



Anchorage School District

2024-25 Adopted Budget



Educating All Students for Success in Life



A message from the School Board

The Fiscal Year 2025 budget as presented by the Anchorage School District (ASD), represents a turning point for ASD's future. This year, we faced a nearly \$100 million deficit as a result of years of flat funding by the State. To produce a balanced budget ASD used \$71 million of emergency savings, nearly depleting our

reserves. This fiscal challenge forced us to make difficult decisions impacting programs, services, and positions, ultimately affecting student performance and class sizes.

I urge each of you to join the Anchorage School Board in advocating for our 2024 legislative priorities. The course correction of the Base Student Allocation (BSA) is paramount to ensuring the sustainability of our public education system. Without necessary adjustments, we face the stark reality of a decline in the quality of education and classroom experiences for our students.

ASD's top legislative priority is to secure a permanent BSA increase of \$1,413. Investments in public education are key to building a thriving community and workforce. Fixing the funding formula for public education is not just about safeguarding the future of our students; it is a vital contribution to the overall well-being and prosperity of Anchorage.

Our advocacy efforts must extend beyond a mere financial fix. We need to rally for a state-funded Institute of Social

and Economic Research (ISER) study of the District Cost Factor, prioritize the recruitment and retention of high-quality educators, and establish a competitive retirement plan. Addressing the statewide teacher shortage is a collective responsibility that requires our immediate attention.

Moreover, we are committed to supporting the holistic well-being of our students and staff. This includes practices that promote mental and behavioral health, trauma-informed approaches, Social Emotional Learning (SEL), and restorative justice practices. By investing in these areas, we contribute to the development of well-rounded individuals capable of navigating the challenges of the future.

We need each of you to join our cause in fighting to preserve and strengthen public education across Alaska. Let us convey the urgency of this matter to the Governor and the Alaska Legislature. The success of our students is not only a testament to our commitment to education but also a foundation for building a better, stronger community.

In conclusion, I appreciate your dedication to the welfare of our schools and community. Together, let's work to ensure that the future of education in our state remains bright and promising.

In service,

Margo Bellamy
President



A message from the Superintendent

The Anchorage School District (ASD) continues to advocate for its future going into Fiscal Year 2025. It is imperative to address the pressing challenges facing ASD, notably the need for a significant increase in the State of Alaska's Base Student Allocation (BSA).

The urgency for sensible school funding cannot be overstated. The financial outlook for districts across Alaska is nothing less than bleak. We must advocate for fundamental and structural changes to secure the future of our students and teachers. The cornerstone of our financial stability lies in an immediate and permanent increase to the BSA.

Since 2017, ASD has faced systematic flat funding from the State of Alaska (SoA) while contending with skyrocketing inflation and accelerated recurring expenses. The masking effect of one-time federal COVID relief dollars is dissipating, and Alaska's public schools are grappling with difficult decisions to balance their budgets. The stark reality is that the purchasing power of a dollar in 2024 pales in comparison to its value in 2017. As the cost of living, including essentials like housing and transportation, continues to rise, the State's commitment to investing an extra \$30 per student since 2017 falls significantly short.

This financial conundrum, coupled with chronic outmigration and talent shortages, poses a significant threat to Alaska's future. The undeniable truth is that young families seek great neighborhoods and great schools, and the prosperity of Alaska hinges on the success of our educational system.

While the FY25 budget appears balanced, it relies on \$71

million of emergency savings and cuts to programs and services that will result in larger class sizes. Without a BSA increase, ASD will face drastic choices next year as our fund balance is depleted beyond measure. The absence of increased education funding from the state government effectively equates to cuts in education funding. ASD has already initiated painful steps in restructuring and reducing operational costs. The combination of declining enrollment and stagnant funding makes it increasingly challenging to sustain our exceptional academic programs at the current scale. Unfortunately, campus closures and program reductions may become unavoidable in the coming years.

Alaskans are united in the common goal of ensuring our students receive a world-class education. However, the reality of education cuts persisting for over seven years has led to academic outcomes arguably at an all-time low. It is evident that cuts are not yielding the desired results. I am optimistic that, through collaborative efforts with the State, we can elevate Alaska from being consistently ranked 49th to leading the nation in educating our children.

ASD eagerly anticipates engaging in discussions with the legislature to find common ground on sensible solutions that will benefit education and secure the future of our great State.

Best,

Jharrett Bryant, Ed. D.
Superintendent



ANCHORAGE SCHOOL DISTRICT

FAST FACTS



Educates nearly

43,500

students

Encompasses nearly

2,000

square miles

Has more than

130

schools and programs

STUDENT DIVERSITY

A diverse student population provides students the ability to interact with peers from many different backgrounds, expanding their knowledge of other cultures and preparing for life in a global society.



