

Fiscal Year 2027

BUDGET DOCUMENT

July 1, 2026 – June 30, 2027



WAUKESHA
COUNTY TECHNICAL
COLLEGE

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WAUKESHA COUNTY AREA TECHNICAL COLLEGE DISTRICT

Fiscal Year 2027 Budget

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READER'S GUIDE TO THE BUDGET DOCUMENT

Introduction

The Adopted Budget ("Budget") contains a wealth of information about many aspects of Waukesha County Technical College's (WCTC or College) operations. To make this budget document easier to use and read, this Reader's Guide and the Quick Reference Guide have been developed. The Transmittal Letter and Budget Message should assist the reader in understanding many of the key issues within this document.

What is a budget?

The Budget includes the financial planning and legal authority to obligate public funds. Additionally, the budget informs the reader of significant policy direction and goals established by WCTC. The budget serves four major functions:

- **Policy document:** The Budget functions as a policy document in that the decisions made within the Budget will reflect the general principles or plans that guide the actions taken for the future. As a policy document, the Budget makes specific attempts to link desired goals and policy direction from the Strategic Plan to the actual day-to-day activities of WCTC and the Budget.
- **Operations guide:** The Budget reflects WCTC's operations. Activities of each division have been planned, formalized, and described in the following sections. This process will help to maintain an understanding of the various WCTC operations and how they relate to each other and to the attainment of WCTC's mission and vision. In this effort, the Budget addresses areas that may not be traditional budget document topics (i.e. debt management, staffing levels, long-range planning, capital improvement plans). An Appendix section is added to provide additional information.
- **A link with the general public:** The Budget provides a unique opportunity to allow and encourage public review of WCTC's operations. The Budget describes WCTC's activities, the reason or cause for those activities, future implications, and the direct relationship to the public. An Overview section is included for this purpose.
- **A legally required financial planning tool:** The Budget is a financial planning tool. It is also a statutory requirement for WCTC. The Budget must be adopted as a balanced budget and must be in place prior to July 1 of each year. The Budget is the legal authority to expend public money and controls those expenditures by limiting the amount of the appropriations at the fund and function level. WCTC's revenues are estimated along with available cash carry forwards to indicate funds available for use. The staffs' requests for funds represent the expenditure side of the Budget.

Why prepare a budget?

The Budget Process affords both an interesting and challenging opportunity to reassess plans and overall goals and objectives in order to achieve the ends established by the WCTC Board. It is through this effort that the Budget becomes an important policy document each year. Much effort is expended to ensure the Budget and Strategic Plan are aligned in order to achieve the overall goals and objectives of WCTC.

The Budget is also a requirement by state law. The Budget, as adopted, constitutes the legal authority for expenditures. WCTC's Budget is adopted at the fund and function level so expenditures may not legally exceed appropriations at this level without WCTC Board approval. During the year staff may request budget

modifications of the Board to reallocate funds between functions within a fund. If new revenue sources become available during the year, staff may request the Board to modify the Budget. All unused appropriations lapse at year end. Unexpended resources must be re-appropriated in a subsequent year in order for them to be available for use.

How does the Budget work?

The planning process, in many respects, is an ongoing, year-round activity. The formal strategic planning process begins in July with reviews and updates made to the existing Strategic Plan. Formal budget planning begins in December and ends when the Board adopts the Budget in June. Throughout the year the Board and staff seek input from students, employers, business and industry, customers, taxpayers, and others. Environmental scanning takes place all year long.

The Budget and policies are implemented through individual departments. The Financial Accounting Services Office monitors the accounting controls. The Budget is monitored by a reporting system including reports that are available to staff which compare actual expenditures and revenues with the Budget.

If new sources of funds become available during the year or funds need to be reallocated between funds or between functions, the Financial Accounting Services Office will work with the Board to seek a modification of the Budget. These modifications require a two-thirds vote by the Board.

How is the Budget structured?

The Budget is divided into eight sections. These sections focus on the following information:

- **Overview section:** This section contains a Transmittal Letter and Budget Message that gives the reader a broad picture of what is happening at WCTC, where WCTC is going, and what its intentions are. This section includes policies and other factors that helped guide the budget development process. This section also gives the reader information about how WCTC is structured and information about WCTC in relationship to the community and other technical colleges. It also gives the reader the big picture of the Budget.
- **General Fund:** Most of WCTC's activities are located in the General Fund. In addition to financial summaries, this section includes the operational plans of the various divisions within WCTC.
- **Special Revenue Fund:** This section contains information about two Special Revenue Funds. The Special Revenue – Operating Fund is used to record and track grant activity that WCTC is involved in. Information about the grants that WCTC expects to receive next year is included. The Special Revenue – Non-Aidable Fund is used to record and track activity where WCTC is either a trustee or fiscal agent for funds of others.
- **Capital Projects Fund:** This section gives the reader information about the capital equipment and capital projects portion of the Budget.
- **Debt Service Fund:** This section gives the reader information about the amount of debt WCTC has outstanding as well as information about its plans to borrow future debt.
- **Proprietary Fund:** This section contains information about the Proprietary Funds WCTC operates. The Enterprise Funds include such activities as the Bookstore, Child Development Center, and the Classic Room Restaurant.
- **Fiduciary Fund:** This section contains information about the OPEB (other post-employment benefits) Trust WCTC has established to fund post-employment benefits for staff and retirees.

- **Appendix section:** This section includes statistical information about WCTC and the community. It also includes a glossary of terms and acronyms used within this document.

QUICK REFERENCE GUIDE

The following information should assist the reader with answering some of the more commonly asked questions about the Waukesha County Technical College budget:

To answer these questions	Refer to	Page
What is WCTC's vision and mission?	Strategic Plan	18
What are the major policy issues in the budget?	Budget Message Policies	9 20
What are WCTC's major expenditures?	Combining Budget Summary Combined Budget Summary	14 35
What are WCTC's major revenue sources?	Combining Budget Summary Combined Budget Summary Revenue Analysis	14 35 38
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What activities do the divisions perform?	General Fund divisional write-ups	57 - 64
What is WCTC's web address?	http://www.wctc.edu	

Fiscal Year 2027

BUDGET DOCUMENT



Overview



WAUKESHA
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To the Waukesha County Technical College community:

The WCTC Board of Trustees is pleased to present the fiscal year 2026/27 (FY 27) Adopted Budget. The Board has kept in mind the needs of the taxpayers, students, and other customers as staff prepared the budget. The FY 27 Budget consists of an expenditure budget of 135,471,392 (6.18% increase) and a revenue budget of \$111,899,082 (1.56% decrease). As a college, WCTC plans to issue \$13,000,000 in general obligation promissory notes to offset the cost of capital expenditures. The remainder of the budget will be funded with funds set aside in prior years, which WCTC plans on using in FY 27, primarily for one time large capital initiatives.

The budget focuses on realizing the Board End Statements: Students will obtain the critical life, occupational and technical skills needed to achieve their educational goals at an affordable cost. Taxpayers will benefit from customer-driven educational services provided through efficient and effective use of limited resources. Employers will be able to develop and maintain a skilled workforce through available and accessible educational offerings.

The FY 27 budget contains a decreased property tax mill rate from fiscal year 2025/26 (FY 26) with an estimated operational levy increase of \$609,876. The mill rate decrease means a property owner would pay \$24.50 in property tax for every \$100,000 of property owned, which is \$0.09 less than they paid in FY 26.

The WCTC Board is proud of the accomplishments WCTC has made to help move the college forward so it can continue to provide the highly skilled and trained workforce necessary for economic development in WCTC's district. The WCTC Board feels it has been very responsive to the needs of its students and other customers while maintaining fiscal responsibility to the taxpayers. It is WCTC's intention to continue providing the quality of service it has provided in the past while acknowledging the needs of its students and taxpayers. The WCTC Board appreciates the opportunity to serve you.

Sincerely,

Dr. Richard G. Barnhouse
WCTC President

Brian K. Baumgartner
WCTC Board Chairperson



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To the WCTC Board of Trustees:

We are pleased to submit the 2026-27 Budget to you for your adoption. This budget was prepared using Waukesha County Technical College's (WCTC) mission and vision statements which are used in guiding the College's strategic planning process and key decision-making. Our goal is to ensure WCTC remains financially sound while continuing to provide quality programming to our students, maintaining an engaged and passionate employee group, serving our taxpayers, and meeting the workforce needs of our region. WCTC remains accountable to all College stakeholders by accurately reporting its planned use of resources along with the results of those efforts to achieve College objectives.

The 2026-27 budget plan reflects the efforts of the WCTC Board of Trustees, administration, and staff to allocate resources to support the quality educational programs and services we provide to the residents of the WCTC district. This budget includes a mill rate of 0.24495 for 2026-27 as compared to the 0.24590 that was levied for 2025-26.

The following decision-making criteria were used in budget planning and resource allocation:

- Student impact
- Program viability (current & future)
- Employers' needs for a trained workforce
- Sustainability & financial viability
- Repairs and maintenance
- Organizational impact to the college as a whole
- Sustaining current College commitments and investments
- Workload and staffing
- Reallocate resources whenever possible

Major Initiatives

Some of the major initiatives planned for 2026-27 are:

- **Building Toward the Modern College:** WCTC continues its long-term evolution toward becoming a future-ready, student-centered institution. Several large-scale initiatives are underway to enhance academic offerings, technology, and student services—all with the goal of meeting the rapidly changing needs of our community and workforce.
 - **Applied Artificial Intelligence Program Expansion** – Continue the growth of WCTC's Applied Artificial Intelligence programs, including the launch of the third year of the degree pathway, to meet evolving workforce demands and position the College as a leader in emerging technology education.
 - **Artificial Intelligence Integration Across College Operations** – Advance the use of artificial intelligence tools and automation across administrative and operational functions to improve efficiency, enhance service delivery, support employees, and create a more responsive student experience.
 - **Enterprise Systems Modernization** – Continue planning and preparation for the modernization of the College's core administrative systems, including finance, human

- resources, payroll, and student services, to improve functionality, security, integration, and long-term operational effectiveness.
- **Emergency Medical Services Workforce Expansion** – Expand Emergency Medical Services and Paramedic programming capacity to address regional workforce shortages, increase access to training opportunities, and support the healthcare and public safety needs of the communities served by WCTC.
- **Data-Informed Decision Making and Analytics** – Strengthen the College's data and analytics capabilities through investments in modern data infrastructure, including implementation of a data lake and enhanced reporting tools, to support strategic planning, operational effectiveness, and evidence-based decision making across the institution.
- **Student Access, Growth, and Success: WCTC continues to invest in innovative pathways and support services that expand access to higher education, strengthen student success, and respond to evolving workforce and community needs:**
 - Expand opportunities for high school students through dual credit, academy, and early college pathways that accelerate progress toward credentials and careers.
 - Enhance flexible learning options, technology resources, and student support services that improve access, persistence, and completion for diverse learner populations.
 - Strengthen outreach and engagement strategies that connect adult learners, career changers, and underserved populations with high-demand educational opportunities.
 - Continue development of transfer-oriented associate degree pathways and workforce-aligned programs that support both educational attainment and regional talent needs.

Challenges

While WCTC is making bold advancements, the College continues to plan for and navigate challenges in the higher education landscape:

- **Enrollment Headwinds**
 - **Changing Workforce Dynamics:** A strong regional labor market continues to provide attractive employment opportunities for prospective students. While workforce participation can influence enrollment decisions, it also creates opportunities for WCTC to expand workforce training, upskilling, reskilling, and employer-sponsored education programs that meet evolving labor market needs.
 - **Evolving Higher Education Marketplace:** Students have an increasing number of educational options, including traditional colleges, online providers, industry certifications, and direct-to-employment pathways. WCTC's focus on affordable, high-quality, workforce-aligned education, strong transfer opportunities, and employer partnerships remains a key differentiator.
 - **Demographic Shifts:** Long-term projections indicate a decline in the number of traditional high school graduates within the College's service area. Continued enrollment growth will require expanded engagement with adult learners, career changers, dual credit students, and other populations seeking flexible educational pathways and workforce advancement opportunities.
 - **Workforce Demand and Program Alignment:** Rapid changes in technology, healthcare, advanced manufacturing, and other high-demand industries require ongoing investment in curriculum development and program innovation to ensure graduates possess the skills needed by employers and communities.
- **Enrollment Forecasting and Budgeting**

Enrollment is influenced by numerous external factors—labor market shifts, demographics, and economic conditions. WCTC is budgeting conservatively for FY 2027, projecting relatively flat to slightly decreasing FTE levels, with a continued academic goal to increase FTEs through targeted growth areas and program innovation.

Advancing The Modern College Vision

WCTC remains fiscally strong and mission driven. The College is committed to:

- Investing in student support and success technologies.
- Ensuring programs are viable, high-quality, and responsive to local labor needs.
- Fostering a culture of innovation and continuous improvement across all areas of the College. This includes encouraging cross-functional collaboration, piloting new instructional models, and using data to drive decisions that enhance student outcomes and operational effectiveness.

Despite the evolving higher education landscape, WCTC is embracing change with purpose and optimism. Through bold innovation, strategic partnerships, and an unwavering focus on student success, the College is well-positioned to lead as a modern, agile institution—ready to meet the needs of today’s learners and tomorrow’s workforce.

Acknowledgements

The preparation of this report was completed through the cooperative efforts of all departments at WCTC. We express our appreciation to the staff for their many long hours in the preparation of this budget and executing initiatives. In addition, we convey our appreciation to the WCTC Board for their interest and support in planning and conducting the financial operations of WCTC in a responsible and progressive manner.

Respectfully submitted,



Dr. Richard G. Barnhouse
President



Kristine Golz
VP Finance & Administration | CFO

COMBINING BUDGET SUMMARY

Fiscal Year July 1, 2026- June 30, 2027

	Governmental Funds					Proprietary Funds		Combined
	Operating Funds							
	Special Revenue							
	General	Operating	Non- Aidable	Capital Projects	Debt Service	Internal Service	Enterprise	Total
REVENUES								
Local Government	13,100,764	576,910	154,633	-	10,200,000	-	-	24,032,307
State	52,858,806	1,620,130	1,449,204	179,806	-	-	-	56,107,946
Program Fees	13,800,000	-	-	-	-	-	-	13,800,000
Material Fees	790,000	-	-	-	-	-	-	790,000
Other Student Fees	907,500	-	925,000	-	-	-	-	1,832,500
Institutional	3,184,000	953,430	10,000	200,000	500,000	575,000	3,495,500	8,917,930
Federal	-	1,254,320	5,127,079	12,000	-	-	25,000	6,418,399
Total Revenues	84,641,070	4,404,790	7,665,916	391,806	10,700,000	575,000	3,520,500	111,899,082
EXPENDITURES								
Instruction	50,165,888	2,565,715	424,416	3,588,086	-	-	-	56,744,105
Instructional Resources	1,411,337	31,520	-	-	-	-	-	1,442,857
Student Services	9,430,953	1,249,805	7,241,500	-	-	-	-	17,922,258
General Institutional	17,580,950	407,750	-	6,100,000	-	-	-	24,088,700
Physical Plant	6,201,942	-	-	13,796,100	11,123,000	-	-	31,121,042
Auxiliary Services	-	-	-	-	-	641,055	3,511,375	4,152,430
Total Expenditures	84,791,070	4,254,790	7,665,916	23,484,186	11,123,000	641,055	3,511,375	135,471,392
Net Revenue/(Expenditures)	(150,000)	150,000	-	(23,092,380)	(423,000)	(66,055)	9,125	(23,572,310)
OTHER SOURCES/(USES)								
Operating Transfer In/(Out)	150,000	(150,000)	-	-	-	-	-	-
Proceeds from Debt	-	-	-	13,000,000	-	-	-	13,000,000
Total Other Sources/(Uses)	150,000	(150,000)	-	13,000,000	-	-	-	13,000,000
TRANSFERS TO/(FROM) FUND BALANCE								
Reserve for Prepaids & Inventories	-	-	-	-	-	-	-	-
Reserve for Post-Employment Sick Pay	-	-	-	-	-	-	-	-
Reserve for Capital Outlays	-	-	-	(10,092,380)	-	-	-	(10,092,380)
Reserve for Debt Service	-	-	-	-	(423,000)	-	-	(423,000)
Reserve for Financial Aid	-	-	-	-	-	-	-	-
Reserve for Student Organizations	-	-	-	-	-	-	-	-
Retained Earnings	-	-	-	-	-	(66,055)	9,125	(56,930)
Designated for Operations	-	-	-	-	-	-	-	-
Total Transfers To/(From) Fund Balance	-	-	-	(10,092,380)	(423,000)	(66,055)	9,125	(10,572,310)
Beginning Fund Balance	59,423,914	1,197,664	1,615,418	24,729,607	2,204,913	3,134,033	2,217,744	94,523,293
Ending Fund Balance	59,423,914	1,197,664	1,615,418	14,637,227	1,781,913	3,067,978	2,226,869	83,950,983

FISCAL IMPACT SUMMARY

General Fund

The General Fund includes \$84.6 million in revenue and \$84.8 million in expenditures, which is up from \$83.5 and \$83.7 million respectively in 2026-27. The increase in revenue due to a property tax levy increase based on estimated net new construction within the WCTC district, along with increases in tuition related revenues resulting from nearly stable enrollments and an increase in the tuition rate. The mill rate is projected to increase slightly from fiscal year 2025-26 at \$0.25 per \$1,000 of property valuation. Expenditure increases are due to normal cost increases and new or expanded initiatives.

Special Revenue Fund

The Special Revenue – Operating Fund includes \$4.4 million in anticipated revenue and expenditures respectively, as compared to the \$3.7 million of expenses in 2025-26. This budget was based on anticipated external federal and state grants to be received in 2026-27.

The Special Revenue – Non-Aidable Fund includes \$7.7 million in revenue and expenditures respectively. This is relatively flat compared to the revenue and expenditures in 2025-26. The majority of these funds are state and federal financial aid to be disbursed to students to pay for tuition and fees. WCTC also acts as fiscal agent for other agencies. These grants are recorded in this fund since WCTC does not receive state aid for these expenditures, does not provide the services, and needs to isolate these activities from the operating funds.

Capital Projects Fund

The Capital Projects Fund includes \$0.4 million in projected revenue and \$23.5 million in expenditures. For comparison 2025-26 incorporated revenue of \$4.1 million in 2025-26 and expenditures of \$17.6 million in 2025-26. In fiscal year 2025-26 WCTC had a large donor funded project, whereas in fiscal year 2026-27 WCTC has planned for a large mechanical infrastructure project, which is funded through previously designated reserves.

WCTC will fund \$13.0 million of capital expenditures through general obligation promissory notes. Over the next four or five years, WCTC anticipates it will issue approximately \$13.0 million annually in debt to fund projects included in its Facility Master Plan as well as other capital needs. As previously discussed, WCTC will utilize \$10.1 million of the fund balance to cover the remainder of the costs as previously planned.

Debt Service Fund

The Debt Service Fund includes \$10.7 million in revenue and \$11.1 million in expenditures, respectively. WCTC plans to increase borrowing in FY 27 and is structuring debt repayment schedules to allow for a gradual increase in levy for repayment.

Enterprise Fund

The Enterprise Fund includes \$3.5 million in revenue and expenditures respectively for 2026-27 which is flat as compared to 2025-26.

Internal Service Fund

The Internal Service Fund includes \$575,000 in projected revenue and \$641,055 in expenditures for self-funded dental insurance and wellness activities. This is relatively consistent with the \$615,000 in revenue and \$641,000 in expenditures when compared to 2025-26.

One-time Use of Fund Balance

WCTC does not use fund balance for ongoing operations, which is consistent with Board policy. However, there are times WCTC does utilize fund balance for one-time activities. For 2026-27, WCTC plans on utilizing fund balance for the following one-time activities:

- **Capital Fund:** WCTC plans to utilize \$10,092,380 of fund balance to fund capital projects included in the FY27 budget. The planned use of reserves is primarily attributable to significant infrastructure investments, including a major mechanical systems project, for which the College has strategically set aside funds over several years.
- **Debt Service Fund:** WCTC plans on utilizing \$423,000 of reserves built up from premiums received on issuance to offset Fiscal Year 27 debt service costs.
- **Internal Service Fund:** The Internal Service Fund balance has built up over time and \$66,055 has been budgeted to be used for wellness and related initiatives to help reduce insurance costs.

IMPACT ON TAXPAYER

How does the budget affect the taxpayer?

WCTC is considered a unit of government by the state of Wisconsin. By statute, it has authority to levy taxes to cover the services it provides. Annually WCTC is required to adopt a balanced budget. During the budget process, it determines how much tax levy is needed to meet the needs of the budget. In October of each budget year, the WCTC Board approves the amount of tax levy to be assessed against each municipality within the district.

By state statute, WCTC cannot increase the operational tax levy by more than the percent increase of net new construction for the year plus one-half of one percent of unused operational levy increase from the prior year. There is no limit on the amount that can be assessed for debt service. However, state statutes limit how much debt WCTC can issue without a referendum. In this way, the statutes put controls on the technical colleges for tax levy and borrowing.

WCTC levies tax with the municipalities based on **equalized valuation** as determined by the Wisconsin Department of Revenue. WCTC bills the municipalities based on mill rates. A **mill rate** is the amount of taxes billed per \$1,000 of property valuation. The tax rates shown within this document are based on equalized valuations that are billed to the municipalities, not on assessed property valuations billed to the taxpayer.

The municipalities, in turn, bill the taxpayers of those municipalities based on **assessed valuation**. Therefore, the mill rate assessed by one municipality for taxes due to WCTC can be different than the mill rate assessed by another municipality. These rates may be higher or lower than the mill rate billed to the municipalities by WCTC based on equalized valuation.

For WCTC's 2026-27 budget, the estimated amount the municipalities within the district will be billed is \$0.14 for operations and \$0.10 for debt for a total of \$0.24 per \$1,000 of equalized valuation. This is based on the assumption that equalized valuation will **increase by 3.0%**. For each \$100,000 of property value the municipality would be billed \$24.50, which is \$0.09 less than in the prior year.

The municipality, in turn, will bill the taxpayer based on assessed valuation. The municipality determines the assessed valuation for properties within the municipality. Equalized valuation is determined by the Wisconsin Department of Revenue based on a formula that standardizes property values across all municipalities within the state.



HORIZON STATEMENT

To be the modern **COMPREHENSIVE** regional college that **IGNITES** people to **THRIVE** in a changing world.

AIMS

FOR THE
MODERN
COLLEGE



SHAPE THE FUTURE OF HIGHER EDUCATION

Transform WCTC to meet the needs of the 21st century.



THRIVING ACADEMIC MISSION

Deliver an unparalleled education in a rapidly changing world.



CULTIVATE INCLUSIVE EXPERIENCES

Foster an environment where people reach their full potential.



VITAL COLLABORATIVE ALLIANCES

Ensure successful partnerships and community prosperity.



PREMIER REGIONAL HUB

Evolve into a vibrant, multifaceted heart of the community.



SLEEK, SIMPLE, INTUITIVE

Streamline all college functions.

POLICIES

A number of policies provide the context for planning and developing the budget in any given year. Fiscal policies address the acquisition and general allocation of resources: cash management, reserves, debt service, etc. Programmatic policies focus on what is done with those resources and how it is accomplished. Long-term policies deal with broad goals that vary little from year to year. Short-term policies are specific to the budget year. Policies address the key issues and concerns that frame the task at hand – preparing a balanced budget that effectively achieves WCTC’s priorities within the context of current and expected economic and political realities.

Fiscal policies

Debt management

The WCTC Board has taxing powers and may incur long-term debt obligations. By statute WCTC cannot have bonded indebtedness greater than 2% of equalized valuation and aggregate indebtedness greater than 5% of equalized valuation. WCTC structures its debt in such a way as to maintain a stable tax levy requirement in the Debt Service Fund. WCTC also structures its debt to be repaid over a five-to-ten-year period or less for any bond or note issue that is not part of a referendum. Referendum-related issues may be paid off over a ten to twenty-year period, depending on the size of the referendum. WCTC annually borrows funds to pay for new construction, land improvements, building improvements, site improvements, and capital equipment that are budgeted in the Capital Projects Fund. WCTC does not borrow funds short-term for operations.

Long-term liabilities

Responsible financial management means looking beyond the next fiscal year to potential liabilities that can impact WCTC in the future. Post-employment sick pay and other post-employment benefits are long-term costs that have been addressed. Annually WCTC has an actuarial calculation done of its post-employment benefits liability to document the financial impact of this benefit. Beginning in FY 07, WCTC created an irrevocable OPEB trust to fund its post-employment benefits and continued to fund the trust to reduce and, eventually, eliminate this liability. WCTC also made changes to its post-employment benefits in order to significantly reduce the liability.

Accounting systems

WCTC is committed to the development of good management systems and controls. Significant efforts are made to employ qualified personnel. Likewise, systems are conscientiously developed within which WCTC employees can function effectively and which provide appropriate levels of supervision, internal controls, and segregation of job duties.

Internal control

In developing and modifying WCTC’s accounting system, consideration is given to the adequacy of internal controls. Internal accounting controls are designed to provide reasonable, but not absolute, assurance regarding the safeguarding of assets against loss from unauthorized use or disposition and the reliability of financial records for preparing financial statements and maintaining accountability for assets.

Cash management

WCTC has adopted an investment policy, which restricts investments to time deposits that mature in not more than one year, US treasury obligations, repurchase agreements, US instrumentalities, and other high-grade securities that comply with Wisconsin statute 66.04(a). WCTC structures its investments to ensure

sufficient funds are available to meet all obligations when due and to provide for safety, liquidity, return, and diversification – in that order.

Revenue estimates

In order to maintain good fiscal integrity, WCTC uses conservative estimates when forecasting revenues so that actual revenues equal or exceed the budgeted revenues.

Balanced budget

State statutes require WCTC to prepare an annual budget. The WCTC Board controls the budget by controlling the rate of growth to the tax levy. WCTC staff must present a balanced budget to the Board that meets the budget guidelines as established by the Board. The budget is balanced when revenues plus other sources equal expenditures plus other uses.

Balanced Budget	
Total revenues	\$111,899,082
Other sources of revenue	13,000,000
Planned use of fund balance	<u>10,572,310</u>
Available sources of funds	135,471,392
Total expenditures	<u>135,471,392</u>
Net budget	<u>\$ -</u>

Maintenance of fund balance

State statutes prohibit the technical colleges from maintaining any unreserved and undesignated fund balances. WCTC maintains fund balances to cover prepaid expenditures and inventories, operations, post-employment sick pay, capital projects, debt service, student organizations, student financial assistance, retained earnings, and funds designated for subsequent year(s). WCTC does not utilize fund balance to fund ongoing operations. Any use of fund balance is for one-time-only expenditures and emergencies. For Proprietary Funds whose retained earnings have exceeded planned levels, WCTC may implement a planned, gradual drawdown of those funds.

Proceeds from the issuance of general obligation promissory notes are not always spent in the year the funds are received. As a result, WCTC's budget may include re-appropriating some of these funds in future years.

When WCTC creates the Debt Service budget, the principal and interest that is due on debt already issued is known. New debt issuance is anticipated, and any amount of principal and interest on the new debt will need to be repaid in the budget year. The amount earned on the levy funds between the time they are received and when payment needs to be made is estimated. When differences occur between actual and projected, WCTC may have additional funds in its fund balance. WCTC will re-appropriate these funds in future years to help repay debt in those years in order to keep the levy amount low and stable.

Contingencies

WCTC maintains a Designated for Operations account in its fund balance in the General Fund that can be accessed for emergencies and to help with cash flow in order to avoid short-term borrowing. A similar

account is maintained in the Special Revenue – Operating Fund to be used for additional matching for grants if the budgeted levy for the year is insufficient for new grants that may become available during the year.

Bond rating

WCTC values fiscal integrity and strives to retain its AAA bond rating with each debt issue.

Risk management

WCTC maintains a risk management program that includes a risk manager, a comprehensive insurance program designed to meet WCTC's needs, active security and safety committees and programs oriented to the identification and avoidance of risk, as well as regular meetings with employees covering risk management.

Independent audit

WCTC hires a certified public accounting firm to conduct an independent audit of its accounting records in compliance with generally accepted accounting and auditing standards and in compliance with the Single Audit Act requirements. WCTC Board policy and state law require an annual audit of the financial statements of WCTC by an independent certified public accountant. WCTC does not maintain an internal audit staff; however, internal audit and operation review services are purchased on an as-needed basis from an independent auditor.

Planning processes

WCTC integrates a number of planning processes into its daily activities. These processes are also integrated into the resource allocation processes, which include financial, human, and capital resources.

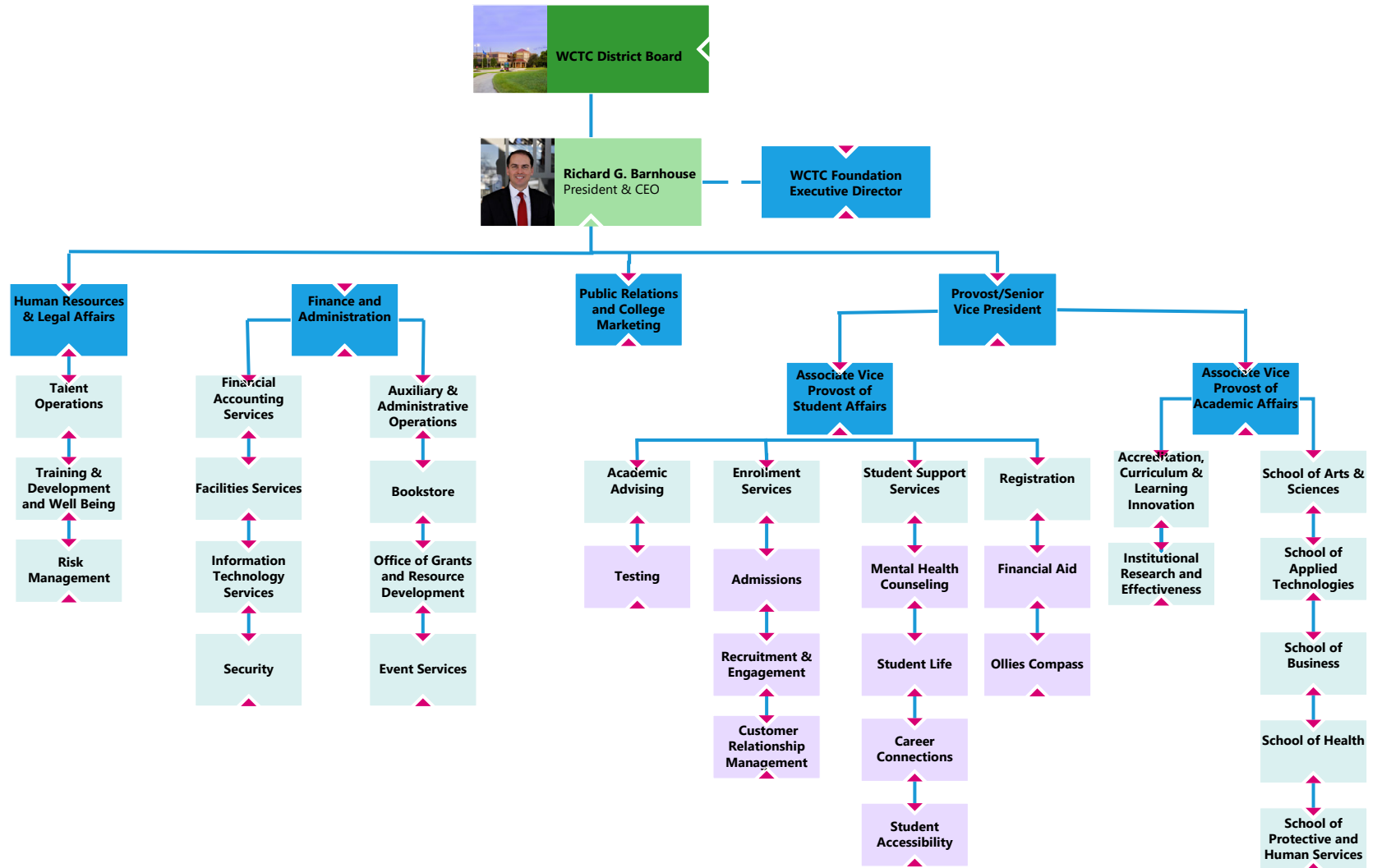
Strategic planning

Strategic planning provides a clear focus and direction. The strategic planning process is fully integrated with other planning processes such as academic planning, budgeting, technology planning, resource allocation, capital improvement planning, program planning, etc.

WCTC's strategic planning process includes the development of vision and mission statements which helps steer WCTC on the desired path. The ends statements describe the benefits or long-term results that are desired for WCTC students and other customers and define the expectations of WCTC in meeting its mission. The development of strategic goals helps guide WCTC in achieving its mission, vision, and ends statements.

Annually WCTC reviews this framework and modifies the above documents as necessary. Once the Strategic Plan has been reviewed and updated, the various divisions within WCTC develop action plans that align with WCTC's strategic goals.

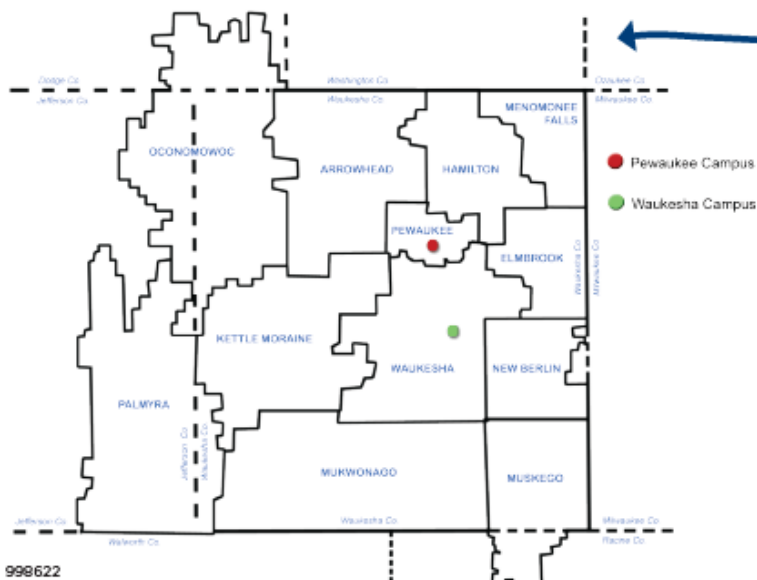
These action plans are prepared throughout the fiscal year. Resource allocation, which includes economic, human, facilities, and equipment resources, are allocated based on needs identified in these plans. The budget is one component of the resource allocation process. Budget development responds to the planning guidelines established in the various planning processes.



WISCONSIN TECHNICAL COLLEGE SYSTEM

WTCS Technical Colleges

WCTC is one of sixteen technical colleges in Wisconsin. The Technical College boundaries are determined by the K-12 school districts. WCTC's district is composed of twelve K-12 school districts.



