

# Rightsizing ASD

REIMAGINE • RENEW

Is Now the Time for Anchorage  
to Consider Rightsizing ASD's  
Infrastructure?



# Properly Resourced Schools Look Like...



**Balanced Class  
Sizes**



**Minimize  
the # of unintended  
combination classes**



**Full-time  
school  
support staff**



**Diverse course  
offerings and  
activities for  
students**



**Adequate budget  
to meet student  
needs**



**Safe and healthy  
schools**

# Summary of Previous Briefings

Apr 23<sup>rd</sup>, 2024

Summary of Where We are Today

### ASD Facilities Overview

- 56 Elementary Schools
- 11 Middle Schools
- 11 High Schools
- 8 K-8 Schools
- 5 K-12 Schools

Includes 8 Charter Schools and 11 Alternative Schools

90 facilities  
+ 10 leased facilities  
in support of over 130 schools & programs

84 School Buildings

Average age = 37 years  
 6 replacements in past 26 years  
 19 Total Renewals in past 26 years  
 33 schools > 50 years old  
 16 schools over 60 years old  
 3 schools closed in last 7 years (M. Stamm ES, Mt. Spurr ES & Abbott Loop ES)

## Summary of Enrollment, Declining Birthrate, Education Levels of Service & Facilities

June 4th, 2024

Properly Resourced Schools Look Like...

### What is Rightsizing

- Surveys and Polls
- Town Halls & Listening Sessions
- Public Meeting Feedback
- Every student chooses the opportunity to advance or be held back
- ESCs are open, transparent and accountable to the community
- Public education should be responsive to an ever-changing world

- Maximize ASD facilities to support facilities to support service for all students
- Public programs where they best support students
- Provide options to support unmet needs (online, school, program, etc.)
- Maximize the use of the district resources to ensure required infrastructure
- Provide confidence to encourage students that we're really doing the right thing

Input Sources: ASD Core Values, Recommendations

## Small School Pros & Cons, School size & Levels of Service, Potential repurpose possibilities

August 20th, 2024

### Abbott Loop Closing

#### Possible Criteria for Closing, Combining & Repurposing Facilities

Facilities	Education Levels of Service	Efficiency
<ul style="list-style-type: none"> <li>Education Adequacy Index</li> <li>Facility Condition Index</li> <li>Recent improvements</li> <li>Planned Improvements</li> <li>Projected long-term costs vs. potential savings</li> <li>Known individually, including significant costs to remediate</li> <li>Annual Maintenance Costs</li> <li>Can the facility support other District needs (Alternative, Charter Schools, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>Identify pairs of schools where school facilities could be combined to increase education level of service</li> <li>Can boundary changes accommodate the program?</li> <li>Increase # of students per grade level</li> <li>Reduce Center classes unless the learning philosophy requires them</li> <li>Can consolidation of programs improve support to students</li> <li>Require additional service for special services</li> </ul>	<ul style="list-style-type: none"> <li>Reduce cost per student if articles are combined</li> <li>Reduce logistical or operational costs</li> <li>Reduce staffing costs</li> <li>Evaluate potential travel vs. requirements for additional transportation</li> <li>Reduce building lease costs across the District</li> <li>Adjustment types of new utilized schools might contribute to program that operationalized educational improvements</li> </ul>

## Student Outcomes from Abbott Loop closure, Survey Results, Enrollment History

September 3<sup>rd</sup>, 2024

### 10<sup>th</sup> Day Enrollment 2020 - 2024

#### Enrollment Analysis

58 Elementary Schools

29 of these schools (50%) are below 70% utilization

14 of these schools (24%) are below 60% utilization

Pre-K Intensive Needs increased by 32 students (17%)

K-8 declined 726 students (3.3%) in the past year

K-12 declined 191 students (1.8%) in the past year

Declining population and birth rate trend continues to challenge

## Enrollment Analysis

October 1<sup>st</sup>, 2024

### Rightsizing Discussion Points

#### Survey Respondent Information

#### School Evaluation Rubric

Major Component	Sub-Element 1	Sub-Element 2	Sub-Element 3	Sub-Element 4
Program Effectiveness (Maximum Level of Service)	Student Size	ES & Middle School Programs (K-12, Middle School, Secondary, Career Center)	ES & High School Programs (ES, High School, Career Center, ES & High School)	ES & Alternative Programs (ES, Alternative, Career Center)
Asset Value	Public Facilities (School Buildings, Equipment, Inventory, and Other Resources)	Operations (Staff, Energy, Transportation, etc.)	Future Value (Alternative Uses, etc.)	ES & Alternative Programs (ES, Alternative, Career Center)
Service Potential	Flexibility (Space, Equipment, etc.)	ES & High School Programs (ES, High School, Career Center)	ES & Alternative Programs (ES, Alternative, Career Center)	ES & Alternative Programs (ES, Alternative, Career Center)

Individual schools will be scored according to these elements and component scores will be weighted to determine schools with potential for consolidation or repurposing.

## Guardrails, 3<sup>rd</sup> Survey Summary, Rightsizing Components, Evaluation Rubric

October 15<sup>th</sup>, 2024

### Evaluating School Zone Boundaries

#### School Analysis

#### Board Comments/Guidance 15 OCT

Rightsizing Discussion Points

School Evaluation Rubric Components

## Evaluating boundaries, School analysis & Board Guidance

# 3<sup>rd</sup> Survey September 2024 Results Overview

## School Programs

- 94% favor full range of classes at elementary level
- 89% favor diverse class offerings at high school level

## Operational Cost & Efficiencies

- 81% chose cost/student as most important
- 76% want transportation costs considered
- 70% agreed to use parts or all of school for childcare, relocations, other District programs

## School Size and Features

- 89% want adequately sized spaces
- 72% want more full-time specialized teachers/staff

## Neighborhood Enrollment

- 85% value effectively located schools
- 78% value areas *increasing* in # of students

## Staffing Effectiveness

- 76% want elementary schools with 3 classes per grade
- 79% want secondary schools to have similar course offerings despite size

## Building Condition & Investments

- 88% prioritized major improvements such as heating, ventilation, etc.
- 76% support major improvements via bond funding / budget.

# School Evaluation Rubric Components

## Staffing Effectiveness

**Overall Score = Average of subgroups rated 5 →1**

- Partial staff increments for Specials staff & SPED Itinerant staff
- % Combos

## School Impacts

**Overall Score = Average of subgroups rated 1 →5**

- % Economically Disadvantaged, % SPED and % ELL

## Community Growth Potential

**Overall Score = Average of subgroups rated 5 →1**

- New Housing Potential
- Enrollment Decline Expectations

## Size and Utilization

**Overall Score = Average of subgroups rated 5 →1**

- Current utilization and projections for SY 25/26 and SY 29/30

## Facility Condition

**Overall Score = Average of subgroups rated 5 →1**

- Component life cycle replacement costs next 2 years
- Recent major maintenance improvements & repairs
- Short-term planned improvements

## Cost Effectiveness

**Overall Score = Average of subgroups rated 5 →1**

- Maintenance & operational cost per student
- Utilities cost per sq. ft.

