

ANCHORAGE SCHOOL DISTRICT OVERVIEW

ANCHORAGE SCHOOL BOARD

The seven-member School Board determines policy to guide the District. Elected each year for overlapping terms, each member serves for three years. The School Board has regularly scheduled meetings on the second and fourth Monday of each month at 6:30 p.m. School Board work sessions are scheduled on the third Monday of each month at 6:30 p.m.

Meeting agendas are published in the newspaper and are posted on the District Web site, www.asdk12.org. The District's cable channel 14 broadcasts School Board meetings and features an educational bulletin board for announcing District activities.

COMMUNITY INVOLVEMENT

There are many ways for parents and community members to become involved in their children's education and in lifelong learning.

Minority Education Concerns Committee (MECC) is composed of nine community members who represent the diverse ethnic and racial backgrounds of students. This committee provides citizens a forum to discuss issues concerning the education of minority students and it advises the School Board on minority education issues.

PTA is an organization of parents, teachers and community members. Its goal is to improve education for all children. Each elementary school and most secondary schools have PTAs. Collectively they form the Anchorage Council of PTA.

Special Education Advisory Committee (SEAC) provides support and advice to the District on the issues and solutions for programs designed to meet the special needs of students.

Other Districtwide advisory committees, focusing on Bilingual, Native, Multicultural, Title I, Gifted, Special Education, Secondary Education programs and other concerns, are additional means through which the District receives information.

Volunteers, such as parents, senior citizens and other community members, help in school classrooms, playgrounds, libraries and offices. Additionally, businesses and organizations provide field trip sites and personnel to serve as classroom discussion leaders and cultural arts performers. Last year, the District's Community Resources office received 5,439 requests for activities.

Community Education provides a comprehensive delivery of more than 3,000 programs for the educational, cultural and recreational needs of students and community members Districtwide. There are Community Education offices in

12 elementary schools and one middle school. Each community school is staffed with a coordinator who works with volunteers throughout the city. The following six components of community education are provided Districtwide: K-12 enrichment of the classroom curriculum, interagency cooperation, community development, activities for youth and families, activities for adults and facility utilization. Community Education also coordinates the federally funded 21st Century Community Learning Centers at five middle schools and 17 elementary schools.

School Business Partnerships offer opportunities for students and teachers to form partnerships with businesses and community agencies. Partnerships enhance students' experiences and provide more knowledgeable employees and consumers.

SCHOOL USE BY COMMUNITY

Community Services/Rentals annually schedules more than 200,000 afternoon and weekend activities for about 1,000 community groups. Primary user groups include: Municipality of Anchorage, Sports and Recreation Department; Chinese, Japanese and Korean schools; Boy Scouts and Girl Scouts; Community Councils; Campfire; PTA Council; YMCA; University of Alaska Anchorage; and multiple youth sports associations.

STANDARD SCHOOL PROGRAM

Elementary schools provide the initial school experience for children in kindergarten through sixth grade. Each child receives instruction in reading, math, language arts, social studies, science, art, music, physical education, health, safety and library skills.

Students develop the ability to read with understanding, write legibly, use correct grammar, spell accurately, and solve math problems quickly and correctly. In addition, children learn to plan and complete assigned tasks, develop good work habits, respect authority, honor our country, keep themselves healthy, recognize and appreciate beauty in art and music, develop a continuing interest in self-improvement and develop an optimistic approach to the future.

The middle school (7-8) and high school (9-12) programs teach students to think critically and act effectively through mastery of basic skills. The programs help students develop intellectually, emotionally, morally and socially so that everyday problems can be tackled and solved. Students develop a healthy mind and body. The program also provides entry level vocational training as well as academic preparation for college.

The District's graduation requirements are as follows:

	Total Credits Required	22.5 Credits		
Language Arts	4 credits	Science	3 credits	
Social Studies	4 credits	PE/Health	1.5 credits	
Mathematics	2.5 credits	Electives	7.5 credits	

EDUCATIONAL ALTERNATIVES AND SPECIALIZED PROGRAMS

Students have varying needs and some learn better in an environment different from that at a standard elementary school, middle school or high school. The District offers many alternative schools and specialized programs that better meet the learning needs of students.

ABC Schools exist at Birchwood ABC and Northern Lights ABC schools. These schools are highly structured and dedicated to academic excellence. ABC schools seek to build within each child a sense of responsibility, patriotism, citizenship, confidence, pride in accomplishment and a positive self-image through proven academic achievement. To do this, ABC schools provide the quiet and orderly environment many children need in order to learn through a positive, firm, and consistent code of conduct. ABC schools also are committed to the arts, music, drama, athletics and student government.

Optional Programs exist at Willard L. Bowman, Chinook, Chugach, Eagle River and Susitna elementary schools, Steller Secondary and Polaris K-12. Optional programs are primarily child-centered, emphasizing the physical, emotional and academic development of the individual child. Students of different ages are combined in multi-grade classrooms to work and learn together. Students are responsible for directing some aspects of their learning. This self-direction varies, depending on how much responsibility the student can assume. The optional method of instruction focuses on the experience approach to learning.

Montessori Program is offered at Denali Elementary School. Students in kindergarten through grade 6 learn in an open classroom stressing individualized learning in a specially prepared environment using materials that are based on students' developmental stages. Children progress at a rate appropriate to each one's ability and level of achievement. Direct instruction is given in individual and small group settings. Cooperative learning and peer coaching are integral parts of the program.

Language Immersion Programs are offered at Sand Lake, Chugiak and Government Hill elementary schools. Students in grades 1 through 6 at Sand Lake are taught mathematics, science, social studies and health in Japanese. Students in kindergarten through fifth-grade at Chugiak are taught the same subjects in Spanish. A Spanish two-way partial immersion program is located at Government Hill Elementary School in grades K-6. In the two-way model, 50 percent of the students are native Spanish speakers and the other 50 percent are English speakers desiring to learn Spanish.

Schools-Within-A-School

Romig Middle School SWS and East High School SWS offer individualized self-pacing instruction to students in grades 7 and 8 at Romig and grades 9 through 12 at East. The program emphasizes student responsibility and productivity. Students earn credit in a number of ways, including traditional classwork, independent studies or small group research.

Elitnaurvik-Within-East (EWE) at East High School and Kanakugaq program at West High are designed to emphasize the Alaska Native culture. These programs are open to all students. The primary emphasis of EWE and Kanakugaq is improving academic performance, attendance, cultural identification and family outreach.

The West High School Through the Arts program focuses on the synthesis of three disciplines: visual and performing arts, English and history. A cross-curricular team approach is used to facilitate student learning in all three areas.

The Seminar School at Service High follows the principles of Socratic questioning and the examination of great works of writing. A complete language arts and social studies curriculum is offered.

The Humanities Interdisciplinary Program at Bartlett High focuses on language arts and social studies, and uses a quarterly theme approach. A Paideia seminar is integrated into each theme.

A.V.A.I.L. is designed for students who have previously dropped out of school and desire to return to school. The program is a partnership with the business community and places high emphasis on basic educational and employment skills. To be eligible, a student must be between the ages of 15 ½ and 19 and have been out of school for one whole semester.

S.A.V.E. and Benny Benson, programs for potential high school dropouts, combine work experience with regular high school classes. Students, 9th-through 12th-grades, earn credit upon completion of contracts with teachers.

SEARCH is an individualized program designed for 13- to 15-year-old students who have experienced academic, attendance and/or discipline problems in a regular school setting. It provides opportunities for both personal and academic growth in a highly structured environment.

Martin Luther King Jr. Career Center offers high school students, 10th-through 12th-grades, vocational training in 26 occupations.

