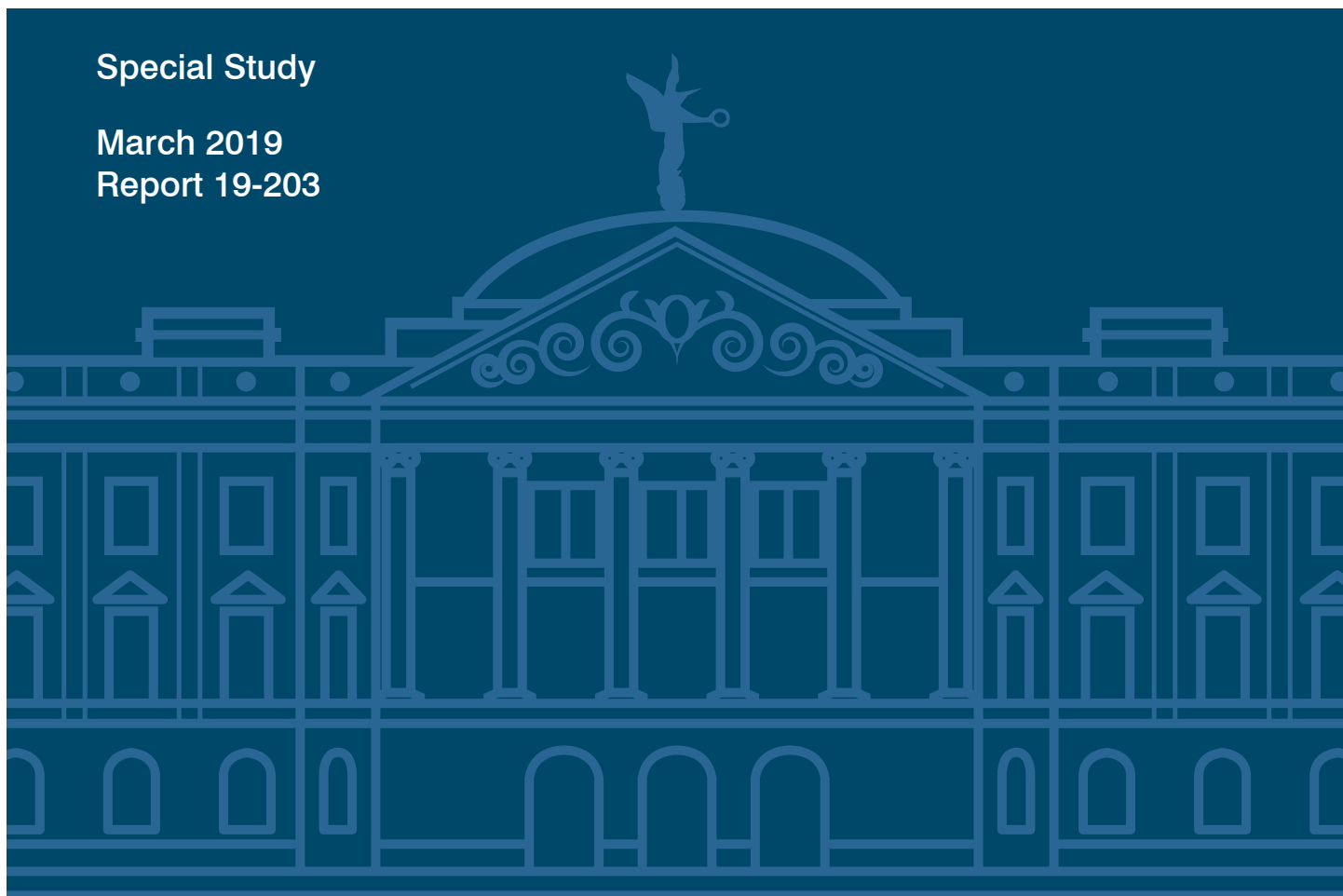


Arizona School District Spending Fiscal Year 2018

Special Study

March 2019
Report 19-203



A Report to the Arizona Legislature

Lindsey A. Perry
Auditor General





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Monic Verdugo, Graphics Coordinator

Alexa Tavasci, Team Leader
Karl Calderon
Justin Haidet
Angela Hanson
Garrett Sciascia

Contact Information

Arizona Office of the Auditor General
2910 N. 44th St.
Ste. 410
Phoenix, AZ 85018

(602) 553-0333

www.azauditor.gov



MELANIE M. CHESNEY
DEPUTY AUDITOR GENERAL

ARIZONA AUDITOR GENERAL
LINDSEY A. PERRY

JOSEPH D. MOORE
DEPUTY AUDITOR GENERAL

March 1, 2019

Members of the Arizona Legislature

The Honorable Doug Ducey, Governor

I am pleased to present our report, *Arizona School District Spending, Fiscal Year 2018*, prepared in response to the Arizona Revised Statutes §41-1279.03 requirement to determine the percentage of every dollar Arizona school districts spend in the classroom. The report analyzes instructional spending as well as noninstructional spending, which includes administration, plant operations, food service, transportation, student support, and instruction support. It also includes analyses of revenues and nonoperational spending, which includes the acquisition of capital assets, interest, and programs outside the scope of preschool through grade 12 education. Further, the report contains a 2-page summary for each district and the State showing their performance on various financial and student measures and graphical summaries of their operational trends. To provide a quick summary for your convenience, I am also including a copy of the Report Highlights.

In fiscal year 2018, Arizona districts spent 54 percent of available operating dollars on instruction—the second consecutive increase in the instructional spending percentage in 14 years. However, since its peak in fiscal year 2004, the State's instructional spending percentage has declined 4.6 percentage points, while the percentages spent on all other operational areas have increased. Between fiscal years 2017 and 2018, districts' operational spending increased by \$119 million with \$82 million of the increase spent on instruction. With the additional instructional spending, between fiscal years 2017 and 2018, the State's average teacher salary increased from \$48,372 to \$48,951. Compared to national averages, in fiscal year 2018, Arizona districts spent approximately \$3,500 less per pupil and allocated their resources differently, spending a lower percentage of resources on instruction and administration and a greater percentage on all other operational areas.

Although factors outside a district's control—such as district size, type, and location—can affect its efficiency, some districts operate efficiently and have lower costs despite these factors, while others do not. As a result, there are wide ranges of costs within peer groups of similar districts. Our performance audits of school districts have identified practices efficient districts use, as well as practices that make other districts less efficient.

Finally, as part of the electronic version of this report available on our website, I am pleased to present for the second year a Microsoft Excel data file, which contains the numbers and other information presented in the graphics on the school district and State summary pages.

My staff and I will be pleased to discuss or clarify items in the report.

Sincerely,

Lindsey Perry, CPA, CFE
Auditor General



Arizona School District Spending Fiscal Year 2018

CONCLUSION: In fiscal year 2018, Arizona districts spent 54 percent of available operating dollars on instruction—the second consecutive increase in the instructional spending percentage in 14 years. However, since its peak in fiscal year 2004, the State’s instructional spending percentage has declined 4.6 percentage points, while the percentages spent on all other operational areas have increased. Between fiscal years 2017 and 2018, districts’ operational spending increased by \$119 million with \$82 million of the increase spent on instruction. With the additional instructional spending, between fiscal years 2017 and 2018, the State’s average teacher salary increased from \$48,372 to \$48,951. Although factors outside a district’s control—such as district size, type, and location—can affect its efficiency, some districts operate efficiently and have lower costs despite these factors, while others do not. Finally, Arizona school districts spent about \$3,500 less per pupil than the national average and allocated their resources differently, spending a lower percentage of resources on instruction and administration and a greater percentage on all other operational areas.

Instructional spending increased slightly to 54 percent but remains lower than highest level spent since monitoring began in 2001

In fiscal year 2018, Arizona districts spent 54 percent of their available operating dollars on instruction, representing the second consecutive increase in 14 years—In fiscal year 2018, Arizona school districts spent 54 percent of available operating dollars on instruction. This is a slight increase over the 53.8 percent spent on instruction in fiscal year 2017 and the second consecutive increase in the instructional spending percentage in 14 years. In fiscal year 2001, Arizona districts spent 57.7 percent of available operating dollars on instruction. Then in fiscal year 2002, districts began receiving Classroom Site Fund monies intended to increase instructional spending. Soon after, in fiscal years 2003 and 2004, the State’s instructional spending percentage reached its highest level at 58.6 percent. However, the percentage of resources spent on instruction then declined nearly every year between fiscal years 2004 and 2016, before increasing slightly by 0.3 percentage points in fiscal year 2017 and by an additional 0.2 percentage points in fiscal year 2018 to 54 percent.

District operational spending increased \$119 million between fiscal years 2017 and 2018 with \$82 million of the increase spent on instruction—Between fiscal years 2017 and 2018, Arizona school districts’

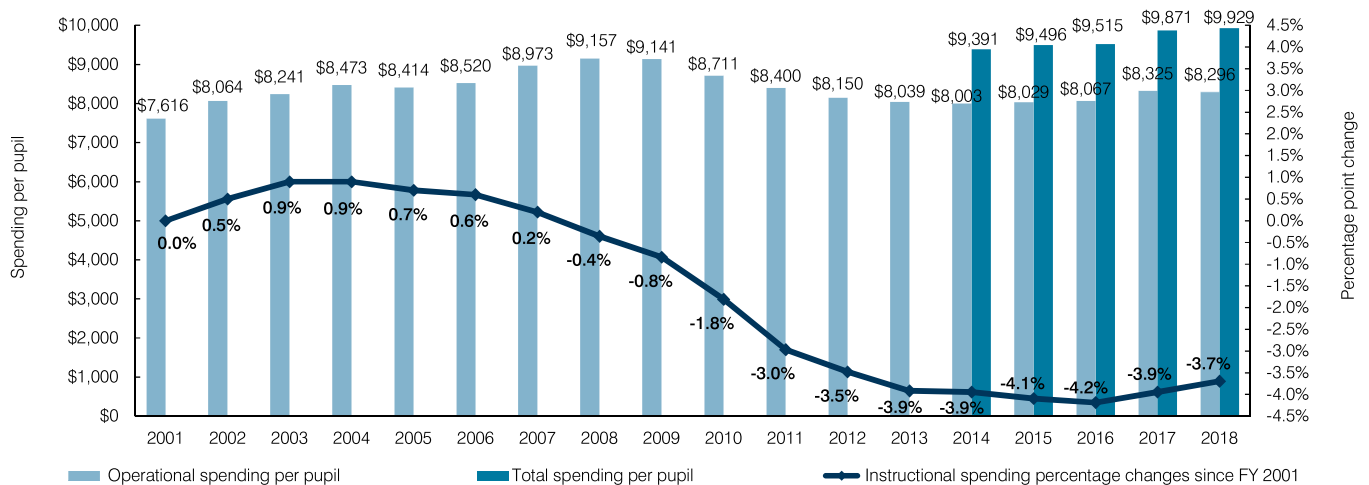
Comparison of expenditures by operational area, in total and per pupil Fiscal years 2016 through 2018

	2016		2017		2018	
	Total	Per Pupil	Total	Per Pupil	Total	Per Pupil
Instruction	\$3,757,466,481	\$4,145	\$3,958,363,889	\$4,377	\$4,040,764,088	\$4,480
Administration	730,535,703	806	763,609,229	844	775,898,361	860
Plant operations	851,357,174	939	884,032,443	977	891,276,937	988
Food service	375,997,915	415	381,401,751	422	382,924,905	425
Transportation	329,849,846	364	344,766,680	381	349,886,767	388
Student support	573,359,632	633	614,408,571	679	624,968,437	693
Instruction support	403,105,191	444	416,864,985	461	416,309,009	462
Total	\$7,021,671,942	\$7,746	\$7,363,447,548	\$8,141	\$7,482,028,504	\$8,296

operational spending increased by approximately \$119 million, or \$155 per pupil. The increase between fiscal years 2017 and 2018 may have been larger had it not been for fiscal year 2017 spending likely including unspent fiscal year 2016 Proposition 123 monies. In May 2016, voters passed Proposition 123, which provides school districts with additional resources each year. Those additional resources totaled approximately \$262 million in fiscal year 2016, approximately \$263 million in fiscal year 2017, and approximately \$264 million in fiscal year 2018. Between fiscal years 2017 and 2018, districts increased spending on most operational areas, with the majority of the increased spending on instruction, which resulted in a slight increase in the State-wide instructional spending percentage. With the additional instructional spending in fiscal year 2018, districts increased the State's average teacher salary from \$48,372 to \$48,951. Additionally, districts employed a total of 101 additional teachers, which resulted in a slight reduction in the State's students per teacher ratio.

Despite a slight increase between fiscal years 2017 and 2018, percentage of resources spent on instruction remains lower than in most prior years—Since fiscal year 2001, after controlling for inflation, Arizona school districts' operational spending per pupil has increased 8.9 percent, from \$7,616 (\$5,374 unadjusted) in fiscal year 2001 to \$8,296 in fiscal year 2018. Although districts spent a similar amount per pupil in fiscal year 2018 as they did in fiscal year 2004 when adjusted for inflation, districts spent only 54 percent on instruction in fiscal year 2018 compared to 58.6 percent in fiscal year 2004, which was the peak percentage since monitoring began. Since its peak in fiscal year 2004, the State's instructional spending percentage has declined 4.6 percentage points. At the same time, the percentage of available operating dollars spent on all other operational areas has increased. At a State level, the decline in the instructional spending percentage between fiscal years 2004 and 2018 is indicative of fewer actual dollars being spent on instruction. After controlling for inflation, total per pupil spending decreased \$177 per pupil, or 2.1 percent, between fiscal years 2004 and 2018. At this same time, spending on instruction decreased an even greater amount, \$483 per pupil, or 9.7 percent, while spending on all other operational areas increased or remained relatively steady.

**Arizona's operational and total spending per pupil and change in instructional spending percentage since fiscal year 2001 (inflation adjusted to fiscal year 2018 dollars)
Fiscal years 2001 through 2018**



Districts spent at widely differing levels and operated at varying degrees of efficiency

Districts spent at widely differing levels—In fiscal year 2018, as in prior years, there was a wide range in total per pupil operational spending among Arizona districts. Even when excluding Arizona's very small districts, which have highly variable spending patterns, fiscal year 2018 spending by district ranged from \$6,494 per pupil to \$19,740 per pupil. Districts also varied greatly in their nonoperational spending, which includes costs incurred to acquire capital assets, interest, and programs such as adult education and community service that are outside the scope of preschool through grade 12 education. In fiscal year 2018, after excluding Arizona's very small districts, nonoperational spending by district ranged from \$246 per pupil to \$12,024 per pupil.

Arizona's school-district-funding formula provides similar districts with a similar amount of basic funding. However, after basic funding, districts may receive additional revenues through various funding formulas that are designed to offset

expected higher costs. For example, districts receive additional monies for special needs students and if they are located in isolated areas or have more experienced teachers. Districts may also qualify for federal impact aid or State or federal grants, and some districts may also receive monies as a result of a desegregation agreement or court order, a small school adjustment, or a voter-approved budget override.

Wide range of costs among similar districts indicates potential for improved efficiency at some districts—

Although a district’s efficiency can be affected by its size, type, and location, wide ranges of costs among districts grouped by these factors indicate that some districts have achieved lower costs than other districts of similar size, type, and location. Our performance audits have identified a variety of efficient and inefficient district practices. For example, more efficient districts monitored performance measures, used staffing formulas, had energy conservation plans, maximized the use of free federal food commodities, limited waste by closely monitoring meal production, and adjusted bus routes to ensure that buses were filled to at least 75 percent of capacity. In contrast, less efficient districts had costly benefit packages and higher noninstructional staffing levels, operated schools far below designed capacity, did not monitor energy consumption, had poorly written vendor contracts, and paid bus drivers for time not spent working.

Cost variance examples

- A very large, urban, unified district spent \$583 per pupil for administration; another spent \$929 per pupil.
- A medium-sized, rural, unified district spent \$3.11 per square foot for plant operations; another spent \$12.91 per square foot.
- A medium-sized, rural, unified district spent \$2.88 per meal; another spent \$5.20 per meal.
- Two medium-large-sized, urban, elementary districts drove a similar number of miles per rider; 1 district spent \$5.30 per mile, and the other spent \$9.63 per mile.

Districts that operate efficiently allocate more of their resources to instruction—Districts that operate efficiently have more dollars available to spend on instruction. Our performance audits of individual districts have found that efficient districts—those that perform better than their peers on performance measures of operational efficiency—tend to have higher instructional spending percentages. The broader analysis conducted across all districts for this report showed a similar result. When performance measures were compared across all districts in each efficiency peer group, districts that outperformed their peers tended, on average, to spend higher percentages of available operating dollars on instruction.

Operational efficiency can impact districts’ financial stress levels—This report assesses 6 district-level measures that provide information on district finances, identify potential problems, and suggest the need for possible corrective action. In fiscal year 2018, 6 districts were found to have a high financial stress level, 25 a moderate level, and 176 a low level. Having a high or moderate financial stress level can be a sign that a district has inefficient operations. However, there are many districts with a low financial stress level that also operated inefficiently compared to their peers. These districts often had access to additional resources not typically available to most districts, such as desegregation monies or federal impact aid monies, that allowed them to operate inefficiently and contributed to their lower financial stress levels. Therefore, even those districts found to have a low financial stress level may need to take additional actions to operate efficiently or address other areas of concern. This financial stress assessment does not reflect changes that may have occurred during the current fiscal year; for example, if a district experienced a significant drop in student enrollment but did not make appropriate changes to its spending.

**Number of districts by overall financial stress level
Fiscal year 2018**

Stress level	Number of districts
High stress	6
Moderate stress	25
Low stress	176

Arizona school districts spent less overall and spent differently than districts nationally

Arizona school districts spent less than national averages in nearly all operational areas—In fiscal year 2018, Arizona school districts spent approximately \$3,500 less per pupil than the 2016 national average (most recent national data available). This lower spending is seen in instruction, as well as every noninstructional operational area except student support, which was similar to the national average. Arizona districts spent a similar amount in nonoperational areas compared to the national average, spending less per pupil on land and buildings and interest and more on equipment and other programs, such as adult education and community service programs that are outside the

scope of preschool through grade 12 education.

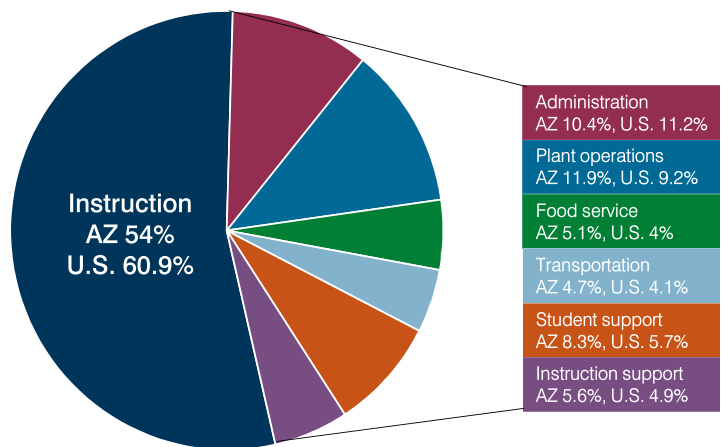
Compared to national averages, Arizona school districts received a greater percentage of their revenues from federal sources and a smaller percentage from State and local sources. Federal revenues comprised a greater percentage of Arizona school district revenues, in part because Arizona school districts received more federal dollars per pupil than the national average, but primarily because Arizona school districts received fewer revenues per pupil overall.

Arizona school districts allocated their resources differently than national averages—Compared to national averages, Arizona school districts spent a lower percentage of their available resources on instruction and administration and a greater percentage on all other operational areas. In fiscal year 2018, Arizona districts spent 54 percent of available operating dollars on instruction, 6.9 percentage points below the national average of 60.9 percent. Many factors may account for Arizona’s lower percentage of instructional spending, one of which is average teacher salary. Compared to the fiscal year 2017 national average (most recent year national data available), Arizona’s average teacher salary was \$48,372 that year, while the national average was \$59,660. Part of the reason for Arizona’s lower average teacher salary may be due to Arizona’s teachers having fewer years of experience, on average, when compared with the national average. Compared to the fiscal year 2016 national average (most recent year national data available), Arizona’s teachers averaged 11 years of experience that year, while the national average was 13.7 years of experience. Another factor that may account for Arizona’s lower percentage of instructional spending is class size. In fiscal year 2017, Arizona’s class size was 18.5 students per teacher compared to the national average of 16 students per teacher. The relatively low instructional spending percentage was not the result of high administration costs because Arizona districts allocated a slightly smaller percentage of resources for administration than the national average. However, Arizona districts allocated a larger percentage of resources to all the other operational areas.

Comparison of Arizona and U.S. per pupil spending by area Fiscal years 2018 (Arizona) and 2016 (U.S.)

Spending by area	Arizona average 2018	National average 2016	Difference
Instruction	\$ 4,480	\$ 7,211	\$ (2,731)
Administration	860	1,328	(468)
Plant operations	988	1,093	(105)
Food service	425	470	(45)
Transportation	388	483	(95)
Student support	693	676	17
Instruction support	462	580	(118)
Total operational	8,296	11,841	(3,545)
Land and buildings	827	898	(71)
Equipment	409	214	195
Interest	228	348	(120)
Other	169	157	12
Total nonoperational	1,633	1,617	16
Total per pupil spending	\$ 9,929	\$ 13,458	\$(3,529)

Comparison of Arizona and U.S. spending by operational area Fiscal years 2018 (Arizona) and 2016 (U.S.)



Individual district information

In addition to the State-wide information discussed earlier, this report also contains 2-page summaries of each district’s performance on various financial and student measures, including operational and nonoperational spending, operational efficiency measures compared to peer averages, student test scores, revenues by source, graphical summaries of each district’s operational trends, and a financial stress assessment.



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INTRODUCTION AND OBJECTIVES

Arizona Revised Statutes §41-1279.03 requires the Auditor General to monitor school districts to determine the percentage of every dollar spent in the classroom by a school district and conduct performance audits of Arizona's school districts. This report, the 18th annual report analyzing school district spending, has 2 main objectives:

- It analyzes State-wide operational spending trends in instruction and 6 noninstructional categories—administration, plant operations, food service, transportation, student support, and instruction support—since monitoring began in fiscal year 2001. It also identifies differences between district peer groups' spending within Arizona and compares Arizona and national spending levels. This report also analyzes nonoperational spending and revenues both within Arizona and between Arizona and the nation.¹
- It presents a 2-page summary of the State's performance on various financial and student achievement measures, including trend information, and 2-page summaries for each of Arizona's school districts. Specifically, each district's expenditure information, including instructional and noninstructional spending, and operational efficiency measures are compared with State averages and averages of efficiency peer groups, which include either districts of similar size, type, and location or, for evaluating transportation programs, districts with similar numbers of miles per rider and locations. In addition, each district's percentage of students who passed State assessments and student and teacher measures are compared with State averages and averages of a student achievement peer group, which includes districts with similar poverty rates and of similar type and location. The district pages also include revenue information and a financial stress assessment based on 6 district-level measures of resources and financial management practices.

The appendices provide lists of districts in each efficiency and student achievement peer group (Appendix A, see pages a-1 through a-18); reference information, including definitions, sources, and methodology (Appendix B, see pages b-1 through b-12); and graphic representations of cost ranges by efficiency peer group for administration, plant operations, food service, and transportation (Appendix C, see pages c-1 through c-3).

The information used to prepare this report was not subjected to all the tests and confirmations that we would normally perform during an audit. However, to help ensure that information used in this report was complete and reasonable, we performed certain quality control procedures, such as year-to-year comparisons of district-reported data and interviews with school district officials about anomalies and variances. Additionally, we reviewed the reasonability of changes in related measures, such as whether a district's square footage increased after opening a new school.

We express our appreciation to the Superintendent of Public Instruction and the staffs of the Arizona Department of Education, the Arizona School Facilities Board, the County Treasurers' offices, and the Arizona public school districts for their cooperation and assistance during this study.

¹ Nonoperational spending includes costs incurred to acquire capital assets (such as purchasing or leasing land, buildings, and equipment), interest, and programs such as adult education and community service that are outside the scope of preschool through grade 12 education.



Instructional spending increased slightly to 54 percent but remains lower than highest level spent since monitoring began in 2001

Instructional spending percentage increased slightly, representing the second increase in 14 years

In fiscal year 2018, Arizona school districts spent 54 percent of available operating dollars on instruction.² This is a slight increase over the 53.8 percent spent on instruction in fiscal year 2017 and the second consecutive increase in the instructional spending percentage in 14 years. Specifically, in fiscal year 2001, districts spent 57.7 percent of available operating dollars on instruction. Then in fiscal year 2002, districts began receiving Classroom Site Fund (CSF) monies intended to increase instructional spending.³ Soon after, in fiscal years 2003 and 2004, the State's instructional spending percentage reached its highest level during this 18-year period at 58.6 percent. However, the percentage of resources spent on instruction then declined nearly every year between fiscal years 2004 and 2016, before increasing slightly by 0.3 percentage points in fiscal year 2017 and by an additional 0.2 percentage points in fiscal year 2018 to 54 percent.

Instruction

Salaries and benefits for teachers and instructional aides; costs related to instructional supplies, such as pencils, paper, and workbooks; instructional software; athletics; cocurricular activities, such as band or choir; and tuition paid to private institutions.

District operational spending increased \$119 million between fiscal years 2017 and 2018 with \$82 million of the increase spent on instruction

As shown in Table 1 on page 4, between fiscal years 2017 and 2018, Arizona school districts' operational spending increased by approximately \$119 million, or \$155 per pupil. The increase between fiscal years 2017 and 2018 may have been larger had it not been for fiscal year 2017 spending likely including unspent fiscal year 2016 Proposition 123 monies. In May 2016, voters passed Proposition 123, which provides school districts with additional resources each year. Those additional resources totaled approximately \$262 million in fiscal year 2016 and approximately \$263 million in fiscal year 2017. Because the monies were not available to districts until after the vote, it is likely that a large portion of the monies available in fiscal year 2016 were not spent that year and instead were carried forward into fiscal year 2017. In fiscal year 2018, districts received approximately \$264 million in Proposition 123 monies. Proposition 123 monies are comingled with other district monies and are not separately identifiable from other district monies. Therefore, it cannot be determined whether and how the Proposition 123 monies were spent. Additionally, there was no requirement that districts had to spend these monies on instruction,

² Available operating dollars are those used for a district's day-to-day operations. This operational spending excludes costs associated with acquiring capital assets (such as purchasing or leasing land, buildings, and equipment), interest, and programs such as adult education and community service that are outside the scope of preschool through grade 12 education.

³ In November 2000, voters passed Proposition 301, which increased the State-wide sales tax to provide additional resources for education programs. Under statute, these monies, also known as Classroom Site Fund monies, may be spent for specific purposes, primarily increasing teacher pay.

Table 1
Comparison of expenditures by operational area, in total and per pupil
Fiscal years 2016 through 2018

	2016		2017		2018	
	Total	Per pupil	Total	Per pupil	Total	Per pupil
Instruction	\$3,757,466,481	\$4,145	\$3,958,363,889	\$4,377	\$4,040,764,088	\$4,480
Administration	730,535,703	806	763,609,229	844	775,898,361	860
Plant operations	851,357,174	939	884,032,443	977	891,276,937	988
Food service	375,997,915	415	381,401,751	422	382,924,905	425
Transportation	329,849,846	364	344,766,680	381	349,886,767	388
Student support	573,359,632	633	614,408,571	679	624,968,437	693
Instruction support	403,105,191	444	416,864,985	461	416,309,009	462
Total	\$7,021,671,942	\$7,746	\$7,363,447,548	\$8,141	\$7,482,028,504	\$8,296

Source: Auditor General staff analysis of district-reported accounting data and Arizona Department of Education student membership data for fiscal years 2016 through 2018.

and districts had the option of using the monies for operational or capital purposes.⁴ Between fiscal years 2017 and 2018, districts increased spending on most operational areas, with the majority of the increased spending on instruction. Specifically, districts spent approximately \$82 million, or \$103 per pupil, more on instruction in fiscal year 2018 than in fiscal year 2017, which resulted in a slight increase in the State-wide instructional spending percentage.

Table 2
Comparison of average teacher salary, teacher full-time equivalents (FTEs), and students per teacher
Fiscal year 2017 versus 2018

	2017	2018	Increase/ (Decrease)
Average teacher salary	\$48,372	\$48,951	\$579
Teacher FTEs	48,727	48,828	101
Students per teacher	18.5	18.4	(0.1)

Source: Auditor General staff analysis of district-reported accounting data, district-reported teacher FTEs, and Arizona Department of Education student membership data for fiscal years 2017 and 2018.

As shown in Table 2, districts increased the State's average teacher salary by \$579, or 1.2 percent, to \$48,951. This increase was reflective of the additional instructional spending in fiscal year 2018, as well as additional monies provided to districts with the intention of increasing the average teacher salary by 1.06 percent.⁵ Additionally, districts employed a total of 101 additional teachers, which resulted in a slight reduction in the State's students per teacher ratio.

⁴ Capital purchases are those costs associated with acquiring capital assets such as purchasing or leasing land, buildings, and equipment or purchasing certain supplies, including textbooks, library books, and instructional aids.

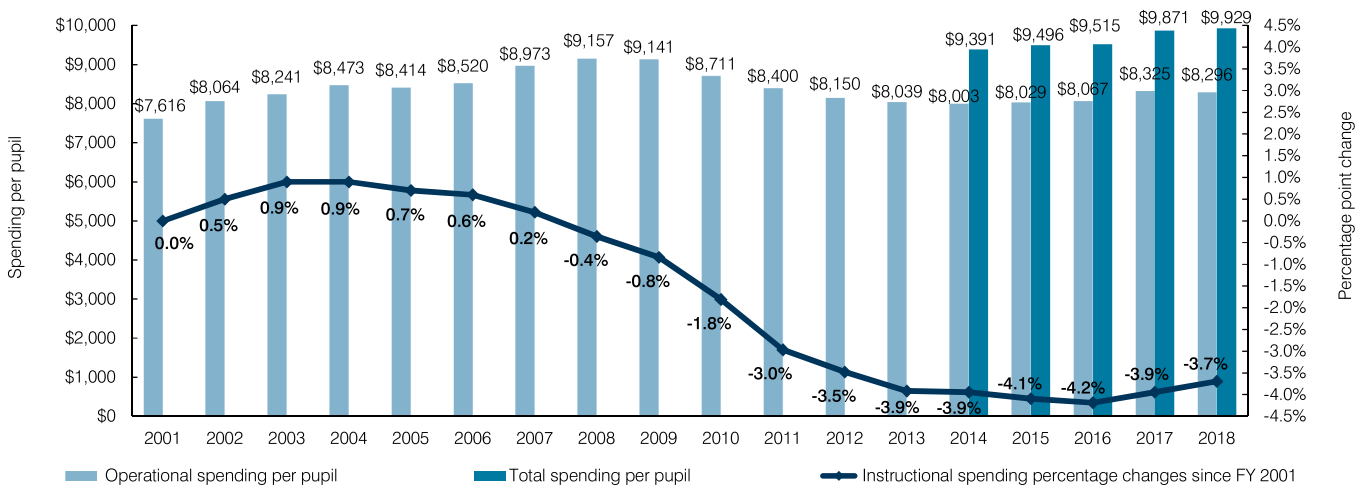
⁵ Laws 2017, Ch. 305, §33, required the Arizona Department of Education to allocate \$34 million to school districts and charter schools with the intention of increasing, by 1.06 percent, the salary of each teacher who taught at an Arizona school district or charter school during fiscal year 2017 and who would be teaching at a school district or charter school in fiscal year 2018. The salary increase was required to supplement and not supplant any salary increase that the district or charter would have provided to the teacher for fiscal year 2018, prior to the allocation. School districts requested approximately \$28 million of the \$34 million allocation.

Despite a slight increase between fiscal years 2017 and 2018, percentage of resources spent on instruction remains lower than in most prior years

Although the State’s instructional spending percentage increased slightly in fiscal year 2018, the percentage remains lower than in prior years. Since its peak in fiscal year 2004, the instructional spending percentage has declined 4.6 percentage points. At the same time, the percentage of available operating dollars spent on all other operational areas has increased.

Percentage of resources spent on instruction has declined overall—As shown in Figure 1, since fiscal year 2001, after controlling for inflation, Arizona school districts’ operational spending per pupil has increased 8.9 percent, from \$7,616 (\$5,374 unadjusted) in fiscal year 2001 to \$8,296 in fiscal year 2018. As discussed earlier, districts began receiving CSF monies in fiscal year 2002, which contributed to a \$448 per pupil increase and a 0.5 percentage point increase to the State-wide instructional spending percentage. The instructional spending percentage reached its peak in fiscal years 2003 and 2004, but then, between fiscal years 2004 and 2016, the percentage of resources spent on instruction declined, both during times when operational spending decreased as well as times when it increased. Although districts spent a similar amount per pupil in fiscal year 2018 as they did in fiscal year 2004 when adjusted for inflation, districts spent only 54 percent on instruction in fiscal year 2018 compared to 58.6 percent in fiscal year 2004, which was the peak percentage since monitoring began.

Figure 1
Arizona’s operational and total spending per pupil¹ and change in instructional spending percentage since fiscal year 2001 (inflation adjusted to fiscal year 2018 dollars)
Fiscal years 2001 through 2018



¹ Total spending per pupil was not presented prior to the fiscal year 2015 report. For that report, we validated the nonoperational portion of total spending for fiscal years 2014 and 2015. Therefore, total spending per pupil is presented for only fiscal years 2014 through 2018.

Source: Auditor General staff analysis of district-reported accounting data inflation adjusted to fiscal year 2018 dollars and Arizona Department of Education student membership data for fiscal years 2001 through 2018.

District spending shifted from instruction to other areas—Since its peak in fiscal year 2004, the State’s instructional spending percentage has declined 4.6 percentage points. As shown in Figure 2 on page 6, at the same time, the percentage of available operating dollars spent on all other operational areas has increased. The impact of a declining instructional spending percentage varies depending on the cause of the decline. For example, by not operating efficiently in noninstructional areas, a school district will have a lower instructional spending percentage and will have fewer dollars to spend on instruction. This can result in having less money available to increase teacher salaries, maintain or reduce class sizes, continue special programs, or offer new programs.

On the other hand, all else being equal, a district that receives and spends additional revenues that are specifically earmarked for purposes outside instruction, such as National School Lunch Program monies, will also have a lower instructional spending percentage, but it will not spend less on instruction because of having received these monies.

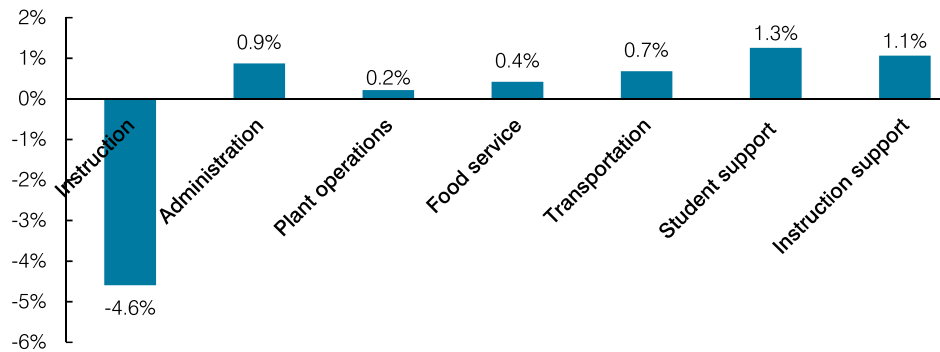
There may be reasons that noninstructional costs necessarily increased at specific districts. For example, increases in a district's poverty

rate or the percentage of students with special needs could increase student support services costs because many of these services are directed toward these student populations. Additionally, some district officials have stated that they believe food costs have increased since fiscal year 2004 because of implementation of the nutrition standards required by the federal Healthy, Hunger-Free Kids Act of 2010. This act, which took effect in fiscal year 2013 and which some districts implemented early, established more stringent nutritional requirements that include an increase in the amount of fruits, vegetables, and whole grains included in meals.

Some operational spending changes may be due to revisions in expenditure-reporting requirements or clarifications. Effective July 1, 2007, the Uniform Chart of Accounts for Arizona School Districts was revised to comply with changes made to the federal chart of accounts issued by the National Center for Education Statistics, which revised how some expenditures should be classified. The instruction support area was revised to include some costs that previously had been classified as administration. This revision accounts for some of the increase in instruction support services. Additionally, a revision to the Uniform Chart of Accounts for Arizona School Districts effective July 1, 2015, added detailed reporting of some costs based on newly provided federal guidance. That revision did not change how expenditures are classified but may have resulted in districts reviewing and more accurately reporting related expenditures, which may have increased their administrative costs while decreasing costs in other operational areas.

However, other increases to noninstructional areas may have been more within districts' control. For example, between fiscal years 2004 and 2018, Arizona school districts added 22.9 million square feet of building space—a 19 percent increase—despite a student enrollment increase of only 6 percent during this same period. This increased the State-wide square footage per student from 138 to 156 square feet. On an inflation-adjusted basis, as shown in Table 3 on page 7, districts managed to keep per pupil plant operation costs steady, in part because a large amount of the additional square footage may have cost less due to some of it likely being underused. For example, our performance audits have identified school districts that built additional schools when they already had low-capacity usage rates at their existing schools, districts that built new schools or added square footage to existing schools in anticipation of increased student enrollment that did not ultimately materialize, and districts that rebuilt existing schools with much larger facilities when no substantial student growth was expected. Audits have also identified districts with substantial, long-term excess building capacity that did not take timely or adequate action to reduce the excess capacity. Although decisions to close schools can be difficult and painful, these decisions are important because school district funding is based primarily on the number of students enrolled, and not at all on the amount of square footage maintained.

Figure 2
Percentage point change in spending by operational area
Fiscal year 2004 versus 2018



Source: Auditor General staff analysis of district-reported accounting data for fiscal years 2004 and 2018.

State-level decline in instructional spending percentage indicative of fewer dollars being spent on instruction—At a State level, the decline in the instructional spending percentage between fiscal years 2004 and 2018 is indicative of fewer actual dollars being spent on instruction. As shown in Table 3, after controlling for inflation, total per pupil spending decreased \$177 per pupil, or 2.1 percent, between fiscal years 2004 and 2018. At this same time, spending on instruction decreased an even greater amount, \$483 per pupil, or 9.7 percent, while spending on all other operational areas increased or remained relatively steady. Therefore, on a State-wide basis, it does not appear that the decline in instructional spending was due to an increase in monies required to be spent outside instruction, but rather represents districts shifting monies from instruction to other operational areas.

Table 3
Comparison of per pupil expenditures by operational area (inflation adjusted to fiscal year 2018 dollars)
Fiscal year 2004 versus 2018

	2004	2018	Increase/ (Decrease)
Instruction	\$4,963	\$4,480	\$(483)
Administration	803	860	57
Plant operations	996	988	(8)
Food service	400	425	25
Transportation	338	388	50
Student support	591	693	102
Instruction support	382	462	80
Total	\$8,473	\$8,296	\$(177)

Source: Auditor General staff analysis of district-reported accounting data inflation adjusted to fiscal year 2018 dollars and Arizona Department of Education student membership data for fiscal years 2004 and 2018.



Within Arizona, districts spent at widely differing levels and operated at varying degrees of efficiency

Districts spent at widely differing levels

In fiscal year 2018, as in prior years, there was a wide range in total per pupil operational spending among Arizona districts. Even when excluding Arizona’s very small school districts, which have highly variable spending patterns, fiscal year 2018 operational spending by district ranged from \$6,494 per pupil to \$19,740 per pupil. As shown in Table 4, on average, the 30 highest-spending districts spent \$13,650 per pupil, \$6,468 more than the \$7,182 the 30 lowest-spending districts spent per pupil. The districts with the highest and lowest per pupil spending also differed in certain characteristics, with the highest-spending districts generally being smaller, rural districts with higher poverty rates.

Districts also varied greatly in their nonoperational spending. Nonoperational spending includes costs incurred to acquire capital assets (such as purchasing or leasing land, buildings, and equipment), interest, and programs such as adult education and community service that are outside the scope of preschool through grade 12 education.

In fiscal year 2018, after excluding Arizona’s very small districts, nonoperational spending by district ranged from \$246 per pupil to \$12,024 per pupil. Large nonoperational spending differences between districts, as well as year-to-year differences for the same district, are to be expected because nonoperational spending includes costs for building schools and large equipment purchases that generally do not occur every year.

Arizona’s school-district-funding formula provides similar districts with a similar amount of basic funding. However, after basic funding, districts may receive additional revenues through various funding formulas that are designed to offset expected higher costs. For example, districts receive additional monies for high school students and special needs students. Districts also receive additional funding if they have fewer than 600 students, are located in isolated areas, or have more experienced teachers. Additionally, districts receive transportation funding based on a

Table 4
Comparison of operational spending per pupil for Arizona’s highest- and lowest-spending districts
Fiscal year 2018

	Highest-spending districts’ average ¹	Lowest-spending districts’ average ¹	Difference
Instructional spending percentage	46.1%	54.6%	
Total operational spending	\$13,650	\$7,182	\$6,468
Instruction	6,293	3,921	2,372
Administration	1,974	812	1,162
Plant operations	2,192	837	1,355
Food service	688	406	282
Transportation	849	310	539
Student support	984	536	448
Instruction support	670	360	310

¹ Dollar amounts shown are averages of the 30 highest and 30 lowest per pupil operational spending districts in Arizona, excluding very small districts.

Source: Auditor General staff analysis of fiscal year 2018 district-reported accounting data and Arizona Department of Education student membership data.

formula that primarily uses the number of miles traveled to transport students. Districts may also qualify for federal impact aid or State or federal grants. Federal impact aid monies are provided to districts that have been impacted by the presence of tax-exempt federal lands, and State and federal grants are often provided to districts with higher poverty rates and are generally for specific purposes. Some districts may also receive tax credit monies

Table 5
Comparison of revenue sources per pupil for Arizona’s
highest- and lowest-spending districts
Fiscal year 2018

Revenue source ¹	Highest-spending districts’ average ²	Lowest-spending districts’ average ²	Difference
Federal impact aid	\$3,420	\$ 2	\$3,418
Federal grants	2,188	968	1,220
Transportation funding	1,396	298	1,098
Small school adjustment	618	0	618
Additional budgetary funding	1,704	1,292	412
Desegregation	185	3	182
Voter-approved budget overrides	346	301	45
Tax credits	35	44	(9)

¹ See Appendix B, page b-2, for description of each listed revenue source.

² Dollar amounts shown are averages of the 30 highest and 30 lowest per pupil operational spending districts in Arizona, excluding very small districts.

Source: Auditor General staff analysis of fiscal year 2018 district-reported accounting and budget data and Arizona Department of Education student membership and budget data.

and donations, monies from voter-approved budget overrides, monies as a result of a desegregation agreement or court order, or monies from a small school adjustment. See Appendix B, page b-2, for more detailed revenue source descriptions.

The highest-spending districts, on average, received more monies than the lowest-spending districts, primarily from federal impact aid, federal grants, and transportation funding. As shown in Table 5, on average, the 30 highest-spending districts received \$3,418 more per pupil in federal impact aid, \$1,220 more per pupil in federal grants, and \$1,098 more per pupil in transportation funding than the 30 lowest-spending districts. To a lesser extent, the highest-spending districts also received more monies through the small school adjustment and additional budgetary funding, and because of desegregation agreements or court orders, than the lowest-spending districts. The difference in spending was not primarily caused by differences in the amount of voter-approved budget overrides or tax credit monies received.

Wide range of costs among similar districts indicates potential for improved efficiency at some districts

Within Arizona, a district’s efficiency can be affected by its size, type, and location. For example, administrative costs per pupil are associated with district size. That is to say larger districts tend to have lower administrative costs per pupil, primarily because of their economies of scale and abilities to spread some costs over more students. As district size increases, administrative costs per pupil tend to decrease. Additionally, a district’s type can impact its plant operations and food service costs. For example, because high schools generally have more square footage per student and different types of building space than elementary schools, they typically have higher plant operation costs per pupil. Similarly, food costs per meal may be higher for districts serving high school students because of larger meal portions. Finally, location is an important factor affecting a district’s cost per mile. For example, in fiscal year 2018, the average cost per mile for urban districts traveling between 231 and 290 miles per rider was \$4.47, while rural districts traveling a similar range of miles per rider averaged \$3.35 per mile. Rural district buses likely travel on roads with higher speed limits and travel greater distances between stops, thereby traveling more miles in less time. This would result in lower salary and benefit costs per mile.

Although a district’s efficiency can be affected by its size, type, and location, wide ranges of costs among districts grouped by these factors indicate that some districts have achieved lower costs than other districts of

similar size, type, and location (see textbox). Appendix C (see pages c-1 through c-3) shows graphic representations of these cost ranges by efficiency peer group for administration, plant operations, food service, and transportation. Districts at the high end of the various cost ranges should work toward improving their operational efficiency. Doing so could allow more monies to be directed to instruction. Our performance audits of school districts have identified opportunities for improved efficiency at many districts. Additionally, these audits have identified a number of practices efficient districts use, as well as practices that make other districts less efficient. For example:

More efficient districts:

- Monitor performance measures to identify areas for improvement (see textbox below).
- Use staffing formulas.
- Effectively use county services or partner with other local schools or governments.
- Have energy conservation plans and limit excess building space, including closing schools when necessary.
- Monitor food prices, maximize the use of food commodities provided by the U.S. Department of Agriculture, and modify menus appropriately.
- Limit food waste by using student input and daily production and usage information to determine meal production.
- Limit overtime and unproductive time by having employees perform other duties.
- Plan bus routes to ensure, where possible, the buses are filled to at least 75 percent of capacity.
- Ensure fuel pumps are secure, monitor fuel usage, and limit bus idling to lower costs.

Less efficient districts:

- Have costly benefit packages and higher noninstructional staffing levels.
- Operate schools far below designed capacity, fail to close schools when necessary, or close schools but do not fully reduce related positions.
- Fail to adjust staffing and salary levels based on similar districts' staffing and salary levels and market surveys.
- Spend more on meals and conference travel for employees and governing board members.
- Lack a preventative maintenance plan to maintain buildings and school buses.
- Have poorly written vendor contracts and fail to monitor vendors' performance and billing.
- Set meal prices too low to ensure program self-sufficiency.
- Fail to identify best prices, including failing to use or ineffectively using purchasing consortiums.
- Have excessive food waste due to poor inventory rotation and monitoring or overproducing meals.
- Operate universal free meal programs without a sufficient number of students eligible for federally reimbursed free and reduced-price meals.
- Pay bus drivers for time not spent working between routes.
- Rely on gas stations for fuel and do not negotiate discounts.
- Do not monitor or adjust bus routes for efficiency.

Cost variance examples

- A very large, urban, unified district spent \$583 per pupil for administration; another spent \$929 per pupil.
- A medium-sized, rural, unified district spent \$3.11 per square foot for plant operations; another spent \$12.91 per square foot.
- A medium-sized, rural, unified district spent \$2.88 per meal; another spent \$5.20 per meal.
- Two medium-large-sized, urban, elementary districts drove a similar number of miles per rider; 1 district spent \$5.30 per mile, and the other spent \$9.63 per mile.

Performance measures

- Students per administrative position.
- Cost per square foot.
- Building capacity utilization.
- Cost per meal.
- Meals per labor hour.
- Cost per mile and per rider.
- Bus capacity utilization.

Districts that operate efficiently allocate more of their resources to instruction

Districts that operate efficiently have more dollars available to spend on instruction. Performance audits of individual Arizona districts have found that efficient districts—meaning districts that perform better than their peers on performance measures of operational efficiency—tend to have higher instructional spending percentages. The broader analysis conducted across all districts for this report showed a similar result. When performance measures were compared across all districts in each efficiency peer group, districts that outperformed their peers tended, on average, to spend higher percentages of available operating dollars on instruction. This result indicates that districts should be paying close attention to their efficiency in noninstructional areas not only to demonstrate good stewardship of public monies, but also to devote a higher percentage of their resources to instruction, which may impact student achievement.

Operational efficiency can impact districts’ financial stress levels

In addition to impacting instructional spending, a district’s operational efficiency can also impact its financial stress level. This report assesses 6 district-level measures over a 3-year period (see textbox) that provide information on district finances, identify potential problems, and suggest the need for possible corrective action.

Although reviewing these measures alone cannot cover all possible financial problems a district may have, it can raise awareness on key measures that impact financial stress. Further, having an overall high financial stress level does not mean a district is “going out of business,” but rather that the district may need to change the way it operates, find additional resources, or make some difficult spending decisions in the near future. District decision makers should consider additional information in conjunction with this analysis, such as their districts’ operational efficiency as described in this report, to plan for and react to financial stress conditions.

Financial stress assessment measures

- Change in number of district students.
- Operating and capital overspending.
- Spending increase election results.
- Operating reserve percentage.
- Years of capital reserve held.
- Financial and internal control status.

Additionally, this financial stress assessment considers measures for fiscal years 2016 through 2018. Therefore, it will not reflect changes that may have occurred during the current fiscal year; for example, if a district experienced a significant drop in student enrollment but did not make appropriate changes to its spending.

Table 6
Number of districts by overall financial stress level
Fiscal year 2018

Stress level	Number of districts
High stress	6
Moderate stress	25
Low stress	176

Source: Auditor General staff analysis of district financial stress measures.

As shown in Table 6, in fiscal year 2018, 6 districts were found to have a high financial stress level, 25 a moderate level, and 176 a low level. Having a high or moderate financial stress level can be a sign that a district has inefficient operations. For example, when reviewing the districts determined to have a high or moderate financial stress level and after excluding very small districts, which as previously noted have highly variable spending patterns, 16 of the remaining 24 districts operated inefficiently compared to their peers. However, there are many districts with a low financial stress level that also operated inefficiently compared to their peers. These districts often had access to additional resources not typically available to most districts, such as desegregation monies or federal impact aid monies, that allowed them to operate inefficiently and contributed to their lower financial stress levels. Therefore, even those districts found to have a low financial stress level may need to take additional actions to operate efficiently or address other areas of concern.

Compared to national averages, Arizona school districts spent less per pupil overall and spent monies differently

Arizona school districts spent less than national averages in nearly all operational areas

As shown in Table 7, in fiscal year 2018, Arizona school districts spent approximately \$3,500 less per pupil in total than the 2016 national average—the most recent year for available national data. Arizona’s lower spending occurred in operational rather than nonoperational areas. This lower operational spending is seen in instruction, as well as every noninstructional operational area except student support, which was similar to the national average. It is interesting to note that 64 Arizona districts spent more than the national per pupil operational average. Forty-three of these are very small districts (i.e., less than 200 students), and almost all of them received additional monies from a small school adjustment. Seventeen of the 64 districts received federal impact aid monies as a result of their location on tax-exempt federal lands.

As shown in Table 7, Arizona districts’ nonoperational spending was similar to the national average. Arizona districts spent less per pupil on land and buildings and interest and more on equipment and other programs, such as adult education and community service that are outside the scope of preschool through grade 12 education.

Compared to national averages, Arizona school districts received a greater percentage of their revenues from federal sources and a smaller percentage from State and local sources. In fiscal year 2018, 13 percent of Arizona

Table 7
Comparison of Arizona and U.S. per pupil spending by area
Fiscal years 2018 (Arizona) and 2016 (U.S.)

Spending by area	Arizona average 2018	National average 2016	Difference
Instruction	\$ 4,480	\$ 7,211	\$ (2,731)
Administration	860	1,328	(468)
Plant operations	988	1,093	(105)
Food service	425	470	(45)
Transportation	388	483	(95)
Student support	693	676	17
Instruction support	462	580	(118)
Total operational	8,296	11,841	(3,545)
Land and buildings	827	898	(71)
Equipment	409	214	195
Interest	228	348	(120)
Other	169	157	12
Total nonoperational	1,633	1,617	16
Total per pupil spending	\$ 9,929	\$ 13,458	\$(3,529)

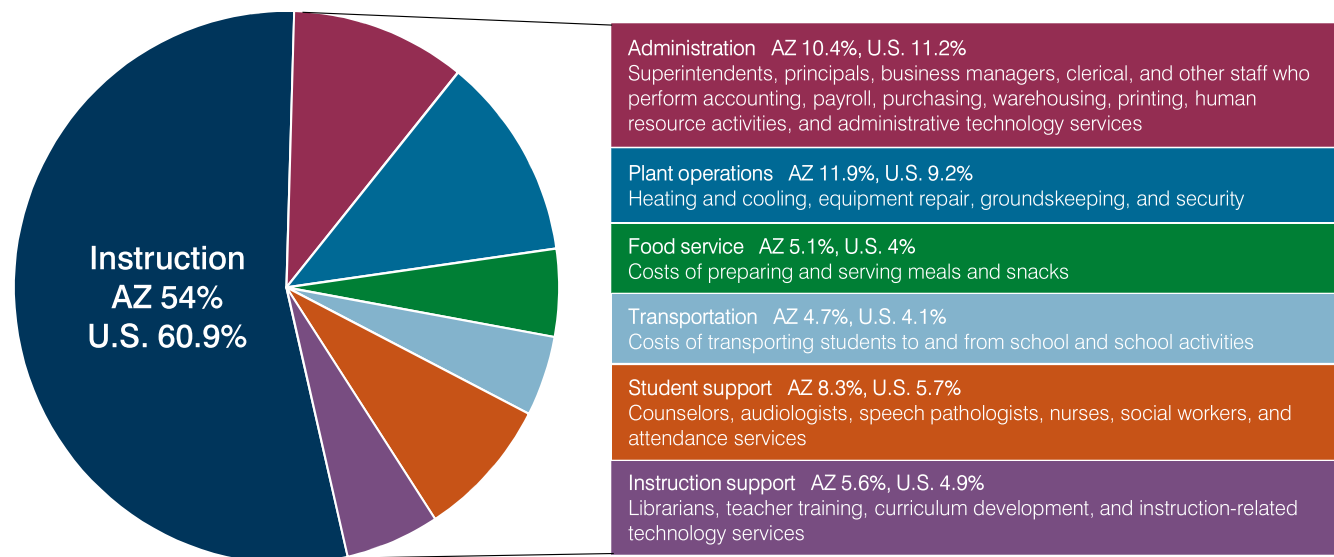
Source: Auditor General staff analysis of fiscal year 2018 district-reported accounting data, Arizona Department of Education student membership data, and National Center for Education Statistics *Revenues and Expenditures for Public Elementary and Secondary Education: School Year 2015-16*, December 2018.

school district revenues were from federal sources, and 87 percent were from State and local sources. Arizona's percentages were similar in fiscal year 2016, which was the most recent year for available national data. In fiscal year 2016, school districts nation-wide received 8 percent of their revenues from federal sources and 92 percent from State and local sources. Compared to other states, Arizona school districts had the 5th highest percentage of revenues coming from federal sources. Federal revenues comprised a greater percentage of Arizona school district revenues, in part because Arizona school districts received more federal dollars per pupil than the national average, but primarily because Arizona school districts received fewer revenues per pupil overall.

Arizona school districts allocated their resources differently than national averages

Compared to national averages, Arizona school districts spent a lower percentage of their available resources on instruction and administration and a greater percentage on all other operational areas. As shown in Figure 3, in fiscal year 2018, Arizona districts spent 54 percent of available operating dollars on instruction, 6.9 percentage points below the most recent national average of 60.9 percent. Many factors may account for Arizona's lower percentage of instructional spending, one of which is average teacher salary. Compared to the fiscal year 2017 national average (the most recent year for available national data), Arizona's average teacher salary was \$48,372 that year, while the national average was \$59,660. Part of the reason for Arizona's lower average teacher salary may be due to Arizona's teachers having fewer years of experience, on average, when compared with the national average. Compared to the fiscal year 2016 national average (the most recent year for available national data), Arizona's teachers averaged 11 years of experience that year, while the national average was 13.7 years of experience. Another factor that may account for Arizona's lower percentage of instructional spending is class size. Compared to the fiscal year 2017 national average (the most recent year for available national data), Arizona districts averaged 18.5 students per teacher that year, while the national average was 16 students per teacher.

Figure 3
Comparison of Arizona and U.S. spending by operational area
Fiscal years 2018 (Arizona) and 2016 (U.S.)



Source: Auditor General staff analysis of fiscal year 2018 district-reported accounting data and National Center for Education Statistics *Revenues and Expenditures for Public Elementary and Secondary Education: School Year 2015-16*, December 2018.

The relatively low instructional spending percentage was not the result of high administration costs because Arizona districts allocated a slightly smaller percentage of resources for administration than the national average. However, Arizona districts allocated a larger percentage of resources to all the other operational areas. For

example, plant operations may have consumed a greater percentage of resources, in part because Arizona districts spent more on supplies, which are primarily for energy. As noted earlier, performance audits of Arizona districts have identified the potential for improved efficiency and cost savings in plant operations.

State of Arizona

Total operational spending¹: \$7,482,028,504

Number of districts: 236

Students attending:

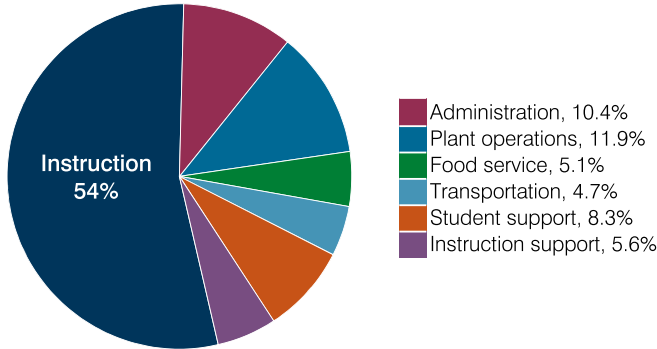
901,876

Number of schools:

1,376

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures

Operational area	Measure	2016	2017	2018
Administration	Cost per pupil	\$806	\$844	\$860
	Students per administrative position	67	67	66
Plant operations	Cost per square foot	\$6.10	\$6.30	\$6.34
	Square footage per student	154	155	156
Food service	Cost per meal	\$2.81	\$2.88	\$3.02
Transportation	Cost per mile	\$3.72	\$3.84	\$4.05
	Cost per rider	\$1,092	\$1,198	\$1,301

Per pupil spending

Spending by area	State			National average 2016
	2016	2017	2018	
Instruction	\$4,145	\$4,377	\$4,480	\$7,211
Administration	806	844	860	1,328
Plant operations	939	977	988	1,093
Food service	415	422	425	470
Transportation	364	381	388	483
Student support	633	679	693	676
Instruction support	444	461	462	580
Total operational	7,746	8,141	8,296	11,841
Land and buildings	621	691	827	898
Equipment	400	424	409	214
Interest	216	236	228	348
Other	153	161	169	157
Total nonoperational	1,390	1,512	1,633	1,617
Total per pupil spending	\$9,136	\$9,653	\$9,929	\$13,458

¹ See Appendix B for sources and methodology.

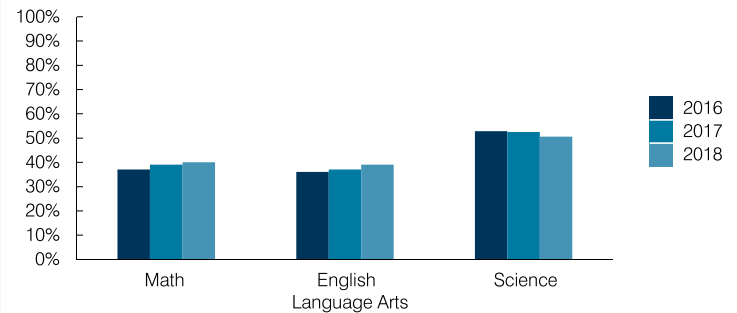
STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools ²	Percentage of schools
A	311	25%
B	396	31%
C	393	31%
D	141	11%
F	28	2%

² Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

Students who passed State assessments



Student and teacher measures

Measure	2016	2017	2018
Attendance rate	N/A	94%	94%
Graduation rate	80%	78%	N/A
Poverty rate	22%	19%	N/A
Special education population	N/A	12%	12%
Students per teacher	18.6	18.5	18.4
Average teacher salary	\$46,384	\$48,372	\$48,951
Amount from Prop 301	\$5,315	\$5,840	\$6,411
Average years of teacher experience	11.0	11.3	11.4
Percentage of teachers in first 3 years	20%	19%	19%

Per pupil revenues

Revenues by source	State		National average 2016
	2017	2018	
Federal	\$1,318	\$1,317	\$1,112
State	3,831	4,011	6,327
Local	4,443	4,592	6,035
Total per pupil revenues	\$9,592	\$9,920	\$13,474

Select revenues from common sources

Equalization formula funding	\$5,503	\$5,585	N/A
Grants	1,185	1,241	N/A
Donations and tax credits	89	90	N/A

Select 2018 revenues from less common sources

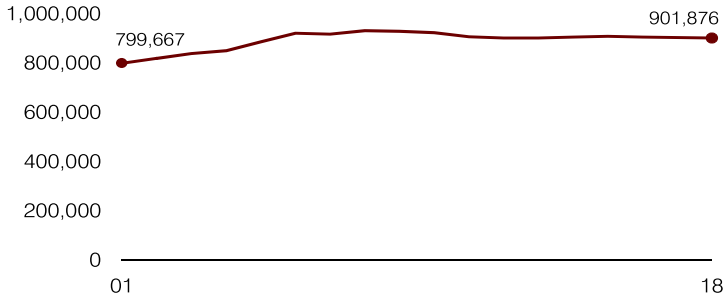
	Amount received range per pupil		Number of districts receiving
	Min	Max	
Desegregation	\$98	\$2,070	17
Small school adjustment	383	29,794	50
Federal impact aid	5	16,899	48
Voter-approved levy increases	2	16,050	132

Instructional spending percentage

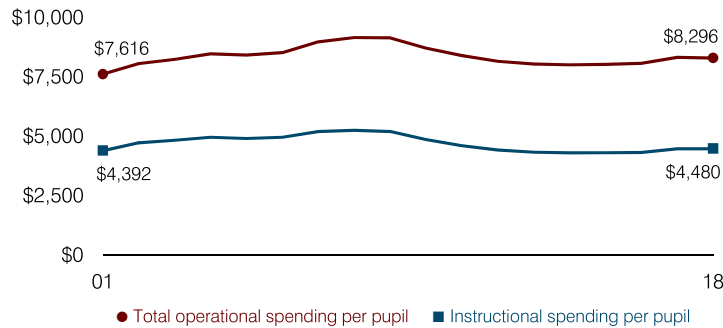
Year:	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Percentage:	57.7	58.2	58.6	58.6	58.4	58.3	57.9	57.3	56.9	55.9	54.7	54.2	53.8	53.8	53.6	53.5	53.8	54.0

TRENDS AND FINANCIAL STRESS ASSESSMENT
Fiscal years as indicated

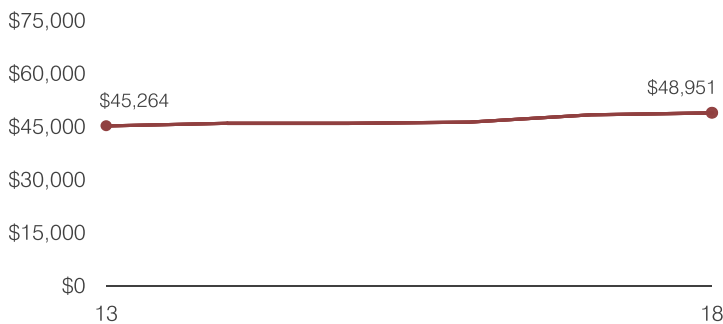
Students attending



Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



Average teacher salary

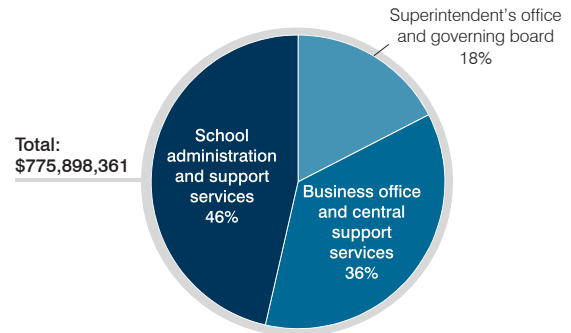


Financial stress assessment

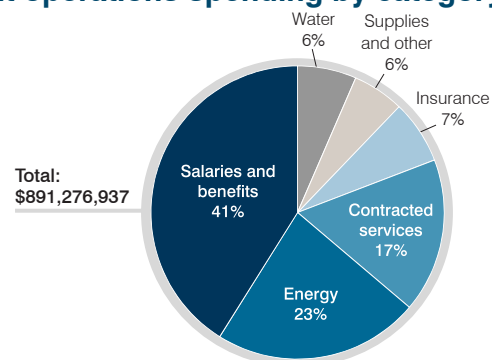
	Number of districts		
	Low	Moderate	High
Overall financial stress level:	176	25	6
Measure: 2016 through 2018			
Change in number of district students	154	38	15
Spending exceeded operating/capital budgets	183	11	13
Spending increase election results	75	6	13
Operating reserve percentage, Trend	175	8	24
Years of capital reserve held	146	51	10
Current financial and internal control status	144	45	4

OPERATIONAL SPENDING DETAIL
Fiscal year 2018

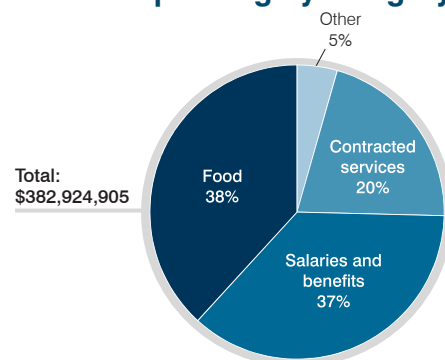
Administrative spending by category



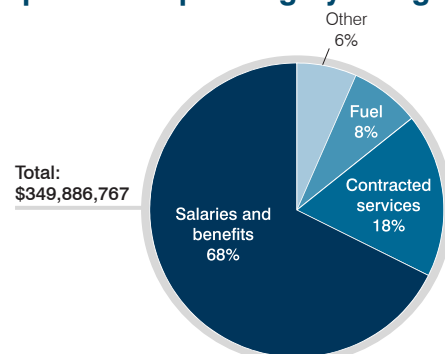
Plant operations spending by category



Food service spending by category



Transportation spending by category



Agua Fria Union High School District

Maricopa County

Efficiency peer groups 3 and T-4, Achievement peer group 8¹

Legislative district(s): 4, 13, 19, and 29

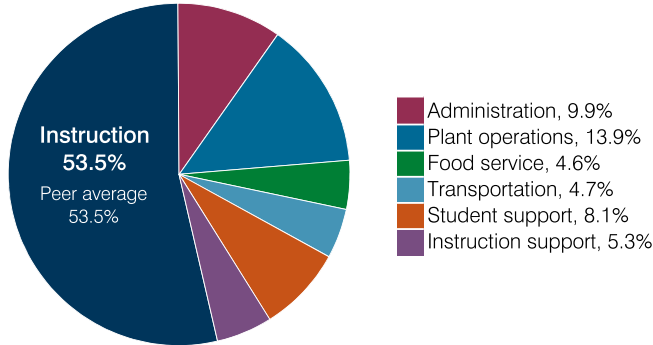
District size, location: Medium-large, Suburb

Students attending: 7,838

Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$733	\$846	\$860
	Students per administrative position	69	69	66
Plant operations	Cost per square foot	\$8.15	\$6.02	\$6.34
	Square footage per student	127	155	156
Food service	Cost per meal	\$3.79	\$3.20	\$3.02
Transportation	Cost per mile	\$3.88	\$3.72	\$4.05
	Cost per rider	\$1,336	\$1,330	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,775	\$ 3,960	\$ 4,106	\$ 4,480
Administration	710	733	846	860
Plant operations	1,046	1,031	963	988
Food service	339	341	325	425
Transportation	345	348	438	388
Student support	568	600	672	693
Instruction support	401	393	336	462
Total operational	7,184	7,406	7,686	8,296
Land and buildings	3,481	7,871	1,416	827
Equipment	537	510	473	409
Interest	298	441	268	228
Other	23	19	165	169
Total nonoperational	4,339	8,841	2,322	1,633
Total per pupil spending	\$ 11,523	\$ 16,247	\$ 10,008	\$ 9,929

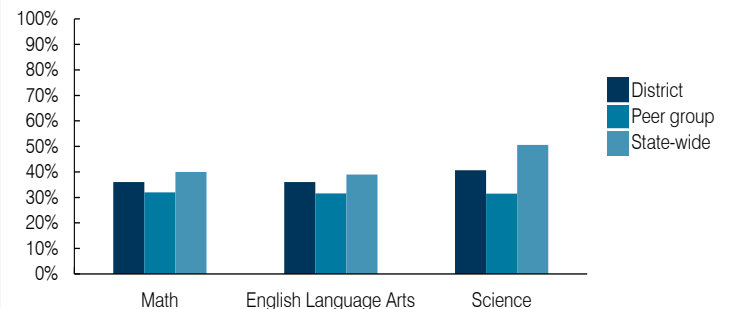
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	4	100%
C	0	0%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2017)	89%	88%	78%
Poverty rate (2017)	11%	14%	19%
Special education population	10%	11%	12%
Students per teacher	21.6	22.2	18.4
Average teacher salary	\$44,579	\$52,191	\$48,951
Amount from Prop 301	\$6,686	\$8,523	\$6,411
Average years of teacher experience	7.7	10.6	11.4
Percentage of teachers in first 3 years	36%	21%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 566	\$ 489	\$ 730	\$ 1,317
State	5,627	5,304	3,583	4,011
Local	4,869	5,548	5,234	4,592
Total per pupil revenues	\$ 11,062	\$ 11,341	\$ 9,547	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,355	\$ 5,462	\$ 5,507
Grants	612	575	864
Donations and tax credits	94	86	184

Select revenues from less common sources

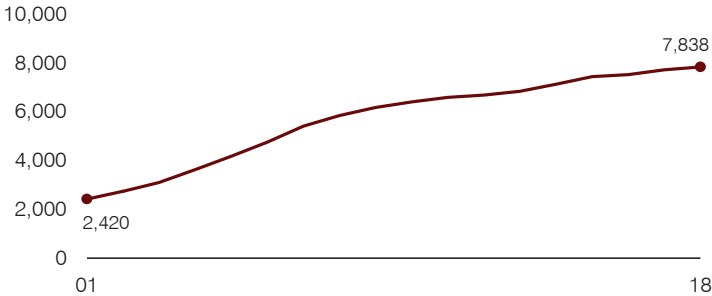
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 91	\$ 98	1 of 15
Small school adjustment	0	0	0 of 15
Federal impact aid	0	0	3 of 15
Voter-approved levy increases	1,825	1,761	15 of 15

Instructional spending percentage

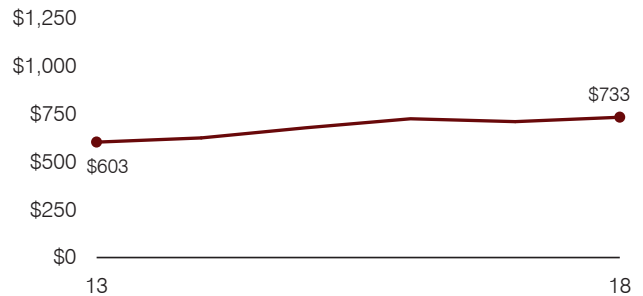
Year:	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Percentage:	55.7	53.3	54.6	51.6	51.3	56.1	53.8	54.3	53.7	53.4	53.1	51.9	52.6	52.2	53.0	53.0	52.5	53.5

TRENDS AND FINANCIAL STRESS ASSESSMENT
Fiscal years as indicated

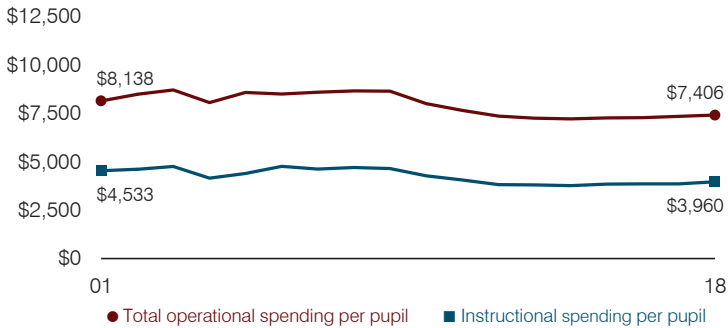
Students attending



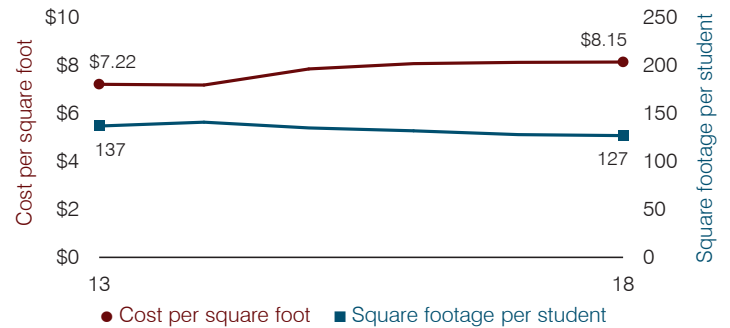
Administrative cost per pupil



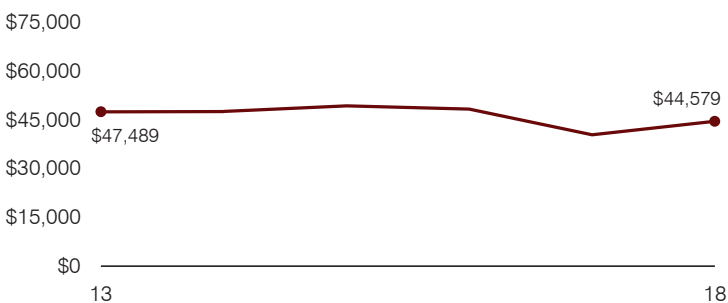
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



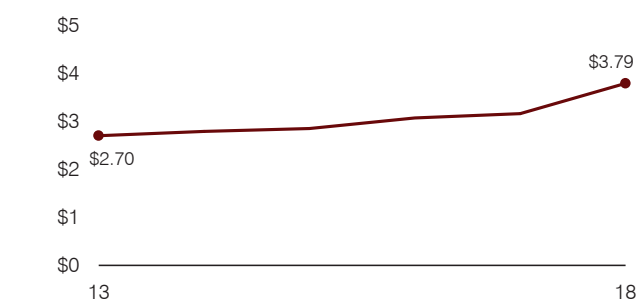
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



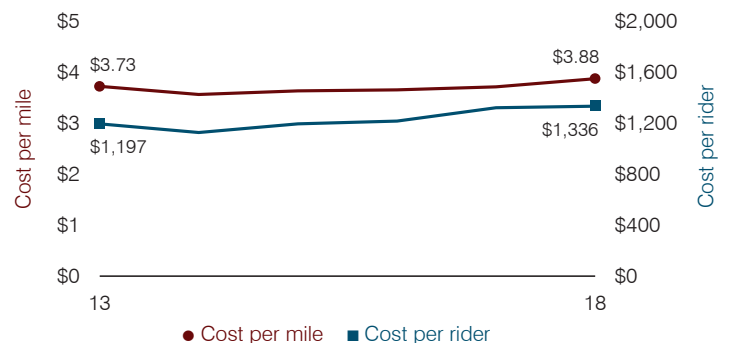
Financial stress assessment

Overall financial stress level: Low

Measure: 2016 through 2018	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	7.2%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Aguila Elementary School District

Maricopa County

Efficiency peer groups 11 and T-11, Achievement peer group 19¹

Legislative district(s): 13

District size, location:

Very small, Rural

Students attending:

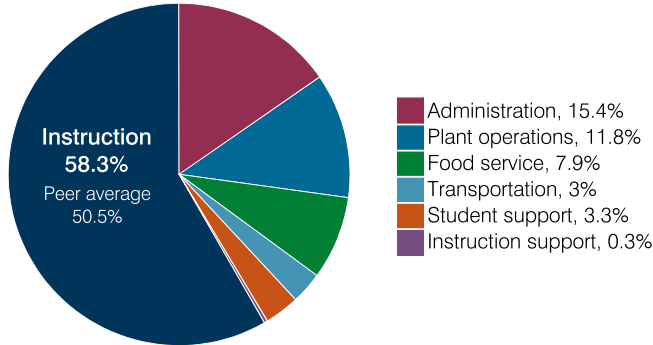
144

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,574	\$3,064	\$860
	Students per administrative position	38	33	66
Plant operations	Cost per square foot	\$5.50	\$7.31	\$6.34
	Square footage per student	220	371	156
Food service	Cost per meal	\$4.02	\$5.79	\$3.02
Transportation	Cost per mile	\$0.86	\$1.94	\$4.05
	Cost per rider	\$623	\$1,614	\$1,301

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 5,603	\$ 5,958	\$ 8,493	\$ 4,480
Administration	1,375	1,574	3,064	860
Plant operations	1,280	1,210	2,439	988
Food service	748	805	932	425
Transportation	256	311	973	388
Student support	381	334	656	693
Instruction support	18	29	400	462
Total operational	9,661	10,221	16,957	8,296
Land and buildings	0	5	965	827
Equipment	210	200	562	409
Interest	14	20	25	228
Other	756	748	88	169
Total nonoperational	980	973	1,640	1,633
Total per pupil spending	\$ 10,641	\$ 11,194	\$ 18,597	\$ 9,929

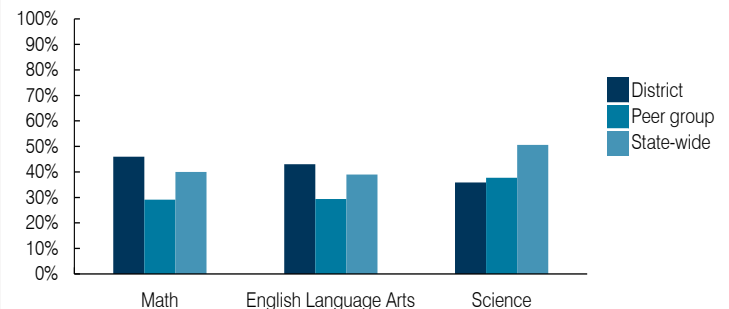
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	93%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	33%	32%	19%
Special education population	14%	14%	12%
Students per teacher	14.4	15.6	18.4
Average teacher salary	\$51,617	\$49,189	\$48,951
Amount from Prop 301	\$4,049	\$4,810	\$6,411
Average years of teacher experience	12.8	11.6	11.4
Percentage of teachers in first 3 years	0%	11%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,945	\$ 1,880	\$ 3,021	\$ 1,317
State	6,036	6,486	4,788	4,011
Local	3,115	2,969	12,812	4,592
Total per pupil revenues	\$ 11,096	\$ 11,335	\$ 20,621	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 6,368	\$ 6,612	\$ 8,282
Grants	3,081	2,774	3,020
Donations and tax credits	92	108	125

Select revenues from less common sources

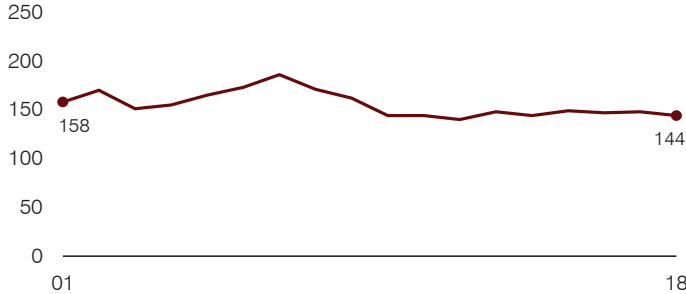
Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	0	0	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

Instructional spending percentage

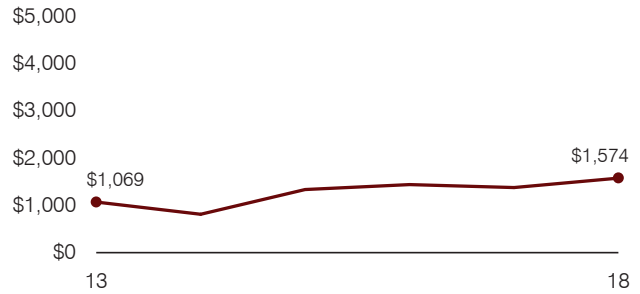
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 59.9 61.4 62.6 59.9 55.1 51.6 57.9 57.4 62.1 63.8 64.5 58.5 63.1 65.4 55.6 54.8 58.0 58.3

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

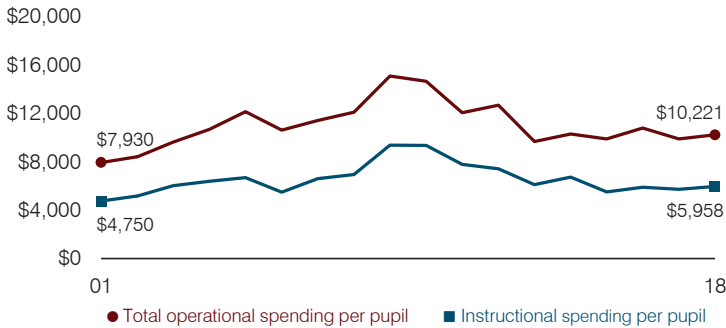
Students attending



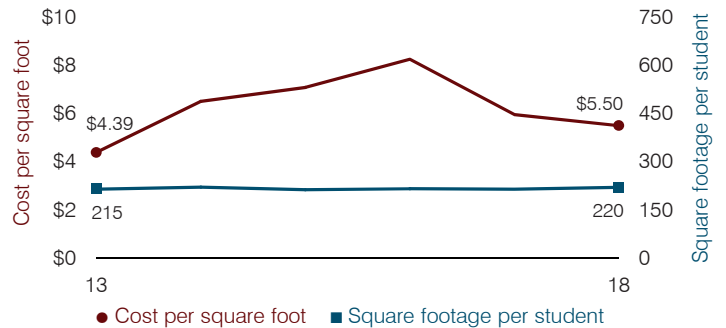
Administrative cost per pupil



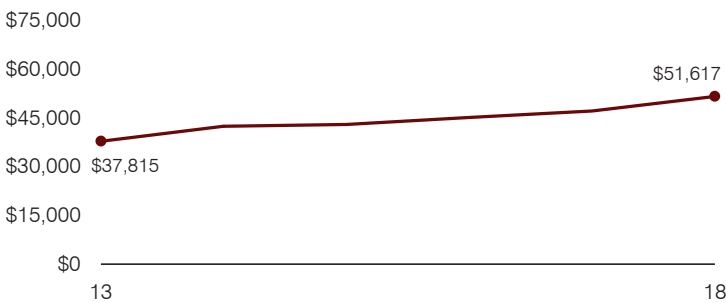
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



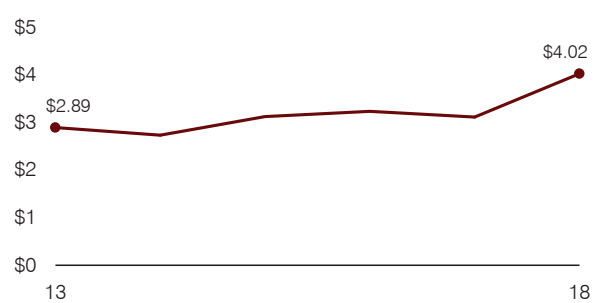
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



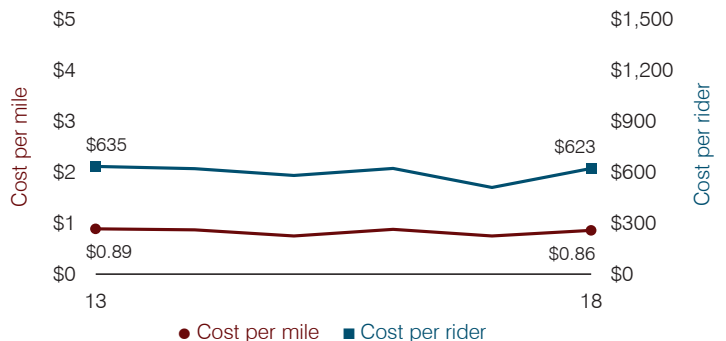
Financial stress assessment

Overall financial stress level: **High**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	Operating and capital
Spending increase election results	No election held
Operating reserve percentage, Trend	0.0%, Steady
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Marginally compliant

Low
Moderate
High

Transportation costs per mile and per rider



Ajo Unified School District

Pima County

Efficiency peer groups 6 and T-9, Achievement peer group 5¹

Legislative district(s): 4

District size, location:

Small, Town

Students attending:

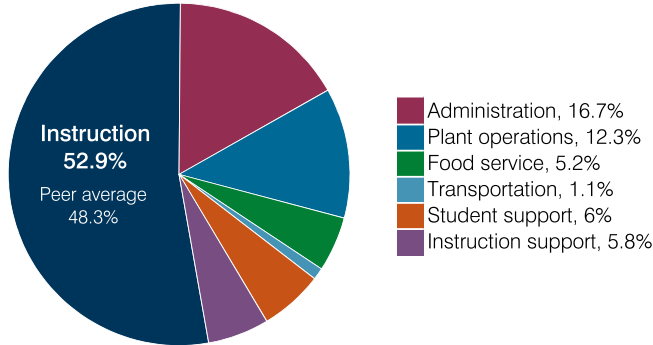
421

Number of schools:

2

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,492	\$1,744	\$860
	Students per administrative position	43	43	66
Plant operations	Cost per square foot	\$4.33	\$5.27	\$6.34
	Square footage per student	254	321	156
Food service	Cost per meal	\$3.04	\$3.96	\$3.02
Transportation	Cost per mile	\$3.39	\$2.62	\$4.05
	Cost per rider	\$1,729	\$1,457	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,222	\$ 4,715	\$ 5,556	\$ 4,480
Administration	1,306	1,492	1,744	860
Plant operations	864	1,100	1,706	988
Food service	469	461	546	425
Transportation	92	94	592	388
Student support	342	535	672	693
Instruction support	545	519	393	462
Total operational	7,840	8,916	11,209	8,296
Land and buildings	828	109	1,077	827
Equipment	345	211	601	409
Interest	0	1	162	228
Other	7	196	60	169
Total nonoperational	1,180	517	1,900	1,633
Total per pupil spending	\$ 9,020	\$ 9,433	\$13,109	\$ 9,929

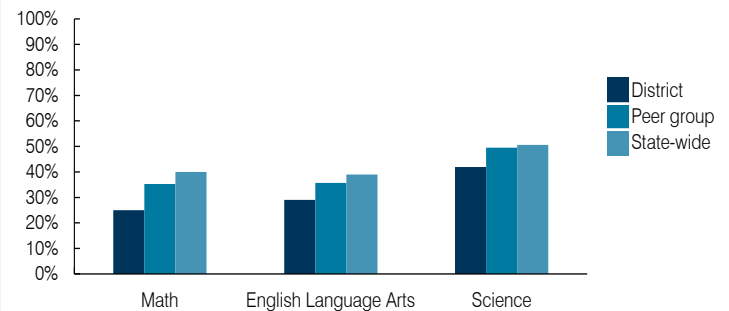
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	50%
C	1	50%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	91%	93%	94%
Graduation rate (2017)	94%	86%	78%
Poverty rate (2017)	22%	22%	19%
Special education population	8%	13%	12%
Students per teacher	14.0	17.6	18.4
Average teacher salary	\$34,620	\$44,777	\$48,951
Amount from Prop 301	\$4,908	\$6,708	\$6,411
Average years of teacher experience	9.7	13.0	11.4
Percentage of teachers in first 3 years	52%	17%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,056	\$ 1,461	\$ 2,405	\$ 1,317
State	6,132	5,502	4,080	4,011
Local	2,524	2,927	8,027	4,592
Total per pupil revenues	\$ 9,712	\$ 9,890	\$ 14,512	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 6,370	\$ 6,645	\$ 7,175
Grants	2,079	1,639	2,252
Donations and tax credits	87	128	337

Select revenues from less common sources

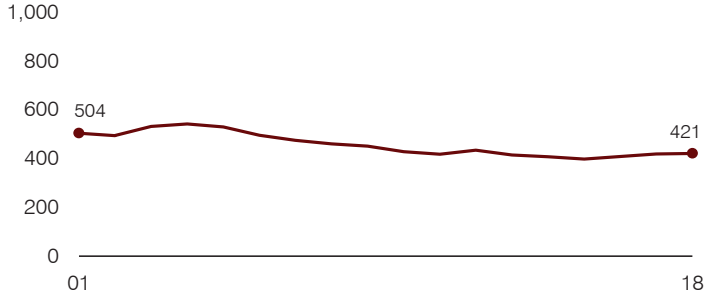
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 18
Small school adjustment	0	0	5 of 18
Federal impact aid	0	0	3 of 18
Voter-approved levy increases	0	0	14 of 18

Instructional spending percentage

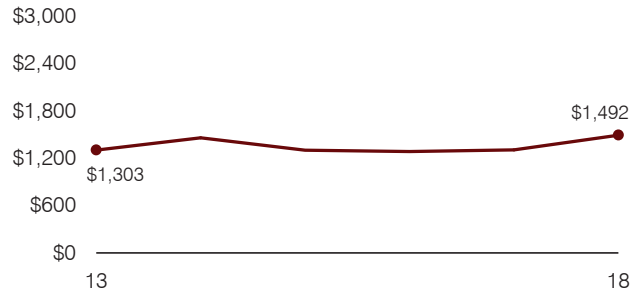
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 60.2 61.7 60.1 60.2 55.0 55.4 56.7 56.9 59.4 60.2 55.6 50.3 49.8 51.4 53.9 50.7 53.8 52.9

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

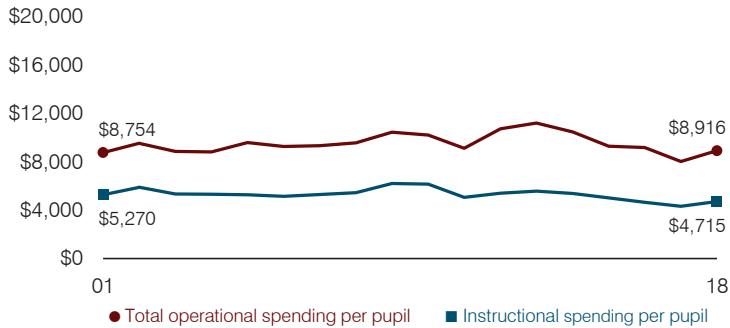
Students attending



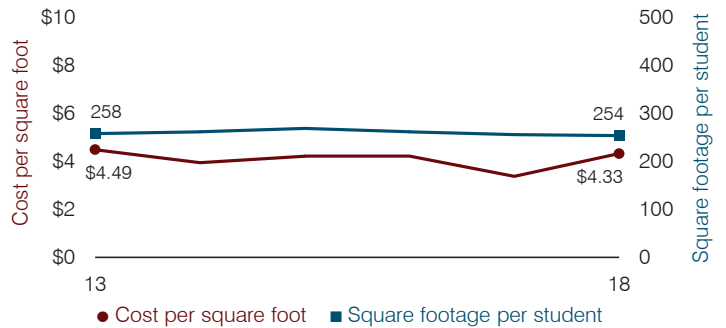
Administrative cost per pupil



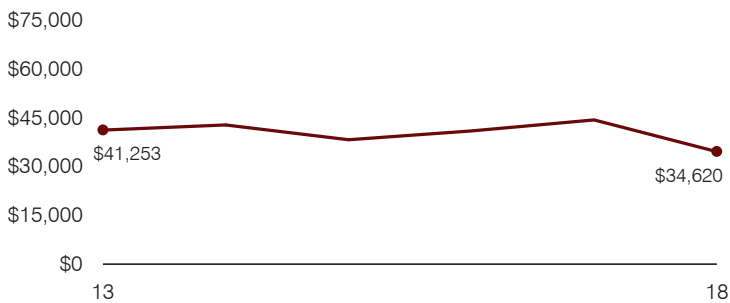
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



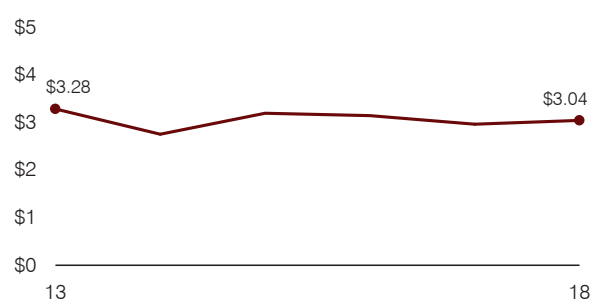
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



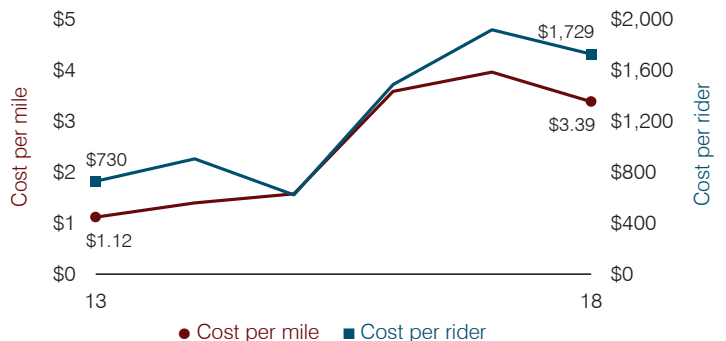
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	11.3%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant

Low
Moderate
High

Transportation costs per mile and per rider



Alhambra Elementary School District

Maricopa County

Efficiency peer groups 7 and T-1, Achievement peer group 15¹

Legislative district(s): 29 and 30

District size, location:

Large, City

Students attending:

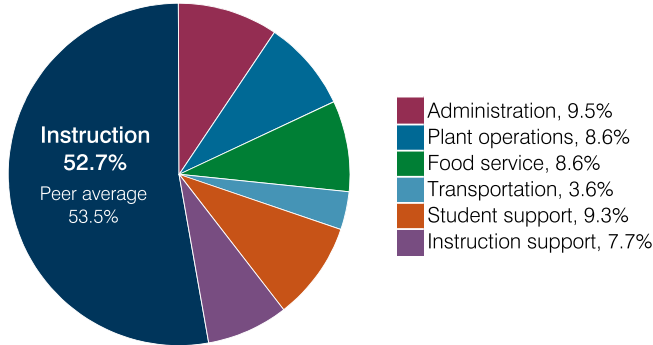
11,936

Number of schools:

14

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$795	\$796	\$860
	Students per administrative position	79	76	66
Plant operations	Cost per square foot	\$5.51	\$6.16	\$6.34
	Square footage per student	131	133	156
Food service	Cost per meal	\$3.43	\$2.99	\$3.02
Transportation	Cost per mile	\$8.20	\$7.19	\$4.05
	Cost per rider	\$1,116	\$1,106	\$1,301

Very low
Low
Comparable
High
Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,939	\$ 4,432	\$ 4,238	\$ 4,480
Administration	777	795	796	860
Plant operations	756	724	815	988
Food service	659	711	580	425
Transportation	272	307	298	388
Student support	717	785	646	693
Instruction support	642	651	486	462
Total operational	8,762	8,405	7,859	8,296
Land and buildings	131	111	517	827
Equipment	455	467	393	409
Interest	1	1	189	228
Other	59	47	188	169
Total nonoperational	646	626	1,287	1,633
Total per pupil spending	\$ 9,408	\$ 9,031	\$ 9,146	\$ 9,929

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

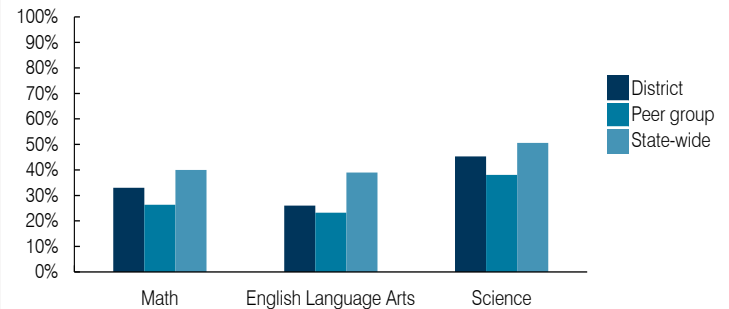
STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools ²	Percentage of schools
A	1	11%
B	1	11%
C	6	67%
D	1	11%
F	0	0%

² Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	38%	36%	19%
Special education population	10%	10%	12%
Students per teacher	20.7	18.3	18.4
Average teacher salary	\$59,625	\$53,697	\$48,951
Amount from Prop 301	\$4,021	\$5,105	\$6,411
Average years of teacher experience	10.6	9.8	11.4
Percentage of teachers in first 3 years	13%	30%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,698	\$ 2,565	\$ 1,588	\$ 1,317
State	4,630	4,680	4,344	4,011
Local	2,234	2,632	3,644	4,592
Total per pupil revenues	\$ 8,562	\$ 9,877	\$ 9,576	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 5,055	\$ 5,022	\$ 5,167	\$ 5,585
Grants	1,724	2,660	1,650	1,241
Donations and tax credits	23	43	46	90

Select revenues from less common sources

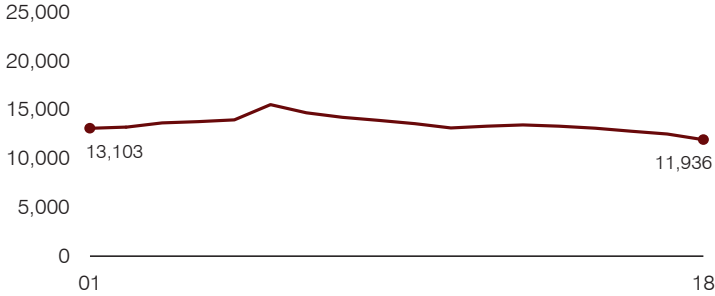
			Number of peers receiving
Desegregation	\$ 0	\$ 0	4 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	0	0	2 of 10
Voter-approved levy increases	1,154	1,188	10 of 10

Instructional spending percentage

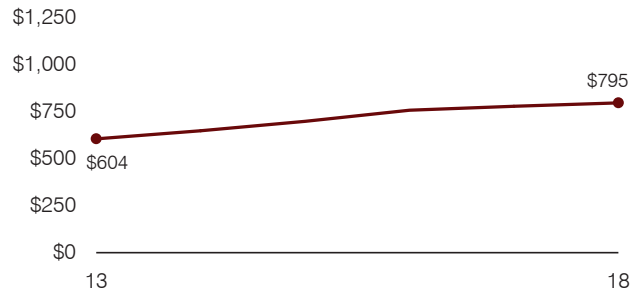
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 60.8 63.8 63.6 63.0 61.8 61.2 61.2 59.4 57.7 55.2 55.5 55.5 54.0 53.8 53.7 54.2 56.4 52.7

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

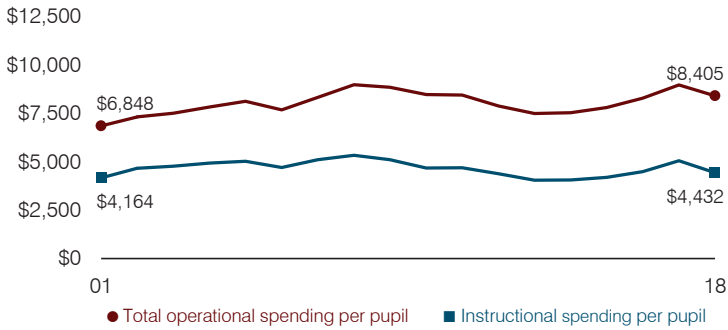
Students attending



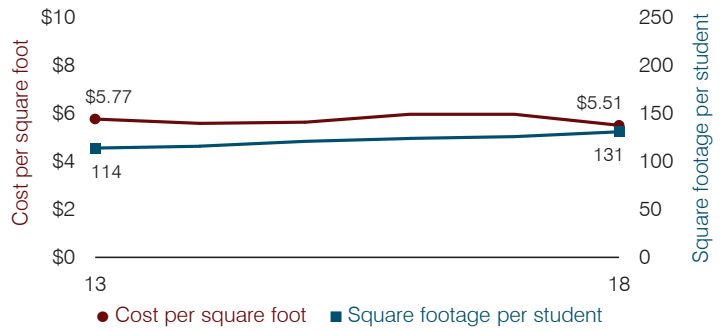
Administrative cost per pupil



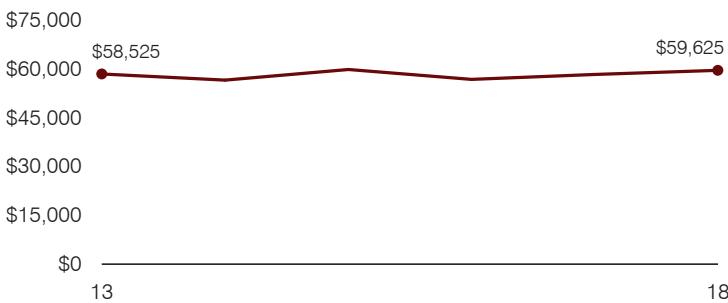
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



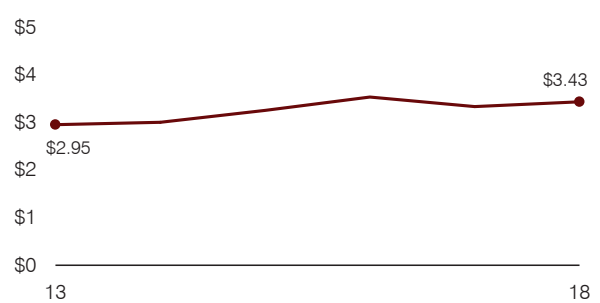
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



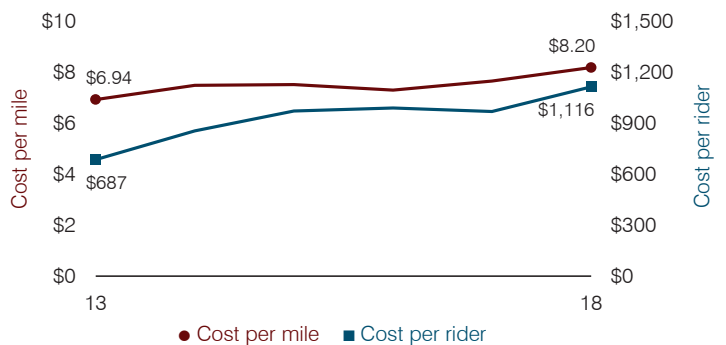
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	4.1%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low **Moderate** **High**

Transportation costs per mile and per rider



Alpine Elementary School District

Apache County

Efficiency peer groups 11 and T-11, Achievement peer group 18¹

Legislative district(s): 7

District size, location:

Very small, Rural

Students attending:

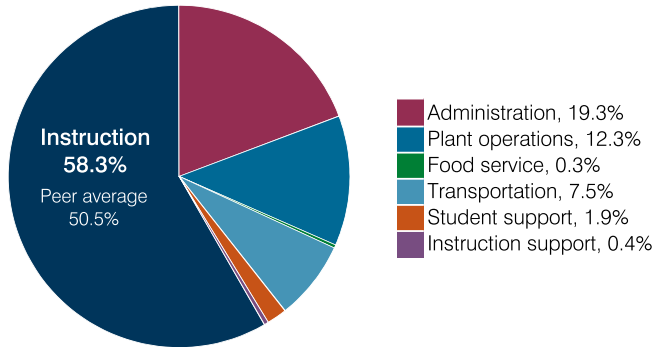
55

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,381	\$3,064	\$860
	Students per administrative position	37	33	66
Plant operations	Cost per square foot	\$7.99	\$7.31	\$6.34
	Square footage per student	270	371	156
Food service	Cost per meal	N/A	\$5.79	\$3.02
Transportation	Cost per mile	\$0.38	\$1.94	\$4.05
	Cost per rider	\$1,824	\$1,614	\$1,301

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 9,876	\$ 10,206	\$ 8,493	\$ 4,480
Administration	3,222	3,381	3,064	860
Plant operations	1,611	2,156	2,439	988
Food service	62	48	932	425
Transportation	1,308	1,325	973	388
Student support	245	326	656	693
Instruction support	232	77	400	462
Total operational	16,556	17,519	16,957	8,296
Land and buildings	31	194	965	827
Equipment	547	154	562	409
Interest	0	0	25	228
Other	0	0	88	169
Total nonoperational	578	348	1,640	1,633
Total per pupil spending	\$ 17,134	\$ 17,867	\$ 18,597	\$ 9,929

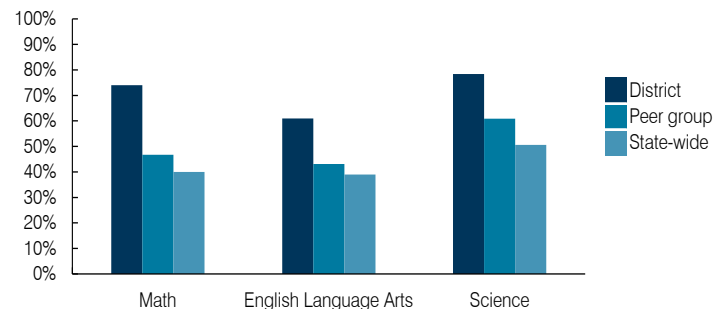
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	1	100%
B	0	0%
C	0	0%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	29%	25%	19%
Special education population	21%	17%	12%
Students per teacher	13.8	12.6	18.4
Average teacher salary	\$65,018	\$47,486	\$48,951
Amount from Prop 301	\$4,508	\$4,484	\$6,411
Average years of teacher experience	22.0	14.9	11.4
Percentage of teachers in first 3 years	0%	7%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 989	\$ 3,655	\$ 3,021	\$ 1,317
State	10,903	10,679	4,788	4,011
Local	4,446	7,819	12,812	4,592
Total per pupil revenues	\$ 16,338	\$ 22,153	\$ 20,621	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 15,409	\$ 15,140	\$ 8,282
Grants	1,706	4,207	3,020
Donations and tax credits	206	335	125

Select revenues from less common sources

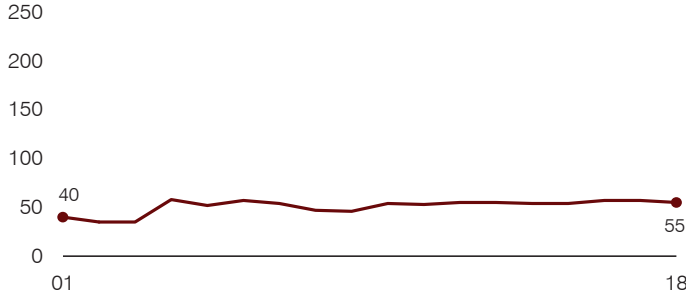
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	0	0	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

Instructional spending percentage

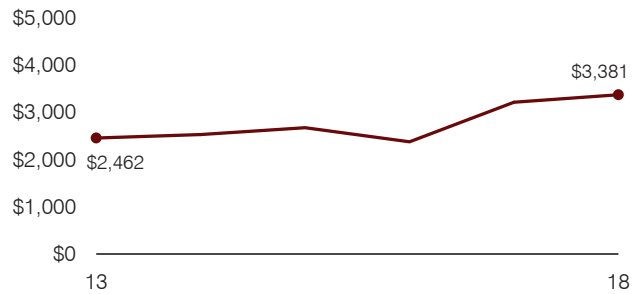
Year:	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Percentage:	55.3	61.0	54.3	52.3	51.4	52.9	51.0	56.2	58.4	59.1	58.2	57.9	59.2	59.3	61.2	63.0	59.7	58.3

TRENDS AND FINANCIAL STRESS ASSESSMENT
Fiscal years as indicated

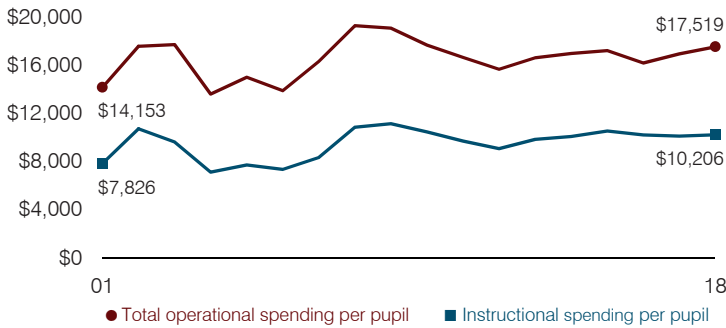
Students attending



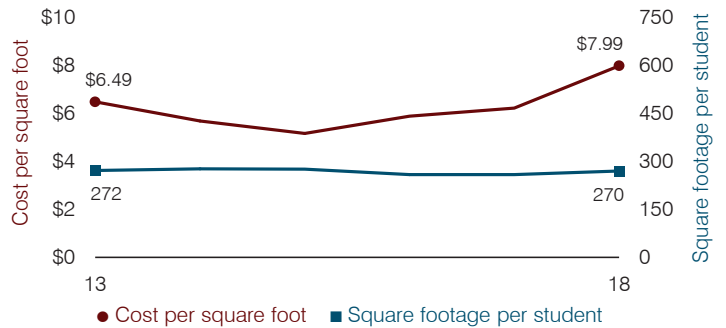
Administrative cost per pupil



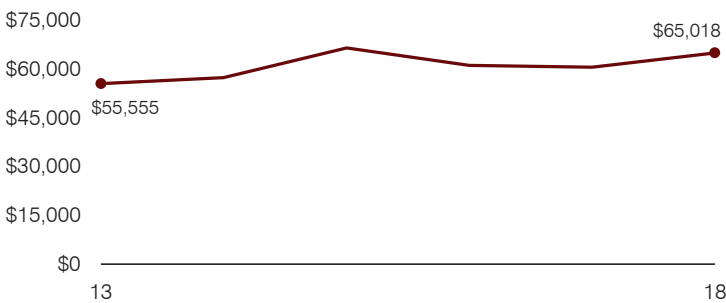
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



Plant cost per square foot and square footage per student



Average teacher salary



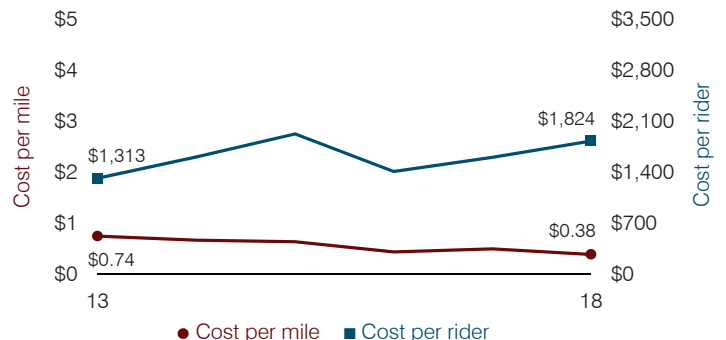
Food service cost per meal

Food service cost per meal trend is not shown because the District did not operate a food service program during all or a substantial portion of fiscal years 2013 through 2018.

Financial stress assessment

Overall financial stress level:	Low
Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	14.2%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant
	Low
	Moderate
	High

Transportation costs per mile and per rider



Altar Valley Elementary School District

Pima County

Efficiency peer groups 9 and T-8, Achievement peer group 18¹

Legislative district(s): 2 and 4

District size, location:

Medium, Rural

Students attending:

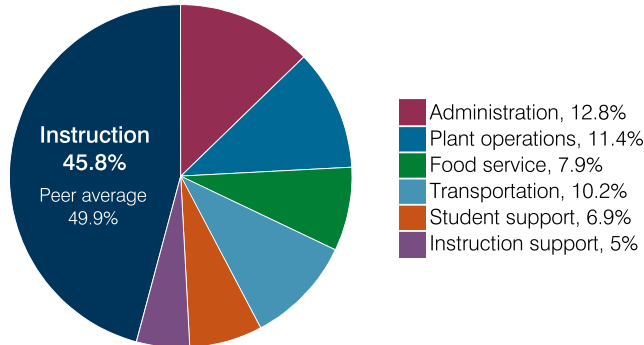
608

Number of schools:

2

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,359	\$1,098	\$860
	Students per administrative position	58	59	66
Plant operations	Cost per square foot	\$6.66	\$6.52	\$6.34
	Square footage per student	181	161	156
Food service	Cost per meal	\$3.03	\$3.10	\$3.02
	Cost per mile	\$2.50	\$3.03	\$4.05
Transportation	Cost per rider	\$1,232	\$1,225	\$1,301

Very low
Low
Comparable
High
Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,909	\$ 4,843	\$ 4,233	\$ 4,480
Administration	1,393	1,359	1,098	860
Plant operations	1,353	1,207	1,034	988
Food service	878	836	591	425
Transportation	987	1,078	526	388
Student support	711	730	584	693
Instruction support	513	526	462	462
Total operational	10,744	10,579	8,528	8,296
Land and buildings	1	40	416	827
Equipment	704	617	316	409
Interest	38	66	75	228
Other	425	399	170	169
Total nonoperational	1,168	1,122	977	1,633
Total per pupil spending	\$ 11,912	\$ 11,701	\$ 9,505	\$ 9,929

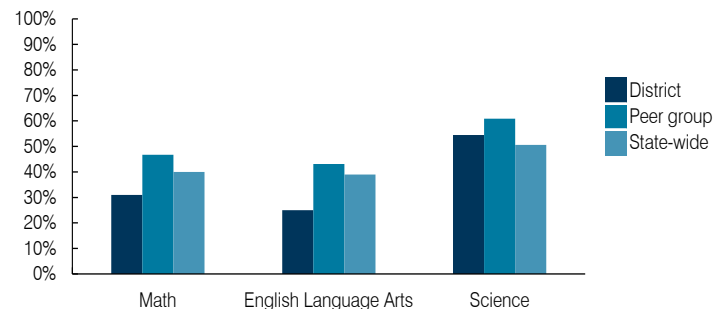
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	2	100%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	91%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	27%	25%	19%
Special education population	13%	17%	12%
Students per teacher	17.4	12.6	18.4
Average teacher salary	\$49,944	\$47,486	\$48,951
Amount from Prop 301	\$5,923	\$4,484	\$6,411
Average years of teacher experience	10.1	14.9	11.4
Percentage of teachers in first 3 years	15%	7%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 2,374	\$ 2,107	\$ 1,836	\$ 1,317
State	5,134	5,562	4,904	4,011
Local	3,665	3,522	2,715	4,592
Total per pupil revenues	\$ 11,173	\$ 11,191	\$ 9,455	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 6,787	\$ 6,591	\$ 5,707	\$ 5,585
Grants	2,500	2,556	2,113	1,241
Donations and tax credits	84	65	67	90

Select revenues from less common sources

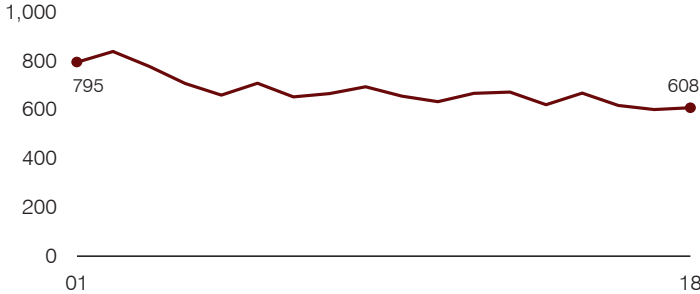
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	0	0	3 of 10
Voter-approved levy increases	707	699	8 of 10

Instructional spending percentage

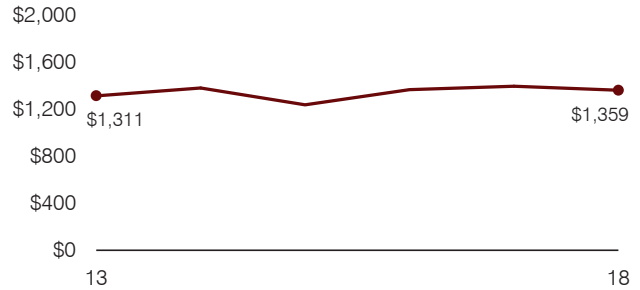
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 52.0 51.0 47.7 48.6 47.5 47.3 46.5 48.0 47.6 46.5 41.7 44.1 44.7 46.5 45.2 44.4 45.7 45.8

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

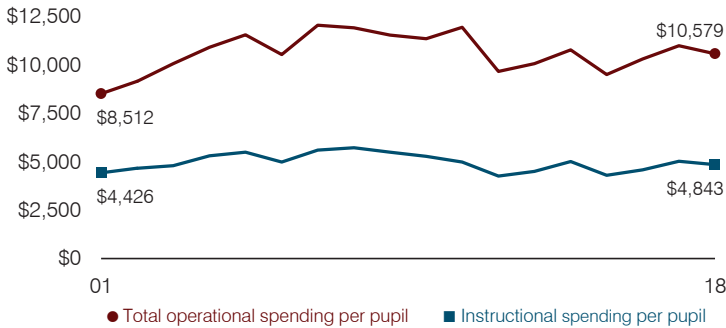
Students attending



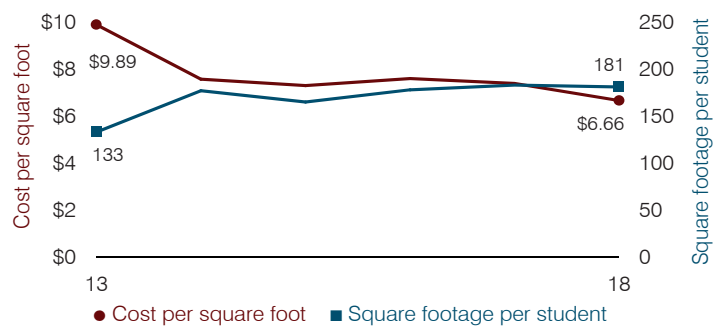
Administrative cost per pupil



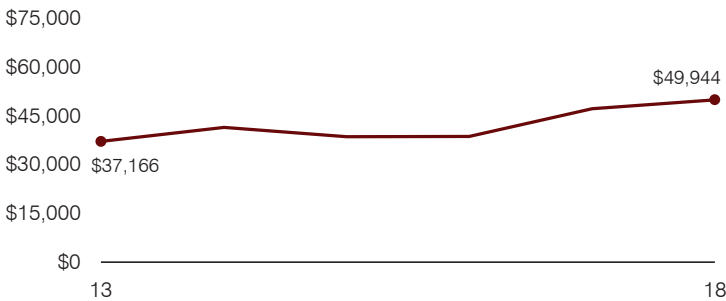
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



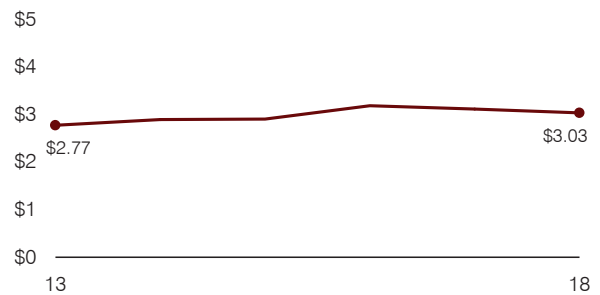
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



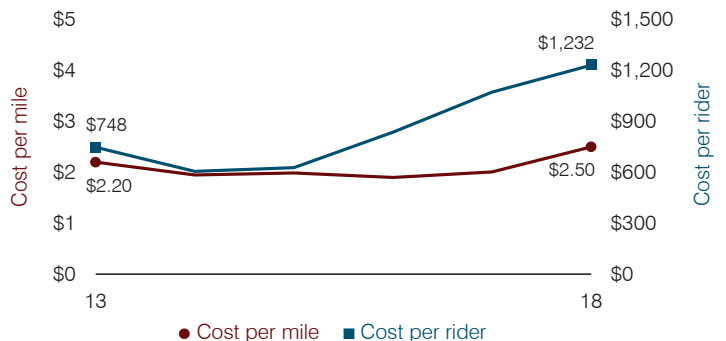
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage, Trend	6.0%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant

Low
Moderate
High

Transportation costs per mile and per rider



Amphitheater Unified School District

Pima County

Efficiency peer groups 2 and T-4, Achievement peer group 3¹

Legislative district(s): 3, 9, and 11

District size, location:

Large, Suburb

Students attending:

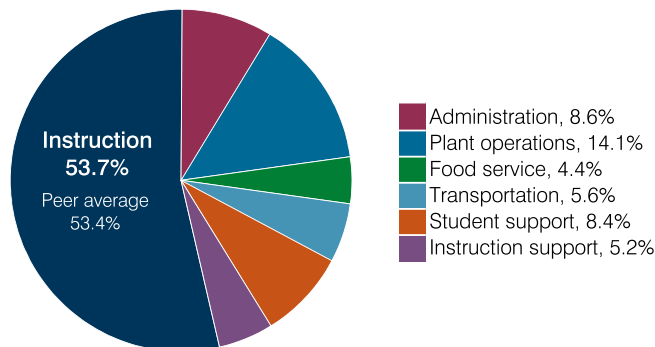
13,310

Number of schools:

21

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$716	\$804	\$860
	Students per administrative position	54	67	66
Plant operations	Cost per square foot	\$5.92	\$6.44	\$6.34
	Square footage per student	197	148	156
Food service	Cost per meal	\$2.94	\$3.08	\$3.02
Transportation	Cost per mile	\$3.99	\$3.72	\$4.05
	Cost per rider	\$1,440	\$1,330	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,374	\$ 4,455	\$ 4,135	\$ 4,480
Administration	694	716	804	860
Plant operations	1,144	1,165	941	988
Food service	389	365	342	425
Transportation	461	462	394	388
Student support	689	699	624	693
Instruction support	485	427	492	462
Total operational	8,236	8,289	7,732	8,296
Land and buildings	2,042	745	738	827
Equipment	411	334	531	409
Interest	321	318	238	228
Other	66	72	153	169
Total nonoperational	2,840	1,469	1,660	1,633
Total per pupil spending	\$ 11,076	\$ 9,758	\$ 9,392	\$ 9,929

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

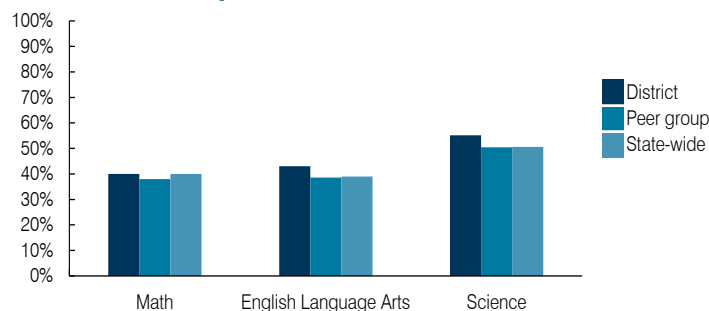
STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools ²	Percentage of schools
A	6	32%
B	5	26%
C	8	42%
D	0	0%
F	0	0%

² Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	93%	94%
Graduation rate (2017)	84%	85%	78%
Poverty rate (2017)	17%	19%	19%
Special education population	17%	14%	12%
Students per teacher	17.2	18.7	18.4
Average teacher salary	\$38,596	\$46,859	\$48,951
Amount from Prop 301	\$7,209	\$7,342	\$6,411
Average years of teacher experience	12.3	12.1	11.4
Percentage of teachers in first 3 years	18%	15%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,096	\$ 993	\$ 930	\$ 1,317
State	2,479	2,741	3,760	4,011
Local	5,779	6,155	4,666	4,592
Total per pupil revenues	\$ 9,354	\$ 9,889	\$ 9,356	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 5,400	\$ 5,476	\$ 5,545	\$ 5,585
Grants	1,141	1,152	1,051	1,241
Donations and tax credits	144	152	107	90

Select revenues from less common sources

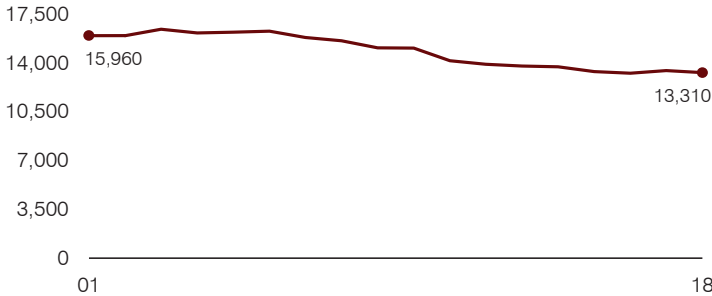
			Number of peers receiving
Desegregation	\$ 299	\$ 302	3 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	0	0	2 of 10
Voter-approved levy increases	1,478	1,512	10 of 10

Instructional spending percentage

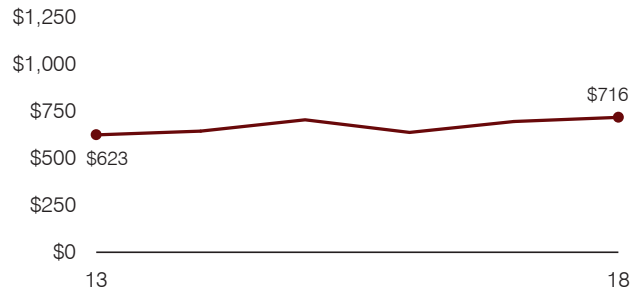
Year:	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Percentage:	57.6	55.8	57.8	55.9	56.9	56.5	56.8	57.5	58.5	57.5	56.3	54.9	54.0	54.3	52.5	52.8	53.1	53.7

TRENDS AND FINANCIAL STRESS ASSESSMENT
Fiscal years as indicated

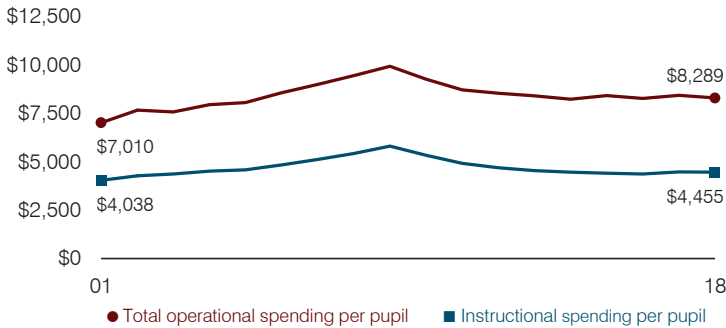
Students attending



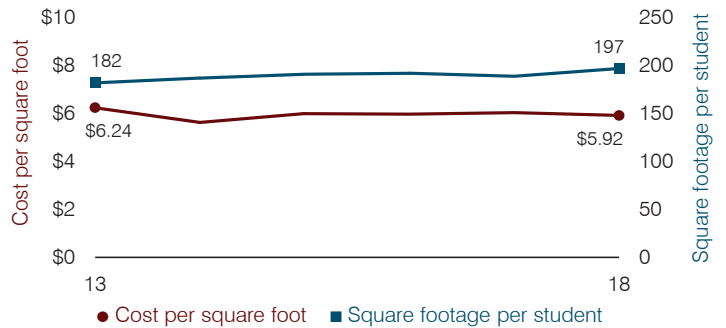
Administrative cost per pupil



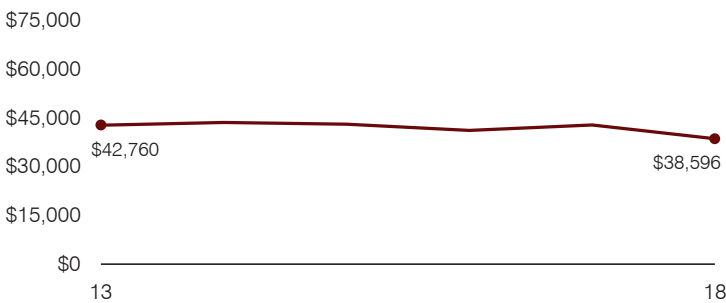
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



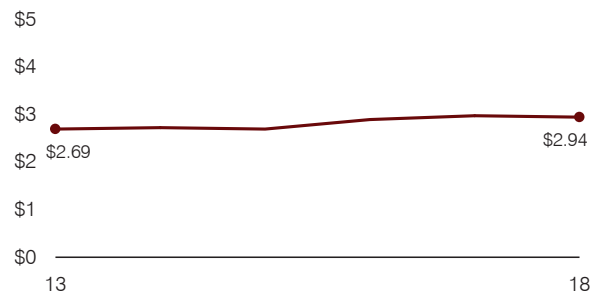
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



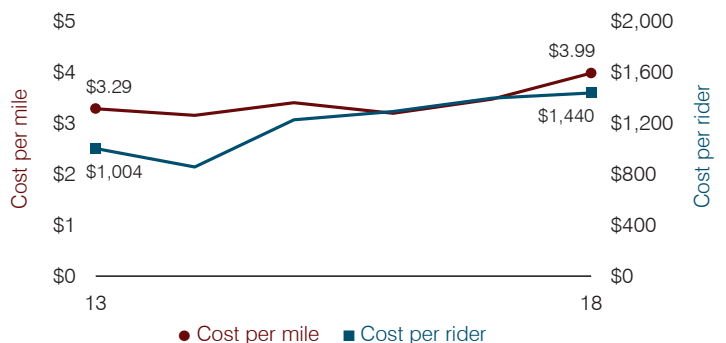
Financial stress assessment

Overall financial stress level: Low

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	2.3%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Antelope Union High School District

Yuma County

Efficiency peer groups 6 and T-10, Achievement peer group 11¹

Legislative district(s): 4 and 13

District size, location:

Small, Rural

Students attending:

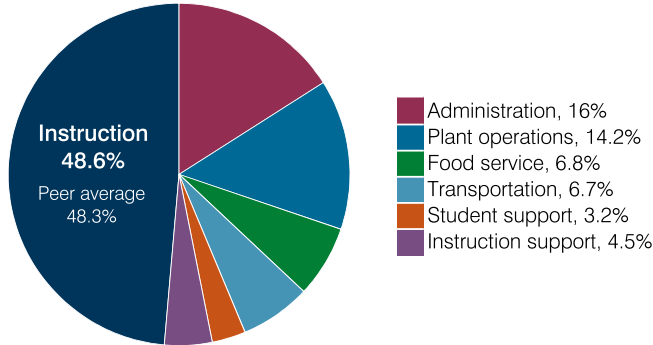
207

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,239	\$1,744	\$860
	Students per administrative position	41	43	66
Plant operations	Cost per square foot	\$3.79	\$5.27	\$6.34
	Square footage per student	526	321	156
Food service	Cost per meal	\$5.33	\$3.96	\$3.02
Transportation	Cost per mile	\$1.05	\$1.95	\$4.05
	Cost per rider	\$938	\$1,572	\$1,301

Legend: Very low (green), Low (blue), Comparable (yellow), High (orange), Very high (red)

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 6,399	\$ 6,813	\$ 5,556	\$ 4,480
Administration	2,074	2,239	1,744	860
Plant operations	1,783	1,993	1,706	988
Food service	820	959	546	425
Transportation	843	934	592	388
Student support	317	446	672	693
Instruction support	280	630	393	462
Total operational	12,516	14,014	11,209	8,296
Land and buildings	156	14	1,077	827
Equipment	742	1,163	601	409
Interest	491	175	162	228
Other	2	2	60	169
Total nonoperational	1,391	1,354	1,900	1,633
Total per pupil spending	\$ 13,907	\$ 15,368	\$ 13,109	\$ 9,929

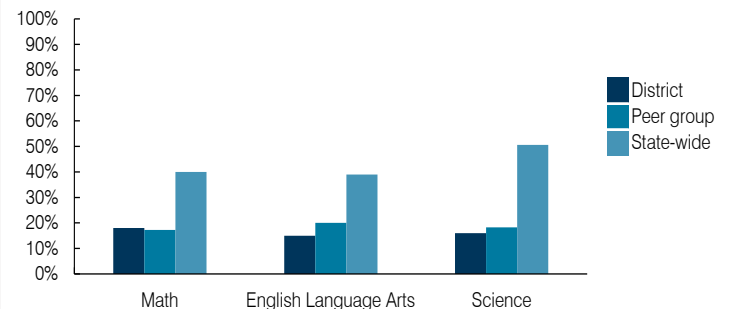
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	100%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	90%	92%	94%
Graduation rate (2017)	72%	76%	78%
Poverty rate (2017)	21%	21%	19%
Special education population	15%	12%	12%
Students per teacher	11.8	18.6	18.4
Average teacher salary	\$49,077	\$46,495	\$48,951
Amount from Prop 301	\$3,965	\$6,895	\$6,411
Average years of teacher experience	17.6	12.4	11.4
Percentage of teachers in first 3 years	11%	13%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,882	\$ 1,724	\$ 2,405	\$ 1,317
State	1,045	1,323	4,080	4,011
Local	11,237	12,341	8,027	4,592
Total per pupil revenues	\$ 14,164	\$ 15,388	\$ 14,512	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 9,022	\$ 9,523	\$ 7,175
Grants	1,927	1,935	2,252
Donations and tax credits	0	0	337

Select revenues from less common sources

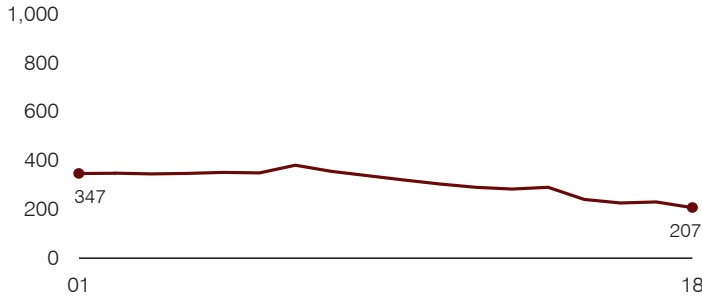
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 18
Small school adjustment	0	0	5 of 18
Federal impact aid	0	0	3 of 18
Voter-approved levy increases	1,011	1,146	14 of 18

Instructional spending percentage

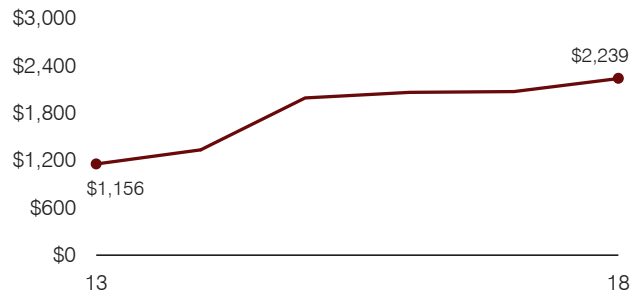
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 51.0 52.4 52.9 54.1 53.7 52.3 43.7 53.4 52.6 52.1 50.7 47.7 51.4 52.8 51.3 53.5 51.1 48.6

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

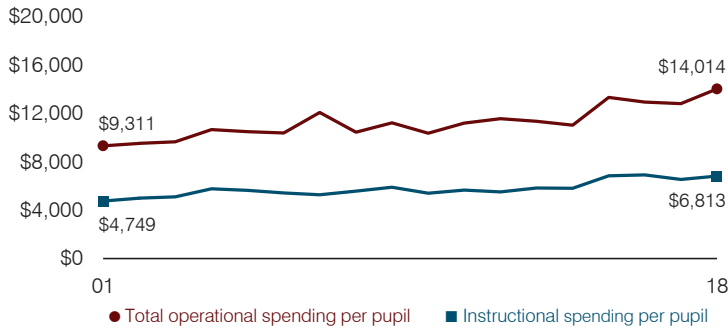
Students attending



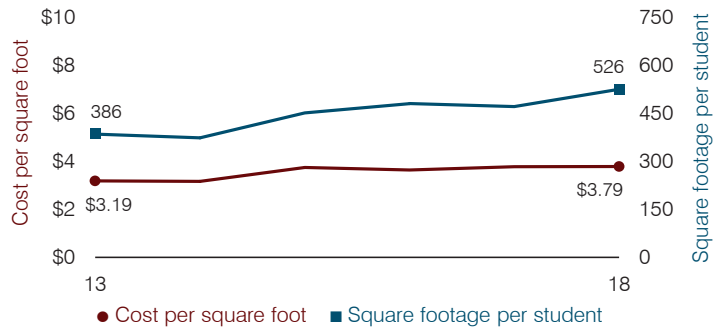
Administrative cost per pupil



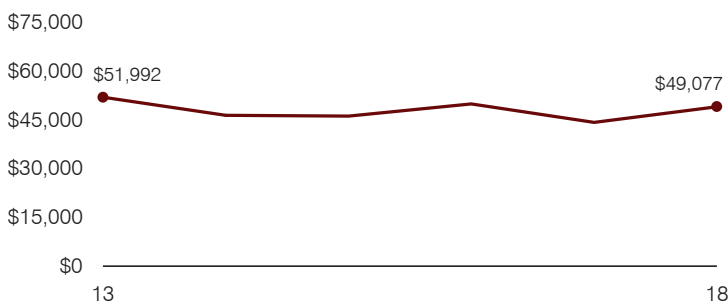
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



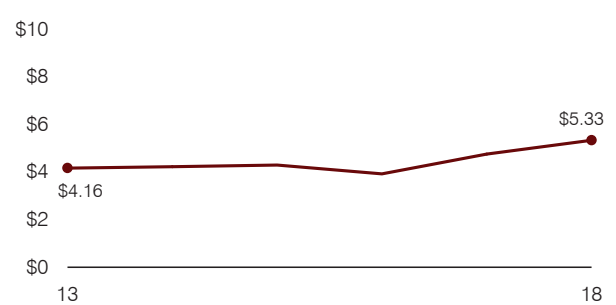
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



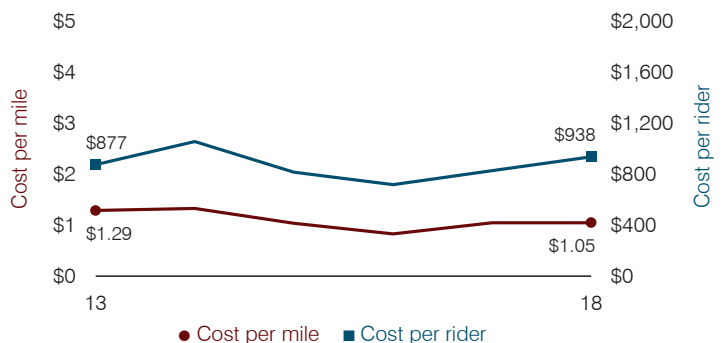
Financial stress assessment

Overall financial stress level: **High**

Measure: 2016 through 2018	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	Operating and capital
Spending increase election results	No election held
Operating reserve percentage, Trend	1.5%, Decreasing
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Apache Elementary School District

Cochise County

Efficiency peer groups 11 and T-11, Achievement peer group 20¹

Legislative district(s): 14

District size, location:

Very small, Rural

Students attending:

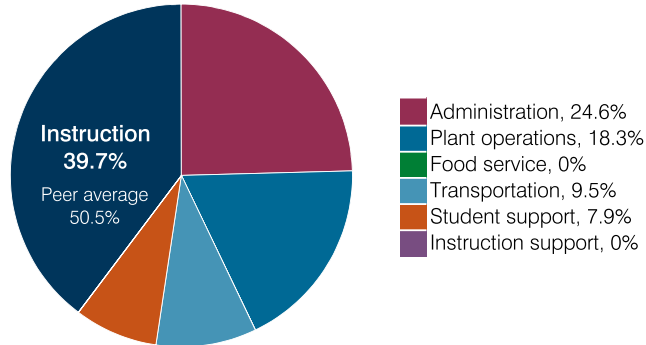
7

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$6,572	\$3,064	\$860
	Students per administrative position	5	33	66
Plant operations	Cost per square foot	\$19.92	\$7.31	\$6.34
	Square footage per student	244	371	156
Food service	Cost per meal	N/A	\$5.79	\$3.02
Transportation	Cost per mile	\$1.46	\$1.94	\$4.05
	Cost per rider	\$2,751	\$1,614	\$1,301

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 59,142	\$ 10,557	\$ 8,493	\$ 4,480
Administration	24,152	6,572	3,064	860
Plant operations	13,727	4,861	2,439	988
Food service	0	0	932	425
Transportation	2,673	2,530	973	388
Student support	7,532	2,099	656	693
Instruction support	475	0	400	462
Total operational	107,701	26,619	16,957	8,296
Land and buildings	0	0	965	827
Equipment	887	372	562	409
Interest	2	0	25	228
Other	0	0	88	169
Total nonoperational	889	372	1,640	1,633
Total per pupil spending	\$108,590	\$ 26,991	\$18,597	\$ 9,929

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Letter grade information for District's school was not published by ADE. See Appendix B for more information.

Students who passed State assessments

Measure did not meet our criteria for reporting.

Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	N/A	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	N/A	39%	19%
Special education population	N/A	17%	12%
Students per teacher	7.0	12.3	18.4
Average teacher salary	\$37,044	\$46,899	\$48,951
Amount from Prop 301	\$0	\$4,418	\$6,411
Average years of teacher experience	9.0	13.4	11.4
Percentage of teachers in first 3 years	0%	6%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 10,315	\$ 3,522	\$ 3,021	\$ 1,317
State	51,288	2,209	4,788	4,011
Local	68,044	16,103	12,812	4,592
Total per pupil revenues	\$129,647	\$21,834	\$ 20,621	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 74,234	\$ 7,150	\$ 8,282	\$ 5,585
Grants	10,657	3,747	3,020	1,241
Donations and tax credits	1,728	92	125	90

Select revenues from less common sources

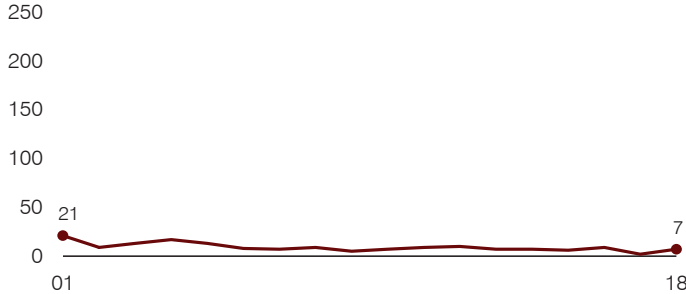
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	34,561	4,186	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

Instructional spending percentage

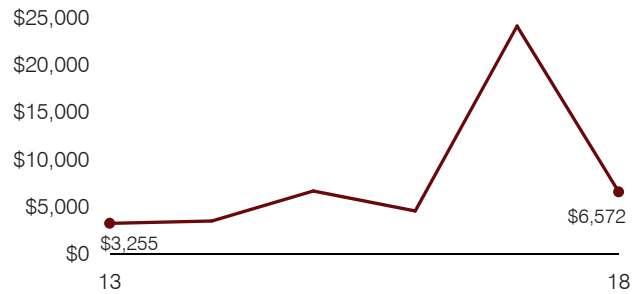
Year:	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Percentage:	64.9	63.7	53.6	49.0	53.2	53.5	54.6	58.5	54.9	55.8	52.4	51.7	49.4	51.1	50.4	49.4	54.9	39.7

TRENDS AND FINANCIAL STRESS ASSESSMENT
Fiscal years as indicated

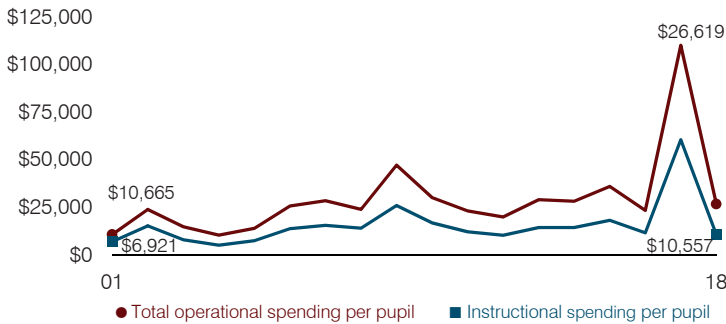
Students attending



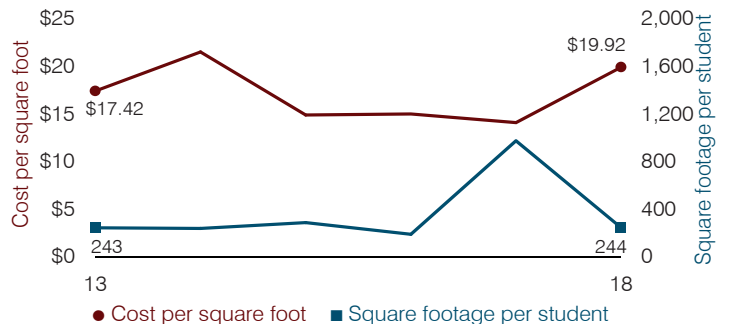
Administrative cost per pupil



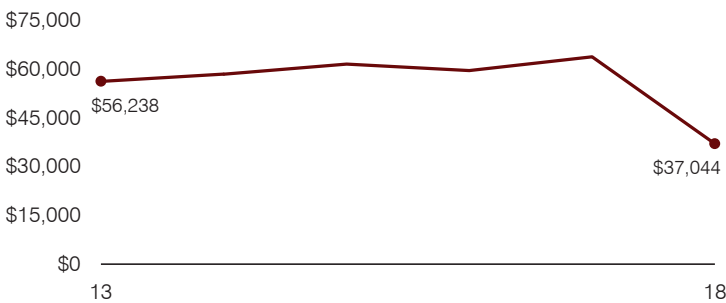
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



Plant cost per square foot and square footage per student



Average teacher salary



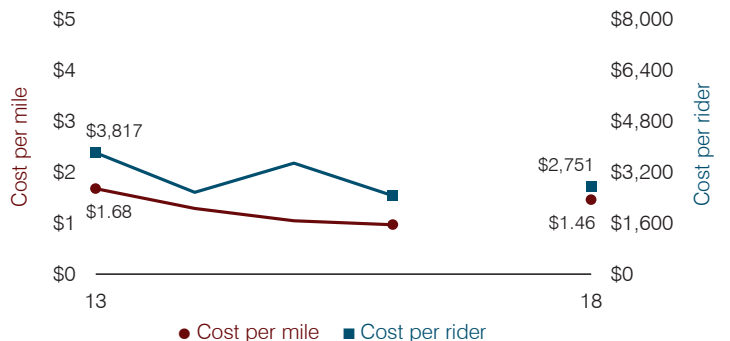
Food service cost per meal

Food service cost per meal trend is not shown because the District did not operate a food service program during all or a substantial portion of fiscal years 2013 through 2018.

Financial stress assessment

Overall financial stress level:	Low
Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	20.5%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Not assessed
<div style="display: flex; justify-content: space-around;"> Low Moderate High </div>	

Transportation costs per mile and per rider



Apache Junction Unified School District

Pinal County

Efficiency peer groups 3 and T-3, Achievement peer group 3¹

Legislative district(s): 8 and 16

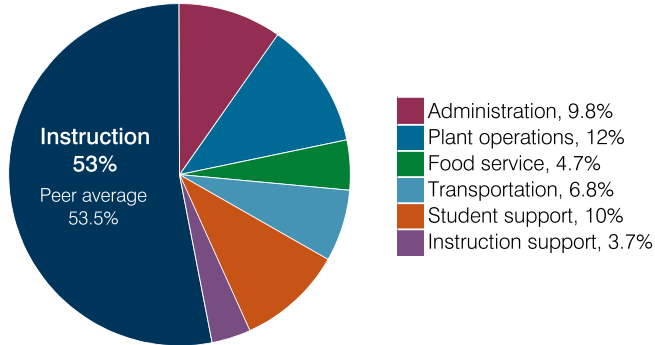
District size, location: Medium-large, Suburb

Students attending: 3,496

Number of schools: 5

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$769	\$846	\$860
	Students per administrative position	60	69	66
Plant operations	Cost per square foot	\$5.68	\$6.02	\$6.34
	Square footage per student	167	155	156
Food service	Cost per meal	\$3.06	\$3.20	\$3.02
Transportation	Cost per mile	\$3.59	\$4.47	\$4.05
	Cost per rider	\$1,066	\$1,248	\$1,301

Very low
Low
Comparable
High
Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,080	\$ 4,166	\$ 4,106	\$ 4,480
Administration	728	769	846	860
Plant operations	938	946	963	988
Food service	340	367	325	425
Transportation	496	532	438	388
Student support	659	789	672	693
Instruction support	301	293	336	462
Total operational	7,542	7,862	7,686	8,296
Land and buildings	23	26	1,416	827
Equipment	258	392	473	409
Interest	383	368	268	228
Other	84	91	165	169
Total nonoperational	748	877	2,322	1,633
Total per pupil spending	\$ 8,290	\$ 8,739	\$ 10,008	\$ 9,929

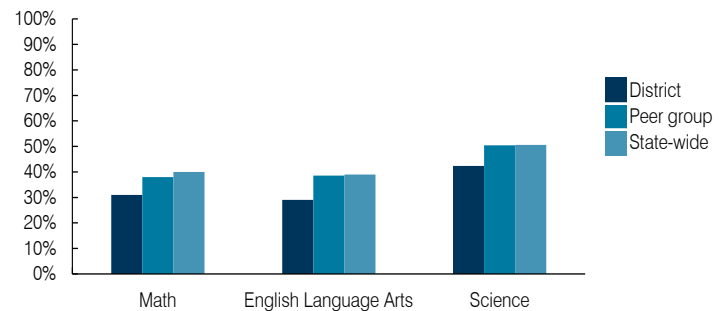
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	2	40%
D	3	60%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	93%	94%
Graduation rate (2017)	81%	85%	78%
Poverty rate (2017)	18%	19%	19%
Special education population	18%	14%	12%
Students per teacher	16.9	18.7	18.4
Average teacher salary	\$39,832	\$46,859	\$48,951
Amount from Prop 301	\$5,206	\$7,342	\$6,411
Average years of teacher experience	12.0	12.1	11.4
Percentage of teachers in first 3 years	13%	15%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,123	\$ 1,167	\$ 730	\$ 1,317
State	3,058	2,897	3,583	4,011
Local	5,221	5,173	5,234	4,592
Total per pupil revenues	\$ 9,402	\$ 9,237	\$ 9,547	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,805	\$ 5,575	\$ 5,507
Grants	1,127	1,239	864
Donations and tax credits	98	120	184

Select revenues from less common sources

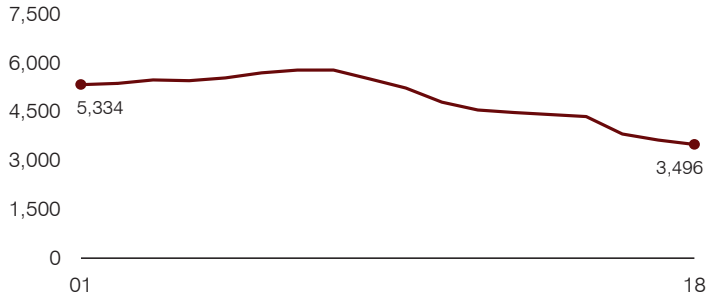
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	1 of 15
Small school adjustment	0	0	0 of 15
Federal impact aid	0	0	3 of 15
Voter-approved levy increases	1,046	1,069	15 of 15

Instructional spending percentage

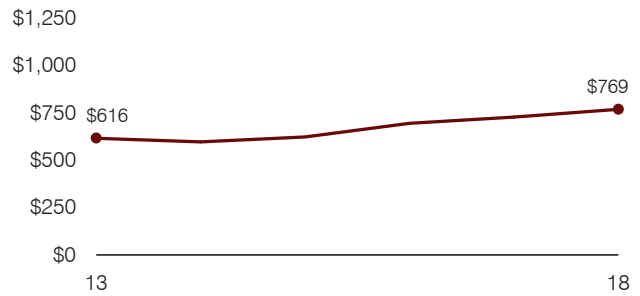
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 53.8 53.0 53.1 55.2 53.3 54.5 55.8 54.5 56.9 55.0 55.1 54.6 55.6 55.9 54.7 54.4 54.1 53.0

TRENDS AND FINANCIAL STRESS ASSESSMENT Fiscal years as indicated

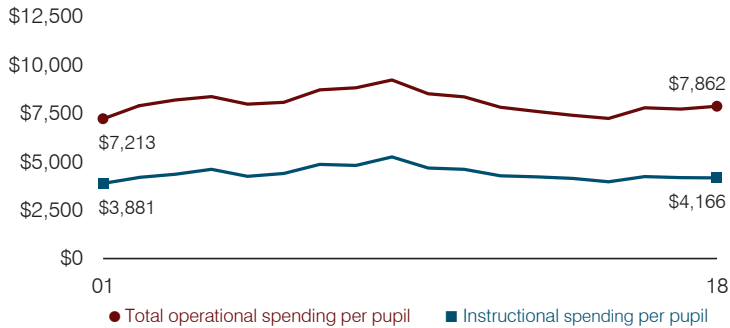
Students attending



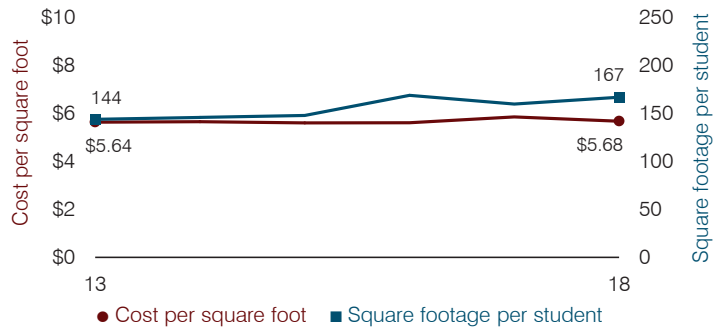
Administrative cost per pupil



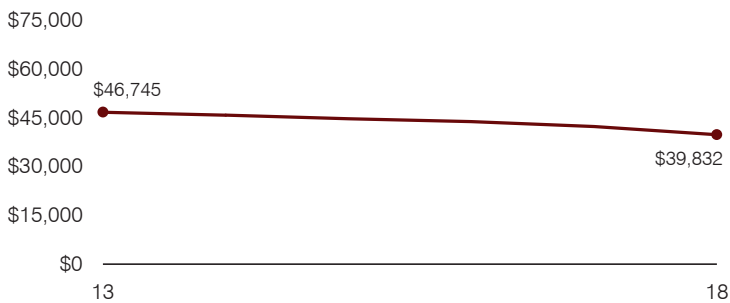
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



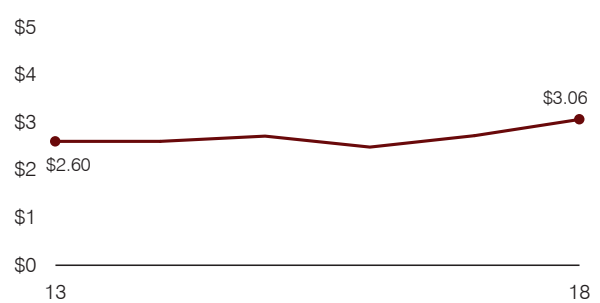
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	6.1%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Arlington Elementary School District

Maricopa County

Efficiency peer groups 10 and T-9, Achievement peer group 17¹

Legislative district(s): 4 and 13

District size, location:

Small, Rural

Students attending:

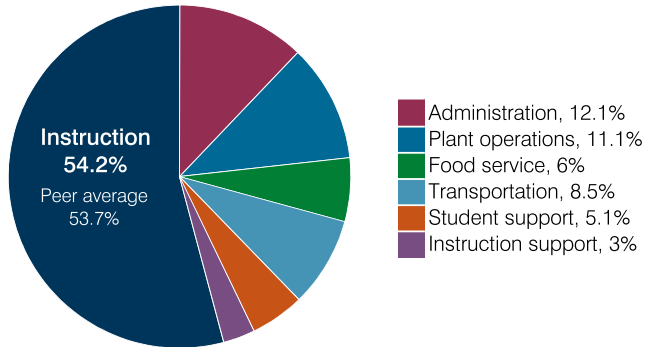
243

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,257	\$1,194	\$860
	Students per administrative position	79	60	66
Plant operations	Cost per square foot	\$7.64	\$6.78	\$6.34
	Square footage per student	150	176	156
Food service	Cost per meal	\$3.58	\$3.40	\$3.02
Transportation	Cost per mile	\$2.57	\$2.62	\$4.05
	Cost per rider	\$1,262	\$1,457	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 5,650	\$ 5,616	\$ 5,096	\$ 4,480
Administration	1,076	1,257	1,194	860
Plant operations	1,399	1,149	1,071	988
Food service	584	620	535	425
Transportation	894	886	586	388
Student support	643	525	498	693
Instruction support	196	315	379	462
Total operational	10,442	10,368	9,359	8,296
Land and buildings	311	212	208	827
Equipment	221	161	260	409
Interest	219	196	143	228
Other	575	1,138	173	169
Total nonoperational	1,326	1,707	784	1,633
Total per pupil spending	\$ 11,768	\$ 12,075	\$ 10,143	\$ 9,929

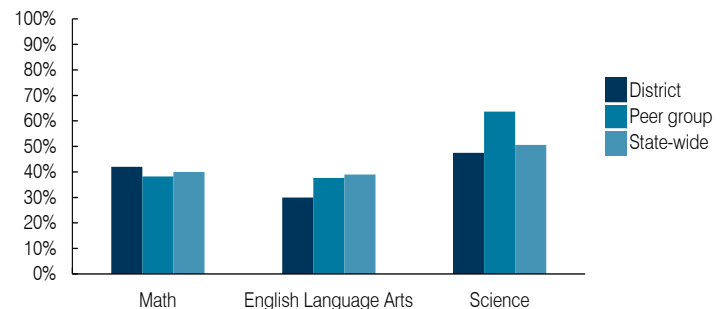
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	100%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	22%	19%	19%
Special education population	8%	13%	12%
Students per teacher	18.7	14.1	18.4
Average teacher salary	\$57,479	\$50,510	\$48,951
Amount from Prop 301	\$9,202	\$5,096	\$6,411
Average years of teacher experience	15.5	13.8	11.4
Percentage of teachers in first 3 years	0%	9%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,545	\$ 1,716	\$ 2,311	\$ 1,317
State	522	635	4,860	4,011
Local	9,473	10,859	4,359	4,592
Total per pupil revenues	\$ 11,540	\$ 13,210	\$ 11,530	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 6,747	\$ 7,454	\$ 6,817
Grants	1,637	1,715	1,722
Donations and tax credits	121	99	226

Select revenues from less common sources

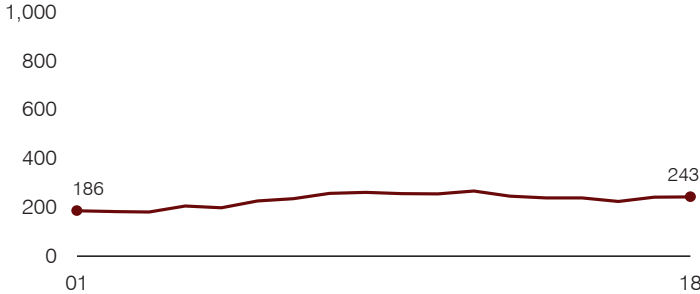
Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	0 of 11
Small school adjustment	0	0	0 of 11
Federal impact aid	0	0	3 of 11
Voter-approved levy increases	2,066	2,173	6 of 11

Instructional spending percentage

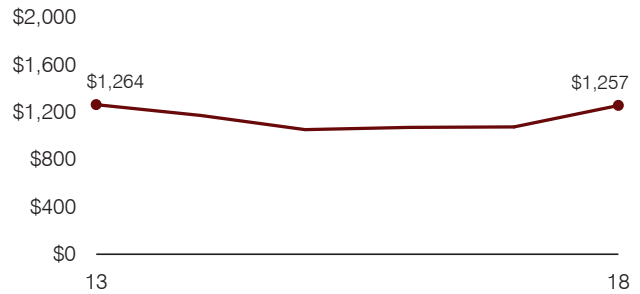
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 52.4 52.9 56.5 55.1 54.2 54.3 57.4 57.2 56.6 56.4 52.7 49.6 50.3 51.6 53.4 53.3 54.1 54.2

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

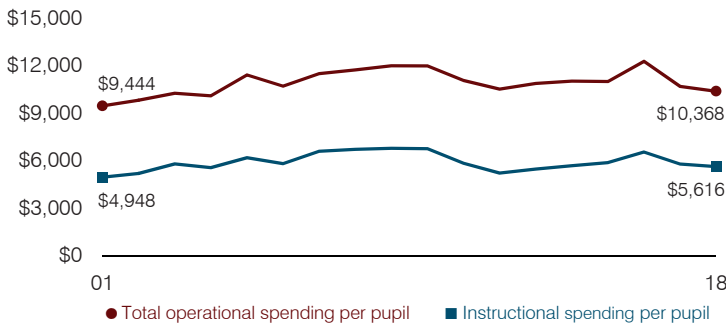
Students attending



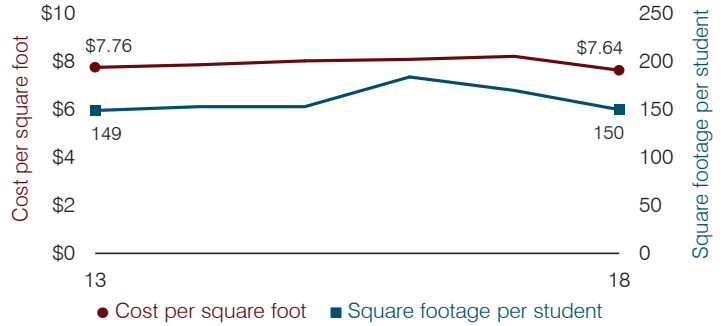
Administrative cost per pupil



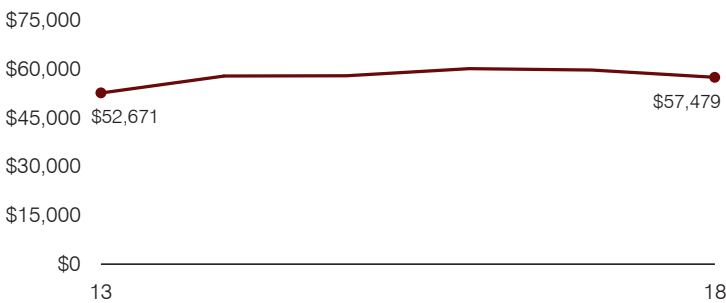
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



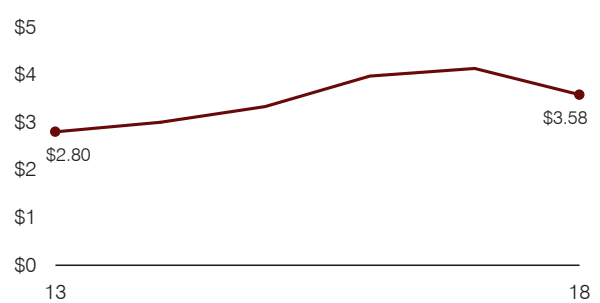
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



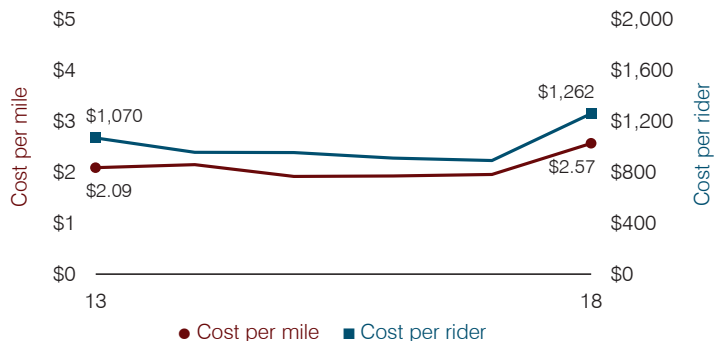
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	1.6%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low **Moderate** **High**

Transportation costs per mile and per rider



Ash Creek Elementary School District

Cochise County

District size, location:

Very small, Rural

Efficiency peer groups 11 and T-11, Achievement peer group 18¹

Students attending:

20

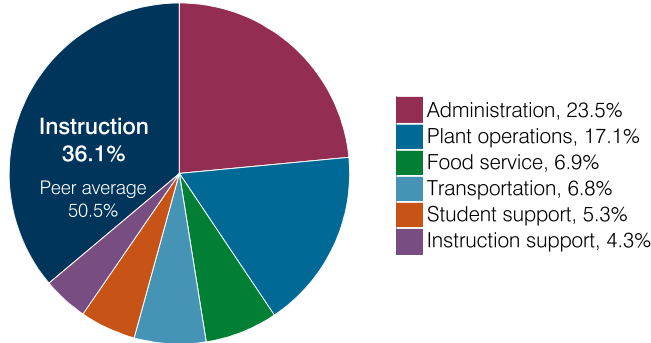
Legislative district(s): 14

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$6,973	\$3,064	\$860
	Students per administrative position	13	33	66
Plant operations	Cost per square foot	\$4.90	\$7.31	\$6.34
	Square footage per student	1,036	371	156
Food service	Cost per meal	\$10.95	\$5.79	\$3.02
Transportation	Cost per mile	\$1.54	\$1.94	\$4.05
	Cost per rider	\$3,353	\$1,614	\$1,301

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 10,398	\$ 10,713	\$ 8,493	\$ 4,480
Administration	8,511	6,973	3,064	860
Plant operations	5,125	5,075	2,439	988
Food service	1,716	2,056	932	425
Transportation	1,862	2,007	973	388
Student support	1,491	1,562	656	693
Instruction support	1,576	1,279	400	462
Total operational	30,679	29,665	16,957	8,296
Land and buildings	1,723	6,901	965	827
Equipment	906	349	562	409
Interest	0	0	25	228
Other	0	0	88	169
Total nonoperational	2,629	7,250	1,640	1,633
Total per pupil spending	\$ 33,308	\$ 36,915	\$ 18,597	\$ 9,929

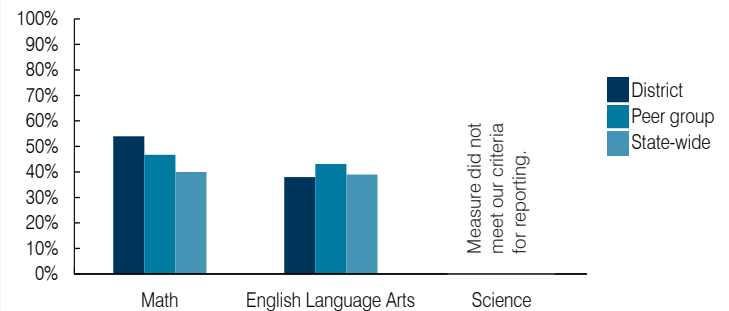
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	1	100%
B	0	0%
C	0	0%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	23%	25%	19%
Special education population	26%	17%	12%
Students per teacher	10.0	12.6	18.4
Average teacher salary	\$44,675	\$47,486	\$48,951
Amount from Prop 301	\$3,375	\$4,484	\$6,411
Average years of teacher experience	13.5	14.9	11.4
Percentage of teachers in first 3 years	0%	7%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 3,570	\$ 4,148	\$ 3,021	\$ 1,317
State	16,955	11,987	4,788	4,011
Local	20,860	19,987	12,812	4,592
Total per pupil revenues	\$41,385	\$36,122	\$ 20,621	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 20,063	\$ 11,360	\$ 8,282
Grants	4,647	10,431	3,020
Donations and tax credits	164	190	125

Select revenues from less common sources

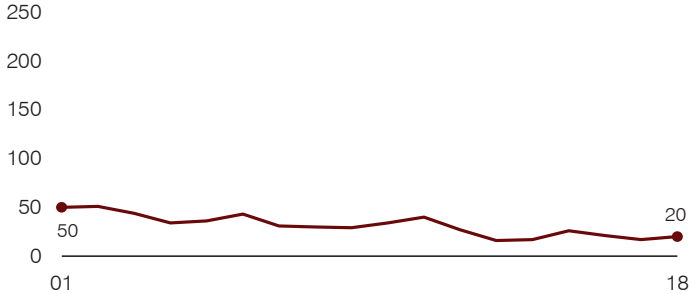
Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	7,671	7,789	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

Instructional spending percentage

Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 45.5 45.6 45.5 47.4 42.6 42.9 42.5 38.0 39.9 33.0 37.9 41.0 41.6 31.1 35.8 33.5 33.9 36.1

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

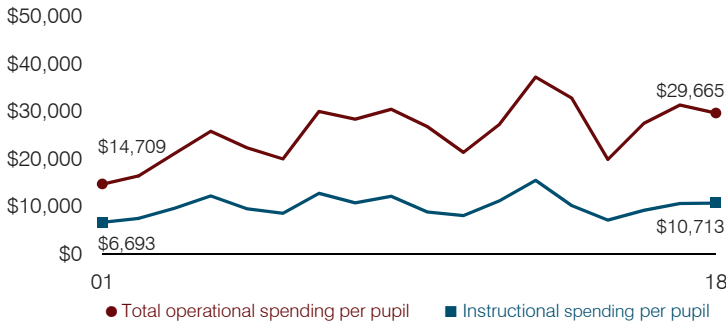
Students attending



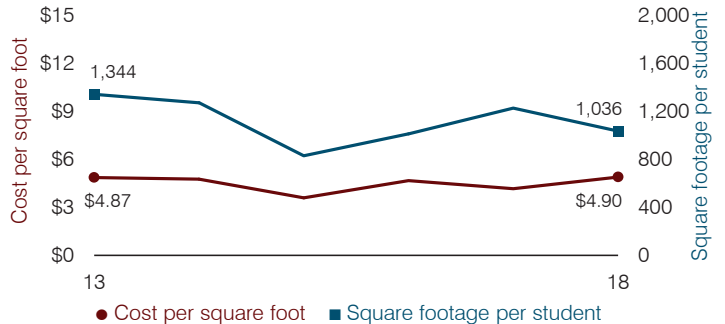
Administrative cost per pupil



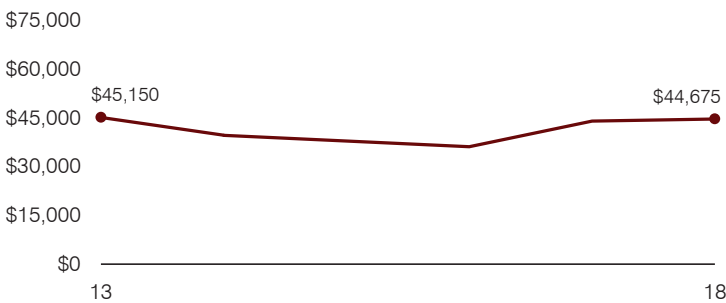
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



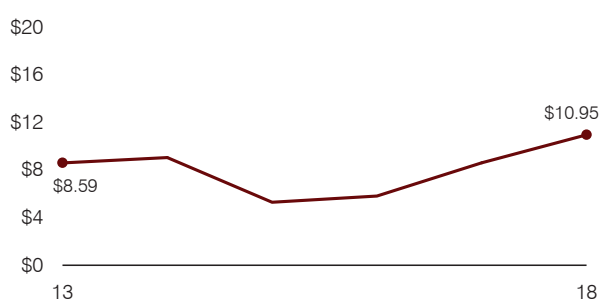
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



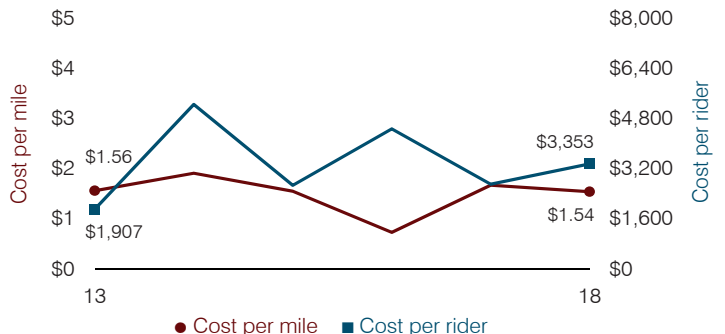
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	30.6%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Not assessed

Low
Moderate
High

Transportation costs per mile and per rider



Ash Fork Joint Unified School District

Yavapai County

Efficiency peer groups 6 and T-10, Achievement peer group 6¹

Legislative district(s): 1

District size, location:

Small, Rural

Students attending:

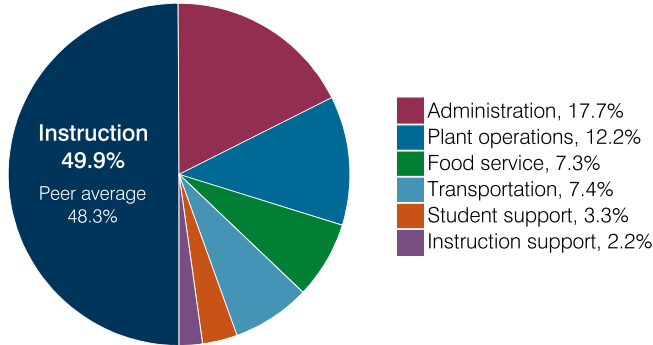
243

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,123	\$1,744	\$860
	Students per administrative position	81	43	66
Plant operations	Cost per square foot	\$6.69	\$5.27	\$6.34
	Square footage per student	219	321	156
Food service	Cost per meal	\$5.16	\$3.96	\$3.02
Transportation	Cost per mile	\$1.47	\$1.95	\$4.05
	Cost per rider	\$1,599	\$1,572	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 5,335	\$ 5,978	\$ 5,556	\$ 4,480
Administration	2,274	2,123	1,744	860
Plant operations	1,193	1,464	1,706	988
Food service	750	878	546	425
Transportation	532	887	592	388
Student support	433	398	672	693
Instruction support	302	260	393	462
Total operational	10,819	11,988	11,209	8,296
Land and buildings	77	689	1,077	827
Equipment	145	489	601	409
Interest	52	0	162	228
Other	51	19	60	169
Total nonoperational	325	1,197	1,900	1,633
Total per pupil spending	\$ 11,144	\$ 13,185	\$ 13,109	\$ 9,929

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

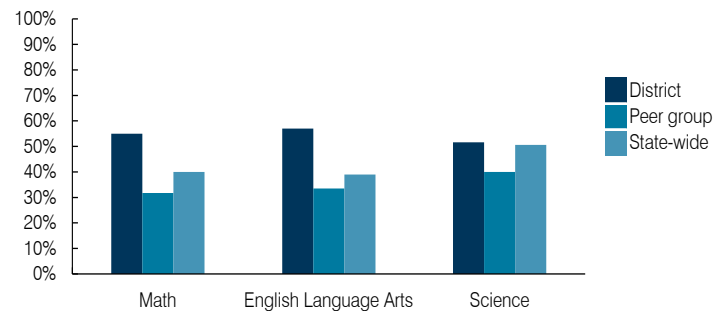
STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools ²	Percentage of schools
A	2	67%
B	1	33%
C	0	0%
D	0	0%
F	0	0%

² Includes schools that share a campus.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	97%	93%	94%
Graduation rate (2017)	89%	85%	78%
Poverty rate (2017)	26%	29%	19%
Special education population	17%	14%	12%
Students per teacher	20.3	16.2	18.4
Average teacher salary	\$59,068	\$46,264	\$48,951
Amount from Prop 301	\$7,425	\$6,122	\$6,411
Average years of teacher experience	14.5	12.2	11.4
Percentage of teachers in first 3 years	0%	20%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,255	\$ 1,123	\$ 2,405	\$ 1,317
State	2,460	2,696	4,080	4,011
Local	9,501	11,793	8,027	4,592
Total per pupil revenues	\$ 13,216	\$ 15,612	\$ 14,512	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 7,230	\$ 7,286	\$ 7,175
Grants	1,258	1,142	2,252
Donations and tax credits	43	69	337

Select revenues from less common sources

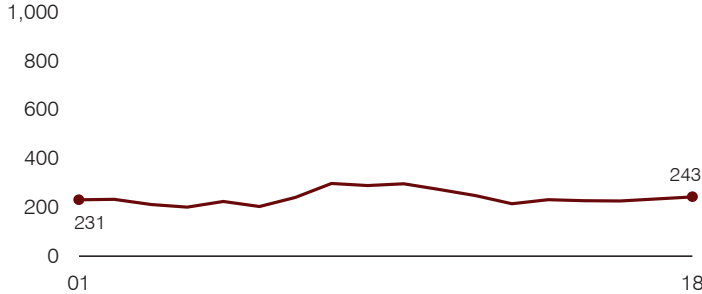
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 18
Small school adjustment	6,981	5,060	5 of 18
Federal impact aid	0	0	3 of 18
Voter-approved levy increases	0	0	14 of 18

Instructional spending percentage

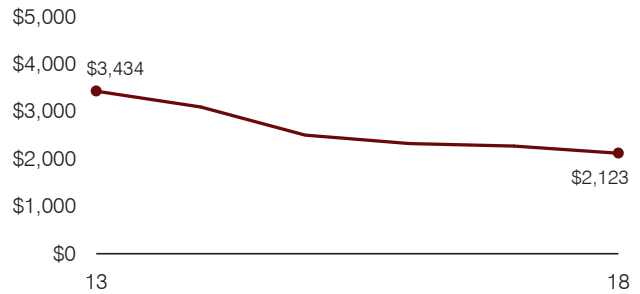
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 53.1 55.4 60.8 55.6 58.9 47.0 53.2 52.8 54.8 53.1 47.1 47.4 42.1 43.3 47.4 49.0 49.3 49.9

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

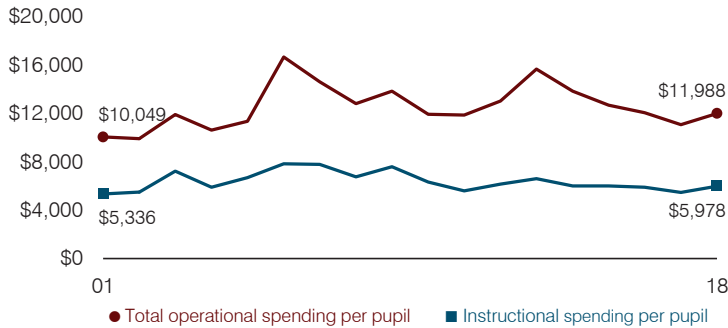
Students attending



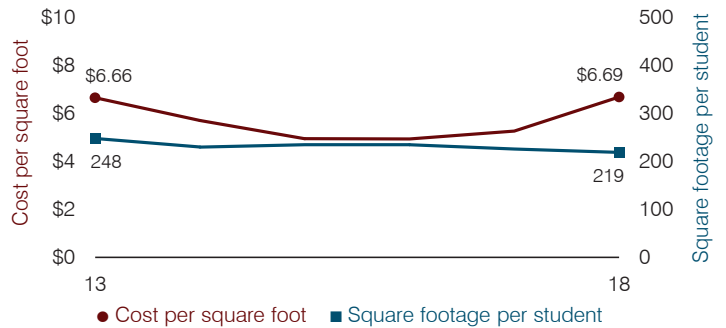
Administrative cost per pupil



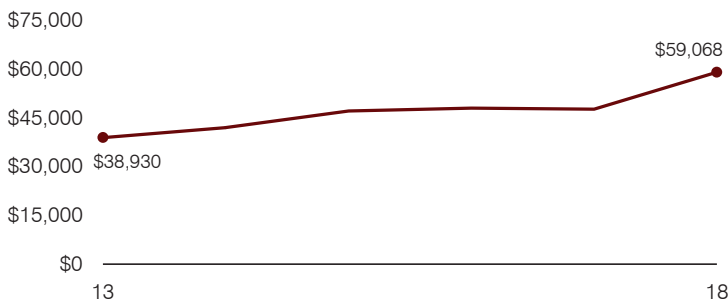
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



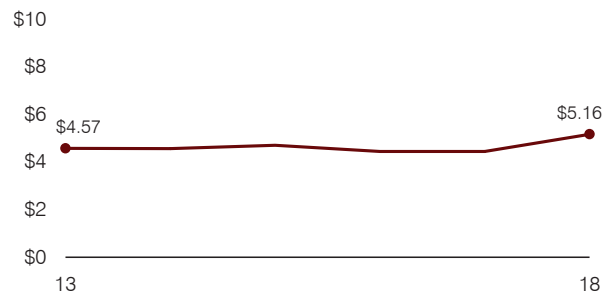
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



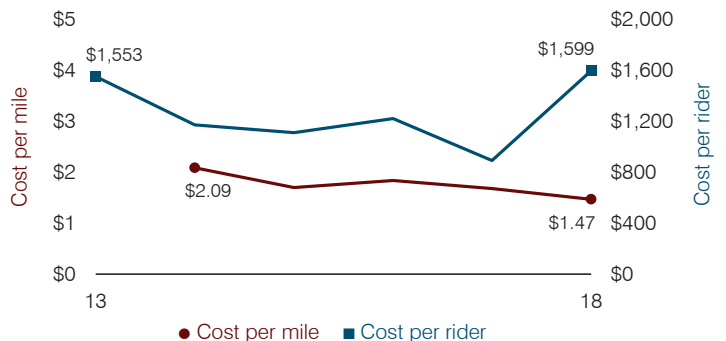
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	43.1%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Avondale Elementary School District

Maricopa County

Efficiency peer groups 8 and T-2, Achievement peer group 13¹

Legislative district(s): 4, 13, and 19

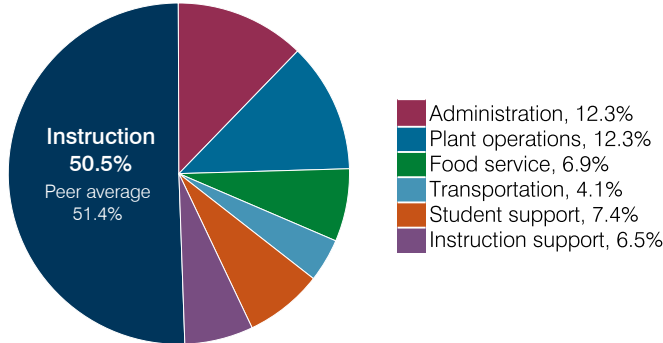
District size, location: Medium-large, Suburb

Students attending: 5,254

Number of schools: 8

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$963	\$1,025	\$860
	Students per administrative position	61	67	66
Plant operations	Cost per square foot	\$6.64	\$6.61	\$6.34
	Square footage per student	145	143	156
Food service	Cost per meal	\$2.70	\$2.92	\$3.02
Transportation	Cost per mile	\$6.15	\$5.91	\$4.05
	Cost per rider	\$1,331	\$1,232	\$1,301

Very low
Low
Comparable
High
Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,942	\$ 3,958	\$ 4,392	\$ 4,480
Administration	914	963	1,025	860
Plant operations	915	960	971	988
Food service	524	544	659	425
Transportation	330	319	331	388
Student support	547	578	631	693
Instruction support	570	508	546	462
Total operational	7,742	7,830	8,555	8,296
Land and buildings	747	322	1,140	827
Equipment	723	392	697	409
Interest	253	205	327	228
Other	144	150	172	169
Total nonoperational	1,867	1,069	2,336	1,633
Total per pupil spending	\$ 9,609	\$ 8,899	\$10,891	\$ 9,929

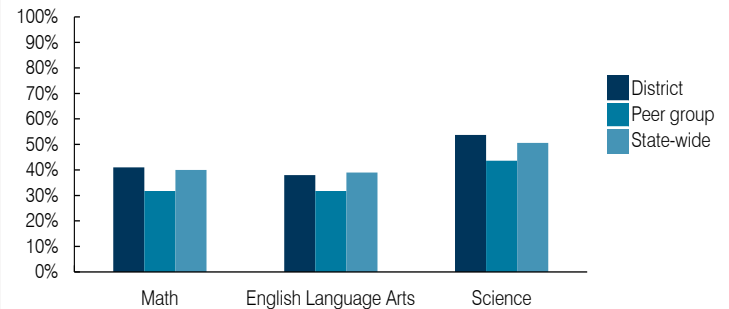
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	3	38%
B	2	25%
C	3	38%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	20%	20%	19%
Special education population	12%	13%	12%
Students per teacher	19.8	19.4	18.4
Average teacher salary	\$47,050	\$45,518	\$48,951
Amount from Prop 301	\$5,483	\$5,403	\$6,411
Average years of teacher experience	8.5	7.7	11.4
Percentage of teachers in first 3 years	31%	35%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,362	\$ 1,646	\$ 1,723	\$ 1,317
State	3,995	4,229	3,921	4,011
Local	4,648	3,988	4,869	4,592
Total per pupil revenues	\$10,005	\$ 9,863	\$ 10,513	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,073	\$ 5,230	\$ 5,175
Grants	1,432	1,758	1,843
Donations and tax credits	65	31	54

Select revenues from less common sources

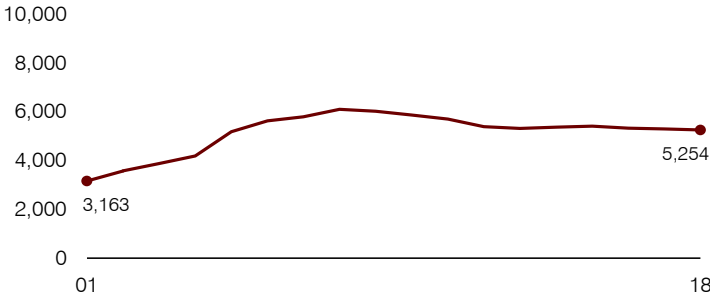
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	4 of 19
Small school adjustment	0	0	0 of 19
Federal impact aid	0	0	0 of 19
Voter-approved levy increases	1,895	1,914	19 of 19

Instructional spending percentage

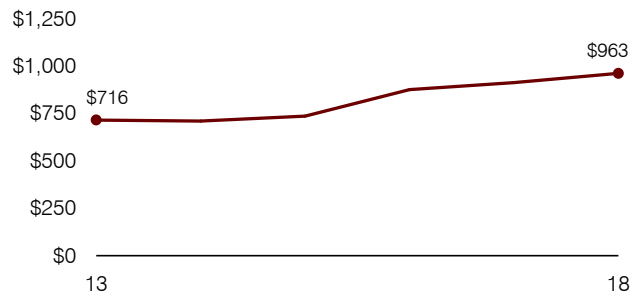
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 60.1 62.4 64.8 64.1 63.9 61.1 60.3 59.7 58.6 56.3 55.2 52.2 50.7 52.6 51.6 53.1 50.9 50.5

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

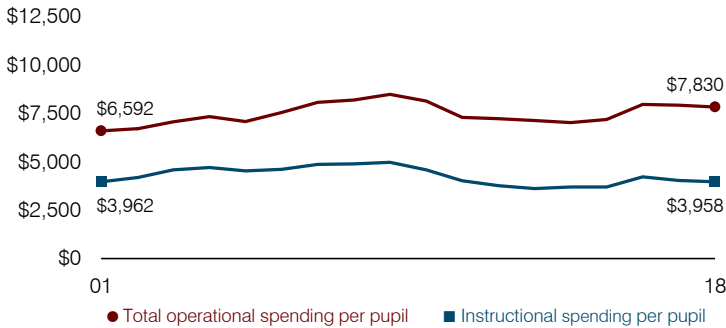
Students attending



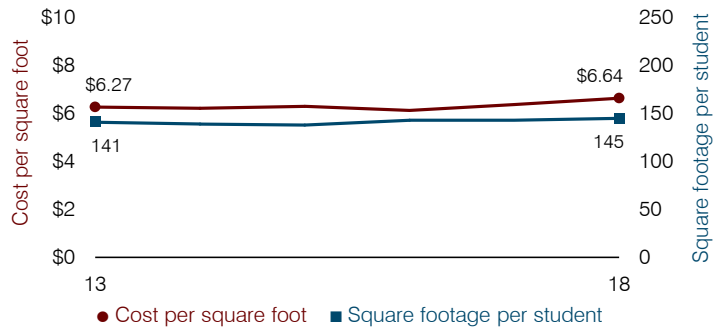
Administrative cost per pupil



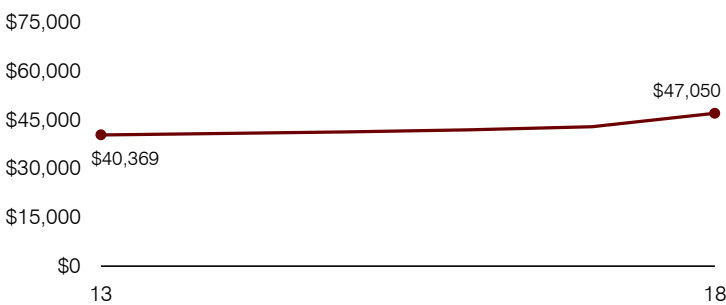
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



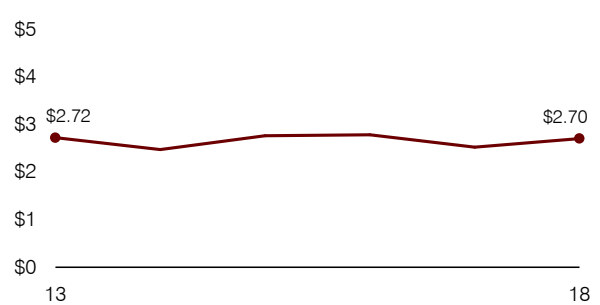
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



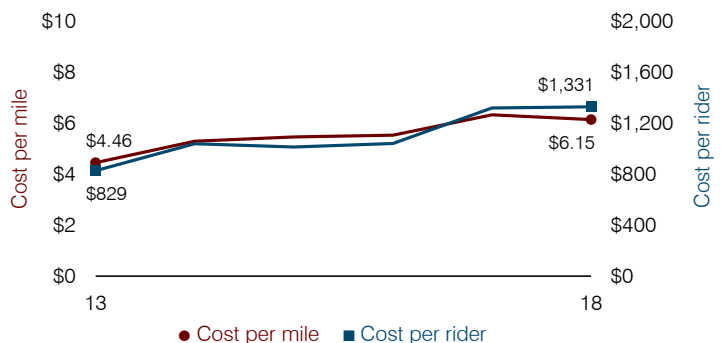
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	4.1%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low **Moderate** **High**

Transportation costs per mile and per rider



Baboquivari Unified School District

Pima County

Efficiency peer groups 5 and T-10, Achievement peer group 7¹

Legislative district(s): 4

District size, location:

Medium, Rural

Students attending:

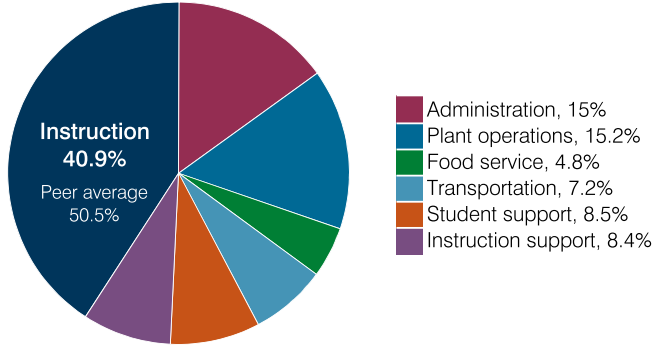
968

Number of schools:

4

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,443	\$1,221	\$860
	Students per administrative position	45	54	66
Plant operations	Cost per square foot	\$7.17	\$5.43	\$6.34
	Square footage per student	345	257	156
Food service	Cost per meal	\$3.54	\$3.66	\$3.02
Transportation	Cost per mile	\$2.42	\$1.95	\$4.05
	Cost per rider	\$1,134	\$1,572	\$1,301

Very low
Low
Comparable
High
Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 7,276	\$ 6,657	\$ 4,824	\$ 4,480
Administration	2,560	2,443	1,221	860
Plant operations	2,291	2,477	1,365	988
Food service	785	788	437	425
Transportation	1,292	1,169	532	388
Student support	1,495	1,372	623	693
Instruction support	1,333	1,361	359	462
Total operational	17,032	16,267	9,361	8,296
Land and buildings	13	106	799	827
Equipment	814	694	433	409
Interest	0	0	248	228
Other	46	42	71	169
Total nonoperational	873	842	1,551	1,633
Total per pupil spending	\$ 17,905	\$ 17,109	\$ 10,912	\$ 9,929

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

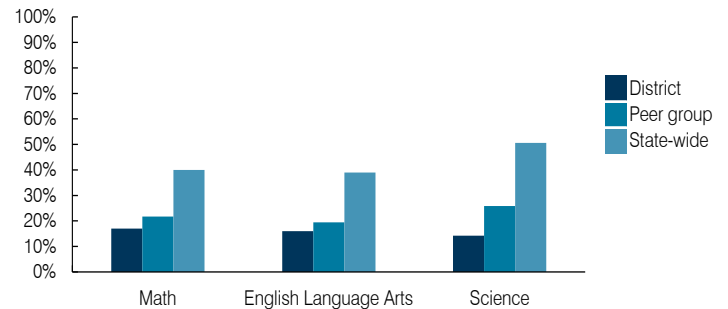
STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools ²	Percentage of schools
A	0	0%
B	0	0%
C	1	33%
D	1	33%
F	1	33%

² Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	89%	91%	94%
Graduation rate (2017)	70%	76%	78%
Poverty rate (2017)	43%	41%	19%
Special education population	NR	12%	12%
Students per teacher	12.6	15.8	18.4
Average teacher salary	\$48,105	\$48,537	\$48,951
Amount from Prop 301	\$5,114	\$5,191	\$6,411
Average years of teacher experience	7.7	12.5	11.4
Percentage of teachers in first 3 years	25%	18%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 12,566	\$ 10,796	\$ 3,917	\$ 1,317
State	8,695	7,186	4,283	4,011
Local	1,266	1,237	4,207	4,592
Total per pupil revenues	\$ 22,527	\$ 19,219	\$ 12,407	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 7,588	\$ 7,222	\$ 5,992	\$ 5,585
Grants	4,212	3,664	1,703	1,241
Donations and tax credits	47	45	147	90

Select revenues from less common sources

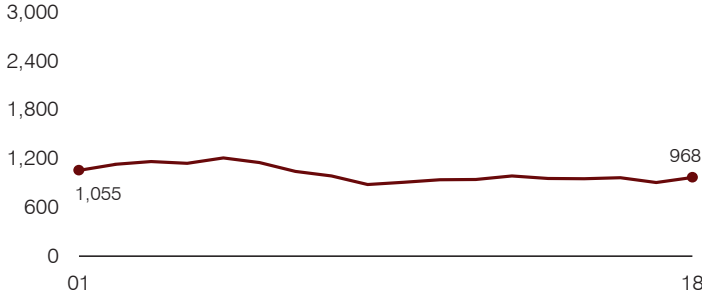
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 31
Small school adjustment	0	0	0 of 31
Federal impact aid	8,580	7,364	16 of 31
Voter-approved levy increases	0	0	21 of 31

Instructional spending percentage

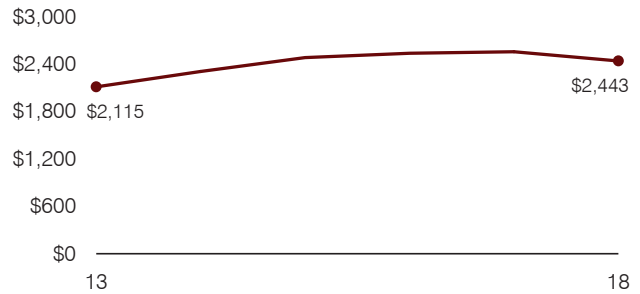
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 49.7 48.3 49.4 52.2 49.6 49.3 45.2 51.1 47.7 45.0 46.0 40.1 38.7 41.4 43.6 43.2 42.7 40.9

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

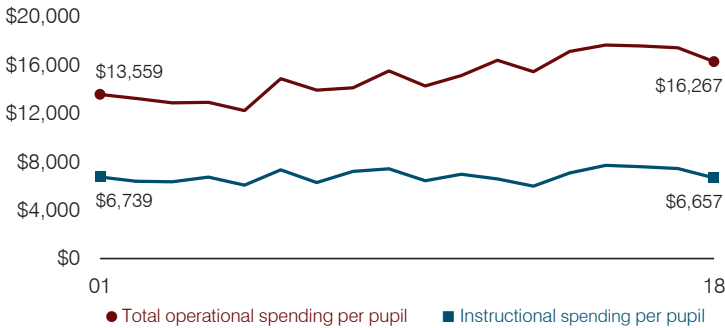
Students attending



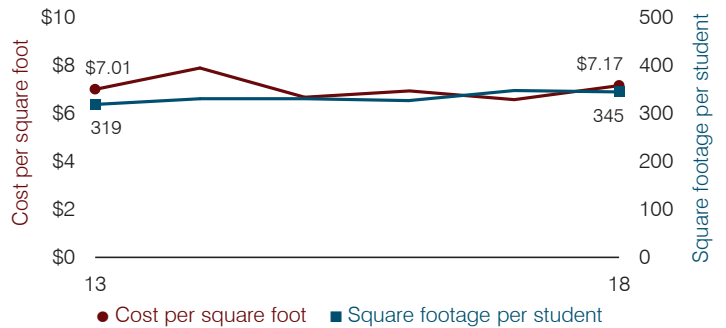
Administrative cost per pupil



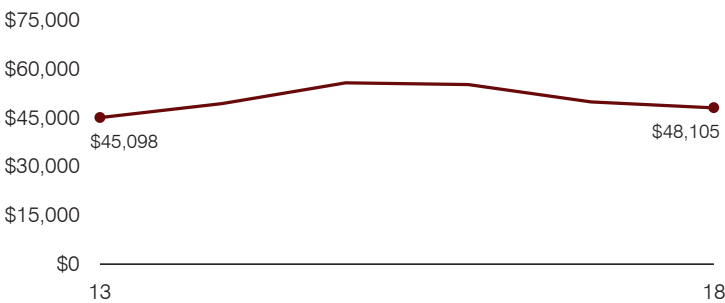
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



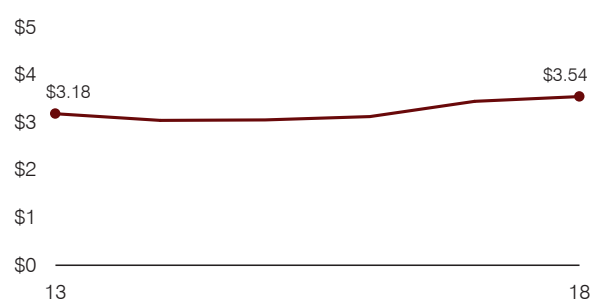
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



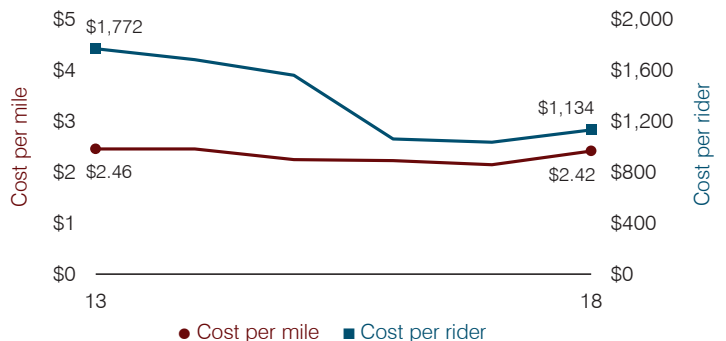
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	Impact Aid Fund reserve
Years of capital reserve held	Impact Aid Fund reserve
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Bagdad Unified School District

Yavapai County

Efficiency peer groups 6 and T-9, Achievement peer group 4¹

Legislative district(s): 1

District size, location:

Small, Rural

Students attending:

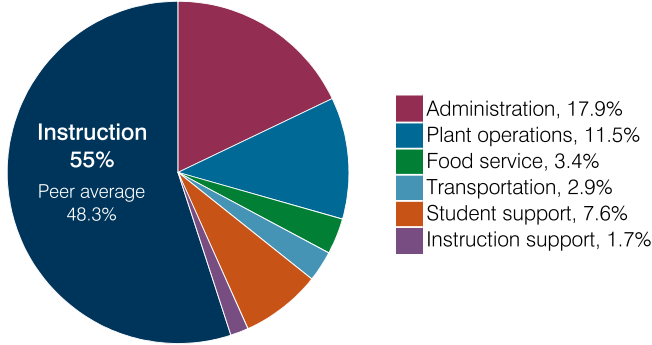
393

Number of schools:

2

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,257	\$1,744	\$860
	Students per administrative position	33	43	66
Plant operations	Cost per square foot	\$5.78	\$5.27	\$6.34
	Square footage per student	251	321	156
Food service	Cost per meal	\$6.07	\$3.96	\$3.02
Transportation	Cost per mile	\$1.70	\$2.62	\$4.05
	Cost per rider	\$2,019	\$1,457	\$1,301

Legend: Very low (green), Low (blue), Comparable (yellow), High (orange), Very high (red)

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 7,249	\$ 6,947	\$ 5,556	\$ 4,480
Administration	2,519	2,257	1,744	860
Plant operations	1,450	1,448	1,706	988
Food service	436	435	546	425
Transportation	352	365	592	388
Student support	689	959	672	693
Instruction support	129	212	393	462
Total operational	12,824	12,623	11,209	8,296
Land and buildings	613	863	1,077	827
Equipment	183	436	601	409
Interest	2	0	162	228
Other	6	3	60	169
Total nonoperational	804	1,302	1,900	1,633
Total per pupil spending	\$ 13,628	\$ 13,925	\$ 13,109	\$ 9,929

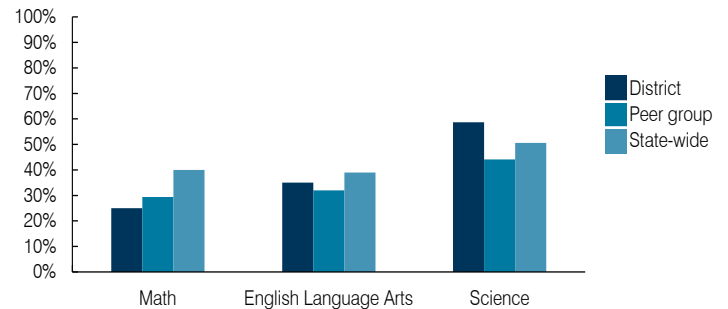
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	2	100%
C	0	0%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2017)	100%	85%	78%
Poverty rate (2017)	11%	13%	19%
Special education population	15%	13%	12%
Students per teacher	13.1	16.6	18.4
Average teacher salary	\$54,616	\$47,740	\$48,951
Amount from Prop 301	\$6,361	\$6,338	\$6,411
Average years of teacher experience	10.4	11.9	11.4
Percentage of teachers in first 3 years	17%	17%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 448	\$ 558	\$ 2,405	\$ 1,317
State	794	1,412	4,080	4,011
Local	12,988	13,326	8,027	4,592
Total per pupil revenues	\$ 14,230	\$ 15,296	\$ 14,512	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 7,096	\$ 6,195	\$ 7,175
Grants	467	584	2,252
Donations and tax credits	3,095	3,585	337

Select revenues from less common sources

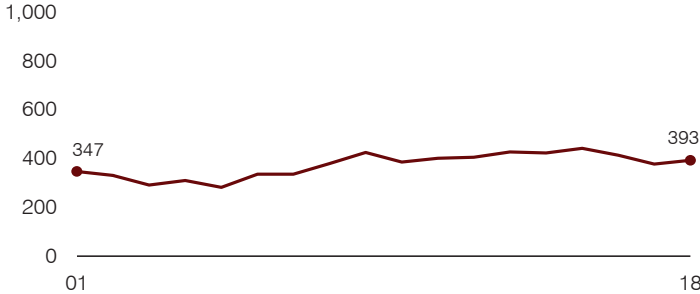
Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	0 of 18
Small school adjustment	0	1,361	5 of 18
Federal impact aid	0	0	3 of 18
Voter-approved levy increases	1,626	920	14 of 18

Instructional spending percentage

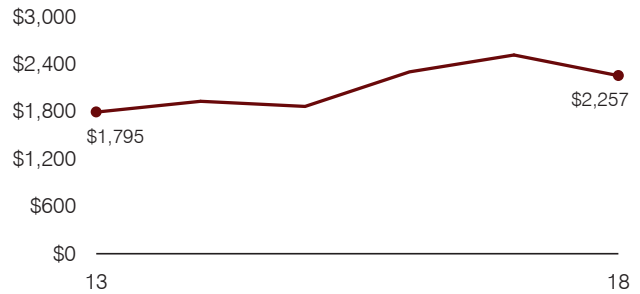
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 57.5 58.4 52.4 55.9 49.5 48.4 48.8 55.7 54.2 56.0 52.6 52.9 54.5 55.2 56.7 55.4 56.5 55.0

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

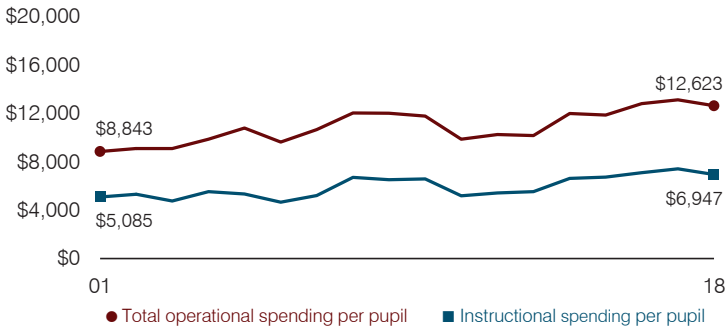
Students attending



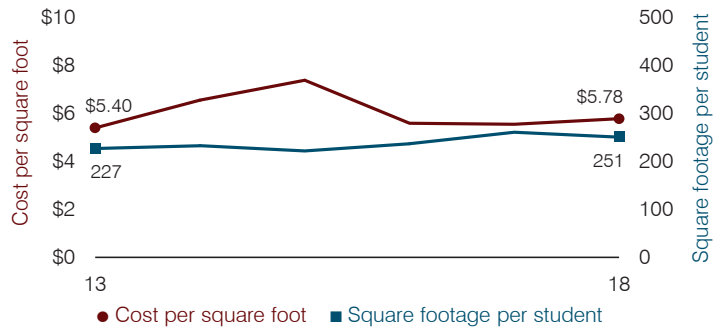
Administrative cost per pupil



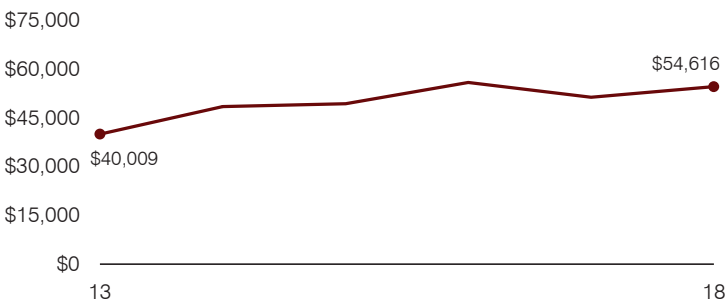
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



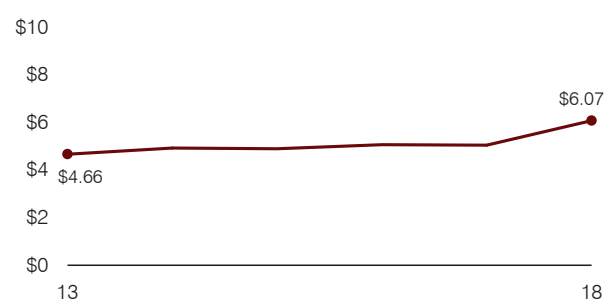
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



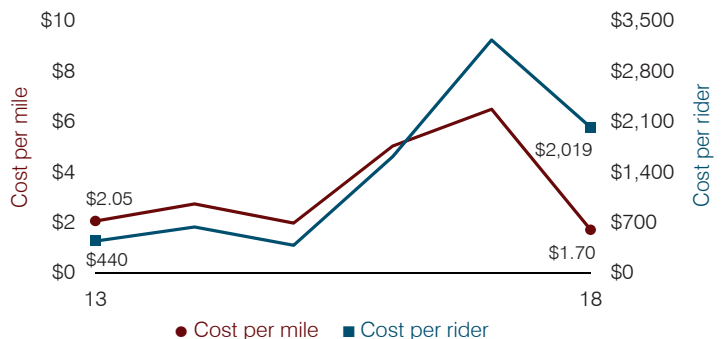
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	10.8%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant

Low **Moderate** **High**

Transportation costs per mile and per rider



Balsz Elementary School District

Maricopa County

Efficiency peer groups 8 and T-3, Achievement peer group 15¹

Legislative district(s): 24 and 27

District size, location:

Medium-large, City

Students attending:

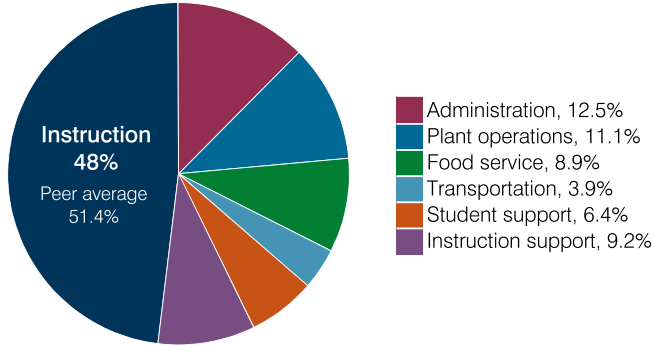
2,201

Number of schools:

5

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,289	\$1,025	\$860
	Students per administrative position	58	67	66
Plant operations	Cost per square foot	\$5.65	\$6.61	\$6.34
	Square footage per student	203	143	156
Food service	Cost per meal	\$2.99	\$2.92	\$3.02
Transportation	Cost per mile	\$7.73	\$4.47	\$4.05
	Cost per rider	\$1,831	\$1,248	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,696	\$ 4,929	\$ 4,392	\$ 4,480
Administration	1,192	1,289	1,025	860
Plant operations	997	1,146	971	988
Food service	836	915	659	425
Transportation	362	403	331	388
Student support	614	655	631	693
Instruction support	870	942	546	462
Total operational	9,567	10,279	8,555	8,296
Land and buildings	447	389	1,140	827
Equipment	644	395	697	409
Interest	216	199	327	228
Other	74	38	172	169
Total nonoperational	1,381	1,021	2,336	1,633
Total per pupil spending	\$ 10,948	\$ 11,300	\$ 10,891	\$ 9,929

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

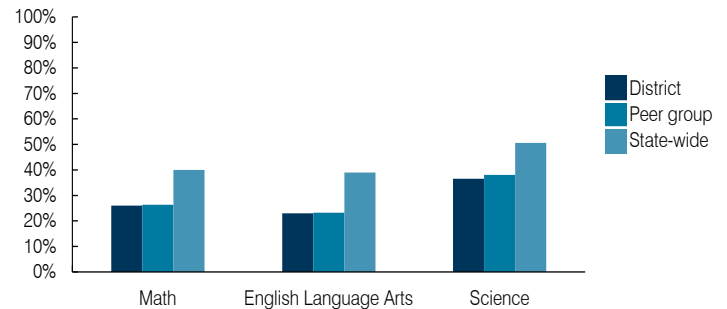
STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools ²	Percentage of schools
A	0	0%
B	1	25%
C	2	50%
D	1	25%
F	0	0%

² Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	33%	36%	19%
Special education population	12%	10%	12%
Students per teacher	15.6	18.3	18.4
Average teacher salary	\$44,784	\$53,697	\$48,951
Amount from Prop 301	\$5,981	\$5,105	\$6,411
Average years of teacher experience	8.4	9.8	11.4
Percentage of teachers in first 3 years	40%	30%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 2,692	\$ 2,373	\$ 1,723	\$ 1,317
State	3,487	3,475	3,921	4,011
Local	5,819	5,868	4,869	4,592
Total per pupil revenues	\$ 11,998	\$ 11,716	\$ 10,513	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,481	\$ 5,630	\$ 5,175
Grants	2,838	2,542	1,843
Donations and tax credits	97	75	54

Select revenues from less common sources

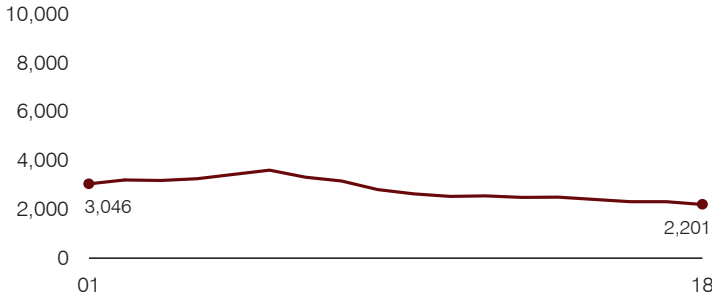
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	4 of 19
Small school adjustment	0	0	0 of 19
Federal impact aid	0	0	0 of 19
Voter-approved levy increases	2,464	2,494	19 of 19

Instructional spending percentage

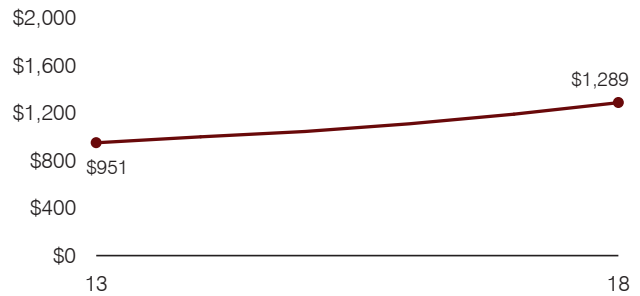
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 55.7 57.4 59.4 56.9 57.2 58.9 57.2 58.7 56.1 51.3 49.3 49.2 51.7 51.3 49.4 48.1 49.1 48.0

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

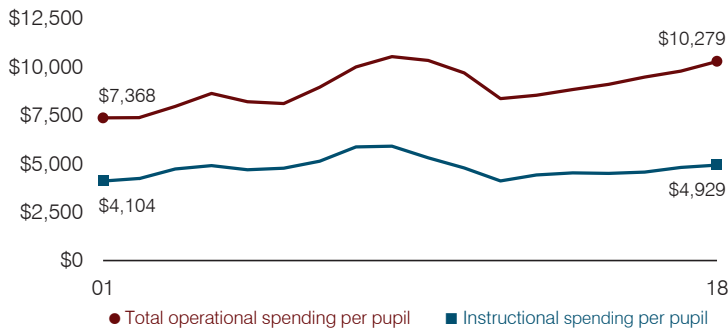
Students attending



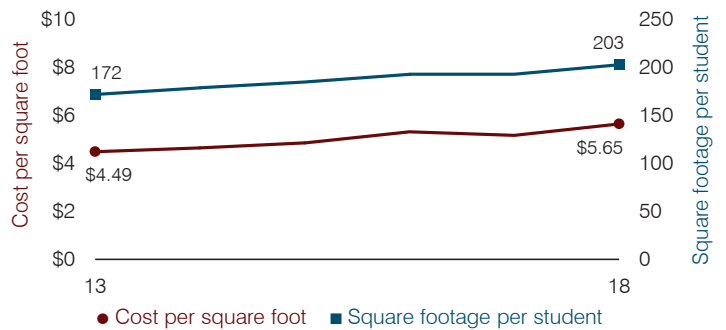
Administrative cost per pupil



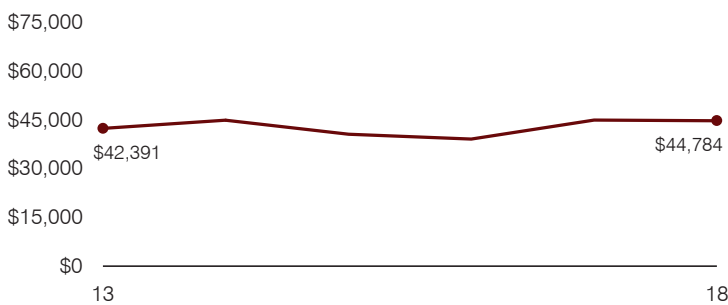
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



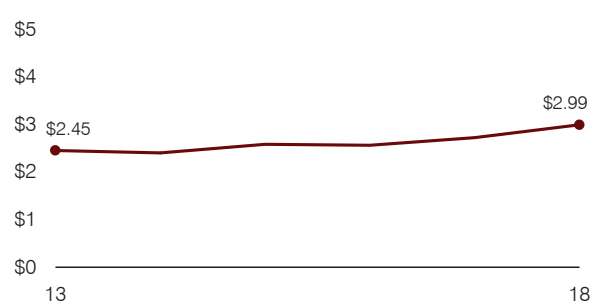
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



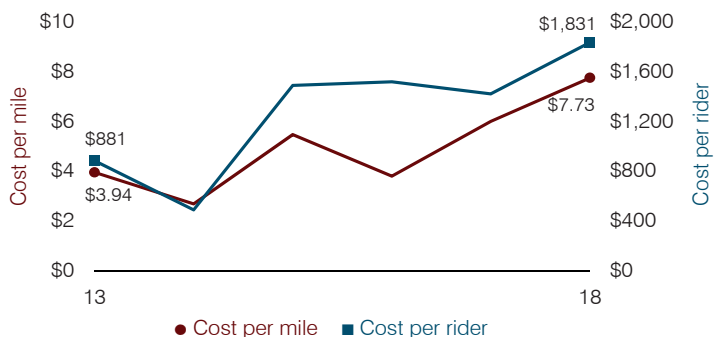
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	7.5%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low **Moderate** **High**

Transportation costs per mile and per rider



Beaver Creek Elementary School District

Yavapai County

District size, location:

Small, Rural

Efficiency peer groups 10 and T-7, Achievement peer group 16¹

Students attending:

280

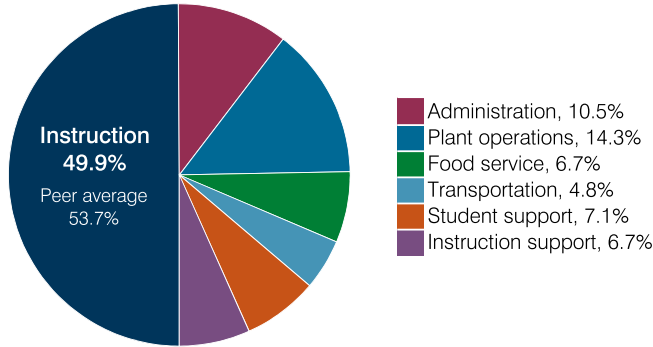
Legislative district(s): 1 and 6

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$966	\$1,194	\$860
	Students per administrative position	58	60	66
Plant operations	Cost per square foot	\$4.88	\$6.78	\$6.34
	Square footage per student	268	176	156
Food service	Cost per meal	\$3.67	\$3.40	\$3.02
Transportation	Cost per mile	\$2.62	\$3.35	\$4.05
	Cost per rider	\$736	\$1,057	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,828	\$ 4,574	\$ 5,096	\$ 4,480
Administration	967	966	1,194	860
Plant operations	1,375	1,308	1,071	988
Food service	561	612	535	425
Transportation	438	437	586	388
Student support	1,034	652	498	693
Instruction support	575	615	379	462
Total operational	9,778	9,164	9,359	8,296
Land and buildings	59	192	208	827
Equipment	274	273	260	409
Interest	530	0	143	228
Other	59	109	173	169
Total nonoperational	922	574	784	1,633
Total per pupil spending	\$ 10,700	\$ 9,738	\$ 10,143	\$ 9,929

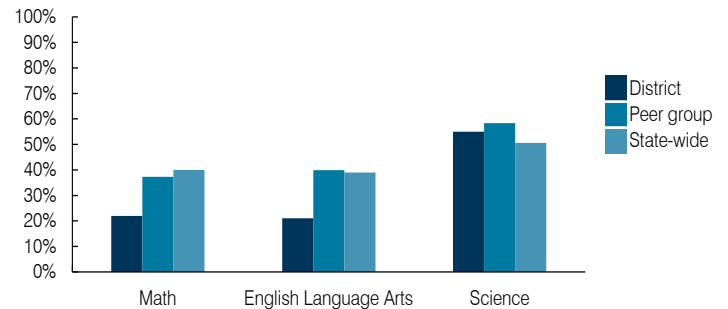
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	0	0%
D	1	100%
F	0	0%

Students who passed state assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	12%	12%	19%
Special education population	16%	16%	12%
Students per teacher	18.8	13.4	18.4
Average teacher salary	\$47,185	\$48,478	\$48,951
Amount from Prop 301	\$5,841	\$4,651	\$6,411
Average years of teacher experience	13.1	15.3	11.4
Percentage of teachers in first 3 years	7%	6%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,963	\$ 1,890	\$ 2,311	\$ 1,317
State	5,001	4,738	4,860	4,011
Local	4,566	4,466	4,359	4,592
Total per pupil revenues	\$ 11,530	\$ 11,094	\$ 11,530	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 6,884	\$ 6,775	\$ 6,817
Grants	1,984	2,070	1,722
Donations and tax credits	273	125	226

Select revenues from less common sources

Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 11
Small school adjustment	0	0	0 of 11
Federal impact aid	0	0	3 of 11
Voter-approved levy increases	1,127	1,129	6 of 11

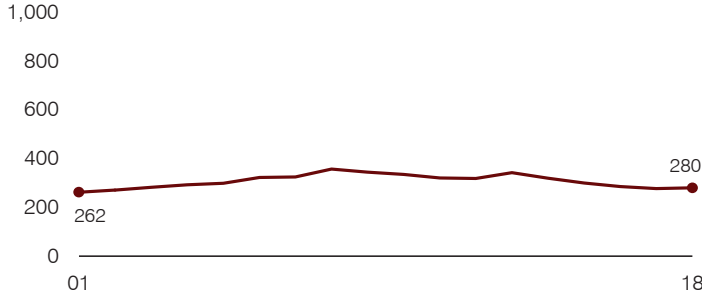
Beaver Creek ESD—page 2

Instructional spending percentage

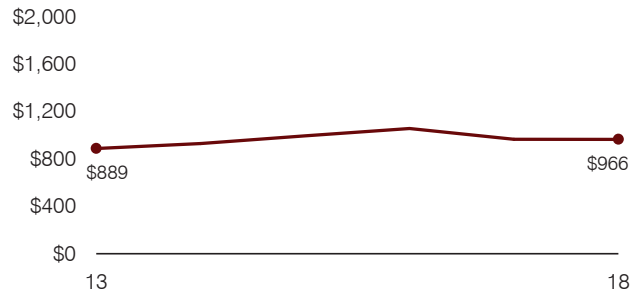
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 59.4 65.0 63.1 63.6 63.9 60.7 65.6 62.0 59.4 57.8 56.6 51.3 52.7 53.0 50.5 49.8 49.4 49.9

TRENDS AND FINANCIAL STRESS ASSESSMENT Fiscal years as indicated

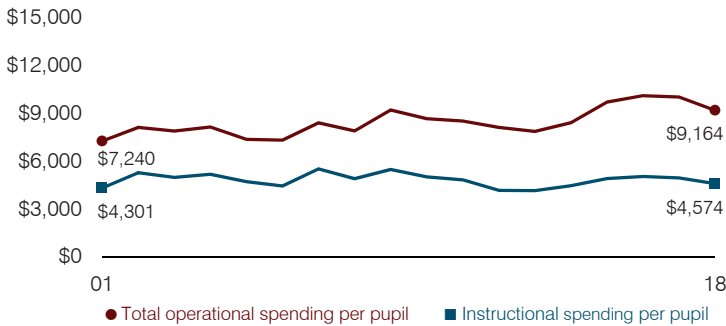
Students attending



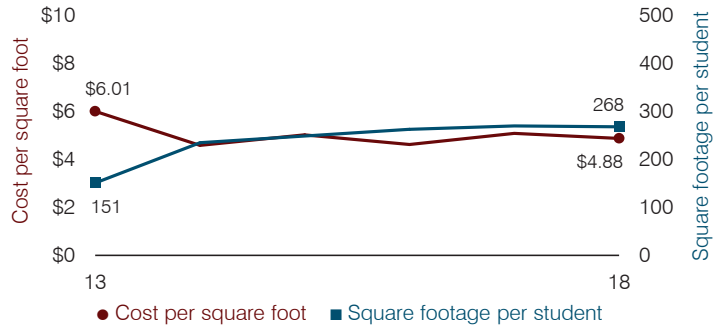
Administrative cost per pupil



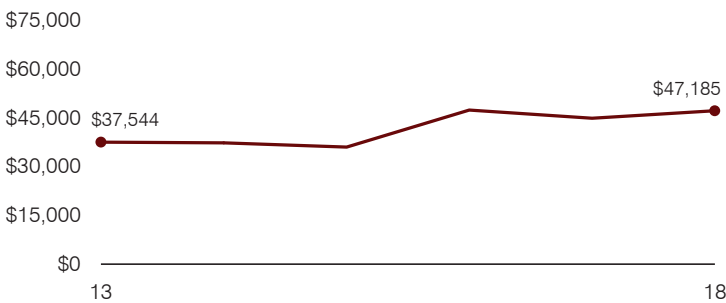
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



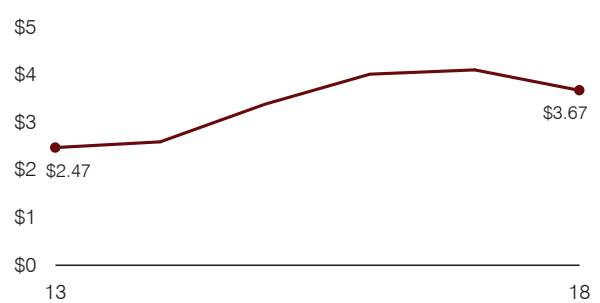
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



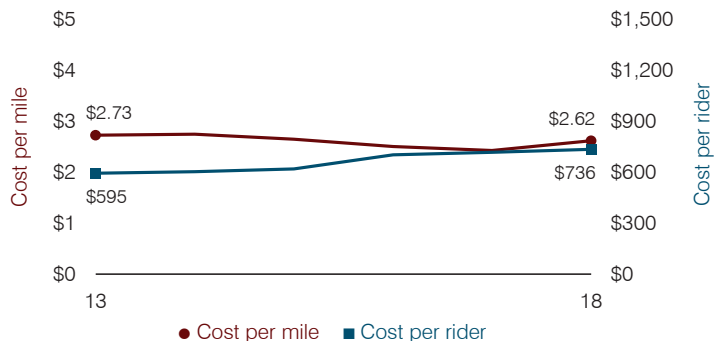
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	4.8%, Varying
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Benson Unified School District

Cochise County

Efficiency peer groups 5 and T-7, Achievement peer group 6¹

Legislative district(s): 14

District size, location:

Medium, Town

Students attending:

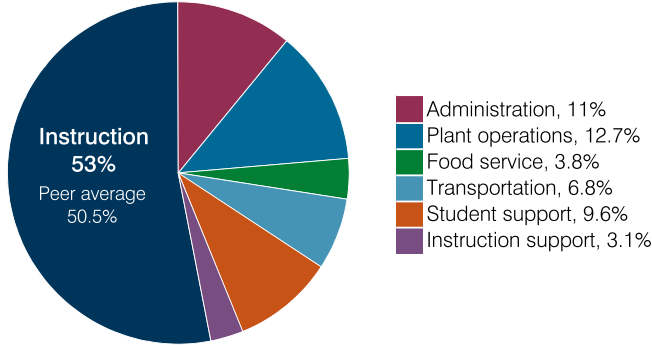
1,264

Number of schools:

4

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$893	\$1,221	\$860
	Students per administrative position	49	54	66
Plant operations	Cost per square foot	\$6.73	\$5.43	\$6.34
	Square footage per student	154	257	156
Food service	Cost per meal	\$3.58	\$3.66	\$3.02
Transportation	Cost per mile	\$3.54	\$3.35	\$4.05
	Cost per rider	\$1,771	\$1,057	\$1,301

Legend: Very low (green), Low (blue), Comparable (yellow), High (orange), Very high (red)

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,100	\$ 4,313	\$ 4,824	\$ 4,480
Administration	958	893	1,221	860
Plant operations	1,027	1,034	1,365	988
Food service	305	309	437	425
Transportation	553	556	532	388
Student support	908	777	623	693
Instruction support	221	249	359	462
Total operational	8,072	8,131	9,361	8,296
Land and buildings	45	387	799	827
Equipment	339	219	433	409
Interest	189	113	248	228
Other	111	77	71	169
Total nonoperational	684	796	1,551	1,633
Total per pupil spending	\$ 8,756	\$ 8,927	\$10,912	\$ 9,929

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

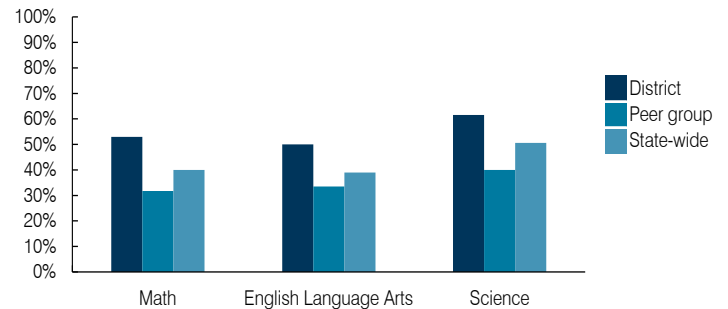
STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools ²	Percentage of schools
A	2	67%
B	1	33%
C	0	0%
D	0	0%
F	0	0%

² Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2017)	83%	85%	78%
Poverty rate (2017)	26%	29%	19%
Special education population	15%	14%	12%
Students per teacher	18.6	16.2	18.4
Average teacher salary	\$43,779	\$46,264	\$48,951
Amount from Prop 301	\$6,967	\$6,122	\$6,411
Average years of teacher experience	9.1	12.2	11.4
Percentage of teachers in first 3 years	23%	20%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 855	\$ 748	\$ 3,917	\$ 1,317
State	3,796	4,150	4,283	4,011
Local	4,547	4,985	4,207	4,592
Total per pupil revenues	\$ 9,198	\$ 9,883	\$ 12,407	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,426	\$ 5,439	\$ 5,992
Grants	962	1,043	1,703
Donations and tax credits	161	60	147

Select revenues from less common sources

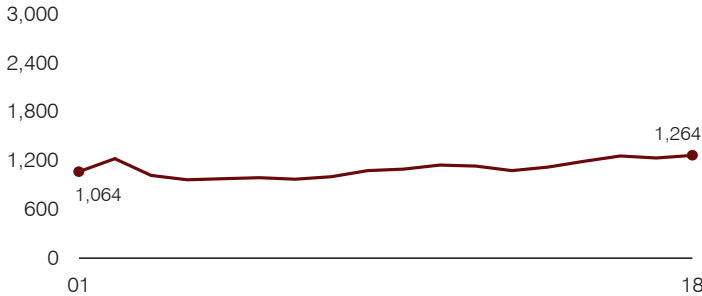
Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	0 of 31
Small school adjustment	0	0	0 of 31
Federal impact aid	0	0	16 of 31
Voter-approved levy increases	1,609	1,801	21 of 31

Instructional spending percentage

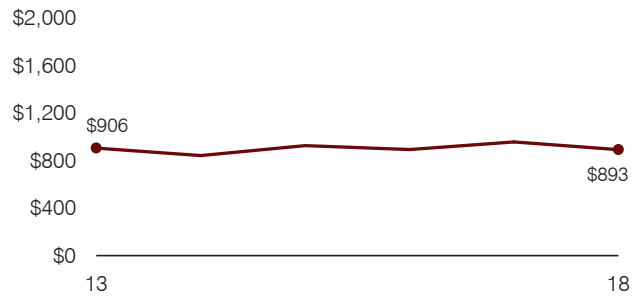
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 49.5 54.0 53.7 57.4 57.8 58.6 56.9 56.9 55.8 54.4 52.4 54.1 53.1 52.7 51.5 51.3 50.8 53.0

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

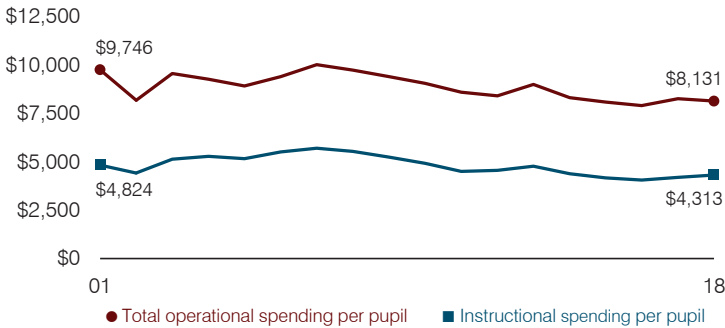
Students attending



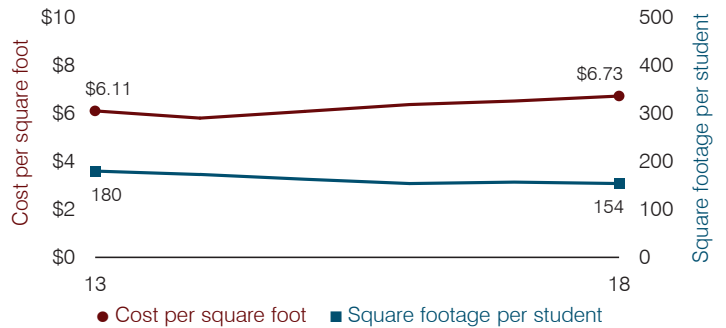
Administrative cost per pupil



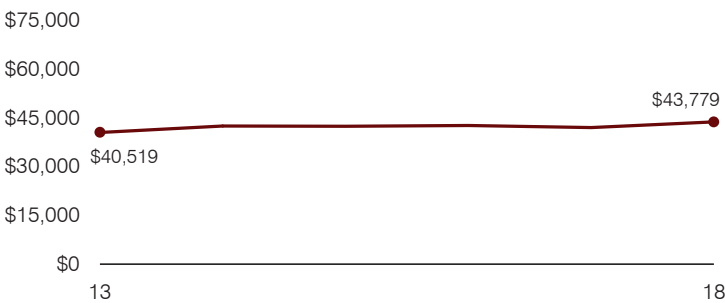
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



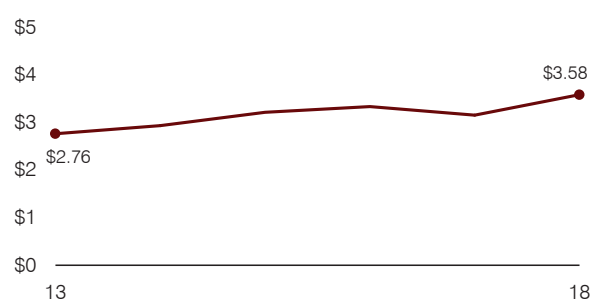
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



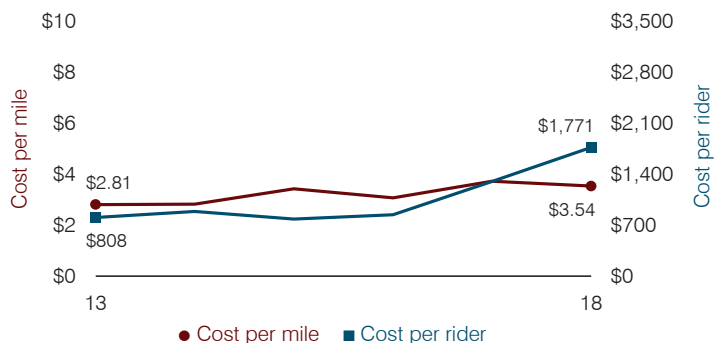
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	2.2%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low **Moderate** **High**

Transportation costs per mile and per rider



Bicentennial Union High School District

La Paz County

District size, location:

Very small, Rural

Efficiency peer groups 11 and T-11, Achievement peer group 10¹

Students attending:

109

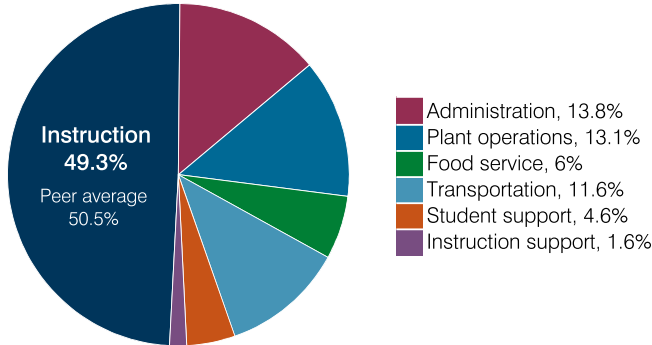
Legislative district(s): 5

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,105	\$3,064	\$860
	Students per administrative position	36	33	66
Plant operations	Cost per square foot	\$3.94	\$7.31	\$6.34
	Square footage per student	512	371	156
Food service	Cost per meal	\$4.14	\$5.79	\$3.02
Transportation	Cost per mile	\$1.24	\$1.94	\$4.05
	Cost per rider	\$1,697	\$1,614	\$1,301

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 6,823	\$ 7,577	\$ 8,493	\$ 4,480
Administration	1,849	2,105	3,064	860
Plant operations	1,926	2,016	2,439	988
Food service	766	926	932	425
Transportation	1,618	1,781	973	388
Student support	697	713	656	693
Instruction support	228	252	400	462
Total operational	13,907	15,370	16,957	8,296
Land and buildings	300	610	965	827
Equipment	500	1,244	562	409
Interest	29	17	25	228
Other	0	0	88	169
Total nonoperational	829	1,871	1,640	1,633
Total per pupil spending	\$ 14,736	\$ 17,241	\$ 18,597	\$ 9,929

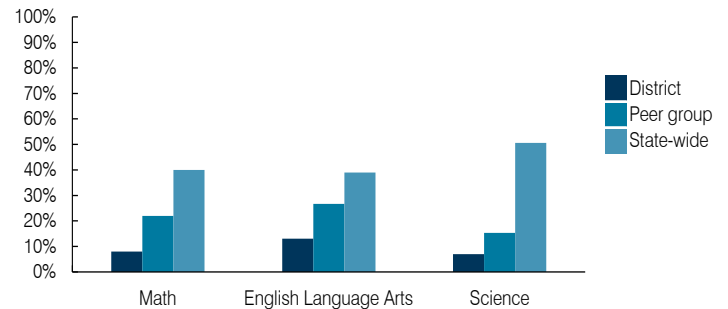
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	0	0%
D	1	100%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	91%	94%
Graduation rate (2017)	87%	91%	78%
Poverty rate (2017)	15%	12%	19%
Special education population	19%	16%	12%
Students per teacher	9.1	8.8	18.4
Average teacher salary	\$38,273	\$37,636	\$48,951
Amount from Prop 301	\$4,499	\$3,874	\$6,411
Average years of teacher experience	9.3	9.8	11.4
Percentage of teachers in first 3 years	27%	20%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 2,033	\$ 1,831	\$ 3,021	\$ 1,317
State	1,460	1,750	4,788	4,011
Local	13,270	14,307	12,812	4,592
Total per pupil revenues	\$ 16,763	\$ 17,888	\$ 20,621	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 9,813	\$ 10,691	\$ 8,282	\$ 5,585
Grants	2,384	2,064	3,020	1,241
Donations and tax credits	42	71	125	90

Select revenues from less common sources

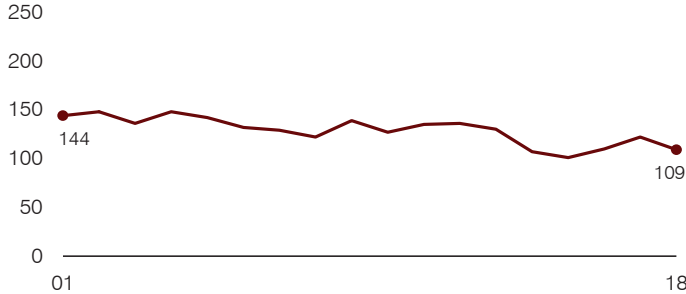
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	411	0	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	10	9	5 of 56

Instructional spending percentage

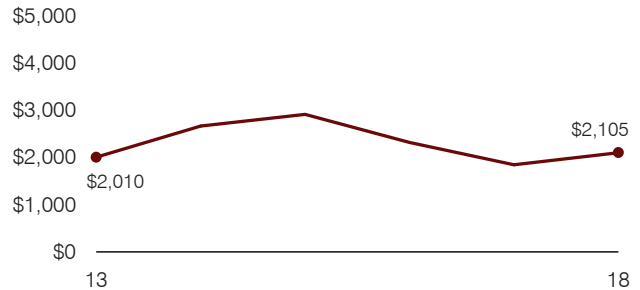
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 41.6 58.2 50.6 50.1 47.4 46.0 45.4 36.4 42.0 36.5 41.5 42.4 46.8 45.1 45.6 47.7 49.1 49.3

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

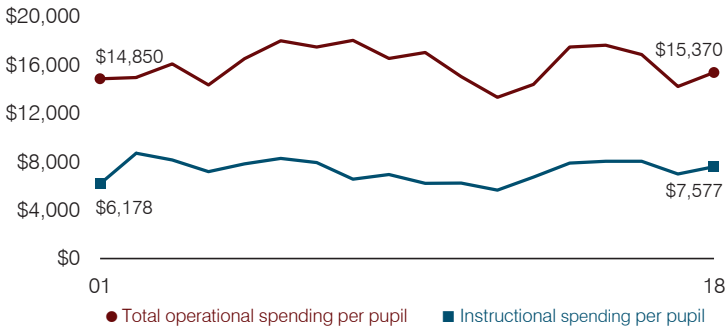
Students attending



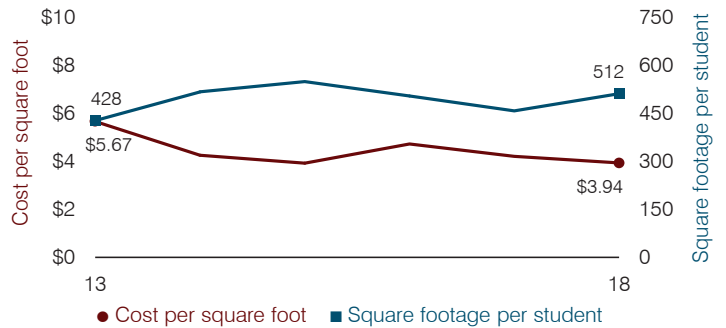
Administrative cost per pupil



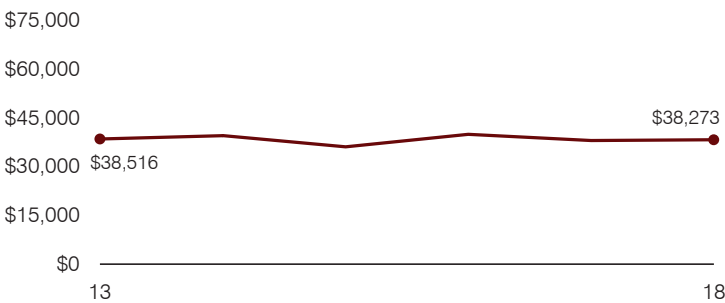
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



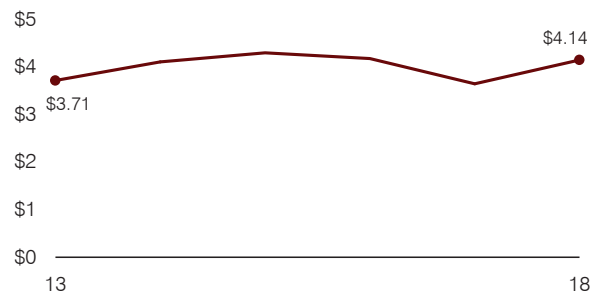
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



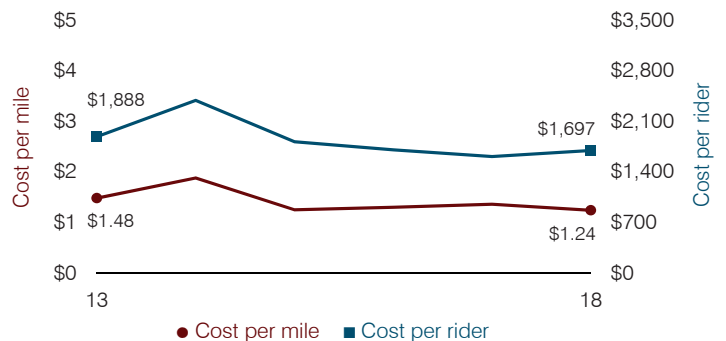
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	11.4%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Bisbee Unified School District

Cochise County

Efficiency peer groups 5 and T-8, Achievement peer group 6¹

Legislative district(s): 14

District size, location:

Medium, Town

Students attending:

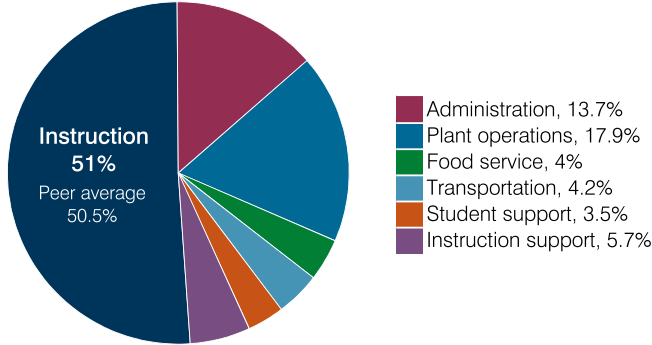
716

Number of schools:

3

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,429	\$1,221	\$860
	Students per administrative position	43	54	66
Plant operations	Cost per square foot	\$6.40	\$5.43	\$6.34
	Square footage per student	292	257	156
Food service	Cost per meal	\$4.42	\$3.66	\$3.02
Transportation	Cost per mile	\$3.02	\$3.03	\$4.05
	Cost per rider	\$1,001	\$1,225	\$1,301

Legend: Very low (green), Low (blue), Comparable (yellow), High (orange), Very high (red)

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 5,280	\$ 5,339	\$ 4,824	\$ 4,480
Administration	1,295	1,429	1,221	860
Plant operations	1,766	1,871	1,365	988
Food service	456	417	437	425
Transportation	529	444	532	388
Student support	617	358	623	693
Instruction support	506	601	359	462
Total operational	10,449	10,459	9,361	8,296
Land and buildings	430	319	799	827
Equipment	567	224	433	409
Interest	0	4	248	228
Other	11	31	71	169
Total nonoperational	1,008	578	1,551	1,633
Total per pupil spending	\$ 11,457	\$ 11,037	\$ 10,912	\$ 9,929

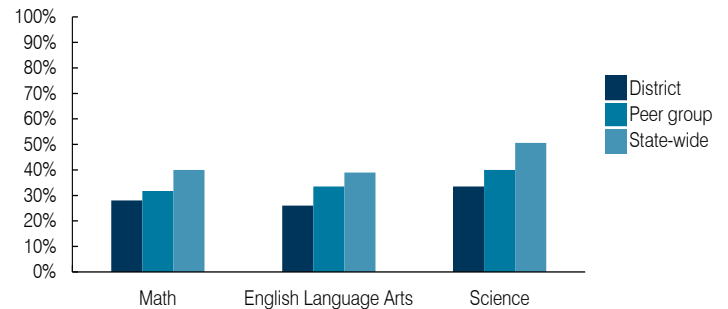
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	3	100%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	91%	93%	94%
Graduation rate (2017)	89%	85%	78%
Poverty rate (2017)	26%	29%	19%
Special education population	13%	14%	12%
Students per teacher	16.3	16.2	18.4
Average teacher salary	\$49,132	\$46,264	\$48,951
Amount from Prop 301	\$6,647	\$6,122	\$6,411
Average years of teacher experience	12.2	12.2	11.4
Percentage of teachers in first 3 years	15%	20%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,202	\$ 1,387	\$ 3,917	\$ 1,317
State	3,497	3,563	4,283	4,011
Local	5,319	5,508	4,207	4,592
Total per pupil revenues	\$ 10,018	\$ 10,458	\$ 12,407	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,827	\$ 5,309	\$ 5,992
Grants	1,369	1,592	1,703
Donations and tax credits	77	87	147

Select revenues from less common sources

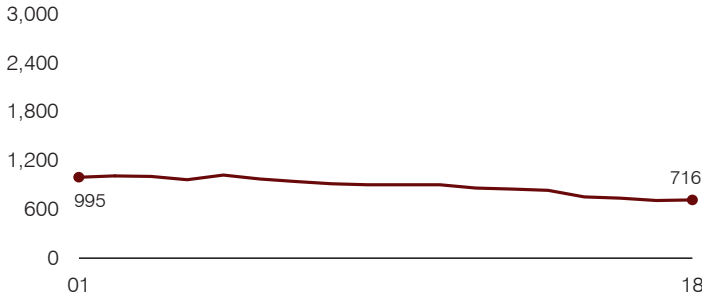
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 31
Small school adjustment	0	0	0 of 31
Federal impact aid	0	0	16 of 31
Voter-approved levy increases	565	517	21 of 31

Instructional spending percentage

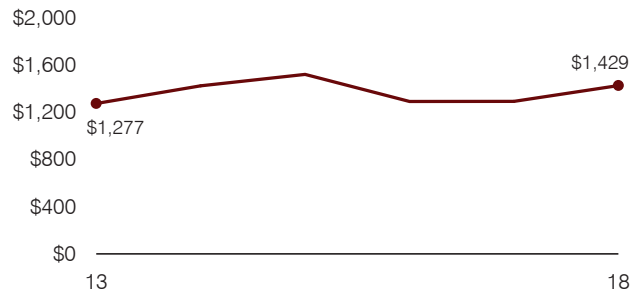
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 52.7 55.9 55.0 54.1 51.4 52.1 49.7 49.3 47.7 51.8 47.9 48.5 48.9 48.8 49.6 49.6 50.5 51.0

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

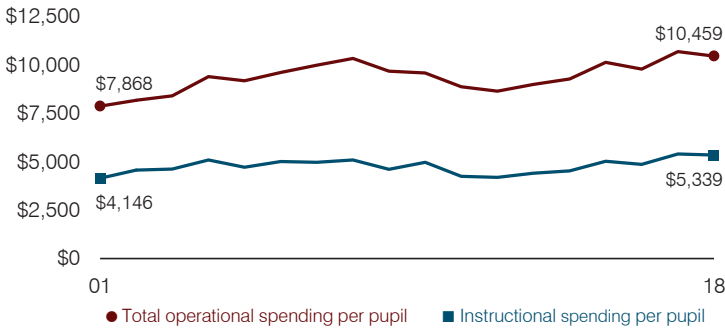
Students attending



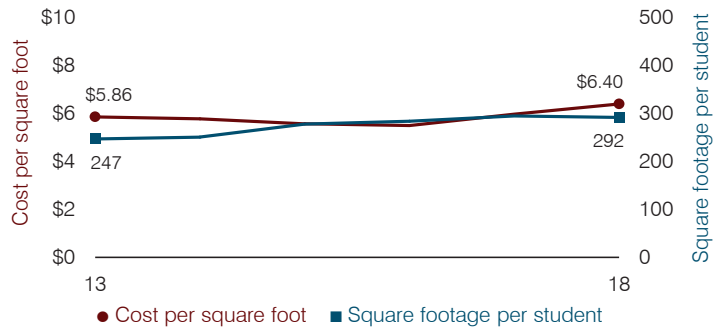
Administrative cost per pupil



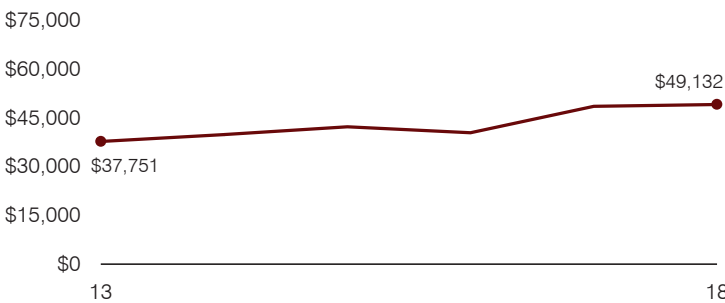
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



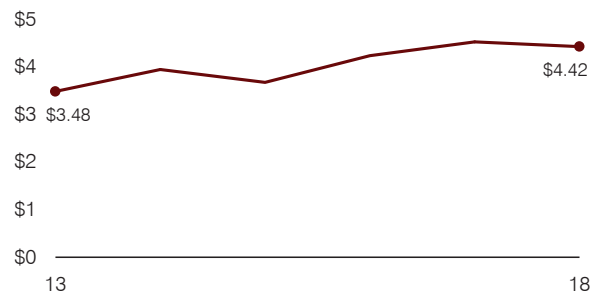
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



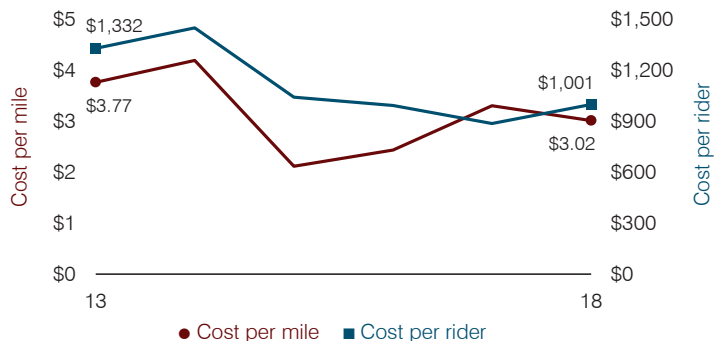
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	9.5%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant

Low **Moderate** **High**

Transportation costs per mile and per rider



Blue Elementary School District

Greenlee County

Efficiency peer group 11 and Achievement peer group 4¹

Legislative district(s): 14

District size, location:

Very small, Rural

Students attending:

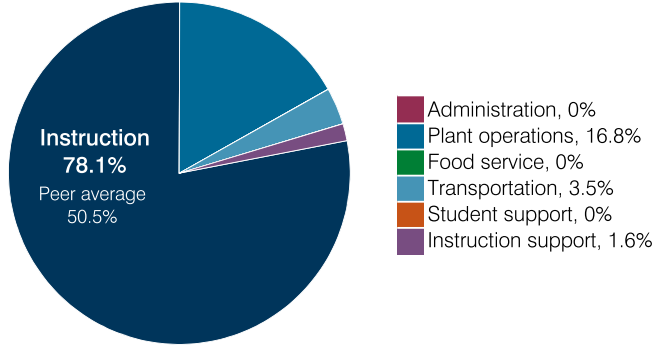
10

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$5	\$3,064	\$860
	Students per administrative position	N/A	33	66
Plant operations	Cost per square foot	\$18.51	\$7.31	\$6.34
	Square footage per student	154	371	156
Food service	Cost per meal	N/A	\$5.79	\$3.02
Transportation	Cost per mile	N/A	N/A	\$4.05
	Cost per rider	N/A	N/A	\$1,301

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 9,607	\$ 13,289	\$ 8,493	\$ 4,480
Administration	5	5	3,064	860
Plant operations	2,014	2,851	2,439	988
Food service	0	0	932	425
Transportation	575	600	973	388
Student support	0	0	656	693
Instruction support	0	267	400	462
Total operational	12,201	17,012	16,957	8,296
Land and buildings	611	0	965	827
Equipment	0	84	562	409
Interest	0	0	25	228
Other	0	96	88	169
Total nonoperational	611	180	1,640	1,633
Total per pupil spending	\$ 12,812	\$ 17,192	\$ 18,597	\$ 9,929

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Letter grade information for District's school was not published by ADE. See Appendix B for more information.

