

Madison Area
Technical College
District

Madison, Wisconsin

Fiscal Year 2018-19
Budget Document

madisoncollege.edu

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MADISON
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COLLEGE

Citizen Letter

Citizens

Madison Area Technical College District

We welcome this opportunity to provide you with highlights of Madison Area Technical College's Fiscal Year 2018-19 financial plan. Madison College is focused on providing accessible, high-quality learning experiences that meet the needs to the diverse communities we serve. We are addressing the changing student population of our District and the evolving needs of our employers through efforts including flexible and accelerated program offerings and measures that make a bachelor's degree more accessible. We are committed to maintaining our vision while exercising fiscal prudence to maximize limited resources. We know that our investment in our students translates into a prosperous future for the entire region.

In 2014, Madison College unveiled its strategic plan and directives to guide our actions in the upcoming years. That plan, supported by plans for academics, student services, equity and inclusion, and facilities, as well as this budget, are intended to advance Madison College's ability to serve the residents, communities, and businesses of South Central Wisconsin. To do so, this budget includes funding for ongoing operations as well as the new Goodman South Madison Campus, funding to develop strategies to address student hunger, and funding for innovation projects that are conducive to experimentation, imagination, and learning in support of our mission.

This budget document provides additional detail on priorities, as well as an overview of District accomplishments, an update on the completion of the previous Facilities Master Plan and the development of our new Facilities Master Plan, an overview of the Fiscal Year 2018-19 budget assumptions and process, and the resulting budget, including revenue and expenditure projections for future years.

Madison College is a public educational institution that is responsive to the needs of its citizens, employers, and partners. Because we are interested in assuring our communications meet those needs, we welcome your comments, concerns, or suggestions. Please feel free to contact Mark Thomas, Vice President for Administration and Chief Financial Officer, whose contact information is provided on page 6.

Respectfully submitted,

Jack E. Daniels, III, Ph.D.
President

Joseph J. Hasler
FY2017-18 District Board Chair

Leadership, Mission, Vision, and Values

FY2017-18 District Board

Madison Area Technical College is operated under the direction of the Madison College District Board. The role of the Madison College District Board is to function as a collective body that is the official link between the college and the community it serves, and to represent the community to the college by determining and assuring appropriate organizational performance, enacting policies on governance issues and executive limitations, monitoring college effectiveness, and assessing the President's performance.

Shiva Bidar-Sielaff, Treasurer
Elton J. Crim, Jr.
Kelly J. Crombie
Randy S. Guttenberg
Arlyn R. Halvorson, Vice Chair
Joseph J. Hasler, Chair
Alex Hipler, Student Representative*
Frances M. Huntley-Cooper, Secretary
Shawn W. Pfaff

*These Board appointments expire June 30, 2018

Cabinet

Jack E. Daniels, III - President

Turina Bakken - Provost

Timothy Casper - Vice President, Institutional Learning and Effectiveness

Keith Cornille - Executive Vice President and Chief Student Services Officer

Lucia Nunez - Vice President, Equity, Inclusion and Community Engagement

Mirwais Qader - Chief Information Officer

Mark Thomas, Jr. - Vice President, Administrative Services and Chief Financial Officer

Mission

Madison College provides open access to quality higher education that fosters lifelong learning and success within our communities.

Vision

To be the leader in accessible affordable education that meets the evolving needs of our diverse communities.

Values

Excellence

Respect

Commitment to students and diverse communities

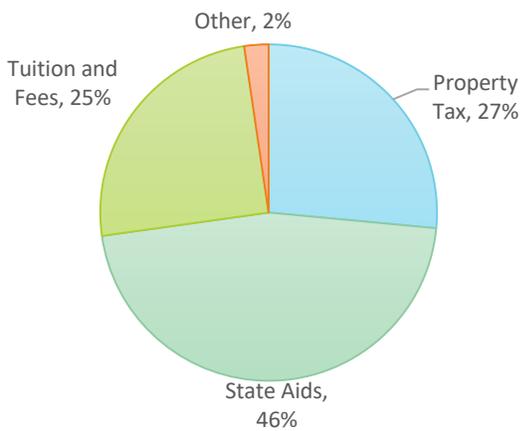
Making higher education available to all

FY2018-19 Executive Summary

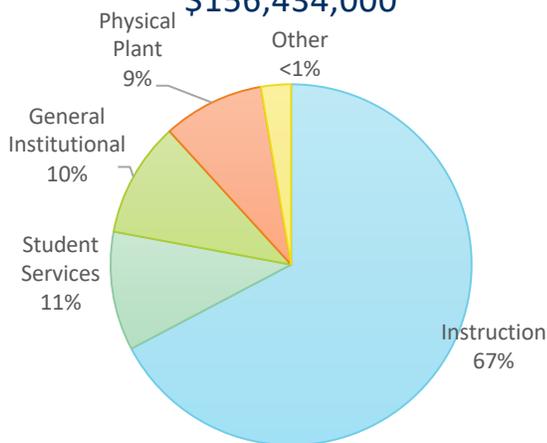
Introduction Madison College’s budget for Fiscal Year (FY) 2018-19 runs from July 1, 2018 to June 30, 2019. It represents priorities set by our District Board through the College’s strategic plan process and Board End Statements. We adopt a budget every year. The budget is typically modified two or three times per year based on either operational changes or changes in current economic conditions. Per state statute, budget modifications must be approved by the Board.



General Fund Revenue & Other Sources \$156,434,000



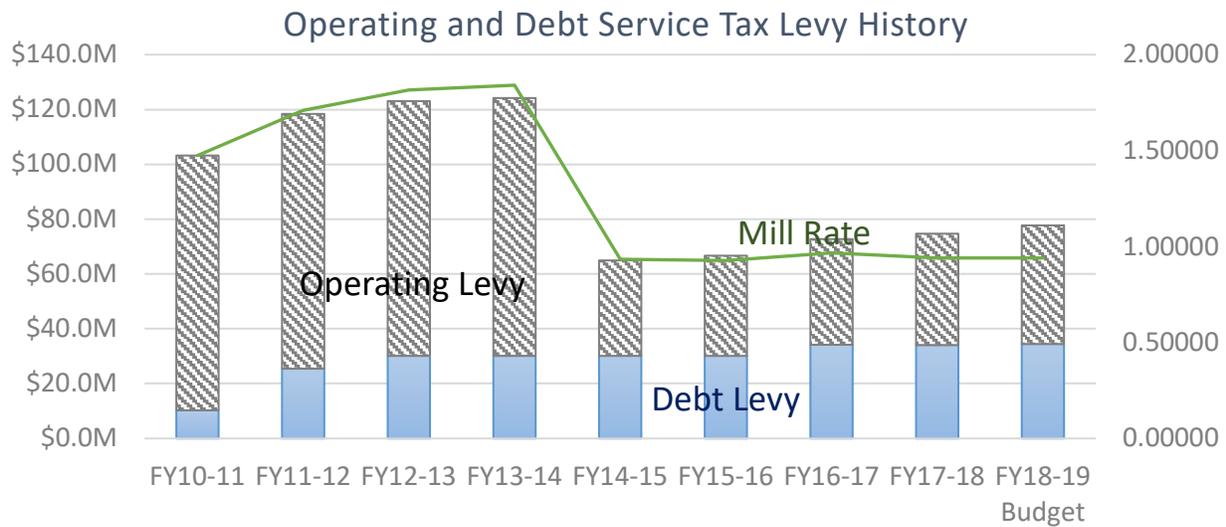
General Fund Expenditure \$156,434,000



Budget Development Madison College is focused on addressing the changing student population of our District and the evolving needs of our employers. We are committed to maintaining our vision while exercising fiscal prudence to maximize limited resources. We know that our investment in students translates into a prosperous future for the entire region.

As is typical for community colleges, we have seen decreasing student enrollments as the economy has improved since the economic downturn in 2008. This combined with stagnant state funding and limited property tax revenues has resulted in declining financial resources at the same time as we are trying to be innovative and make strategic investments to serve the District. As a result, we focus on reallocating funding to priorities. This budget includes funding to establish a new South Madison campus and transition out of our Downtown Madison campus, develop strategies to address student hunger, key investments to improve operations and support our employees and funding for the college’s innovation and research and design (R&D) fund, which allows faculty and staff to submit promising new ideas, methods, product developments, or opportunities that support the College’s mission, vision, and values. The complete list of priorities is on page 11 of this document.

In developing the FY2017-18 budget, we were directed by our Board to meet five financial goals, including maintaining a contingency of 3.0% of revenue and reducing General Fund expenditures on personnel. In the FY2018-19 budget, the college meets these goals. Additional detail on the budget goals is on page 15 of this document.

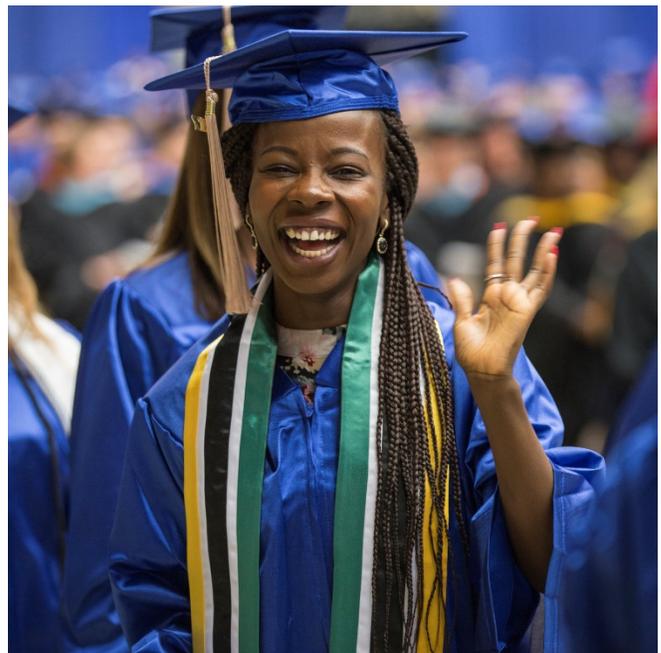


Budget Outlook Stability and sustainability are key components of the College’s budget and financial policy. The FY2018-19 budget underscores our commitment to continue to make cost containment a high priority while adhering to the state and Board policies. These guidelines and principles have resulted in a projected General Fund Undesignated Reserve of \$39.1 million as of June 30, 2018, ensuring the College maintains a responsible reserve while funding critical services. We utilize a ten-year General Fund financial plan and a ten-year Capital Borrow Plan to ensure we are on a financially sustainable path that limits our burden on taxpayers. These plans provide us the ability to identify potential future challenges allowing sufficient time to develop solutions to minimize the impacts. The General Fund financial plan outlook has improved over the past few years due to efforts to decrease expenditures. However, it will take sustained growth in revenue sources for us to grow our quality services for students.

- ### Strategic Directives
- Focus on successful outcomes for students
 - Ensure our sustainability
 - Support our faculty and staff
 - Address student preparedness
 - Align with community needs
 - Improve recruitment and strategic outreach

Levy Impact on the Average Value Home

Proposed Levy: \$77,727,000			
Tax Year	Value	Mill Rate	Tax
2017	\$269,337	0.94179	\$253.66
2018	\$269,337	0.93893	\$252.89
Change	\$0	-0.00286	-\$0.77
Rate	0.0%	-0.3%	-0.3%



General Information

Background of the Madison Area Technical College District

Madison Area Technical College was first chartered as the Madison Industrial School in 1912, enrolling 63 students in its first classes. In 1917, the federal Smith-Hughes Act provided additional funding for vocational education, and the Madison Industrial School became known as the School of Vocational Education. Attendance continued to grow as the result of state legislation enacted in 1933 requiring compulsory education until the age of eighteen, which served to increase the number of students enrolled in high school and opened space at the vocational schools for more adult students. These changes in focus resulted in another name change in 1937 to the Madison Vocational and Adult School. Increasing state control and budgetary difficulties led to legislation, enacted in 1965, requiring formation of vocational districts by 1970. The Area Vocational, Technical and Adult Education District No. 4 was legally organized on July 1, 1967, under the provisions of Chapter 292, Laws of Wisconsin 1965. Its name was changed in 1992 to Madison Area Vocational, Technical and Adult Education District; and in 1994 to Madison Area Technical College District.

The District is composed of the majority of five counties (Dane, Columbia, Jefferson, Marquette and Sauk) and parts of seven other counties (Adams, Dodge, Green, Iowa, Juneau, Richland and Rock). There are 225 municipalities and 40 public school districts within the District's boundaries. The District contains 4,414.48 square miles and had an equalized valuation (TID OUT) for fiscal year 2017-18 of \$79,598,973,839. The population in 2017 was 775,683. The District operates in six cities: Columbus, Fort Atkinson, Madison, Portage, Reedsburg and Watertown. A map of the District is provided on page 71.

Official Issuing Document

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Budget Office Staff

Sylvia Ramirez – Associate Vice President, Budget & Management

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Cody White – Senior Budget and Policy Analyst

Contact Information for Budget Staff:

budgetoffice@madisoncollege.edu

Governance

The governing body of Madison Area Technical College District is the District Board, which consists of nine members. The members are appointed to staggered three-year terms by the county board chairpersons of the twelve counties in the District who meet once a year to appoint three members. The District Board membership categories include two employers, two employees, three additional members, one school district administrator and one elected official who holds a state or local office. The District Board powers, which include the authority to levy property taxes and borrow monies, are established under the provisions of Chapter 38 of the Wisconsin Statutes.



Organizational Descriptions and Chart (as of May 31, 2018)

Madison College organized under the leadership of the District Board of Trustees and the President's Office

Learner Success

- Provost
- Center for Excellence in Teaching and Learning (CETL)
- University Partnership Center
- STEM Center
- Academic Strategy and Analysis
- College and Career Transitions
- School of Academic Advancement
- School of Applied Science, Engineering and Technology
- School of Arts and Sciences
- School of Business and Applied Arts
- School of Health Education
- School of Human and Protective Services
- School of Professional and Continuing Education
- School of Workforce and Economic Development
- Center for Entrepreneurship
- Center for International Education

Student Development and Success

- Enrollment Management
- Libraries and Academic Support Services
- Student Life & Athletics
- Student Development & Retention Services
- Madison metro and regional campuses

Administrative Services

- Budget & Management Office
- Facility Maintenance & Operations
- Financial Services
- Food Services
- Public Safety

Equity, Inclusion, & Community Engagement

- Student Recruitment
- Campus Scheduling & Events
- Scholars of Promise

Human Resources

- Employee Relations EEO/AA & Title IX
- Talent Acquisition & Talent Solutions
- HRIS Management, Analysis & Administrative Services
- Professional Development
- Total Rewards, Recognition & Wellness

Institutional Learning & Effectiveness

- Grants
- Institutional Research & Effectiveness
- Technology Services
- Communications & Strategic Marketing
- Institutional Accreditation
- Government Relations
- Strategic Planning

Shared Governance

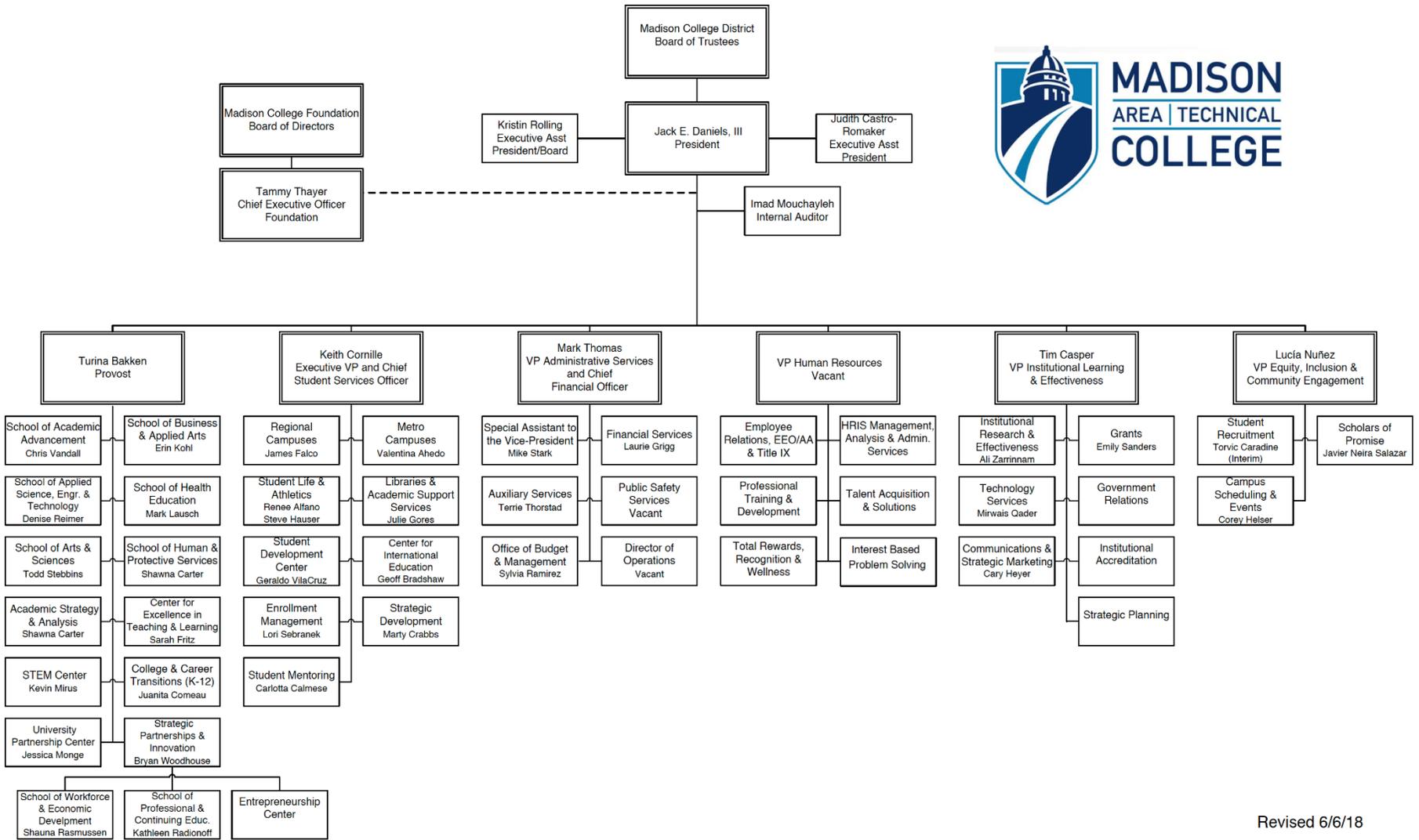
Shared governance is a collaboration and decision-making system and process that aims for participation and partnership among students and employees at every level. Its foundations are in equity, accountability and ownership.

The goal of shared governance is to consider different perspectives and new ways of thinking. At Madison College, we employ interest-based problem solving (IBPS) to sustain accountable decisions that benefit our entire college.

The College Assembly is supported by seven councils:

- Academic Council
- Diversity & Community Relations Council
- Facilities Planning & Investment Council
- Finance Council
- Information Technology Council
- Institutional Effectiveness Council
- Professional Development Council
- Student Affairs Council

Task forces and work groups may also analyze issues and make recommendations to Councils or the President.



Revised 6/6/18

More detail about the Madison College organization is available on [our website](#).

Strategic Directives

Focus on successful outcomes for students

- Easy and standardized process for enrollment
- Improve advising
- Mandatory orientation and advising
- Pair basic education classes with credit courses or programs
- Increase flexible offerings
- Standardize and increase access to textbooks (including rental programs)

Ensure our sustainability

- All locations to have adequate resources
- Consolidate campuses
- Address access (parking, transit)
- Improve campus atmosphere and resources at all campuses beyond the classroom
- Address continued affordability
- IT infrastructure

Support our faculty and staff

- Transparent and full communication
- Professional ongoing development
- Reassess positions and pay structure for all faculty, staff and students
- Create a formal shared governance
- Improve faculty space
- Implement a succession plan

Supporting Plans
Impact Initiative
Pillars of Promise
Facilities Master Plan
Affirmative Action Plan
Equity & Inclusion Plan

Address student preparedness

- Expand testing and assessment to be more comprehensive “success predictors”
- Develop an advising based profile to address learning styles and unique needs
- Initiate better and stronger K-12 connections
- Offer credit for prior learning
- Improve Bridge programming
- Improve early alert

Align with community needs

- Gain more employer input and partnering across districts
- Strengthen work/learning opportunities (internships, apprenticeships)
- Provide community access to college resources (space, expertise, technology)
- Increase opportunities to bring the community to campus(es)
- Improve community input
- Integrate entrepreneurship support services

Improve recruitment and strategic outcomes

- Comprehensive outreach
- Easy registration and navigation on website
- Outreach to non-traditional students
- Market the affordability of our college
- More recruiters representative of the districts they serve
- Improve mobile access (including texting capabilities)

Budget Process

Annual Budget Process

The District budget is established annually. This process involves the establishment of revenue and expense parameters that will be used as inputs to the budget development process. In the process, managers review and revise the current year budget in order to help inform the subsequent year. The College uses a data-informed budgeting approach, in which specific elements of the budget are set to equal estimated actual need for all fund budgets.