60%

Multicultural student population

- 17%** Asian/Native Hawaiian/Pacific Islander
- 16%** Biracial/Multiracial
- 12%** Hispanic
- 10%** Alaska Native/American Indian
- 5%** African American

ENGLISH LANGUAGE LEARNERS



15%

of ASD students are English Language Learners

ASD families speak over 100 different languages.

Top 5 languages spoken at ASD after English K-12, 2023:

1. Spanish
2. Samoan
3. Hmong
4. Filipino
5. Yup'ik

GRADUATION RATE



81%

2023 4-Year Graduation Rate

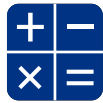
Anchorage School District 2023–28 Board Goals and Guardrails

Goals



Early Reading Proficiency

The percentage of **third-grade students** proficient in English Language Arts (ELA) on the state summative assessment (currently AKSTAR) will increase from **32.4% in May 2023 to 46.4% in May 2028.**



Math Proficiency

The percentage of **eighth-grade students** proficient in Mathematics on the state summative assessment (currently AKSTAR) will increase from **34.5% in May 2023 to 41.5% in May 2028.**



Life, College, Career Ready

The percentage of students graduating College, Career and Life ready, as measured by four-year graduation rates, will increase from **81% in June 2023 to 90% by June 2028.**



Guardrails

Guardrails are based on the community's values and represent actions which the Superintendent may not allow in pursuit of the District's student outcome goals.



Superintendent will not leave underrepresentation in lottery/application-based programs unaddressed.



Superintendent will not allow unsatisfactory employee performance to go unidentified or unaddressed.




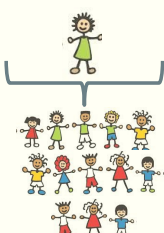
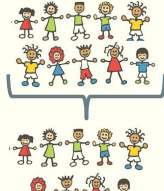


Superintendent will not operate without a plan to develop a qualified, diverse, and culturally responsive workforce.



Superintendent will not operate elementary schools without mental health services.

State Foundation Formula and Local Taxes

Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
School Size Adjustment	District Cost Factor	Special Needs Factor	CTE Factor	Intensive Needs Factor	Correspondence Factor
 <p>The school size factor table is used to calculate the adjusted ADM for each school.</p>	 <p>The district's school size adjusted ADM is multiplied by the district cost factor</p>	<p><i>Bilingual Education</i> <i>Special Education</i> <i>Gifted & Talented</i> <i>Vocational Education</i></p> <p>The previously adjusted ADM is multiplied by 1.20, providing an additional 20%.</p>	<p><i>Career Technical Education</i></p>  <p>The previously adjusted ADM is multiplied by 1.015, providing an additional 1.5%.</p>	 <p>The intensive needs count is multiplied by 13.</p>	 <p>The district's correspondence count is added in and multiplied by .90</p>
40,714 → 45,709	45,709 = 45,709	45,709 → 54,851	54,851 → 55,717	55,717 → 70,251	70,251 → 72,006

FY 2024-25 Projected State/Local Revenue for ASD

District adjusted ADM	72,006	
Base Student Allocation	\$5,960	
Basic need (BSA x ADM)	\$429,155,462	
Required local effort (property taxes)	\$(120,159,280)	{ \$45,343,124,634 MOA Property Values x 2.65 Mills \$120,159,280 Total Required Local Taxes
State Reduction for Federal Impact Aid Received	(7,168,320)	
State Foundation Revenue	301,827,862	
Other State Revenue	49,110,954	
State Quality Schools Grant	1,152,095	
Total State Revenue	\$352,090,911	
Basic Need	\$429,155,462	
Additional Allowable Taxes (23% of Basic Need + Quality Schools)	100,612,712	
Total Allowable Taxes	\$220,771,992	