Students who passed State assessments

Measure did not meet our criteria for reporting.

Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	N/A	94%	94%
Graduation rate (2017)	N/A	85%	78%
Poverty rate (2017)	N/A	13%	19%
Special education population	N/A	13%	12%
Students per teacher	5.2	16.6	18.4
Average teacher salary	\$45,338	\$47,740	\$48,951
Amount from Prop 301	\$5,480	\$6,338	\$6,411
Average years of teacher experience	14.0	11.9	11.4
Percentage of teachers in first 3 years	0%	17%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 2,555	\$ 7,941	\$ 3,021	\$ 1,317
State	957	1,043	4,788	4,011
Local	11,512	11,764	12,812	4,592
Total per pupil revenues	\$ 15,024	\$ 20,748	\$ 20,621	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 8,421	\$ 7,364	\$ 8,282	\$ 5,585
Grants	2,580	7,981	3,020	1,241
Donations and tax credits	37	95	125	90

Select revenues from less common sources

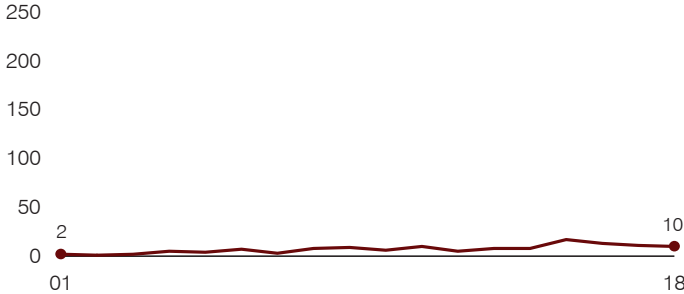
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	0	0	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

Instructional spending percentage

Year:	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Percentage:	88.7	88.9	83.8	83.2	86.4	84.5	78.8	73.7	78.1	75.6	76.5	79.1	78.7	79.6	79.4	76.9	78.7	78.1

TRENDS AND FINANCIAL STRESS ASSESSMENT
Fiscal years as indicated

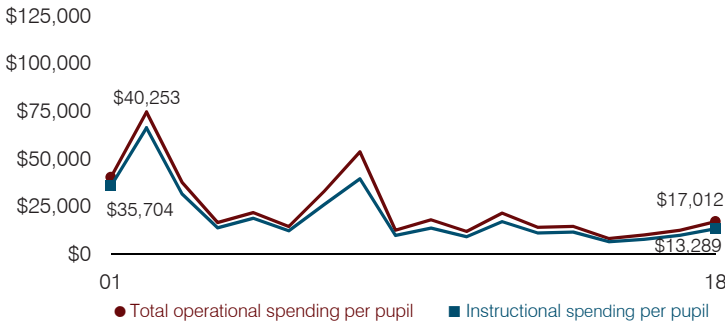
Students attending



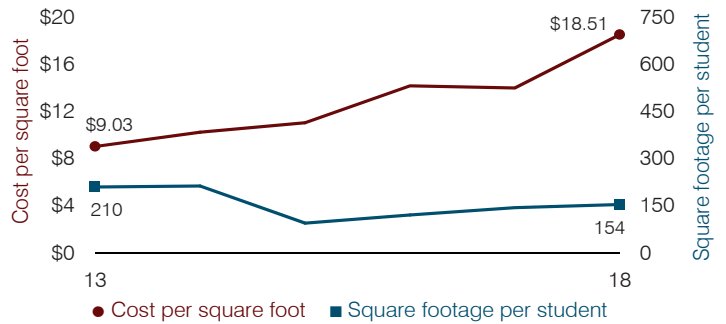
Administrative cost per pupil

Administrative cost per pupil trend is not shown because the District did not report administrative costs during all or a substantial portion of fiscal years 2013 through 2018.

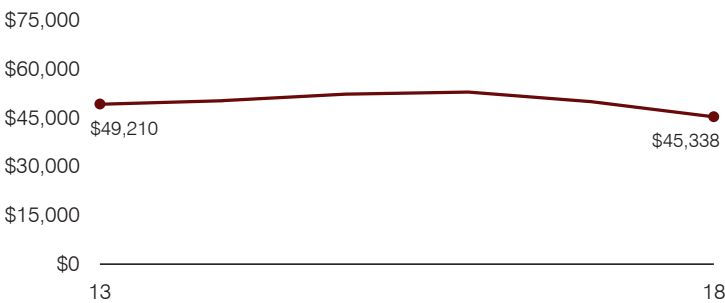
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal

Food service cost per meal trend is not shown because the District did not operate a food service program during all or a substantial portion of fiscal years 2013 through 2018.

Financial stress assessment

Overall financial stress level: Low

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	32.4%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Not assessed

Low
Moderate
High

Transportation costs per mile and per rider

Transportation costs per mile and per rider trends are not shown because the District did not operate a transportation program during all or a substantial portion of fiscal years 2013 through 2018.

Blue Ridge Unified School District

Navajo County

Efficiency peer groups 4 and T-8, Achievement peer group 5¹

Legislative district(s): 7

District size, location:

Medium-large, Town

Students attending:

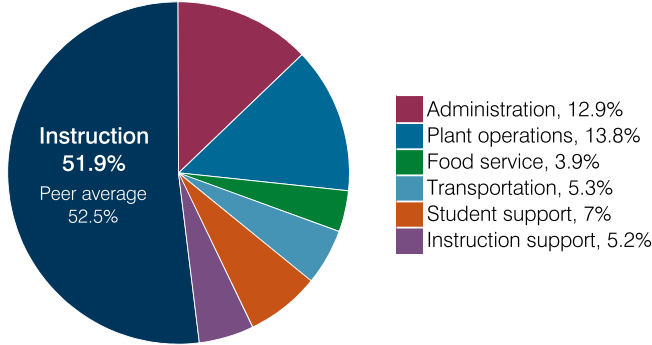
2,094

Number of schools:

3

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,092	\$837	\$860
	Students per administrative position	72	69	66
Plant operations	Cost per square foot	\$4.61	\$5.61	\$6.34
	Square footage per student	254	184	156
Food service	Cost per meal	\$3.14	\$3.16	\$3.02
Transportation	Cost per mile	\$2.94	\$3.03	\$4.05
	Cost per rider	\$974	\$1,225	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,134	\$ 4,393	\$ 4,194	\$ 4,480
Administration	943	1,092	837	860
Plant operations	1,082	1,172	1,004	988
Food service	326	333	421	425
Transportation	436	448	418	388
Student support	559	590	643	693
Instruction support	480	440	480	462
Total operational	7,960	8,468	7,997	8,296
Land and buildings	2,177	3,528	570	827
Equipment	1,725	897	389	409
Interest	290	562	200	228
Other	44	21	69	169
Total nonoperational	4,236	5,008	1,228	1,633
Total per pupil spending	\$ 12,196	\$ 13,476	\$ 9,225	\$ 9,929

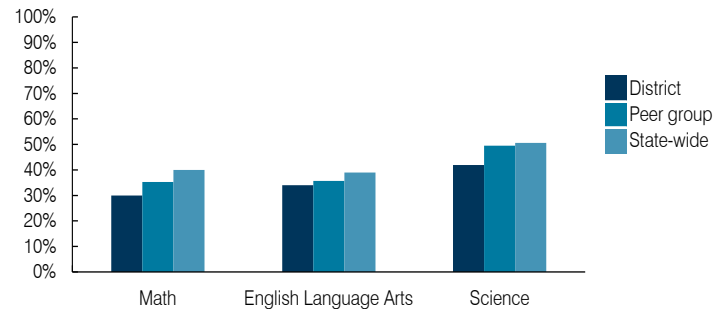
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	33%
C	2	67%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	93%	94%
Graduation rate (2017)	81%	86%	78%
Poverty rate (2017)	23%	22%	19%
Special education population	11%	13%	12%
Students per teacher	18.7	17.6	18.4
Average teacher salary	\$47,487	\$44,777	\$48,951
Amount from Prop 301	\$7,087	\$6,708	\$6,411
Average years of teacher experience	13.7	13.0	11.4
Percentage of teachers in first 3 years	17%	17%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 745	\$ 1,843	\$ 2,385	\$ 1,317
State	2,150	2,859	4,222	4,011
Local	6,327	7,344	3,291	4,592
Total per pupil revenues	\$ 9,222	\$ 12,046	\$ 9,898	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,115	\$ 5,394	\$ 5,443
Grants	551	2,076	1,552
Donations and tax credits	73	66	63

Select revenues from less common sources

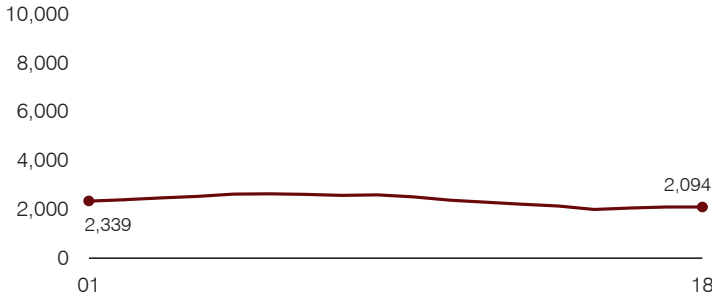
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	1 of 17
Small school adjustment	0	0	0 of 17
Federal impact aid	295	408	6 of 17
Voter-approved levy increases	1,299	2,440	13 of 17

Instructional spending percentage

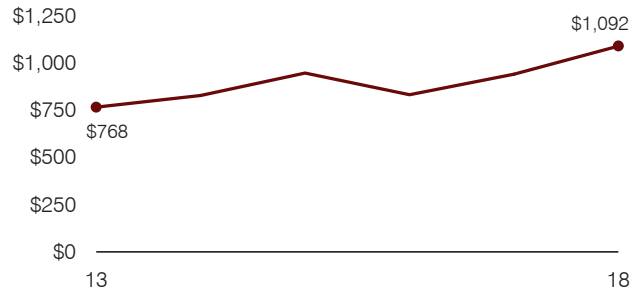
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 60.7 63.0 61.4 63.1 62.1 61.8 59.8 59.3 64.1 61.6 56.0 55.0 56.8 55.1 52.5 53.1 51.9 51.9

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

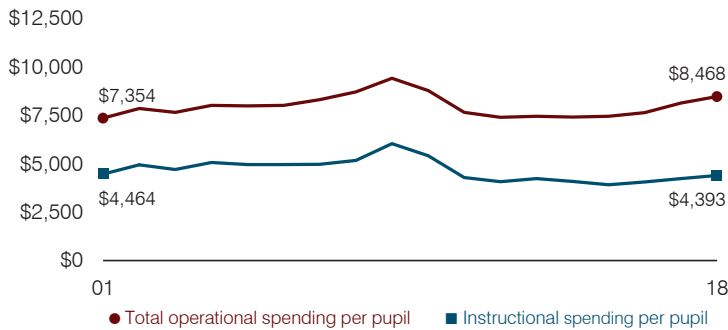
Students attending



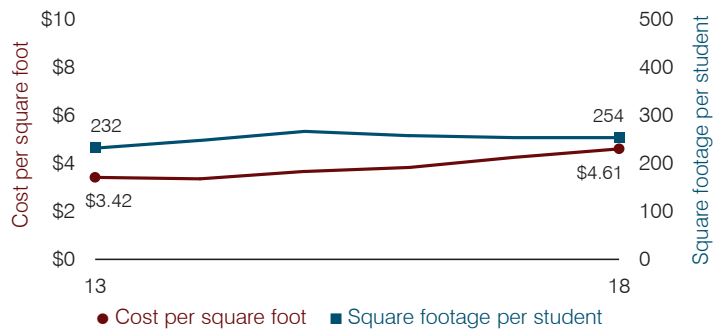
Administrative cost per pupil



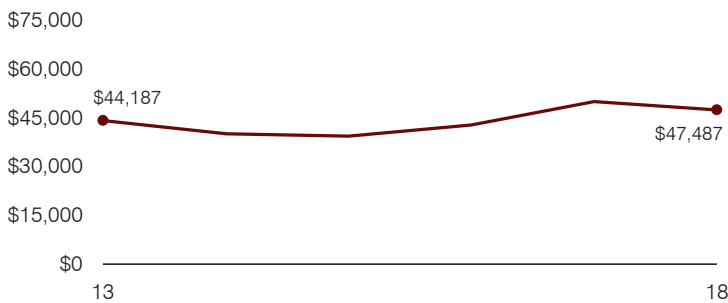
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



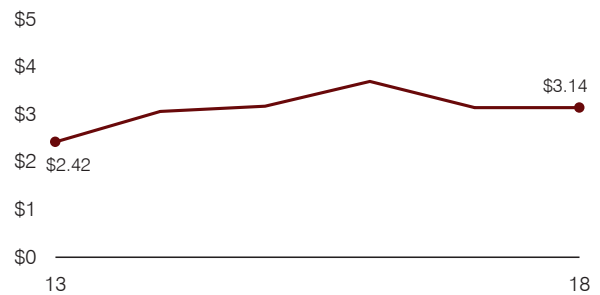
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



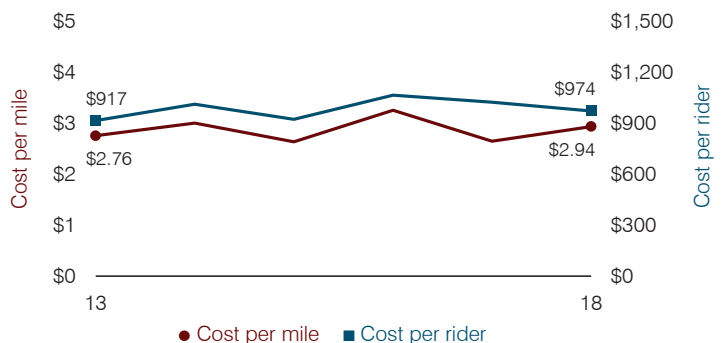
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	Capital
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	Impact Aid Fund reserve
Years of capital reserve held	Impact Aid Fund reserve
Current financial and internal control status	Marginally compliant

Low
Moderate
High

Transportation costs per mile and per rider



Bonita Elementary School District

Graham County

District size, location:

Very small, Rural

Efficiency peer groups 11 and T-11, Achievement peer group 16¹

Students attending:

81

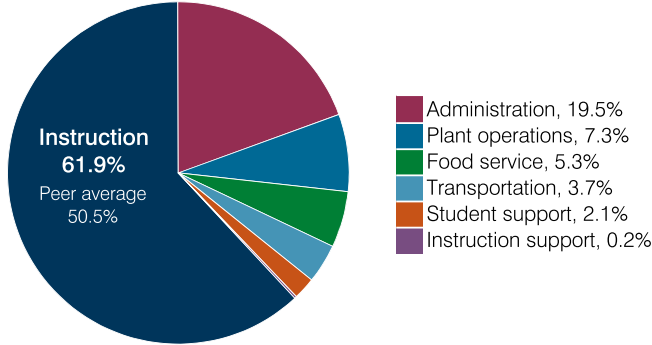
Legislative district(s): 14

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,667	\$3,064	\$860
	Students per administrative position	27	33	66
Plant operations	Cost per square foot	\$4.14	\$7.31	\$6.34
	Square footage per student	335	371	156
Food service	Cost per meal	\$9.76	\$5.79	\$3.02
Transportation	Cost per mile	\$1.13	\$1.94	\$4.05
	Cost per rider	\$758	\$1,614	\$1,301

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 9,349	\$ 11,701	\$ 8,493	\$ 4,480
Administration	2,887	3,667	3,064	860
Plant operations	1,312	1,386	2,439	988
Food service	810	999	932	425
Transportation	672	699	973	388
Student support	113	404	656	693
Instruction support	17	43	400	462
Total operational	15,160	18,899	16,957	8,296
Land and buildings	1,323	120	965	827
Equipment	238	84	562	409
Interest	8	11	25	228
Other	0	120	88	169
Total nonoperational	1,569	335	1,640	1,633
Total per pupil spending	\$ 16,729	\$ 19,234	\$ 18,597	\$ 9,929

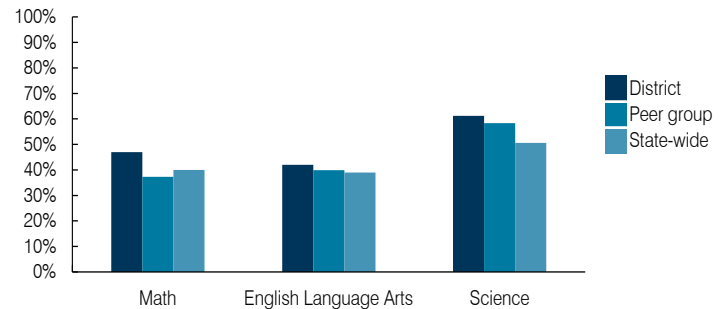
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	15%	12%	19%
Special education population	14%	16%	12%
Students per teacher	8.1	13.4	18.4
Average teacher salary	\$54,399	\$48,478	\$48,951
Amount from Prop 301	\$4,172	\$4,651	\$6,411
Average years of teacher experience	29.9	15.3	11.4
Percentage of teachers in first 3 years	0%	6%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 384	\$ 698	\$ 3,021	\$ 1,317
State	6,848	7,687	4,788	4,011
Local	4,979	10,048	12,812	4,592
Total per pupil revenues	\$ 12,211	\$ 18,433	\$ 20,621	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 8,970	\$ 10,079	\$ 8,282	\$ 5,585
Grants	1,701	883	3,020	1,241
Donations and tax credits	76	68	125	90

Select revenues from less common sources

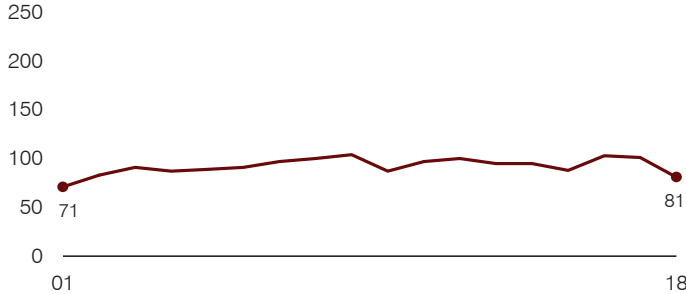
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	4,879	6,215	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

Instructional spending percentage

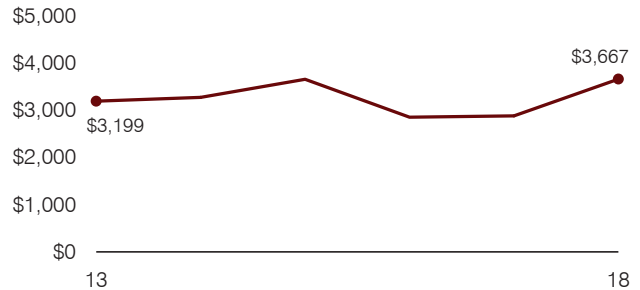
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 58.6 66.8 68.2 63.4 68.1 62.1 60.5 60.0 60.8 60.0 56.4 58.1 59.2 61.1 61.1 62.2 61.7 61.9

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

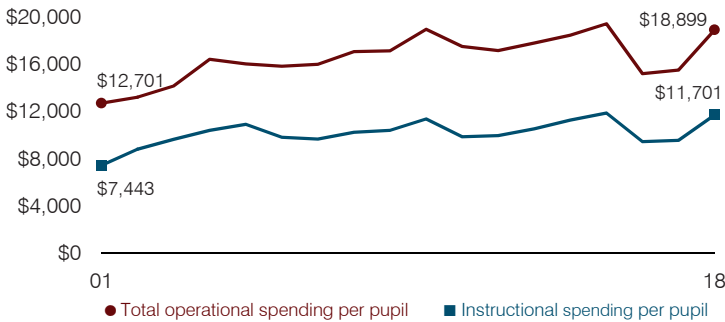
Students attending



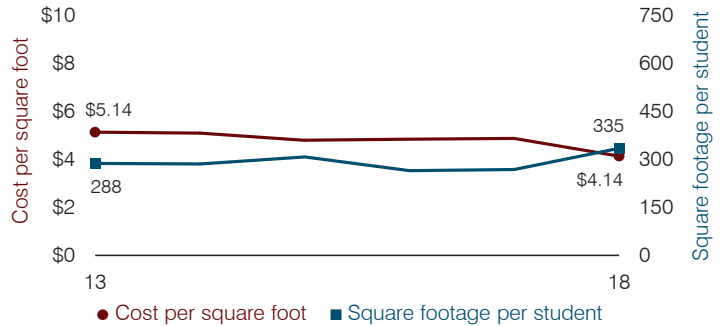
Administrative cost per pupil



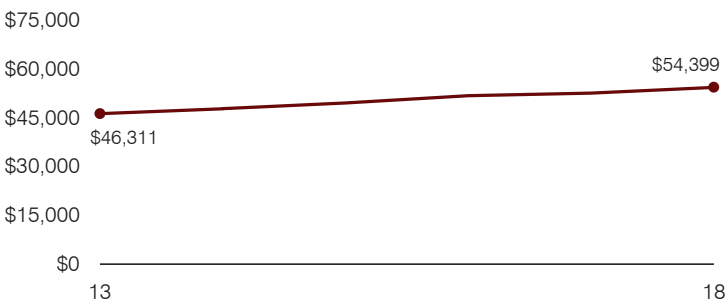
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



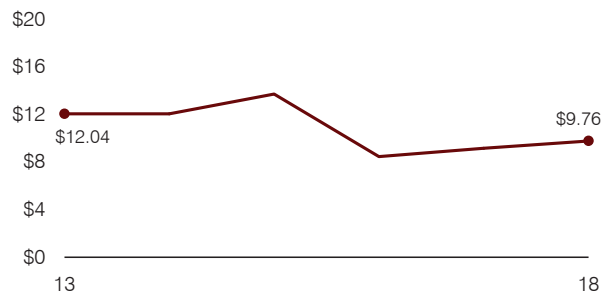
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



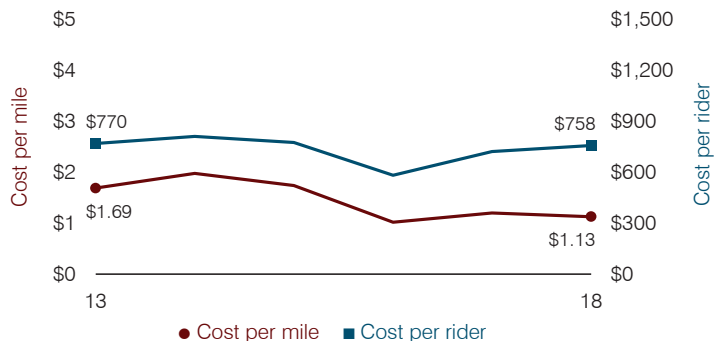
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage, Trend	Frozen taxes, Unfunded
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Low	Moderate	High

Transportation costs per mile and per rider



Bouse Elementary School District

La Paz County

Efficiency peer groups 11 and T-11, Achievement peer group 17¹

Legislative district(s): 5

District size, location:

Very small, Rural

Students attending:

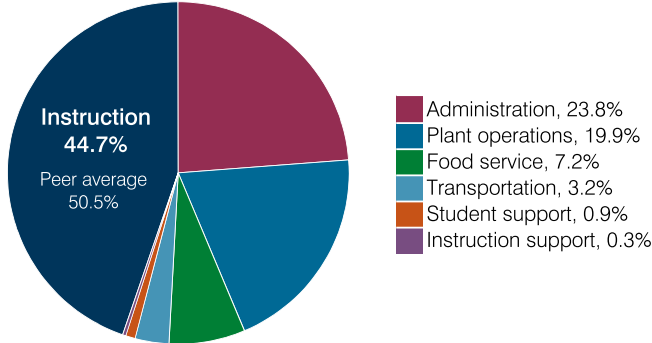
25

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$5,942	\$3,064	\$860
	Students per administrative position	13	33	66
Plant operations	Cost per square foot	\$9.40	\$7.31	\$6.34
	Square footage per student	526	371	156
Food service	Cost per meal	NR	\$5.79	\$3.02
Transportation	Cost per mile	\$2.13	\$1.94	\$4.05
	Cost per rider	\$1,055	\$1,614	\$1,301

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 8,578	\$ 11,109	\$ 8,493	\$ 4,480
Administration	5,280	5,942	3,064	860
Plant operations	7,540	4,941	2,439	988
Food service	2,272	1,786	932	425
Transportation	545	790	973	388
Student support	6	224	656	693
Instruction support	361	73	400	462
Total operational	24,582	24,865	16,957	8,296
Land and buildings	4	416	965	827
Equipment	1,393	411	562	409
Interest	0	6	25	228
Other	0	217	88	169
Total nonoperational	1,397	1,050	1,640	1,633
Total per pupil spending	\$ 25,979	\$ 25,915	\$ 18,597	\$ 9,929

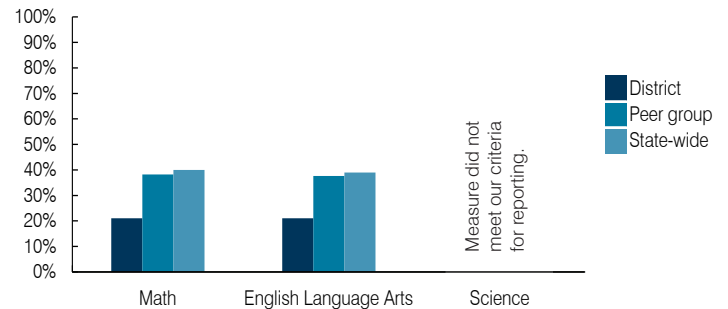
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Letter grade information for District's school was not published by ADE. See Appendix B for more information.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	18%	19%	19%
Special education population	16%	13%	12%
Students per teacher	8.5	14.1	18.4
Average teacher salary	\$38,817	\$50,510	\$48,951
Amount from Prop 301	\$1,733	\$5,096	\$6,411
Average years of teacher experience	11.7	13.8	11.4
Percentage of teachers in first 3 years	0%	9%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 2,305	\$ 2,316	\$ 3,021	\$ 1,317
State	2,231	1,778	4,788	4,011
Local	26,845	22,569	12,812	4,592
Total per pupil revenues	\$ 31,381	\$ 26,663	\$ 20,621	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 7,974	\$ 6,354	\$ 8,282	\$ 5,585
Grants	3,499	3,148	3,020	1,241
Donations and tax credits	48	137	125	90

Select revenues from less common sources

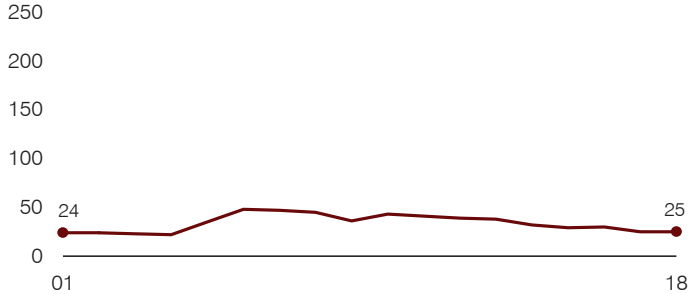
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	14,293	14,266	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

Instructional spending percentage

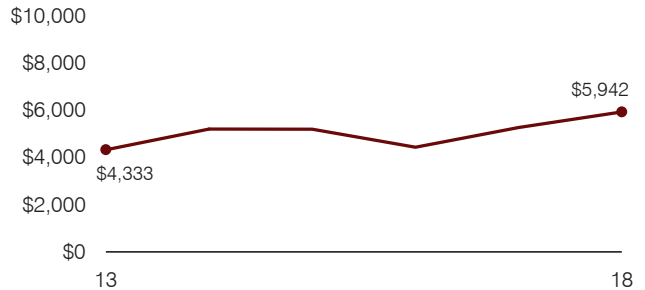
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 59.8 58.9 48.2 49.1 49.6 50.5 54.4 54.7 51.0 48.1 42.2 46.9 42.2 38.2 43.9 40.6 34.9 44.7

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

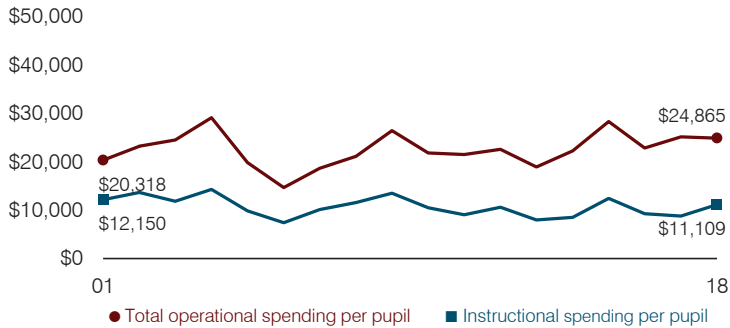
Students attending



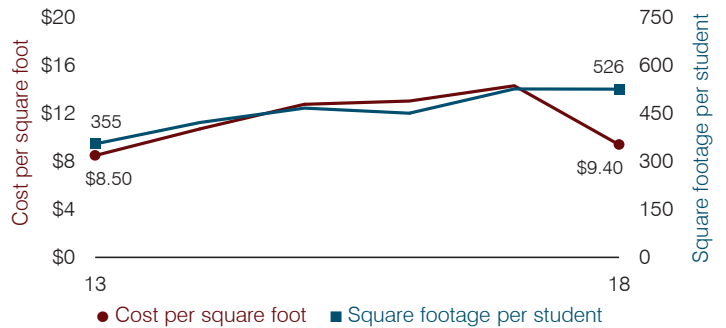
Administrative cost per pupil



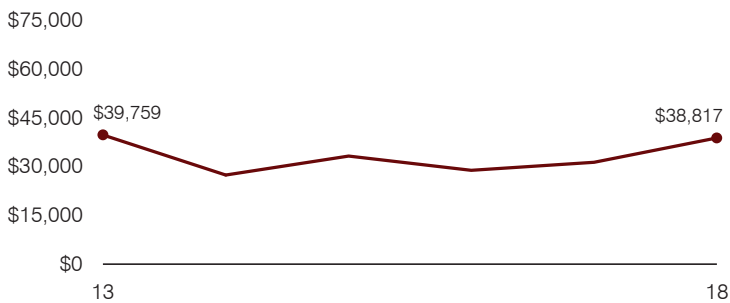
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



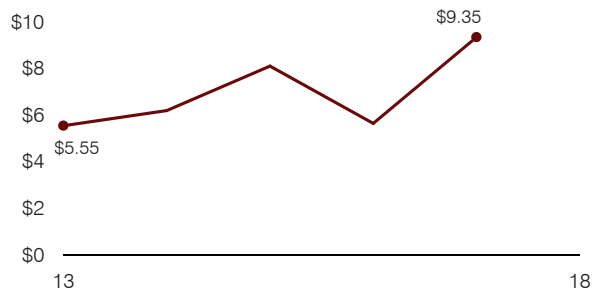
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



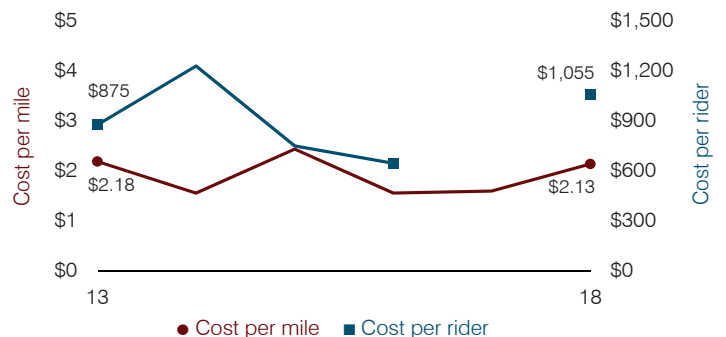
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	25.6%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Not assessed

Legend: **Low** (Green), **Moderate** (Yellow), **High** (Red)

Transportation costs per mile and per rider



Bowie Unified School District

Cochise County

Efficiency peer groups 11 and T-11, Achievement peer group 4¹

Legislative district(s): 14

District size, location:

Very small, Rural

Students attending:

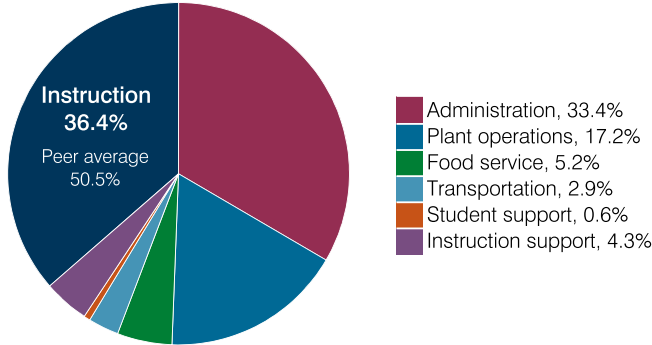
60

Number of schools:

2

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$7,998	\$3,064	\$860
	Students per administrative position	20	33	66
Plant operations	Cost per square foot	\$5.38	\$7.31	\$6.34
	Square footage per student	768	371	156
Food service	Cost per meal	\$10.39	\$5.79	\$3.02
Transportation	Cost per mile	\$0.73	\$1.94	\$4.05
	Cost per rider	\$1,903	\$1,614	\$1,301

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 9,899	\$ 8,737	\$ 8,493	\$ 4,480
Administration	5,330	7,998	3,064	860
Plant operations	4,158	4,133	2,439	988
Food service	903	1,239	932	425
Transportation	714	703	973	388
Student support	0	143	656	693
Instruction support	813	1,034	400	462
Total operational	21,817	23,987	16,957	8,296
Land and buildings	687	853	965	827
Equipment	2,554	1,175	562	409
Interest	41	74	25	228
Other	306	326	88	169
Total nonoperational	3,588	2,428	1,640	1,633
Total per pupil spending	\$ 25,405	\$ 26,415	\$ 18,597	\$ 9,929

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

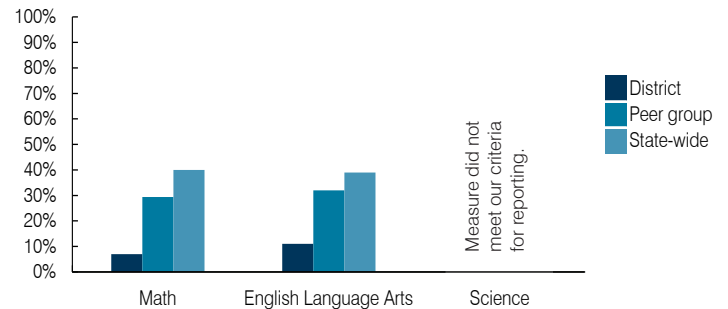
STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools ²	Percentage of schools
A	0	0%
B	0	0%
C	0	0%
D	1	100%
F	0	0%

² Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	90%	94%	94%
Graduation rate (2017)	N/A	85%	78%
Poverty rate (2017)	13%	13%	19%
Special education population	26%	13%	12%
Students per teacher	29.8	16.6	18.4
Average teacher salary	\$55,745	\$47,740	\$48,951
Amount from Prop 301	\$8,500	\$6,338	\$6,411
Average years of teacher experience	13.5	11.9	11.4
Percentage of teachers in first 3 years	25%	17%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,551	\$ 1,753	\$ 3,021	\$ 1,317
State	3,327	2,508	4,788	4,011
Local	22,069	24,125	12,812	4,592
Total per pupil revenues	\$ 26,947	\$ 28,386	\$ 20,621	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 8,493	\$ 8,534	\$ 8,282	\$ 5,585
Grants	2,169	2,823	3,020	1,241
Donations and tax credits	976	49	125	90

Select revenues from less common sources

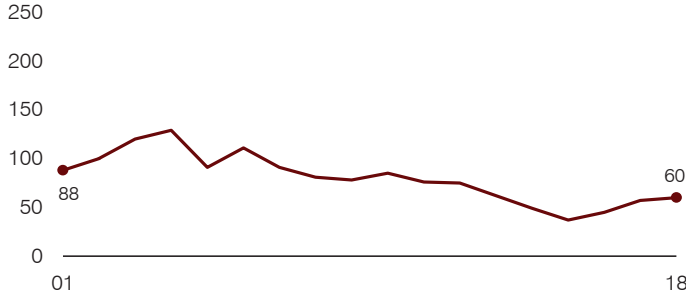
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	11,727	15,668	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

Instructional spending percentage

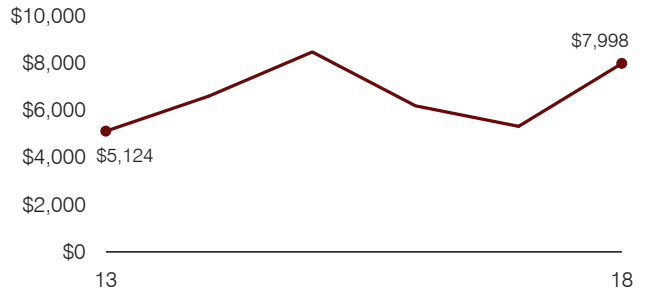
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 52.8 56.9 60.3 57.1 57.5 60.7 56.4 53.7 51.1 53.8 52.1 54.9 50.9 45.4 43.2 46.8 45.4 36.4

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

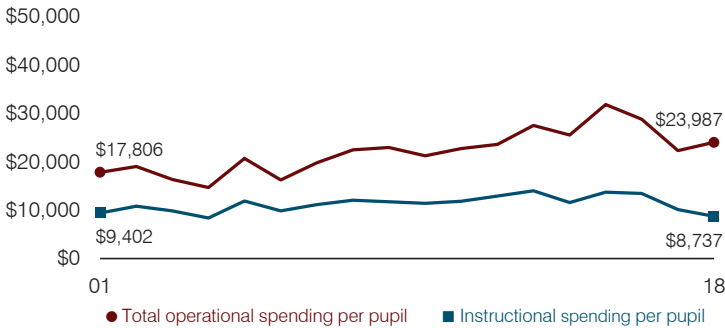
Students attending



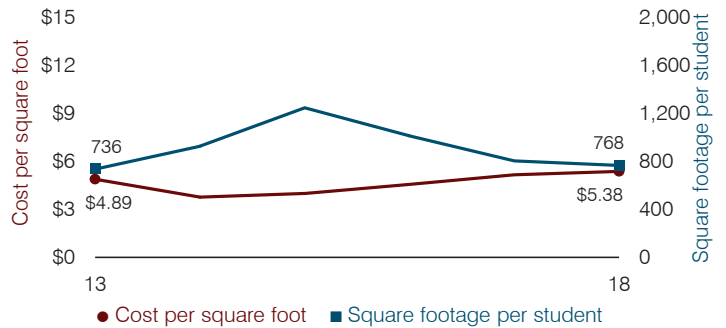
Administrative cost per pupil



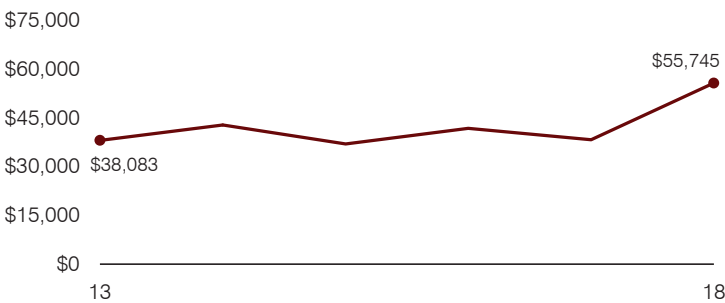
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



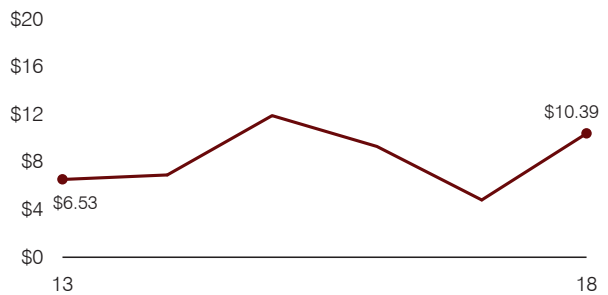
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



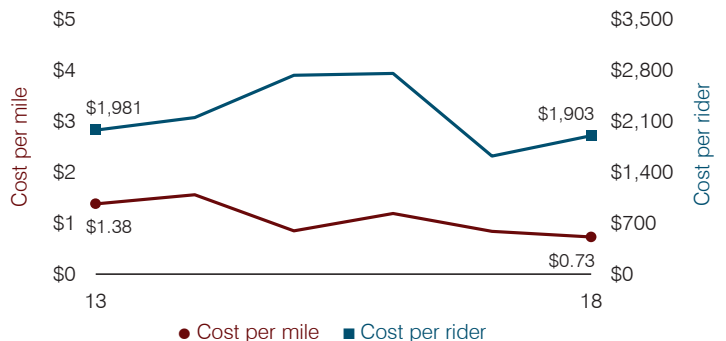
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	7.7%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Noncompliant

Low **Moderate** **High**

Transportation costs per mile and per rider



Buckeye Elementary School District

Maricopa County

Efficiency peer groups 8 and T-3, Achievement peer group 13¹

Legislative district(s): 4 and 13

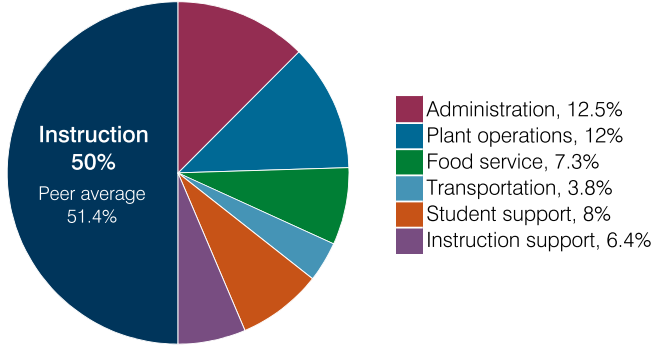
District size, location: Medium-large, Suburb

Students attending: 4,788

Number of schools: 7

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$958	\$1,025	\$860
	Students per administrative position	74	67	66
Plant operations	Cost per square foot	\$7.14	\$6.61	\$6.34
	Square footage per student	128	143	156
Food service	Cost per meal	\$2.64	\$2.92	\$3.02
Transportation	Cost per mile	\$3.71	\$4.47	\$4.05
	Cost per rider	\$1,205	\$1,248	\$1,301

Very low
Low
Comparable
High
Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,793	\$ 3,816	\$ 4,392	\$ 4,480
Administration	864	958	1,025	860
Plant operations	851	912	971	988
Food service	517	557	659	425
Transportation	282	290	331	388
Student support	625	609	631	693
Instruction support	443	484	546	462
Total operational	7,375	7,626	8,555	8,296
Land and buildings	1,383	888	1,140	827
Equipment	387	330	697	409
Interest	148	213	327	228
Other	156	200	172	169
Total nonoperational	2,074	1,631	2,336	1,633
Total per pupil spending	\$ 9,449	\$ 9,257	\$ 10,891	\$ 9,929

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

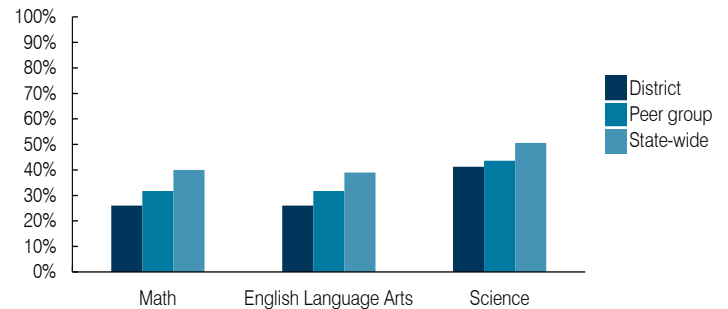
STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools ²	Percentage of schools
A	0	0%
B	1	17%
C	2	33%
D	3	50%
F	0	0%

² Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	17%	20%	19%
Special education population	14%	13%	12%
Students per teacher	19.5	19.4	18.4
Average teacher salary	\$37,269	\$45,518	\$48,951
Amount from Prop 301	\$5,698	\$5,403	\$6,411
Average years of teacher experience	8.0	7.7	11.4
Percentage of teachers in first 3 years	28%	35%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,150	\$ 1,040	\$ 1,723	\$ 1,317
State	4,608	4,693	3,921	4,011
Local	2,649	2,608	4,869	4,592
Total per pupil revenues	\$ 8,407	\$ 8,341	\$ 10,513	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,208	\$ 5,253	\$ 5,175
Grants	1,214	1,107	1,843
Donations and tax credits	44	31	54

Select revenues from less common sources

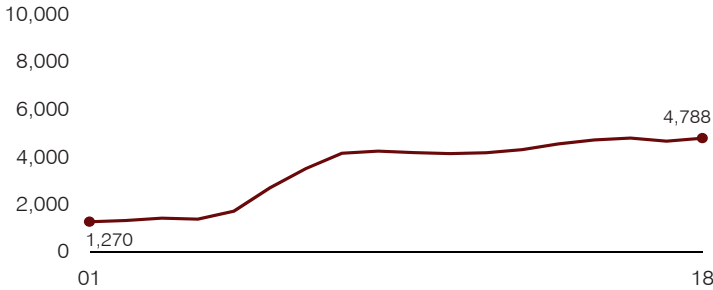
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 345	\$ 336	4 of 19
Small school adjustment	0	0	0 of 19
Federal impact aid	0	0	0 of 19
Voter-approved levy increases	816	867	19 of 19

Instructional spending percentage

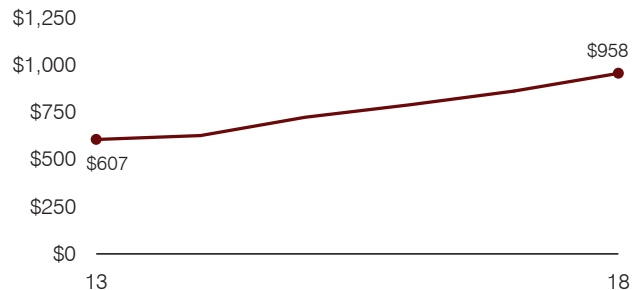
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 53.9 58.6 60.1 57.9 61.4 60.3 63.0 60.8 54.9 55.4 56.6 52.0 53.3 54.1 53.7 53.0 51.4 50.0

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

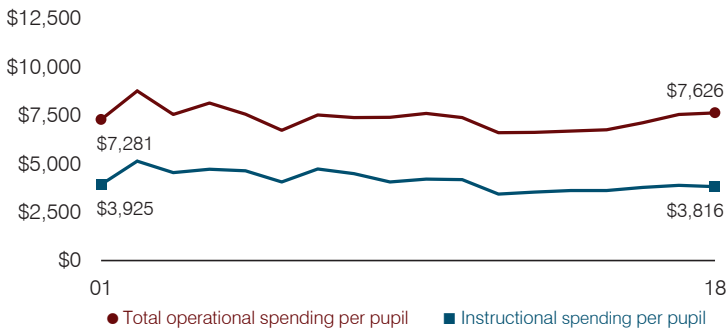
Students attending



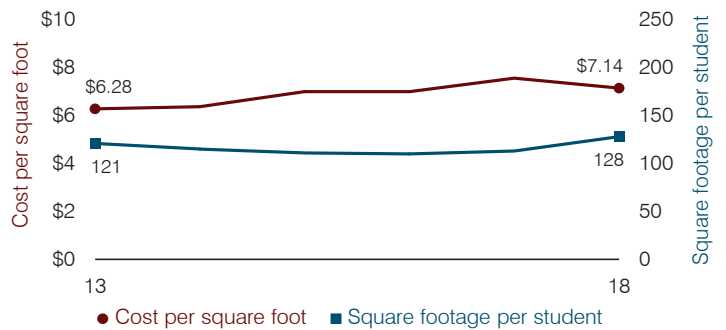
Administrative cost per pupil



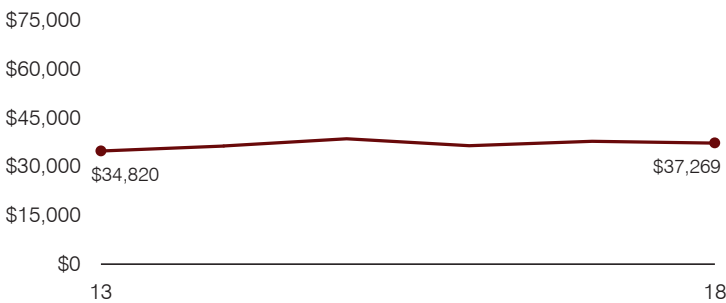
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



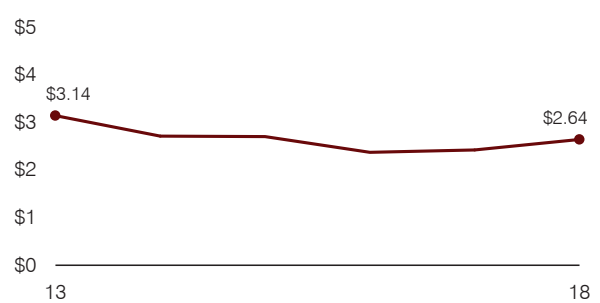
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



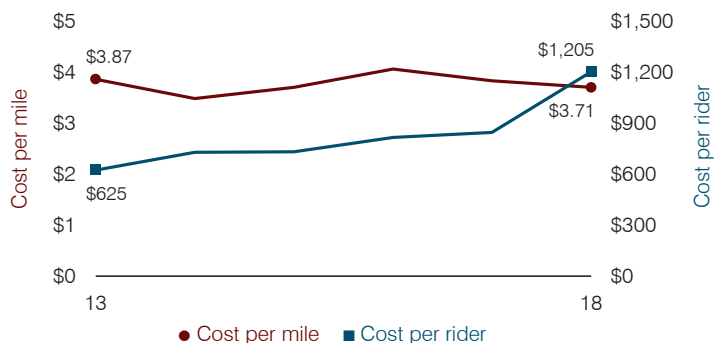
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Mixed election results
Operating reserve percentage, Trend	6.4%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant

Low **Moderate** **High**

Transportation costs per mile and per rider



Buckeye Union High School District

Maricopa County

Efficiency peer groups 3 and T-5, Achievement peer group 8¹

Legislative district(s): 4 and 13

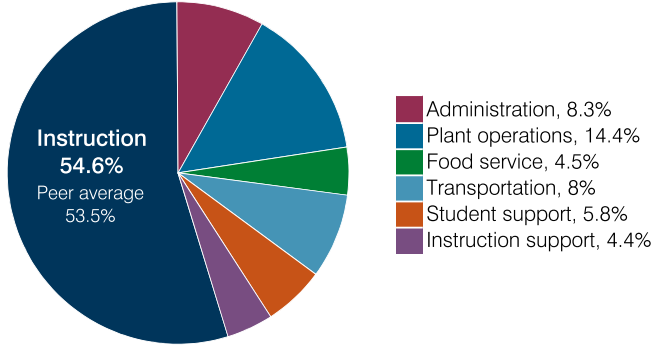
District size, location: Medium-large, Suburb

Students attending: 4,163

Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$715	\$846	\$860
	Students per administrative position	72	69	66
Plant operations	Cost per square foot	\$6.58	\$6.02	\$6.34
	Square footage per student	188	155	156
Food service	Cost per meal	\$3.16	\$3.20	\$3.02
Transportation	Cost per mile	\$3.33	\$3.90	\$4.05
	Cost per rider	\$1,601	\$1,931	\$1,301

Very low Low Comparable High Very high

Per pupil spending

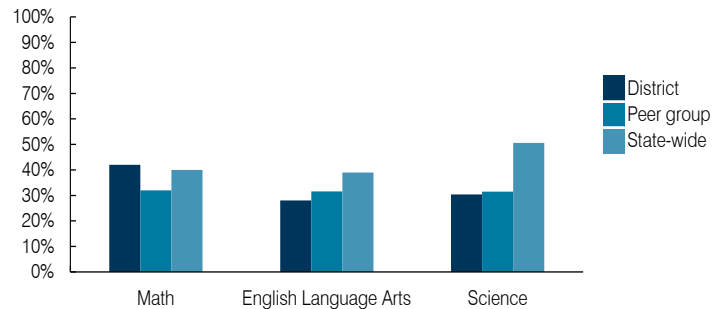
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,696	\$ 4,709	\$ 4,106	\$ 4,480
Administration	737	715	846	860
Plant operations	1,226	1,240	963	988
Food service	418	394	325	425
Transportation	661	686	438	388
Student support	520	502	672	693
Instruction support	402	383	336	462
Total operational	8,660	8,629	7,686	8,296
Land and buildings	1,829	318	1,416	827
Equipment	385	780	473	409
Interest	600	735	268	228
Other	68	61	165	169
Total nonoperational	2,882	1,894	2,322	1,633
Total per pupil spending	\$ 11,542	\$ 10,523	\$ 10,008	\$ 9,929

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	33%
C	2	67%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	91%	88%	78%
Poverty rate (2017)	13%	14%	19%
Special education population	12%	11%	12%
Students per teacher	21.0	22.2	18.4
Average teacher salary	\$52,748	\$52,191	\$48,951
Amount from Prop 301	\$9,839	\$8,523	\$6,411
Average years of teacher experience	11.5	10.6	11.4
Percentage of teachers in first 3 years	10%	21%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 842	\$ 744	\$ 730	\$ 1,317
State	2,873	3,380	3,583	4,011
Local	5,879	6,107	5,234	4,592
Total per pupil revenues	\$ 9,594	\$ 10,231	\$ 9,547	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,746	\$ 5,903	\$ 5,507
Grants	830	740	864
Donations and tax credits	118	154	184

Select revenues from less common sources

Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	1 of 15
Small school adjustment	0	0	0 of 15
Federal impact aid	0	0	3 of 15
Voter-approved levy increases	1,917	1,842	15 of 15

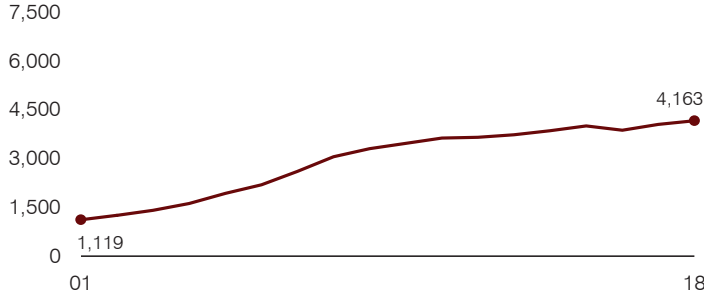
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

Instructional spending percentage

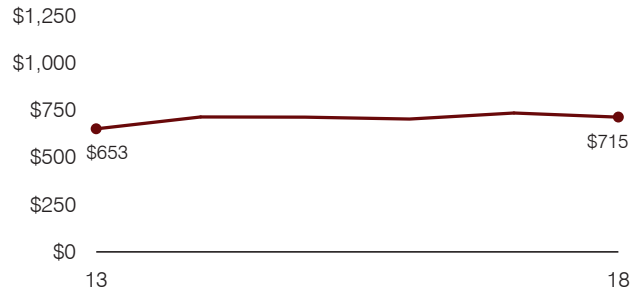
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 48.3 51.2 52.1 54.2 52.1 51.7 55.6 55.5 56.8 53.8 53.5 53.3 51.9 52.0 53.0 52.9 54.2 54.6

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

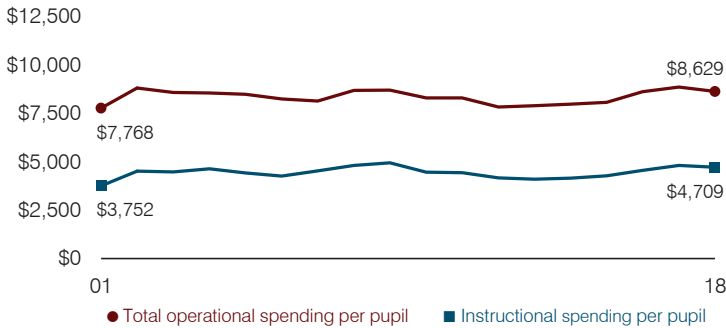
Students attending



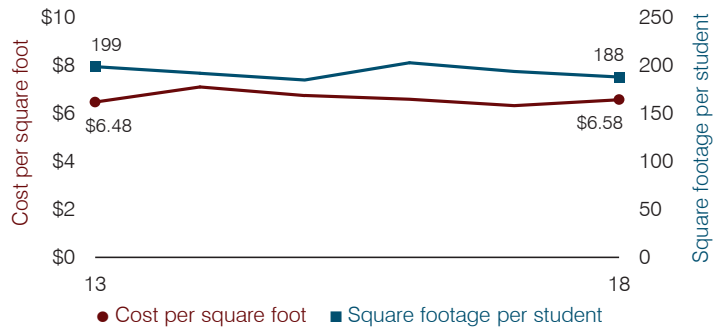
Administrative cost per pupil



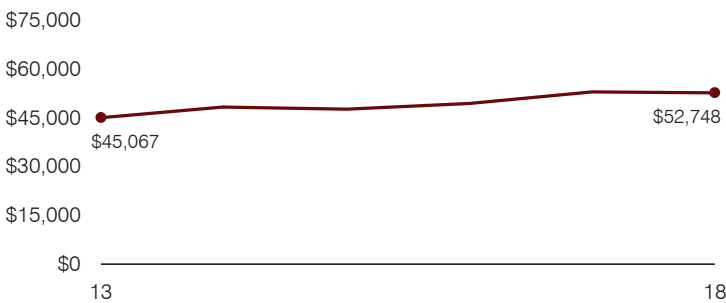
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



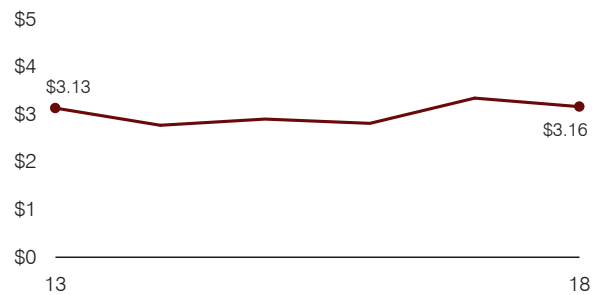
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



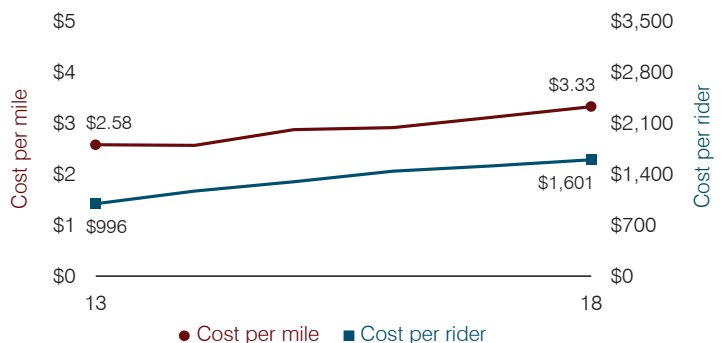
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	1.1%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant

Low
Moderate
High

Transportation costs per mile and per rider



Bullhead City Elementary School District

Mohave County

District size, location:

Medium-large, Town

Efficiency peer groups 9 and T-6, Achievement peer group 19¹

Students attending:

2,590

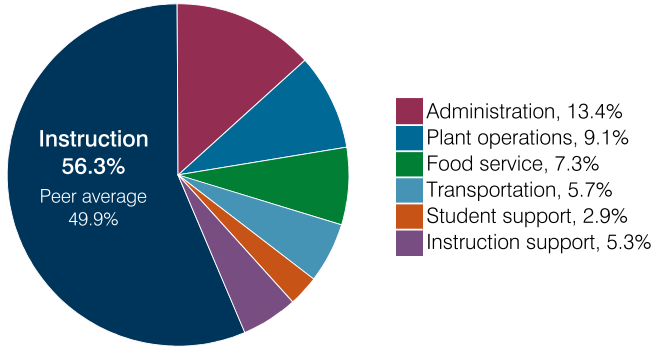
Legislative district(s): 5

Number of schools:

6

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,038	\$1,098	\$860
	Students per administrative position	73	59	66
Plant operations	Cost per square foot	\$4.83	\$6.52	\$6.34
	Square footage per student	146	161	156
Food service	Cost per meal	\$2.75	\$3.10	\$3.02
Transportation	Cost per mile	\$4.75	\$3.96	\$4.05
	Cost per rider	\$845	\$721	\$1,301

Very low
Low
Comparable
High
Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,310	\$ 4,344	\$ 4,233	\$ 4,480
Administration	1,094	1,038	1,098	860
Plant operations	753	704	1,034	988
Food service	609	561	591	425
Transportation	386	440	526	388
Student support	283	224	584	693
Instruction support	425	412	462	462
Total operational	7,860	7,723	8,528	8,296
Land and buildings	79	77	416	827
Equipment	92	126	316	409
Interest	5	0	75	228
Other	48	48	170	169
Total nonoperational	224	251	977	1,633
Total per pupil spending	\$ 8,084	\$ 7,974	\$ 9,505	\$ 9,929

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

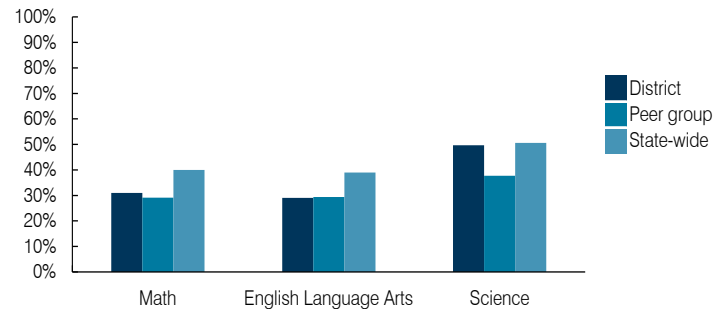
STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools ²	Percentage of schools
A	0	0%
B	1	20%
C	2	40%
D	2	40%
F	0	0%

² Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	93%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	31%	32%	19%
Special education population	13%	14%	12%
Students per teacher	21.8	15.6	18.4
Average teacher salary	\$53,453	\$49,189	\$48,951
Amount from Prop 301	\$8,647	\$4,810	\$6,411
Average years of teacher experience	9.9	11.6	11.4
Percentage of teachers in first 3 years	24%	11%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,671	\$ 1,590	\$ 1,836	\$ 1,317
State	3,538	3,642	4,904	4,011
Local	2,824	2,946	2,715	4,592
Total per pupil revenues	\$ 8,033	\$ 8,178	\$ 9,455	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 5,333	\$ 5,323	\$ 5,707	\$ 5,585
Grants	1,910	1,853	2,113	1,241
Donations and tax credits	47	25	67	90

Select revenues from less common sources

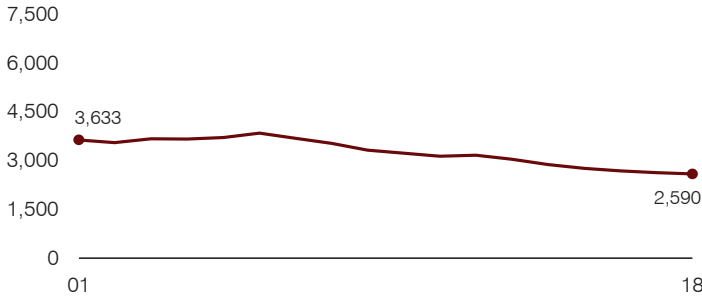
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	0	0	3 of 10
Voter-approved levy increases	0	0	8 of 10

Instructional spending percentage

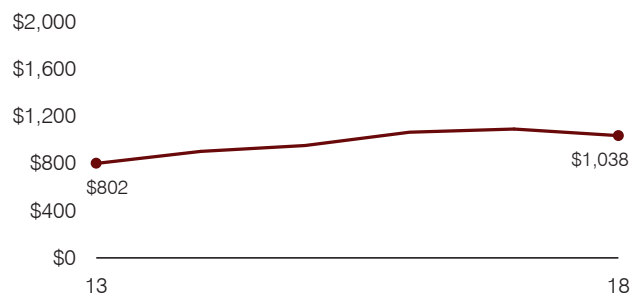
Year:	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Percentage:	64.1	62.3	62.9	61.3	60.9	63.4	60.0	61.9	59.5	57.0	56.6	59.6	57.2	55.5	56.1	55.6	54.8	56.3

TRENDS AND FINANCIAL STRESS ASSESSMENT
Fiscal years as indicated

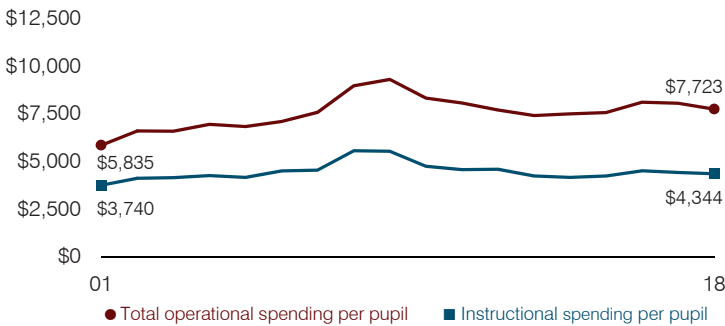
Students attending



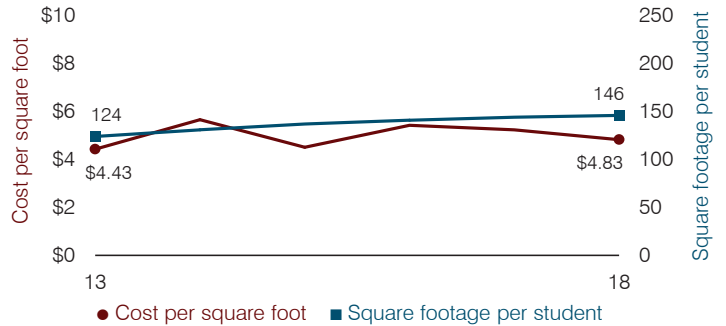
Administrative cost per pupil



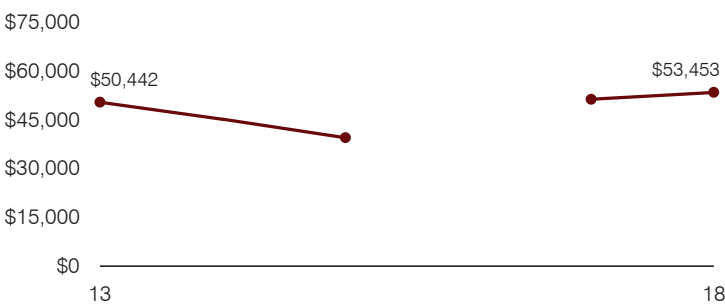
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



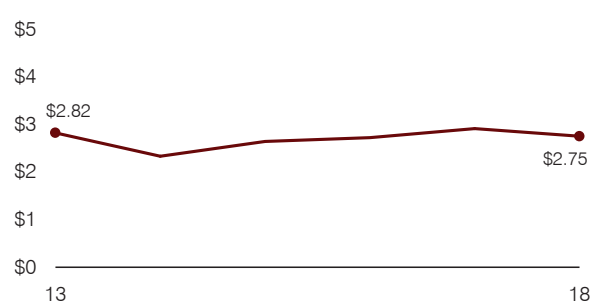
Plant cost per square foot and square footage per student



Average teacher salary



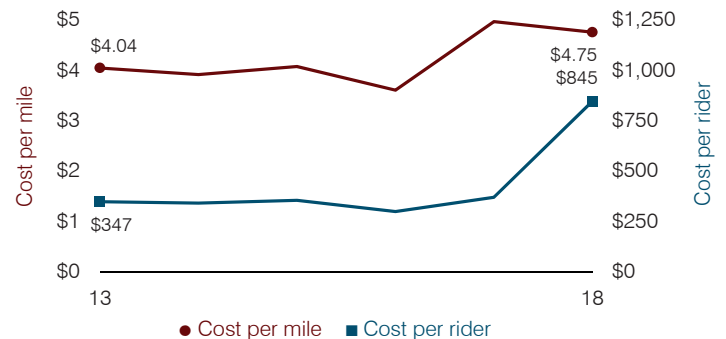
Food service cost per meal



Financial stress assessment

Overall financial stress level:	Moderate			
Measure: 2016 through 2018	Assessment			
Change in number of district students	Moderate decrease			
Spending exceeded operating/capital budgets	Capital			
Spending increase election results	No election held			
Operating reserve percentage, Trend	4.5%, Varying			
Years of capital reserve held	1 to 3 years			
Current financial and internal control status	Marginally compliant			
<table border="1" style="width: 100%;"> <tr> <td style="background-color: #2e8b57; color: white;">Low</td> <td style="background-color: #f0e68c;">Moderate</td> <td style="background-color: #dc143c;">High</td> </tr> </table>		Low	Moderate	High
Low	Moderate	High		

Transportation costs per mile and per rider



Camp Verde Unified School District

Yavapai County

Efficiency peer groups 5 and T-8, Achievement peer group 5¹

Legislative district(s): 1 and 6

District size, location:

Medium, Rural

Students attending:

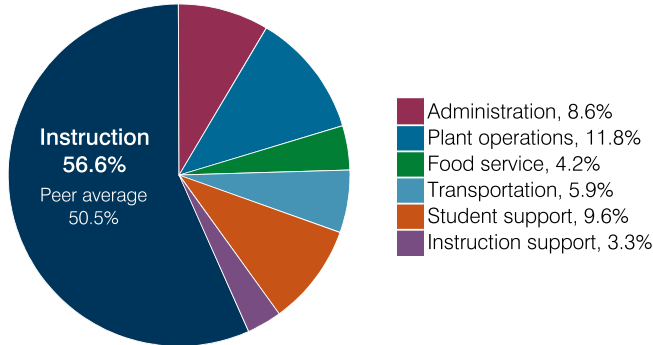
1,475

Number of schools:

3

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$706	\$1,221	\$860
	Students per administrative position	57	54	66
Plant operations	Cost per square foot	\$6.11	\$5.43	\$6.34
	Square footage per student	158	257	156
Food service	Cost per meal	\$3.22	\$3.66	\$3.02
Transportation	Cost per mile	\$4.01	\$3.03	\$4.05
	Cost per rider	\$1,012	\$1,225	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,456	\$ 4,651	\$ 4,824	\$ 4,480
Administration	682	706	1,221	860
Plant operations	963	967	1,365	988
Food service	331	344	437	425
Transportation	451	487	532	388
Student support	663	789	623	693
Instruction support	315	273	359	462
Total operational	7,861	8,217	9,361	8,296
Land and buildings	200	22	799	827
Equipment	326	274	433	409
Interest	74	45	248	228
Other	12	12	71	169
Total nonoperational	612	353	1,551	1,633
Total per pupil spending	\$ 8,473	\$ 8,570	\$10,912	\$ 9,929

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

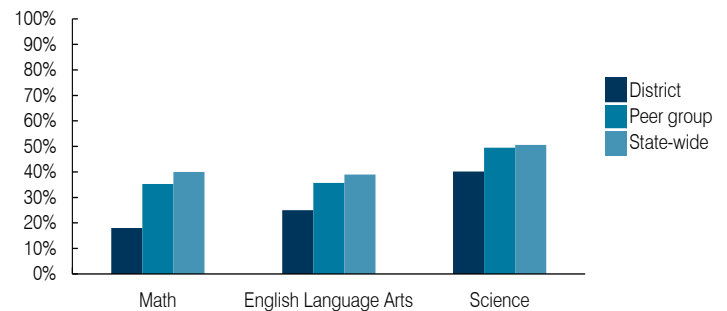
STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools ²	Percentage of schools
A	0	0%
B	0	0%
C	3	75%
D	0	0%
F	1	25%

² Includes schools that share a campus.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	93%	94%
Graduation rate (2017)	89%	86%	78%
Poverty rate (2017)	21%	22%	19%
Special education population	13%	13%	12%
Students per teacher	17.0	17.6	18.4
Average teacher salary	\$48,989	\$44,777	\$48,951
Amount from Prop 301	\$6,616	\$6,708	\$6,411
Average years of teacher experience	10.9	13.0	11.4
Percentage of teachers in first 3 years	7%	17%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,265	\$ 1,290	\$ 3,917	\$ 1,317
State	3,610	3,645	4,283	4,011
Local	3,084	3,499	4,207	4,592
Total per pupil revenues	\$ 7,959	\$ 8,434	\$ 12,407	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 5,239	\$ 5,459	\$ 5,992	\$ 5,585
Grants	1,267	1,210	1,703	1,241
Donations and tax credits	63	68	147	90

Select revenues from less common sources

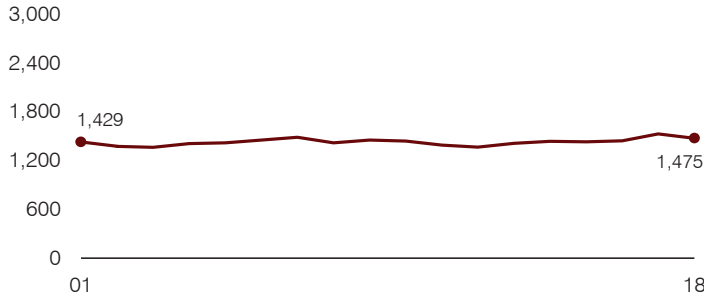
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 31
Small school adjustment	0	0	0 of 31
Federal impact aid	171	133	16 of 31
Voter-approved levy increases	0	0	21 of 31

Instructional spending percentage

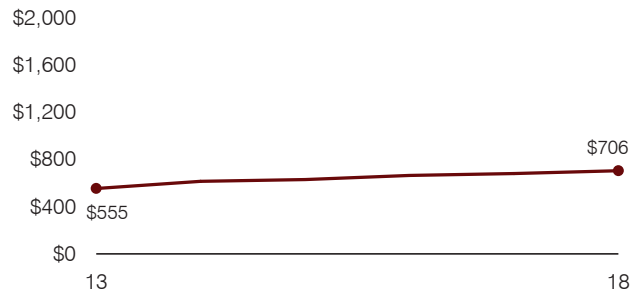
Year:	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Percentage:	55.2	56.2	53.8	56.3	55.4	54.2	55.4	55.2	55.7	52.6	53.4	53.5	55.9	57.5	55.9	56.3	56.7	56.6

TRENDS AND FINANCIAL STRESS ASSESSMENT
Fiscal years as indicated

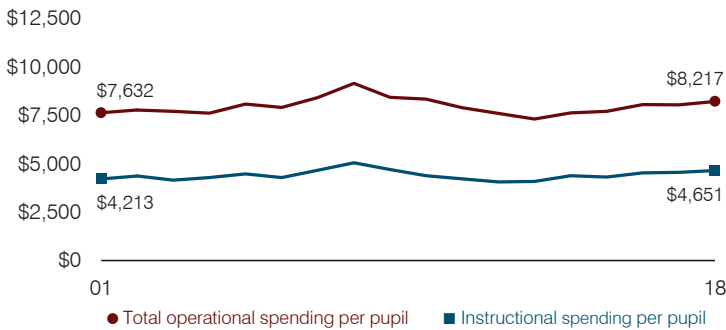
Students attending



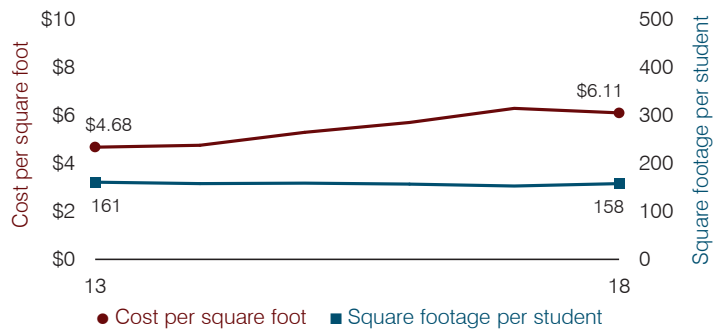
Administrative cost per pupil



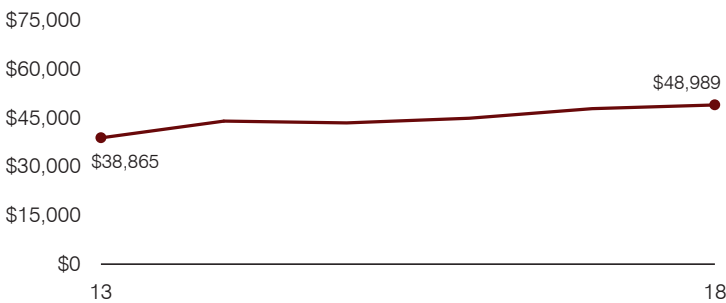
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



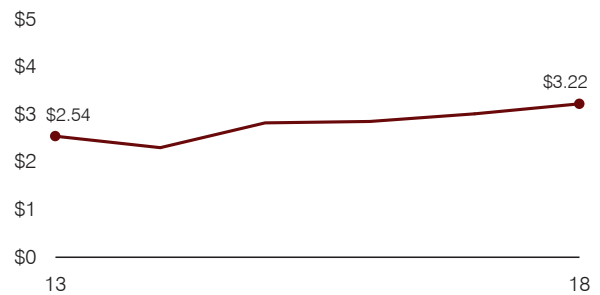
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



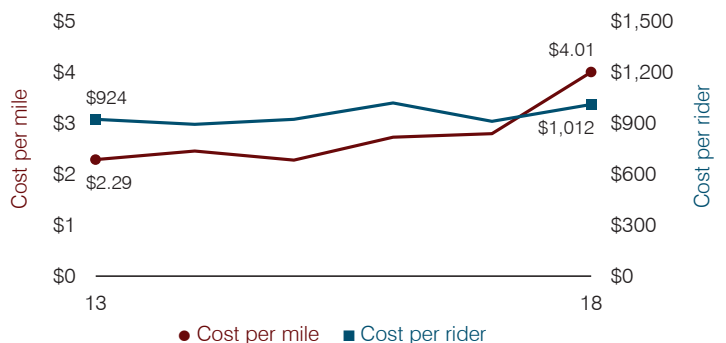
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	3.6%, Decreasing
Years of capital reserve held	Impact Aid Fund reserve
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Cañon Elementary School District

Yavapai County

District size, location:

Very small, Rural

Efficiency peer groups 11 and T-11, Achievement peer group 19¹

Students attending:

129

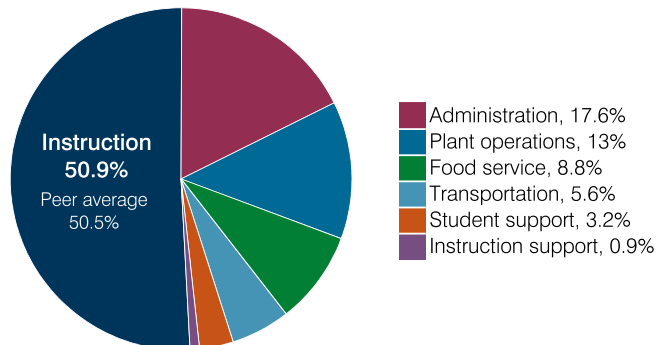
Legislative district(s): 1

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,150	\$3,064	\$860
	Students per administrative position	33	33	66
Plant operations	Cost per square foot	\$5.36	\$7.31	\$6.34
	Square footage per student	297	371	156
Food service	Cost per meal	\$5.50	\$5.79	\$3.02
Transportation	Cost per mile	\$2.32	\$1.94	\$4.05
	Cost per rider	\$801	\$1,614	\$1,301

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 6,424	\$ 6,202	\$ 8,493	\$ 4,480
Administration	1,965	2,150	3,064	860
Plant operations	1,554	1,590	2,439	988
Food service	876	1,068	932	425
Transportation	575	683	973	388
Student support	515	386	656	693
Instruction support	131	106	400	462
Total operational	12,040	12,185	16,957	8,296
Land and buildings	350	203	965	827
Equipment	1,359	611	562	409
Interest	0	0	25	228
Other	0	0	88	169
Total nonoperational	1,709	814	1,640	1,633
Total per pupil spending	\$ 13,749	\$ 12,999	\$ 18,597	\$ 9,929

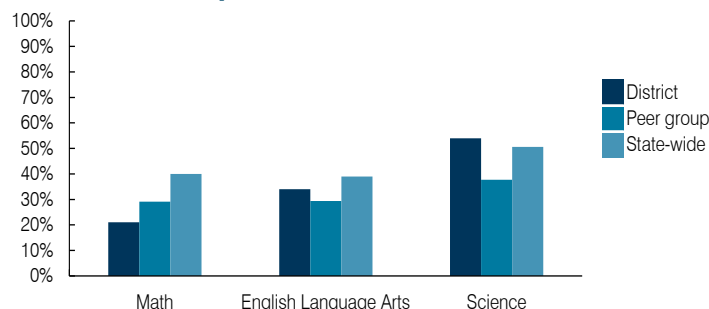
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	93%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	32%	32%	19%
Special education population	16%	14%	12%
Students per teacher	11.7	15.6	18.4
Average teacher salary	\$44,660	\$49,189	\$48,951
Amount from Prop 301	\$4,803	\$4,810	\$6,411
Average years of teacher experience	16.2	11.6	11.4
Percentage of teachers in first 3 years	0%	11%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 2,423	\$ 2,709	\$ 3,021	\$ 1,317
State	5,087	5,643	4,788	4,011
Local	6,040	6,780	12,812	4,592
Total per pupil revenues	\$ 13,550	\$ 15,132	\$ 20,621	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 7,939	\$ 7,994	\$ 8,282
Grants	2,498	2,765	3,020
Donations and tax credits	163	84	125

Select revenues from less common sources

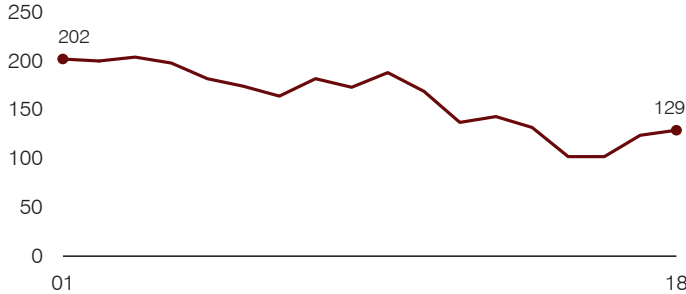
Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	647	620	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

Instructional spending percentage

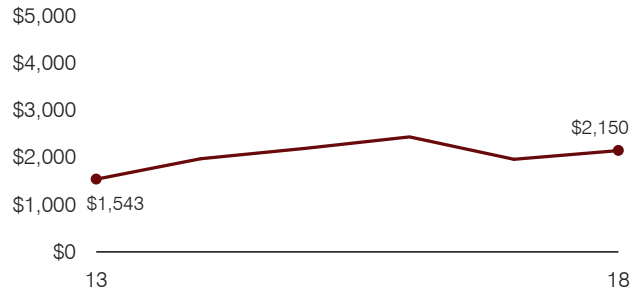
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 47.9 48.8 48.5 49.5 48.1 50.5 51.3 47.4 51.7 50.1 53.3 47.1 52.0 51.8 51.8 51.2 53.4 50.9

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

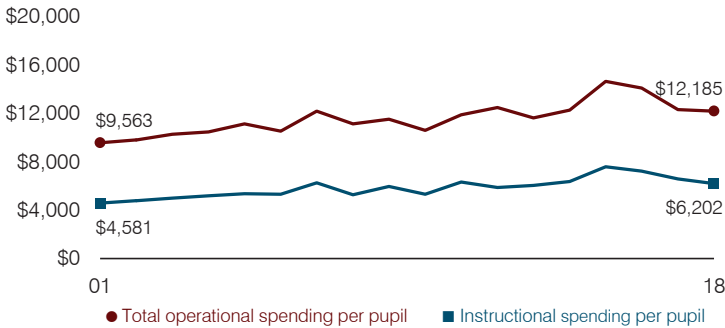
Students attending



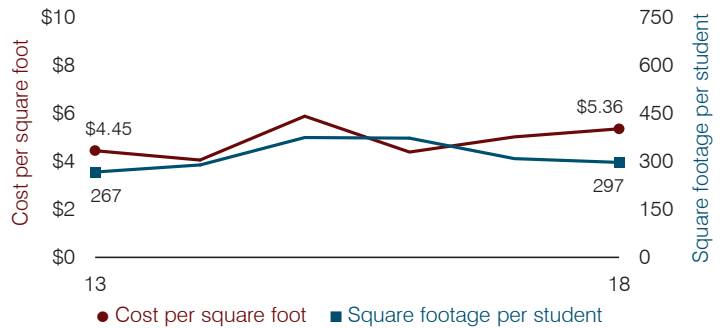
Administrative cost per pupil



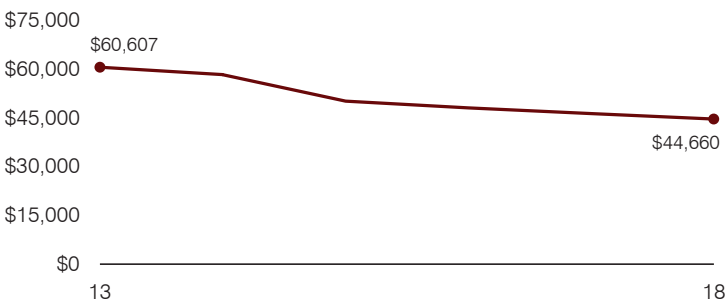
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



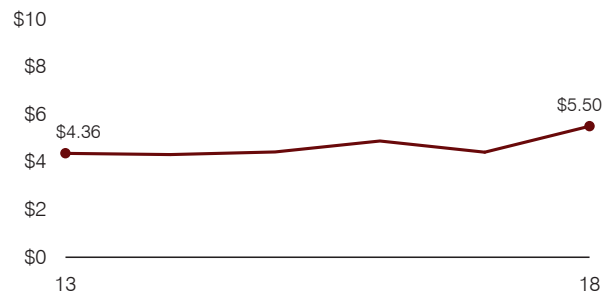
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



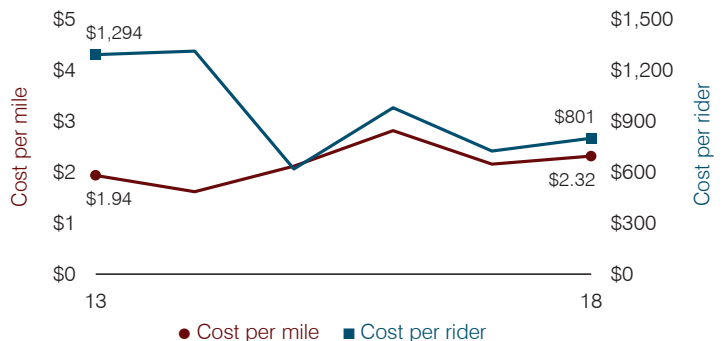
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	10.1%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Cartwright Elementary School District

Maricopa County

Efficiency peer groups 7 and T-1, Achievement peer group 15¹

Legislative district(s): 19 and 29

District size, location:

Large, City

Students attending:

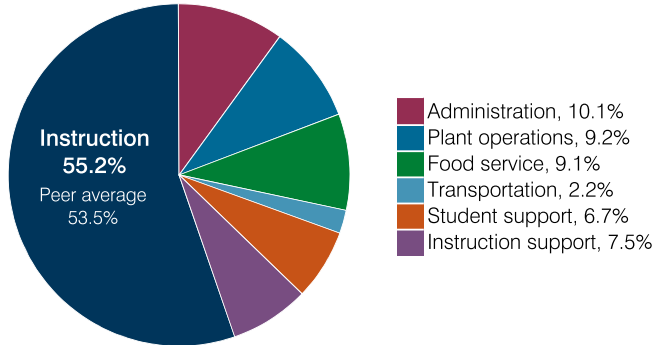
16,434

Number of schools:

21

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$846	\$796	\$860
	Students per administrative position	79	76	66
Plant operations	Cost per square foot	\$5.86	\$6.16	\$6.34
	Square footage per student	130	133	156
Food service	Cost per meal	\$3.05	\$2.99	\$3.02
Transportation	Cost per mile	\$7.94	\$7.19	\$4.05
	Cost per rider	\$1,129	\$1,106	\$1,301

Very low
Low
Comparable
High
Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,391	\$ 4,603	\$ 4,238	\$ 4,480
Administration	792	846	796	860
Plant operations	774	764	815	988
Food service	679	758	580	425
Transportation	173	185	298	388
Student support	525	562	646	693
Instruction support	523	625	486	462
Total operational	7,857	8,343	7,859	8,296
Land and buildings	140	136	517	827
Equipment	243	358	393	409
Interest	72	75	189	228
Other	6	6	188	169
Total nonoperational	461	575	1,287	1,633
Total per pupil spending	\$ 8,318	\$ 8,918	\$ 9,146	\$ 9,929

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

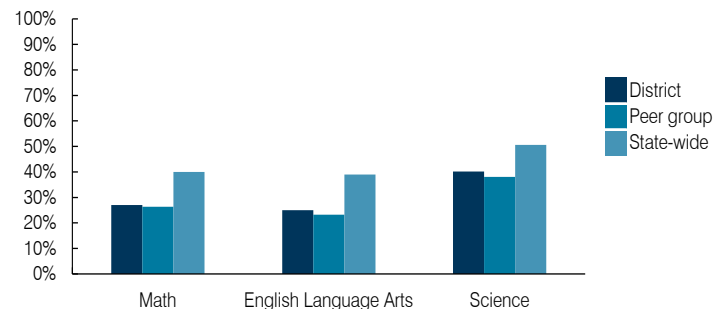
STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools ²	Percentage of schools
A	1	5%
B	3	15%
C	11	55%
D	5	25%
F	0	0%

² Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	35%	36%	19%
Special education population	10%	10%	12%
Students per teacher	20.1	18.3	18.4
Average teacher salary	\$57,820	\$53,697	\$48,951
Amount from Prop 301	\$5,132	\$5,105	\$6,411
Average years of teacher experience	10.0	9.8	11.4
Percentage of teachers in first 3 years	27%	30%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,745	\$ 1,935	\$ 1,588	\$ 1,317
State	4,803	4,955	4,344	4,011
Local	1,890	2,011	3,644	4,592
Total per pupil revenues	\$ 8,438	\$ 8,901	\$ 9,576	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 5,000	\$ 4,969	\$ 5,167	\$ 5,585
Grants	1,778	2,099	1,650	1,241
Donations and tax credits	19	29	46	90

Select revenues from less common sources

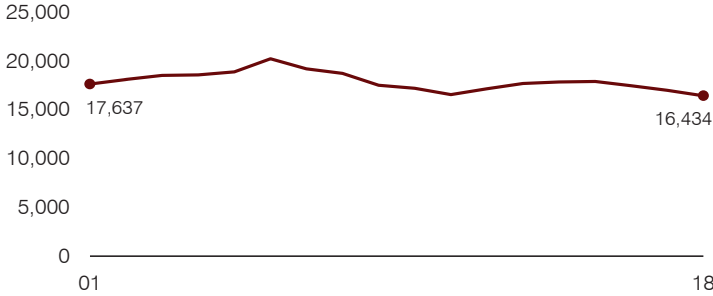
			Number of peers receiving
Desegregation	\$ 272	\$ 282	4 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	0	0	2 of 10
Voter-approved levy increases	855	898	10 of 10

Instructional spending percentage

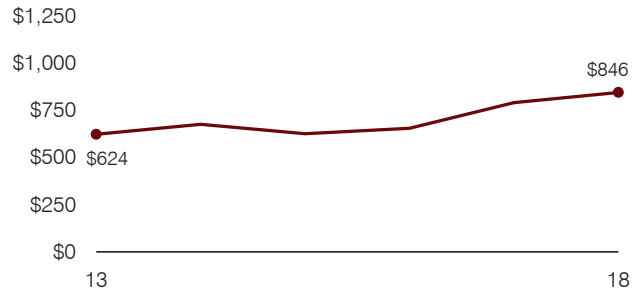
Year:	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Percentage:	66.4	63.3	62.0	60.7	61.6	61.3	62.2	61.6	61.1	60.0	58.9	56.8	56.5	56.8	56.2	57.3	55.9	55.2

TRENDS AND FINANCIAL STRESS ASSESSMENT
Fiscal years as indicated

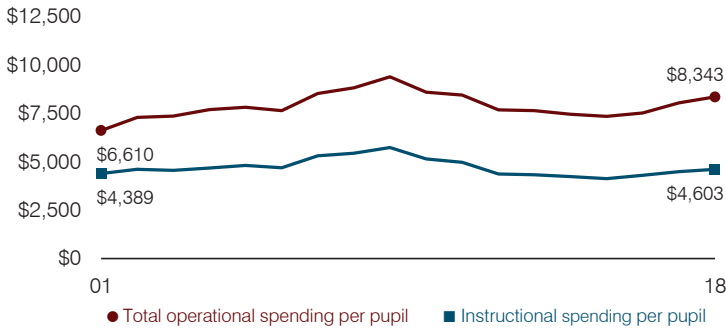
Students attending



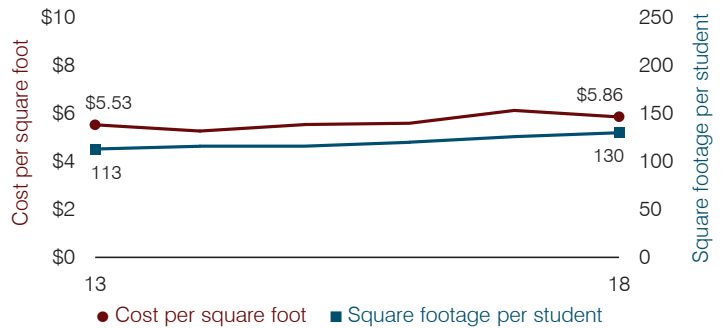
Administrative cost per pupil



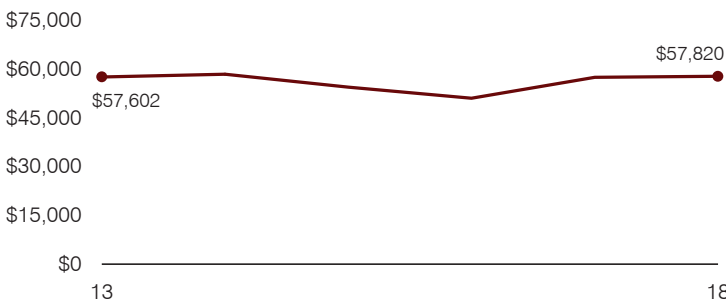
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



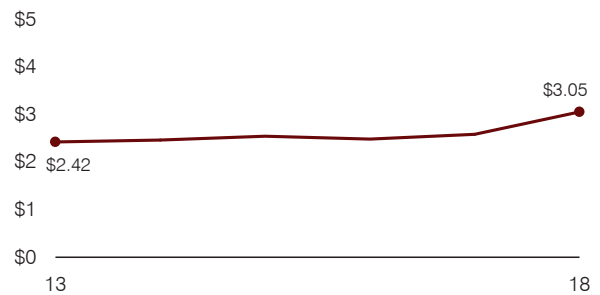
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



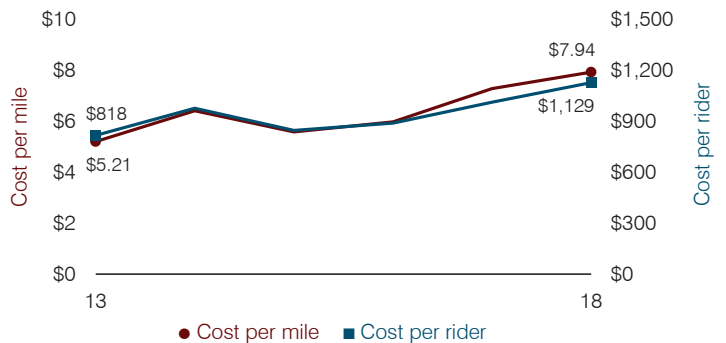
Financial stress assessment

Overall financial stress level: Low

Measure: 2016 through 2018	Assessment
Change in number of district students	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	7.8%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant

Low
Moderate
High

Transportation costs per mile and per rider



Casa Grande Elementary School District

Pinal County

Efficiency peer groups 8 and T-4, Achievement peer group 13¹

Legislative district(s): 8 and 11

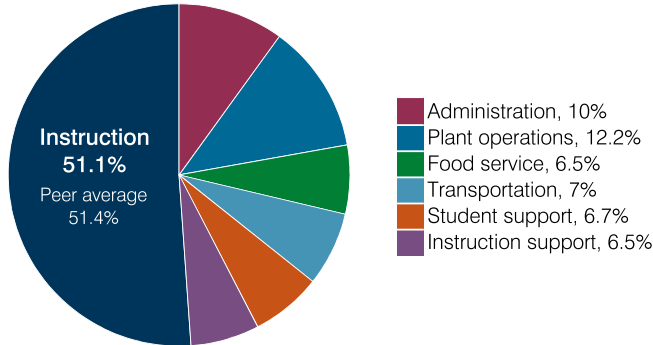
District size, location: Medium-large, Suburb

Students attending: 6,525

Number of schools: 12

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$825	\$1,025	\$860
	Students per administrative position	68	67	66
Plant operations	Cost per square foot	\$7.33	\$6.61	\$6.34
	Square footage per student	137	143	156
Food service	Cost per meal	\$3.01	\$2.92	\$3.02
Transportation	Cost per mile	\$3.59	\$3.72	\$4.05
	Cost per rider	\$1,332	\$1,330	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,625	\$ 4,214	\$ 4,392	\$ 4,480
Administration	746	825	1,025	860
Plant operations	921	1,007	971	988
Food service	513	533	659	425
Transportation	525	574	331	388
Student support	479	556	631	693
Instruction support	510	542	546	462
Total operational	7,319	8,251	8,555	8,296
Land and buildings	238	2,937	1,140	827
Equipment	242	444	697	409
Interest	28	203	327	228
Other	60	66	172	169
Total nonoperational	568	3,650	2,336	1,633
Total per pupil spending	\$ 7,887	\$ 11,901	\$ 10,891	\$ 9,929

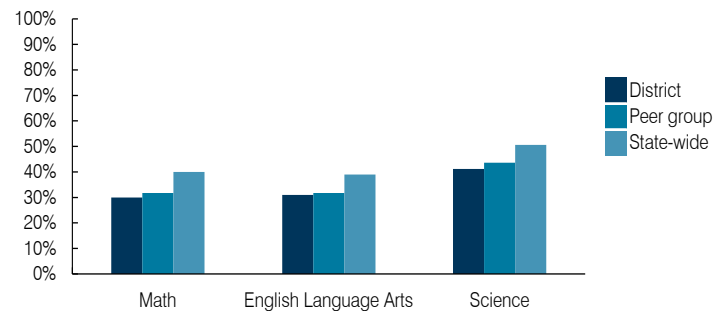
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	2	17%
C	5	42%
D	4	33%
F	1	8%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	18%	20%	19%
Special education population	13%	13%	12%
Students per teacher	19.9	19.4	18.4
Average teacher salary	\$45,816	\$45,518	\$48,951
Amount from Prop 301	\$7,950	\$5,403	\$6,411
Average years of teacher experience	9.9	7.7	11.4
Percentage of teachers in first 3 years	25%	35%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,234	\$ 833	\$ 1,723	\$ 1,317
State	4,449	4,841	3,921	4,011
Local	2,656	2,784	4,869	4,592
Total per pupil revenues	\$ 8,339	\$ 8,458	\$ 10,513	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,434	\$ 5,608	\$ 5,175
Grants	1,266	1,031	1,843
Donations and tax credits	22	23	54

Select revenues from less common sources

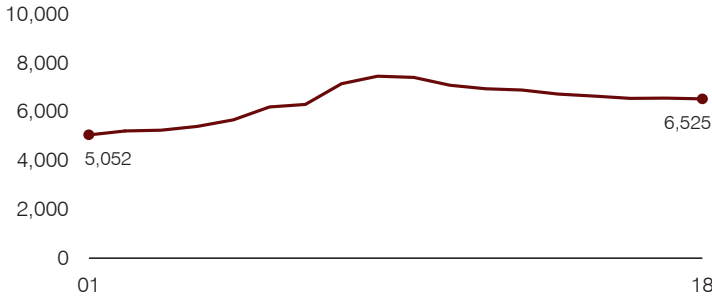
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	4 of 19
Small school adjustment	0	0	0 of 19
Federal impact aid	0	0	0 of 19
Voter-approved levy increases	865	910	19 of 19

Instructional spending percentage

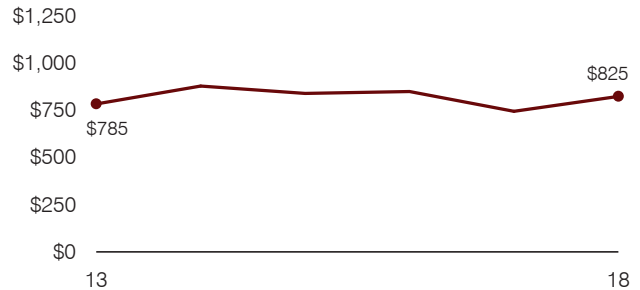
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 56.9 56.8 56.4 56.0 54.5 55.2 54.0 52.8 54.4 52.4 51.8 49.8 49.4 49.1 50.1 49.6 49.5 51.1

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

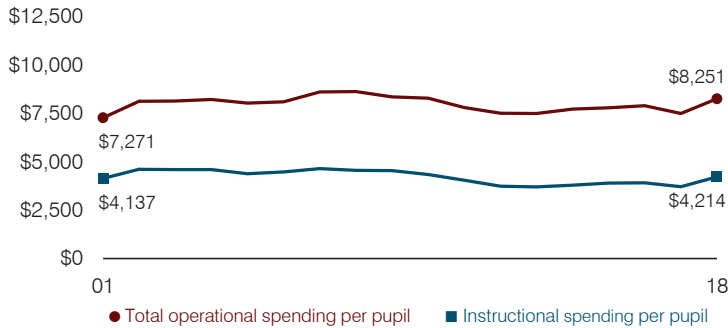
Students attending



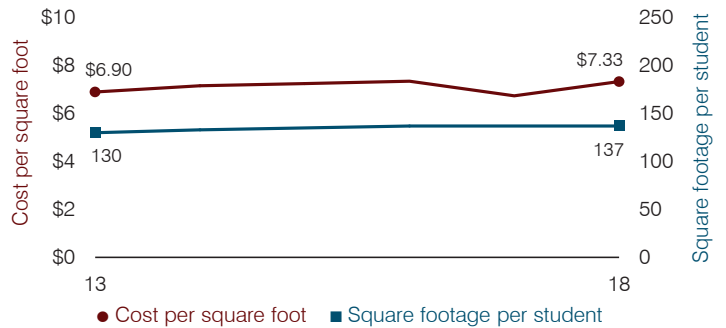
Administrative cost per pupil



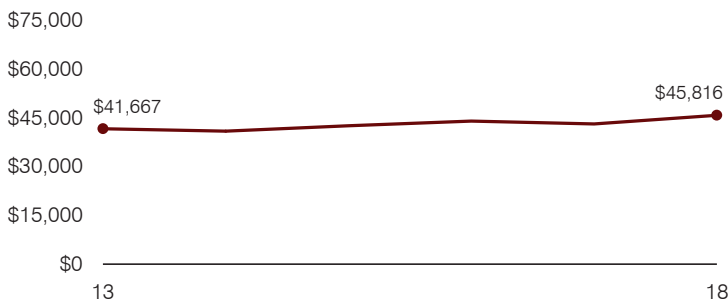
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



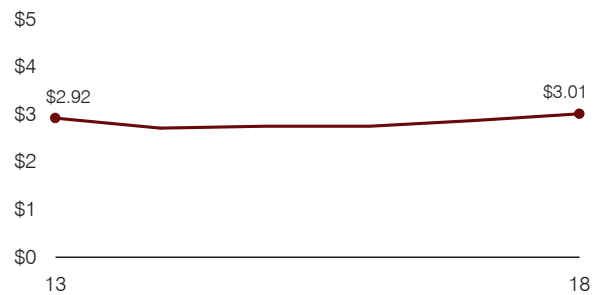
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



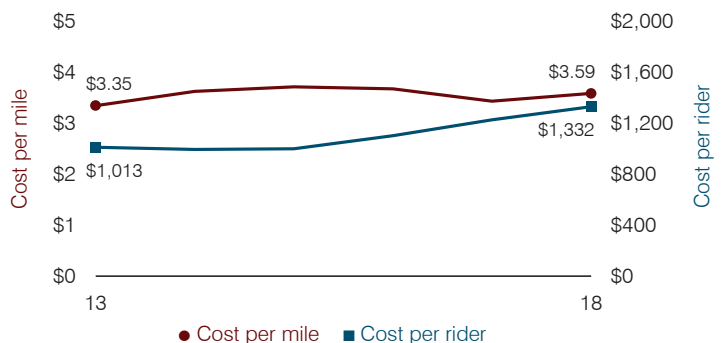
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	5.4%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low **Moderate** **High**

Transportation costs per mile and per rider



Casa Grande Union High School District

Pinal County

Efficiency peer groups 3 and T-5, Achievement peer group 8¹

Legislative district(s): 4, 8, and 11

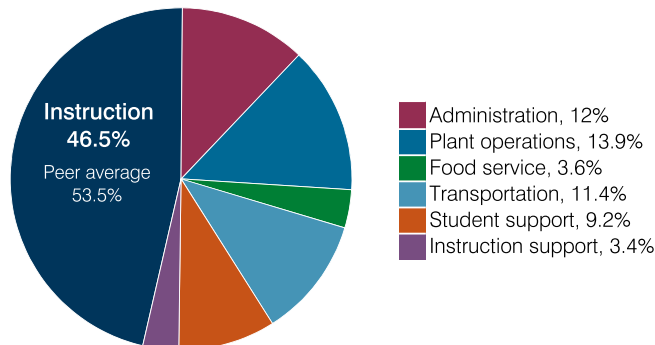
District size, location: Medium-large, Suburb

Students attending: 3,567

Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,006	\$846	\$860
	Students per administrative position	63	69	66
Plant operations	Cost per square foot	\$6.91	\$6.02	\$6.34
	Square footage per student	169	155	156
Food service	Cost per meal	\$3.31	\$3.20	\$3.02
Transportation	Cost per mile	\$3.69	\$3.90	\$4.05
	Cost per rider	\$2,735	\$1,931	\$1,301

Very low
Low
Comparable
High
Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,064	\$ 3,900	\$ 4,106	\$ 4,480
Administration	995	1,006	846	860
Plant operations	1,177	1,169	963	988
Food service	311	304	325	425
Transportation	852	952	438	388
Student support	775	772	672	693
Instruction support	409	285	336	462
Total operational	8,583	8,388	7,686	8,296
Land and buildings	311	209	1,416	827
Equipment	302	330	473	409
Interest	483	255	268	228
Other	0	123	165	169
Total nonoperational	1,096	917	2,322	1,633
Total per pupil spending	\$ 9,679	\$ 9,305	\$ 10,008	\$ 9,929

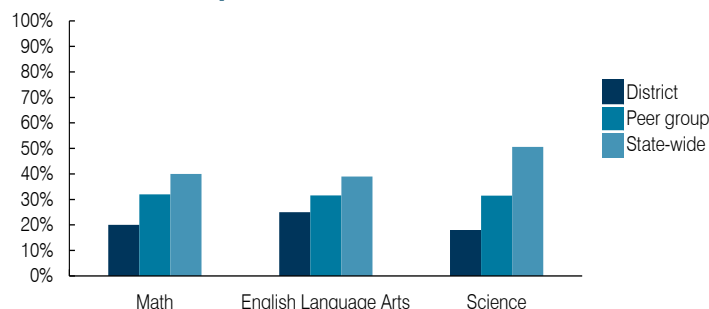
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	2	100%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	81%	88%	78%
Poverty rate (2017)	17%	14%	19%
Special education population	14%	11%	12%
Students per teacher	23.9	22.2	18.4
Average teacher salary	\$56,686	\$52,191	\$48,951
Amount from Prop 301	\$11,169	\$8,523	\$6,411
Average years of teacher experience	12.1	10.6	11.4
Percentage of teachers in first 3 years	9%	21%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,049	\$ 918	\$ 730	\$ 1,317
State	4,185	4,243	3,583	4,011
Local	5,055	5,294	5,234	4,592
Total per pupil revenues	\$ 10,289	\$ 10,455	\$ 9,547	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 6,169	\$ 6,287	\$ 5,507	\$ 5,585
Grants	1,364	1,119	864	1,241
Donations and tax credits	14	9	184	90

Select revenues from less common sources

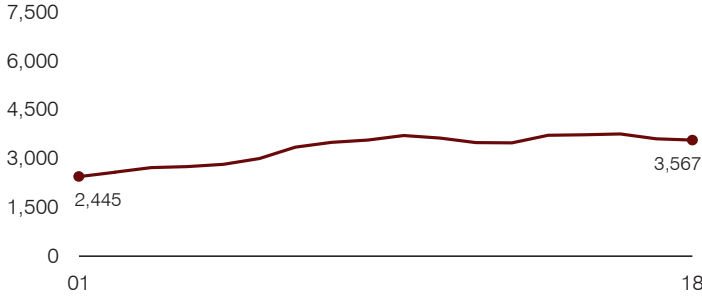
			Number of peers receiving
Desegregation	\$ 0	\$ 0	1 of 15
Small school adjustment	0	0	0 of 15
Federal impact aid	22	23	3 of 15
Voter-approved levy increases	1,374	1,416	15 of 15

Instructional spending percentage

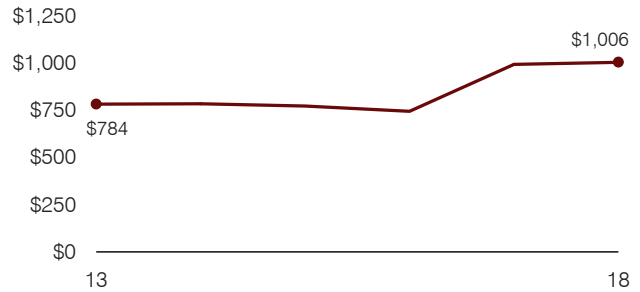
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 54.4 56.2 55.8 55.1 53.3 54.0 53.5 56.4 53.3 48.1 45.2 47.2 48.9 46.0 49.5 47.5 47.4 46.5

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

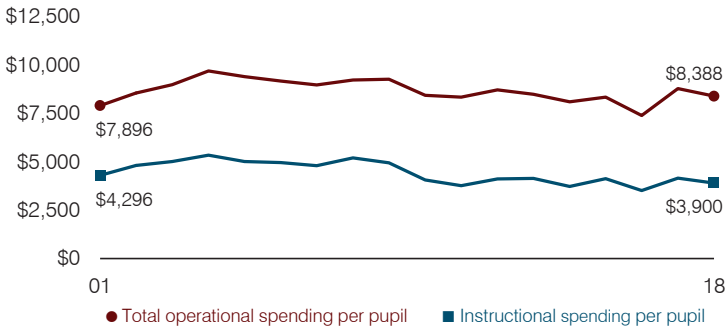
Students attending



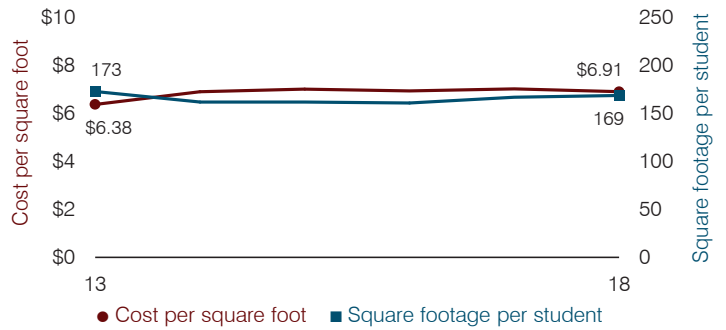
Administrative cost per pupil



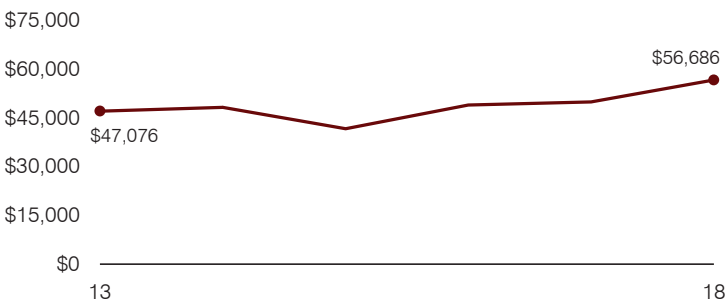
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



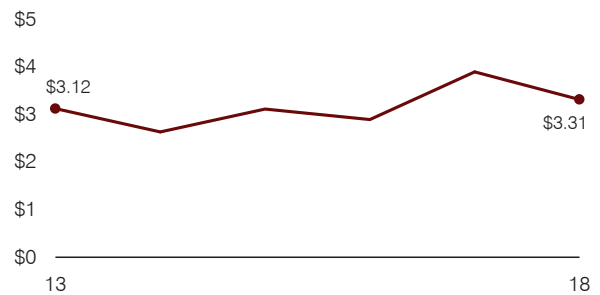
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



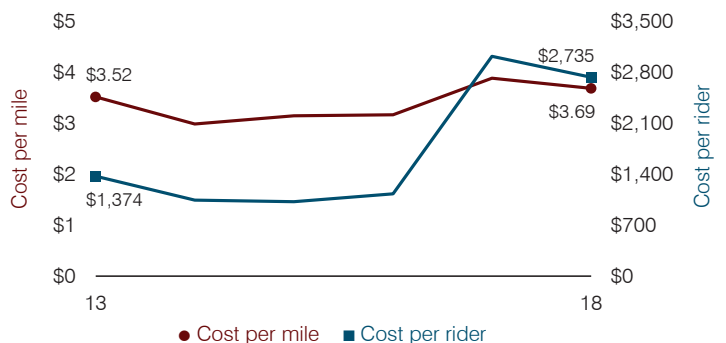
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	15.9%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant

Low **Moderate** **High**

Transportation costs per mile and per rider



Catalina Foothills Unified School District

Pima County

Efficiency peer groups 3 and T-2, Achievement peer group 1¹

Legislative district(s): 9

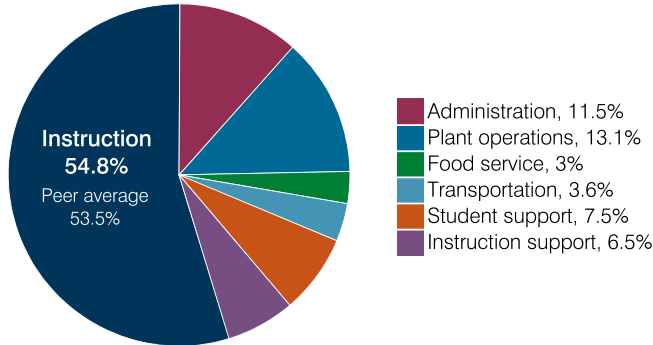
District size, location: Medium-large, Suburb

Students attending: 5,098

Number of schools: 7

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$798	\$846	\$860
	Students per administrative position	65	69	66
Plant operations	Cost per square foot	\$5.59	\$6.02	\$6.34
	Square footage per student	163	155	156
Food service	Cost per meal	\$3.21	\$3.20	\$3.02
Transportation	Cost per mile	\$3.57	\$5.91	\$4.05
	Cost per rider	\$461	\$1,232	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,845	\$ 3,788	\$ 4,106	\$ 4,480
Administration	919	798	846	860
Plant operations	915	908	963	988
Food service	203	208	325	425
Transportation	251	245	438	388
Student support	506	517	672	693
Instruction support	500	451	336	462
Total operational	7,139	6,915	7,686	8,296
Land and buildings	867	974	1,416	827
Equipment	707	572	473	409
Interest	253	234	268	228
Other	758	819	165	169
Total nonoperational	2,585	2,599	2,322	1,633
Total per pupil spending	\$ 9,724	\$ 9,514	\$ 10,008	\$ 9,929

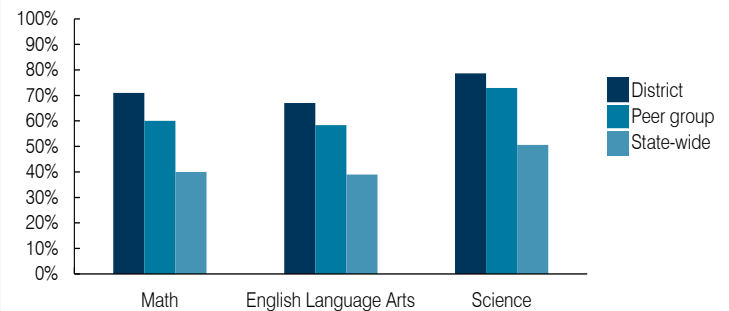
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	5	71%
B	2	29%
C	0	0%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2017)	96%	94%	78%
Poverty rate (2017)	6%	6%	19%
Special education population	8%	11%	12%
Students per teacher	16.7	17.8	18.4
Average teacher salary	\$40,898	\$43,920	\$48,951
Amount from Prop 301	\$5,688	\$5,990	\$6,411
Average years of teacher experience	11.3	11.3	11.4
Percentage of teachers in first 3 years	19%	19%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 356	\$ 353	\$ 730	\$ 1,317
State	2,167	2,585	3,583	4,011
Local	7,596	7,197	5,234	4,592
Total per pupil revenues	\$ 10,119	\$ 10,135	\$ 9,547	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 4,931	\$ 4,978	\$ 5,507
Grants	344	607	864
Donations and tax credits	260	278	184

Select revenues from less common sources

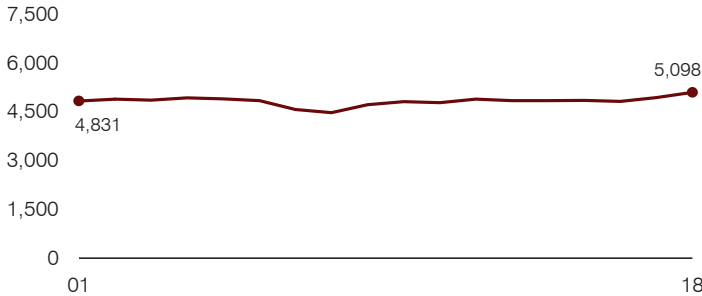
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	1 of 15
Small school adjustment	0	0	0 of 15
Federal impact aid	0	0	3 of 15
Voter-approved levy increases	1,845	1,824	15 of 15

Instructional spending percentage

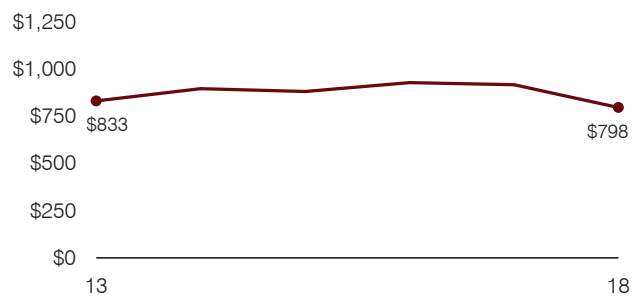
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 58.7 61.2 61.4 60.5 58.4 58.1 57.9 55.0 55.0 54.3 53.1 52.6 52.2 52.8 54.4 53.5 53.9 54.8

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

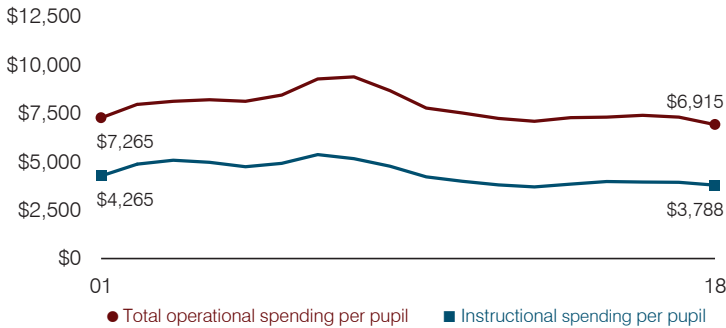
Students attending



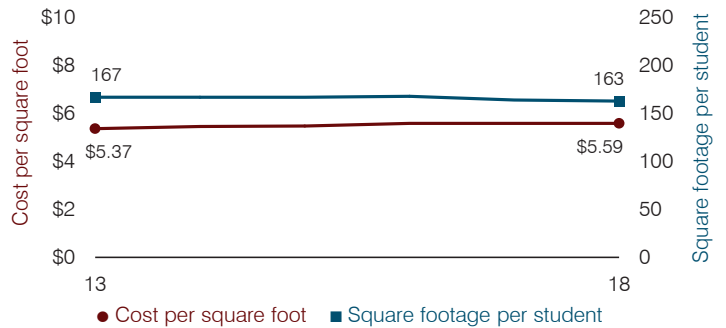
Administrative cost per pupil



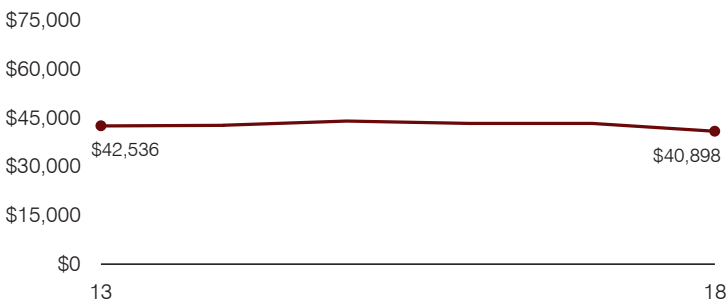
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



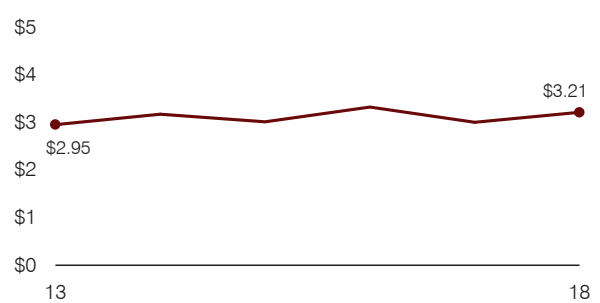
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



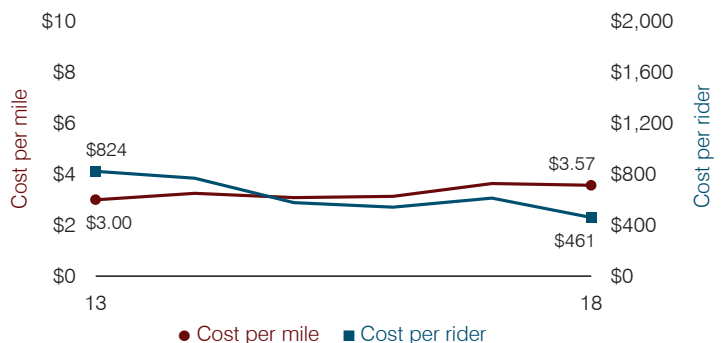
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	2.9%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low **Moderate** **High**

Transportation costs per mile and per rider



Cave Creek Unified School District

Maricopa County

Efficiency peer groups 3 and T-4, Achievement peer group 1¹

Legislative district(s): 1, 15, and 23

District size, location:

Medium-large, City

Students attending:

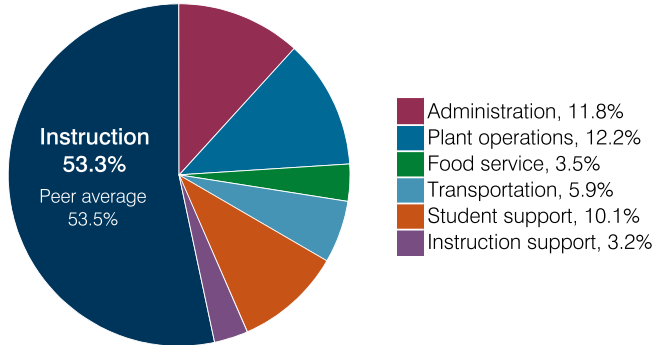
5,263

Number of schools:

7

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$859	\$846	\$860
	Students per administrative position	61	69	66
Plant operations	Cost per square foot	\$4.94	\$6.02	\$6.34
	Square footage per student	179	155	156
Food service	Cost per meal	\$2.82	\$3.20	\$3.02
Transportation	Cost per mile	\$2.86	\$3.72	\$4.05
	Cost per rider	\$1,285	\$1,330	\$1,301

Legend: Very low (green), Low (blue), Comparable (yellow), High (orange), Very high (red)

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,923	\$ 3,880	\$ 4,106	\$ 4,480
Administration	841	859	846	860
Plant operations	847	886	963	988
Food service	261	259	325	425
Transportation	472	426	438	388
Student support	718	735	672	693
Instruction support	242	235	336	462
Total operational	7,304	7,280	7,686	8,296
Land and buildings	2,970	392	1,416	827
Equipment	421	387	473	409
Interest	301	301	268	228
Other	356	399	165	169
Total nonoperational	4,048	1,479	2,322	1,633
Total per pupil spending	\$ 11,352	\$ 8,759	\$ 10,008	\$ 9,929

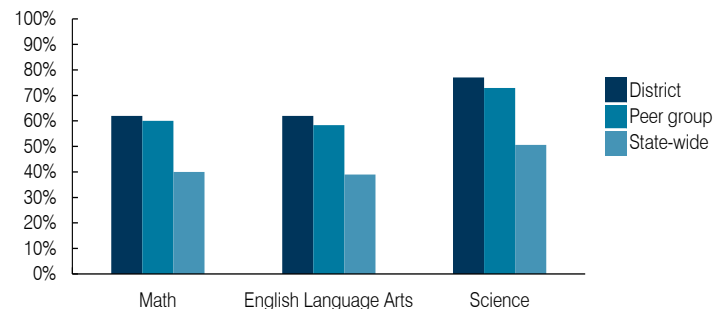
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	5	71%
B	2	29%
C	0	0%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2017)	95%	94%	78%
Poverty rate (2017)	7%	6%	19%
Special education population	12%	11%	12%
Students per teacher	19.8	17.8	18.4
Average teacher salary	\$43,745	\$43,920	\$48,951
Amount from Prop 301	\$6,690	\$5,990	\$6,411
Average years of teacher experience	12.8	11.3	11.4
Percentage of teachers in first 3 years	20%	19%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 362	\$ 397	\$ 730	\$ 1,317
State	2,001	2,017	3,583	4,011
Local	6,778	6,279	5,234	4,592
Total per pupil revenues	\$ 9,141	\$ 8,693	\$ 9,547	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,899	\$ 5,754	\$ 5,507
Grants	435	477	864
Donations and tax credits	232	260	184

Select revenues from less common sources

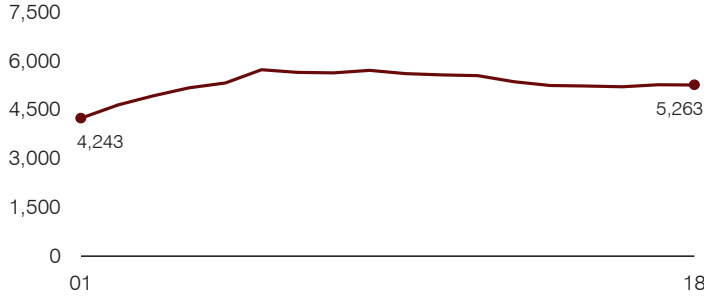
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	1 of 15
Small school adjustment	0	0	0 of 15
Federal impact aid	0	0	3 of 15
Voter-approved levy increases	756	573	15 of 15

Instructional spending percentage

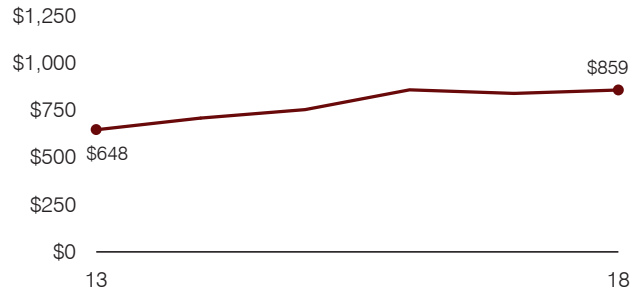
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 54.8 56.0 58.3 57.2 59.7 59.6 55.5 56.7 55.6 54.4 54.9 53.2 53.9 53.0 53.3 52.8 53.7 53.3

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

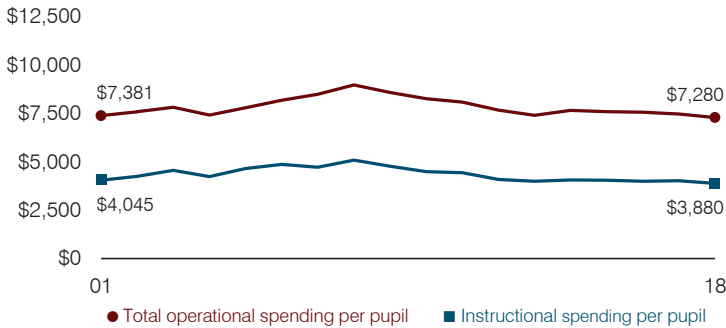
Students attending



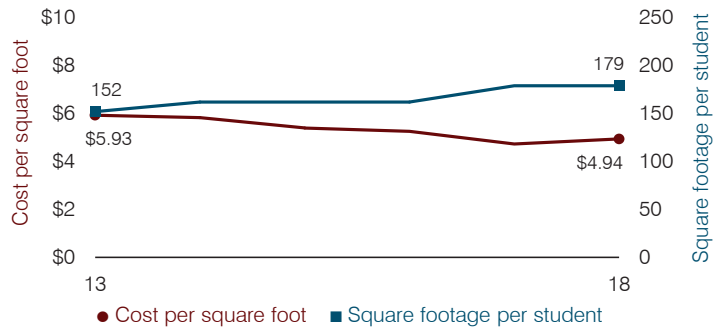
Administrative cost per pupil



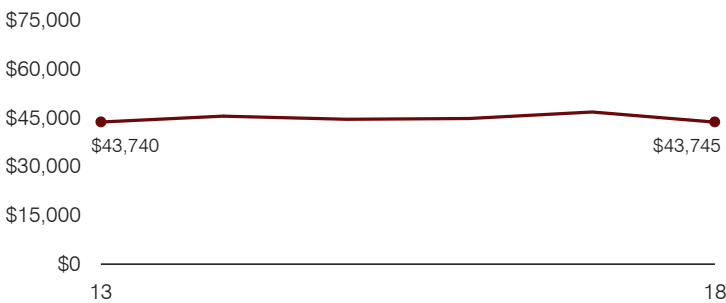
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



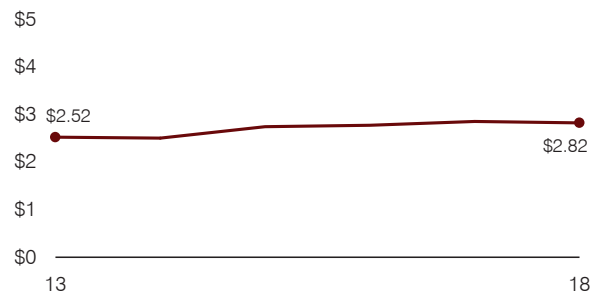
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



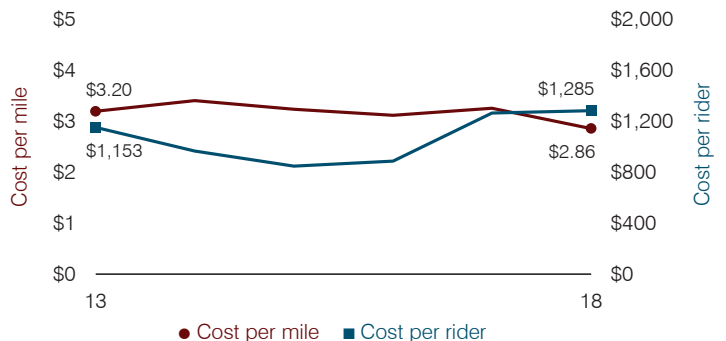
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	3.4%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Cedar Unified School District

Navajo County

Efficiency peer groups 11 and T-11, Achievement peer group 20¹

Legislative district(s): 7

District size, location:

Very small, Rural

Students attending:

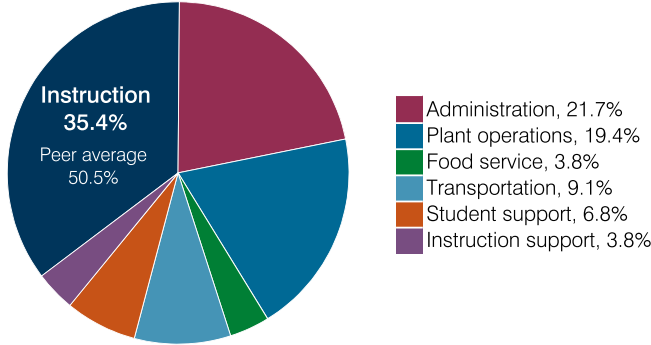
118

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$5,465	\$3,064	\$860
	Students per administrative position	18	33	66
Plant operations	Cost per square foot	\$3.83	\$7.31	\$6.34
	Square footage per student	1,274	371	156
Food service	Cost per meal	\$3.39	\$5.79	\$3.02
Transportation	Cost per mile	\$3.41	\$1.94	\$4.05
	Cost per rider	\$2,021	\$1,614	\$1,301

Per pupil spending

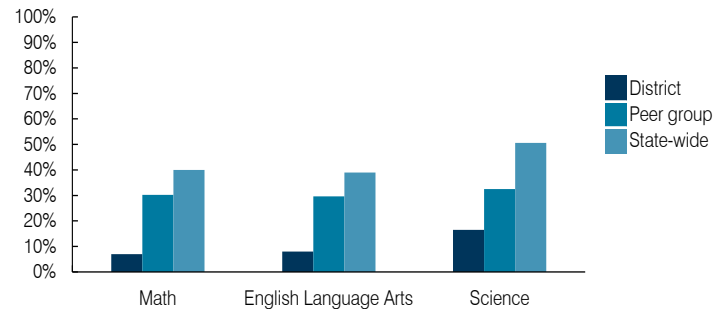
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 11,317	\$ 8,924	\$ 8,493	\$ 4,480
Administration	6,285	5,465	3,064	860
Plant operations	6,134	4,877	2,439	988
Food service	980	948	932	425
Transportation	2,244	2,302	973	388
Student support	1,359	1,727	656	693
Instruction support	927	969	400	462
Total operational	29,246	25,212	16,957	8,296
Land and buildings	486	281	965	827
Equipment	97	922	562	409
Interest	311	0	25	228
Other	0	0	88	169
Total nonoperational	894	1,203	1,640	1,633
Total per pupil spending	\$ 30,140	\$ 26,415	\$ 18,597	\$ 9,929

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	0	0%
D	1	100%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	91%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	38%	39%	19%
Special education population	18%	17%	12%
Students per teacher	10.7	12.3	18.4
Average teacher salary	\$42,382	\$46,899	\$48,951
Amount from Prop 301	\$2,000	\$4,418	\$6,411
Average years of teacher experience	17.8	13.4	11.4
Percentage of teachers in first 3 years	0%	6%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 19,274	\$ 18,077	\$ 3,021	\$ 1,317
State	8,312	8,062	4,788	4,011
Local	1,534	1,398	12,812	4,592
Total per pupil revenues	\$ 29,120	\$ 27,537	\$ 20,621	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 8,836	\$ 8,417	\$ 8,282	\$ 5,585
Grants	10,599	10,182	3,020	1,241
Donations and tax credits	8	12	125	90

Select revenues from less common sources

			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	0	0	45 of 56
Federal impact aid	8,822	8,187	5 of 56
Voter-approved levy increases	0	0	5 of 56

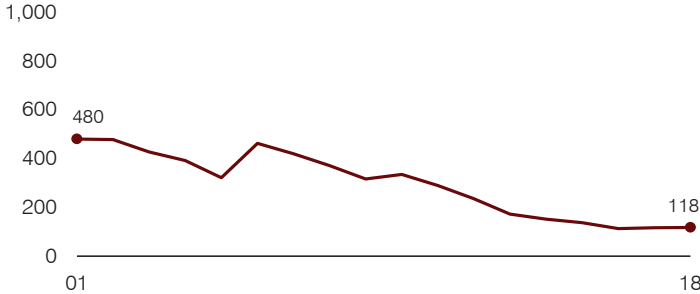
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

Instructional spending percentage

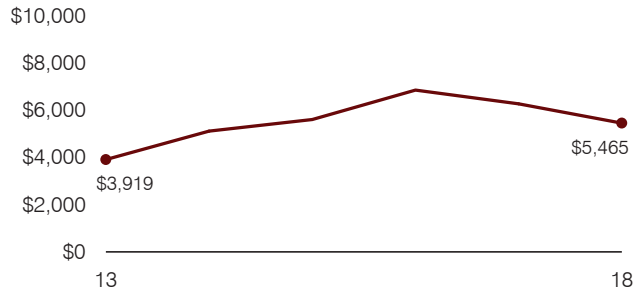
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 45.4 43.5 45.3 41.6 43.0 48.1 44.8 44.8 44.5 40.2 39.2 43.1 34.6 37.0 33.6 37.1 38.7 35.4

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

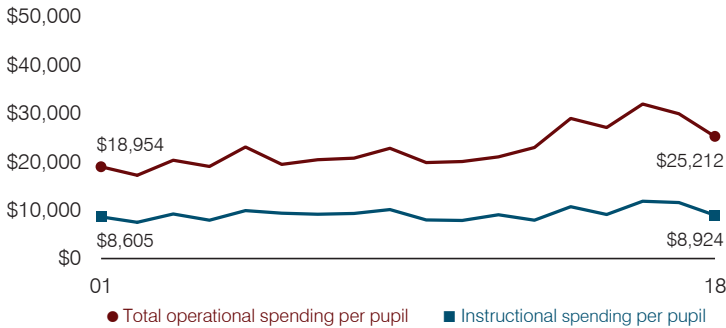
Students attending



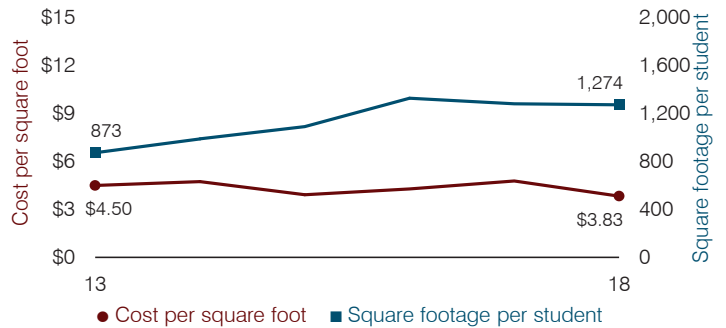
Administrative cost per pupil



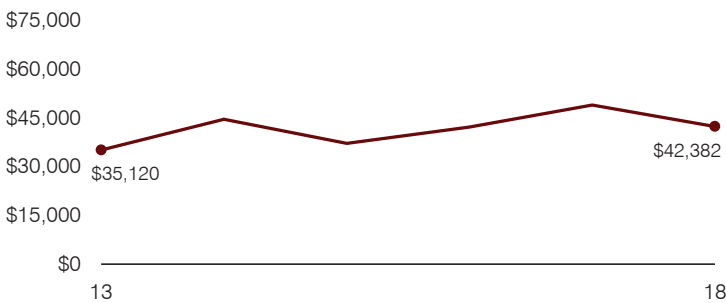
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



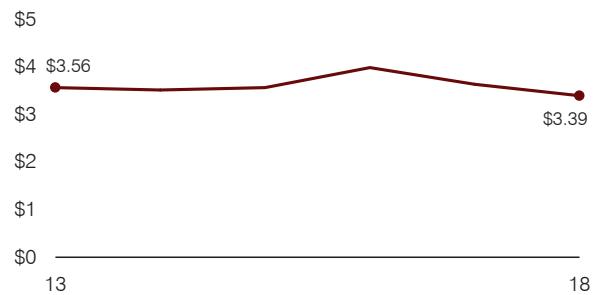
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



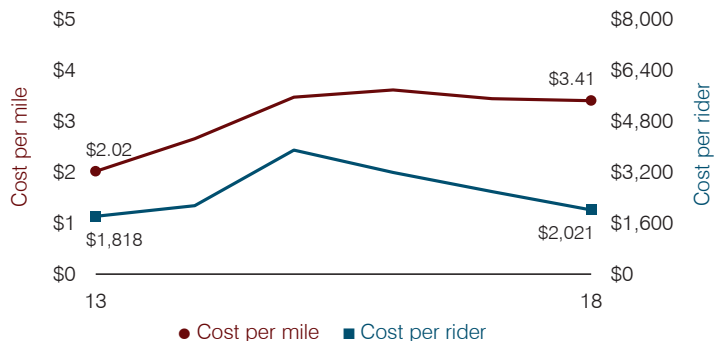
Financial stress assessment

Overall financial stress level: **High**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	56.2%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant

Low
Moderate
High

Transportation costs per mile and per rider



Chandler Unified School District

Maricopa County

Efficiency peer groups 1 and T-3, Achievement peer group 2¹

Legislative district(s): 12, 17, and 18

District size, location:

Very large, Suburb

Students attending:

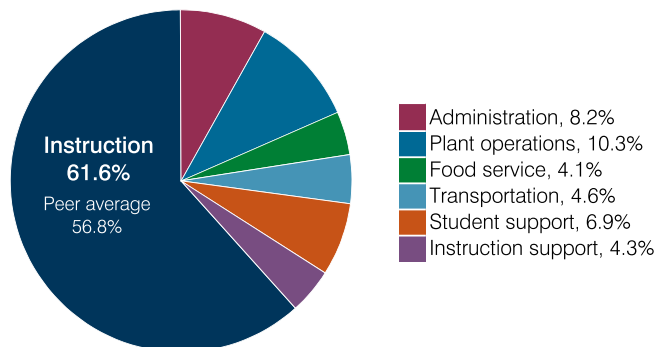
44,256

Number of schools:

43

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$613	\$712	\$860
	Students per administrative position	104	80	66
Plant operations	Cost per square foot	\$7.24	\$6.18	\$6.34
	Square footage per student	106	149	156
Food service	Cost per meal	\$3.03	\$2.87	\$3.02
Transportation	Cost per mile	\$5.12	\$4.47	\$4.05
	Cost per rider	\$1,404	\$1,248	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,402	\$ 4,606	\$ 4,531	\$ 4,480
Administration	597	613	712	860
Plant operations	765	769	916	988
Food service	323	308	331	425
Transportation	342	347	358	388
Student support	511	516	704	693
Instruction support	320	316	395	462
Total operational	7,260	7,475	7,947	8,296
Land and buildings	1,814	785	631	827
Equipment	414	295	317	409
Interest	220	236	232	228
Other	270	284	207	169
Total nonoperational	2,718	1,600	1,387	1,633
Total per pupil spending	\$ 9,978	\$ 9,075	\$ 9,334	\$ 9,929

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

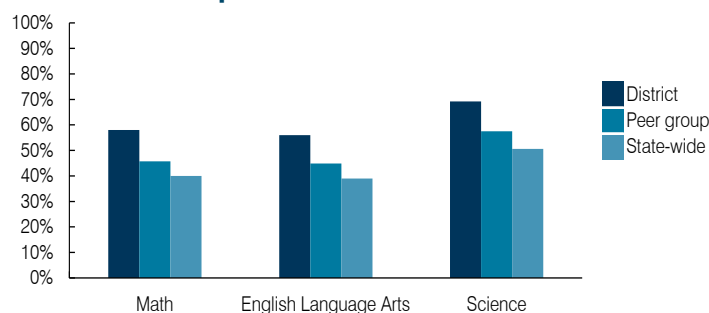
STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools ²	Percentage of schools
A	26	62%
B	12	29%
C	4	9%
D	0	0%
F	0	0%

² Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2017)	94%	90%	78%
Poverty rate (2017)	9%	12%	19%
Special education population	11%	13%	12%
Students per teacher	18.9	18.5	18.4
Average teacher salary	\$55,242	\$47,265	\$48,951
Amount from Prop 301	\$6,405	\$6,556	\$6,411
Average years of teacher experience	11.5	11.5	11.4
Percentage of teachers in first 3 years	12%	19%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 567	\$ 443	\$ 875	\$ 1,317
State	3,765	3,986	3,546	4,011
Local	4,309	4,526	5,443	4,592
Total per pupil revenues	\$ 8,641	\$ 8,955	\$ 9,864	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 5,190	\$ 5,328	\$ 5,492	\$ 5,585
Grants	571	522	937	1,241
Donations and tax credits	165	156	94	90

Select revenues from less common sources

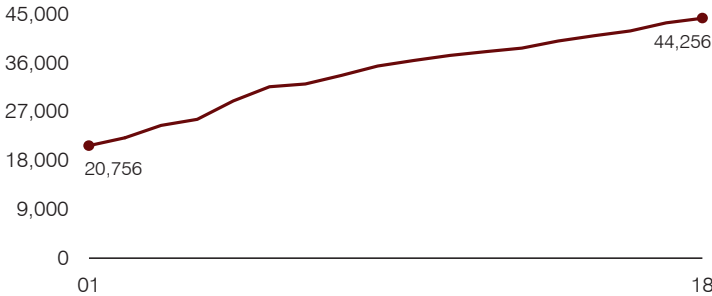
			Number of peers receiving
Desegregation	\$ 0	\$ 0	4 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	0	0	2 of 10
Voter-approved levy increases	1,319	1,389	10 of 10

Instructional spending percentage

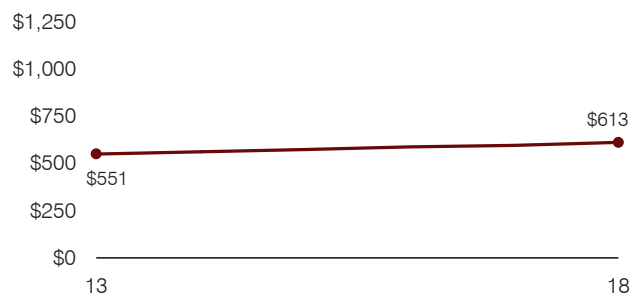
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 60.7 62.1 63.2 63.6 63.7 63.7 63.2 62.3 62.4 62.0 60.6 60.9 60.6 61.1 61.1 61.0 60.6 61.6

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

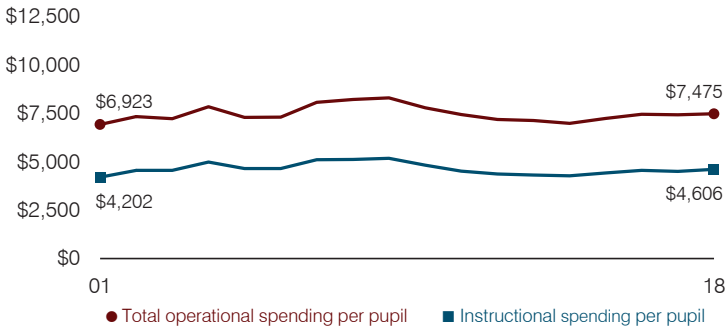
Students attending



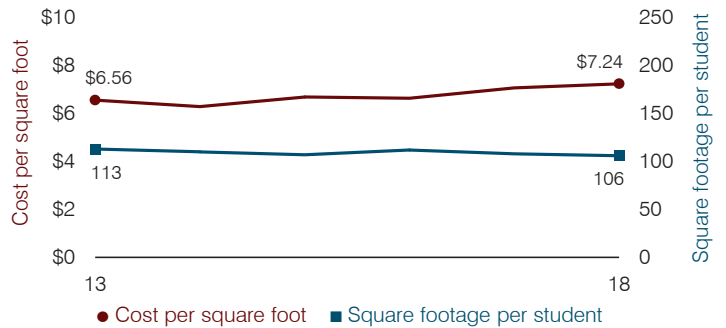
Administrative cost per pupil



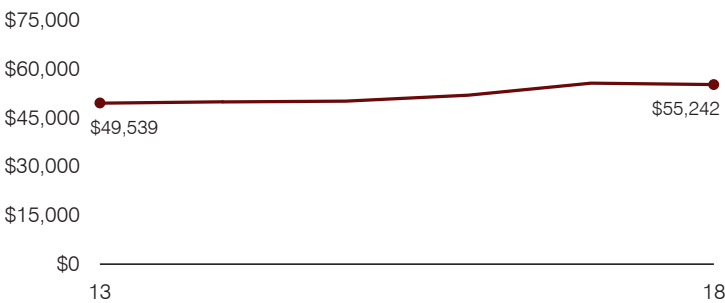
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



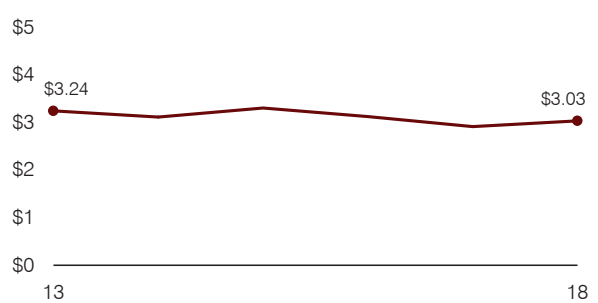
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



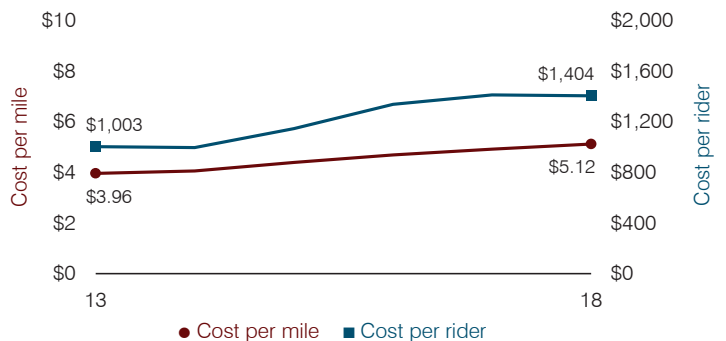
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	1.8%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low **Moderate** **High**

Transportation costs per mile and per rider



Chinle Unified School District

Apache County

Efficiency peer groups 4 and T-9, Achievement peer group 7¹

Legislative district(s): 7

District size, location: Medium-large, Town

Students attending: 3,408

Number of schools: 7

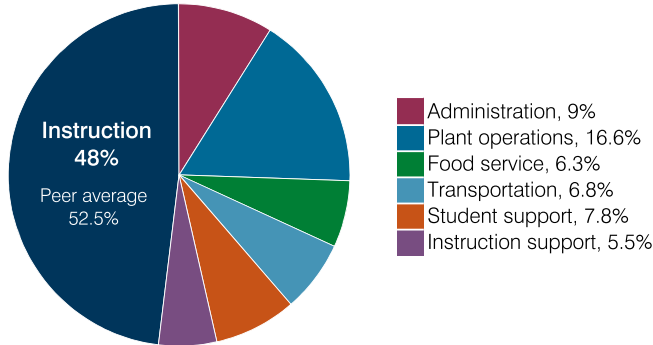
Medium-large, Town

3,408

7

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,221	\$837	\$860
	Students per administrative position	53	69	66
Plant operations	Cost per square foot	\$7.90	\$5.61	\$6.34
	Square footage per student	287	184	156
Food service	Cost per meal	\$3.40	\$3.16	\$3.02
Transportation	Cost per mile	\$2.90	\$2.62	\$4.05
	Cost per rider	\$1,234	\$1,457	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 6,629	\$ 6,523	\$ 4,194	\$ 4,480
Administration	1,255	1,221	837	860
Plant operations	2,208	2,266	1,004	988
Food service	752	858	421	425
Transportation	999	918	418	388
Student support	1,069	1,058	643	693
Instruction support	741	753	480	462
Total operational	13,653	13,597	7,997	8,296
Land and buildings	959	1,169	570	827
Equipment	1,239	672	389	409
Interest	0	0	200	228
Other	63	83	69	169
Total nonoperational	2,261	1,924	1,228	1,633
Total per pupil spending	\$ 15,914	\$ 15,521	\$ 9,225	\$ 9,929

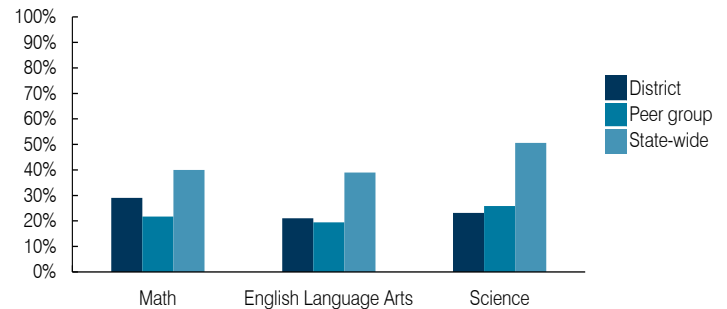
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	2	29%
C	4	57%
D	1	14%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	90%	91%	94%
Graduation rate (2017)	63%	76%	78%
Poverty rate (2017)	48%	41%	19%
Special education population	12%	12%	12%
Students per teacher	16.6	15.8	18.4
Average teacher salary	\$61,181	\$48,537	\$48,951
Amount from Prop 301	\$595	\$5,191	\$6,411
Average years of teacher experience	13.7	12.5	11.4
Percentage of teachers in first 3 years	11%	18%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 10,453	\$ 10,035	\$ 2,385	\$ 1,317
State	6,499	6,366	4,222	4,011
Local	1,192	1,038	3,291	4,592
Total per pupil revenues	\$ 18,144	\$ 17,439	\$ 9,898	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,975	\$ 6,040	\$ 5,443
Grants	3,014	3,128	1,552
Donations and tax credits	54	42	63

Select revenues from less common sources

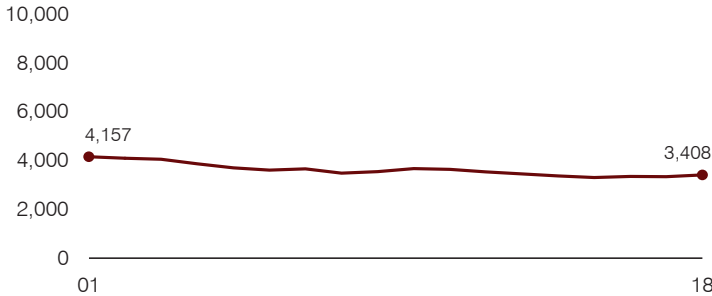
Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	1 of 17
Small school adjustment	0	0	0 of 17
Federal impact aid	7,730	6,995	6 of 17
Voter-approved levy increases	0	0	13 of 17

Instructional spending percentage

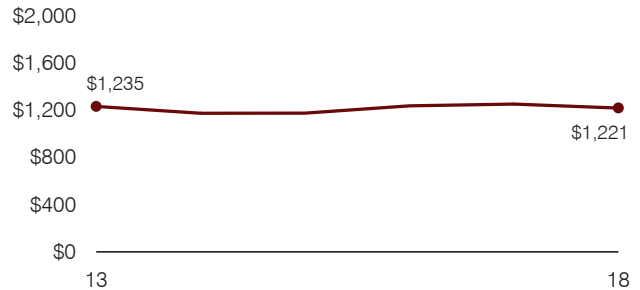
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 47.7 48.0 50.2 50.8 51.1 49.6 48.3 48.6 49.4 47.0 47.5 49.0 48.4 48.4 46.6 49.9 48.5 48.0

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

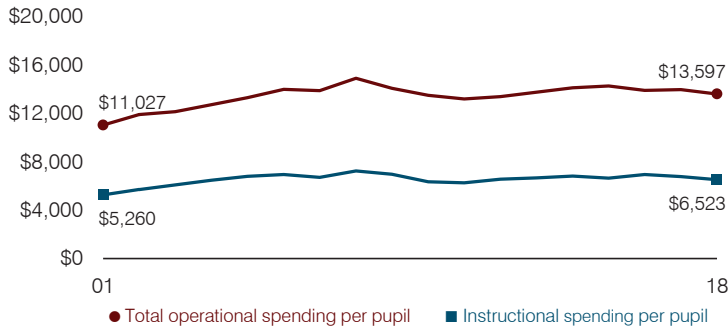
Students attending



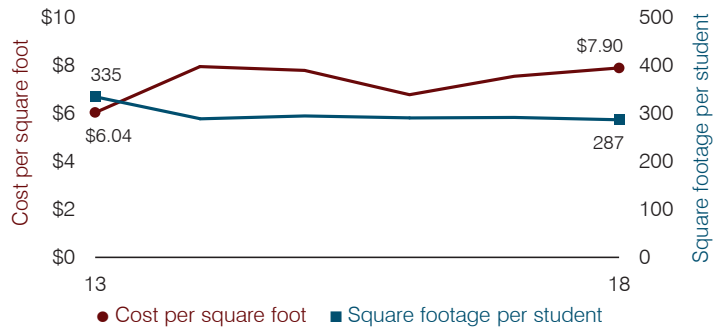
Administrative cost per pupil



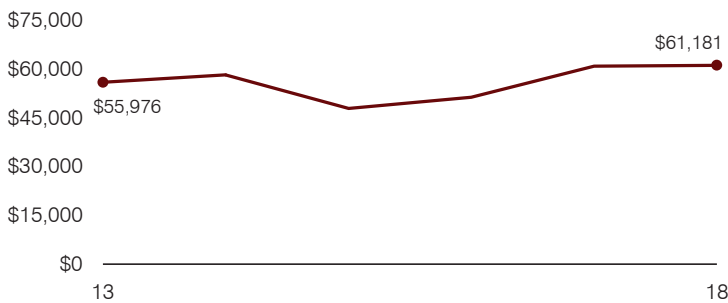
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



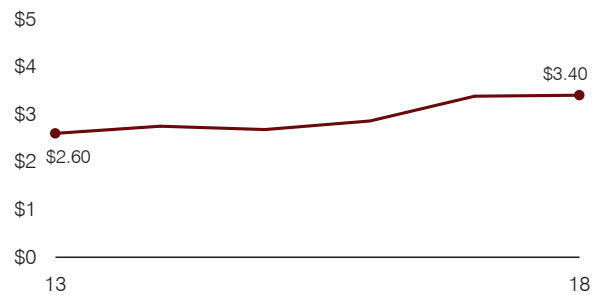
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



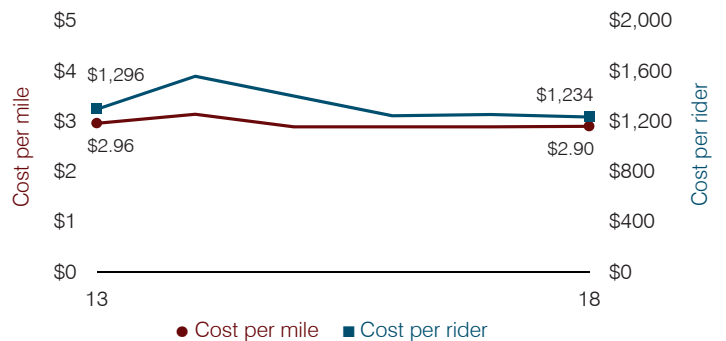
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	Capital
Spending increase election results	No election held
Operating reserve percentage, Trend	3.7%, Varying
Years of capital reserve held	Impact Aid Fund reserve
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Chino Valley Unified School District

Yavapai County

Efficiency peer groups 4 and T-6, Achievement peer group 4¹

Legislative district(s): 1

District size, location: Medium-large, Town

Students attending: 2,269

Number of schools: 4

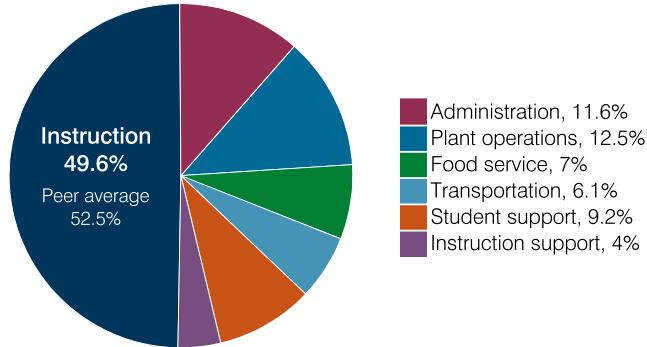
Medium-large, Town

2,269

4

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$862	\$837	\$860
	Students per administrative position	69	69	66
Plant operations	Cost per square foot	\$6.32	\$5.61	\$6.34
	Square footage per student	147	184	156
Food service	Cost per meal	\$3.02	\$3.16	\$3.02
Transportation	Cost per mile	\$3.72	\$3.96	\$4.05
	Cost per rider	\$812	\$721	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,884	\$ 3,678	\$ 4,194	\$ 4,480
Administration	819	862	837	860
Plant operations	919	929	1,004	988
Food service	545	522	421	425
Transportation	438	456	418	388
Student support	635	677	643	693
Instruction support	307	297	480	462
Total operational	7,547	7,421	7,997	8,296
Land and buildings	136	128	570	827
Equipment	287	213	389	409
Interest	35	28	200	228
Other	89	109	69	169
Total nonoperational	547	478	1,228	1,633
Total per pupil spending	\$ 8,094	\$ 7,899	\$ 9,225	\$ 9,929

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

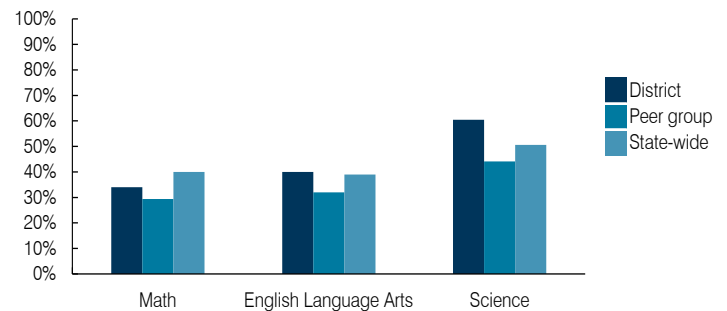
STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools ²	Percentage of schools
A	0	0%
B	2	67%
C	1	33%
D	0	0%
F	0	0%

² Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2017)	89%	85%	78%
Poverty rate (2017)	18%	13%	19%
Special education population	15%	13%	12%
Students per teacher	20.8	16.6	18.4
Average teacher salary	\$44,887	\$47,740	\$48,951
Amount from Prop 301	\$7,849	\$6,338	\$6,411
Average years of teacher experience	11.1	11.9	11.4
Percentage of teachers in first 3 years	14%	17%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,262	\$ 1,099	\$ 2,385	\$ 1,317
State	3,085	3,115	4,222	4,011
Local	3,970	3,725	3,291	4,592
Total per pupil revenues	\$ 8,317	\$ 7,939	\$ 9,898	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,563	\$ 5,582	\$ 5,443
Grants	1,271	1,272	1,552
Donations and tax credits	108	105	63

Select revenues from less common sources

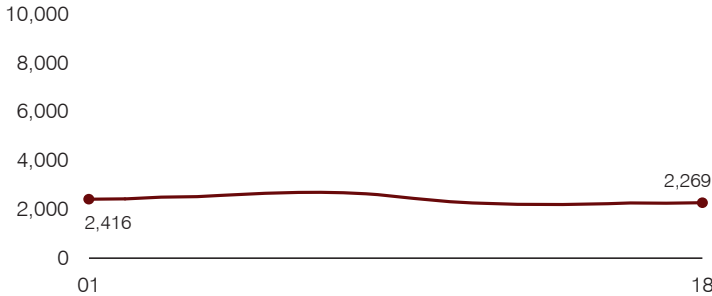
Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	1 of 17
Small school adjustment	0	0	0 of 17
Federal impact aid	0	0	6 of 17
Voter-approved levy increases	0	0	13 of 17

Instructional spending percentage

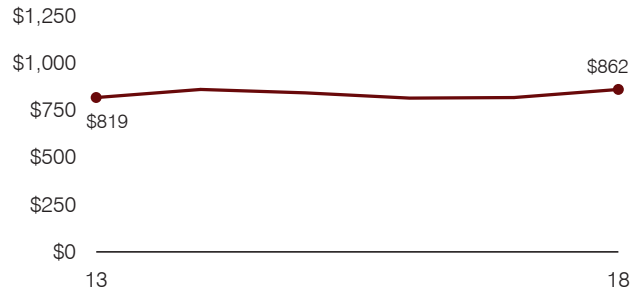
Year:	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Percentage:	60.5	58.1	59.6	57.9	58.7	58.2	59.3	57.8	57.2	52.5	49.4	49.6	50.5	50.6	49.4	49.5	51.5	49.6

TRENDS AND FINANCIAL STRESS ASSESSMENT
Fiscal years as indicated

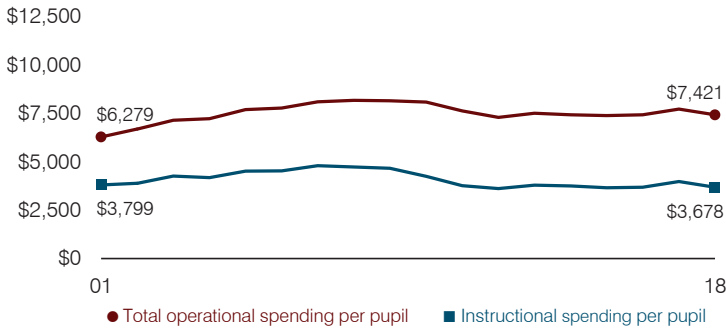
Students attending



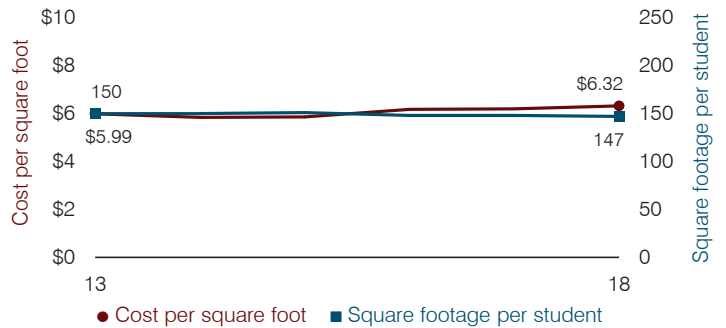
Administrative cost per pupil



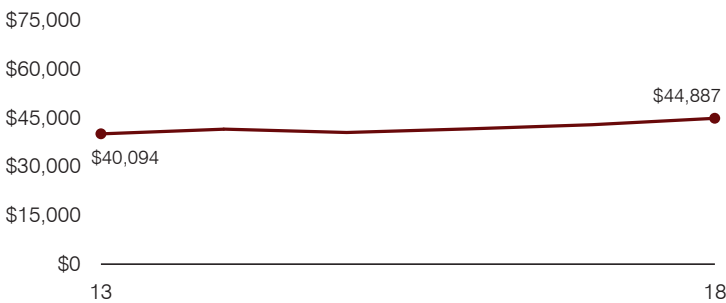
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



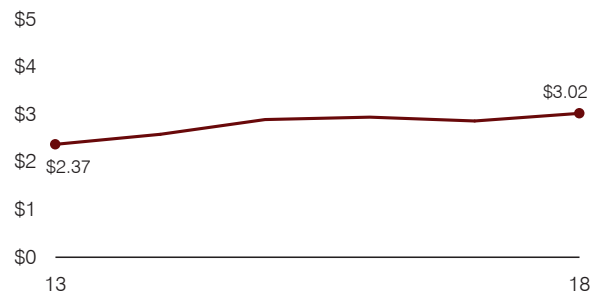
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



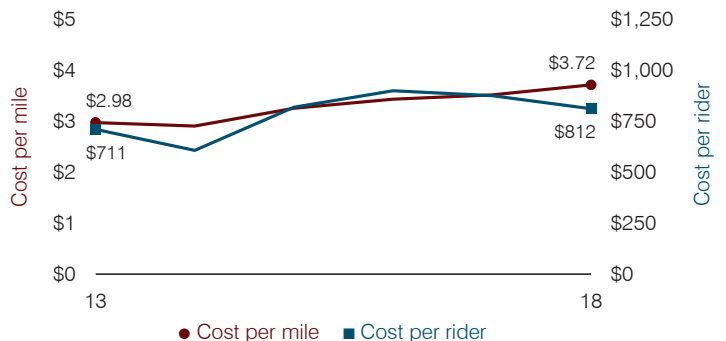
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	1.5%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Clarkdale-Jerome Elementary School District

Yavapai County

Efficiency peer groups 10 and T-6, Achievement peer group 16¹

Legislative district(s): 1 and 6

District size, location:

Small, Town

Students attending:

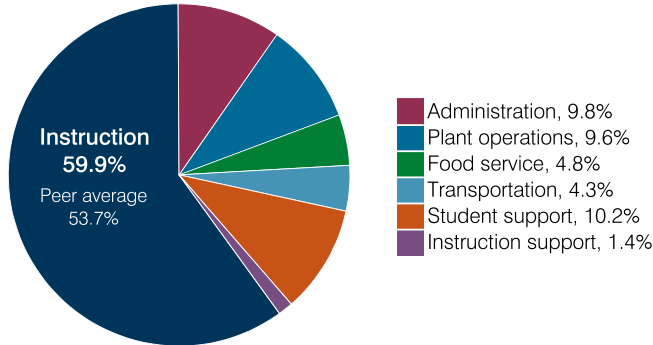
439

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$805	\$1,194	\$860
	Students per administrative position	84	60	66
Plant operations	Cost per square foot	\$7.13	\$6.78	\$6.34
	Square footage per student	110	176	156
Food service	Cost per meal	\$3.08	\$3.40	\$3.02
Transportation	Cost per mile	\$4.17	\$3.96	\$4.05
	Cost per rider	\$620	\$721	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,628	\$ 4,899	\$ 5,096	\$ 4,480
Administration	762	805	1,194	860
Plant operations	773	785	1,071	988
Food service	402	391	535	425
Transportation	359	349	586	388
Student support	918	839	498	693
Instruction support	181	117	379	462
Total operational	8,023	8,185	9,359	8,296
Land and buildings	90	128	208	827
Equipment	390	180	260	409
Interest	2	0	143	228
Other	24	29	173	169
Total nonoperational	506	337	784	1,633
Total per pupil spending	\$ 8,529	\$ 8,522	\$ 10,143	\$ 9,929

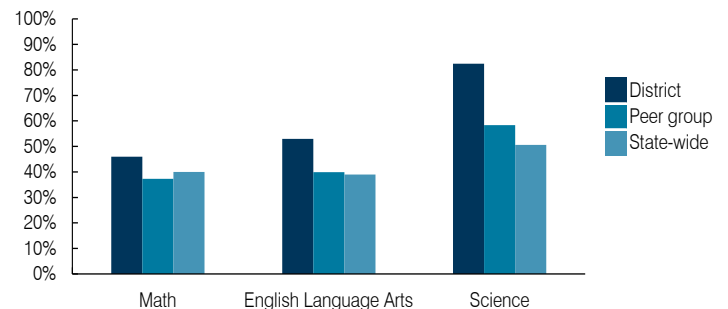
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	1	100%
B	0	0%
C	0	0%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	14%	12%	19%
Special education population	9%	16%	12%
Students per teacher	19.9	13.4	18.4
Average teacher salary	\$59,130	\$48,478	\$48,951
Amount from Prop 301	\$7,846	\$4,651	\$6,411
Average years of teacher experience	15.8	15.3	11.4
Percentage of teachers in first 3 years	4%	6%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,066	\$ 1,023	\$ 2,311	\$ 1,317
State	3,674	3,588	4,860	4,011
Local	4,437	4,057	4,359	4,592
Total per pupil revenues	\$ 9,177	\$ 8,668	\$ 11,530	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 6,298	\$ 6,125	\$ 6,817	\$ 5,585
Grants	862	816	1,722	1,241
Donations and tax credits	277	199	226	90

Select revenues from less common sources

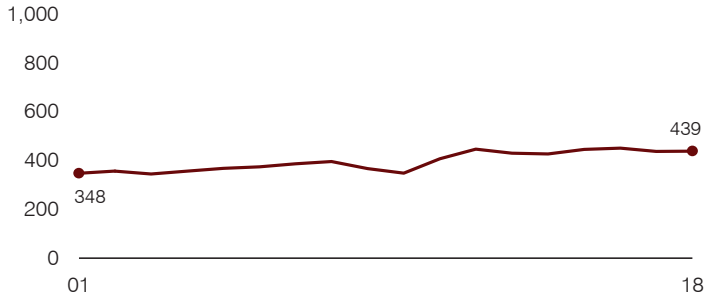
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 11
Small school adjustment	0	0	0 of 11
Federal impact aid	242	225	3 of 11
Voter-approved levy increases	607	595	6 of 11

Instructional spending percentage

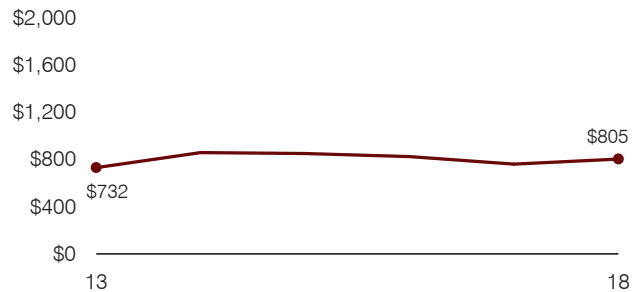
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 56.7 58.7 58.3 60.2 62.5 60.0 59.1 61.0 60.0 57.9 57.0 57.5 56.6 57.2 57.2 57.9 57.7 59.9

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

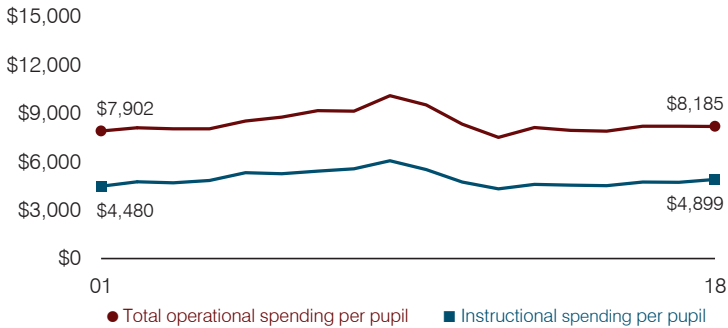
Students attending



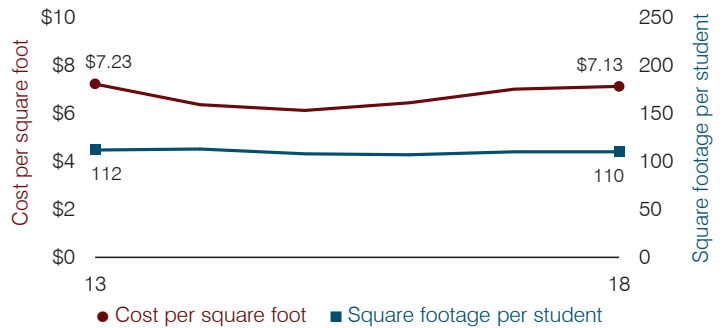
Administrative cost per pupil



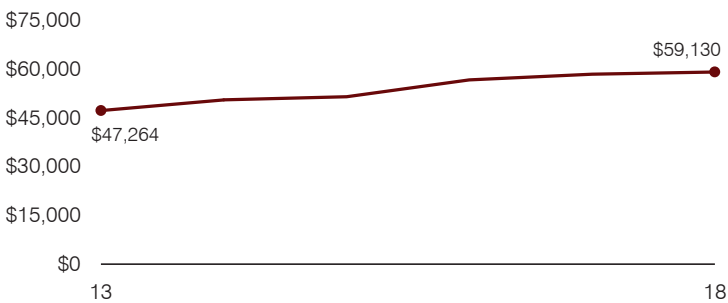
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



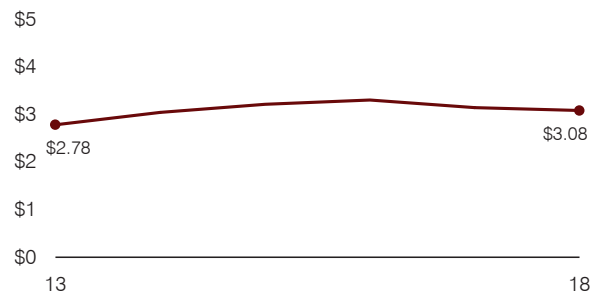
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



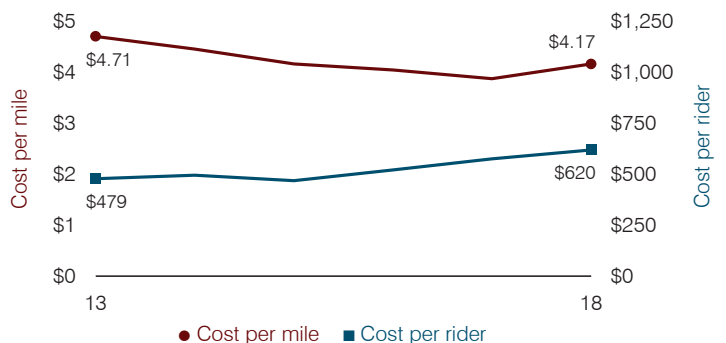
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	11.4%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Cochise Elementary School District

Cochise County

Efficiency peer groups 11 and T-11, Achievement peer group 18¹

Legislative district(s): 14

District size, location:

Very small, Rural

Students attending:

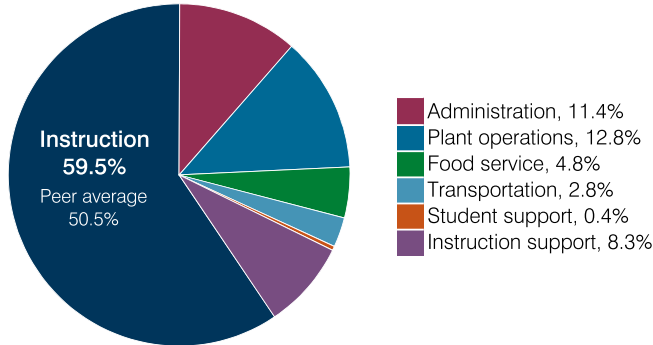
76

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,356	\$3,064	\$860
	Students per administrative position	38	33	66
Plant operations	Cost per square foot	\$7.88	\$7.31	\$6.34
	Square footage per student	338	371	156
Food service	Cost per meal	\$6.72	\$5.79	\$3.02
Transportation	Cost per mile	\$1.72	\$1.94	\$4.05
	Cost per rider	\$617	\$1,614	\$1,301

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 10,757	\$ 12,346	\$ 8,493	\$ 4,480
Administration	2,104	2,356	3,064	860
Plant operations	2,409	2,665	2,439	988
Food service	826	1,002	932	425
Transportation	631	587	973	388
Student support	74	77	656	693
Instruction support	1,074	1,715	400	462
Total operational	17,875	20,748	16,957	8,296
Land and buildings	1,609	406	965	827
Equipment	1,315	621	562	409
Interest	0	0	25	228
Other	0	0	88	169
Total nonoperational	2,924	1,027	1,640	1,633
Total per pupil spending	\$ 20,799	\$ 21,775	\$ 18,597	\$ 9,929

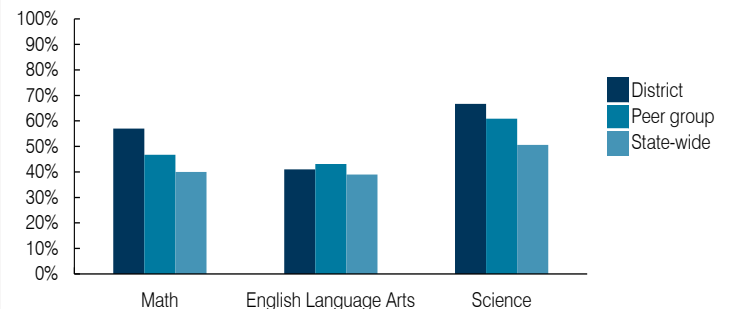
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	99%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	23%	25%	19%
Special education population	21%	17%	12%
Students per teacher	8.4	12.6	18.4
Average teacher salary	\$50,566	\$47,486	\$48,951
Amount from Prop 301	\$2,395	\$4,484	\$6,411
Average years of teacher experience	15.1	14.9	11.4
Percentage of teachers in first 3 years	0%	7%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 411	\$ 943	\$ 3,021	\$ 1,317
State	722	1,271	4,788	4,011
Local	10,044	18,139	12,812	4,592
Total per pupil revenues	\$ 11,177	\$ 20,353	\$ 20,621	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 7,117	\$ 7,697	\$ 8,282
Grants	537	957	3,020
Donations and tax credits	19	22	125

Select revenues from less common sources

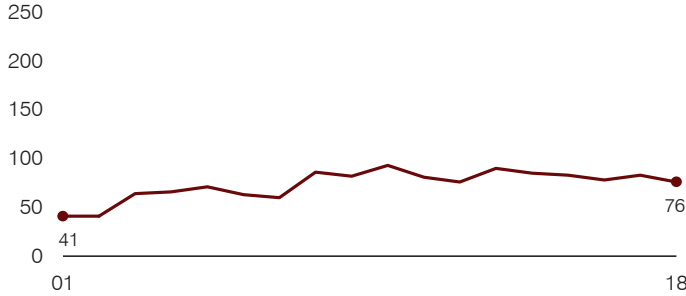
Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	14,553	9,237	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

Instructional spending percentage

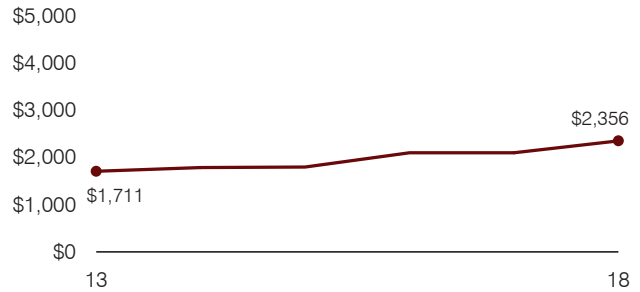
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 60.2 58.5 60.4 62.7 57.5 54.3 57.2 58.8 59.7 54.3 57.4 54.6 57.2 56.9 58.7 56.9 60.2 59.5

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

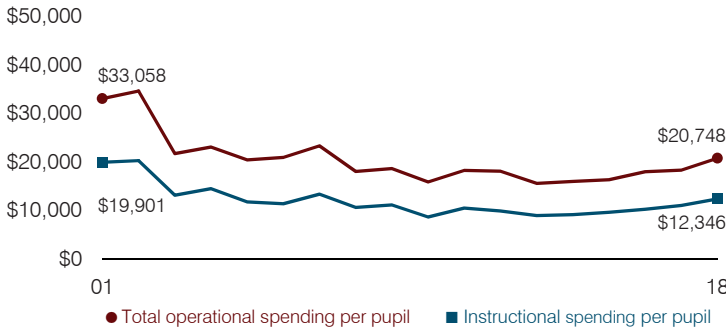
Students attending



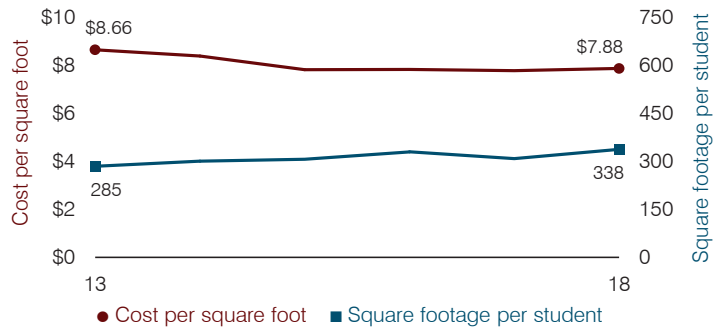
Administrative cost per pupil



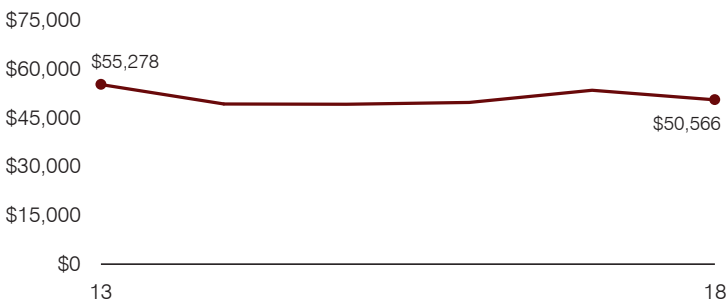
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



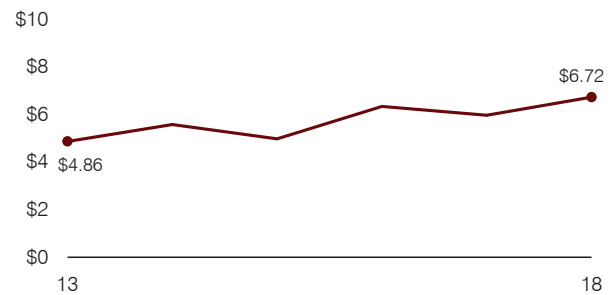
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



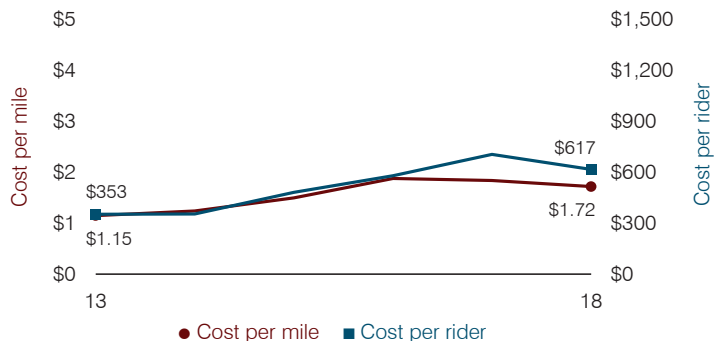
Financial stress assessment

Overall financial stress level: Low

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	13.3%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant

Low
Moderate
High

Transportation costs per mile and per rider



Colorado City Unified School District

Mohave County

Efficiency peer groups 6 and T-6, Achievement peer group 7¹

Legislative district(s): 5

District size, location:

Small, Rural

Students attending:

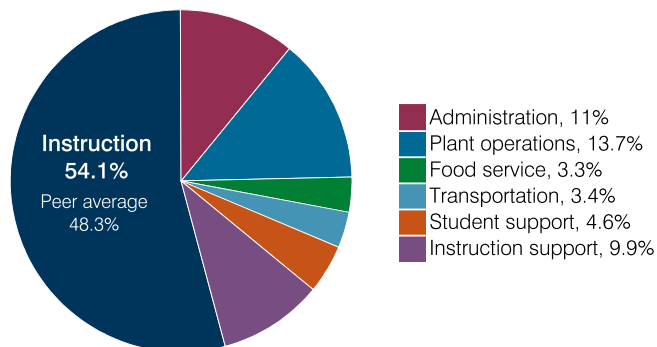
573

Number of schools:

2

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,069	\$1,744	\$860
	Students per administrative position	57	43	66
Plant operations	Cost per square foot	\$6.70	\$5.27	\$6.34
	Square footage per student	198	321	156
Food service	Cost per meal	\$3.63	\$3.96	\$3.02
Transportation	Cost per mile	\$3.70	\$3.96	\$4.05
	Cost per rider	\$611	\$721	\$1,301

Very low
Low
Comparable
High
Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 5,524	\$ 5,247	\$ 5,556	\$ 4,480
Administration	1,167	1,069	1,744	860
Plant operations	1,265	1,325	1,706	988
Food service	321	316	546	425
Transportation	368	330	592	388
Student support	382	448	672	693
Instruction support	1,130	962	393	462
Total operational	10,157	9,697	11,209	8,296
Land and buildings	1,441	639	1,077	827
Equipment	443	490	601	409
Interest	30	11	162	228
Other	2	1	60	169
Total nonoperational	1,916	1,141	1,900	1,633
Total per pupil spending	\$ 12,073	\$ 10,838	\$ 13,109	\$ 9,929

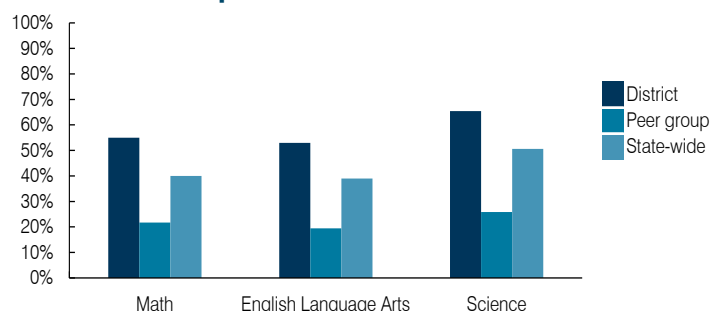
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	1	50%
B	1	50%
C	0	0%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	91%	94%
Graduation rate (2017)	71%	76%	78%
Poverty rate (2017)	34%	41%	19%
Special education population	18%	12%	12%
Students per teacher	22.0	15.8	18.4
Average teacher salary	\$39,789	\$48,537	\$48,951
Amount from Prop 301	\$5,255	\$5,191	\$6,411
Average years of teacher experience	12.0	12.5	11.4
Percentage of teachers in first 3 years	24%	18%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 3,505	\$ 3,260	\$ 2,405	\$ 1,317
State	6,045	5,660	4,080	4,011
Local	2,450	2,915	8,027	4,592
Total per pupil revenues	\$ 12,000	\$ 11,835	\$ 14,512	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 7,265	\$ 6,302	\$ 7,175	\$ 5,585
Grants	3,718	3,948	2,252	1,241
Donations and tax credits	14	11	337	90

Select revenues from less common sources

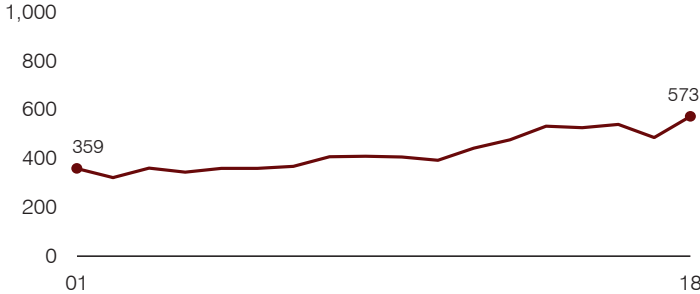
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 18
Small school adjustment	0	0	5 of 18
Federal impact aid	0	0	3 of 18
Voter-approved levy increases	320	210	14 of 18

Instructional spending percentage

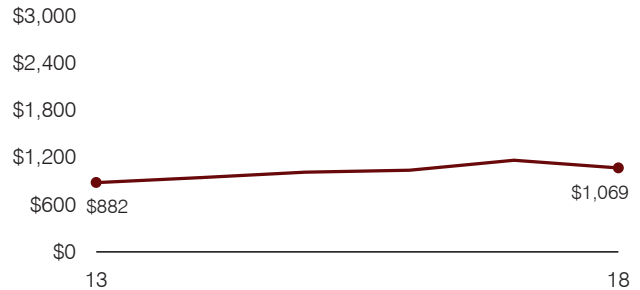
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 39.9 42.0 40.7 46.2 39.0 37.0 41.3 45.1 46.6 48.2 49.2 49.1 51.5 53.0 54.6 54.1 54.4 54.1

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

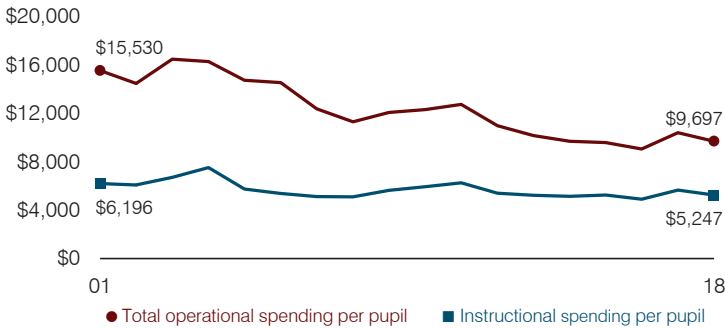
Students attending



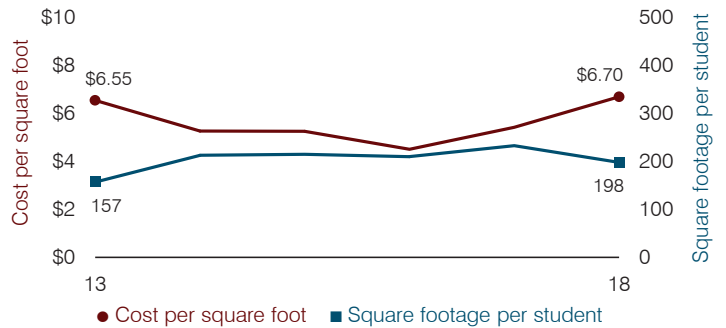
Administrative cost per pupil



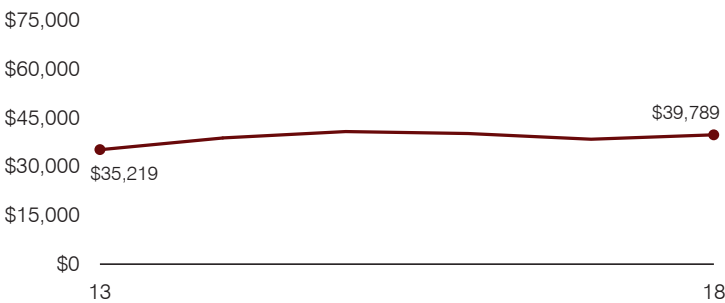
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



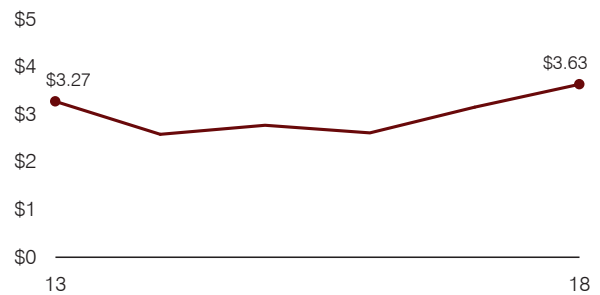
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



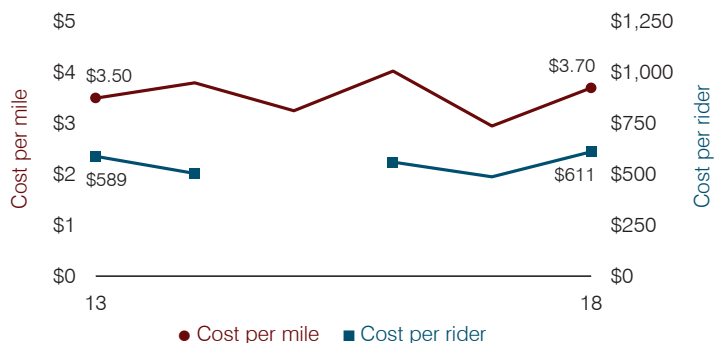
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage, Trend	9.0%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low **Moderate** **High**

Transportation costs per mile and per rider



Colorado River Union High School District

Mohave County

Efficiency peer groups 5 and T-10, Achievement peer group 11¹

Legislative district(s): 5

District size, location:

Medium, Town

Students attending:

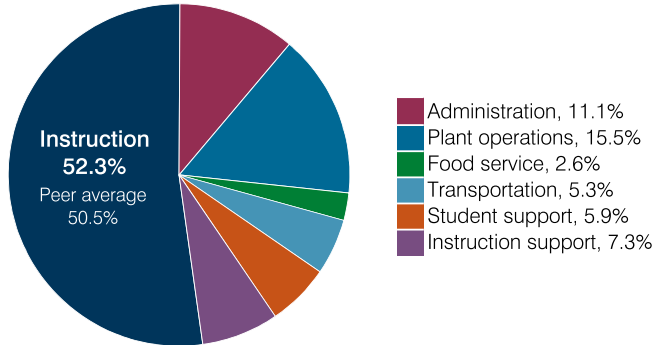
1,800

Number of schools:

2

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$898	\$1,221	\$860
	Students per administrative position	55	54	66
Plant operations	Cost per square foot	\$5.41	\$5.43	\$6.34
	Square footage per student	232	257	156
Food service	Cost per meal	\$2.95	\$3.66	\$3.02
Transportation	Cost per mile	\$2.42	\$1.95	\$4.05
	Cost per rider	\$1,474	\$1,572	\$1,301

Legend: Very low (green), Low (blue), Comparable (yellow), High (orange), Very high (red)

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,309	\$ 4,230	\$ 4,824	\$ 4,480
Administration	1,010	898	1,221	860
Plant operations	1,389	1,257	1,365	988
Food service	239	208	437	425
Transportation	404	429	532	388
Student support	531	477	623	693
Instruction support	595	585	359	462
Total operational	8,477	8,084	9,361	8,296
Land and buildings	856	5,667	799	827
Equipment	557	398	433	409
Interest	31	1,004	248	228
Other	111	136	71	169
Total nonoperational	1,555	7,205	1,551	1,633
Total per pupil spending	\$ 10,032	\$ 15,289	\$ 10,912	\$ 9,929

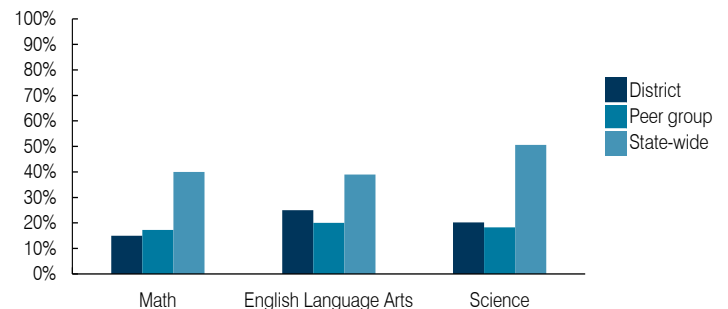
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	2	100%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	92%	94%
Graduation rate (2017)	81%	76%	78%
Poverty rate (2017)	21%	21%	19%
Special education population	12%	12%	12%
Students per teacher	20.0	18.6	18.4
Average teacher salary	\$40,713	\$46,495	\$48,951
Amount from Prop 301	\$4,776	\$6,895	\$6,411
Average years of teacher experience	10.6	12.4	11.4
Percentage of teachers in first 3 years	26%	13%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,217	\$ 1,039	\$ 3,917	\$ 1,317
State	2,135	1,771	4,283	4,011
Local	6,169	7,382	4,207	4,592
Total per pupil revenues	\$ 9,521	\$ 10,192	\$ 12,407	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 6,107	\$ 5,719	\$ 5,992
Grants	1,654	1,147	1,703
Donations and tax credits	58	49	147

Select revenues from less common sources

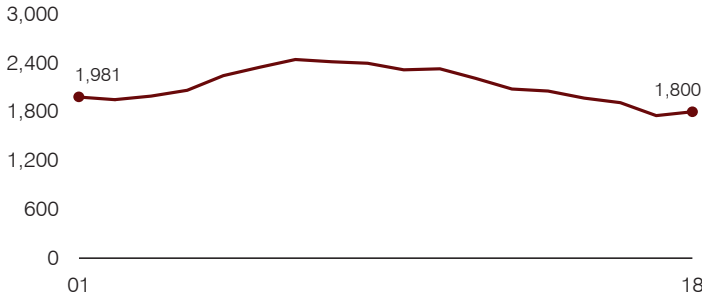
Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	0 of 31
Small school adjustment	0	0	0 of 31
Federal impact aid	0	0	16 of 31
Voter-approved levy increases	8	1,206	21 of 31

Instructional spending percentage

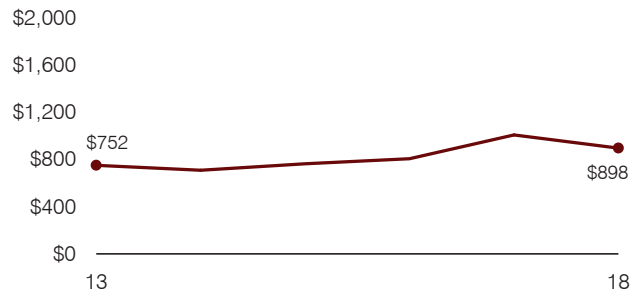
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 52.1 55.0 58.8 55.6 58.2 58.3 60.4 60.7 59.1 60.9 56.0 52.3 52.7 50.2 51.9 52.9 50.8 52.3

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

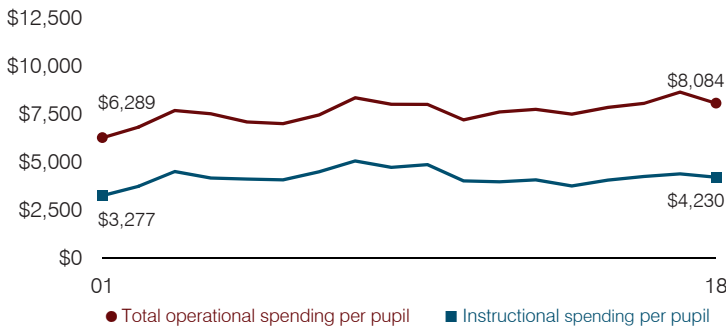
Students attending



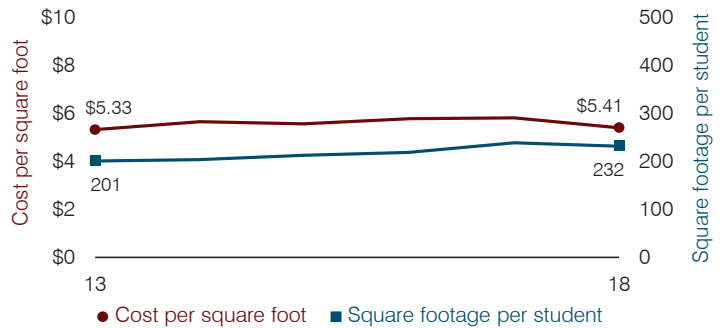
Administrative cost per pupil



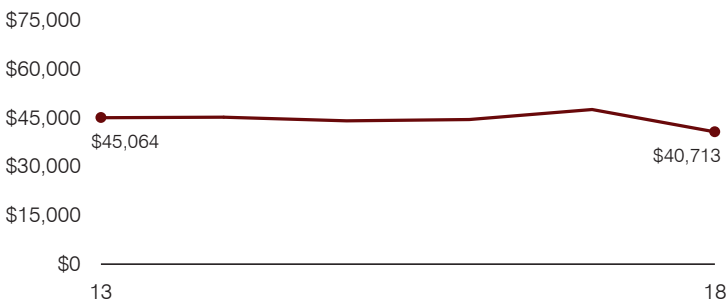
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



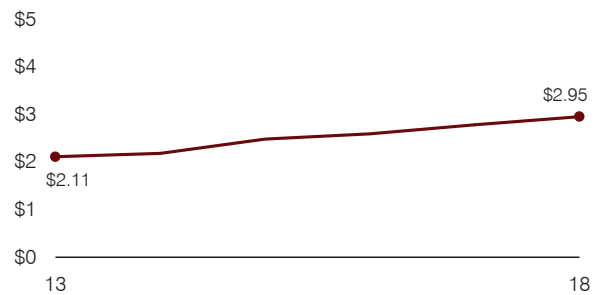
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



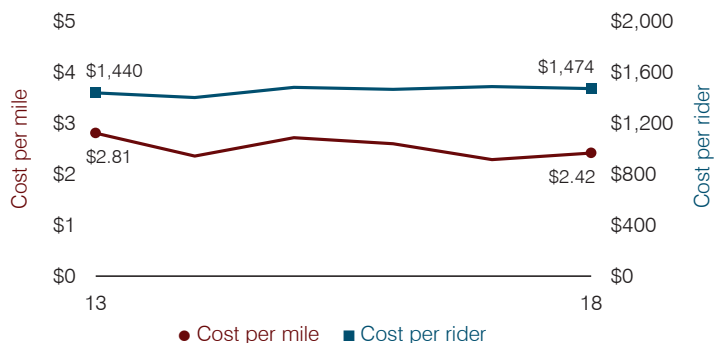
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	3.8%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Concho Elementary School District

Apache County

District size, location:

Very small, Rural

Efficiency peer groups 11 and T-11, Achievement peer group 20¹

Students attending:

151

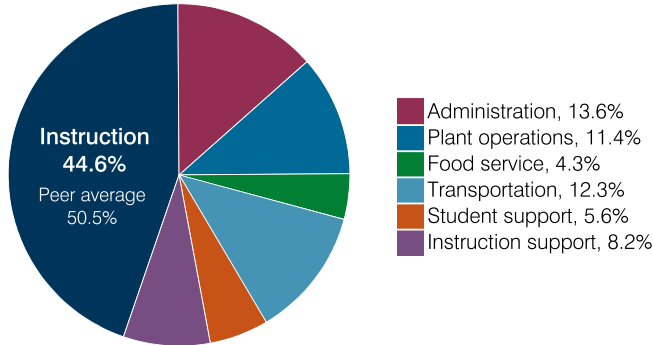
Legislative district(s): 7

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,428	\$3,064	\$860
	Students per administrative position	31	33	66
Plant operations	Cost per square foot	\$7.64	\$7.31	\$6.34
	Square footage per student	271	371	156
Food service	Cost per meal	\$3.77	\$5.79	\$3.02
Transportation	Cost per mile	\$1.19	\$1.94	\$4.05
	Cost per rider	\$1,504	\$1,614	\$1,301

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 6,994	\$ 7,996	\$ 8,493	\$ 4,480
Administration	2,311	2,428	3,064	860
Plant operations	1,850	2,069	2,439	988
Food service	668	764	932	425
Transportation	2,205	2,196	973	388
Student support	846	1,000	656	693
Instruction support	1,508	1,462	400	462
Total operational	16,382	17,915	16,957	8,296
Land and buildings	1,231	165	965	827
Equipment	1,310	483	562	409
Interest	233	231	25	228
Other	1	3	88	169
Total nonoperational	2,775	882	1,640	1,633
Total per pupil spending	\$ 19,157	\$ 18,797	\$ 18,597	\$ 9,929

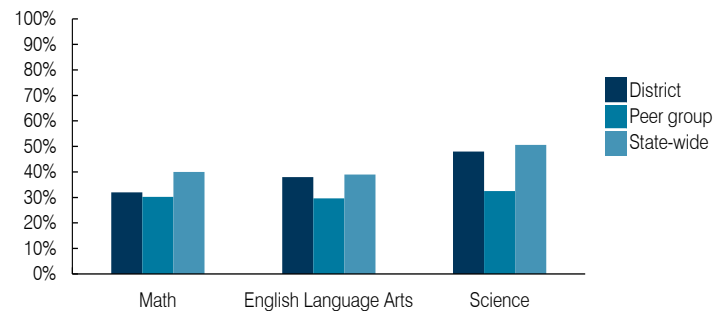
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	91%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	35%	39%	19%
Special education population	19%	17%	12%
Students per teacher	11.0	12.3	18.4
Average teacher salary	\$41,170	\$46,899	\$48,951
Amount from Prop 301	\$3,525	\$4,418	\$6,411
Average years of teacher experience	11.3	13.4	11.4
Percentage of teachers in first 3 years	20%	6%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 3,220	\$ 2,499	\$ 3,021	\$ 1,317
State	12,262	12,071	4,788	4,011
Local	6,533	6,706	12,812	4,592
Total per pupil revenues	\$ 22,015	\$ 21,276	\$ 20,621	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 13,161	\$ 13,534	\$ 8,282	\$ 5,585
Grants	4,536	2,531	3,020	1,241
Donations and tax credits	65	89	125	90

Select revenues from less common sources

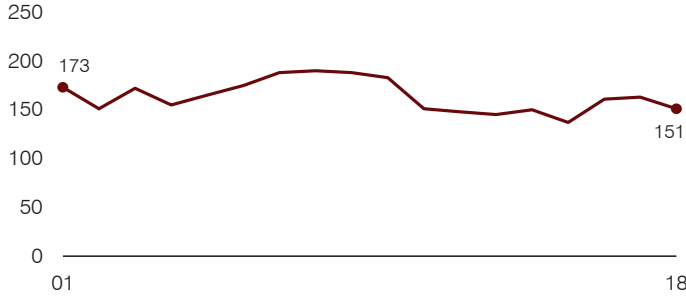
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	0	0	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	667	746	5 of 56

Instructional spending percentage

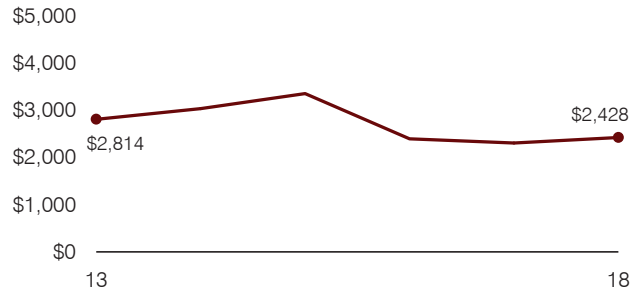
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 55.2 57.0 53.3 54.1 46.9 44.1 40.8 40.5 42.9 46.9 42.6 40.3 39.6 43.3 41.7 42.1 42.7 44.6

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

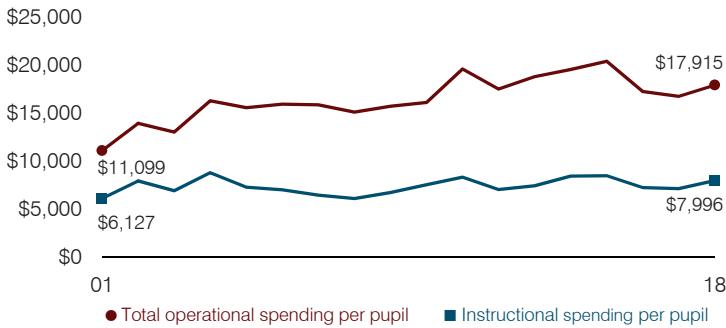
Students attending



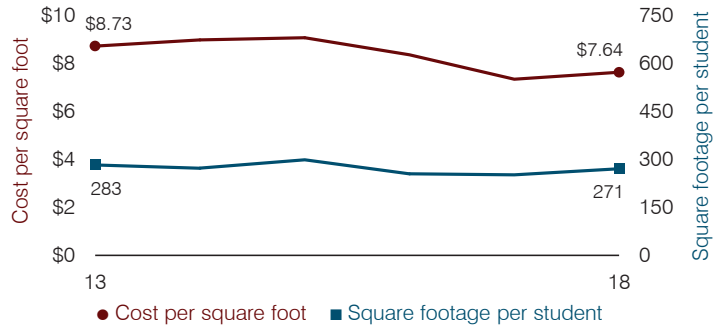
Administrative cost per pupil



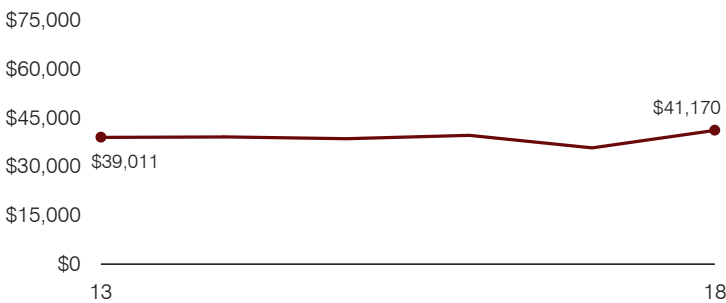
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



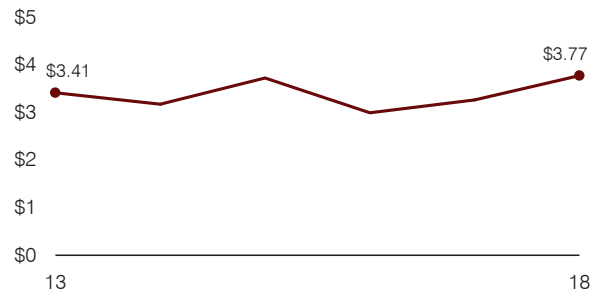
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



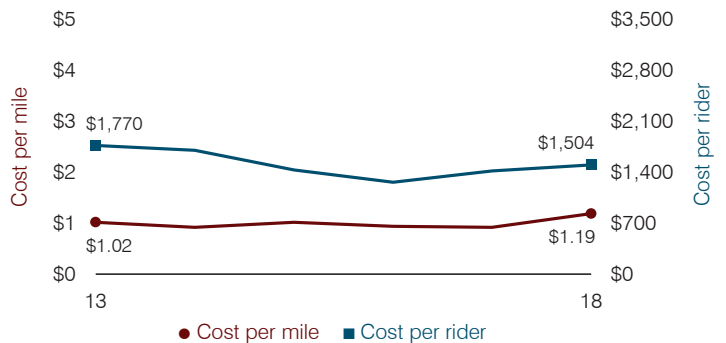
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	11.7%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low **Moderate** **High**

Transportation costs per mile and per rider



Congress Elementary School District

Yavapai County

District size, location:

Very small, Rural

Efficiency peer groups 11 and T-11, Achievement peer group 16¹

Students attending:

97

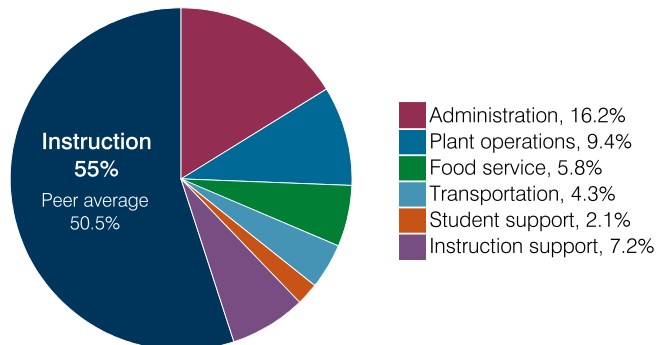
Legislative district(s): 1

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,343	\$3,064	\$860
	Students per administrative position	48	33	66
Plant operations	Cost per square foot	\$5.12	\$7.31	\$6.34
	Square footage per student	268	371	156
Food service	Cost per meal	\$6.35	\$5.79	\$3.02
Transportation	Cost per mile	\$1.36	\$1.94	\$4.05
	Cost per rider	\$897	\$1,614	\$1,301

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 7,806	\$ 7,947	\$ 8,493	\$ 4,480
Administration	2,327	2,343	3,064	860
Plant operations	1,825	1,376	2,439	988
Food service	1,037	832	932	425
Transportation	565	620	973	388
Student support	609	308	656	693
Instruction support	1,158	1,035	400	462
Total operational	15,327	14,461	16,957	8,296
Land and buildings	342	5	965	827
Equipment	899	777	562	409
Interest	66	25	25	228
Other	6	8	88	169
Total nonoperational	1,313	815	1,640	1,633
Total per pupil spending	\$ 16,640	\$ 15,276	\$ 18,597	\$ 9,929

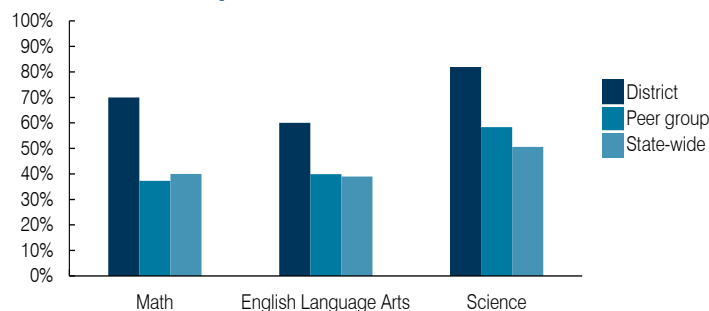
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	1	100%
B	0	0%
C	0	0%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	14%	12%	19%
Special education population	16%	16%	12%
Students per teacher	9.2	13.4	18.4
Average teacher salary	\$51,197	\$48,478	\$48,951
Amount from Prop 301	\$2,199	\$4,651	\$6,411
Average years of teacher experience	18.4	15.3	11.4
Percentage of teachers in first 3 years	0%	6%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,860	\$ 2,015	\$ 3,021	\$ 1,317
State	4,229	4,995	4,788	4,011
Local	8,716	9,040	12,812	4,592
Total per pupil revenues	\$ 14,805	\$ 16,050	\$ 20,621	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 7,230	\$ 7,688	\$ 8,282
Grants	1,882	2,437	3,020
Donations and tax credits	219	73	125

Select revenues from less common sources

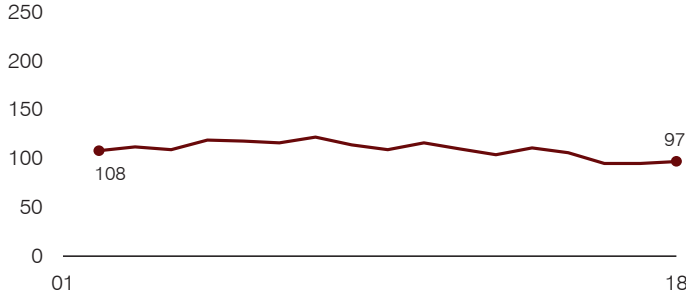
Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	6,258	2,034	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

Instructional spending percentage

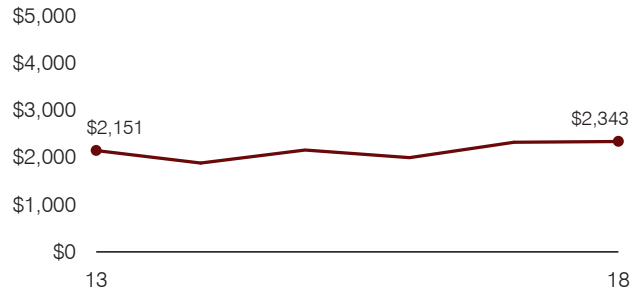
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: N/A 51.7 58.9 59.3 55.6 54.7 56.0 52.6 53.5 51.7 50.1 49.6 54.4 55.4 54.9 54.8 50.9 55.0

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

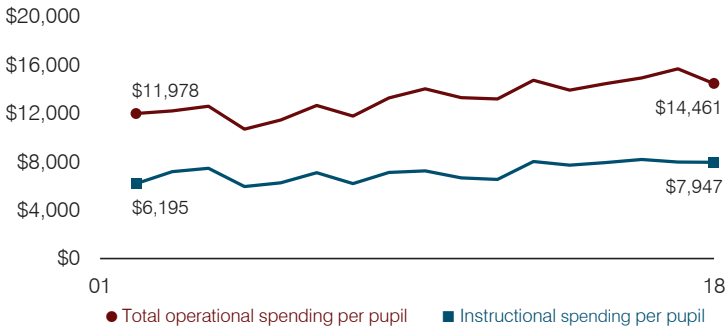
Students attending



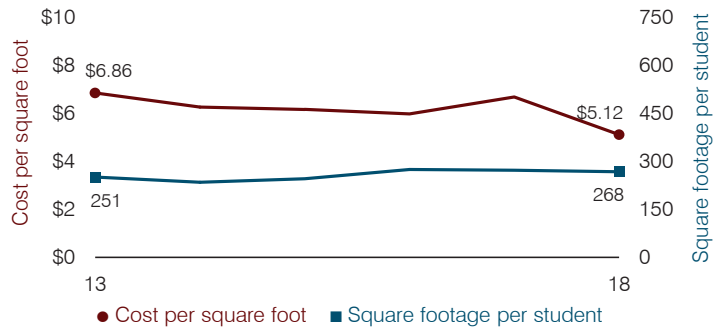
Administrative cost per pupil



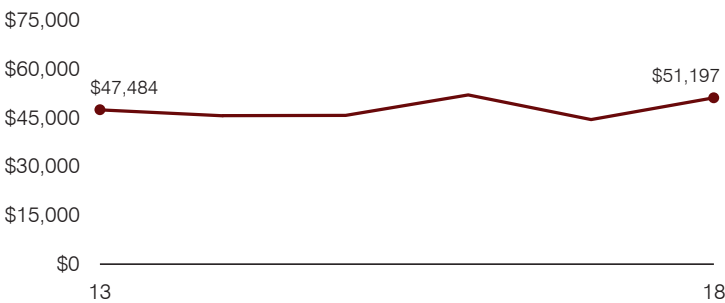
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



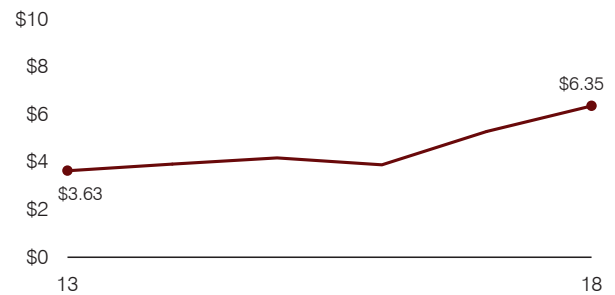
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



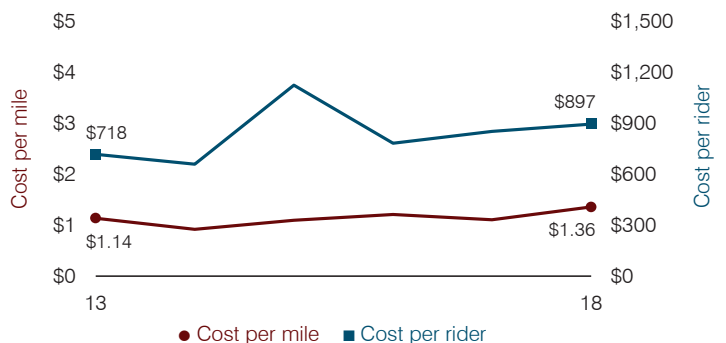
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	Isolated
Spending increase election results	No election held
Operating reserve percentage, Trend	14.6%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Continental Elementary School District

Pima County

Efficiency peer groups 10 and T-7, Achievement peer group 16¹

Legislative district(s): 2 and 14

District size, location:

Small, Rural

Students attending:

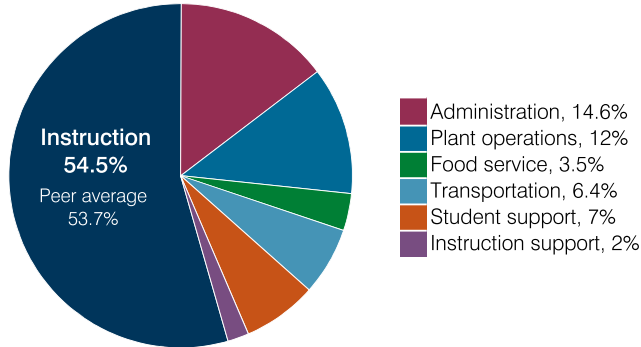
535

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,310	\$1,194	\$860
	Students per administrative position	45	60	66
Plant operations	Cost per square foot	\$4.71	\$6.78	\$6.34
	Square footage per student	227	176	156
Food service	Cost per meal	\$2.68	\$3.40	\$3.02
Transportation	Cost per mile	\$3.08	\$3.35	\$4.05
	Cost per rider	\$747	\$1,057	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 5,173	\$ 4,865	\$ 5,096	\$ 4,480
Administration	1,343	1,310	1,194	860
Plant operations	1,086	1,069	1,071	988
Food service	352	309	535	425
Transportation	520	574	586	388
Student support	704	628	498	693
Instruction support	172	178	379	462
Total operational	9,350	8,933	9,359	8,296
Land and buildings	270	172	208	827
Equipment	304	431	260	409
Interest	987	1,021	143	228
Other	227	185	173	169
Total nonoperational	1,788	1,809	784	1,633
Total per pupil spending	\$ 11,138	\$ 10,742	\$ 10,143	\$ 9,929

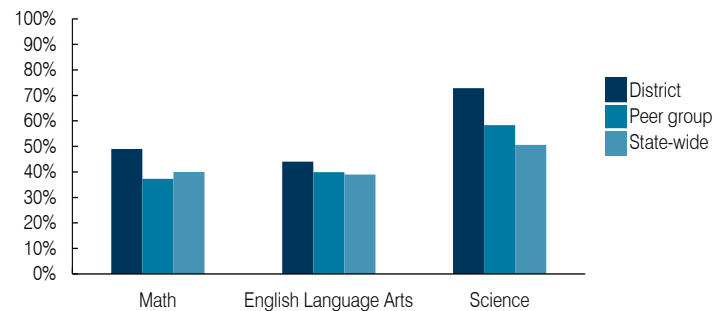
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	1	100%
B	0	0%
C	0	0%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	9%	12%	19%
Special education population	13%	16%	12%
Students per teacher	14.1	13.4	18.4
Average teacher salary	\$42,967	\$48,478	\$48,951
Amount from Prop 301	\$6,151	\$4,651	\$6,411
Average years of teacher experience	11.8	15.3	11.4
Percentage of teachers in first 3 years	15%	6%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 843	\$ 557	\$ 2,311	\$ 1,317
State	3,005	2,938	4,860	4,011
Local	8,500	7,715	4,359	4,592
Total per pupil revenues	\$ 12,348	\$ 11,210	\$ 11,530	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 6,646	\$ 6,659	\$ 6,817	\$ 5,585
Grants	844	560	1,722	1,241
Donations and tax credits	1,138	409	226	90

Select revenues from less common sources

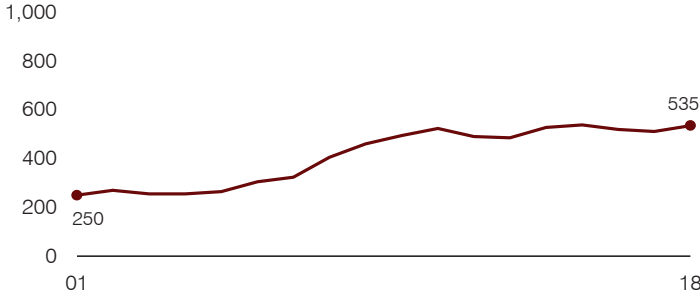
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 11
Small school adjustment	0	0	0 of 11
Federal impact aid	0	0	3 of 11
Voter-approved levy increases	2,857	2,694	6 of 11

Instructional spending percentage

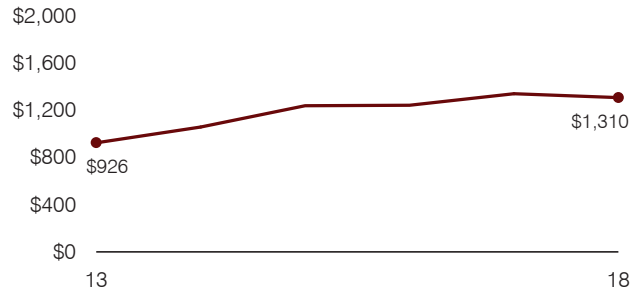
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 57.0 55.1 58.1 58.3 59.6 55.3 56.2 61.3 62.8 56.0 58.2 55.4 58.6 54.3 53.2 54.7 55.3 54.5

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

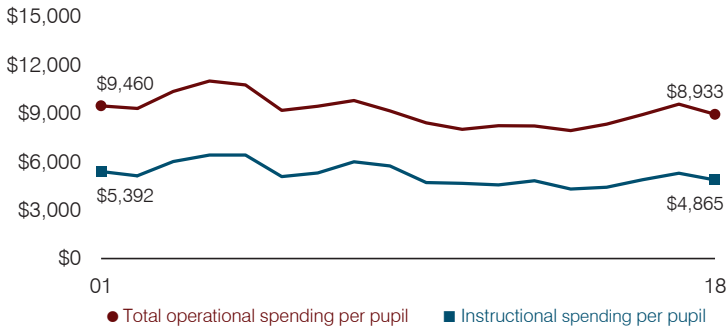
Students attending



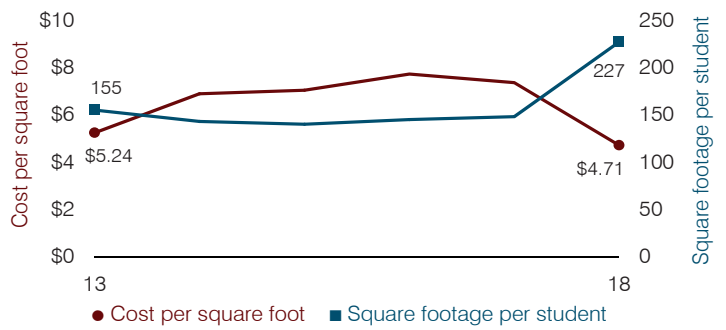
Administrative cost per pupil



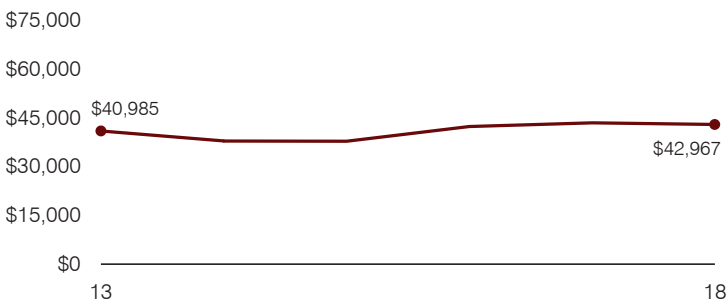
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



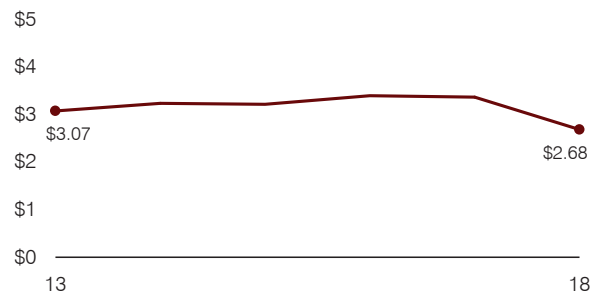
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



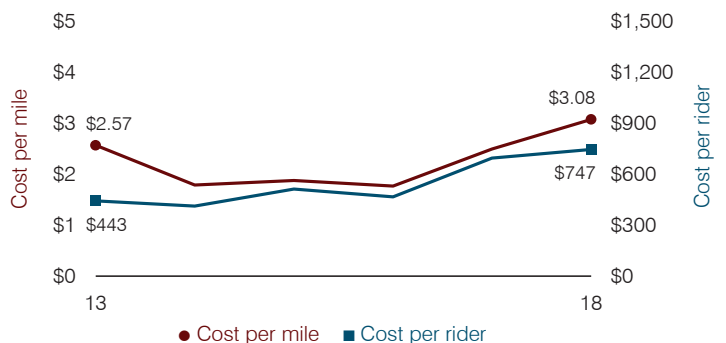
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	Isolated
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	1.8%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Low	Moderate	High

Transportation costs per mile and per rider



Coolidge Unified School District

Pinal County

Efficiency peer groups 4 and T-9, Achievement peer group 4¹

Legislative district(s): 8 and 12

District size, location:

Medium-large, Town

Students attending:

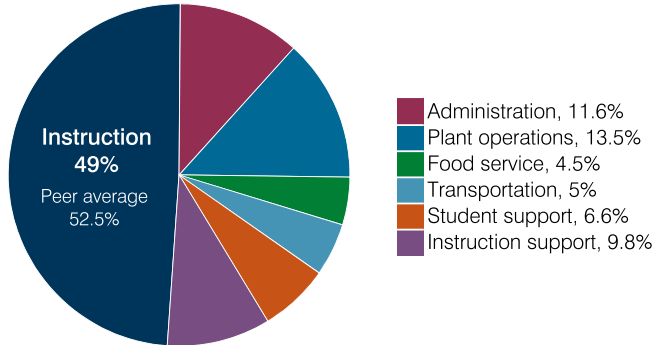
2,196

Number of schools:

5

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,056	\$837	\$860
	Students per administrative position	57	69	66
Plant operations	Cost per square foot	\$5.09	\$5.61	\$6.34
	Square footage per student	242	184	156
Food service	Cost per meal	\$3.71	\$3.16	\$3.02
Transportation	Cost per mile	\$3.28	\$2.62	\$4.05
	Cost per rider	\$1,276	\$1,457	\$1,301

Very low
Low
Comparable
High
Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,354	\$ 4,447	\$ 4,194	\$ 4,480
Administration	1,267	1,056	837	860
Plant operations	1,324	1,232	1,004	988
Food service	414	404	421	425
Transportation	496	449	418	388
Student support	537	597	643	693
Instruction support	814	888	480	462
Total operational	9,206	9,073	7,997	8,296
Land and buildings	259	111	570	827
Equipment	250	210	389	409
Interest	181	308	200	228
Other	60	54	69	169
Total nonoperational	750	683	1,228	1,633
Total per pupil spending	\$ 9,956	\$ 9,756	\$ 9,225	\$ 9,929

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

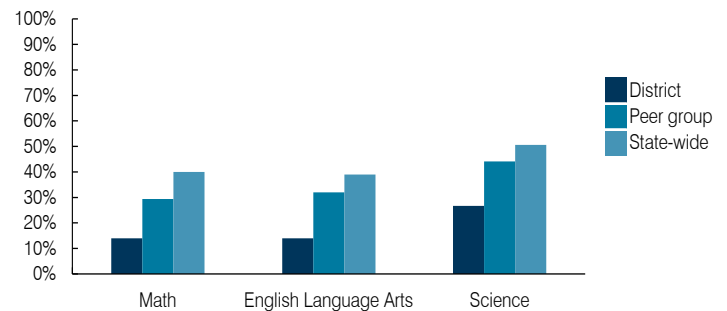
STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools ²	Percentage of schools
A	0	0%
B	0	0%
C	1	25%
D	2	50%
F	1	25%

² Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	91%	94%	94%
Graduation rate (2017)	73%	85%	78%
Poverty rate (2017)	16%	13%	19%
Special education population	11%	13%	12%
Students per teacher	21.2	16.6	18.4
Average teacher salary	\$43,366	\$47,740	\$48,951
Amount from Prop 301	\$6,600	\$6,338	\$6,411
Average years of teacher experience	12.2	11.9	11.4
Percentage of teachers in first 3 years	13%	17%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 2,215	\$ 1,699	\$ 2,385	\$ 1,317
State	3,452	3,424	4,222	4,011
Local	3,791	4,324	3,291	4,592
Total per pupil revenues	\$ 9,458	\$ 9,447	\$ 9,898	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 5,689	\$ 5,473	\$ 5,443	\$ 5,585
Grants	2,051	1,674	1,552	1,241
Donations and tax credits	17	15	63	90

Select revenues from less common sources

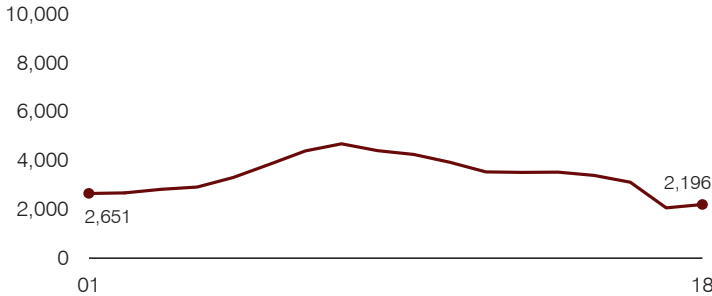
			Number of peers receiving
Desegregation	\$ 0	\$ 0	1 of 17
Small school adjustment	0	0	0 of 17
Federal impact aid	129	100	6 of 17
Voter-approved levy increases	439	487	13 of 17

Instructional spending percentage

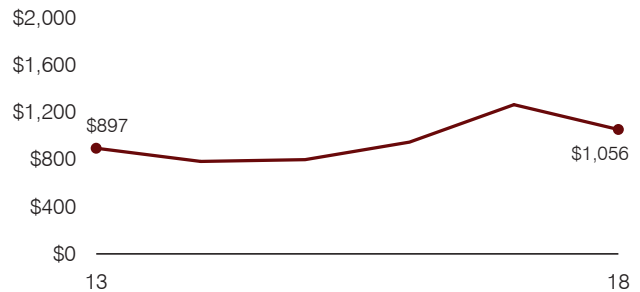
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 53.3 54.9 51.9 51.9 54.3 54.4 55.7 52.0 52.8 47.3 50.2 47.6 44.9 45.7 46.3 48.3 47.3 49.0

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

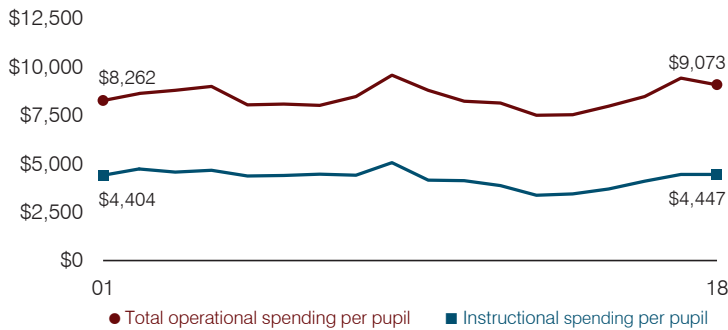
Students attending



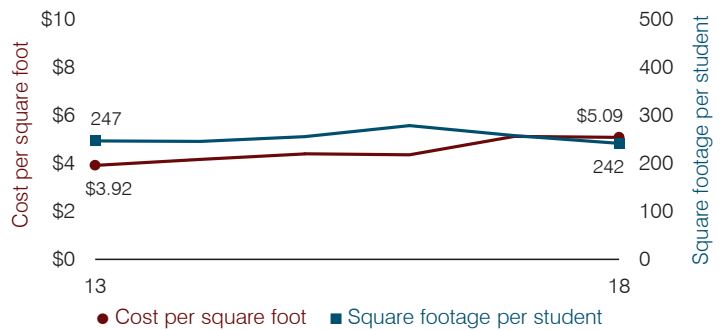
Administrative cost per pupil



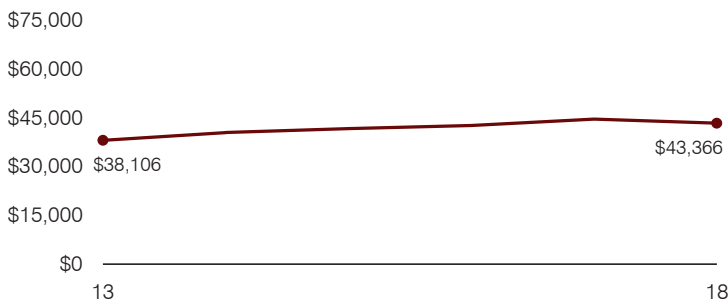
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



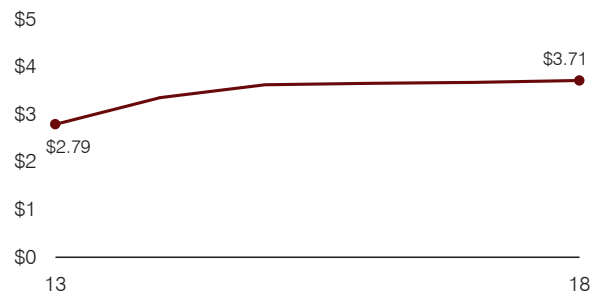
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



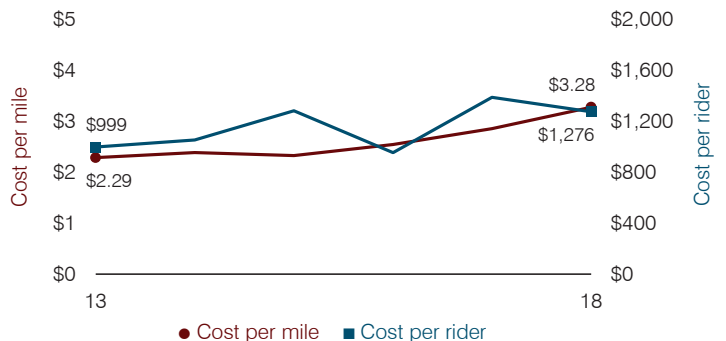
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2016 through 2018	Assessment
Change in number of district students	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	5.9%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Cottonwood-Oak Creek Elementary School District

Yavapai County

Efficiency peer groups 9 and T-7, Achievement peer group 17¹

Legislative district(s): 1 and 6

District size, location:

Medium, Town

Students attending:

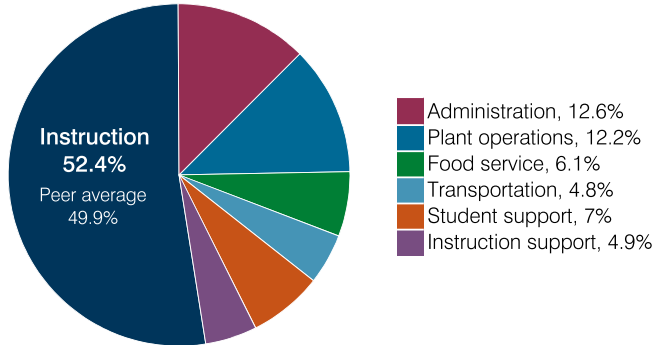
1,929

Number of schools:

5

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,049	\$1,098	\$860
	Students per administrative position	54	59	66
Plant operations	Cost per square foot	\$6.33	\$6.52	\$6.34
	Square footage per student	159	161	156
Food service	Cost per meal	\$3.47	\$3.10	\$3.02
Transportation	Cost per mile	\$4.14	\$3.35	\$4.05
	Cost per rider	\$832	\$1,057	\$1,301

Very low
Low
Comparable
High
Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,251	\$ 4,351	\$ 4,233	\$ 4,480
Administration	1,067	1,049	1,098	860
Plant operations	1,011	1,008	1,034	988
Food service	488	507	591	425
Transportation	354	399	526	388
Student support	474	583	584	693
Instruction support	306	403	462	462
Total operational	7,951	8,300	8,528	8,296
Land and buildings	4,110	1,300	416	827
Equipment	243	63	316	409
Interest	282	256	75	228
Other	107	134	170	169
Total nonoperational	4,742	1,753	977	1,633
Total per pupil spending	\$ 12,693	\$ 10,053	\$ 9,505	\$ 9,929

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

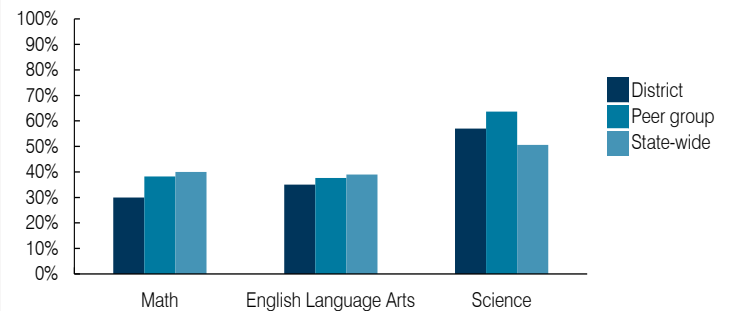
STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools ²	Percentage of schools
A	0	0%
B	1	25%
C	2	50%
D	1	25%
F	0	0%

² Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	21%	19%	19%
Special education population	10%	13%	12%
Students per teacher	17.9	14.1	18.4
Average teacher salary	\$45,061	\$50,510	\$48,951
Amount from Prop 301	\$7,616	\$5,096	\$6,411
Average years of teacher experience	12.5	13.8	11.4
Percentage of teachers in first 3 years	24%	9%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,378	\$ 1,339	\$ 1,836	\$ 1,317
State	3,879	3,415	4,904	4,011
Local	4,076	4,185	2,715	4,592
Total per pupil revenues	\$ 9,333	\$ 8,939	\$ 9,455	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,254	\$ 5,255	\$ 5,707
Grants	1,971	1,357	2,113
Donations and tax credits	121	156	67

Select revenues from less common sources

Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	0	0	3 of 10
Voter-approved levy increases	1,104	1,085	8 of 10

Cottonwood-Oak Creek ESD—page 2

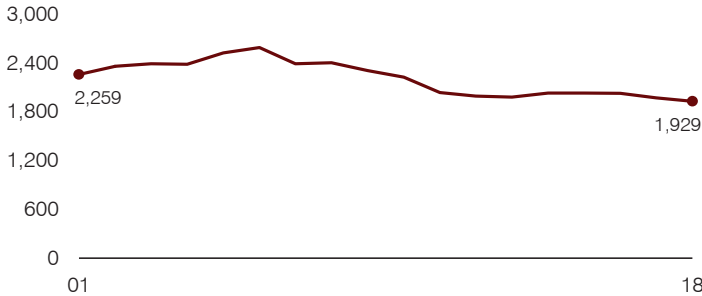
Instructional spending percentage

Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 53.8 52.4 56.1 53.6 53.9 53.5 53.4 55.8 57.0 52.8 47.8 50.6 55.7 52.0 50.5 53.0 53.5 52.4

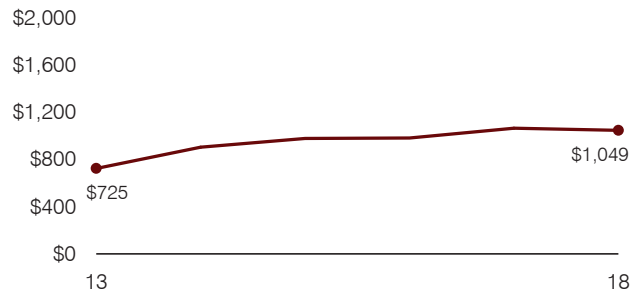
TRENDS AND FINANCIAL STRESS ASSESSMENT

Fiscal years as indicated

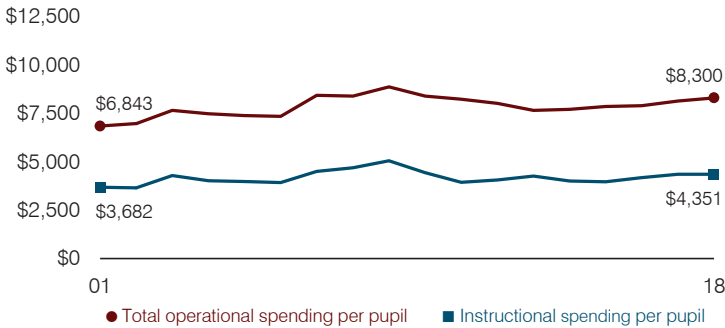
Students attending



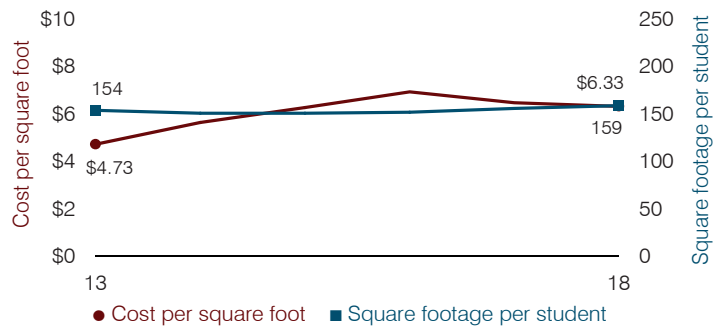
Administrative cost per pupil



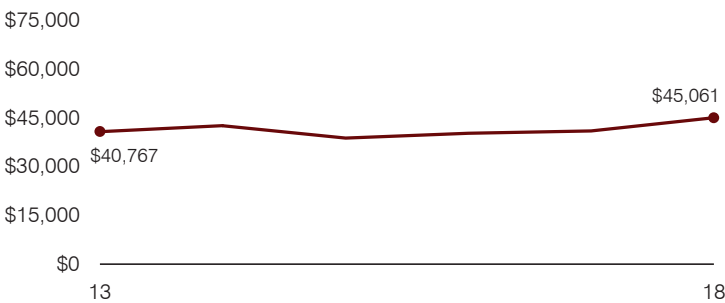
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



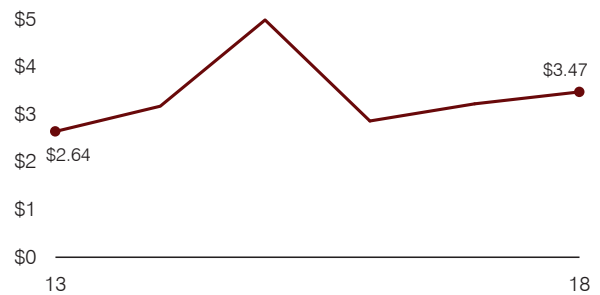
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



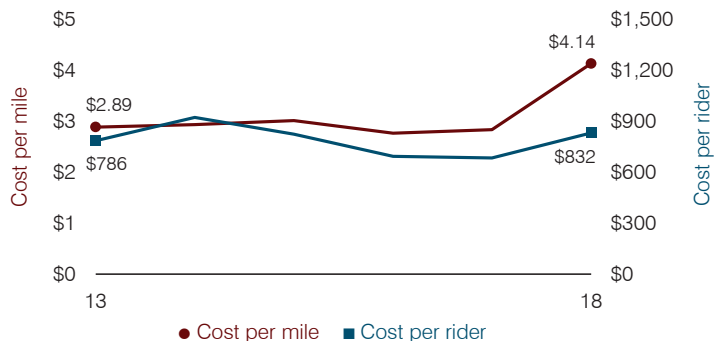
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2016 through 2018	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	Capital
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	2.2%, Decreasing
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant

Low	Moderate	High

Transportation costs per mile and per rider



Crane Elementary School District

Yuma County

Efficiency peer groups 8 and T-1, Achievement peer group 14¹

Legislative district(s): 4 and 13

District size, location:

Medium-large, City

Students attending:

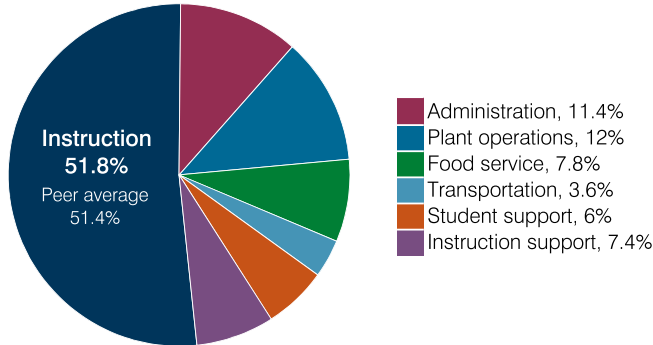
5,843

Number of schools:

11

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$812	\$1,025	\$860
	Students per administrative position	73	67	66
Plant operations	Cost per square foot	\$7.93	\$6.61	\$6.34
	Square footage per student	107	143	156
Food service	Cost per meal	\$2.74	\$2.92	\$3.02
Transportation	Cost per mile	\$5.16	\$7.19	\$4.05
	Cost per rider	\$820	\$1,106	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,318	\$ 3,680	\$ 4,392	\$ 4,480
Administration	822	812	1,025	860
Plant operations	880	851	971	988
Food service	558	555	659	425
Transportation	249	258	331	388
Student support	425	424	631	693
Instruction support	546	527	546	462
Total operational	6,798	7,107	8,555	8,296
Land and buildings	577	100	1,140	827
Equipment	156	175	697	409
Interest	131	114	327	228
Other	0	1	172	169
Total nonoperational	864	390	2,336	1,633
Total per pupil spending	\$ 7,662	\$ 7,497	\$ 10,891	\$ 9,929

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

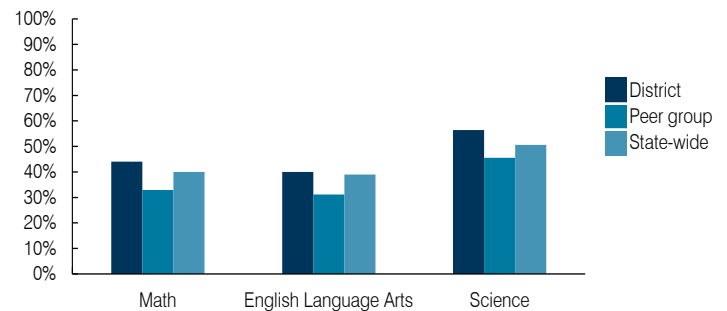
STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools ²	Percentage of schools
A	2	20%
B	3	30%
C	4	40%
D	1	10%
F	0	0%

² Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	24%	28%	19%
Special education population	10%	12%	12%
Students per teacher	19.8	18.9	18.4
Average teacher salary	\$48,132	\$46,164	\$48,951
Amount from Prop 301	\$7,419	\$5,459	\$6,411
Average years of teacher experience	9.0	9.3	11.4
Percentage of teachers in first 3 years	25%	26%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,414	\$ 1,308	\$ 1,723	\$ 1,317
State	4,838	5,129	3,921	4,011
Local	1,233	1,397	4,869	4,592
Total per pupil revenues	\$ 7,485	\$ 7,834	\$ 10,513	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 4,973	\$ 5,028	\$ 5,175	\$ 5,585
Grants	1,465	1,557	1,843	1,241
Donations and tax credits	62	85	54	90

Select revenues from less common sources

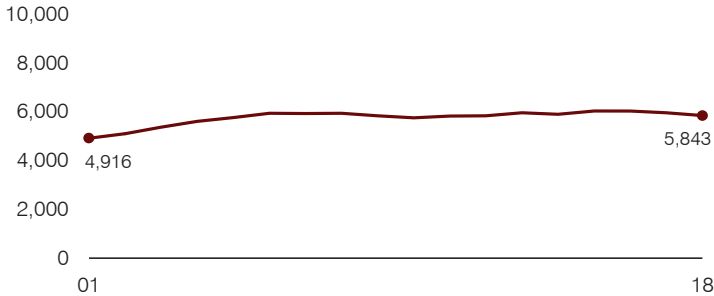
			Number of peers receiving
Desegregation	\$ 0	\$ 0	4 of 19
Small school adjustment	0	0	0 of 19
Federal impact aid	0	0	0 of 19
Voter-approved levy increases	435	472	19 of 19

Instructional spending percentage

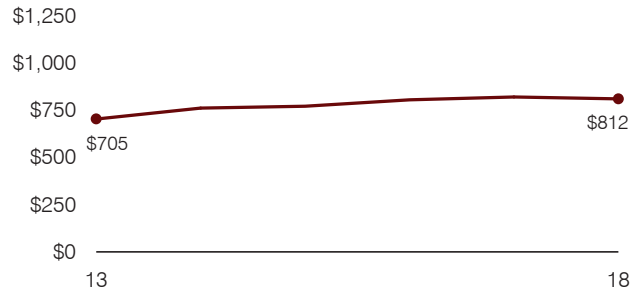
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 56.8 59.4 59.0 58.8 57.4 56.5 55.8 56.0 54.3 53.5 52.8 51.1 50.8 51.2 50.9 51.2 48.8 51.8

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

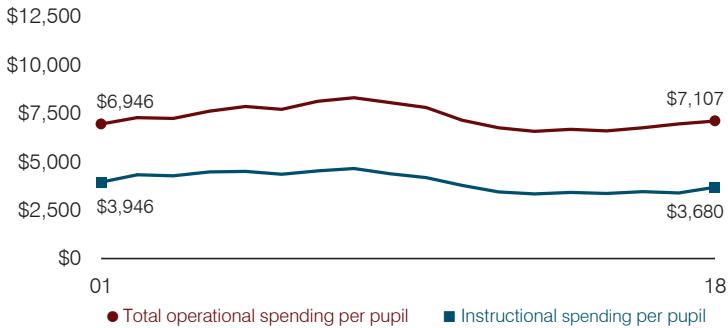
Students attending



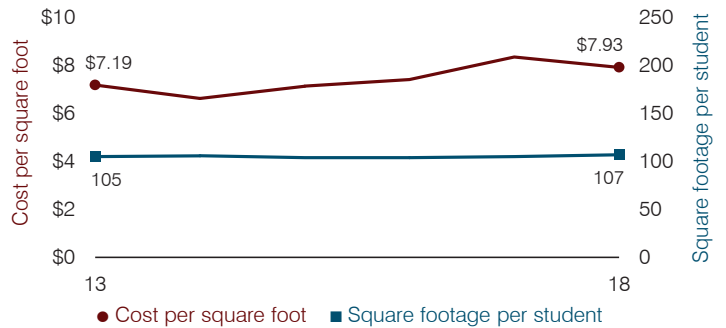
Administrative cost per pupil



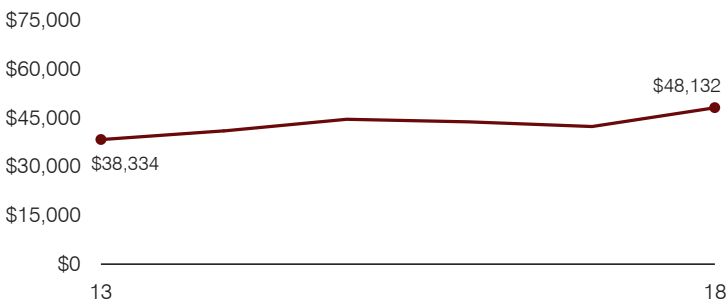
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



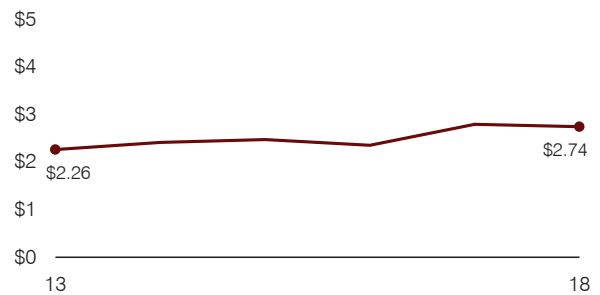
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



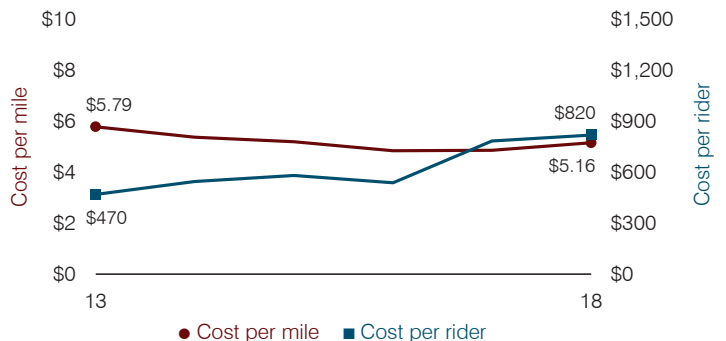
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	6.5%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low **Moderate** **High**

Transportation costs per mile and per rider



Creighton Elementary School District

Maricopa County

Efficiency peer groups 8 and T-1, Achievement peer group 15¹

Legislative district(s): 24, 27, and 28

District size, location:

Medium-large, City

Students attending:

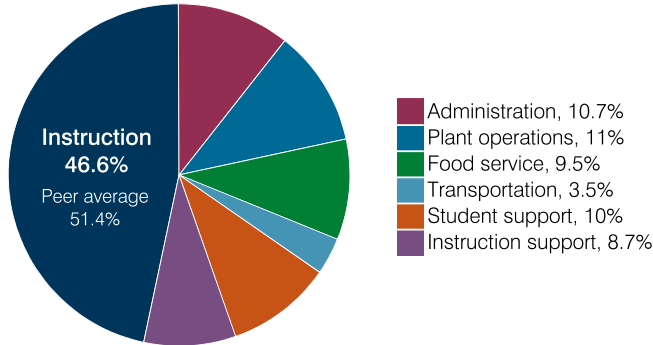
5,706

Number of schools:

9

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$927	\$1,025	\$860
	Students per administrative position	55	67	66
Plant operations	Cost per square foot	\$5.75	\$6.61	\$6.34
	Square footage per student	165	143	156
Food service	Cost per meal	\$3.24	\$2.92	\$3.02
Transportation	Cost per mile	\$8.00	\$7.19	\$4.05
	Cost per rider	\$1,019	\$1,106	\$1,301

Very low
Low
Comparable
High
Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,125	\$ 4,036	\$ 4,392	\$ 4,480
Administration	910	927	1,025	860
Plant operations	865	951	971	988
Food service	879	831	659	425
Transportation	326	308	331	388
Student support	818	863	631	693
Instruction support	759	752	546	462
Total operational	8,682	8,668	8,555	8,296
Land and buildings	285	508	1,140	827
Equipment	447	808	697	409
Interest	202	247	327	228
Other	121	127	172	169
Total nonoperational	1,055	1,690	2,336	1,633
Total per pupil spending	\$ 9,737	\$ 10,358	\$ 10,891	\$ 9,929

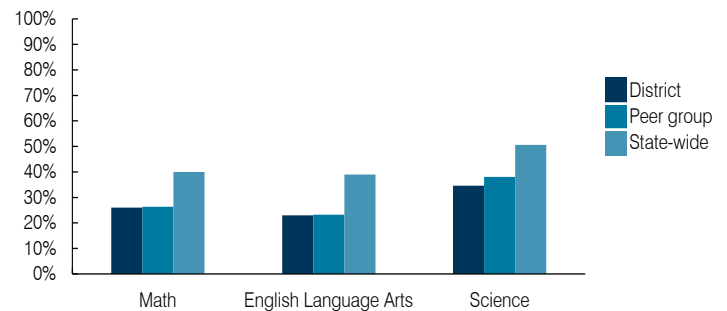
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	11%
C	7	78%
D	1	11%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	33%	36%	19%
Special education population	10%	10%	12%
Students per teacher	15.2	18.3	18.4
Average teacher salary	\$38,446	\$53,697	\$48,951
Amount from Prop 301	\$4,924	\$5,105	\$6,411
Average years of teacher experience	7.7	9.8	11.4
Percentage of teachers in first 3 years	38%	30%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 2,261	\$ 2,176	\$ 1,723	\$ 1,317
State	4,048	4,343	3,921	4,011
Local	4,055	4,569	4,869	4,592
Total per pupil revenues	\$ 10,364	\$ 11,088	\$ 10,513	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 4,948	\$ 5,089	\$ 5,175
Grants	2,336	2,410	1,843
Donations and tax credits	63	73	54

Select revenues from less common sources

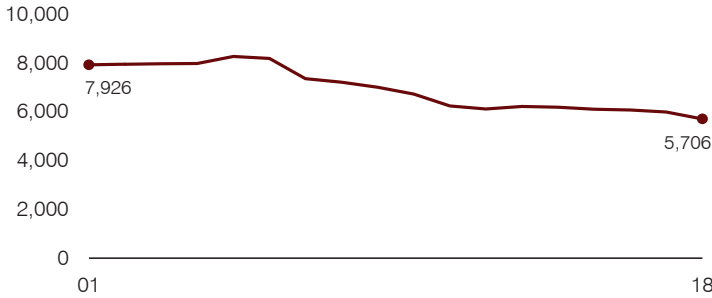
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	4 of 19
Small school adjustment	0	0	0 of 19
Federal impact aid	0	0	0 of 19
Voter-approved levy increases	2,144	2,441	19 of 19

Instructional spending percentage

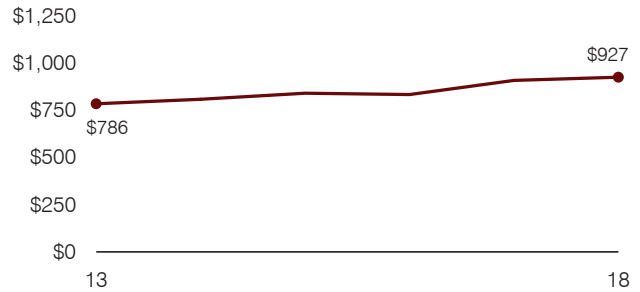
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 56.8 55.5 59.8 58.0 57.8 55.0 53.3 51.9 52.6 53.3 50.9 50.3 48.0 47.4 48.5 48.3 47.5 46.6

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

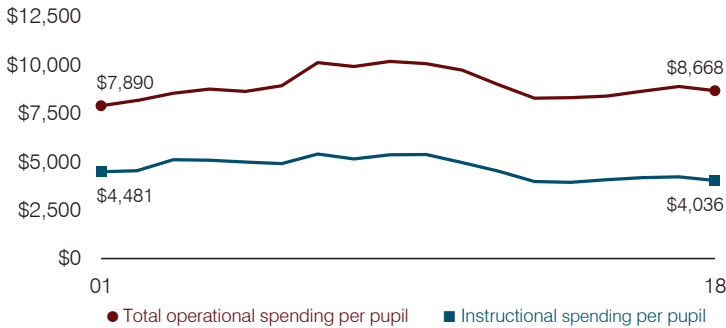
Students attending



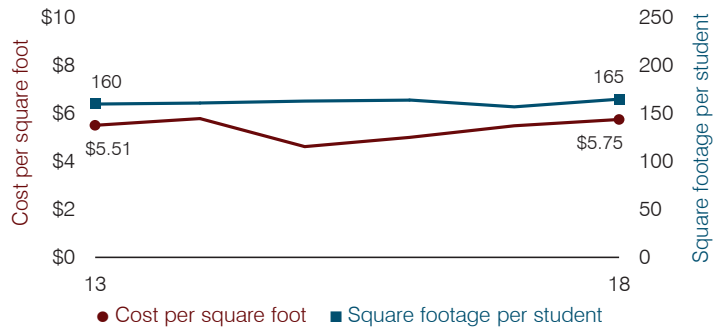
Administrative cost per pupil



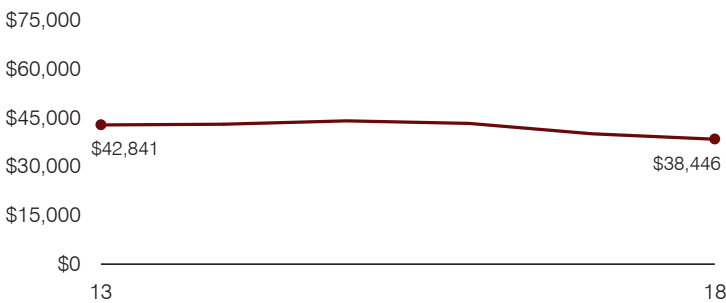
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



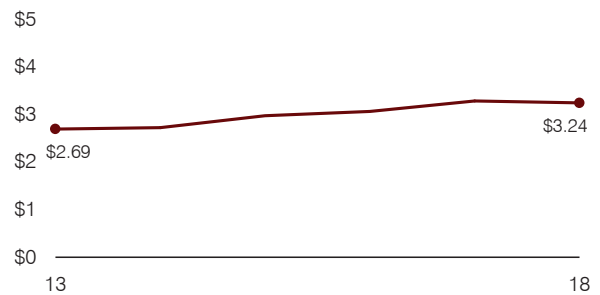
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



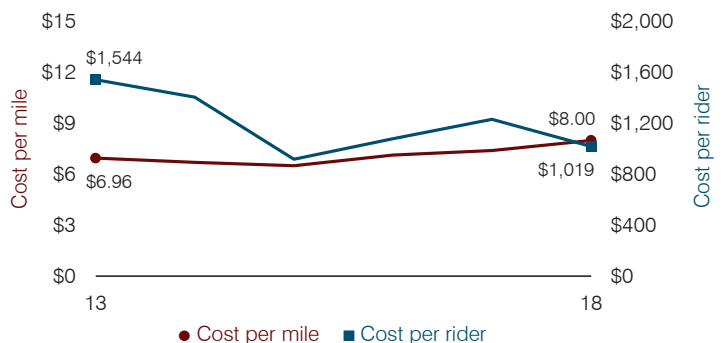
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	9.6%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low **Moderate** **High**

Transportation costs per mile and per rider



Crown King Elementary School District

Yavapai County

Efficiency peer group 11 and Achievement peer group 17¹

Legislative district(s): 1

District size, location:

Very small, Rural

Students attending:

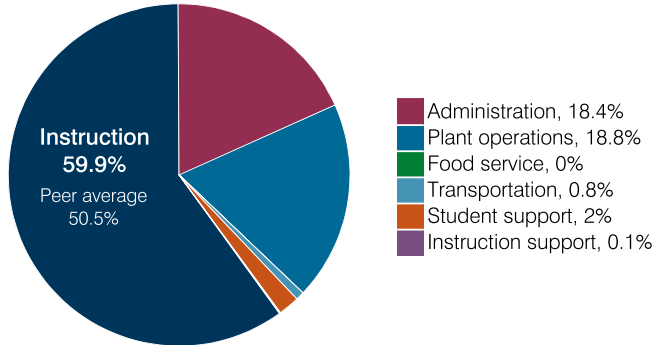
6

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,470	\$3,064	\$860
	Students per administrative position	7	33	66
Plant operations	Cost per square foot	\$11.00	\$7.31	\$6.34
	Square footage per student	324	371	156
Food service	Cost per meal	N/A	\$5.79	\$3.02
Transportation	Cost per mile	N/A	N/A	\$4.05
	Cost per rider	N/A	N/A	\$1,301

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 8,879	\$ 11,316	\$ 8,493	\$ 4,480
Administration	2,493	3,470	3,064	860
Plant operations	3,198	3,566	2,439	988
Food service	0	0	932	425
Transportation	108	162	973	388
Student support	155	381	656	693
Instruction support	112	10	400	462
Total operational	14,945	18,905	16,957	8,296
Land and buildings	443	0	965	827
Equipment	20	0	562	409
Interest	0	0	25	228
Other	0	0	88	169
Total nonoperational	463	0	1,640	1,633
Total per pupil spending	\$ 15,408	\$ 18,905	\$ 18,597	\$ 9,929

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Letter grade information for District's school was not published by ADE. See Appendix B for more information.