Slingerland Multi-Sensory Language Arts Program is designed for elementary school, middle school and high school students who perform below expectations in any of the language arts areas such as written or oral communication, spelling, handwriting or reading. Special teaching methods are used in the classroom with the appropriate grade-level curriculum materials.

The **Gifted Program** provides enrichment and acceleration for children in pre-school through grade 12. This program develops higher-level thinking, cre-

ative problem solving and decision making abilities.

Special Education offers a full range of educational services for disabled students from ages 3 through 21. Special Education includes tutoring, basic classes, social awareness and some vocational training. Individual special education programs are cooperatively developed by a child study team which includes parents, teachers and, when appropriate, other specialists. These teams make every effort to provide the appropriate special education program to children in a setting as close to the regular classroom as possible. Related services such as speech therapy, physical and occupational therapy are available.

Indian Education meets educational and cultural needs of Alaska Native and American Indian students. **Bilingual Education** aids students whose first language is not English. **Title I** provides economically disadvantaged students with more help in the mastery of basic skills. **Migrant Education** provides services to meet the special needs of children whose education may have been affected by a lack of continuity.

Charter schools are non-sectarian, public schools that operate within the District under contract with the School Board. Any person, group or organization may apply to the School Board to operate a charter school; however, by statute, no more than 10 charter schools may operate in the District at any one time. Charter schools offer alternative teaching methods or curriculum and more independence than regular public schools. Three charter schools are currently operating: Aquarian K-6, Family Partnership K-12, Village K-8.

PROFILE OF PERFORMANCE

Each year, the District's Assessment and Evaluation department prepares a report of student performance for the School Board and community. Copies of the document may be obtained from the Public Affairs office.

Attendance

The overall attendance was 93.2 percent during 2001-02. Attendance in Anchorage schools has been about 93 percent for the past several years.

Drop Out Rate

For each of the past five years, about 3 percent of Anchorage students have left school during the school term with their last known intention being to "dropout." The figure for 2001-02 was 3 percent.

Grades

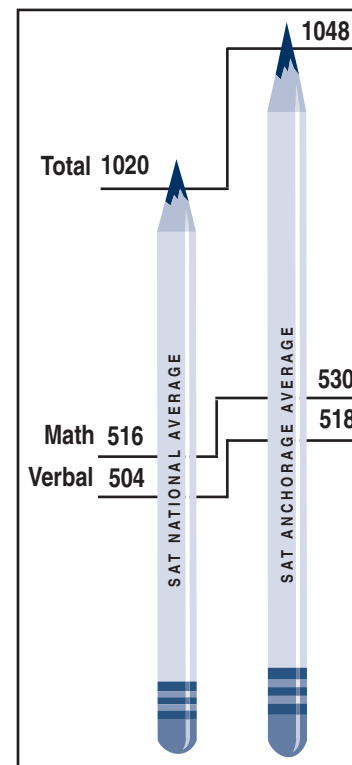
Students are graded on a four point scale with a 2.0 grade point average being the equivalent of a "C" average. The grade point average for students in grades 9-12 during 2001-02 was 2.4, or "C+." About 55 percent of all grades given in high schools were "A" or "B."

TEST RESULTS

College Entrance Exams

In 2001-02, our students' average scores on the SAT and ACT college entrance exams continued to be above the national averages.

Scholastic Achievement Test

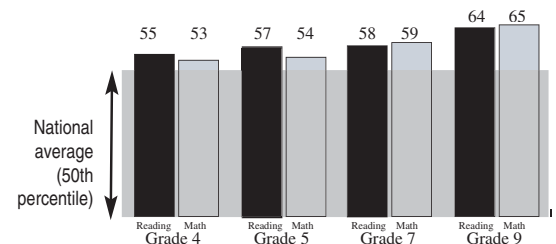


American College Test

	Nation	Anchorage
Math	20.6	23.5
English	20.2	21.8
Reading	21.1	23.6
Science	20.8	22.6
Composite	20.8	23.0

2001-02 Norm-Referenced Achievement Tests

Students in grades 4, 5, 7 and 9 took the norm-referenced TerraNova/CAT 6 tests. Students continue to score above the national average of 50.



DID YOU KNOW?

- The average ASD scores on the state benchmark tests and the Alaska High School Graduation Qualifying Exam are better than the Alaska state averages.
- High school students took 2,284 Advanced Placement tests in 2001-02, and 73 percent of the students scored high enough to qualify for college and university credit.

FINANCIAL OUTLOOK

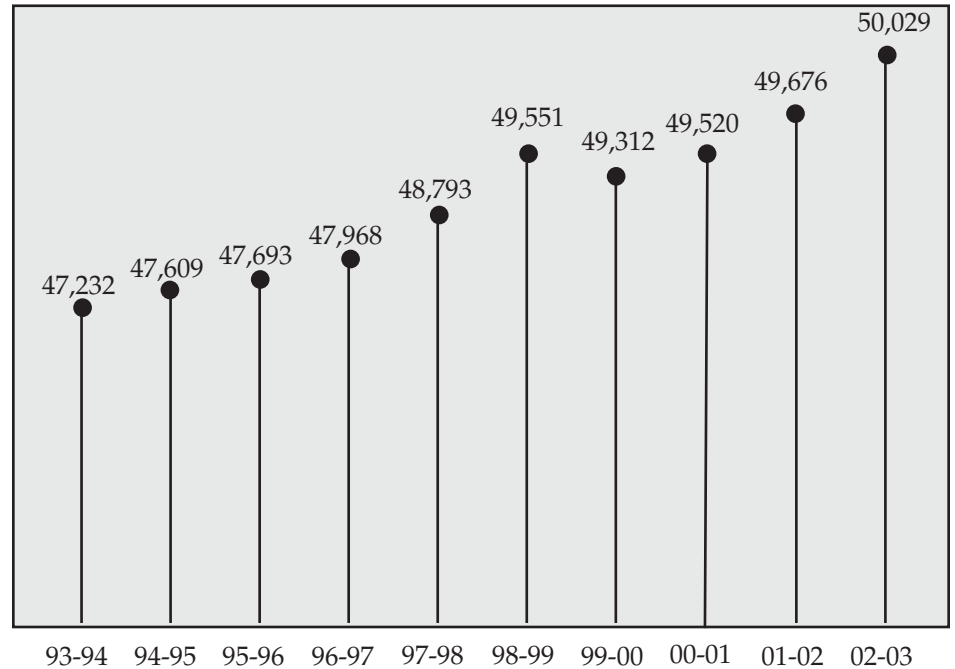
In fiscal year 2003-04, the District is budgeted to receive approximately 61.5 percent of its General Fund revenues from the State of Alaska. The largest single revenue source to the District from the State is the Alaska Public School Funding Program. This program is expected to provide 53.2 percent of the District's General Fund revenues for fiscal year 2003-04. Revenue from this program is received based on the number of students enrolled in the District and the type of educational services they receive.

The District is obligated to comply with government mandates created to ensure that all children receive a quality education in facilities that are safe and accessible. It is possible that additional Federal and State mandates may not include corresponding governmental funding.

Local property taxes provide the other major revenue source for the District. Under the tax limitation provision included in the Anchorage Municipal Charter, the amount that local taxes may be increased for general government and school purposes is primarily limited to increases for inflation, population growth and new construction, except for specific exclusions to pay debt service and judgments. The rate of taxation for school purposes is projected at 7.62 mills, based on 100 percent of taxable property values.

The District and the Anchorage community must continue to work together to secure the appropriate level of federal, state and local funds needed to ensure that the quality of instructional programs and services meet the needs of all our students.

ENROLLMENT 1993-94 THROUGH 2002-03



ANCHORAGE SCHOOL DISTRICT MISSION AND GOALS

MISSION

The mission of the Anchorage School District is to educate all students for success in life.

