

Arizona School District Spending Fiscal Year 2020

State per pupil spending and instructional spending percentage continued upward trend, and State average teacher salary increased to \$54,814—a 13.3 percent increase over 2017’s average but short of 15 percent cumulative goal

Special Study

March 2021
Report 21-201

A Report to the Arizona Legislature

Lindsey A. Perry
Auditor General





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March 1, 2021

Members of the Arizona Legislature

The Honorable Doug Ducey, Governor

I am pleased to present our report, *Arizona School District Spending, Fiscal Year 2020*, 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. To provide a quick summary for your convenience, I am also transmitting the report highlights within this report.

The report Introduction includes definitions of key terms used in the report and a brief discussion of the COVID-19 pandemic's potential impact on information presented in the report. Chapter 1 analyzes State per pupil spending trends and, specifically, spending on instruction since fiscal year 2001 when we began monitoring school district spending. Chapter 2 analyzes changes in the State average teacher salary between fiscal years 2017 and 2020, during which time the State budget included additional monies intended to increase teacher salaries. As in prior years, the report also contains a 1-page summary for the State and each district showing their performance on various financial and other measures. Lastly, a Microsoft Excel data file containing the numbers and other information presented on these summary pages is available on our website.

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

Sincerely,

Lindsey A. Perry, CPA, CFE
Auditor General

Arizona School District Spending Fiscal Year 2020

State per pupil spending and instructional spending percentage continued upward trend, and State average teacher salary increased to \$54,814—a 13.3 percent increase over 2017’s average but short of 15 percent cumulative goal

Special study purpose

To analyze Arizona school district spending at both the State and individual district levels.

Key information

Per pupil spending

- After controlling for inflation, between fiscal years 2001 and 2020, total per pupil operational spending increased \$1,241, or 15.7 percent.
 - Per pupil operational spending represents how much money school districts spent for their day-to-day functions or activities such as for instruction, administration, and plant operations. This measure allows for the comparison of how much a district or the State spent for each student, on average, to other districts or states and the analysis of spending changes over time.
- During this 20-year period, there were substantial changes to Arizona school district funding through voter-approved initiatives and the State budget process, and changes likely impacted districts’ spending.

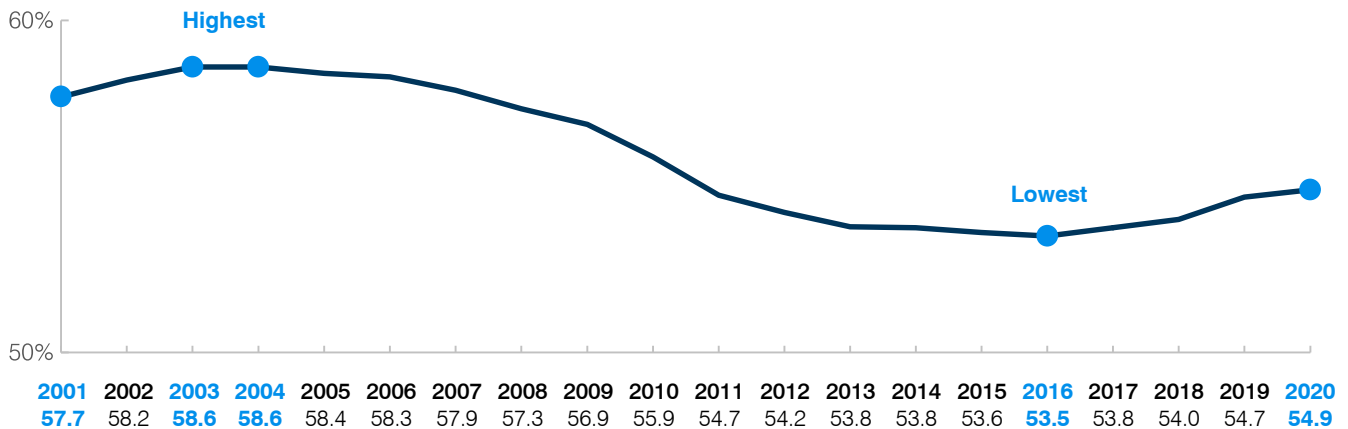
Students attending and per pupil spending by operational area Prior-year and 20-year comparison Fiscal years 2001, 2019, and 2020

	Prior-year comparison			20-year comparison (inflation adjusted to 2020 dollars)		
	2019	2020	Change	2001	2020	Change
Students attending	893,636	894,180	544	799,667	894,180	94,513
Operational area						
Instruction	\$4,869	\$5,016	\$147	\$4,552	\$5,016	\$ 464
Student support	754	796	42	499	796	297
Instruction support	497	513	16	343	513	170
Administration	903	936	33	839	936	97
Plant operations	1,027	1,048	21	975	1,048	73
Food service	438	432	(6)	391	432	41
Transportation	417	395	(22)	296	395	99
Total operational spending	\$8,905	\$9,136	\$231	\$7,895	\$9,136	\$1,241

Instructional spending percentage

- The State instructional spending percentage increased 0.2 percentage points between fiscal years 2019 and 2020 to 54.9 percent, which is 2.8 percentage points lower than the 2001 percentage when monitoring began.
 - The State instructional spending percentage represents how much of school districts' total operational spending was for instruction versus other operational areas, such as student support, administration, and plant operations.

Arizona instructional spending percentages Fiscal years 2001 through 2020



- Individual districts' operational spending varied, and although factors outside a district's control can impact how it budgets and spends its monies, districts that operated efficiently spent a higher percentage of their monies on instruction.

Average teacher salary

- The State average teacher salary increased to \$54,814, which is a 13.3 percent increase over fiscal year 2017's average but short of the 15 percent cumulative goal.

Intended and actual State average teacher salary increases Fiscal years 2017 through 2020

Fiscal year	Intended % increase from base year	State average teacher salary	Actual % increase from base year
2017	Base year	\$48,372	
2018	1%	\$48,951	1.2%
2019	10%	\$52,441	8.4%
2020	15%	\$54,814	13.3%
Future increase			
2021	20%	Future increase to be determined	



TABLE OF CONTENTS

Introduction	1
Key terms used in this report	
What you will find in this report	
Potential impact of COVID-19 on information presented in this report	
Chapter 1: State per pupil spending and instructional spending percentage continued upward trend, and individual districts' fiscal year 2020 spending varied with more efficient districts spending higher percentages of their monies on instruction	4
School districts reported spending \$231, or 2.6 percent, more per pupil for day-to-day operations in fiscal year 2020 than 2019 and \$1,241, or 15.7 percent, more per pupil since 2001 when monitoring began	
State instructional spending percentage increased 0.2 percentage points between fiscal years 2019 and 2020 to 54.9 percent, which is 2.8 percentage points lower than 2001 percentage when monitoring began	
Individual districts' operational spending varied, with districts that operate efficiently spending a higher percentage of their monies on instruction	
Chapter 2: State average teacher salary increased to \$54,814 for fiscal year 2020—a 13.3 percent increase over 2017's average but short of 15 percent cumulative goal	9
State budget has provided additional monies for teacher salary increases since fiscal year 2018	
Between fiscal years 2017 and 2020, State average teacher salary increased \$6,442, or 13.3 percent, short of 15 percent intended cumulative increase	
Although State average teacher salary increased each year between 2017 and 2020, individual districts' averages may vary year to year	
Summary of significant changes to State/district pages	11
State of Arizona page	12
Individual district pages	13-219
Appendix A	a-1
Appendix B	b-1
Appendix C	c-1



TABLE OF CONTENTS

Figures

- 1 Arizona instructional spending percentages
Fiscal years 2001 through 2020 6
- 2 Range of plant operations costs per square foot by operational peer group
Fiscal year 2020 7

Tables

- 1 Students attending and per pupil spending by operational area
Prior-year and 20-year comparison
Fiscal years 2001, 2019, and 2020 5
- 2 Examples of inefficient practices and cost savings identified in district performance audit reports
issued in calendar years 2018, 2019, and 2020 8
- 3 Intended and actual State average teacher salary increases
Fiscal years 2017 through 2020 9
- 4 Districts grouped by operational peer group and ranked by instructional spending percentage
Fiscal year 2020 a-1
- 5 Districts grouped by transportation peer group and ranked by cost per mile and cost per rider
Fiscal year 2020 a-5
- 6 Arizona's operational and total spending per pupil unadjusted and inflation adjusted to fiscal
year 2020 dollars
Fiscal years 2001 through 2020 b-1



This report analyzes Arizona school district spending at both the State and individual district levels. This is the 20th annual report that addresses the requirement in Arizona Revised Statutes §41-1279.03 for the Auditor General to monitor Arizona school districts to determine the percentage of every dollar they spent in the classroom.

Key terms used in this report

In the 1st school district spending report we issued, which focused on fiscal year 2001 spending, we used the U.S. Department of Education's (DOE) National Center for Education Statistics (NCES) definition of dollars spent on instruction as the definition of "dollars spent in the classroom." For consistency in monitoring school districts' spending, we used this same definition for all school district spending reports we have issued since then.¹ Throughout this report, we use certain key terms when describing and analyzing school district spending. Specifically, total spending represents a district's combined operational and nonoperational spending, which are broken down by area and defined in the textbox on page 2. These categories follow Arizona's Uniform Chart of Accounts for school districts, which meets the requirements of DOE's account classifications, providing the ability to compare individual Arizona school districts' spending to Arizona peer districts' averages, Arizona's spending to national averages, and Arizona's and individual Arizona districts' spending over time. Operational spending, as shown in the textbox on page 2, includes instructional spending as well as spending for student support, instruction support, administration, plant operations, food service, and transportation. The colors labeling each operational area in the textbox mirror the colors labeling the areas in the spending by operational area graphic found on the State and individual district summary pages (see pages 12 through 219). For additional context, the textbox on page 2 also shows and defines the areas that make up nonoperational spending.

What you will find in this report

Chapter 1 (see pages 4 through 8)—Chapter 1 provides analysis of State per pupil operational spending trends and the State's instructional spending percentage trend, including both a 1-year and 20-year look back. It also identifies spending differences between Arizona school districts.

Chapter 2 (see pages 9 through 10)—Chapter 2 provides analysis of changes in the State average teacher salary between fiscal years 2017 and 2020.

State and individual district summary pages—In addition to the State information discussed in Chapters 1 and 2, this report also contains a 1-page State summary (see page 12) and a 1-page summary for each school district (see pages 13 through 219) that present measures such as instructional spending percentage, operational and nonoperational spending compared to national or peer averages, and average teacher salary between fiscal years 2017 and 2020. See page 11 for a summary of significant changes to the State and individual district summary pages from last year's report.

Appendices—This report's appendices provide lists of districts in each operational and transportation peer group (see Appendix A, pages a-1 through a-11); Arizona's operational and total spending per pupil for fiscal years 2001 through 2020 unadjusted and inflation adjusted to fiscal year 2020 dollars (see Appendix B, page b-1) and the report's objectives, scope, and methodology (see Appendix C, pages c-1 through c-6).

¹ Since 2001, revisions in expenditure-reporting requirements and clarifications were made to the Arizona Uniform Chart of Accounts for school districts to comply with changes made to the federal chart of accounts or other federal and State reporting requirement changes. Our definition has followed these requirements.

Total spending

Total spending represents districts' combined operational and nonoperational spending.

Operational spending

Operational spending includes costs school districts incurred for their day-to-day operations and includes these 7 categories:

Instruction

Teachers, teachers' aides, substitute teachers, graders, guest lecturers, general instructional supplies, instructional aids, field trips, athletics, co-curricular activities, and tuition

Student support

Counselors, audiologists, speech pathologists, nurses, social workers, and attendance services

Instruction support

Librarians, teacher training, curriculum development, special education directors, media specialists, and instruction-related technology services

Administration

Superintendents, principals, business managers, 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

Equipment repair, building maintenance, custodial services, groundskeeping, and security; and costs for heating, cooling, lighting, and property insurance

Food service

Food supplies and other costs related to preparing, transporting, and serving meals and snacks

Transportation

Costs related to maintaining buses and transporting students to and from school and school activities

Nonoperational spending

Nonoperational spending includes costs school districts 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.¹ Nonoperational spending includes these 4 categories:

Land and buildings

Purchasing or leasing land and existing buildings, constructing and renovating school buildings, and improving school grounds

Equipment

Purchasing or leasing initial, additional, and replacement equipment, such as furniture, vehicles, and technology-related hardware and noninstructional software

Interest

Interest on long- and short-term debt

Other

Remaining nonoperational spending, primarily consisting of adult education, community service programs, and civic activities

¹ We include the expenditures districts make with bond revenues for the acquisition or improvement of capital assets in nonoperational spending, but we exclude the principal payments districts make to repay the bond debt so as not to double-count expenditures in total spending.

Potential impact of COVID-19 on information presented in this report

On March 15, 2020, the Arizona Governor and Superintendent of Public Instruction announced a State-wide physical school closure (districts were instructed to provide distance learning) in response to the COVID-19 pandemic. This closure was originally effective for 2 weeks but was later extended for the remainder of the 2019-2020 school year (fiscal year 2020). To address the impacts of school closures, Laws 2020, Ch. 47, modified statutory requirements such as those related to the number of school days and instructional hours, State-wide assessments, school letter grades, graduation and grade promotion criteria, and transportation funding. Additionally, it directed school districts to continue paying all employees, including hourly employees, for the duration of the closure. Further, the Arizona Department of Education (ADE) worked to implement waivers that allowed school districts to serve meals under the rules of the federal Summer Food Service Program (SFSP) for the remainder of the school year, which allowed districts to serve breakfast and lunch at the same time and to anyone under 18 years of age regardless of their district enrollment status.

On March 27, 2020, the federal Coronavirus Aid, Relief, and Economic Security (CARES) Act was signed into law and made several federal relief grants available to school districts, which were administered through ADE or the Governor's Office. As the pandemic continued past the end of fiscal year 2020, districts that applied for and received these grant monies in fiscal year 2020 were granted flexibility to continue using the grant monies to reimburse eligible COVID-19-related expenditures through June 30, 2020 (fiscal year 2020), or use them through September 30, 2022 (partway through fiscal year 2023). This is important to note when reviewing the State's and individual districts' federal relief grant spending presented on the State and individual district summaries as districts may have requested and received more in federal relief grant monies than they used to reimburse fiscal year 2020 pandemic-related costs—for example, if they saved monies for fiscal year 2021. Further, district-reported COVID-19 federal relief grant spending includes only federal CARES Act monies used for pandemic-related costs and does not include any spending from other sources districts may have used for pandemic-related costs.

When reviewing school district spending at the State level, it may not be evident that the COVID-19 pandemic impacted fiscal year 2020 spending because per pupil spending in most operational areas remained similar to fiscal year 2019 amounts. This is likely because only the final 3.5 months of fiscal year 2020 were impacted by the pandemic, school districts were required to continue paying salaries and benefits for employees over the duration of the school closure, and schools continued to operate in a virtual and/or distance learning environment. However, this does not mean that school districts did not see substantial changes in their operations and spending at an individual district level. Through our report data validation process, we discussed with district officials across the State the impacts of the COVID-19 pandemic and related school closures on their districts' spending and found that the impact has varied not only from district to district, but also across operational areas. District officials shared with us some of the impacts to their districts' operational areas and spending, including the following:

- Increased plant operations spending for additional cleaning supplies and decreased transportation fuel spending from not operating buses to transport students to/from school.
- Reduced spending for hourly employee pay due to less overtime or increased spending in certain areas to pay higher pay rates to those who continued working onsite during school closures and/or for additional staff from other departments to support activities like meal deliveries.
- Changes in number of meals served as some districts saw high community involvement under SFSP guidelines and subsequently served more meals than expected, while other districts stopped their meal service completely.

These are just a few examples of how the COVID-19 pandemic has impacted individual districts' spending, and school districts should consider their district's unique circumstances during the pandemic and the ways in which those circumstances may have impacted their per pupil spending by area, instructional spending percentage, and other measures presented on their district's summary page.



State per pupil spending and instructional spending percentage continued upward trend, and individual districts' fiscal year 2020 spending varied with more efficient districts spending higher percentages of their monies on instruction

School districts reported spending \$231, or 2.6 percent, more per pupil for day-to-day operations in fiscal year 2020 than 2019 and \$1,241, or 15.7 percent, more per pupil since 2001 when monitoring began

As shown in Table 1 on page 5, in fiscal year 2020, Arizona school districts spent \$9,136 per pupil for the districts' day-to-day operations (total operational spending). This is a \$231, or 2.6 percent, increase over the prior year's spending. This \$231 represents \$211.2 million additional dollars school districts reported spending, \$133.8 million of which districts reported spending on instruction. As discussed in this report's Introduction (see page 3), the COVID-19 pandemic impacted school districts near the latter part of fiscal year 2020 and may have impacted individual districts' fiscal year 2020 spending in varying ways.

Table 1 on page 5 also shows the State's fiscal year 2020 per pupil operational spending compared to fiscal year 2001—the year we began monitoring school district spending. After controlling for inflation, between fiscal years 2001 and 2020, total per pupil operational spending increased \$1,241, or 15.7 percent.¹ This \$1,241 represents \$1.86 billion additional dollars school districts reported spending, \$845 million of which districts reported spending on instruction. During this 20-year period, there were substantial changes to Arizona school district funding. For example, additional monies were provided through voter-approved initiatives and through the State budget process, and specific programs and funds were created or reduced/removed through the State legislative and budget processes. These changes likely impacted the per pupil spending shown in Table 1 and the measures shown on the State and individual district summaries as well as spending percentages discussed in the next section of this chapter (see page 12 for the State summary page and pages 13 through 219 for individual district summaries).

Why monitor per pupil spending?

Per pupil operational spending represents how much money school districts spent for their day-to-day functions or activities such as for instruction, administration, and plant operations (see this report's Introduction, pages 1 through 3, for descriptions of these and other key terms). Considering operational spending on a per pupil basis controls for differences or changes in the number of students attending school districts. This measure allows someone to compare how much a district or the State spent for each student, on average, to other districts or states or analyze spending changes over time. It also provides context (dollars) for spending percentages as discussed in the next section of this chapter.

¹ See Table 6 in Appendix B (page b-1) for fiscal years 2001 through 2020 operational and total spending per pupil unadjusted and inflation adjusted to fiscal year 2020 dollars.

However, as discussed in the final section of this chapter, districts have control over how they spend most of their monies, and we have found that districts that operate more efficiently than their peers tend to spend a higher percentage of their operating monies on instruction (see pages 6 through 8).

Table 1
Students attending and per pupil spending by operational area
Prior-year and 20-year comparison
Fiscal years 2001, 2019, and 2020

	Prior-year comparison			20-year comparison (inflation adjusted to 2020 dollars)		
	2019	2020	Change	2001	2020	Change
Students attending	893,636	894,180	544	799,667	894,180	94,513
Operational area						
Instruction	\$4,869	\$5,016	\$147	\$4,552	\$5,016	\$ 464
Student support	754	796	42	499	796	297
Instruction support	497	513	16	343	513	170
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Plant operations	1,027	1,048	21	975	1,048	73
Food service	438	432	(6)	391	432	41
Transportation	417	395	(22)	296	395	99
Total operational spending	\$8,905	\$9,136	\$231	\$7,895	\$9,136	\$1,241

Source: Auditor General staff analysis of district-reported accounting data and ADE student membership data for fiscal years 2001, 2019, and 2020. Fiscal year 2001 district-reported accounting data inflation adjusted to fiscal year 2020 dollars.

State instructional spending percentage increased 0.2 percentage points between fiscal years 2019 and 2020 to 54.9 percent, which is 2.8 percentage points lower than 2001 percentage when monitoring began

As shown in Figure 1 on page 6, in fiscal year 2020, Arizona school districts spent 54.9 percent of their total operating dollars on instruction. This is a 0.2 percentage point increase over the 54.7 percent spent on instruction in fiscal year 2019, and 56 percent of school districts showed an increase over their fiscal year 2019 percentages.

Figure 1 also shows the State's instructional spending percentage trend since we began monitoring the percentage in fiscal year 2001, when districts spent 57.7 percent of their

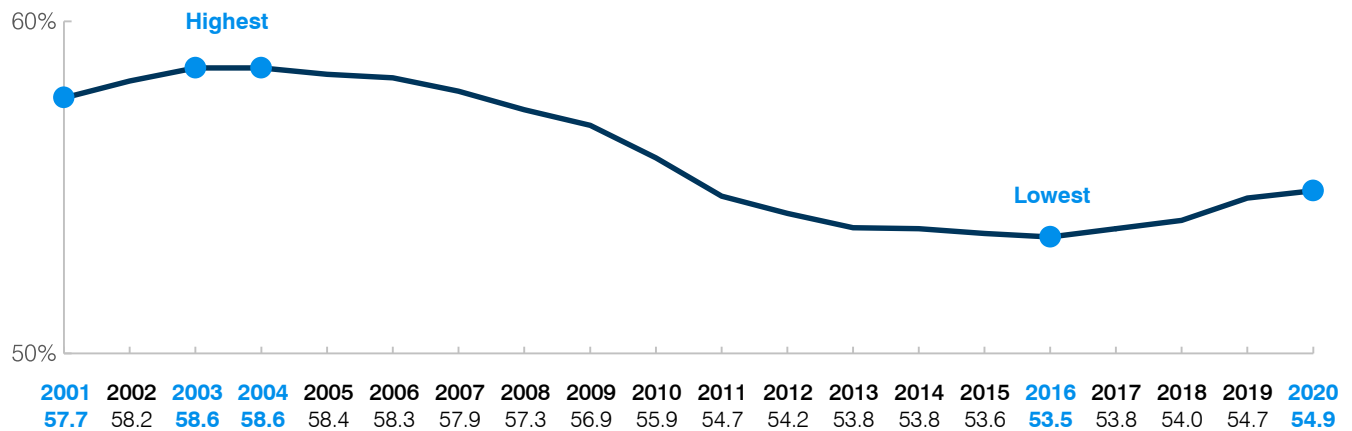
Why monitor instructional spending percentage?

The State's instructional spending percentage represents how much of school districts' total operational spending was for instruction versus other operational areas such as student support, administration, and plant operations (see this report's Introduction, pages 1 through 3, for descriptions of all operational areas).

An increasing instructional spending percentage means school districts allocated more of their resources to instruction than the prior year. Spending outside of instruction directly affects districts' instructional spending percentages and the monies they have available for their instructional programs such as to purchase instructional supplies and pay teacher salaries.

total operating dollars on instruction. As discussed earlier in this chapter, during this 20-year period, there were substantial changes to Arizona school district funding. These changes likely impacted the State's and individual districts' instructional spending percentages, but districts also have discretion in how they budget and spend most of their monies. Between fiscal years 2001 and 2020, the 2.8 percentage point decrease in the State instructional spending percentage was mirrored by a 2.3 percentage point increase in the percentage of dollars districts reported spending on student support services. Similar to per pupil spending, factors outside a district's control can impact how it budgets and spends its monies, but decisions school district governing boards and administrators make can also greatly impact their district's instructional spending percentage as discussed in the next section of this chapter.

Figure 1
Arizona instructional spending percentages
Fiscal years 2001 through 2020

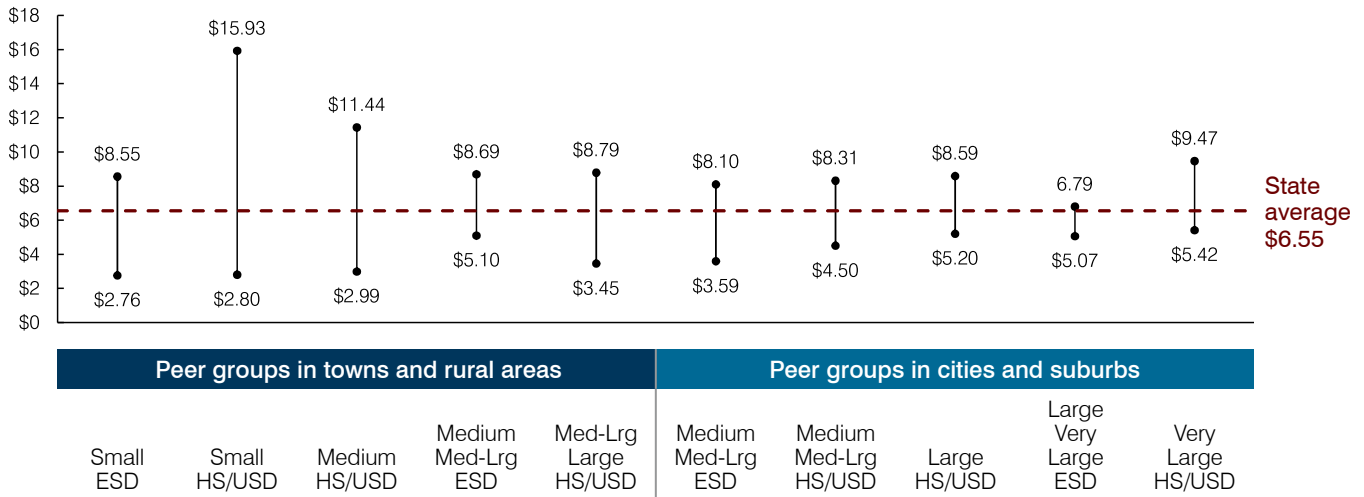


Source: Auditor General staff analysis of district-reported accounting data for fiscal years 2001 through 2020.

Individual districts' operational spending varied, with districts that operate efficiently spending a higher percentage of their monies on instruction

In fiscal year 2020, as in prior years, there was a wide range in individual Arizona school districts' per pupil spending by operational area and instructional spending percentages as well as other efficiency measures, such as plant operations cost per square foot or food services cost per meal. Although certain efficiency measures can be affected by the number of students a district serves, its type, and/or its location, even after somewhat controlling for these factors, wide ranges of costs among similar districts indicate that some districts have achieved lower costs, and possibilities may exist for other districts to lower their costs. As an example, Figure 2 on page 7 illustrates these wide ranges in school districts' plant operations costs per square foot by operational peer group (see Appendix C, page c-2, for more information about the peer groups). Operating efficiently is important because districts that outperformed their peers on efficiency measures such as these tended to spend higher percentages, on average, of their total operating dollars on instruction.

Figure 2
Range of plant operations costs per square foot by operational peer group
Fiscal year 2020



Source: Auditor General staff analysis of fiscal year 2020 district-reported accounting data, fiscal year 2020 Arizona School Facilities Board square footage data, and fiscal year 2019 U.S. Census Bureau location designations reported in the NCES Common Core of Data.

Our performance audits of individual Arizona districts have found that districts that operate efficiently—meaning districts that outperform their peers on operational performance measures—have more dollars available to spend on instruction, such as to increase teacher salaries (see Chapter 2 for further discussion on teacher salary trends), hire additional teachers to reduce class sizes, or purchase instructional supplies. Examples of efficient practices we have identified on performance audits include:

- Using staffing formulas and limiting overtime and unproductive time by having employees perform other duties.
- Effectively using county services or partnering with other local schools or governments.
- Implementing energy conservation plans and limiting excess building space, including closing schools when necessary.
- Monitoring food prices, maximizing the use of free food provided by the U.S. Department of Agriculture, and modifying menus appropriately.
- Limiting food waste by considering student input when planning meals and using prior meals produced versus meals served information and/or morning meal counts to determine how many meals to prepare each day.
- Planning bus routes to maximize bus capacity usage, ensuring fuel pumps are secure, and monitoring fuel usage.

Additionally, in the performance reports we issued over the last 3 calendar years (2018-2020) alone, we identified opportunities for improved efficiency at multiple districts that, if acted upon, would enable these districts to save monies in various operational areas. They could then direct these cost savings to instruction—to increase their teacher salaries, reduce class sizes, purchase instructional supplies, or help meet other district priorities. Table 2 on page 8 presents examples of the inefficient practices and related potential cost savings we identified in these audits.

Table 2**Examples of inefficient practices and cost savings identified in district performance audit reports issued in calendar years 2018, 2019, and 2020**

Inefficient practice	Identified cost savings
Employing more noninstructional staff than peers, paying unnecessary overtime, and paying employees for hours not worked	\$3,324,510
Operating schools far below designed capacity or otherwise maintaining excess space	\$1,137,619
Setting meal prices too low to cover costs, not obtaining free food specifically allocated to schools, making more meals than needed, and wasting food	\$109,050
Paying for unnecessary noninstructional travel expenses including spending more on meals and lodging for employees and governing board members than State travel policy allows	\$16,309

Source: Auditor General district performance audit reports.

The wide range in operational costs between similar districts discussed earlier and examples of identified cost savings from our performance audits demonstrate why school district governing boards, administrators, and others should pay close attention to their district's efficiency in operational areas. Doing so not only demonstrates good stewardship of public monies, but it also helps identify possible high-cost areas that, if addressed, could enable the district to devote a higher percentage of its resources to instruction, which may impact student achievement or teacher recruitment and retention.



State average teacher salary increased to \$54,814 for fiscal year 2020—a 13.3 percent increase over 2017’s average but short of 15 percent cumulative goal

State budget has provided additional monies for teacher salary increases since fiscal year 2018

Arizona’s fiscal year 2020 budget included funding to provide school districts with the 3rd of 4 additions of monies intended to increase the State’s average teacher salary by 20 percent between fiscal years 2017 and 2021. This plan, commonly referred to as “20x2020,” is based off the State’s fiscal year 2017 average teacher salary of \$48,372 and includes funding for an approximate 1 percent increase in fiscal year 2018, an additional 9 percent increase in fiscal year 2019, an additional 5 percent increase in 2020, and the final additional 5 percent increase in fiscal year 2021, which began July 1, 2020, and ends June 30, 2021. Although the additional monies were provided to districts with the intention of increasing teacher salaries, there was no requirement that districts had to spend these monies on teacher salaries. Rather, districts had the option of using the monies for operational or nonoperational purposes (see this report’s Introduction, pages 1 through 3, for descriptions of these and other key terms). Additionally, these monies were comingled with other district monies and therefore are not separately identifiable from other district monies. Thus, it cannot be determined how the monies were spent. However, the next section of this chapter discusses changes in the State average teacher salary between fiscal years 2017 and 2020.

Between fiscal years 2017 and 2020, State average teacher salary increased \$6,442, or 13.3 percent, short of 15 percent intended cumulative increase

As shown in Table 3, the State average teacher salary increased from \$48,372 in fiscal year 2017 to \$54,814 in fiscal year 2020. This equates to an increase of \$6,442, or 13.3 percent. This and prior year increases were reflective of the additional monies provided to districts with the intention of increasing the average teacher salary. The State’s fiscal year 2020 \$54,814 average is the highest since we began reporting the State’s average teacher salary in fiscal year 2009. However, similar to fiscal year 2019, the State’s actual increase fell short of the intended goal.

Table 3
Intended and actual State average teacher salary increases
Fiscal years 2017 through 2020

Fiscal year	Intended % increase from base year	State average teacher salary	Actual % increase from base year
2017	Base year	\$48,372	
2018	1%	\$48,951	1.2%
2019	10%	\$52,441	8.4%
2020	15%	\$54,814	13.3%
Future increase			
2021	20%	Future increase to be determined	

Source: Auditor General staff analysis of district-reported accounting data and district-reported teacher FTEs for fiscal years 2017 through 2020.

Although State average teacher salary increased each year between 2017 and 2020, individual districts' averages may vary year to year

Although the State average teacher salary increased each year between fiscal years 2017 and 2020, there are various reasons an individual district's average teacher salary may vary year to year on its individual district summary (see pages 13 through 219). The 20x2020 monies were distributed to school districts based on their number of students, not on how much each individual district would need to achieve the desired teacher salary increase. Therefore, some districts may have received less than the amount they would have needed to provide all their teachers with a 15 percent increase between fiscal years 2017 and 2020 while other districts may have received more than they would have needed. Further, as previously discussed, districts could use the monies for operational or nonoperational purposes such as salaries for employees other than teachers, district supplies, or capital purposes. This means a district may have chosen to use all or none of the monies for teacher salary increases. We identified many districts whose average teacher salary decreased between fiscal years 2019 and 2020 and spoke with district officials to understand why this occurred. The most common reason given for the decreases were changes in the teacher population at the district (see textbox). This was particularly the case at small and very small districts where a change in 1 or 2 teachers' salaries can have a larger effect on the districts' teacher salaries than at a larger district. Therefore, based on these discussions, when reviewing a district's average teacher salary trend on its individual summary page, identifying changes in some of the other key measures presented such as average years of teacher experience and percentage of teachers in first 3 years may provide additional information about why a district's average teacher salary decreased or increased.

Changes in teacher population can include:

- Retirement of tenured teachers, generally with higher experience levels than newer teachers and who are often paid higher salaries.
- Hiring of new teachers with little or no teaching experience who are often paid lower salaries than more tenured teachers.
- Hiring of teachers new to the district who may have prior teaching experience but are placed lower on the salary scale because they are new to the district.



SUMMARY OF SIGNIFICANT CHANGES TO STATE/DISTRICT PAGES

For this year's report on fiscal year 2020 school district spending, we continued to focus on providing report users with the most relevant information related to our statutory requirement. We also added COVID-19 federal relief grant spending for fiscal year 2020 to the 1-page summaries for the State and each school district because this spending may have impacted other measures for specific school districts.

Added information:

- On the State's and each district's summary page, we added textboxes that appear when hovering over blue information buttons or blue underlined text. These textboxes provide definitions and additional information about the data and measures shown on the pages. This information can also be found in Appendix C of this report (see pages c-1 through c-6).
- We added a table on the right side of the State and district summaries that shows district-reported COVID-19 federal relief grant spending of monies they received from federal CARES Act funding.

Removed information:

- We removed the graphic presenting students who passed State assessments because fiscal year 2020 student testing data was not available. School districts were exempted from conducting State assessments at the end of the 2019-2020 school year (fiscal year 2020) because of the forced State-wide school closures in March 2020 due to the COVID-19 pandemic. For this reason, we also did not present student achievement peer groups in this year's report.
- We removed the listing of the State's and each district's instructional spending percentages by year since fiscal year 2001 and instead provide a table showing the State's or each district's lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020. Full listings of the State's and each district's instructional spending percentages for fiscal years 2001 through 2019 can be found in the fiscal year 2019 report and data file at <https://www.azauditor.gov/reports-publications/school-districts/multiple-school-district/report/arizona-school-district-4>.

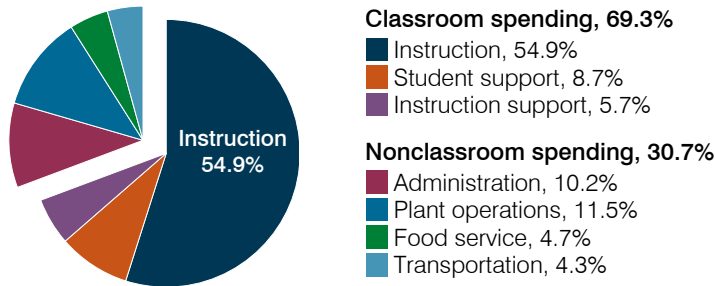
Aside from slight formatting changes, data and graphics concerning operational and nonoperational spending, average teacher salary, and other measures remain consistent in design from 2019's report.

State of Arizona

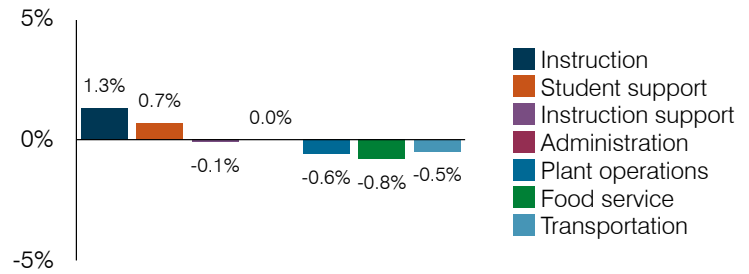
Total operational spending¹: \$8,168,932,343
 Total nonoperational spending: \$1,819,100,206
 Total spending: \$9,988,032,549
 Number of districts: 236
 Number of schools: 1,377
 Graduation rate (2019): 79%

Students attending: 894,180
 5-year change in students attending: 2% decrease
 Special education population: 13%
 English learner population: 7%
 Poverty rate (2019): 18%
 Free/reduced meal eligibility: 54%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures

Operational area	Measure	2018	2019	2020
Administration	Cost per pupil	\$860	\$903	\$936
	Students per administrative position	66	66	65
Plant operations	Cost per square foot	\$6.34	\$6.49	\$6.55
	Square footage per student	156	158	160
Food service	Cost per meal	\$3.02	\$3.08	\$3.46
Transportation	Cost per mile	\$4.05	\$4.29	\$4.28
	Cost per rider	\$1,301	\$1,424	\$1,370

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2016	2004	2019	2020
53.5%	58.6%	54.7%	54.9%

COVID-19 federal relief grant spending

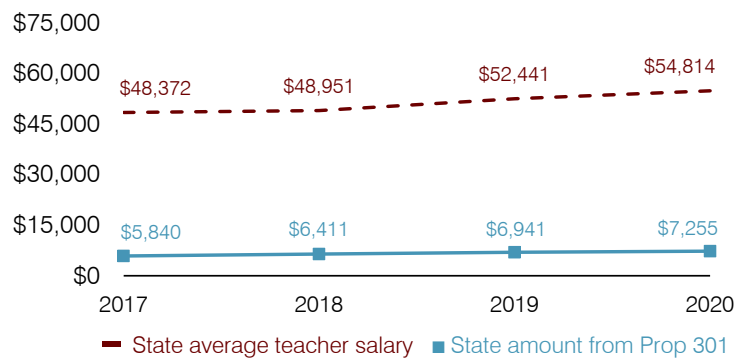
	State
Total federal relief grant spending	\$ 86,609,980
Per pupil federal relief grant spending	\$ 97

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	2018	State 2019	2020	National average 2018
Classroom spending				
Instruction	\$4,480	\$4,869	\$5,016	\$7,676
Student support	693	754	796	751
Instruction support	462	497	513	629
Nonclassroom spending				
Administration	860	903	936	1,423
Plant operations	988	1,027	1,048	1,174
Food service	425	438	432	481
Transportation	388	417	395	518
Total operational	8,296	8,905	9,136	12,652
Land and buildings	827	1,086	1,053	1,100
Equipment	409	496	533	232
Interest	228	261	273	383
Other	169	180	175	163
Total nonoperational	1,633	2,023	2,034	1,878
Total per pupil spending	\$9,929	\$10,928	\$11,170	\$14,530

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	18.5	18.4	18.0	18.0
Average years of teacher experience	11.3	11.4	11.5	11.7
Percentage of teachers in first 3 years	19%	19%	19%	18%

¹ See Appendix C for sources and methodology.

Agua Fria Union High School District

Maricopa County

Peer group(s): Operational 2 and Transportation 4¹

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

District location: Suburb

Number of schools: 5

Graduation rate (2019): 95%

Students attending; Size: 8,314; Large

5-year change in students attending: 12% increase

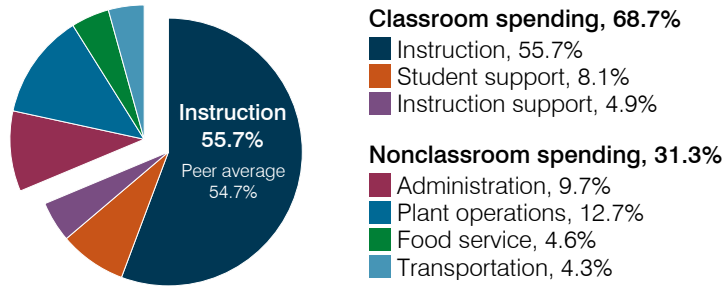
Special education population: 11%

English learner population: 2%

Poverty rate (2019): 10%

Free/reduced meal eligibility: 34%

Spending by operational area



Operational measures relative to peer averages

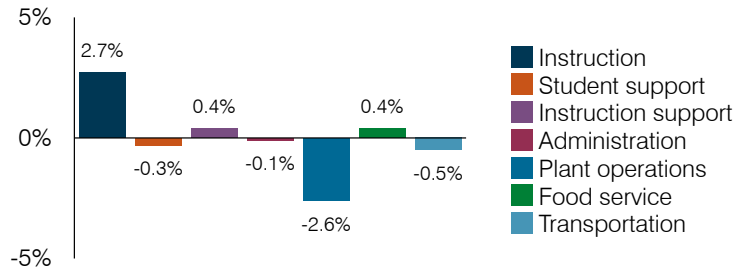
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$837	\$855	\$936
	Students per administrative position	65	65	65
Plant operations	Cost per square foot	\$7.26	\$6.79	\$6.55
	Square footage per student	151	147	160
Food service	Cost per meal	\$3.98	\$3.89	\$3.46
Transportation	Cost per mile	\$3.76	\$4.22	\$4.28
	Cost per rider	\$1,493	\$1,471	\$1,370

Very low Low Comparable High Very high

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,878	\$ 4,811	\$ 4,636	\$ 5,016
Student support	690	700	715	796
Instruction support	450	427	514	513
Nonclassroom spending				
Administration	837	837	855	936
Plant operations	1,138	1,093	988	1,048
Food service	413	399	362	432
Transportation	370	367	386	395
Total operational	8,776	8,634	8,456	9,136
Land and buildings	1,379	802	1,754	1,053
Equipment	740	478	553	533
Interest	468	507	345	273
Other	48	21	153	175
Total nonoperational	2,635	1,808	2,805	2,034
Total per pupil spending	\$ 11,411	\$ 10,442	\$ 11,261	\$ 11,170

Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

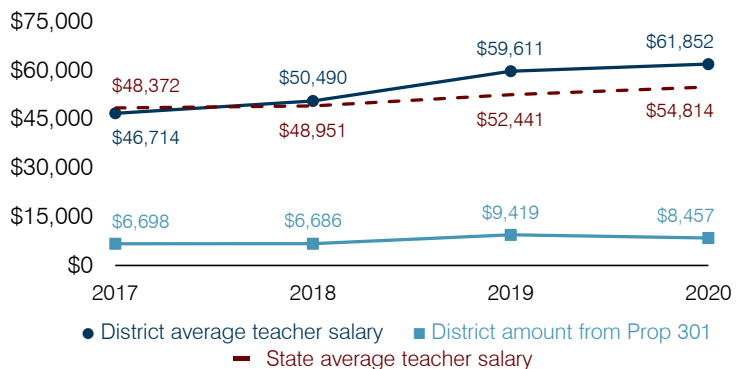
Lowest	Highest	Most recent years	
2005	2006	2019	2020
51.3%	56.1%	55.6%	55.7%

COVID-19 federal relief grant spending

	District	Peer average
Total federal relief grant spending	\$ 394,937	\$ 555,597
Per pupil federal relief grant spending	\$ 48	\$ 49

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	21.8	21.6	20.4	20.9
Average years of teacher experience	8.1	7.7	7.4	10.3
Percentage of teachers in first 3 years	33%	36%	39%	13%

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

Aguila Elementary School District

Maricopa County

Peer group(s): Operational 11 and Transportation 11¹

Legislative district(s): 13

District location: Rural

Number of schools: 1

Graduation rate (2019): N/A

Students attending; Size: 136; Very small

5-year change in students attending: 9% decrease

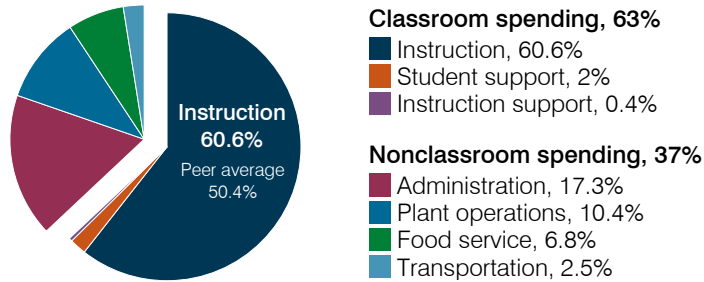
Special education population: 13%

English learner population: 28%

Poverty rate (2019): 24%

Free/reduced meal eligibility: 86%

Spending by operational area



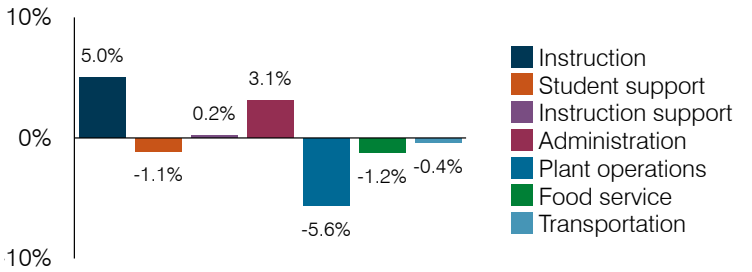
Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,008	\$3,852	\$936
	Students per administrative position	40	31	65
Plant operations	Cost per square foot	\$5.17	\$7.94	\$6.55
	Square footage per student	233	400	160
Food service	Cost per meal	\$3.07	\$6.46	\$3.46
Transportation	Cost per mile	\$0.81	\$2.09	\$4.28
	Cost per rider	\$537	\$1,454	\$1,370

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 6,238	\$ 7,030	\$ 9,476	\$ 5,016
Student support	349	238	728	796
Instruction support	16	45	457	513
Nonclassroom spending				
Administration	1,454	2,008	3,852	936
Plant operations	1,153	1,206	2,825	1,048
Food service	675	788	988	432
Transportation	200	288	877	395
Total operational	10,085	11,603	19,203	9,136
Land and buildings	60	1,719	2,078	1,053
Equipment	296	1,181	1,343	533
Interest	0	161	30	273
Other	762	737	72	175
Total nonoperational	1,118	3,798	3,523	2,034
Total per pupil spending	\$ 11,203	\$ 15,401	\$ 22,726	\$ 11,170

Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

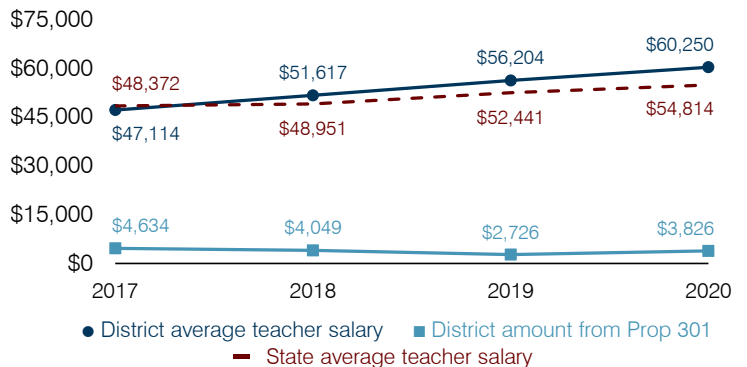
Lowest	Highest	Most recent years	
2006	2014	2019	2020
51.6%	65.4%	61.9%	60.6%

COVID-19 federal relief grant spending

	District	Peer average
Total federal relief grant spending	\$ 0	\$ 4,567
Per pupil federal relief grant spending	\$ 0	\$ 71

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	14.8	14.4	15.3	13.6
Average years of teacher experience	11.3	12.8	13.9	14.9
Percentage of teachers in first 3 years	10%	0%	0%	0%

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

Ajo Unified School District

Pima County

Peer group(s): Operational 6 and Transportation 9¹

Legislative district(s): 4

District location: Town

Number of schools: 2

Graduation rate (2019): 92%

Students attending; Size: 424; Small

5-year change in students attending: 6% increase

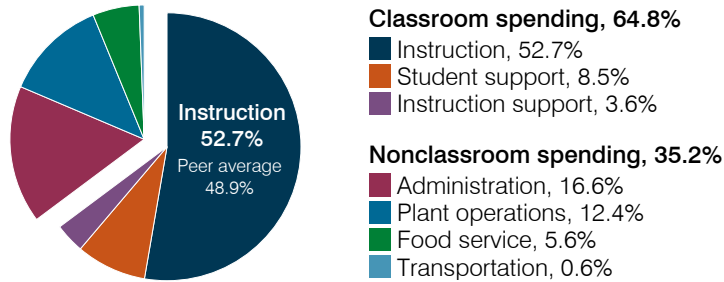
Special education population: 11%

English learner population: 21%

Poverty rate (2019): 18%

Free/reduced meal eligibility: 73%

Spending by operational area



Operational measures relative to peer averages

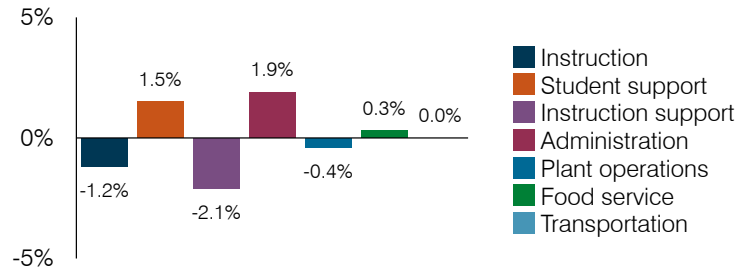
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,590	\$1,873	\$936
	Students per administrative position	40	44	65
Plant operations	Cost per square foot	\$4.71	\$5.44	\$6.55
	Square footage per student	253	354	160
Food service	Cost per meal	\$3.97	\$4.30	\$3.46
Transportation	Cost per mile	\$2.00	\$2.67	\$4.28
	Cost per rider	\$1,266	\$1,471	\$1,370

Very low Low Comparable High Very high

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,912	\$ 5,068	\$ 6,058	\$ 5,016
Student support	739	814	721	796
Instruction support	564	344	370	513
Nonclassroom spending				
Administration	1,482	1,590	1,873	936
Plant operations	1,175	1,190	1,803	1,048
Food service	493	542	633	432
Transportation	109	60	565	395
Total operational	9,474	9,608	12,023	9,136
Land and buildings	1,685	3,219	2,316	1,053
Equipment	348	407	895	533
Interest	0	0	190	273
Other	196	212	57	175
Total nonoperational	2,229	3,838	3,458	2,034
Total per pupil spending	\$ 11,703	\$ 13,446	\$15,481	\$11,170

Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

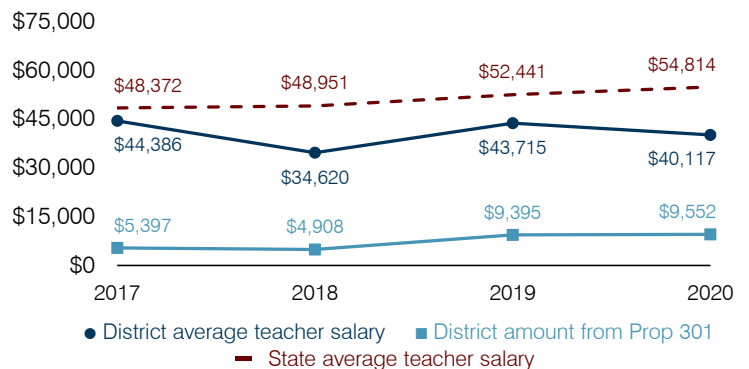
Lowest	Highest	Most recent years	
2013	2002	2019	2020
49.8%	61.7%	51.8%	52.7%

COVID-19 federal relief grant spending

	District	Peer average
Total federal relief grant spending	\$ 8,506	\$ 5,173
Per pupil federal relief grant spending	\$ 20	\$ 23

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	16.1	14.0	18.9	20.7
Average years of teacher experience	14.4	9.7	10.7	10.2
Percentage of teachers in first 3 years	21%	52%	26%	17%

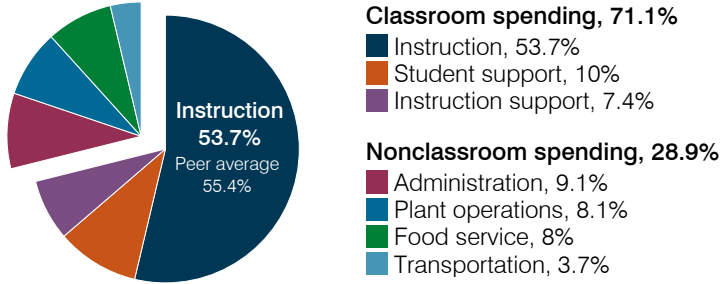
¹ See Appendix A for information, such as districts included in each peer group, and Appendix C for sources and methodology.