Students who passed State assessments

Measure did not meet our criteria for reporting.

Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	N/A	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	N/A	19%	19%
Special education population	N/A	13%	12%
Students per teacher	5.9	14.1	18.4
Average teacher salary	\$34,052	\$50,510	\$48,951
Amount from Prop 301	\$2,100	\$5,096	\$6,411
Average years of teacher experience	21.0	13.8	11.4
Percentage of teachers in first 3 years	0%	9%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 2,396	\$ 3,688	\$ 3,021	\$ 1,317
State	1,808	2,134	4,788	4,011
Local	11,538	16,653	12,812	4,592
Total per pupil revenues	\$ 15,742	\$ 22,475	\$ 20,621	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 6,762	\$ 8,930	\$ 8,282	\$ 5,585
Grants	2,403	3,724	3,020	1,241
Donations and tax credits	189	204	125	90

Select revenues from less common sources

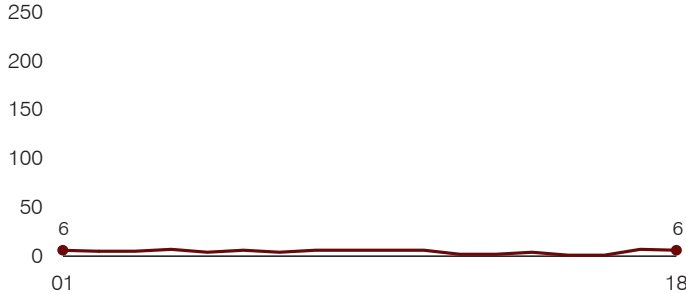
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	11,661	8,343	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

Instructional spending percentage

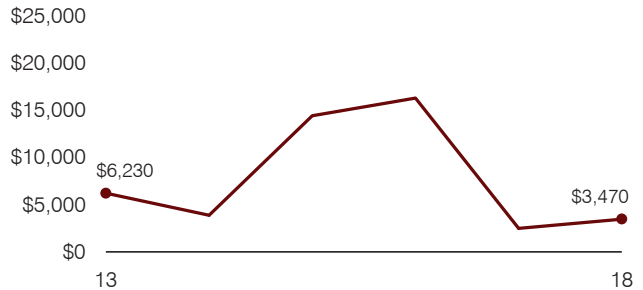
Year:	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Percentage:	63.9	66.5	64.7	63.9	67.0	71.2	65.6	68.0	68.3	68.7	69.0	64.4	54.6	60.9	43.1	50.6	59.4	59.9

TRENDS AND FINANCIAL STRESS ASSESSMENT
Fiscal years as indicated

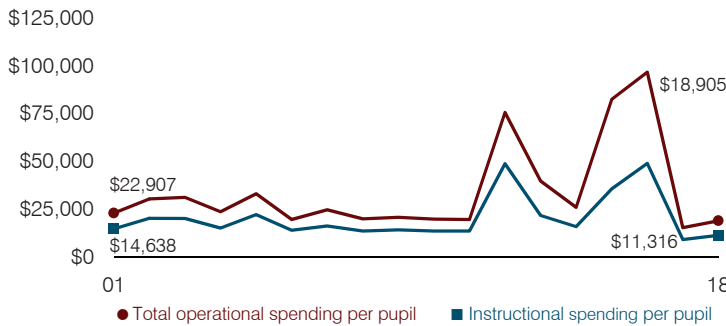
Students attending



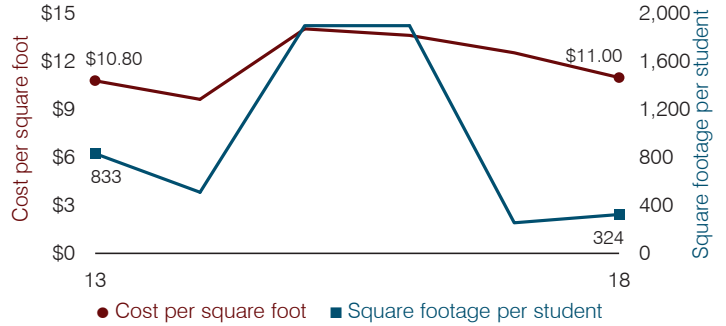
Administrative cost per pupil



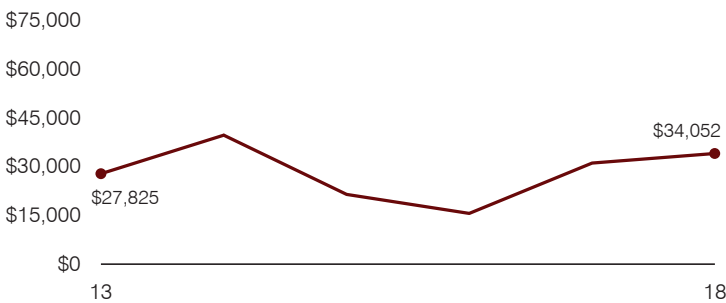
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal

Food service cost per meal trend is not shown because the District did not operate a food service program during all or a substantial portion of fiscal years 2013 through 2018.

Financial stress assessment

Overall financial stress level:	Low
Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	39.0%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Not assessed

Transportation costs per mile and per rider

Transportation costs per mile and per rider trends are not shown because the District did not operate a transportation program during all or a substantial portion of fiscal years 2013 through 2018.

Deer Valley Unified School District

Maricopa County

Efficiency peer groups 1 and T-3, Achievement peer group 2¹

Legislative district(s): 1, 15, 20, and 22

District size, location:

Very large, Suburb

Students attending:

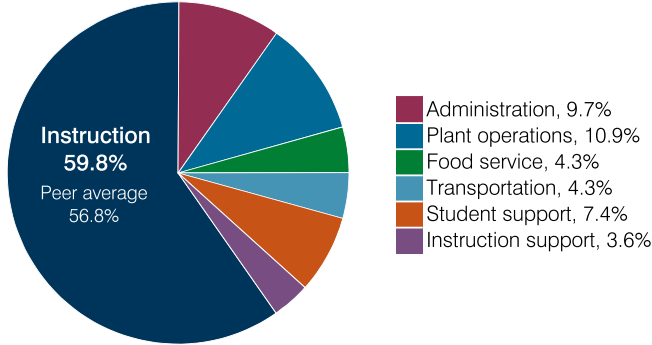
32,571

Number of schools:

38

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$738	\$712	\$860
	Students per administrative position	85	80	66
Plant operations	Cost per square foot	\$5.96	\$6.18	\$6.34
	Square footage per student	139	149	156
Food service	Cost per meal	\$2.97	\$2.87	\$3.02
Transportation	Cost per mile	\$5.10	\$4.47	\$4.05
	Cost per rider	\$1,342	\$1,248	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,483	\$ 4,542	\$ 4,531	\$ 4,480
Administration	733	738	712	860
Plant operations	810	826	916	988
Food service	305	328	331	425
Transportation	307	323	358	388
Student support	562	559	704	693
Instruction support	278	276	395	462
Total operational	7,478	7,592	7,947	8,296
Land and buildings	735	577	631	827
Equipment	300	259	317	409
Interest	185	151	232	228
Other	266	262	207	169
Total nonoperational	1,486	1,249	1,387	1,633
Total per pupil spending	\$ 8,964	\$ 8,841	\$ 9,334	\$ 9,929

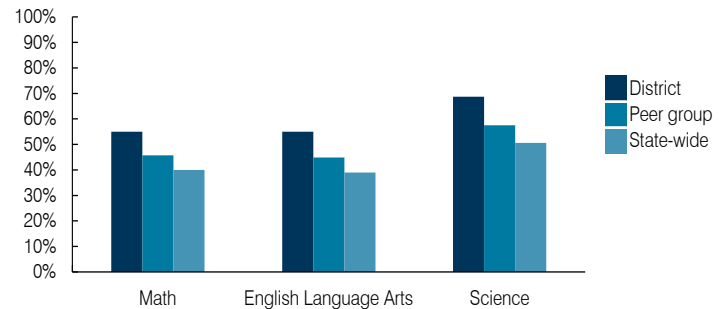
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	24	63%
B	11	28%
C	1	3%
D	1	3%
F	1	3%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2017)	94%	90%	78%
Poverty rate (2017)	9%	12%	19%
Special education population	11%	13%	12%
Students per teacher	17.2	18.5	18.4
Average teacher salary	\$45,552	\$47,265	\$48,951
Amount from Prop 301	\$6,029	\$6,556	\$6,411
Average years of teacher experience	12.5	11.5	11.4
Percentage of teachers in first 3 years	16%	19%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 682	\$ 661	\$ 875	\$ 1,317
State	3,205	3,316	3,546	4,011
Local	4,955	5,250	5,443	4,592
Total per pupil revenues	\$ 8,842	\$ 9,227	\$ 9,864	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 5,165	\$ 5,240	\$ 5,492	\$ 5,585
Grants	705	727	937	1,241
Donations and tax credits	84	91	94	90

Select revenues from less common sources

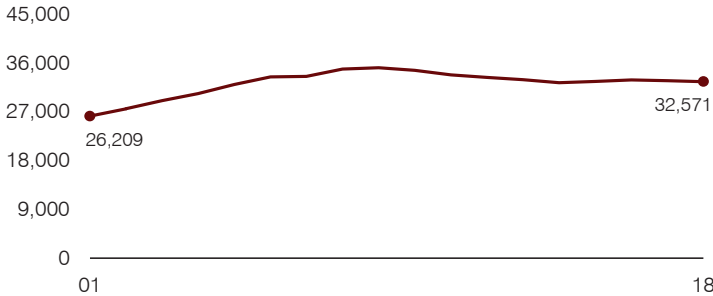
			Number of peers receiving
Desegregation	\$ 0	\$ 0	4 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	0	0	2 of 10
Voter-approved levy increases	1,721	1,849	10 of 10

Instructional spending percentage

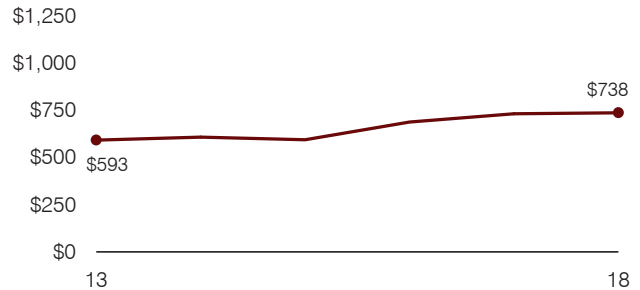
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 60.1 62.2 61.6 62.8 61.9 61.2 60.5 61.5 60.6 60.6 59.6 58.9 58.6 58.3 60.7 58.5 60.0 59.8

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

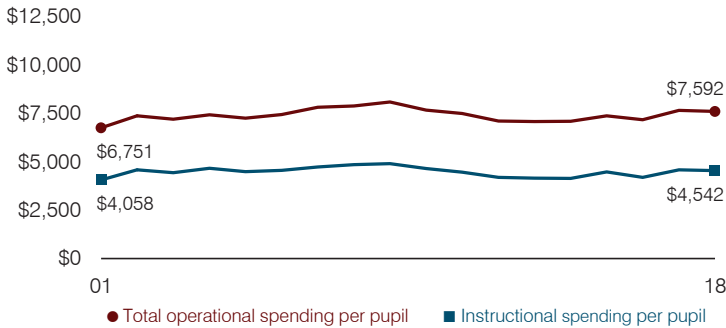
Students attending



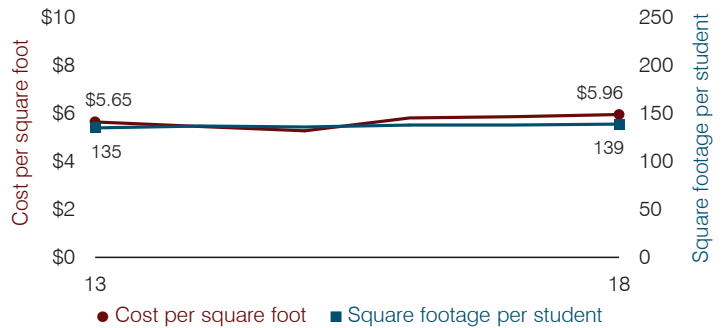
Administrative cost per pupil



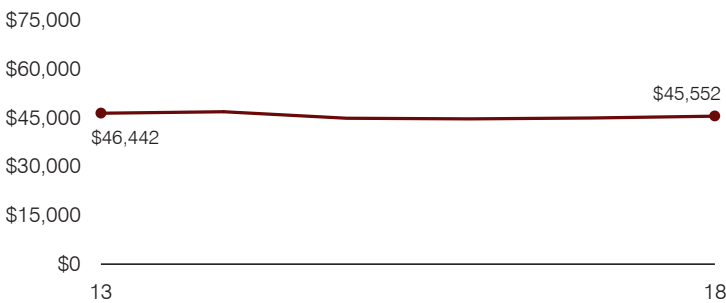
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



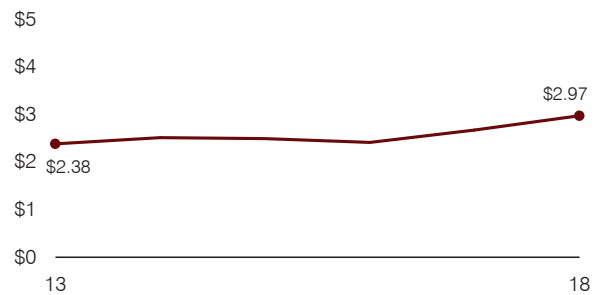
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



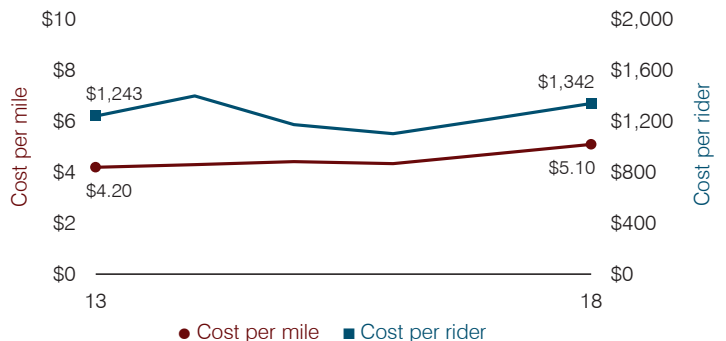
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	1.9%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Double Adobe Elementary School District

Cochise County

District size, location:

Very small, Rural

Efficiency peer groups 11 and T-11, Achievement peer group 20¹

Students attending:

39

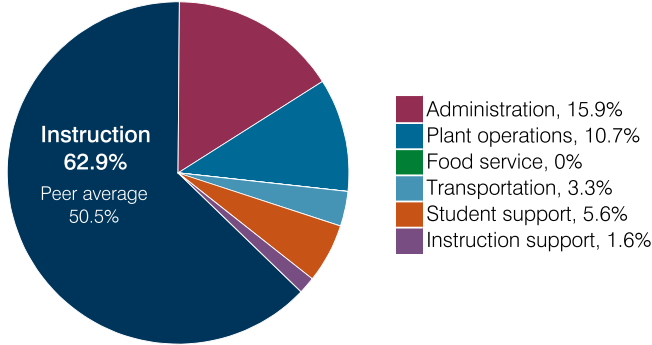
Legislative district(s): 14

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,355	\$3,064	\$860
	Students per administrative position	31	33	66
Plant operations	Cost per square foot	\$7.10	\$7.31	\$6.34
	Square footage per student	224	371	156
Food service	Cost per meal	N/A	\$5.79	\$3.02
Transportation	Cost per mile	\$1.07	\$1.94	\$4.05
	Cost per rider	\$840	\$1,614	\$1,301

Per pupil spending

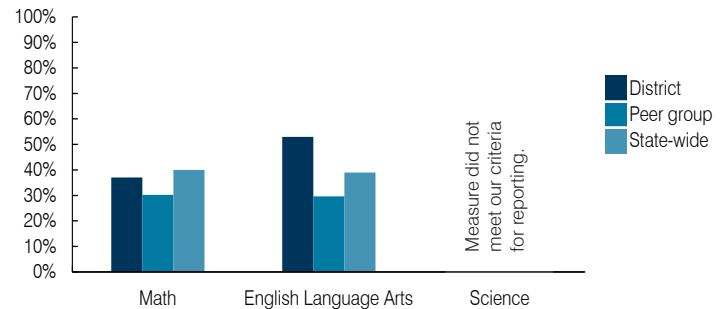
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 8,646	\$ 9,339	\$ 8,493	\$ 4,480
Administration	2,135	2,355	3,064	860
Plant operations	1,610	1,589	2,439	988
Food service	0	0	932	425
Transportation	318	493	973	388
Student support	586	824	656	693
Instruction support	175	243	400	462
Total operational	13,470	14,843	16,957	8,296
Land and buildings	1,966	1,100	965	827
Equipment	793	522	562	409
Interest	19	0	25	228
Other	0	0	88	169
Total nonoperational	2,778	1,622	1,640	1,633
Total per pupil spending	\$ 16,248	\$ 16,465	\$ 18,597	\$ 9,929

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	36%	39%	19%
Special education population	13%	17%	12%
Students per teacher	9.8	12.3	18.4
Average teacher salary	\$54,444	\$46,899	\$48,951
Amount from Prop 301	\$6,802	\$4,418	\$6,411
Average years of teacher experience	15.5	13.4	11.4
Percentage of teachers in first 3 years	0%	6%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,021	\$ 1,030	\$ 3,021	\$ 1,317
State	9,740	8,107	4,788	4,011
Local	4,814	4,694	12,812	4,592
Total per pupil revenues	\$ 15,575	\$ 13,831	\$ 20,621	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 8,591	\$ 8,578	\$ 8,282
Grants	2,926	2,150	3,020
Donations and tax credits	187	70	125

Select revenues from less common sources

Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	3,382	3,825	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

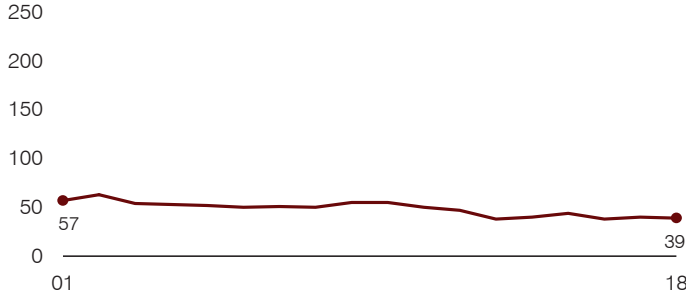
Double Adobe ESD—page 2

Instructional spending percentage

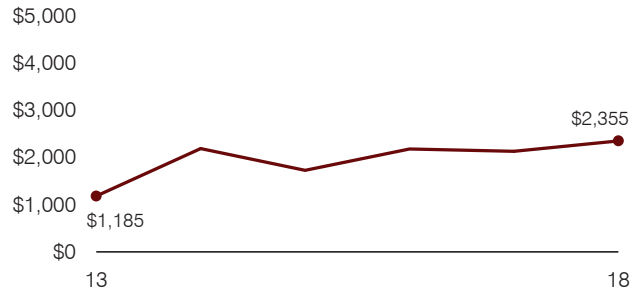
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 66.0 65.4 64.1 63.5 62.9 63.3 62.4 61.6 61.3 64.3 65.0 61.5 69.6 63.5 60.1 61.7 64.2 62.9

TRENDS AND FINANCIAL STRESS ASSESSMENT Fiscal years as indicated

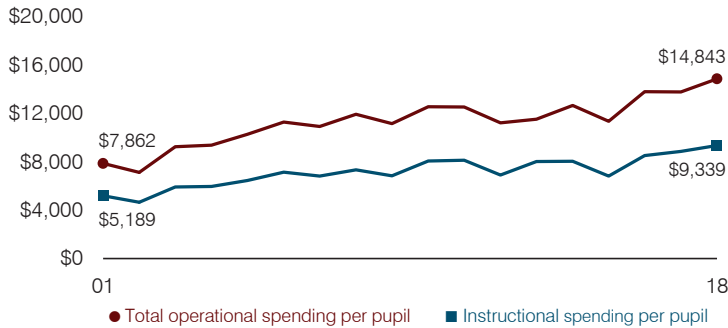
Students attending



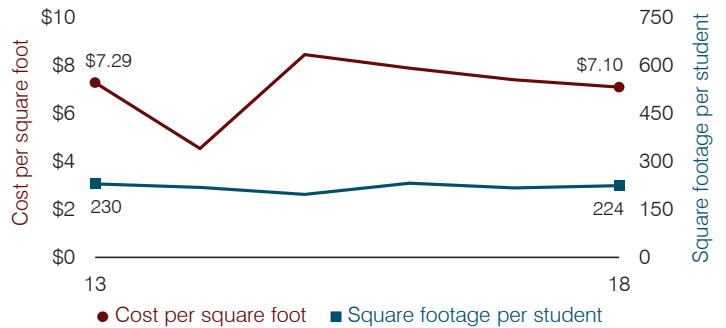
Administrative cost per pupil



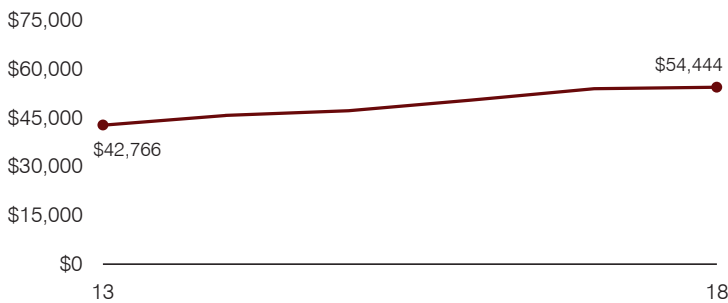
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal

Food service cost per meal trend is not shown because the District did not operate a food service program during all or a substantial portion of fiscal years 2013 through 2018.

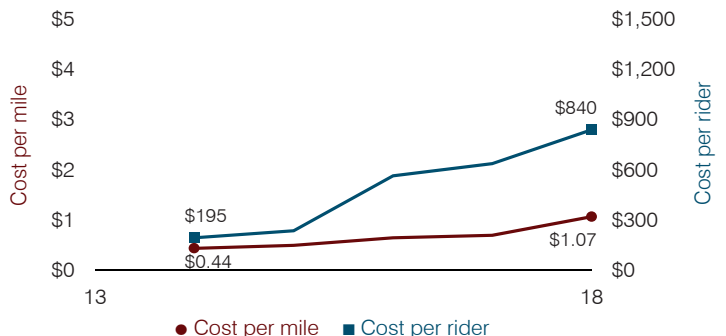
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	Frozen taxes, Unfunded
Years of capital reserve held	More than 3 years
Current financial and internal control status	Not assessed

Low **Moderate** **High**

Transportation costs per mile and per rider



● Cost per mile ■ Cost per rider

Douglas Unified School District

Cochise County

Efficiency peer groups 4 and T-9, Achievement peer group 7¹

Legislative district(s): 14

District size, location:

Medium-large, Town

Students attending:

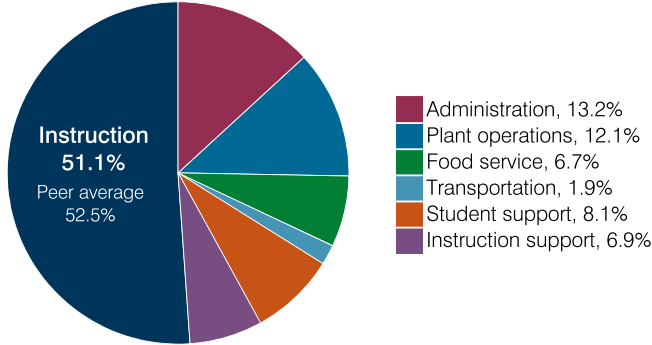
3,941

Number of schools:

8

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$939	\$837	\$860
	Students per administrative position	62	69	66
Plant operations	Cost per square foot	\$5.99	\$5.61	\$6.34
	Square footage per student	143	184	156
Food service	Cost per meal	\$3.13	\$3.16	\$3.02
Transportation	Cost per mile	\$2.97	\$2.62	\$4.05
	Cost per rider	\$2,322	\$1,457	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,760	\$ 3,637	\$ 4,194	\$ 4,480
Administration	1,019	939	837	860
Plant operations	885	859	1,004	988
Food service	527	480	421	425
Transportation	146	135	418	388
Student support	616	575	643	693
Instruction support	593	492	480	462
Total operational	7,546	7,117	7,997	8,296
Land and buildings	29	173	570	827
Equipment	265	255	389	409
Interest	87	76	200	228
Other	14	8	69	169
Total nonoperational	395	512	1,228	1,633
Total per pupil spending	\$ 7,941	\$ 7,629	\$ 9,225	\$ 9,929

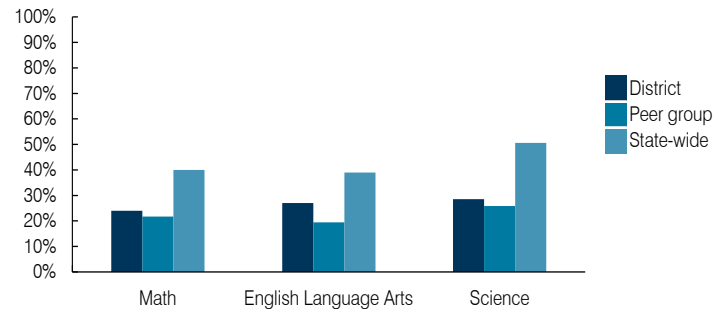
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	4	50%
C	3	38%
D	0	0%
F	1	12%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	91%	94%
Graduation rate (2017)	87%	76%	78%
Poverty rate (2017)	34%	41%	19%
Special education population	6%	12%	12%
Students per teacher	21.4	15.8	18.4
Average teacher salary	\$42,899	\$48,537	\$48,951
Amount from Prop 301	\$7,569	\$5,191	\$6,411
Average years of teacher experience	11.1	12.5	11.4
Percentage of teachers in first 3 years	16%	18%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,699	\$ 1,525	\$ 2,385	\$ 1,317
State	4,872	4,862	4,222	4,011
Local	2,291	1,961	3,291	4,592
Total per pupil revenues	\$ 8,862	\$ 8,348	\$ 9,898	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,156	\$ 4,968	\$ 5,443
Grants	1,724	1,682	1,552
Donations and tax credits	110	8	63

Select revenues from less common sources

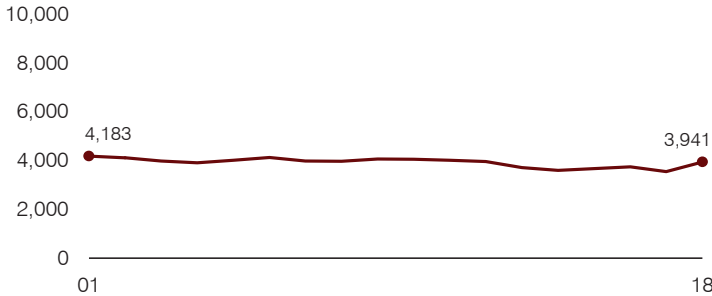
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	1 of 17
Small school adjustment	0	0	0 of 17
Federal impact aid	0	0	6 of 17
Voter-approved levy increases	206	194	13 of 17

Instructional spending percentage

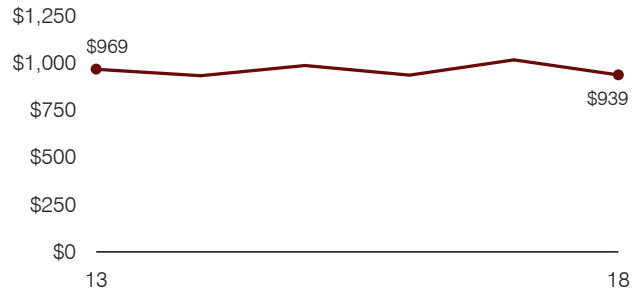
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 62.2 63.6 61.0 63.6 60.0 58.8 59.5 58.2 54.9 53.2 53.8 52.3 52.4 50.7 49.6 50.5 49.8 51.1

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

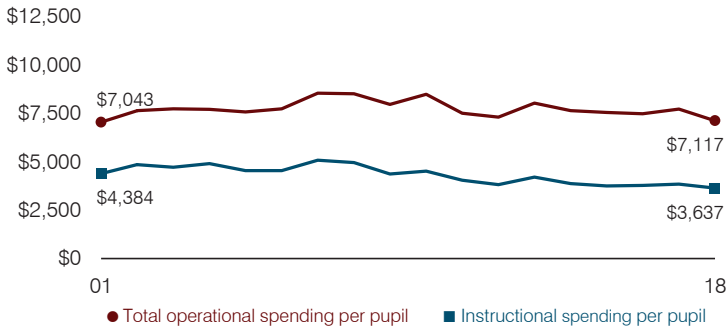
Students attending



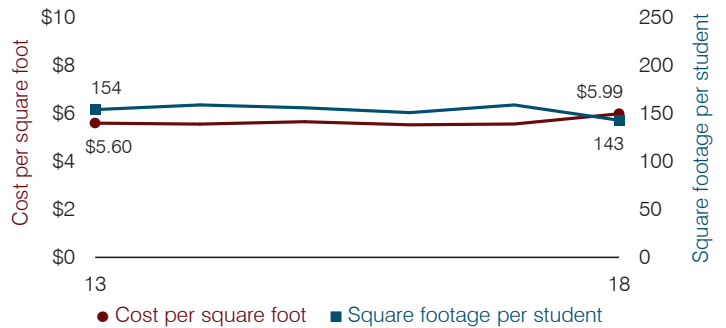
Administrative cost per pupil



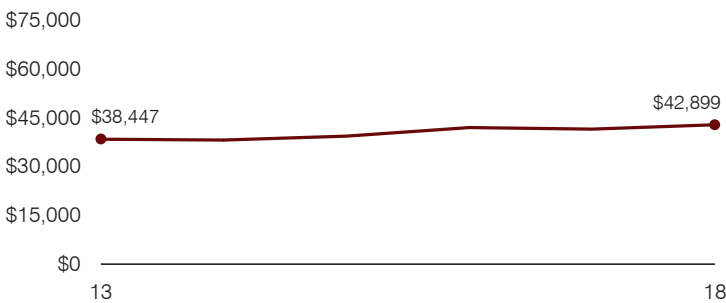
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



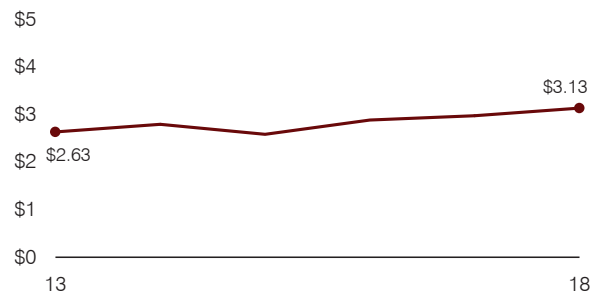
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



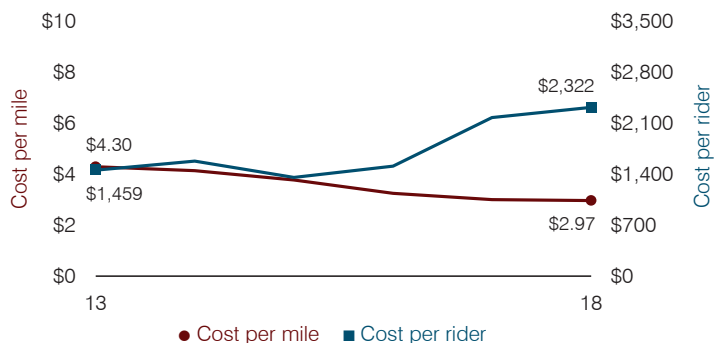
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	5.6%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Duncan Unified School District

Greenlee County

Efficiency peer groups 6 and T-10, Achievement peer group 4¹

Legislative district(s): 14

District size, location:

Small, Rural

Students attending:

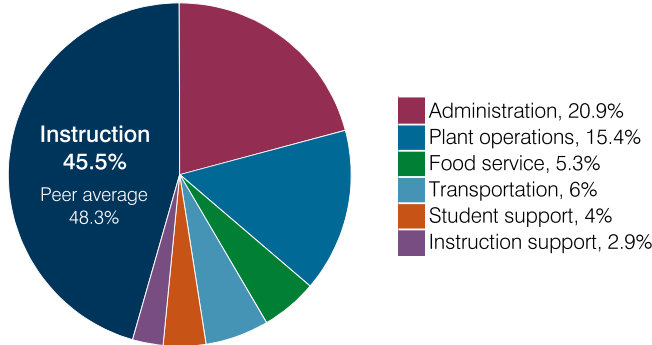
337

Number of schools:

2

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,123	\$1,744	\$860
	Students per administrative position	35	43	66
Plant operations	Cost per square foot	\$4.15	\$5.27	\$6.34
	Square footage per student	376	321	156
Food service	Cost per meal	\$3.32	\$3.96	\$3.02
Transportation	Cost per mile	\$1.39	\$1.95	\$4.05
	Cost per rider	\$1,045	\$1,572	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,737	\$ 4,609	\$ 5,556	\$ 4,480
Administration	2,156	2,123	1,744	860
Plant operations	1,478	1,559	1,706	988
Food service	521	540	546	425
Transportation	494	611	592	388
Student support	384	404	672	693
Instruction support	308	295	393	462
Total operational	10,078	10,141	11,209	8,296
Land and buildings	445	4,197	1,077	827
Equipment	334	1,177	601	409
Interest	44	14	162	228
Other	0	0	60	169
Total nonoperational	823	5,388	1,900	1,633
Total per pupil spending	\$ 10,901	\$ 15,529	\$ 13,109	\$ 9,929

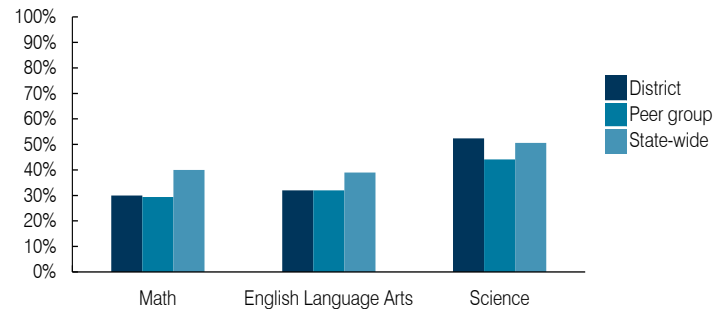
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	50%
C	1	50%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2017)	91%	85%	78%
Poverty rate (2017)	18%	13%	19%
Special education population	12%	13%	12%
Students per teacher	16.0	16.6	18.4
Average teacher salary	\$42,778	\$47,740	\$48,951
Amount from Prop 301	\$7,384	\$6,338	\$6,411
Average years of teacher experience	7.8	11.9	11.4
Percentage of teachers in first 3 years	35%	17%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,779	\$ 1,529	\$ 2,405	\$ 1,317
State	759	3,029	4,080	4,011
Local	9,314	11,094	8,027	4,592
Total per pupil revenues	\$ 11,852	\$ 15,652	\$ 14,512	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 6,151	\$ 6,321	\$ 7,175	\$ 5,585
Grants	1,896	3,678	2,252	1,241
Donations and tax credits	42	1,022	337	90

Select revenues from less common sources

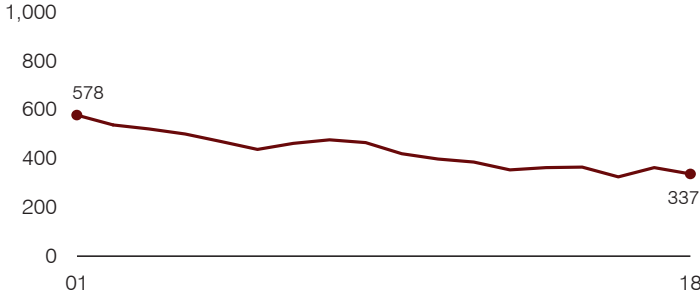
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 18
Small school adjustment	0	0	5 of 18
Federal impact aid	0	0	3 of 18
Voter-approved levy increases	1,429	766	14 of 18

Instructional spending percentage

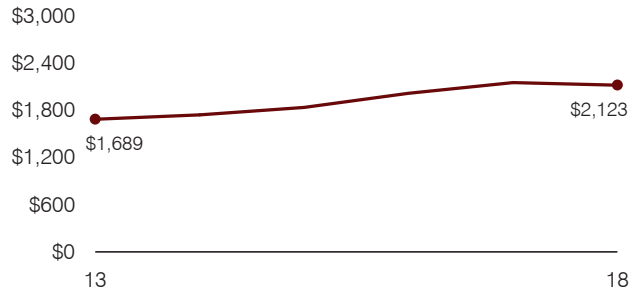
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 57.5 63.5 58.3 58.1 57.1 58.1 55.9 55.3 56.0 54.9 52.8 50.1 49.7 48.7 49.2 48.4 47.0 45.5

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

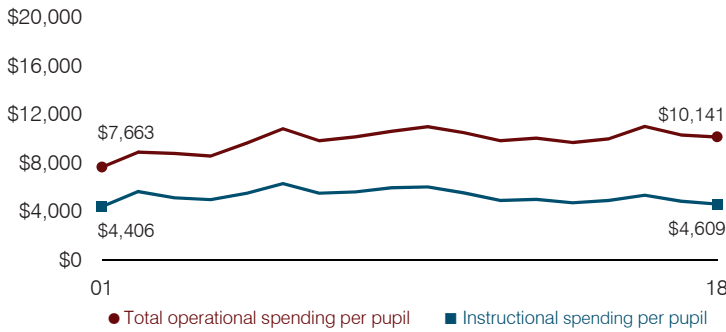
Students attending



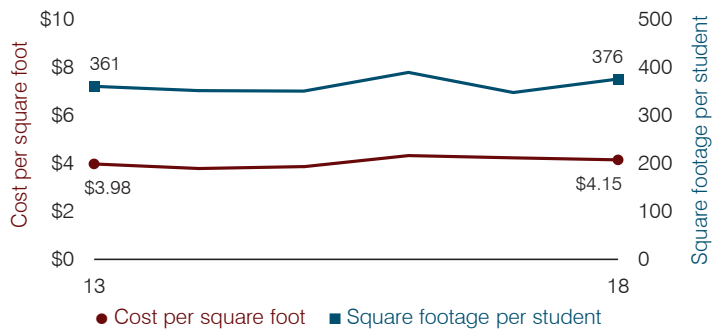
Administrative cost per pupil



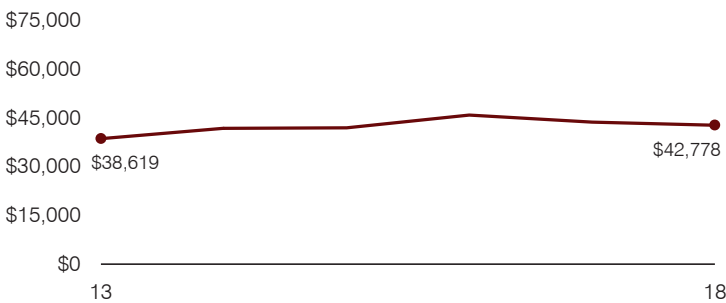
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



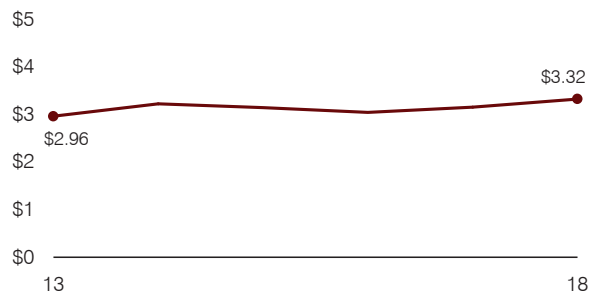
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



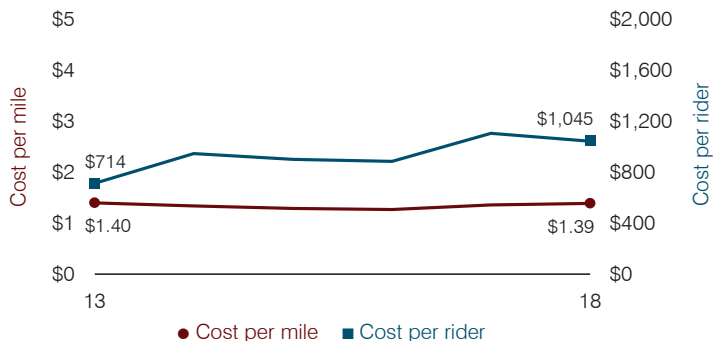
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	8.1%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low **Moderate** **High**

Transportation costs per mile and per rider



Dysart Unified School District

Maricopa County

Efficiency peer groups 1 and T-4, Achievement peer group 2¹

Legislative district(s): 13, 21, 22, and 29

District size, location:

Very large, Suburb

Students attending:

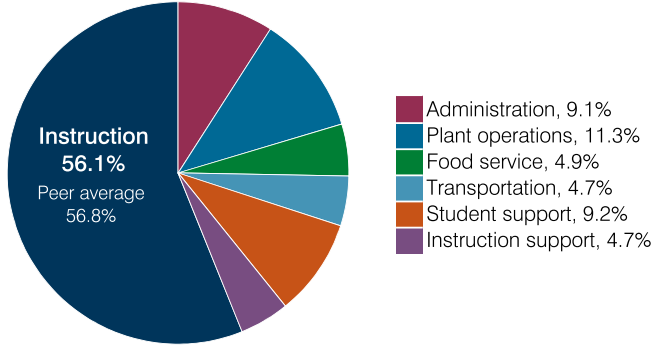
23,646

Number of schools:

23

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$680	\$712	\$860
	Students per administrative position	82	80	66
Plant operations	Cost per square foot	\$6.11	\$6.18	\$6.34
	Square footage per student	139	149	156
Food service	Cost per meal	\$2.96	\$2.87	\$3.02
Transportation	Cost per mile	\$5.17	\$3.72	\$4.05
	Cost per rider	\$1,483	\$1,330	\$1,301

Very low
Low
Comparable
High
Very high

Per pupil spending

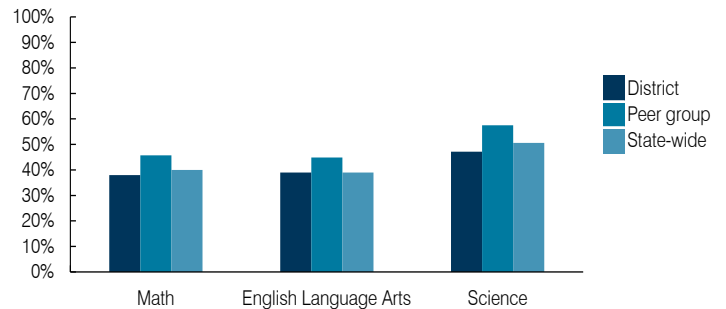
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,106	\$ 4,197	\$ 4,531	\$ 4,480
Administration	661	680	712	860
Plant operations	831	848	916	988
Food service	353	368	331	425
Transportation	355	351	358	388
Student support	670	687	704	693
Instruction support	326	353	395	462
Total operational	7,302	7,484	7,947	8,296
Land and buildings	137	61	631	827
Equipment	500	306	317	409
Interest	205	229	232	228
Other	89	93	207	169
Total nonoperational	931	689	1,387	1,633
Total per pupil spending	\$ 8,233	\$ 8,173	\$ 9,334	\$ 9,929

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	3	13%
B	18	78%
C	2	9%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	92%	90%	78%
Poverty rate (2017)	13%	12%	19%
Special education population	14%	13%	12%
Students per teacher	20.2	18.5	18.4
Average teacher salary	\$51,309	\$47,265	\$48,951
Amount from Prop 301	\$7,007	\$6,556	\$6,411
Average years of teacher experience	9.4	11.5	11.4
Percentage of teachers in first 3 years	18%	19%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 762	\$ 915	\$ 875	\$ 1,317
State	3,903	4,013	3,546	4,011
Local	3,657	3,797	5,443	4,592
Total per pupil revenues	\$ 8,322	\$ 8,725	\$ 9,864	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 5,247	\$ 5,328	\$ 5,492	\$ 5,585
Grants	784	953	937	1,241
Donations and tax credits	67	56	94	90

Select revenues from less common sources

			Number of peers receiving
Desegregation	\$ 0	\$ 0	4 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	0	0	2 of 10
Voter-approved levy increases	1,393	1,429	10 of 10

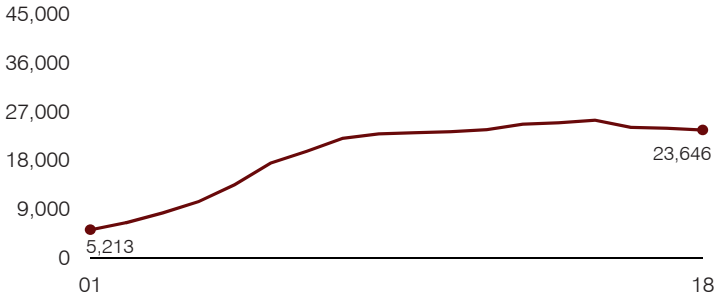
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

Instructional spending percentage

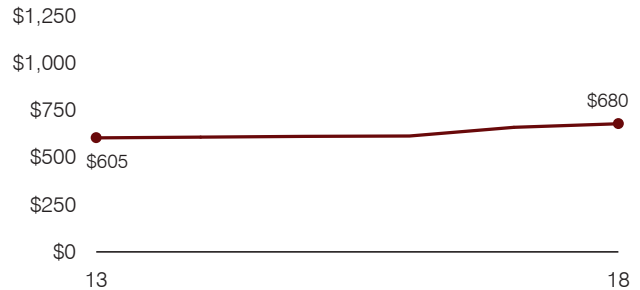
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 50.8 55.1 55.8 55.3 57.4 59.4 58.9 57.3 57.2 55.9 55.3 54.9 55.8 55.2 57.4 55.8 56.2 56.1

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

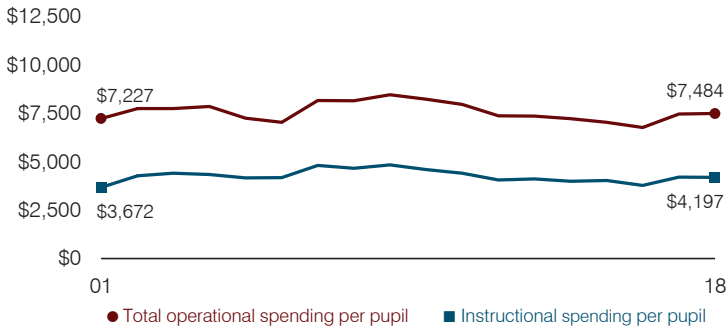
Students attending



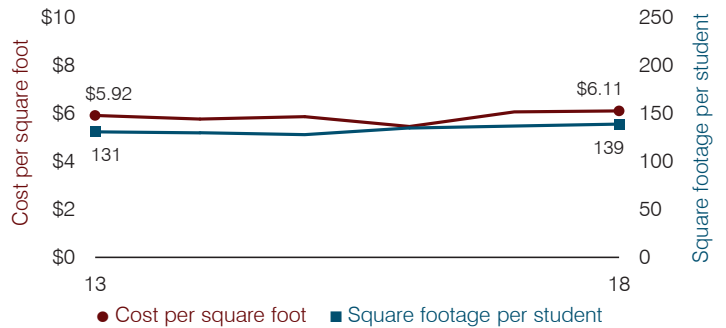
Administrative cost per pupil



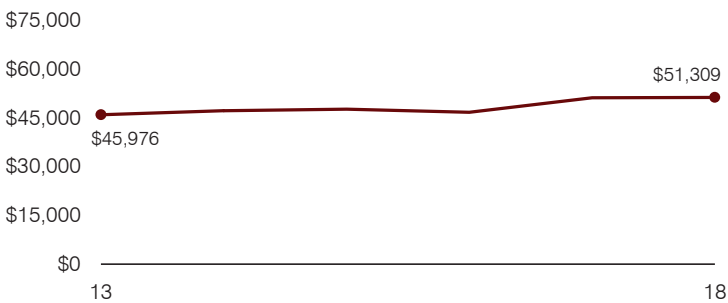
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



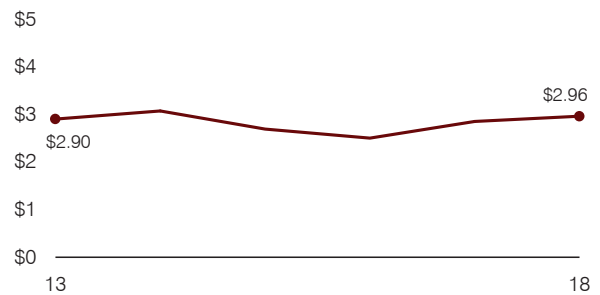
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



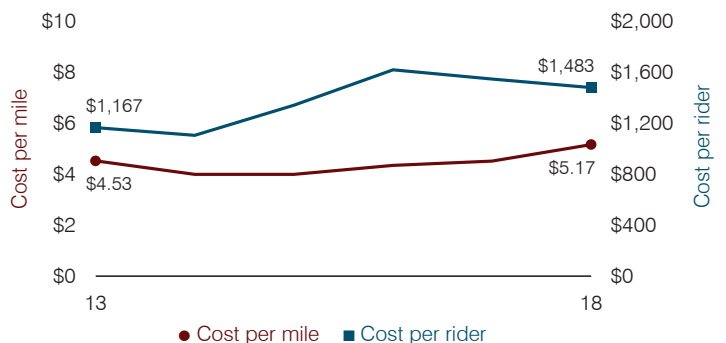
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	5.9%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Elfrida Elementary School District

Cochise County

Efficiency peer groups 11 and T-11, Achievement peer group 16¹

Legislative district(s): 14

District size, location:

Very small, Rural

Students attending:

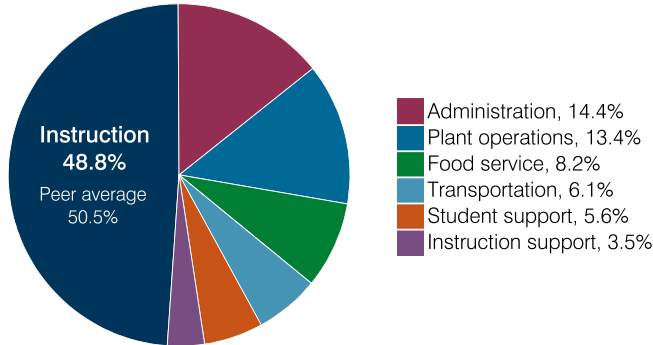
118

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,578	\$3,064	\$860
	Students per administrative position	30	33	66
Plant operations	Cost per square foot	\$5.76	\$7.31	\$6.34
	Square footage per student	252	371	156
Food service	Cost per meal	\$4.07	\$5.79	\$3.02
Transportation	Cost per mile	\$2.44	\$1.94	\$4.05
	Cost per rider	\$1,804	\$1,614	\$1,301

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 5,408	\$ 5,295	\$ 8,493	\$ 4,480
Administration	1,479	1,578	3,064	860
Plant operations	1,439	1,452	2,439	988
Food service	875	888	932	425
Transportation	590	657	973	388
Student support	364	605	656	693
Instruction support	235	379	400	462
Total operational	10,390	10,854	16,957	8,296
Land and buildings	571	55	965	827
Equipment	349	256	562	409
Interest	18	20	25	228
Other	0	0	88	169
Total nonoperational	938	331	1,640	1,633
Total per pupil spending	\$ 11,328	\$ 11,185	\$ 18,597	\$ 9,929

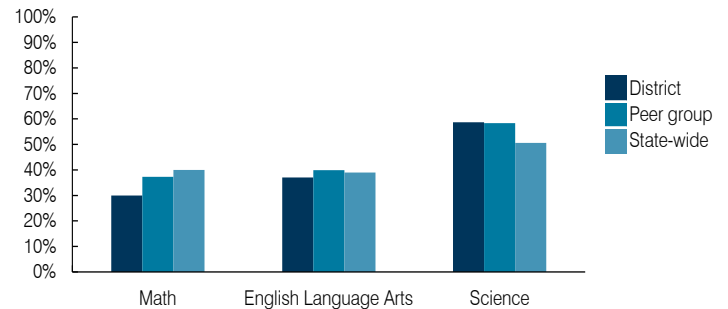
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	14%	12%	19%
Special education population	19%	16%	12%
Students per teacher	16.9	13.4	18.4
Average teacher salary	\$44,830	\$48,478	\$48,951
Amount from Prop 301	\$5,014	\$4,651	\$6,411
Average years of teacher experience	14.4	15.3	11.4
Percentage of teachers in first 3 years	0%	6%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,032	\$ 1,250	\$ 3,021	\$ 1,317
State	5,863	4,941	4,788	4,011
Local	3,764	3,702	12,812	4,592
Total per pupil revenues	\$ 10,659	\$ 9,893	\$ 20,621	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 7,185	\$ 6,709	\$ 8,282
Grants	1,608	1,269	3,020
Donations and tax credits	69	16	125

Select revenues from less common sources

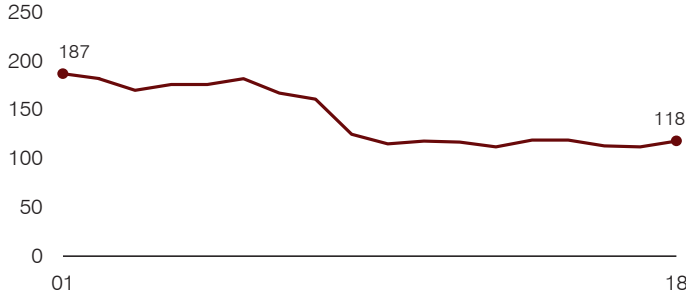
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	1,962	1,855	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

Instructional spending percentage

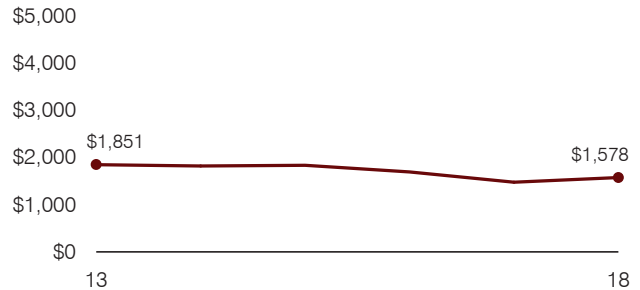
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 52.0 51.0 60.2 61.2 55.4 50.1 53.0 57.2 51.0 58.3 51.7 56.6 55.5 55.1 54.7 53.3 52.0 48.8

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

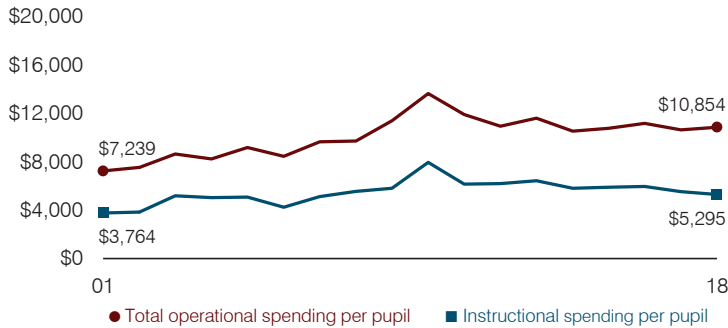
Students attending



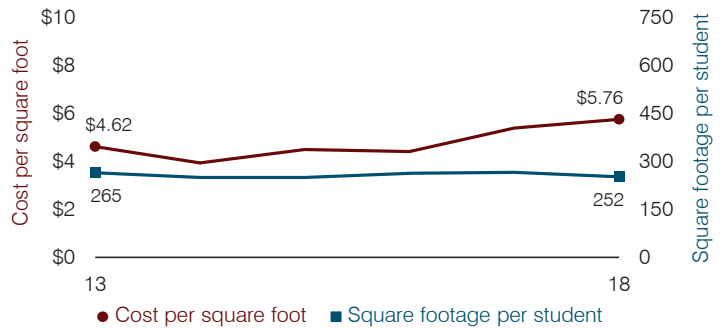
Administrative cost per pupil



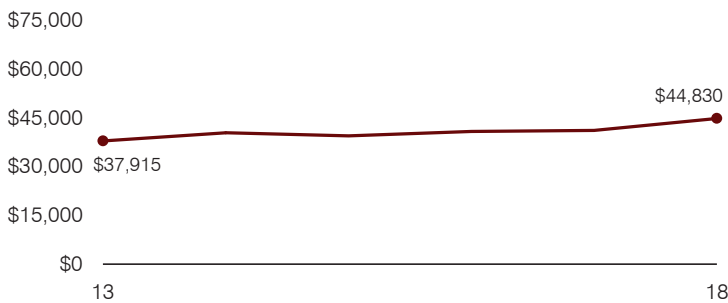
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



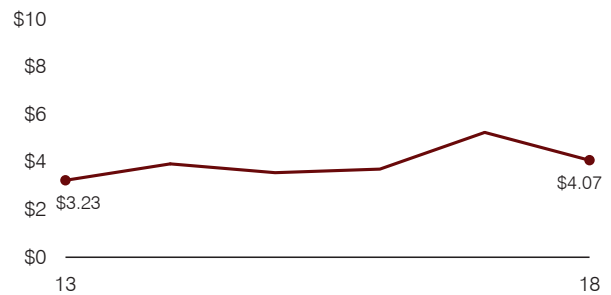
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



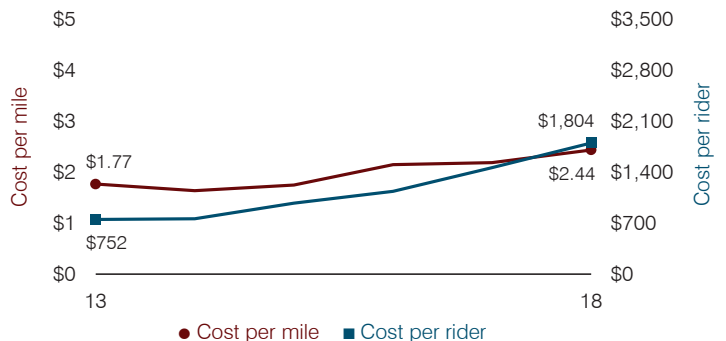
Financial stress assessment

Overall financial stress level: **High**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	Operating and capital
Spending increase election results	No election held
Operating reserve percentage, Trend	1.2%, Varying
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Marginally compliant

Legend: **Low** (Green), **Moderate** (Yellow), **High** (Red)

Transportation costs per mile and per rider



Eloy Elementary School District

Pinal County

Efficiency peer groups 9 and T-6, Achievement peer group 18¹

Legislative district(s): 8 and 11

District size, location:

Medium, Rural

Students attending:

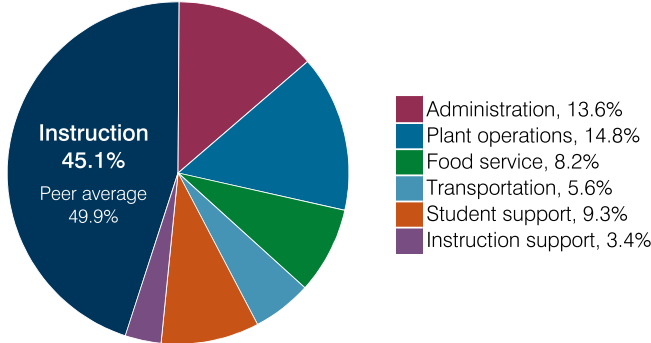
822

Number of schools:

3

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,226	\$1,098	\$860
	Students per administrative position	44	59	66
Plant operations	Cost per square foot	\$6.95	\$6.52	\$6.34
	Square footage per student	192	161	156
Food service	Cost per meal	\$3.53	\$3.10	\$3.02
Transportation	Cost per mile	\$4.11	\$3.96	\$4.05
	Cost per rider	\$1,502	\$721	\$1,301

Very low
Low
Comparable
High
Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,259	\$ 4,063	\$ 4,233	\$ 4,480
Administration	1,350	1,226	1,098	860
Plant operations	1,322	1,335	1,034	988
Food service	653	740	591	425
Transportation	373	506	526	388
Student support	760	840	584	693
Instruction support	370	306	462	462
Total operational	9,087	9,016	8,528	8,296
Land and buildings	1,270	630	416	827
Equipment	247	382	316	409
Interest	81	79	75	228
Other	4	11	170	169
Total nonoperational	1,602	1,102	977	1,633
Total per pupil spending	\$ 10,689	\$ 10,118	\$ 9,505	\$ 9,929

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

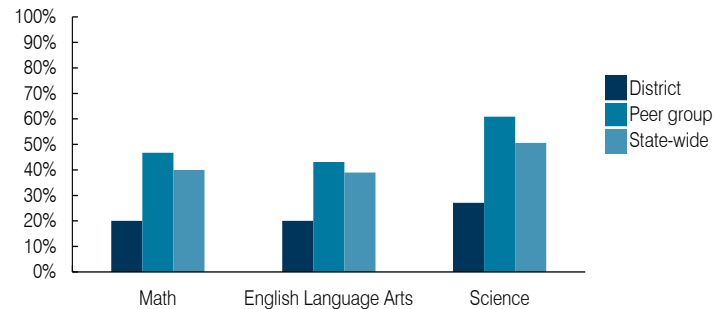
STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools ²	Percentage of schools
A	0	0%
B	1	50%
C	0	0%
D	1	50%
F	0	0%

² Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	29%	25%	19%
Special education population	12%	17%	12%
Students per teacher	17.5	12.6	18.4
Average teacher salary	\$40,066	\$47,486	\$48,951
Amount from Prop 301	\$4,669	\$4,484	\$6,411
Average years of teacher experience	14.5	14.9	11.4
Percentage of teachers in first 3 years	9%	7%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 2,733	\$ 2,264	\$ 1,836	\$ 1,317
State	6,432	5,794	4,904	4,011
Local	1,666	1,740	2,715	4,592
Total per pupil revenues	\$ 10,831	\$ 9,798	\$ 9,455	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,517	\$ 5,468	\$ 5,707
Grants	3,968	2,900	2,113
Donations and tax credits	18	19	67

Select revenues from less common sources

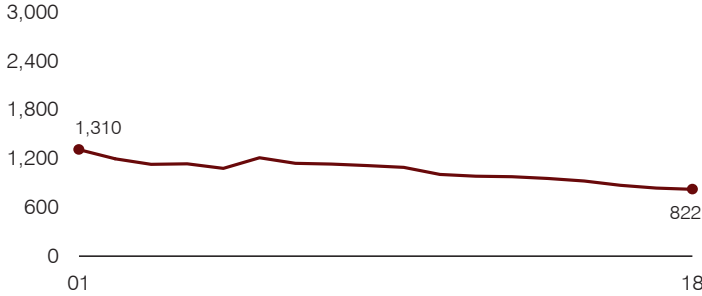
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	0	0	3 of 10
Voter-approved levy increases	683	679	8 of 10

Instructional spending percentage

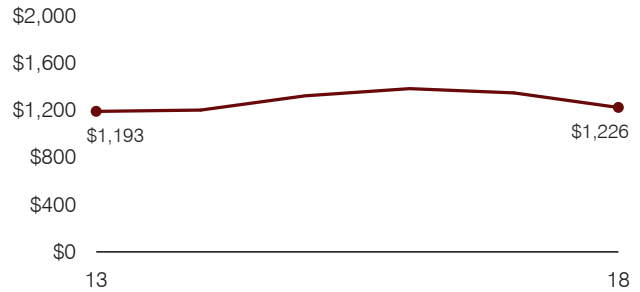
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 56.9 54.4 54.0 52.2 51.3 52.9 52.4 51.5 50.7 47.5 47.9 47.0 46.7 43.9 44.7 47.3 46.9 45.1

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

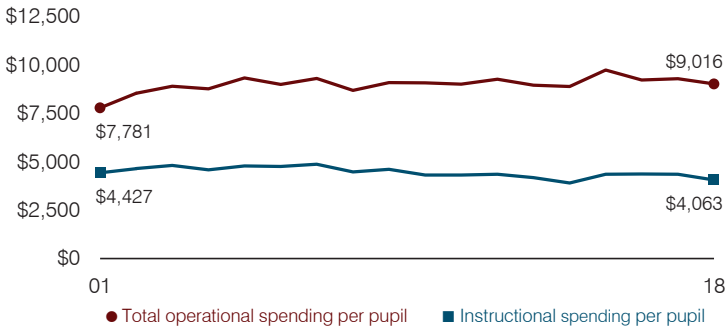
Students attending



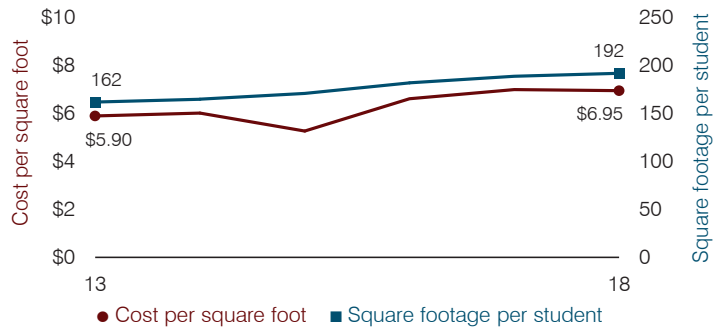
Administrative cost per pupil



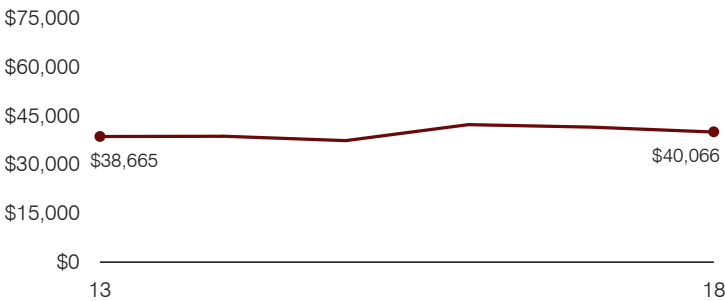
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



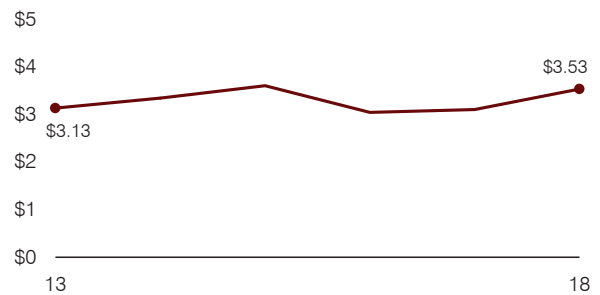
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



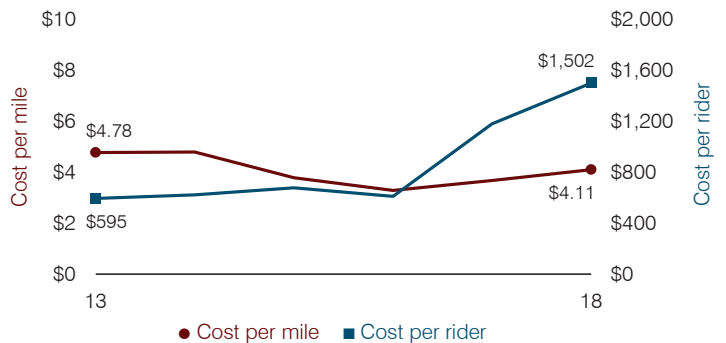
Financial stress assessment

Overall financial stress level: Low

Measure: 2016 through 2018	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	6.7%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Flagstaff Unified School District

Coconino County

Efficiency peer groups 2 and T-5, Achievement peer group 2¹

Legislative district(s): 6 and 7

District size, location:

Large, City

Students attending:

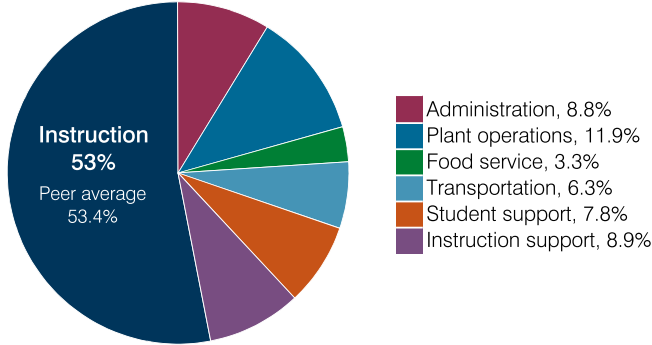
9,385

Number of schools:

15

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$769	\$804	\$860
	Students per administrative position	76	67	66
Plant operations	Cost per square foot	\$5.97	\$6.44	\$6.34
	Square footage per student	175	148	156
Food service	Cost per meal	\$3.15	\$3.08	\$3.02
Transportation	Cost per mile	\$3.85	\$3.90	\$4.05
	Cost per rider	\$1,473	\$1,931	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,505	\$ 4,657	\$ 4,135	\$ 4,480
Administration	788	769	804	860
Plant operations	1,103	1,044	941	988
Food service	297	286	342	425
Transportation	503	550	394	388
Student support	715	687	624	693
Instruction support	763	788	492	462
Total operational	8,674	8,781	7,732	8,296
Land and buildings	493	442	738	827
Equipment	332	577	531	409
Interest	505	147	238	228
Other	190	218	153	169
Total nonoperational	1,520	1,384	1,660	1,633
Total per pupil spending	\$ 10,194	\$ 10,165	\$ 9,392	\$ 9,929

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

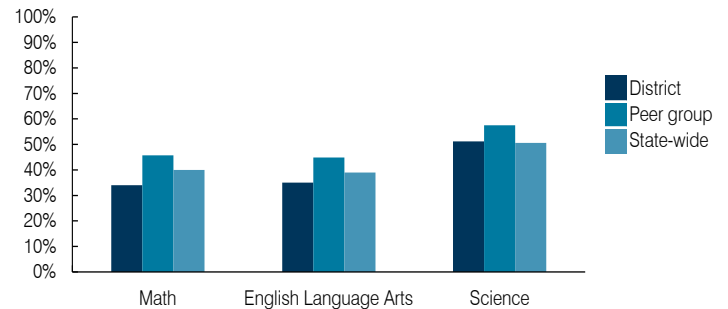
STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools ²	Percentage of schools
A	1	7%
B	5	36%
C	8	57%
D	0	0%
F	0	0%

² Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	94%	94%
Graduation rate (2017)	87%	90%	78%
Poverty rate (2017)	15%	12%	19%
Special education population	15%	13%	12%
Students per teacher	16.3	18.5	18.4
Average teacher salary	\$44,896	\$47,265	\$48,951
Amount from Prop 301	\$7,008	\$6,556	\$6,411
Average years of teacher experience	12.0	11.5	11.4
Percentage of teachers in first 3 years	19%	19%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,076	\$ 997	\$ 930	\$ 1,317
State	2,302	2,208	3,760	4,011
Local	6,870	6,726	4,666	4,592
Total per pupil revenues	\$ 10,248	\$ 9,931	\$ 9,356	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,507	\$ 5,630	\$ 5,545
Grants	1,105	1,052	1,051
Donations and tax credits	256	260	107

Select revenues from less common sources

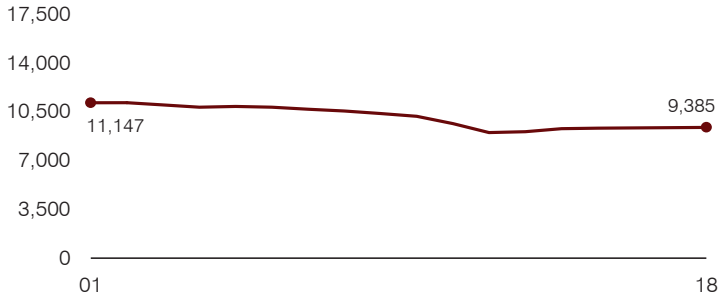
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 240	\$ 239	3 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	59	53	2 of 10
Voter-approved levy increases	1,358	1,372	10 of 10

Instructional spending percentage

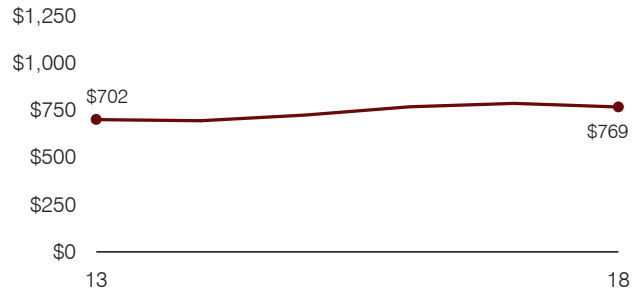
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 61.3 60.7 61.3 58.4 57.9 58.3 58.5 56.9 57.2 56.1 57.0 54.8 54.2 53.6 53.5 52.5 51.9 53.0

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

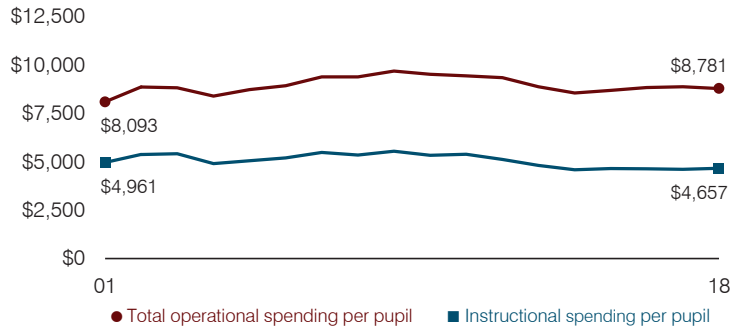
Students attending



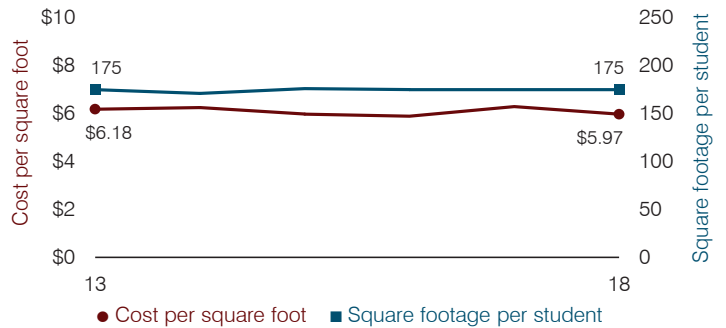
Administrative cost per pupil



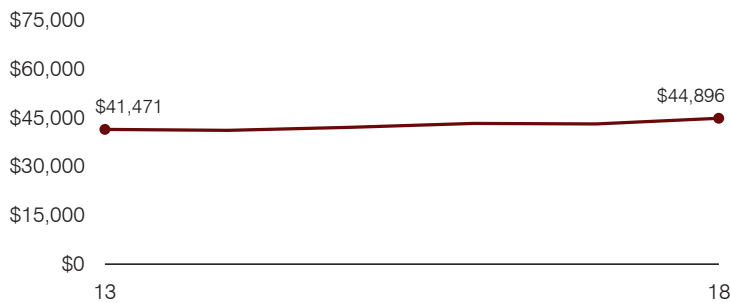
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



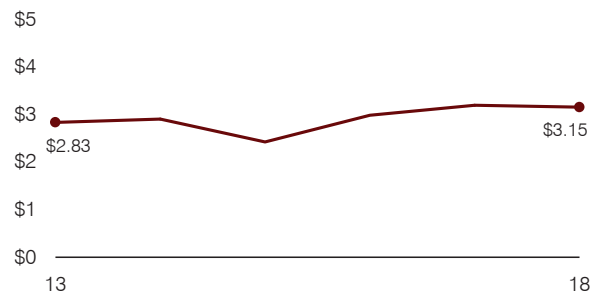
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



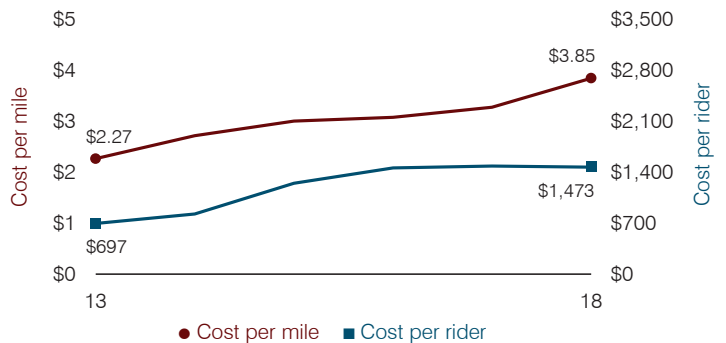
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	5.2%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low **Moderate** **High**

Transportation costs per mile and per rider



Florence Unified School District

Pinal County

Efficiency peer groups 4 and T-9, Achievement peer group 4¹

Legislative district(s): 8

District size, location:

Large, Rural

Students attending:

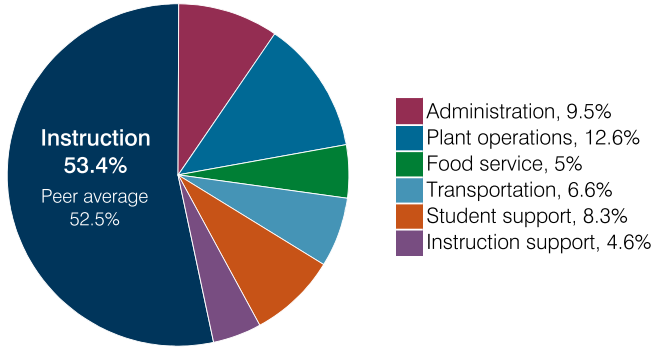
8,819

Number of schools:

12

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$732	\$837	\$860
	Students per administrative position	75	69	66
Plant operations	Cost per square foot	\$5.38	\$5.61	\$6.34
	Square footage per student	179	184	156
Food service	Cost per meal	\$3.04	\$3.16	\$3.02
Transportation	Cost per mile	\$3.15	\$2.62	\$4.05
	Cost per rider	\$1,385	\$1,457	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,690	\$ 4,097	\$ 4,194	\$ 4,480
Administration	781	732	837	860
Plant operations	941	962	1,004	988
Food service	369	382	421	425
Transportation	494	505	418	388
Student support	535	633	643	693
Instruction support	305	356	480	462
Total operational	7,115	7,667	7,997	8,296
Land and buildings	56	155	570	827
Equipment	232	449	389	409
Interest	249	251	200	228
Other	180	189	69	169
Total nonoperational	717	1,044	1,228	1,633
Total per pupil spending	\$ 7,832	\$ 8,711	\$ 9,225	\$ 9,929

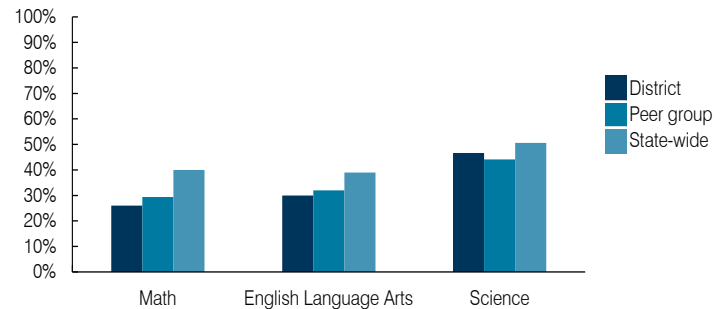
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	3	25%
C	8	67%
D	0	0%
F	1	8%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	84%	85%	78%
Poverty rate (2017)	11%	13%	19%
Special education population	14%	13%	12%
Students per teacher	19.2	16.6	18.4
Average teacher salary	\$41,725	\$47,740	\$48,951
Amount from Prop 301	\$5,623	\$6,338	\$6,411
Average years of teacher experience	8.1	11.9	11.4
Percentage of teachers in first 3 years	33%	17%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 494	\$ 1,268	\$ 2,385	\$ 1,317
State	4,220	4,805	4,222	4,011
Local	2,784	2,951	3,291	4,592
Total per pupil revenues	\$ 7,498	\$ 9,024	\$ 9,898	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 5,464	\$ 5,926	\$ 5,443	\$ 5,585
Grants	555	1,350	1,552	1,241
Donations and tax credits	48	51	63	90

Select revenues from less common sources

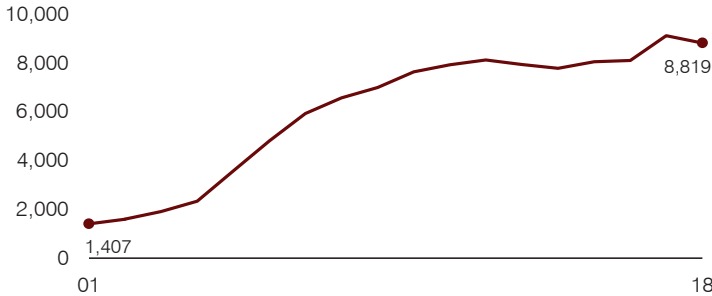
			Number of peers receiving
Desegregation	\$ 0	\$ 0	1 of 17
Small school adjustment	0	0	0 of 17
Federal impact aid	0	0	6 of 17
Voter-approved levy increases	488	501	13 of 17

Instructional spending percentage

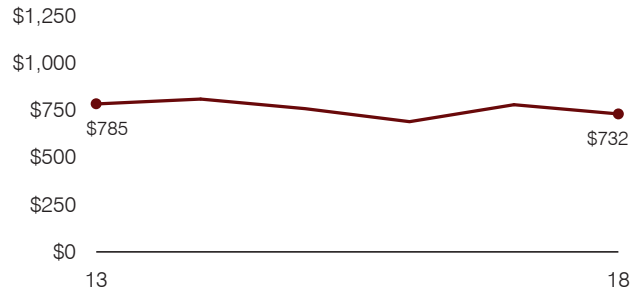
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 54.6 57.6 59.8 56.4 59.9 63.2 56.1 56.2 55.4 57.3 54.0 53.4 51.7 50.6 52.3 53.4 51.9 53.4

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

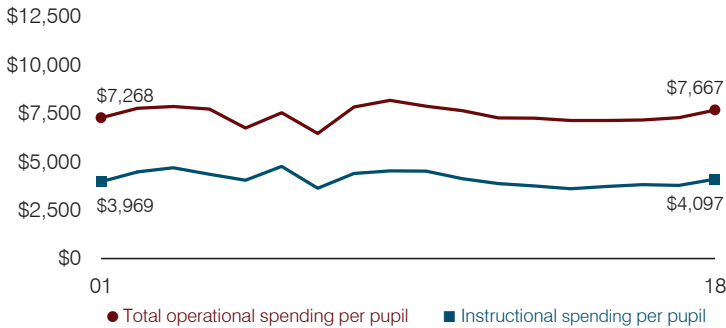
Students attending



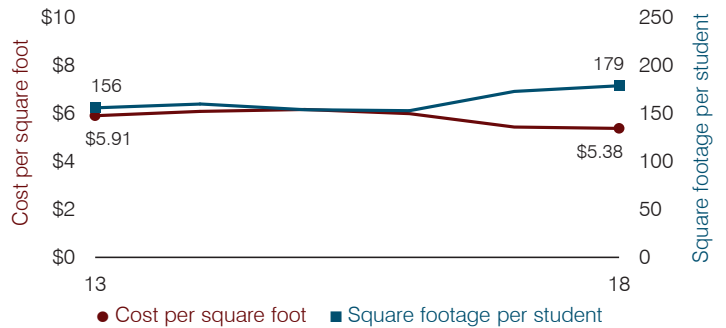
Administrative cost per pupil



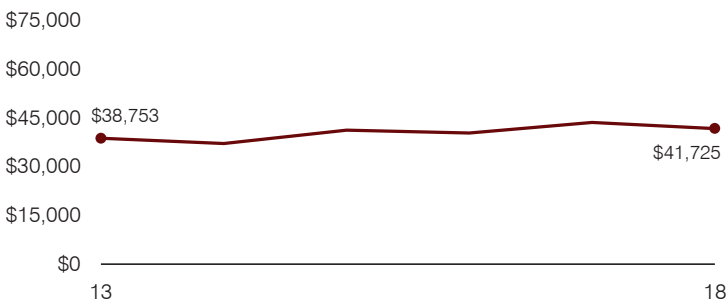
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



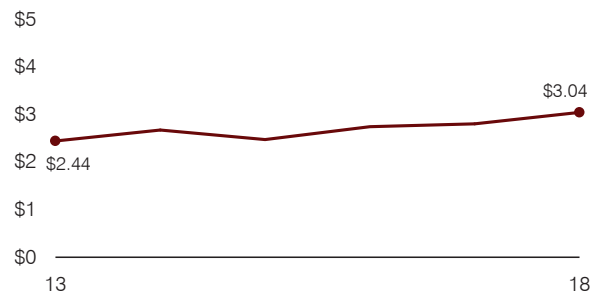
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



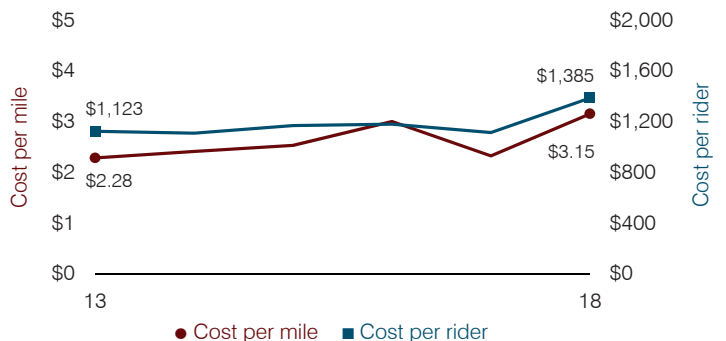
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Mixed election results
Operating reserve percentage, Trend	2.5%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Flowing Wells Unified School District

Pima County

Efficiency peer groups 3 and T-1, Achievement peer group 6¹

Legislative district(s): 3, 9, and 11

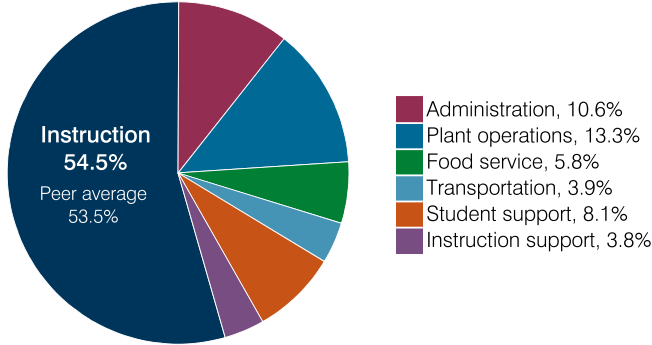
District size, location: Medium-large, Suburb

Students attending: 5,367

Number of schools: 9

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$815	\$846	\$860
	Students per administrative position	74	69	66
Plant operations	Cost per square foot	\$6.97	\$6.02	\$6.34
	Square footage per student	147	155	156
Food service	Cost per meal	\$3.16	\$3.20	\$3.02
Transportation	Cost per mile	\$6.57	\$7.19	\$4.05
	Cost per rider	\$1,168	\$1,106	\$1,301

Very low
Low
Comparable
High
Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,117	\$ 4,199	\$ 4,106	\$ 4,480
Administration	828	815	846	860
Plant operations	1,054	1,026	963	988
Food service	444	448	325	425
Transportation	283	299	438	388
Student support	629	622	672	693
Instruction support	291	294	336	462
Total operational	7,646	7,703	7,686	8,296
Land and buildings	111	137	1,416	827
Equipment	223	195	473	409
Interest	136	121	268	228
Other	4	6	165	169
Total nonoperational	474	459	2,322	1,633
Total per pupil spending	\$ 8,120	\$ 8,162	\$ 10,008	\$ 9,929

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

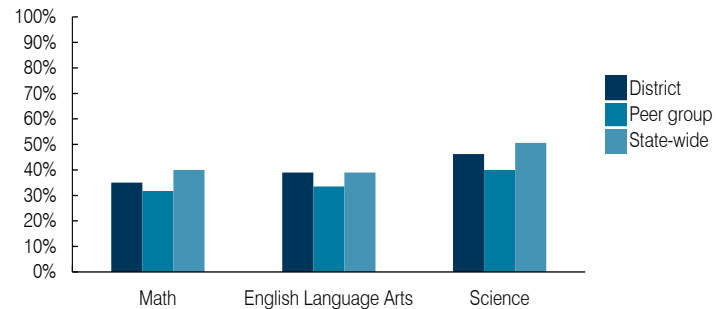
STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools ²	Percentage of schools
A	1	13%
B	5	62%
C	2	25%
D	0	0%
F	0	0%

² Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2017)	87%	85%	78%
Poverty rate (2017)	27%	29%	19%
Special education population	15%	14%	12%
Students per teacher	18.7	16.2	18.4
Average teacher salary	\$44,600	\$46,264	\$48,951
Amount from Prop 301	\$6,122	\$6,122	\$6,411
Average years of teacher experience	10.4	12.2	11.4
Percentage of teachers in first 3 years	30%	20%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,225	\$ 1,234	\$ 730	\$ 1,317
State	3,757	4,019	3,583	4,011
Local	3,277	3,188	5,234	4,592
Total per pupil revenues	\$ 8,259	\$ 8,441	\$ 9,547	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 4,877	\$ 5,001	\$ 5,507	\$ 5,585
Grants	1,301	1,359	864	1,241
Donations and tax credits	118	106	184	90

Select revenues from less common sources

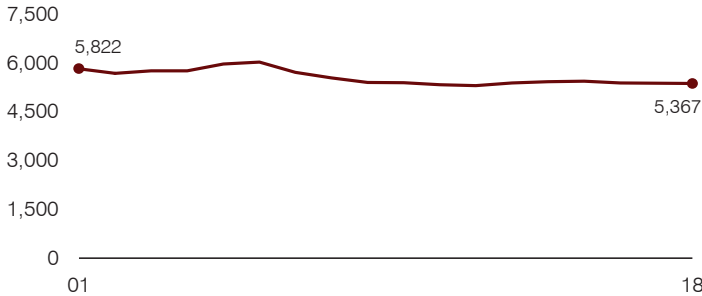
			Number of peers receiving
Desegregation	\$ 0	\$ 0	1 of 15
Small school adjustment	0	0	0 of 15
Federal impact aid	0	0	3 of 15
Voter-approved levy increases	892	904	15 of 15

Instructional spending percentage

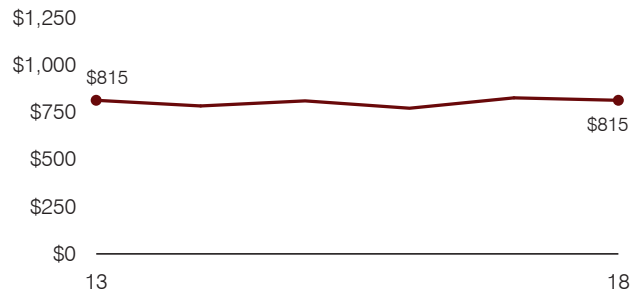
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 57.8 59.4 59.7 60.6 60.7 60.0 59.0 57.7 58.4 54.8 53.2 51.9 52.3 53.1 54.2 53.7 53.8 54.5

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

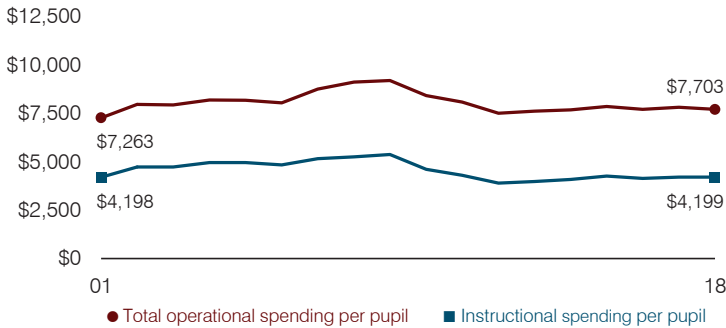
Students attending



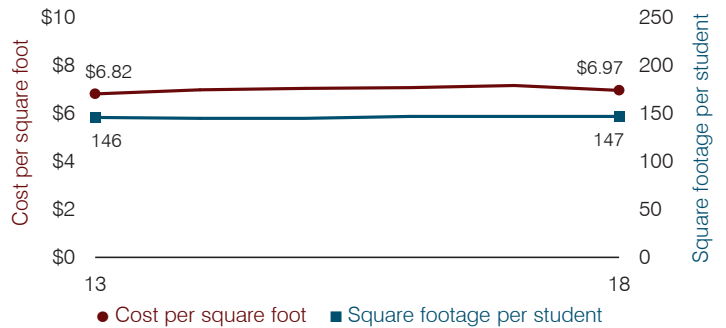
Administrative cost per pupil



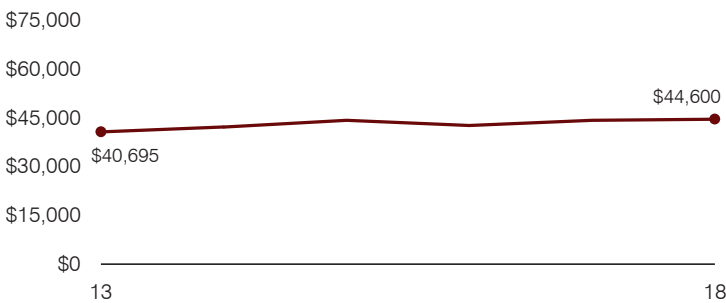
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



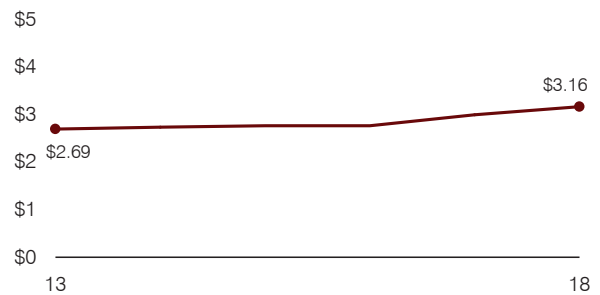
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



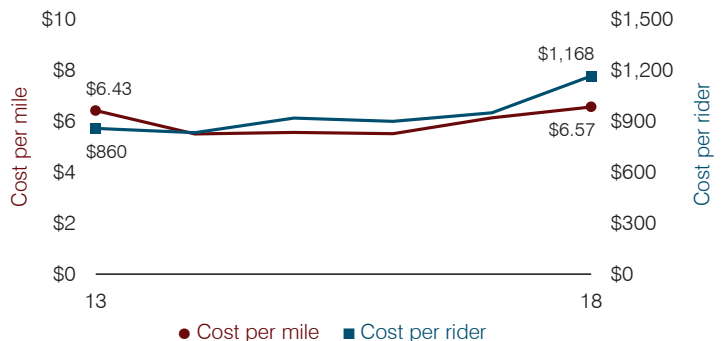
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	5.4%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low **Moderate** **High**

Transportation costs per mile and per rider



Fountain Hills Unified School District

Maricopa County

Efficiency peer groups 3 and T-4, Achievement peer group 1¹

Legislative district(s): 23

District size, location:

Medium, Suburb

Students attending:

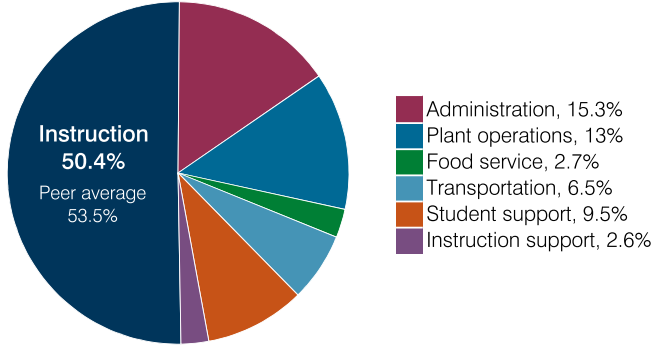
1,368

Number of schools:

3

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,308	\$846	\$860
	Students per administrative position	61	69	66
Plant operations	Cost per square foot	\$3.72	\$6.02	\$6.34
	Square footage per student	298	155	156
Food service	Cost per meal	\$3.25	\$3.20	\$3.02
Transportation	Cost per mile	\$3.40	\$3.72	\$4.05
	Cost per rider	\$1,444	\$1,330	\$1,301

Very low
Low
Comparable
High
Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,210	\$ 4,306	\$ 4,106	\$ 4,480
Administration	1,273	1,308	846	860
Plant operations	1,090	1,109	963	988
Food service	219	232	325	425
Transportation	545	549	438	388
Student support	720	815	672	693
Instruction support	186	224	336	462
Total operational	8,243	8,543	7,686	8,296
Land and buildings	328	425	1,416	827
Equipment	1,008	439	473	409
Interest	353	325	268	228
Other	82	111	165	169
Total nonoperational	1,771	1,300	2,322	1,633
Total per pupil spending	\$ 10,014	\$ 9,843	\$ 10,008	\$ 9,929

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

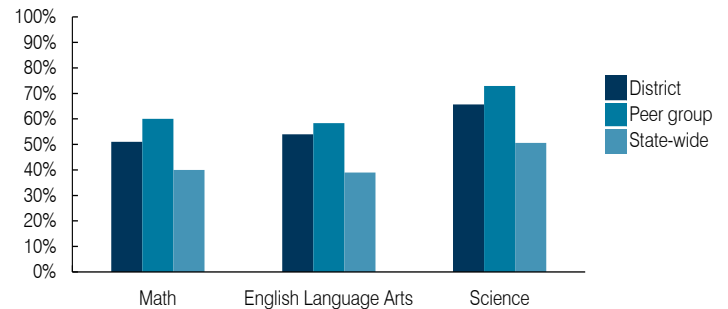
STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools ²	Percentage of schools
A	1	50%
B	1	50%
C	0	0%
D	0	0%
F	0	0%

² Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2017)	93%	94%	78%
Poverty rate (2017)	7%	6%	19%
Special education population	9%	11%	12%
Students per teacher	16.7	17.8	18.4
Average teacher salary	\$39,882	\$43,920	\$48,951
Amount from Prop 301	\$5,206	\$5,990	\$6,411
Average years of teacher experience	10.9	11.3	11.4
Percentage of teachers in first 3 years	18%	19%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 760	\$ 648	\$ 730	\$ 1,317
State	2,172	2,216	3,583	4,011
Local	8,411	7,823	5,234	4,592
Total per pupil revenues	\$ 11,343	\$ 10,687	\$ 9,547	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,518	\$ 5,517	\$ 5,507
Grants	851	518	864
Donations and tax credits	465	574	184

Select revenues from less common sources

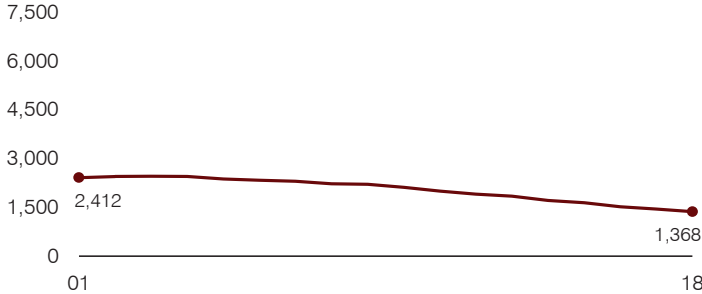
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	1 of 15
Small school adjustment	0	0	0 of 15
Federal impact aid	185	320	3 of 15
Voter-approved levy increases	2,432	2,572	15 of 15

Instructional spending percentage

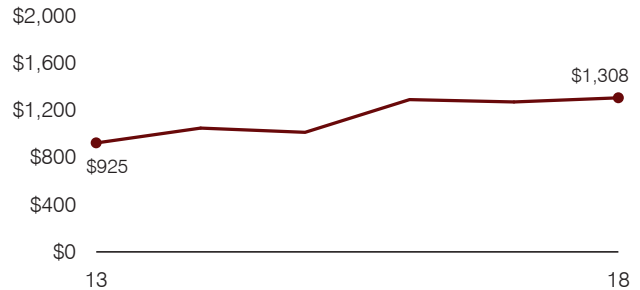
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 56.4 60.4 55.6 53.9 56.5 57.1 57.9 57.1 56.4 52.6 54.3 54.3 54.6 54.8 54.3 50.0 51.1 50.4

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

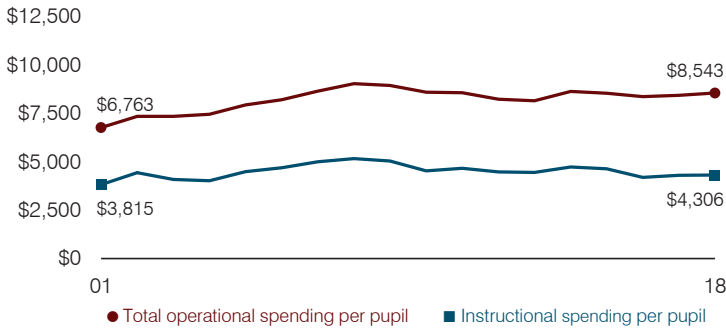
Students attending



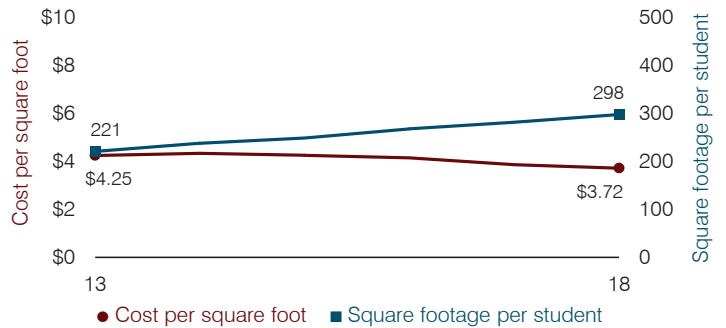
Administrative cost per pupil



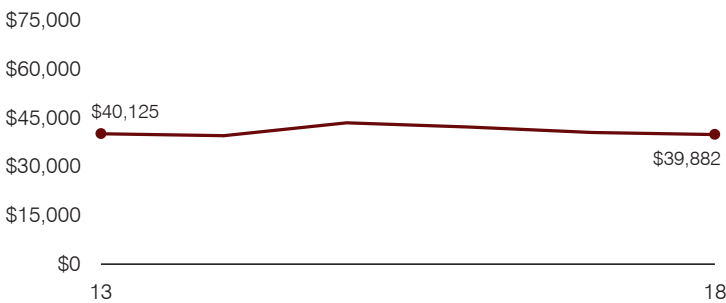
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



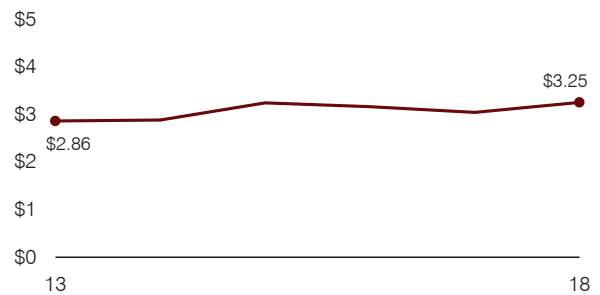
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



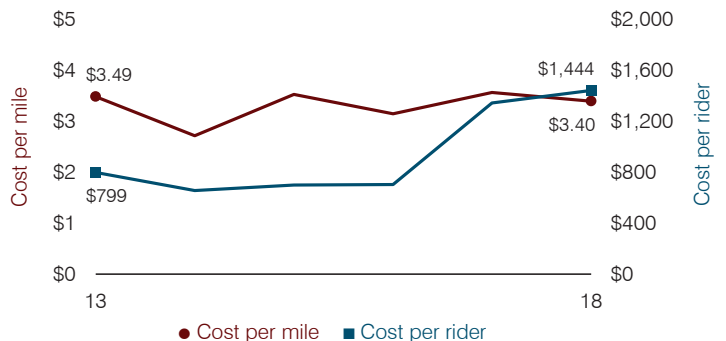
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	9.4%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low Moderate High

Transportation costs per mile and per rider



Fowler Elementary School District

Maricopa County

Efficiency peer groups 8 and T-1, Achievement peer group 14¹

Legislative district(s): 19

District size, location:

Medium-large, City

Students attending:

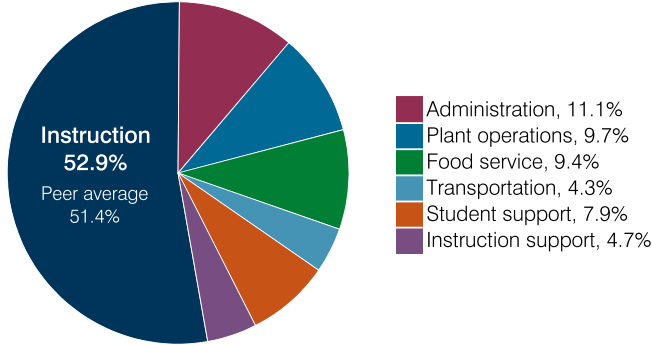
4,374

Number of schools:

7

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$893	\$1,025	\$860
	Students per administrative position	72	67	66
Plant operations	Cost per square foot	\$6.12	\$6.61	\$6.34
	Square footage per student	128	143	156
Food service	Cost per meal	\$3.24	\$2.92	\$3.02
Transportation	Cost per mile	\$5.71	\$7.19	\$4.05
	Cost per rider	\$1,003	\$1,106	\$1,301

Legend: Very low (green), Low (blue), Comparable (yellow), High (orange), Very high (red)

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,303	\$ 4,258	\$ 4,392	\$ 4,480
Administration	873	893	1,025	860
Plant operations	732	783	971	988
Food service	695	753	659	425
Transportation	351	345	331	388
Student support	622	631	631	693
Instruction support	333	379	546	462
Total operational	7,909	8,042	8,555	8,296
Land and buildings	450	204	1,140	827
Equipment	374	539	697	409
Interest	36	52	327	228
Other	255	276	172	169
Total nonoperational	1,115	1,071	2,336	1,633
Total per pupil spending	\$ 9,024	\$ 9,113	\$10,891	\$ 9,929

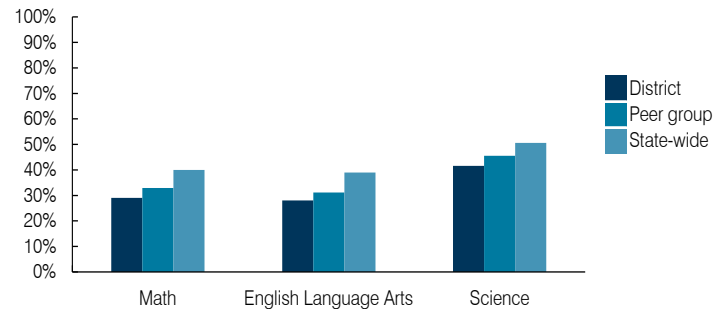
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	2	29%
C	3	42%
D	2	29%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	32%	28%	19%
Special education population	10%	12%	12%
Students per teacher	19.0	18.9	18.4
Average teacher salary	\$45,816	\$46,164	\$48,951
Amount from Prop 301	\$3,964	\$5,459	\$6,411
Average years of teacher experience	7.3	9.3	11.4
Percentage of teachers in first 3 years	45%	26%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,712	\$ 1,711	\$ 1,723	\$ 1,317
State	3,776	3,780	3,921	4,011
Local	3,738	3,427	4,869	4,592
Total per pupil revenues	\$ 9,226	\$ 8,918	\$ 10,513	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 4,922	\$ 4,959	\$ 5,175
Grants	1,823	1,715	1,843
Donations and tax credits	14	33	54

Select revenues from less common sources

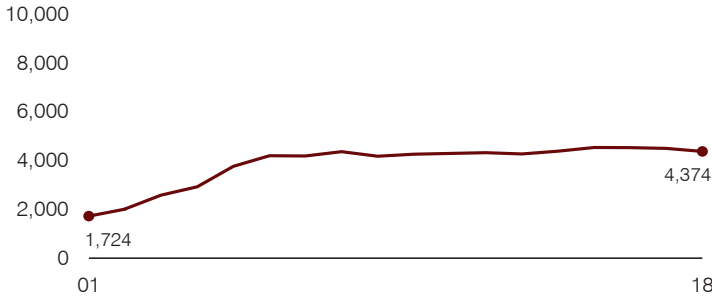
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	4 of 19
Small school adjustment	0	0	0 of 19
Federal impact aid	0	0	0 of 19
Voter-approved levy increases	1,267	1,373	19 of 19

Instructional spending percentage

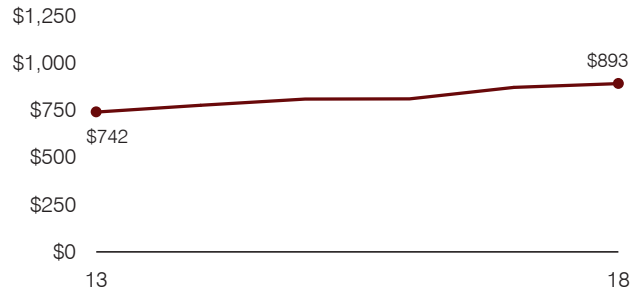
Year:	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Percentage:	56.9	56.4	60.1	60.7	60.3	57.5	60.4	57.5	57.3	57.2	55.6	53.3	53.3	55.8	53.6	54.8	54.4	52.9

TRENDS AND FINANCIAL STRESS ASSESSMENT
Fiscal years as indicated

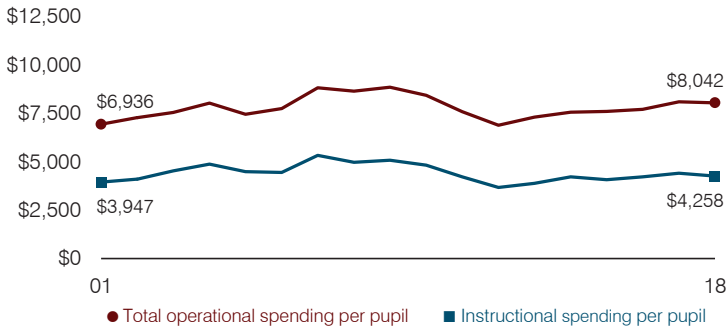
Students attending



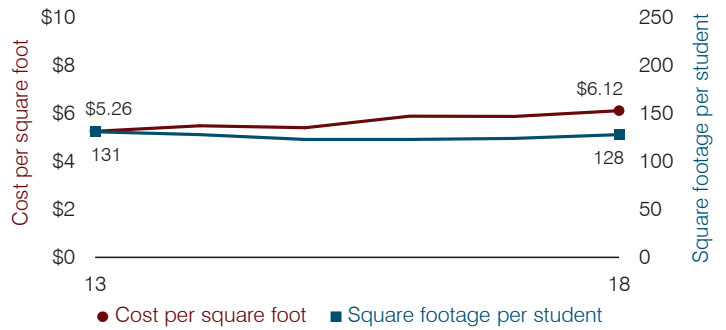
Administrative cost per pupil



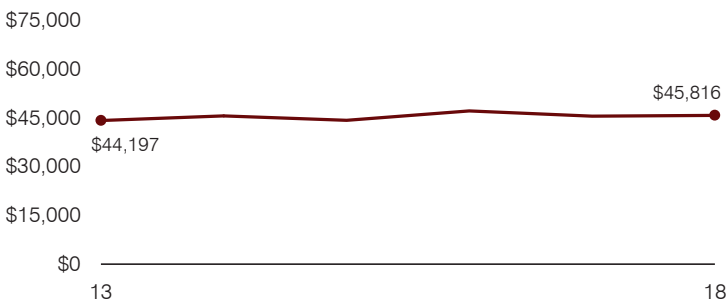
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



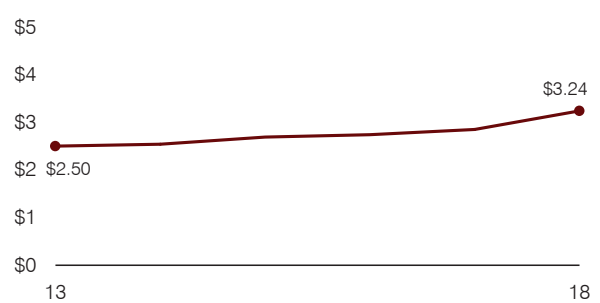
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



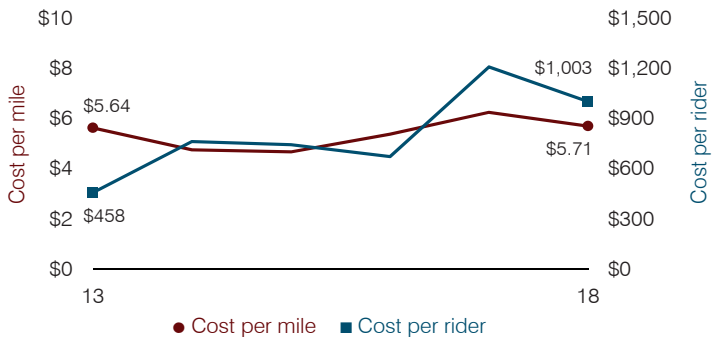
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	10.4%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low **Moderate** **High**

Transportation costs per mile and per rider



Fredonia-Moccasin Unified School District

Coconino County

District size, location:

Very small, Rural

Efficiency peer groups 11 and T-11, Achievement peer group 5¹

Students attending:

193

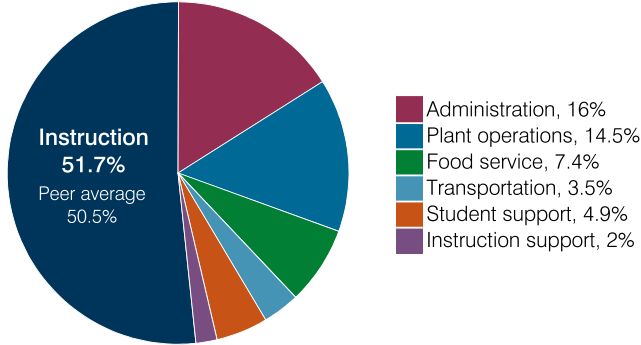
Legislative district(s): 5 and 7

Number of schools:

2

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,855	\$3,064	\$860
	Students per administrative position	36	33	66
Plant operations	Cost per square foot	\$3.15	\$7.31	\$6.34
	Square footage per student	530	371	156
Food service	Cost per meal	\$4.06	\$5.79	\$3.02
Transportation	Cost per mile	\$2.77	\$1.94	\$4.05
	Cost per rider	\$1,066	\$1,614	\$1,301

Per pupil spending

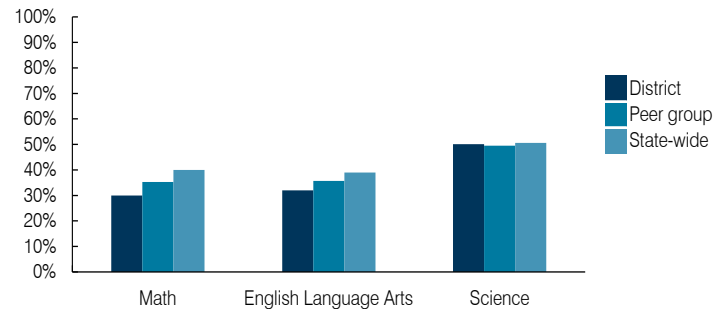
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 5,401	\$ 5,989	\$ 8,493	\$ 4,480
Administration	1,781	1,855	3,064	860
Plant operations	1,453	1,671	2,439	988
Food service	768	858	932	425
Transportation	564	398	973	388
Student support	350	568	656	693
Instruction support	468	235	400	462
Total operational	10,785	11,574	16,957	8,296
Land and buildings	47	0	965	827
Equipment	103	153	562	409
Interest	0	0	25	228
Other	104	28	88	169
Total nonoperational	254	181	1,640	1,633
Total per pupil spending	\$ 11,039	\$ 11,755	\$ 18,597	\$ 9,929

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	1	50%
B	0	0%
C	1	50%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2017)	85%	86%	78%
Poverty rate (2017)	20%	22%	19%
Special education population	16%	13%	12%
Students per teacher	12.6	17.6	18.4
Average teacher salary	\$45,094	\$44,777	\$48,951
Amount from Prop 301	\$5,330	\$6,708	\$6,411
Average years of teacher experience	14.5	13.0	11.4
Percentage of teachers in first 3 years	14%	17%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,287	\$ 3,423	\$ 3,021	\$ 1,317
State	3,460	3,310	4,788	4,011
Local	5,877	7,866	12,812	4,592
Total per pupil revenues	\$ 10,624	\$ 14,599	\$ 20,621	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 7,315	\$ 7,297	\$ 8,282	\$ 5,585
Grants	1,205	2,940	3,020	1,241
Donations and tax credits	69	76	125	90

Select revenues from less common sources

			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	588	1,788	45 of 56
Federal impact aid	265	591	5 of 56
Voter-approved levy increases	0	0	5 of 56

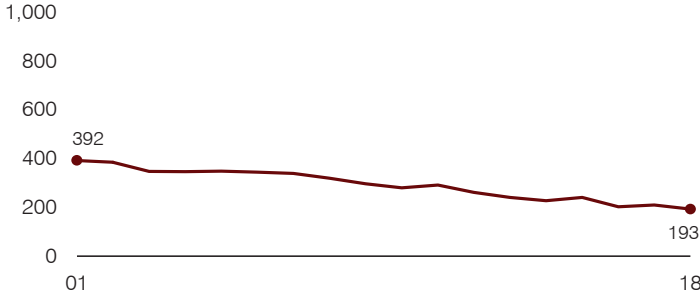
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

Instructional spending percentage

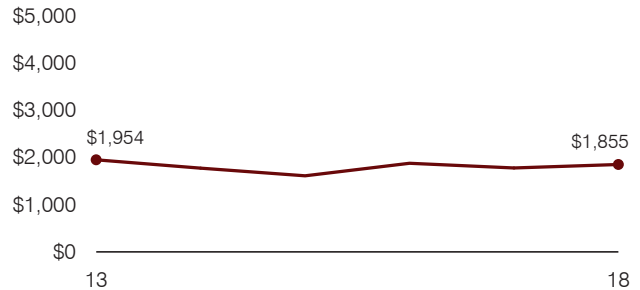
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 60.2 60.7 59.3 62.8 62.4 59.8 53.6 59.9 53.4 51.1 52.6 50.4 52.9 52.9 51.8 55.9 50.1 51.7

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

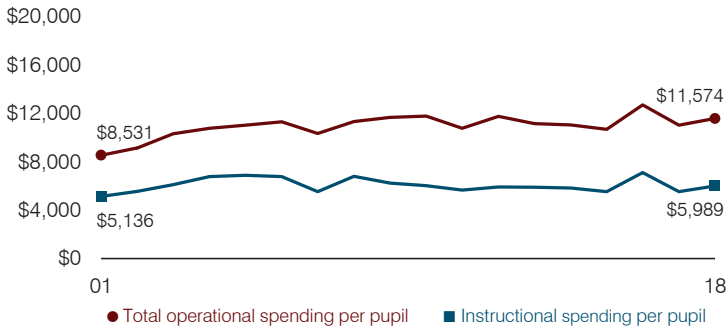
Students attending



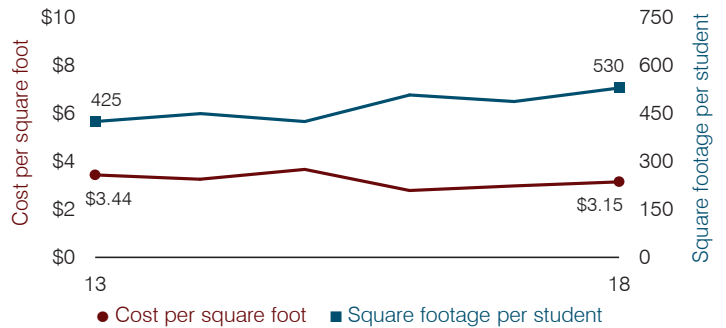
Administrative cost per pupil



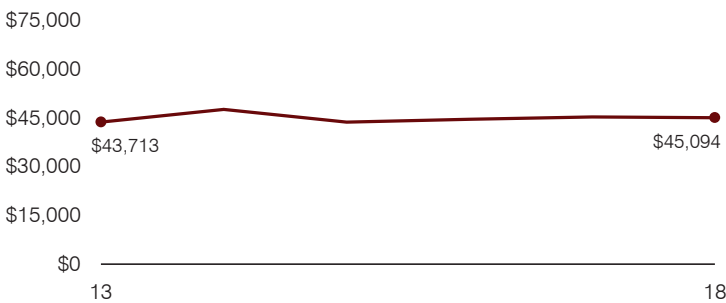
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



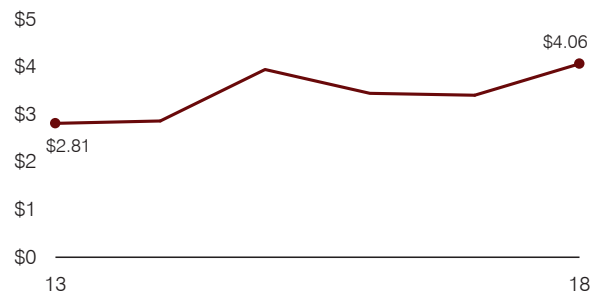
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



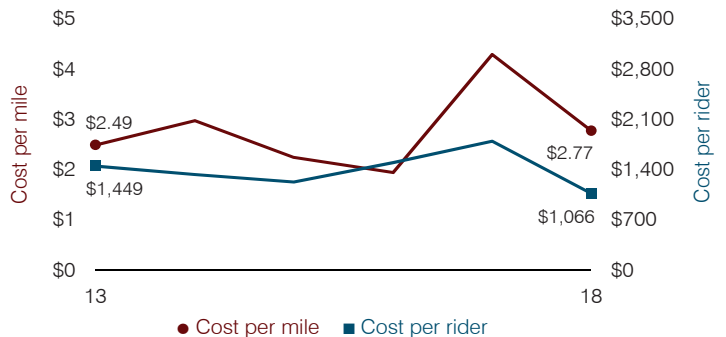
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	4.1%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant

Low
Moderate
High

Transportation costs per mile and per rider



Ft. Thomas Unified School District

Graham County

Efficiency peer groups 5 and T-7, Achievement peer group 6¹

Legislative district(s): 7 and 14

District size, location:

Medium, Rural

Students attending:

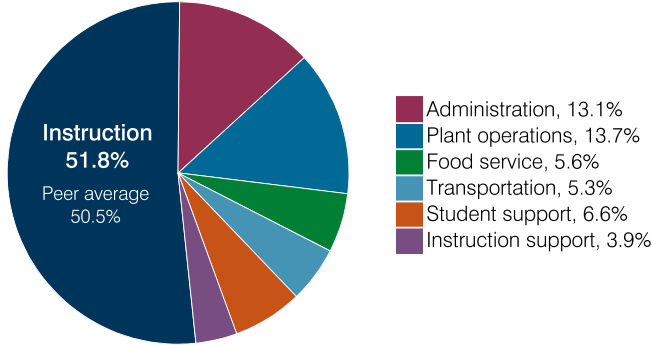
603

Number of schools:

4

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,956	\$1,221	\$860
	Students per administrative position	38	54	66
Plant operations	Cost per square foot	\$5.97	\$5.43	\$6.34
	Square footage per student	343	257	156
Food service	Cost per meal	\$4.10	\$3.66	\$3.02
Transportation	Cost per mile	\$3.37	\$3.35	\$4.05
	Cost per rider	\$938	\$1,057	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 7,250	\$ 7,729	\$ 4,824	\$ 4,480
Administration	2,241	1,956	1,221	860
Plant operations	2,107	2,050	1,365	988
Food service	878	840	437	425
Transportation	690	794	532	388
Student support	646	981	623	693
Instruction support	793	576	359	462
Total operational	14,605	14,926	9,361	8,296
Land and buildings	281	157	799	827
Equipment	850	692	433	409
Interest	0	0	248	228
Other	0	0	71	169
Total nonoperational	1,131	849	1,551	1,633
Total per pupil spending	\$ 15,736	\$ 15,775	\$ 10,912	\$ 9,929

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

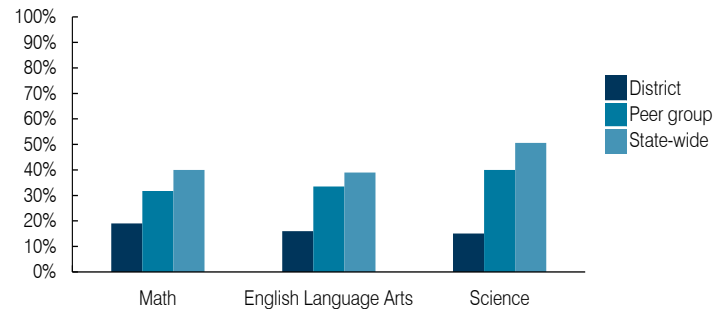
STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools ²	Percentage of schools
A	0	0%
B	0	0%
C	3	100%
D	0	0%
F	0	0%

² Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	93%	94%
Graduation rate (2017)	78%	85%	78%
Poverty rate (2017)	31%	29%	19%
Special education population	18%	14%	12%
Students per teacher	13.5	16.2	18.4
Average teacher salary	\$52,374	\$46,264	\$48,951
Amount from Prop 301	\$6,728	\$6,122	\$6,411
Average years of teacher experience	10.0	12.2	11.4
Percentage of teachers in first 3 years	25%	20%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 8,596	\$ 9,532	\$ 3,917	\$ 1,317
State	6,497	6,967	4,283	4,011
Local	617	563	4,207	4,592
Total per pupil revenues	\$ 15,710	\$ 17,062	\$ 12,407	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 6,238	\$ 6,369	\$ 5,992	\$ 5,585
Grants	3,113	3,367	1,703	1,241
Donations and tax credits	0	0	147	90

Select revenues from less common sources

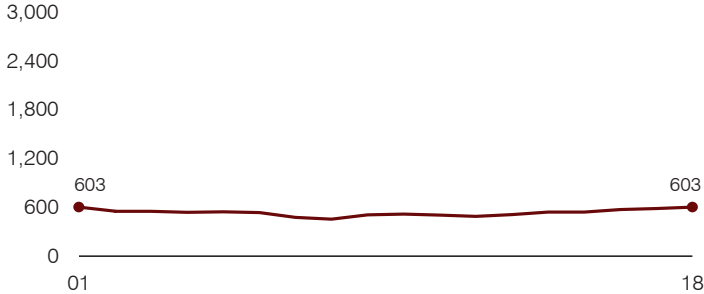
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 31
Small school adjustment	0	0	0 of 31
Federal impact aid	5,721	6,614	16 of 31
Voter-approved levy increases	0	0	21 of 31

Instructional spending percentage

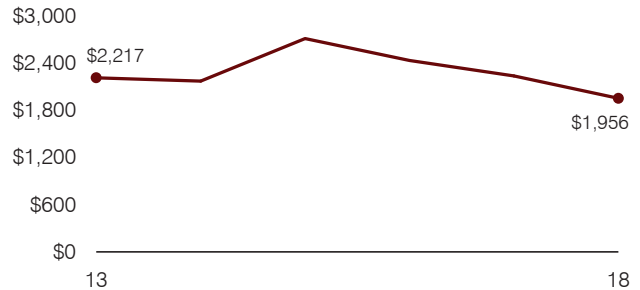
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 54.0 57.8 54.1 55.2 54.5 54.7 55.3 54.6 51.6 47.0 45.5 45.2 47.4 48.2 46.1 46.6 49.6 51.8

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

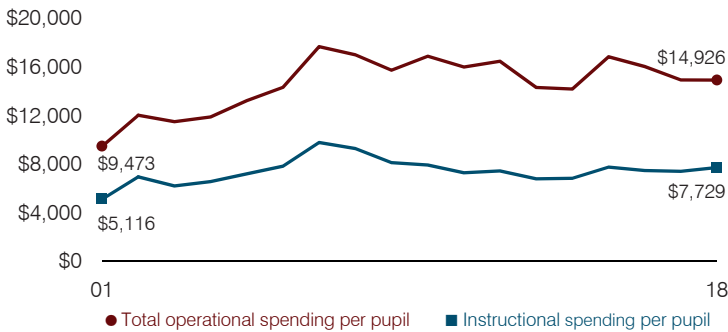
Students attending



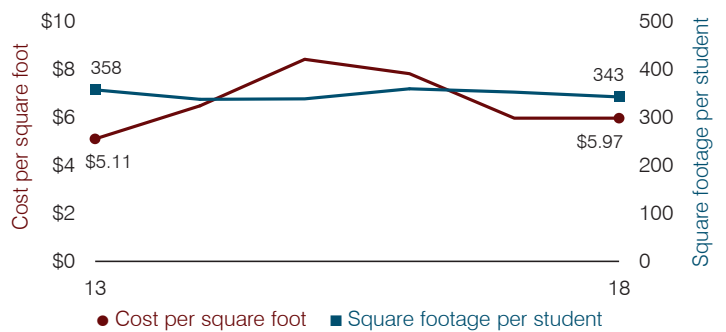
Administrative cost per pupil



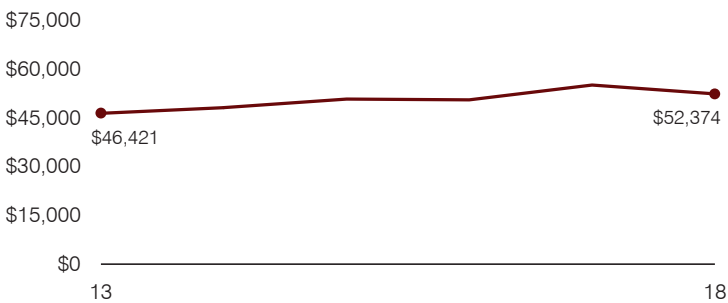
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



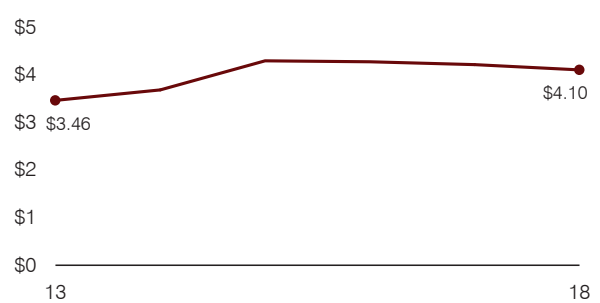
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



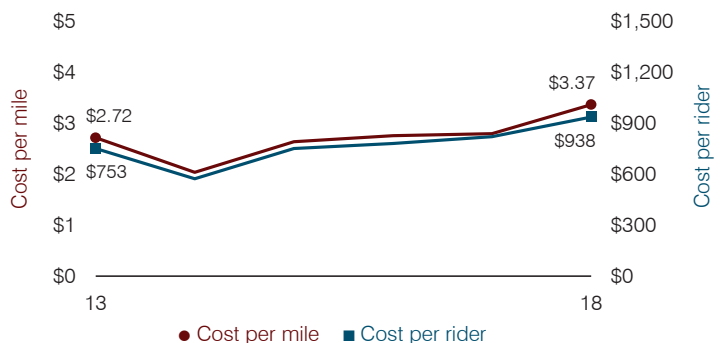
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	Operating
Spending increase election results	No election held
Operating reserve percentage, Trend	Impact Aid Fund reserve
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Gadsden Elementary School District

Yuma County

Efficiency peer groups 9 and T-6, Achievement peer group 19¹

Legislative district(s): 4

District size, location:

Medium-large, Town

Students attending:

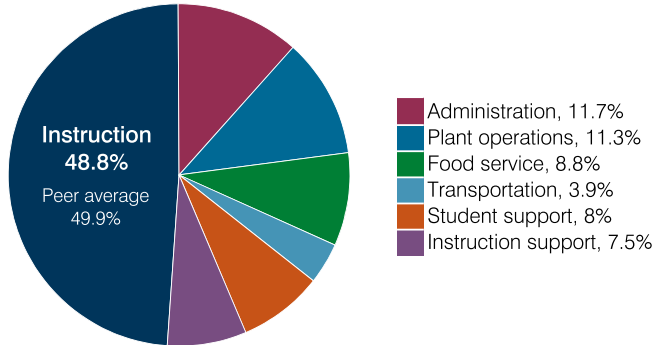
4,999

Number of schools:

8

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$891	\$1,098	\$860
	Students per administrative position	61	59	66
Plant operations	Cost per square foot	\$7.99	\$6.52	\$6.34
	Square footage per student	108	161	156
Food service	Cost per meal	\$3.34	\$3.10	\$3.02
Transportation	Cost per mile	\$3.99	\$3.96	\$4.05
	Cost per rider	\$295	\$721	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,590	\$ 3,719	\$ 4,233	\$ 4,480
Administration	847	891	1,098	860
Plant operations	887	864	1,034	988
Food service	634	674	591	425
Transportation	279	297	526	388
Student support	548	609	584	693
Instruction support	574	569	462	462
Total operational	7,359	7,623	8,528	8,296
Land and buildings	1,445	78	416	827
Equipment	195	154	316	409
Interest	74	69	75	228
Other	9	10	170	169
Total nonoperational	1,723	311	977	1,633
Total per pupil spending	\$ 9,082	\$ 7,934	\$ 9,505	\$ 9,929

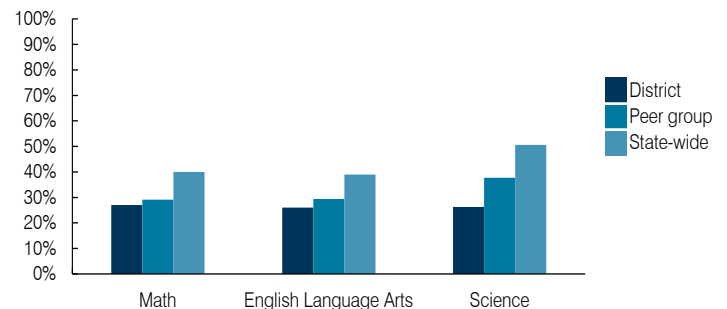
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	1	13%
B	2	25%
C	4	50%
D	1	13%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	33%	32%	19%
Special education population	12%	14%	12%
Students per teacher	27.2	15.6	18.4
Average teacher salary	\$43,952	\$49,189	\$48,951
Amount from Prop 301	\$5,342	\$4,810	\$6,411
Average years of teacher experience	9.0	11.6	11.4
Percentage of teachers in first 3 years	16%	11%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,893	\$ 1,785	\$ 1,836	\$ 1,317
State	5,184	5,459	4,904	4,011
Local	841	754	2,715	4,592
Total per pupil revenues	\$ 7,918	\$ 7,998	\$ 9,455	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,084	\$ 5,233	\$ 5,707
Grants	1,987	1,861	2,113
Donations and tax credits	12	16	67

Select revenues from less common sources

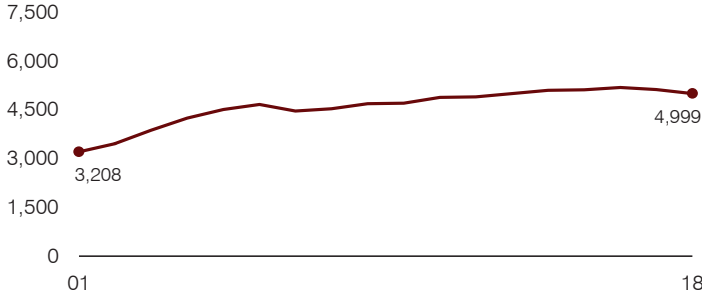
Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	0 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	0	0	3 of 10
Voter-approved levy increases	181	215	8 of 10

Instructional spending percentage

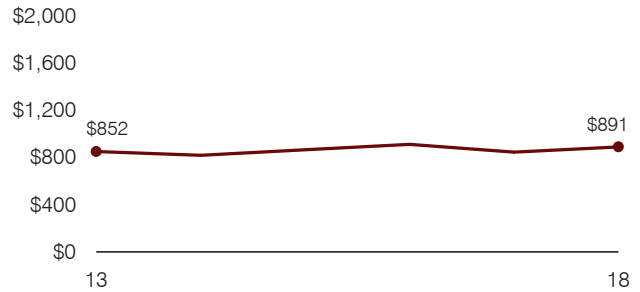
Year:	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Percentage:	58.6	55.8	56.6	50.6	48.6	50.2	50.5	51.4	49.1	50.6	51.1	48.2	48.5	48.6	49.2	47.8	48.8	48.8

TRENDS AND FINANCIAL STRESS ASSESSMENT
Fiscal years as indicated

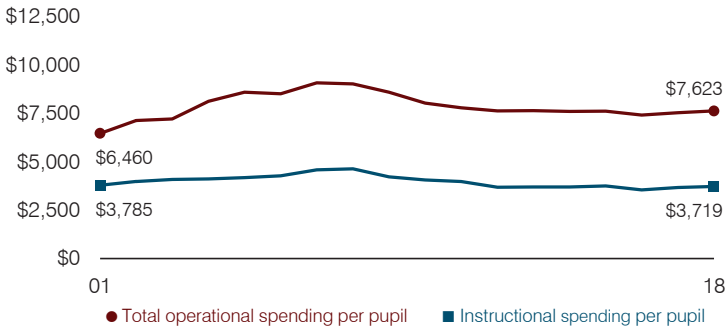
Students attending



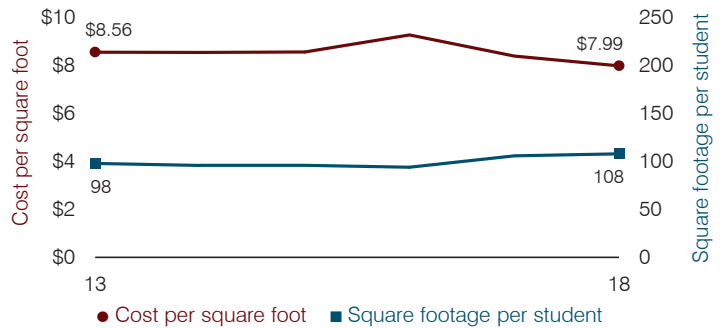
Administrative cost per pupil



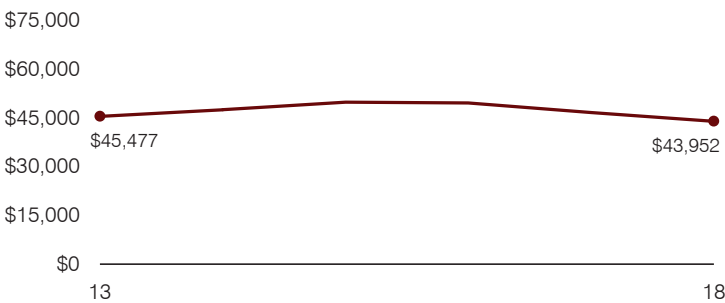
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



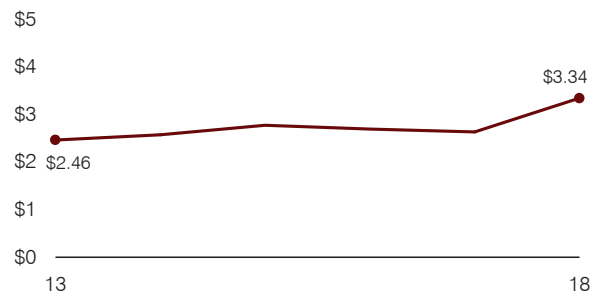
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



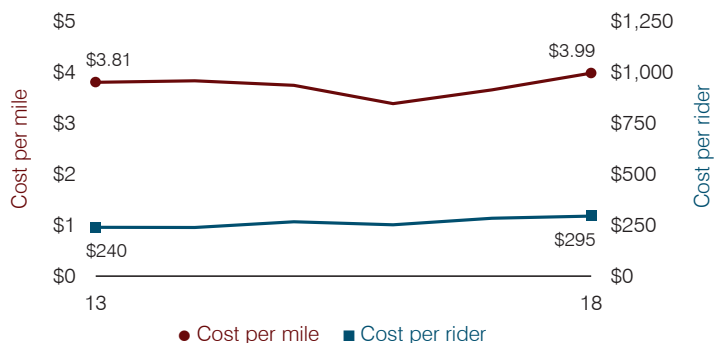
Financial stress assessment

Overall financial stress level: Low

Measure: 2016 through 2018	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	3.5%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant

Low
Moderate
High

Transportation costs per mile and per rider



Ganado Unified School District

Apache County

Efficiency peer groups 5 and T-8, Achievement peer group 7¹

Legislative district(s): 7

District size, location:

Medium, Rural

Students attending:

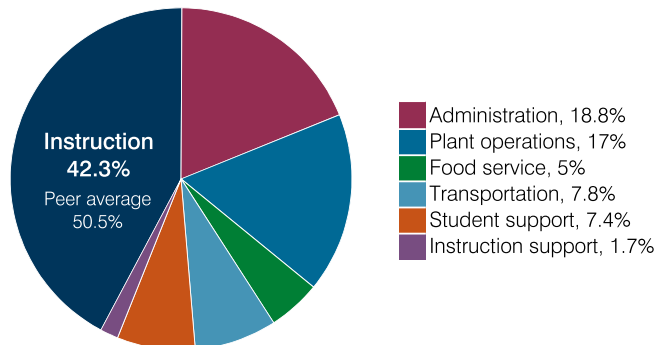
1,390

Number of schools:

4

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,478	\$1,221	\$860
	Students per administrative position	49	54	66
Plant operations	Cost per square foot	\$5.31	\$5.43	\$6.34
	Square footage per student	423	257	156
Food service	Cost per meal	\$3.25	\$3.66	\$3.02
Transportation	Cost per mile	\$2.99	\$3.03	\$4.05
	Cost per rider	\$1,062	\$1,225	\$1,301

Very low
Low
Comparable
High
Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 6,536	\$ 5,582	\$ 4,824	\$ 4,480
Administration	2,685	2,478	1,221	860
Plant operations	2,265	2,247	1,365	988
Food service	720	667	437	425
Transportation	931	1,027	532	388
Student support	1,046	977	623	693
Instruction support	257	232	359	462
Total operational	14,440	13,210	9,361	8,296
Land and buildings	2,054	212	799	827
Equipment	601	567	433	409
Interest	1	0	248	228
Other	34	34	71	169
Total nonoperational	2,690	813	1,551	1,633
Total per pupil spending	\$ 17,130	\$ 14,023	\$ 10,912	\$ 9,929

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

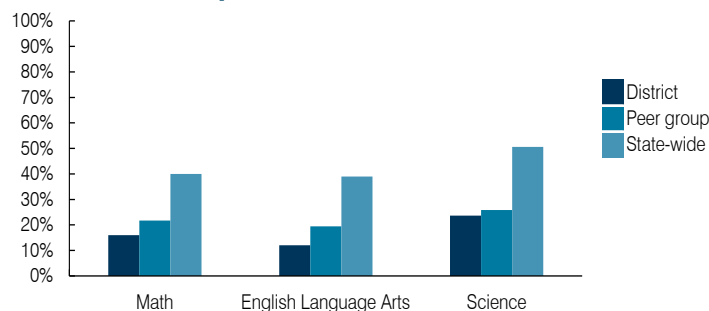
STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools ²	Percentage of schools
A	0	0%
B	0	0%
C	1	50%
D	0	0%
F	1	50%

² Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	91%	94%
Graduation rate (2017)	84%	76%	78%
Poverty rate (2017)	47%	41%	19%
Special education population	7%	12%	12%
Students per teacher	15.1	15.8	18.4
Average teacher salary	\$48,095	\$48,537	\$48,951
Amount from Prop 301	\$7,242	\$5,191	\$6,411
Average years of teacher experience	8.7	12.5	11.4
Percentage of teachers in first 3 years	23%	18%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 10,981	\$ 7,230	\$ 3,917	\$ 1,317
State	6,649	6,083	4,283	4,011
Local	1,023	1,282	4,207	4,592
Total per pupil revenues	\$ 18,653	\$ 14,595	\$ 12,407	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 6,400	\$ 6,216	\$ 5,992	\$ 5,585
Grants	2,674	1,399	1,703	1,241
Donations and tax credits	48	40	147	90

Select revenues from less common sources

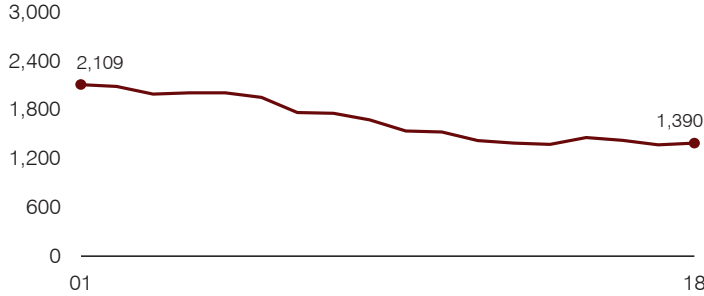
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 31
Small school adjustment	0	0	0 of 31
Federal impact aid	8,939	5,733	16 of 31
Voter-approved levy increases	0	0	21 of 31

Instructional spending percentage

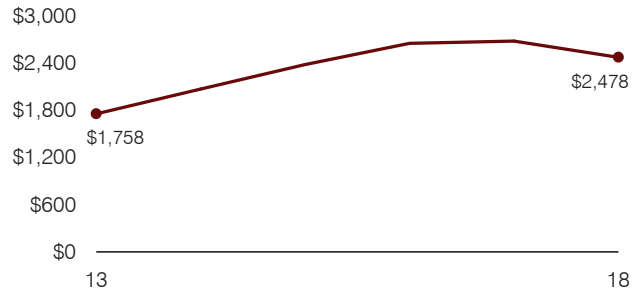
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 46.7 48.0 48.0 47.0 43.5 46.3 46.0 46.7 45.4 43.3 42.4 41.3 42.3 40.7 44.4 42.6 45.3 42.3

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

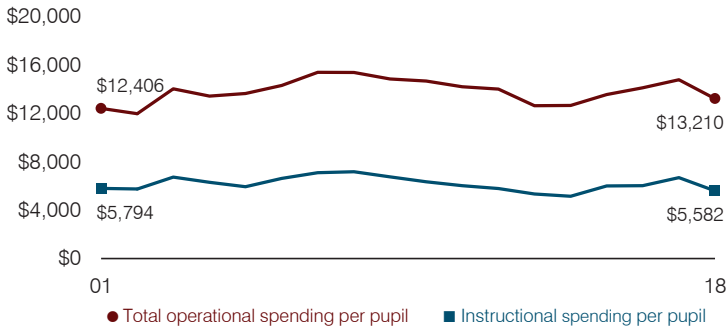
Students attending



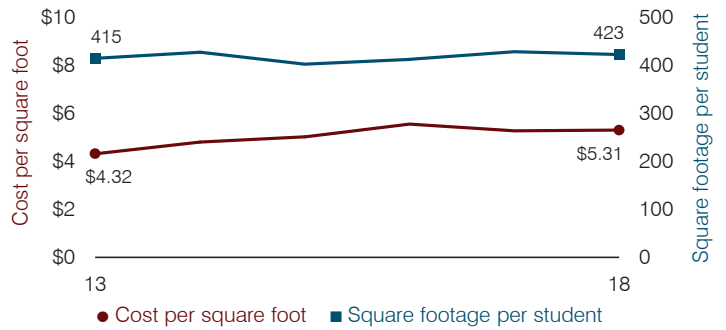
Administrative cost per pupil



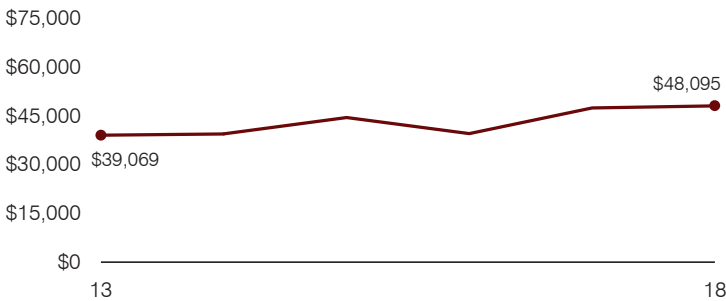
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



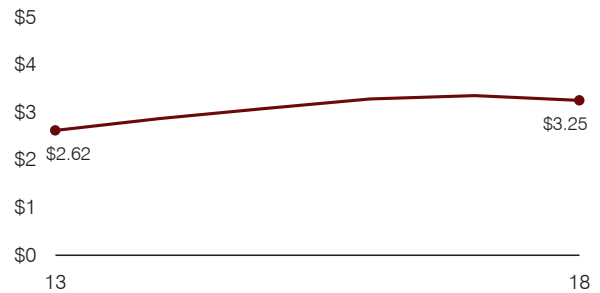
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



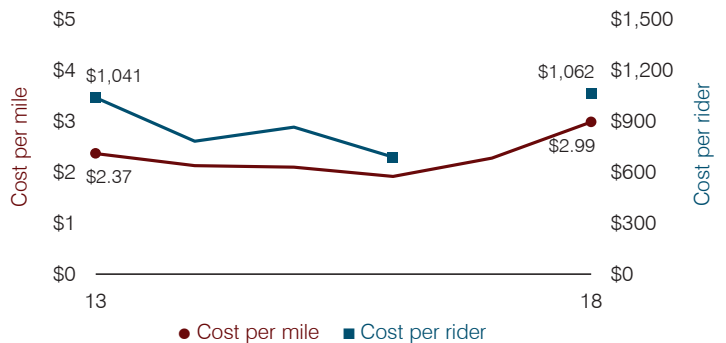
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	5.3%, Varying
Years of capital reserve held	Impact Aid Fund reserve
Current financial and internal control status	Marginally compliant

Low **Moderate** **High**

Transportation costs per mile and per rider



Gila Bend Unified School District

Maricopa County

Efficiency peer groups 6 and T-8, Achievement peer group 6¹

Legislative district(s): 4

District size, location:

Small, Rural

Students attending:

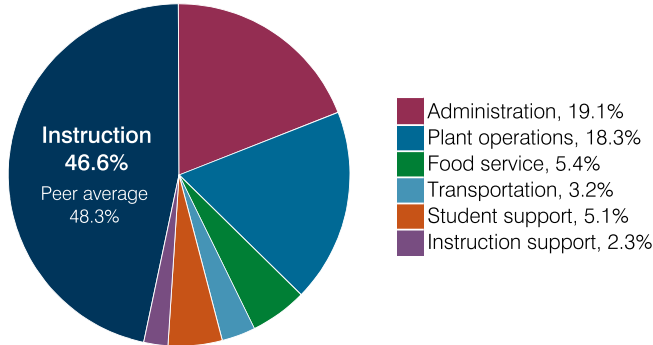
393

Number of schools:

2

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,312	\$1,744	\$860
	Students per administrative position	30	43	66
Plant operations	Cost per square foot	\$7.87	\$5.27	\$6.34
	Square footage per student	282	321	156
Food service	Cost per meal	\$2.96	\$3.96	\$3.02
Transportation	Cost per mile	\$2.79	\$3.03	\$4.05
	Cost per rider	\$876	\$1,225	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,622	\$ 5,656	\$ 5,556	\$ 4,480
Administration	2,120	2,312	1,744	860
Plant operations	2,352	2,219	1,706	988
Food service	597	654	546	425
Transportation	406	390	592	388
Student support	704	619	672	693
Instruction support	431	281	393	462
Total operational	11,232	12,131	11,209	8,296
Land and buildings	787	144	1,077	827
Equipment	235	710	601	409
Interest	304	352	162	228
Other	1	2	60	169
Total nonoperational	1,327	1,208	1,900	1,633
Total per pupil spending	\$ 12,559	\$ 13,339	\$ 13,109	\$ 9,929

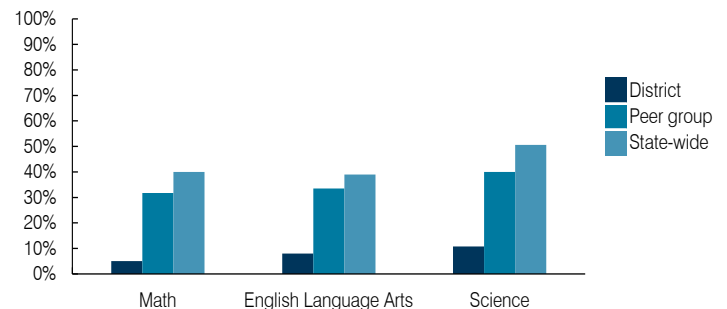
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	0	0%
D	0	0%
F	2	100%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	93%	94%
Graduation rate (2017)	82%	85%	78%
Poverty rate (2017)	28%	29%	19%
Special education population	10%	14%	12%
Students per teacher	15.7	16.2	18.4
Average teacher salary	\$48,098	\$46,264	\$48,951
Amount from Prop 301	\$6,998	\$6,122	\$6,411
Average years of teacher experience	11.8	12.2	11.4
Percentage of teachers in first 3 years	19%	20%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 2,007	\$ 2,065	\$ 2,405	\$ 1,317
State	957	1,235	4,080	4,011
Local	6,981	12,232	8,027	4,592
Total per pupil revenues	\$ 9,945	\$ 15,532	\$ 14,512	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 6,135	\$ 6,235	\$ 7,175
Grants	2,474	1,954	2,252
Donations and tax credits	47	21	337

Select revenues from less common sources

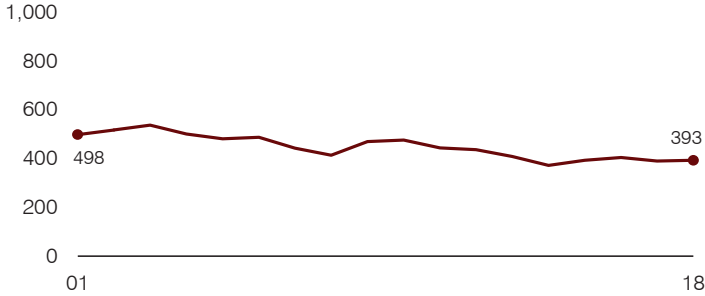
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 18
Small school adjustment	0	3,309	5 of 18
Federal impact aid	301	378	3 of 18
Voter-approved levy increases	1,266	1,807	14 of 18

Instructional spending percentage

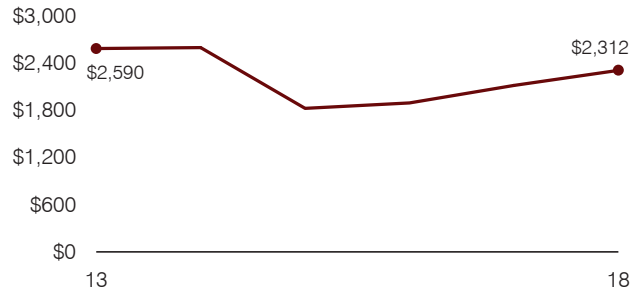
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 49.4 53.3 56.4 54.0 57.3 53.0 45.6 48.8 51.2 52.0 47.2 45.4 43.9 45.1 44.8 44.9 41.2 46.6

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

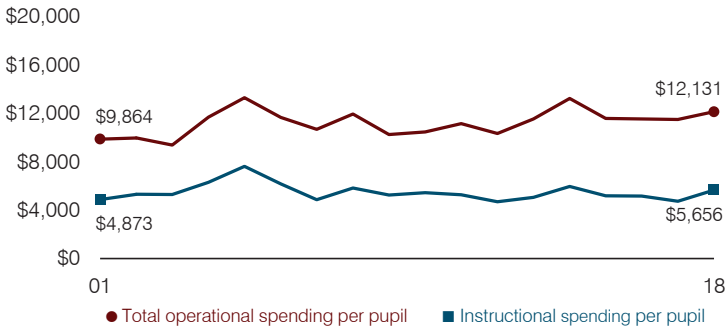
Students attending



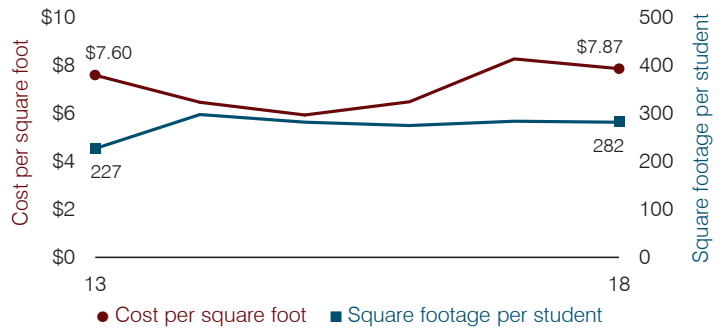
Administrative cost per pupil



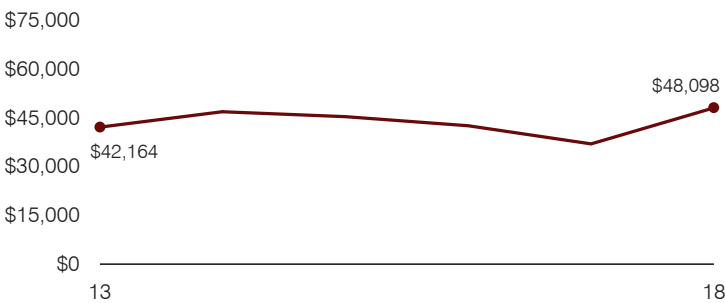
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



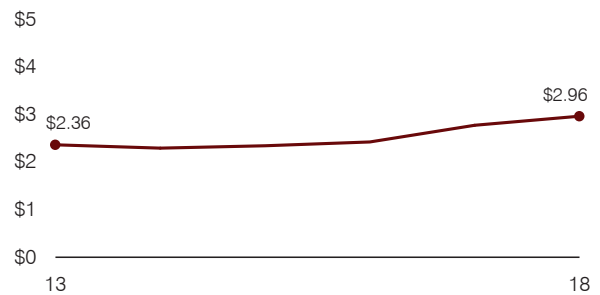
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



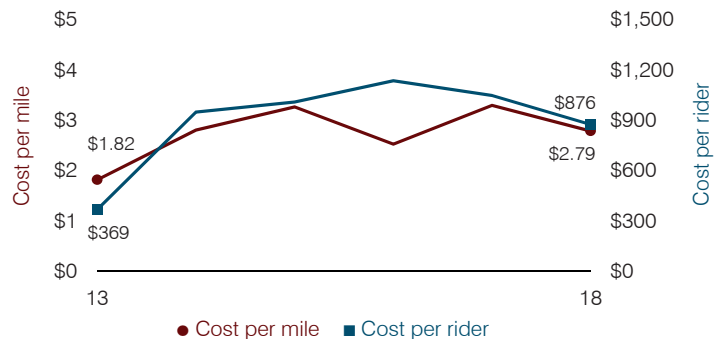
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	6.4%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low **Moderate** **High**

Transportation costs per mile and per rider



Gilbert Unified School District

Maricopa County

Efficiency peer groups 1 and T-4, Achievement peer group 1¹

Legislative district(s): 12, 16, 17, 25, and 26

District size, location:

Very large, Suburb

Students attending:

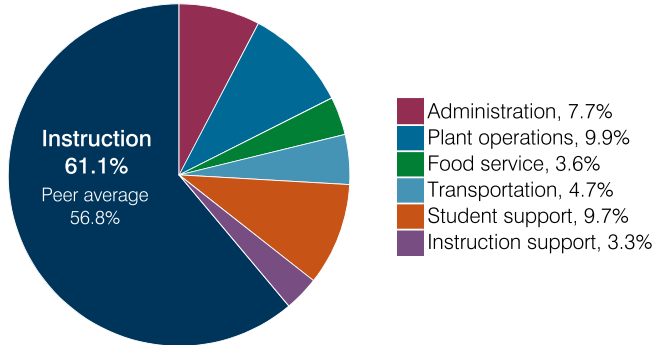
33,480

Number of schools:

39

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$583	\$712	\$860
	Students per administrative position	90	80	66
Plant operations	Cost per square foot	\$5.18	\$6.18	\$6.34
	Square footage per student	144	149	156
Food service	Cost per meal	\$2.75	\$2.87	\$3.02
Transportation	Cost per mile	\$4.38	\$3.72	\$4.05
	Cost per rider	\$1,338	\$1,330	\$1,301

Legend: Very low (green), Low (blue), Comparable (yellow), High (orange), Very high (red)

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,465	\$ 4,616	\$ 4,531	\$ 4,480
Administration	628	583	712	860
Plant operations	779	746	916	988
Food service	276	273	331	425
Transportation	335	354	358	388
Student support	708	731	704	693
Instruction support	232	247	395	462
Total operational	7,423	7,550	7,947	8,296
Land and buildings	182	301	631	827
Equipment	470	250	317	409
Interest	69	114	232	228
Other	219	262	207	169
Total nonoperational	940	927	1,387	1,633
Total per pupil spending	\$ 8,363	\$ 8,477	\$ 9,334	\$ 9,929

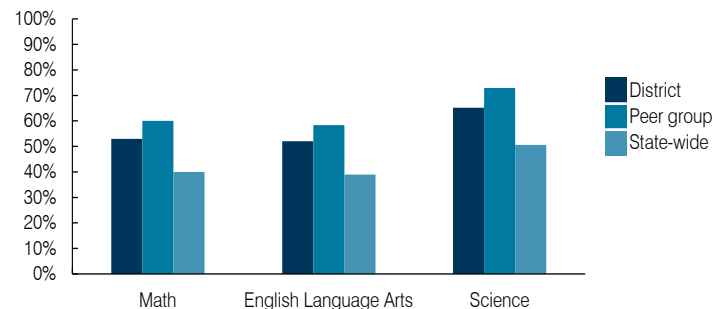
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	19	49%
B	18	46%
C	2	5%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2017)	91%	94%	78%
Poverty rate (2017)	7%	6%	19%
Special education population	12%	11%	12%
Students per teacher	17.4	17.8	18.4
Average teacher salary	\$51,049	\$43,920	\$48,951
Amount from Prop 301	\$6,114	\$5,990	\$6,411
Average years of teacher experience	12.4	11.3	11.4
Percentage of teachers in first 3 years	13%	19%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 429	\$ 575	\$ 875	\$ 1,317
State	3,951	4,087	3,546	4,011
Local	4,340	4,107	5,443	4,592
Total per pupil revenues	\$ 8,720	\$ 8,769	\$ 9,864	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,498	\$ 5,600	\$ 5,492
Grants	442	623	937
Donations and tax credits	109	110	94

Select revenues from less common sources

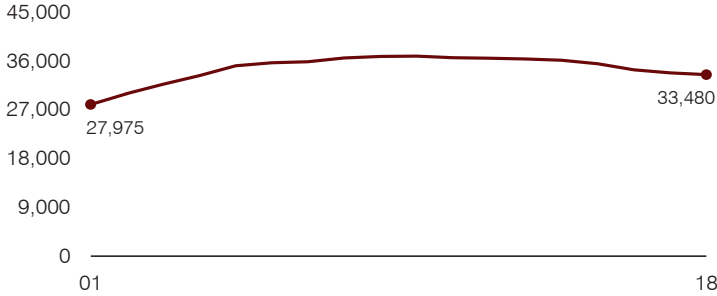
Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	4 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	0	0	2 of 10
Voter-approved levy increases	1,059	1,109	10 of 10

Instructional spending percentage

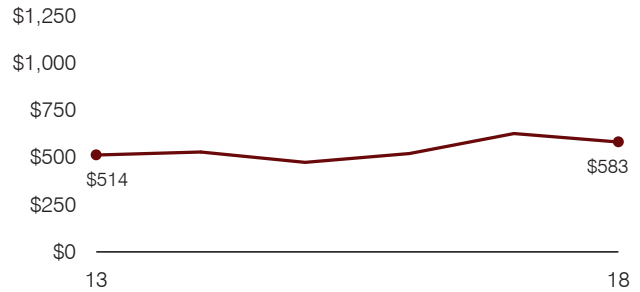
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 63.4 62.3 64.5 64.3 63.0 63.3 63.0 63.2 62.7 62.0 59.9 60.1 60.7 61.2 61.3 60.7 60.1 61.1

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

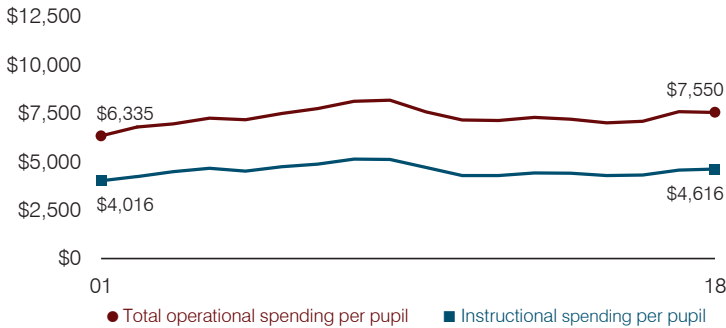
Students attending



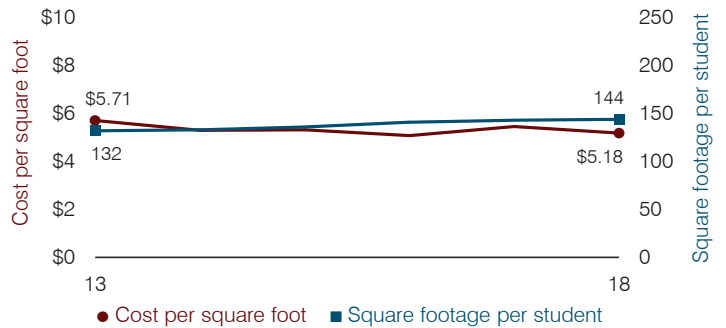
Administrative cost per pupil



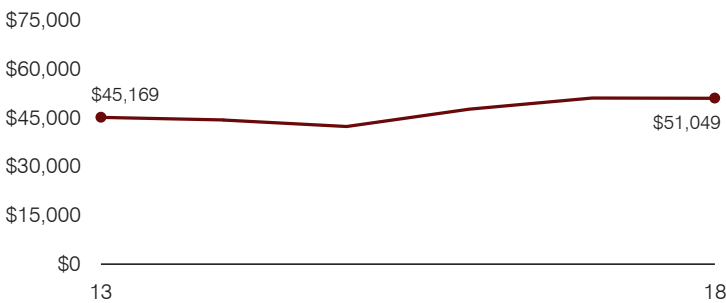
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



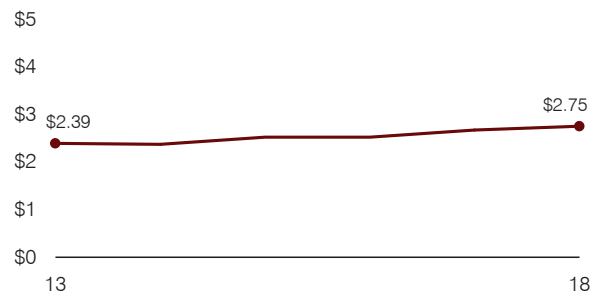
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



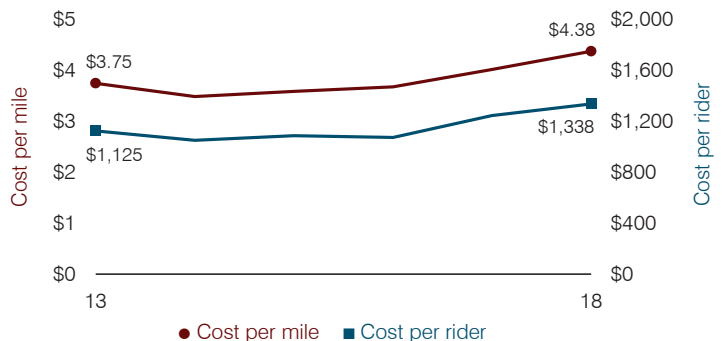
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2016 through 2018	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	2.8%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant

Low **Moderate** **High**

Transportation costs per mile and per rider



Glendale Elementary School District

Maricopa County

Efficiency peer groups 7 and T-1, Achievement peer group 14¹

Legislative district(s): 20, 29, and 30

District size, location:

Large, City

Students attending:

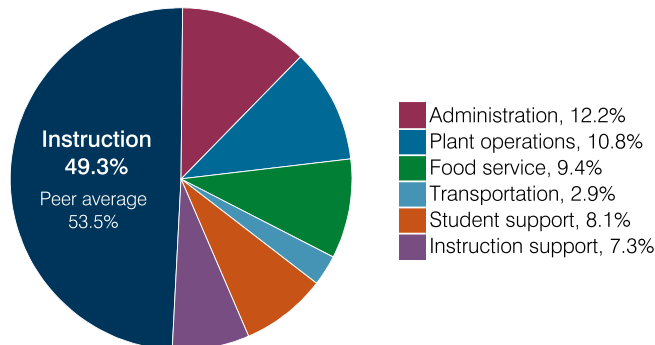
12,012

Number of schools:

17

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$912	\$796	\$860
	Students per administrative position	72	76	66
Plant operations	Cost per square foot	\$6.91	\$6.16	\$6.34
	Square footage per student	117	133	156
Food service	Cost per meal	\$3.18	\$2.99	\$3.02
Transportation	Cost per mile	\$6.44	\$7.19	\$4.05
	Cost per rider	\$1,240	\$1,106	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,943	\$ 3,686	\$ 4,238	\$ 4,480
Administration	808	912	796	860
Plant operations	769	809	815	988
Food service	611	695	580	425
Transportation	221	218	298	388
Student support	596	608	646	693
Instruction support	560	546	486	462
Total operational	7,508	7,474	7,859	8,296
Land and buildings	452	136	517	827
Equipment	394	349	393	409
Interest	94	96	189	228
Other	57	65	188	169
Total nonoperational	997	646	1,287	1,633
Total per pupil spending	\$ 8,505	\$ 8,120	\$ 9,146	\$ 9,929

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

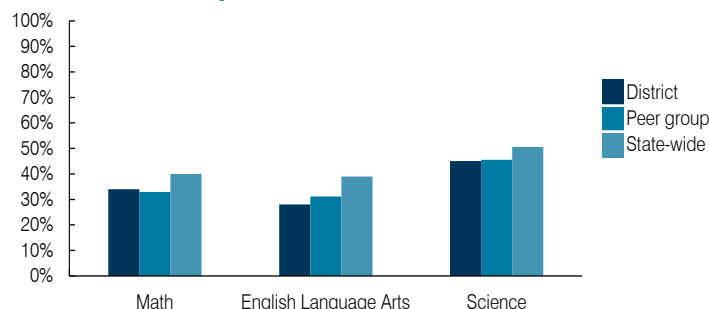
STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools ²	Percentage of schools
A	0	0%
B	7	50%
C	6	43%
D	1	7%
F	0	0%

² Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	32%	28%	19%
Special education population	12%	12%	12%
Students per teacher	17.6	18.9	18.4
Average teacher salary	\$40,049	\$46,164	\$48,951
Amount from Prop 301	\$4,902	\$5,459	\$6,411
Average years of teacher experience	8.0	9.3	11.4
Percentage of teachers in first 3 years	35%	26%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,639	\$ 1,678	\$ 1,588	\$ 1,317
State	4,858	4,818	4,344	4,011
Local	1,782	1,982	3,644	4,592
Total per pupil revenues	\$ 8,279	\$ 8,478	\$ 9,576	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 5,076	\$ 5,021	\$ 5,167	\$ 5,585
Grants	1,796	1,786	1,650	1,241
Donations and tax credits	14	18	46	90

Select revenues from less common sources

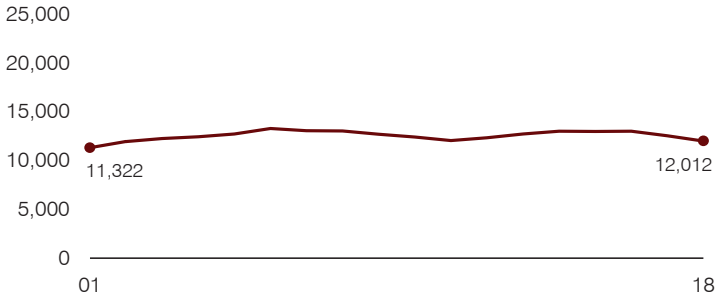
			Number of peers receiving
Desegregation	\$ 0	\$ 0	4 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	0	0	2 of 10
Voter-approved levy increases	896	956	10 of 10

Instructional spending percentage

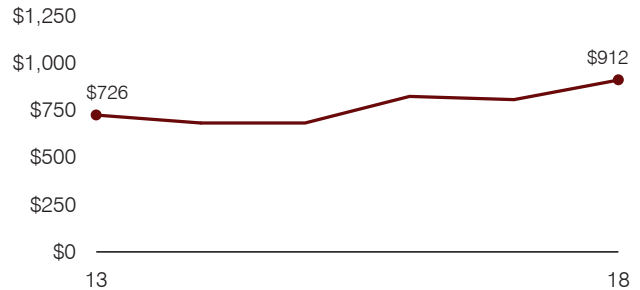
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 62.9 59.3 59.1 58.3 55.2 56.3 56.8 56.5 57.1 55.6 54.8 55.8 54.6 52.9 53.9 52.1 52.5 49.3

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

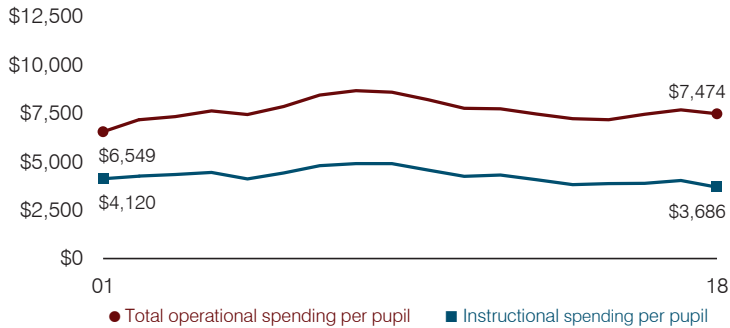
Students attending



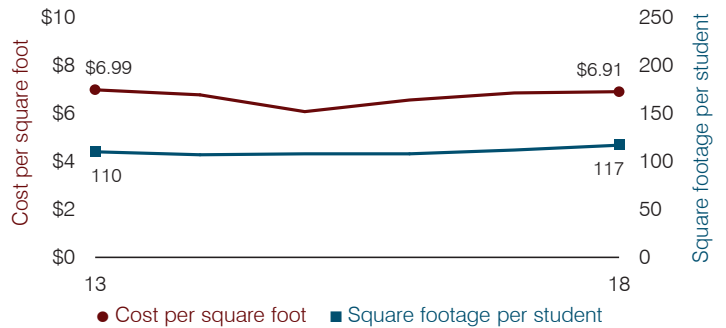
Administrative cost per pupil



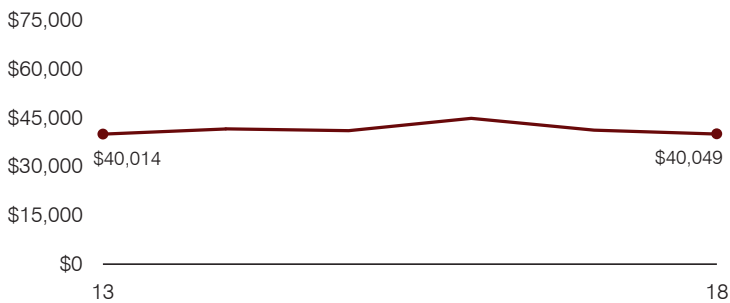
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



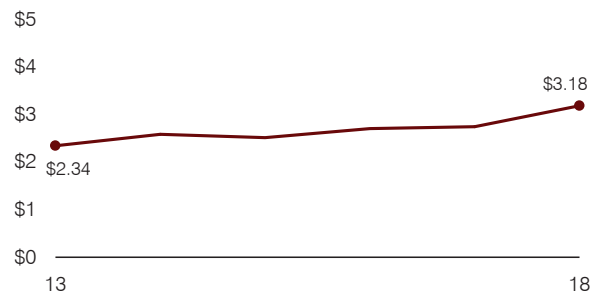
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



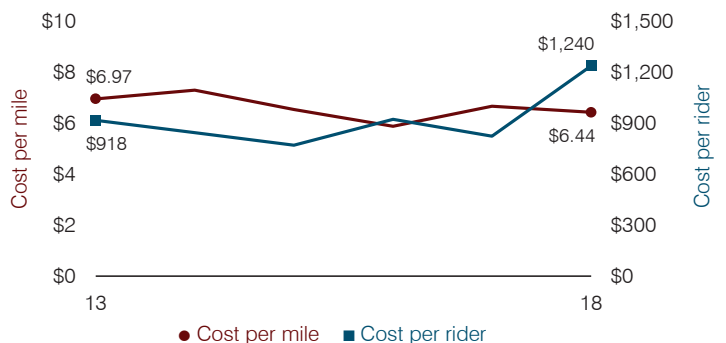
Financial stress assessment

Overall financial stress level: Low

Measure: 2016 through 2018	Assessment
Change in number of district students	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	4.8%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Glendale Union High School District

Maricopa County

Efficiency peer groups 2 and T-5, Achievement peer group 9¹

Legislative district(s): 20, 24, 28, 29, and 30

District size, location:

Large, City

Students attending:

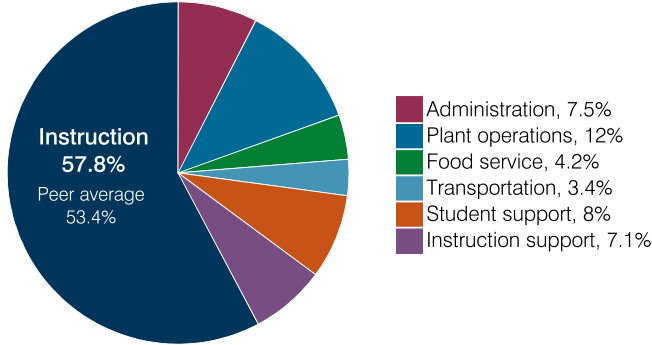
15,387

Number of schools:

10

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$637	\$804	\$860
	Students per administrative position	66	67	66
Plant operations	Cost per square foot	\$6.53	\$6.44	\$6.34
	Square footage per student	157	148	156
Food service	Cost per meal	\$3.11	\$3.08	\$3.02
Transportation	Cost per mile	\$6.16	\$3.90	\$4.05
	Cost per rider	\$2,579	\$1,931	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,756	\$ 4,927	\$ 4,135	\$ 4,480
Administration	627	637	804	860
Plant operations	1,017	1,025	941	988
Food service	335	355	342	425
Transportation	280	289	394	388
Student support	680	685	624	693
Instruction support	603	606	492	462
Total operational	8,298	8,524	7,732	8,296
Land and buildings	1,241	843	738	827
Equipment	741	693	531	409
Interest	269	276	238	228
Other	44	49	153	169
Total nonoperational	2,295	1,861	1,660	1,633
Total per pupil spending	\$ 10,593	\$ 10,385	\$ 9,392	\$ 9,929

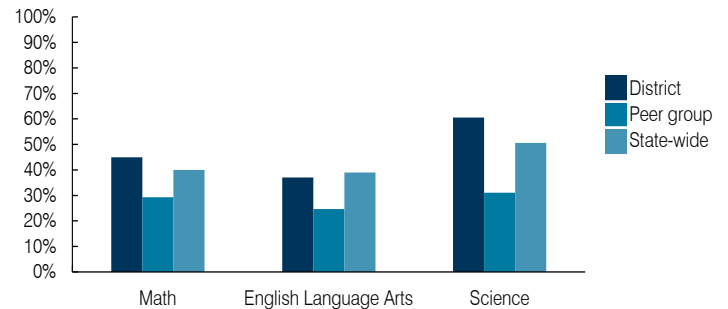
STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools ²	Percentage of schools
A	7	78%
B	2	22%
C	0	0%
D	0	0%
F	0	0%

² Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2017)	90%	88%	78%
Poverty rate (2017)	24%	26%	19%
Special education population	12%	10%	12%
Students per teacher	21.6	21.4	18.4
Average teacher salary	\$62,839	\$58,092	\$48,951
Amount from Prop 301	\$9,198	\$8,795	\$6,411
Average years of teacher experience	12.9	12.0	11.4
Percentage of teachers in first 3 years	9%	18%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,224	\$ 1,061	\$ 930	\$ 1,317
State	4,204	4,493	3,760	4,011
Local	4,684	4,920	4,666	4,592
Total per pupil revenues	\$10,112	\$10,474	\$ 9,356	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,502	\$ 5,717	\$ 5,545
Grants	1,242	1,167	1,051
Donations and tax credits	67	60	107

Select revenues from less common sources

Source	District	Peer average	Number of peers receiving
Desegregation	\$ 394	\$ 399	3 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	0	0	2 of 10
Voter-approved levy increases	1,802	1,934	10 of 10

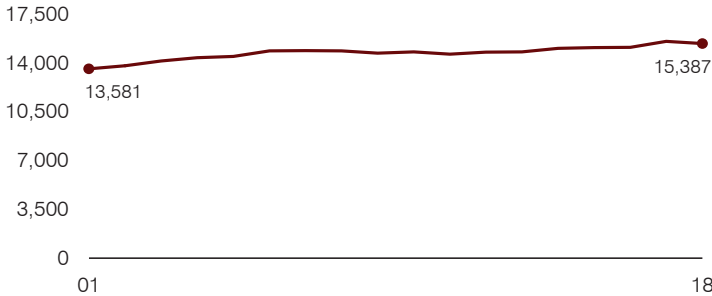
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

Instructional spending percentage

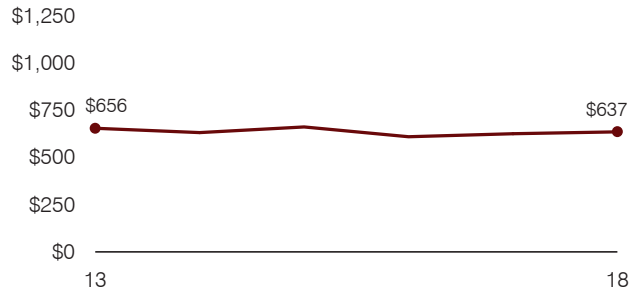
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 57.3 59.1 59.7 60.1 59.4 59.8 59.5 58.5 58.6 57.4 56.5 56.2 56.3 56.7 55.8 56.1 57.3 57.8

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

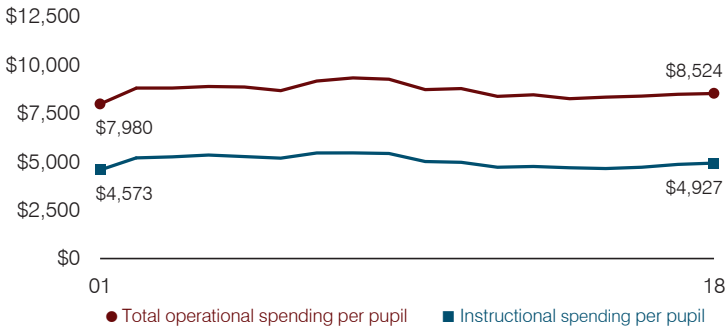
Students attending



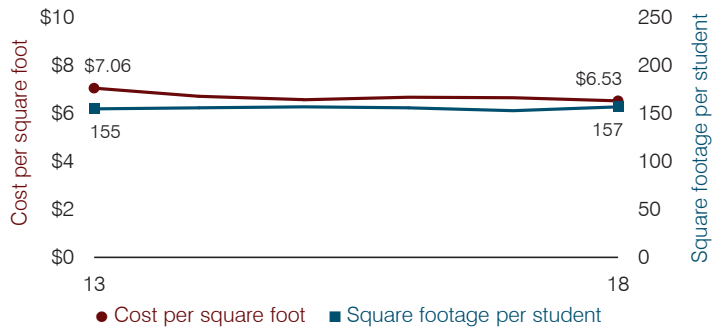
Administrative cost per pupil



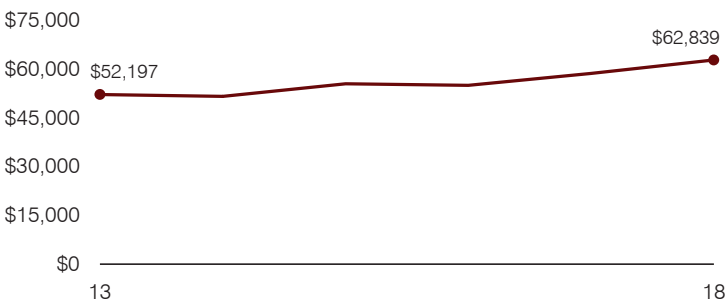
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



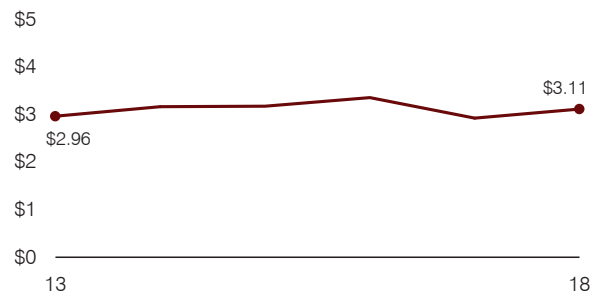
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



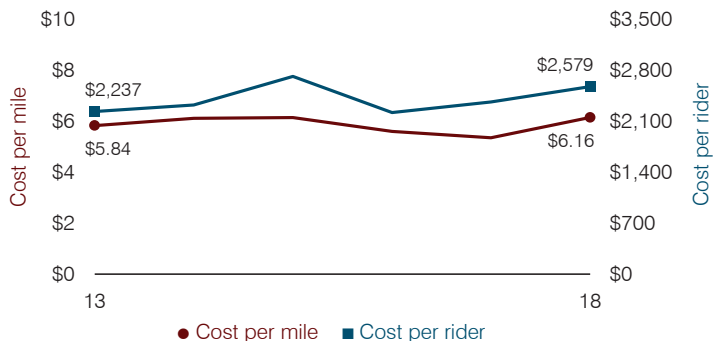
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	Isolated
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	4.2%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Globe Unified School District

Gila County

Efficiency peer groups 5 and T-7, Achievement peer group 6¹

Legislative district(s): 8

District size, location:

Medium, Town

Students attending:

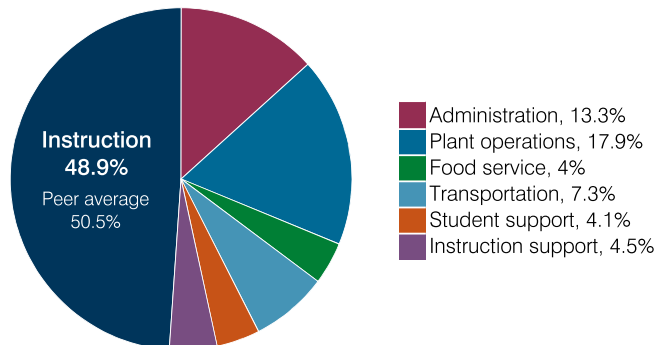
1,612

Number of schools:

3

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,083	\$1,221	\$860
	Students per administrative position	56	54	66
Plant operations	Cost per square foot	\$6.98	\$5.43	\$6.34
	Square footage per student	209	257	156
Food service	Cost per meal	\$3.88	\$3.66	\$3.02
Transportation	Cost per mile	NR	\$3.35	\$4.05
	Cost per rider	\$2,138	\$1,057	\$1,301

Very low
Low
Comparable
High
Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,828	\$ 3,967	\$ 4,824	\$ 4,480
Administration	1,044	1,083	1,221	860
Plant operations	1,363	1,459	1,365	988
Food service	341	323	437	425
Transportation	525	591	532	388
Student support	329	335	623	693
Instruction support	416	363	359	462
Total operational	7,846	8,121	9,361	8,296
Land and buildings	72	298	799	827
Equipment	531	537	433	409
Interest	0	0	248	228
Other	82	68	71	169
Total nonoperational	685	903	1,551	1,633
Total per pupil spending	\$ 8,531	\$ 9,024	\$ 10,912	\$ 9,929

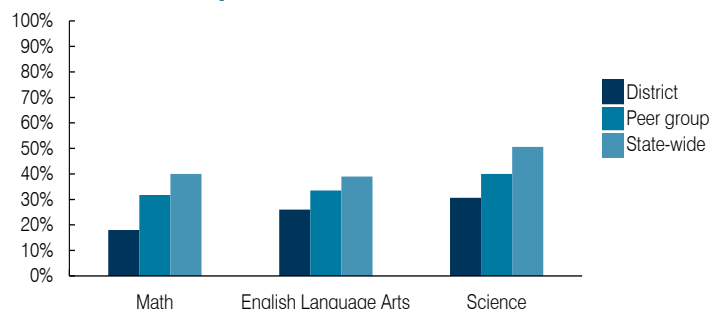
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	33%
D	2	67%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	91%	93%	94%
Graduation rate (2017)	81%	85%	78%
Poverty rate (2017)	27%	29%	19%
Special education population	12%	14%	12%
Students per teacher	20.1	16.2	18.4
Average teacher salary	\$43,758	\$46,264	\$48,951
Amount from Prop 301	\$5,794	\$6,122	\$6,411
Average years of teacher experience	14.6	12.2	11.4
Percentage of teachers in first 3 years	14%	20%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 2,340	\$ 1,789	\$ 3,917	\$ 1,317
State	4,822	4,840	4,283	4,011
Local	1,992	2,143	4,207	4,592
Total per pupil revenues	\$ 9,154	\$ 8,772	\$ 12,407	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 5,638	\$ 5,455	\$ 5,992	\$ 5,585
Grants	1,785	1,416	1,703	1,241
Donations and tax credits	67	65	147	90

Select revenues from less common sources

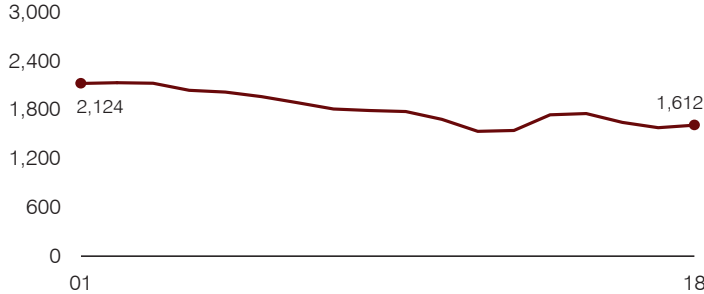
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 31
Small school adjustment	0	0	0 of 31
Federal impact aid	621	578	16 of 31
Voter-approved levy increases	0	0	21 of 31

Instructional spending percentage

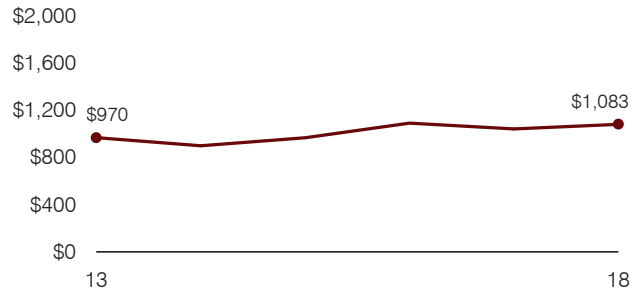
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 54.1 58.5 59.0 58.1 59.4 57.8 57.0 53.7 54.7 48.9 45.1 46.3 50.0 50.7 48.7 49.8 48.8 48.9

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

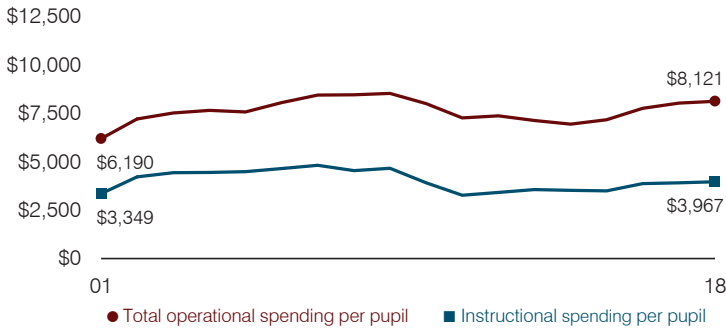
Students attending



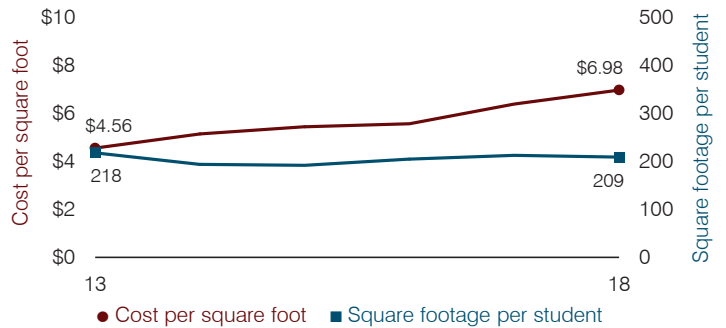
Administrative cost per pupil



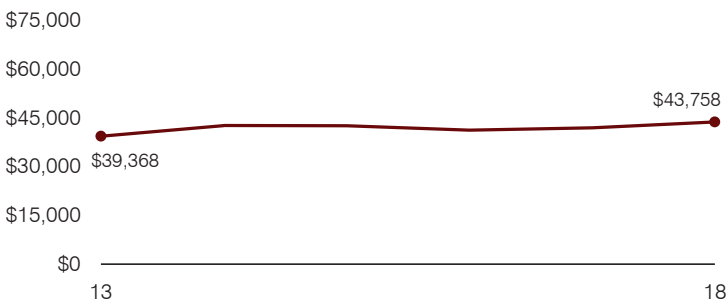
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



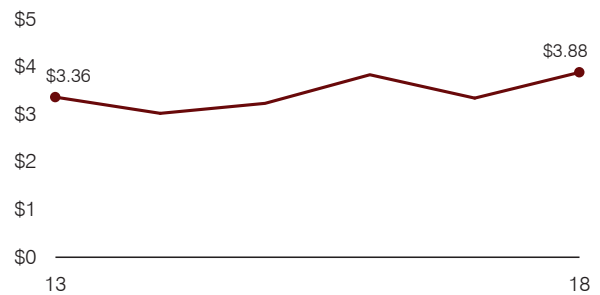
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



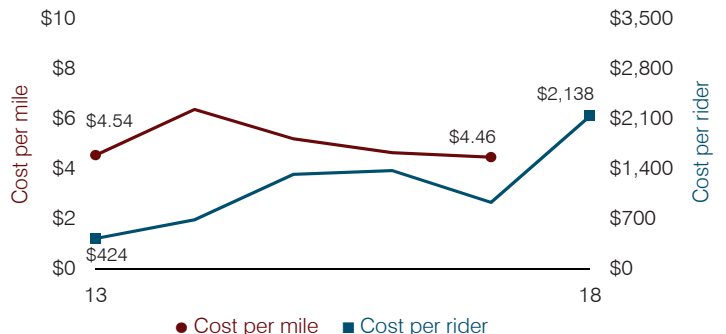
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	7.9%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Grand Canyon Unified School District

Coconino County

Efficiency peer groups 6 and T-8, Achievement peer group 4¹

Legislative district(s): 6

District size, location:

Small, Rural

Students attending:

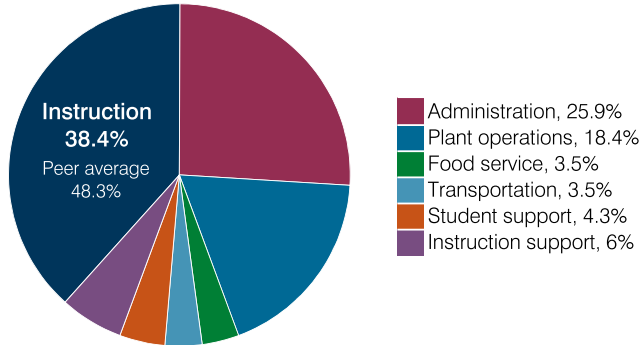
274

Number of schools:

2

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$4,681	\$1,744	\$860
	Students per administrative position	28	43	66
Plant operations	Cost per square foot	\$11.91	\$5.27	\$6.34
	Square footage per student	280	321	156
Food service	Cost per meal	\$5.95	\$3.96	\$3.02
Transportation	Cost per mile	\$2.92	\$3.03	\$4.05
	Cost per rider	\$1,663	\$1,225	\$1,301

Very low
Low
Comparable
High
Very high

Per pupil spending

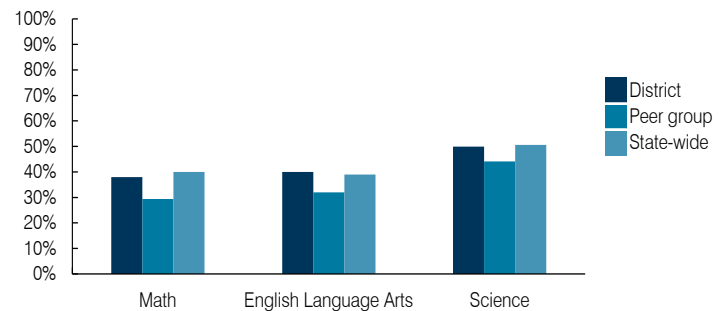
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 6,881	\$ 6,946	\$ 5,556	\$ 4,480
Administration	3,632	4,681	1,744	860
Plant operations	3,024	3,339	1,706	988
Food service	555	653	546	425
Transportation	621	632	592	388
Student support	760	775	672	693
Instruction support	1,236	1,078	393	462
Total operational	16,709	18,104	11,209	8,296
Land and buildings	0	40	1,077	827
Equipment	642	773	601	409
Interest	103	67	162	228
Other	168	0	60	169
Total nonoperational	913	880	1,900	1,633
Total per pupil spending	\$ 17,622	\$ 18,984	\$ 13,109	\$ 9,929

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	1	50%
B	1	50%
C	0	0%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	100%	85%	78%
Poverty rate (2017)	14%	13%	19%
Special education population	22%	13%	12%
Students per teacher	11.0	16.6	18.4
Average teacher salary	\$47,341	\$47,740	\$48,951
Amount from Prop 301	\$5,080	\$6,338	\$6,411
Average years of teacher experience	10.1	11.9	11.4
Percentage of teachers in first 3 years	31%	17%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 2,358	\$ 3,347	\$ 2,405	\$ 1,317
State	4,740	3,944	4,080	4,011
Local	11,337	11,720	8,027	4,592
Total per pupil revenues	\$ 18,435	\$ 19,011	\$ 14,512	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 7,064	\$ 7,121	\$ 7,175	\$ 5,585
Grants	873	1,081	2,252	1,241
Donations and tax credits	336	379	337	90

Select revenues from less common sources

			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 18
Small school adjustment	3,651	5,479	5 of 18
Federal impact aid	1,505	2,296	3 of 18
Voter-approved levy increases	650	660	14 of 18

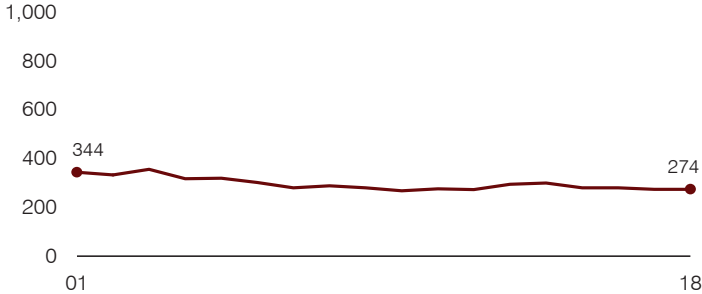
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

Instructional spending percentage

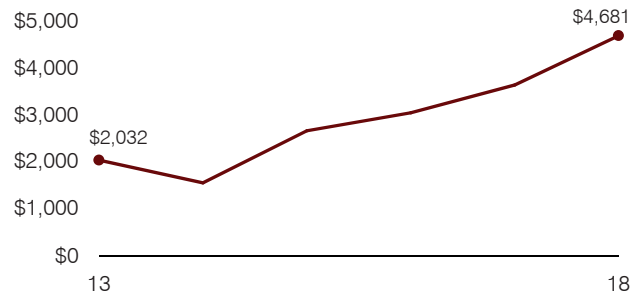
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 53.1 52.5 52.7 53.5 53.7 49.2 48.1 45.9 48.5 48.8 46.7 50.0 47.7 52.4 43.9 43.6 41.2 38.4

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

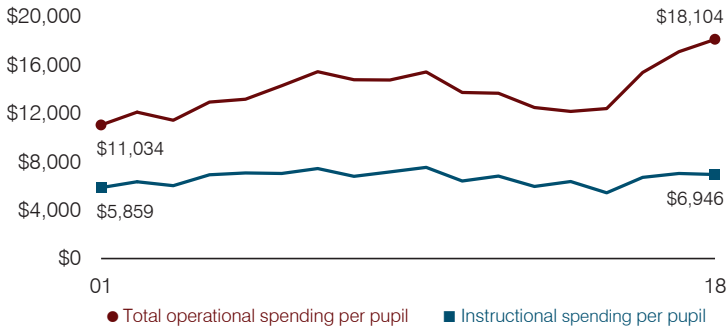
Students attending



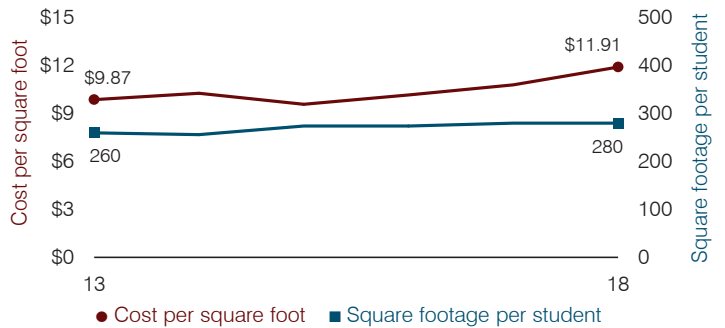
Administrative cost per pupil



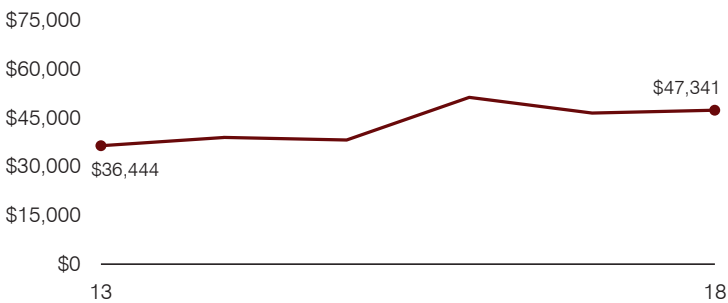
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



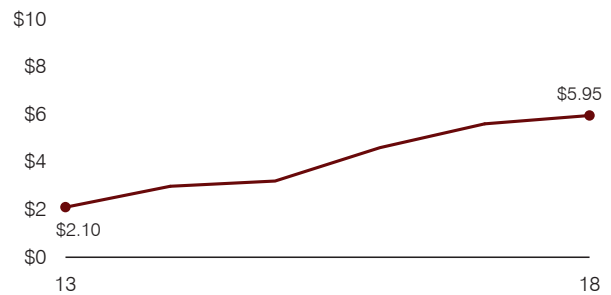
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



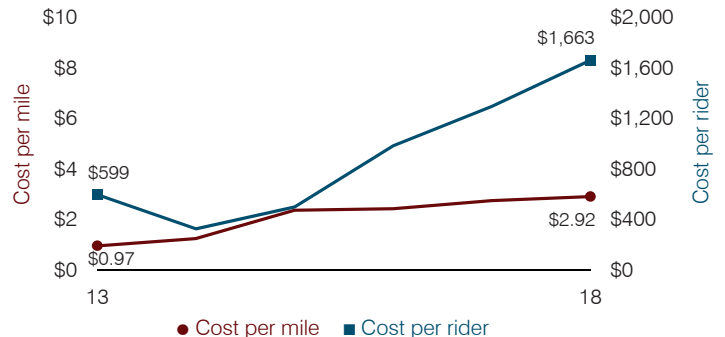
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	Impact Aid Fund reserve
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low **Moderate** **High**

Transportation costs per mile and per rider



Hackberry Elementary School District

Mohave County

Efficiency peer groups 11 and T-11, Achievement peer group 18¹

Legislative district(s): 5

District size, location:

Very small, Rural

Students attending:

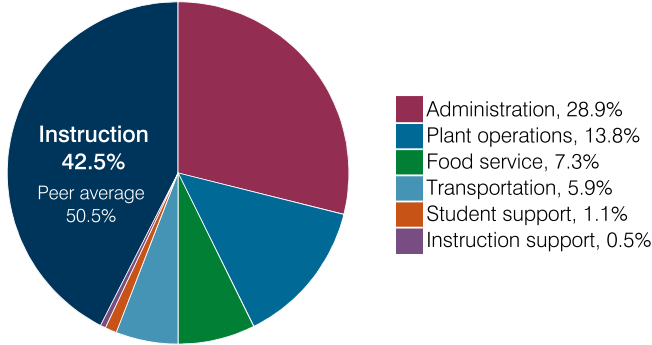
29

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$7,811	\$3,064	\$860
	Students per administrative position	10	33	66
Plant operations	Cost per square foot	\$6.34	\$7.31	\$6.34
	Square footage per student	590	371	156
Food service	Cost per meal	\$12.00	\$5.79	\$3.02
Transportation	Cost per mile	\$3.53	\$1.94	\$4.05
	Cost per rider	\$7,866	\$1,614	\$1,301

Per pupil spending

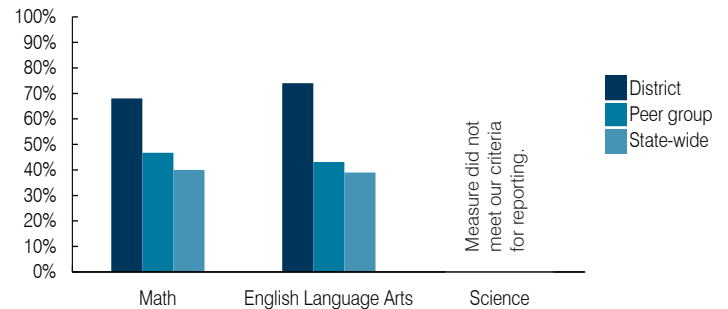
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 8,732	\$ 11,485	\$ 8,493	\$ 4,480
Administration	4,811	7,811	3,064	860
Plant operations	2,466	3,739	2,439	988
Food service	2,496	1,952	932	425
Transportation	1,052	1,600	973	388
Student support	330	297	656	693
Instruction support	85	140	400	462
Total operational	19,972	27,024	16,957	8,296
Land and buildings	0	0	965	827
Equipment	565	1,425	562	409
Interest	0	0	25	228
Other	0	0	88	169
Total nonoperational	565	1,425	1,640	1,633
Total per pupil spending	\$ 20,537	\$ 28,449	\$ 18,597	\$ 9,929

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	1	100%
B	0	0%
C	0	0%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	24%	25%	19%
Special education population	10%	17%	12%
Students per teacher	7.4	12.6	18.4
Average teacher salary	\$48,056	\$47,486	\$48,951
Amount from Prop 301	\$5,103	\$4,484	\$6,411
Average years of teacher experience	23.3	14.9	11.4
Percentage of teachers in first 3 years	0%	7%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 2,708	\$ 2,852	\$ 3,021	\$ 1,317
State	2,304	4,099	4,788	4,011
Local	16,002	24,102	12,812	4,592
Total per pupil revenues	\$21,014	\$31,053	\$ 20,621	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 9,554	\$ 10,859	\$ 8,282
Grants	2,708	3,429	3,020
Donations and tax credits	35	95	125

Select revenues from less common sources

Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	10,524	7,386	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

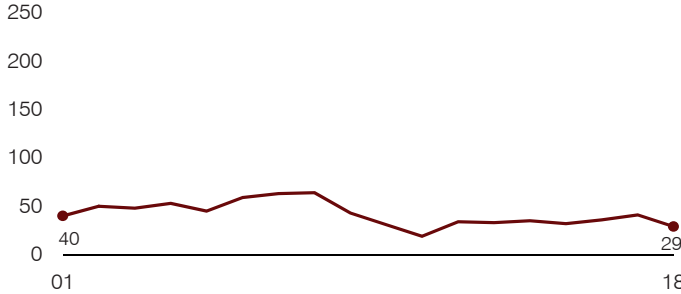
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

Instructional spending percentage

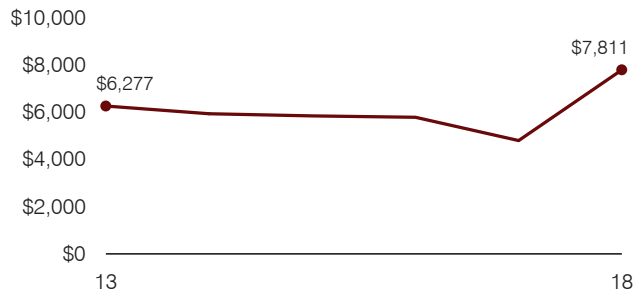
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 47.0 43.9 55.9 52.5 55.0 56.7 41.9 41.2 40.9 34.7 34.2 38.5 39.1 41.5 42.6 43.1 43.7 42.5

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

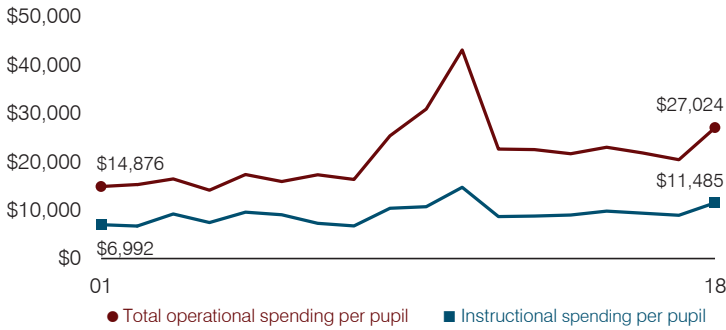
Students attending



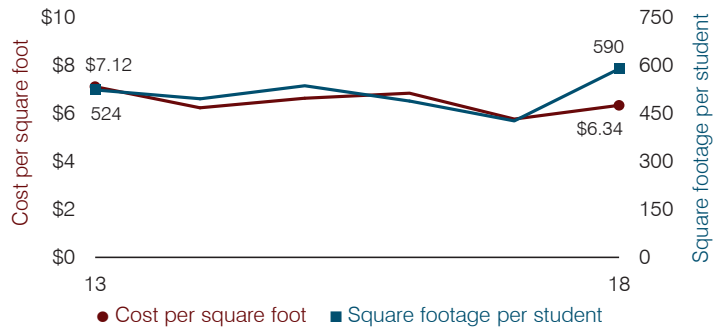
Administrative cost per pupil



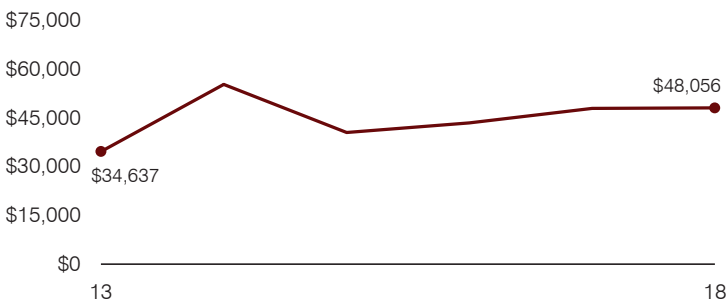
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



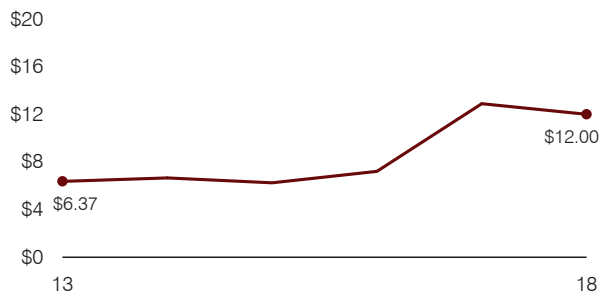
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



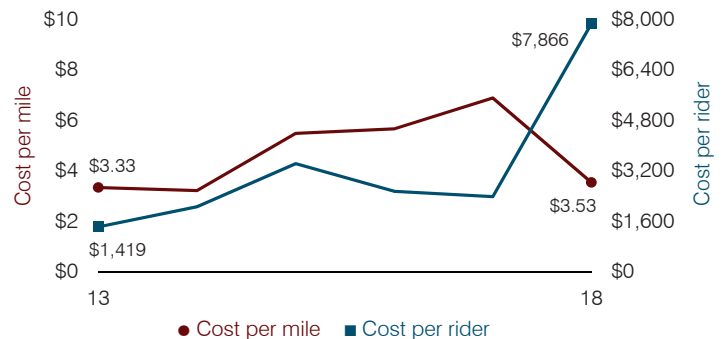
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	16.9%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant

Low
Moderate
High

Transportation costs per mile and per rider



Hayden-Winkelman Unified School District

Gila County

Efficiency peer groups 6 and T-9, Achievement peer group 6¹

Legislative district(s): 8

District size, location:

Small, Rural

Students attending:

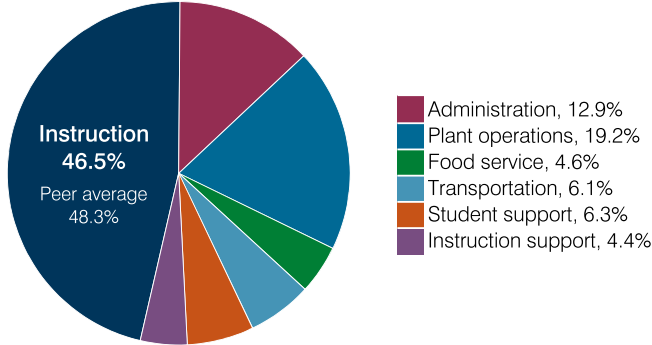
246

Number of schools:

2

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,932	\$1,744	\$860
	Students per administrative position	35	43	66
Plant operations	Cost per square foot	\$4.24	\$5.27	\$6.34
	Square footage per student	682	321	156
Food service	Cost per meal	\$3.99	\$3.96	\$3.02
Transportation	Cost per mile	\$3.36	\$2.62	\$4.05
	Cost per rider	\$1,599	\$1,457	\$1,301

Very low
Low
Comparable
High
Very high

Per pupil spending

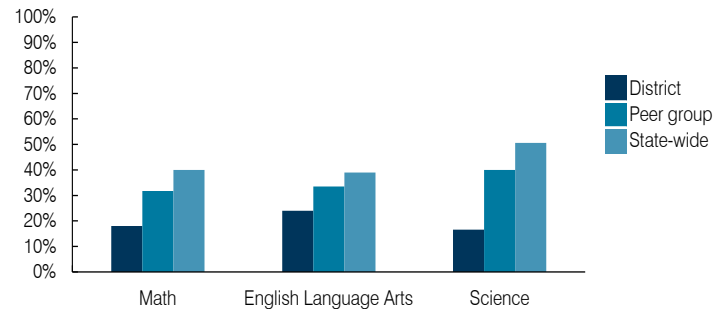
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 6,612	\$ 6,988	\$ 5,556	\$ 4,480
Administration	1,896	1,932	1,744	860
Plant operations	2,279	2,893	1,706	988
Food service	606	695	546	425
Transportation	1,103	910	592	388
Student support	900	950	672	693
Instruction support	604	665	393	462
Total operational	14,000	15,033	11,209	8,296
Land and buildings	307	121	1,077	827
Equipment	721	472	601	409
Interest	44	12	162	228
Other	19	36	60	169
Total nonoperational	1,091	641	1,900	1,633
Total per pupil spending	\$ 15,091	\$ 15,674	\$ 13,109	\$ 9,929

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	2	100%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2017)	94%	85%	78%
Poverty rate (2017)	32%	29%	19%
Special education population	15%	14%	12%
Students per teacher	12.3	16.2	18.4
Average teacher salary	\$46,379	\$46,264	\$48,951
Amount from Prop 301	\$6,471	\$6,122	\$6,411
Average years of teacher experience	20.0	12.2	11.4
Percentage of teachers in first 3 years	15%	20%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,658	\$ 1,571	\$ 2,405	\$ 1,317
State	4,352	5,235	4,080	4,011
Local	10,613	7,672	8,027	4,592
Total per pupil revenues	\$ 16,623	\$ 14,478	\$ 14,512	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 7,134	\$ 7,094	\$ 7,175
Grants	1,870	1,682	2,252
Donations and tax credits	39	90	337

Select revenues from less common sources

Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 18
Small school adjustment	5,506	3,317	5 of 18
Federal impact aid	0	0	3 of 18
Voter-approved levy increases	25	0	14 of 18

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

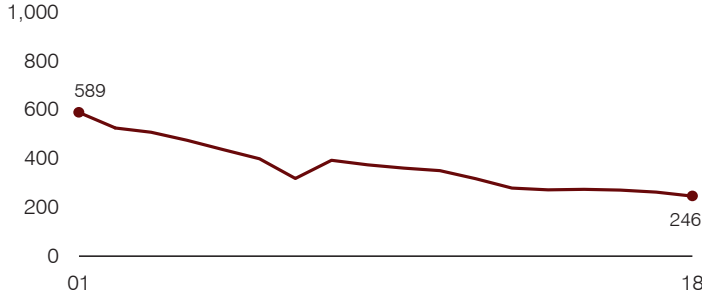
Instructional spending percentage

Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 53.3 54.1 52.9 51.2 50.3 52.2 50.7 51.5 47.4 48.8 45.7 46.1 43.8 45.1 44.7 43.5 47.2 46.5

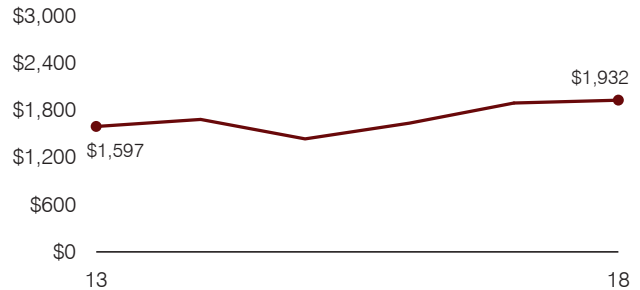
TRENDS AND FINANCIAL STRESS ASSESSMENT

Fiscal years as indicated

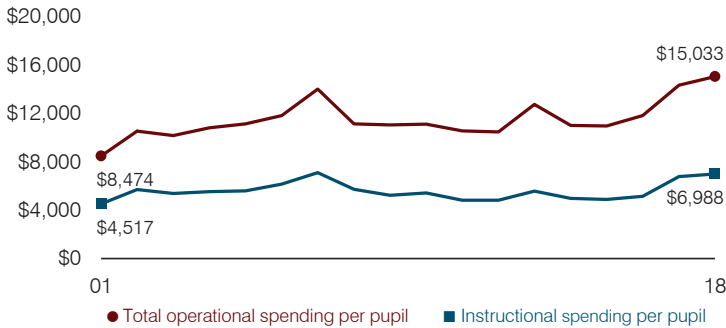
Students attending



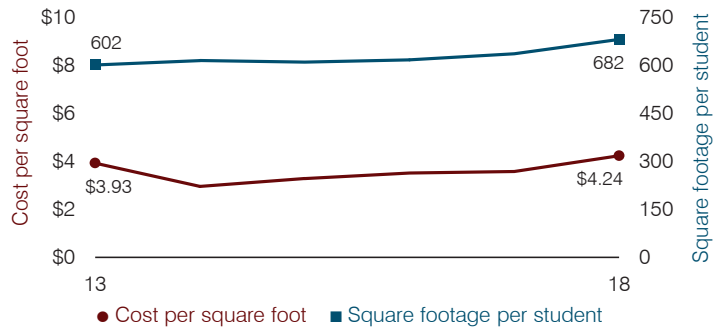
Administrative cost per pupil



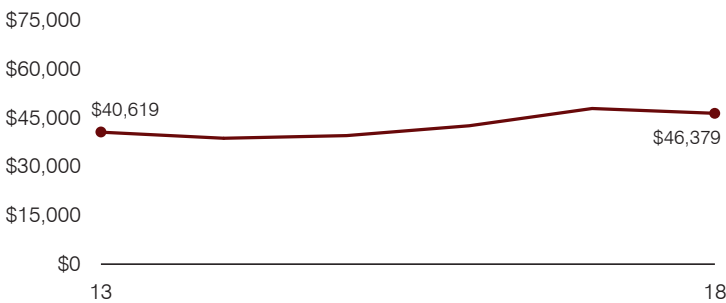
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



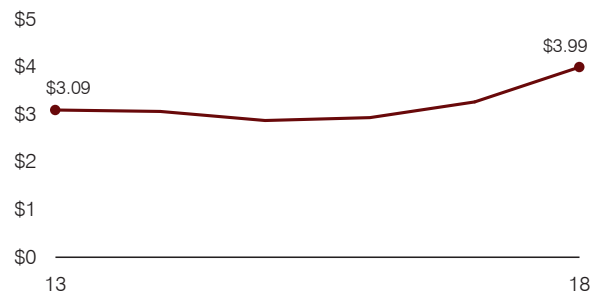
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



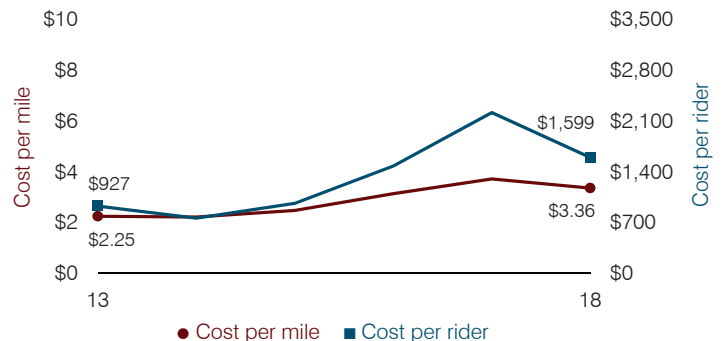
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	4.8%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Heber-Overgaard Unified School District

Navajo County

Efficiency peer groups 6 and T-8, Achievement peer group 5¹

Legislative district(s): 6

District size, location:

Small, Rural

Students attending:

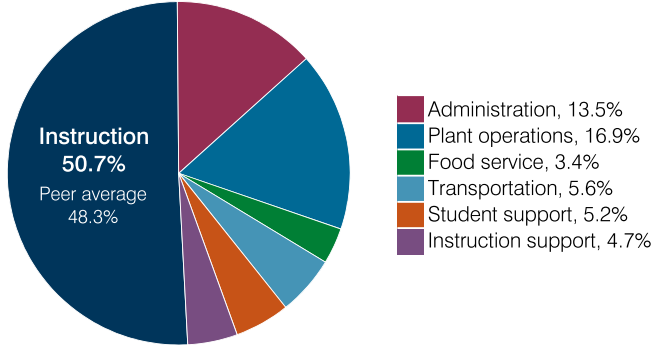
476

Number of schools:

4

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,319	\$1,744	\$860
	Students per administrative position	50	43	66
Plant operations	Cost per square foot	\$4.92	\$5.27	\$6.34
	Square footage per student	336	321	156
Food service	Cost per meal	\$4.25	\$3.96	\$3.02
Transportation	Cost per mile	\$2.22	\$3.03	\$4.05
	Cost per rider	\$1,092	\$1,225	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 5,070	\$ 4,967	\$ 5,556	\$ 4,480
Administration	1,445	1,319	1,744	860
Plant operations	1,534	1,653	1,706	988
Food service	347	337	546	425
Transportation	518	550	592	388
Student support	537	513	672	693
Instruction support	438	461	393	462
Total operational	9,889	9,800	11,209	8,296
Land and buildings	212	56	1,077	827
Equipment	544	601	601	409
Interest	1,061	712	162	228
Other	48	31	60	169
Total nonoperational	1,865	1,400	1,900	1,633
Total per pupil spending	\$ 11,754	\$ 11,200	\$ 13,109	\$ 9,929

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

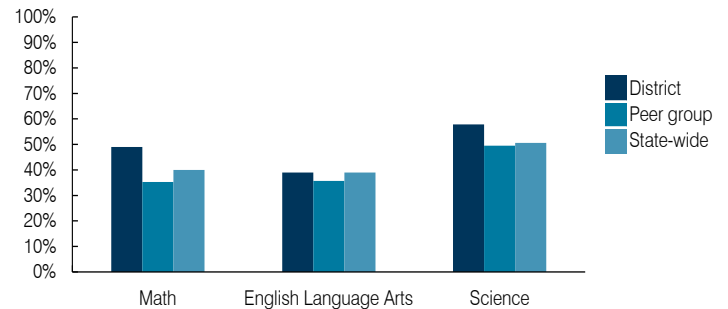
STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools ²	Percentage of schools
A	1	33%
B	1	33%
C	0	0%
D	1	33%
F	0	0%

² Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	93%	94%
Graduation rate (2017)	89%	86%	78%
Poverty rate (2017)	22%	22%	19%
Special education population	13%	13%	12%
Students per teacher	16.0	17.6	18.4
Average teacher salary	\$44,277	\$44,777	\$48,951
Amount from Prop 301	\$4,915	\$6,708	\$6,411
Average years of teacher experience	14.9	13.0	11.4
Percentage of teachers in first 3 years	13%	17%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 628	\$ 2,309	\$ 2,405	\$ 1,317
State	2,563	2,505	4,080	4,011
Local	8,245	8,210	8,027	4,592
Total per pupil revenues	\$ 11,436	\$ 13,024	\$ 14,512	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 7,140	\$ 7,166	\$ 7,175
Grants	652	2,345	2,252
Donations and tax credits	81	119	337

Select revenues from less common sources

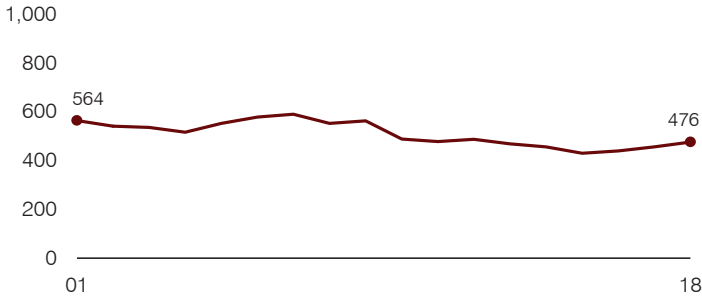
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 18
Small school adjustment	0	0	5 of 18
Federal impact aid	0	0	3 of 18
Voter-approved levy increases	1,824	1,759	14 of 18

Instructional spending percentage

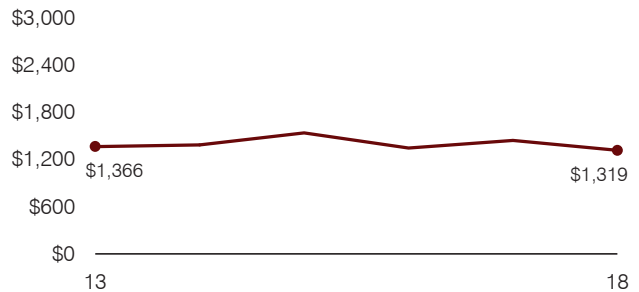
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 50.2 53.3 55.1 52.3 51.7 49.8 47.7 48.0 46.1 49.6 50.8 48.4 48.4 48.4 48.1 51.3 51.3 50.7

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

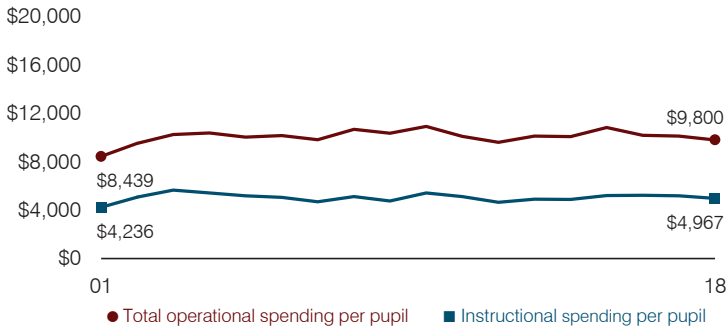
Students attending



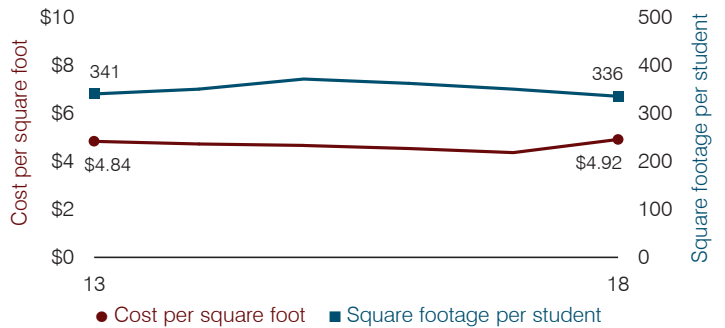
Administrative cost per pupil



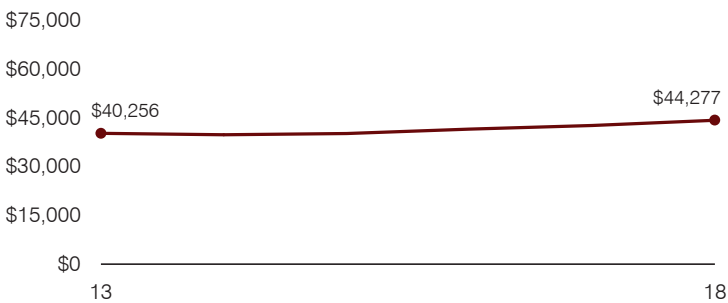
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



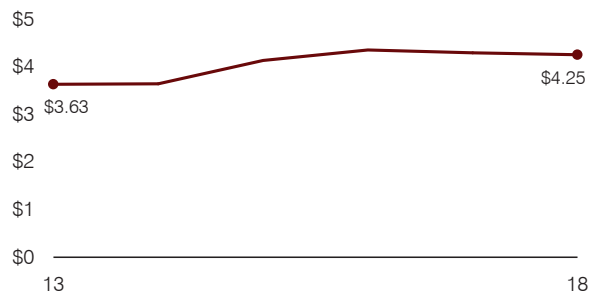
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



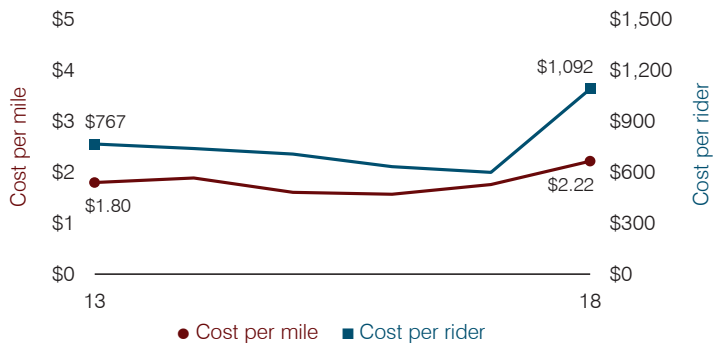
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	3.7%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Low **Moderate** **High**

Transportation costs per mile and per rider



Higley Unified School District

Maricopa County

Efficiency peer groups 2 and T-3, Achievement peer group 1¹

Legislative district(s): 12

District size, location:

Large, Suburb

Students attending:

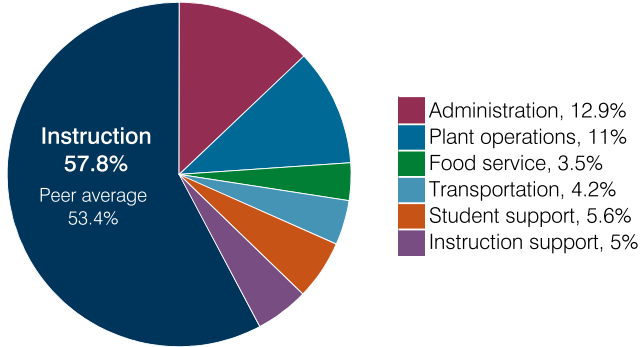
12,002

Number of schools:

13

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$875	\$804	\$860
	Students per administrative position	93	67	66
Plant operations	Cost per square foot	\$5.07	\$6.44	\$6.34
	Square footage per student	148	148	156
Food service	Cost per meal	\$3.15	\$3.08	\$3.02
Transportation	Cost per mile	\$4.47	\$4.47	\$4.05
	Cost per rider	\$1,113	\$1,248	\$1,301

Very low Low Comparable High Very high

Per pupil spending

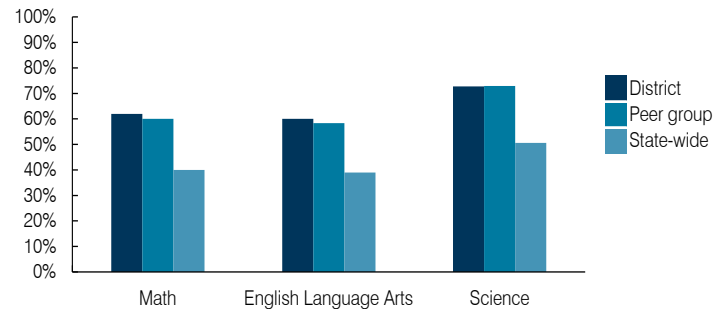
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,865	\$ 3,925	\$ 4,135	\$ 4,480
Administration	664	875	804	860
Plant operations	679	750	941	988
Food service	218	238	342	425
Transportation	296	283	394	388
Student support	407	380	624	693
Instruction support	330	339	492	462
Total operational	6,459	6,790	7,732	8,296
Land and buildings	715	817	738	827
Equipment	496	464	531	409
Interest	632	361	238	228
Other	352	392	153	169
Total nonoperational	2,195	2,034	1,660	1,633
Total per pupil spending	\$ 8,654	\$ 8,824	\$ 9,392	\$ 9,929

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	9	69%
B	4	31%
C	0	0%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2017)	94%	94%	78%
Poverty rate (2017)	6%	6%	19%
Special education population	12%	11%	12%
Students per teacher	18.1	17.8	18.4
Average teacher salary	\$46,404	\$43,920	\$48,951
Amount from Prop 301	\$6,274	\$5,990	\$6,411
Average years of teacher experience	8.9	11.3	11.4
Percentage of teachers in first 3 years	27%	19%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 327	\$ 480	\$ 930	\$ 1,317
State	4,044	4,608	3,760	4,011
Local	4,311	4,216	4,666	4,592
Total per pupil revenues	\$ 8,682	\$ 9,304	\$ 9,356	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,332	\$ 5,484	\$ 5,545
Grants	333	870	1,051
Donations and tax credits	59	82	107

Select revenues from less common sources

Source	District	Peer average	State average	Number of peers receiving
Desegregation	\$ 0	\$ 0	\$ 0	3 of 10
Small school adjustment	0	0	0	0 of 10
Federal impact aid	0	0	0	2 of 10
Voter-approved levy increases	1,458	1,610	1,610	10 of 10

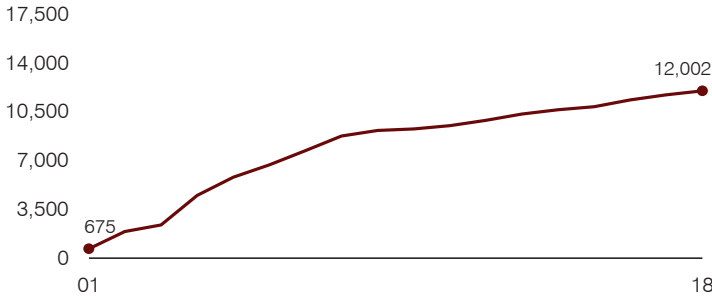
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

Instructional spending percentage

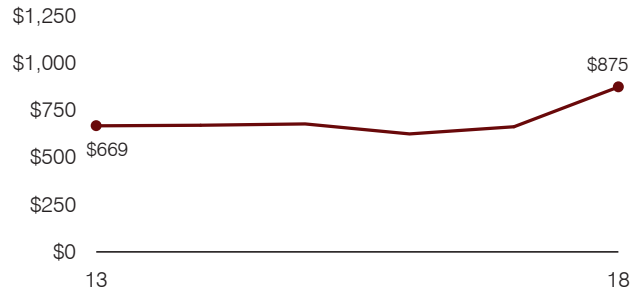
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 60.2 56.1 58.2 59.9 65.4 58.6 57.7 57.0 55.0 54.9 54.2 55.3 55.9 55.7 56.0 57.7 59.8 57.8

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

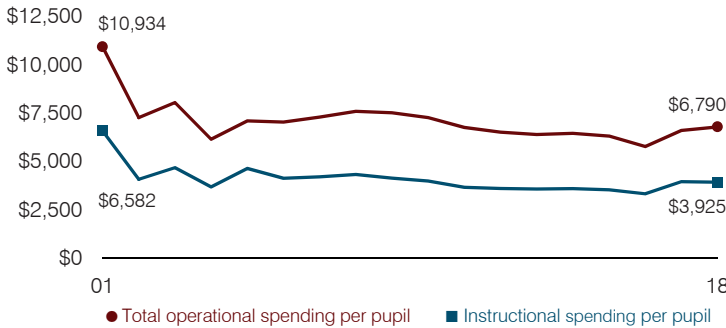
Students attending



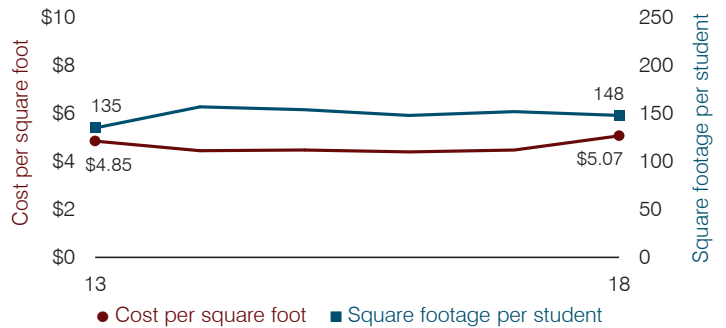
Administrative cost per pupil



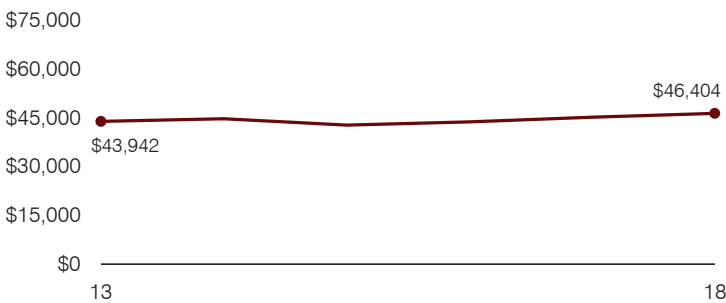
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



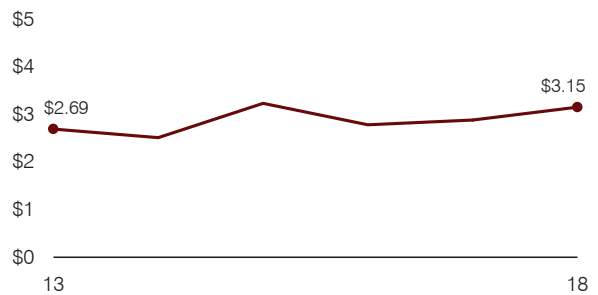
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



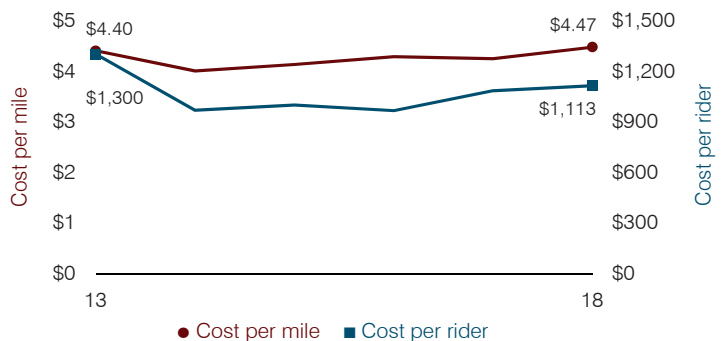
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	8.2%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Hillside Elementary School District

Yavapai County

Efficiency peer groups 11 and T-11, Achievement peer group 16¹

Legislative district(s): 1

District size, location:

Very small, Rural

Students attending:

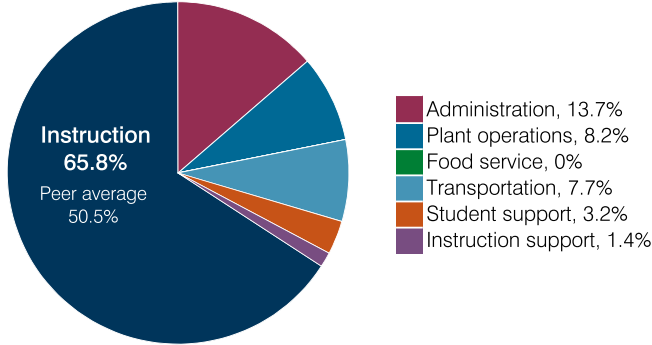
22

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,856	\$3,064	\$860
	Students per administrative position	30	33	66
Plant operations	Cost per square foot	\$3.46	\$7.31	\$6.34
	Square footage per student	323	371	156
Food service	Cost per meal	N/A	\$5.79	\$3.02
Transportation	Cost per mile	\$1.34	\$1.94	\$4.05
	Cost per rider	\$2,126	\$1,614	\$1,301

Per pupil spending

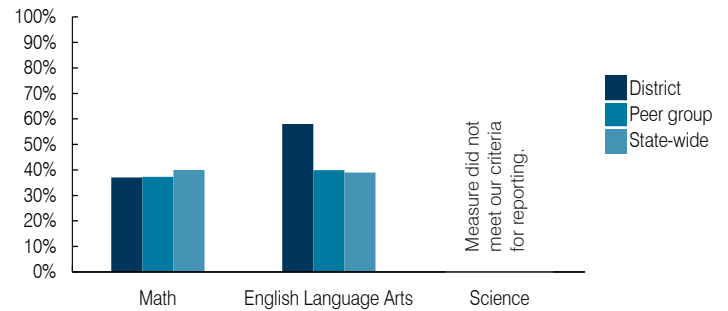
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 10,108	\$ 8,942	\$ 8,493	\$ 4,480
Administration	2,250	1,856	3,064	860
Plant operations	1,110	1,118	2,439	988
Food service	0	0	932	425
Transportation	795	1,045	973	388
Student support	454	436	656	693
Instruction support	191	184	400	462
Total operational	14,908	13,581	16,957	8,296
Land and buildings	0	0	965	827
Equipment	0	9	562	409
Interest	0	0	25	228
Other	0	0	88	169
Total nonoperational	0	9	1,640	1,633
Total per pupil spending	\$ 14,908	\$ 13,590	\$ 18,597	\$ 9,929

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	14%	12%	19%
Special education population	27%	16%	12%
Students per teacher	11.2	13.4	18.4
Average teacher salary	\$48,437	\$48,478	\$48,951
Amount from Prop 301	\$5,426	\$4,651	\$6,411
Average years of teacher experience	17.5	15.3	11.4
Percentage of teachers in first 3 years	0%	6%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 912	\$ 708	\$ 3,021	\$ 1,317
State	3,791	3,540	4,788	4,011
Local	10,099	11,055	12,812	4,592
Total per pupil revenues	\$ 14,802	\$ 15,303	\$ 20,621	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 7,173	\$ 6,883	\$ 8,282	\$ 5,585
Grants	943	752	3,020	1,241
Donations and tax credits	96	538	125	90

Select revenues from less common sources

			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	5,822	727	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

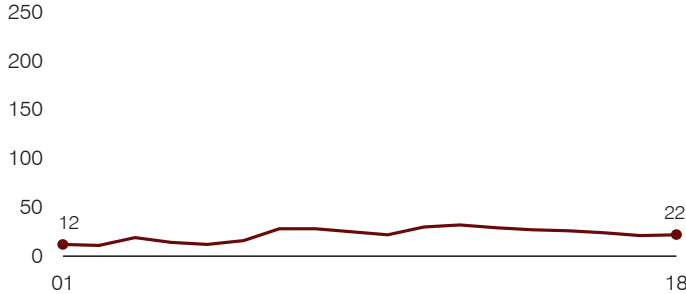
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

Instructional spending percentage

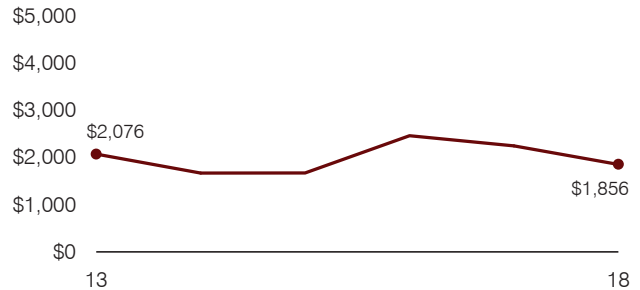
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 50.1 52.1 53.8 57.5 56.0 64.5 68.9 67.9 64.8 63.7 58.2 59.7 57.7 68.8 67.3 60.4 67.8 65.8

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

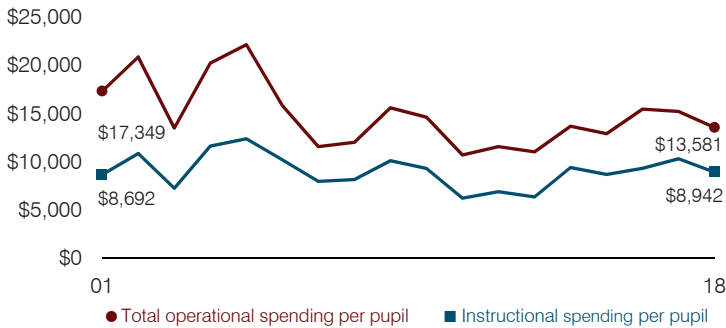
Students attending



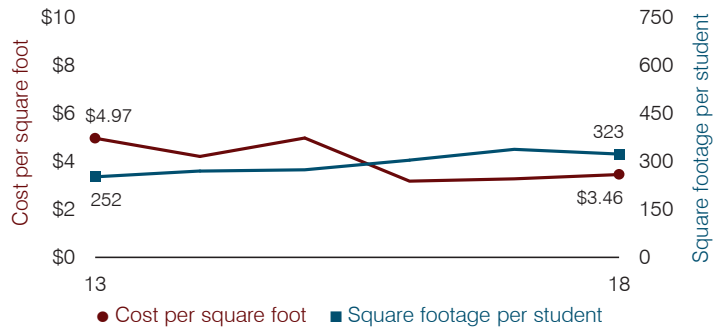
Administrative cost per pupil



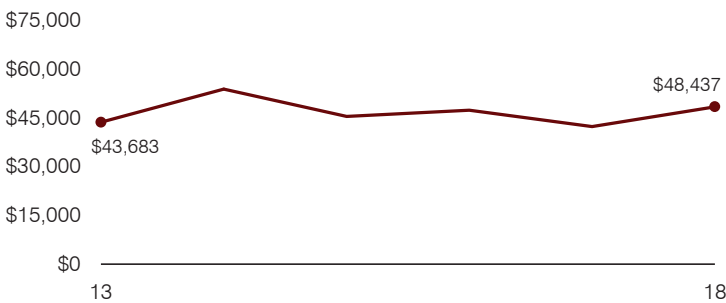
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal

Food service cost per meal trend is not shown because the District did not operate a food service program during all or a substantial portion of fiscal years 2013 through 2018.