**WAUKESHA
 COUNTY TECHNICAL
 COLLEGE**

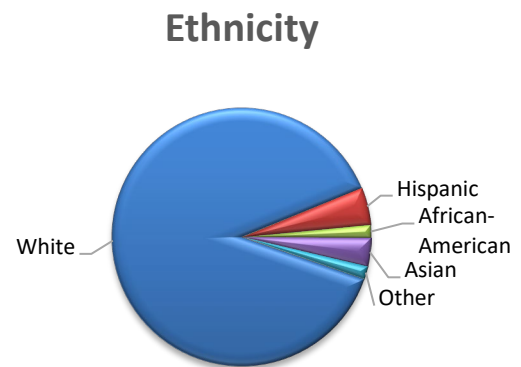
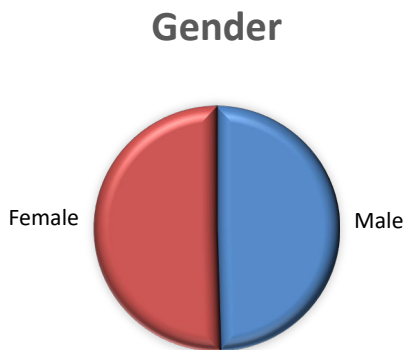
Hands-on Higher Ed

DISTRICT PROFILE

Taxing district

Located in Pewaukee, Wisconsin, WCTC's main campus is 20 miles west of the City of Milwaukee and approximately 60 miles east of the state capital in Madison. WCTC encompasses approximately 600 square miles of which 95% is in Waukesha County, 2% in Jefferson County, 1% in Dodge County, and 3% in Racine County and the local municipalities (7 cities, 19 towns, and 21 villages) located therein.

- WCTC was organized as a Waukesha city institution in 1923.
- Between 1923 and 1963 WCTC's programs served apprentices, adults, full-time compulsory-age students and employed part-time students attending school one day per week under a work permit.
- In 1967, WCTC dropped its status as a city institution and became a county-based district known as the Waukesha County Technical Institute.
- In 1973 WCTC's legal name was officially changed to the Waukesha County Area Vocational, Technical and Adult Education District.
- In 1987 WCTC became known as Waukesha County Technical College based on action taken by the WCTC Board and the Wisconsin Technical College System Board; however, its legal name still remained the same.
- In July 1994 WCTC's legal name was officially changed to Waukesha County Area Technical College District. The primary purpose of the name change was to communicate more clearly the nature of higher education's offerings. WCTC's mission and legislative authority have not changed. WCTC's authority includes granting associate of applied science degrees and offering basic skills training.



Our students

Students enrolled in post-secondary classes range in age from 14-84 with a median age of 23 and represent diversified socio-economic backgrounds. Following graduation, 62% of WCTC's former students reside and 51% work in WCTC's taxing district, and 85% are employed in the Milwaukee Metropolitan area. Eighty-two percent of employed graduates are employed in jobs related to their education. Annually more than 21,000 citizens take advantage of educational opportunities offered by WCTC.

Our campuses

In addition to the main campus in Pewaukee, WCTC operates on another campus where full-time staff are assigned, in Waukesha. Campus locations and square footages are summarized as follows:

- **Pewaukee campus**, 800 Main Street, Pewaukee – 710,308 square feet
- **Waukesha campus**, 327 E Broadway, Waukesha – 45,010 square feet

Below is an aerial view of the Pewaukee campus taken when school was not in session. Behind the campus is Pewaukee High School, surrounding neighborhoods, and Pewaukee Lake.



BOARD MEMBERSHIP

Board members are qualified to serve and provide a critical balancing perspective on WCTC's vision and direction. The membership consists of two employers, two employees, three citizen members, one public school administrator, and one elected official. Board members are appointed by an Appointment Committee consisting of the chair of each of the four County Boards in the district. Members of the Board serve three-year terms. Regular Board meetings are held once per month and are open to the public. If necessary, additional periodic meetings are scheduled as well. Board members receive no compensation for their services but are reimbursed for actual and necessary expenses in the performance of their duties.

- **Brian K. Baumgartner, Chairperson** is the Business Representative Glaziers Local 1204/941 of the International Union of Painters and Allied Trades District Council 7 (IUPAT DC7), lives in the Town of Lisbon, and was appointed to the Board in September 2018.
- **Courtney R. Bauer, Vice Chairperson**, is a Special Agent/Deputy State Fire Marshall with the Wisconsin Department of Justice – Division of Criminal Investigation, lives in the Town of Lisbon, and has been a Board member since 2016.
- **Ryan J. Clark, Secretary/Treasurer**, is the Director of Manufacturing Operations at Bruno Independent Living Aids. He lives in the City of Delafield and was appointed to the Board in July 2021.
- **Michael Cady** is the superintendent of the Pewaukee School District. He lives in Pewaukee and was appointed to the Board in July 2024.
- **Rob Ewing** is the President of Wenthe-Davidson Engineering Company in New Berlin, Wisconsin. He lives in the town of Merton and was appointed to the Board in July 2024.
- **Stephanie A. Reisner** is the President and CEO of GPS Education Partners in Waukesha, Wisconsin. She lives in the Waukesha area and was appointed to the Board in January 2022.
- **Jamie J. Stahulak** is a Vice President at HDR Engineering, Inc. He lives in Pewaukee and was appointed to the Board in July 2023.
- **Amanda Busche** is Business Development Manager at VJS Construction. She is a resident of Pewaukee. She was appointed to the Board in July 2025.
- **Barb Dittrich** is the State Representative from the 99th Assembly District. She lives in Oconomowoc. She was appointed to the Board in July 2025.

GENERAL FUND
2026/27 Budgetary Statement of
Resources, Uses, and Changes in Fund Balance

	2024/25	2025/26	2025/26	2025/26	2026/27
	Actual	Adopted	Modified	Estimate	Budget
REVENUES					
Local Government	11,372,604	12,406,200	12,534,231	12,534,231	13,100,764
State Aids	52,986,038	52,756,535	52,764,702	52,491,500	52,858,806
Program Fees	14,202,538	13,125,000	13,125,000	13,885,000	13,800,000
Material Fees	812,758	775,000	775,000	770,000	790,000
Other Student Fees	1,046,734	807,500	807,500	1,050,000	907,500
Institutional	4,759,876	3,650,000	3,650,000	3,450,000	3,184,000
Federal	24,012	-	-	25,000	-
Total Revenue	85,204,560	83,520,235	83,656,433	84,205,731	84,641,070
EXPENDITURES					
Instruction	44,757,352	49,579,190	50,963,190	46,000,000	50,165,888
Instructional Resources	1,240,332	1,426,410	1,460,410	1,275,000	1,411,337
Student Services	8,651,735	9,633,607	9,876,397	8,800,000	9,430,953
General Institutional	14,604,877	16,855,816	17,322,224	15,200,000	17,580,950
Physical Plant	5,695,087	6,175,212	6,252,212	6,200,000	6,201,942
Total Expenditures	74,949,383	83,670,235	85,874,433	77,475,000	84,791,070
Net Revenue/(Expenditures)	10,255,177	(150,000)	(2,218,000)	6,730,731	(150,000)
OTHER SOURCES/(USES)					
Operating Transfer In/(Out)	(5,500,000)	150,000	150,000	150,000	150,000
Total Other Sources/(Uses)	(5,500,000)	150,000	150,000	150,000	150,000
Total Resources/(Uses)	4,755,177	-	(2,068,000)	6,880,731	-
TRANSFERS TO/(FROM) FUND BALANCE					
Reserve for Prepaids & Inventories	30,619	-	-	3,789	-
Designated for Operations	297,000	-	(2,068,000)	623,000	-
Designated for State Aid Fluctuations	40,000	30,000	-	(50,000)	40,000
Designated for Subsequent Years	70,000	40,000	-	(78,000)	50,000
Designated for Subsequent Year	4,317,558	(70,000)	-	6,381,942	(90,000)
Total Transfers To/(From) Fund Balance	4,755,177	-	(2,068,000)	6,880,731	-
Beginning Fund Balance	47,788,006	52,508,443	52,543,183	52,543,183	59,423,914
Ending Fund Balance	52,543,183	52,508,443	50,475,183	59,423,914	59,423,914

*Actual is presented on a budgetary basis

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

SPECIAL REVENUE FUND - OPERATING
2026/27 Budgetary Statement of
Resources, Uses, and Changes in Fund Balance

	2024/25	2025/26	2025/26	2025/26	2026/27
	Actual	Adopted Budget	Modified Budget	Estimate	Budget
REVENUES					
Local Government	757,400	536,700	536,700	536,700	576,910
State Aids	1,445,388	1,362,200	1,362,200	1,362,200	1,620,130
Program Fees	-	-	-	-	-
Material Fees	2,451	3,000	3,000	2,000	-
Other Student Fees	78,321	57,000	57,000	70,000	-
Institutional	1,234,053	990,000	990,000	1,184,000	953,430
Federal	1,030,897	836,400	836,400	858,800	1,254,320
Total Revenue	4,548,510	3,785,300	3,785,300	4,013,700	4,404,790
EXPENDITURES					
Instruction	2,699,151	2,478,300	2,478,300	2,600,000	2,565,715
Instructional Resources	4,374	-	-	2,500	31,520
Student Services	1,191,477	1,026,200	1,026,200	1,080,000	1,249,805
General Institutional	306,047	130,800	130,800	225,000	407,750
Physical Plant	-	-	-	-	-
Total Expenditures	4,201,049	3,635,300	3,635,300	3,907,500	4,254,790
Net Revenue/(Expenditures)	347,461	150,000	150,000	106,200	150,000
OTHER SOURCES/(USES)					
Operating Transfer In/(Out)	-	(150,000)	(150,000)	(150,000)	(150,000)
Total Other Sources/(Uses)	-	(150,000)	(150,000)	(150,000)	(150,000)
Total Resources/(Uses)	347,461	-	-	(43,800)	-
TRANSFERS TO/(FROM) FUND BALANCE					
Reserve for Prepaids & Inventories	-	-	-	-	-
Designated for Operations	347,461	-	-	(43,800)	-
Total Transfers To/(From) Fund Balance	347,461	-	-	(43,800)	-
Beginning Fund Balance	894,003	1,010,963	1,241,464	1,241,464	1,197,664
Ending Fund Balance	1,241,464	1,010,963	1,241,464	1,197,664	1,197,664

*Actual is presented on a budgetary basis

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

SPECIAL REVENUE FUND - NON-AIDABLE
2026/27 Budgetary Statement of
Resources, Uses, and Changes in Fund Balance

	2024/25	2025/26	2025/26	2025/26	2026/27
	Actual	Adopted Budget	Modified Budget	Estimate	Budget
REVENUES					
Local Government	151,500	151,500	151,500	142,250	154,633
State Aids	1,377,221	1,366,757	1,366,757	1,309,669	1,449,204
Other Student Fees	986,302	900,000	900,000	942,250	925,000
Institutional	11,878	10,000	10,000	10,000	10,000
Federal	5,185,669	5,274,703	5,274,703	5,059,112	5,127,079
Total Revenue	7,712,570	7,702,960	7,702,960	7,463,281	7,665,916
EXPENDITURES					
Instruction	269,346	333,160	333,160	263,479	424,416
Student Services	7,123,150	7,372,300	7,316,300	6,953,102	7,241,500
General Institutional	-	-	-	5,450	-
Total Expenditures	7,392,496	7,705,460	7,649,460	7,222,031	7,665,916
Net Revenue/(Expenditures)	320,074	(2,500)	53,500	241,250	-
OTHER SOURCES/(USES)					
Operating Transfer In/(Out)	(122,212)	-	(56,000)	(56,000)	-
Total Other Sources/(Uses)	(122,212)	-	(56,000)	(56,000)	-
Total Resources/(Uses)	197,862	(2,500)	(2,500)	185,250	-
TRANSFERS TO/(FROM) FUND BALANCE					
Reserve for Financial Aids	3,776	(2,500)	(2,500)	-	-
Reserve for Student Organizations	194,086	-	-	185,250	-
Total Transfers To/(From) Fund Balance	197,862	(2,500)	(2,500)	185,250	-
Beginning Fund Balance	1,232,306	1,580,763	1,430,168	1,430,168	1,615,418
Ending Fund Balance	1,430,168	1,578,263	1,427,668	1,615,418	1,615,418

*Actual is presented on a budgetary basis

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

CAPITAL PROJECTS FUND
2026/27 Budgetary Statement of
Resources, Uses, and Changes in Fund Balance

	2024/25	2025/26	2025/26	2025/26	2026/27
	Actual	Adopted	Modified	Estimate	Budget
REVENUES					
Local Government	500,000	-	-	-	-
State	1,125,641	-	-	250,000	179,806
Institutional	2,222,176	4,150,000	4,789,900	5,950,000	200,000
Federal	10,435	-	-	125,000	12,000
Total Revenue	3,858,252	4,150,000	4,789,900	6,325,000	391,806
EXPENDITURES					
Instruction	5,176,533	2,865,085	3,242,685	3,203,200	3,588,086
Instructional Resources	-	-	-	-	-
Student Services	18,722	-	56,000	56,000	-
General Institutional	2,527,618	3,511,470	3,511,470	3,500,000	6,100,000
Physical Plant	13,962,946	11,249,000	14,730,300	14,725,000	13,796,100
Total Expenditures	21,685,819	17,625,555	21,540,455	21,484,200	23,484,186
Net Revenue/(Expenditures)	(17,827,567)	(13,475,555)	(16,750,555)	(15,159,200)	(23,092,380)
OTHER SOURCES/(USES)					
Proceeds from Debt	11,500,000	11,500,000	11,500,000	11,500,000	13,000,000
Operating Transfer In/(Out)	5,622,212	-	56,000	56,000	-
Total Other Sources/(Uses)	17,122,212	11,500,000	11,556,000	11,556,000	13,000,000
Total Resources/(Uses)	(705,355)	(1,975,555)	(5,194,555)	(3,603,200)	(10,092,380)
TRANSFERS TO/(FROM) FUND BALANCE					
Reserve for Capital Projects	(705,355)	(1,975,555)	(5,194,555)	(3,603,200)	(10,092,380)
Total Transfers To/(From) Fund Balance	(705,355)	(1,975,555)	(5,194,555)	(3,603,200)	(10,092,380)
Beginning Fund Balance	29,038,162	20,458,162	28,332,807	28,332,807	24,729,607
Ending Fund Balance	28,332,807	18,482,607	23,138,252	24,729,607	14,637,227

*Actual is presented on a budgetary basis

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

DEBT SERVICE FUND
2026/27 Budgetary Statement of
Resources, Uses, and Changes in Fund Balance

	2024/25	2025/26	2025/26	2025/26	2026/27
	Actual	Adopted	Modified	Estimate	Budget
REVENUES		Budget	Budget		
Local Government	9,900,000	10,200,000	10,200,000	10,200,000	10,200,000
Institutional	551,524	175,000	210,000	800,000	500,000
Total Revenue	10,451,524	10,375,000	10,410,000	11,000,000	10,700,000
EXPENDITURES					
Physical Plant	10,005,775	10,787,000	10,822,000	10,818,000	11,123,000
Total Expenditures	10,005,775	10,787,000	10,822,000	10,818,000	11,123,000
Net Revenue/(Expenditures)	445,749	(412,000)	(412,000)	182,000	(423,000)
OTHER SOURCES/(USES)					
Operating Transfer In/(Out)	-	-	-	-	-
Total Other Sources/(Uses)	-	-	-	-	-
Total Resources/(Uses)	445,749	(412,000)	(412,000)	182,000	(423,000)
TRANSFERS TO/(FROM) FUND BALANCE					
Reserve for Debt Service	445,749	(412,000)	(412,000)	182,000	(423,000)
Total Transfers To/(From) Fund Balance	445,749	(412,000)	(412,000)	182,000	(423,000)
Beginning Fund Balance	1,577,164	1,837,164	2,022,913	2,022,913	2,204,913
Ending Fund Balance	2,022,913	1,425,164	1,610,913	2,204,913	1,781,913

*Actual is presented on a budgetary basis

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

ENTERPRISE FUND
2026/27 Budgetary Statement of
Resources, Uses, and Changes in Fund Balance

	2024/25	2025/26	2025/26	2025/26	2026/27
	Actual	Adopted Budget	Modified Budget	Estimate	Budget
REVENUES					
Institutional	3,134,040	3,477,250	3,477,250	3,362,850	3,495,500
Federal	44,337	49,000	49,000	19,400	25,000
Total Revenue	3,178,377	3,526,250	3,526,250	3,382,250	3,520,500
EXPENDITURES					
Auxiliary Services	3,248,999	3,526,250	3,526,250	3,264,835	3,511,375
Total Expenditures	3,248,999	3,526,250	3,526,250	3,264,835	3,511,375
Net Revenue/(Expenditures)	(70,622)	-	-	117,415	9,125
OTHER SOURCES/(USES)					
Operating Transfer In/(Out)	-	-	-	-	-
Total Other Sources/(Uses)	-	-	-	-	-
Total Resources/(Uses)	(70,622)	-	-	117,415	9,125
TRANSFERS TO/(FROM) FUND BALANCE					
Retained Earnings	(70,622)	-	-	117,415	9,125
Total Transfers To/(From) Fund Balance	(70,622)	-	-	117,415	9,125
Beginning Fund Balance	2,170,951	2,240,272	2,100,329	2,100,329	2,217,744
Ending Fund Balance	2,100,329	2,240,272	2,100,329	2,217,744	2,226,869

*Actual is presented on a budgetary basis

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

INTERNAL SERVICE FUND
2026/27 Budgetary Statement of
Resources, Uses, and Changes in Fund Balance

	2024/25	2025/26	2025/26	2025/26	2026/27
	Actual	Adopted	Modified	Estimate	Budget
REVENUES					
Institutional	704,349	615,000	615,000	580,000	575,000
Federal	-	-	-	-	-
Total Revenue	704,349	615,000	615,000	580,000	575,000
EXPENDITURES					
Auxiliary Services	614,994	641,055	641,055	616,650	641,055
Total Expenditures	614,994	641,055	641,055	616,650	641,055
Net Revenue/(Expenditures)	89,355	(26,055)	(26,055)	(36,650)	(66,055)
OTHER SOURCES/(USES)					
Operating Transfer In/(Out)	-	-	-	-	-
Total Other Sources/(Uses)	-	-	-	-	-
Total Resources/(Uses)	89,355	(26,055)	(26,055)	(36,650)	(66,055)
TRANSFERS TO/(FROM) FUND BALANCE					
Retained Earnings	89,355	(26,055)	(26,055)	(36,650)	(66,055)
Total Transfers To/(From) Fund Balance	89,355	(26,055)	(26,055)	(36,650)	(66,055)
Beginning Fund Balance	3,081,328	3,101,187	3,170,683	3,170,683	3,134,033
Ending Fund Balance	3,170,683	3,075,132	3,144,628	3,134,033	3,067,978

*Actual is presented on a budgetary basis

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

COMBINED BUDGET SUMMARY
2026/27 Budgetary Statement of
Resources, Uses, and Changes in Fund Balance

	2024/25	2025/26	2025/26	2025/26	2026/27
	Actual	Adopted	Modified	Estimate	Budget
REVENUES					
Local Government	22,681,504	23,294,400	23,422,431	23,413,181	24,032,307
State Aids	56,934,288	55,485,492	55,493,659	55,413,369	56,107,946
Program Fees	14,202,538	13,125,000	13,125,000	13,885,000	13,800,000
Material Fees	815,209	778,000	778,000	772,000	790,000
Other Student Fees	2,111,357	1,764,500	1,764,500	2,062,250	1,832,500
Institutional	12,617,896	13,067,250	13,742,150	15,336,850	8,917,930
Federal	6,295,350	6,160,103	6,160,103	6,087,312	6,418,399
Total Revenue	115,658,142	113,674,745	114,485,843	116,969,962	111,899,082
EXPENDITURES					
Instruction	52,902,382	55,255,735	57,017,335	52,066,679	56,744,105
Instructional Resources	1,244,706	1,426,410	1,460,410	1,277,500	1,442,857
Student Services	16,985,084	18,032,107	18,274,897	16,889,102	17,922,258
General Institutional	17,438,542	20,498,086	20,964,494	18,930,450	24,088,700
Physical Plant	29,663,808	28,211,212	31,804,512	31,743,000	31,121,042
Auxiliary Services	3,863,993	4,167,305	4,167,305	3,881,485	4,152,430
Total Expenditures	122,098,515	127,590,855	133,688,953	124,788,216	135,471,392
Net Revenue/(Expenditures)	(6,440,373)	(13,916,110)	(19,203,110)	(7,818,254)	(23,572,310)
OTHER SOURCES/(USES)					
Proceeds from Debt	11,500,000	11,500,000	11,500,000	11,500,000	13,000,000
Operating Transfer In/(Out)	-	-	-	-	-
Total Other Sources/(Uses)	11,500,000	11,500,000	11,500,000	11,500,000	13,000,000
Total Resources/(Uses)	5,059,627	(2,416,110)	(7,703,110)	3,681,746	(10,572,310)
TRANSFERS TO/(FROM) FUND BALANCE					
Reserve for Prepays & Inventories Reserve for	30,619	-	-	3,789	-
Post-Employment Sick Pay Reserve for Capital	-	-	-	-	-
Outlays	(705,355)	(1,975,555)	(5,194,555)	(3,603,200)	(10,092,380)
Reserve for Debt Service	445,749	(412,000)	(412,000)	182,000	(423,000)
Reserve for Financial Aid	3,776	(2,500)	(2,500)	-	-
Reserve for Student Organizations Retained	194,086	-	-	185,250	-
Earnings	18,733	(26,055)	(26,055)	80,765	(56,930)
Designated for State Aid Fluctuations	40,000	30,000	-	(50,000)	40,000
Designated for Operations	644,461	-	(2,068,000)	579,200	-
Designated for Subsequent Years Designated	70,000	40,000	-	(78,000)	50,000
for Subsequent Year	4,317,558	(70,000)	-	6,381,942	(90,000)
Total Transfers To/(From) Fund Balance	5,059,627	(2,416,110)	(7,703,110)	3,681,746	(10,572,310)
Beginning Fund Balance	85,781,920	82,736,954	90,841,547	90,841,547	94,523,293
Ending Fund Balance	90,841,547	80,320,844	83,138,437	94,523,293	83,950,983

*Actual is presented on a budgetary basis

**Estimate is based upon 9 months of actual & 3 months of estimate

PRO FORMA BALANCE SHEET

As of June 30, 2026

	Governmental				Proprietary		
	Fund Type				Fund Type		
	Special Revenue			Capital	Debt	Internal	
	General	Operating	Non-aidable	Projects	Service	Service	Enterprise
ASSETS							
Cash & investments	60,349,688	-	-	27,129,607	2,204,913	2,942,033	-
Receivables	13,000,000	430,000	300,000	100,000	-	-	80,000
Due from other funds	-	852,664	2,365,418	-	-	-	1,717,692
Inventories & prepaids	80,000	10,000	-	-	-	252,000	400,000
Capital assets	-	-	-	-	-	-	370,052
Total assets	73,429,688	1,292,664	2,665,418	27,229,607	2,204,913	3,194,033	2,567,744
LIABILITIES							
Accounts payable	900,000	15,000	275,000	2,500,000	-	60,000	200,000
Due to other funds	4,635,774	-	300,000	-	-	-	-
Employer-related payables & deferred revenue	8,470,000	80,000	475,000	-	-	-	150,000
Total liabilities	14,005,774	95,000	1,050,000	2,500,000	-	60,000	350,000
FUND BALANCE							
Retained earnings	-	-	-	-	-	3,134,033	2,217,744
Reserve for:							
Capital projects	-	-	-	24,729,607	-	-	-
Debt service	-	-	-	-	2,204,913	-	-
Post-employment benefits	-	-	-	-	-	-	-
Post-employment sick pay	-	-	-	-	-	-	-
Prepaid expenses	80,000	10,000	-	-	-	-	-
Student organizations	-	-	1,380,769	-	-	-	-
Financial aid	-	-	234,649	-	-	-	-
Unreserved:							
Designated for:							
Operations	19,360,000	1,187,664	-	-	-	-	-
State Aid Fluctuations	460,000						
Subsequent years	700,000	-	-	-	-	-	-
Subsequent year	38,823,914	-	-	-	-	-	-
Total fund balance	59,423,914	1,197,664	1,615,418	24,729,607	2,204,913	3,134,033	2,217,744
Total liabilities and fund balance	73,429,688	1,292,664	2,665,418	27,229,607	2,204,913	3,194,033	2,567,744

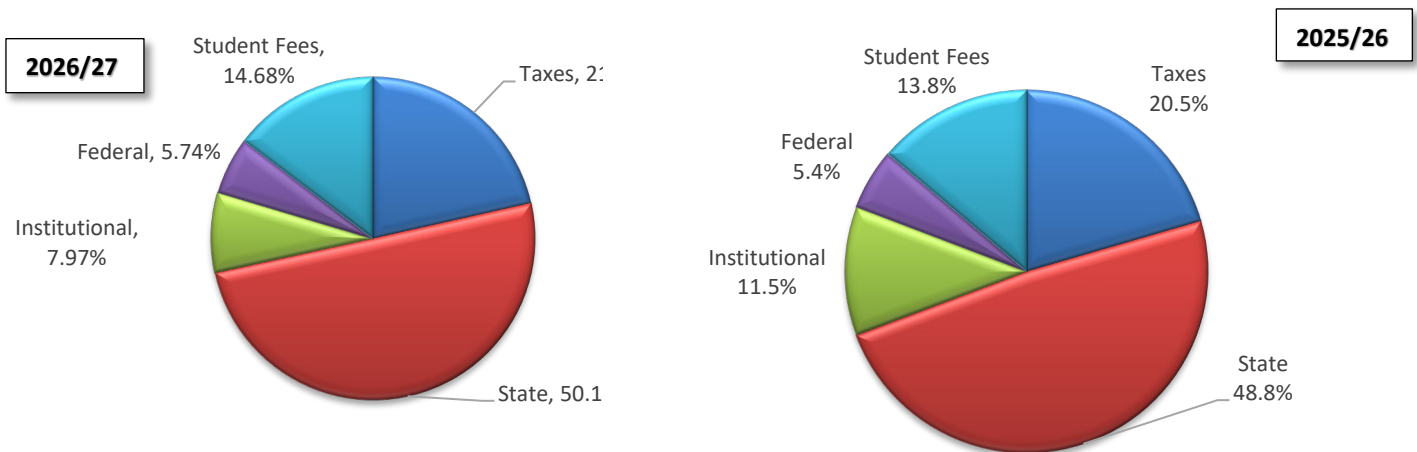
PRO FORMA BALANCE SHEET

As of June 30, 2027

	Governmental Fund Type				Proprietary Fund Type		
	Special Revenue			Capital	Debt	Internal	
	General	Operating	Non-aidable	Projects	Service	Service	Enterprise
ASSETS							
Cash & investments	60,606,813	-	-	17,137,227	1,781,913	2,875,978	-
Receivables	13,250,000	450,000	300,000	-	-	-	75,000
Due from other funds	-	917,664	2,365,418	-	-	-	1,784,817
Inventories & prepaids	80,000	10,000	-	-	-	252,000	400,000
Capital assets	-	-	-	-	-	-	337,052
Total assets	73,936,813	1,377,664	2,665,418	17,137,227	1,781,913	3,127,978	2,596,869
LIABILITIES							
Accounts payable	925,000	100,000	275,000	2,500,000	-	60,000	200,000
Due to other funds	5,067,899	-	300,000	-	-	-	-
Employer-related payables & deferred revenue	8,520,000	80,000	475,000	-	-	-	170,000
Total liabilities	14,512,899	180,000	1,050,000	2,500,000	-	60,000	370,000
FUND BALANCE							
Retained earnings	-	-	-	-	-	3,067,978	2,226,869
Reserve for:							
Capital projects	-	-	-	14,637,227	-	-	-
Debt service	-	-	-	-	1,781,913	-	-
Post-employment benefits	-	-	-	-	-	-	-
Post-employment sick pay	-	-	-	-	-	-	-
Prepaid expenses	80,000	10,000	-	-	-	-	-
Student organizations	-	-	1,380,769	-	-	-	-
Financial aid	-	-	234,649	-	-	-	-
Unreserved:							
Designated for:							
Operations	19,360,000	1,187,664	-	-	-	-	-
State Aid Fluctuations	500,000	-	-	-	-	-	-
Subsequent years	750,000	-	-	-	-	-	-
Subsequent year	38,733,914	-	-	-	-	-	-
Total fund balance	59,423,914	1,197,664	1,615,418	14,637,227	1,781,913	3,067,978	2,226,869
Total liabilities and fund balance	73,936,813	1,377,664	2,665,418	17,137,227	1,781,913	3,127,978	2,596,869

REVENUES

WCTC has a diversified funding base composed of property taxes, state aid, student fees, federal and state grants, and institutionally generated revenues. WCTC believes this diversity is the strength of the local economy and its fiscal management will continue to provide the resources required to fulfill its mission now and in the future.



Property taxes

Prior to FY 15, WCTC's major revenue source was local property taxes. In March 2014, the Wisconsin State Legislature approved a major change to the funding structure of the Wisconsin Technical College System. The State replaced \$406 million of operational property tax levy with property tax relief aid from the state, which resulted in the mill rate decreasing \$0.89. In fiscal years 2023 and 2024, the Wisconsin State legislature shifted an additional \$43 million of funding to a new total of \$449 million. In addition to making this shift, the State excluded the property tax relief aid portion from the state aid in lieu of the computer taxes calculation. Beginning with FY 19, the Wisconsin Legislature also approved shifting personal property from the property tax levy and replacing it with state aids in lieu of personal property taxes.

The property tax relief aid payment is made the third week in February of each fiscal year, which results in more cash flow during the fiscal year once the payment is received and less outstanding receivable at year-end since the last tax levy payments are not received until August following the years end. It also results in the college needing to have additional cash flow available at the end of a fiscal year to carry the college through until February (eight months into the new fiscal year) instead of January (seven months) in order to avoid short-term borrowing since this is the largest funding source for the college. Annually WCTC will receive \$47,796,729 of property tax relief funds. This amount will not change unless the legislature approves a change to the \$449 million amount.

As part of Wisconsin's FY 14/FY 15 State Biennial Budget, the Legislature included a cap on the operational portion of the levy amount. The operational portion of the levy may not increase more than the percent of net new construction for the year, which is not known until October of the budget year. This calculation does include the property tax relief aid and personal property relief aid portions in the formula. The calculation of net new construction would use the current year's total levy needs (\$61,374,552)

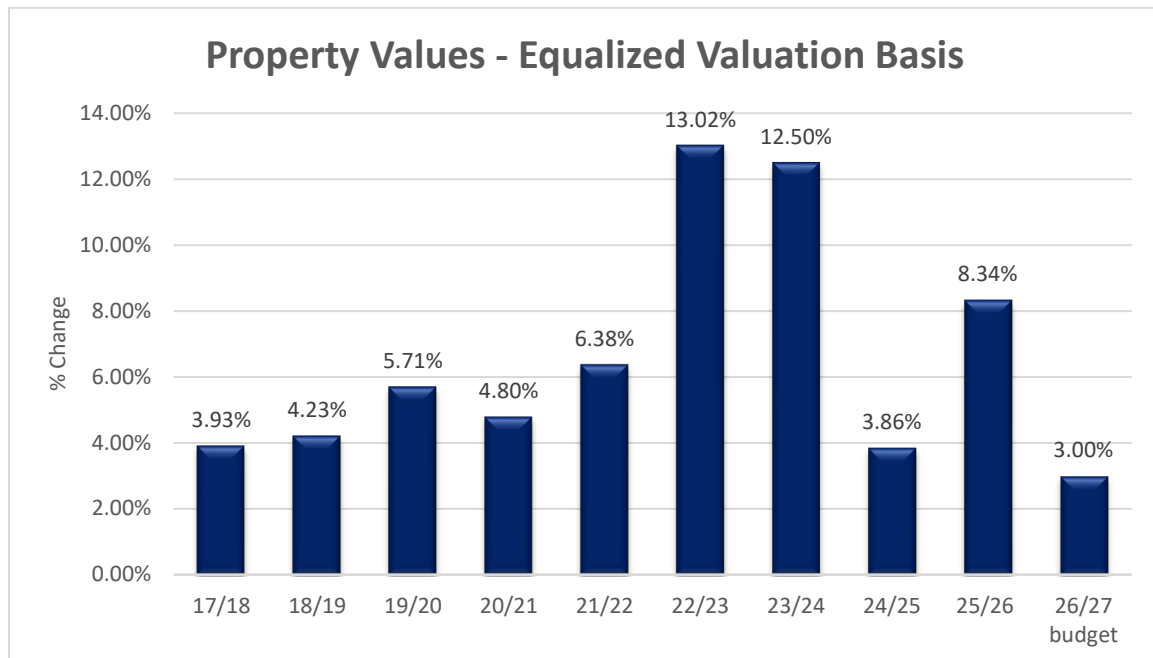
in FY 27. Information received from Waukesha County projects valuations to increase at least 3.0%. WCTC's change in value is always close to Waukesha County's increase since most of WCTC's district is within Waukesha County's boundaries.

When the equalized valuation increase is greater than the tax levy increase, the mill rate is reduced. For FY 27, valuations are expected to increase. Additionally with the increase in the levy amounts, there will be a small increase in the projected mill rate from \$0.25714 in FY 26 to \$0.25724 in FY 27 as shown in this table.

Description	2023/24 Actual	2024/25 Actual	2025/26 Actual	2026/27 Budgeted
Operational mill rate	\$0.14177	\$0.14454	\$0.13882	\$0.14099
Debt service mill rate	0.10869	0.11260	0.10708	0.10397
Total mill rate	\$0.25046	\$0.25714	\$0.24590	\$0.24495

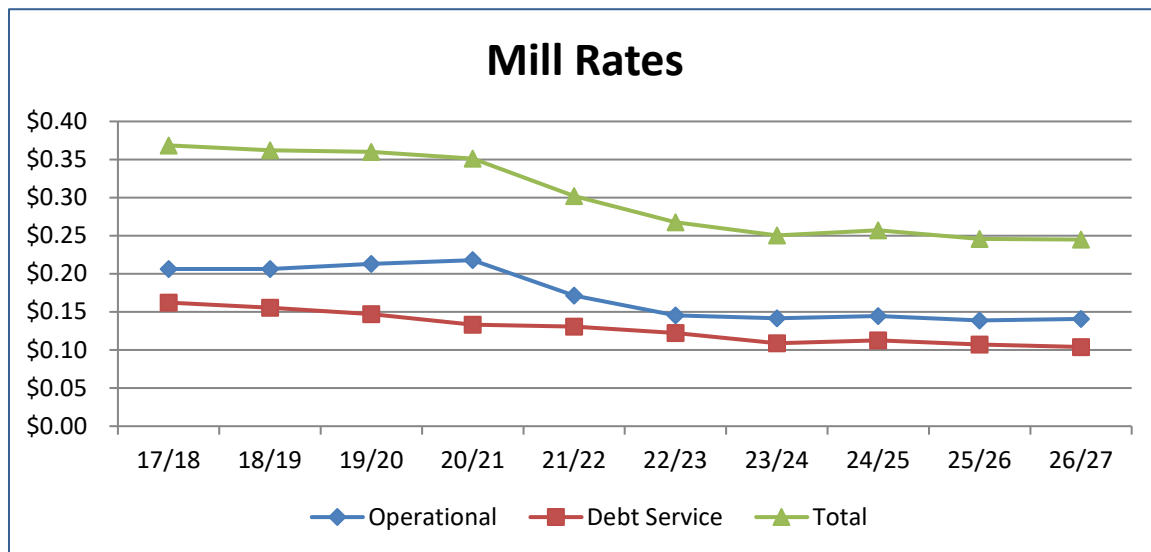
The mill rate is a factor of the tax levy amount divided by the equalized valuation (divided by \$1,000). The mill rate, as stated, equals the amount of taxes paid per \$1,000 of equalized valuation. For consistency purposes, the State of Wisconsin Department of Revenue requires all technical colleges within Wisconsin to bill municipalities for their share of the tax levy assessed by the technical colleges on the basis of *equalized valuation* since their district boundaries cross multiple taxing jurisdictions. The municipalities, in turn, bill their constituents on the basis of *assessed valuation* since they are sending out bills for one taxing jurisdiction only.

