

Budget Basics

**A guide to the
Anchorage School District
FY 2002-2003
Proposed Financial Plan**



Anchorage School District

Educating Students for Success in Life

March 4, 2002

Table of Contents

Organizational Chart	4
Budget Development Process	6
How is the ASD budget organized?	7
How is ASD funded?	8
Does the budget increase every year?	9
Where does the money go?	10-11
What changed in the 2002-2003 budget?	12-16
How does the ASD budget affect taxes?	17



Anchorage School District Mission

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

2001-02 Goals

- Increase **academic excellence** by emphasizing student achievement, developing respect for diversity, maintaining quality staff retention, recruitment and training, and maximizing opportunities for lifelong learning.
- Establish a **supportive learning environment** by providing safe and caring schools which are barrier-free, by promoting health and wellness, and by collaborating with other community agencies where appropriate.
- Ensure **public accountability** by continued participation in the State required testing program, through the continued use of the writing assessment in selected grades, through wise use of financial resources, through construction and maintenance of facilities, and through effective communication to internal and external audiences.

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

1. Students will demonstrate academic excellence as indicated by performance on State and District measures of academic performance. All students will make 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. Anchorage Writing Assessment (Grades 5-7-9)
 - d. Alaska High School Graduation Qualifying ExamThese various assessments will provide information on the status of student group performance at grade levels 3-10.
2. A higher percentage of students will acquire basic skills and strategies to read independently by the end of the third grade as indicated by:
 - Meeting the Alaska standard for performance on the grade three Alaska Benchmark Reading Exam
 - Teacher assessment. Teacher pre and post assessment using a variety of measures as well as teacher observation and judgment will be used
3. A higher percentage of students will demonstrate a high level of math skills at the end of each grade level in grades three through ten. Performance will be assessed based on:
 - The percentage of students meeting state standards in mathematics as indicated on Alaska Benchmark Examinations, Terra Nova, and the Alaska High School Graduation Qualifying Exam will increase.
 - The percentage of students who have been successful in completing Algebra 1 in grade 8, Geometry in grade 9, and Algebra 2 in grade 10 will increase. Grades earned in each class will also be reported.
 - Student grades and credits earned by students in Algebra classes for each middle and high school will be reported by student grade level.
 - The District will continue to develop and implement training in math content and teaching strategies for elementary and middle school teachers.The District will work with students, parents, teachers, counselors, administrators, and community representatives to increase expectations for elementary, middle and high school math.
4. All students will demonstrate a high level of spelling skills or growth in spelling at the end of each grade level in grades 2 through 10.
 - The number of students achieving proficiency in the conventions of writing (spelling, punctuation, capitalization usage) will increase as measured by the Alaska Student Assessment system in grades 3-10 and the Anchorage School District Writing Assessment in grades 5, 7, & 9.
5. There will be a decrease in the drop out rate of middle school and high school students as compared to the 2000-2001 school year.

We, the Anchorage School Board, Superintendent and district staff will focus on:

- Strengthening the effective delivery of instructional services to students using all financial resources available.
- Attempting to minimize the impact of budget constraints on student achievement.
- Increasing parental and community awareness of the critical role families and the community play in the academic success of students.
- Continuing to create positive community relations and understanding of issues critical to the Anchorage School District by establishing coalitions with parents, business leaders and political leaders at all levels.

Adopted September 2001

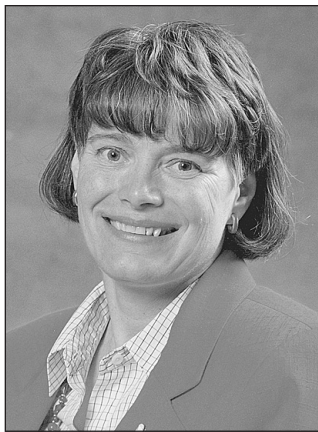


Carol Comeau,
Superintendent

The Anchorage School District budget guides how community resources are used to meet the educational needs of nearly 50,000 diverse students. Developing the budget is a lengthy and complicated process. Fortunately, the community provides a great deal of support and input. Citizens serve on budget review teams, make recommendations at public hearings and comment through the district website. Taxpayers share their suggestions and concerns with elected officials serving on the Anchorage School Board and the Anchorage Assembly and employees scrutinize procedures to determine the most efficient way to deliver services. The process begins in the fall and sometimes the budget doesn't see its final revision until June.

The end result is a budget that focuses our resources on three main goals:

- Improving academic achievement for all students.
- Ensuring school and workplace safety.
- Increasing public engagement and accountability.



Peggy Robinson,
School Board President

Decisions made by the Anchorage School District administration and School Board are guided by these principles and the budget is developed with attention to these priorities. Focus on our goals and careful review of all revenue and expenditure assumptions resulted in a \$1 million decrease in the General Fund (operating fund) for 2002-2003.

Quality programs that encourage academic excellence have been maintained. The 2002-2003 Proposed Budget includes no class size increases, no increase in user fees and no major equipment purchases. Programs that help students meet educational standards (such as summer school) will continue to serve students.