## Alternative Use

**Overall Score = Average of subgroups rated 5 →1**

- Co-location potential of facility
- % Age 0-4 population (potential incoming students)

# Rubric Scores for Lowest 45 Schools

School	Staffing Effectiveness	Weighting Factor	Size and Utilization	Weighting Factor	School Impacts	Weighting Factor	Condition	Weighting Factor	Cost Effectiveness	Weighting Factor	Growth Potential	Weighting Factor	Alternative Use	Weighting Factor	Combined Score	Group Based on Normalized Quintile
Fire Lake	2.7	2.0	1.0	2.0	3.0	1.0	1.0	2.0	1.0	1.0	2.0	1.0	3.0	1.0	18.3	1
Bear Valley	3.0	2.0	2.0	2.0	1.0	1.0	1.0	2.0	3.7	1.0	1.5	1.0	2.0	1.0	20.2	1
O'Malley	2.7	2.0	2.3	2.0	1.0	1.0	1.0	2.0	2.7	1.0	2.5	1.0	3.0	1.0	21.2	1
Lake Hood	2.3	2.0	1.0	2.0	4.0	1.0	2.0	2.0	1.3	1.0	3.0	1.0	3.0	1.0	22.0	1
Alpenglow	2.7	2.0	1.3	2.0	2.0	1.0	2.0	2.0	2.7	1.0	2.0	1.0	4.0	1.0	22.7	2
Homestead	3.3	2.0	1.3	2.0	1.0	1.0	3.0	2.0	2.7	1.0	2.0	1.0	2.5	1.0	23.5	2
Lake Otis	4.3	2.0	1.3	2.0	5.0	1.0	1.0	2.0	2.0	1.0	1.5	1.0	2.5	1.0	24.3	2
Baxter	4.0	2.0	1.3	2.0	5.0	1.0	1.0	2.0	2.7	1.0	2.0	1.0	2.0	1.0	24.3	2
Fairview	3.0	2.0	2.0	2.0	5.0	1.0	1.0	2.0	2.3	1.0	1.5	1.0	3.5	1.0	24.3	2
Inlet View	1.7	2.0	3.7	2.0	2.0	1.0	1.0	2.0	3.3	1.0	2.5	1.0	4.0	1.0	24.5	2
Russian Jack	2.3	2.0	1.7	2.0	5.0	1.0	2.0	2.0	1.7	1.0	2.5	1.0	3.5	1.0	24.7	2
Chugiak	3.7	2.0	4.0	2.0	1.0	1.0	1.0	2.0	3.0	1.0	1.5	1.0	2.0	1.0	24.8	2
Huffman	2.7	2.0	2.3	2.0	1.0	1.0	3.0	2.0	3.0	1.0	2.0	1.0	3.0	1.0	25.0	2
Klatt	3.0	2.0	2.3	2.0	5.0	1.0	1.0	2.0	2.0	1.0	2.5	1.0	3.5	1.0	25.7	3
Northwood	3.0	2.0	2.0	2.0	5.0	1.0	1.0	2.0	3.0	1.0	2.0	1.0	4.0	1.0	26.0	3
Scenic Park	2.7	2.0	4.0	2.0	2.0	1.0	1.0	2.0	3.3	1.0	3.0	1.0	2.5	1.0	26.2	3
Campbell STEM	3.0	2.0	2.7	2.0	4.0	1.0	2.0	2.0	3.3	1.0	1.5	1.0	2.0	1.0	26.2	3
Taku	2.0	2.0	3.7	2.0	4.0	1.0	2.0	2.0	1.3	1.0	3.0	1.0	2.5	1.0	26.2	3
Nunaka Valley	3.7	2.0	1.7	2.0	4.0	1.0	2.0	2.0	2.0	1.0	2.0	1.0	3.5	1.0	26.2	3
Rogers Park	2.3	2.0	2.7	2.0	3.0	1.0	3.0	2.0	4.3	1.0	1.0	1.0	2.0	1.0	26.3	3
Chinook	3.0	2.0	3.0	2.0	4.0	1.0	2.0	2.0	3.0	1.0	1.0	1.0	2.5	1.0	26.5	3
Birchwood ABC	3.3	2.0	2.3	2.0	2.0	1.0	3.0	2.0	1.3	1.0	4.0	1.0	2.0	1.0	26.7	3
Trailside	4.0	2.0	2.7	2.0	3.0	1.0	2.0	2.0	2.7	1.0	1.5	1.0	2.5	1.0	27.0	3
Tudor	2.3	2.0	3.0	2.0	3.0	1.0	3.0	2.0	2.0	1.0	2.0	1.0	3.5	1.0	27.2	3
Spring Hill	4.3	2.0	2.7	2.0	5.0	1.0	1.0	2.0	2.3	1.0	1.0	1.0	3.0	1.0	27.3	3
Girdwood	2.3	2.0	2.3	2.0	2.0	1.0	5.0	2.0	1.3	1.0	3.0	1.0	2.0	1.0	27.7	3
Chugach Optional	2.7	2.0	4.0	2.0	1.0	1.0	2.0	2.0	4.0	1.0	2.5	1.0	3.0	1.0	27.8	3
Mountain View	2.3	2.0	1.0	2.0	5.0	1.0	4.0	2.0	1.7	1.0	2.5	1.0	4.0	1.0	27.8	3
North Star	4.0	2.0	1.7	2.0	5.0	1.0	2.0	2.0	3.7	1.0	1.0	1.0	3.0	1.0	28.0	3
Turnagain	2.7	2.0	1.0	2.0	3.0	1.0	5.0	2.0	3.3	1.0	2.0	1.0	2.5	1.0	28.2	3
Kincaid	4.3	2.0	2.0	2.0	3.0	1.0	3.0	2.0	2.3	1.0	1.5	1.0	3.0	1.0	28.5	3
Bayshore	4.0	2.0	2.3	2.0	2.0	1.0	3.0	2.0	3.3	1.0	1.0	1.0	3.5	1.0	28.5	3
Chester Valley	2.3	2.0	1.3	2.0	4.0	1.0	5.0	2.0	2.3	1.0	1.5	1.0	3.5	1.0	28.7	3
Willow Crest	3.7	2.0	2.7	2.0	5.0	1.0	2.0	2.0	2.3	1.0	2.5	1.0	2.5	1.0	29.0	3
Gladys Wood	3.7	2.0	2.0	2.0	4.0	1.0	3.0	2.0	3.7	1.0	1.5	1.0	2.5	1.0	29.0	3
Williwaw	4.3	2.0	3.0	2.0	5.0	1.0	1.0	2.0	2.0	1.0	2.0	1.0	3.5	1.0	29.2	3
Ocean View	2.7	2.0	3.7	2.0	3.0	1.0	3.0	2.0	3.0	1.0	2.5	1.0	2.5	1.0	29.7	4
Ravenwood	4.3	2.0	4.0	2.0	1.0	1.0	2.0	2.0	4.7	1.0	2.0	1.0	2.0	1.0	30.3	4
College Gate	2.7	2.0	3.3	2.0	4.0	1.0	3.0	2.0	3.7	1.0	1.5	1.0	3.5	1.0	30.7	4
Rabbit Creek	4.0	2.0	2.0	2.0	2.0	1.0	5.0	2.0	3.7	1.0	1.0	1.0	2.0	1.0	30.7	4
Aurora	4.3	2.0	3.0	2.0	2.0	1.0	3.0	2.0	3.3	1.0	1.0	1.0	4.0	1.0	31.0	4
Wonder Park	4.0	2.0	2.7	2.0	5.0	1.0	1.0	2.0	3.0	1.0	3.0	1.0	5.0	1.0	31.3	4
Denali	4.7	2.0	2.3	2.0	3.0	1.0	3.0	2.0	4.0	1.0	2.5	1.0	2.0	1.0	31.5	4
Kasuun	3.7	2.0	3.3	2.0	4.0	1.0	3.0	2.0	2.0	1.0	2.0	1.0	3.5	1.0	31.5	4
Ursa Minor	3.7	2.0	4.3	2.0	1.0	1.0	2.0	2.0	5.0	1.0	2.0	1.0	4.0	1.0	32.0	4