In the General Fund, Enterprise Fund, and Internal Services Fund, department budget managers are presented their current year budget and two prior years' spending and, in conjunction with the Budget Office, develop their budgets in line with their unit plans. All budgets are reviewed and approved by the appropriate vice president. Requests for new funding are prioritized in light of the College's strategic plan and directives. College-wide budgets, such as utilities and health insurance, are developed using appropriate and relevant data, including historical trends and known changes.

Special Revenue Aidable budgets are developed based on known continuing grants, contracts, projects, and courses as well as anticipated grants, contracts, projects, and courses for the upcoming year. Special Revenue Non-Aidable budget is developed primarily based on the anticipated student financial aid awards for the upcoming year.

In the Capital Fund, budgets are developed based on anticipated carryover from ongoing projects and the approved capital projects and equipment plans for the upcoming year. The Debt Service Fund budget is developed based on the known debt obligation from prior year debt financing, as well as the assumed debt obligation from the upcoming financing plans.

Budgets require financial forecasting, or simply the application of assumptions to existing data. Use of an effective forecast improves decision-making. The College uses three sets of assumptions for the General Fund. The first are assumptions for the upcoming year (in this case, FY2018-19), which are very detailed. The second are less detailed and

used for the subsequent two years. The final set of assumptions are high-level and applied to the subsequent seven years for a ten-year forecast.

Budget decisions at the College are made largely around the first and second set, as assumptions more than three years out tend to be less reliable. The results of this forecast can be seen in the Long-Range Financial Plan section of this document.

The assumptions for the FY2018-19 General Fund budget are:

- \$2.34 million increase in the operating tax levy from net new construction
- State aids similar to FY2017-18
- 8,600 student FTEs
- 1.5% increase in tuition
- 3.5% increase in salaries and wages
- 9.3% decrease in health insurance spending
- 0.0% change in dental insurance rates
- 4.0% vacancy savings of full-time positions
- 10% increase in supplies and services, which includes moving out of Downtown and funding priorities
- 3.0% contingency

Budget Adjustments

Budget modifications are required whenever the budget is adjusted by fund type or function. All modifications must be approved by the District Board. The budget is modified two to three times annually based on new information and changing conditions.

Brief Budget Calendar

The budget development calendar is driven largely by the timeline established by the Board:

- July-September: Preliminary budget work
- September: Initial Budget Projection
- September-January: Managers develop and submit budgets
- January: Budget Update to District Board
- February: Budgets and priorities are finalized
- March: Budget Workshop for District Board
- April: Preliminary Budget Presentation
- May: Budget Public Hearing
- June: Final Budget Approval

2018-19 Budget Priorities

Each year, the College Cabinet identifies priorities that start with students and maintaining quality. The focus of the priorities is on innovation, creativity, and sustaining our reputation for excellence. The 2018-19 budget priorities are:

Prepare for the South Madison Campus. The extensive preparation and planning necessary to move to the new Goodman South Madison Campus will continue in FY2018-19. This budget creates academic programs for the campus, while adding new equipment and technology.

Market and recruit for the South Madison Campus. In fall 2019, the new South Madison campus will open. Many existing students will enroll at South Madison as their programs of study move there from the Downtown Campus. Campus enrollment will also be supported through supplemental marketing and recruiting activities targeting the South Madison area to raise awareness of the new campus and its programs.

Transition out of Downtown. As we prepare to move out of the Downtown campus, planning efforts are underway to ensure a smooth transition for all students and employees, regardless of which campus they move to. The FY2018-19 capital budget includes funds for remodeling at the Truax and Commercial Avenue campuses to accommodate academic programs' transitions out of the Downtown campus.

Develop strategies to address student hunger. The Student Senate has focused on the issue of student hunger, highlighting food insecurity for some of our students and opportunities to address it. These funds will be used to support and pilot these strategies.

Support an evaluator for the Title III grant. In FY2017-18, the college was awarded a prestigious and competitive Title III grant to support the development of Personalized Education Plans. This funding will support hiring a researcher to work with the college to prepare a research methodology for the accelerated developmental education model that is aligned with the US Dept. of Education's evaluation standards and assess students prior to their participation in the model.

Improve supplier diversity. Beginning in FY2016-17, the Purchasing Department has had short-term support to cover additional diverse supplier responsibilities. The college is also increasing its reliance upon procurement credit cards for ease of use and improving compliance, tracking and reporting. A FY2017-18 priority added one-time support. After further assessment, this priority is to make that support permanent.

Increase internal audit capacity. We have not been able to broadly examine the college's internal controls and adequately address items identified in the annual self-assessment. As such, we have determined that we need to add another internal audit position. The new position will be partially funded by individual Enterprise budgets and partially funded by the General Fund.

Grow our employees and organizational talent. Human Resources will be developing learning modules for staff that are a mix of in-person workshops, webinars, and online trainings. A new performance tracking and appraisal system will be used to support employees and assess talent for individual professional development and organizational talent development purposes.

Improve employee recruitment. Utilize a new strategy for employee recruitment focused on increased regional and national recruitment, including greater participation in recruitment fairs at historically-black colleges and universities, direct career placement centers at colleges, and national conferences.

Fund Innovation. The College supports creating an innovative culture that is conducive to experimentation, imagination, and learning in support of our mission, vision, and values. To achieve this, the College will fund opportunities initiated by faculty and staff to investigate and implement promising new ideas, methods, and product developments.

2017-18 College Highlights

Students are provided access to programs and services that advances successful completion of their courses and programs toward their education and career goals.

Madison College has over 150 programs offering associate degrees, technical diplomas, certificates, and apprenticeships.

The District Board approved both the purchase of the Employee Trust Funds building and property at 801 W. Badger Rd. in Madison, and the construction of a new South Campus at that location.

A 75,000 square foot facility will house the services and instructional programs that will lead to student completion of degrees and certificates in demand areas, as well as on-ramps to programs located at Truax. The new South Campus will accommodate labs for the medical assistant program, nursing assistant program and early childhood instruction. Space for student services and community access will also be located in the building.

The purchase and initial construction of the new South Campus are funded by a \$10 million gift from the Goodman Foundation, a \$1.3 million gift from American Family, and a \$3 million gift from the Great Lakes Higher Education Corporation and Affiliates.

The project will break ground in June 2018, and welcome students starting in the Fall of 2019.

Focus on Focus is an effort to create a common student classroom experience at Madison College that supports students with success in their courses. Course success is a leading indicator of degree completion and graduation.

The Madison College Scholars of Promise program helps income-eligible recent high school graduates realize their dream of attending college by removing financial barriers. The program also provides guidance and support while they attend college. The first cohort, 181 students, of the Scholars of Promise program began classes in Fall of 2017. Recruitment for the second cohort is on-going for Fall of 2018.

Students demonstrate achievement of their educational goals through successful completion of technical and/or transfer programs that allows them to obtain and advance in family-sustaining careers.

In 2016-17, 3,386 people earned degrees.

92.9% of graduates were employed within 6 months of graduation. (Graduate Employment Report, 2016)

96.2% of graduates were either very satisfied or satisfied with their education and training. (Graduate Employment Report, 2016)

Graduates from Madison College programs continue to perform above the national average on their first attempt at certification exams.

Program	Madison College Pass Rate	National Average Pass Rate
Advanced Emergency Medical Technician	91%	69%
Associate Degree Nursing	84%	82%
Dental Hygiene	100%	83%
Dietary Manager	100%	69%
Emergency Medical Technician	93%	79%
Medical Assistant	93%	69%
Medical Laboratory Technician	87%	73%
Occupational Therapy Assistant	100 %	79%
Optometric Technician	100%	86%
Physical Therapy Assistant	100%	80%
Radiography	100%	83%
Respiratory Therapy	100%	80%
Surgical Technologist	94%	78%
Veterinary Technician	93%	70%

Employees are supported through professional development that leads to a more refined and retained workforce.

Jen Roman, full-time EMS Instructor, received the July 2017 Jefferson Award for her outstanding work with CampHero. The CampHero program is a collaboration between Madison Fire, Madison College, and the Girls Scouts of America. Girls, elementary to high school age, attend the camp and learn about careers in protective services and develop as people in areas of confidence and character.

Mary Hoffman, instructor and co-program director in Dental Hygiene, was named the American Dental Hygienists Association's 2017 Educator of the Year.

Lisa A. Siedan, Ph.D., adjunct instructor and recently retired Biotechnology program director, was named Educator of the Year by the High Impact Technology Exchange Conference.

Janet Sperstad, CMP, Meeting and Event Management program director for Madison College, was inducted into the Events Industry Council's Hall of Leaders, recognizing her as one of the best and brightest in the industry.

Gary "Big Dog" Breneman has been the Madison College men's basketball manager for over 40 years. He is also involved in women's basketball, baseball and women's softball. In September of 2017, he was inducted into the Wisconsin Basketball Coaches Association Hall of Fame in the friends category.

Marty Prew, full-time instructor in the Automotive Technician Program, received the Outstanding Instructor of the Year award from the Wisconsin Association of Colleges for Teacher Education.

Programs and Services are current and relevant based on career indicators provided by industries, education institutions and workforce data.

Madison College entered into an agreement with Fountain Prairie Farms in Fall River, allowing for the creation of The Institute for Sustainable Food Production. The institute will give agriculture program students the opportunity to experience all

aspects of operating a food production farm, as well as create an incubator that will provide an opportunity for new farmers to gain skills in farming to take back to their own farms and businesses.

The new Emergency Vehicle Operators Course (EVOC) at the former Columbus 151 Speedway in Columbia County opened in Fall of 2017. The site re-creates, under controlled conditions, the various obstacles, road conditions, intersections and traffic signaling that will be encountered in real-world driving and provides driver safety and driver training within the various protective services programs offered by the college.

The STEM Center at Madison College provides inclusive and innovative programming, services and guidance to foster engagement and success in STEM careers.

Businesses benefit from a well-trained workforce and have access to workplace solutions to meet their specific business needs.

Serving 165 organizations and businesses, Business and Industry Services at Madison College provides training and professional services to meet the needs and exceed the expectations of employers and employees working and competing in a rapidly changing and global environment. Offerings include Leadership Development, Technical Skills, Continuous Improvement Project Management and Supply Chain, and Business Skills.

More than 96% of employers say they are satisfied or very satisfied with technical college graduates they have hired.

70.2% of Madison College graduates remain in the area and are employed within the district. 88.4% of graduates are employed in Wisconsin.

The Continuing Education program at MATC provides more than 400 noncredit courses for professional development and enrichment throughout the district.

Madison College communities are strengthened by their investment in Madison College as evidenced through Madison College's impact on the local tax base, overall economic development, and the contributions of graduates in the Madison College service area.

The Center for Entrepreneurship strengthens communities through education, innovation, and collaboration focusing on growing and sustaining small businesses through workshops, seminars, courses, and connection to financial institutions.

Madison College's Truax campus will have one of the largest rooftop solar energy installations in Wisconsin after the completion of a renewable energy project, which is partially funded by MGE. The 1,400-kilowatt photovoltaic system could save the college \$200,000 per year in energy costs. In addition to the financial benefit, the rooftop system will provide educational and training opportunities for students enrolled in related fields such as electrical apprenticeship, electronics, electrical engineering, industrial maintenance, and architecture.

Community Connections events at the Truax campus provide an opportunity for community leaders to build relationships with the college and other local organizations. Attendees network with other leaders, learn about how the college can serve the individuals they represent, and tour Madison College facilities. Community Connections events in 2018 will take place at the Portage, Fort Atkinson, Reedsburg, and Watertown campuses.

Madison College instructors are teaching beginning, intermediate, and advanced English language courses to Latino residents in Sauk County to provide access to opportunities for advancement in their education and occupations. The college then offers assistance in preparing for high school diploma examinations. The initiative is a partnership between Madison College, local business, UW-Baraboo/Sauk County and several community organizations.

Outcomes-Based Funding Results

The state's 2013-15 biennial budget required the Wisconsin Technical College System Board to

implement a new formula for allocating a portion of general state aid to technical colleges based on outcomes identified in state statute. The formula is based on the three previous fiscal years for which actual data is available. For example, the distribution in 2017-18 was based on data from 2013-14, 2014-15, and 2015-16. Districts select seven of the ten performance criteria to be used for allocation. This designation is made before aid is calculated for each fiscal year. The criteria are (Note: the criteria selected by Madison College for 2017-18 are *italicized*):

1. *The placement rate of students in jobs related to students' programs of study.*
2. *The number of degrees and certificates awarded in high-demand fields.*
3. The number of programs or courses with industry-validated curriculum.
4. *The transition of adult students from basic education to skills training.*
5. *The number of adult students served by basic education courses, adult high school or English language learning courses, or courses that combine basic skills and occupational training as a means of expediting basic skills remediation, and the success rate of adult student completing such courses.*
6. Participation in dual enrollment programs.
7. *The workforce training provided to businesses and individuals.*
8. *Participation in statewide or regional collaboration or efficiency initiatives.*
9. *Training or other services provided to special populations or demographic groups that can be considered unique to the district.*
10. The development and implementation of a policy to award course credit for relevant educational experience or training not obtained through an institution of higher education, including skills training received during military service

The most recent outcomes based data from WTCS shows that Madison College received second most funding of the 16 technical college districts. Additional information is available on the [WTCS Performance Funding website](#).

District Board Financial Policies and Goals

All Board policies are available on the [Madison College Board website](#). Below are the Board financial management policies.

2.4 Financial Planning/Budgeting

Financial planning for any fiscal year or the remaining part of any fiscal year will not deviate materially from the Board’s Ends priorities, risk fiscal jeopardy, or fail to be derived from a multi-year plan.

The CEO will not allow budgeting that:

1. Risks incurring those situations or conditions described as unacceptable in the Board policy “Financial Condition and Activities”
2. Omits credible projection of revenue and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.
3. Provides less for Board prerogatives during the year than is set forth in the “Cost of Governance” policy.

2.5 Financial Condition and Activities

With respect to the actual, ongoing financial condition and activities, the CEO will not cause or allow the development of fiscal jeopardy or material deviation of actual expenditures from Board priorities established in the Ends policies.

The CEO will not:

1. Use any long term reserves.
2. Allow payroll and debts to be settled in an untimely manner.
3. Allow tax payments or other government ordered payment or filings to be overdue or inaccurately filed.
4. Jeopardize the highest bond rating possible.

2.7 Asset Protection

The CEO will not cause or allow corporate assets to be unprotected, inadequately maintained, or unnecessarily risked.

The CEO will not:

1. Allow Board members, staff, and the organization itself to be inadequately

insured against theft, casualty, and liability losses.

2. Subject property, plant, and equipment to improper wear and tear or insufficient maintenance.
3. Unnecessarily expose the organization, its Board or staff to claims of liability.
4. Receive, process or disburse funds under controls that are insufficient to meet the Board-appointed auditor's standards.
5. Compromise the independence of the Board’s audit or other external monitoring or advice. Engaging parties already chosen by the Board as consultants or advisers is unacceptable.
6. Endanger the organization's public image, credibility, or its ability to accomplish Ends.
7. Significantly alter the College’s identity within the community.

Board FY2018-19 Budget Goals

In addition to formal policies, in FY2017-18 the Board identified several budget goals that impact the current and future year budgets. These goals include:

1. Develop a balanced budget without the use of General Fund balance or any short-term borrowing for operating cash flow purposes;
2. Reduce personnel spending below 80% of total General Fund spending in FY2018-19. Explore maintaining or continuing to decrease that percentage to 75% over the subsequent 2-5 years, and whenever possible, by employing strategies that minimize the impact on current employees (e.g. attrition, not filling positions);
3. Establish and maintain an annual contingency of 3% of budgeted revenue;
4. There will be periodic updates to the Board and the College and an annual assessment regarding progress toward goals.

District Board Outcome Statements

The 12-county region benefits from affordable and high quality higher education that allows its residents to gain knowledge and skills that lead to family-supporting careers.

1. Students are provided access to programs and services that advances successful completion of their courses and programs toward their education and career goals.
2. Students demonstrate achievement of their educational goals through successful completion of technical and/or transfer programs that allows them to obtain and advance in family-sustaining careers.
3. Employees are supported through professional development that leads to a more refined and retained workforce.
4. Programs and Services are current and relevant based on career indicators provided by industries, education institutions, and workforce data.
5. Businesses benefit from a well-trained workforce and have access to workplace solutions to meet their specific business needs.
6. Madison College communities are strengthened by their investment in Madison College as evidenced through Madison College's impact on the local tax base, overall economic development, and the contributions of graduates in the Madison College service area.

Adopted November 2017

2017-19 State Biennial Budget

In September 2017, Governor Scott Walker signed the 2017-19 biennial budget into law. The budget contained several provisions that impacted Madison College and the Wisconsin Technical College System (WTCS) which are outlined below:

Academic Credit for Military Training

Requires technical college to accept certain credits from federal Department of Defense transcripts and award appropriate academic credit.

Tuition and Fee Remission for Children and Spouses of Deceased or Disabled Veterans

Expands the eligibility creation for tuition and fee remission for children and spouses of deceased or disabled veterans.

Expands Eligible Uses of Fast Forward Funds

Sets aside not less than \$5 million of the Workforce Training Grant Program funding for grants to technical colleges beginning in 2017-18. Eligible activities include:

- Dual enrollment
- Training for teachers
- Apprenticeship

Wisconsin Grants for Technical College Students

Increases the appropriation for WTCS students by \$1.88 million over the biennium to a total of \$23.0 million.

Updates on other legislation impacting Madison College and the Wisconsin Technical College System are available from the [Wisconsin Technical College District Boards Association](#).

Fund Descriptions

Governmental Fund

Governmental funds are those through which most functions of the District are financed. These funds are accounted and budgeted for on a modified accrual basis.

- General Fund
- Special Revenue Aidable Fund
- Special Revenue Non-Aidable Fund
- Capital Projects Fund
- Debt Service Fund

Proprietary Fund

Proprietary funds are used to account for ongoing activities that are similar to those found in the private sector. These funds are maintained on the accrual basis of accounting.

- Enterprise Funds
- Internal Service Funds

Fund	Purpose
1 General Fund	Used to account for resources available for the general district operations and support for educational programs
2 Special Revenue Aidable Funds	Used to account for business and industry contracts, governmental contracts, federal and state grants, and Adult and Continuing Education in these funds.
7 Special Revenue Non-Aidable Funds	Used to account for assets held by the District as a trustee or an agent for individuals, private organizations, other governmental units, and/or other funds.
3 Capital Project Funds	Used to account for resources used for the acquisition or construction of capital assets and remodeling, other than those financed by proprietary and trust funds.
4 Debt Service	Used to account for the accumulation of resources for and the payment of general long-term debt principal, interest, and related costs.
5 Enterprise Funds	Used to account for revenues and expenses related to rendering self-supporting services to students, faculty, staff, and the community.
6 Internal Service Funds	Used to account for the financial activities of services provided by one unit of the District to other units of the District on a cost reimbursement basis.

Note: The audited financial statements include two additional fund groups for which there is no budget. Fund 8 is the General Capital Assets Fund used to record assets of a physical nature and does not include capital assets in proprietary or trust/agency funds. Fund 9 is the General Long-Term Debt Fund used to record all outstanding general long-term liabilities, except the liabilities in proprietary or trust/agency funds.

Basis of Accounting/Budgeting

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

Under the modified accrual basis of accounting, transactions are recorded in the following manner:

- Revenues are recognized when they become both measurable and available. All revenues are considered susceptible to accrual, except summer school tuition and fees which are recorded as deferred revenue.
- 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.
- Fixed assets are recorded as capital outlays at the time of purchase.
- Proceeds of long-term obligations are treated as a financing source when received.

The proprietary funds are accounted and budgeted 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 expense is also included.



Fixed Assets and Long-Term Obligations

Fixed assets used in governmental fund-type operations (general fixed assets) are accounted for in the general fixed assets account group rather than in governmental funds. No depreciation is required, nor has any been provided on general fixed assets. Fixed assets acquired for enterprise and internal service operations are accounted for in the related fund and are depreciated.

Long-term liabilities to be financed from governmental funds are accounted for in the general long-term obligation account group rather than in governmental funds. The general long-term obligation account group also includes the non-current portion of the post-retirement benefits and sick pay, which will be paid from the General Fund at some future time.

The two account groups are not funds. They are only concerned with the measurement of financial position. The groups are not used in the measurement of the results of operations.



Budget Administrative Procedures

The majority of budget regulations are set forth by the Wisconsin Technical College System (WTCS).

This section outlines the budget document criteria as articulated in WTCS's [Financial Accounting Manual](#).

Policy Document: As a policy document, the budget tells the story behind the numbers by articulating budget priorities and goals, links past and future budget activities to the present budget, and discloses the assumptions upon which budgetary decisions and estimates have been made.

Financial Plan: As a financial plan, the budget presents a consolidated budget summary, cross-classifies financial data, and presents information on revenues, expenditures, indebtedness, capital spending, and other sources and uses.

Operations Guide: As an operations guide, the budget allocates resources amongst departments and programs, establishes performance objectives and measures, and reports prior year operation results and accomplishments.

Communications Device: As a communications device, the budget describes a district's organizational structure and staffing, explains a district's financial structure and budgeting process, and highlights the demographics, economic, and cultural features of the community served by the District.