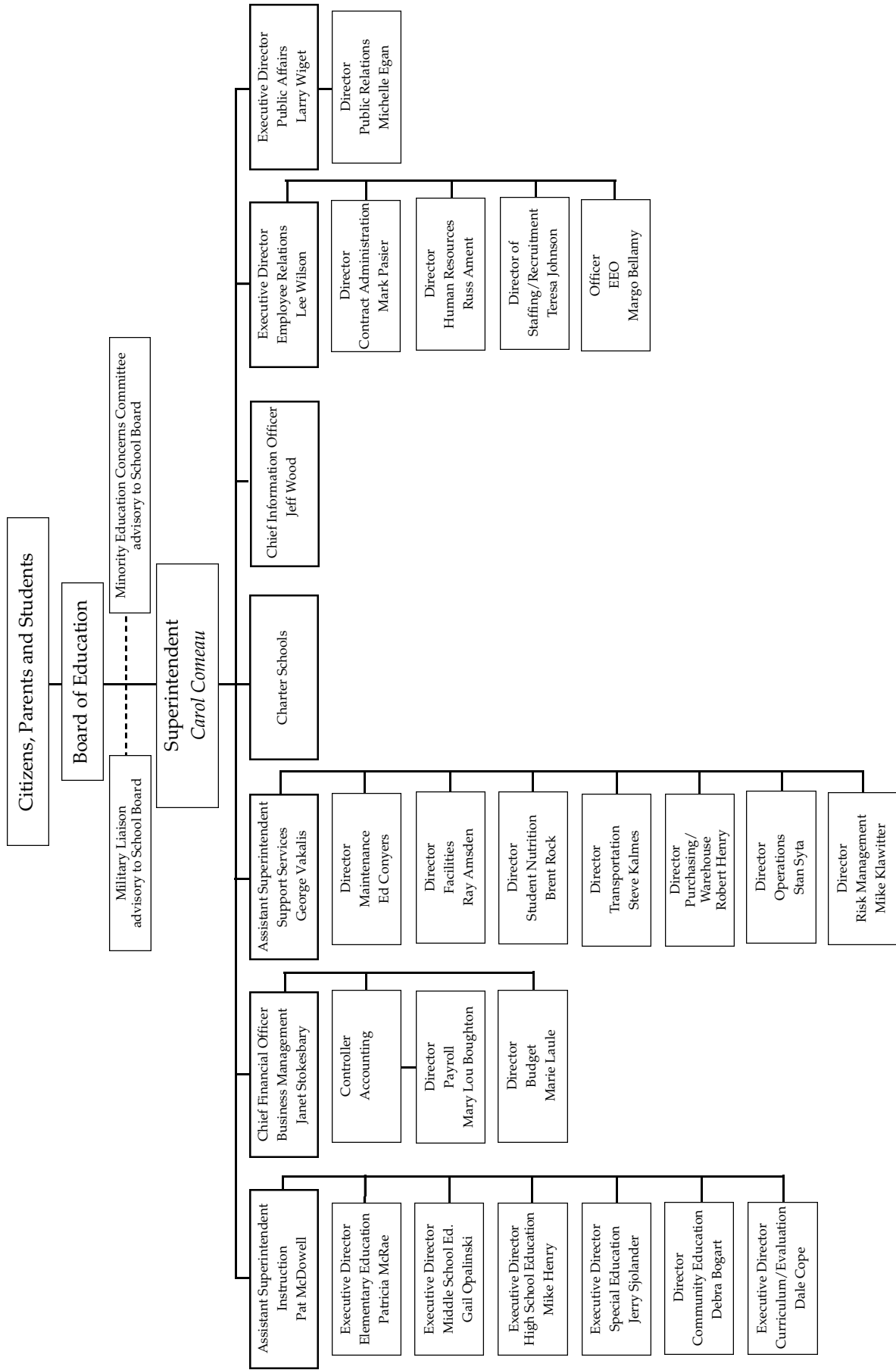
Some resources in the 2002-2003 Proposed Budget are directed at program improvements, like the development of an Alaska Studies course. Additional assistant principals and elementary counselors will maintain safety and help students and staff focus on instruction. Neighborhood patrols at high schools will improve community relations and student safety.

The administration and the School Board believe the budget presented in this document makes the best use of the funds available to the district. We have paid close attention to the community's concerns and have worked hard to balance the priorities listed in the beginning of this letter. We are thankful for the community's support and assistance in developing this budget.

We hope this document will help you better understand the Anchorage School District budget. If you have additional questions, please contact Public Affairs at 742-4153.

Carol Comeau *Peggy Robinson*

ANCHORAGE SCHOOL DISTRICT ORGANIZATIONAL CHART JANUARY 2002



Budget Development Process

Developing the Anchorage School District budget is a process that involves extensive community input. In August 2000, more than 200 community members, school district employees and students volunteered on budget review teams that conducted detailed reviews of the ASD budget. Budget review teams reconvened in 2001 to provide input for the 2002-2003 budget. The administration also invited the community to attend four public forums held in October and to submit recommendations via the district website.