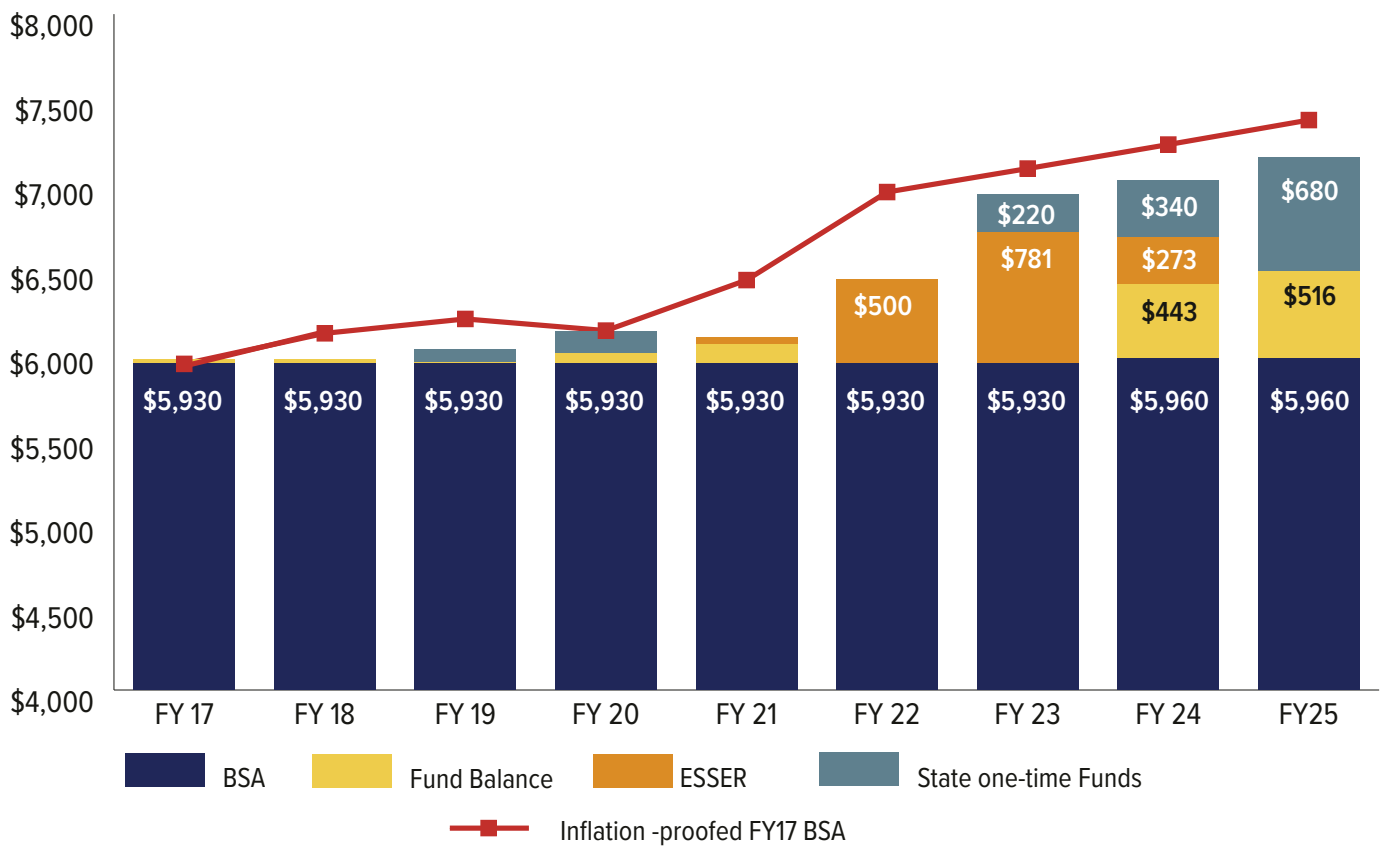


ASD School Funding Since 2017–BSA Equivalents

The State of Alaska (SOA) has maintained a Base Student Allocation (BSA) of \$5,930 from FY17 through FY23 with a \$30 (0.5%) increase for FY24 and no increase for FY25 yet. The SOA provided one-time funds in FY19, FY20, FY23, FY24, and FY25 in-lieu-of a permanent increase to the BSA. Anchorage School District applied fund balance, the state’s one-time payments, and federal relief money to maximize educational opportunities during the past six years. The FY25 Adopted budget, as revised, includes additional State one-time funding of about \$49.1M, about a \$680 BSA equivalent. The

district remains grateful that the Municipality of Anchorage has continued to provide the maximum local revenue allowed by state law. Of note, Anchorage is one of the few districts that receive the maximum allowable local contribution.

The chart below depicts the BSA’s inflationary increase, based on Anchorage’s CPI-U, from 2017 through 2022. Rates from January 2023 through 2025 are estimated based on a 2% steady inflation rate for those two years. The dark blue bars represent the BSA.