# School Analysis

## Detailed Analysis

## Recommendations

School Evaluation Rubric Components	
Staffing Effectiveness	Overall Score = Average of subgroups rated 5 --1 • Partial staff increments for Specials staff & SPED itinerant staff • % Combos
School Impacts	Overall Score = Average of subgroups rated 1 --5 • % Economically Disadvantaged, % SpED and % ELL
Community Growth Potential	Overall Score = Average of subgroups rated 5 --1 • New Housing Potential • Enrollment Decline Expectations
Size and Utilization	Overall Score = Average of subgroups rated 5 --1 • Current utilization and projections for SY 25/26 and SY 29/30
Facility Condition	Overall Score = Average of subgroups rated 5 --1 • Component life cycle replacement costs next 2 years • Recent major maintenance improvements & repairs • Short-term planned improvements
Cost Effectiveness	Overall Score = Average of subgroups rated 5 --1 • Maintenance & operational cost per student • Utilities cost per sq. ft.
Alternative Use	Overall Score = Average of subgroups rated 5 --1 • Co-location potential of facility • % Age 0-4 population (potential incoming students)



**Rubric narrows list of potential schools that require further analysis**

Transportation

Boundary Impacts

Demographics

Title I & CEP

SPED Programs

Repurpose Potential

Boundary Changes

Close, Combine & Repurpose

Renew

Replace

Retire

Timeline

# Closure & Consolidation Recommendations

## Fire Lake / 18.3

**Low Score Factors**  
 Staffing Effectiveness  
 Size & Utilization  
 Building Condition  
 Cost effectiveness  
 Growth Potential

## Nunaka Valley / 26.2

**Low Score Factors**  
 Size and Utilization %  
 Building Condition  
 Cost Effectiveness  
 Growth Potential

Baxter  
 Bear Valley  
 Fire Lake  
 Lake Hood  
 Nunaka Valley  
 Tudor  
 Wonder Park



## Baxter / 24.3

**Low Score Factors**  
 Size and Utilization %  
 Building Condition  
 Cost Effectiveness  
 Growth Potential

## Lake Hood / 22.0

**Low Score Factors**  
 Staffing Effectiveness  
 Size and Utilization %  
 Cost Effectiveness

\*Schools in blue are Title I Schools

## Tudor / 27.2

**Low Score Factors**  
 Staffing Effectiveness  
 Cost Effectiveness  
 Growth Potential

## Bear Valley / 20.2

**Low Score Factors**  
 Growth Potential  
 Size and Utilization %  
 Building Condition  
 Cost Effectiveness

## Wonder Park / Combined 31.3

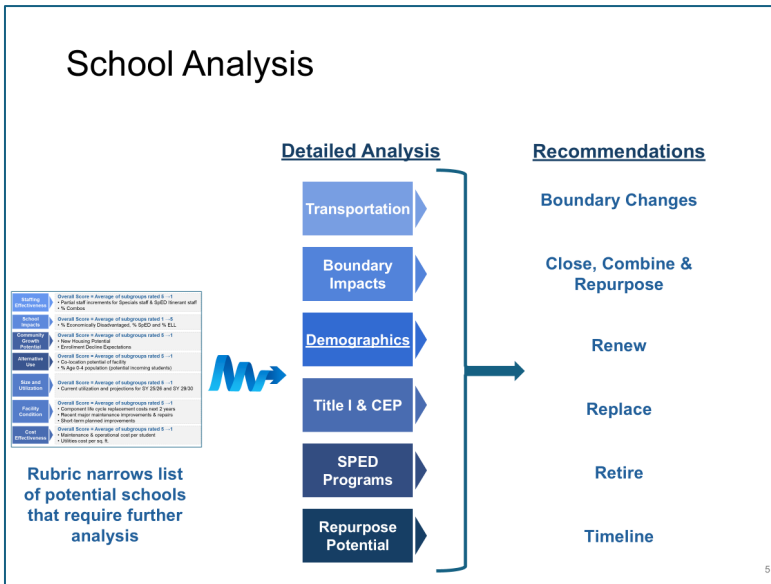
**Low Score Factors**  
 Building Condition  
 (Open Space School)  
 Size and Utilization %  
 School Impacts

The rubric scores ranged from 18.3 (lowest) to 36.5 (highest). The staff conducted detailed analysis on the lower scored schools for potential consolidation and/or repurposing.



# School Detailed Analysis Results

## Top 45 ES Schools for Detailed Analysis



Alpenglow	Girdwood	O'Malley
Aurora	Gladys Wood	Rabbit Creek
Baxter	Homestead	Ravenwood
Bayshore	Huffman	Rogers Park
Bear Valley	Inlet View	Russian Jack
Birchwood	Kasuun	Scenic Park
Campbell	Kincaid	Spring Hill
Chester Valley	Klatt	Taku
Chinook	Lake Hood	Trailside
Chugach	Lake Otis	Tudor
Chugiak	Mountain View	Turnagain
College Gate	North Star	Ursa Minor
Denali	Northwood	Williwaw
Fairview	Nunaka Valley	Willow Crest
Fire Lake	Ocean View	Wonder Park

\*Schools in blue are Title I Schools

# Analysis of the Top 45 Potential Schools

## Recommended Closing/Repurpose Schools

**Baxter**  
**Bear Valley**  
**Fire Lake**  
**Lake Hood**  
**Nunaka Valley**  
**Tudor**  
**Wonder Park**



## Gaining Schools

<b>Birchwood</b>	<b>Northwood</b>
<b>Chester Valley</b>	<b>O'Malley</b>
<b>Chugiak</b>	<b>Rabbit Creek</b>
<b>College Gate</b>	<b>Russian Jack</b>
<b>Denali</b>	<b>Scenic Park</b>
<b>Eagle River</b>	<b>Turnagain</b>
<b>Huffman</b>	<b>Williwaw</b>
<b>Lake Otis</b>	