In November, the Anchorage School Board reviewed the public input and set the upper limit of the budget, allowing the budget preparation process to begin. Department managers throughout the district presented maintenance level budget requests to the superintendent. Managers requesting budget increases or changes submitted prioritized lists of changes that would help achieve the district's goals of improving academic achievement, increasing accountability and enhancing school and workplace safety.

The Superintendent and key administrators worked together to develop the Anchorage School District Preliminary Budget which was presented to the School Board in January. The School Board listened to community input and discussed the budget at two day-long public hearings and two budget readings before adopting a proposed budget in late January. In March the Anchorage Assembly will hear public testimony, review the budget and approve the amount of local tax funding for the Anchorage School District Adopted Financial Plan. Throughout the spring, the school district administration monitors state and federal legislation that affects programs and revenue. The School Board may adopt a revised budget to reflect changes in federal or state funding.

Budget Development Timeline

Public Input

(the public can provide input and feedback to the ASD at any time, shading indicates formal opportunities for input)

October Budget Review Teams Public Forums Website Suggestion Box	November School Board considers input and sets upper limit of budget	December Administration develops budget	January School Board budget hearings Budget Readings	March Assembly review, public hearings, sets local tax amount	March-June State and Federal legislation monitored, Budget revised if funding changes
		Preliminary Budget	Proposed Budget	Adopted Budget	Revised Budget if necessary

How is the ASD budget organized?

The budget is organized and presented by fund. Each fund includes a group of accounts related to the purpose of that fund.

Below is a description of the funds that comprise the Anchorage School District budget:

- **General Fund**

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.

- **Food Service Fund**

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. The Food Service Fund is self-supporting through sales and federal reimbursement.

- **Debt Service Fund**

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

- **Local, State, and Federal Projects Fund**

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. Capital Construction Project grants are not included under this fund.

Projected Revenues Summary by Fund Fiscal Years 2000-01 to 2002-03

Fund	2000-01 Revised	2001-02 Revised	2002-03 Proposed	2002-03 Increase over 2001-02 Revised	
				Amount	% Change
General	\$344,224,653	\$355,920,728	\$354,846,135	\$(1,074,593)	(0.30)%
Food Service	10,850,000	10,983,000	11,800,000	817,000	7.44%
Debt Service	42,377,520	47,751,978	53,216,140	5,464,162	11.44%
Local/State/ Federal Projects	<u>\$27,000,000</u>	<u>\$34,000,000</u>	<u>\$35,000,000</u>	<u>\$1,000,000</u>	2.94%
Total	<u>\$424,452,173</u>	<u>\$448,655,706</u>	<u>\$454,862,275</u>	<u>\$6,206,569</u>	1.38%

How is ASD funded?

The Anchorage School District is funded by local, state and federal sources. Revenue from the State of Alaska, through the Alaska Public School Funding Program is the district's most significant individual revenue source. For FY 2002-2003 revenue from the Alaska Public School Funding Program is expected to provide \$205,233,600, or 57.8 percent of General Fund revenue.

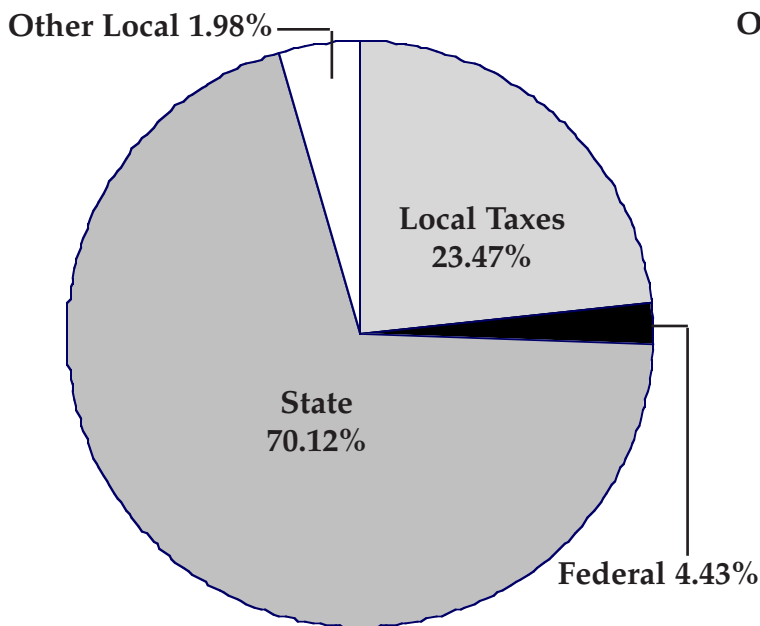
The local municipal tax contribution is the second largest General Fund revenue source. For FY 2002-2003, the Anchorage School District is requesting \$113,758,901 in local municipal taxes for the General Fund. This will provide 32 percent of the General Fund revenue.