Alhambra Elementary School District

Maricopa County
 Peer group(s): Operational 7 and Transportation 1¹
 Legislative district(s): 29 and 30
 District location: City
 Number of schools: 15
 Graduation rate (2019): N/A

Students attending; Size: 11,205; Large
 5-year change in students attending: 14% decrease
 Special education population: 11%
 English learner population: 21%
 Poverty rate (2019): 31%
 Free/reduced meal eligibility: 90%

Spending by operational area



Operational measures relative to peer averages

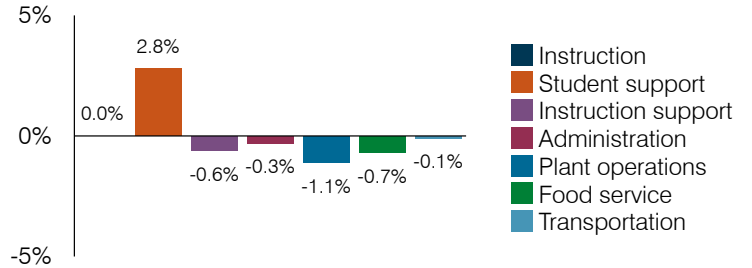
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$831	\$911	\$936
	Students per administrative position	77	74	65
Plant operations	Cost per square foot	\$5.11	\$6.16	\$6.55
	Square footage per student	146	144	160
Food service	Cost per meal	\$3.88	\$3.37	\$3.46
Transportation	Cost per mile	\$7.56	\$7.32	\$4.28
	Cost per rider	\$1,631	\$1,286	\$1,370

Very low Low Comparable High Very high

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 5,376	\$ 4,924	\$ 4,916	\$ 5,016
Student support	918	915	745	796
Instruction support	708	676	526	513
Nonclassroom spending				
Administration	757	831	911	936
Plant operations	741	744	881	1,048
Food service	760	733	590	432
Transportation	317	344	321	395
Total operational	9,577	9,167	8,890	9,136
Land and buildings	1,032	2,107	1,168	1,053
Equipment	552	656	563	533
Interest	40	116	262	273
Other	49	47	189	175
Total nonoperational	1,673	2,926	2,182	2,034
Total per pupil spending	\$ 11,250	\$ 12,093	\$ 11,072	\$ 11,170

Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

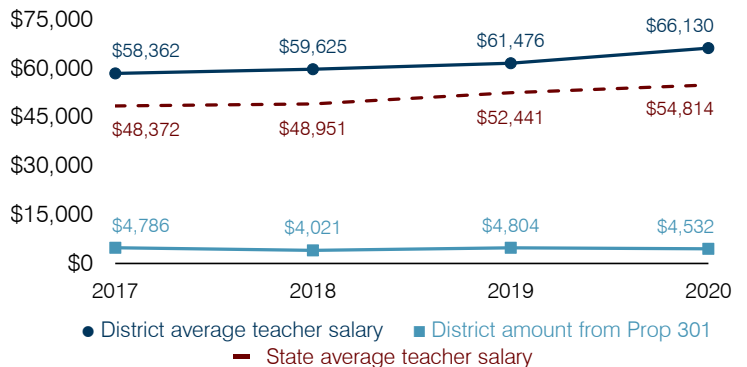
Lowest	Highest	Most recent years	
2018	2002	2019	2020
52.7%	63.8%	56.1%	53.7%

COVID-19 federal relief grant spending

	District	Peer average
Total federal relief grant spending	\$ 2,563,502	\$ 833,736
Per pupil federal relief grant spending	\$ 229	\$ 70

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	20.6	20.7	19.4	20.5
Average years of teacher experience	10.4	10.6	11.1	11.4
Percentage of teachers in first 3 years	14%	13%	13%	15%

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

Alpine Elementary School District

Apache County

Peer group(s): Operational 11 and Transportation 11¹

Legislative district(s): 7

District location: Rural

Number of schools: 1

Graduation rate (2019): N/A

Students attending; Size: 59; Very small

5-year change in students attending: 10% increase

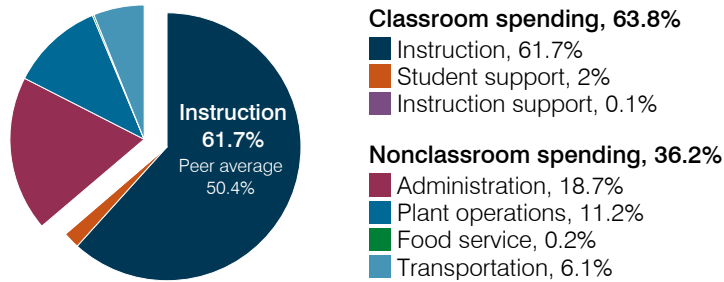
Special education population: 17%

English learner population: 0%

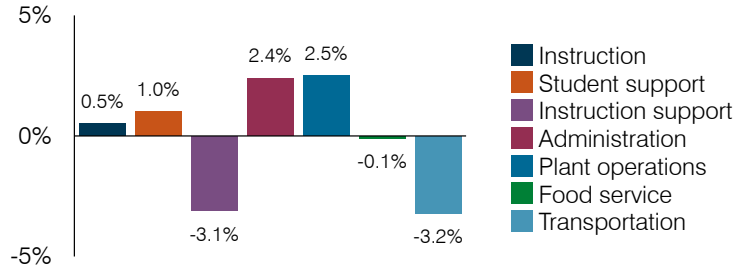
Poverty rate (2019): 47%

Free/reduced meal eligibility: N/A

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,377	\$3,852	\$936
	Students per administrative position	39	31	65
Plant operations	Cost per square foot	\$8.09	\$7.94	\$6.55
	Square footage per student	252	400	160
Food service	Cost per meal	N/A	\$6.46	\$3.46
Transportation	Cost per mile	\$0.53	\$2.09	\$4.28
	Cost per rider	\$1,764	\$1,454	\$1,370

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2007	2016	2019	2020
51.0%	63.0%	57.1%	61.7%

COVID-19 federal relief grant spending

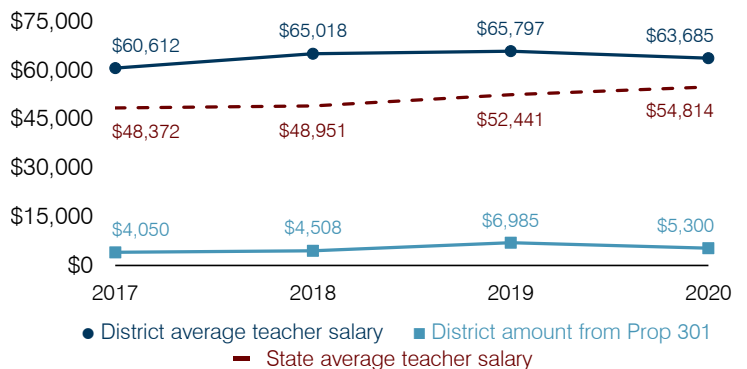
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 4,567
Per pupil federal relief grant spending	\$ 0	\$ 71

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 11,657	\$ 11,161	\$ 9,476	\$ 5,016
Student support	530	362	728	796
Instruction support	38	24	457	513
Nonclassroom spending				
Administration	4,326	3,377	3,852	936
Plant operations	2,627	2,035	2,825	1,048
Food service	49	30	988	432
Transportation	1,192	1,105	877	395
Total operational	20,419	18,094	19,203	9,136
Land and buildings	1,016	102	2,078	1,053
Equipment	1,576	1,085	1,343	533
Interest	0	0	30	273
Other	0	0	72	175
Total nonoperational	2,592	1,187	3,523	2,034
Total per pupil spending	\$ 23,011	\$ 19,281	\$ 22,726	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	11.5	13.8	10.2	11.8
Average years of teacher experience	21.0	22.0	21.4	16.0
Percentage of teachers in first 3 years	0%	0%	20%	40%

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

Altar Valley Elementary School District

Pima County

Peer group(s): Operational 10 and Transportation 9¹

Legislative district(s): 2 and 4

District location: Rural

Number of schools: 2

Graduation rate (2019): N/A

Students attending; Size: 564; Small

5-year change in students attending: 16% decrease

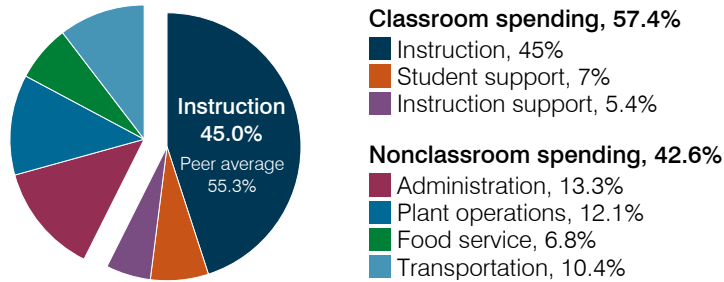
Special education population: 13%

English learner population: 10%

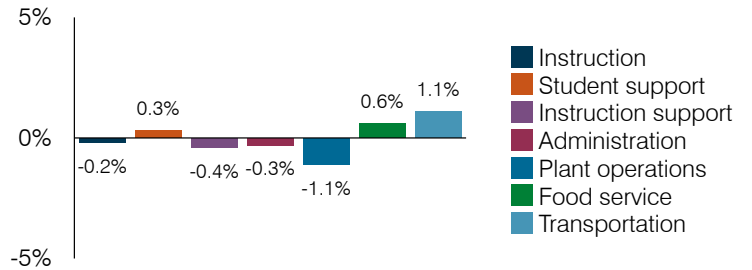
Poverty rate (2019): 18%

Free/reduced meal eligibility: 86%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,520	\$1,249	\$936
	Students per administrative position	56	57	65
Plant operations	Cost per square foot	\$7.07	\$7.03	\$6.55
	Square footage per student	195	193	160
Food service	Cost per meal	\$3.05	\$3.71	\$3.46
Transportation	Cost per mile	\$3.04	\$2.67	\$4.28
	Cost per rider	\$1,315	\$1,471	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2011	2001	2019	2020
41.7%	52.0%	44.0%	45.0%

COVID-19 federal relief grant spending

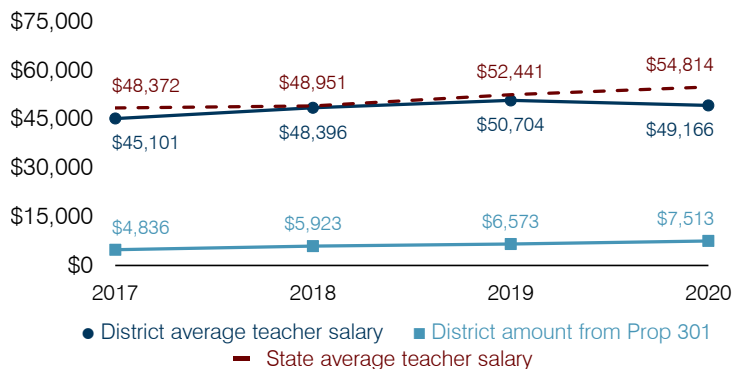
	District	Peer average
Total federal relief grant spending	\$ 750	\$ 42,596
Per pupil federal relief grant spending	\$ 1	\$ 121

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 5,137	\$ 5,136	\$ 5,810	\$ 5,016
Student support	796	804	586	796
Instruction support	581	616	392	513
Nonclassroom spending				
Administration	1,609	1,520	1,249	936
Plant operations	1,446	1,380	1,129	1,048
Food service	923	780	561	432
Transportation	1,174	1,187	612	395
Total operational	11,666	11,423	10,339	9,136
Land and buildings	50	0	554	1,053
Equipment	758	701	713	533
Interest	67	81	42	273
Other	337	275	93	175
Total nonoperational	1,212	1,057	1,402	2,034
Total per pupil spending	\$ 12,878	\$ 12,480	\$ 11,741	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	16.7	17.4	16.6	16.1
Average years of teacher experience	10.6	10.1	7.8	8.8
Percentage of teachers in first 3 years	20%	15%	26%	29%

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

Amphitheater Unified School District

Pima County

Peer group(s): Operational 2 and Transportation 4¹

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

District location: Suburb

Number of schools: 21

Graduation rate (2019): 85%

Students attending; Size:

12,782; Large

5-year change in students attending:

4% decrease

Special education population:

18%

English learner population:

5%

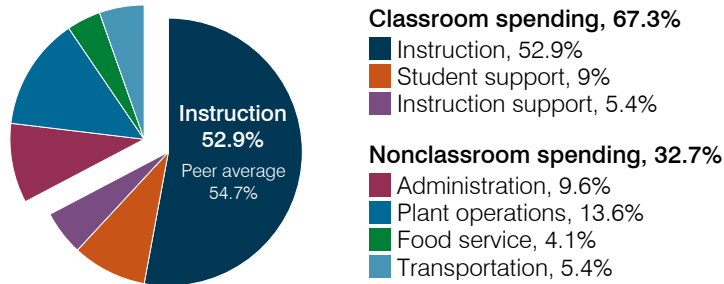
Poverty rate (2019):

15%

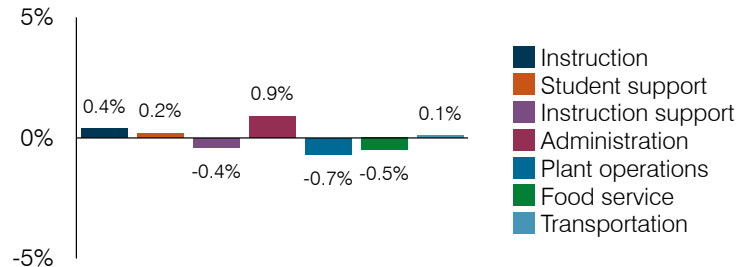
Free/reduced meal eligibility:

49%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$868	\$855	\$936
	Students per administrative position	50	65	65
Plant operations	Cost per square foot	\$5.99	\$6.79	\$6.55
	Square footage per student	205	147	160
Food service	Cost per meal	\$3.29	\$3.89	\$3.46
Transportation	Cost per mile	\$5.50	\$4.22	\$4.28
	Cost per rider	\$1,538	\$1,471	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2015	2009	2019	2020
52.5%	58.5%	54.2%	52.9%

COVID-19 federal relief grant spending

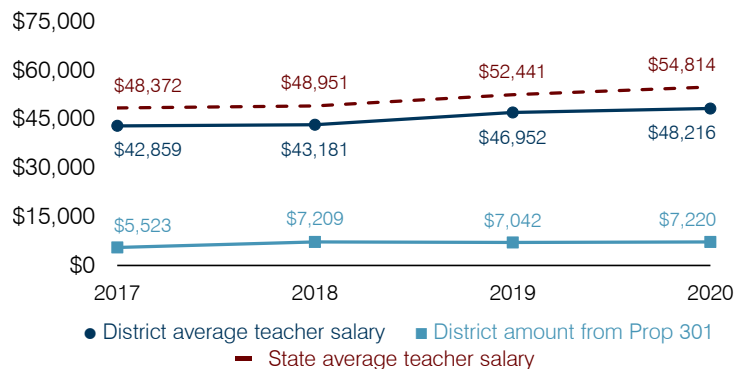
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 555,597
Per pupil federal relief grant spending	\$ 0	\$ 49

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,839	\$ 4,793	\$ 4,636	\$ 5,016
Student support	733	812	715	796
Instruction support	438	491	514	513
Nonclassroom spending				
Administration	801	868	855	936
Plant operations	1,191	1,228	988	1,048
Food service	376	377	362	432
Transportation	549	484	386	395
Total operational	8,927	9,053	8,456	9,136
Land and buildings	627	841	1,754	1,053
Equipment	612	406	553	533
Interest	291	310	345	273
Other	80	80	153	175
Total nonoperational	1,610	1,637	2,805	2,034
Total per pupil spending	\$ 10,537	\$ 10,690	\$ 11,261	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	17.2	17.2	17.0	16.7
Average years of teacher experience	12.5	12.3	12.3	12.5
Percentage of teachers in first 3 years	16%	18%	18%	15%

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

Antelope Union High School District

Yuma County

Peer group(s): Operational 6 and Transportation 10¹

Legislative district(s): 4 and 13

District location: Rural

Number of schools: 1

Graduation rate (2019): 84%

Students attending; Size: 206; Small

5-year change in students attending: 14% decrease

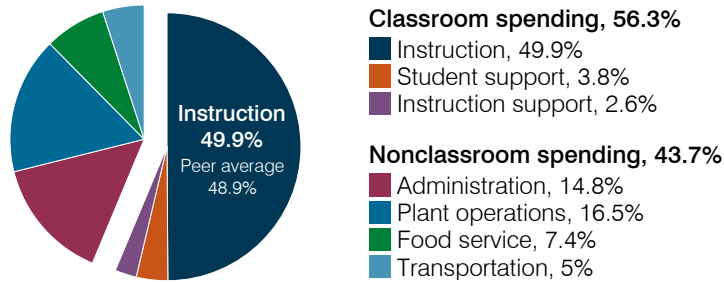
Special education population: 14%

English learner population: 0%

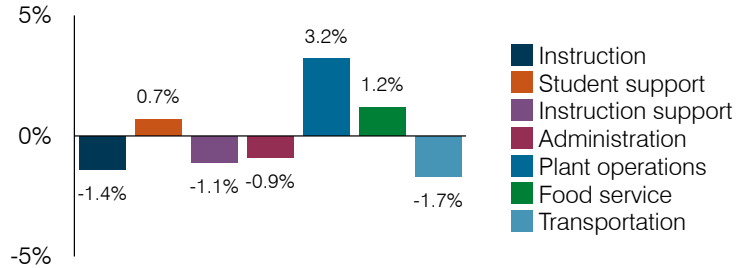
Poverty rate (2019): 26%

Free/reduced meal eligibility: 81%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,301	\$1,873	\$936
	Students per administrative position	41	44	65
Plant operations	Cost per square foot	\$4.87	\$5.44	\$6.55
	Square footage per student	528	354	160
Food service	Cost per meal	\$3.84	\$4.30	\$3.46
Transportation	Cost per mile	\$1.06	\$2.00	\$4.28
	Cost per rider	\$777	\$1,741	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2007	2004	2019	2020
43.7%	54.1%	46.8%	49.9%

COVID-19 federal relief grant spending

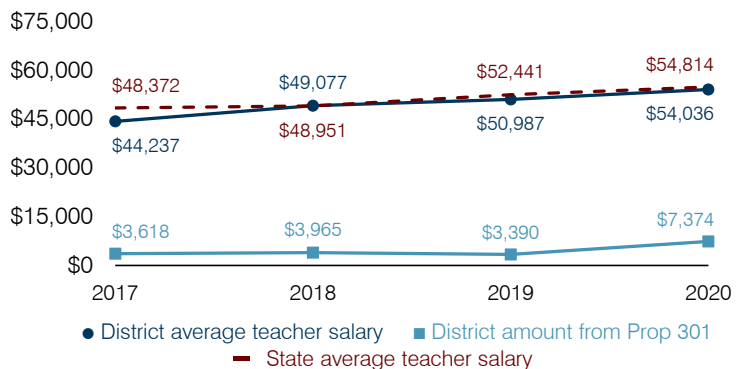
	District	Peer average
Total federal relief grant spending	\$ 62,254	\$ 5,173
Per pupil federal relief grant spending	\$ 302	\$ 23

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 6,929	\$ 7,786	\$ 6,058	\$ 5,016
Student support	543	590	721	796
Instruction support	678	406	370	513
Nonclassroom spending				
Administration	2,324	2,301	1,873	936
Plant operations	2,344	2,570	1,803	1,048
Food service	1,001	1,162	633	432
Transportation	975	777	565	395
Total operational	14,794	15,592	12,023	9,136
Land and buildings	(2)	26	2,316	1,053
Equipment	986	1,687	895	533
Interest	437	515	190	273
Other	3	0	57	175
Total nonoperational	1,424	2,228	3,458	2,034
Total per pupil spending	\$ 16,218	\$ 17,820	\$15,481	\$11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	12.1	11.8	12.0	12.9
Average years of teacher experience	16.8	17.6	18.9	21.4
Percentage of teachers in first 3 years	16%	11%	7%	6%

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

Apache Elementary School District

Cochise County

Peer group(s): Operational 11 and Transportation 11¹

Legislative district(s): 14

District location: Rural

Number of schools: 1

Graduation rate (2019): N/A

Students attending; Size:

11; Very small

5-year change in students attending:

84% increase

Special education population:

7%

English learner population:

0%

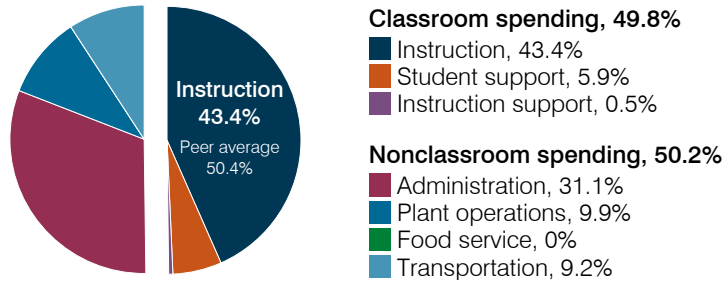
Poverty rate (2019):

45%

Free/reduced meal eligibility:

N/A

Spending by operational area



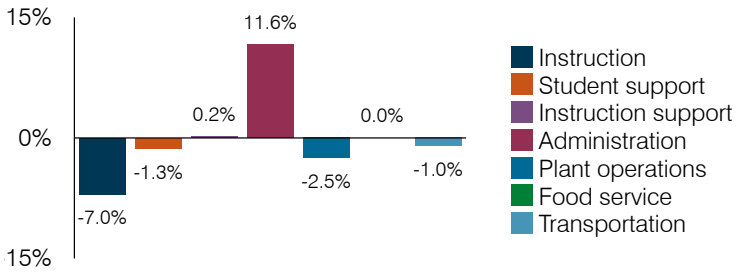
Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$6,044	\$3,852	\$936
	Students per administrative position	6	31	65
Plant operations	Cost per square foot	\$12.42	\$7.94	\$6.55
	Square footage per student	156	400	160
Food service	Cost per meal	N/A	\$6.46	\$3.46
Transportation	Cost per mile	\$2.25	\$2.09	\$4.28
	Cost per rider	\$2,322	\$1,454	\$1,370

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 13,675	\$ 8,451	\$ 9,476	\$ 5,016
Student support	2,062	1,157	728	796
Instruction support	56	103	457	513
Nonclassroom spending				
Administration	7,502	6,044	3,852	936
Plant operations	5,460	1,934	2,825	1,048
Food service	0	0	988	432
Transportation	3,204	1,782	877	395
Total operational	31,959	19,471	19,203	9,136
Land and buildings	386	973	2,078	1,053
Equipment	687	46	1,343	533
Interest	0	2	30	273
Other	0	0	72	175
Total nonoperational	1,073	1,021	3,523	2,034
Total per pupil spending	\$ 33,032	\$ 20,492	\$22,726	\$11,170

Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

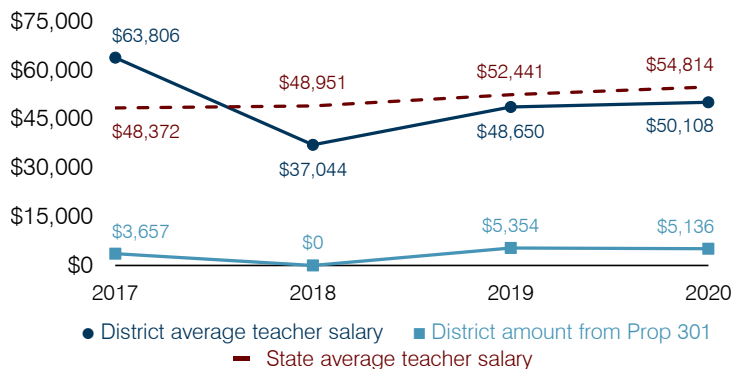
Lowest	Highest	Most recent years	
2018	2001	2019	2020
39.7%	64.9%	42.8%	43.4%

COVID-19 federal relief grant spending

	District	Peer average
Total federal relief grant spending	\$ 0	\$ 4,567
Per pupil federal relief grant spending	\$ 0	\$ 71

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	1.8	7.0	6.5	11.1
Average years of teacher experience	26.0	9.0	11.0	13.0
Percentage of teachers in first 3 years	0%	0%	0%	0%

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

Apache Junction Unified School District

Pinal County

Peer group(s): Operational 3 and Transportation 3¹

Legislative district(s): 8 and 16

District location: Suburb

Number of schools: 5

Graduation rate (2019): 79%

Students attending; Size: 3,146; Medium-large

5-year change in students attending: 28% decrease

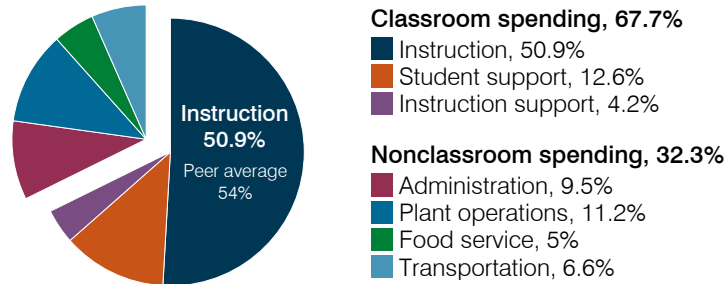
Special education population: 18%

English learner population: 4%

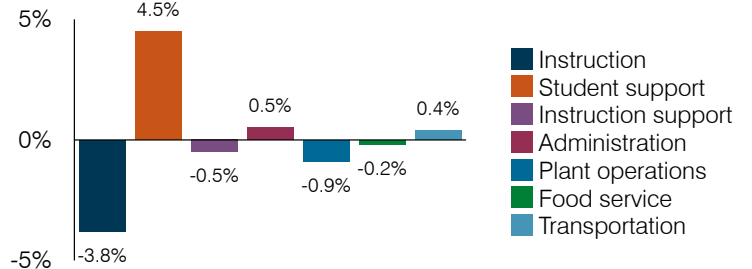
Poverty rate (2019): 16%

Free/reduced meal eligibility: 60%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$891	\$937	\$936
	Students per administrative position	60	65	65
Plant operations	Cost per square foot	\$5.67	\$6.03	\$6.55
	Square footage per student	185	164	160
Food service	Cost per meal	\$3.61	\$3.64	\$3.46
Transportation	Cost per mile	\$3.48	\$4.60	\$4.28
	Cost per rider	\$1,192	\$1,301	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2019	2009	2019	2020
50.5%	56.9%	50.5%	50.9%

COVID-19 federal relief grant spending

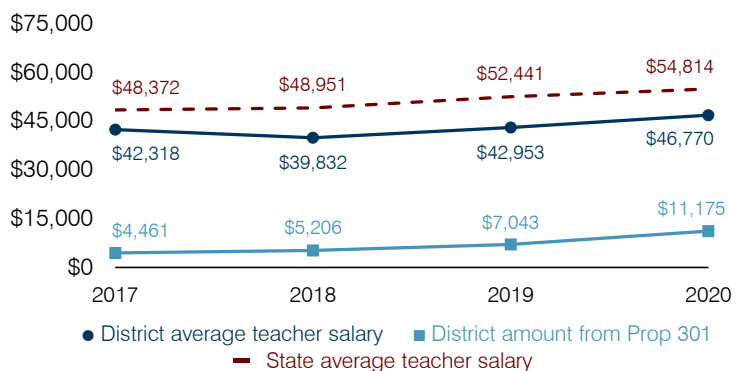
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 49,386
Per pupil federal relief grant spending	\$ 0	\$ 10

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,346	\$ 4,767	\$ 4,606	\$ 5,016
Student support	1,097	1,180	805	796
Instruction support	316	394	374	513
Nonclassroom spending				
Administration	818	891	937	936
Plant operations	984	1,050	1,034	1,048
Food service	472	471	340	432
Transportation	568	616	450	395
Total operational	8,601	9,369	8,546	9,136
Land and buildings	8	39	779	1,053
Equipment	431	405	519	533
Interest	356	335	284	273
Other	129	118	160	175
Total nonoperational	924	897	1,742	2,034
Total per pupil spending	\$ 9,525	\$ 10,266	\$ 10,288	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	18.4	16.9	17.7	17.3
Average years of teacher experience	11.9	12.0	10.3	9.7
Percentage of teachers in first 3 years	16%	13%	22%	27%

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

Arlington Elementary School District

Maricopa County

Peer group(s): Operational 10 and Transportation 9¹

Legislative district(s): 4 and 13

District location: Rural

Number of schools: 1

Graduation rate (2019): N/A

Students attending; Size: 245; Small

5-year change in students attending: 2% increase

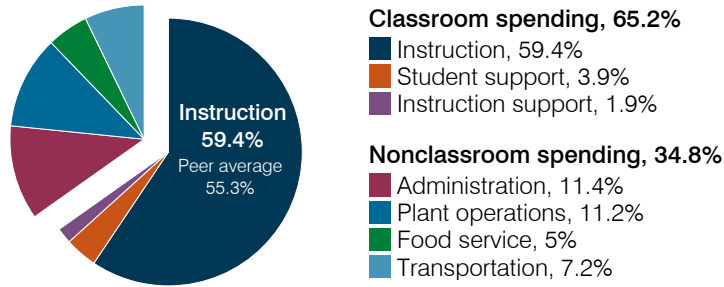
Special education population: 11%

English learner population: 19%

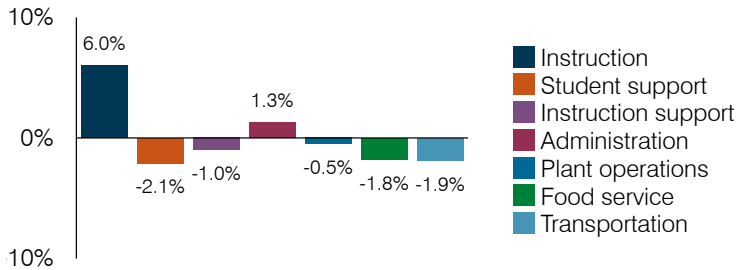
Poverty rate (2019): 23%

Free/reduced meal eligibility: 74%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,302	\$1,249	\$936
	Students per administrative position	81	57	65
Plant operations	Cost per square foot	\$8.55	\$7.03	\$6.55
	Square footage per student	150	193	160
Food service	Cost per meal	\$3.20	\$3.71	\$3.46
Transportation	Cost per mile	\$2.62	\$2.67	\$4.28
	Cost per rider	\$1,512	\$1,471	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2012	2020	2019	2020
49.6%	59.4%	53.4%	59.4%

COVID-19 federal relief grant spending

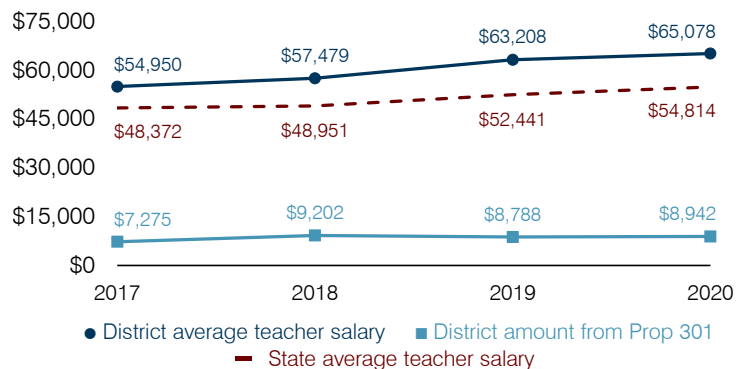
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 42,596
Per pupil federal relief grant spending	\$ 0	\$ 121

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 6,006	\$ 6,801	\$ 5,810	\$ 5,016
Student support	587	449	586	796
Instruction support	296	220	392	513
Nonclassroom spending				
Administration	1,375	1,302	1,249	936
Plant operations	1,349	1,278	1,129	1,048
Food service	611	576	561	432
Transportation	1,034	827	612	395
Total operational	11,258	11,453	10,339	9,136
Land and buildings	562	37	554	1,053
Equipment	148	692	713	533
Interest	181	157	42	273
Other	412	211	93	175
Total nonoperational	1,303	1,097	1,402	2,034
Total per pupil spending	\$ 12,561	\$ 12,550	\$ 11,741	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	20.1	18.7	18.0	19.6
Average years of teacher experience	14.8	15.5	16.1	17.7
Percentage of teachers in first 3 years	0%	0%	0%	0%

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

Ash Creek Elementary School District

Cochise County

Peer group(s): Operational 11 and Transportation 11¹

Legislative district(s): 14

District location: Rural

Number of schools: 1

Graduation rate (2019): N/A

Students attending; Size: 18; Very small

5-year change in students attending: 30% decrease

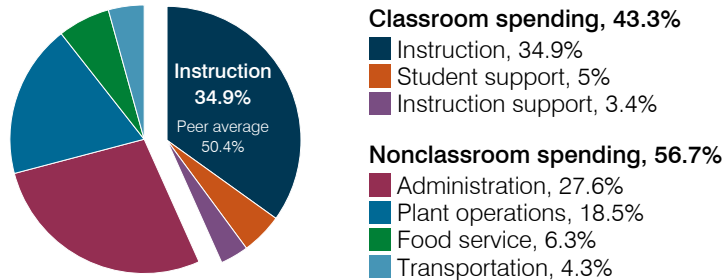
Special education population: 15%

English learner population: 0%

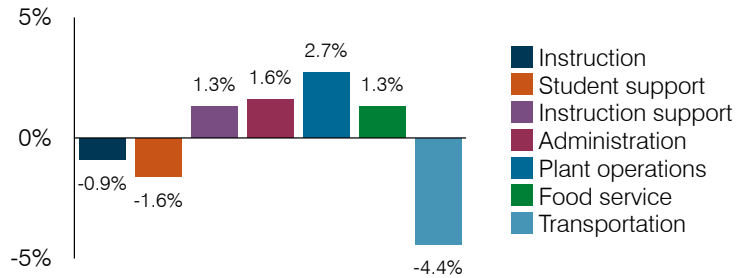
Poverty rate (2019): 11%

Free/reduced meal eligibility: N/A

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$9,425	\$3,852	\$936
	Students per administrative position	12	31	65
Plant operations	Cost per square foot	\$5.50	\$7.94	\$6.55
	Square footage per student	1,153	400	160
Food service	Cost per meal	\$12.88	\$6.46	\$3.46
Transportation	Cost per mile	\$1.54	\$2.09	\$4.28
	Cost per rider	\$1,544	\$1,454	\$1,370

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2014	2004	2019	2020
31.1%	47.4%	41.6%	34.9%

COVID-19 federal relief grant spending

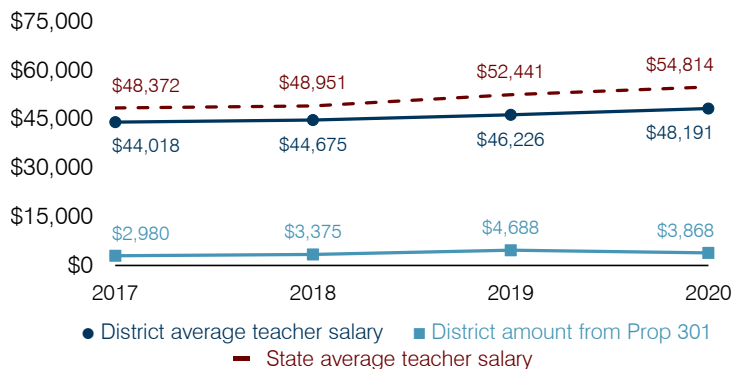
	District	Peer average
Total federal relief grant spending	\$ 4,884	\$ 4,567
Per pupil federal relief grant spending	\$ 271	\$ 71

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 19,497	\$ 11,917	\$ 9,476	\$ 5,016
Student support	2,176	1,725	728	796
Instruction support	1,879	1,173	457	513
Nonclassroom spending				
Administration	11,392	9,425	3,852	936
Plant operations	7,716	6,339	2,825	1,048
Food service	2,633	2,158	988	432
Transportation	1,608	1,456	877	395
Total operational	46,901	34,193	19,203	9,136
Land and buildings	626	1,941	2,078	1,053
Equipment	11,911	1,075	1,343	533
Interest	0	0	30	273
Other	0	0	72	175
Total nonoperational	12,537	3,016	3,523	2,034
Total per pupil spending	\$ 59,438	\$ 37,209	\$ 22,726	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	8.7	10.0	4.9	6.4
Average years of teacher experience	12.5	13.5	15.8	15.7
Percentage of teachers in first 3 years	0%	0%	0%	0%

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

Ash Fork Joint Unified School District

Yavapai County

Peer group(s): Operational 6 and Transportation 10¹

Legislative district(s): 1

District location: Rural

Number of schools: 1

Graduation rate (2019): 96%

Students attending; Size: 256; Small

5-year change in students attending: 13% increase

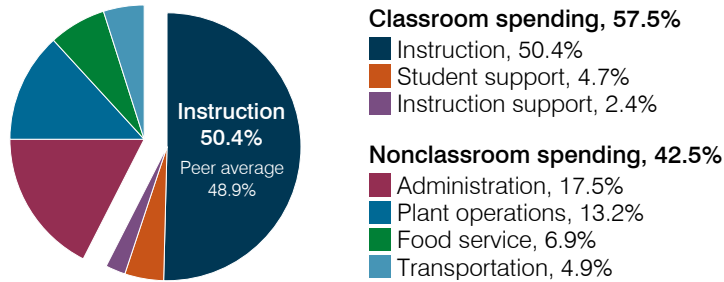
Special education population: 18%

English learner population: 5%

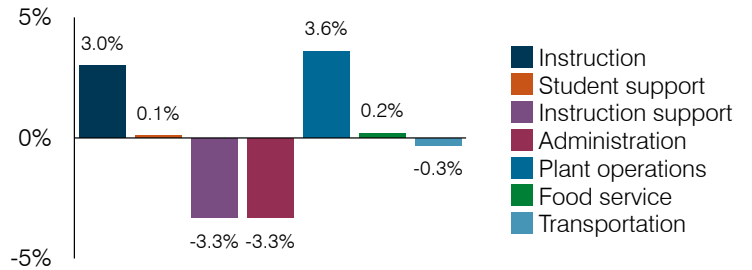
Poverty rate (2019): 14%

Free/reduced meal eligibility: 78%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,074	\$1,873	\$936
	Students per administrative position	85	44	65
Plant operations	Cost per square foot	\$7.51	\$5.44	\$6.55
	Square footage per student	208	354	160
Food service	Cost per meal	\$4.04	\$4.30	\$3.46
Transportation	Cost per mile	\$0.69	\$2.00	\$4.28
	Cost per rider	\$1,580	\$1,741	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2013	2003	2019	2020
42.1%	60.8%	51.2%	50.4%

COVID-19 federal relief grant spending

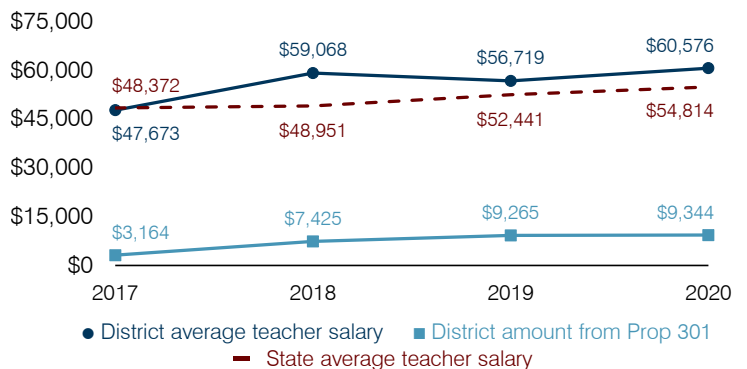
	District	Peer average
Total federal relief grant spending	\$ 9,223	\$ 5,173
Per pupil federal relief grant spending	\$ 36	\$ 23

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 6,119	\$ 5,988	\$ 6,058	\$ 5,016
Student support	501	558	721	796
Instruction support	402	285	370	513
Nonclassroom spending				
Administration	2,036	2,074	1,873	936
Plant operations	1,398	1,561	1,803	1,048
Food service	731	824	633	432
Transportation	769	584	565	395
Total operational	11,956	11,874	12,023	9,136
Land and buildings	447	4,735	2,316	1,053
Equipment	817	989	895	533
Interest	0	0	190	273
Other	100	101	57	175
Total nonoperational	1,364	5,825	3,458	2,034
Total per pupil spending	\$ 13,320	\$ 17,699	\$15,481	\$11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	19.6	20.3	20.4	19.7
Average years of teacher experience	8.8	14.5	17.0	15.4
Percentage of teachers in first 3 years	18%	0%	0%	0%

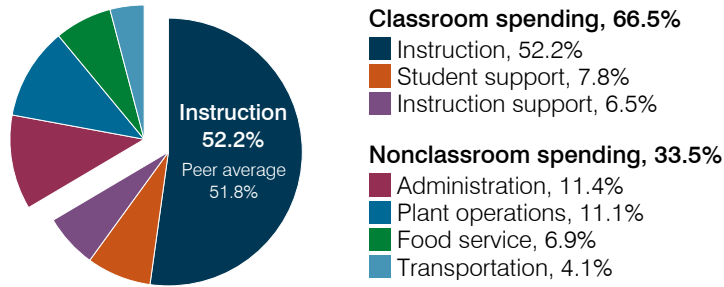
¹ See Appendix A for information, such as districts included in each peer group, and Appendix C for sources and methodology.