## Remaining 24 of Top 45 Potential Schools

<b>Alpenglow</b>	<b>Kincaid</b>
<b>Aurora</b>	<b>Klatt</b>
<b>Bayshore</b>	<b>Mountain View</b>
<b>Campbell</b>	<b>North Star</b>
<b>Chinook</b>	<b>Ocean View</b>
<b>Chugach</b>	<b>Ravenwood</b>
<b>Fairview</b>	<b>Rogers Park</b>
<b>Girdwood</b>	<b>Spring Hill</b>
<b>Gladys Wood</b>	<b>Taku</b>
<b>Homestead</b>	<b>Trailside</b>
<b>Inlet View</b>	<b>Ursa Minor</b>
<b>Kasuun</b>	<b>Willow Crest</b>

\*Schools in blue are Title I Schools

# Refining List for Partial Repurposing

Remaining 24 of Top  
45 Potential Schools

Alpenglow	Kincaid
Aurora	Klatt
Bayshore	Mountain View
Campbell	North Star
Chinook	Ocean View
Chugach	Ravenwood
Fairview	Rogers Park
Girdwood	Spring Hill
Gladys Wood	Taku
Homestead	Trailside
Inlet View	Ursa Minor
Kasuun	Willow Crest

\*Schools in blue are  
Title I Schools

Removed from  
Closure Potential

Aurora  
Girdwood  
Inlet View  
Ursa Minor

Schools > 80%  
Utilization

Chugach  
Ravenwood  
Spring Hill  
Taku

Partial Repurposing  
Candidates

Alpenglow  
Bayshore  
Campbell  
Chinook  
Fairview  
Gladys Wood  
Homestead  
Kasuun  
Kincaid  
Klatt  
Mountain View  
North Star  
Ocean View  
Rogers Park  
Trailside  
Willow Crest

# Recommendation for Close/Combine & Repurpose

## Closing Schools

## Remarks

## Receiving Schools

### Bear Valley ES

(Year 1)

(69%)

- Closure

80 students to O'Malley ES

104 students to Rabbit Creek ES

121 students to Huffman ES

### Lake Hood ES

(Year 1)

(39%)

- Repurpose building: **Charter School**
- Programs affected: Pre-K, SBBS program

113 students to Turnagain ES

62 students to Northwood ES

### Tudor ES

(Year 1)

(69%)

- Repurpose building: **Whaley K-12 & Outreach**
- Programs affected: Montessori program moves to Denali Montessori

179 students to Lake Otis ES

124 students to Denali Montessori ES

### Fire Lake ES

(Year 2)

(47%)

- Repurpose building: **Charter School**
- Programs affected: SLC program

108 students to Eagle River ES

40 students to Birchwood ABC ES

2 students to Chugiak ES

### Nunaka Valley ES

(Year 2)

(63%)

- Repurpose building: **Pre-K School**
- Programs affected: 7 Pre-K classes stay

39 students to Chester Valley ES

57 students to Russian Jack ES

### Wonder Park ES

(Year 2)

(66%)

- Closure
- Programs affected: Pre-K, SLC program

103 students to Williwaw ES

78 students to Ptarmigan ES

### Baxter ES

(Year 3)

(56%)

- Repurpose building: **Charter School**
- Programs affected: SLC program

53 students to Scenic Park ES

99 students to College Gate ES

17 students to Chester Valley ES

# Timeline of Major Events

**NOV 4<sup>th</sup> –**  
Initial list of recommended  
closures and/or repurposing

**DEC 17<sup>th</sup>**  
Board Rightsizing  
Decision



Staff Rightsizing Analysis



**Oct**

**Nov**

**Dec**



**OCT 15<sup>th</sup>**  
Board  
Rightsizing  
Guidance



COMMUNITY  
CONVERSATIONS

- NOV 12<sup>th</sup> - Chugiak HS**
- NOV 13<sup>th</sup> - MECAC**
- NOV 14<sup>th</sup> - Dimond HS**
- NOV 16<sup>th</sup> - Bartlett HS**
- NOV 18<sup>th</sup> - Virtual (11am & 6pm)**