The school district also receives funding from federal sources.

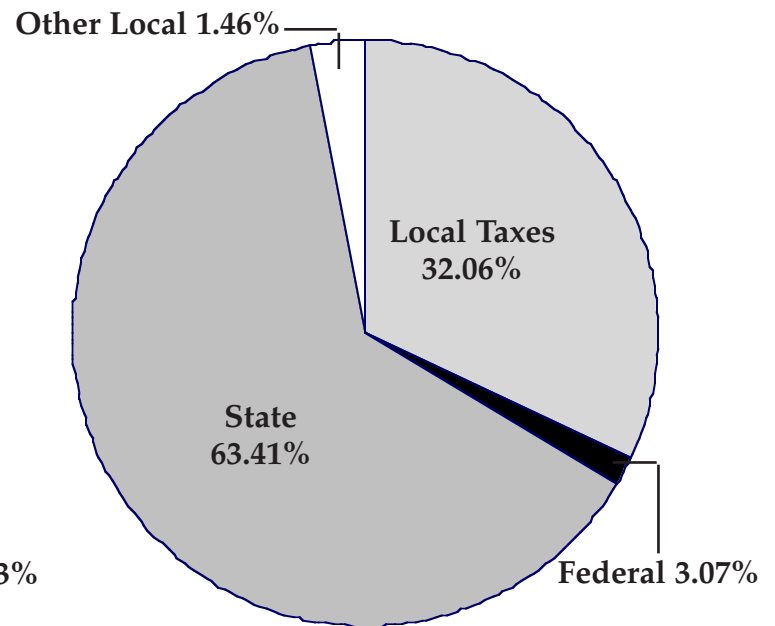
The graphs below illustrate the change in funding sources over the past decade.

General Fund Revenue Sources

General Fund Revenue 1992-1993



Proposed General Fund Revenue 2002-2003



"Other" includes fees, rentals, fund balance, etc.

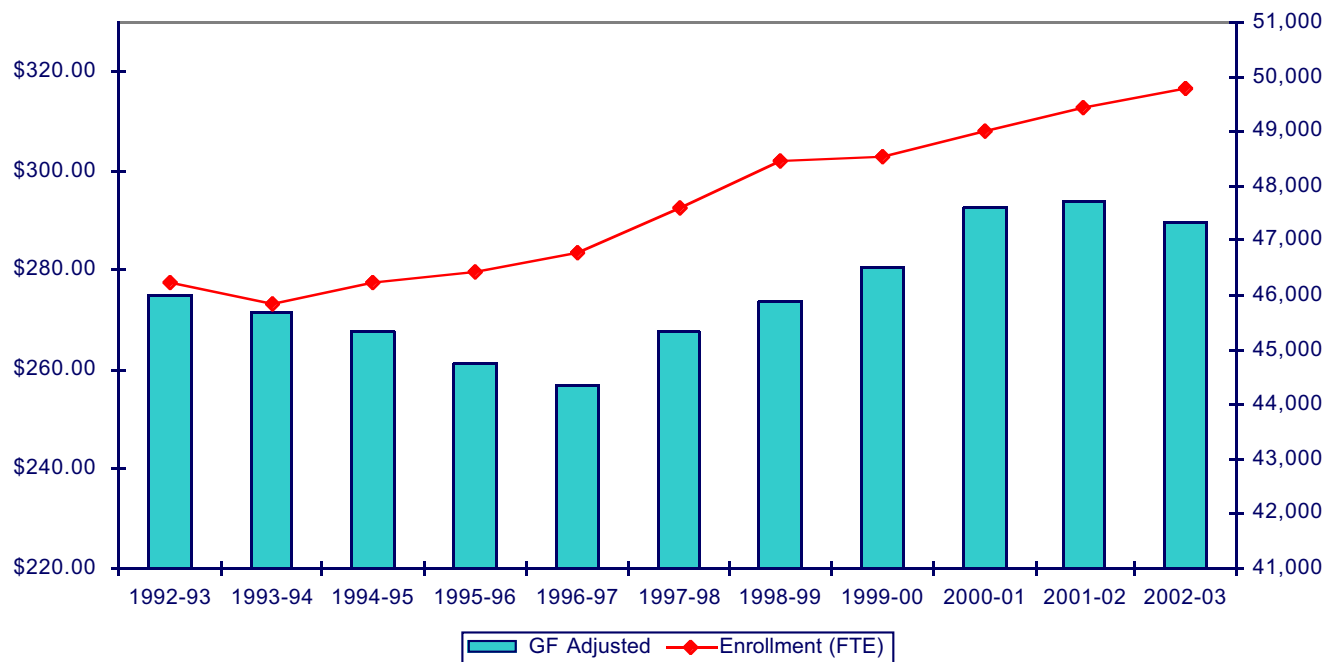
Does the ASD budget increase every year? _____

The General Fund is the largest fund and accounts for most of the district's operations. Actual General Fund expenditures have increased over time, but the increases have not kept pace with growth in the student population. When adjusted for inflation, the General Fund has grown 6.6 percent since FY 1992-1993. However, student enrollment has grown by 11.4 percent.