The next chart shows the change in equalized valuation of property over the past ten years.



The technical colleges have two components to their mill rate: operational mill rate and debt service mill rate.

- The **debt service mill rate** can only be used to cover that portion of the tax levy assessed to repay the general obligation promissory notes or bonds WCTC issues to cover its capital needs. There is no cap on the debt service mill rate; however, there are state statutes limiting the amount of building construction a college can do without a referendum and how much can be borrowed per debt issue.
- The **operational mill rate** covers the balance of the tax levy assessed. By state statute the operational mill rate may not increase more than the percent of net new construction each year plus 0.5% of total allowed tax revenue carried over as unused taxing authority from the prior year.
 - WCTC has elected to increase its operational levy in FY 27 by levying to include net new construction within the district. This new construction is estimated at 1.0% of the total tax levy. Equalized property valuations are estimated to increase by 3%.
 - The official percentage of net new construction growth to be used to calculate taxes will not be received from the Department of Revenue until October 2026 but currently is conservatively projected to be 1.0% of total tax levy.



State funds

WCTC receives state funds from different sources: general state aids, property tax relief aid, personal property tax relief aid, state aid in lieu of computer taxes, and grants. Grant funding may be used in either the Special Revenue Funds or the Capital Projects Fund. Discussion regarding property tax relief aid and personal property tax relief aid was included in the discussion on property taxes. As a result, those state funds will not be discussed here.

Grant funding

The amounts budgeted for state grants are based on proposals submitted to the various funding agencies. These amounts may fluctuate greatly between years. During the year, WCTC may be required to amend its budget if the fluctuation is different than what was included in the budget process. Examples of state grants are General Purpose Revenues (GPR), which funds such activities as career pathways, capacity building, and new markets. These grants are competitive in nature and budgeted in one of the two Special Revenue Funds, depending on whether or not WCTC actively manages and oversees the grant or if it is only acting as a fiscal agent or trustee of the funds. WCTC also acts as a trustee for state financial aid funds such as Wisconsin Higher Education Grants (WHEG). These are recorded in the Special Revenue—Non-Aidable Fund.

Year	Grant Funding		Capital Project (in 000's)
	Special Revenue Fund Operating (in 000's)	Non-Aidable (in 000's)	
17/18	\$924	\$1,126	\$66
18/19	997	1,252	66
19/20	1,280	1,200	78
20/21	918	1,187	82
21/22	821	1,206	126
22/23	1,290	1,465	92
23/24	1,556	1,210	239
24/25	1,445	1,377	1,125
25/26 est	1,362	1,309	250
26/27 est	1,620	1,449	179

General state aid funding

The sixteen technical colleges in Wisconsin receive funding from the state called general state aids to be used to offset the operational costs of the colleges. This is a segment of GPR funds and is recorded in the General Fund.

In the 2014-2015 State Biennium Budget, the Legislature phased in outcome-based funding starting with 10% of state aids funding in FY 15 and increasing the percentage 10% each year through FY 17 for a total of 30% being outcome-based funding for FY 17 and future years.

The following criteria are used to distribute outcome-based funding. Beginning in FY 15, the colleges annually selected seven of the nine criteria to receive funding on. A tenth criteria was added during the 2015 – 2017 State Biennium Budget process – credit for prior learning. Since an equalized valuation index is not part of outcome-based funding, WCTC receives more funding from outcome-based funding than it lost in state-aid funding. Annually, WCTC selects seven of the following ten criteria to receive funding on.

- Job placement
- High demand fields
- Industry-validated curriculum
- ABE (adult basic education) transition
- ABE services and successes
- Dual enrollment
- Workforce training
- Collaboration
- Special populations
- Credit for prior learning

State Aid			
Year	Aidable FTE's	State Aids (in 000's)	Outcome Based Funding (in 000's)
17/18	3,489	\$ 2,206	\$ 1,847
18/19	3,408	2,179	1,913
19/20	3,321	2,380	1,842
20/21	3,219	2,596	1,726
21/22	3,117	2,581	1,763
22/23	3,148	2,547	1,848
23/24	3,355	2,611	1,819
24/25	3,529	2,794	1,926
25/26 est	3,380	2,600	2,009
26/27 est	3,340	2,600	2,074

Total Funding for the Wisconsin Technical College System

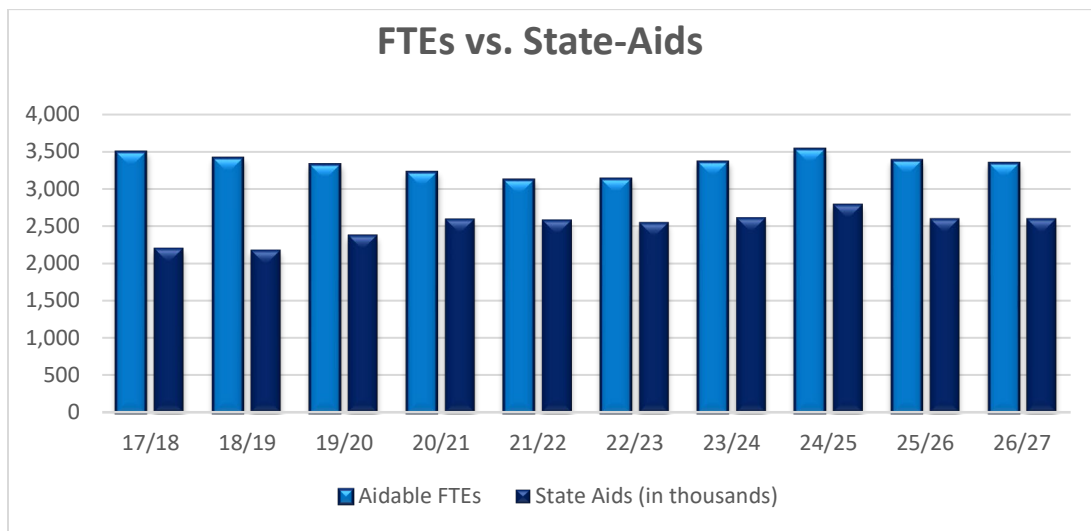
Fiscal Year	State-Aid Funding	Outcome-Based Funding	Total Funding
2017/18	\$61,974,400	\$26,560,470	\$88,534,900
2018/19	\$61,974,400	\$26,560,470	\$88,534,900
2019/20	\$61,974,400	\$30,310,470	\$92,284,870
2020/21	\$68,506,400	\$29,359,907	\$97,866,307
2021/22	\$70,724,400	\$30,310,470	\$101,034,870
2022/23	\$72,299,400	\$30,985,470	\$103,284,870
2023/24	\$74,468,380	\$31,915,020	\$106,383,400
2024/25	\$76,702,430	\$32,872,470	\$109,574,900
2025/26	\$76,702,430	\$32,872,470	\$109,574,900
2026/27	\$76,702,430	\$32,872,470	\$109,574,900

The current state-aid formula distributes general state-aids to the sixteen technical colleges based on a complicated, expenditure-driven, formula equalized for tax-levying ability that takes into consideration student full-time equivalent (FTE) enrollments, aidable operational costs, an equalized valuation index, and a sum-certain allocation at the state level. It is difficult to pinpoint exactly what each college will annually receive in state-aids. The total amount available to the system in FY 27 will be \$76,702,430. A simplified version of the formula is:

(Total General Fund and Special Revenue Fund—Operating expenditures less all non-property tax or interest income revenue) plus Debt Service Fund expenditures) times (state average of taxable property per full-time equivalent student divided by WCTC's taxable property per full-time equivalent student).

This simplified formula takes into consideration the effect of FTEs and operational costs of the other fifteen technical colleges, which can greatly affect the estimates. During the year the technical colleges are required to submit projected cost allocation reports to the state. Based on these projections, the state attempts to estimate the amount of state-aids each college will receive. The information is only as good as the projections received from each college. The amount each college may earn is then pro-rated based on the total amount available at the state level to be distributed. Final allocations do not occur until five months after the fiscal year end. There can be wide fluctuation between the estimates during the year and the final allocation.

Due to the timing of when WCTC prepares its budget and when information is available on how much state-aid it received for the prior year as well as the uncertainty in the estimates, there typically is a difference between the budgeted state-aid amount and what is actually received from the state for that fiscal year. Because WCTC receives a small portion of its revenue in the form of state-aids, the variation has been manageable during the fiscal year. WCTC is very conservative and budgets for state-aids on the lower end of estimated revenue.



Student fees

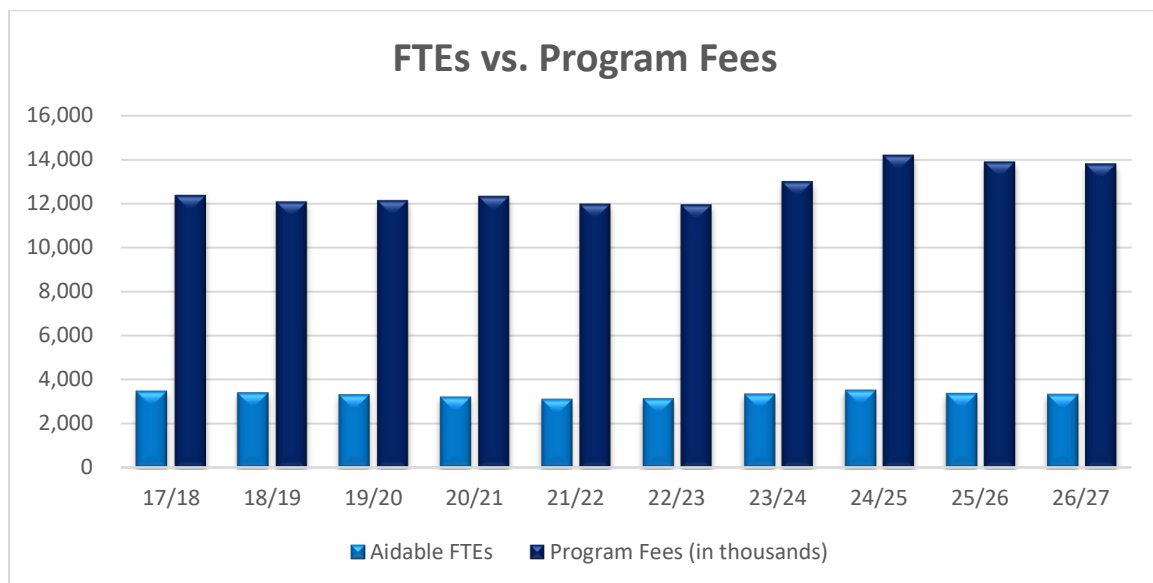
Fees are collected from students for tuition, materials, and miscellaneous items. Program fees consist of tuition paid for students taking classes. These fees may be paid by the student, a relative, an employer, financial aid, a grant, or some other source. State statutes require that the technical colleges may not waive tuition and fees unless specifically stated in a state statute (i.e. grant covers the cost of a course and thus tuition may not be charged to the student). If a student drops a course within a certain timeframe, a credit of 60%, 80%, or 100% of the tuition and fees is given.

Fiscal Year	Fees Tuition per Credit	Aidable FTE's	Program Fees Net
2017/18	\$132.20	3,489	12,376,216
2018/19	134.20	3,408	12,087,549
2019/20	136.20	3,321	12,143,918
2020/21	138.90	3,219	12,329,217
2021/22	141.00	3,117	11,983,310
2022/23	143.45	3,148	11,950,542
2023/24	146.20	3,355	13,006,595
2024/25	149.50	3,529	14,202,538
2025/26	152.85	3,380	13,885,000
2026/27	157.45	3,340	13,800,000

WCTC estimates the amount of tuition to be received based on projected enrollments, an estimated amount to be credited due to drops, Veterans remissions, and projected change to tuition rates. The tuition rates per credit for associate degree, technical, apprentice, and vocational adult programs are set by the Wisconsin Technical College System Board and are not able to be changed by WCTC. The WTCS Board normally approves the tuition rates at their Board meeting in March of each year for the following academic year.

Program (tuition) fees may be recorded in the General Fund and Special Revenue—Operating Fund only.

When setting the tuition rates, the Wisconsin Technical College System Board and fiscal staff look at how much the state is funding, how much revenue comes from property owners, and how much the students pay for tuition and fees with an ideal split being one-third each. With the shift to the state funding \$449 million previously funded by taxpayers, the state is now funding the largest portion of costs instead of the property taxpayer.



Material fees are rates charged to cover the cost of supplies used by the students in the classroom (i.e. welding rods for a welding class). These rates are set by the state using information provided by all sixteen colleges and vary based on the program.

Miscellaneous student fees include such fees as:

- Out-of-state tuition rates, which are set by the state at 150% of the tuition rate.
- Group dynamic course fee rates, which are set by the state.
- Testing, application, and graduation fees, which are set by WCTC.

WCTC sets the fee rates it controls based on the cost to provide the service and what the market will bear if market rates are allowed. The state allows WCTC to recover its costs for most of these services. The revenue budgets for these fees are based on past trend information and projected levels of activities. There is no anticipated increase for miscellaneous student fees.

Students taking credit courses also get charged a student activity fee unless their class has been exempted from the fee. These fees are recorded in the Special Revenue—Operating Fund and are used by Student Government to provide services to students. This fee is equal to 7% of the tuition rate rounded to the nearest \$0.05. The students determine how they would like these funds to be spent. This fee is determined after the WTCs State Board sets the tuition rate. The rate was \$10.70 for FY 26 and will increase to \$11.05 for FY 27.

Institutional revenues

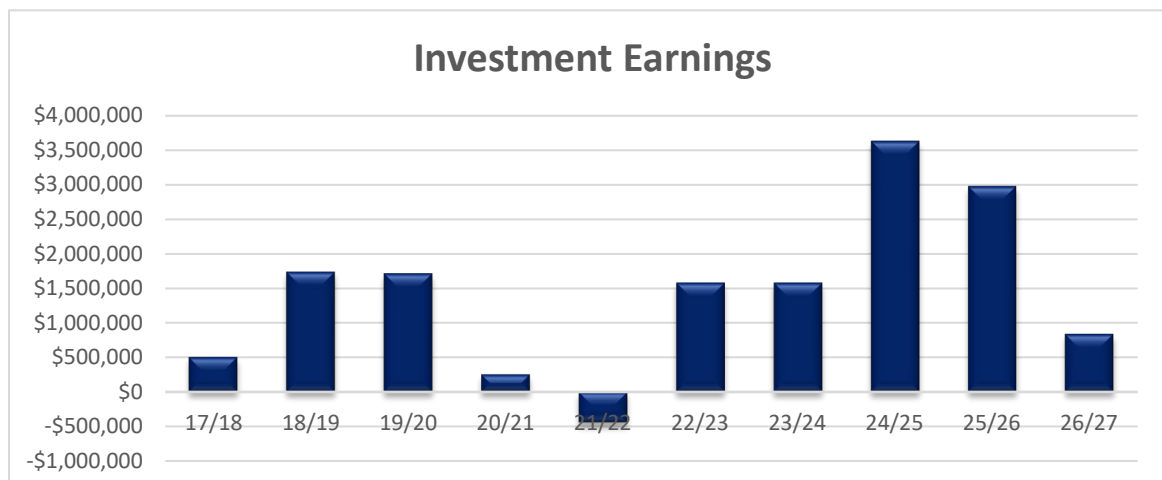
WCTC has a number of revenue sources that are classified as institutional revenue. Some of the major categories of institutional revenues are investment earnings, sales of goods and services from Enterprise activities, revenues generated from contracts with business and industry for customized instruction and technical assistance, and revenues from high schools for instructional services.

Investment earnings

WCTC records most of its cash in the General Fund. Proceeds from issuing general obligation promissory notes are recorded in the Capital Projects Fund. Cash received for tax levy payments relating to debt service are recorded in the Debt Service Fund. WCTC receives earnings from these cash and cash equivalent investments.

Investments are restricted by Wisconsin State Statutes to only a few conservative options, and earnings vary from year to year, based on the economy.

Year	Amount
17/18	\$ 508,6248
18/19	1,739,113
19/20	1,716,741
20/21	256,181
21/22	(438,934)
22/23	1,582,175
23/24	2,813,636
24/25	3,628,104
25/26	2,975,000
26/27	840,000

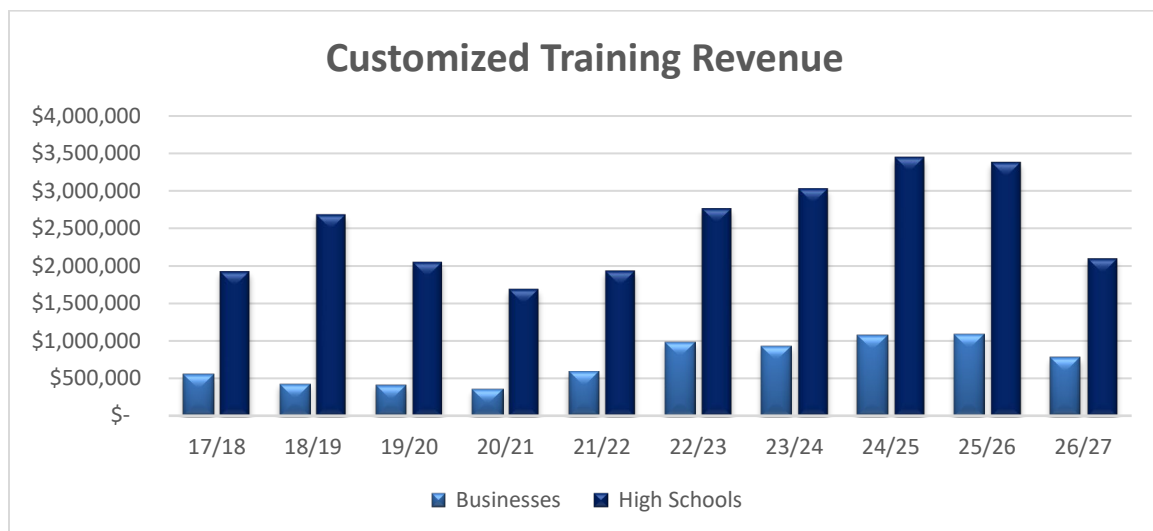


Customized instruction and technical assistance

Wisconsin state statute 38.14 allows the technical colleges to contract with business and industry to provide customized training to meet the educational needs of their incumbent workers (For example: providing Six Sigma training for employees of XYZ Company). In addition, this statute allows the technical colleges to contract with businesses for technical assistance (For example: a new business needs help in setting up their accounting system). Normal tuition and fees are not charged for this type of activity. Instead, there are other formulas used to set the contract price that take into consideration the direct and indirect costs of providing the services. The revenue on these contracts needs to meet or exceed tuition and fee revenue and be market based.

Fiscal Year	With Businesses	With High Schools
2017/18	\$ 549,841	\$ 1,928,434
2018/19	423,000	2,686,917
2019/20	411,326	2,051,438
2020/21	350,871	1,696,159
2021/22	585,327	1,940,192
2022/23	974,737	2,766,911
2023/24	933,847	3,031,591
2024/25	1,072,818	3,449,022
2025/26	1,080,000	3,380,000
2026/27	775,000	2,100,000

Wisconsin state statutes 38.14 and 118 (Transcripted credit) requires the technical colleges to provide certain types of services to high school students whereby the high school student, while still attending high school, can also receive technical college credit for the same class. When high school students meet the criteria for this statute, WCTC bills the high school for the cost of the service based on the funding rates allowed. The student does not pay tuition and fees for this service. The majority of the 38.14 and 118 contract activities take place in the General Fund. The FY 27 budget was built using an estimate based on projected sales volume and contract rate pricing.



In addition to providing customized instruction to business and industry, state statute 38.24 allows WCTC to provide seminars and workshops if they meet certain criteria with this revenue included in other student fees. WCTC is allowed to charge a market rate for these services.

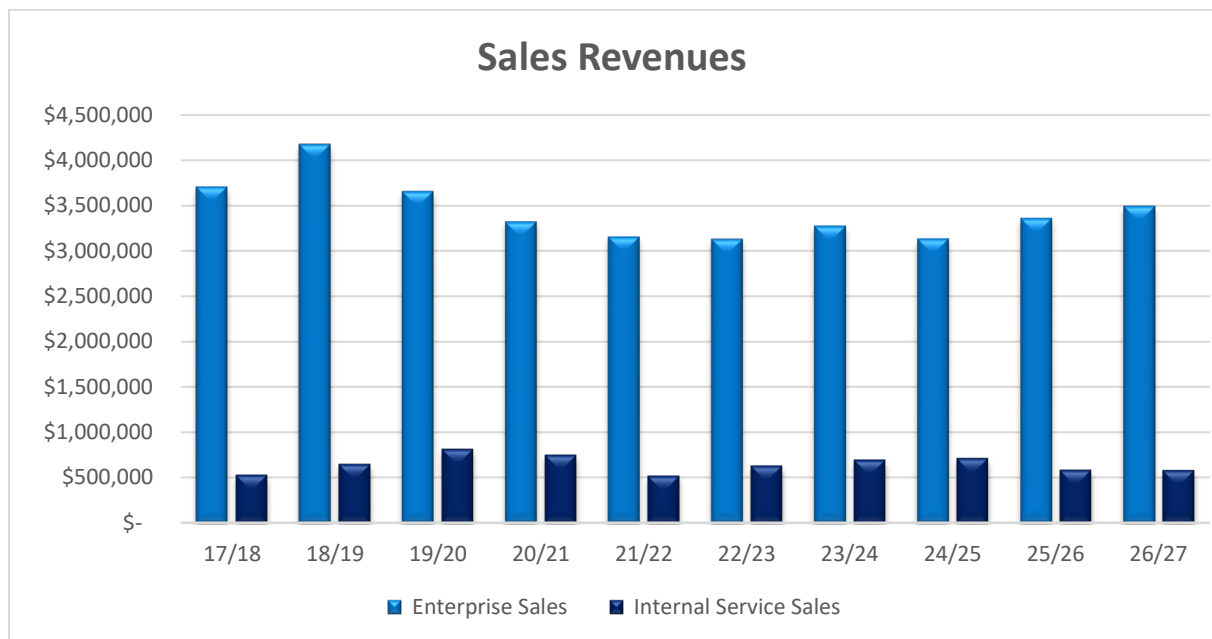
Sales of goods and services

WCTC operates a number of enterprise activities. These enterprise activities are run like a private business and sell goods and services to the public through an Enterprise Fund. The main enterprise activities are the Bookstore, Child Development Center, Classic Room, Dental Clinic, and the Salon. The goal of these enterprises is to break even or to make a small profit.

The Bookstore strives for a small profit margin each year. The Bookstore Leadership Team continues to look for ways to keep the price of resources reasonable for the students. In spring 2016, the Bookstore and Learning piloted the use of digital books in a few classes at significant cost savings for students. Expansion of digital books continues. The Bookstore received approval to become an Apple-certified store in FY 18. Enrollment declines have negatively affected Bookstore sales.

Fiscal Year	Enterprise Sales	Internal Service Sales
2017/18	\$ 3,708,128	\$ 526,641
2018/19	4,178,966	643,466
2019/20	3,658,878	804,436
2020/21	3,321,230	740,000
2021/22	3,157,170	513,817
2022/23	3,130,516	623,804
2023/24	3,277,588	686,700
2024/25	3,134,040	704,349
2025/26	3,362,850	580,000
2026/27	3,495,500	575,000

The Enterprises all strive to break even or make a small profit. These reasonable profits are held in Retained Earnings to support unexpected expenditures that may arise during any given year. Property tax levy is not budgeted for use in these Enterprise operations.



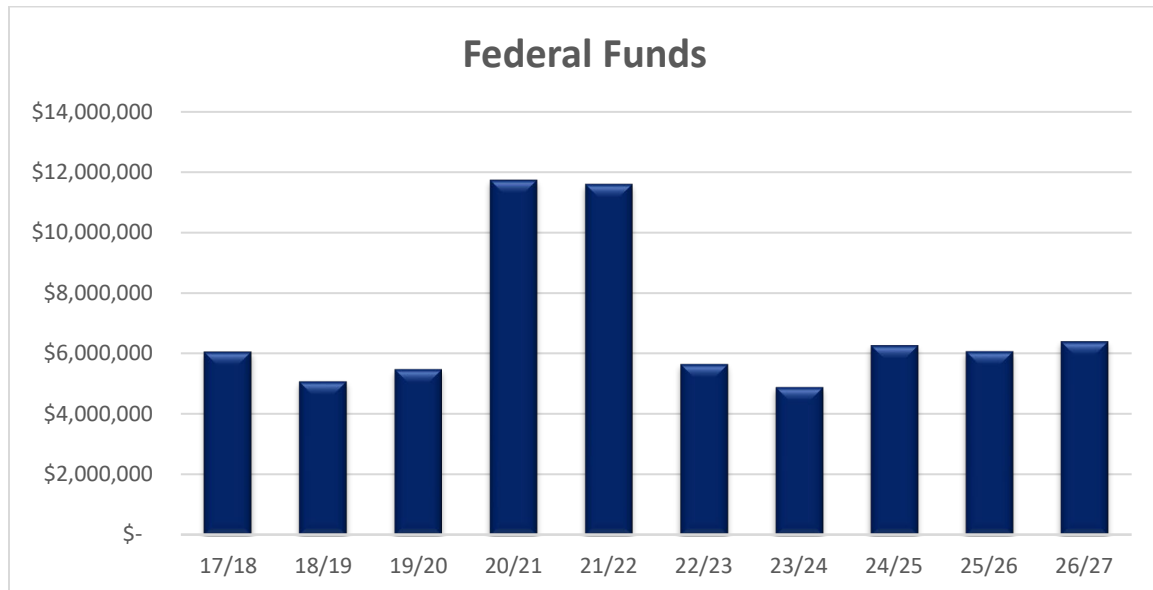
In June 2002, WCTC became self-insured for health and dental. These revenues are recorded in an Internal Service Fund. A goal of three months' claims cost was set for retained earnings, and WCTC exceeded that goal. In January 2013, WCTC transitioned retirees from the self-insurance fund to a Medicare Advantage plan that reduced costs and revenues from this fund since that point in time.

In FY 16, the Internal Service Fund sales were significantly reduced due to transitioning health insurance to the Wisconsin Technical College Employee Benefit Consortium. Health insurance transactions are no longer processed through the Internal Service Fund.

Federal funds

WCTC receives federal grants for specific projects and for student financial aid. Some federal grants are recorded in the Special Revenue—Operating Fund. These grants include Carl D Perkins Career and Technical Education, Adult Education Act, and other federal funds. Other federal grants where WCTC acts as a trustee are recorded in the Special Revenue—Non-Aidable Fund. WCTC acts as a trustee for financial aid funds such as Pell, Student Employment Opportunity Grant (SEOG), and College Work Study (CWS).

Federal funding levels may fluctuate greatly from year to year based on the availability of federal funds and the amount projected to be awarded to WCTC. The budget is based on known information during the budget process. Any deviations from this information may result in a budget amendment being taken to the WCTC Board to modify the budget. The receipt of federal funds increased during the recession years as more students enrolled and were eligible for financial aid. The amount of federal financial aid to be received and disbursed will fluctuate based on increases or decreases in enrollment due to a high correlation between the two factors.



BUDGET PROCESS

Budget process

Annually WCTC is required to prepare a budget document and budget summary in accordance with section 65.90 of the Wisconsin state statutes and the rules contained in TCS (Technical College System) 7 of the Wisconsin Administrative Code as established by the Wisconsin Technical College System Board under section 38.04(11)(a) of the statutes.

Throughout the year the WCTC Board members and staff continuously seek input from customers, students, taxpayers, and others for the services to be provided by WCTC using methods such as:

- Each program area has an advisory committee made up of members from business and industry working in that field of expertise that meet twice per year and make recommendations.
- The WCTC Board members and staff meet regularly with various businesses throughout the district to seek input about their needs.
- Focus group meetings are held with various businesses, students, and staff in order to seek information about the needs of students and businesses.

Staff and the WCTC Board review and update the Strategic Plan.

During the budget process the WCTC Board and President set the guidelines for the development of the budget. Administrative staff uses the Board's guidelines to create more restrictive criteria to be used by organizational units when developing the divisional budgets, so the final budget falls within the Board's guidelines. The budget has been developed using a rollover from the previous year as a starting point.

During January and February, the Vice President of Finance & Administration works with the President's Executive Cabinet to finalize all budget decisions to the extent possible with information known at the time. During the month of February, the Vice President of Finance & Administration develops the salary and benefit budgeting for regular staff as well as adding rate increases for temporary and part-time staff.

Between March and April, the Vice President of Finance & Administration presents the budget to the WCTC Board monthly. By the end of March, the budget is balanced and meets the Board's guidelines.

WCTC is required to hold a public hearing prior to adoption of the budget, with a Class 1 legal notice being published fifteen days prior to the hearing. This public hearing is held in May or June. The budget is adopted in May or June.

Prior to July 1, the WCTC Board must legally adopt a budget at the fund and function level. It requires a majority vote to adopt the budget. Copies of the adopted budget and legal notice must be forwarded to the Wisconsin Technical College System by June 30.

In October of the budget year, the WCTC Board certifies the WCTC tax levy amount based on the actual equalized valuations provided by the Wisconsin Department of Revenue, and the adopted budget tax levy is modified by the Board. Property taxes are then levied on the various taxing municipalities located within the district based on their portion of equalized valuation (excluding tax incremental financing districts) as established by the Wisconsin Department of Revenue. Because the taxes for the budget year are not levied until six months into the fiscal year, it is important that WCTC maintains adequate reserves to have sufficient cash available to meet its cash flow needs during the first seven months of the fiscal year.

Budget amendments

According to Wisconsin statutes, budget transfers between funds and functional areas within funds require WCTC Board approval. Increases or decreases in the overall budget by fund level, such as new revenues being received, require WCTC Board approval. These approvals require a two-thirds vote of the entire WCTC Board, publishing a Class I legal notice in the official college newspaper within ten days, and reporting the change to the WTC State Office within thirty days of approval. Budget modifications do not require re-issuance of the budget document.

Management has the ability to modify the budget by account number within a function within a fund without Board approval. Management exercises control over budgeted expenditures by fund and function as presented in the accompanying financial statements. Expenditures may not legally exceed the adopted or modified appropriations at the functional level within a fund. Unused appropriations lapse at the end of each fiscal year.

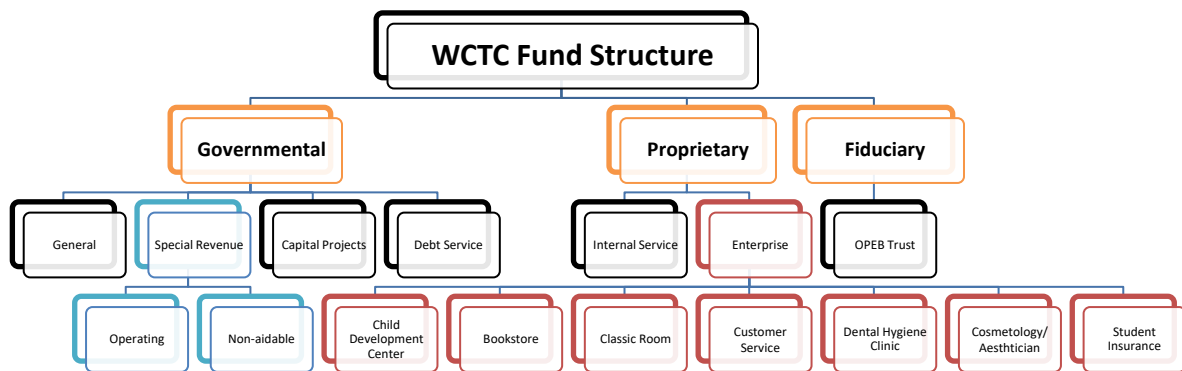
Month	Activity
Quarterly	Strategic Plan reviewed and measures updated
Fall	Budget and levy limit guidelines established
October/ November	Capital requests submitted New position requests submitted New and expanded activity requests submitted
November/ December	Staff begins developing the budget Capital project requests reviewed and approved
January	Staff completes inputting the budget Grant budgets developed Divisional managers finalize their budget requests New position requests reviewed and prioritized Capital requests reviewed and prioritized New and expanded activity requests reviewed and prioritized
February	Salary and benefit budgets calculated and inputted Revenue budgets calculated and inputted Grant budgets finalized
Spring	Budget presented to the WCTC Board WCTC Board establishes final budget parameters
April/May	Public hearing notice published Public hearing held
May/June	WCTC Board adopts the budget Budget submitted to the state
October	WCTC Board approves the tax levy bills and mill rates Certified tax bills mailed to municipalities
Year long	Input sought from customers, students, staff, and taxpayers Operating budgets monitored by budget responsible managers

FINANCIAL STRUCTURE

The WCTC Board is the governing authority of this reporting entity. By state statute, the County Board Chairs of Waukesha, Jefferson, Dodge, and Racine counties appoint WCTC Board members. These elected county officials do not maintain a continuing relationship with the WCTC Board with respect to carrying out its important public functions. As WCTC's governing authority, the WCTC Board powers include authority to:

- Borrow money and levy taxes.
- Establish a budget.
- Execute contracts, exercise control over facilities and properties, determine the outcome or disposition of matters affecting the receipt of the services being provided, and approve the hiring or retention of key management personnel who implement board policies and directives.

The accounts of WCTC are organized on the basis of funds, 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. WCTC's resources are allocated to and accounted for in individual funds, based on the purpose for which they are to be spent and the means by which spending activities are controlled. In this budget document the various funds are grouped into fund types and three broad fund categories as follows:



Governmental funds

Governmental funds are those funds through which most functions of WCTC are financed. The acquisitions, uses, and balances of WCTC's expendable financial resources and related liabilities, except those accounted for in Proprietary funds, are accounted for through Governmental funds. The measurement focus is based on the determination of changes in financial position rather than on determination of net income. WCTC maintains the following Governmental funds:

- **General Fund:** The General Fund is the principal operating fund and accounts for all financial activities not required to be accounted for in another fund.
- **Special Revenue Fund:** The Special Revenue Fund is used to account for the proceeds and related financial activities of specific revenue sources that are legally restricted to expenditures for specified purposes or where WCTC acts as a trustee or fiscal agent for the funds of others.
 - **Operating:** The Special Revenue – Operating Fund is used to account for the proceeds and related financial activities of specific revenue sources that are legally restricted to expenditures for specified purposes, and which are within the mission of WCTC.

- **Non-aidable:** The Special Revenue – Non-Aidable Fund is used to account for assets held by WCTC in a trustee capacity, primarily for student activities, financial aid, and funds from various state and federal grantor agencies where WCTC is acting as a fiscal agent and the scope of activities is not within WCTC’s mission. This fund is also used to account for assets held by WCTC as fiscal agent, such as student club funds. No budgets are included for those activities where WCTC acts as a fiscal agent only. Agency funds are custodial in nature (assets equal liabilities) and do not involve measurement of the results of operations.
- **Capital Projects Fund:** The Capital Projects Fund accounts for financial resources used for the acquisition or construction of capital assets and remodeling other than those financed by Enterprise Funds.
- **Debt Service Fund:** The Debt Service Fund is used to account for the accumulation of resources for, and payment of, general long-term debt principal, interest, and related costs.