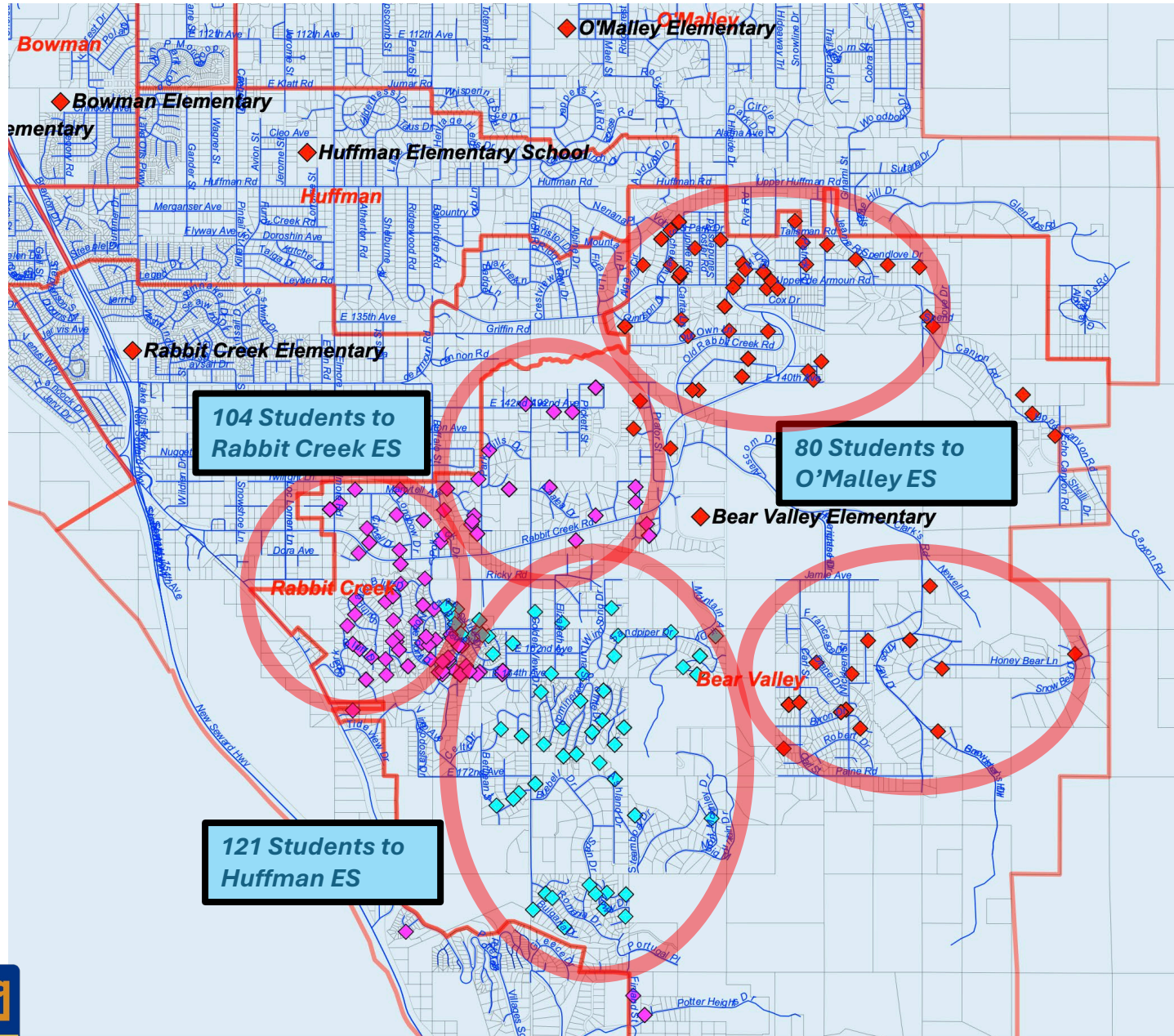


**DEC 3<sup>rd</sup>**  
Rightsizing  
on Non-  
Action

**Questions/Comments?**

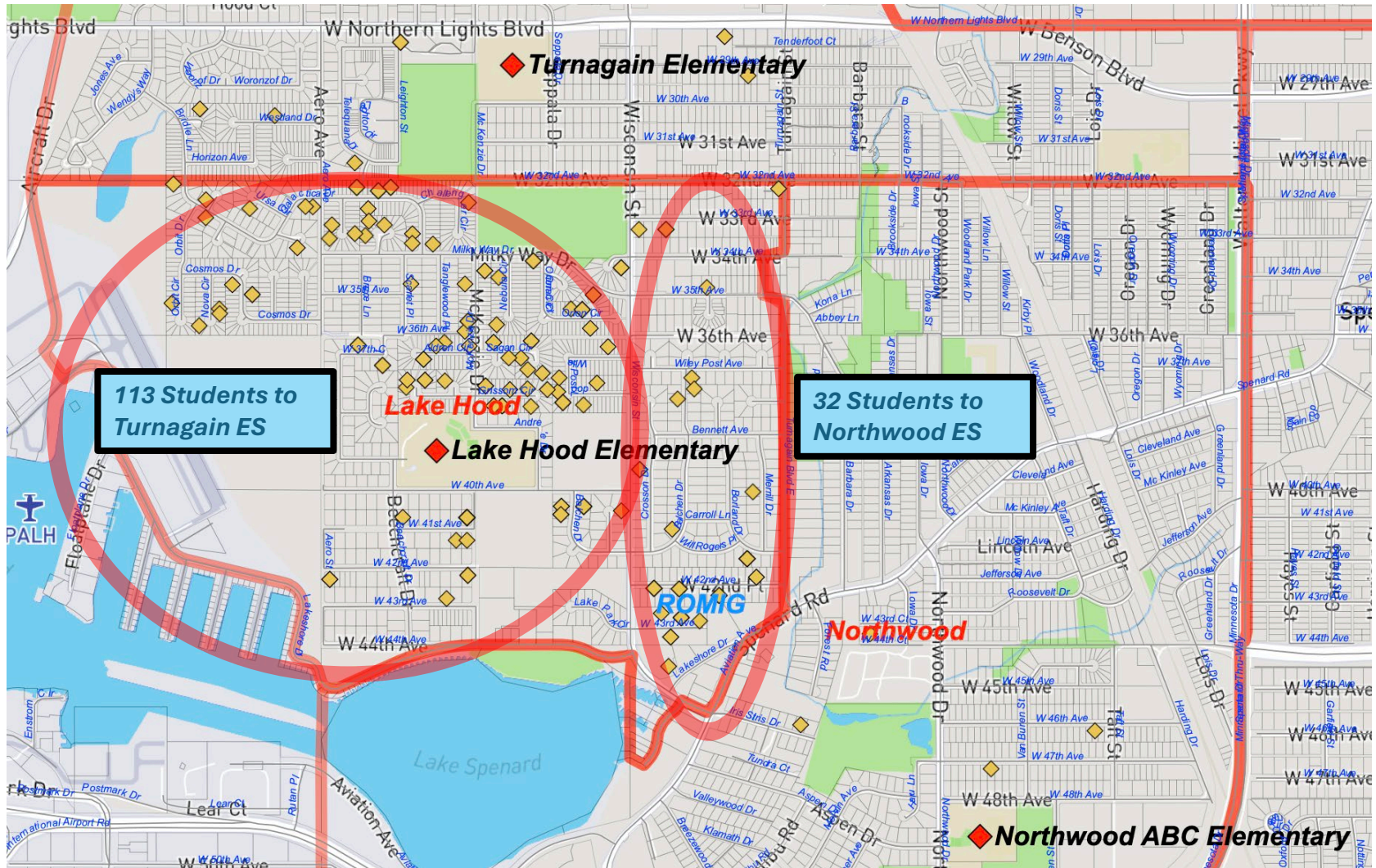
# Map Slides

# Bear Valley Student Distribution





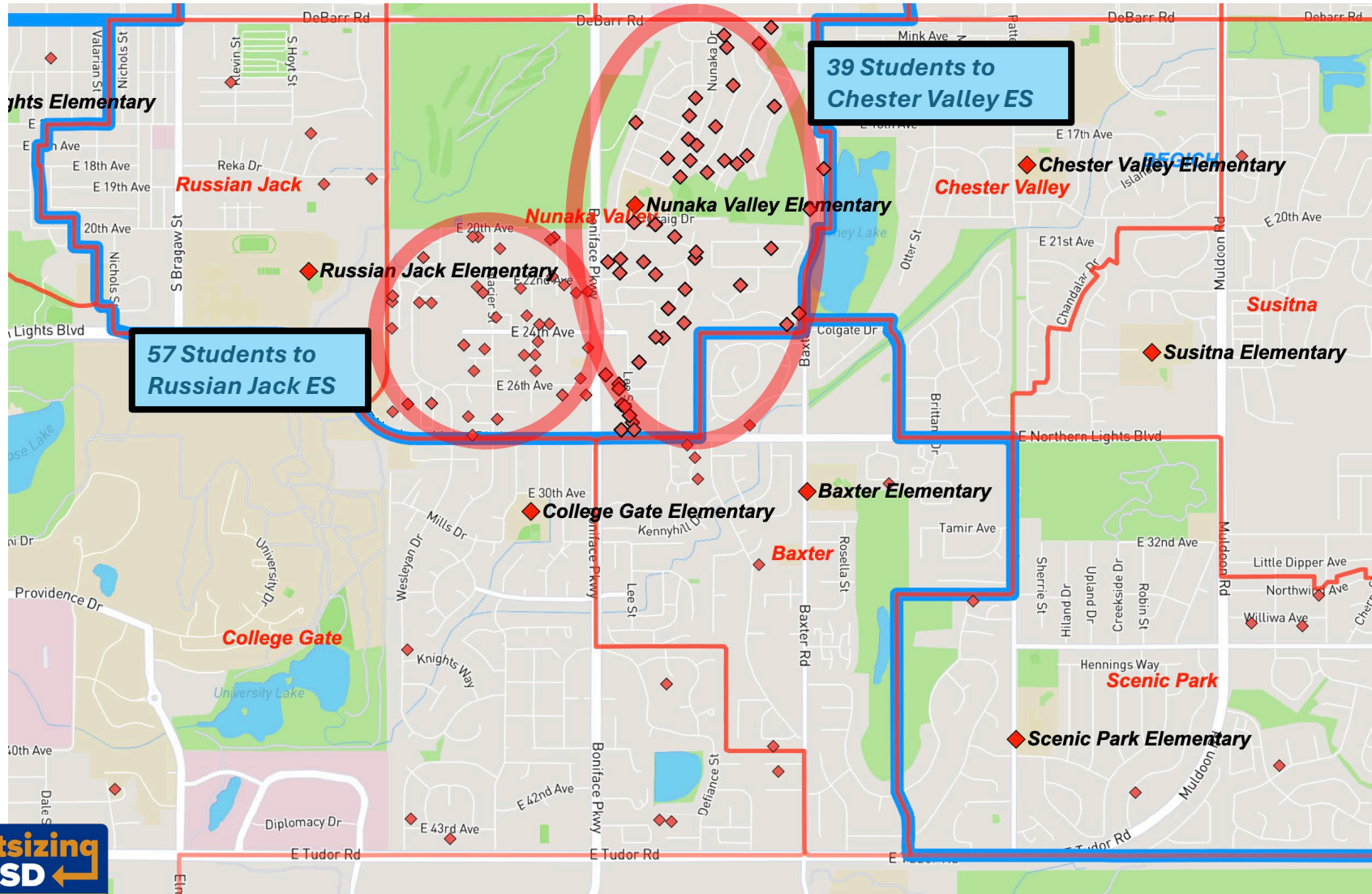