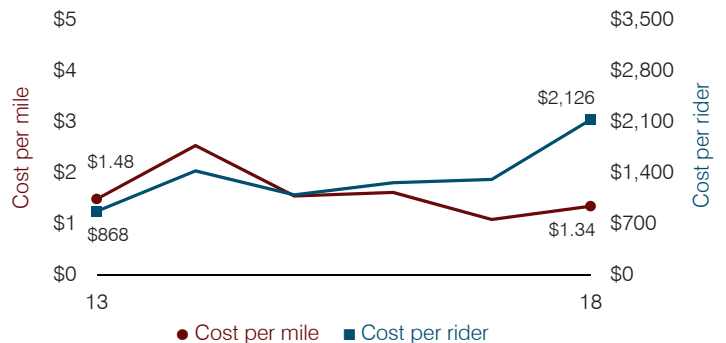
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	25.0%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Not assessed

Legend: **Low** (Green), **Moderate** (Yellow), **High** (Red)

Transportation costs per mile and per rider



Holbrook Unified School District

Navajo County

Efficiency peer groups 5 and T-10, Achievement peer group 6¹

Legislative district(s): 6 and 7

District size, location:

Medium, Rural

Students attending:

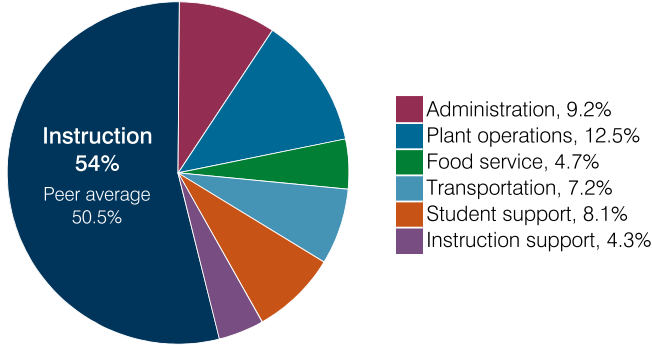
1,912

Number of schools:

5

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,028	\$1,221	\$860
	Students per administrative position	56	54	66
Plant operations	Cost per square foot	\$6.54	\$5.43	\$6.34
	Square footage per student	213	257	156
Food service	Cost per meal	\$3.18	\$3.66	\$3.02
Transportation	Cost per mile	\$1.56	\$1.95	\$4.05
	Cost per rider	\$1,559	\$1,572	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 5,870	\$ 6,026	\$ 4,824	\$ 4,480
Administration	915	1,028	1,221	860
Plant operations	1,347	1,394	1,365	988
Food service	505	525	437	425
Transportation	775	802	532	388
Student support	970	898	623	693
Instruction support	531	480	359	462
Total operational	10,913	11,153	9,361	8,296
Land and buildings	349	249	799	827
Equipment	604	646	433	409
Interest	71	66	248	228
Other	6	32	71	169
Total nonoperational	1,030	993	1,551	1,633
Total per pupil spending	\$ 11,943	\$ 12,146	\$ 10,912	\$ 9,929

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

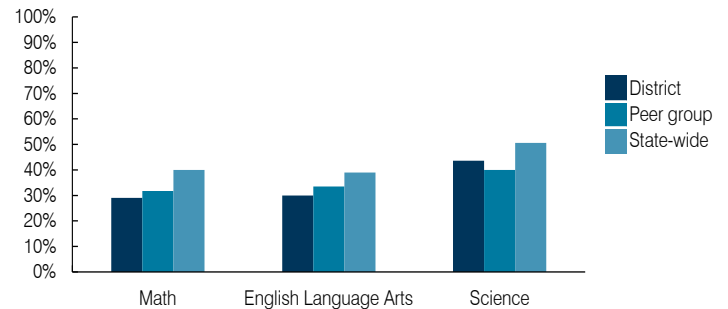
STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools ²	Percentage of schools
A	0	0%
B	0	0%
C	4	100%
D	0	0%
F	0	0%

² Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2017)	82%	85%	78%
Poverty rate (2017)	30%	29%	19%
Special education population	11%	14%	12%
Students per teacher	13.4	16.2	18.4
Average teacher salary	\$48,503	\$46,264	\$48,951
Amount from Prop 301	\$5,487	\$6,122	\$6,411
Average years of teacher experience	14.1	12.2	11.4
Percentage of teachers in first 3 years	15%	20%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 3,977	\$ 4,200	\$ 3,917	\$ 1,317
State	5,539	6,109	4,283	4,011
Local	2,138	2,142	4,207	4,592
Total per pupil revenues	\$ 11,654	\$ 12,451	\$ 12,407	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 6,130	\$ 6,597	\$ 5,992
Grants	1,756	1,187	1,703
Donations and tax credits	54	50	147

Select revenues from less common sources

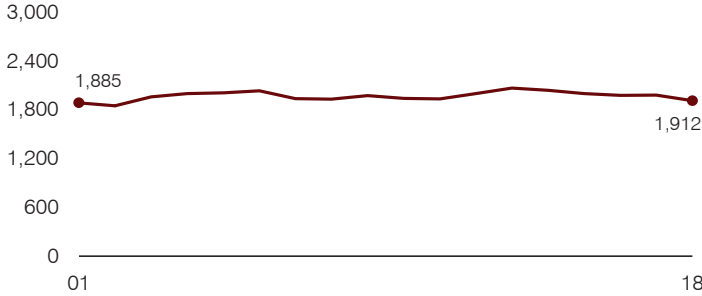
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 31
Small school adjustment	0	0	0 of 31
Federal impact aid	2,268	3,094	16 of 31
Voter-approved levy increases	732	824	21 of 31

Instructional spending percentage

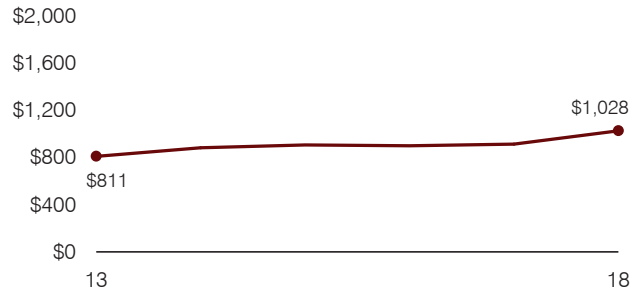
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 57.3 56.5 57.2 54.6 55.6 55.4 56.7 57.0 56.1 54.9 54.8 54.4 53.2 53.7 53.4 54.7 53.8 54.0

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

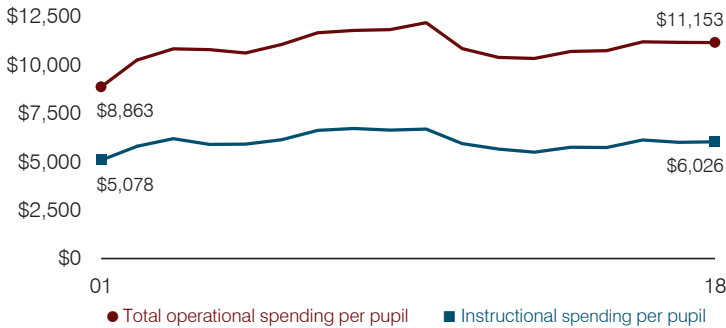
Students attending



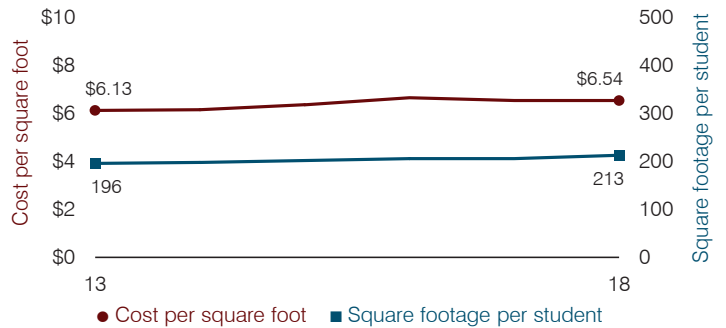
Administrative cost per pupil



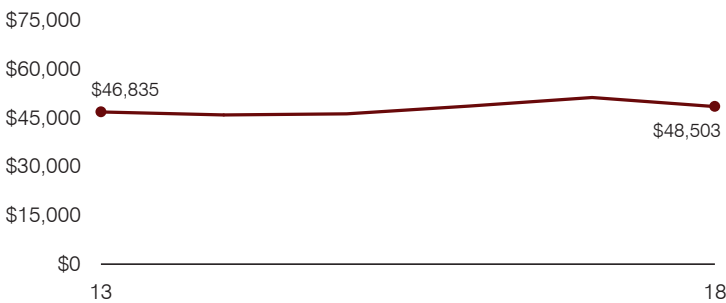
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



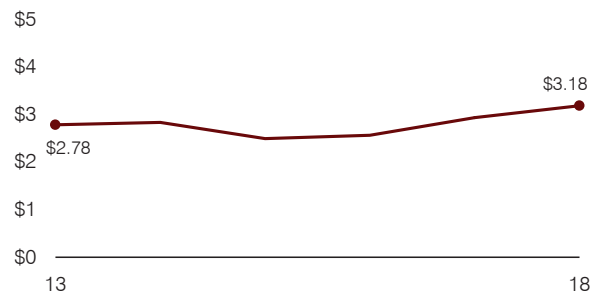
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



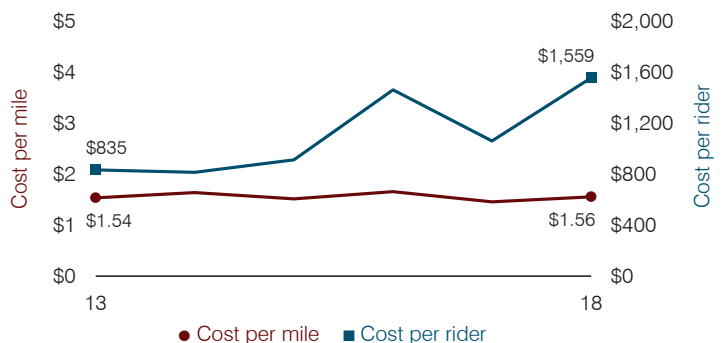
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	Operating and capital
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	Impact Aid Fund reserve
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low **Moderate** **High**

Transportation costs per mile and per rider



Humboldt Unified School District

Yavapai County

Efficiency peer groups 3 and T-4, Achievement peer group 3¹

Legislative district(s): 1

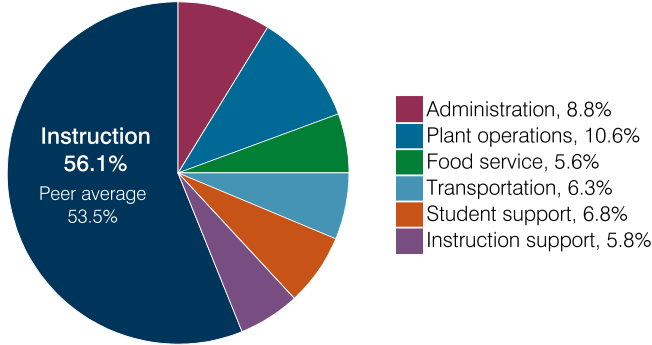
District size, location: Medium-large, Suburb

Students attending: 5,504

Number of schools: 9

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$666	\$846	\$860
	Students per administrative position	85	69	66
Plant operations	Cost per square foot	\$5.36	\$6.02	\$6.34
	Square footage per student	149	155	156
Food service	Cost per meal	\$3.21	\$3.20	\$3.02
Transportation	Cost per mile	\$3.25	\$3.72	\$4.05
	Cost per rider	\$1,154	\$1,330	\$1,301

Very low Low Comparable High Very high

Per pupil spending

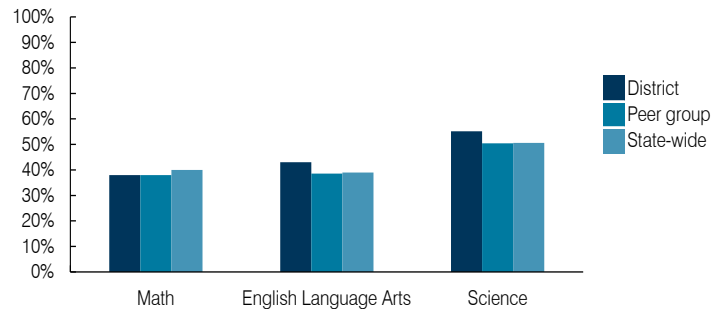
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,021	\$ 4,244	\$ 4,106	\$ 4,480
Administration	631	666	846	860
Plant operations	811	800	963	988
Food service	429	425	325	425
Transportation	469	476	438	388
Student support	543	518	672	693
Instruction support	445	441	336	462
Total operational	7,349	7,570	7,686	8,296
Land and buildings	159	475	1,416	827
Equipment	246	302	473	409
Interest	292	216	268	228
Other	37	91	165	169
Total nonoperational	734	1,084	2,322	1,633
Total per pupil spending	\$ 8,083	\$ 8,654	\$ 10,008	\$ 9,929

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	1	11%
B	5	56%
C	3	33%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2017)	90%	85%	78%
Poverty rate (2017)	19%	19%	19%
Special education population	12%	14%	12%
Students per teacher	19.4	18.7	18.4
Average teacher salary	\$45,912	\$46,859	\$48,951
Amount from Prop 301	\$6,946	\$7,342	\$6,411
Average years of teacher experience	10.0	12.1	11.4
Percentage of teachers in first 3 years	14%	15%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,058	\$ 509	\$ 730	\$ 1,317
State	3,413	3,371	3,583	4,011
Local	3,992	4,160	5,234	4,592
Total per pupil revenues	\$ 8,463	\$ 8,040	\$ 9,547	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 5,598	\$ 5,532	\$ 5,507	\$ 5,585
Grants	1,137	699	864	1,241
Donations and tax credits	66	75	184	90

Select revenues from less common sources

			Number of peers receiving
Desegregation	\$ 0	\$ 0	1 of 15
Small school adjustment	0	0	0 of 15
Federal impact aid	0	0	3 of 15
Voter-approved levy increases	671	692	15 of 15

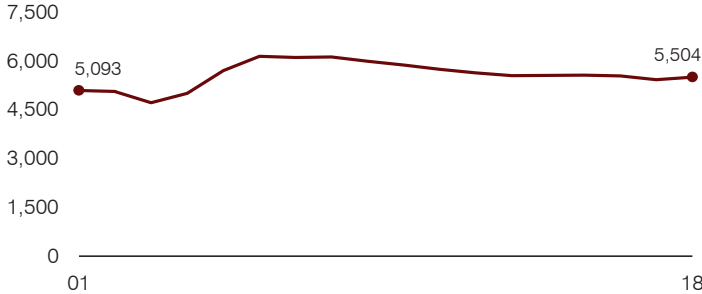
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

Instructional spending percentage

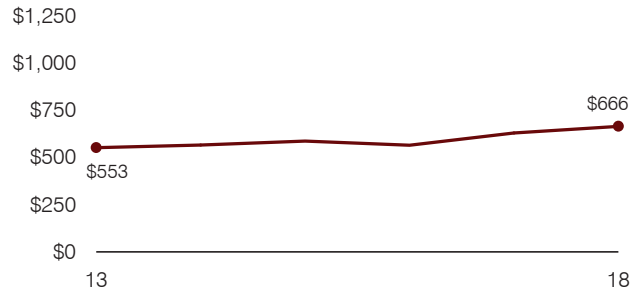
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 57.5 59.5 58.5 57.6 60.5 59.3 61.8 60.1 61.4 59.1 56.3 56.0 56.0 55.7 55.4 55.7 54.7 56.1

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

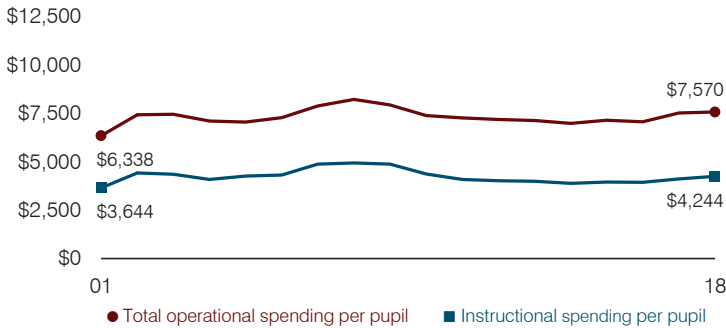
Students attending



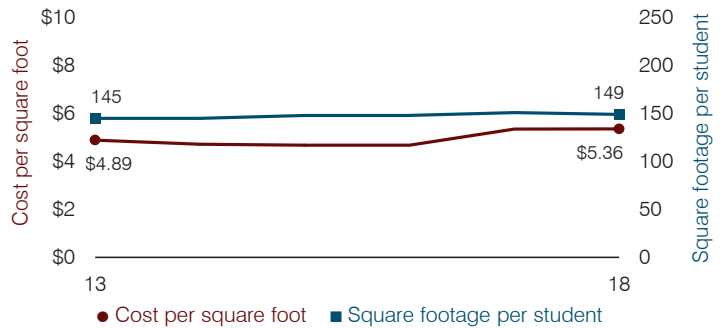
Administrative cost per pupil



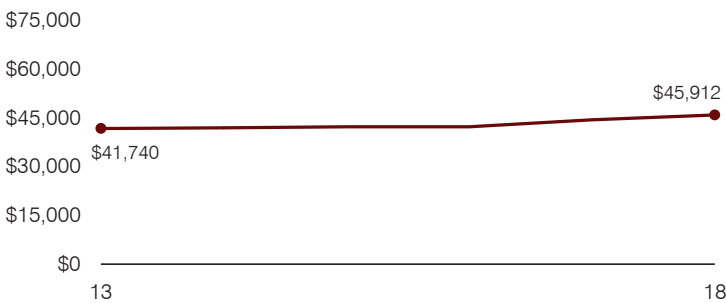
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



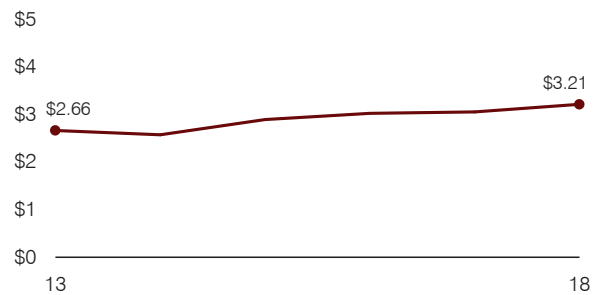
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



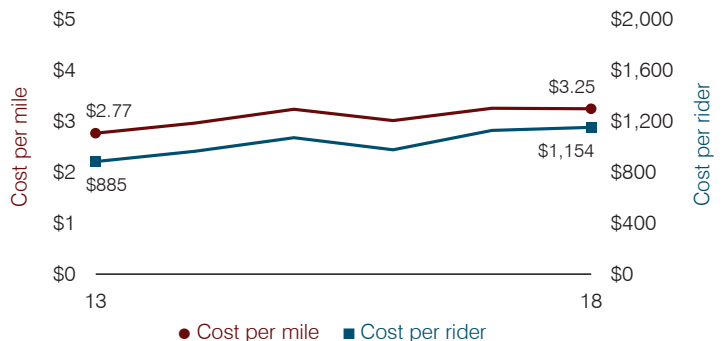
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage, Trend	9.3%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Hyder Elementary School District

Yuma County

Efficiency peer groups 11 and T-11, Achievement peer group 17¹

Legislative district(s): 13

District size, location:

Very small, Rural

Students attending:

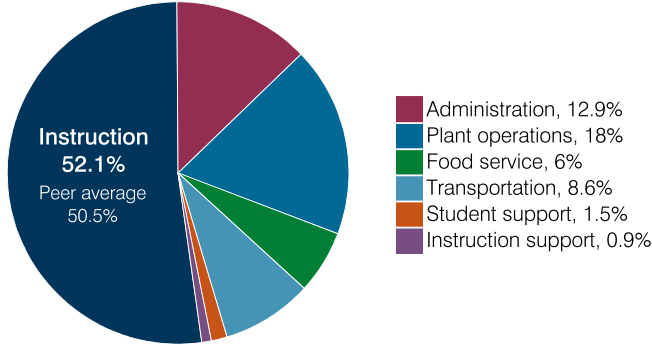
86

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,900	\$3,064	\$860
	Students per administrative position	43	33	66
Plant operations	Cost per square foot	\$7.35	\$7.31	\$6.34
	Square footage per student	551	371	156
Food service	Cost per meal	\$4.94	\$5.79	\$3.02
Transportation	Cost per mile	\$2.18	\$1.94	\$4.05
	Cost per rider	\$1,691	\$1,614	\$1,301

Per pupil spending

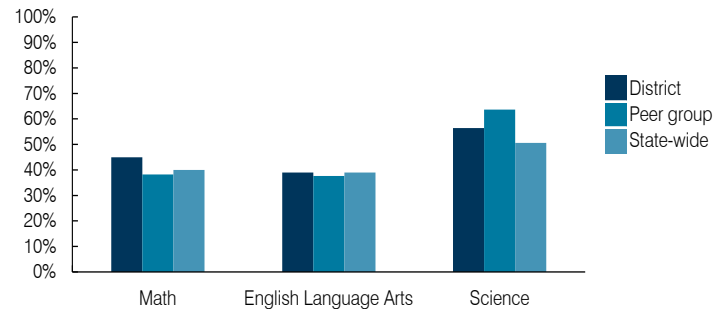
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 10,617	\$ 11,749	\$ 8,493	\$ 4,480
Administration	2,877	2,900	3,064	860
Plant operations	4,441	4,050	2,439	988
Food service	1,370	1,359	932	425
Transportation	1,595	1,949	973	388
Student support	291	327	656	693
Instruction support	2,217	213	400	462
Total operational	23,408	22,547	16,957	8,296
Land and buildings	98	276	965	827
Equipment	638	1,830	562	409
Interest	12	14	25	228
Other	143	105	88	169
Total nonoperational	891	2,225	1,640	1,633
Total per pupil spending	\$ 24,299	\$ 24,772	\$ 18,597	\$ 9,929

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	18%	19%	19%
Special education population	12%	13%	12%
Students per teacher	10.7	14.1	18.4
Average teacher salary	\$60,969	\$50,510	\$48,951
Amount from Prop 301	\$2,983	\$5,096	\$6,411
Average years of teacher experience	29.1	13.8	11.4
Percentage of teachers in first 3 years	0%	9%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 6,005	\$ 2,253	\$ 3,021	\$ 1,317
State	651	1,040	4,788	4,011
Local	18,088	19,671	12,812	4,592
Total per pupil revenues	\$ 24,744	\$ 22,964	\$ 20,621	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 9,911	\$ 9,424	\$ 8,282	\$ 5,585
Grants	6,130	2,770	3,020	1,241
Donations and tax credits	279	284	125	90

Select revenues from less common sources

			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	5,514	8,822	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	510	0	5 of 56

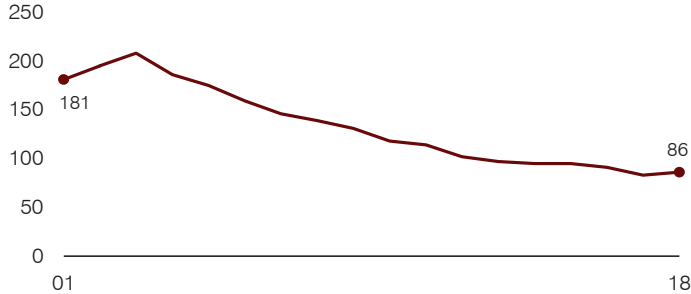
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

Instructional spending percentage

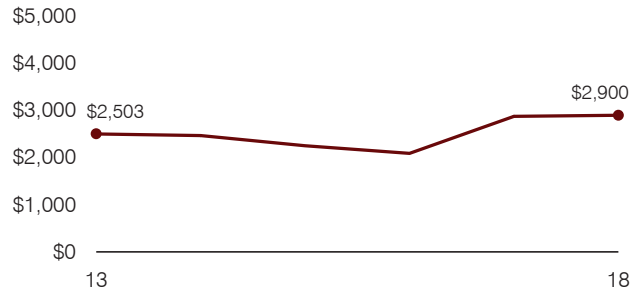
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 49.8 50.5 53.1 55.1 55.1 55.8 44.9 52.2 53.6 55.2 54.1 54.1 51.9 52.6 47.7 47.6 45.4 52.1

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

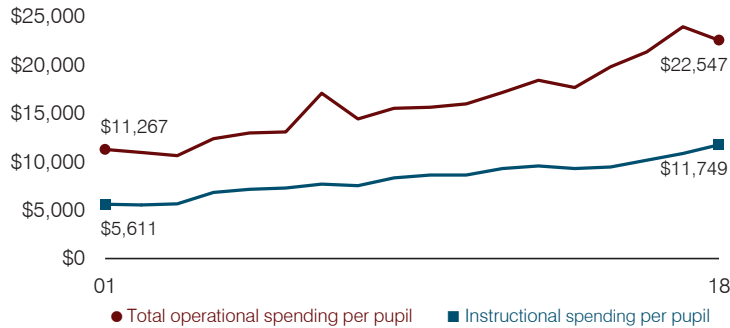
Students attending



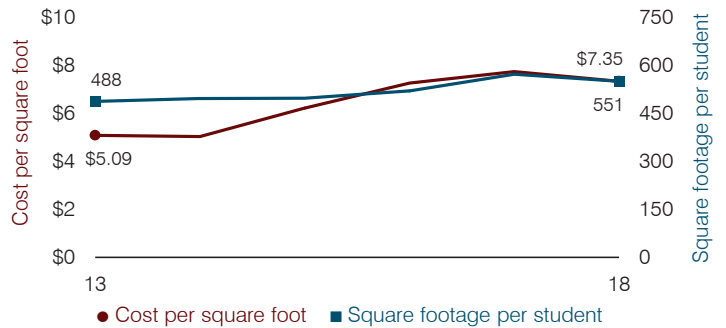
Administrative cost per pupil



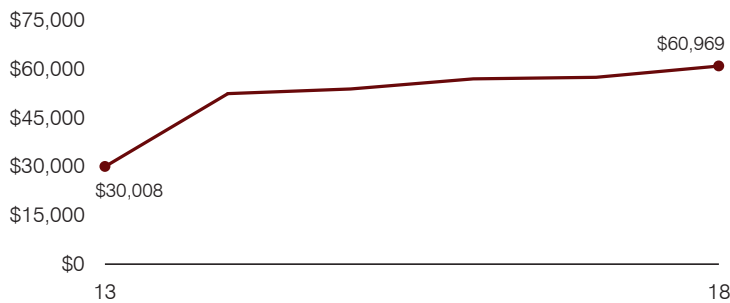
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



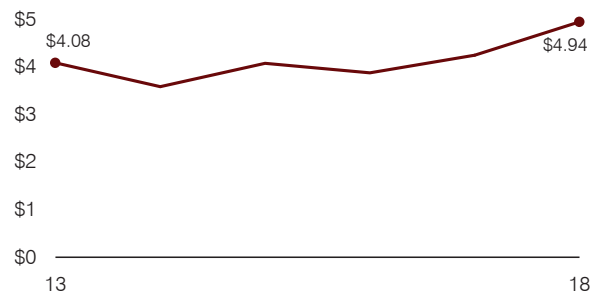
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



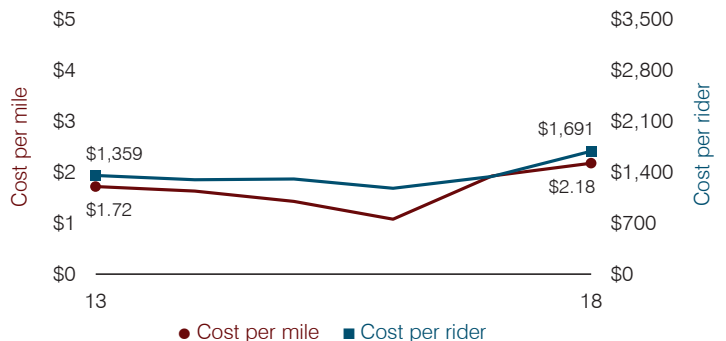
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	4.8%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant

Legend: **Low** (Green), **Moderate** (Yellow), **High** (Red)

Transportation costs per mile and per rider



Isaac Elementary School District

Maricopa County

Efficiency peer groups 8 and T-2, Achievement peer group 15¹

Legislative district(s): 19, 29, and 30

District size, location:

Medium-large, City

Students attending:

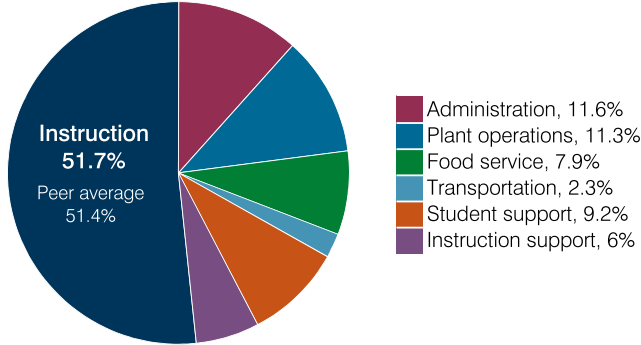
6,422

Number of schools:

10

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,129	\$1,025	\$860
	Students per administrative position	67	67	66
Plant operations	Cost per square foot	\$8.93	\$6.61	\$6.34
	Square footage per student	122	143	156
Food service	Cost per meal	\$3.11	\$2.92	\$3.02
Transportation	Cost per mile	\$7.52	\$5.91	\$4.05
	Cost per rider	\$1,626	\$1,232	\$1,301

Very low
Low
Comparable
High
Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,710	\$ 4,992	\$ 4,392	\$ 4,480
Administration	1,027	1,129	1,025	860
Plant operations	1,095	1,094	971	988
Food service	733	763	659	425
Transportation	215	218	331	388
Student support	770	886	631	693
Instruction support	546	581	546	462
Total operational	9,096	9,663	8,555	8,296
Land and buildings	82	48	1,140	827
Equipment	351	251	697	409
Interest	41	54	327	228
Other	80	180	172	169
Total nonoperational	554	533	2,336	1,633
Total per pupil spending	\$ 9,650	\$ 10,196	\$ 10,891	\$ 9,929

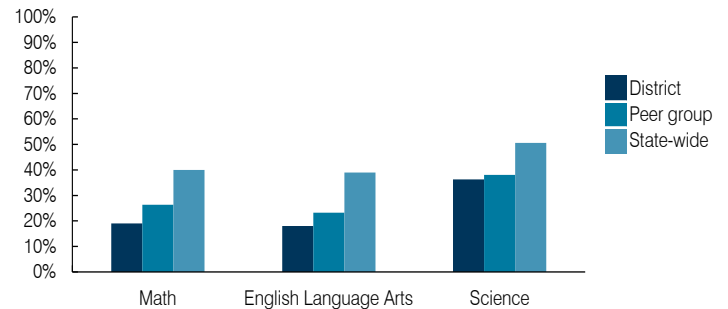
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	10%
C	7	70%
D	2	20%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	40%	36%	19%
Special education population	11%	10%	12%
Students per teacher	16.1	18.3	18.4
Average teacher salary	\$48,718	\$53,697	\$48,951
Amount from Prop 301	\$6,574	\$5,105	\$6,411
Average years of teacher experience	9.7	9.8	11.4
Percentage of teachers in first 3 years	26%	30%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 2,061	\$ 2,118	\$ 1,723	\$ 1,317
State	4,718	4,929	3,921	4,011
Local	2,455	2,713	4,869	4,592
Total per pupil revenues	\$ 9,234	\$ 9,760	\$ 10,513	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,016	\$ 5,097	\$ 5,175
Grants	2,101	2,237	1,843
Donations and tax credits	37	34	54

Select revenues from less common sources

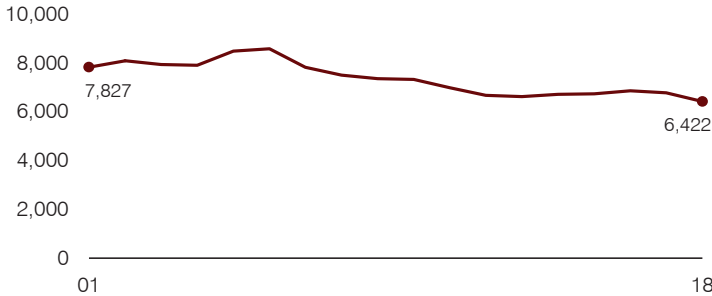
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 730	\$ 771	4 of 19
Small school adjustment	0	0	0 of 19
Federal impact aid	0	0	0 of 19
Voter-approved levy increases	753	799	19 of 19

Instructional spending percentage

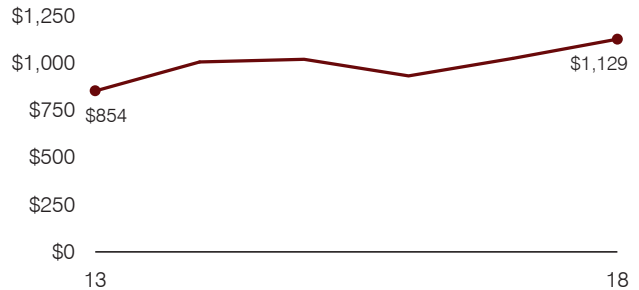
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 56.3 56.9 58.0 58.3 55.5 56.9 56.3 56.8 55.8 49.7 49.5 51.9 51.8 52.1 52.0 51.5 51.8 51.7

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

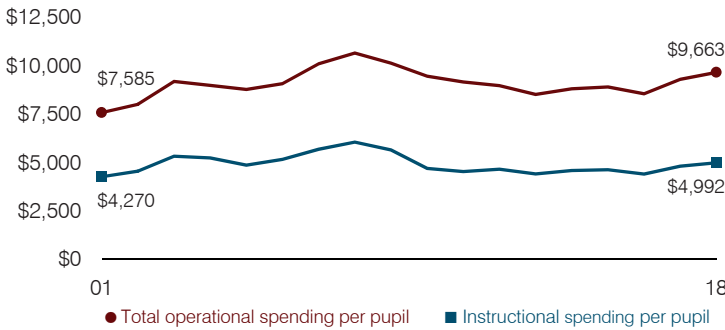
Students attending



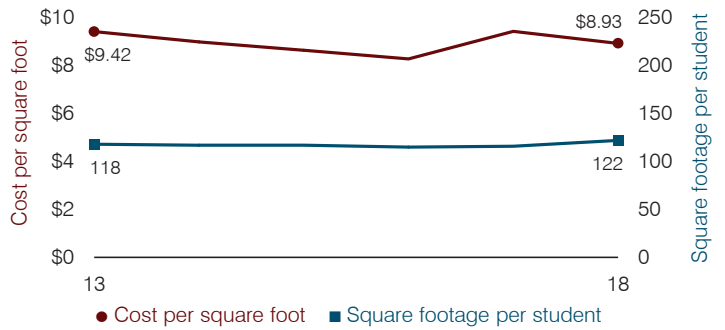
Administrative cost per pupil



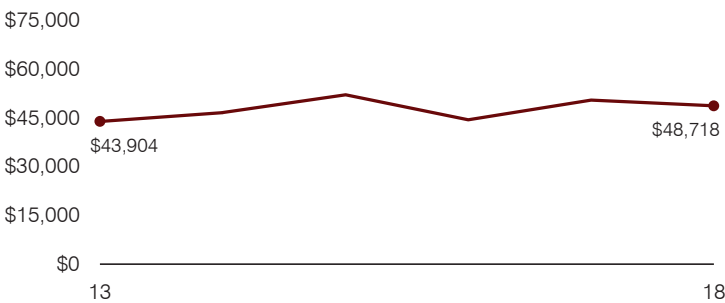
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



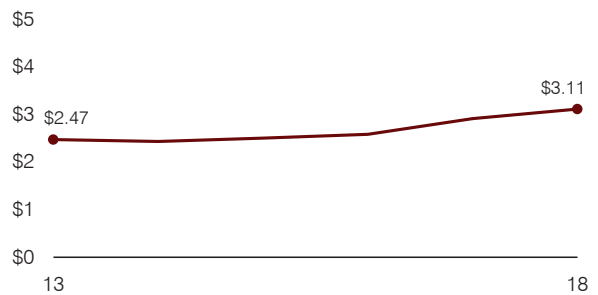
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



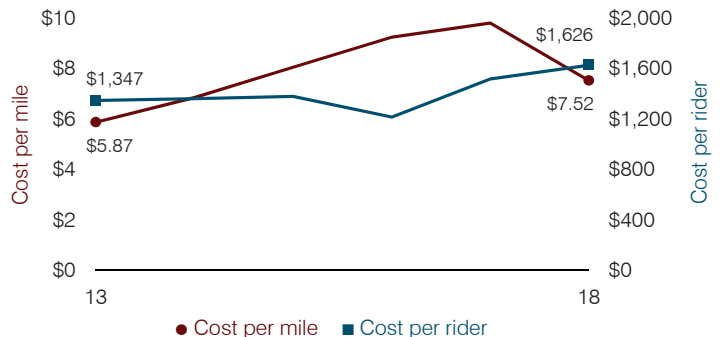
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2016 through 2018	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	Frozen taxes, Unfunded
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant

Low
Moderate
High

Transportation costs per mile and per rider



J.O. Combs Unified School District

Pinal County

Efficiency peer groups 3 and T-4, Achievement peer group 2¹

Legislative district(s): 8 and 16

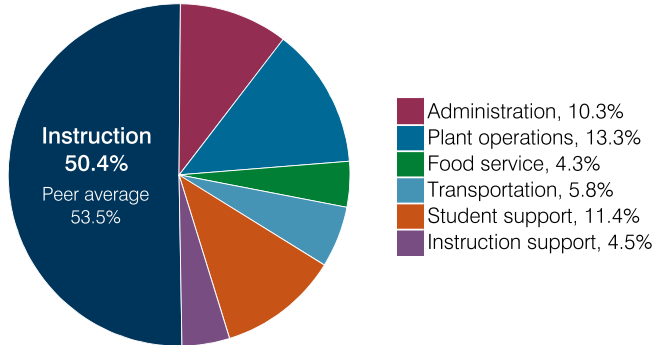
District size, location: Medium-large, Suburb

Students attending: 4,431

Number of schools: 7

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$730	\$846	\$860
	Students per administrative position	77	69	66
Plant operations	Cost per square foot	\$6.41	\$6.02	\$6.34
	Square footage per student	147	155	156
Food service	Cost per meal	\$3.15	\$3.20	\$3.02
Transportation	Cost per mile	\$3.49	\$3.72	\$4.05
	Cost per rider	\$1,023	\$1,330	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,355	\$ 3,584	\$ 4,106	\$ 4,480
Administration	749	730	846	860
Plant operations	909	945	963	988
Food service	302	307	325	425
Transportation	419	419	438	388
Student support	798	809	672	693
Instruction support	289	319	336	462
Total operational	6,821	7,113	7,686	8,296
Land and buildings	50	1,409	1,416	827
Equipment	241	567	473	409
Interest	101	125	268	228
Other	185	151	165	169
Total nonoperational	577	2,252	2,322	1,633
Total per pupil spending	\$ 7,398	\$ 9,365	\$ 10,008	\$ 9,929

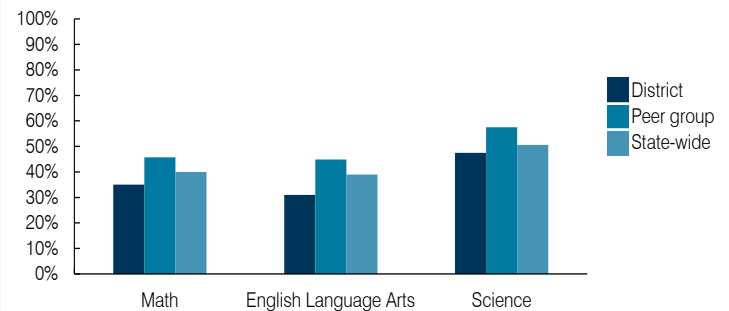
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	1	14%
B	0	0%
C	5	72%
D	1	14%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	91%	90%	78%
Poverty rate (2017)	10%	12%	19%
Special education population	15%	13%	12%
Students per teacher	20.7	18.5	18.4
Average teacher salary	\$41,933	\$47,265	\$48,951
Amount from Prop 301	\$6,914	\$6,556	\$6,411
Average years of teacher experience	8.5	11.5	11.4
Percentage of teachers in first 3 years	35%	19%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 778	\$ 773	\$ 730	\$ 1,317
State	4,527	4,811	3,583	4,011
Local	2,135	2,646	5,234	4,592
Total per pupil revenues	\$ 7,440	\$ 8,230	\$ 9,547	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,505	\$ 5,652	\$ 5,507
Grants	804	870	864
Donations and tax credits	118	141	184

Select revenues from less common sources

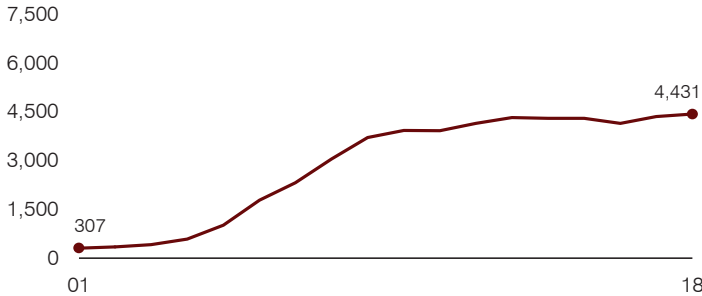
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	1 of 15
Small school adjustment	0	0	0 of 15
Federal impact aid	0	0	3 of 15
Voter-approved levy increases	304	576	15 of 15

Instructional spending percentage

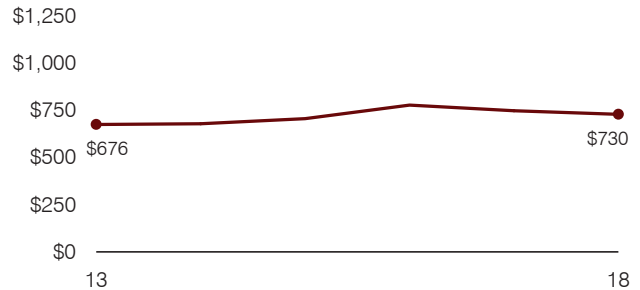
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 50.5 50.4 51.6 52.3 56.2 59.8 59.1 53.1 55.3 50.7 51.2 50.9 53.2 53.3 50.5 50.8 49.2 50.4

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

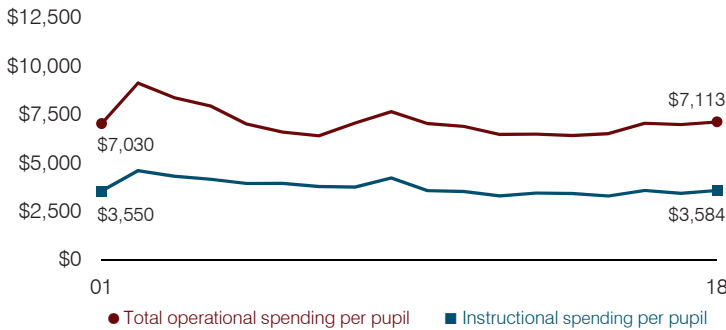
Students attending



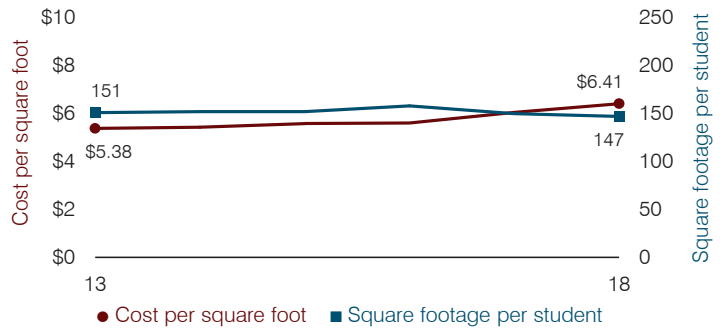
Administrative cost per pupil



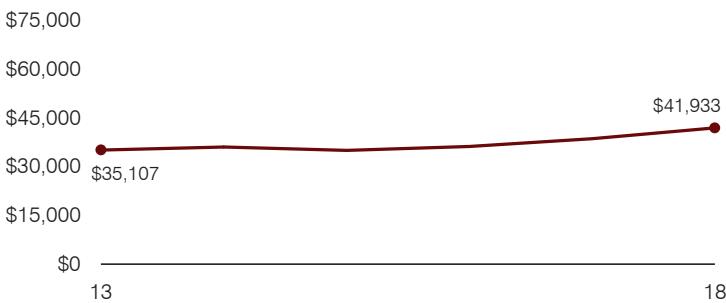
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



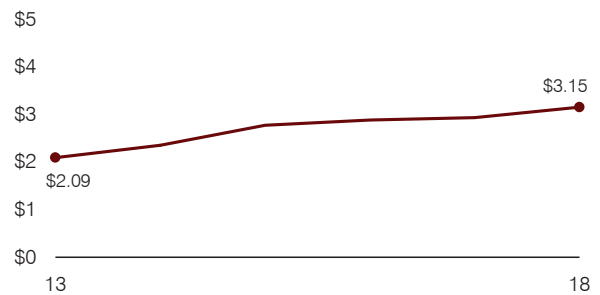
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



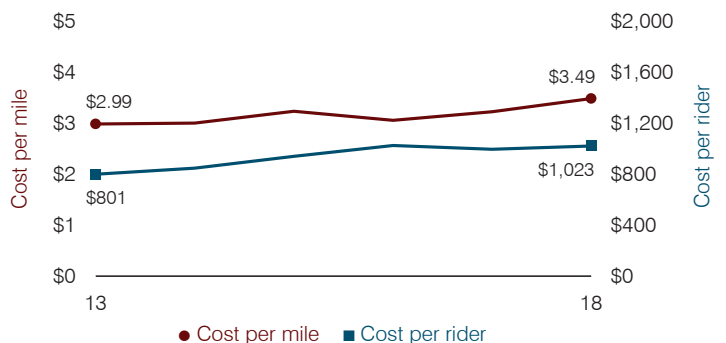
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	5.3%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low **Moderate** **High**

Transportation costs per mile and per rider



Joseph City Unified School District

Navajo County

Efficiency peer groups 6 and T-10, Achievement peer group 6¹

Legislative district(s): 6 and 7

District size, location:

Small, Rural

Students attending:

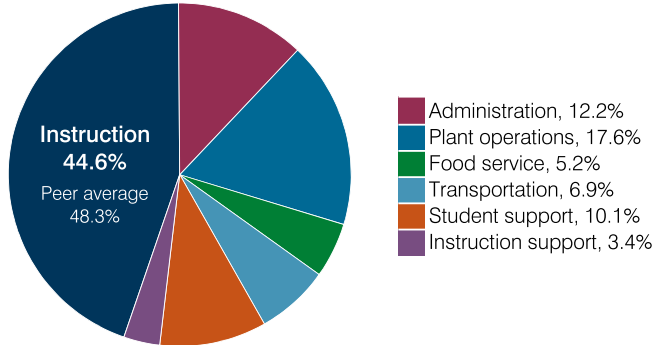
412

Number of schools:

2

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,542	\$1,744	\$860
	Students per administrative position	34	43	66
Plant operations	Cost per square foot	\$4.33	\$5.27	\$6.34
	Square footage per student	512	321	156
Food service	Cost per meal	\$4.10	\$3.96	\$3.02
Transportation	Cost per mile	\$1.84	\$1.95	\$4.05
	Cost per rider	\$2,340	\$1,572	\$1,301

Very low
Low
Comparable
High
Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 5,679	\$ 5,633	\$ 5,556	\$ 4,480
Administration	1,510	1,542	1,744	860
Plant operations	2,120	2,217	1,706	988
Food service	490	658	546	425
Transportation	831	874	592	388
Student support	1,251	1,278	672	693
Instruction support	506	424	393	462
Total operational	12,387	12,626	11,209	8,296
Land and buildings	591	580	1,077	827
Equipment	516	322	601	409
Interest	388	256	162	228
Other	131	229	60	169
Total nonoperational	1,626	1,387	1,900	1,633
Total per pupil spending	\$ 14,013	\$ 14,013	\$ 13,109	\$ 9,929

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

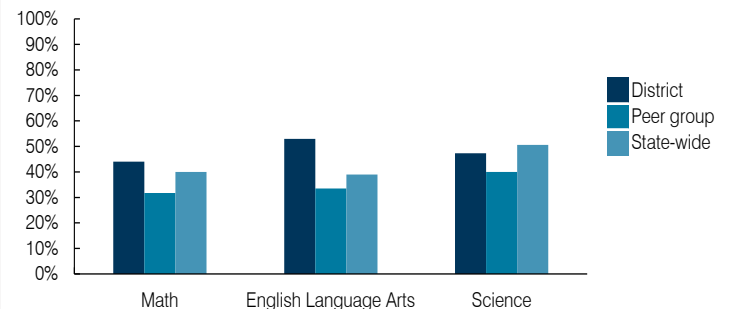
STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools ²	Percentage of schools
A	2	67%
B	0	0%
C	1	33%
D	0	0%
F	0	0%

² Includes schools that share a campus.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	93%	94%
Graduation rate (2017)	100%	85%	78%
Poverty rate (2017)	28%	29%	19%
Special education population	13%	14%	12%
Students per teacher	15.3	16.2	18.4
Average teacher salary	\$44,873	\$46,264	\$48,951
Amount from Prop 301	\$5,139	\$6,122	\$6,411
Average years of teacher experience	13.6	12.2	11.4
Percentage of teachers in first 3 years	15%	20%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,408	\$ 1,613	\$ 2,405	\$ 1,317
State	890	761	4,080	4,011
Local	13,232	12,540	8,027	4,592
Total per pupil revenues	\$ 15,530	\$ 14,914	\$ 14,512	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 7,234	\$ 6,903	\$ 7,175	\$ 5,585
Grants	1,644	1,572	2,252	1,241
Donations and tax credits	63	96	337	90

Select revenues from less common sources

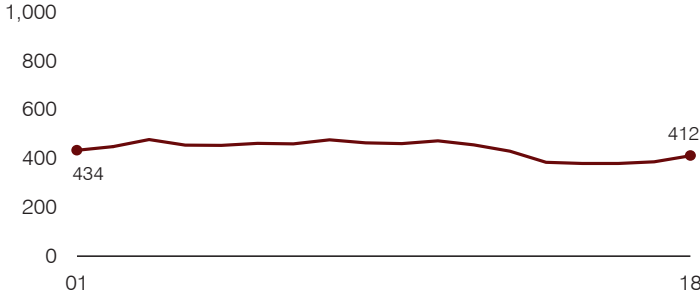
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 18
Small school adjustment	0	0	5 of 18
Federal impact aid	0	0	3 of 18
Voter-approved levy increases	2,608	2,486	14 of 18

Instructional spending percentage

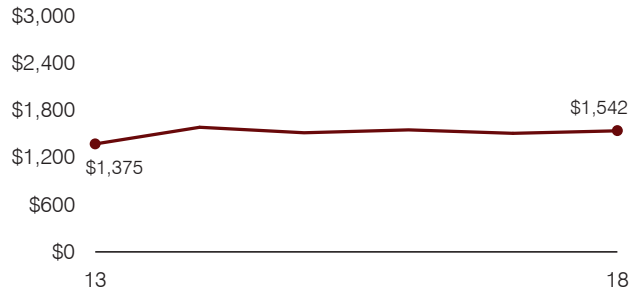
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 48.8 54.6 60.2 55.5 55.0 54.0 50.9 49.4 48.3 49.6 48.1 47.8 46.9 45.9 44.2 44.3 45.8 44.6

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

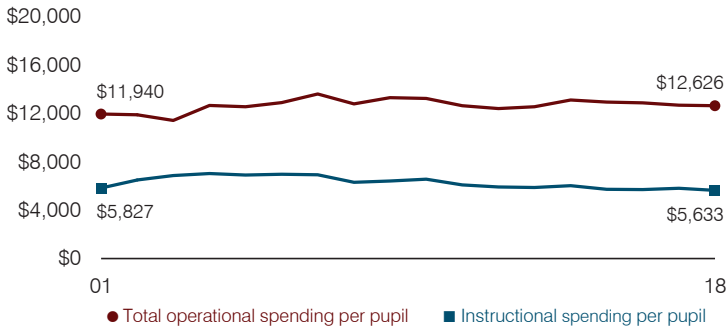
Students attending



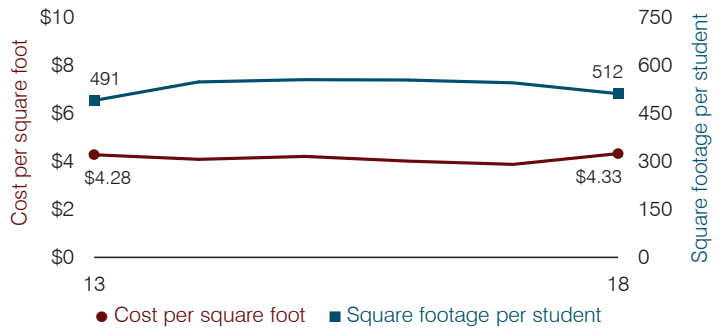
Administrative cost per pupil



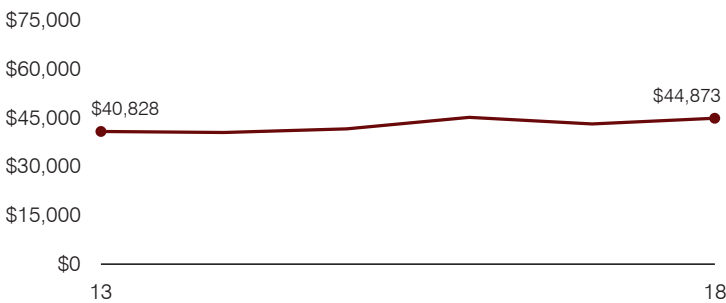
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



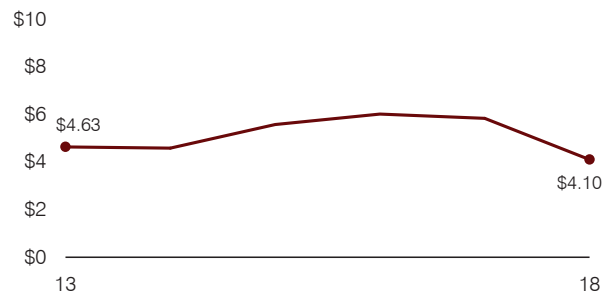
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



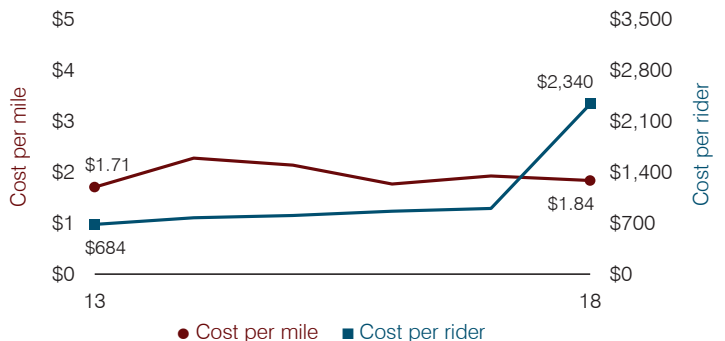
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2016 through 2018	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	Isolated
Spending increase election results	Voter-rejected
Operating reserve percentage, Trend	0.4%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Low	Moderate	High

Transportation costs per mile and per rider



Kayenta Unified School District

Navajo County

Efficiency peer groups 5 and T-10, Achievement peer group 7¹

Legislative district(s): 7

District size, location:

Medium, Town

Students attending:

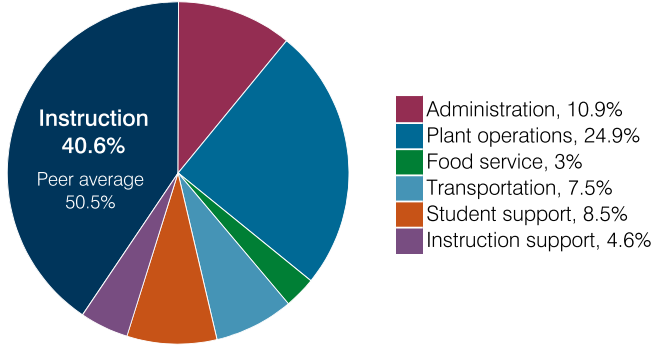
1,720

Number of schools:

3

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,846	\$1,221	\$860
	Students per administrative position	35	54	66
Plant operations	Cost per square foot	\$12.91	\$5.43	\$6.34
	Square footage per student	327	257	156
Food service	Cost per meal	\$2.88	\$3.66	\$3.02
Transportation	Cost per mile	\$3.42	\$1.95	\$4.05
	Cost per rider	\$1,798	\$1,572	\$1,301

Very low
Low
Comparable
High
Very high

Per pupil spending

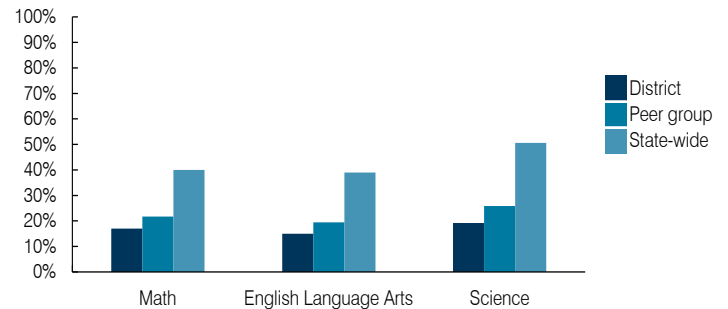
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 5,585	\$ 6,882	\$ 4,824	\$ 4,480
Administration	1,621	1,846	1,221	860
Plant operations	4,066	4,221	1,365	988
Food service	503	507	437	425
Transportation	1,245	1,287	532	388
Student support	1,351	1,441	623	693
Instruction support	605	779	359	462
Total operational	14,976	16,963	9,361	8,296
Land and buildings	3,331	2,769	799	827
Equipment	942	1,745	433	409
Interest	0	0	248	228
Other	455	305	71	169
Total nonoperational	4,728	4,819	1,551	1,633
Total per pupil spending	\$ 19,704	\$ 21,782	\$ 10,912	\$ 9,929

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	2	67%
D	0	0%
F	1	33%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	90%	91%	94%
Graduation rate (2017)	86%	76%	78%
Poverty rate (2017)	43%	41%	19%
Special education population	12%	12%	12%
Students per teacher	14.0	15.8	18.4
Average teacher salary	\$58,132	\$48,537	\$48,951
Amount from Prop 301	\$5,125	\$5,191	\$6,411
Average years of teacher experience	15.6	12.5	11.4
Percentage of teachers in first 3 years	8%	18%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 8,473	\$ 9,562	\$ 3,917	\$ 1,317
State	6,218	6,609	4,283	4,011
Local	1,721	1,870	4,207	4,592
Total per pupil revenues	\$ 16,412	\$ 18,041	\$ 12,407	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 6,195	\$ 6,426	\$ 5,992	\$ 5,585
Grants	2,429	2,396	1,703	1,241
Donations and tax credits	30	26	147	90

Select revenues from less common sources

			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 31
Small school adjustment	0	0	0 of 31
Federal impact aid	6,247	7,339	16 of 31
Voter-approved levy increases	616	651	21 of 31

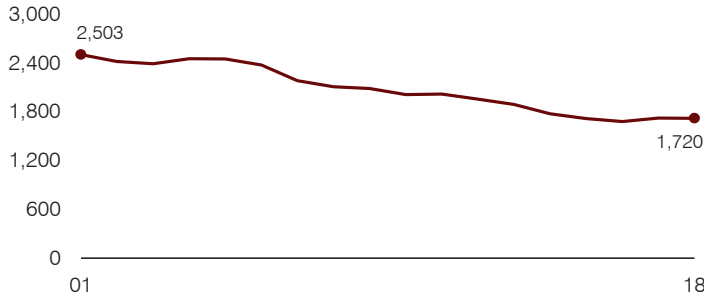
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

Instructional spending percentage

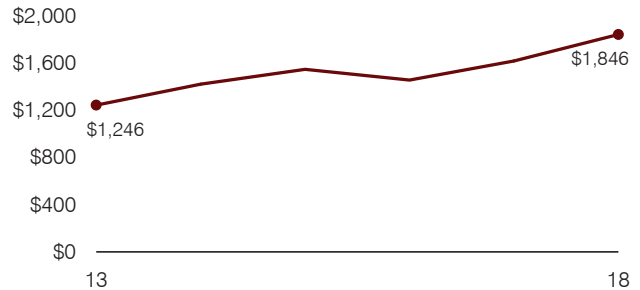
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 55.1 49.9 46.7 47.9 46.9 44.5 45.3 43.1 42.1 41.3 41.6 41.3 40.3 40.4 40.3 41.1 37.3 40.6

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

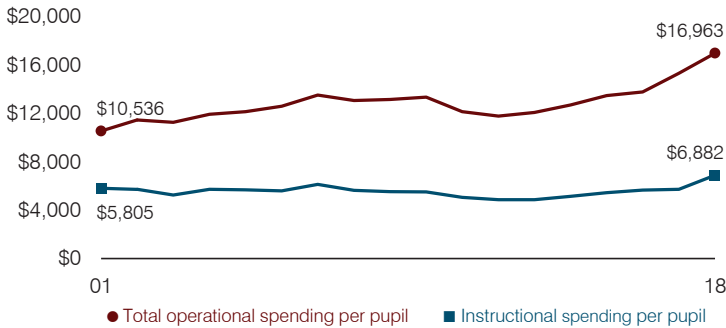
Students attending



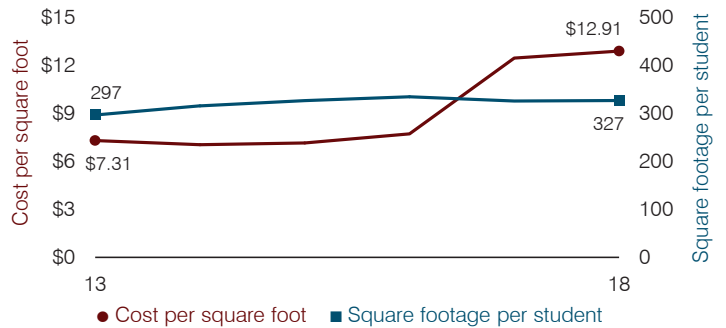
Administrative cost per pupil



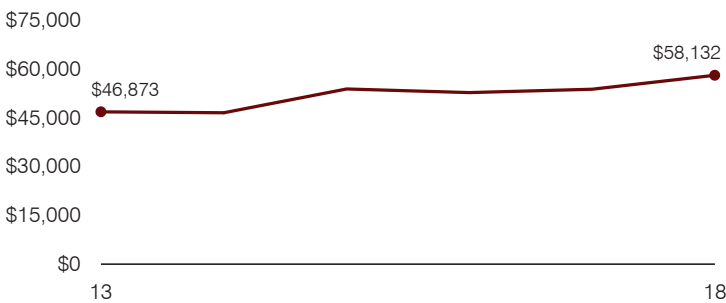
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



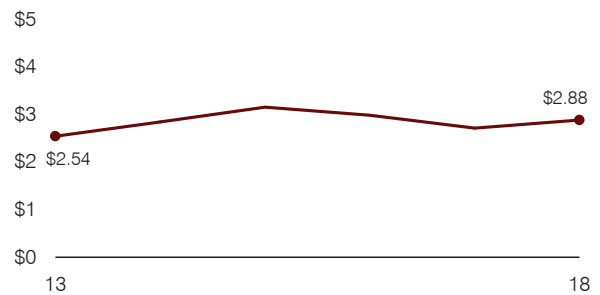
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



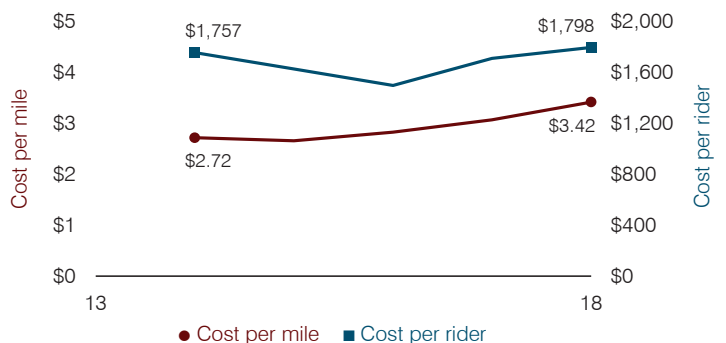
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	6.1%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Kingman Unified School District

Mohave County

Efficiency peer groups 4 and T-8, Achievement peer group 5¹

Legislative district(s): 5

District size, location: Medium-large, Town

Students attending: 6,520

Number of schools: 11

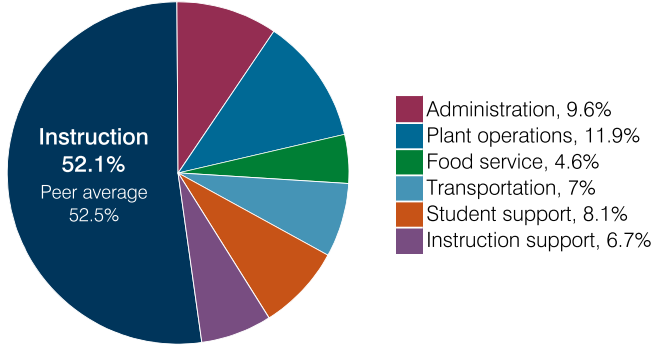
Medium-large, Town

6,520

11

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$694	\$837	\$860
	Students per administrative position	66	69	66
Plant operations	Cost per square foot	\$4.00	\$5.61	\$6.34
	Square footage per student	215	184	156
Food service	Cost per meal	\$3.35	\$3.16	\$3.02
Transportation	Cost per mile	\$2.60	\$3.03	\$4.05
	Cost per rider	\$1,311	\$1,225	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,493	\$ 3,776	\$ 4,194	\$ 4,480
Administration	745	694	837	860
Plant operations	869	859	1,004	988
Food service	337	333	421	425
Transportation	471	508	418	388
Student support	502	589	643	693
Instruction support	483	484	480	462
Total operational	6,900	7,243	7,997	8,296
Land and buildings	65	48	570	827
Equipment	179	328	389	409
Interest	332	315	200	228
Other	60	60	69	169
Total nonoperational	636	751	1,228	1,633
Total per pupil spending	\$ 7,536	\$ 7,994	\$ 9,225	\$ 9,929

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

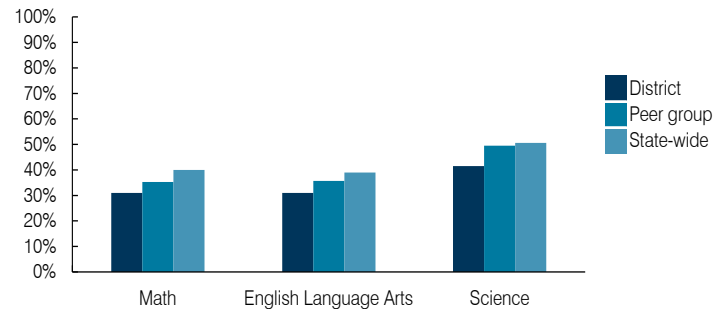
STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools ²	Percentage of schools
A	1	10%
B	2	20%
C	5	50%
D	1	10%
F	1	10%

² Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	91%	93%	94%
Graduation rate (2017)	76%	86%	78%
Poverty rate (2017)	25%	22%	19%
Special education population	15%	13%	12%
Students per teacher	20.6	17.6	18.4
Average teacher salary	\$41,877	\$44,777	\$48,951
Amount from Prop 301	\$6,772	\$6,708	\$6,411
Average years of teacher experience	11.4	13.0	11.4
Percentage of teachers in first 3 years	28%	17%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,086	\$ 1,077	\$ 2,385	\$ 1,317
State	3,145	3,520	4,222	4,011
Local	4,420	4,324	3,291	4,592
Total per pupil revenues	\$ 8,651	\$ 8,921	\$ 9,898	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,670	\$ 5,820	\$ 5,443
Grants	1,154	1,197	1,552
Donations and tax credits	15	21	63

Select revenues from less common sources

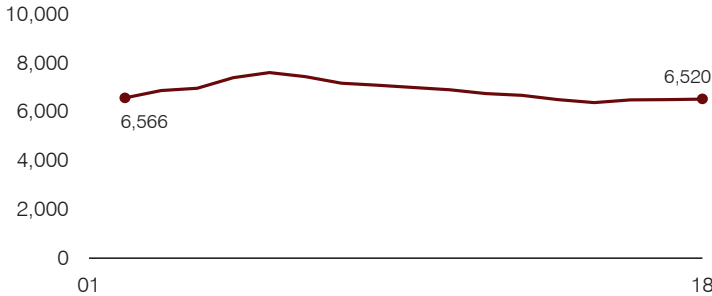
Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	1 of 17
Small school adjustment	0	0	0 of 17
Federal impact aid	0	0	6 of 17
Voter-approved levy increases	967	854	13 of 17

Instructional spending percentage

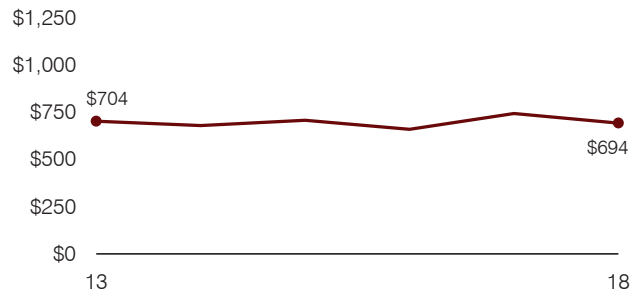
Year:	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Percentage:	N/A	55.8	57.0	56.4	56.7	55.8	54.9	55.2	53.6	53.2	53.1	52.6	50.5	50.7	48.9	49.5	50.6	52.1

TRENDS AND FINANCIAL STRESS ASSESSMENT
Fiscal years as indicated

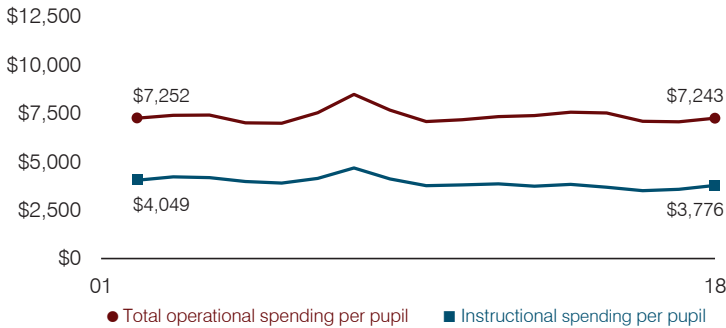
Students attending



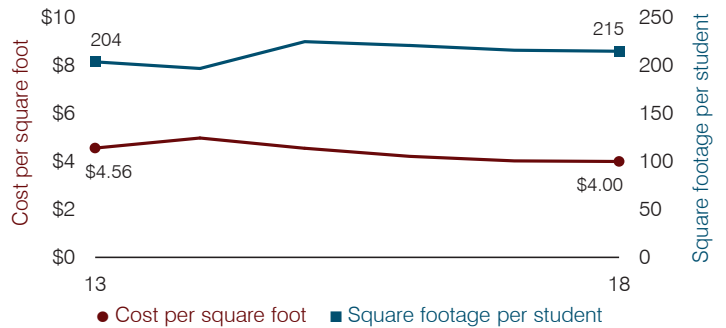
Administrative cost per pupil



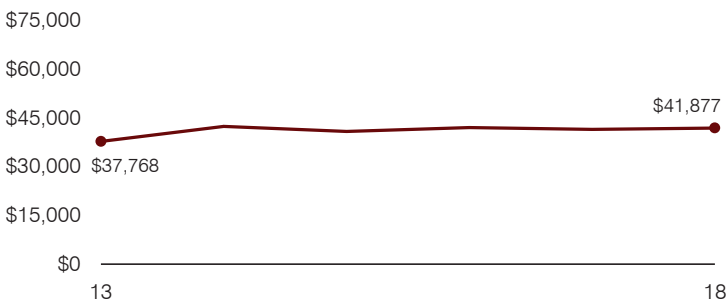
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



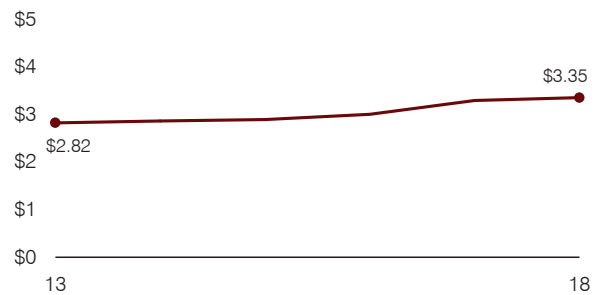
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



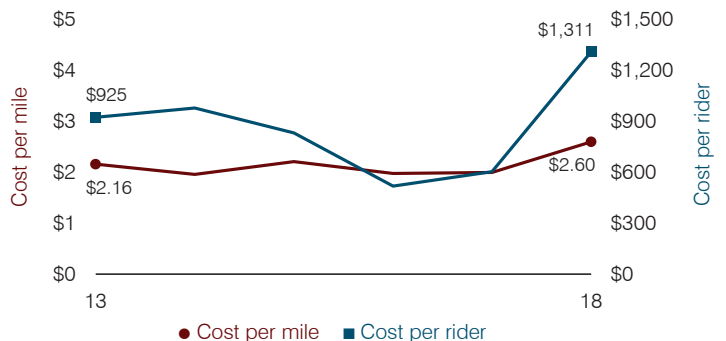
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	7.8%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant

Low
Moderate
High

Transportation costs per mile and per rider



Kirkland Elementary School District

Yavapai County

District size, location:

Very small, Rural

Efficiency peer groups 11 and T-11, Achievement peer group 20¹

Students attending:

68

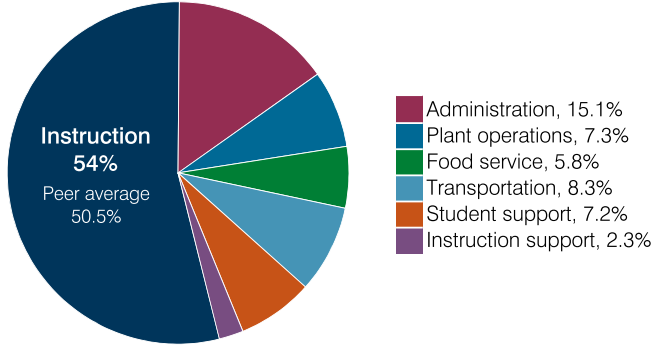
Legislative district(s): 1

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,449	\$3,064	\$860
	Students per administrative position	39	33	66
Plant operations	Cost per square foot	\$7.67	\$7.31	\$6.34
	Square footage per student	155	371	156
Food service	Cost per meal	\$4.87	\$5.79	\$3.02
Transportation	Cost per mile	\$1.64	\$1.94	\$4.05
	Cost per rider	\$2,223	\$1,614	\$1,301

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 7,039	\$ 8,782	\$ 8,493	\$ 4,480
Administration	1,997	2,449	3,064	860
Plant operations	1,146	1,186	2,439	988
Food service	735	954	932	425
Transportation	989	1,350	973	388
Student support	1,000	1,166	656	693
Instruction support	345	369	400	462
Total operational	13,251	16,256	16,957	8,296
Land and buildings	777	335	965	827
Equipment	441	413	562	409
Interest	20	16	25	228
Other	0	0	88	169
Total nonoperational	1,238	764	1,640	1,633
Total per pupil spending	\$ 14,489	\$ 17,020	\$ 18,597	\$ 9,929

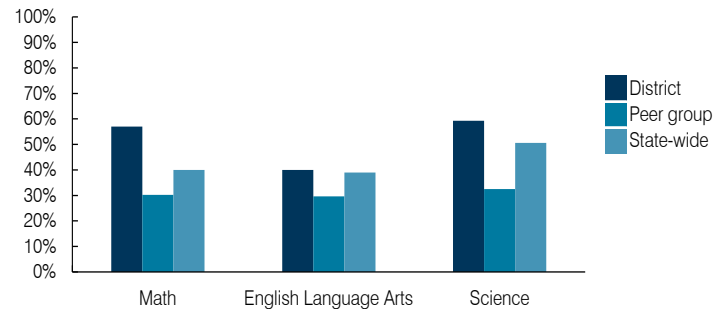
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	38%	39%	19%
Special education population	28%	17%	12%
Students per teacher	11.3	12.3	18.4
Average teacher salary	\$48,111	\$46,899	\$48,951
Amount from Prop 301	\$5,337	\$4,418	\$6,411
Average years of teacher experience	11.2	13.4	11.4
Percentage of teachers in first 3 years	0%	6%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,696	\$ 2,125	\$ 3,021	\$ 1,317
State	6,070	6,673	4,788	4,011
Local	5,551	7,808	12,812	4,592
Total per pupil revenues	\$ 13,317	\$ 16,606	\$ 20,621	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 8,515	\$ 9,057	\$ 8,282
Grants	2,036	2,700	3,020
Donations and tax credits	78	70	125

Select revenues from less common sources

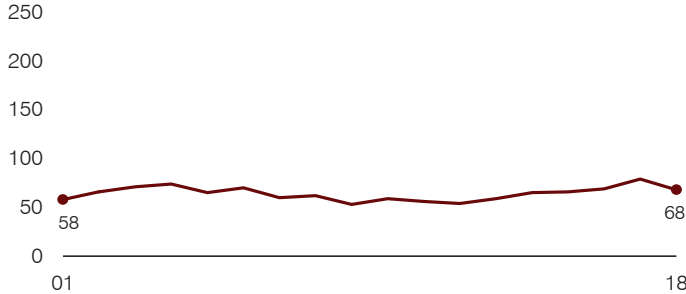
Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	5,281	1,614	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

Instructional spending percentage

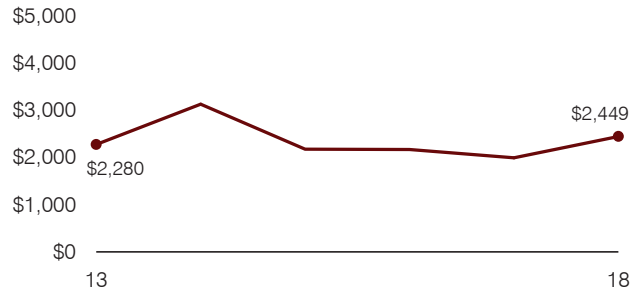
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 65.9 53.9 55.0 56.7 55.6 53.0 52.9 51.8 52.7 52.5 52.9 57.8 53.0 52.5 55.8 51.2 53.1 54.0

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

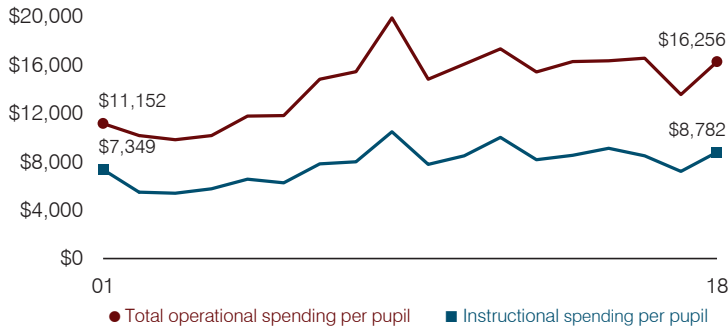
Students attending



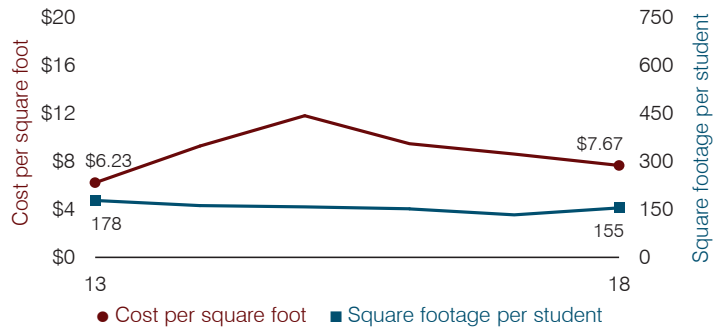
Administrative cost per pupil



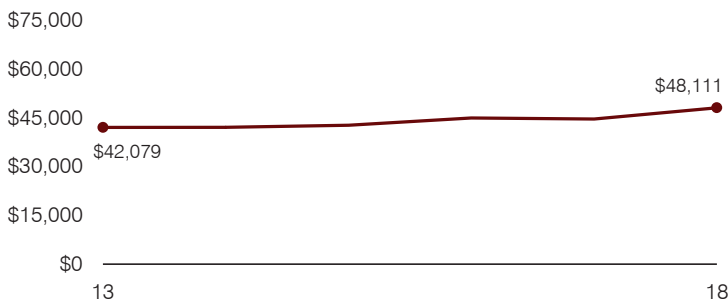
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



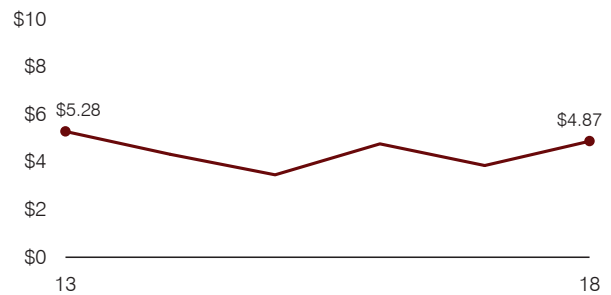
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



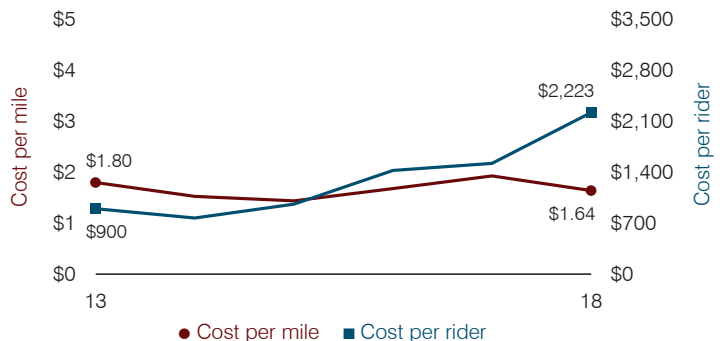
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	25.1%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Kyrene Elementary School District

Maricopa County

Efficiency peer groups 7 and T-3, Achievement peer group 12¹

Legislative district(s): 18 and 27

District size, location:

Large, City

Students attending:

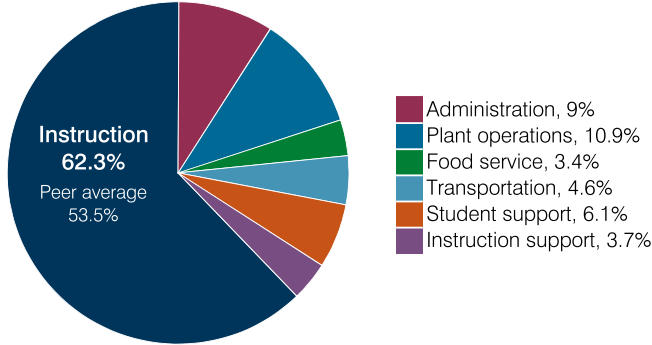
16,096

Number of schools:

25

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$674	\$796	\$860
	Students per administrative position	69	76	66
Plant operations	Cost per square foot	\$5.15	\$6.16	\$6.34
	Square footage per student	159	133	156
Food service	Cost per meal	\$2.84	\$2.99	\$3.02
Transportation	Cost per mile	\$4.06	\$4.47	\$4.05
	Cost per rider	\$1,158	\$1,248	\$1,301

Very low
Low
Comparable
High
Very high

Per pupil spending

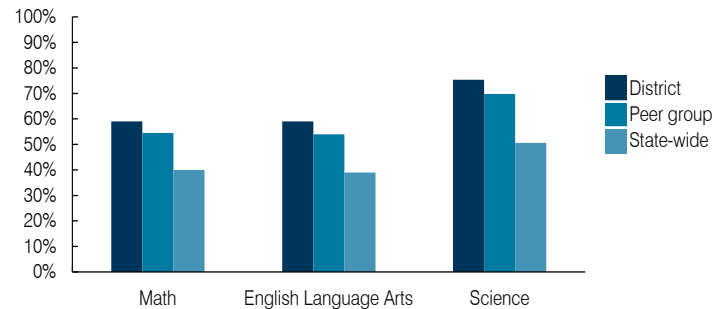
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,494	\$ 4,685	\$ 4,238	\$ 4,480
Administration	586	674	796	860
Plant operations	803	817	815	988
Food service	268	266	580	425
Transportation	332	344	298	388
Student support	553	458	646	693
Instruction support	402	281	486	462
Total operational	7,438	7,525	7,859	8,296
Land and buildings	1,120	997	517	827
Equipment	463	310	393	409
Interest	500	514	189	228
Other	729	750	188	169
Total nonoperational	2,812	2,571	1,287	1,633
Total per pupil spending	\$ 10,250	\$ 10,096	\$ 9,146	\$ 9,929

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	14	56%
B	9	36%
C	2	8%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	8%	11%	19%
Special education population	9%	10%	12%
Students per teacher	16.7	18.8	18.4
Average teacher salary	\$49,653	\$47,982	\$48,951
Amount from Prop 301	\$4,907	\$6,094	\$6,411
Average years of teacher experience	12.3	10.3	11.4
Percentage of teachers in first 3 years	14%	17%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 532	\$ 540	\$ 1,588	\$ 1,317
State	3,430	3,451	4,344	4,011
Local	5,893	5,819	3,644	4,592
Total per pupil revenues	\$ 9,855	\$ 9,810	\$ 9,576	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 5,165	\$ 5,118	\$ 5,167	\$ 5,585
Grants	527	594	1,650	1,241
Donations and tax credits	158	137	46	90

Select revenues from less common sources

			Number of peers receiving
Desegregation	\$ 0	\$ 0	4 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	0	0	2 of 10
Voter-approved levy increases	2,492	2,324	10 of 10

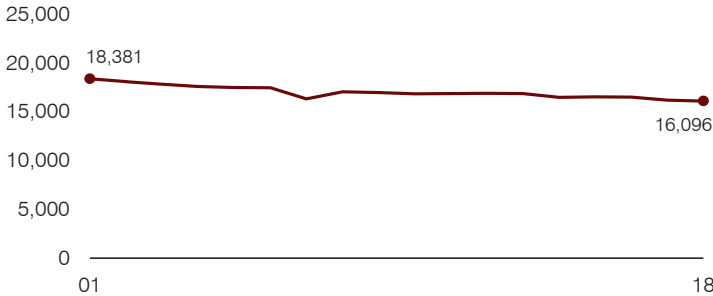
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

Instructional spending percentage

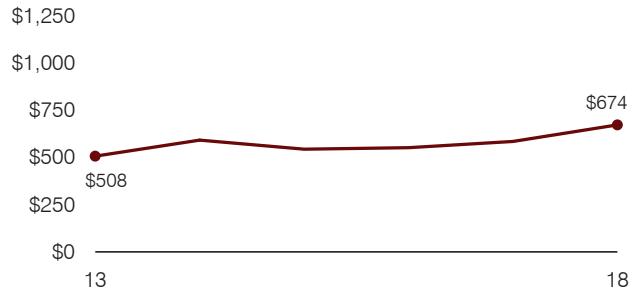
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 60.2 61.2 61.9 64.4 64.3 64.0 63.5 63.3 62.9 61.0 61.8 60.2 60.1 59.4 57.5 59.2 60.4 62.3

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

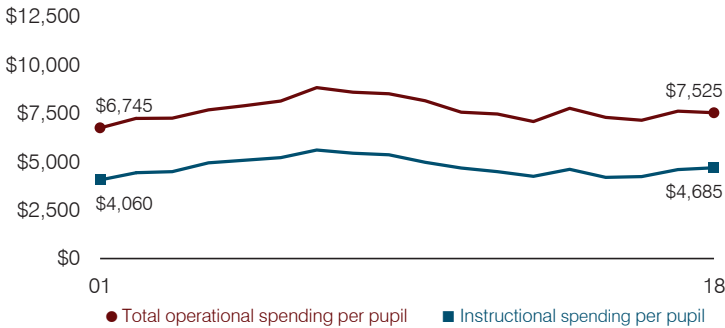
Students attending



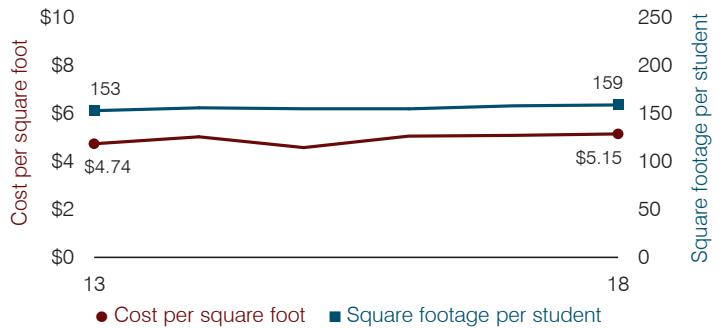
Administrative cost per pupil



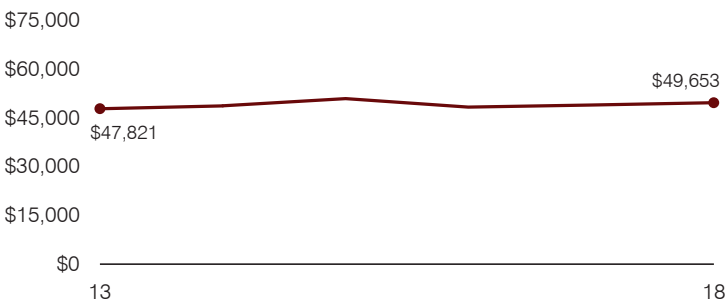
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



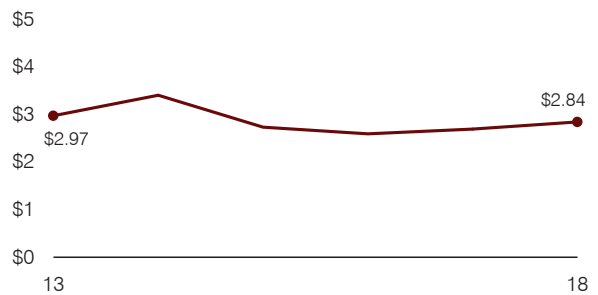
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



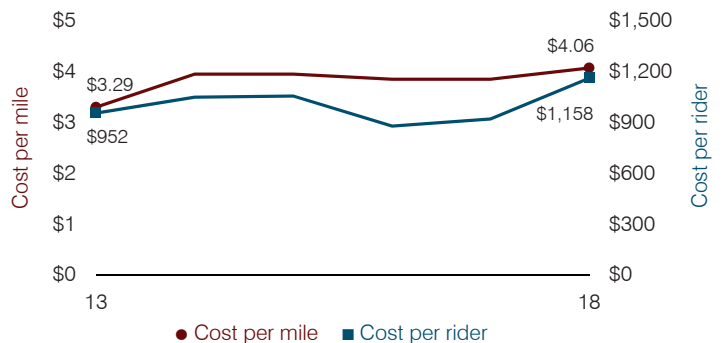
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	10.7%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low **Moderate** **High**

Transportation costs per mile and per rider



Lake Havasu Unified School District

Mohave County

Efficiency peer groups 3 and T-5, Achievement peer group 3¹

Legislative district(s): 5

District size, location:

Medium-large, City

Students attending:

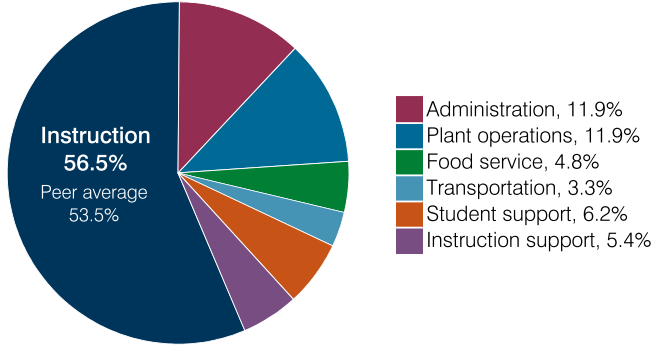
5,219

Number of schools:

8

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$889	\$846	\$860
	Students per administrative position	59	69	66
Plant operations	Cost per square foot	\$5.93	\$6.02	\$6.34
	Square footage per student	150	155	156
Food service	Cost per meal	\$3.09	\$3.20	\$3.02
Transportation	Cost per mile	\$4.44	\$3.90	\$4.05
	Cost per rider	\$1,969	\$1,931	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,737	\$ 4,217	\$ 4,106	\$ 4,480
Administration	778	889	846	860
Plant operations	820	888	963	988
Food service	327	362	325	425
Transportation	217	239	438	388
Student support	428	456	672	693
Instruction support	360	410	336	462
Total operational	6,667	7,461	7,686	8,296
Land and buildings	536	1,505	1,416	827
Equipment	106	615	473	409
Interest	12	151	268	228
Other	15	9	165	169
Total nonoperational	669	2,280	2,322	1,633
Total per pupil spending	\$ 7,336	\$ 9,741	\$ 10,008	\$ 9,929

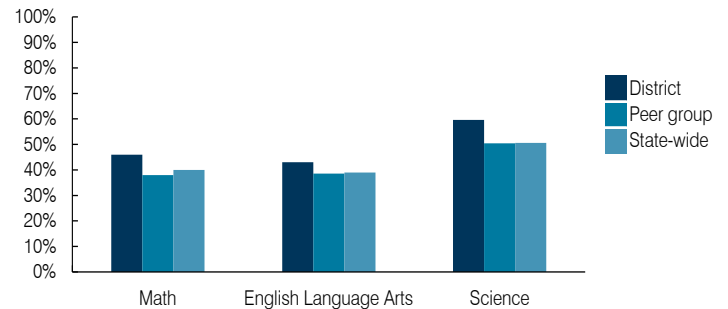
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	2	25%
B	5	63%
C	1	12%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2017)	86%	85%	78%
Poverty rate (2017)	19%	19%	19%
Special education population	12%	14%	12%
Students per teacher	21.0	18.7	18.4
Average teacher salary	\$52,830	\$46,859	\$48,951
Amount from Prop 301	\$11,462	\$7,342	\$6,411
Average years of teacher experience	11.9	12.1	11.4
Percentage of teachers in first 3 years	22%	15%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 838	\$ 930	\$ 730	\$ 1,317
State	2,078	2,628	3,583	4,011
Local	4,861	5,774	5,234	4,592
Total per pupil revenues	\$ 7,777	\$ 9,332	\$ 9,547	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,018	\$ 5,119	\$ 5,507
Grants	1,038	1,577	864
Donations and tax credits	186	165	184

Select revenues from less common sources

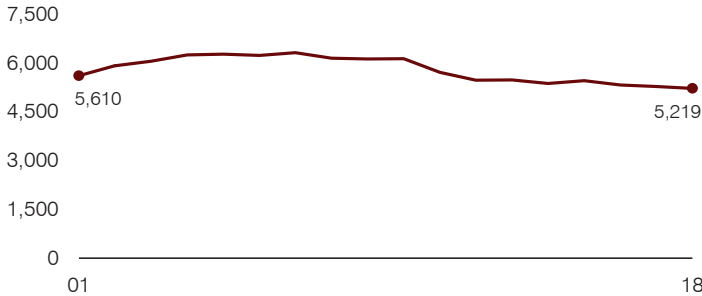
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	1 of 15
Small school adjustment	0	0	0 of 15
Federal impact aid	0	0	3 of 15
Voter-approved levy increases	0	1,898	15 of 15

Instructional spending percentage

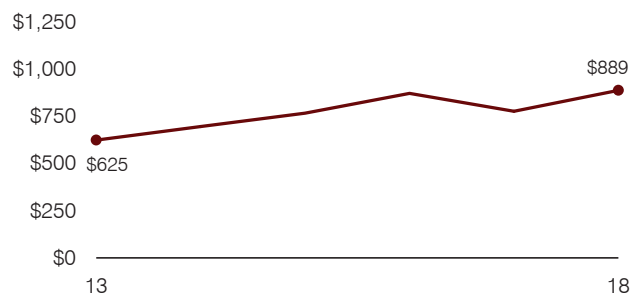
Year:	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Percentage:	60.3	61.1	61.7	60.1	61.1	61.8	61.2	59.8	59.5	59.1	56.5	53.9	55.6	53.6	54.0	53.8	56.1	56.5

TRENDS AND FINANCIAL STRESS ASSESSMENT
Fiscal years as indicated

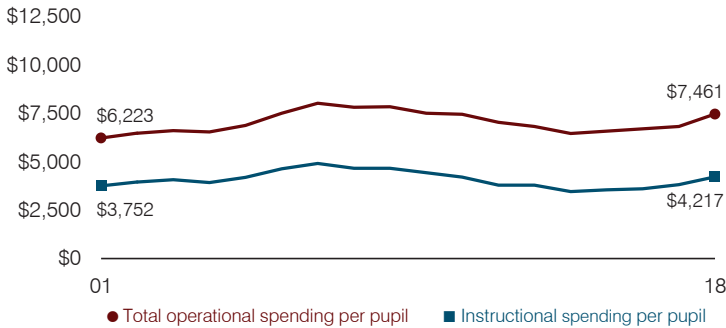
Students attending



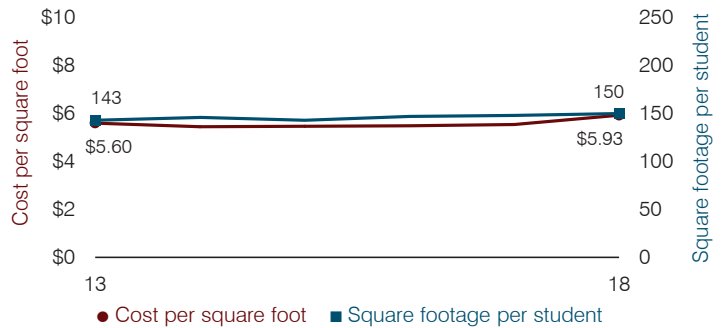
Administrative cost per pupil



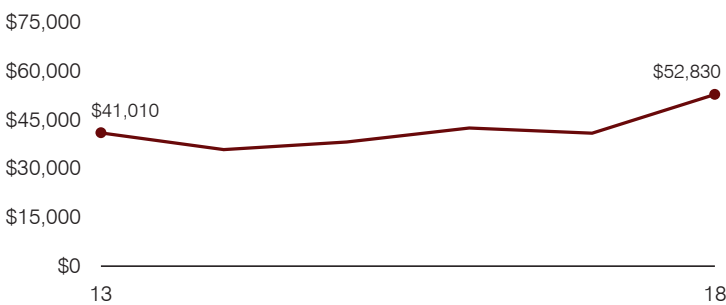
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



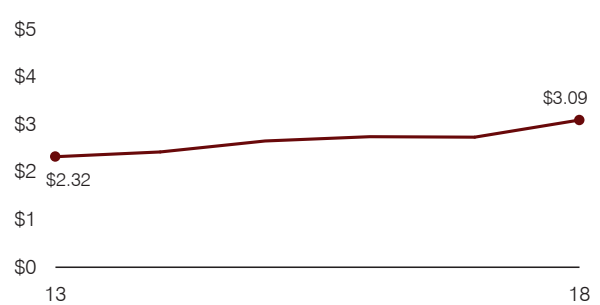
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



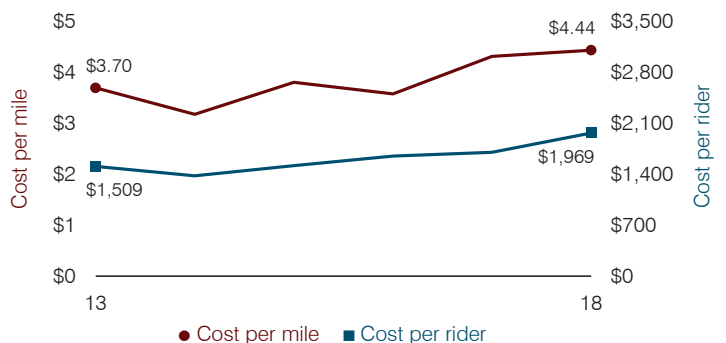
Financial stress assessment

Overall financial stress level: Low

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	7.7%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Laveen Elementary School District

Maricopa County

Efficiency peer groups 8 and T-1, Achievement peer group 13¹

Legislative district(s): 19 and 27

District size, location:

Medium-large, City

Students attending:

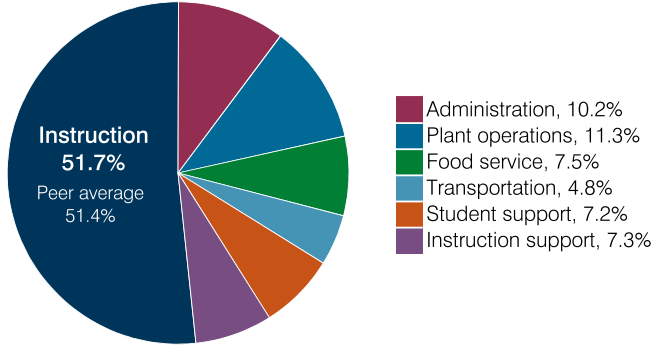
6,605

Number of schools:

8

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$747	\$1,025	\$860
	Students per administrative position	66	67	66
Plant operations	Cost per square foot	\$7.21	\$6.61	\$6.34
	Square footage per student	115	143	156
Food service	Cost per meal	\$2.99	\$2.92	\$3.02
Transportation	Cost per mile	\$8.25	\$7.19	\$4.05
	Cost per rider	\$1,658	\$1,106	\$1,301

Legend: Very low (green), Low (blue), Comparable (yellow), High (orange), Very high (red)

Per pupil spending

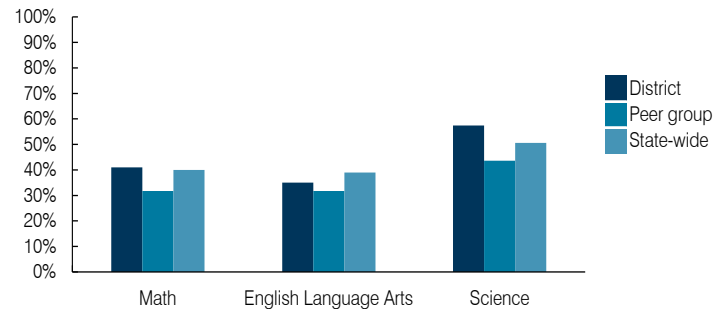
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,968	\$ 3,789	\$ 4,392	\$ 4,480
Administration	764	747	1,025	860
Plant operations	706	826	971	988
Food service	527	549	659	425
Transportation	299	355	331	388
Student support	522	527	631	693
Instruction support	563	536	546	462
Total operational	7,349	7,329	8,555	8,296
Land and buildings	608	270	1,140	827
Equipment	471	471	697	409
Interest	111	101	327	228
Other	167	203	172	169
Total nonoperational	1,357	1,045	2,336	1,633
Total per pupil spending	\$ 8,706	\$ 8,374	\$ 10,891	\$ 9,929

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	1	13%
B	4	50%
C	3	37%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	20%	20%	19%
Special education population	13%	13%	12%
Students per teacher	19.8	19.4	18.4
Average teacher salary	\$48,533	\$45,518	\$48,951
Amount from Prop 301	\$5,549	\$5,403	\$6,411
Average years of teacher experience	6.2	7.7	11.4
Percentage of teachers in first 3 years	35%	35%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 981	\$ 958	\$ 1,723	\$ 1,317
State	4,607	4,815	3,921	4,011
Local	3,121	3,247	4,869	4,592
Total per pupil revenues	\$ 8,709	\$ 9,020	\$ 10,513	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,020	\$ 5,121	\$ 5,175
Grants	1,049	1,048	1,843
Donations and tax credits	25	24	54

Select revenues from less common sources

Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	4 of 19
Small school adjustment	0	0	0 of 19
Federal impact aid	0	0	0 of 19
Voter-approved levy increases	1,614	1,742	19 of 19

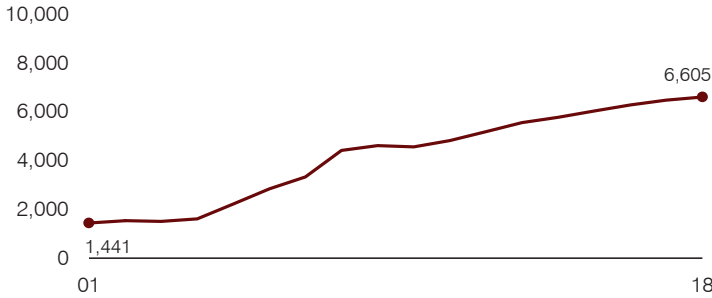
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

Instructional spending percentage

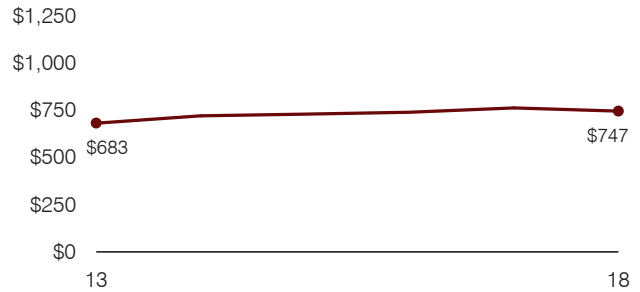
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 53.8 52.1 52.9 52.3 50.7 51.0 53.6 57.0 55.2 53.3 51.7 51.4 52.2 52.7 51.6 51.8 54.0 51.7

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

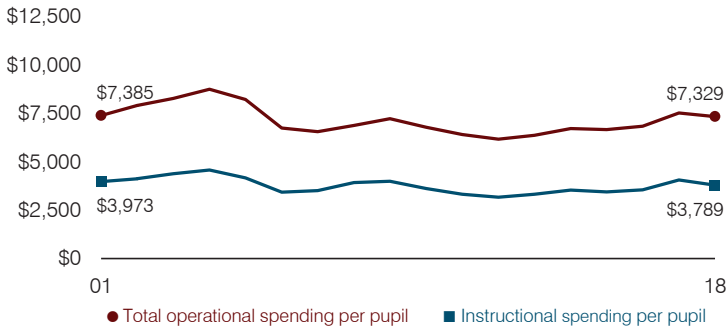
Students attending



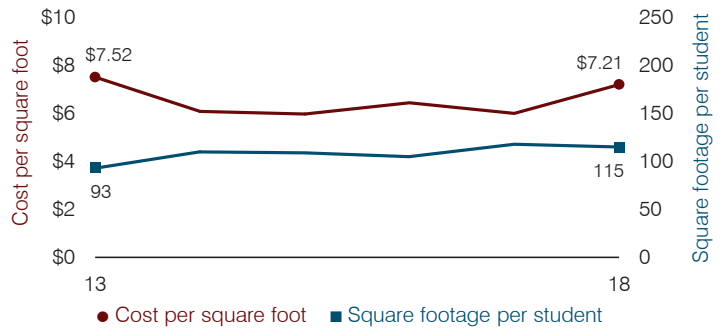
Administrative cost per pupil



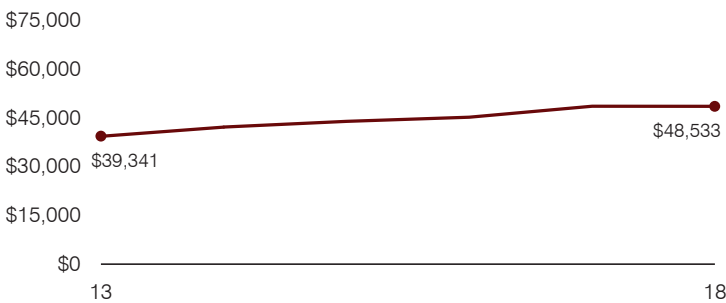
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



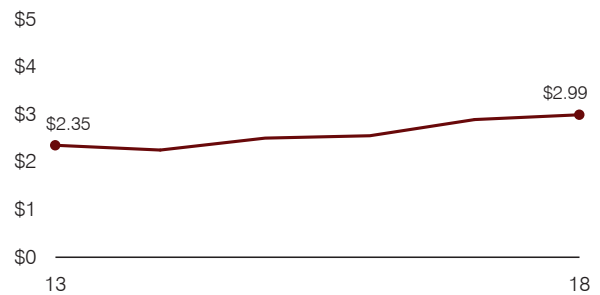
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



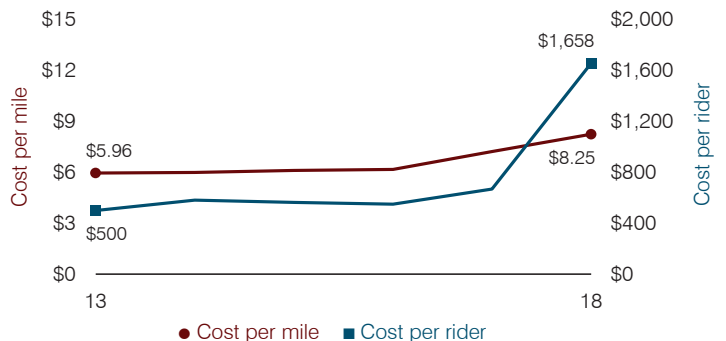
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	3.7%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low **Moderate** **High**

Transportation costs per mile and per rider



Liberty Elementary School District

Maricopa County

Efficiency peer groups 8 and T-4, Achievement peer group 12¹

Legislative district(s): 4 and 13

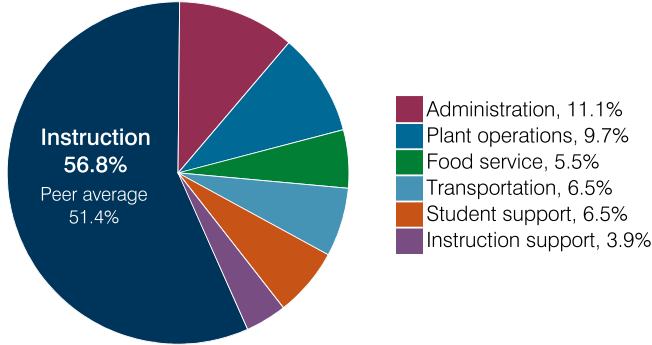
District size, location: Medium-large, Suburb

Students attending: 3,303

Number of schools: 6

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$824	\$1,025	\$860
	Students per administrative position	77	67	66
Plant operations	Cost per square foot	\$5.21	\$6.61	\$6.34
	Square footage per student	138	143	156
Food service	Cost per meal	\$3.31	\$2.92	\$3.02
Transportation	Cost per mile	\$3.50	\$3.72	\$4.05
	Cost per rider	\$1,353	\$1,330	\$1,301

Legend: Very low (green), Low (blue), Comparable (yellow), High (orange), Very high (red)

Per pupil spending

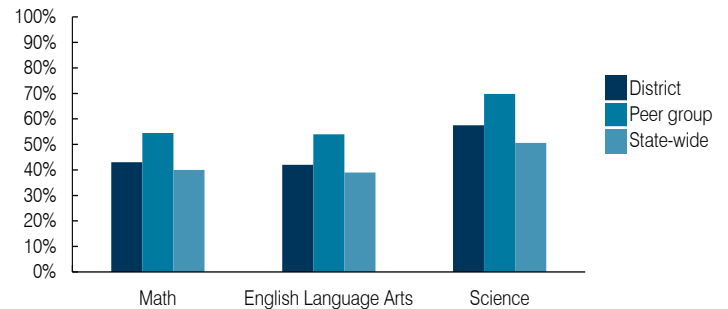
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,971	\$ 4,210	\$ 4,392	\$ 4,480
Administration	745	824	1,025	860
Plant operations	676	717	971	988
Food service	427	407	659	425
Transportation	438	481	331	388
Student support	424	479	631	693
Instruction support	268	291	546	462
Total operational	6,949	7,409	8,555	8,296
Land and buildings	344	753	1,140	827
Equipment	226	472	697	409
Interest	190	191	327	228
Other	104	94	172	169
Total nonoperational	864	1,510	2,336	1,633
Total per pupil spending	\$ 7,813	\$ 8,919	\$10,891	\$ 9,929

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	1	17%
B	3	50%
C	2	33%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	12%	11%	19%
Special education population	13%	10%	12%
Students per teacher	17.4	18.8	18.4
Average teacher salary	\$44,825	\$47,982	\$48,951
Amount from Prop 301	\$6,186	\$6,094	\$6,411
Average years of teacher experience	11.2	10.3	11.4
Percentage of teachers in first 3 years	16%	17%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 690	\$ 682	\$ 1,723	\$ 1,317
State	4,786	4,926	3,921	4,011
Local	2,856	2,989	4,869	4,592
Total per pupil revenues	\$ 8,332	\$ 8,597	\$ 10,513	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,354	\$ 5,448	\$ 5,175
Grants	946	1,124	1,843
Donations and tax credits	50	62	54

Select revenues from less common sources

Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	4 of 19
Small school adjustment	0	0	0 of 19
Federal impact aid	0	0	0 of 19
Voter-approved levy increases	1,141	1,142	19 of 19

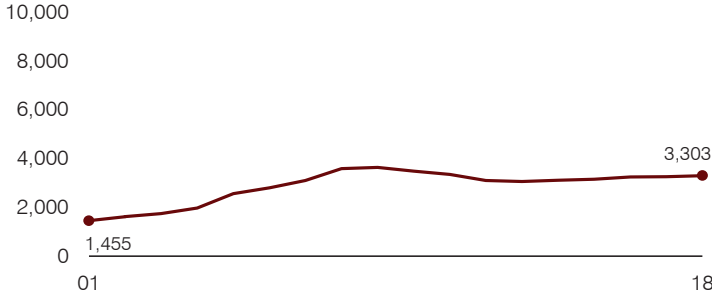
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

Instructional spending percentage

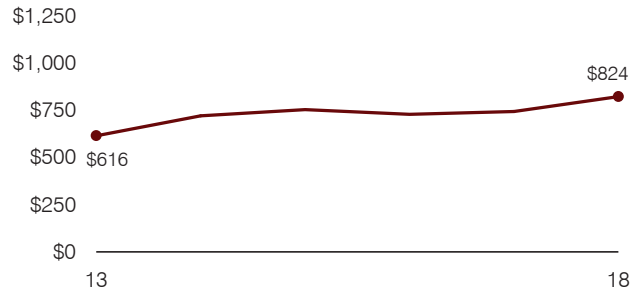
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 60.0 62.5 64.4 64.3 62.4 62.1 62.9 61.0 60.3 59.7 57.7 59.3 58.9 59.0 58.8 56.7 57.1 56.8

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

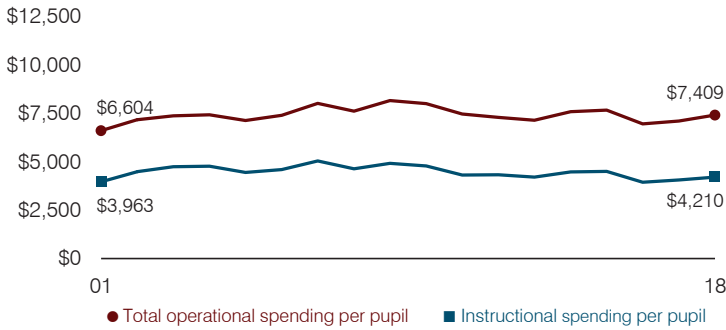
Students attending



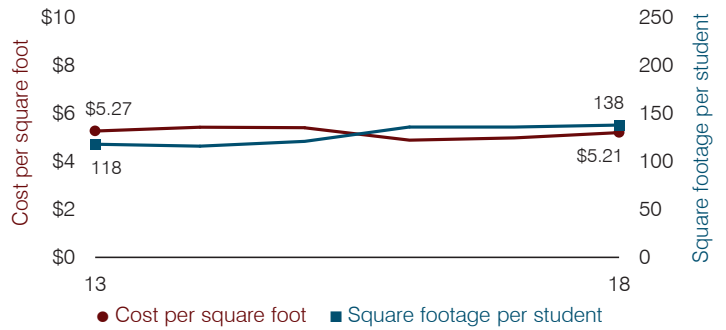
Administrative cost per pupil



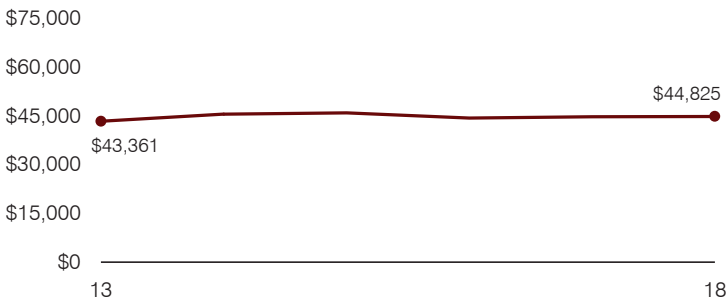
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



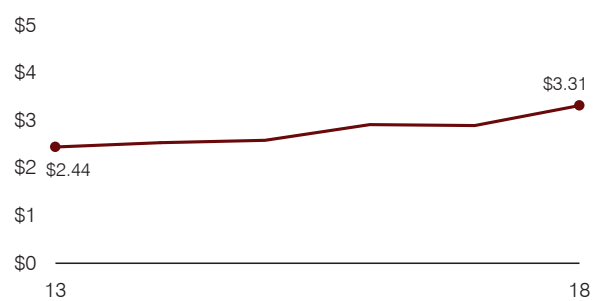
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



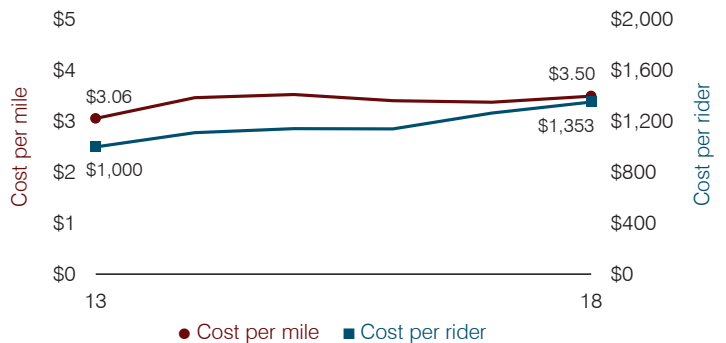
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	7.4%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low **Moderate** **High**

Transportation costs per mile and per rider



Litchfield Elementary School District

Maricopa County

Efficiency peer groups 7 and T-2, Achievement peer group 12¹

Legislative district(s): 13, 19, and 29

District size, location:

Large, Suburb

Students attending:

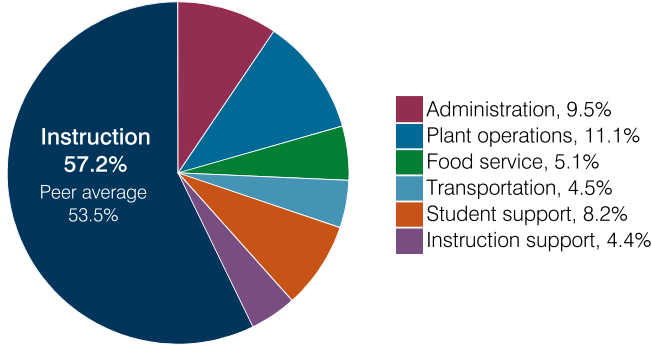
10,780

Number of schools:

14

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$653	\$796	\$860
	Students per administrative position	99	76	66
Plant operations	Cost per square foot	\$6.58	\$6.16	\$6.34
	Square footage per student	116	133	156
Food service	Cost per meal	\$2.99	\$2.99	\$3.02
Transportation	Cost per mile	\$3.68	\$5.91	\$4.05
	Cost per rider	\$875	\$1,232	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,891	\$ 3,911	\$ 4,238	\$ 4,480
Administration	620	653	796	860
Plant operations	744	761	815	988
Food service	330	351	580	425
Transportation	269	303	298	388
Student support	501	562	646	693
Instruction support	298	293	486	462
Total operational	6,653	6,834	7,859	8,296
Land and buildings	565	233	517	827
Equipment	292	191	393	409
Interest	151	136	189	228
Other	301	315	188	169
Total nonoperational	1,309	875	1,287	1,633
Total per pupil spending	\$ 7,962	\$ 7,709	\$ 9,146	\$ 9,929

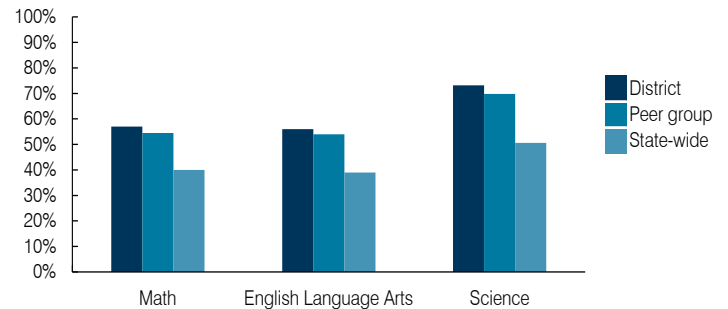
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	8	57%
B	6	43%
C	0	0%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	9%	11%	19%
Special education population	9%	10%	12%
Students per teacher	21.4	18.8	18.4
Average teacher salary	\$51,733	\$47,982	\$48,951
Amount from Prop 301	\$6,445	\$6,094	\$6,411
Average years of teacher experience	9.8	10.3	11.4
Percentage of teachers in first 3 years	16%	17%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 593	\$ 564	\$ 1,588	\$ 1,317
State	4,210	4,334	4,344	4,011
Local	3,076	3,069	3,644	4,592
Total per pupil revenues	\$ 7,879	\$ 7,967	\$ 9,576	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,111	\$ 5,220	\$ 5,167
Grants	594	590	1,650
Donations and tax credits	49	39	46

Select revenues from less common sources

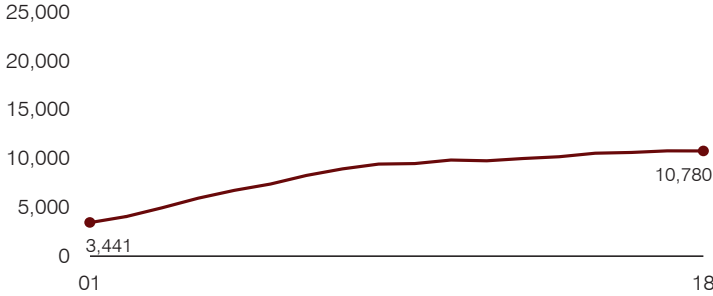
Source	District	Peer average	State average	Number of peers receiving
Desegregation	\$ 0	\$ 0		4 of 10
Small school adjustment	0	0		0 of 10
Federal impact aid	5	5		2 of 10
Voter-approved levy increases	1,018	1,009		10 of 10

Instructional spending percentage

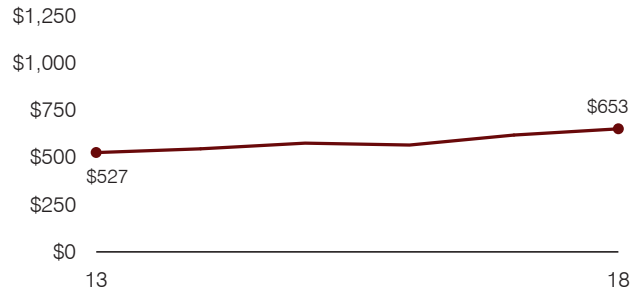
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 57.9 59.7 59.3 60.7 59.6 58.4 58.0 57.9 58.3 58.3 58.4 58.2 58.1 57.7 57.9 58.6 58.5 57.2

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

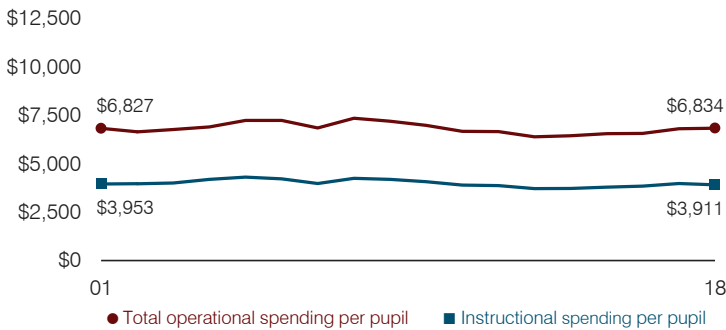
Students attending



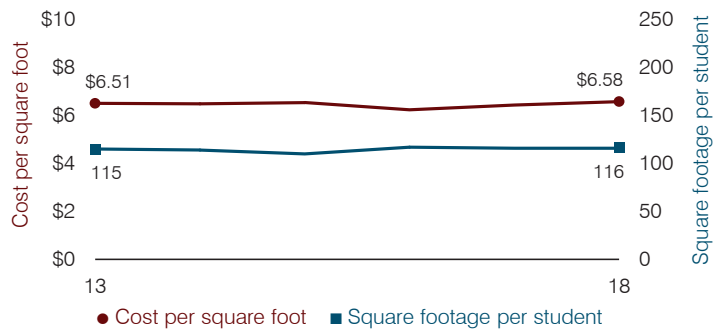
Administrative cost per pupil



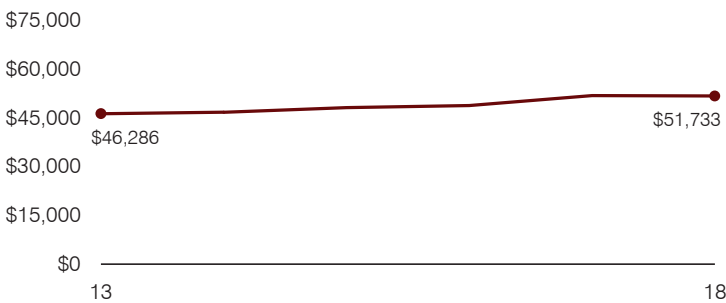
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



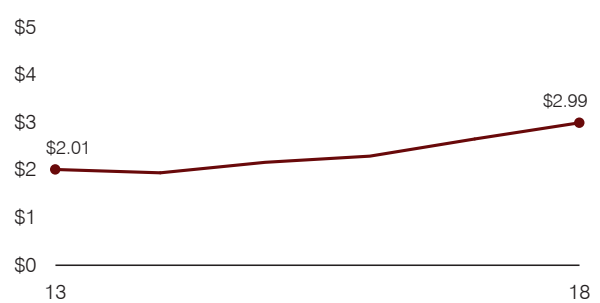
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



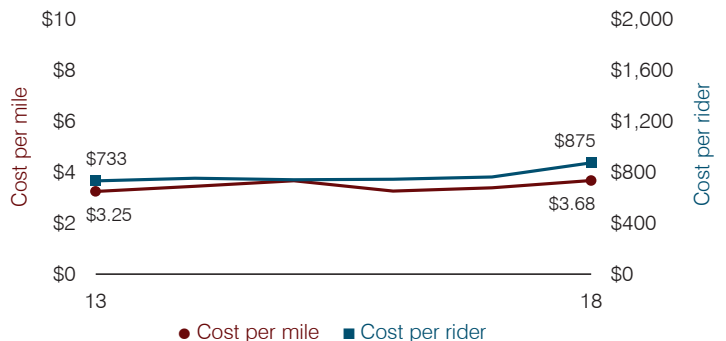
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	6.4%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Littlefield Unified School District

Mohave County

Efficiency peer groups 6 and T-7, Achievement peer group 4¹

Legislative district(s): 5

District size, location:

Small, Rural

Students attending:

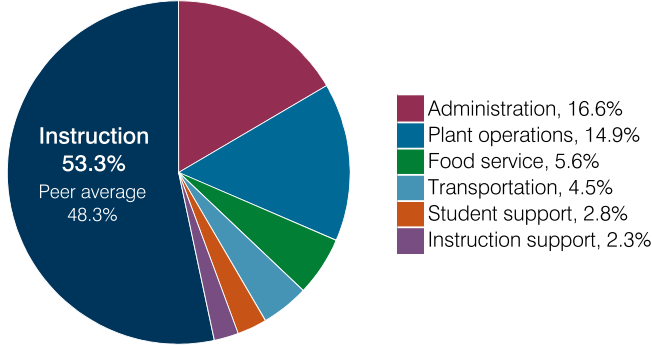
354

Number of schools:

2

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,573	\$1,744	\$860
	Students per administrative position	52	43	66
Plant operations	Cost per square foot	\$6.19	\$5.27	\$6.34
	Square footage per student	228	321	156
Food service	Cost per meal	\$3.21	\$3.96	\$3.02
Transportation	Cost per mile	\$2.32	\$3.35	\$4.05
	Cost per rider	\$582	\$1,057	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,602	\$ 5,053	\$ 5,556	\$ 4,480
Administration	1,637	1,573	1,744	860
Plant operations	1,296	1,412	1,706	988
Food service	574	535	546	425
Transportation	565	429	592	388
Student support	413	265	672	693
Instruction support	198	212	393	462
Total operational	9,285	9,479	11,209	8,296
Land and buildings	43	108	1,077	827
Equipment	217	590	601	409
Interest	168	151	162	228
Other	323	336	60	169
Total nonoperational	751	1,185	1,900	1,633
Total per pupil spending	\$ 10,036	\$ 10,664	\$ 13,109	\$ 9,929

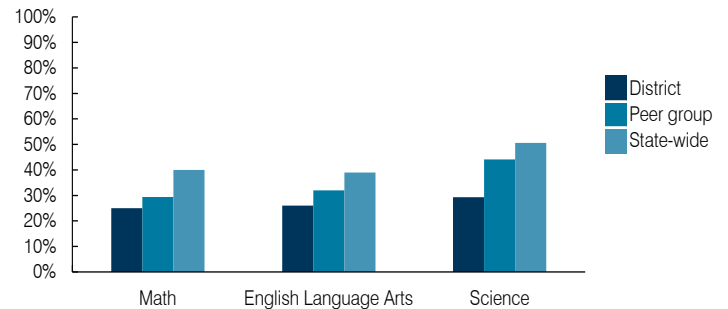
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	50%
D	1	50%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	79%	85%	78%
Poverty rate (2017)	16%	13%	19%
Special education population	11%	13%	12%
Students per teacher	14.8	16.6	18.4
Average teacher salary	\$44,628	\$47,740	\$48,951
Amount from Prop 301	\$6,782	\$6,338	\$6,411
Average years of teacher experience	18.6	11.9	11.4
Percentage of teachers in first 3 years	14%	17%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,558	\$ 1,458	\$ 2,405	\$ 1,317
State	5,457	5,831	4,080	4,011
Local	3,793	4,763	8,027	4,592
Total per pupil revenues	\$ 10,808	\$ 12,052	\$ 14,512	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 7,385	\$ 7,565	\$ 7,175
Grants	1,905	2,021	2,252
Donations and tax credits	69	56	337

Select revenues from less common sources

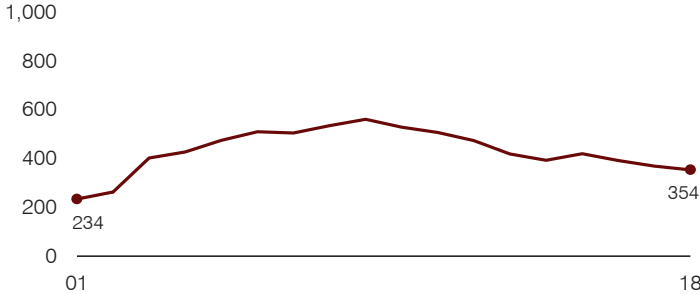
Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	0 of 18
Small school adjustment	0	0	5 of 18
Federal impact aid	0	0	3 of 18
Voter-approved levy increases	622	650	14 of 18

Instructional spending percentage

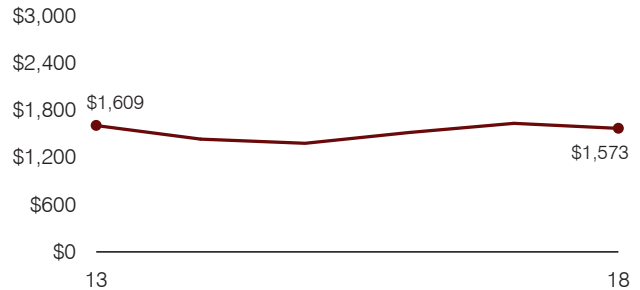
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 52.5 63.4 62.9 63.7 55.6 54.4 55.4 54.6 50.6 52.6 53.8 54.3 50.2 51.9 51.3 52.8 49.6 53.3

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

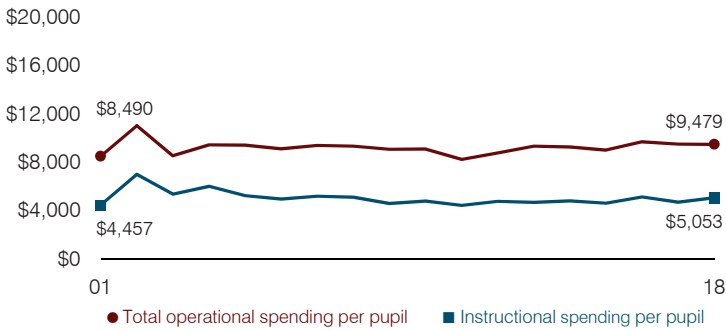
Students attending



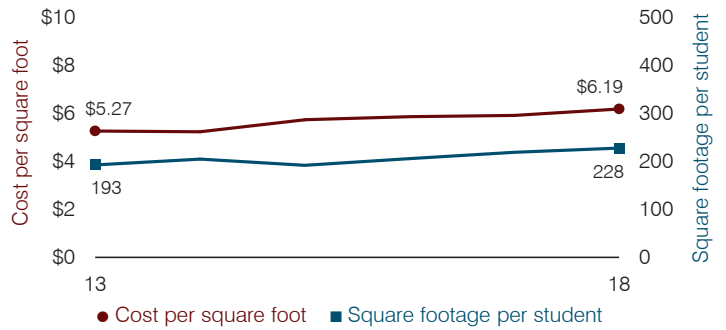
Administrative cost per pupil



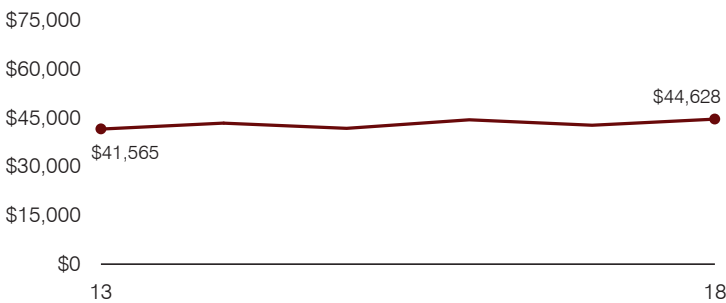
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



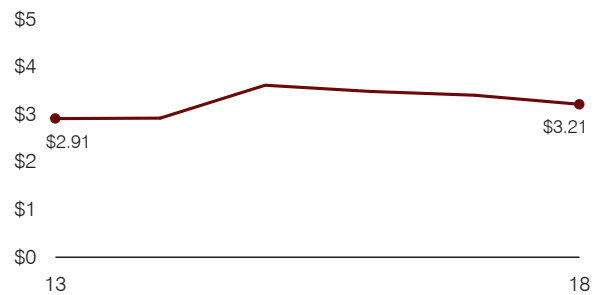
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



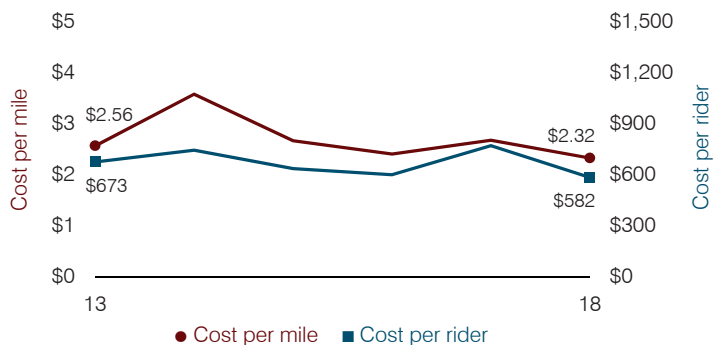
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	6.2%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Littleton Elementary School District

Maricopa County

Efficiency peer groups 8 and T-1, Achievement peer group 13¹

Legislative district(s): 19

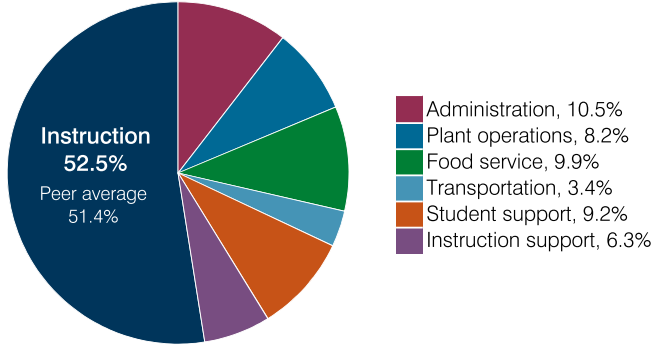
District size, location: Medium-large, Suburb

Students attending: 5,626

Number of schools: 7

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$799	\$1,025	\$860
	Students per administrative position	75	67	66
Plant operations	Cost per square foot	\$4.95	\$6.61	\$6.34
	Square footage per student	125	143	156
Food service	Cost per meal	\$3.12	\$2.92	\$3.02
Transportation	Cost per mile	\$5.30	\$7.19	\$4.05
	Cost per rider	\$745	\$1,106	\$1,301

Legend: Very low (dark blue), Low (blue), Comparable (yellow), High (orange), Very high (red)

Per pupil spending

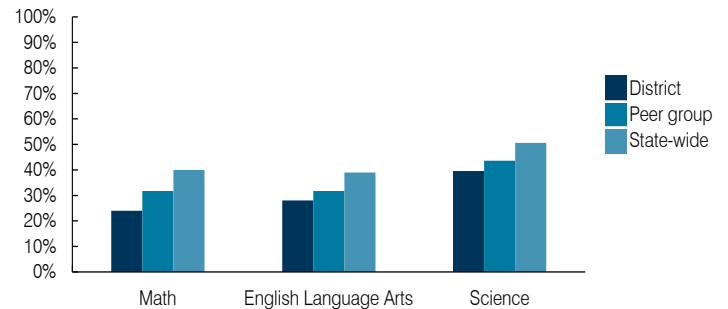
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,988	\$ 3,958	\$ 4,392	\$ 4,480
Administration	834	799	1,025	860
Plant operations	648	618	971	988
Food service	786	745	659	425
Transportation	262	253	331	388
Student support	635	690	631	693
Instruction support	513	479	546	462
Total operational	7,666	7,542	8,555	8,296
Land and buildings	486	571	1,140	827
Equipment	348	256	697	409
Interest	181	166	327	228
Other	22	23	172	169
Total nonoperational	1,037	1,016	2,336	1,633
Total per pupil spending	\$ 8,703	\$ 8,558	\$ 10,891	\$ 9,929

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	14%
C	4	57%
D	2	29%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	17%	20%	19%
Special education population	12%	13%	12%
Students per teacher	17.7	19.4	18.4
Average teacher salary	\$42,738	\$45,518	\$48,951
Amount from Prop 301	\$4,390	\$5,403	\$6,411
Average years of teacher experience	6.0	7.7	11.4
Percentage of teachers in first 3 years	44%	35%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,381	\$ 1,227	\$ 1,723	\$ 1,317
State	4,343	4,446	3,921	4,011
Local	3,021	3,029	4,869	4,592
Total per pupil revenues	\$ 8,745	\$ 8,702	\$ 10,513	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 4,954	\$ 5,101	\$ 5,175
Grants	1,446	1,246	1,843
Donations and tax credits	68	40	54

Select revenues from less common sources

Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	4 of 19
Small school adjustment	0	0	0 of 19
Federal impact aid	0	0	0 of 19
Voter-approved levy increases	1,517	1,473	19 of 19

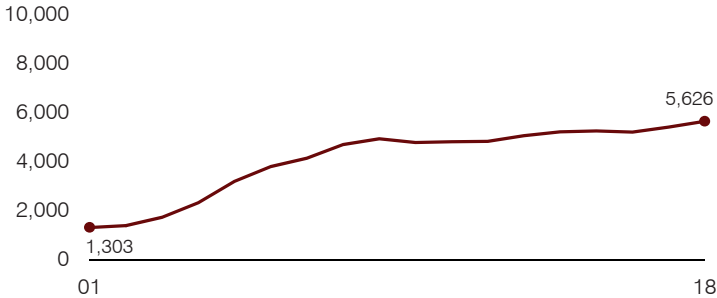
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

Instructional spending percentage

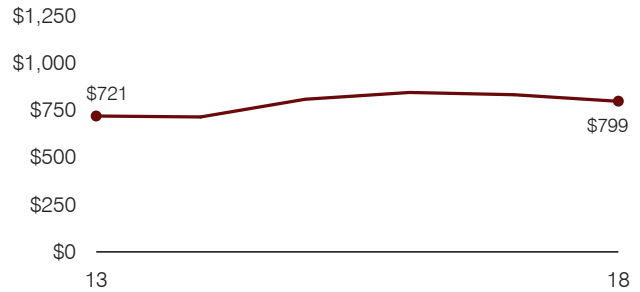
Year:	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Percentage:	56.8	56.4	53.5	56.4	58.2	57.0	56.8	57.7	59.0	58.1	57.2	53.9	53.0	53.9	51.8	52.5	52.0	52.5

TRENDS AND FINANCIAL STRESS ASSESSMENT
Fiscal years as indicated

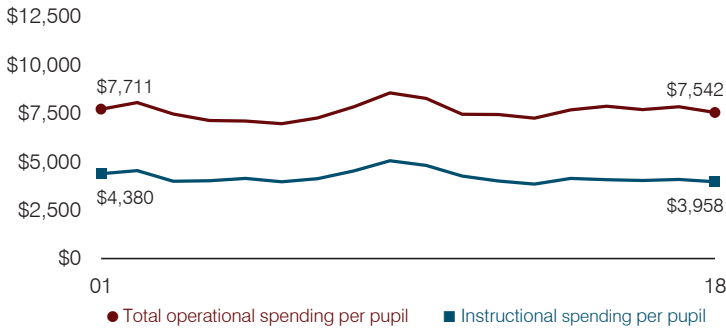
Students attending



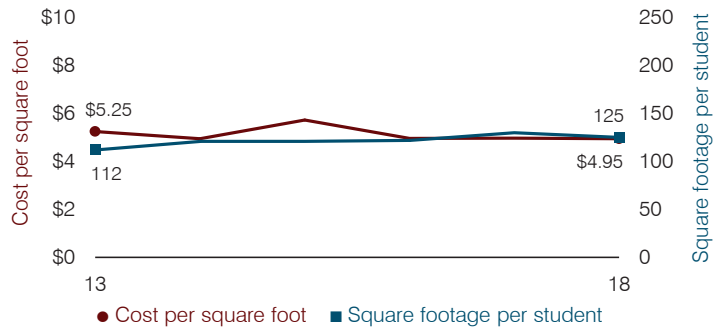
Administrative cost per pupil



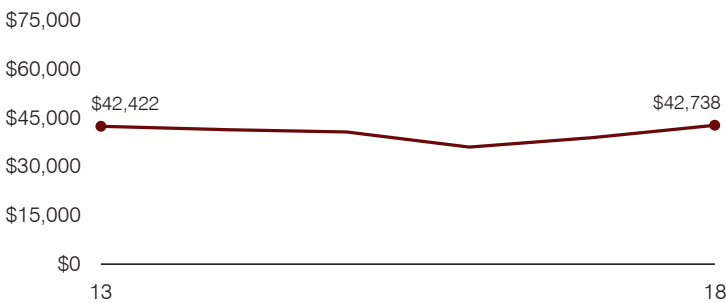
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



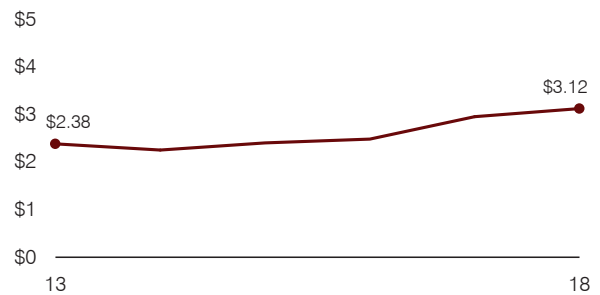
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



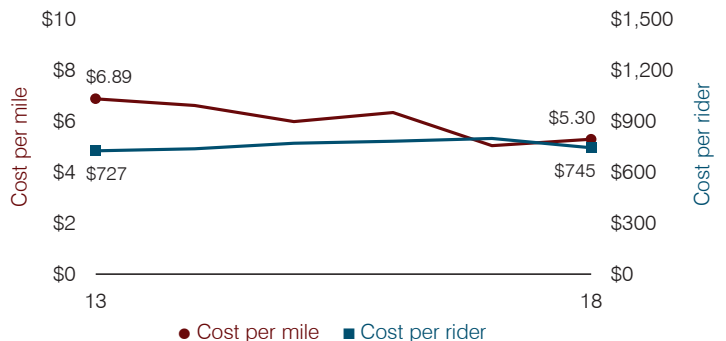
Financial stress assessment

Overall financial stress level: Low

Measure: 2016 through 2018	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	4.5%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Madison Elementary School District

Maricopa County

Efficiency peer groups 8 and T-1, Achievement peer group 12¹

Legislative district(s): 24 and 28

District size, location:

Medium-large, City

Students attending:

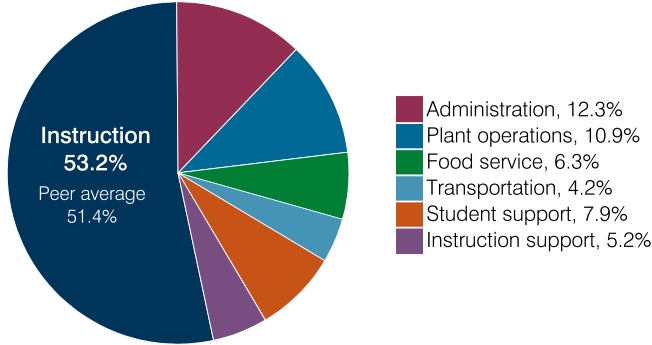
5,531

Number of schools:

8

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$917	\$1,025	\$860
	Students per administrative position	61	67	66
Plant operations	Cost per square foot	\$5.88	\$6.61	\$6.34
	Square footage per student	138	143	156
Food service	Cost per meal	\$2.86	\$2.92	\$3.02
Transportation	Cost per mile	\$9.63	\$7.19	\$4.05
	Cost per rider	\$1,247	\$1,106	\$1,301

Very low
Low
Comparable
High
Very high

Per pupil spending

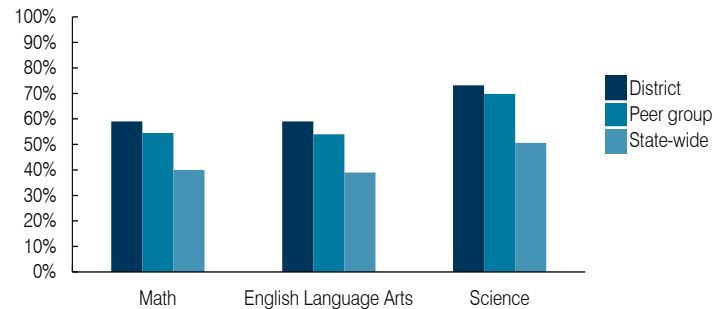
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,648	\$ 3,962	\$ 4,392	\$ 4,480
Administration	985	917	1,025	860
Plant operations	841	810	971	988
Food service	434	468	659	425
Transportation	294	311	331	388
Student support	517	592	631	693
Instruction support	388	387	546	462
Total operational	7,107	7,447	8,555	8,296
Land and buildings	2,284	5,592	1,140	827
Equipment	321	381	697	409
Interest	440	720	327	228
Other	912	990	172	169
Total nonoperational	3,957	7,683	2,336	1,633
Total per pupil spending	\$ 11,064	\$ 15,130	\$ 10,891	\$ 9,929

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	4	50%
B	3	38%
C	1	12%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	95%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	14%	11%	19%
Special education population	8%	10%	12%
Students per teacher	19.7	18.8	18.4
Average teacher salary	\$45,716	\$47,982	\$48,951
Amount from Prop 301	\$6,838	\$6,094	\$6,411
Average years of teacher experience	7.8	10.3	11.4
Percentage of teachers in first 3 years	21%	17%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 689	\$ 780	\$ 1,723	\$ 1,317
State	2,311	2,580	3,921	4,011
Local	8,294	9,102	4,869	4,592
Total per pupil revenues	\$ 11,294	\$ 12,462	\$ 10,513	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 4,835	\$ 4,994	\$ 5,175
Grants	624	921	1,843
Donations and tax credits	158	161	54

Select revenues from less common sources

Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	4 of 19
Small school adjustment	0	0	0 of 19
Federal impact aid	0	0	0 of 19
Voter-approved levy increases	3,407	4,063	19 of 19

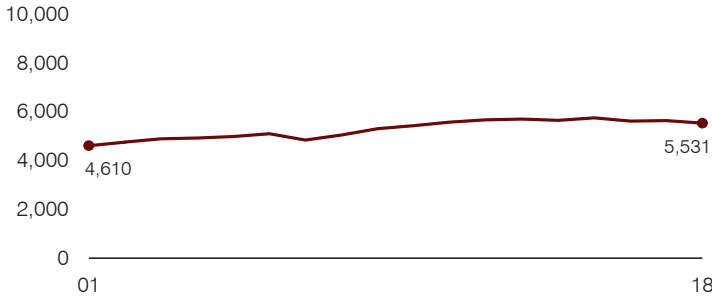
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

Instructional spending percentage

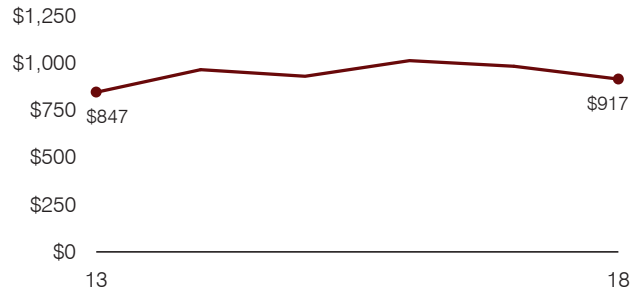
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 54.3 56.1 58.1 59.5 59.3 59.2 58.4 55.0 54.6 53.2 51.1 53.1 52.7 51.7 53.1 51.9 51.3 53.2

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

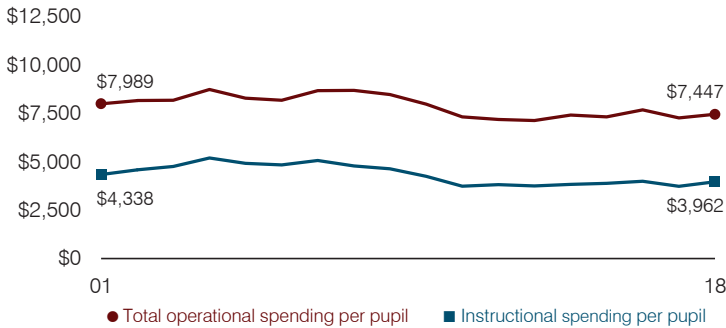
Students attending



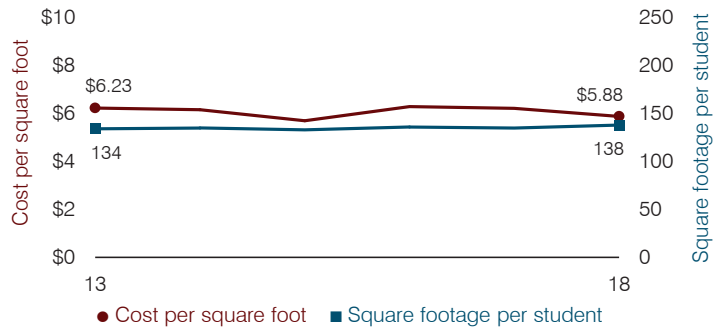
Administrative cost per pupil



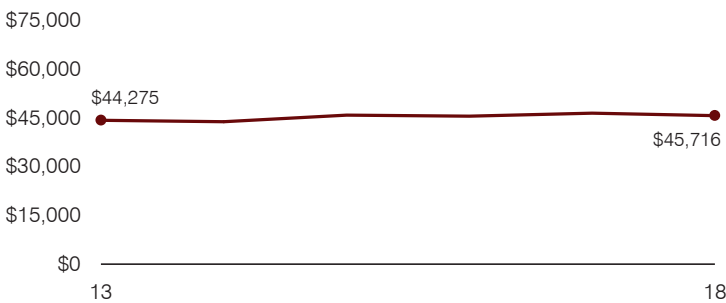
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



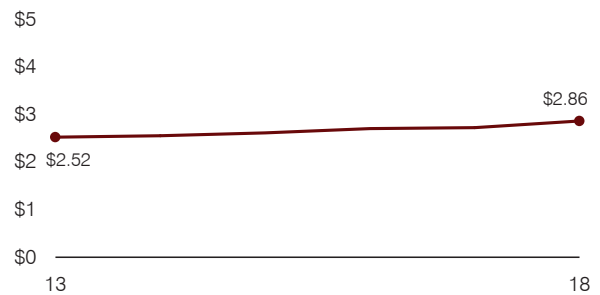
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



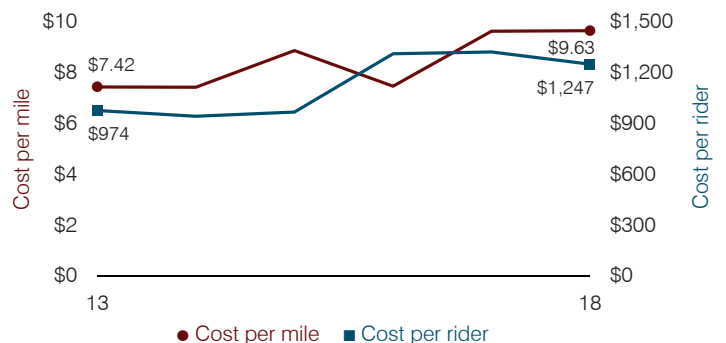
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	4.9%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Maine Consolidated School District

Coconino County

Efficiency peer groups 11 and T-11, Achievement peer group 17¹

Legislative district(s): 6

District size, location:

Very small, Rural

Students attending:

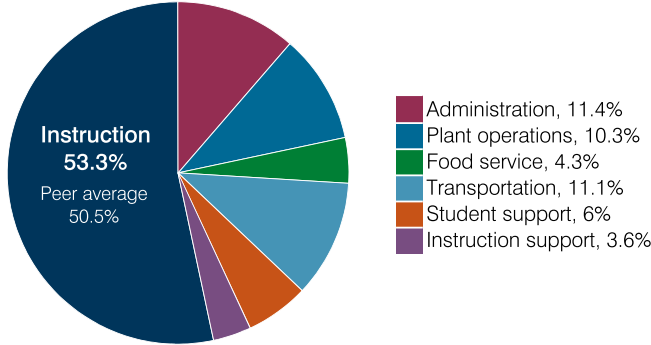
115

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,030	\$3,064	\$860
	Students per administrative position	58	33	66
Plant operations	Cost per square foot	\$7.17	\$7.31	\$6.34
	Square footage per student	257	371	156
Food service	Cost per meal	\$5.94	\$5.79	\$3.02
Transportation	Cost per mile	\$3.40	\$1.94	\$4.05
	Cost per rider	\$2,084	\$1,614	\$1,301

Per pupil spending

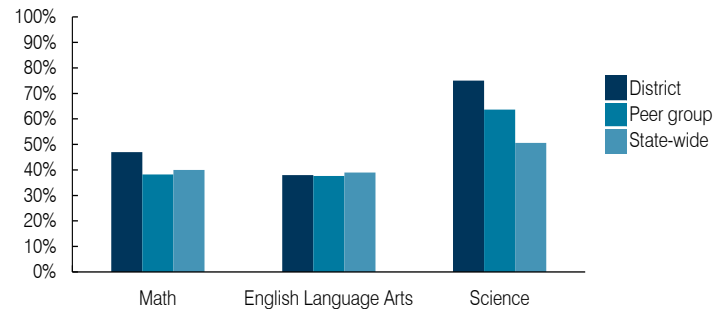
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 9,327	\$ 9,532	\$ 8,493	\$ 4,480
Administration	2,036	2,030	3,064	860
Plant operations	1,849	1,842	2,439	988
Food service	781	775	932	425
Transportation	1,810	1,993	973	388
Student support	967	1,075	656	693
Instruction support	592	649	400	462
Total operational	17,362	17,896	16,957	8,296
Land and buildings	78	23	965	827
Equipment	504	455	562	409
Interest	2	23	25	228
Other	383	351	88	169
Total nonoperational	967	852	1,640	1,633
Total per pupil spending	\$ 18,329	\$ 18,748	\$ 18,597	\$ 9,929

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	20%	19%	19%
Special education population	18%	13%	12%
Students per teacher	8.0	14.1	18.4
Average teacher salary	\$49,048	\$50,510	\$48,951
Amount from Prop 301	\$3,335	\$5,096	\$6,411
Average years of teacher experience	14.2	13.8	11.4
Percentage of teachers in first 3 years	0%	9%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,099	\$ 1,689	\$ 3,021	\$ 1,317
State	4,075	4,591	4,788	4,011
Local	13,156	13,079	12,812	4,592
Total per pupil revenues	\$ 18,330	\$ 19,359	\$ 20,621	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 8,288	\$ 8,759	\$ 8,282
Grants	1,109	1,711	3,020
Donations and tax credits	144	131	125

Select revenues from less common sources

Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	6,528	6,516	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

Maine Consolidated SD—page 2

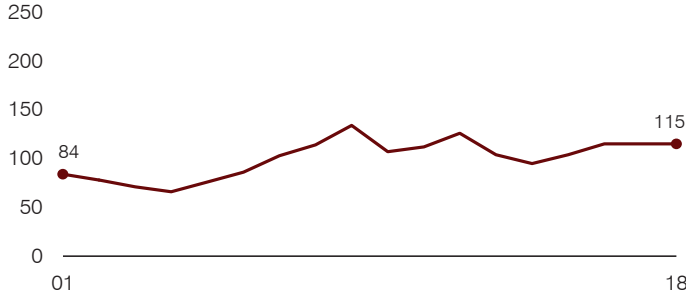
Instructional spending percentage

Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 46.2 46.7 47.7 50.6 50.7 43.8 46.8 45.8 53.5 50.5 52.3 50.2 50.8 51.1 51.8 53.0 53.7 53.3

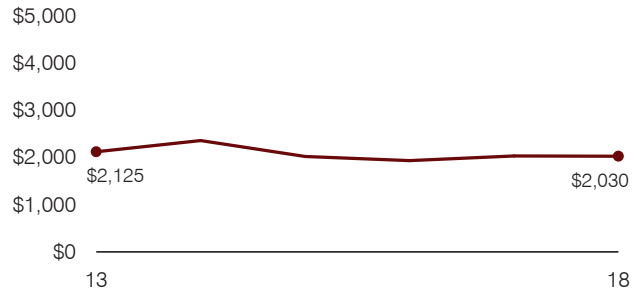
TRENDS AND FINANCIAL STRESS ASSESSMENT

Fiscal years as indicated

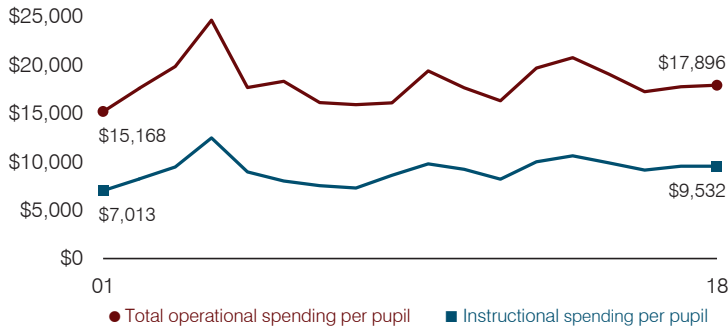
Students attending



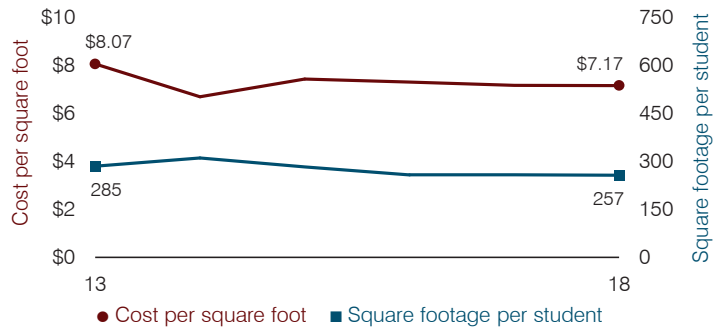
Administrative cost per pupil



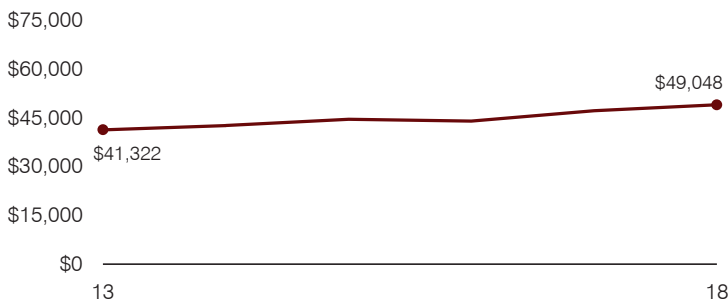
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



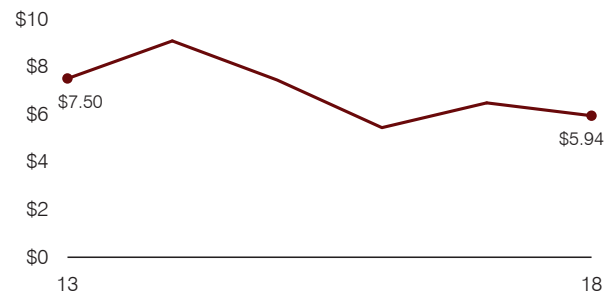
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



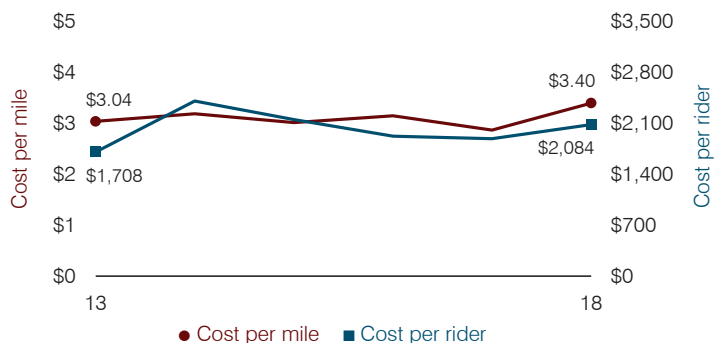
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	Isolated
Spending increase election results	No election held
Operating reserve percentage, Trend	0.3%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Mammoth-San Manuel Unified School District

Pinal County

District size, location:

Medium, Rural

Efficiency peer groups 5 and T-7, Achievement peer group 5¹

Students attending:

705

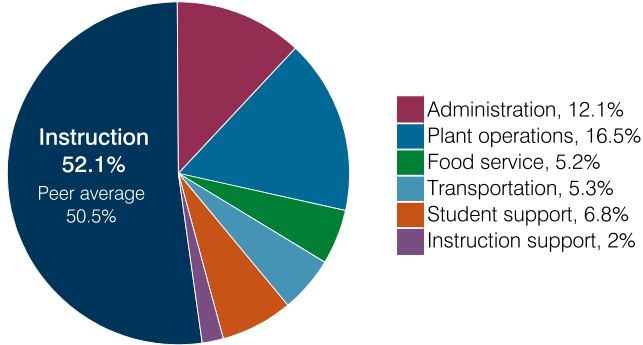
Legislative district(s): 8

Number of schools:

3

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,122	\$1,221	\$860
	Students per administrative position	45	54	66
Plant operations	Cost per square foot	\$4.43	\$5.43	\$6.34
	Square footage per student	341	257	156
Food service	Cost per meal	\$3.21	\$3.66	\$3.02
Transportation	Cost per mile	\$2.73	\$3.35	\$4.05
	Cost per rider	\$724	\$1,057	\$1,301

Legend: Very low (green), Low (blue), Comparable (yellow), High (orange), Very high (red)

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,584	\$ 4,812	\$ 4,824	\$ 4,480
Administration	1,124	1,122	1,221	860
Plant operations	1,421	1,511	1,365	988
Food service	511	480	437	425
Transportation	414	493	532	388
Student support	640	631	623	693
Instruction support	332	189	359	462
Total operational	9,026	9,238	9,361	8,296
Land and buildings	335	1,025	799	827
Equipment	165	328	433	409
Interest	6	5	248	228
Other	102	43	71	169
Total nonoperational	608	1,401	1,551	1,633
Total per pupil spending	\$ 9,634	\$ 10,639	\$ 10,912	\$ 9,929

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

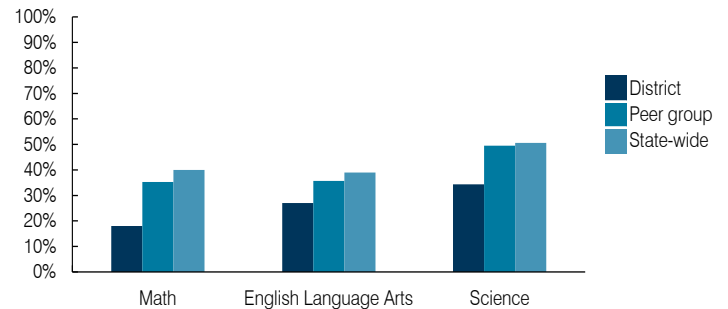
STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools ²	Percentage of schools
A	0	0%
B	1	25%
C	2	50%
D	1	25%
F	0	0%

² Includes schools that share a campus.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	93%	94%
Graduation rate (2017)	87%	86%	78%
Poverty rate (2017)	21%	22%	19%
Special education population	18%	13%	12%
Students per teacher	15.7	17.6	18.4
Average teacher salary	\$43,934	\$44,777	\$48,951
Amount from Prop 301	\$6,882	\$6,708	\$6,411
Average years of teacher experience	13.5	13.0	11.4
Percentage of teachers in first 3 years	17%	17%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,551	\$ 1,386	\$ 3,917	\$ 1,317
State	5,847	7,091	4,283	4,011
Local	2,223	2,380	4,207	4,592
Total per pupil revenues	\$ 9,621	\$ 10,857	\$ 12,407	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,891	\$ 6,251	\$ 5,992
Grants	1,927	2,603	1,703
Donations and tax credits	88	93	147

Select revenues from less common sources

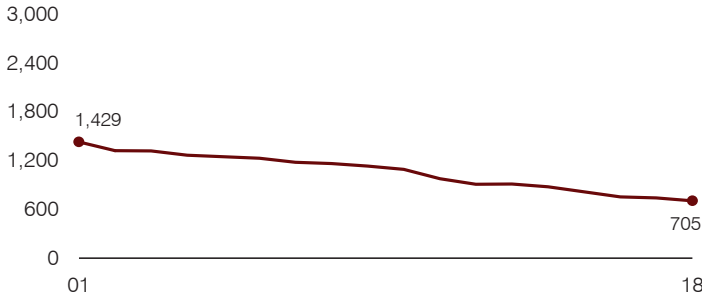
Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	0 of 31
Small school adjustment	0	0	0 of 31
Federal impact aid	0	0	16 of 31
Voter-approved levy increases	0	0	21 of 31

Instructional spending percentage

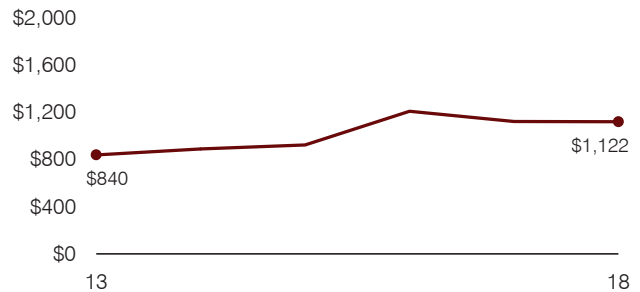
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 57.9 55.6 56.1 55.9 56.2 57.1 54.9 55.5 56.3 57.2 53.4 56.0 52.7 52.6 53.1 50.7 50.8 52.1

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

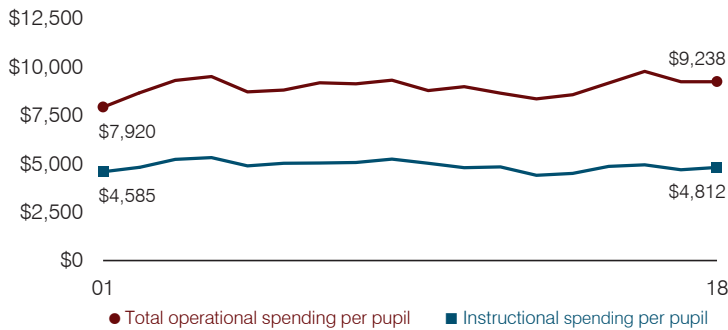
Students attending



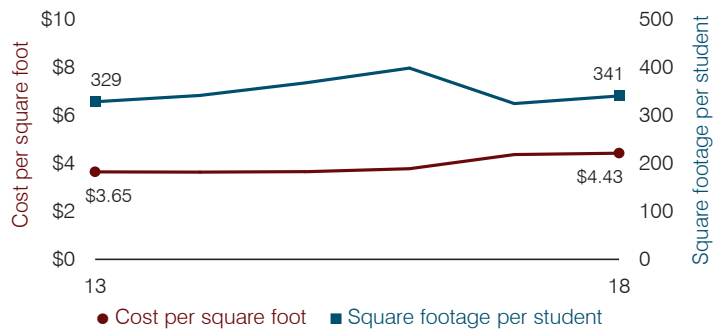
Administrative cost per pupil



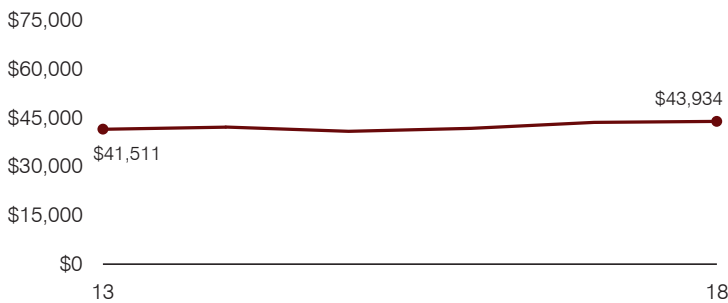
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



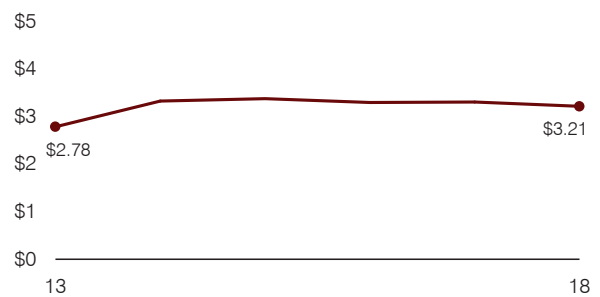
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



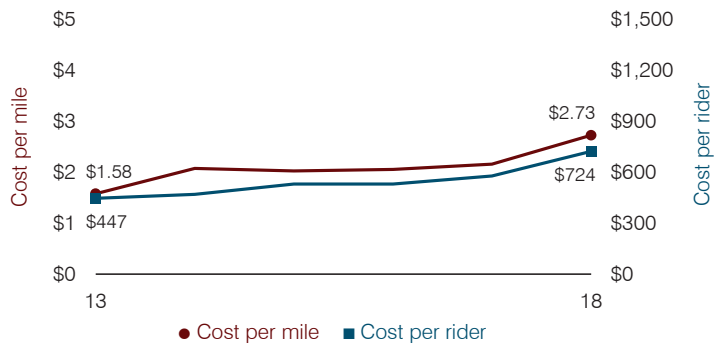
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	6.7%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Low **Moderate** **High**

Transportation costs per mile and per rider



Marana Unified School District

Pima County

Efficiency peer groups 2 and T-4, Achievement peer group 2¹

Legislative district(s): 9 and 11

District size, location:

Large, Suburb

Students attending:

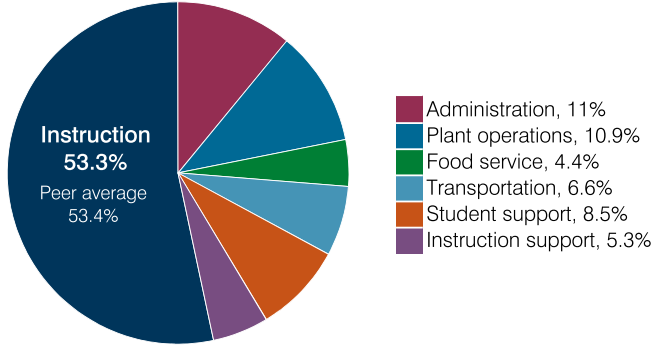
11,614

Number of schools:

17

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$877	\$804	\$860
	Students per administrative position	61	67	66
Plant operations	Cost per square foot	\$5.85	\$6.44	\$6.34
	Square footage per student	149	148	156
Food service	Cost per meal	\$3.00	\$3.08	\$3.02
Transportation	Cost per mile	\$3.23	\$3.72	\$4.05
	Cost per rider	\$1,245	\$1,330	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,252	\$ 4,263	\$ 4,135	\$ 4,480
Administration	820	877	804	860
Plant operations	869	869	941	988
Food service	362	351	342	425
Transportation	517	533	394	388
Student support	647	679	624	693
Instruction support	393	420	492	462
Total operational	7,860	7,992	7,732	8,296
Land and buildings	862	1,018	738	827
Equipment	869	605	531	409
Interest	426	473	238	228
Other	172	182	153	169
Total nonoperational	2,329	2,278	1,660	1,633
Total per pupil spending	\$ 10,189	\$ 10,270	\$ 9,392	\$ 9,929

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

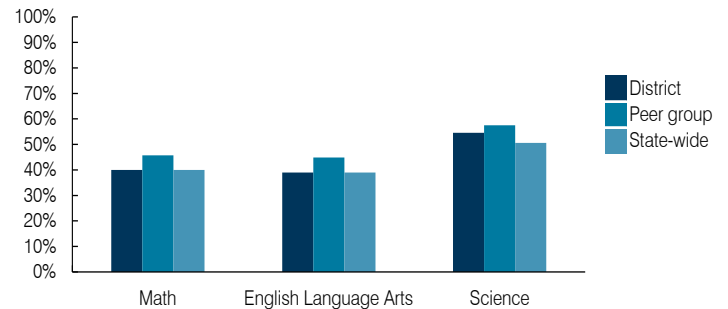
STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools ²	Percentage of schools
A	4	25%
B	7	44%
C	2	13%
D	3	18%
F	0	0%

² Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2017)	87%	90%	78%
Poverty rate (2017)	11%	12%	19%
Special education population	15%	13%	12%
Students per teacher	17.4	18.5	18.4
Average teacher salary	\$45,128	\$47,265	\$48,951
Amount from Prop 301	\$6,913	\$6,556	\$6,411
Average years of teacher experience	12.7	11.5	11.4
Percentage of teachers in first 3 years	13%	19%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 855	\$ 923	\$ 930	\$ 1,317
State	3,791	3,951	3,760	4,011
Local	4,641	4,542	4,666	4,592
Total per pupil revenues	\$ 9,287	\$ 9,416	\$ 9,356	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,668	\$ 5,743	\$ 5,545
Grants	884	934	1,051
Donations and tax credits	116	137	107

Select revenues from less common sources

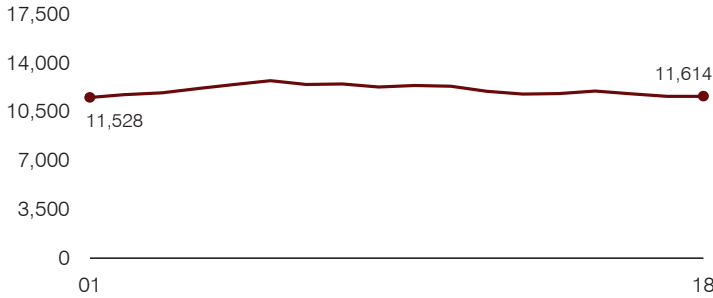
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	3 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	0	0	2 of 10
Voter-approved levy increases	1,240	1,274	10 of 10

Instructional spending percentage

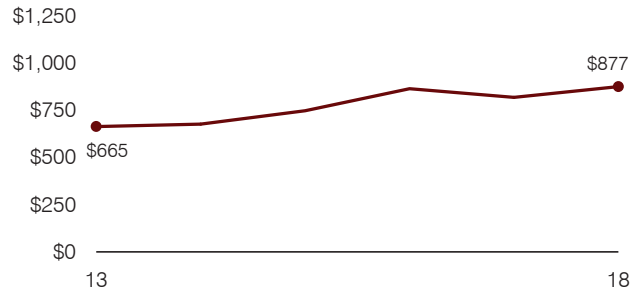
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 52.9 55.4 56.5 59.2 58.8 58.7 59.1 57.3 57.9 56.7 56.1 54.2 54.5 53.9 53.3 53.9 54.1 53.3

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

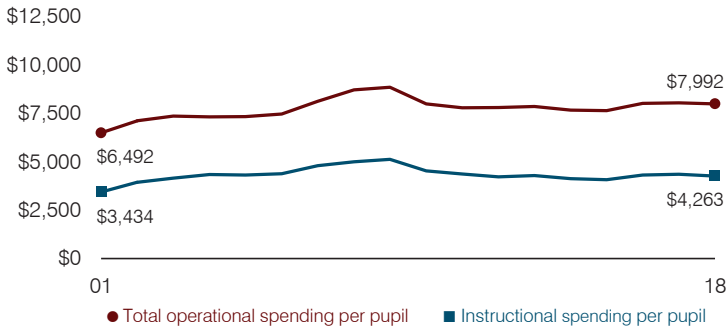
Students attending



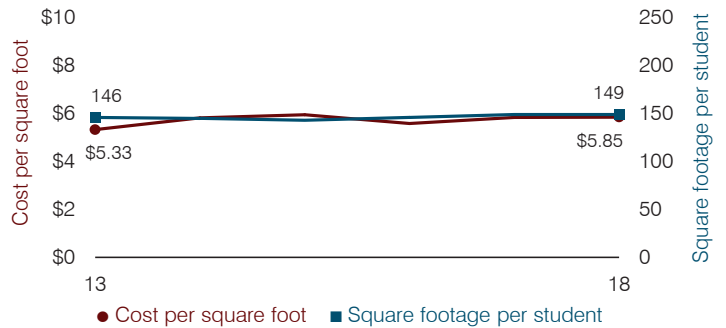
Administrative cost per pupil



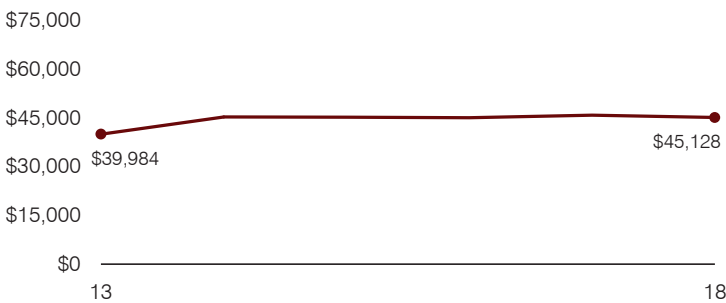
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



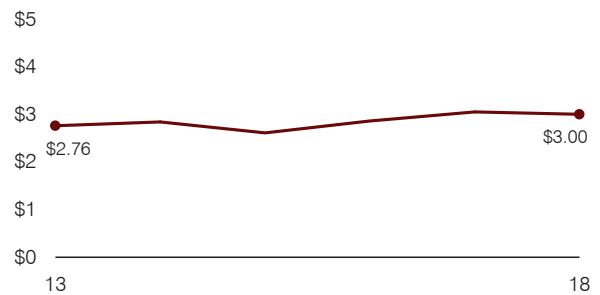
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



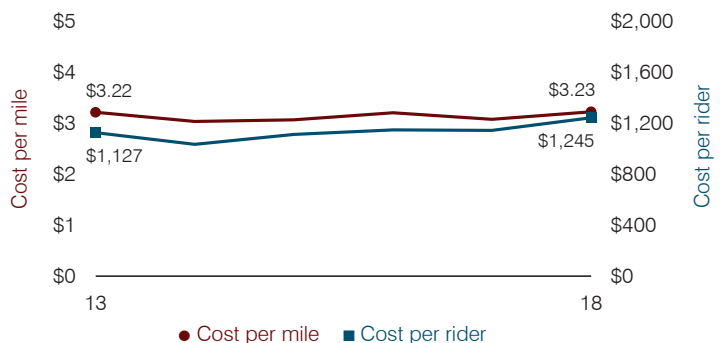
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Mixed election results
Operating reserve percentage, Trend	0.9%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Maricopa Unified School District

Pinal County

Efficiency peer groups 4 and T-6, Achievement peer group 4¹

Legislative district(s): 11

District size, location:

Medium-large, Town

Students attending:

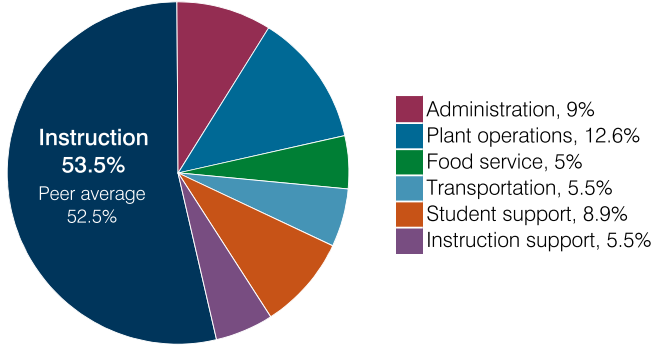
6,483

Number of schools:

9

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$699	\$837	\$860
	Students per administrative position	93	69	66
Plant operations	Cost per square foot	\$7.03	\$5.61	\$6.34
	Square footage per student	140	184	156
Food service	Cost per meal	\$2.92	\$3.16	\$3.02
Transportation	Cost per mile	\$3.86	\$3.96	\$4.05
	Cost per rider	\$1,022	\$721	\$1,301

Very low
Low
Comparable
High
Very high

Per pupil spending

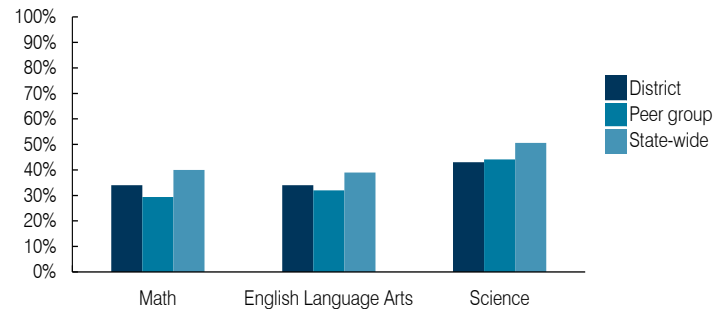
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,705	\$ 4,165	\$ 4,194	\$ 4,480
Administration	637	699	837	860
Plant operations	938	984	1,004	988
Food service	372	385	421	425
Transportation	431	430	418	388
Student support	633	694	643	693
Instruction support	472	426	480	462
Total operational	7,188	7,783	7,997	8,296
Land and buildings	40	112	570	827
Equipment	384	438	389	409
Interest	209	188	200	228
Other	160	50	69	169
Total nonoperational	793	788	1,228	1,633
Total per pupil spending	\$ 7,981	\$ 8,571	\$ 9,225	\$ 9,929

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	2	23%
B	3	33%
C	4	44%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2017)	76%	85%	78%
Poverty rate (2017)	11%	13%	19%
Special education population	15%	13%	12%
Students per teacher	19.5	16.6	18.4
Average teacher salary	\$47,393	\$47,740	\$48,951
Amount from Prop 301	\$4,000	\$6,338	\$6,411
Average years of teacher experience	8.8	11.9	11.4
Percentage of teachers in first 3 years	18%	17%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 910	\$ 1,027	\$ 2,385	\$ 1,317
State	4,833	5,220	4,222	4,011
Local	2,145	2,714	3,291	4,592
Total per pupil revenues	\$ 7,888	\$ 8,961	\$ 9,898	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,390	\$ 5,604	\$ 5,443
Grants	942	1,144	1,552
Donations and tax credits	20	27	63

Select revenues from less common sources

Source	District	Peer average	Number of peers receiving
Desegregation	\$ 206	\$ 199	1 of 17
Small school adjustment	0	0	0 of 17
Federal impact aid	29	21	6 of 17
Voter-approved levy increases	569	1,102	13 of 17

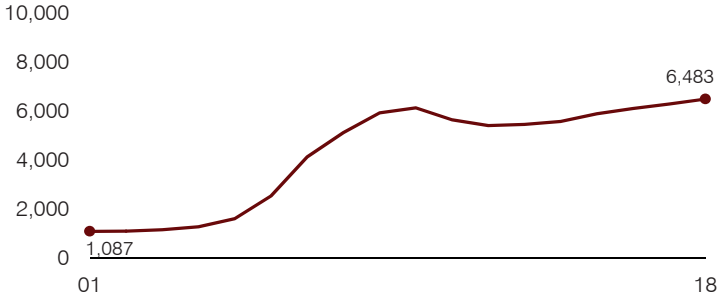
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

Instructional spending percentage

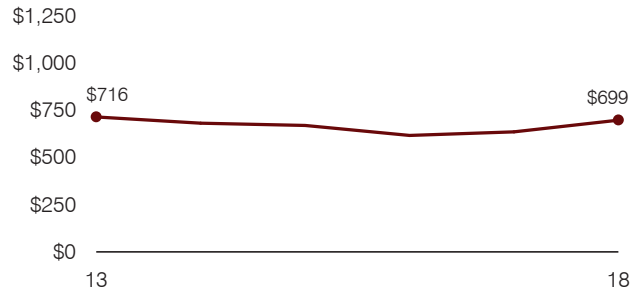
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 59.1 56.8 58.8 51.1 55.8 55.5 55.2 59.7 52.3 50.7 49.6 47.0 47.4 47.0 48.7 49.1 51.5 53.5

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

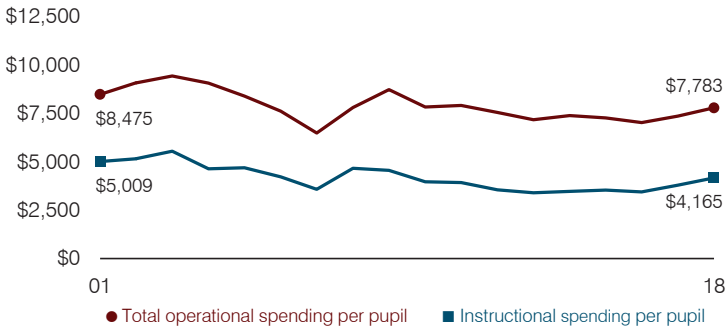
Students attending



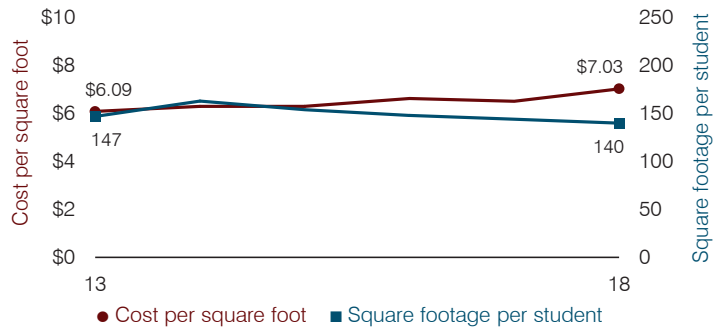
Administrative cost per pupil



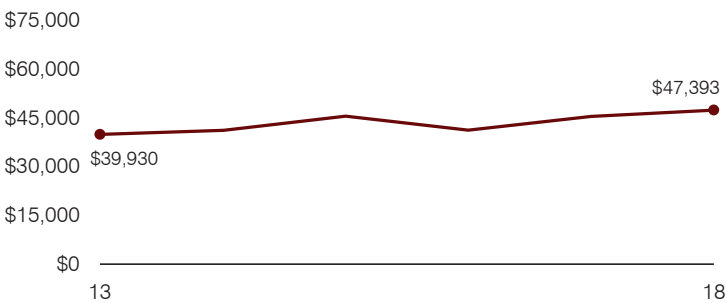
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



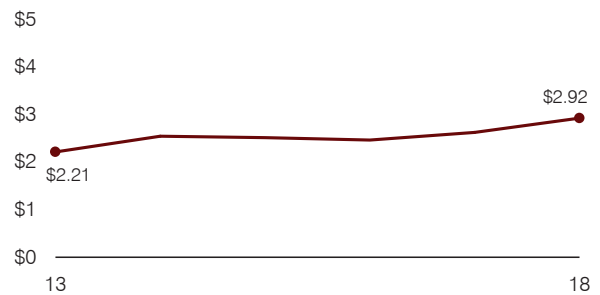
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



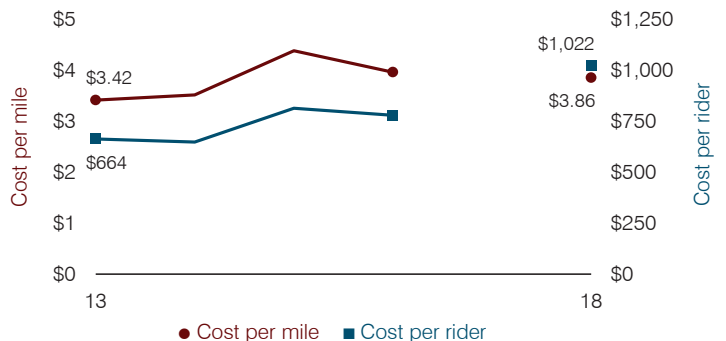
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	5.1%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant

Low **Moderate** **High**

Transportation costs per mile and per rider



Mayer Unified School District

Yavapai County

Efficiency peer groups 6 and T-10, Achievement peer group 7¹

Legislative district(s): 1

District size, location:

Small, Rural

Students attending:

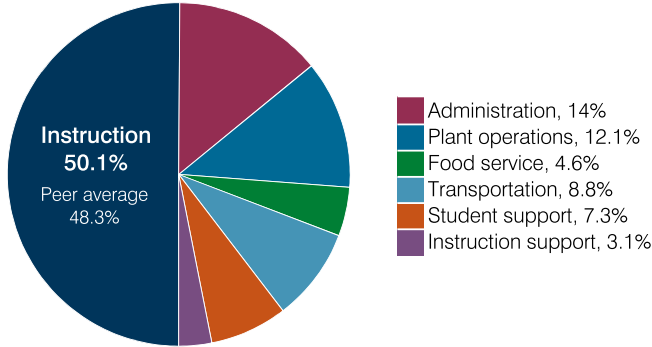
470

Number of schools:

2

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,672	\$1,744	\$860
	Students per administrative position	59	43	66
Plant operations	Cost per square foot	\$5.74	\$5.27	\$6.34
	Square footage per student	252	321	156
Food service	Cost per meal	\$3.41	\$3.96	\$3.02
Transportation	Cost per mile	\$2.53	\$1.95	\$4.05
	Cost per rider	\$1,637	\$1,572	\$1,301

Legend: Very low (green), Low (blue), Comparable (yellow), High (orange), Very high (red)

Per pupil spending

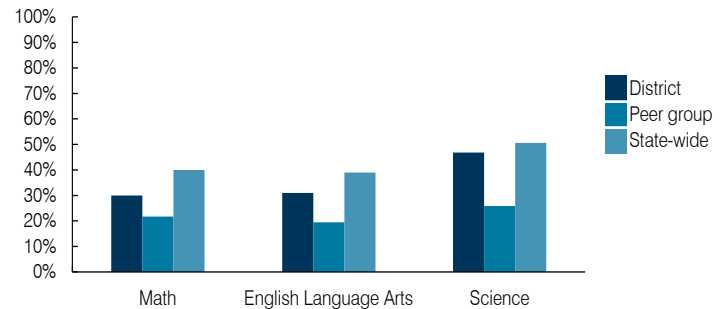
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 5,375	\$ 5,982	\$ 5,556	\$ 4,480
Administration	1,632	1,672	1,744	860
Plant operations	1,281	1,443	1,706	988
Food service	491	558	546	425
Transportation	925	1,045	592	388
Student support	756	875	672	693
Instruction support	344	364	393	462
Total operational	10,804	11,939	11,209	8,296
Land and buildings	105	135	1,077	827
Equipment	623	299	601	409
Interest	179	182	162	228
Other	9	17	60	169
Total nonoperational	916	633	1,900	1,633
Total per pupil spending	\$ 11,720	\$ 12,572	\$ 13,109	\$ 9,929

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	50%
C	1	50%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	91%	91%	94%
Graduation rate (2017)	69%	76%	78%
Poverty rate (2017)	48%	41%	19%
Special education population	19%	12%	12%
Students per teacher	13.1	15.8	18.4
Average teacher salary	\$44,108	\$48,537	\$48,951
Amount from Prop 301	\$6,250	\$5,191	\$6,411
Average years of teacher experience	13.6	12.5	11.4
Percentage of teachers in first 3 years	16%	18%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,778	\$ 1,869	\$ 2,405	\$ 1,317
State	4,770	5,338	4,080	4,011
Local	5,250	5,395	8,027	4,592
Total per pupil revenues	\$ 11,798	\$ 12,602	\$ 14,512	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 7,492	\$ 8,443	\$ 7,175
Grants	1,974	2,099	2,252
Donations and tax credits	73	86	337

Select revenues from less common sources

Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	0 of 18
Small school adjustment	0	0	5 of 18
Federal impact aid	0	0	3 of 18
Voter-approved levy increases	281	342	14 of 18

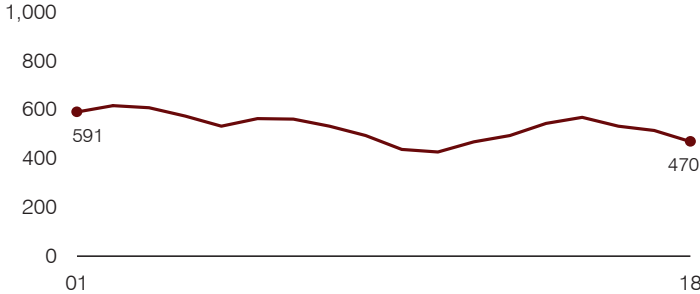
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

Instructional spending percentage

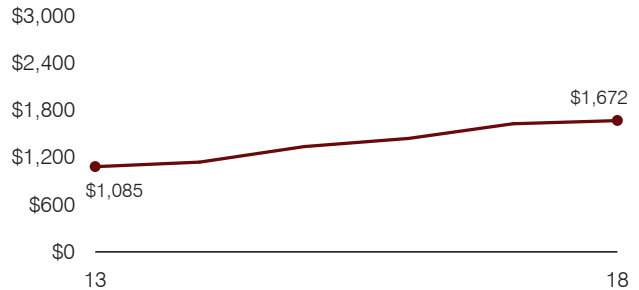
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 55.1 57.4 55.7 54.4 53.7 53.9 49.8 50.2 47.7 44.4 47.7 44.5 44.8 46.8 49.3 48.4 49.8 50.1

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

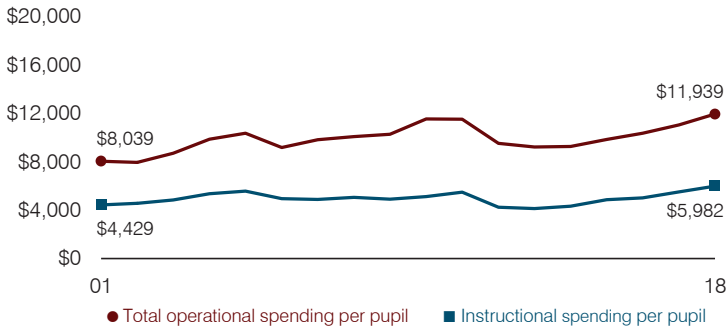
Students attending



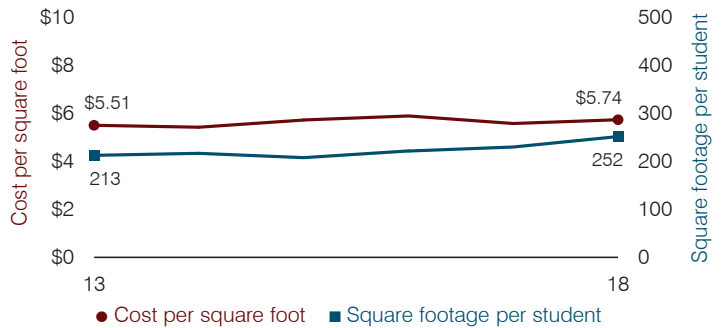
Administrative cost per pupil



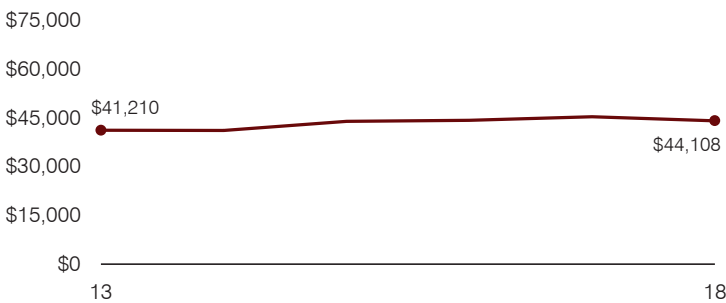
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



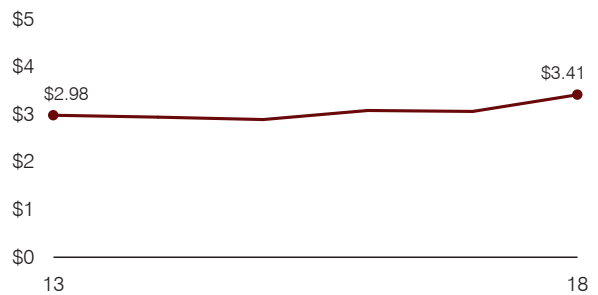
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



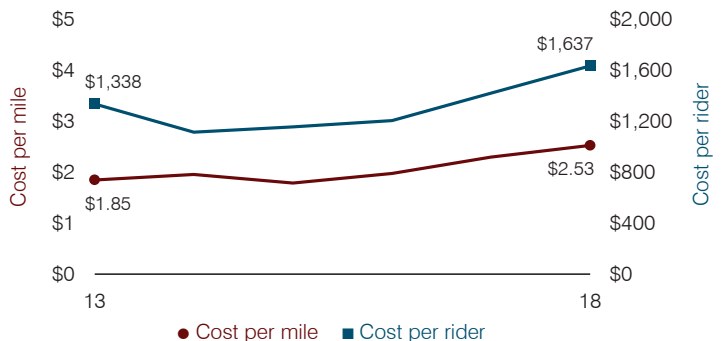
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	11.3%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



McNary Elementary School District

Apache County

District size, location:

Very small, Rural

Efficiency peer groups 11 and T-11, Achievement peer group 20¹

Students attending:

123

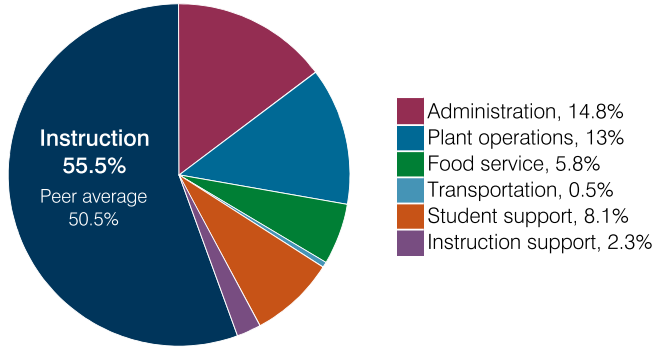
Legislative district(s): 7

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,304	\$3,064	\$860
	Students per administrative position	35	33	66
Plant operations	Cost per square foot	\$6.27	\$7.31	\$6.34
	Square footage per student	323	371	156
Food service	Cost per meal	\$4.24	\$5.79	\$3.02
Transportation	Cost per mile	\$0.68	\$1.94	\$4.05
	Cost per rider	\$381	\$1,614	\$1,301

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 8,561	\$ 8,639	\$ 8,493	\$ 4,480
Administration	2,331	2,304	3,064	860
Plant operations	1,867	2,023	2,439	988
Food service	886	903	932	425
Transportation	156	62	973	388
Student support	1,246	1,267	656	693
Instruction support	288	360	400	462
Total operational	15,335	15,558	16,957	8,296
Land and buildings	0	0	965	827
Equipment	268	595	562	409
Interest	1	0	25	228
Other	0	0	88	169
Total nonoperational	269	595	1,640	1,633
Total per pupil spending	\$ 15,604	\$ 16,153	\$ 18,597	\$ 9,929

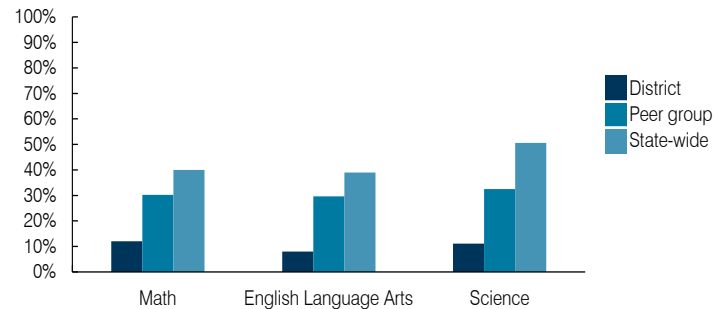
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	0	0%
D	1	100%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	45%	39%	19%
Special education population	15%	17%	12%
Students per teacher	11.2	12.3	18.4
Average teacher salary	\$39,785	\$46,899	\$48,951
Amount from Prop 301	\$3,117	\$4,418	\$6,411
Average years of teacher experience	10.0	13.4	11.4
Percentage of teachers in first 3 years	17%	6%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 9,501	\$ 11,009	\$ 3,021	\$ 1,317
State	6,164	6,178	4,788	4,011
Local	1,111	1,187	12,812	4,592
Total per pupil revenues	\$ 16,776	\$ 18,374	\$ 20,621	\$ 9,920

Select revenues from common sources

Source	District 2017	District 2018	Peer average 2018	State average 2018
Equalization formula funding	\$ 6,097	\$ 6,331	\$ 8,282	\$ 5,585
Grants	2,116	2,119	3,020	1,241
Donations and tax credits	17	28	125	90

Select revenues from less common sources

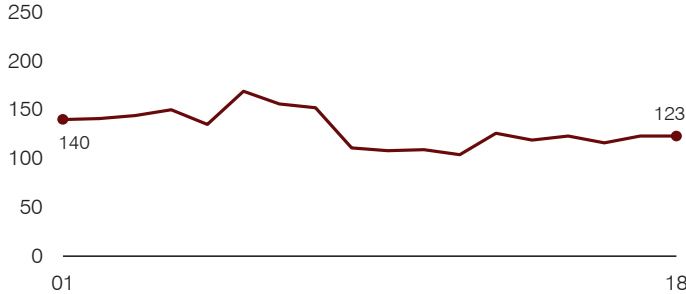
Source	District 2017	District 2018	Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	1,572	2,032	45 of 56
Federal impact aid	7,387	8,908	5 of 56
Voter-approved levy increases	0	0	5 of 56

Instructional spending percentage

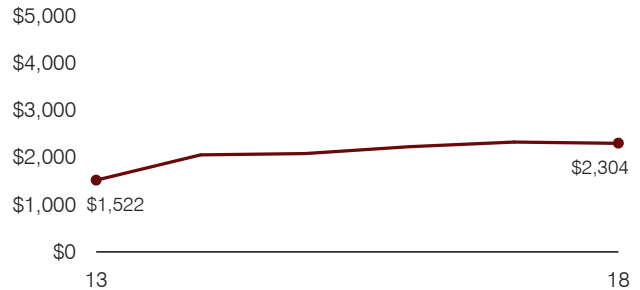
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 61.9 63.8 62.3 61.8 58.8 64.0 64.9 61.5 63.2 56.3 53.2 58.5 53.1 58.0 54.3 55.7 55.8 55.5

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

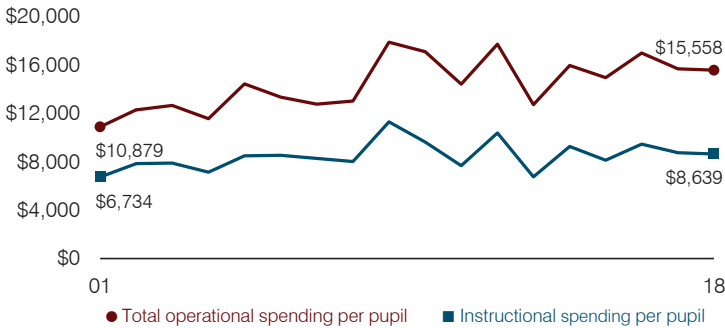
Students attending



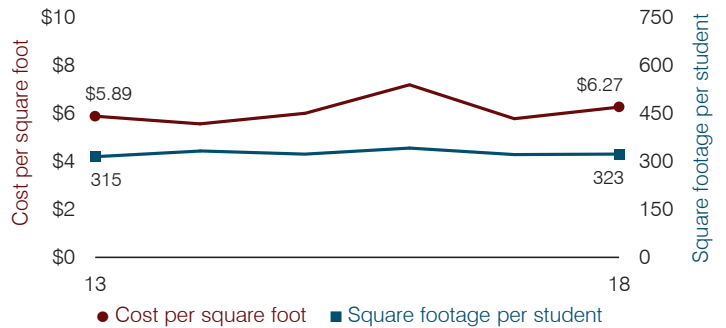
Administrative cost per pupil



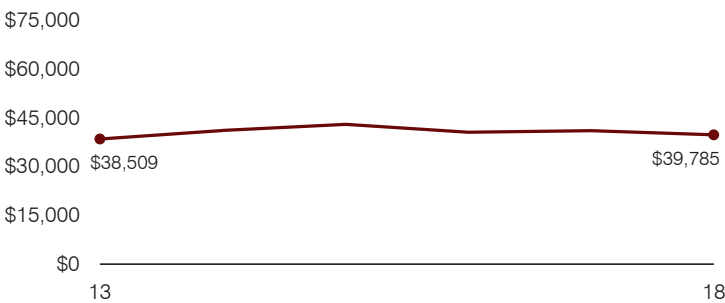
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



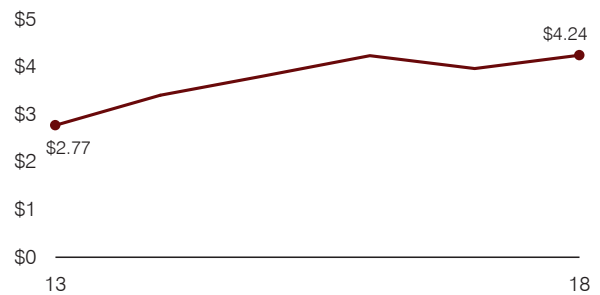
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



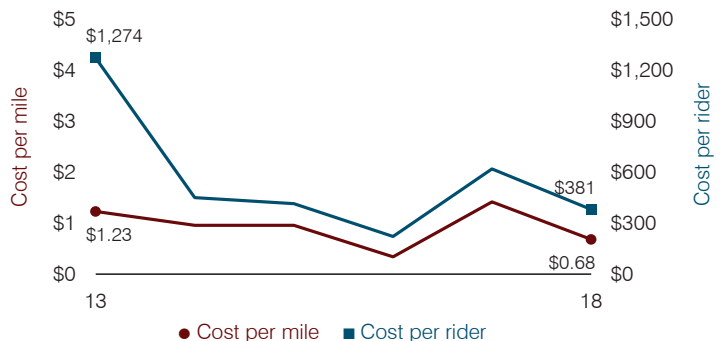
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	11.3%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



McNeal Elementary School District

Cochise County

Efficiency peer groups 11 and T-11, Achievement peer group 16¹

Legislative district(s): 14

District size, location:

Very small, Rural

Students attending:

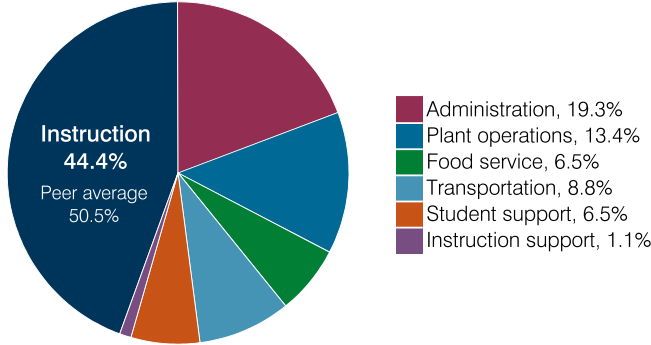
53

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,480	\$3,064	\$860
	Students per administrative position	21	33	66
Plant operations	Cost per square foot	\$10.73	\$7.31	\$6.34
	Square footage per student	161	371	156
Food service	Cost per meal	\$3.45	\$5.79	\$3.02
Transportation	Cost per mile	\$1.35	\$1.94	\$4.05
	Cost per rider	\$1,205	\$1,614	\$1,301

Per pupil spending

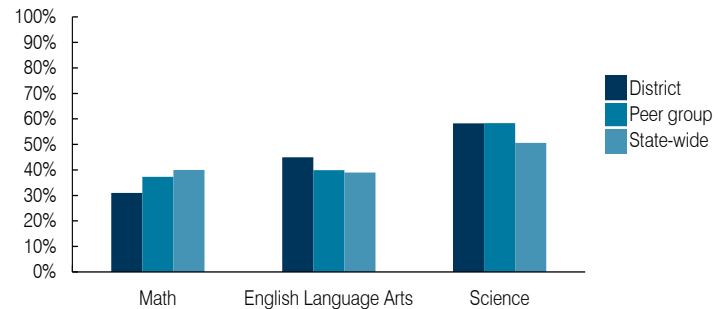
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 5,489	\$ 5,724	\$ 8,493	\$ 4,480
Administration	2,296	2,480	3,064	860
Plant operations	1,552	1,730	2,439	988
Food service	901	832	932	425
Transportation	942	1,137	973	388
Student support	616	832	656	693
Instruction support	289	142	400	462
Total operational	12,085	12,877	16,957	8,296
Land and buildings	128	0	965	827
Equipment	1,194	198	562	409
Interest	15	16	25	228
Other	0	292	88	169
Total nonoperational	1,337	506	1,640	1,633
Total per pupil spending	\$ 13,422	\$ 13,383	\$ 18,597	\$ 9,929

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	100%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	14%	12%	19%
Special education population	22%	16%	12%
Students per teacher	13.3	13.4	18.4
Average teacher salary	\$47,594	\$48,478	\$48,951
Amount from Prop 301	\$3,668	\$4,651	\$6,411
Average years of teacher experience	18.0	15.3	11.4
Percentage of teachers in first 3 years	0%	6%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,318	\$ 1,731	\$ 3,021	\$ 1,317
State	7,092	9,134	4,788	4,011
Local	3,921	5,259	12,812	4,592
Total per pupil revenues	\$ 12,331	\$ 16,124	\$ 20,621	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 8,360	\$ 10,244	\$ 8,282	\$ 5,585
Grants	1,400	1,748	3,020	1,241
Donations and tax credits	63	76	125	90

Select revenues from less common sources

			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	2,326	1,887	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

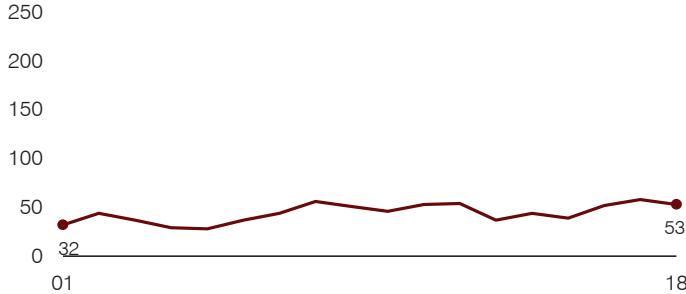
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

Instructional spending percentage

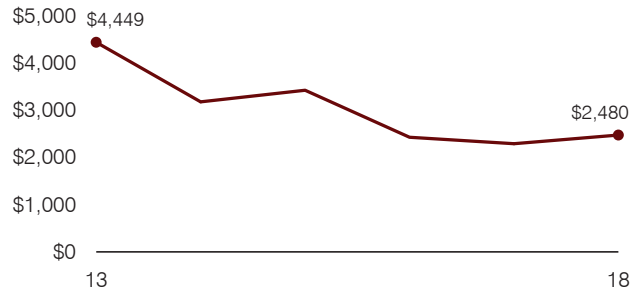
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 76.6 68.7 60.1 49.9 49.2 47.7 54.0 51.8 48.3 44.3 46.9 45.6 45.7 45.1 43.4 44.2 45.4 44.4

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

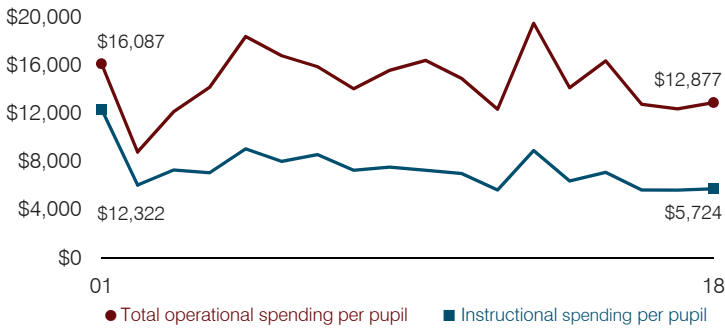
Students attending



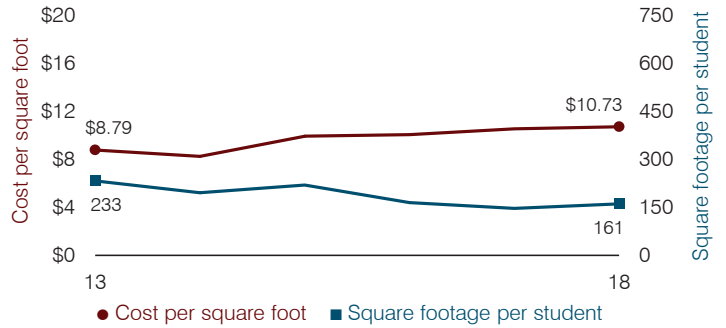
Administrative cost per pupil



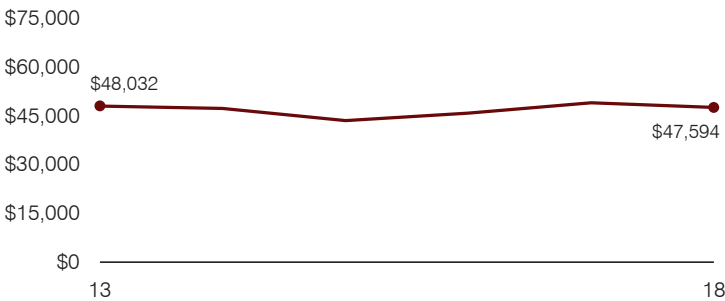
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



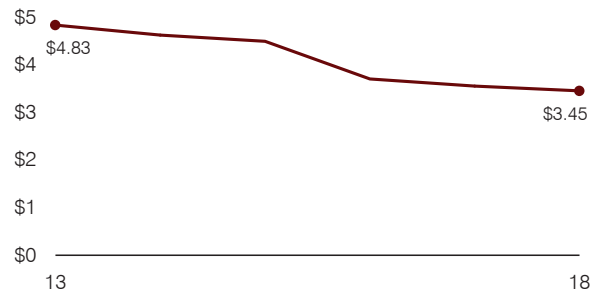
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



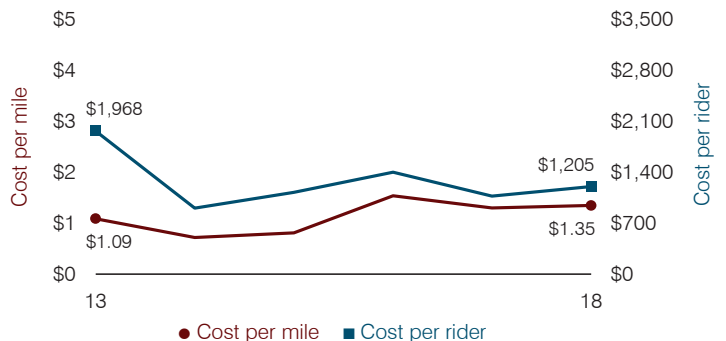
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	4.3%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Not assessed

Legend: **Low** (Green), **Moderate** (Yellow), **High** (Red)

Transportation costs per mile and per rider



Mesa Unified School District

Maricopa County

Efficiency peer groups 1 and T-4, Achievement peer group 3¹

Legislative district(s): 16, 17, 18, 23, 25, and 26

District size, location:

Very large, City

Students attending:

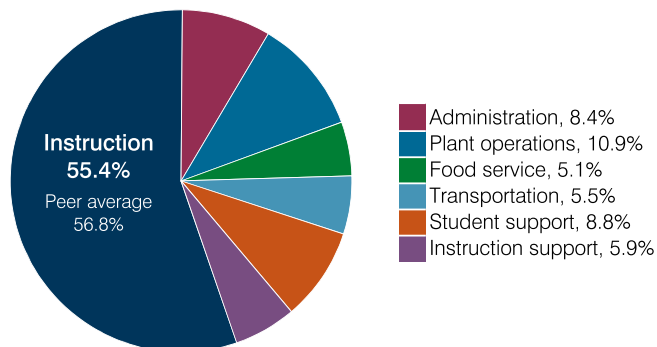
60,375

Number of schools:

75

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$697	\$712	\$860
	Students per administrative position	64	80	66
Plant operations	Cost per square foot	\$6.44	\$6.18	\$6.34
	Square footage per student	140	149	156
Food service	Cost per meal	\$2.88	\$2.87	\$3.02
Transportation	Cost per mile	\$4.70	\$3.72	\$4.05
	Cost per rider	\$1,555	\$1,330	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,535	\$ 4,599	\$ 4,531	\$ 4,480
Administration	682	697	712	860
Plant operations	923	901	916	988
Food service	435	421	331	425
Transportation	451	458	358	388
Student support	705	733	704	693
Instruction support	493	495	395	462
Total operational	8,224	8,304	7,947	8,296
Land and buildings	433	506	631	827
Equipment	279	178	317	409
Interest	141	151	232	228
Other	122	129	207	169
Total nonoperational	975	964	1,387	1,633
Total per pupil spending	\$ 9,199	\$ 9,268	\$ 9,334	\$ 9,929

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

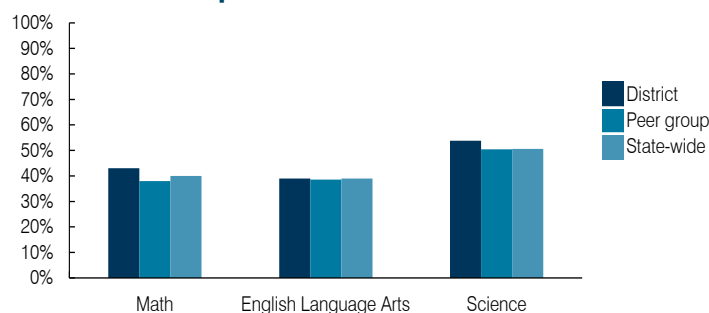
STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools ²	Percentage of schools
A	18	25%
B	25	34%
C	22	30%
D	7	10%
F	1	1%

² Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2017)	76%	85%	78%
Poverty rate (2017)	19%	19%	19%
Special education population	15%	14%	12%
Students per teacher	19.4	18.7	18.4
Average teacher salary	\$53,337	\$46,859	\$48,951
Amount from Prop 301	\$7,097	\$7,342	\$6,411
Average years of teacher experience	13.5	12.1	11.4
Percentage of teachers in first 3 years	16%	15%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,109	\$ 1,013	\$ 875	\$ 1,317
State	4,274	4,446	3,546	4,011
Local	3,850	3,950	5,443	4,592
Total per pupil revenues	\$ 9,233	\$ 9,409	\$ 9,864	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 5,592	\$ 5,696	\$ 5,492	\$ 5,585
Grants	1,164	1,112	937	1,241
Donations and tax credits	69	69	94	90

Select revenues from less common sources

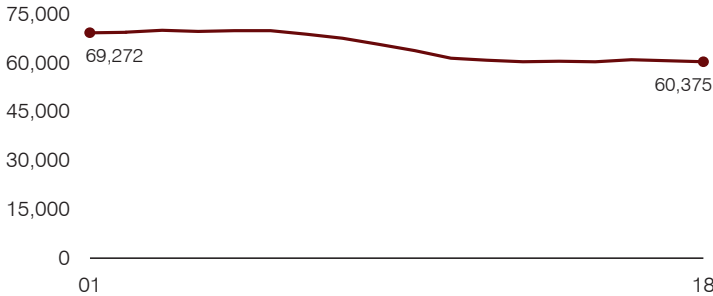
			Number of peers receiving
Desegregation	\$ 145	\$ 145	4 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	5	5	2 of 10
Voter-approved levy increases	1,241	1,323	10 of 10

Instructional spending percentage

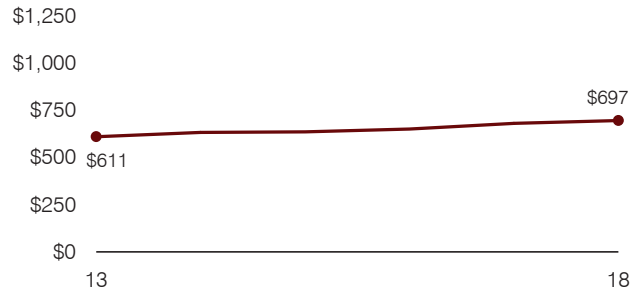
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 61.9 62.7 63.0 63.1 63.3 62.7 62.1 61.4 59.8 59.3 57.6 57.3 56.3 57.1 55.8 56.7 55.2 55.4

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

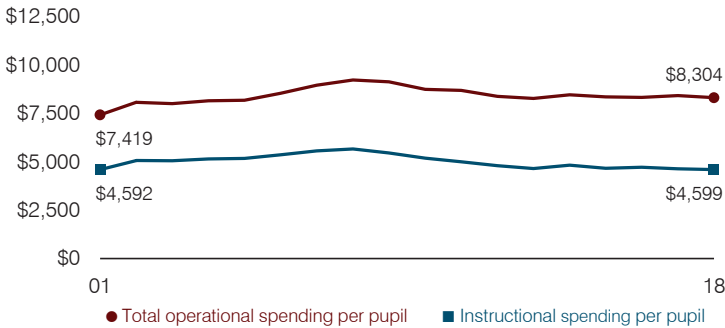
Students attending



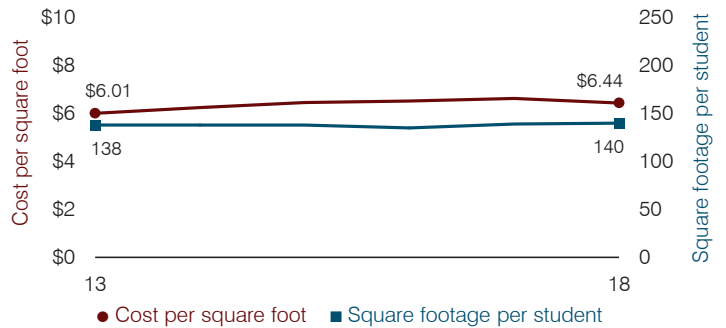
Administrative cost per pupil



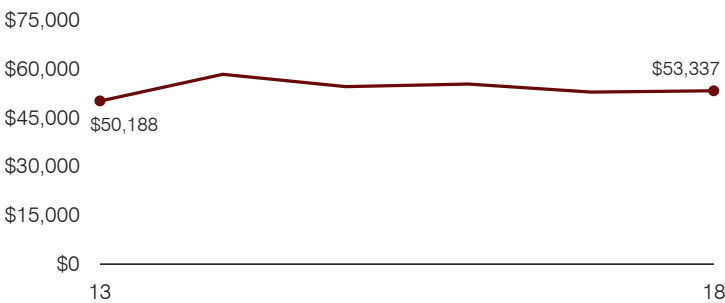
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



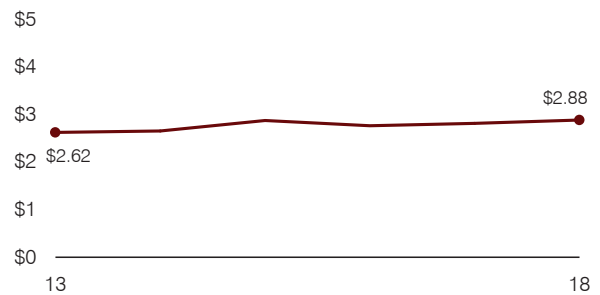
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



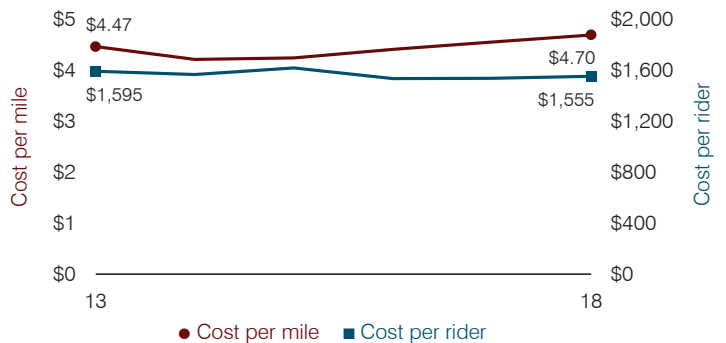
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Mixed election results
Operating reserve percentage, Trend	4.5%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low **Moderate** **High**

Transportation costs per mile and per rider



Miami Unified School District

Gila County

Efficiency peer groups 5 and T-7, Achievement peer group 7¹

Legislative district(s): 8

District size, location:

Medium, Rural

Students attending:

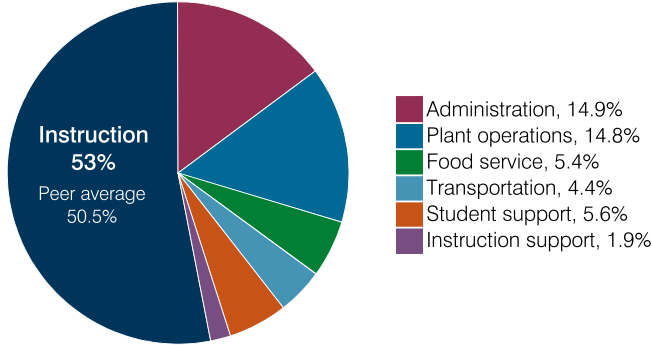
1,026

Number of schools:

3

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,242	\$1,221	\$860
	Students per administrative position	57	54	66
Plant operations	Cost per square foot	\$5.18	\$5.43	\$6.34
	Square footage per student	238	257	156
Food service	Cost per meal	\$5.20	\$3.66	\$3.02
Transportation	Cost per mile	\$4.80	\$3.35	\$4.05
	Cost per rider	\$1,202	\$1,057	\$1,301

Legend: Very low (green), Low (blue), Comparable (yellow), High (orange), Very high (red)

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,133	\$ 4,418	\$ 4,824	\$ 4,480
Administration	1,162	1,242	1,221	860
Plant operations	1,093	1,232	1,365	988
Food service	282	449	437	425
Transportation	359	370	532	388
Student support	445	469	623	693
Instruction support	112	155	359	462
Total operational	7,586	8,335	9,361	8,296
Land and buildings	163	315	799	827
Equipment	572	562	433	409
Interest	36	28	248	228
Other	0	1	71	169
Total nonoperational	771	906	1,551	1,633
Total per pupil spending	\$ 8,357	\$ 9,241	\$ 10,912	\$ 9,929

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

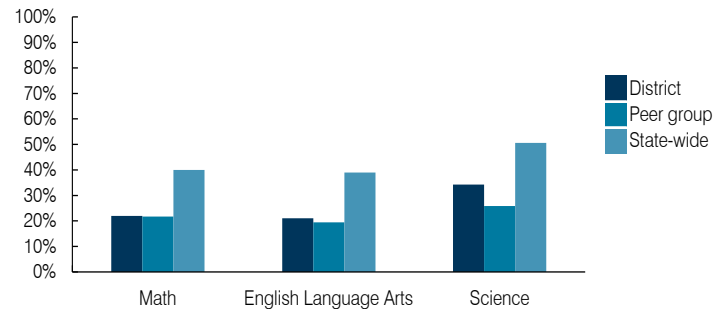
STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools ²	Percentage of schools
A	0	0%
B	0	0%
C	1	50%
D	1	50%
F	0	0%

² Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	90%	91%	94%
Graduation rate (2017)	85%	76%	78%
Poverty rate (2017)	41%	41%	19%
Special education population	10%	12%	12%
Students per teacher	17.1	15.8	18.4
Average teacher salary	\$43,049	\$48,537	\$48,951
Amount from Prop 301	\$5,804	\$5,191	\$6,411
Average years of teacher experience	16.5	12.5	11.4
Percentage of teachers in first 3 years	14%	18%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,424	\$ 1,409	\$ 3,917	\$ 1,317
State	2,893	3,288	4,283	4,011
Local	4,298	4,460	4,207	4,592
Total per pupil revenues	\$ 8,615	\$ 9,157	\$ 12,407	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 5,602	\$ 5,834	\$ 5,992	\$ 5,585
Grants	1,526	1,474	1,703	1,241
Donations and tax credits	118	202	147	90

Select revenues from less common sources

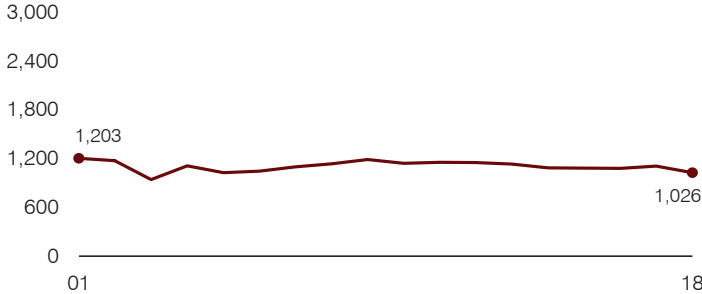
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 31
Small school adjustment	0	0	0 of 31
Federal impact aid	0	0	16 of 31
Voter-approved levy increases	520	606	21 of 31

Instructional spending percentage

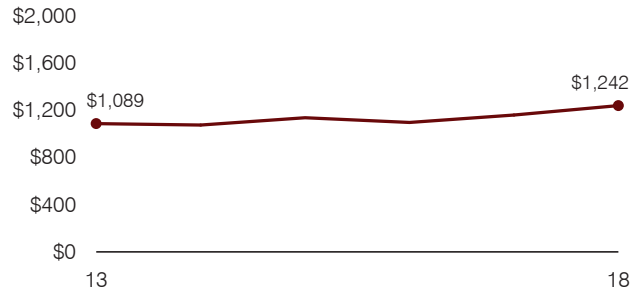
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 52.0 54.7 52.1 56.1 57.7 55.1 53.5 55.7 55.1 54.3 55.4 53.5 54.8 55.4 54.2 55.3 54.5 53.0

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

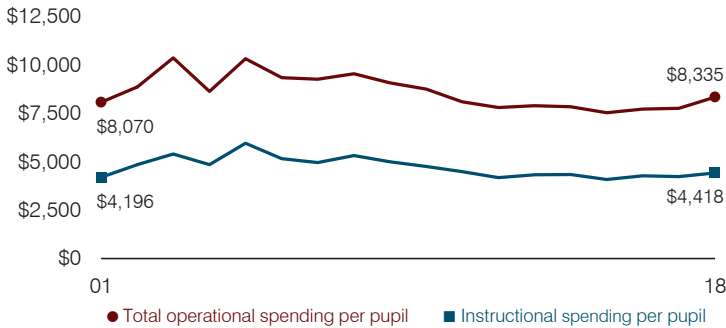
Students attending



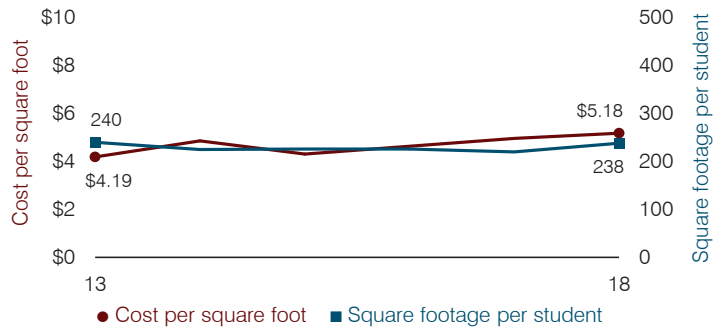
Administrative cost per pupil



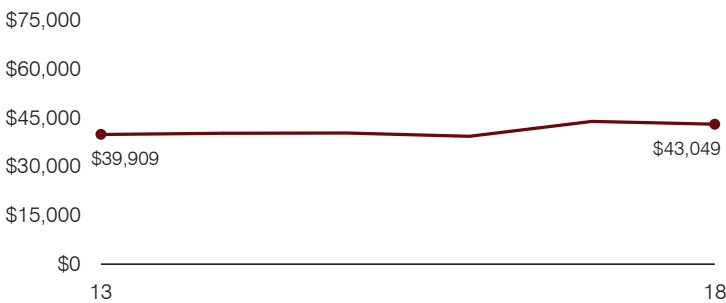
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



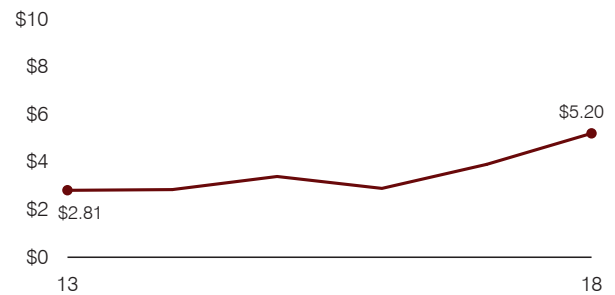
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



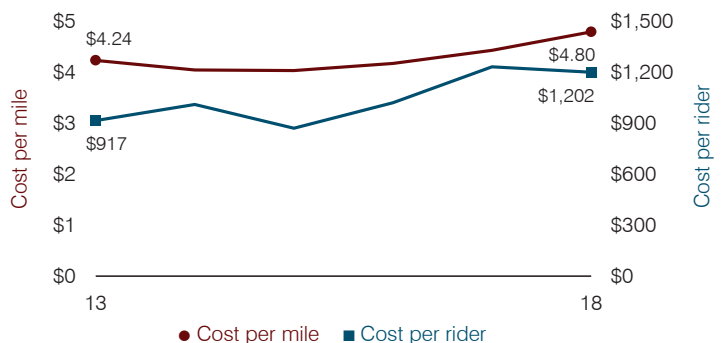
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	8.1%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Mingus Union High School District

Yavapai County

Efficiency peer groups 5 and T-7, Achievement peer group 11¹

Legislative district(s): 1 and 6

District size, location:

Medium, Town

Students attending:

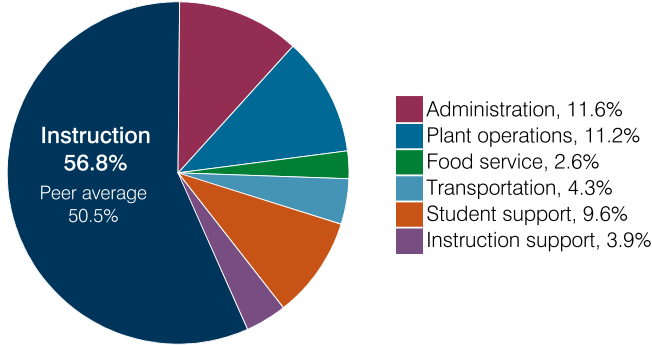
1,239

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$861	\$1,221	\$860
	Students per administrative position	62	54	66
Plant operations	Cost per square foot	\$5.04	\$5.43	\$6.34
	Square footage per student	164	257	156
Food service	Cost per meal	\$3.39	\$3.66	\$3.02
Transportation	Cost per mile	\$3.43	\$3.35	\$4.05
	Cost per rider	\$1,157	\$1,057	\$1,301

Very low Low Comparable High Very high

Per pupil spending

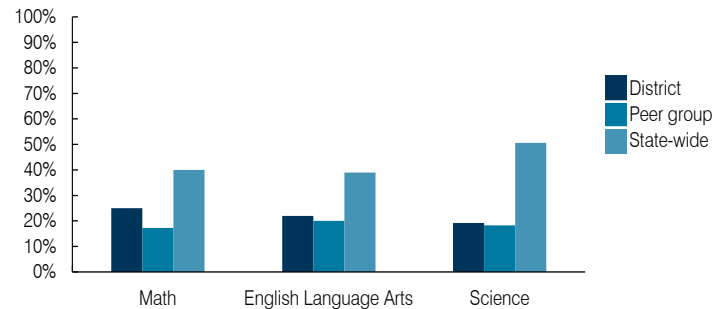
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,413	\$ 4,219	\$ 4,824	\$ 4,480
Administration	875	861	1,221	860
Plant operations	746	826	1,365	988
Food service	204	193	437	425
Transportation	348	315	532	388
Student support	793	716	623	693
Instruction support	186	293	359	462
Total operational	7,565	7,423	9,361	8,296
Land and buildings	1,265	746	799	827
Equipment	2,393	380	433	409
Interest	407	354	248	228
Other	53	53	71	169
Total nonoperational	4,118	1,533	1,551	1,633
Total per pupil spending	\$ 11,683	\$ 8,956	\$ 10,912	\$ 9,929

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	0	0%
D	1	100%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	92%	94%
Graduation rate (2017)	78%	76%	78%
Poverty rate (2017)	21%	21%	19%
Special education population	11%	12%	12%
Students per teacher	20.9	18.6	18.4
Average teacher salary	\$51,057	\$46,495	\$48,951
Amount from Prop 301	\$9,368	\$6,895	\$6,411
Average years of teacher experience	11.8	12.4	11.4
Percentage of teachers in first 3 years	17%	13%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 734	\$ 825	\$ 3,917	\$ 1,317
State	1,769	2,328	4,283	4,011
Local	6,777	6,324	4,207	4,592
Total per pupil revenues	\$ 9,280	\$ 9,477	\$ 12,407	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,076	\$ 5,327	\$ 5,992
Grants	885	947	1,703
Donations and tax credits	108	119	147

Select revenues from less common sources

Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 31
Small school adjustment	0	0	0 of 31
Federal impact aid	0	0	16 of 31
Voter-approved levy increases	2,029	1,734	21 of 31

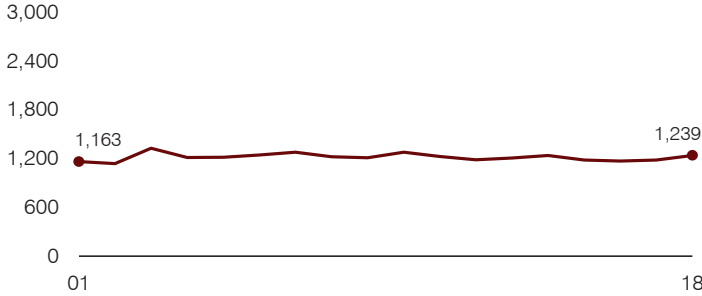
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

Instructional spending percentage

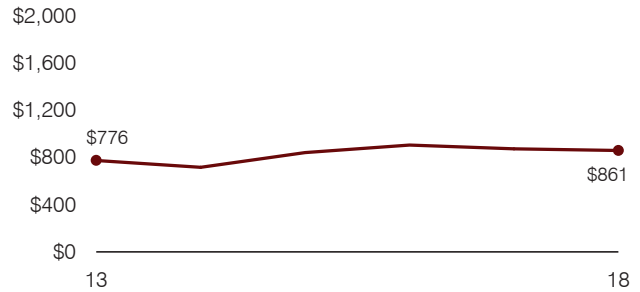
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 59.8 62.0 59.4 58.6 58.1 61.3 62.4 58.5 62.6 55.1 55.0 58.0 59.6 60.1 60.6 58.6 58.3 56.8

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

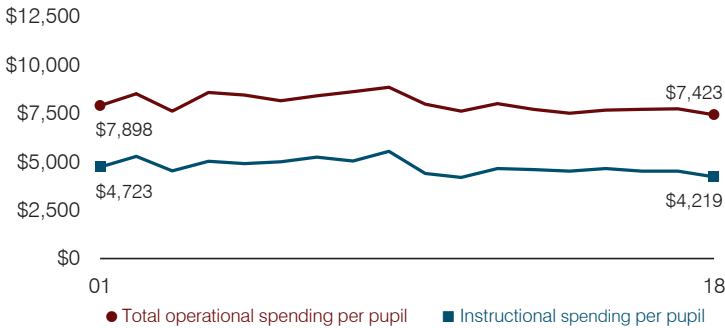
Students attending



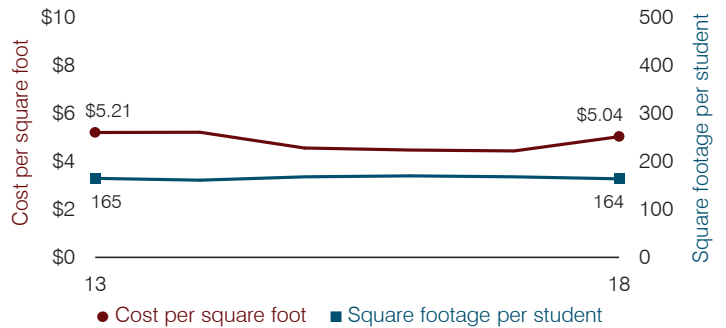
Administrative cost per pupil



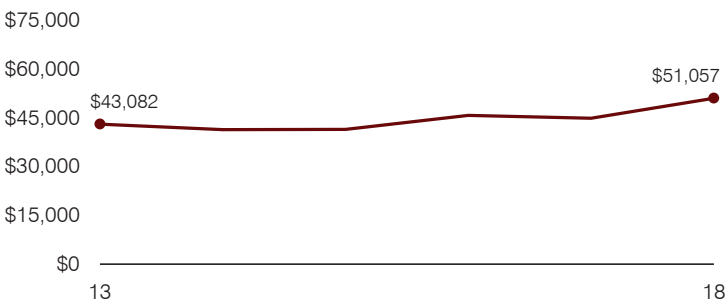
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



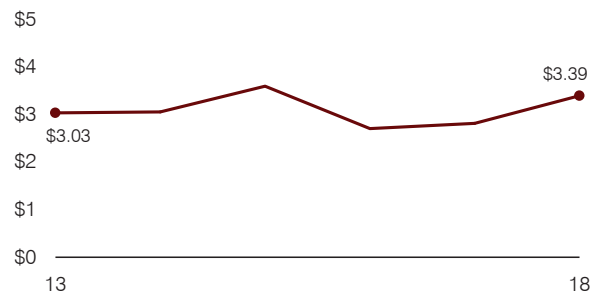
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



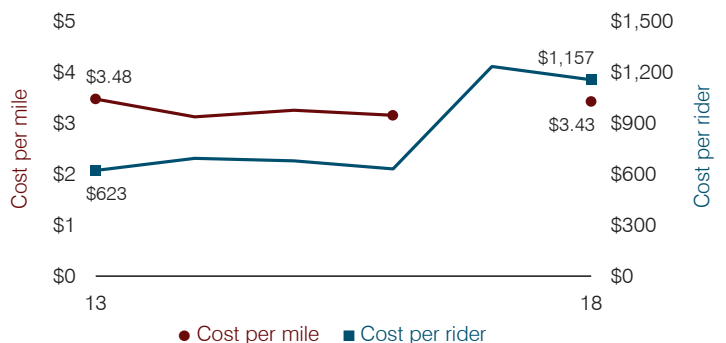
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	Isolated
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	1.7%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Mobile Elementary School District

Maricopa County

Efficiency peer groups 11 and T-11, Achievement peer group 17¹

Legislative district(s): 4

District size, location:

Very small, Rural

Students attending:

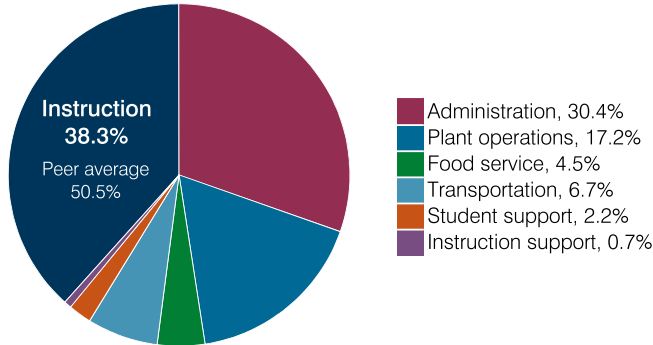
18

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$12,155	\$3,064	\$860
	Students per administrative position	9	33	66
Plant operations	Cost per square foot	\$5.44	\$7.31	\$6.34
	Square footage per student	1,262	371	156
Food service	Cost per meal	\$6.64	\$5.79	\$3.02
Transportation	Cost per mile	\$3.24	\$1.94	\$4.05
	Cost per rider	\$4,252	\$1,614	\$1,301

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 12,611	\$ 15,326	\$ 8,493	\$ 4,480
Administration	10,323	12,155	3,064	860
Plant operations	7,166	6,861	2,439	988
Food service	1,680	1,780	932	425
Transportation	1,229	2,702	973	388
Student support	522	876	656	693
Instruction support	368	302	400	462
Total operational	33,899	40,002	16,957	8,296
Land and buildings	2,282	0	965	827
Equipment	829	878	562	409
Interest	25	5	25	228
Other	152	110	88	169
Total nonoperational	3,288	993	1,640	1,633
Total per pupil spending	\$ 37,187	\$ 40,995	\$ 18,597	\$ 9,929

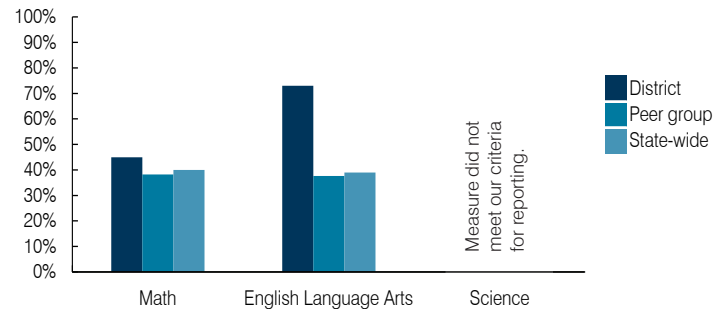
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Letter grade information for District's school was not published by ADE. See Appendix B for more information.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	16%	19%	19%
Special education population	7%	13%	12%
Students per teacher	4.8	14.1	18.4
Average teacher salary	\$50,038	\$50,510	\$48,951
Amount from Prop 301	\$0	\$5,096	\$6,411
Average years of teacher experience	10.0	13.8	11.4
Percentage of teachers in first 3 years	11%	9%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 2,051	\$ 4,274	\$ 3,021	\$ 1,317
State	2,465	1,327	4,788	4,011
Local	35,995	41,792	12,812	4,592
Total per pupil revenues	\$ 40,511	\$ 47,393	\$ 20,621	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,694	\$ 8,316	\$ 8,282
Grants	5,229	4,804	3,020
Donations and tax credits	109	180	125

Select revenues from less common sources

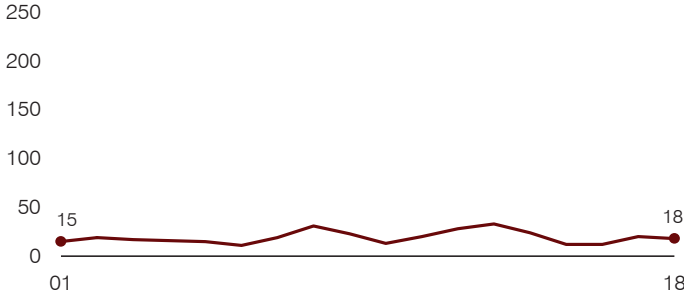
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	21,271	23,757	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

Instructional spending percentage

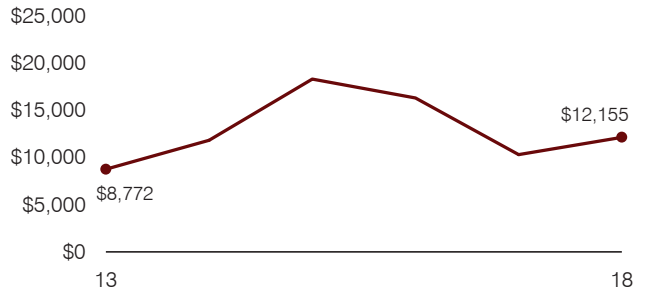
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 31.8 33.6 37.3 34.9 34.2 28.6 26.9 31.3 39.6 33.6 36.0 30.3 38.1 33.8 34.7 32.9 37.2 38.3

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

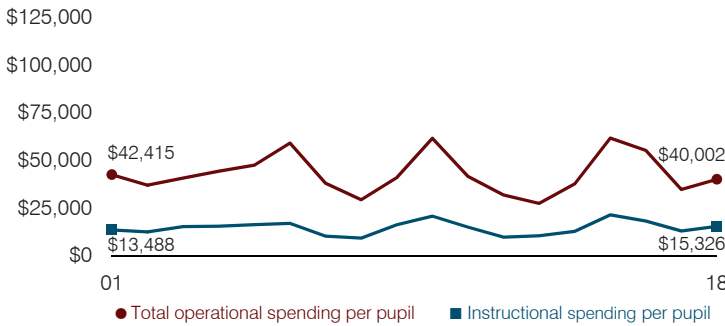
Students attending



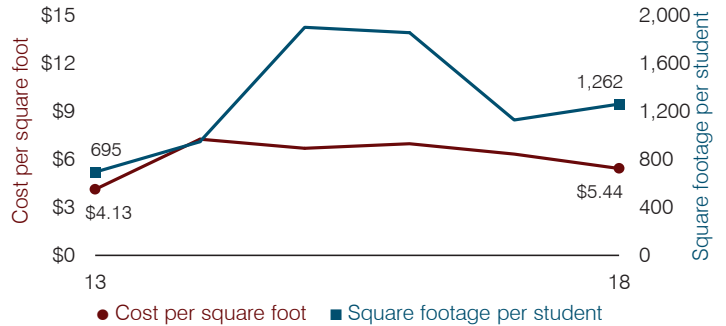
Administrative cost per pupil



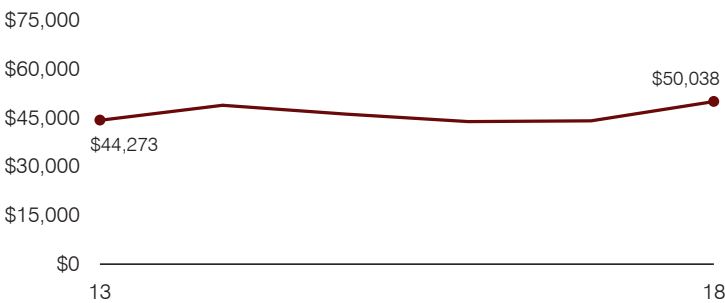
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



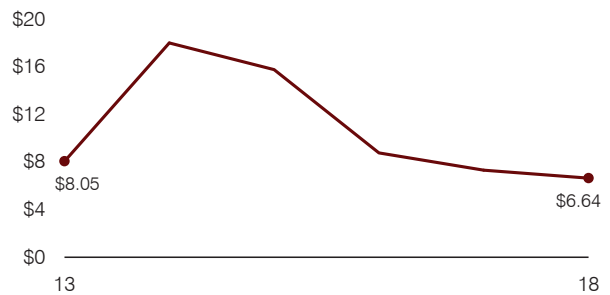
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



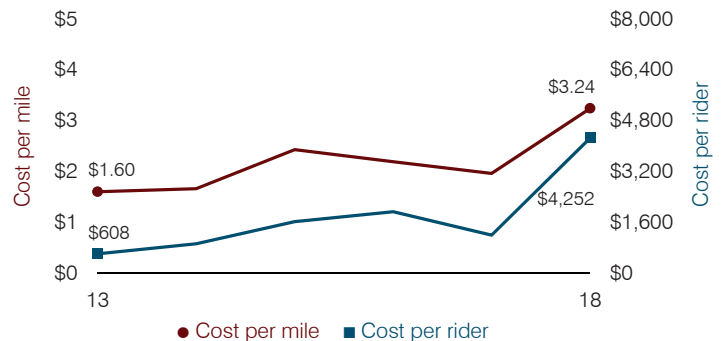
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	17.2%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Not assessed

Low **Moderate** **High**

Transportation costs per mile and per rider



Mohave Valley Elementary School District

Mohave County

Efficiency peer groups 9 and T-7, Achievement peer group 17¹

Legislative district(s): 5

District size, location:

Medium, Town

Students attending:

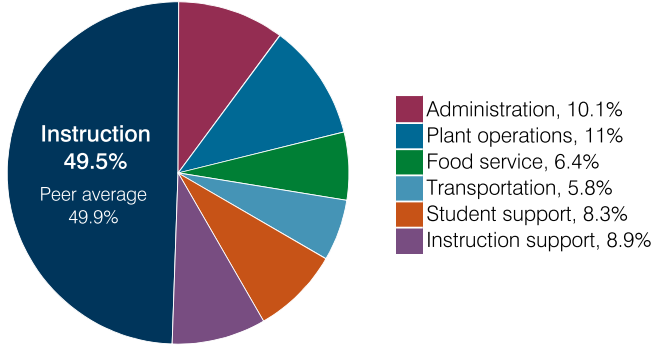
1,047

Number of schools:

3

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$991	\$1,098	\$860
	Students per administrative position	81	59	66
Plant operations	Cost per square foot	\$5.10	\$6.52	\$6.34
	Square footage per student	210	161	156
Food service	Cost per meal	\$3.25	\$3.10	\$3.02
Transportation	Cost per mile	\$2.44	\$3.35	\$4.05
	Cost per rider	\$858	\$1,057	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,115	\$ 4,843	\$ 4,233	\$ 4,480
Administration	863	991	1,098	860
Plant operations	1,204	1,072	1,034	988
Food service	542	623	591	425
Transportation	561	565	526	388
Student support	636	811	584	693
Instruction support	737	873	462	462
Total operational	8,658	9,778	8,528	8,296
Land and buildings	411	26	416	827
Equipment	408	366	316	409
Interest	7	0	75	228
Other	113	91	170	169
Total nonoperational	939	483	977	1,633
Total per pupil spending	\$ 9,597	\$ 10,261	\$ 9,505	\$ 9,929

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

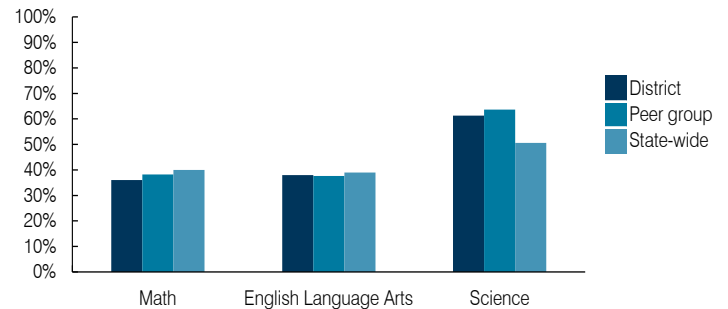
STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools ²	Percentage of schools
A	0	0%
B	2	100%
C	0	0%
D	0	0%
F	0	0%

² Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	22%	19%	19%
Special education population	13%	13%	12%
Students per teacher	20.1	14.1	18.4
Average teacher salary	\$66,432	\$50,510	\$48,951
Amount from Prop 301	\$8,121	\$5,096	\$6,411
Average years of teacher experience	8.9	13.8	11.4
Percentage of teachers in first 3 years	6%	9%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,594	\$ 1,888	\$ 1,836	\$ 1,317
State	3,292	3,523	4,904	4,011
Local	4,499	4,020	2,715	4,592
Total per pupil revenues	\$ 9,385	\$ 9,431	\$ 9,455	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 6,049	\$ 6,129	\$ 5,707
Grants	1,892	1,973	2,113
Donations and tax credits	16	31	67

Select revenues from less common sources

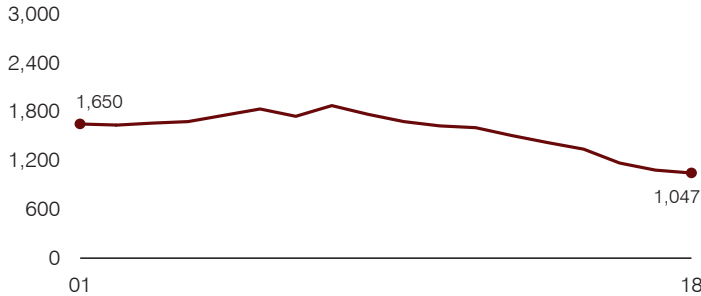
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	63	137	3 of 10
Voter-approved levy increases	35	928	8 of 10

Instructional spending percentage

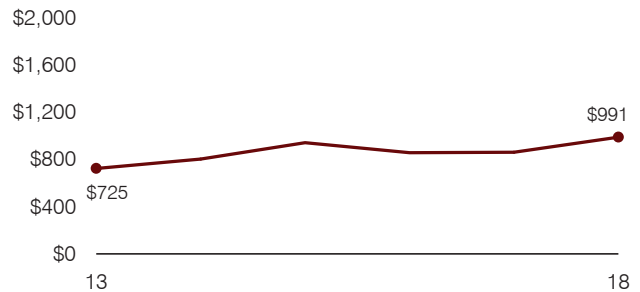
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 54.8 55.9 59.5 57.2 58.0 59.9 59.3 58.8 58.5 52.0 52.9 54.3 51.6 51.7 52.9 48.8 47.5 49.5

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

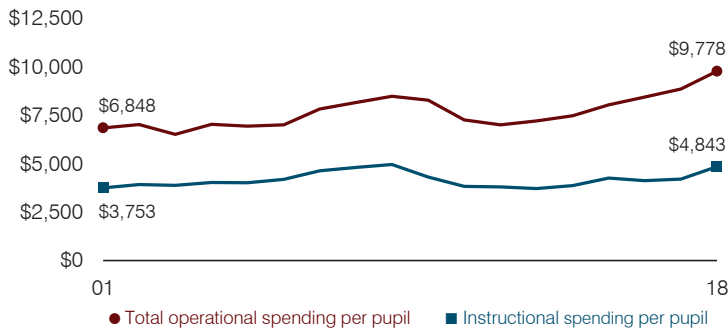
Students attending



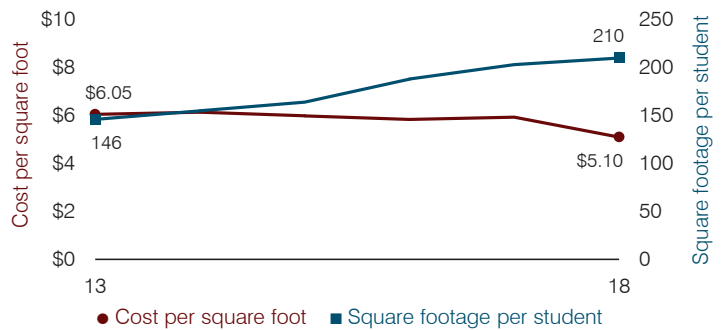
Administrative cost per pupil



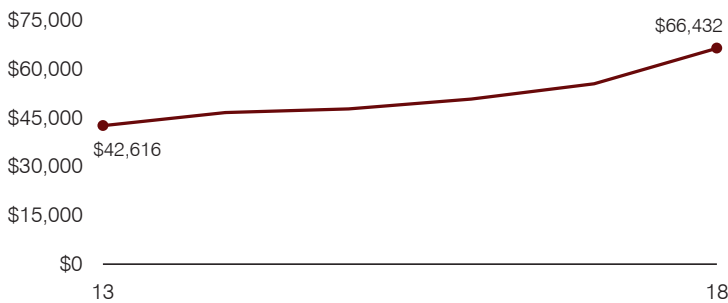
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



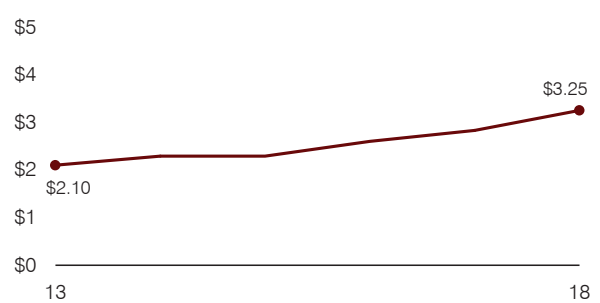
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



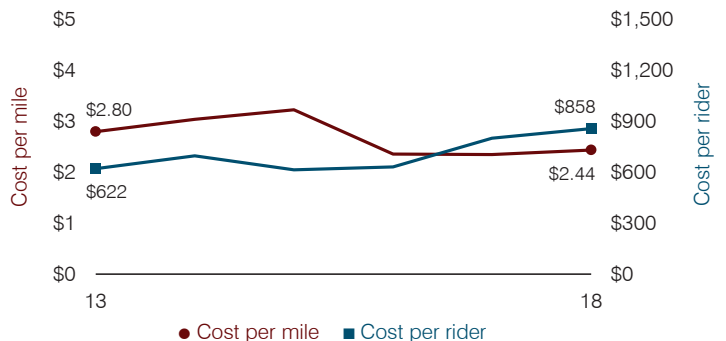
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	6.1%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low **Moderate** **High**

Transportation costs per mile and per rider



Mohawk Valley Elementary School District

Yuma County

District size, location:

Very small, Rural

Efficiency peer groups 11 and T-11, Achievement peer group 18¹

Students attending:

158

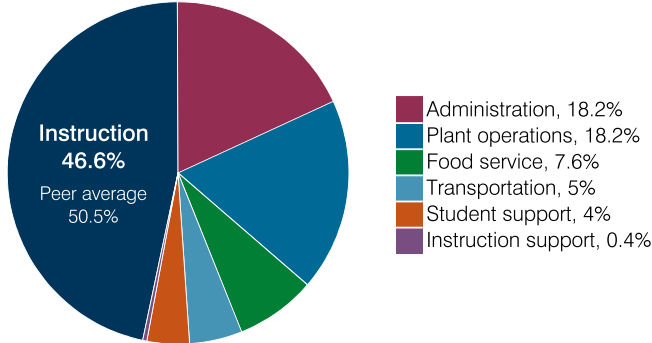
Legislative district(s): 4 and 13

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,012	\$3,064	\$860
	Students per administrative position	53	33	66
Plant operations	Cost per square foot	\$6.63	\$7.31	\$6.34
	Square footage per student	303	371	156
Food service	Cost per meal	\$3.83	\$5.79	\$3.02
Transportation	Cost per mile	\$2.34	\$1.94	\$4.05
	Cost per rider	\$3,219	\$1,614	\$1,301

Per pupil spending

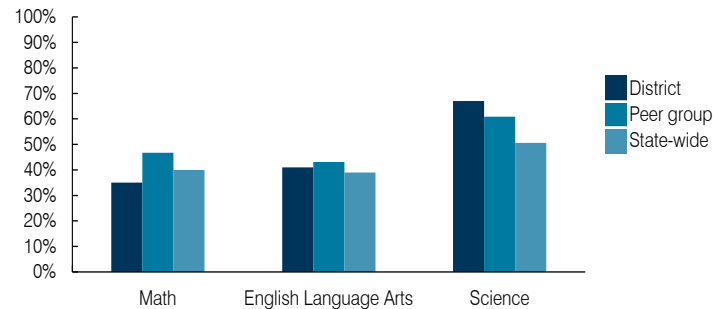
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,720	\$ 5,149	\$ 8,493	\$ 4,480
Administration	1,776	2,012	3,064	860
Plant operations	1,846	2,010	2,439	988
Food service	718	837	932	425
Transportation	569	553	973	388
Student support	116	440	656	693
Instruction support	48	42	400	462
Total operational	9,793	11,043	16,957	8,296
Land and buildings	1,075	948	965	827
Equipment	582	780	562	409
Interest	95	2	25	228
Other	0	16	88	169
Total nonoperational	1,752	1,746	1,640	1,633
Total per pupil spending	\$ 11,545	\$ 12,789	\$ 18,597	\$ 9,929

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	26%	25%	19%
Special education population	20%	17%	12%
Students per teacher	18.6	12.6	18.4
Average teacher salary	\$49,650	\$47,486	\$48,951
Amount from Prop 301	\$8,623	\$4,484	\$6,411
Average years of teacher experience	17.1	14.9	11.4
Percentage of teachers in first 3 years	11%	7%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,577	\$ 1,731	\$ 3,021	\$ 1,317
State	6,813	5,818	4,788	4,011
Local	3,186	3,320	12,812	4,592
Total per pupil revenues	\$ 11,576	\$ 10,869	\$ 20,621	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 7,522	\$ 7,422	\$ 8,282	\$ 5,585
Grants	2,259	1,923	3,020	1,241
Donations and tax credits	47	44	125	90

Select revenues from less common sources

			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	0	0	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	43	4	5 of 56

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

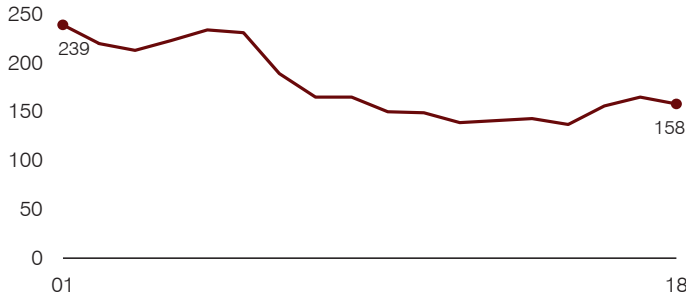
Instructional spending percentage

Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 56.1 52.4 52.9 54.0 53.6 54.5 45.6 52.4 49.5 46.5 45.1 42.3 42.9 41.1 43.3 45.6 48.2 46.6

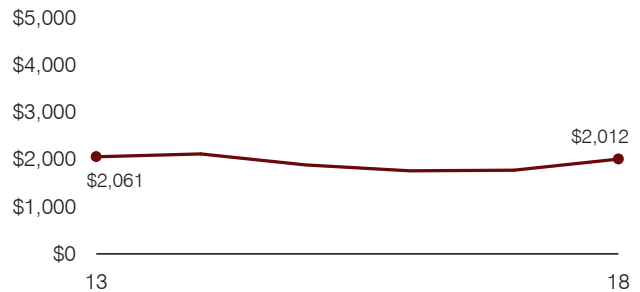
TRENDS AND FINANCIAL STRESS ASSESSMENT

Fiscal years as indicated

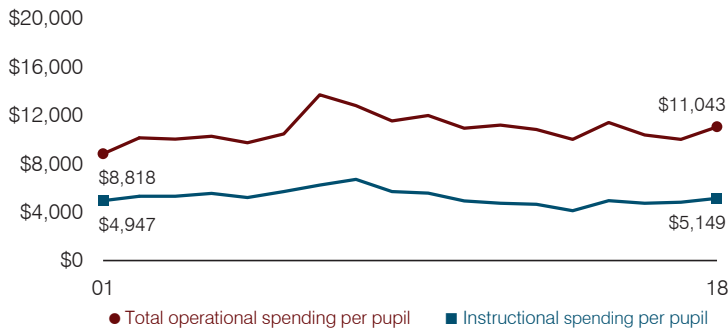
Students attending



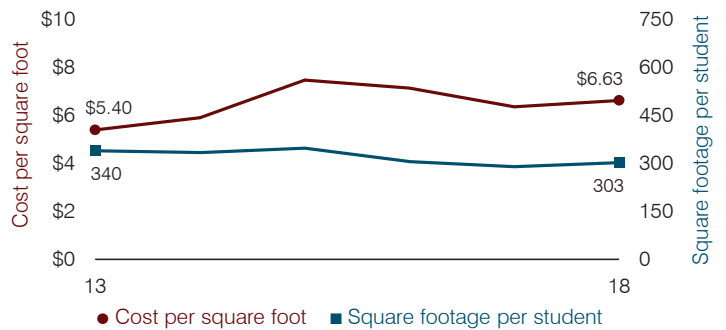
Administrative cost per pupil



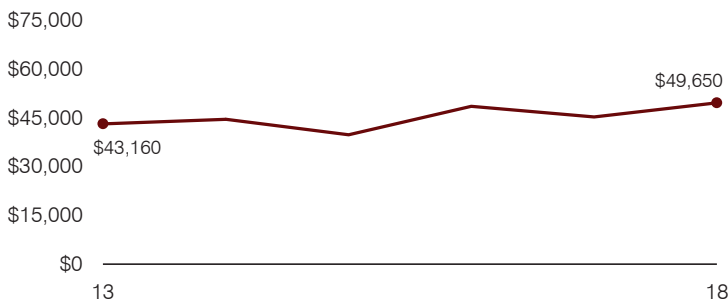
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



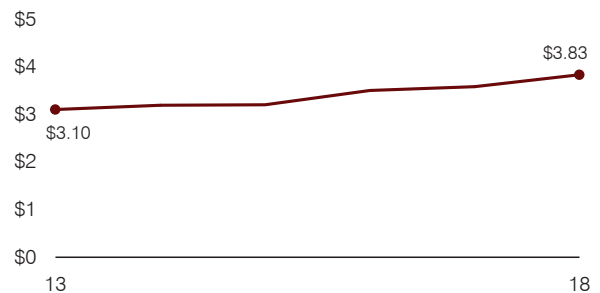
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



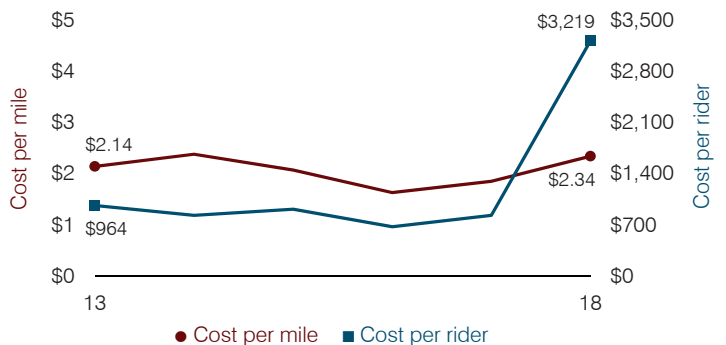
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	Isolated
Spending increase election results	No election held
Operating reserve percentage, Trend	3.8%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Low Moderate High

Transportation costs per mile and per rider



Morenci Unified School District

Greenlee County

Efficiency peer groups 5 and T-6, Achievement peer group 4¹

Legislative district(s): 14

District size, location:

Medium, Town

Students attending:

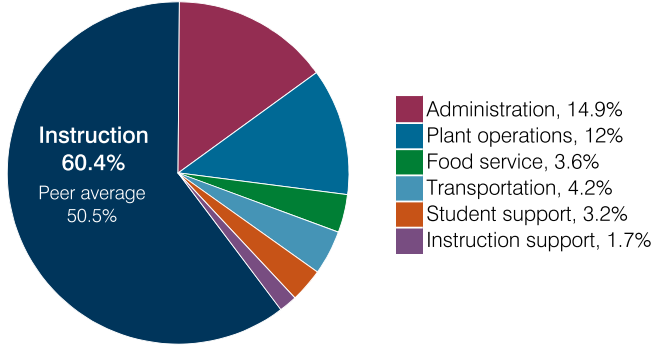
1,322

Number of schools:

3

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,336	\$1,221	\$860
	Students per administrative position	57	54	66
Plant operations	Cost per square foot	\$4.17	\$5.43	\$6.34
	Square footage per student	259	257	156
Food service	Cost per meal	\$3.27	\$3.66	\$3.02
Transportation	Cost per mile	NR	\$3.96	\$4.05
	Cost per rider	\$1,181	\$721	\$1,301

Very low
Low
Comparable
High
Very high

Per pupil spending

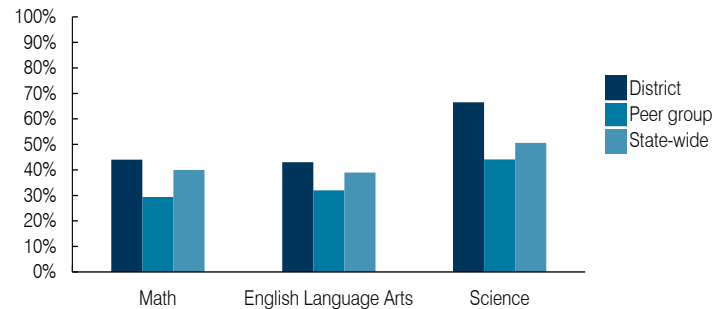
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 5,320	\$ 5,420	\$ 4,824	\$ 4,480
Administration	1,361	1,336	1,221	860
Plant operations	1,124	1,081	1,365	988
Food service	335	313	437	425
Transportation	380	380	532	388
Student support	336	290	623	693
Instruction support	163	152	359	462
Total operational	9,019	8,972	9,361	8,296
Land and buildings	320	92	799	827
Equipment	244	211	433	409
Interest	11	14	248	228
Other	766	801	71	169
Total nonoperational	1,341	1,118	1,551	1,633
Total per pupil spending	\$ 10,360	\$ 10,090	\$ 10,912	\$ 9,929

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	33%
C	2	67%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	89%	85%	78%
Poverty rate (2017)	7%	13%	19%
Special education population	8%	13%	12%
Students per teacher	18.1	16.6	18.4
Average teacher salary	\$56,216	\$47,740	\$48,951
Amount from Prop 301	\$6,950	\$6,338	\$6,411
Average years of teacher experience	13.5	11.9	11.4
Percentage of teachers in first 3 years	8%	17%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 454	\$ 410	\$ 3,917	\$ 1,317
State	806	630	4,283	4,011
Local	9,176	9,257	4,207	4,592
Total per pupil revenues	\$ 10,436	\$ 10,297	\$ 12,407	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,612	\$ 5,665	\$ 5,992
Grants	717	441	1,703
Donations and tax credits	1,816	2,124	147

Select revenues from less common sources

Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 31
Small school adjustment	0	0	0 of 31
Federal impact aid	0	0	16 of 31
Voter-approved levy increases	614	380	21 of 31

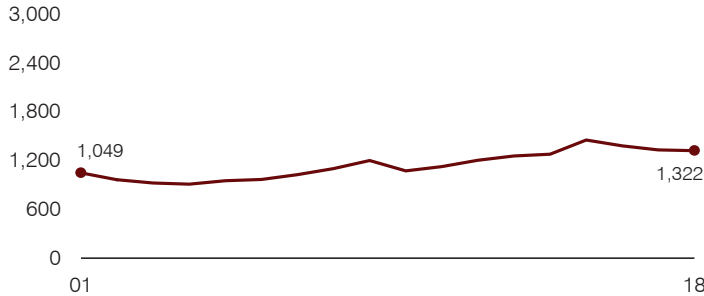
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

Instructional spending percentage

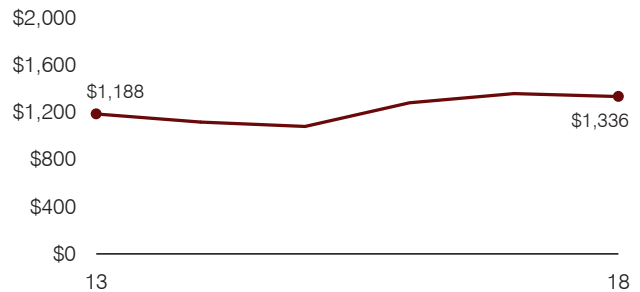
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 54.9 57.9 58.0 56.8 58.3 56.3 56.9 56.5 58.3 57.2 57.7 57.0 59.5 60.7 60.1 60.2 59.0 60.4

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

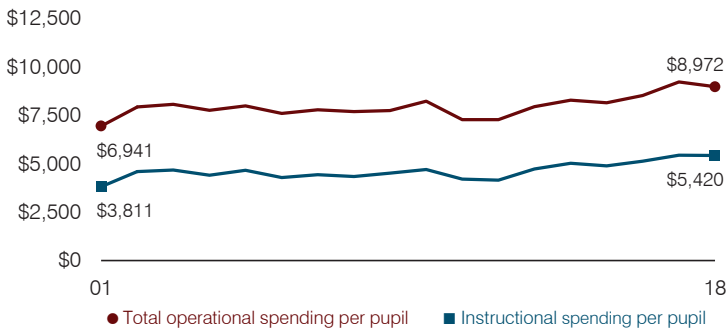
Students attending



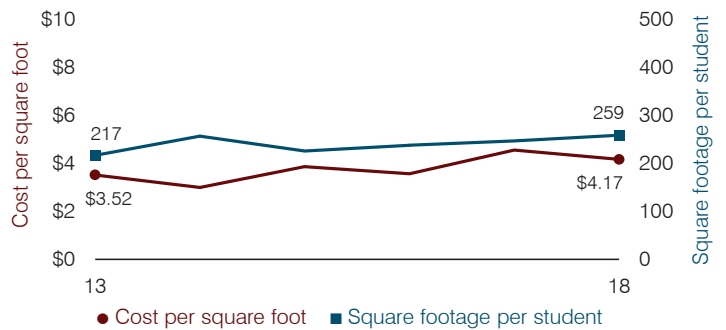
Administrative cost per pupil



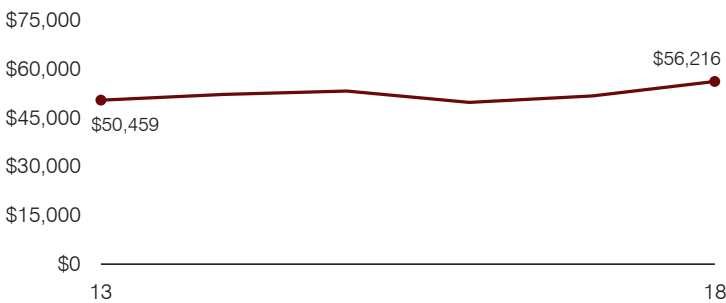
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



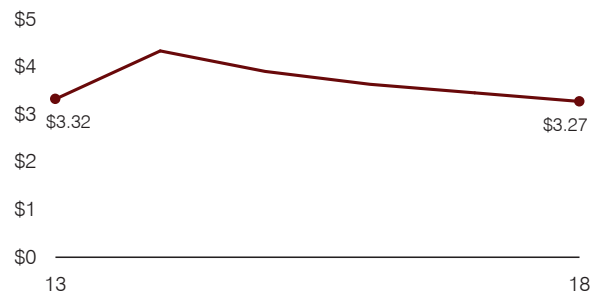
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



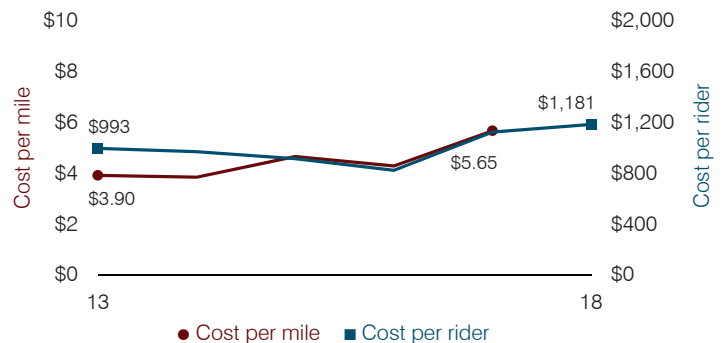
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2016 through 2018	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	1.2%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Noncompliant

Low	Moderate	High

Transportation costs per mile and per rider



Morristown Elementary School District

Maricopa County

District size, location:

Very small, Rural

Efficiency peer groups 11 and T-11, Achievement peer group 16¹

Students attending:

114

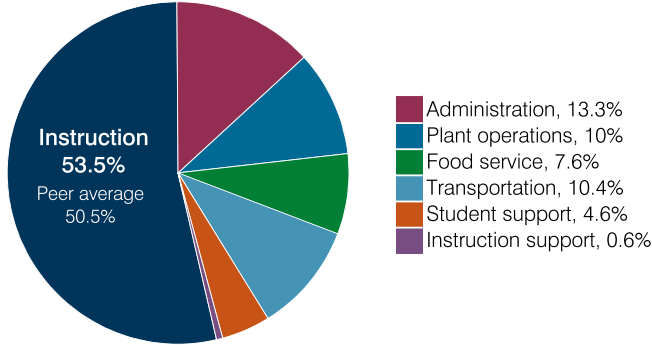
Legislative district(s): 13

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,385	\$3,064	\$860
	Students per administrative position	46	33	66
Plant operations	Cost per square foot	\$3.53	\$7.31	\$6.34
	Square footage per student	294	371	156
Food service	Cost per meal	\$2.75	\$5.79	\$3.02
Transportation	Cost per mile	\$2.04	\$1.94	\$4.05
	Cost per rider	\$1,493	\$1,614	\$1,301

Per pupil spending

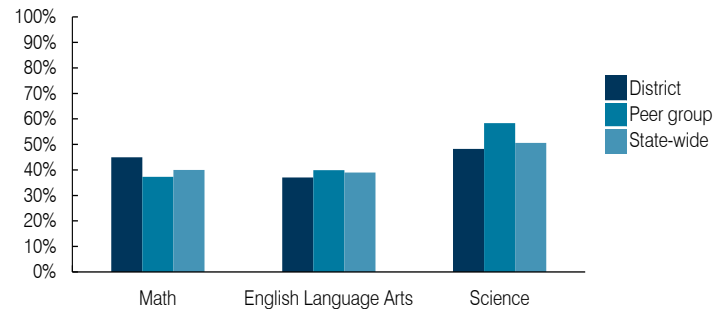
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 8,165	\$ 5,567	\$ 8,493	\$ 4,480
Administration	2,035	1,385	3,064	860
Plant operations	1,978	1,039	2,439	988
Food service	1,175	794	932	425
Transportation	1,434	1,085	973	388
Student support	704	466	656	693
Instruction support	171	61	400	462
Total operational	15,662	10,397	16,957	8,296
Land and buildings	286	3,446	965	827
Equipment	501	920	562	409
Interest	0	0	25	228
Other	0	47	88	169
Total nonoperational	787	4,413	1,640	1,633
Total per pupil spending	\$ 16,449	\$ 14,810	\$ 18,597	\$ 9,929

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	11%	12%	19%
Special education population	15%	16%	12%
Students per teacher	12.7	13.4	18.4
Average teacher salary	\$46,192	\$48,478	\$48,951
Amount from Prop 301	\$4,377	\$4,651	\$6,411
Average years of teacher experience	19.7	15.3	11.4
Percentage of teachers in first 3 years	0%	6%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 2,983	\$ 1,235	\$ 3,021	\$ 1,317
State	6,112	10,326	4,788	4,011
Local	6,337	5,948	12,812	4,592
Total per pupil revenues	\$ 15,432	\$ 17,509	\$ 20,621	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 9,012	\$ 8,436	\$ 8,282	\$ 5,585
Grants	3,412	4,969	3,020	1,241
Donations and tax credits	236	161	125	90

Select revenues from less common sources

			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	1,956	1,751	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	291	0	5 of 56

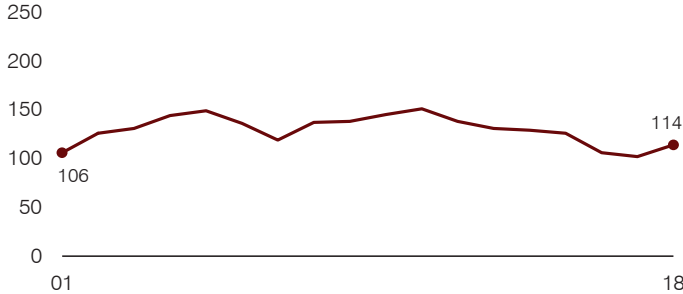
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

Instructional spending percentage

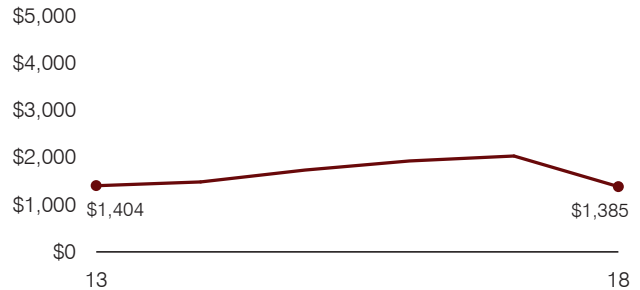
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 49.5 47.0 49.9 49.8 45.8 47.8 47.8 49.9 49.9 48.6 51.7 52.7 52.3 52.9 50.6 53.1 52.1 53.5

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

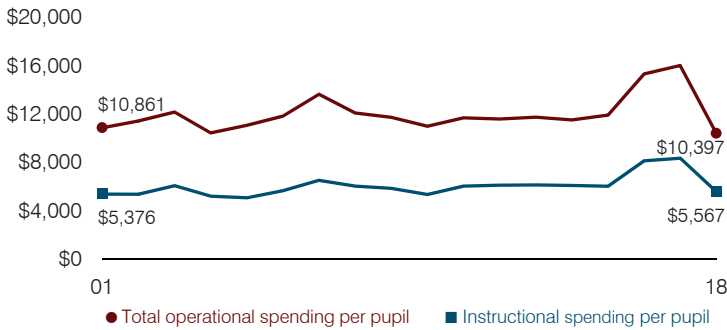
Students attending



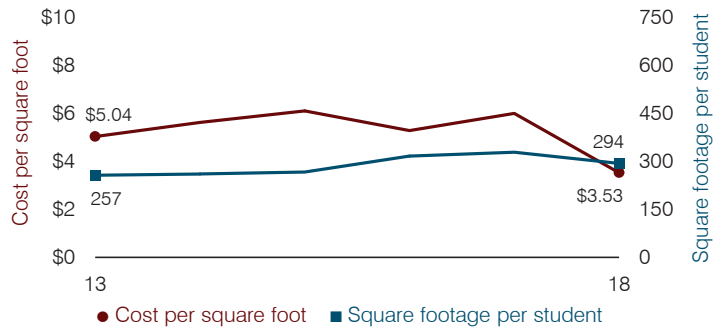
Administrative cost per pupil



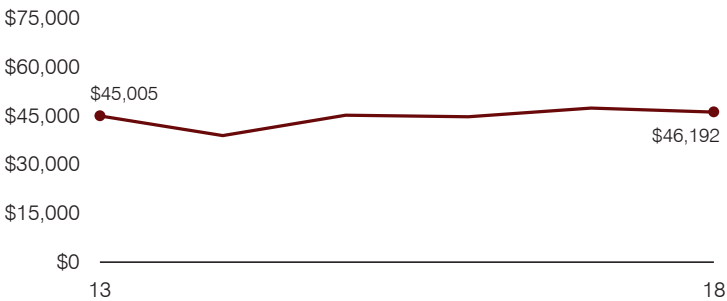
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



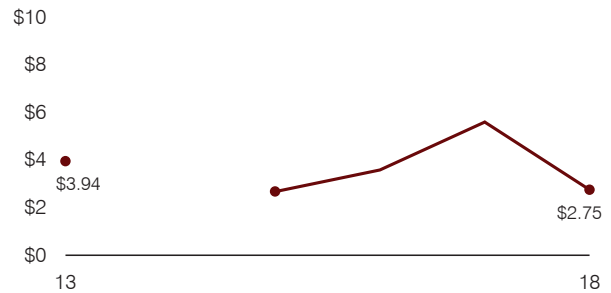
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



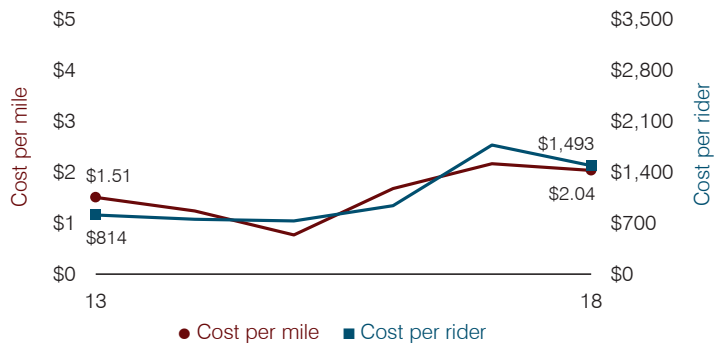
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	7.3%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Low **Moderate** **High**

Transportation costs per mile and per rider



Murphy Elementary School District

Maricopa County

Efficiency peer groups 8 and T-1, Achievement peer group 15¹

Legislative district(s): 19 and 27

District size, location:

Medium, City

Students attending:

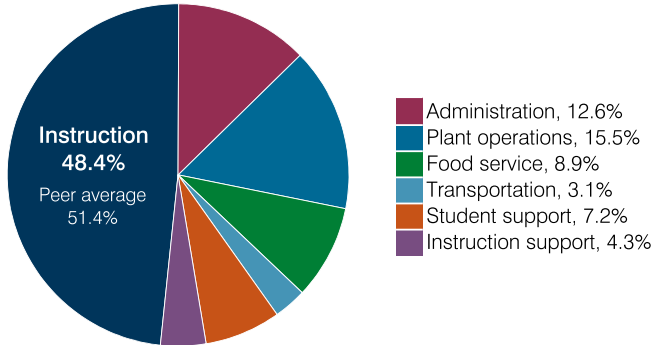
1,527

Number of schools:

4

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,365	\$1,025	\$860
	Students per administrative position	64	67	66
Plant operations	Cost per square foot	\$8.39	\$6.61	\$6.34
	Square footage per student	200	143	156
Food service	Cost per meal	\$3.13	\$2.92	\$3.02
Transportation	Cost per mile	\$10.00	\$7.19	\$4.05
	Cost per rider	\$1,167	\$1,106	\$1,301

Very low
Low
Comparable
High
Very high

Per pupil spending

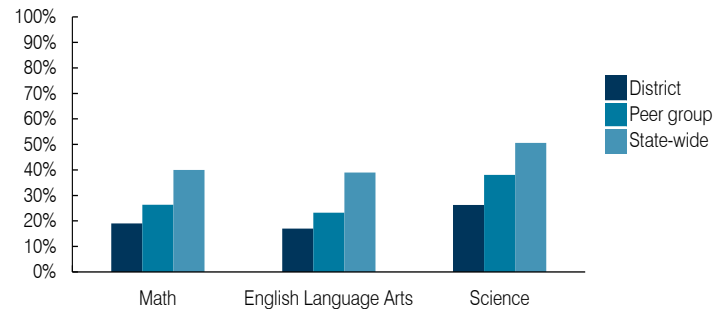
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,803	\$ 5,241	\$ 4,392	\$ 4,480
Administration	1,705	1,365	1,025	860
Plant operations	1,417	1,676	971	988
Food service	948	957	659	425
Transportation	403	331	331	388
Student support	778	779	631	693
Instruction support	534	470	546	462
Total operational	10,588	10,819	8,555	8,296
Land and buildings	334	827	1,140	827
Equipment	489	416	697	409
Interest	234	441	327	228
Other	94	109	172	169
Total nonoperational	1,151	1,793	2,336	1,633
Total per pupil spending	\$ 11,739	\$ 12,612	\$ 10,891	\$ 9,929

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	25%
C	2	50%
D	1	25%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	34%	36%	19%
Special education population	11%	10%	12%
Students per teacher	24.2	18.3	18.4
Average teacher salary	\$56,816	\$53,697	\$48,951
Amount from Prop 301	\$8,165	\$5,105	\$6,411
Average years of teacher experience	7.5	9.8	11.4
Percentage of teachers in first 3 years	52%	30%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 3,863	\$ 3,417	\$ 1,723	\$ 1,317
State	4,244	3,699	3,921	4,011
Local	3,891	3,725	4,869	4,592
Total per pupil revenues	\$ 11,998	\$ 10,841	\$ 10,513	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,339	\$ 4,789	\$ 5,175
Grants	3,872	3,433	1,843
Donations and tax credits	22	26	54

Select revenues from less common sources

Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	4 of 19
Small school adjustment	0	0	0 of 19
Federal impact aid	0	0	0 of 19
Voter-approved levy increases	1,599	1,703	19 of 19

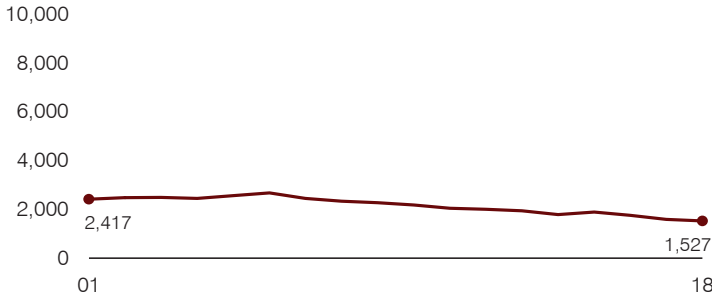
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

Instructional spending percentage

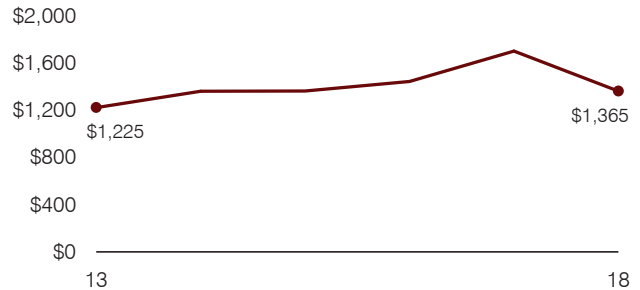
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 47.4 53.3 55.1 54.4 55.7 56.4 51.8 51.0 50.6 48.1 47.7 46.9 47.9 48.0 49.7 47.2 45.4 48.4

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

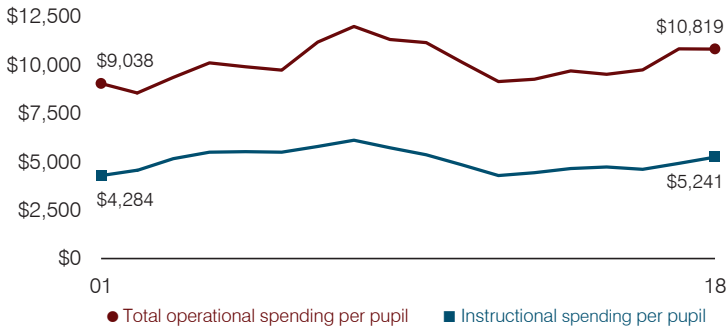
Students attending



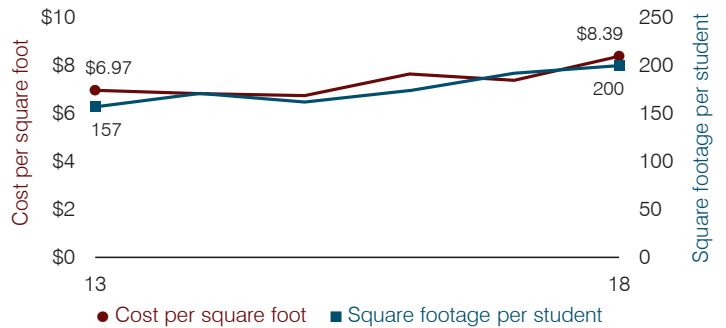
Administrative cost per pupil



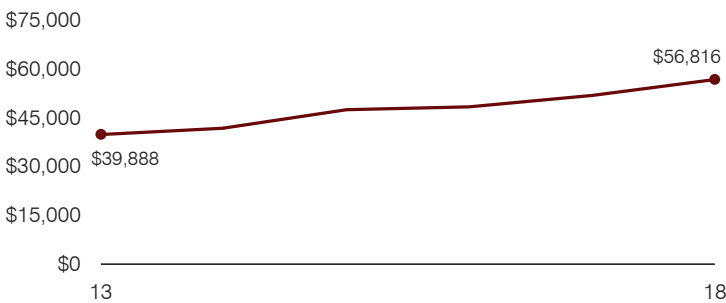
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



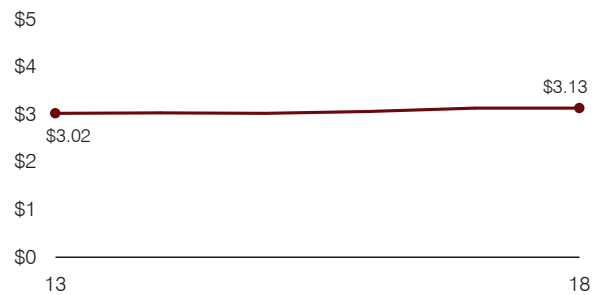
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



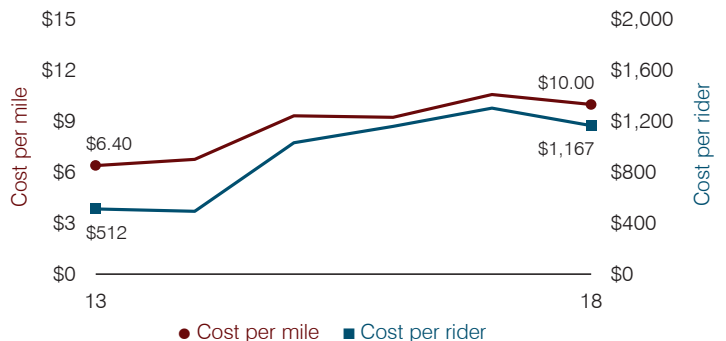
Financial stress assessment

Overall financial stress level: **High**

Measure: 2016 through 2018	Assessment
Change in number of district students	Large decrease
Spending exceeded operating/capital budgets	Isolated
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	3.5%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Noncompliant

Low
Moderate
High

Transportation costs per mile and per rider



Naco Elementary School District

Cochise County

Efficiency peer groups 10 and T-8, Achievement peer group 19¹

Legislative district(s): 14

District size, location:

Small, Rural

Students attending:

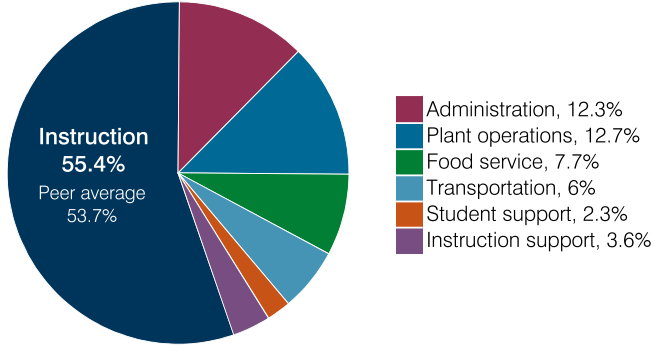
276

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,064	\$1,194	\$860
	Students per administrative position	55	60	66
Plant operations	Cost per square foot	\$8.46	\$6.78	\$6.34
	Square footage per student	130	176	156
Food service	Cost per meal	\$4.32	\$3.40	\$3.02
Transportation	Cost per mile	\$13.31	\$3.03	\$4.05
	Cost per rider	\$6,266	\$1,225	\$1,301

Very low
Low
Comparable
High
Very high

Per pupil spending

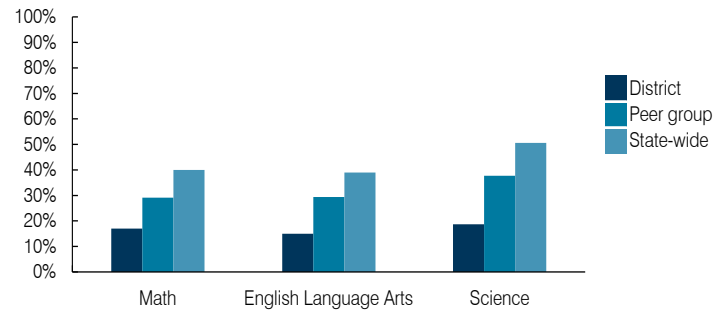
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,831	\$ 4,800	\$ 5,096	\$ 4,480
Administration	811	1,064	1,194	860
Plant operations	997	1,104	1,071	988
Food service	672	666	535	425
Transportation	397	522	586	388
Student support	185	199	498	693
Instruction support	269	314	379	462
Total operational	8,162	8,669	9,359	8,296
Land and buildings	0	0	208	827
Equipment	131	279	260	409
Interest	0	0	143	228
Other	0	0	173	169
Total nonoperational	131	279	784	1,633
Total per pupil spending	\$ 8,293	\$ 8,948	\$ 10,143	\$ 9,929

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	100%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	30%	32%	19%
Special education population	10%	14%	12%
Students per teacher	18.4	15.6	18.4
Average teacher salary	\$43,013	\$49,189	\$48,951
Amount from Prop 301	\$3,203	\$4,810	\$6,411
Average years of teacher experience	9.4	11.6	11.4
Percentage of teachers in first 3 years	13%	11%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,017	\$ 1,014	\$ 2,311	\$ 1,317
State	5,684	5,920	4,860	4,011
Local	1,276	1,128	4,359	4,592
Total per pupil revenues	\$ 7,977	\$ 8,062	\$ 11,530	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 6,132	\$ 6,025	\$ 6,817	\$ 5,585
Grants	1,017	1,031	1,722	1,241
Donations and tax credits	12	10	226	90

Select revenues from less common sources

			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 11
Small school adjustment	0	0	0 of 11
Federal impact aid	0	0	3 of 11
Voter-approved levy increases	0	0	6 of 11

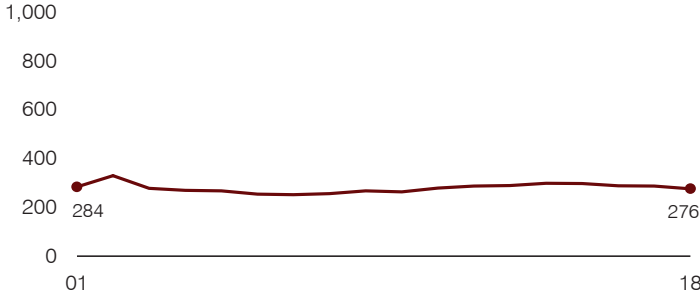
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

Instructional spending percentage

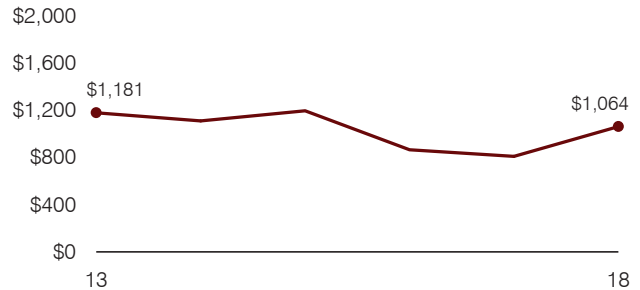
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 64.2 67.3 59.7 62.7 65.3 61.0 63.0 63.1 55.6 59.9 57.2 58.8 58.7 57.6 55.3 59.4 59.2 55.4

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

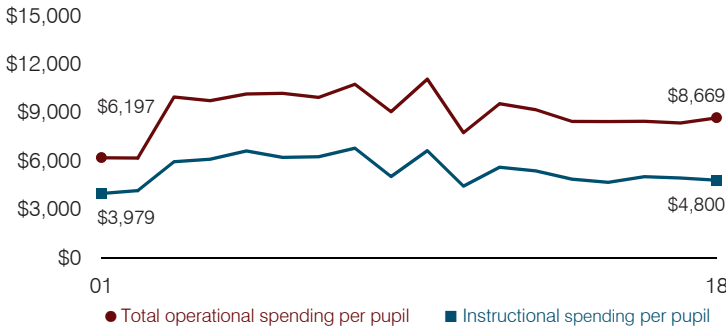
Students attending



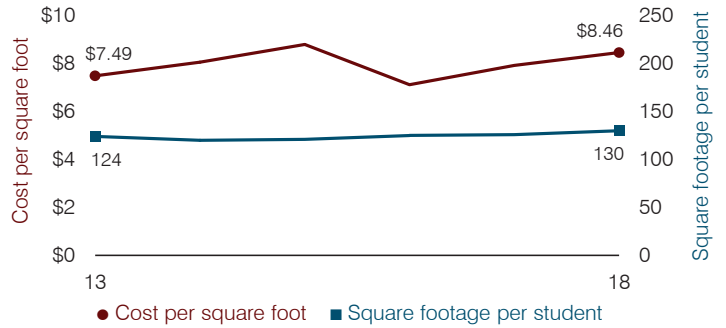
Administrative cost per pupil



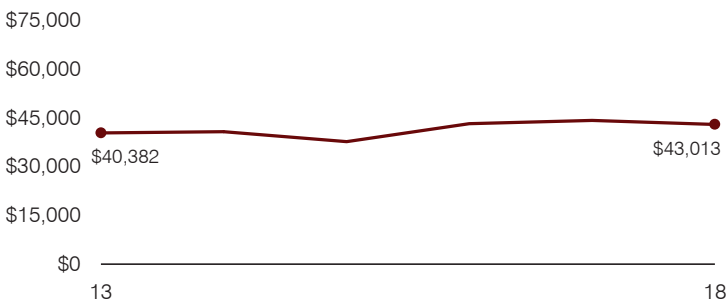
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



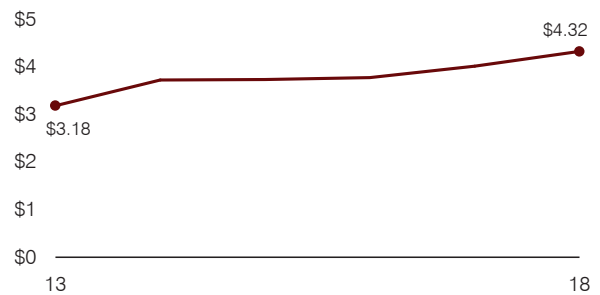
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



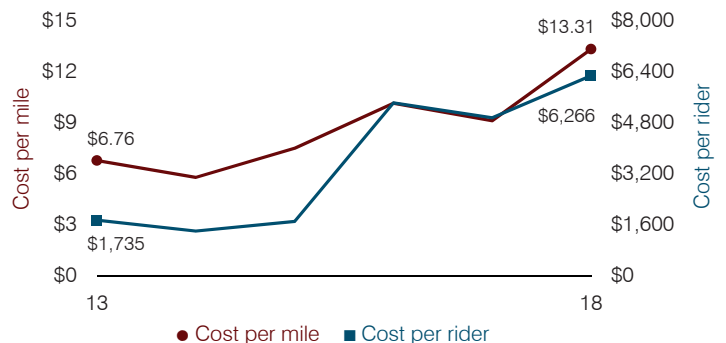
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	3.6%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Low **Moderate** **High**

Transportation costs per mile and per rider



Nadaburg Unified School District

Maricopa County

Efficiency peer groups 9 and T-8, Achievement peer group 16¹

Legislative district(s): 13 and 22

District size, location:

Medium, Rural

Students attending:

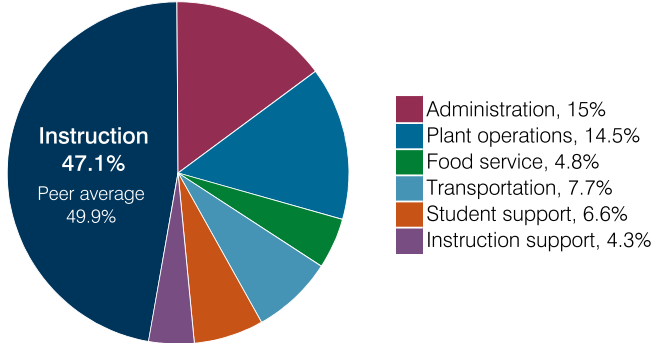
748

Number of schools:

2

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,387	\$1,098	\$860
	Students per administrative position	42	59	66
Plant operations	Cost per square foot	\$8.27	\$6.52	\$6.34
	Square footage per student	163	161	156
Food service	Cost per meal	\$2.46	\$3.10	\$3.02
	Cost per mile	\$2.47	\$3.03	\$4.05
Transportation	Cost per rider	\$1,301	\$1,225	\$1,301

Very low
Low
Comparable
High
Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,343	\$ 4,365	\$ 4,233	\$ 4,480
Administration	1,315	1,387	1,098	860
Plant operations	1,190	1,346	1,034	988
Food service	649	441	591	425
Transportation	716	709	526	388
Student support	543	612	584	693
Instruction support	450	402	462	462
Total operational	9,206	9,262	8,528	8,296
Land and buildings	301	42	416	827
Equipment	378	383	316	409
Interest	57	72	75	228
Other	806	807	170	169
Total nonoperational	1,542	1,304	977	1,633
Total per pupil spending	\$ 10,748	\$ 10,566	\$ 9,505	\$ 9,929

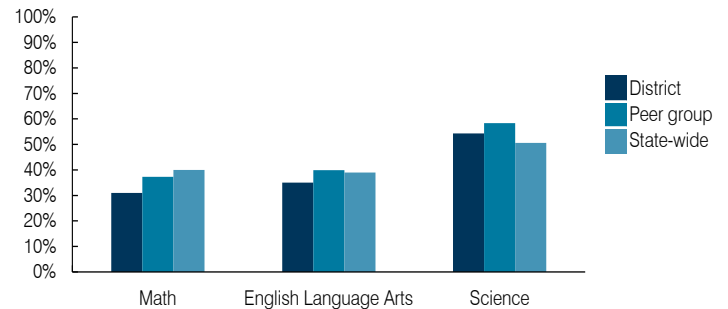
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	2	100%
C	0	0%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	13%	12%	19%
Special education population	12%	16%	12%
Students per teacher	17.1	13.4	18.4
Average teacher salary	\$46,449	\$48,478	\$48,951
Amount from Prop 301	\$2,552	\$4,651	\$6,411
Average years of teacher experience	7.4	15.3	11.4
Percentage of teachers in first 3 years	34%	6%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,386	\$ 2,508	\$ 1,836	\$ 1,317
State	5,206	5,256	4,904	4,011
Local	2,579	3,238	2,715	4,592
Total per pupil revenues	\$ 9,171	\$ 11,002	\$ 9,455	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 6,069	\$ 6,006	\$ 5,707	\$ 5,585
Grants	1,832	2,814	2,113	1,241
Donations and tax credits	281	278	67	90

Select revenues from less common sources

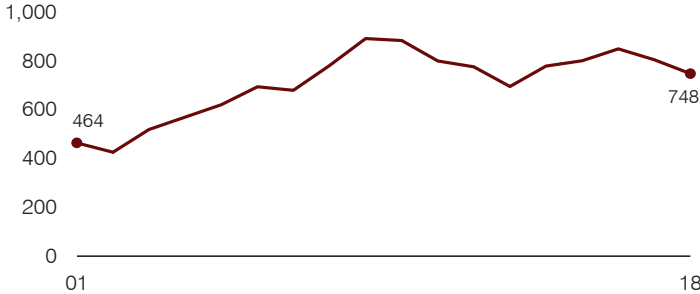
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	0	0	3 of 10
Voter-approved levy increases	244	236	8 of 10

Instructional spending percentage

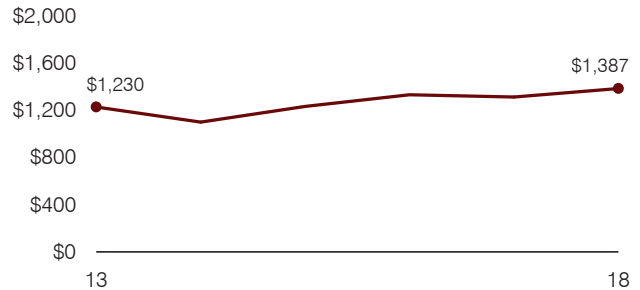
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 53.3 54.7 58.0 56.1 55.6 54.1 53.4 53.8 52.2 47.1 45.6 47.6 48.3 47.2 48.6 46.2 47.2 47.1

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

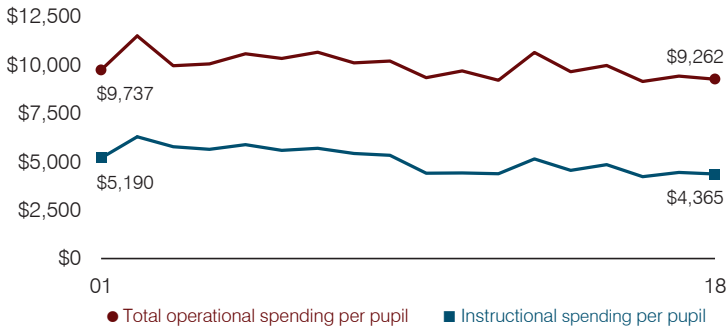
Students attending



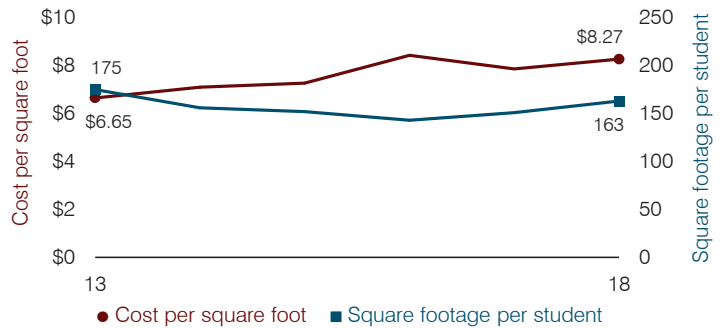
Administrative cost per pupil



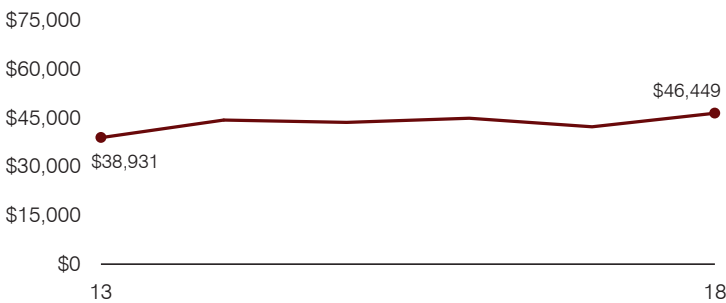
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



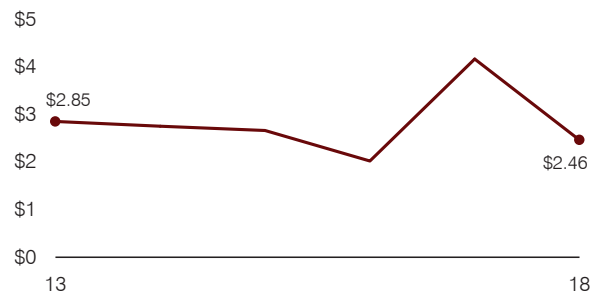
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



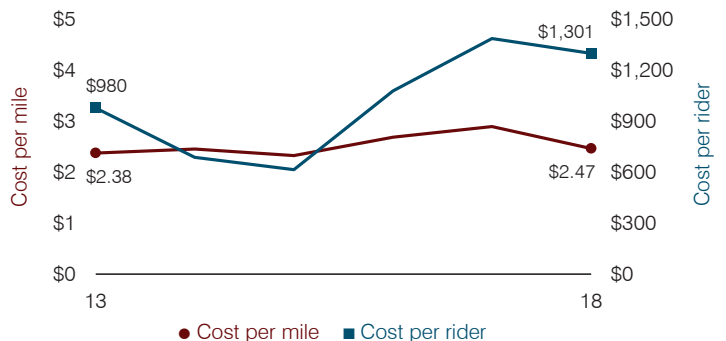
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2016 through 2018	Assessment
Change in number of district students	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage, Trend	2.2%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant

Low
Moderate
High

Transportation costs per mile and per rider



Nogales Unified School District

Santa Cruz County

Efficiency peer groups 4 and T-6, Achievement peer group 7¹

Legislative district(s): 2

District size, location: Medium-large, Town

Students attending: 5,651

Number of schools: 10

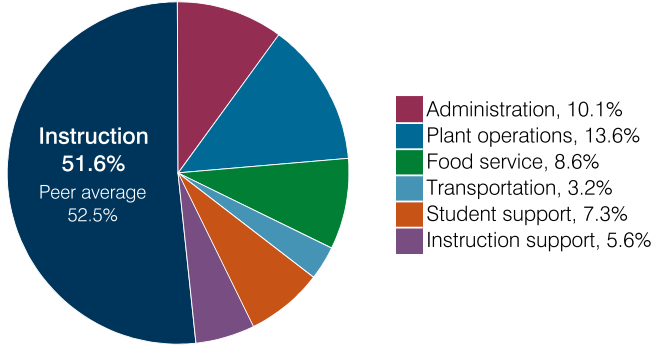
Medium-large, Town

5,651

10

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$755	\$837	\$860
	Students per administrative position	66	69	66
Plant operations	Cost per square foot	\$7.64	\$5.61	\$6.34
	Square footage per student	131	184	156
Food service	Cost per meal	\$3.52	\$3.16	\$3.02
Transportation	Cost per mile	\$5.01	\$3.96	\$4.05
	Cost per rider	\$842	\$721	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,705	\$ 3,847	\$ 4,194	\$ 4,480
Administration	733	755	837	860
Plant operations	1,007	1,002	1,004	988
Food service	598	637	421	425
Transportation	226	241	418	388
Student support	551	544	643	693
Instruction support	410	422	480	462
Total operational	7,230	7,448	7,997	8,296
Land and buildings	46	117	570	827
Equipment	273	301	389	409
Interest	0	0	200	228
Other	42	40	69	169
Total nonoperational	361	458	1,228	1,633
Total per pupil spending	\$ 7,591	\$ 7,906	\$ 9,225	\$ 9,929

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

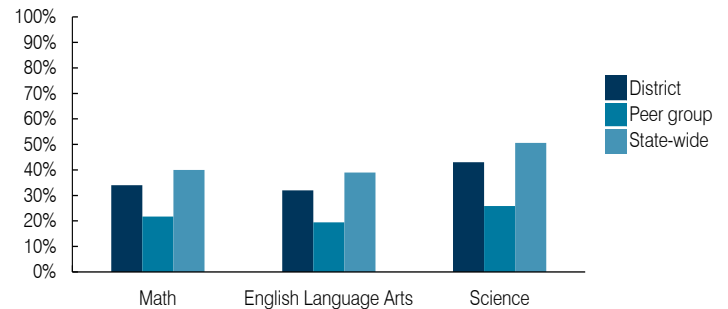
STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools ²	Percentage of schools
A	2	22%
B	4	45%
C	2	22%
D	1	11%
F	0	0%

² Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	91%	94%
Graduation rate (2017)	91%	76%	78%
Poverty rate (2017)	45%	41%	19%
Special education population	9%	12%	12%
Students per teacher	19.2	15.8	18.4
Average teacher salary	\$43,088	\$48,537	\$48,951
Amount from Prop 301	\$5,527	\$5,191	\$6,411
Average years of teacher experience	14.4	12.5	11.4
Percentage of teachers in first 3 years	14%	18%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,439	\$ 1,418	\$ 2,385	\$ 1,317
State	4,676	4,991	4,222	4,011
Local	1,723	1,654	3,291	4,592
Total per pupil revenues	\$ 7,838	\$ 8,063	\$ 9,898	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,081	\$ 5,173	\$ 5,443
Grants	1,516	1,616	1,552
Donations and tax credits	34	42	63

Select revenues from less common sources

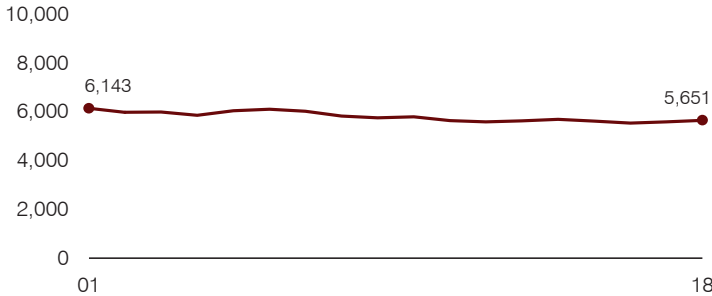
Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	1 of 17
Small school adjustment	0	0	0 of 17
Federal impact aid	0	0	6 of 17
Voter-approved levy increases	323	323	13 of 17

Instructional spending percentage

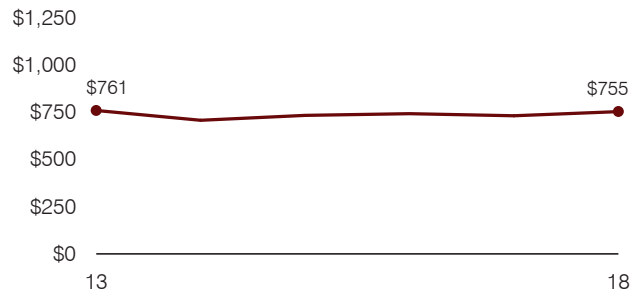
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 56.5 56.2 55.7 54.7 54.9 56.1 55.0 54.3 52.7 52.1 51.7 51.5 51.3 51.7 52.1 51.5 51.2 51.6

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

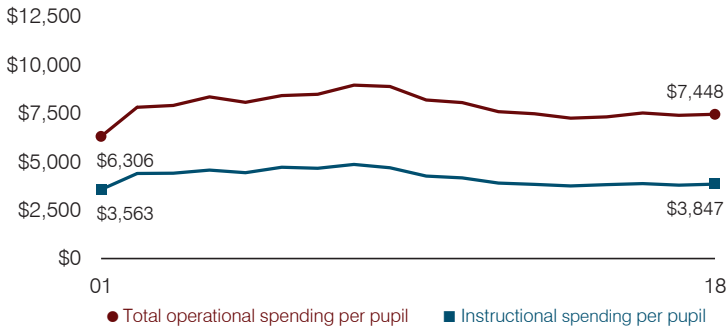
Students attending



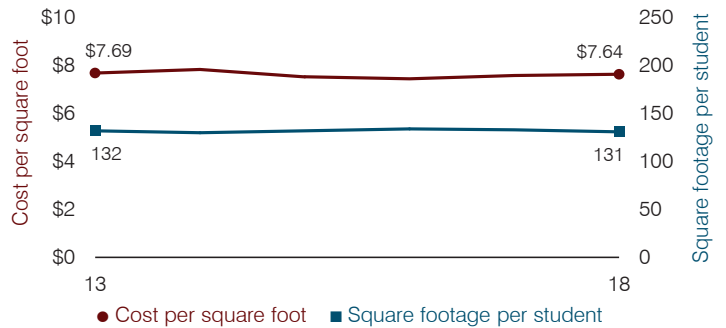
Administrative cost per pupil



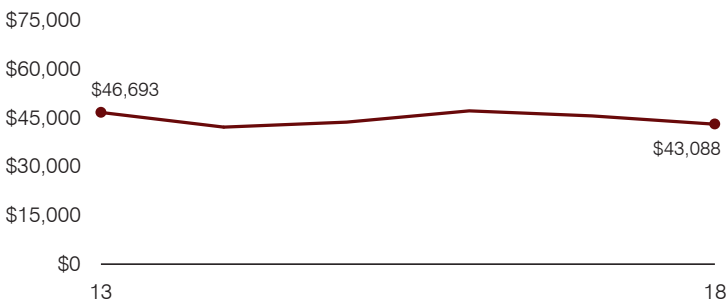
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



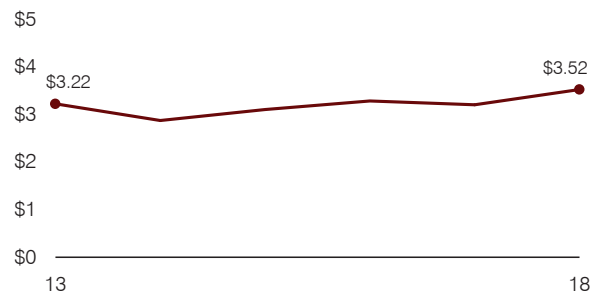
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



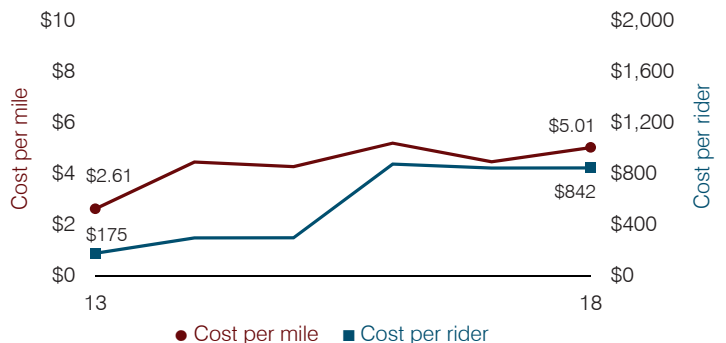
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	8.3%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low **Moderate** **High**

Transportation costs per mile and per rider



Oracle Elementary School District

Pinal County

Efficiency peer groups 10 and T-9, Achievement peer group 16¹

Legislative district(s): 8 and 11

District size, location:

Small, Rural

Students attending:

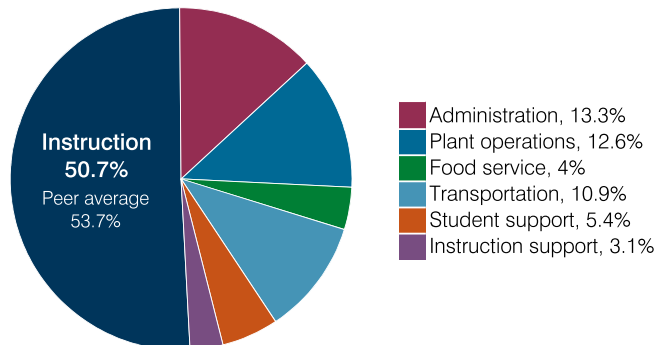
340

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,612	\$1,194	\$860
	Students per administrative position	49	60	66
Plant operations	Cost per square foot	\$7.17	\$6.78	\$6.34
	Square footage per student	215	176	156
Food service	Cost per meal	\$3.60	\$3.40	\$3.02
Transportation	Cost per mile	\$2.54	\$2.62	\$4.05
	Cost per rider	\$1,464	\$1,457	\$1,301

Very low
Low
Comparable
High
Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 5,751	\$ 6,127	\$ 5,096	\$ 4,480
Administration	1,304	1,612	1,194	860
Plant operations	1,369	1,539	1,071	988
Food service	433	478	535	425
Transportation	1,058	1,315	586	388
Student support	788	650	498	693
Instruction support	399	370	379	462
Total operational	11,102	12,091	9,359	8,296
Land and buildings	424	181	208	827
Equipment	423	257	260	409
Interest	1	0	143	228
Other	83	110	173	169
Total nonoperational	931	548	784	1,633
Total per pupil spending	\$ 12,033	\$ 12,639	\$ 10,143	\$ 9,929

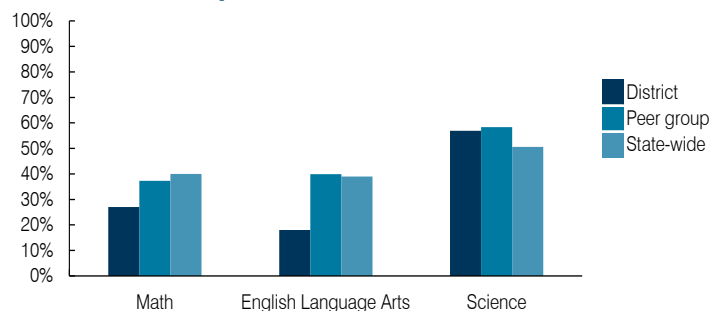
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	100%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	13%	12%	19%
Special education population	20%	16%	12%
Students per teacher	13.9	13.4	18.4
Average teacher salary	\$48,903	\$48,478	\$48,951
Amount from Prop 301	\$6,200	\$4,651	\$6,411
Average years of teacher experience	14.4	15.3	11.4
Percentage of teachers in first 3 years	8%	6%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,099	\$ 1,083	\$ 2,311	\$ 1,317
State	4,776	5,000	4,860	4,011
Local	6,171	6,402	4,359	4,592
Total per pupil revenues	\$ 12,046	\$ 12,485	\$ 11,530	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 7,844	\$ 8,170	\$ 6,817	\$ 5,585
Grants	1,518	1,203	1,722	1,241
Donations and tax credits	576	723	226	90

Select revenues from less common sources

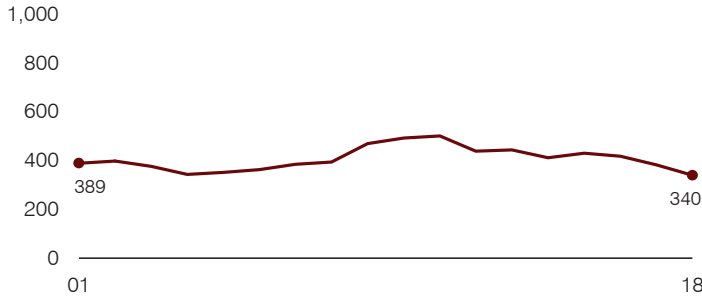
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 11
Small school adjustment	0	0	0 of 11
Federal impact aid	0	0	3 of 11
Voter-approved levy increases	1,181	1,306	6 of 11

Instructional spending percentage

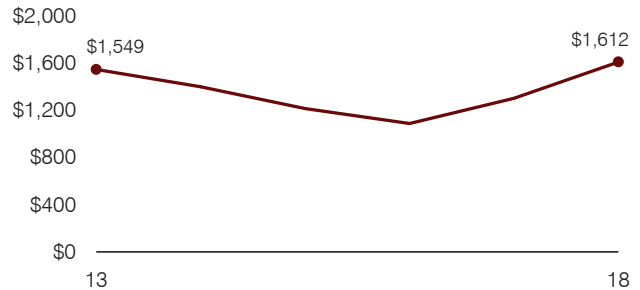
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 49.2 49.2 51.2 52.4 48.7 52.7 50.2 50.0 49.9 49.3 48.2 46.4 49.1 51.6 48.9 53.4 51.8 50.7

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

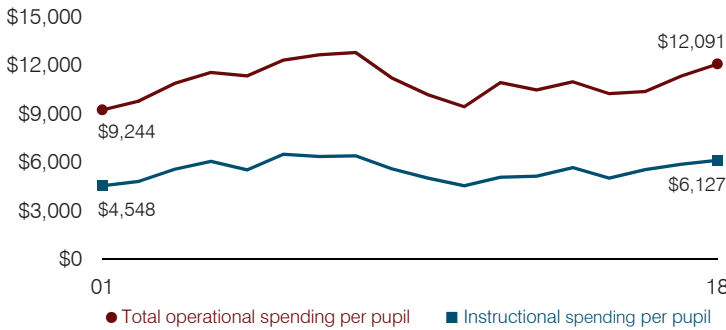
Students attending



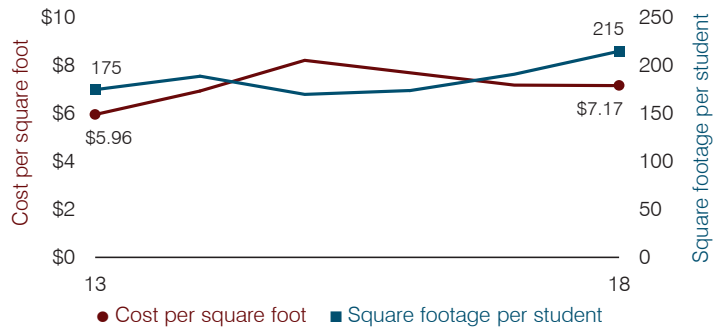
Administrative cost per pupil



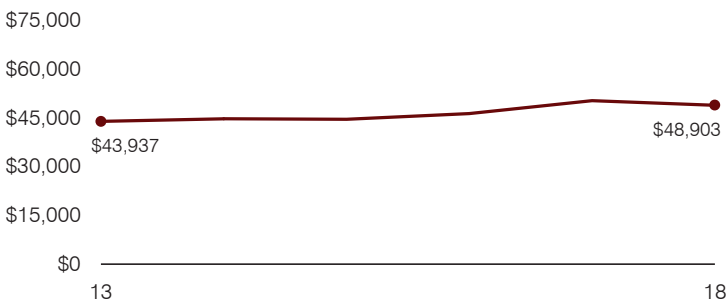
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



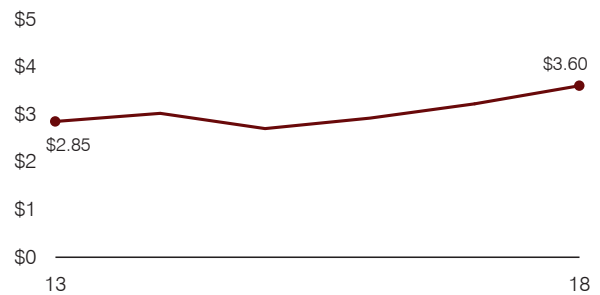
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



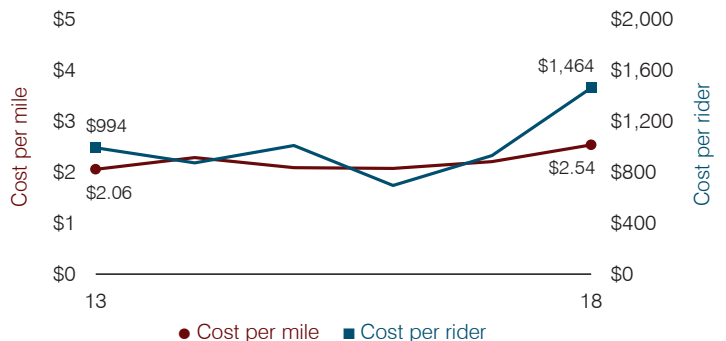
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2016 through 2018	Assessment
Change in number of district students	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	8.5%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Osborn Elementary School District

Maricopa County

Efficiency peer groups 8 and T-2, Achievement peer group 14¹

Legislative district(s): 24

District size, location:

Medium-large, City

Students attending:

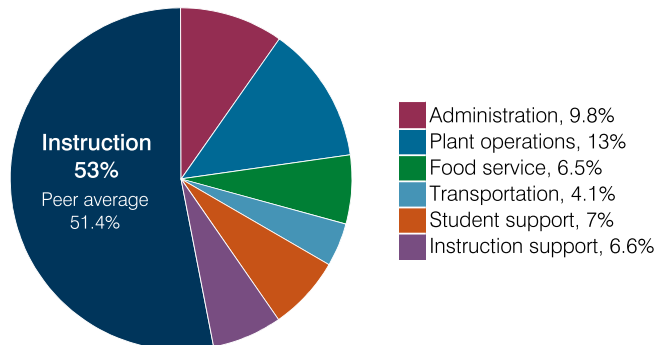
2,727

Number of schools:

5

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$850	\$1,025	\$860
	Students per administrative position	71	67	66
Plant operations	Cost per square foot	\$6.85	\$6.61	\$6.34
	Square footage per student	165	143	156
Food service	Cost per meal	\$2.77	\$2.92	\$3.02
Transportation	Cost per mile	\$6.81	\$5.91	\$4.05
	Cost per rider	\$1,166	\$1,232	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,647	\$ 4,625	\$ 4,392	\$ 4,480
Administration	862	850	1,025	860
Plant operations	1,096	1,134	971	988
Food service	566	561	659	425
Transportation	380	361	331	388
Student support	720	612	631	693
Instruction support	555	576	546	462
Total operational	8,826	8,719	8,555	8,296
Land and buildings	46	164	1,140	827
Equipment	190	203	697	409
Interest	261	309	327	228
Other	141	17	172	169
Total nonoperational	638	693	2,336	1,633
Total per pupil spending	\$ 9,464	\$ 9,412	\$10,891	\$ 9,929

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

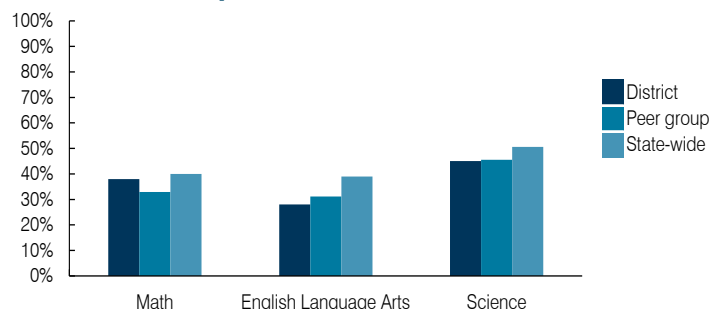
STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools ²	Percentage of schools
A	0	0%
B	4	100%
C	0	0%
D	0	0%
F	0	0%

² Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	28%	28%	19%
Special education population	14%	12%	12%
Students per teacher	19.1	18.9	18.4
Average teacher salary	\$51,968	\$46,164	\$48,951
Amount from Prop 301	\$7,322	\$5,459	\$6,411
Average years of teacher experience	8.3	9.3	11.4
Percentage of teachers in first 3 years	35%	26%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,820	\$ 2,152	\$ 1,723	\$ 1,317
State	2,893	2,997	3,921	4,011
Local	5,441	5,839	4,869	4,592
Total per pupil revenues	\$10,154	\$10,988	\$ 10,513	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 5,254	\$ 5,275	\$ 5,175	\$ 5,585
Grants	1,888	2,298	1,843	1,241
Donations and tax credits	93	68	54	90

Select revenues from less common sources

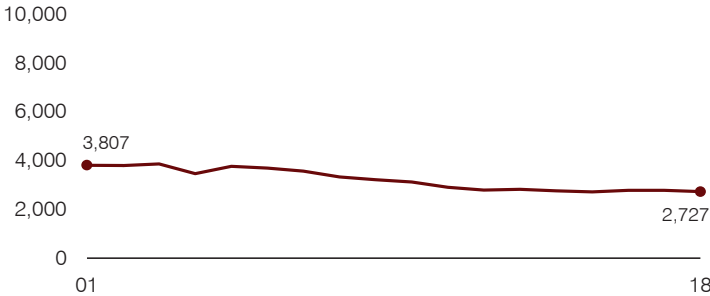
			Number of peers receiving
Desegregation	\$ 0	\$ 0	4 of 19
Small school adjustment	0	0	0 of 19
Federal impact aid	0	0	0 of 19
Voter-approved levy increases	2,367	2,490	19 of 19

Instructional spending percentage

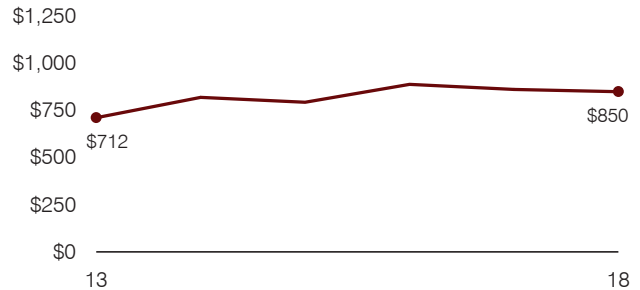
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 53.2 53.1 52.9 51.5 49.1 50.0 49.0 49.6 50.9 49.4 44.3 47.0 48.5 49.0 48.5 50.7 52.6 53.0

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

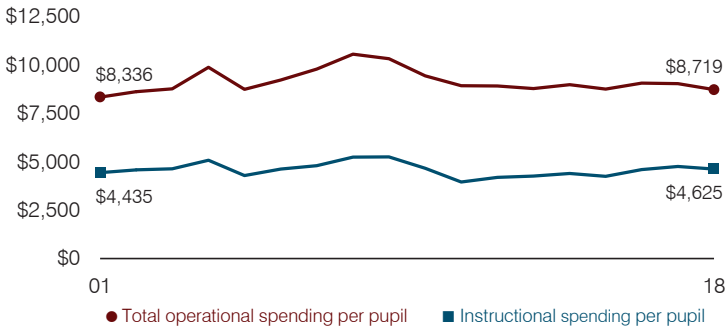
Students attending



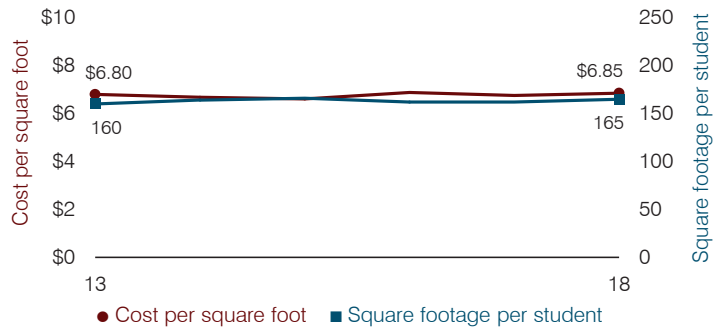
Administrative cost per pupil



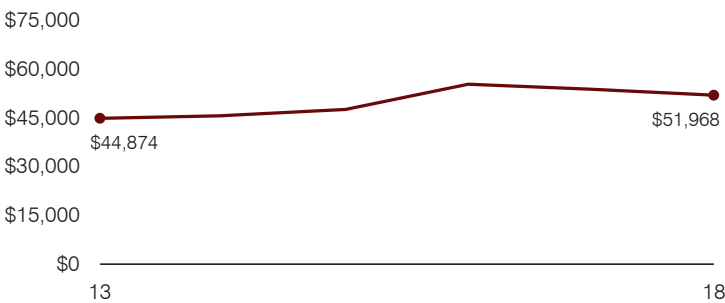
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



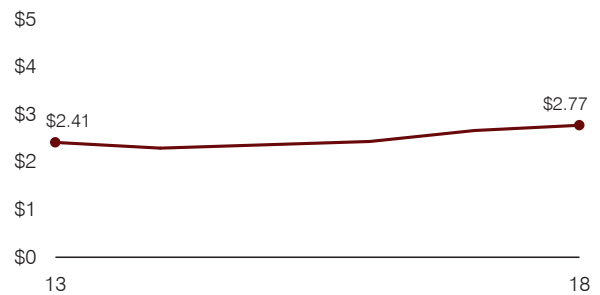
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



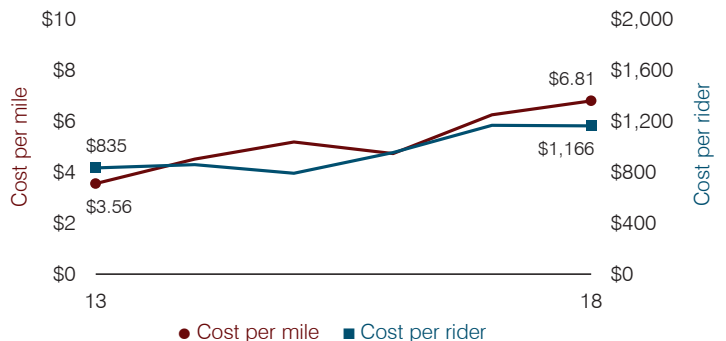
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	4.8%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low **Moderate** **High**

Transportation costs per mile and per rider



Owens-Whitney Elementary School District

Mohave County

District size, location:

Very small, Rural

Efficiency peer groups 11 and T-11, Achievement peer group 16¹

Students attending:

17

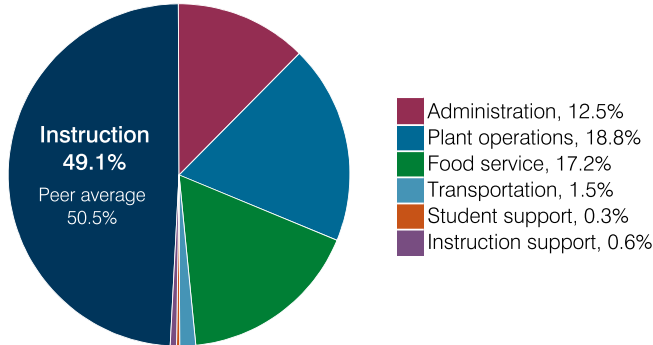
Legislative district(s): 5

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,625	\$3,064	\$860
	Students per administrative position	14	33	66
Plant operations	Cost per square foot	\$9.05	\$7.31	\$6.34
	Square footage per student	433	371	156
Food service	Cost per meal	\$18.36	\$5.79	\$3.02
Transportation	Cost per mile	\$0.49	\$1.94	\$4.05
	Cost per rider	\$762	\$1,614	\$1,301

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 10,224	\$ 10,263	\$ 8,493	\$ 4,480
Administration	2,798	2,625	3,064	860
Plant operations	4,323	3,922	2,439	988
Food service	2,891	3,595	932	425
Transportation	375	310	973	388
Student support	95	62	656	693
Instruction support	355	127	400	462
Total operational	21,061	20,904	16,957	8,296
Land and buildings	0	1,962	965	827
Equipment	1,940	1,394	562	409
Interest	0	0	25	228
Other	0	0	88	169
Total nonoperational	1,940	3,356	1,640	1,633
Total per pupil spending	\$ 23,001	\$ 24,260	\$ 18,597	\$ 9,929

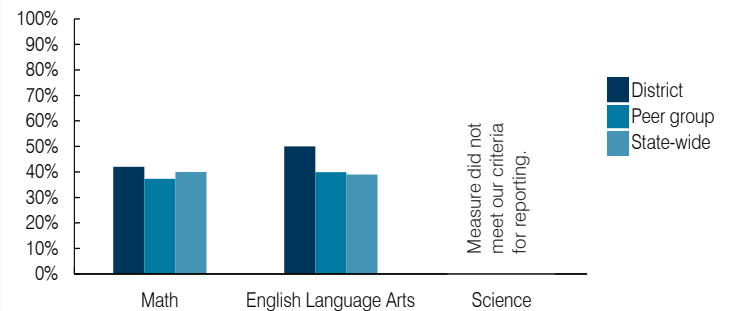
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	100%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	12%	12%	19%
Special education population	1%	16%	12%
Students per teacher	11.5	13.4	18.4
Average teacher salary	\$51,522	\$48,478	\$48,951
Amount from Prop 301	\$2,133	\$4,651	\$6,411
Average years of teacher experience	5.1	15.3	11.4
Percentage of teachers in first 3 years	0%	6%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 5,159	\$ 3,336	\$ 3,021	\$ 1,317
State	1,220	3,223	4,788	4,011
Local	18,323	15,449	12,812	4,592
Total per pupil revenues	\$ 24,702	\$ 22,008	\$ 20,621	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 10,467	\$ 8,495	\$ 8,282
Grants	5,159	5,309	3,020
Donations and tax credits	345	242	125

Select revenues from less common sources

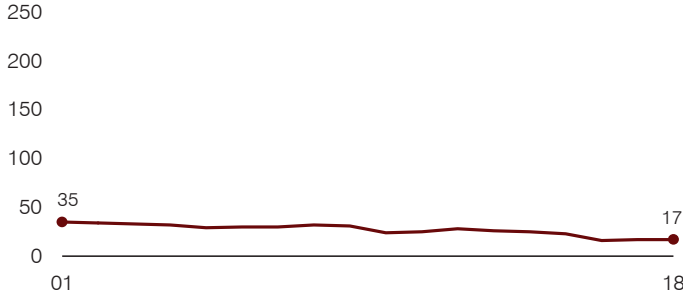
Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	4,593	5,944	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

Instructional spending percentage

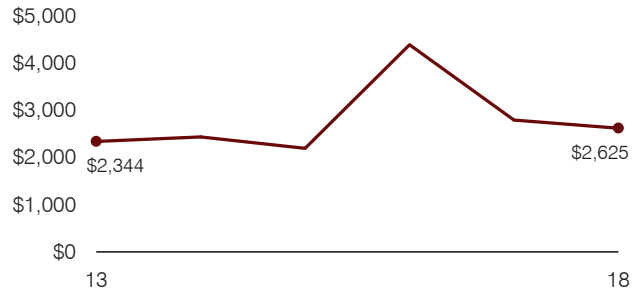
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 52.0 55.6 53.0 53.7 59.6 60.2 61.4 61.7 61.2 52.3 39.5 55.6 58.7 59.5 47.2 43.7 48.5 49.1

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

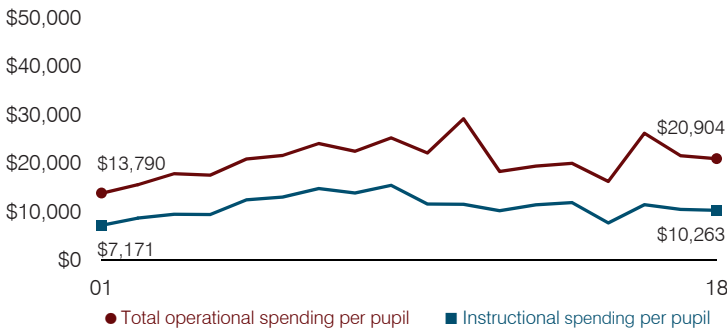
Students attending



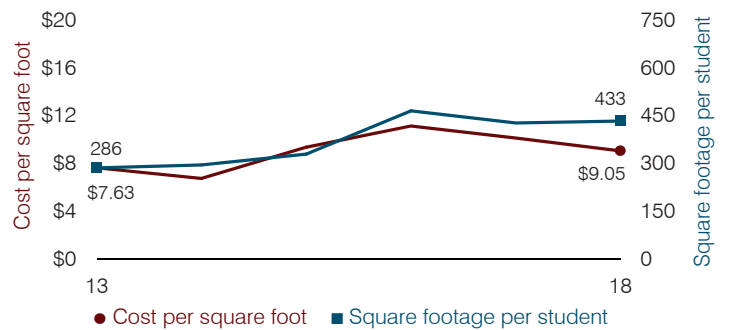
Administrative cost per pupil



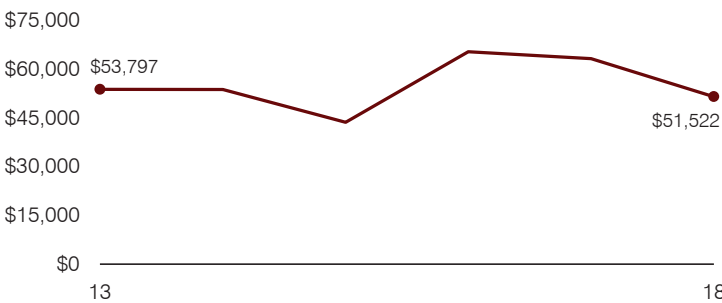
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



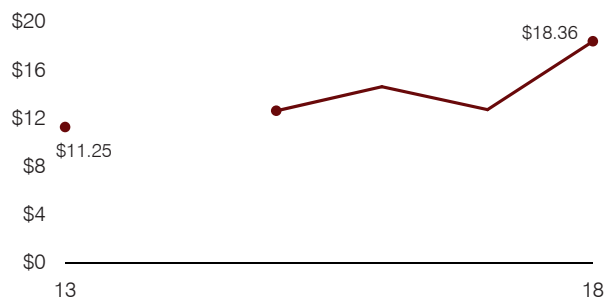
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



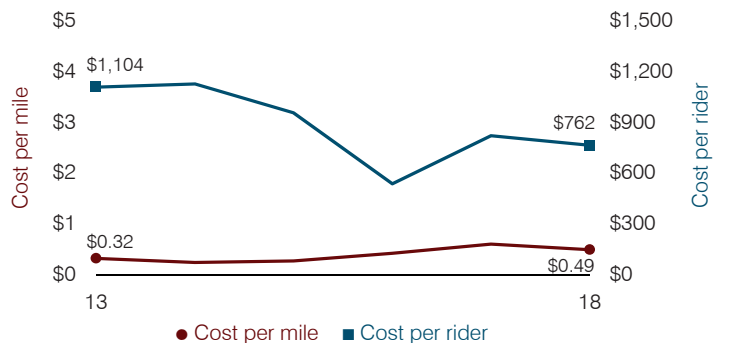
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	26.4%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Not assessed

Low **Moderate** **High**

Transportation costs per mile and per rider



Page Unified School District

Coconino County

Efficiency peer groups 4 and T-10, Achievement peer group 6¹

Legislative district(s): 7

District size, location: Medium-large, Town

Students attending: 2,574

Number of schools: 4

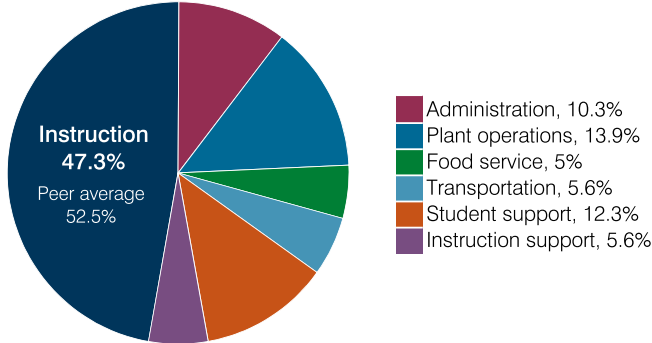
Medium-large, Town

2,574

4

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,056	\$837	\$860
	Students per administrative position	55	69	66
Plant operations	Cost per square foot	\$5.75	\$5.61	\$6.34
	Square footage per student	248	184	156
Food service	Cost per meal	\$2.86	\$3.16	\$3.02
Transportation	Cost per mile	\$2.84	\$1.95	\$4.05
	Cost per rider	\$2,056	\$1,572	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,107	\$ 4,847	\$ 4,194	\$ 4,480
Administration	937	1,056	837	860
Plant operations	1,351	1,424	1,004	988
Food service	453	516	421	425
Transportation	524	583	418	388
Student support	1,188	1,258	643	693
Instruction support	616	570	480	462
Total operational	9,176	10,254	7,997	8,296
Land and buildings	302	289	570	827
Equipment	344	318	389	409
Interest	6	7	200	228
Other	156	4	69	169
Total nonoperational	808	618	1,228	1,633
Total per pupil spending	\$ 9,984	\$ 10,872	\$ 9,225	\$ 9,929

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

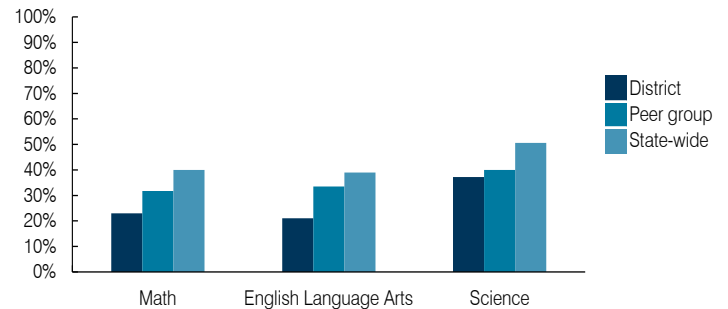
STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools ²	Percentage of schools
A	0	0%
B	0	0%
C	1	33%
D	2	67%
F	0	0%

² Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	91%	93%	94%
Graduation rate (2017)	77%	85%	78%
Poverty rate (2017)	27%	29%	19%
Special education population	14%	14%	12%
Students per teacher	17.3	16.2	18.4
Average teacher salary	\$47,229	\$46,264	\$48,951
Amount from Prop 301	\$5,869	\$6,122	\$6,411
Average years of teacher experience	9.1	12.2	11.4
Percentage of teachers in first 3 years	23%	20%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 4,010	\$ 3,945	\$ 2,385	\$ 1,317
State	3,028	3,240	4,222	4,011
Local	3,939	3,850	3,291	4,592
Total per pupil revenues	\$ 10,977	\$ 11,035	\$ 9,898	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,506	\$ 5,505	\$ 5,443
Grants	1,900	2,019	1,552
Donations and tax credits	31	22	63

Select revenues from less common sources

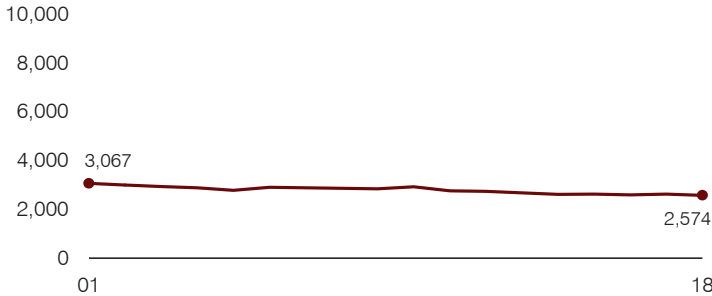
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	1 of 17
Small school adjustment	0	0	0 of 17
Federal impact aid	2,358	2,238	6 of 17
Voter-approved levy increases	0	0	13 of 17

Instructional spending percentage

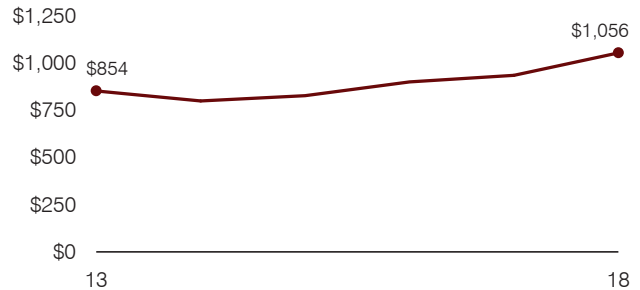
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 56.5 54.8 54.8 53.0 51.3 54.8 53.1 52.5 52.3 51.3 49.1 49.4 49.6 49.1 48.7 49.2 44.8 47.3

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

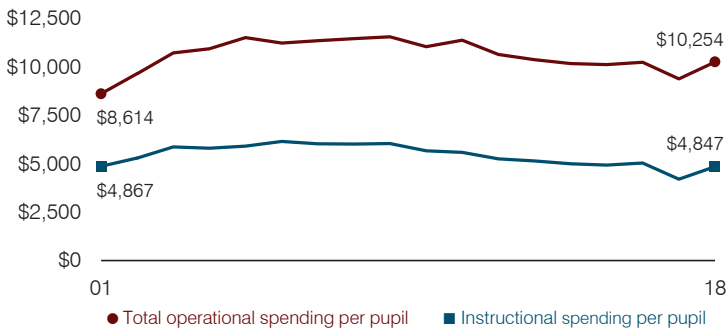
Students attending



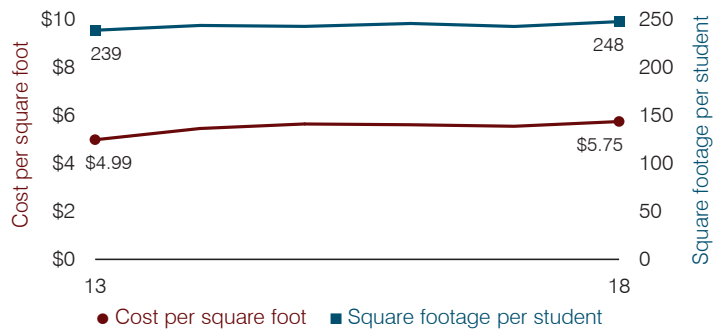
Administrative cost per pupil



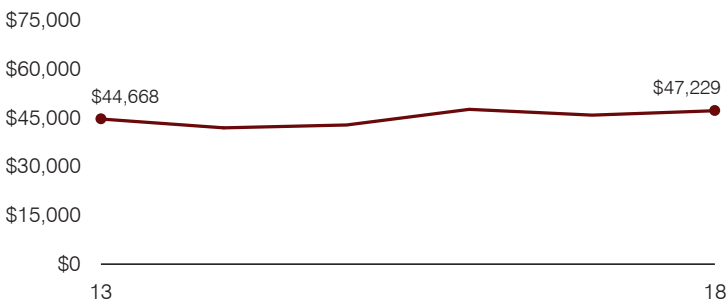
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



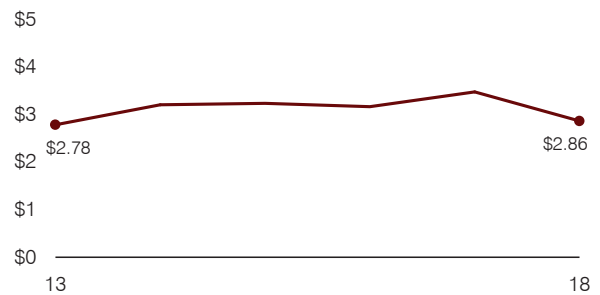
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



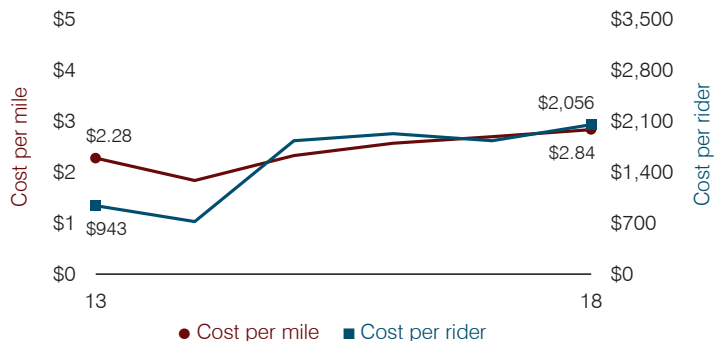
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	5.5%, Increasing
Years of capital reserve held	Impact Aid Fund reserve
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Palo Verde Elementary School District

Maricopa County

Efficiency peer groups 10 and T-7, Achievement peer group 17¹

Legislative district(s): 4 and 13

District size, location:

Small, Rural

Students attending:

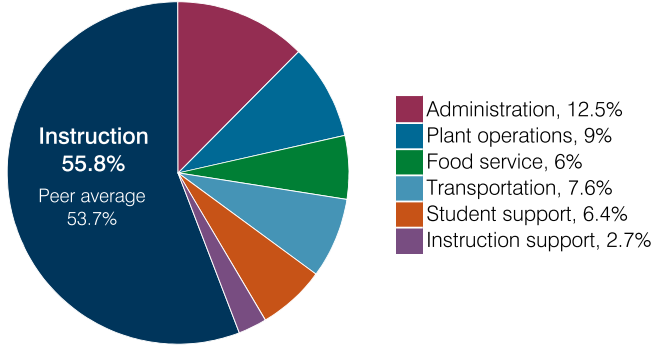
433

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,173	\$1,194	\$860
	Students per administrative position	49	60	66
Plant operations	Cost per square foot	\$5.46	\$6.78	\$6.34
	Square footage per student	154	176	156
Food service	Cost per meal	\$3.02	\$3.40	\$3.02
Transportation	Cost per mile	\$3.42	\$3.35	\$4.05
	Cost per rider	\$996	\$1,057	\$1,301

Very low
Low
Comparable
High
Very high

Per pupil spending

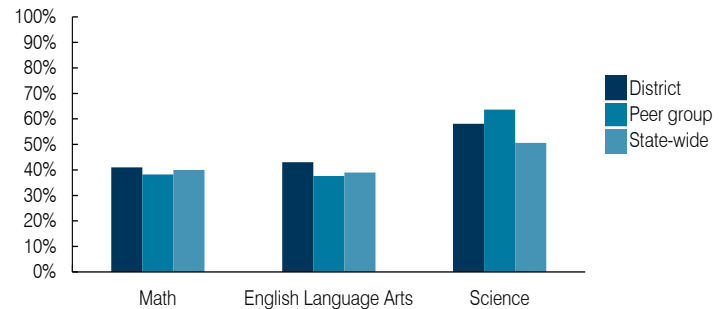
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 5,141	\$ 5,228	\$ 5,096	\$ 4,480
Administration	1,199	1,173	1,194	860
Plant operations	857	841	1,071	988
Food service	583	565	535	425
Transportation	721	717	586	388
Student support	643	599	498	693
Instruction support	278	253	379	462
Total operational	9,422	9,376	9,359	8,296
Land and buildings	158	242	208	827
Equipment	254	335	260	409
Interest	71	50	143	228
Other	2	0	173	169
Total nonoperational	485	627	784	1,633
Total per pupil spending	\$ 9,907	\$ 10,003	\$ 10,143	\$ 9,929

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	21%	19%	19%
Special education population	13%	13%	12%
Students per teacher	19.2	14.1	18.4
Average teacher salary	\$50,880	\$50,510	\$48,951
Amount from Prop 301	\$4,089	\$5,096	\$6,411
Average years of teacher experience	14.1	13.8	11.4
Percentage of teachers in first 3 years	4%	9%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,295	\$ 1,361	\$ 2,311	\$ 1,317
State	5,459	5,713	4,860	4,011
Local	3,263	3,009	4,359	4,592
Total per pupil revenues	\$ 10,017	\$ 10,083	\$ 11,530	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 6,403	\$ 6,613	\$ 6,817	\$ 5,585
Grants	1,397	1,492	1,722	1,241
Donations and tax credits	67	79	226	90

Select revenues from less common sources

			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 11
Small school adjustment	0	0	0 of 11
Federal impact aid	0	0	3 of 11
Voter-approved levy increases	1,248	874	6 of 11

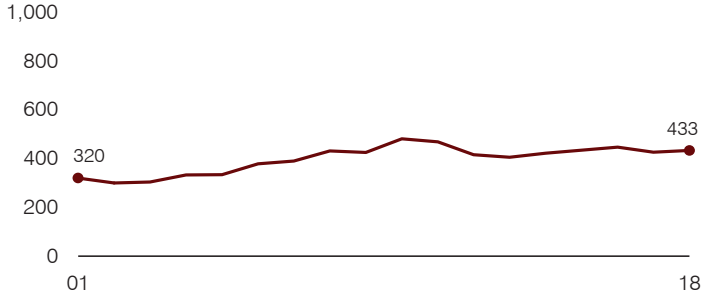
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

Instructional spending percentage

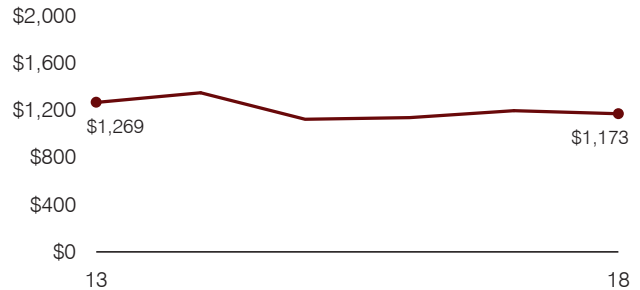
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 52.3 58.3 53.7 49.9 49.6 53.4 51.4 50.4 51.9 51.0 53.7 52.2 51.6 49.4 55.0 53.9 54.6 55.8

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

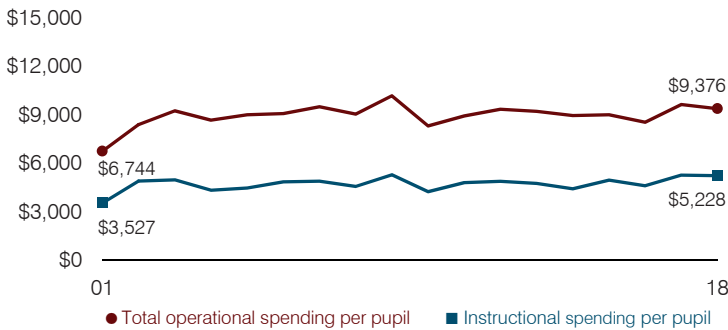
Students attending



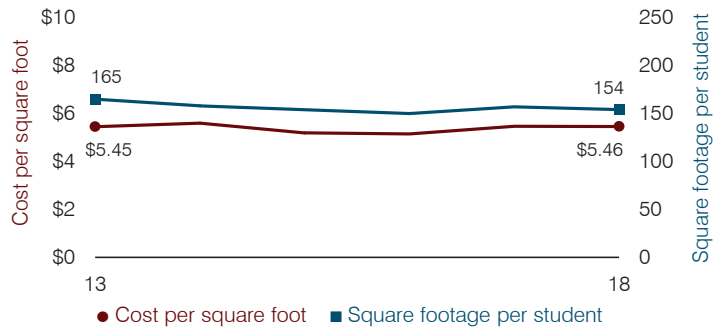
Administrative cost per pupil



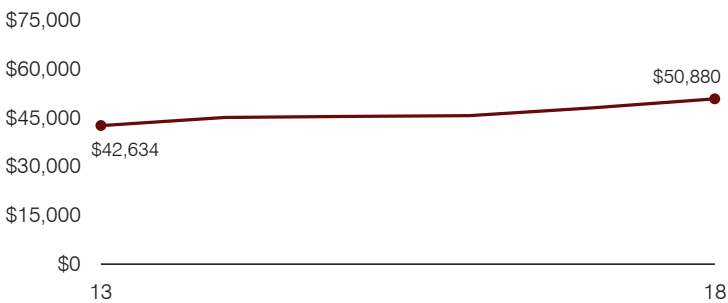
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



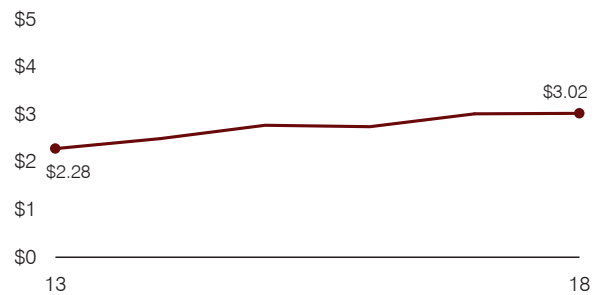
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



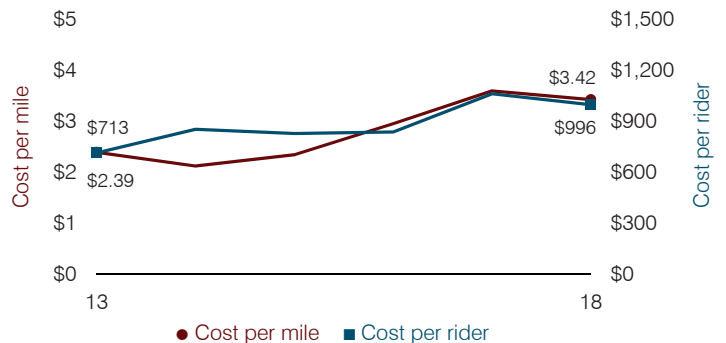
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	7.6%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low **Moderate** **High**

Transportation costs per mile and per rider



Paloma Elementary School District

Maricopa County

Efficiency peer groups 11 and T-11, Achievement peer group 16¹

Legislative district(s): 4

District size, location:

Very small, Rural

Students attending:

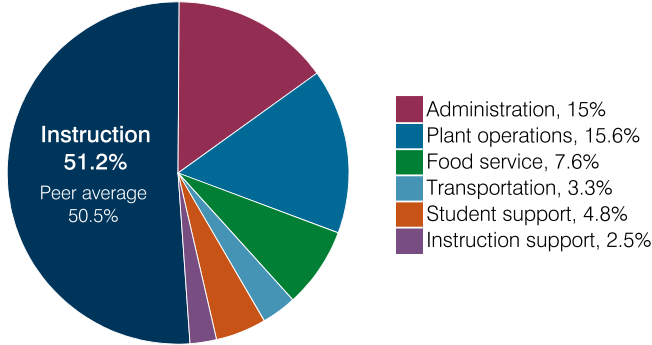
107

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,252	\$3,064	\$860
	Students per administrative position	36	33	66
Plant operations	Cost per square foot	\$16.47	\$7.31	\$6.34
	Square footage per student	143	371	156
Food service	Cost per meal	\$4.84	\$5.79	\$3.02
Transportation	Cost per mile	\$1.47	\$1.94	\$4.05
	Cost per rider	\$794	\$1,614	\$1,301

Per pupil spending

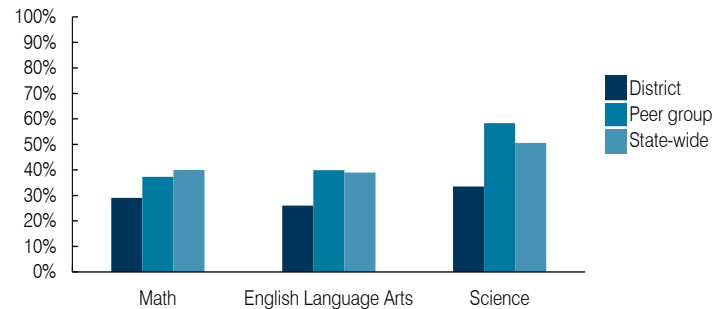
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 7,932	\$ 7,702	\$ 8,493	\$ 4,480
Administration	2,367	2,252	3,064	860
Plant operations	2,919	2,347	2,439	988
Food service	988	1,140	932	425
Transportation	316	504	973	388
Student support	416	728	656	693
Instruction support	348	370	400	462
Total operational	15,286	15,043	16,957	8,296
Land and buildings	33,368	18,110	965	827
Equipment	1,211	726	562	409
Interest	0	0	25	228
Other	1,355	1,102	88	169
Total nonoperational	35,934	19,938	1,640	1,633
Total per pupil spending	\$ 51,220	\$ 34,981	\$ 18,597	\$ 9,929

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	13%	12%	19%
Special education population	23%	16%	12%
Students per teacher	13.4	13.4	18.4
Average teacher salary	\$51,474	\$48,478	\$48,951
Amount from Prop 301	\$4,592	\$4,651	\$6,411
Average years of teacher experience	12.1	15.3	11.4
Percentage of teachers in first 3 years	0%	6%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 2,594	\$ 2,551	\$ 3,021	\$ 1,317
State	1,100	2,290	4,788	4,011
Local	43,355	25,342	12,812	4,592
Total per pupil revenues	\$47,049	\$30,183	\$ 20,621	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 6,866	\$ 6,697	\$ 8,282	\$ 5,585
Grants	3,553	4,285	3,020	1,241
Donations and tax credits	209	162	125	90

Select revenues from less common sources

			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	33,846	29,794	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

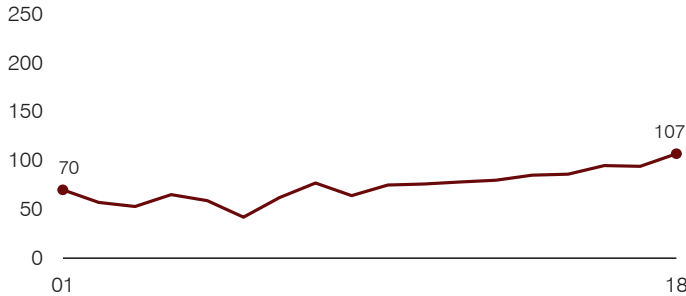
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

Instructional spending percentage

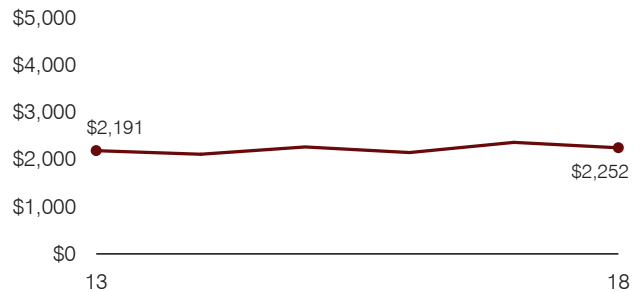
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 43.1 42.9 50.8 46.6 48.1 50.5 48.4 51.4 50.1 47.5 48.4 46.2 43.9 49.5 48.2 48.9 51.9 51.2

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

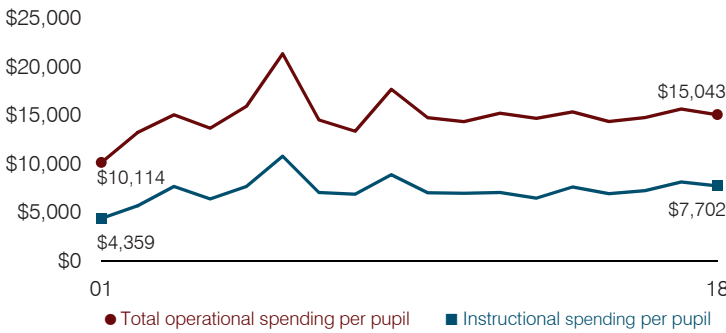
Students attending



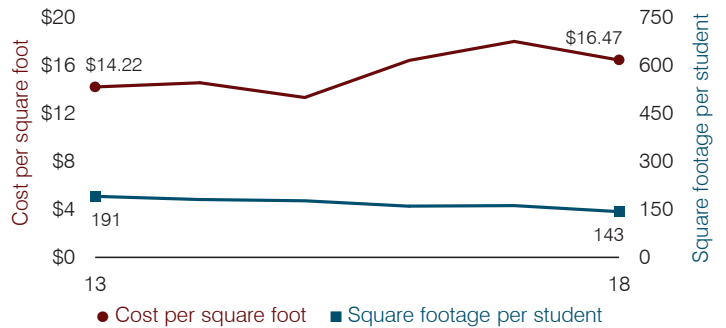
Administrative cost per pupil



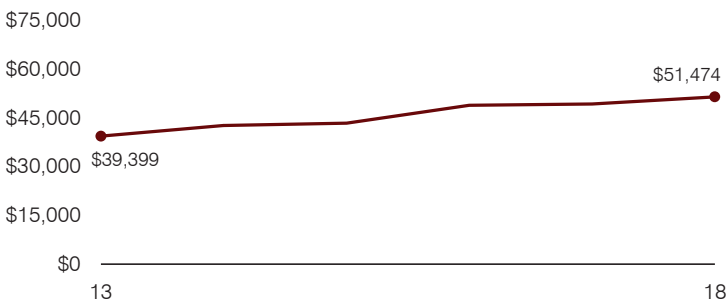
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



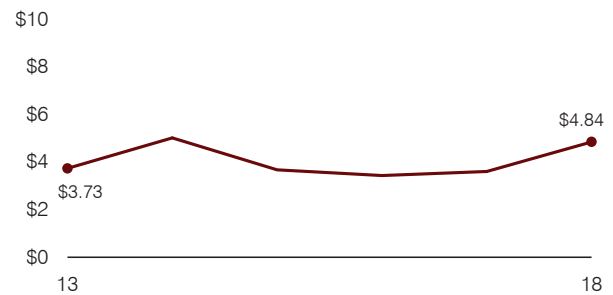
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



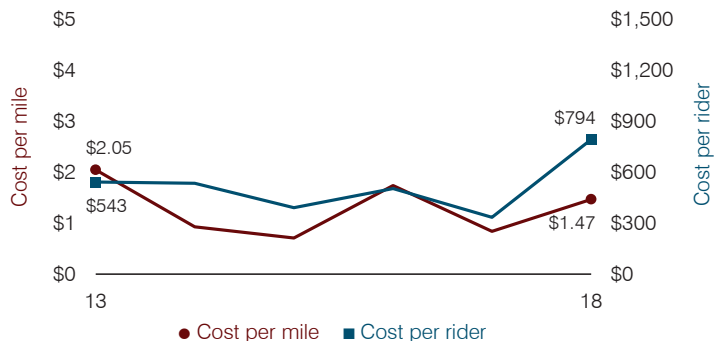
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	11.8%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Palominas Elementary School District

Cochise County

Efficiency peer groups 9 and T-9, Achievement peer group 16¹

Legislative district(s): 14

District size, location:

Medium, Rural

Students attending:

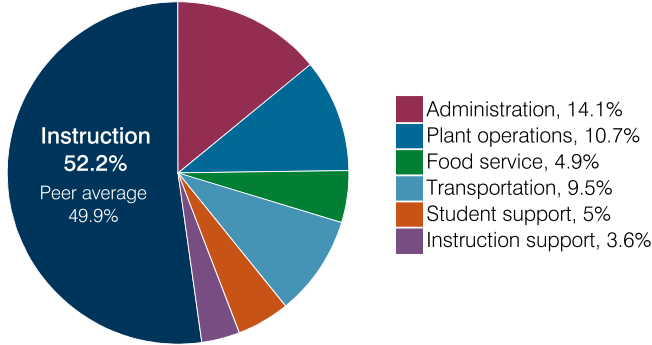
880

Number of schools:

3

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,211	\$1,098	\$860
	Students per administrative position	49	59	66
Plant operations	Cost per square foot	\$6.20	\$6.52	\$6.34
	Square footage per student	148	161	156
Food service	Cost per meal	\$3.77	\$3.10	\$3.02
Transportation	Cost per mile	\$2.20	\$2.62	\$4.05
	Cost per rider	\$1,240	\$1,457	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,348	\$ 4,474	\$ 4,233	\$ 4,480
Administration	1,065	1,211	1,098	860
Plant operations	960	914	1,034	988
Food service	408	417	591	425
Transportation	757	807	526	388
Student support	436	432	584	693
Instruction support	366	308	462	462
Total operational	8,340	8,563	8,528	8,296
Land and buildings	159	480	416	827
Equipment	374	566	316	409
Interest	31	33	75	228
Other	40	54	170	169
Total nonoperational	604	1,133	977	1,633
Total per pupil spending	\$ 8,944	\$ 9,696	\$ 9,505	\$ 9,929

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

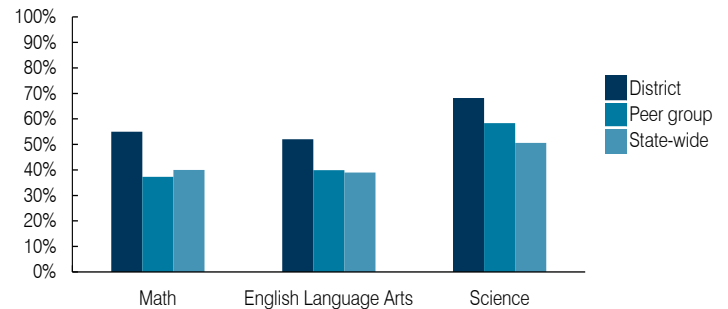
STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools ²	Percentage of schools
A	0	0%
B	2	100%
C	0	0%
D	0	0%
F	0	0%

² Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	14%	12%	19%
Special education population	14%	16%	12%
Students per teacher	17.3	13.4	18.4
Average teacher salary	\$43,077	\$48,478	\$48,951
Amount from Prop 301	\$7,445	\$4,651	\$6,411
Average years of teacher experience	11.5	15.3	11.4
Percentage of teachers in first 3 years	14%	6%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,472	\$ 1,110	\$ 1,836	\$ 1,317
State	5,857	6,341	4,904	4,011
Local	2,424	3,002	2,715	4,592
Total per pupil revenues	\$ 9,753	\$10,453	\$ 9,455	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 6,572	\$ 6,264	\$ 5,707	\$ 5,585
Grants	1,470	1,764	2,113	1,241
Donations and tax credits	35	30	67	90

Select revenues from less common sources

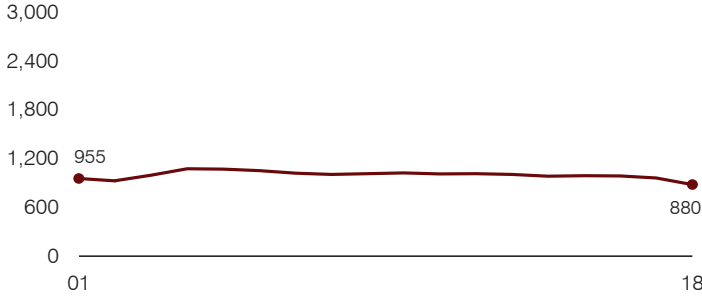
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	45	62	3 of 10
Voter-approved levy increases	0	0	8 of 10

Instructional spending percentage

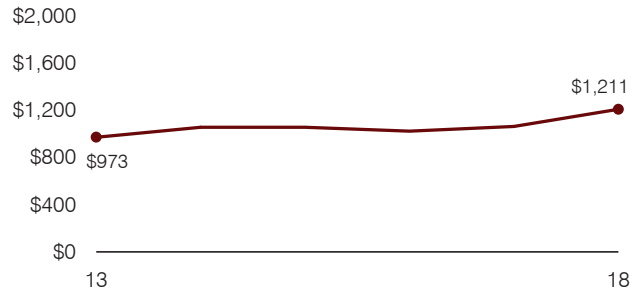
Year:	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Percentage:	55.4	54.9	54.2	55.7	54.3	55.6	55.5	55.9	54.1	53.8	51.5	50.3	51.1	50.5	52.9	53.9	52.1	52.2

TRENDS AND FINANCIAL STRESS ASSESSMENT
Fiscal years as indicated

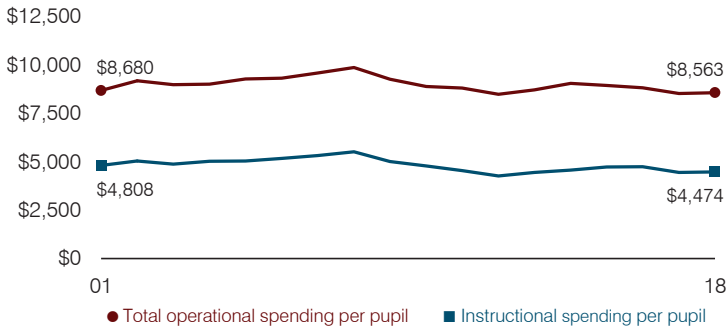
Students attending



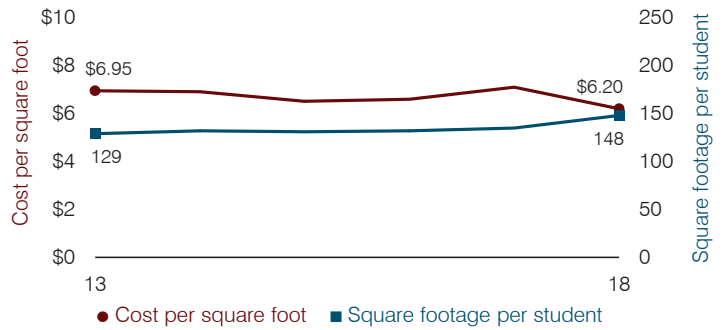
Administrative cost per pupil



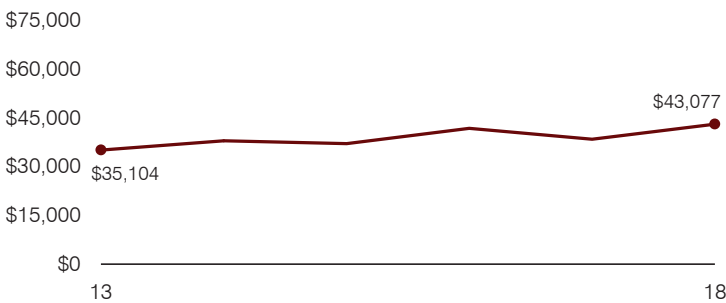
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



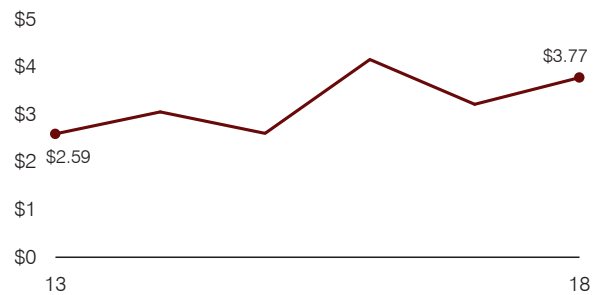
Plant cost per square foot and square footage per student



Average teacher salary



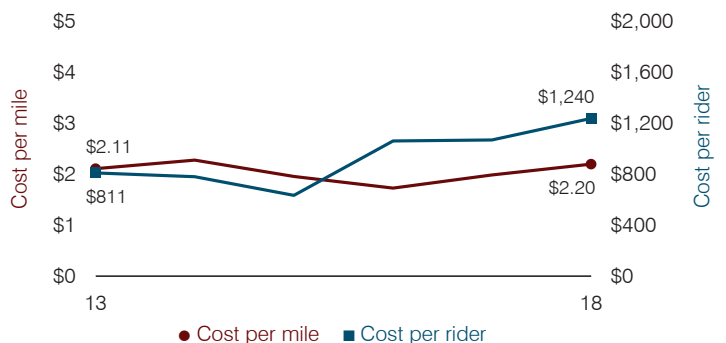
Food service cost per meal



Financial stress assessment

Overall financial stress level:	Low
Measure: 2016 through 2018	Assessment
Change in number of district students	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	13.6%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant
<div style="display: flex; justify-content: space-around;"> Low Moderate High </div>	

Transportation costs per mile and per rider



Paradise Valley Unified School District

Maricopa County

Efficiency peer groups 1 and T-5, Achievement peer group 2¹

Legislative district(s): 15, 20, 23, and 28

District size, location:

Very large, City

Students attending:

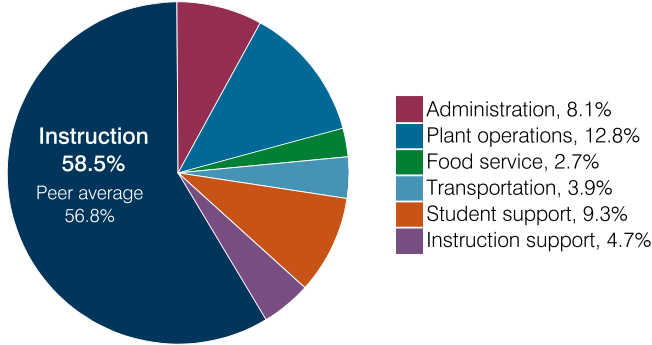
30,358

Number of schools:

44

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$672	\$712	\$860
	Students per administrative position	73	80	66
Plant operations	Cost per square foot	\$6.38	\$6.18	\$6.34
	Square footage per student	167	149	156
Food service	Cost per meal	\$2.72	\$2.87	\$3.02
Transportation	Cost per mile	\$3.62	\$3.90	\$4.05
	Cost per rider	\$1,513	\$1,931	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,557	\$ 4,846	\$ 4,531	\$ 4,480
Administration	651	672	712	860
Plant operations	1,030	1,063	916	988
Food service	235	232	331	425
Transportation	327	322	358	388
Student support	788	770	704	693
Instruction support	401	384	395	462
Total operational	7,989	8,289	7,947	8,296
Land and buildings	1,002	1,036	631	827
Equipment	541	392	317	409
Interest	328	339	232	228
Other	283	294	207	169
Total nonoperational	2,154	2,061	1,387	1,633
Total per pupil spending	\$ 10,143	\$ 10,350	\$ 9,334	\$ 9,929

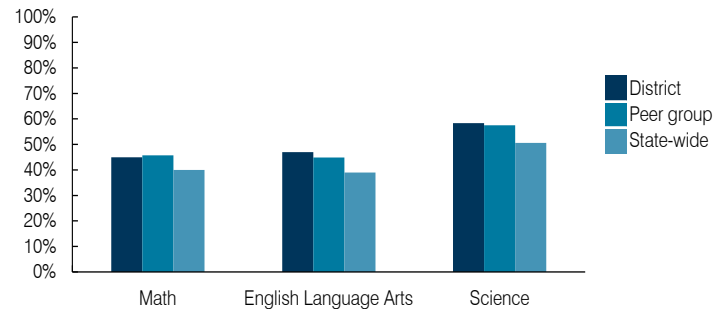
STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools ²	Percentage of schools
A	17	43%
B	8	20%
C	12	30%
D	3	7%
F	0	0%

² Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	90%	90%	78%
Poverty rate (2017)	13%	12%	19%
Special education population	13%	13%	12%
Students per teacher	18.0	18.5	18.4
Average teacher salary	\$46,564	\$47,265	\$48,951
Amount from Prop 301	\$6,272	\$6,556	\$6,411
Average years of teacher experience	12.7	11.5	11.4
Percentage of teachers in first 3 years	15%	19%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 835	\$ 779	\$ 875	\$ 1,317
State	2,795	2,827	3,546	4,011
Local	6,871	6,929	5,443	4,592
Total per pupil revenues	\$ 10,501	\$ 10,535	\$ 9,864	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 5,545	\$ 5,592	\$ 5,492	\$ 5,585
Grants	843	916	937	1,241
Donations and tax credits	102	99	94	90

Select revenues from less common sources

			Number of peers receiving
Desegregation	\$ 0	\$ 0	4 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	0	0	2 of 10
Voter-approved levy increases	2,554	2,548	10 of 10

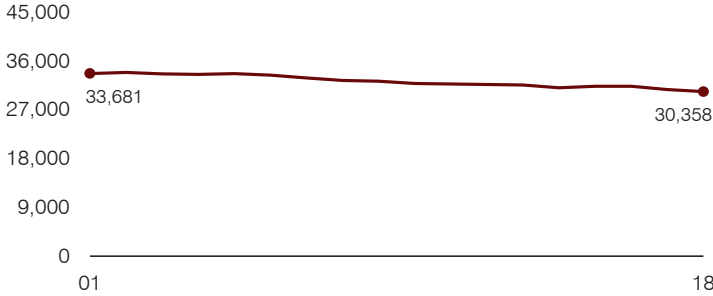
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

Instructional spending percentage

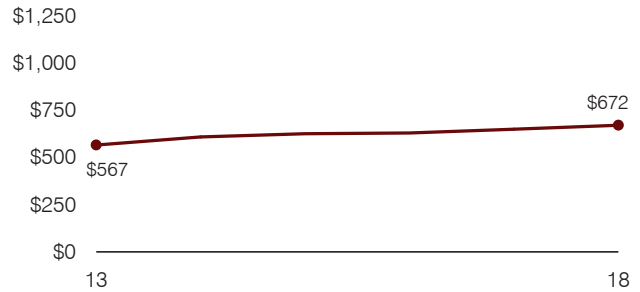
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 64.0 64.6 62.9 61.8 63.0 62.1 62.4 60.8 60.6 59.8 58.8 55.8 57.1 57.7 57.2 56.4 57.0 58.5

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

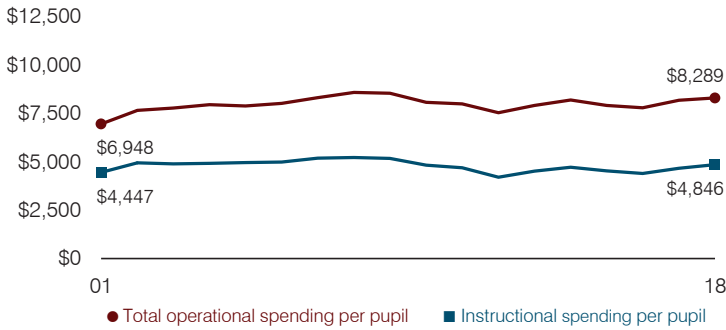
Students attending



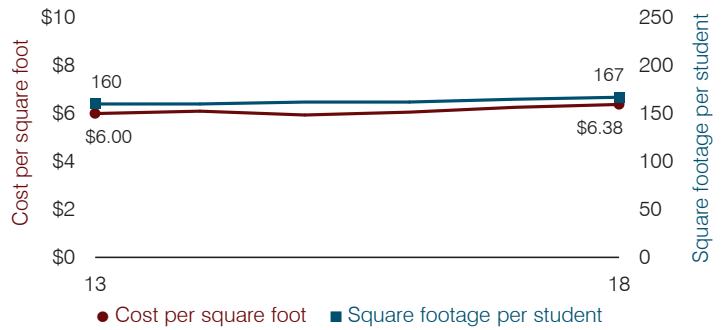
Administrative cost per pupil



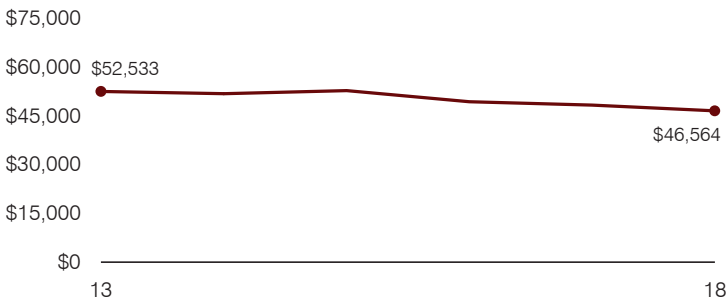
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



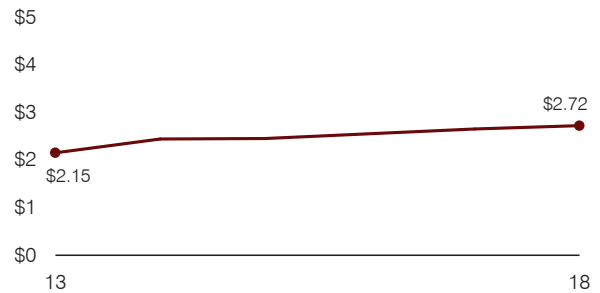
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



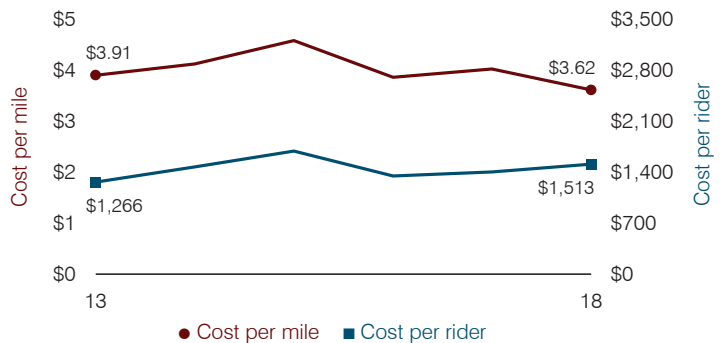
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	7.1%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant

Low **Moderate** **High**

Transportation costs per mile and per rider



Parker Unified School District

La Paz County

Efficiency peer groups 5 and T-8, Achievement peer group 7¹

Legislative district(s): 5

District size, location:

Medium, Town

Students attending:

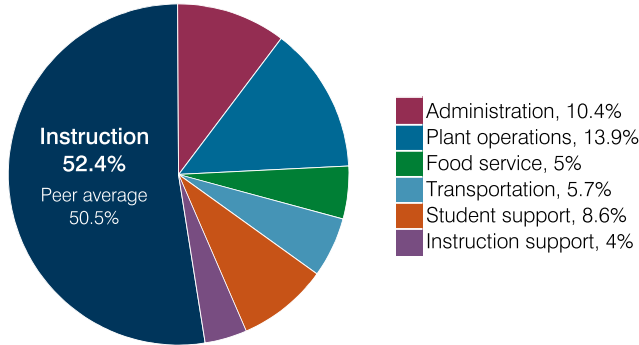
1,874

Number of schools:

6

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,017	\$1,221	\$860
	Students per administrative position	53	54	66
Plant operations	Cost per square foot	\$6.87	\$5.43	\$6.34
	Square footage per student	197	257	156
Food service	Cost per meal	\$3.44	\$3.66	\$3.02
Transportation	Cost per mile	\$4.40	\$3.03	\$4.05
	Cost per rider	\$1,761	\$1,225	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,712	\$ 5,116	\$ 4,824	\$ 4,480
Administration	987	1,017	1,221	860
Plant operations	1,307	1,355	1,365	988
Food service	476	485	437	425
Transportation	471	555	532	388
Student support	899	838	623	693
Instruction support	369	396	359	462
Total operational	9,221	9,762	9,361	8,296
Land and buildings	221	178	799	827
Equipment	655	576	433	409
Interest	0	0	248	228
Other	2	50	71	169
Total nonoperational	878	804	1,551	1,633
Total per pupil spending	\$ 10,099	\$ 10,566	\$ 10,912	\$ 9,929

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

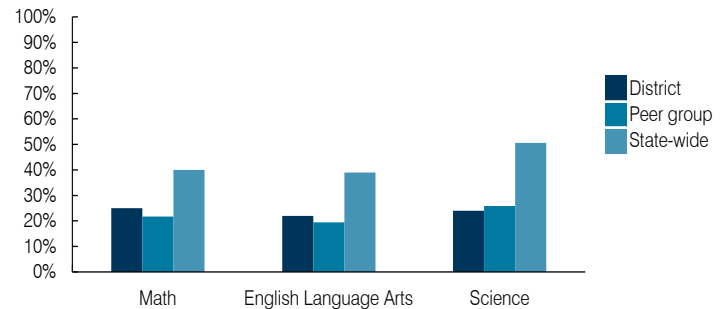
STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools ²	Percentage of schools
A	0	0%
B	0	0%
C	2	50%
D	2	50%
F	0	0%

² Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	91%	91%	94%
Graduation rate (2017)	81%	76%	78%
Poverty rate (2017)	34%	41%	19%
Special education population	15%	12%	12%
Students per teacher	16.4	15.8	18.4
Average teacher salary	\$47,596	\$48,537	\$48,951
Amount from Prop 301	\$8,078	\$5,191	\$6,411
Average years of teacher experience	11.1	12.5	11.4
Percentage of teachers in first 3 years	22%	18%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 4,611	\$ 4,989	\$ 3,917	\$ 1,317
State	3,375	3,510	4,283	4,011
Local	1,472	1,770	4,207	4,592
Total per pupil revenues	\$ 9,458	\$ 10,269	\$ 12,407	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,130	\$ 5,209	\$ 5,992
Grants	1,187	1,255	1,703
Donations and tax credits	14	10	147

Select revenues from less common sources

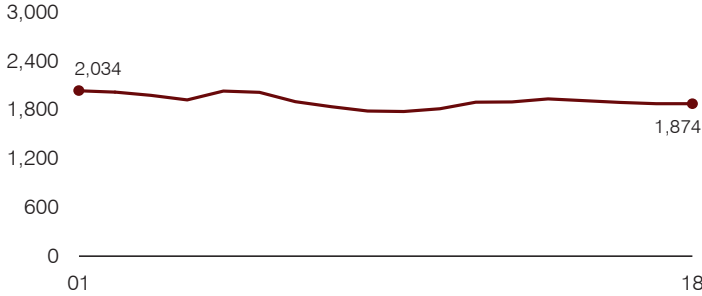
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 31
Small school adjustment	0	0	0 of 31
Federal impact aid	3,450	3,779	16 of 31
Voter-approved levy increases	517	544	21 of 31

Instructional spending percentage

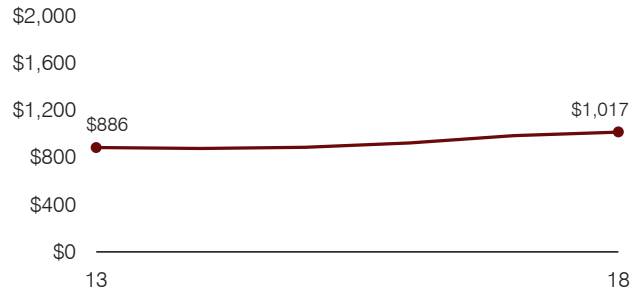
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 55.3 57.3 57.4 57.0 55.1 54.7 54.9 53.8 50.7 52.6 50.5 52.3 51.0 51.0 52.1 50.8 51.1 52.4

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

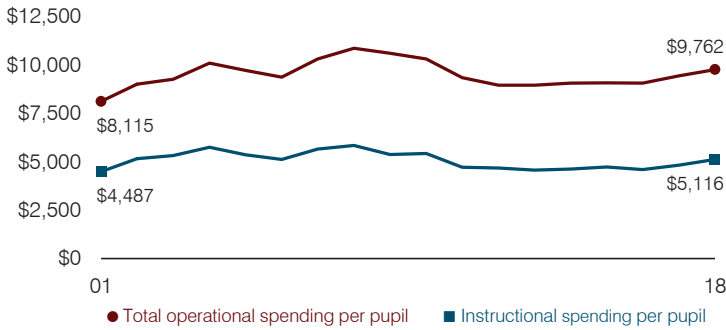
Students attending



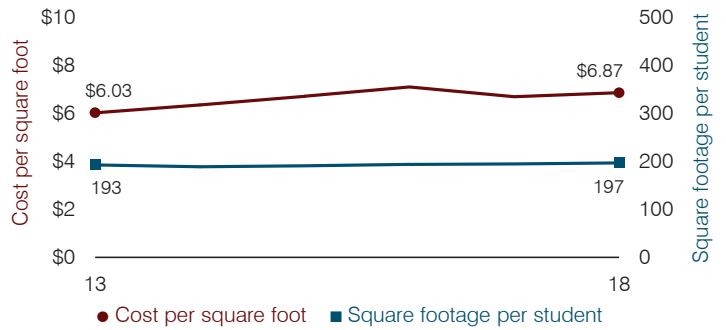
Administrative cost per pupil



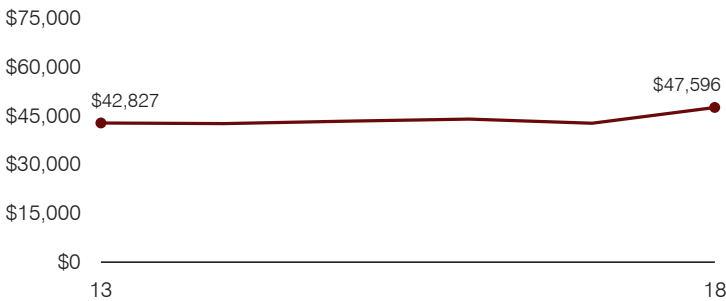
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



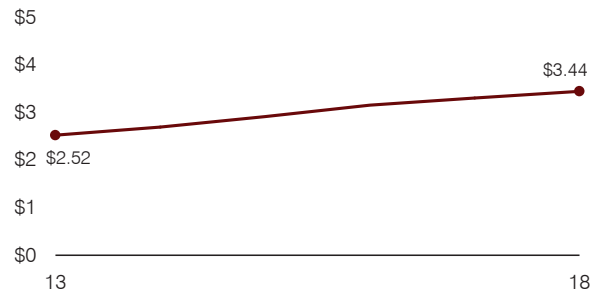
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



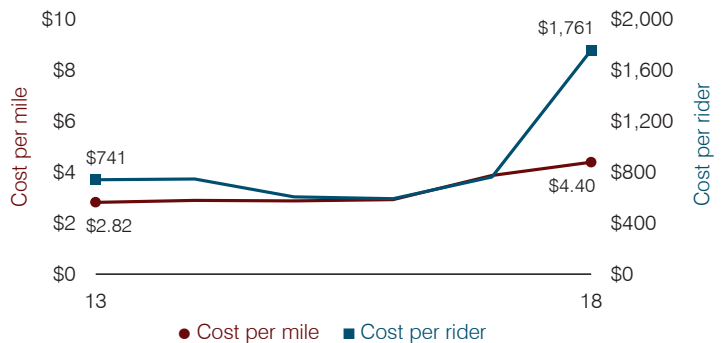
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	4.3%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Patagonia Elementary School District

Santa Cruz County

District size, location:

Very small, Rural

Efficiency peer groups 11 and T-11, Achievement peer group 18¹

Students attending:

89

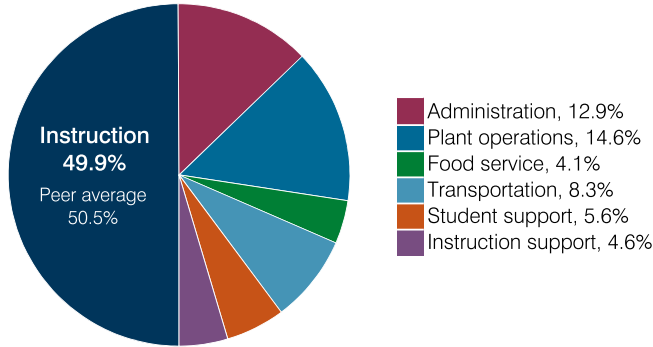
Legislative district(s): 2

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,241	\$3,064	\$860
	Students per administrative position	66	33	66
Plant operations	Cost per square foot	\$5.18	\$7.31	\$6.34
	Square footage per student	489	371	156
Food service	Cost per meal	\$3.97	\$5.79	\$3.02
Transportation	Cost per mile	\$1.57	\$1.94	\$4.05
	Cost per rider	\$2,906	\$1,614	\$1,301

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 9,460	\$ 8,677	\$ 8,493	\$ 4,480
Administration	2,530	2,241	3,064	860
Plant operations	2,696	2,530	2,439	988
Food service	951	716	932	425
Transportation	1,617	1,449	973	388
Student support	1,084	967	656	693
Instruction support	1,157	801	400	462
Total operational	19,495	17,381	16,957	8,296
Land and buildings	123	347	965	827
Equipment	667	198	562	409
Interest	0	0	25	228
Other	111	54	88	169
Total nonoperational	901	599	1,640	1,633
Total per pupil spending	\$ 20,396	\$ 17,980	\$ 18,597	\$ 9,929

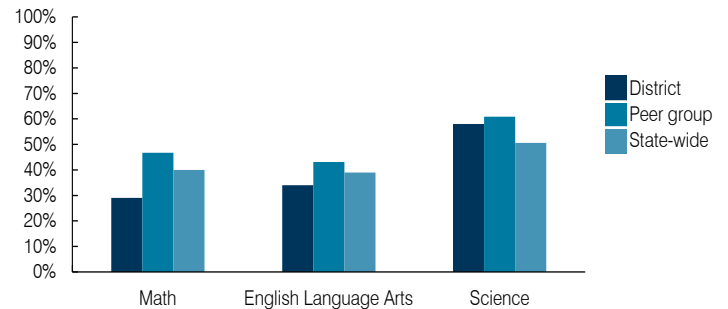
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	0	0%
D	1	100%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	22%	25%	19%
Special education population	15%	17%	12%
Students per teacher	9.0	12.6	18.4
Average teacher salary	\$38,502	\$47,486	\$48,951
Amount from Prop 301	\$2,959	\$4,484	\$6,411
Average years of teacher experience	11.4	14.9	11.4
Percentage of teachers in first 3 years	11%	7%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 2,106	\$ 2,048	\$ 3,021	\$ 1,317
State	4,313	4,248	4,788	4,011
Local	14,229	12,069	12,812	4,592
Total per pupil revenues	\$ 20,648	\$ 18,365	\$ 20,621	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 10,127	\$ 9,278	\$ 8,282	\$ 5,585
Grants	2,144	2,442	3,020	1,241
Donations and tax credits	257	231	125	90

Select revenues from less common sources

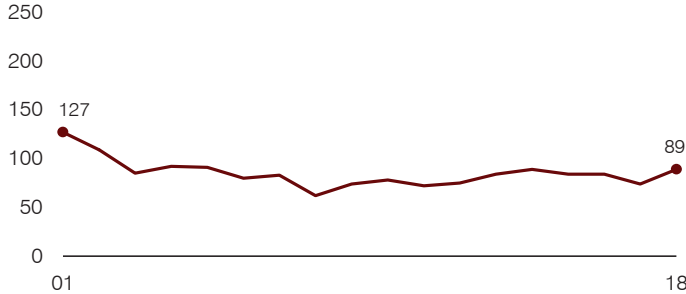
			Number of peers receiving	
Desegregation	\$ 0	\$ 0	0 of 56	
Small school adjustment	3,074	2,700	45 of 56	
Federal impact aid	0	0	5 of 56	
Voter-approved levy increases	0	0	5 of 56	

Instructional spending percentage

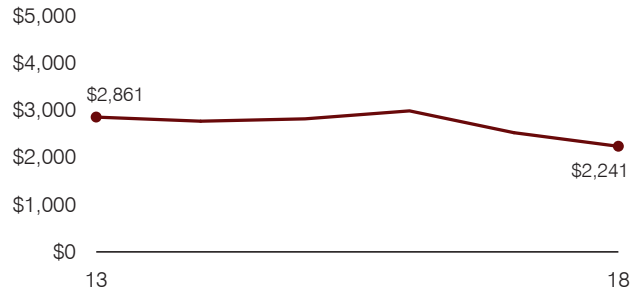
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 48.1 48.8 50.4 50.7 49.3 46.5 47.8 46.0 45.6 44.4 46.3 47.9 46.4 47.6 44.7 46.6 48.5 49.9

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

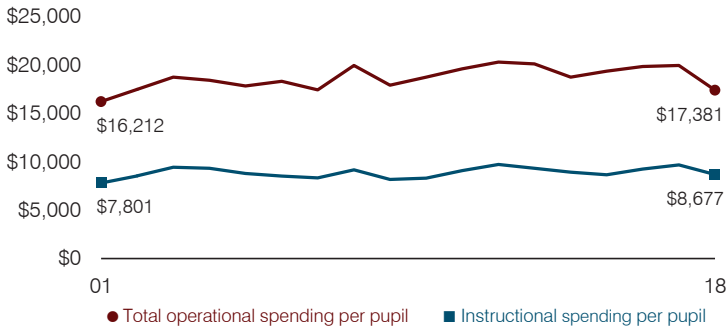
Students attending



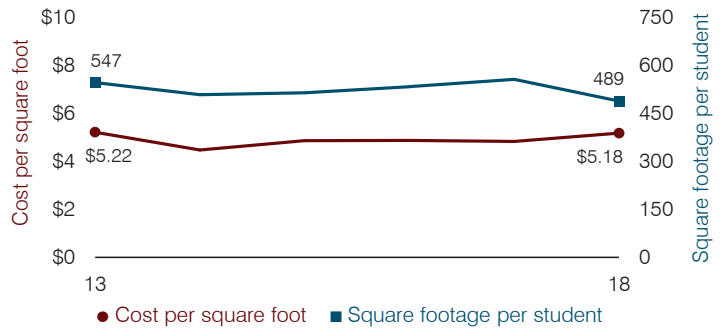
Administrative cost per pupil



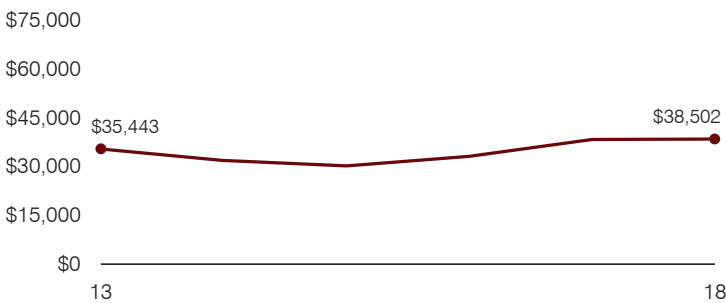
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



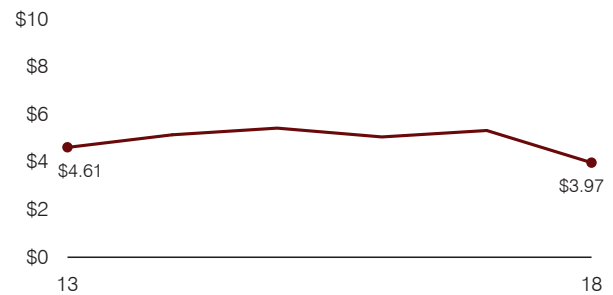
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



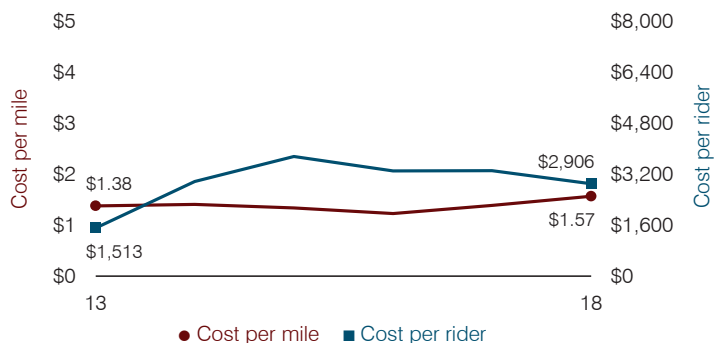
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	6.1%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Patagonia Union High School District

Santa Cruz County

District size, location:

Very small, Rural

Efficiency peer groups 11 and T-11, Achievement peer group 10¹

Students attending:

82

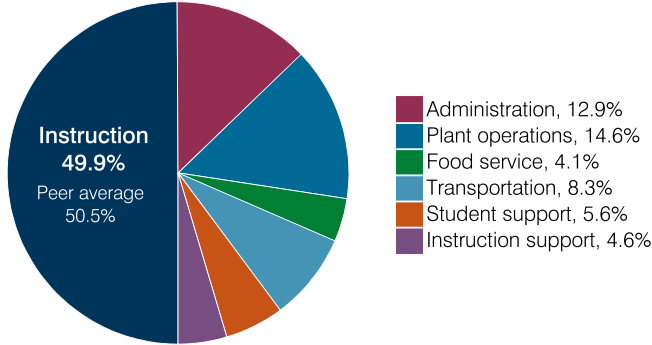
Legislative district(s): 2

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,241	\$3,064	\$860
	Students per administrative position	66	33	66
Plant operations	Cost per square foot	\$5.18	\$7.31	\$6.34
	Square footage per student	489	371	156
Food service	Cost per meal	\$3.97	\$5.79	\$3.02
Transportation	Cost per mile	\$1.57	\$1.94	\$4.05
	Cost per rider	\$2,906	\$1,614	\$1,301

Per pupil spending

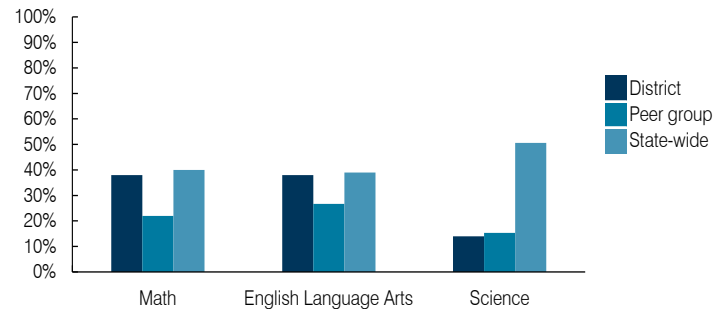
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 9,460	\$ 8,677	\$ 8,493	\$ 4,480
Administration	2,530	2,241	3,064	860
Plant operations	2,696	2,530	2,439	988
Food service	951	716	932	425
Transportation	1,617	1,449	973	388
Student support	1,084	967	656	693
Instruction support	1,157	801	400	462
Total operational	19,495	17,381	16,957	8,296
Land and buildings	123	347	965	827
Equipment	667	198	562	409
Interest	0	0	25	228
Other	111	54	88	169
Total nonoperational	901	599	1,640	1,633
Total per pupil spending	\$ 20,396	\$ 17,980	\$ 18,597	\$ 9,929

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	91%	94%
Graduation rate (2017)	94%	91%	78%
Poverty rate (2017)	11%	12%	19%
Special education population	13%	16%	12%
Students per teacher	9.0	8.8	18.4
Average teacher salary	\$38,502	\$37,636	\$48,951
Amount from Prop 301	\$2,959	\$3,874	\$6,411
Average years of teacher experience	11.4	9.8	11.4
Percentage of teachers in first 3 years	11%	20%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 2,106	\$ 2,048	\$ 3,021	\$ 1,317
State	4,313	4,248	4,788	4,011
Local	14,229	12,069	12,812	4,592
Total per pupil revenues	\$ 20,648	\$ 18,365	\$ 20,621	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 10,127	\$ 9,278	\$ 8,282	\$ 5,585
Grants	2,144	2,442	3,020	1,241
Donations and tax credits	257	231	125	90

Select revenues from less common sources

			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	3,074	2,700	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

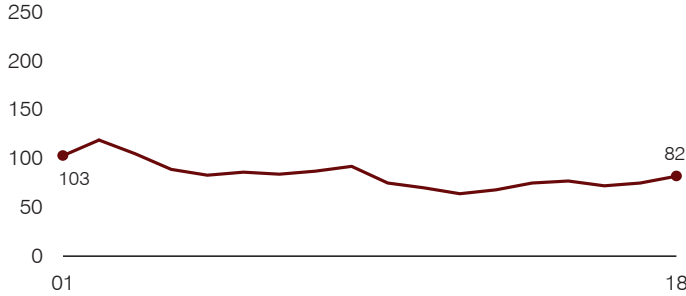
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

Instructional spending percentage

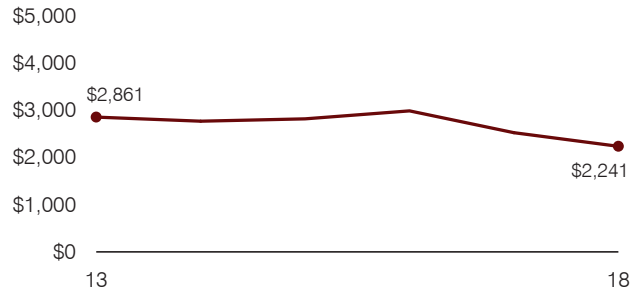
Year:	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Percentage:	48.1	48.8	50.4	50.7	49.3	46.5	47.8	46.0	45.6	44.4	46.3	47.9	46.4	47.6	44.7	46.6	48.5	49.9

TRENDS AND FINANCIAL STRESS ASSESSMENT
Fiscal years as indicated

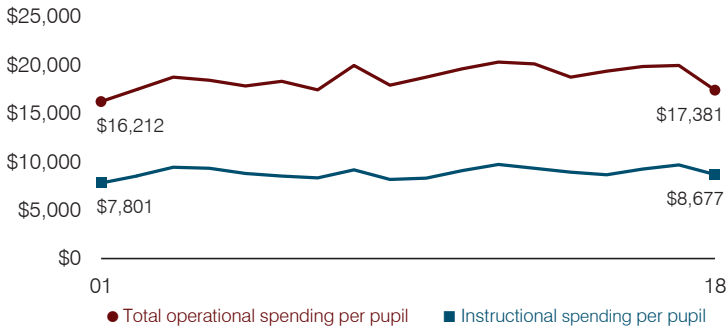
Students attending



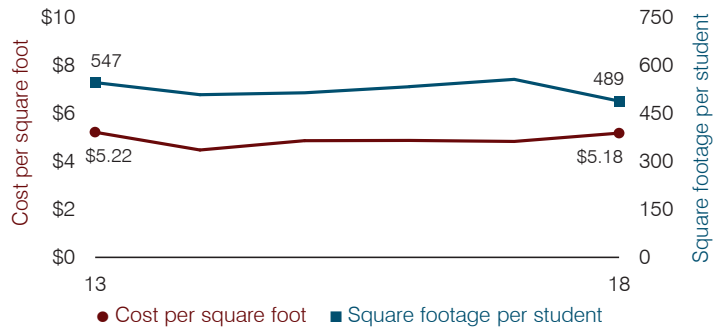
Administrative cost per pupil



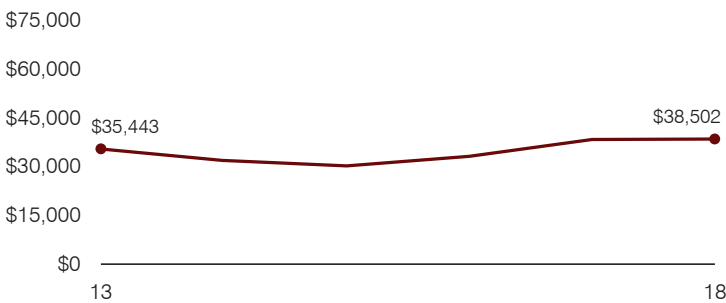
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



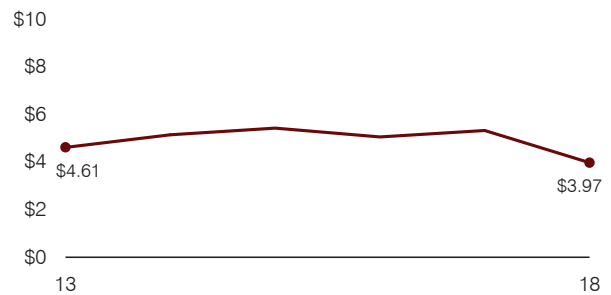
Plant cost per square foot and square footage per student



Average teacher salary



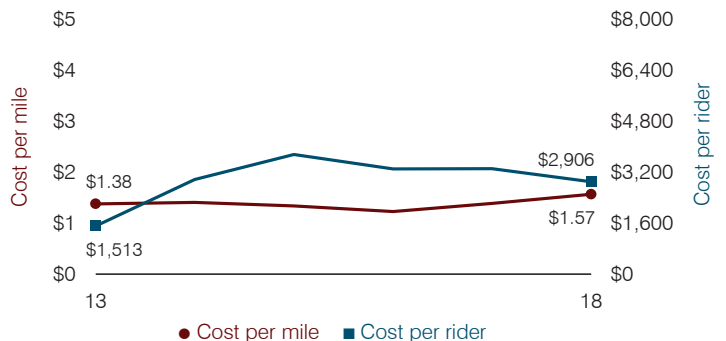
Food service cost per meal



Financial stress assessment

Overall financial stress level:	Low
Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	6.1%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant
<div style="display: flex; justify-content: space-around;"> Low Moderate High </div>	

Transportation costs per mile and per rider



Payson Unified School District

Gila County

Efficiency peer groups 4 and T-8, Achievement peer group 5¹

Legislative district(s): 6

District size, location: Medium-large, Town

Students attending: 2,289

Number of schools: 5

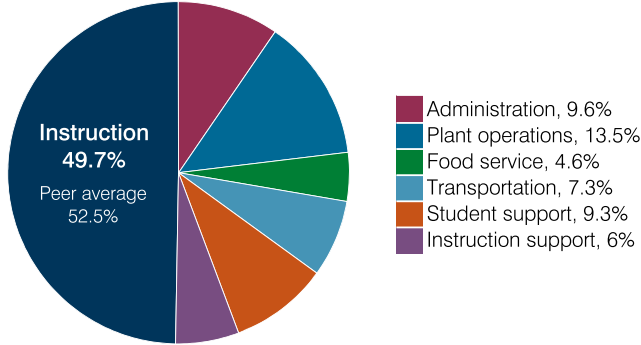
Medium-large, Town

2,289

5

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$762	\$837	\$860
	Students per administrative position	57	69	66
Plant operations	Cost per square foot	\$6.10	\$5.61	\$6.34
	Square footage per student	176	184	156
Food service	Cost per meal	\$2.96	\$3.16	\$3.02
Transportation	Cost per mile	\$3.90	\$3.03	\$4.05
	Cost per rider	\$1,501	\$1,225	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,182	\$ 3,955	\$ 4,194	\$ 4,480
Administration	797	762	837	860
Plant operations	1,008	1,074	1,004	988
Food service	255	364	421	425
Transportation	544	582	418	388
Student support	755	738	643	693
Instruction support	476	481	480	462
Total operational	8,017	7,956	7,997	8,296
Land and buildings	83	156	570	827
Equipment	443	408	389	409
Interest	657	633	200	228
Other	22	22	69	169
Total nonoperational	1,205	1,219	1,228	1,633
Total per pupil spending	\$ 9,222	\$ 9,175	\$ 9,225	\$ 9,929

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

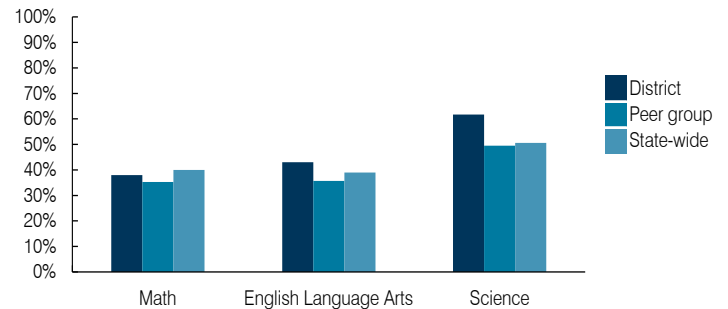
STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools ²	Percentage of schools
A	0	0%
B	2	67%
C	1	33%
D	0	0%
F	0	0%

² Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	93%	94%
Graduation rate (2017)	75%	86%	78%
Poverty rate (2017)	23%	22%	19%
Special education population	13%	13%	12%
Students per teacher	20.5	17.6	18.4
Average teacher salary	\$45,893	\$44,777	\$48,951
Amount from Prop 301	\$6,986	\$6,708	\$6,411
Average years of teacher experience	13.2	13.0	11.4
Percentage of teachers in first 3 years	11%	17%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,069	\$ 1,300	\$ 2,385	\$ 1,317
State	2,531	2,574	4,222	4,011
Local	6,108	6,070	3,291	4,592
Total per pupil revenues	\$ 9,708	\$ 9,944	\$ 9,898	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,462	\$ 5,427	\$ 5,443
Grants	1,118	1,425	1,552
Donations and tax credits	180	263	63

Select revenues from less common sources

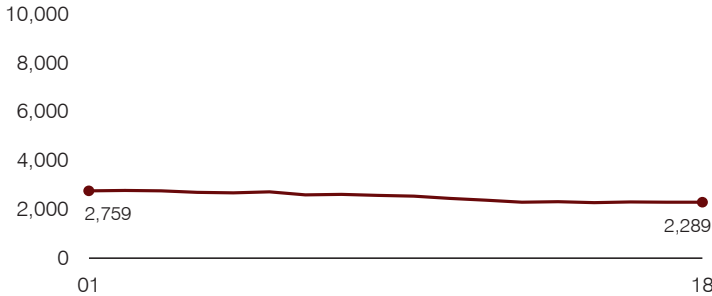
Source	District	Peer average	State average	Number of peers receiving
Desegregation	\$ 0	\$ 0	\$ 0	1 of 17
Small school adjustment	0	0	0	0 of 17
Federal impact aid	0	0	0	6 of 17
Voter-approved levy increases	1,845	1,861	1,861	13 of 17

Instructional spending percentage

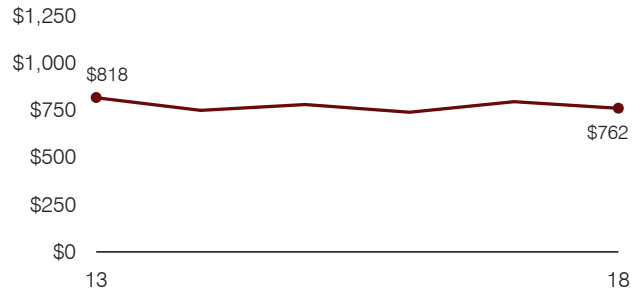
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 57.8 60.8 61.5 59.5 59.3 57.4 57.0 58.3 57.2 56.2 55.4 55.4 53.3 52.7 53.9 52.2 52.2 49.7

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

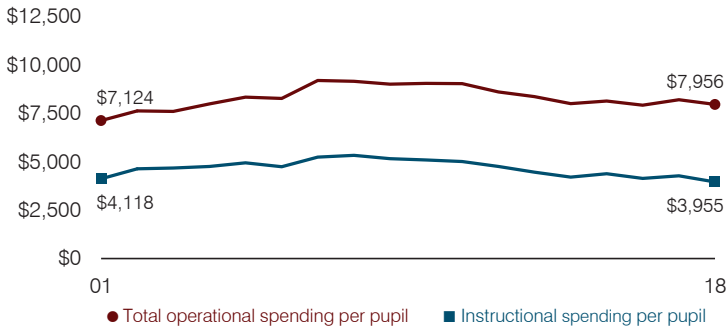
Students attending



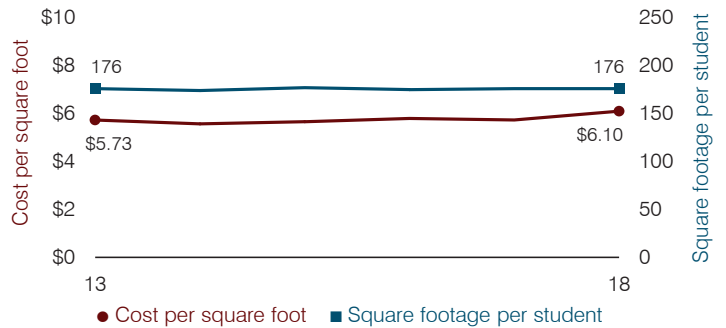
Administrative cost per pupil



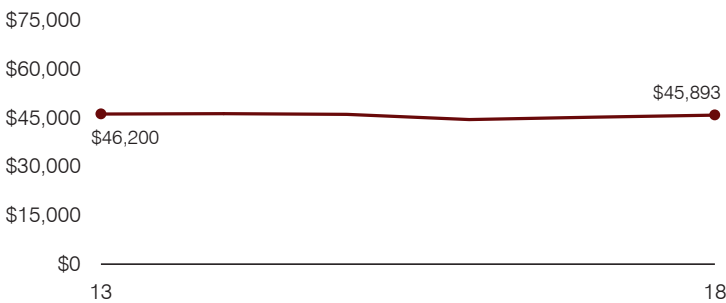
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



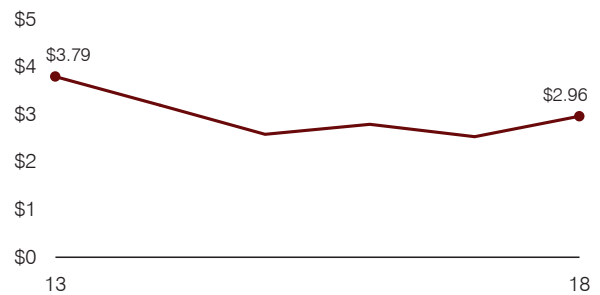
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



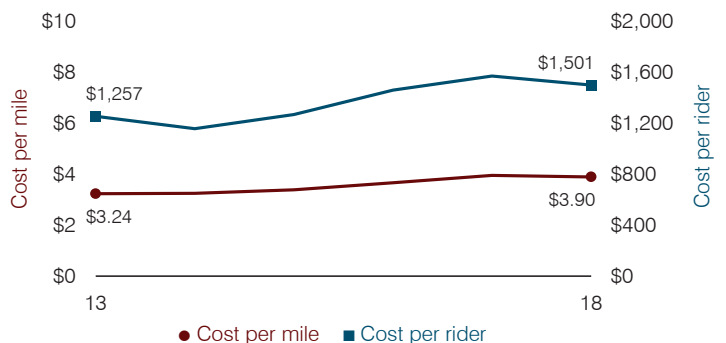
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	4.8%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Peach Springs Unified School District

Mohave County

Efficiency peer groups 11 and T-11, Achievement peer group 19¹

Legislative district(s): 7

District size, location:

Very small, Rural

Students attending:

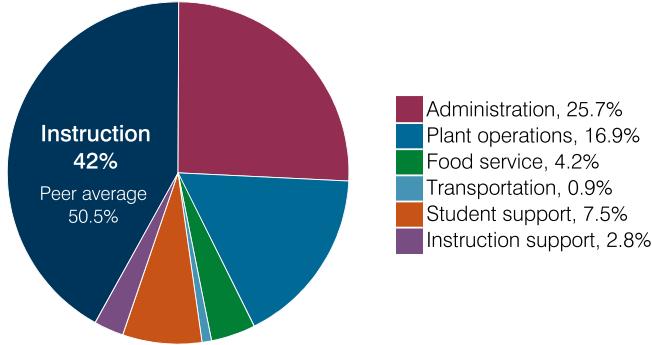
167

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,799	\$3,064	\$860
	Students per administrative position	42	33	66
Plant operations	Cost per square foot	\$7.85	\$7.31	\$6.34
	Square footage per student	317	371	156
Food service	Cost per meal	\$3.66	\$5.79	\$3.02
Transportation	Cost per mile	NR	\$1.94	\$4.05
	Cost per rider	NR	\$1,614	\$1,301

Per pupil spending

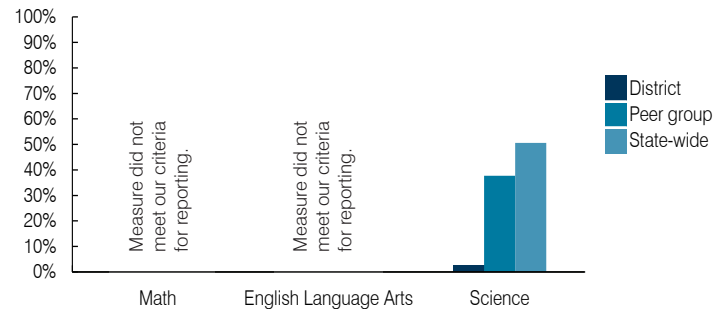
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,940	\$ 6,202	\$ 8,493	\$ 4,480
Administration	3,324	3,799	3,064	860
Plant operations	2,767	2,490	2,439	988
Food service	627	619	932	425
Transportation	148	126	973	388
Student support	530	1,103	656	693
Instruction support	436	420	400	462
Total operational	11,772	14,759	16,957	8,296
Land and buildings	1	23	965	827
Equipment	1,316	592	562	409
Interest	515	543	25	228
Other	0	2	88	169
Total nonoperational	1,832	1,160	1,640	1,633
Total per pupil spending	\$ 13,604	\$ 15,919	\$ 18,597	\$ 9,929

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Letter grade information for District's school was not published by ADE. See Appendix B for more information.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	87%	93%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	33%	32%	19%
Special education population	9%	14%	12%
Students per teacher	11.1	15.6	18.4
Average teacher salary	\$52,545	\$49,189	\$48,951
Amount from Prop 301	\$4,246	\$4,810	\$6,411
Average years of teacher experience	4.5	11.6	11.4
Percentage of teachers in first 3 years	27%	11%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 17,418	\$ 18,943	\$ 3,021	\$ 1,317
State	4,023	4,999	4,788	4,011
Local	2,245	4,969	12,812	4,592
Total per pupil revenues	\$ 23,686	\$ 28,911	\$ 20,621	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 7,424	\$ 7,907	\$ 8,282	\$ 5,585
Grants	1,644	2,059	3,020	1,241
Donations and tax credits	1	1	125	90

Select revenues from less common sources

			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	0	1,737	45 of 56
Federal impact aid	15,774	16,899	5 of 56
Voter-approved levy increases	0	0	5 of 56

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

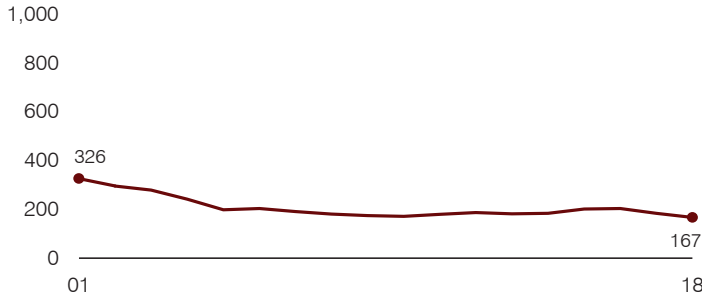
Instructional spending percentage

Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 57.2 59.4 57.8 55.0 60.6 61.3 22.8 53.7 41.3 54.1 41.2 43.9 42.6 42.5 39.2 37.8 33.5 42.0

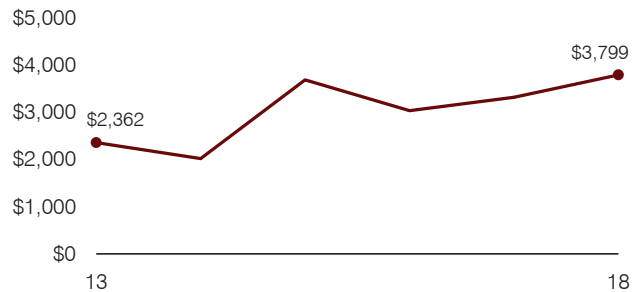
TRENDS AND FINANCIAL STRESS ASSESSMENT

Fiscal years as indicated

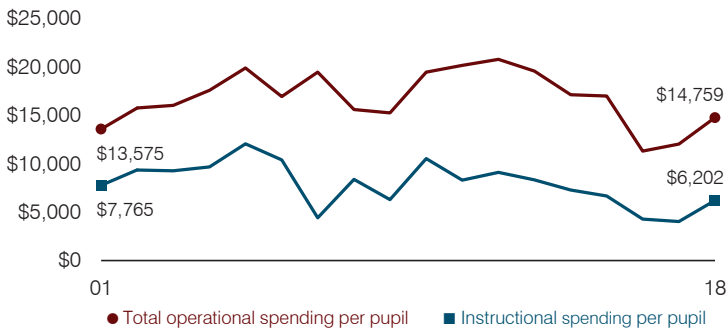
Students attending



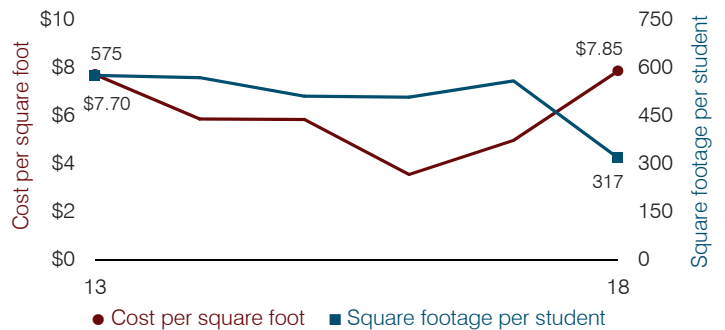
Administrative cost per pupil



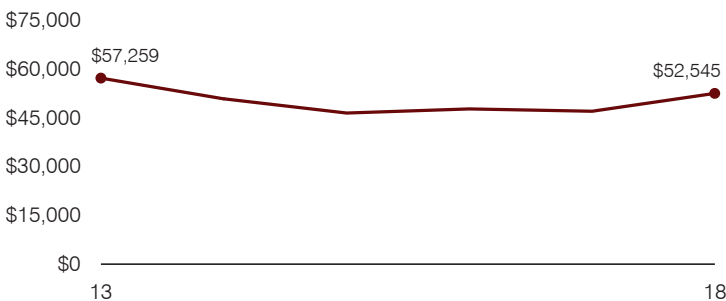
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



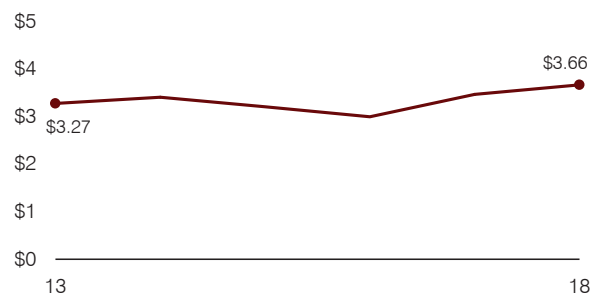
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



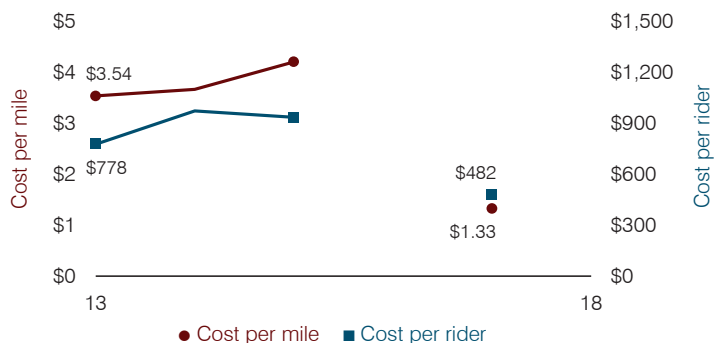
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	11.0%, Varying
Years of capital reserve held	Impact Aid Fund reserve
Current financial and internal control status	Marginally compliant

Low
Moderate
High

Transportation costs per mile and per rider



Pearce Elementary School District

Cochise County

Efficiency peer groups 11 and T-11, Achievement peer group 17¹

Legislative district(s): 14

District size, location:

Very small, Rural

Students attending:

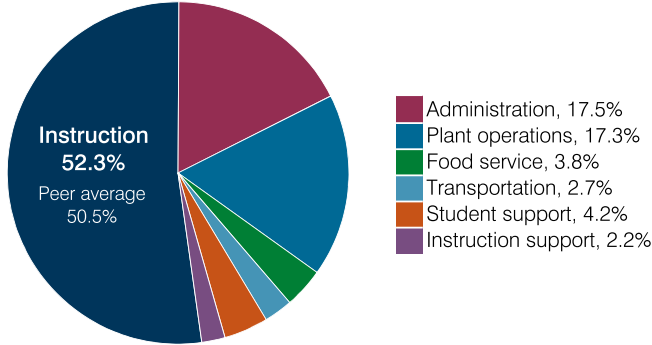
83

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,993	\$3,064	\$860
	Students per administrative position	25	33	66
Plant operations	Cost per square foot	\$8.35	\$7.31	\$6.34
	Square footage per student	352	371	156
Food service	Cost per meal	\$3.87	\$5.79	\$3.02
Transportation	Cost per mile	\$1.24	\$1.94	\$4.05
	Cost per rider	\$1,303	\$1,614	\$1,301

Per pupil spending

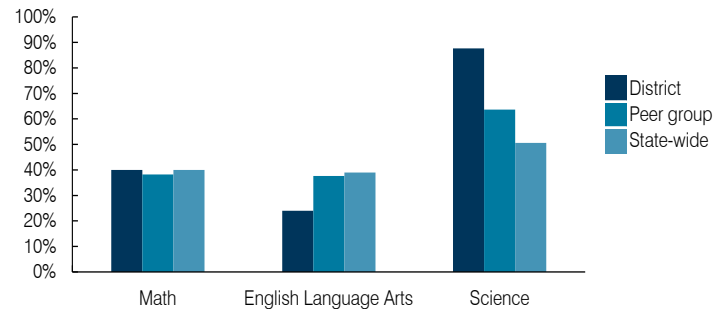
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 7,678	\$ 8,874	\$ 8,493	\$ 4,480
Administration	2,441	2,993	3,064	860
Plant operations	2,076	2,934	2,439	988
Food service	591	648	932	425
Transportation	376	453	973	388
Student support	364	707	656	693
Instruction support	199	371	400	462
Total operational	13,725	16,980	16,957	8,296
Land and buildings	0	47	965	827
Equipment	373	254	562	409
Interest	20	30	25	228
Other	0	0	88	169
Total nonoperational	393	331	1,640	1,633
Total per pupil spending	\$ 14,118	\$ 17,311	\$ 18,597	\$ 9,929

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	18%	19%	19%
Special education population	18%	13%	12%
Students per teacher	10.4	14.1	18.4
Average teacher salary	\$52,253	\$50,510	\$48,951
Amount from Prop 301	\$4,031	\$5,096	\$6,411
Average years of teacher experience	12.7	13.8	11.4
Percentage of teachers in first 3 years	0%	9%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,151	\$ 1,283	\$ 3,021	\$ 1,317
State	4,684	4,416	4,788	4,011
Local	7,815	9,088	12,812	4,592
Total per pupil revenues	\$ 13,650	\$ 14,787	\$ 20,621	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 7,732	\$ 7,174	\$ 8,282
Grants	1,153	1,640	3,020
Donations and tax credits	313	269	125

Select revenues from less common sources

Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	5,605	6,610	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

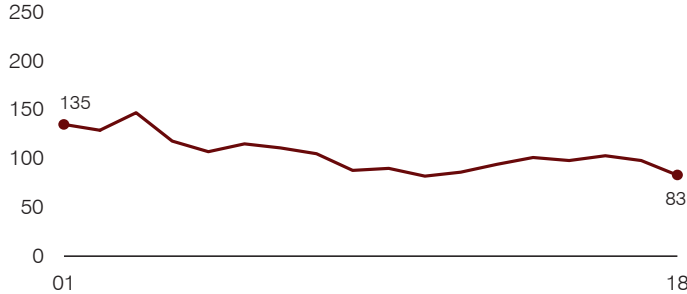
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

Instructional spending percentage

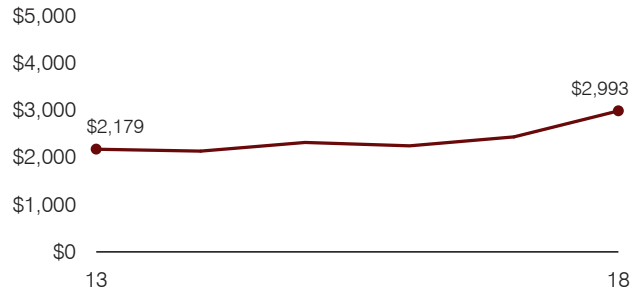
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 56.9 58.8 58.6 54.6 52.4 53.9 54.4 55.3 56.1 55.1 54.1 58.0 53.3 54.6 55.0 56.9 55.9 52.3

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

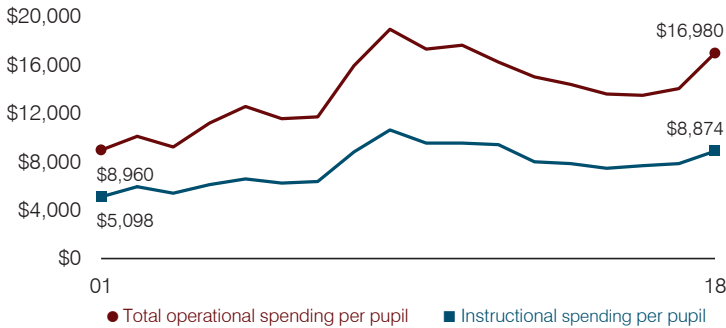
Students attending



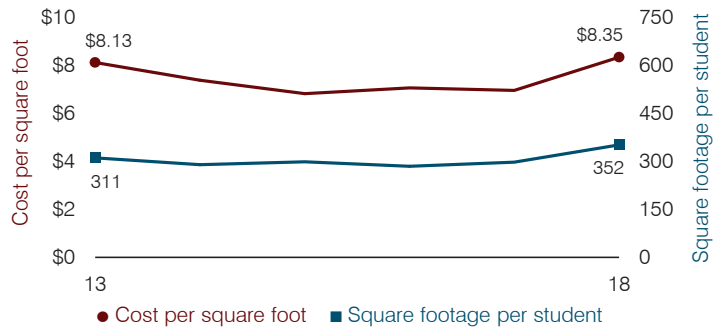
Administrative cost per pupil



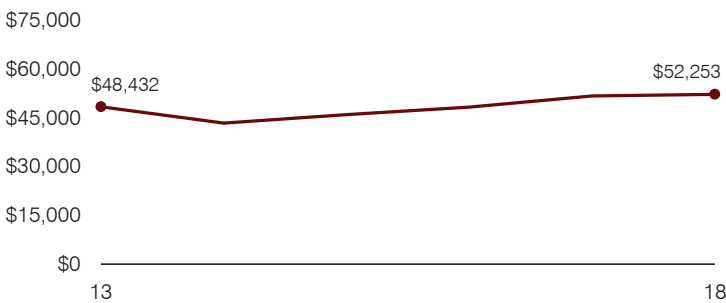
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



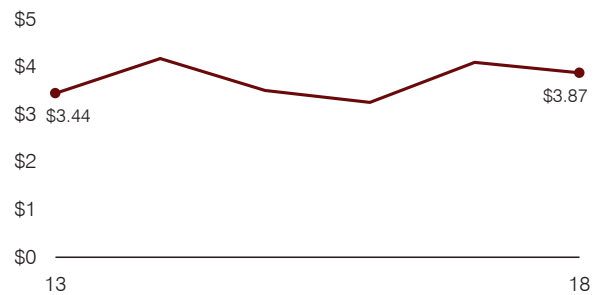
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



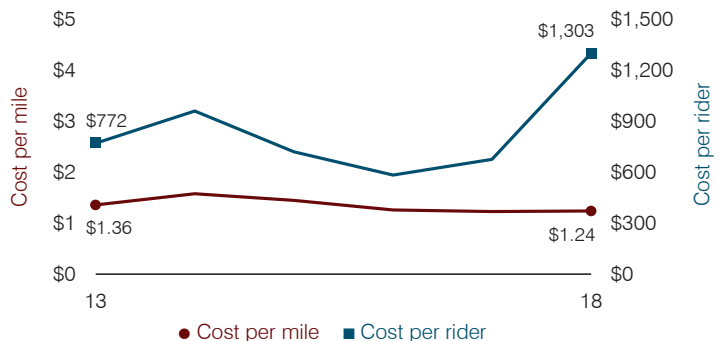
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	Frozen taxes, Unfunded
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Marginally compliant

Low
Moderate
High

Transportation costs per mile and per rider



Pendergast Elementary School District

Maricopa County

Efficiency peer groups 7 and T-2, Achievement peer group 13¹

Legislative district(s): 19 and 29

District size, location:

Large, City

Students attending:

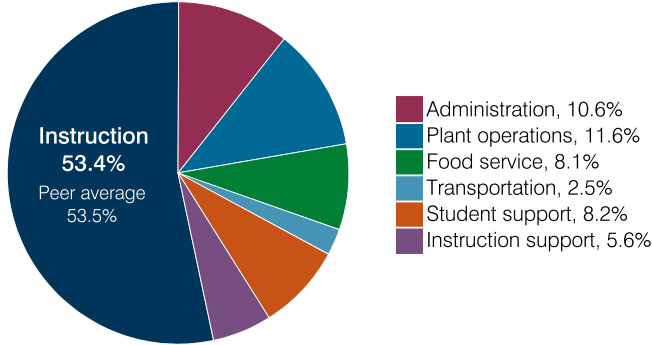
9,488

Number of schools:

12

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$786	\$796	\$860
	Students per administrative position	84	76	66
Plant operations	Cost per square foot	\$6.57	\$6.16	\$6.34
	Square footage per student	132	133	156
Food service	Cost per meal	\$2.65	\$2.99	\$3.02
Transportation	Cost per mile	\$6.00	\$5.91	\$4.05
	Cost per rider	\$1,201	\$1,232	\$1,301

Very low
Low
Comparable
High
Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,968	\$ 3,974	\$ 4,238	\$ 4,480
Administration	815	786	796	860
Plant operations	806	864	815	988
Food service	603	605	580	425
Transportation	180	188	298	388
Student support	607	607	646	693
Instruction support	419	414	486	462
Total operational	7,398	7,438	7,859	8,296
Land and buildings	77	725	517	827
Equipment	416	662	393	409
Interest	121	145	189	228
Other	176	147	188	169
Total nonoperational	790	1,679	1,287	1,633
Total per pupil spending	\$ 8,188	\$ 9,117	\$ 9,146	\$ 9,929

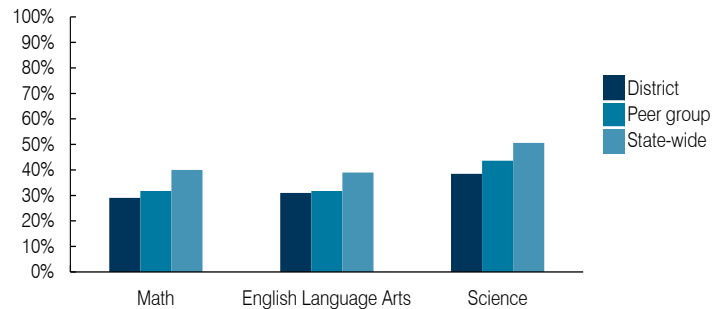
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	3	25%
C	6	50%
D	3	25%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	22%	20%	19%
Special education population	11%	13%	12%
Students per teacher	21.2	19.4	18.4
Average teacher salary	\$52,077	\$45,518	\$48,951
Amount from Prop 301	\$3,912	\$5,403	\$6,411
Average years of teacher experience	10.0	7.7	11.4
Percentage of teachers in first 3 years	22%	35%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,171	\$ 1,288	\$ 1,588	\$ 1,317
State	4,488	4,697	4,344	4,011
Local	2,585	2,817	3,644	4,592
Total per pupil revenues	\$ 8,244	\$ 8,802	\$ 9,576	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 4,942	\$ 5,065	\$ 5,167	\$ 5,585
Grants	1,220	1,382	1,650	1,241
Donations and tax credits	35	35	46	90

Select revenues from less common sources

			Number of peers receiving
Desegregation	\$ 0	\$ 0	4 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	0	0	2 of 10
Voter-approved levy increases	1,347	1,466	10 of 10

Pendergast ESD—page 2

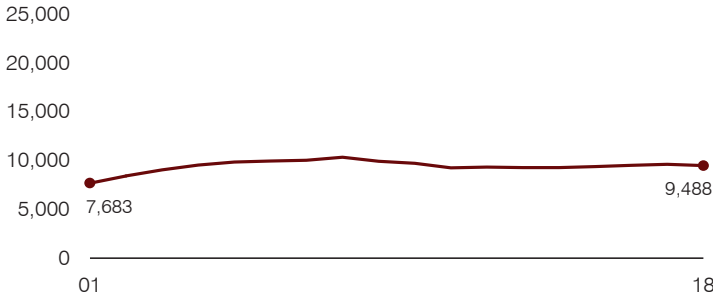
Instructional spending percentage

Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 58.9 57.0 59.0 59.1 58.9 59.3 56.2 56.3 56.0 55.1 55.5 54.2 52.5 51.3 53.5 51.4 53.6 53.4

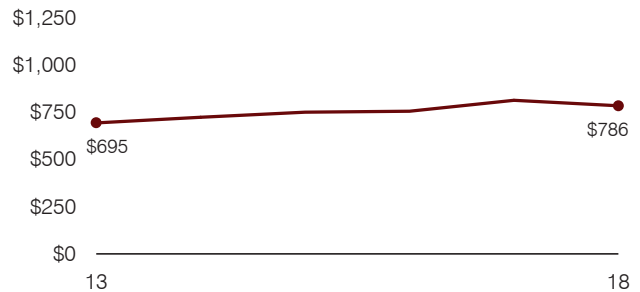
TRENDS AND FINANCIAL STRESS ASSESSMENT

Fiscal years as indicated

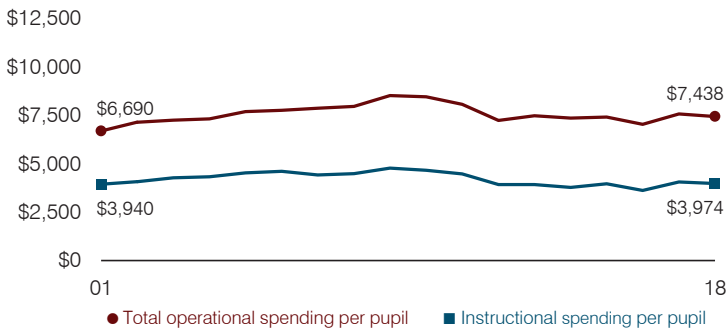
Students attending



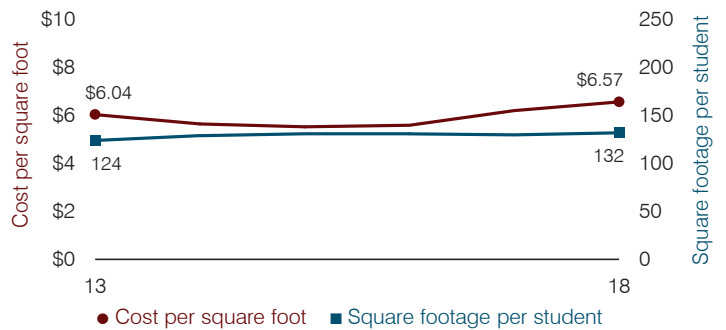
Administrative cost per pupil



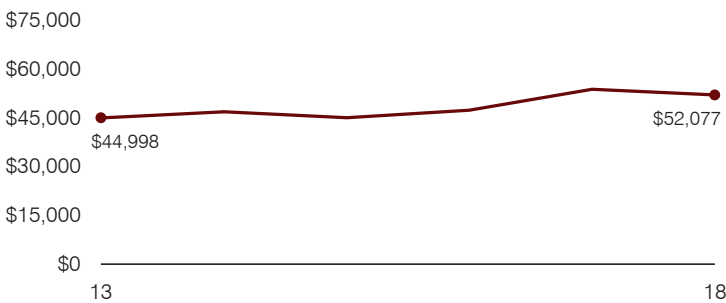
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



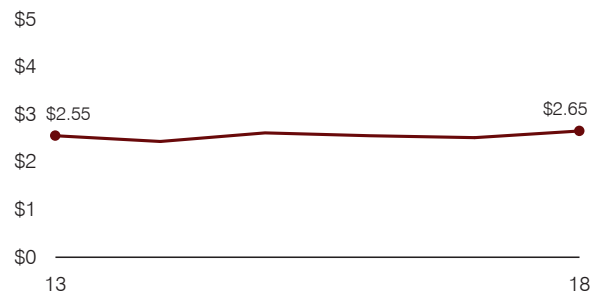
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



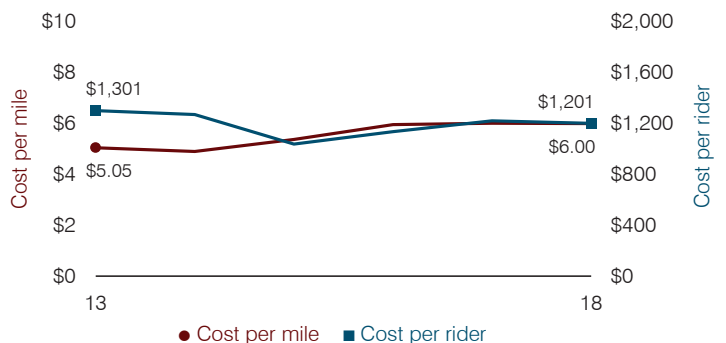
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	6.9%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Peoria Unified School District

Maricopa County

Efficiency peer groups 1 and T-4, Achievement peer group 2¹

Legislative district(s): 20, 21, 22, and 29

District size, location:

Very large, Suburb

Students attending:

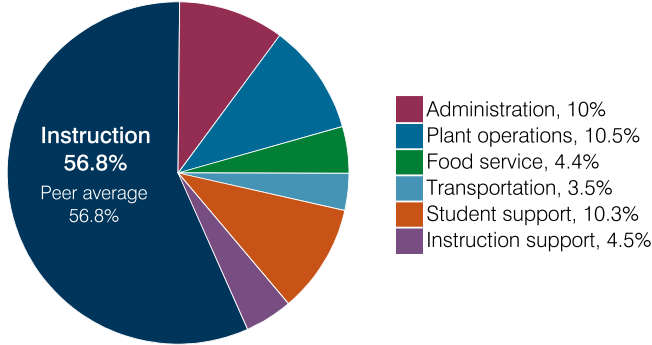
35,843

Number of schools:

41

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$734	\$712	\$860
	Students per administrative position	92	80	66
Plant operations	Cost per square foot	\$5.88	\$6.18	\$6.34
	Square footage per student	131	149	156
Food service	Cost per meal	\$2.86	\$2.87	\$3.02
Transportation	Cost per mile	\$3.74	\$3.72	\$4.05
	Cost per rider	\$1,261	\$1,330	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,288	\$ 4,166	\$ 4,531	\$ 4,480
Administration	723	734	712	860
Plant operations	760	773	916	988
Food service	325	317	331	425
Transportation	271	260	358	388
Student support	773	753	704	693
Instruction support	394	328	395	462
Total operational	7,534	7,331	7,947	8,296
Land and buildings	603	454	631	827
Equipment	426	278	317	409
Interest	275	284	232	228
Other	152	122	207	169
Total nonoperational	1,456	1,138	1,387	1,633
Total per pupil spending	\$ 8,990	\$ 8,469	\$ 9,334	\$ 9,929

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

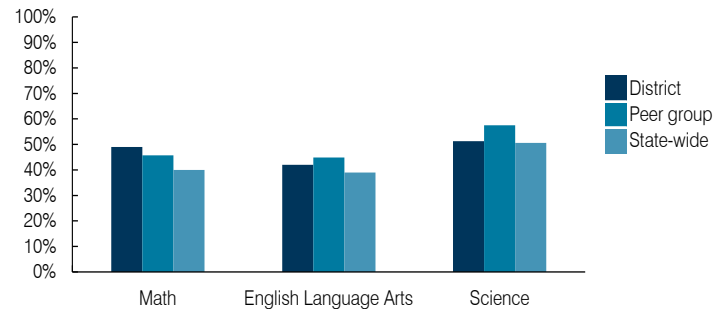
STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools ²	Percentage of schools
A	16	40%
B	18	45%
C	5	13%
D	1	2%
F	0	0%

² Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2017)	96%	90%	78%
Poverty rate (2017)	13%	12%	19%
Special education population	12%	13%	12%
Students per teacher	19.1	18.5	18.4
Average teacher salary	\$50,198	\$47,265	\$48,951
Amount from Prop 301	\$6,719	\$6,556	\$6,411
Average years of teacher experience	11.6	11.5	11.4
Percentage of teachers in first 3 years	15%	19%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 653	\$ 633	\$ 875	\$ 1,317
State	3,916	4,100	3,546	4,011
Local	4,011	3,961	5,443	4,592
Total per pupil revenues	\$ 8,580	\$ 8,694	\$ 9,864	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 5,199	\$ 5,298	\$ 5,492	\$ 5,585
Grants	709	702	937	1,241
Donations and tax credits	88	64	94	90

Select revenues from less common sources

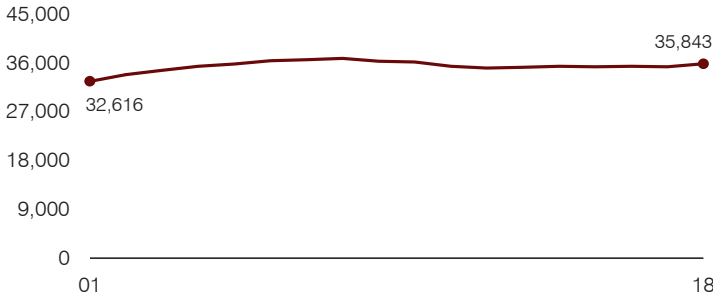
			Number of peers receiving
Desegregation	\$ 0	\$ 0	4 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	0	0	2 of 10
Voter-approved levy increases	1,433	1,408	10 of 10

Instructional spending percentage

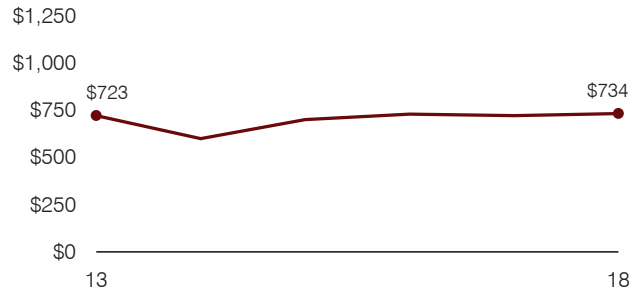
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 61.9 61.5 61.4 61.5 60.0 60.6 59.6 59.8 60.5 59.6 57.2 57.6 56.0 57.9 54.9 56.2 56.9 56.8

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

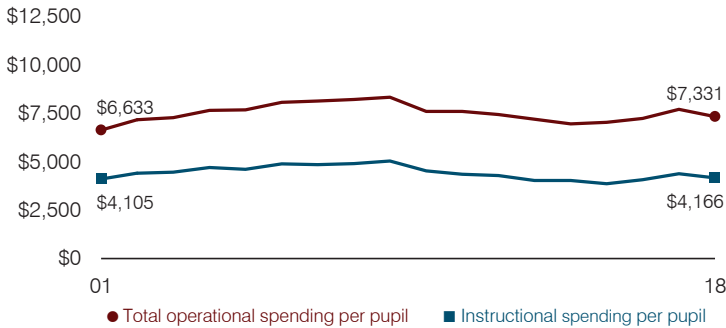
Students attending



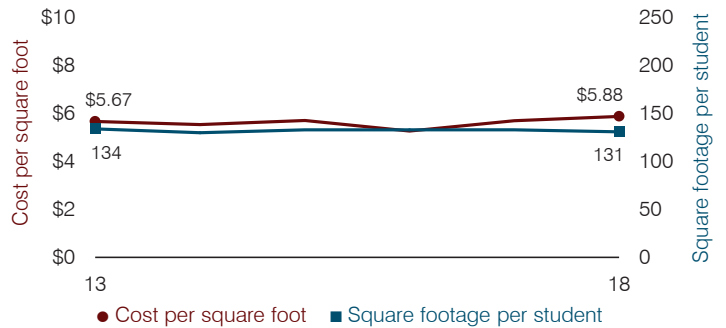
Administrative cost per pupil



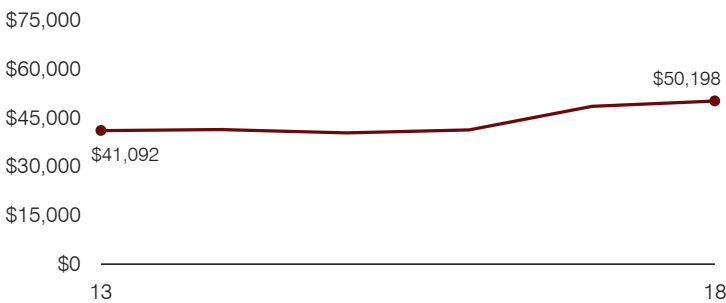
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



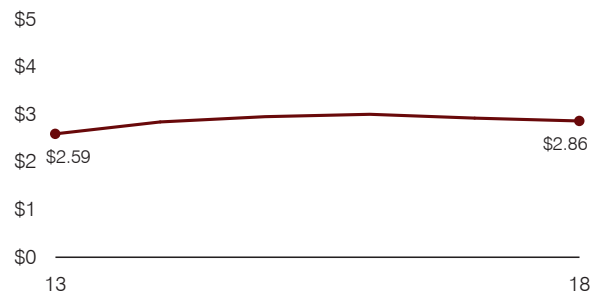
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



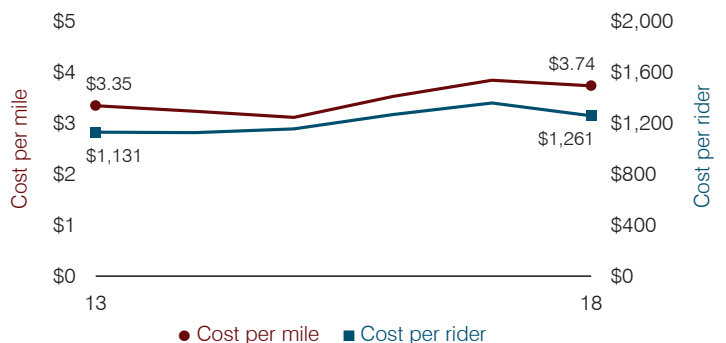
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage, Trend	1.9%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Phoenix Elementary School District

Maricopa County

Efficiency peer groups 8 and T-2, Achievement peer group 15¹

Legislative district(s): 24, 27, and 30

District size, location:

Medium-large, City

Students attending:

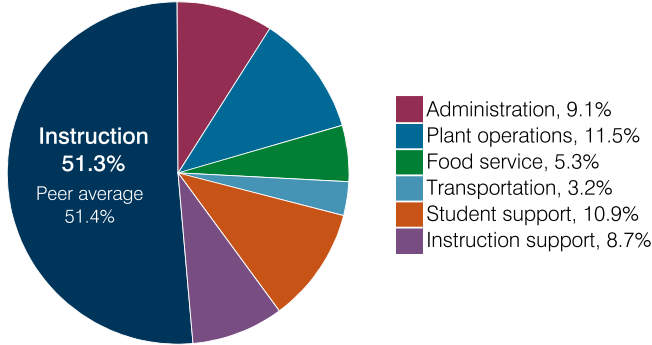
6,178

Number of schools:

13

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,061	\$1,025	\$860
	Students per administrative position	46	67	66
Plant operations	Cost per square foot	\$7.08	\$6.61	\$6.34
	Square footage per student	189	143	156
Food service	Cost per meal	\$2.80	\$2.92	\$3.02
Transportation	Cost per mile	\$8.19	\$5.91	\$4.05
	Cost per rider	\$1,739	\$1,232	\$1,301

Very low
Low
Comparable
High
Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 5,511	\$ 5,997	\$ 4,392	\$ 4,480
Administration	1,024	1,061	1,025	860
Plant operations	1,381	1,340	971	988
Food service	618	619	659	425
Transportation	367	374	331	388
Student support	1,209	1,270	631	693
Instruction support	962	1,034	546	462
Total operational	11,072	11,695	8,555	8,296
Land and buildings	1,361	1,377	1,140	827
Equipment	664	1,078	697	409
Interest	298	330	327	228
Other	33	33	172	169
Total nonoperational	2,356	2,818	2,336	1,633
Total per pupil spending	\$ 13,428	\$ 14,513	\$ 10,891	\$ 9,929

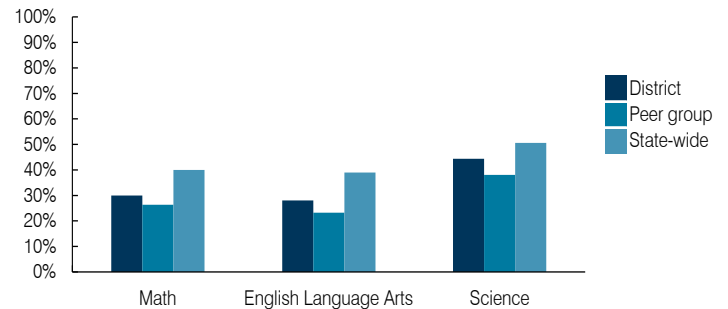
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	1	8%
B	3	23%
C	9	69%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	36%	36%	19%
Special education population	11%	10%	12%
Students per teacher	17.4	18.3	18.4
Average teacher salary	\$58,992	\$53,697	\$48,951
Amount from Prop 301	\$2,110	\$5,105	\$6,411
Average years of teacher experience	10.9	9.8	11.4
Percentage of teachers in first 3 years	21%	30%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 3,153	\$ 3,152	\$ 1,723	\$ 1,317
State	3,361	3,238	3,921	4,011
Local	7,524	8,074	4,869	4,592
Total per pupil revenues	\$ 14,038	\$ 14,464	\$ 10,513	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,164	\$ 5,130	\$ 5,175
Grants	3,310	3,371	1,843
Donations and tax credits	78	72	54

Select revenues from less common sources

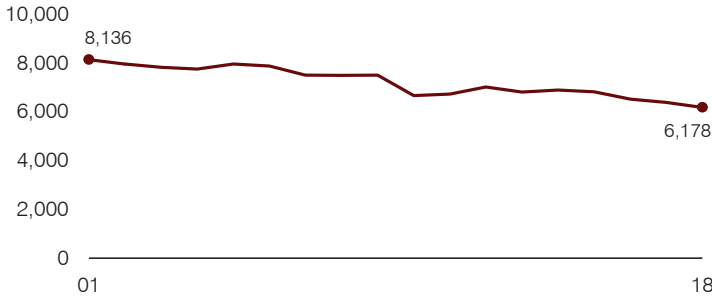
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 1,746	\$ 1,805	4 of 19
Small school adjustment	0	0	0 of 19
Federal impact aid	0	0	0 of 19
Voter-approved levy increases	2,751	2,889	19 of 19

Instructional spending percentage

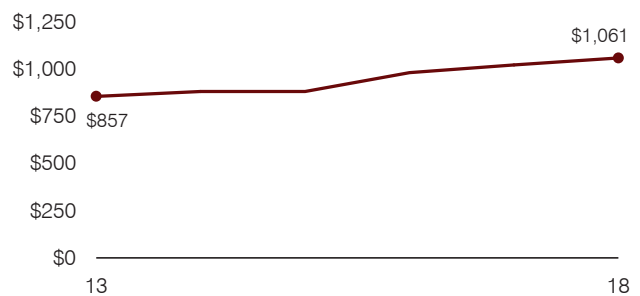
Year:	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Percentage:	54.8	55.3	54.3	54.1	57.1	55.1	54.0	56.3	53.8	50.9	49.1	48.8	48.0	48.3	49.2	49.5	49.8	51.3

TRENDS AND FINANCIAL STRESS ASSESSMENT
Fiscal years as indicated

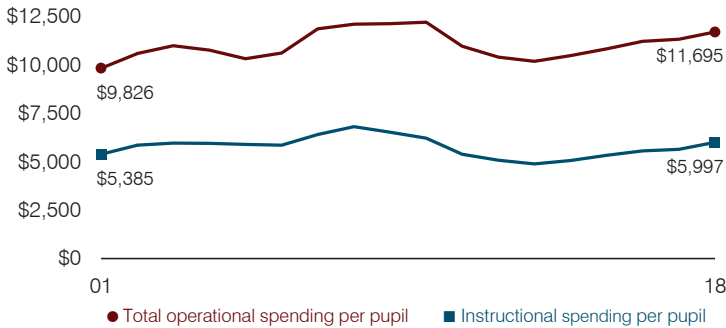
Students attending



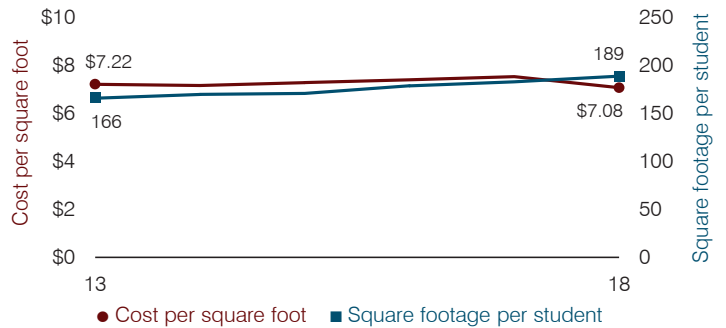
Administrative cost per pupil



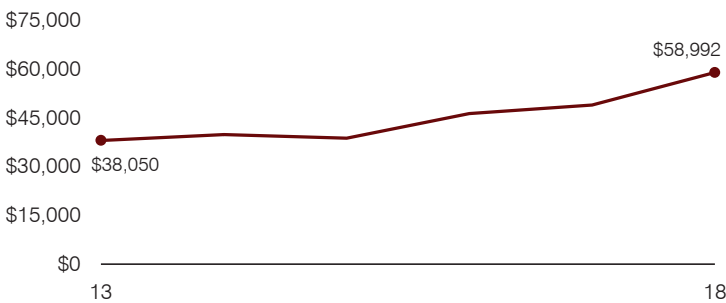
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