Proprietary funds

Proprietary Funds are used to account for ongoing activities that are similar to those often found in the private sector. The measurement focus is based on the determination of income. These funds are maintained on an accrual basis of accounting.

- **Enterprise funds:** The Enterprise Fund is used to record revenues and expenses related to rendering services to students, faculty, staff, and the community. These funds are intended to be self-supporting and are operated in a manner similar to private business where the intent is that all costs, including depreciation expense, of providing goods and services to students and other aforementioned parties is recovered primarily through user charges. These services complement the educational and general objectives of WCTC.
- **Internal Service Fund:** The Internal Service Fund is used to account for the financing and related financial activities of goods and services provided by one department of the college to another department of the college or to other governmental units on a cost-reimbursement basis.

Fiduciary funds

Fiduciary Funds are used to report assets held in an irrevocable trust on behalf of others and which, therefore, cannot be used to support WCTC’s own programs. Fiduciary Funds are not included in WCTC’s adopted budget. Budgetary information is provided for information purposes only.

- **OPEB Trust:** The Other Post-Employment Benefit (OPEB) Trust Fund is a fund created to track the activities of the irrevocable trust established by WCTC with a third-party. This trust was established to hold assets to cover the post-employment benefits earned by current and former WCTC staff until the benefit is paid out on behalf of the retiree.

ACCOUNTING STRUCTURE

Basis of accounting

Basis of accounting refers to when revenues and expenditures, or expenses are recognized in the accounts and reported in the financial statements. The basis of accounting relates to the timing of the measurement made, regardless of the measurement focus applied.

The financial statements are prepared on an accrual basis, whereby all revenues are recognized when earned, and all expenses are recorded as liabilities when incurred. This basis of accounting requires depreciation expense to be recorded for all capitalized assets to spread the cost of those assets to the estimated period benefiting from them. The principal still owing on long-term debt is recorded as a liability.

In December 1998, the Governmental Accounting Standards Board (GASB) released Statement No. 33, *“Accounting and Financial Reporting for Non-Exchange Transactions,”* which revised reporting requirements for property tax revenue. In June 1999, GASB approved Statement No. 34, *“Basic Financial Statements and Management’s Discussion and Analysis for State and Local Governments,”* followed by Statement No. 35, *“Basic Financial Statements and Management’s Discussion and Analysis for Public Colleges and Universities,”* which changed the financial statement presentation requirements for WCTC. The change in financial statement presentation provides a comprehensive one-page look at the total college and requires capitalization of assets and the recording of depreciation. These statements were implemented by WCTC for the fiscal year that ended on June 30, 2002.

The significant changes in these financial statements included the recording and depreciation of capital assets, the elimination of internal revenue and expense charges, the removal of capital-related items from revenues and expenditures, the reporting of summer school revenues and expenses on a pro rata basis between fiscal years rather than in one fiscal year, the recording of all revenues and expenditures on an accrual basis rather than a modified accrual basis, the recognition of accrued interest on outstanding debt, and the elimination of two account groups.

Under these new regulations, WCTC reports its financial statements using the business-type activities model, whereby the financial statements will be presented in a manner similar to private industry.

Basis of budgeting

WCTC adopts an annual operating budget, which is prepared on substantially the same basis as the financial statements, which are prepared in accordance with generally accepted accounting principles (GAAP), with the following exceptions:

- WCTC uses encumbrance accounting in its budgetary basis. Encumbrances are not included in the accounting basis.
- WCTC records purchases of capital assets as an expenditure on a budgetary basis. Under the accounting basis, these costs are recorded as an asset with depreciation expense.
- WCTC records the principal and interest payment on debt as an expenditure on a budgetary basis for the year in which it is paid. Under the accounting basis, the principal portion is recorded as a liability, and the interest portion is recorded as an expense in the year it is due.
- WCTC records some of its revenues on an accrual basis and some on the modified accrual basis for the budgetary basis. Under the accounting basis, all revenues are recorded using the accrual basis.

- WCTC utilizes the various funds described in the previous section to record transactions for budgetary purposes. For accounting purposes, these funds are consolidated into one column in the annual financial statements since WCTC uses the business-type activities method of reporting.

The Governmental Funds are accounted 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 both measurable and available (susceptible to accrual). All revenues are considered susceptible to accrual except summer school tuition and fees.
- Expenditures are recognized when the liability is incurred, except for interest and principal on general long-term obligation debt, which are recognized as expenditures when due. Expenditures for claims and judgments are recognized when it becomes probable that an asset has been impaired, or a liability has been incurred.
- Expenditures for compensated absences, including vacation and sick leave, are recognized when the liability is incurred for past services of an employee that vest and accumulate.
- Capital assets are recorded as capital outlays and expensed at the time of purchase.
- Proceeds of long-term debt obligations are treated as a financing source when received.

The Proprietary Funds are accounted for on an accrual basis, whereby revenues are recognized when measurable and earned, and expenses are recorded as liabilities when incurred and, where applicable, depreciation expenses are also included.

DESCRIPTION OF FUNCTIONS

Instruction

This function includes teaching, academic administration and related clerical support, and other activities related directly to the teaching of students, such as guiding the students in the educational programs, coordination and improvement of teaching.

Instructional resources

This function includes all learning resource activities such as the Library and audio-visual aids center, learning resource center, Center for Academic Performance Excellence, instructional media center, instructional resources administration, and related clerical support.

Student services

This function includes those non-instructional services provided for the student body, such as student recruitment; student services administration and related clerical support; admissions; registration; counseling, including testing and evaluation; health services; financial aids; placement; and follow up. Student engagement and related activities are also included in this function.

General institution

This function includes costs related to general administrative functions, including the WCTC Board, the Office of the President, the Business Office, and general clerical support for administrative offices serving all functions of WCTC. Administrators of specific functions are not recorded under this function. This function also includes all services benefiting the entire college, exclusive of those chargeable directly to other functional categories. Examples of this type of expenditure are legal fees, external audit fees, general liability insurance, interest on operational borrowing, and public information. General personnel, employment relations, and affirmative action programs are included in this function.

Physical plant

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

Auxiliary services

This function includes commercial-type activities, such as the Bookstore, Classic Room, Dental Clinic, Salon, and Child Development Center.

Fiscal Year 2027 **BUDGET DOCUMENT**



General Fund



WAUKESHA
COUNTY TECHNICAL
COLLEGE

Hands-on
Higher Ed

GENERAL FUND

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

Budget Summary

	Change from 2025/26					
	2024/25	2025/26		2026/27	Modified Budget	
	Actual	Adopted	Modified	Budget	\$	%
Revenues						
Local government	\$ 11,372,604	\$ 12,406,200	\$ 12,534,231	\$ 13,100,764	\$ 566,533	4.5%
State aids	52,986,038	\$ 52,756,535	\$ 52,764,702	\$ 52,858,806	94,104	0.2%
Program fees	14,202,538	\$ 13,125,000	\$ 13,125,000	\$ 13,800,000	675,000	5.1%
Material fees	812,758	\$ 775,000	\$ 775,000	\$ 790,000	15,000	1.9%
Other student fees	1,046,734	\$ 807,500	\$ 807,500	\$ 907,500	100,000	12.4%
Institutional	4,759,876	\$ 3,650,000	\$ 3,650,000	\$ 3,184,000	(466,000)	-12.8%
Federal	24,012	-	-	-	-	0.0%
Total revenue	\$ 85,204,560	\$ 83,520,235	\$ 83,656,433	\$ 84,641,070	\$ 984,637	1.2%
Expenditures						
Salaries	\$ 43,339,175	46,932,263	\$ 48,771,608	\$ 48,430,238	\$ (341,370)	-0.7%
Benefits	15,861,178	17,526,063	17,802,135	17,371,147	(430,988)	-2.4%
Operating expenditures	15,749,030	19,211,909	19,300,690	18,989,685	(311,005)	-1.6%
Total expenditures	\$ 74,949,383	\$ 83,670,235	\$ 85,874,433	\$ 84,791,070	\$ (1,083,363)	-1.3%
Net Revenue/(Expenditures)	10,255,177	(150,000)	(2,218,000)	(150,000)		
Other sources/(uses)						
Operating Transfer In/(Out)	\$ (5,500,000)	\$ 150,000	\$ 150,000	\$ 150,000		
Total Resources/(Uses)	\$ 4,755,177	\$ -	\$ (2,068,000)	\$ -		
Beginning Fund Balance	47,788,006	52,508,443	52,543,183	59,423,914		
Ending Fund Balance	\$ 52,543,183	\$ 52,508,443	\$ 50,475,183	\$ 59,423,914		

The FY 14/FY 15 Wisconsin State Biennium Budget included language that capped operational levy increases at net new construction growth. If the allowed increase was not levied in a budget year, a college could use up to one-half of one percent of the unused portion in the next budget year.

WCTC plans to increase the operational tax levy (levies in the General Fund and Special Revenue Funds) approximately \$609,876, resulting in a small increase in the tax levy mill rate. The projected allowable operational levy increase from net new construction is 1.0%. WCTC strives to utilize resources efficiently and minimize the impact on the individual taxpayer whenever possible.

Financial Summary by Function and Class

By state statute, the WCTC Board controls the budget at the fund and function level. The expenditure functions in the General Fund are:

- Instruction
- Instructional Resources
- Student Services
- General Institutional
- Physical Plant

In addition, WCTC staff also reviews expenditures by class categories:

- Salaries
- Benefits
- Operating expenditures

The following table displays the FY 27 General Fund budget by function and class categories.

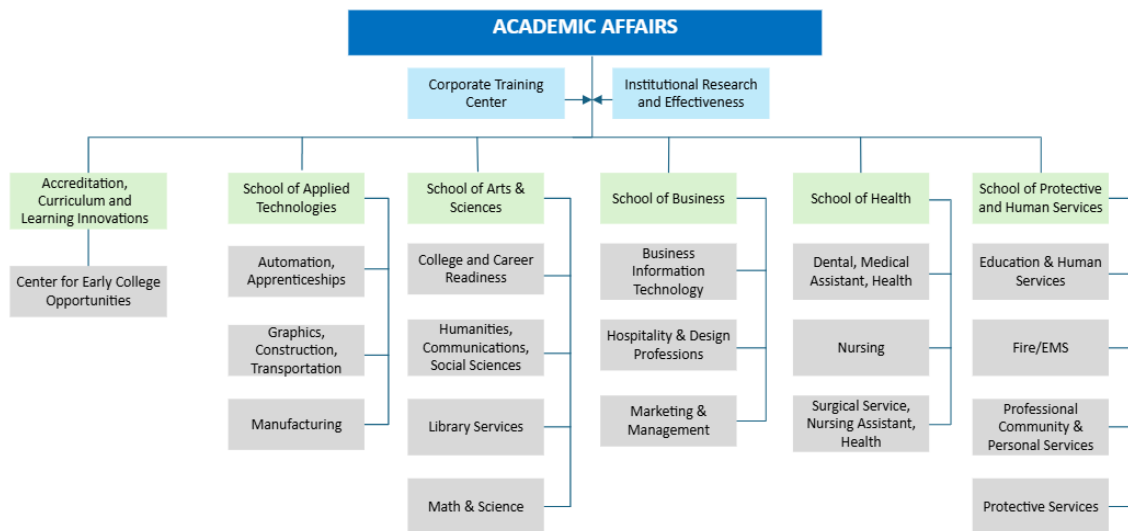
Function	Salaries	Benefits	Current Operating	Total
Instruction	\$ 32,115,996	\$ 11,064,140	\$ 6,985,752	\$ 50,165,888
Instructional resources	799,678	245,948	365,711	1,411,337
Student services	5,791,148	2,406,741	1,233,064	9,430,953
General administration	7,902,050	2,790,791	6,888,109	17,580,950
Physical plant	1,821,366	863,527	3,517,049	6,201,942
Total	\$ 48,430,238	\$ 17,371,147	\$ 18,989,685	\$ 84,791,070

The following narratives describe activities, goals, and achievements of the various divisional units at WCTC. Each section includes the following:

- Financial summary
- Divisional activities
- Organization chart

ACADEMIC AFFAIRS DIVISION

	Change from 2025/26					
	2024/25	2025/26		2026/27	Modified Budget	
	Actual	Adopted	Modified	Budget	\$	%
Salaries	\$ 29,912,975	\$ 31,324,783	\$ 31,368,117	\$ 32,569,428	\$ 1,201,311	3.8%
Benefits	10,466,463	11,345,233	11,367,526	11,372,641	5,115	0.0%
Operating expenditures	<u>5,244,397</u>	<u>5,555,088</u>	<u>5,555,088</u>	<u>5,842,464</u>	<u>287,376</u>	<u>5.2%</u>
Total expenditures	\$ 45,623,835	\$ 48,225,104	\$ 48,290,731	\$ 49,784,533	\$ 1,493,802	3.1%



Activities

Academic Affairs is responsible for providing direct educational services to students, employers, and community partners. Educational activities include associate of applied science degrees, technical diploma programs, continuing education, community and family education, advanced technical certificates (ATC), apprenticeship education, technical studies for journey workers, basic education, adult high school, English as a second language (ESL), school-to-work programming, youth apprenticeship, contracted training for the current workforce, hybrid courses, and online learning.

The School of Arts and Sciences

The School of Arts and Sciences provides high school credentialing, English language learning, academic support, and general studies courses with an emphasis on the critical life skills needed for academic and workforce success. General studies courses are integral components of WCTC's occupational programs and span the disciplines of math, natural science, social and behavioral science, and communications. They comprise the Associate of Arts and Associate of Science degrees, providing graduates guaranteed transfer of 61 credits to four-year degrees at the University of Wisconsin-Milwaukee. The library acquires resources that support programs and courses, offers library orientation and instructional workshops, subscribes to interlibrary loan (ILL) services, and makes referrals to outside resources.

The **School of Business**, through a learner-centered focus, provides entry-level, advanced technical training, and continuing education for learners. This division spans the fields of human resources, accounting, management, information technology, artificial intelligence, supply chain management, marketing, customer service, and culinary arts. Specialized technical diplomas and certificates are also available in entrepreneurship, information technology, real estate, quality tools, management, import/export compliance, property assessment, mortgage lending, social media, and leadership.

The **School of Applied Technologies** provides a comprehensive series of technical/occupational programs to fulfill the educational and training needs of area employers and employees. The division spans the fields of construction, electronics technology, architecture, mechanical design, manufacturing, automation systems, printing, graphic design, and transportation. Practical, application-oriented instruction is offered in well-equipped laboratory facilities. Many program areas feature cooperative work experience with related industry employers.

The **School of Protective and Human Services** accomplishes its mission and vision, along with that of WCTC, through its educational programs and services. The School offers formal education and training in degree and certificate programs, along with continuing education and customized training, in the fields of education, interior design, human services, law enforcement, criminal justice, firefighting (and related disciplines), emergency medical, cosmetology, and aesthetics.

The **School of Health** accomplishes its vision/mission and that of WCTC through its educational programs and services. The division offers continuing education, and specially funded or certificate programs in the fields of nursing, dental hygiene, health information technology, health office operations, pharmacy, surgical technology, and physical therapy.

The **Corporate Training Center** builds and maintains lasting relationships between Waukesha County Technical College and business, industry, and governmental agencies in Waukesha County, including small business. WCTC's customers embrace the use of WCTC's innovative and customized occupational, technical, and professional development training and technical assistance. A value-added customer service approach leads to increased customer organizational performance and economic development.

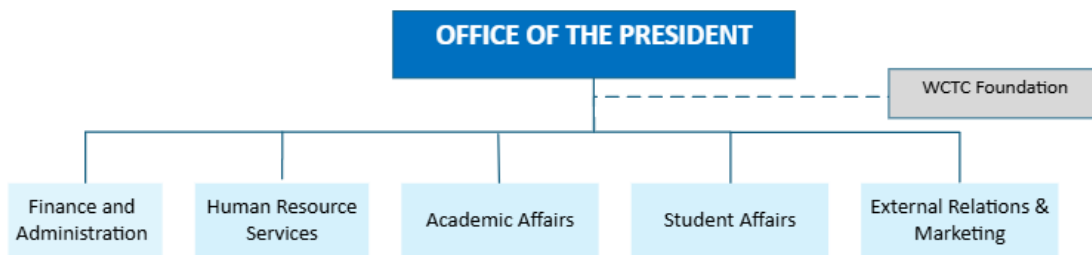
Accreditation, Curriculum and Learning Innovations promotes, supports, and trains others in the development and implementation of competency-based curriculum, integration of critical life skills, assessment of student learning outcomes, and analysis of occupations for developing new programs and improving existing programs.

Early College Opportunities works closely with K-12 school districts to support students' transition from high school to WCTC through dual credit programs, such as Transcribed Credit, Start College Now, WCTC Excelerate, and the Dual Enrollment Academy.

The **Institutional Research and Effectiveness (IRE)** Department provides leadership and expertise in planning, designing, and conducting research and developing academic offerings and in ensuring quality by administering and coordinating the college's accreditation and evaluation processes.

OFFICE OF THE PRESIDENT'S DIVISION

General Fund	Change from 2025/26					
	2024/25	2025/26		2026/27	Modified Budget	
	Actual	Adopted	Modified	Budget	\$	%
Salaries	\$ 2,669,367	\$ 2,719,151	\$ 2,719,151	\$ 3,065,105	\$ 345,954	12.7%
Benefits	942,282	1,025,729	1,025,729	1,115,443	89,714	8.7%
Operating expenditures	<u>2,092,121</u>	<u>2,285,977</u>	<u>2,374,758</u>	<u>2,910,277</u>	<u>535,519</u>	<u>22.6%</u>
Total expenditures	\$ 5,703,770	\$ 6,030,857	\$ 6,119,638	\$ 7,090,825	\$ 971,187	15.9%



Activities

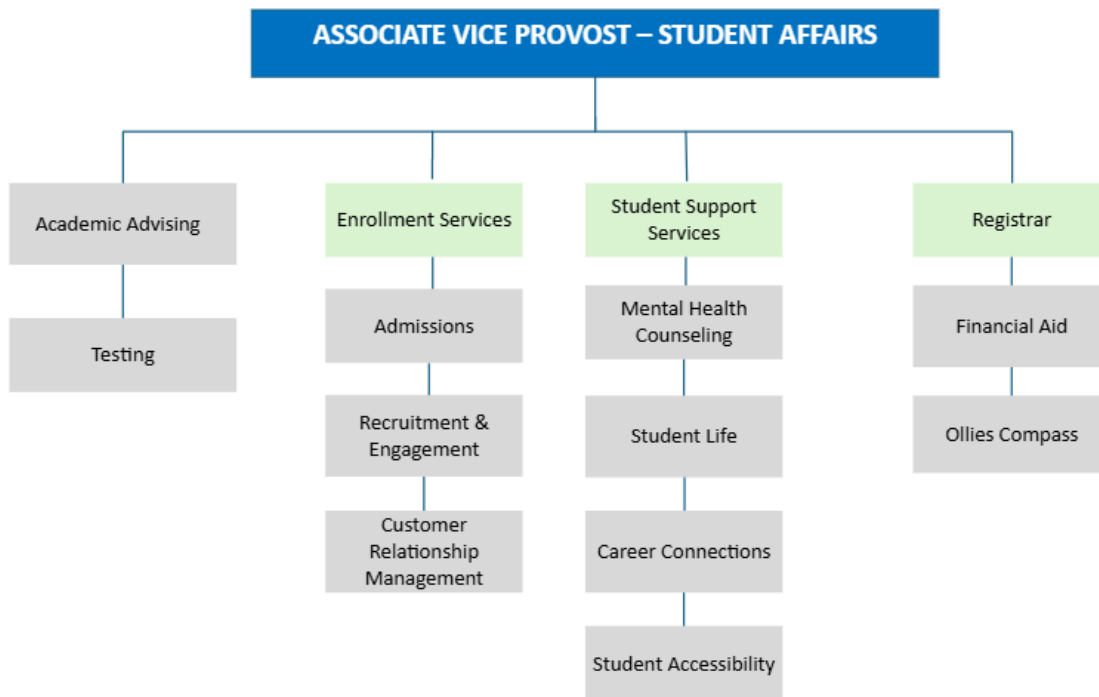
The **Office of the President** provides support for the WCTC Board, overall college leadership, connection to the community, educational programming, legislative activities, and revenue development.

Human Resources Services provides services that include recruitment, selection, and employment; compensation and benefit programs; administration; employee orientation; training and development; personnel records and position control; faculty credentialing; risk management; and wellness programs.

External Relations & Marketing provides marketing, advertising, and communications services designed to promote a positive image of WCTC and communicate effectively with internal and external stakeholders. It promotes WCTC to prospective students, parents, and the community through open houses, high school visits, and other outreach efforts that encourage prospective students to enroll at WCTC.

STUDENT AFFAIRS DIVISION

General Fund	Change from 2025/26					
	2024/25	2025/26		2026/27	Modified Budget	
	Actual	Adopted	Modified	Budget	\$	%
Salaries	\$ 4,965,081	\$ 6,255,157	\$ 6,246,631	\$ 5,479,525	\$ (767,106)	-12.3%
Benefits	2,000,730	2,579,898	2,570,214	2,325,376	(244,838)	-9.5%
Operating expenditures	334,200	733,557	733,557	424,277	(309,280)	-42.2%
Total expenditures	\$ 7,300,011	\$ 9,568,612	\$ 9,550,402	\$ 8,229,178	\$ (1,321,224)	-13.8%

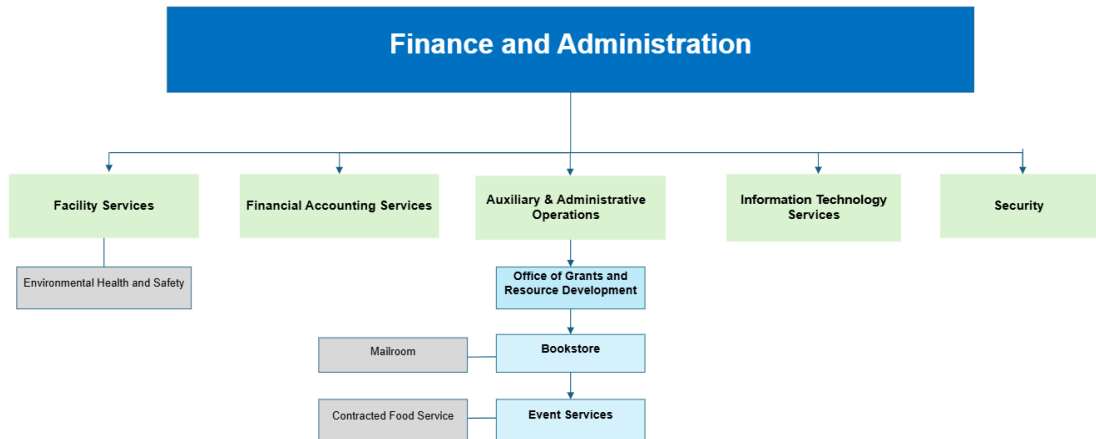


Activities

The **Student Affairs** Division provides admissions, assessment, career development, job search, registration, student records management, financial aid, counseling, advising, student development, and student accessibility. Other services and activities include student government, student activities and organizations, student orientation, and student conduct.

FINANCE & ADMINISTRATION DIVISION

General Fund	Change from 2025/26					
	2024/25	2025/26		2026/27	Modified Budget	
	Actual	Adopted	Modified	Budget	\$	%
Salaries	\$ 6,571,810	\$ 6,633,172	\$ 8,437,709	\$ 7,316,180	\$ (1,121,529)	-13.3%
Benefits	2,401,778	2,575,203	2,838,666	2,557,687	(280,979)	-9.9%
Operating expenditures	<u>7,348,179</u>	<u>10,637,287</u>	<u>10,637,287</u>	<u>9,812,667</u>	<u>(824,620)</u>	<u>-7.8%</u>
Total expenditures	\$ 16,321,767	\$ 19,845,662	\$ 21,913,662	\$ 19,686,534	\$ (2,227,128)	-10.2%



Activities

Information Technology Services (ITS) provides college-wide network support for administrative and instructional applications; telecommunications and voicemail administration; database administration; information systems development; distance learning technology support; student computing support; WTCS reporting coordination; service desk support for college-wide applications; computer equipment consulting and maintenance; telecommunications equipment consulting and maintenance; Workforce Development Center network and telecommunications systems support; instructional technology consultation; media services; liaison support for statewide technology initiatives and agreements; and monitoring of college-wide software license agreements.

Facility Services provides services that include planning, budgeting, operating, and maintaining college facilities; remodeling, renovating, and constructing facilities; facility master planning; campus infrastructure maintenance; custodial services for buildings and grounds; property leasing agent services; outreach campus administration; education center management; and mailroom services.

Financial Accounting Services (FAS) is responsible for all financial activities and related records of the college, including accounts payable, payroll, grant and financial aid management and billing, budgeting, cash management, debt management, accounting, internal controls, auditing, accounts receivable and collections, capital asset tracking and monitoring, and procurement.

Auxiliary & Administrative Operations provides college-wide support for project management, resource development, external event coordination and marketing, revenue diversification opportunities, and oversight of auxiliary services that support daily operations and the campus experience at WCTC.

Event Services supports the planning, promotion, scheduling, and execution of events that bring community members, employers, partners, and other external audiences to campus, while ensuring these activities align with college priorities and make effective use of institutional resources.

This area also identifies and advances opportunities to diversify revenue through auxiliary services, partnerships, event-related activities, and other initiatives that strengthen financial sustainability and expand WCTC's community reach.

The Bookstore is a retail operation with an online sales component that provides textbooks, course materials, technology, supplies, and other products students need to be successful. As a certified Apple Store, it also facilitates technology sales and device rentals for students.

The Office of Grants and Resource Development (OGRD) supports the college community in securing and managing externally funded grants and contracts. This includes identifying funding sources, writing and submitting grant applications, monitoring federal and state compliance, approving sub-grants, coordinating audits and project performance reporting, overseeing grant reporting systems to meet WTCS requirements, and supporting grant budget development.

Fiscal Year 2027 **BUDGET DOCUMENT**



Special Revenue Fund



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SPECIAL REVENUE FUND

The Special Revenue Fund is used to account for the proceeds and related financial activities of specific revenue sources that are legally restricted to expenditures for specified purposes or where WCTC acts as a trustee or fiscal agent for the funds of others.

Operating

The Operating Fund is used to account for the proceeds and related financial activities of specific revenue sources that are legally restricted to expenditures for specified purposes. The majority of the federal and state grants WCTC receives are recorded in this fund.

Non-Aidable

The Non-Aidable Fund is used to account for assets held in trust by WCTC in a trustee capacity, primarily for student activities, financial aid, and federal and state grants. This fund is also used to account for assets held in trust by WCTC as a fiscal agent, such as the Other Post Employment Benefit (OPEB) Trust. No budgets are included for those activities where WCTC acts as a fiscal agent only. Agency funds are custodial in nature (assets equal liabilities) and do not involve measurement of the results of operation.

- Student Association
- Financial Aid
- Grantor Agencies

Special Revenue Fund – Operating Budget Summary

	2024/25	2025/26		2026/27	Change from 2025/26	
	Actual	Adopted	Modified	Budget	Modified Budget	
						\$
Revenues						
Local government	\$ 757,400	\$ 536,700	\$ 536,700	\$ 576,910	\$ 40,210	7.5%
State funds	1,445,388	1,362,200	1,362,200	1,620,130	257,930	18.9%
Program fees	-	-	-	-	-	0.0%
Material fees	2,451	3,000	3,000	-	(3,000)	0.0%
Other student fees	78,321	57,000	57,000	-	(57,000)	0.0%
Institutional	1,234,053	990,000	990,000	953,430	(36,570)	0.0%
Federal funds	1,030,897	836,400	836,400	1,254,320	417,920	50.0%
Total revenue	\$ 4,548,510	\$ 3,785,300	\$ 3,785,300	\$ 4,404,790	\$ 619,490	16.4%
Expenditures						
Salaries	\$ 2,525,035	\$ -	\$ -	\$ -	\$ -	0.0%
Benefits	749,555	-	-	-	-	0.0%
Operating expenditures	926,459	3,635,300	3,635,300	4,254,790	619,490	17.0%
Total expenditures	\$ 4,201,049	\$ 3,635,300	\$ 3,635,300	\$ 4,254,790	\$ 619,490	17.0%
Net Revenue/(Expenditures)	347,461	150,000	150,000	150,000		
Other sources/(uses)						
Operating Transfer In/(Out)	\$ -	\$ (150,000)	\$ (150,000)	\$ (150,000)		
Total Resources/(Uses)	\$ 347,461	\$ -	\$ -	\$ -		
Beginning Fund Balance	894,003	1,010,963	1,241,464	1,197,664		
Ending Fund Balance	\$ 1,241,464	\$ 1,010,963	\$ 1,241,464	\$ 1,197,664		

The Special Revenue - Operating Fund is used to account for the proceeds and related financial activities of specific revenue sources that are legally restricted to expenditures for specified purposes, mainly state and federal funds.

When preparing this fund, staff submits proposed budgets based on projected grants to be received. The financial summary shown in this section identifies the projected grants to be received. When preparing the expenditure side of the grants, the expenditure budget is placed into a segregated pool account. As the award letters are received for each grant, a budget transfer is done transferring the funds from the segregated pool account to the appropriate expenditure account(s) for each grant.

If a grant is discontinued, WCTC decides whether to continue with the service. If the service is continued, the activity is transferred to the General Fund where it will be fully funded with tax levy and other revenues in the General Fund.

This fund was budgeted based on the projected grants to be received and calculating the necessary match with the match portion not exceeding the available tax levy. If additional match funds are needed during the year as a result of applying for more grants, WCTC would seek WCTC Board approval to modify its budget and re-appropriate funds from fund balance for the match funds. This would be a one-time transfer.

Based on the fluctuation of which grants may be received and the funding source, there can be wide variations in the amounts budgeted in this fund from one year to another.

Projected grants to be received in FY27 are:

GRANT	Federal Funds	State Funds	Other External	Tuition & Fees	Levy/District Funds	Proposed Budget
Carl D. PERKINS Career & Technical Education Act						
Career Prep	\$35,000					\$35,000
Targeting Attainment Gaps	\$54,160					\$54,160
Student Success (& NTO)	\$329,610				\$220,011	\$549,621
Strengthening CTE Programs	\$82,405					\$82,405
Adult Education & Family Literacy Act (AEFL)						
Adult Education & Literacy (formerly ABE)	\$220,805				\$137,020	\$357,825
Integrated English Lit. & Civics Education	\$72,005				\$44,683	\$116,688
Corrections Education	\$75,000				\$46,542	\$121,542
State Grants (Formerly - General Purpose Revenue [GPR])						
Professional Growth		\$71,530			\$35,766	\$107,296
Emergency Assistance		\$10,960				\$10,960
IET Development & Expansion		\$200,000				\$200,000
Core Industry - AI		\$74,555				\$74,555
Core Industry - Aesthetician		\$84,025				\$84,025
Developing Markets - EFDA		\$199,790				\$199,790
Completion		\$225,000			\$75,000	\$300,000
EMS Education		\$253,150				\$253,150
AI Innovation		\$96,400				\$96,400
Adult Education ELL Leadership		\$136,120				\$136,120
Developing Markets - Manufacturing Tech		\$31,065				\$31,065
Core Industry 1 - Nursing VR Lab		\$69,670				\$69,670
Core Industry 2 - Paramedic		\$91,155				\$91,155
OER Resources		\$31,515				\$31,515
Other Federal						
Strengthening Community Colleges 4 (SCC4)	\$368,220					\$368,220
AFG	\$17,115				\$4,367	\$21,482
Other State						
Youth Apprenticeship		\$45,195			\$13,521	\$58,716
	\$1,254,320	\$1,620,130	\$0	\$0	\$576,910	\$3,451,360

Special Revenue Fund – Non-Aidable Budget Summary

	Change from 2025/26					
	2024/25	2025/26		2026/27	Modified Budget	
	Actual	Adopted	Modified	Budget	\$	%
Revenues						
Local government	\$ 151,500	\$ 151,500	\$ 151,500	\$ 154,633	\$ 3,133	2.1%
State funds	1,377,221	1,366,757	1,366,757	1,449,204	82,447	6.0%
Other student fees	986,302	900,000	900,000	925,000	25,000	2.8%
Institutional	11,878	10,000	10,000	10,000	-	0.0%
Federal funds	5,185,669	5,274,703	5,274,703	5,127,079	(147,624)	-2.8%
Total revenue	\$ 7,712,570	\$ 7,702,960	\$ 7,702,960	\$ 7,665,916	\$ (37,044)	-0.5%
Expenditures						
Salaries	\$ 316,398	\$ 344,736	\$ 344,736	\$ 346,205	\$ 1,469	0.4%
Benefits	54,234	61,170	61,170	62,349	1,179	1.9%
Operating expenditures	7,021,863	7,299,554	7,243,554	7,257,362	13,808	0.2%
Total expenditures	\$ 7,392,495	\$ 7,705,460	\$ 7,649,460	\$ 7,665,916	\$ 16,456	0.2%
Net Revenue/(Expenditures)	320,075	(2,500)	53,500	-		
Other sources/(uses)						
Operating Transfer In/(Out)	\$ (122,212)	\$ -	\$ (56,000)	\$ -		
Total Resources/(Uses)	\$ 197,863	\$ (2,500)	\$ (2,500)	\$ -		
Beginning Fund Balance	1,232,306	1,580,763	1,430,168	1,615,418		
Ending Fund Balance	\$ 1,430,169	\$ 1,578,263	\$ 1,427,668	\$ 1,615,418		

The Special Revenue - Non-Aidable Fund is used to account for assets held by WCTC in a trustee capacity or as an agent for individuals, private organizations, other governmental units and/or other funds.

WCTC acts as a trustee for student government, some financial aid programs, and some federal and state grantor agencies. These are included as part of the adopted budget.

WCTC acts as an agent for the Southeast Wisconsin Certification Consortium, WTCS Purchasing Consortium, and student clubs. These activities are not included in the adopted budget.

Student Association Budget Summary

	Change from 2025/26						
	2024/25	2025/26		2026/27	Modified Budget		
	Actual	Adopted	Modified	Budget	\$	%	
Other student fees	\$ 986,302	\$ 900,000	\$ 900,000	\$ 925,000	\$ 25,000	2.8%	
Institutional	11,878	10,000	10,000	10,000	-	0.0%	
Total revenue	\$ 998,180	\$ 910,000	\$ 910,000	\$ 935,000	\$ 25,000	2.7%	
Salaries	\$ 226,398	\$ 232,436	\$ 232,436	\$ 246,205	\$ 13,769	5.9%	
Benefits	54,234	61,170	61,170	62,349	1,179	1.9%	
Operating expenditures	401,250	616,394	560,394	626,446	66,052	11.8%	
Total expenditures	\$ 681,882	\$ 910,000	\$ 854,000	\$ 935,000	\$ 81,000	9.5%	

When students register for credit classes, they are charged an activity fee per credit. The activity fee is equal to 7% of the tuition rate rounded to the nearest nickel. A portion of this activity fee is collected on behalf of the Student Association. The fees are placed into this fund for the Student Association to use with the approval of WCTC's management. With the assistance and guidance of staff, the Student Association determines how they would like to spend these funds to improve student life on campus. WCTC acts as a trustee of these funds.