Avondale Elementary School District

Maricopa County
[Peer group\(s\)](#): Operational 8 and Transportation 2¹
 Legislative district(s): 4, 13, and 19
 District location: Suburb
 Number of schools: 9
 Graduation rate (2019): N/A

Students attending; Size: 5,443; Medium-large
 5-year change in students attending: 1% increase
 Special education population: 14%
 English learner population: 9%
 Poverty rate (2019): 18%
 Free/reduced meal eligibility: 69%

Spending by operational area



Operational measures relative to peer averages

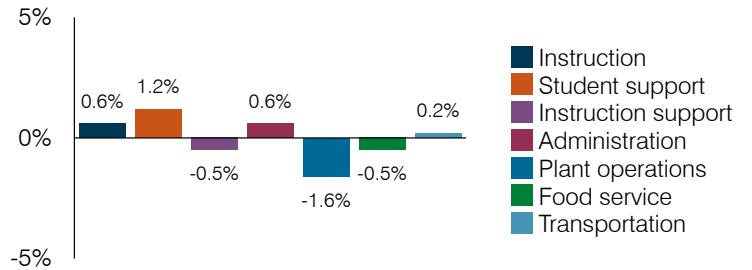
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$996	\$1,119	\$936
	Students per administrative position	62	64	65
Plant operations	Cost per square foot	\$6.95	\$6.73	\$6.55
	Square footage per student	140	148	160
Food service	Cost per meal	\$4.13	\$3.26	\$3.46
Transportation	Cost per mile	\$6.75	\$7.11	\$4.28
	Cost per rider	\$1,402	\$1,210	\$1,370

Very low Low Comparable High Very high

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,383	\$ 4,570	\$ 4,869	\$ 5,016
Student support	650	683	757	796
Instruction support	579	566	615	513
Nonclassroom spending				
Administration	955	996	1,119	936
Plant operations	996	971	1,017	1,048
Food service	591	606	703	432
Transportation	340	359	348	395
Total operational	8,494	8,751	9,428	9,136
Land and buildings	385	593	1,809	1,053
Equipment	499	1,019	640	533
Interest	252	239	374	273
Other	200	270	218	175
Total nonoperational	1,336	2,121	3,041	2,034
Total per pupil spending	\$ 9,830	\$ 10,872	\$12,469	\$11,170

Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

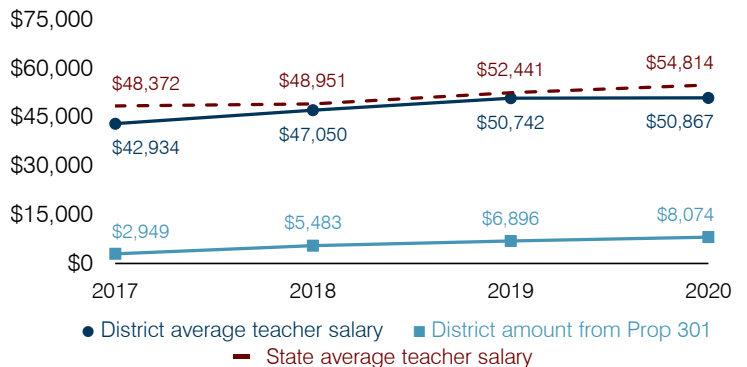
Lowest	Highest	Most recent years	
2018	2003	2019	2020
50.5%	64.8%	51.6%	52.2%

COVID-19 federal relief grant spending

	District	Peer average
Total federal relief grant spending	\$ 5,823	\$ 505,751
Per pupil federal relief grant spending	\$ 1	\$ 90

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	18.9	19.8	19.2	18.8
Average years of teacher experience	8.1	8.5	8.6	8.9
Percentage of teachers in first 3 years	26%	31%	29%	27%

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

Baboquivari Unified School District

Pima County

Peer group(s): Operational 5 and Transportation 9¹

Legislative district(s): 4

District location: Rural

Number of schools: 4

Graduation rate (2019): 56%

Students attending; Size: 968; Medium

5-year change in students attending: 2% increase

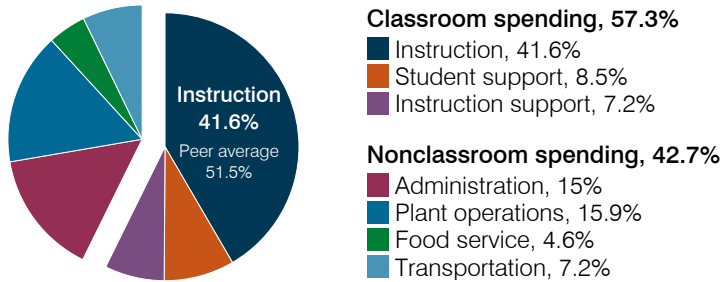
Special education population: 15%

English learner population: 0%

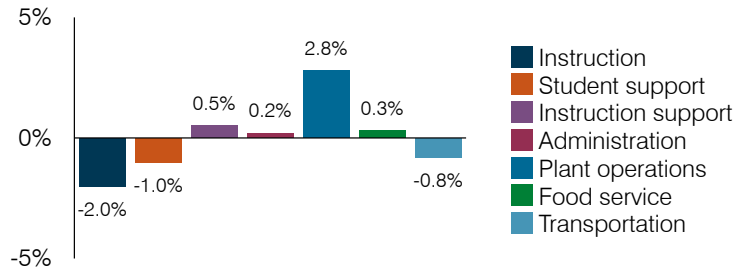
Poverty rate (2019): 40%

Free/reduced meal eligibility: N/A

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,771	\$1,241	\$936
	Students per administrative position	28	58	65
Plant operations	Cost per square foot	\$8.48	\$5.69	\$6.55
	Square footage per student	345	275	160
Food service	Cost per meal	\$5.59	\$4.01	\$3.46
Transportation	Cost per mile	\$2.82	\$2.67	\$4.28
	Cost per rider	\$1,512	\$1,471	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2013	2004	2019	2020
38.7%	52.2%	42.8%	41.6%

COVID-19 federal relief grant spending

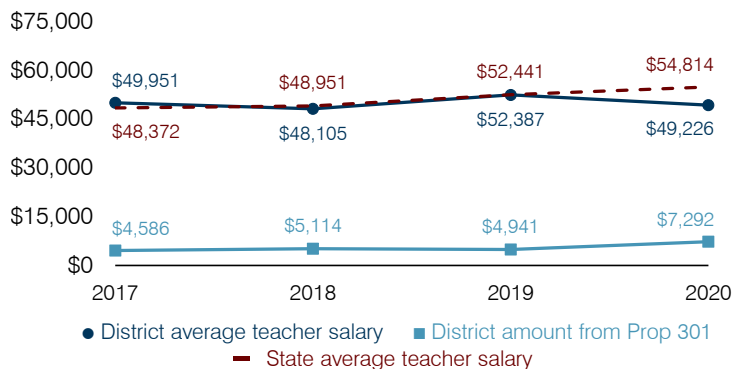
	District	Peer average
Total federal relief grant spending	\$ 207,132	\$ 23,662
Per pupil federal relief grant spending	\$ 214	\$ 21

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 7,037	\$ 7,690	\$ 5,405	\$ 5,016
Student support	1,437	1,569	719	796
Instruction support	975	1,337	458	513
Nonclassroom spending				
Administration	2,544	2,771	1,241	936
Plant operations	2,451	2,926	1,516	1,048
Food service	813	844	424	432
Transportation	1,190	1,334	565	395
Total operational	16,447	18,471	10,328	9,136
Land and buildings	1,010	4,989	558	1,053
Equipment	2,084	1,227	686	533
Interest	0	0	198	273
Other	40	260	97	175
Total nonoperational	3,134	6,476	1,539	2,034
Total per pupil spending	\$ 19,581	\$ 24,947	\$ 11,867	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	12.2	12.6	12.7	11.5
Average years of teacher experience	8.1	7.7	8.0	7.6
Percentage of teachers in first 3 years	10%	25%	18%	22%

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

Bagdad Unified School District

Yavapai County

Peer group(s): Operational 6 and Transportation 10¹

Legislative district(s): 1

District location: Rural

Number of schools: 2

Graduation rate (2019): 89%

Students attending; Size: 454; Small

5-year change in students attending: 3% increase

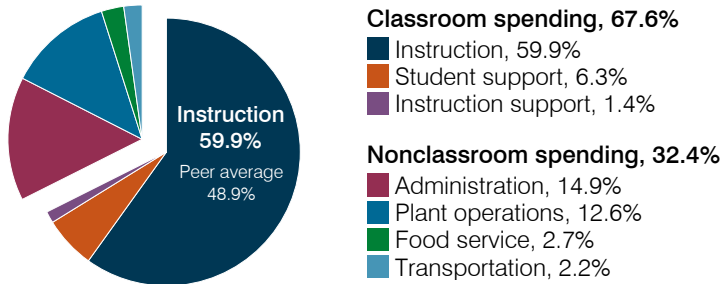
Special education population: 20%

English learner population: 0%

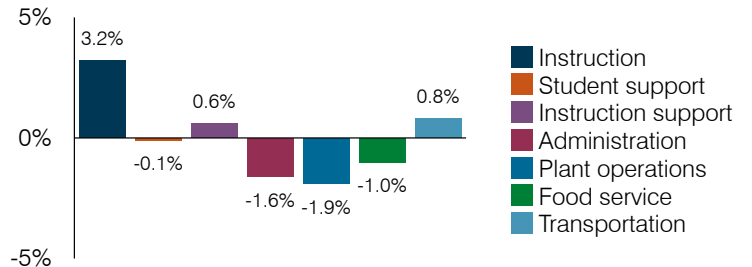
Poverty rate (2019): 10%

Free/reduced meal eligibility: 52%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,047	\$1,873	\$936
	Students per administrative position	41	44	65
Plant operations	Cost per square foot	\$7.93	\$5.44	\$6.55
	Square footage per student	218	354	160
Food service	Cost per meal	\$4.03	\$4.30	\$3.46
Transportation	Cost per mile	\$1.25	\$2.00	\$4.28
	Cost per rider	\$1,954	\$1,741	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2006	2020	2019	2020
48.4%	59.9%	59.5%	59.9%

COVID-19 federal relief grant spending

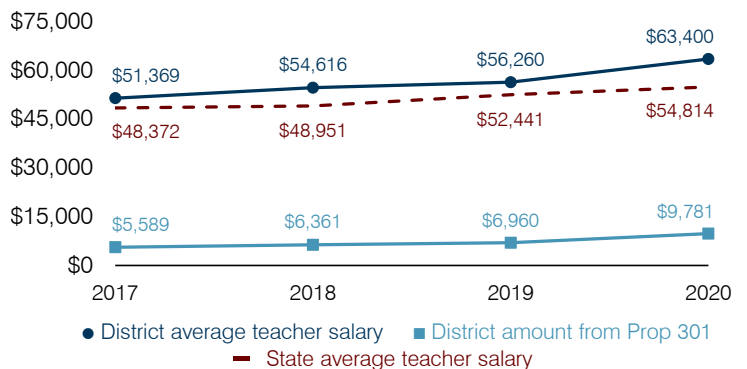
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 5,173
Per pupil federal relief grant spending	\$ 0	\$ 23

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 7,401	\$ 8,241	\$ 6,058	\$ 5,016
Student support	988	863	721	796
Instruction support	199	192	370	513
Nonclassroom spending				
Administration	1,979	2,047	1,873	936
Plant operations	1,144	1,728	1,803	1,048
Food service	396	375	633	432
Transportation	328	301	565	395
Total operational	12,435	13,747	12,023	9,136
Land and buildings	648	1,740	2,316	1,053
Equipment	655	1,066	895	533
Interest	0	0	190	273
Other	8	13	57	175
Total nonoperational	1,311	2,819	3,458	2,034
Total per pupil spending	\$ 13,746	\$ 16,566	\$ 15,481	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	12.6	13.1	14.3	14.2
Average years of teacher experience	9.9	10.4	10.2	10.0
Percentage of teachers in first 3 years	14%	17%	17%	19%

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

Balsz Elementary School District

Maricopa County

Peer group(s): Operational 8 and Transportation 2¹

Legislative district(s): 24 and 27

District location: City

Number of schools: 5

Graduation rate (2019): N/A

Students attending; Size: 2,167; Medium-large

5-year change in students attending: 10% decrease

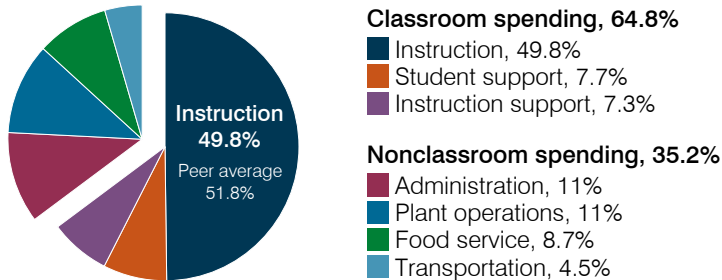
Special education population: 15%

English learner population: 20%

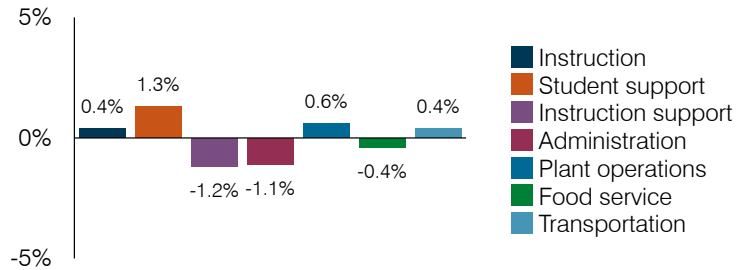
Poverty rate (2019): 30%

Free/reduced meal eligibility: 96%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,156	\$1,119	\$936
	Students per administrative position	59	64	65
Plant operations	Cost per square foot	\$4.86	\$6.73	\$6.55
	Square footage per student	239	148	160
Food service	Cost per meal	\$3.67	\$3.26	\$3.46
Transportation	Cost per mile	\$6.85	\$7.11	\$4.28
	Cost per rider	\$1,005	\$1,210	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2018	2003	2019	2020
48.0%	59.4%	50.5%	49.8%

COVID-19 federal relief grant spending

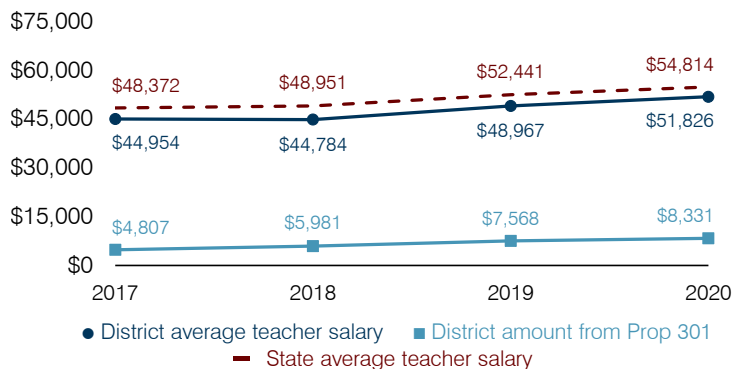
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 505,751
Per pupil federal relief grant spending	\$ 0	\$ 90

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 5,085	\$ 5,235	\$ 4,869	\$ 5,016
Student support	671	813	757	796
Instruction support	739	764	615	513
Nonclassroom spending				
Administration	1,225	1,156	1,119	936
Plant operations	1,103	1,160	1,017	1,048
Food service	839	911	703	432
Transportation	410	476	348	395
Total operational	10,072	10,515	9,428	9,136
Land and buildings	951	7,692	1,809	1,053
Equipment	776	1,271	640	533
Interest	176	83	374	273
Other	115	89	218	175
Total nonoperational	2,018	9,135	3,041	2,034
Total per pupil spending	\$ 12,090	\$ 19,650	\$12,469	\$11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	17.7	15.6	15.8	16.4
Average years of teacher experience	8.9	8.4	8.4	8.3
Percentage of teachers in first 3 years	31%	40%	34%	33%

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

Beaver Creek Elementary School District

Yavapai County

Peer group(s): Operational 10 and Transportation 7¹

Legislative district(s): 1 and 6

District location: Rural

Number of schools: 1

Graduation rate (2019): N/A

Students attending; Size: 304; Small

5-year change in students attending: 1% increase

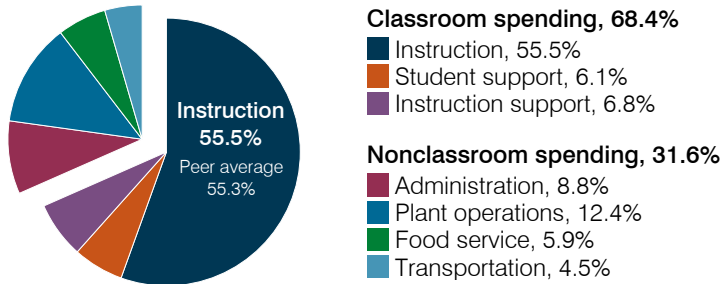
Special education population: 17%

English learner population: 5%

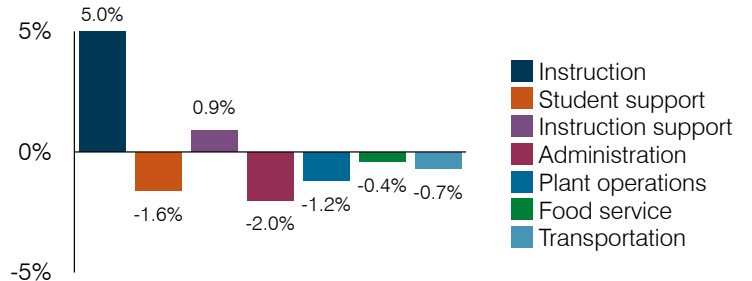
Poverty rate (2019): 13%

Free/reduced meal eligibility: 64%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$874	\$1,249	\$936
	Students per administrative position	61	57	65
Plant operations	Cost per square foot	\$5.03	\$7.03	\$6.55
	Square footage per student	246	193	160
Food service	Cost per meal	\$4.29	\$3.71	\$3.46
Transportation	Cost per mile	\$3.05	\$3.84	\$4.28
	Cost per rider	\$649	\$1,110	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2017	2007	2019	2020
49.4%	65.6%	52.4%	55.5%

COVID-19 federal relief grant spending

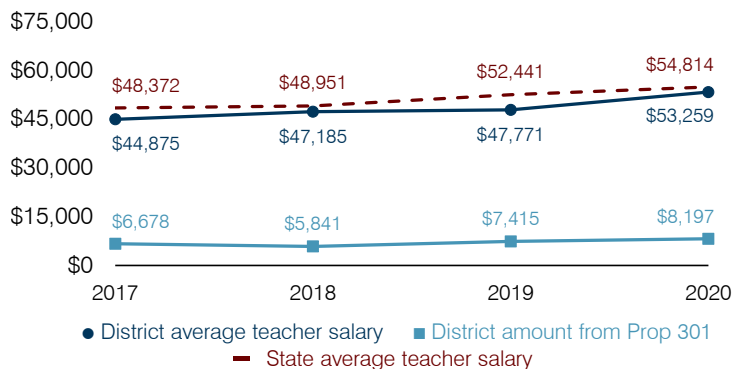
	District	Peer average
Total federal relief grant spending	\$ 45,696	\$ 42,596
Per pupil federal relief grant spending	\$ 150	\$ 121

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 5,020	\$ 5,521	\$ 5,810	\$ 5,016
Student support	596	604	586	796
Instruction support	686	676	392	513
Nonclassroom spending				
Administration	843	874	1,249	936
Plant operations	1,350	1,240	1,129	1,048
Food service	617	584	561	432
Transportation	469	452	612	395
Total operational	9,581	9,951	10,339	9,136
Land and buildings	123	234	554	1,053
Equipment	439	992	713	533
Interest	2	3	42	273
Other	116	64	93	175
Total nonoperational	680	1,293	1,402	2,034
Total per pupil spending	\$ 10,261	\$ 11,244	\$ 11,741	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	16.9	18.8	19.1	17.9
Average years of teacher experience	11.4	13.1	12.2	12.8
Percentage of teachers in first 3 years	7%	7%	14%	6%

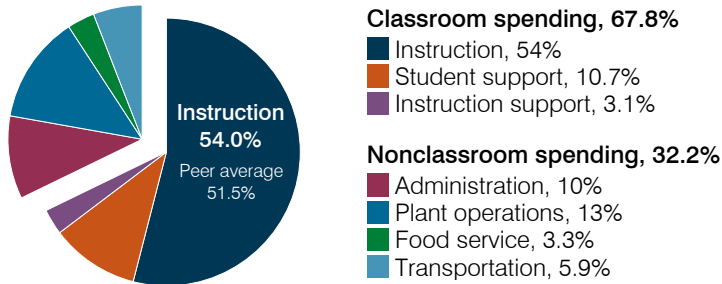
¹ See Appendix A for information, such as districts included in each peer group, and Appendix C for sources and methodology.

Benson Unified School District

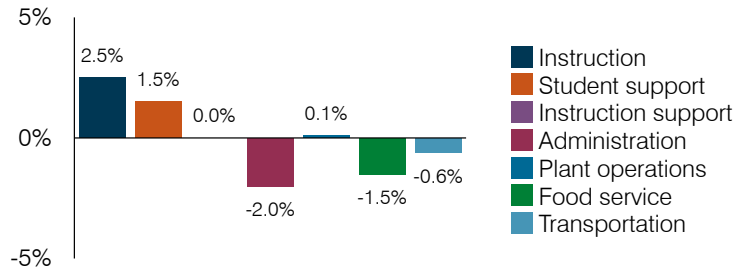
Cochise County
 Peer group(s): Operational 5 and Transportation 8¹
 Legislative district(s): 14
 District location: Town
 Number of schools: 4
 Graduation rate (2019): 93%

Students attending; Size: 1,288; Medium
 5-year change in students attending: 8% increase
 Special education population: 16%
 English learner population: 1%
 Poverty rate (2019): 28%
 Free/reduced meal eligibility: 46%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$900	\$1,241	\$936
	Students per administrative position	50	58	65
Plant operations	Cost per square foot	\$7.15	\$5.69	\$6.55
	Square footage per student	164	275	160
Food service	Cost per meal	\$4.78	\$4.01	\$3.46
Transportation	Cost per mile	\$3.54	\$3.43	\$4.28
	Cost per rider	\$1,622	\$1,480	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2001	2006	2019	2020
49.5%	58.6%	53.5%	54.0%

COVID-19 federal relief grant spending

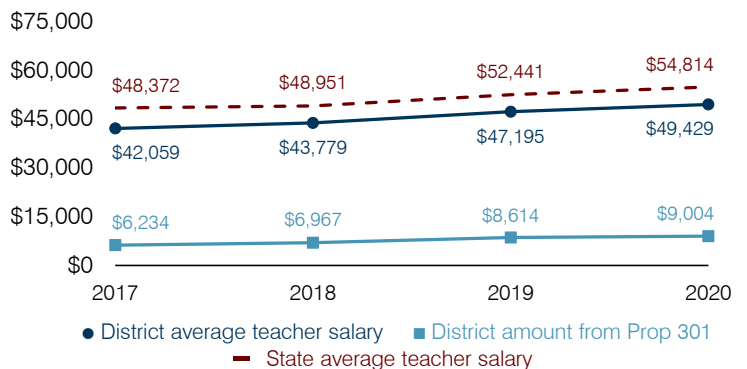
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 23,662
Per pupil federal relief grant spending	\$ 0	\$ 21

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,757	\$ 4,872	\$ 5,405	\$ 5,016
Student support	932	964	719	796
Instruction support	258	283	458	513
Nonclassroom spending				
Administration	951	900	1,241	936
Plant operations	1,117	1,171	1,516	1,048
Food service	313	293	424	432
Transportation	558	532	565	395
Total operational	8,886	9,015	10,328	9,136
Land and buildings	1,183	1,941	558	1,053
Equipment	297	2,098	686	533
Interest	96	137	198	273
Other	97	124	97	175
Total nonoperational	1,673	4,300	1,539	2,034
Total per pupil spending	\$ 10,559	\$ 13,315	\$ 11,867	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	19.6	18.6	18.2	18.3
Average years of teacher experience	11.3	9.1	9.0	10.0
Percentage of teachers in first 3 years	22%	23%	22%	13%

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

Bicentennial Union High School District

La Paz County

Peer group(s): Operational 11 and Transportation 11¹

Legislative district(s): 5

District location: Rural

Number of schools: 1

Graduation rate (2019): 90%

Students attending; Size: 127; Very small

5-year change in students attending: 25% increase

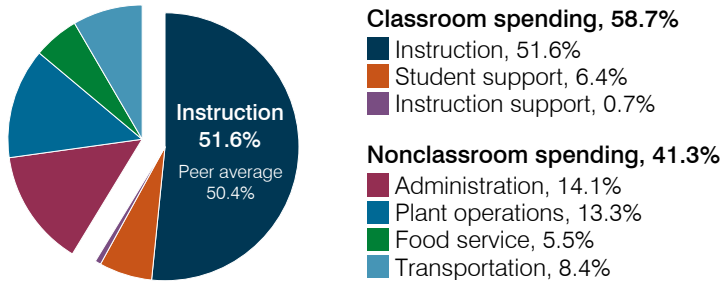
Special education population: 18%

English learner population: 9%

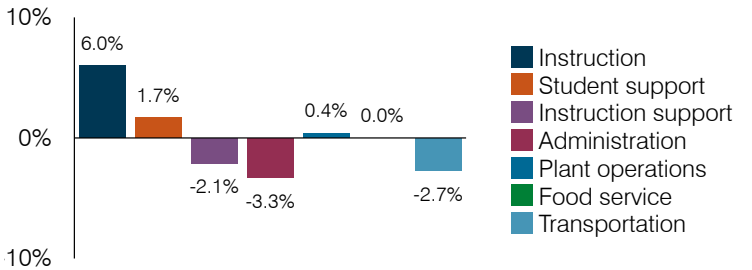
Poverty rate (2019): 14%

Free/reduced meal eligibility: 80%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,058	\$3,852	\$936
	Students per administrative position	38	31	65
Plant operations	Cost per square foot	\$4.43	\$7.94	\$6.55
	Square footage per student	439	400	160
Food service	Cost per meal	\$6.91	\$6.46	\$3.46
Transportation	Cost per mile	\$1.74	\$2.09	\$4.28
	Cost per rider	\$1,876	\$1,454	\$1,370

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2008	2002	2019	2020
36.4%	58.2%	51.5%	51.6%

COVID-19 federal relief grant spending

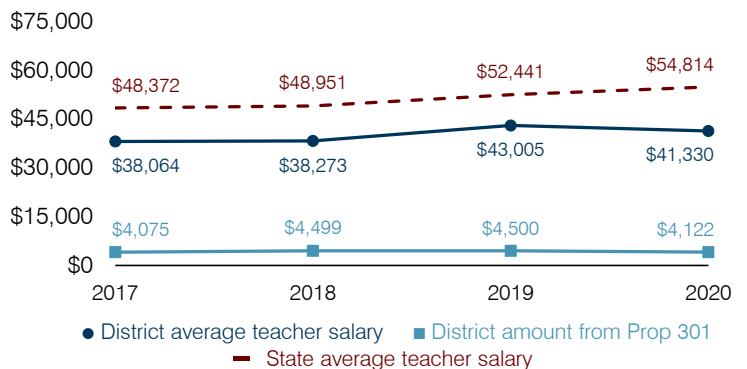
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 4,567
Per pupil federal relief grant spending	\$ 0	\$ 71

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 8,114	\$ 7,551	\$ 9,476	\$ 5,016
Student support	717	935	728	796
Instruction support	136	102	457	513
Nonclassroom spending				
Administration	1,923	2,058	3,852	936
Plant operations	2,322	1,945	2,825	1,048
Food service	857	802	988	432
Transportation	1,694	1,244	877	395
Total operational	15,763	14,637	19,203	9,136
Land and buildings	1,006	12,349	2,078	1,053
Equipment	1,813	1,732	1,343	533
Interest	9	0	30	273
Other	0	0	72	175
Total nonoperational	2,828	14,081	3,523	2,034
Total per pupil spending	\$ 18,591	\$ 28,718	\$ 22,726	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	11.1	9.1	9.2	10.1
Average years of teacher experience	8.3	9.3	9.5	9.3
Percentage of teachers in first 3 years	17%	27%	25%	25%

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

Bisbee Unified School District

Cochise County

Peer group(s): Operational 5 and Transportation 8¹

Legislative district(s): 14

District location: Town

Number of schools: 3

Graduation rate (2019): 85%

Students attending; Size: 675; Medium

5-year change in students attending: 11% decrease

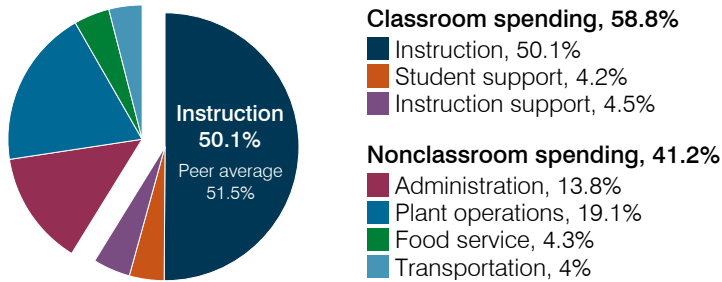
Special education population: 10%

English learner population: 7%

Poverty rate (2019): 25%

Free/reduced meal eligibility: 68%

Spending by operational area



Operational measures relative to peer averages

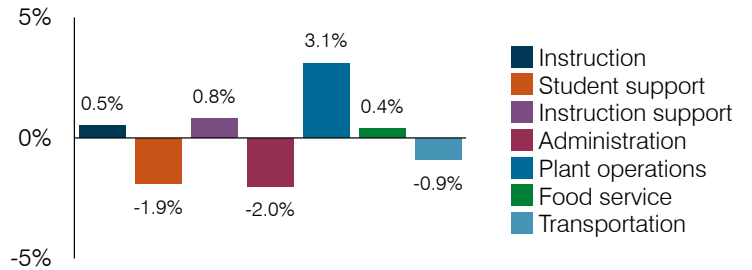
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,433	\$1,241	\$936
	Students per administrative position	50	58	65
Plant operations	Cost per square foot	\$6.36	\$5.69	\$6.55
	Square footage per student	310	275	160
Food service	Cost per meal	\$6.38	\$4.01	\$3.46
Transportation	Cost per mile	\$2.36	\$3.43	\$4.28
	Cost per rider	\$1,495	\$1,480	\$1,370

Very low Low Comparable High Very high

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 5,483	\$ 5,187	\$ 5,405	\$ 5,016
Student support	448	435	719	796
Instruction support	542	468	458	513
Nonclassroom spending				
Administration	1,569	1,433	1,241	936
Plant operations	1,978	1,974	1,516	1,048
Food service	425	440	424	432
Transportation	529	419	565	395
Total operational	10,974	10,356	10,328	9,136
Land and buildings	3,111	741	558	1,053
Equipment	421	505	686	533
Interest	3	37	198	273
Other	14	2	97	175
Total nonoperational	3,549	1,285	1,539	2,034
Total per pupil spending	\$ 14,523	\$ 11,641	\$ 11,867	\$ 11,170

Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

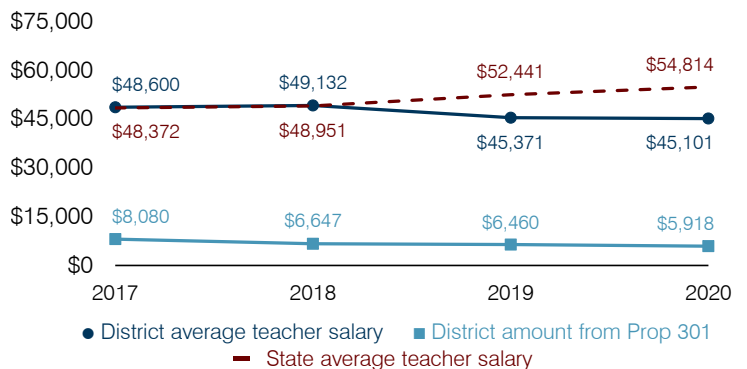
Lowest	Highest	Most recent years	
2009	2002	2019	2020
47.7%	55.9%	50.0%	50.1%

COVID-19 federal relief grant spending

	District	Peer average
Total federal relief grant spending	\$ 0	\$ 23,662
Per pupil federal relief grant spending	\$ 0	\$ 21

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	15.6	16.3	14.3	14.7
Average years of teacher experience	11.4	12.2	11.0	11.1
Percentage of teachers in first 3 years	16%	15%	26%	24%

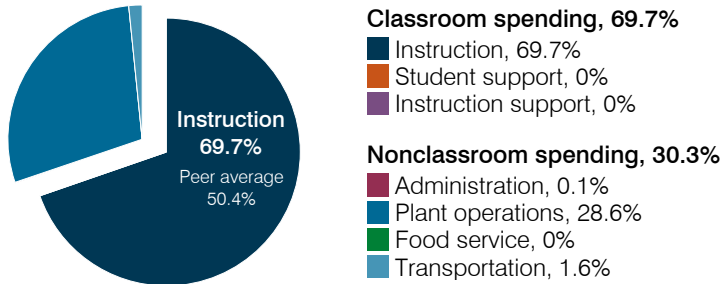
¹ See Appendix A for information, such as districts included in each peer group, and Appendix C for sources and methodology.

Blue Elementary School District

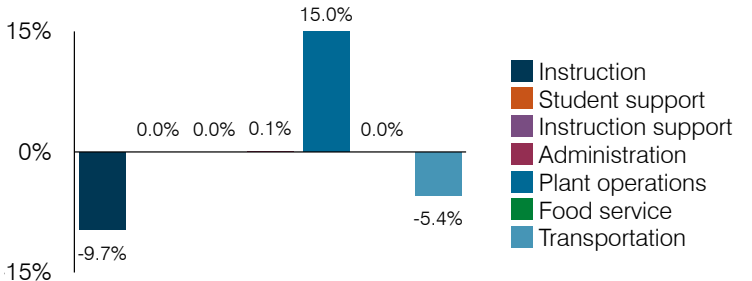
Greenlee County
 Peer group(s): Operational 11¹
 Legislative district(s): 14
 District location: Rural
 Number of schools: 1
 Graduation rate (2019): N/A

Students attending; Size: 8; Very small
 5-year change in students attending: 56% decrease
 Special education population: N/A
 English learner population: N/A
 Poverty rate (2019): N/A
 Free/reduced meal eligibility: N/A

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$15	\$3,852	\$936
	Students per administrative position	N/A	31	65
Plant operations	Cost per square foot	\$26.91	\$7.94	\$6.55
	Square footage per student	213	400	160
Food service	Cost per meal	N/A	\$6.46	\$3.46
Transportation	Cost per mile	N/A	N/A	\$4.28
	Cost per rider	N/A	N/A	\$1,370

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2020	2002	2019	2020
69.7%	88.9%	71.1%	69.7%

COVID-19 federal relief grant spending

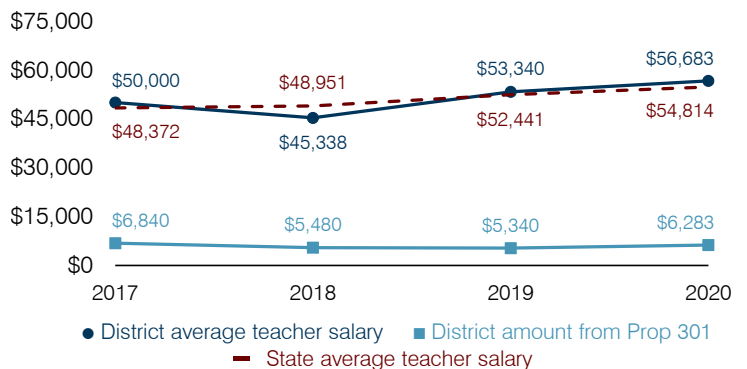
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 4,567
Per pupil federal relief grant spending	\$ 0	\$ 71

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 10,124	\$ 13,973	\$ 9,476	\$ 5,016
Student support	0	0	728	796
Instruction support	28	0	457	513
Nonclassroom spending				
Administration	10	15	3,852	936
Plant operations	3,361	5,740	2,825	1,048
Food service	0	0	988	432
Transportation	720	315	877	395
Total operational	14,243	20,043	19,203	9,136
Land and buildings	0	0	2,078	1,053
Equipment	920	471	1,343	533
Interest	0	0	30	273
Other	50	0	72	175
Total nonoperational	970	471	3,523	2,034
Total per pupil spending	\$ 15,213	\$ 20,514	\$22,726	\$11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	11.1	5.2	10.0	7.5
Average years of teacher experience	39.0	14.0	18.0	19.0
Percentage of teachers in first 3 years	0%	0%	0%	0%

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

Blue Ridge Unified School District

Navajo County

Peer group(s): Operational 5 and Transportation 8¹

Legislative district(s): 7

District location: Town

Number of schools: 3

Graduation rate (2019): 84%

Students attending; Size: 1,851; Medium

5-year change in students attending: 7% decrease

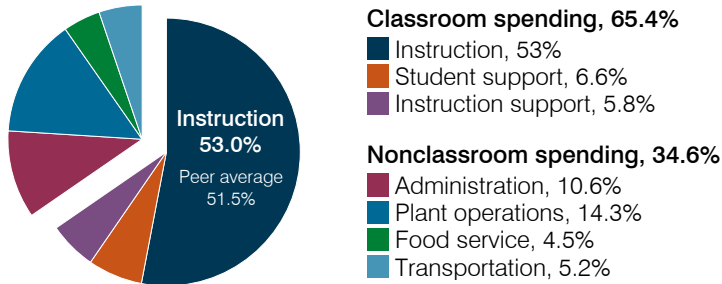
Special education population: 12%

English learner population: 4%

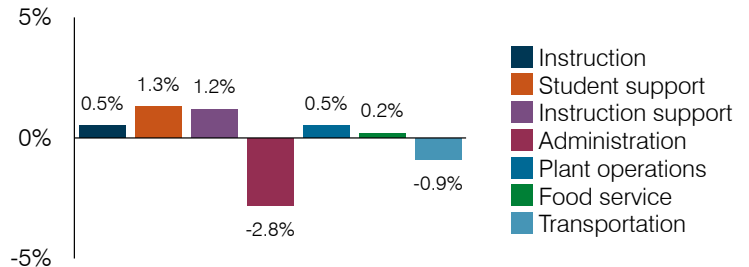
Poverty rate (2019): 21%

Free/reduced meal eligibility: 56%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,009	\$1,241	\$936
	Students per administrative position	80	58	65
Plant operations	Cost per square foot	\$4.75	\$5.69	\$6.55
	Square footage per student	285	275	160
Food service	Cost per meal	\$3.24	\$4.01	\$3.46
Transportation	Cost per mile	\$3.45	\$3.43	\$4.28
	Cost per rider	\$1,090	\$1,480	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2018	2009	2019	2020
51.9%	64.1%	53.1%	53.0%

COVID-19 federal relief grant spending

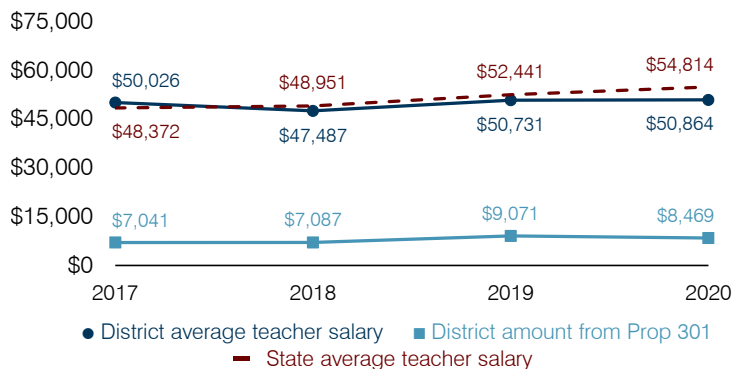
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 23,662
Per pupil federal relief grant spending	\$ 0	\$ 21

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,844	\$ 5,035	\$ 5,405	\$ 5,016
Student support	619	630	719	796
Instruction support	436	551	458	513
Nonclassroom spending				
Administration	1,120	1,009	1,241	936
Plant operations	1,236	1,354	1,516	1,048
Food service	352	431	424	432
Transportation	517	489	565	395
Total operational	9,124	9,499	10,328	9,136
Land and buildings	1,373	306	558	1,053
Equipment	381	535	686	533
Interest	501	490	198	273
Other	11	6	97	175
Total nonoperational	2,266	1,337	1,539	2,034
Total per pupil spending	\$ 11,390	\$ 10,836	\$ 11,867	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	20.0	18.7	18.2	16.9
Average years of teacher experience	14.3	13.7	16.5	17.0
Percentage of teachers in first 3 years	18%	17%	6%	4%

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

Bonita Elementary School District

Graham County

Peer group(s): Operational 11 and Transportation 11¹

Legislative district(s): 14

District location: Rural

Number of schools: 1

Graduation rate (2019): N/A

Students attending; Size: 97; Very small

5-year change in students attending: 10% increase

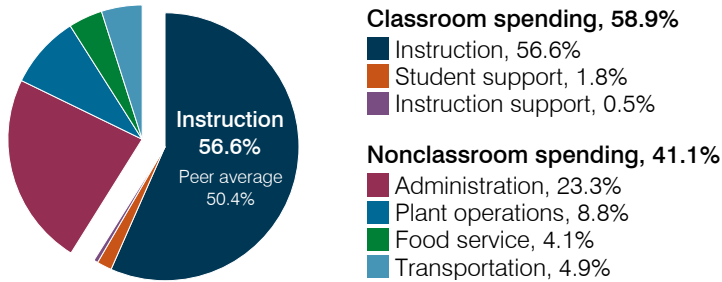
Special education population: 12%

English learner population: 2%

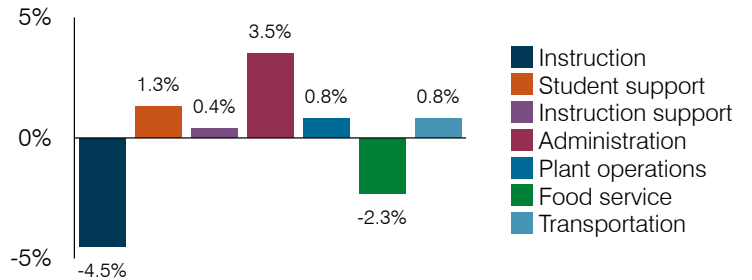
Poverty rate (2019): 15%

Free/reduced meal eligibility: 60%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$4,012	\$3,852	\$936
	Students per administrative position	32	31	65
Plant operations	Cost per square foot	\$5.38	\$7.94	\$6.55
	Square footage per student	281	400	160
Food service	Cost per meal	\$7.43	\$6.46	\$3.46
Transportation	Cost per mile	\$1.95	\$2.09	\$4.28
	Cost per rider	\$915	\$1,454	\$1,370

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2011	2003	2019	2020
56.4%	68.2%	61.2%	56.6%

COVID-19 federal relief grant spending

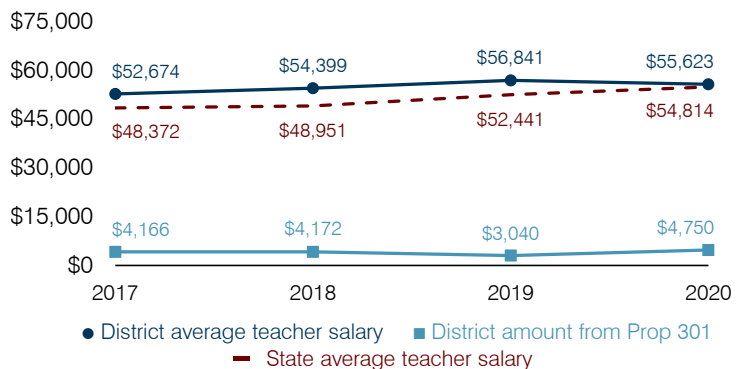
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 4,567
Per pupil federal relief grant spending	\$ 0	\$ 71

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 10,569	\$ 9,757	\$ 9,476	\$ 5,016
Student support	334	305	728	796
Instruction support	58	81	457	513
Nonclassroom spending				
Administration	3,475	4,012	3,852	936
Plant operations	1,234	1,509	2,825	1,048
Food service	723	714	988	432
Transportation	889	848	877	395
Total operational	17,282	17,226	19,203	9,136
Land and buildings	370	4,708	2,078	1,053
Equipment	233	1,605	1,343	533
Interest	44	16	30	273
Other	0	0	72	175
Total nonoperational	647	6,329	3,523	2,034
Total per pupil spending	\$ 17,929	\$ 23,555	\$ 22,726	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	9.2	8.1	8.7	9.2
Average years of teacher experience	28.9	29.9	30.1	31.3
Percentage of teachers in first 3 years	0%	0%	0%	0%

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

Bouse Elementary School District

La Paz County

Peer group(s): Operational 11 and Transportation 11¹

Legislative district(s): 5

District location: Rural

Number of schools: 1

Graduation rate (2019): N/A

Students attending; Size: 31; Very small

5-year change in students attending: 8% increase

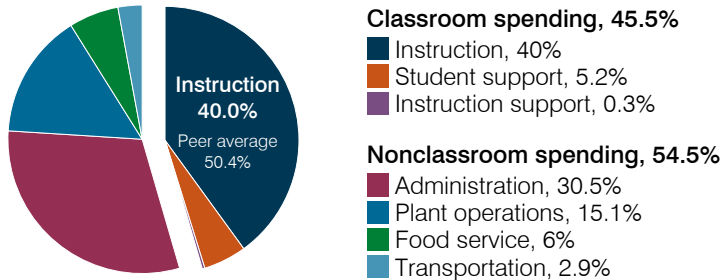
Special education population: 21%

English learner population: 17%

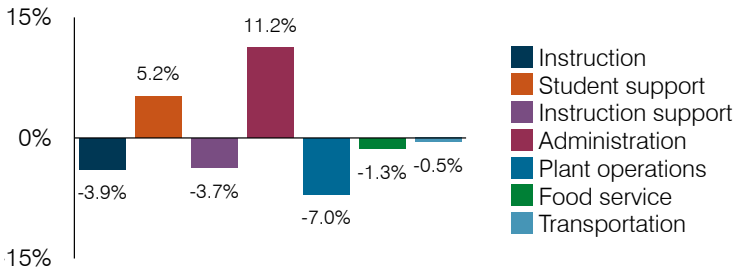
Poverty rate (2019): 20%

Free/reduced meal eligibility: 86%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$8,491	\$3,852	\$936
	Students per administrative position	11	31	65
Plant operations	Cost per square foot	\$9.67	\$7.94	\$6.55
	Square footage per student	434	400	160
Food service	Cost per meal	\$8.65	\$6.46	\$3.46
Transportation	Cost per mile	\$2.88	\$2.09	\$4.28
	Cost per rider	\$742	\$1,454	\$1,370

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2017	2001	2019	2020
34.9%	59.8%	40.1%	40.0%

COVID-19 federal relief grant spending

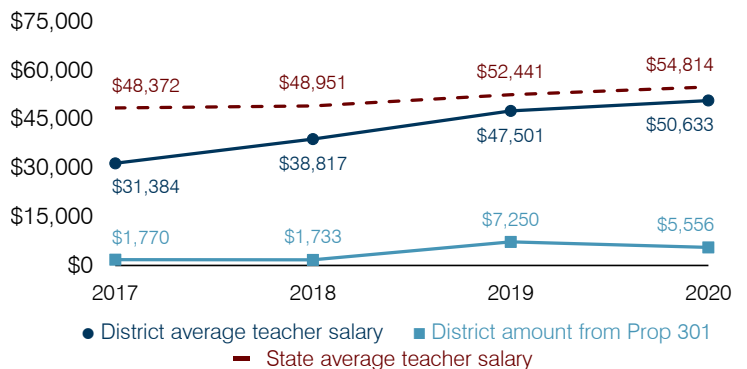
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 4,567
Per pupil federal relief grant spending	\$ 0	\$ 71