Ongoing Overall Goals

Increase student **academic achievement** using data to guide adoption of curriculum, methods, materials, and professional development specifically designed to ensure that each group as designated by No Child Left Behind and the Quality Schools Initiative makes adequate yearly progress.

Establish and maintain a **supportive and effective learning environment** by providing safe, caring, barrier-free schools; promoting health and wellness; continuing to retain, recruit and train highly qualified staff; challenging each student academically; maximizing opportunities for lifelong learning; offering extracurricular activities; and collaborating with other community agencies where appropriate.

Ensure **public accountability** through continued participation in the State and Federal required testing programs; continued preparation and publication of the Profile of Performance, budget basics, and budget and bond summaries; effective consultation with community to ensure wise use of financial resources and responsible construction and maintenance of facilities; and effective communication with students, staff, parents, community and government at all levels.

Measurable Achievement Goals

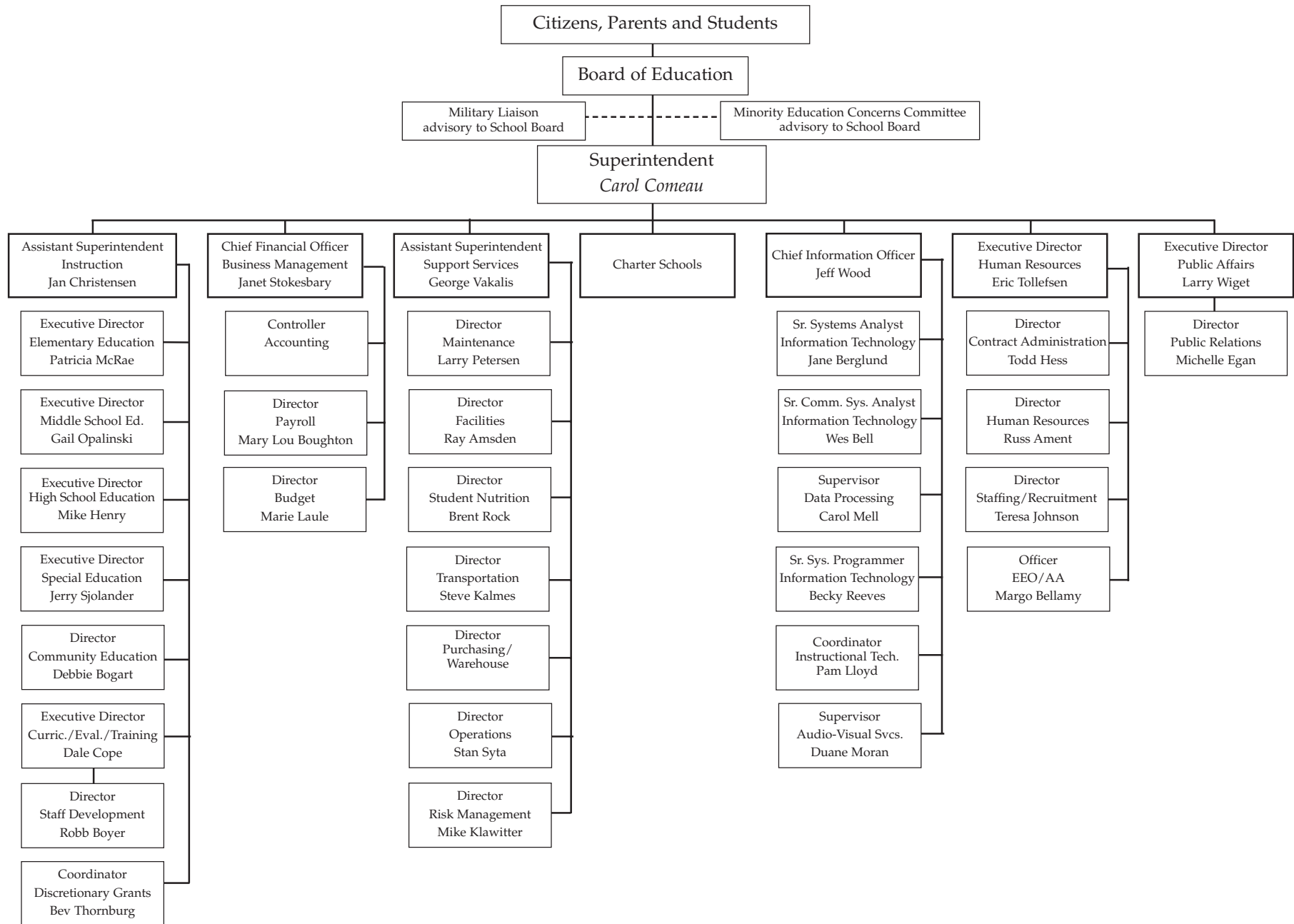
We, the Anchorage School Board, Superintendent and District staff commit that:

1. Students will demonstrate increased academic achievement as indicated by improved performance on State and District measures of academic performance. Each student group will make adequate yearly progress toward meeting Anchorage and State Benchmarks for reading, writing, and math. Performance will be assessed on:
 - a. Alaska Benchmark Exams (Grades 3, 6, 8)
 - b. Terra Nova Basic Skills Exams (Grades 4, 5, 7, and 9)
 - c. Alaska High School Graduation Qualifying ExamThese various assessments will provide information on the status of student group performance at grade levels three through ten.

2. A higher percentage of students in each group will master basic skills and strategies to read independently by the end of the third grade as indicated by:
 - a. Meeting the Alaska standard for performance on the grade three Alaska Benchmark Reading Exam
 - b. Teacher diagnosis of student needs through teacher pre and post assessments using a variety of measures as well as teacher observation and judgment.
3. A higher percentage of students in each group will demonstrate a high level of math skills and a lower percentage will demonstrate a deficient level of math skills at the end of each grade level in grades three through ten. Performance will be assessed based on:
 - a. The percentage of students in each group who meet State standards in mathematics as indicated on Alaska Benchmark Examinations, Terra Nova, and the Alaska High School Graduation Qualifying Exam will increase.
 - b. The percentage of students in each group who successfully complete Algebra I in grade eight, Geometry in grade nine, and Algebra II in grade 10 will increase. Grades earned in each class will also be reported.
 - c. Successful completion by students in Algebra classes for each middle and high school will be reported by student grade level.
4. There will be a decrease in the dropout rate of middle and high school students as compared to the 2001-2002 school year.
5. There will be an increase in the number of students scheduled to take AP courses for the 2003-2004 school year. Counselors will review students' PSAT data as one criterion determining possible students for AP courses.

ANCHORAGE SCHOOL DISTRICT ORGANIZATIONAL CHART

JANUARY 2003



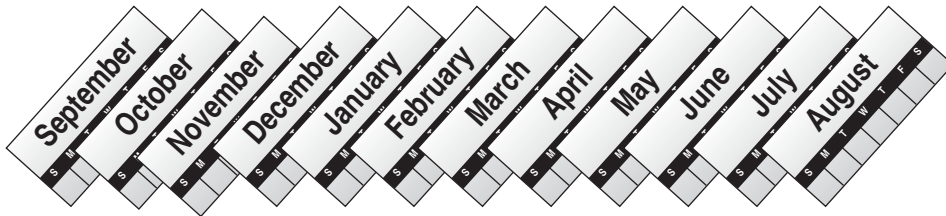
FINANCIAL PLANNING AND BUDGET DEVELOPMENT CALENDAR

YOU ARE INVITED TO PARTICIPATE

We encourage you to become involved in the annual budget development process. Community members' suggestions and input add much to the decision making processes. Parents, other community members, staff members, and students may become involved in a number of ways.