Multi-Year Planning

The Madison College budget planning includes four major actors or processes that have a role in strategic planning and budget development. These actors are the District Board, the President's

Cabinet, the College Assembly and all units of the College, both alone and as larger areas represented in the unit planning process.

The College uses the Board's vision, directives, and themes to determine the most important outcomes to pursue to achieve that vision and to assess and track progress on meeting those outcomes. The President's Cabinet and the shared governance process articulate the desired outcomes as the College Directives, which are detailed in the College's Strategic Plan.

Individual units and divisions of the College, which make up all employee work groups, participate in the strategic planning process through the unit planning process. Unit plans are intended to create a vision for the future, identify how individual units can support college advancement, and help support and achieve the College Directives as defined in the College's Strategic Plan, its Academic Plan (the IMPACT Initiative), and its Students Services Plan (the Pillars of Promise).

The results of these planning processes are used to produce the annual budget and multi-year budget forecasts. Budget impacts from the annual budget are analyzed for future years using "stress tests" of possible outcomes. Using multiple scenarios captures a range of possible financial outcomes and allows the College to effectively plan for sound fiscal health and resource prioritization.

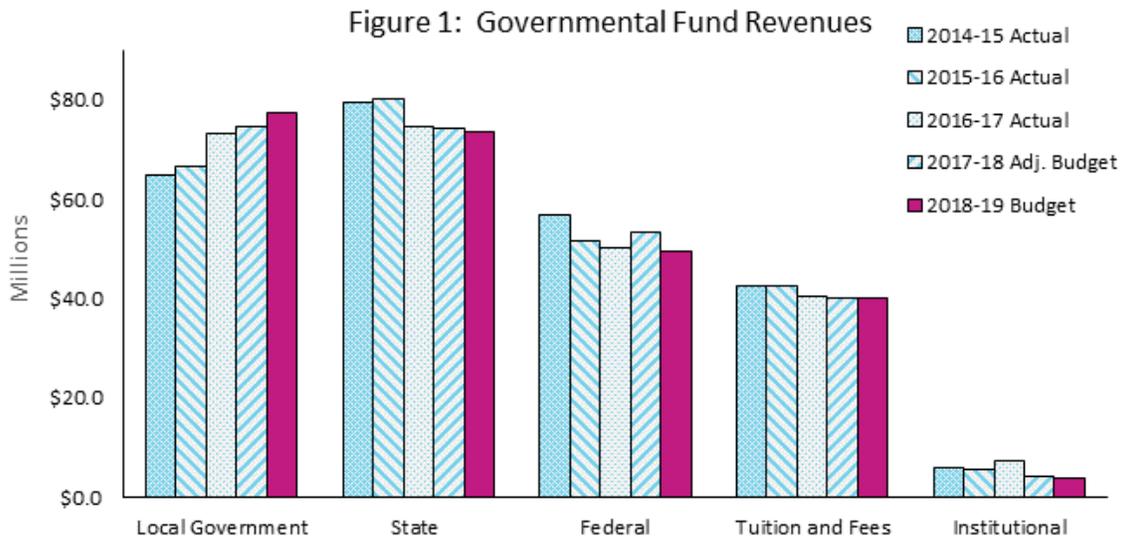


Budget

This section provides a summarized version of the FY2018-19 budget. Following this analysis, balance sheets, statements and schedules provide fund-by-fund numerical detail, as required by the Wisconsin Technical College System Financial Accounting Manual.

Revenue

For FY2018-19, governmental fund revenues are budgeted to decrease by \$1.8 million, or 0.7%, as compared to FY17-18. Figure 1 shows state and local government revenue provide most of the College’s governmental funds revenue.



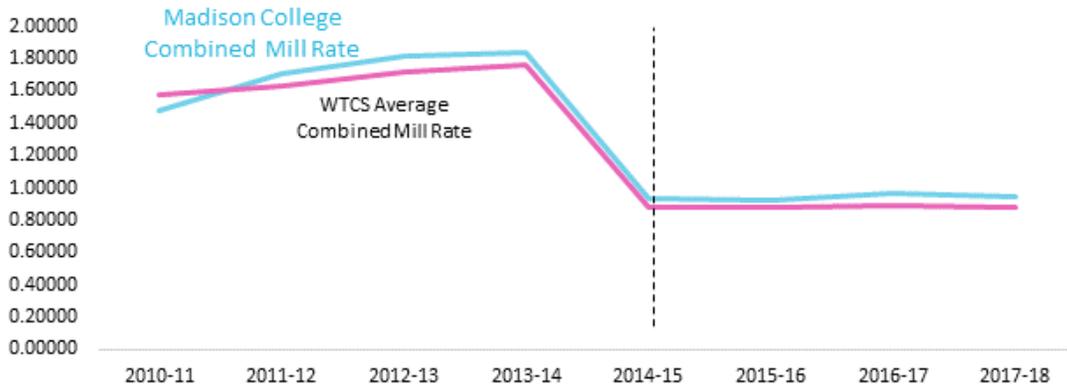
In prior years, state revenue had been greater than local governmental fund revenue. However, local governmental fund revenue has been increasing at a rate faster than state revenue and now is the largest source of governmental revenue for the College. Tuition and fee revenue had been fairly steady until FY2016-17, when there was a sharp decline in enrollment. The FY2018-19 budget assumes enrollment will be slightly lower than enrollment in the FY2017-18.

Local Government Revenue

Local government revenue, or property taxes, provides 31.7% of all governmental fund revenues. Compared to the FY2017-18 actual tax levy, the FY2018-19 property tax levy is budgeted to increase by \$3.0 million. This increase reflects a projected \$2.3 million in available operating levy from net new construction value in the District and an increase of \$0.7 million in the debt service property tax levy. Figure 2 shows Madison College’s mill rate compared to the WTCS state average mill rate.

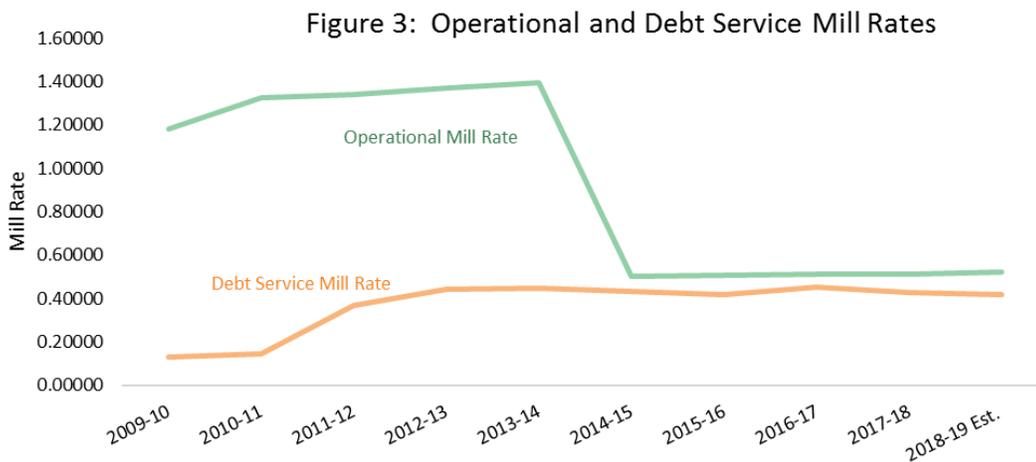
Beginning in FY2013-14 with 2013 Wisconsin Act 20, the mill rate limit was changed to cap the operational levy at 2013 levels. Increases in the operating levy are only possible with increases in the District’s net new construction.

Figure 2: Madison College and WTCS State Average Mill Rates



The dotted line indicates the effect of 2013 Wisconsin Act 145, which decreased all District's operating mill rates.

Beginning in FY2014-15, under 2013 Wisconsin Act 145, an estimated 0.89 mills were removed from property taxes and transferred to state funding. A revenue limit was put into place continuing to cap the operational levy plus the state funds at 2013 levels, increased only by net new construction. See Figure 3 for a graphic representation of the District's operational and debt service mill rate.



The FY2018-19 mill rate is estimated to decrease by 0.3%, which includes an estimated increase of 1.8% in the operational mill rate and an estimated decrease of 2.8% in the debt service mill rate. This decrease is due to a projected 4.0% increase in the District's equalized valuation.

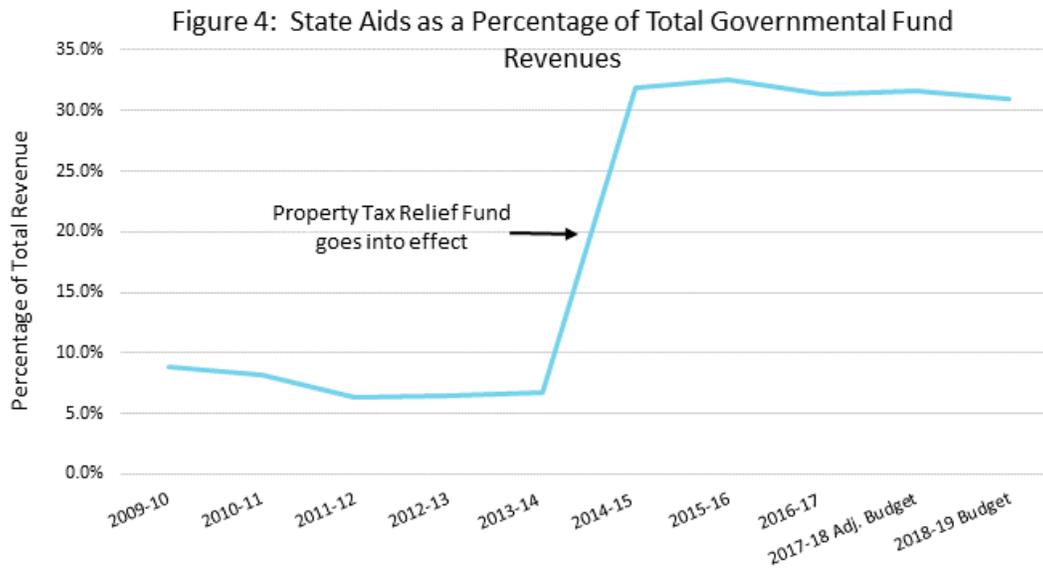
State Revenue

State revenue, budgeted to be 30.0% of total governmental funds revenue, includes the following major components: general state aid, performance-based aid, property tax relief aid, grants, Wisconsin GI Bill Remissions, student aid, state aid in lieu of personal property tax on computers and state aid in lieu of property taxes on Wisconsin Department of Natural Resources exempt land.

Although in FY2016-17, Madison College generated 14.5% of the statewide aidable full-time equivalent students, it is projected to receive roughly 13.3% of the statewide general operating aid for FY2018-19. Seventy percent of the general state aid, with a total state appropriation of \$62.0 million, is distributed based on an expenditure-driven formula equalized for tax-levying ability, expressed as taxable property per full-time equivalent student. Madison College expects to receive \$8.4 million of this type of aid. For the

remaining 30% with a total state appropriation of \$26.6 million, each district's share of aid is based on a performance-based formula based on Madison College's performance with respect to performance criteria. Madison College expects to receive \$2.5 million of this type of aid.

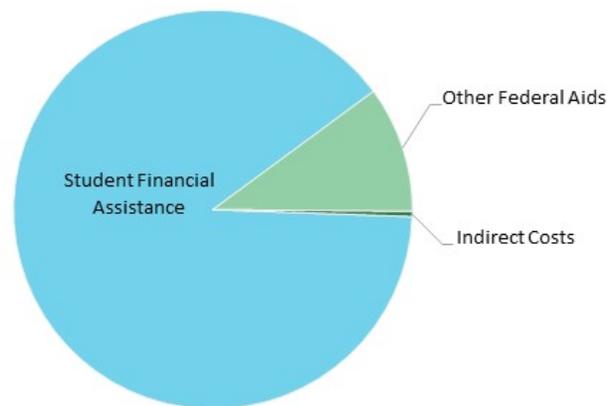
2013 Wisconsin Act 145 provided \$406.0 million in property tax relief aid by increasing state aid to Wisconsin Technical College System districts. Districts receive a percentage of property tax relief aid based upon the equalized value of each district compared to the equalized value of the state in FY2014-15. The District receives 15.0% of this funding or \$60.9 million. Figure 4 shows the dramatic change in state aid revenue that began in FY2014-15.



Federal Revenue

Federal revenue, budgeted to be 20.3% of governmental revenue, is primarily derived from student financial aid, as depicted in Figure 5.

Figure 5: FY2018-19 Federal Revenue Budget



For FY2018-19, federal revenues are expected to decrease by \$3.7 million or 6.9%. The District anticipates that funding for federal student aid will decline by \$9.6 million due to lower student enrollments.

Tuition and Fees

Tuition and fees, which make up approximately 16.4% of total governmental fund revenues, are estimated to increase \$0.1 million or 0.3%, reflecting slightly decreasing enrollment compared to FY2017-18 and an increase in the tuition rate of 1.5%. Tuition and material fee rates are set annually by the WTCS Board based upon estimated total operational expenditures of all Wisconsin technical college districts. Tuition rate detail is available on page 50. This revenue category also includes miscellaneous student fees, including out-of-state tuition, community service course fees, group dynamics course fees, testing fees, application and graduation fees. Detailed tuition and fee information is included in the Statistical Information section.

Institutional Revenue

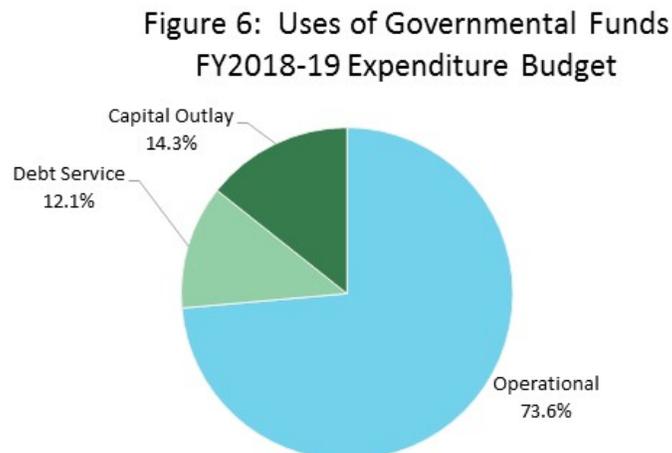
Institutional revenue includes contracts for instruction with business and industry and high schools; interest and investment income; gifts, grants and bequests; equipment sales and other institutional revenues. Institutional revenue represents about 1.6% of total governmental fund revenue.

Expenditures

Compared to the adjusted FY2017-18 budget, expenditures for all funds increased 0.50% to \$314.2 million. For FY2018-19, expenditures in governmental funds are budgeted to increase by \$2.8 million or 1.0% to \$288.2 million over the FY2017-18 adjusted budget.

Following the requirements of the Wisconsin Technical College System, the expenditure functions are defined within the expenditure categories of Operational, Debt Service and Capital Outlay. Overall, the percentage spending in each category did not change substantially from the prior year adjusted budget.

Figure 6 shows the breakout of spending in governmental funds.



Operational Expenditures

- **Instruction** – This function includes teaching; academic administration, including clerical support, other activities related directly to the teaching of students, guiding the students in the educational program, and coordination and improvement of teaching.
- **Instructional Resources** – This function includes learning resource activities such as: the library, learning resource center, instructional resources administration and clerical support.
- **Student Services** – This function includes non-instructional services provided for the student body, such as: student services administration and clerical support, student recruitment, admissions, registration, counseling, including testing and evaluation, health services, financial aid, placement, and follow-up.

- **General Institutional** – This function includes all services benefiting the entire District, exclusive of those chargeable directly to other functional categories. Examples of this type of expenditure are legal fees, external audit fees, general liability insurance, data processing, personnel, employment relations, and affirmative action. This function includes the cost of: the District Board, the Office of the President, the Finance Office, the Budget Office, and general supporting administrative offices serving all functions of the District.
- **Physical Plant** – This function includes all services required for the operation and maintenance of the physical facilities. General utilities such as heat, light and power are included in this function.
- **Public Service** – This function records the cost of offering noncredit courses for public betterment.

Debt Service

This classification includes principal and interest payments on outstanding debt. Debt Service expenditures are budgeted to decrease by \$0.2 million, a decrease of 0.6%. Due to the District’s financial health, the District’s debt continues to be received favorably in the debt markets. District issuances are sold at low interest rates, which also help minimize annual increases in the debt service tax levy.

The FY2018-19 debt service levy plan is \$34,476,000. This level equates to a 0.41646 mill rate for debt. The capital plan and referendum impact are fully addressed in the FY2018-19 budget. Any adjustments to the current plan will be based upon an assessment of needs related to technology serving students. Please see pages 61-66 for details of the current long-term debt obligations of the District.

Maintaining a strong financial condition and being fiscally accountable is important to the District. The College continues to maintain a AAA rating, the highest rating achievable, with Standard & Poor’s. The rating agency has stated that with a responsibly structured debt repayment schedule and continued strong financial operations, the AAA ratings would be retained.

Capital Outlay

These expenditures are for the acquisition of fixed assets or additions to fixed assets that are presumed to have benefits for more than two years. It includes expenditures for land or existing buildings, improvements, or grounds, construction, addition or remodeling of buildings, and purchase of moveable equipment and furniture costing more than \$2,000 per unit or set. Capital outlay is budgeted to increase by approximately \$1.6 million, or 4.0%, over last year’s adjusted budget.

Proprietary Funds

The District uses proprietary fund types to account for Enterprise and Internal Service, or “businesslike” operations of the District.

Enterprise funds account for the activity of operations primarily funded by user charges. The Enterprise Fund type includes the operations of the bookstore, cafeteria, parking, vending, meeting and events management and others. The FY2018-19 budget includes Enterprise Funds generating revenues of \$9.3 million and expenditures of \$9.4 million, for a net loss of \$149,300. Proprietary funds may purposefully accumulate retained earnings. These earnings may be spent in subsequent years, which may result in expenditures exceeding revenues for a net loss.

Internal Service funds account for the activities of departments that sell their goods or services primarily to other District departments. Examples of Internal Service activities are technology services and telephone services. For FY2018-19, these funds are budgeted to generate \$16.6 million in revenues and expenditures of \$16.5 million, to generate a planned net profit of \$63,000.

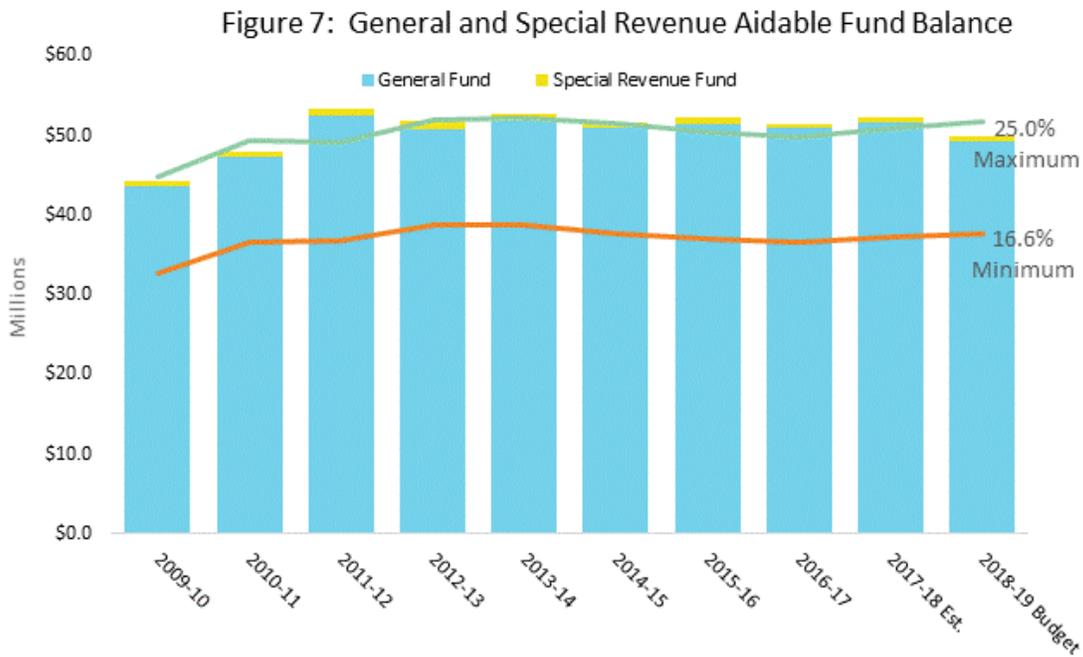
Fund Balance

Madison College’s governmental fund type fund balances at June 30, 2017, totaled \$71.2 million on a budgetary basis. The District Board and management are committed to maintaining adequate fund balances

in order to maintain appropriate levels of working capital, avoid major fluctuations in tax levies, fund post-retirement benefits, and avoid future potential reduction in services to the citizens. District Board policy sets an upper and lower limit for the General and Special Revenue Undesignated Fund Balance.

