



Anchorage School District

2025-26 Preliminary Budget



Educating All Students for Success in Life



A message from the School Board

The Fiscal Year 2026 budget represents a defining moment for the future of the Anchorage School District (ASD). After more than a decade of flat state funding and the relentless impact of inflation, ASD again faces an unprecedented financial crisis. With a deficit exceeding \$100 million, we are confronted with

difficult decisions that will significantly affect our students, families, and staff. Despite our long running efforts to minimize the impact, the depth of these cuts will be felt across every corner of our district.

This budget reflects the stark reality of our financial situation. The long-standing failure to adjust education funding to meet the actual costs of operating our schools has led us to this point. While we remain committed to producing a balanced budget, we must also prioritize long-term investments in our students, educators, and school communities. Our efforts go beyond simply closing a budget gap—we are focused on securing a stable and sustainable future for public education in Alaska. To that end, ASD is advocating for key legislative priorities, including a permanent increase in the BSA, investments in the recruitment and retention of high-quality educators, and the establishment of a competitive retirement plan. Addressing the statewide teacher shortage is not just an ASD challenge—it is a collective responsibility that demands immediate attention.

ASD is dedicated to supporting our students and staff. This fiscal challenge has forced us to make painful decisions that impact programs, services, and staffing, ultimately influencing student performance and classroom experiences. However, we remain committed to fostering a school environment that prioritizes student success, including investments in restorative justice practices and social-emotional learning. These efforts are critical in shaping well-rounded individuals who are prepared to navigate the challenges of the future.

Now, more than ever, we need your voice. I urge every member of our community to join the Anchorage School Board in advocating for our 2025 legislative priorities. Fixing the funding formula for public education is not just about ensuring the future of our students—it is essential to the long-term prosperity of our community and our state. We must convey the urgency of this matter to the Governor and the Alaska Legislature. Our students deserve a well-funded education system that provides them with the tools to succeed via regular adjustments for inflation.

In closing, I want to thank you for your unwavering commitment to our schools and our community. Together, we have the power to create lasting change and secure the future of public education in Alaska.

Andy Holleman, President



A message from the Superintendent

Dear ASD Families and Partners,

The Anchorage School District (ASD) faces an ongoing financial crisis as we develop the budget for the 2025-26 school year. With a deficit exceeding \$100 million—driven by more than a decade of flat state funding and rising costs due to inflation—we must make difficult decisions that will impact every part of our district. Despite our efforts to minimize disruption, deep cuts are unavoidable, and their effects will be felt throughout our community.

ASD's financial challenges are largely the result of years of declining purchasing power. The current Base Student Allocation (BSA) of \$5,960 per student is now worth just over \$4,000 when adjusted for inflation. Under these conditions, we simply cannot sustain the same level of programs and services.

While the Legislature has periodically allocated one-time funds to school districts, these funds often arrive too late—after critical hiring and budget decisions have already been made. Although there is a possibility that the legislature and governor could approve a one-time or permanent funding increase, the magnitude of inflationary pressures makes it highly unlikely that the District will be able to maintain current programs and services.

ASD's initial budget proposal reflects the gravity of these challenges. ASD spends more than 80% of its budget on direct instruction & student support services, and while we are making every effort to reduce costs in non-classroom areas—such as administrative reductions, specialized programs, and departmental supports—staffing reductions across schools and the District office will be unavoidable. Our guiding principles in preparing this budget are

1) ensuring the proportion of dollars spent on direct instruction & student support services remains unchanged and 2) retaining our educators by avoiding widespread reductions in force.

This budget is based solely on the revenues that school districts are legally guaranteed under Alaska statute. Since any increases to public education funding remain uncertain, the budget reflects only what is assured by current law. If the legislature and governor approve additional funding, it will likely come after ASD is required to submit a balanced budget to the Municipality of Anchorage.

We encourage parents, staff, and community members to use the resources on our FY 26 Budget Solutions webpage to stay informed on this matter. Your voice is critical in highlighting the real-world impact of these financial challenges and advocating for the resources our students deserve. Please consider sharing your perspective directly with your legislators as well.

We understand the uncertainty and concern this situation creates, and we are committed to transparency and collaboration as we navigate these challenges together. Thank you for your continued support, advocacy, and dedication to our students. Together, we can work toward a brighter future for our schools and our community.