PTAs work closely with principals. Advisory groups and committees focus on a number of common concerns and interests. Many of these committees make budget development suggestions and recommendations. The School Board conducts public hearings in January during which the budget recommendations are reviewed and discussed in detail. Public testimony at these meetings is very important and strongly encouraged. The budget hearings also are cablecast on Channel 14.

If you would like more information on how to provide suggestions or to contact the groups which are currently working with the School District, please feel free to directly contact the principal of your neighborhood school. You also may call the Public Affairs office at 742-4153 for additional information and the contact telephone numbers for any of the groups in which you may be interested.



SEPTEMBER

1. Prepare initial revenue and expenditure projections for the next fiscal year.
 - Prepare local, state and federal revenue projections.
 - Prepare annual expenditure projections for the various District operating funds.
2. Prepare enrollment projections for the next fiscal year.
 - Enrollment is based on September 30 as the baseline date and other available demographic information.
3. Identify financial planning options to present to School Board for its consideration.
4. Prepare first drafts of budget development/request instructions and forms to be used by schools and departments.

OCTOBER

1. Notify schools of their combined supplies and equipment funding allocation which is based on each school's projected enrollment for the next fiscal year.
2. Distribute budget development packages and District consolidated purchasing catalogs (List Item Catalog) to schools and departments.
3. Schools and departments begin their annual budget development process.
 - Principals meet with staff/parents/PTA members.
 - Decisions are made as to appropriate use of allocated funds for supplies and equipment.
 - Decisions/consensus arrived at as to requests for new programs, revisions to program delivery, and identification of student educational needs. Principals are the key information resource and decision makers.
4. Principals complete budget development forms and place supply orders using the District consolidated purchasing catalog.

NOVEMBER

1. School Board memorandum prepared and decisions are made on budget development guidelines. Memo explains revenue expectations, expenditure projections and budget development recommendations, including total budget projected for planning purposes.
2. Revise budget development request forms and instructions consistent with School Board financial planning guidelines provided during work session.
3. Budget conferences for every school and department in the District are scheduled and held.
 - Schools - Review budgets for accuracy and completeness since the combined supply and equipment allocated amount per student is enrollment based.
 - Departments - Review, discuss, and decide levels of funding for personnel staffing, supplies, equipment, contracted services and non-position personnel costs.
4. Further discussion and consideration of recommendations for changes or improvements to the educational program and classroom resources in the schools. Input gathered from principals to identify trends and common concerns/needs to be addressed.

DECEMBER

1. Budget department compiles budget requests; computes/projects individual departmental and school costs; and prepares the first draft of each organizational budget.
2. Budget department uses current and projected salaries, expected rates for payroll taxes, employee retirement, medical costs and other benefits, etc.
3. Budget department reviews suggestions and school/department input of program revisions to consider if funds are available and reductions to consider/prioritize if reductions are necessary.
4. Budget is summarized in total. Expenditures by area are totaled. Revenue projections are revised based on individual consideration of each revenue source. Estimation of amount of additional funds needed for next fiscal year.
5. Superintendent/administrative review of first draft of completed budget document. Budget-by-budget review of intended staffing and expenditure levels. Focus is on providing a good educational program within available revenues.
6. School and departmental recommendations previously prepared are reviewed, considered and incorporated to the extent considered appropriate.
7. Revenue projections even in December - March remain very uncertain. This requires careful weighing of options and conservative planning to respond as needed within the available revenues.
8. Following Superintendent/administrative review, the budgets are put in the format of the Preliminary Financial Plan, the first of three published budget versions. Revenues and projected expenditures are updated as new information is obtained.
9. Budget hearing exhibits by department and division are prepared. Presentation materials for financial planning are prepared.

JANUARY

1. Present Preliminary Financial Plan and administrative recommendations to the School Board.
2. Conduct a series of public hearings on the instructional and departmental budgets. Receive and consider public testimony and recommendations.

3. School Board considers testimony, weighs alternatives, accepts and/or modifies administrative recommendations, and votes on proposed changes.

FEBRUARY

1. Revise each budget as necessary to reflect School Board approved changes.
2. Revise any expenditures, if necessary, to reflect changes in rates and further financial development information, including legislation and announced or expected funding source changes.
3. Recompile and complete budget document in the format of the Proposed Financial Plan. Submit to Anchorage Assembly for its review, approval and appropriation. Budget is to be submitted at least 120 days prior to start of next fiscal year.

MARCH

1. Anchorage Assembly public hearings will be held to review and discuss the budget and the related local tax request, and to consider the total budget funding request.
2. Assembly decides the amount of local taxes to be available for K-12 education.
3. State legislative activities monitored to assist in projections of available state funding.

APRIL-JUNE

1. State legislative activities continue to be monitored, if necessary, to assist in projection of available state funding.
2. School Board meeting and public hearings(s) are held to consider any further reductions which may be necessary.
3. Preparation/revision of individual school/department budgets to reflect any Assembly funding reductions and/or changes in state revenue projections based on legislature/governor actions.
4. Advance preparation for the next fiscal year's budgeting process.

JULY-AUGUST

1. Revisions and final changes are made to the budget document. Incorporation of revisions, if necessary, for adjustments in state funding.
2. Input of the budget into District's accounting system.
3. Adopted Financial Plan published.
4. Continued preparation for the next fiscal year budgeting process.

SUMMARY OF MAJOR BUDGET CONSIDERATIONS

STUDENT ENROLLMENT PROJECTIONS FY 2003-2004

ENROLLMENT FORECASTING CONSIDERATIONS

The FY 2003-04 Financial Plan was developed based on an enrollment projection of 50,222 students. For budget planning purposes, this number is converted to 49,926 students on a full time equivalent (FTE) basis. The projected enrollment is an increase of 193 students; the previous year's actual enrollment on September 30 was 50,029.

FORECASTING METHODS

The principal method used in enrollment forecasting is known as the cohort-survival technique. The basic technique requires calculating the ratio of the number of students in one grade in one year compared to the number of students who "survive" the year and enroll in the next grade the following year. This survival rate is calculated treating the student body in an aggregate fashion using historical enrollment data. It is affected by such factors as school promotion, net migration and withdrawal rates. All of these factors are included in the term "survival" as it is used in this context.

Fluctuations in the data from year to year create a pattern from which an average survival rate from grade to grade can be calculated to project future student enrollment. For example, if over a period of several years, an average of 96 percent of the enrollment in grade 3 goes on to grade 4, and if 1,000 children were to be now enrolled in grade 3, then next year's grade 4 membership may be estimated at 96 percent of 1,000 or 960 students.

A total of 12 average rates of survival are calculated for this District which has 13 grades (kindergarten is considered to be a grade). These rates are then applied to present student membership and used to project membership levels for each succeeding year. Thus, if the average survival rate from grade 4 (with its 960 students) to grade 5 is 1.10, then for the second projected year the estimate for grade 5 is 1.10 of 960, or 1,056 students.

The forecast for entry level kindergarten is derived from multiple regression runs using residential birth data from five years earlier in conjunction with several indicators of net migration.

FACTORS AFFECTING FORECASTS

Large seasonal and long-range migration inflows and outflows make forecasting the size of the future student population of the Anchorage School District very difficult. Economic factors are also very important. For example, the size and growth rates of the student population would be markedly affected by the construction of the natural gas pipeline or the relocation of offices outside of Anchorage by one of the major oil companies operating here. The enrollment projections contained in this document do not assume that any major events of this nature will occur this year.