Financial Aid Budget Summary

	Change from 2025/26					
	2024/25	2025/26		2026/27	Modified Budget	
	Actual	Adopted	Modified	Budget	\$	%
Local government	\$ 151,500	\$ 151,500	\$ 151,500	\$ 152,500	\$ 1,000	0.7%
State funds	1,128,745	1,060,000	1,060,000	1,051,500	(8,500)	-0.8%
Institutional	-	-	-	-	-	100.0%
Federal funds	5,164,799	5,248,300	5,248,300	5,102,500	(145,800)	-2.8%
Total revenue	\$ 6,445,044	\$ 6,459,800	\$ 6,459,800	\$ 6,306,500	\$ (153,300)	-2.4%
Salaries	\$ 90,000	\$ 112,300	\$ 112,300	\$ 100,000	\$ (12,300)	-11.0%
Benefits	-	-	-	-	-	0.0%
Operating expenditures	6,351,267	6,350,000	6,350,000	6,206,500	(143,500)	-2.3%
Total expenditures	\$ 6,441,267	\$ 6,462,300	\$ 6,462,300	\$ 6,306,500	\$ (155,800)	-2.4%

WCTC is a trustee for some financial aid programs such as Supplemental Education Opportunity Grant (SEOG), Wisconsin Higher Education Grant (WHEG), Pell, and Federal College Work Study.

WCTC is a fiscal agent for other financial aid programs such as Direct Loans. WCTC does not prepare a budget for those funds where it is a fiscal agent. Agency funds use only balance sheet accounts (assets, liabilities, and fund balance). As a result, no budget needs to be established.

Federal College Work Study and SEOG funds have a 25% match requirement and the HEAB Technical Assistance funds have a 50% match requirement. As a result, WCTC uses property tax levy funds for that purpose.

Grantor Agencies Budget Summary

	2024/25		2025/26		2026/27	Change from 2025/26	
	Actual		Adopted	Modified	Budget	Modified Budget	
						\$	%
Local government	\$ -		\$ -	\$ -	\$ 2,133	\$ 2,133	0.0%
State funds	248,476		306,757	306,757	397,704	90,947	0.0%
Institutional revenues	-		-	-	-	-	0.0%
Federal funds	20,870		26,403	26,403	24,579	(1,824)	-6.9%
Total revenue	\$ 269,346		\$ 333,160	\$ 333,160	\$ 424,416	\$ 91,256	27.4%
Operating expenditures	\$ 269,346		\$ 333,160	\$ 333,160	\$ 424,416	\$ 91,256	27.4%
Total expenditures	\$ 269,346		\$ 333,160	\$ 333,160	\$ 424,416	\$ 91,256	27.4%

Periodically WCTC is asked to act as a fiscal agent for receipt of state or federal grants where the work is done by some agency other than WCTC. These grant activities are recorded in this fund instead of the Special Revenue – Operating Fund. There can be fluctuations between years as a result.

GRANT	Federal Funds	State Funds	Other External	Tuition & Fees	Levy/District Funds	Proposed Budget
Career and Technical Education (CTEA)						
Career Prep	\$21,143					\$21,143
Youth Apprenticeship		\$382,704				\$382,704
Adult Education & Literacy (formerly ABE)	\$3,436				\$2,133	\$5,569
CDL Training		\$15,000				\$15,000
	\$24,579	\$397,704	\$0	\$0	\$2,133	\$424,416

Fiscal Year 2027 **BUDGET DOCUMENT**



Capital Projects Fund



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CAPITAL PROJECTS FUND

The Capital Projects Fund accounts for financial resources used for the acquisition or construction of capital assets and remodeling other than those financed by Proprietary Funds.

WCTC has two components that make up its Capital Projects Fund. They are:

- Capital projects budget (new construction, building remodeling, site improvements)
- Capital equipment and technology budget

Budget Summary

	2024/25		2025/26		2026/27 Budget	Change from 2025/26 Modified Budget	
	Actual		Adopted	Modified		\$	%
Local Government	\$ 500,000	\$	-	\$ -	\$ -	\$ -	0.0%
State	1,125,641		-	-	179,806	179,806	0.0%
Institutional	2,222,176		4,150,000	4,789,900	200,000	(4,589,900)	-95.8%
Federal	10,435		-	-	12,000	12,000	0.0%
Total revenue	\$ 3,858,252	\$	4,150,000	\$ 4,789,900	\$ 391,806	\$ (4,398,094)	-91.8%
Capital equipment	\$ 15,143,038	\$	8,575,555	\$ 12,490,455	\$ 10,584,186	\$ (1,906,269)	-15.3%
Capital projects	6,542,781		9,050,000	9,050,000	12,900,000	3,850,000	42.5%
Total expenditures	\$ 21,685,819	\$	17,625,555	\$ 21,540,455	\$ 23,484,186	\$ 1,943,731	9.0%

WCTC issued \$11,500,000 in general obligation promissory notes to fund fiscal year 2025/26 capital costs. For fiscal year 2026/27, WCTC plans to issue \$13,000,000 in general obligation promissory notes and use \$10,092,380 of fund balance to cover remaining costs. The planned use of fund balance is higher than typical because of one-time major projects for which WCTC has intentionally built reserves over several years.

Definitions

Capital equipment is defined as furniture or equipment with a value of \$5,000 or more and a useful life greater than 12 months. Capital equipment is capitalized as an asset in the Capital Projects Fund of WCTC.

Capital projects consist of the following and are defined by the Wisconsin Technical College System (WTCS) Board as:

- **New construction** – Adding additional square footage to an existing building or constructing a new building.
- **Land purchases** – Purchase of additional land for WCTC.
- **Building improvements** – This consists of the following:
 - ✓ **Infrastructure** – Improvements made to a building to extend the useful life (i.e. roof replacement) of that building.
 - ✓ **Retrofitting** – Changing the configuration of a room or building to extend the useful life of the asset and to meet the changing needs of WCTC and its students.
- **Site improvements** – Improvements made to the land (i.e. roads, sidewalks, and underground piping) to extend the useful life of the assets.

Statutory limitations

The following statutory limits apply:

- New construction, building additions, and land purchases are limited to no more than \$1,500,000 in expenditures every two years without passing a referendum. New construction, building additions, and land purchases also require approval by the WTCS Board.
- Debt issues for site improvements are limited to \$1,500,000 per issue unless approved through a referendum.
- Debt issues for building improvements are limited to \$1,500,000 per issue unless approved through a referendum.

Capital budgeting – planning policy

WCTC has a capital planning process that consists of a Facility Master Plan, equipment replacement schedules, and identification of new capital equipment needs in future years. These plans are reviewed and updated annually, concurrent with the Strategic Plan, budgeting process, and Academic Master Plan to ensure alignment of all plans and processes.

Below is a schedule of planned capital spending and the year of planned implementation. All amounts are in millions.

	2027	2028	2029	2030	2031	2032
Master facility plan (MFP)	11.900	7.100	8.750	7.500	7.500	7.500
Infrastructure projects	1.000	1.000	2.200	1.200	1.200	1.200
Equipment	4.183	2.500	2.500	3.000	3.000	3.000
Technology purchases	6.001	4.000	3.000	3.500	3.500	3.500
Other capital equip/IT	0.400	0.400	0.400	0.400	0.400	0.400
Total	23.484	15.000	16.850	15.600	15.600	15.600

Funding (in millions) for these projected expenditures is expected to come from the following sources:

	2027	2028	2028	2030	2031	2032
General obligation promissory notes	13.000	13.000	13.000	13.000	13.000	13.000
Investment earnings	0.150	0.100	0.100	0.100	0.100	0.100
State & Federal grants	0.192	0.000	0.000	0.000	0.000	0.000
Other revenues	0.050	0.050	0.050	0.050	0.050	0.050
Use of fund balance	10.092	1.850	3.700	2.450	2.450	2.450
Total	23.484	15.000	17.375	15.600	15.600	15.600

Fiscal year 2027 includes a significant planned projects funded with accumulated reserves. The budget also includes known state and federal capital-related grants, which are relatively small and primarily support academic areas, including the start-up or expansion of instructional programs. Grant revenue is expected to equal the related expenditures.

In recent years, WCTC has transferred excess General Fund balance to the Capital Projects Fund to support current capital projects and related costs. WCTC may use these funds over multiple years to help meet ongoing capital needs.

Funding of capital projects and equipment

WCTC issues general obligation promissory notes to provide funds for capital equipment and capital projects. The proceeds of these notes are recorded in the Capital Projects Fund, and the payment of the principal and interest is recorded in the Debt Service Fund. WCTC may also receive grant funds to cover the cost of some capital equipment items. These grants are recorded in this fund. Any investment earnings from the proceeds of the debt issuance are also recorded in this fund.

Operating impacts

Capital equipment and technology – Operating impacts are generally minimal, if any. Operating impacts may consist of maintenance agreements, utility costs, supplies, fuel, staffing, etc. Many of the capital equipment purchases are replacements and the operating costs are already built into the base of the budget, so new additional funds are not necessary.

The operating impact is shown on the following pages with the related capital expenditure.

New construction – New construction will always result in an impact to operational costs. However, sometimes these costs are minimized at the time of construction due to the following situations:

- Previously leased space to conduct the program prior to adding the new space; the leased space costs will be eliminated once the new space is available.
- Positions have already been created to conduct the program in the new space.
- Utility costs will be added for new construction.

Building and site improvements – Operating impacts are generally minimal, if any. WCTC tries to maintain its facilities and land in good shape to keep repairs at a minimum. These improvements may result in a reduction of repair and maintenance costs and/or energy savings. Since many of these remodeling projects are to repurpose a space, there generally are no operating impacts.

Capital Expenditures Budget Summary

Capital Projects		
Infrastructure	\$	1,000,000
Master Facility Plan		11,800,000
Master Facility Plan Technology		1,134,300
Master Facility Plan Equipment		890,700
Other Capital Projects TBD		100,000
Capital Equipment		
Equipment Learning		1,246,530
Equipment - Non-learning		1,250,000
Equipment Infrastructure		796,100
IT Infrastructure		1,400,000
Technology - Learning		216,556
Technology - Non-learning		1,250,000
Software as a Service		2,000,000
Contingency		<u>400,000</u>
Total Capital	\$	23,484,186
Funding		
Debt Issuance	\$	13,000,000
Investment Earnings		150,000
Grants and Donations		191,806
Equipment Sales		50,000
Fund Balance		<u>10,092,380</u>
Total Funding	\$	23,484,186

Fiscal Year 2027 Capital Projects Summary

The following Master Facility Plan projects are budgeted in the **Capital Projects Fund**.

Description	Budget
Capital Projects Requiring State Board Approval	
Q building 1st Floor Renovation	1,500,000
S Building - AJN Restroom, locker room/ hallway renovation project	1,500,000
H Building - Paramedic / EMS Renovation	750,000
H Building - Nursing skills classroom / labs renovation	1,500,000
Relocate roadway to G and Q Buildings	850,000
PB4 - Combine Fueling Stations	400,000
Capital Projects not needing State Board approval	
Mechanical Infrastructure - Main Campus Core	5,000,000
Waukesha - Resurface parking lots	200,000

Future Years' Proposed Capital Projects

FY27	
Infrastructure	1,000,000
S Building - AJN Restroom, Locker Room/ Hallway Renovation Project	1,500,000
H Building - Paramedic / EMS Renovation	750,000
H Building - Nursing Skills Classroom / Labs Renovation	1,500,000
Waukesha - Resurface Parking Lots	200,000
Relocate Roadway to G Building and Adjacent I Building	850,000
Q Building - Lower Level Classroom and Office Renovation	1,500,000
PB4 - Combine Fueling Stations	400,000
Mechanical Infrastructure - Main Campus Core	5,000,000
Architectural Fees	50,000
Environmental Fees	50,000
Contingency	100,000
Total	12,900,000
FY28	
Infrastructure	1,000,000
C Building - Renovate three sets (6) of Restrooms - C Building Atrium	1,000,000
I Building - Renovate Existing Restrooms Adjacent Automotive Labs	500,000
A Building - Roof & Mechanical Replacement Project	1,500,000
D Building - Electric/Fiber Relocate/Loop System C, I, & S Buildings	1,000,000
Waukesha - Lower Level Restroom/Classroom Renovation	800,000
PB2/3 - Refuse/Recycling Concrete and Electrical Project	400,000
Salt Storage Shed	800,000
Architectural Fees	50,000
Environmental Fees	50,000
Total	7,100,000
FY29	
Infrastructure	1,000,000
E Building - Renovate A & P Labs	800,000
I Building - Renovate I-156 Office Complex	750,000
I Building - Renovate Existing Restroom & Locker Rooms	800,000
Relocate North Entrance	1,500,000
D Building- Renovate Heat Plant	1,500,000
B Building - Renovate Remaining Tutoring Labs	300,000
Redundant Electrical Utility Feed	2,000,000
Architectural Fees	50,000
Environmental Fees	50,000
Total	8,750,000
FY30	
Infrastructure	1,000,000
Electric/Fiber Relocate out of Heat Plant	2,000,000
I Building Automotive Labs	1,500,000
Fire Training Ladder / Storage Building	1,500,000
Architectural Fees	50,000
Environmental Fees	50,000
Total	6,100,000
FY31	
Infrastructure	1,000,000
Waukesha - Acquire Adjacent Properties	1,500,000
Pewaukee - Courtyard Enhancement	500,000
Architectural Fees	50,000
Environmental Fees	50,000
Total	3,100,000

Fiscal Year 2027 **BUDGET DOCUMENT**



Debt Service Fund



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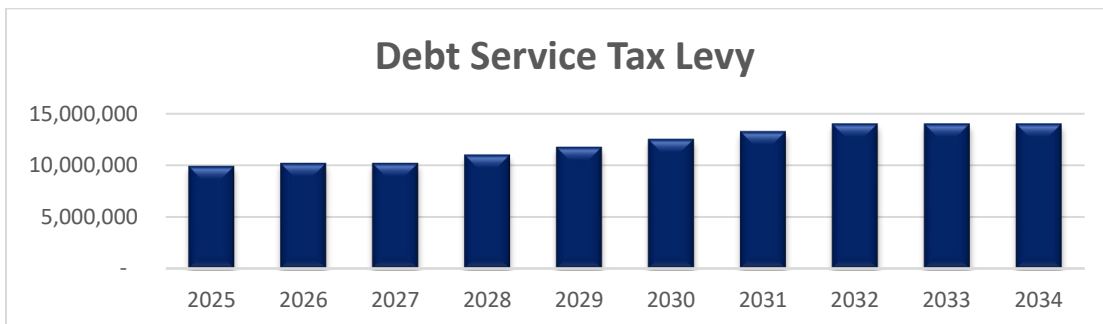
DEBT SERVICE FUND

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

Budget Summary

	2024/25		2025/26		2026/27		Change from 2025/26
							Modified Budget
	Actual	Adopted	Modified	Budget	\$	%	
Revenues							
Local government	\$ 9,900,000	\$ 10,200,000	\$ 10,200,000	\$ 10,200,000	\$ -	0.0%	
Investment income	551,524	175,000	210,000	500,000	290,000	138.1%	
Total revenue	<u>\$ 10,451,524</u>	<u>\$ 10,375,000</u>	<u>\$ 10,410,000</u>	<u>\$ 10,700,000</u>	<u>\$ 290,000</u>	<u>2.8%</u>	
Expenditures							
Principal	\$ 9,050,000	\$ 9,765,000	\$ 9,670,000	\$ 9,680,000	\$ 10,000	0.1%	
Interest	809,117	857,000	977,000	1,263,000	286,000	29.3%	
Other expenditures	146,658	165,000	175,000	180,000	5,000	2.9%	
Total expenditures	<u>\$ 10,005,775</u>	<u>\$ 10,787,000</u>	<u>\$ 10,822,000</u>	<u>\$ 11,123,000</u>	<u>\$ 301,000</u>	<u>2.8%</u>	
Net Revenue/(Expenditures)	445,749	(412,000)	(412,000)	(423,000)			
Other sources/(uses)							
Operating Transfer In/(Out)	\$ -	\$ -	\$ -	\$ -			
Total Resources/(Uses)	<u>\$ 445,749</u>	<u>\$ (412,000)</u>	<u>\$ (412,000)</u>	<u>\$ (423,000)</u>			
Beginning Fund Balance	<u>1,577,164</u>	<u>1,837,164</u>	<u>2,022,913</u>	<u>2,204,913</u>			
Ending Fund Balance	<u>\$ 2,022,913</u>	<u>\$ 1,425,164</u>	<u>\$ 1,610,913</u>	<u>\$ 1,781,913</u>			

WCTC structures its debt service repayments to keep a stable tax levy in the Debt Service Fund. During FY26/27 WCTC increased borrowing which will have an impact on the debt service levy in FY 28 and future years. Based on WCTC's current debt levels, historical premiums received, planned future borrowings, and the amount of fund balance currently available, WCTC maintained the amount of property tax levy for fiscal year 2026/27. It is expected that the debt service levy will gradually increase through FY31/32 to \$14,000,000, after which it is expected to remain flat for the next few years.



Debt service policy

WCTC issues general obligation promissory notes to pay for capital projects (new construction, remodeling, and site improvements) and capital equipment purchases only. WCTC structures its debt to maintain a stable tax levy within the Debt Service Fund. WCTC looks to repay its debt within three to seven years for capital equipment borrowings and five to ten years for capital project borrowings.

What is a capital purchase?

Equipment and technology with a value of \$5,000 or more and a useful life greater than 12 months are considered capital assets. Capital projects consist of new construction, building remodeling, site improvements, land purchases, and land improvements. A capitalization threshold of \$100,000 has been set for internally generated software and \$15,000 for capital projects. The Wisconsin Technical College System has set these capitalization limits.

All purchases meeting the definition of capital are budgeted in the Capital Projects Fund unless they relate to an Enterprise Fund. The college capitalizes these assets and records depreciation in its annual audited financial statement in compliance with GASB 34 and 35 accounting regulations.

Restrictions on borrowing and capital projects

For each general obligation bond or promissory note issued without a referendum, WCTC can only:

- Issue \$1,500,000 or less per issuance for building improvements.
- Issue \$1,500,000 or less per issuance for site improvements.
- Issue \$1,500,000 or less for new construction or land purchases within a two-year period per campus location as defined by the Wisconsin Technical College System.

The Wisconsin Technical College System Board must approve all new construction projects and major building remodeling projects prior to any issuance of general obligation bonds or promissory notes, regardless of a referendum.

There is no limit on the amount of capital equipment that can be included in a borrowing.

Because of the above limitations, it is necessary for WCTC to structure multiple debt issues in each fiscal year.

Financial accountability

WCTC is fiscally strong and has been able to maintain an AAA bond rating from Moody's Investors Service since 1994, because of its fiscal policies, its sound financial position, its long-range plans, and low tax levy.

Legal debt margin

Per Wisconsin state statute 67.03(1), WCTC's aggregate indebtedness may not exceed 5% of the equalized value of the taxable property located in WCTC's taxing district, and its bonded indebtedness may not exceed 2% of equalized valuation. The total indebtedness of WCTC for FY 27 will be \$27,080,000 compared to the 5% limit, based on a projected 3.0% change in equalized valuation, of approximately \$4,905,464,980. WCTC is currently utilizing less than 1.0% of its maximum total indebtedness potential. WCTC does not have any bonded debt outstanding.

Below is the calculation for the legal debt limit the college must comply with.

Gross total debt includes general obligation promissory notes and bonds, which are included in WCTC's general obligation indebtedness.

Total general obligation indebtedness may not exceed 5% of equalized valuation. For FY 27, the projected computation of legal debt margin is as follows:

FY 26 Equalized Valuation		\$95,251,747,181
Projected Change in Valuation		X 103.00%
FY 27 Projected Equalized Valuation		98,109,299,596
Debt Limit Percent		X 5%
Debt Limit		4,905,464,980
Gross Indebtedness Applicable to Debt Limit	\$27,080,000	
Less Projected Assets Available	<u>1,781,913</u>	
Total Amount of Debt Applicable to Debt Limit		<u>25,298,087</u>
Legal Debt Margin		\$ 4,880,166,893

Additionally, total bonded debt, which is a component of general obligation debt, may not exceed 2% of equalized valuation. For FY 27, the projected computation of legal debt margin is as follows:

FY 27 Projected Equalized Valuation		\$98,109,299,596
Debt Limit Percent		X 2.00%
Debt Limit		1,961,185,992
Gross Indebtedness Applicable to Debt Limit	\$0	
Less Projected Assets Available	<u>0</u>	
Total Amount of Debt Applicable to Debt Limit		<u>0</u>
Legal Debt Margin		\$ 1,961,185,992

Current year debt status

For FY 26 WCTC borrowed \$11,500,000 for building improvements and capital equipment, which matches the amount it planned to borrow.

Budget year debt planning

WCTC plans on borrowing \$13,000,000 in general obligation promissory notes to pay for capital projects and capital equipment in FY 27. These capital projects are part of WCTC's Facility Master Plan.

The debt repayment schedules are structured to fit into the existing debt structure to keep a stable rate in the property tax levy requirements for the Debt Service Fund. Equalized valuations of property are projected to increase 3.00%. The FY 27 debt service levy remained flat based on expected payment schedules, favorable rates, and reserves available within the fund. As a result of holding the levy flat, property owners should see a slight decrease in their property taxes relating to debt service for FY 27 on an equalized valuation basis for the same priced house.

Long-term debt planning

WCTC anticipates the need to issue the following amounts of general obligation promissory notes over the next seven fiscal years:

2026/27	13,000,000
2027/28	13,000,000
2028/29	13,000,000
2029/30	13,000,000
2030/31	13,000,000
2031/32	13,000,000
2032/33	<u>13,000,000</u>
Total	\$91,000,000

Long-term debt schedule as of June 30, 2026

Issuance Description	Total Outstanding
General obligation promissory notes (\$1,500,000) issued to finance FY 22 building and remodeling (\$1,500,000) over 5 years at 2.0% interest with Northland Securities, Inc.:	315,000
General obligation promissory notes (\$3,800,000) issued to finance FY 23 building and remodeling (\$340,000) capital equipment (\$2,000,000), and site improvements (\$1,460,000) over 5 years at 4.0-5.0% interest with Fidelity Capital Markets:	500,000
General obligation promissory notes (\$3,950,000) issued to finance FY 23 building and remodeling (\$990,000) building additions (\$1,400,000), site improvements (\$400,000), and capital equipment (\$1,160,000) over 5 years at 4.0-5.0% interest with TD Securities, Inc.:	1,360,000
General obligation promissory notes (\$3,700,000) issued to finance FY 24 building and remodeling (\$175,000), site improvements (\$1,110,000), and capital equipment (\$2,415,000) over 5 years at 5.0% interest with Piper Sandler & Co.:	890,000
General obligation promissory notes (\$4,000,000) issued to finance FY 24 building and remodeling (\$1,500,000), site improvements (\$615,000), and capital equipment (\$1,885,000) over 5 years at 4.0-5.0% interest with Piper Sandler & Co.:	2,495,000
General obligation promissory notes (\$3,800,000) issued to finance FY 24 building and remodeling (\$1,500,000) and capital equipment (\$2,300,000) over 5 years at 4.0-5.0% interest with FHN Financial Capital Markets:	1,680,000
General obligation promissory notes (\$5,750,000) issued to finance FY 25 building remodeling (\$625,000), site improvements (\$275,000), and capital equipment (\$4,850,000) over 5 years at 4.0% interest with TD Securities	3,000,000
General obligation promissory notes (\$2,600,000) issued to finance FY 25 building remodeling (\$1,120,000), and capital equipment (\$1,480,000) over 5 years at 4.0% interest with TD Securities	2,020,000
General obligation promissory notes (\$3,150,000) issued to finance FY 25 construction of building remodeling (\$548,000), site improvements (\$750,000), and capital equipment (\$1,852,000) over 5 years at 4.0-5.0%	2,000,000
General obligation promissory notes (\$4,650,000) issued to finance FY 26 construction of building remodeling (\$800,000), site improvements (\$350,000), and capital equipment (\$3,500,000) over 5 years at 4.0-5.0%	2,550,000
General obligation promissory notes (\$3,750,000) issued to finance FY 26 construction of building remodeling (\$1,350,000) and capital equipment (\$2,400,000) over 5 years at 4.0%	3,750,000
General obligation promissory notes (\$3,100,000) issued to finance FY 26 construction of building additions, remodeling, and capital equipment over 5 years at 4.0%	3,100,000
Current Debt Totals	<u>23,660,000</u>

Projected 2026/27 general obligation promissory notes to be issued

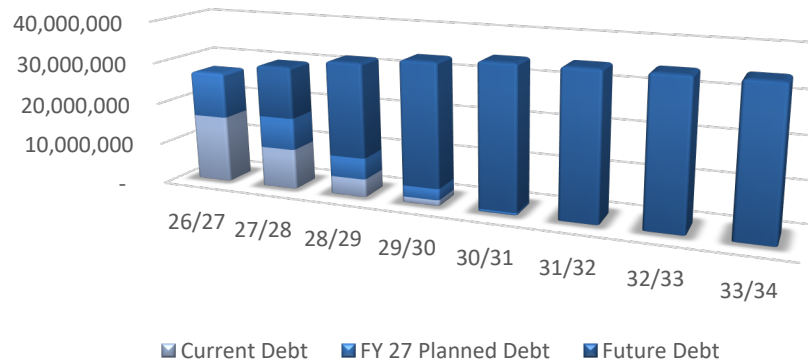
Issuance Description	Total Outstanding
General obligation promissory notes (\$4,500,000) issued to finance FY 27 construction of building additions, remodeling, site improvements, and capital equipment over 5 years at 4.5%	4,600,000
General obligation promissory notes (\$3,500,000) issued to finance FY 27 construction of building additions, remodeling, site improvements, and capital equipment over 5 years at 4.5%	4,500,000
General obligation promissory notes (\$4,000,000) issued to finance FY 27 construction of building additions, remodeling, site improvements, and capital equipment over 5 years at 4.0%	4,000,000
Projected 2026/27 Debt Totals	\$ 13,100,000

Long-term debt summary as of June 30, 2027

(includes debt to be issued between now and June 30, 2027, as shown above)

	Principal	Interest	Total
2026/27	9,680,000	1,263,000	10,943,000
2027/28	9,685,000	1,207,800	10,892,800
2028/29	7,995,000	749,950	8,744,950
2029/30	5,390,000	395,250	5,785,250
2030/31	3,510,000	163,900	3,673,900
2031/32	500,000	20,000	520,000
Total	\$ 36,760,000	\$ 3,799,900	\$ 40,559,900

Current and Projected Debt Balances



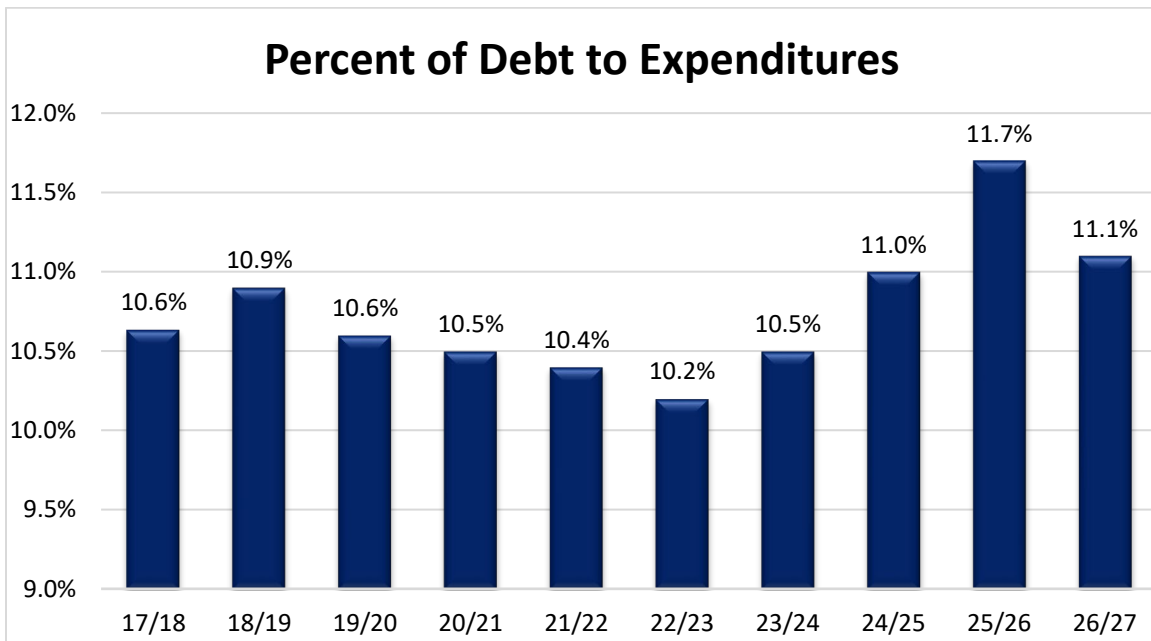
RATIO OF ANNUAL DEBT SERVICE TO TOTAL GOVERNMENTAL EXPENDITURES

HISTORICAL COMPARISONS

(Amounts in Thousands)

Debt service includes principal and interest payments on general debt obligations of WCTC that were issued to pay for capital expenditures. Debt service payments are compared to governmental operating expenditures, which include the General Fund and Special Revenue – Operating Funds, to assess the amount of risk WCTC is undertaking. As a fixed cost, debt service can reduce expenditure flexibility. To mitigate this, WCTC strives to keep the ratio of debt service to governmental operating expenditures as low as possible, but going too low shows WCTC would not be keeping its facilities and equipment up to date. WCTC's debt service has remained stable in proportion to increases in expenditures.

Year	Total Debt		Total	Total Governmental Operating Expenditures	Ratio of Debt Service to Operating Expenditures	
	Principal	Interest & Related Charges			Bonded Debt Service	Total Debt Service
17/18	\$8,390	\$461	\$8,851	\$83,217	0.0%	10.6%
18/19	\$8,323	\$503	\$8,826	\$80,860	0.0%	10.9%
19/20	\$8,280	\$544	\$8,824	\$82,377	0.0%	10.6%
20/21	\$8,240	\$548	\$8,788	\$83,084	0.0%	10.5%
21/22	\$8,290	\$579	\$8,869	\$84,185	0.0%	10.4%
22/23	\$8,810	\$560	\$9,370	\$85,977	0.0%	10.2%
23/24	\$8,610	\$543	\$9,153	\$87,373	0.0%	10.5%
24/25	\$9,050	\$809	\$9,859	\$89,156	0.0%	11.0%
25/26 est.	\$9,670	\$1,148	\$10,818	\$92,200	0.0%	11.7%
26/27 prj.	\$9,680	\$1,443	\$11,123	\$100,169	0.0%	11.1%



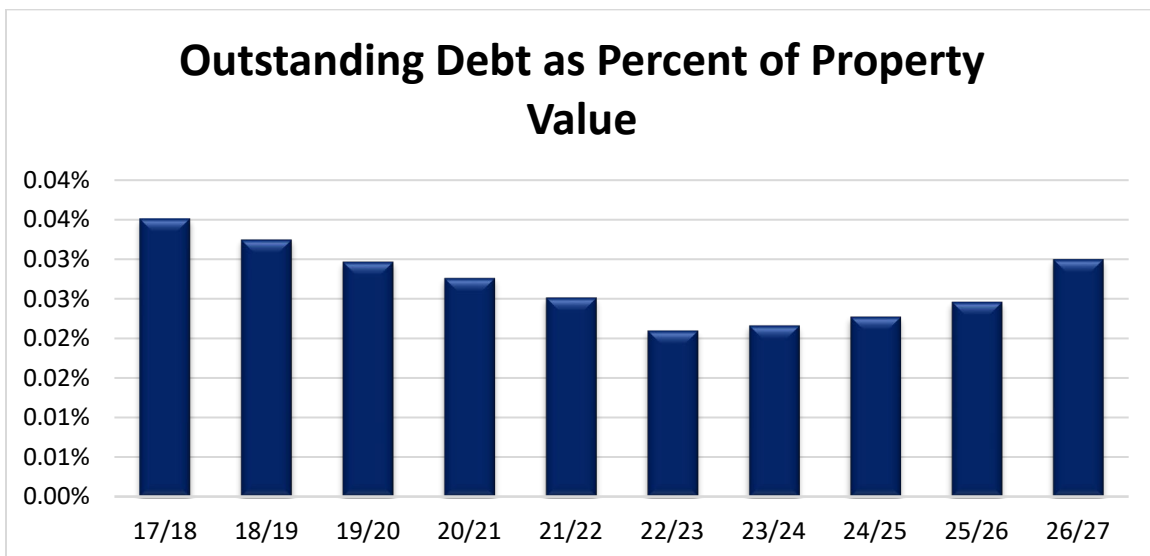
RATIO OF NET DEBT TO EQUALIZED VALUATION, PER CAPITA, AND COMPARISON OF LEGAL DEBT MARGIN

HISTORICAL COMPARISONS (Amounts in Thousands except Per Capita)

Year	Population	Equalized Valuation	Gross Total Debt Amount	Debt Service Fund Assets Available	Net Total Debt		
					Amount	Ratio to Equalized Valuation	Per Capita
16/17	410,919	\$52,151,418	\$20,320	\$612	\$19,708	0.04%	\$48
17/18	412,747	\$54,199,834	\$19,680	\$629	\$19,051	0.04%	\$46
18/19	416,057	\$56,491,051	\$19,110	\$764	\$18,346	0.03%	\$44
19/20	420,620	\$59,714,494	\$18,580	\$853	\$17,727	0.03%	\$42
20/21	421,445	\$62,576,845	\$18,090	\$853	\$17,237	0.03%	\$41
21/22	426,063	\$66,571,913	\$17,550	\$807	\$16,743	0.03%	\$39
22/23	436,723	\$73,452,931	\$16,490	\$1,089	\$15,401	0.02%	\$35
23/24	437,000	\$82,938,928	\$19,380	\$1,439	\$17,941	0.02%	\$41
24/25	429,103	\$87,918,681	\$21,830	\$2,023	\$19,807	0.02%	\$46
25/26 est.	430,000	\$95,251,747	\$23,660	\$2,205	\$21,455	0.02%	\$50
26/27 prj.	431,000	\$98,109,300	\$27,080	\$1,782	\$25,298	0.03%	\$59

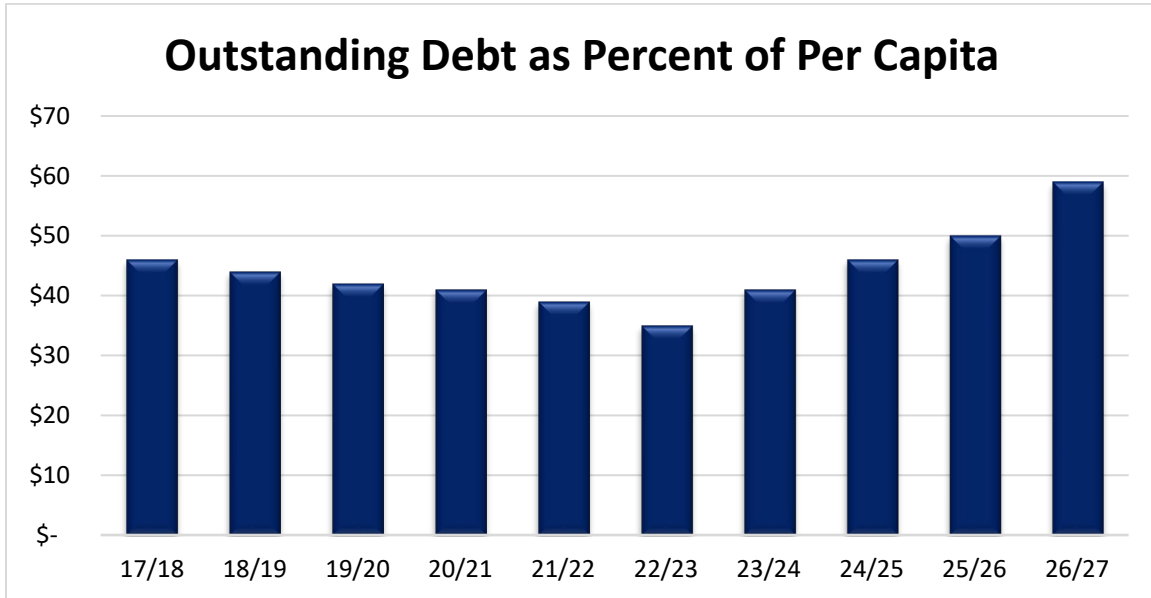
Source—Population and equalized valuation received from Wisconsin Department of Revenue.

