</b>
<b>OTHER SOURCES (USES)</b>				
Operating Transfer In (Out)	(3,208,976)	(2,050,000)	(2,660,000)	-
<b>Total Other Sources (Uses)</b>	<b>(3,208,976)</b>	<b>(2,050,000)</b>	<b>(2,660,000)</b>	<b>-</b>
<b>TOTAL RESOURCES (USES)</b>	<b>\$ 622,689</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TRANSFERS TO (FROM) FUND BALANCE</b>				
Designated for Operations	622,689	-	-	-
<b>Total Transfers To (From) Fund Balance</b>	<b>622,689</b>	<b>-</b>	<b>-</b>	<b>-</b>
Beginning Fund Balance	(496,460)	126,229	126,229	126,229
Ending Fund Balance	\$ 126,229	\$ 126,229	\$ 126,229	\$ 126,229

<sup>1</sup>Actual is presented on a budgetary basis.

<sup>2</sup>Estimate is based upon 9 months of actual and 3 months of estimate.

**SPECIAL REVENUE FUND - NON-AIDABLE**  
 RESOURCES, USES, AND CHANGES IN FUND BALANCE

	2021-22 Actual <sup>1</sup>	2022-23 Budget	2022-23 Estimated <sup>2</sup>	2023-24 Budget
<b>REVENUES</b>				
Local Government	\$ 203,511	\$ 200,000	\$ 200,000	\$ 220,000
State Aids	1,730,053	1,731,000	1,731,000	2,270,000
Other Student Fees	1,238,906	1,315,000	1,315,000	1,315,000
Institutional	(212)	27,000	27,000	27,000
Federal	12,987,825	10,322,841	10,322,841	8,041,000
<b>Total Revenue</b>	<b>16,160,083</b>	<b>13,595,841</b>	<b>13,595,841</b>	<b>11,873,000</b>
<b>EXPENDITURES</b>				
Student Services	15,949,343	13,540,841	13,540,841	11,873,000
<b>Total Expenditures</b>	<b>15,949,343</b>	<b>13,540,841</b>	<b>13,540,841</b>	<b>11,873,000</b>
<b>Net Revenue (Expenditures)</b>	<b>210,740</b>	<b>55,000</b>	<b>55,000</b>	<b>-</b>
<b>OTHER SOURCES (USES)</b>				
Operating Transfer In (Out)	-	-	(55,000)	-
<b>Total Other Sources (Uses)</b>	<b>-</b>	<b>-</b>	<b>(55,000)</b>	<b>-</b>
<b>TOTAL RESOURCES (USES)</b>	<b>\$ 210,740</b>	<b>\$ 55,000</b>	<b>\$ 0</b>	<b>\$ -</b>
<b>TRANSFERS TO (FROM) FUND BALANCE</b>				
Reserve for Student Organizations	210,740	55,000	-	-
<b>Total Transfers To (From) Fund Balance</b>	<b>210,740</b>	<b>55,000</b>	<b>-</b>	<b>-</b>
Beginning Fund Balance	979,742	1,190,482	1,190,482	1,190,482
Ending Fund Balance	\$ 1,190,482	\$ 1,245,482	\$ 1,190,482	\$ 1,190,482

<sup>1</sup>Actual is presented on a budgetary basis.

<sup>2</sup>Estimate is based upon 9 months of actual and 3 months of estimate.

**CAPITAL PROJECTS FUND**  
 RESOURCES, USES, AND CHANGES IN FUND BALANCE

	<b>2021-22 Actual<sup>1</sup></b>	<b>2022-23 Budget</b>	<b>2022-23 Estimated<sup>2</sup></b>	<b>2023-24 Budget</b>
<b>REVENUES</b>				
Local Government	\$ -	\$ -	\$ -	\$ -
State Aids	155,272	258,856	258,856	25,000
Institutional	150,352	119,909	119,910	-
Federal	545,725	762,838	762,837	-
<b>Total Revenues</b>	<b>851,349</b>	<b>1,141,603</b>	<b>1,141,603</b>	<b>25,000</b>
<b>EXPENDITURES</b>				
Instruction	6,322,200	10,140,437	10,140,437	8,428,000
Instructional Resources	289,809	552,951	552,951	445,000
Student Services	6,038	53,632	53,632	357,800
General Institutional	3,538,927	11,455,671	11,455,671	8,404,900
Physical Plant	4,348,675	5,602,614	5,602,614	4,537,100
Auxiliary Services	66,980	29,140	29,140	9,000
<b>Total Expenditures</b>	<b>14,572,629</b>	<b>27,834,445</b>	<b>27,834,445</b>	<b>22,181,800</b>
<b>Net Revenue (Expenditures)</b>	<b>(13,721,280)</b>	<b>(26,692,842)</b>	<b>(26,692,842)</b>	<b>(22,156,800)</b>
<b>OTHER SOURCES (USES)</b>				
Proceeds from Debt	14,450,000	20,300,000	20,300,000	21,560,000
Operating Transfer In (Out)	-	1,037,500	1,037,500	-
<b>Total Other Sources (Uses)</b>	<b>14,450,000</b>	<b>21,337,500</b>	<b>21,337,500</b>	<b>21,560,000</b>
<b>TOTAL RESOURCES (USES)</b>	<b>\$ 728,720</b>	<b>\$ (5,355,342)</b>	<b>\$ (5,355,342)</b>	<b>\$ (596,800)</b>
<b>TRANSFERS TO (FROM) FUND BALANCE</b>				
Reserve for Capital Projects	728,720	(5,355,342)	(5,355,342)	(596,800)
<b>Total Transfers To (From) Fund Balance</b>	<b>728,720</b>	<b>(5,355,342)</b>	<b>(5,355,342)</b>	<b>(596,800)</b>
Beginning Fund Balance	2,148,484	2,877,204	2,877,204	(2,478,138)
Ending Fund Balance	<b>\$ 2,877,204</b>	<b>\$ (2,478,138)</b>	<b>\$ (2,478,138)</b>	<b>\$ (3,074,938)</b>

<sup>1</sup>Actual is presented on a budgetary basis.

<sup>2</sup>Estimate is based upon 9 months of actual and 3 months of estimate.

**DEBT SERVICE FUND**

## RESOURCES, USES, AND CHANGES IN FUND BALANCE

	2021-22 Actual <sup>1</sup>	2022-23 Budget	2022-23 Estimated <sup>2</sup>	2023-24 Budget
<b>REVENUES</b>				
Local Government	\$ 19,611,981	\$ 20,819,023	\$ 20,819,023	\$ 21,308,000
Institutional	25,143	25,000	25,000	25,000
<b>Total Revenues</b>	<b>19,637,124</b>	<b>20,844,023</b>	<b>20,844,023</b>	<b>21,333,000</b>
<b>EXPENDITURES</b>				
Physical Plant	22,352,939	22,679,023	22,679,023	21,011,000
<b>Total Expenditures</b>	<b>22,352,939</b>	<b>22,679,023</b>	<b>22,679,023</b>	<b>21,011,000</b>
<b>Net Revenues (Expenditures)</b>	<b>(2,715,815)</b>	<b>(1,835,000)</b>	<b>(1,835,000)</b>	<b>322,000</b>
<b>OTHER SOURCES (USES)</b>				
Proceeds from Debt	329,430	547,953	547,953	-
Operating Transfer In (Out)	-	-	-	-
<b>Total Other Sources (Uses)</b>	<b>329,430</b>	<b>547,953</b>	<b>547,953</b>	<b>-</b>
<b>TOTAL RESOURCES (USES)</b>	<b>\$ (2,386,385)</b>	<b>\$ (1,287,047)</b>	<b>\$ (1,287,047)</b>	<b>\$ 322,000</b>
<b>TRANSFERS TO (FROM) FUND BALANCE</b>				
Reserve for Debt Service	(2,386,385)	(1,287,047)	(1,287,047)	322,000
<b>Total Transfers To (From) Fund Balance</b>	<b>(2,386,385)</b>	<b>(1,287,047)</b>	<b>(1,287,047)</b>	<b>322,000</b>
Beginning Fund Balance	7,875,047	5,488,662	5,488,662	4,201,615
Ending Fund Balance	<b>\$ 5,488,662</b>	<b>\$ 4,201,615</b>	<b>\$ 4,201,615</b>	<b>\$ 4,523,615</b>

<sup>1</sup>Actual is presented on a budgetary basis.

<sup>2</sup>Estimate is based upon 9 months of actual and 3 months of estimate.

**INTERNAL SERVICE FUND**

## RESOURCES, USES, AND CHANGES IN FUND BALANCE

	<b>2021-22</b>	<b>2022-23</b>	<b>2022-23</b>	<b>2023-24</b>
	<b>Actual</b>	<b>Budget</b>	<b>Estimated<sup>1</sup></b>	<b>Budget</b>
<b>REVENUES</b>				
Institutional	\$ 11,974,529	\$ 12,385,000	\$ 12,385,000	\$ 12,260,000
<b>Total Revenues</b>	<b>11,974,529</b>	<b>12,385,000</b>	<b>12,385,000</b>	<b>12,260,000</b>
<b>EXPENDITURES</b>				
Auxiliary Services	13,536,363	12,785,000	12,785,000	12,260,000
<b>Total Expenditures</b>	<b>13,536,363</b>	<b>12,785,000</b>	<b>12,785,000</b>	<b>12,260,000</b>
<b>Net Revenue (Expenditures)</b>	<b>(1,561,834)</b>	<b>(400,000)</b>	<b>(400,000)</b>	<b>-</b>
<b>OTHER SOURCES (USES)</b>				
Operating Transfer In (Out)	-	(37,500)	(37,500)	-
<b>Total Other Sources (Uses)</b>	<b>-</b>	<b>(37,500)</b>	<b>(37,500)</b>	<b>-</b>
<b>TOTAL RESOURCES (USES)</b>	<b>\$ (1,561,834)</b>	<b>\$ (437,500)</b>	<b>\$ (437,500)</b>	<b>\$ -</b>
<b>TRANSFERS TO (FROM) FUND BALANCE</b>				
Retained Earnings	-	-	-	-
Reserve for Self-Insurance	(1,561,834)	(437,500)	(437,500)	-
<b>Total Transfers To (From) Fund Balance</b>	<b>(1,561,834)</b>	<b>(437,500)</b>	<b>(437,500)</b>	<b>-</b>
Beginning Fund Balance	3,964,745	2,402,911	2,402,911	1,965,411
Ending Fund Balance	<b>\$ 2,402,911</b>	<b>\$ 1,965,411</b>	<b>\$ 1,965,411</b>	<b>\$ 1,965,411</b>

<sup>1</sup>Estimate is based upon 9 months of actual and 3 months of estimate.