Fall Membership Projections for September 30, 2003

	<u>Students</u>	<u>FTE</u>	<u>Percent</u>
Half-Day Kindergarten (A)	72	36	.07%
Full-Day Kindergarten	3,467	3,467	6.90
Grades 1-6	<u>22,760</u>	<u>22,760</u>	<u>45.59</u>
Elementary (K-6)	26,299	26,263	52.56
Grades 7-8	8,222	8,222	16.47
Grades 9-12	<u>14,413</u>	<u>14,413</u>	<u>28.87</u>
Secondary (7-12)	22,635	22,635	45.34
Special Education (B)	<u>1,288</u>	<u>1,028</u>	<u>2.1</u>
TOTAL	<u>50,222</u>	<u>49,926</u>	<u>100.00%</u>

(A) FTE means Full Time Equivalent which includes half-day kindergarten students and pre-school children at one-half which is consistent with their program.

(B) Includes only those students requiring the highest level of services and self-contained students. Special Education programs plan to serve more than 9,000 students in FY 2003-04.

REVENUES AND EXPENDITURES

STATE REVENUE

The Alaska Public School Funding Program is the District's most significant individual revenue source. For FY 2003-04 the revenue is projected to provide \$196,680,377 or 53.2 percent, of General Fund revenues. The Foundation Program formula incorporates school district cost factors (reviewed biannually by the Department of Education), provides quality grants and a base student allocation of \$4,010 per Average Daily Membership (ADM).

Alaska Public School Funding Program				
	2002-03 Projected	2003-04 Projected	Increase (Decrease)	%
General Fund Revenue	\$200,595,696	\$196,680,377	(\$3,915,319)	(1.95%)
Amount per student (FTE)	\$4,031	\$3,939	(\$92)	(2.28%)

The Funding Program funding is based on the projected ADM in each school, including factors for correspondence students and special education. This is then multiplied by \$4,010 to determine the district's "basic need." The required local portion and part of the federal impact aid revenue is subtracted from the basic need to determine the eligible funding amount. The Foundation formula defines the local portion as being the lesser of 45 percent of the basic need, or 4 mills times half of the State's assessed valuation increase of local real estate, inventory and other taxed property over the prior year. The required local portion of \$69,729,060 for next year is based on the state's Anchorage area assessed valuation of \$17.4 billion. For purposes of this computation the assessed value to be used is the amount certified by the State Community and Regional Affairs office as of the valuation date of January 1, 2002.

The Funding Program funding needs to keep pace with increases in the Consumer Price Index (CPI) because the costs to provide a quality level of educational services by school districts across the state also increase annually.

In FY 2002-03 the State provided \$8,726,028 in Learning Opportunity Grants. For FY 2003-04, the District will receive \$8,711,750.

LOCAL REVENUE

The local municipal tax contribution is the second largest General Fund funding source. For FY 2003-04, the local municipal tax contribution is \$120,948,393 which will provide 32.7 percent of the General Fund revenues.

Since 1994, the property tax mill rate for the General Fund and Debt Service Fund has ranged from a combined low of 6.46 mills in 1994 to a high of 8.20 mills in 2001. The 2003 General Fund mill rate is 6.27 and the Debt Service Fund mill rate is 1.35 for a combined total of 7.62 mills. The areawide assessed valuation of property increased by \$1 billion to \$18.8 billion, an increase of 5.3 percent.

Local Property Taxes				
	2002-03 Projected	2003-04 Projected	Increase	%
General Fund Local Tax Contribution	\$114,373,207	\$120,948,393	\$6,575,186	5.75%
Taxes Per Student (FTE)	\$2,288	\$2,408	\$120	5.24%

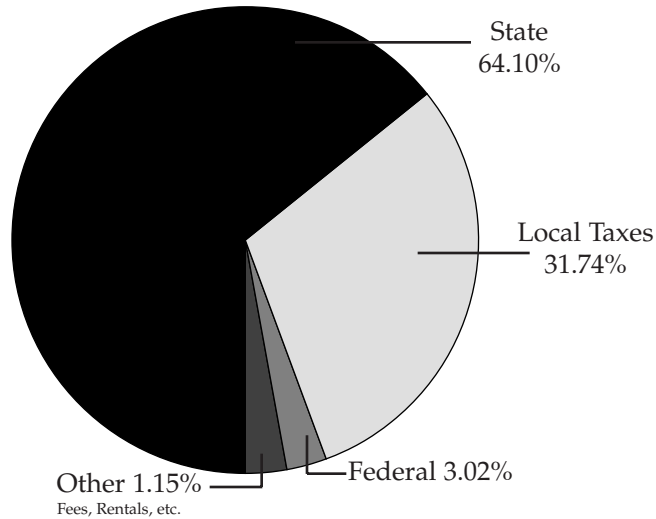
REVENUE STATISTICS

The following schedule compares selected FY 2003-04 revenue statistics with those of FY 2002-03.

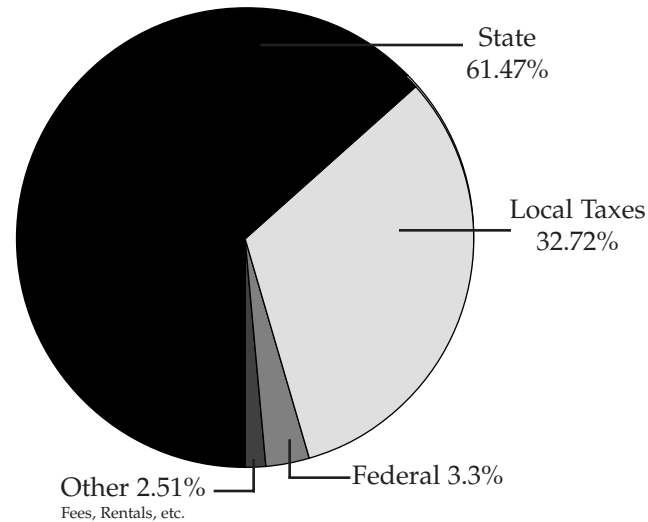
Two Fiscal Years' Revenues Compared				
	2002-03 Projected	2003-04 Projected	Increase (Decrease)	%
Alaska Public School Funding Revenue	\$200,595,696	\$196,680,377		(1.95%)
Learning Opportunity Grant	\$8,726,028	\$8,711,750		(.16%)
Local Property Taxes - Fiscal Year				
- General Fund	\$114,373,207	\$120,948,393		5.75%
- Debt Service Fund	28,581,375	21,855,607		(23.53%)
TOTAL	\$142,954,582	\$142,804,000		
-General Fund Mill Rate	6.22	6.27		
-Debt Service Fund Mill Rate	1.59	1.35		
TOTAL Mill Rate	7.81	7.62		
Assessed Valuation	\$17,821,600,651	\$18,754,539,321		

PERCENTAGE OF GENERAL FUND REVENUE BY SOURCE

General Fund Revenue
2002-03



Projected General Fund Revenue
2003-04



EXPENDITURES

In most cases, for preliminary planning of a maintenance-level budget, no more than the existing level of program expenditures is planned for school and departmental budget development purposes.

The budget development guidelines for FY 2003-04 are below:

- **Salaries and Benefits**
Employee salaries, wages, benefits and payroll taxes amount to 85.1 percent of the operating costs budgeted in the General Fund. Funding for required retirement and payroll tax increases are included in the expenditure projections. The budgeted average salaries for teachers have been estimated including reductions resulting from teacher turnover and replacement.
- **Certificated Teaching Positions**
Staffing ratios for budget development are based on the current year's pupil to classroom teacher ratios:
 - Kindergarten (FTE): 20.5 to 1
 - Grade 1: 21 to 1
 - Grade 2: 24 to 1
 - Grades 3: 24 to 1
 - Grades 4-6: 27 to 1
 - Grades 7-12: 25.5 - 27.1 to 1
 - Special Education - Various staffing levels depending on enrollment program needs.
- **Contracted Services**
Increases up to 2.0 percent are possible if necessary for inflation, but only if clearly justified as to need. Utilities increase or decrease as appropriate by an analysis of rates and usage.
- **Supplies**
Teaching and most other school supplies are initially budgeted based on enrollment and inflation. Schools have combined supply and equipment per student allocations to provide increased school budgeting flexibility.
- **Equipment**
Equipment funds for the schools are included in the combined supply and equipment allocations. Equipment for other units is based on departmental need and priority based justification.