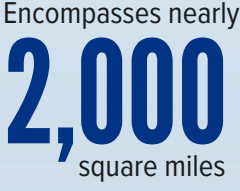
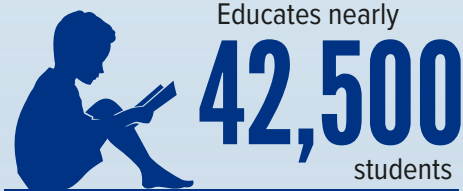
Best,

Jharrett Bryantt, Ed. D.
Superintendent



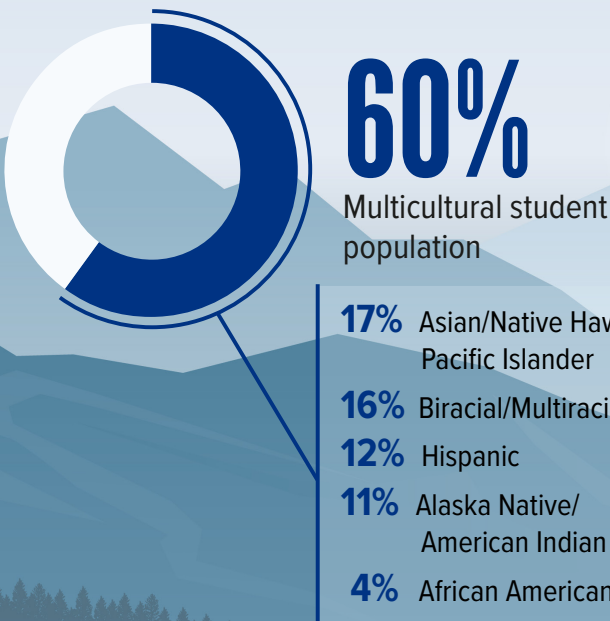
ANCHORAGE SCHOOL DISTRICT

FAST FACTS

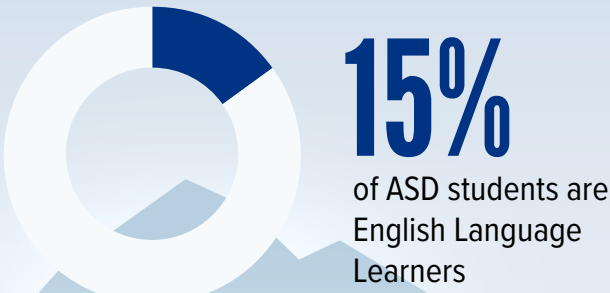


STUDENT DIVERSITY

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.



ENGLISH LANGUAGE LEARNERS



ASD families speak over 100 different languages.

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

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

GRADUATION RATE



Strategy 2028

Anchorage School District School Board Strategic Plan: 2023–28 Board Goals and Guardrails

Goals

Goals are based on the community’s vision and are focused on student results. They clarify what students know and are able to do. Goals describe the Board’s top priorities.

Portrait of a Graduate

The focus of the Anchorage community is to produce citizens who are effective communicators and collaborators. Students will be fully engaged learners with strong career and life skills who have a positive sense of self and purpose. Our graduates will be ready to enlist in the military, enter the workforce, or enroll in postsecondary opportunities.



Early Reading Proficiency

The percentage of **grade 3** students proficient in English Language Arts (ELA) on the state summative assessment (currently AK STAR) will increase from **32.4%** in May 2023 to **46.4%** in May 2028.



Math Proficiency

The percentage of **grade 8** students proficient in Mathematics on the state summative assessment (currently AK STAR) will increase from **34.5%** in May 2023 to **41.5%** in May 2028.