Proposed General Fund expenditures for FY 2002-2003 total \$354.8 million. This represents a \$1.07 million *decrease* in General Fund expenditures relative to FY 2001-2002.

Proposed General Fund Expenditures and Enrollment

(Adjusted for inflation, in constant 1992 dollars†)



* Proposed budget, 3/02

† Based on CPI data for 1992-2001. Source: Alaska Dept. of Labor. Estimated CPI data for 2002 based on 1.25% increase.

Where does the money go?

The school district administration and School Board are committed to focusing resources on the areas that directly benefit students. At the same time, the school district is a large organization with over 5,200 employees and more than 90 schools and facilities; some portion of the budget must be spent to manage the district and maintain its facilities.

Over sixty-one percent of the district's expenditures go directly to elementary schools, middle schools and high schools. Another 17 percent is used to provide Special Education Services to over 9,400 students with special needs. Instructional support and other specialized programs like bilingual/multicultural education, charter schools and community education account for another 8.8 percent of expenditures. Approximately 5.5 percent of the district's budget pays for facilities maintenance and 4.6 percent is spent on pupil transportation (buses). Only 2.8 percent of the school district's General Fund budget is used to pay for general administration.

FY 2001-2002 Revised

General Administration	\$ 9,397,287
Elementary Schools	115,908,322
Middle Schools	39,585,533
High Schools	65,459,610
Special Education Services	61,437,448
Instructional Support	13,403,522
Bilingual/Multicultural Education	6,899,725
Charter Schools	4,645,362
Community Education Services	1,673,008
Pupil Transportation Services	15,421,114
Operations and Maintenance of Facilities	18,832,654
Districtwide Non-Departmental Services	\$ 3,257,143

FY 2002-2003 Proposed

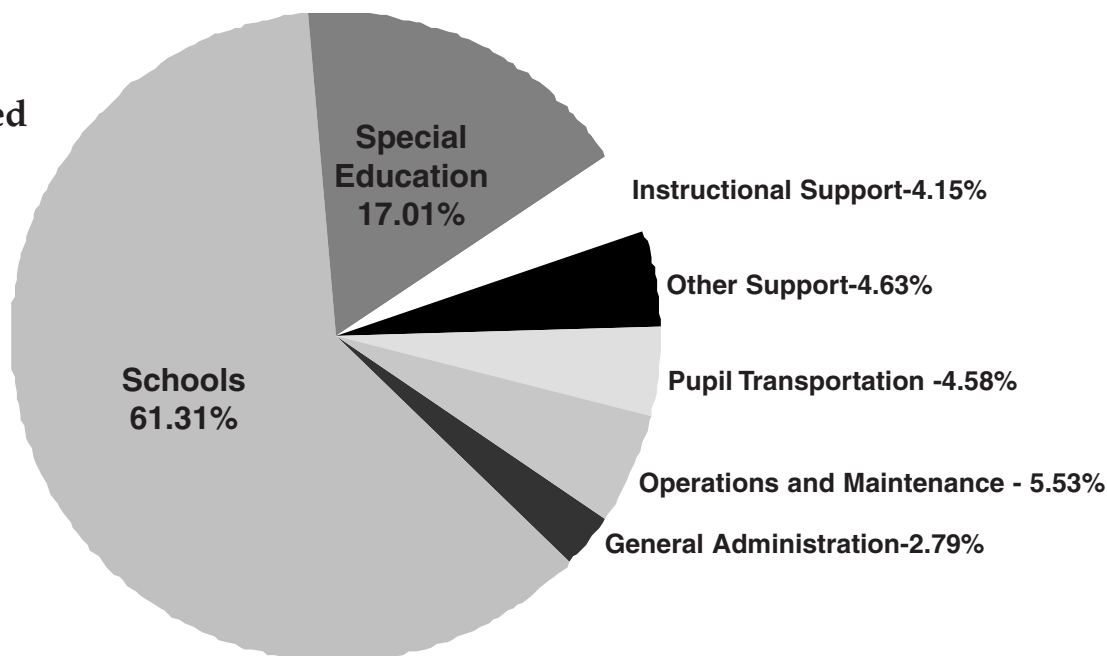
General Administration	\$ 9,914,256
Elementary Schools*	111,877,613
Middle Schools*	39,718,995
High Schools*	65,970,285
Special Education Services	60,354,194
Instructional Support	14,734,229
Bilingual/Multicultural Education**	7,061,210
Charter Schools**	4,970,881
Community Education Services**	1,656,884
Pupil Transportation Services	16,241,916
Operations and Maintenance of Facilities	19,619,223
Districtwide Non-Departmental Services**	\$ 2,726,449

Total \$355,920,728

Total \$354,846,135

* These items combined in graph to form "Schools" category. ** These items combined in graph to form "Other" category.