Outstanding debt is defined as the remaining principal on general obligation promissory notes or bonds, which WCTC has pledged its full faith and credit and unlimited taxing power to repay. With the property tax as the major revenue source, long-term debt is analyzed by looking at the debt service as a percent of equalized valuation. By statute, WCTC is restricted to 5% of the value of all property in the district for total debt and 2% of the value of all property in the district for bonded debt. At this point in time, WCTC is well below both of these restrictions with outstanding debt being less than 1/10th of a percent of value.



Per Capita

Dividing outstanding debt by the current population is another indicator of the burden on the community of the general obligation debt that has been issued. The lower the per capita amount, the less the burden is on the taxpayer, however, unusually low debt per capita, may indicate underinvestment in facilities and equipment.



COMPUTATION OF DIRECT AND OVERLAPPING DEBT

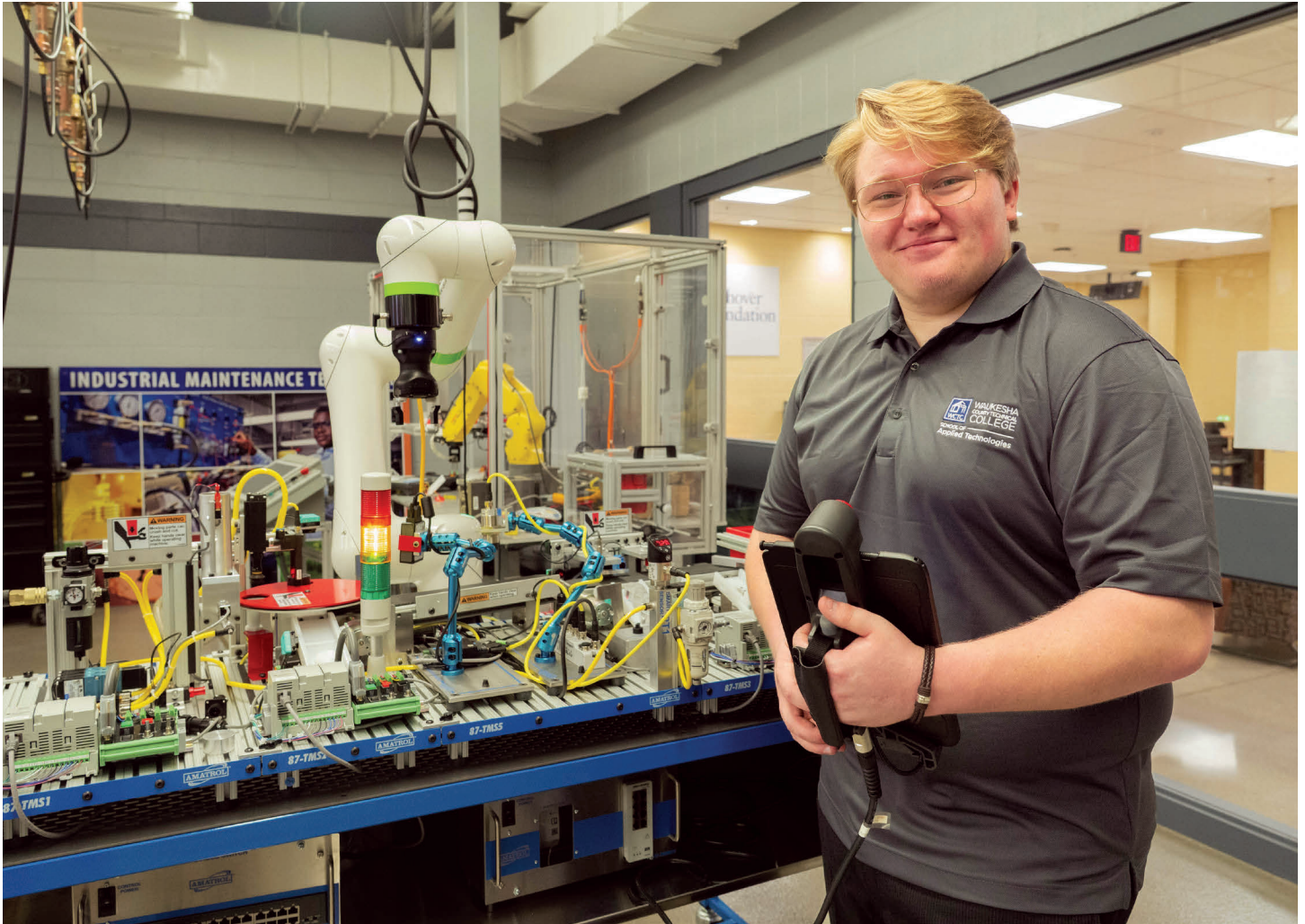
For the Year Ended June 30, 2025

JURISDICTION	Debt Outstanding	Percentage Applicable to WCTC	Amount Applicable to WCTC
DIRECT DEBT			
WCTC	\$ 23,562,728	100 %	\$ 23,562,728
TOTAL DIRECT DEBT			\$ 23,562,728
OVERLAPPING DEBT	Net Debt Outstanding	Percentage Applicable to WCTC	Amount Applicable to WCTC
County of			
Dodge	\$ 20,040,000	3 %	\$ 601,200
Jefferson	41,053,878	13	5,337,004
Racine	154,105,000	4	6,164,200
Waukesha	96,082,649	99	95,121,823
Total All Counties			\$ 107,224,227
City of			
Brookfield	82,030,000	100	82,030,000
Delafield	11,863,463	100	11,863,463
Muskego	26,251,982	100	26,251,982
New Berlin	87,113,898	94	81,887,064
Oconomowoc	47,096,017	100	47,096,017
Pewaukee	43,763,374	100	43,763,374
Waukesha	530,004,875	100	530,004,875
Total All Cities			\$ 822,896,775
Village of			
Big Bend	3,330,000	100	3,330,000
Butler	8,105,868	100	8,105,868
Chenequa	283,000	100	283,000
Dousman	11,575,398	100	11,575,398
Eagle	-	100	-
Elm Grove	3,687,063	100	3,687,063
Hartland	17,370,309	100	17,370,309
Lac La Belle - Jefferson County	3,662	100	3,662
Lac La Belle - Waukesha County	939,951	100	939,951
Lannon	1,164,808	100	1,164,808
Lisbon	5,970,240	100	5,970,240
Menomonee Falls	87,692,500	100	87,692,500
Merton	5,270,000	100	5,270,000
Mukwonago	28,035,000	100	28,035,000
Nashotah	30,730	100	30,730
North Prairie	204,590	100	204,590
Oconomowoc Lake	565,054	100	565,054
Palmyra	3,945,251	100	3,945,251
Pewaukee	30,199,829	100	30,199,829
Summit	6,235,804	100	6,235,804
Sussex	24,066,878	100	24,066,878
Vernon	2,325,000	100	2,325,000
Wales	4,100,018	100	4,100,018
Waukesha	3,263,324	100	3,263,324
Total All Villages			\$ 248,364,277

JURISDICTION	Net Debt Outstanding	Percentage Applicable to WCTC	Amount Applicable to WCTC
Town of			
Ashippun	\$ 115,086	72 %	\$ 82,862
Brookfield	3,570,000	100	3,570,000
Cold Spring	542,856	1	5,429
Concord	40,745	30	12,224
Delafield	3,159,872	100	3,159,872
Eagle	-	100	-
Genesee	7,903,608	100	7,903,608
Ixonia	25,502,501	83	21,167,076
Lebanon	477,205	3	14,316
Merton	2,612,710	100	2,612,710
Mukwonago	4,704,371	100	4,704,371
Norway	2,296,109	58	1,331,743
Oconomowoc	4,446,124	100	4,446,124
Ottawa	-	100	-
Palmyra	242,000	100	242,000
Sullivan	165,523	45	74,485
Total All Towns			\$ 49,326,820
School district of			
Arrowhead	-	100	-
Elmbrook	13,933,947	100	13,933,947
Hamilton	54,880,000	100	54,880,000
Kettle Moraine	12,194,966	100	12,194,966
Menomonee Falls	17,945,000	100	17,945,000
Mukwonago	89,031,574	100	89,031,574
Muskego – Norway	60,112,637	100	60,112,637
New Berlin	18,765,000	100	18,765,000
Oconomowoc	73,350,000	100	73,350,000
Palmyra-Eagle	5,470,000	100	5,470,000
Pewaukee	51,120,000	100	51,120,000
Waukesha	10,950,000	100	10,950,000
Total All School Districts			\$ 407,753,124
TOTAL OVERLAPPING DEBT			\$ 1,635,565,222
TOTAL DIRECT AND OVERLAPPING DEBT			\$ 1,659,127,950

WCTC's boundaries comprise the boundaries of twelve K-12 school districts and the towns, villages, cities, and county property that are contained within those school districts. This schedule estimates the portion of the outstanding debt of those overlapping governments that is borne by the residents and businesses located within WCTC's boundaries. This process recognizes that, when considering WCTC's ability to issue and repay long-term debt, the entire debt burden borne by the residents and businesses should be considered. This does not imply that every taxpayer is a resident and, therefore, responsible for repaying the debt of each overlapping government. The percentage of overlapping debt applicable to WCTC is the equalized property value of property of the overlapping government located within WCTC's boundaries as a percentage of total equalized value of all property for the overlapping government.

Fiscal Year 2027 **BUDGET DOCUMENT**



Proprietary Funds



WAUKESHA
COUNTY TECHNICAL
COLLEGE

Hands-on
Higher Ed

PROPRIETARY FUNDS

Proprietary Funds are used to account for ongoing activities, which are similar to those often found in the private sector. The measurement focus is based on the determination of income. These funds are maintained on the accrual basis of accounting. Two types of Proprietary Funds exist. They are:

- Internal Service Fund
- Enterprise Fund

Internal Service Fund

The Internal Service Fund is used to account for the financing and related financial activities of goods and services provided by one department of WCTC to another department(s) of WCTC or to other governmental units on a cost-reimbursement basis. WCTC is self-insured for dental insurance coverage. Because of this, it utilizes an Internal Service Fund to track this activity.

Internal Service Fund Budget Summary

	Change from 2025/26						
	2024/25	2025/26		2026/27	Modified Budget		
	Actual	Adopted	Modified	Budget	\$	%	
Sales	\$ 704,349	\$ 615,000	\$ 615,000	\$ 575,000	\$ (40,000)	-6.5%	
Federal	-	-	-	-	-	100.0%	
Total revenue	\$ 704,349	\$ 615,000	\$ 615,000	\$ 575,000	\$ (40,000)	-6.5%	
Salary	\$ 41,627	\$ 42,155	\$ 42,155	\$ 42,155	-	0.0%	
Benefits	18,490	18,900	18,900	18,900	-	0.0%	
Operating expenses	21,363	30,000	30,000	30,000	-	0.0%	
Cost of goods sold	533,514	550,000	550,000	550,000	-	0.0%	
Total expenditures	\$ 614,994	\$ 641,055	\$ 641,055	\$ 641,055	-	0.0%	

Effective June 1, 2002, WCTC became self-insured for health and dental and created an Internal Service Fund to track this activity. Effective July 1, 2015, WCTC joined the Wisconsin Technical Colleges Employee Benefit Consortium for health insurance. This change left self-funded dental insurance as the only remaining internal service fund activity.

Enterprise Funds

The Enterprise Funds are used to record revenues and expenses related to rendering services to students, faculty, staff, and the community. These funds are intended to be self-supporting and are operated in a manner similar to private business where the intent is that all costs, including depreciation expense, of providing goods and services to students and other aforementioned parties is recovered, primarily through user charges. These services complement the educational and general objectives of WCTC.

- Child Development Center
- Bookstore
- Classic Room Restaurant
- Customer Assistance Auto Shop
- Dental Hygiene Clinic
- Style and Class Salon
- Student Accident Insurance

Enterprise Fund Budget Summary

	2024/25	2025/26		2026/27	Change from 2025/26	
	Actual	Adopted	Modified	Budget	Modified Budget	
					\$	%
Sales	\$ 3,134,040	\$ 3,477,250	\$ 3,477,250	\$ 3,495,500	\$ 18,250	0.5%
Federal	44,337	49,000	49,000	25,000	(24,000)	100.0%
Total revenue	\$ 3,178,377	\$ 3,526,250	\$ 3,526,250	\$ 3,520,500	\$ (5,750)	-0.2%
Salaries	\$ 789,587	\$ 935,935	\$ 935,935	\$ 909,613	\$ (26,322)	-2.8%
Benefits	250,477	330,755	330,755	352,437	21,682	6.6%
Cost of goods sold	2,015,642	2,017,060	2,017,060	1,996,225	(20,835)	-1.0%
Operating expenditures	193,293	242,500	242,500	253,100	10,600	4.4%
Total expenditures	\$ 3,248,999	\$ 3,526,250	\$ 3,526,250	\$ 3,511,375	\$ (14,875)	-0.4%

This budget is built on projected activity levels. It includes the individual Enterprise Fund budgets following.

Child Development Center Budget Summary

	2024/25		2025/26		2026/27		Change from 2025/26	
	Actual		Adopted	Modified	Budget		Modified Budget	
						\$		%
Sales	\$ 694,718	\$	730,000	\$ 730,000	\$ 760,000	\$ 30,000		4.1%
Federal	44,337		49,000	49,000	25,000	(24,000)		100.0%
Total revenue	\$ 739,055	\$	779,000	\$ 779,000	\$ 785,000	\$ 6,000		0.8%
Salaries	\$ 517,695	\$	530,295	\$ 530,295	\$ 513,828	\$ (16,467)		-3.1%
Benefits	173,330		184,565	184,565	202,199	17,634		9.6%
Cost of goods sold	39,741		40,640	40,640	40,000	(640)		-1.6%
Operating expenditures	8,290		23,500	23,500	23,500	-		0.0%
Total expenditures	\$ 739,056	\$	779,000	\$ 779,000	\$ 779,527	\$ 527		0.1%

The Child Development Center, operated by WCTC, provides Early Childhood Program students with hands-on experience in a childcare setting while offering quality childcare to WCTC students, staff, and the community. Students, staff, and community members may enroll their children at the Center. Center staff continually evaluate services and staffing patterns to support a break-even operation. The Center has maintained YoungStar accreditation for multiple years. Its rates are designed to remain affordable for WCTC students while staying aligned with local market rates and avoiding unfair competition with private childcare providers.

Bookstore Budget Summary

	Change from 2025/26					
	2024/25	2025/26		2026/27	Modified Budget	
	Actual	Adopted	Modified	Budget	\$	%
Sales	\$ 2,071,262	\$ 2,381,750	\$ 2,381,750	\$ 2,369,000	\$ (12,750)	-0.5%
Total revenue	\$ 2,071,262	\$ 2,381,750	\$ 2,381,750	\$ 2,369,000	\$ (12,750)	-0.5%
Salaries	\$ 262,878	\$ 334,075	\$ 334,075	\$ 323,975	\$ (10,100)	-3.0%
Benefits	75,428	103,450	103,450	108,273	4,823	4.7%
Cost of goods sold	1,824,923	1,818,725	1,818,725	1,799,500	(19,225)	-1.1%
Operating expenditures	107,023	125,500	125,500	133,600	8,100	6.5%
Total expenditures	\$ 2,270,252	\$ 2,381,750	\$ 2,381,750	\$ 2,365,348	\$ (16,402)	-0.7%

The Bookstore is available to students, staff, and the community, anyone who desires to purchase books for classes, supplies, and other items available from the Bookstore. The Bookstore budget was developed on a virtual break-even basis.

In March 2017, the Bookstore received approval to become an Apple store retailer beginning in fall 2017. Staffing includes a Bookstore Technician position specific to this initiative. Sales of Apple products and related accessories have continued to increase each year. For fiscal year 2021, the Bookstore implemented a pilot rental program where students rent needed technological devices for the semester and also have the option to buy out the lease at the end of the agreement.

WCTC determined an appropriate level of retained earnings for the Bookstore is between \$250,000 and \$750,000 plus an amount to cover net capital assets. As of June 30, 2025, the Bookstore had retained earnings of \$1,031,727, net of capital.

Classic Room Restaurant Budget Summary

	2024/25		2025/26		2026/27 Budget	Change from 2025/26 Modified Budget	
	Actual		Adopted	Modified		\$	%
Sales	\$ 72,872		\$ 63,000	\$ 63,000	\$ 64,000	\$ 1,000	1.6%
Total revenue	\$ 72,872		\$ 63,000	\$ 63,000	\$ 64,000	\$ 1,000	1.6%
Salaries	\$ 6,631		\$ 6,000	\$ 6,000	\$ 7,000	\$ 1,000	0.0%
Benefits	507		460	460	540	80	0.0%
Cost of goods sold	37,005		44,040	44,040	43,960	(80)	-0.2%
Operating expenditures	14,016		12,500	12,500	12,500	-	0.0%
Total expenditures	\$ 58,159		\$ 63,000	\$ 63,000	\$ 64,000	\$ (80)	1.6%

The Classic Room is a restaurant-type operation, which allows students in the Hospitality and Culinary Arts programs to get on-the-job experience running a food service operation. During the semester, the Classic Room is open a few days per week for lunch and dinner for staff, students, and the community to enjoy a fine-dining meal prepared by students while giving the students an opportunity to improve their skills through hands-on-learning.

Excess food prepared as part of the learning process is sold to staff, students, and others on campus through the Food Outlet Store. These sales generate revenue to help offset the cost of ingredients and materials used by students.

Dental Hygiene Clinic Budget Summary

	Change from 2025/26						
	2024/25	2025/26		2026/27	Modified Budget		
	Actual	Adopted	Modified	Budget	\$	%	
Sales	\$ 23,105	\$ 27,500	\$ 27,500	\$ 27,500	\$ -	0.0%	
Total revenue	\$ 23,105	\$ 27,500	\$ 27,500	\$ 27,500	\$ -	0.0%	
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	
Benefits	-	-	-	-	-	0.0%	
Cost of goods sold	17,688	23,000	23,000	23,000	-	0.0%	
Operating expenditures	5,417	4,500	4,500	4,500	-	0.0%	
Total expenditures	\$ 23,105	\$ 27,500	\$ 27,500	\$ 27,500	\$ -	0.0%	

The Dental Hygiene Clinic provides students with on-the-job experience providing dental hygiene care to customers of the clinic. The clinic also provides an opportunity for the students to meet the requirements of a clinical experience as part of their program.

Customer Assistance Auto Shop Budget Summary

	Change from 2025/26						
	2024/25		2025/26		2026/27		Modified Budget
	Actual		Adopted	Modified	Budget		
Sales	\$ 3,274	\$	5,000	\$ 5,000	\$ 5,000	\$ -	0.0%
Total revenue	\$ 3,274	\$	5,000	\$ 5,000	\$ 5,000	\$ -	0.0%
Cost of goods sold	\$ 3,084	\$	3,000	\$ 3,000	\$ 3,000	\$ -	0.0%
Operating expenditures	-		2,000	2,000	2,000	-	0.0%
Total expenditures	\$ 3,084	\$	5,000	\$ 5,000	\$ 5,000	\$ -	0.0%

The Customer Assistance operation provides students with on-the-job experience repairing customer cars that have been brought into the Customer Assistance Auto Shop.

Style and Class Salon Budget Summary

	Change from 2025/26						
	2024/25 Actual	2025/26		2026/27 Budget	Modified Budget		
		Adopted	Modified		\$	%	
Sales	\$ 221,415	\$ 205,000	\$ 205,000	\$ 205,000	\$ -	100.0%	
Total revenue	\$ 221,415	\$ 205,000	\$ 205,000	\$ 205,000	\$ -	100.0%	
Salaries	\$ 2,383	\$ 65,565	\$ 65,565	\$ 64,810	\$ (755)	100.0%	
Benefis	1,212	42,280	42,280	41,425	(855)	100.0%	
Cost of goods sold	93,201	87,655	87,655	86,765	(890)	100.0%	
Operating expenditures	11,153	9,500	9,500	12,000	2,500	100.0%	
Total expenditures	\$ 107,949	\$ 205,000	\$ 205,000	\$ 205,000	\$ -	100.0%	

Students in the Cosmetology and Aesthetician programs are required to have hands-on experience with various salon services provided. The Style and Class Salon provides the students with an opportunity to gain this necessary on-the-job experience for both the Cosmetology and Aesthetician programs. During fiscal year 2022/23, the Style and Class Salon was expanded to accommodate additional students due to increased demand for skilled workers in this industry. This addition became fully operational in 2023/24 and accounts for the increase in the revenue and expenditure budgets.

Student Accident Insurance Budget Summary

	Change from 2025/26						
	2024/25 Actual	2025/26		2026/27 Budget	Modified Budget		
		Adopted	Modified		\$	%	
Sales	\$ 47,394	\$ 65,000	\$ 65,000	\$ 65,000	\$ -	100.0%	
Total revenue	\$ 47,394	\$ 65,000	\$ 65,000	\$ 65,000	\$ -	100.0%	
Operating expenditures	\$ 47,394	\$ 65,000	\$ 65,000	\$ 65,000	\$ -	100.0%	
Total expenditures	\$ 47,394	\$ 65,000	\$ 65,000	\$ 65,000	\$ -	100.0%	

Credit-course students may obtain low-cost student accident insurance each semester through Districts Mutual Insurance, the Wisconsin Technical College System's insurance provider. The WTCS State Office has identified this coverage is to be processed as an Enterprise Fund activity.

Fiscal Year 2027 **BUDGET DOCUMENT**



Fiduciary Fund



WAUKESHA
COUNTY TECHNICAL
COLLEGE

Hands-on
Higher Ed

FIDUCIARY FUND

The Fiduciary Fund is used to report assets held in a trustee or agency capacity for others and which, therefore, cannot be used to support WCTC's own programs.

Other Post-Employment Benefits (OPEB) Trust Fund

The OPEB Trust Fund is used to record the transactions of the OPEB Trust that was established for post-employment benefit assets. WCTC has placed assets into this irrevocable trust to be used for the purpose of post-employment benefits for employees and retirees who have earned those benefits and will receive the benefits in a future year. A budget is not required for this trust, however, for internal purposes, WCTC has created a budget. **Please note that this fund is not part of the legally adopted budget for WCTC.**

OPEB Trust Budget Summary

	2024/25 Actual	2025/26		2026/27 Budget	Change from 2025/26 Modified Budget	
		Adopted	Modified		\$	%
Institutional Revenue	\$ 4,574,112	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ -	0.0%
Total revenue	\$ 4,574,112	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ -	0.0%
Operating Costs	\$ 2,975,844	\$ 3,570,000	\$ 3,570,000	\$ 3,570,000	\$ -	0.0%
Total expenditures	\$ 2,975,844	\$ 3,570,000	\$ 3,570,000	\$ 3,570,000	\$ -	0.0%

This budget is for information purposes only. The state does not require this fund to be part of WCTC's adopted budget.

During fiscal year 2006/07, WCTC created an irrevocable OPEB (Other Post-Employment Benefits) Trust to begin funding its post-employment benefits by placing \$21.5 million dollars into the trust from its fund balance.

In fiscal year 2007/08, WCTC implemented GASB 43/45, which required governmental entities to recognize this liability on their financial statements. The only way to reduce the liability was to either pay the benefit out on behalf of retirees or place assets into an irrevocable OPEB Trust.

Since that time and until fully funded, WCTC placed an amount equivalent to the annual required contribution (ARC) or higher into the trust each year. The trust pays the post-employment benefit costs for retirees when they become due.

As of June 30, 2025, WCTC was fully funded with 169% of planned expenditures placed in the trust based on healthcare claims experience plus a reduction in eligible members.

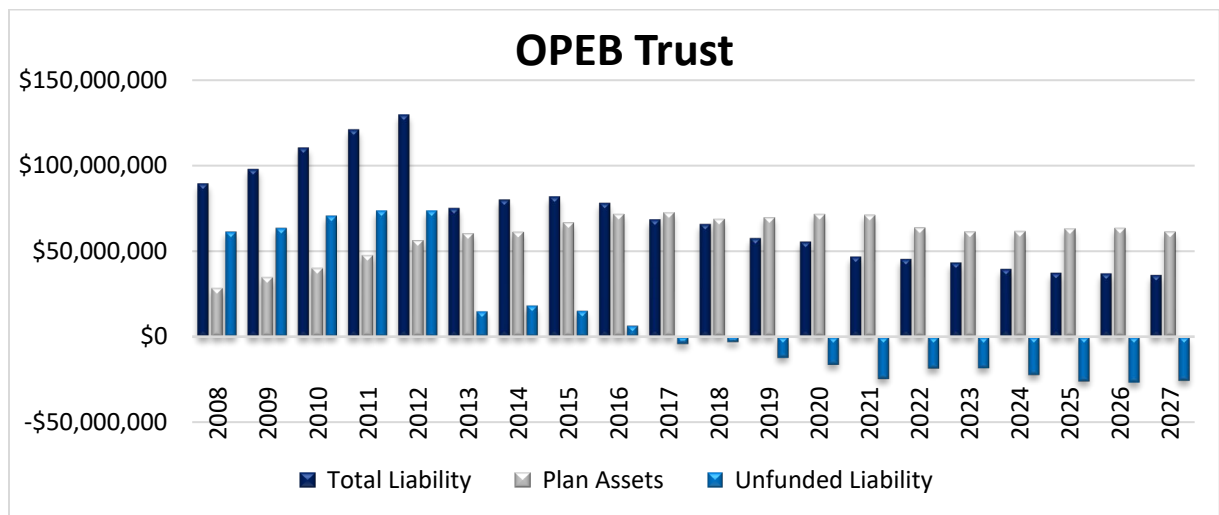
Due to this trust being fully funded, WCTC has not placed any additional funds into the trust in any fiscal year since 2019/20. Likewise, no additional funds are budgeted to be placed into this trust for fiscal year 2026/27. The plan status will be monitored annually to determine if additional funds need to be added to the trust in any future year.

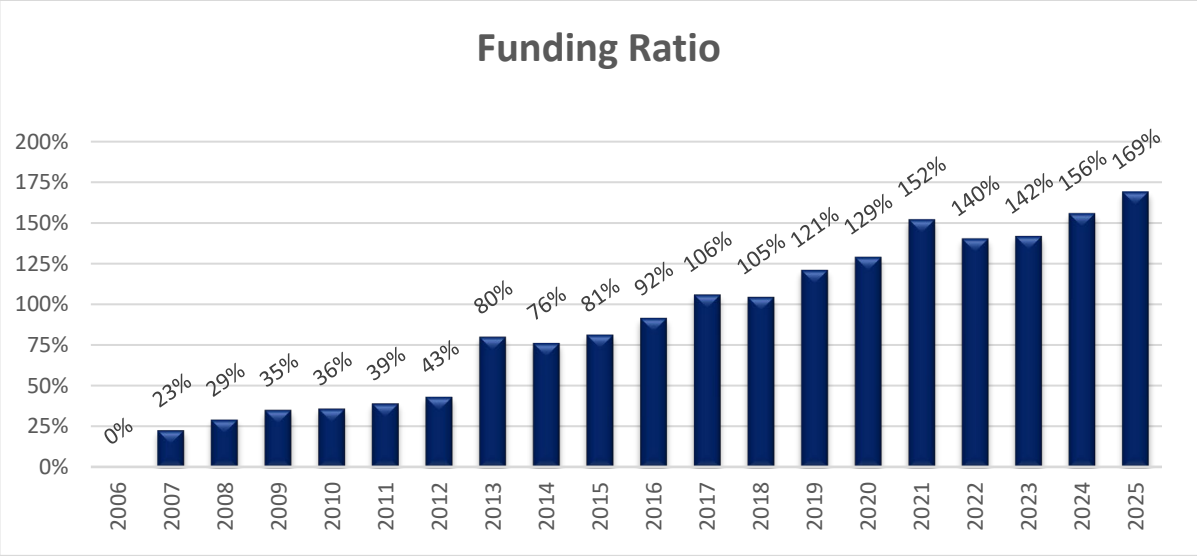
Other Post-Employment Benefit Liability Status

WCTC has been very proactive in funding its liabilities. Below is information about WCTC's post-employment benefits liability and how quickly it became fully funded.

Fiscal Year	Total Liability	Plan Assets	Unfunded Liability/(Asset)
2009	97,896,026	34,681,028	63,214,998
2010	110,418,346	40,041,887	70,376,459
2011	120,961,664	47,625,611	73,336,053
2012	129,726,932	56,315,619	73,411,313
2013	75,189,563	60,328,346	14,861,217
2014	80,102,451	61,163,399	18,243,282
2015	81,855,502	66,703,989	15,151,513
2016	78,182,383	71,677,999	6,504,384
2017	68,513,729	72,647,482	(4,133,753)
2018	65,794,021	68,799,358	(3,005,337)
2019	57,594,827	69,741,933	(12,147,106)
2020	55,528,092	71,682,246	(16,154,154)
2021	46,774,489	71,159,680	(24,385,191)
2022	45,400,869	63,731,610	(18,330,741)
2023	43,292,102	61,420,262	(18,128,160)
2024	39,546,302	61,629,524	(22,083,222)
2025	37,372,968	63,227,792	(25,854,824)
2026 est.	37,000,000	63,500,000	(26,500,000)
2027 prj.	36,000,000	61,430,000	(25,430,000)

*Major changes to eligibility were made in FY 13, significantly decreasing the liability.





Fiscal Year 2027 **BUDGET DOCUMENT**



Appendix



WAUKESHA
COUNTY TECHNICAL
COLLEGE

Hands-on
Higher Ed

DEGREES/DIPLOMAS

Our programs cover a wide spectrum of post-secondary education from adult basic education to associate degree programs and many areas in between. We offer the following programs:

Associate Degree of Applied Science

Accounting	ITS – Public Service & Safety
AI Data Specialist	ITS – Supply Chain & Transportation
Architectural Drafting/Construction Technology	ITS – Ag, Food & Nat Resources
Automotive Technology – General	ITS – Arts, Entertainment, & Design
Automotive Technology – GM ASEP	ITS – Construction
Baking and Pastry Management	ITS – Education
Biomedical Electronics Technology (shared with MATC)	ITS – Financial Services
Business Management	ITS – Healthcare
Construction Management Technology	ITS – Hospitality, Events, & Tourism
Criminal Justice Studies	ITS – Human Services
Culinary Management	ITS – Information Technology
Dental Hygienist	ITS – Law, Public Safety & Security
Diesel Equipment Technology	ITS – Management & Entrepreneurship
Early Childhood Education	ITS – Manufacturing
Electrical Engineering Technology	ITS – Marketing, Sales & Service
Electronic Systems Technology	ITS – Sci Tech Engr Math
Fire Medic	ITS – Trans, Distribution & Logistics
Fire Protection Technician	Leadership Development
Foundations of Teacher Education	Liberal Arts – Associate of Arts
Graphic Design	Liberal Arts – Associate of Science
Health Information Technology	Manufacturing Engineering Technology
Hospitality Management	Manufacturing Integration Engineering Technology
Human Resources	Marketing
Human Services Associate	Master Aesthetician
Individualized Technical Studies	Mechanical Design Technology
Interior Design	Mechanical Engineering Technology
Interior Design-Kitchen and Bath Design	Metal Fabrication/Welding Advanced
IT – Computer Support Specialist	Nursing
IT – Cybersecurity Specialist	Paramedic Technician (Degree)
IT – Data and Analytics Specialist	Quality Management
IT – Network Specialist	Real Estate
IT – Web and Software Developer	Robotics & Automation Engineering Technology
ITS – Advanced Manufacturing	Substance Use Disorder Counseling
ITS – Agriculture	Supply Chain Management
ITS – Digital Technology	Surgical Technology
ITS – Marketing & Sales	Technical Studies – Journey worker

Apprenticeships

Concrete Finishing – ABC
Electrical and Instrumentation Management
Electrician – ABC
Industrial Electrician
Industrial Manufacturing Technician
Industrial Metrology Technician
Injection Mold Setup (Plastic)
Journeyman Upgrade

Machinist
Maintenance/Millwright
Maintenance Technician
Mechatronics
Plumbing – ABC
Tool and Die Maker
Welding

Technical Diplomas

Advanced EMT
Autism Technician
Building Trades-Carpentry
Cosmetology
Criminal Justice Law Enforcement Academy
Customer Service Specialist
Dental Assistant
Electricity
Emergency Medical Technician
HVAC/R Technician

Industrial Maintenance Technician
IT-Cloud Technical Solution Specialist
Lean/Six Sigma
Nursing Assistant (CNA)
Phlebotomy Technician
Sterile Processing Technician
Supply Chain Professional
Tool and Die Making
Truck Driving (CDL Class A)

Embedded Technical Diplomas

Accounting Assistant
Aesthetician
Automotive Maintenance and Light Repair
Automotive Maintenance Technician
Baking and Pastry Production
CNC Setup Technician
Desktop Support Technician
Diesel Equipment Mechanic
Diesel Maintenance Technician
Digital Marketing Promotions
Early Childhood Education Preschool
Food Service Production
GM Service Technician

Hospitality Specialist
Human Resource Professional
Import/Export Specialist
IT – Mobile Programmer
IT – Software Development Specialist
Machine Tool Operation
Medical Coding Specialist
Metal Fabrication/Welding
Network Enterprise Administrator
Organizational Leadership
Paramedic Technician (diploma)
Property Management Associate
Welding Technician

Advanced Technical Certificates

AI Implementation Specialist
Expanded Function Dental Aux

Technical Certificates

AI Technician
Autism for Educators
Baking/Pastry
CAE2Y Cybersecurity
CAE-CD Cybersecurity
Child Care Administrator Credential (WI)
Cisco – CCNA
Digital Photography
Digital Production/DTP
Digital Video Production
Early Childhood Ed Inclusion
Entrepreneurship
Foundations of AI
Infant Toddler Credential

Marketing Management
Marketing Media
Nail Technician
Practical Nursing
Pretech for CNC Machining
Pretech for Customer Service
Pretech for Healthcare
Property Assessment
Python Programming
Six Sigma Black Belt
Six Sigma Green Belt
Substance Abuse Counselor
Substance Abuse Counselor In-Training

Dual Enrollment Programs

Automation Systems (Robotics)
Building Construction Trades
Building Construction Trades (Electrical)
Criminal Justice Studies
Early Childhood Ed Preschool

Firefighter/EMT
IT Systems Specialist
Pre-Nursing
Tool and Die/CNC
Welding/Metal Fabrication

Shared Programming

Bio-Medical Electronics (shared with Milwaukee Area Technical College)
AI Data Specialist (shared with Mid-State Technical College)

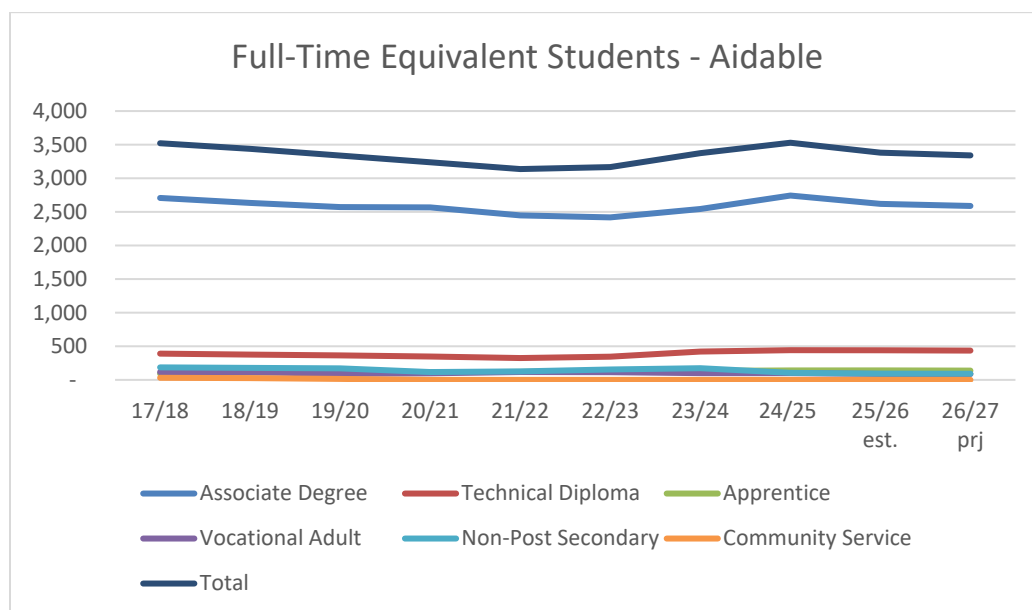
ENROLLMENT STATISTICS – Students Attending WCTC

Students Served

Year	Associate Degree	Technical Diploma	Apprentice	Vocational Adult	Non-Post Secondary	Community Service	Total
17/18	6,056	1,171	482	6,579	1,067	1,536	16,891
18/19	6,153	1,147	566	6,445	930	1,306	16,547
19/20	6,018	1,073	656	5,236	829	690	14,502
20/21	5,783	1,108	632	4,995	514	80	13,112
21/22	9,056	1,056	653	5,787	683	194	17,429
22/23	9,501	1,070	695	6,034	799	-	18,099
23/24	9,020	1,239	689	5,393	968	-	17,309
24/25	9,645	1,391	740	5,198	894	-	17,868
25/26 est.	9,200	1,200	675	5,200	900	-	17,175
26/27 prj.	9,150	1,150	670	5,150	875	-	16,995

Full-time Equivalent Students

Year	Associate Degree	Technical Diploma	Apprentice	Vocational Adult	Non-Post Secondary	Community Service	Total
17/18	2,707	390	92	116	186	31	3,522
18/19	2,633	377	109	114	179	27	3,439
19/20	2,572	364	126	90	171	14	3,337
20/21	2,566	347	111	97	116	-	3,237
21/22	2,448	325	119	117	127	1	3,137
22/23	2,418	346	134	114	155	-	3,167
23/24	2,543	421	133	101	175	-	3,373
24/25	2,743	442	140	99	105	-	3,529
25/26 est.	2,619	440	141	88	92	-	3,380
26/27 prj	2,588	435	139	87	91	-	3,340



A full-time equivalent (FTE) is equal to 30 student credits. This chart shows only those credits taken by students at WCTC and does not include dual credits taken by high school students. This method of calculating student FTEs is used in the calculation of state aids.