College, Career, Life Ready

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

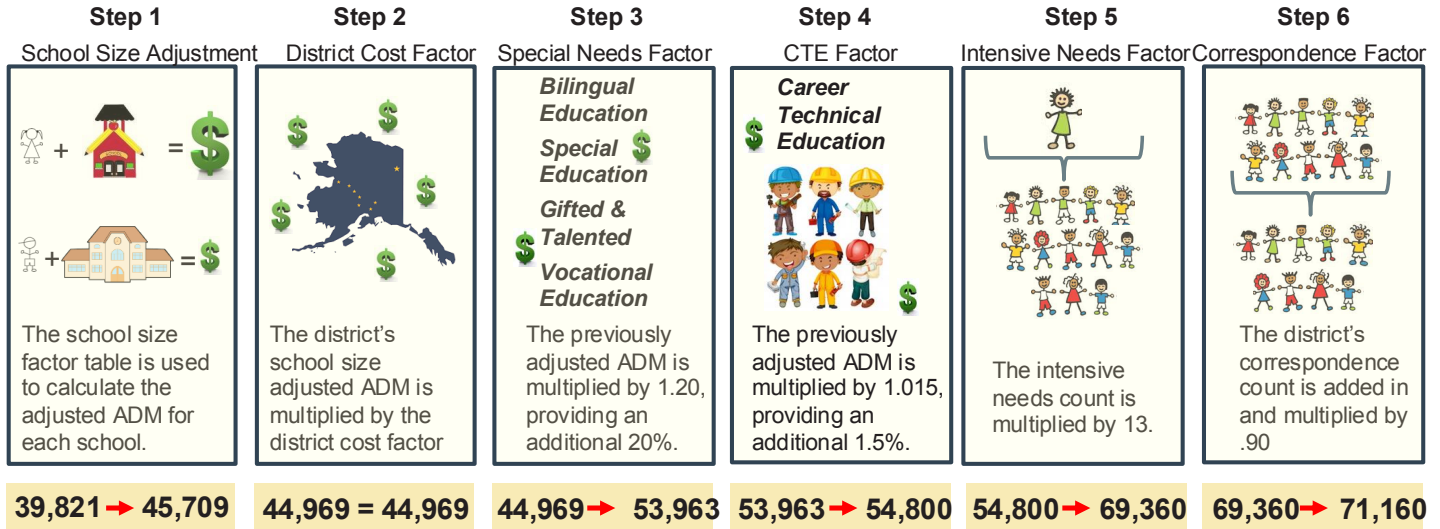


Superintendent will not operate without a plan to develop a qualified, diverse, and culturally responsive workforce.



Superintendent will not operate elementary schools without mental health services.

State Foundation Formula and Local Taxes



FY 2025-26 Projected State/Local Revenue for ASD

District adjusted ADM	71,160	
Base Student Allocation	\$5,960	
Basic need (BSA x ADM)	\$424,115,448	
Required local effort (property taxes)	\$(127,700,087)	<div> <div>\$48,188,712,215</div> <div>MOA Property Values</div> <div>x 2.65</div> <div>Mills</div> </div>
State Reduction for Federal Impact Aid Received	(6,525,000)	
State Foundation Revenue	289,890,361	
Other State Revenue	—	
State Quality Schools Grant	1,138,565	
Total State Revenue	\$291,028,926	
Basic Need	\$424,115,448	
Additional Allowable Taxes		
(23% of Basic Need + Quality Schools)	97,808,423	
Total Allowable Taxes	\$225,508,510	