**ENTERPRISE FUND**  
 RESOURCES, USES, AND CHANGES IN FUND BALANCE

	2021-22 Actual	2022-23 Budget	2022-23 Estimated <sup>1</sup>	2023-24 Budget
<b>REVENUES</b>				
Local Government	\$ 412,162	\$ 432,900	\$ 432,900	\$ 447,900
Institutional	4,717,965	4,819,000	4,819,000	4,658,000
<b>Total Revenues</b>	<b>5,130,127</b>	<b>5,251,900</b>	<b>5,251,900</b>	<b>5,105,900</b>
<b>EXPENDITURES</b>				
Auxiliary Services	5,127,775	5,226,900	5,226,900	5,164,400
<b>Total Expenditures</b>	<b>5,127,775</b>	<b>5,226,900</b>	<b>5,226,900</b>	<b>5,164,400</b>
<b>Net Revenue (Expenditures)</b>	<b>2,352</b>	<b>25,000</b>	<b>25,000</b>	<b>(58,500)</b>
<b>OTHER SOURCES (USES)</b>				
Operating Transfer In (Out)	17,231	(185,000)	15,000	15,000
<b>Total Other Sources (Uses)</b>	<b>17,231</b>	<b>(185,000)</b>	<b>15,000</b>	<b>15,000</b>
<b>TOTAL RESOURCES (USES)</b>	<b>\$ 19,583</b>	<b>\$ (160,000)</b>	<b>\$ 40,000</b>	<b>\$ (43,500)</b>
<b>TRANSFERS TO (FROM) FUND BALANCE</b>				
Retained Earnings	19,583	(160,000)	40,000	(43,500)
<b>Total Transfers To (From) Fund Balance</b>	<b>19,583</b>	<b>(160,000)</b>	<b>40,000</b>	<b>(43,500)</b>
Beginning Fund Balance	1,616,851	1,636,434	1,636,434	1,676,434
Ending Fund Balance	<b>\$ 1,636,434</b>	<b>\$ 1,476,434</b>	<b>\$ 1,676,434</b>	<b>\$ 1,632,934</b>

<sup>1</sup> Estimate is based upon 9 months of actual and 3 months of estimate.

**COMBINING FUND SUMMARY**

## 2023-24 BUDGETARY STATEMENT OF RESOURCES, USES, AND CHANGES IN FUND BALANCES

REVENUES	General	Special Revenue		Capital
	Fund	Operational	Non-Aidable	Projects
Local Government	\$ 13,770,000	\$ 1,612,048	\$ 220,000	\$ -
State Aids	46,630,000	1,166,074	2,270,000	25,000
Program Fees	19,380,000	142,000	-	-
Material Fees	1,100,000	44,000	-	-
Other Student Fees	1,035,000	183,000	1,315,000	-
Institutional	570,000	8,972,100	27,000	-
Federal	-	2,569,515	8,041,000	-
<b>Total Revenues</b>	<b>82,485,000</b>	<b>14,688,737</b>	<b>11,873,000</b>	<b>25,000</b>
<b>EXPENDITURES</b>				
Instruction	52,207,800	12,781,874	-	8,428,000
Instructional Resources	1,460,700	-	-	445,000
Student Services	10,577,600	1,736,964	11,873,000	357,800
General Institutional	14,646,500	169,899	-	8,404,900
Physical Plant	5,833,400	-	-	4,537,100
Auxiliary Services	-	-	-	9,000
<b>Total Expenditures</b>	<b>84,726,000</b>	<b>14,688,737</b>	<b>11,873,000</b>	<b>22,181,800</b>
<b>Net Revenue (Expenditures)</b>	<b>(2,241,000)</b>	<b>-</b>	<b>-</b>	<b>(22,156,800)</b>
<b>OTHER SOURCES (USES)</b>				
Proceeds from Debt	-	-	-	21,560,000
Operating Transfer In (Out)	(15,000)	-	-	-
<b>Total Other Sources (Uses)</b>	<b>(15,000)</b>	<b>-</b>	<b>-</b>	<b>21,560,000</b>
<b>TOTAL RESOURCES (USES)</b>	<b>\$ (2,256,000)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (596,800)</b>
<b>TRANSFERS TO (FROM) FUND BALANCE</b>				
Reserve for Capital Projects	-	-	-	(596,800)
Reserve for Debt Service	-	-	-	-
Retained Earnings	-	-	-	-
Reserve for Self Insurance	-	-	-	-
Reserve for Student Organizations	-	-	-	-
Designated for Operations	(2,256,000)	-	-	-
<b>Total Transfers To (From) Fund Balance</b>	<b>(2,256,000)</b>	<b>-</b>	<b>-</b>	<b>(596,800)</b>
Beginning Fund Balance	27,994,840	126,229	1,190,482	(2,478,138)
Ending Fund Balance	25,738,840	126,229	1,190,482	(3,074,938)



**COMBINING FUND SUMMARY**  
 2023-24 BUDGETARY STATEMENT OF RESOURCES, USES, AND CHANGES IN FUND BALANCES

	<b>Debt Service</b>	<b>Enterprise</b>	<b>Internal Service</b>	<b>Total</b>
<b>REVENUES</b>				
Local Government	\$ 21,308,000	\$ 447,900	\$ -	\$ 37,357,948
State Aids	-	-	-	50,091,074
Program Fees	-	-	-	19,522,000
Material Fees	-	-	-	1,144,000
Other Student Fees	-	-	-	2,533,000
Institutional	25,000	4,658,000	12,260,000	26,512,100
Federal	-	-	-	10,610,515
<b>Total Revenues</b>	<b>21,333,000</b>	<b>5,105,900</b>	<b>12,260,000</b>	<b>147,770,637</b>
<b>EXPENDITURES</b>				
Instruction	-	-	-	73,417,674
Instructional Resources	-	-	-	1,905,700
Student Services	-	-	-	24,545,364
General Institutional	-	-	-	23,221,299
Physical Plant	21,011,000	-	-	31,381,500
Auxiliary Services	-	5,164,400	12,260,000	17,433,400
<b>Total Expenditures</b>	<b>21,011,000</b>	<b>5,164,400</b>	<b>12,260,000</b>	<b>171,904,937</b>
<b>Net Revenue (Expenditures)</b>	<b>322,000</b>	<b>(58,500)</b>	<b>-</b>	<b>(24,134,300)</b>
<b>OTHER SOURCES (USES)</b>				
Proceeds from Debt	-	-	-	21,560,000
Operating Transfer In (Out)	-	15,000	-	-
<b>Total Other Sources (Uses)</b>	<b>-</b>	<b>15,000</b>	<b>-</b>	<b>21,560,000</b>
<b>TOTAL RESOURCES (USES)</b>	<b>\$ 322,000</b>	<b>\$ (43,500)</b>	<b>\$ -</b>	<b>\$ (2,574,300)</b>
<b>TRANSFERS TO (FROM) FUND BALANCE</b>				
Reserve for Capital Projects	-	-	-	(596,800)
Reserve for Debt Service	322,000	-	-	322,000
Retained Earnings	-	(43,500)	-	(43,500)
Reserve for Self Insurance	-	-	-	-
Reserve for Student Organizations	-	-	-	-
Designated for Operations	-	-	-	(2,256,000)
<b>Total Transfers To (From) Fund Balance</b>	<b>322,000</b>	<b>(43,500)</b>	<b>-</b>	<b>(2,574,300)</b>
Beginning Fund Balance	4,201,615	1,676,434	1,965,411	34,676,873
Ending Fund Balance	4,523,615	1,632,934	1,965,411	32,102,573

## Pro-Forma Balance Sheet Descriptions

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The Pro-Forma Balance Sheet represents a projected estimate of the financial position of NWTC on June 30<sup>th</sup>.

### Assets

- **Cash and Cash Equivalents:** Includes funds in secured interest-bearing and noninterest-bearing accounts at local financial institutions and the State of Wisconsin Local Government Investment Pool.
- **Receivables:** Estimated amounts due primarily from tax levy, state and federal projects, contract training and agency billings.
- **Amount Available in Debt Service Funds:** An account in the general long-term debt group of accounts which designates the amount of assets available in a Debt Service Fund for the retirement of the general obligation debt.
- **Amount to be Provided for Long-Term Obligations:** An account in the general long-term debt group of accounts which represents the amount to be provided from taxes or other general revenue to retire outstanding general obligation indebtedness.

### Liabilities and Fund Equity

- **General Long-Term Debt:** Principal payments due on the general obligation debt recorded in the Debt Service Fund.
- **Deferred Revenues:** Student program and material fees paid in advance.