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 8,251	\$ 11,157	\$ 9,476	\$ 5,016
Student support	541	1,453	728	796
Instruction support	164	96	457	513
Nonclassroom spending				
Administration	6,491	8,491	3,852	936
Plant operations	3,577	4,196	2,825	1,048
Food service	1,362	1,664	988	432
Transportation	201	803	877	395
Total operational	20,587	27,860	19,203	9,136
Land and buildings	672	1,405	2,078	1,053
Equipment	381	5,032	1,343	533
Interest	0	0	30	273
Other	18	135	72	175
Total nonoperational	1,071	6,572	3,523	2,034
Total per pupil spending	\$ 21,658	\$ 34,432	\$ 22,726	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	8.4	8.5	9.4	6.8
Average years of teacher experience	11.7	11.7	8.3	6.5
Percentage of teachers in first 3 years	0%	0%	0%	25%

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

Bowie Unified School District

Cochise County

Peer group(s): Operational 11 and Transportation 11¹

Legislative district(s): 14

District location: Rural

Number of schools: 2

Graduation rate (2019): N/A

Students attending; Size: 56; Very small

5-year change in students attending: 52% increase

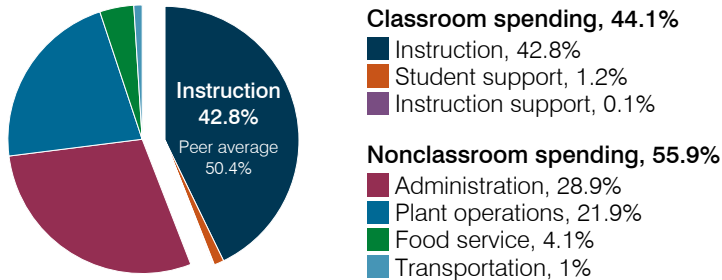
Special education population: 26%

English learner population: 5%

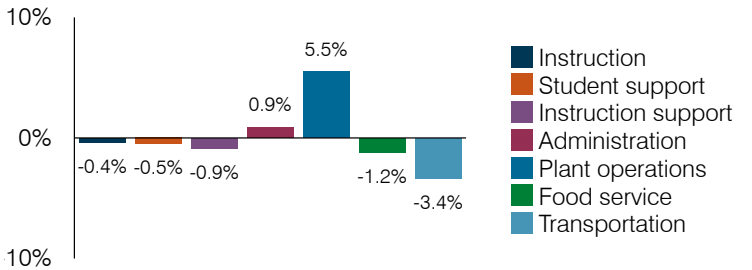
Poverty rate (2019): 22%

Free/reduced meal eligibility: 80%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$8,153	\$3,852	\$936
	Students per administrative position	19	31	65
Plant operations	Cost per square foot	\$7.55	\$7.94	\$6.55
	Square footage per student	820	400	160
Food service	Cost per meal	\$9.32	\$6.46	\$3.46
Transportation	Cost per mile	\$0.35	\$2.09	\$4.28
	Cost per rider	\$712	\$1,454	\$1,370

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2018	2006	2019	2020
36.4%	60.7%	41.4%	42.8%

COVID-19 federal relief grant spending

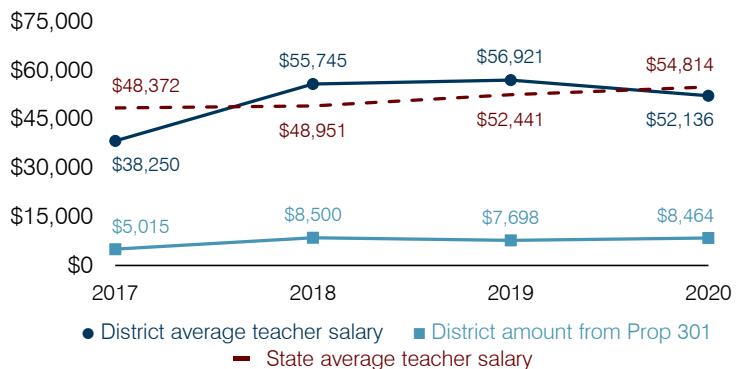
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 4,567
Per pupil federal relief grant spending	\$ 0	\$ 71

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 12,740	\$ 12,091	\$ 9,476	\$ 5,016
Student support	402	344	728	796
Instruction support	228	34	457	513
Nonclassroom spending				
Administration	8,861	8,153	3,852	936
Plant operations	6,416	6,189	2,825	1,048
Food service	1,317	1,151	988	432
Transportation	838	280	877	395
Total operational	30,802	28,242	19,203	9,136
Land and buildings	0	0	2,078	1,053
Equipment	1,117	979	1,343	533
Interest	0	0	30	273
Other	183	14	72	175
Total nonoperational	1,300	993	3,523	2,034
Total per pupil spending	\$ 32,102	\$ 29,235	\$ 22,726	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	11.4	29.8	10.4	9.3
Average years of teacher experience	12.5	13.5	11.8	9.8
Percentage of teachers in first 3 years	25%	25%	20%	17%

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

Buckeye Elementary School District

Maricopa County

Peer group(s): Operational 8 and Transportation 3¹

Legislative district(s): 4 and 13

District location: Suburb

Number of schools: 7

Graduation rate (2019): N/A

Students attending; Size: 5,183; Medium-large

5-year change in students attending: 10% increase

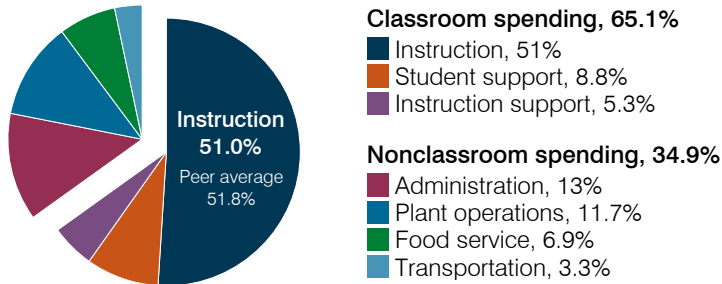
Special education population: 15%

English learner population: 9%

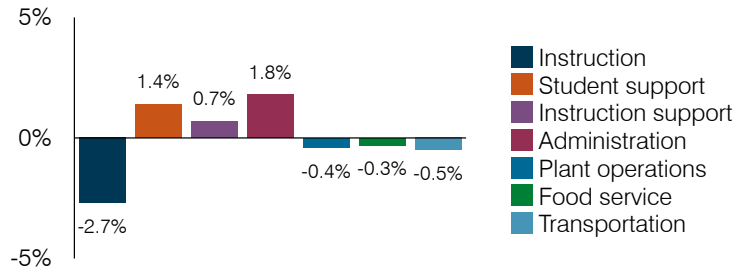
Poverty rate (2019): 16%

Free/reduced meal eligibility: 67%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,140	\$1,119	\$936
	Students per administrative position	73	64	65
Plant operations	Cost per square foot	\$8.10	\$6.73	\$6.55
	Square footage per student	128	148	160
Food service	Cost per meal	\$2.79	\$3.26	\$3.46
Transportation	Cost per mile	\$4.02	\$4.60	\$4.28
	Cost per rider	\$1,241	\$1,301	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2018	2007	2019	2020
50.0%	63.0%	50.6%	51.0%

COVID-19 federal relief grant spending

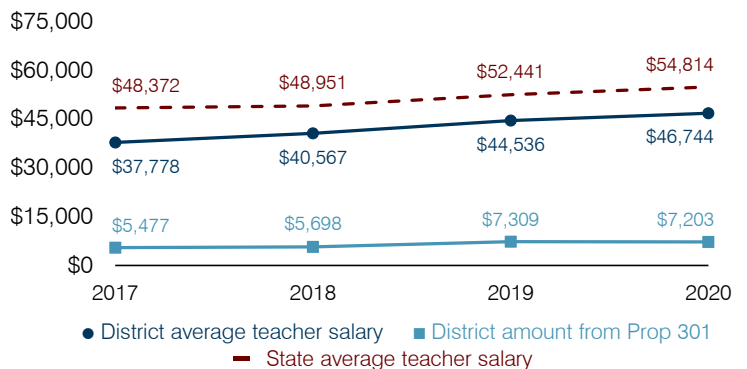
	District	Peer average
Total federal relief grant spending	\$ 126,977	\$ 505,751
Per pupil federal relief grant spending	\$ 24	\$ 90

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,250	\$ 4,496	\$ 4,869	\$ 5,016
Student support	718	771	757	796
Instruction support	490	468	615	513
Nonclassroom spending				
Administration	1,043	1,140	1,119	936
Plant operations	935	1,033	1,017	1,048
Food service	665	607	703	432
Transportation	302	294	348	395
Total operational	8,403	8,809	9,428	9,136
Land and buildings	297	526	1,809	1,053
Equipment	436	231	640	533
Interest	169	233	374	273
Other	215	206	218	175
Total nonoperational	1,117	1,196	3,041	2,034
Total per pupil spending	\$ 9,520	\$ 10,005	\$12,469	\$11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	18.5	21.2	20.8	20.3
Average years of teacher experience	7.5	8.0	7.7	8.2
Percentage of teachers in first 3 years	32%	28%	31%	27%

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

Buckeye Union High School District

Maricopa County

Peer group(s): Operational 3 and Transportation 5¹

Legislative district(s): 4 and 13

District location: Suburb

Number of schools: 3

Graduation rate (2019): 96%

Students attending; Size: 4,555; Medium-large

5-year change in students attending: 14% increase

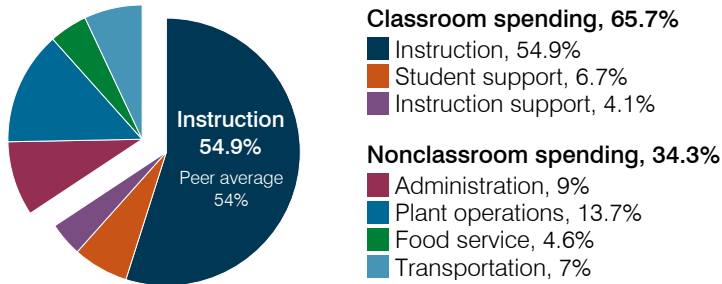
Special education population: 12%

English learner population: 3%

Poverty rate (2019): 11%

Free/reduced meal eligibility: 52%

Spending by operational area



Operational measures relative to peer averages

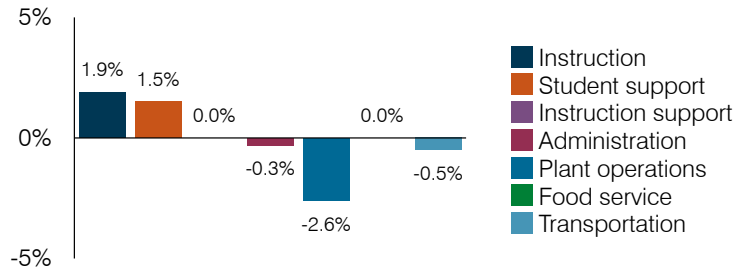
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$825	\$937	\$936
	Students per administrative position	73	65	65
Plant operations	Cost per square foot	\$6.87	\$6.03	\$6.55
	Square footage per student	181	164	160
Food service	Cost per meal	\$3.20	\$3.64	\$3.46
Transportation	Cost per mile	\$2.87	\$3.77	\$4.28
	Cost per rider	\$1,637	\$1,776	\$1,370

Very low Low Comparable High Very high

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,994	\$ 5,009	\$ 4,606	\$ 5,016
Student support	506	609	805	796
Instruction support	384	374	374	513
Nonclassroom spending				
Administration	779	825	937	936
Plant operations	1,225	1,246	1,034	1,048
Food service	420	421	340	432
Transportation	676	637	450	395
Total operational	8,984	9,121	8,546	9,136
Land and buildings	148	133	779	1,053
Equipment	531	1,033	519	533
Interest	776	653	284	273
Other	62	45	160	175
Total nonoperational	1,517	1,864	1,742	2,034
Total per pupil spending	\$ 10,501	\$ 10,985	\$10,288	\$11,170

Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

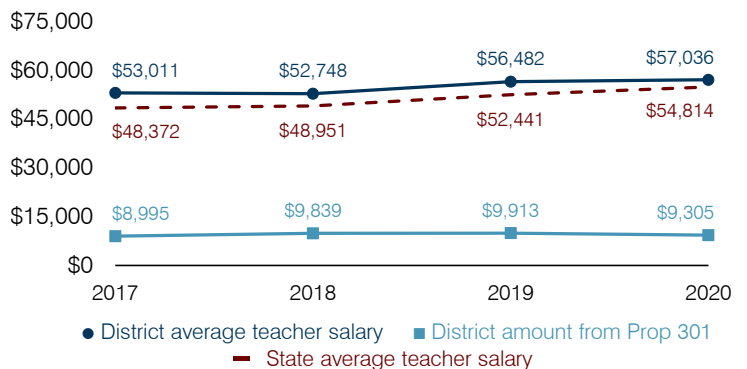
Lowest	Highest	Most recent years	
2001	2009	2019	2020
48.3%	56.8%	55.6%	54.9%

COVID-19 federal relief grant spending

	District	Peer average
Total federal relief grant spending	\$ 102,813	\$ 49,386
Per pupil federal relief grant spending	\$ 23	\$ 10

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	20.9	21.0	21.1	21.6
Average years of teacher experience	11.0	11.5	12.5	13.5
Percentage of teachers in first 3 years	17%	10%	9%	9%

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

Bullhead City Elementary School District

Mohave County

Peer group(s): Operational 9 and Transportation 6¹

Legislative district(s): 5

District location: Rural

Number of schools: 6

Graduation rate (2019): N/A

Students attending; Size: 2,490; Medium-large

5-year change in students attending: 10% decrease

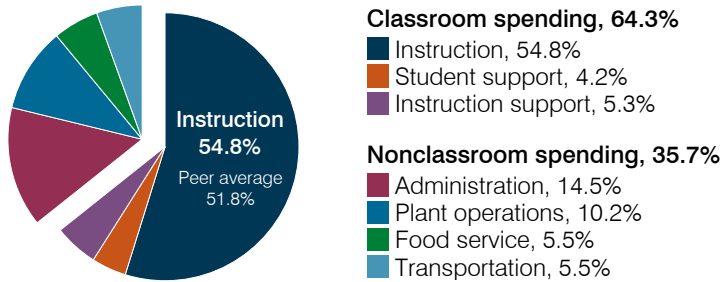
Special education population: 13%

English learner population: 4%

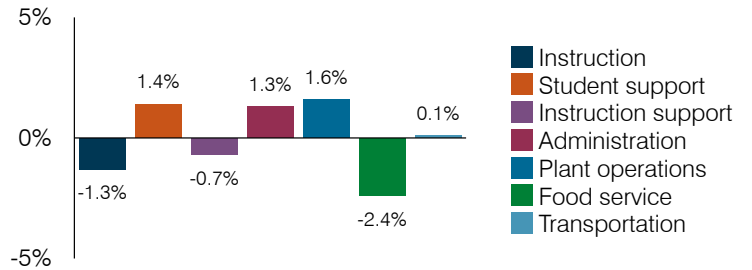
Poverty rate (2019): 36%

Free/reduced meal eligibility: 95%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,202	\$1,207	\$936
	Students per administrative position	75	58	65
Plant operations	Cost per square foot	\$5.58	\$6.61	\$6.55
	Square footage per student	152	167	160
Food service	Cost per meal	\$3.36	\$3.22	\$3.46
Transportation	Cost per mile	\$3.60	\$3.70	\$4.28
	Cost per rider	\$881	\$799	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2019	2001	2019	2020
54.2%	64.1%	54.2%	54.8%

COVID-19 federal relief grant spending

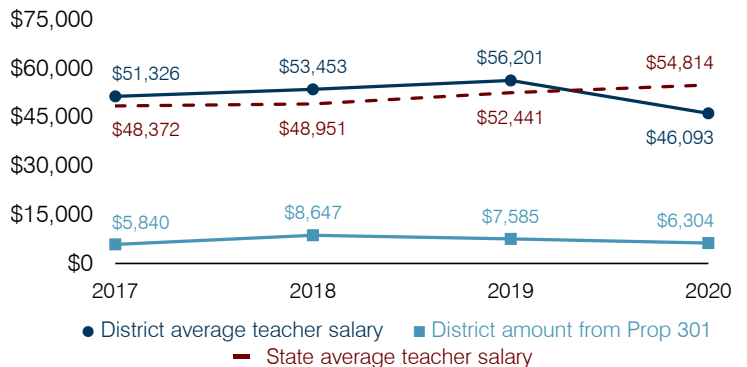
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 125,249
Per pupil federal relief grant spending	\$ 0	\$ 50

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,470	\$ 4,533	\$ 4,770	\$ 5,016
Student support	255	347	627	796
Instruction support	488	439	433	513
Nonclassroom spending				
Administration	1,153	1,202	1,207	936
Plant operations	763	846	1,077	1,048
Food service	585	455	562	432
Transportation	540	455	507	395
Total operational	8,254	8,277	9,183	9,136
Land and buildings	21	43	283	1,053
Equipment	299	306	443	533
Interest	4	0	145	273
Other	60	62	134	175
Total nonoperational	384	411	1,005	2,034
Total per pupil spending	\$ 8,638	\$ 8,688	\$10,188	\$11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	19.2	21.8	20.8	17.7
Average years of teacher experience	9.8	9.9	10.0	10.2
Percentage of teachers in first 3 years	18%	24%	25%	26%

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

Camp Verde Unified School District

Yavapai County

Peer group(s): Operational 5 and Transportation 7¹

Legislative district(s): 1 and 6

District location: Rural

Number of schools: 3

Graduation rate (2019): 85%

Students attending; Size: 1,563; Medium

5-year change in students attending: 9% increase

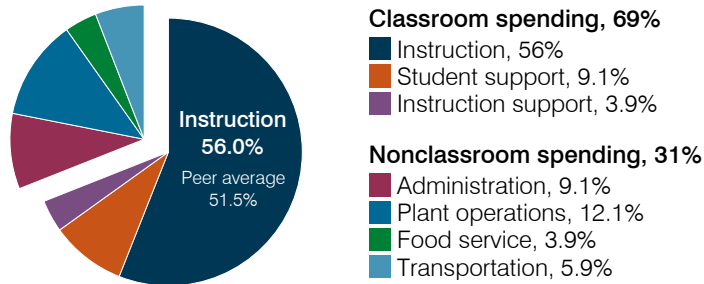
Special education population: 14%

English learner population: 4%

Poverty rate (2019): 25%

Free/reduced meal eligibility: 60%

Spending by operational area



Operational measures relative to peer averages

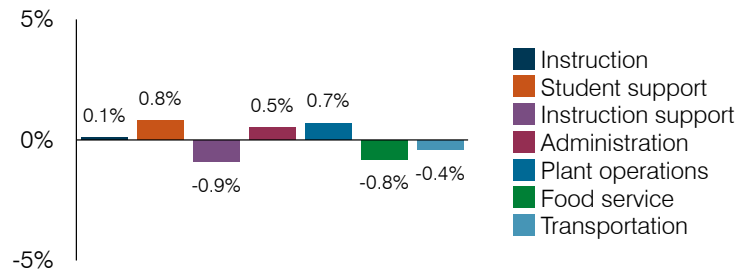
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$747	\$1,241	\$936
	Students per administrative position	65	58	65
Plant operations	Cost per square foot	\$6.68	\$5.69	\$6.55
	Square footage per student	149	275	160
Food service	Cost per meal	\$3.63	\$4.01	\$3.46
Transportation	Cost per mile	\$3.79	\$3.84	\$4.28
	Cost per rider	\$1,103	\$1,110	\$1,370

Very low Low Comparable High Very high

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,393	\$ 4,595	\$ 5,405	\$ 5,016
Student support	649	745	719	796
Instruction support	257	317	458	513
Nonclassroom spending				
Administration	742	747	1,241	936
Plant operations	986	998	1,516	1,048
Food service	318	322	424	432
Transportation	511	485	565	395
Total operational	7,856	8,209	10,328	9,136
Land and buildings	29	868	558	1,053
Equipment	347	743	686	533
Interest	52	56	198	273
Other	12	9	97	175
Total nonoperational	440	1,676	1,539	2,034
Total per pupil spending	\$ 8,296	\$ 9,885	\$11,867	\$11,170

Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

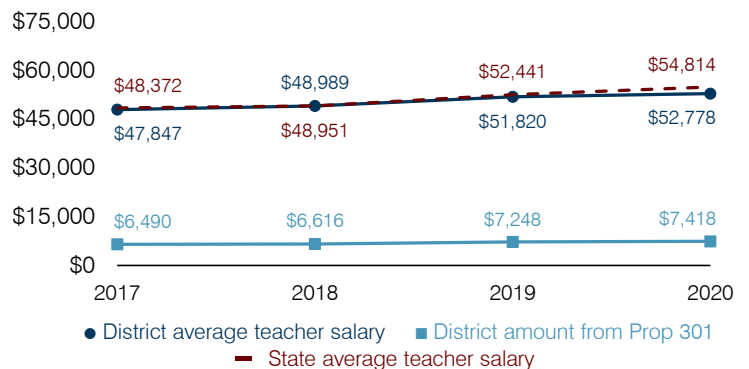
Lowest	Highest	Most recent years	
2010	2014	2019	2020
52.6%	57.5%	55.9%	56.0%

COVID-19 federal relief grant spending

	District	Peer average
Total federal relief grant spending	\$ 0	\$ 23,662
Per pupil federal relief grant spending	\$ 0	\$ 21

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	17.5	17.0	18.6	18.3
Average years of teacher experience	10.5	10.9	11.0	11.4
Percentage of teachers in first 3 years	3%	7%	14%	15%

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

Cañon Elementary School District

Yavapai County

Peer group(s): Operational 11 and Transportation 11¹

Legislative district(s): 1

District location: Rural

Number of schools: 1

Graduation rate (2019): N/A

Students attending; Size: 137; Very small

5-year change in students attending: 34% increase

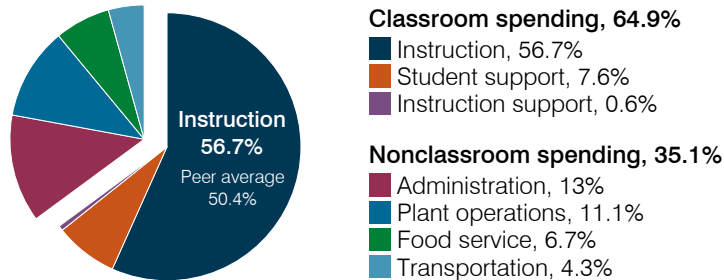
Special education population: 12%

English learner population: 0%

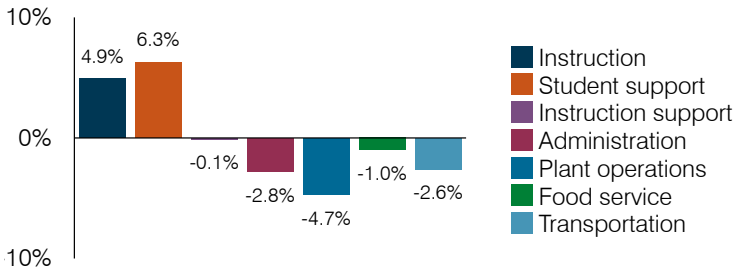
Poverty rate (2019): 37%

Free/reduced meal eligibility: 96%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,618	\$3,852	\$936
	Students per administrative position	34	31	65
Plant operations	Cost per square foot	\$4.95	\$7.94	\$6.55
	Square footage per student	280	400	160
Food service	Cost per meal	\$4.38	\$6.46	\$3.46
Transportation	Cost per mile	\$2.27	\$2.09	\$4.28
	Cost per rider	\$752	\$1,454	\$1,370

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2012	2020	2019	2020
47.1%	56.7%	54.1%	56.7%

COVID-19 federal relief grant spending

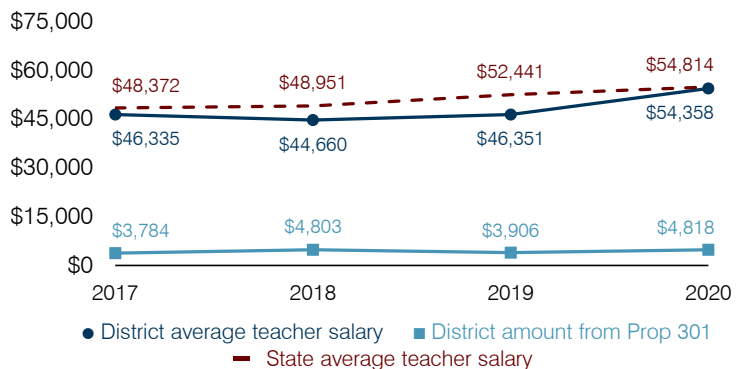
	District	Peer average
Total federal relief grant spending	\$ 7,061	\$ 4,567
Per pupil federal relief grant spending	\$ 52	\$ 71

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 6,434	\$ 7,058	\$ 9,476	\$ 5,016
Student support	455	947	728	796
Instruction support	85	68	457	513
Nonclassroom spending				
Administration	2,119	1,618	3,852	936
Plant operations	1,275	1,386	2,825	1,048
Food service	983	839	988	432
Transportation	546	528	877	395
Total operational	11,897	12,444	19,203	9,136
Land and buildings	326	161	2,078	1,053
Equipment	1,072	388	1,343	533
Interest	0	0	30	273
Other	0	0	72	175
Total nonoperational	1,398	549	3,523	2,034
Total per pupil spending	\$ 13,295	\$ 12,993	\$ 22,726	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	11.2	11.7	12.4	12.4
Average years of teacher experience	16.3	16.2	13.3	9.7
Percentage of teachers in first 3 years	0%	0%	23%	42%

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

Cartwright Elementary School District

Maricopa County

Peer group(s): Operational 7 and Transportation 1¹

Legislative district(s): 19 and 29

District location: City

Number of schools: 21

Graduation rate (2019): N/A

Students attending; Size: 14,873; Large

5-year change in students attending: 17% decrease

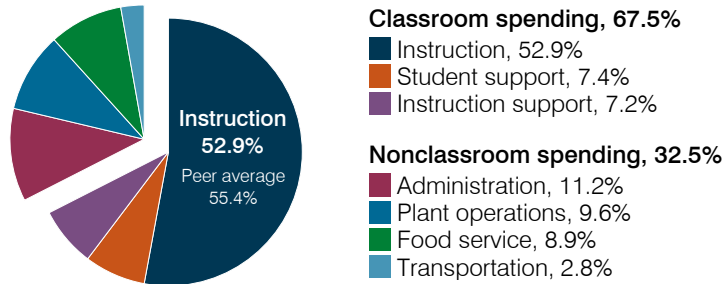
Special education population: 10%

English learner population: 22%

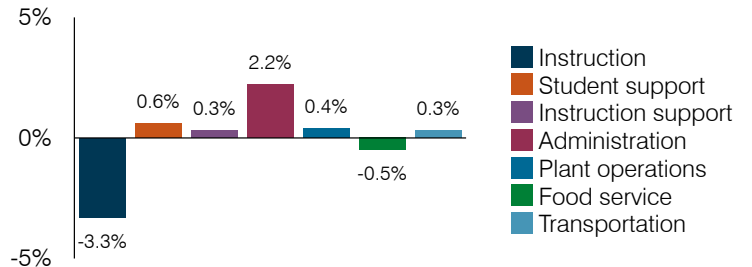
Poverty rate (2019): 30%

Free/reduced meal eligibility: 87%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,047	\$911	\$936
	Students per administrative position	72	74	65
Plant operations	Cost per square foot	\$6.27	\$6.16	\$6.55
	Square footage per student	144	144	160
Food service	Cost per meal	\$3.37	\$3.37	\$3.46
Transportation	Cost per mile	\$10.43	\$7.32	\$4.28
	Cost per rider	\$1,807	\$1,286	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2020	2001	2019	2020
52.9%	66.4%	53.3%	52.9%

COVID-19 federal relief grant spending

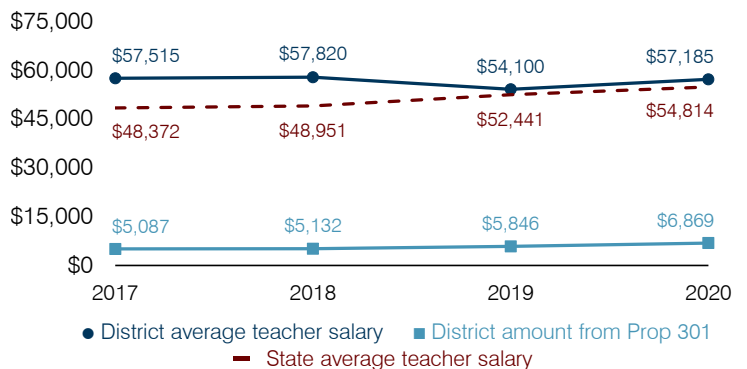
	District	Peer average
Total federal relief grant spending	\$ 1,836,511	\$ 833,736
Per pupil federal relief grant spending	\$ 123	\$ 70

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,899	\$ 4,948	\$ 4,916	\$ 5,016
Student support	617	691	745	796
Instruction support	714	672	526	513
Nonclassroom spending				
Administration	1,058	1,047	911	936
Plant operations	857	903	881	1,048
Food service	824	832	590	432
Transportation	215	258	321	395
Total operational	9,184	9,351	8,890	9,136
Land and buildings	78	962	1,168	1,053
Equipment	278	196	563	533
Interest	81	77	262	273
Other	8	39	189	175
Total nonoperational	445	1,274	2,182	2,034
Total per pupil spending	\$ 9,629	\$ 10,625	\$ 11,072	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	21.1	20.1	17.6	18.3
Average years of teacher experience	10.0	10.0	10.3	10.1
Percentage of teachers in first 3 years	23%	27%	27%	30%

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

Casa Grande Elementary School District

Pinal County

Peer group(s): Operational 8 and Transportation 4¹

Legislative district(s): 8 and 11

District location: Suburb

Number of schools: 12

Graduation rate (2019): N/A

Students attending; Size: 6,284; Medium-large

5-year change in students attending: 5% decrease

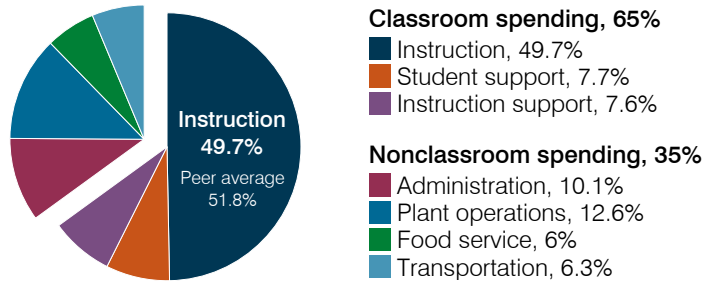
Special education population: 14%

English learner population: 7%

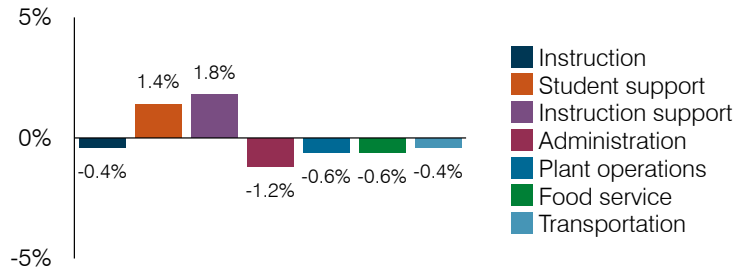
Poverty rate (2019): 19%

Free/reduced meal eligibility: 78%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$862	\$1,119	\$936
	Students per administrative position	64	64	65
Plant operations	Cost per square foot	\$7.42	\$6.73	\$6.55
	Square footage per student	144	148	160
Food service	Cost per meal	\$2.86	\$3.26	\$3.46
Transportation	Cost per mile	\$3.58	\$4.22	\$4.28
	Cost per rider	\$1,381	\$1,471	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2014	2001	2019	2020
49.1%	56.9%	49.5%	49.7%

COVID-19 federal relief grant spending

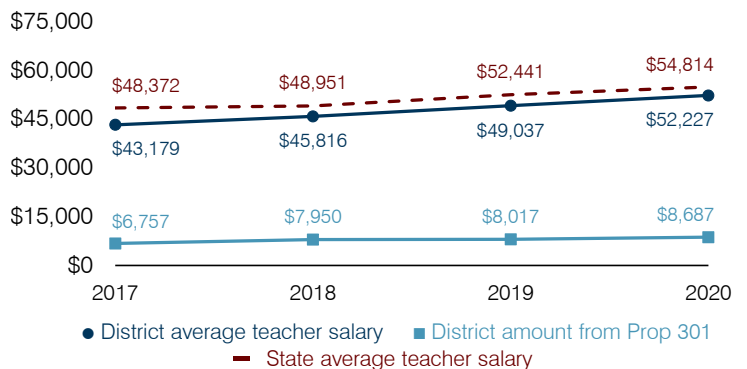
	District	Peer average
Total federal relief grant spending	\$ 759,458	\$ 505,751
Per pupil federal relief grant spending	\$ 121	\$ 90

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,148	\$ 4,240	\$ 4,869	\$ 5,016
Student support	617	658	757	796
Instruction support	601	651	615	513
Nonclassroom spending				
Administration	825	862	1,119	936
Plant operations	1,071	1,071	1,017	1,048
Food service	536	513	703	432
Transportation	574	539	348	395
Total operational	8,372	8,534	9,428	9,136
Land and buildings	1,005	707	1,809	1,053
Equipment	983	510	640	533
Interest	247	254	374	273
Other	56	37	218	175
Total nonoperational	2,291	1,508	3,041	2,034
Total per pupil spending	\$ 10,663	\$ 10,042	\$12,469	\$11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	20.1	19.9	19.5	20.5
Average years of teacher experience	9.8	9.9	10.1	10.4
Percentage of teachers in first 3 years	25%	25%	27%	23%

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

Casa Grande Union High School District

Pinal County

Peer group(s): Operational 3 and Transportation 5¹

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

District location: Suburb

Number of schools: 2

Graduation rate (2019): 85%

Students attending; Size: 3,595; Medium-large

5-year change in students attending: 4% decrease

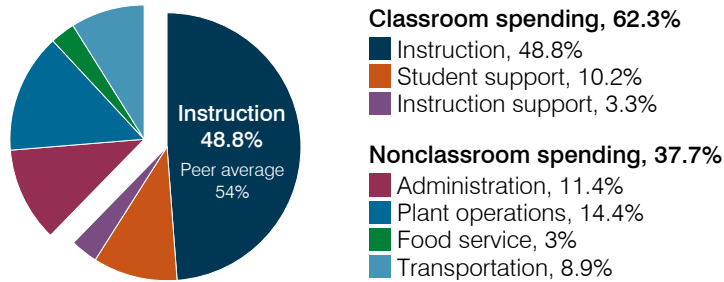
Special education population: 13%

English learner population: 2%

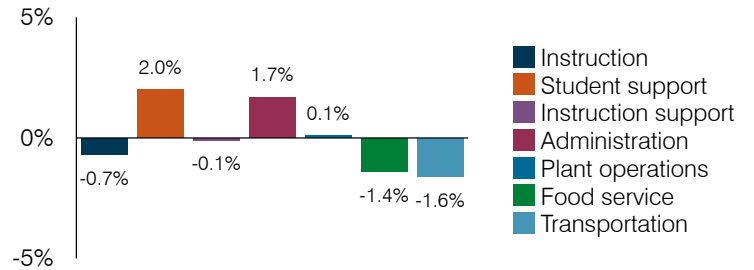
Poverty rate (2019): 18%

Free/reduced meal eligibility: 54%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,105	\$937	\$936
	Students per administrative position	54	65	65
Plant operations	Cost per square foot	\$8.31	\$6.03	\$6.55
	Square footage per student	168	164	160
Food service	Cost per meal	\$4.10	\$3.64	\$3.46
Transportation	Cost per mile	\$4.36	\$3.77	\$4.28
	Cost per rider	\$2,888	\$1,776	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2011	2008	2019	2020
45.2%	56.4%	48.0%	48.8%

COVID-19 federal relief grant spending

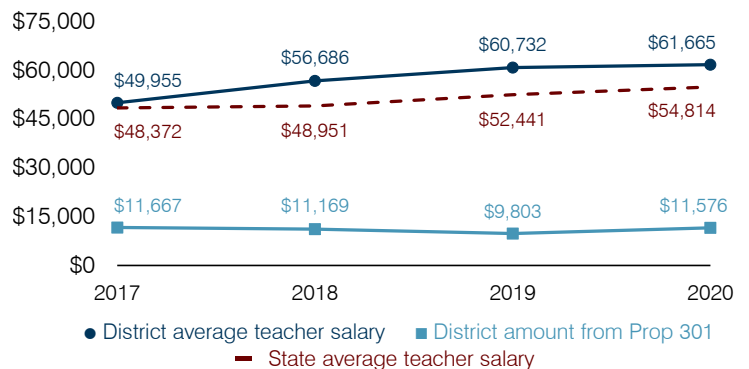
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 49,386
Per pupil federal relief grant spending	\$ 0	\$ 10

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,594	\$ 4,738	\$ 4,606	\$ 5,016
Student support	1,001	989	805	796
Instruction support	310	321	374	513
Nonclassroom spending				
Administration	1,000	1,105	937	936
Plant operations	1,278	1,395	1,034	1,048
Food service	323	300	340	432
Transportation	1,069	865	450	395
Total operational	9,575	9,713	8,546	9,136
Land and buildings	35	268	779	1,053
Equipment	416	297	519	533
Interest	236	109	284	273
Other	1	2	160	175
Total nonoperational	688	676	1,742	2,034
Total per pupil spending	\$ 10,263	\$ 10,389	\$ 10,288	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	23.7	23.9	21.5	21.5
Average years of teacher experience	11.5	12.1	12.6	13.4
Percentage of teachers in first 3 years	13%	9%	8%	9%

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

Catalina Foothills Unified School District

Pima County

Peer group(s): Operational 3 and Transportation 1¹

Legislative district(s): 9

District location: Suburb

Number of schools: 7

Graduation rate (2019): 94%

Students attending; Size: 5,169; Medium-large

5-year change in students attending: 7% increase

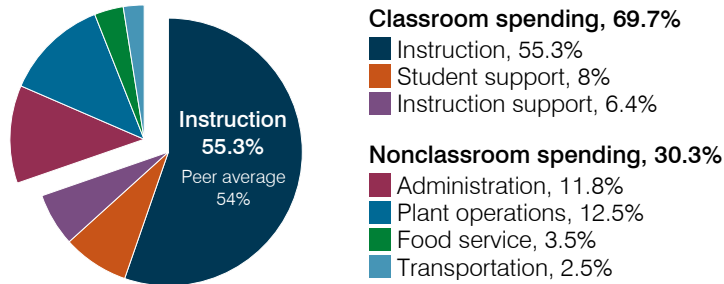
Special education population: 8%

English learner population: 2%

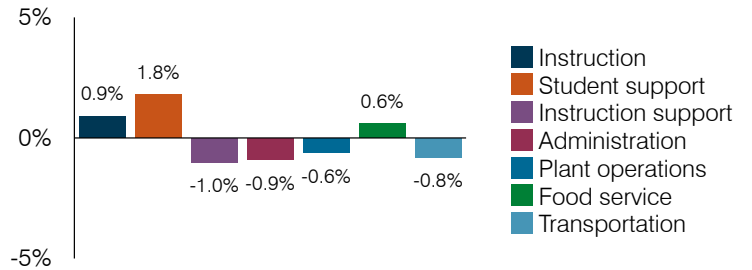
Poverty rate (2019): 5%

Free/reduced meal eligibility: 12%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$941	\$937	\$936
	Students per administrative position	64	65	65
Plant operations	Cost per square foot	\$6.18	\$6.03	\$6.55
	Square footage per student	160	164	160
Food service	Cost per meal	\$4.54	\$3.64	\$3.46
Transportation	Cost per mile	\$3.22	\$7.32	\$4.28
	Cost per rider	\$382	\$1,286	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2013	2003	2019	2020
52.2%	61.4%	55.5%	55.3%

COVID-19 federal relief grant spending

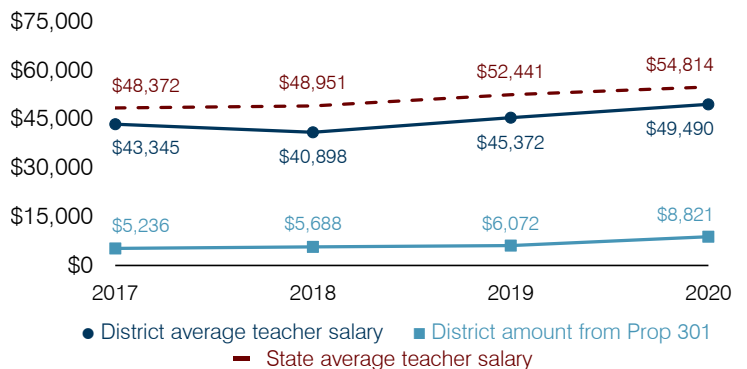
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 49,386
Per pupil federal relief grant spending	\$ 0	\$ 10

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,311	\$ 4,395	\$ 4,606	\$ 5,016
Student support	605	638	805	796
Instruction support	518	507	374	513
Nonclassroom spending				
Administration	899	941	937	936
Plant operations	963	991	1,034	1,048
Food service	222	282	340	432
Transportation	255	201	450	395
Total operational	7,773	7,955	8,546	9,136
Land and buildings	1,377	942	779	1,053
Equipment	430	503	519	533
Interest	293	250	284	273
Other	879	857	160	175
Total nonoperational	2,979	2,552	1,742	2,034
Total per pupil spending	\$ 10,752	\$ 10,507	\$ 10,288	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	18.4	16.7	16.8	17.6
Average years of teacher experience	10.9	11.3	11.5	11.6
Percentage of teachers in first 3 years	22%	19%	16%	15%

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

Cave Creek Unified School District

Maricopa County

Peer group(s): Operational 3 and Transportation 4¹

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

District location: City

Number of schools: 7

Graduation rate (2019): 94%

Students attending; Size: 5,304; Medium-large

5-year change in students attending: 1% increase

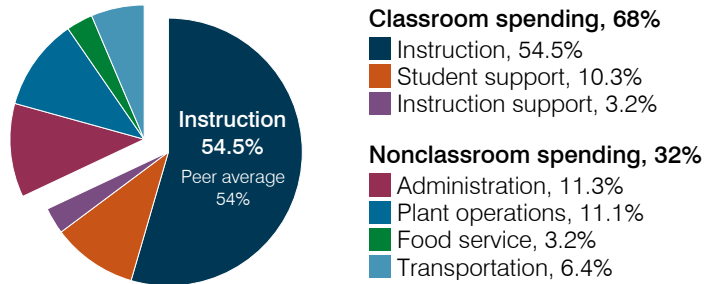
Special education population: 14%

English learner population: 1%

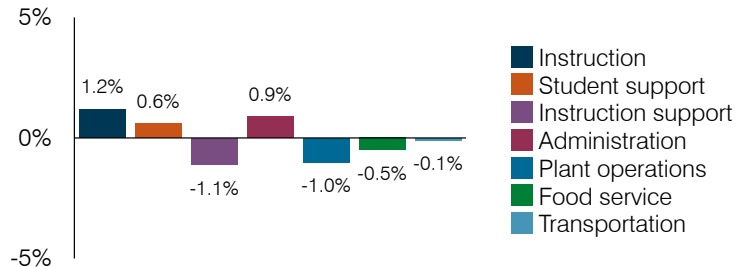
Poverty rate (2019): 7%

Free/reduced meal eligibility: 8%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$921	\$937	\$936
	Students per administrative position	59	65	65
Plant operations	Cost per square foot	\$4.97	\$6.03	\$6.55
	Square footage per student	182	164	160
Food service	Cost per meal	\$3.08	\$3.64	\$3.46
Transportation	Cost per mile	\$3.54	\$4.22	\$4.28
	Cost per rider	\$1,372	\$1,471	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2016	2005	2019	2020
52.8%	59.7%	55.6%	54.5%

COVID-19 federal relief grant spending

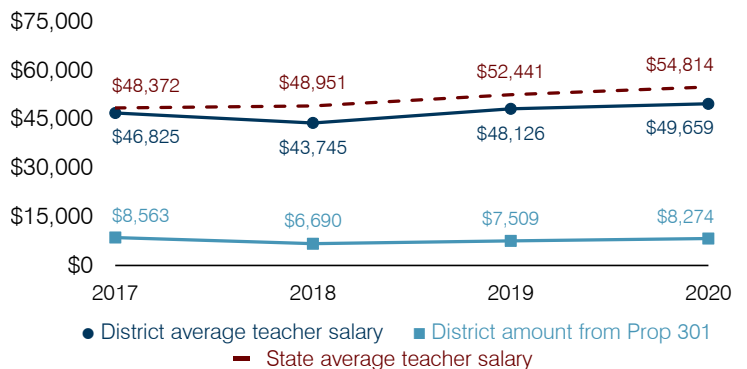
	District	Peer average
Total federal relief grant spending	\$ 8,391	\$ 49,386
Per pupil federal relief grant spending	\$ 2	\$ 10

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,462	\$ 4,444	\$ 4,606	\$ 5,016
Student support	797	838	805	796
Instruction support	261	267	374	513
Nonclassroom spending				
Administration	904	921	937	936
Plant operations	832	902	1,034	1,048
Food service	268	263	340	432
Transportation	507	521	450	395
Total operational	8,031	8,156	8,546	9,136
Land and buildings	593	518	779	1,053
Equipment	354	259	519	533
Interest	285	260	284	273
Other	470	430	160	175
Total nonoperational	1,702	1,467	1,742	2,034
Total per pupil spending	\$ 9,733	\$ 9,623	\$10,288	\$11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	20.8	19.8	19.7	19.5
Average years of teacher experience	13.2	12.8	12.9	13.5
Percentage of teachers in first 3 years	17%	20%	19%	19%

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

Cedar Unified School District

Navajo County

Peer group(s): Operational 11 and Transportation 11¹

Legislative district(s): 7

District location: Rural

Number of schools: 1

Graduation rate (2019): N/A

Students attending; Size: 121; Very small

5-year change in students attending: 12% decrease

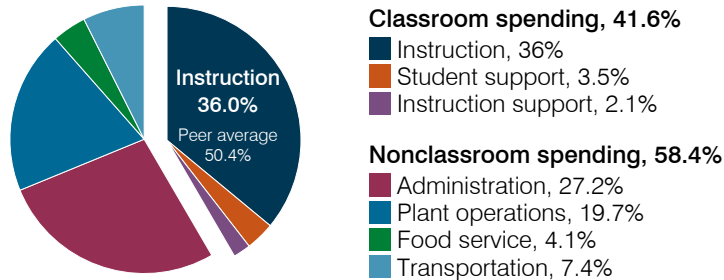
Special education population: 18%

English learner population: 10%

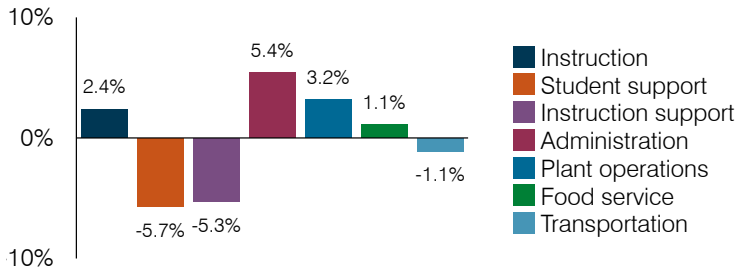
Poverty rate (2019): 40%

Free/reduced meal eligibility: N/A

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$6,616	\$3,852	\$936
	Students per administrative position	15	31	65
Plant operations	Cost per square foot	\$3.90	\$7.94	\$6.55
	Square footage per student	1,235	400	160
Food service	Cost per meal	\$3.83	\$6.46	\$3.46
Transportation	Cost per mile	NR	\$2.09	\$4.28
	Cost per rider	\$1,815	\$1,454	\$1,370

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2015	2006	2019	2020
33.6%	48.1%	35.4%	36.0%

COVID-19 federal relief grant spending

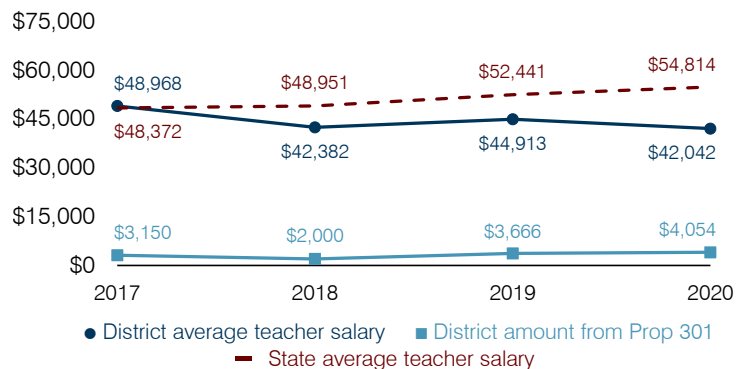
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 4,567
Per pupil federal relief grant spending	\$ 0	\$ 71

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 8,444	\$ 8,784	\$ 9,476	\$ 5,016
Student support	1,494	845	728	796
Instruction support	693	512	457	513
Nonclassroom spending				
Administration	5,036	6,616	3,852	936
Plant operations	5,035	4,811	2,825	1,048
Food service	835	997	988	432
Transportation	2,304	1,809	877	395
Total operational	23,841	24,374	19,203	9,136
Land and buildings	1,907	1,664	2,078	1,053
Equipment	223	160	1,343	533
Interest	0	0	30	273
Other	0	0	72	175
Total nonoperational	2,130	1,824	3,523	2,034
Total per pupil spending	\$ 25,971	\$ 26,198	\$22,726	\$11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	9.7	10.7	11.9	9.3
Average years of teacher experience	17.3	17.8	14.9	13.3
Percentage of teachers in first 3 years	0%	0%	29%	26%

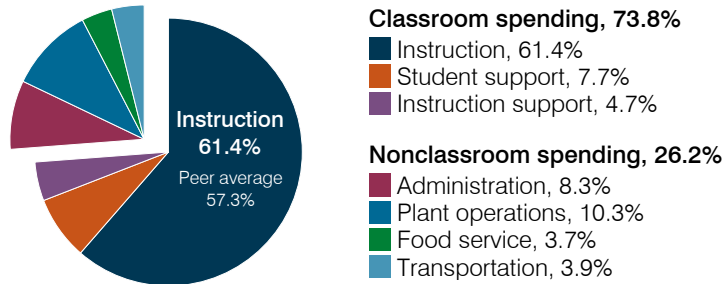
¹ See Appendix A for information, such as districts included in each peer group, and Appendix C for sources and methodology.