ENROLLMENT STATISTICS – Includes Dual Enrollment

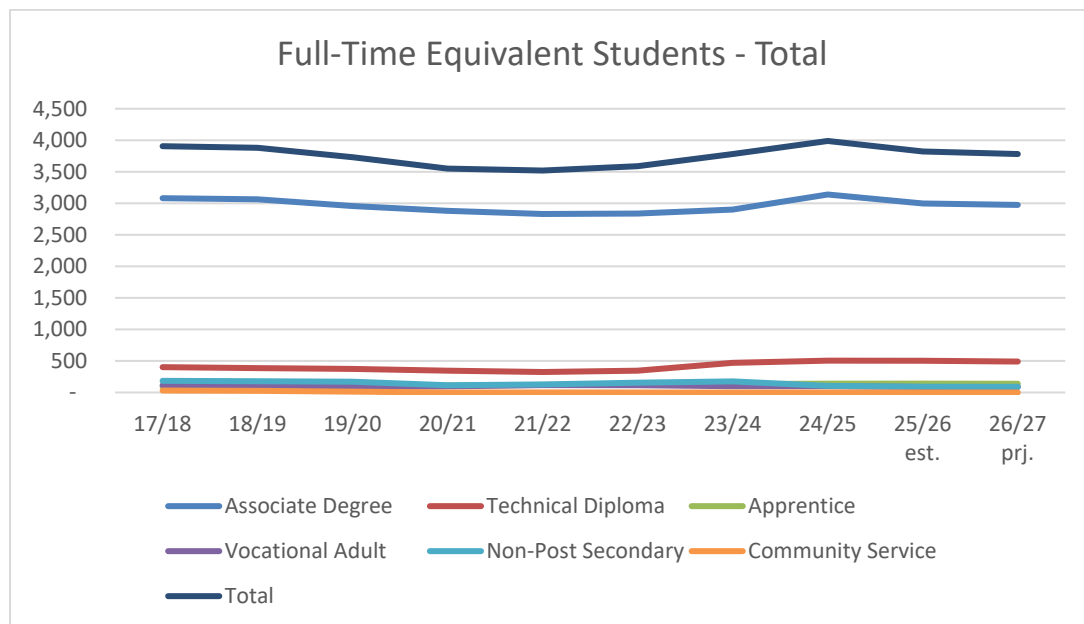
Students Served

Year	Associate Degree	Technical Diploma	Apprentice	Vocational Adult	Non-Post Secondary	Community Service	Transcripted Credit	Total
17/18	6,056	1,171	482	6,579	1,067	1,536	3,207	20,098
18/19	6,153	1,147	566	6,445	930	1,306	3,599	20,146
19/20	6,018	1,073	656	5,236	829	690	3,333	17,835
20/21	5,783	1,108	632	4,995	514	80	2,719	15,831
21/22	9,056	1,056	653	5,787	683	194	3,337	20,766
22/23	9,501	1,070	695	6,034	799	-	3,864	21,963
23/24	9,020	1,239	689	5,393	968	-	3,715	21,024
24/25	9,645	1,391	740	5,198	894	-	4,071	21,939
25/26 est.	9,200	1,200	675	5,200	900	-	4,150	21,325
26/27 prj.	9,150	1,150	670	5,150	875	-	4,100	21,095

Full-time Equivalent Students

Year	Associate Degree	Technical Diploma	Apprentice	Vocational Adult	Non-Post Secondary	Community Service	Total
17/18	3,081	401	92	116	185	31	3,906
18/19	3,065	387	109	114	179	27	3,881
19/20	2,957	373	126	90	171	14	3,731
20/21	2,880	347	111	97	116	-	3,551
21/22	2,831	325	119	117	127	1	3,520
22/23	2,839	347	134	114	155	-	3,589
23/24	2,901	470	134	101	175	-	3,781
24/25	3,140	505	140	99	105	-	3,989
25/26 est.	2,998	504	141	88	92	-	3,823
26/27 prj.	2,975	490	139	87	91	-	3,782

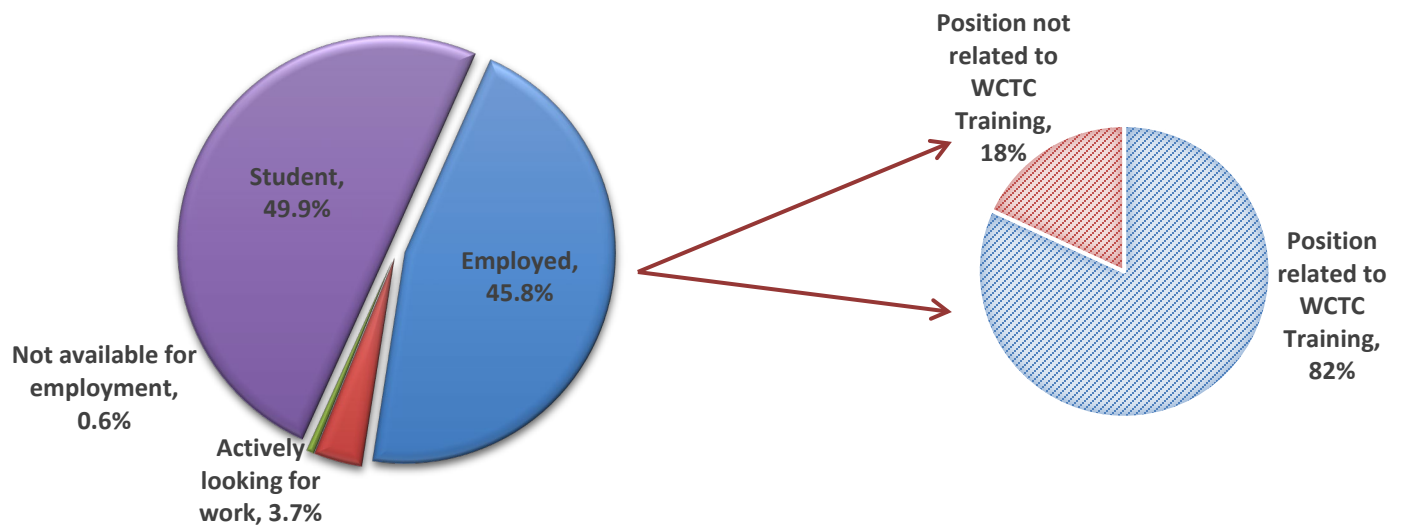
A full-time equivalent (FTE) is equal to 30 student credits. The table above includes Transcripted Credit/Dual Enrollment counts in FTEs.



PROGRAM GRADUATES FOLLOW-UP STATISTICS

Year	Number of Degrees Awarded	Number of Follow Up Respondents	Percent Employed in Related Occupations	Median Annual Salary	Percent Residing in District	Percent Employed in District	Percent Employed in Milwaukee Metro Area
15/16	1,918	895	83%	\$ 38,508	66%	53%	87%
16/17	2,136 *	982	80%	\$ 42,088	65%	58%	87%
17/18	2,039	939	81%	\$ 42,000	68%	55%	89%
18/19	1,800	829	84%	\$ 47,803	63%	56%	86%
19/20	1,858	859	81%	\$ 50,000	65%	50%	88%
20/21	1,996	883	79%	\$ 50,000	63%	52%	87%
21/22	1,987	883	86%	\$ 51,960	64%	47%	82%
22/23	1,975	646	78%	\$ 51,980	61%	50%	86%
23/24	2,269	902	84%	\$ 54,298	62%	52%	84%
24/25	2,280	843	82%	\$ 56,840	62%	51%	85%

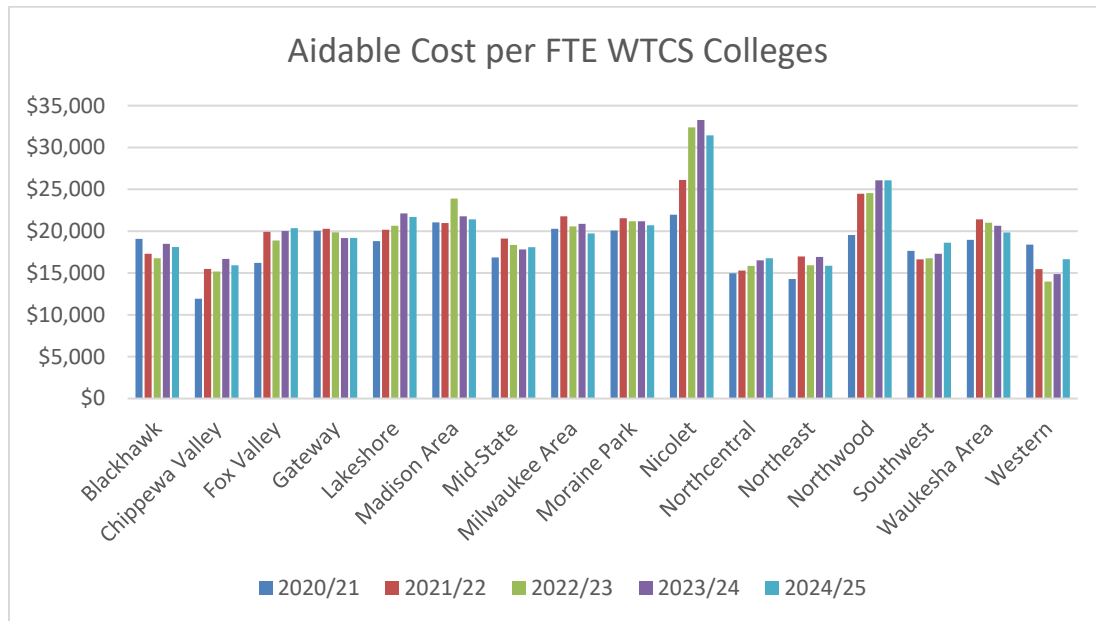
*Statistics are based on a survey of WCTC's Associate Degree and Technical Diploma graduates conducted approximately six months after graduation. 2024/25 graduate statistics are the most recent available.



AIDABLE COST PER FTE WTCS COLLEGES

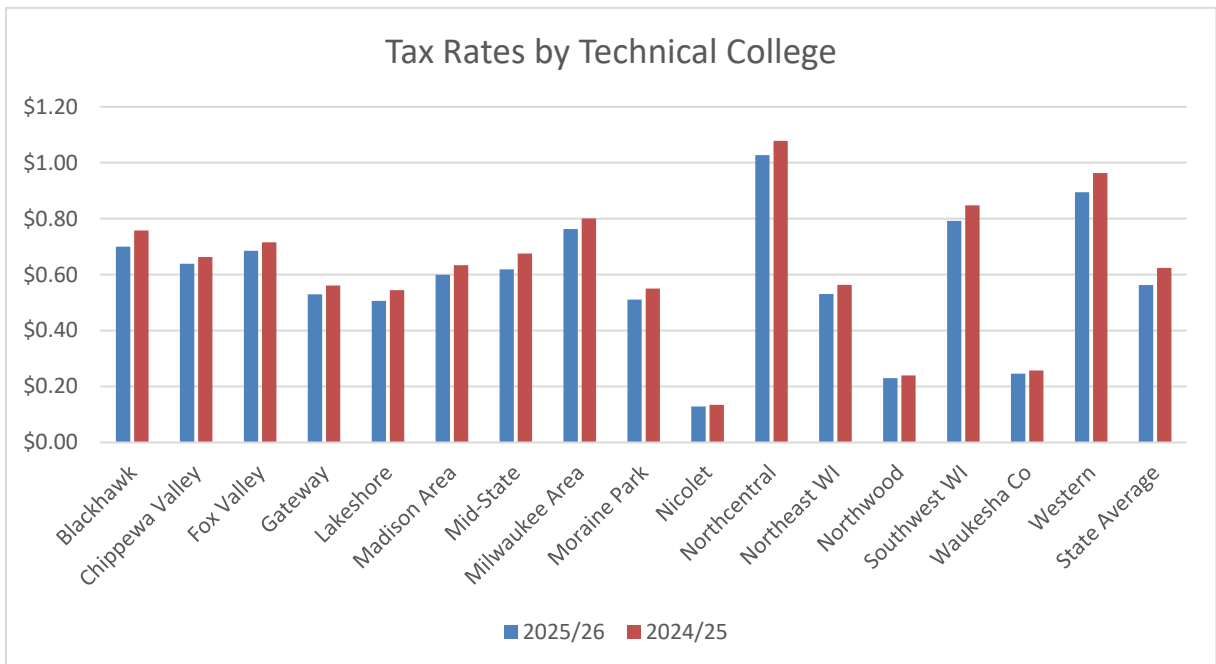
College	2020/21	2021/22	2022/23	2023/24	2024/25	Percent Change from 2023/24	Percent Change from 2020/21
Blackhawk	\$ 19,088	\$ 17,302	\$ 16,768	\$ 18,481	\$ 18,110	-2.0%	-5.1%
Chippewa Valley	\$ 11,937	\$ 15,491	\$ 15,181	\$ 16,684	\$ 15,935	-4.5%	33.5%
Fox Valley	\$ 16,215	\$ 19,924	\$ 18,884	\$ 20,013	\$ 20,366	1.8%	25.6%
Gateway	\$ 20,042	\$ 20,292	\$ 19,857	\$ 19,183	\$ 19,205	0.1%	-4.2%
Lakeshore	\$ 18,809	\$ 20,172	\$ 20,656	\$ 22,114	\$ 21,705	-1.8%	15.4%
Madison Area	\$ 21,056	\$ 20,967	\$ 23,905	\$ 21,782	\$ 21,411	-1.7%	1.7%
Mid-State	\$ 16,867	\$ 19,113	\$ 18,363	\$ 17,815	\$ 18,093	1.6%	7.3%
Milwaukee Area	\$ 20,294	\$ 21,777	\$ 20,566	\$ 20,886	\$ 19,732	-5.5%	-2.8%
Moraine Park	\$ 20,070	\$ 21,546	\$ 21,188	\$ 21,181	\$ 20,712	-2.2%	3.2%
Nicolet	\$ 21,977	\$ 26,109	\$ 32,413	\$ 33,282	\$ 31,446	-5.5%	43.1%
Northcentral	\$ 14,962	\$ 15,289	\$ 15,851	\$ 16,522	\$ 16,776	1.5%	12.1%
Northeast	\$ 14,273	\$ 16,970	\$ 15,932	\$ 16,911	\$ 15,876	-6.1%	11.2%
Northwood	\$ 19,537	\$ 24,480	\$ 24,554	\$ 26,076	\$ 26,080	0.0%	33.5%
Southwest	\$ 17,654	\$ 16,628	\$ 16,769	\$ 17,310	\$ 18,626	7.6%	5.5%
Waukesha Area	\$ 18,961	\$ 21,404	\$ 21,006	\$ 20,655	\$ 19,842	-3.9%	4.6%
Western	\$ 18,386	\$ 15,465	\$ 13,970	\$ 14,874	\$ 16,660	12.0%	-9.4%
Statewide Average	\$ 17,115	\$ 19,665	\$ 18,969	\$ 19,559	\$ 19,310	-1.3%	12.8%

NOTE: Aidable Cost per FTE is a function of aidable operational costs (from General Fund and Special Revenue Fund – Operating only) divided by aidable FTE's.



TAX RATE COMPARISONS

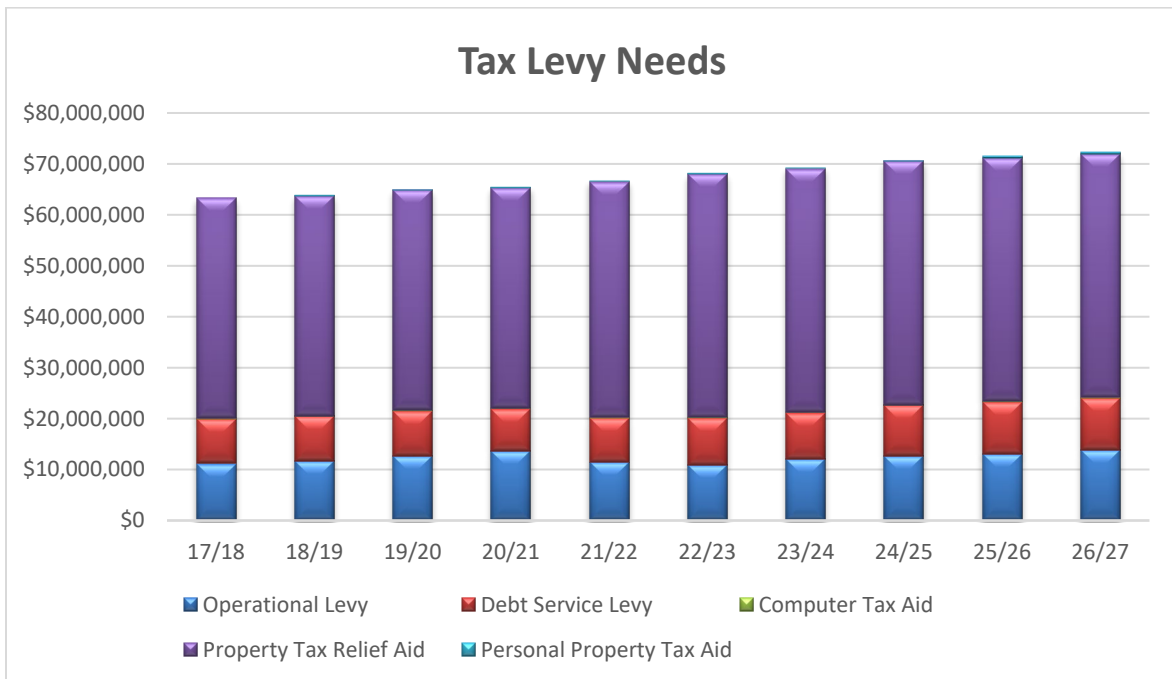
	2025/26 Tax Rates					2024/25 Tax Rates			
College	Operating Mill Rate	Debt Mill Rate	Total Mill Rate	Rank		Operating Mill Rate	Debt Mill Rate	Total Mill Rate	Rank
Blackhawk	0.32017	0.38006	0.70023	12		0.34272	0.41487	0.75759	12
Chippewa Valley	0.35869	0.28007	0.63876	10		0.38143	0.28136	0.66279	9
Fox Valley	0.38701	0.29825	0.68526	11		0.41332	0.30187	0.71520	11
Gateway	0.32513	0.20468	0.52981	6		0.34209	0.21895	0.56104	6
Lakeshore	0.26421	0.24194	0.50615	4		0.29524	0.24927	0.54451	4
Madison	0.33358	0.26587	0.59945	8		0.35453	0.27934	0.63387	8
Mid-state	0.31285	0.30608	0.61893	9		0.34140	0.33401	0.67541	10
Milwaukee	0.41265	0.35036	0.76301	13		0.43442	0.36621	0.80063	13
Moraine Park	0.25590	0.25504	0.51094	5		0.27415	0.27628	0.55043	5
Nicolet	0.11604	0.01250	0.12854	1		0.12031	0.01411	0.13442	1
Northcentral	0.39744	0.63000	1.02744	16		0.43812	0.64000	1.07812	16
Northeast	0.22768	0.30282	0.53050	7		0.24411	0.31898	0.56309	7
Northwood	0.09766	0.13245	0.23011	2		0.10035	0.13935	0.23970	2
Southwest	0.34516	0.44721	0.79237	14		0.37453	0.47328	0.84781	14
Waukesha Co	0.13882	0.10708	0.24590	3		0.14454	0.11260	0.25714	3
Western	0.36199	0.53220	0.89419	15		0.39449	0.56843	0.96292	15
State Average	0.29238	0.27033	0.56271			0.31206	0.28368	0.62385	



SCHEDULE OF BUDGETARY LEVY NEEDS

Year	Operational Tax Levy	Debt Service Tax Levy	State Aid In Lieu of Computer Taxes	Property Tax Relief Aid	State Aid in Lieu of Personal Property Tax	Total Needs
17/18	\$11,182,407	\$8,792,794	\$110,223	\$43,219,314	\$0	\$63,304,738
18/19	\$11,658,767	\$8,792,794	\$112,889	\$43,219,314	\$138,768	\$63,922,532
19/20	\$12,713,771	\$8,792,794	\$112,889	\$43,219,314	\$138,768	\$64,977,536
20/21	\$13,635,615	\$8,350,000	\$112,889	\$43,219,314	\$122,776	\$65,440,594
21/22	\$11,417,497	\$8,700,000	\$112,889	\$46,306,408	\$140,251	\$66,677,045
22/23	\$10,939,719	\$9,200,000	\$112,889	\$47,796,729	\$134,159	\$68,183,496
23/24	\$12,000,117	\$9,200,000	\$113,559	\$47,796,729	\$134,162	\$69,244,567
24/25	\$12,707,597	\$9,900,000	\$112,648	\$47,796,729	\$134,712	\$70,651,686
25/26	\$13,094,200	\$10,200,000	\$112,648	\$47,796,729	\$349,158	\$71,555,735
26/27	\$13,832,307	\$10,200,000	\$112,648	\$47,796,729	\$356,429	\$72,298,113

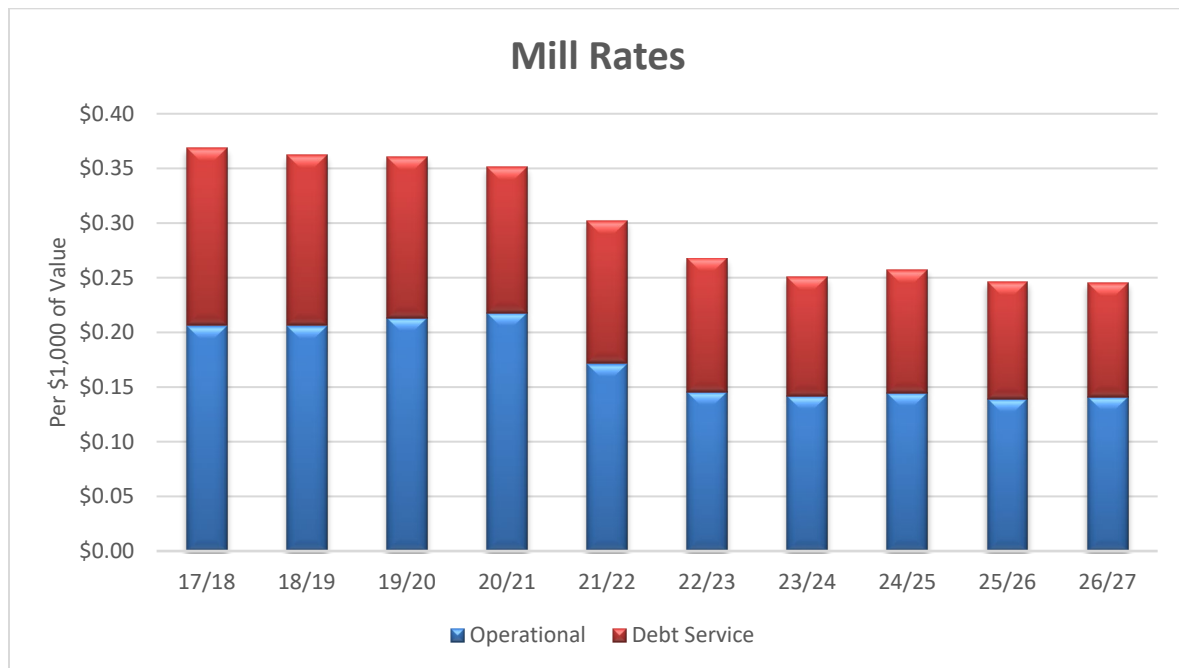
For the 2014 property tax bills, the State Legislature replaced \$406 million of property tax levy with state funds in the form of property tax relief aid. Because of this shift, the state now pays state aids in lieu of computer taxes as a static figure. Effective 2018, personal property tax will be replaced with state aids. All amounts in blue, at one time or another, were part of the property tax levy and make up WCTC's 'total levy needs'.



SCHEDULE OF EQUALIZED VALUATIONS, TAX LEVIES, AND MILL RATES

Year	Equalized Valuation	Tax Levies		Mill Rates Per \$1,000 of Property Value		
		Operational	Debt Service	Operational	Debt Service	Total
2017/18	\$54,199,833,643	\$11,182,407	\$8,792,794	\$0.20632	\$0.16223	\$0.36855
2018/19	\$56,491,051,260	\$11,658,767	\$8,792,794	\$0.20638	\$0.15565	\$0.36203
2019/20	\$59,714,493,716	\$12,713,771	\$8,792,794	\$0.21291	\$0.14725	\$0.36016
2020/21	\$62,576,844,569	\$13,635,615	\$8,350,000	\$0.21790	\$0.13344	\$0.35134
2021/22	\$66,571,913,441	\$11,417,497	\$8,700,000	\$0.17151	\$0.13069	\$0.30220
2022/23	\$75,242,236,296	\$10,939,719	\$9,200,000	\$0.14539	\$0.12227	\$0.26766
2023/24	\$84,647,465,341	\$12,000,117	\$9,200,000	\$0.14177	\$0.10869	\$0.25046
2024/25	\$87,918,681,791	\$12,707,597	\$9,900,000	\$0.14454	\$0.11260	\$0.25714
2025/26	\$95,251,747,181	\$13,222,431	\$10,200,000	\$0.13882	\$0.10708	\$0.24590
2026/27 est.	\$98,109,299,596	\$13,832,307	\$10,200,000	\$0.14099	\$0.10397	\$0.24495

The 2026/27 mill rate may change based on final property tax valuations within the WCTC District, obtained from the Wisconsin Department of Revenue in September or October of 2026.



PROPERTY TAX RATES – DIRECT AND OVERLAPPING GOVERNMENTS - HISTORICAL COMPARISONS

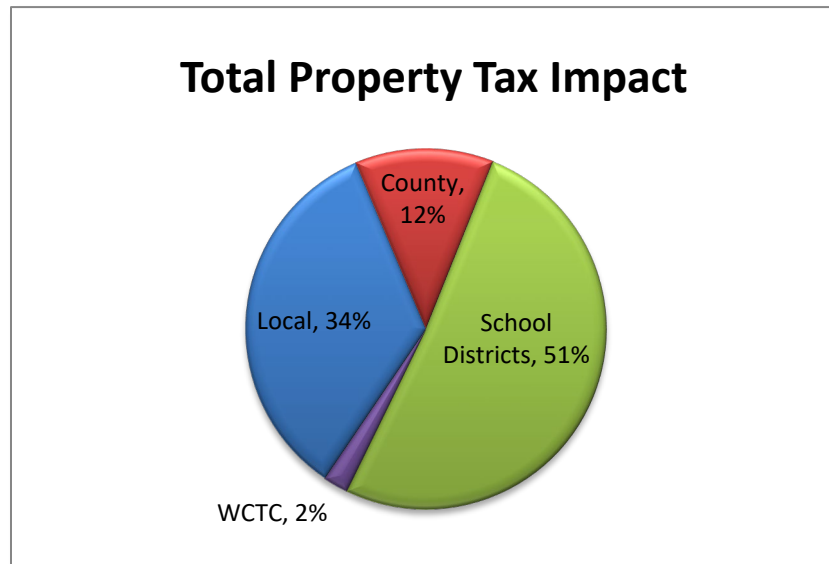
(Per \$1,000 of Equalized Value of Taxable Property)

Year	WCTC			Other School Districts	Local	County	Gross Total	State Tax Relief	Net Total
	Operational	Debt Service	Total						
15/16	\$0.21	\$0.17	\$0.38	\$10.18	\$5.05	\$2.37	\$18.18	(\$1.96)	\$16.22
16/17	\$0.20	\$0.17	\$0.37	\$9.63	\$5.21	\$2.25	\$17.66	(\$1.82)	\$15.84
17/18	\$0.21	\$0.16	\$0.37	\$9.29	\$5.04	\$2.17	\$17.07	(\$1.91)	\$15.16
18/19	\$0.21	\$0.15	\$0.36	\$8.92	\$4.92	\$2.11	\$16.54	(\$1.82)	\$14.72
19/20	\$0.21	\$0.15	\$0.36	\$8.74	\$4.78	\$2.04	\$15.92	(\$1.73)	\$14.19
20/21	\$0.22	\$0.13	\$0.35	\$8.49	\$4.74	\$1.97	\$15.55	(\$1.64)	\$13.91
21/22	\$0.17	\$0.13	\$0.30	\$7.81	\$4.63	\$1.91	\$14.65	(\$1.53)	\$13.12
22/23	\$0.15	\$0.12	\$0.27	\$6.82	\$4.29	\$1.71	\$13.09	(\$1.22)	\$11.87
23/24	\$0.14	\$0.11	\$0.25	\$6.06	\$3.78	\$1.52	\$11.61	\$(1.08)	\$10.53
24/25	\$0.14	\$0.11	\$0.26	\$5.95	\$3.98	\$1.44	\$11.63	\$(1.34)	\$10.29

Source—Wisconsin Department of Revenue Division of State and Local Finance Bureau of Local Financial Assistance. The rates shown represent tax rates based on full equalized values.

Local includes cities, towns, villages, and other special taxing districts (i.e. sewer districts).

Fiscal year 25/26 data is not available at this time.



LARGEST EMPLOYERS AND TAXPAYERS

Employer	Type of Business	Number of Employees
Froedtert	Health Services	4,626
Kohl's Department Stores	Retail/Headquarters	4,000
Pro Health Care	Health Services	3,473
Roundy's (Kroger)	Retail/Distribution Center	3,387
GE Healthcare	Medical Equipment/Training	2,850
Advocate Aurora Health Care	Health Services	2,800
Milwaukee Electric Tool/Empire Level	Manufacturing/Headquarters	2,800
Wal-Mart Corporation	Retail	2,338
Generac	Manufacturing	2,283
Quad Graphics, Inc.	Printing/Headquarters	2,056

Source—Waukesha County Department of Administration, Finance Office 2024

For purposes of this schedule, WCTC utilizes data from Waukesha County only since there is less than 4% each of Dodge, Jefferson, and Racine Counties located in the WCTC district.

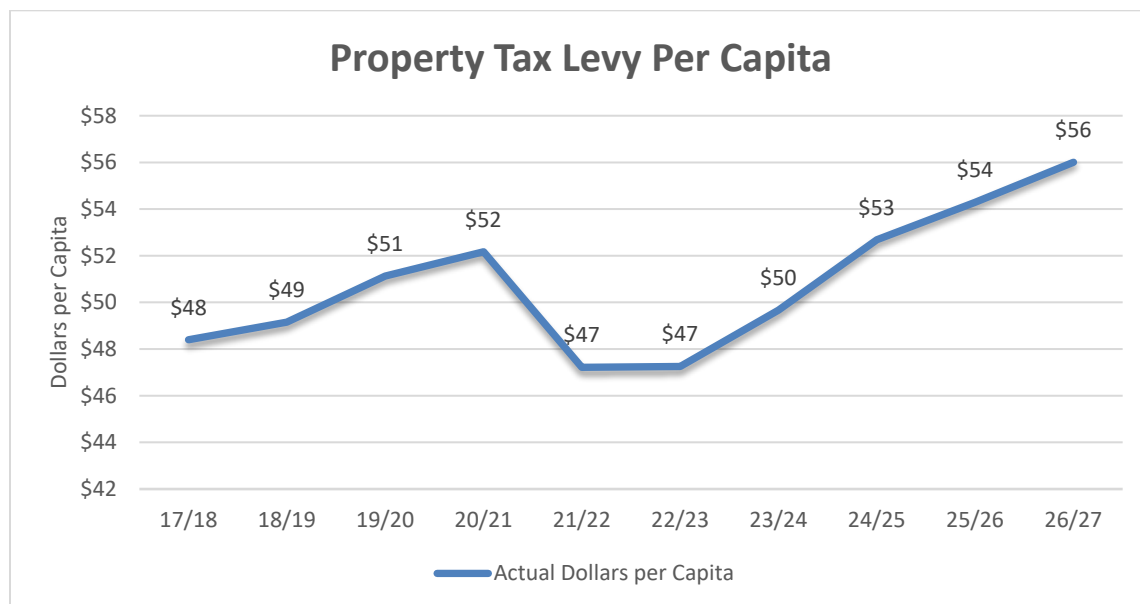
Taxpayer	Type of Business	2024 Equalized Valuation
Wimmer Brothers	Rental Properties/Construction	\$406,524,878
The Corners of Brookfield	Retail/Residential	\$230,383,700
Aurora	Health Care	\$191,891,439
Fiduciary Real Estate Development	Rental Properties	\$189,349,600
Pro Health Care	Health Care	\$180,380,821
Brookfield Square	Retail	\$179,587,900
Mandel	Mixed Use Real Estate	\$175,692,564
Individual	Mixed Use Real Estate	\$160,123,386
Target Corporation	Retail/Distribution Center	\$147,992,269
Irgens	Real Estate Development	\$146,606,734

Source—Waukesha County Department of Administration

PROPERTY TAX LEVY PER CAPITA

Property taxes per capita reflect changes relative to changes in population.