The largest component of the operational governmental fund balances is the fund balance for the General fund. At June 30, 2017, Madison College’s budgetary basis general fund balance was \$50.9 million. The balance was comprised of \$9.1 million, or 18.0%, of reservations for such items as: prepaid, non-current assets, compensated absences, and retiree health insurance. The fund balance is also made up of designations, which are items the WTCS has specifically identified to ensure adequate resources exist for smooth operations of the District for the long term. As state aid revenue is determined in the year it is earned, fluctuations from budgeted amounts are likely. Therefore, the adjusted designation for state aid fluctuations of \$1.2 million ensures adequate resources will be available to support expenditures, even if significant adjustments negatively affect the year’s state aid received by the District. Designation for Operations of \$38.2 million represents the “working capital” of the District. This resource carries the District over between receipts of large inflows of money (i.e., tax revenue receipts and tuition revenue) and supports the goal to continue to maintain a positive cash flow and to operate without the need to borrow short term for operations. Maintaining a budgetary basis fund balance does not, however, necessarily guarantee this outcome in the future.

Figure 7 shows the College’s fund balance history and the projected fund balance at the end of FY2017-18.



General Fixed Assets

General Fixed Assets of the District totaled \$406.1 million on a cost basis at June 30, 2017. With a total cost of \$406,123,222 less \$157,607,077 accumulated depreciation, this nets to \$248,516,145 of General Fixed Asset cost. Items included in this figure are land, building, improvements, work-in-progress, and equipment (based on a \$5,000 capitalization policy). The Enterprise Funds have net fixed assets of \$995,869 (\$3,558,803 total asset cost less \$2,562,934 accumulated depreciation). The Internal Service Funds have net fixed assets of \$1,591,718 (\$10,607,270 total asset cost less \$9,015,552 accumulated depreciation). Total Net Assets of the District are \$251,103,732.

MADISON AREA TECHNICAL COLLEGE DISTRICT

Notice of Public Hearing

July 1, 2018 - June 30, 2019

A public hearing on the proposed FY 2018-2019 budget for the Madison Area Technical College District will be held on May 2, 2018 at 5:30 PM in Room D1630B of the Madison Area Technical College Truax campus, 1701 Wright Street, Madison, Wisconsin. The detailed budget is available for public inspection at the District's Budget Office.

PROPERTY TAX AND EXPENDITURE HISTORY

<u>Fiscal Year</u>	<u>Equalized Valuation (1)</u>	<u>Operational Mill Rate</u>	<u>Debt Service Mill Rate</u>	<u>Total Mill Rate</u>	<u>Mill Rate % Inc./(Dec.)</u>
2014-15	69,564,373,725	0.50028	0.43346	0.93374	-49.28%
2015-16	71,909,431,559	0.50821	0.41915	0.92736	-0.68%
2016-17	75,308,348,768	0.51176	0.45398	0.96574	4.14%
2017-18	79,598,973,839	0.51343	0.42836	0.94179	-2.48%
2018-19 ⁽¹⁾	82,782,932,793	0.52246	0.41646	0.93893	-0.30%

<u>Fiscal Year</u>	<u>Total Expenditures All Funds (2)</u>	<u>Expenditures Percent Inc./(Dec.)</u>	<u>Tax Levy (3)</u>	<u>Tax Levy % Inc./(Dec.)</u>	<u>Tax on \$100,000 of Property</u>
2014-15	24,503,394	0.430%	64,955,038	-47.69%	\$93.37
2015-16	304,928,195	3.540%	66,685,930	2.66%	\$92.74
2016-17	301,669,548	-1.069%	72,728,318	9.06%	\$96.57
2017-18	312,586,000	3.619%	74,965,346	3.08%	\$94.18
2018-19	314,161,800	0.504%	77,727,000	3.68%	\$93.89

BUDGET/FUND BALANCE SUMMARY 2018-19 ALL FUNDS

	<u>General Fund</u>	<u>Special Revenue Funds</u>	<u>Capital Projects Fund</u>	<u>Debt Service Fund</u>	<u>Proprietary Fund</u>	<u>Total</u>
Tax Levy	\$41,439,000	\$1,697,000	\$-	\$34,476,000	\$115,000	\$77,727,000
Other Budgeted Revenue	112,612,000	54,011,000	488,000	-	25,772,700	192,883,700
Subtotal	\$154,051,000	\$55,708,000	\$488,000	\$34,476,000	\$25,887,700	\$270,610,700
Budgeted Expenditures	156,434,000	55,708,000	41,303,000	34,742,800	25,974,000	314,161,800
Excess Revenues Over (Under) Expenditures	\$(2,383,000)	\$-	\$(40,815,000)	\$(266,800)	\$(86,300)	\$(43,551,100)
Operating Transfers	-	-	-	-	-	-
Proceeds from Debt	-	-	28,000,000	-	-	28,000,000
Est. Fund Balance 7/1/18	51,711,523	1,062,900	12,815,000	4,052,496	11,562,735	81,204,654
Est. Fund Balance 6/30/19	\$49,328,523	\$1,062,900	\$-	\$3,785,696	\$11,476,435	\$65,653,554

Notes:

(1) Equalized valuation is assumed to increase 4.00% in fiscal year 2019.

(2) The total expenditures for fiscal years 2013-14 through 2016-17 represent actual amounts; 2017-18 is the adjusted budget and 2018-19 is the proposed budget.

(3) The tax levy for fiscal years 2013-14 through 2017-18 represent actual amounts and 2018-19 is the proposed budget.

Madison Area Technical College District
NOTICE OF PUBLIC HEARING
 Budget Summary-General Fund
 July 1, 2018 - June 30, 2019

	<u>2016-17</u> <u>Actual (1)</u>	<u>2017-18</u> <u>Original</u> <u>Budget</u>	<u>2017-18</u> <u>Adjusted</u> <u>Budget</u>	<u>2017-18</u> <u>Estimate (2)</u>	<u>2018-19</u> <u>Budget</u>
REVENUES					
Local government	\$37,522,167	\$38,369,000	\$38,813,000	\$38,848,479	\$41,439,000
State Aids	72,464,635	72,884,000	72,689,000	72,592,075	72,412,000
Program Fees	35,958,496	34,940,000	35,232,000	35,528,188	35,592,000
Material Fees	1,336,122	1,231,000	1,335,000	1,351,780	1,239,000
Other Student Fees	1,899,048	2,058,000	2,249,000	2,239,885	2,110,000
Institutional	1,348,897	1,163,000	1,169,000	1,289,123	1,067,000
Federal Aids	244,816	165,000	205,000	227,882	192,000
Total Revenues	\$150,774,181	\$150,810,000	\$151,692,000	\$152,077,412	\$154,051,000
EXPENDITURES					
Instruction	\$101,931,924	\$104,865,000	\$103,751,600	\$103,564,727	\$105,260,000
Instructional Resources	3,300,340	3,784,000	3,705,200	3,698,526	3,720,000
Student Services	14,589,894	16,118,000	15,867,500	15,838,920	16,659,000
General Institutional	13,088,412	14,658,000	13,861,400	13,836,433	16,119,000
Physical Plant	12,429,859	13,044,000	13,071,000	13,047,457	14,195,000
Public Service	368,619	341,000	345,300	344,678	481,000
Total Expenditures	\$145,709,048	\$152,810,000	\$150,602,000	\$150,330,741	\$156,434,000
Net Revenue	\$5,065,133	\$(2,000,000)	\$1,090,000	\$1,746,671	\$(2,383,000)
OTHER SOURCES (USES)					
Operating Transfer In	-	-	-	-	-
Operating Transfer (Out)	(5,639,012)	-	(1,090,000)	(936,523)	-
Net Revenue and Other Sources	\$(573,879)	\$(2,000,000)	\$-	\$810,148	\$(2,383,000)
Transfers To (From) Fund Balance					
Reserve for Prepaid Expenditures	\$(25,891)	\$-	\$-	\$-	\$-
Reserve for Noncurrent Assets	400	-	-	-	-
Reserve for Post-Employment Sick Pay	(42,488)	-	-	-	(383,000)
Designated for State Aid Fluctuations	(69,800)	-	-	(47,200)	-
Designated for Subsequent Year	(34,900)	(599,900)	-	(23,600)	(575,900)
Designated for Subsequent Years	(104,700)	(1,400,100)	-	(70,800)	(1,424,100)
Designated for Operations	(296,499)	-	-	951,748	-
Total Transfers To (From) Fund Balance	\$(573,878)	\$(2,000,000)	\$-	\$810,148	\$(2,383,000)
Beginning Fund Balance	51,475,253	51,015,502	50,901,375	50,901,375	51,711,523
Ending Fund Balance	\$50,901,375	\$49,015,502	\$50,901,375	\$51,711,523	\$49,328,523

	<u>2016-17</u> <u>Actual (1)</u>	<u>2017-18</u> <u>Original</u> <u>Budget</u>	<u>2017-18</u> <u>Adjusted</u> <u>Budget</u>	<u>2017-18</u> <u>Estimate (2)</u>	<u>2018-19</u> <u>Budget</u>	<u>%</u> <u>Change</u> <u>(3)</u>
EXPENDITURES BY FUND						
General	\$145,709,048	\$152,810,000	\$150,602,000	\$150,330,741	\$156,434,000	3.87%
Special Revenue - Aidable	11,962,033	10,642,000	12,388,000	12,388,000	11,206,000	-9.54%
Special Revenue - Non- Aidable	45,584,044	47,649,000	47,661,000	47,825,141	44,502,000	-6.63%
Capital Projects	39,009,066	45,206,000	39,702,000	28,065,094	41,303,000	4.03%
Debt Service	34,900,561	34,299,000	34,947,000	34,947,000	34,742,800	-0.58%
Enterprise	9,426,159	9,787,000	9,792,000	9,291,000	9,444,000	-3.55%
Internal Service	15,078,637	17,494,000	17,494,000	15,891,000	16,530,000	-5.51%
Total Expenditures by Fund	\$301,669,548	\$317,887,000	\$312,586,000	\$298,737,976	\$314,161,800	0.50%
REVENUES BY FUND						
General	\$150,774,181	\$150,810,000	\$151,692,000	\$152,077,412	\$154,051,000	1.56%
Special Revenue - Aidable	11,657,752	10,642,000	12,387,000	12,387,000	11,206,000	-9.53%
Special Revenue - Non- Aidable	45,632,544	47,649,000	47,661,000	47,825,141	44,502,000	-6.63%
Capital Projects	3,348,166	553,000	625,000	624,436	488,000	- 21.92%
Debt Service	34,193,511	34,097,000	34,108,000	34,108,000	34,476,000	1.08%
Enterprise	8,779,692	9,421,000	9,372,000	8,905,000	9,294,700	-0.82%
Internal Service	15,224,102	17,453,000	17,453,000	15,866,000	16,593,000	-4.93%
Total Revenues by Fund	\$269,609,948	\$270,625,000	\$273,298,000	\$271,792,989	\$270,610,700	-0.98%

Notes:

(1) Actual is presented on a budgetary basis.

(2) Estimate is based upon eight months of actual and four months of estimate.

(3) Reflects the percentage change from prior year adjusted budget.

COMBINED BUDGET SUMMARY
FY 2018-19 Budget and Statement of
Resources, Uses and Changes in Fund Balance

	2016-17 Actual	2017-18 Original Budget	2017-18 Adjusted Budget	2017-18 Estimate(1)	2018-19 Budget
REVENUES					
Local Government	73,676,951	74,382,000	74,724,000	74,758,697	77,727,000
State Aids	77,199,194	77,065,000	76,701,200	76,604,275	75,752,000
Program Fees	36,069,759	35,050,000	35,344,000	35,640,188	35,704,000
Material Fees	1,387,043	1,281,000	1,385,000	1,401,780	1,289,000
Other Student Fees	2,899,582	3,118,000	3,306,000	3,296,885	3,166,000
Institutional	32,087,593	31,027,500	31,955,300	30,045,341	30,713,000
Federal Aids	46,289,826	48,701,500	49,882,500	50,045,823	46,259,700
Total Revenues	<u>269,609,948</u>	<u>270,625,000</u>	<u>273,298,000</u>	<u>271,792,989</u>	<u>270,610,700</u>
EXPENDITURES					
Instruction	117,621,470	127,384,000	127,817,600	122,426,660	120,496,000
Instructional Resources	9,154,485	10,299,000	10,818,700	8,151,348	18,976,000
Student Services	62,654,817	65,961,000	66,173,500	66,310,809	63,134,000
General Institutional	15,559,115	23,292,000	17,414,700	15,233,102	21,233,000
Physical Plant	67,861,644	59,805,000	62,339,200	59,203,739	63,856,800
Auxiliary Service	28,440,058	30,787,000	27,651,000	27,016,636	25,981,000
Public Service	377,959	359,000	371,300	395,682	485,000
Total Expenditures	<u>301,669,548</u>	<u>317,887,000</u>	<u>312,586,000</u>	<u>298,737,976</u>	<u>314,161,800</u>
Net Revenue/(Expenditures)	(32,059,600)	(47,262,000)	(39,288,000)	(26,944,987)	(43,551,100)
OTHER SOURCES (USES)					
Proceeds from Debt	25,400,000	25,000,000	25,000,000	25,000,000	28,000,000
Premium on Notes Issued	1,152,378	-	685,000	685,000	-
Operating Transfer In	6,002,568	-	1,090,000	936,523	-
Operating Transfer (Out)	(6,002,568)	-	(1,090,000)	(936,523)	-
Total Resources (Uses)	<u>(5,507,222)</u>	<u>(22,262,000)</u>	<u>(13,603,000)</u>	<u>(1,259,987)</u>	<u>(15,551,100)</u>
TRANSFERS TO (FROM) FUND BALANCE					
Reserve for Prepaid Expenditures	(29,431)	-	-	-	-
Reserve for Noncurrent Assets	400	-	-	-	-
Reserve for Debt Service	185,325	(202,000)	(154,000)	(154,000)	(266,800)
Reserve for Compensated Absences	(42,488)	-	-	-	(383,000)
Reserve for Capital Projects	(8,700,897)	(19,653,000)	(13,787,000)	(2,304,135)	(12,815,000)
Reserved for Student Financial Assistance	48,500	-	-	-	-
Retained Earnings	3,758,998	(407,000)	289,000	339,000	(86,300)
Designated for State Aid Fluctuations	(69,800)	-	-	(47,200)	-
Designated for Subsequent Year	(256,629)	(599,900)	49,000	25,400	(575,900)
Designated for Subsequent Years	(104,700)	(1,400,100)	-	(70,800)	(1,424,100)
Designated for Operations	(296,499)	-	-	951,748	-
Total Transfers To (From) Fund Balance	<u>(5,507,221)</u>	<u>(22,262,000)</u>	<u>(13,603,000)</u>	<u>(1,259,987)</u>	<u>(15,551,100)</u>
Beginning Fund Balance	87,971,862	81,893,922	82,464,641	82,464,641	81,204,654
Ending Fund Balance	<u>82,464,641</u>	<u>59,631,922</u>	<u>68,861,641</u>	<u>81,204,654</u>	<u>65,653,554</u>
EXPENDITURE BY FUND					
General	145,709,048	152,810,000	150,602,000	150,330,741	156,434,000
Special Revenue Aidable	11,962,033	10,642,000	12,388,000	12,388,000	11,206,000
Special Revenue Non-Aidable	45,584,044	47,649,000	47,661,000	47,825,141	44,502,000
Capital Projects	39,009,066	45,206,000	39,702,000	28,065,094	41,303,000
Debt Service	34,900,561	34,299,000	34,947,000	34,947,000	34,742,800
Enterprise	9,426,159	9,787,000	9,792,000	9,291,000	9,444,000
Internal Service	15,078,637	17,494,000	17,494,000	15,891,000	16,530,000
Total Expenditures by Fund	<u>301,669,548</u>	<u>317,887,000</u>	<u>312,586,000</u>	<u>298,737,976</u>	<u>314,161,800</u>

Notes:

(1) Eight months actual and four months estimate.

GENERAL FUND
FY 2018-19 Budget and Statement of
Resources, Uses and Changes in Fund Balance

	2016-17 Actual	2017-18 Original Budget	2017-18 Adjusted Budget	2017-18 Estimate(1)	2018-19 Budget
REVENUES					
Local Government	37,522,167	38,369,000	38,813,000	38,848,479	41,439,000
State Aids	72,464,635	72,884,000	72,689,000	72,592,075	72,412,000
Program Fees	35,958,496	34,940,000	35,232,000	35,528,188	35,592,000
Material Fees	1,336,122	1,231,000	1,335,000	1,351,780	1,239,000
Other Student Fees	1,899,048	2,058,000	2,249,000	2,239,885	2,110,000
Institutional	1,348,897	1,163,000	1,169,000	1,289,123	1,067,000
Federal Aids	244,816	165,000	205,000	227,882	192,000
Total Revenues	<u>150,774,181</u>	<u>150,810,000</u>	<u>151,692,000</u>	<u>152,077,412</u>	<u>154,051,000</u>
EXPENDITURES					
Instruction	101,931,924	104,865,000	103,751,600	103,564,727	105,260,000
Instructional Resources	3,300,340	3,784,000	3,705,200	3,698,526	3,720,000
Student Services	14,589,894	16,118,000	15,867,500	15,838,920	16,659,000
General Institutional	13,088,412	14,658,000	13,861,400	13,836,433	16,119,000
Physical Plant	12,429,859	13,044,000	13,071,000	13,047,457	14,195,000
Public Service	368,619	341,000	345,300	344,678	481,000
Total Expenditures	<u>145,709,048</u>	<u>152,810,000</u>	<u>150,602,000</u>	<u>150,330,741</u>	<u>156,434,000</u>
Net Revenue	5,065,133	(2,000,000)	1,090,000	1,746,671	(2,383,000)
OTHER SOURCES (USES)					
Operating Transfer In		-	-	-	-
Operating Transfer Out	(5,639,012)	-	(1,090,000)	(936,523)	-
Total Resources (Uses)	<u>(573,879)</u>	<u>(2,000,000)</u>	<u>0</u>	<u>810,148</u>	<u>(2,383,000)</u>
TRANSFERS TO (FROM) FUND BALANCE					
Reserve for Prepaid Expenditures	(25,891)	-	-	-	-
Reserve for Non-Current Assets	400	-	-	-	-
Reserve for Compensated Absences	(42,488)	-	-	-	(383,000)
Designated for State Aid Fluctuations	(69,800)	-	-	(47,200)	-
Designated for Subsequent Year	(34,900)	(599,900)	-	(23,600)	(575,900)
Designated for Subsequent Years	(104,700)	(1,400,100)	-	(70,800)	(1,424,100)
Designated for Operations	(296,499)	-	-	951,748	-
Total Transfers To (From) Fund Balance	<u>(573,878)</u>	<u>(2,000,000)</u>	<u>-</u>	<u>810,148</u>	<u>(2,383,000)</u>
Beginning Fund Balance	51,475,253	51,015,502	50,901,375	50,901,375	51,711,523
Ending Fund Balance	<u>50,901,375</u>	<u>49,015,502</u>	<u>50,901,375</u>	<u>51,711,523</u>	<u>49,328,523</u>

Changes in Fund Balance: The change in fund balance is to account for use of the designations for subsequent year and years as required by WTCS and to account for the capacity to increase the Designation for Operations based on subsequent year expenditures.

Note:

(1) Eight months actual and four months estimate.

SPECIAL REVENUE AIDABLE FUND
FY 2018-19 Budget and Statement of
Resources, Uses and Changes in Fund Balance

	2016-17 Actual	2017-18 Original Budget	2017-18 Adjusted Budget	2017-18 Estimate(1)	2018-19 Budget
REVENUES					
Local Government	1,527,000	1,585,000	1,579,000	1,579,000	1,585,000
State Aids	2,109,560	1,615,000	1,744,000	1,744,000	1,042,000
Program Fees	111,263	110,000	112,000	112,000	112,000
Material Fees	50,921	50,000	50,000	50,000	50,000
Other Student Fees	1,000,534	1,060,000	1,057,000	1,057,000	1,056,000
Institutional	2,649,272	2,153,000	2,764,000	2,764,000	2,639,000
Federal Aids	4,209,202	4,069,000	5,081,000	5,081,000	4,722,000
Total Revenues	<u>11,657,752</u>	<u>10,642,000</u>	<u>12,387,000</u>	<u>12,387,000</u>	<u>11,206,000</u>
EXPENDITURES					
Instruction	9,707,819	8,633,000	10,086,000	10,086,000	9,137,000
Instructional Resources	46,693	72,000	72,000	72,000	135,000
Student Services	2,189,304	1,931,000	2,223,000	2,223,000	1,927,000
General Institutional	-	-	-	-	-
Physical Plant	18,217	6,000	7,000	7,000	7,000
Total Expenditures	<u>11,962,033</u>	<u>10,642,000</u>	<u>12,388,000</u>	<u>12,388,000</u>	<u>11,206,000</u>
Net Revenue	(304,281)	-	(1,000)	(1,000)	-
OTHER SOURCES (USES)					
Operating Transfer In	442,568	-	50,000	50,000	-
Operating Transfer Out	(363,556)	-	-	-	-
Total Resources (Uses)	<u>(225,269)</u>	<u>-</u>	<u>49,000</u>	<u>49,000</u>	<u>-</u>
TRANSFER TO (FROM) FUND BALANCE					
Reserve for Prepaid Expenditures	(3,540)	-	-	-	-
Designated for Subsequent Year	(221,729)	-	49,000	49,000	-
Designated for Operations	-	-	-	-	-
Total Transfers To (From) Fund Balance	<u>(225,269)</u>	<u>-</u>	<u>49,000</u>	<u>49,000</u>	<u>-</u>
Beginning Fund Balance	824,277	729,277	599,008	599,008	648,008
Ending Fund Balance	<u>599,008</u>	<u>729,277</u>	<u>648,008</u>	<u>648,008</u>	<u>648,008</u>

Note:

(1) Eight months actual and four months estimate.