**PRO-FORMA BALANCE SHEET - JUNE 30, 2023**  
 PREPARED ON BUDGETARY BASIS

	Governmental Fund Category				
	General	Operational	Special Revenue Non-Aidable	Capital Projects	Debt Service
<b>ASSETS</b>					
Cash and cash equivalents	\$ 25,294,800	\$ 50,000	\$ 1,190,500	\$ 421,900	\$ -
Receivables:					
Property Taxes	5,000,000				4,201,600
Accounts	3,000,000	1,676,200	50,000	250,000	
Due from Other Funds					
Inventory					
Other Current Assets					
Prepays/Deposits	300,000				
Fixed Assets					
Available for LTD					
To be Provided for LTD Oblig.					
<b>Total Assets</b>	<b>\$ 33,594,800</b>	<b>\$ 1,726,200</b>	<b>\$ 1,240,500</b>	<b>\$ 671,900</b>	<b>\$ 4,201,600</b>
<b>LIABILITIES</b>					
Accounts Payable	\$ 775,000	\$ 225,000	\$ 20,000	\$ 3,000,000	
Accrued Wages, Taxes and Fringes	2,125,000	375,000	30,000	150,000	
Deferred Revenues	2,700,000	1,000,000			
Due to Other Funds					
General Long-Term Debt					
<b>Total Liabilities</b>	<b>5,600,000</b>	<b>1,600,000</b>	<b>50,000</b>	<b>3,150,000</b>	<b>-</b>
<b>FUND EQUITY</b>					
Investment in capital assets					
Nonspendable:					
Prepays	300,000	-			
Restricted					
Restricted for capital projects				(2,478,100)	
Restricted for debt service					4,201,600
Assigned:					
Assigned for self-funded insurance					
Assigned for post-employment benefits	2,700,000				
Assigned for enterprise					
Assigned for student organizations			1,190,500		
Assigned for operations	24,994,800				
Unassigned/Unrestricted		126,200			
<b>Total Fund Equity</b>	<b>27,994,800</b>	<b>126,200</b>	<b>1,190,500</b>	<b>(2,478,100)</b>	<b>4,201,600</b>
<b>Total Liabilities &amp; Fund Equity</b>	<b>\$ 33,594,800</b>	<b>\$ 1,726,200</b>	<b>\$ 1,240,500</b>	<b>\$ 671,900</b>	<b>\$ 4,201,600</b>

**PRO-FORMA BALANCE SHEET - JUNE 30, 2023**  
 PREPARED ON BUDGETARY BASIS

	Proprietary Fund Category		Account Groups		Total
	Enterprise	Internal Service	Fixed Assets	Long-Term Obligations	Memorandum Only
<b>ASSETS</b>					
Cash and cash equivalents	\$ 1,238,000	\$ 3,260,400			\$ 31,455,600
Receivables:					
Property Taxes					9,201,600
Accounts	35,000				5,011,200
Due from Other Funds					-
Inventory	558,400				558,400
Other Current Assets					-
Prepays/Deposits					300,000
Fixed Assets	100,000		118,400,000		118,500,000
Available for LTD				4,201,600	4,201,600
To be Provided for LTD Oblig.				84,443,400	84,443,400
<b>Total Assets</b>	<b>\$ 1,931,400</b>	<b>\$ 3,260,400</b>	<b>\$ 118,400,000</b>	<b>\$ 88,645,000</b>	<b>\$ 253,671,800</b>
<b>LIABILITIES</b>					
Accounts Payable	\$ 100,000	\$ 170,000			\$ 4,290,000
Accrued Wages, Taxes and Fringes	130,000	1,125,000			3,935,000
Deferred Revenues	25,000				3,725,000
Due to Other Funds					-
General Long-Term Debt				88,645,000	88,645,000
<b>Total Liabilities</b>	<b>255,000</b>	<b>1,295,000</b>	<b>-</b>	<b>88,645,000</b>	<b>100,595,000</b>
<b>FUND EQUITY</b>					
Investment in capital assets			118,400,000		118,400,000
Nonspendable:					
Prepays					300,000
Restricted					
Restricted for capital projects					(2,478,100)
Restricted for debt service					4,201,600
Assigned:					
Assigned for self-funded insurance		1,965,400			1,965,400
Assigned for post-employment benefits					2,700,000
Assigned for enterprise	1,676,400				1,676,400
Assigned for student organizations					1,190,500
Assigned for operations					24,994,800
Unassigned/Unrestricted					126,200
<b>Total Fund Equity</b>	<b>1,676,400</b>	<b>1,965,400</b>	<b>118,400,000</b>	<b>-</b>	<b>153,076,800</b>
<b>Total Liabilities &amp; Fund Equity</b>	<b>\$ 1,931,400</b>	<b>\$ 3,260,400</b>	<b>\$ 118,400,000</b>	<b>\$ 88,645,000</b>	<b>\$ 253,671,800</b>

## Capital Project Requests > \$50,000 FY 2024

Project Title	Total	Project Title	Total
<b>Learning</b>		<b>Facilities Improvements</b>	
All Terrain Lift	\$ 80,000	District-Wide Energy/HVAC Improvements	\$ 130,000
Basic/Advanced Life Support (BLS/ALS) Manikins for Simulated Education	64,200	District-Wide Facilities Improvements	150,000
BLS-ALS Manikin for Clinical Simulation	96,200	District-Wide Fleet Vehicle	140,000
Classroom Refresh - HS304	52,000	District-Wide Flooring	160,000
Commercial Driving License (CDL) Class A Automatic Tractor/Truck	95,000	District-Wide Furniture Improvements	75,000
Commercial Driving License (CDL) Class A Manual Tractor/Truck	95,000	District-Wide Mechanical, Electrical, Plumbing (MEP) Improvements	560,000
Compact Excavator	60,000	District-Wide Pavement	490,000
Computerized Numerical Control (CNC) Plasma Table	57,800	District-Wide Restroom Improvements	380,000
Digital Press Replacement	128,500	District-Wide Roofs	930,000
Electrical Power Distribution Aerial Lift	200,000	District-Wide Site Improvements	110,000
Fire Student Personal Protective Equipment (PPE) Equipment	200,000	Green Bay Celebration Garden	200,000
Laerdal Sim Essential - Shawano RLC	56,200	<b>Information &amp; Instructional Technology</b>	
Laerdal Sim Essential - Sturgeon Bay	59,200	Computer Services	1,805,000
Laser Engraver	52,100	Information Technology Admin	324,700
Lower CC Phase I Remodel	200,000	Media Services	502,000
Mobile Modular™ Safety Devices Trainers (8)	60,500	Network Services	1,499,700
Mobile Modular™ Units	188,000	<b>Miscellaneous</b>	
NCMMTC® NC113 Improvement	200,500	Capital Positions	1,374,400
Newborn Sim Baby Manikin BLS/ALS	52,700	<b>New Investment</b>	
Pickup Truck for Fire Training	55,000	Software - Workday Enterprise Resource Planning (ERP)	3,655,000
Quint Fire Truck	185,000	Sturgeon Bay Lab Renovation	2,000,000
Remodel of Skills Storage Room & Skills Check-Off Rooms	165,200	Universal Driving Facility (UDF) Land Acquisition	819,800
SC Level 3 Renovation	500,000	<b>Other Areas</b>	
Software - Anthology Course Eval System Renewal FY24 - FY26	56,900	Multicultural Center	202,000
Software - Canvas FY23 - FY25	152,700	Software - Ocelot Enrollment Mgmt Chatbot FY24 - FY26	50,400
Software - VMware College of Business FY24 - FY26	90,000	Unity Cultural Center Update/Refresh	112,600
Stratasys J35 Polyjet 3D Printer	58,600	Veterans/Student Support Services Space Efficiency	91,700
Teaching and Learning Center Office Space Remodel	289,800	<b>Capital Budget Requests with Total Costs &gt; \$50,000</b>	<b>19,573,400</b>
Tintri Storage Lifecycle	130,000	<b>Capital Budget Requests with Total Costs ≤ \$50,000</b>	<b>2,583,400</b>
Western Star 47x Truck	130,000	<b>Total Capital Budget</b>	<b><u>\$ 22,156,800</u></b>

# Capital Requests > \$50,000

Project Title	Department	Amount	Executive Summary
Learning All Terrain Lift	Trades & Engineering Tech Adm	\$ 80,000	This is a replacement for a current lift that is past its useful life. This lift is utilized in many Trades programs as well as by Facilities.
Basic/Advanced Life Support (BLS/ALS) Manikins for Simulated Education	Emergency Medical Technician (EMT) - Intermediate	64,200	Due to removing the clinical requirement for our Emergency Medical Responder (EMR), EMT & Advanced Emergency Medical Technician (AEMT) program students (removing vaccination and travel barriers) to remain in state compliance, we need to provide simulated contact experiences. Therefore, our department needs to be equipped both on the Green Bay campus and within our mobile fleet to provide this training equitably District-Wide. Our current manikins are outdated and will not support the state required scenarios.
BLS-ALS Manikin for Clinical Simulation	EMT - Intermediate	96,200	Due to removing the clinical requirement for our EMR, EMT & AEMT program students (removing vaccination and travel barriers) to remain in state compliance, we need to provide simulated contact experiences. Currently we have one SimG Manikin that we share amongst EMT, AEMT and Paramedic program students. We have limited scheduling ability on the Green Bay campus, and it is essentially impossible to utilize it throughout our scheduled district training, currently requiring students to drive to the Green Bay campus for their contact hours.
Classroom Refresh - HS304	Health Sciences & Education	52,000	Purchase chairs, tables on wheels, update technology, and paint to offer a more flexible learning environment for students. Request is for 24 chairs and 12 tables (that accommodate two learners per table).
Commercial Driving License (CDL) Class A Automatic Tractor/Truck	Corporate Training & Economic Development (CTED)	95,000	Class A Size vehicle, Sleeper or Mid-roof style type with automatic transmission, tractor only. With the increase in demand per current training sales trends and a new full-time CDL trainer, CTED has significant potential to grow the number of customers served with CDL training. With this truck, we could limit any disruptions to our customers' training schedules and continue to provide top-notch customer service. CTED has had the support of other departments in sharing resources and would in turn be able to allow other departments to utilize this truck as available.
Commercial Driving License (CDL) Class A Manual Tractor/Truck	CTED	95,000	Class A Size vehicle, Sleeper or Mid-roof style type with manual transmission, tractor only. With the increase in demand per current training sales trends and a new full-time CDL trainer, CTED has significant potential to grow the number of customers served with CDL training. With this truck, we could limit any disruptions to our customers' training schedules and continue to provide top-notch customer service. CTED has had the support of other departments in sharing resources and would in turn be able to allow other departments to utilize this truck as available.
Compact Excavator	Diesel Heavy Equip - Sturgeon Bay	60,000	Purchase a used, late model 10,000lb - 12,000lb compact excavator to be shared among the Diesel Heavy Equipment, Diesel Truck, and Diesel Maintenance Programs in GB, SB, and Casco.
Computerized Numerical Control (CNC) Plasma Table	Welding - Marinette	57,800	This project replaces the old existing CNC plasma table with current technology that is needed in our technical diploma program.