Cost increases for inflation are individually not large, but in total they are an important cost factor to be planned for in the budget development process. The Anchorage area Consumer Price Index for 2002 is projected to be 2.0 percent. Expected cost increases have been included by item in the costs budgeted in each of the District's school and departmental budgets.

GUIDE TO USING THE BUDGET DOCUMENT

The purpose of this guide is to familiarize you with the general layout of the budget and to explain how to use the various schedules and summary information.

PRELIMINARY, PROPOSED AND ADOPTED BUDGETS

The first stage of budget development is the Preliminary Budget. Each school and department develops a budget after analyzing expenditures and programs in previous and current fiscal years. During this stage, school principals and program supervisors receive input from parents, employees, and community members. After receiving appropriate division approval, these individual budgets are forwarded to the Superintendent, who determines the final expenditures and revenues to be included in the Preliminary Budget. The Superintendent submits the Preliminary Budget to the School Board for approval.

The School Board holds several public hearings on the Preliminary Budget, after which the Board can make changes and/or additions to the budget.

Following School Board approval, the document becomes the Proposed Financial Plan and is forwarded to the Anchorage Assembly. The Assembly has final approval on the upper limit of the total budget.

The Assembly can approve a budget amount that is the same, more, or less than the amount in the Proposed Financial Plan. After Assembly approval, the District and School Board adjust the budget as necessary. Following this adjustment, the document becomes the Adopted Financial Plan. It is the Adopted Financial Plan that is used by schools and departments for that particular fiscal year.

FUND ORGANIZATION

The budget is organized and presented by fund. Each fund includes a group of revenue and expenditure accounts used to record the financial transactions related to the purpose of that fund. The tab dividers in the budget document correspond to the organization fund.

Below is a description of the funds for which budgets are included in this document:

- **General Fund (Fund 1)**

This is a general purpose fund used to budget and account for all of the District's operations except for those required to be accounted for in other funds. This fund includes the individual detailed operating budgets for each of the schools and most of the departments of the District. The ongoing operations of most of the District's educational, educational support,

and administrative activities are budgeted for and recorded in this fund.

The following tabs are included in the General Fund: Administrative/Support Departments; Elementary Schools; Charter Schools; Special Services/Education; Bilingual; Middle Level Schools; and Senior High Schools/Secondary Alternative Programs.

- **Food Service Fund (Fund 6)**

This is a special purpose fund used to budget and account for the District's Student Nutrition Program which provides breakfasts and lunches for students and school staff.

- **Debt Service Fund (Fund 9)**

This is a special purpose fund used to budget and account for the principal and interest paid on school bonds as well as the local and State source revenue used to pay the annual debt service.

- **Local, State, and Federal Projects Fund (Fund 2)**

This is a special purpose fund used to budget and account for the many categorically funded grants and contracts which are obtained to provide for specific instructional programs. The federal government provides most of the funding for these grants. In the accounting records, two component funds (Fund 2) are used to account for these special purpose or categorical grants. Capital Construction Project grants are not included under this fund.

- **Facilities Management, Capital Projects Fund (Fund 3)**

The Facilities Management department includes the administrative portion of the District's Capital Projects Fund. Expenditures of the Facilities Management Department are allocated as administrative costs to the District's specific capital construction projects. In the accounting records, Fund 3 is used to account for the District's Capital Projects.

SCHOOL AND DEPARTMENTAL BUDGETS

The District is organized into schools and departments. The proposed and adopted financial plan include a separate annual operating budget for each school and department. To better explain the annual level of operations for that school or department, each individual budget includes:

- Expenditure Summary
- Expenditure Detail
- Personnel information
- Commentary

Each of the individual budgets are only a few pages long and may be readily found by using the table of contents.

Across the top of each budget page is the following information:

Division - The District division which includes that department or school.

Program - The name of the department or school.

Budget Code - The department or school number.

Summary, Detail, Personnel, Commentary - Specifies the type of information that is on that particular budget page.

• **Summary** - The Summary page shows the expenditure totals for each of the six major account code types:

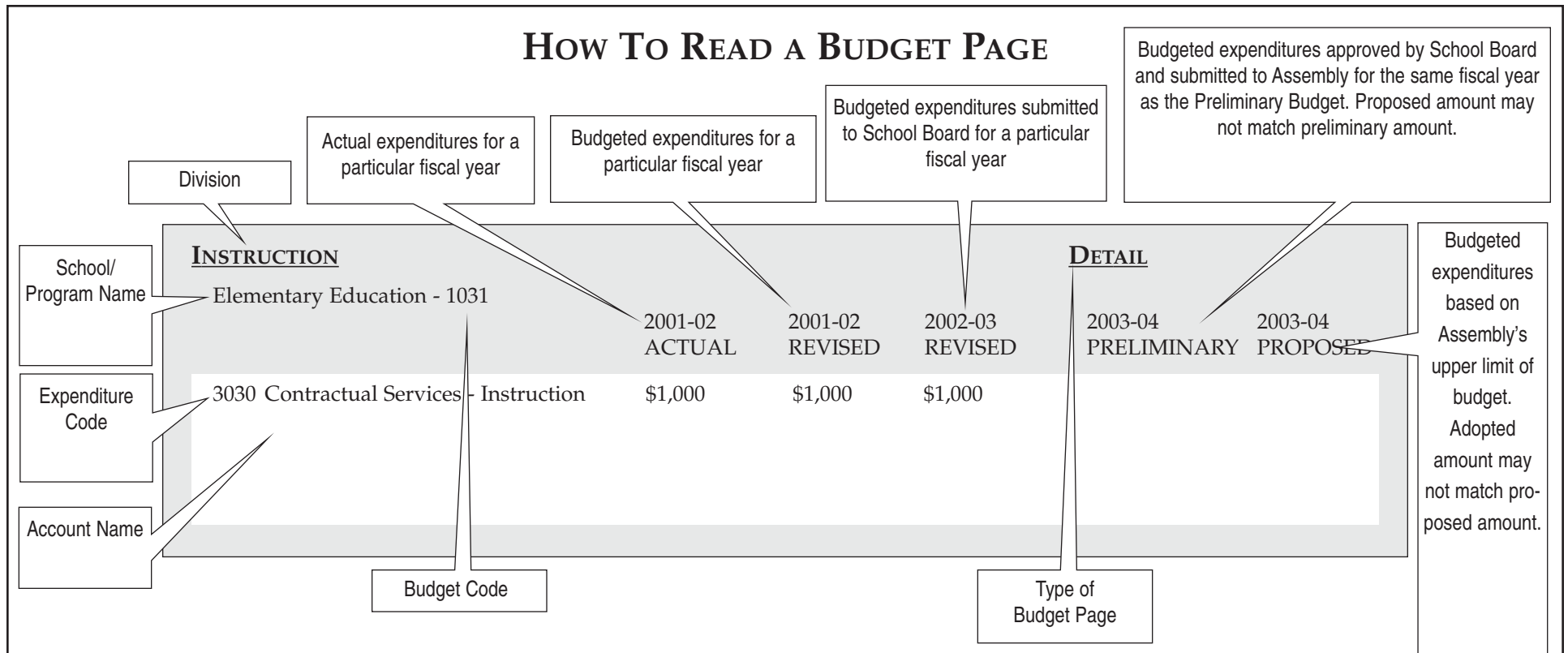
- 1000 Salaries
- 2000 Employee Benefits
- 3000 Purchased Services
- 4000 Supplies and Materials
- 5000 Capital Outlay
- 6000 Other

The totals include actual expenditures for the previous fiscal year; the adopted budget for the current fiscal year and the preliminary, proposed and adopted budgets for the next fiscal year. The Statement of Program describes the major operational activities, program and emphasis of the department or school.