SPECIAL REVENUE - NON-AIDABLE FUND
 FY 2018-19 Budget and Statement of
 Resources, Uses and Changes in Fund Balance

	2016-17 Actual	2017-18 Original Budget	2017-18 Adjusted Budget	2017-18 Estimate(1)	2018-19 Budget
REVENUES					
Local Government	324,043	216,000	114,000	114,000	112,000
State Aids	2,585,691	2,265,000	2,265,000	2,265,000	2,265,000
Institutional	923,169	956,000	1,051,000	1,073,466	983,000
Federal Aids	41,799,641	44,212,000	44,231,000	44,372,675	41,142,000
Total Revenues	<u>45,632,544</u>	<u>47,649,000</u>	<u>47,661,000</u>	<u>47,825,141</u>	<u>44,502,000</u>
EXPENDITURES					
Student Services	45,584,044	47,649,000	47,661,000	47,825,141	44,502,000
Total Expenditures	<u>45,584,044</u>	<u>47,649,000</u>	<u>47,661,000</u>	<u>47,825,141</u>	<u>44,502,000</u>
Net Revenues	48,500	-	-	-	-
OTHER SOURCES (USES)					
Operating Transfer In	-	-	-	-	-
Operating Transfer Out	-	-	-	-	-
Total Resources (Uses)	<u>48,500</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TRANSFERS TO (FROM) FUND BALANCE					
Reserve for Student Financial Assistance	48,500	-	-	-	-
Beginning Fund Balance	<u>366,392</u>	<u>366,392</u>	<u>414,892</u>	<u>414,892</u>	<u>414,892</u>
Ending Fund Balance	<u>414,892</u>	<u>366,392</u>	<u>414,892</u>	<u>414,892</u>	<u>414,892</u>

Changes in Fund Balance: No change, due to creation of an intentionally "balanced budget" for funds held in trust.

Note:

(1) Eight months actual and four months estimate.

CAPITAL PROJECTS FUND
 FY 2018-19 Budget and Statement of
 Resources, Uses and Changes in Fund Balance

	2016-17 Actual	2017-18 Original Budget	2017-18 Adjusted Budget	2017-18 Estimate(1)	2018-19 Budget
REVENUES					
Local Government	-	-	6,000	5,218	-
State Aids	39,308	301,000	3,200	3,200	33,000
Institutional	3,277,298	-	253,800	254,452	254,000
Federal Aids	31,560	252,000	362,000	361,566	201,000
Total Revenues	3,348,166	553,000	625,000	624,436	488,000
EXPENDITURES					
Instruction	5,981,727	13,886,000	13,980,000	8,775,933	6,099,000
Instructional Resources	5,807,452	6,443,000	7,041,500	4,380,822	15,121,000
Student Services	291,575	263,000	422,000	423,748	46,000
General Institutional	2,470,703	8,634,000	3,553,300	1,396,669	5,114,000
Physical Plant	20,513,007	12,456,000	14,314,200	11,202,282	14,912,000
Auxiliary Service	3,935,262	3,506,000	365,000	1,834,636	7,000
Public Service	9,340	18,000	26,000	51,004	4,000
Total Expenditures	39,009,066	45,206,000	39,702,000	28,065,094	41,303,000
Net (Revenue)	(35,660,900)	(44,653,000)	(39,077,000)	(27,440,658)	(40,815,000)
OTHER SOURCES (USES)					
Proceeds from Debt	25,400,000	25,000,000	25,000,000	25,000,000	28,000,000
Premium on Notes Issued	260,003	-	-	-	-
Operating Transfer In	1,300,000	-	290,000	136,523	-
Operating Transfer Out	-	-	-	-	-
Total Resources (Uses)	(8,700,897)	(19,653,000)	(13,787,000)	(2,304,135)	(12,815,000)
TRANSFERS TO (FROM) FUND BALANCE					
Reserve for Capital Projects	(8,700,897)	(19,653,000)	(13,787,000)	(2,304,135)	(12,815,000)
Beginning Fund Balance	23,820,032	19,653,000	15,119,135	15,119,135	12,815,000
Ending Fund Balance	15,119,135	-	1,332,135	12,815,000	-

Changes in Fund Balance: Each year's budget assumes that all capital funds carried forward from the previous year will be fully expended, along with new funds received.

Note:

(1) Eight months actual and four months estimate.

DEBT SERVICE FUND
 FY 2018-19 Budget and Statement of
 Resources, Uses and Changes in Fund Balance

	2016-17 Actual	2017-18 Original Budget	2017-18 Adjusted Budget	2017-18 Estimate(1)	2018-19 Budget
REVENUES					
Local Government	34,188,741	34,097,000	34,097,000	34,097,000	34,476,000
Institutional	4,770	-	11,000	11,000	-
Total Revenues	<u>34,193,511</u>	<u>34,097,000</u>	<u>34,108,000</u>	<u>34,108,000</u>	<u>34,476,000</u>
EXPENDITURES					
Physical Plant	34,900,561	34,299,000	34,947,000	34,947,000	34,742,800
Net Revenue	<u>(707,050)</u>	<u>(202,000)</u>	<u>(839,000)</u>	<u>(839,000)</u>	<u>(266,800)</u>
OTHER SOURCES (USES)					
Operating Transfer In	-	-	-	-	-
Premium on Notes Issued	892,375	-	685,000	685,000	-
Total Resources (Uses)	<u>185,325</u>	<u>(202,000)</u>	<u>(154,000)</u>	<u>(154,000)</u>	<u>(266,800)</u>
TRANSFERS TO (FROM) FUND BALANCE					
Reserve for Debt Service	185,325	(202,000)	(154,000)	(154,000)	(266,800)
Beginning Fund Balance	4,021,171	3,836,240	4,206,496	4,206,496	4,052,496
Ending Fund Balance(2)	<u>4,206,496</u>	<u>3,634,240</u>	<u>4,052,496</u>	<u>4,052,496</u>	<u>3,785,696</u>

Changes in Fund Balance: The amount of fund balance at the end of any fiscal year must include the amount needed to make debt service payments in the first six months of the succeeding year. Therefore the change in fund balance represents the amount of change in the payments from one year to the next.

Notes:

- (1) Eight months actual and four months estimate.
- (2) The Reserve for Debt Service is established by Board resolution as required by State Statutes.

ENTERPRISE FUNDS
 FY 2018-19 Budget and Statement of
 Resources, Uses and Changes in Fund Balance

	2016-17 Actual	2017-18 Original Budget	2017-18 Adjusted Budget	2017-18 Estimate(1)	2018-19 Budget
REVENUES					
Local Government	115,000	115,000	115,000	115,000	115,000
Institutional	8,660,085	9,302,500	9,253,500	8,787,300	9,177,000
Federal Aids	4,607	3,500	3,500	2,700	2,700
Total Revenues	<u>8,779,692</u>	<u>9,421,000</u>	<u>9,372,000</u>	<u>8,905,000</u>	<u>9,294,700</u>
EXPENDITURES					
Auxiliary Services	9,426,159	9,787,000	9,792,000	9,291,000	9,444,000
Net Revenues	<u>(646,467)</u>	<u>(366,000)</u>	<u>(420,000)</u>	<u>(386,000)</u>	<u>(149,300)</u>
OTHER SOURCES (USES)					
Operating Transfer In	4,260,000	-	750,000	750,000	-
Operating Transfer Out	-	-	-	-	-
Total Resources (Uses)	<u>3,613,533</u>	<u>(366,000)</u>	<u>330,000</u>	<u>364,000</u>	<u>(149,300)</u>
TRANSFERS TO (FROM) FUND BALANCE					
Retained Earnings	3,613,533	(366,000)	330,000	364,000	(149,300)
Beginning Fund Balance	3,691,130	2,154,776	7,304,663	7,304,663	7,668,663
Ending Fund Balance	<u>7,304,663</u>	<u>1,788,776</u>	<u>7,634,663</u>	<u>7,668,663</u>	<u>7,519,363</u>

Changes in Fund Balance: Activities accounted for in the Enterprise Fund are expected to show a net profit. Enterprise operations are able to reinvest that net profit, as identified in their business plans. Any unidentified excess retained earnings amounts are transferred to the General Fund as required by WTCS guidelines.

Note:

(1) Eight months actual and four months estimate.

INTERNAL SERVICE FUNDS
 FY 2018-19 Budget and Statement of
 Resources, Uses and Changes in Fund Balance

	2016-17 Actual	2017-18 Original Budget	2017-18 Adjusted Budget	2017-18 Estimate(1)	2018-19 Budget
REVENUES					
Institutional	15,224,102	17,453,000	17,453,000	15,866,000	16,593,000
Total Revenues	<u>15,224,102</u>	<u>17,453,000</u>	<u>17,453,000</u>	<u>15,866,000</u>	<u>16,593,000</u>
EXPENDITURES					
Auxiliary Services	15,078,637	17,494,000	17,494,000	15,891,000	16,530,000
Net Revenues	<u>145,465</u>	<u>(41,000)</u>	<u>(41,000)</u>	<u>(25,000)</u>	<u>63,000</u>
OTHER SOURCES (USES)					
Operating Transfer In	-	-	-	-	-
Operating Transfer Out	-	-	-	-	-
Total Resources (Uses)	<u>145,465</u>	<u>(41,000)</u>	<u>(41,000)</u>	<u>(25,000)</u>	<u>63,000</u>
TRANSFERS TO (FROM) FUND BALANCE					
Reserve for Self Insurance	-	-	-	-	-
Retained Earnings	145,465	(41,000)	(41,000)	(25,000)	63,000
Total Transfers To (From) Fund Balance	<u>145,465</u>	<u>(41,000)</u>	<u>(41,000)</u>	<u>(25,000)</u>	<u>63,000</u>
Beginning Fund Balance	3,773,607	4,138,735	3,919,072	3,919,072	3,894,072
Ending Fund Balance	<u>3,919,072</u>	<u>4,097,735</u>	<u>3,878,072</u>	<u>3,894,072</u>	<u>3,957,072</u>

Changes in Fund Balance: For a variety of reasons, in any given year the amounts charged to the various user departments may not exactly equal the cost of providing those services. This is reflected in the small amount of change in fund balance. In addition, unidentified excess retained earnings amounts are transferred to the General Fund as required by WTCS guidelines.

Note:

(1) Eight months actual and four months estimate.

Madison Area Technical College District Pro-Forma Balance Sheet
July 1, 2018 – Page 2

	General	Special Revenue Aidable	Special Revenue Non- Aidable	Capital Projects	Debt Service	Enterprise	Internal Service	Capital Assets	Long-Term Debt	Total
Total Liabilities	27,189,200	1,696,800	25,250	3,000,000		179,200	474,700		175,943,973	208,509,123
Fund Equity										
Investment in Fixed Assets								235,079,000		235,079,000
Retained Earnings						2,925,130	3,848,429			6,773,559
Reserve for Self Insurance							413,886			413,886
Reserve for Prepaid Items	99,348									99,348
Reserve for Noncurrent Assets	3,390									3,390
Reserve for Compensated Absences	9,112,864									9,112,864
Reserve for Capital Projects										
Reserve for Debt Service					4,997,797					4,997,797
Designated for State Aid Fluctuations	1,199,000									
Designated for Subsequent Years	398,400									398,400
Designated for Subsequent Year										
Designated for Operations	38,202,500	729,277	366,392							39,298,169
Total Fund Equity	49,015,502	729,277	366,392		4,997,797	2,925,130	4,262,315	235,079,000		296,176,413
Total Liabilities and Fund Equity	76,204,702	2,426,077	391,642	3,000,000	4,997,797	3,104,330	4,737,015	235,079,000	175,943,973	504,685,536

Madison Area Technical College District Pro-Forma Balance Sheet
July 1, 2019 – Page 1

	General	Special Revenue Aidable	Special Revenue Non-Aidable	Capital Projects	Debt Service	Enterprise	Internal Service	Capital Assets	Long-Term Debt	Total
Assets										
Cash & Investments	\$34,898,523	(1,184,992)	\$2,244,892	\$5,200,000	\$3,785,696	\$5,976,863	\$2,102,272			\$53,023,254
Receivables:										
Local taxes	20,552,000									20,552,000
Federal and State Aid	302,000	2,900,000	3,000							3,205,000
Tuition, Less Allowance for Doubtful	18,198,000									18,198,000
Other	203,000	68,000	41,000			56,000				368,000
Inventories						680,000	35,000			715,000
Prepaid Items	75,000	15,000					875,000			965,000
Fixed Assets, Less Depreciation						980,000	1,593,000	408,100,000		410,673,000
Other Debits										
Available in General Fund for										
Compensated Absences									8,687,376	8,687,376
Available in Debt Service Amount to be Provided for Long-Term Debt									3,785,696	3,785,696
Obligations									170,303,799	170,303,799
Total Assets	\$74,228,523	\$1,798,008	\$2,288,892	\$5,200,000	\$3,785,696	\$7,692,863	\$4,605,272	\$408,100,000	\$182,776,871	\$690,476,125
Liabilities										
Vouchers Payable	\$1,800,000	\$975,000	\$4,000	\$5,200,000		\$95,000	\$600,000			\$8,674,000
Accrued Payroll	4,800,000	110,000				56,500	48,200			5,014,700
Deferred Revenue	18,300,000	65,000				22,000				18,387,000
Due to Student Organizations			850,000							850,000
Due to Other Organizations			1,020,000							1,020,000
Compensated Absences										
Capital Lease Obligation									46,833	46,833
General Obligation Debt									175,446,742	175,446,742
Unfunded Pension										
Total Liabilities	\$24,900,000	\$1,150,000	\$1,874,000	\$5,200,000		\$173,500	\$648,200		\$175,493,575	\$209,439,275

Madison Area Technical College District Pro-Forma Balance Sheet
July 1, 2019 – Page 2

	General	Special Revenue Aidable	Special Revenue Non-Aidable	Capital Projects	Debt Service	Enterprise	Internal Service	Capital Assets	Long-Term Debt	Total
Fund Equity										
Investment in Fixed Assets								\$408,100,000		\$408,100,000
Retained Earnings						7,519,363	3,543,187			11,062,550
Reserve for Self Insurance							413,885			413,885
Reserve for Prepaid Expenditures	73,457	13,189								86,646
Reserve for Noncurrent Assets	3,790									3,790
Reserve for Compensated Absences	8,687,376									8,687,376
Reserve for Capital Projects										
Reserve for Debt Service					3,785,696					3,785,696
Reserve for Student Financial Assistance			414,892							414,892
Designated for State Aid Fluctuations	1,151,800									1,151,800
Designated for Subsequent Years	303,600									303,600
Designated for Subsequent Year		634,819								634,819
Designated for Operations	39,108,500									39,108,500
Total Fund Equity	\$49,328,523	\$648,008	\$414,892		\$3,785,696	\$7,519,363	\$3,957,072	\$408,100,000		\$473,753,554
Total Liabilities and Fund Equity	\$74,228,523	\$1,798,008	\$2,288,892	\$5,200,000	\$3,785,696	\$7,692,863	\$4,605,272	\$408,100,000	\$175,493,575	\$683,192,829

Budgeted Expenditures by WTCS Object Level

	General Fund	Special Revenue Aidable Fund	Special Revenue Non-Aidable Fund	Capital Projects	Debt Service	Enterprise Funds	Internal Service Funds	Total
Salaries and Wages	88,774,420	6,479,491	-	-	-	3,022,999	5,815,000	104,091,910
Fringe Benefits	28,727,190	1,678,688	-	-	-	790,577	1,936,200	33,132,655
Personnel Services	117,501,610	8,158,179	-	-	-	3,813,576	7,751,200	137,224,565
Current Expense	38,932,390	3,047,821	44,502,000	-	-	5,630,424	8,778,800	100,891,435
Capital Outlay	-	-	-	41,303,000	-	-	-	41,303,000
Debt Service	-	-	-	-	34,742,800	-	-	34,742,800
Total Budgeted Expenditures	156,434,000	11,206,000	44,502,000	41,303,000	34,742,800	9,444,000	16,530,000	314,161,800

Note: Object level for this table is based on the WTCS classification of expenditures.

General Fund Expenditures by WTCS Object Level

	General Fund	Data Processing (Internal Service Fund)	Total
Salaries and Wages	88,774,420	5,635,529	94,409,949
Fringe Benefits	28,727,190	1,875,636	30,602,826
Personnel Services	117,501,610	7,511,165	125,012,775
Current Expense	38,932,390	(7,511,165)	31,421,225
Total Budgeted Expenditures	156,434,000	-	156,434,000
% Spending on Personnel	75.1%		79.9%

Note: Object level for this table is based on the District classification of expenditures. The following change is made:

Data Processing (5241) expenditures related to personnel are moved from Current Expense to Salary & Wage and Fringe Benefits

Long-Range Financial Plan

Economic Conditions and Outlooks

Three economic conditions have the largest impact on the financial outlook: 1) employment rate; 2) inflation; and 3) property values and net new construction in the District. Traditionally, greater unemployment rates result in increased enrollments. Inflation, especially in the areas of utility costs and health care benefits, has been a concern in recent years. Annual growth in net new construction in the District impacts the level of taxes for property owners and the ability of the District to support educational and training needs of residents and employers in the District.

Employment

According to the National Bureau of Economic Research, the “Great Recession” ended in June 2009. For Wisconsin, and the nation, the recession resulted in the most job losses in the last 50 years. The Madison area continues to fare better than the national economy: the *unadjusted* Madison metro area’s unemployment rate decreased from 2.6% in March 2017 to 2.4% in March 2018 compared to Wisconsin’s *unadjusted* rate of 3.2% and the U.S. *unadjusted* rate of 4.1% for March 2018 ([Bureau of Labor Statistics Data](#)).

As the Wisconsin economy has grown and unemployment has decreased, the College has seen, as expected, a decrease in student enrollment. Student enrollment statistics are available on page 51 of the Statistics section.

Inflation

According to the Bureau of Labor Statistics, energy index rose 1.4% from March to April, 2018. Higher prices for motor fuel, up 2.7%, were largely responsible for the increase in the energy component. Electricity prices decreased slightly by 0.6% over the month. Costs for utility (piped) gas service decreased slightly by 0.4% in April. Energy cost increased 7.9% from April 2017 to April 2018. Motor fuel prices rose 22.6% over the year. Costs for utility (piped) gas service were 1.0% higher and prices for electricity were up 1.2% ([Bureau of Labor Statistics, Midwest Consumer Price Index](#)).

To manage energy costs, the College has committed that all new construction and remodel projects will be energy efficient. The College began installing solar panels in the roof of the main Truax building in FY2017-18. The project will continue into FY2018-19 and will further reduce energy costs at the main Truax building.

In addition, the Bureau of Labor Statistics finds that the benefit costs for state and local government workers increased 3.0% year-over-year for the first quarter of 2018 ([Bureau of Labor Statistics Data](#)). The District completed a RFP for health insurance offerings during FY2017-18. The resulting benefits changes, which go into effect on January 1, 2019, are projected to significantly reduce health care costs while preserving access to existing providers for most employees.

Property Values

The Wisconsin REALTORS® Association reported in April 2018 that existing Wisconsin home sales decreased in March 2018 by 2.3% over March 2017, with prices increasing by 7.0%. ([Wisconsin Realtors Association](#)). In the 12-county South Central Wisconsin region, existing home sales decreased 6.3% over the 12 months ending March 2018. During that time, the median sale price in the region increased \$17,500 or 10.5%.

According to the Federal Housing Finance Agency, the house price index (HPI) purchase increased by 7.2% nationally and 6.7% in East North Central from February 2017 to February 2018 ([Federal Housing Finance Agency](#)).

Housing values are set for tax purposes in January of each year, and those values reported to taxing authorities the following fall are used for computing taxes, which are billed to property owners in December.

General Fund Three-Year Forecast

The College maintains a ten-year general fund financial projection and a twenty-year debt service financial projection. Because forecasts are less reliable the longer they extend into the future, budgetary decisions are largely made based on a detailed three-year budget forecast. The three-year

General Fund forecast beginning with FY2018-19 is presented on the next page.