# Capital Requests > \$50,000

Project Title	Department	Amount	Executive Summary
Digital Press Replacement	College of Business	128,500	Replace the current digital press with a more efficient and versatile option. Our current digital press has served the digital arts cluster (Print Technology, Design & Graphic Technology, Photography, and Digital Media Technology) along with the Printing Services department for the last nine years but is coming to the end of its life cycle. We are at the point where the cost of any major repair could be costly and replacement parts are no longer as readily available as this device has been discontinued by the manufacturer. This replacement would not only be more reliable, but it will also position the College to have equipment that is up-to-date with industry, allowing us to teach expected competencies for employment. It also provides the additional advantage of continued support of students in all digital arts cluster programs by providing output options for their portfolios used to gain employment. A replacement will also provide us the opportunity to investigate options that may provide an operational as well as utility savings. IIT uses the equipment about 50% of the time and will be contributing 50% of the cost to purchase.
Electrical Power Distribution (EPD) Aerial Lift	Electrical Power Distribution	200,000	Replace the 2000 Aerial lift which is requiring increasing maintenance. A new used lift will have four outriggers and be more stable than current model.
Fire Student Personal Protective Equipment (PPE)	Fire Technician	200,000	Fire student turnout gear has a lifespan of 10 years and will expire in 2024. To maintain compliance with National Fire Protection Association (NFPA) standards, 54 sets of turnout gear will need to be replaced with new turnout gear. This turnout gear is used by our Fire Degree Program students while they attend classes. This gear is used by the Fire Science Technical Diploma (TD), Fire Medic Associate Degree (AD), and Fire Protection Technician AD.
Laerdal Sim Essential - Shawano RLC	Health Sciences & Education	56,200	Replace old sim essential, instructor PC, and all-in-one patient monitor that can no longer be updated.
Laerdal Sim Essential - Sturgeon Bay	Health Sciences & Education	59,200	Replace old sim essential, instructor PC and all-in-one patient monitor that can no longer be updated.
Laser Engraver	Prototype & Design	52,100	This is a replacement for our current laser engraver that has not been reliable since 2020. This laser allows students to engrave and cut previously unavailable materials.
Lower CC Phase I Remodel	Public Safety Admin	200,000	Lower CC Phase I remodel includes the reconstruction and refreshing of the southwest side. The budget allotment for FY 22-23 includes the construction, but did not include the required lab equipment and classroom furnishing. This request is to cover the costs of tables, chairs, and updating instructor station equipment, people pocket, and skills lab props.
Mobile Modular™ Safety Devices Trainers (8)	Electro-Mechanical Technology	60,500	The growth of student numbers in the Green Bay, Marinette, and CTED offerings utilizing Mobile Modular™ equipment requires us to add trainers.
Mobile Modular™ Units	CTED	188,000	Additional Mobile Modular™ units to allow us to support trainings for the growing need - 12 Variable Frequency Drive (VFD) (ABB), 6 VDF (AB), and 6 Programmable Logic Controller (PLC) (ControlLogix).
NOMMTC° NC113 Improvement Newborn Sim Baby Manikin Basic Life Support/Advanced Life Support (BLS/ALS)	CTED Emergency Medical Technician (EMT) - Intermediate	200,500 52,700	Remodel and reorganization of equipment to improve safety and efficiency in NC113. This Sim New Baby and SimJunior Manikin will replace our manikins that are outdated and not supported. The needed simulation equipment is to meet the state requirements for patient contact hours at the different levels of patient care, as required by the state scope of care.

# Capital Requests > \$50,000

Project Title	Department	Amount	Executive Summary
Pickup Truck for Fire Training	Fire Technician	55,000	The Fire Program is requesting funding to replace our 2008 F250 Pickup Truck. This truck is used to transport our hazmat and fire training equipment trailers to outreach areas. The frame and box on our current pickup truck are compromised due to age and wear. This truck is essential to all aspects of our training program and state testing.
Quint Fire Truck	Fire Technician	185,000	The Fire Program is requesting funding to replace two of our fire apparatuses with the purchase of a quint fire apparatus. A quint is an apparatus that combines the equipment and capabilities of a ladder truck and the water pumping ability of a fire engine. The quint offers a multifaceted tool that can be used to support all aspects of the Fire Training Program with enhanced safety and reliability, while maintaining state certification requirements. The two vehicles to be replaced are from the 1980's and are very costly to maintain and repair.
Remodel of Skills Storage Room & Skills Check-Off Rooms	Health Sciences & Education	165,200	Remodel of skills storage room (HS317H) and nursing skills check-off rooms (HS317A-F). The high density storage is old and needing frequent repairs. Parts are no longer available. Remove the unit and put in shelving. Configure four check-off rooms to two larger rooms. The smaller rooms are not conducive for the required equipment and two people to be in the room at one time.
SC Level 3 Renovation	Science	500,000	This plan encompasses the renovation of SC Level 3 to provide solutions for several displaced and/or growing departments. One of the main triggers is the known displacement of the Environmental Engineering Program. The are some efficiencies to be gained by having the Environmental Engineering Program in the same space as many of the Natural Sciences due to shared resources and duplication of equipment needed to support this program. Some of the solutions to these opportunities have prompted the team to look at what makes sense in the long term.
Software - Anthology Course Evaluation System Renewal FY24 - FY26	Learning Effectiveness & Early College	56,900	A 3-year renewal of the existing Course Evaluation software to deploy customized surveys for learner feedback about instructors and classes - \$18,183.36 (March 2024-25), \$18,910.69 (2025-26), \$19,667.12 (2026-27).
Software - Canvas FY23 - FY25	Learning Effectiveness & Early College	152,700	This is to track the software payable process for the second year of the Learning Management System (LMS) contract.
Software - VMware College of Business FY24 - FY26	College of Business	90,000	The College of Business is a participant in the WTCS Contract for VMware software. This software creates a virtual environment for the data center servers and the Virtual Desktop Environment for the IT programs. This service is used to support the Cloud environment that enables flexible delivery of IT courses. This request would renew the contract for the software for the virtual environment. A separate budget request is for the NWTCC main production VMware environment out of the IIT budget.
Stratasys J35 Polyjet 3D Printer	Prototype & Design	58,600	This is a replacement for our current Stratasys Printer that is failing and not able to be repaired. This is an updated version of the current printer which allows for enhanced multi-material and color capabilities.
Teaching and Learning Center Office Space Remodel	Learning Effectiveness & Early College	289,800	The Teaching and Learning Center Office space remodel will create a common location for the team along with areas that support faculty (full and part-time) consultation, the creation and delivery of multi-modal professional development opportunities designed to provide wrap-around support to faculty and instructional leaders. The Teaching and Learning Center fosters continuous professional growth in support of inclusive learning through education and coaching. This remodel will support the continued growth of the center and of our faculty.



# Capital Requests > \$50,000

Project Title	Department	Amount	Executive Summary
Tintri Storage Lifecycle	College of Business	130,000	Tintri is a centralized storage system used by the thousands of servers that are part of the Business Technologies programs and courses. The lifespan of this unit is seven years, and our particular system will reach seven years in FY23.
Western Star 47x Truck	Diesel Medium-Heavy Truck	130,000	Purchase a Western Star 47x truck for use with the Medium and Heavy Truck Diesel program. This truck is gaining market share and we do not have a similar vehicle to train students on.
<b>Facilities Improvements</b>			
District-Wide Energy/HVAC Improvements	District-Wide Cap Facilities Req	130,000	This account funds improvements to the College's energy footprint. Projects are evaluated for payback which includes various rebate programs.
District-Wide Facilities Improvements	District-Wide Cap Facilities Req	150,000	This account funds improvements for unplanned needs of the College (i.e., equipment failure, damage to buildings).
District-Wide Fleet Vehicle	District-Wide Cap Facilities Req	140,000	This account funds the acquisition and replacement of equipment for the College's operations. The list of equipment includes, but is not limited to, pickup trucks, snow plows, utility task vehicles (UTVs) for grounds maintenance and snow removal, lifts, loader tractors, service vans, lawn mowers, equipment attachments, etc.
District-Wide Flooring	District-Wide Cap Facilities Req	160,000	This account funds improvements to the College's flooring systems. Projects are evaluated by condition, aesthetic, and daily use (Welcome Center Atrium).
District-Wide Furniture Improvements	District-Wide Cap Facilities Req	75,000	This account funds improvements to the College's public space furniture.
District-Wide Mechanical, Electrical, & Plumbing (MEP)	District-Wide Cap Facilities Req	560,000	This account funds improvements to the College's MEP systems by replacing system components that are at the end of life or are suspect of impending failure (Switch Gear Replacement).
District-Wide Pavement	District-Wide Cap Facilities Req	490,000	This account funds improvements to the College's asphalt, paver, or concrete pavement systems through full replacement or capitalizable maintenance programs that extend the life of the system (Lot E).
District-Wide Restroom Improvements	District-Wide Cap Facilities Req	380,000	This account funds improvements to the College's public restrooms.
District-Wide Roofs	District-Wide Cap Facilities Req	930,000	This account funds improvements to, or full replacements of, the College's roof systems as scheduled per the Critical Asset Management Plan (CAMP) document to avoid loss due to roof failure (new SC).
District-Wide Site Improvements	District-Wide Cap Facilities Req	110,000	This account funds improvements to the College's grounds. Improvements may include, but are not limited to, storm water plan modifications, removing and replacing dead trees, site lighting, adding site features, etc.
Green Bay Celebration Garden	District-Wide Cap Facilities Req	200,000	The surface of the NWTC Green Bay Celebration Garden, located in the courtyard behind Building SC, is heaving due to the root network of the nearby trees. The trees need to be removed, roots excavated, and the surface replaced to prevent future injuries. The existing retiree bricks will be removed, saved, and worked into the new surface. This project funds these repairs and allows for a new sun shade system to be installed.
<b>Information &amp; Instructional Technology</b>			
Commons Audio/Video (AV) upgrade	Instructional Technology	125,000	The request is for the complete upgrade of the AV equipment in the Commons. This includes the purchase and upgrade of new displays that show Satellite TV content, new display projectors, connectivity for special events, outdoor speakers on the upper patio and Celebration Garden and a full upgrade of the system located in Student Involvement.