# Lake Hood Student Distribution



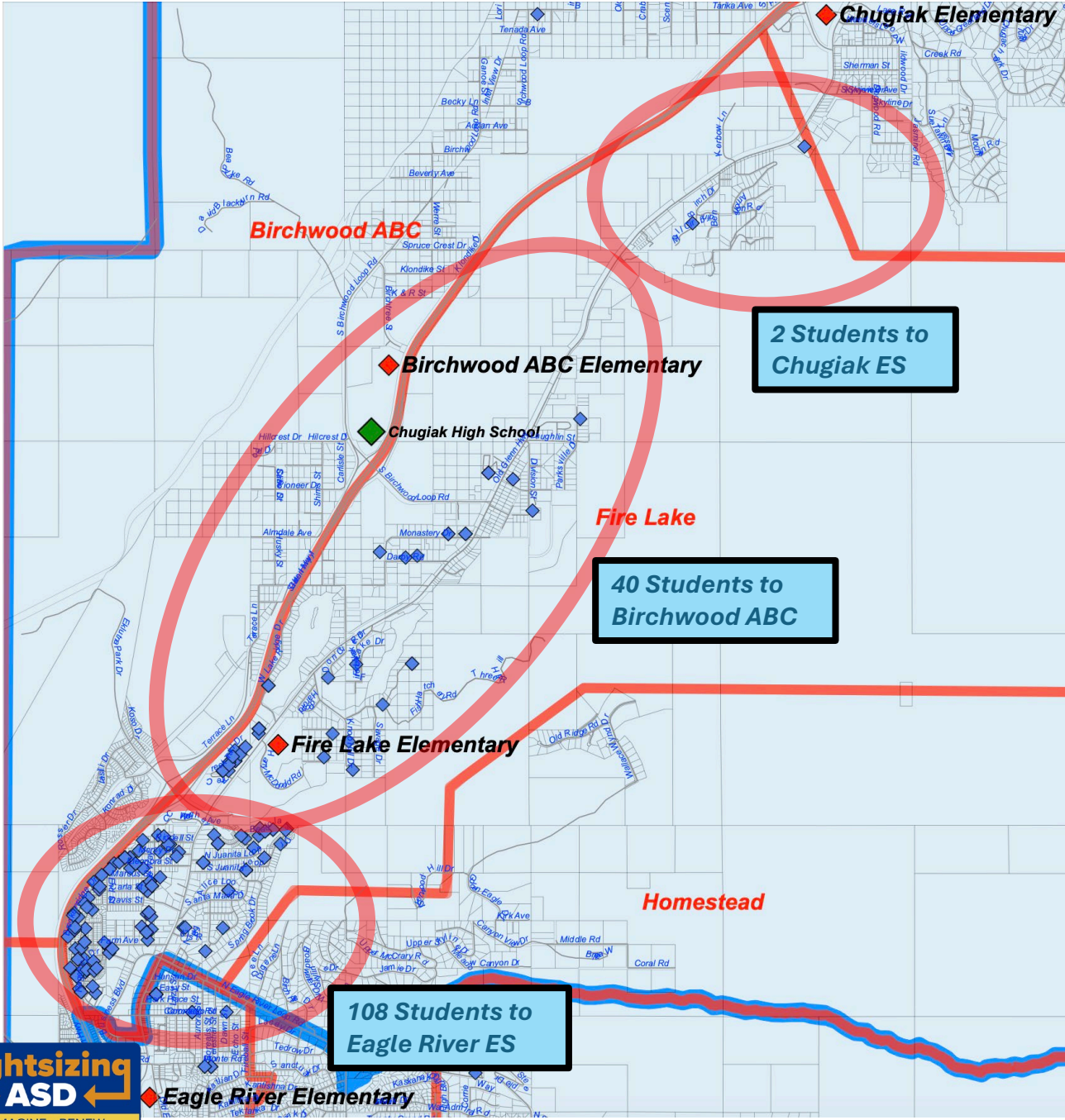
113 Students to Turnagain ES

32 Students to Northwood ES

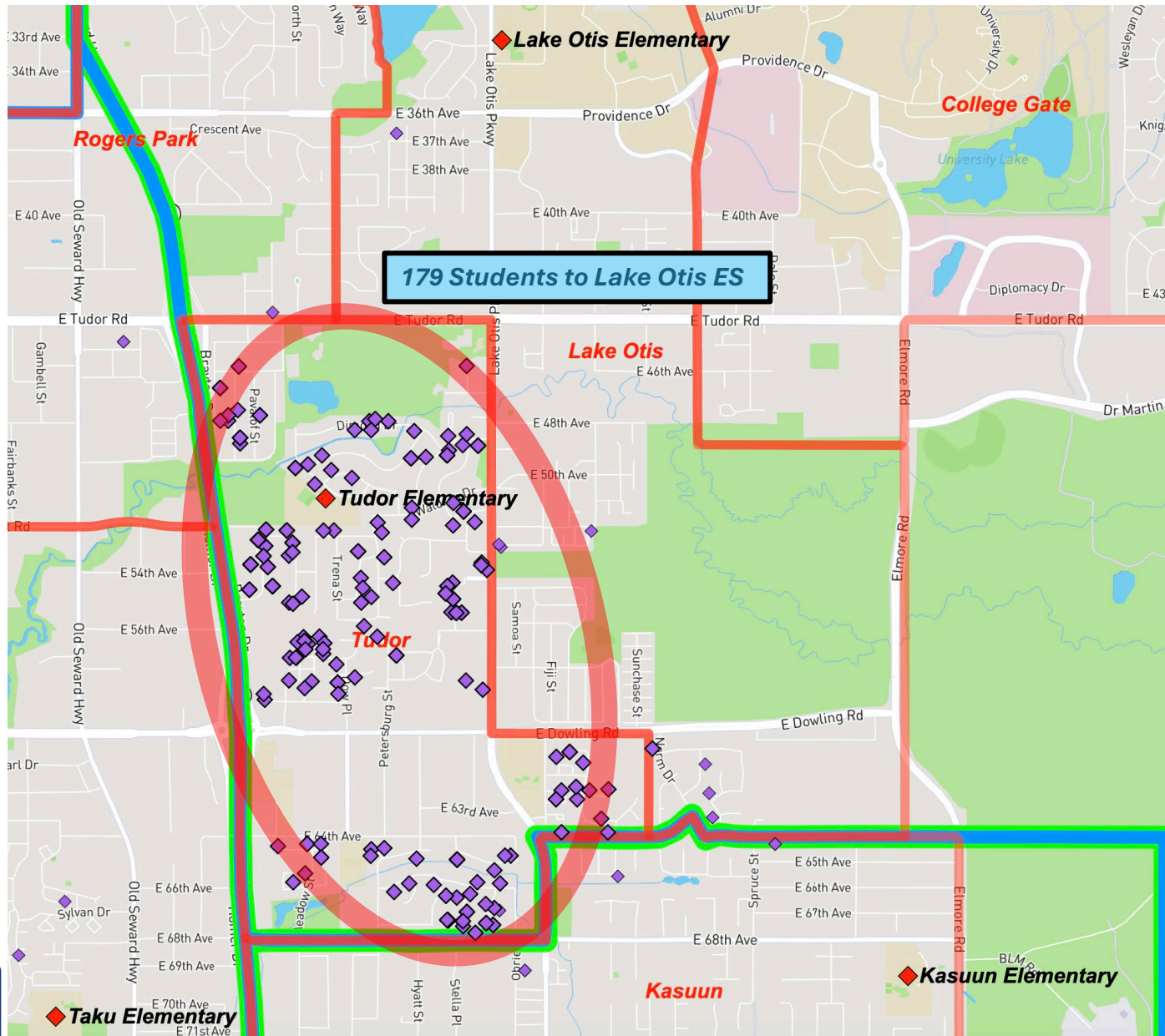