Year	Property Tax Levy	Population	Property Tax levy per Capita
2017/18	\$19,975,201	412,747	\$48
2018/19	\$20,451,561	416,057	\$49
2019/20	\$21,506,565	420,620	\$51
2020/21	\$21,985,615	421,445	\$52
2021/22	\$20,117,497	426,063	\$47
2022/23	\$20,139,719	426,201	\$47
2023/24	\$21,200,117	426,867	\$50
2024/25	\$22,607,597	429,103	\$53
2025/26 est.	\$23,422,431	429,103	\$54
2026/27 prj.	\$24,032,307	429,103	\$56

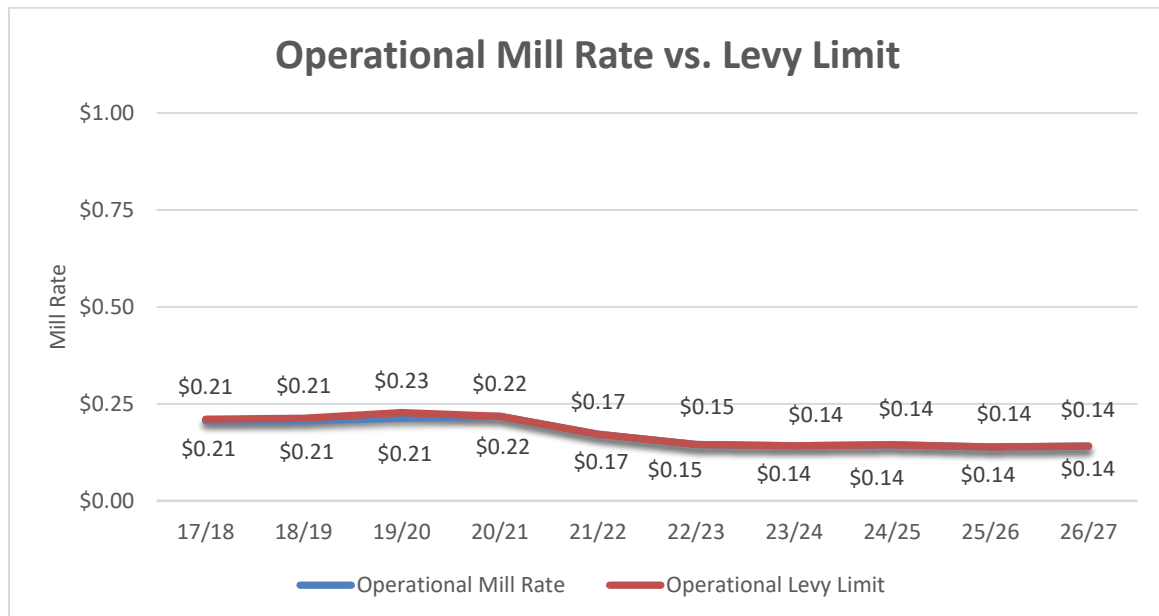


OPERATIONAL MILL RATE VS. LEVY CAP

Wisconsin statutes limit the technical colleges' operational levy amount to the growth in net new construction effective 2013/14. Prior to that, the operational mill rate could not be more than \$1.50 per \$1,000 of equalized valuation. This chart and graph shows where WCTC's operational mill rate is in relation to the levy limit.

Year	WCTC's Operational Mill Rate	Operational Mill Rate Cap
2017/18	\$0.20632	\$0.21043
2018/19	\$0.20638	\$0.21292
2019/20	\$0.21291	\$0.22755
2020/21	\$0.21790	\$0.21790
2021/22	\$0.17151	\$0.17151
2022/23	\$0.14539	\$0.14539
2023/24	\$0.14177	\$0.14177
2024/25	\$0.14454	\$0.14454
2025/26	\$0.13882	\$0.13882
2026/27 est.	\$0.14099	\$0.14099

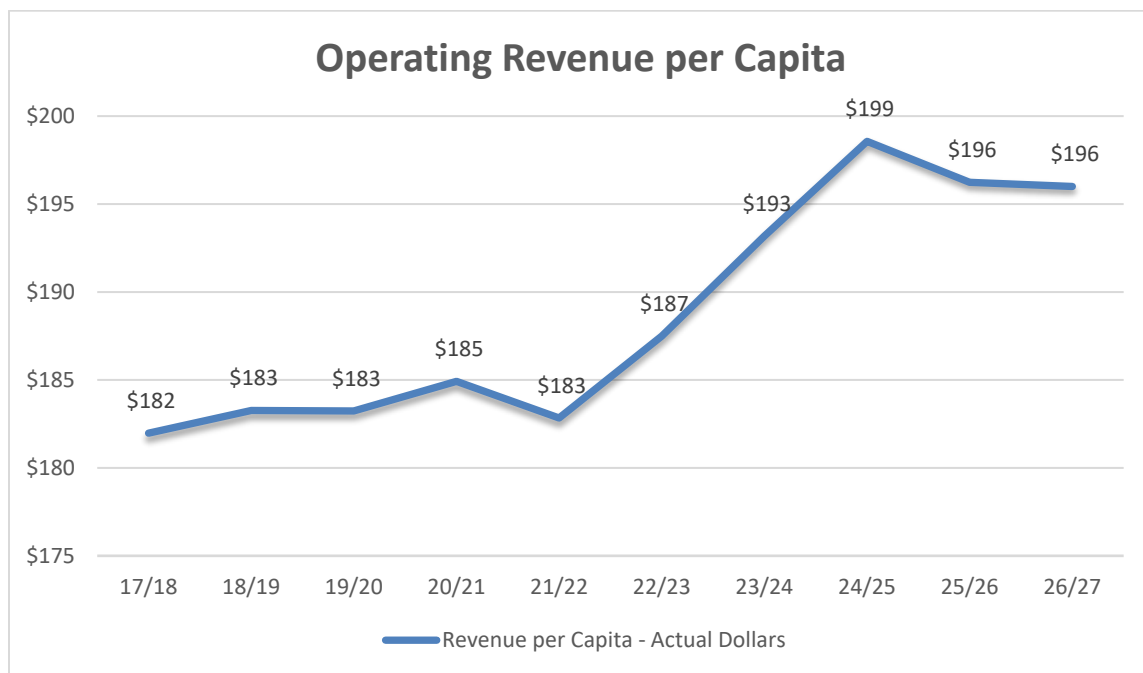
Levy amount can only increase by percent of net new construction. One-half of one percent carryover of unused levy from the prior year is allowed.



OPERATING REVENUE PER CAPITA

Operating revenue per capita reflects how much revenue is received per population to offset operational costs of WCTC in the General Fund. This trend information should be analyzed in conjunction with operating expenditures per capita before decisions can be made on the fiscal health of WCTC.

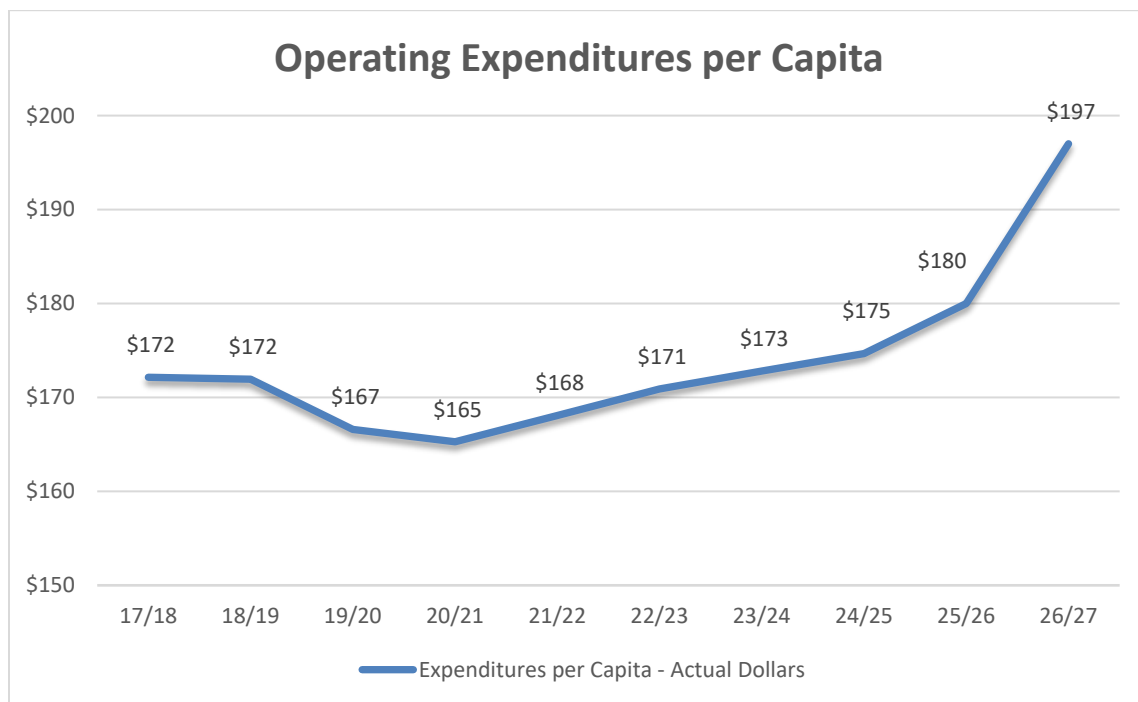
Year	Operating Revenue	Population	Operating Revenue per Capita
2017/18	\$75,109,305	412,747	\$182
2018/19	\$76,249,024	416,057	\$183
2019/20	\$77,074,481	420,620	\$183
2020/21	\$77,933,059	421,445	\$185
2021/22	\$77,925,490	426,063	\$183
2022/23	\$79,910,046	426,201	\$187
2023/24	\$82,462,892	426,867	\$193
2024/25	\$85,204,560	429,103	\$199
2025/26 est.	\$84,205,731	430,000	\$196
2026/27 prj.	\$84,641,070	431,000	\$196



OPERATING EXPENDITURES PER CAPITA

Operating expenditures per capita reflect how much is spent per population for operational costs in the General Fund by WCTC. This trend information should be analyzed in conjunction with operating revenue per capita before decisions can be made on the fiscal health of WCTC.

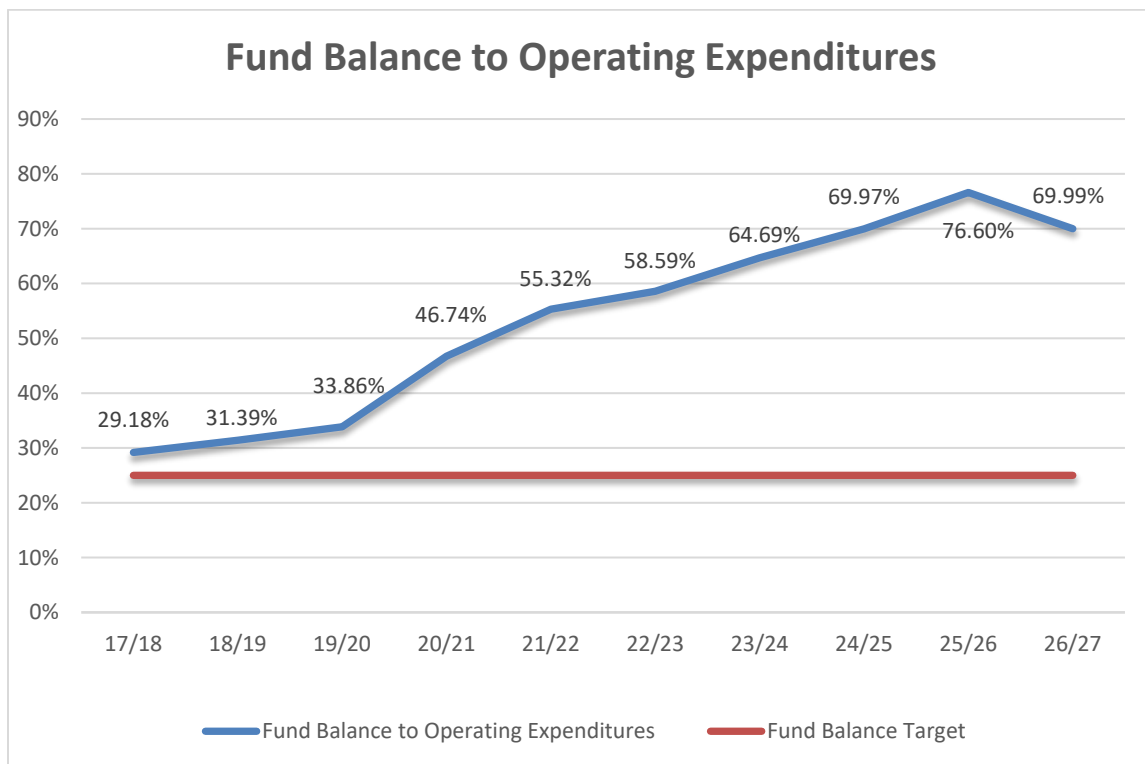
Year	Operating Expenditures	Population	Operating Expenditures per Capita
2017/18	\$71,050,806	412,747	\$172
2018/19	\$71,536,125	416,057	\$172
2019/20	\$70,072,023	420,620	\$167
2020/21	\$69,655,901	421,445	\$165
2021/22	\$71,612,212	426,063	\$168
2022/23	\$72,836,142	426,201	\$171
2023/24	\$73,763,355	426,867	\$173
2024/25	\$74,949,387	429,103	\$175
2025/26 est	\$77,475,000	430,000	\$180
2026/27 prj.	\$84,791,070	431,000	\$197



FUND BALANCE TO OPERATING EXPENDITURES

This indicator compares the portion of the fund balance available for cash flow purposes to the total expenditures in the General Fund. This analysis looks at the ratio based on actual expenditures as of June 30th. WCTC's policy is based on the next year's budgeted expenditures. This portion of WCTC's General Fund is the portion titled Designated for Operations and Designated for Subsequent Year(s). This indicator measures WCTC's ability to withstand financial emergencies and meets its cash flow needs. The current goal is to have a balance at or above 25% of operating costs, which WCTC has met.

Year	Unreserved Fund Balance	Operating Expenditures
2017/18	\$21,901,384	\$75,050,806
2018/19	\$22,457,900	\$71,536,125
2019/20	\$23,723,284	\$70,072,023
2020/21	\$32,556,156	\$69,655,901
2021/22	\$39,612,862	\$71,612,212
2022/23	\$42,675,938	\$72,836,142
2023/24	\$47,719,591	\$73,763,355
2024/25	\$52,445,265	\$74,949,387
2025/26 est.	\$59,343,914	\$77,475,000
2026/27 prj.	\$59,343,914	\$84,791,070



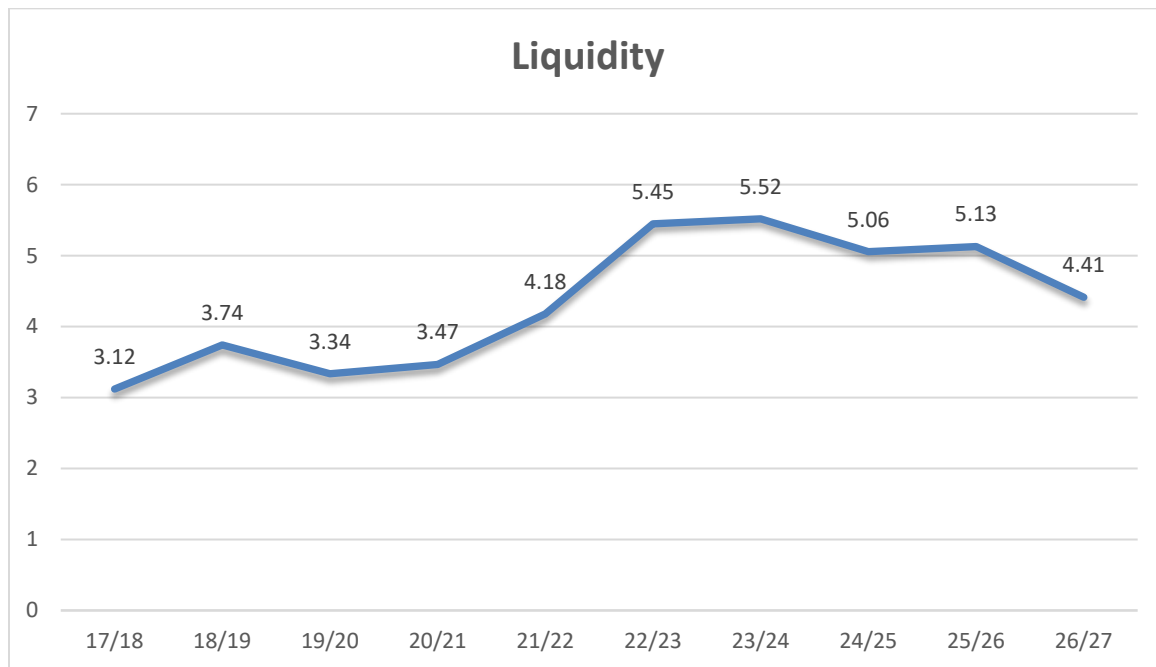
* The increase in FY 21-23 relates to lost revenue claimed for FY 20- 23 under the Higher Education Emergency Relief Fund.

LIQUIDITY

This indicator measures the ability to pay debts when they come due. This indicator compares total cash and investments on a budgetary basis to total liabilities on a budgetary basis.

Year	Cash and Investments	Total Liabilities
2017/18	\$50,191,360	\$16,097,253
2018/19	\$55,240,437	\$14,762,846
2019/20	\$54,234,140	\$16,259,116
2020/21	\$58,431,622	\$16,855,675
2021/22	\$67,251,693	\$16,092,257
2022/23	\$75,300,503	\$13,819,810
2023/24	\$88,496,956	\$16,036,023
2024/25	\$95,631,156	\$18,916,859
2025/26 est.	\$92,626,241	\$18,060,774
2026/27 prj.	\$82,401,931	\$18,672,899

WCTC has intentionally built reserves to support long-term sustainability, maintain adequate liquidity, and allow for strategic investments in infrastructure and innovative programming. When WCTC exceeds its fund balance target of 25%, those reserves provide the opportunity to fund planned, one-time priorities without creating ongoing operating obligations. The FY27 budget includes an intentional drawdown of reserves for capital-related projects that were previously identified and intentionally saved for.



2025 EQUALIZED VALUATION FOR 2025/26 BUDGET

	2025 Equalized Valuation	Percent of Total	2025/26 Tax Levy
Waukesha County			
Town of:			
Brookfield	\$ 1,507,938,600	1.583%	\$ 370,802.52
Delafield	2,682,197,600	2.816%	659,553.13
Eagle	887,500,900	0.932%	218,236.72
Genesee	1,600,535,500	1.680%	393,572.12
Merton	3,032,449,600	3.184%	745,680.20
Mukwonago	1,573,545,000	1.652%	386,935.15
Oconomowoc	3,214,519,200	3.375%	790,451.16
Ottawa	885,229,900	0.929%	217,678.28
Village of:			
Big Bend	284,297,700	0.298%	69,908.88
Butler	360,596,100	0.379%	88,670.68
Chenequa	791,128,600	0.831%	194,538.74
Dousman	331,189,700	0.348%	81,439.64
Eagle	338,170,100	0.355%	83,156.12
Elm Grove	1,783,180,000	1.872%	438,484.46
Hartland	2,320,843,300	2.437%	570,696.01
Lac La Belle	212,114,100	0.223%	52,158.92
Lannon	224,922,800	0.236%	55,308.58
Lisbon	2,289,099,600	2.403%	562,890.23
Menomonee Falls	8,256,550,700	8.668%	2,030,288.10
Merton	800,194,300	0.840%	196,768.00
Mukwonago	1,408,343,300	1.479%	346,312.01
Nashotah	322,900,200	0.339%	79,401.25
North Prairie	417,685,400	0.439%	102,708.96
Oconomowoc Lake	649,304,500	0.682%	159,664.16
Pewaukee	1,477,625,000	1.551%	363,348.40
Summit	2,151,654,600	2.259%	529,092.46
Sussex	2,413,827,600	2.534%	593,560.87
Vernon	1,587,716,000	1.667%	390,419.80
Wales	606,177,500	0.636%	149,059.22
Waukesha	1,791,220,200	1.881%	440,461.54
City of:			
Brookfield	10,432,335,700	10.952%	2,565,314.23
Delafield	2,667,384,100	2.800%	655,910.49
Muskego	5,423,777,200	5.694%	1,333,708.31
New Berlin	7,759,512,117	8.146%	1,908,066.18
Oconomowoc	4,112,435,700	4.317%	1,011,249.08
Pewaukee	5,228,633,000	5.489%	1,285,722.30
Waukesha	10,498,558,100	11.022%	2,581,598.34

	2025 Equalized Valuation	Percent of Total	2025/26 Tax Levy
Dodge County			
Town of:			
Ashippun	349,475,059	0.367%	85,936.01
Lebanon	7,570,926	0.008%	1,861.69
Jefferson County			
Town of:			
Cold Spring	202,064	0.000%	49.69
Concord	108,449,601	0.114%	26,667.79
Ixonia	725,241,568	0.761%	178,337.10
Palmyra	410,728,728	0.431%	100,998.31
Sullivan	173,484,806	0.182%	42,659.96
Village of:			
Lac La Belle	833,100	0.001%	204.86
Palmyra	195,120,000	0.205%	47,980.06
Racine County			
Town of:			
Norway	955,347,812	1.003%	234,920.29
Total	\$95,251,747,181	100.000%	\$ 23,422,431.00

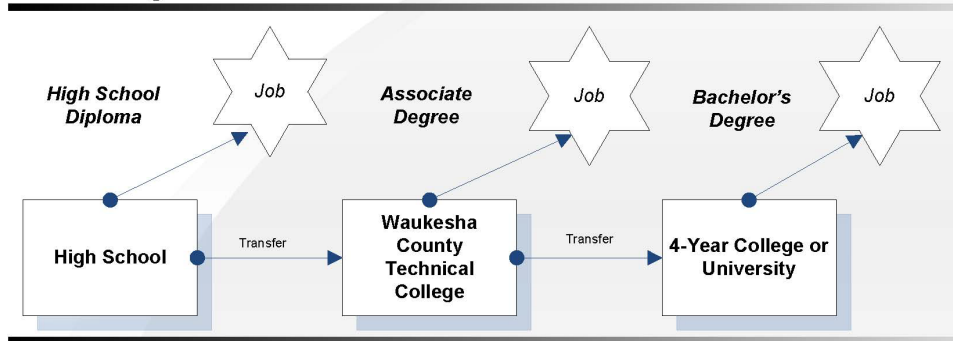
GLOSSARY

2+2 program: A transfer articulation agreement between an area high school and WCTC whereby the student receives college credit while at high school and then attends WCTC for two years and receives his/her associate degree or an agreement between WCTC and a four-year college or university whereby the student attends WCTC for two years and the four-year college for an additional two years and earns his/her bachelor's degree.

2+2+2 program: A transfer articulation agreement between an area high school, WCTC, and a four-year college or university whereby the student receives college credit while at high school, attends WCTC for two years, and attends a four-year college, with junior standing, for two years and earns his/her bachelor's degree.

38.14 contracts: Wisconsin state statute 38.14 allows the college to contract with business and industry to provide customized training to meet the company's training needs.

2+2+2 Programs



AAS: Associate of Applied science

ABE: Adult Basic Education

ACA: Affordable Care Act

ACFR: Annual Comprehensive Financial Report

ACT: American College Testing

ADA: Americans with Disability Act

AEFL: Adult Education/Family Literacy Act

Agency fund: An agency fund is used to record resources received, held, and disbursed as custodial or fiscal agent for others rather than as an owner. Revenues and expenditures of agency funds are not institutional revenues and expenditures and should be reported separately.

AODA: Alcohol and other drug abuse

Appropriations: An authorization, granted by a legislative body (i.e. WCTC Board), to make expenditures and to incur obligations for specified purposes. WCTC controls expenditures at the functional level within a fund.

AQIP: Academic quality improvement project

Articulation agreement: An agreement between WCTC and a four-year college or university that identifies the credit transferability rules between the two institutions.

ASSET: ASSET is an assessment tool used by the Admission's Department to help assess whether the student needs any remedial training before taking program courses.

Assets: Property and resources owned or held that have monetary value.

ATC: Advanced technical certificate

ATC: Applied technology center

Auxiliary services: The expenditure function used to record costs for all activities of a commercial enterprise or of a proprietary nature such as the bookstore, childcare, and Classic Room operations.

Balance sheet: A statement that discloses the assets, liabilities, reserves, and equities of a fund or account group at a specific date to exhibit financial position.

Banner: The College's integrated operational software system.

Benefits: Compensation in addition to regular salary or wages provided to an employee. This includes health insurance, life insurance, dental insurance, Social Security, Wisconsin Retirement System pension plan, and disability insurance.

Blended Options: Short, manageable segments of a program that meet once per week to accommodate students' work and family schedules that lead to a credential. The format offers technology-proficient students who have prior academic and work experience the chance to earn an Associate of Applied Science degree in two years or less while maintaining their current work and family life.

Bond: A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate.

Bond rating: A level of risk assigned to general obligation promissory notes assessed by Moody's Investor Service or one of the other rating agencies. The higher the rating, the less risky the notes are. WCTC has a AAA bond rating from Moody's Investor Service, which represents the highest rating it is possible to obtain. The higher the rating, the lower the risk, the lower the interest rate charged on bonds issued.

Bonded debt: The portion of outstanding indebtedness that includes general obligation bonds that are backed by approved, irrevocable future tax levies for debt service. General obligation promissory notes are not included in the calculation of bonded debt.

Budget: A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them.

Budgetary control: The control or management of a governmental unit in accordance with an approved budget for the purpose of keeping expenditures within the limitations of authorization. WCTC controls at the function level within a fund.

CAPE: Center for Academic Performance Excellence - This is a place where instructors can go to get resources and practice on new technology that can be used in the classroom.

CAPP: Curriculum advising and program planning

CBO: Community-based organization

CBRF: Community-based residential facility

Classic Room: In order to properly train the hospitality and culinary arts students in the proper way to operate a restaurant, WCTC created its own restaurant called the Classic Room. During the semester, the students will cook the entrees on that day's menu and serve them to the patrons who have made reservations for that day.

CLS: Critical life skills

CNA: Certified nursing assistant

COMPASS: COMPASS is an assessment tool used by the Admission's Department to help assess whether the student needs any remedial training before taking program courses.

Contingency funds: Assets or other resources set aside to provide for unforeseen expenditures or for anticipated expenditures of uncertain amounts.

College: Waukesha County Technical College

Co-op: Co-op is similar to an internship for a four-year college. This is an opportunity for students to work in a business setting in their field of study while earning college credit. The employer evaluates the student in this setting and provides feedback.

CTC: Corporate Training Center

DACUM: Developing a curriculum.

Debt: An obligation resulting from borrowing money. Debts of school systems include bonds, time warrants, notes, and floating debt.

Debt limit: The maximum amount of gross or net debt legally permitted.

Debt service: Expenditures for the retirement of debt as well as the interest payment on that debt.

Deficiency: A general term indicating the amount by which actual levels of activities fall short of budget or expectation. The term should not be used without qualification.

Deficit: The excess of expenditures/uses over revenues/resources.

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

District: Waukesha County Technical College

DMI: Districts Mutual Insurance – This is the insurance company formed by the 16 technical colleges in order to reduce overall property and casualty insurance costs for the colleges.

DNR: Wisconsin Department of Natural Resources

DOA: Wisconsin Department of Administration

DOR: Wisconsin Department of Revenue

Dual Enrollment Academy: Allows high school students to be dual enrolled at the high school and WCTC in their senior year whereby the student earns high school credit and a WCTC one-year certificate in the area of study and can graduate with both at the same time.

EMS: Emergency Medical Services

EMT: Emergency Medical Technician

Encumbrances: Obligations in the form of purchase orders, contracts, or salary commitments that is chargeable to an appropriation and for which a part of the appropriation is reserved. They cease to be encumbrances when paid or when an actual liability is established.

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

Equity: The excess of assets over liabilities generally referred to as fund balance.

ESL: English as a second language

FAM: Financial Accounting Manual

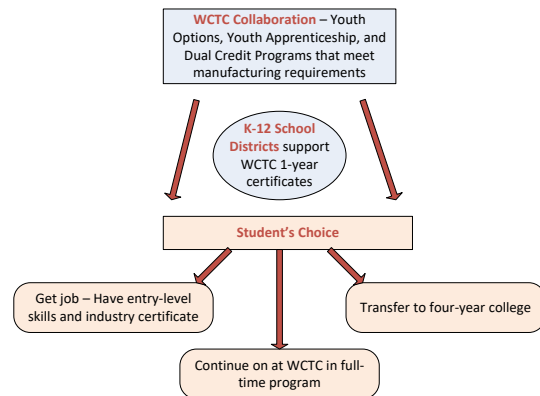
FAFSA: Free application for federal student aid

Financial Accounting Manual: Accounting regulations that technical colleges within Wisconsin must follow.

Fiscal year: A twelve-month period to which the annual operating budget applies and at the end of which a governmental unit determines its financial position and the results of its operations. WCTC uses a July 1 to June 30 fiscal year.

FTE: Full-time equivalent

Function: A group of related activities aimed at accomplishing a major service or activity for which a governmental unit is responsible, such as instruction or student services.



Fund: An independent fiscal and accounting entity with a self-balancing set of accounts, including assets, liabilities, and fund balances, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

Fund balance: The excess of assets over liabilities. They may be:

- **Reserved:** A portion of fund balance that is not available for other expenditures and is legally segregated for a specific future use.
- **Unreserved:**
 - ✓ **Designated:** A portion of fund balance established to indicate tentative plans for financial resource utilization in a future period. Such plans are subject to change and may never be legally authorized or result in expenditures such as designation for operations and for subsequently budgeted expenditures.
 - ✓ **Undesignated:** The remainder of fund balance that is neither reserved nor designated. By statute, WCTC cannot have any unreserved and undesignated reserves.

GAAP: Generally accepted accounting principles

GED: General Education Diploma

GPR: General-purpose revenues

HEAB: Higher Education Accreditation Board

HLC: Higher Learning Commission of North Central Accreditation

HSED: High School Equivalency Diploma

HVAC: Heating, ventilation and air conditioning

IROC: Instructor Responsibility Under Open Campus

K – 12: Kindergarten through twelfth grade

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

Liabilities: Debt or other legal obligations arising out of transactions for goods or services received in the past, which are owed but not necessarily due.

Learning Place: The Learning Place is a lab where students can go to receive remedial training to assist them in basic education type courses, such as reading and math, so that they can be successful in their program courses.

LPN: Licensed Practical Nurse

Mill rate: Tax rate (taxation) in mills (\$.001) per dollar of valuation. Mill rates are usually expressed in mills per \$1,000 of valuation. WCTC has two components to its mill rate—operation and debt service. By statute, the operational component cannot exceed the increase in net new construction.

MSOE: Milwaukee School of Engineering

Obligations: Amounts which a governmental unit may be required to legally meet out of its resources, including both liabilities and unliquidated encumbrances.

Operating budget: Plans of current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending, and service delivery activities of a government are controlled. State laws generally require annual operating budgets. Even when not required by law, annual operating budgets are essential for sound financial management and should be adopted by every government.

Operating transfers: All transfers between funds other than residual equity transfers (e.g. legally authorized transfers from a fund receiving revenue to the fund through which the resources are to be expended).

Other financing sources: Funds received from general long-term debt proceeds, transfers in, and reserves re-appropriated from fund balance. Such amounts are classified separately from revenues.

Other financing uses: Funds used for operating transfers out. Such amounts are classified separately from expenditures.

Overlapping debt: The proportionate share of the debts of local governments located wholly or in part within the limits of the reporting government, which must be borne by property within each government.

Portal: A web-based information interface that provides secure and customizable access based on a user's identity.

Pro forma balance sheet: A statement that projects the college's balance sheet for a future period.

QRP: Quality review process

Reserve: An account used to earmark a specific portion of fund balance to indicate that it is not available for other expenditures, but is designated for a specific purpose.

Retained earnings: An equity account reflecting the accumulated earnings of a proprietary (enterprise) fund.

RN: Registered nurse

SLE : Student Learning Evidence

SOA : Student Outcomes Assessment

Special populations: Includes the following customer base: academically disadvantaged, economically disadvantaged, single parents, displaced homemakers, students with disabilities, limited English proficient, and non-traditional students.

State aid: Funds made available by the legislature for distribution to each technical college based on a prescribed formula of distribution to offset some of the college's operational expenses.

Statements: Presentation of financial data that shows the financial position and the results of financial operations of a fund, a group of accounts, or an entire entity for a particular accounting period.

Statute: A written law enacted by a duly organized and constituted legislative body.

Student Assistance Program: This program assists students recovering from alcohol or other drug abuse, are experiencing problems with someone else's abuse, or have other personal problems they need assistance with.

Student Outcomes Assessment: This is a system of assessing student's program pre, post, and during their time at WCTC.

TABE: Tests of adult basic education

Tax incremental financing district (TIF): Property within a municipality whose incremental growth in equalized valuation is excluded from the equalized valuation calculation when determining the amount of taxes to assess a municipality. Special statutes govern the creation of TIF districts.

Tax rate: The amount of tax stated in terms of the unit of the tax base (mill rates).

Tax rate limit: The maximum rate at which a governmental unit may levy a tax.

Taxes: Compulsory charges levied by a governmental unit for the purpose of financing services performed for the common benefit.

TBD: To be determined

UW: University of Wisconsin

WCTC: Waukesha County Technical College, Waukesha County Area Technical College District

WFDC: Workforce Development Center

WIA: Workforce Investment Act

WIDS: Worldwide instructional design system

WISPALS: Wisconsin project for automated library systems

WTCS: Wisconsin Technical College System

Fiscal Year 2027

BUDGET DOCUMENT



WAUKESHA
COUNTY TECHNICAL
COLLEGE

Hands-on
Higher Ed

WCTC prohibits discrimination or harassment based on any status protected by applicable state or federal law.

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