Chandler Unified School District

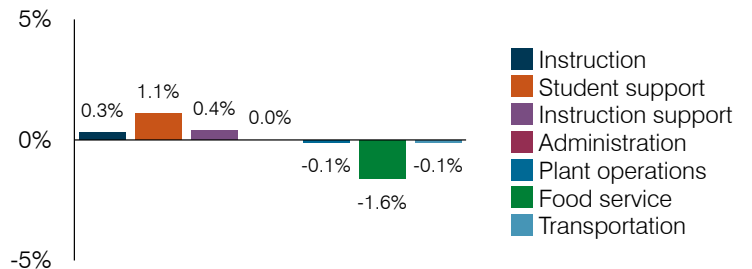
Maricopa County
 Peer group(s): Operational 1 and Transportation 3¹
 Legislative district(s): 12, 17, and 18
 District location: Suburb
 Number of schools: 43
 Graduation rate (2019): 93%

Students attending; Size: 44,939; Very large
 5-year change in students attending: 10% increase
 Special education population: 11%
 English learner population: 2%
 Poverty rate (2019): 8%
 Free/reduced meal eligibility: 24%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$685	\$773	\$936
	Students per administrative position	99	77	65
Plant operations	Cost per square foot	\$7.52	\$6.40	\$6.55
	Square footage per student	114	152	160
Food service	Cost per meal	\$3.47	\$3.50	\$3.46
Transportation	Cost per mile	\$4.74	\$4.60	\$4.28
	Cost per rider	\$1,293	\$1,301	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2017	2006	2019	2020
60.6%	63.7%	60.9%	61.4%

COVID-19 federal relief grant spending

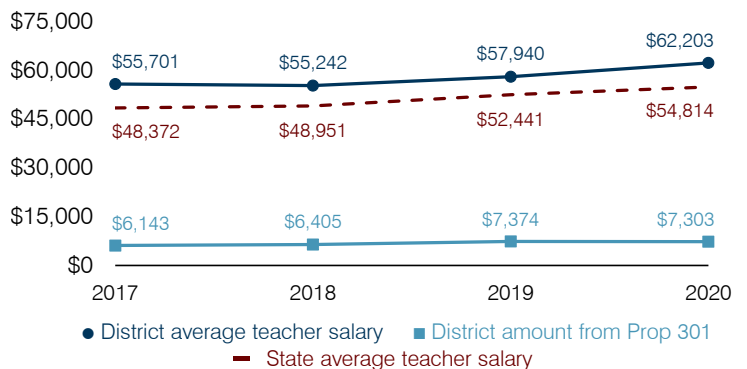
	District	Peer average
Total federal relief grant spending	\$ 7,846,196	\$ 5,534,223
Per pupil federal relief grant spending	\$ 175	\$ 149

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,776	\$ 5,097	\$ 5,072	\$ 5,016
Student support	576	642	831	796
Instruction support	351	387	447	513
Nonclassroom spending				
Administration	665	685	773	936
Plant operations	816	856	964	1,048
Food service	311	309	332	432
Transportation	342	324	362	395
Total operational	7,837	8,300	8,781	9,136
Land and buildings	1,014	1,385	764	1,053
Equipment	375	387	401	533
Interest	249	281	289	273
Other	311	311	221	175
Total nonoperational	1,949	2,364	1,675	2,034
Total per pupil spending	\$ 9,786	\$ 10,664	\$ 10,456	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	19.3	18.9	18.7	18.8
Average years of teacher experience	11.3	11.5	11.8	12.1
Percentage of teachers in first 3 years	11%	12%	12%	12%

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

Chinle Unified School District

Apache County

Peer group(s): Operational 4 and Transportation 8¹

Legislative district(s): 7

District location: Town

Number of schools: 7

Graduation rate (2019): 73%

Students attending; Size: 3,215; Medium-large

5-year change in students attending: 3% decrease

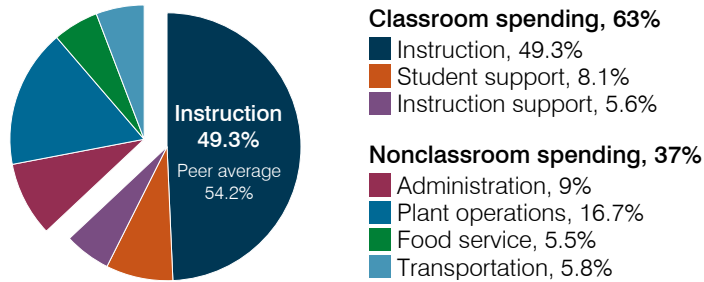
Special education population: 11%

English learner population: 6%

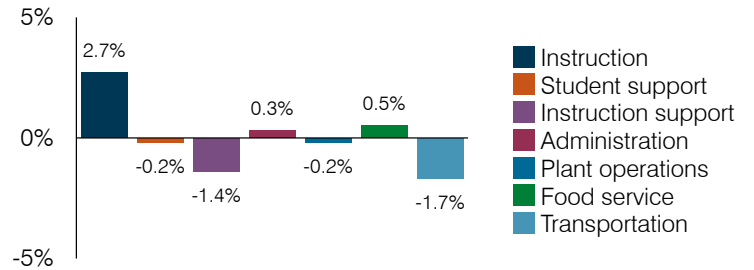
Poverty rate (2019): 59%

Free/reduced meal eligibility: 94%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,437	\$929	\$936
	Students per administrative position	54	73	65
Plant operations	Cost per square foot	\$8.79	\$5.79	\$6.55
	Square footage per student	304	180	160
Food service	Cost per meal	\$3.51	\$3.39	\$3.46
Transportation	Cost per mile	\$2.96	\$3.43	\$4.28
	Cost per rider	\$1,668	\$1,480	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2015	2005	2019	2020
46.6%	51.1%	49.3%	49.3%

COVID-19 federal relief grant spending

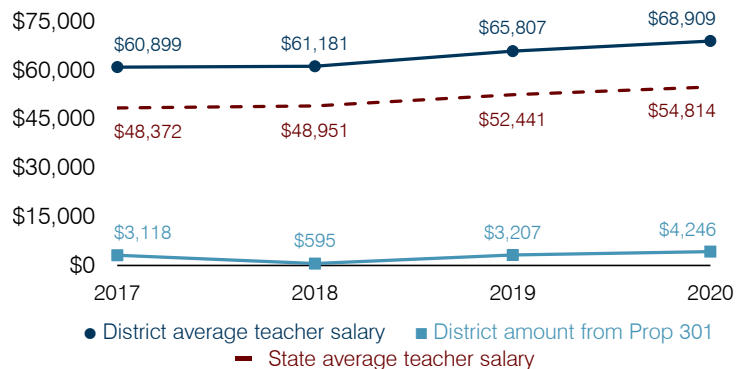
	District	Peer average
Total federal relief grant spending	\$ 34,397	\$ 202,651
Per pupil federal relief grant spending	\$ 11	\$ 40

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 7,297	\$ 7,887	\$ 4,706	\$ 5,016
Student support	1,073	1,293	687	796
Instruction support	891	891	448	513
Nonclassroom spending				
Administration	1,363	1,437	929	936
Plant operations	2,441	2,675	998	1,048
Food service	844	872	424	432
Transportation	907	930	408	395
Total operational	14,816	15,985	8,600	9,136
Land and buildings	2,112	5,045	419	1,053
Equipment	932	1,127	430	533
Interest	0	0	176	273
Other	94	99	48	175
Total nonoperational	3,138	6,271	1,073	2,034
Total per pupil spending	\$ 17,954	\$ 22,256	\$ 9,673	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	16.4	16.6	15.8	15.3
Average years of teacher experience	14.1	13.7	13.6	13.2
Percentage of teachers in first 3 years	11%	11%	13%	13%

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

Chino Valley Unified School District

Yavapai County

Peer group(s): Operational 4 and Transportation 6¹

Legislative district(s): 1

District location: Town

Number of schools: 4

Graduation rate (2019): 92%

Students attending; Size: 2,222; Medium-large

5-year change in students attending: 1% increase

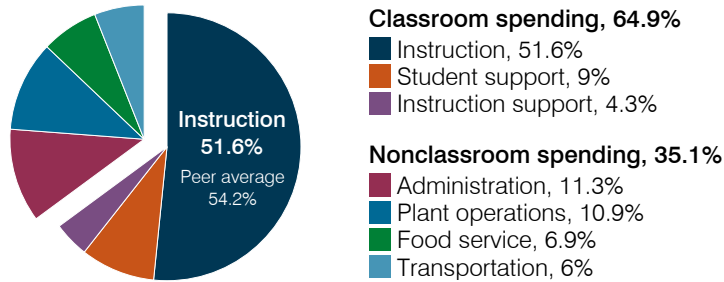
Special education population: 15%

English learner population: 4%

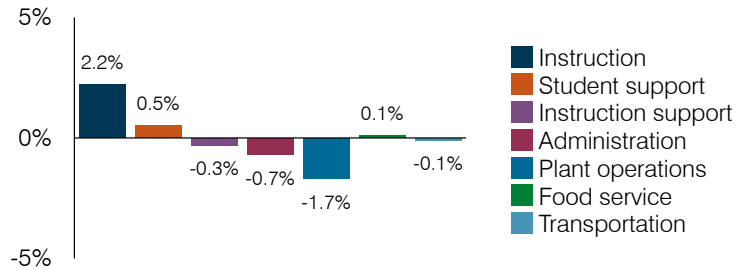
Poverty rate (2019): 13%

Free/reduced meal eligibility: 52%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$949	\$929	\$936
	Students per administrative position	66	73	65
Plant operations	Cost per square foot	\$6.06	\$5.79	\$6.55
	Square footage per student	151	180	160
Food service	Cost per meal	\$3.14	\$3.39	\$3.46
Transportation	Cost per mile	\$3.93	\$3.70	\$4.28
	Cost per rider	\$1,064	\$799	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2015	2001	2019	2020
49.4%	60.5%	51.4%	51.6%

COVID-19 federal relief grant spending

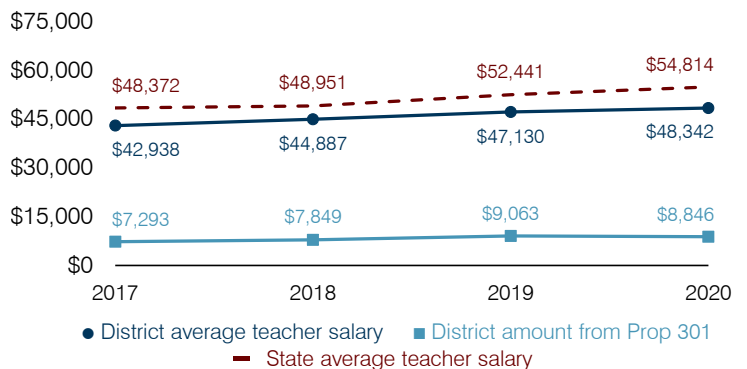
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 202,651
Per pupil federal relief grant spending	\$ 0	\$ 40

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,198	\$ 4,321	\$ 4,706	\$ 5,016
Student support	752	756	687	796
Instruction support	307	359	448	513
Nonclassroom spending				
Administration	917	949	929	936
Plant operations	894	913	998	1,048
Food service	586	577	424	432
Transportation	508	500	408	395
Total operational	8,162	8,375	8,600	9,136
Land and buildings	93	33	419	1,053
Equipment	373	412	430	533
Interest	25	26	176	273
Other	65	71	48	175
Total nonoperational	556	542	1,073	2,034
Total per pupil spending	\$ 8,718	\$ 8,917	\$ 9,673	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	20.3	20.8	19.6	20.2
Average years of teacher experience	11.8	11.1	11.0	12.3
Percentage of teachers in first 3 years	15%	14%	17%	16%

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

Clarkdale-Jerome Elementary School District

Yavapai County

Peer group(s): Operational 10 and Transportation 6¹

Legislative district(s): 1 and 6

District location: Town

Number of schools: 1

Graduation rate (2019): N/A

Students attending; Size: 460; Small

5-year change in students attending: 3% increase

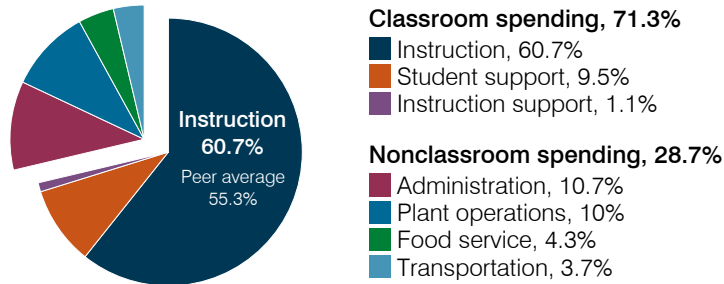
Special education population: 10%

English learner population: 2%

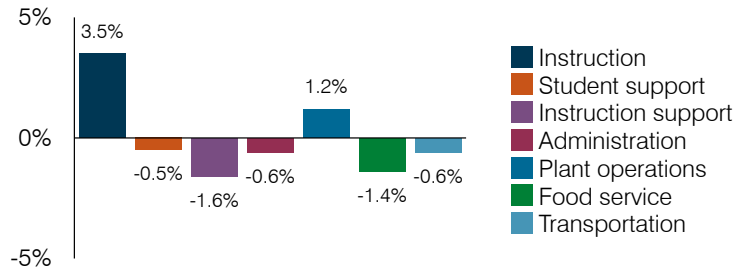
Poverty rate (2019): 9%

Free/reduced meal eligibility: 43%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$926	\$1,249	\$936
	Students per administrative position	97	57	65
Plant operations	Cost per square foot	\$8.19	\$7.03	\$6.55
	Square footage per student	105	193	160
Food service	Cost per meal	\$4.05	\$3.71	\$3.46
Transportation	Cost per mile	\$4.03	\$3.70	\$4.28
	Cost per rider	\$714	\$799	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2013	2005	2019	2020
56.6%	62.5%	59.7%	60.7%

COVID-19 federal relief grant spending

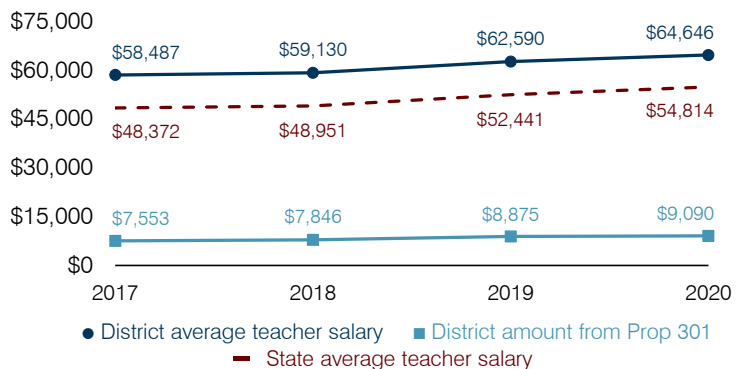
	District	Peer average
Total federal relief grant spending	\$ 13,448	\$ 42,596
Per pupil federal relief grant spending	\$ 29	\$ 121

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 5,020	\$ 5,221	\$ 5,810	\$ 5,016
Student support	868	817	586	796
Instruction support	148	96	392	513
Nonclassroom spending				
Administration	818	926	1,249	936
Plant operations	812	860	1,129	1,048
Food service	409	367	561	432
Transportation	329	319	612	395
Total operational	8,404	8,606	10,339	9,136
Land and buildings	114	163	554	1,053
Equipment	291	560	713	533
Interest	4	12	42	273
Other	35	1	93	175
Total nonoperational	444	736	1,402	2,034
Total per pupil spending	\$ 8,848	\$ 9,342	\$11,741	\$11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	21.9	19.9	19.5	20.0
Average years of teacher experience	15.6	15.8	15.5	14.6
Percentage of teachers in first 3 years	9%	4%	9%	9%

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

Cochise Elementary School District

Cochise County

Peer group(s): Operational 11 and Transportation 11¹

Legislative district(s): 14

District location: Rural

Number of schools: 1

Graduation rate (2019): N/A

Students attending; Size: 83; Very small

5-year change in students attending: Less than 1%

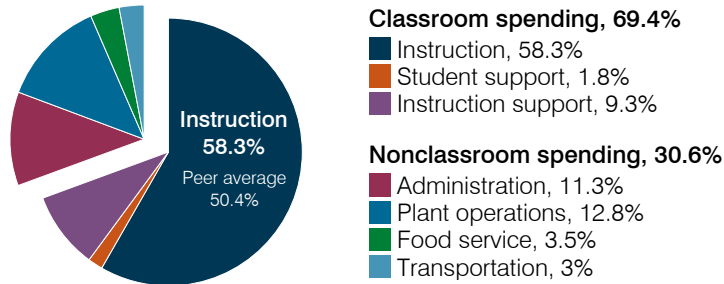
Special education population: 22%

English learner population: 0%

Poverty rate (2019): 16%

Free/reduced meal eligibility: 27%

Spending by operational area



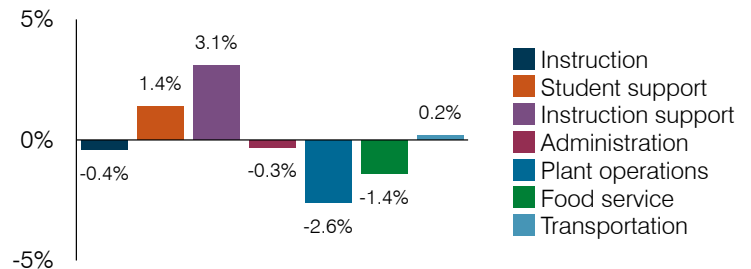
Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,340	\$3,852	\$936
	Students per administrative position	42	31	65
Plant operations	Cost per square foot	\$8.64	\$7.94	\$6.55
	Square footage per student	307	400	160
Food service	Cost per meal	\$10.44	\$6.46	\$3.46
Transportation	Cost per mile	\$2.11	\$2.09	\$4.28
	Cost per rider	\$656	\$1,454	\$1,370

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 12,316	\$ 12,077	\$ 9,476	\$ 5,016
Student support	552	382	728	796
Instruction support	1,194	1,924	457	513
Nonclassroom spending				
Administration	2,352	2,340	3,852	936
Plant operations	2,579	2,655	2,825	1,048
Food service	858	719	988	432
Transportation	673	622	877	395
Total operational	20,524	20,719	19,203	9,136
Land and buildings	242	291	2,078	1,053
Equipment	1,071	741	1,343	533
Interest	12	20	30	273
Other	0	0	72	175
Total nonoperational	1,325	1,052	3,523	2,034
Total per pupil spending	\$ 21,849	\$ 21,771	\$ 22,726	\$ 11,170

Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

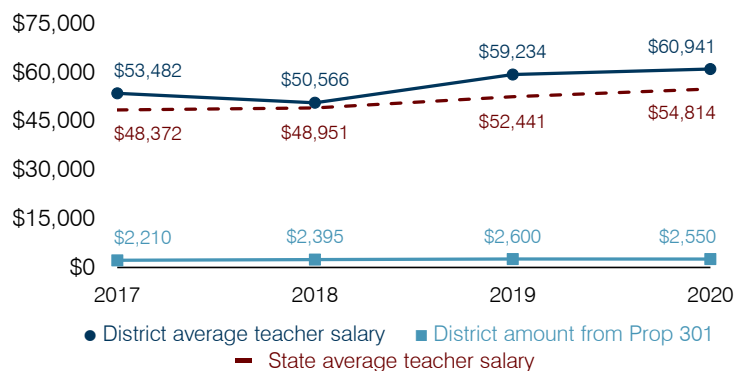
Lowest	Highest	Most recent years	
2010	2004	2019	2020
54.3%	62.7%	60.0%	58.3%

COVID-19 federal relief grant spending

	District	Peer average
Total federal relief grant spending	\$ 0	\$ 4,567
Per pupil federal relief grant spending	\$ 0	\$ 71

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	9.2	8.4	9.1	9.3
Average years of teacher experience	14.8	15.1	17.0	16.8
Percentage of teachers in first 3 years	15%	0%	0%	0%

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

Colorado City Unified School District

Mohave County

Peer group(s): Operational 5 and Transportation 6¹

Legislative district(s): 5

District location: Town

Number of schools: 2

Graduation rate (2019): 60%

Students attending; Size: 649; Medium

5-year change in students attending: 23% increase

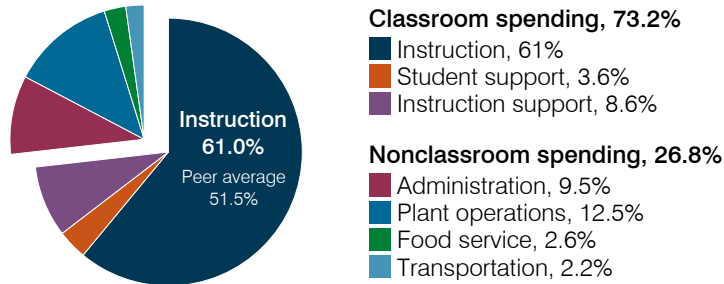
Special education population: 15%

English learner population: 0%

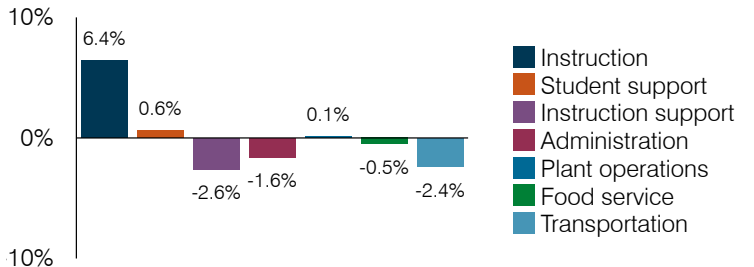
Poverty rate (2019): 34%

Free/reduced meal eligibility: 84%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$958	\$1,241	\$936
	Students per administrative position	72	58	65
Plant operations	Cost per square foot	\$7.28	\$5.69	\$6.55
	Square footage per student	175	275	160
Food service	Cost per meal	\$4.24	\$4.01	\$3.46
Transportation	Cost per mile	\$2.89	\$3.70	\$4.28
	Cost per rider	\$515	\$799	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2006	2020	2019	2020
37.0%	61.0%	55.3%	61.0%

COVID-19 federal relief grant spending

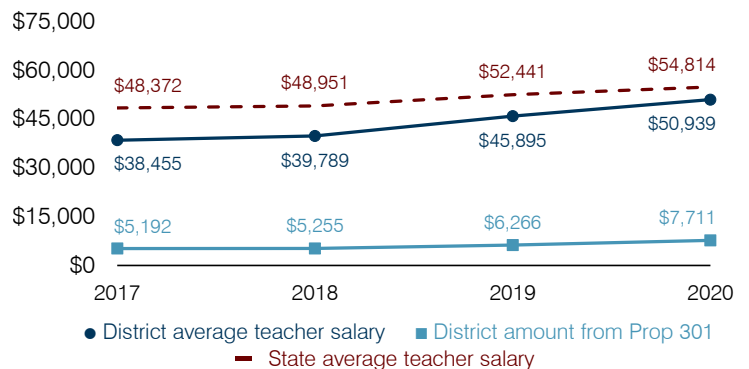
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 23,662
Per pupil federal relief grant spending	\$ 0	\$ 21

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 5,467	\$ 6,181	\$ 5,405	\$ 5,016
Student support	400	369	719	796
Instruction support	1,155	866	458	513
Nonclassroom spending				
Administration	966	958	1,241	936
Plant operations	1,345	1,271	1,516	1,048
Food service	288	265	424	432
Transportation	263	222	565	395
Total operational	9,884	10,132	10,328	9,136
Land and buildings	1,561	621	558	1,053
Equipment	361	402	686	533
Interest	5	10	198	273
Other	0	0	97	175
Total nonoperational	1,927	1,033	1,539	2,034
Total per pupil spending	\$ 11,811	\$ 11,165	\$ 11,867	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	17.0	22.0	21.7	23.6
Average years of teacher experience	11.6	12.0	11.2	12.2
Percentage of teachers in first 3 years	16%	24%	33%	25%

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

Colorado River Union High School District

Mohave County

Peer group(s): Operational 5 and Transportation 9¹

Legislative district(s): 5

District location: Town

Number of schools: 2

Graduation rate (2019): 77%

Students attending; Size: 1,752; Medium

5-year change in students attending: 11% decrease

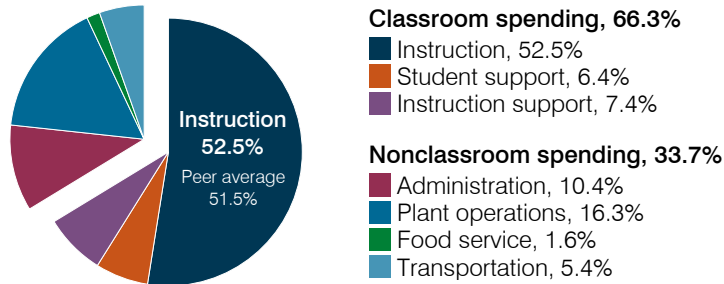
Special education population: 12%

English learner population: 2%

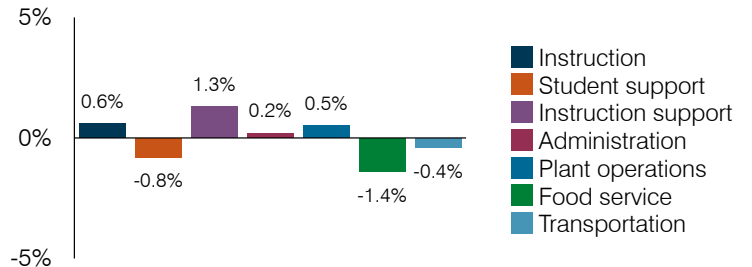
Poverty rate (2019): 26%

Free/reduced meal eligibility: 54%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$930	\$1,241	\$936
	Students per administrative position	52	58	65
Plant operations	Cost per square foot	\$6.11	\$5.69	\$6.55
	Square footage per student	238	275	160
Food service	Cost per meal	\$3.37	\$4.01	\$3.46
Transportation	Cost per mile	\$3.35	\$2.67	\$4.28
	Cost per rider	\$1,925	\$1,471	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2014	2010	2019	2020
50.2%	60.9%	52.3%	52.5%

COVID-19 federal relief grant spending

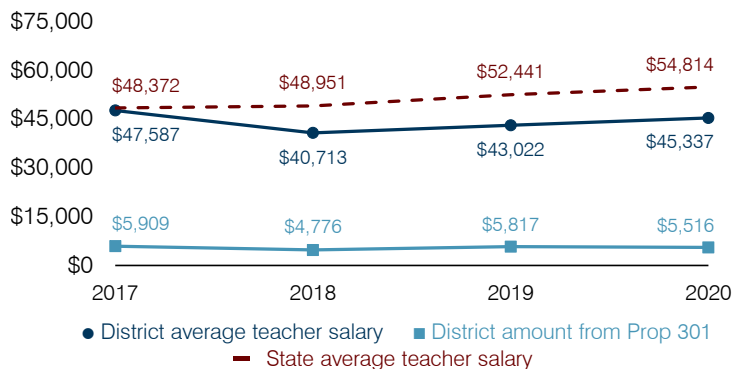
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 23,662
Per pupil federal relief grant spending	\$ 0	\$ 21

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,358	\$ 4,669	\$ 5,405	\$ 5,016
Student support	507	567	719	796
Instruction support	597	654	458	513
Nonclassroom spending				
Administration	878	930	1,241	936
Plant operations	1,354	1,451	1,516	1,048
Food service	170	141	424	432
Transportation	473	485	565	395
Total operational	8,337	8,897	10,328	9,136
Land and buildings	12,395	323	558	1,053
Equipment	1,469	533	686	533
Interest	820	829	198	273
Other	274	443	97	175
Total nonoperational	14,958	2,128	1,539	2,034
Total per pupil spending	\$ 23,295	\$ 11,025	\$ 11,867	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	19.9	20.0	20.5	18.8
Average years of teacher experience	10.9	10.6	10.1	10.1
Percentage of teachers in first 3 years	21%	26%	26%	19%

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

Concho Elementary School District

Apache County

Peer group(s): Operational 11 and Transportation 11¹

Legislative district(s): 7

District location: Rural

Number of schools: 1

Graduation rate (2019): N/A

Students attending; Size: 157; Very small

5-year change in students attending: 14% increase

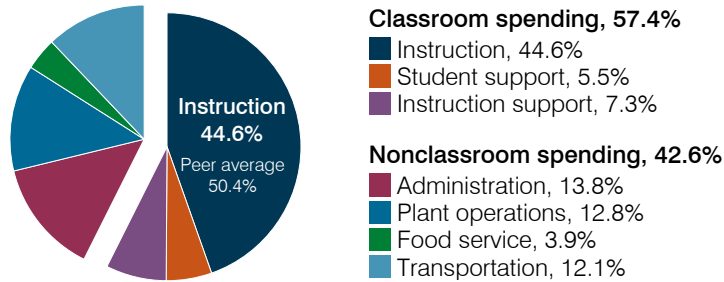
Special education population: 22%

English learner population: 1%

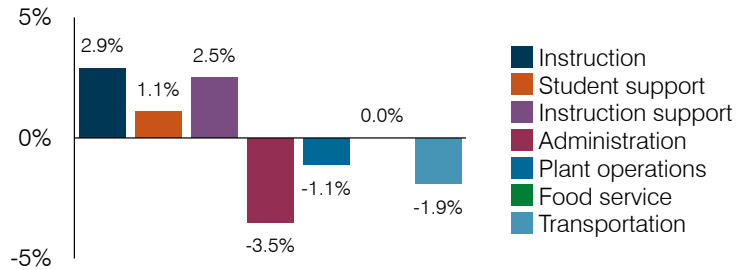
Poverty rate (2019): 25%

Free/reduced meal eligibility: 89%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,459	\$3,852	\$936
	Students per administrative position	32	31	65
Plant operations	Cost per square foot	\$8.79	\$7.94	\$6.55
	Square footage per student	261	400	160
Food service	Cost per meal	\$3.14	\$6.46	\$3.46
Transportation	Cost per mile	\$1.20	\$2.09	\$4.28
	Cost per rider	\$1,571	\$1,454	\$1,370

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2013	2002	2019	2020
39.6%	57.0%	45.3%	44.6%

COVID-19 federal relief grant spending

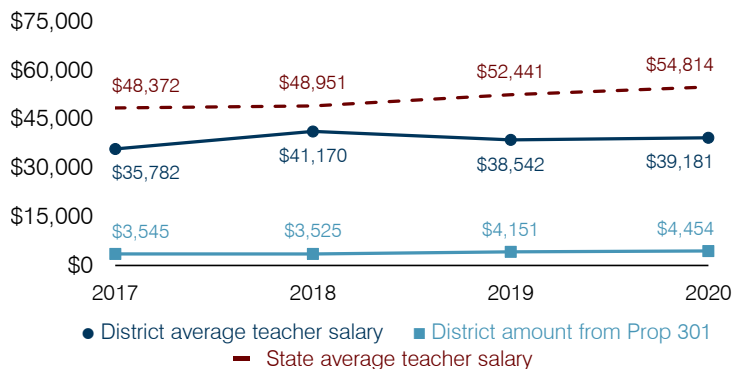
	District	Peer average
Total federal relief grant spending	\$ 22,056	\$ 4,567
Per pupil federal relief grant spending	\$ 141	\$ 71

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 9,003	\$ 7,987	\$ 9,476	\$ 5,016
Student support	1,034	991	728	796
Instruction support	1,117	1,307	457	513
Nonclassroom spending				
Administration	2,693	2,459	3,852	936
Plant operations	2,467	2,296	2,825	1,048
Food service	831	689	988	432
Transportation	2,726	2,172	877	395
Total operational	19,871	17,901	19,203	9,136
Land and buildings	231	96	2,078	1,053
Equipment	1,491	969	1,343	533
Interest	221	183	30	273
Other	2	2	72	175
Total nonoperational	1,945	1,250	3,523	2,034
Total per pupil spending	\$ 21,816	\$ 19,151	\$ 22,726	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	10.9	11.0	11.1	12.1
Average years of teacher experience	10.3	11.3	10.4	12.1
Percentage of teachers in first 3 years	20%	20%	29%	17%

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

Congress Elementary School District

Yavapai County

Peer group(s): Operational 11 and Transportation 11¹

Legislative district(s): 1

District location: Rural

Number of schools: 1

Graduation rate (2019): N/A

Students attending; Size: 94; Very small

5-year change in students attending: 11% decrease

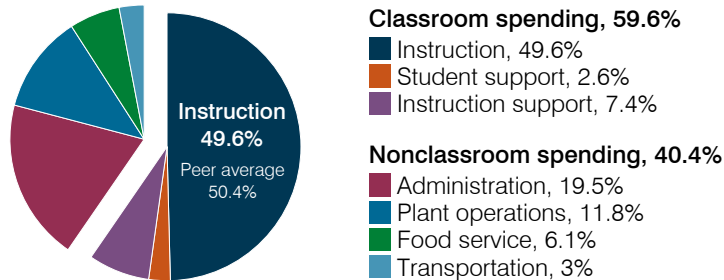
Special education population: 15%

English learner population: 5%

Poverty rate (2019): 8%

Free/reduced meal eligibility: 69%

Spending by operational area



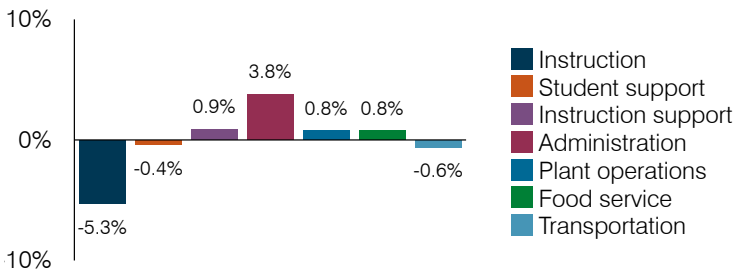
Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,368	\$3,852	\$936
	Students per administrative position	24	31	65
Plant operations	Cost per square foot	\$7.37	\$7.94	\$6.55
	Square footage per student	276	400	160
Food service	Cost per meal	\$5.10	\$6.46	\$3.46
Transportation	Cost per mile	\$1.58	\$2.09	\$4.28
	Cost per rider	\$798	\$1,454	\$1,370

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 9,903	\$ 8,582	\$ 9,476	\$ 5,016
Student support	432	457	728	796
Instruction support	1,315	1,285	457	513
Nonclassroom spending				
Administration	3,405	3,368	3,852	936
Plant operations	1,857	2,034	2,825	1,048
Food service	832	1,048	988	432
Transportation	646	525	877	395
Total operational	18,390	17,299	19,203	9,136
Land and buildings	232	289	2,078	1,053
Equipment	799	1,916	1,343	533
Interest	17	25	30	273
Other	12	6	72	175
Total nonoperational	1,060	2,236	3,523	2,034
Total per pupil spending	\$ 19,450	\$ 19,535	\$22,726	\$11,170

Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

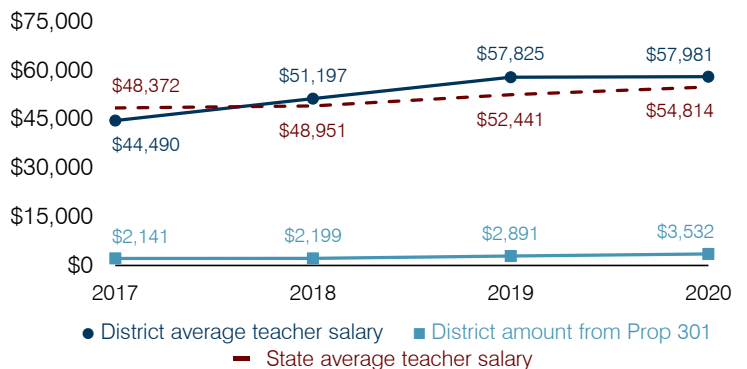
Lowest	Highest	Most recent years	
2020	2004	2019	2020
49.6%	59.3%	53.8%	49.6%

COVID-19 federal relief grant spending

	District	Peer average
Total federal relief grant spending	\$ 0	\$ 4,567
Per pupil federal relief grant spending	\$ 0	\$ 71

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	8.7	9.2	8.9	10.5
Average years of teacher experience	17.4	18.4	19.5	21.2
Percentage of teachers in first 3 years	0%	0%	0%	0%

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

Continental Elementary School District

Pima County

Peer group(s): Operational 9 and Transportation 6¹

Legislative district(s): 2 and 14

District location: Rural

Number of schools: 1

Graduation rate (2019): N/A

Students attending; Size: 604; Medium

5-year change in students attending: 12% increase

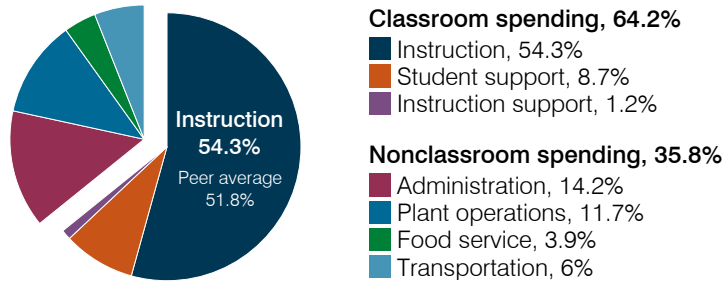
Special education population: 14%

English learner population: 3%

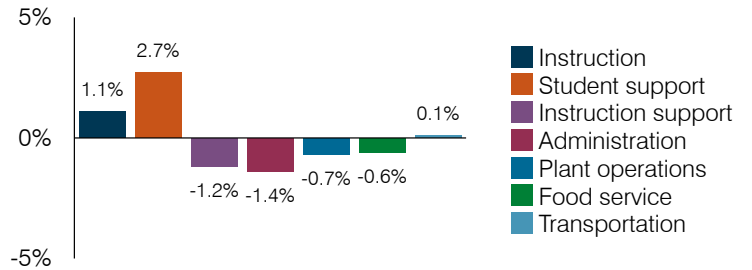
Poverty rate (2019): 7%

Free/reduced meal eligibility: 31%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,248	\$1,207	\$936
	Students per administrative position	46	58	65
Plant operations	Cost per square foot	\$5.10	\$6.61	\$6.55
	Square footage per student	201	167	160
Food service	Cost per meal	\$3.00	\$3.22	\$3.46
Transportation	Cost per mile	\$2.78	\$3.70	\$4.28
	Cost per rider	\$745	\$799	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2015	2009	2019	2020
53.2%	62.8%	54.7%	54.3%

COVID-19 federal relief grant spending

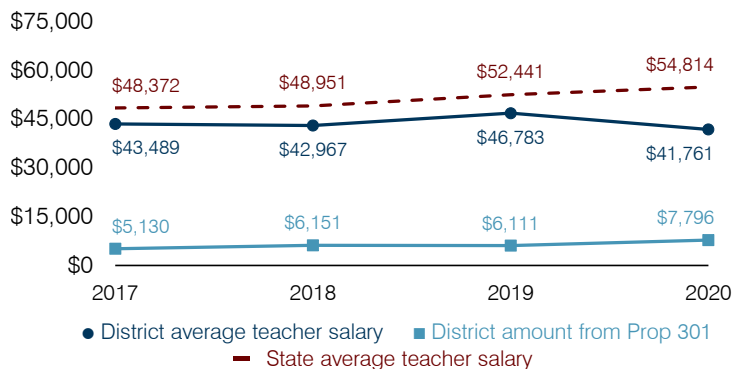
	District	Peer average
Total federal relief grant spending	\$ 50,000	\$ 125,249
Per pupil federal relief grant spending	\$ 83	\$ 50

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,992	\$ 4,771	\$ 4,770	\$ 5,016
Student support	709	770	627	796
Instruction support	186	103	433	513
Nonclassroom spending				
Administration	1,324	1,248	1,207	936
Plant operations	1,045	1,026	1,077	1,048
Food service	303	346	562	432
Transportation	567	529	507	395
Total operational	9,126	8,793	9,183	9,136
Land and buildings	20	15	283	1,053
Equipment	777	496	443	533
Interest	966	848	145	273
Other	228	212	134	175
Total nonoperational	1,991	1,571	1,005	2,034
Total per pupil spending	\$ 11,117	\$ 10,364	\$ 10,188	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	13.6	14.1	15.6	14.5
Average years of teacher experience	9.1	11.8	12.2	11.4
Percentage of teachers in first 3 years	14%	15%	13%	17%

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

Coolidge Unified School District

Pinal County

Peer group(s): Operational 4 and Transportation 9¹

Legislative district(s): 8

District location: Town

Number of schools: 5

Graduation rate (2019): 65%

Students attending; Size: 2,177; Medium-large

5-year change in students attending: 36% decrease

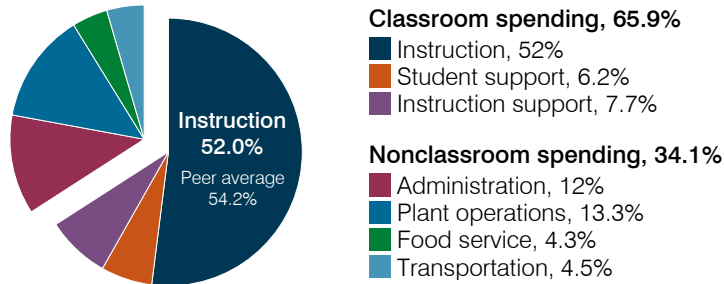
Special education population: 13%

English learner population: 5%

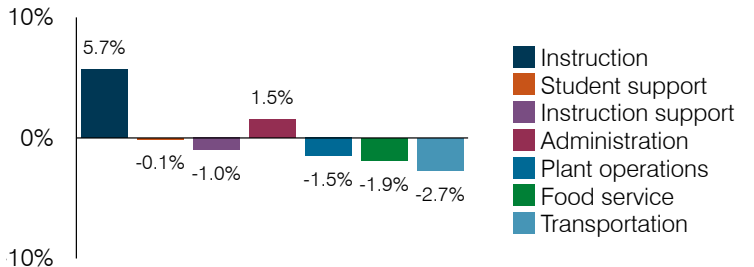
Poverty rate (2019): 25%

Free/reduced meal eligibility: 74%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,182	\$929	\$936
	Students per administrative position	60	73	65
Plant operations	Cost per square foot	\$5.33	\$5.79	\$6.55
	Square footage per student	244	180	160
Food service	Cost per meal	\$4.91	\$3.39	\$3.46
Transportation	Cost per mile	\$3.16	\$2.67	\$4.28
	Cost per rider	\$1,223	\$1,471	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2013	2007	2019	2020
44.9%	55.7%	49.5%	52.0%