- ASD revenue is depicted in BSA-equivalent dollars
- FY23 through FY25 inflation is based on historical average of 2%

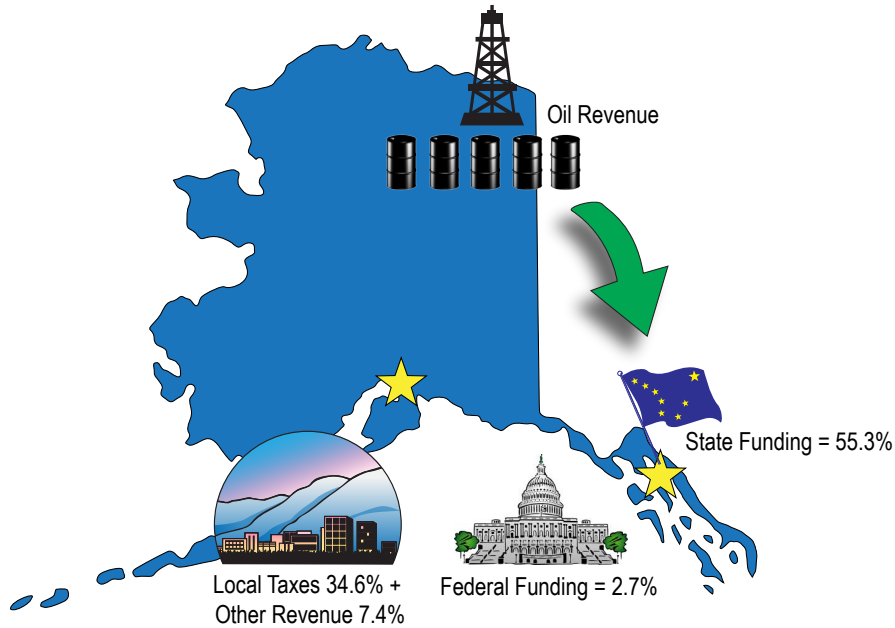
During the past seven years, ASD has closed three schools (Mt. Iliamna, Mt. Spurr, and Abbott Loop), combined several programs (Crossroads, Avail, AK Choice), merged two schools into one facility (King Tech High School and Alaska Middle College School) and reduced staff accordingly in order to achieve a balanced budget. FY25 relies heavily on the usage of

fund balance and reductions in staffing, services, supplies, and equipment to balance the budget. It should be noted that the half of the \$25 million one-time funds provided by the SOA in FY24 were saved for FY25 to help offset the deficit and are included as fund balance in FY25.

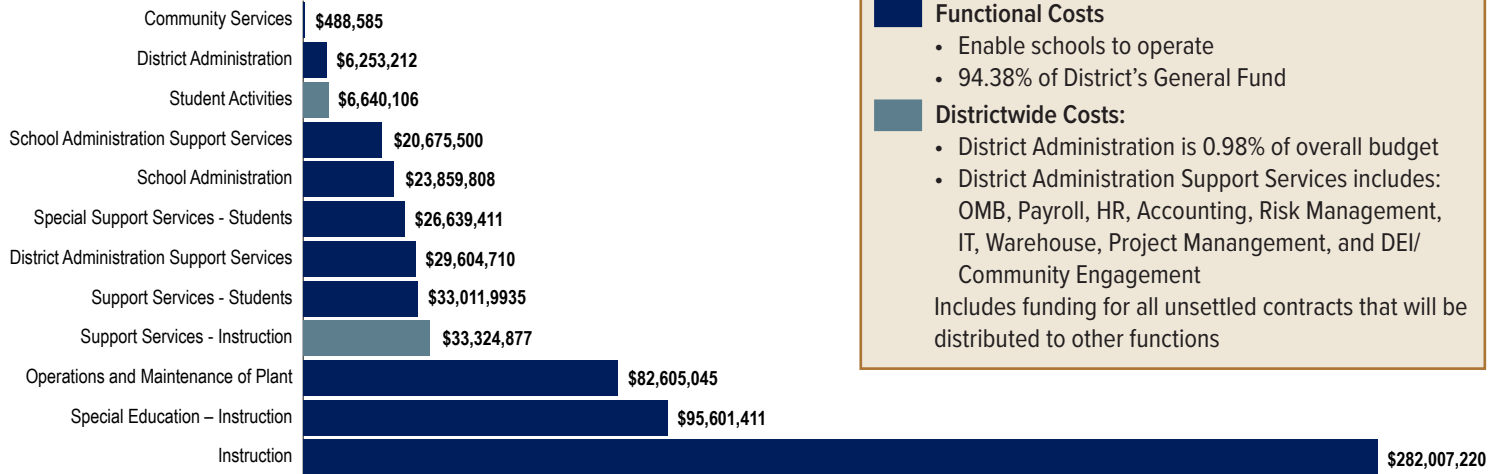
2024-25 General Fund Budget

\$637.8 Million

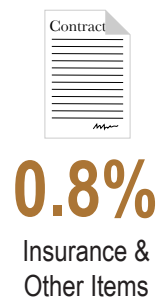
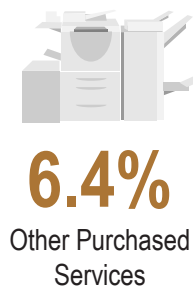
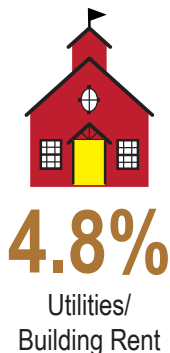
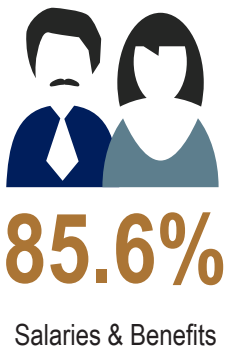
General Fund Revenue