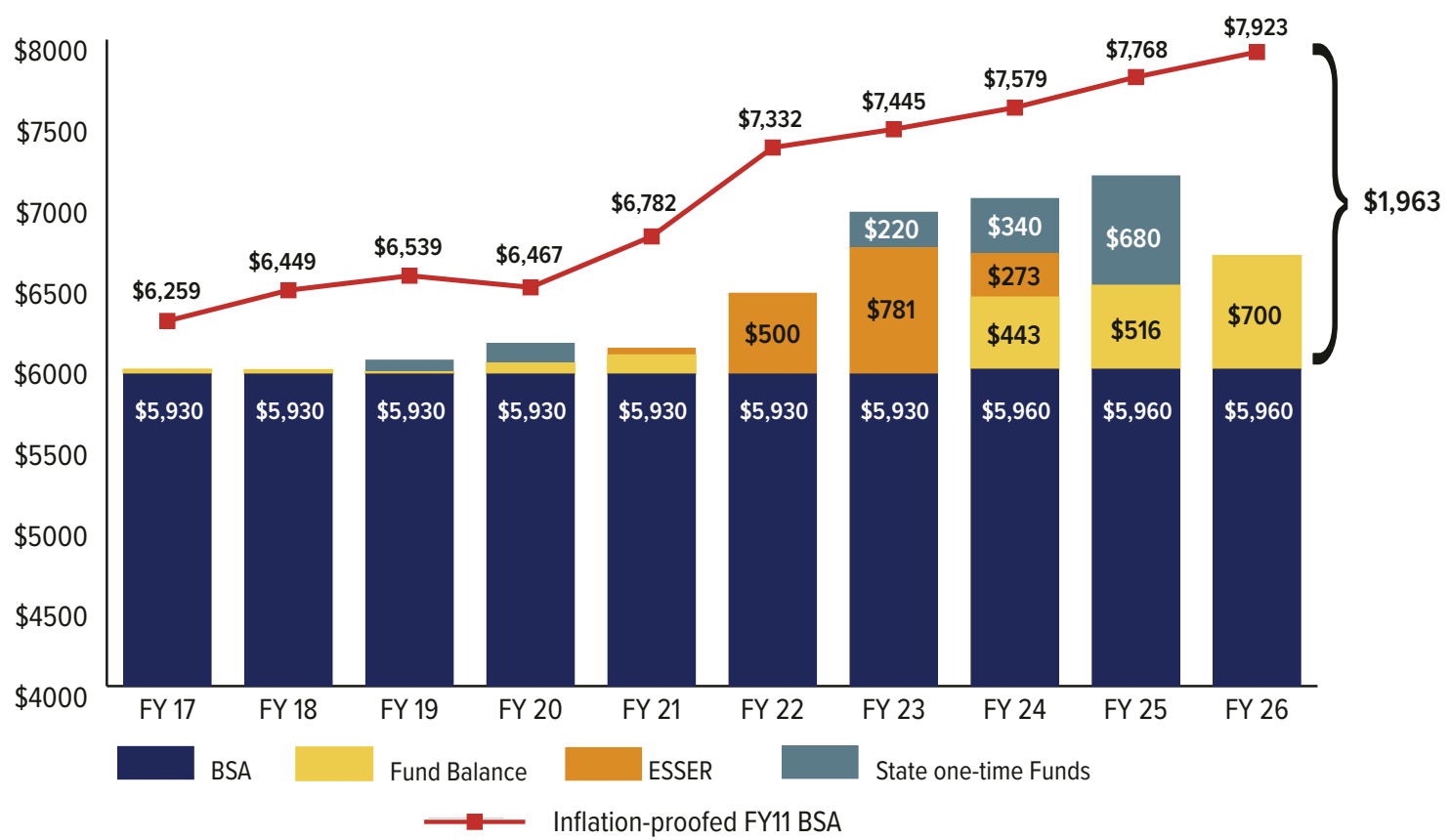


ASD School Funding Since 2017–BSA Equivalents

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. 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 nine years. 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 2011 through 2023. Rates from January 2024 through 2026 are estimated based on a 2% steady inflation rate for those two years. The dark blue bars represent the BSA.



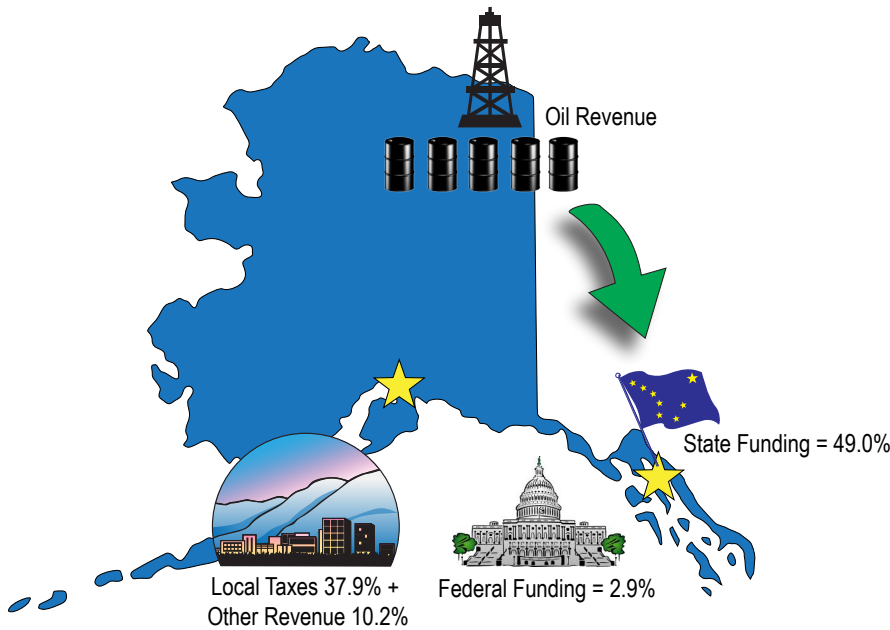
During the past eight years, ASD has closed five schools (Mt. Iliamna, Mt. Spurr, Abbott Loop, Lake Hood, and Nunaka Valley), combined several programs (Crossroads, Avail, AK Choice), merged two schools into one facility (King Tech High School and Alaska Middle College School) and reduced staff accordingly in order to achieve a balanced budget. Fiscal year 26 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 vast majority of the \$49 million one-time funds provided by the SOA in FY25 were saved for FY26 to help offset the deficit and are included as fund balance in FY26. Even with saving the majority of the one-time funds, significant reductions are necessary to balance the budget.