COVID-19 federal relief grant spending

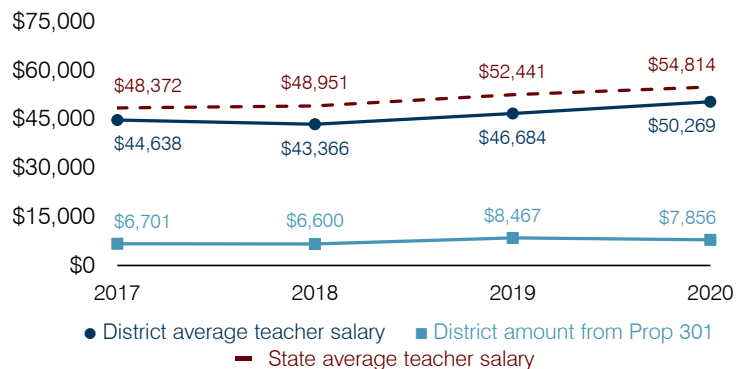
	District	Peer average
Total federal relief grant spending	\$ 72,215	\$ 202,651
Per pupil federal relief grant spending	\$ 33	\$ 40

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,741	\$ 5,101	\$ 4,706	\$ 5,016
Student support	682	611	687	796
Instruction support	960	755	448	513
Nonclassroom spending				
Administration	1,104	1,182	929	936
Plant operations	1,223	1,302	998	1,048
Food service	408	427	424	432
Transportation	454	441	408	395
Total operational	9,572	9,819	8,600	9,136
Land and buildings	27	349	419	1,053
Equipment	174	158	430	533
Interest	295	278	176	273
Other	63	44	48	175
Total nonoperational	559	829	1,073	2,034
Total per pupil spending	\$ 10,131	\$ 10,648	\$ 9,673	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	19.7	21.2	20.4	18.6
Average years of teacher experience	11.8	12.2	12.4	12.7
Percentage of teachers in first 3 years	16%	13%	12%	10%

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

Cottonwood-Oak Creek Elementary School District

Yavapai County

Peer group(s): Operational 9 and Transportation 6¹

Legislative district(s): 1 and 6

District location: Town

Number of schools: 5

Graduation rate (2019): N/A

Students attending; Size: 1,935; Medium

5-year change in students attending: 5% decrease

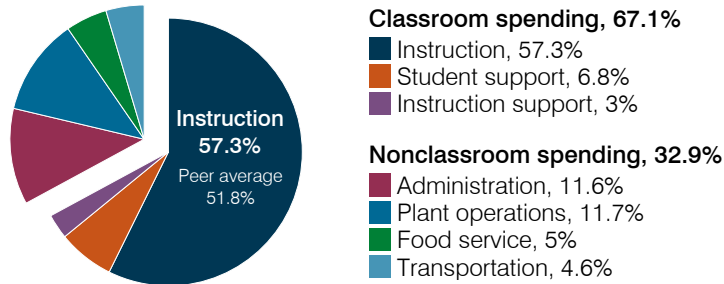
Special education population: 14%

English learner population: 11%

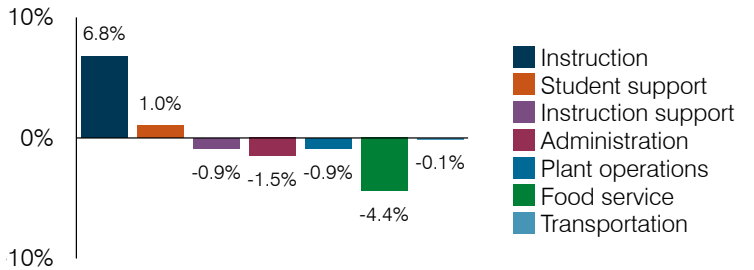
Poverty rate (2019): 18%

Free/reduced meal eligibility: 64%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,080	\$1,207	\$936
	Students per administrative position	54	58	65
Plant operations	Cost per square foot	\$6.84	\$6.61	\$6.55
	Square footage per student	159	167	160
Food service	Cost per meal	\$3.22	\$3.22	\$3.46
Transportation	Cost per mile	\$3.88	\$3.70	\$4.28
	Cost per rider	\$1,048	\$799	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2011	2019	2019	2020
47.8%	58.1%	58.1%	57.3%

COVID-19 federal relief grant spending

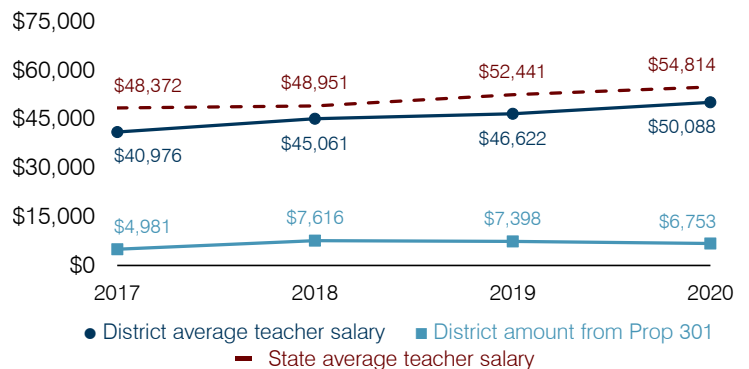
	District	Peer average
Total federal relief grant spending	\$ 269,782	\$ 125,249
Per pupil federal relief grant spending	\$ 139	\$ 50

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 5,088	\$ 5,333	\$ 4,770	\$ 5,016
Student support	458	633	627	796
Instruction support	263	279	433	513
Nonclassroom spending				
Administration	982	1,080	1,207	936
Plant operations	1,000	1,087	1,077	1,048
Food service	507	462	562	432
Transportation	462	431	507	395
Total operational	8,760	9,305	9,183	9,136
Land and buildings	84	139	283	1,053
Equipment	131	307	443	533
Interest	275	260	145	273
Other	151	105	134	175
Total nonoperational	641	811	1,005	2,034
Total per pupil spending	\$ 9,401	\$ 10,116	\$ 10,188	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	16.2	17.9	16.7	16.4
Average years of teacher experience	12.7	12.5	12.5	12.6
Percentage of teachers in first 3 years	19%	24%	25%	22%

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

Crane Elementary School District

Yuma County

Peer group(s): Operational 8 and Transportation 1¹

Legislative district(s): 4 and 13

District location: City

Number of schools: 11

Graduation rate (2019): N/A

Students attending; Size: 5,851; Medium-large

5-year change in students attending: 3% decrease

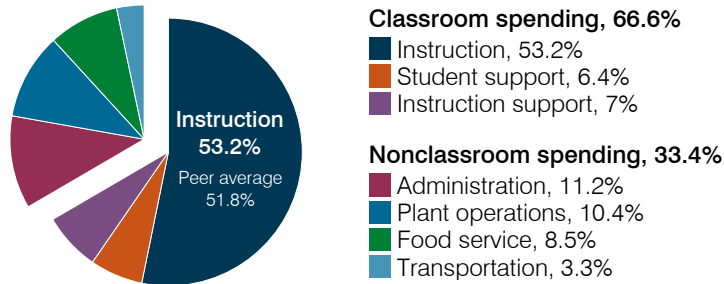
Special education population: 10%

English learner population: 15%

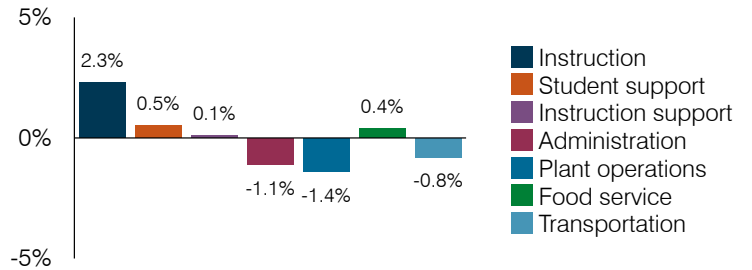
Poverty rate (2019): 25%

Free/reduced meal eligibility: 75%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$868	\$1,119	\$936
	Students per administrative position	70	64	65
Plant operations	Cost per square foot	\$7.53	\$6.73	\$6.55
	Square footage per student	107	148	160
Food service	Cost per meal	\$2.73	\$3.26	\$3.46
Transportation	Cost per mile	\$5.59	\$7.32	\$4.28
	Cost per rider	\$951	\$1,286	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2017	2002	2019	2020
48.8%	59.4%	51.9%	53.2%

COVID-19 federal relief grant spending

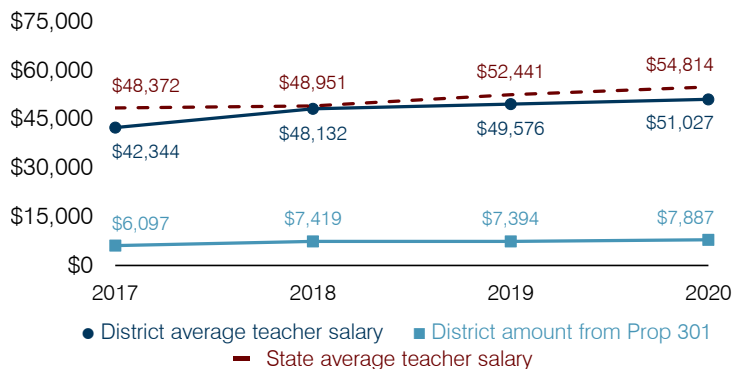
	District	Peer average
Total federal relief grant spending	\$ 995,061	\$ 505,751
Per pupil federal relief grant spending	\$ 170	\$ 90

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 3,852	\$ 4,114	\$ 4,869	\$ 5,016
Student support	474	493	757	796
Instruction support	556	540	615	513
Nonclassroom spending				
Administration	837	868	1,119	936
Plant operations	862	807	1,017	1,048
Food service	579	655	703	432
Transportation	261	258	348	395
Total operational	7,421	7,735	9,428	9,136
Land and buildings	145	514	1,809	1,053
Equipment	223	477	640	533
Interest	97	80	374	273
Other	1	0	218	175
Total nonoperational	466	1,071	3,041	2,034
Total per pupil spending	\$ 7,887	\$ 8,806	\$12,469	\$11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	19.9	19.8	20.1	20.0
Average years of teacher experience	8.9	9.0	8.7	8.7
Percentage of teachers in first 3 years	23%	25%	27%	28%

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

Creighton Elementary School District

Maricopa County

Peer group(s): Operational 8 and Transportation 1¹

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

District location: City

Number of schools: 9

Graduation rate (2019): N/A

Students attending; Size: 5,433; Medium-large

5-year change in students attending: 11% decrease

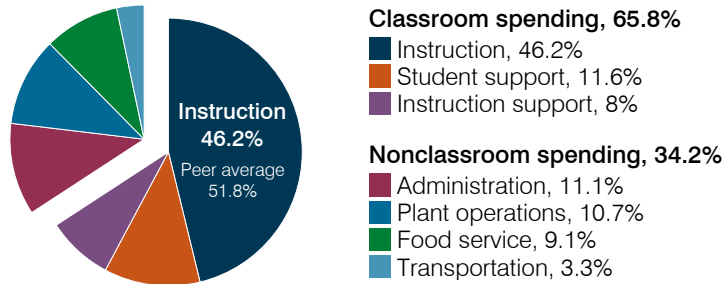
Special education population: 11%

English learner population: 18%

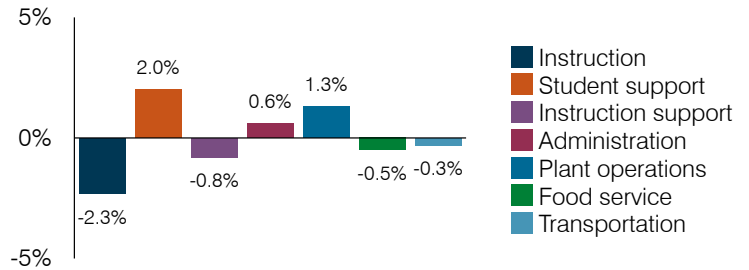
Poverty rate (2019): 29%

Free/reduced meal eligibility: 89%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,070	\$1,119	\$936
	Students per administrative position	52	64	65
Plant operations	Cost per square foot	\$5.95	\$6.73	\$6.55
	Square footage per student	174	148	160
Food service	Cost per meal	\$3.08	\$3.26	\$3.46
Transportation	Cost per mile	\$8.67	\$7.32	\$4.28
	Cost per rider	\$1,155	\$1,286	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2020	2003	2019	2020
46.2%	59.8%	47.7%	46.2%

COVID-19 federal relief grant spending

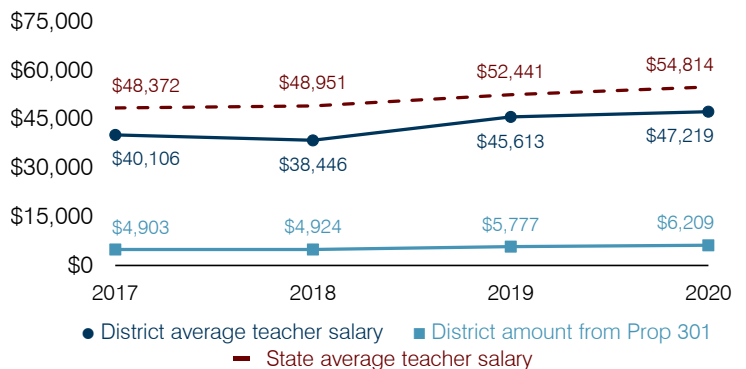
	District	Peer average
Total federal relief grant spending	\$ 132,734	\$ 505,751
Per pupil federal relief grant spending	\$ 24	\$ 90

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,510	\$ 4,450	\$ 4,869	\$ 5,016
Student support	984	1,118	757	796
Instruction support	778	774	615	513
Nonclassroom spending				
Administration	974	1,070	1,119	936
Plant operations	1,025	1,033	1,017	1,048
Food service	849	876	703	432
Transportation	340	314	348	395
Total operational	9,460	9,635	9,428	9,136
Land and buildings	2,884	3,831	1,809	1,053
Equipment	752	940	640	533
Interest	290	322	374	273
Other	151	171	218	175
Total nonoperational	4,077	5,264	3,041	2,034
Total per pupil spending	\$ 13,537	\$ 14,899	\$12,469	\$11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	15.5	15.2	16.8	16.4
Average years of teacher experience	8.2	7.7	8.0	8.1
Percentage of teachers in first 3 years	31%	38%	37%	35%

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

Crown King Elementary School District

Yavapai County

Peer group(s): Operational 11¹

Legislative district(s): 1

District location: Rural

Number of schools: 1

Graduation rate (2019): N/A

Students attending; Size: 1; Very small

5-year change in students attending: Less than 1%

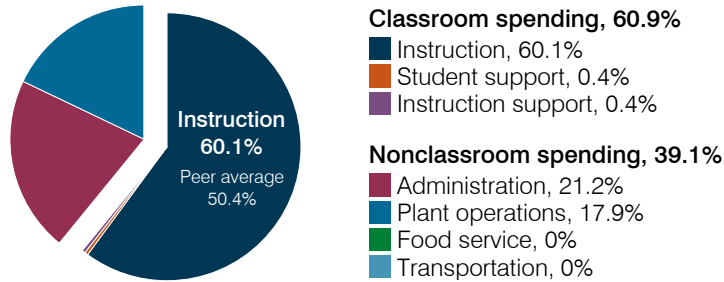
Special education population: N/A

English learner population: N/A

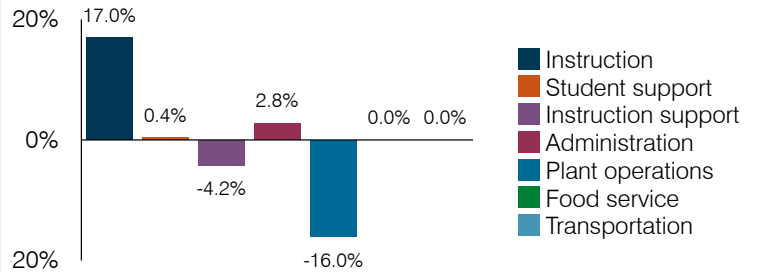
Poverty rate (2019): N/A

Free/reduced meal eligibility: N/A

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$23,143	\$3,852	\$936
	Students per administrative position	4	31	65
Plant operations	Cost per square foot	\$10.29	\$7.94	\$6.55
	Square footage per student	1,900	400	160
Food service	Cost per meal	N/A	\$6.46	\$3.46
Transportation	Cost per mile	N/A	N/A	\$4.28
	Cost per rider	N/A	N/A	\$1,370

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2015	2006	2019	2020
43.1%	71.2%	60.5%	60.1%

COVID-19 federal relief grant spending

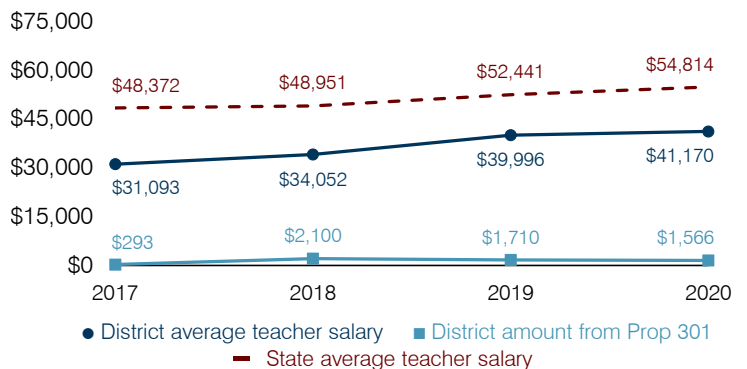
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 4,567
Per pupil federal relief grant spending	\$ 0	\$ 71

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 25,660	\$ 65,627	\$ 9,476	\$ 5,016
Student support	1,825	433	728	796
Instruction support	154	489	457	513
Nonclassroom spending				
Administration	7,750	23,143	3,852	936
Plant operations	6,673	19,560	2,825	1,048
Food service	0	0	988	432
Transportation	376	0	877	395
Total operational	42,438	109,252	19,203	9,136
Land and buildings	1,350	8,446	2,078	1,053
Equipment	5,148	5,435	1,343	533
Interest	0	0	30	273
Other	0	0	72	175
Total nonoperational	6,498	13,881	3,523	2,034
Total per pupil spending	\$ 48,936	\$123,133	\$22,726	\$11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	7.5	5.9	2.6	1.0
Average years of teacher experience	20.0	21.0	15.0	16.0
Percentage of teachers in first 3 years	0%	0%	0%	0%

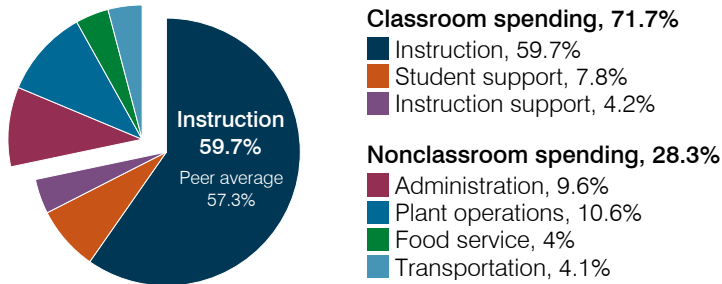
¹ See Appendix A for information, such as districts included in each peer group, and Appendix C for sources and methodology.

Deer Valley Unified School District

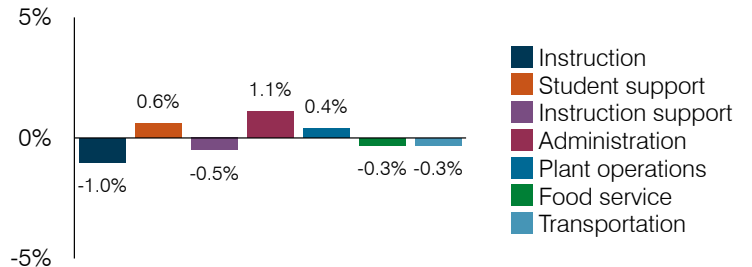
Maricopa County
 Peer group(s): Operational 1 and Transportation 3¹
 Legislative district(s): 1, 15, 20, and 22
 District location: Suburb
 Number of schools: 38
 Graduation rate (2019): 95%

Students attending; Size: 32,632; Very large
 5-year change in students attending: Less than 1%
 Special education population: 12%
 English learner population: 2%
 Poverty rate (2019): 9%
 Free/reduced meal eligibility: 28%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$806	\$773	\$936
	Students per administrative position	82	77	65
Plant operations	Cost per square foot	\$6.46	\$6.40	\$6.55
	Square footage per student	138	152	160
Food service	Cost per meal	\$3.49	\$3.50	\$3.46
Transportation	Cost per mile	\$5.60	\$4.60	\$4.28
	Cost per rider	\$1,394	\$1,301	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2014	2004	2019	2020
58.3%	62.8%	59.5%	59.7%

COVID-19 federal relief grant spending

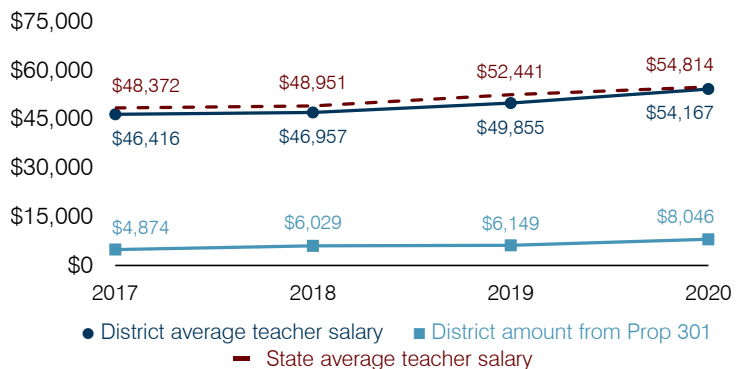
	District	Peer average
Total federal relief grant spending	\$ 35,928	\$ 5,534,223
Per pupil federal relief grant spending	\$ 1	\$ 149

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,760	\$ 5,022	\$ 5,072	\$ 5,016
Student support	619	654	831	796
Instruction support	298	356	447	513
Nonclassroom spending				
Administration	779	806	773	936
Plant operations	863	893	964	1,048
Food service	337	335	332	432
Transportation	340	348	362	395
Total operational	7,996	8,414	8,781	9,136
Land and buildings	746	1,265	764	1,053
Equipment	271	362	401	533
Interest	212	248	289	273
Other	266	237	221	175
Total nonoperational	1,495	2,112	1,675	2,034
Total per pupil spending	\$ 9,491	\$ 10,526	\$ 10,456	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	17.2	17.2	17.1	17.0
Average years of teacher experience	12.3	12.5	12.5	12.5
Percentage of teachers in first 3 years	16%	16%	15%	15%

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

Double Adobe Elementary School District

Cochise County

Peer group(s): Operational 11 and Transportation 11¹

Legislative district(s): 14

District location: Rural

Number of schools: 1

Graduation rate (2019): N/A

Students attending; Size: 32; Very small

5-year change in students attending: 28% decrease

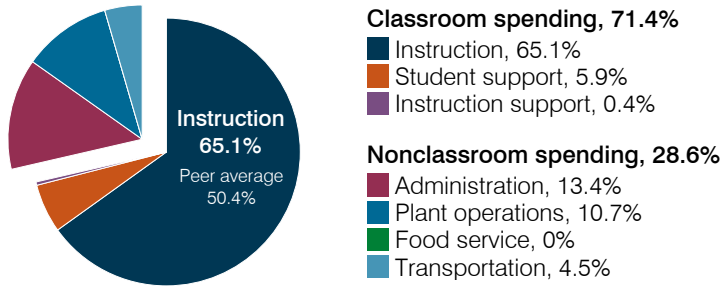
Special education population: 12%

English learner population: 4%

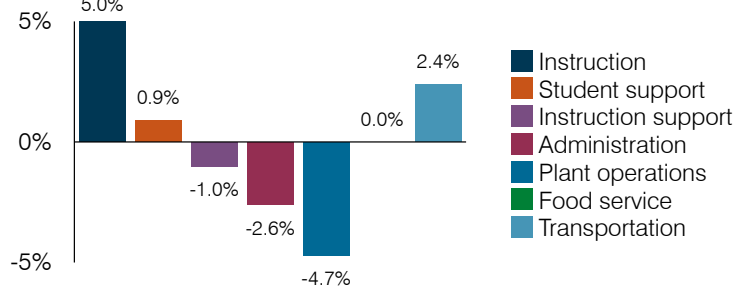
Poverty rate (2019): 19%

Free/reduced meal eligibility: N/A

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,296	\$3,852	\$936
	Students per administrative position	25	31	65
Plant operations	Cost per square foot	\$6.61	\$7.94	\$6.55
	Square footage per student	276	400	160
Food service	Cost per meal	N/A	\$6.46	\$3.46
Transportation	Cost per mile	\$1.46	\$2.09	\$4.28
	Cost per rider	\$1,155	\$1,454	\$1,370

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2019	2013	2019	2020
58.7%	69.6%	58.7%	65.1%

COVID-19 federal relief grant spending

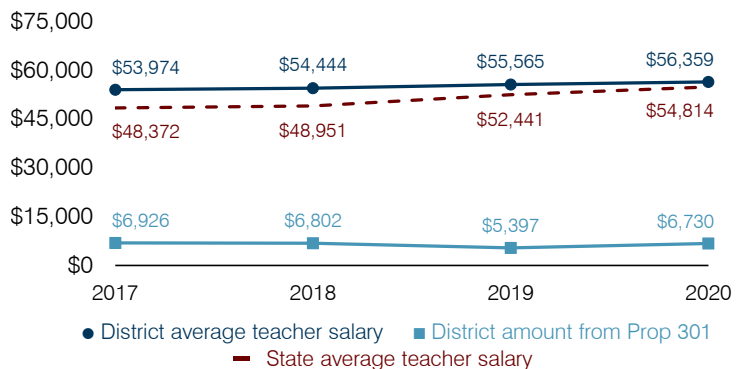
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 4,567
Per pupil federal relief grant spending	\$ 0	\$ 71

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 9,144	\$ 11,139	\$ 9,476	\$ 5,016
Student support	869	1,018	728	796
Instruction support	201	62	457	513
Nonclassroom spending				
Administration	2,980	2,296	3,852	936
Plant operations	1,821	1,822	2,825	1,048
Food service	0	0	988	432
Transportation	560	762	877	395
Total operational	15,575	17,099	19,203	9,136
Land and buildings	11,636	3,060	2,078	1,053
Equipment	494	97	1,343	533
Interest	0	0	30	273
Other	0	0	72	175
Total nonoperational	12,130	3,157	3,523	2,034
Total per pupil spending	\$ 27,705	\$ 20,256	\$ 22,726	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	10.1	9.8	9.3	8.0
Average years of teacher experience	14.5	15.5	15.8	16.8
Percentage of teachers in first 3 years	0%	0%	0%	0%

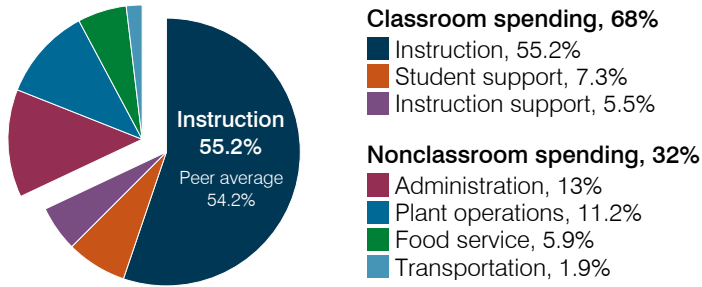
¹ See Appendix A for information, such as districts included in each peer group, and Appendix C for sources and methodology.

Douglas Unified School District

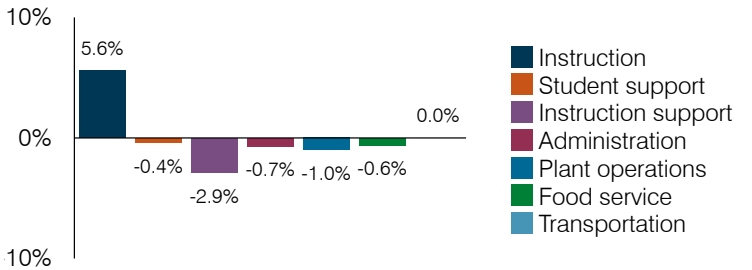
Cochise County
[Peer group\(s\)](#): Operational 4 and Transportation 10¹
 Legislative district(s): 14
 District location: Town
 Number of schools: 8
 Graduation rate (2019): 88%

Students attending; Size: 3,892; Medium-large
 5-year change in students attending: 6% increase
 Special education population: 7%
 English learner population: 19%
 Poverty rate (2019): 37%
 Free/reduced meal eligibility: 87%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,086	\$929	\$936
	Students per administrative position	73	73	65
Plant operations	Cost per square foot	\$6.39	\$5.79	\$6.55
	Square footage per student	146	180	160
Food service	Cost per meal	\$3.64	\$3.39	\$3.46
Transportation	Cost per mile	\$3.82	\$2.00	\$4.28
	Cost per rider	\$4,306	\$1,741	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2015	2004	2019	2020
49.6%	63.6%	52.8%	55.2%

COVID-19 federal relief grant spending

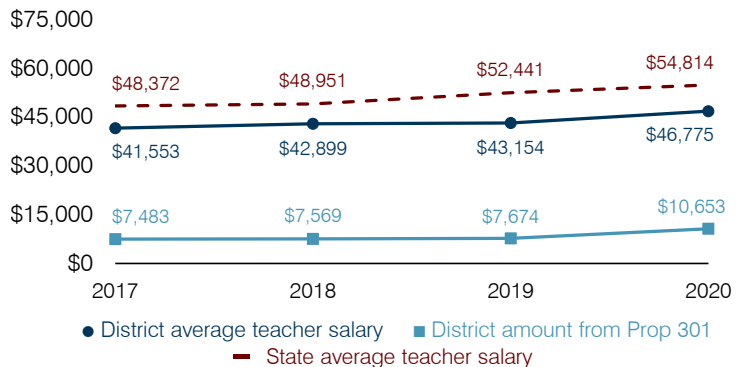
	District	Peer average
Total federal relief grant spending	\$ 8,757	\$ 202,651
Per pupil federal relief grant spending	\$ 2	\$ 40

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,039	\$ 4,601	\$ 4,706	\$ 5,016
Student support	583	607	687	796
Instruction support	473	453	448	513
Nonclassroom spending				
Administration	1,006	1,086	929	936
Plant operations	895	932	998	1,048
Food service	514	495	424	432
Transportation	142	160	408	395
Total operational	7,652	8,334	8,600	9,136
Land and buildings	56	88	419	1,053
Equipment	395	264	430	533
Interest	66	65	176	273
Other	10	8	48	175
Total nonoperational	527	425	1,073	2,034
Total per pupil spending	\$ 8,179	\$ 8,759	\$ 9,673	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	20.5	21.4	19.5	18.8
Average years of teacher experience	11.7	11.1	11.8	11.0
Percentage of teachers in first 3 years	16%	16%	13%	14%

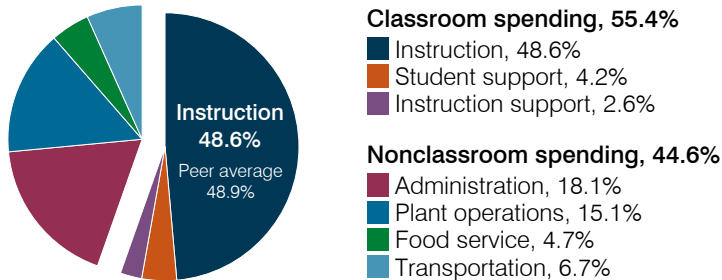
¹ See Appendix A for information, such as districts included in each peer group, and Appendix C for sources and methodology.

Duncan Unified School District

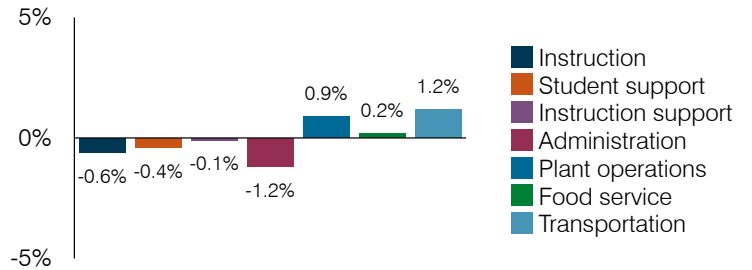
Greenlee County
 Peer group(s): Operational 6 and Transportation 10¹
 Legislative district(s): 14
 District location: Rural
 Number of schools: 2
 Graduation rate (2019): 86%

Students attending; Size: 380; Small
 5-year change in students attending: 4% increase
 Special education population: 13%
 English learner population: 0%
 Poverty rate (2019): 13%
 Free/reduced meal eligibility: 60%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,778	\$1,873	\$936
	Students per administrative position	43	44	65
Plant operations	Cost per square foot	\$4.46	\$5.44	\$6.55
	Square footage per student	333	354	160
Food service	Cost per meal	\$3.33	\$4.30	\$3.46
Transportation	Cost per mile	\$2.04	\$2.00	\$4.28
	Cost per rider	\$1,068	\$1,741	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2019	2002	2019	2020
45.4%	63.5%	45.4%	48.6%

COVID-19 federal relief grant spending

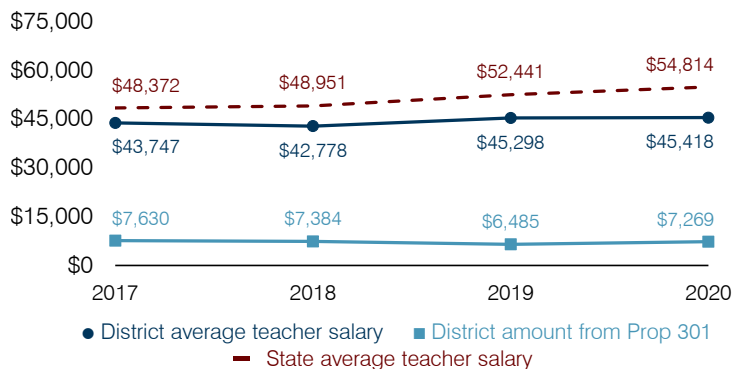
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 5,173
Per pupil federal relief grant spending	\$ 0	\$ 23

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,457	\$ 4,787	\$ 6,058	\$ 5,016
Student support	458	414	721	796
Instruction support	317	254	370	513
Nonclassroom spending				
Administration	1,887	1,778	1,873	936
Plant operations	1,570	1,486	1,803	1,048
Food service	456	458	633	432
Transportation	674	664	565	395
Total operational	9,819	9,841	12,023	9,136
Land and buildings	378	378	2,316	1,053
Equipment	844	1,092	895	533
Interest	8	5	190	273
Other	0	0	57	175
Total nonoperational	1,230	1,475	3,458	2,034
Total per pupil spending	\$ 11,049	\$ 11,316	\$ 15,481	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	16.3	16.0	17.3	16.7
Average years of teacher experience	9.6	7.8	8.7	8.1
Percentage of teachers in first 3 years	33%	35%	28%	29%

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

Dysart Unified School District

Maricopa County

Peer group(s): Operational 1 and Transportation 4¹

Legislative district(s): 13, 21, 22, and 29

District location: Suburb

Number of schools: 24

Graduation rate (2019): 93%

Students attending; Size: 23,480; Very large

5-year change in students attending: 8% decrease

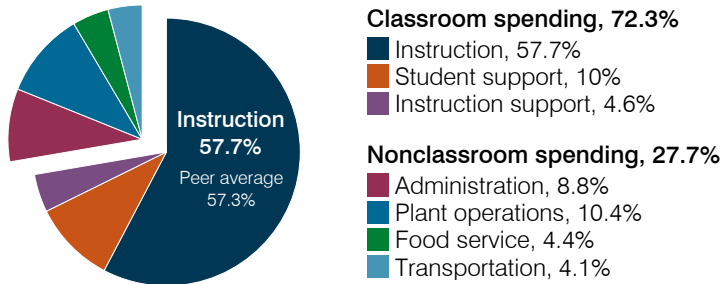
Special education population: 15%

English learner population: 3%

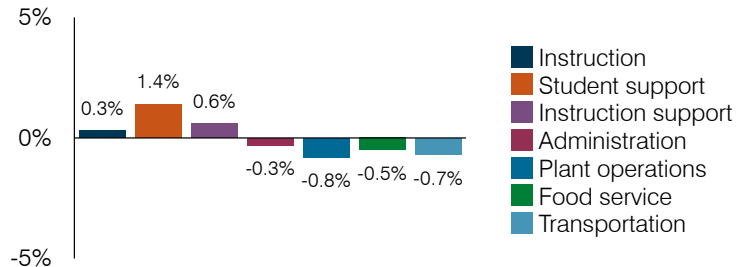
Poverty rate (2019): 13%

Free/reduced meal eligibility: 46%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$756	\$773	\$936
	Students per administrative position	79	77	65
Plant operations	Cost per square foot	\$6.41	\$6.40	\$6.55
	Square footage per student	140	152	160
Food service	Cost per meal	\$3.27	\$3.50	\$3.46
Transportation	Cost per mile	\$5.22	\$4.22	\$4.28
	Cost per rider	\$1,676	\$1,471	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2001	2006	2019	2020
50.8%	59.4%	57.2%	57.7%

COVID-19 federal relief grant spending

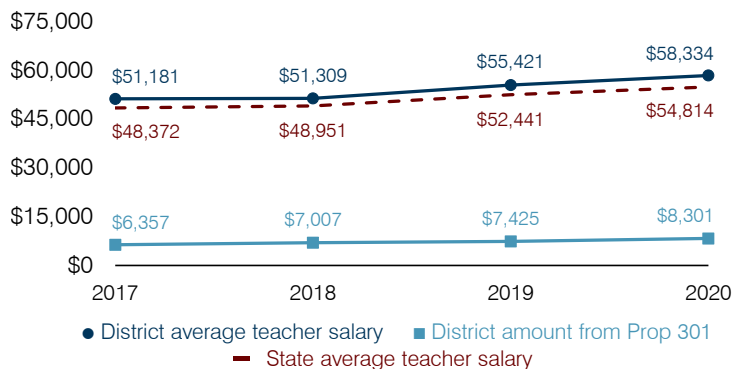
	District	Peer average
Total federal relief grant spending	\$ 1,534,165	\$ 5,534,223
Per pupil federal relief grant spending	\$ 65	\$ 149

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,677	\$ 4,952	\$ 5,072	\$ 5,016
Student support	744	860	831	796
Instruction support	400	393	447	513
Nonclassroom spending				
Administration	709	756	773	936
Plant operations	905	896	964	1,048
Food service	380	377	332	432
Transportation	360	351	362	395
Total operational	8,175	8,585	8,781	9,136
Land and buildings	83	69	764	1,053
Equipment	310	261	401	533
Interest	217	207	289	273
Other	99	157	221	175
Total nonoperational	709	694	1,675	2,034
Total per pupil spending	\$ 8,884	\$ 9,279	\$10,456	\$11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	19.7	20.2	19.7	19.3
Average years of teacher experience	9.1	9.4	9.6	9.8
Percentage of teachers in first 3 years	20%	18%	17%	16%

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

Elfrida Elementary School District

Cochise County

Peer group(s): Operational 11 and Transportation 11¹

Legislative district(s): 14

District location: Rural

Number of schools: 1

Graduation rate (2019): N/A

Students attending; Size: 101; Very small

5-year change in students attending: 15% decrease

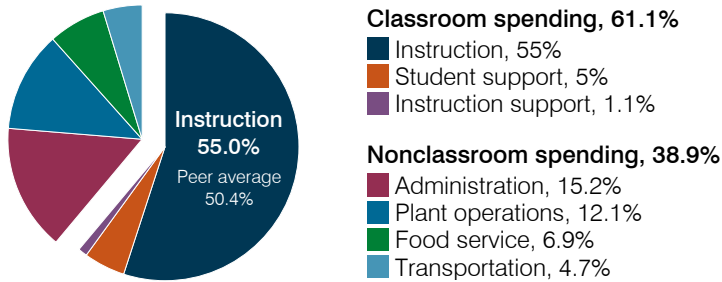
Special education population: 19%

English learner population: 0%

Poverty rate (2019): 14%

Free/reduced meal eligibility: 72%

Spending by operational area



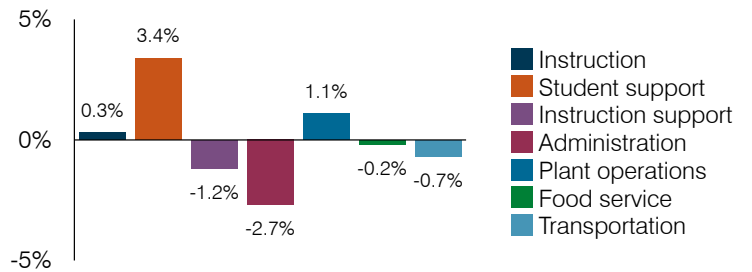
Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,938	\$3,852	\$936
	Students per administrative position	25	31	65
Plant operations	Cost per square foot	\$5.21	\$7.94	\$6.55
	Square footage per student	296	400	160
Food service	Cost per meal	\$7.19	\$6.46	\$3.46
Transportation	Cost per mile	\$2.52	\$2.09	\$4.28
	Cost per rider	\$1,215	\$1,454	\$1,370

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 6,097	\$ 7,002	\$ 9,476	\$ 5,016
Student support	654	634	728	796
Instruction support	220	142	457	513
Nonclassroom spending				
Administration	1,756	1,938	3,852	936
Plant operations	1,711	1,541	2,825	1,048
Food service	941	873	988	432
Transportation	708	592	877	395
Total operational	12,087	12,722	19,203	9,136
Land and buildings	5	3,502	2,078	1,053
Equipment	569	1,507	1,343	533
Interest	24	7	30	273
Other	0	0	72	175
Total nonoperational	598	5,016	3,523	2,034
Total per pupil spending	\$ 12,685	\$ 17,738	\$22,726	\$11,170

Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

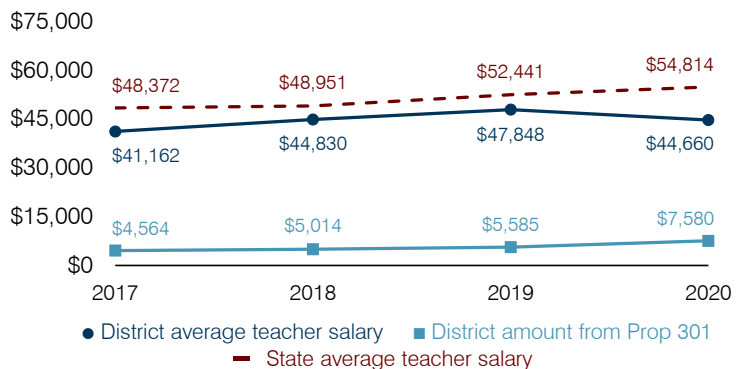
Lowest	Highest	Most recent years	
2018	2004	2019	2020
48.8%	61.2%	50.4%	55.0%

COVID-19 federal relief grant spending

	District	Peer average
Total federal relief grant spending	\$ 0	\$ 4,567
Per pupil federal relief grant spending	\$ 0	\$ 71

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	14.0	16.9	15.0	11.2
Average years of teacher experience	15.3	14.4	14.5	9.6
Percentage of teachers in first 3 years	11%	0%	17%	11%

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

Eloy Elementary School District

Pinal County

Peer group(s): Operational 9 and Transportation 7¹

Legislative district(s): 8 and 11

District location: Rural

Number of schools: 3

Graduation rate (2019): N/A

Students attending; Size: 774; Medium

5-year change in students attending: 16% decrease

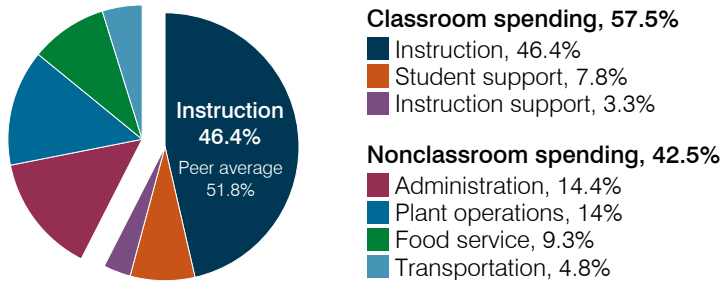
Special education population: 12%

English learner population: 7%

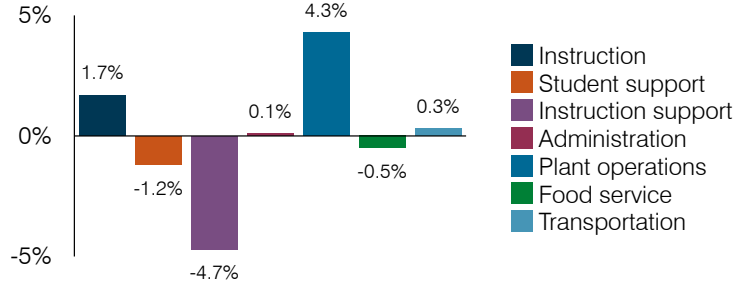
Poverty rate (2019): 35%

Free/reduced meal eligibility: 96%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,315	\$1,207	\$936
	Students per administrative position	42	58	65
Plant operations	Cost per square foot	\$6.28	\$6.61	\$6.55
	Square footage per student	204	167	160
Food service	Cost per meal	\$1.22	\$3.22	\$3.46
Transportation	Cost per mile	\$4.79	\$3.84	\$4.28
	Cost per rider	\$1,539	\$1,110	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2014	2001	2019	2020
43.9%	56.9%	44.4%	46.4%

COVID-19 federal relief grant spending

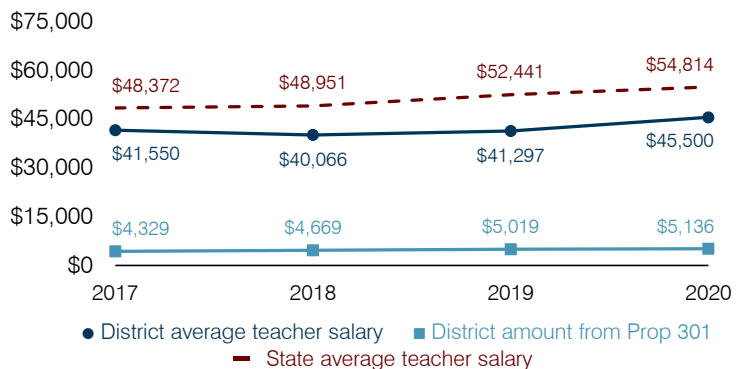
	District	Peer average
Total federal relief grant spending	\$ 3,174	\$ 125,249
Per pupil federal relief grant spending	\$ 4	\$ 50

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,166	\$ 4,230	\$ 4,770	\$ 5,016
Student support	892	715	627	796
Instruction support	415	302	433	513
Nonclassroom spending				
Administration	1,198	1,315	1,207	936
Plant operations	1,392	1,282	1,077	1,048
Food service	878	845	562	432
Transportation	437	436	507	395
Total operational	9,378	9,125	9,183	9,136
Land and buildings	126	612	283	1,053
Equipment	355	472	443	533
Interest	73	77	145	273
Other	20	12	134	175
Total nonoperational	574	1,173	1,005	2,034
Total per pupil spending	\$ 9,952	\$ 10,298	\$ 10,188	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	17.4	17.5	17.9	18.9
Average years of teacher experience	14.1	14.5	13.6	13.6
Percentage of teachers in first 3 years	16%	9%	15%	21%