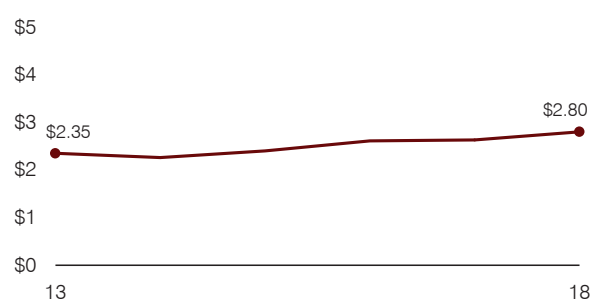
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



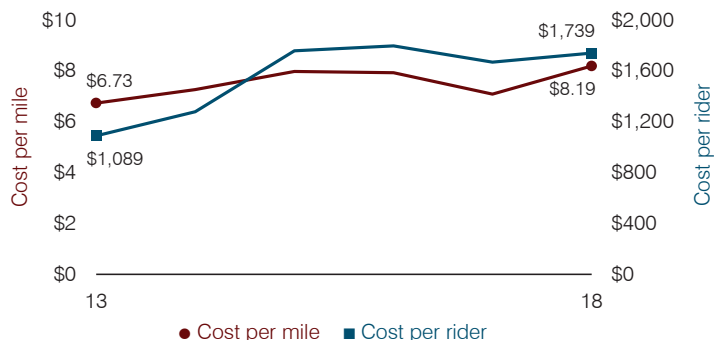
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	8.6%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low **Moderate** **High**

Transportation costs per mile and per rider



Phoenix Union High School District

Maricopa County

Efficiency peer groups 1 and T-5, Achievement peer group 9¹

Legislative district(s): 19, 24, 27, 28, 29, and 30

District size, location:

Very large, City

Students attending:

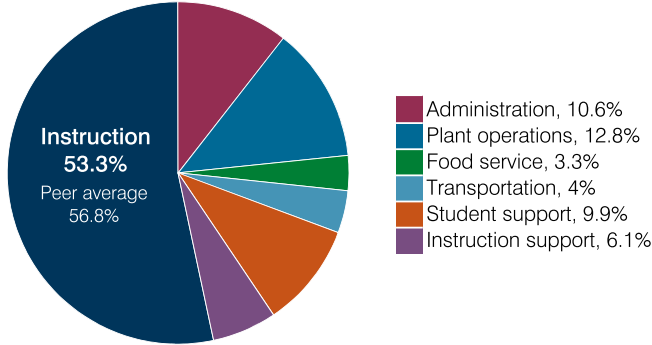
26,952

Number of schools:

17

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,154	\$712	\$860
	Students per administrative position	42	80	66
Plant operations	Cost per square foot	\$8.41	\$6.18	\$6.34
	Square footage per student	165	149	156
Food service	Cost per meal	\$2.64	\$2.87	\$3.02
Transportation	Cost per mile	N/A	\$3.90	\$4.05
	Cost per rider	\$1,011	\$1,931	\$1,301

Very low
Low
Comparable
High
Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 5,805	\$ 5,783	\$ 4,531	\$ 4,480
Administration	1,056	1,154	712	860
Plant operations	1,448	1,385	916	988
Food service	392	363	331	425
Transportation	412	435	358	388
Student support	1,110	1,074	704	693
Instruction support	615	659	395	462
Total operational	10,838	10,853	7,947	8,296
Land and buildings	819	1,944	631	827
Equipment	598	595	317	409
Interest	468	418	232	228
Other	46	43	207	169
Total nonoperational	1,931	3,000	1,387	1,633
Total per pupil spending	\$ 12,769	\$ 13,853	\$ 9,334	\$ 9,929

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

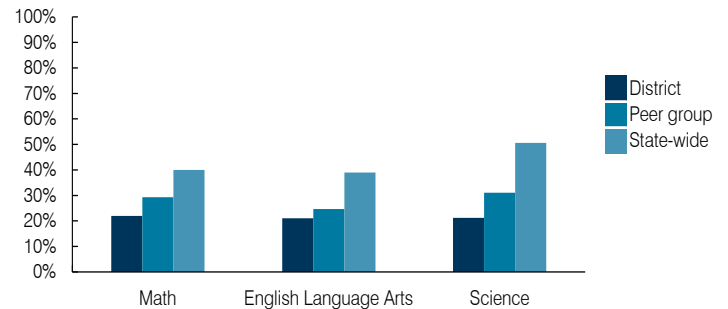
STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools ²	Percentage of schools
A	2	14%
B	2	14%
C	6	43%
D	4	29%
F	0	0%

² Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	89%	93%	94%
Graduation rate (2017)	83%	88%	78%
Poverty rate (2017)	28%	26%	19%
Special education population	11%	10%	12%
Students per teacher	17.7	21.4	18.4
Average teacher salary	\$62,828	\$58,092	\$48,951
Amount from Prop 301	\$7,838	\$8,795	\$6,411
Average years of teacher experience	13.3	12.0	11.4
Percentage of teachers in first 3 years	10%	18%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,485	\$ 1,348	\$ 875	\$ 1,317
State	2,852	2,995	3,546	4,011
Local	8,343	8,891	5,443	4,592
Total per pupil revenues	\$ 12,680	\$ 13,234	\$ 9,864	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 5,636	\$ 5,842	\$ 5,492	\$ 5,585
Grants	1,516	1,386	937	1,241
Donations and tax credits	28	28	94	90

Select revenues from less common sources

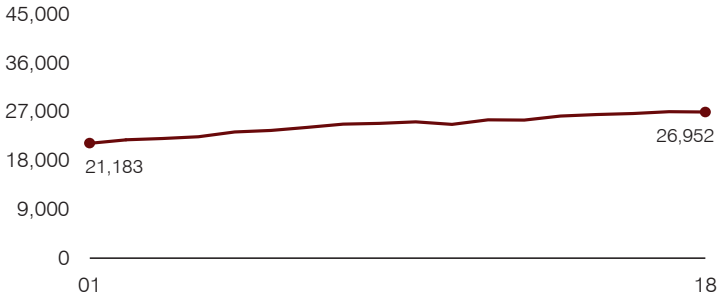
		Number of peers receiving	
Desegregation	\$ 2,029	\$ 2,070	4 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	0	0	2 of 10
Voter-approved levy increases	2,674	2,795	10 of 10

Instructional spending percentage

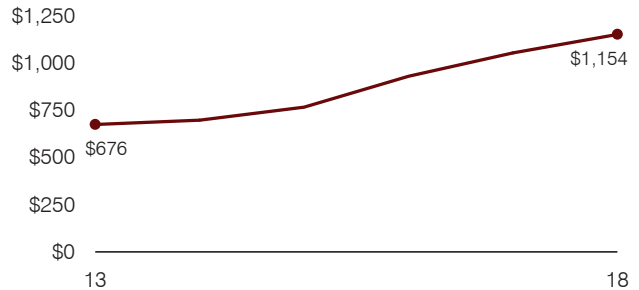
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 52.5 52.0 53.1 54.3 55.3 56.8 57.1 56.1 55.6 54.9 56.2 54.5 55.0 54.7 55.4 54.0 53.6 53.3

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

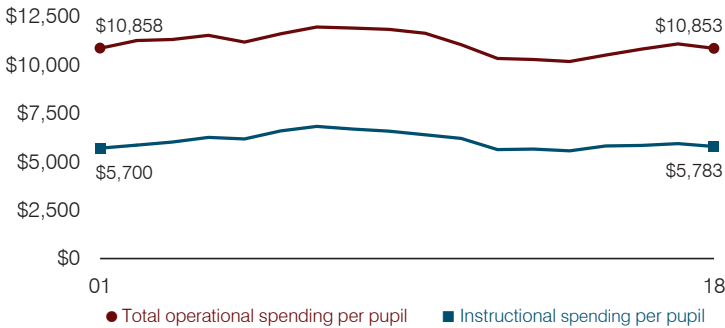
Students attending



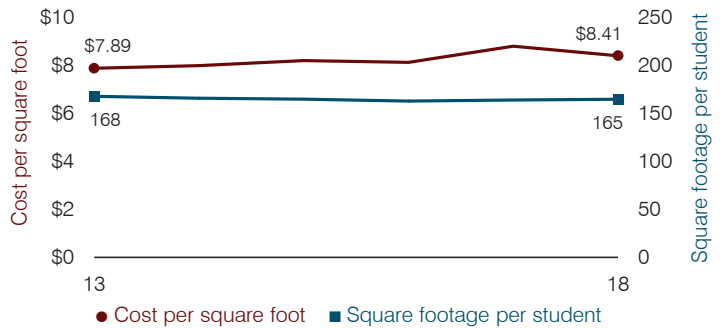
Administrative cost per pupil



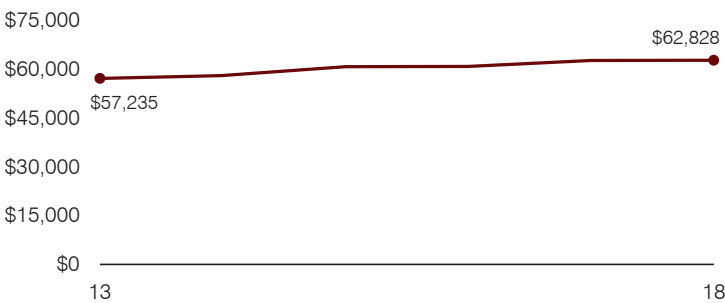
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



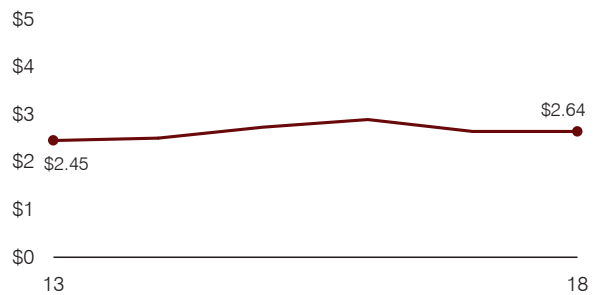
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



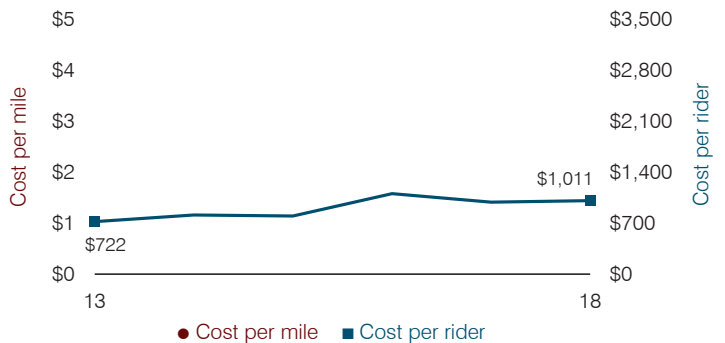
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	4.7%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low **Moderate** **High**

Transportation costs per mile and per rider



Picacho Elementary School District

Pinal County

Efficiency peer groups 11 and T-11, Achievement peer group 19¹

Legislative district(s): 8 and 11

District size, location:

Very small, Rural

Students attending:

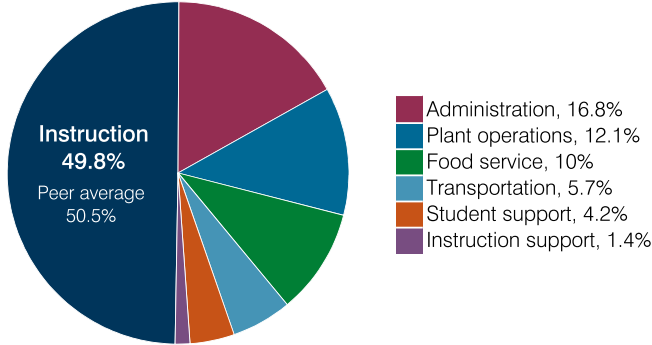
165

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,613	\$3,064	\$860
	Students per administrative position	60	33	66
Plant operations	Cost per square foot	\$7.13	\$7.31	\$6.34
	Square footage per student	162	371	156
Food service	Cost per meal	\$4.04	\$5.79	\$3.02
Transportation	Cost per mile	\$2.44	\$1.94	\$4.05
	Cost per rider	\$537	\$1,614	\$1,301

Per pupil spending

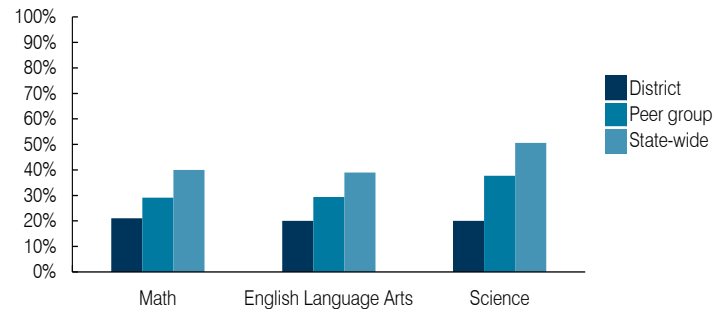
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,601	\$ 4,778	\$ 8,493	\$ 4,480
Administration	1,684	1,613	3,064	860
Plant operations	1,163	1,157	2,439	988
Food service	924	963	932	425
Transportation	507	550	973	388
Student support	377	401	656	693
Instruction support	114	124	400	462
Total operational	9,370	9,586	16,957	8,296
Land and buildings	0	92	965	827
Equipment	346	282	562	409
Interest	21	18	25	228
Other	0	0	88	169
Total nonoperational	367	392	1,640	1,633
Total per pupil spending	\$ 9,737	\$ 9,978	\$18,597	\$ 9,929

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	100%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	93%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	31%	32%	19%
Special education population	13%	14%	12%
Students per teacher	13.8	15.6	18.4
Average teacher salary	\$46,411	\$49,189	\$48,951
Amount from Prop 301	\$5,883	\$4,810	\$6,411
Average years of teacher experience	10.3	11.6	11.4
Percentage of teachers in first 3 years	0%	11%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,450	\$ 1,497	\$ 3,021	\$ 1,317
State	1,826	1,857	4,788	4,011
Local	6,487	6,786	12,812	4,592
Total per pupil revenues	\$ 9,763	\$10,140	\$ 20,621	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 6,278	\$ 6,479	\$ 8,282	\$ 5,585
Grants	1,537	1,600	3,020	1,241
Donations and tax credits	42	30	125	90

Select revenues from less common sources

			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	0	0	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	600	691	5 of 56

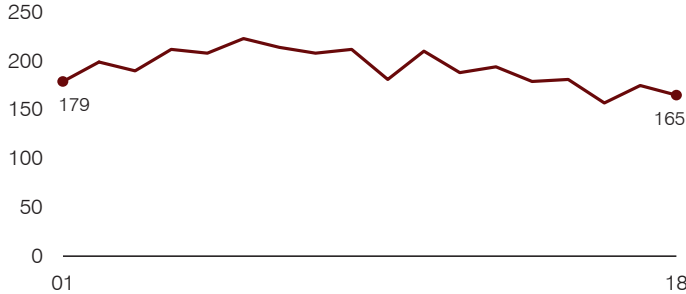
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

Instructional spending percentage

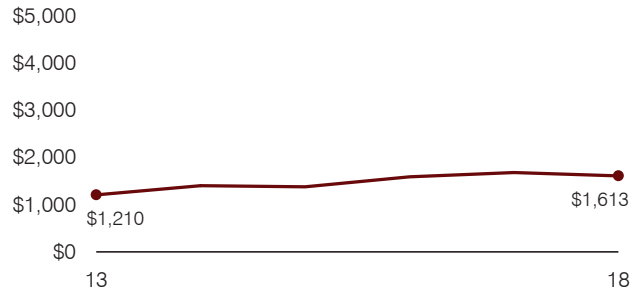
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 55.0 52.7 55.9 48.5 54.1 55.8 52.3 57.9 55.6 56.2 51.8 52.3 51.9 55.3 53.6 53.5 49.1 49.8

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

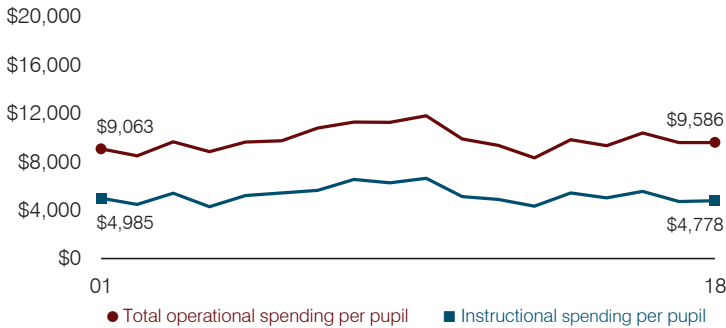
Students attending



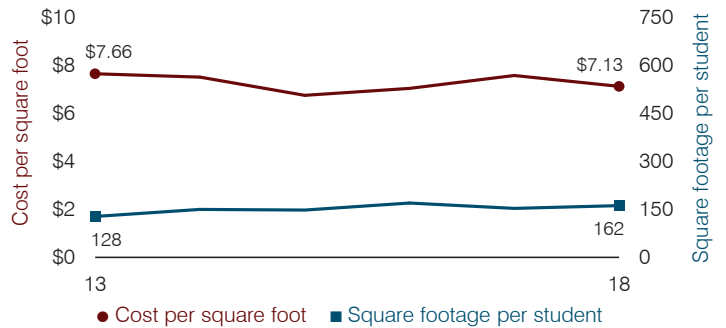
Administrative cost per pupil



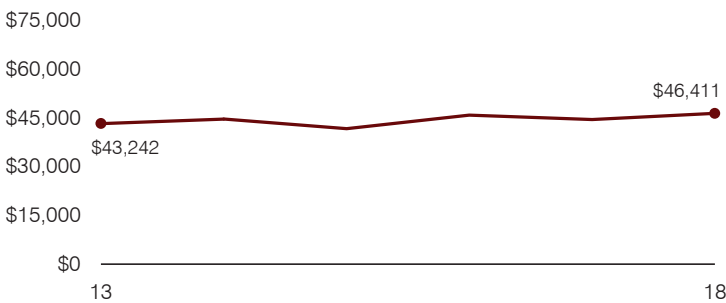
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



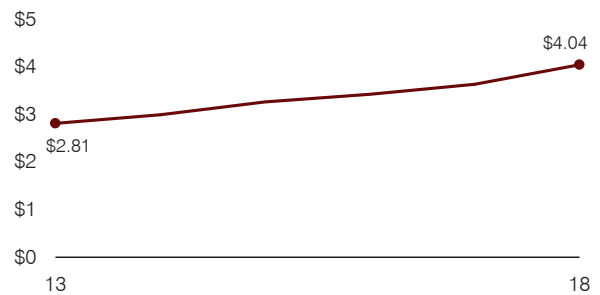
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



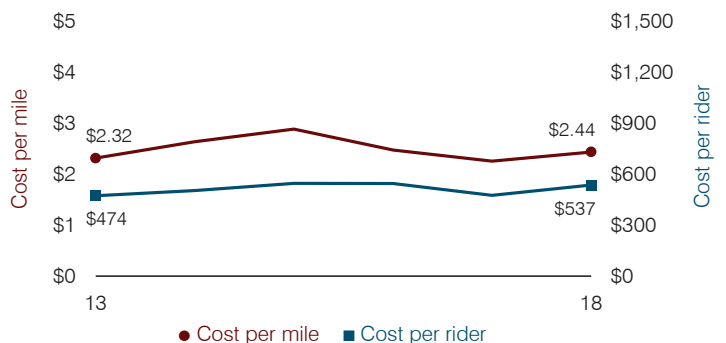
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	4.8%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Pima Unified School District

Graham County

Efficiency peer groups 5 and T-6, Achievement peer group 6¹

Legislative district(s): 14

District size, location:

Medium, Town

Students attending:

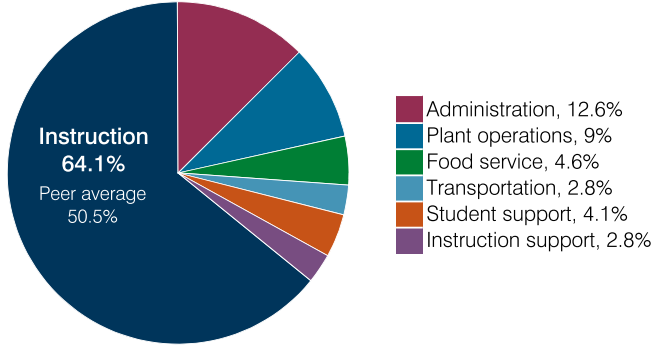
833

Number of schools:

4

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$921	\$1,221	\$860
	Students per administrative position	62	54	66
Plant operations	Cost per square foot	\$4.85	\$5.43	\$6.34
	Square footage per student	136	257	156
Food service	Cost per meal	\$3.63	\$3.66	\$3.02
Transportation	Cost per mile	\$4.50	\$3.96	\$4.05
	Cost per rider	\$851	\$721	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,371	\$ 4,693	\$ 4,824	\$ 4,480
Administration	916	921	1,221	860
Plant operations	661	660	1,365	988
Food service	370	340	437	425
Transportation	188	204	532	388
Student support	290	299	623	693
Instruction support	215	203	359	462
Total operational	7,011	7,320	9,361	8,296
Land and buildings	83	134	799	827
Equipment	223	365	433	409
Interest	18	10	248	228
Other	2	2	71	169
Total nonoperational	326	511	1,551	1,633
Total per pupil spending	\$ 7,337	\$ 7,831	\$10,912	\$ 9,929

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

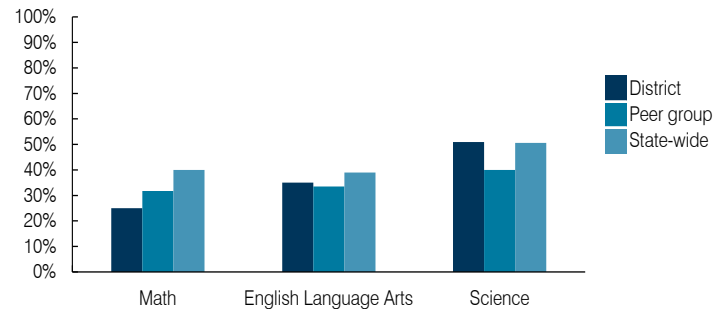
STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools ²	Percentage of schools
A	0	0%
B	1	33%
C	1	33%
D	1	33%
F	0	0%

² Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2017)	88%	85%	78%
Poverty rate (2017)	30%	29%	19%
Special education population	20%	14%	12%
Students per teacher	15.4	16.2	18.4
Average teacher salary	\$37,449	\$46,264	\$48,951
Amount from Prop 301	\$6,665	\$6,122	\$6,411
Average years of teacher experience	11.2	12.2	11.4
Percentage of teachers in first 3 years	14%	20%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 596	\$ 816	\$ 3,917	\$ 1,317
State	5,890	6,073	4,283	4,011
Local	1,543	1,646	4,207	4,592
Total per pupil revenues	\$ 8,029	\$ 8,535	\$ 12,407	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 6,057	\$ 6,126	\$ 5,992	\$ 5,585
Grants	605	850	1,703	1,241
Donations and tax credits	61	159	147	90

Select revenues from less common sources

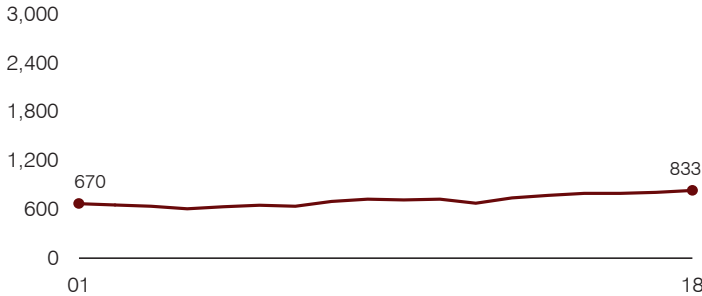
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 31
Small school adjustment	0	0	0 of 31
Federal impact aid	0	0	16 of 31
Voter-approved levy increases	186	153	21 of 31

Instructional spending percentage

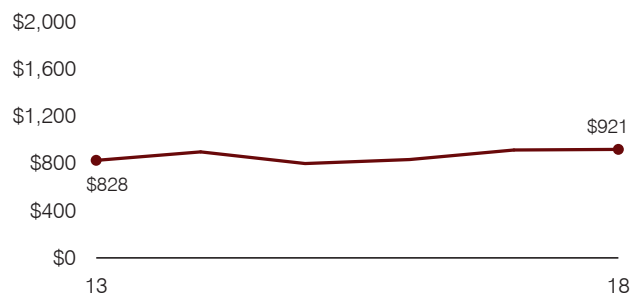
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 59.9 61.5 61.0 58.7 59.6 57.6 60.9 60.4 60.3 57.8 59.0 57.2 59.6 61.5 61.4 59.4 62.3 64.1

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

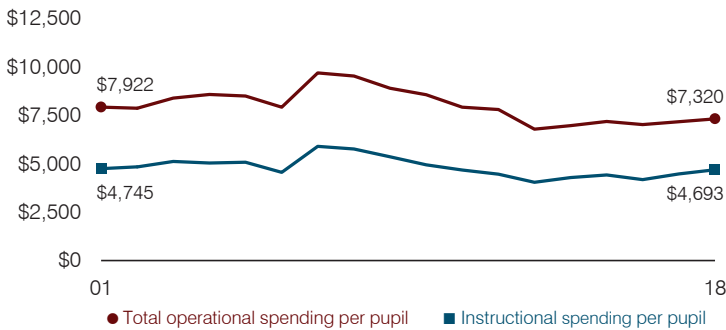
Students attending



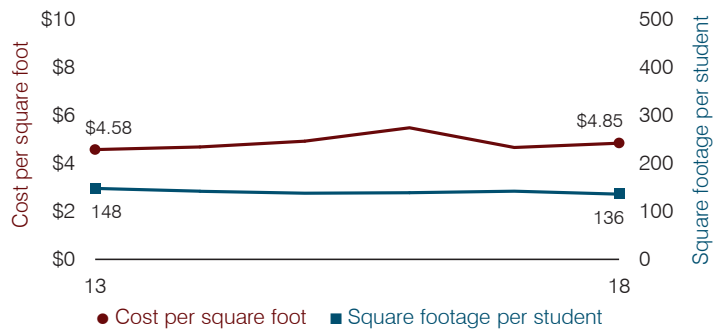
Administrative cost per pupil



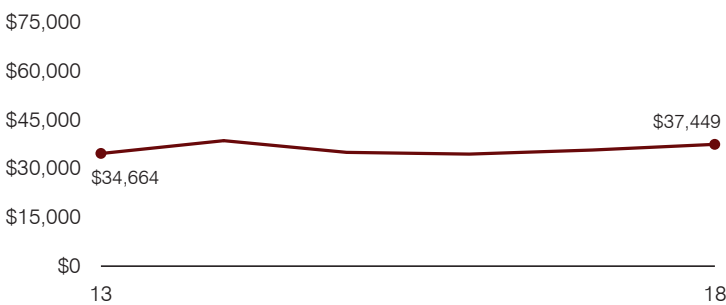
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



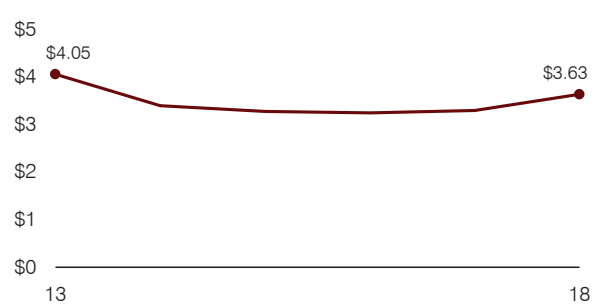
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



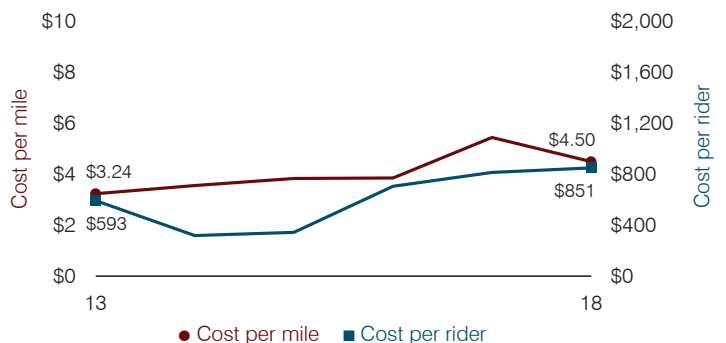
Financial stress assessment

Overall financial stress level: Low

Measure: 2016 through 2018	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	8.4%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant

Low
Moderate
High

Transportation costs per mile and per rider



Pine Strawberry Elementary School District

Gila County

District size, location:

Very small, Rural

Efficiency peer groups 11 and T-11, Achievement peer group 17¹

Students attending:

112

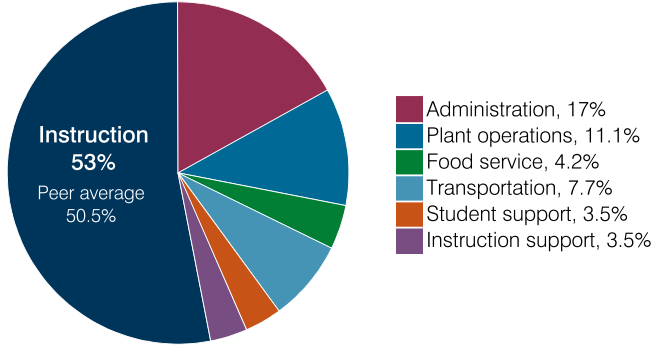
Legislative district(s): 6

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$4,286	\$3,064	\$860
	Students per administrative position	24	33	66
Plant operations	Cost per square foot	\$4.72	\$7.31	\$6.34
	Square footage per student	595	371	156
Food service	Cost per meal	\$6.62	\$5.79	\$3.02
Transportation	Cost per mile	\$3.69	\$1.94	\$4.05
	Cost per rider	\$2,986	\$1,614	\$1,301

Per pupil spending

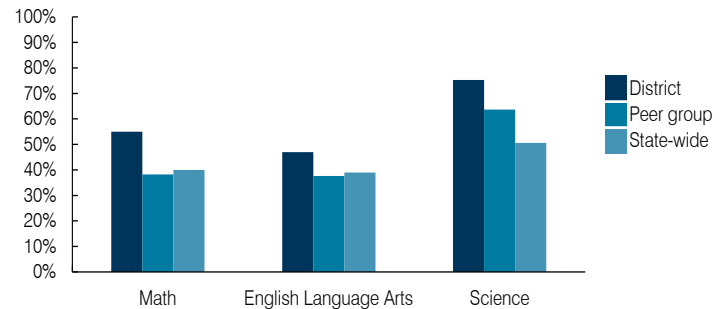
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 13,650	\$ 13,359	\$ 8,493	\$ 4,480
Administration	3,496	4,286	3,064	860
Plant operations	3,059	2,807	2,439	988
Food service	1,091	1,053	932	425
Transportation	1,788	1,942	973	388
Student support	985	890	656	693
Instruction support	967	893	400	462
Total operational	25,036	25,230	16,957	8,296
Land and buildings	822	2,235	965	827
Equipment	406	745	562	409
Interest	0	1	25	228
Other	38	18	88	169
Total nonoperational	1,266	2,999	1,640	1,633
Total per pupil spending	\$ 26,302	\$ 28,229	\$ 18,597	\$ 9,929

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	1	100%
B	0	0%
C	0	0%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	21%	19%	19%
Special education population	18%	13%	12%
Students per teacher	6.6	14.1	18.4
Average teacher salary	\$53,060	\$50,510	\$48,951
Amount from Prop 301	\$3,541	\$5,096	\$6,411
Average years of teacher experience	14.2	13.8	11.4
Percentage of teachers in first 3 years	6%	9%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,727	\$ 1,120	\$ 3,021	\$ 1,317
State	3,696	4,661	4,788	4,011
Local	20,121	22,472	12,812	4,592
Total per pupil revenues	\$ 25,544	\$ 28,253	\$ 20,621	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 7,466	\$ 8,155	\$ 8,282
Grants	2,139	2,199	3,020
Donations and tax credits	412	412	125

Select revenues from less common sources

Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	16,638	14,757	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

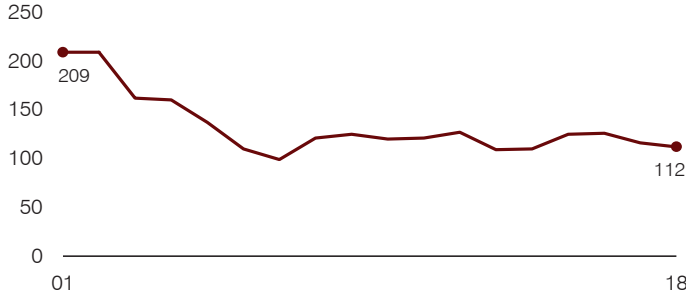
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

Instructional spending percentage

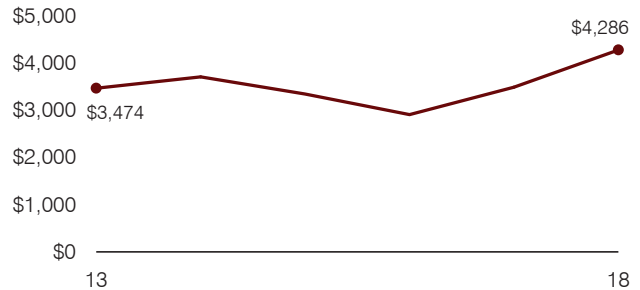
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 51.5 55.2 55.7 52.6 54.8 49.7 48.5 50.7 47.4 49.6 49.2 51.9 49.7 48.8 51.5 53.0 54.5 53.0

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

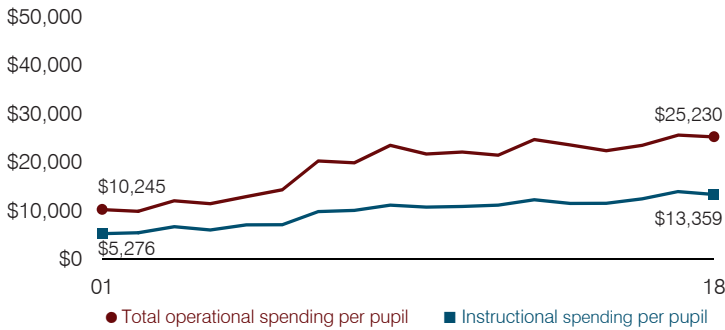
Students attending



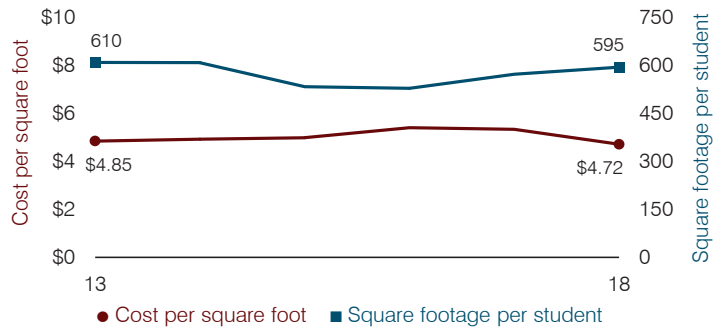
Administrative cost per pupil



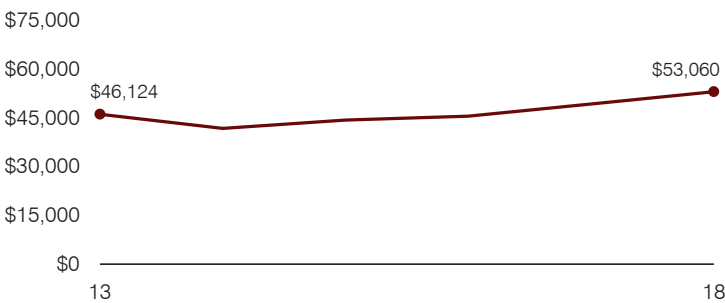
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



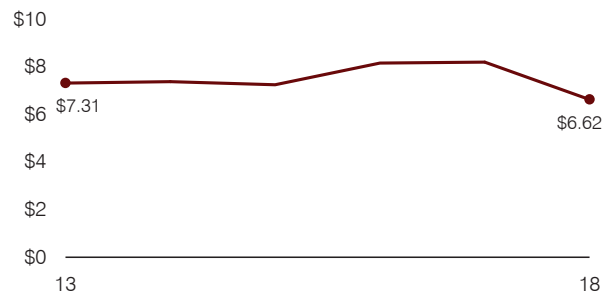
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



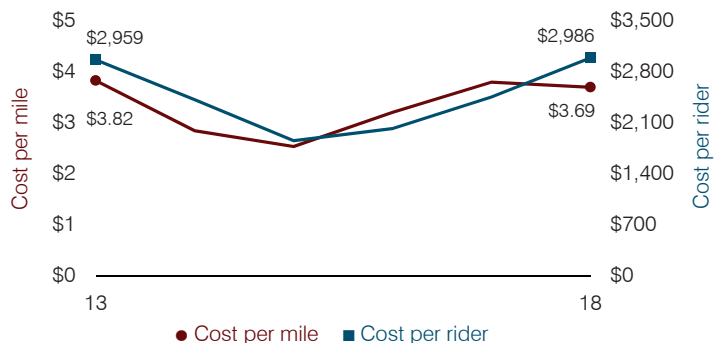
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	19.7%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Piñon Unified School District

Navajo County

Efficiency peer groups 5 and T-10, Achievement peer group 7¹

Legislative district(s): 7

District size, location:

Medium, Rural

Students attending:

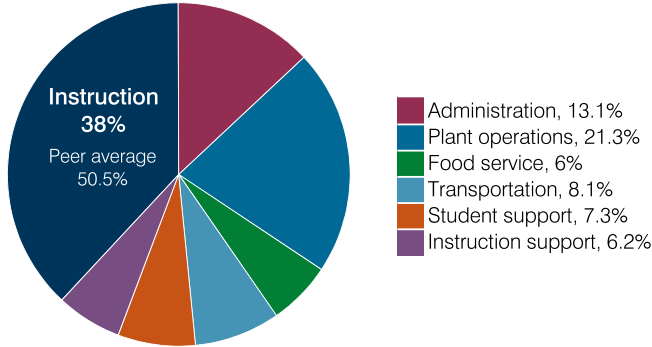
1,053

Number of schools:

3

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,046	\$1,221	\$860
	Students per administrative position	34	54	66
Plant operations	Cost per square foot	\$8.84	\$5.43	\$6.34
	Square footage per student	376	257	156
Food service	Cost per meal	\$4.11	\$3.66	\$3.02
Transportation	Cost per mile	\$3.22	\$1.95	\$4.05
	Cost per rider	\$2,068	\$1,572	\$1,301

Very low
Low
Comparable
High
Very high

Per pupil spending

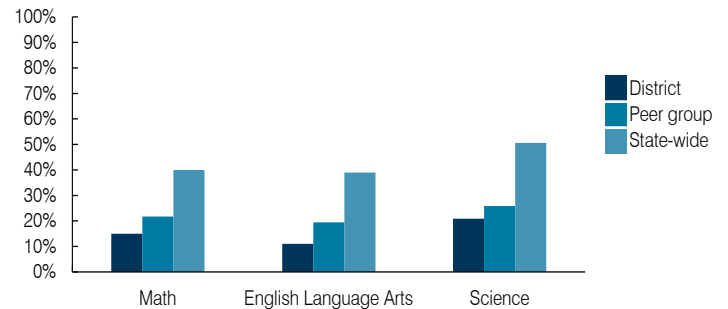
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 6,360	\$ 5,942	\$ 4,824	\$ 4,480
Administration	1,987	2,046	1,221	860
Plant operations	3,393	3,327	1,365	988
Food service	803	932	437	425
Transportation	1,291	1,265	532	388
Student support	1,149	1,147	623	693
Instruction support	927	990	359	462
Total operational	15,910	15,649	9,361	8,296
Land and buildings	196	217	799	827
Equipment	1,175	1,154	433	409
Interest	68	120	248	228
Other	35	40	71	169
Total nonoperational	1,474	1,531	1,551	1,633
Total per pupil spending	\$ 17,384	\$ 17,180	\$ 10,912	\$ 9,929

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	0	0%
D	3	100%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	91%	91%	94%
Graduation rate (2017)	78%	76%	78%
Poverty rate (2017)	39%	41%	19%
Special education population	11%	12%	12%
Students per teacher	15.0	15.8	18.4
Average teacher salary	\$48,270	\$48,537	\$48,951
Amount from Prop 301	\$4,300	\$5,191	\$6,411
Average years of teacher experience	9.8	12.5	11.4
Percentage of teachers in first 3 years	27%	18%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 9,215	\$ 10,989	\$ 3,917	\$ 1,317
State	6,701	6,781	4,283	4,011
Local	877	949	4,207	4,592
Total per pupil revenues	\$ 16,793	\$ 18,719	\$ 12,407	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 6,399	\$ 6,405	\$ 5,992	\$ 5,585
Grants	2,615	2,456	1,703	1,241
Donations and tax credits	1	14	147	90

Select revenues from less common sources

			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 31
Small school adjustment	0	0	0 of 31
Federal impact aid	6,664	8,646	16 of 31
Voter-approved levy increases	0	0	21 of 31

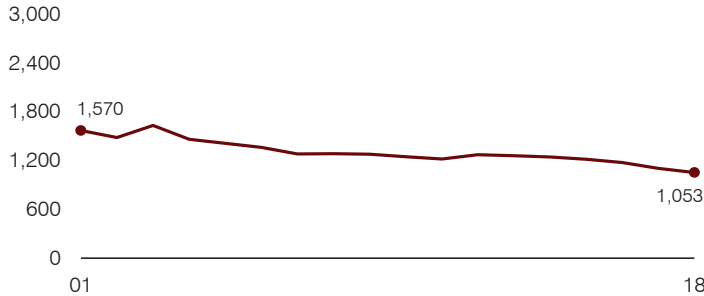
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

Instructional spending percentage

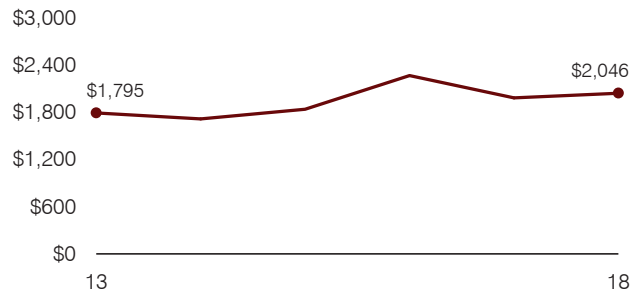
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 44.9 51.5 52.0 49.8 45.8 42.0 40.7 42.1 37.7 35.0 36.5 38.9 37.7 41.2 42.4 39.2 40.0 38.0

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

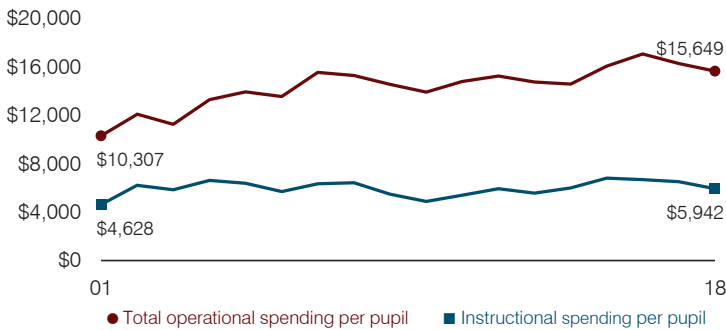
Students attending



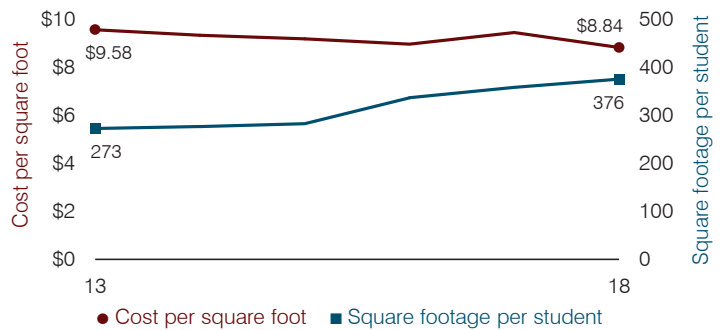
Administrative cost per pupil



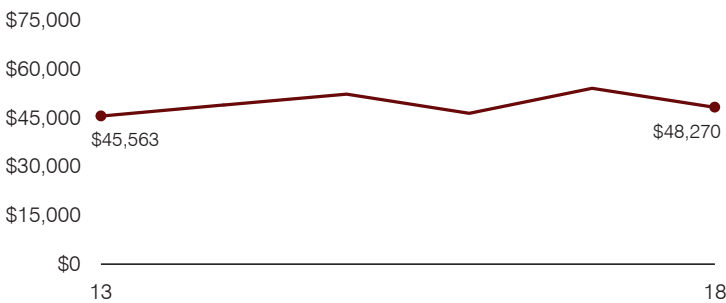
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



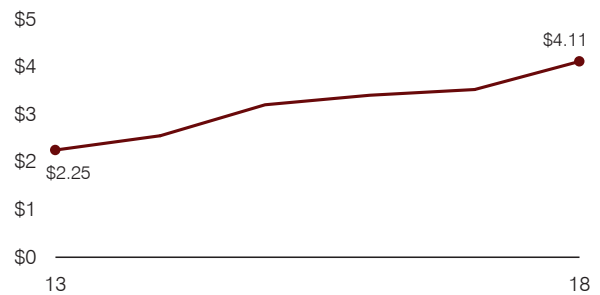
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



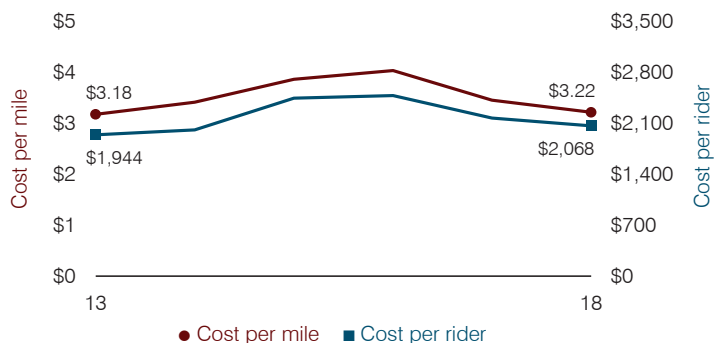
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	4.5%, Varying
Years of capital reserve held	Impact Aid Fund reserve
Current financial and internal control status	Compliant

Low **Moderate** **High**

Transportation costs per mile and per rider



Pomerene Elementary School District

Cochise County

District size, location:

Very small, Rural

Efficiency peer groups 11 and T-11, Achievement peer group 18¹

Students attending:

92

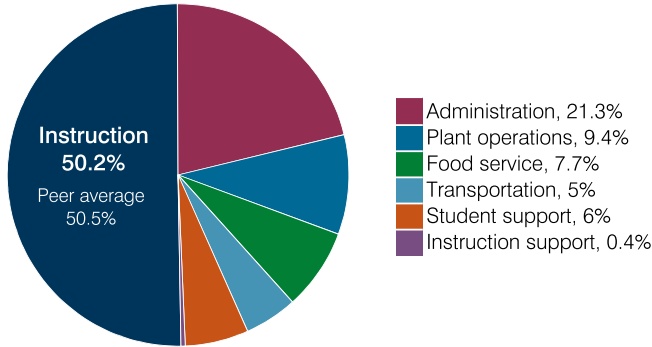
Legislative district(s): 14

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,103	\$3,064	\$860
	Students per administrative position	32	33	66
Plant operations	Cost per square foot	\$2.95	\$7.31	\$6.34
	Square footage per student	314	371	156
Food service	Cost per meal	\$4.95	\$5.79	\$3.02
Transportation	Cost per mile	\$4.40	\$1.94	\$4.05
	Cost per rider	\$1,362	\$1,614	\$1,301

Per pupil spending

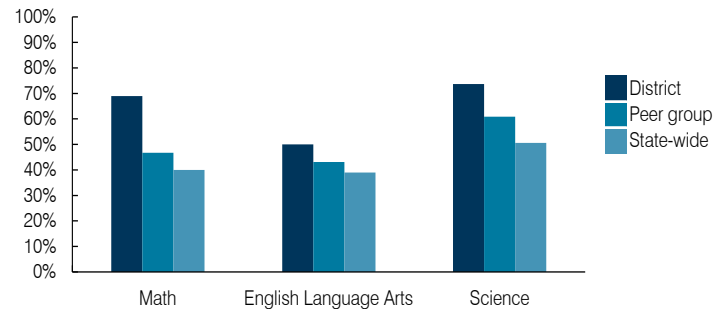
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,411	\$ 4,965	\$ 8,493	\$ 4,480
Administration	2,123	2,103	3,064	860
Plant operations	937	929	2,439	988
Food service	674	767	932	425
Transportation	621	490	973	388
Student support	457	592	656	693
Instruction support	12	40	400	462
Total operational	9,235	9,886	16,957	8,296
Land and buildings	2,986	128	965	827
Equipment	1,248	509	562	409
Interest	0	0	25	228
Other	40	1	88	169
Total nonoperational	4,274	638	1,640	1,633
Total per pupil spending	\$ 13,509	\$ 10,524	\$ 18,597	\$ 9,929

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	1	100%
B	0	0%
C	0	0%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	27%	25%	19%
Special education population	12%	17%	12%
Students per teacher	13.1	12.6	18.4
Average teacher salary	\$43,171	\$47,486	\$48,951
Amount from Prop 301	\$3,367	\$4,484	\$6,411
Average years of teacher experience	13.2	14.9	11.4
Percentage of teachers in first 3 years	0%	7%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,136	\$ 686	\$ 3,021	\$ 1,317
State	9,127	5,562	4,788	4,011
Local	3,678	3,473	12,812	4,592
Total per pupil revenues	\$ 13,941	\$ 9,721	\$ 20,621	\$ 9,920

Select revenues from common sources

Source	District 2017	District 2018	Peer average 2018	State average 2018
Equalization formula funding	\$ 6,252	\$ 6,548	\$ 8,282	\$ 5,585
Grants	4,093	829	3,020	1,241
Donations and tax credits	50	49	125	90

Select revenues from less common sources

Source	District 2017	District 2018	Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	1,399	1,514	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

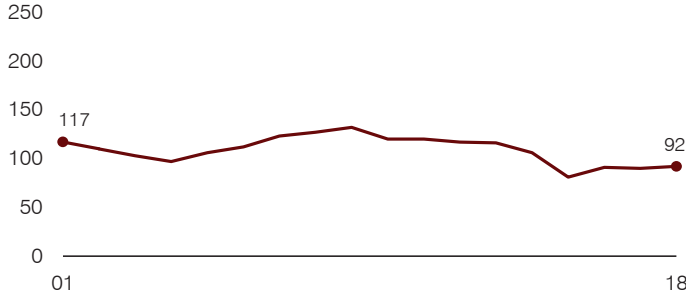
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

Instructional spending percentage

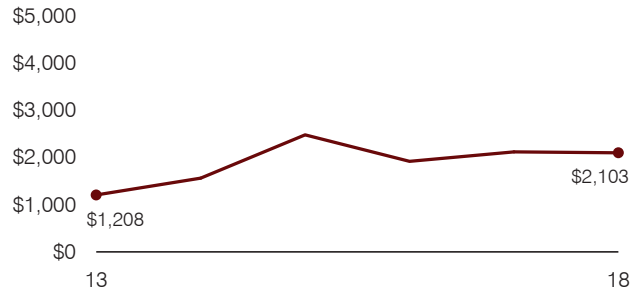
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 56.9 56.7 54.6 53.3 52.3 54.8 53.9 56.2 61.6 54.0 62.9 53.9 51.6 52.1 51.4 49.0 47.8 50.2

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

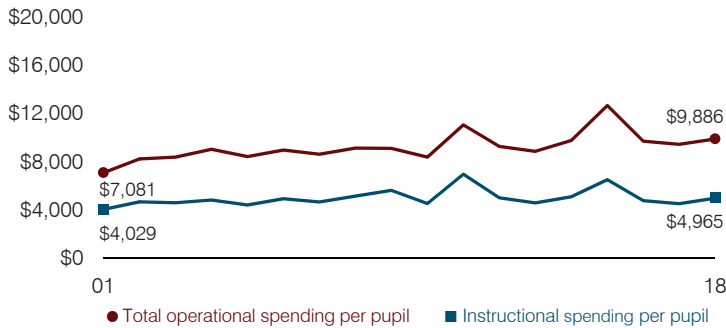
Students attending



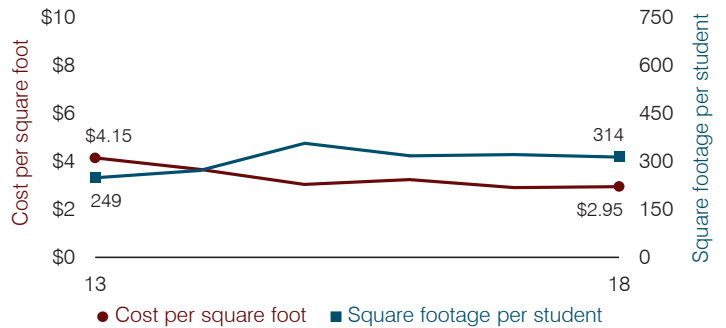
Administrative cost per pupil



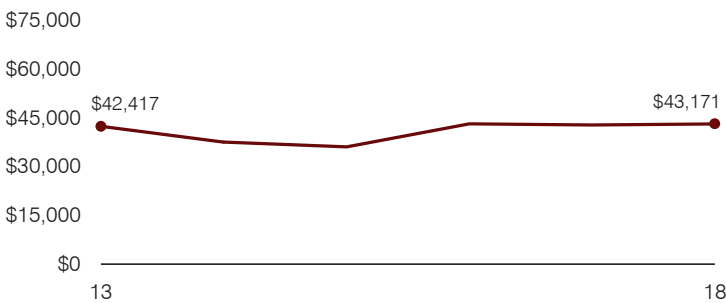
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



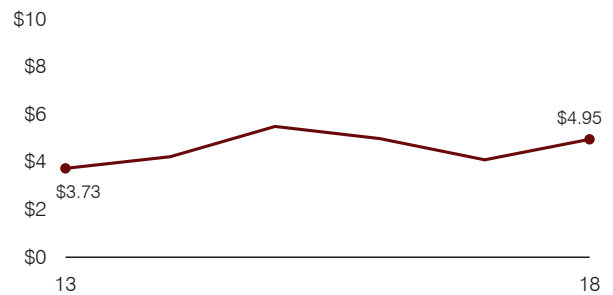
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



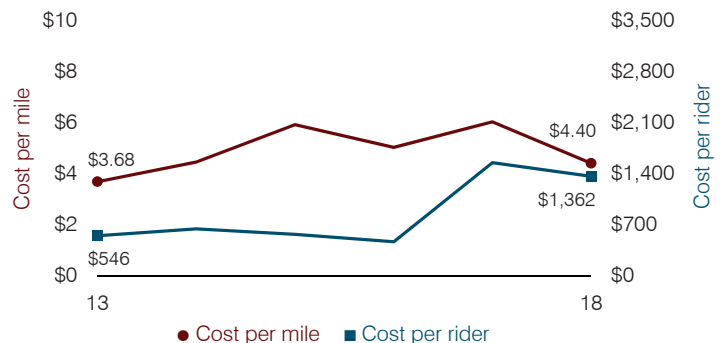
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	4.4%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Prescott Unified School District

Yavapai County

Efficiency peer groups 3 and T-5, Achievement peer group 2¹

Legislative district(s): 1

District size, location: Medium-large, City

Students attending: 3,862

Number of schools: 6

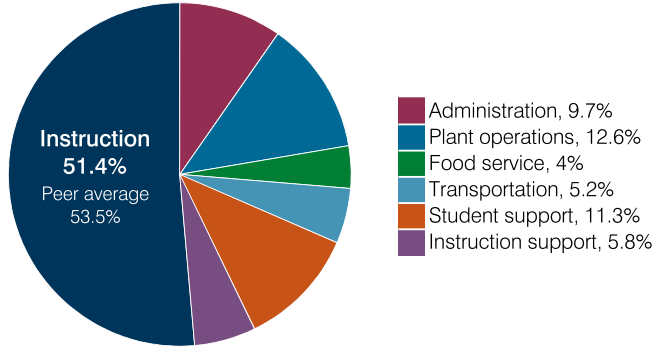
Medium-large, City

3,862

6

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$728	\$846	\$860
	Students per administrative position	63	69	66
Plant operations	Cost per square foot	\$5.31	\$6.02	\$6.34
	Square footage per student	175	155	156
Food service	Cost per meal	\$3.25	\$3.20	\$3.02
Transportation	Cost per mile	\$3.24	\$3.90	\$4.05
	Cost per rider	\$1,500	\$1,931	\$1,301

Legend: Very low (green), Low (blue), Comparable (yellow), High (orange), Very high (red)

Per pupil spending

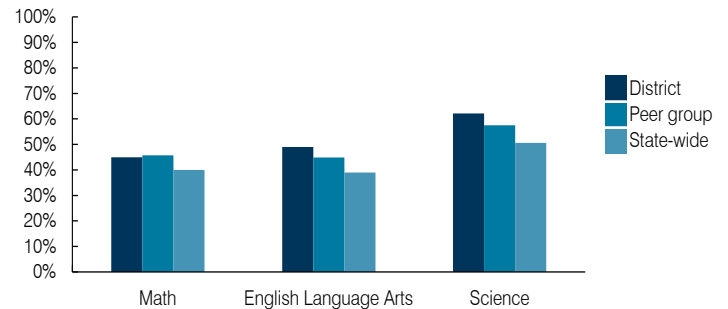
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,750	\$ 3,834	\$ 4,106	\$ 4,480
Administration	717	728	846	860
Plant operations	929	931	963	988
Food service	339	300	325	425
Transportation	423	390	438	388
Student support	823	846	672	693
Instruction support	496	434	336	462
Total operational	7,477	7,463	7,686	8,296
Land and buildings	1,533	309	1,416	827
Equipment	490	302	473	409
Interest	61	3	268	228
Other	85	99	165	169
Total nonoperational	2,169	713	2,322	1,633
Total per pupil spending	\$ 9,646	\$ 8,176	\$ 10,008	\$ 9,929

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	1	17%
B	3	50%
C	1	17%
D	1	17%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2017)	83%	90%	78%
Poverty rate (2017)	15%	12%	19%
Special education population	11%	13%	12%
Students per teacher	19.7	18.5	18.4
Average teacher salary	\$43,726	\$47,265	\$48,951
Amount from Prop 301	\$5,844	\$6,556	\$6,411
Average years of teacher experience	10.2	11.5	11.4
Percentage of teachers in first 3 years	23%	19%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 946	\$ 927	\$ 730	\$ 1,317
State	2,417	2,016	3,583	4,011
Local	5,614	5,404	5,234	4,592
Total per pupil revenues	\$ 8,977	\$ 8,347	\$ 9,547	\$ 9,920

Select revenues from common sources

Source	District 2017	District 2018	Peer average 2018	State average 2018
Equalization formula funding	\$ 5,207	\$ 5,351	\$ 5,507	\$ 5,585
Grants	1,374	1,071	864	1,241
Donations and tax credits	210	225	184	90

Select revenues from less common sources

Source	District 2017	District 2018	Number of peers receiving
Desegregation	\$ 0	\$ 0	1 of 15
Small school adjustment	0	0	0 of 15
Federal impact aid	0	0	3 of 15
Voter-approved levy increases	525	541	15 of 15

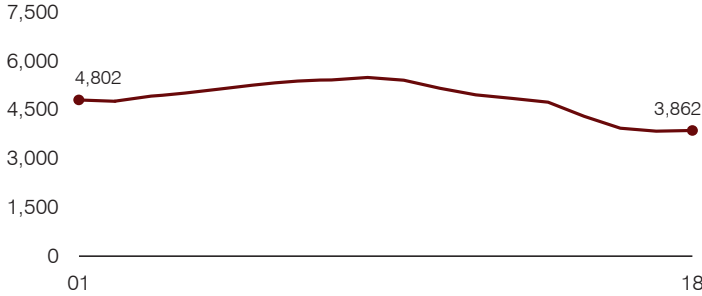
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

Instructional spending percentage

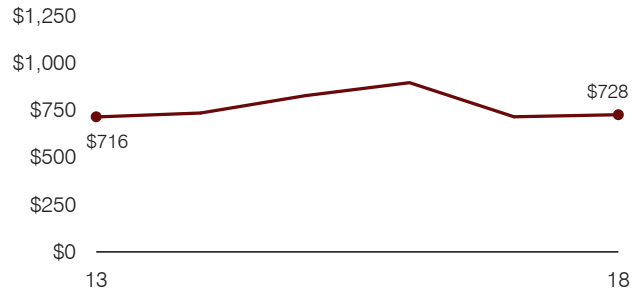
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 61.3 61.2 62.6 61.5 60.5 61.5 62.3 62.2 61.6 57.5 58.3 55.7 54.8 53.6 53.1 51.3 50.2 51.4

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

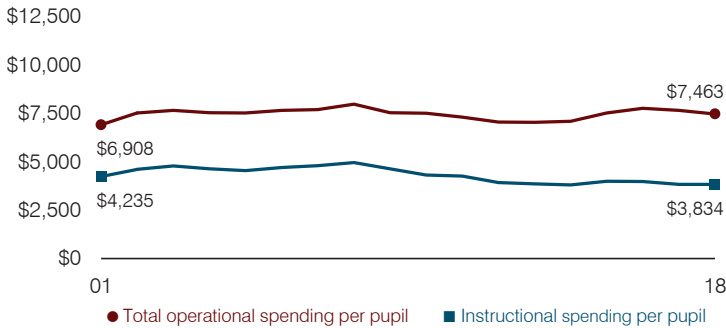
Students attending



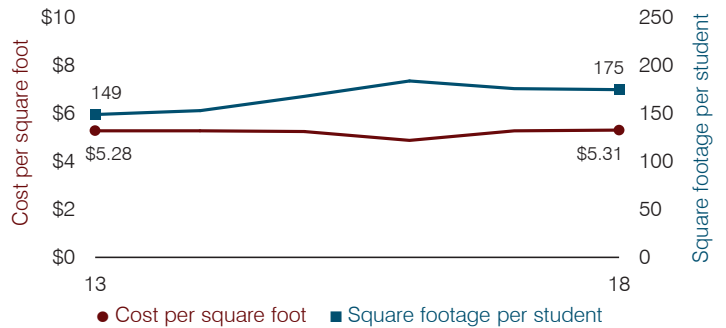
Administrative cost per pupil



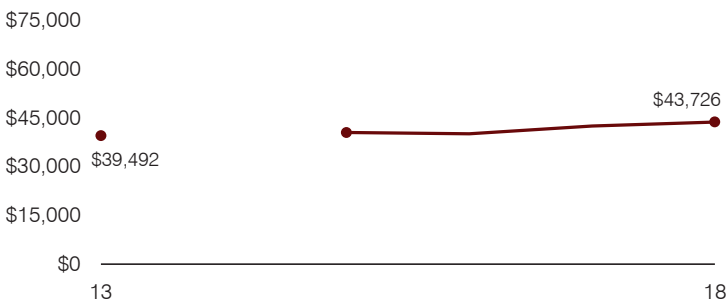
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



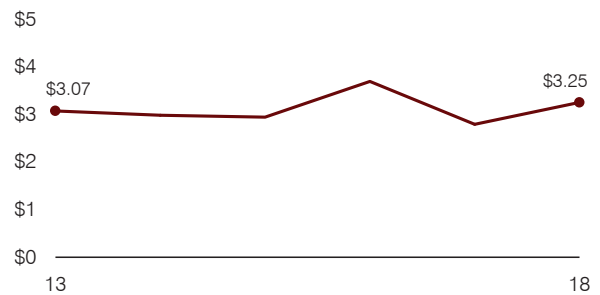
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



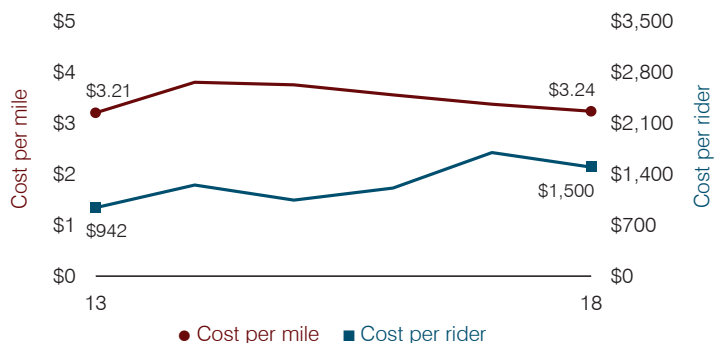
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	5.4%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Quartzsite Elementary School District

La Paz County

Efficiency peer groups 11 and T-11, Achievement peer group 20¹

Legislative district(s): 5

District size, location:

Very small, Rural

Students attending:

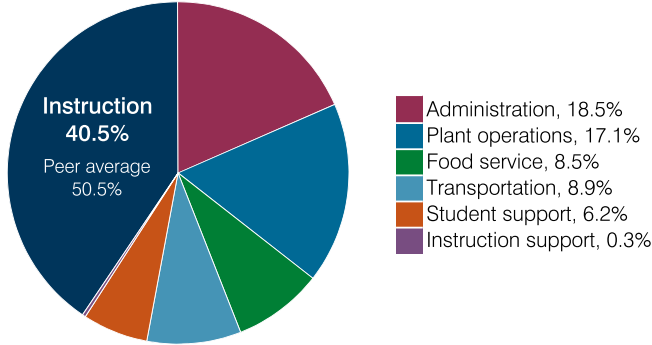
171

Number of schools:

2

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,939	\$3,064	\$860
	Students per administrative position	43	33	66
Plant operations	Cost per square foot	\$5.81	\$7.31	\$6.34
	Square footage per student	310	371	156
Food service	Cost per meal	\$3.53	\$5.79	\$3.02
Transportation	Cost per mile	\$2.45	\$1.94	\$4.05
	Cost per rider	\$1,163	\$1,614	\$1,301

Per pupil spending

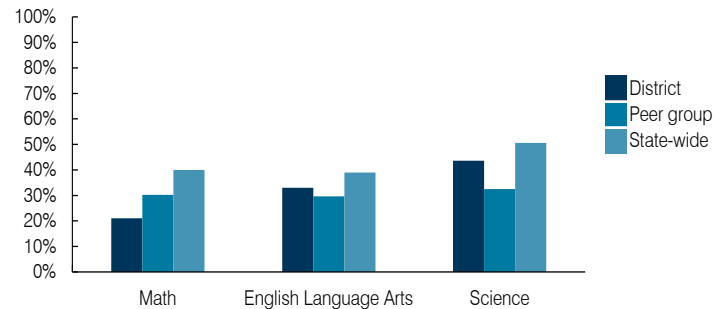
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,718	\$ 4,264	\$ 8,493	\$ 4,480
Administration	2,047	1,939	3,064	860
Plant operations	1,684	1,801	2,439	988
Food service	790	898	932	425
Transportation	861	936	973	388
Student support	574	657	656	693
Instruction support	72	29	400	462
Total operational	10,746	10,524	16,957	8,296
Land and buildings	0	679	965	827
Equipment	451	242	562	409
Interest	7	(1)	25	228
Other	0	0	88	169
Total nonoperational	458	920	1,640	1,633
Total per pupil spending	\$ 11,204	\$ 11,444	\$ 18,597	\$ 9,929

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	50%
C	0	0%
D	1	50%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	36%	39%	19%
Special education population	12%	17%	12%
Students per teacher	21.4	12.3	18.4
Average teacher salary	\$49,798	\$46,899	\$48,951
Amount from Prop 301	\$6,458	\$4,418	\$6,411
Average years of teacher experience	12.7	13.4	11.4
Percentage of teachers in first 3 years	14%	6%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,146	\$ 1,285	\$ 3,021	\$ 1,317
State	1,635	1,690	4,788	4,011
Local	8,477	9,019	12,812	4,592
Total per pupil revenues	\$ 11,258	\$ 11,994	\$ 20,621	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 8,171	\$ 7,104	\$ 8,282
Grants	1,146	1,977	3,020
Donations and tax credits	53	16	125

Select revenues from less common sources

Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	0	0	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

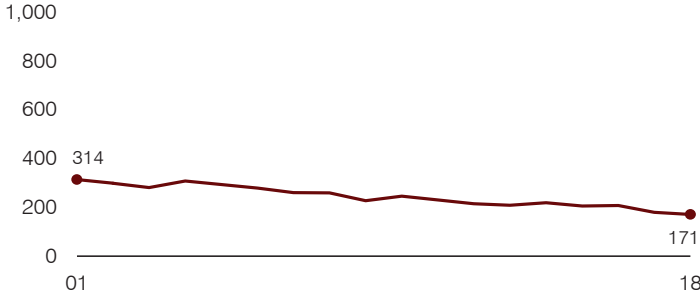
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

Instructional spending percentage

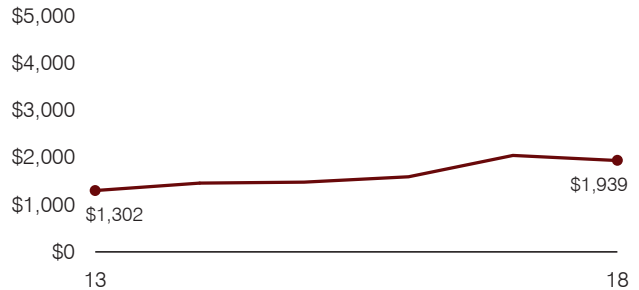
Year:	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Percentage:	47.3	49.6	49.6	46.3	48.2	49.6	50.7	48.8	49.4	49.6	46.4	45.7	53.2	49.4	49.2	42.4	43.9	40.5

TRENDS AND FINANCIAL STRESS ASSESSMENT
Fiscal years as indicated

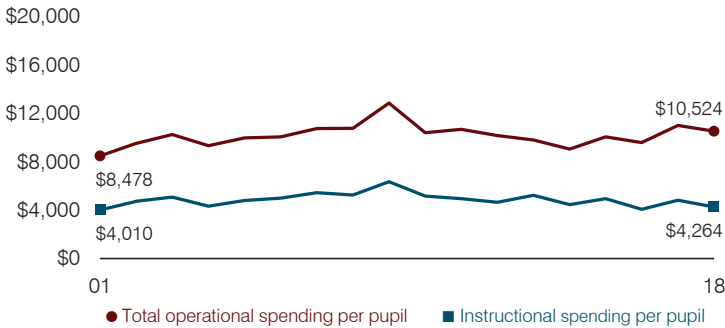
Students attending



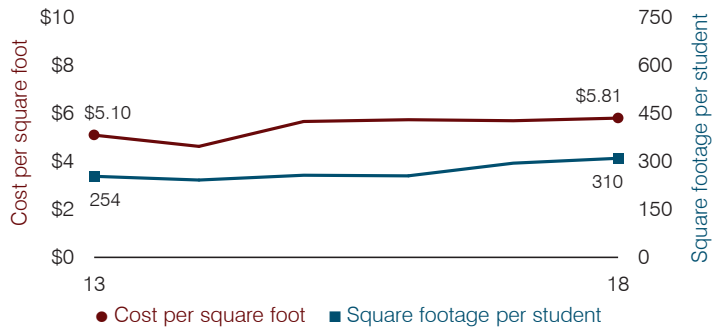
Administrative cost per pupil



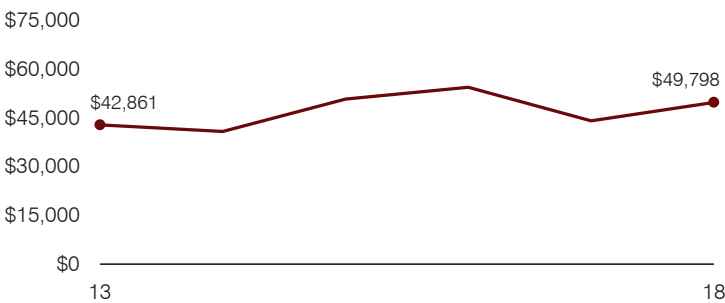
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



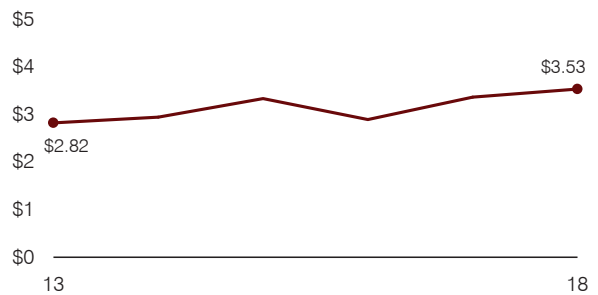
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



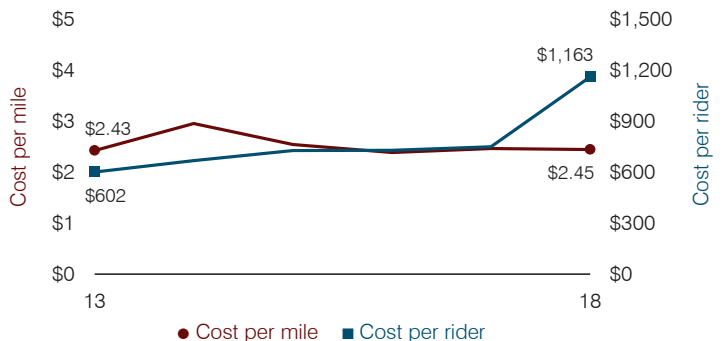
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2016 through 2018	Assessment
Change in number of district students	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	7.1%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Low Moderate High

Transportation costs per mile and per rider



Queen Creek Unified School District

Maricopa County

Efficiency peer groups 3 and T-3, Achievement peer group 1¹

Legislative district(s): 12 and 16

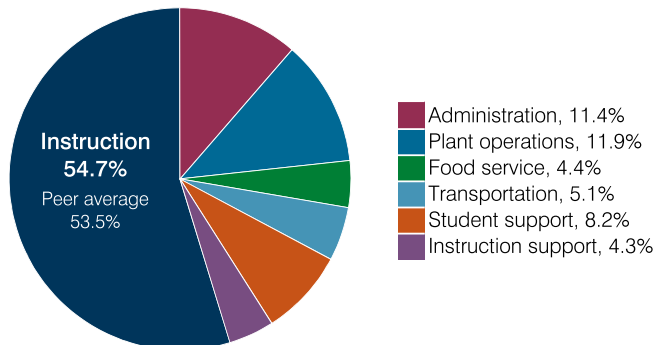
District size, location: Medium-large, Suburb

Students attending: 7,051

Number of schools: 8

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$843	\$846	\$860
	Students per administrative position	94	69	66
Plant operations	Cost per square foot	\$7.18	\$6.02	\$6.34
	Square footage per student	124	155	156
Food service	Cost per meal	\$3.05	\$3.20	\$3.02
Transportation	Cost per mile	\$4.30	\$4.47	\$4.05
	Cost per rider	\$905	\$1,248	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,054	\$ 4,085	\$ 4,106	\$ 4,480
Administration	744	843	846	860
Plant operations	1,004	891	963	988
Food service	341	324	325	425
Transportation	389	384	438	388
Student support	587	615	672	693
Instruction support	237	321	336	462
Total operational	7,356	7,463	7,686	8,296
Land and buildings	965	6,279	1,416	827
Equipment	615	338	473	409
Interest	265	353	268	228
Other	249	260	165	169
Total nonoperational	2,094	7,230	2,322	1,633
Total per pupil spending	\$ 9,450	\$ 14,693	\$ 10,008	\$ 9,929

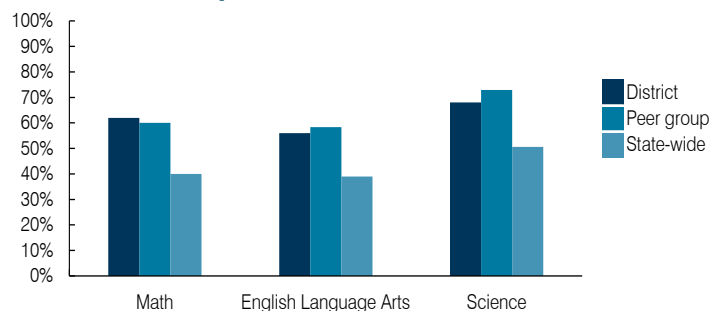
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	6	75%
B	2	25%
C	0	0%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2017)	97%	94%	78%
Poverty rate (2017)	6%	6%	19%
Special education population	12%	11%	12%
Students per teacher	19.3	17.8	18.4
Average teacher salary	\$49,451	\$43,920	\$48,951
Amount from Prop 301	\$5,423	\$5,990	\$6,411
Average years of teacher experience	11.1	11.3	11.4
Percentage of teachers in first 3 years	17%	19%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 572	\$ 561	\$ 730	\$ 1,317
State	3,878	6,929	3,583	4,011
Local	4,824	4,967	5,234	4,592
Total per pupil revenues	\$ 9,274	\$ 12,457	\$ 9,547	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 5,415	\$ 5,611	\$ 5,507	\$ 5,585
Grants	672	654	864	1,241
Donations and tax credits	57	81	184	90

Select revenues from less common sources

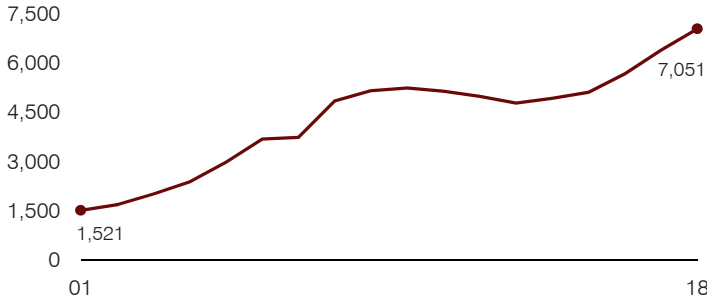
			Number of peers receiving
Desegregation	\$ 0	\$ 0	1 of 15
Small school adjustment	0	0	0 of 15
Federal impact aid	0	0	3 of 15
Voter-approved levy increases	1,728	1,931	15 of 15

Instructional spending percentage

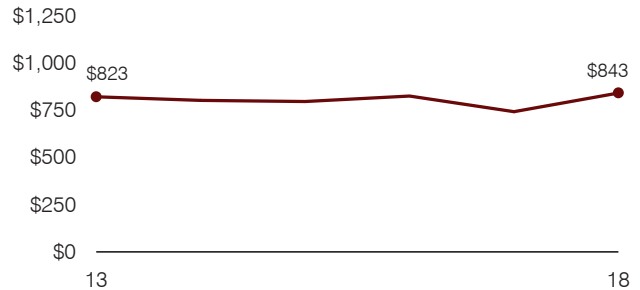
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 50.5 51.2 49.7 52.7 57.1 57.8 60.0 60.7 59.7 59.9 56.3 53.6 51.2 50.3 50.5 51.0 55.1 54.7

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

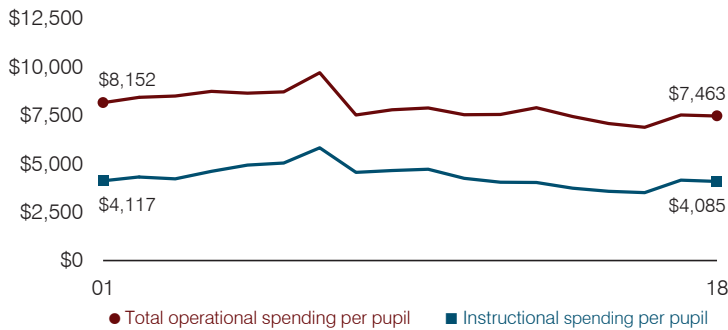
Students attending



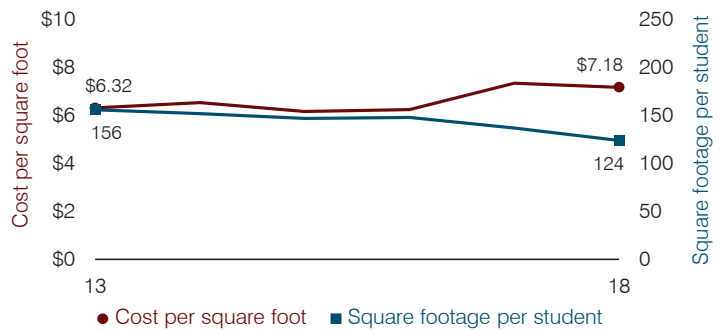
Administrative cost per pupil



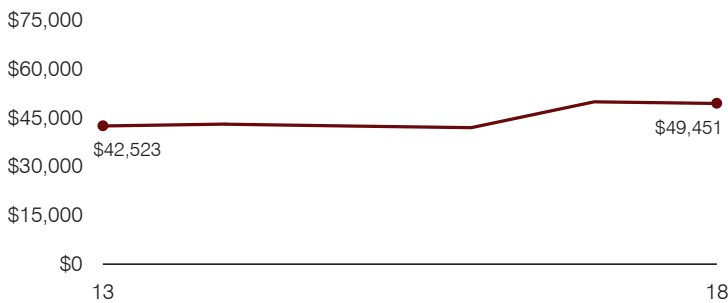
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



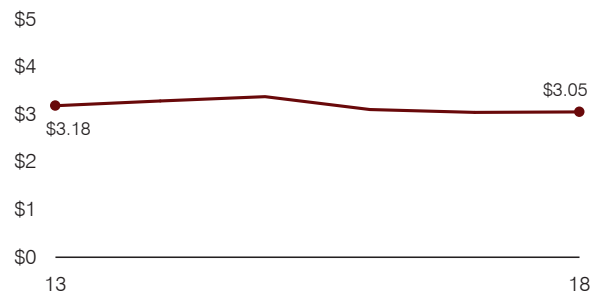
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



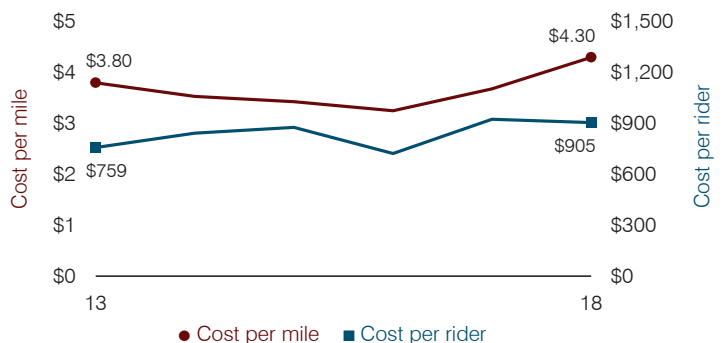
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	6.2%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant

Low **Moderate** **High**

Transportation costs per mile and per rider



Ray Unified School District

Pinal County

Efficiency peer groups 6 and T-10, Achievement peer group 5¹

Legislative district(s): 8

District size, location:

Small, Rural

Students attending:

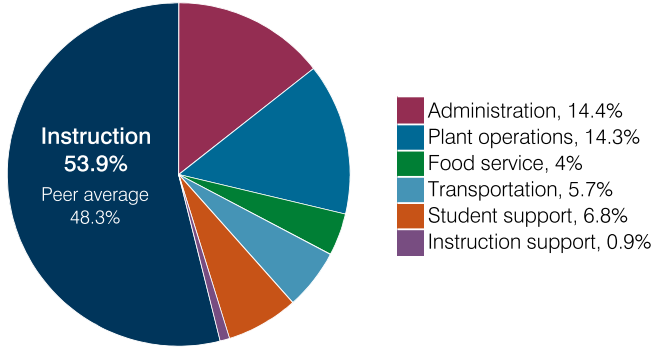
426

Number of schools:

2

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,396	\$1,744	\$860
	Students per administrative position	45	43	66
Plant operations	Cost per square foot	\$3.11	\$5.27	\$6.34
	Square footage per student	446	321	156
Food service	Cost per meal	\$4.57	\$3.96	\$3.02
Transportation	Cost per mile	\$2.41	\$1.95	\$4.05
	Cost per rider	\$1,700	\$1,572	\$1,301

Very low
Low
Comparable
High
Very high

Per pupil spending

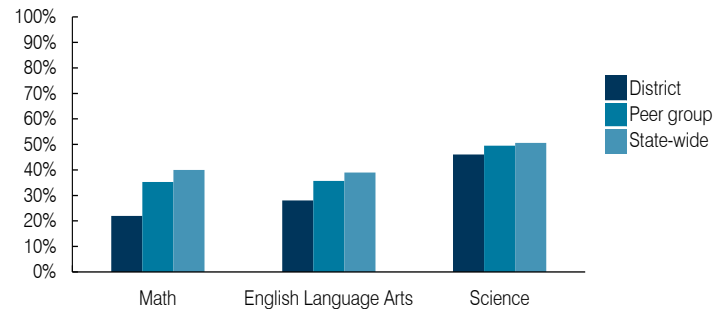
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 5,358	\$ 5,238	\$ 5,556	\$ 4,480
Administration	1,413	1,396	1,744	860
Plant operations	1,322	1,387	1,706	988
Food service	358	384	546	425
Transportation	538	555	592	388
Student support	693	660	672	693
Instruction support	186	92	393	462
Total operational	9,868	9,712	11,209	8,296
Land and buildings	130	3,751	1,077	827
Equipment	285	788	601	409
Interest	22	0	162	228
Other	24	25	60	169
Total nonoperational	461	4,564	1,900	1,633
Total per pupil spending	\$ 10,329	\$ 14,276	\$ 13,109	\$ 9,929

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	50%
D	1	50%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2017)	97%	86%	78%
Poverty rate (2017)	19%	22%	19%
Special education population	13%	13%	12%
Students per teacher	15.6	17.6	18.4
Average teacher salary	\$49,453	\$44,777	\$48,951
Amount from Prop 301	\$8,582	\$6,708	\$6,411
Average years of teacher experience	17.6	13.0	11.4
Percentage of teachers in first 3 years	3%	17%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,238	\$ 1,208	\$ 2,405	\$ 1,317
State	3,628	6,407	4,080	4,011
Local	5,662	7,051	8,027	4,592
Total per pupil revenues	\$ 10,528	\$ 14,666	\$ 14,512	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 7,019	\$ 7,035	\$ 7,175
Grants	1,310	4,594	2,252
Donations and tax credits	88	79	337

Select revenues from less common sources

Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 18
Small school adjustment	0	0	5 of 18
Federal impact aid	0	0	3 of 18
Voter-approved levy increases	1,336	923	14 of 18

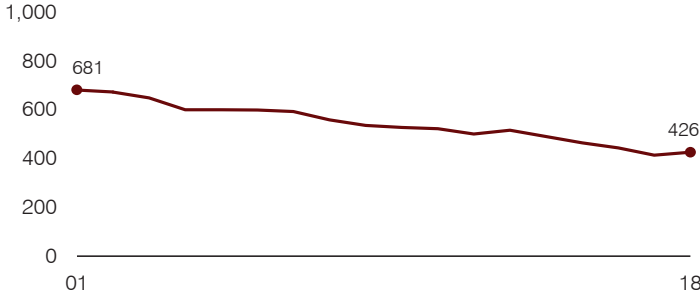
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

Instructional spending percentage

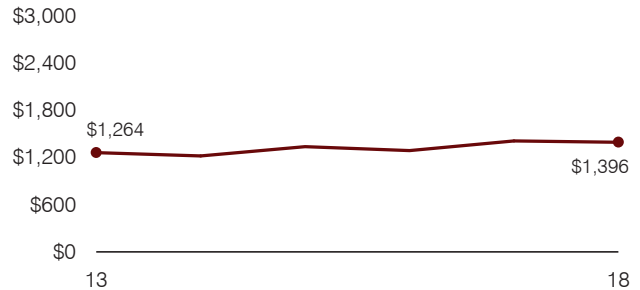
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 55.0 57.3 57.3 58.3 59.2 55.4 57.5 55.5 54.5 55.8 52.1 51.8 54.9 54.0 52.9 54.2 54.3 53.9

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

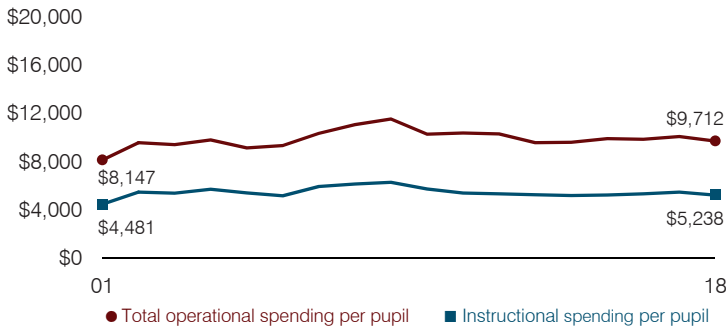
Students attending



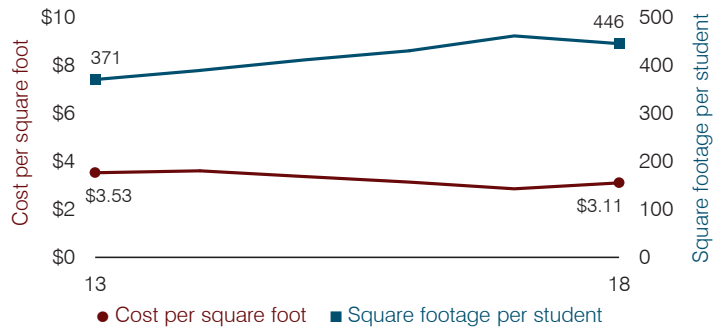
Administrative cost per pupil



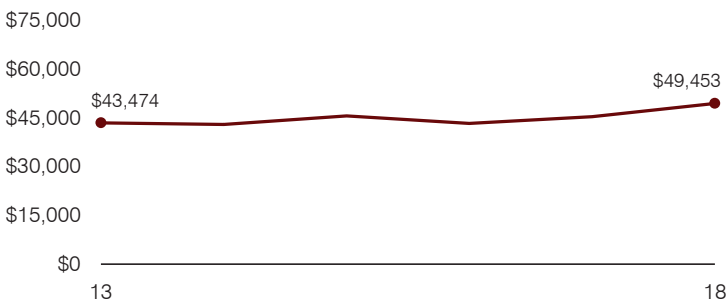
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



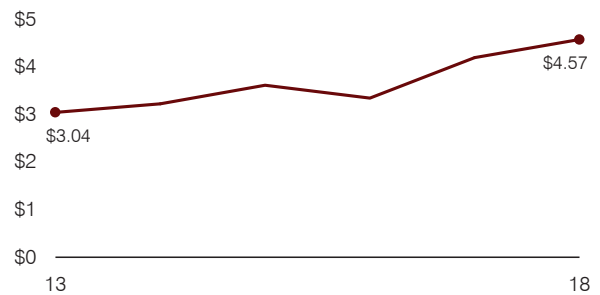
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



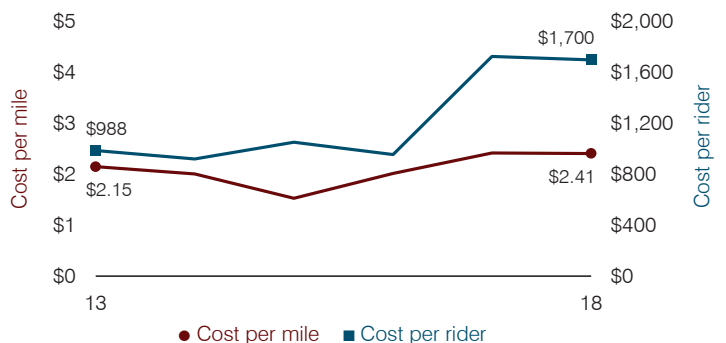
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	11.4%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Low **Moderate** **High**

Transportation costs per mile and per rider



Red Mesa Unified School District

Apache County

Efficiency peer groups 6 and T-10, Achievement peer group 7¹

Legislative district(s): 7

District size, location:

Small, Rural

Students attending:

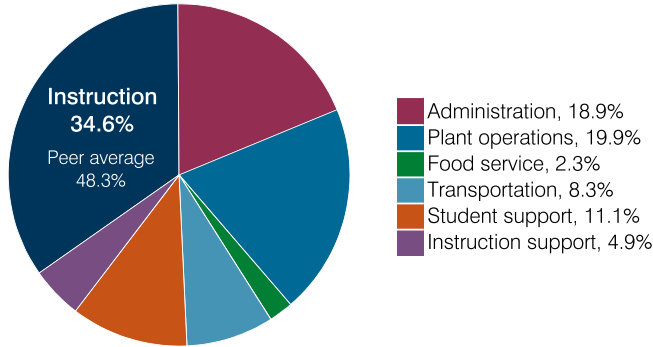
463

Number of schools:

5

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,628	\$1,744	\$860
	Students per administrative position	23	43	66
Plant operations	Cost per square foot	\$5.26	\$5.27	\$6.34
	Square footage per student	728	321	156
Food service	Cost per meal	\$2.27	\$3.96	\$3.02
Transportation	Cost per mile	\$2.43	\$1.95	\$4.05
	Cost per rider	\$1,650	\$1,572	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 7,155	\$ 6,640	\$ 5,556	\$ 4,480
Administration	3,429	3,628	1,744	860
Plant operations	3,319	3,829	1,706	988
Food service	497	434	546	425
Transportation	1,534	1,599	592	388
Student support	2,069	2,141	672	693
Instruction support	757	935	393	462
Total operational	18,760	19,206	11,209	8,296
Land and buildings	270	192	1,077	827
Equipment	381	541	601	409
Interest	0	0	162	228
Other	15	50	60	169
Total nonoperational	666	783	1,900	1,633
Total per pupil spending	\$ 19,426	\$ 19,989	\$ 13,109	\$ 9,929

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

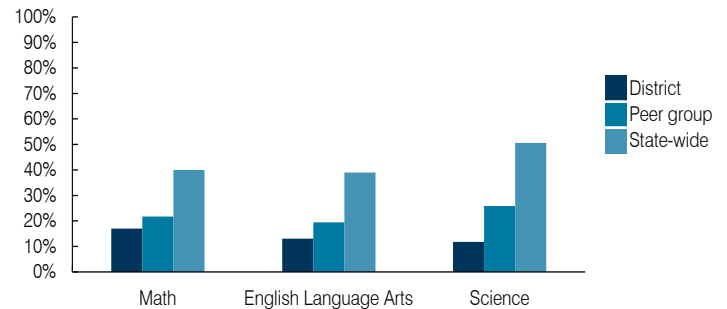
STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools ²	Percentage of schools
A	0	0%
B	1	25%
C	1	25%
D	1	25%
F	1	25%

² Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	91%	91%	94%
Graduation rate (2017)	76%	76%	78%
Poverty rate (2017)	43%	41%	19%
Special education population	15%	12%	12%
Students per teacher	13.2	15.8	18.4
Average teacher salary	\$47,263	\$48,537	\$48,951
Amount from Prop 301	\$4,154	\$5,191	\$6,411
Average years of teacher experience	17.4	12.5	11.4
Percentage of teachers in first 3 years	3%	18%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 11,551	\$ 14,228	\$ 2,405	\$ 1,317
State	9,052	9,427	4,080	4,011
Local	909	1,397	8,027	4,592
Total per pupil revenues	\$ 21,512	\$ 25,052	\$ 14,512	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 9,582	\$ 8,838	\$ 7,175	\$ 5,585
Grants	4,215	5,031	2,252	1,241
Donations and tax credits	12	17	337	90

Select revenues from less common sources

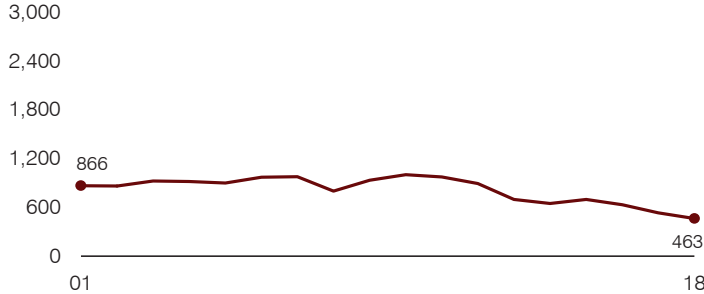
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 18
Small school adjustment	0	0	5 of 18
Federal impact aid	7,438	9,573	3 of 18
Voter-approved levy increases	0	0	14 of 18

Instructional spending percentage

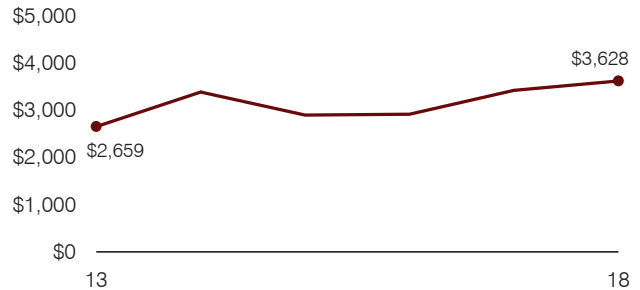
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 43.6 45.4 42.9 42.0 43.9 42.6 40.4 38.6 38.7 40.9 40.6 39.9 38.6 31.6 36.1 36.8 38.1 34.6

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

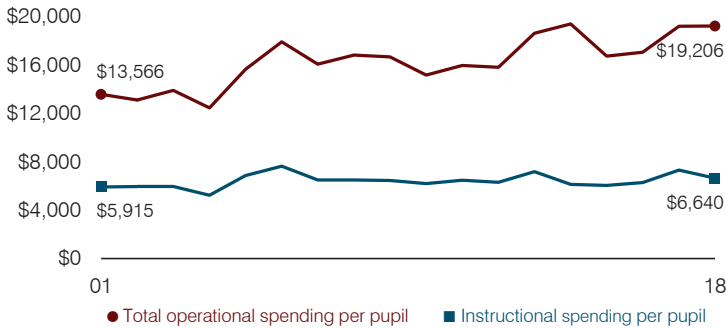
Students attending



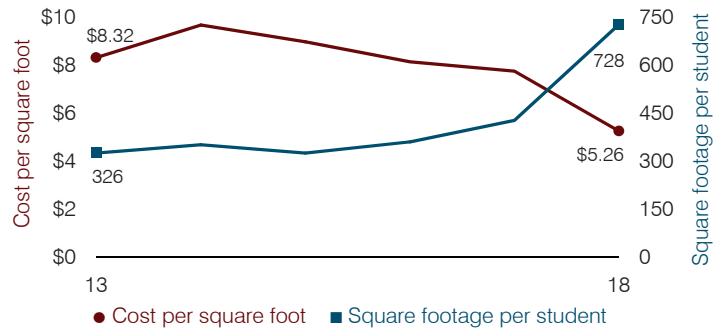
Administrative cost per pupil



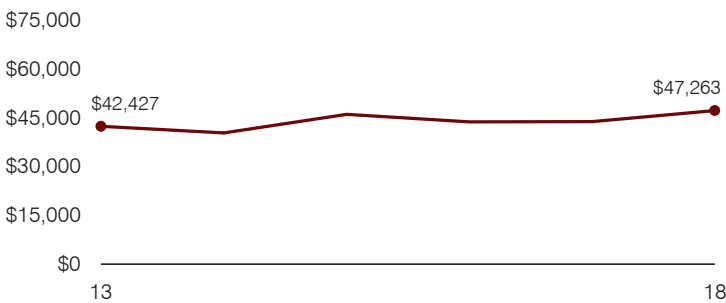
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



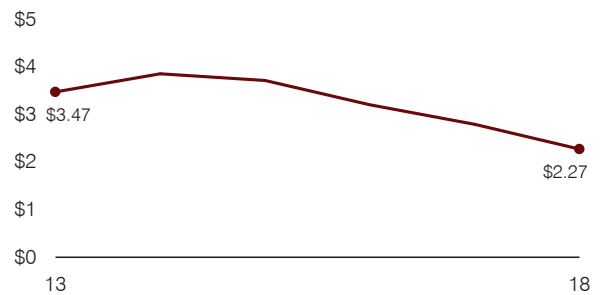
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



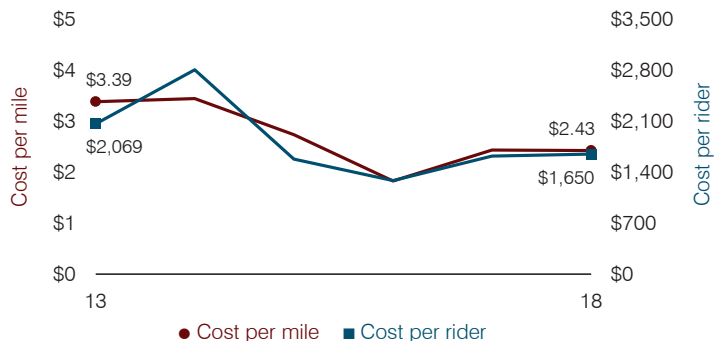
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	38.4%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Red Rock Elementary School District

Pinal County

Efficiency peer groups 10 and T-6, Achievement peer group 17¹

Legislative district(s): 11

District size, location:

Small, Rural

Students attending:

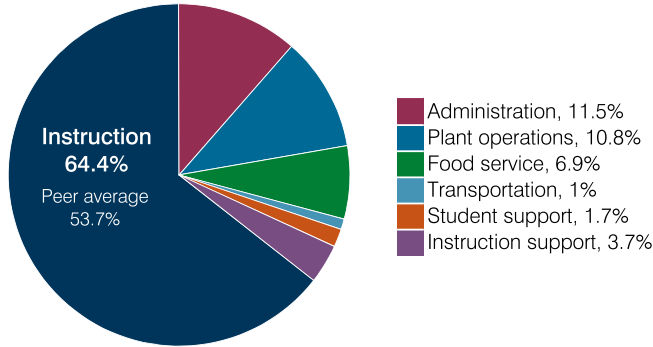
372

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$822	\$1,194	\$860
	Students per administrative position	86	60	66
Plant operations	Cost per square foot	\$2.45	\$6.78	\$6.34
	Square footage per student	317	176	156
Food service	Cost per meal	\$2.90	\$3.40	\$3.02
Transportation	Cost per mile	\$1.31	\$3.96	\$4.05
	Cost per rider	\$175	\$721	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,528	\$ 4,632	\$ 5,096	\$ 4,480
Administration	1,408	822	1,194	860
Plant operations	642	779	1,071	988
Food service	504	497	535	425
Transportation	110	70	586	388
Student support	396	124	498	693
Instruction support	464	270	379	462
Total operational	8,052	7,194	9,359	8,296
Land and buildings	293	188	208	827
Equipment	121	67	260	409
Interest	0	0	143	228
Other	0	(9)	173	169
Total nonoperational	414	246	784	1,633
Total per pupil spending	\$ 8,466	\$ 7,440	\$ 10,143	\$ 9,929

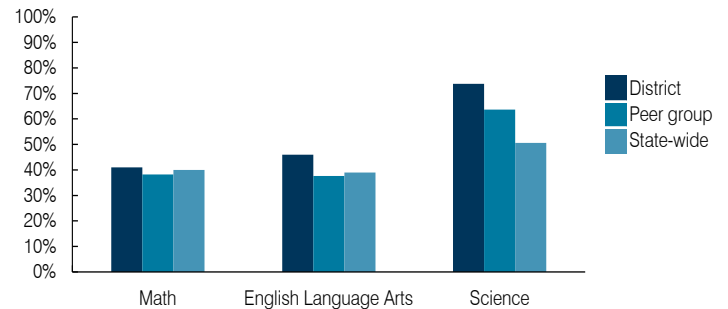
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	97%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	16%	19%	19%
Special education population	15%	13%	12%
Students per teacher	18.6	14.1	18.4
Average teacher salary	\$44,341	\$50,510	\$48,951
Amount from Prop 301	\$6,553	\$5,096	\$6,411
Average years of teacher experience	9.9	13.8	11.4
Percentage of teachers in first 3 years	22%	9%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 522	\$ 1,040	\$ 2,311	\$ 1,317
State	4,149	4,176	4,860	4,011
Local	3,308	3,282	4,359	4,592
Total per pupil revenues	\$ 7,979	\$ 8,498	\$ 11,530	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 6,011	\$ 6,004	\$ 6,817
Grants	555	1,148	1,722
Donations and tax credits	50	39	226

Select revenues from less common sources

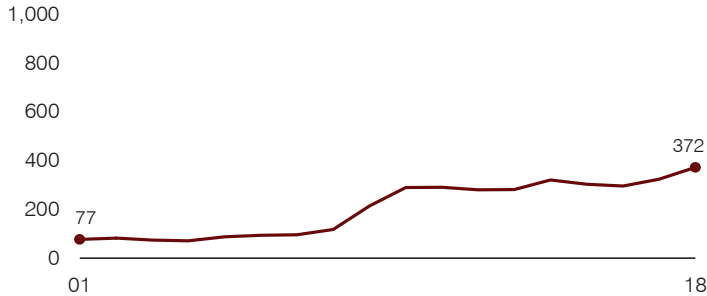
Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	0 of 11
Small school adjustment	0	0	0 of 11
Federal impact aid	0	0	3 of 11
Voter-approved levy increases	0	0	6 of 11

Instructional spending percentage

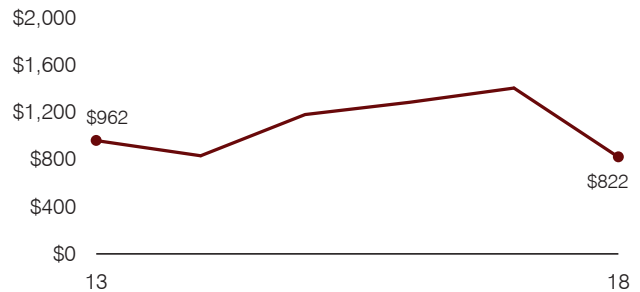
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 58.5 55.8 52.2 51.6 55.5 54.9 54.3 66.1 48.4 55.3 49.1 51.7 58.1 61.9 59.9 58.2 56.2 64.4

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

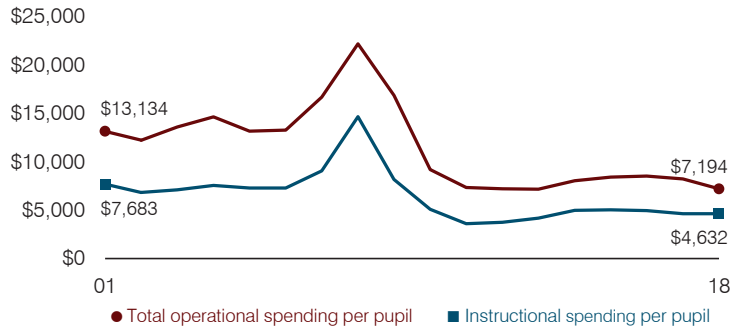
Students attending



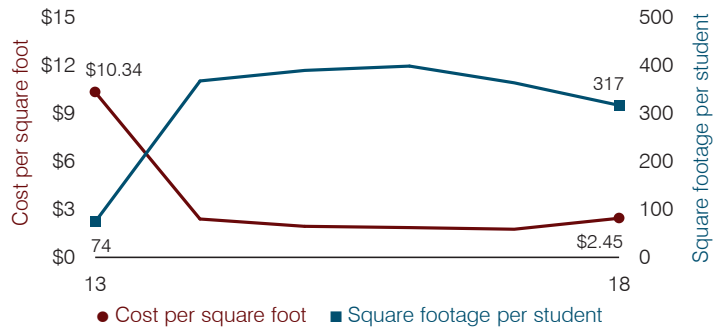
Administrative cost per pupil



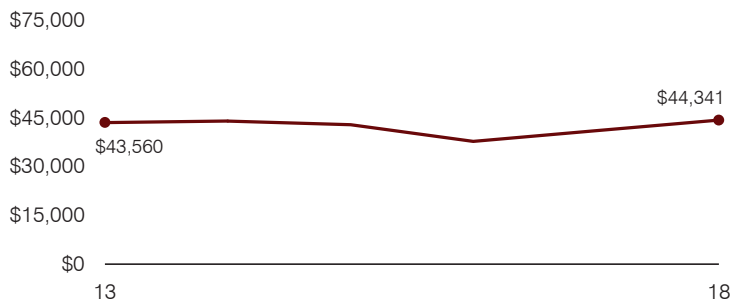
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



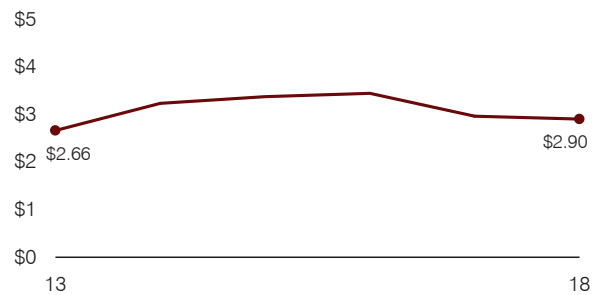
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



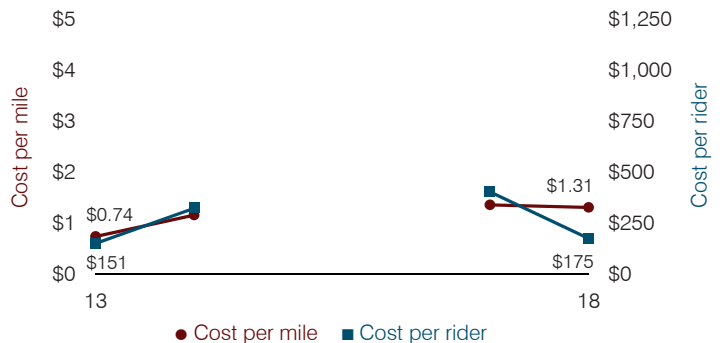
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	3.7%, Increasing
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Riverside Elementary School District

Maricopa County

Efficiency peer groups 8 and T-2, Achievement peer group 14¹

Legislative district(s): 19

District size, location:

Medium, City

Students attending:

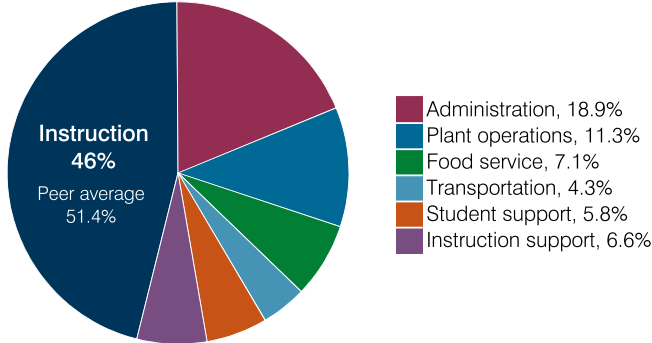
875

Number of schools:

3

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,735	\$1,025	\$860
	Students per administrative position	42	67	66
Plant operations	Cost per square foot	\$3.58	\$6.61	\$6.34
	Square footage per student	290	143	156
Food service	Cost per meal	\$2.65	\$2.92	\$3.02
Transportation	Cost per mile	\$2.99	\$5.91	\$4.05
	Cost per rider	\$776	\$1,232	\$1,301

Very low Low Comparable High Very high

Per pupil spending

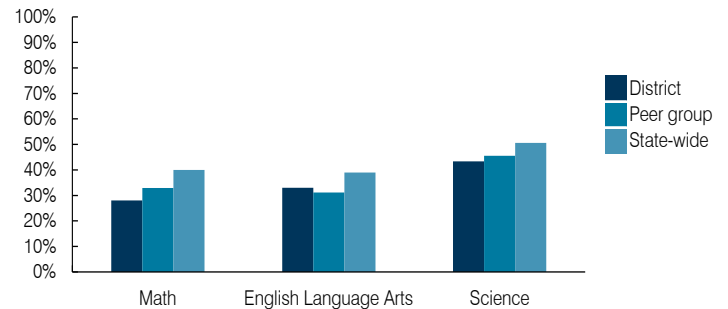
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,000	\$ 4,221	\$ 4,392	\$ 4,480
Administration	1,453	1,735	1,025	860
Plant operations	1,052	1,040	971	988
Food service	622	653	659	425
Transportation	368	392	331	388
Student support	511	535	631	693
Instruction support	614	599	546	462
Total operational	8,620	9,175	8,555	8,296
Land and buildings	6,056	6,292	1,140	827
Equipment	3,526	3,556	697	409
Interest	1,655	1,885	327	228
Other	71	291	172	169
Total nonoperational	11,308	12,024	2,336	1,633
Total per pupil spending	\$ 19,928	\$ 21,199	\$ 10,891	\$ 9,929

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	1	33%
B	0	0%
C	2	67%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	25%	28%	19%
Special education population	12%	12%	12%
Students per teacher	20.8	18.9	18.4
Average teacher salary	\$41,720	\$46,164	\$48,951
Amount from Prop 301	\$4,246	\$5,459	\$6,411
Average years of teacher experience	6.3	9.3	11.4
Percentage of teachers in first 3 years	11%	26%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 2,212	\$ 1,782	\$ 1,723	\$ 1,317
State	510	709	3,921	4,011
Local	14,059	16,995	4,869	4,592
Total per pupil revenues	\$ 16,781	\$ 19,486	\$ 10,513	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,183	\$ 5,416	\$ 5,175
Grants	1,902	1,638	1,843
Donations and tax credits	37	37	54

Select revenues from less common sources

Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	4 of 19
Small school adjustment	0	0	0 of 19
Federal impact aid	0	0	0 of 19
Voter-approved levy increases	8,015	9,667	19 of 19

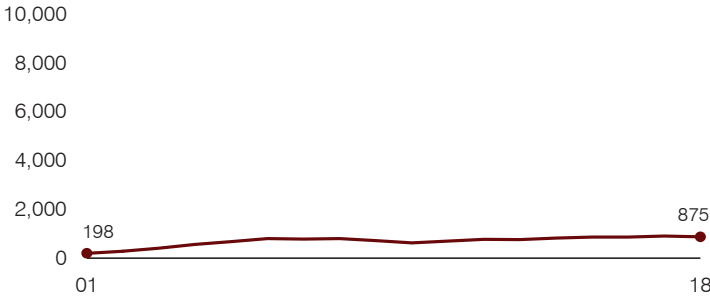
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

Instructional spending percentage

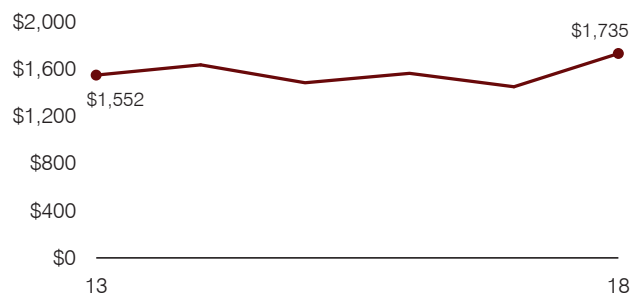
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 48.5 49.0 57.3 58.6 53.8 52.4 50.2 57.5 57.7 51.5 46.0 46.0 45.8 44.3 45.3 44.4 46.4 46.0

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

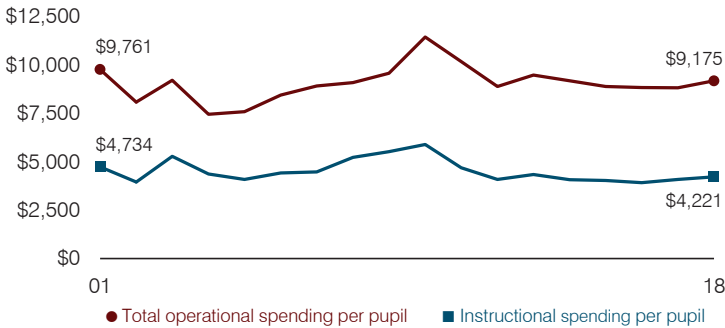
Students attending



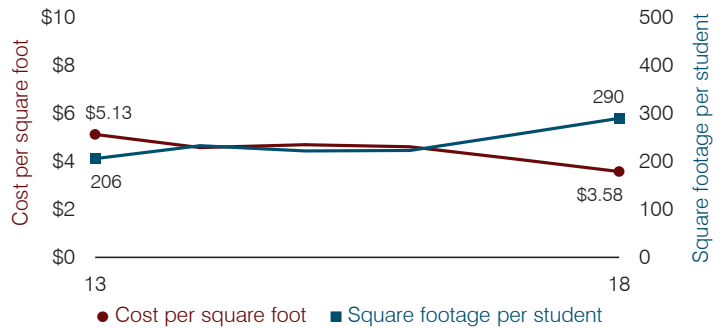
Administrative cost per pupil



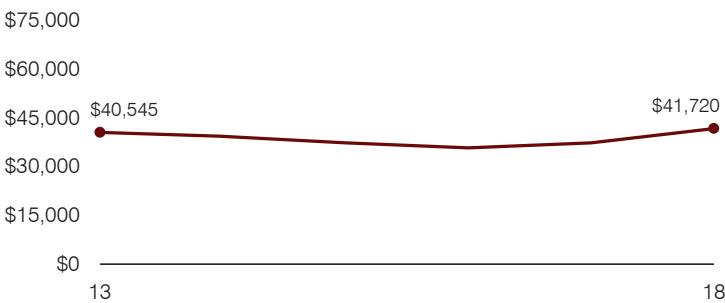
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



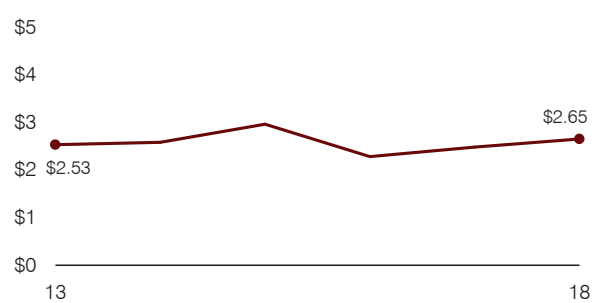
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



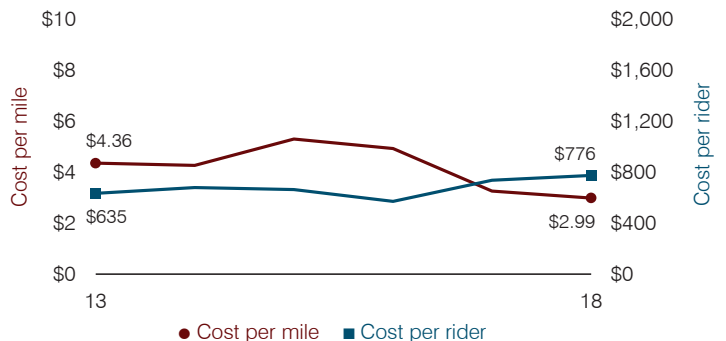
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	4.4%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Roosevelt Elementary School District

Maricopa County

Efficiency peer groups 7 and T-2, Achievement peer group 14¹

Legislative district(s): 27

District size, location:

Large, City

Students attending:

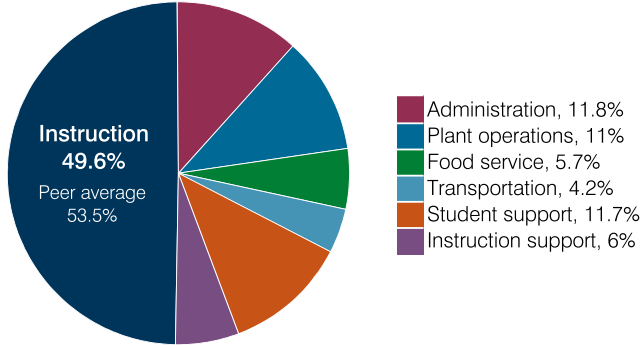
8,556

Number of schools:

18

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,189	\$796	\$860
	Students per administrative position	50	76	66
Plant operations	Cost per square foot	\$6.41	\$6.16	\$6.34
	Square footage per student	174	133	156
Food service	Cost per meal	\$2.45	\$2.99	\$3.02
Transportation	Cost per mile	\$7.26	\$5.91	\$4.05
	Cost per rider	\$960	\$1,232	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,738	\$ 5,019	\$ 4,238	\$ 4,480
Administration	1,096	1,189	796	860
Plant operations	1,119	1,114	815	988
Food service	670	577	580	425
Transportation	388	428	298	388
Student support	1,015	1,176	646	693
Instruction support	700	611	486	462
Total operational	9,726	10,114	7,859	8,296
Land and buildings	34	120	517	827
Equipment	456	434	393	409
Interest	1,991	289	189	228
Other	9	13	188	169
Total nonoperational	2,490	856	1,287	1,633
Total per pupil spending	\$ 12,216	\$ 10,970	\$ 9,146	\$ 9,929

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

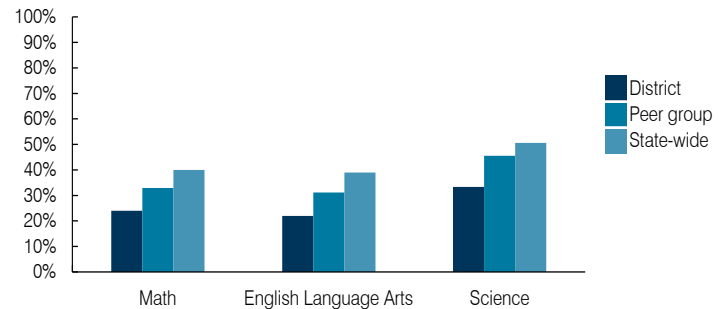
STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools ²	Percentage of schools
A	0	0%
B	0	0%
C	8	47%
D	7	41%
F	2	12%

² Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	30%	28%	19%
Special education population	14%	12%	12%
Students per teacher	18.9	18.9	18.4
Average teacher salary	\$52,936	\$46,164	\$48,951
Amount from Prop 301	\$2,817	\$5,459	\$6,411
Average years of teacher experience	9.8	9.3	11.4
Percentage of teachers in first 3 years	18%	26%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 3,047	\$ 2,790	\$ 1,588	\$ 1,317
State	4,175	4,304	4,344	4,011
Local	4,663	5,319	3,644	4,592
Total per pupil revenues	\$ 11,885	\$ 12,413	\$ 9,576	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 5,172	\$ 5,283	\$ 5,167	\$ 5,585
Grants	2,760	2,509	1,650	1,241
Donations and tax credits	35	36	46	90

Select revenues from less common sources

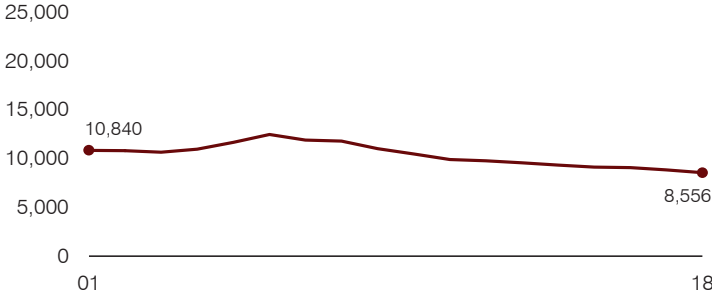
			Number of peers receiving
Desegregation	\$ 1,533	\$ 1,586	4 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	0	0	2 of 10
Voter-approved levy increases	1,779	2,063	10 of 10

Instructional spending percentage

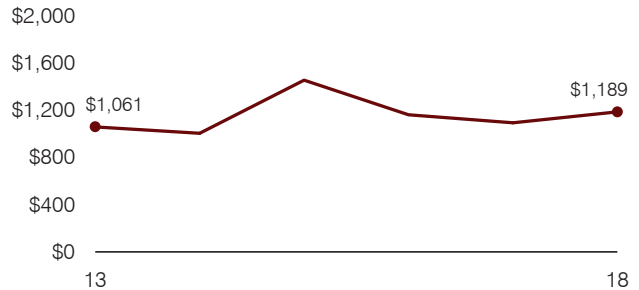
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 55.9 58.6 58.6 59.1 58.2 59.7 58.6 56.4 54.6 52.1 48.6 46.4 43.5 44.0 44.4 47.3 48.7 49.6

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

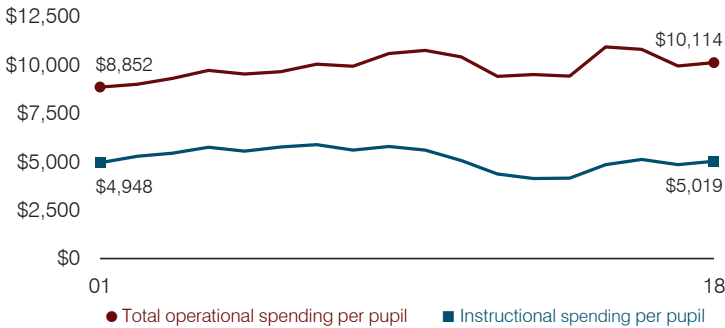
Students attending



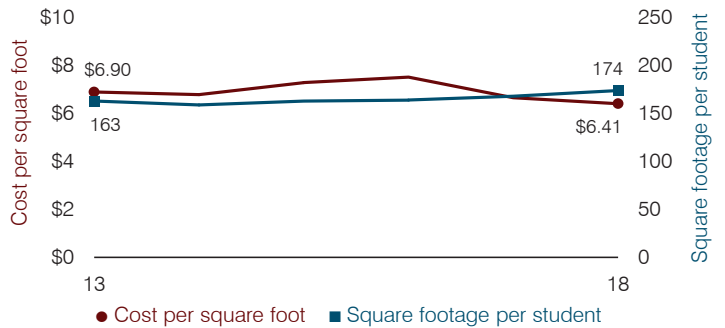
Administrative cost per pupil



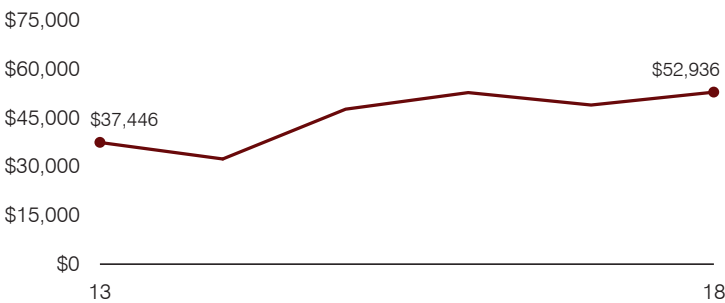
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



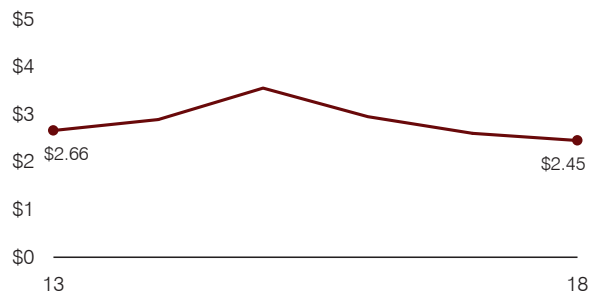
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



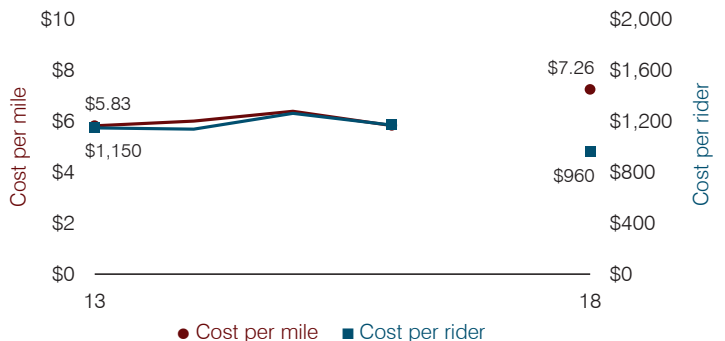
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	3.9%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Round Valley Unified School District

Apache County

Efficiency peer groups 5 and T-9, Achievement peer group 5¹

Legislative district(s): 7

District size, location:

Medium, Town

Students attending:

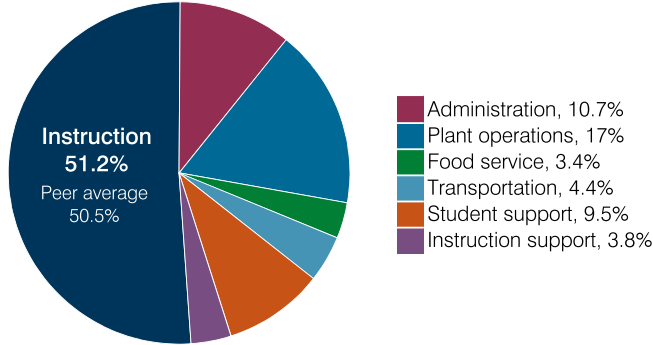
1,247

Number of schools:

3

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$905	\$1,221	\$860
	Students per administrative position	55	54	66
Plant operations	Cost per square foot	\$3.38	\$5.43	\$6.34
	Square footage per student	426	257	156
Food service	Cost per meal	\$4.34	\$3.66	\$3.02
Transportation	Cost per mile	\$2.51	\$2.62	\$4.05
	Cost per rider	\$614	\$1,457	\$1,301

Legend: Very low (green), Low (blue), Comparable (yellow), High (orange), Very high (red)

Per pupil spending

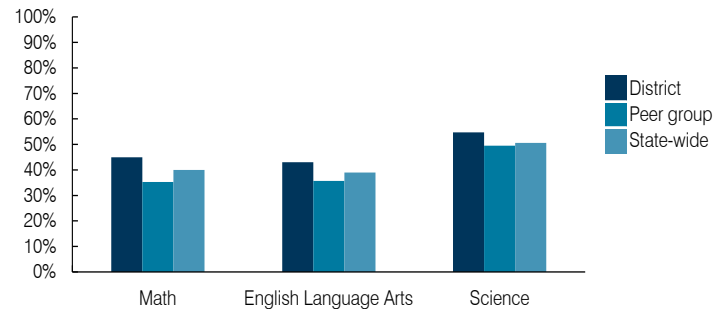
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,991	\$ 4,347	\$ 4,824	\$ 4,480
Administration	848	905	1,221	860
Plant operations	1,367	1,440	1,365	988
Food service	262	292	437	425
Transportation	344	373	532	388
Student support	746	812	623	693
Instruction support	321	326	359	462
Total operational	7,879	8,495	9,361	8,296
Land and buildings	246	58	799	827
Equipment	41	60	433	409
Interest	184	162	248	228
Other	1	5	71	169
Total nonoperational	472	285	1,551	1,633
Total per pupil spending	\$ 8,351	\$ 8,780	\$10,912	\$ 9,929

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	1	33%
B	1	33%
C	1	33%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	91%	93%	94%
Graduation rate (2017)	84%	86%	78%
Poverty rate (2017)	25%	22%	19%
Special education population	15%	13%	12%
Students per teacher	19.8	17.6	18.4
Average teacher salary	\$42,951	\$44,777	\$48,951
Amount from Prop 301	\$7,077	\$6,708	\$6,411
Average years of teacher experience	13.3	13.0	11.4
Percentage of teachers in first 3 years	9%	17%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,048	\$ 1,188	\$ 3,917	\$ 1,317
State	905	805	4,283	4,011
Local	6,038	7,378	4,207	4,592
Total per pupil revenues	\$ 7,991	\$ 9,371	\$ 12,407	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 5,407	\$ 5,340	\$ 5,992	\$ 5,585
Grants	1,351	1,241	1,703	1,241
Donations and tax credits	45	43	147	90

Select revenues from less common sources

			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 31
Small school adjustment	0	0	0 of 31
Federal impact aid	0	0	16 of 31
Voter-approved levy increases	1,238	1,066	21 of 31

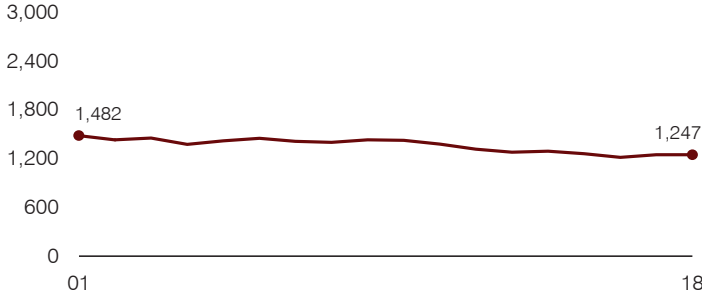
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

Instructional spending percentage

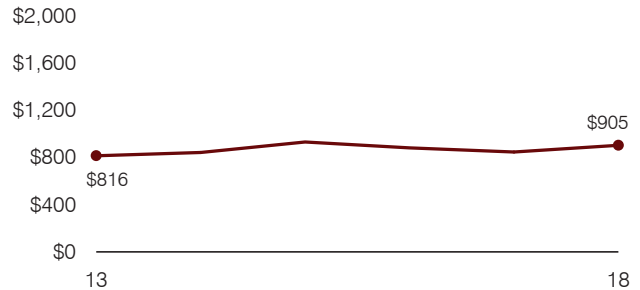
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 58.3 56.6 55.4 55.0 55.1 52.5 54.2 54.3 52.8 52.5 53.5 52.6 51.8 52.3 50.6 51.1 50.7 51.2

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

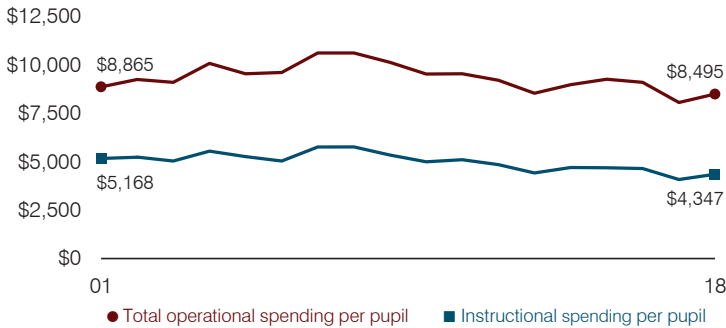
Students attending



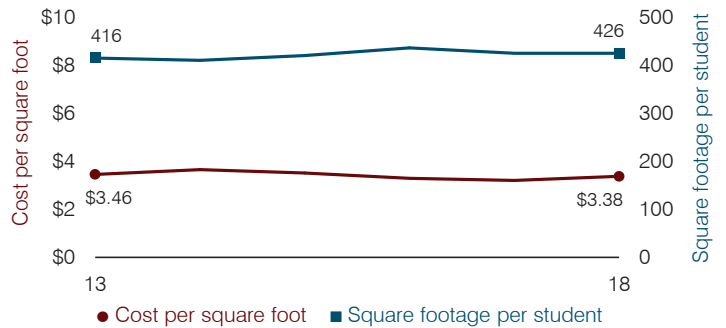
Administrative cost per pupil



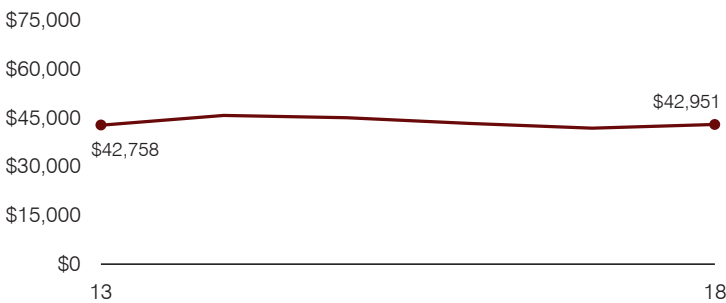
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



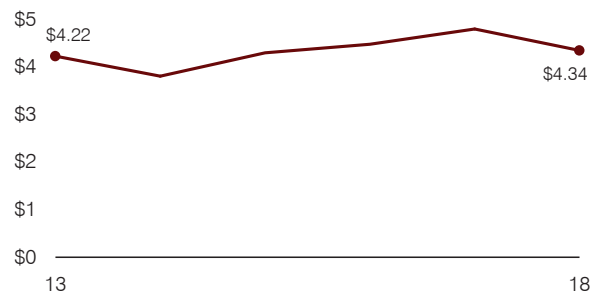
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



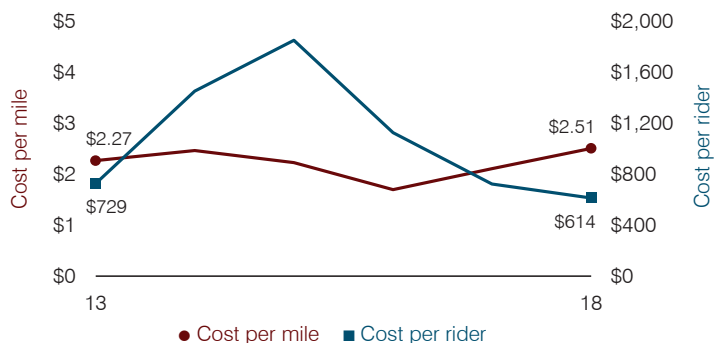
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	6.3%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Sacaton Elementary School District

Pinal County

Efficiency peer groups 10 and T-8, Achievement peer group 19¹

Legislative district(s): 8

District size, location:

Small, Rural

Students attending:

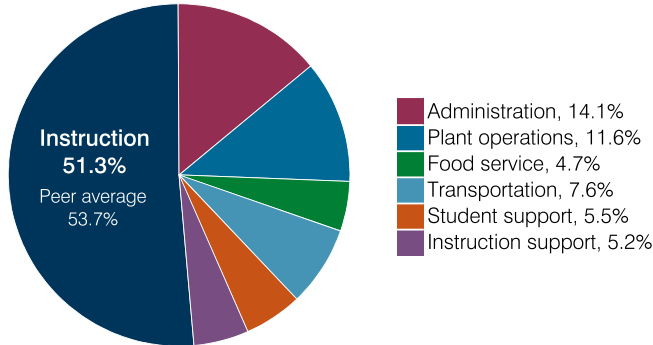
521

Number of schools:

2

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,783	\$1,194	\$860
	Students per administrative position	30	60	66
Plant operations	Cost per square foot	\$8.00	\$6.78	\$6.34
	Square footage per student	286	176	156
Food service	Cost per meal	\$3.87	\$3.40	\$3.02
Transportation	Cost per mile	\$5.80	\$3.03	\$4.05
	Cost per rider	\$1,753	\$1,225	\$1,301

Very low
Low
Comparable
High
Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 10,003	\$ 10,134	\$ 5,096	\$ 4,480
Administration	2,729	2,783	1,194	860
Plant operations	2,551	2,287	1,071	988
Food service	975	923	535	425
Transportation	1,315	1,498	586	388
Student support	2,201	1,079	498	693
Instruction support	1,672	1,036	379	462
Total operational	21,446	19,740	9,359	8,296
Land and buildings	746	354	208	827
Equipment	1,066	1,666	260	409
Interest	0	0	143	228
Other	599	664	173	169
Total nonoperational	2,411	2,684	784	1,633
Total per pupil spending	\$ 23,857	\$ 22,424	\$ 10,143	\$ 9,929

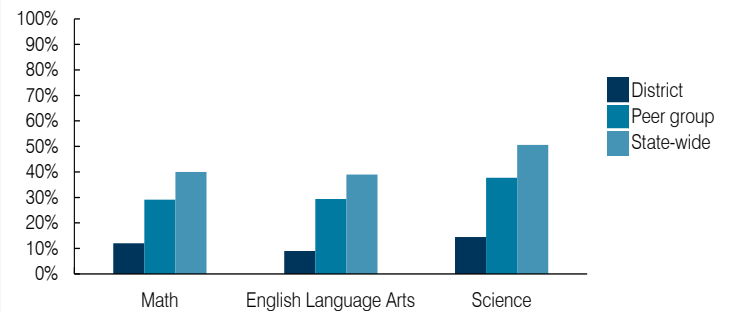
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	50%
D	0	0%
F	1	50%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	87%	93%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	32%	32%	19%
Special education population	24%	14%	12%
Students per teacher	11.1	15.6	18.4
Average teacher salary	\$54,367	\$49,189	\$48,951
Amount from Prop 301	\$3,590	\$4,810	\$6,411
Average years of teacher experience	12.8	11.6	11.4
Percentage of teachers in first 3 years	15%	11%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 12,042	\$ 11,299	\$ 2,311	\$ 1,317
State	7,377	7,362	4,860	4,011
Local	2,225	1,553	4,359	4,592
Total per pupil revenues	\$ 21,644	\$ 20,214	\$ 11,530	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 7,438	\$ 7,330	\$ 6,817	\$ 5,585
Grants	4,651	4,021	1,722	1,241
Donations and tax credits	1,512	782	226	90

Select revenues from less common sources

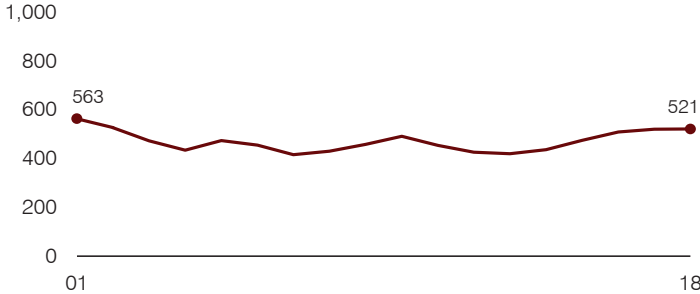
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 11
Small school adjustment	0	0	0 of 11
Federal impact aid	7,394	7,351	3 of 11
Voter-approved levy increases	0	0	6 of 11

Instructional spending percentage

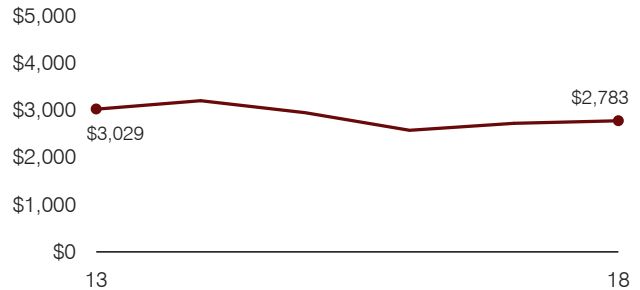
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 45.5 43.9 48.5 46.7 53.7 50.4 52.9 47.2 49.9 46.0 49.8 46.5 44.6 43.6 45.4 46.3 46.6 51.3

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

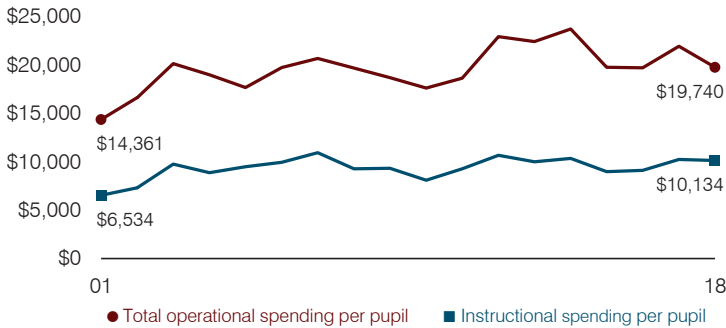
Students attending



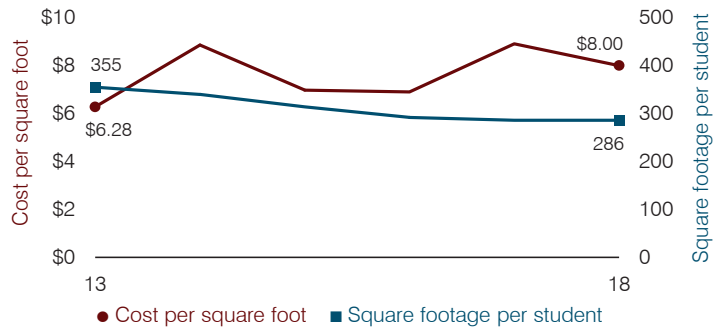
Administrative cost per pupil



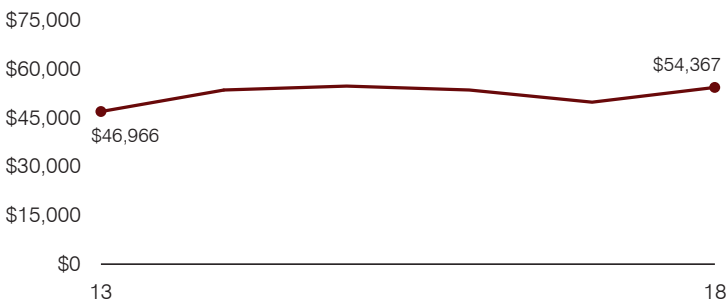
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



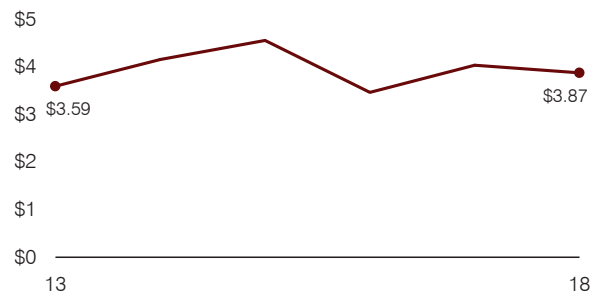
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



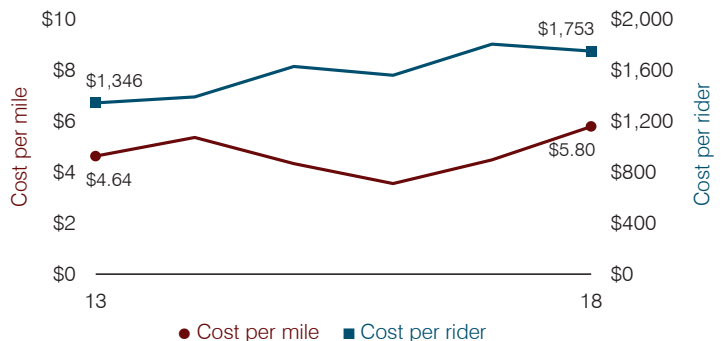
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	6.3%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Saddle Mountain Unified School District

Maricopa County

Efficiency peer groups 5 and T-8, Achievement peer group 4¹

Legislative district(s): 13

District size, location:

Medium, Rural

Students attending:

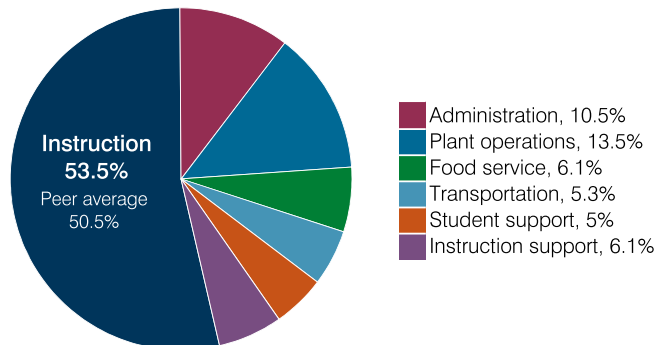
1,656

Number of schools:

3

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$921	\$1,221	\$860
	Students per administrative position	103	54	66
Plant operations	Cost per square foot	\$6.07	\$5.43	\$6.34
	Square footage per student	197	257	156
Food service	Cost per meal	\$3.09	\$3.66	\$3.02
Transportation	Cost per mile	\$3.02	\$3.03	\$4.05
	Cost per rider	\$1,565	\$1,225	\$1,301

Legend: Very low (green), Low (blue), Comparable (yellow), High (orange), Very high (red)

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,167	\$ 4,717	\$ 4,824	\$ 4,480
Administration	1,052	921	1,221	860
Plant operations	1,192	1,198	1,365	988
Food service	492	533	437	425
Transportation	514	465	532	388
Student support	477	440	623	693
Instruction support	498	535	359	462
Total operational	8,392	8,809	9,361	8,296
Land and buildings	1,366	501	799	827
Equipment	225	780	433	409
Interest	609	500	248	228
Other	21	61	71	169
Total nonoperational	2,221	1,842	1,551	1,633
Total per pupil spending	\$ 10,613	\$ 10,651	\$ 10,912	\$ 9,929

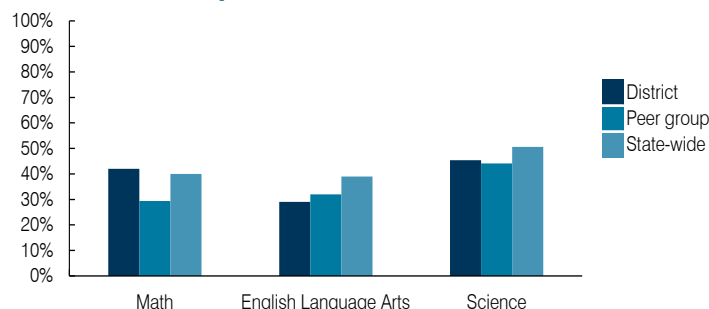
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	3	100%
C	0	0%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	98%	85%	78%
Poverty rate (2017)	17%	13%	19%
Special education population	15%	13%	12%
Students per teacher	18.8	16.6	18.4
Average teacher salary	\$45,721	\$47,740	\$48,951
Amount from Prop 301	\$8,805	\$6,338	\$6,411
Average years of teacher experience	7.6	11.9	11.4
Percentage of teachers in first 3 years	29%	17%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,156	\$ 904	\$ 3,917	\$ 1,317
State	617	729	4,283	4,011
Local	9,028	8,852	4,207	4,592
Total per pupil revenues	\$ 10,801	\$ 10,485	\$ 12,407	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,905	\$ 7,244	\$ 5,992
Grants	1,355	1,014	1,703
Donations and tax credits	43	63	147

Select revenues from less common sources

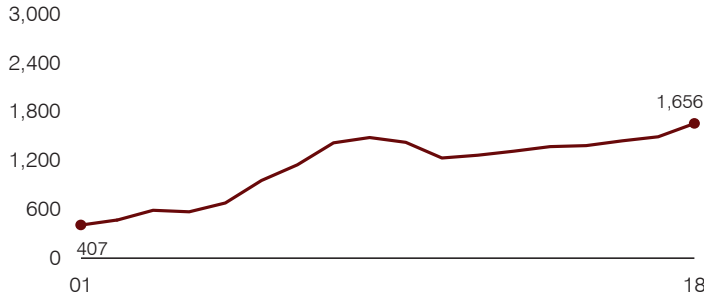
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 31
Small school adjustment	0	0	0 of 31
Federal impact aid	0	0	16 of 31
Voter-approved levy increases	2,382	2,221	21 of 31

Instructional spending percentage

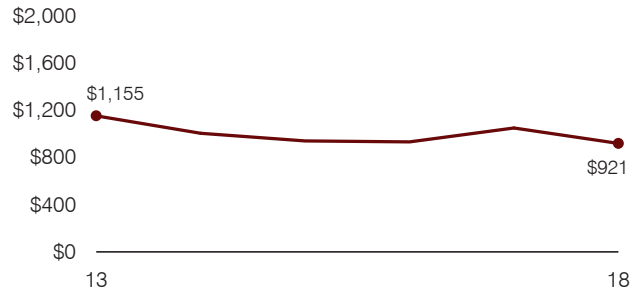
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 52.6 52.3 57.1 54.4 53.1 51.2 53.6 47.1 49.9 49.8 44.5 46.4 44.2 46.0 49.4 49.3 49.7 53.5

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

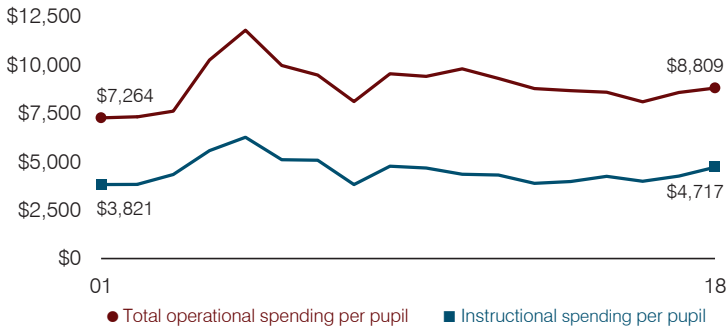
Students attending



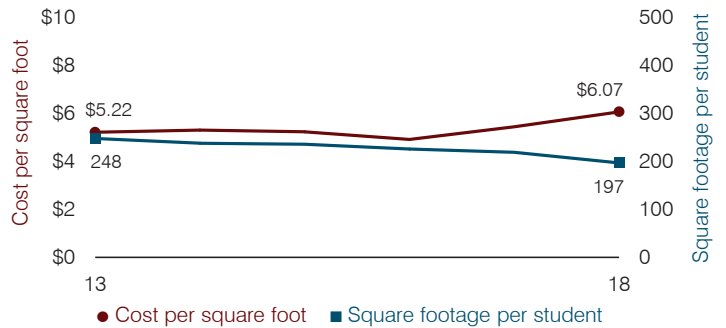
Administrative cost per pupil



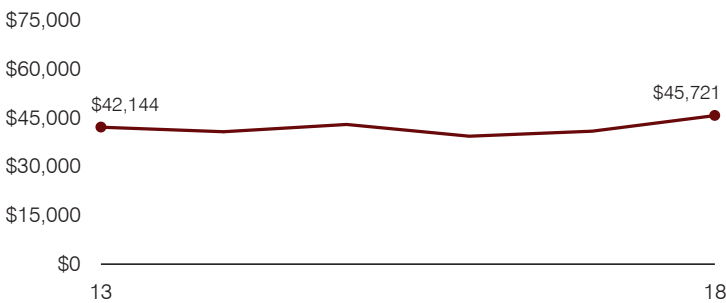
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



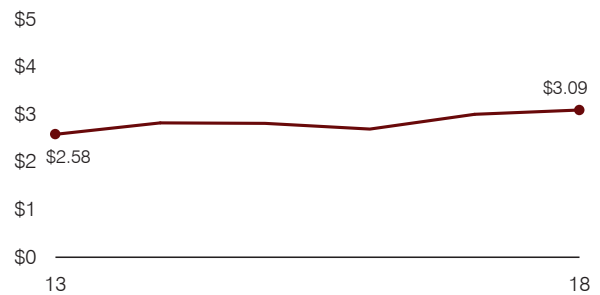
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



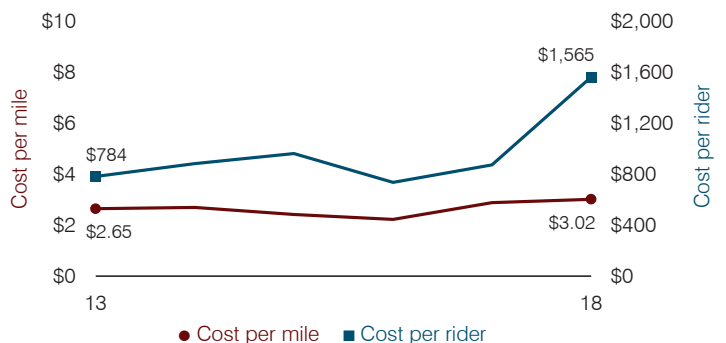
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	12.4%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Safford Unified School District

Graham County

Efficiency peer groups 4 and T-6, Achievement peer group 5¹

Legislative district(s): 14

District size, location:

Medium-large, Town

Students attending:

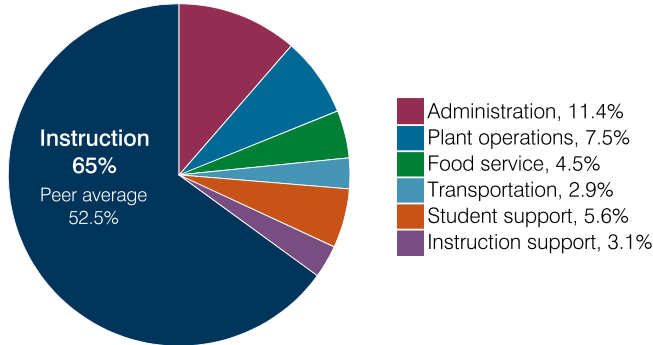
2,906

Number of schools:

6

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$825	\$837	\$860
	Students per administrative position	69	69	66
Plant operations	Cost per square foot	\$3.34	\$5.61	\$6.34
	Square footage per student	165	184	156
Food service	Cost per meal	\$2.68	\$3.16	\$3.02
	Cost per mile	\$3.54	\$3.96	\$4.05
Transportation	Cost per rider	\$650	\$721	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,776	\$ 4,754	\$ 4,194	\$ 4,480
Administration	879	825	837	860
Plant operations	587	551	1,004	988
Food service	346	332	421	425
Transportation	186	211	418	388
Student support	375	409	643	693
Instruction support	255	230	480	462
Total operational	7,404	7,312	7,997	8,296
Land and buildings	673	920	570	827
Equipment	535	358	389	409
Interest	16	52	200	228
Other	30	32	69	169
Total nonoperational	1,254	1,362	1,228	1,633
Total per pupil spending	\$ 8,658	\$ 8,674	\$ 9,225	\$ 9,929

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

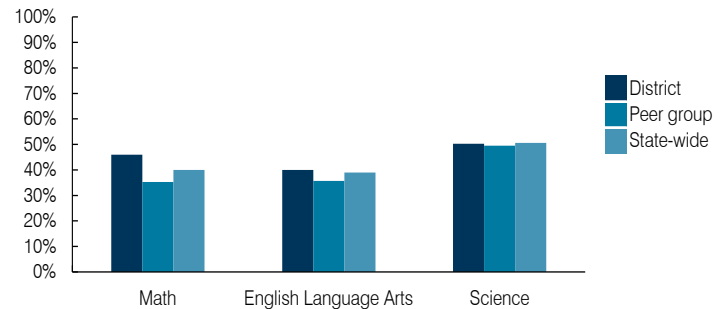
STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools ²	Percentage of schools
A	1	20%
B	4	80%
C	0	0%
D	0	0%
F	0	0%

² Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2017)	81%	86%	78%
Poverty rate (2017)	25%	22%	19%
Special education population	13%	13%	12%
Students per teacher	19.2	17.6	18.4
Average teacher salary	\$56,135	\$44,777	\$48,951
Amount from Prop 301	\$6,757	\$6,708	\$6,411
Average years of teacher experience	13.8	13.0	11.4
Percentage of teachers in first 3 years	20%	17%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 844	\$ 799	\$ 2,385	\$ 1,317
State	4,807	4,617	4,222	4,011
Local	2,292	2,289	3,291	4,592
Total per pupil revenues	\$ 7,943	\$ 7,705	\$ 9,898	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 5,154	\$ 5,074	\$ 5,443	\$ 5,585
Grants	1,474	1,174	1,552	1,241
Donations and tax credits	59	46	63	90

Select revenues from less common sources

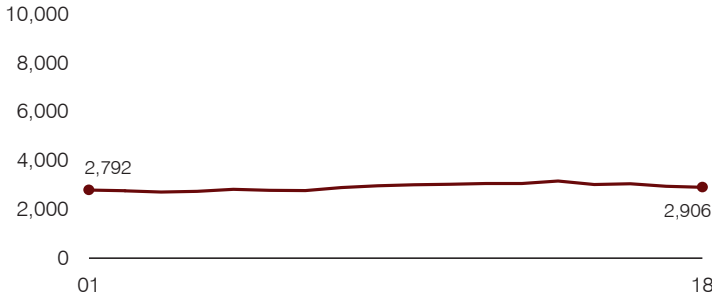
			Number of peers receiving
Desegregation	\$ 0	\$ 0	1 of 17
Small school adjustment	0	0	0 of 17
Federal impact aid	0	0	6 of 17
Voter-approved levy increases	1	180	13 of 17

Instructional spending percentage

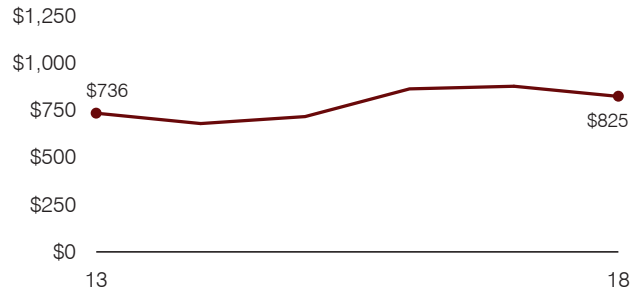
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 58.3 59.8 58.7 59.1 58.1 60.4 60.0 62.7 63.1 60.9 62.8 61.2 63.5 65.1 66.2 63.3 64.5 65.0

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

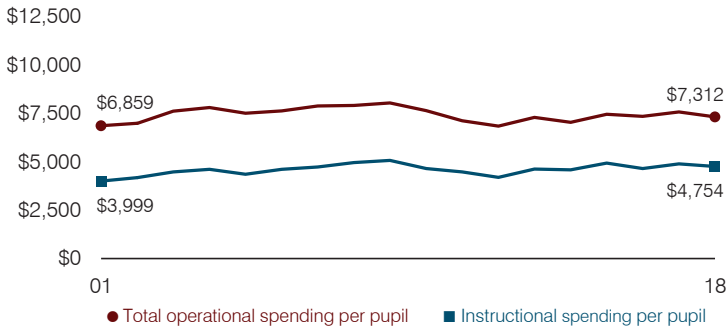
Students attending



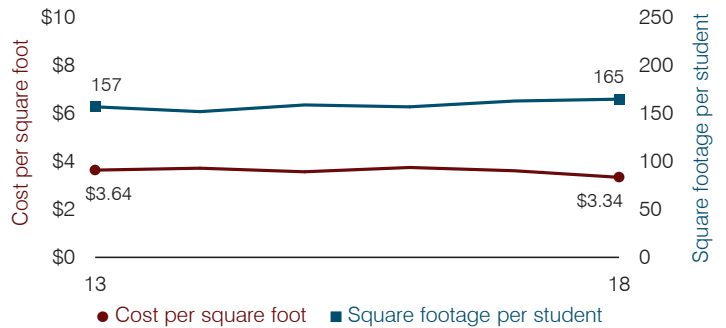
Administrative cost per pupil



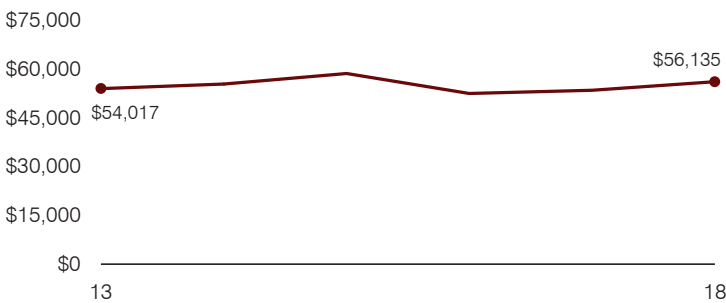
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



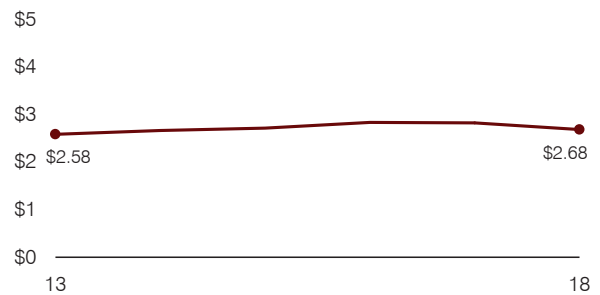
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



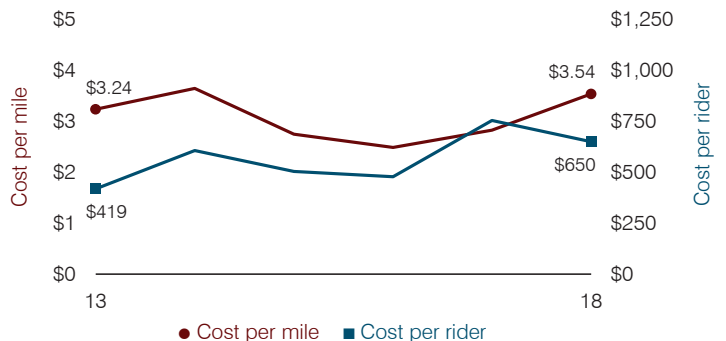
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2016 through 2018	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	Operating and capital
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	0.8%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Sahuarita Unified School District

Pima County

Efficiency peer groups 4 and T-6, Achievement peer group 4¹

Legislative district(s): 2 and 14

District size, location:

Medium-large, Town

Students attending:

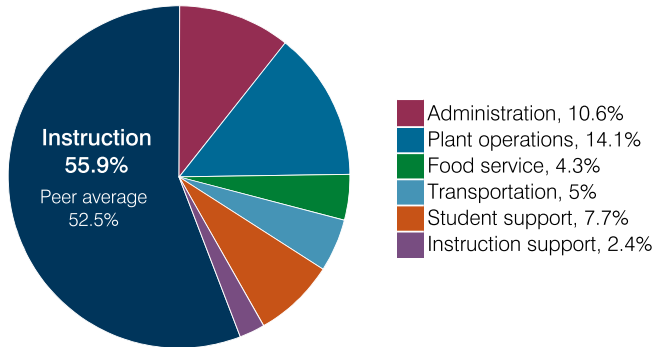
6,245

Number of schools:

8

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$766	\$837	\$860
	Students per administrative position	66	69	66
Plant operations	Cost per square foot	\$7.73	\$5.61	\$6.34
	Square footage per student	131	184	156
Food service	Cost per meal	\$2.94	\$3.16	\$3.02
Transportation	Cost per mile	\$3.33	\$3.96	\$4.05
	Cost per rider	\$731	\$721	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,778	\$ 4,014	\$ 4,194	\$ 4,480
Administration	741	766	837	860
Plant operations	916	1,014	1,004	988
Food service	316	311	421	425
Transportation	345	357	418	388
Student support	535	552	643	693
Instruction support	176	169	480	462
Total operational	6,807	7,183	7,997	8,296
Land and buildings	117	2,409	570	827
Equipment	176	320	389	409
Interest	323	418	200	228
Other	187	187	69	169
Total nonoperational	803	3,334	1,228	1,633
Total per pupil spending	\$ 7,610	\$ 10,517	\$ 9,225	\$ 9,929

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

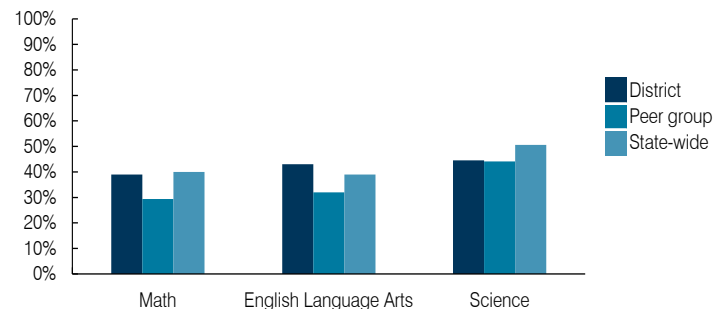
STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools ²	Percentage of schools
A	1	14%
B	2	29%
C	4	57%
D	0	0%
F	0	0%

² Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2017)	88%	85%	78%
Poverty rate (2017)	10%	13%	19%
Special education population	11%	13%	12%
Students per teacher	18.7	16.6	18.4
Average teacher salary	\$45,756	\$47,740	\$48,951
Amount from Prop 301	\$5,862	\$6,338	\$6,411
Average years of teacher experience	9.6	11.9	11.4
Percentage of teachers in first 3 years	21%	17%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 514	\$ 532	\$ 2,385	\$ 1,317
State	3,490	3,733	4,222	4,011
Local	4,417	5,149	3,291	4,592
Total per pupil revenues	\$ 8,421	\$ 9,414	\$ 9,898	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 4,938	\$ 5,013	\$ 5,443
Grants	488	529	1,552
Donations and tax credits	113	201	63

Select revenues from less common sources

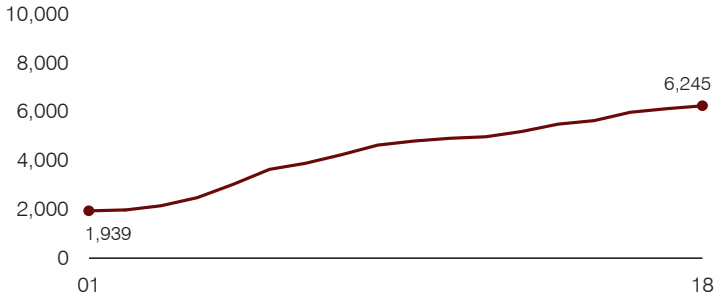
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	1 of 17
Small school adjustment	0	0	0 of 17
Federal impact aid	0	0	6 of 17
Voter-approved levy increases	1,408	1,970	13 of 17

Instructional spending percentage

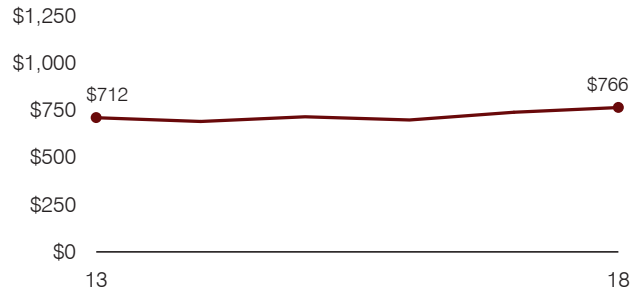
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 50.3 49.2 51.4 54.0 55.8 56.7 54.9 54.7 57.7 56.3 57.7 53.8 53.2 54.5 55.6 54.4 55.5 55.9

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

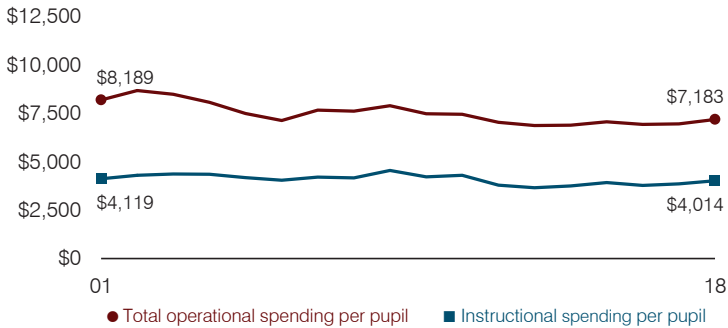
Students attending



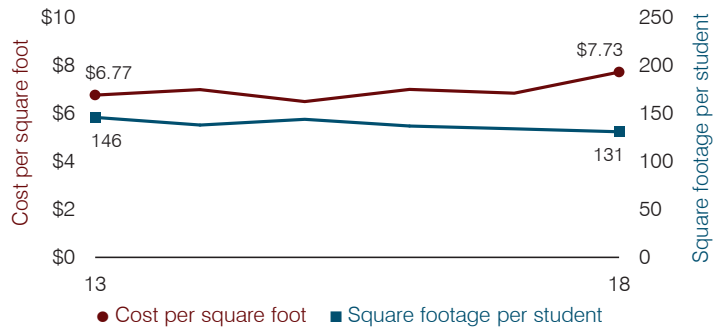
Administrative cost per pupil



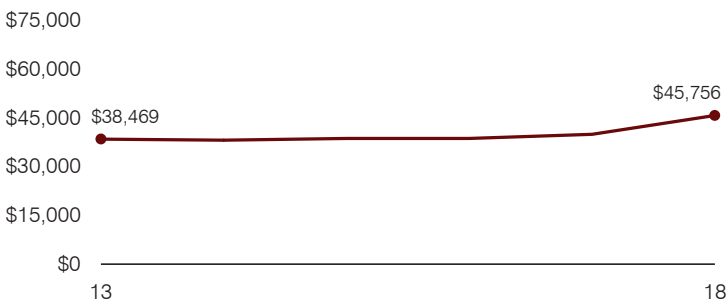
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



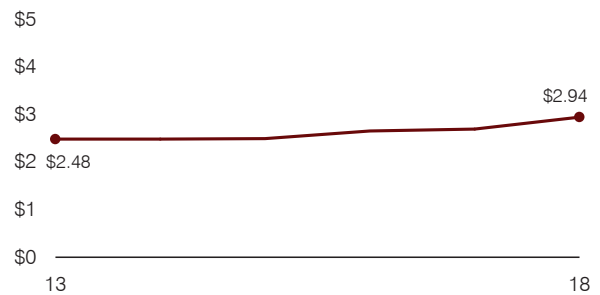
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



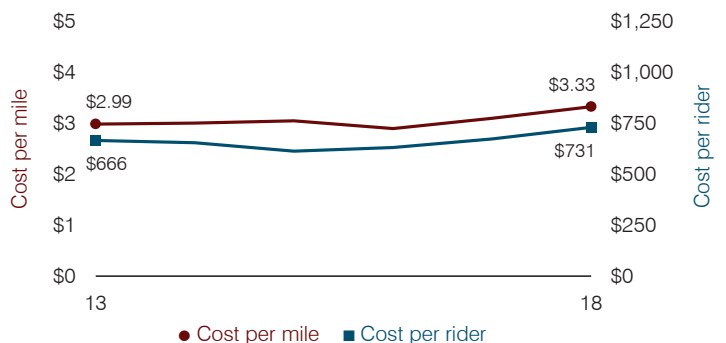
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	10.7%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low **Moderate** **High**

Transportation costs per mile and per rider



Salome Consolidated Elementary School District

La Paz County

District size, location:

Very small, Rural

Efficiency peer groups 11 and T-11, Achievement peer group 19¹

Students attending:

130

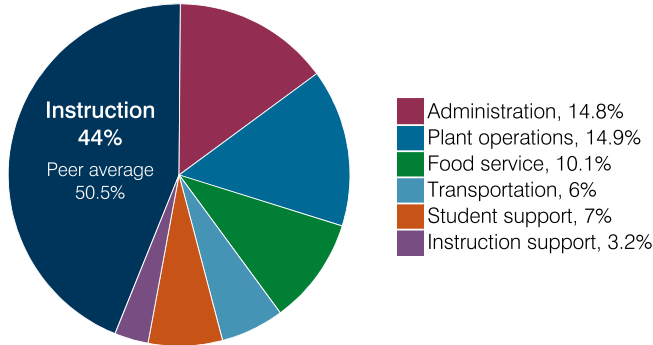
Legislative district(s): 5

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,730	\$3,064	\$860
	Students per administrative position	65	33	66
Plant operations	Cost per square foot	\$7.68	\$7.31	\$6.34
	Square footage per student	228	371	156
Food service	Cost per meal	\$4.39	\$5.79	\$3.02
Transportation	Cost per mile	\$3.87	\$1.94	\$4.05
	Cost per rider	\$840	\$1,614	\$1,301

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,726	\$ 5,146	\$ 8,493	\$ 4,480
Administration	1,892	1,730	3,064	860
Plant operations	1,510	1,748	2,439	988
Food service	1,064	1,179	932	425
Transportation	634	700	973	388
Student support	714	817	656	693
Instruction support	333	379	400	462
Total operational	10,873	11,699	16,957	8,296
Land and buildings	278	658	965	827
Equipment	445	132	562	409
Interest	7	40	25	228
Other	137	129	88	169
Total nonoperational	867	959	1,640	1,633
Total per pupil spending	\$ 11,740	\$ 12,658	\$ 18,597	\$ 9,929

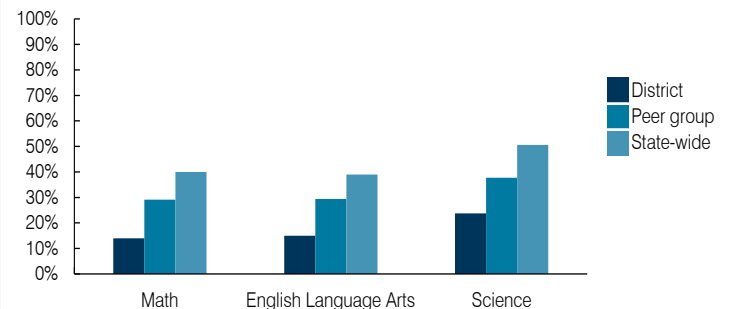
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	0	0%
D	0	0%
F	1	100%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	93%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	33%	32%	19%
Special education population	17%	14%	12%
Students per teacher	14.4	15.6	18.4
Average teacher salary	\$45,521	\$49,189	\$48,951
Amount from Prop 301	\$5,034	\$4,810	\$6,411
Average years of teacher experience	9.1	11.6	11.4
Percentage of teachers in first 3 years	11%	11%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,835	\$ 1,856	\$ 3,021	\$ 1,317
State	2,461	2,846	4,788	4,011
Local	9,215	8,916	12,812	4,592
Total per pupil revenues	\$ 13,511	\$ 13,618	\$ 20,621	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 6,287	\$ 6,215	\$ 8,282	\$ 5,585
Grants	2,059	2,080	3,020	1,241
Donations and tax credits	39	79	125	90

Select revenues from less common sources

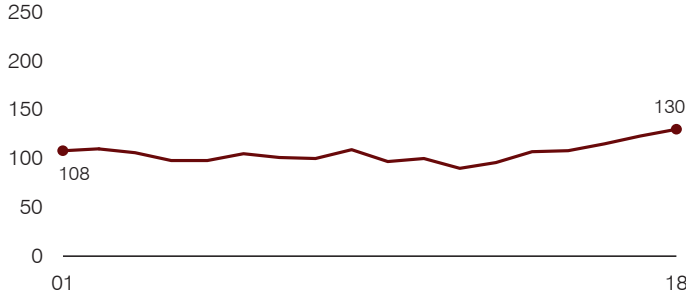
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	3,255	3,859	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

Instructional spending percentage

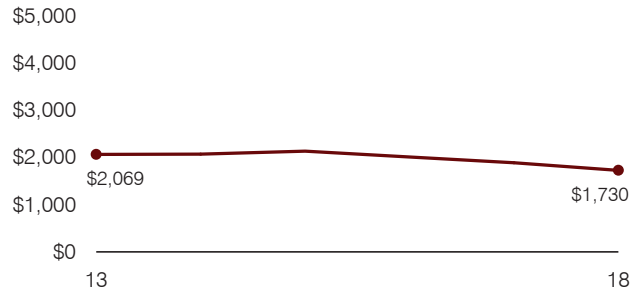
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 48.9 48.3 48.4 46.9 44.5 43.4 39.3 39.5 42.2 44.4 49.5 34.5 39.1 47.5 45.6 41.8 43.5 44.0

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

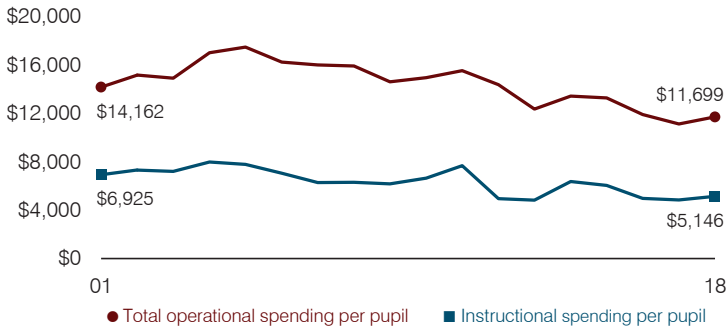
Students attending



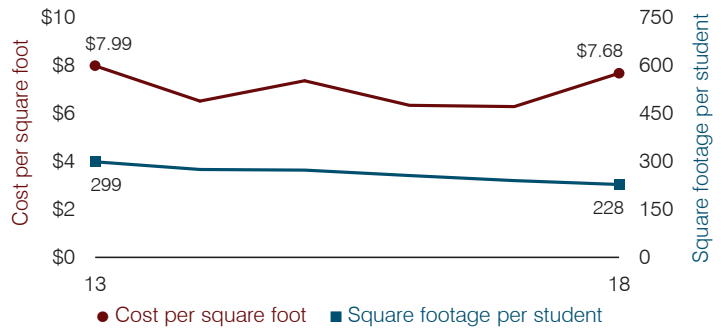
Administrative cost per pupil



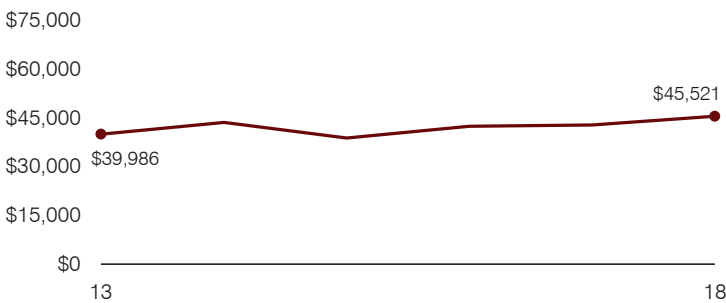
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



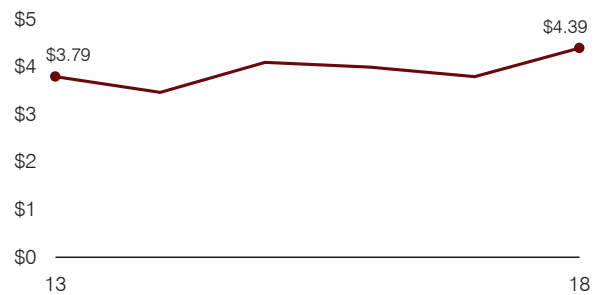
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



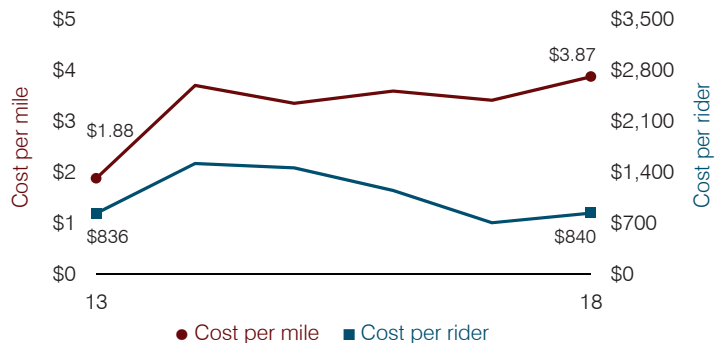
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	13.7%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



San Carlos Unified School District

Gila County

Efficiency peer groups 5 and T-6, Achievement peer group 7¹

Legislative district(s): 7

District size, location:

Medium, Town

Students attending:

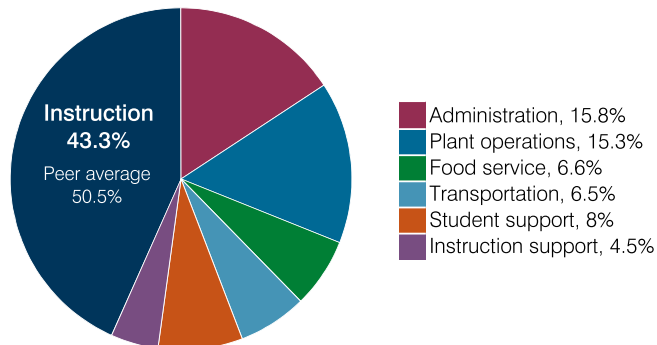
1,478

Number of schools:

3

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,330	\$1,221	\$860
	Students per administrative position	42	54	66
Plant operations	Cost per square foot	\$9.01	\$5.43	\$6.34
	Square footage per student	250	257	156
Food service	Cost per meal	\$3.66	\$3.66	\$3.02
Transportation	Cost per mile	\$6.89	\$3.96	\$4.05
	Cost per rider	\$965	\$721	\$1,301

Very low
Low
Comparable
High
Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 6,667	\$ 6,392	\$ 4,824	\$ 4,480
Administration	2,310	2,330	1,221	860
Plant operations	1,952	2,254	1,365	988
Food service	1,013	981	437	425
Transportation	892	968	532	388
Student support	1,367	1,184	623	693
Instruction support	543	664	359	462
Total operational	14,744	14,773	9,361	8,296
Land and buildings	558	114	799	827
Equipment	564	889	433	409
Interest	0	0	248	228
Other	45	0	71	169
Total nonoperational	1,167	1,003	1,551	1,633
Total per pupil spending	\$ 15,911	\$ 15,776	\$ 10,912	\$ 9,929

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

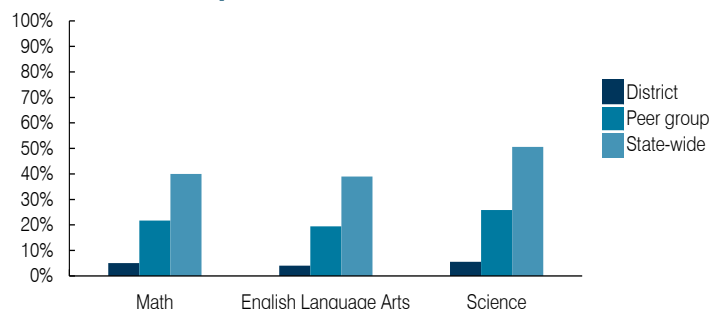
STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools ²	Percentage of schools
A	0	0%
B	0	0%
C	0	0%
D	0	0%
F	2	100%

² Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	86%	91%	94%
Graduation rate (2017)	66%	76%	78%
Poverty rate (2017)	46%	41%	19%
Special education population	13%	12%	12%
Students per teacher	14.4	15.8	18.4
Average teacher salary	\$52,296	\$48,537	\$48,951
Amount from Prop 301	\$3,735	\$5,191	\$6,411
Average years of teacher experience	9.9	12.5	11.4
Percentage of teachers in first 3 years	29%	18%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 15,276	\$ 10,023	\$ 3,917	\$ 1,317
State	5,382	5,784	4,283	4,011
Local	1,161	1,090	4,207	4,592
Total per pupil revenues	\$ 21,819	\$ 16,897	\$ 12,407	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 5,526	\$ 5,750	\$ 5,992	\$ 5,585
Grants	3,153	2,179	1,703	1,241
Donations and tax credits	10	4	147	90

Select revenues from less common sources

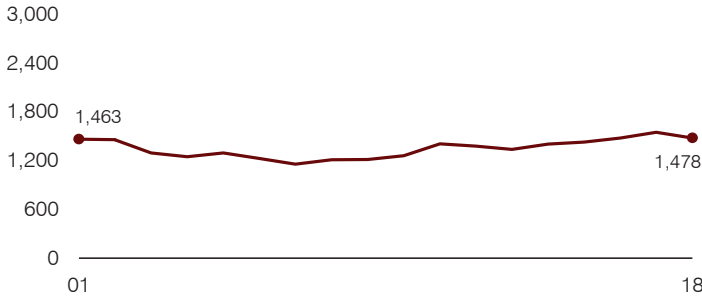
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 31
Small school adjustment	0	0	0 of 31
Federal impact aid	12,172	7,917	16 of 31
Voter-approved levy increases	0	0	21 of 31

Instructional spending percentage

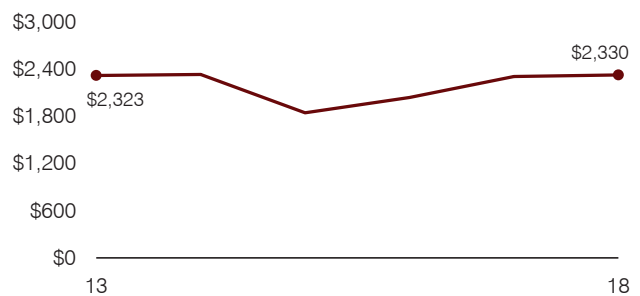
Year:	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Percentage:	48.7	52.2	54.1	52.9	52.5	50.5	54.3	50.7	50.3	48.7	45.5	41.5	42.8	40.6	46.5	44.1	45.2	43.3

TRENDS AND FINANCIAL STRESS ASSESSMENT
Fiscal years as indicated

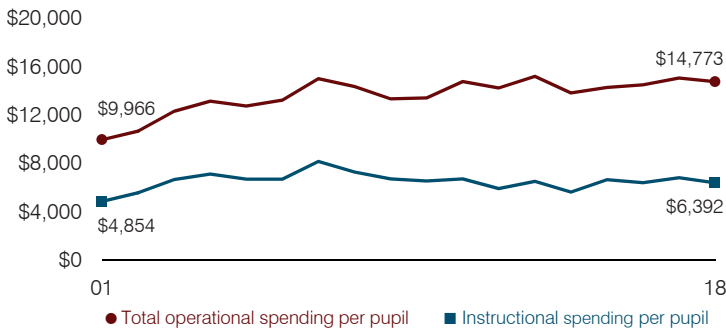
Students attending



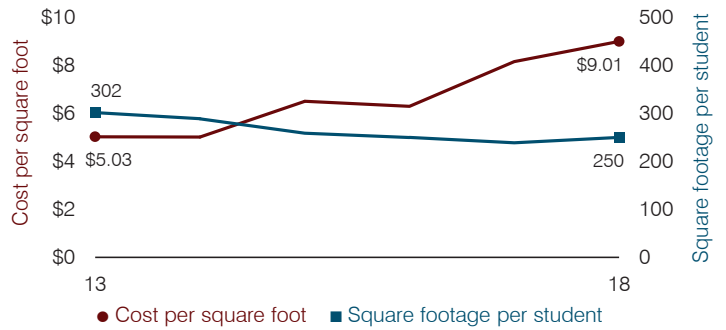
Administrative cost per pupil



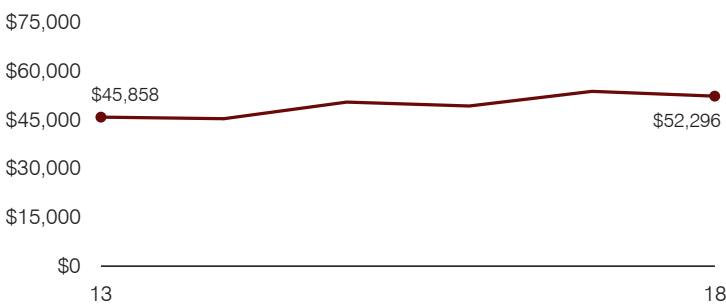
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



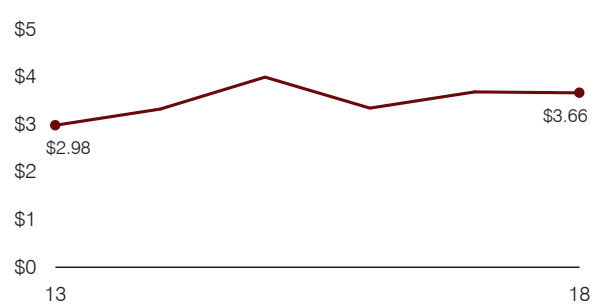
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



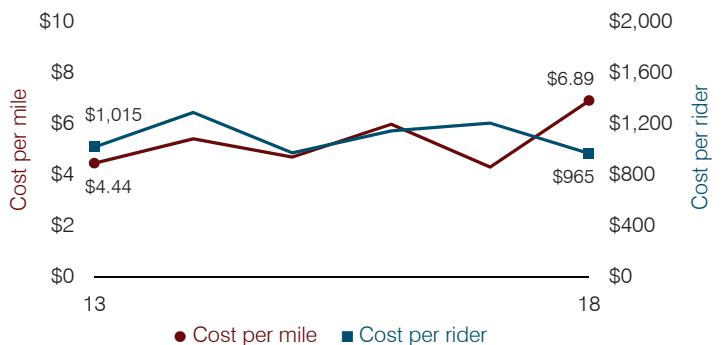
Financial stress assessment

Overall financial stress level: Low

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	Impact Aid Fund reserve
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant

Low
Moderate
High

Transportation costs per mile and per rider



San Fernando Elementary School District

Pima County

Efficiency peer group 11 and Achievement peer group 16¹

Legislative district(s): 2

District size, location:

Very small, Rural

Students attending:

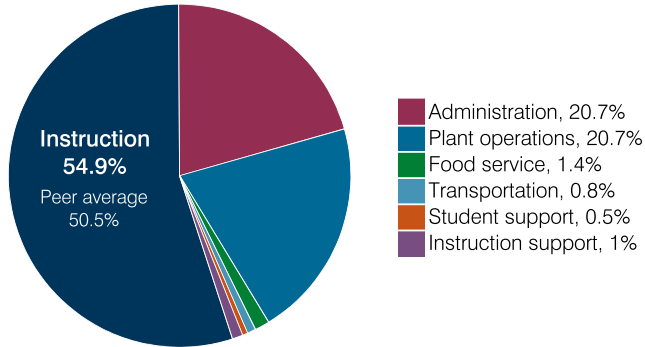
18

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,877	\$3,064	\$860
	Students per administrative position	16	33	66
Plant operations	Cost per square foot	\$14.75	\$7.31	\$6.34
	Square footage per student	262	371	156
Food service	Cost per meal	N/A	\$5.79	\$3.02
Transportation	Cost per mile	N/A	N/A	\$4.05
	Cost per rider	N/A	N/A	\$1,301

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 8,226	\$ 10,284	\$ 8,493	\$ 4,480
Administration	3,062	3,877	3,064	860
Plant operations	3,175	3,866	2,439	988
Food service	492	250	932	425
Transportation	323	146	973	388
Student support	93	101	656	693
Instruction support	597	193	400	462
Total operational	15,968	18,717	16,957	8,296
Land and buildings	43	77	965	827
Equipment	107	605	562	409
Interest	45	0	25	228
Other	0	0	88	169
Total nonoperational	195	682	1,640	1,633
Total per pupil spending	\$ 16,163	\$ 19,399	\$ 18,597	\$ 9,929

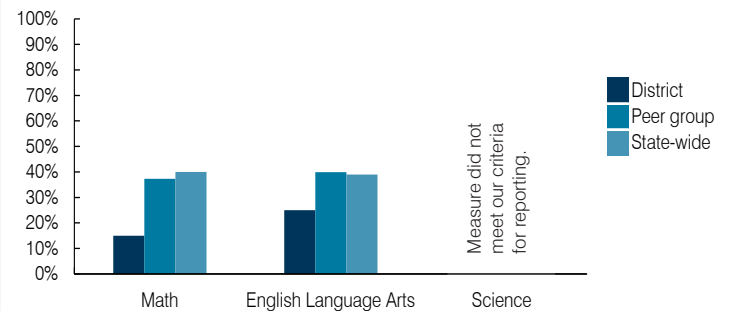
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Letter grade information for District's school was not published by ADE. See Appendix B for more information.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	0%	12%	19%
Special education population	0%	16%	12%
Students per teacher	8.8	13.4	18.4
Average teacher salary	\$51,281	\$48,478	\$48,951
Amount from Prop 301	\$5,175	\$4,651	\$6,411
Average years of teacher experience	24.5	15.3	11.4
Percentage of teachers in first 3 years	0%	6%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,905	\$ 64	\$ 3,021	\$ 1,317
State	686	1,093	4,788	4,011
Local	20,209	26,769	12,812	4,592
Total per pupil revenues	\$ 22,800	\$ 27,926	\$ 20,621	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 8,206	\$ 7,082	\$ 8,282	\$ 5,585
Grants	506	230	3,020	1,241
Donations and tax credits	46	52	125	90

Select revenues from less common sources

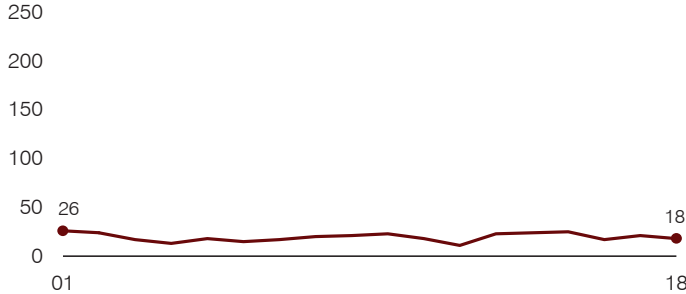
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	4,764	2,837	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

Instructional spending percentage

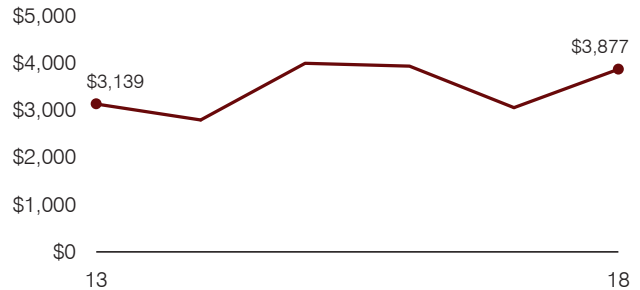
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 45.5 45.7 46.4 38.2 41.8 45.0 52.1 51.2 51.9 46.8 43.9 49.9 44.4 45.3 40.0 44.0 51.5 54.9

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

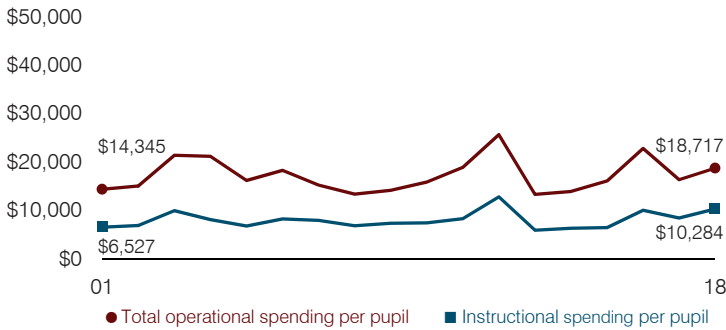
Students attending



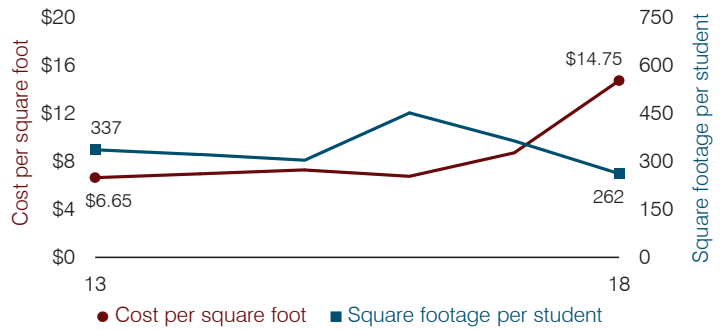
Administrative cost per pupil



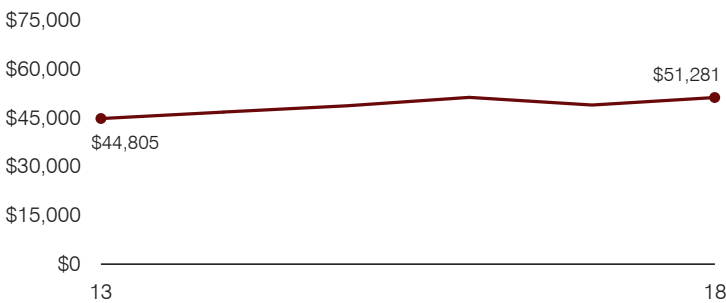
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal

Food service cost per meal trend is not shown because the District did not operate a food service program during all or a substantial portion of fiscal years 2013 through 2018.

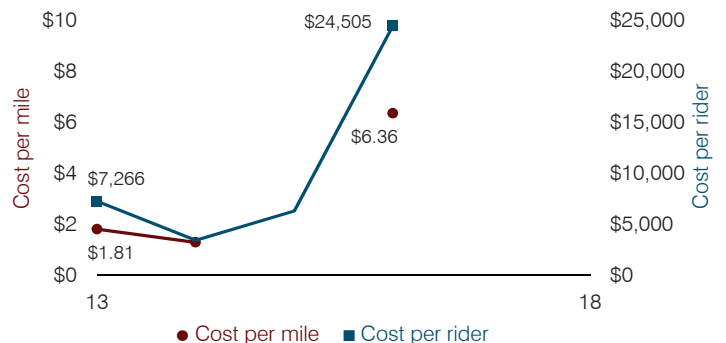
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	52.7%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Not assessed

Legend: **Low** (Green), **Moderate** (Yellow), **High** (Red)

Transportation costs per mile and per rider



San Simon Unified School District

Cochise County

Efficiency peer groups 11 and T-11, Achievement peer group 4¹

Legislative district(s): 14

District size, location:

Very small, Rural

Students attending:

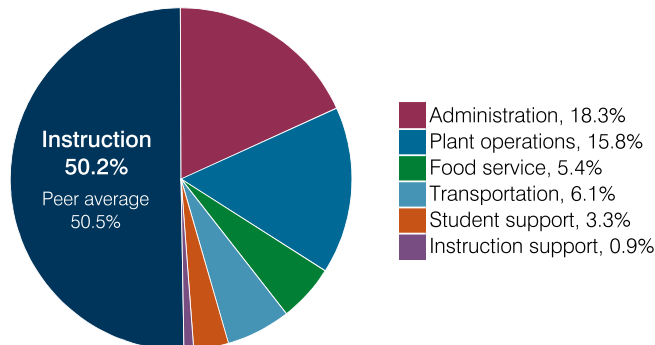
112

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,928	\$3,064	\$860
	Students per administrative position	28	33	66
Plant operations	Cost per square foot	\$6.29	\$7.31	\$6.34
	Square footage per student	403	371	156
Food service	Cost per meal	\$6.14	\$5.79	\$3.02
Transportation	Cost per mile	\$0.87	\$1.94	\$4.05
	Cost per rider	\$1,292	\$1,614	\$1,301

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 7,566	\$ 8,033	\$ 8,493	\$ 4,480
Administration	2,724	2,928	3,064	860
Plant operations	2,463	2,534	2,439	988
Food service	836	865	932	425
Transportation	782	970	973	388
Student support	295	534	656	693
Instruction support	224	151	400	462
Total operational	14,890	16,015	16,957	8,296
Land and buildings	354	365	965	827
Equipment	306	671	562	409
Interest	0	0	25	228
Other	0	0	88	169
Total nonoperational	660	1,036	1,640	1,633
Total per pupil spending	\$ 15,550	\$ 17,051	\$ 18,597	\$ 9,929

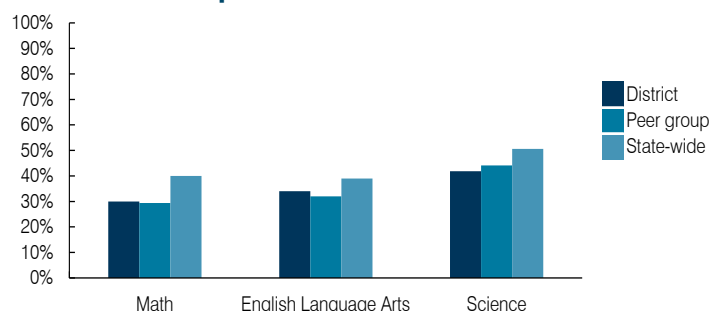
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2017)	N/A	85%	78%
Poverty rate (2017)	10%	13%	19%
Special education population	6%	13%	12%
Students per teacher	11.2	16.6	18.4
Average teacher salary	\$50,287	\$47,740	\$48,951
Amount from Prop 301	\$3,626	\$6,338	\$6,411
Average years of teacher experience	17.7	11.9	11.4
Percentage of teachers in first 3 years	0%	17%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 643	\$ 668	\$ 3,021	\$ 1,317
State	3,832	4,304	4,788	4,011
Local	11,662	11,906	12,812	4,592
Total per pupil revenues	\$ 16,137	\$ 16,878	\$ 20,621	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 7,790	\$ 8,205	\$ 8,282
Grants	856	838	3,020
Donations and tax credits	190	103	125

Select revenues from less common sources

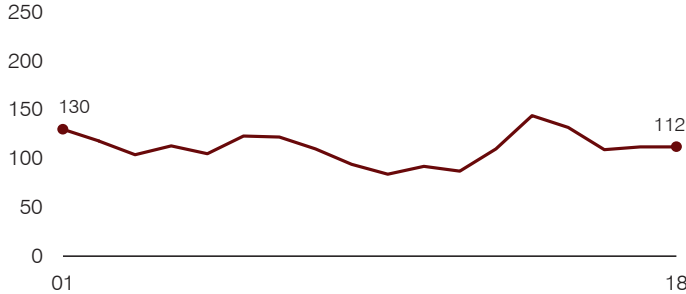
Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	10,012	10,046	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

Instructional spending percentage

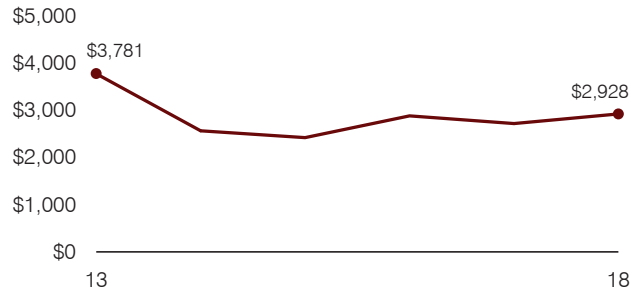
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 52.2 56.8 50.3 51.4 55.0 59.3 58.3 54.3 54.5 56.5 53.1 52.2 53.6 55.6 53.0 47.1 50.8 50.2

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

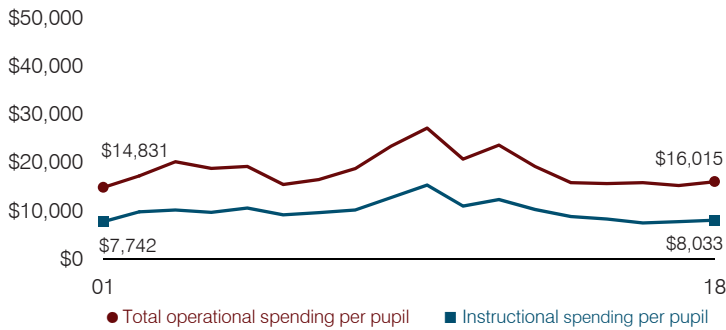
Students attending



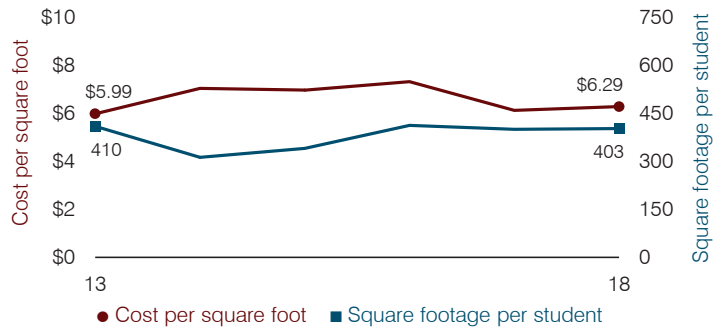
Administrative cost per pupil



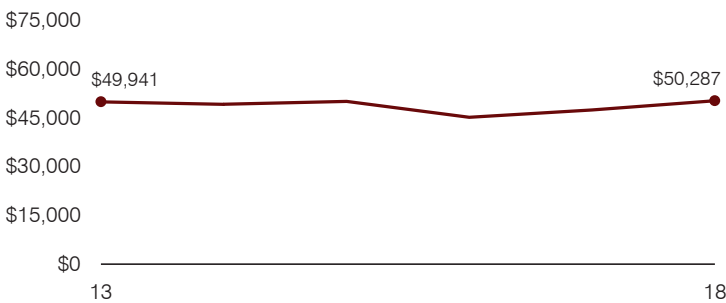
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



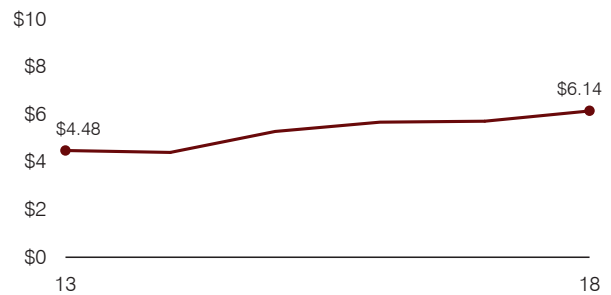
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



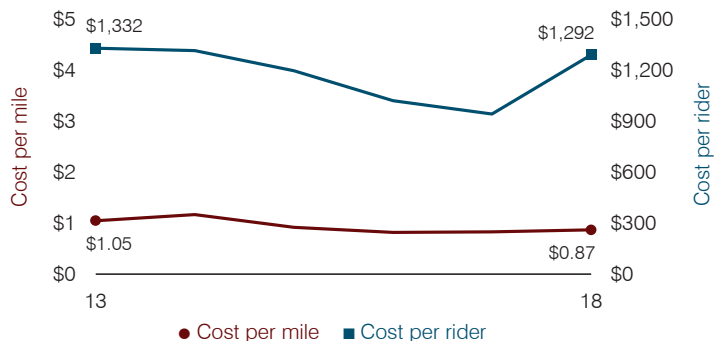
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage, Trend	9.5%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Sanders Unified School District

Apache County

Efficiency peer groups 5 and T-10, Achievement peer group 7¹

Legislative district(s): 7

District size, location:

Medium, Rural

Students attending:

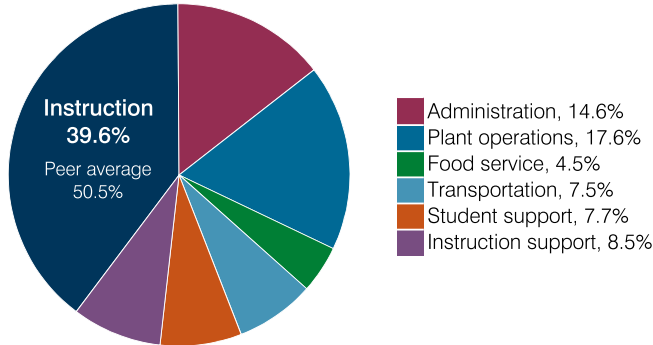
659

Number of schools:

3

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,440	\$1,221	\$860
	Students per administrative position	29	54	66
Plant operations	Cost per square foot	\$5.65	\$5.43	\$6.34
	Square footage per student	521	257	156
Food service	Cost per meal	\$3.42	\$3.66	\$3.02
Transportation	Cost per mile	\$2.94	\$1.95	\$4.05
	Cost per rider	\$1,697	\$1,572	\$1,301

Very low
Low
Comparable
High
Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 6,942	\$ 6,624	\$ 4,824	\$ 4,480
Administration	2,323	2,440	1,221	860
Plant operations	3,015	2,946	1,365	988
Food service	707	744	437	425
Transportation	1,146	1,259	532	388
Student support	1,099	1,281	623	693
Instruction support	1,041	1,425	359	462
Total operational	16,273	16,719	9,361	8,296
Land and buildings	769	213	799	827
Equipment	688	358	433	409
Interest	0	0	248	228
Other	0	1	71	169
Total nonoperational	1,457	572	1,551	1,633
Total per pupil spending	\$ 17,730	\$ 17,291	\$ 10,912	\$ 9,929

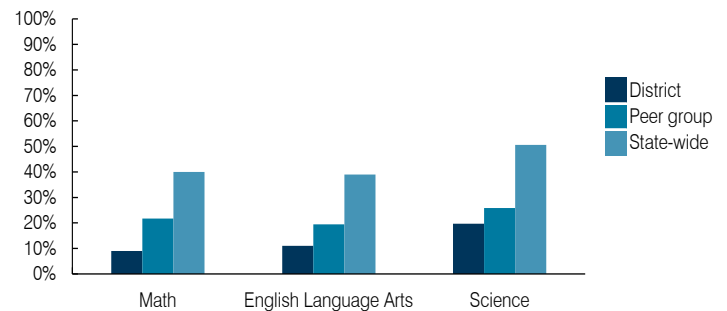
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	0	0%
D	2	67%
F	1	33%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	91%	94%
Graduation rate (2017)	74%	76%	78%
Poverty rate (2017)	44%	41%	19%
Special education population	11%	12%	12%
Students per teacher	12.1	15.8	18.4
Average teacher salary	\$45,697	\$48,537	\$48,951
Amount from Prop 301	\$4,843	\$5,191	\$6,411
Average years of teacher experience	10.2	12.5	11.4
Percentage of teachers in first 3 years	29%	18%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 9,748	\$ 9,948	\$ 3,917	\$ 1,317
State	7,905	6,660	4,283	4,011
Local	863	693	4,207	4,592
Total per pupil revenues	\$ 18,516	\$ 17,301	\$ 12,407	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 8,178	\$ 7,382	\$ 5,992
Grants	3,580	2,940	1,703
Donations and tax credits	7	5	147

Select revenues from less common sources

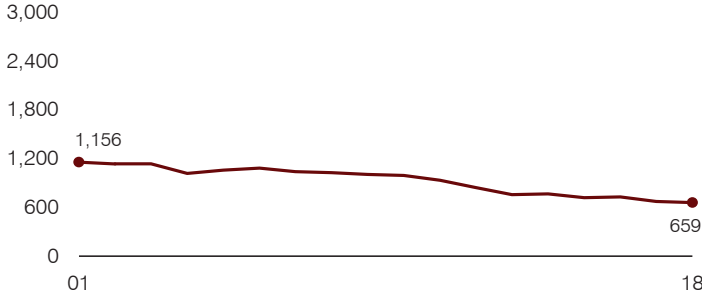
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 31
Small school adjustment	0	0	0 of 31
Federal impact aid	6,544	7,085	16 of 31
Voter-approved levy increases	0	0	21 of 31

Instructional spending percentage

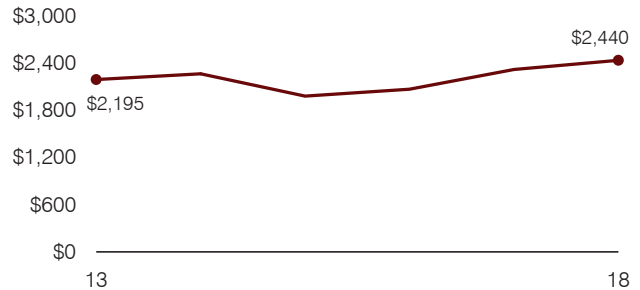
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 41.3 46.3 48.8 52.0 49.0 47.8 50.8 49.1 49.0 48.4 46.5 42.1 42.3 41.1 40.7 41.5 42.7 39.6

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

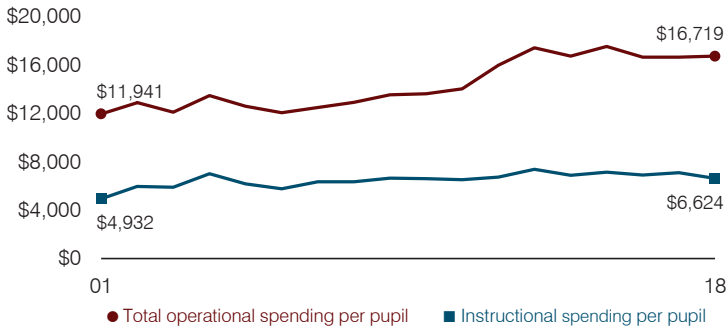
Students attending



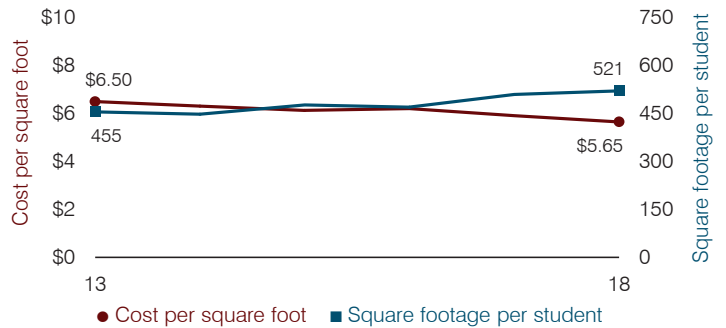
Administrative cost per pupil



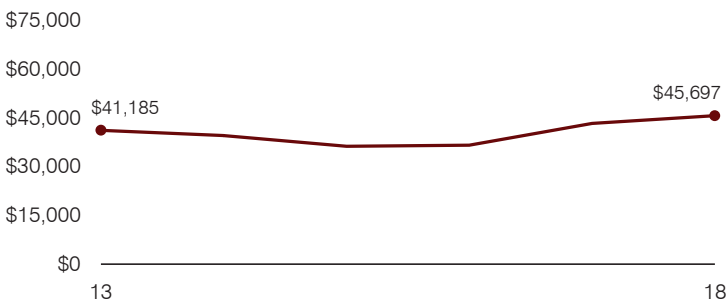
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



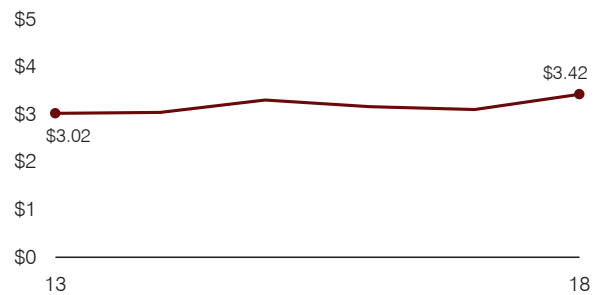
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



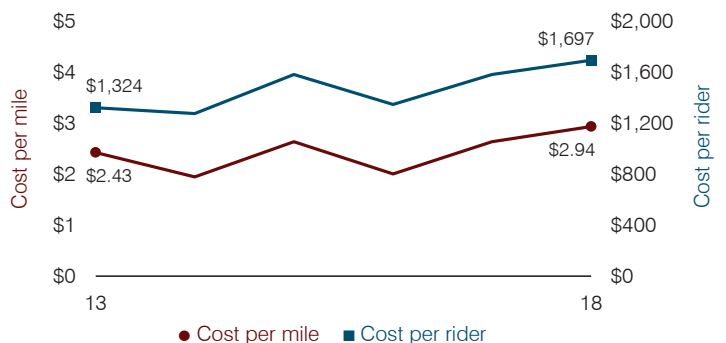
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	11.6%, Varying
Years of capital reserve held	Impact Aid Fund reserve
Current financial and internal control status	Compliant

Low **Moderate** **High**

Transportation costs per mile and per rider



Santa Cruz Elementary School District

Santa Cruz County

District size, location:

Small, Rural

Efficiency peer groups 10 and T-10, Achievement peer group 19¹

Students attending:

221

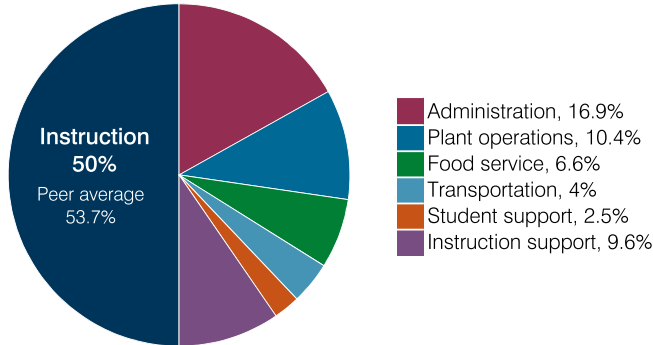
Legislative district(s): 2

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,735	\$1,194	\$860
	Students per administrative position	57	60	66
Plant operations	Cost per square foot	\$9.17	\$6.78	\$6.34
	Square footage per student	117	176	156
Food service	Cost per meal	\$4.07	\$3.40	\$3.02
Transportation	Cost per mile	\$2.48	\$1.95	\$4.05
	Cost per rider	\$791	\$1,572	\$1,301

Legend: Very low (green), Low (blue), Comparable (yellow), High (orange), Very high (red)

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,763	\$ 5,127	\$ 5,096	\$ 4,480
Administration	1,682	1,735	1,194	860
Plant operations	937	1,069	1,071	988
Food service	644	673	535	425
Transportation	473	407	586	388
Student support	250	261	498	693
Instruction support	830	982	379	462
Total operational	9,579	10,254	9,359	8,296
Land and buildings	286	561	208	827
Equipment	644	354	260	409
Interest	25	18	143	228
Other	0	0	173	169
Total nonoperational	955	933	784	1,633
Total per pupil spending	\$ 10,534	\$ 11,187	\$ 10,143	\$ 9,929

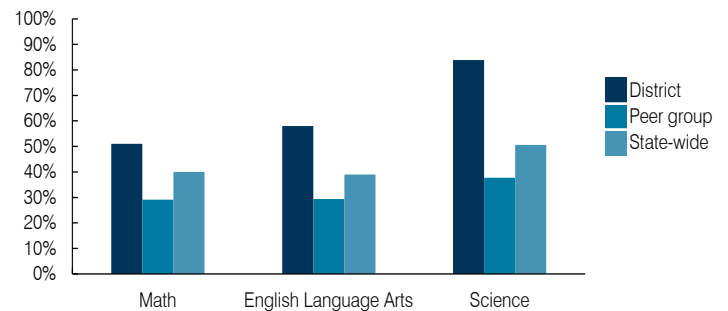
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	30%	32%	19%
Special education population	8%	14%	12%
Students per teacher	15.8	15.6	18.4
Average teacher salary	\$58,348	\$49,189	\$48,951
Amount from Prop 301	\$6,716	\$4,810	\$6,411
Average years of teacher experience	14.5	11.6	11.4
Percentage of teachers in first 3 years	7%	11%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,642	\$ 2,134	\$ 2,311	\$ 1,317
State	6,811	7,328	4,860	4,011
Local	1,630	2,498	4,359	4,592
Total per pupil revenues	\$ 10,083	\$ 11,960	\$ 11,530	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 7,194	\$ 7,099	\$ 6,817
Grants	1,649	2,550	1,722
Donations and tax credits	1	7	226

Select revenues from less common sources

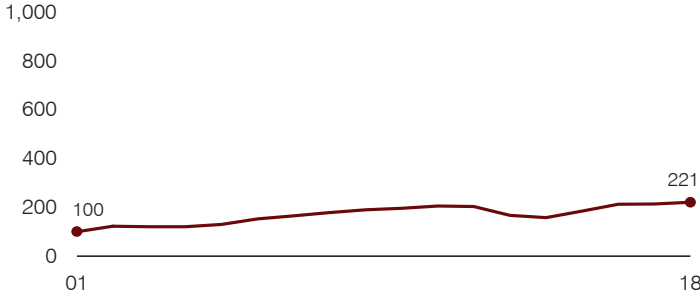
Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	0 of 11
Small school adjustment	0	0	0 of 11
Federal impact aid	0	0	3 of 11
Voter-approved levy increases	0	0	6 of 11

Instructional spending percentage

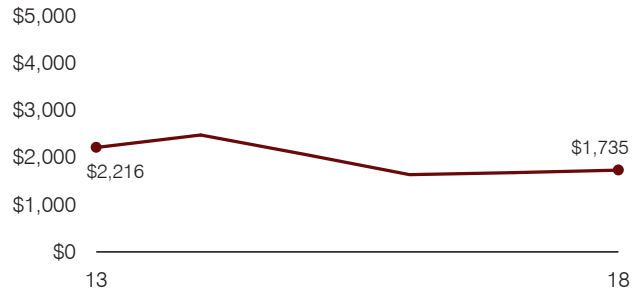
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 68.6 70.4 68.6 65.7 70.4 60.9 56.8 58.8 59.7 54.7 52.1 51.5 55.2 54.7 49.2 49.1 49.7 50.0

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

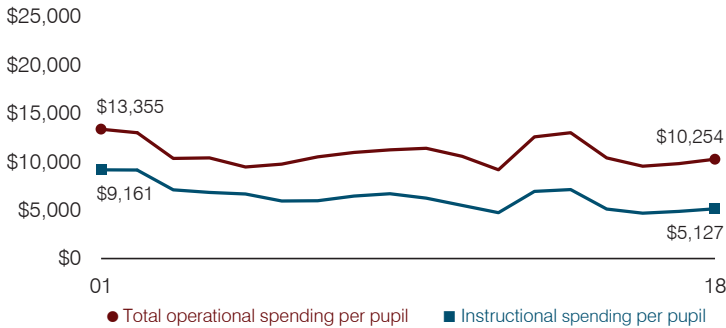
Students attending



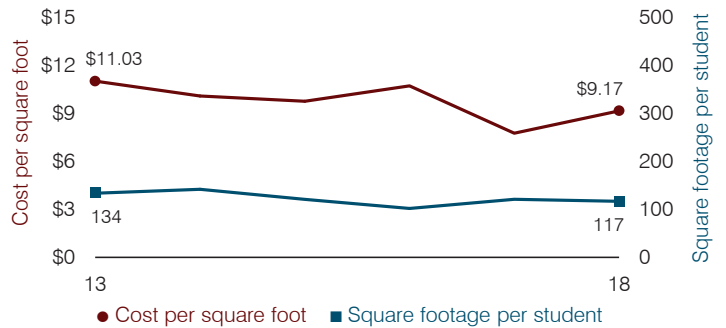
Administrative cost per pupil



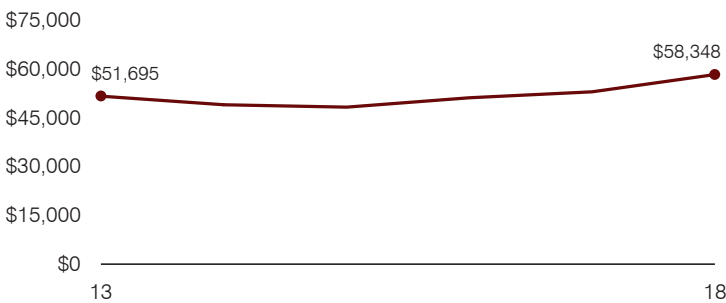
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



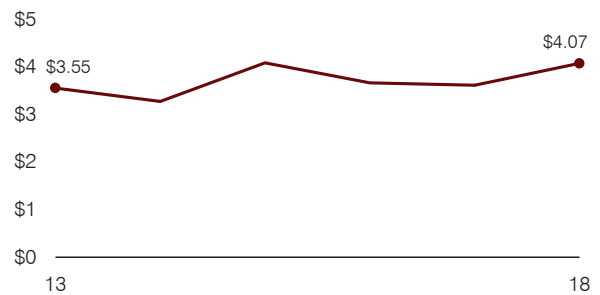
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



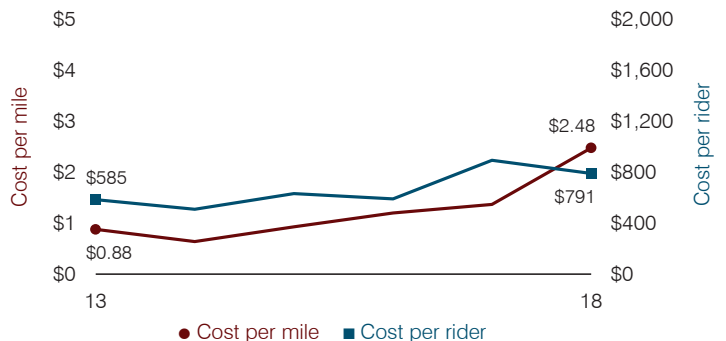
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	4.5%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Santa Cruz Valley Unified School District

Santa Cruz County

District size, location:

Medium-large, Town

Efficiency peer groups 4 and T-7, Achievement peer group 5¹

Students attending:

3,259

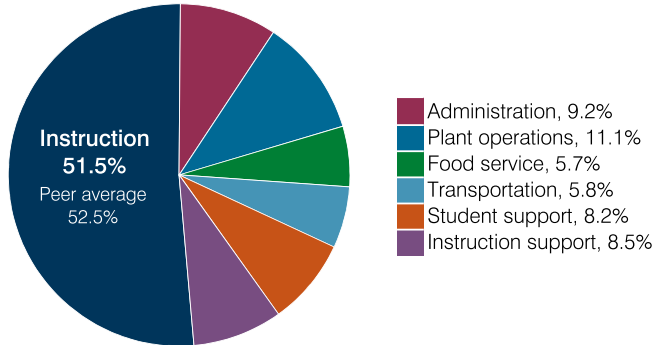
Legislative district(s): 2

Number of schools:

5

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$761	\$837	\$860
	Students per administrative position	66	69	66
Plant operations	Cost per square foot	\$6.03	\$5.61	\$6.34
	Square footage per student	152	184	156
Food service	Cost per meal	\$2.94	\$3.16	\$3.02
Transportation	Cost per mile	\$3.29	\$3.35	\$4.05
	Cost per rider	\$902	\$1,057	\$1,301

Very low
Low
Comparable
High
Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,869	\$ 4,238	\$ 4,194	\$ 4,480
Administration	764	761	837	860
Plant operations	902	915	1,004	988
Food service	456	472	421	425
Transportation	442	475	418	388
Student support	632	674	643	693
Instruction support	647	698	480	462
Total operational	7,712	8,233	7,997	8,296
Land and buildings	3	7	570	827
Equipment	116	158	389	409
Interest	27	56	200	228
Other	10	35	69	169
Total nonoperational	156	256	1,228	1,633
Total per pupil spending	\$ 7,868	\$ 8,489	\$ 9,225	\$ 9,929

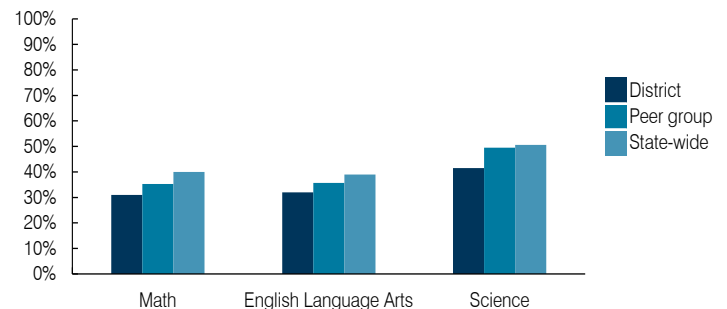
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	1	20%
B	2	40%
C	2	40%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2017)	92%	86%	78%
Poverty rate (2017)	25%	22%	19%
Special education population	10%	13%	12%
Students per teacher	16.6	17.6	18.4
Average teacher salary	\$41,468	\$44,777	\$48,951
Amount from Prop 301	\$7,191	\$6,708	\$6,411
Average years of teacher experience	10.5	13.0	11.4
Percentage of teachers in first 3 years	18%	17%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,399	\$ 1,346	\$ 2,385	\$ 1,317
State	4,393	4,557	4,222	4,011
Local	1,792	2,076	3,291	4,592
Total per pupil revenues	\$ 7,584	\$ 7,979	\$ 9,898	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,355	\$ 5,403	\$ 5,443
Grants	1,440	1,492	1,552
Donations and tax credits	56	77	63

Select revenues from less common sources

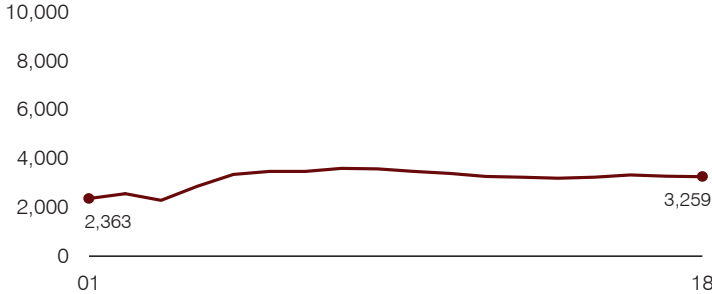
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	1 of 17
Small school adjustment	0	0	0 of 17
Federal impact aid	0	0	6 of 17
Voter-approved levy increases	390	391	13 of 17

Instructional spending percentage

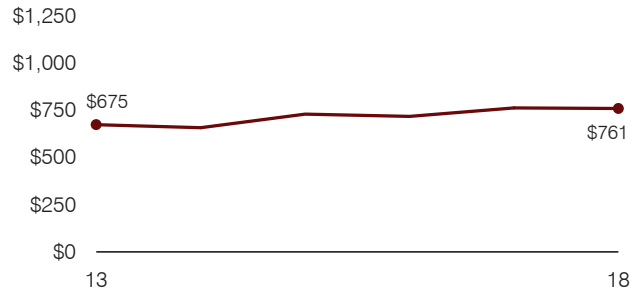
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 58.2 58.7 55.6 53.8 58.2 59.0 57.4 56.7 55.5 53.3 54.5 53.5 48.7 50.6 50.4 50.5 50.2 51.5

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

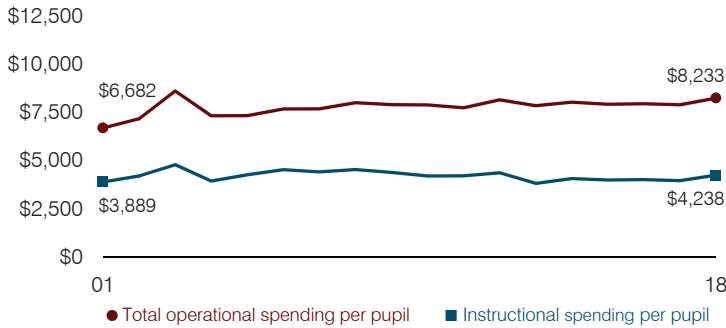
Students attending



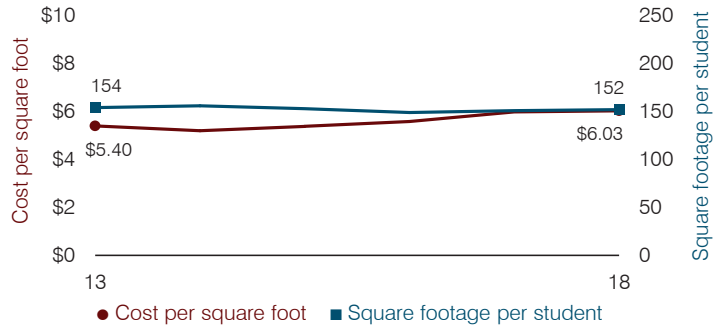
Administrative cost per pupil



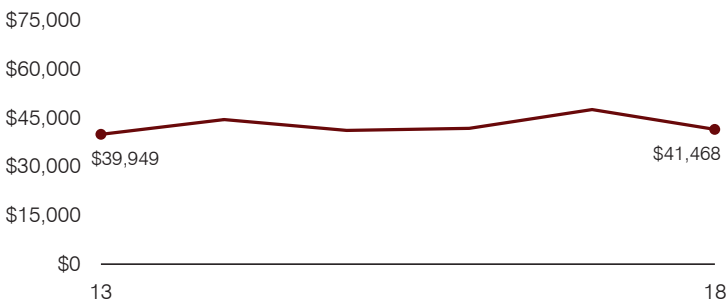
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



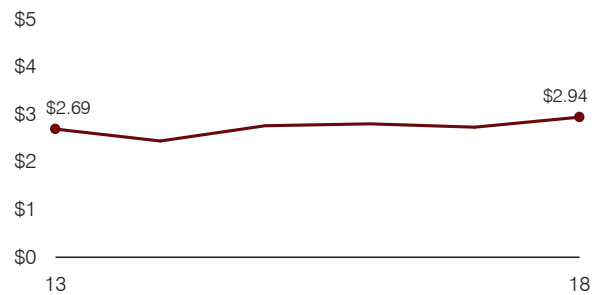
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



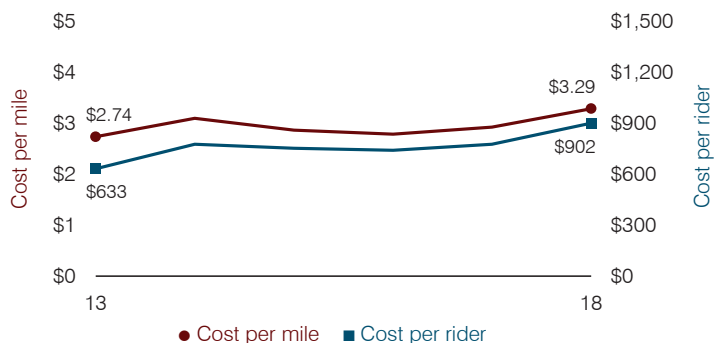
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	5.2%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low **Moderate** **High**

Transportation costs per mile and per rider



Santa Cruz Valley Union High School District

Pinal County

Efficiency peer groups 6 and T-10, Achievement peer group 11¹

Legislative district(s): 8 and 11

District size, location:

Small, Town

Students attending:

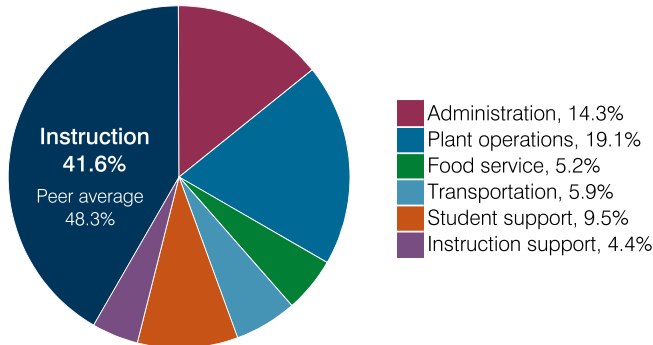
409

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,579	\$1,744	\$860
	Students per administrative position	42	43	66
Plant operations	Cost per square foot	\$5.67	\$5.27	\$6.34
	Square footage per student	371	321	156
Food service	Cost per meal	\$4.23	\$3.96	\$3.02
Transportation	Cost per mile	\$3.69	\$1.95	\$4.05
	Cost per rider	\$2,768	\$1,572	\$1,301

Very low
Low
Comparable
High
Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,284	\$ 4,578	\$ 5,556	\$ 4,480
Administration	1,460	1,579	1,744	860
Plant operations	1,700	2,100	1,706	988
Food service	497	568	546	425
Transportation	554	656	592	388
Student support	900	1,045	672	693
Instruction support	417	487	393	462
Total operational	9,812	11,013	11,209	8,296
Land and buildings	1,097	5,279	1,077	827
Equipment	1,372	1,246	601	409
Interest	159	467	162	228
Other	12	9	60	169
Total nonoperational	2,640	7,001	1,900	1,633
Total per pupil spending	\$ 12,452	\$ 18,014	\$ 13,109	\$ 9,929

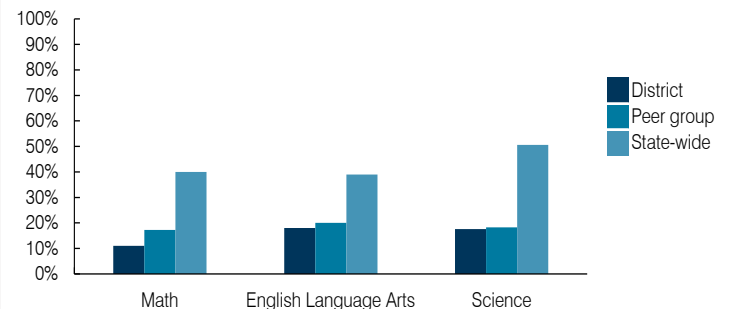
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	0	0%
D	1	100%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	91%	92%	94%
Graduation rate (2017)	71%	76%	78%
Poverty rate (2017)	22%	21%	19%
Special education population	12%	12%	12%
Students per teacher	21.7	18.6	18.4
Average teacher salary	\$45,131	\$46,495	\$48,951
Amount from Prop 301	\$9,472	\$6,895	\$6,411
Average years of teacher experience	9.6	12.4	11.4
Percentage of teachers in first 3 years	0%	13%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,138	\$ 1,440	\$ 2,405	\$ 1,317
State	3,130	2,852	4,080	4,011
Local	9,367	9,738	8,027	4,592
Total per pupil revenues	\$ 13,635	\$ 14,030	\$ 14,512	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 6,657	\$ 6,847	\$ 7,175	\$ 5,585
Grants	1,321	1,959	2,252	1,241
Donations and tax credits	86	44	337	90

Select revenues from less common sources

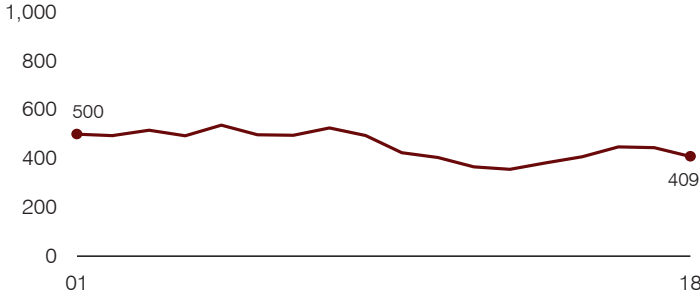
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 18
Small school adjustment	0	0	5 of 18
Federal impact aid	0	0	3 of 18
Voter-approved levy increases	3,299	2,880	14 of 18

Instructional spending percentage

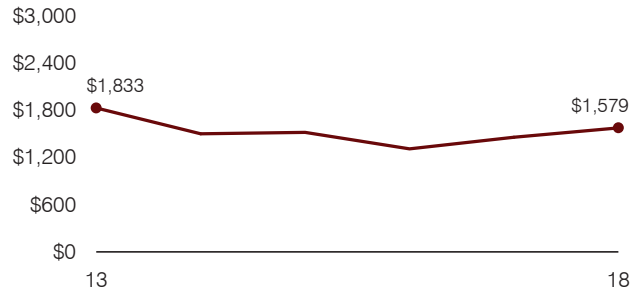
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 54.7 54.3 52.8 52.2 49.6 49.0 47.6 41.5 44.2 36.1 41.7 43.2 39.8 40.3 41.1 41.7 43.7 41.6

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

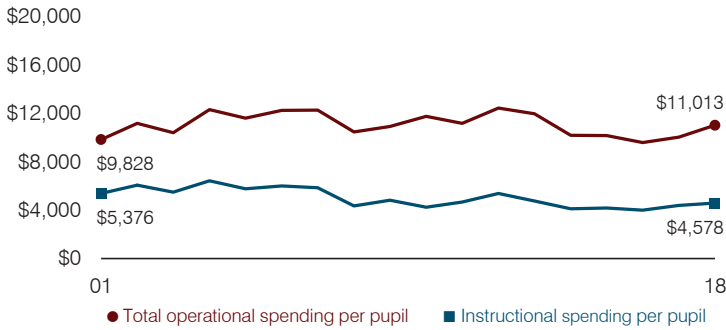
Students attending



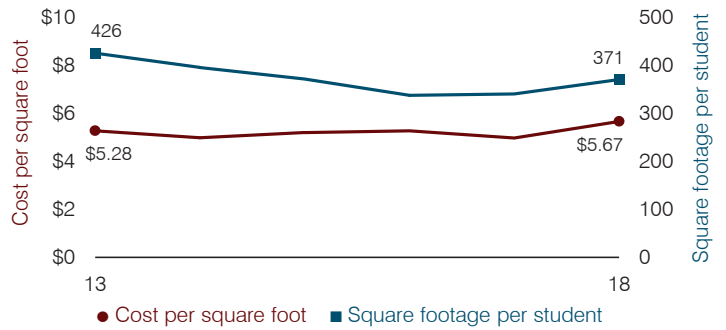
Administrative cost per pupil



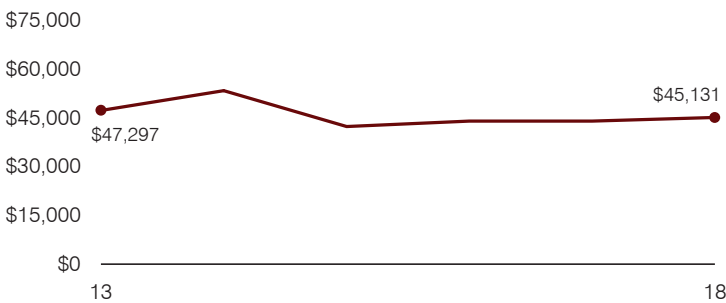
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



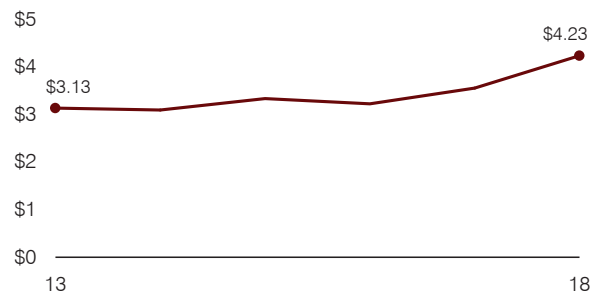
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



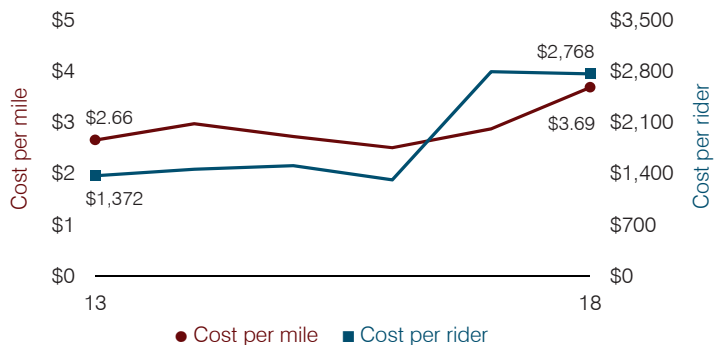
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2016 through 2018	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Mixed election results
Operating reserve percentage, Trend	9.0%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Low Moderate High

Transportation costs per mile and per rider



Scottsdale Unified School District

Maricopa County

Efficiency peer groups 1 and T-5, Achievement peer group 2¹

Legislative district(s): 23, 24, 26, and 28

District size, location:

Very large, City

Students attending:

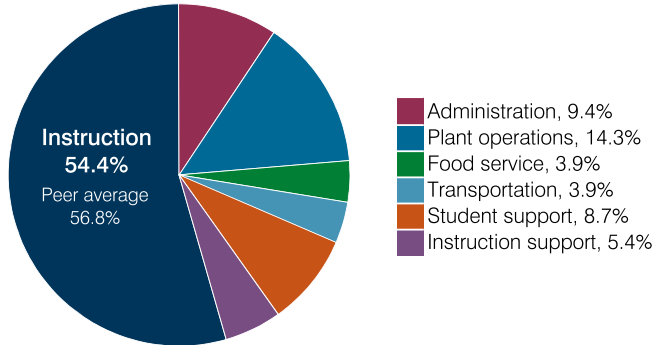
22,260

Number of schools:

29

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$762	\$712	\$860
	Students per administrative position	77	80	66
Plant operations	Cost per square foot	\$6.25	\$6.18	\$6.34
	Square footage per student	186	149	156
Food service	Cost per meal	\$2.40	\$2.87	\$3.02
Transportation	Cost per mile	\$4.63	\$3.90	\$4.05
	Cost per rider	\$1,570	\$1,931	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,254	\$ 4,400	\$ 4,531	\$ 4,480
Administration	768	762	712	860
Plant operations	1,122	1,160	916	988
Food service	331	318	331	425
Transportation	337	317	358	388
Student support	711	706	704	693
Instruction support	418	431	395	462
Total operational	7,941	8,094	7,947	8,296
Land and buildings	299	1,764	631	827
Equipment	216	551	317	409
Interest	361	363	232	228
Other	271	236	207	169
Total nonoperational	1,147	2,914	1,387	1,633
Total per pupil spending	\$ 9,088	\$ 11,008	\$ 9,334	\$ 9,929

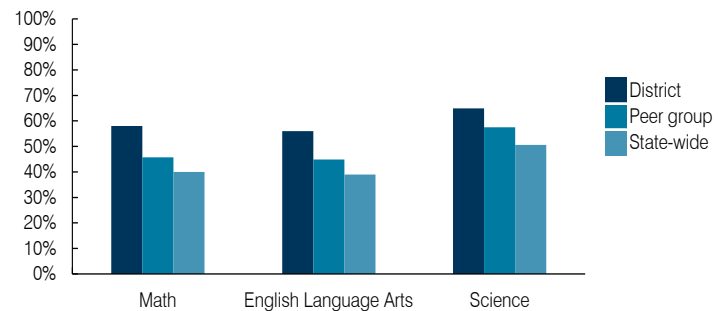
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	19	66%
B	7	24%
C	3	10%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	91%	90%	78%
Poverty rate (2017)	9%	12%	19%
Special education population	9%	13%	12%
Students per teacher	17.3	18.5	18.4
Average teacher salary	\$48,099	\$47,265	\$48,951
Amount from Prop 301	\$6,451	\$6,556	\$6,411
Average years of teacher experience	13.5	11.5	11.4
Percentage of teachers in first 3 years	20%	19%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 733	\$ 725	\$ 875	\$ 1,317
State	1,607	1,800	3,546	4,011
Local	7,988	8,279	5,443	4,592
Total per pupil revenues	\$ 10,328	\$ 10,804	\$ 9,864	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 5,387	\$ 5,471	\$ 5,492	\$ 5,585
Grants	724	763	937	1,241
Donations and tax credits	184	184	94	90

Select revenues from less common sources

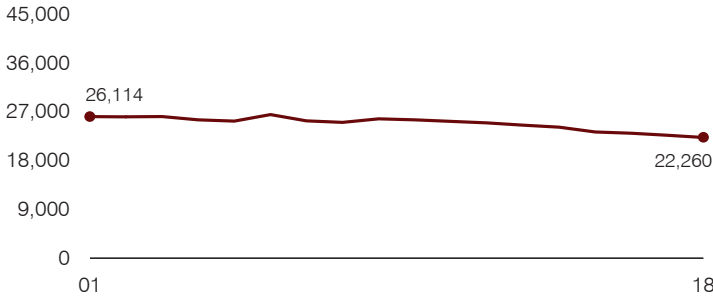
			Number of peers receiving
Desegregation	\$ 326	\$ 332	4 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	0	0	2 of 10
Voter-approved levy increases	2,099	2,196	10 of 10