General Fund Budget by State Function



FY 2024 – 25 General Fund Expenditures by Type

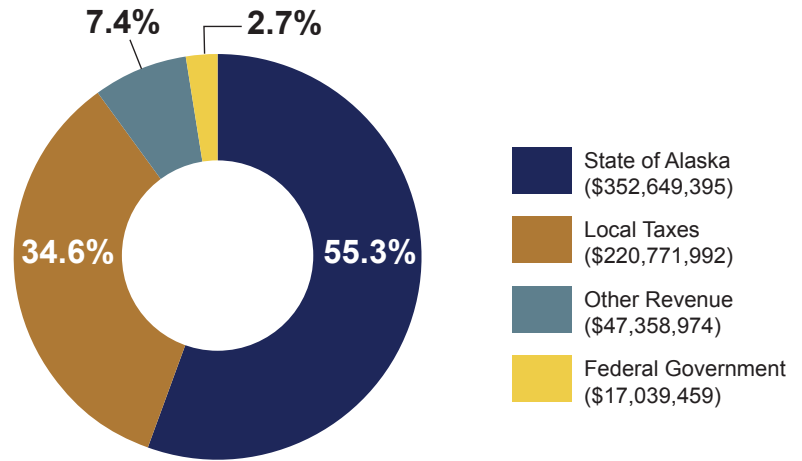


FY 2024–25 Adopted Budget Highlights

General Fund Revenue

Anchorage Schools are primarily funded through the State of Alaska Foundation Funding Formula, which includes required and additional allowable local property taxes. Additional Federal revenues come from Federal Impact Aid and reimbursements for Medicaid and JROTC instructors. Other local revenues include fund balance, interest earnings from the municipal investment fund, user fees, and facility rental fees. The District is planning to use over \$37 million in fund balance to address some of the structural deficit resulting from flat funding and reduced purchasing power due to inflation which will deplete nearly all unassigned emergency reserves. Average Daily Membership (ADM) for FY25 is expected to remain relatively stable, however, net out-migration could have negative impacts to overall enrollment over the next several years.

FY 2024–25 General Fund Revenue

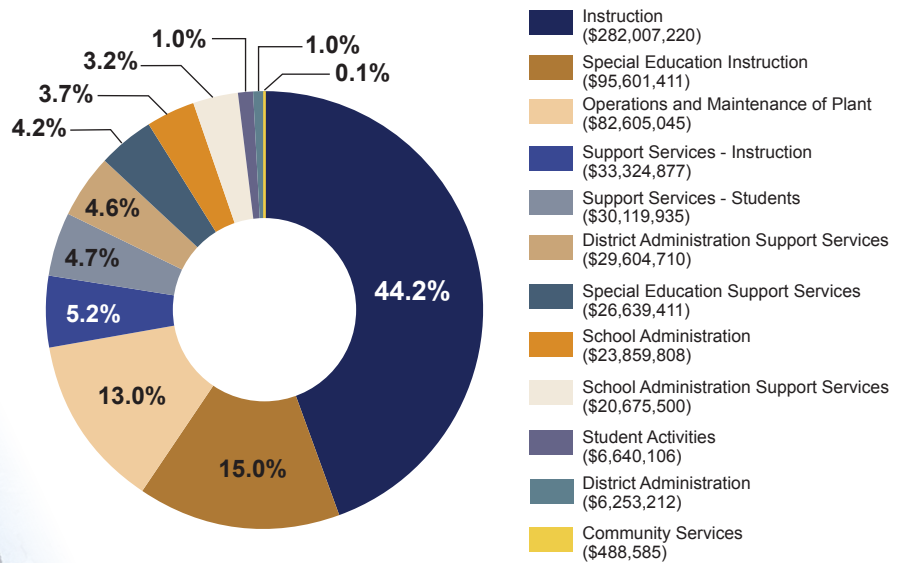


Expenditures

District expenditures are apportioned for personnel costs (85.6%), utilities/rent (4.8%), purchased services (6.4%), supplies & equipment (2.6%), and insurance/other items (0.8%).