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

Flagstaff Unified School District

Coconino County

Peer group(s): Operational 2 and Transportation 5¹

Legislative district(s): 6 and 7

District location: City

Number of schools: 15

Graduation rate (2019): 87%

Students attending; Size: 9,080; Large

5-year change in students attending: 3% decrease

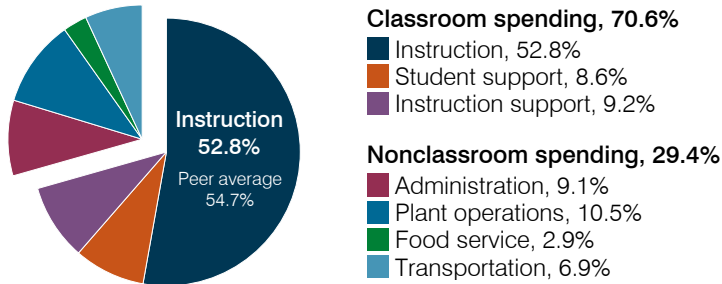
Special education population: 14%

English learner population: 4%

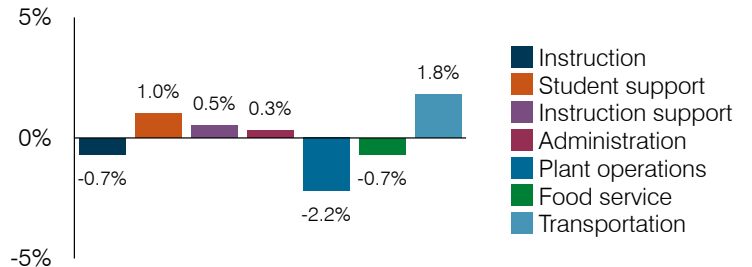
Poverty rate (2019): 9%

Free/reduced meal eligibility: 39%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$903	\$855	\$936
	Students per administrative position	71	65	65
Plant operations	Cost per square foot	\$5.74	\$6.79	\$6.55
	Square footage per student	181	147	160
Food service	Cost per meal	\$3.87	\$3.89	\$3.46
Transportation	Cost per mile	\$4.45	\$3.77	\$4.28
	Cost per rider	\$2,112	\$1,776	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2017	2003	2019	2020
51.9%	61.3%	52.2%	52.8%

COVID-19 federal relief grant spending

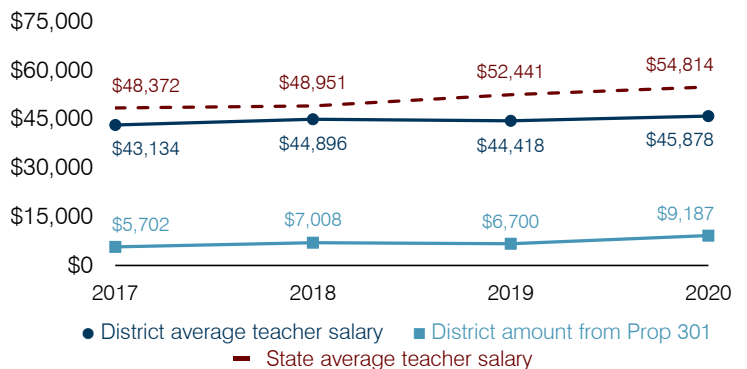
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 555,597
Per pupil federal relief grant spending	\$ 0	\$ 49

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 5,039	\$ 5,226	\$ 4,636	\$ 5,016
Student support	794	846	715	796
Instruction support	898	912	514	513
Nonclassroom spending				
Administration	894	903	855	936
Plant operations	1,088	1,037	988	1,048
Food service	308	287	362	432
Transportation	634	682	386	395
Total operational	9,655	9,893	8,456	9,136
Land and buildings	373	1,370	1,754	1,053
Equipment	422	823	553	533
Interest	120	223	345	273
Other	213	193	153	175
Total nonoperational	1,128	2,609	2,805	2,034
Total per pupil spending	\$ 10,783	\$ 12,502	\$ 11,261	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	16.2	16.3	15.9	15.7
Average years of teacher experience	12.2	12.0	12.2	12.5
Percentage of teachers in first 3 years	20%	19%	19%	19%

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

Florence Unified School District

Pinal County

Peer group(s): Operational 4 and Transportation 8¹

Legislative district(s): 8 and 12

District location: Rural

Number of schools: 12

Graduation rate (2019): 88%

Students attending; Size: 9,256; Large

5-year change in students attending: 15% increase

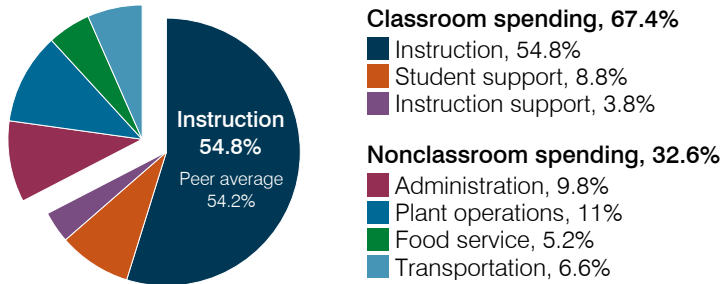
Special education population: 16%

English learner population: 2%

Poverty rate (2019): 12%

Free/reduced meal eligibility: 57%

Spending by operational area



Operational measures relative to peer averages

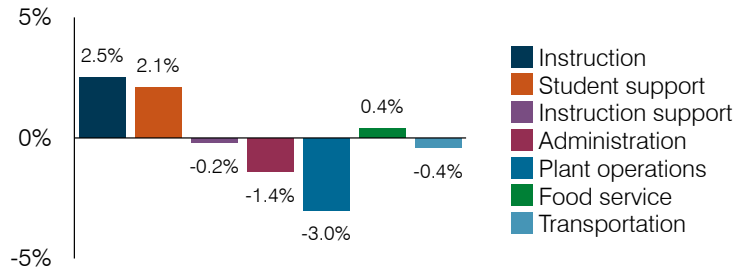
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$779	\$929	\$936
	Students per administrative position	81	73	65
Plant operations	Cost per square foot	\$5.10	\$5.79	\$6.55
	Square footage per student	170	180	160
Food service	Cost per meal	\$3.75	\$3.39	\$3.46
Transportation	Cost per mile	\$3.06	\$3.43	\$4.28
	Cost per rider	\$1,583	\$1,480	\$1,370

Very low Low Comparable High Very high

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,191	\$ 4,354	\$ 4,706	\$ 5,016
Student support	873	700	687	796
Instruction support	323	305	448	513
Nonclassroom spending				
Administration	747	779	929	936
Plant operations	924	870	998	1,048
Food service	400	411	424	432
Transportation	537	527	408	395
Total operational	7,995	7,946	8,600	9,136
Land and buildings	955	402	419	1,053
Equipment	537	957	430	533
Interest	338	167	176	273
Other	171	132	48	175
Total nonoperational	2,001	1,658	1,073	2,034
Total per pupil spending	\$ 9,996	\$ 9,604	\$ 9,673	\$11,170

Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

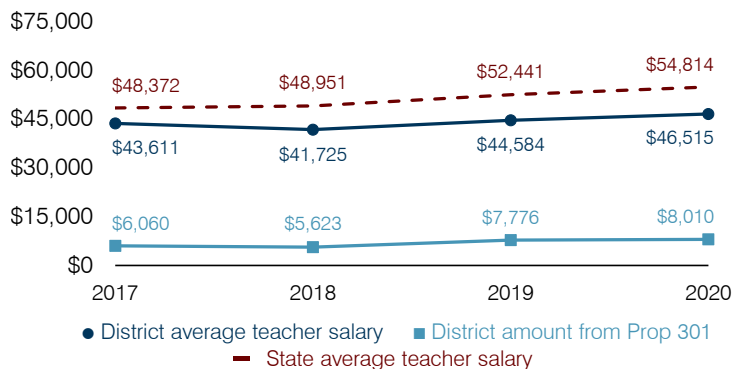
Lowest	Highest	Most recent years	
2014	2006	2019	2020
50.6%	63.2%	52.4%	54.8%

COVID-19 federal relief grant spending

	District	Peer average
Total federal relief grant spending	\$ 1,986,494	\$ 202,651
Per pupil federal relief grant spending	\$ 215	\$ 40

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	19.4	19.2	18.9	18.9
Average years of teacher experience	7.0	8.1	9.2	9.8
Percentage of teachers in first 3 years	38%	33%	23%	21%

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

Flowing Wells Unified School District

Pima County

Peer group(s): Operational 3 and Transportation 1¹

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

District location: Suburb

Number of schools: 9

Graduation rate (2019): 85%

Students attending; Size: 5,325; Medium-large

5-year change in students attending: 2% decrease

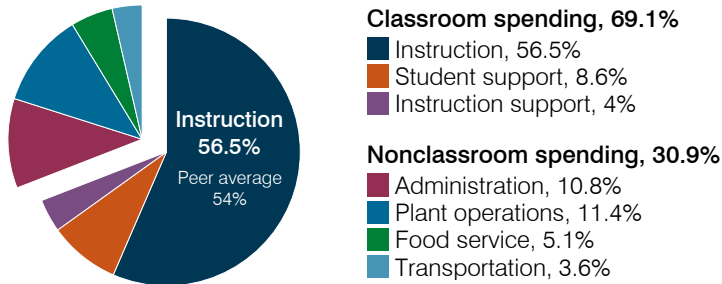
Special education population: 17%

English learner population: 6%

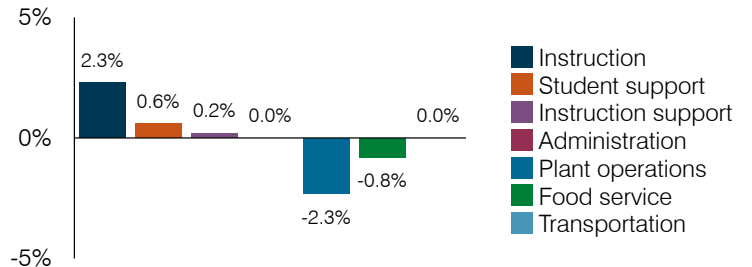
Poverty rate (2019): 26%

Free/reduced meal eligibility: 73%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$911	\$937	\$936
	Students per administrative position	73	65	65
Plant operations	Cost per square foot	\$6.53	\$6.03	\$6.55
	Square footage per student	148	164	160
Food service	Cost per meal	\$3.34	\$3.64	\$3.46
Transportation	Cost per mile	\$8.74	\$7.32	\$4.28
	Cost per rider	\$1,180	\$1,286	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2012	2005	2019	2020
51.9%	60.7%	55.8%	56.5%

COVID-19 federal relief grant spending

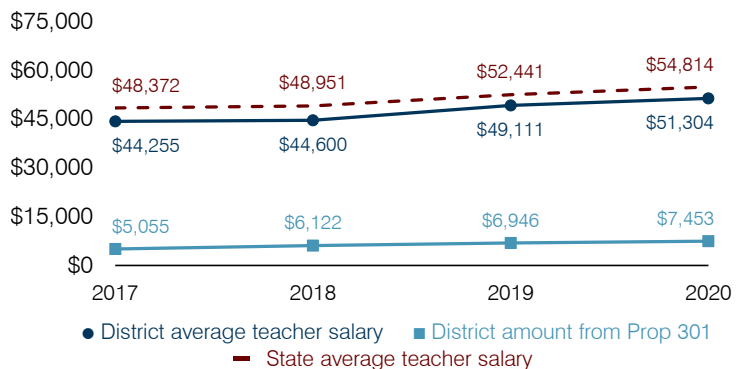
	District	Peer average
Total federal relief grant spending	\$ 452,160	\$ 49,386
Per pupil federal relief grant spending	\$ 85	\$ 10

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,540	\$ 4,783	\$ 4,606	\$ 5,016
Student support	678	727	805	796
Instruction support	319	334	374	513
Nonclassroom spending				
Administration	863	911	937	936
Plant operations	956	968	1,034	1,048
Food service	465	434	340	432
Transportation	311	302	450	395
Total operational	8,132	8,459	8,546	9,136
Land and buildings	364	2,846	779	1,053
Equipment	348	639	519	533
Interest	247	191	284	273
Other	23	6	160	175
Total nonoperational	982	3,682	1,742	2,034
Total per pupil spending	\$ 9,114	\$ 12,141	\$ 10,288	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	18.4	18.7	18.5	18.1
Average years of teacher experience	10.2	10.4	10.7	10.7
Percentage of teachers in first 3 years	31%	30%	25%	23%

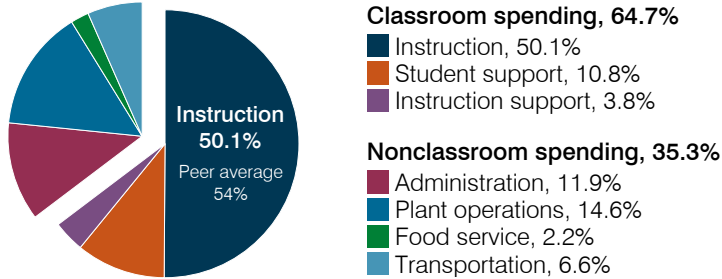
¹ See Appendix A for information, such as districts included in each peer group, and Appendix C for sources and methodology.

Fountain Hills Unified School District

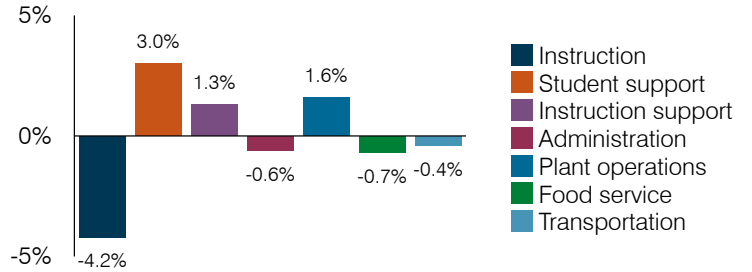
Maricopa County
 Peer group(s): Operational 3 and Transportation 4¹
 Legislative district(s): 23
 District location: Suburb
 Number of schools: 3
 Graduation rate (2019): 88%

Students attending; Size: 1,314; Medium
 5-year change in students attending: 20% decrease
 Special education population: 10%
 English learner population: 2%
 Poverty rate (2019): 6%
 Free/reduced meal eligibility: 26%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,142	\$937	\$936
	Students per administrative position	57	65	65
Plant operations	Cost per square foot	\$4.50	\$6.03	\$6.55
	Square footage per student	310	164	160
Food service	Cost per meal	\$3.39	\$3.64	\$3.46
Transportation	Cost per mile	\$3.66	\$4.22	\$4.28
	Cost per rider	\$1,281	\$1,471	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2019	2002	2019	2020
50.0%	60.4%	50.0%	50.1%

COVID-19 federal relief grant spending

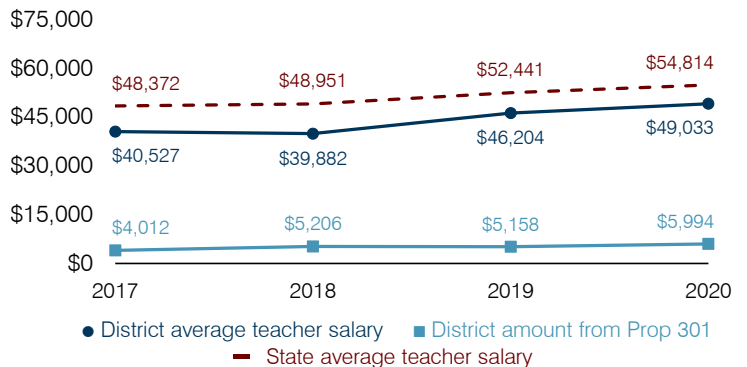
	District	Peer average
Total federal relief grant spending	\$ 1,986	\$ 49,386
Per pupil federal relief grant spending	\$ 2	\$ 10

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,492	\$ 4,794	\$ 4,606	\$ 5,016
Student support	939	1,039	805	796
Instruction support	319	363	374	513
Nonclassroom spending				
Administration	1,078	1,142	937	936
Plant operations	1,278	1,397	1,034	1,048
Food service	258	212	340	432
Transportation	612	630	450	395
Total operational	8,976	9,577	8,546	9,136
Land and buildings	20	426	779	1,053
Equipment	228	393	519	533
Interest	277	242	284	273
Other	107	103	160	175
Total nonoperational	632	1,164	1,742	2,034
Total per pupil spending	\$ 9,608	\$ 10,741	\$ 10,288	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	16.8	16.7	17.4	16.9
Average years of teacher experience	9.8	10.9	11.2	9.8
Percentage of teachers in first 3 years	38%	18%	14%	11%

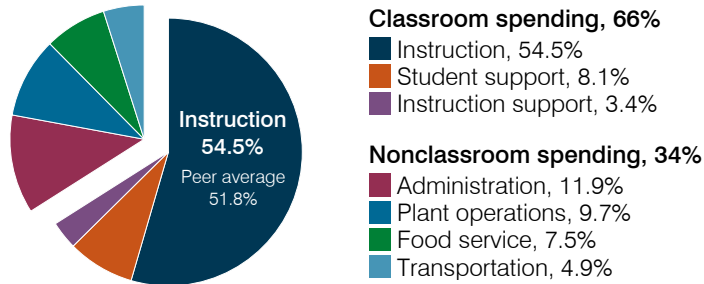
¹ See Appendix A for information, such as districts included in each peer group, and Appendix C for sources and methodology.

Fowler Elementary School District

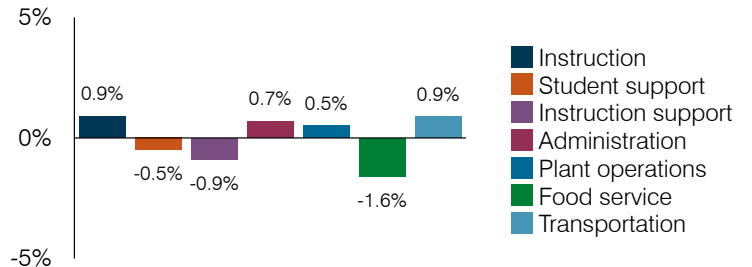
Maricopa County
 Peer group(s): Operational 8 and Transportation 1¹
 Legislative district(s): 19
 District location: City
 Number of schools: 7
 Graduation rate (2019): N/A

Students attending; Size: 3,942; Medium-large
 5-year change in students attending: 13% decrease
 Special education population: 11%
 English learner population: 16%
 Poverty rate (2019): 27%
 Free/reduced meal eligibility: 77%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,082	\$1,119	\$936
	Students per administrative position	66	64	65
Plant operations	Cost per square foot	\$6.22	\$6.73	\$6.55
	Square footage per student	142	148	160
Food service	Cost per meal	\$3.50	\$3.26	\$3.46
Transportation	Cost per mile	\$6.99	\$7.32	\$4.28
	Cost per rider	\$1,088	\$1,286	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2018	2004	2019	2020
52.9%	60.7%	55.1%	54.5%

COVID-19 federal relief grant spending

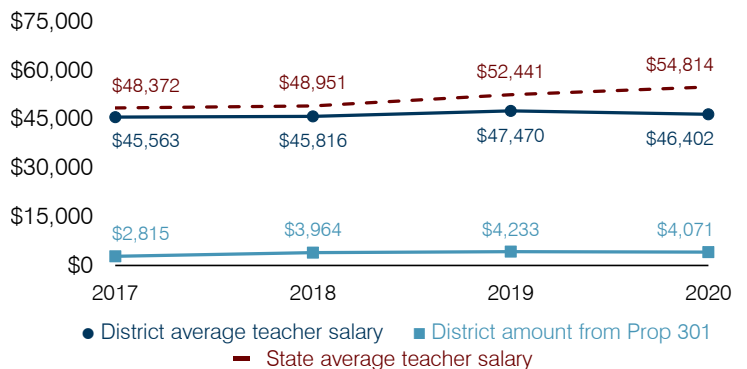
	District	Peer average
Total federal relief grant spending	\$ 9,316	\$ 505,751
Per pupil federal relief grant spending	\$ 2	\$ 90

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,832	\$ 4,938	\$ 4,869	\$ 5,016
Student support	686	731	757	796
Instruction support	346	306	615	513
Nonclassroom spending				
Administration	934	1,082	1,119	936
Plant operations	819	884	1,017	1,048
Food service	720	675	703	432
Transportation	436	446	348	395
Total operational	8,773	9,062	9,428	9,136
Land and buildings	230	435	1,809	1,053
Equipment	305	306	640	533
Interest	58	59	374	273
Other	324	371	218	175
Total nonoperational	917	1,171	3,041	2,034
Total per pupil spending	\$ 9,690	\$ 10,233	\$12,469	\$11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	18.6	19.0	17.3	17.2
Average years of teacher experience	7.4	7.3	7.6	6.6
Percentage of teachers in first 3 years	33%	45%	44%	53%

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

Fredonia-Moccasin Unified School District

Coconino County

Peer group(s): Operational 6 and Transportation 9¹

Legislative district(s): 5 and 7

District location: Rural

Number of schools: 2

Graduation rate (2019): 82%

Students attending; Size: 201; Small

5-year change in students attending: 16% decrease

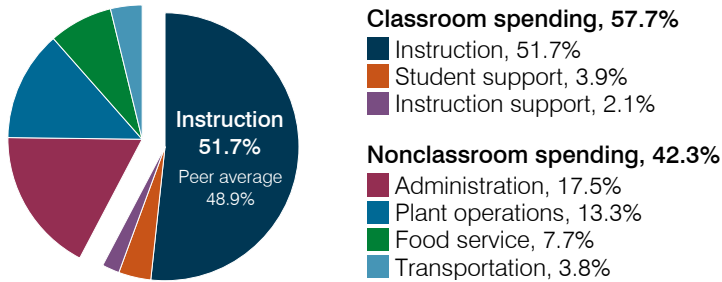
Special education population: 19%

English learner population: 0%

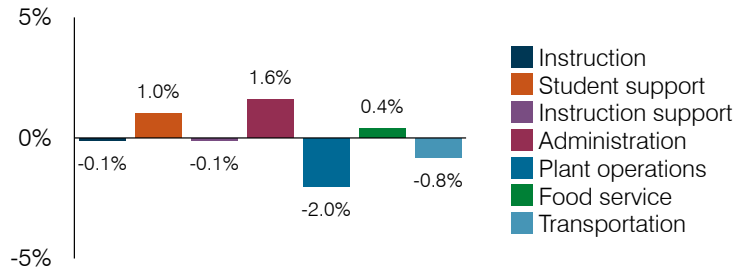
Poverty rate (2019): 16%

Free/reduced meal eligibility: 70%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,999	\$1,873	\$936
	Students per administrative position	38	44	65
Plant operations	Cost per square foot	\$2.99	\$5.44	\$6.55
	Square footage per student	509	354	160
Food service	Cost per meal	\$4.86	\$4.30	\$3.46
Transportation	Cost per mile	\$3.14	\$2.67	\$4.28
	Cost per rider	\$1,045	\$1,471	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2017	2004	2019	2020
50.1%	62.8%	50.3%	51.7%

COVID-19 federal relief grant spending

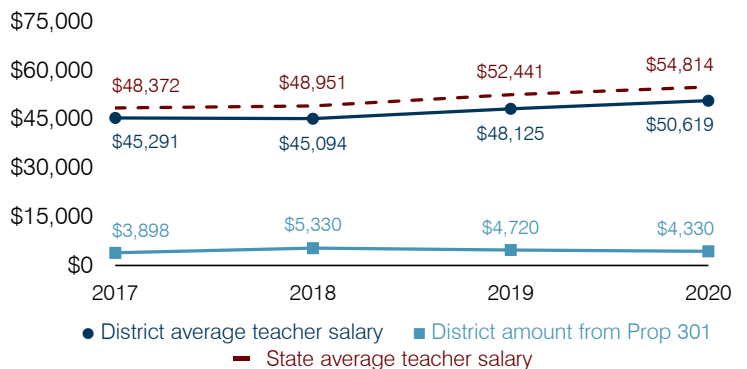
	District	Peer average
Total federal relief grant spending	\$ 19,389	\$ 5,173
Per pupil federal relief grant spending	\$ 96	\$ 23

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 6,009	\$ 5,906	\$ 6,058	\$ 5,016
Student support	684	445	721	796
Instruction support	265	244	370	513
Nonclassroom spending				
Administration	2,106	1,999	1,873	936
Plant operations	1,598	1,520	1,803	1,048
Food service	866	873	633	432
Transportation	427	431	565	395
Total operational	11,955	11,418	12,023	9,136
Land and buildings	101	1,029	2,316	1,053
Equipment	318	928	895	533
Interest	0	0	190	273
Other	8	1	57	175
Total nonoperational	427	1,958	3,458	2,034
Total per pupil spending	\$ 12,382	\$ 13,376	\$ 15,481	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	13.3	12.6	13.4	14.2
Average years of teacher experience	11.3	14.5	10.5	13.8
Percentage of teachers in first 3 years	20%	14%	42%	14%

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

Ft. Thomas Unified School District

Graham County

Peer group(s): Operational 6 and Transportation 7¹

Legislative district(s): 7 and 14

District location: Rural

Number of schools: 4

Graduation rate (2019): 90%

Students attending; Size: 589; Small

5-year change in students attending: 9% increase

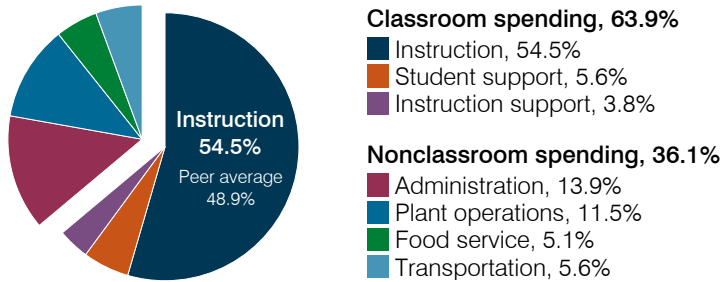
Special education population: 18%

English learner population: 0%

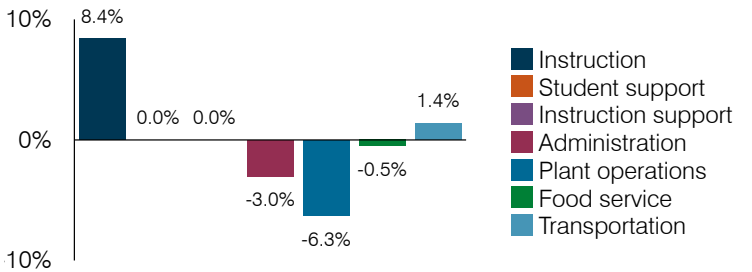
Poverty rate (2019): 28%

Free/reduced meal eligibility: 95%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,334	\$1,873	\$936
	Students per administrative position	52	44	65
Plant operations	Cost per square foot	\$4.99	\$5.44	\$6.55
	Square footage per student	387	354	160
Food service	Cost per meal	\$4.52	\$4.30	\$3.46
Transportation	Cost per mile	\$4.40	\$3.84	\$4.28
	Cost per rider	\$1,156	\$1,110	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2012	2002	2019	2020
45.2%	57.8%	52.3%	54.5%

COVID-19 federal relief grant spending

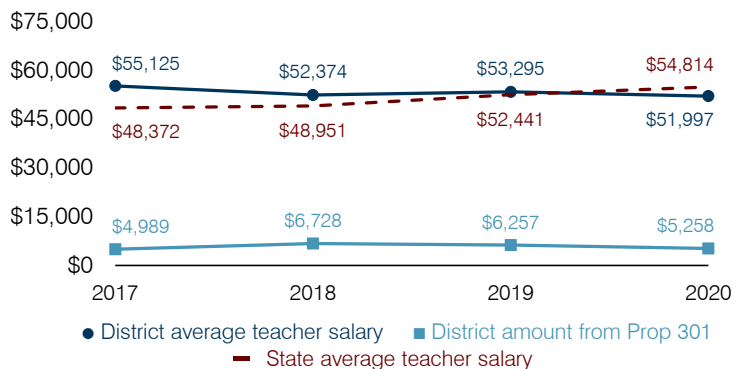
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 5,173
Per pupil federal relief grant spending	\$ 0	\$ 23

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 8,233	\$ 9,154	\$ 6,058	\$ 5,016
Student support	1,204	935	721	796
Instruction support	594	632	370	513
Nonclassroom spending				
Administration	2,027	2,334	1,873	936
Plant operations	1,917	1,928	1,803	1,048
Food service	893	858	633	432
Transportation	888	944	565	395
Total operational	15,756	16,785	12,023	9,136
Land and buildings	1,214	3,257	2,316	1,053
Equipment	621	1,035	895	533
Interest	0	0	190	273
Other	0	0	57	175
Total nonoperational	1,835	4,292	3,458	2,034
Total per pupil spending	\$ 17,591	\$ 21,077	\$ 15,481	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	14.3	13.5	12.0	10.9
Average years of teacher experience	9.7	10.0	9.4	10.3
Percentage of teachers in first 3 years	17%	25%	26%	18%

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

Gadsden Elementary School District

Yuma County

Peer group(s): Operational 9 and Transportation 6¹

Legislative district(s): 4

District location: Town

Number of schools: 8

Graduation rate (2019): N/A

Students attending; Size: 4,758; Medium-large

5-year change in students attending: 7% decrease

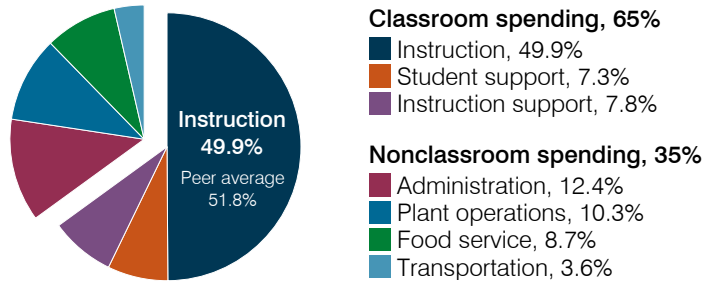
Special education population: 12%

English learner population: 42%

Poverty rate (2019): 34%

Free/reduced meal eligibility: 93%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,046	\$1,207	\$936
	Students per administrative position	59	58	65
Plant operations	Cost per square foot	\$7.54	\$6.61	\$6.55
	Square footage per student	114	167	160
Food service	Cost per meal	\$3.25	\$3.22	\$3.46
Transportation	Cost per mile	\$3.79	\$3.70	\$4.28
	Cost per rider	\$800	\$799	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2016	2001	2019	2020
47.8%	58.6%	49.2%	49.9%

COVID-19 federal relief grant spending

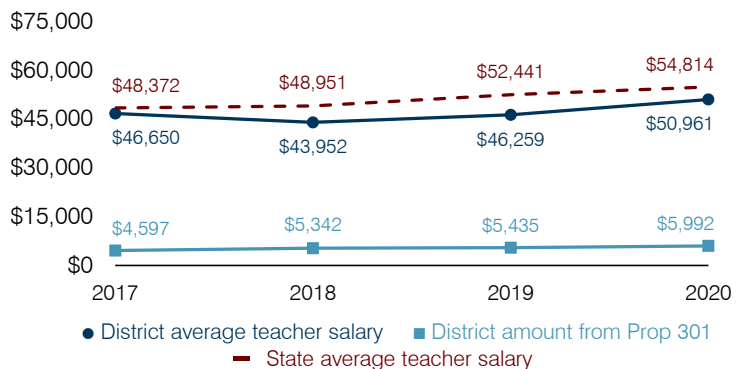
	District	Peer average
Total federal relief grant spending	\$ 813,318	\$ 125,249
Per pupil federal relief grant spending	\$ 171	\$ 50

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 3,975	\$ 4,191	\$ 4,770	\$ 5,016
Student support	611	616	627	796
Instruction support	624	656	433	513
Nonclassroom spending				
Administration	975	1,046	1,207	936
Plant operations	848	861	1,077	1,048
Food service	741	733	562	432
Transportation	298	299	507	395
Total operational	8,072	8,402	9,183	9,136
Land and buildings	51	361	283	1,053
Equipment	347	273	443	533
Interest	67	78	145	273
Other	16	16	134	175
Total nonoperational	481	728	1,005	2,034
Total per pupil spending	\$ 8,553	\$ 9,130	\$10,188	\$11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	27.2	27.2	25.2	24.3
Average years of teacher experience	8.9	9.0	8.7	8.1
Percentage of teachers in first 3 years	16%	16%	25%	32%

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

Ganado Unified School District

Apache County

Peer group(s): Operational 5 and Transportation 8¹

Legislative district(s): 7

District location: Rural

Number of schools: 4

Graduation rate (2019): 79%

Students attending; Size: 1,330; Medium

5-year change in students attending: 9% decrease

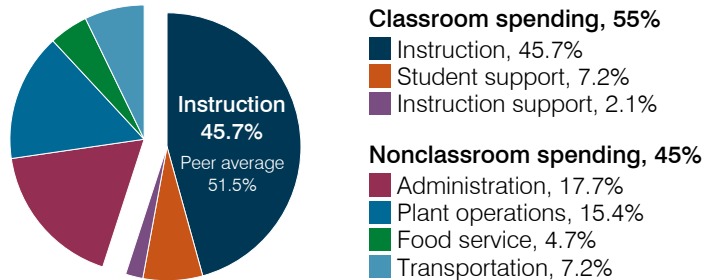
Special education population: 9%

English learner population: 7%

Poverty rate (2019): 51%

Free/reduced meal eligibility: 94%

Spending by operational area



Operational measures relative to peer averages

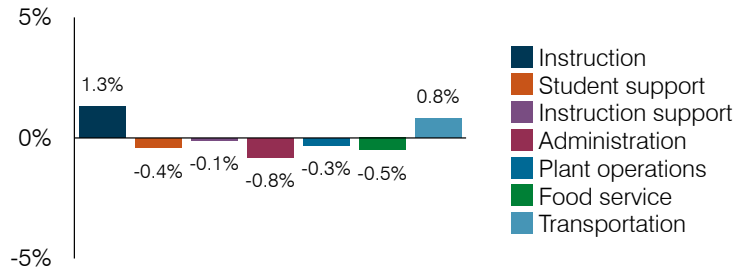
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,523	\$1,241	\$936
	Students per administrative position	41	58	65
Plant operations	Cost per square foot	\$4.96	\$5.69	\$6.55
	Square footage per student	442	275	160
Food service	Cost per meal	\$4.09	\$4.01	\$3.46
Transportation	Cost per mile	\$2.75	\$3.43	\$4.28
	Cost per rider	\$1,707	\$1,480	\$1,370

Very low Low Comparable High Very high

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 6,644	\$ 6,498	\$ 5,405	\$ 5,016
Student support	939	1,030	719	796
Instruction support	352	298	458	513
Nonclassroom spending				
Administration	2,180	2,523	1,241	936
Plant operations	2,786	2,193	1,516	1,048
Food service	675	661	424	432
Transportation	1,055	1,022	565	395
Total operational	14,631	14,225	10,328	9,136
Land and buildings	141	400	558	1,053
Equipment	863	943	686	533
Interest	0	0	198	273
Other	30	25	97	175
Total nonoperational	1,034	1,368	1,539	2,034
Total per pupil spending	\$ 15,665	\$ 15,593	\$ 11,867	\$ 11,170

Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

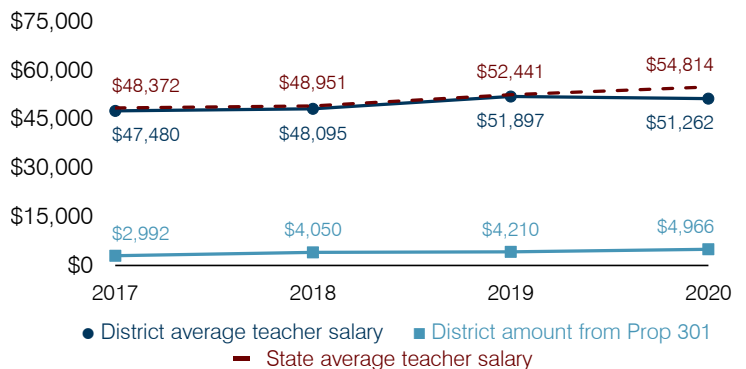
Lowest	Highest	Most recent years	
2014	2003	2019	2020
40.7%	48.0%	45.4%	45.7%

COVID-19 federal relief grant spending

	District	Peer average
Total federal relief grant spending	\$ 0	\$ 23,662
Per pupil federal relief grant spending	\$ 0	\$ 21

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	13.7	15.1	14.0	13.2
Average years of teacher experience	8.6	8.7	8.7	9.2
Percentage of teachers in first 3 years	23%	23%	19%	18%

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

Gila Bend Unified School District

Maricopa County

Peer group(s): Operational 6 and Transportation 7¹

Legislative district(s): 4

District location: Rural

Number of schools: 2

Graduation rate (2019): 78%

Students attending; Size: 438; Small

5-year change in students attending: 12% increase

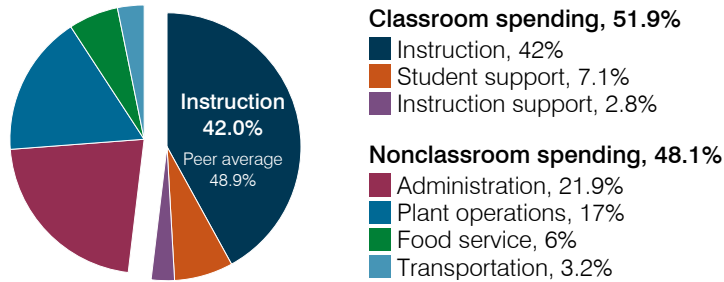
Special education population: 14%

English learner population: 22%

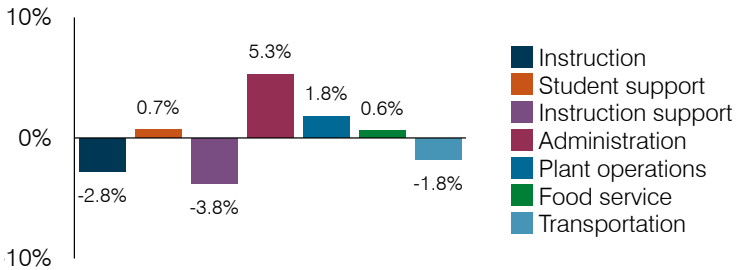
Poverty rate (2019): 34%

Free/reduced meal eligibility: 75%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,329	\$1,873	\$936
	Students per administrative position	57	44	65
Plant operations	Cost per square foot	\$7.16	\$5.44	\$6.55
	Square footage per student	253	354	160
Food service	Cost per meal	\$3.19	\$4.30	\$3.46
Transportation	Cost per mile	\$2.43	\$3.84	\$4.28
	Cost per rider	\$684	\$1,110	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2017	2005	2019	2020
41.2%	57.3%	47.8%	42.0%

COVID-19 federal relief grant spending

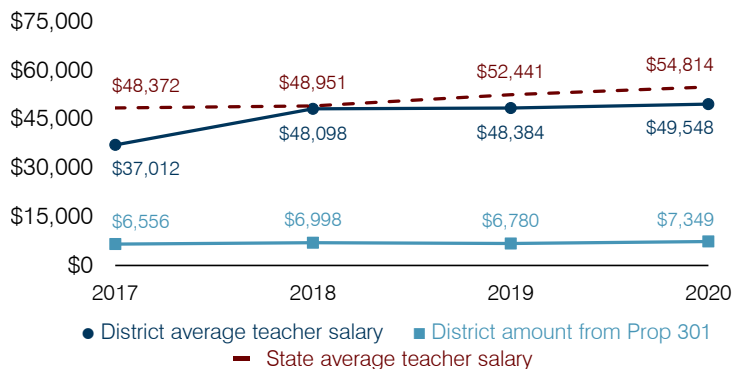
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 5,173
Per pupil federal relief grant spending	\$ 0	\$ 23

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 5,009	\$ 4,469	\$ 6,058	\$ 5,016
Student support	529	750	721	796
Instruction support	234	293	370	513
Nonclassroom spending				
Administration	1,939	2,329	1,873	936
Plant operations	1,752	1,811	1,803	1,048
Food service	672	641	633	432
Transportation	351	340	565	395
Total operational	10,486	10,633	12,023	9,136
Land and buildings	2,576	18,886	2,316	1,053
Equipment	278	627	895	533
Interest	237	1,102	190	273
Other	4	105	57	175
Total nonoperational	3,095	20,720	3,458	2,034
Total per pupil spending	\$ 13,581	\$ 31,353	\$ 15,481	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	17.7	15.7	16.3	16.8
Average years of teacher experience	8.9	11.8	11.9	9.9
Percentage of teachers in first 3 years	45%	19%	12%	31%

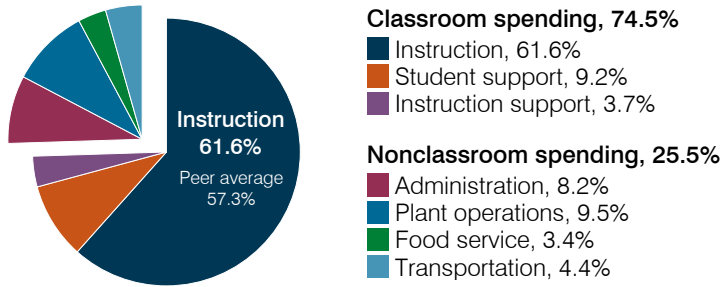
¹ See Appendix A for information, such as districts included in each peer group, and Appendix C for sources and methodology.

Gilbert Unified School District

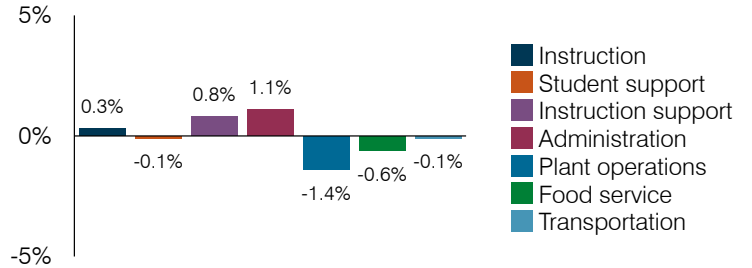
Maricopa County
 Peer group(s): Operational 1 and Transportation 3¹
 Legislative district(s): 12, 16, 17, 25, and 26
 District location: Suburb
 Number of schools: 39
 Graduation rate (2019): 92%

Students attending; Size: 33,360; Very large
 5-year change in students attending: 6% decrease
 Special education population: 12%
 English learner population: 2%
 Poverty rate (2019): 7%
 Free/reduced meal eligibility: 24%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$679	\$773	\$936
	Students per administrative position	91	77	65
Plant operations	Cost per square foot	\$5.42	\$6.40	\$6.55
	Square footage per student	145	152	160
Food service	Cost per meal	\$3.59	\$3.50	\$3.46
Transportation	Cost per mile	\$5.33	\$4.60	\$4.28
	Cost per rider	\$1,564	\$1,301	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2011	2003	2019	2020
59.9%	64.5%	61.2%	61.6%

COVID-19 federal relief grant spending

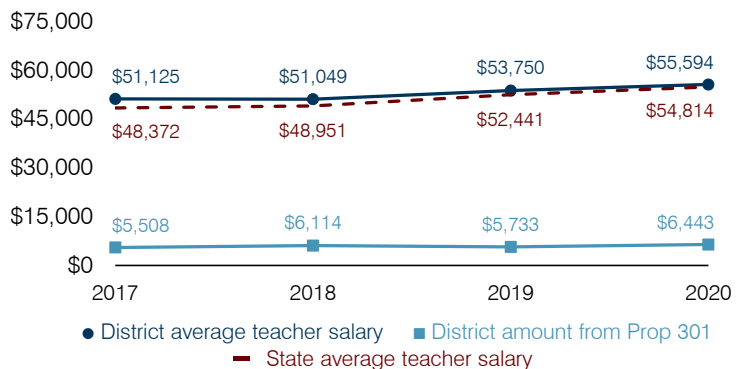
	District	Peer average
Total federal relief grant spending	\$12,000,000	\$ 5,534,223
Per pupil federal relief grant spending	\$ 360	\$ 149

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,979	\$ 5,079	\$ 5,072	\$ 5,016
Student support	763	763	831	796
Instruction support	287	298	447	513
Nonclassroom spending				
Administration	654	679	773	936
Plant operations	781	783	964	1,048
Food service	290	280	332	432
Transportation	381	363	362	395
Total operational	8,135	8,245	8,781	9,136
Land and buildings	380	451	764	1,053
Equipment	389	271	401	533
Interest	190	149	289	273
Other	308	296	221	175
Total nonoperational	1,267	1,167	1,675	2,034
Total per pupil spending	\$ 9,402	\$ 9,412	\$10,456	\$11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	17.8	17.4	17.5	17.5
Average years of teacher experience	11.9	12.4	12.6	12.7
Percentage of teachers in first 3 years	13%	13%	12%	13%

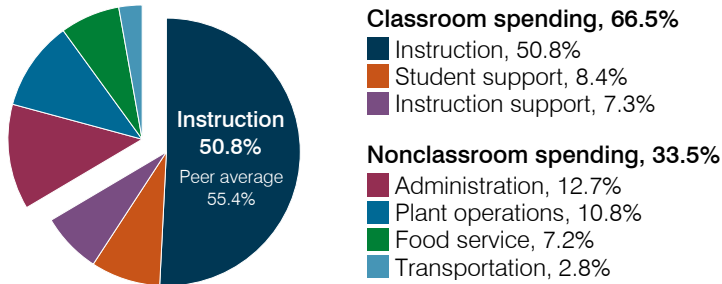
¹ See Appendix A for information, such as districts included in each peer group, and Appendix C for sources and methodology.