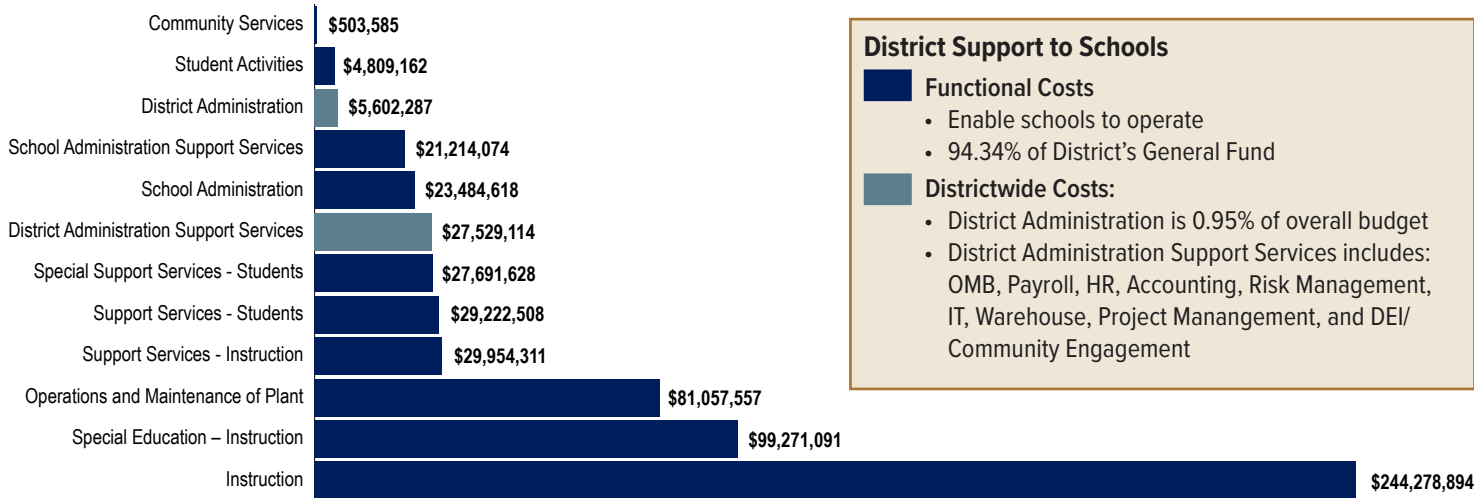
2025-26 General Fund Budget

\$594.6 Million

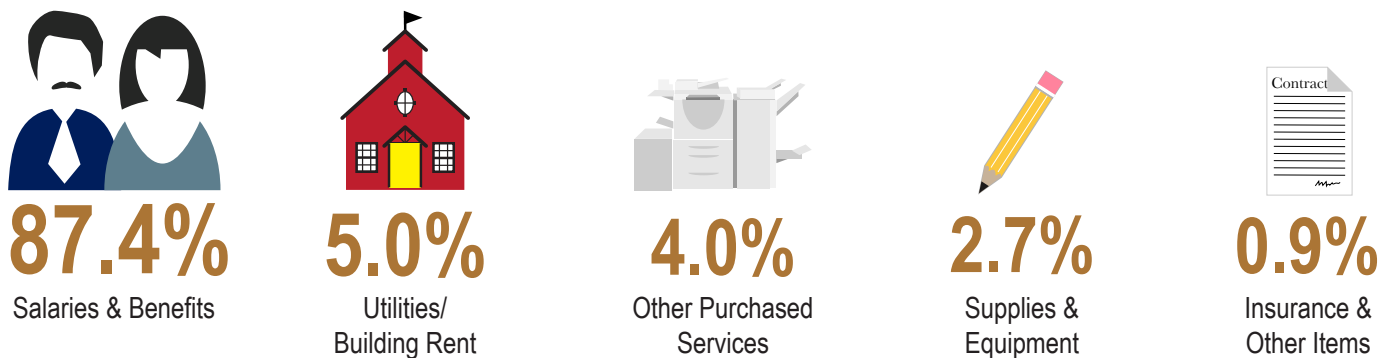
General Fund Revenue



General Fund Budget by State Function



FY 2025 – 26 General Fund Expenditures by Type

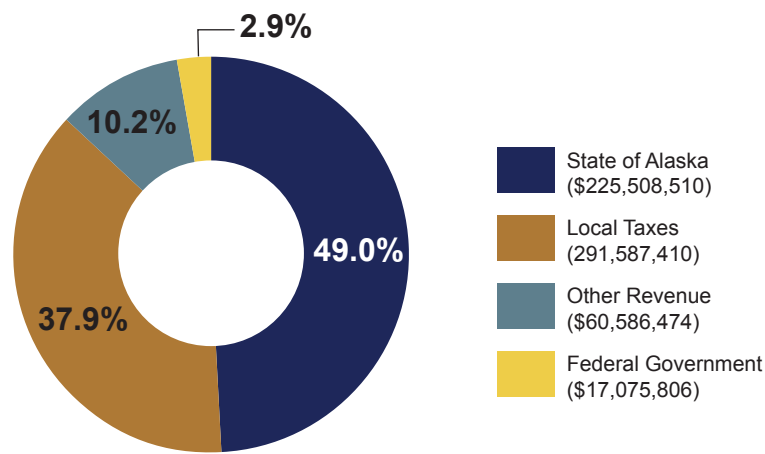


FY 2025–26 Preliminary Budget Highlights

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 nearly \$50 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) in FY26 is expected to decline by about 200 from FY25 due to net out-migration and overall increase in the average age of the population in Anchorage.