Instructional spending percentage

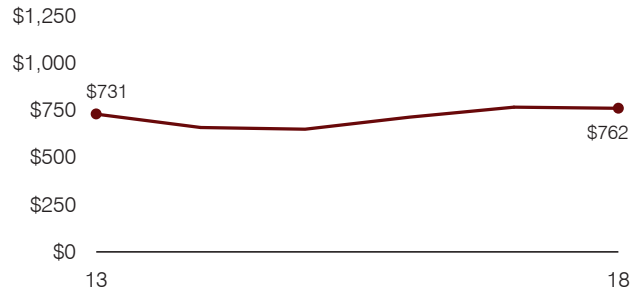
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 58.6 59.0 61.5 63.7 62.3 60.5 61.3 60.4 57.7 59.5 57.7 58.7 57.9 54.5 53.9 53.6 53.6 54.4

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

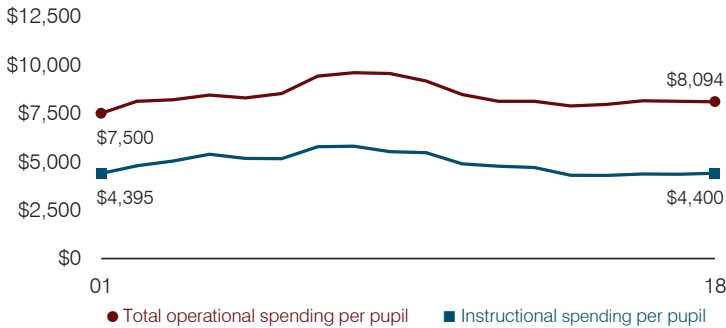
Students attending



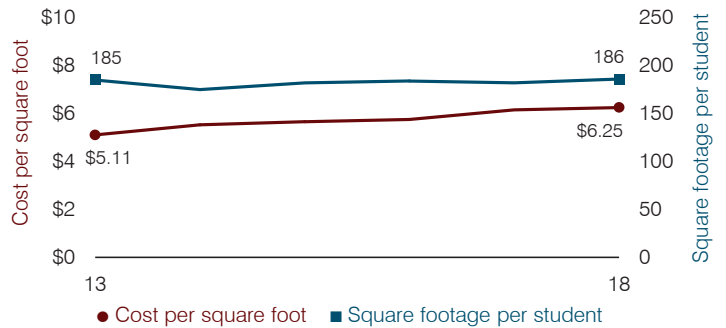
Administrative cost per pupil



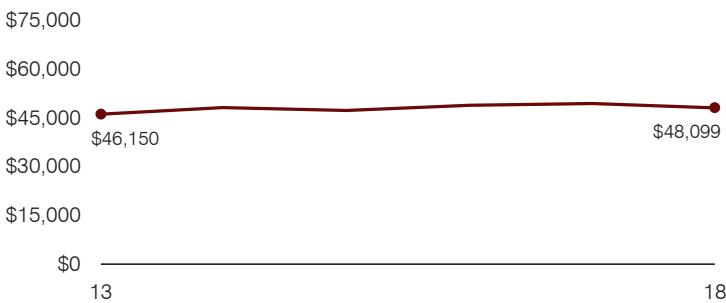
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



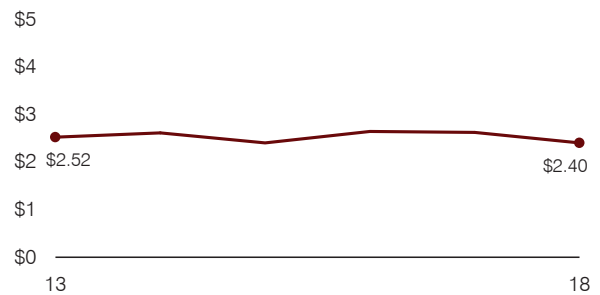
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



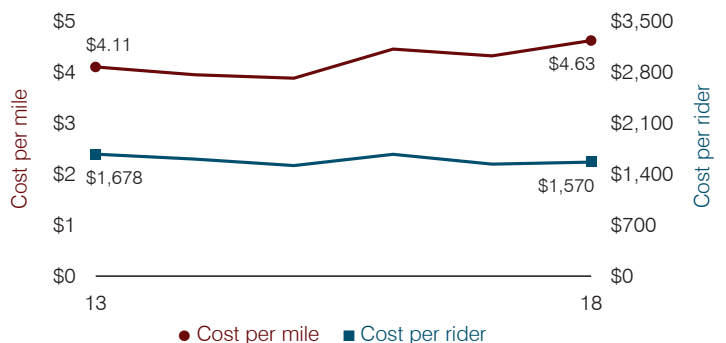
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	5.4%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant

Low **Moderate** **High**

Transportation costs per mile and per rider



Sedona-Oak Creek Joint Unified School District

Yavapai County

Efficiency peer groups 5 and T-7, Achievement peer group 4¹

Legislative district(s): 6

District size, location:

Medium, Town

Students attending:

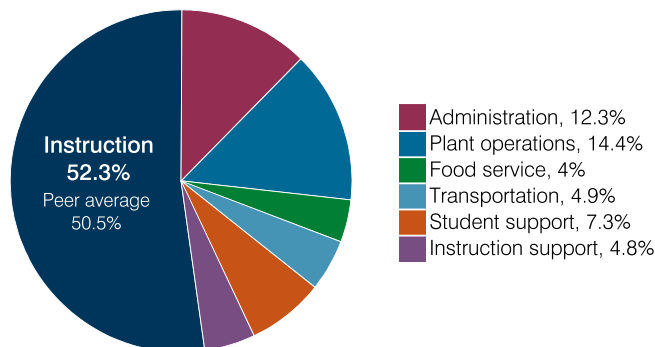
927

Number of schools:

3

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,283	\$1,221	\$860
	Students per administrative position	52	54	66
Plant operations	Cost per square foot	\$3.99	\$5.43	\$6.34
	Square footage per student	378	257	156
Food service	Cost per meal	\$4.70	\$3.66	\$3.02
Transportation	Cost per mile	\$4.67	\$3.35	\$4.05
	Cost per rider	\$1,689	\$1,057	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,663	\$ 5,477	\$ 4,824	\$ 4,480
Administration	1,047	1,283	1,221	860
Plant operations	1,439	1,510	1,365	988
Food service	400	416	437	425
Transportation	433	508	532	388
Student support	713	761	623	693
Instruction support	445	508	359	462
Total operational	9,140	10,463	9,361	8,296
Land and buildings	117	81	799	827
Equipment	300	449	433	409
Interest	2,169	2,658	248	228
Other	119	187	71	169
Total nonoperational	2,705	3,375	1,551	1,633
Total per pupil spending	\$ 11,845	\$ 13,838	\$ 10,912	\$ 9,929

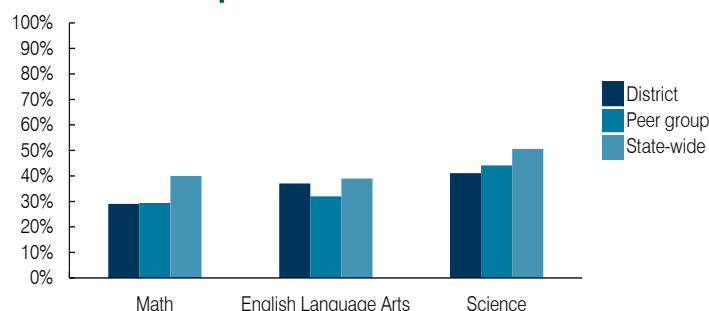
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	1	33%
B	0	0%
C	2	67%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	80%	85%	78%
Poverty rate (2017)	15%	13%	19%
Special education population	10%	13%	12%
Students per teacher	14.5	16.6	18.4
Average teacher salary	\$42,942	\$47,740	\$48,951
Amount from Prop 301	\$6,961	\$6,338	\$6,411
Average years of teacher experience	14.8	11.9	11.4
Percentage of teachers in first 3 years	6%	17%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 820	\$ 891	\$ 3,917	\$ 1,317
State	1,909	2,204	4,283	4,011
Local	13,681	14,205	4,207	4,592
Total per pupil revenues	\$ 16,410	\$ 17,300	\$ 12,407	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,943	\$ 6,257	\$ 5,992
Grants	845	931	1,703
Donations and tax credits	305	440	147

Select revenues from less common sources

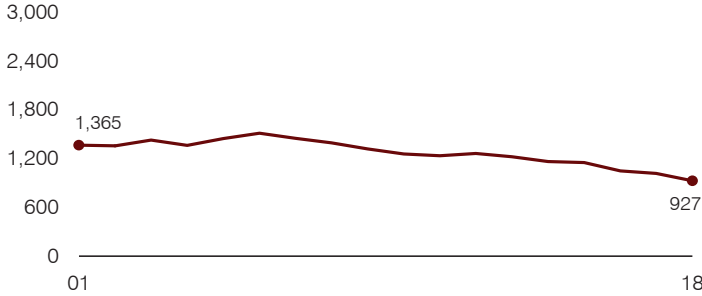
Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	0 of 31
Small school adjustment	0	0	0 of 31
Federal impact aid	0	0	16 of 31
Voter-approved levy increases	6,993	7,209	21 of 31

Instructional spending percentage

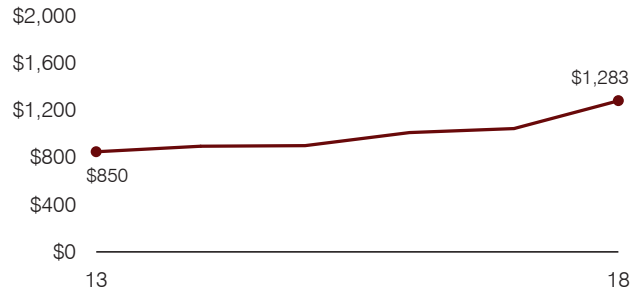
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 49.0 50.5 53.4 52.3 52.7 54.6 54.9 55.1 54.4 53.2 54.4 53.4 54.4 52.8 52.6 51.7 51.0 52.3

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

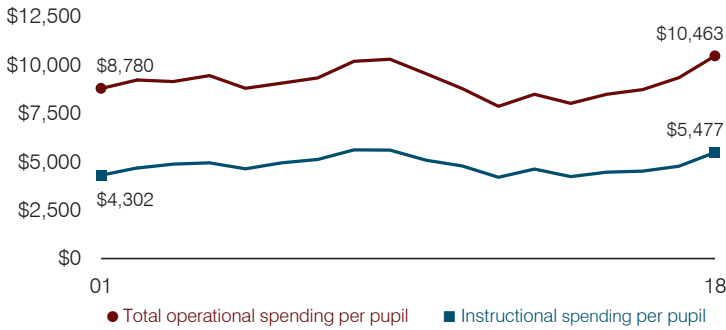
Students attending



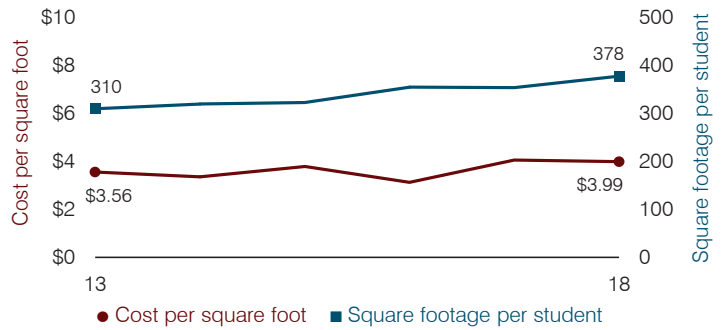
Administrative cost per pupil



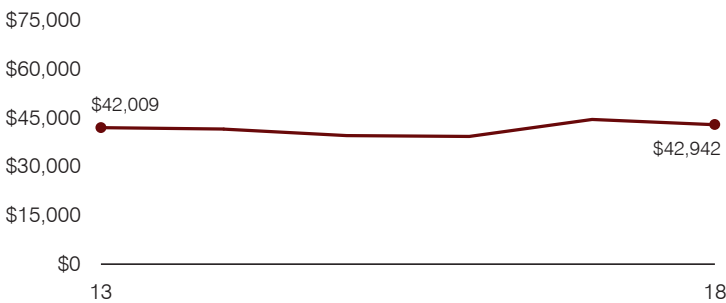
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



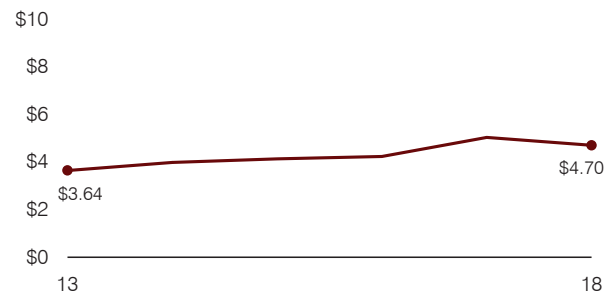
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



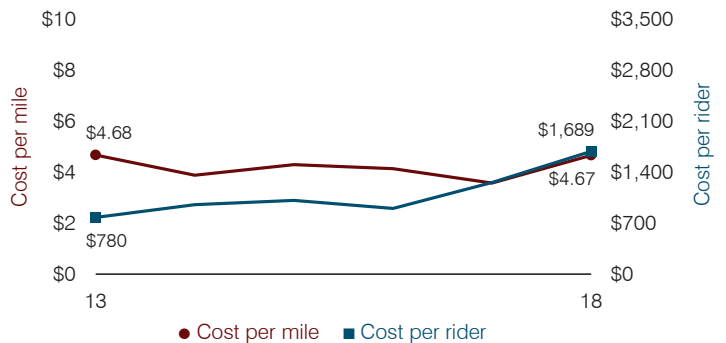
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	6.4%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low Moderate High

Transportation costs per mile and per rider



Seligman Unified School District

Yavapai County

Efficiency peer groups 11 and T-11, Achievement peer group 4¹

Legislative district(s): 1

District size, location:

Very small, Rural

Students attending:

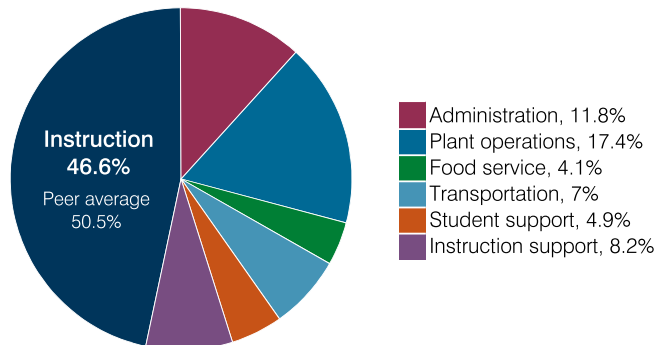
118

Number of schools:

2

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,416	\$3,064	\$860
	Students per administrative position	24	33	66
Plant operations	Cost per square foot	\$4.63	\$7.31	\$6.34
	Square footage per student	766	371	156
Food service	Cost per meal	\$5.36	\$5.79	\$3.02
Transportation	Cost per mile	\$1.88	\$1.94	\$4.05
	Cost per rider	\$2,086	\$1,614	\$1,301

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 9,623	\$ 9,492	\$ 8,493	\$ 4,480
Administration	2,282	2,416	3,064	860
Plant operations	3,760	3,547	2,439	988
Food service	710	835	932	425
Transportation	1,565	1,433	973	388
Student support	897	995	656	693
Instruction support	1,720	1,667	400	462
Total operational	20,557	20,385	16,957	8,296
Land and buildings	1,803	1,443	965	827
Equipment	830	882	562	409
Interest	34	42	25	228
Other	132	121	88	169
Total nonoperational	2,799	2,488	1,640	1,633
Total per pupil spending	\$ 23,356	\$ 22,873	\$ 18,597	\$ 9,929

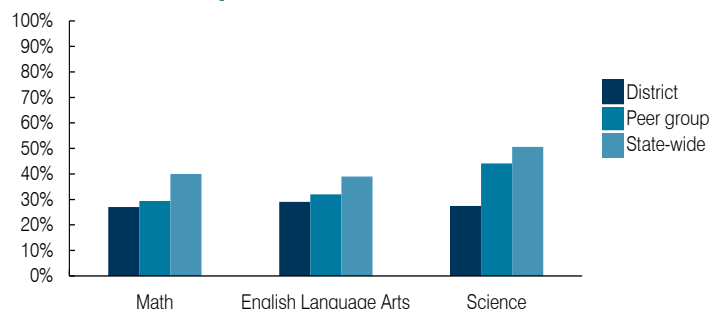
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	50%
D	1	50%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	94%	94%
Graduation rate (2017)	55%	85%	78%
Poverty rate (2017)	18%	13%	19%
Special education population	9%	13%	12%
Students per teacher	11.2	16.6	18.4
Average teacher salary	\$56,969	\$47,740	\$48,951
Amount from Prop 301	\$5,896	\$6,338	\$6,411
Average years of teacher experience	11.9	11.9	11.4
Percentage of teachers in first 3 years	8%	17%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,177	\$ 1,160	\$ 3,021	\$ 1,317
State	4,106	2,420	4,788	4,011
Local	21,531	23,982	12,812	4,592
Total per pupil revenues	\$ 26,814	\$ 27,562	\$ 20,621	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 11,573	\$ 8,538	\$ 8,282	\$ 5,585
Grants	2,972	2,498	3,020	1,241
Donations and tax credits	24	13	125	90

Select revenues from less common sources

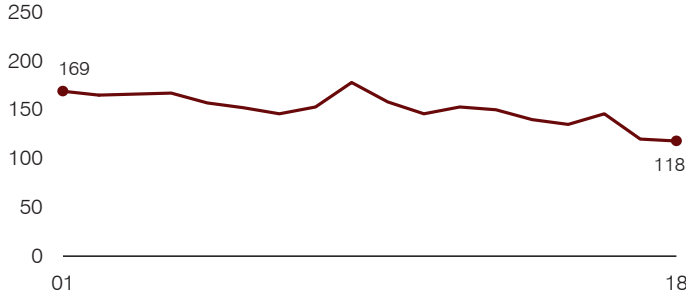
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	12,200	8,943	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

Instructional spending percentage

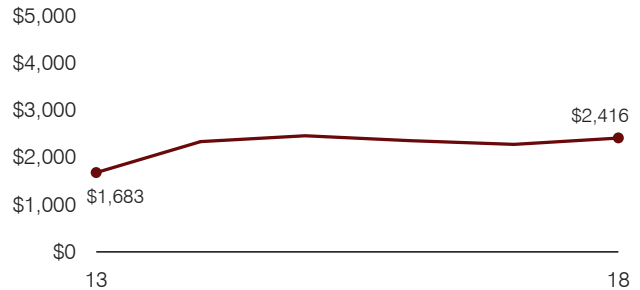
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 56.8 60.2 58.3 53.6 53.9 51.8 53.5 54.2 54.4 52.6 53.0 51.8 50.6 50.7 47.6 46.7 46.8 46.6

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

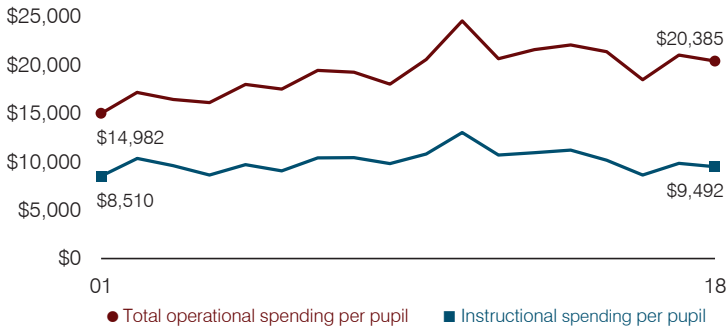
Students attending



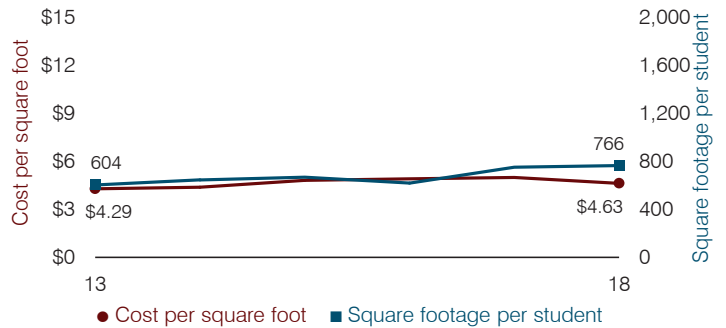
Administrative cost per pupil



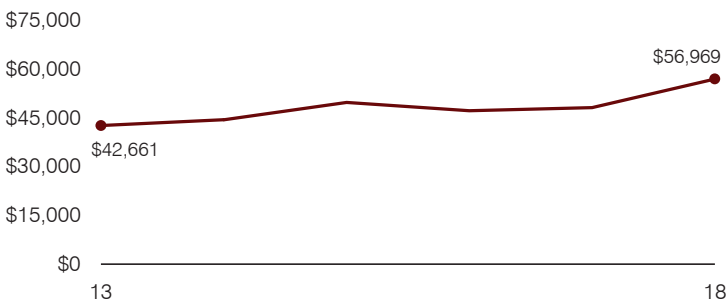
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



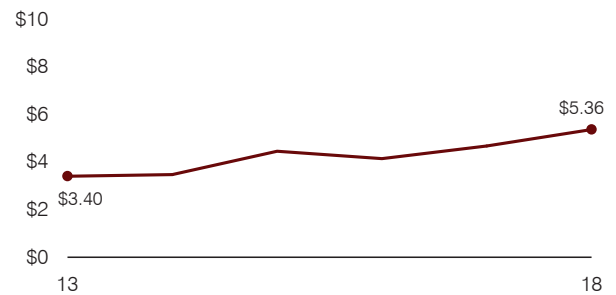
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



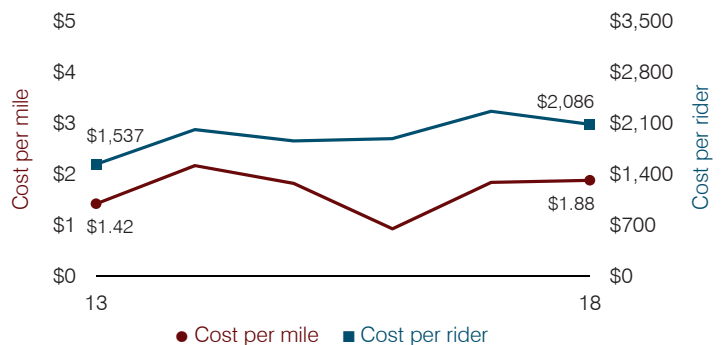
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage, Trend	12.7%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant

Low
Moderate
High

Transportation costs per mile and per rider



Sentinel Elementary School District

Maricopa County

Efficiency peer groups 11 and T-11, Achievement peer group 20¹

Legislative district(s): 4

District size, location:

Very small, Rural

Students attending:

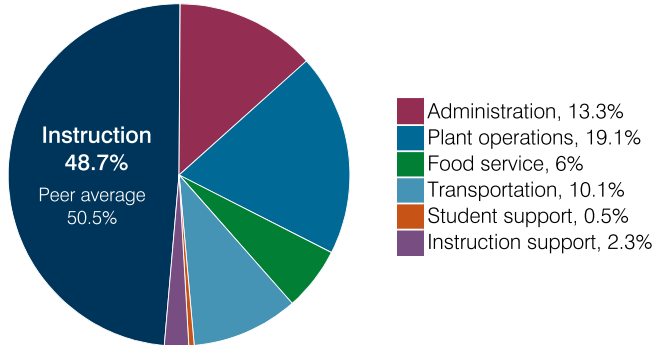
33

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$4,031	\$3,064	\$860
	Students per administrative position	27	33	66
Plant operations	Cost per square foot	\$13.93	\$7.31	\$6.34
	Square footage per student	415	371	156
Food service	Cost per meal	\$7.69	\$5.79	\$3.02
Transportation	Cost per mile	\$1.68	\$1.94	\$4.05
	Cost per rider	\$3,046	\$1,614	\$1,301

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 16,821	\$ 14,749	\$ 8,493	\$ 4,480
Administration	3,499	4,031	3,064	860
Plant operations	6,186	5,780	2,439	988
Food service	1,847	1,812	932	425
Transportation	4,069	3,071	973	388
Student support	38	140	656	693
Instruction support	934	682	400	462
Total operational	33,394	30,265	16,957	8,296
Land and buildings	0	0	965	827
Equipment	2,402	1,815	562	409
Interest	15	15	25	228
Other	0	0	88	169
Total nonoperational	2,417	1,830	1,640	1,633
Total per pupil spending	\$ 35,811	\$ 32,095	\$ 18,597	\$ 9,929

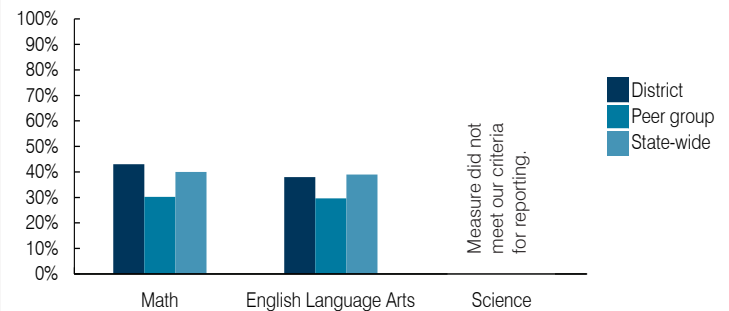
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	100%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	42%	39%	19%
Special education population	0%	17%	12%
Students per teacher	8.6	12.3	18.4
Average teacher salary	\$61,380	\$46,899	\$48,951
Amount from Prop 301	\$7,030	\$4,418	\$6,411
Average years of teacher experience	17.1	13.4	11.4
Percentage of teachers in first 3 years	0%	6%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,019	\$ 1,755	\$ 3,021	\$ 1,317
State	7,032	3,480	4,788	4,011
Local	28,304	35,465	12,812	4,592
Total per pupil revenues	\$36,355	\$40,700	\$ 20,621	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 12,167	\$ 11,145	\$ 8,282
Grants	2,474	1,766	3,020
Donations and tax credits	37	70	125

Select revenues from less common sources

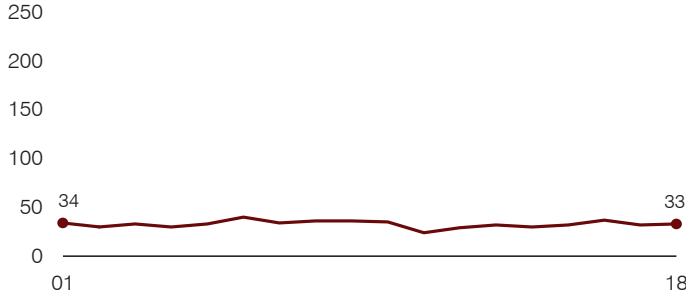
Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	16,535	15,995	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

Instructional spending percentage

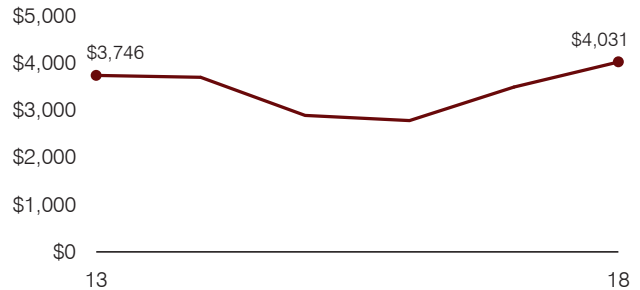
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 42.6 43.5 42.6 45.7 42.7 47.8 55.2 53.0 50.7 50.0 49.4 50.2 49.9 53.1 53.2 50.8 50.4 48.7

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

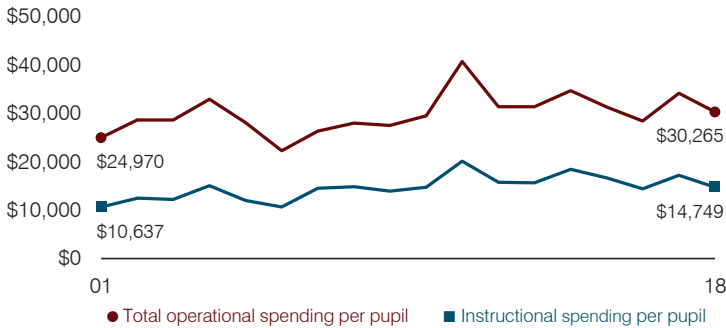
Students attending



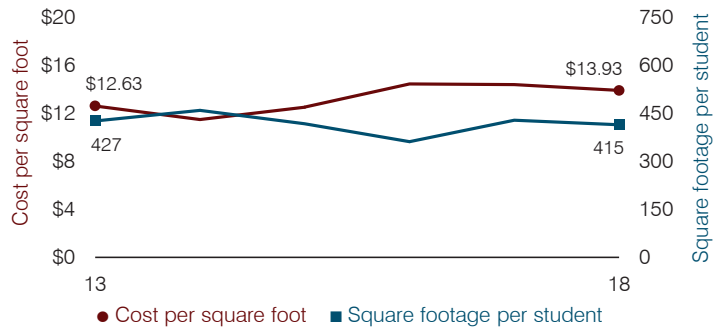
Administrative cost per pupil



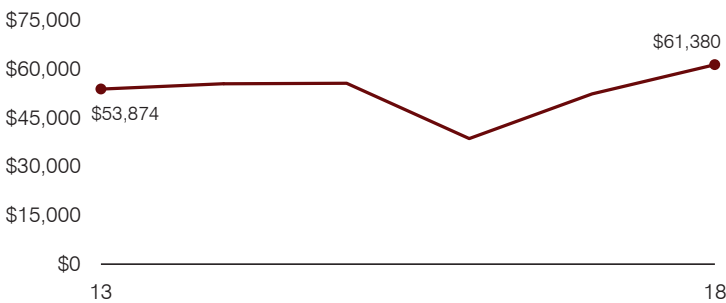
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



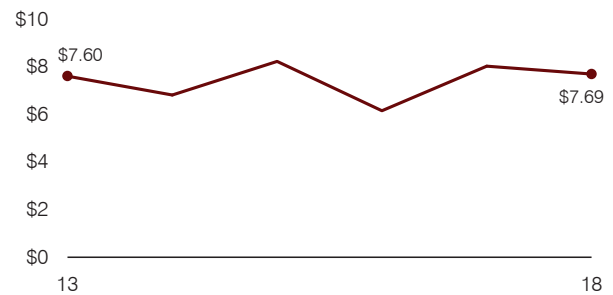
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



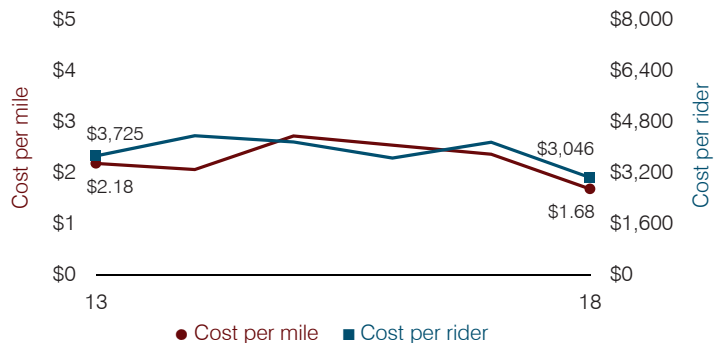
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	8.0%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Legend: **Low** (Green), **Moderate** (Yellow), **High** (Red)

Transportation costs per mile and per rider



Show Low Unified School District

Navajo County

Efficiency peer groups 4 and T-8, Achievement peer group 6¹

Legislative district(s): 6 and 7

District size, location:

Medium-large, Rural

Students attending:

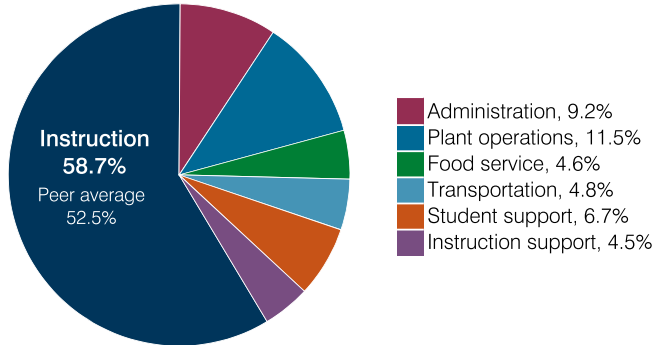
2,420

Number of schools:

5

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$691	\$837	\$860
	Students per administrative position	67	69	66
Plant operations	Cost per square foot	\$4.71	\$5.61	\$6.34
	Square footage per student	184	184	156
Food service	Cost per meal	\$3.74	\$3.16	\$3.02
Transportation	Cost per mile	\$2.68	\$3.03	\$4.05
	Cost per rider	\$1,142	\$1,225	\$1,301

Legend: Very low (green), Low (blue), Comparable (yellow), High (orange), Very high (red)

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,310	\$ 4,421	\$ 4,194	\$ 4,480
Administration	653	691	837	860
Plant operations	841	867	1,004	988
Food service	343	345	421	425
Transportation	374	361	418	388
Student support	460	507	643	693
Instruction support	385	334	480	462
Total operational	7,366	7,526	7,997	8,296
Land and buildings	111	133	570	827
Equipment	393	764	389	409
Interest	58	151	200	228
Other	54	51	69	169
Total nonoperational	616	1,099	1,228	1,633
Total per pupil spending	\$ 7,982	\$ 8,625	\$ 9,225	\$ 9,929

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

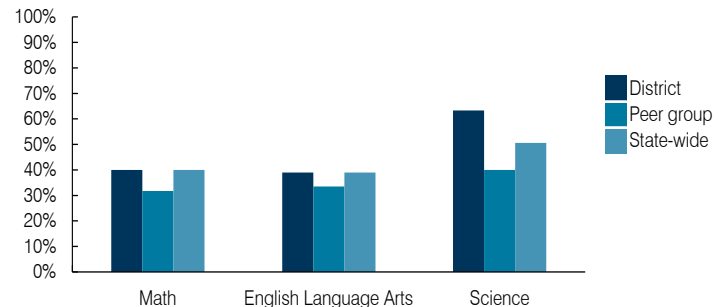
STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools ²	Percentage of schools
A	0	0%
B	3	75%
C	1	25%
D	0	0%
F	0	0%

² Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2017)	79%	85%	78%
Poverty rate (2017)	26%	29%	19%
Special education population	14%	14%	12%
Students per teacher	19.3	16.2	18.4
Average teacher salary	\$45,290	\$46,264	\$48,951
Amount from Prop 301	\$9,299	\$6,122	\$6,411
Average years of teacher experience	10.8	12.2	11.4
Percentage of teachers in first 3 years	18%	20%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,032	\$ 1,124	\$ 2,385	\$ 1,317
State	3,284	3,274	4,222	4,011
Local	3,750	3,570	3,291	4,592
Total per pupil revenues	\$ 8,066	\$ 7,968	\$ 9,898	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 5,265	\$ 5,407	\$ 5,443	\$ 5,585
Grants	1,174	1,160	1,552	1,241
Donations and tax credits	47	55	63	90

Select revenues from less common sources

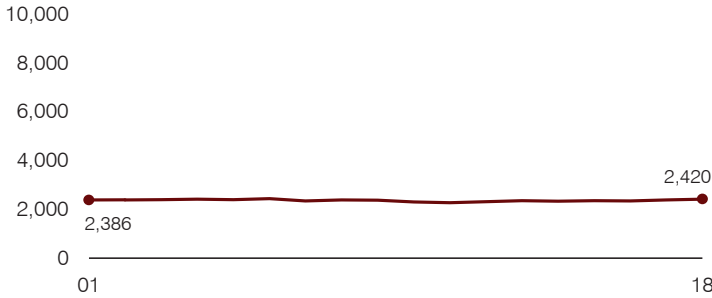
			Number of peers receiving
Desegregation	\$ 0	\$ 0	1 of 17
Small school adjustment	0	0	0 of 17
Federal impact aid	0	0	6 of 17
Voter-approved levy increases	13	2	13 of 17

Instructional spending percentage

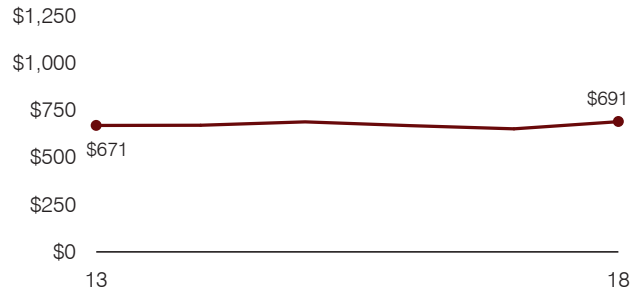
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 57.9 61.4 59.4 60.3 59.1 56.7 55.0 56.5 54.9 55.6 54.3 52.8 55.4 57.0 56.2 56.9 58.5 58.7

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

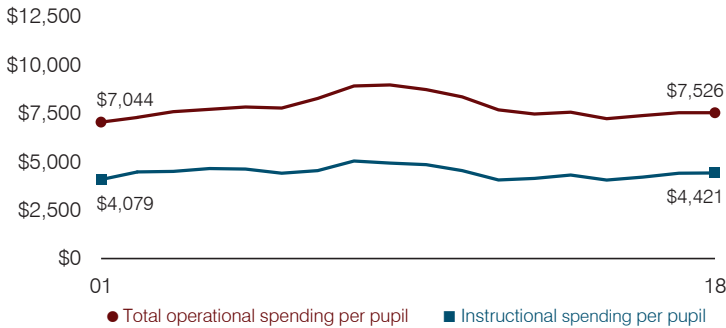
Students attending



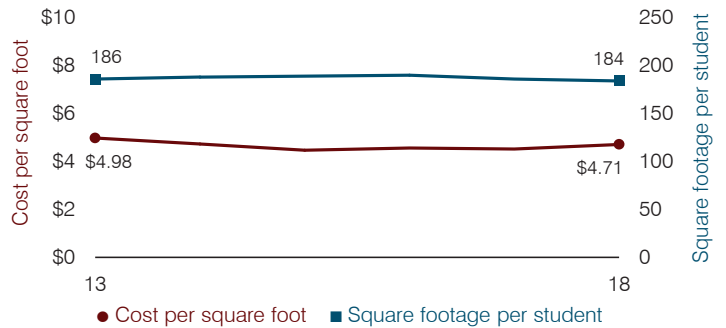
Administrative cost per pupil



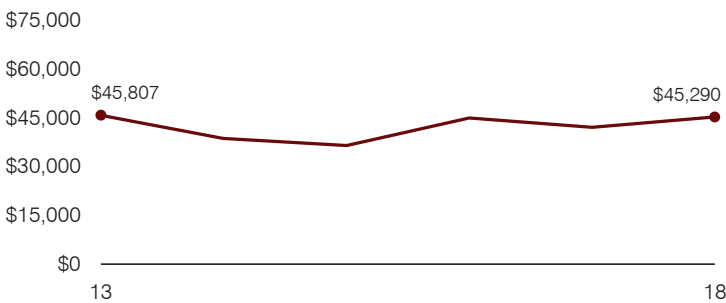
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



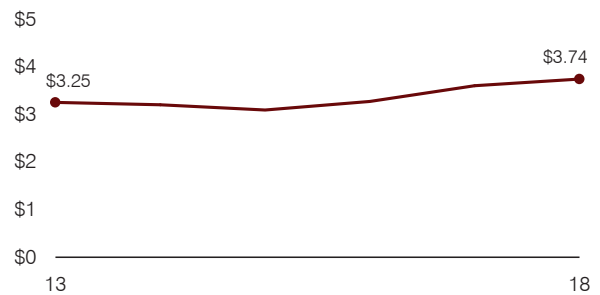
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



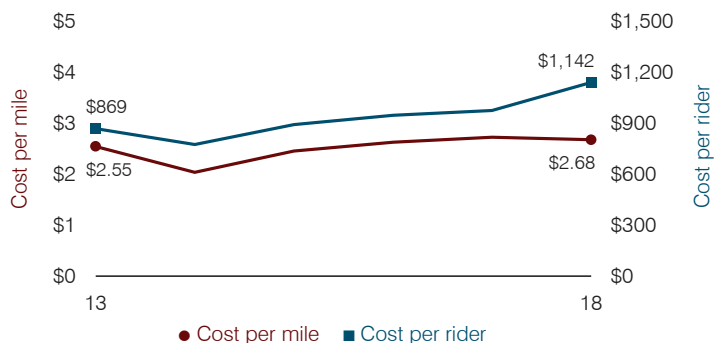
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2016 through 2018	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	Operating and capital
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	4.0%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant

Low	Moderate	High
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Transportation costs per mile and per rider



Sierra Vista Unified School District

Cochise County

Efficiency peer groups 3 and T-3, Achievement peer group 3¹

Legislative district(s): 14

District size, location:

Medium-large, City

Students attending:

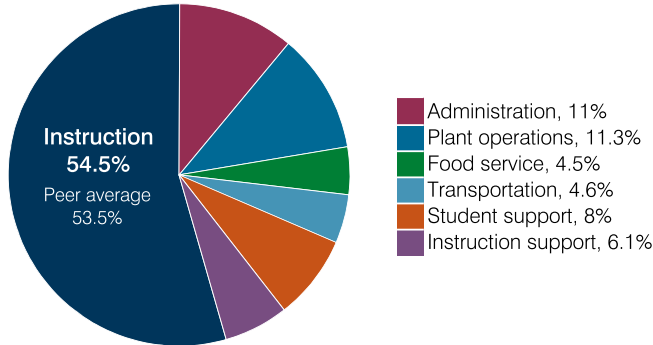
5,601

Number of schools:

8

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$847	\$846	\$860
	Students per administrative position	61	69	66
Plant operations	Cost per square foot	\$5.64	\$6.02	\$6.34
	Square footage per student	153	155	156
Food service	Cost per meal	\$3.42	\$3.20	\$3.02
Transportation	Cost per mile	\$3.75	\$4.47	\$4.05
	Cost per rider	\$995	\$1,248	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,184	\$ 4,181	\$ 4,106	\$ 4,480
Administration	904	847	846	860
Plant operations	873	863	963	988
Food service	331	347	325	425
Transportation	380	355	438	388
Student support	601	612	672	693
Instruction support	436	467	336	462
Total operational	7,709	7,672	7,686	8,296
Land and buildings	119	850	1,416	827
Equipment	427	1,134	473	409
Interest	2	78	268	228
Other	73	61	165	169
Total nonoperational	621	2,123	2,322	1,633
Total per pupil spending	\$ 8,330	\$ 9,795	\$ 10,008	\$ 9,929

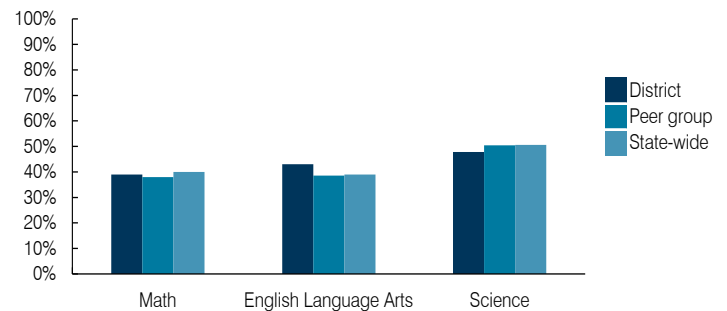
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	2	25%
B	2	25%
C	4	50%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	93%	94%
Graduation rate (2017)	92%	85%	78%
Poverty rate (2017)	19%	19%	19%
Special education population	13%	14%	12%
Students per teacher	20.7	18.7	18.4
Average teacher salary	\$50,712	\$46,859	\$48,951
Amount from Prop 301	\$5,344	\$7,342	\$6,411
Average years of teacher experience	12.9	12.1	11.4
Percentage of teachers in first 3 years	6%	15%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 812	\$ 701	\$ 730	\$ 1,317
State	3,329	3,784	3,583	4,011
Local	3,385	3,731	5,234	4,592
Total per pupil revenues	\$ 7,526	\$ 8,216	\$ 9,547	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,287	\$ 5,364	\$ 5,507
Grants	762	864	864
Donations and tax credits	60	62	184

Select revenues from less common sources

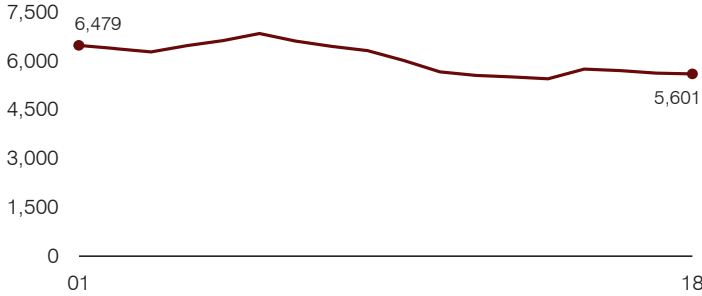
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	1 of 15
Small school adjustment	0	0	0 of 15
Federal impact aid	92	80	3 of 15
Voter-approved levy increases	0	406	15 of 15

Instructional spending percentage

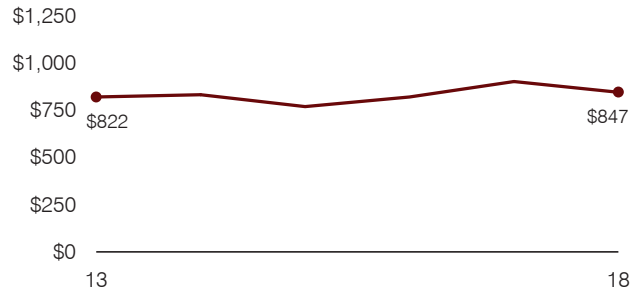
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 53.4 56.1 56.4 55.4 56.8 56.9 55.5 54.3 54.4 53.2 53.6 53.2 53.8 53.7 54.3 53.9 54.3 54.5

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

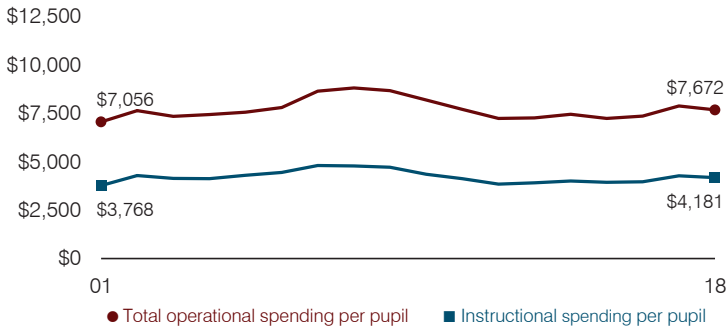
Students attending



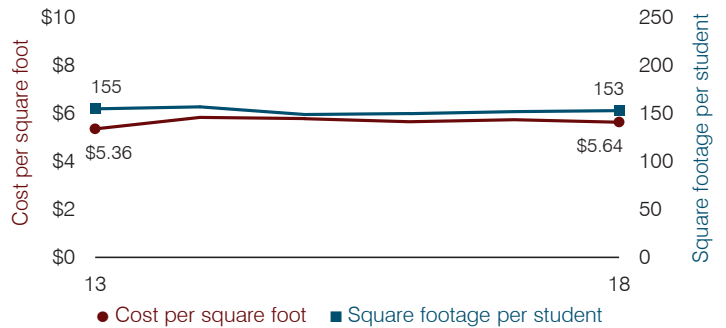
Administrative cost per pupil



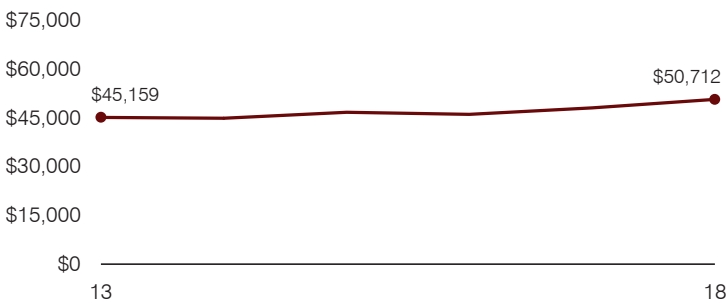
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



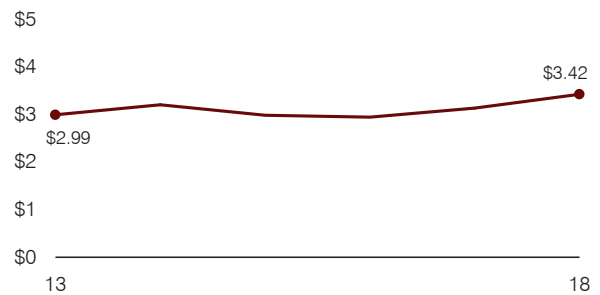
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



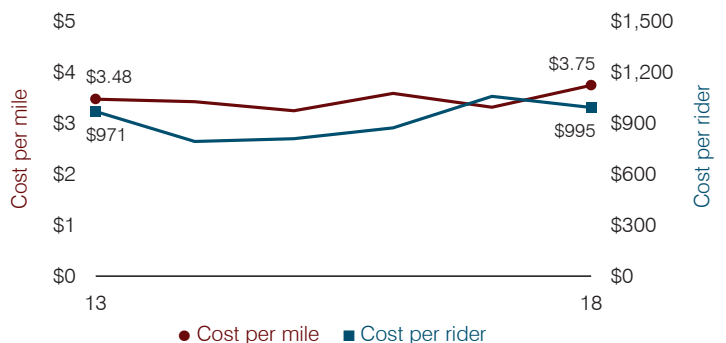
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	Capital
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	2.3%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant

Low
Moderate
High

Transportation costs per mile and per rider



Skull Valley Elementary School District

Yavapai County

District size, location:

Very small, Rural

Efficiency peer groups 11 and T-11, Achievement peer group 16¹

Students attending:

20

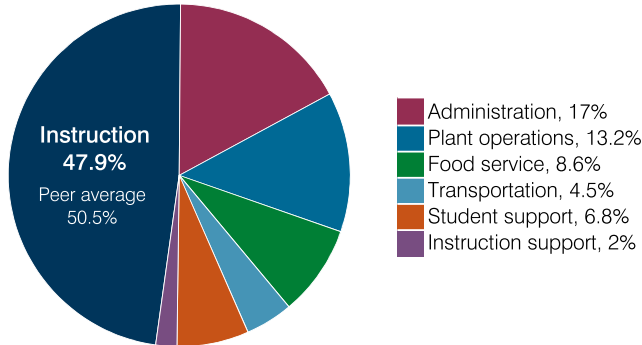
Legislative district(s): 1

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,354	\$3,064	\$860
	Students per administrative position	20	33	66
Plant operations	Cost per square foot	\$6.12	\$7.31	\$6.34
	Square footage per student	424	371	156
Food service	Cost per meal	\$13.49	\$5.79	\$3.02
Transportation	Cost per mile	\$1.32	\$1.94	\$4.05
	Cost per rider	\$649	\$1,614	\$1,301

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 11,968	\$ 9,446	\$ 8,493	\$ 4,480
Administration	4,977	3,354	3,064	860
Plant operations	4,705	2,595	2,439	988
Food service	2,477	1,702	932	425
Transportation	1,423	870	973	388
Student support	1,878	1,330	656	693
Instruction support	584	402	400	462
Total operational	28,012	19,699	16,957	8,296
Land and buildings	75	185	965	827
Equipment	346	19	562	409
Interest	0	0	25	228
Other	0	0	88	169
Total nonoperational	421	204	1,640	1,633
Total per pupil spending	\$ 28,433	\$ 19,903	\$ 18,597	\$ 9,929

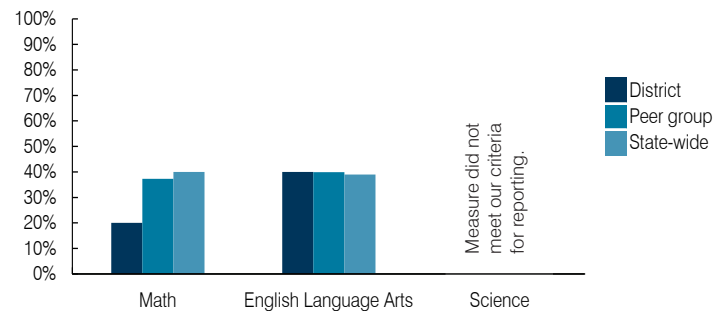
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	0	0%
D	1	100%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	12%	12%	19%
Special education population	45%	16%	12%
Students per teacher	10.1	13.4	18.4
Average teacher salary	\$43,168	\$48,478	\$48,951
Amount from Prop 301	\$3,524	\$4,651	\$6,411
Average years of teacher experience	17.0	15.3	11.4
Percentage of teachers in first 3 years	0%	6%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,989	\$ 1,446	\$ 3,021	\$ 1,317
State	5,940	3,696	4,788	4,011
Local	16,288	16,600	12,812	4,592
Total per pupil revenues	\$ 24,217	\$ 21,742	\$ 20,621	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 12,244	\$ 8,287	\$ 8,282	\$ 5,585
Grants	1,995	1,473	3,020	1,241
Donations and tax credits	217	143	125	90

Select revenues from less common sources

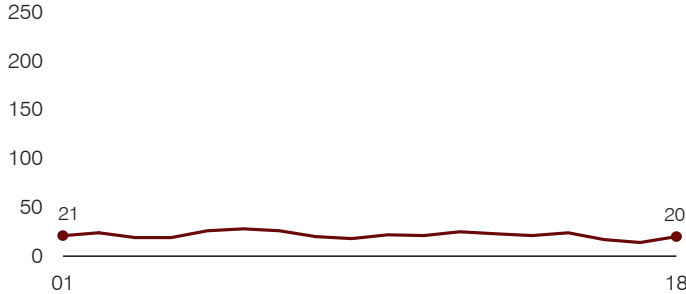
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	12,646	7,095	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

Instructional spending percentage

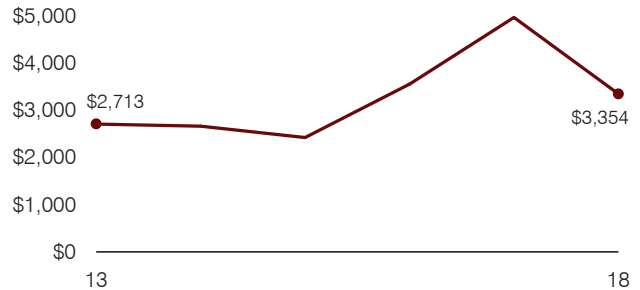
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 53.3 51.7 52.0 56.4 49.6 54.6 53.6 57.1 52.0 53.1 51.8 54.3 47.9 48.1 52.5 46.4 42.7 47.9

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

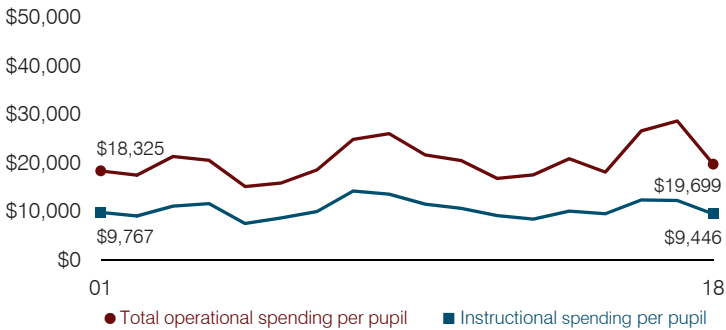
Students attending



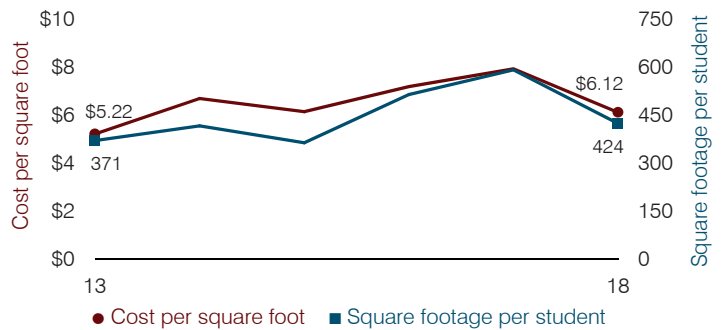
Administrative cost per pupil



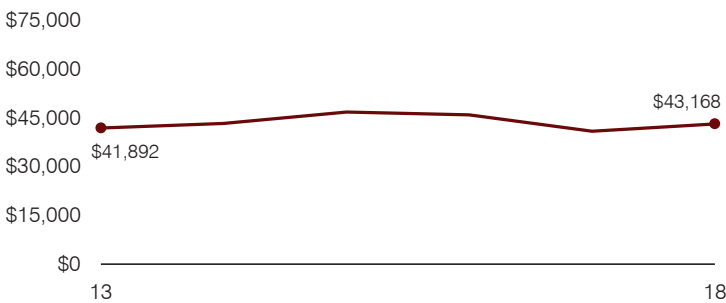
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



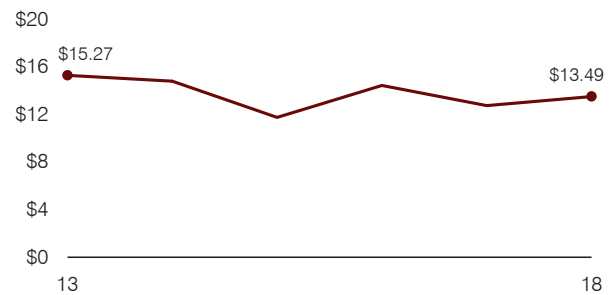
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



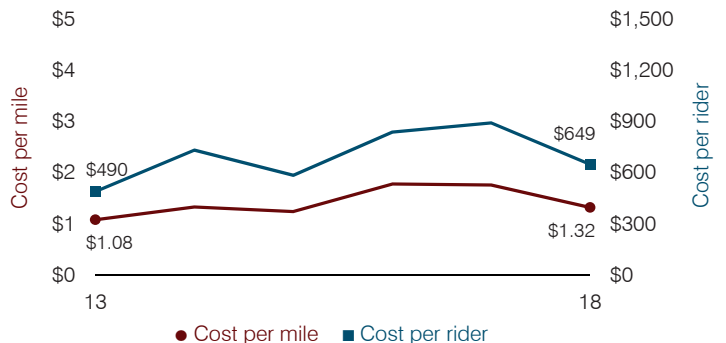
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	25.8%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Not assessed



Transportation costs per mile and per rider



Snowflake Unified School District

Navajo County

Efficiency peer groups 4 and T-7, Achievement peer group 5¹

Legislative district(s): 6

District size, location:

Medium-large, Town

Students attending:

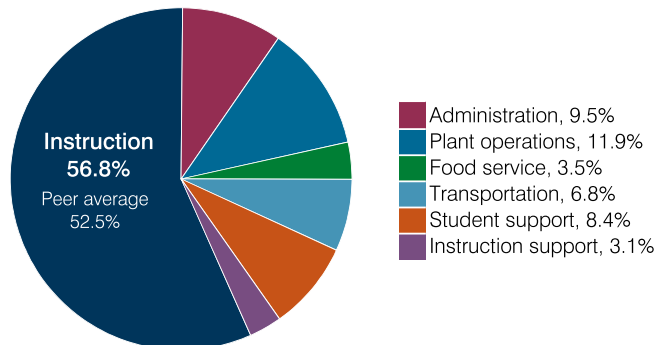
2,490

Number of schools:

6

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$619	\$837	\$860
	Students per administrative position	98	69	66
Plant operations	Cost per square foot	\$4.49	\$5.61	\$6.34
	Square footage per student	172	184	156
Food service	Cost per meal	\$3.63	\$3.16	\$3.02
Transportation	Cost per mile	NR	\$3.35	\$4.05
	Cost per rider	\$1,419	\$1,057	\$1,301

Very low
Low
Comparable
High
Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,612	\$ 3,691	\$ 4,194	\$ 4,480
Administration	579	619	837	860
Plant operations	676	772	1,004	988
Food service	208	229	421	425
Transportation	426	444	418	388
Student support	603	547	643	693
Instruction support	222	200	480	462
Total operational	6,326	6,502	7,997	8,296
Land and buildings	36	89	570	827
Equipment	270	209	389	409
Interest	110	97	200	228
Other	1	5	69	169
Total nonoperational	417	400	1,228	1,633
Total per pupil spending	\$ 6,743	\$ 6,902	\$ 9,225	\$ 9,929

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

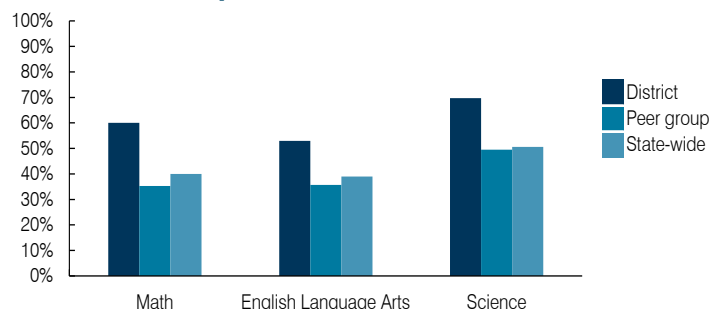
STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools ²	Percentage of schools
A	4	100%
B	0	0%
C	0	0%
D	0	0%
F	0	0%

² Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2017)	93%	86%	78%
Poverty rate (2017)	21%	22%	19%
Special education population	14%	13%	12%
Students per teacher	22.3	17.6	18.4
Average teacher salary	\$45,753	\$44,777	\$48,951
Amount from Prop 301	\$8,309	\$6,708	\$6,411
Average years of teacher experience	12.8	13.0	11.4
Percentage of teachers in first 3 years	21%	17%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 929	\$ 934	\$ 2,385	\$ 1,317
State	4,358	4,553	4,222	4,011
Local	2,260	2,052	3,291	4,592
Total per pupil revenues	\$ 7,547	\$ 7,539	\$ 9,898	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 5,156	\$ 5,261	\$ 5,443	\$ 5,585
Grants	913	928	1,552	1,241
Donations and tax credits	29	26	63	90

Select revenues from less common sources

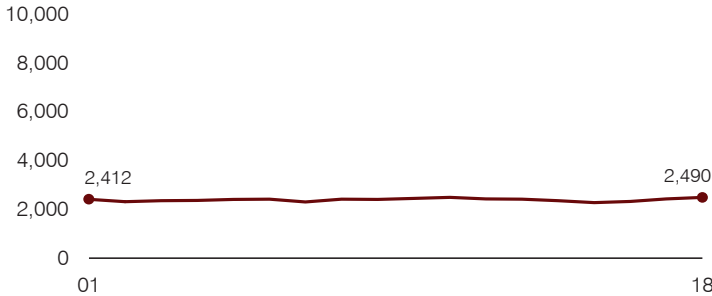
			Number of peers receiving
Desegregation	\$ 0	\$ 0	1 of 17
Small school adjustment	0	0	0 of 17
Federal impact aid	0	0	6 of 17
Voter-approved levy increases	350	335	13 of 17

Instructional spending percentage

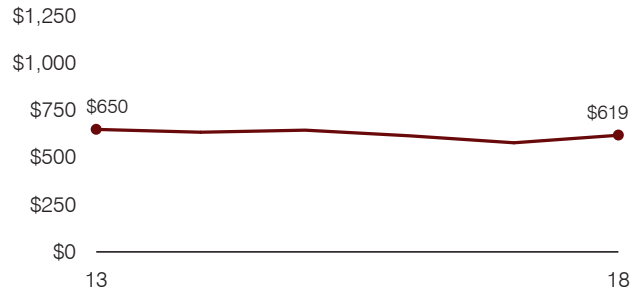
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 61.1 60.9 60.7 57.3 58.4 58.0 59.4 59.6 59.5 59.3 59.0 56.1 56.5 57.8 57.9 55.8 57.1 56.8

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

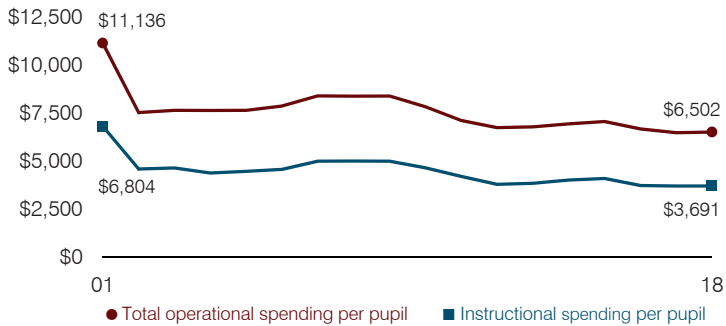
Students attending



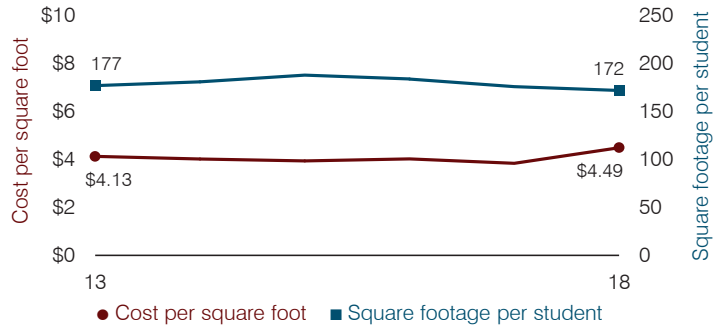
Administrative cost per pupil



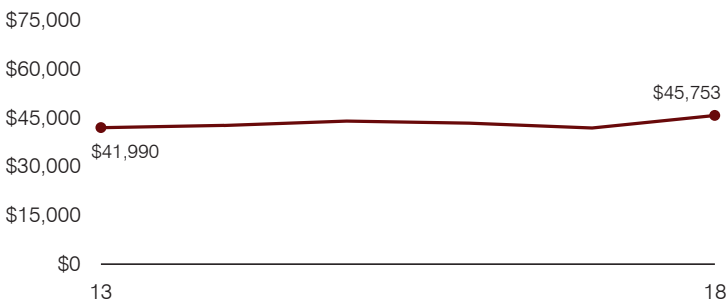
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



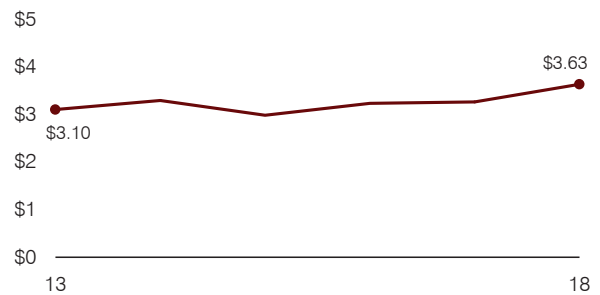
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



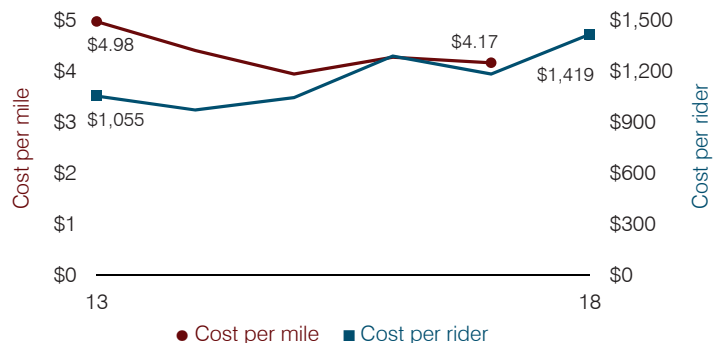
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	10.7%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low Moderate High

Transportation costs per mile and per rider



Solomon Elementary School District

Graham County

District size, location:

Very small, Town

Efficiency peer groups 11 and T-11, Achievement peer group 17¹

Students attending:

182

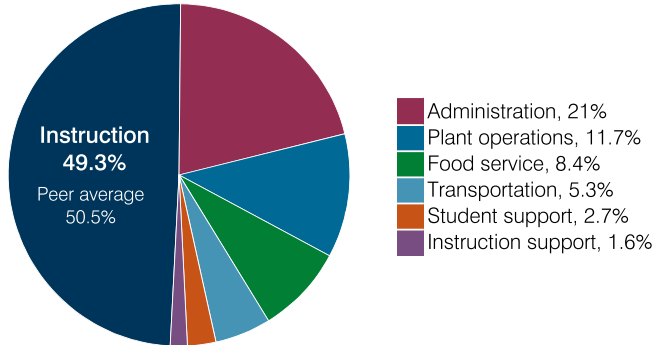
Legislative district(s): 14

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,942	\$3,064	\$860
	Students per administrative position	47	33	66
Plant operations	Cost per square foot	\$4.45	\$7.31	\$6.34
	Square footage per student	244	371	156
Food service	Cost per meal	\$3.79	\$5.79	\$3.02
Transportation	Cost per mile	\$2.42	\$1.94	\$4.05
	Cost per rider	NR	\$1,614	\$1,301

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,723	\$ 4,562	\$ 8,493	\$ 4,480
Administration	2,034	1,942	3,064	860
Plant operations	874	1,085	2,439	988
Food service	771	774	932	425
Transportation	461	486	973	388
Student support	308	251	656	693
Instruction support	282	155	400	462
Total operational	9,453	9,255	16,957	8,296
Land and buildings	1,160	2,526	965	827
Equipment	827	287	562	409
Interest	0	0	25	228
Other	8	1	88	169
Total nonoperational	1,995	2,814	1,640	1,633
Total per pupil spending	\$ 11,448	\$ 12,069	\$ 18,597	\$ 9,929

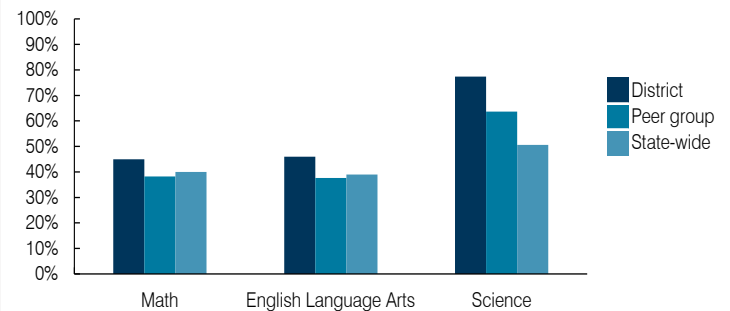
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	16%	19%	19%
Special education population	8%	13%	12%
Students per teacher	20.9	14.1	18.4
Average teacher salary	\$46,904	\$50,510	\$48,951
Amount from Prop 301	\$5,017	\$5,096	\$6,411
Average years of teacher experience	15.7	13.8	11.4
Percentage of teachers in first 3 years	0%	9%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,575	\$ 1,331	\$ 3,021	\$ 1,317
State	6,062	9,801	4,788	4,011
Local	2,387	2,635	12,812	4,592
Total per pupil revenues	\$ 10,024	\$ 13,767	\$ 20,621	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 6,738	\$ 7,027	\$ 8,282	\$ 5,585
Grants	1,767	5,010	3,020	1,241
Donations and tax credits	50	41	125	90

Select revenues from less common sources

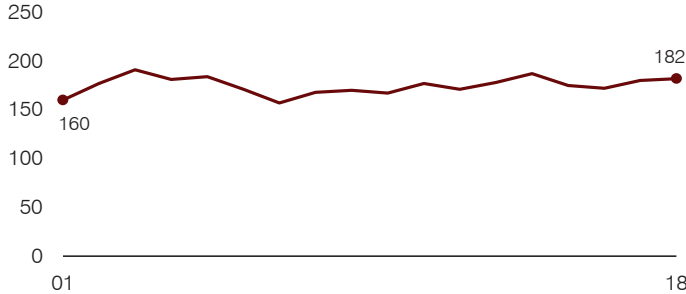
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	0	0	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

Instructional spending percentage

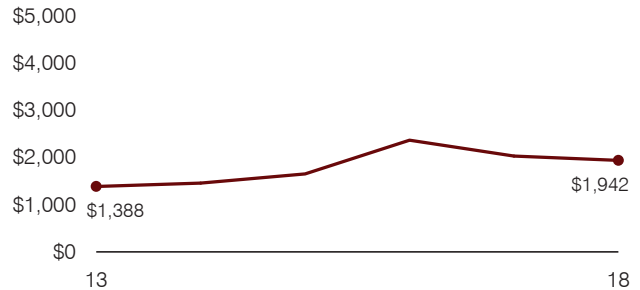
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 49.0 52.1 54.5 50.9 55.1 54.1 55.3 53.8 51.6 52.9 54.1 52.3 53.3 52.8 51.2 45.6 50.0 49.3

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

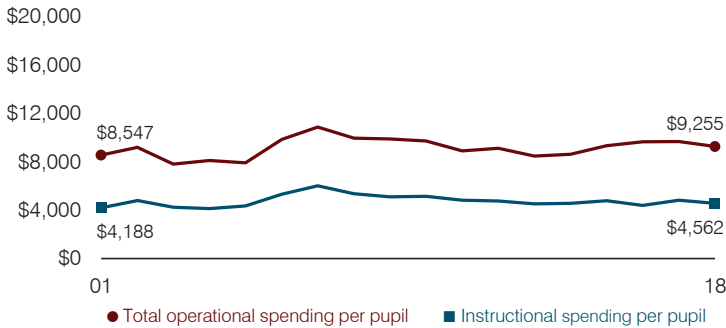
Students attending



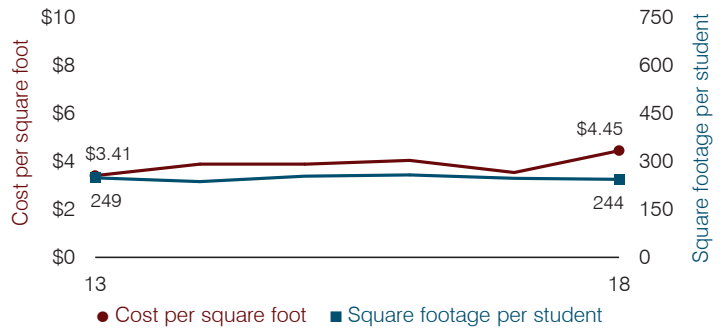
Administrative cost per pupil



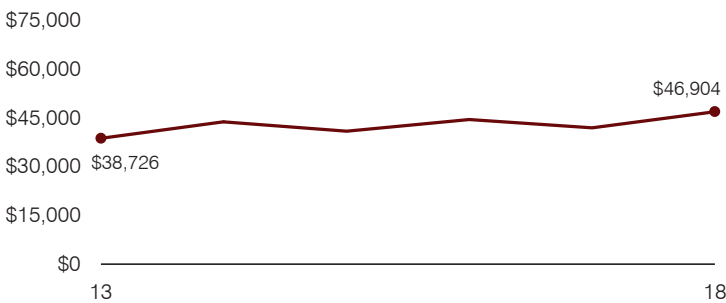
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



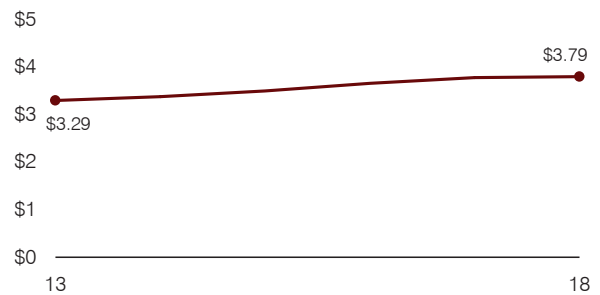
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



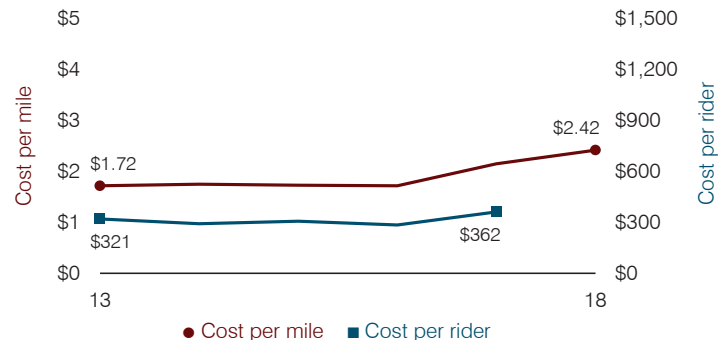
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	5.9%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Somerton Elementary School District

Yuma County

Efficiency peer groups 9 and T-6, Achievement peer group 20¹

Legislative district(s): 4

District size, location:

Medium-large, Town

Students attending:

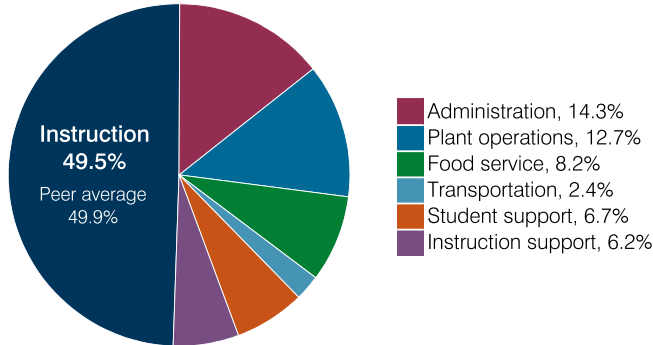
2,867

Number of schools:

5

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,033	\$1,098	\$860
	Students per administrative position	57	59	66
Plant operations	Cost per square foot	\$7.53	\$6.52	\$6.34
	Square footage per student	122	161	156
Food service	Cost per meal	\$2.78	\$3.10	\$3.02
Transportation	Cost per mile	\$3.33	\$3.96	\$4.05
	Cost per rider	\$535	\$721	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,658	\$ 3,584	\$ 4,233	\$ 4,480
Administration	1,013	1,033	1,098	860
Plant operations	865	917	1,034	988
Food service	647	590	591	425
Transportation	173	174	526	388
Student support	499	486	584	693
Instruction support	460	450	462	462
Total operational	7,315	7,234	8,528	8,296
Land and buildings	300	646	416	827
Equipment	890	282	316	409
Interest	72	59	75	228
Other	146	140	170	169
Total nonoperational	1,408	1,127	977	1,633
Total per pupil spending	\$ 8,723	\$ 8,361	\$ 9,505	\$ 9,929

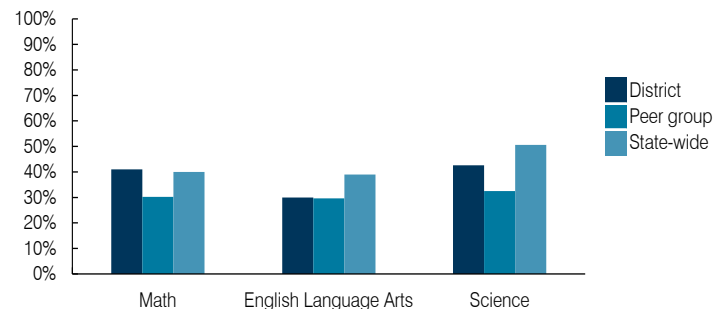
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	1	20%
B	3	60%
C	1	20%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	36%	39%	19%
Special education population	11%	17%	12%
Students per teacher	20.8	12.3	18.4
Average teacher salary	\$44,508	\$46,899	\$48,951
Amount from Prop 301	\$5,350	\$4,418	\$6,411
Average years of teacher experience	9.8	13.4	11.4
Percentage of teachers in first 3 years	15%	6%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,893	\$ 1,880	\$ 1,836	\$ 1,317
State	5,112	5,202	4,904	4,011
Local	974	1,164	2,715	4,592
Total per pupil revenues	\$ 7,979	\$ 8,246	\$ 9,455	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,016	\$ 5,016	\$ 5,707
Grants	1,939	1,916	2,113
Donations and tax credits	31	23	67

Select revenues from less common sources

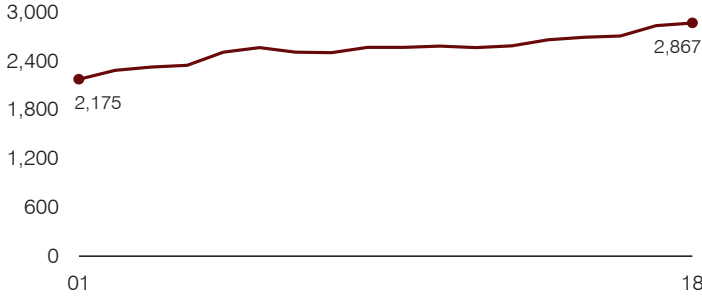
Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	0 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	21	20	3 of 10
Voter-approved levy increases	427	453	8 of 10

Instructional spending percentage

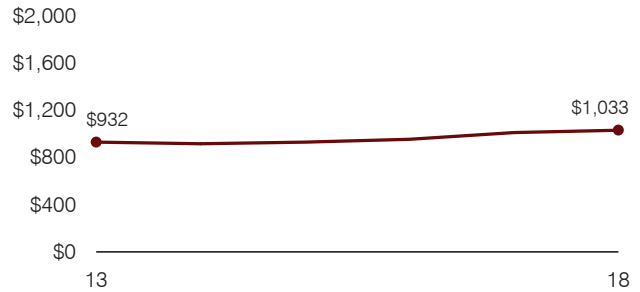
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 50.4 51.4 52.1 51.7 50.7 50.5 50.6 47.9 49.6 49.7 47.1 46.6 47.1 47.7 48.9 49.1 50.0 49.5

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

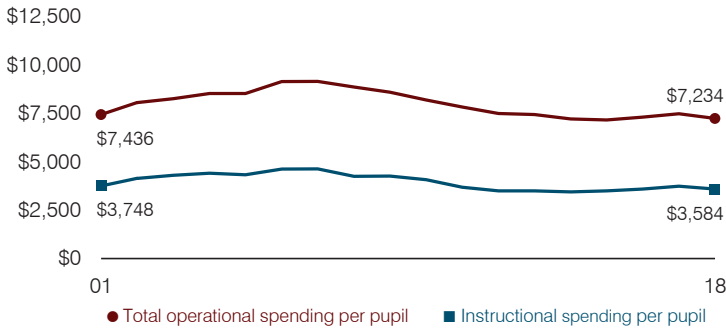
Students attending



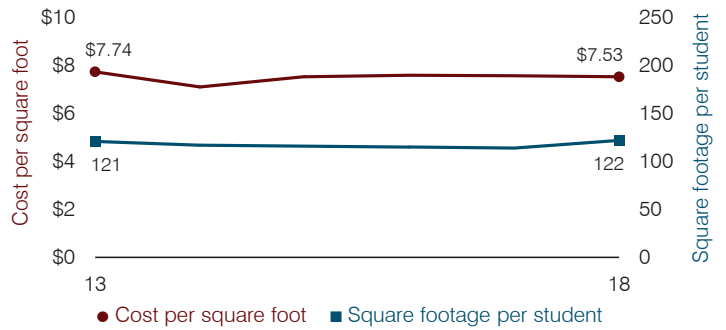
Administrative cost per pupil



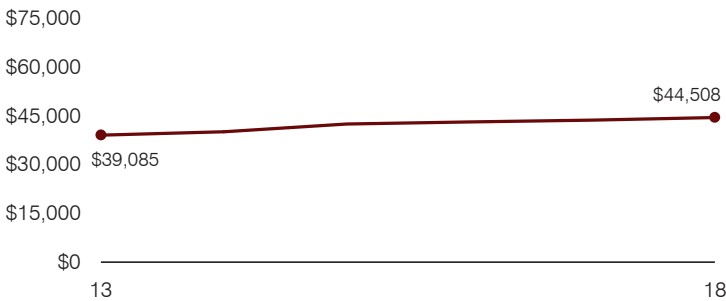
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



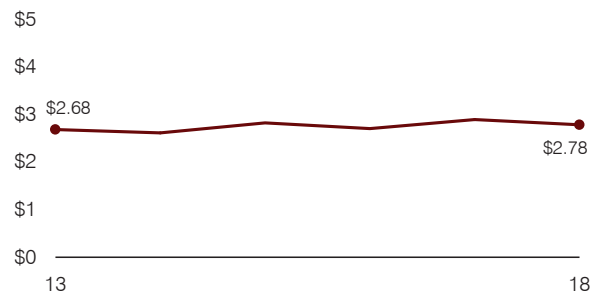
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



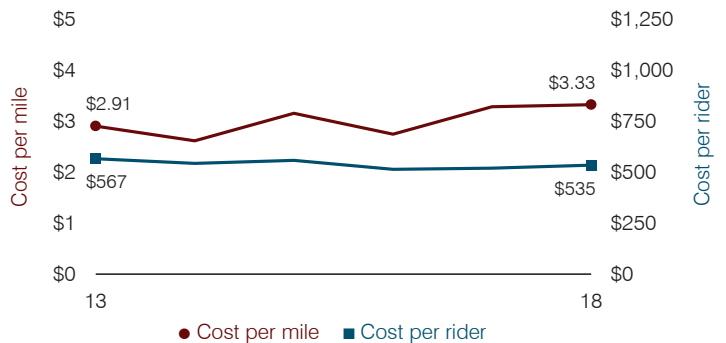
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	5.0%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low **Moderate** **High**

Transportation costs per mile and per rider



Sonoita Elementary School District

Santa Cruz County

Efficiency peer groups 11 and T-11, Achievement peer group 17¹

Legislative district(s): 2

District size, location:

Very small, Rural

Students attending:

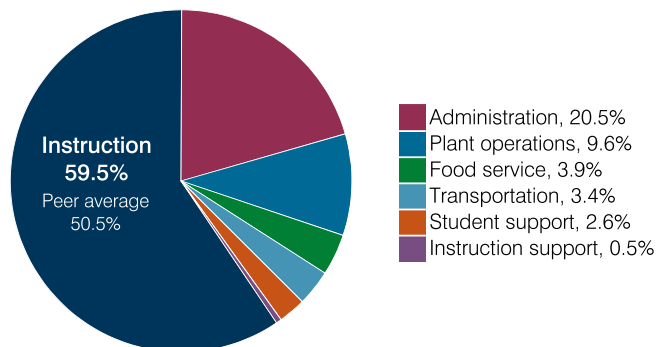
106

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$4,014	\$3,064	\$860
	Students per administrative position	24	33	66
Plant operations	Cost per square foot	\$6.33	\$7.31	\$6.34
	Square footage per student	299	371	156
Food service	Cost per meal	\$5.66	\$5.79	\$3.02
Transportation	Cost per mile	\$1.26	\$1.94	\$4.05
	Cost per rider	\$1,375	\$1,614	\$1,301

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 11,803	\$ 11,655	\$ 8,493	\$ 4,480
Administration	3,922	4,014	3,064	860
Plant operations	1,572	1,891	2,439	988
Food service	782	769	932	425
Transportation	666	672	973	388
Student support	494	507	656	693
Instruction support	60	93	400	462
Total operational	19,299	19,601	16,957	8,296
Land and buildings	79	217	965	827
Equipment	635	401	562	409
Interest	0	0	25	228
Other	0	0	88	169
Total nonoperational	714	618	1,640	1,633
Total per pupil spending	\$ 20,013	\$ 20,219	\$ 18,597	\$ 9,929

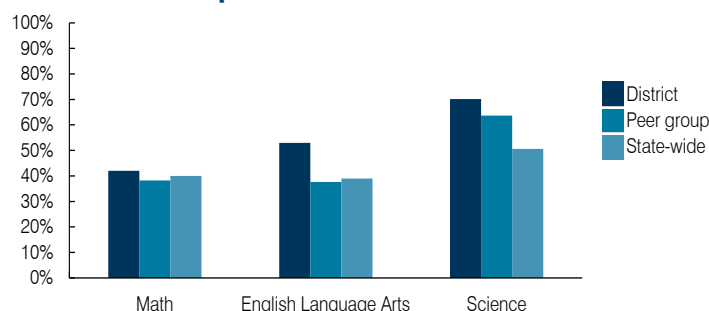
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	21%	19%	19%
Special education population	21%	13%	12%
Students per teacher	7.6	14.1	18.4
Average teacher salary	\$49,597	\$50,510	\$48,951
Amount from Prop 301	\$1,857	\$5,096	\$6,411
Average years of teacher experience	10.4	13.8	11.4
Percentage of teachers in first 3 years	30%	9%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,864	\$ 824	\$ 3,021	\$ 1,317
State	4,096	3,372	4,788	4,011
Local	14,261	14,613	12,812	4,592
Total per pupil revenues	\$ 20,221	\$ 18,809	\$ 20,621	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 8,223	\$ 7,268	\$ 8,282
Grants	1,943	1,008	3,020
Donations and tax credits	211	275	125

Select revenues from less common sources

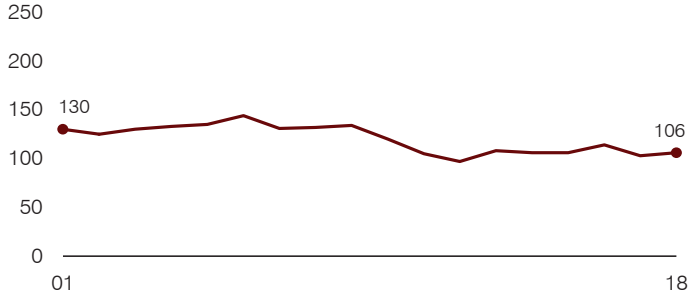
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	5,635	5,206	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

Instructional spending percentage

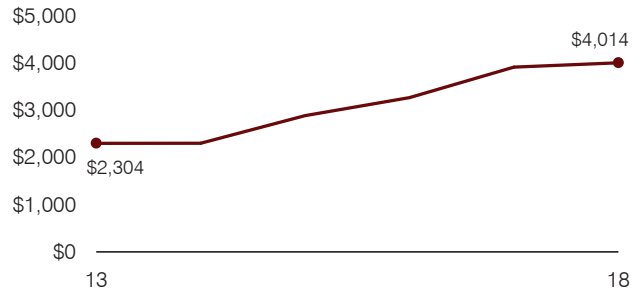
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 65.5 63.7 68.3 74.2 68.1 66.7 68.5 65.7 69.6 64.7 59.7 57.9 61.0 58.9 55.1 56.0 61.2 59.5

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

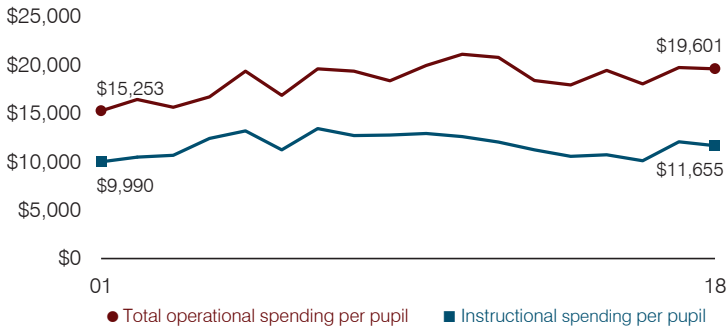
Students attending



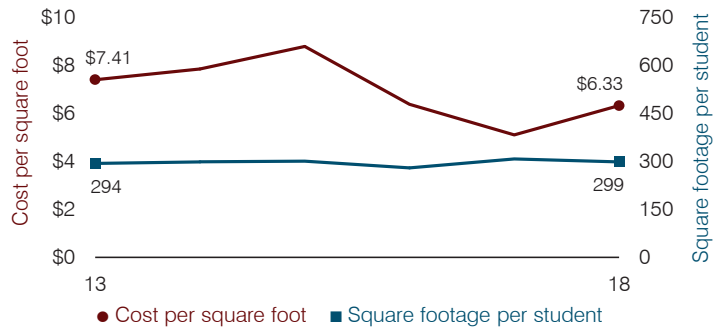
Administrative cost per pupil



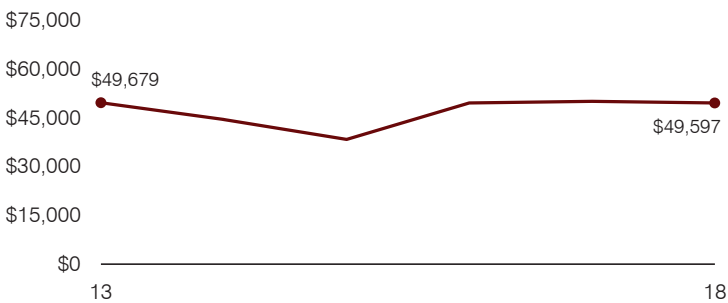
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



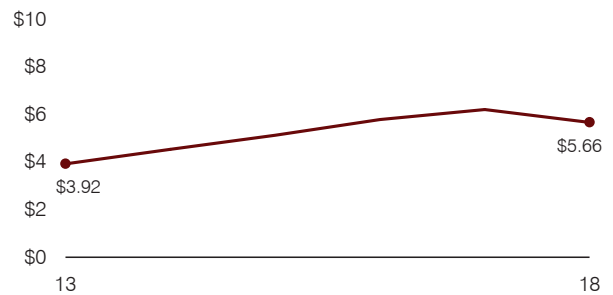
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



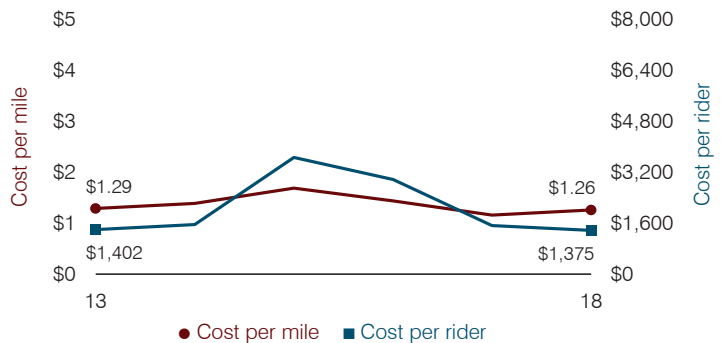
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	10.7%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



St. David Unified School District

Cochise County

Efficiency peer groups 6 and T-8, Achievement peer group 4¹

Legislative district(s): 14

District size, location:

Small, Rural

Students attending:

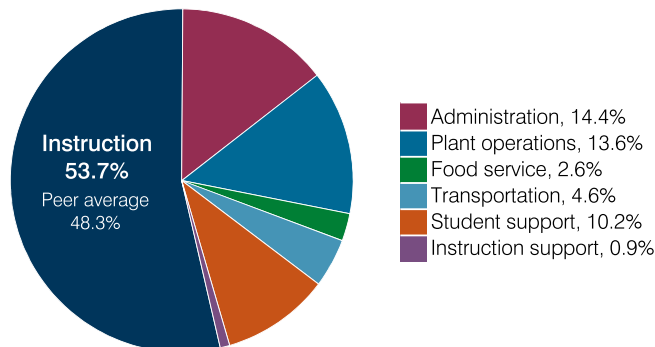
350

Number of schools:

2

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,383	\$1,744	\$860
	Students per administrative position	44	43	66
Plant operations	Cost per square foot	\$5.73	\$5.27	\$6.34
	Square footage per student	227	321	156
Food service	Cost per meal	\$3.30	\$3.96	\$3.02
Transportation	Cost per mile	\$3.18	\$3.03	\$4.05
	Cost per rider	\$1,520	\$1,225	\$1,301

Legend: Very low (green), Low (blue), Comparable (yellow), High (orange), Very high (red)

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 5,528	\$ 5,169	\$ 5,556	\$ 4,480
Administration	1,625	1,383	1,744	860
Plant operations	1,342	1,304	1,706	988
Food service	188	252	546	425
Transportation	428	443	592	388
Student support	1,342	986	672	693
Instruction support	92	86	393	462
Total operational	10,545	9,623	11,209	8,296
Land and buildings	492	500	1,077	827
Equipment	404	137	601	409
Interest	11	11	162	228
Other	0	9	60	169
Total nonoperational	907	657	1,900	1,633
Total per pupil spending	\$ 11,452	\$ 10,280	\$ 13,109	\$ 9,929

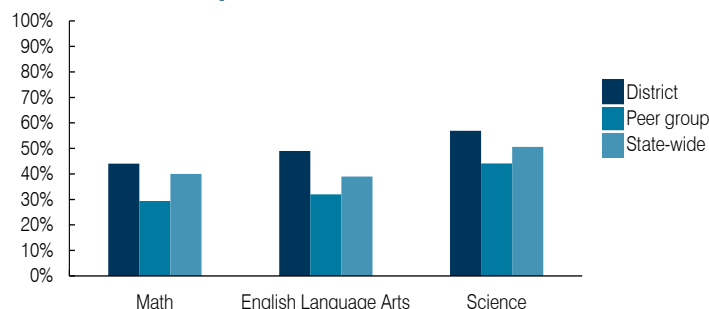
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	1	50%
B	1	50%
C	0	0%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	92%	85%	78%
Poverty rate (2017)	12%	13%	19%
Special education population	18%	13%	12%
Students per teacher	14.0	16.6	18.4
Average teacher salary	\$43,312	\$47,740	\$48,951
Amount from Prop 301	\$6,245	\$6,338	\$6,411
Average years of teacher experience	14.9	11.9	11.4
Percentage of teachers in first 3 years	13%	17%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,397	\$ 847	\$ 2,405	\$ 1,317
State	5,024	5,634	4,080	4,011
Local	5,257	4,189	8,027	4,592
Total per pupil revenues	\$ 11,678	\$ 10,670	\$ 14,512	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 7,183	\$ 7,082	\$ 7,175
Grants	1,826	1,649	2,252
Donations and tax credits	255	90	337

Select revenues from less common sources

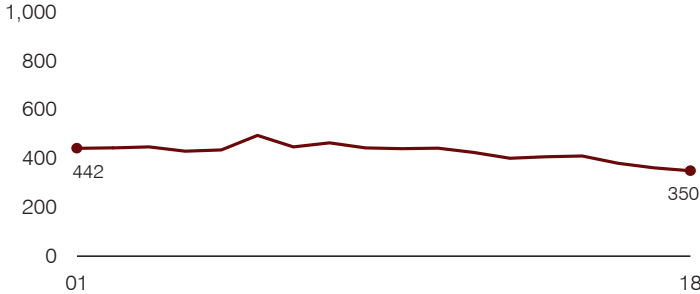
Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	0 of 18
Small school adjustment	0	0	5 of 18
Federal impact aid	0	0	3 of 18
Voter-approved levy increases	1,319	716	14 of 18

Instructional spending percentage

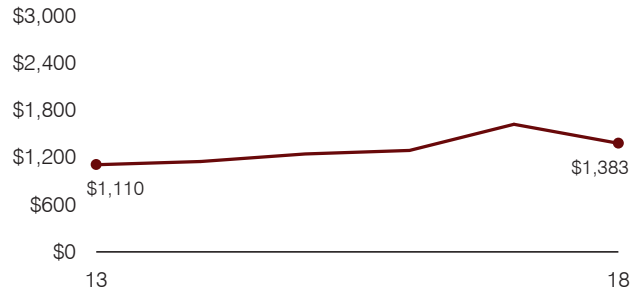
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 49.1 67.1 60.5 54.5 58.8 56.9 58.6 57.5 57.9 56.0 57.4 54.9 52.8 55.6 50.6 52.6 52.4 53.7

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

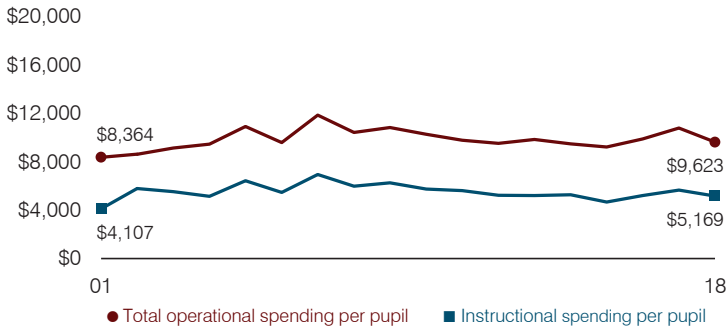
Students attending



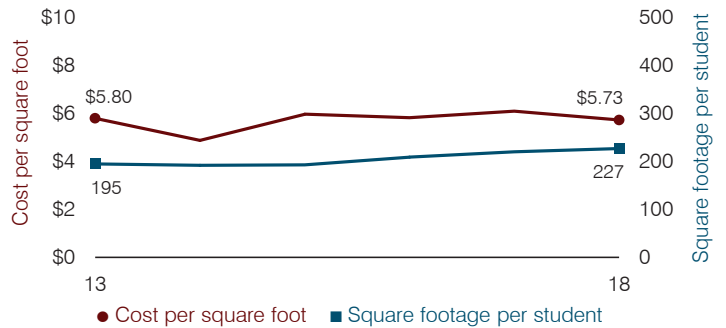
Administrative cost per pupil



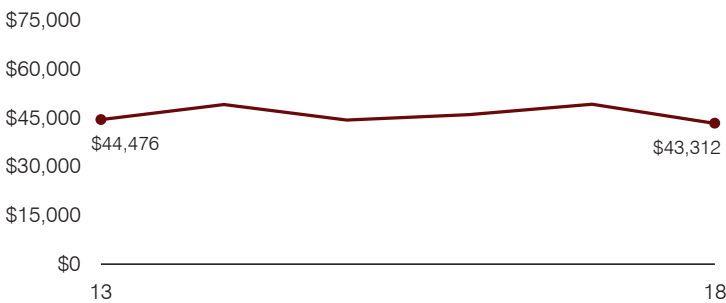
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



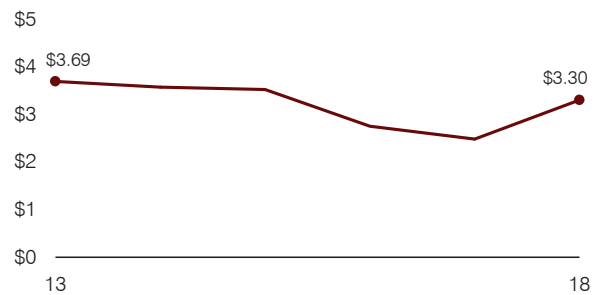
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



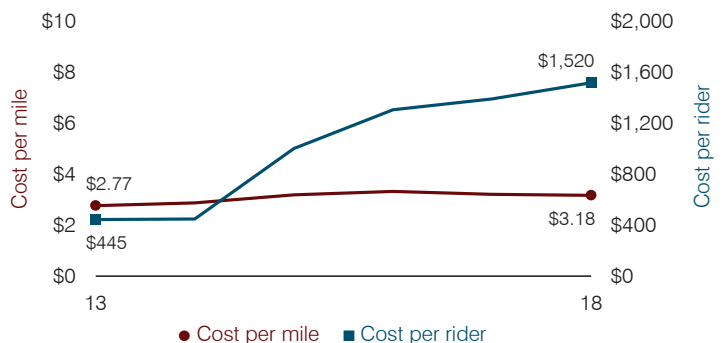
Financial stress assessment

Overall financial stress level: **High**

Measure: 2016 through 2018	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	Operating and capital
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	1.9%, Varying
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



St. Johns Unified School District

Apache County

Efficiency peer groups 5 and T-10, Achievement peer group 6¹

Legislative district(s): 7

District size, location:

Medium, Town

Students attending:

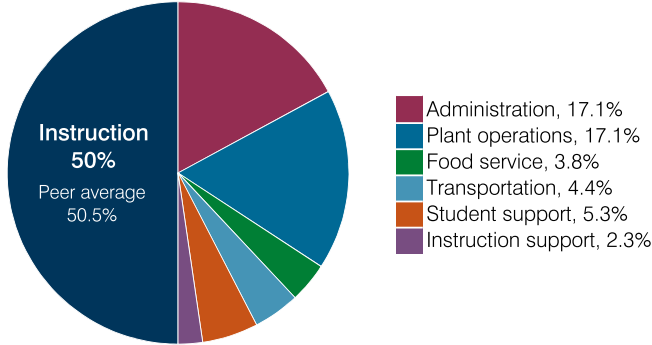
804

Number of schools:

4

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,617	\$1,221	\$860
	Students per administrative position	38	54	66
Plant operations	Cost per square foot	\$4.40	\$5.43	\$6.34
	Square footage per student	369	257	156
Food service	Cost per meal	\$4.24	\$3.66	\$3.02
Transportation	Cost per mile	\$1.44	\$1.95	\$4.05
	Cost per rider	\$1,371	\$1,572	\$1,301

Legend: Very low (green), Low (blue), Comparable (yellow), High (orange), Very high (red)

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,559	\$ 4,741	\$ 4,824	\$ 4,480
Administration	1,255	1,617	1,221	860
Plant operations	1,630	1,624	1,365	988
Food service	348	366	437	425
Transportation	378	414	532	388
Student support	671	499	623	693
Instruction support	351	222	359	462
Total operational	9,192	9,483	9,361	8,296
Land and buildings	380	940	799	827
Equipment	400	401	433	409
Interest	0	0	248	228
Other	58	4	71	169
Total nonoperational	838	1,345	1,551	1,633
Total per pupil spending	\$ 10,030	\$ 10,828	\$ 10,912	\$ 9,929

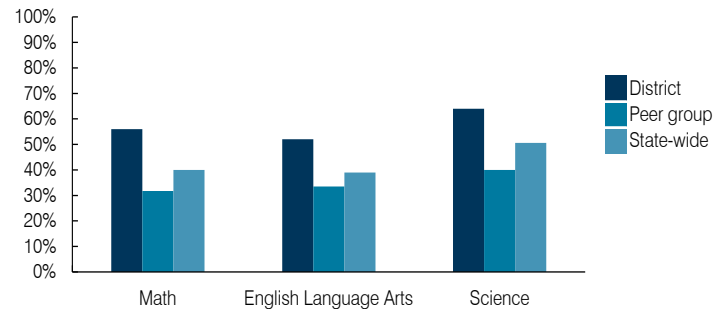
STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools ²	Percentage of schools
A	2	100%
B	0	0%
C	0	0%
D	0	0%
F	0	0%

² Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2017)	85%	85%	78%
Poverty rate (2017)	31%	29%	19%
Special education population	14%	14%	12%
Students per teacher	17.3	16.2	18.4
Average teacher salary	\$44,428	\$46,264	\$48,951
Amount from Prop 301	\$5,738	\$6,122	\$6,411
Average years of teacher experience	16.9	12.2	11.4
Percentage of teachers in first 3 years	11%	20%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,195	\$ 1,254	\$ 3,917	\$ 1,317
State	681	918	4,283	4,011
Local	8,707	9,997	4,207	4,592
Total per pupil revenues	\$ 10,583	\$ 12,169	\$ 12,407	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 6,453	\$ 6,505	\$ 5,992	\$ 5,585
Grants	1,164	1,219	1,703	1,241
Donations and tax credits	61	81	147	90

Select revenues from less common sources

			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 31
Small school adjustment	0	0	0 of 31
Federal impact aid	63	78	16 of 31
Voter-approved levy increases	570	1,241	21 of 31

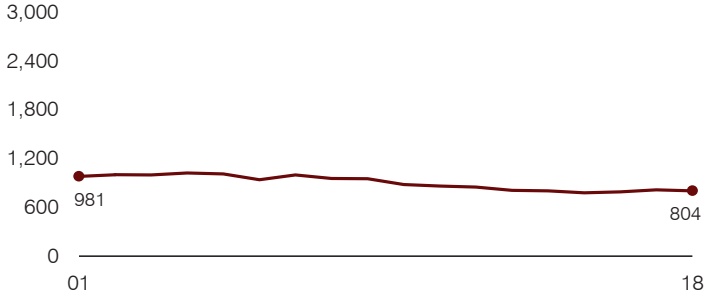
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

Instructional spending percentage

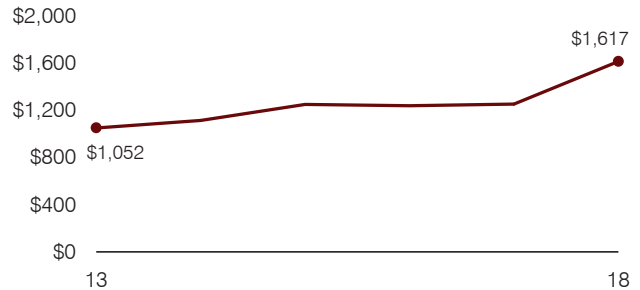
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 53.3 57.5 57.9 57.9 55.2 57.2 53.3 53.6 56.4 56.2 51.3 49.0 49.0 49.5 47.1 48.3 49.6 50.0

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

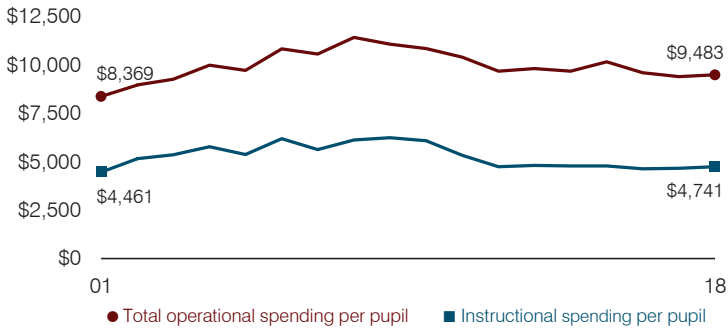
Students attending



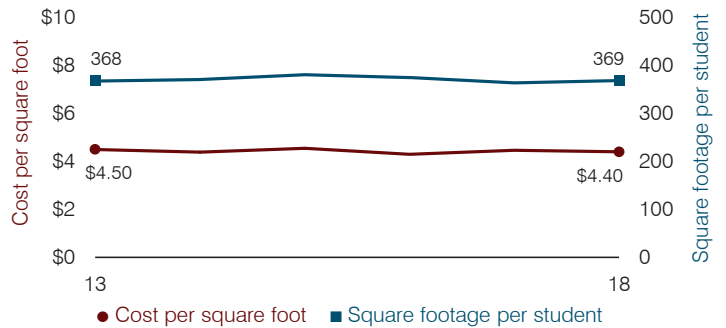
Administrative cost per pupil



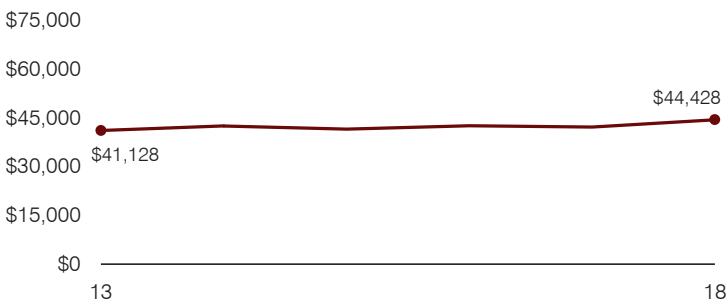
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



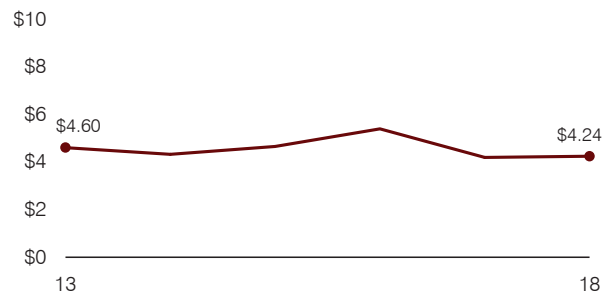
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



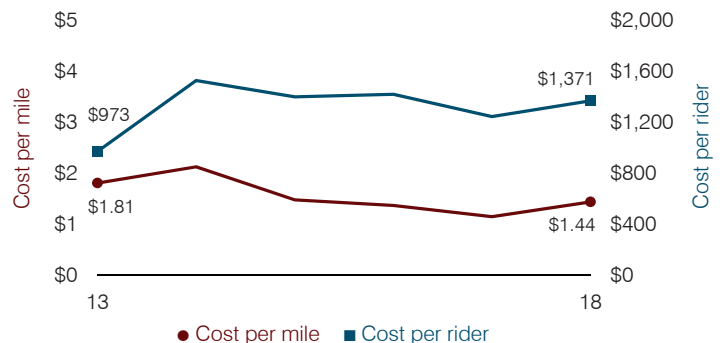
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	9.8%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Low **Moderate** **High**

Transportation costs per mile and per rider



Stanfield Elementary School District

Pinal County

Efficiency peer groups 10 and T-8, Achievement peer group 16¹

Legislative district(s): 4 and 11

District size, location:

Small, Rural

Students attending:

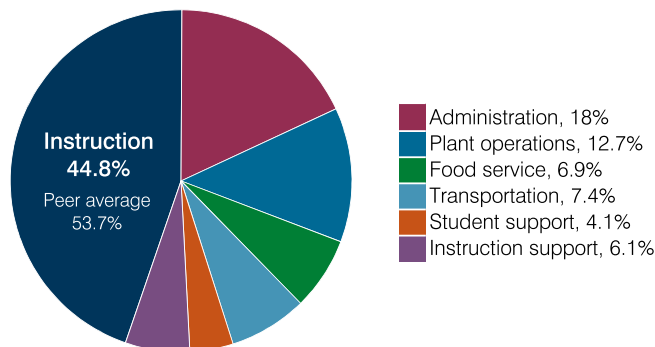
463

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,915	\$1,194	\$860
	Students per administrative position	43	60	66
Plant operations	Cost per square foot	\$6.44	\$6.78	\$6.34
	Square footage per student	210	176	156
Food service	Cost per meal	\$3.10	\$3.40	\$3.02
Transportation	Cost per mile	\$2.70	\$3.03	\$4.05
	Cost per rider	\$1,033	\$1,225	\$1,301

Very low
Low
Comparable
High
Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,587	\$ 4,766	\$ 5,096	\$ 4,480
Administration	1,832	1,915	1,194	860
Plant operations	1,411	1,355	1,071	988
Food service	712	736	535	425
Transportation	836	785	586	388
Student support	344	432	498	693
Instruction support	729	645	379	462
Total operational	10,451	10,634	9,359	8,296
Land and buildings	7	62	208	827
Equipment	373	747	260	409
Interest	0	0	143	228
Other	0	0	173	169
Total nonoperational	380	809	784	1,633
Total per pupil spending	\$ 10,831	\$ 11,443	\$ 10,143	\$ 9,929

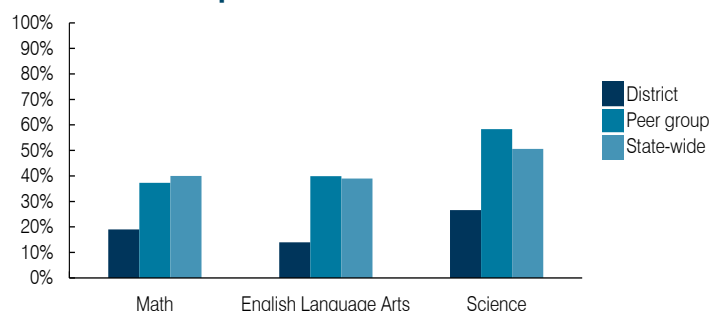
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	0	0%
D	1	100%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	91%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	13%	12%	19%
Special education population	14%	16%	12%
Students per teacher	14.5	13.4	18.4
Average teacher salary	\$42,876	\$48,478	\$48,951
Amount from Prop 301	\$3,718	\$4,651	\$6,411
Average years of teacher experience	11.9	15.3	11.4
Percentage of teachers in first 3 years	18%	6%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 2,953	\$ 2,302	\$ 2,311	\$ 1,317
State	5,793	6,066	4,860	4,011
Local	2,345	2,975	4,359	4,592
Total per pupil revenues	\$ 11,091	\$ 11,343	\$ 11,530	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 6,909	\$ 6,728	\$ 6,817	\$ 5,585
Grants	2,460	2,338	1,722	1,241
Donations and tax credits	54	13	226	90

Select revenues from less common sources

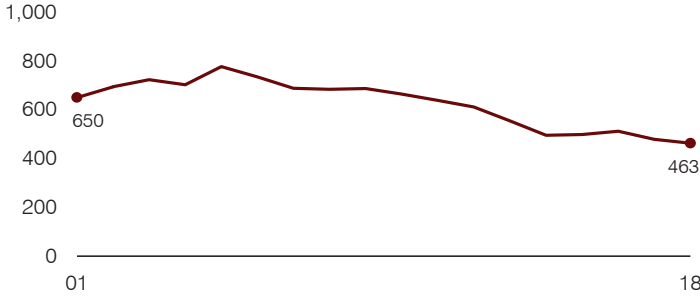
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 11
Small school adjustment	0	0	0 of 11
Federal impact aid	497	392	3 of 11
Voter-approved levy increases	0	0	6 of 11

Instructional spending percentage

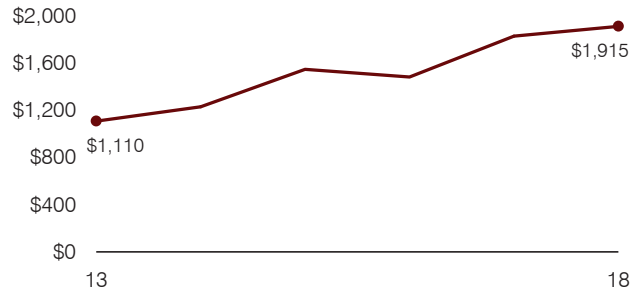
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 56.0 54.3 52.0 46.9 48.9 46.3 44.6 47.2 47.8 48.2 49.1 51.8 51.5 50.2 45.8 46.4 43.9 44.8

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

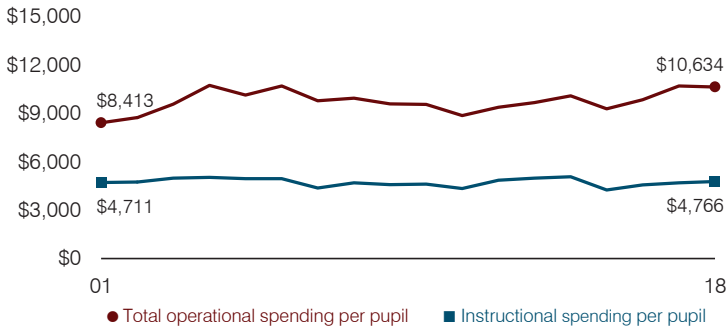
Students attending



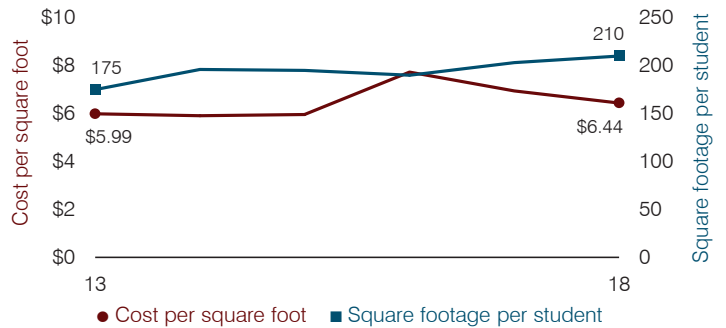
Administrative cost per pupil



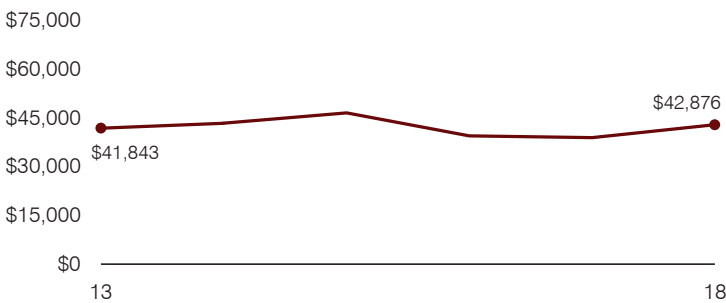
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



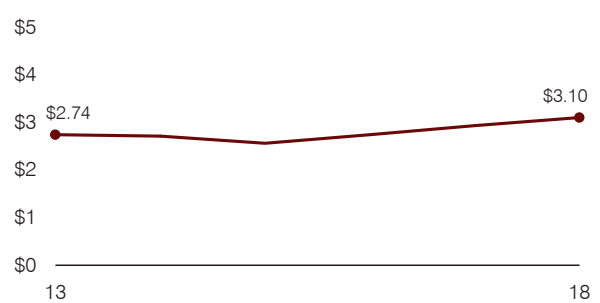
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



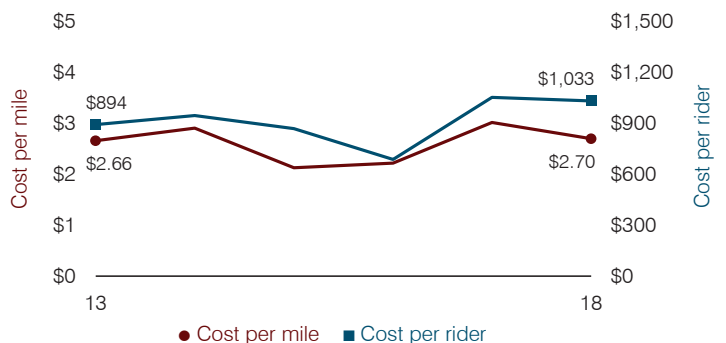
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage, Trend	4.9%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Sunnyside Unified School District

Pima County

Efficiency peer groups 2 and T-2, Achievement peer group 6¹

Legislative district(s): 2, 3, and 4

District size, location:

Large, City

Students attending:

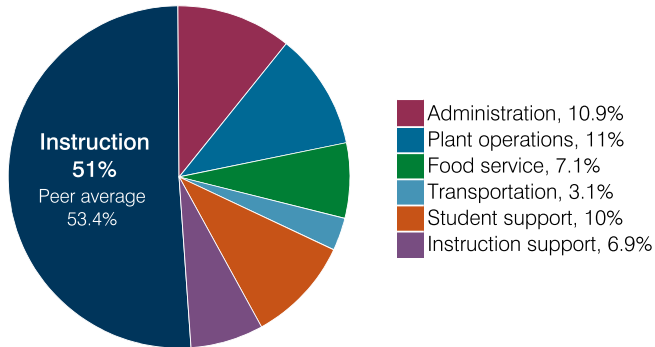
15,537

Number of schools:

21

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$801	\$804	\$860
	Students per administrative position	60	67	66
Plant operations	Cost per square foot	\$6.45	\$6.44	\$6.34
	Square footage per student	126	148	156
Food service	Cost per meal	\$3.07	\$3.08	\$3.02
Transportation	Cost per mile	\$4.10	\$5.91	\$4.05
	Cost per rider	\$891	\$1,232	\$1,301

Legend: Very low (green), Low (blue), Comparable (yellow), High (orange), Very high (red)

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,653	\$ 3,763	\$ 4,135	\$ 4,480
Administration	800	801	804	860
Plant operations	915	811	941	988
Food service	528	525	342	425
Transportation	225	230	394	388
Student support	713	737	624	693
Instruction support	542	509	492	462
Total operational	7,376	7,376	7,732	8,296
Land and buildings	289	299	738	827
Equipment	394	267	531	409
Interest	158	166	238	228
Other	79	77	153	169
Total nonoperational	920	809	1,660	1,633
Total per pupil spending	\$ 8,296	\$ 8,185	\$ 9,392	\$ 9,929

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

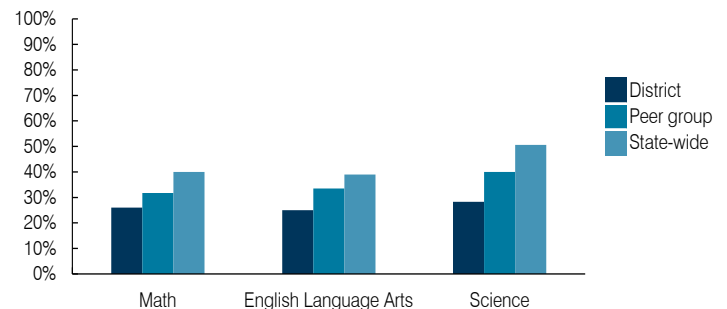
STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools ²	Percentage of schools
A	0	0%
B	5	28%
C	10	56%
D	3	16%
F	0	0%

² Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	93%	94%
Graduation rate (2017)	77%	85%	78%
Poverty rate (2017)	30%	29%	19%
Special education population	12%	14%	12%
Students per teacher	20.5	16.2	18.4
Average teacher salary	\$46,511	\$46,264	\$48,951
Amount from Prop 301	\$6,643	\$6,122	\$6,411
Average years of teacher experience	12.1	12.2	11.4
Percentage of teachers in first 3 years	19%	20%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,367	\$ 1,889	\$ 930	\$ 1,317
State	4,254	4,347	3,760	4,011
Local	2,077	2,042	4,666	4,592
Total per pupil revenues	\$ 7,698	\$ 8,278	\$ 9,356	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,137	\$ 5,145	\$ 5,545
Grants	1,411	1,971	1,051
Donations and tax credits	43	37	107

Select revenues from less common sources

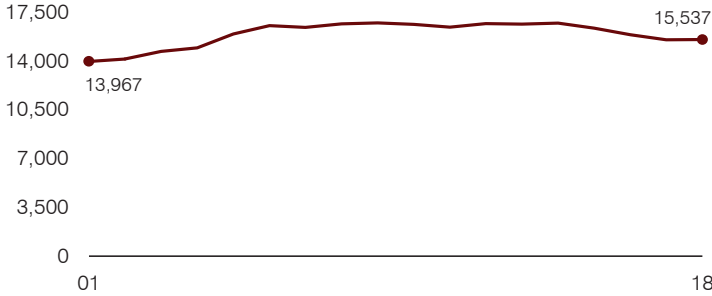
Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	3 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	0	0	2 of 10
Voter-approved levy increases	322	389	10 of 10

Instructional spending percentage

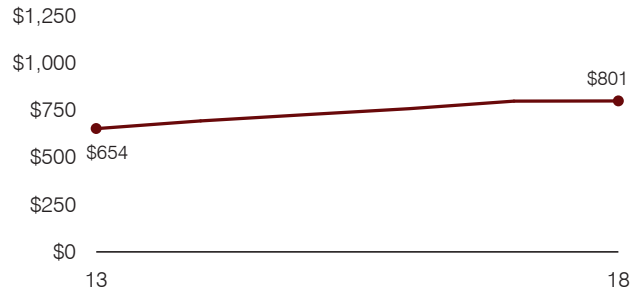
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 56.0 57.4 59.0 58.7 57.8 56.7 57.0 55.2 53.9 52.3 51.5 50.4 48.9 48.6 48.8 48.5 49.5 51.0

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

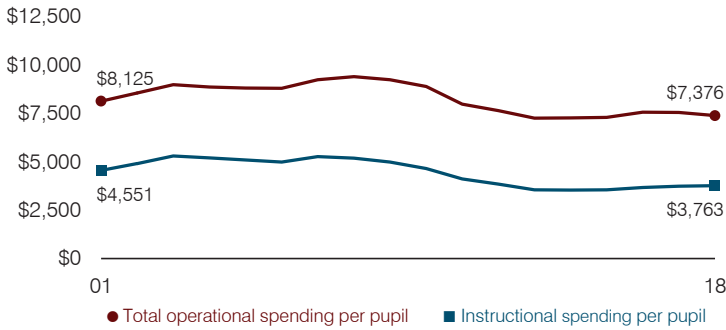
Students attending



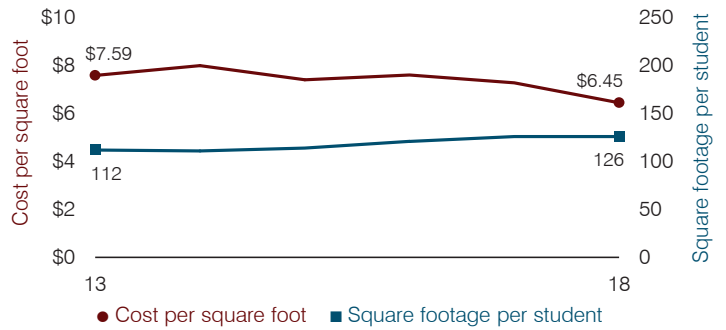
Administrative cost per pupil



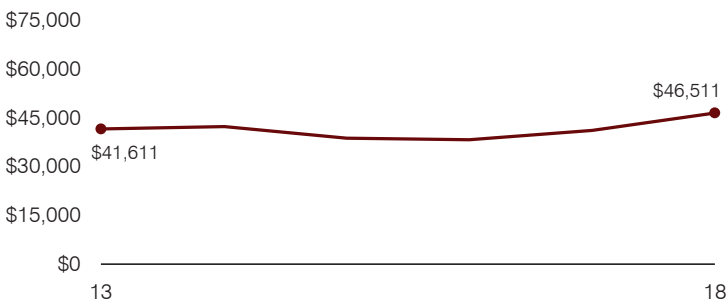
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



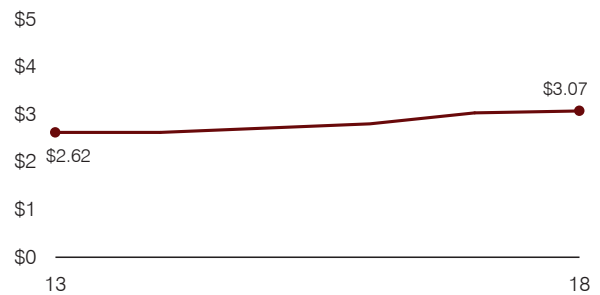
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



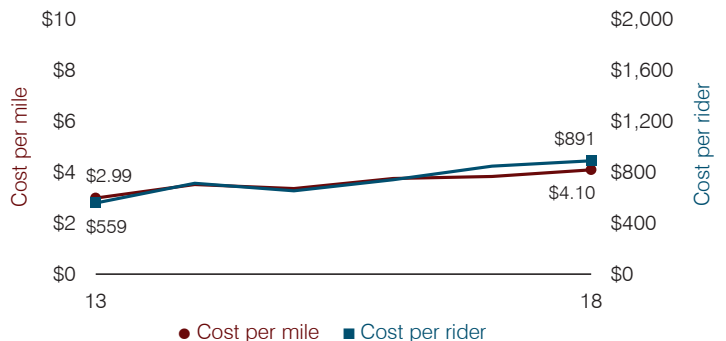
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2016 through 2018	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage, Trend	5.7%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant

Low
Moderate
High

Transportation costs per mile and per rider



Superior Unified School District

Pinal County

Efficiency peer groups 6 and T-7, Achievement peer group 4¹

Legislative district(s): 8

District size, location:

Small, Town

Students attending:

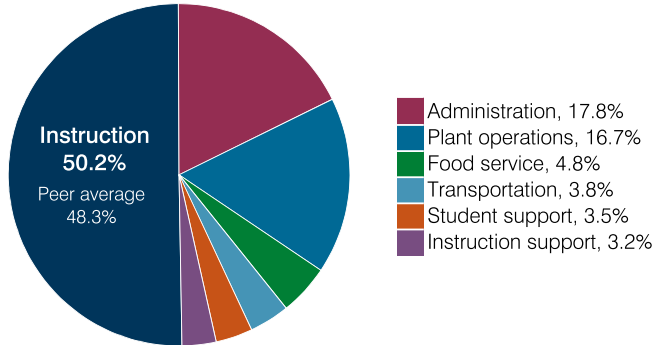
358

Number of schools:

2

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,888	\$1,744	\$860
	Students per administrative position	37	43	66
Plant operations	Cost per square foot	\$5.13	\$5.27	\$6.34
	Square footage per student	345	321	156
Food service	Cost per meal	\$2.85	\$3.96	\$3.02
Transportation	Cost per mile	\$3.05	\$3.35	\$4.05
	Cost per rider	\$1,188	\$1,057	\$1,301

Legend: Very low (green), Low (blue), Comparable (yellow), High (orange), Very high (red)

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 5,210	\$ 5,324	\$ 5,556	\$ 4,480
Administration	1,857	1,888	1,744	860
Plant operations	1,741	1,772	1,706	988
Food service	505	507	546	425
Transportation	479	398	592	388
Student support	514	374	672	693
Instruction support	454	344	393	462
Total operational	10,760	10,607	11,209	8,296
Land and buildings	202	50	1,077	827
Equipment	563	485	601	409
Interest	267	237	162	228
Other	74	49	60	169
Total nonoperational	1,106	821	1,900	1,633
Total per pupil spending	\$ 11,866	\$ 11,428	\$ 13,109	\$ 9,929

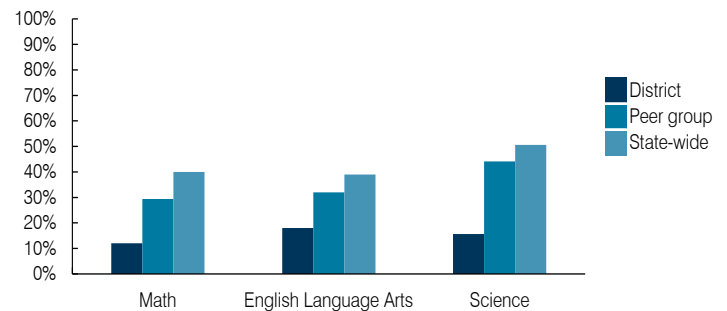
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	50%
C	0	0%
D	1	50%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	94%	94%
Graduation rate (2017)	89%	85%	78%
Poverty rate (2017)	16%	13%	19%
Special education population	10%	13%	12%
Students per teacher	21.1	16.6	18.4
Average teacher salary	\$50,301	\$47,740	\$48,951
Amount from Prop 301	\$6,080	\$6,338	\$6,411
Average years of teacher experience	9.1	11.9	11.4
Percentage of teachers in first 3 years	12%	17%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,688	\$ 1,676	\$ 2,405	\$ 1,317
State	4,730	4,653	4,080	4,011
Local	5,918	5,177	8,027	4,592
Total per pupil revenues	\$ 12,336	\$ 11,506	\$ 14,512	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 6,464	\$ 6,547	\$ 7,175
Grants	1,790	1,623	2,252
Donations and tax credits	411	175	337

Select revenues from less common sources

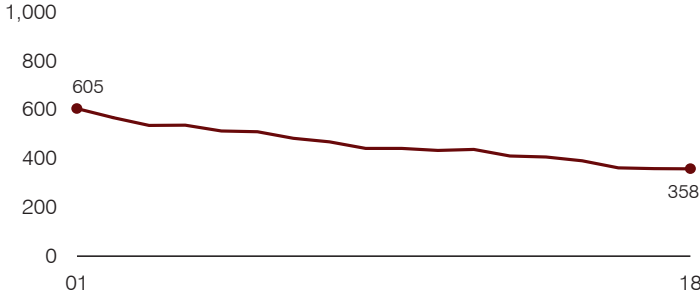
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 18
Small school adjustment	0	0	5 of 18
Federal impact aid	0	0	3 of 18
Voter-approved levy increases	1,326	1,169	14 of 18

Instructional spending percentage

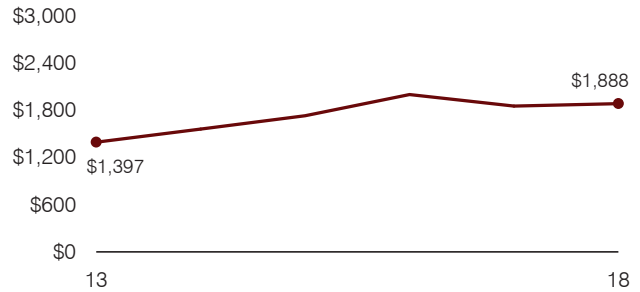
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 53.7 56.6 55.3 53.5 53.8 52.3 52.2 54.2 55.1 55.0 52.2 52.2 50.9 51.9 48.8 49.5 48.4 50.2

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

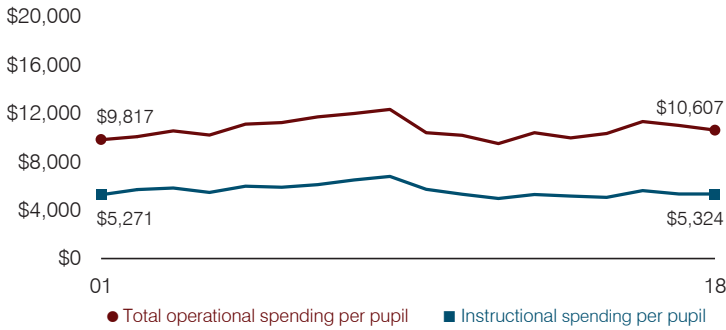
Students attending



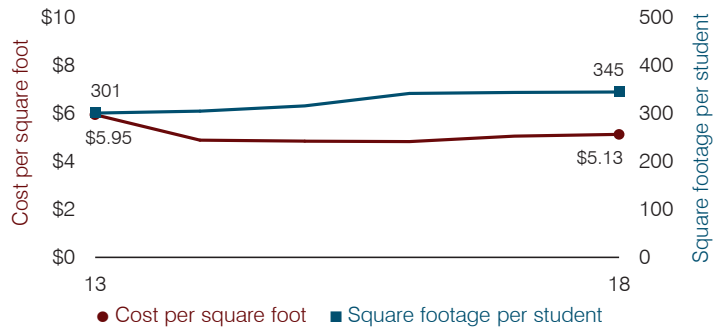
Administrative cost per pupil



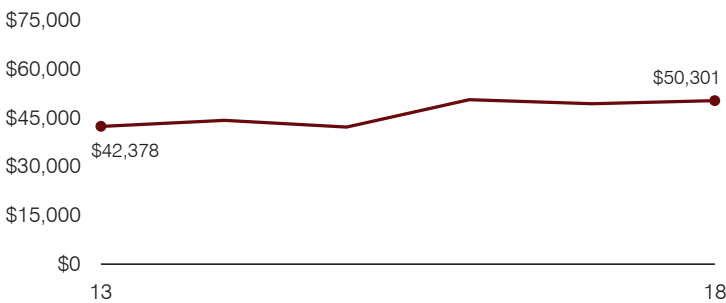
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



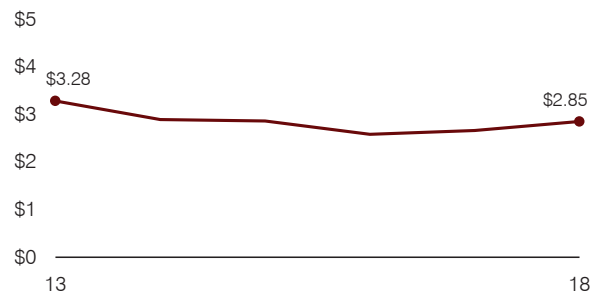
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



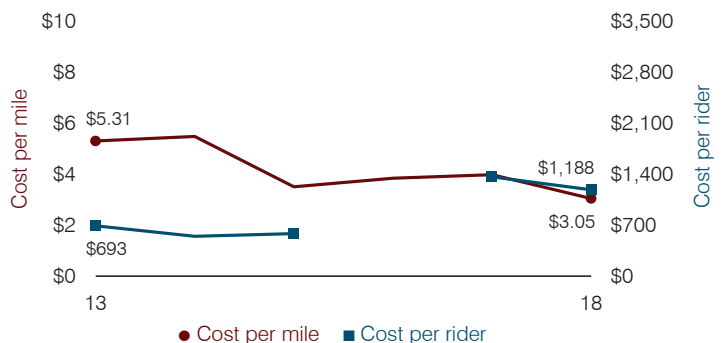
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	5.7%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Tanque Verde Unified School District

Pima County

Efficiency peer groups 3 and T-4, Achievement peer group 1¹

Legislative district(s): 10 and 14

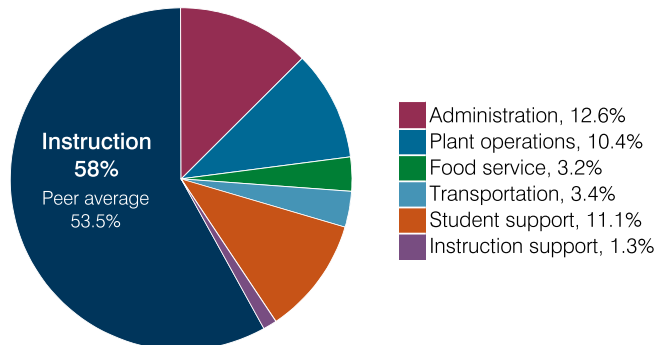
District size, location: Medium-large, Suburb

Students attending: 2,031

Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$982	\$846	\$860
	Students per administrative position	72	69	66
Plant operations	Cost per square foot	\$5.88	\$6.02	\$6.34
	Square footage per student	138	155	156
Food service	Cost per meal	\$3.09	\$3.20	\$3.02
Transportation	Cost per mile	\$3.15	\$3.72	\$4.05
	Cost per rider	\$1,047	\$1,330	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,057	\$ 4,534	\$ 4,106	\$ 4,480
Administration	1,005	982	846	860
Plant operations	834	811	963	988
Food service	249	252	325	425
Transportation	288	268	438	388
Student support	729	871	672	693
Instruction support	78	98	336	462
Total operational	7,240	7,816	7,686	8,296
Land and buildings	77	63	1,416	827
Equipment	119	230	473	409
Interest	324	313	268	228
Other	174	170	165	169
Total nonoperational	694	776	2,322	1,633
Total per pupil spending	\$ 7,934	\$ 8,592	\$ 10,008	\$ 9,929

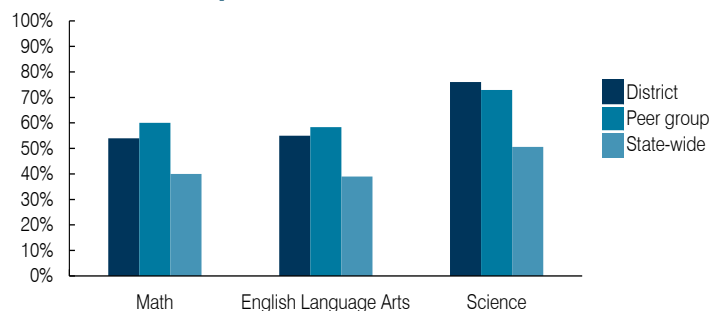
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	1	25%
B	2	50%
C	1	25%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2017)	92%	94%	78%
Poverty rate (2017)	5%	6%	19%
Special education population	14%	11%	12%
Students per teacher	14.9	17.8	18.4
Average teacher salary	\$38,831	\$43,920	\$48,951
Amount from Prop 301	\$5,380	\$5,990	\$6,411
Average years of teacher experience	14.2	11.3	11.4
Percentage of teachers in first 3 years	15%	19%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 429	\$ 598	\$ 730	\$ 1,317
State	3,165	3,538	3,583	4,011
Local	4,558	5,222	5,234	4,592
Total per pupil revenues	\$ 8,152	\$ 9,358	\$ 9,547	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 5,294	\$ 5,493	\$ 5,507	\$ 5,585
Grants	340	588	864	1,241
Donations and tax credits	265	419	184	90

Select revenues from less common sources

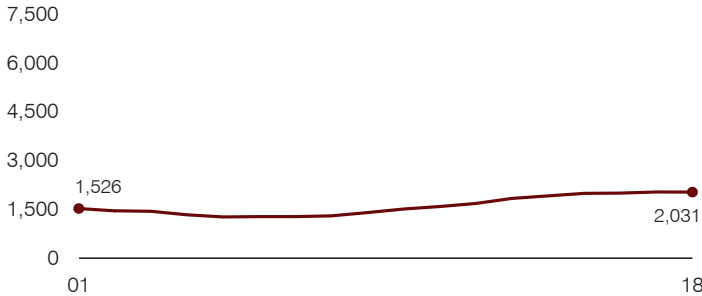
			Number of peers receiving
Desegregation	\$ 0	\$ 0	1 of 15
Small school adjustment	0	0	0 of 15
Federal impact aid	0	0	3 of 15
Voter-approved levy increases	883	1,378	15 of 15

Instructional spending percentage

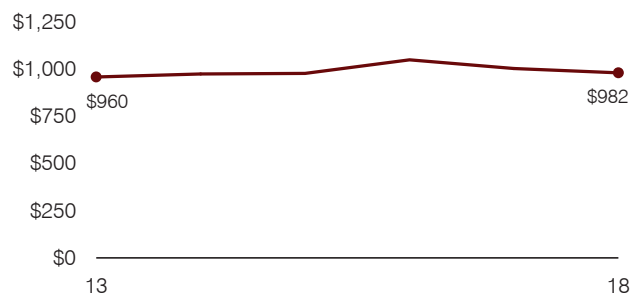
Year:	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Percentage:	60.5	60.7	58.9	60.9	57.6	58.8	56.7	59.3	60.8	55.0	57.5	57.9	59.1	60.8	59.9	58.5	56.0	58.0

TRENDS AND FINANCIAL STRESS ASSESSMENT
Fiscal years as indicated

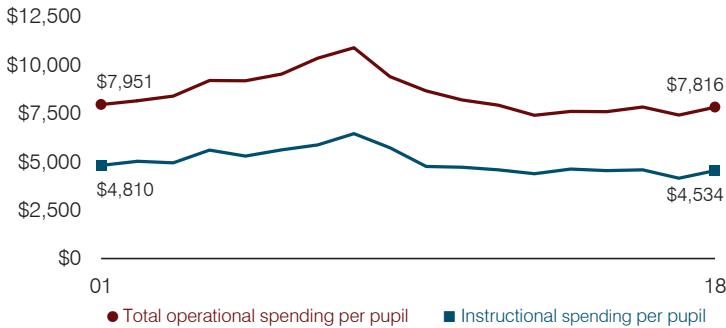
Students attending



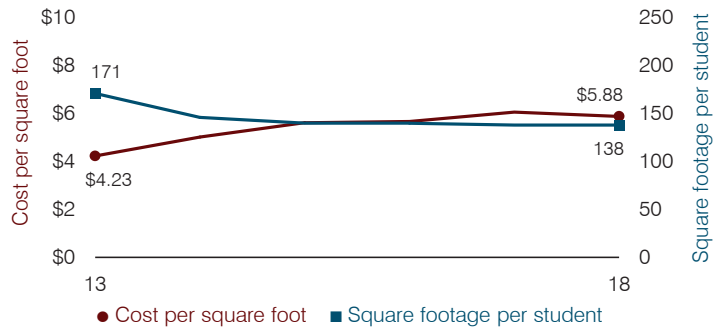
Administrative cost per pupil



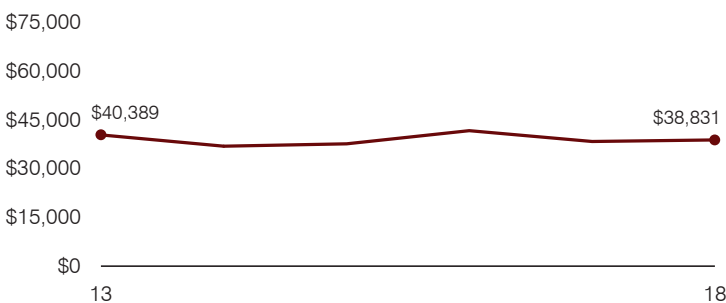
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



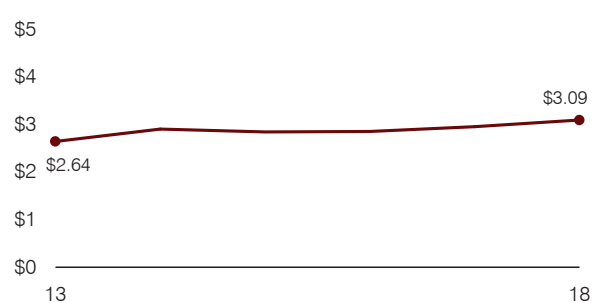
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



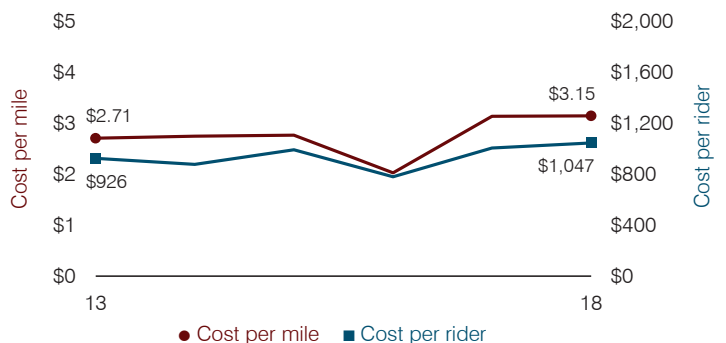
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Mixed election results
Operating reserve percentage, Trend	2.0%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant

Low	Moderate	High
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Transportation costs per mile and per rider



Tempe Elementary School District

Maricopa County

Efficiency peer groups 7 and T-1, Achievement peer group 13¹

Legislative district(s): 18, 26, and 27

District size, location:

Large, City

Students attending:

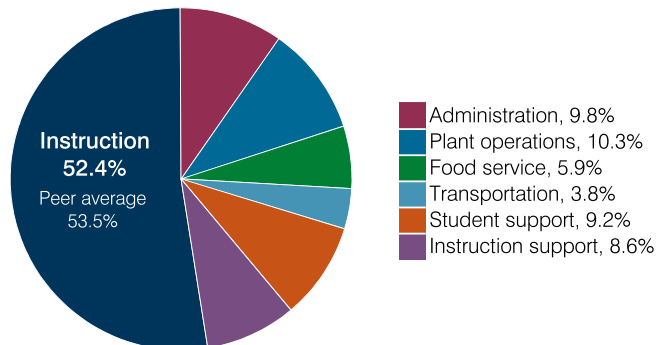
11,072

Number of schools:

22

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$880	\$796	\$860
	Students per administrative position	58	76	66
Plant operations	Cost per square foot	\$5.79	\$6.16	\$6.34
	Square footage per student	160	133	156
Food service	Cost per meal	\$3.00	\$2.99	\$3.02
Transportation	Cost per mile	\$5.09	\$7.19	\$4.05
	Cost per rider	\$955	\$1,106	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,700	\$ 4,721	\$ 4,238	\$ 4,480
Administration	901	880	796	860
Plant operations	889	925	815	988
Food service	550	529	580	425
Transportation	357	341	298	388
Student support	814	825	646	693
Instruction support	809	782	486	462
Total operational	9,020	9,003	7,859	8,296
Land and buildings	1,491	1,220	517	827
Equipment	291	620	393	409
Interest	375	487	189	228
Other	122	145	188	169
Total nonoperational	2,279	2,472	1,287	1,633
Total per pupil spending	\$ 11,299	\$ 11,475	\$ 9,146	\$ 9,929

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

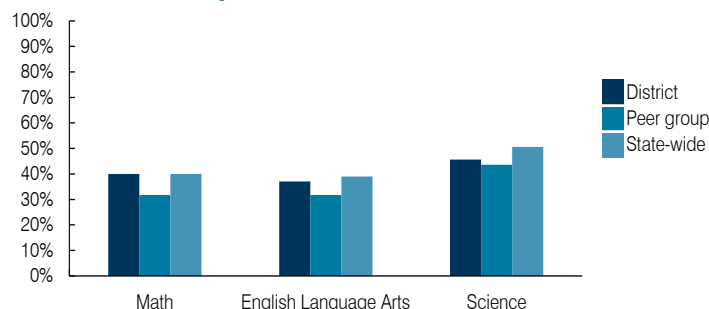
STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools ²	Percentage of schools
A	3	15%
B	9	45%
C	6	30%
D	2	10%
F	0	0%

² Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	23%	20%	19%
Special education population	12%	13%	12%
Students per teacher	16.7	19.4	18.4
Average teacher salary	\$47,881	\$45,518	\$48,951
Amount from Prop 301	\$5,742	\$5,403	\$6,411
Average years of teacher experience	9.5	7.7	11.4
Percentage of teachers in first 3 years	24%	35%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,446	\$ 1,273	\$ 1,588	\$ 1,317
State	3,053	3,056	4,344	4,011
Local	7,013	7,198	3,644	4,592
Total per pupil revenues	\$ 11,512	\$ 11,527	\$ 9,576	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 5,178	\$ 5,206	\$ 5,167	\$ 5,585
Grants	1,552	1,393	1,650	1,241
Donations and tax credits	54	50	46	90

Select revenues from less common sources

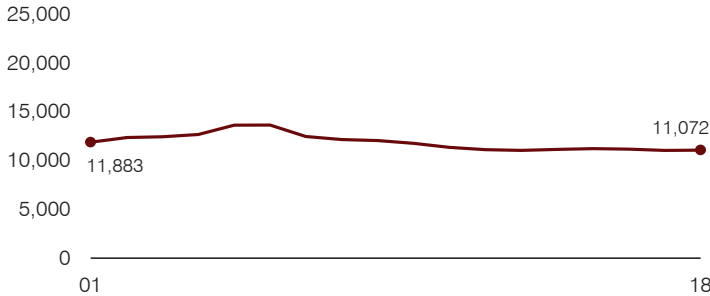
			Number of peers receiving
Desegregation	\$ 1,040	\$ 997	4 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	0	0	2 of 10
Voter-approved levy increases	2,670	2,700	10 of 10

Instructional spending percentage

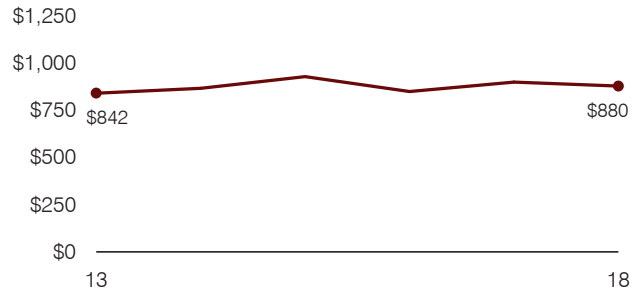
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 55.7 54.9 55.6 56.3 55.9 55.5 55.4 55.3 56.0 54.2 53.6 52.7 52.3 53.4 52.8 52.5 52.1 52.4

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

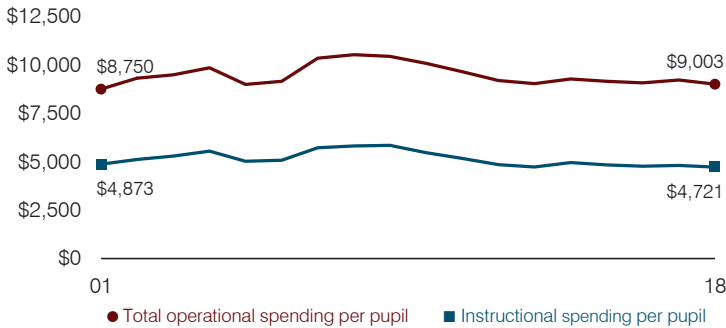
Students attending



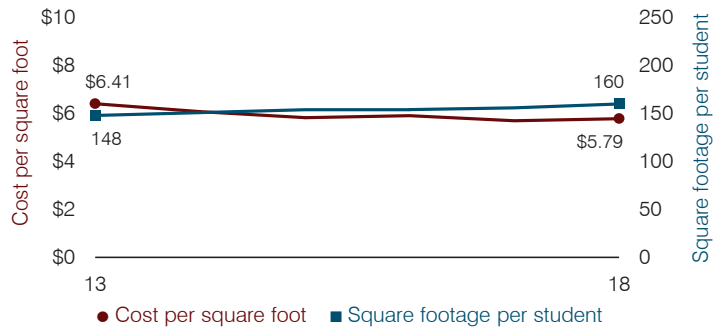
Administrative cost per pupil



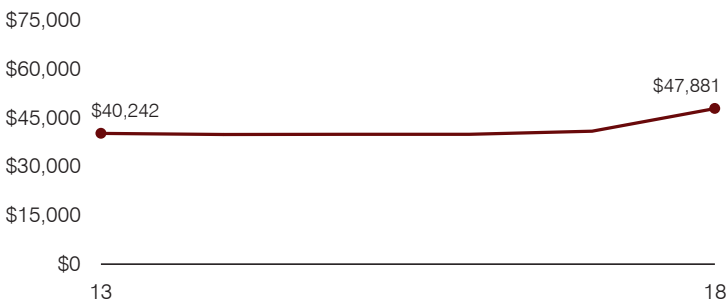
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



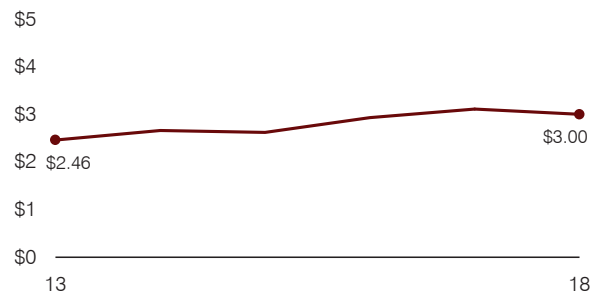
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



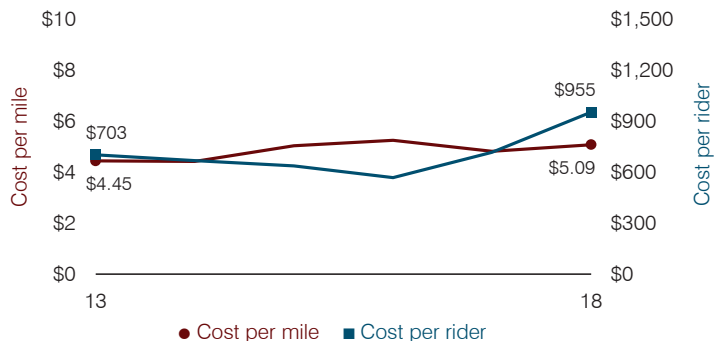
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	3.7%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low **Moderate** **High**

Transportation costs per mile and per rider



Tempe Union High School District

Maricopa County

Efficiency peer groups 2 and T-3, Achievement peer group 8¹

Legislative district(s): 18, 26, and 27

District size, location:

Large, City

Students attending:

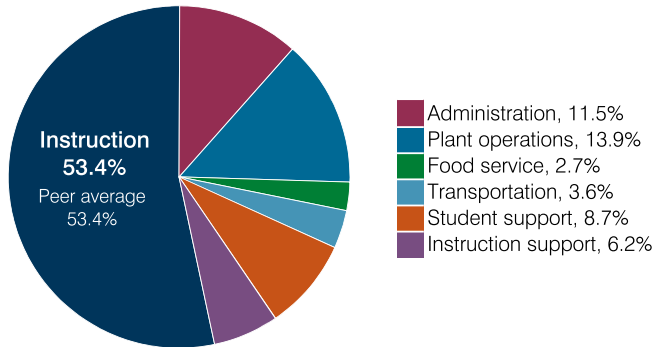
13,725

Number of schools:

7

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$908	\$804	\$860
	Students per administrative position	69	67	66
Plant operations	Cost per square foot	\$6.46	\$6.44	\$6.34
	Square footage per student	170	148	156
Food service	Cost per meal	\$3.30	\$3.08	\$3.02
Transportation	Cost per mile	\$3.89	\$4.47	\$4.05
	Cost per rider	\$1,087	\$1,248	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,338	\$ 4,201	\$ 4,135	\$ 4,480
Administration	898	908	804	860
Plant operations	1,095	1,095	941	988
Food service	222	210	342	425
Transportation	279	284	394	388
Student support	670	687	624	693
Instruction support	525	487	492	462
Total operational	8,027	7,872	7,732	8,296
Land and buildings	286	268	738	827
Equipment	447	506	531	409
Interest	223	220	238	228
Other	149	131	153	169
Total nonoperational	1,105	1,125	1,660	1,633
Total per pupil spending	\$ 9,132	\$ 8,997	\$ 9,392	\$ 9,929

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

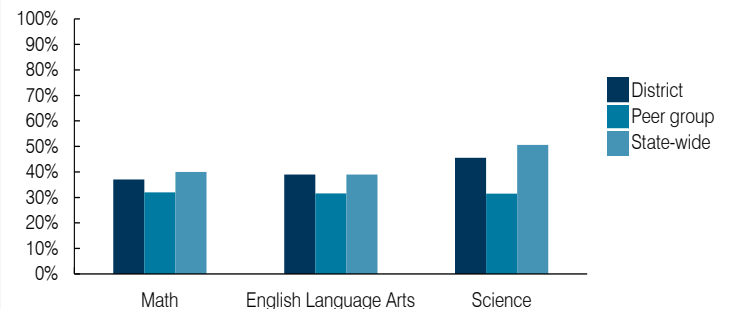
STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools ²	Percentage of schools
A	2	33%
B	3	50%
C	1	17%
D	0	0%
F	0	0%

² Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	89%	88%	78%
Poverty rate (2017)	10%	14%	19%
Special education population	8%	11%	12%
Students per teacher	22.2	22.2	18.4
Average teacher salary	\$56,089	\$52,191	\$48,951
Amount from Prop 301	\$7,851	\$8,523	\$6,411
Average years of teacher experience	14.6	10.6	11.4
Percentage of teachers in first 3 years	7%	21%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 603	\$ 499	\$ 930	\$ 1,317
State	1,907	1,946	3,760	4,011
Local	7,285	7,052	4,666	4,592
Total per pupil revenues	\$ 9,795	\$ 9,497	\$ 9,356	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 5,716	\$ 5,763	\$ 5,545	\$ 5,585
Grants	717	603	1,051	1,241
Donations and tax credits	98	115	107	90

Select revenues from less common sources

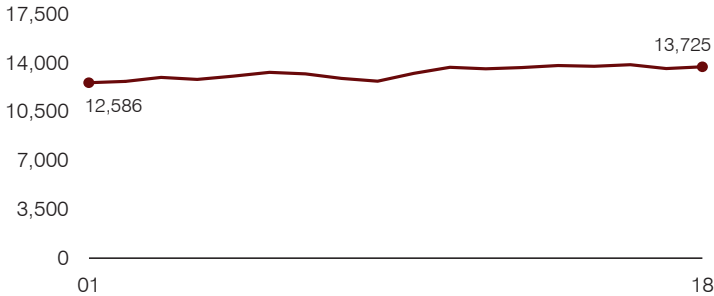
			Number of peers receiving
Desegregation	\$ 0	\$ 0	3 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	0	0	2 of 10
Voter-approved levy increases	1,580	1,500	10 of 10

Instructional spending percentage

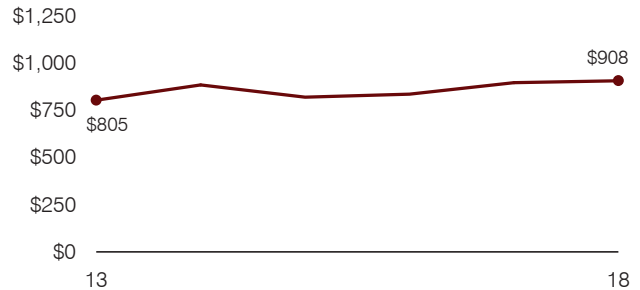
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 58.0 57.1 58.0 58.6 58.9 59.6 59.7 59.9 56.8 56.7 56.4 53.8 53.5 52.7 53.3 54.1 54.0 53.4

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

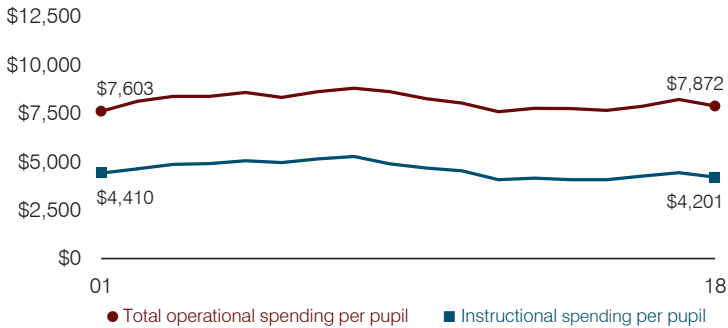
Students attending



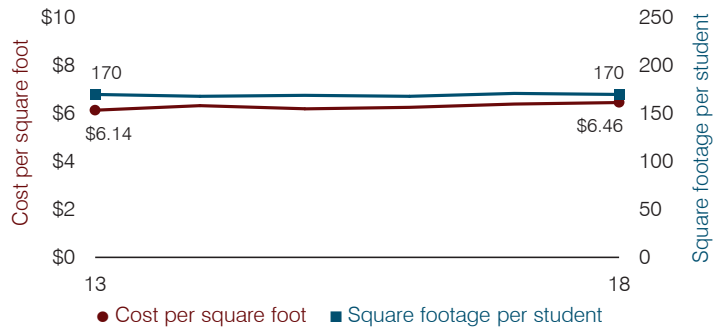
Administrative cost per pupil



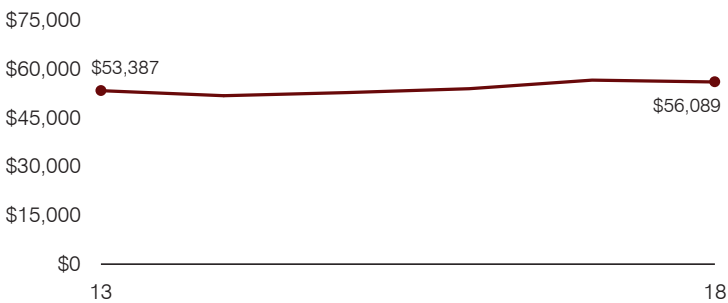
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



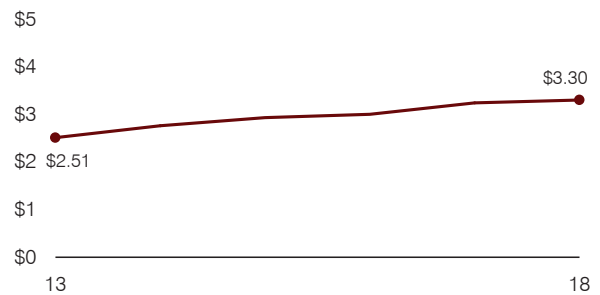
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



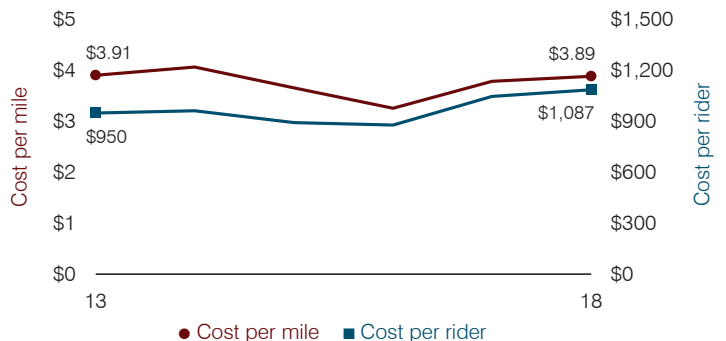
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	7.9%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant

Low **Moderate** **High**

Transportation costs per mile and per rider



Thatcher Unified School District

Graham County

Efficiency peer groups 5 and T-6, Achievement peer group 5¹

Legislative district(s): 14

District size, location:

Medium, Town

Students attending:

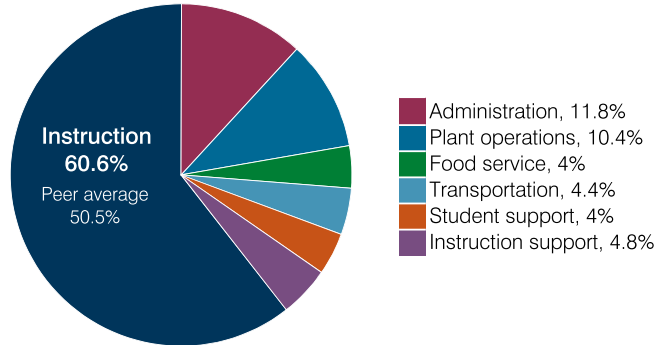
1,676

Number of schools:

4

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$765	\$1,221	\$860
	Students per administrative position	73	54	66
Plant operations	Cost per square foot	\$3.98	\$5.43	\$6.34
	Square footage per student	170	257	156
Food service	Cost per meal	\$3.96	\$3.66	\$3.02
Transportation	Cost per mile	\$4.23	\$3.96	\$4.05
	Cost per rider	\$712	\$721	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,774	\$ 3,932	\$ 4,824	\$ 4,480
Administration	758	765	1,221	860
Plant operations	712	678	1,365	988
Food service	267	263	437	425
Transportation	257	286	532	388
Student support	107	259	623	693
Instruction support	300	311	359	462
Total operational	6,175	6,494	9,361	8,296
Land and buildings	600	549	799	827
Equipment	264	178	433	409
Interest	95	81	248	228
Other	2	12	71	169
Total nonoperational	961	820	1,551	1,633
Total per pupil spending	\$ 7,136	\$ 7,314	\$10,912	\$ 9,929

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

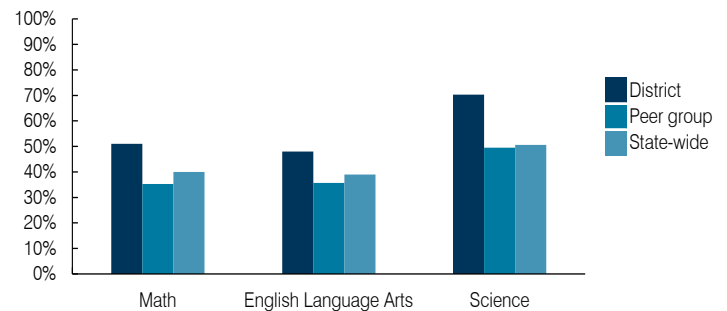
STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools ²	Percentage of schools
A	1	33%
B	1	33%
C	1	33%
D	0	0%
F	0	0%

² Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	93%	94%
Graduation rate (2017)	95%	86%	78%
Poverty rate (2017)	19%	22%	19%
Special education population	15%	13%	12%
Students per teacher	19.3	17.6	18.4
Average teacher salary	\$42,519	\$44,777	\$48,951
Amount from Prop 301	\$8,489	\$6,708	\$6,411
Average years of teacher experience	11.6	13.0	11.4
Percentage of teachers in first 3 years	17%	17%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 410	\$ 517	\$ 3,917	\$ 1,317
State	5,310	5,001	4,283	4,011
Local	1,852	1,901	4,207	4,592
Total per pupil revenues	\$ 7,572	\$ 7,419	\$ 12,407	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 5,041	\$ 5,195	\$ 5,992	\$ 5,585
Grants	932	574	1,703	1,241
Donations and tax credits	44	33	147	90

Select revenues from less common sources

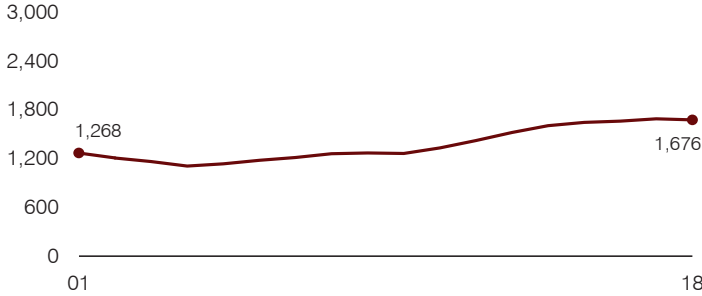
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 31
Small school adjustment	0	0	0 of 31
Federal impact aid	0	0	16 of 31
Voter-approved levy increases	577	580	21 of 31

Instructional spending percentage

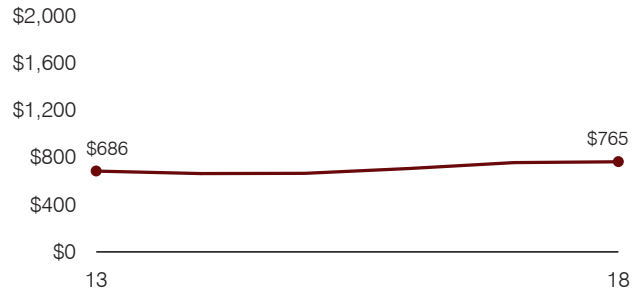
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 58.8 60.1 59.1 56.6 61.1 59.9 61.6 62.2 62.4 60.8 58.8 57.7 59.8 60.5 62.0 61.6 61.1 60.6

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

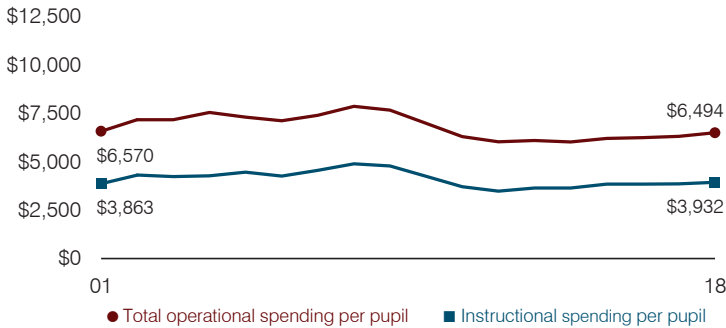
Students attending



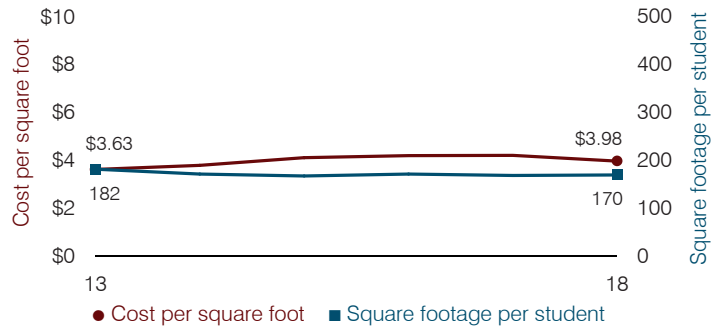
Administrative cost per pupil



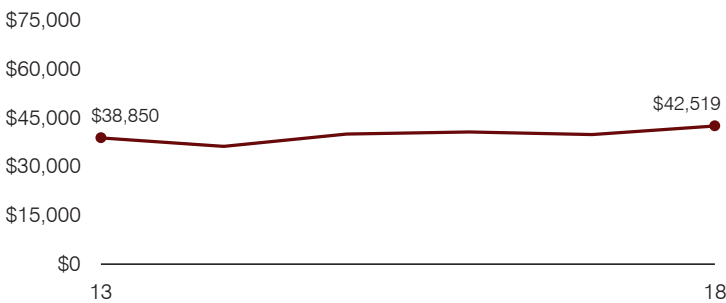
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



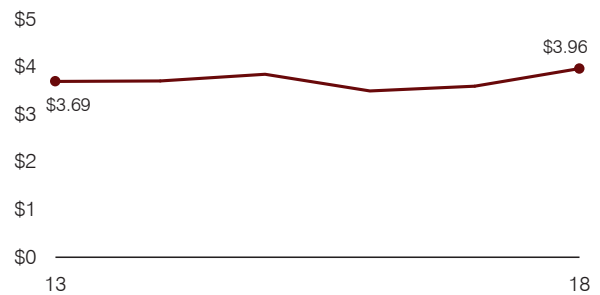
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



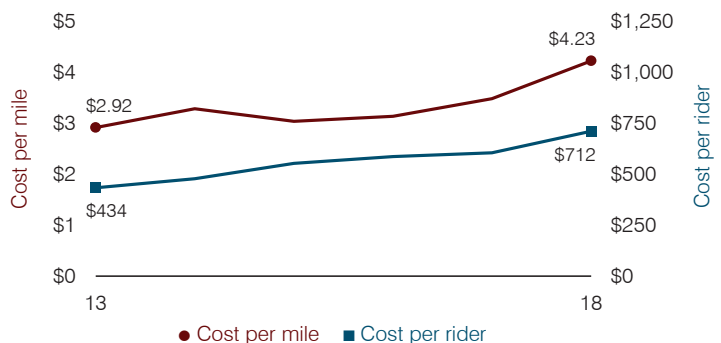
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	3.9%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Tolleson Elementary School District

Maricopa County

Efficiency peer groups 8 and T-2, Achievement peer group 14¹

Legislative district(s): 19

District size, location:

Medium-large, City

Students attending:

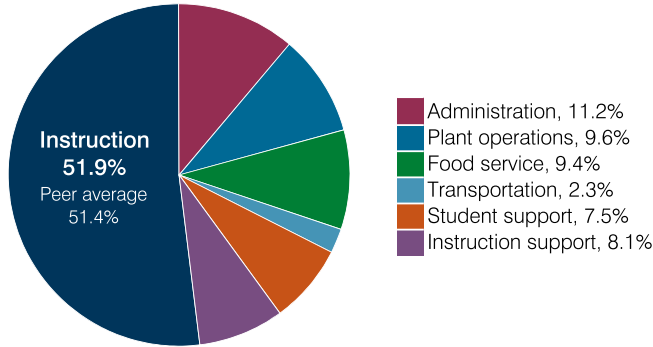
3,056

Number of schools:

4

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$922	\$1,025	\$860
	Students per administrative position	88	67	66
Plant operations	Cost per square foot	\$6.17	\$6.61	\$6.34
	Square footage per student	128	143	156
Food service	Cost per meal	\$2.66	\$2.92	\$3.02
Transportation	Cost per mile	\$12.29	\$5.91	\$4.05
	Cost per rider	\$1,908	\$1,232	\$1,301

Very low
Low
Comparable
High
Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,097	\$ 4,262	\$ 4,392	\$ 4,480
Administration	940	922	1,025	860
Plant operations	685	792	971	988
Food service	682	773	659	425
Transportation	169	188	331	388
Student support	531	616	631	693
Instruction support	634	662	546	462
Total operational	7,738	8,215	8,555	8,296
Land and buildings	197	161	1,140	827
Equipment	631	487	697	409
Interest	107	90	327	228
Other	187	243	172	169
Total nonoperational	1,122	981	2,336	1,633
Total per pupil spending	\$ 8,860	\$ 9,196	\$ 10,891	\$ 9,929

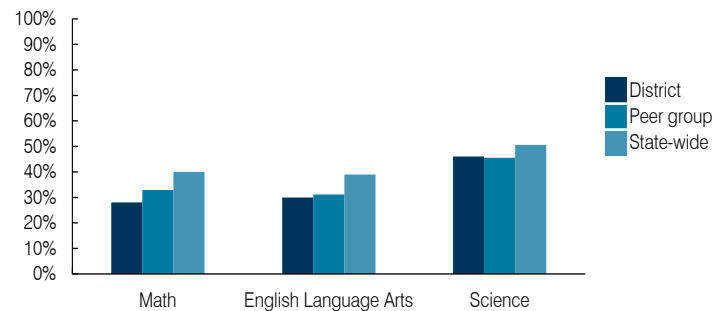
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	25%
C	2	50%
D	1	25%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	27%	28%	19%
Special education population	11%	12%	12%
Students per teacher	19.6	18.9	18.4
Average teacher salary	\$51,873	\$46,164	\$48,951
Amount from Prop 301	\$6,248	\$5,459	\$6,411
Average years of teacher experience	11.0	9.3	11.4
Percentage of teachers in first 3 years	13%	26%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,671	\$ 1,755	\$ 1,723	\$ 1,317
State	4,246	4,163	3,921	4,011
Local	3,132	3,149	4,869	4,592
Total per pupil revenues	\$ 9,049	\$ 9,067	\$ 10,513	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 4,956	\$ 4,974	\$ 5,175	\$ 5,585
Grants	1,989	1,945	1,843	1,241
Donations and tax credits	29	25	54	90

Select revenues from less common sources

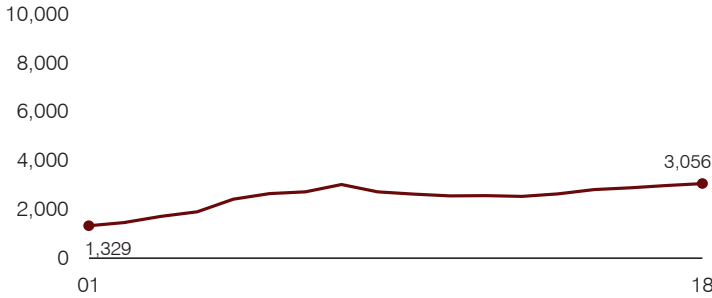
			Number of peers receiving
Desegregation	\$ 0	\$ 0	4 of 19
Small school adjustment	0	0	0 of 19
Federal impact aid	0	0	0 of 19
Voter-approved levy increases	1,384	1,330	19 of 19

Instructional spending percentage

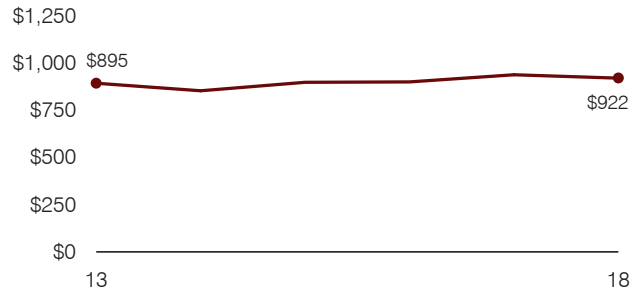
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 54.9 57.7 56.9 57.1 57.2 53.5 54.9 52.3 54.8 55.1 56.5 50.2 49.6 50.8 51.8 52.3 52.9 51.9

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

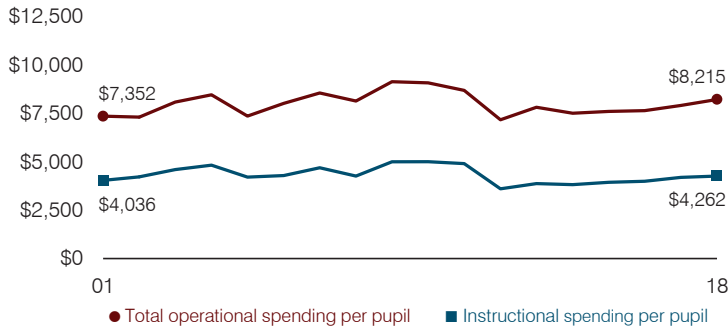
Students attending



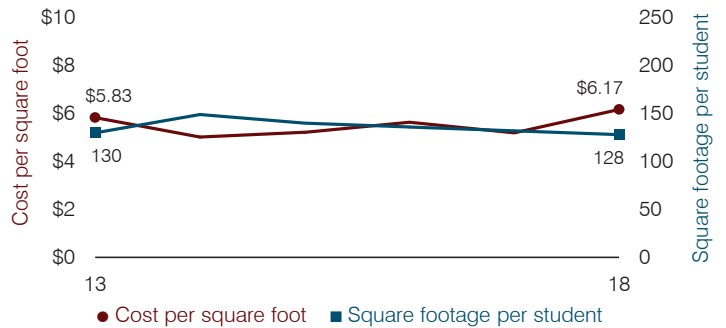
Administrative cost per pupil



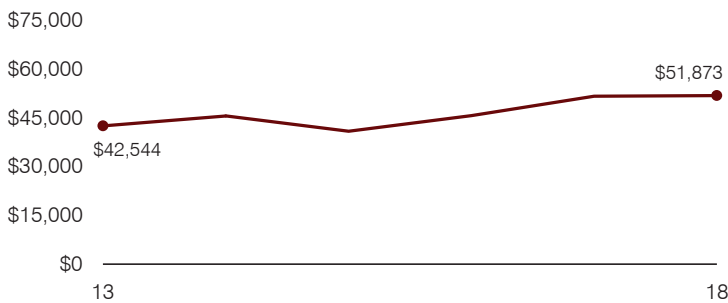
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



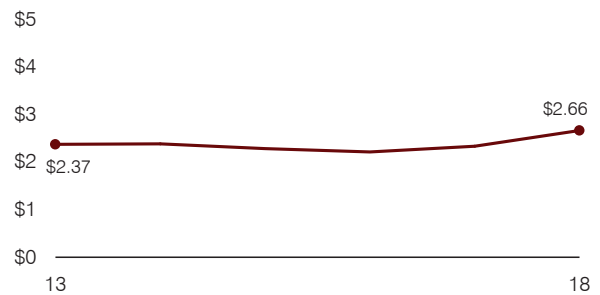
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



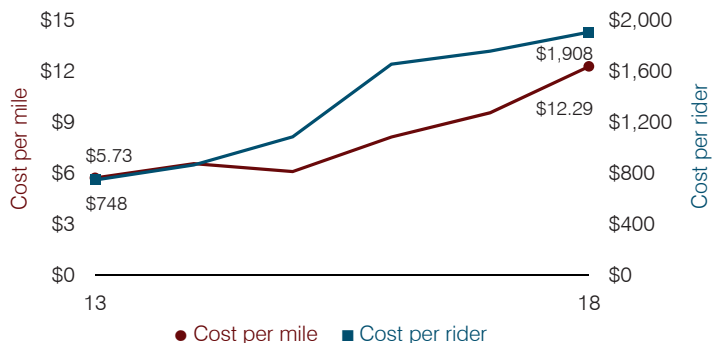
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	4.3%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low **Moderate** **High**

Transportation costs per mile and per rider



Tolleson Union High School District

Maricopa County

Efficiency peer groups 2 and T-3, Achievement peer group 8¹

Legislative district(s): 19, 27, and 29

District size, location:

Large, City

Students attending:

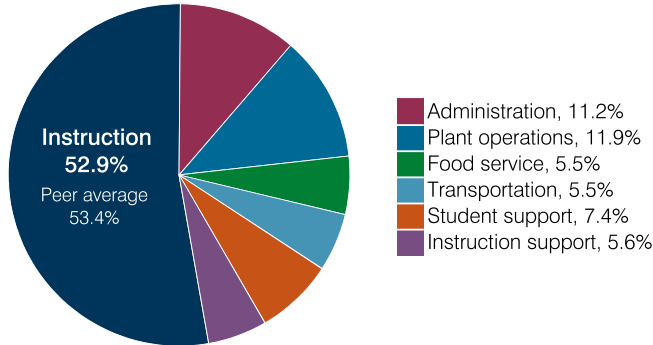
11,716

Number of schools:

6

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$759	\$804	\$860
	Students per administrative position	81	67	66
Plant operations	Cost per square foot	\$7.17	\$6.44	\$6.34
	Square footage per student	112	148	156
Food service	Cost per meal	\$2.66	\$3.08	\$3.02
Transportation	Cost per mile	\$5.61	\$4.47	\$4.05
	Cost per rider	\$1,703	\$1,248	\$1,301

Very low
Low
Comparable
High
Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,489	\$ 3,576	\$ 4,135	\$ 4,480
Administration	701	759	804	860
Plant operations	774	802	941	988
Food service	384	367	342	425
Transportation	311	373	394	388
Student support	508	502	624	693
Instruction support	381	380	492	462
Total operational	6,548	6,759	7,732	8,296
Land and buildings	343	544	738	827
Equipment	776	990	531	409
Interest	57	76	238	228
Other	28	41	153	169
Total nonoperational	1,204	1,651	1,660	1,633
Total per pupil spending	\$ 7,752	\$ 8,410	\$ 9,392	\$ 9,929

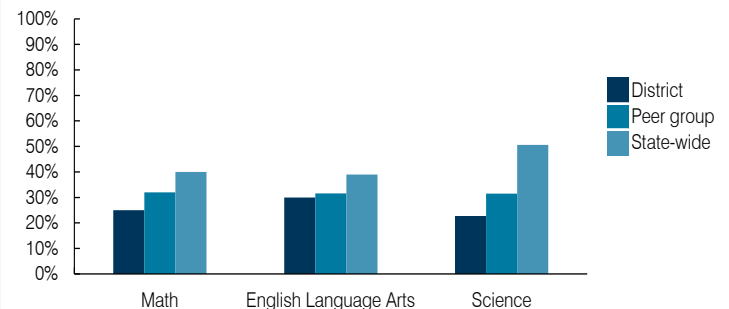
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	1	17%
B	0	0%
C	4	66%
D	1	17%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	90%	94%	94%
Graduation rate (2017)	89%	88%	78%
Poverty rate (2017)	18%	14%	19%
Special education population	11%	11%	12%
Students per teacher	22.4	22.2	18.4
Average teacher salary	\$50,852	\$52,191	\$48,951
Amount from Prop 301	\$7,072	\$8,523	\$6,411
Average years of teacher experience	7.1	10.6	11.4
Percentage of teachers in first 3 years	40%	21%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 817	\$ 774	\$ 930	\$ 1,317
State	4,092	4,178	3,760	4,011
Local	3,772	4,284	4,666	4,592
Total per pupil revenues	\$ 8,681	\$ 9,236	\$ 9,356	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,299	\$ 5,460	\$ 5,545
Grants	908	952	1,051
Donations and tax credits	14	26	107

Select revenues from less common sources

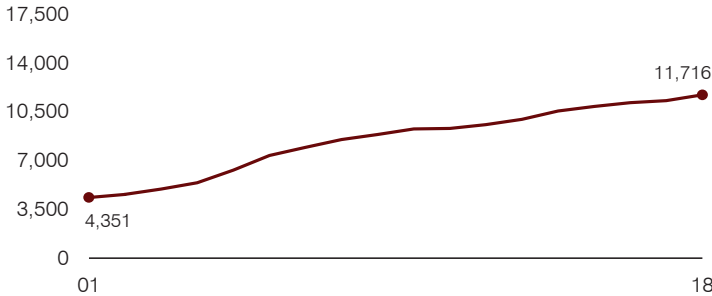
Source	District	Peer average	State average	Number of peers receiving
Desegregation	\$ 0	\$ 0	\$ 0	3 of 10
Small school adjustment	0	0	0	0 of 10
Federal impact aid	0	0	0	2 of 10
Voter-approved levy increases	1,147	1,611	1,611	10 of 10

Instructional spending percentage

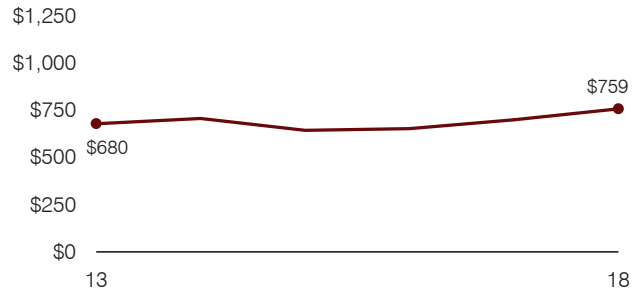
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 54.7 53.9 57.0 59.0 59.9 61.4 57.3 55.3 54.7 57.9 57.3 56.4 54.6 56.0 53.8 55.3 53.3 52.9

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

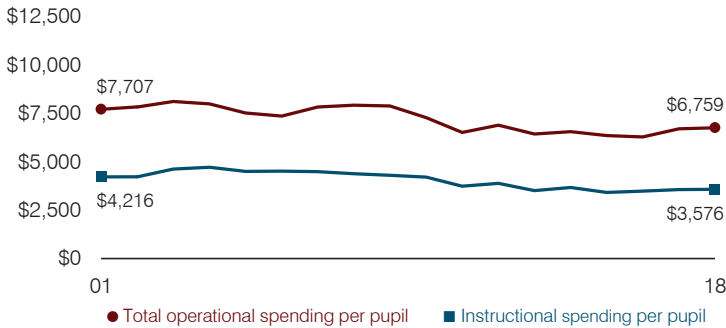
Students attending



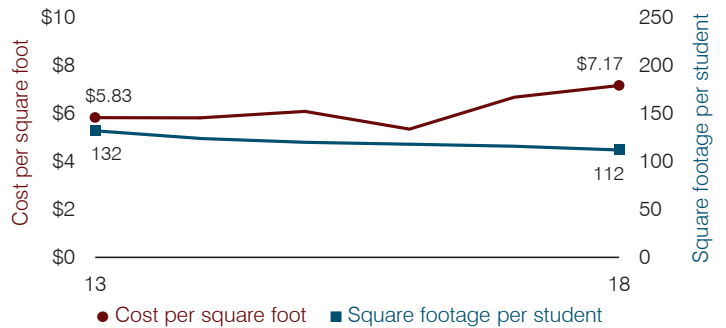
Administrative cost per pupil



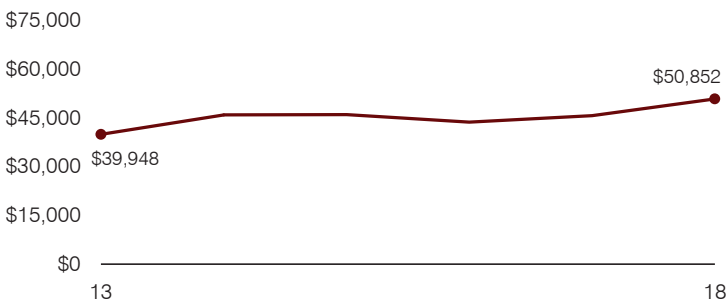
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



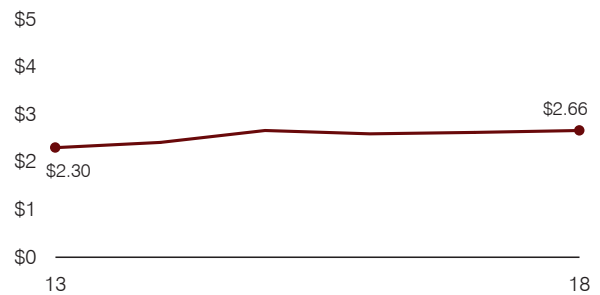
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



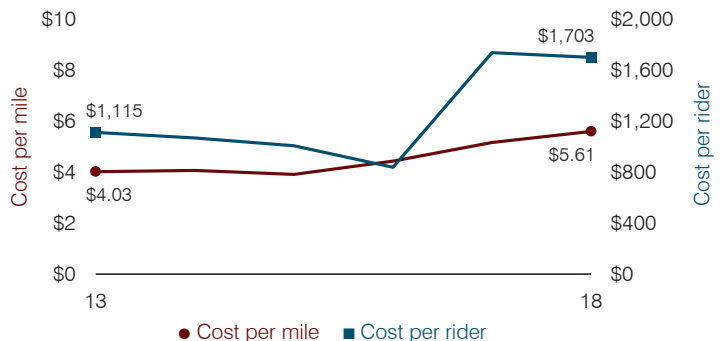
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	19.7%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant

Low **Moderate** **High**

Transportation costs per mile and per rider



Toltec Elementary School District

Pinal County

Efficiency peer groups 9 and T-6, Achievement peer group 17¹

Legislative district(s): 11

District size, location:

Medium, Rural

Students attending:

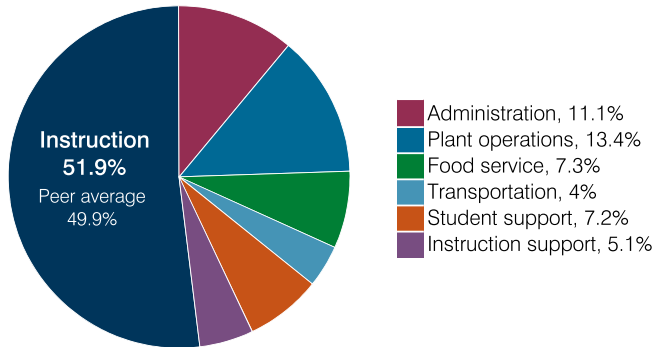
948

Number of schools:

2

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$798	\$1,098	\$860
	Students per administrative position	73	59	66
Plant operations	Cost per square foot	\$5.39	\$6.52	\$6.34
	Square footage per student	180	161	156
Food service	Cost per meal	\$2.61	\$3.10	\$3.02
Transportation	Cost per mile	\$3.95	\$3.96	\$4.05
	Cost per rider	\$608	\$721	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,158	\$ 3,739	\$ 4,233	\$ 4,480
Administration	928	798	1,098	860
Plant operations	847	970	1,034	988
Food service	511	524	591	425
Transportation	245	289	526	388
Student support	573	518	584	693
Instruction support	477	367	462	462
Total operational	7,739	7,205	8,528	8,296
Land and buildings	177	845	416	827
Equipment	2	222	316	409
Interest	87	111	75	228
Other	58	3	170	169
Total nonoperational	324	1,181	977	1,633
Total per pupil spending	\$ 8,063	\$ 8,386	\$ 9,505	\$ 9,929

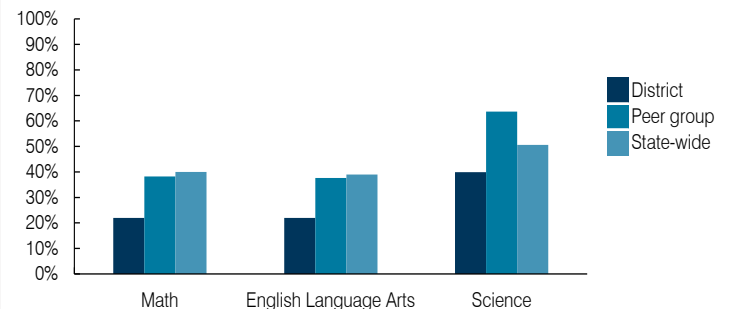
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	2	100%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	19%	19%	19%
Special education population	17%	13%	12%
Students per teacher	18.1	14.1	18.4
Average teacher salary	\$38,533	\$50,510	\$48,951
Amount from Prop 301	\$7,040	\$5,096	\$6,411
Average years of teacher experience	5.3	13.8	11.4
Percentage of teachers in first 3 years	57%	9%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,135	\$ 1,884	\$ 1,836	\$ 1,317
State	4,784	4,846	4,904	4,011
Local	2,991	2,576	2,715	4,592
Total per pupil revenues	\$ 8,910	\$ 9,306	\$ 9,455	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 5,794	\$ 5,785	\$ 5,707	\$ 5,585
Grants	1,172	2,131	2,113	1,241
Donations and tax credits	45	30	67	90

Select revenues from less common sources

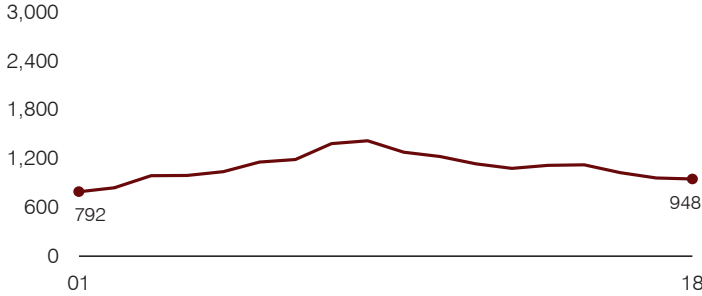
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	0	0	3 of 10
Voter-approved levy increases	471	469	8 of 10

Instructional spending percentage

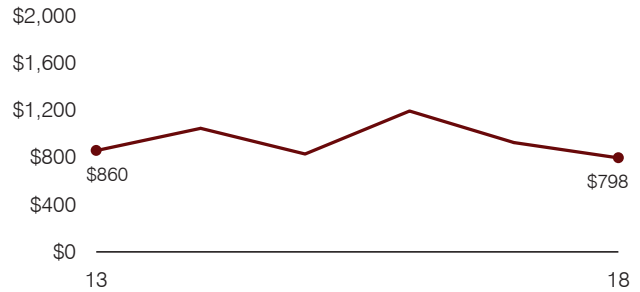
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 61.0 60.0 58.1 57.5 62.3 64.6 59.0 58.0 59.0 53.9 49.9 44.9 45.4 49.2 53.5 45.2 53.7 51.9

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

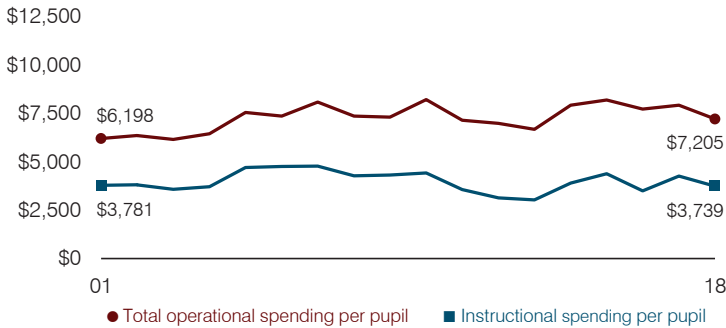
Students attending



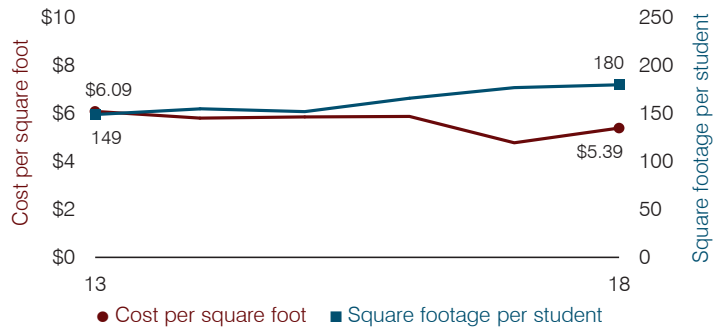
Administrative cost per pupil



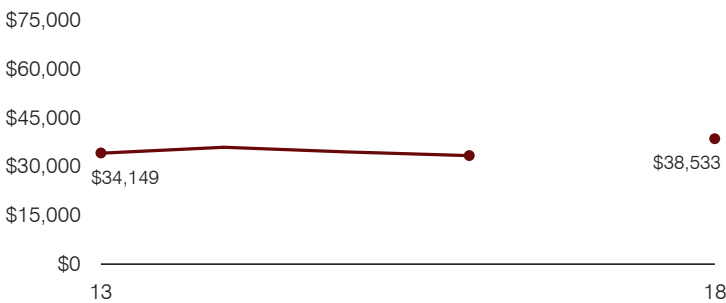
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



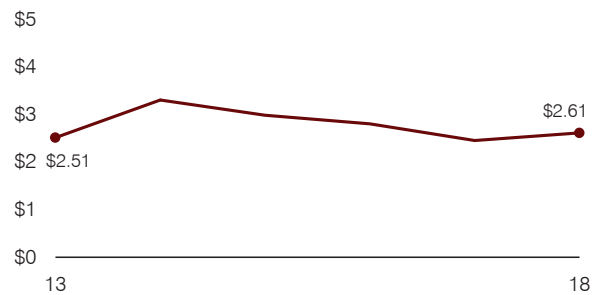
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



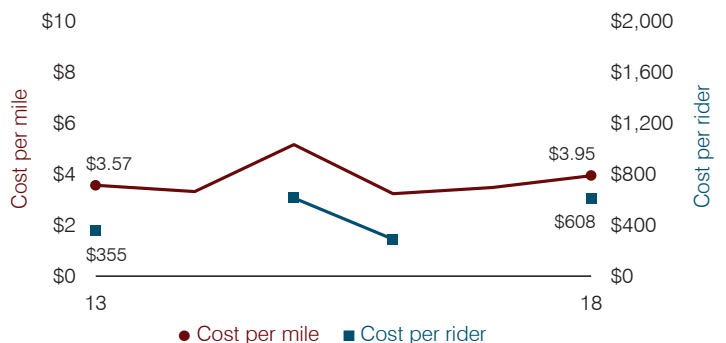
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2016 through 2018	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	13.9%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Noncompliant

Low
Moderate
High

Transportation costs per mile and per rider



Tombstone Unified School District

Cochise County

Efficiency peer groups 5 and T-9, Achievement peer group 6¹

Legislative district(s): 14

District size, location:

Medium, Rural

Students attending:

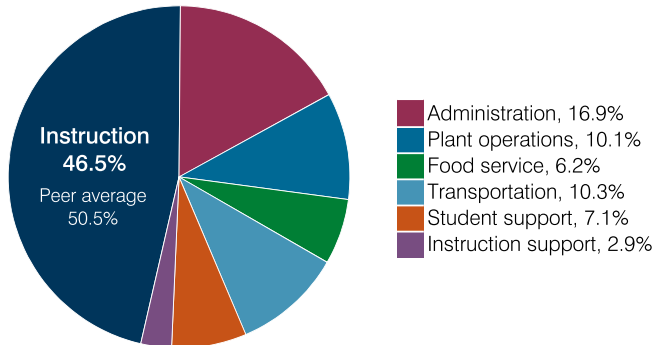
784

Number of schools:

3

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,537	\$1,221	\$860
	Students per administrative position	45	54	66
Plant operations	Cost per square foot	\$3.11	\$5.43	\$6.34
	Square footage per student	295	257	156
Food service	Cost per meal	\$3.31	\$3.66	\$3.02
Transportation	Cost per mile	\$1.99	\$2.62	\$4.05
	Cost per rider	\$1,200	\$1,457	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,148	\$ 4,230	\$ 4,824	\$ 4,480
Administration	1,714	1,537	1,221	860
Plant operations	931	917	1,365	988
Food service	580	566	437	425
Transportation	955	940	532	388
Student support	672	647	623	693
Instruction support	232	266	359	462
Total operational	9,232	9,103	9,361	8,296
Land and buildings	260	96	799	827
Equipment	230	531	433	409
Interest	25	253	248	228
Other	0	0	71	169
Total nonoperational	515	880	1,551	1,633
Total per pupil spending	\$ 9,747	\$ 9,983	\$10,912	\$ 9,929

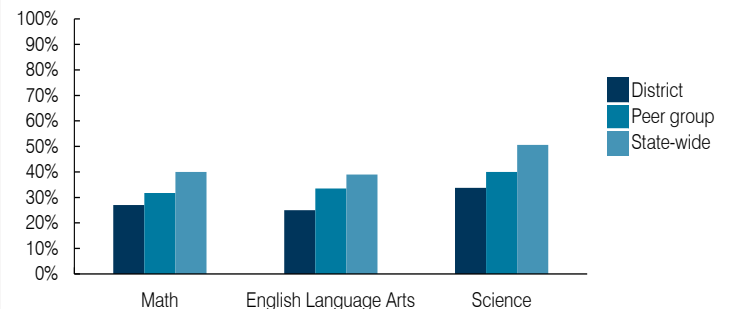
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	33%
C	1	33%
D	1	33%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	93%	94%
Graduation rate (2017)	91%	85%	78%
Poverty rate (2017)	26%	29%	19%
Special education population	18%	14%	12%
Students per teacher	17.0	16.2	18.4
Average teacher salary	\$41,705	\$46,264	\$48,951
Amount from Prop 301	\$4,513	\$6,122	\$6,411
Average years of teacher experience	13.0	12.2	11.4
Percentage of teachers in first 3 years	14%	20%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,412	\$ 1,436	\$ 3,917	\$ 1,317
State	4,998	4,853	4,283	4,011
Local	4,236	3,998	4,207	4,592
Total per pupil revenues	\$10,646	\$10,287	\$ 12,407	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 6,829	\$ 6,609	\$ 5,992	\$ 5,585
Grants	1,614	1,325	1,703	1,241
Donations and tax credits	51	71	147	90

Select revenues from less common sources

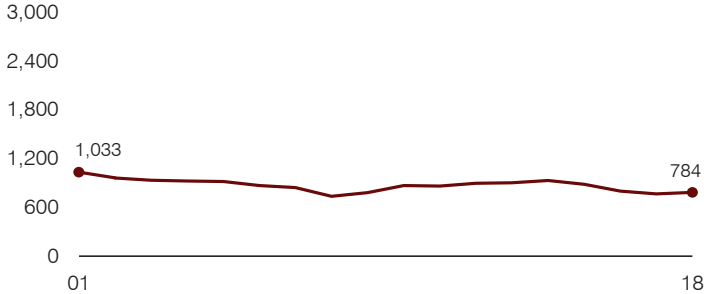
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 31
Small school adjustment	0	0	0 of 31
Federal impact aid	61	100	16 of 31
Voter-approved levy increases	0	0	21 of 31

Instructional spending percentage

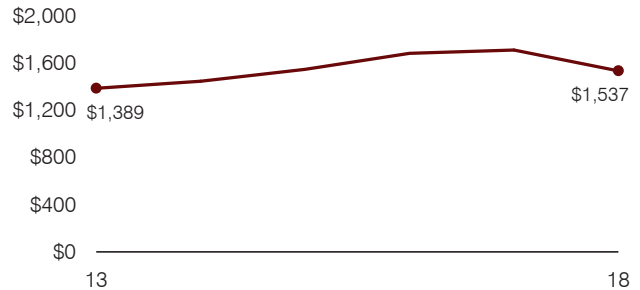
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 57.6 55.0 55.5 56.4 56.2 50.9 47.7 47.2 52.2 47.5 46.5 47.3 50.2 47.7 47.7 47.5 44.9 46.5

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

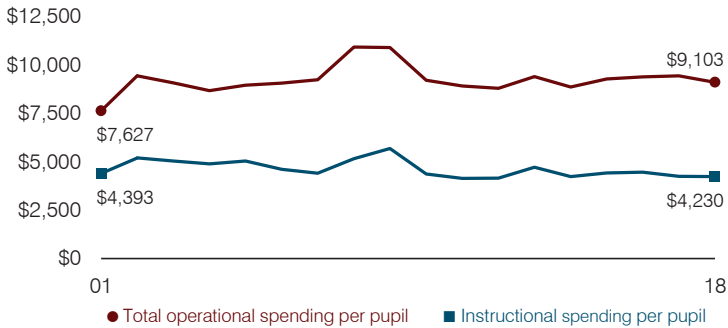
Students attending



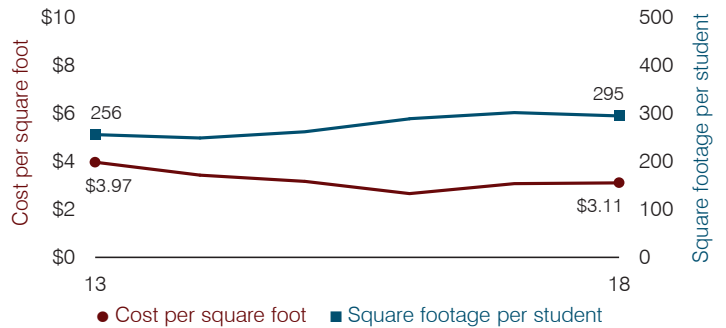
Administrative cost per pupil



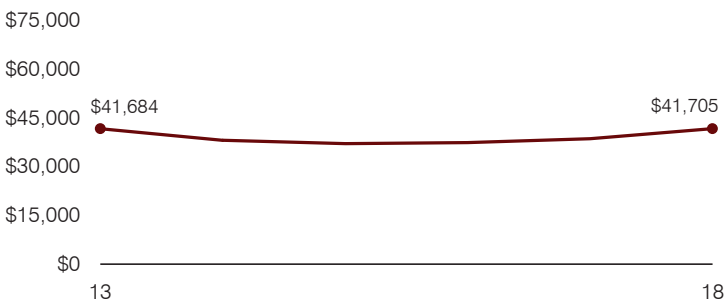
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



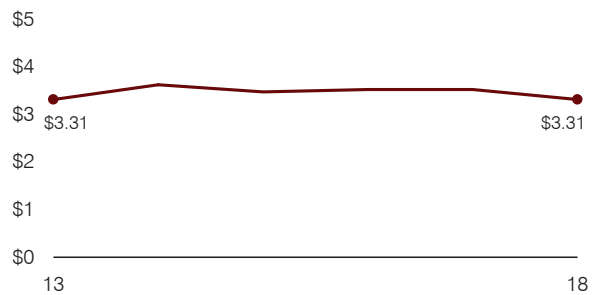
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



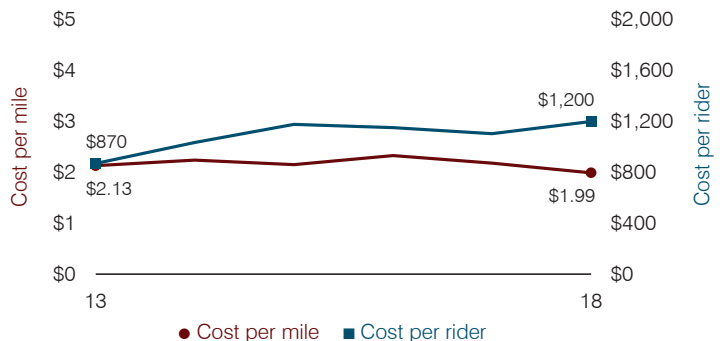
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	4.6%, Increasing
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Marginally compliant

Low
Moderate
High

Transportation costs per mile and per rider



Tonto Basin Elementary School District

Gila County

District size, location:

Very small, Rural

Efficiency peer groups 11 and T-11, Achievement peer group 19¹

Students attending:

65

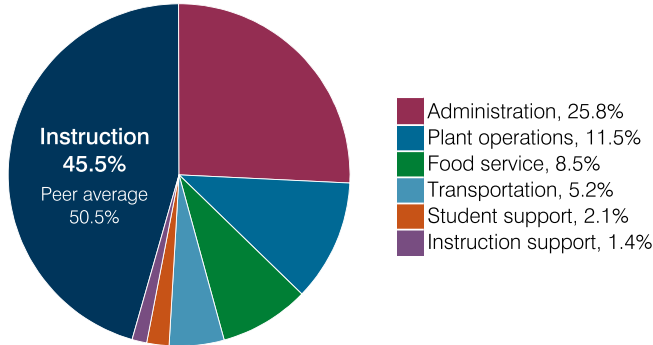
Legislative district(s): 6

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$6,673	\$3,064	\$860
	Students per administrative position	14	33	66
Plant operations	Cost per square foot	\$11.47	\$7.31	\$6.34
	Square footage per student	260	371	156
Food service	Cost per meal	\$6.92	\$5.79	\$3.02
Transportation	Cost per mile	\$2.18	\$1.94	\$4.05
	Cost per rider	\$3,802	\$1,614	\$1,301

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 10,348	\$ 11,778	\$ 8,493	\$ 4,480
Administration	6,087	6,673	3,064	860
Plant operations	2,891	2,979	2,439	988
Food service	2,122	2,207	932	425
Transportation	1,334	1,344	973	388
Student support	603	549	656	693
Instruction support	548	348	400	462
Total operational	23,933	25,878	16,957	8,296
Land and buildings	313	995	965	827
Equipment	2,303	1,089	562	409
Interest	5	1	25	228
Other	91	37	88	169
Total nonoperational	2,712	2,122	1,640	1,633
Total per pupil spending	\$ 26,645	\$ 28,000	\$ 18,597	\$ 9,929

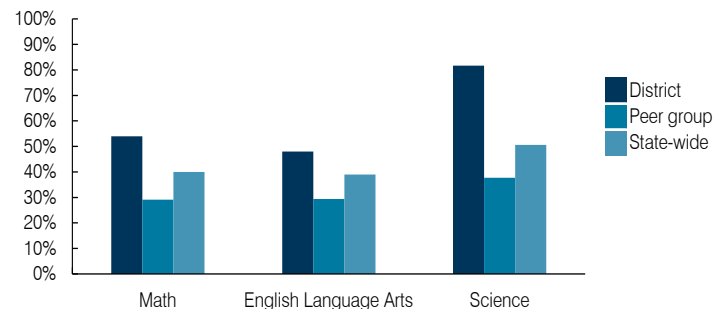
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	1	100%
B	0	0%
C	0	0%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	32%	32%	19%
Special education population	14%	14%	12%
Students per teacher	9.3	15.6	18.4
Average teacher salary	\$53,263	\$49,189	\$48,951
Amount from Prop 301	\$2,330	\$4,810	\$6,411
Average years of teacher experience	16.9	11.6	11.4
Percentage of teachers in first 3 years	0%	11%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 2,690	\$ 3,520	\$ 3,021	\$ 1,317
State	6,723	8,509	4,788	4,011
Local	12,571	13,202	12,812	4,592
Total per pupil revenues	\$ 21,984	\$ 25,231	\$ 20,621	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 9,660	\$ 9,625	\$ 8,282	\$ 5,585
Grants	3,015	4,952	3,020	1,241
Donations and tax credits	355	290	125	90

Select revenues from less common sources

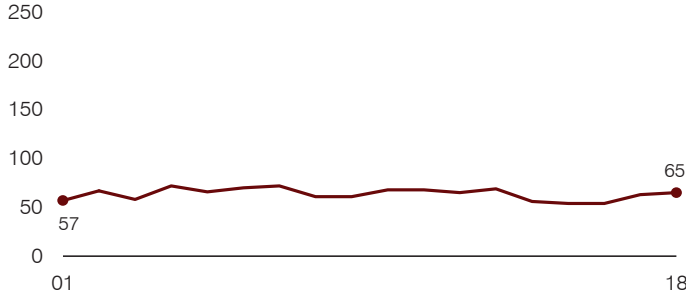
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	8,690	8,450	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

Instructional spending percentage

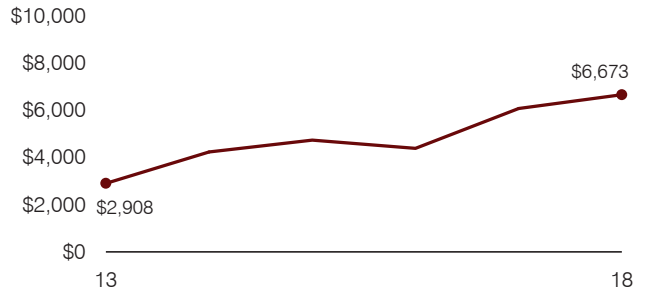
Year:	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Percentage:	59.3	65.3	53.8	57.3	56.2	54.0	53.0	54.0	53.5	52.5	52.2	52.0	53.0	50.8	45.5	47.7	43.2	45.5

TRENDS AND FINANCIAL STRESS ASSESSMENT
Fiscal years as indicated

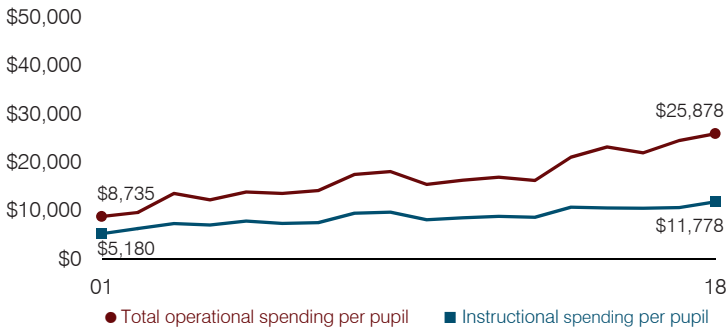
Students attending



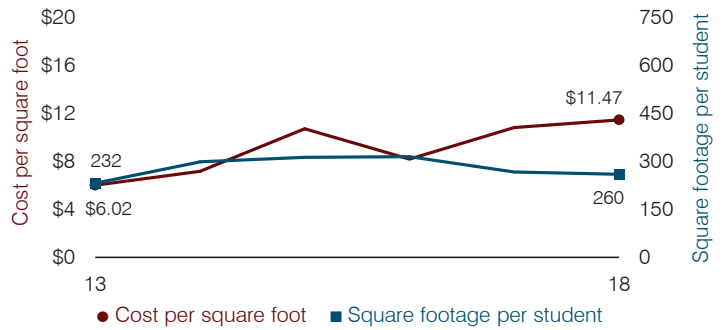
Administrative cost per pupil



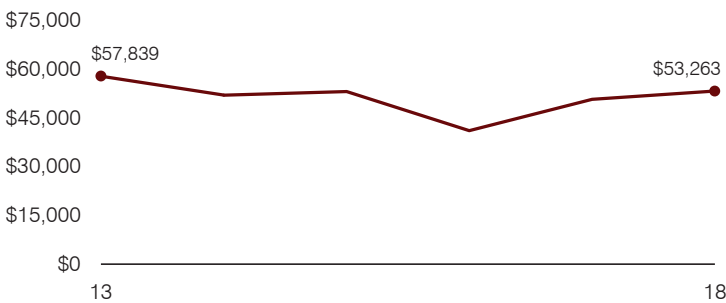
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



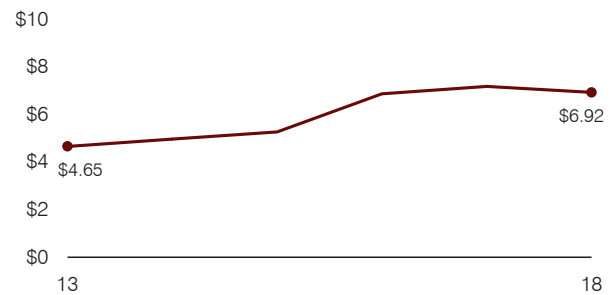
Plant cost per square foot and square footage per student



Average teacher salary



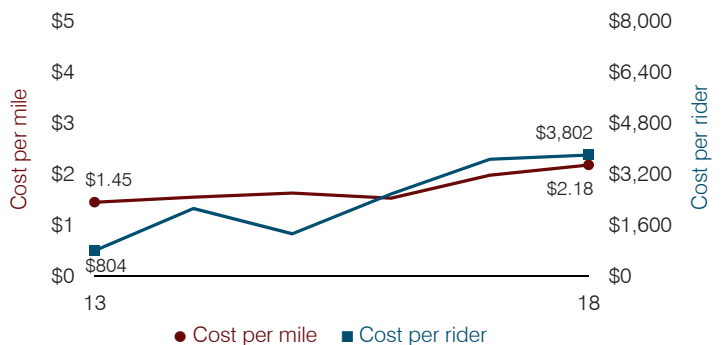
Food service cost per meal



Financial stress assessment

Overall financial stress level:	Low
Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	Isolated
Spending increase election results	No election held
Operating reserve percentage, Trend	4.8%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant
	Low Moderate High

Transportation costs per mile and per rider



Topock Elementary School District

Mohave County

District size, location:

Very small, Rural

Efficiency peer groups 11 and T-11, Achievement peer group 17¹

Students attending:

102

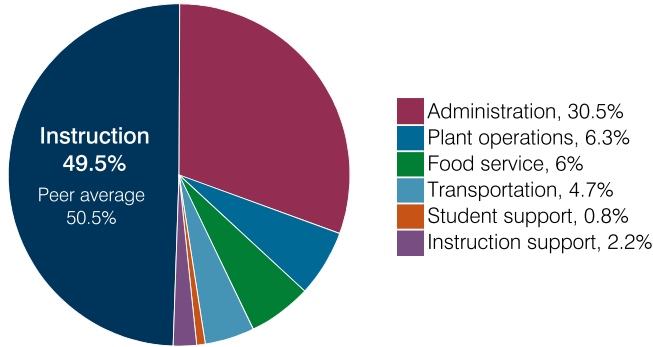
Legislative district(s): 5

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,348	\$3,064	\$860
	Students per administrative position	51	33	66
Plant operations	Cost per square foot	\$2.69	\$7.31	\$6.34
	Square footage per student	258	371	156
Food service	Cost per meal	\$2.75	\$5.79	\$3.02
Transportation	Cost per mile	\$2.14	\$1.94	\$4.05
	Cost per rider	\$521	\$1,614	\$1,301

Per pupil spending

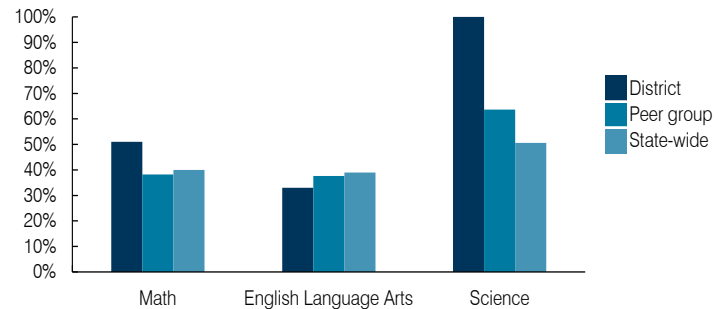
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,923	\$ 5,435	\$ 8,493	\$ 4,480
Administration	3,302	3,348	3,064	860
Plant operations	1,002	694	2,439	988
Food service	721	662	932	425
Transportation	439	523	973	388
Student support	125	89	656	693
Instruction support	162	238	400	462
Total operational	10,674	10,989	16,957	8,296
Land and buildings	542	234	965	827
Equipment	613	263	562	409
Interest	0	0	25	228
Other	676	792	88	169
Total nonoperational	1,831	1,289	1,640	1,633
Total per pupil spending	\$ 12,505	\$ 12,278	\$ 18,597	\$ 9,929

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	100%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	22%	19%	19%
Special education population	9%	13%	12%
Students per teacher	25.4	14.1	18.4
Average teacher salary	\$70,705	\$50,510	\$48,951
Amount from Prop 301	\$14,156	\$5,096	\$6,411
Average years of teacher experience	13.8	13.8	11.4
Percentage of teachers in first 3 years	0%	9%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,626	\$ 3,090	\$ 3,021	\$ 1,317
State	3,681	3,678	4,788	4,011
Local	7,376	6,720	12,812	4,592
Total per pupil revenues	\$ 12,683	\$ 13,488	\$ 20,621	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 7,456	\$ 7,538	\$ 8,282	\$ 5,585
Grants	2,341	4,075	3,020	1,241
Donations and tax credits	205	159	125	90

Select revenues from less common sources

			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	515	492	45 of 56
Federal impact aid	102	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

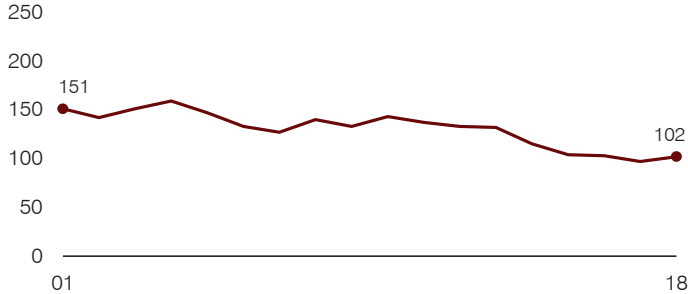
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

Instructional spending percentage

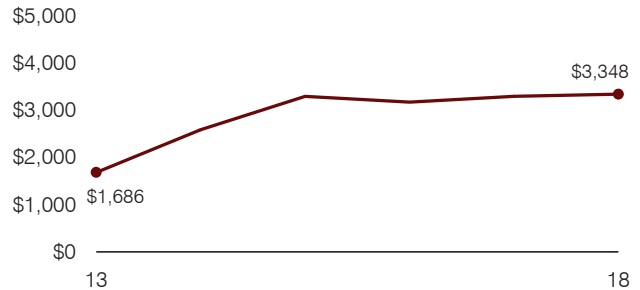
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 62.3 60.7 58.8 59.1 54.5 56.4 56.2 52.4 58.3 51.0 55.6 58.7 54.9 53.3 45.4 46.5 46.1 49.5

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

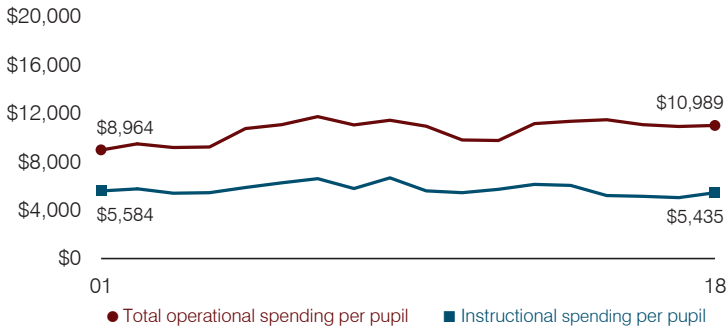
Students attending



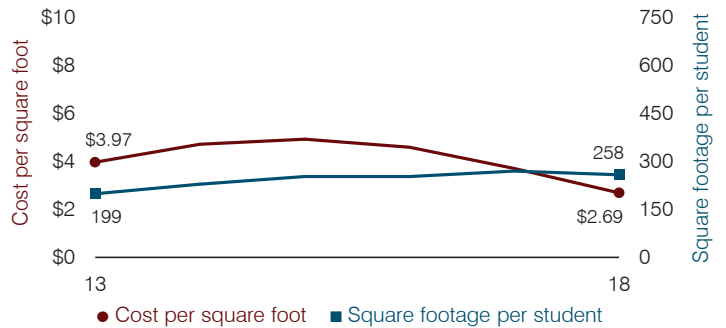
Administrative cost per pupil



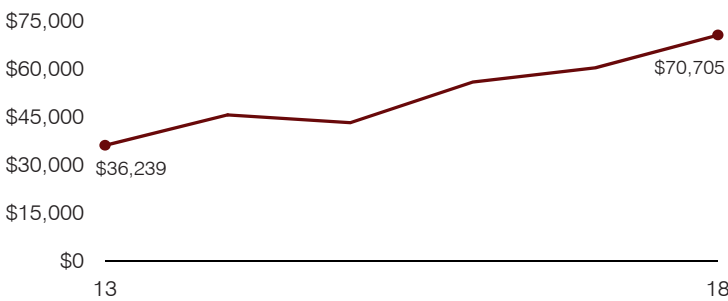
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



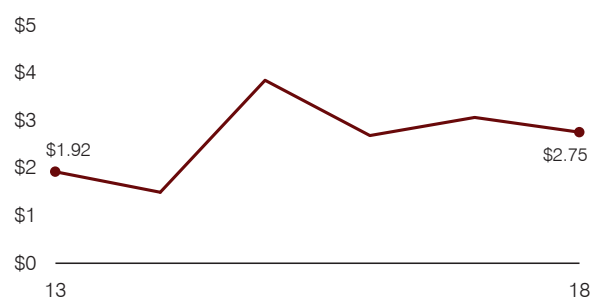
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



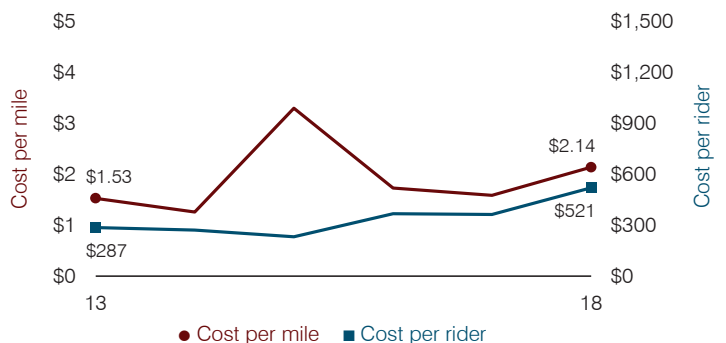
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	Isolated
Spending increase election results	No election held
Operating reserve percentage, Trend	5.7%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Legend: **Low** (Green), **Moderate** (Yellow), **High** (Red)

Transportation costs per mile and per rider



Tuba City Unified School District

Coconino County

Efficiency peer groups 5 and T-10, Achievement peer group 7¹

Legislative district(s): 7

District size, location:

Medium, Town

Students attending:

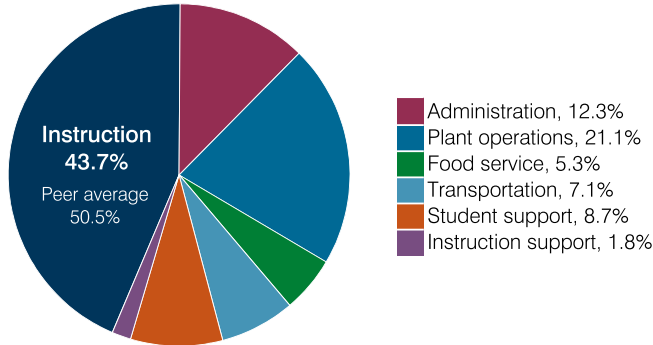
1,646

Number of schools:

6

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,666	\$1,221	\$860
	Students per administrative position	34	54	66
Plant operations	Cost per square foot	\$8.23	\$5.43	\$6.34
	Square footage per student	348	257	156
Food service	Cost per meal	\$3.79	\$3.66	\$3.02
Transportation	Cost per mile	\$3.37	\$1.95	\$4.05
	Cost per rider	\$2,434	\$1,572	\$1,301

Legend: Very low (Green), Low (Blue), Comparable (Yellow), High (Orange), Very high (Red)

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 5,356	\$ 5,927	\$ 4,824	\$ 4,480
Administration	1,488	1,666	1,221	860
Plant operations	2,716	2,864	1,365	988
Food service	684	718	437	425
Transportation	805	960	532	388
Student support	1,133	1,177	623	693
Instruction support	497	245	359	462
Total operational	12,679	13,557	9,361	8,296
Land and buildings	7,409	2,659	799	827
Equipment	427	1,083	433	409
Interest	111	140	248	228
Other	13	29	71	169
Total nonoperational	7,960	3,911	1,551	1,633
Total per pupil spending	\$ 20,639	\$ 17,468	\$ 10,912	\$ 9,929

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

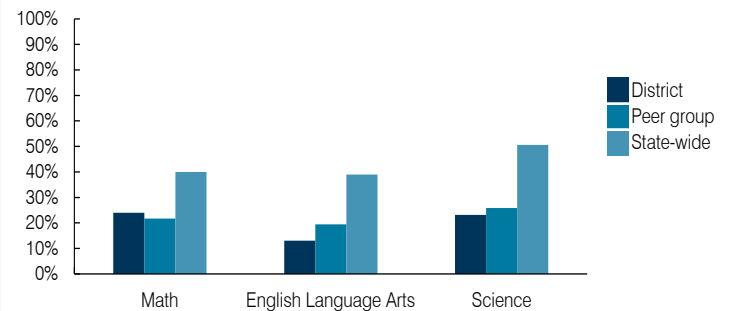
STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools ²	Percentage of schools
A	0	0%
B	0	0%
C	3	60%
D	1	20%
F	1	20%

² Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	91%	94%
Graduation rate (2017)	79%	76%	78%
Poverty rate (2017)	36%	41%	19%
Special education population	14%	12%	12%
Students per teacher	15.1	15.8	18.4
Average teacher salary	\$47,567	\$48,537	\$48,951
Amount from Prop 301	\$4,681	\$5,191	\$6,411
Average years of teacher experience	14.8	12.5	11.4
Percentage of teachers in first 3 years	10%	18%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 9,188	\$ 9,994	\$ 3,917	\$ 1,317
State	4,999	4,880	4,283	4,011
Local	2,216	2,218	4,207	4,592
Total per pupil revenues	\$ 16,403	\$ 17,092	\$ 12,407	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 5,875	\$ 5,927	\$ 5,992	\$ 5,585
Grants	2,975	2,434	1,703	1,241
Donations and tax credits	15	2	147	90

Select revenues from less common sources

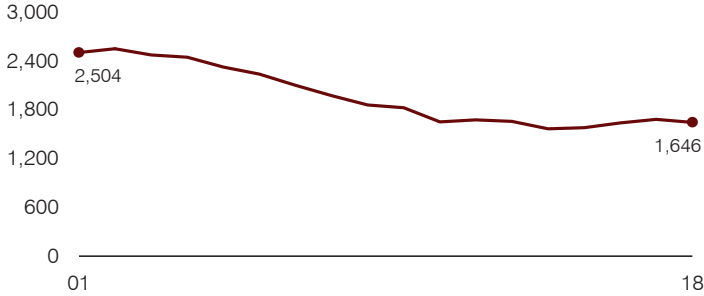
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 31
Small school adjustment	0	0	0 of 31
Federal impact aid	6,228	7,592	16 of 31
Voter-approved levy increases	310	313	21 of 31

Instructional spending percentage

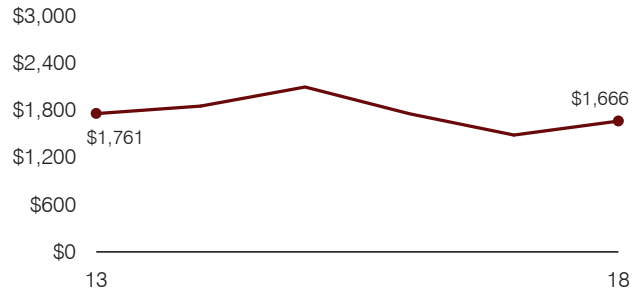
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 47.4 47.7 47.4 47.5 47.7 47.9 44.8 43.7 44.5 43.3 41.1 42.7 42.2 42.4 41.6 41.2 42.2 43.7

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

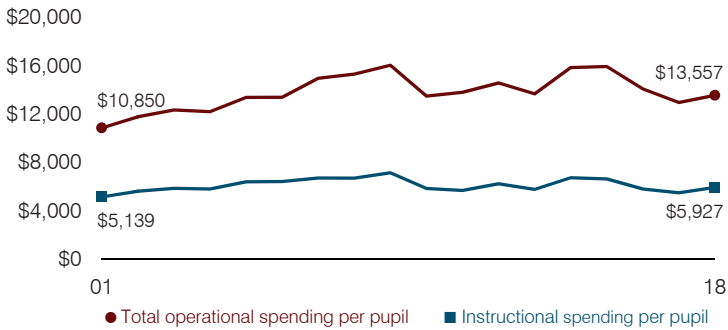
Students attending



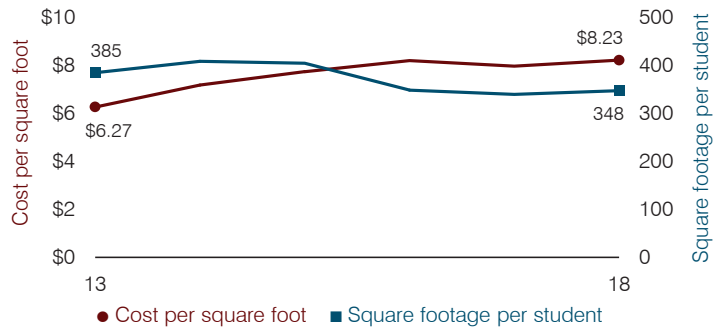
Administrative cost per pupil



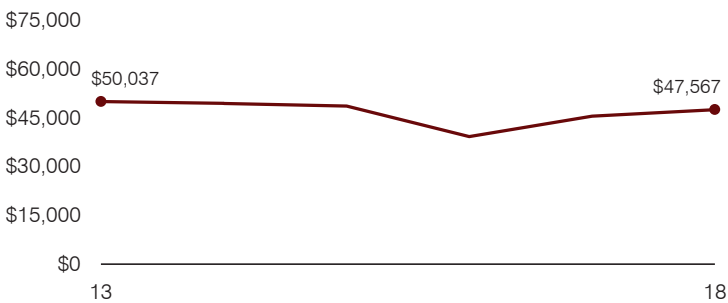
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



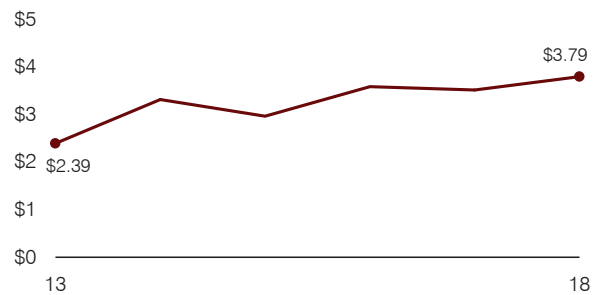
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



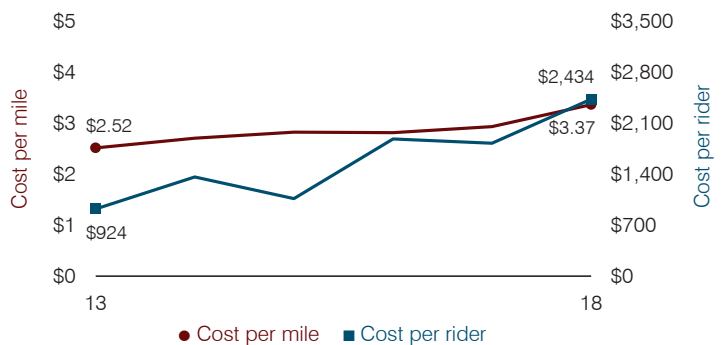
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	Impact Aid Fund reserve
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant

Low
Moderate
High

Transportation costs per mile and per rider



Tucson Unified School District

Pima County

Efficiency peer groups 1 and T-5, Achievement peer group 3¹

Legislative district(s): 2, 3, 4, 9, and 10

District size, location:

Very large, City

Students attending:

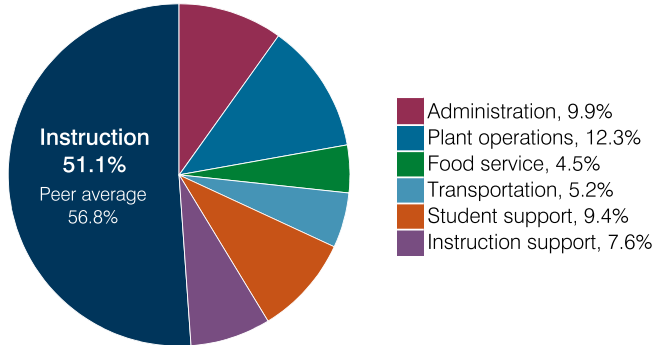
43,854

Number of schools:

86

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$929	\$712	\$860
	Students per administrative position	51	80	66
Plant operations	Cost per square foot	\$6.21	\$6.18	\$6.34
	Square footage per student	186	149	156
Food service	Cost per meal	\$3.24	\$2.87	\$3.02
Transportation	Cost per mile	\$4.50	\$3.90	\$4.05
	Cost per rider	\$2,761	\$1,931	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,647	\$ 4,808	\$ 4,531	\$ 4,480
Administration	1,006	929	712	860
Plant operations	1,122	1,157	916	988
Food service	408	417	331	425
Transportation	498	486	358	388
Student support	824	884	704	693
Instruction support	625	720	395	462
Total operational	9,130	9,401	7,947	8,296
Land and buildings	78	192	631	827
Equipment	364	349	317	409
Interest	200	219	232	228
Other	136	177	207	169
Total nonoperational	778	937	1,387	1,633
Total per pupil spending	\$ 9,908	\$ 10,338	\$ 9,334	\$ 9,929

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

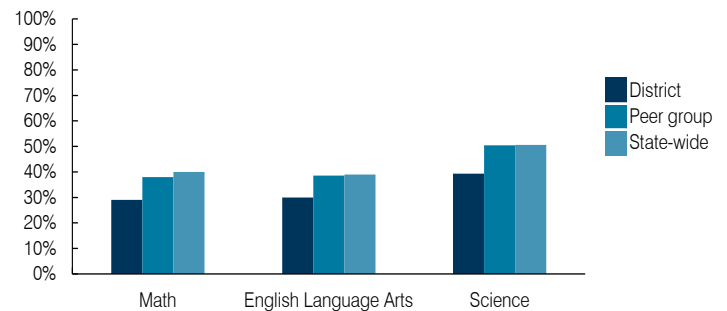
STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools ²	Percentage of schools
A	8	10%
B	23	28%
C	29	36%
D	17	21%
F	4	5%

² Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	93%	94%
Graduation rate (2017)	85%	85%	78%
Poverty rate (2017)	23%	19%	19%
Special education population	14%	14%	12%
Students per teacher	16.0	18.7	18.4
Average teacher salary	\$46,798	\$46,859	\$48,951
Amount from Prop 301	\$8,127	\$7,342	\$6,411
Average years of teacher experience	12.5	12.1	11.4
Percentage of teachers in first 3 years	13%	15%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,593	\$ 1,656	\$ 875	\$ 1,317
State	3,670	3,888	3,546	4,011
Local	4,692	4,736	5,443	4,592
Total per pupil revenues	\$ 9,955	\$10,280	\$ 9,864	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 5,409	\$ 5,526	\$ 5,492	\$ 5,585
Grants	1,553	1,670	937	1,241
Donations and tax credits	84	85	94	90

Select revenues from less common sources

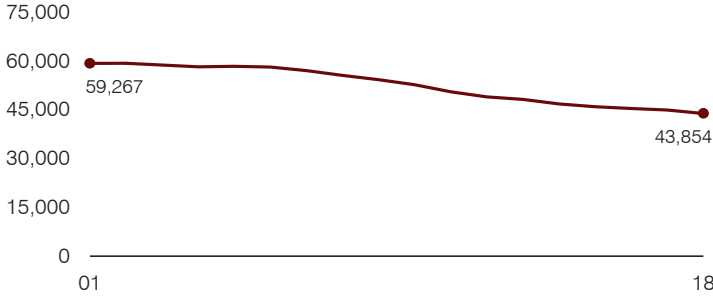
			Number of peers receiving
Desegregation	\$ 1,411	\$ 1,452	4 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	28	13	2 of 10
Voter-approved levy increases	509	396	10 of 10

Instructional spending percentage

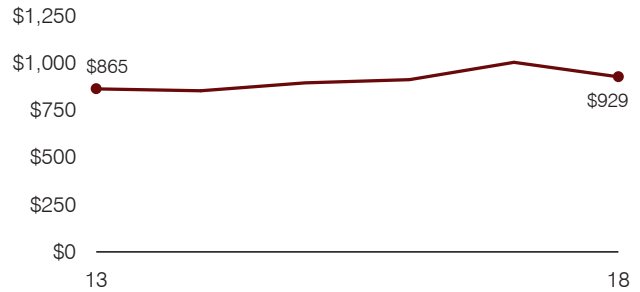
Year:	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Percentage:	53.9	54.7	54.9	55.0	55.4	54.9	54.3	53.4	53.5	53.9	50.4	50.6	49.2	48.7	48.7	48.8	50.9	51.1

TRENDS AND FINANCIAL STRESS ASSESSMENT
Fiscal years as indicated

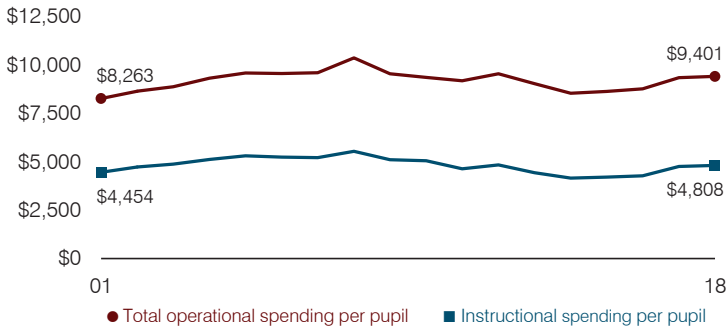
Students attending



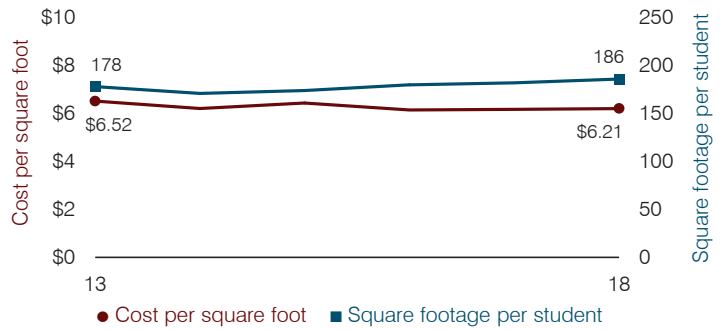
Administrative cost per pupil



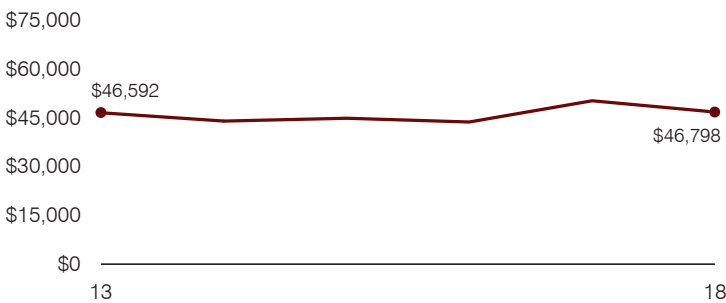
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



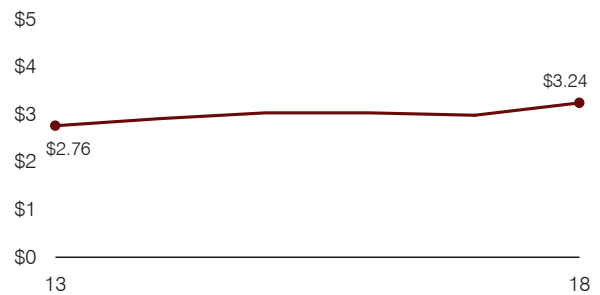
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



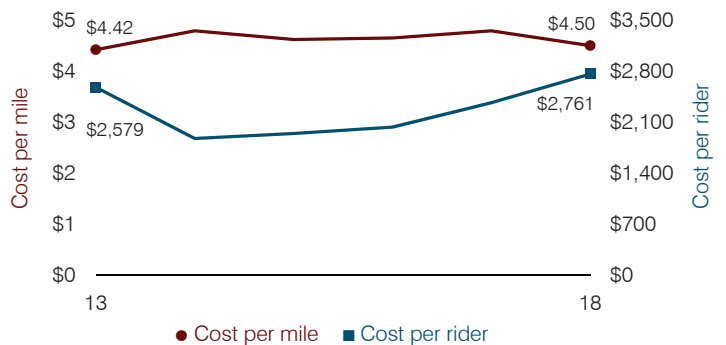
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2016 through 2018	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage, Trend	1.6%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Union Elementary School District

Maricopa County

Efficiency peer groups 8 and T-2, Achievement peer group 13¹

Legislative district(s): 19

District size, location:

Medium, City

Students attending:

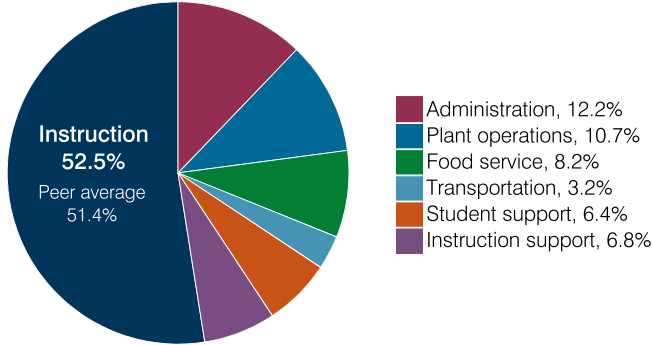
1,815

Number of schools:

3

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$912	\$1,025	\$860
	Students per administrative position	79	67	66
Plant operations	Cost per square foot	\$7.24	\$6.61	\$6.34
	Square footage per student	112	143	156
Food service	Cost per meal	\$2.48	\$2.92	\$3.02
Transportation	Cost per mile	\$8.75	\$5.91	\$4.05
	Cost per rider	\$1,939	\$1,232	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,808	\$ 3,936	\$ 4,392	\$ 4,480
Administration	873	912	1,025	860
Plant operations	607	808	971	988
Food service	655	614	659	425
Transportation	271	241	331	388
Student support	526	478	631	693
Instruction support	446	509	546	462
Total operational	7,186	7,498	8,555	8,296
Land and buildings	713	201	1,140	827
Equipment	285	1,053	697	409
Interest	64	91	327	228
Other	1	0	172	169
Total nonoperational	1,063	1,345	2,336	1,633
Total per pupil spending	\$ 8,249	\$ 8,843	\$10,891	\$ 9,929

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

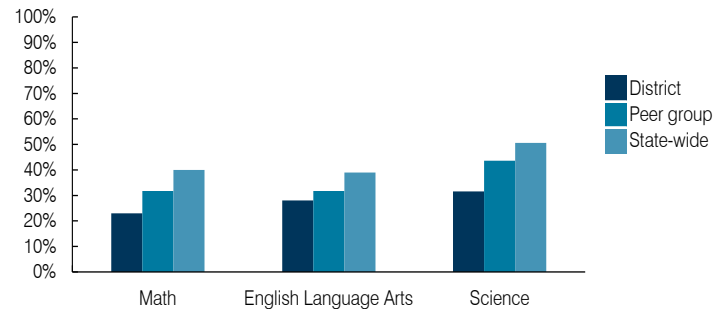
STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools ²	Percentage of schools
A	0	0%
B	0	0%
C	2	100%
D	0	0%
F	0	0%

² Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	20%	20%	19%
Special education population	12%	13%	12%
Students per teacher	20.6	19.4	18.4
Average teacher salary	\$42,780	\$45,518	\$48,951
Amount from Prop 301	\$4,501	\$5,403	\$6,411
Average years of teacher experience	3.7	7.7	11.4
Percentage of teachers in first 3 years	67%	35%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,402	\$ 1,181	\$ 1,723	\$ 1,317
State	4,683	4,619	3,921	4,011
Local	2,142	2,116	4,869	4,592
Total per pupil revenues	\$ 8,227	\$ 7,916	\$ 10,513	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 5,303	\$ 5,184	\$ 5,175	\$ 5,585
Grants	1,402	1,182	1,843	1,241
Donations and tax credits	17	22	54	90

Select revenues from less common sources

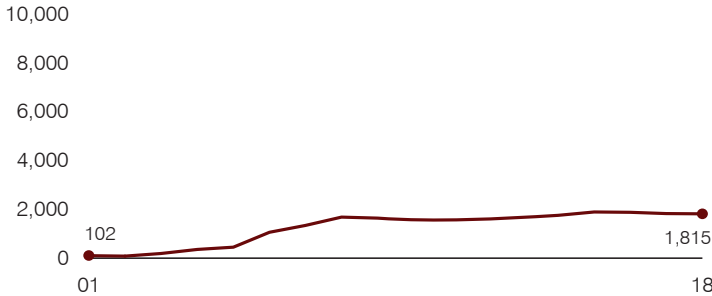
			Number of peers receiving
Desegregation	\$ 0	\$ 0	4 of 19
Small school adjustment	0	0	0 of 19
Federal impact aid	0	0	0 of 19
Voter-approved levy increases	892	922	19 of 19

Instructional spending percentage

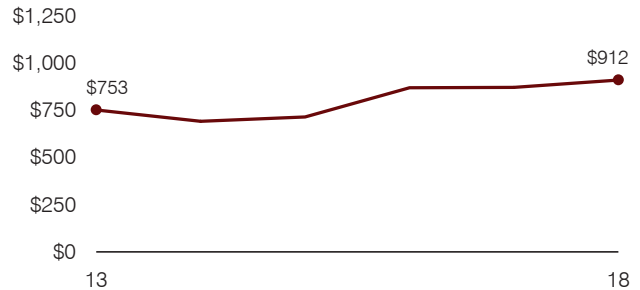
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 51.5 46.9 47.4 50.2 49.6 50.1 55.6 55.0 56.3 54.0 50.4 53.8 51.4 52.5 52.3 51.0 53.0 52.5

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

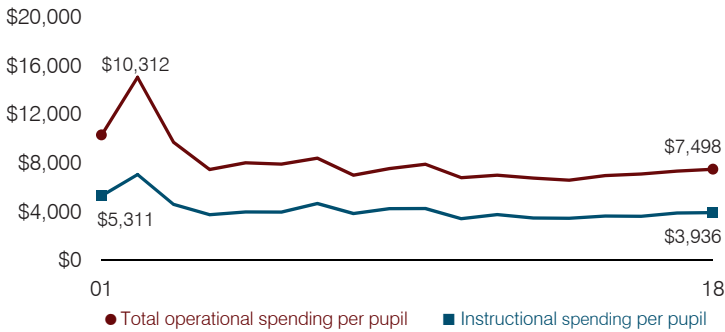
Students attending



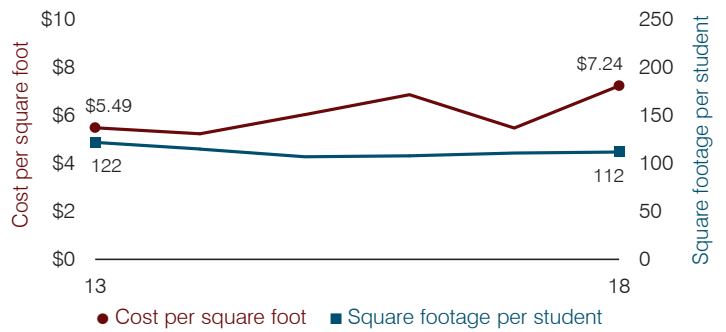
Administrative cost per pupil



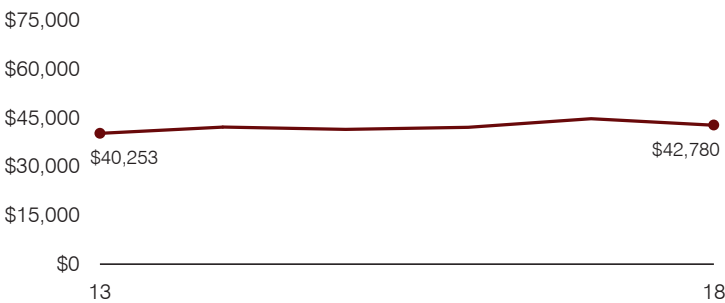
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



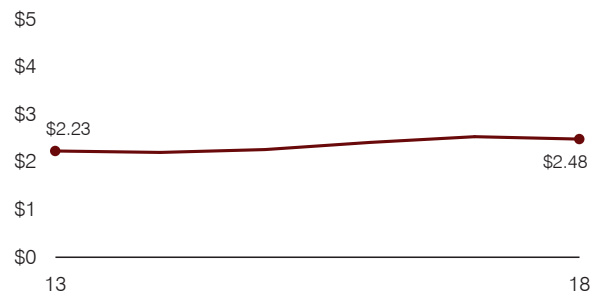
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



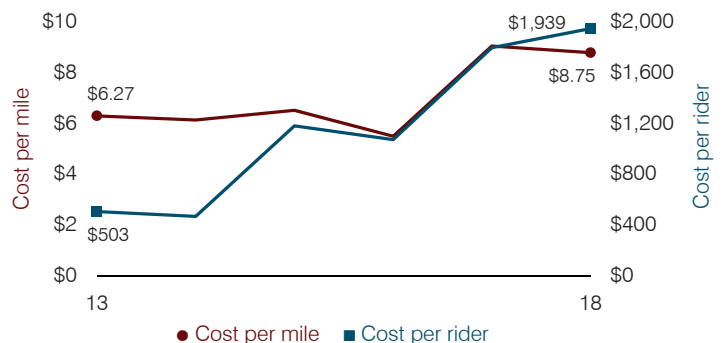
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	6.9%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low **Moderate** **High**

Transportation costs per mile and per rider



Vail Unified School District

Pima County

Efficiency peer groups 2 and T-4, Achievement peer group 1¹

Legislative district(s): 2, 10, and 14

District size, location:

Large, City

Students attending:

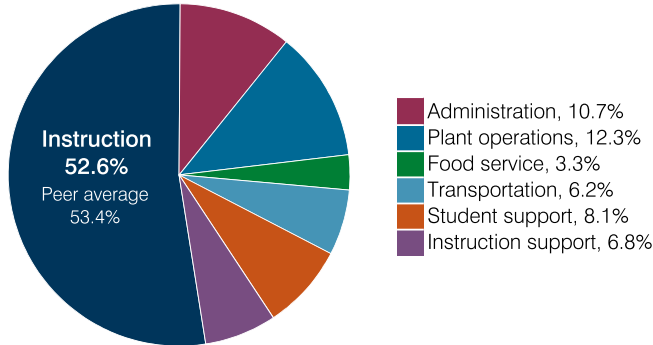
12,587

Number of schools:

20

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$841	\$804	\$860
	Students per administrative position	58	67	66
Plant operations	Cost per square foot	\$8.26	\$6.44	\$6.34
	Square footage per student	116	148	156
Food service	Cost per meal	\$3.42	\$3.08	\$3.02
Transportation	Cost per mile	\$3.51	\$3.72	\$4.05
	Cost per rider	\$1,649	\$1,330	\$1,301

Very low
Low
Comparable
High
Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,805	\$ 4,112	\$ 4,135	\$ 4,480
Administration	818	841	804	860
Plant operations	913	960	941	988
Food service	221	256	342	425
Transportation	458	486	394	388
Student support	630	636	624	693
Instruction support	562	533	492	462
Total operational	7,407	7,824	7,732	8,296
Land and buildings	694	226	738	827
Equipment	343	249	531	409
Interest	234	227	238	228
Other	351	347	153	169
Total nonoperational	1,622	1,049	1,660	1,633
Total per pupil spending	\$ 9,029	\$ 8,873	\$ 9,392	\$ 9,929

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

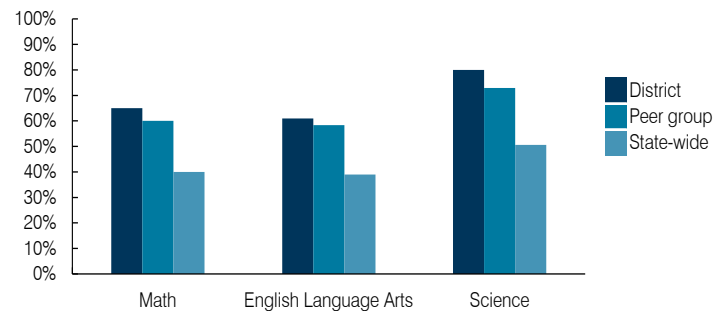
STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools ²	Percentage of schools
A	18	95%
B	0	0%
C	1	5%
D	0	0%
F	0	0%

² Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2017)	92%	94%	78%
Poverty rate (2017)	6%	6%	19%
Special education population	11%	11%	12%
Students per teacher	19.3	17.8	18.4
Average teacher salary	\$41,101	\$43,920	\$48,951
Amount from Prop 301	\$7,142	\$5,990	\$6,411
Average years of teacher experience	8.8	11.3	11.4
Percentage of teachers in first 3 years	26%	19%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 413	\$ 533	\$ 930	\$ 1,317
State	4,539	4,706	3,760	4,011
Local	3,386	3,582	4,666	4,592
Total per pupil revenues	\$ 8,338	\$ 8,821	\$ 9,356	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 5,505	\$ 5,541	\$ 5,545	\$ 5,585
Grants	413	595	1,051	1,241
Donations and tax credits	136	130	107	90

Select revenues from less common sources

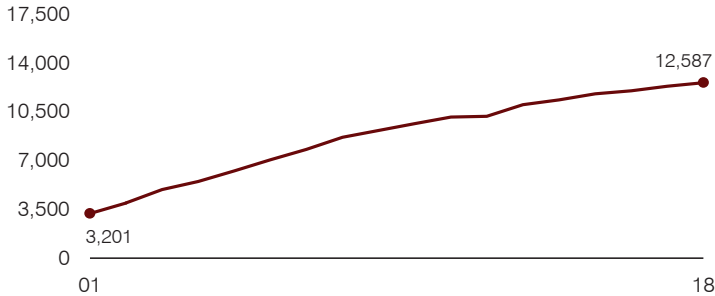
			Number of peers receiving
Desegregation	\$ 0	\$ 0	3 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	63	35	2 of 10
Voter-approved levy increases	933	1,101	10 of 10

Instructional spending percentage

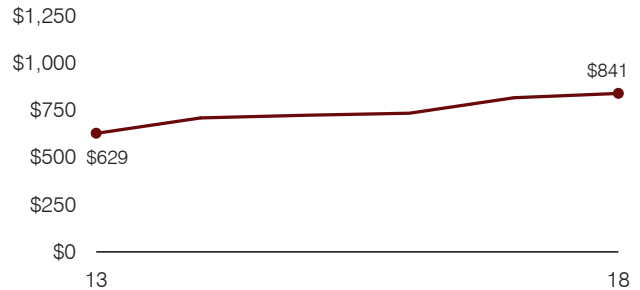
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 57.4 55.8 58.6 59.0 58.5 60.2 59.3 59.9 59.9 59.7 57.6 55.8 56.0 54.1 53.7 51.4 51.4 52.6

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

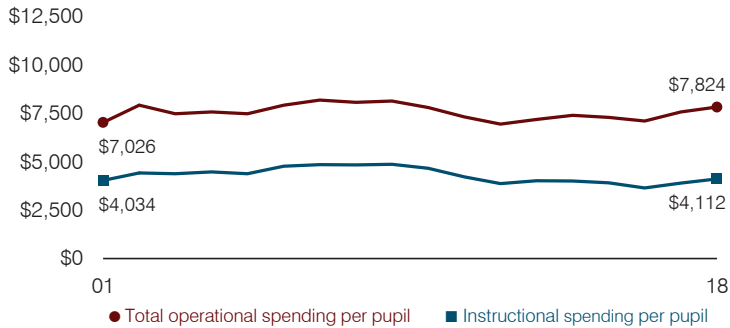
Students attending



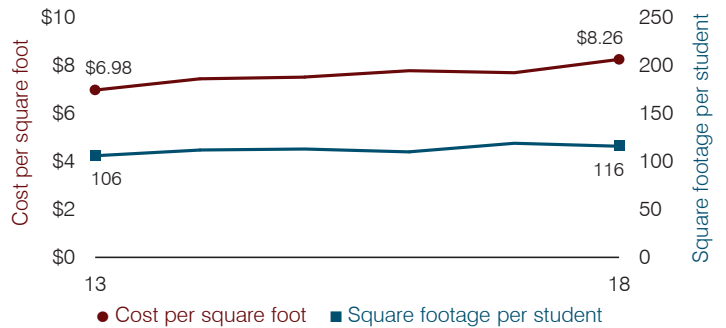
Administrative cost per pupil



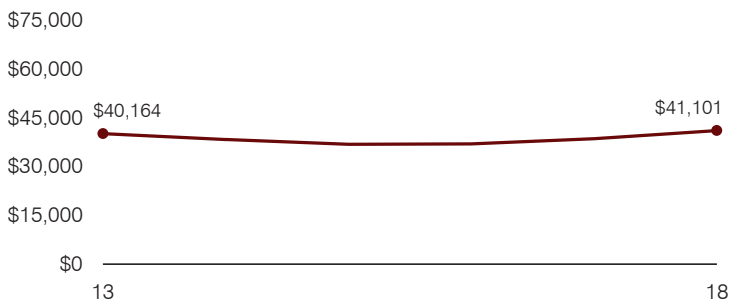
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



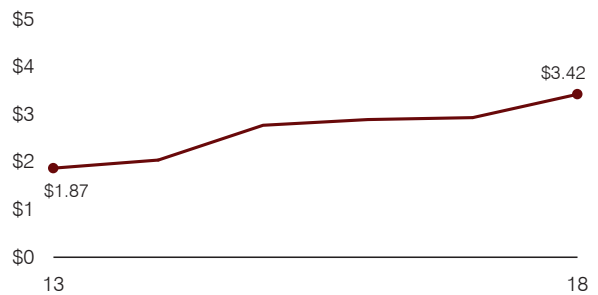
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



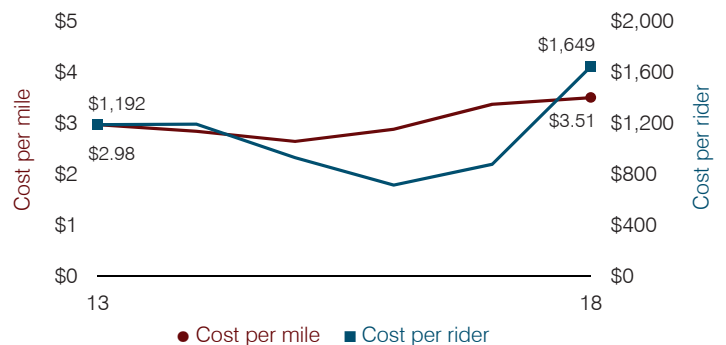
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	Isolated
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	Impact Aid Fund reserve
Years of capital reserve held	Impact Aid Fund reserve
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Valentine Elementary School District

Mohave County

District size, location:

Very small, Rural

Efficiency peer groups 11 and T-11, Achievement peer group 17¹

Students attending:

91

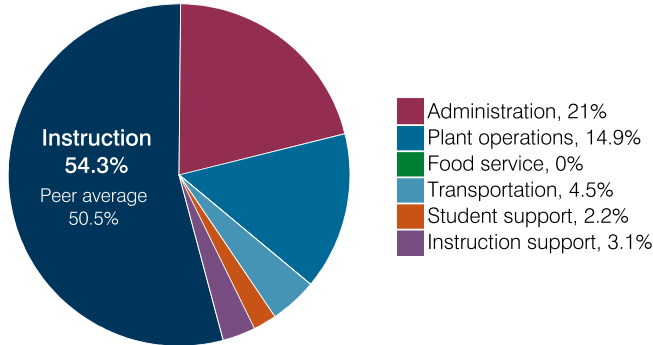
Legislative district(s): 5

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,081	\$3,064	\$860
	Students per administrative position	46	33	66
Plant operations	Cost per square foot	\$10.02	\$7.31	\$6.34
	Square footage per student	147	371	156
Food service	Cost per meal	N/A	\$5.79	\$3.02
Transportation	Cost per mile	\$1.83	\$1.94	\$4.05
	Cost per rider	\$609	\$1,614	\$1,301

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,467	\$ 5,375	\$ 8,493	\$ 4,480
Administration	1,985	2,081	3,064	860
Plant operations	748	1,473	2,439	988
Food service	0	0	932	425
Transportation	275	433	973	388
Student support	92	222	656	693
Instruction support	227	307	400	462
Total operational	7,794	9,891	16,957	8,296
Land and buildings	357	342	965	827
Equipment	625	100	562	409
Interest	0	6	25	228
Other	0	0	88	169
Total nonoperational	982	448	1,640	1,633
Total per pupil spending	\$ 8,776	\$ 10,339	\$ 18,597	\$ 9,929

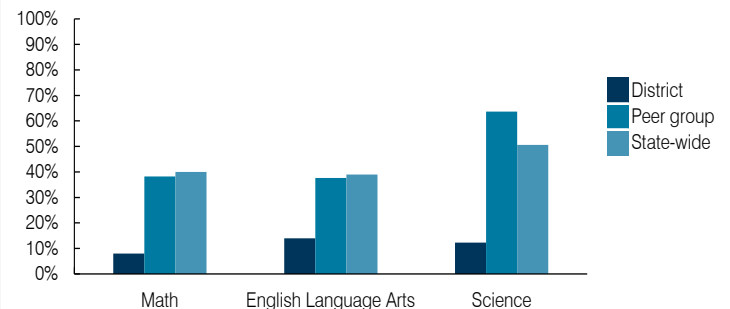
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	100%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	91%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	19%	19%	19%
Special education population	19%	13%	12%
Students per teacher	18.3	14.1	18.4
Average teacher salary	\$50,500	\$50,510	\$48,951
Amount from Prop 301	\$5,250	\$5,096	\$6,411
Average years of teacher experience	16.2	13.8	11.4
Percentage of teachers in first 3 years	0%	9%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 5,699	\$ 5,317	\$ 3,021	\$ 1,317
State	5,276	5,561	4,788	4,011
Local	1,765	2,350	12,812	4,592
Total per pupil revenues	\$ 12,740	\$ 13,228	\$ 20,621	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 6,255	\$ 6,770	\$ 8,282
Grants	645	240	3,020
Donations and tax credits	4	20	125

Select revenues from less common sources

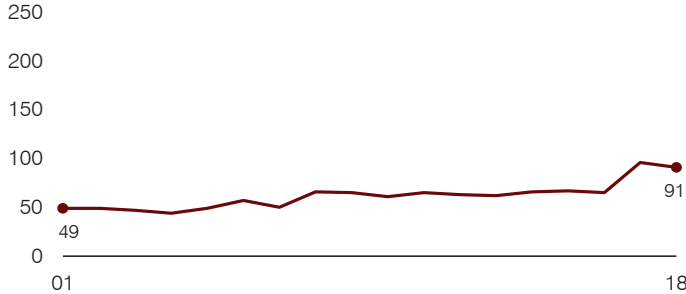
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	2,013	383	45 of 56
Federal impact aid	5,411	5,090	5 of 56
Voter-approved levy increases	0	0	5 of 56

Instructional spending percentage

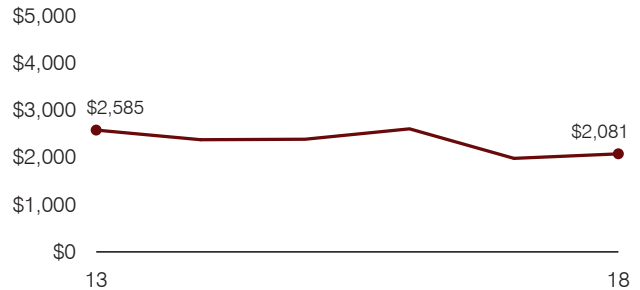
Year:	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Percentage:	72.3	72.6	71.4	68.3	75.6	76.3	77.3	77.3	78.7	81.0	60.1	68.9	54.5	58.3	56.6	55.4	57.3	54.3

TRENDS AND FINANCIAL STRESS ASSESSMENT
Fiscal years as indicated

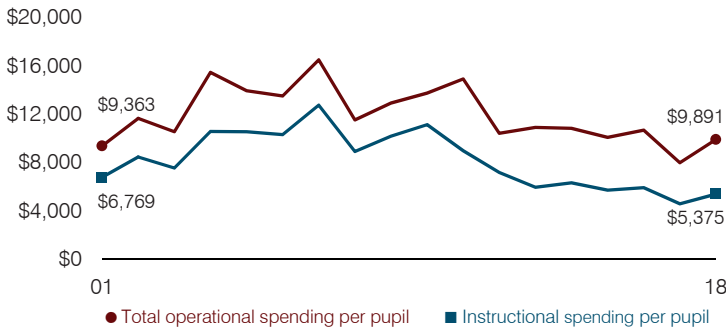
Students attending



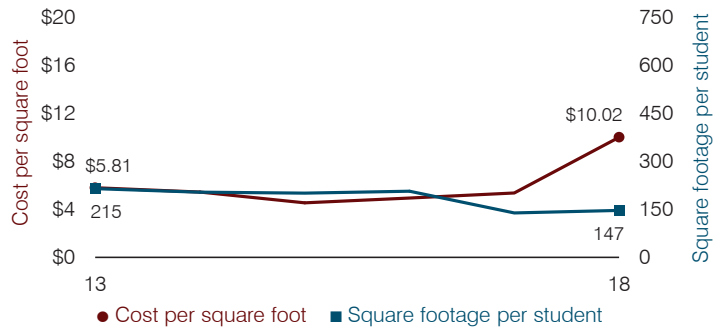
Administrative cost per pupil



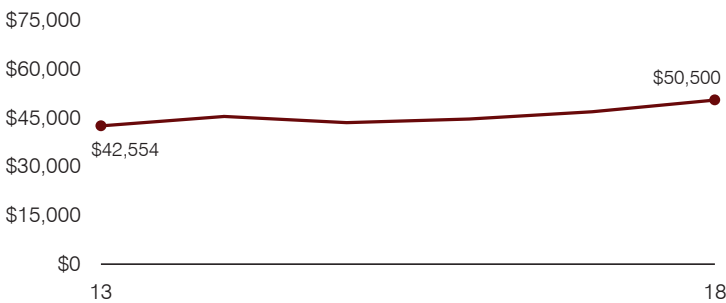
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



Plant cost per square foot and square footage per student



Average teacher salary



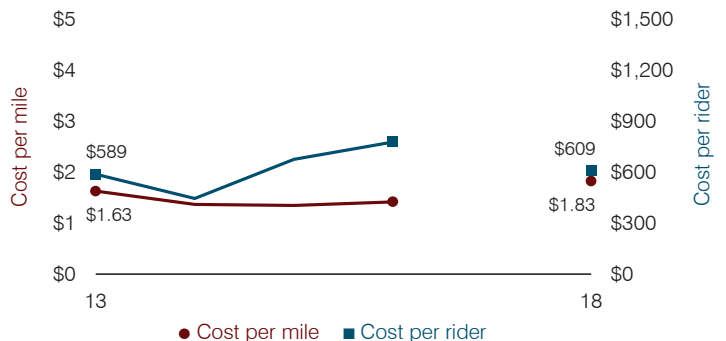
Food service cost per meal

Food service cost per meal trend is not shown because the District did not operate a food service program during all or a substantial portion of fiscal years 2013 through 2018.