FY 2024–25 General Fund Expenditures



Budget Development

Student enrollment, or membership, drive the State’s funding formula. Projected enrollment numbers, and current law, are used to develop the budget. Enrollment data during the first 20 school days in October is used to develop the Average Daily

Membership (ADM); this confirms the State/local revenue for the school year. The following chart depicts ASD’s per-student revenue during the past several years from Local, State, and Federal sources.

General Fund Revenue per Student (ADM)

	ADM	Local Revenue per Student	State Revenue per Student	Federal Revenue per Student	Total Revenue per Student
FY15	47,562	4,319	7,167	480	11,966
FY16	47,756	4,347	6,915	446	11,709
FY17	47,680	4,415	6,934	450	11,798
FY18	46,949	4,599	6,968	415	11,982
FY19	45,937	4,727	7,240	487	12,455
FY20	45,465	4,736	7,522	475	12,733
FY21	41,320	5,133	7,804	391	13,328
FY22	42,890	4,972	7,512	549	13,033
FY23	43,574	5,084	7,677	616	13,378
FY24	42,764	6,065	7,849	374	14,288
FY25 ^[1]	42,664	6,285	8,266	399	14,950

[1] Excludes \$516 per student of fund balance in local revenue



Budget Assumptions

The State’s legislative session is scheduled to end in late April, requiring some assumptions to be made to develop the budget within required timelines. The budget must be balanced prior to submission to the Anchorage School Board in February and to the Anchorage Assembly no later than the first Monday in March. The following assumptions were used for the budget:

- No increase to the State’s Base Student Allocation (BSA) at \$5,960. The BSA has only increased by 0.5% since FY 2016-17.
- No changes to the State’s Foundation Funding Formula.
- One-time supplemental funding of \$175 million appropriated outside the BSA.
- No increases to the State’s transportation funding which hasn’t changed since FY 2015-16.
- No change in the State’s portion of ASD’s debt reimbursement.
- One-time supplemental Transportation funding of \$2 million appropriated.

ESSER Funded Items Added to General Fund

ESSER funded items that were included in the FY24 ESSER spending plan and subsequently added to the FY25 General Fund budget were classroom teachers that were used to limit

the Pupil Teacher Ratio (PTR) increases. ESSER funds are expected to all be expended by the end of FY 2023-24.

Adjustment	FTE	Cost
Classroom Teachers	164	20,773,496
Total Changes for FY25	164	\$20,773,496

Personnel Reductions

Approximately 85.6% of the District’s budget is used to pay salaries and benefits for employees. As a result, the District’s revenue determines whether the workforce increases or contracts. The PTR formula divides the total number of

students in the school, by grade level, by a ratio (e.g. 1 teacher to 23 students in first grade); this creates a baseline to establish the total number of teachers allocated per school.

School Type	FY 2025 General Fund PTR–Grade Level Groupings							
	K	1	2	3	4–5	6	7–8	9–12
Secondary Schools								31.25
Middle Schools						31.25	31.25	
Elementary Schools	22	23	25	26	27	28	28	

Changes

- Pupil to Teacher Ratio (PTR) is a budget staffing formula, not a class size or class cap
- \$37.2 million in reserves is being used to offset potential increases in PTR
- Moving 6th graders to middle school increased middle school teacher allocations by 82.4 FTE and decreased elementary school teacher allocations by 84 FTE
- Enrollment based changes:
 - » Decrease 35 FTE at elementary schools
 - » Decrease 3 FTE at middle schools
 - » Increase 2.6 FTE at high schools
- Alternative schools increase 10.6 FTE based on programmatic needs



FY25 General Fund School Based Changes

Adjustment	FTE	Cost
Enrollment based teaching FTE	(35.40)	(4,281,458)
Programmatic teaching FTE changes	10.00	1,266,677
Secondary counselors	1.50	186,410
School based supply reductions	–	(564,419)
Middle school staff to support sixth graders (4 assistant principals, 7 counselors, .06 library assistants, 2 office admin, 5 security)	18.06	1,964,783
Fine Arts teachers reduction for sixth graders to middle school	(4.70)	(549,343)
Other school based enrollment related staffing changes (-0.5 counselors, -2.13 library assistants, -0.12 office admin, -9.94 kindergarten paraprofessionals, -1 teacher expert, +2 intervention coaches, -0.8 finance technician)	(12.49)	(543,238)
Charter school changes including moving ESSER funded items to the General Fund	21.11	1,016,032
Charter school use of fund balance	–	(1,561,753)
Total Changes for FY25	(1.92)	(3,066,309)

School Reductions

The following series of charts depict proposed staff allocations, at all grade levels, needed to standardize the number of staff positions at each school. Some schools with unique

programs may be allocated additional staff and other resources. Additional details on position changes by school can be found in the detail pages in the budget book.