3-Year General Fund Projection	2017-18 Adjusted Budget	2017-18 Estimate(1)	2018-19 Budget	2019-20 Projection	2020-21 Projection
REVENUES					
Local Government	38,813,000	38,848,479	41,439,000	43,766,000	46,392,000
State Aids	72,689,000	72,592,075	72,412,000	72,409,000	72,409,000
Program Fees	35,232,000	35,528,188	35,592,000	35,948,000	36,307,000
Material Fees	1,335,000	1,351,780	1,239,000	1,239,000	1,239,000
Other Student Fees	2,249,000	2,239,885	2,110,000	2,190,000	2,195,000
Institutional	1,169,000	1,289,123	1,067,000	941,000	1,668,000
Federal Aids	205,000	227,882	192,000	192,000	192,000
Designations(2)	0	0	2,383,000	2,362,000	2,424,000
Total Revenues & Other Sources	151,692,000	152,077,412	156,434,000	159,047,000	162,826,000
EXPENDITURES					
Instruction	103,751,600	103,564,727	105,260,000	106,615,000	109,238,000
Instructional Resources	3,705,200	3,698,526	3,720,000	3,768,000	3,861,000
Student Services	15,867,500	15,838,920	16,659,000	16,873,000	17,289,000
General Institutional	13,861,400	13,836,433	16,119,000	16,326,000	16,728,000
Physical Plant	13,071,000	13,047,457	14,195,000	14,378,000	14,732,000
Public Service	345,300	344,678	481,000	486,000	500,000
Total Expenditures	150,602,000	150,330,741	156,434,000	158,446,000	162,348,000
PROJECTED SURPLUS(DEFICIT)	1,090,000	1,746,671	0	601,000	478,000
Beginning Fund Balance	50,901,375	50,901,375	51,711,523	49,328,523	49,328,523
Ending Fund Balance	50,901,375	51,711,523	49,328,523	49,328,523	49,328,523

Notes:

- (1) Eight months actual and four months estimate
- (2) Designations for subsequent year and year(s). These designations are established by WTCS and the designation for subsequent year is required to be utilized as a funding source in the subsequent year budget.

Future Year Assumptions

Revenue

- Tax Levy: 6.0% increase in revenue from net new construction
- State Aids: No change
- Program & Materials Fees:
 - Flat enrollment
 - 1% tuition rate increase
- Contingency: 3% of revenue

Expenditure

- Salary & wage adjustments: 3.5%
- Employee benefits:
 - Health insurance: 7.2% average increase
 - Dental insurance: 3.5% average increase
 - Minimal other changes
- Vacancy savings of full-time positions: 4%
- Supplies & Services: 0% increase overall
- Data Processing: 3% increase
- District Insurance: 3% increase
- Retiree spending estimates based on expected early retirees

Capital and Debt Management

The District plans to borrow \$28.0 million for capital projects in FY2018-19. This is an increase of \$3.0 million in borrowing compared to the prior year and is based on needs resulting from the closing of the Downtown Education Center and the equipping of the new South Madison Campus. In addition to the funds that will be borrowed in FY2018-19, there will also be an amount of unspent funds that carry over from the prior year. This carryover of capital project allocations becomes necessary when funds are received in one year, but cannot be spent until a subsequent year. This delay is necessitated by the approval, planning and scheduling process. Occasionally, a particular project must follow a previous project, which might postpone the timeline. Staff attempt to schedule most construction work during the summer, when fewer classes are in session. As the fiscal year bridges the summer session, certain projects planned for one fiscal year may actually be completed in the following fiscal year.

Preventive maintenance is the most effective tool in preserving the useful life of equipment and buildings and avoiding costly, unnecessary repairs. The District takes a proactive approach to maintenance management, including maintaining a ten-year maintenance plan, and realizes the importance of its role in meeting institutional goals and objectives. As a result of budgetary constraints, however, individual projects must be identified and prioritized in the order of importance to the overall institution. As the District adjusts to changes that result from operating in a dynamic environment, it constantly reorders priorities in the maintenance plan.

Final Approval of Capital Projects and Equipment Purchases

The District Board approves the projects and establishes the funding for all capital projects and equipment purchases. In addition, the Wisconsin Technical College System Board approves most new construction, repair and remodel projects.

Facilities Master Plan Update

In FY2009-10, Madison College undertook the development of its first Facilities Master Plan in a generation. The District Board adopted the plan in June of 2010, which served as the basis for the \$133.8 million referendum that passed by nearly 60% of the vote on November 2, 2010. The referendum represented the culmination of extensive research to forecast our community's needs for education and job training and a facilities assessment to forecast the future needs of our students and the regional economy.

Madison College began implementation of the "Smart Future Building Plan" immediately after the election to take advantage of historically low-interest rates and the competitive bidding climate for construction projects. Spending of referendum funds for projects related to Master Plan work is completed as of 2017-18. These projects included:

- Protective Services Facility - Truax (Completed 2012)
- Regional Campus Additions and Remodeling - (Completed 2012)
- Health Education Center - Truax (Completed 2013)
- Ingenuity Center - Truax (Completed 2013)
- Student Gateway and Achievement Center - Truax (Completed 2013)
- Culinary and Baking Programs - Truax (Completed 2016)
- Emergency Vehicle Operators Course & Tactical Training Center – Columbus (Completed 2017)
- Recreation Management Program Addition (Completed 2018)

Madison College completes additional remodeling projects each year. Details of those and future projects are available in the three-year facilities plan, which is completed each year and submitted to the District Board in September.

Madison College is currently in the process of developing a new ten-year Facilities Master Plan. The targeted completion date is Fall of 2018.

FY18-19 Capital Borrowing Projects Detail

Description	Building Remodel & Site Improvements	Movable Equipment	Project Total
Academic Equipment			
Districtwide			
College funding for capital equipment which is available for all academic and student services departments. All requests are collected through a SharePoint site and follow a review, prioritization, and approval process.		\$3,750,000	\$3,750,000
Accounting Lab and Electron Microscopy Space			
Truax			
This remodel project will create five classrooms in the vacated 3 rd floor electron microscopy lab and adjacent accounting lab. These five classrooms will replace the rooms displaced by the Animation project on the second floor. The new rooms will be built as two active learning, two computer labs, and one lecture room.	\$535,000	\$222,000	\$757,000
Animation Labs			
Truax			
This remodel project will relocate the Animation programming from the Downtown Madison campus to Truax. Three computer labs and storage will be created in four existing general classrooms.	\$390,000	\$180,000	\$570,000
Back-End Refresh			
Districtwide			
Various technology infrastructures will be upgraded or replaced with new equipment due to them reaching their end-of-life. Types of projects include: network enhancements, telephone and call manager upgrade, VDI systems updates, new servers, etc.		\$1,250,000	\$1,250,000
Blackboard SaaS			
Districtwide			
Moving from Blackboard Hosted plan to SaaS (Software as a Service) plan which utilizes the Amazon AWS stack to deliver a cloud computing environment at a lower cost.		\$672,000	\$672,000
Business Tech Lab/DMB Accounting Lab			
Truax			
This remodel project will remove a wall between the existing business tech space and adjacent underutilized computer lab. The larger footprint will allow the DMB accounting lab displaced by the classroom project to be combined with the business tech lab.	\$345,000	\$160,000	\$505,000

Description	Building Remodel & Site Improvements	Movable Equipment	Project Total
Capital Staff (IT, Facilities, etc.)			
Districtwide			
The allocation of time for Tech Services and Facilities staff related to ongoing capital related projects. This is charged to the projects as a project expense.		\$250,000	\$250,000
Ceramics and Lapidary to Commercial Avenue			
Commercial Avenue			
The steamfitter/iron worker apprenticeship programs moved to their own new training facility. The vacated space on the 1 st floor will be converted to Ceramics space. Vacated 2 nd floor will be converted to an Art Metals lab.	\$460,000	\$138,000	\$598,000
College Transfer Art			
Truax			
This remodel project scope includes a dedicated new drawing lab and existing art labs. Renovations will lead to the effective sharing of space between the College Transfer Art and Graphic Design programs.	\$520,000	\$230,000	\$750,000
Community Music			
Truax			
This remodel project will renovate two existing music labs to accommodate the music instruction from the Downtown Madison campus.	\$1,095,000	\$130,000	\$1,225,000
Fire Alarms			
Truax			
The fire alarm system will be installed to replace the original fire alarm system. This is a multi-year project.		\$1,013,000	\$1,013,000
Front-End Refresh			
Districtwide			
Replacement of student computers in labs and classrooms as well as faculty, support staff and management computers throughout the College. The refresh plan also includes replacing aging Audio/Video equipment. The replacement cycle is defined in the Refresh Policy.		\$750,000	\$750,000
HVAC Projects			
Truax			
Several HVAC system air handlers need to be replaced to support effective and efficient operations at the building.		\$160,000	\$160,000

Description	Building Remodel & Site Improvements	Movable Equipment	Project Total
Districtwide			
College funding for capital equipment which is available for all non-academic departments. All requests are collected through a SharePoint site and follow a review, prioritization, and approval process.		\$41,000	\$41,000
Other IT Projects			
Districtwide			
The College has a number of initiatives that support the College's operations and services and are new or continued expansion of projects started in previous years.		\$3,550,000	\$3,550,000
Personalized Education Plan (Title III)			
Truax			
Re-imagine and expedite development of the Personalized Education Plan to myRoadMap. This will enhance the student experience by proactively meeting students' individualized needs. This work is related to the College's receipt of the US Dept. of Education Title III grant.		\$3,000,000	\$3,000,000
Roof Replacement			
Truax			
The roofs to be repaired or replaced are part of the comprehensive five-year plan. The plan identifies the systematic repair and replacement of each roof on all of the campus buildings with the scope of work to be determined each year. Remove sun shades from south portion of the roof and replace the sloped metal portion of the roof.	\$1,940,000		\$1,940,000
Commercial Avenue			
Replace the octagonal roof on the Commercial Avenue A building.	\$200,000		\$200,000
Site Work South			
Truax			
Site work replacement between the Administration Building and Pool. Project includes new concrete sidewalks, lighting, and landscaping.	\$150,000		\$150,000

Description	Building Remodel & Site Improvements	Movable Equipment	Project Total
Truax			
To reduce energy costs, the college is applying for a grant to install photovoltaic (PV) panels on several roofs. This will pay for much of the installation costs.		\$1,400,000	\$1,400,000
South			
To minimize potential energy costs, the South Madison Campus will be constructed with photovoltaic panels on a portion of its roof. This will pay for the purchase and installation of the panels.		\$1,000,000	\$1,000,000
South Campus Equipment			
South Campus			
This funding will be used to purchase equipment for the new South Madison Campus. It includes academic equipment, non-academic equipment, technology and signage.		\$3,028,000	\$3,028,000
Stone Wall at Child Care Playground			
Truax			
This project includes removing the deteriorated metal gates and brick privacy wall around the outdoor child-care playground. The gates will be replaced with new galvanized metal and the wall will be replaced with limestone to match the new addition.	\$100,000		\$100,000
Unallocated Remodel			
Districtwide			
This fall the College will be finalizing the Facilities Master Plan and the Three-Year Facilities Plan. This funding will support the completion of projects identified through those two plans.		\$1,340,000	\$1,340,000
Grand Total	\$7,075,000	\$20,925,000	\$28,000,000

Debt Management

Legal Debt Limit

State statutes impose two debt limitations on WTCS districts' debt. The following computations are based on the aggregate debt budgeted to be outstanding as of June 30, 2019, net of resources available to fund principal and interest payments.

The aggregate indebtedness of the district may not exceed 5% of the equalized value of the taxable property located in the district per s.67.03(1), Wis. Stats. This limitation applies to indebtedness for all purposes, including bonds, promissory notes and capital leases, including taxable and nontaxable borrowings. It also applies to Wisconsin Retirement System prior-service liability refinanced with the proceeds of promissory notes or bonds. The maximum aggregate indebtedness of the district budgeted for FY2018-19 is \$192,465,000. The 5% limit is estimated at \$4,139,146,640.

The bonded indebtedness of the district may not exceed 2% of the equalized value of the property located in the district per s.67.03(9), Wis. Stats. This limitation applies to *bonded* indebtedness for the purchase of district sites, the construction and remodeling of district facilities and the equipping of district facilities. Bonded indebtedness is issued under s. 67.05, Wis. Stats. The maximum bonded indebtedness of the district budgeted for FY2018-19 is \$192,465,000. The 2% limit is estimated at \$1,655,658,656.

Combined Schedule of Long-Term Obligations

Table 1 shows the College's long-term debt obligations from FY2018-19 to FY2032-33. The college has \$231.5 million in projected debt. Additional detail related to the College's schedule of long-term obligations is provided on pages 61 to 66.

Table 1 Combined Schedule of Long-Term Obligations

Fiscal Year	Principal	Interest	Total
2018-19	29,134,059	5,608,691	34,742,750
2019-20	21,138,831	5,352,584	26,491,416
2020-21	19,013,617	4,736,817	23,750,433
2021-22	16,883,414	4,194,505	21,077,919
2022-23	16,758,222	3,610,412	20,368,634
2023-28	64,873,596	10,818,109	75,691,704
2027-33	26,993,378	2,368,581	29,361,959
Total	\$194,795,117	\$36,689,699	\$231,484,816

Statistical Information

Enrollment, Tuition, and Fee Statistics

Tuition History

Each year the WTCS Board sets tuition rates for post-secondary/vocational-adult (technical) courses and collegiate transfer (liberal arts transfer) courses. Further, the technical tuition rate must be set to generate revenue equal to at least 14% of the estimated statewide operational costs of those programs whereas the liberal arts transfer must generate revenue equal to at least 31% of the estimated statewide operational costs of those programs. Table 2 shows per credit tuition rates from 2013-14 through 2018-19.

Table 2 Tuition Rates Per Credit and Annually

Academic Year	Post-Secondary/Vocational-Adult Per Credit	Post-Secondary/Vocational-Adult Annual*	% Change	Collegiate Transfer Per Credit	Collegiate Transfer Annual*	% Change
2013-14	122.20	3,666.00	4.5%	165.40	4,962.00	4.5%
2014-15	125.85	3,775.50	3.0%	170.35	5,110.50	3.0%
2015-16	128.40	3,852.00	2.0%	173.75	5,212.50	2.0%
2016-17	130.35	3,910.50	1.5%	176.35	5,290.50	1.5%
2017-18	132.20	3,966.00	1.4%	178.80	5,364.00	1.4%
2018-19	134.20	4,026.00	1.5%	181.50	5,445.00	1.5%

* Tuition shown for a full-time student based on a program of 30 credits per year.

Student Activity Fees

The District Board has authority to establish fees for student services and activities. At Madison College, the student activity fees are managed by the Student Activities Board and confirmed by the Student Senate. Activity fees are charged at all campuses. Students at Madison campuses are charged an activity fee equal to 6.5% of the course tuition, either post-secondary (PS) or collegiate transfer (CT). This is a change from previous years when the fee was equal to 6.5% of the post-secondary tuition rate. Beginning in FY2015-16, students at regional campuses are charged \$3.25 per credit. Table 3 shows the student activity fee history.

Table 3 Student Activity Fee History

Academic Year	Madison Metro Campuses	% Change	Regional Campuses	% Change
2013-14	\$7.95		NA	
2014-15	\$8.18	2.9%	NA	
2015-16	\$8.35	2.1%	\$3.25	
2016-17	\$8.47	1.4%	\$3.25	0.0%
2017-18	\$8.59	1.4%	\$3.25	0.0%
2018-19 PS	\$8.72	1.5%	\$3.25	0.0%
2018-19 CT	\$11.80		\$3.25	0.0%

Other Student Fees

In addition to activity fees, the Student Activities Board charges and manages fees for transportation, including student bus passes and parking, and health and fitness, which covers access to the fitness center and services at the on-campus clinic at Truax. These fees are only charged to students enrolled at campuses in the Madison metro area.

Table 4 Other Student Fees Managed by Student Activities Board

Academic Year	Transportation Fee (Fall & Spring)	Transportation Fee (Summer)	Health & Fitness Fee
2013-14	\$46.00	\$26.00	\$2.16
2014-15	\$46.00	\$26.00	\$2.21
2015-16	\$46.00	\$26.00	\$2.27
2016-17	\$46.00	\$26.00	\$2.33
2017-18	\$46.00	\$26.00	\$2.38
2018-19	\$46.00	\$26.00	\$2.44

Student Enrollment Statistics

A full-time equivalent (FTE) is equal to 30 annual student credits based on a mathematical calculation which varies somewhat by program and is subject to state approval and audit of student and course data. Table 5 details the recent enrollment history. Source: Prior year actuals from WTCS Client Reporting System. Current year estimate from the College's Office of Institutional Research & Effectiveness. Planning year estimate from the College's Budget Office.

Table 5 Full-time Equivalent Student Enrollment

Type of Degree	FY2016-17 Actual	FY2017-18 Estimated	FY2018-19 Budgeted
Collegiate Transfer	3,335	3,207	3,192
Associate Degree	4,588	4,324	4,078
Technical Diploma	712	678	669
Vocational Adult	167	153	161
Non-Postsecondary	461	450	500
Total Aidable	9,263	8,812	8,600
Community Services	68	68	66
Total FTES	9,331	8,880	8,666

Five-Year FTE and Headcount History

As shown in Table 6, FTE enrollment in the college decreased 1,331.15 FTEs from FY2012-13 to FY2016-17. Over this same period, the total headcount for students, which is the number of students enrolled in the college, decreased by 6,095, or 14.7%. Source: WTCS Client Reporting System.

Table 6 Five Year Student FTE and Headcount History

Year	FTEs	Headcount
2012-13	10,662.09	41,388
2013-14	10,366.97	41,049
2014-15	10,256.83	38,420
2015-16	10,032.59	39,176
2016-17	9,330.94	35,293

Financial Statistics

Historical Tax Levy Impact on the Average Value Home

The average value home analysis is an indicator of how the tax levy decisions made by the District Board impact homeowners in the District. The indicator is based on the average value home in Madison and indicates how much tax the College anticipates collecting on a home of that value in the City of Madison. Table 7 shows the analysis from tax year 2013 through tax year 2017.

Tax Year	Average Madison Home Value	Combined Mill Rate	College Tax on Average Home	Percent Change from Previous Year
2013	230,831	1.84099	424.96	0.88%
2014	237,678	0.93374	221.93	-47.78%
2015	245,894	0.92736	228.03	2.75%
2016	254,593	0.96574	245.87	7.82%
2017	269,377	0.94179	241.79	3.18%

Table 7 Historical Tax Levy Impact on the Average Value Home in Madison

Equalized Valuation History

All equalized valuations of property in the State are determined by the State of Wisconsin, Department of Revenue and Supervisor of Assessments Office. Equalized valuations are the State's estimate of full market value. Set forth in Table 8 are equalized valuations of property located within the District for the years 2013 through 2017. The District's valuation (TID IN) has increased by 18.9% since 2013 with an average annual increase of 4.2%.

Table 8 Equalized Valuation History

Year	Equalized Valuation (TID IN)	Equalized Valuation (TID OUT)
2013	70,405,217,759	67,454,400,159
2014	72,677,959,625	69,564,373,725
2015	75,522,264,359	71,909,431,559
2016	78,612,374,268	75,308,348,768
2017	83,702,047,239	79,598,973,839

Position Summary – FTE Basis

Madison College currently employs full and part-time employees within three groups: Administrators/Supervisors, Instructors, and other staff. Table 9 includes all full time funded and authorized positions. Temporary, casual and part time positions are not included. Actual numbers from Equal Opportunity/Affirmative Action Program data.

Table 9 Position Summary on a Full-Time Equivalent Basis

Positions	FY2016-17 Budget	FY2016-17 Actuals	FY2017-18 Budget	General Fund	Special Revenue Aidable Fund	Proprietary Fund	FY2018-19 Total Budget
Administrators/Supervisors	108	103	101	115.2	2.6	18.0	135.8
Instructors	483	470	476.7	456.1	7.1		463.3
Other Staff	470.8	440	484.67	311.5	28.3	84.8	424.6
Total	1061.8	982	1,062.37	882.9	38.0	102.8	1023.7

Demographic and Economic Information

District Population

Table 10 shows the population of select, large municipalities within the technical college districts. Source: Wisconsin Department of Administration, Demographic Services Center, and 2010 Census.

Table 10 Population by County

	Dane County	City of Madison	Jefferson County	City of Watertown	Sauk County	City of Baraboo
2010 Census	488,073	233,209	83,686	23,861	61,976	12,048
2013 Estimate	497,021	238,000	83,940	23,865	62,041	11,963
2014 Estimate	502,251	240,153	83,974	23,911	62,092	11,985
2015 Estimate	508,384	242,216	84,255	23,864	62,207	12,023
2016 Estimate	518,538	247,207	84,262	23,995	62,187	12,013
2017 Estimate	524,787	250,073	84,412	24,031	62,240	11,993

Education

The educational background of District area residents living in the Madison-Janesville-Beloit CSA and the State is illustrated in Table 11. Please note totals may not equal 100.0% due to rounding. Source: American Community Survey, 2012-2016 American Community Survey 5-year Estimates, Census Bureau.

Table 11 Education Levels for Person 25 Years of Age and Older

Educational Level	Madison-Janesville-Beloit CSA	The State
Less than 9th grade	2.3%	3.0%
9th to 12th grade, no diploma	4.3%	5.7%
High school graduate	25.8%	31.7%
Some college, no degree	19.6%	21.0%
Associate degree	10.3%	10.3%
Bachelor's degree	23.3%	18.7%
Graduate or professional degree	14.5%	9.6%
Total	100.0%	100.0%

Income

Table 12 shows the estimated household income by category and median household income derived for District area residents living in the Madison-Janesville-Beloit CSA compared with the State. Totals may not equal 100.0% due to rounding. Source: American Community Survey, 2012-2016 American Community Survey 5-year Estimates, Census Bureau.