# Capital Requests > \$50,000

Project Title	Department	Amount	Executive Summary
Digital Press Replacement (IFT portion)	Printing Services	125,000	This request is to replace the current digital press with a more efficient and versatile option. Our current digital press has served the digital arts cluster (Print Technology, Design & Graphic Technology, Photography, and Digital Media Technology) along with the Printing Services department for the last 9 years but is coming to the end of its life cycle. We are at the point where the cost of any major repair could be costly and replacement parts are no longer as readily available as this device has been discontinued by the manufacturer. This replacement would not only be more reliable, but it will also position us to have equipment that is up-to-date with industry allowing us to teach expected competencies for employment. Continued support of students in all digital arts cluster programs by providing options for their portfolios used to gain employment. A replacement will also provide us the opportunity to investigate options that may provide an operational as well as utility savings. IIT uses the equipment approximately 50% and will be contributing 50% of the costs to purchase.
Lifecycle - District-Wide Computer Refresh	Computer Services	660,000	The refreshing of equipment provides our students and faculty/staff with updated, functional equipment to support the mission of the College. This request is to replace 1,243 computers. As a technical college, we need to keep current with technology and to eliminate obsolete equipment that does not meet industry standards. Current costs of desktops and laptops continue to be at a higher cost due to the pandemic and global supply chain issues.
Lifecycle - Instructional Technology	Instructional Technology	300,000	NWTC has nearly 500 classrooms with classroom technology. This yearly budget item covers the replacement of projectors, screens, microphones, cameras, and room control technology. Technology is replaced when it no longer functions or repair costs exceed replacement costs.
Lifecycle - Network Equipment	Infrastructure Services	472,500	Replace the aging network equipment supporting student, faculty, and staff computers. This refresh request is to replace end of support routers used by all locations to talk to the network (quantity 19) and switches used in the campus data center (22).
Lifecycle - Print Services (Copier and Printer Refresh)	Printing Services	160,000	This request is for the upgrade of multi-function printers and printing equipment that need to be replaced due end of life or changes in student/staff needs. This will replace 39 multi-function printers to maintain compatibility with the print management system and remove old equipment.
Lifecycle - Servers	Infrastructure Services	300,000	The refreshing of equipment provides our students and faculty/staff with stable core services to run the systems that are needed to meet the mission of the College. This request is to replace a grouping of servers that run all of the production software for NWTC.
Lifecycle - Uninterruptible Power Supply	Infrastructure Services	77,000	The College has 59 network closets spread throughout all locations. Each network closet has a uninterruptible power supply unit which provides battery backup to the switch/network until the generator kicks in and provides power. It also cleans the power coming from the street to better protect our equipment. Twenty-two of these units have reached their end of life or the internal electronics and need to be replaced. This will be a four-year project to replace all of the units.
Printing Services Replacement Production Printers	Printing Services	160,000	This request is for the replacement of two printing services production printers.
Software - Microsoft A5 Licenses FY23 - FY24	Computer Services	575,000	NWTC has a contract with Microsoft to provide licenses for Windows operating systems, Office 365 Suite, Microsoft Teams, server and SQL licenses, and security services.

# Capital Requests > \$50,000

Project Title	Department	Amount	Executive Summary
Software - Transact FY21 - FY25	Acad Admin - IIT	60,000	The Transact platform processes student payments for tuition and fees. The system supports both credit card payments and electronic checks. It also allows for students to set up payment plans to pay in installments.
Software - Adobe FY22 - FY24	Computer Services	125,000	Purchase a three-year agreement with Adobe for the entire Adobe CC suite and some additional software and services. This allows NWTTC to install the entire suite or select applications on college computers. All NWTTC computers have at least one application, Adobe Acrobat CC Pro, and most College of Business lab computers have the entire suite installed.
Software - Cisco Wireless Purchases FY24 - FY28	Infrastructure Services	150,000	Cisco Wireless is the right to use software for the 636 Cisco wireless access points used at all locations at NWTTC. This is year one of a five-year contract. The last contract ended in FY23.
Software - Landis Contact Center FY23 - FY25	Infrastructure Services	77,200	A new contact center system was purchased in FY23 to replace the Cisco system that was end of life. This is the yearly cost for year two of three.
Software - Managed Detection Response FY23 - FY26	Infrastructure Services	200,000	This will renew the Managed Detection Response (MDR) system to enhance our existing cybersecurity program. The cyber threat landscape is continuously escalating, with the frequency and impacts of malware and ransomware increasing every year. Amid this growing threat landscape, IIT, like many organizations, are struggling to find enough time and resources to parse through millions of computer log entries generated daily to find potential issues or attacks. A MDR vendor processes these computer log entries into AI based security software creating an enhanced 24x7x365 monitoring system. Each of the technical colleges who experienced an IT security incident have since implemented a MDR system.
Software - Salesforce & Textus FY21 - FY25	Acad Admin - IIT	184,700	The College uses the Salesforce Customer Relationship Management (CRM) software to track student communications and other customer interactions. The solution provides a running history that documents these interactions so staff can better understand how each student has been served in the past. The solution includes a text messaging component so NWTTC staff can interact with students through their mobile devices.
Software - Starfish FY23 - FY26	Acad Admin - IIT	80,000	The Starfish software provides early alert capability so that faculty and staff can identify student needs as they arise and connect students to the relevant support services.
Software - VMware FY24 - FY26	Infrastructure Services	300,000	NWTTC is a participant in the Wisconsin Technical College System contract for VMware software. This software runs the data center servers and the virtual desktop environment for the College. A separate budget request supports the College of Business VMware environment.
<b>Miscellaneous</b>			
Capital Positions	Finance Operations	1,374,400	Fund FY24 salaries for capital-related positions, which are needed to plan, monitor and complete the capital projects within NWTTC's policies and procedures as well as the state statutes.
<b>New Investment</b>			
Software - Workday Enterprise Resource Planning (ERP)	Enterprise Applications	3,655,000	This request will cover year one of the Workday ERP Implementation which includes both software licensing and implementation expenses.

# Capital Requests > \$50,000

Project Title	Department	Amount	Executive Summary
Sturgeon Bay Lab Renovation	CITED	2,000,000	The current welding lab does not have the capacity to meet the needs of industry partners. This expansion increases the capacity for additional welding training and provides greater functionality to also include training on electric, pipefitting, and machining. Expenses include \$1.25M in additional equipment and \$750K in space renovation.
Universal Driving Facility (UDF) Land Acquisition	District-Wide Cap Facilities Req	819,800	The NWTC Universal Driving Facility (UDF)/Emergency Vehicle Operations Course (EVOC) is located in Howard, WI and occupies 26 acres. The adjacent land was previously undeveloped at the time of NWTC's purchase of the property. Recent developments have added 170 single-family home lots to the rear property line, and an established orchard bounds the side property line. The last undeveloped land is available for purchase and is owned by the Village of Howard. The Village of Howard has plans to change the zoning of the parcel and encourage development activity of the vacant land. This project funds the purchase, including closing costs, of approximately 10 acres of adjacent land with the option of purchasing additional land if desired.
<b>Other Areas</b>			
Multicultural Center	Diversity Equity & Inclusion	202,000	This request is for creating a Multicultural Center on the Green Bay campus. The center would be repurposed from an existing Student Services space that will otherwise have low utilization. The center will provide a safe and supportive environment for students from marginalized groups to access resources, services and mentorship, for identity-based student organizations and employee involvement groups to hold meetings and activities, and for campus offices to hold DEI-focused programs.
Software - Ocelot Enrollment Mgmt Chatbot FY24 - FY26	Enrollment Services	50,400	This capital item is the purchase of a new live chat tool embedded in a software we already use called Ocelot - Chatbot. This will allow the College and Enrollment Services to have an artificial intelligence bot to answer enrollment, advising, and college questions while we are closed and a person is not available. A person will continue to provide answers when we are open. NWTC currently uses a different software (Olark) as a live chat solution and this would allow for consolidation of software (3-year agreement).
Unity Cultural Center Update/Refresh	Student Involvement	112,600	An updated and refocused Unity Cultural Center will cultivate, celebrate, and educate an engaged community by way of cultural, social, and literary events. Celebrated artistic voices transform communities. Our campus community will benefit from having a dedicated space where personal transformation can happen. While not in use as an exhibition space, this multi-functional event center will still be utilized as a gathering space for students, student clubs, and a variety of other student-focused special events.
Veterans/Student Support Services Space Efficiency	Student Support Services	91,700	The Student Support Services and Veterans Resource Center teams have merged and are located next to each other. In order to operate more efficiently, we will direct all traffic to one main front desk in Student Support Services. The separate front office/entrance will be eliminated. This will allow us to become one cohesive unit, continue to provide excellent customer service, and save in staffing costs.
<b>Capital Budget Requests with Total Costs &gt; \$50,000</b>		<b>\$ 19,573,400</b>	
<b>Capital Budget Requests with Total Costs ≤ \$50,000</b>		<b>2,583,400</b>	
<b>Total Capital Budget</b>		<b>\$ 22,156,800</b>	

## Funding Sources for Capital Budget

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Debt Proceeds	\$	21,560,000
Software Payable		596,800
<b>Total Funding</b>	<b>\$</b>	<b>22,156,800</b>



## DEBT SERVICE SCHEDULE & SUMMARY

2023-24 BUDGET YEAR

### SERIES 2015C DS16001 - NOTE

General Obligation promissory note (\$10,000,000) issued October 1, 2015, to finance FY16 capital equipment (\$4,900,000) and building improvement (1,100,000) and Referendum approved capital expansion (\$4,000,000) over ten years at 2% - 4% interest with Robert W. Baird & Co., Inc. Principal due annually on April 1, with a final maturity due on April 1, 2025.

Fiscal Year	Principal	Interest	Total
2023-24	535,000	43,400	578,400
2024-25	550,000	22,000	572,000
<b>Total</b>	<b>\$1,085,000</b>	<b>\$65,400</b>	<b>\$1,150,400</b>

### SERIES 2016A RD16001 - BONDS

General Obligation Bonds (\$17,000,000) issued May 2, 2016, to finance Referendum approved capital expansion over fourteen years at 2% - 3% interest with Morgan Stanley & Co. LLC. Principal due annually on October 1, with a final maturity due on October 1, 2030.

Fiscal Year	Principal	Interest	Total
2023-24	1,160,000	252,900	1,412,900
2024-25	1,185,000	223,650	1,408,650
2025-26	1,220,000	199,600	1,419,600
2026-27	1,255,000	174,850	1,429,850
2027-28	1,295,000	142,875	1,437,875
2028-29	1,330,000	103,500	1,433,500
2029-30	1,370,000	63,000	1,433,000
2030-31	1,415,000	21,225	1,436,225
<b>Total</b>	<b>\$10,230,000</b>	<b>\$1,181,600</b>	<b>\$11,411,600</b>

### SERIES 2016B DS17001 - NOTE

General Obligation promissory note (\$12,700,000) issued October 3, 2016, to finance FY17 capital equipment (\$7,000,000) and building improvement (\$700,000) over six years and Referendum (\$5,000,000) over ten years at 1% - 3% interest with Robert W. Baird & Co., Inc. Principal due annually on April 1, with a final maturity due on April 1, 2026.