# Nunaka Valley Student Distribution



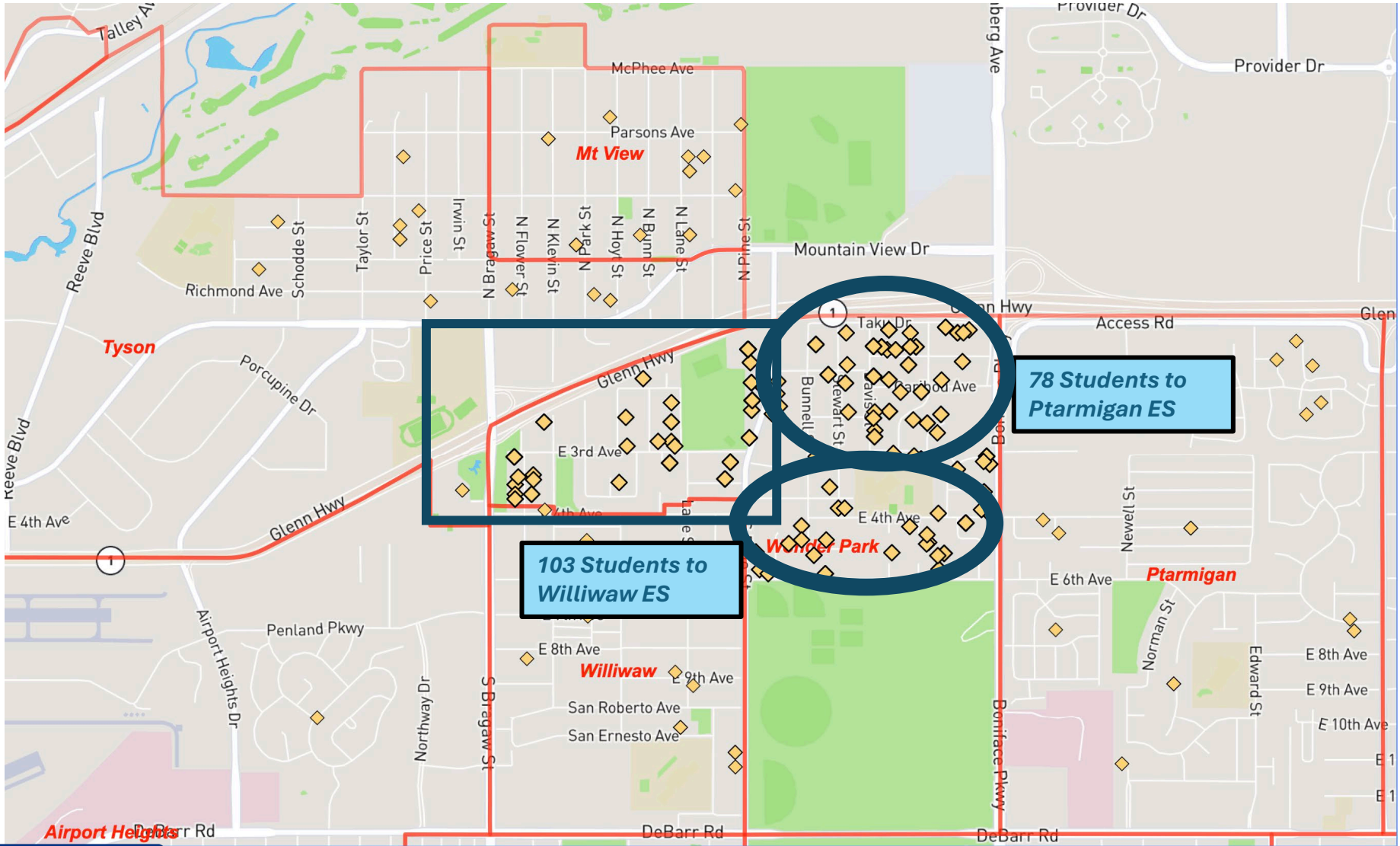
# Fire Lake Student Distribution



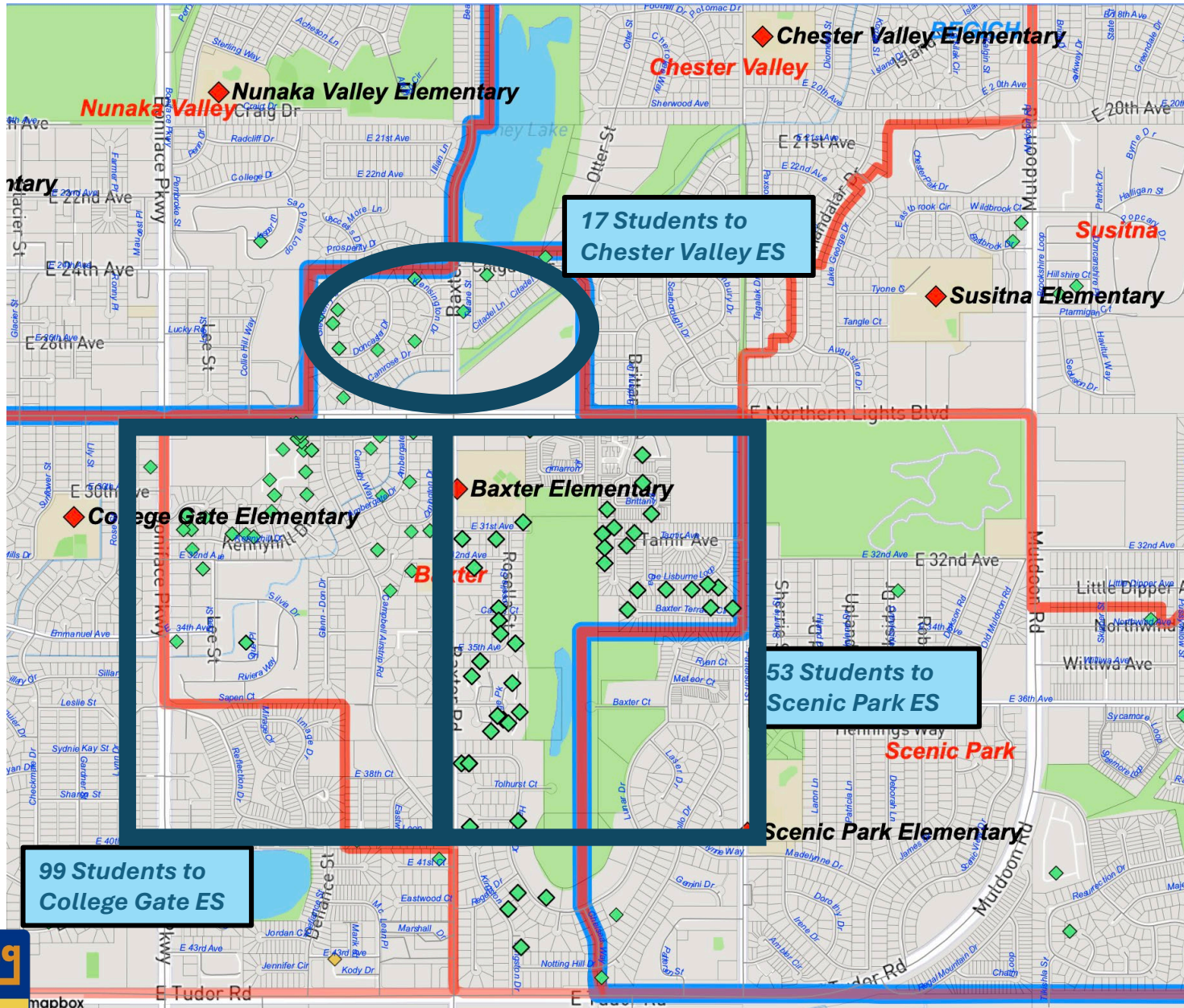
# Tudor Student Distribution



# Wonder Park Student Distribution

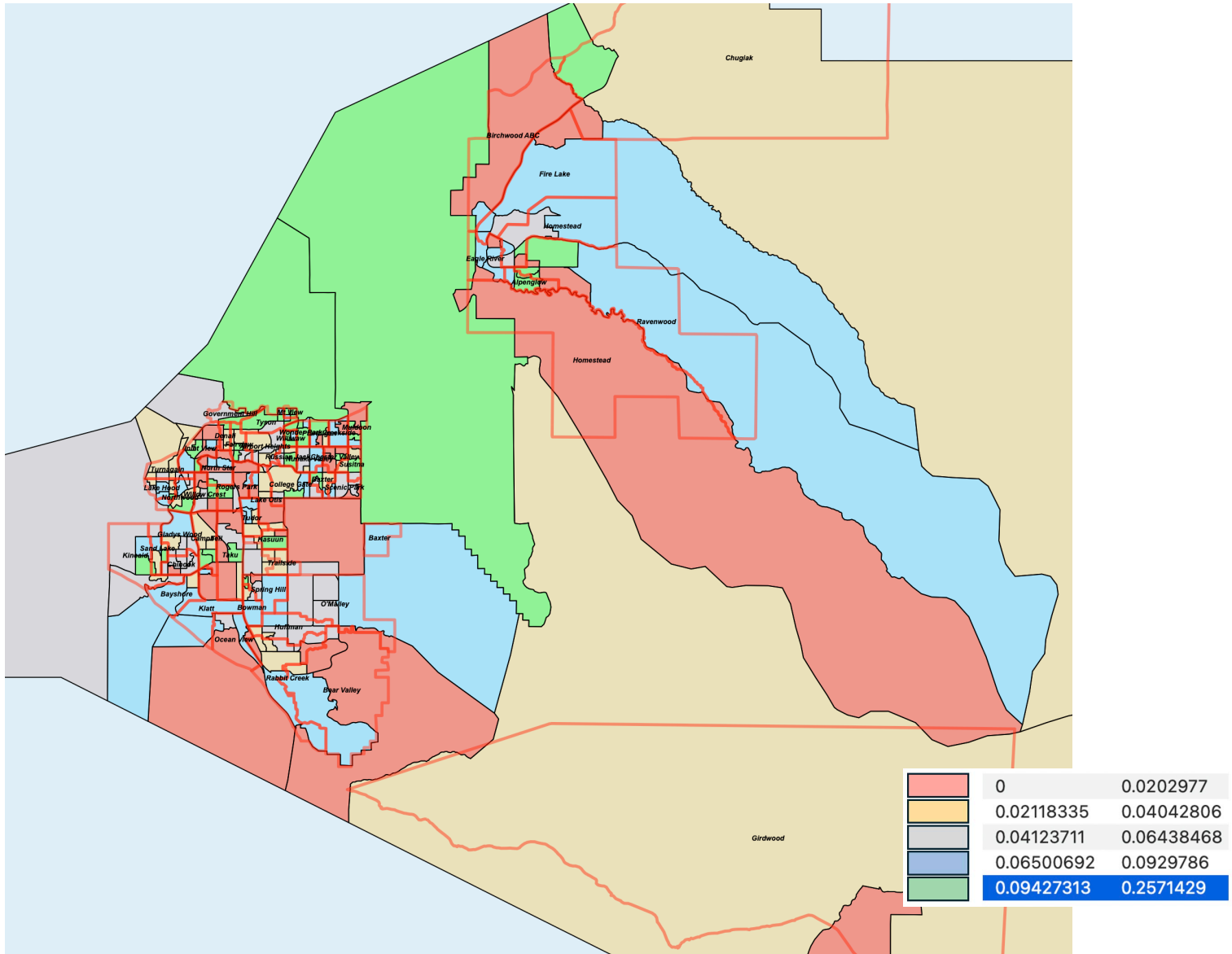


# Baxter Student Distribution





# Overall District - Age 0 - 4 Population Density - Green = Highest, Red = Lowest





# South Anchorage - Age 0 - 4 Population Density - Green = Highest, Red = Lowest