• **Detail** - The Detail pages show the expenditures for each account used in the school or department. The amounts include actual expenditures for last fiscal year; the adopted budget for the current fiscal year; and the preliminary, proposed and adopted budgets for the next fiscal year. Because of the similarity of amounts for each school, the Detail page(s) are not included in the budget document for individual schools. Pages V-19 through V-25 provide elementary school expenditures by object code, page V-26 provides charter school expenditures by object code, pages V-27 and V-28 provide middle school expenditures by object code, and pages V-29 and V-30 provide high school expenditures by object code.

• **Personnel** - The Personnel pages show employee titles, payroll classifications, months per year worked, numbers by employee type and budgeted salaries for each of the employee positions in the department or school. As needed, a commentary section further explains position additions, deletions, transfers, etc.

• **Commentary** - The Commentary page explains in more detail significant account amounts found on the Detail pages.



ORGANIZATIONAL CODES

The individual budgets are in numerical order by organizational code and are shown in this document in numerical order. Below are the Organizational Codes for each school and department in the District.

1001	School Board	1049	Publications	1130	Campbell	1364	Susitna	1640	Re-Open	1780	Goldenview Middle
1002	Superintendent		Services	1140	Chester Valley	1365	Taku	1653	Psychology		School
1004	Chief Financial Officer	1050	Public Relations	1150	Chinook	1370	Tudor	1655	OT/PT Program	1789	Summer School
1006	Asst. Superintendent-Instruction	1051	Library Resources	1160	Chugach Optional	1380	Turnagain	1658	Special Education- Middle School	1799	Unallocated Middle School Resources
1007	Asst. Superintendent-Support Services	1052	Audio-Visual Services	1170	Chugiak	1384	Tyson, William	1386	Ursa Major	1660	Special Education- Elementary
		1061	Custodial Services	1180	Creekside Park	1388	Ursa Minor	1390	Williwaw	1663	Mt. Iliamna Preschool
		1062	Security/Emergency Preparedness	1190	Denali	1400	Willow Crest	1410	Wonder Park	1665	Special Education- High School
1010	Budgeting	1063	Maintenance	1200	Eagle River	1418	Wood, Gladys	1450	Polaris K-12	1666	Outreach
1011	Accounting	1064	Maintenance Projects	1210	Fairview	1460	Resource Tutorial Program	1489	Summer School Elementary	1667	Alternative Career Education
1012	Purchasing	1065	Warehouse	1215	Fire Lake	1499	Unallocated Elementary Resources	1500-1590	Charter School Attendance Centers	1670	Special Schools
1013	Risk Management	1066	Community Services	1220	Girdwood	1230	Government Hill	1510	Aquarian Charter School	1673	Health Services
1016	Human Resources	1067	Community Resources	1235	Homestead	1237	Huffman	1540	Family Partnership Charter School	1678	Summer School Special Education
1017	EEO	1068	Community Education	1240	Inlet View	1242	Kasuun	1585	Village Charter School	1679	Unallocated Special Education Resources
1018	Labor Relations	1075	Crossing Guards	1244	Kennedy	1245	Klatt	1599	Unallocated Charter Schools	1680	Bilingual/Multi- cultural Education Program
1019	Demographic/GIS Services	1080	Pupil Transportation- Administration	1246	Kincaid	1248	Lake Hood	1601-1679	Special Education Attendance Centers	1679	Unallocated Special Education Resources
1023	Public Affairs	1081	Bus Operations	1250	Lake Otis	1257	Mt. Spurr	1700-1799	Middle School Attendance Centers	1680	Bilingual/Multi- cultural Education Program
1030	High School Education	1082	Garage & Bus Maintenance	1260	Mt. View	1270	Muldoon	1700	Central Middle School of Science	1680	Bilingual/Multi- cultural Education Program
1031	Elementary Education	1084	F/M Vehicle Maintenance	1280	North Star	1280	North Star	1710	Clark Middle School	1680	Bilingual/Multi- cultural Education Program
1032	Middle School Education	1088	Labor Interruption	1290	Northern Lights ABC	1300	Northwood	1730	Gruening Middle School	1680	Bilingual/Multi- cultural Education Program
1033	High School Activities	1097	Association Benefits	1300	Northwood	1310	Nunaka Valley	1740	Hanshew Middle School	1680	Bilingual/Multi- cultural Education Program
1034	Middle School Activities	1098	Sick Leave Bank	1320	O'Malley	1315	Ocean View	1750	Mears Middle School	1680	Bilingual/Multi- cultural Education Program
1036	Curriculum & Instructional Services	1099	Non-Departmental Attendance Centers	1324	Orion	1328	Ptarmigan	1755	Mirror Lake Middle School	1680	Bilingual/Multi- cultural Education Program
1037	Training and Professional Development	1100	Abbott Loop	1328	Ptarmigan	1330	Rabbit Creek	1760	Romig Middle School	1680	Bilingual/Multi- cultural Education Program
1038	Assessment & Evaluation	1110	Airport Heights	1330	Rabbit Creek	1335	Ravenwood	1770	Wendler Middle School	1680	Bilingual/Multi- cultural Education Program
1039	Technology/ MIS	1112	Alpenglow	1340	Rogers Park	1340	Rogers Park	1770	Wendler Middle School	1680	Bilingual/Multi- cultural Education Program
1043	Music-Districtwide	1114	Aurora	1345	Russian Jack	1350	Sand Lake	1770	Wendler Middle School	1680	Bilingual/Multi- cultural Education Program
1045	Art-Districtwide	1115	Baxter	1350	Sand Lake	1360	Scenic Park	1770	Wendler Middle School	1680	Bilingual/Multi- cultural Education Program
1048	Grant Writer Svcs	1116	Bayshore	1362	Spring Hill	1363	Trailside	1770	Wendler Middle School	1680	Bilingual/Multi- cultural Education Program
		1118	Bear Valley	1366	Spring Hill						
		1120	Birchwood ABC	1366	Spring Hill						
		1125	Bowman, Willard	1366	Spring Hill						

EXPENDITURE CODES

Each expenditure category has been given an Expenditure Account Code. The Expenditure Account Code is shown going down the left side of the Summary, Detail and Commentary pages of each budget.