Table 12 Household Incomes

Household Income	Madison-Janesville-Beloit CSA	The State
Under \$10,000	5.1%	5.7%
\$10,000 to \$14,999	4.3%	5.0%
\$15,000 to \$24,999	8.8%	10.4%
\$25,000 to \$34,999	9.9%	10.4%
\$35,000 to \$49,999	13.3%	14.2%
\$50,000 to \$74,999	19.2%	19.5%
\$75,000 to \$99,999	14.2%	13.6%
\$100,000 to \$149,999	15.1%	13.5%
\$150,000 to \$199,999	5.3%	4.2%
\$200,000 or more	4.6%	3.6%
Total	100.0%	100.0%

Distribution of Property Values by County

The proportionate amount of local tax revenue per county based on the District's 2017 equalized valuation is presented below. Some municipalities located within the District have Tax Increment Districts (TIDs) under Wisconsin Statutes 66.1105. TID valuations, totaling \$4,103,073,400 for these municipalities, have been excluded from the District's 2017 tax base. Source: Wisconsin Department of Revenue.

Table 13 Distribution of Property Tax Values by County

County	2017 Equalized Valuation (TID OUT)	Percent of Levy	Amount of Levy
Adams County	355,275,234	0.446331%	334,594
Columbia County	5,281,013,697	6.634525%	4,973,595
Dane County	57,716,326,868	72.508883%	54,356,535
Dodge County	1,148,813,395	1.443252%	1,081,938
Green County	695,248,037	0.873438%	654,776
Iowa County	304,846,184	0.382978%	287,100
Jefferson County	5,740,484,484	7.211757%	5,406,319
Juneau County	193,998,130	0.243719%	182,705
Marquette County	1,542,404,325	1.937719%	1,452,618
Richland County	81,856,066	0.102836%	77,091
Rock County	20,797,281	0.026128%	19,587
Sauk County	6,517,910,138	8.188435%	6,138,489
Total	79,598,973,839	100.000000%	74,965,346

Employment

The District has an employment base provided by a range of manufacturing, commercial and public enterprises. Table 14 categorizes occupations for District area residents 16 years of age and older living in the Madison-Janesville-Beloit CSA and the State. Totals may not equal 100.0% due to rounding. Source: American Community Survey, 2012-2016 American Community Survey 5-year Estimates, Census Bureau.

Table 14 Employment by Sector

Occupational Category	Madison-Janesville-Beloit CSA	The State
Management, business, science, and arts occupations	42.5%	35.0%
Service occupations	16.2%	17.0%
Sales and office occupations	22.0%	22.8%
Natural resources, construction, and maintenance occupations	7.2%	8.4%
Production, transportation, and material moving occupations	12.1%	16.7%
Total	100.0%	100.0%

Unemployment Rate

Table 15 shows the unemployment rate for the Madison-Janesville-Beloit Combined Statistical Area (CSA) as compared to the state for 2012 through 2017. Source: Wisconsin Department of Workforce Development

Table 15 Unemployment Rates

	Madison-Janesville-Beloit CSA	The State
2013 Average	5.50%	6.70%
2014 Average	4.40%	5.40%
2015 Average	3.70%	4.50%
2016 Average	3.20%	4.00%
2017 Average	2.70%	3.30%

Largest Employers

The largest employers in Dane County are shown in Table 16. Source: Dane County's Official Statement dated September 8, 2017 for its General Obligation Promissory Notes, Series 2017A, General Obligation Corporate Purpose Bonds, Series 2017B and Taxable General Obligation Promissory Notes, Series 2017C.

Table 16 Largest Employers in Dane County

Employer	Type of Business	Number of Employees
University of Wisconsin Madison	University/college	21,752
The State	State Government	16,450
Epic Systems	Medical Software	9,400
UW Hospital & Clinics	Hospital/health care	6,000
American Family Insurance	Insurance	4,473
City of Madison	Municipal government and services	3,639
Madison Metropolitan School District	Elementary and secondary education	3,592
Madison Area Technical College	Education	3,567*
UnityPoint Health - Meriter	Hospital, clinics and home care services	3,500
Dane County	Municipal government and services	2,888

*Includes full and part-time employees.

Largest Taxpayers

The taxpayers listed below represent the largest taxpayers in Dane County.

Table 17 Largest Taxpayers in Dane County

Taxpayer	Type of Property or Business	2016 Equalized Valuation
Epic Systems Corporation	Medical software	1,106,925,763
Madison Joint Venture	Shopping center development	182,943,198
American Family Insurance	Insurance	149,084,337
Ax Madison Greenway LP	Office building	127,026,154
Promega Corporation	Biotechnology	105,855,405
Core Campus Madison LLC	Student housing development	99,078,842
Covance Laboratories Inc.	Research	76,309,645
University Research Park Inc.	Research and technology park	76,201,627
777 University Ave LLC.	Apartments	68,118,537
Ax Madison Junction LP	Commercial	65,462,079
Total		2,057,005,587

Source: Madison College Official Statement for General Obligation Promissory Notes Series 2017-18C.

Appendix

Glossary

A

Academic Plan (Impact Initiative) - The Impact Initiative reaffirms our 103-year commitment to offering a market-responsive, accessible and innovative academic portfolio to benefit our students, communities, partners and other stakeholders.

Americans with Disabilities Act (ADA) - The ADA prohibits discrimination against people with disabilities.

Agency Funds - Account for assets held in trust by the district. The Agency Funds are used to record resources and related financial activity where the district acts as an agent or custodian for others rather than as an owner.

Appropriations - An authorization granted by a legislative body (District Board) to make expenditures and to incur obligations for specified purposes. The District controls expenditures at the functional level within a fund.

Assessed Valuation - The valuation set upon real estate or other property by the state through the Wisconsin Department of Revenue. This valuation is multiplied by the tax rates set annually by the board to determine taxes due.

Assets - Property and resources owned or held which have monetary value.

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, child care, cafeteria and vending machine operations.

Avocational - Non-academic courses for self-improvement; also known as Community Service courses.

B

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

Bond - A written promise to pay a specified sum of money, called the face value or principal amount, at specified date(s) 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 Investors Service or Standard and Poor's. The higher the rating, the less risky the notes are. The District has an AAA bond rating, which represents the lowest risk category possible to obtain.

Bonded Debt - Indebtedness represented by outstanding bonds, which include general obligation promissory notes, backed by approved, irrevocable future debt services tax levies.

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

C

Comprehensive Annual Financial Report (CAFR) - The District's annual financial report containing financial, demographic, and statistical information about the district.

Capital Leases - An extended commitment to rent real property or capital equipment over a period of more than two years that vests certain ownership rights with the lessee.

Capital Outlay - An appropriation and expenditure category for government assets meeting the WTCS definition for capitalization.

Capital Projects Fund - Accounts for financial resources used for the acquisition or construction of major capital assets and remodeling (other than those financed by enterprise or internal service funds).

College Assembly - The 26-member assembly is a collegial, consultative body composed of representatives from all campus constituencies that will review and advise on the creation, revision, or discontinuation of policy. Its role is to recommend and provide advisory input to the President on decisions related to policy and other issues that affect the institution as a whole. It is

the principal organizing body in the College's shared governance structure.

Compensated Absences - The amount owed in the future to faculty and staff, received as a benefit for current service.

Consumer Price Index (CPI) - The CPI can be used to adjust for the effect of inflation.

CSA – Combined Statistical Area.

Current Expense - Expenses that are not salaries, wages, or fringe benefits. Current expense includes: supplies, paper, travel, utilities and insurance.

D

Debt - An obligation resulting from borrowing money.

Debt Limit - The maximum amount of gross or net debt legally permitted.

Debt Proceeds - Amounts received from the issuance of general obligation promissory notes.

Debt Service - Expenditures for the retirement of debt, as well as the interest payment on that debt.

Debt Service Fund - Accounts for the accumulation of resources for and the payment of general long-term debt principal and interest.

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

Depreciation - The expiration of the useful life of a fixed asset over a determined period of time attributable to wear and tear, deterioration, action of the physical elements, inadequacy, and obsolescence. Also, the portion of the cost of a fixed asset charged as an expense during a particular period.

Designated for Subsequent Year - A portion of this year's designated fund balance to provide for the excess of expenditures and other financing uses over revenues and other financing sources budgeted in the next year.

Designated for Subsequent Years - Fund balance set aside to fund operations subsequent to the forthcoming budget year. An amount equal to 5% of the state aids in the district's current adopted budget must be designated for subsequent year before this classification may be used.

Classification may not exceed 15% of the state aids in the district's current adopted budget and may only be used in the General Fund.

E

Encumbrances - Obligations in the form of purchase orders, contracts, or salary commitments which are 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.

Enterprise Funds - Account to measure net income for ongoing activities which are similar to those often found in the private sector and the services are provided primarily through user charges.

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

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

Expenditure - A decrease in financial resources of the district generally due to the purchase of goods and services, the payment of salaries and benefits, or the payment of debt service.

Expenses - Outflows or other uses of assets or liabilities incurred from delivering or producing goods, rendering services, or carrying out other activities that constitute an entity's operation.

F

Fixed Assets - Assets of a long-term character which are intended to continue to be held or used. Examples of fixed assets include items such as land, buildings, furniture, and other equipment.

Fringe Benefits - Compensation in addition to regular salary or wages provided to an employee. This includes health and dental insurance, Social Security, Wisconsin Retirement, and salary continuance (disability insurance).

Full-Time Equivalent (FTE) - A unit that measures the workload of an employee or course load of a student that takes into account the part time status of some individuals.

Function - A group of related activities aimed at accomplishing a major service/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, e.g., general fund, special revenue fund, 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.

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 may result in expenditures such as designations for operations and for subsequently-budgeted expenditures.

Fiscal Year (FY) - 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 operation. Madison Area Technical College uses a July 1 to June 30 fiscal year.

G

Generally Accepted Accounting Principles (GAAP) - The uniform standards used to report financial information.

General Fund - The primary operating fund of the district, its accounts reflect all financial activity not required to be accounted for in another fund.

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

Governmental Fund Types - The general, special revenue, capital projects, and debt service funds.

I

Interest-Based Problem Solving (IBPS) - The collaborative approach used for decision-making by the Contract Alternative Committee and Shared Governance with the goal being to resolve issues by satisfying interests of all those affected.

Institutional Revenue - Revenue generated for contracts for instruction with business and industry, interest income, and miscellaneous user charges.

Intergovernmental Revenue - Revenue received from state, federal, or other government agencies.

Internal Service Fund - Account for the financing and related financial activities of providing goods or services from one department to another department within Madison Area Technical College on a cost-reimbursement basis.

L

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.

Local Government Revenue - Revenue received from property taxes.

M

Madison College - Madison Area Technical College.

Mill Rate - Tax rate (taxation) in mills (\$.001) per dollar of valuation.

N

Net New Construction - Includes changes to equalized value due to new building construction and land improvements minus changes to equalized value due to demolition/destruction of building and removal of land improvements.

O

Obligations - Amounts that 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. The use of annual operating budgets is usually required by law.

Operating Funds - The general and special revenue funds combined.

Operating Transfers - A transfer of resources from one fund to another as required by law or appropriation. The funds are considered revenues of the source fund, not the receiving fund.

Operational Expenditures - The salaries, fringe benefits, materials, supplies, services, and other expenditures related to district operations.

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.

P

Performance Funding - A formula allocation of State Aids to each district based on a district's performance in the three previous fiscal years with respect to seven of ten criteria, in which each district is allowed to designate the seven criteria used for the allocation.

Pro Forma Balance Sheet - The district's projected balance sheet.

Promissory Notes - See General Obligation Debt

Proprietary Fund Types - This group of funds comprises the businesslike operations of the district and includes the enterprise and internal service funds. These are categorized as non-governmental funds.

R

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.

Reserved Fund Balance - See Fund Balance

Retained Earnings - An equity account reflecting the accumulated earnings of a proprietary (enterprise and internal service) fund.

Revenue - All funds that the district receives, including tax payments, fees for specific services, receipts from other governments, and interest income.

S

Self-Insurance - The funding of insurance needs through the district's financial resources rather than commercial insurance plans. The district self-insures for liability, property, and dental insurance.

Shared Governance - The process by which the College invites the active participation of faculty, staff, and students in planning and accountable decision making to advance the College's mission and vision to serve our students and communities.

Special Revenue Fund - Accounts for the proceeds of specific revenue sources (other than debt service, major capital projects, or expendable trust) that are restricted to expenditures for designated purposes because of legal or regulatory provisions. Special Revenue Funds consist of federal and state grants and business and industry contracts.

Special Revenue Non-Aidable Fund - Funds used to account for assets held by Madison Area Technical College in a trustee capacity or as an agent for individuals, private organizations, other governmental units and/or other funds, e.g. Federal financial aid.

State Aid - Funds made available by the legislature for distribution to each district, based on a prescribed formula of distribution, to offset some of the instructional expenses.

Statements - Presentation of financial data which 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 Services Plan (Pillars of Promise) - Seven pillars established for student success as

follows: personal, responsibility, opportunity, membership, innovation, supportive, and environment.

STEPS - Student Transformation through Effective Practice and Systems. A multi-phase, multi-project Madison College initiative designed to bring transformational changes to student administration systems and processes that serve students, staff, and faculty.

T

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

Tax Incremental District (TID) - Actual area (parcels) designated for expansion where improvements are being made using TIF financing.

TID IN - Total equalized valuation of the taxable property in a district including the total full market value of all property within TIDs.

TID OUT - Total equalized valuation of the taxable property in a district excluding the total full market value of all property within TIDs.

Tax Incremental Finance (TIF) - An economic development program that helps promote local tax base expansion by using property tax revenues to fund site improvements to attract new development, rehabilitation/conservation, industrial, mixed-use, eliminate blight, and environmental remediation. Special statutes govern the creation of TIF districts.

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

Tuition and Fees - Revenue generated from charges to students. The WTCS Board sets statewide tuition and material fee rates.

W

Wisconsin Technical College System (WTCS) - Governs and facilitates the activities of 16 public technical colleges, which deliver the technical experts and entrepreneurs who drive economic activity in every region and sector.

Legal Description of the Madison Area Technical College District

Columbia County less the portion of the School District of Markesan; Dane County less the portion of the Barneveld School District and the Pecatonica Area School District; Jefferson County less the portion of the Oconomowoc Area School District, the Palmyra-Eagle Area School District, and the School District of Kettle Moraine; Marquette County less the portion of the School District of Princeton and the School District of Markesan; Sauk County less the portion of the School District of Hillsboro, the School District of Ithaca, and the School District of Weston; plus the portion of the School District of Wisconsin Dells in Adams County; the Columbus School District, the Randolph School District and the Watertown Unified School District in Dodge County; the School District of Belleville, the School District of New Glarus and the Oregon School District in Green County; the Wisconsin Heights School District, the Mount Horeb Area School District and the River Valley School District in Iowa County; the School District of Reedsburg, the School District of Wisconsin Dells, and the School District of Wonewoc and Union Center in Juneau County; the River Valley School District and the School District of Wonewoc and Union Center in Richland County; and the Oregon School District and the Stoughton Area School District in Rock County.

Schedule of Long-Term Obligations

Description of Bond/Note	Year	Principal	Interest	Total
General Obligation School Improvement Bonds (10 Years) issued in March 2011 to M&I Marshall & Ilsley Bank in the amount of \$12,100,000 for the financing of capital expenditures included in the Campus Master Plan:	2018-19	1,335,000	138,750	1,473,750
	2019-20	1,385,000	98,700	1,483,700
	2020-21	1,435,000	50,225	1,485,225
	Total	4,155,000	287,675	4,442,675
General Obligation School Improvement Bonds (20 Years) issued in May 2011 to Piper Jaffray & Co. in the amount of \$41,500,000 for the financing of capital expenditures included in the Campus Master Plan (the 2022-2031 maturities were refinanced in December 2017):	2018-19	1,685,000	210,200	1,895,200
	2019-20	1,750,000	142,800	1,892,800
	2020-21	1,820,000	72,800	1,892,800
	Total	5,255,000	425,800	5,680,800
General Obligation School Improvement Bonds (20 Years) issued in July 2011 to Citigroup Global Markets, Inc. in the amount of \$57,100,000 for the financing of capital expenditures included in the Campus Master Plan (the 2022-2031 maturities were refinanced in December 2017):	2018-19	3,660,000	350,600	4,010,600
	2019-20	2,910,000	204,200	3,114,200
	2020-21	2,195,000	87,800	2,282,800
	Total	8,765,000	642,600	9,407,600
General Obligation Promissory Notes (9 Years) issued in August 2011 to BOSCO, Inc. in the amount of \$7,050,000 for the purchase of equipment:	2018-19	340,000	17,000	357,000
	2019-20	340,000	8,500	348,500
	Total	680,000	25,500	705,500
General Obligation Promissory Notes (9 Years) issued in February 2012 to Piper Jaffray & Co. in the amount of \$7,050,000 for the purchase of equipment (\$5,410,000), financing of building repairs and remodeling (\$1,390,000), and site improvement projects (\$250,000):	2018-19	500,000	30,000	530,000
	2019-20	500,000	20,000	520,000
	2020-21	500,000	10,000	510,000
	Total	1,500,000	60,000	1,560,000
General Obligation Promissory Notes (7 Years) issued in June 2012 to Robert W. Baird & Co. in the amount of \$7,000,000 for the purchase of equipment:	2018-19	90,000	2,700	92,700
	Total	90,000	2,700	92,700
General Obligation Promissory Notes (9 Years) issued in August 2012 to Hutchinson Shockey Erley & Co. in the amount of \$10,500,000 for the purchase of equipment (\$9,500,000) and site improvement projects (\$1,000,000):	2018-19	250,000	18,750	268,750
	2019-20	250,000	15,000	265,000
	2020-21	500,000	10,000	510,000
	Total	1,000,000	43,750	1,043,750
General Obligation Promissory Notes (9 Years) issued in February 2013 to Janney Montgomery Scott LLC in the amount of \$10,500,000 for the purchase of equipment (\$9,000,000) and financing of building remodeling and improvement projects (\$1,500,000):	2018-19	1,290,000	68,700	1,358,700
	2019-20	500,000	30,000	530,000
	2020-21	500,000	20,000	520,000
	2021-22	500,000	10,000	510,000
	Total	2,790,000	128,700	2,918,700

Description of Bond/Note	Year	Principal	Interest	Total
General Obligation School Improvement Bonds (20 Years) issued in June 2013 in the amount of \$13,000,000 to Piper Jaffray & Co. for the financing of capital expenditures included in the Campus Master Plan:	2018-19	240,000	468,550	708,550
	2019-20	285,000	463,750	748,750
	2020-21	285,000	455,200	740,200
	2021-22	705,000	446,650	1,151,650
	2022-23	730,000	418,450	1,148,450
	2023-33	9,250,000	2,293,400	11,543,400
	Total		11,495,000	4,546,000
General Obligation Promissory Notes (10 Years) issued in September 2013 to BMO Capital Markets GKST Inc. in the amount of \$9,215,000 for the purchase of equipment (\$7,715,000) and financing of building remodeling and improvement projects (\$1,500,000):	2018-19	280,000	42,875	322,875
	2019-20	290,000	35,875	325,875
	2020-21	300,000	27,900	327,900
	2021-22	310,000	18,900	328,900
	2022-23	320,000	9,600	329,600
	Total		1,500,000	135,150
General Obligation Promissory Notes (10 Years) issued in January 2014 in the amount of \$9,285,000 to Piper Jaffray & Co. for the purchase of equipment (\$7,785,000) and financing of building remodeling and improvement projects (\$1,500,000):	2018-19	1,235,000	82,050	1,317,050
	2019-20	360,000	45,000	405,000
	2020-21	370,000	34,200	404,200
	2021-22	380,000	23,100	403,100
	2022-23	390,000	11,700	401,700
	Total		2,735,000	196,050
General Obligation Promissory Notes (10 Years) issued in June 2014 in the amount of \$2,500,000 for equipment (\$600,000), financing of building remodeling and improvement projects (\$1,500,000) and site improvement projects (\$400,000):	2018-19	240,000	43,650	283,650
	2019-20	245,000	38,850	283,850
	2020-21	250,000	31,500	281,500
	2021-22	260,000	24,000	284,000
	2022-24	540,000	24,450	564,450
	Total		1,535,000	162,450
General Obligation Promissory Notes (10 Years) issued in August 2014 in the amount of \$8,000,000 for the purchase of equipment:	2018-19	625,000	115,500	740,500
	2019-20	640,000	96,750	736,750
	2020-21	660,000	77,550	737,550
	2021-22	680,000	57,750	737,750
	2022-23	705,000	37,350	742,350
	2023-24	720,000	16,200	736,200
Total		4,030,000	401,100	4,431,100