Fiscal Year	Principal	Interest	Total
2023-24	505,000	31,400	536,400
2024-25	525,000	21,300	546,300
2025-26	540,000	10,800	550,800
<b>Total</b>	<b>\$1,570,000</b>	<b>\$63,500</b>	<b>\$1,633,500</b>

## DEBT SERVICE SCHEDULE & SUMMARY

### 2023-24 BUDGET YEAR

#### SERIES 2017A DS17002 - NOTE

General Obligation promissory note (\$12,800,000) issued June 1, 2017, to finance FY17 approved capital equipment (\$6,900,000), building improvement (\$600,000), and site improvement (\$300,000) over six years and Referendum (\$5,000,000) over ten years at 2% - 3% interest with UMB Bank, N.A. Principal due annually on October 1, with a final maturity due on October 1, 2026.

Fiscal Year	Principal	Interest	Total
2023-24	630,000	68,700	698,700
2024-25	645,000	49,575	694,575
2025-26	655,000	30,075	685,075
2026-27	675,000	10,125	685,125
<b>Total</b>	<b>\$2,605,000</b>	<b>\$158,475</b>	<b>\$2,763,475</b>

#### SERIES 2017 RD18001 - BONDS

General Obligation Bonds (\$15,000,000) issued August 1, 2017, to finance Referendum approved capital expansion over ten years at 3% - 5% interest with Robert W. Baird & Co., Inc. Principal due annually on April 1, with a final maturity due on April 1, 2033.

Fiscal Year	Principal	Interest	Total
2023-24		390,531	390,531
2024-25		390,531	390,531
2025-26		390,531	390,531
2026-27	1,225,000	390,531	1,615,531
2027-28	1,600,000	329,281	1,929,281
2028-29	1,645,000	265,281	1,910,281
2029-30	1,700,000	215,931	1,915,931
2030-31	1,750,000	164,931	1,914,931
2031-32	1,805,000	112,431	1,917,431
2032-33	1,865,000	58,281	1,923,281
<b>Total</b>	<b>\$11,590,000</b>	<b>\$2,708,263</b>	<b>\$14,298,263</b>

#### SERIES 2017B DS18001 - NOTE

General Obligation promissory note (\$16,000,000) issued November 27, 2017, to finance FY18 approved capital equipment (\$9,000,000) over six years and Referendum (\$7,000,000) over ten years at 2% - 4% interest with Raymond James & Associates, Inc. Principal due annually on April 1, with a final maturity due on April 1, 2027.

Fiscal Year	Principal	Interest	Total
2023-24	2,230,000	94,200	2,324,200
2024-25	810,000	49,600	859,600
2025-26	825,000	33,400	858,400
2026-27	845,000	16,900	861,900
<b>Total</b>	<b>\$4,710,000</b>	<b>\$194,100</b>	<b>\$4,904,100</b>

## DEBT SERVICE SCHEDULE & SUMMARY

### 2023-24 BUDGET YEAR

#### **SERIES 2018A DS18002 - NOTE**

General Obligation promissory note (\$16,200,000) issued April 4, 2017, to finance FY18 approved capital equipment (\$3,050,000), building improvement (\$1,050,000), and site improvement (\$600,000) over six years and Referendum (\$11,500,000) over ten years at 3% - 4% interest with Citigroup Global Markets Inc. Principal due annually on April 1, with a final maturity due on April 1, 2028.

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2023-24	1,595,000	199,650	1,794,650
2024-25	760,000	135,850	895,850
2025-26	1,225,000	105,450	1,330,450
2026-27	1,075,000	68,700	1,143,700
2027-28	1,215,000	36,450	1,251,450
<b>Total</b>	<b>\$5,870,000</b>	<b>\$546,100</b>	<b>\$6,416,100</b>

#### **SERIES 2018B DS19001 - NOTE**

General Obligation promissory note (\$8,900,000) issued November 1, 2018, to finance FY19 approved capital equipment (\$6,000,000), building improvement (\$1,200,000), and site improvement (\$400,000) over six years and Referendum (\$1,300,000) over ten years at 2% - 4% interest with J.P. Morgan Securities LLC. Principal due annually on April 1, with a final maturity due on April 1, 2028.

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2023-24	1,415,000	153,800	1,568,800
2024-25	1,455,000	97,200	1,552,200
2025-26		39,000	39,000
2026-27		39,000	39,000
2027-28	1,300,000	39,000	1,339,000
<b>Total</b>	<b>\$4,170,000</b>	<b>\$368,000</b>	<b>\$4,538,000</b>

#### **SERIES 2019A DS19002 - NOTE**

General Obligation promissory note (\$4,510,000) issued June 3, 2019, to finance FY19 building and remodeling improvements (\$1,450,000), capital equipment (\$2,510,000), and site improvement (\$550,000) over six years at 3% interest with USB Financial Services, Inc. Principle due annually on April 1, with a final maturity due on April 1, 2025.

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2023-24	750,000	45,600	795,600
2024-25	770,000	23,100	793,100
<b>Total</b>	<b>\$1,520,000</b>	<b>\$68,700</b>	<b>\$1,588,700</b>



## DEBT SERVICE SCHEDULE & SUMMARY

### 2023-24 BUDGET YEAR

#### SERIES 2019B DS20001 - NOTE

General Obligation promissory note (\$6,500,000) issued November 20, 2019, to finance FY20 building and remodeling improvements (\$1,350,000), capital equipment (\$4,100,000), and site improvement (\$1,050,000) over six years at 2.5% - 3% interest with USB Financial Services, Inc. Principle due annually on April 1, with a final maturity due on April 1, 2026.

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2023-24	1,000,000	82,500	1,082,500
2024-25	1,035,000	52,500	1,087,500
2025-26	1,065,000	26,625	1,091,625
<b>Total</b>	<b>\$3,100,000</b>	<b>\$161,625</b>	<b>\$3,261,625</b>

#### SERIES 2020A DS20002 - NOTE

General Obligation promissory note (\$6,400,000) issued March 5, 2020, to finance FY20 approved capital equipment (\$4,700,000), building improvement (\$1,000,000) over six years and Referendum (\$700,000) over ten years at 1.25% - 2% interest with Robert W. Baird & Co., Inc. Principle due annually on April 1, with a final maturity due on April 1, 2029.

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2023-24	1,025,000	66,625	1,091,625
2024-25	1,050,000	51,250	1,101,250
2025-26	1,075,000	35,500	1,110,500
2026-27		14,000	14,000
2027-28		14,000	14,000
2028-29	700,000	14,000	714,000
<b>Total</b>	<b>\$3,850,000</b>	<b>\$195,375</b>	<b>\$4,045,375</b>

#### SERIES 2020B DS21001 - NOTE

General Obligation promissory note (\$4,300,000) issued October 7, 2020, to finance FY21 building and remodeling improvements (\$1,100,000), capital equipment (\$2,800,000), and site improvement (\$400,000) over six years at 1% - 2% interest with Robert W. Baird & Co., Inc. Principle due annually on April 1, with a final maturity due on April 1, 2027.

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2023-24	695,000	28,300	723,300
2024-25	705,000	21,350	726,350
2025-26	710,000	14,300	724,300
2026-27	720,000	7,200	727,200
<b>Total</b>	<b>\$2,830,000</b>	<b>\$71,150</b>	<b>\$2,901,150</b>

## DEBT SERVICE SCHEDULE & SUMMARY

2023-24 BUDGET YEAR

### SERIES 2021A DS21002 - NOTE

General Obligation promissory note (\$4,000,000) issued February 10, 2021, to finance FY21 building and remodeling improvements (\$1,100,000), and capital equipment (\$2,800,000) over six years at .5% - 1% interest with Robert W. Baird & Co., Inc. Principle due annually on April 1, with a final maturity due on April 1, 2027.

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2023-24	740,000	22,475	762,475
2024-25	745,000	18,775	763,775
2025-26	750,000	15,050	765,050
2026-27	755,000	7,550	762,550
<b>Total</b>	<b>\$2,990,000</b>	<b>\$63,850</b>	<b>\$3,053,850</b>

### SERIES 2021B DS21003 - NOTE

General Obligation promissory note (\$4,400,000) issued June 2, 2021, to finance FY21 building and remodeling improvements (\$1,300,000), capital equipment (\$2,800,000), and site improvement (\$300,000) over six years at 1.125% - 1.250% interest with BNY Mellon Capital Markets, LLC. Principle due annually on April 1, with a final maturity due on April 1, 2027.

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2023-24	810,000	41,188	851,188
2024-25	820,000	31,063	851,063
2025-26	830,000	20,813	850,813
2026-27	835,000	10,438	845,438
<b>Total</b>	<b>\$3,295,000</b>	<b>\$103,500</b>	<b>\$3,398,500</b>

### SERIES 2021C DS22001 - NOTE

General Obligation promissory note (\$6,500,000) issued October 6, 2021, to finance FY22 building and remodeling improvements (\$1,200,000), capital equipment (\$5,100,000), and site improvement (\$200,000) over six years at 1% - 1.5% interest with Piper Sandler & Co. Principle due annually on April 1, with a final maturity due on April 1, 2028.

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2023-24	640,000	36,350	676,350
2024-25	650,000	29,950	679,950
2025-26	660,000	23,450	683,450
2026-27	665,000	16,850	681,850
2027-28	680,000	10,200	690,200
<b>Total</b>	<b>\$3,295,000</b>	<b>\$116,800</b>	<b>\$3,411,800</b>

## DEBT SERVICE SCHEDULE & SUMMARY

### 2023-24 BUDGET YEAR

#### SERIES 2022A DS22002 - NOTE

General Obligation promissory note (\$4,200,000) issued March 16, 2022, to finance FY22 building and remodeling improvements (\$1,200,000), and capital equipment (\$3,000,000) over six years at 2% - 3% interest with Piper Sandler & Co. Principle due annually on April 1, with a final maturity due on April 1, 2028.