FY2002-2003 Proposed



Where does the money go?

Education is a “people intensive” business. Quality educational programs are delivered by qualified staff with a reasonable ratio of adults to students. For FY 2002-03, almost 85 percent of the Anchorage School District General Fund budget is spent on salaries and benefits for employees. Purchased (“contracted”) services and supplies and materials account for another 14 percent of General Fund expenditures.

FY 2001-2002 Revised

Salaries	\$240,683,473
Employee Benefits	63,635,849
Purchased Services	37,542,459
Supplies and Materials	10,243,789
Capital Outlay	2,297,000
Other	1,518,158

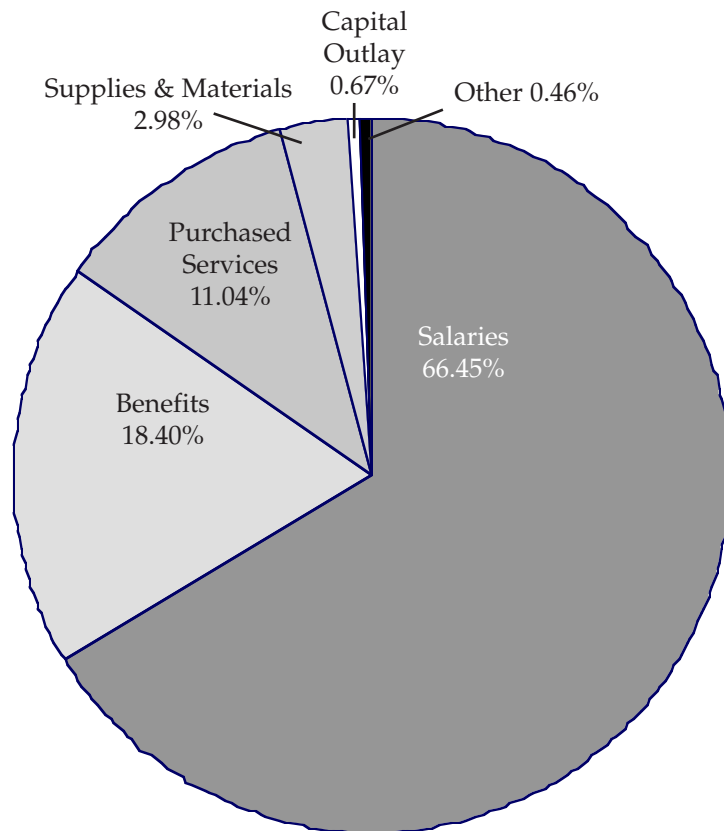
FY 2002-2003 Proposed

Salaries	\$235,779,497
Employee Benefits	65,281,644
Purchased Services	39,190,852
Supplies and Materials	10,572,394
Capital Outlay	2,382,400
Other	1,639,348

Total **\$355,920,728**

Total **\$354,846,135**

General Fund Expenditures by Object Code FY 2002-2003 Proposed



What changed in the 2002-2003 Proposed Budget? (revenue) _____

FY 2001-2002 Revised Revenue Budget **\$355,920,728**

Major Budgeted Revenue Reductions:

Use of Fund Balance	(5,013,571)
Alaska Public School Funding Program	(4,497,855)
Providence Heights Grant	(55,000)
Activity Fees	(40,000)
Summer School	(22,000)
Other Local Revenues	<u>(9,000)</u>

Total Major Budgeted Revenue Reductions (9,637,426)

Adjusted Revenues After Reductions 346,283,302

Major Budgeted Revenue Increases:

Tax Appropriation	6,457,333*
Pupil Transportation	1,015,500
Parking Fees (Based on Actual Receipts; No Rate Increase)	32,500
E-Rate	48,000
Alaska National Guard Youth Corps	8,000
Other Local Revenues	1,500
Federal Impact Aid	<u>1,000,000</u>

Total Major Budgeted Revenue Increases 8,562,833

FY 2002-2003 Proposed Revenue Budget **\$354,846,135**

Summary Totals:

FY 2001-2002 Revised Revenue Budget, June 19, 2001 \$355,920,728

Net Change (total of revenue reductions and increases) (1,074,593)

FY 2002-2003 Proposed Revenue Budget \$354,846,135

* This amount will be reduced by \$386,286 based on Consumer Price Index (CPI) and 5-year average Anchorage municipal population revisions (2/20/02).

Amount approved by Anchorage School Board as of 1/30/02.