FY 2025–26 General Fund Revenue

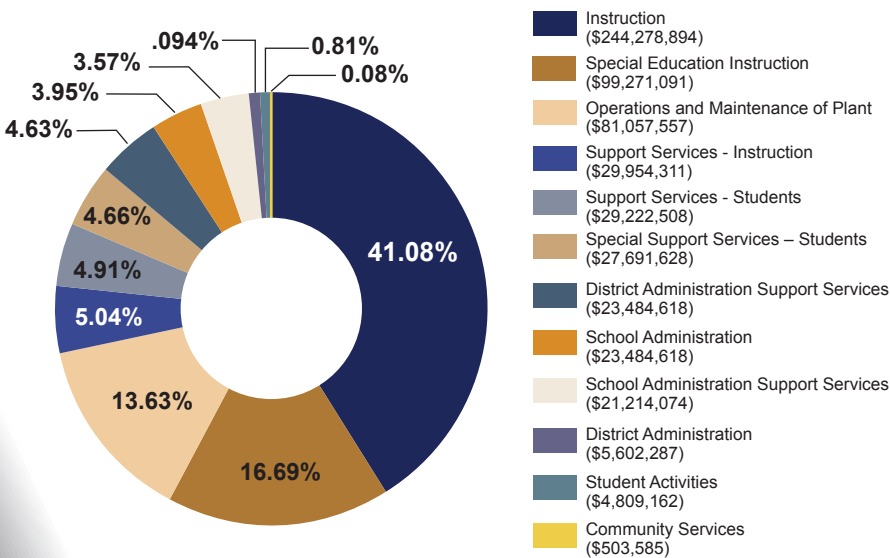


Expenditures

District expenditures are apportioned for personnel costs (87.4%), utilities/rent (5.0%), purchased services (4.0%), supplies & equipment (2.7%), and insurance/other items (0.9%).



FY 2025–26 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	11,708
FY17	47,680	4,415	6,934	450	11,799
FY18	46,949	4,599	6,968	415	11,982
FY19	45,937	4,727	7,240	487	12,454
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	13,377
FY24	42,526	5,574	7,778	581	13,933
FY25 ^[1]	42,664	5,505	8,189	392	14,086
FY26 ^[2]	41,821	5,650	6,972	408	13,030

[1] Projected amount through FY 2024-25

[2] Excludes \$1,194 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 preliminary 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.
- 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.

Personnel Reductions

Approximately 87% 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 District has balanced the budget with an increase of +4 to the pupil-teacher ratio (PTR) for grades K

through 12. The PTR formula divides the total number of students in the school, by grade level, by a ratio (e.g. 1 teacher to 26 students in 1st 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	6–8	9–12
Secondary Schools							31.25
Middle Schools							31.25
Elementary Schools	22	23	25	26	27		

School Type	FY 2026 General Fund PTR–Grade Level Groupings						
	K	1	2	3	4–5	6–8	9–12
Secondary Schools							35.25
Middle Schools							35.25
Elementary Schools	26	27	29	30	31		

Changes

- Pupil to Teacher Ratio (PTR) is a budget staffing formula, not a class size or class cap
- \$49.8 million in reserves is being used to offset potential increases in PTR
- Enrollment based changes:
 - » Decrease 30.5 FTE at elementary schools
 - » Decrease 16.8 FTE at middle schools
 - » Decrease 14.2 FTE at high schools
 - » Decrease 4.6 FTE at alternative schools
- Decrease 12 FTE from elementary immersion outside of the PTR metric
- The +4 PTR increase at grades K-12 resulted in the following reductions:
 - » 106.5 FTE at elementary schools
 - » 38.6 FTE at middle schools
 - » 42.2 FTE at high schools
 - » 8.1 FTE at alternative schools
 - » Reduce 21 FTE from holdbacks