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2023-24	685,000	77,700	762,700
2024-25	690,000	64,000	754,000
2025-26	700,000	50,200	750,200
2026-27	715,000	36,200	751,200
2027-28	730,000	21,900	751,900
<b>Total</b>	<b>\$3,520,000</b>	<b>\$250,000</b>	<b>\$3,770,000</b>

#### SERIES 2022B DS22003 - NOTE

General Obligation promissory note (\$3,750,000) issued June 1, 2022, to finance FY22 building and remodeling improvements (\$1,000,000), capital equipment (\$1,950,000), and site improvements (\$800,000) over six years at 3% - 4% interest with Piper Sandler & Co. Principle due annually on April 1, with a final maturity due on April 1, 2028.

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2023-24	600,000	120,600	720,600
2024-25	615,000	102,600	717,600
2025-26	630,000	78,000	708,000
2026-27	650,000	52,800	702,800
2027-28	670,000	26,800	696,800
<b>Total</b>	<b>\$3,165,000</b>	<b>\$380,800</b>	<b>\$3,545,800</b>

#### SERIES 2022C DS23001 - NOTE

General Obligation promissory note (\$6,900,000) issued November 7, 2022, to finance FY23 building and remodeling improvements (\$1,500,000), capital equipment (\$4,859,000), acquisition of Artisan Center (\$450,000), and site improvements (\$91,000) over six years at 3% - 4% interest with Piper Sandler & Co. Principle due annually on April 1, with a final maturity due on April 1, 2029.

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2023-24	920,000	261,450	1,181,450
2024-25	950,000	224,650	1,174,650
2025-26	975,000	186,650	1,161,650
2026-27	1,010,000	147,650	1,157,650
2027-28	1,050,000	107,250	1,157,250
2028-29	1,095,000	54,750	1,149,750
<b>Total</b>	<b>\$6,000,000</b>	<b>\$982,400</b>	<b>\$6,982,400</b>

## DEBT SERVICE SCHEDULE & SUMMARY

### 2023-24 BUDGET YEAR

#### SERIES 2023A DS23002 - NOTE

General Obligation promissory note (\$6,950,000) issued June 1, 2022, to finance FY23 building and remodeling improvements (\$1,490,000), capital equipment (\$5,491,000) and site improvements (\$9,000) over seven years at 0.05% - 5% interest with Huntington Securities, Inc. Principle due annually on April 1, with a final maturity due on April 1, 2030.

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2023-24	865,000	193,510	1,058,510
2024-25	910,000	183,863	1,093,863
2025-26	955,000	181,588	1,136,588
2026-27	990,000	169,650	1,159,650
2027-28	1,035,000	130,050	1,165,050
2028-29	1,075,000	99,000	1,174,000
2029-30	1,120,000	56,000	1,176,000
<b>Total</b>	<b>\$6,950,000</b>	<b>\$1,013,660</b>	<b>\$7,963,660</b>

The indebtedness shown below is the estimated repayment schedule of \$6,300,000 of general obligation debt to be used for the purpose of building remodeling, site improvements, and major equipment. The interest cost is estimated as the debt has not been issued as of this writing. Plans for financing are \$4,300,000 May 3, 2023 and \$2,000,000 June 30, 2023.

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2023-24	0	189,816	189,816
2024-25	1,000,000	203,000	1,203,000
2025-26	1,000,000	168,000	1,168,000
2026-27	300,000	145,250	445,250
2027-28	1,000,000	122,500	1,122,500
2028-29	1,000,000	87,500	1,087,500
2029-30	1,000,000	52,500	1,052,500
2030-31	1,000,000	17,500	1,017,500
<b>Total</b>	<b>\$6,300,000</b>	<b>\$986,066</b>	<b>\$7,286,066</b>

## DEBT SERVICE SCHEDULE & SUMMARY

### 2023-24 BUDGET YEAR

The indebtedness shown below is the estimated repayment schedule of \$21,560,000 of general obligation debt to be used for the purpose of land acquisition, building remodeling, site improvements, and major equipment. The interest cost is estimated as the debt has not been issued as of this writing. Plans for financing are \$7,185,000 November 2023, \$7,185,000 March 2024, and \$7,190,000 June 2024.

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2023-24	1,435,000	115,758	1,550,758
2024-25	1,770,000	771,436	2,541,436
2025-26	2,755,000	716,000	3,471,000
2026-27	2,865,000	605,100	3,470,100
2027-28	2,985,000	489,700	3,474,700
2028-29	3,105,000	369,500	3,474,500
2029-30	3,230,000	244,500	3,474,500
2030-31	2,265,000	114,400	2,379,400
2031-32	1,150,000	23,000	1,173,000
<b>Total</b>	<b>\$21,560,000</b>	<b>\$3,449,394</b>	<b>\$25,009,394</b>

### CONSOLIDATED ACTUAL & ESTIMATED LONG TERM INDEBTEDNESS

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2023-24	18,235,000	2,516,453	20,751,453
2024-25	17,640,000	2,767,242	20,407,242
2025-26	16,570,000	2,325,031	18,895,031
2026-27	14,580,000	1,912,794	16,492,794
2027-28	13,560,000	1,470,006	15,030,006
2028-29	9,950,000	993,531	10,943,531
2029-30	8,420,000	631,931	9,051,931
2030-31	6,430,000	318,056	6,748,056
2031-32	2,955,000	135,431	3,090,431
2032-33	1,865,000	58,281	1,923,281
	<b>\$110,205,000</b>	<b>\$13,128,757</b>	<b>\$123,333,757</b>

### LEGAL DEBT LIMIT

The aggregate indebtedness of the District may not exceed 5% of the equalized value of the taxable property located in the District per s.67.03 (1) Wisconsin Statutes. The maximum aggregate indebtedness of the District budgeted for fiscal year 2022-23 is \$60,525,000. The 5% limit is \$2,843,863,388.

The bonded indebtedness of the District may not exceed 2% of the equalized value of the property located in the District per s.67.03 (9) Wisconsin Statutes. The maximum aggregate indebtedness of the District budgeted for fiscal year 2022-23 is \$21,820,000. The 2% limit is \$1,137,545,355.

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**BOLDLY FORWARD**  
**TOGETHER**

# Section 3

## Supplemental Data



FY 2024 Adopted Budget



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## Equalized Valuation & Mill Rates

Budget Year	Equalized Valuation	Percent Change	Operational Mill Rate	Debt Mill Rate	Total Mill Rate	Percent Change	Tax Levy	Percent Change
2019-20	\$42,019,115,760	4.66%	\$0.38287	\$0.42804	\$0.81091	(1.64%)	\$ 34,073,419	2.94%
2020-21	\$43,930,558,544	4.55%	\$0.38298	\$0.41236	\$0.79534	(1.92%)	\$ 34,939,700	2.54%
2021-22	\$47,322,051,411	7.72%	\$0.32395	\$0.41444	\$0.73839	(7.16%)	\$ 34,941,858	0.01%
2022-23	\$54,095,444,000	14.31%	\$0.27842	\$0.38486	\$0.66328	(10.17%)	\$ 35,880,050	2.69%
2023-24 Est	\$55,366,686,934	2.35%	\$0.28683	\$0.38485	\$0.67168	1.27%	\$ 37,189,027	3.65%



## ENROLLMENT HEADCOUNT & FTE SUMMARY

2023-24 BUDGET YEAR

### FULL TIME EQUIVALENCY

	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Actual</u>	<u>2023 Estimate</u>	<u>2024 Forecast</u>
<b>Post-Secondary Education</b>					
Associate Degree	4,469	4,061	3,912	3,968	3,954
% of Change	(1.2%)	(9.1%)	(3.7%)	1.4%	(0.4%)
Technical Diploma	688	666	648	657	655
% of Change	<u>(9.2%)</u>	<u>(3.2%)</u>	<u>(2.7%)</u>	<u>1.4%</u>	<u>(0.4%)</u>
<b>Total Post-Secondary Ed.</b>	<b>5,157</b>	<b>4,727</b>	<b>4,560</b>	<b>4,625</b>	<b>4,609</b>
<b>% of Change</b>	<b>(2.3%)</b>	<b>(8.3%)</b>	<b>(3.5%)</b>	<b>1.4%</b>	<b>(0.3%)</b>
<b>Continuing Education - Adult, Community Education and Non- Post Secondary</b>					
Vocational Adult	135	139	160	162	161
% of Change	(14.6%)	3.0%	15.1%	1.3%	(0.6%)
Community Service	13	10	14	14	14
% of Change	(18.8%)	(23.1%)	40.0%	0.0%	0.0%
Non-Post Secondary	176	139	196	199	198
% of Change	<u>2.3%</u>	<u>(21.0%)</u>	<u>41.0%</u>	<u>1.5%</u>	<u>(0.5%)</u>
<b>Total Adult, Community Ed. And Non-Post Secondary</b>	<b>324</b>	<b>288</b>	<b>370</b>	<b>375</b>	<b>373</b>
<b>% of Change</b>	<b>(6.4%)</b>	<b>(11.1%)</b>	<b>28.5%</b>	<b>1.4%</b>	<b>(0.5%)</b>
<b>Total District FTE's</b>	<b>5,481</b>	<b>5,015</b>	<b>4,930</b>	<b>5,000</b>	<b>4,982</b>
<b>% of Change</b>	<b>(2.6%)</b>	<b>(8.5%)</b>	<b>(1.7%)</b>	<b>1.4%</b>	<b>(0.4%)</b>

### UNDUPLICATED ENROLLMENTS

<b>Total District Unduplicated</b>					
Enrollments	24,604	23,644	24,780	25,292	25,292
% of Change	(12.1%)	(3.9%)	4.8%	2.1%	0.0%

## Number of Credentials by Cluster

Career Cluster	Associate of Science										Grand Total
	Advanced Technical Certificate	Apprenticeship	Associate Degree	Associate Degree-Shared	Associate of Arts	Associate of Science	Local Certificate	Technical Diploma	Technical Diploma-Shared	WTCS Pathway Cert	
Agriculture, Food and Natural Resources		1	5	1			11	2			20
Architecture and Construction		11	6				1	5		2	25
Arts, Audiovisual Technology and Communication			2				7	3			12
Business, Management and Administration			7				8	3		5	23
Education and Training		1	1				6	1		2	11
Energy			1				1	1		1	4
Finance			1				1	1			3
Health Sciences			11				4	7	1	1	24
Hospitality and Tourism			2				1	3			6
Human Services			4				4	2		2	12
Information Technology			6				4	4		1	15
Law, Public Safety and Security			5					6		3	14
Manufacturing		13	2				18	4		3	40
Marketing, Sales, and Service			3				6	1			10
Not Otherwise Assigned			2		1						4
Science, Technology, Engineering, and Mathematics	1		5				1				7
Transportation, Distribution and Logistics			4				1	6			11
<b>Grand Total</b>	<b>1</b>	<b>26</b>	<b>67</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>74</b>	<b>49</b>	<b>1</b>	<b>20</b>	<b>241</b>