Elementary Schools

	Librarians	Nurses	Kindergarten Paraprofessionals	Office Administration	BPO
	FTE				
Per School	1	1	.44/Class	2	1

Metrics for staff allocations are a guide. Site factors may change final authorizations at each school.

Changes

- Added 1 FTE to support the Highly Gifted program at Rogers Park
- Move most sixth graders to middle schools

Middle Schools

	Principals	Counselors	Nurses	Office Admin	BPO	Security
Metric	400:1	300:1	1 per school	3	1 per school	450:1

School	Total Housed	Proposed Allocations								Difference				
		Prin.	Couns.	Lib.	Library Asst.	Nurses	Office Admin	BPO	Security	Prin.	Couns.	Library Asst.	Office Admin	Security
Central	518	2.00	2.00	1.00	0.00	1.00	3.00	1.00	1.00	-	-	-	-	-
Clark	730	3.00	3.00	1.00	0.00	1.00	3.00	1.00	2.00	-	-	-	(1.00)	-
Gruening	771	2.00	3.00	1.00	0.00	1.00	3.00	1.00	2.00	-	1.00	-	-	1.00
Hanshew	969	3.00	3.00	1.00	0.00	1.00	4.00	1.00	2.00	1.00	1.00	-	1.00	-
Mears	1,103	3.00	4.00	1.00	0.00	1.00	4.00	1.00	3.00	1.00	2.00	-	1.00	1.00
Mirror Lake	588	2.00	2.00	1.00	0.00	1.00	3.00	1.00	1.00	-	-	-	-	-
Romig	1,112	3.00	4.00	0.50	0.50	1.00	4.00	1.00	3.00	1.00	2.00	0.06	1.00	1.00
Wendler	649	2.00	2.00	1.00	0.00	1.00	3.00	1.00	2.00	-	-	-	-	1.00
Goldenview	1,028	3.00	3.00	1.00	0.00	1.00	4.00	1.00	2.00	1.00	1.00	-	1.00	1.00
Begich	877	3.00	3.00	1.00	0.00	1.00	3.00	1.00	2.00	-	-	-	(1.00)	-
Totals =	8,345	26.00	29.00	9.50	0.50	10.00	34.00	10.00	20.00	4.00	7.00	0.06	2.00	5.00

Metrics for staff allocations are a guide. Site factors may change final authorizations at each school.

Changes in Staffing

- Adding sixth graders resulted in increased support staff at middle schools as shown in the chart above



High Schools

	Principals	Counselors	Nurses	Office Admin	BPO	Security
Metric	400:1	300:1	1 per school	Principals + 3	1 per school	450:1

School	Total Housed	Proposed Allocations								Difference	
		Principals	Counselors	Librarians	Library Asst.	Nurses	Office Admin	BPO	Security	Counselors	Library Asst.
Bartlett	1,410	4.00	5.00	1.00	0.88	1.00	7.00	1.00	4.00	-	-
Chugiak	951	3.00	3.50	1.00	0.88	1.00	6.00	1.00	3.00	0.50	-
Dimond	1,401	4.00	5.00	1.00	0.88	1.00	7.00	1.00	3.00	-	-
East	1,713	5.00	6.00	1.00	0.88	1.00	7.00	1.00	4.00	-	-
Service	1,567	4.00	5.50	1.00	0.88	1.00	7.00	1.00	3.00	0.50	-
West	1,761	5.00	6.00	0.50	0.94	1.00	7.00	1.00	4.00	-	0.06
South	1,305	3.00	4.50	1.00	0.88	1.00	6.00	1.00	3.00	(0.50)	-
Eagle River	842	3.00	3.00	1.00	0.88	1.00	6.00	1.00	2.00	-	-
Totals =	10,950	31.00	38.50	7.50	7.07	8.00	53.00	8.00	26.00	0.50	0.06

Metrics for staff allocations are a guide. Site factors may change final authorizations at each school.

Changes in Staffing

- Metric-based changes, along with changes due to individual needs at school sites, are reflected in the chart above
- Continue to implement Academies of Anchorage



Alternative Schools

Reductions or increases at alternative schools are not equally dispersed across each school as each operates differently.