FY26 General Fund School Based Changes

Adjustment	FTE	Cost
PTR adjustment teachers	(195.40)	(24,742,000)
Enrollment based teachers	(69.60)	(8,848,000)
Program-based teachers	(9.00)	(1,120,000)
Holdback teachers	(21.00)	(2,666,000)
Principals	(8.00)	(1,345,000)
Counselors	(4.50)	(580,000)
Librarians	(14.50)	(1,982,000)
Librarian assistants	(7.87)	(540,000)
Nurses	(15.00)	(1,829,000)
Interventionist	1.00	75,000
Clerical	(5.00)	(390,000)
Elementary paraprofessional educators	(6.13)	(294,000)
Elementary noon duty	(2.25)	(78,750)
Elementary summer school	–	(200,000)
Elementary Battle of the Books	–	(123,211)
Middle school unallocated resource	–	(28,000)
High school sports (hockey, gymnastics, swim/dive, The Dome)	–	(1,133,000)
Middle school sports	–	(1,555,000)
Secondary summer school	–	(102,000)
Family Partnership Correspondence services/supplies/equipment	–	(1,460,000)
Family Partnership Correspondence added duty/subs	–	114,240
Alaska Middle College added duty/subs	–	46,060
AK Choice services/supplies/equipment	–	39,000
AK Choice Virtual services/supplies/equipment	–	184,500
Total	(357.25)	(48,557,161)

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 detail 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				
Schools less than 300	0.50	0.50	.44/Class	2.00	1.00
Schools 300 or more	1.00	1.00	.44/Class	2.00	1.00

Changes

- Increased PTR at grades K-5
- Eliminated 12 FTE used to support Language Immersion outside of the PTR metric
- Close Lake Hood and Nunaka Valley
 - » -2 principals, -1 counselor, -2 librarians, -2 nurses, -4 office admin, -2 BPO, -3.38 custodians, -3.13 paraprofessional/noon duty
- Librarians – change metric to 0.5 for schools with less than 300 students – Reduced 12.5 FTE
- Nurses – change metric to 0.5 for schools with less than 300 students – Reduced 13 FTE
- Eliminated all library assistants, -1.31 FTE
- Continued 10% reduction in supply funds
- Eliminated 2nd addenda for Battle of the Books
- Eliminated 3 level 1 addenda at each school
- Eliminate IGNITE

Middle Schools

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

School	Total Housed	Proposed Allocations								Difference		
		Principals	Counselors	Librarians	Library Asst.	Nurses	Office Admin	BPO	Security	Principals	Counselors	BPO
Central	548	2.00	2.00	1.00	—	1.00	3.00	1.00	1.00	—	—	—
Clark	728	3.00	3.00	1.00	—	1.00	3.00	1.00	2.00	—	—	—
Gruening	795	2.00	3.00	1.00	—	1.00	3.00	1.00	2.00	—	—	—
Hanshew	827	2.00	3.00	1.00	—	1.00	4.00	1.00	2.00	(1.00)	—	—
Mears	1,042	3.00	3.00	1.00	—	1.00	4.00	2.00	3.00	—	(1.00)	1.00
Mirror Lake	582	2.00	2.00	1.00	—	1.00	3.00	1.00	1.00	—	—	—
Romig	1,114	3.00	4.00	0.50	0.50	1.00	4.00	2.00	3.00	—	—	1.00
Wendler	608	2.00	2.00	1.00	—	1.00	3.00	1.00	2.00	—	—	—
Goldenview	921	2.00	3.00	1.00	—	1.00	4.00	1.00	2.00	(1.00)	—	—
Begich	826	3.00	3.00	1.00	—	1.00	3.00	1.00	2.00	—	—	—
Totals =	7,991	24.00	28.00	9.50	0.50	10.00	34.00	12.00	20.00	(2.00)	(1.00)	2.00

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

Changes in Staffing

- Increase PTR by 4 at grades 6-8
 - Metrics based changes are reflected in the chart above
- Eliminate middle school sports
 - Continued 10% reduction in supply funds



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			
		Prin.	Couns.	Lib.	Library Asst.	Nurses	Office Admin	BPO	Security	Prin.	Couns.	Library Asst.	Office Admin
Bartlett	1,404	4.00	5.00	1.00	—	1.00	7.00	1.00	4.00	—	—	(0.88)	—
Chugiak	944	3.00	3.00	1.00	—	1.00	6.00	1.00	3.00	—	(0.50)	(0.88)	—
Dimond	1,386	3.00	5.00	1.00	—	1.00	6.00	1.00	3.00	(1.00)	—	(0.88)	(1.00)
East	1,634	4.00	5.00	1.00	—	1.00	7.00	1.00	4.00	(1.00)	(1.00)	(0.88)	—
Service	1,516	4.00	5.00	1.00	—	1.00	7.00	1.00	3.00	—	(0.50)	(0.88)	—
West	1,714	4.00	6.00	0.50	0.50	1.00	7.00	1.00	4.00	(1.00)	—	(0.44)	—
South	1,236	3.00	4.00	1.00	—	1.00	6.00	1.00	3.00	—	(0.50)	(0.88)	—
Eagle River	783	3.00	3.00	1.00	—	1.00	6.00	1.00	2.00	—	—	(0.88)	—
Totals =	10,617	28.00	36.00	7.50	0.50	8.00	52.00	8.00	26.00	(3.00)	(2.50)	(6.56)	(1.00)