What changed in the 2002-2003 Proposed Budget? (expenditures)

GENERAL FUND FY 2002-2003 PROPOSED COMPARED TO FY 2001-2002

FY 2001-2002 Revised Expenditure Budget **\$355,920,728**

Major Expenditure Increases & Decreases:

Districtwide

Pending Negotiations	105,736
Previously Settled Employee Contracts	2,075,153
Phone Expenditures - E Rate	131,650
Equipment Replacement Fund	266,758
Workers' Compensation Rate Increases per Employee Type	525,867
Property Insurance	155,000
Liability Insurance	16,000
Building Rental	<u>343,055</u>

Total Districtwide Increases: **\$3,619,219**

Teacher Salary Adjustment - No SRP Payment and Savings from Program	(6,560,000)
Masters Degree Bonus	(182,900)
Recruitment Incentive	(130,000)
Attrition & Attrition Benefits	(575,000)
Indirect Cost	(362,700)
Sick Leave Bank Classified	(25,000)
Utilities Net of Base School Rate Reductions and Full Service Rental Facilities	(11,900)
Equipment Repair	(18,500)
Transfer to Municipality (Full Service Rental Facilities)	<u>(37,000)</u>

Total Districtwide Decreases **\$ (7,903,000)**

Total Districtwide Changes: **\$ (4,283,781)**

Elementary

Assistant Principals (2.0 FTE) - Unallocated	\$156,100
Extra Help Certificated - Elementary Education/Slingerland	14,000
Counselors (2.0 FTE) - Unallocated	<u>122,850</u>

Total Elementary Increases: **\$ 292,950**

Elementary School Classroom Teachers - Enrollment Reduction (36.5 FTE)	(2,241,100)
One Time Supply Allocation for New Full Day Kindergarten Schools for FY 2001-2002	(65,000)
Supplies/Equipment - Enrollment	<u>(70,973)</u>

Total Elementary Decreases: **\$ (2,377,073)**

Total Elementary Change: **\$ (2,084,123)**

What changed in the 2002-2003 Proposed Budget?

Charter Schools

Village Enrollment Adjustment \$803,337

Total Charter Increases: \$ 803,337

Charter Schools (Learning Opportunity Grant Funds Based on Overall Reduced Enrollment) \$(15,867)

Family Partnership Enrollment Adjustment (461,951)

Total Charter Decreases: \$ (477,818)

Total Charter Change: \$325,519

Special Education

Special Service Teachers (.6 FTE) \$36,840

Added Days (Elementary Special Ed., Summer School, Gifted) 52,060

Added Duty 22,277

Mileage In-District 18,300

Medical for Additional TA Positions That Qualify for Medical Benefits 258,000

Total Special Education Increases: \$ 387,477

Teacher Assistants - Reduced Number of Positions to Offset Medical Increase (11.875 FTE) \$(258,350)

Extra Help (Transferred to Added Days Summer School) (30,000)

Substitute Teachers (Planning Time for Special Ed. Teachers Based on Historical Data) (125,928)

Special Education Teaching Supplies/Equipment (25,029)

Total Special Education Decreases: \$ (439,307)

Total Special Education Change: \$(51,830)

Bilingual Education

Additional Bilingual Teachers (1.65 FTE) \$101,346

Additional Bilingual Tutors (4.375 FTE) 118,844

Total Bilingual Increases: \$ 220,190

Middle Schools

Middle School Classroom Teachers (8.5 FTE) Based on Enrollment \$521,900

Assistant Principals (3.0 FTE) - Unallocated 234,350

Nurse (.5 FTE) - Polaris 30,700

Activity Trips Transferred from Added Duty 27,760

Learning Opportunity Grant 37,342

Supplies/Equipment - Enrollment 28,964

Total Middle School Increases: \$ 881,016

Added Duty Transferred to Activity Trips \$(27,760)

Total Middle School Decreases: \$ (27,760)

Total Middle School Change: \$ 853,256

What changed in the 2002-2003 Proposed Budget?

High Schools

High School Classroom Teachers (11.0 FTE) for Enrollment	\$675,400
High School Safety/Security (5.0 FTE) Moved From Grant Funding	192,057
Added Duty (Reclassified from Added Days)	129,918
Girls Hockey - Ice Rink Rental	32,000
Learning Opportunity Grant	68,111
Activity Trips & Student Travel	15,300
Swimming Pools (Lifeguard/Supply Costs for Swimming Classes)	186,840
Coach Addenda - Girls Volleyball and Soccer Programs	25,525
Coach Addenda - Girls Hockey	27,275
Copier Allocation	25,322
Supplies/Equipment - Enrollment	53,784
Alaska Studies (Textbooks and Other Instructional Materials)	50,000
Neighborhood Patrol Officer for 6 High Schools	<u>100,000</u>

Total High School Increases: \$ 1,581,532

Added Days (Reclassified to Added Duty) \$(112,205)

Total High School Decreases: \$ (112,205)

Total High School Changes: \$ 1,469,327

Instructional Support

Secondary Technology Coordinator - Technology/MIS (1.0 FTE)	\$59,850
Coordinator Increased 15 Days - Curriculum & Instructional Services	5,500
Microsystems Specialist I - Technology/MIS (Moved From Grant Funding 1.0 FTE)	54,557
Systems Programmer - Assessment & Evaluation (1.0 FTE)	77,517
Sr. Clerk - Technology/MIS (1.0 FTE)	34,287
Contracted Services - Instruction	127,990
Replenish Science Kits - Curriculum & Instructional Services	200,000
Assessment & Evaluation Teaching Supplies for Writing Assessment, etc.	34,499
Textbooks and Classroom Materials - Curriculum & Instructional Services	285,000
Internet including Cache Engine, plus other Technology related contracted services	<u>110,250</u>

Total Instructional Support Increases: \$ 989,450

Extra Help - MIS/Technology \$(34,300)
Equipment - Technology/MIS (25,650)

Total Instructional Support Decrease: (59,950)

Total Instructional Support Change: \$ 929,500

What changed in the 2002-2003 Proposed Budget?