0990	Suspense	1851	Home School Coordinators	3220	Cont. Services—Copier Lease	5240	Miscellaneous*
1000	Pending Negot. - Salaries/Wages	1861	Noon Duty Attendants	3400	Board Contingency	5250	ASD Contingency*
1011	School Board Fees	1871	Neighborhood Community Patrol	3410	Cont. Service—Board	5260	Demolitions*
1100	Superintendent	1900	Student Nutrition Personnel	3430	Mileage In-District	5270	Judgments*
1110	Assistant Superintendent Certificated	1920	Interim Staff Assistants	3500	Heat for Buildings	5280	Utilities*
1111	Assistant Superintendent Classified	1930	Teacher Reserve	3510	Water & Sewer	5290	Administration Prorate*
1170	Program Directors Certificated	1950	Severance Pay—TRS	3520	Electricity	5300	Other Management Cost*
1171	Program Directors Classified	1960	Severance Pay—PERS	3530	Telephone	5320	Bond Issue Cost*
1180	Other Professionals Certificated	1970	AEA Contract Reserve	3540	Refuse	5340	Interest on Retainage*
1181	Other Professionals Classified	1980	Attrition—Salaries/Wages Certificated	3600	Travel Out-of-District	5350	Contracted Services*
1191	Technical Classified	1990	Transfer—Labor	3601	Travel School Board Leg. Lobby	5360	Rental—Land & Building*
1201	Clerical	1991	Transfer—Labor Classified	3602	Travel Other Leg. Lobby	5400	Expendable Equipment
1211	Extra Help Classified	2000	Pending Negotiation—Benefits	3611	Reg. Mem. School Board Leg. Lobby	5410	Replacement Equipment
1220	Extra Help Certificated	2100	Group Life	3612	Reg. Mem. Other Leg. Lobby	5430	Art in Public Places*
1231	Teacher Assistants	2200	Group Medical	3650	Reimbursement Expense	5440	New Equipment
1240	Nurses	2250	Insurance—Other	3750	Data Processing	5460	Other Capital Outlay Expense
1250	Coordinators	2350	Employee Assistance	3980	Unallocated Adjustments	5480	Remodeling
1260	Sr. Curric. Specialists Certificated	2400	Bus Drivers' Medical	3990	Transfer—Purch. Serv.	5880	Self-Insured Equipment
1261	Sr. Curric. Specialists Classified	2500	Workers' Compensation	4010	Office Supplies	5890	Self-Insured Vandalism
1271	Sick Leave Bank Classified	2550	Unemployment Insurance	4020	Textbooks	5900	Other—Legal Fees*
1280	Librarians	2600	Social Security	4030	Library A/V Supplies	6010	ASAA Dues
1290	Masters Degree Bonus	2610	Medicare	4040	Teaching Supplies	6020	Pupil Activity Expense
1300	Principals	2700	TRS—Cert. Retirement	4050	Health Supplies	6040	Contribution Food Service
1310	Elementary Teachers	2750	Prof. Affiliations	4060	Meals & Food	6050	Property Insurance
1320	Secondary Teachers	2800	PERS—Class. Retirement	4070	Student Supplies	6060	Fidelity Insurance
1330	Added Duty Increment Certificated	2900	Driver Pension Trust	4090	Resale/Fees/Charges	6070	Liability Insurance
1331	Added Duty Increment Classified	2980	Attrition Benefits	4100	Fuel	6080	Bad Debt Expense
1340	Dept. Chairperson	2990	Transfer Fringe Benefits Certificated	4110	Oil, Grease, & Lube	6090	Transfer—General Fund
1350	Added Days Certificated	2991	Transfer Fringe Benefits Classified	4120	Tires	6100	Settlements
1351	Added Days Classified	3010	Contracted Services—Admin.	4130	Repair Parts	6200	Principal on Debt
1360	Special Service Teachers	3020	Indirect Cost	4140	Garage Supplies	6210	Interest on Debt
1370	Substitute Teachers Certificated	3030	Contracted Services—Instr.	4200	Custodial Supplies	6220	Misc. Debt Service
1371	Substitute Teachers Classified	3040	ASD Contracted Services	4250	Bldgs./Grounds Supplies	6230	Transfer to Municipality
1380	Personal Leave Certificated	3050	Equipment Repair	4260	Warehouse Supplies	6500	Food Service Over/Short
1381	Personal Leave Classified	3060	Cont. Services—Custodial	4500	Freight & Discounts	6550	NSF Checks
1390	Voc.-Ed. Teachers	3070	Cont. Services—Grounds	4880	Self-Insured Supplies	6630	Prior Year Adjustment
1400	Counselors	3080	Cont. Services—Buildings	4980	Inventory Adjustment		
1410	Recruitment Incentive	3090	Stipend Payments—Admin.	4990	Transfer—Materials		
1501	Return to Work	3100	Legal Fees	5100	Site Acquisition*		*Account used in Capital Projects Fund for construction projects.
1621	Bus Drivers	3110	Field Trips	5110	Site Development*		
1631	Bus Attendants	3120	Cont. Transportation	5170	Const. Contingency*		
1641	Drivers - Extra Help	3130	Activity Trips	5180	Project Mgmt. Fees*		
1681	Cust. Security Spvrs.	3140	Transfer—Fld./Act. Trips	5190	Project Mgmt. Reimburse.*		
1701	Custodians	3150	Stipend—Student	5200	Contracts*		
1741	Custodians - Extra Help	3160	Student Travel	5210	Architect Agreements*		
1801	Maintenance	3200	Rental—Land & Bldgs.	5220	Architect Reimbursable*		
1841	Maintenance - Extra Help	3210	Rental—Equipment	5230	Engineering & Testing*		

DEFINITIONS

The definitions below are provided to better help you understand the terms used in the District's budget.

ASAA	Alaska School Activities Association.		
Activity Fees	Middle school students pay \$50 per activity. High school students pay \$75 per activity.		Helpers, Maintenance Mechanics, Maintenance Laborers, and Truck Drivers.
Administration	Superintendent, Chief Financial Officer, Chief Information Officer, Assistant Superintendents, Controller, Executive Directors and Directors (including Elementary and Secondary Supervisors).	Noon Duty Attendants	One-and-one-half to two-hour positions for assistance during the lunch hour at elemen- tary and middle schools.
Cigarette Tax	Proceeds from the payment of taxes, fees, and penalties relative to the tobacco tax are paid into a state fund entitled "School Fund." It is to be used exclusively to rehabilitate, con- struct, and repair the state's school facilities, and for insurance costs on school facilities.	Nonresident Tuition	The tuition rate which may be charged by the school district to other school districts or indi- viduals. This rate is governed by factors estab- lished by the Department of Education and Early Development.
Classified employees	Employees in positions that do not require a teaching certificate.	PERS	Public Employees Retirement System.
Certificated employees	Employees with a teaching certificate.	PTR	Pupil to Teacher Ratio.
Clerical	Administrative Assistants, Secretaries, Registrars, Financial Data Control Clerks, Clerks, Schedulers, and Switchboard Operators.	Professional	Positions in Exempt and ACE, including Managers, Supervisors, Executive Assistants, Analysts, Specialists, Accountants, Foremen, Coordinators, Programmers, Purchasing Agents, Curriculum Specialists, and Research Associates.
Custodians	Custodians including Building Plant Operators, Lead Custodians and Substitute Custodial positions.	Principals	Principals, Assistant Principals, and Interns.
Drivers/Attendants	Bus Drivers and Bus Attendants.	TRS	Teachers Retirement System.
FTE	Full Time Equivalent.	Tax Limitation	Voter-approved limit on the amount of prop- erty taxes which can be assessed each year. This limit is based on factors including prior year assessment, inflation, population growth, new construction and operations/mainte- nance costs on new voter-approved facilities.
Federal Impact Aid	In lieu of property taxes, Federal Impact Aid provides Federal funds for students living on Federal lands who attend public schools.	Teachers	Elementary, Middle and High School Special Education Teachers, including Librarians, Counselors, Nurses, Psychologists, Therapists, and Vocational Education Teachers.
Fiscal Gap	The shortfall that exists when expenditures are greater than available revenues.	Technical	Technicians, Computer Operators, R.O.T.C. Instructors, Health Attendants, Neighborhood Community Patrols, Custodial Supervisors, and Home/School Coordinators.
Fiscal Year (FY)	The Anchorage School District's fiscal year is July 1 through June 30.	Teacher Assistants	Library Aides, Media Aides, Nurse Aides, Full-Day Kindergarten Aides, Special Education Aides, Braillists, Interpreters, Bilingual Aides, and Career Resource Aides.
Fund Balance	The difference between fund assets and fund liabilities of governmental funds.		
Maintenance and Warehouse	Craft Specialists, Craft Technician/Supervisor, Auditorium Technician, Equipment Operators, Supply Specialists, Maintenance		