	Principals	Counselors	Nurses	Office Admin	BPO	Security
Metric	400:1	300:1	1 per school	As needed	1 per school	450:1

School	Total Housed	Proposed Allocations										Difference		
		Principals	Couns.	Lib.	Library Asst.	Nurses	Office Admin	BPO	Security	PARA Pro.	Other	Counselors	Office Admin	Other
King Tech High School	106	1.00	2.00	0.00	0.00	1.00	2.00	1.00	1.00	2.63		-	-	-
ASD Virtual	0	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	(1.00)	-	(1.00)
Polaris K-12	497	1.00	1.00	0.60	0.44	1.00	2.00	1.00	1.00	0.88	0.75	-	-	-
Special Schools	98	1.00	1.00	0.00	0.00	0.00	2.00	0.00	0.00	7.13		-	-	-
Save I	183	1.00	1.00	0.00	0.00	1.00	2.00	1.00	1.00	0.50		-	-	-
Steller	346	1.00	1.00	0.00	0.56	1.00	2.00	1.00	0.00	0.00		-	-	-
AMCS	275	1.00	1.00	0.00	0.00	0.00	2.00	0.00	0.00	0.00	1.00	-	-	-
AKChoice	272	1.00	1.00	0.00	0.00	0.00	1.88	0.00	0.00	1.00	1.00	-	(0.13)	(0.10)
McLaughlin	73	1.00	1.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00	2.00	-	-	2.00
Benson Secondary	321	2.00	4.00	0.00	0.00	1.00	2.00	1.00	1.00	0.88	1.00	-	-	-
Totals =	2,171	10.00	13.00	0.60	1.00	5.00	17.88	5.00	4.00	13.01	5.75	(1.00)	(0.13)	0.90

Metrics for staff allocations are a guide. Site factors may change final authorizations at each school.

Changes in Staffing

- Programmatic changes at AKChoice, SAVE, and Steller resulted in an overall increase in teaching FTE
- Other changes are due to individual needs at school sites



District-level Reductions and Changes

The District will continue to focus on the School Board Goals and Guardrails while making difficult decisions to reduce costs based on continued flat funding from the State. These reductions will continue to erode the student experience and

the number of specialized programs the District is able to offer. Additional detail on position changes, departmental realignments, and other changes by school/department can be seen in Appendix C of the budget book.

Special Service Changes Next Year–FY25

Adjustment	FTE	Cost
Medicaid billing supervisor	1.00	\$116,743
Deaf and Hard of Hearing (-.013 interpreter, +0.88 paraprofessional)	0.75	43,000
Whaley staffing (+3.5 paraprofessionals, -1 counselor, -1 assistant principal)	1.50	(108,430)
Preschool Special Education	1.03	123,126
Special Education Outreach counselor	1.00	123,422
ACT Program nurse	(0.50)	(69,832)
Special Education hold back (-8 paraprofessionals, -2 teachers)	(10.00)	(692,971)
English Language Learners staffing (-1 teachers, +1 counselor)	-	4,494
Special Services addenda/added duty	-	127,288
Special Services services, supplies, and equipment	-	(209,142)
Total Changes for FY25	(7.22)	(\$789,022)

Districtwide Changes Next Year–FY25

Adjustment	FTE	Cost
Accounting programmer analyst	(1.00)	(125,766)
HR staffing (+1 generalist, -1 clerical)	-	35,458
Project management	(0.12)	(16,235)
Mental Health staffing (+1 assistant director, -1 behavior analyst)	-	56,230
Teaching and Learning (+1 assistant director, -1 teacher expert, -1 curriculum coordinator)	(1.00)	(92,149)
Preschool staffing (+1 assistant director, +2 teachers, -2.31 paraprofessionals)	(3.06)	269,501
High school administration staffing (+1 director, -1 principal, -1 teacher expert)	(1.00)	(126,319)
Elementary school administration staffing (-4.38 paraprofessionals, -3 teachers)	(7.38)	(606,263)
IT staffing (+1 director, +1 professional, -2 technical, -1 clerical)	(1.00)	16,000
IT Equipment & Maintenance Agreements	-	250,575
Communications specialist	(1.00)	(86,177)
Custodians	3.72	178,560
Operation clerical	(1.00)	(91,909)
Security staffing (+1 specialists, +1 supervisor)	2.00	213,320
Maintenance staffing (+3 professional, -3 clerical)	-	54,079
Warehouse drivers	(2.00)	(215,262)
Health Services staffing (-1.75 nurses, +1 clerical)	(0.75)	(63,884)
Departmental services, supplies, and equipment	-	(4,312,170)
Departmental addenda/added duty	-	(925,479)
Districtwide travel	-	(329,525)
Two week hiring delay	-	(1,000,000)
School Board operational audits	-	100,000
Districtwide attrition adjustment	-	3,000,000
Total Changes for FY25	(13.59)	(3,617,414)



Anchorage School District
Educating All Students for Success in Life

Anchorage School Board: Andy Holleman, President

Margo Bellamy

Dave Donley

Pat Higgins

Carl Jacobs

Kelly Lessens

Dora Wilson

Superintendent: Dr. Jharrett Bryantt



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