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

Changes in Staffing

- Increase PTR by 4 at grades 9-12
- Metrics based changes are reflected in the chart above
- Eliminate most library assistants
- Eliminate hockey, swim/dive, and gymnastics
- Eliminate The Dome rental
- Continued 10% reduction in supply funds



Alternative Schools

Reductions or increases at alternative schools are not equally dispersed across each school as each operates differently. Staffing for alternative schools are based on programmatic need.

School	Total Housed	Proposed Allocations										Difference
		Principals	Couns.	Librarians	Library Asst.	Nurses	Office Admin	BPO	Security	PARA Pro.	Other	Principals
Polaris K-12	483	1.00	1.00	0.60	0.44	1.00	2.00	1.00	1.00	0.88	0.75	—
King Tech High School	124	1.00	2.00	—	—	1.00	2.00	1.00	1.00	2.63	—	—
Family Partnership	1,012	1.00	—	—	—	—	6.00	—	—	—	1.00	(1.00)
Save I	157	1.00	1.00	—	—	1.00	2.00	1.00	1.00	0.50	—	—
Steller	305	1.00	1.00	—	0.56	1.00	2.00	1.00	—	—	—	—
AMCS	272	1.00	1.00	—	—	—	2.00	—	—	—	1.00	—
McLaughlin	79	1.00	1.00	—	—	—	1.00	—	—	—	2.00	—
AK Choice	283	1.00	1.00	—	—	—	1.88	—	—	1.00	1.00	—
Benson Secondary	280	2.00	4.00	—	—	1.00	2.00	1.00	1.00	0.88	1.00	—
Special Schools	95	1.00	1.00	—	—	—	2.00	—	—	7.13	—	—
ASD Virtual	0	—	—	—	—	—	1.00	—	—	—	—	—
Totals	3,090	11.00	13.00	0.60	1.00	5.00	23.88	5.00	4.00	13.01	6.75	(1.00)

Changes in Staffing

- Increase PTR by 4 at grades K-12
- Continued 10% reduction in supply funds
- Reduction in activities



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–FY26

Adjustment	FTE	Cost
Special Ed/Svcs (+2 directors from Mental Health and OT/PT, -1 business manager)	1.00	\$237,000
Special Ed Deaf (-1 clerical, -1.75 parapros, -1 counselor, -1 intervention coach, +.12 educational interpreter)	(4.63)	(456,000)
Hard of Hearing Clerical	(1.81)	(158,000)
Gifted (-21.9 IGNITE teachers, -3 testing teachers, +1 assistant director)	(23.90)	(3,049,000)
Special Ed Whaley School (-2 teachers, -6.13 paras, +1 behavior)	(7.13)	(600,000)
Special Svcs Speech/Language (+3 speech path assts, -2.63 parapros)	0.37	26,000
Special Ed OT/PT Program (-1 director to sped admin, -1 teachers)	(2.00)	(84,000)
Special Ed Preschool (-0.5 clerical, +0.5 business manager)	–	35,000
Special Ed Elementary School (-1 technical, -7.01 parapros, -8 teachers)	(16.01)	(1,759,000)
Health Services (+2 nurses, -1 LPN, -1 clerical, +0.34 RN)	(0.66)	(11,000)
Indigenous Education director	0.75	139,000
Special Services added duty/services/supplies/equipment	–	211,000
Total Changes for FY26	(54.01)	(5,469,000)

Districtwide Changes Next Year–FY26

Adjustment	FTE	Cost
Accounting finance technician	(1.00)	\$(100,000)
Purchasing staff to Capital Planning	(3.50)	(425,000)
Human Resources clerical	(3.00)	(277,000)
Mental Health (-1 director to Sped, -5 behavior)	(6.00)	(507,000)
Preschool teachers	(1.50)	(195,000)
Teaching and Learning (-10 reading interventionists, -2 clerical, -1.8 teacher experts)	(13.80)	(1,614,000)
Academic services Sr. Director	(1.00)	(210,000)
Technology/Mis (-6 IT techs)	(6.00)	(804,000)
Fine Arts clerical	(0.06)	(8,125)
Custodial Services custodians	(3.33)	(257,000)
Office of Emergency Management security	(1.00)	(110,000)
Maintenance personnel	(2.00)	(276,000)
Administrative added duty/services/supplies/equipment	–	(4,128,000)
Total Changes for FY26	(42.19)	(8,911,125)



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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