## Credentials by Career Cluster and Type

### Agriculture, Food and Natural Resources

#### Apprenticeship

Organic Vegetable Farm Manager Apprenticeship

#### Associate Degree

Enology

Environmental Engineering Technology

Farm Production - Dairy Science

Sustainable Food & Agriculture Systems

Viticulture

#### Associate Degree-Shared

Wind Energy Technology (shared w/LTC)

#### Local Certificate

Calf/Heifer Care Certificate

Cow Care Certificate

Dairy Animal Husbandry Certificate

Farm Business Certificate

Farm Hand - Dairy Science Certificate

Renewable Energy - Solar Thermal Certificate

Renewable Energy-Solar Certificate

Sustainable Agriculture Certificate

Vineyard Management Certificate

Winemaking Certificate

Winemaking-Advanced Certificate

#### Technical Diploma

Dairy Science

Farm Business & Production Management

### Architecture and Construction

#### Apprenticeship

Bricklaying/Masonry Apprentice

Carpentry Apprentice

Electric Line Apprentice

Electricity (Construction) Apprentice

HVAC Apprentice (ABC)

Plumbing Apprentice (ABC)

Plumbing Apprentice (JAC)

Resilient Floor Apprentice

Sheet Metal Construction

Steamfitting-Construction Apprentice

Substation Electrical Apprentice

**Associate Degree**

Architectural Technology  
Construction Management - Carpentry  
Construction Management - Electricity  
Heating, Ventilation, Air Conditioning & Refrigeration Technology  
Prototype & Design Technician  
Solar Energy Technology

**Local Certificate**

Fundamentals of Architecture Certificate

**Technical Diploma**

Carpentry  
Electrical Power Distribution  
Electricity  
Gas Utility Construction & Service  
Heating, Ventilation, Refrigeration, Air Cond & Heating Service Tech

**WTCS Pathway Cert**

Building Maintenance – Automation Technician  
HVAC/R Fundamentals

**Arts, Audiovisual Technology and Communication****Associate Degree**

Digital Media Technology  
Photography

**Local Certificate**

Audio Production Certificate  
Clay Certificate  
Drone Technology Certificate  
Music Production Certificate  
Photography Fundamentals Certificate  
Web Design Certificate  
Woodturning Certificate

**Technical Diploma**

Photography Specialist  
Printing  
Video Production

**Business, Management and Administration****Associate Degree**

Business Analyst  
Business Management  
Human Resources  
Leadership Development  
Manufacturing Operations Management  
Office Management  
Small Business Entrepreneurship

**Local Certificate**

Basic Office Skills Certificate  
Business Operations Certificate  
Employee Benefits/Relations/Development Certificate  
Entrepreneurship Certificate  
Ethical Leadership Certificate  
Health Care Leadership Advanced Certificate  
Health Care Leadership Certificate  
Quality Improvement and Innovation Certificate

**Technical Diploma**

Business Requirements Specialist  
Office Support Specialist  
Project Management

**WTCS Pathway Cert**

Business Software Essentials  
Customer Support Specialist  
Human Resource Compliance  
Organizational Safety and Health  
Supervision

**Education and Training****Apprenticeship**

Early Childhood Educator Apprenticeship

**Associate Degree**

Foundations of Teacher Education

**Local Certificate**

Educational Support Assistant Certificate  
Intensive English Program-Advanced Certificate  
Intensive English Program-Intermediate Certificate  
Library Assistant Certificate  
Special Education Certificate  
Technical Writing Certificate

**Technical Diploma**

Early Childhood Assistant Teacher

**WTCS Pathway Cert**

Intro to Education  
Intro to Paraeducator Careers

**Energy****Associate Degree**

Telecommunications Engineering Technician

**Local Certificate**

Telecommunications Tower Tech 1 Certificate

**Technical Diploma**

Telecommunications Field Technician

**WTCS Pathway Cert**

Telecommunications Fiber Optic Design

**Finance****Associate Degree**

Accounting

**Local Certificate**

Small Business Bookkeeping Certificate

**Technical Diploma**

Accounting Assistant

**Health Sciences****Associate Degree**

Dental Hygienist

Diagnostic Medical Sonography

Echocardiography

Health Information Technology

Medical Laboratory Technician

Nursing - Associate Degree

Physical Therapist Assistant

Radiography

Respiratory Therapy

Surgical Technologist

Wellness and Health Promotion

**Local Certificate**

Care Coordinator Certificate

Gerontology Certificate

Personal Care Worker Certificate

Phlebotomy Certificate

**Technical Diploma**

Dental Assistant

Medical Assistant

Medical Coding Specialist

Medication Assistant

Nursing Assistant

Practical Nursing

Therapeutic Massage

**Technical Diploma-Shared**

Ophthalmic Medical Assistant (shared w/LTC)

**WTCS Pathway Cert**

Healthcare Customer Service Representative

**Hospitality and Tourism****Associate Degree**

Culinary Management

Hospitality Management

**Local Certificate**

Baking & Pastry Certificate

**Technical Diploma**

Culinary Production Specialist

Hotel Management

Restaurant Management

**Human Services****Associate Degree**

Career & Technical Education Instruction

Early Childhood Education

Human Services Associate

Substance Use Disorder Counseling

**Local Certificate**

Early Childhood Infant Toddler Certificate

Early Childhood The Preschool Certificate

Early Childhood: Child Care Administration Certificate

Substance Abuse Specialty Certificate

**Technical Diploma**

Instructional Assistant

Substance Abuse Counselor Education

**WTCS Pathway Cert**

Early Childhood Licensing Basic Ages 0-2

Early Childhood Licensing Basic Ages 3 - 5

**Information Technology****Associate Degree**

IT - Computer Support Specialist

IT - Cybersecurity Specialist

IT - Data and Analytics Specialist

IT - Network Specialist

IT - Software Developer

IT-Web Development and Design

**Local Certificate**

Data Analytics & Visualization Certificate

IT Technology Support Certificate

Python Certificate

Web Programmer Certificate

**Technical Diploma**

Cisco System Administrator

IT - Computer Support Technician

IT - Web Programmer

Web Design

**WTCS Pathway Cert**

Networking



## Law, Public Safety and Security

### Associate Degree

- Criminal Justice - Law Enforcement 2
- Fire Medic
- Fire Protection Technician
- Justice & Community Advocacy
- Legal Studies/Paralegal

### Technical Diploma

- Advanced Emergency Medical Technician
- Criminal Justice-720 Law Enforcement Academy
- Emergency Medical Technician - Paramedic
- Emergency Medical Technician (EMT)
- Fire Science
- Legal Studies/Paralegal Post-Baccalaureate

### WTCS Pathway Cert

- Emergency Dispatch
- Law Office Administration
- Professional Private Investigator

## Manufacturing

### Apprenticeship

- ABC Steamfitting Apprenticeship
- Electrical & Instrumentation Apprentice
- Industrial Electrician Apprentice
- Industrial Shipbuilder Welder Apprenticeship
- Instrumentation Apprentice
- Lubrication Technician
- Machinist Apprentice
- Maintenance Mechanic/Millwright Apprentice
- Maintenance Technician Apprentice
- Metering Technician Apprentice
- Millwright – Pipefitter Apprentice
- Pipefitting Apprentice
- Welding Apprentice

### Associate Degree

- Automation Systems Technology
- Electromechanical Technology

### Local Certificate

- Additive Manufacturing Certificate
- Advanced PLC Certificate
- Automation Fundamentals Certificate
- Controls Systems Certificate
- Fluid Power Certificate
- Flux Core Welding Certificate

Industrial Maintenance Certificate  
Industrial Technician Fundamentals Certificate  
Machine Safety Certificate  
Mechanical CAD Fundamentals Certificate  
Mechanical Fundamentals Certificate  
Mechanical Technology Intro Certificate  
MIG Welding Certificate  
Motors and Drives Certificate  
Robotics Certificate  
Stick Welding Certificate  
TIG Welding Certificate  
Weld Inspection Certificate

**Technical Diploma**

CNC Technician  
Machine Tool Operation  
Metal Fabrication/Welding  
Welding

**WTCS Pathway Cert**

CNC Operator (K-12)  
Engineering Fundamentals (K-12)  
Industrial Technician Fundamentals

**Marketing, Sales and Service****Associate Degree**

Design & Graphic Technology  
Marketing  
Supply Chain Management

**Local Certificate**

Customer Service Certificate  
Design and Graphic Software Certificate  
Digital Marketing Certificate  
Marketing Communication Certificate  
Promotions and Event Management Certificate  
Social Media Design Certificate

**Technical Diploma**

Digital Marketing

**Not Otherwise Assigned****Associate Degree**

Individualized Technical Studies  
Individualized Technical Studies-Journeyworker

**Associate of Arts**

Liberal Arts - Associate of Arts

**Associate of Science**

Liberal Arts - Associate of Science

## Science, Technology, Engineering and Mathematics

### Advanced Technical Certificate

Biomedical X-Ray Service Technician

### Associate Degree

Bio-Medical Electronics

Civil Engineering Technology

Electrical Engineering Technology

Laboratory Science Technology

Mechanical Design Technology

### Local Certificate

Mechanical Drafting Certificate

## Transportation, Distribution and Logistics

### Associate Degree

Auto Collision Repair & Refinishing Technology

Automotive Technology

Diesel Heavy Equipment Technology

Diesel Medium & Heavy Truck Technology

### Local Certificate

Service Writer Certificate

### Technical Diploma

Auto Collision Repair and Refinish Technician

Automotive Maintenance & Light Repair Technician

Automotive Service Technician

Diesel Heavy Equipment Technician

Diesel Maintenance Technician

Diesel Medium and Heavy Truck Technician