Description of Bond/Note	Year	Principal	Interest	Total
General Obligation Promissory Notes (10 Years) issued in January 2015 in the amount of \$8,500,000 for the purchase of equipment (\$7,000,000) and financing of building remodeling and improvement projects (\$1,500,000):	2018-19	1,060,000	149,175	1,209,175
	2019-20	1,085,000	133,275	1,218,275
	2020-21	1,110,000	100,725	1,210,725
	2021-22	1,140,000	81,300	1,221,300
	2022-23	1,165,000	47,100	1,212,100
	2023-24	1,190,000	23,800	1,213,800
	Total		6,750,000	535,375
General Obligation School Improvement Bonds (18 Years) issued in June 2015 in the amount of \$10,070,000 for the financing of capital expenditures included in the Campus Master Plan:	2018-19	480,000	321,500	801,500
	2019-20	495,000	307,100	802,100
	2020-21	510,000	292,250	802,250
	2021-22	525,000	276,950	801,950
	2022-23	540,000	261,200	801,200
	2023-33	6,555,000	1,489,050	8,044,050
	Total		9,105,000	2,948,050
General Obligation Promissory Notes (4 Years) issued in October 2015 in the amount of \$4,150,000 for the purchase of equipment (\$2,650,000) and financing of building remodeling and improvement projects (\$1,500,000):	2018-19	1,035,000	52,150	1,087,150
	2019-20	1,055,000	21,100	1,076,100
	Total		2,090,000	73,250
General Obligation Promissory Notes (4 Years) issued in January 2016 in the amount of \$4,150,000 for the purchase of equipment (\$2,650,000) and financing of building remodeling and improvement projects (\$1,500,000):	2018-19	1,560,000	63,000	1,623,000
	2019-20	1,590,000	31,800	1,621,800
	Total		3,150,000	94,800
General Obligation Promissory Notes (5 Years) issued in February 2016 in the amount of \$4,150,000 for the purchase of equipment:	2018-19	1,355,000	97,100	1,452,100
	2019-20	1,385,000	70,000	1,455,000
	2020-21	1,410,000	42,300	1,452,300
	Total		4,150,000	209,400
General Obligation Promissory Notes (8 Years) issued in April 2016 in the amount of \$4,100,000 for the purchase of equipment (\$2,600,000) and financing of building remodeling and improvement projects (\$1,500,000):	2018-19	-	92,550	92,550
	2019-20	-	92,550	92,550
	2020-21	1,000,000	92,550	1,092,550
	2021-22	1,010,000	72,550	1,082,550
	2022-23	1,035,000	52,350	1,087,350
	2023-24	1,055,000	31,650	1,086,650
Total		4,100,000	434,200	4,534,200

Description of Bond/Note	Year	Principal	Interest	Total
General Obligation Promissory Notes (9 Years) issued in June 2016 in the amount of \$4,100,000 for the purchase of equipment (\$2,600,000) and financing of building remodeling and improvement projects (\$1,500,000):	2018-19	-	92,400	92,400
	2019-20	-	92,400	92,400
	2020-21	-	92,400	92,400
	2021-22	1,000,000	92,400	1,092,400
	2022-23	1,010,000	72,400	1,082,400
	2023-25	2,090,000	76,175	2,166,175
	Total		4,100,000	518,175
General Obligation Promissory Notes (6 Years) issued in November 2016 in the amount of \$4,235,000 for the purchase of equipment (\$2,735,000) and financing of building remodeling and improvement projects (\$1,500,000):	2018-19	1,025,000	116,350	1,141,350
	2019-20	1,050,000	85,600	1,135,600
	2020-21	1,070,000	54,100	1,124,100
	2021-22	1,090,000	32,700	1,122,700
	Total		4,235,000	288,750
General Obligation Promissory Notes (5 Years) issued in February 2017 in the amount of \$4,235,000 for the purchase of equipment (\$2,735,000) and financing of building remodeling and improvement projects (\$1,500,000):	2018-19	1,020,000	127,050	1,147,050
	2019-20	1,045,000	96,450	1,141,450
	2020-21	1,070,000	65,100	1,135,100
	2021-22	1,100,000	33,000	1,133,000
	Total		4,235,000	321,600
General Obligation Promissory Notes (9 Years) issued in April 2017 in the amount of \$4,235,000 for the purchase of equipment (\$2,735,000) and financing of building remodeling and improvement projects (\$1,500,000):	2018-19	-	122,775	122,775
	2019-20	-	122,775	122,775
	2020-21	-	122,775	122,775
	2021-22	-	122,775	122,775
	2022-23	1,010,000	122,775	1,132,775
	2023-26	3,225,000	223,225	3,448,225
	Total		4,235,000	837,100
General Obligation Promissory Notes (9 Years) issued in June 2017 in the amount of \$4,225,000 for the purchase of equipment (\$3,620,000), financing of building remodeling and improvement projects (\$360,000), and site improvement (\$245,000):	2018-19	-	95,450	95,450
	2019-20	-	95,450	95,450
	2020-21	-	95,450	95,450
	2021-22	-	95,450	95,450
	2022-23	1,015,000	95,450	1,110,450
	2023-26	3,210,000	162,250	3,372,250
	Total		4,225,000	639,500

Description of Bond/Note	Year	Principal	Interest	Total
General Obligation Promissory Notes (3 Years) issued in August 2017 in the amount of \$8,290,000 for the purchase of equipment (\$6,790,000), financing of building remodeling and improvement projects (\$1,255,000), and site improvement (\$245,000):	2018-19	1,000,000	100,000	1,100,000
	2019-20	1,000,000	50,000	1,050,000
	Total	2,000,000	150,000	2,150,000
General Obligation Promissory Notes (7 Years) issued in November 2017 in the amount of \$8,450,000 for the purchase of equipment (\$6,970,000) and financing of building remodeling and improvement projects (\$1,480,000):	2018-19	600,000	210,000	810,000
	2019-20	1,000,000	198,000	1,198,000
	2020-21	2,000,000	178,000	2,178,000
	2021-22	2,050,000	138,000	2,188,000
	2022-23	2,100,000	56,000	2,156,000
	2023-24	700,000	14,000	714,000
Total	8,450,000	794,000	9,244,000	
General Obligation Refunding Bonds (14 Years) issued in December 2017 in the amount of \$53,120,000 for the purpose of refinancing debt related to the financing of capital expenditures included in the Campus Master Plan:	2018-19	-	1,963,656	1,963,656
	2019-20	-	1,963,656	1,963,656
	2020-21	-	1,963,656	1,963,656
	2021-22	4,055,000	1,963,656	6,018,656
	2022-23	4,345,000	1,760,906	6,105,906
	2023-31	43,740,000	6,839,438	50,579,438
Total	52,140,000	16,454,969	68,594,969	
General Obligation Promissory Notes (9 Years) issued in April 2018 in the amount of \$8,260,000 for the purchase of equipment and other projects:	2018-19	-	175,410	175,410
	2019-20	-	227,150	227,150
	2020-21	-	227,150	227,150
	2021-22	-	227,150	227,150
	2022-23	-	227,150	227,150
	2023-27	8,260,000	601,288	8,861,288
Total	8,260,000	1,685,298	9,945,298	
General Obligation Promissory Notes (1 Year) issued in July 2018 in the amount of \$5,600,000 for the purchase of equipment and other projects:	2018-19	5,600,000	91,972	5,691,972
Total	5,600,000	91,972	5,691,972	
General Obligation Promissory Notes (3 Years) issued in September 2018 in the amount of \$5,600,000 for the purchase of equipment and other projects:	2018-19	2,625,000	66,306	2,691,306
	2019-20	1,975,000	81,813	2,056,813
	2020-21	1,000,000	27,500	1,027,500
	Total	5,600,000	175,618	5,775,618

Description of Bond/Note	Year	Principal	Interest	Total
	2018-19	-	40,211	40,211
	2019-20	-	154,000	154,000
General Obligation Promissory Notes (6 Years) issued in November 2018 in the amount of \$5,600,000 for the purchase of equipment and other projects:	2020-21	1,025,000	154,000	1,179,000
	2021-22	2,075,000	125,813	2,200,813
	2022-23	2,125,000	68,750	2,193,750
	2023-24	375,000	10,313	385,313
	Total	5,600,000	553,086	6,153,086
	2018-19	-	-	-
	2019-20	-	155,711	155,711
General Obligation Promissory Notes (7 Years) issued in February 2019 in the amount of \$5,600,000 for the purchase of equipment and other projects:	2020-21	-	154,000	154,000
	2021-22	-	154,000	154,000
	2022-23	-	154,000	154,000
	2023-26	5,600,000	301,125	5,901,125
	Total	5,600,000	918,836	6,518,836
	2018-19	-	-	-
	2019-20	-	131,328	131,328
General Obligation Promissory Notes (9 Years) issued in April 2019 in the amount of \$5,600,000 for the purchase of equipment and other projects:	2020-21	-	154,000	154,000
	2021-22	-	154,000	154,000
	2022-23	-	154,000	154,000
	2023-28	5,600,000	661,925	6,261,925
	Total	5,600,000	1,255,253	6,855,253
	2018-19	4,059	42,311	46,370
	2019-20	3,831	43,002	46,833
Lease purchase agreement with Dane County Airport for land at Truax Airpark campus: *	2020-21	3,617	43,685	47,302
	2021-22	3,414	44,361	47,775
	2022-23	3,222	45,031	48,253
	2024-32	21,974	434,602	456,576
	Total	40,117	652,992	693,109
	Grand Total	\$ 194,795,117	\$ 36,689,699	\$ 231,484,816

* Capital Lease: Effective in 1983 the District entered into a 99-year agreement with Dane County to lease land for the Truax Campus. Commencing April 1, 2033, and continuing thereafter, the District has the option to purchase the leased land at a then-calculated value equal to the original base value of \$570,000 increased at the rate of 1% per year. This lease has been accounted for as a capital lease. Payments made under terms of the lease are recorded in the Debt Service Fund.

Degree/Diploma Program and Other Instructional Offerings

Madison College is the second largest among the Wisconsin Technical College System's 16 colleges. It provides real-world smart, work-ready education through a comprehensive curriculum of technical, liberal arts and science, adult basic education and life enrichment studies and activities, as well as customized employee training. Madison College offers associate degrees, vocational diplomas and certificates, and non-degree courses in more than 140 programs of study. The college, with campuses in Madison, Fort Atkinson, Portage, Reedsburg and Watertown, serves all or parts of 12 counties located in south-central Wisconsin and offers instruction at numerous other communities in the district. The following degree, diploma, and apprenticeship programs, certificates, and other types of instructional offerings are available:

School of Academic Advancement

Two-Year Associate Degree Programs

- Individualized Technical Studies

Other Instructional Offerings

- Adult Basic Education
- Adult Secondary Education
- Developmental Education
- English as a Second Language
- High School Completion Options
- Transition Programming
- ABE/ESL Bridge to Programs

School of Applied Science, Engineering, & Technology

Cluster: Agriscience & Natural Resources

Two-Year Associate Degree Programs

- Veterinary Technician

Certificates

- Renewable Energy Certificate

Cluster: Biotechnology

Two-Year Associate Degree Programs

- Biotechnology Laboratory Technician

Certificates

- Biotechnology Post-Baccalaureate
- Biotechnology Intensive Post-Baccalaureate
- Stem Cells Technology

Embedded

- Biotechnology Laboratory Support Assistant

Cluster: Applied Engineering Technology

Two-Year Associate Degree Programs

- Architectural Studies Transfer Program
- Architectural Technology
- Civil Engineering Technology
- Electronics
- Electrical Engineering Technology
- Mechanical Design Technology

Certificates

- Electronic Assembler

Embedded

- Electronic Service Technician

Cluster: Manufacturing

Two-Year Associate Degree Programs

- AMST: Automated Manufacturing Systems Technology
- Industrial Maintenance Technician
- Technical Studies Journeywork
- Machine Tooling Technics

One-Year Technical Diploma Programs

- Industrial Mechanic – HVAC
- Industrial Maintenance Mechanic
- Machine Tooling Operations
- Metal Fabrication
- Welding

Certificates

- CNC Specialist
- Industrial Automation Post-Baccalaureate

Embedded

- Manufacturing Essentials – Industrial Maintenance Basic Electric & Fluid Power

Electrical Maintenance-Industrial Maintenance Cluster: Transportation Two-Year Associate Degree Programs

- Auto Collision Repair & Refinishing Technician
- Automotive Technician
- Automotive Technology – Comprehensive
- Diesel & Heavy Equipment Technician
- Diesel Equipment Technology
- John Deere – Ag Equipment Technology

One-Year Technical Diploma Programs

- Motorcycle, Marine & Outdoor Power Products
- Auto Collision Repair & Refinishing Technician

Cluster: Construction

One-Year Technical Diploma Programs

- Cabinetmaking and Millwork
- Construction and Remodeling

Embedded

- Carpentry Techniques
- Construction Essentials

Apprenticeships

- Bricklaying
- Carpentry
- Electrician (JAC & ABC)
- Environmental Service Technician/HVAC Installer Technician
- Industrial (Maintenance) Electrician
- Injection Molding (plastic)
- Ironworking
- Machinist
- Maintenance Mechanic/Millwright
- Painter and Decorator
- Plumbing (JAC & ABC)
- Sheet Metal
- Steamfitter
- Tool and Die
- Voice Data and Video

School of Arts and Sciences

Two-Year Associate Degree Programs Liberal Arts Transfer

- Associate Degree – Arts
- Associate Degree – Science

- Associate Degree – Engineering

Certificates

- Ethnic Studies
- Journalism
- Global Studies
- Gender and Women's Studies

Other Instructional Offerings

- Honors Program
- General Education

School of Business and Applied Arts

Cluster: Accounting & Finance

Two-Year Associate Degree Programs

- Accounting
- Business Management
- Finance
- Human Resource Management

One-Year Technical Diploma Programs

- Accounting Assistant
- General Accountancy
- Human Resources & Payroll Generalist
- Management Trainee

Certificates

- Human Resources
- Human Resources Assistant Pathway

Cluster: Applied Arts

Two-Year Associate Degree Programs

- Animation
- Graphic Design
- Interior Design
- Photography
- Visual Communications
- Web & Digital Media Design

One-Year Technical Diploma Programs

- 3D Arts

Certificates

- Video Production Certificate
- Web Page Design Certificate

Other Instructional Offerings

- College Transfer Art

Cluster: Business & Marketing

Two-Year Associate Degree Programs

- Fashion Marketing
- Marketing
- Paralegal

One-Year Technical Diploma Programs

- Marketing-Social Media
- Small Business Entrepreneurship
- Paralegal Post-Baccalaureate
- Digital Marketing

Certificates

- Customer Service Representative Pathway
- Managing a Multicultural Workforce
- Risk Management & Insurance
- Real Estate Sales
- Retail Management
- Sales Academy
- Social Media
- Facilities Management
- Business Plan
- Entrepreneurship

Cluster: Hospitality

Two-Year Associate Degree Programs

- Culinary Arts
- Hospitality Management
- Meeting & Event Management
- Recreation Management

One-Year Technical Diploma Programs

- Baking & Decorative Arts
- Cosmetology
- Culinary Production Specialist
- Sustainable Farm to Table: Modern Meat Production
- Hospitality Specialist

Less-Than-One-Year Technical Diploma

- Hospitality Assistant
- Fitness & Wellness Specialist
- Agriculture Systems Management

Apprenticeship Programs

- Cosmetology

Certificates

- Meeting and Events Management for the Administrative Professional
- Culinary Specialist Pathway

Cluster: Business Technology

Two-Year Associate Degree Programs

- Administrative Professional
- Court Reporting
- Medical Administrative Specialist

One-Year Technical Diploma Programs

- Office Assistant
- Microsoft Office
- Healthcare Receptionist
- Medical Billing Specialist

Certificates

- Project Management Certificate for the Office Professional
- Microsoft® Office Certificate - Core

Cluster: Information Technology

Two-Year Associate Degree Programs

- IT-Cloud Support Associate
- IT-Mobile Applications Developer
- IT-Network Security Specialist
- IT-Network Specialist
- IT-Systems Administration Specialist
- IT-Web Software Developer

One-Year Technical Diploma Programs

- IT-Desktop Support Technician
- IT-Fundamentals of Network Security
- IT-Networking Systems Technician
- IT-Web Programmer
- IT-Mobile Programmer

IT Certificates

- Android Applications Development
- Cisco Certified Networking Associate
- Cisco Certified Entry Networking Technician
- CompTia A+ Computer Essentials
- HDI Customer Support Center Analyst
- iOS Applications Development
- Java Professional Development
- LAMP Open Source Development
- Microsoft Technologies

- Microsoft® Visual Studio.NET
- PHP Professional Web Developer
- VMware Certified Professional

School of Health Education

Cluster: Health-Related Programs

Two-Year Associate Degree Programs

- Medical Laboratory Technician
- Dental Hygienist
- Occupational Therapy Assistant
- Physical Therapist Assistant
- Radiography
- Respiratory Therapist

One-Year Technical Diploma Programs

- Medical Assistant
- Medical Coding Specialist
- Optometric Technician
- Surgical Technologist

Less-Than-One-Year Technical Diploma

- Dental Assistant
- Therapeutic Massage

Certificates

- Clinical Ophthalmic Assistant
- Phlebotomy Training
- Healthcare Administrative & Insurance

Cluster: Nursing

Two-Year Associate Degree Programs

- Associate Degree Nursing

Less-Than-One-Year Technical Diploma

- Nursing Assistant

Other Instructional Offerings

- Nursing Completion LPN to ADN
- Paramedic to ADN

Cluster: Safety Education

Other Instructional Offerings

- Group Dynamics
- Multiple Offender
- Responsible Beverage Server
- Traffic Safety

School of Human and Protective Services

Cluster: Education

Two-Year Associate Degree Programs

- Early Childhood Education

One-Year Technical Diploma Programs

- Child Care Services

Certificates

- Early Childhood Education Entry Level Provider
- Early Childhood Education Infant & Toddler
- Early Childhood Education Preschool

Advanced Technical Certificates

- Intro to the Instructional Assistant Career
- Supporting Children's Learning

Cluster: Emergency Medical Services

Two-Year Associate Degree Programs

- Paramedic Technician

One-Year Technical Diploma

- Paramedic

Less-Than-One-Year Technical Diploma

- Emergency Medical Technician

Cluster: Human Services

Two-Year Associate Degree Programs

- Human Services Associate

Less-Than-One-Year Technical Diploma

- Addiction Studies

Cluster: Protective Services

Two-Year Associate Degree Programs

- Criminal Justice – Law Enforcement
- Fire Protection Technician

Less-Than-One-Year Technical Diploma

- Criminal Justice – Law Enforcement Academy
- Fire Service Certification

Certificates

- Jail Officer

Other Instructional Offerings

- CPR
- Early Childhood Education NonDegree

- Emergency Medical Services
- Fire Training
- Law Enforcement Specialized Training
- Motorcycle Training
- Van Driver Training

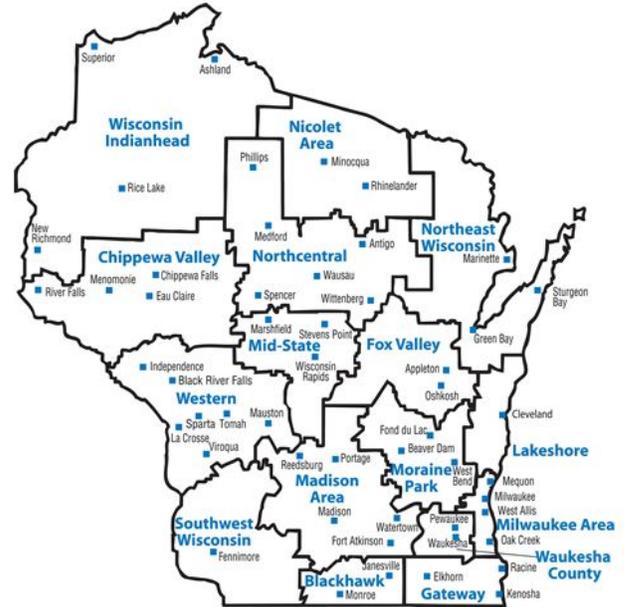
Madison College District

The Madison College District includes most of Columbia County, Dane County, Jefferson County, Marquette County, Sauk County, and specific school districts in Adams County, Dodge County, Green County, Iowa County, Juneau County, Richland County, and Rock County.



Map of the Wisconsin Technical College System

Madison Area Technical College is one of 16 districts in the Wisconsin Technical College System.



Madison College Locations

District-wide locations in make it easy for students to access educational opportunities.

Truax

1701 Wright Street
Madison, WI 53704

Commercial Avenue Education Center

2125 Commercial Avenue
Madison, WI 53704

Downtown Education Center

211 North Carroll Street
Madison, WI 53703

Emergency Vehicle Operating Course

W2140 Krause Road
Columbus, WI 53925

Goodman South Madison

801 West Badger Road
Madison, WI 53713

South Madison (Villager Mall)

2238 South Park Street
Madison, WI 53713

Fort Atkinson

827 Banker Road
Fort Atkinson, WI 53538

Portage

330 Collins Street
Portage, WI 53901

Reedsburg

300 Alexander Avenue
Reedsburg, WI 53959

Watertown

1300 West Main Street
Watertown, WI 53098

West Madison

8017 Excelsior Drive

Madison, WI 53717