Financial stress assessment

Overall financial stress level:	Low
Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	10.1%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Not assessed
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="width: 30%; background-color: green; color: white; text-align: center; padding: 5px;">Low</div> <div style="width: 30%; background-color: yellow; color: black; text-align: center; padding: 5px;">Moderate</div> <div style="width: 30%; background-color: red; color: white; text-align: center; padding: 5px;">High</div> </div>	

Transportation costs per mile and per rider



Valley Union High School District

Cochise County

District size, location:

Very small, Rural

Efficiency peer groups 11 and T-11, Achievement peer group 10¹

Students attending:

119

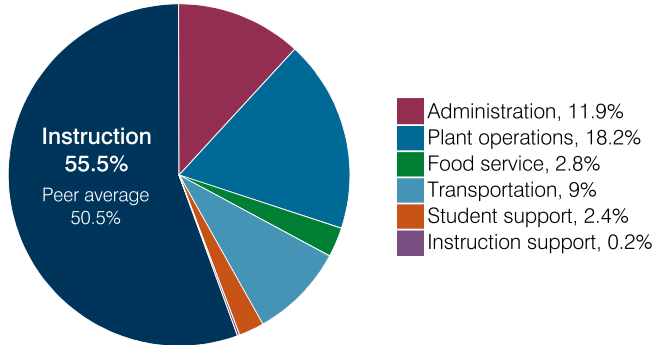
Legislative district(s): 14

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,756	\$3,064	\$860
	Students per administrative position	45	33	66
Plant operations	Cost per square foot	\$5.35	\$7.31	\$6.34
	Square footage per student	504	371	156
Food service	Cost per meal	\$5.50	\$5.79	\$3.02
Transportation	Cost per mile	\$2.75	\$1.94	\$4.05
	Cost per rider	\$4,502	\$1,614	\$1,301

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 7,859	\$ 8,208	\$ 8,493	\$ 4,480
Administration	2,067	1,756	3,064	860
Plant operations	2,324	2,695	2,439	988
Food service	575	413	932	425
Transportation	1,600	1,328	973	388
Student support	138	344	656	693
Instruction support	130	34	400	462
Total operational	14,693	14,778	16,957	8,296
Land and buildings	114	1,646	965	827
Equipment	697	709	562	409
Interest	0	0	25	228
Other	0	0	88	169
Total nonoperational	811	2,355	1,640	1,633
Total per pupil spending	\$ 15,504	\$ 17,133	\$ 18,597	\$ 9,929

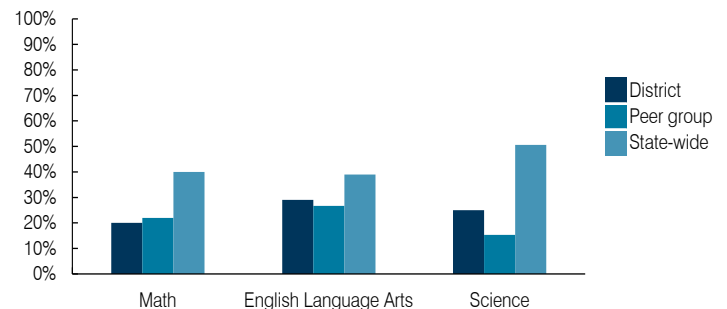
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	100%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	85%	91%	94%
Graduation rate (2017)	93%	91%	78%
Poverty rate (2017)	9%	12%	19%
Special education population	14%	16%	12%
Students per teacher	8.5	8.8	18.4
Average teacher salary	\$36,132	\$37,636	\$48,951
Amount from Prop 301	\$4,165	\$3,874	\$6,411
Average years of teacher experience	8.8	9.8	11.4
Percentage of teachers in first 3 years	22%	20%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 969	\$ 1,120	\$ 3,021	\$ 1,317
State	3,312	4,552	4,788	4,011
Local	14,067	13,081	12,812	4,592
Total per pupil revenues	\$ 18,348	\$ 18,753	\$ 20,621	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 7,901	\$ 6,991	\$ 8,282	\$ 5,585
Grants	1,149	2,969	3,020	1,241
Donations and tax credits	204	10	125	90

Select revenues from less common sources

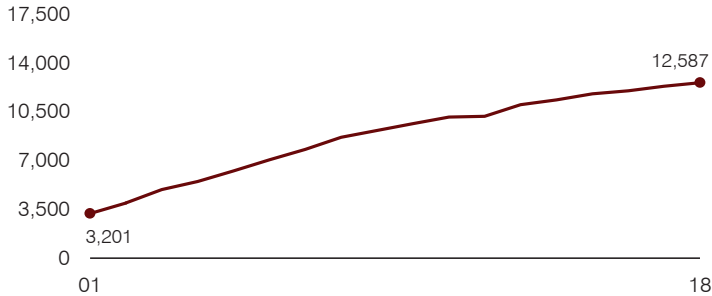
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	3,192	2,992	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	1,010	76	5 of 56

Instructional spending percentage

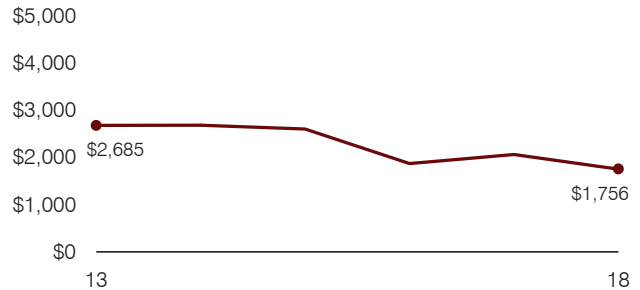
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 53.2 54.5 57.2 53.1 55.4 56.3 49.9 50.3 47.2 51.5 46.0 46.0 46.4 48.8 50.1 52.8 53.5 55.5

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

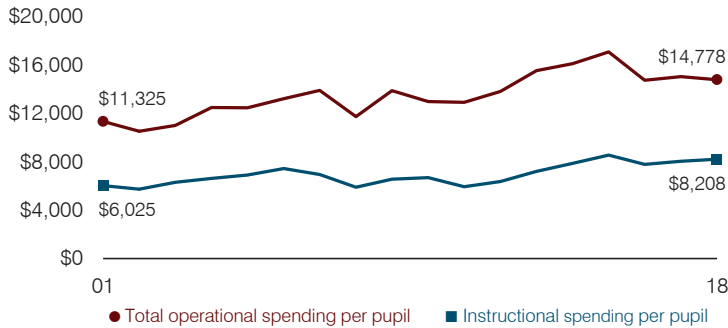
Students attending



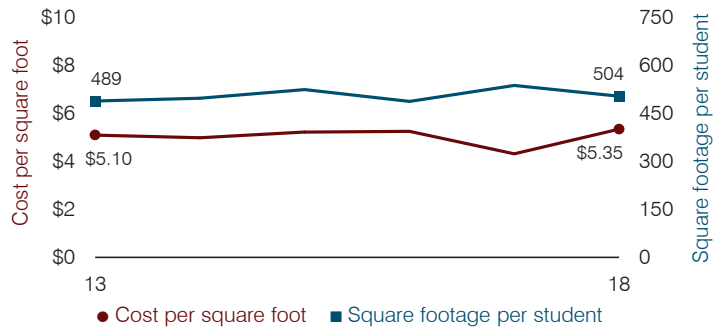
Administrative cost per pupil



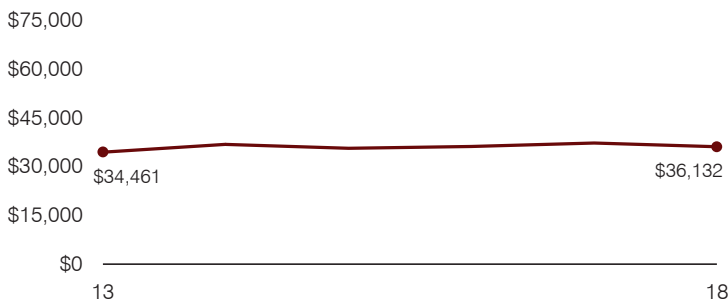
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



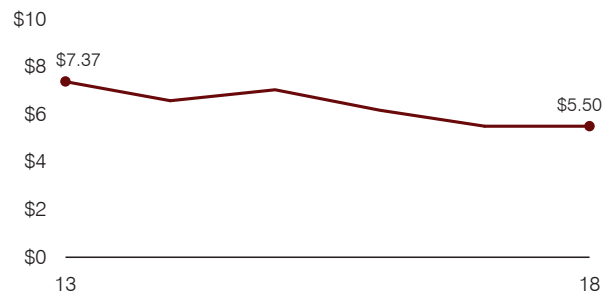
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



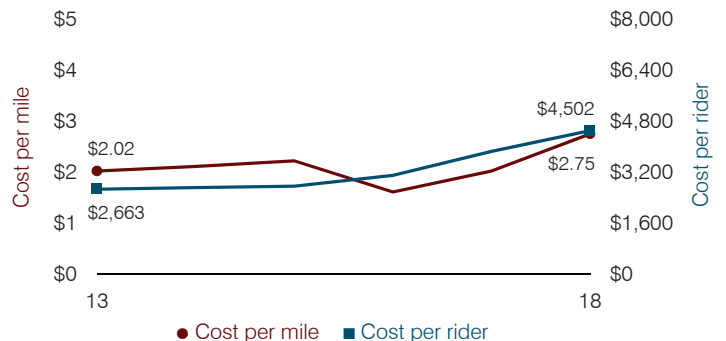
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	19.7%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Vernon Elementary School District

Apache County

Efficiency peer groups 11 and T-11, Achievement peer group 18¹

Legislative district(s): 7

District size, location:

Very small, Rural

Students attending:

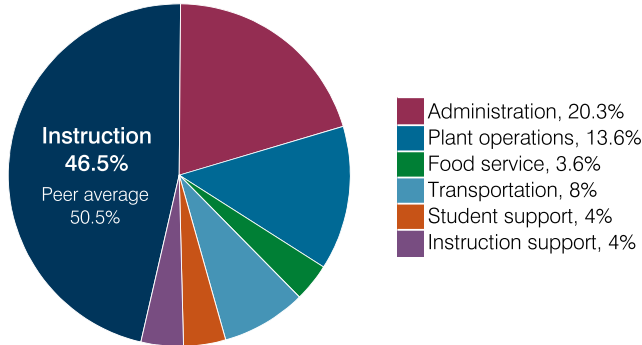
98

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,935	\$3,064	\$860
	Students per administrative position	28	33	66
Plant operations	Cost per square foot	\$8.23	\$7.31	\$6.34
	Square footage per student	239	371	156
Food service	Cost per meal	\$2.96	\$5.79	\$3.02
Transportation	Cost per mile	\$1.12	\$1.94	\$4.05
	Cost per rider	\$834	\$1,614	\$1,301

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 8,085	\$ 6,728	\$ 8,493	\$ 4,480
Administration	3,095	2,935	3,064	860
Plant operations	1,618	1,967	2,439	988
Food service	351	519	932	425
Transportation	1,496	1,155	973	388
Student support	1,916	573	656	693
Instruction support	811	577	400	462
Total operational	17,372	14,454	16,957	8,296
Land and buildings	0	0	965	827
Equipment	95	868	562	409
Interest	0	1	25	228
Other	0	16	88	169
Total nonoperational	95	885	1,640	1,633
Total per pupil spending	\$ 17,467	\$ 15,339	\$ 18,597	\$ 9,929

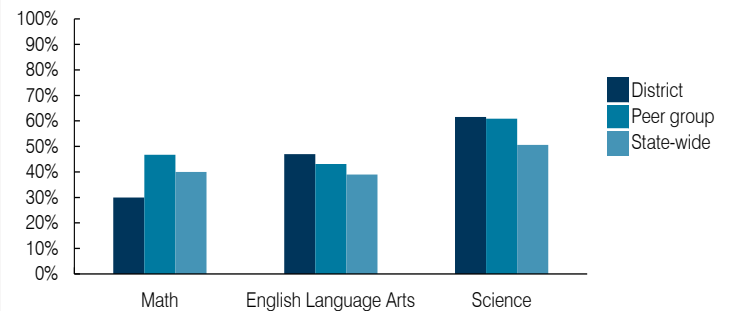
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	91%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	23%	25%	19%
Special education population	18%	17%	12%
Students per teacher	10.9	12.6	18.4
Average teacher salary	\$45,210	\$47,486	\$48,951
Amount from Prop 301	\$3,921	\$4,484	\$6,411
Average years of teacher experience	8.5	14.9	11.4
Percentage of teachers in first 3 years	25%	7%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 2,442	\$ 4,354	\$ 3,021	\$ 1,317
State	9,168	7,534	4,788	4,011
Local	6,396	9,226	12,812	4,592
Total per pupil revenues	\$ 18,006	\$ 21,114	\$ 20,621	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 11,307	\$ 9,444	\$ 8,282
Grants	2,624	4,393	3,020
Donations and tax credits	52	41	125

Select revenues from less common sources

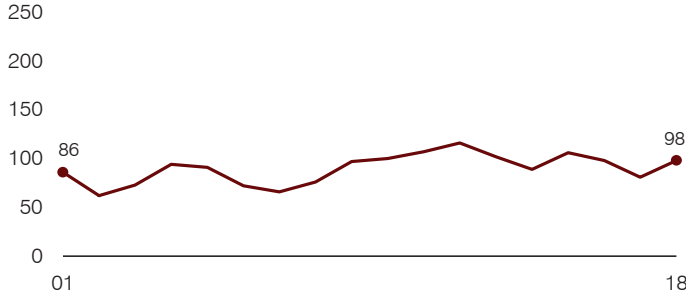
Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	615	509	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

Instructional spending percentage

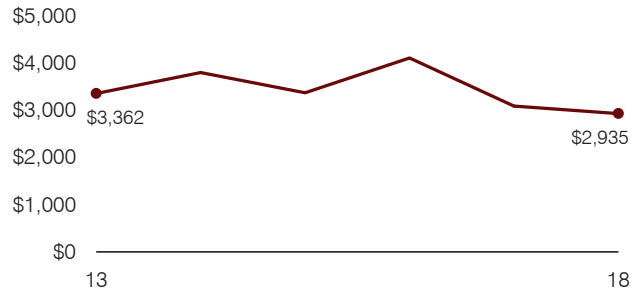
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 45.6 41.5 46.5 46.0 51.6 43.3 39.8 38.3 44.0 45.2 43.6 45.9 48.4 41.9 44.2 43.1 46.5 46.5

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

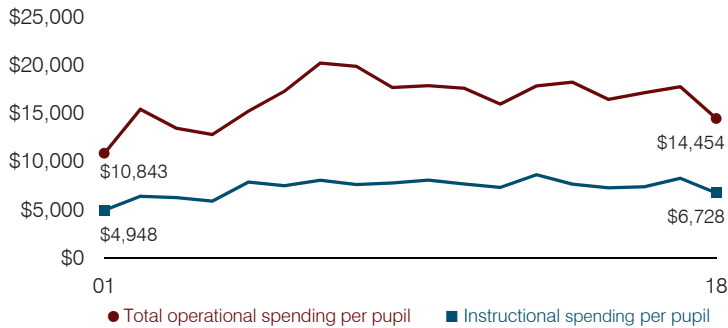
Students attending



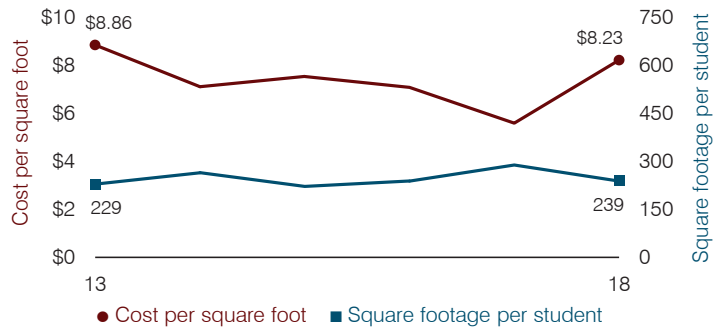
Administrative cost per pupil



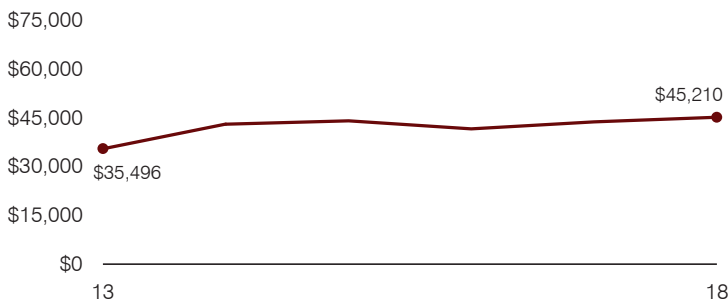
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



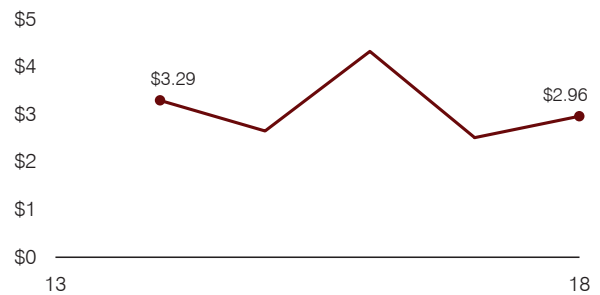
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



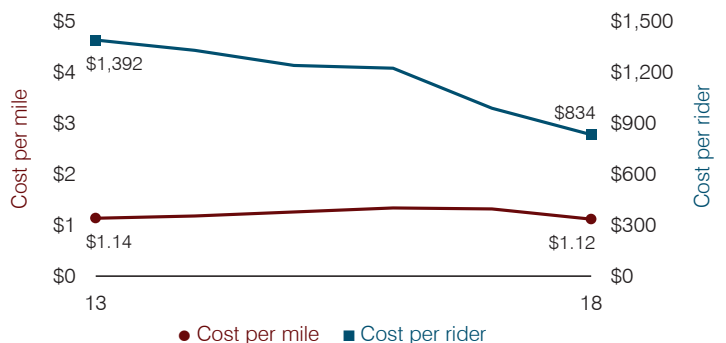
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	9.1%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant

Legend: **Low** (Green), **Moderate** (Yellow), **High** (Red)

Transportation costs per mile and per rider



Washington Elementary School District

Maricopa County

Efficiency peer groups 7 and T-3, Achievement peer group 14¹

Legislative district(s): 20, 24, 28, and 30

District size, location:

Very large, City

Students attending:

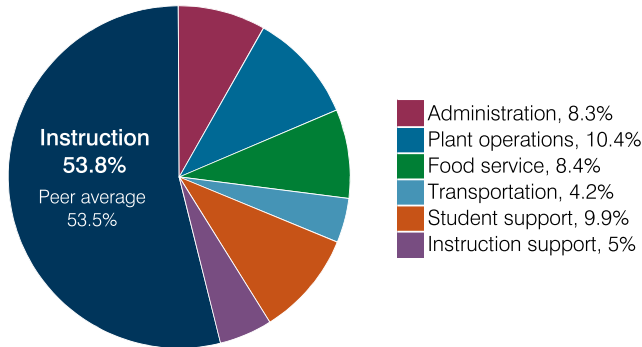
21,919

Number of schools:

32

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$699	\$796	\$860
	Students per administrative position	79	76	66
Plant operations	Cost per square foot	\$6.57	\$6.16	\$6.34
	Square footage per student	134	133	156
Food service	Cost per meal	\$2.90	\$2.99	\$3.02
Transportation	Cost per mile	\$5.18	\$4.47	\$4.05
	Cost per rider	\$1,264	\$1,248	\$1,301

Very low
Low
Comparable
High
Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,455	\$ 4,553	\$ 4,238	\$ 4,480
Administration	690	699	796	860
Plant operations	829	879	815	988
Food service	686	709	580	425
Transportation	367	355	298	388
Student support	819	838	646	693
Instruction support	445	422	486	462
Total operational	8,291	8,455	7,859	8,296
Land and buildings	677	965	517	827
Equipment	308	236	393	409
Interest	179	168	189	228
Other	168	171	188	169
Total nonoperational	1,332	1,540	1,287	1,633
Total per pupil spending	\$ 9,623	\$ 9,995	\$ 9,146	\$ 9,929

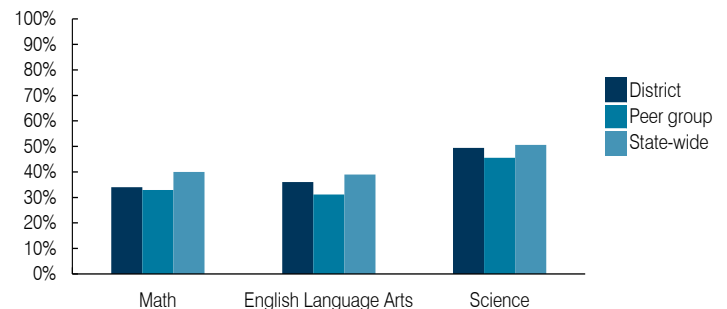
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	4	13%
B	13	41%
C	12	38%
D	3	8%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	27%	28%	19%
Special education population	14%	12%	12%
Students per teacher	16.7	18.9	18.4
Average teacher salary	\$43,938	\$46,164	\$48,951
Amount from Prop 301	\$5,978	\$5,459	\$6,411
Average years of teacher experience	11.1	9.3	11.4
Percentage of teachers in first 3 years	28%	26%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,819	\$ 1,731	\$ 1,588	\$ 1,317
State	4,441	4,679	4,344	4,011
Local	3,460	3,427	3,644	4,592
Total per pupil revenues	\$ 9,720	\$ 9,837	\$ 9,576	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 5,275	\$ 5,355	\$ 5,167	\$ 5,585
Grants	1,878	1,864	1,650	1,241
Donations and tax credits	42	46	46	90

Select revenues from less common sources

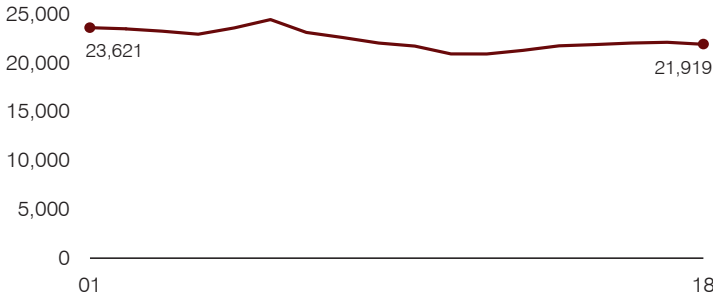
			Number of peers receiving
Desegregation	\$ 271	\$ 261	4 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	0	0	2 of 10
Voter-approved levy increases	1,447	1,460	10 of 10

Instructional spending percentage

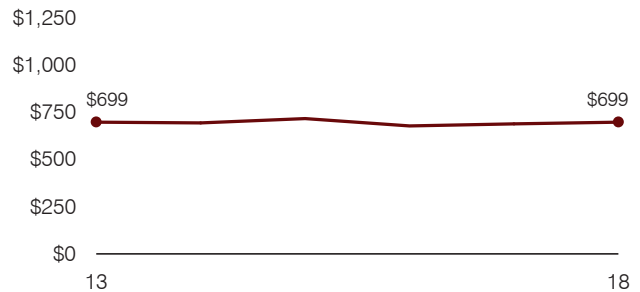
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 64.0 62.3 62.3 61.3 60.8 62.0 60.3 57.6 57.5 55.5 55.9 55.7 54.1 54.3 54.5 53.7 53.7 53.8

TRENDS AND FINANCIAL STRESS ASSESSMENT Fiscal years as indicated

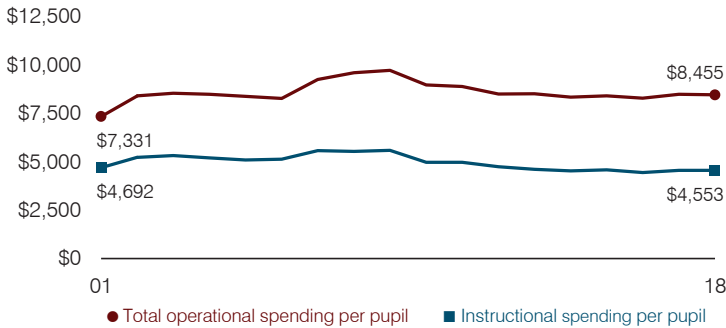
Students attending



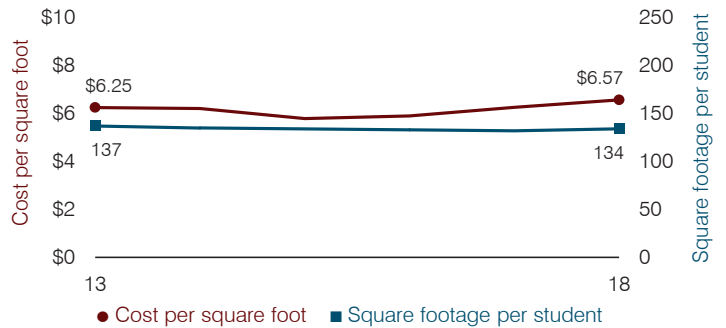
Administrative cost per pupil



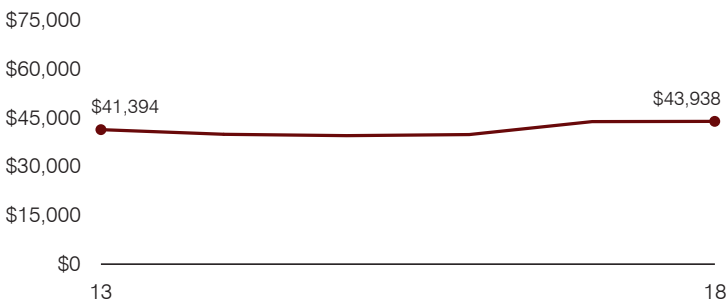
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



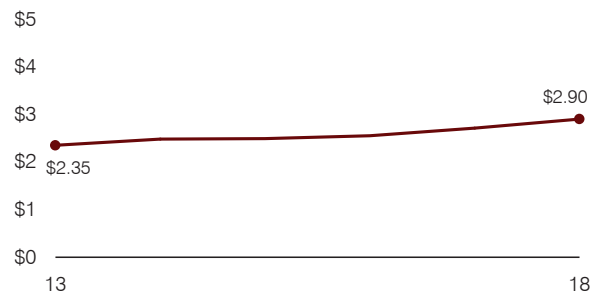
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



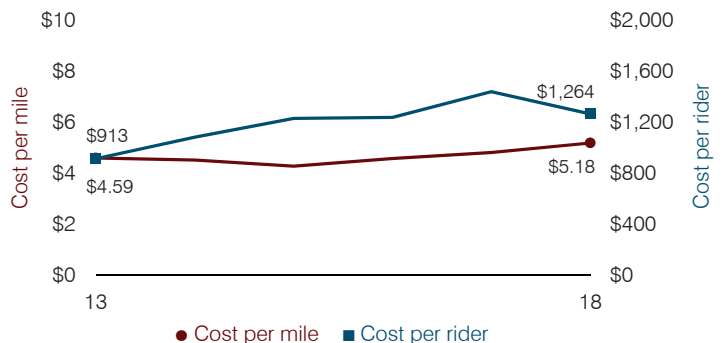
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	8.3%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low **Moderate** **High**

Transportation costs per mile and per rider



Wellton Elementary School District

Yuma County

Efficiency peer groups 11 and T-11, Achievement peer group 19¹

Legislative district(s): 13

District size, location:

Very small, Rural

Students attending:

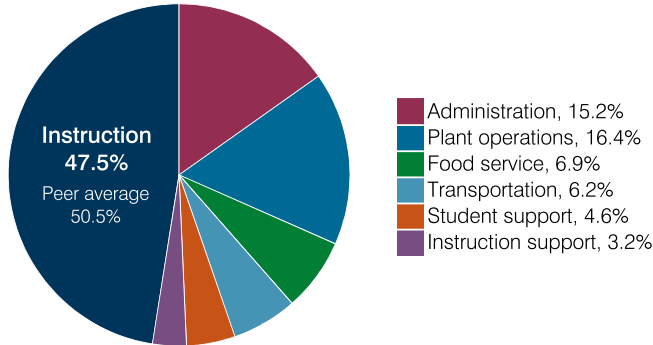
199

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,419	\$3,064	\$860
	Students per administrative position	52	33	66
Plant operations	Cost per square foot	\$5.01	\$7.31	\$6.34
	Square footage per student	305	371	156
Food service	Cost per meal	\$3.10	\$5.79	\$3.02
Transportation	Cost per mile	\$3.92	\$1.94	\$4.05
	Cost per rider	\$1,736	\$1,614	\$1,301

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 5,044	\$ 4,429	\$ 8,493	\$ 4,480
Administration	1,160	1,419	3,064	860
Plant operations	1,528	1,531	2,439	988
Food service	586	644	932	425
Transportation	523	577	973	388
Student support	757	419	656	693
Instruction support	275	299	400	462
Total operational	9,873	9,318	16,957	8,296
Land and buildings	237	86	965	827
Equipment	485	458	562	409
Interest	8	1	25	228
Other	26	0	88	169
Total nonoperational	756	545	1,640	1,633
Total per pupil spending	\$ 10,629	\$ 9,863	\$ 18,597	\$ 9,929

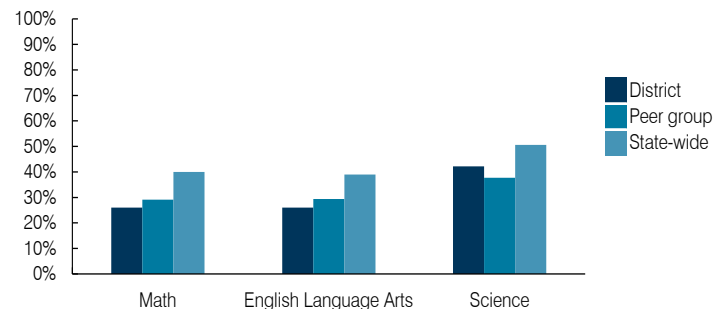
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	100%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	93%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	32%	32%	19%
Special education population	15%	14%	12%
Students per teacher	18.1	15.6	18.4
Average teacher salary	\$43,123	\$49,189	\$48,951
Amount from Prop 301	\$3,879	\$4,810	\$6,411
Average years of teacher experience	14.1	11.6	11.4
Percentage of teachers in first 3 years	21%	11%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 2,757	\$ 1,726	\$ 3,021	\$ 1,317
State	5,421	4,350	4,788	4,011
Local	3,639	3,632	12,812	4,592
Total per pupil revenues	\$ 11,817	\$ 9,708	\$ 20,621	\$ 9,920

Select revenues from common sources

Source	District 2017	District 2018	Peer average 2018	State average 2018
Equalization formula funding	\$ 7,278	\$ 6,366	\$ 8,282	\$ 5,585
Grants	2,931	1,843	3,020	1,241
Donations and tax credits	5	16	125	90

Select revenues from less common sources

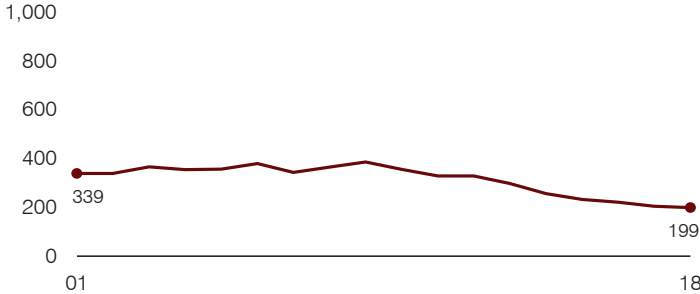
Source	District 2017	District 2018	Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	0	0	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

Instructional spending percentage

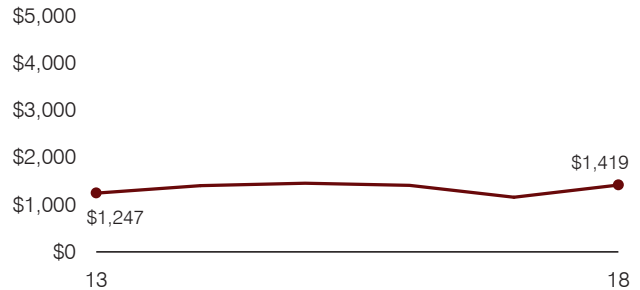
Year:	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Percentage:	61.3	62.9	59.0	65.5	62.3	63.6	59.9	63.9	56.4	56.5	56.4	60.3	59.3	57.6	53.7	54.8	51.1	47.5

TRENDS AND FINANCIAL STRESS ASSESSMENT
Fiscal years as indicated

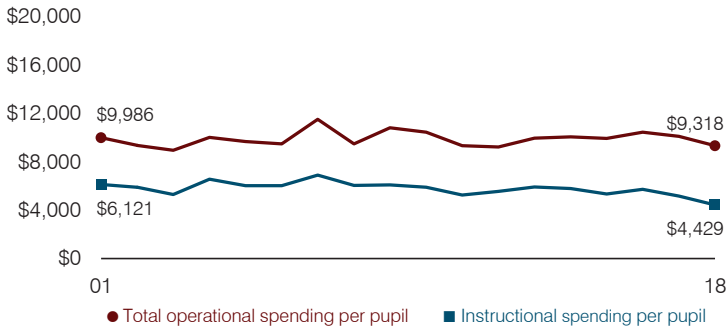
Students attending



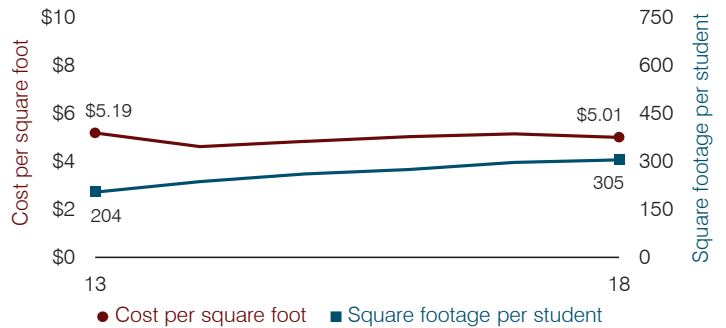
Administrative cost per pupil



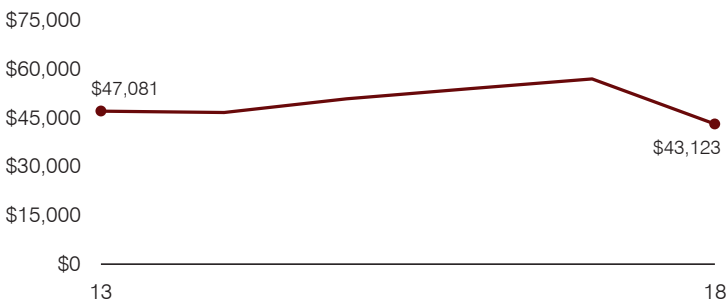
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



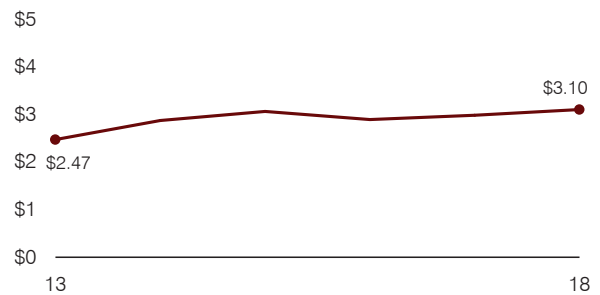
Plant cost per square foot and square footage per student



Average teacher salary



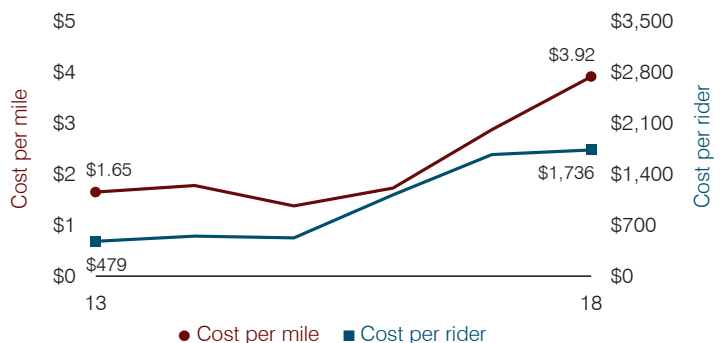
Food service cost per meal



Financial stress assessment

Overall financial stress level:	Low
Measure: 2016 through 2018	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	15.9%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant
	Low
	Moderate
	High

Transportation costs per mile and per rider



Wenden Elementary School District

La Paz County

Efficiency peer groups 11 and T-11, Achievement peer group 20¹

Legislative district(s): 5

District size, location:

Very small, Rural

Students attending:

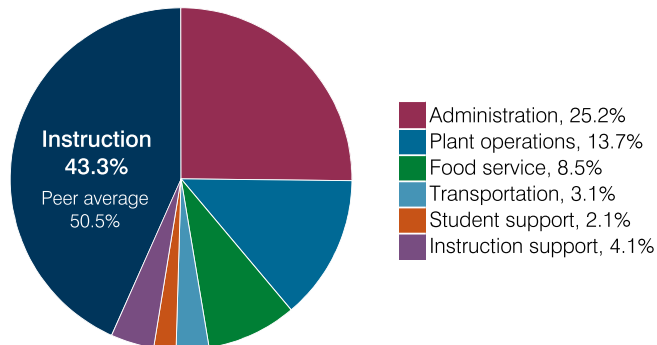
89

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,739	\$3,064	\$860
	Students per administrative position	30	33	66
Plant operations	Cost per square foot	\$7.05	\$7.31	\$6.34
	Square footage per student	289	371	156
Food service	Cost per meal	\$4.09	\$5.79	\$3.02
Transportation	Cost per mile	\$3.60	\$1.94	\$4.05
	Cost per rider	\$1,410	\$1,614	\$1,301

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 6,306	\$ 6,434	\$ 8,493	\$ 4,480
Administration	3,502	3,739	3,064	860
Plant operations	2,890	2,037	2,439	988
Food service	1,443	1,276	932	425
Transportation	540	462	973	388
Student support	226	309	656	693
Instruction support	766	607	400	462
Total operational	15,673	14,864	16,957	8,296
Land and buildings	69	253	965	827
Equipment	561	1,124	562	409
Interest	0	154	25	228
Other	14	27	88	169
Total nonoperational	644	1,558	1,640	1,633
Total per pupil spending	\$ 16,317	\$ 16,422	\$ 18,597	\$ 9,929

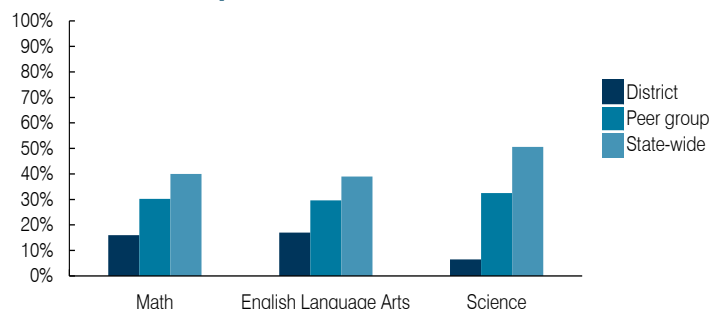
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	52%	39%	19%
Special education population	16%	17%	12%
Students per teacher	14.8	12.3	18.4
Average teacher salary	\$50,669	\$46,899	\$48,951
Amount from Prop 301	\$6,048	\$4,418	\$6,411
Average years of teacher experience	16.5	13.4	11.4
Percentage of teachers in first 3 years	0%	6%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,744	\$ 2,553	\$ 3,021	\$ 1,317
State	4,682	4,604	4,788	4,011
Local	12,148	10,768	12,812	4,592
Total per pupil revenues	\$ 18,574	\$ 17,925	\$ 20,621	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 7,029	\$ 6,707	\$ 8,282
Grants	2,365	2,945	3,020
Donations and tax credits	16	128	125

Select revenues from less common sources

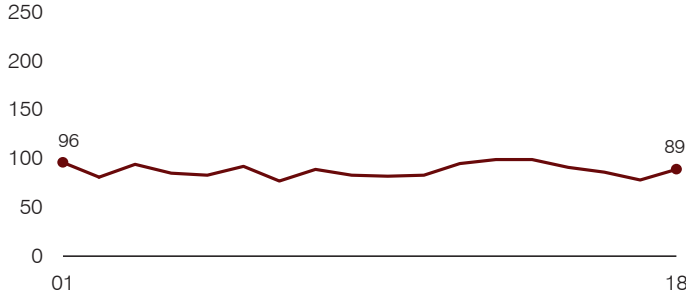
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	5,938	5,459	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

Instructional spending percentage

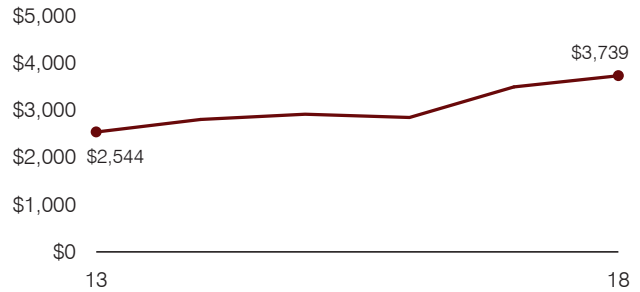
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 50.0 50.8 50.0 47.2 47.4 46.9 48.9 45.8 49.3 46.1 48.5 45.6 47.1 46.9 45.0 45.4 40.2 43.3

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

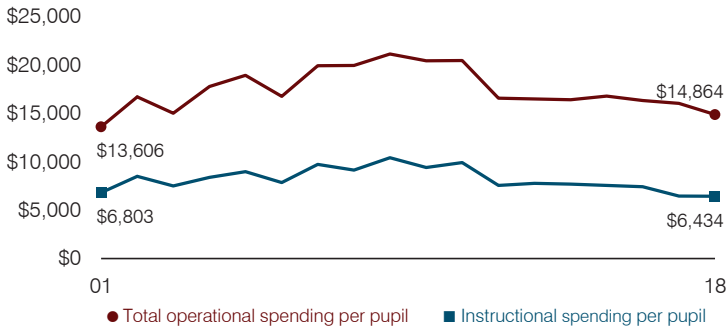
Students attending



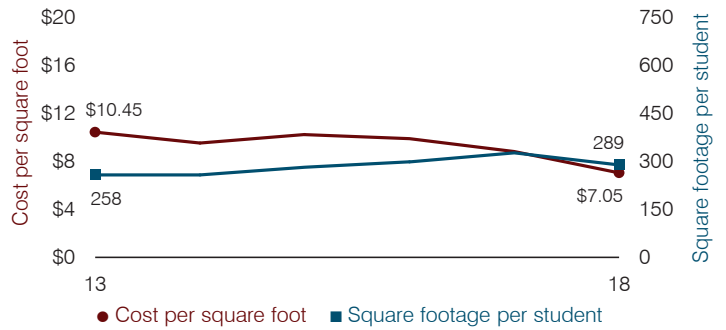
Administrative cost per pupil



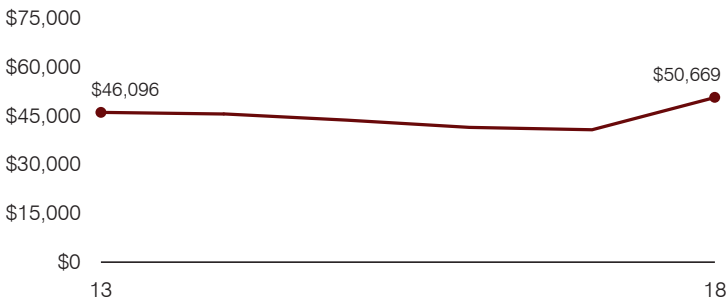
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



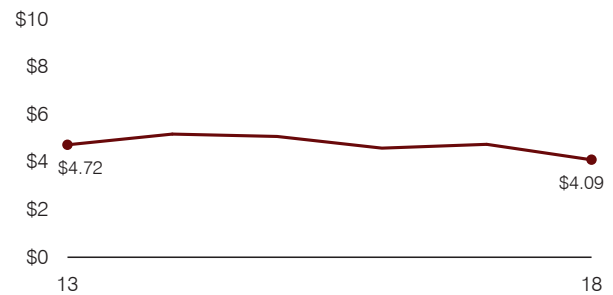
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



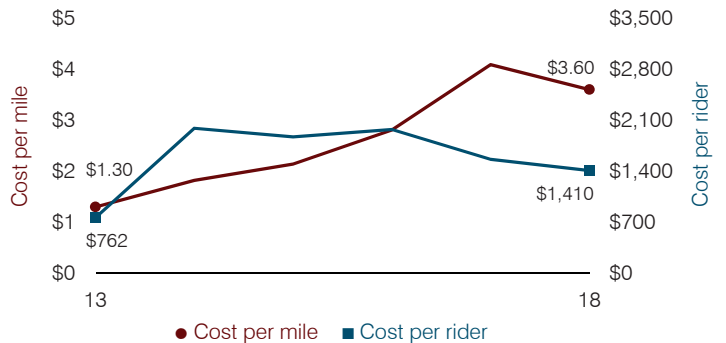
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage, Trend	19.6%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Whiteriver Unified School District

Navajo County

Efficiency peer groups 4 and T-6, Achievement peer group 7¹

Legislative district(s): 7

District size, location:

Medium-large, Town

Students attending:

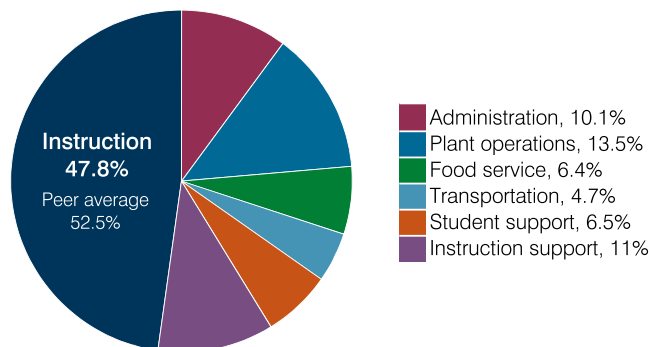
2,113

Number of schools:

5

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,086	\$837	\$860
	Students per administrative position	75	69	66
Plant operations	Cost per square foot	\$5.54	\$5.61	\$6.34
	Square footage per student	262	184	156
Food service	Cost per meal	\$3.04	\$3.16	\$3.02
Transportation	Cost per mile	\$2.98	\$3.96	\$4.05
	Cost per rider	\$801	\$721	\$1,301

Legend: Very low (green), Low (blue), Comparable (yellow), High (orange), Very high (red)

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,913	\$ 5,147	\$ 4,194	\$ 4,480
Administration	1,073	1,086	837	860
Plant operations	1,329	1,452	1,004	988
Food service	615	687	421	425
Transportation	531	502	418	388
Student support	748	694	643	693
Instruction support	826	1,191	480	462
Total operational	10,035	10,759	7,997	8,296
Land and buildings	1,701	753	570	827
Equipment	445	592	389	409
Interest	174	66	200	228
Other	191	231	69	169
Total nonoperational	2,511	1,642	1,228	1,633
Total per pupil spending	\$ 12,546	\$ 12,401	\$ 9,225	\$ 9,929

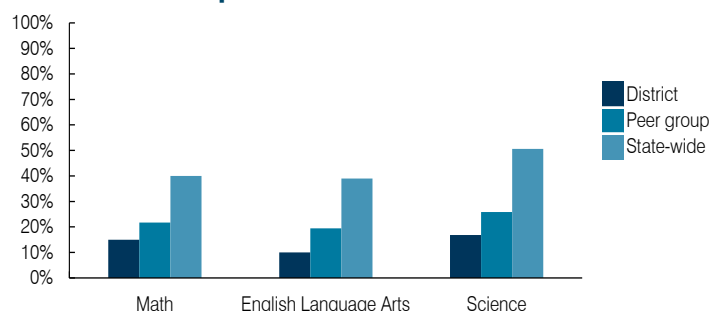
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	2	40%
D	2	40%
F	1	20%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	89%	91%	94%
Graduation rate (2017)	56%	76%	78%
Poverty rate (2017)	39%	41%	19%
Special education population	13%	12%	12%
Students per teacher	17.8	15.8	18.4
Average teacher salary	\$50,396	\$48,537	\$48,951
Amount from Prop 301	\$5,413	\$5,191	\$6,411
Average years of teacher experience	10.0	12.5	11.4
Percentage of teachers in first 3 years	37%	18%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 8,194	\$ 9,569	\$ 2,385	\$ 1,317
State	5,831	6,066	4,222	4,011
Local	757	848	3,291	4,592
Total per pupil revenues	\$ 14,782	\$ 16,483	\$ 9,898	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 5,414	\$ 5,454	\$ 5,443	\$ 5,585
Grants	2,143	2,526	1,552	1,241
Donations and tax credits	6	3	63	90

Select revenues from less common sources

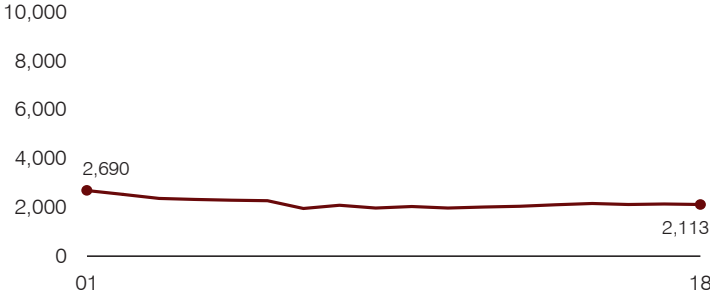
			Number of peers receiving
Desegregation	\$ 0	\$ 0	1 of 17
Small school adjustment	0	0	0 of 17
Federal impact aid	6,283	7,343	6 of 17
Voter-approved levy increases	0	0	13 of 17

Instructional spending percentage

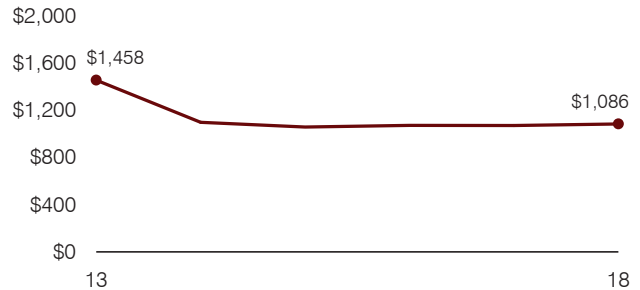
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 54.9 53.6 54.5 54.7 53.6 56.6 67.2 58.7 51.3 51.0 48.3 47.7 46.7 46.1 46.9 47.5 49.0 47.8

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

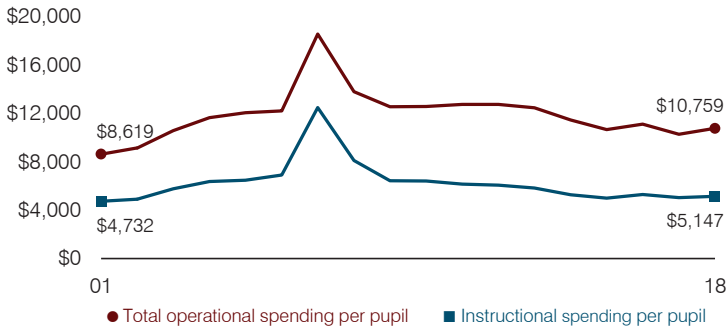
Students attending



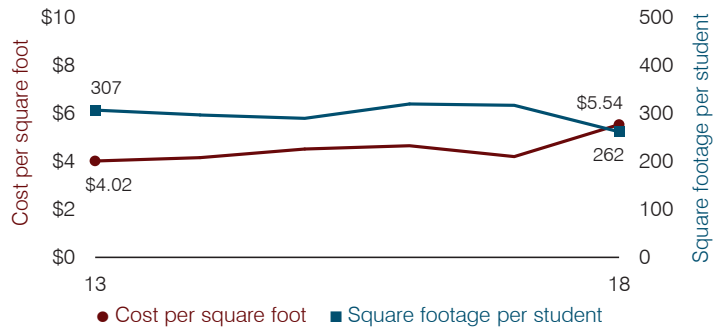
Administrative cost per pupil



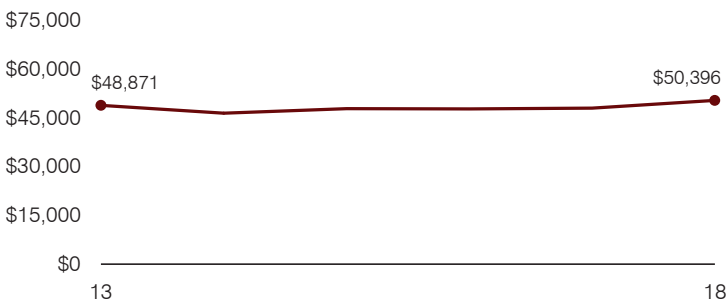
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



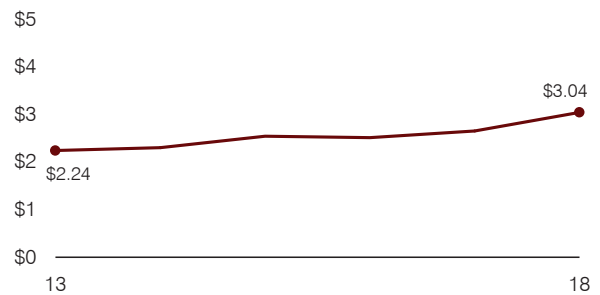
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



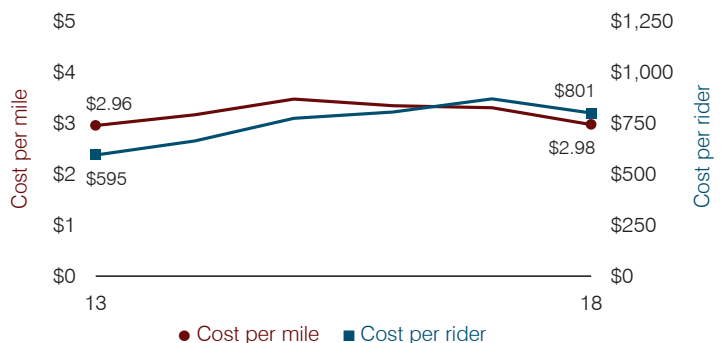
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	11.2%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Wickenburg Unified School District

Maricopa County

Efficiency peer groups 5 and T-9, Achievement peer group 5¹

Legislative district(s): 1, 13, and 22

District size, location:

Medium, Rural

Students attending:

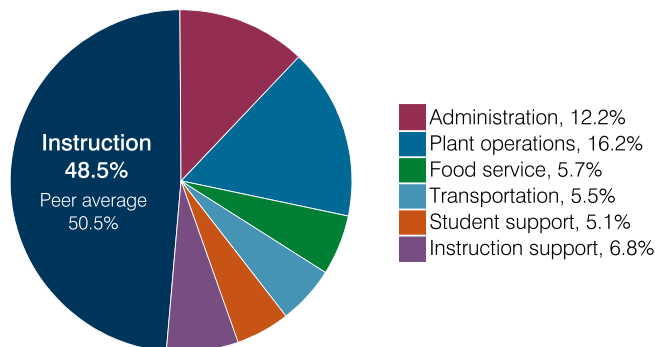
1,428

Number of schools:

4

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,050	\$1,221	\$860
	Students per administrative position	51	54	66
Plant operations	Cost per square foot	\$4.66	\$5.43	\$6.34
	Square footage per student	300	257	156
Food service	Cost per meal	\$3.57	\$3.66	\$3.02
Transportation	Cost per mile	\$2.13	\$2.62	\$4.05
	Cost per rider	\$1,895	\$1,457	\$1,301

Legend: Very low (green), Low (blue), Comparable (yellow), High (orange), Very high (red)

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,992	\$ 4,184	\$ 4,824	\$ 4,480
Administration	935	1,050	1,221	860
Plant operations	1,414	1,398	1,365	988
Food service	498	494	437	425
Transportation	601	481	532	388
Student support	418	438	623	693
Instruction support	633	584	359	462
Total operational	8,491	8,629	9,361	8,296
Land and buildings	1,819	5,153	799	827
Equipment	1,825	239	433	409
Interest	288	307	248	228
Other	108	106	71	169
Total nonoperational	4,040	5,805	1,551	1,633
Total per pupil spending	\$ 12,531	\$ 14,434	\$ 10,912	\$ 9,929

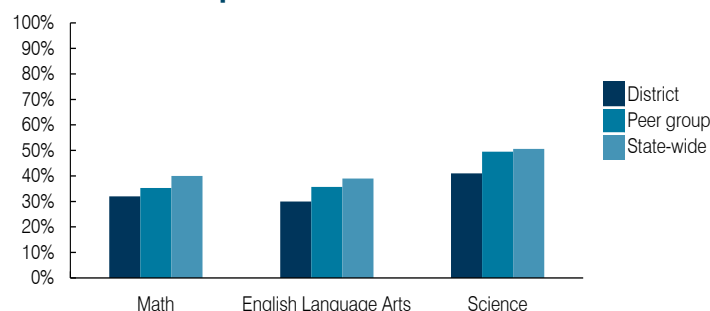
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	1	25%
B	1	25%
C	2	50%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	93%	94%
Graduation rate (2017)	81%	86%	78%
Poverty rate (2017)	23%	22%	19%
Special education population	11%	13%	12%
Students per teacher	18.2	17.6	18.4
Average teacher salary	\$45,932	\$44,777	\$48,951
Amount from Prop 301	\$6,526	\$6,708	\$6,411
Average years of teacher experience	12.3	13.0	11.4
Percentage of teachers in first 3 years	16%	17%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,106	\$ 1,041	\$ 3,917	\$ 1,317
State	1,757	3,495	4,283	4,011
Local	7,412	7,590	4,207	4,592
Total per pupil revenues	\$ 10,275	\$ 12,126	\$ 12,407	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 4,409	\$ 4,670	\$ 5,992
Grants	1,188	2,442	1,703
Donations and tax credits	257	232	147

Select revenues from less common sources

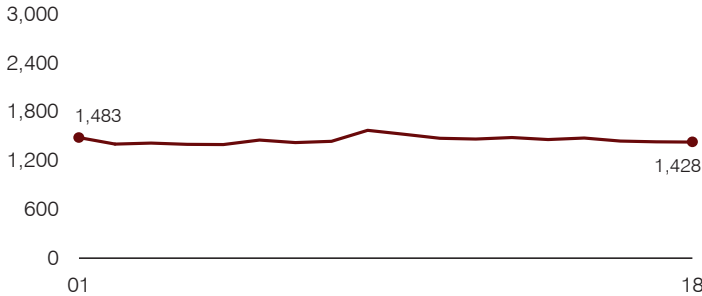
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 31
Small school adjustment	0	0	0 of 31
Federal impact aid	0	0	16 of 31
Voter-approved levy increases	1,791	1,864	21 of 31

Instructional spending percentage

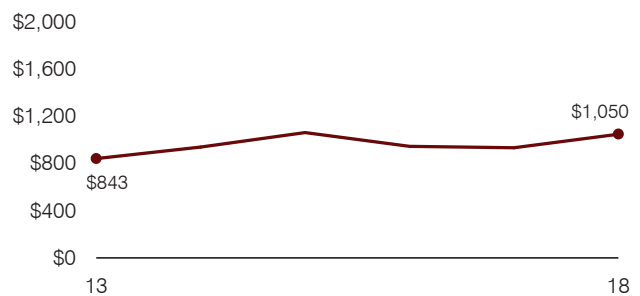
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 56.1 57.1 56.0 58.1 57.3 55.0 57.2 58.8 57.7 53.5 51.6 51.0 52.8 51.4 50.9 47.9 47.0 48.5

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

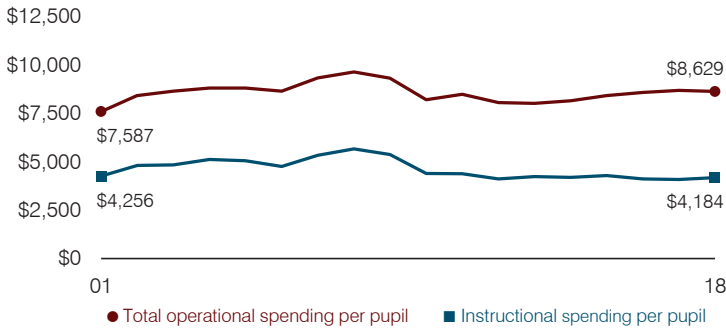
Students attending



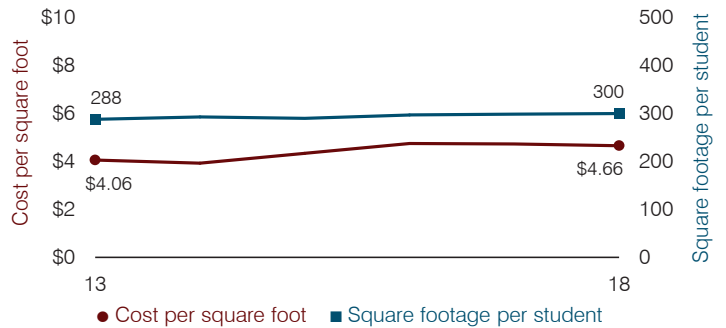
Administrative cost per pupil



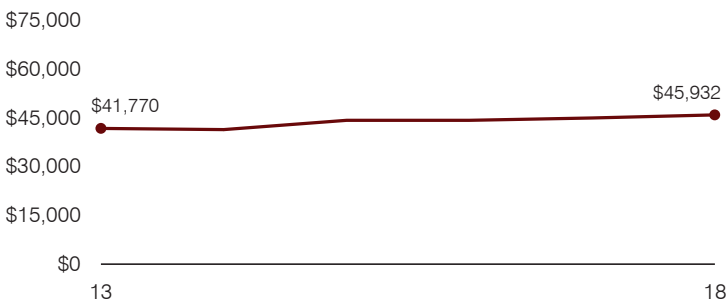
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



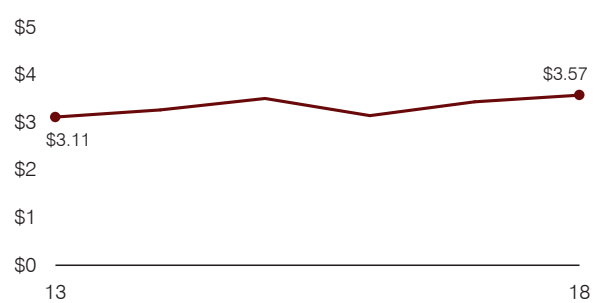
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



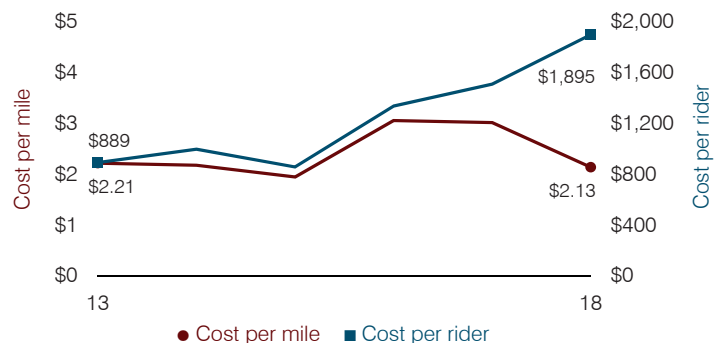
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	1.8%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low **Moderate** **High**

Transportation costs per mile and per rider



Willcox Unified School District

Cochise County

Efficiency peer groups 5 and T-10, Achievement peer group 5¹

Legislative district(s): 14

District size, location:

Medium, Rural

Students attending:

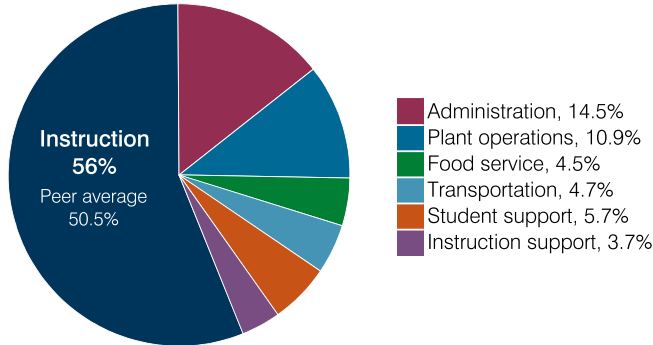
1,065

Number of schools:

3

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,207	\$1,221	\$860
	Students per administrative position	46	54	66
Plant operations	Cost per square foot	\$3.52	\$5.43	\$6.34
	Square footage per student	257	257	156
Food service	Cost per meal	\$3.55	\$3.66	\$3.02
Transportation	Cost per mile	\$1.90	\$1.95	\$4.05
	Cost per rider	\$1,486	\$1,572	\$1,301

Legend: Very low, Low, Comparable, High, Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,500	\$ 4,657	\$ 4,824	\$ 4,480
Administration	1,118	1,207	1,221	860
Plant operations	792	905	1,365	988
Food service	370	376	437	425
Transportation	389	389	532	388
Student support	486	471	623	693
Instruction support	266	309	359	462
Total operational	7,921	8,314	9,361	8,296
Land and buildings	42	127	799	827
Equipment	327	301	433	409
Interest	410	407	248	228
Other	1	0	71	169
Total nonoperational	780	835	1,551	1,633
Total per pupil spending	\$ 8,701	\$ 9,149	\$10,912	\$ 9,929

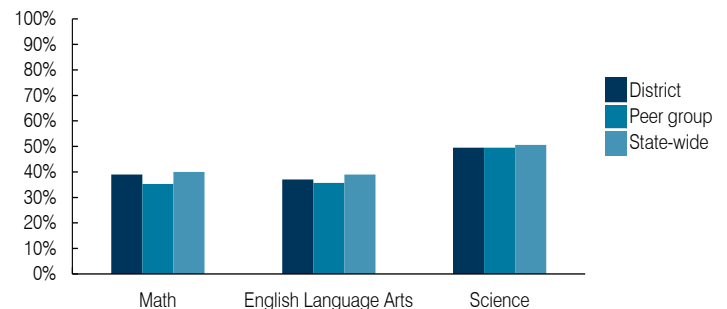
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	33%
C	2	67%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2017)	76%	86%	78%
Poverty rate (2017)	23%	22%	19%
Special education population	12%	13%	12%
Students per teacher	15.2	17.6	18.4
Average teacher salary	\$40,054	\$44,777	\$48,951
Amount from Prop 301	\$4,892	\$6,708	\$6,411
Average years of teacher experience	14.7	13.0	11.4
Percentage of teachers in first 3 years	6%	17%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,243	\$ 1,147	\$ 3,917	\$ 1,317
State	4,130	4,483	4,283	4,011
Local	4,907	4,590	4,207	4,592
Total per pupil revenues	\$10,280	\$10,220	\$ 12,407	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,980	\$ 6,236	\$ 5,992
Grants	1,266	1,309	1,703
Donations and tax credits	47	48	147

Select revenues from less common sources

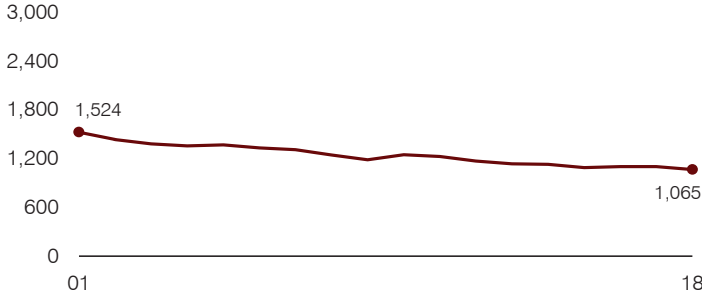
Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	0 of 31
Small school adjustment	0	0	0 of 31
Federal impact aid	0	0	16 of 31
Voter-approved levy increases	1,596	1,313	21 of 31

Instructional spending percentage

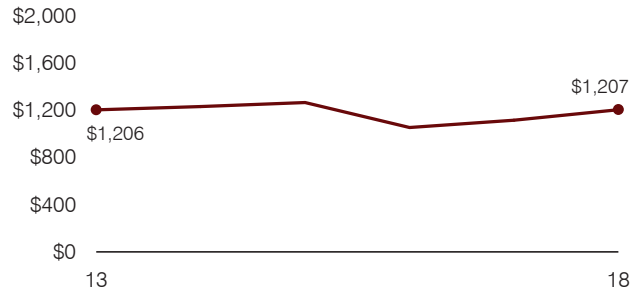
Year:	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Percentage:	58.2	57.9	59.0	62.1	62.8	59.9	60.2	58.4	55.8	54.5	53.6	52.8	54.5	53.2	55.5	57.2	56.8	56.0

TRENDS AND FINANCIAL STRESS ASSESSMENT
Fiscal years as indicated

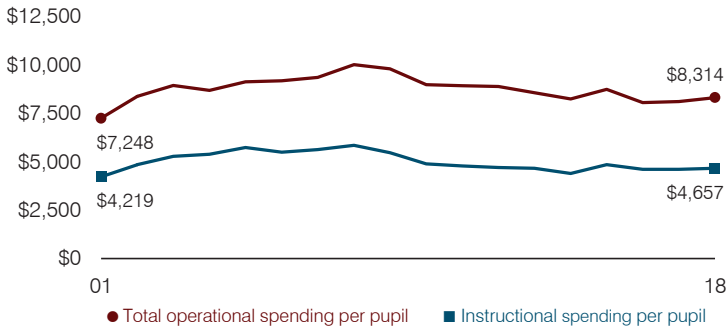
Students attending



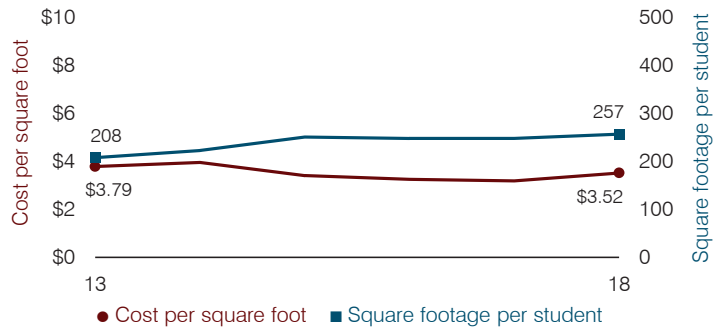
Administrative cost per pupil



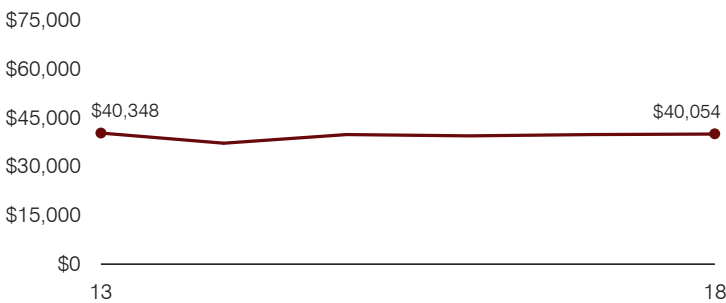
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



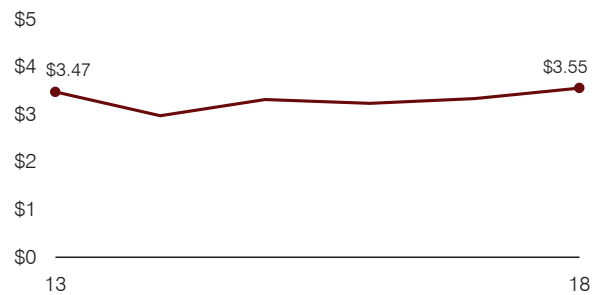
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



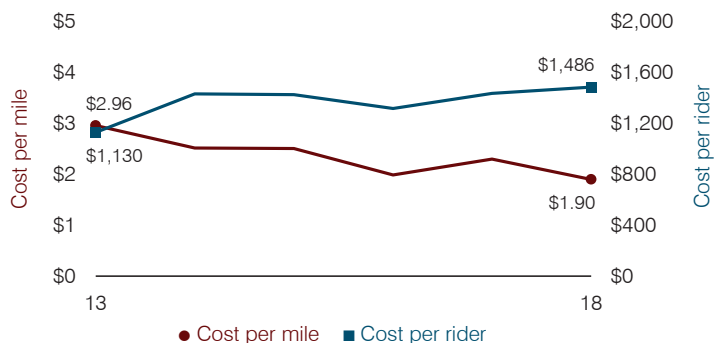
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	8.8%, Decreasing
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Williams Unified School District

Coconino County

Efficiency peer groups 5 and T-9, Achievement peer group 6¹

Legislative district(s): 6

District size, location:

Medium, Town

Students attending:

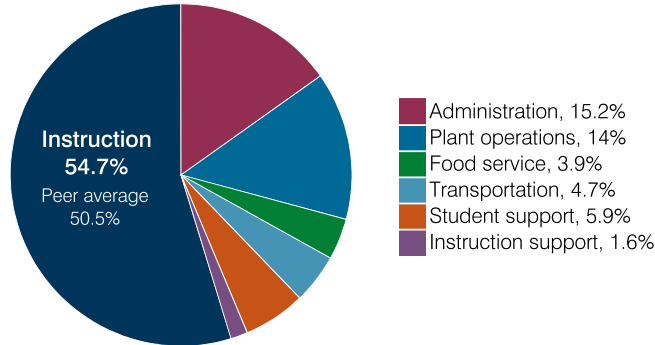
655

Number of schools:

2

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,318	\$1,221	\$860
	Students per administrative position	50	54	66
Plant operations	Cost per square foot	\$5.45	\$5.43	\$6.34
	Square footage per student	223	257	156
Food service	Cost per meal	\$3.72	\$3.66	\$3.02
Transportation	Cost per mile	\$2.44	\$2.62	\$4.05
	Cost per rider	\$1,267	\$1,457	\$1,301

Legend: Very low (green), Low (blue), Comparable (yellow), High (orange), Very high (red)

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,614	\$ 4,736	\$ 4,824	\$ 4,480
Administration	1,354	1,318	1,221	860
Plant operations	1,388	1,216	1,365	988
Food service	318	340	437	425
Transportation	427	404	532	388
Student support	532	513	623	693
Instruction support	69	136	359	462
Total operational	8,702	8,663	9,361	8,296
Land and buildings	55	20	799	827
Equipment	314	307	433	409
Interest	0	0	248	228
Other	55	30	71	169
Total nonoperational	424	357	1,551	1,633
Total per pupil spending	\$ 9,126	\$ 9,020	\$10,912	\$ 9,929

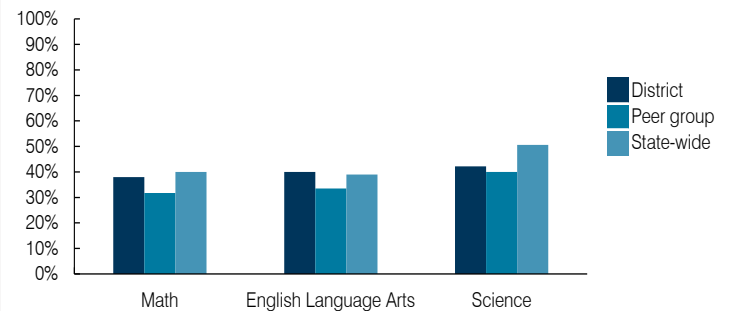
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	50%
C	1	50%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	91%	93%	94%
Graduation rate (2017)	78%	85%	78%
Poverty rate (2017)	30%	29%	19%
Special education population	11%	14%	12%
Students per teacher	14.6	16.2	18.4
Average teacher salary	\$42,463	\$46,264	\$48,951
Amount from Prop 301	\$6,391	\$6,122	\$6,411
Average years of teacher experience	9.9	12.2	11.4
Percentage of teachers in first 3 years	33%	20%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,246	\$ 1,620	\$ 3,917	\$ 1,317
State	1,350	1,526	4,283	4,011
Local	7,441	7,416	4,207	4,592
Total per pupil revenues	\$10,037	\$10,562	\$ 12,407	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 6,351	\$ 6,408	\$ 5,992
Grants	1,288	1,689	1,703
Donations and tax credits	301	284	147

Select revenues from less common sources

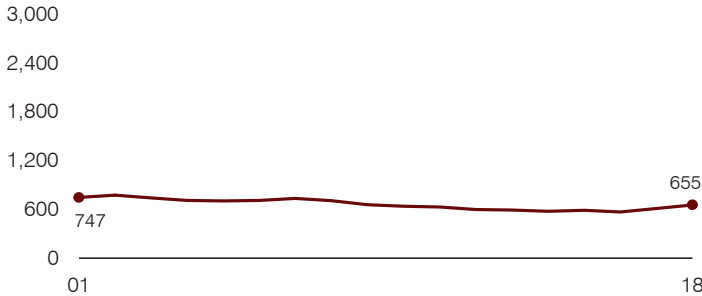
Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	0 of 31
Small school adjustment	0	0	0 of 31
Federal impact aid	0	0	16 of 31
Voter-approved levy increases	628	619	21 of 31

Instructional spending percentage

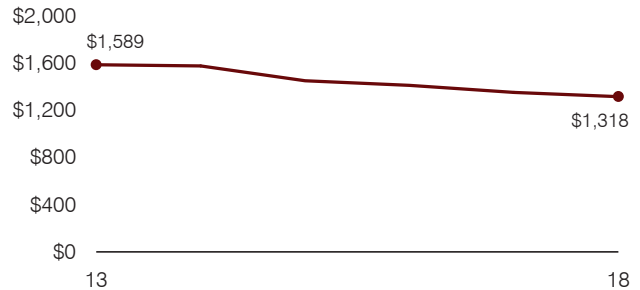
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 60.2 58.6 61.7 58.5 56.9 57.5 56.5 56.5 53.9 50.4 54.1 53.2 51.8 51.9 49.8 52.3 53.0 54.7

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

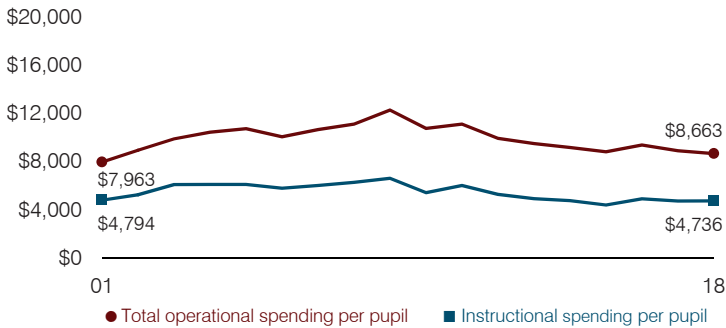
Students attending



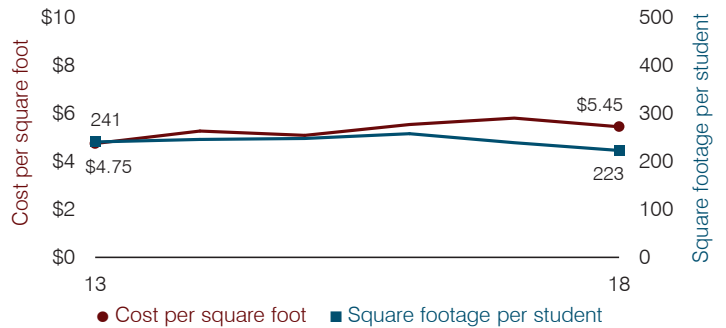
Administrative cost per pupil



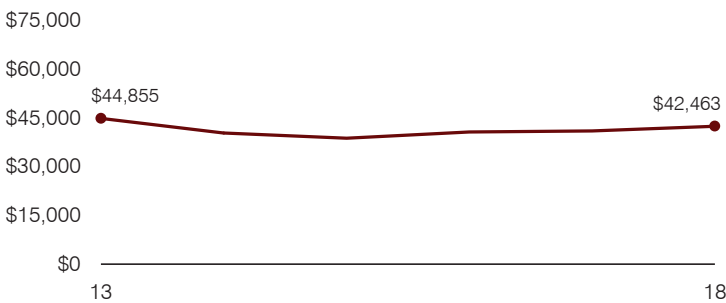
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



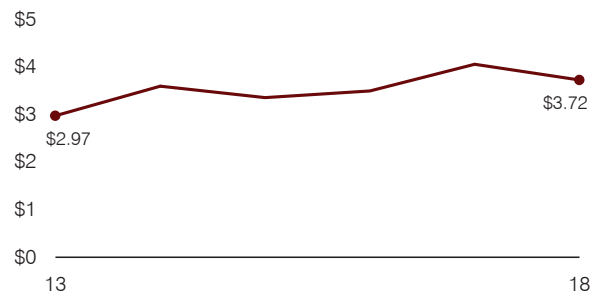
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



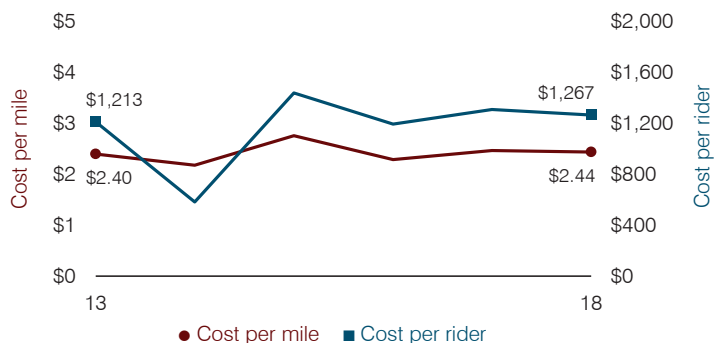
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	15.8%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low **Moderate** **High**

Transportation costs per mile and per rider



Wilson Elementary School District

Maricopa County

Efficiency peer groups 8 and T-3, Achievement peer group 15¹

Legislative district(s): 27

District size, location:

Medium, City

Students attending:

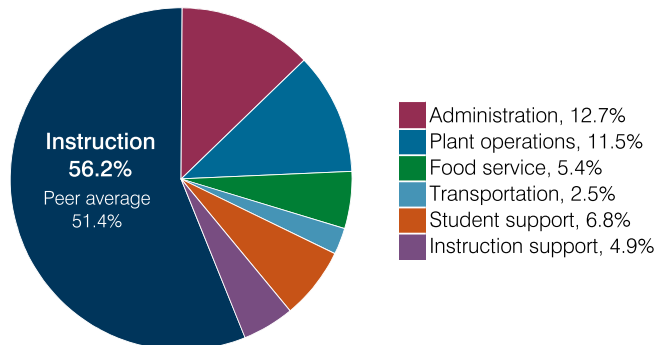
1,123

Number of schools:

2

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,448	\$1,025	\$860
	Students per administrative position	49	67	66
Plant operations	Cost per square foot	\$7.74	\$6.61	\$6.34
	Square footage per student	169	143	156
Food service	Cost per meal	\$2.57	\$2.92	\$3.02
Transportation	Cost per mile	\$4.88	\$4.47	\$4.05
	Cost per rider	\$1,147	\$1,248	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 6,817	\$ 6,423	\$ 4,392	\$ 4,480
Administration	1,312	1,448	1,025	860
Plant operations	1,494	1,306	971	988
Food service	634	618	659	425
Transportation	284	288	331	388
Student support	837	782	631	693
Instruction support	634	562	546	462
Total operational	12,012	11,427	8,555	8,296
Land and buildings	353	290	1,140	827
Equipment	521	1,913	697	409
Interest	627	612	327	228
Other	77	62	172	169
Total nonoperational	1,578	2,877	2,336	1,633
Total per pupil spending	\$ 13,590	\$ 14,304	\$ 10,891	\$ 9,929

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

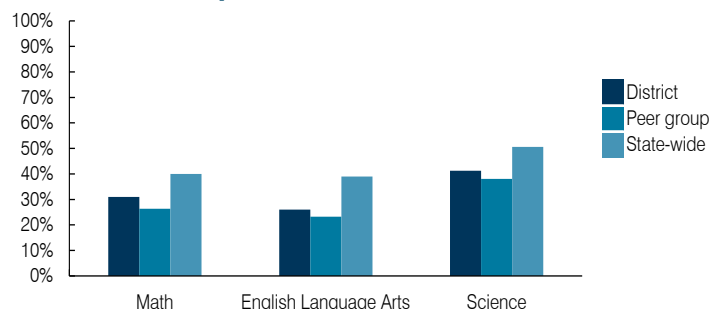
STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools ²	Percentage of schools
A	0	0%
B	0	0%
C	1	100%
D	0	0%
F	0	0%

² Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	41%	36%	19%
Special education population	7%	10%	12%
Students per teacher	17.3	18.3	18.4
Average teacher salary	\$64,380	\$53,697	\$48,951
Amount from Prop 301	\$3,933	\$5,105	\$6,411
Average years of teacher experience	13.6	9.8	11.4
Percentage of teachers in first 3 years	19%	30%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 3,370	\$ 2,442	\$ 1,723	\$ 1,317
State	3,387	2,888	3,921	4,011
Local	7,175	5,941	4,869	4,592
Total per pupil revenues	\$ 13,932	\$ 11,271	\$ 10,513	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 5,332	\$ 4,994	\$ 5,175	\$ 5,585
Grants	3,488	2,453	1,843	1,241
Donations and tax credits	52	104	54	90

Select revenues from less common sources

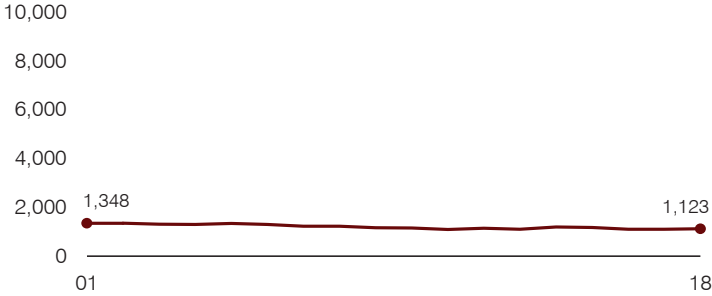
			Number of peers receiving
Desegregation	\$ 1,685	\$ 1,662	4 of 19
Small school adjustment	0	0	0 of 19
Federal impact aid	0	0	0 of 19
Voter-approved levy increases	2,060	1,465	19 of 19

Instructional spending percentage

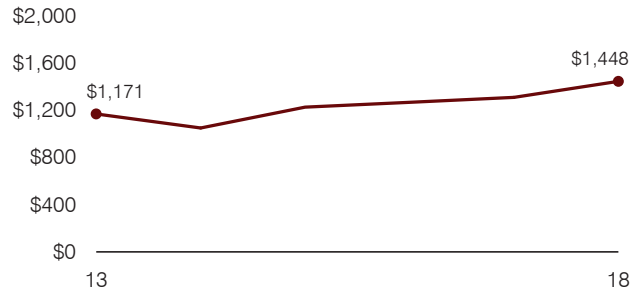
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 58.7 55.6 55.9 54.6 58.0 57.3 55.6 55.9 55.3 53.3 51.4 54.2 53.2 55.0 55.6 56.4 56.8 56.2

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

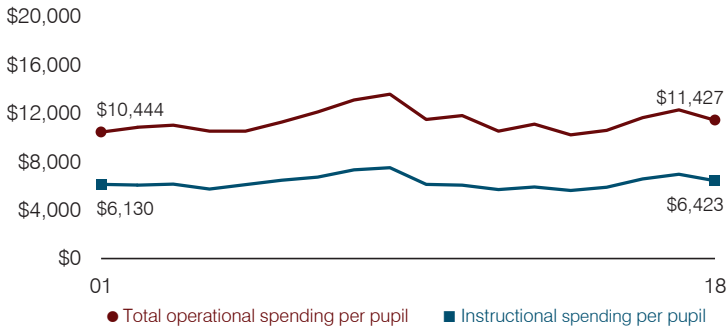
Students attending



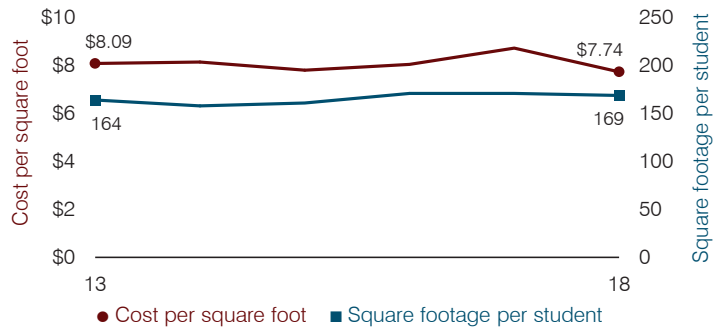
Administrative cost per pupil



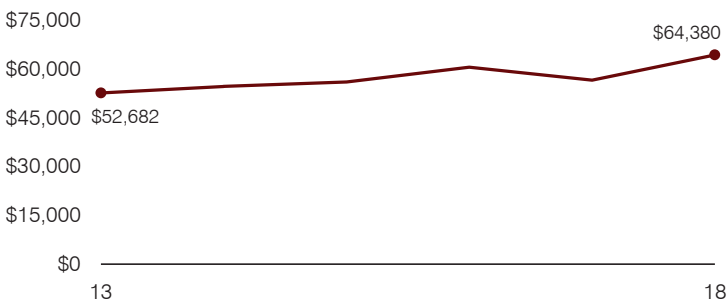
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



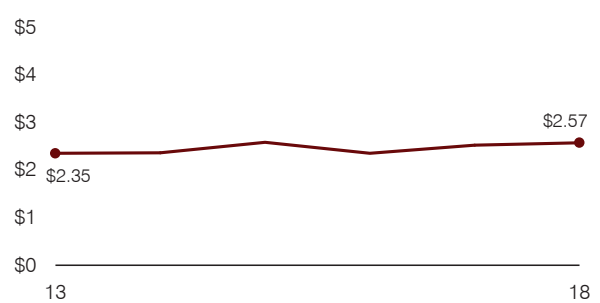
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



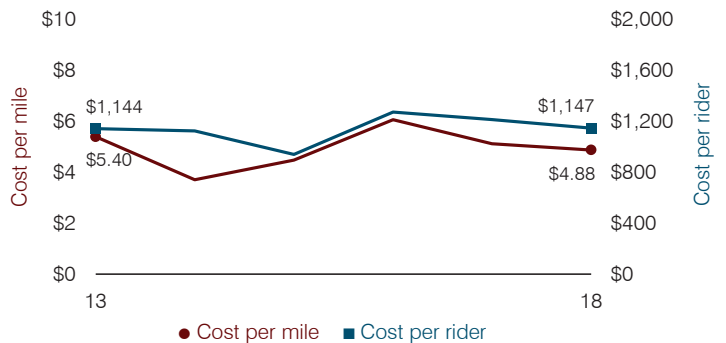
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	4.3%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low **Moderate** **High**

Transportation costs per mile and per rider



Window Rock Unified School District

Apache County

Efficiency peer groups 5 and T-7, Achievement peer group 7¹

Legislative district(s): 7

District size, location:

Medium, Town

Students attending:

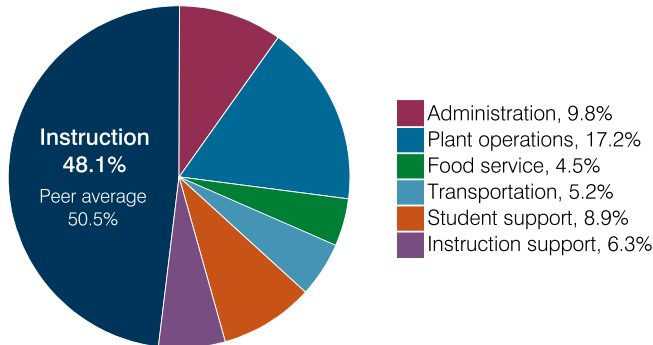
1,847

Number of schools:

5

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,504	\$1,221	\$860
	Students per administrative position	41	54	66
Plant operations	Cost per square foot	\$8.34	\$5.43	\$6.34
	Square footage per student	317	257	156
Food service	Cost per meal	\$3.15	\$3.66	\$3.02
Transportation	Cost per mile	\$5.26	\$3.35	\$4.05
	Cost per rider	\$1,502	\$1,057	\$1,301

Very low
Low
Comparable
High
Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 7,665	\$ 7,401	\$ 4,824	\$ 4,480
Administration	1,562	1,504	1,221	860
Plant operations	2,446	2,645	1,365	988
Food service	707	701	437	425
Transportation	749	801	532	388
Student support	1,657	1,375	623	693
Instruction support	901	964	359	462
Total operational	15,687	15,391	9,361	8,296
Land and buildings	818	76	799	827
Equipment	532	302	433	409
Interest	244	355	248	228
Other	27	25	71	169
Total nonoperational	1,621	758	1,551	1,633
Total per pupil spending	\$ 17,308	\$ 16,149	\$ 10,912	\$ 9,929

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

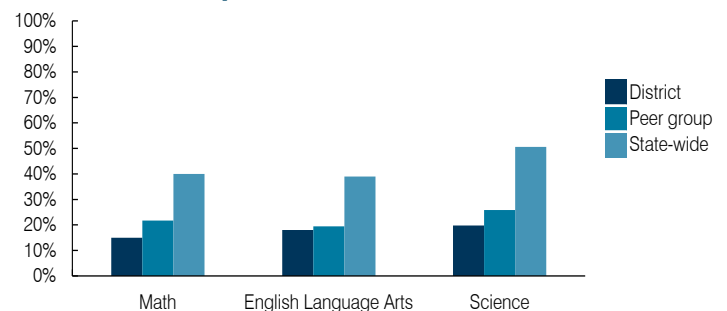
STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools ²	Percentage of schools
A	0	0%
B	0	0%
C	1	25%
D	2	50%
F	1	25%

² Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	91%	91%	94%
Graduation rate (2017)	69%	76%	78%
Poverty rate (2017)	37%	41%	19%
Special education population	11%	12%	12%
Students per teacher	14.0	15.8	18.4
Average teacher salary	\$57,598	\$48,537	\$48,951
Amount from Prop 301	\$4,569	\$5,191	\$6,411
Average years of teacher experience	16.4	12.5	11.4
Percentage of teachers in first 3 years	3%	18%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 10,658	\$ 10,447	\$ 3,917	\$ 1,317
State	5,740	5,896	4,283	4,011
Local	928	1,164	4,207	4,592
Total per pupil revenues	\$ 17,326	\$ 17,507	\$ 12,407	\$ 9,920

Select revenues from common sources

Source	District 2017	District 2018	Peer average 2018	State average 2018
Equalization formula funding	\$ 5,730	\$ 5,833	\$ 5,992	\$ 5,585
Grants	2,507	3,608	1,703	1,241
Donations and tax credits	12	4	147	90

Select revenues from less common sources

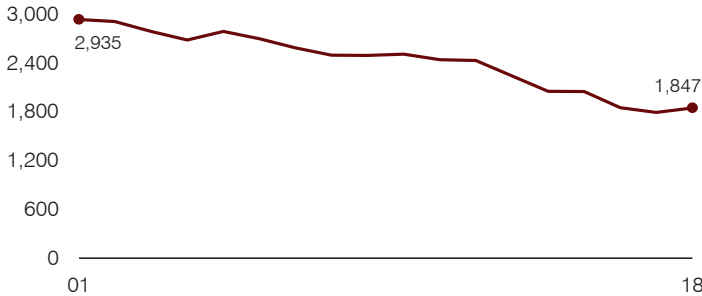
Source	District 2017	District 2018	Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 31
Small school adjustment	0	0	0 of 31
Federal impact aid	8,151	6,889	16 of 31
Voter-approved levy increases	162	201	21 of 31

Instructional spending percentage

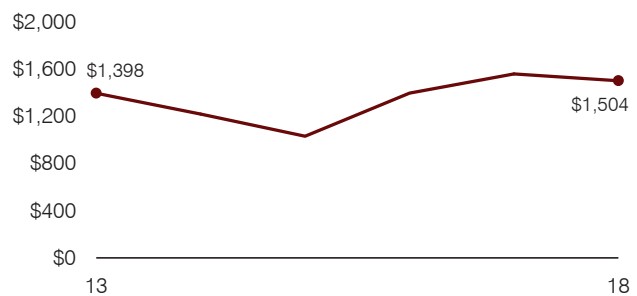
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 54.1 57.3 57.5 56.1 52.0 52.0 52.4 50.4 50.1 49.6 47.4 48.0 47.1 46.1 45.6 44.7 48.9 48.1

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

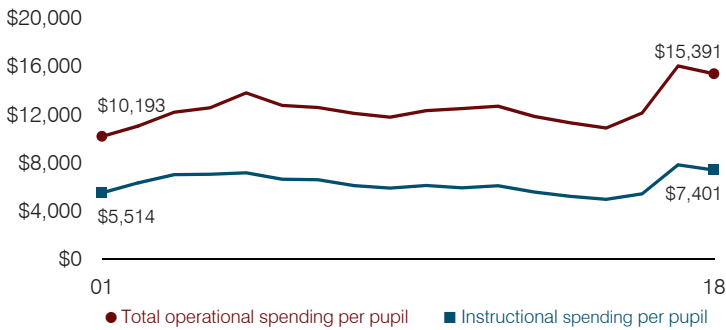
Students attending



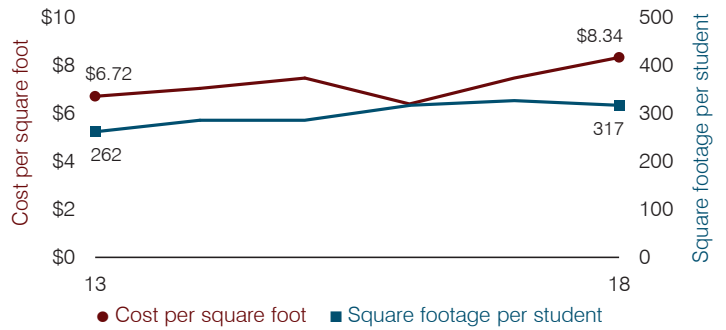
Administrative cost per pupil



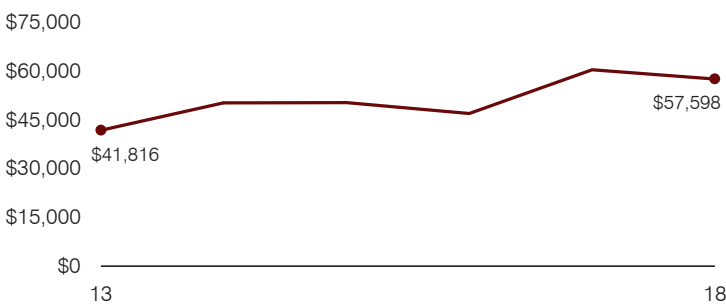
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



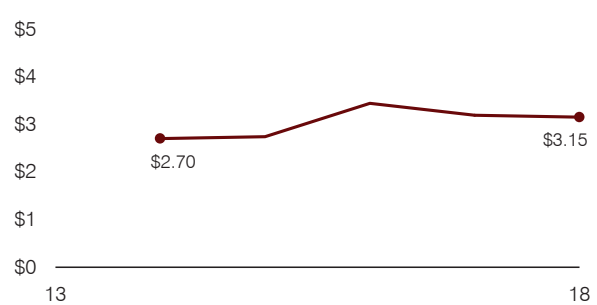
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



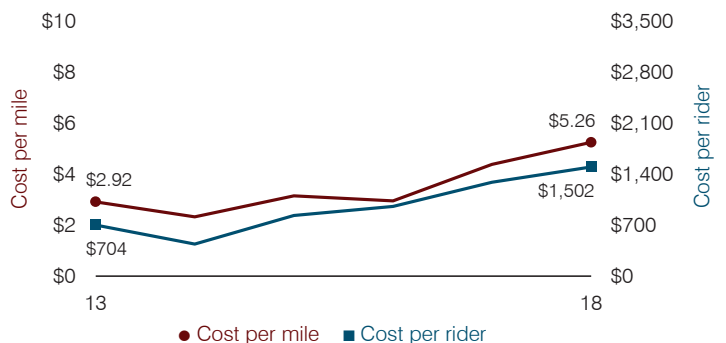
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	6.4%, Varying
Years of capital reserve held	Impact Aid Fund reserve
Current financial and internal control status	Marginally compliant

Low
Moderate
High

Transportation costs per mile and per rider



Winslow Unified School District

Navajo County

Efficiency peer groups 5 and T-9, Achievement peer group 6¹

Legislative district(s): 7

District size, location:

Medium, Town

Students attending:

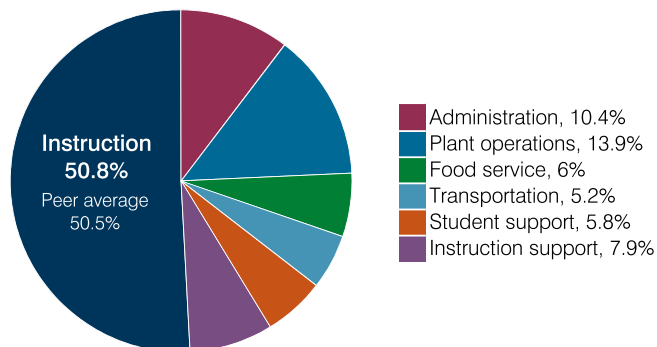
1,998

Number of schools:

5

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$914	\$1,221	\$860
	Students per administrative position	53	54	66
Plant operations	Cost per square foot	\$6.04	\$5.43	\$6.34
	Square footage per student	203	257	156
Food service	Cost per meal	\$2.99	\$3.66	\$3.02
Transportation	Cost per mile	\$2.50	\$2.62	\$4.05
	Cost per rider	\$1,128	\$1,457	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,279	\$ 4,470	\$ 4,824	\$ 4,480
Administration	981	914	1,221	860
Plant operations	1,203	1,226	1,365	988
Food service	466	530	437	425
Transportation	528	455	532	388
Student support	465	508	623	693
Instruction support	706	704	359	462
Total operational	8,628	8,807	9,361	8,296
Land and buildings	49	17	799	827
Equipment	319	320	433	409
Interest	26	54	248	228
Other	7	7	71	169
Total nonoperational	401	398	1,551	1,633
Total per pupil spending	\$ 9,029	\$ 9,205	\$10,912	\$ 9,929

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

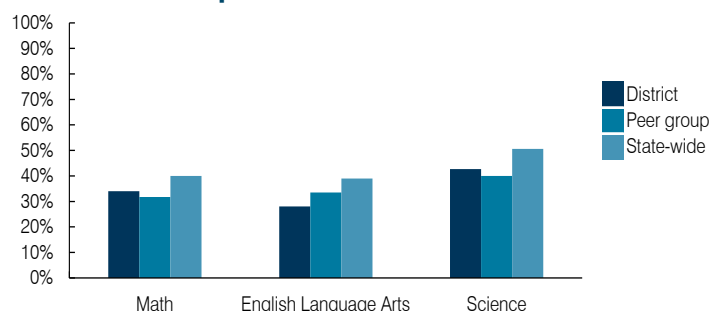
STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools ²	Percentage of schools
A	0	0%
B	1	25%
C	3	75%
D	0	0%
F	0	0%

² Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2017)	88%	85%	78%
Poverty rate (2017)	30%	29%	19%
Special education population	14%	14%	12%
Students per teacher	17.2	16.2	18.4
Average teacher salary	\$43,036	\$46,264	\$48,951
Amount from Prop 301	\$5,913	\$6,122	\$6,411
Average years of teacher experience	12.6	12.2	11.4
Percentage of teachers in first 3 years	28%	20%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 2,389	\$ 2,607	\$ 3,917	\$ 1,317
State	4,893	4,925	4,283	4,011
Local	1,916	1,936	4,207	4,592
Total per pupil revenues	\$ 9,198	\$ 9,468	\$ 12,407	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 5,368	\$ 5,364	\$ 5,992	\$ 5,585
Grants	1,310	1,429	1,703	1,241
Donations and tax credits	8	26	147	90

Select revenues from less common sources

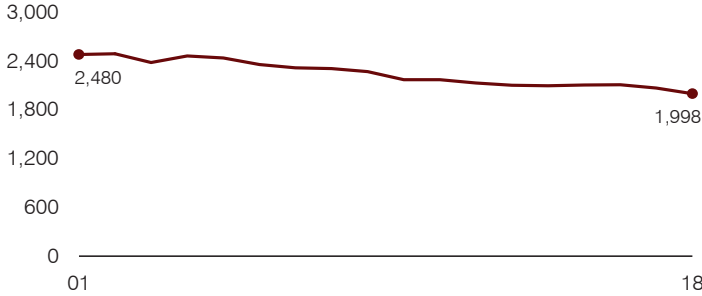
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 31
Small school adjustment	0	0	0 of 31
Federal impact aid	1,167	1,214	16 of 31
Voter-approved levy increases	734	769	21 of 31

Instructional spending percentage

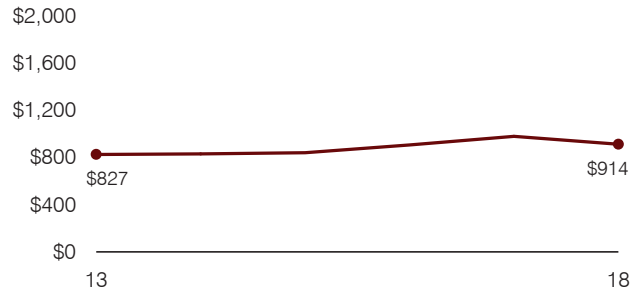
Year:	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Percentage:	55.1	57.2	59.0	57.3	56.8	55.5	54.3	53.8	54.5	52.9	52.5	52.7	51.8	50.9	49.2	50.0	49.6	50.8

TRENDS AND FINANCIAL STRESS ASSESSMENT
Fiscal years as indicated

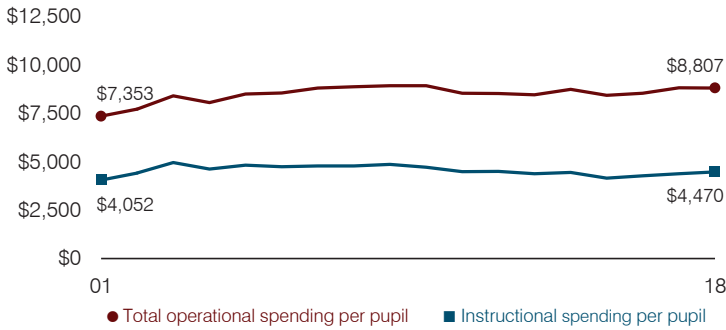
Students attending



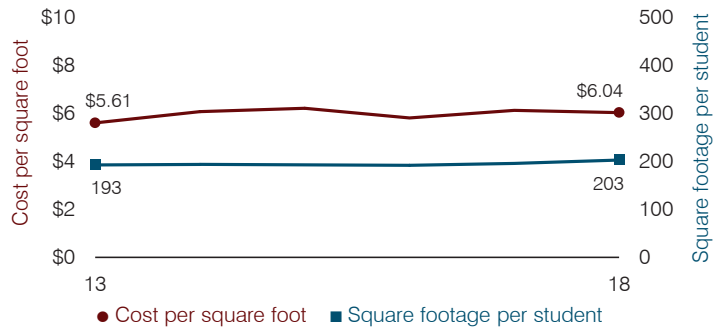
Administrative cost per pupil



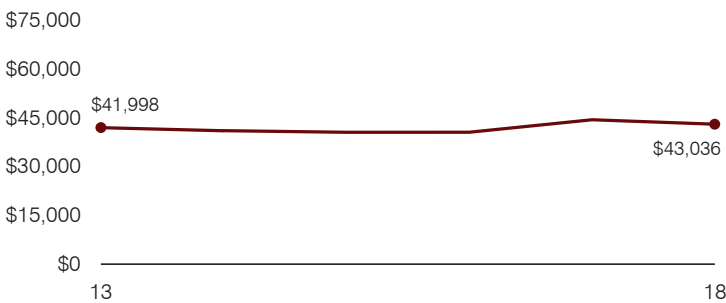
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



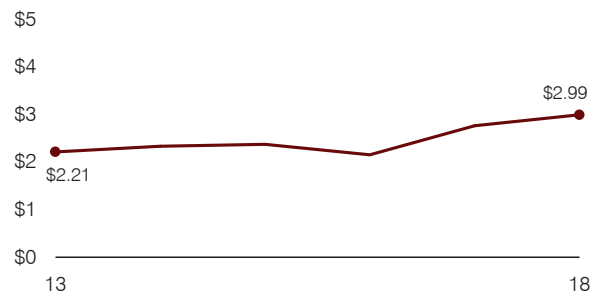
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



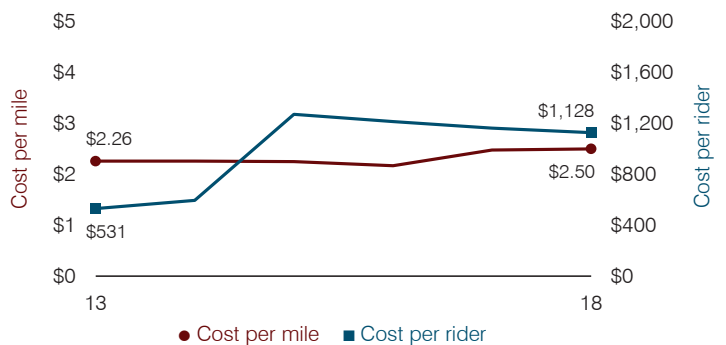
Financial stress assessment

Overall financial stress level: Low

Measure: 2016 through 2018	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	5.4%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

Transportation costs per mile and per rider



Yarnell Elementary School District

Yavapai County

District size, location:

Very small, Rural

Efficiency peer groups 11 and T-11, Achievement peer group 20¹

Students attending:

46

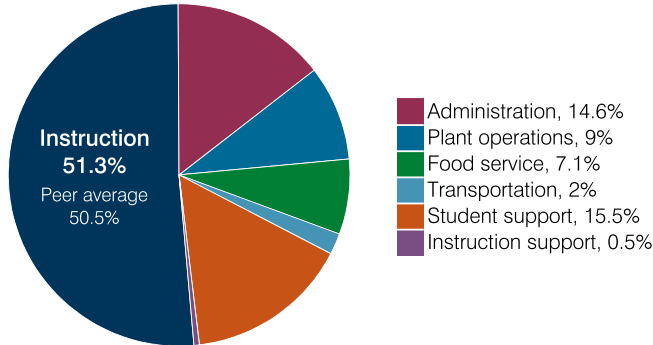
Legislative district(s): 1

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,560	\$3,064	\$860
	Students per administrative position	24	33	66
Plant operations	Cost per square foot	\$4.25	\$7.31	\$6.34
	Square footage per student	370	371	156
Food service	Cost per meal	\$8.19	\$5.79	\$3.02
Transportation	Cost per mile	\$0.80	\$1.94	\$4.05
	Cost per rider	\$480	\$1,614	\$1,301

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 11,739	\$ 8,959	\$ 8,493	\$ 4,480
Administration	2,395	2,560	3,064	860
Plant operations	2,372	1,572	2,439	988
Food service	1,377	1,245	932	425
Transportation	951	343	973	388
Student support	3,473	2,707	656	693
Instruction support	65	86	400	462
Total operational	22,372	17,472	16,957	8,296
Land and buildings	1,497	2,288	965	827
Equipment	249	75	562	409
Interest	2	8	25	228
Other	111	20	88	169
Total nonoperational	1,859	2,391	1,640	1,633
Total per pupil spending	\$ 24,231	\$ 19,863	\$ 18,597	\$ 9,929

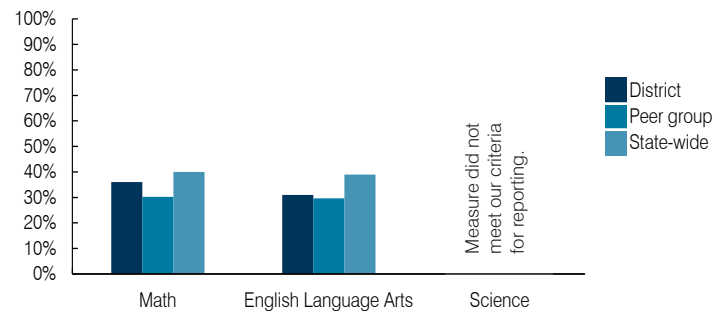
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	0	0%
D	1	100%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	37%	39%	19%
Special education population	31%	17%	12%
Students per teacher	8.8	12.3	18.4
Average teacher salary	\$46,594	\$46,899	\$48,951
Amount from Prop 301	\$2,935	\$4,418	\$6,411
Average years of teacher experience	16.5	13.4	11.4
Percentage of teachers in first 3 years	0%	6%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 2,021	\$ 1,694	\$ 3,021	\$ 1,317
State	7,191	6,929	4,788	4,011
Local	16,890	11,954	12,812	4,592
Total per pupil revenues	\$ 26,102	\$ 20,577	\$ 20,621	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 10,943	\$ 9,257	\$ 8,282	\$ 5,585
Grants	2,618	3,979	3,020	1,241
Donations and tax credits	496	255	125	90

Select revenues from less common sources

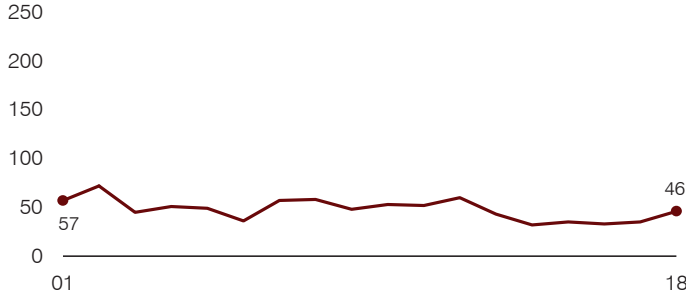
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	14,439	4,153	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

Instructional spending percentage

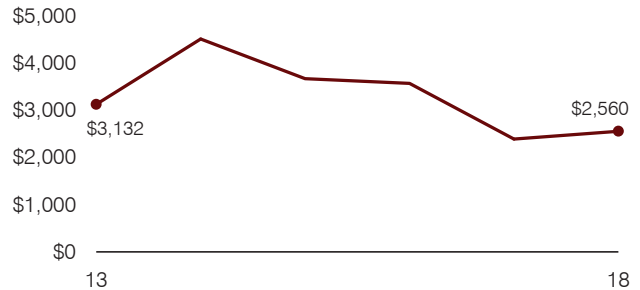
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 56.4 57.8 57.1 54.2 53.2 43.7 51.6 50.0 49.3 52.3 53.2 49.8 51.6 48.3 47.1 50.3 52.5 51.3

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

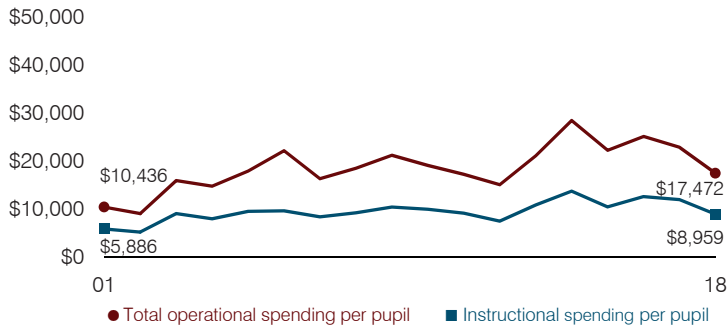
Students attending



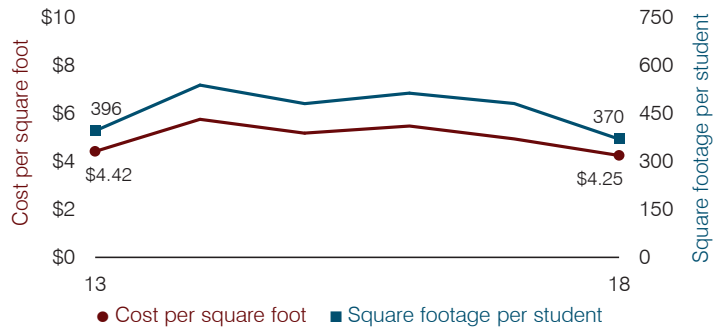
Administrative cost per pupil



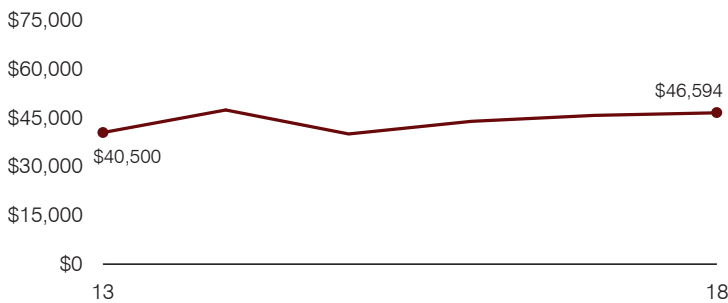
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



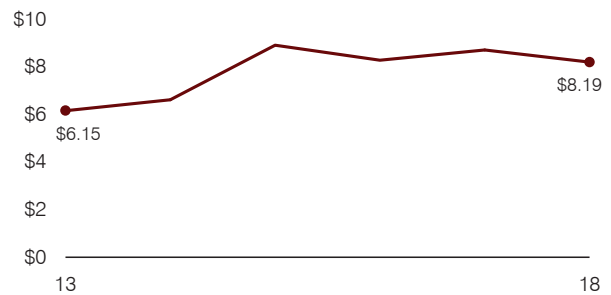
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



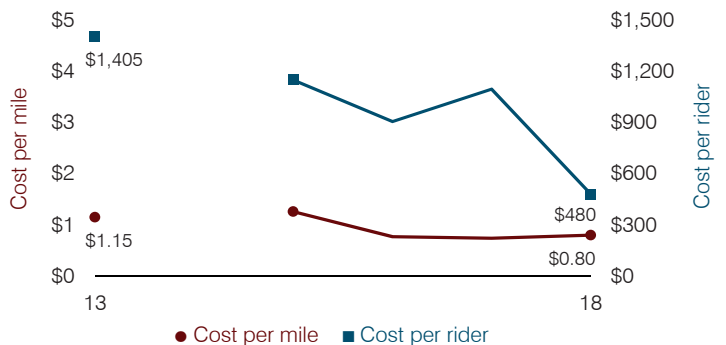
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	37.5%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Low Moderate High

Transportation costs per mile and per rider



Young Elementary School District

Gila County

Efficiency peer groups 11 and T-11, Achievement peer group 6¹

Legislative district(s): 6

District size, location:

Very small, Rural

Students attending:

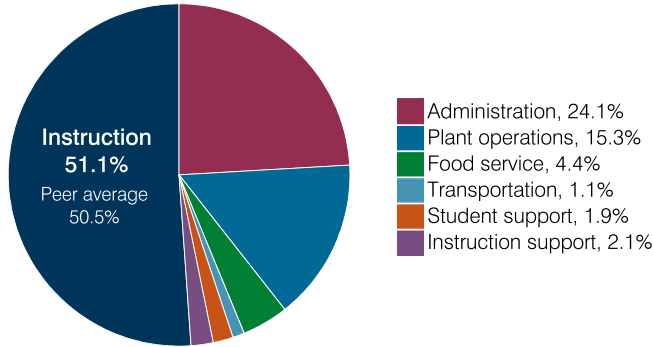
39

Number of schools:

2

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$8,634	\$3,064	\$860
	Students per administrative position	11	33	66
Plant operations	Cost per square foot	\$5.78	\$7.31	\$6.34
	Square footage per student	951	371	156
Food service	Cost per meal	\$13.42	\$5.79	\$3.02
Transportation	Cost per mile	\$3.35	\$1.94	\$4.05
	Cost per rider	\$449	\$1,614	\$1,301

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 20,516	\$ 18,303	\$ 8,493	\$ 4,480
Administration	8,859	8,634	3,064	860
Plant operations	5,356	5,495	2,439	988
Food service	2,045	1,558	932	425
Transportation	667	389	973	388
Student support	474	700	656	693
Instruction support	991	743	400	462
Total operational	38,908	35,822	16,957	8,296
Land and buildings	674	2	965	827
Equipment	574	927	562	409
Interest	71	9	25	228
Other	185	9	88	169
Total nonoperational	1,504	947	1,640	1,633
Total per pupil spending	\$ 40,412	\$ 36,769	\$ 18,597	\$ 9,929

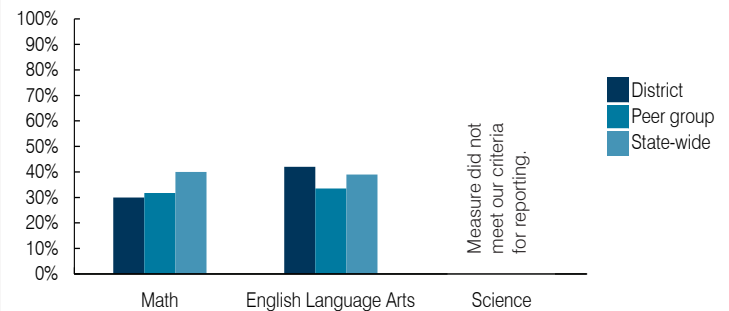
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Letter grade information for District's school was not published by ADE. See Appendix B for more information.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	91%	93%	94%
Graduation rate (2017)	N/A	85%	78%
Poverty rate (2017)	32%	29%	19%
Special education population	11%	14%	12%
Students per teacher	4.7	16.2	18.4
Average teacher salary	\$50,348	\$46,264	\$48,951
Amount from Prop 301	\$1,512	\$6,122	\$6,411
Average years of teacher experience	6.3	12.2	11.4
Percentage of teachers in first 3 years	50%	20%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 2,910	\$ 6,317	\$ 3,021	\$ 1,317
State	2,596	3,067	4,788	4,011
Local	28,955	29,326	12,812	4,592
Total per pupil revenues	\$ 34,461	\$ 38,710	\$ 20,621	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 8,195	\$ 7,672	\$ 8,282	\$ 5,585
Grants	3,272	7,078	3,020	1,241
Donations and tax credits	429	286	125	90

Select revenues from less common sources

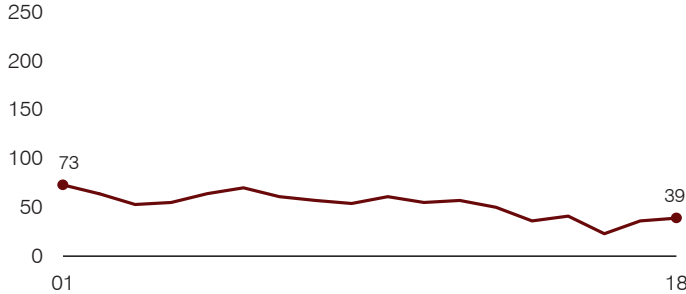
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	21,286	19,294	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

Instructional spending percentage

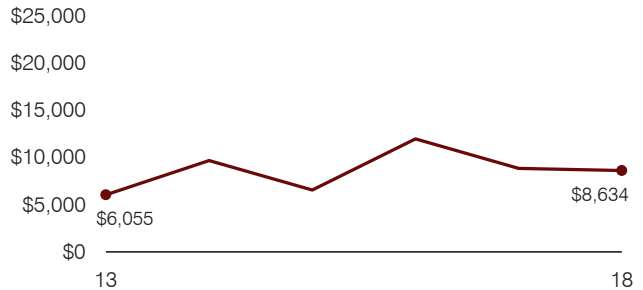
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 61.7 59.8 56.1 56.9 60.2 59.0 53.0 54.7 51.2 56.5 54.1 53.1 56.8 53.3 54.8 53.1 52.7 51.1

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

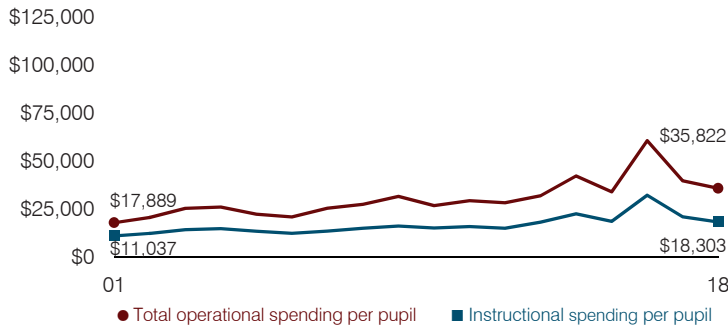
Students attending



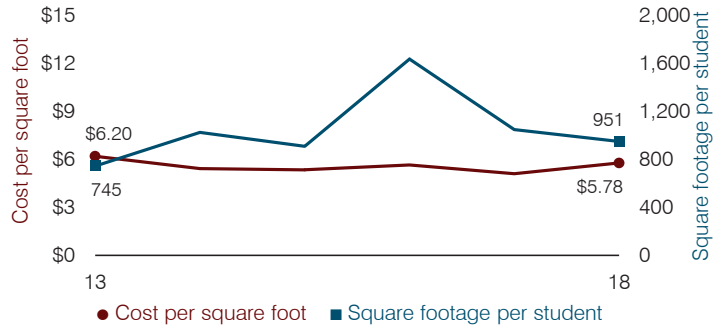
Administrative cost per pupil



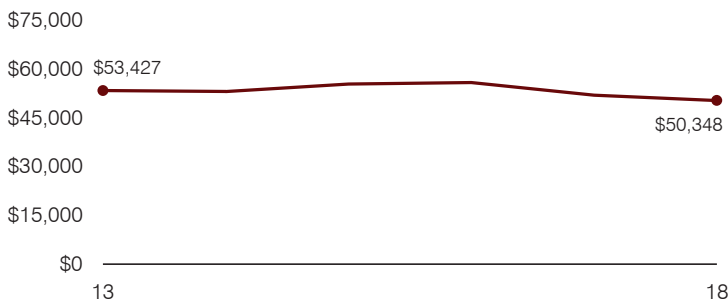
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



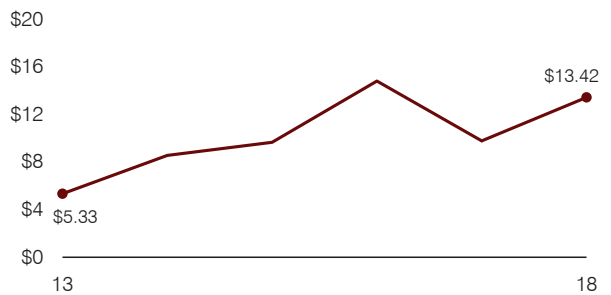
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



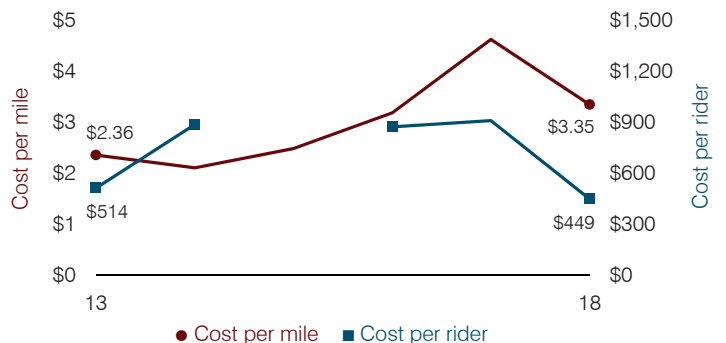
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	6.9%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant

Legend: **Low** (Green), **Moderate** (Yellow), **High** (Red)

Transportation costs per mile and per rider



Yucca Elementary School District

Mohave County

Efficiency peer group 11 and Achievement peer group 16¹

Legislative district(s): 5

District size, location:

Very small, Rural

Students attending:

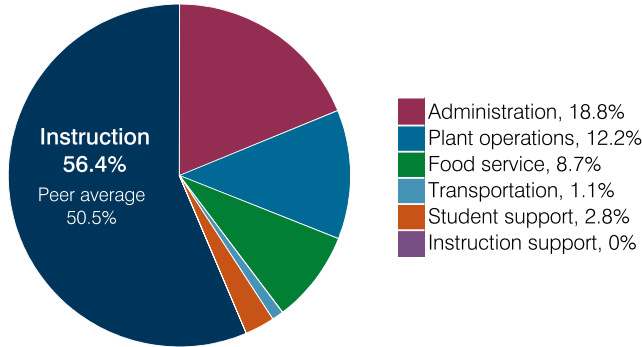
31

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,129	\$3,064	\$860
	Students per administrative position	26	33	66
Plant operations	Cost per square foot	\$8.30	\$7.31	\$6.34
	Square footage per student	245	371	156
Food service	Cost per meal	\$7.73	\$5.79	\$3.02
Transportation	Cost per mile	N/A	N/A	\$4.05
	Cost per rider	N/A	N/A	\$1,301

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 8,960	\$ 9,398	\$ 8,493	\$ 4,480
Administration	2,960	3,129	3,064	860
Plant operations	1,950	2,036	2,439	988
Food service	1,639	1,452	932	425
Transportation	114	184	973	388
Student support	442	474	656	693
Instruction support	10	5	400	462
Total operational	16,075	16,678	16,957	8,296
Land and buildings	329	506	965	827
Equipment	718	693	562	409
Interest	0	0	25	228
Other	0	0	88	169
Total nonoperational	1,047	1,199	1,640	1,633
Total per pupil spending	\$ 17,122	\$ 17,877	\$ 18,597	\$ 9,929

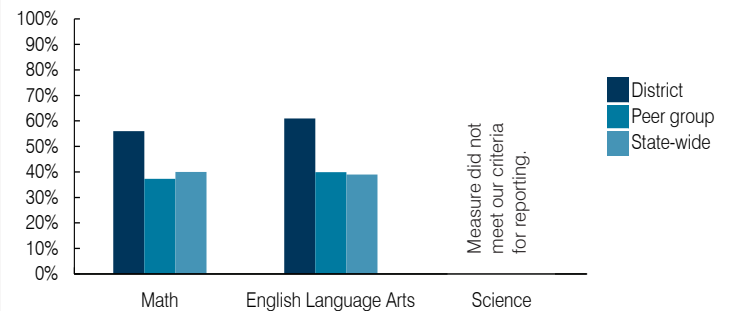
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	15%	12%	19%
Special education population	6%	16%	12%
Students per teacher	10.3	13.4	18.4
Average teacher salary	\$51,931	\$48,478	\$48,951
Amount from Prop 301	\$3,694	\$4,651	\$6,411
Average years of teacher experience	13.0	15.3	11.4
Percentage of teachers in first 3 years	0%	6%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,787	\$ 2,596	\$ 3,021	\$ 1,317
State	1,022	1,730	4,788	4,011
Local	15,955	17,720	12,812	4,592
Total per pupil revenues	\$ 18,764	\$ 22,046	\$ 20,621	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 6,777	\$ 6,684	\$ 8,282	\$ 5,585
Grants	1,787	3,014	3,020	1,241
Donations and tax credits	21	0	125	90

Select revenues from less common sources

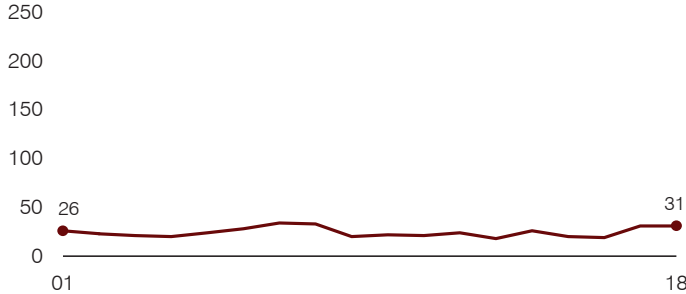
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	13,243	6,692	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

Instructional spending percentage

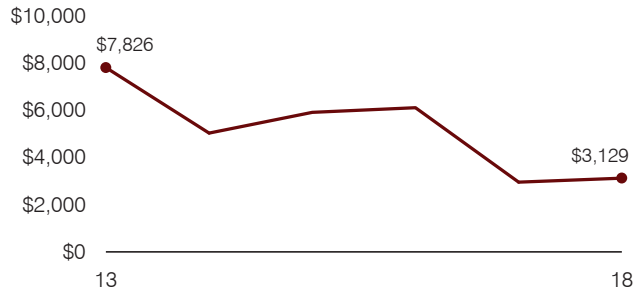
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 67.8 64.6 62.4 60.0 62.1 63.4 68.2 61.7 62.5 61.1 50.1 52.9 46.9 45.5 46.1 45.0 55.7 56.4

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

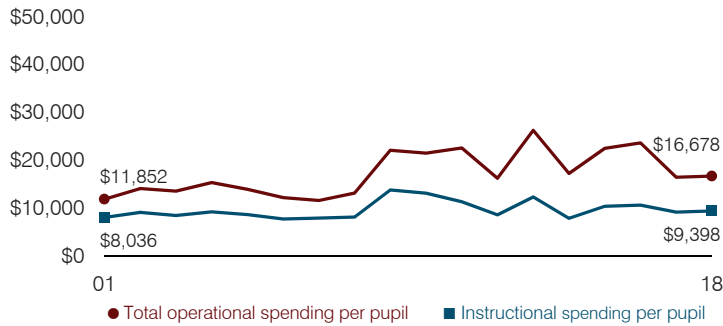
Students attending



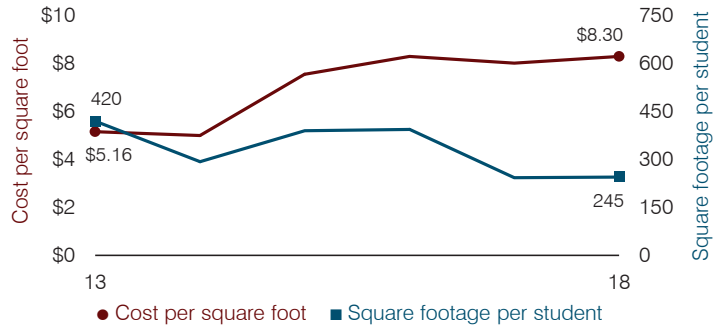
Administrative cost per pupil



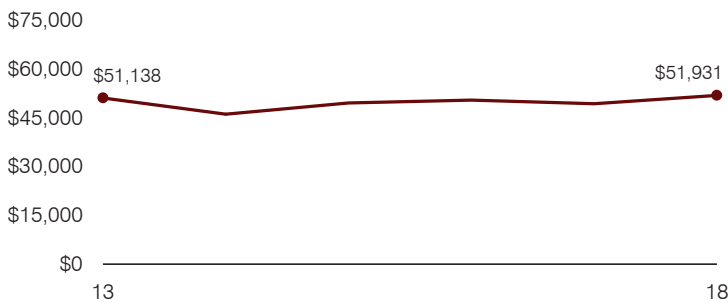
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



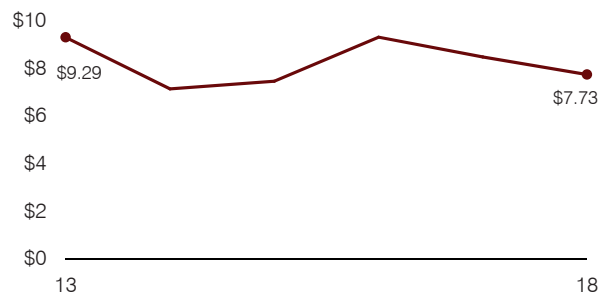
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	19.0%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Not assessed

Low
Moderate
High

Transportation costs per mile and per rider

Transportation costs per mile and per rider trends are not shown because the District did not operate a transportation program during all or a substantial portion of fiscal years 2013 through 2018.

Yuma Elementary School District

Yuma County

Efficiency peer groups 7 and T-5, Achievement peer group 14¹

Legislative district(s): 4 and 13

District size, location:

Large, City

Students attending:

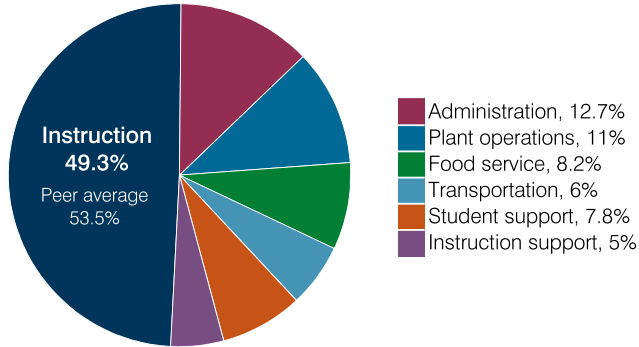
8,381

Number of schools:

17

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$920	\$796	\$860
	Students per administrative position	68	76	66
Plant operations	Cost per square foot	\$6.48	\$6.16	\$6.34
	Square footage per student	123	133	156
Food service	Cost per meal	\$2.84	\$2.99	\$3.02
Transportation	Cost per mile	\$3.46	\$3.90	\$4.05
	Cost per rider	\$1,401	\$1,931	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,516	\$ 3,574	\$ 4,238	\$ 4,480
Administration	875	920	796	860
Plant operations	878	797	815	988
Food service	604	597	580	425
Transportation	475	438	298	388
Student support	563	569	646	693
Instruction support	313	361	486	462
Total operational	7,224	7,256	7,859	8,296
Land and buildings	298	129	517	827
Equipment	254	343	393	409
Interest	126	83	189	228
Other	56	48	188	169
Total nonoperational	734	603	1,287	1,633
Total per pupil spending	\$ 7,958	\$ 7,859	\$ 9,146	\$ 9,929

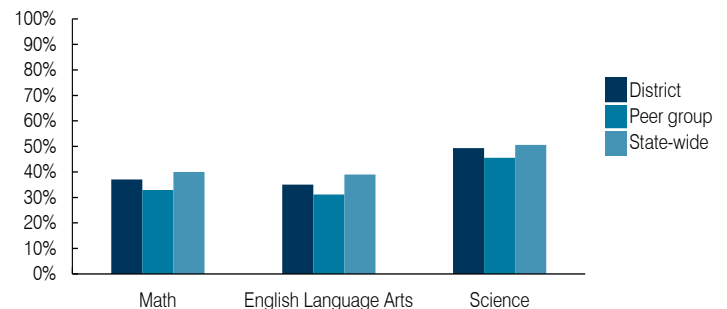
¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	1	6%
B	4	24%
C	6	35%
D	6	35%
F	0	0%

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	25%	28%	19%
Special education population	10%	12%	12%
Students per teacher	18.5	18.9	18.4
Average teacher salary	\$39,039	\$46,164	\$48,951
Amount from Prop 301	\$6,237	\$5,459	\$6,411
Average years of teacher experience	13.1	9.3	11.4
Percentage of teachers in first 3 years	20%	26%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,528	\$ 1,515	\$ 1,588	\$ 1,317
State	4,270	4,466	4,344	4,011
Local	2,280	2,168	3,644	4,592
Total per pupil revenues	\$ 8,078	\$ 8,149	\$ 9,576	\$ 9,920

Select revenues from common sources

Equalization formula funding	\$ 5,353	\$ 5,411	\$ 5,167	\$ 5,585
Grants	1,599	1,622	1,650	1,241
Donations and tax credits	17	25	46	90

Select revenues from less common sources

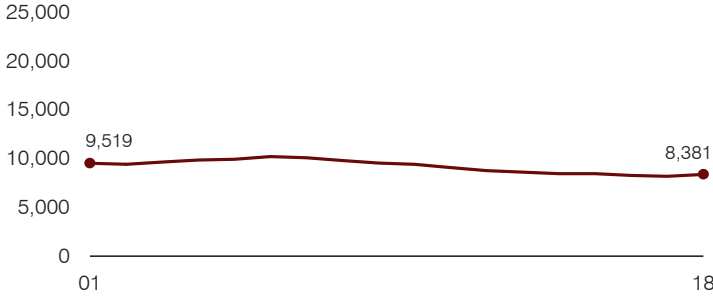
			Number of peers receiving
Desegregation	\$ 0	\$ 0	4 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	18	42	2 of 10
Voter-approved levy increases	267	277	10 of 10

Instructional spending percentage

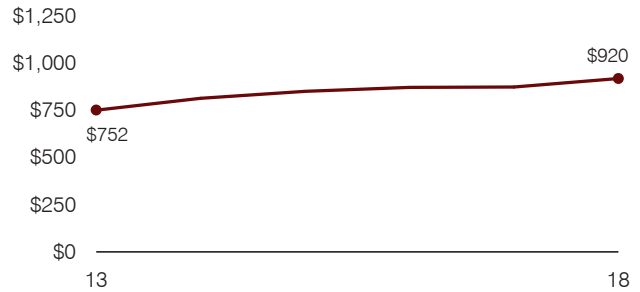
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 56.4 58.9 56.2 56.0 54.5 51.7 51.9 52.7 54.0 52.2 50.1 50.5 50.5 50.2 49.4 48.8 48.7 49.3

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

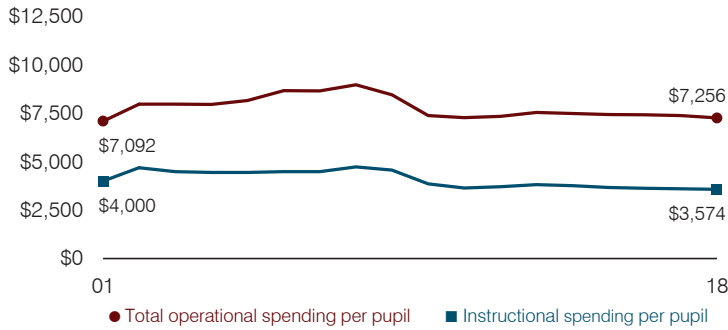
Students attending



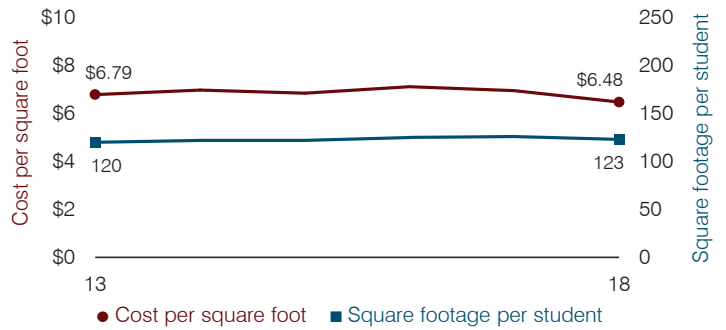
Administrative cost per pupil



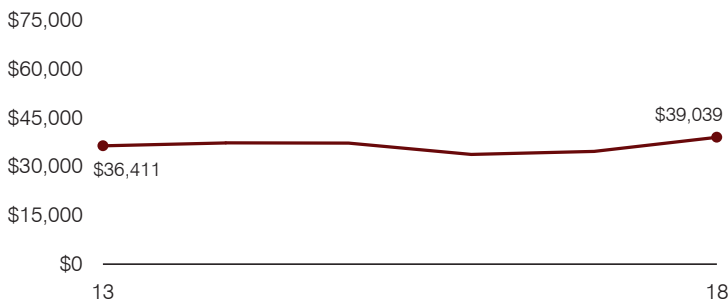
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



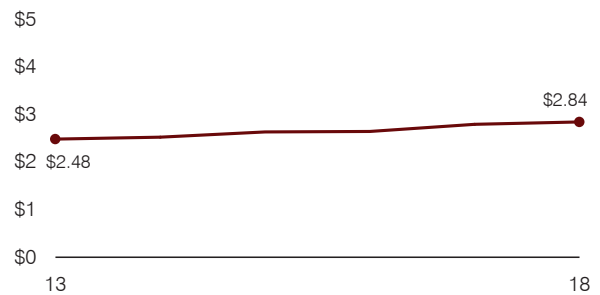
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



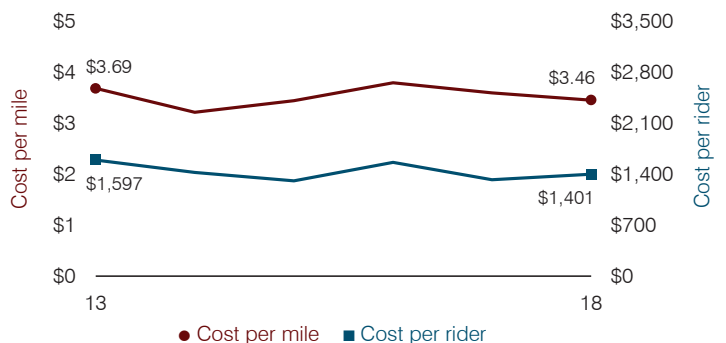
Financial stress assessment

Overall financial stress level: Low

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	7.1%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant

Low
Moderate
High

Transportation costs per mile and per rider



Yuma Union High School District

Yuma County

Efficiency peer groups 2 and T-5, Achievement peer group 9¹

Legislative district(s): 4 and 13

District size, location:

Large, City

Students attending:

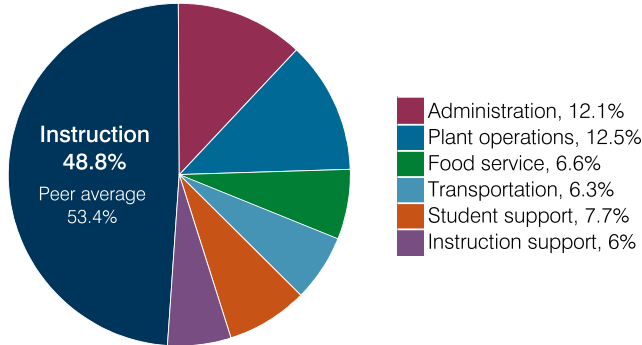
11,101

Number of schools:

6

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$862	\$804	\$860
	Students per administrative position	51	67	66
Plant operations	Cost per square foot	\$6.74	\$6.44	\$6.34
	Square footage per student	132	148	156
Food service	Cost per meal	\$2.95	\$3.08	\$3.02
Transportation	Cost per mile	\$4.19	\$3.90	\$4.05
	Cost per rider	\$2,140	\$1,931	\$1,301

Very low Low Comparable High Very high

Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,316	\$ 3,471	\$ 4,135	\$ 4,480
Administration	823	862	804	860
Plant operations	898	888	941	988
Food service	527	469	342	425
Transportation	497	446	394	388
Student support	559	546	624	693
Instruction support	423	432	492	462
Total operational	7,043	7,114	7,732	8,296
Land and buildings	645	2,173	738	827
Equipment	461	627	531	409
Interest	123	116	238	228
Other	25	24	153	169
Total nonoperational	1,254	2,940	1,660	1,633
Total per pupil spending	\$ 8,297	\$ 10,054	\$ 9,392	\$ 9,929

¹ See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

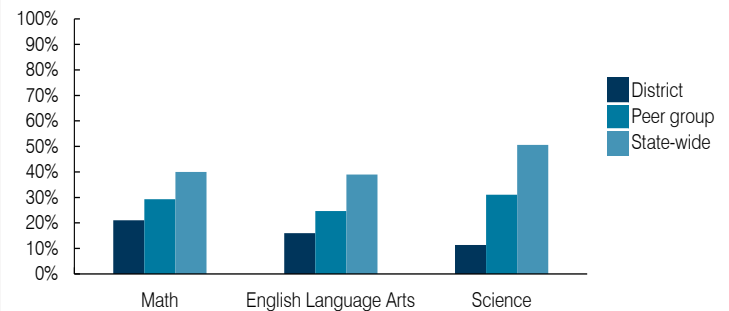
STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

ADE-assigned school letter grades

Grade	Number of schools ²	Percentage of schools
A	0	0%
B	1	20%
C	3	60%
D	1	20%
F	0	0%

² Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

Students who passed State assessments



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	93%	94%
Graduation rate (2017)	91%	88%	78%
Poverty rate (2017)	26%	26%	19%
Special education population	9%	10%	12%
Students per teacher	24.8	21.4	18.4
Average teacher salary	\$48,610	\$58,092	\$48,951
Amount from Prop 301	\$9,349	\$8,795	\$6,411
Average years of teacher experience	9.7	12.0	11.4
Percentage of teachers in first 3 years	36%	18%	19%

Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,183	\$ 1,155	\$ 930	\$ 1,317
State	4,175	4,417	3,760	4,011
Local	3,325	3,140	4,666	4,592
Total per pupil revenues	\$ 8,683	\$ 8,712	\$ 9,356	\$ 9,920

Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,290	\$ 5,495	\$ 5,545
Grants	1,276	1,209	1,051
Donations and tax credits	51	70	107

Select revenues from less common sources

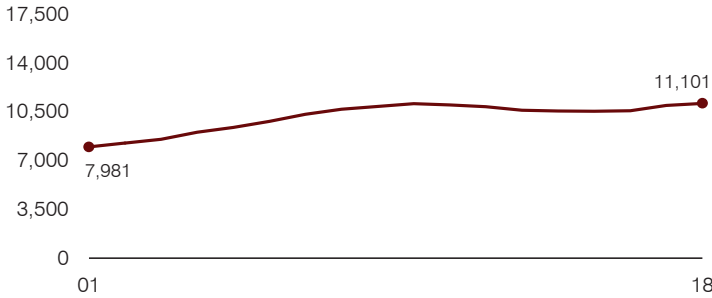
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	3 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	0	0	2 of 10
Voter-approved levy increases	520	502	10 of 10

Instructional spending percentage

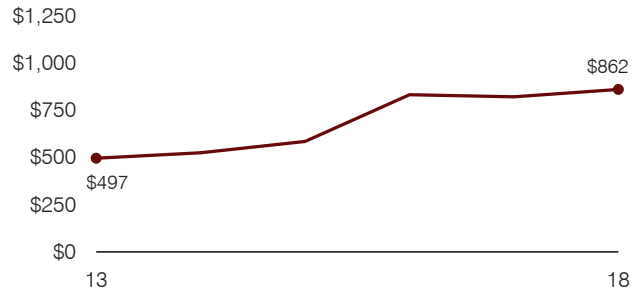
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
 Percentage: 56.8 56.8 55.1 53.5 54.6 53.5 56.5 51.2 51.1 52.3 51.9 51.7 53.7 49.9 48.4 46.1 47.1 48.8

TRENDS AND FINANCIAL STRESS ASSESSMENT
 Fiscal years as indicated

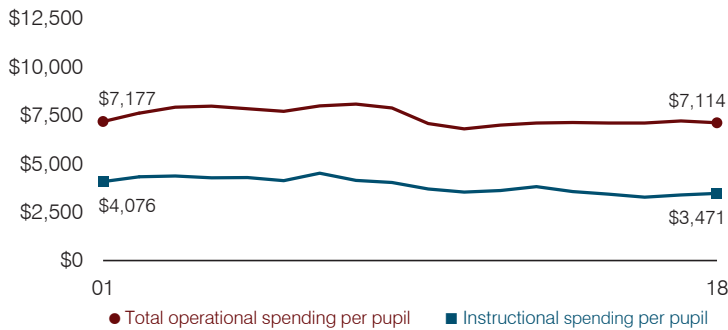
Students attending



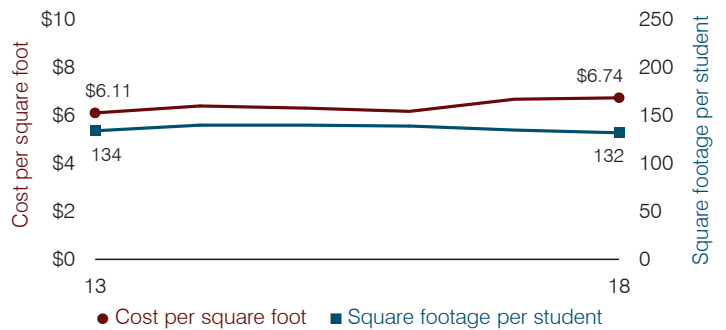
Administrative cost per pupil



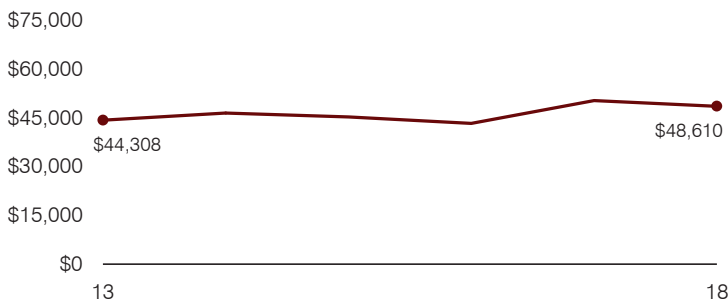
Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



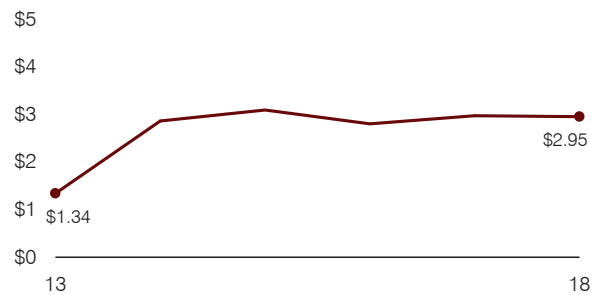
Plant cost per square foot and square footage per student



Average teacher salary



Food service cost per meal



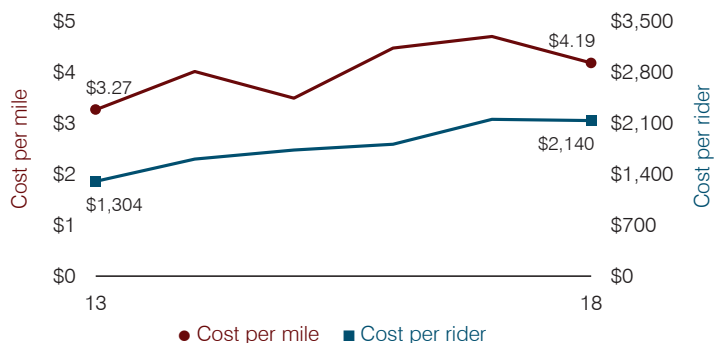
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	13.3%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant

Legend: **Low** (Green), **Moderate** (Yellow), **High** (Red)

Transportation costs per mile and per rider





This appendix lists the 207 districts organized into operational efficiency, transportation efficiency, and student achievement peer groups. Table 8 (see pages a-1 through a-4) presents districts organized into operational efficiency peer groups based on district size, type, and location. Within each operational efficiency peer group, the districts are listed in order of their fiscal year 2018 instructional spending percentages. Table 9 (see pages a-5 through a-11) presents districts organized into transportation efficiency peer groups based on miles per rider and district location. Within each transportation efficiency peer group, the districts are listed in order of their overall efficiency measure that equally considers fiscal year 2018 cost per mile and cost per rider. Some districts in both efficiency groups are excluded from their peer average because extreme values in their costs would skew the peer average. Table 10 (see pages a-12 through a-18) presents districts organized into student achievement peer groups based on district type, poverty, and location. Within each student achievement peer group, the districts are listed in order of the percentage of their students who passed State assessments on the fiscal year 2018 Arizona’s Measurement of Educational Readiness to Inform Teaching (AzMERIT) test and the fiscal year 2018 Arizona’s Instrument to Measure Standards (AIMS) test.

Table 8
Districts grouped by operational efficiency peer group and ranked by instructional spending percentage
Fiscal year 2018

Peer group		Instructional spending percentage		Instructional spending percentage	
Number	Description	District name	District name	District name	District name
1	Very large unified and union high school districts in cities and suburbs	Peer group average	56.8%		
		Chandler USD	61.6	Dysart USD	56.1
		Gilbert USD	61.1	Mesa USD	55.4
		Deer Valley USD	59.8	Scottsdale USD	54.4
		Paradise Valley USD	58.5	Phoenix UHSD	53.3
		Peoria USD	56.8	Tucson USD	51.1
2	Large unified and union high school districts in cities and suburbs	Peer group average	53.4%		
		Glendale UHSD	57.8	Flagstaff USD	53.0
		Higley USD	57.8	Tolleson UHSD	52.9
		Amphitheater USD	53.7	Vail USD	52.6
		Tempe UHSD	53.4	Sunnyside USD	51.0
		Marana USD	53.3	Yuma UHSD	48.8

Table 8 continued

Peer group		Instructional spending percentage		Instructional spending percentage	
Number	Description	District name	District name	District name	District name
3	Medium-large and medium unified and union high school districts in cities and suburbs	Peer group average	53.5%		
		Tanque Verde USD	58.0	Agua Fria UHSD	53.5
		Lake Havasu USD	56.5	Cave Creek USD	53.3
		Humboldt USD	56.1	Apache Junction USD	53.0
		Catalina Foothills USD	54.8	Prescott USD	51.4
		Queen Creek USD	54.7	Fountain Hills USD	50.4
		Buckeye UHSD	54.6	J.O. Combs USD	50.4
		Flowing Wells USD	54.5	Casa Grande UHSD	46.5
		Sierra Vista USD	54.5		
4	Large and medium-large unified and union high school districts in towns and rural areas	Peer group average	52.5%		
		Safford USD	65.0	Santa Cruz Valley USD	51.5
		Show Low USD	58.7	Douglas USD	51.1
		Snowflake USD	56.8	Payson USD	49.7
		Sahuarita USD	55.9	Chino Valley USD	49.6
		Maricopa USD	53.5	Coolidge USD	49.0
		Florence USD	53.4	Chinle USD	48.0
		Kingman USD	52.1	Whiteriver USD	47.8
		Blue Ridge USD	51.9	Page USD	47.3
5	Medium unified and union high school districts in towns and rural areas	Peer group average	50.5%		
		Pima USD	64.1	Round Valley USD	51.2
		Thatcher USD	60.6	Bisbee USD	51.0
		Morenci USD	60.4	Winslow USD	50.8
		Mingus UHSD	56.8	St. Johns USD	50.0
		Camp Verde USD	56.6	Globe USD	48.9
		Willcox USD	56.0	Wickenburg USD	48.5
		Williams USD	54.7	Window Rock USD	48.1
		Holbrook USD	54.0	Tombstone USD	46.5
		Saddle Mountain USD	53.5	Tuba City USD	43.7
		Benson USD	53.0	San Carlos USD	43.3
		Miami USD	53.0	Ganado USD	42.3
		Parker USD	52.4	Baboquivari USD	40.9
		Colorado River UHSD	52.3	Kayenta USD	40.6
		Sedona-Oak Creek Joint USD	52.3	Sanders USD	39.6
		Mammoth-San Manuel USD	52.1	Piñon USD	38.0
Ft. Thomas USD	51.8				

Table 8 continued

Peer group		Instructional spending percentage		Instructional spending percentage	
Number	Description	District name		District name	
6	Small unified and union high school districts in towns and rural areas	Peer group average	48.3%		
		Bagdad USD	55.0	Ash Fork Joint USD	49.9
		Colorado City USD	54.1	Antelope UHSD	48.6
		Ray USD	53.9	Gila Bend USD	46.6
		St. David USD	53.7	Hayden-Winkelman USD	46.5
		Littlefield USD	53.3	Duncan USD	45.5
		Ajo USD	52.9	Joseph City USD	44.6
		Heber-Overgaard USD	50.7	Santa Cruz Valley UHSD	41.6
		Superior USD	50.2	Grand Canyon USD	38.4
		Mayer USD	50.1	Red Mesa USD	34.6
7	Very large and large elementary school districts in cities and suburbs	Peer group average	53.5%		
		Kyrene ESD	62.3	Alhambra ESD	52.7
		Litchfield ESD	57.2	Tempe ESD	52.4
		Cartwright ESD	55.2	Roosevelt ESD	49.6
		Washington ESD	53.8	Glendale ESD	49.3
		Pendergast ESD	53.4	Yuma ESD	49.3
8	Medium-large and medium elementary school districts in cities and suburbs	Peer group average	51.4%		
		Liberty ESD	56.8	Laveen ESD	51.7
		Wilson ESD	56.2	Phoenix ESD	51.3
		Madison ESD	53.2	Casa Grande ESD	51.1
		Osborn ESD	53.0	Avondale ESD ²	50.5
		Fowler ESD	52.9	Buckeye ESD	50.0
		Littleton ESD	52.5	Murphy ESD	48.4
		Union ESD	52.5	Balsz ESD	48.0
		Tolleson ESD	51.9	Creighton ESD	46.6
		Crane ESD	51.8	Riverside ESD	46.0
Isaac ESD	51.7				
9	Medium-large and medium elementary school districts in towns and rural areas	Peer group average	49.9%		
		Bullhead City ESD	56.3	Somerton ESD	49.5
		Cottonwood-Oak Creek ESD	52.4	Gadsden ESD	48.8
		Palominas ESD	52.2	Nadaburg USD ¹	47.1
		Toltec ESD	51.9	Altar Valley ESD	45.8
		Mohave Valley ESD	49.5	Eloy ESD	45.1
10	Small elementary school districts in towns and rural areas	Peer group average	53.7%		
		Red Rock ESD	64.4	Sacaton ESD	51.3
		Clarkdale-Jerome ESD	59.9	Oracle ESD	50.7
		Palo Verde ESD	55.8	Santa Cruz ESD	50.0
		Naco ESD	55.4	Beaver Creek ESD	49.9
		Continental ESD	54.5	Stanfield ESD	44.8
		Arlington ESD	54.2		

Table 8 concluded

Peer group		Instructional spending percentage		Instructional spending percentage	
Number	Description	District name	District name	District name	District name
11	Very small school districts	Peer group average	50.5%		
		Blue ESD	78.1	Patagonia ESD	49.9
		Hillside ESD	65.8	Patagonia UHSD	49.9
		Double Adobe ESD	62.9	Picacho ESD	49.8
		Bonita ESD	61.9	Topock ESD	49.5
		Crown King ESD	59.9	Bicentennial UHSD	49.3
		Cochise ESD	59.5	Solomon ESD	49.3
		Sonoita ESD	59.5	Owens-Whitney ESD	49.1
		Aguila ESD	58.3	Elfrida ESD	48.8
		Alpine ESD	58.3	Sentinel ESD	48.7
		Yucca ESD	56.4	Skull Valley ESD	47.9
		McNary ESD	55.5	Wellton ESD	47.5
		Valley UHSD	55.5	Mohawk Valley ESD	46.6
		Congress ESD	55.0	Seligman USD	46.6
		San Fernando ESD	54.9	Vernon ESD	46.5
		Valentine ESD	54.3	Tonto Basin ESD	45.5
		Kirkland ESD	54.0	Bouse ESD	44.7
		Morristown ESD	53.5	Concho ESD	44.6
		Maine Consolidated SD	53.3	McNeal ESD	44.4
		Pine Strawberry ESD	53.0	Salome Consolidated ESD	44.0
		Pearce ESD	52.3	Wenden ESD	43.3
		Hyder ESD	52.1	Hackberry ESD	42.5
		Fredonia-Mocasin USD	51.7	Peach Springs USD	42.0
		Yarnell ESD	51.3	Quartzsite ESD	40.5
		Paloma ESD	51.2	Apache ESD	39.7
		Young ESD	51.1	Mobile ESD	38.3
		Cañon ESD	50.9	Bowie USD	36.4
Pomerene ESD	50.2	Ash Creek ESD	36.1		
San Simon USD	50.2	Cedar USD	35.4		

¹ Although a unified school district, Nadaburg USD was included in a group with elementary school districts because it did not have any high school students in fiscal year 2018.

² Revised 4/24/19.

Source: Auditor General staff analysis of fiscal year 2018 district-reported accounting data, fiscal year 2018 Arizona Department of Education student membership data, and fiscal year 2016 U.S. Census Bureau location designations reported in the National Center for Education Statistics' Common Core of Data.

Table 9
Districts grouped by transportation efficiency peer group and
ranked by cost per mile and cost per rider
Fiscal year 2018

Peer group			Cost	Cost
Number	Description	District name	per mile	per rider
T-1	Districts in cities and suburbs traveling less than 165 miles per rider	Peer group average	\$7.19	\$1,106
		Littleton ESD	5.30	745
		Crane ESD	5.16	820
		Tempe ESD	5.09	955
		Fowler ESD	5.71	1,003
		Flowing Wells USD	6.57	1,168
		Glendale ESD	6.44	1,240
		Creighton ESD	8.00	1,019
		Cartwright ESD	7.94	1,129
		Alhambra ESD	8.20	1,116
		Murphy ESD	10.00	1,167
		Madison ESD	9.63	1,247
		Laveen ESD	8.25	1,658
T-2	Districts in cities and suburbs traveling 165-230 miles per rider	Peer group average	\$5.91	\$1,232
		Catalina Foothills USD	3.57	461
		Riverside ESD	2.99	776
		Litchfield ESD	3.68	875
		Sunnyside USD	4.10	891
		Pendergast ESD	6.00	1,201
		Roosevelt ESD	7.26	960
		Osborn ESD	6.81	1,166
		Avondale ESD ¹	6.15	1,331
		Isaac ESD	7.52	1,626
		Phoenix ESD	8.19	1,739
		Union ESD	8.75	1,939
		Tolleson ESD	12.29	1,908

Table 9 continued

Peer group			Cost	Cost
Number	Description	District name	per mile	per rider
T-3	Districts in cities and suburbs traveling 231-290 miles per rider	Peer group average	\$4.47	\$1,248
		Sierra Vista USD	3.75	995
		Apache Junction USD	3.59	1,066
		Queen Creek USD	4.30	905
		Tempe UHSD	3.89	1,087
		Buckeye ESD	3.71	1,205
		Kyrene ESD	4.06	1,158
		Higley USD	4.47	1,113
		Wilson ESD	4.88	1,147
		Washington ESD	5.18	1,264
		Deer Valley USD	5.10	1,342
		Chandler USD	5.12	1,404
		Tolleson UHSD	5.61	1,703
		Balsz ESD	7.73	1,831
T-4	Districts in cities and suburbs traveling 291-365 miles per rider	Peer group average	\$3.72	\$1,330
		Tanque Verde USD	3.15	1,047
		J.O. Combs USD	3.49	1,023
		Cave Creek USD	2.86	1,285
		Humboldt USD	3.25	1,154
		Marana USD	3.23	1,245
		Peoria USD	3.74	1,261
		Liberty ESD	3.50	1,353
		Casa Grande ESD	3.59	1,332
		Fountain Hills USD	3.40	1,444
		Agua Fria UHSD	3.88	1,336
		Amphitheater USD	3.99	1,440
		Gilbert USD	4.38	1,338
		Vail USD	3.51	1,649
		Mesa USD	4.70	1,555
Dysart USD	5.17	1,483		

Table 9 continued

Peer group			Cost	Cost
Number	Description	District name	per mile	per rider
T-5	Districts in cities and suburbs traveling more than 365 miles per rider	Peer group average	\$3.90	\$1,931
		Prescott USD	3.24	1,500
		Yuma ESD	3.46	1,401
		Buckeye UHSD	3.33	1,601
		Paradise Valley USD	3.62	1,513
		Flagstaff USD	3.85	1,473
		Scottsdale USD	4.63	1,570
		Lake Havasu USD	4.44	1,969
		Yuma UHSD	4.19	2,140
		Casa Grande UHSD	3.69	2,735
		Tucson USD	4.50	2,761
		Glendale UHSD	6.16	2,579
		Phoenix UHSD	N/A	1,011
T-6	Districts in towns and rural areas traveling less than 245 miles per rider	Peer group average	\$3.96	\$721
		Red Rock ESD	1.31	175
		Gadsden ESD	3.99	295
		Somerton ESD	3.33	535
		Colorado City USD	3.70	611
		Safford USD	3.54	650
		Toltec ESD	3.95	608
		Sahuarita USD	3.33	731
		Whiteriver USD	2.98	801
		Clarkdale-Jerome ESD	4.17	620
		Thatcher USD	4.23	712
		Chino Valley USD	3.72	812
		Pima USD	4.50	851
		Bullhead City ESD	4.75	845
		Maricopa USD	3.86	1,022
		Nogales USD	5.01	842
		San Carlos USD	6.89	965
		Eloy ESD	4.11	1,502
		Morenci USD	NR	1,181

Table 9 continued

Peer group			Cost	Cost
Number	Description	District name	per mile	per rider
T-7	Districts in towns and rural areas traveling 245-335 miles per rider	Peer group average	\$3.35	\$1,057
		Littlefield USD	2.32	582
		Beaver Creek ESD	2.62	736
		Mammoth-San Manuel USD	2.73	724
		Mohave Valley ESD	2.44	858
		Continental ESD	3.08	747
		Santa Cruz Valley USD	3.29	902
		Ft. Thomas USD	3.37	938
		Palo Verde ESD	3.42	996
		Cottonwood-Oak Creek ESD	4.14	832
		Superior USD	3.05	1,188
		Mingus UHSD	3.43	1,157
		Miami USD	4.80	1,202
		Benson USD	3.54	1,771
		Window Rock USD	5.26	1,502
		Sedona-Oak Creek Joint USD	4.67	1,689
Globe USD	NR	2,138		
Snowflake USD	NR	1,419		
T-8	Districts in towns and rural areas traveling 336-420 miles per rider	Peer group average	\$3.03	\$1,225
		Heber-Overgaard USD	2.22	1,092
		Gila Bend USD	2.79	876
		Stanfield ESD	2.70	1,033
		Blue Ridge USD	2.94	974
		Bisbee USD	3.02	1,001
		Show Low USD	2.68	1,142
		Altar Valley ESD	2.50	1,232
		Ganado USD	2.99	1,062
		Nadaburg USD	2.47	1,301
		Kingman USD	2.60	1,311
		Camp Verde USD	4.01	1,012
		Saddle Mountain USD	3.02	1,565
		St. David USD	3.18	1,520
		Grand Canyon USD	2.92	1,663
		Payson USD	3.90	1,501
Parker USD	4.40	1,761		
Sacaton ESD	5.80	1,753		
Naco ESD	13.31	6,266		

Table 9 continued

Peer group			Cost	Cost
Number	Description	District name	per mile	per rider
T-9	Districts in towns and rural areas traveling 421-545 miles per rider	Peer group average	\$2.62	\$1,457
		Round Valley USD	2.51	614
		Tombstone USD	1.99	1,200
		Palominas ESD	2.20	1,240
		Winslow USD	2.50	1,128
		Williams USD	2.44	1,267
		Arlington ESD	2.57	1,262
		Chinle USD	2.90	1,234
		Oracle ESD	2.54	1,464
		Bagdad USD	1.70	2,019
		Wickenburg USD	2.13	1,895
		Coolidge USD	3.28	1,276
		Florence USD	3.15	1,385
		Hayden-Winkelman USD	3.36	1,599
		Ajo USD	3.39	1,729
Douglas USD	2.97	2,322		
T-10	Districts in towns and rural areas traveling more than 545 miles per rider	Peer group average	\$1.95	\$1,572
		Antelope UHSD	1.05	938
		Duncan USD	1.39	1,045
		St. Johns USD	1.44	1,371
		Ash Fork Joint USD	1.47	1,599
		Santa Cruz ESD	2.48	791
		Holbrook USD	1.56	1,559
		Willcox USD	1.90	1,486
		Baboquivari USD	2.42	1,134
		Colorado River UHSD	2.42	1,474
		Red Mesa USD	2.43	1,650
		Ray USD	2.41	1,700
		Mayer USD	2.53	1,637
		Joseph City USD	1.84	2,340
		Sanders USD	2.94	1,697
		Page USD	2.84	2,056
		Kayenta USD	3.42	1,798
Piñon USD	3.22	2,068		
Tuba City USD	3.37	2,434		
Santa Cruz Valley UHSD	3.69	2,768		

Table 9 continued

Peer group			Cost	Cost
Number	Description	District name	per mile	per rider
T-11	Very small districts	Peer group average	\$1.94	\$1,614
		McNary ESD	0.68	381
		Yarnell ESD	0.80	480
		Owens-Whitney ESD	0.49	762
		Aguila ESD	0.86	623
		Bonita ESD	1.13	758
		Double Adobe ESD	1.07	840
		Skull Valley ESD	1.32	649
		Vernon ESD	1.12	834
		Paloma ESD	1.47	794
		San Simon USD	0.87	1,292
		Congress ESD	1.36	897
		Cochise ESD	1.72	617
		Valentine ESD	1.83	609
		Alpine ESD	0.38	1,824
		Topock ESD	2.14	521
		McNeal ESD	1.35	1,205
		Pearce ESD	1.24	1,303
		Sonoita ESD	1.26	1,375
		Concho ESD	1.19	1,504
		Bowie USD	0.73	1,903
		Picacho ESD	2.44	537
		Bicentennial UHSD	1.24	1,697
		Cañon ESD	2.32	801
		Bouse ESD	2.13	1,055
		Morristown ESD	2.04	1,493
		Quartzsite ESD	2.45	1,163
		Young ESD	3.35	449
		Hillside ESD	1.34	2,126
		Fredonia-Moccasin USD	2.77	1,066
		Hyder ESD	2.18	1,691
		Kirkland ESD	1.64	2,223
		Seligman USD	1.88	2,086
		Elfrida ESD	2.44	1,804
		Apache ESD	1.46	2,751
		Salome Consolidated ESD	3.87	840
		Patagonia ESD	1.57	2,906
		Patagonia UHSD	1.57	2,906
		Wenden ESD	3.60	1,410
		Sentinel ESD	1.68	3,046
		Ash Creek ESD	1.54	3,353

Table 9 concluded

Peer group			Cost	Cost
Number	Description	District name	per mile	per rider
T-11 (concluded)	Very small districts	Cedar USD	3.41	2,021
		Maine Consolidated SD	3.40	2,084
		Wellton ESD	3.92	1,736
		Pomerene ESD	4.40	1,362
		Mohawk Valley ESD	2.34	3,219
		Tonto Basin ESD	2.18	3,802
		Pine Strawberry ESD	3.69	2,986
		Valley UHSD	2.75	4,502
		Mobile ESD	3.24	4,252
		Hackberry ESD	3.53	7,866
		Solomon ESD	2.42	NR
		Peach Springs USD	NR	NR

¹ Revised 4/24/19.

Source: Auditor General staff analysis of fiscal year 2018 district-reported accounting data, fiscal year 2018 Arizona Department of Education transportation route reports, and fiscal year 2016 U.S. Census Bureau location designations reported in the National Center for Education Statistics' Common Core of Data.

Table 10

**Districts grouped by student achievement peer group and ranked by percentage of students who passed State assessments
Fiscal year 2018**

Peer group		Percentage of students passing			
Number	Description	District name	Math	English Language Arts	Science
1	Unified school districts with poverty rates less than 9 percent in cities and suburbs	Peer group average	60%	58%	73%
		Catalina Foothills USD	71	67	79
		Vail USD	65	61	80
		Cave Creek USD	62	62	77
		Higley USD	62	60	73
		Queen Creek USD	62	56	68
		Tanque Verde USD	54	55	76
		Fountain Hills USD	51	54	66
		Gilbert USD	53	52	65
		2	Unified school districts with poverty rates of 9 to 16 percent in cities and suburbs	Peer group average	46%
Chandler USD	58			56	69
Scottsdale USD	58			56	65
Deer Valley USD	55			55	69
Prescott USD	45			49	62
Paradise Valley USD	45			47	58
Peoria USD	49			42	51
Marana USD	40			39	55
Dysart USD	38			39	47
Flagstaff USD	34			35	51
3	Unified school districts with poverty rates greater than 16 percent in cities and suburbs	Peer group average	38%	39%	50%
		Lake Havasu USD	46	43	60
		Amphitheater USD	40	43	55
		Humboldt USD	38	43	55
		Mesa USD	43	39	54
		Sierra Vista USD	39	43	48
		Apache Junction USD	31	29	42
		Tucson USD	29	30	39

Table 10 continued

Peer group		Percentage of students passing			
Number	Description	District name	Math	English Language Arts	Science
4	Unified school districts with poverty rates less than 19 percent in towns and rural areas	Peer group average	29%	32%	44%
		Morenci USD	44	43	67
		St. David USD	44	49	57
		Chino Valley USD	34	40	60
		Grand Canyon USD	38	40	50
		Sahuarita USD	39	43	45
		Bagdad USD	25	35	59
		Saddle Mountain USD	42	29	45
		Duncan USD	30	32	52
		Maricopa USD	34	34	43
		Sedona-Oak Creek Joint USD	29	37	41
		San Simon USD	30	34	42
		Florence USD	26	30	47
		Seligman USD	27	29	27
		Littlefield USD	25	26	29
		Coolidge USD	14	14	27
		Superior USD	12	18	16
		Bowie USD ¹	7	11	-
Blue ESD ^{1,3}	-	-	-		
5	Unified school districts with poverty rates of 19 to 25 percent in towns and rural areas	Peer group average	35%	36%	50%
		Snowflake USD	60	53	70
		Thatcher USD	51	48	70
		Heber-Overgaard USD	49	39	58
		Payson USD	38	43	62
		Round Valley USD	45	43	55
		Safford USD	46	40	50
		Willcox USD	39	37	50
		Fredonia-Moccasin USD	30	32	50
		Blue Ridge USD	30	34	42
		Santa Cruz Valley USD	31	32	41
		Kingman USD	31	31	41
		Wickenburg USD	32	30	41
		Ray USD	22	28	46
		Ajo USD	25	29	42
		Camp Verde USD	18	25	40
		Mammoth-San Manuel USD	18	27	34

Table 10 continued

Peer group		Percentage of students passing			
Number	Description	District name	Math	English Language Arts	Science
6	Unified school districts with poverty rates of 26 to 32 percent in towns and rural areas	Peer group average	32%	33%	40%
		St. Johns USD	56	52	64
		Benson USD	53	50	62
		Ash Fork Joint USD	55	57	52
		Joseph City USD	44	53	47
		Show Low USD	40	39	63
		Flowing Wells USD ²	35	39	46
		Williams USD	38	40	42
		Pima USD	25	35	51
		Young ESD ^{1, 3}	30	42	-
		Winslow USD	34	28	43
		Holbrook USD	29	30	44
		Bisbee USD	28	26	33
		Tombstone USD	27	25	34
		Page USD	23	21	37
		Sunnyside USD ²	26	25	28
		Globe USD	18	26	31
		Hayden-Winkelman USD	18	24	17
		Ft. Thomas USD	19	16	15
		Gila Bend USD	5	8	11
7	Unified school districts with poverty rates greater than 32 percent in towns and rural areas	Peer group average	22%	19%	26%
		Colorado City USD	55	53	65
		Nogales USD	34	32	43
		Mayer USD	30	31	47
		Douglas USD	24	27	29
		Miami USD	22	21	34
		Chinle USD	29	21	23
		Parker USD	25	22	24
		Tuba City USD	24	13	23
		Window Rock USD	15	18	20
		Ganado USD	16	12	24
		Kayenta USD	17	15	19
		Baboquivari USD	17	16	14
		Piñon USD	15	11	21
		Whiteriver USD	15	10	17
		Red Mesa USD	17	13	12
		Sanders USD	9	11	20
		San Carlos USD	5	4	6

Table 10 continued

Peer group		Percentage of students passing			
Number	Description	District name	Math	English Language Arts	Science
8	Union high school districts with poverty rates of 20 percent or less in cities and suburbs	Peer group average	32%	32%	31%
		Tempe UHSD	37	39	46
		Agua Fria UHSD	36	36	41
		Buckeye UHSD	42	28	30
		Tolleson UHSD	25	30	23
		Casa Grande UHSD	20	25	18
9	Union high school districts with poverty rates greater than 20 percent in cities and suburbs	Peer group average	29%	25%	31%
		Glendale UHSD	45	37	61
		Phoenix UHSD	22	21	21
		Yuma UHSD	21	16	11
10	Union high school districts with poverty rates of 20 percent or less in towns and rural areas	Peer group average	22%	27%	15%
		Patagonia UHSD	38	38	14
		Valley UHSD	20	29	25
		Bicentennial UHSD	8	13	7
11	Union high school districts with poverty rates greater than 20 percent in towns and rural areas	Peer group average	17%	20%	18%
		Mingus UHSD	25	22	19
		Colorado River UHSD	15	25	20
		Antelope UHSD	18	15	16
		Santa Cruz Valley UHSD	11	18	18
12	Elementary school districts with poverty rates less than 17 percent in cities and suburbs	Peer group average	55%	54%	70%
		Kyrene ESD	59	59	75
		Madison ESD	59	59	73
		Litchfield ESD	57	56	73
		Liberty ESD	43	42	58
13	Elementary school districts with poverty rates of 17 to 23 percent in cities and suburbs	Peer group average	32%	32%	44%
		Laveen ESD	41	35	57
		Avondale ESD	41	38	54
		Tempe ESD	40	37	46
		Casa Grande ESD	30	31	41
		Pendergast ESD	29	31	38
		Buckeye ESD	26	26	41
		Littleton ESD	24	28	40
		Union ESD	23	28	32

Table 10 continued

Peer group		Percentage of students passing			
Number	Description	District name	Math	English Language Arts	Science
14	Elementary school districts with poverty rates of 24 to 32 percent in cities and suburbs	Peer group average	33%	31%	46%
		Crane ESD	44	40	56
		Yuma ESD	37	35	49
		Washington ESD	34	36	49
		Osborn ESD	38	28	45
		Glendale ESD	34	28	45
		Riverside ESD	28	33	43
		Tolleson ESD	28	30	46
		Fowler ESD	29	28	42
		Roosevelt ESD	24	22	33
15	Elementary school districts with poverty rates greater than 32 percent in cities and suburbs	Peer group average	26%	23%	38%
		Alhambra ESD	33	26	45
		Phoenix ESD	30	28	44
		Wilson ESD	31	26	41
		Cartwright ESD	27	25	40
		Balsz ESD	26	23	37
		Creighton ESD	26	23	35
		Isaac ESD	19	18	36
		Murphy ESD	19	17	26
16	Elementary school districts with poverty rates less than 16 percent in towns and rural areas	Peer group average	37%	40%	58%
		Congress ESD	70	60	82
		Clarkdale-Jerome ESD	46	53	82
		Yucca ESD ¹	56	61	-
		Palominas ESD	55	52	68
		Continental ESD	49	44	73
		Bonita ESD	47	42	61
		Hillside ESD ¹	37	58	-
		Owens-Whitney ESD ¹	42	50	-
		McNeal ESD	31	45	58
		Morristown ESD	45	37	48
		Elfrida ESD	30	37	59
		Nadaburg USD ³	31	35	54
		Oracle ESD	27	18	57
		Beaver Creek ESD	22	21	55
		Skull Valley ESD ¹	20	40	-
		Paloma ESD	29	26	34
San Fernando ESD ¹	15	25	-		
Stanfield ESD	19	14	27		

Table 10 continued

Peer group		Percentage of students passing			
Number	Description	District name	Math	English Language Arts	Science
17	Elementary school districts with poverty rates of 16 to 22 percent in towns and rural areas	Peer group average	38%	38%	64%
		Topock ESD	51	33	100
		Pine Strawberry ESD	55	47	75
		Mobile ESD ¹	45	73	-
		Solomon ESD	45	46	77
		Sonoita ESD	42	53	70
		Red Rock ESD	41	46	74
		Maine Consolidated ESD	47	38	75
		Pearce ESD	40	24	88
		Palo Verde ESD	41	43	58
		Hyder ESD	45	39	56
		Mohave Valley ESD	36	38	61
		Cottonwood-Oak Creek ESD	30	35	57
		Arlington ESD	42	30	47
		Toltec ESD	22	22	40
		Bouse ESD ¹	21	21	-
		Valentine ESD	8	14	12
Crown King ESD ¹	-	-	-		
18	Elementary school districts with poverty rates of 23 to 29 percent in towns and rural areas	Peer group average	47%	43%	61%
		Alpine ESD	74	61	78
		Hackberry ESD ¹	68	74	-
		Pomerene ESD	69	50	74
		Cochise ESD	57	41	67
		Mohawk Valley ESD	35	41	67
		Vernon ESD	30	47	62
		Ash Creek ESD ¹	54	38	-
		Patagonia ESD	29	34	58
		Altar Valley ESD	31	25	55
		Eloy ESD	20	20	27

Table 10 concluded

Peer group		Percentage of students passing			
Number	Description	District name	Math	English Language Arts	Science
19	Elementary school districts with poverty rates of 30 to 33 percent in towns and rural areas	Peer group average	29%	29%	38%
		Santa Cruz ESD	51	58	84
		Tonto Basin ESD	54	48	82
		AgUILA ESD	46	43	36
		Bullhead City ESD	31	29	50
		Cañon ESD	21	34	54
		Wellton ESD	26	26	42
		Gadsden ESD	27	26	26
		Picacho ESD	21	20	20
		Salome Consolidated ESD	14	15	24
		Naco ESD	17	15	19
		Sacaton ESD	12	9	15
		Peach Springs USD ^{1,3}	-	-	3
		20	Elementary school districts with poverty rates greater than 33 percent in towns and rural areas	Peer group average	30%
Kirkland ESD	57			40	59
Double Adobe ESD ¹	37			53	-
Sentinel ESD ¹	43			38	-
Concho ESD	32			38	48
Somerton ESD	41			30	43
Yarnell ESD ¹	36			31	-
Quartzsite ESD	21			33	44
Wenden ESD	16			17	7
Cedar USD ³	7			8	17
McNary ESD	12			8	11
Apache ESD ¹	-			-	-

¹ Scores are not shown because measure did not meet our criteria for reporting.

² Although urban districts, Flowing Wells USD and Sunnyside USD were included in groups with rural districts to better match poverty rates.

³ Although unified school districts, Cedar USD, Nadaburg USD, and Peach Springs USD were included in groups with elementary school districts because they did not have any high school students take AzMERIT or AIMS in fiscal year 2018. In addition, Blue ESD and Young ESD were included in groups with unified school districts as they did have high school students who took the AzMERIT or AIMS in fiscal year 2018.

Source: Auditor General staff analysis of fiscal year 2018 Arizona Department of Education AzMERIT and AIMS data, fiscal year 2017 U.S. Census Bureau poverty rates, and fiscal year 2016 U.S. Census Bureau location designations reported in the National Center for Education Statistics' Common Core of Data.



Description of operational spending

Operational spending includes costs incurred for the District's day-to-day operations and includes the categories listed below. These categories follow Arizona's Uniform Chart of Accounts for school districts, which meets the requirements of the U.S. Department of Education's account classifications, providing us the ability to compare individual school districts' measures to peer districts' measures, Arizona's measures to national averages, and Arizona's measures over time. Operational spending includes instructional and noninstructional spending. The definition of instruction used in this report is based on the definition of "instruction" developed by the U.S. Department of Education's National Center for Education Statistics. Operational spending excludes costs associated with acquiring capital assets (such as purchasing or leasing land, buildings, and equipment), interest, and programs that are outside the scope of preschool through grade 12 education, such as adult education and community service programs.

Total operational spending includes instructional and noninstructional expenditures as shown below:

Instructional spending

- **Classroom personnel**—Salaries and benefits for teachers, teachers' aides, substitute teachers, graders, and guest lecturers.
- **General instructional supplies**—Paper, pencils, crayons, etc.
- **Instructional aids**—Textbooks, workbooks, instructional software, etc.
- **Activities**—Field trips, athletics, and co-curricular activities, such as choir or band.
- **Tuition**—Paid to out-of-State and private institutions.

Noninstructional spending

- **Administration**—Salaries and benefits for superintendents, principals, business managers, and clerical and other staff who perform accounting, payroll, purchasing, warehousing, printing, human resource activities, and administrative technology services; and other costs related to these services and the governing board.
- **Plant operations and maintenance**—Salaries, benefits, and other costs related to equipment repair, building maintenance, custodial services, groundskeeping, and security; and costs for heating, cooling, lighting, and property insurance.
- **Food service**—Salaries, benefits, food supplies, and other costs related to preparing, transporting, and serving meals and snacks.
- **Transportation**—Salaries, benefits, and other costs related to maintaining buses and transporting students to and from school and school activities.
- **Student support services**—Salaries and benefits for attendance clerks, social workers, counselors, nurses, audiologists, and speech pathologists; and other costs related to these support services to students.
- **Instruction support services**—Salaries and benefits for curriculum directors, special education directors,

teacher trainers, librarians, media specialists, and instruction-related IT staff; and other costs related to assisting instructional staff in delivering instruction.

Description of nonoperational spending

Nonoperational spending includes costs incurred to acquire capital assets (such as purchasing or leasing land, buildings, and equipment), interest, and programs, such as adult education and community service, that are outside the scope of preschool through grade 12 education, but excludes principal payments on bond debt. The following categories comprise nonoperational expenditures:

- **Land and buildings**—Expenditures for purchasing or leasing land and existing buildings, constructing and renovating school buildings, and improving school grounds.
- **Equipment**—Expenditures for purchasing or leasing initial, additional, and replacement equipment, such as furniture, vehicles, and technology-related hardware and noninstructional software.
- **Interest**—Expenditures for the interest on long- and short-term debt.
- **Other**—Expenditures for all remaining nonoperational spending—those primarily for adult education; community service programs for students, staff, or other community participants; and civic activities, such as parent-teacher association meetings, public forums, lectures, and clubs.¹

Description of revenue sources

Arizona school districts receive revenues from local, State, and federal sources. In general, districts receive local and State revenues based on an equalization formula set by State law. This “equalization formula funding” provides the base funding for districts through locally levied property taxes and State-appropriated monies. Districts also receive State monies through additional statutory formulas, such as Classroom Site Funds (Proposition 301) and instructional improvement formulas. Some districts receive other local and State revenues as allowed by State law to provide funding for a small school adjustment, voter-approved budget override or bond, or activities required or permitted to comply with a federal desegregation court order or administrative agreement. Many districts also receive local, State, or federal monies through grants for specific purposes, such as providing meals and additional educational opportunities to students from low-income families. The following are descriptions for specific revenue sources discussed in this report or shown on State and district pages:

- **Equalization formula funding**—Basic formula funding for school districts provided by State law, calculated as the total of the base support level, transportation support level, and district additional assistance.
- **Federal impact aid**—Federal monies provided to districts that have been impacted by the presence of tax-exempt federal lands or the enrollment of students living on federal lands, such as military bases and reservations.
- **Grants**—Federal, State, and local monies that are generally provided for specific purposes, including programs targeted toward at-risk students and programs that distribute the majority of their monies based on poverty rates.
- **Transportation funding**—Monies for student transportation based on the State funding formula that uses primarily the number of miles traveled and secondarily the number of eligible students transported.
- **Additional budgetary funding**—Additional monies received through the State funding formula for relative costs associated with various classifications, including district size, type, and location, and numbers and types of special needs children.

¹ A district’s governing board may provide academic and skill development for all citizens and furnish facilities for disseminating community-related services in accordance with Arizona Revised Statutes (A.R.S.) §§15-1141 and 15-1142, and may also permit the use of school facilities under its direction for civic activities as defined in A.R.S. §15-1105.

- **Small school adjustment**—Additional local and State monies for small districts, which are allowed by law to increase their expenditure budgets and levy monies without voter approval if their student enrollment is within the following prescribed numbers:
 - Grades K-8 with 125 or fewer students.
 - Grades 9-12 with 100 or fewer students.
- **Desegregation**—Additional local and State monies for districts, which are allowed by law to increase their expenditure budgets and levy monies without voter approval to comply with a court order or administrative agreement with the U.S. Department of Education’s Office for Civil Rights.
- **Voter-approved budget overrides**—Additional local monies districts may levy through voter-approved increases to district expenditure budgets.
- **Voter-approved levy increases**—Additional local monies districts may levy through voter-approved tax increases related to budget overrides or the repayment of voter-approved bonds.
- **Tax credits**—Monies provided to districts in accordance with A.R.S. §43-1089.01, which allows taxpayers to claim credit—up to \$200 per individual tax return or \$400 per joint tax return—for fees paid or contributions made to a school for extracurricular activities or character education programs.
- **Donations**—Monies provided to districts to be used for purposes specified by donors or to reduce district taxes.
- **Proposition 123 funding**—Voter-approved funding that began in fiscal year 2016. One portion of Proposition 123 funding is a permanent increase to the base level used to calculate equalization formula funding. The other portion of Proposition 123 funding provides a temporary increase that is not included in the base level or equalization formula funding. Total State-wide Proposition 123 additional funding of \$50 million is approved for each of fiscal years 2016 through 2020, and \$75 million is approved for each of fiscal years 2021 through 2025.

Scope

All of the State’s 236 school districts were included in calculating the fiscal year 2018 State-wide spending percentages and per pupil spending and per pupil revenue amounts. However, some districts were excluded from further analysis as follows:

- When calculating individual district instructional spending percentages, transporting districts, career and technical education districts (CTEDs), and accommodation districts were excluded. Transporting districts transport all of their students to other districts and, therefore, do not have expenditures in many of the operational areas, and CTEDs and accommodation districts often operate very differently than other districts and among themselves in terms of the services they provide and how they provide them.
- When analyzing State-wide trends in the efficiency of district operations, very small districts, i.e., those serving fewer than 200 students, transporting districts, CTEDs, and accommodation districts were excluded. Transporting districts, CTEDs, and accommodation districts often operate differently than most school districts in terms of the services they provide, the students they serve, and the programs they offer. Additionally, these districts and very small districts often have wide ranges of operational costs and, therefore, would distort the analysis of factors generally affecting districts of other types and sizes.

Sources and methodology

To analyze the most current revenue and expenditure data available for Arizona’s districts, we obtained fiscal year 2018 school district Annual Financial Reports (AFRs) and Classroom Site Fund Narrative Results Summaries (CSF Narratives) from the Arizona Department of Education (ADE). In addition, all of the State’s 236 school districts provided us with fiscal year 2018 accounting data. The information used to prepare this report was not

audited; however, it was subjected to certain quality control procedures to help ensure its completeness and reasonableness. For example, instead of auditing the districts' AFRs, CSF Narratives, and accounting data to the underlying district records, we performed analytical procedures using the financial data and interviewed school district officials about anomalies or variances. We corrected any data errors prior to calculating instructional spending percentages and other measures analyzed for, and presented in, this report. Additionally, we reviewed the reasonability of changes in related measures, such as whether a district's square footage increased after opening a new school.

Other information related to the analyses presented in this report was obtained from ADE, such as school district staffing levels, academic achievement indicators, bus mileage, and average daily membership counts; and from the Arizona School Facilities Board (SFB), such as square footage and number of schools. This information was adjusted as necessary, based on information obtained from districts or other sources. In addition, we obtained national-level financial data from the National Center for Education Statistics and district-level poverty rates and locations relative to population centers from the U.S. Census Bureau. In order to provide explanations for cost changes, we reviewed and analyzed historical spending and trends and identified efficient and inefficient operational practices from school district performance audits we conducted and interviews of school district staff. Where noted, we adjusted spending data to fiscal year 2018 dollars using the Consumer Price Index published by the U.S. Labor Department, Bureau of Labor Statistics, when analyzing historical spending and trends.

District peer groups

To compare the school districts' efficiency and effectiveness, we developed 3 types of district peer groups. The peer groups are presented in Tables 8, 9, and 10 in Appendix A beginning on pages a-1, a-5, and a-12, respectively.

- To compare districts' administration, plant operations, and food service cost measures relative to peer groups', we developed operational efficiency peer groups using district size, type, and location because these factors are associated with school districts' cost measures in these areas. This same peer group was used for revenue comparisons. The 6 district size categories are defined on page b-5. The 2 district type categories are elementary and high school/unified. We grouped union high school districts with unified districts because both districts serve high school students. The 2 location categories are cities/suburbs and town/rural areas. The U.S. Census Bureau classifies districts by distance and population density into 4 main categories: city, suburb, town, and rural. We grouped together districts located in city and suburban areas and grouped together districts located in town and rural areas. Considering these 3 factors, we created 11 operational efficiency peer groups to compare the efficiency of district operations in administration, plant operations, and food service operations. These peer groups are labeled 1 through 11, and each includes between 10 and 56 districts.
- To compare districts' transportation cost measures relative to peer groups', we developed transportation efficiency peer groups using locations and miles per rider because these factors are associated with school districts' transportation cost measures. We grouped together districts based on similar location and miles per rider using an average of historical miles per rider over the past 5 fiscal years. Considering these factors, we created 11 transportation efficiency peer groups to compare the efficiency of transportation operations. These peer groups are labeled T-1 through T-11, and each includes between 12 and 52 districts.
- To compare districts' academic indicators relative to peer groups', we developed student achievement peer groups using poverty rates, district type, and location. Considering these factors, we created 20 achievement peer groups to compare student achievement. These peer groups are labeled 1 through 20, and each includes between 3 and 19 districts.

State and individual district pages

The following describes the data sources, definitions, and methodology for the State page (see pages 16 and 17) and individual district pages (see pages 18 through 431). This information is organized into 6 sections: background information, such as the number of districts and schools; operational efficiency, such as instructional

and noninstructional spending and other efficiency measures; student and teacher measures, such as average teacher salary, ADE-assigned school letter grades, and the percentage of students passing State-wide assessments; revenues; financial assessment; and operational trends, such as instructional spending percentage and total operational and instructional spending per student. “N/A” indicates that information is not available, not applicable, or not appropriate to include because it could reveal personal information about a small number of district students. Further, we chose not to report the percentage of students who passed State assessments when the population of test takers was too small or providing the information could identify individual student results. “NR” indicates that we determined that the district’s information is not reliable and is, therefore, not being reported or included in peer averages. Further, some districts are excluded from the peer average for certain efficiency measures because their extreme values would skew the peer average. Graphics with discontinuous trend lines indicate that data is not available, not applicable, not appropriate to include, or not reliable for particular years. All information is for fiscal year 2018 unless otherwise indicated. Because Patagonia ESD and Patagonia UHSD operate essentially as 1 district and comingle costs, the 2 districts’ spending, revenues, and other efficiency measures are presented combined on each district’s individual page in this report.

Background information

- **County**—Our analysis of ADE-provided county data. For district boundaries encompassing more than 1 county, the county in which the district office resides is presented.
- **Legislative districts**—Our analysis of school district and legislative district boundaries.
- **Location**—Our analysis of the National Center for Education Statistics’ fiscal year 2016 urban-centric locale codes that use geocoding and population information to assign a designation based on proximity to population clusters. The 4 main categories are city, suburb, town, and rural.
- **Students attending/District size**—Our analysis of ADE-provided, school-district-reported attending ADM counts. ADM numbers are rounded to the nearest whole number. District sizes were categorized as follows:

Size	Students attending
○ Very large	20,000+
○ Large	8,000 to 19,999
○ Medium-large	2,000 to 7,999
○ Medium	600 to 1,999
○ Small	200 to 599
○ Very small	Fewer than 200

- **Number of schools**—Our analysis of ADE’s ADM reports and SFB district-wide building reports.

Operational efficiency

- **Spending by operational area**—Our analysis of spending in each operational area divided by total operational spending, using district-reported accounting data and AFRs. The peer average instructional spending percentages were calculated by adding individual districts’ instructional spending percentages and dividing by the number of districts in each peer group.
- **Efficiency measures relative to peer averages**—We compared a district’s cost measures, such as cost per square foot, and other related measures, such as square footage per student, to its peer group averages. We identified whether the district’s cost measures were very low/very high, low/high, or comparable to its peer averages, and indicated the determination by a color bar for each measure. Additionally, we used the individual measures to determine an overall assessment for each operational area. The efficiency measures and relativity to peer group averages are explained in more detail below. In addition, for the 56 very small districts, we provided comparative information but did not identify the relativity with a color bar because these districts’ spending patterns are highly variable and result in less meaningful group averages. The peer

averages were calculated by averaging individual districts' numbers for each measure. Some districts were excluded from peer averages for certain efficiency measures because their extreme values would skew the peer average. The following criteria were used to determine the efficiency measures relative to peer averages:

- Green—Very low—Lower than the peer average by more than 15 percent.
- Blue—Low—Lower than the peer average by 5.01 to 15 percent.
- Yellow—Comparable—Within 5 percent of the peer average.
- Orange—High—Higher than the peer average by 5.01 to 15 percent.
- Red—Very high—Higher than the peer average by more than 15 percent.

Administration

- Cost per pupil: Our analysis of administrative costs divided by the number of students, using district-reported accounting data and ADE-provided ADM data.
- Students per administrative position: The number of students divided by the number of administrative full-time equivalent employees (FTEs), using ADE-provided ADM data and district-reported information on the *School District Employee Report*.
- Overall assessment: Administrative cost per pupil was compared to the peer group average.

Plant operations

- Cost per square foot: Our analysis of plant operations and maintenance costs divided by the total square footage, using district-reported accounting data and SFB-provided, district-wide building reports.
- Square footage per student: Our analysis of the total square footage divided by the number of students, using SFB-provided, district-wide building reports and ADE-provided ADM data.
- Overall assessment: Cost per square foot and square footage per student were compared to the peer group averages. The overall assessment for plant operations is based on cost per square foot and also considers the impact of the district having very high or very low square footage per student.

Food service

- Cost per meal: Our analysis of food service costs divided by the total number of meals served, using district-reported accounting data and AFRs. Total number of meals served is the sum of total lunches served, total breakfasts served divided by 2, total snacks served divided by 3, and total a la carte sales divided by the district's federal free lunch reimbursement rate in fiscal year 2018.
- Overall assessment: Cost per meal was compared to the peer group average.

Transportation

- Cost per mile: Our analysis of transportation costs divided by the total miles driven, using district-reported accounting data and ADE-provided transportation route reports.
- Cost per rider: Our analysis of transportation costs divided by the total eligible riders transported, using district-reported accounting data and ADE-provided transportation route reports.
- Overall assessment: Cost per mile and cost per rider were compared to the peer group averages. The overall cost measure for transportation equally considers how a district compares to its transportation peer group in cost per mile and cost per rider.

- **Per pupil spending**

- District—Our analysis of fiscal years 2017 and 2018 operational and nonoperational costs divided by the

number of students, using district-reported accounting data and AFRs, and ADE-provided ADM data.

- Peer average—Our analysis of operational efficiency peer districts' per pupil expenditures. The peer group averages exclude districts with extreme or unreliable values and were calculated by averaging individual districts' per pupil expenditures in each operational and nonoperational area.
- State average—Our analysis of district-reported accounting data and AFRs, and ADE-provided ADM data. The State's per pupil amounts were calculated by dividing total expenditures in each operational and nonoperational area by the total number of students (ADM).
- National average—National Center for Education Statistics' fiscal year 2016 data, the most recently available national data.

Student achievement

- **ADE-assigned school letter grades**—ADE-assigned school letter grades obtained from the Arizona State Board of Education (SBE) as of December 2018.² The number of schools with letter grades may differ from the number of schools reported at the top of the individual district pages and State page because some schools did not receive letter grades due to insufficient data and because some schools share a campus and online schools may not have a campus. Additionally, this report does not include district letter grades because ADE did not assign district letter grades for fiscal year 2018.
- **Percentage of students who passed State assessments**—Our analysis of the Arizona's Measurement of Educational Readiness to Inform Teaching (AzMERIT) Math and English Language Arts test results obtained from ADE in December 2018 and the Arizona's Instrument to Measure Standards (AIMS) Science test results obtained from ADE in September 2018. The district and State-wide percentages were calculated by dividing the total number of students who passed State assessments—that is, those who scored proficient or highly proficient on AzMERIT or those who met or exceeded the State standards on AIMS Science—by the total number of students who took the tests. Test results were aggregated across grade levels and courses, as applicable. The peer group average percentages were calculated by adding individual districts' percentages of students who passed State assessments and dividing by the number of districts in each peer group. We chose not to report a district's percentage when the population of test takers was too small or providing the information could identify individual student results. Additionally, these districts' percentages were not included in peer group averages.

Student and teacher measures

- **Attendance rate**—School district attendance rates obtained from ADE in September 2018. The district- and State-level attendance rates were calculated by dividing the number of student attendance days by the number of student membership days. The peer average percentages were calculated by adding individual districts' attendance rates and dividing by the number of districts in each peer group.
- **Graduation rate**—For districts serving high school students, the fiscal year 2017 (the most recent year for available data) 4-year cohort graduation rates obtained from ADE in November 2018. The peer average percentages were calculated by adding individual districts' graduation rates and dividing by the number of districts in each peer group. The State average is the fiscal year 2017 graduation rate reported by ADE.
- **Poverty rate**—Our analysis of U.S. Census Bureau fiscal year 2017 (the most recent year for available data) *Small Area Income and Poverty Estimates* published in December 2018. District- and State-level poverty rates were calculated by dividing the number of children 5 to 17 years old who were living at or below the federal poverty level by the total number of children 5 to 17 years old living in the district or State. The peer average

² A.R.S. §15-241 requires ADE, subject to the final adoption by the SBE, to develop an annual achievement profile for every public school in the State based on an A through F scale. The system measures year-to-year student academic growth; proficiency in English Language Arts, Math, and Science; the proficiency and academic growth of English learners; indicators that an elementary student is ready for success in high school and that high school students are ready to succeed in a career or higher education; and high school graduation rates.

percentages were calculated by adding individual districts' poverty rates and dividing by the number of districts in each peer group.

- **Special education population**—Our analysis of ADE-provided, school-district-reported special education unduplicated attending ADM counts and ADE-provided, school-district-reported total ADM counts. The district- and State-level percentages were calculated by dividing special education ADM by total ADM, and the peer average percentages were calculated by adding individual districts' special education population percentages and dividing by the number of districts in each peer group.
- **Students per teacher**—Our analysis of ADE-provided ADM data and certified teacher FTEs as reported by districts on their CSF Narratives. The district- and State-level ratios were calculated by dividing total ADM by total certified teacher FTEs, and the peer average ratios were calculated by adding individual districts' student-teacher ratios and dividing by the number of districts in each peer group.
- **Average teacher salary**—Our analysis of total operational spending for certified teacher salaries (excluding salaries for substitute teachers) from district-reported accounting data and the total number of certified teacher FTEs from district-reported CSF Narratives. The average teacher salary is based on total salaries paid related to teaching duties, including Proposition 301 monies, but does not include any salaries paid for additional duties such as cocurricular activities and athletics. To help ensure the average teacher salary was reasonable, we performed certain quality control procedures, such as year-to-year comparisons of district-reported data and interviews with school district officials about anomalies and variances. The district- and State-level averages were calculated by dividing the total teacher salaries by the total certified teacher FTEs, and the peer averages were calculated by adding individual districts' average teacher salaries and dividing by the number of districts in each peer group.
- **Amount from Prop 301**—Our analysis of the total Proposition 301 (Classroom Site Fund) monies spent on teacher salaries and the total number of certified teacher FTEs from district-reported accounting data and CSF Narratives. The district- and State-level averages were calculated by totaling the Proposition 301 amount paid to teachers and dividing by the total certified teacher FTEs. The peer averages were calculated by adding individual districts' average teacher salary amounts from Proposition 301 monies and dividing by the number of districts in each peer group.
- **Average years of teacher experience**—Our analysis of district-reported certified teacher FTEs and years of experience obtained from ADE in September 2018. The years of experience includes the actual, uncapped number of years of experience for each certified teacher. The district- and State-level years of experience were calculated by dividing the total number of years of experience by the total certified teacher FTEs. The peer averages were calculated by adding individual districts' average years of experience and dividing by the number of districts in each peer group.
- **Percentage of teachers in first 3 years**—Our analysis of district-reported certified teacher FTEs and years of experience obtained from ADE in September 2018. The district- and State-level percentages were calculated by dividing the number of certified teachers in their first 3 years by the total number of certified teachers. The peer average percentages were calculated by adding individual districts' percentages of teachers in their first 3 years and dividing by the number of districts in each peer group.

Per pupil revenues

- District—Our analysis of fiscal years 2017 and 2018 revenues divided by the number of students, using district-reported accounting data and AFRs, and ADE-provided budget capacities, funding formulas, and ADM data.
- Peer average—Our analysis of peer districts' per pupil revenues. The peer group averages were calculated by averaging individual districts' per pupil revenues for federal, State, local, and each of the select common revenue sources. In the place of peer averages, for less common revenues, the number of peer districts in the peer group receiving monies from the revenue source is provided.

- State average—Our analysis of district-reported accounting data and AFRs, and ADE-provided budget capacities, funding formulas, and ADM data. The State’s per pupil amounts were calculated by dividing total revenues for each source by the total number of students (ADM).
- National average—National Center for Education Statistics’ fiscal year 2016 data, the most recently available national data.

Operational trends and spending detail

- **Instructional spending percentage**—Our analysis of district-reported accounting data and AFRs for fiscal years 2001 through 2018. Instructional spending is further described on page b-1.
- **Students attending**—Our analysis of ADE-provided, school-district-reported ADM counts for fiscal years 2001 through 2018.
- **Total operational and instructional spending per pupil**—Our analysis of fiscal years 2001 through 2018 district-reported accounting data and AFRs (inflation adjusted to fiscal year 2018 dollars) and ADM counts.
- **Average teacher salary**—Our analysis of average teacher salary for fiscal years 2013 through 2018. Average teacher salary is described in more detail on page b-8.
- **Efficiency trends**—Our analysis of administrative cost per pupil, plant cost per square foot and square footage per student, food service cost per meal, and transportation costs per mile and per rider for fiscal years 2013 through 2018. These cost measures are described in more detail on pages b-5 and b-6.
- **Operational spending detail**—Our analysis of spending by category divided by total spending in each operational area, using fiscal year 2018 district-reported accounting data.

Financial stress assessment

We developed 6 key local measures to determine Arizona districts’ financial stress. We identified whether each of the district’s measures presented a low, moderate, or high risk of financial stress and indicated the stress level by a color bar for each measure. In addition to the 6 key measures, we also determined an overall financial stress level based on the results of the 6 measures. Additionally, in determining a district’s overall financial stress level, we considered whether the district was in receivership as described in A.R.S. §15-103.

- **Overall financial stress level**—The overall financial stress level equally considers each of the district’s financial stress measures. This report uses the following terminology to describe the overall financial stress level:
 - High—Districts with 3 or more individual measures found to be at a high financial stress level. Although they do not have 3 or more individual measures found to be at a high financial stress level, we identified Cedar USD and Murphy ESD as having high overall financial stress levels because they were in receivership as of this report’s issuance.
 - Low—Districts with no measures found to be at a high financial stress level and more than half of their measures found to be at a low financial stress level; and districts with 1 measure found to be at a high financial stress level and at least two-thirds of their measures found to be at a low financial stress level.
 - Moderate—Districts that were not designated as high or low as described above.
- **Change in number of district students**—Our analysis of ADE-provided ADM data for fiscal years 2016 through 2018 to determine the direction and extent of change in the number of district students from fiscal years 2016 through 2018. When analyzing the change in number of district students, we considered the relative size of the district based on the district size categories, described on page b-5. This report uses the following terminology to describe the change in the number of district students:

- Large decrease—Districts with decreases of:
 - Very small and small districts: 15 percent or more.
 - Medium and medium-large districts: 10 percent or more.
 - Large and very large districts: 5 percent or more.
- Moderate decrease—Districts with decreases of:
 - Very small and small districts: 5 to 14.99 percent.
 - Medium and medium-large districts: 3 to 9.99 percent.
 - Large and very large districts: 2 to 4.99 percent.
- Increase—Districts with increases of:
 - Very small and small districts: 5 percent or more.
 - Medium and medium-large districts: 3 percent or more.
 - Large and very large districts: 2 percent or more.
- Steady—Districts with increases or decreases of:
 - Very small and small districts: 4.99 percent or less.
 - Medium and medium-large districts: 2.99 percent or less.
 - Large and very large districts: 1.99 percent or less.
- Small school adjustment—Districts eligible for a small school adjustment in accordance with A.R.S. §15-949, as follows:³
 - Elementary school districts with 125 or fewer students.
 - Union high school districts with 100 or fewer students.
 - Unified school districts with 125 or fewer elementary or 100 or fewer high school students.
- **Spending exceeded operating/capital budgets**—Our analysis of districts’ overspending of the Maintenance and Operation (M&O) and Unrestricted Capital Outlay (UCO) Funds for fiscal years 2016 through 2018, using district-reported budget limits and expenditure data obtained from ADE. When analyzing overspending, we excluded approved emergency overspending. In addition, we considered the amount and frequency of overspending. This report uses the following terminology to describe the operating and capital overspending:
 - Operating—Districts with overspending in their M&O Fund that occurred in more than 1 year.
 - Capital—Districts with overspending in their UCO Fund that occurred in more than 1 year.
 - Operating and capital—Districts with both operating and capital overspending.
 - Isolated—Districts with only 1 instance of overspending in their M&O or UCO Funds.
 - No overspending—Districts with no operating or capital overspending.
- **Spending increase election results**—Our analysis of election results for operating and capital budget overrides and bond authorizations from January 1, 2016 through December 31, 2018, obtained from Arizona counties and confirmed with independent reports of election results. In assessing this measure, we considered each override type’s most recent election result. This report uses the following terminology to describe the spending-increase election results:
 - Voter-approved—Districts that received voter-approval in their most recent election for each override type and bond authorization sought.
 - Voter-rejected—Districts that did not receive voter-approval in their most recent election for each override type and bond authorization sought.

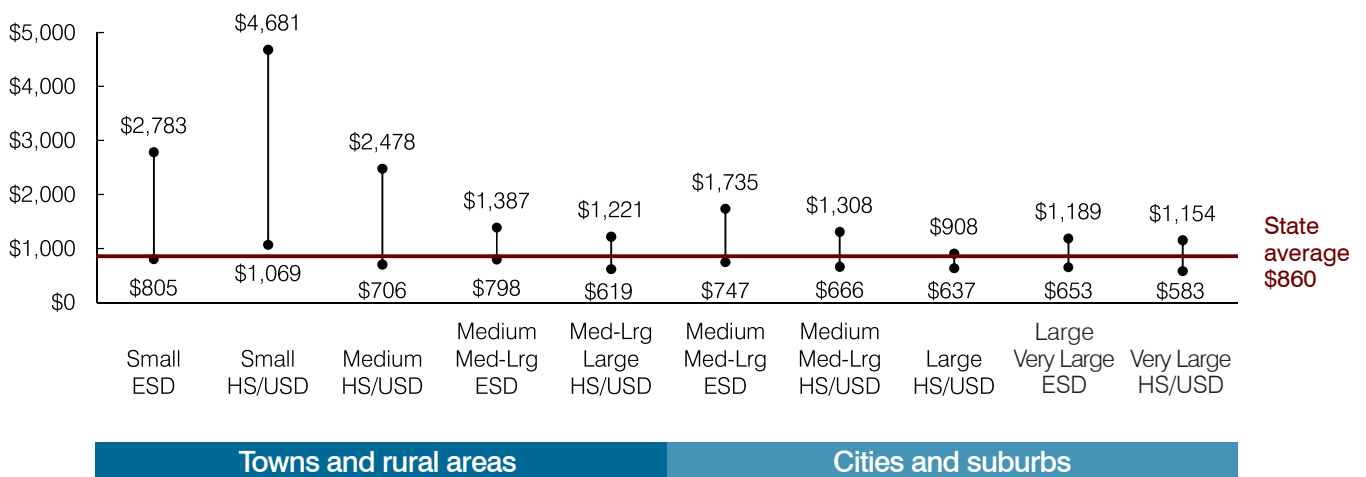
³ Arizona law allows districts with 125 or fewer elementary or 100 or fewer high school students to increase their funding through a small school adjustment.

- Mixed election results—Districts that received voter-approval in their most recent election for some but not all override types or bond authorizations sought.
- No election held—Districts that did not hold any override or bond elections.
- **Operating reserve percentage**—Our analysis of each district’s M&O Fund allowable budget balance carryforward for fiscal years 2016 through 2018 divided by the district’s General Budget Limit for each year, using district-reported budget limit and expenditure data obtained from ADE. In assessing this measure, we considered the 3-year average operating reserve percentage and the direction of change in the reserve percentage. In addition, we considered the ending fund balance of the Impact Aid Fund that may affect the amount of operating reserve and fund balance some districts held in their M&O Fund. Lastly, we evaluated each school district that could not increase its property tax rate in fiscal year 2018 to obtain additional revenues to support their allowable operating reserve due to a frozen tax rate and the district’s ending fund balances in its M&O and Impact Aid Funds as reported on its AFR filed with ADE. This report uses the following terminology to describe the operating reserve percentage:
 - Steady—Districts with reserve percentages that did not change more than 0.3 percentage points in total.
 - Increasing—Districts with reserve percentages that increased by 0.31 percentage points or more in total and did not decrease by more than 0.31 percentage points in any 1 year.
 - Decreasing—Districts with reserve percentages that decreased by 0.31 percentage points or more in total and did not increase by more than 0.31 percentage points in any 1 year.
 - Varying—Districts with reserve percentages that were not designated as steady, increasing, or decreasing as described above.
 - Impact Aid Fund reserve—Districts with adequate monies held in their Impact Aid Fund to compensate for their smaller operating reserves in their M&O Fund.
 - Frozen taxes, Unfunded—Districts with a frozen tax rate and negative balance in their M&O Fund and insufficient monies held in their Impact Aid Fund to support their allowable operating reserve.
- **Years of capital reserve held**—Our analysis of each district’s total UCO Fund spending capacity for fiscal years 2016 through 2018 divided by the district’s total adjusted District Additional Assistance for each year, using district-reported budget limit and expenditure data obtained from ADE. In assessing this measure, we considered the 3-year average capital reserve held and the ending fund balance of the Impact Aid Fund that may affect the amount of capital reserve some districts held in their UCO Fund. This report uses the following terminology to describe the years of capital reserve held:
 - More than 3 years—Districts with average capital spending capacity more than 3 times their average adjusted District Additional Assistance.
 - 1 to 3 years—Districts with average capital spending capacity of 1 to 3 times their average adjusted District Additional Assistance.
 - Less than 1 year—Districts with average capital spending capacity less than their average adjusted District Additional Assistance.
 - Impact Aid Fund reserve—Districts with adequate monies held in their Impact Aid Fund to compensate for their smaller capital spending capacity in their UCO Fund.
- **Current financial and internal control status**—Our analysis of district-submitted audited financial statements and related required reports for the most recently required fiscal year, generally 2017. This report uses the following terminology to describe the current financial and internal control status:
 - Compliant—Districts that substantially complied with the financial and internal control requirements prescribed in the *Uniform System of Financial Records for Arizona School Districts (USFR)*.
 - Marginally compliant—Districts that substantially complied with the financial and internal control requirements prescribed in the *USFR* but received notification to address existing deficiencies to continue to comply with the *USFR* in future years.

- Noncompliant—Districts that did not substantially comply with the financial and internal control requirements prescribed in the *USFR* or that have not submitted their most recently required audit.
- Not assessed—Districts that were not required by State or federal law to have an annual or biennial audit and did not otherwise choose to have an audit.

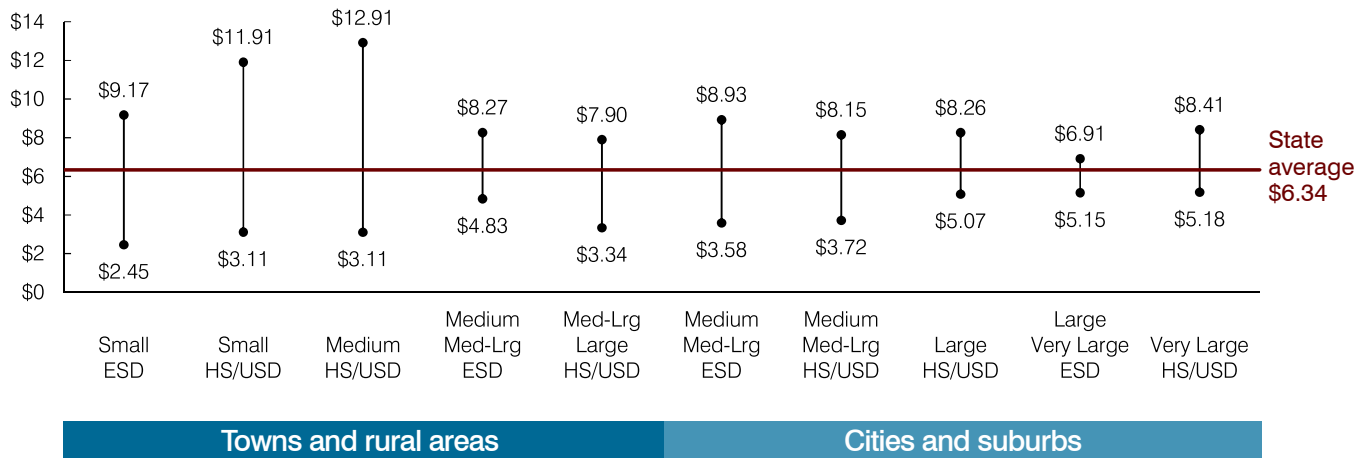
This appendix presents graphic representations of cost ranges by efficiency peer groups for administration, plant operations, food service, and transportation. Each figure shows the State average for the cost measures (e.g., administrative costs per pupil, plant operations costs per square foot, etc.), as well as the lowest and highest dollar amounts for each efficiency peer group. See Appendix B, page b-4, for more on how we developed district peer groups. Very small districts are not included in the figures because they have highly variable spending patterns making comparisons less meaningful. The wide ranges in costs within the efficiency peer groups indicate that some districts have achieved substantially lower costs than other districts with similar characteristics. Districts at the high end of the ranges should work toward improving their efficiency using performance measures and practices identified in Chapter 2, pages 9 through 12.

Figure 4
Range of administrative costs per pupil by efficiency peer group
Fiscal year 2018



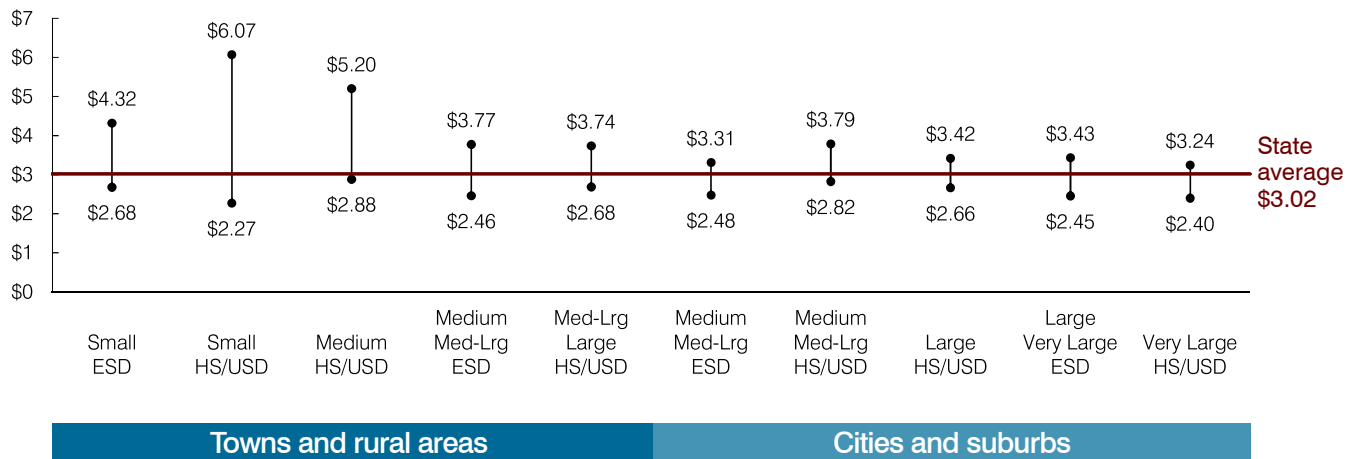
Source: Auditor General staff analysis of fiscal year 2018 district-reported accounting data, fiscal year 2018 Arizona Department of Education student membership data, and fiscal year 2016 U.S. Census Bureau location designations reported in the National Center for Education Statistics' Common Core of Data.

Figure 5
Range of plant operations costs per square foot by efficiency peer group
Fiscal year 2018



Source: Auditor General staff analysis of fiscal year 2018 district-reported accounting data, fiscal year 2018 School Facilities Board square footage data, and fiscal year 2016 U.S. Census Bureau location designations reported in the National Center for Education Statistics' Common Core of Data.

Figure 6
Range of food service costs per meal by efficiency peer group
Fiscal year 2018



Source: Auditor General staff analysis of fiscal year 2018 district-reported accounting and meals-served data and fiscal year 2016 U.S. Census Bureau location designations reported in the National Center for Education Statistics' Common Core of Data.

Figure 7
Range of transportation costs per mile by efficiency peer group
Fiscal year 2018



Source: Auditor General staff analysis of fiscal year 2018 district-reported accounting data, miles driven, and riders transported and fiscal year 2016 U.S. Census Bureau location designations reported in the National Center for Education Statistics' Common Core of Data.