<u>Administration/Support Services/Community Education & Community Services</u>	
Sr. Budget Analyst - Budget (1.0 FTE)	\$78,500
Human Resources Information Systems Specialist - Employee Relations (1.0 FTE)	78,500
Leave Management Specialist - Employee Relations (1.0 FTE)	58,200
Administrative Assistant - Employee Relations (1.0 FTE)	38,500
Payroll Assistant - Accounting (1.0 FTE)	38,500
Administrative Assistant - Purchasing (1.0 FTE)	38,500
Maintenance Positions (2.0 FTE)	110,500
Warehouse Positions (2.0 FTE)	132,800
Warehouse Couriers (2.0 FTE)	91,000
Bus Drivers & Attendants - Child in Transition/Homeless Project (2.75 FTE)	88,300
Contracted Transportation	683,424
Contract Services - Buildings	219,764
Mileage & Travel In/Out-District	11,837
Legal Fees	75,000
Contract Services - Administration	38,357
Custodial Extra Help for Community Services	40,950
Community Cache 4th Publication - Community Education	6,500
Registration/Membership Fees	13,130
Garage & Bus Maintenance Supplies/Equipment	42,200
Custodial Supplies	30,315
Buildings/Grounds Supplies (Heat, Vent, Electrical, Plumbing & Mechanical)	54,888
Expendable Equipment - Custodial Services, Other	<u>18,182</u>
Administration/Support Services/Community Ed & Community Services Increases:	\$ 1,987,847
School Business Partnership Coordinator - Community Education (1.0 FTE)	\$(52,934)
Contracted Services - Courier Services	(80,000)
Assessment & Evaluation Contracted Services	(16,500)
Maintenance Extra Help	(10,560)
Contracted Services - Custodial	(19,500)
Contracted Services - Grounds	(193,500)
Transfer - Field/Activity Trips	(10,000)
Office Equipment	<u>(29,460)</u>
Total Administration/Support Services/Community Ed & Community Services Decreases:	\$ (412,454)
Total Administration/Support Services/Community Ed & Community Services Change:	\$1,575,393
Total Major Budgeted Expenditure Increases	\$ 10,763,018
Total Major Budgeted Expenditure Reductions	<u>(11,809,567)</u>
Net Change	\$ (1,046,549)
Rounding	(28,044)
FY 2002-2003 Proposed Expenditure Budget	<u>\$354,846,135</u>

The amount of previously settled employee contracts is listed under Districtwide on this schedule. In the actual budget document, these increases have been distributed to the appropriate department budgets.

How does the ASD budget affect taxes?

TOTAL LOCAL TAX APPROPRIATION AND MILL RATES FOR TEN FISCAL YEARS

Fiscal Year(A)	<u>Fiscal Year Local Tax Appropriation</u>			Assessed Valuation	<u>Mill Rate</u>		
	General Fund	Debt Service Fund	Total Taxes Fiscal Year (B)		General Fund	Debt Service Fund	Total (C)
1993-1994	67,245,000	2,127,220	69,372,220	10,963,704,000	6.01	0.20	6.21
1994-1995	71,773,335	4,736,571	76,509,906	11,212,573,346	6.16	0.30	6.46
1995-1996	73,916,642	9,660,000	83,576,642	11,535,851,890	6.35	0.63	6.98
1996-1997	81,961,764	9,949,485	91,911,249	11,744,200,146	6.47	0.81	7.28
1997-1998	87,682,805	13,244,587	100,927,392	12,530,839,276	6.77	0.93	7.70
1998-1999	92,162,281	17,296,488	109,458,769	13,619,403,181	6.64	1.13	7.77
1999-2000	97,565,255	20,068,118	117,633,373	14,505,001,156	6.51	1.28	7.79
2000-2001	102,613,029	23,986,502	126,599,531	15,116,000,590	6.62	1.46	8.08
2001-2002	107,301,568	28,219,506	135,521,074	15,977,582,221	6.57	1.63	8.20
2002-2003	113,758,901	23,164,895	136,923,796	16,849,441,114	6.56	1.52	8.08

(A) Fiscal Year is July 1st through June 30th.

(B) Amounts shown are actual taxes received from the Municipality of Anchorage for FY 1993-94 through FY 2000-2001 and projected taxes for FY 2001-2002 and FY 2002-2003.

(C) The mill rate is calculated on calendar year taxes.