Glendale Elementary School District

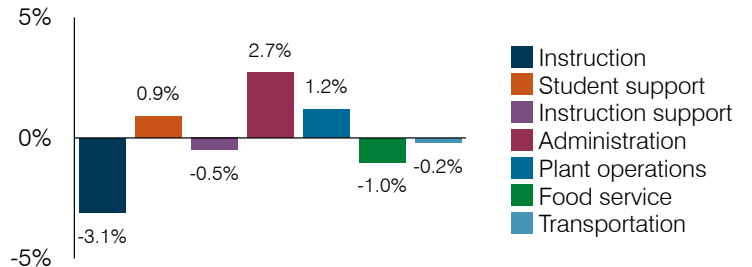
Maricopa County
 Peer group(s): Operational 7 and Transportation 1¹
 Legislative district(s): 20, 29, and 30
 District location: City
 Number of schools: 17
 Graduation rate (2019): N/A

Students attending; Size: 10,923; Large
 5-year change in students attending: 16% decrease
 Special education population: 13%
 English learner population: 16%
 Poverty rate (2019): 30%
 Free/reduced meal eligibility: 91%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,106	\$911	\$936
	Students per administrative position	70	74	65
Plant operations	Cost per square foot	\$6.79	\$6.16	\$6.55
	Square footage per student	139	144	160
Food service	Cost per meal	\$3.13	\$3.37	\$3.46
Transportation	Cost per mile	\$7.56	\$7.32	\$4.28
	Cost per rider	\$1,293	\$1,286	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2018	2001	2019	2020
49.3%	62.9%	50.8%	50.8%

COVID-19 federal relief grant spending

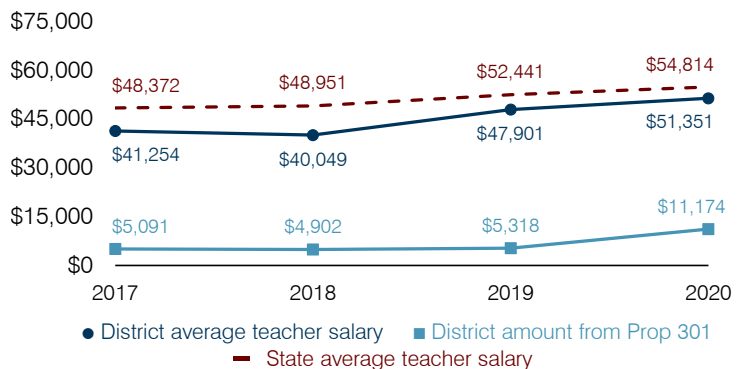
	District	Peer average
Total federal relief grant spending	\$ 57,728	\$ 833,736
Per pupil federal relief grant spending	\$ 5	\$ 70

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,278	\$ 4,434	\$ 4,916	\$ 5,016
Student support	708	737	745	796
Instruction support	620	637	526	513
Nonclassroom spending				
Administration	1,006	1,106	911	936
Plant operations	890	941	881	1,048
Food service	667	632	590	432
Transportation	247	241	321	395
Total operational	8,416	8,728	8,890	9,136
Land and buildings	278	550	1,168	1,053
Equipment	450	564	563	533
Interest	106	133	262	273
Other	78	81	189	175
Total nonoperational	912	1,328	2,182	2,034
Total per pupil spending	\$ 9,328	\$ 10,056	\$ 11,072	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	18.5	17.6	18.9	19.0
Average years of teacher experience	8.1	8.0	8.2	8.9
Percentage of teachers in first 3 years	37%	35%	35%	30%

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

Glendale Union High School District

Maricopa County

Peer group(s): Operational 2 and Transportation 5¹

Legislative district(s): 20, 24, 28, 29, and 30

District location: City

Number of schools: 10

Graduation rate (2019): 88%

Students attending; Size: 16,168; Large

5-year change in students attending: 7% increase

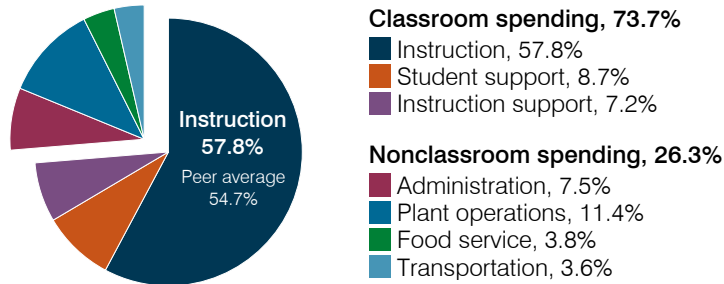
Special education population: 12%

English learner population: 4%

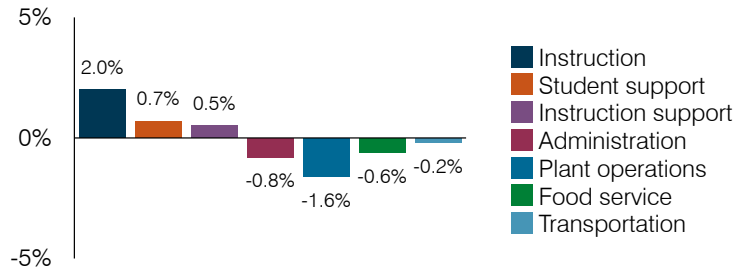
Poverty rate (2019): 21%

Free/reduced meal eligibility: 58%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$700	\$855	\$936
	Students per administrative position	67	65	65
Plant operations	Cost per square foot	\$7.12	\$6.79	\$6.55
	Square footage per student	150	147	160
Food service	Cost per meal	\$3.93	\$3.89	\$3.46
Transportation	Cost per mile	\$7.04	\$3.77	\$4.28
	Cost per rider	\$2,935	\$1,776	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2015	2004	2019	2020
55.8%	60.1%	57.2%	57.8%

COVID-19 federal relief grant spending

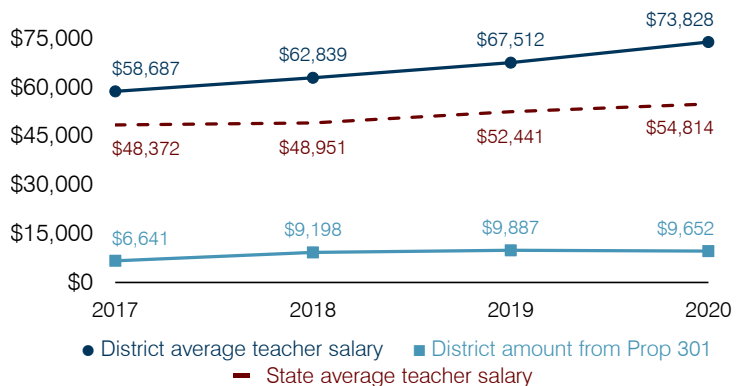
	District	Peer average
Total federal relief grant spending	\$ 19,329	\$ 555,597
Per pupil federal relief grant spending	\$ 1	\$ 49

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 5,131	\$ 5,383	\$ 4,636	\$ 5,016
Student support	769	815	715	796
Instruction support	636	672	514	513
Nonclassroom spending				
Administration	663	700	855	936
Plant operations	1,056	1,067	988	1,048
Food service	373	352	362	432
Transportation	347	332	386	395
Total operational	8,975	9,321	8,456	9,136
Land and buildings	396	421	1,754	1,053
Equipment	458	608	553	533
Interest	282	266	345	273
Other	51	37	153	175
Total nonoperational	1,187	1,332	2,805	2,034
Total per pupil spending	\$ 10,162	\$ 10,653	\$ 11,261	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	21.2	21.6	22.3	23.0
Average years of teacher experience	12.7	12.9	13.3	13.4
Percentage of teachers in first 3 years	9%	9%	7%	10%

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

Globe Unified School District

Gila County

Peer group(s): Operational 5 and Transportation 8¹

Legislative district(s): 8

District location: Town

Number of schools: 3

Graduation rate (2019): 90%

Students attending; Size: 1,604; Medium

5-year change in students attending: 9% decrease

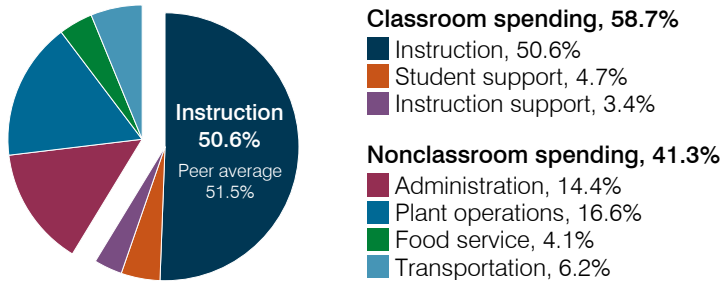
Special education population: 11%

English learner population: 1%

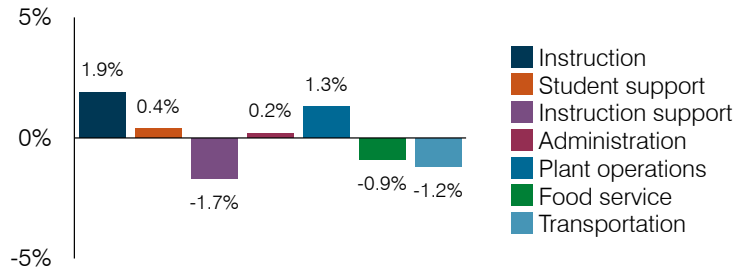
Poverty rate (2019): 24%

Free/reduced meal eligibility: 52%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,194	\$1,241	\$936
	Students per administrative position	65	58	65
Plant operations	Cost per square foot	\$6.61	\$5.69	\$6.55
	Square footage per student	209	275	160
Food service	Cost per meal	\$2.61	\$4.01	\$3.46
Transportation	Cost per mile	\$3.43	\$3.43	\$4.28
	Cost per rider	\$1,527	\$1,480	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2011	2005	2019	2020
45.1%	59.4%	51.7%	50.6%

COVID-19 federal relief grant spending

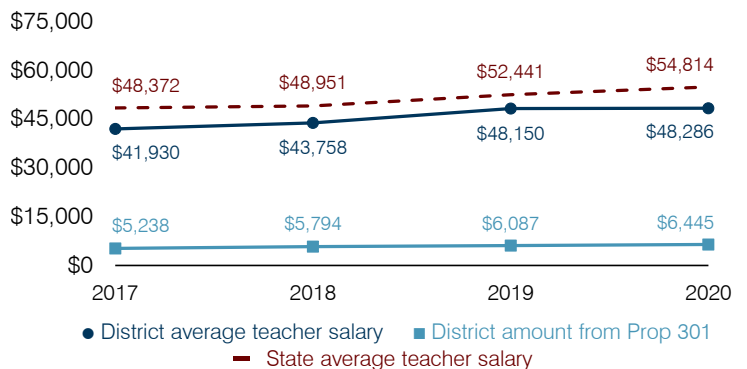
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 23,662
Per pupil federal relief grant spending	\$ 0	\$ 21

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,330	\$ 4,203	\$ 5,405	\$ 5,016
Student support	383	390	719	796
Instruction support	342	279	458	513
Nonclassroom spending				
Administration	1,068	1,194	1,241	936
Plant operations	1,361	1,379	1,516	1,048
Food service	318	340	424	432
Transportation	578	519	565	395
Total operational	8,380	8,304	10,328	9,136
Land and buildings	377	1,478	558	1,053
Equipment	296	661	686	533
Interest	0	0	198	273
Other	109	155	97	175
Total nonoperational	782	2,294	1,539	2,034
Total per pupil spending	\$ 9,162	\$ 10,598	\$ 11,867	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	18.3	20.1	20.0	19.8
Average years of teacher experience	14.5	14.6	13.1	12.2
Percentage of teachers in first 3 years	15%	14%	25%	32%

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

Grand Canyon Unified School District

Coconino County

Peer group(s): Operational 6 and Transportation 9¹

Legislative district(s): 6

District location: Rural

Number of schools: 2

Graduation rate (2019): 96%

Students attending; Size: 270; Small

5-year change in students attending: 4% decrease

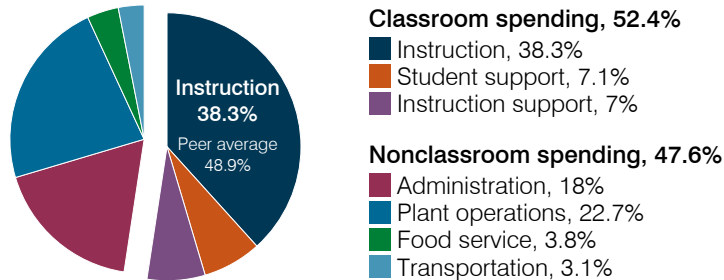
Special education population: 24%

English learner population: 7%

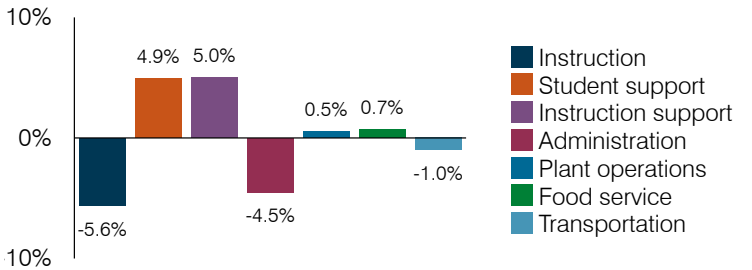
Poverty rate (2019): 10%

Free/reduced meal eligibility: 66%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,595	\$1,873	\$936
	Students per administrative position	33	44	65
Plant operations	Cost per square foot	\$15.93	\$5.44	\$6.55
	Square footage per student	285	354	160
Food service	Cost per meal	\$6.92	\$4.30	\$3.46
Transportation	Cost per mile	\$3.07	\$2.67	\$4.28
	Cost per rider	\$1,638	\$1,471	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2020	2005	2019	2020
38.3%	53.7%	38.8%	38.3%

COVID-19 federal relief grant spending

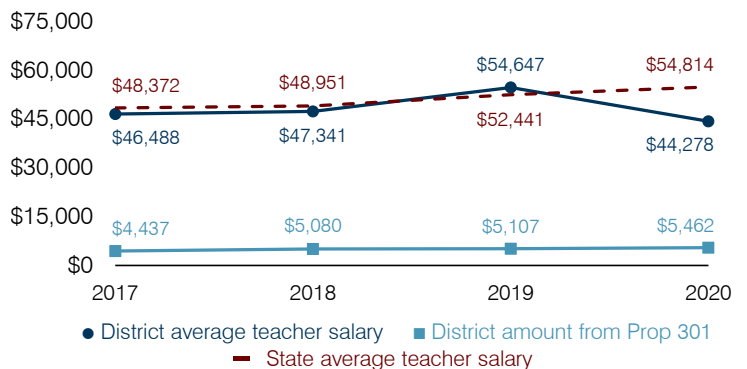
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 5,173
Per pupil federal relief grant spending	\$ 0	\$ 23

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 7,747	\$ 7,651	\$ 6,058	\$ 5,016
Student support	1,403	1,423	721	796
Instruction support	1,288	1,394	370	513
Nonclassroom spending				
Administration	3,920	3,595	1,873	936
Plant operations	4,192	4,534	1,803	1,048
Food service	686	766	633	432
Transportation	734	631	565	395
Total operational	19,970	19,994	12,023	9,136
Land and buildings	0	184	2,316	1,053
Equipment	1,081	1,434	895	533
Interest	51	34	190	273
Other	0	0	57	175
Total nonoperational	1,132	1,652	3,458	2,034
Total per pupil spending	\$ 21,102	\$ 21,646	\$ 15,481	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	11.0	11.0	10.8	9.0
Average years of teacher experience	13.3	10.1	9.6	9.1
Percentage of teachers in first 3 years	13%	31%	17%	33%

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

Hackberry Elementary School District

Mohave County

Peer group(s): Operational 11 and Transportation 11¹

Legislative district(s): 5

District location: Rural

Number of schools: 1

Graduation rate (2019): N/A

Students attending; Size: 30; Very small

5-year change in students attending: 7% decrease

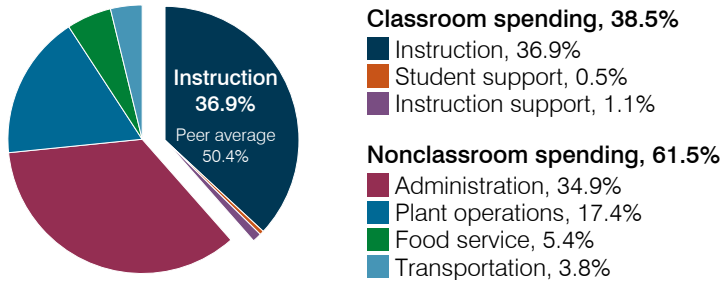
Special education population: 15%

English learner population: 0%

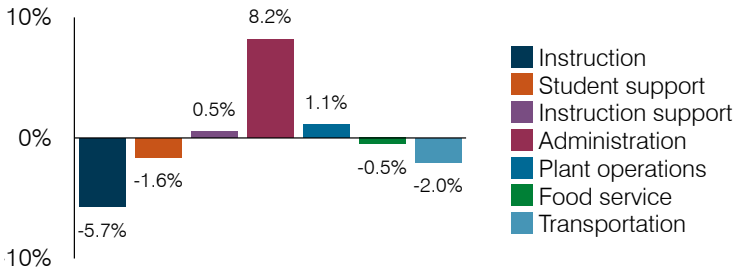
Poverty rate (2019): 22%

Free/reduced meal eligibility: N/A

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$10,317	\$3,852	\$936
	Students per administrative position	10	31	65
Plant operations	Cost per square foot	\$8.85	\$7.94	\$6.55
	Square footage per student	580	400	160
Food service	Cost per meal	\$13.09	\$6.46	\$3.46
Transportation	Cost per mile	\$3.49	\$2.09	\$4.28
	Cost per rider	\$1,686	\$1,454	\$1,370

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2019	2006	2019	2020
34.2%	56.7%	34.2%	36.9%

COVID-19 federal relief grant spending

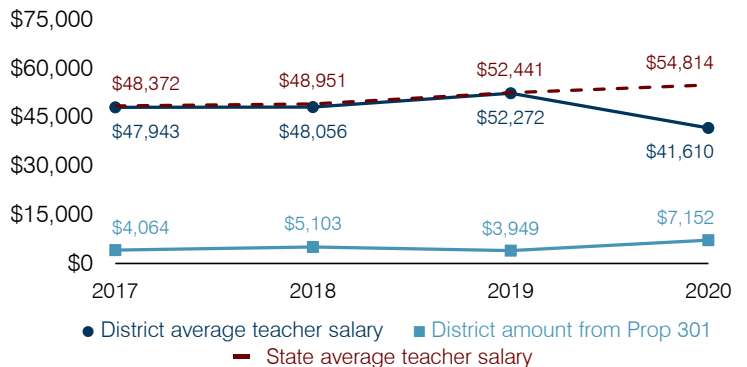
	District	Peer average
Total federal relief grant spending	\$ 32,986	\$ 4,567
Per pupil federal relief grant spending	\$ 1,101	\$ 71

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 11,100	\$ 10,922	\$ 9,476	\$ 5,016
Student support	692	142	728	796
Instruction support	443	318	457	513
Nonclassroom spending				
Administration	9,134	10,317	3,852	936
Plant operations	6,244	5,136	2,825	1,048
Food service	3,191	1,601	988	432
Transportation	1,682	1,125	877	395
Total operational	32,486	29,561	19,203	9,136
Land and buildings	0	0	2,078	1,053
Equipment	620	131	1,343	533
Interest	0	0	30	273
Other	0	0	72	175
Total nonoperational	620	131	3,523	2,034
Total per pupil spending	\$ 33,106	\$ 29,692	\$ 22,726	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	10.2	7.4	8.4	7.5
Average years of teacher experience	21.3	23.3	24.3	9.0
Percentage of teachers in first 3 years	0%	0%	0%	50%

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

Hayden-Winkelman Unified School District

Gila County

Peer group(s): Operational 6 and Transportation 10¹

Legislative district(s): 8

District location: Rural

Number of schools: 2

Graduation rate (2019): 94%

Students attending; Size: 275; Small

5-year change in students attending: Less than 1%

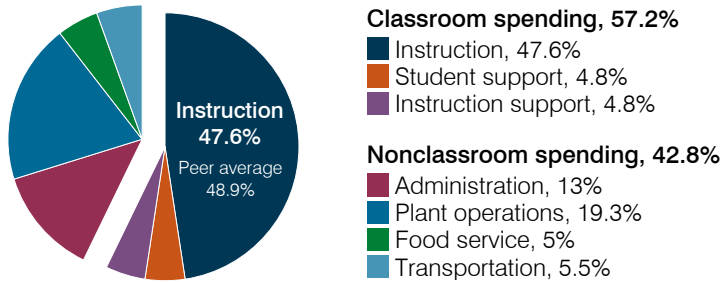
Special education population: 14%

English learner population: 0%

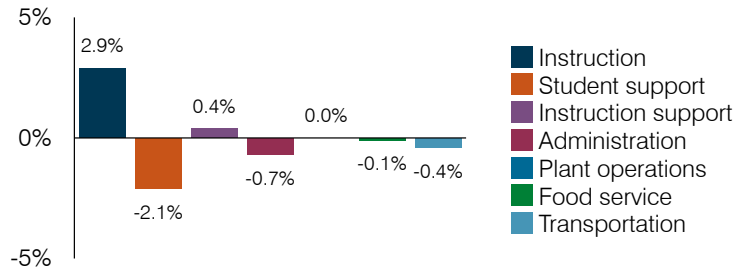
Poverty rate (2019): 24%

Free/reduced meal eligibility: 83%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,030	\$1,873	\$936
	Students per administrative position	39	44	65
Plant operations	Cost per square foot	\$4.93	\$5.44	\$6.55
	Square footage per student	611	354	160
Food service	Cost per meal	\$5.96	\$4.30	\$3.46
Transportation	Cost per mile	\$1.56	\$2.00	\$4.28
	Cost per rider	\$1,454	\$1,741	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2016	2002	2019	2020
43.5%	54.1%	46.3%	47.6%

COVID-19 federal relief grant spending

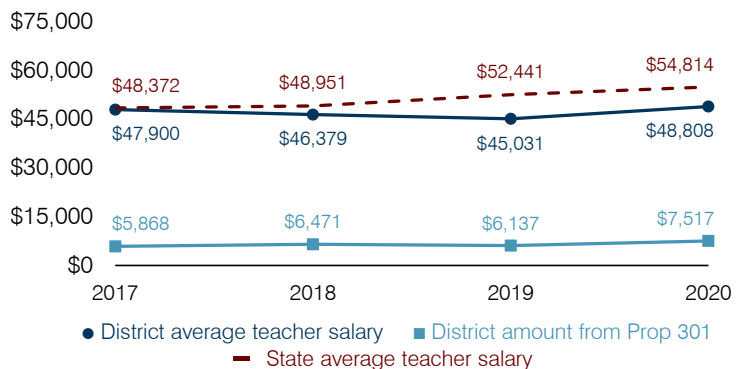
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 5,173
Per pupil federal relief grant spending	\$ 0	\$ 23

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 6,501	\$ 7,430	\$ 6,058	\$ 5,016
Student support	775	760	721	796
Instruction support	671	748	370	513
Nonclassroom spending				
Administration	1,866	2,030	1,873	936
Plant operations	2,775	3,014	1,803	1,048
Food service	643	779	633	432
Transportation	798	863	565	395
Total operational	14,029	15,624	12,023	9,136
Land and buildings	79	565	2,316	1,053
Equipment	1,267	785	895	533
Interest	7	43	190	273
Other	13	23	57	175
Total nonoperational	1,366	1,416	3,458	2,034
Total per pupil spending	\$ 15,395	\$ 17,040	\$15,481	\$11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	13.2	12.3	14.3	12.5
Average years of teacher experience	20.0	20.0	20.3	21.1
Percentage of teachers in first 3 years	11%	15%	18%	9%

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

Heber-Overgaard Unified School District

Navajo County

Peer group(s): Operational 6 and Transportation 9¹

Legislative district(s): 6

District location: Rural

Number of schools: 4

Graduation rate (2019): 86%

Students attending; Size: 459; Small

5-year change in students attending: 7% increase

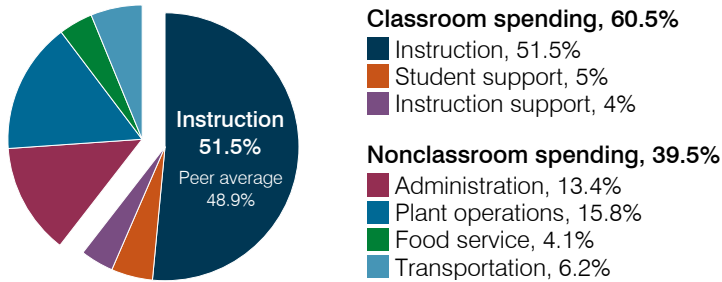
Special education population: 14%

English learner population: 0%

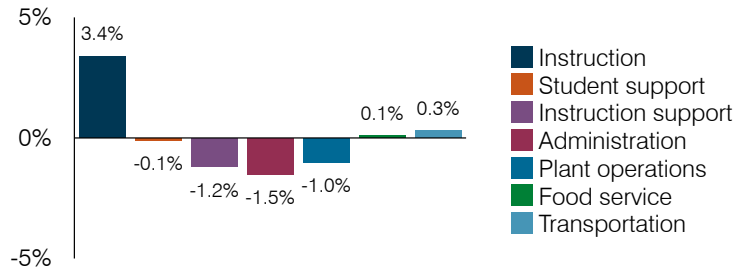
Poverty rate (2019): 25%

Free/reduced meal eligibility: 47%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,489	\$1,873	\$936
	Students per administrative position	47	44	65
Plant operations	Cost per square foot	\$5.03	\$5.44	\$6.55
	Square footage per student	348	354	160
Food service	Cost per meal	\$4.30	\$4.30	\$3.46
Transportation	Cost per mile	\$2.23	\$2.67	\$4.28
	Cost per rider	\$1,648	\$1,471	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2009	2003	2019	2020
46.1%	55.1%	51.6%	51.5%

COVID-19 federal relief grant spending

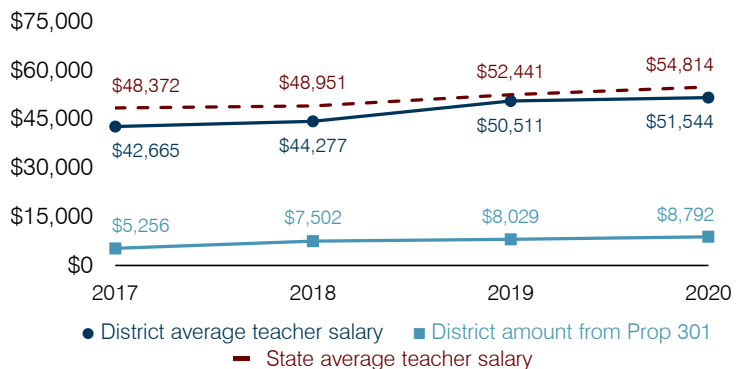
	District	Peer average
Total federal relief grant spending	\$ 2,831	\$ 5,173
Per pupil federal relief grant spending	\$ 6	\$ 23

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 5,580	\$ 5,703	\$ 6,058	\$ 5,016
Student support	568	554	721	796
Instruction support	471	437	370	513
Nonclassroom spending				
Administration	1,458	1,489	1,873	936
Plant operations	1,685	1,752	1,803	1,048
Food service	342	452	633	432
Transportation	705	693	565	395
Total operational	10,809	11,080	12,023	9,136
Land and buildings	182	304	2,316	1,053
Equipment	446	934	895	533
Interest	667	624	190	273
Other	34	55	57	175
Total nonoperational	1,329	1,917	3,458	2,034
Total per pupil spending	\$ 12,138	\$ 12,997	\$ 15,481	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	14.8	16.0	15.4	15.3
Average years of teacher experience	14.8	14.9	14.5	14.2
Percentage of teachers in first 3 years	10%	13%	17%	21%

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

Higley Unified School District

Maricopa County

Peer group(s): Operational 2 and Transportation 3¹

Legislative district(s): 12

District location: Suburb

Number of schools: 13

Graduation rate (2019): 96%

Students attending; Size: 12,562; Large

5-year change in students attending: 16% increase

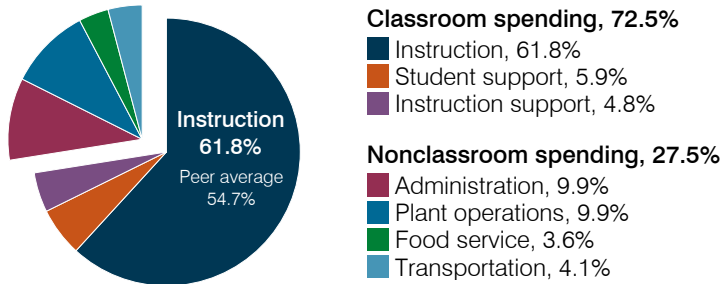
Special education population: 14%

English learner population: 1%

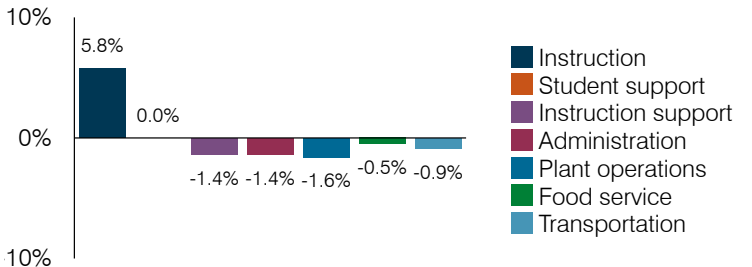
Poverty rate (2019): 6%

Free/reduced meal eligibility: 17%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$742	\$855	\$936
	Students per administrative position	87	65	65
Plant operations	Cost per square foot	\$5.20	\$6.79	\$6.55
	Square footage per student	143	147	160
Food service	Cost per meal	\$3.21	\$3.89	\$3.46
Transportation	Cost per mile	\$4.76	\$4.60	\$4.28
	Cost per rider	\$1,189	\$1,301	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2011	2005	2019	2020
54.2%	65.4%	59.8%	61.8%

COVID-19 federal relief grant spending

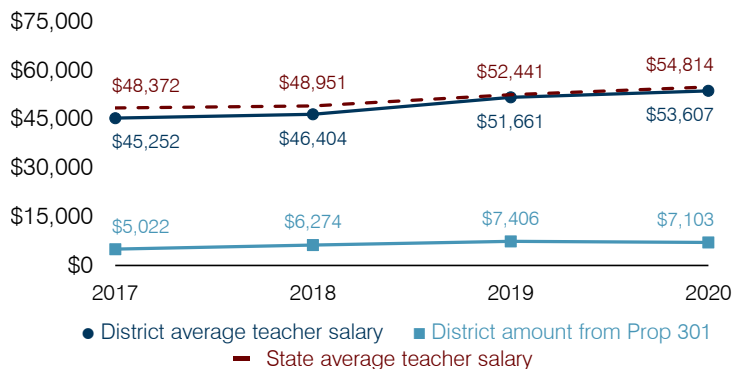
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 555,597
Per pupil federal relief grant spending	\$ 0	\$ 49

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,495	\$ 4,654	\$ 4,636	\$ 5,016
Student support	422	448	715	796
Instruction support	362	364	514	513
Nonclassroom spending				
Administration	918	742	855	936
Plant operations	768	743	988	1,048
Food service	246	272	362	432
Transportation	306	306	386	395
Total operational	7,517	7,529	8,456	9,136
Land and buildings	540	1,281	1,754	1,053
Equipment	469	368	553	533
Interest	342	314	345	273
Other	472	367	153	175
Total nonoperational	1,823	2,330	2,805	2,034
Total per pupil spending	\$ 9,340	\$ 9,859	\$ 11,261	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	18.4	18.1	16.9	17.2
Average years of teacher experience	9.0	8.9	9.2	9.6
Percentage of teachers in first 3 years	26%	27%	24%	18%

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

Hillside Elementary School District

Yavapai County

Peer group(s): Operational 11¹

Legislative district(s): 1

District location: Rural

Number of schools: 1

Graduation rate (2019): N/A

Students attending; Size: 7; Very small

5-year change in students attending: 73% decrease

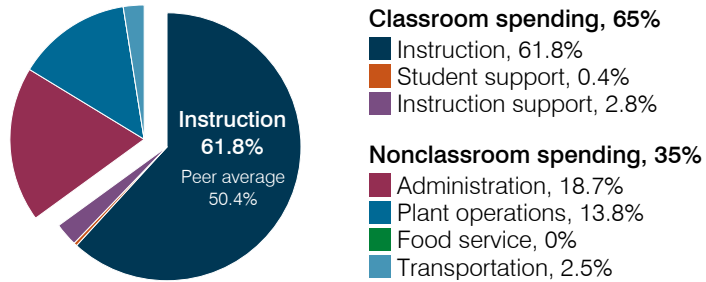
Special education population: N/A

English learner population: N/A

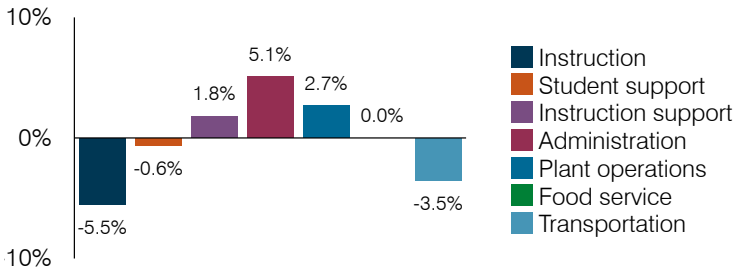
Poverty rate (2019): N/A

Free/reduced meal eligibility: N/A

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$4,265	\$3,852	\$936
	Students per administrative position	23	31	65
Plant operations	Cost per square foot	\$3.06	\$7.94	\$6.55
	Square footage per student	1,033	400	160
Food service	Cost per meal	N/A	\$6.46	\$3.46
Transportation	Cost per mile	N/A	N/A	\$4.28
	Cost per rider	N/A	N/A	\$1,370

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2001	2007	2019	2020
50.1%	68.9%	62.7%	61.8%

COVID-19 federal relief grant spending

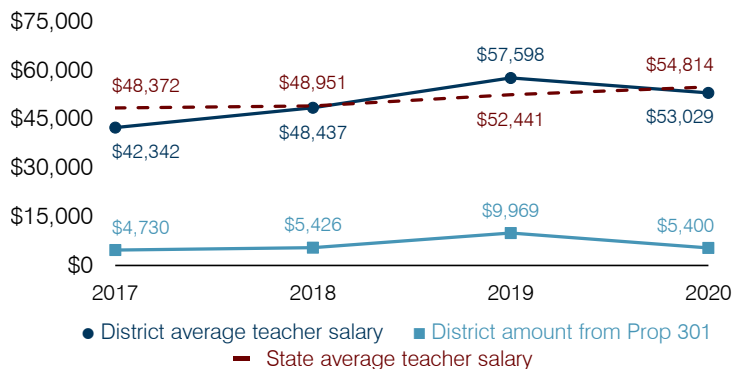
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 4,567
Per pupil federal relief grant spending	\$ 0	\$ 71

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 15,562	\$ 14,123	\$ 9,476	\$ 5,016
Student support	540	95	728	796
Instruction support	463	645	457	513
Nonclassroom spending				
Administration	4,176	4,265	3,852	936
Plant operations	3,376	3,159	2,825	1,048
Food service	0	0	988	432
Transportation	697	556	877	395
Total operational	24,814	22,843	19,203	9,136
Land and buildings	0	0	2,078	1,053
Equipment	0	165	1,343	533
Interest	0	0	30	273
Other	0	0	72	175
Total nonoperational	0	165	3,523	2,034
Total per pupil spending	\$ 24,814	\$ 23,008	\$ 22,726	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	9.7	11.2	7.3	7.0
Average years of teacher experience	15.5	17.5	18.0	19.0
Percentage of teachers in first 3 years	0%	0%	0%	0%

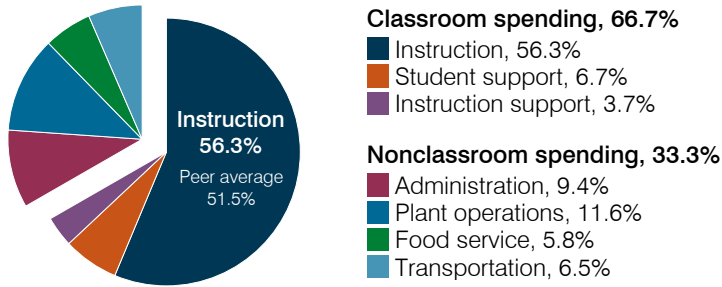
¹ See Appendix A for information, such as districts included in each peer group, and Appendix C for sources and methodology.

Holbrook Unified School District

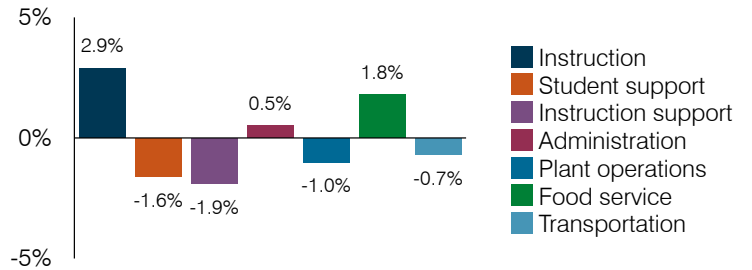
Navajo County
 Peer group(s): Operational 5 and Transportation 10¹
 Legislative district(s): 6 and 7
 District location: Town
 Number of schools: 5
 Graduation rate (2019): 85%

Students attending; Size: 1,874; Medium
 5-year change in students attending: 6% decrease
 Special education population: 11%
 English learner population: 3%
 Poverty rate (2019): 31%
 Free/reduced meal eligibility: 72%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,091	\$1,241	\$936
	Students per administrative position	60	58	65
Plant operations	Cost per square foot	\$6.18	\$5.69	\$6.55
	Square footage per student	218	275	160
Food service	Cost per meal	\$3.35	\$4.01	\$3.46
Transportation	Cost per mile	\$1.69	\$2.00	\$4.28
	Cost per rider	\$1,285	\$1,741	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2013	2001	2019	2020
53.2%	57.3%	54.7%	56.3%

COVID-19 federal relief grant spending

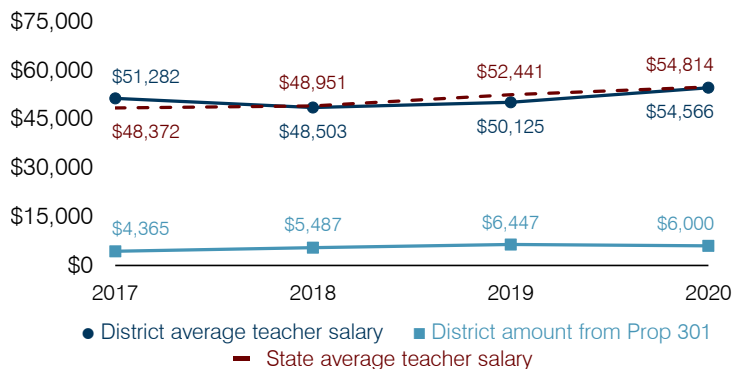
	District	Peer average
Total federal relief grant spending	\$ 144,157	\$ 23,662
Per pupil federal relief grant spending	\$ 77	\$ 21

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 6,389	\$ 6,548	\$ 5,405	\$ 5,016
Student support	863	780	719	796
Instruction support	497	438	458	513
Nonclassroom spending				
Administration	1,080	1,091	1,241	936
Plant operations	1,427	1,346	1,516	1,048
Food service	566	682	424	432
Transportation	848	752	565	395
Total operational	11,670	11,637	10,328	9,136
Land and buildings	369	237	558	1,053
Equipment	785	788	686	533
Interest	60	52	198	273
Other	87	79	97	175
Total nonoperational	1,301	1,156	1,539	2,034
Total per pupil spending	\$ 12,971	\$ 12,793	\$ 11,867	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	14.2	13.4	13.0	14.0
Average years of teacher experience	13.5	14.1	14.3	14.8
Percentage of teachers in first 3 years	14%	15%	13%	12%

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

Humboldt Unified School District

Yavapai County

Peer group(s): Operational 3 and Transportation 4¹

Legislative district(s): 1

District location: Suburb

Number of schools: 9

Graduation rate (2019): 84%

Students attending; Size: 5,326; Medium-large

5-year change in students attending: 4% decrease

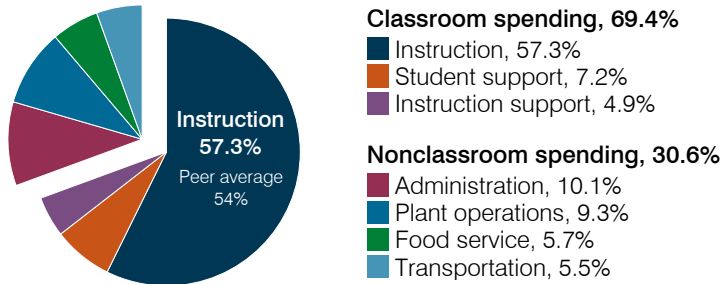
Special education population: 12%

English learner population: 4%

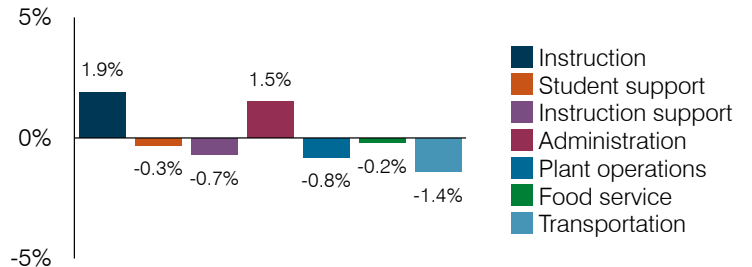
Poverty rate (2019): 15%

Free/reduced meal eligibility: 52%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$845	\$937	\$936
	Students per administrative position	74	65	65
Plant operations	Cost per square foot	\$5.08	\$6.03	\$6.55
	Square footage per student	154	164	160
Food service	Cost per meal	\$3.86	\$3.64	\$3.46
Transportation	Cost per mile	\$3.80	\$4.22	\$4.28
	Cost per rider	\$1,194	\$1,471	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2017	2007	2019	2020
54.7%	61.8%	57.1%	57.3%

COVID-19 federal relief grant spending

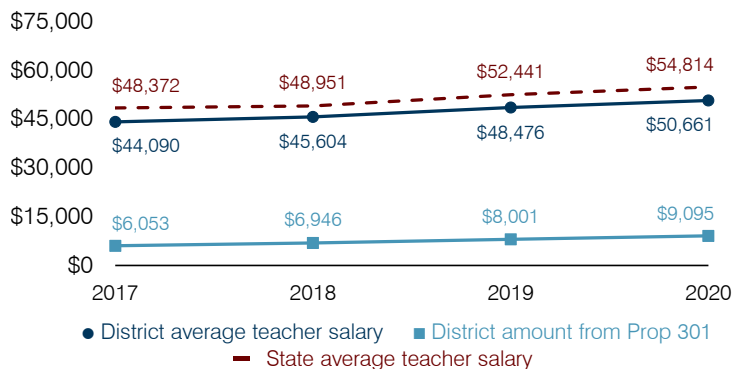
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 49,386
Per pupil federal relief grant spending	\$ 0	\$ 10

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,660	\$ 4,809	\$ 4,606	\$ 5,016
Student support	580	603	805	796
Instruction support	459	414	374	513
Nonclassroom spending				
Administration	778	845	937	936
Plant operations	726	783	1,034	1,048
Food service	469	474	340	432
Transportation	491	458	450	395
Total operational	8,163	8,386	8,546	9,136
Land and buildings	99	186	779	1,053
Equipment	241	490	519	533
Interest	268	243	284	273
Other	55	53	160	175
Total nonoperational	663	972	1,742	2,034
Total per pupil spending	\$ 8,826	\$ 9,358	\$10,288	\$11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	19.0	19.4	17.4	17.9
Average years of teacher experience	10.0	10.0	9.6	11.4
Percentage of teachers in first 3 years	18%	14%	17%	10%

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

Hyder Elementary School District

Yuma County

Peer group(s): Operational 11 and Transportation 11¹

Legislative district(s): 13

District location: Rural

Number of schools: 1

Graduation rate (2019): N/A

Students attending; Size: 106; Very small

5-year change in students attending: 12% increase

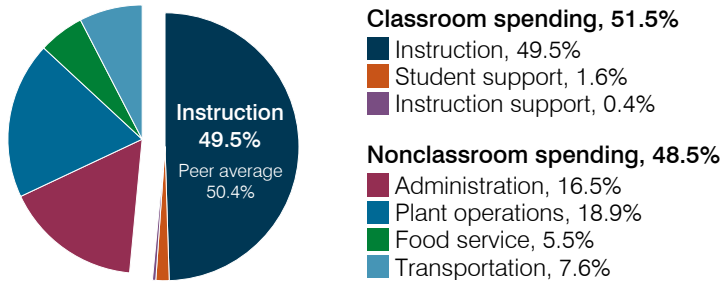
Special education population: 17%

English learner population: 7%

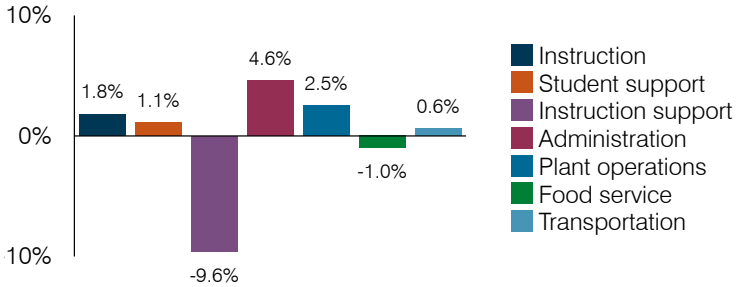
Poverty rate (2019): 26%

Free/reduced meal eligibility: 72%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,258	\$3,852	\$936
	Students per administrative position	27	31	65
Plant operations	Cost per square foot	\$8.39	\$7.94	\$6.55
	Square footage per student	445	400	160
Food service	Cost per meal	\$6.05	\$6.46	\$3.46
Transportation	Cost per mile	\$2.49	\$2.09	\$4.28
	Cost per rider	\$1,534	\$1,454	\$1,370

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2007	2006	2019	2020
44.9%	55.8%	53.3%	49.5%

COVID-19 federal relief grant spending

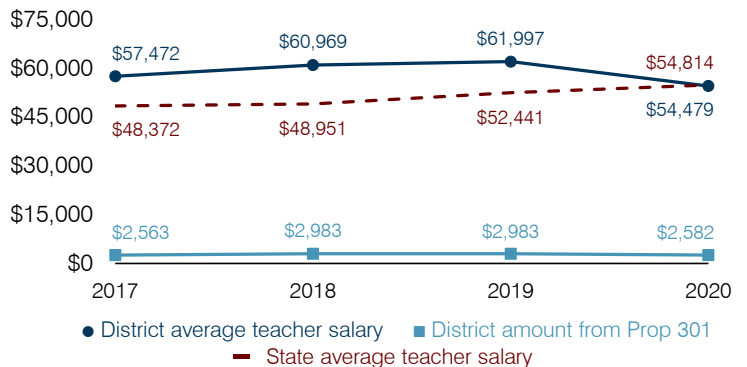
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 4,567
Per pupil federal relief grant spending	\$ 0	\$ 71

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 11,294	\$ 9,772	\$ 9,476	\$ 5,016
Student support	232	314	728	796
Instruction support	123	86	457	513
Nonclassroom spending				
Administration	2,856	3,258	3,852	936
Plant operations	3,817	3,733	2,825	1,048
Food service	1,249	1,095	988	432
Transportation	1,603	1,498	877	395
Total operational	21,174	19,756	19,203	9,136
Land and buildings	78	111	2,078	1,053
Equipment	1,072	2,105	1,343	533
Interest	66	63	30	273
Other	92	166	72	175
Total nonoperational	1,308	2,445	3,523	2,034
Total per pupil spending	\$ 22,482	\$ 22,201	\$22,726	\$11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	10.3	10.7	11.5	12.5
Average years of teacher experience	27.8	29.1	29.8	21.4
Percentage of teachers in first 3 years	0%	0%	0%	13%

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

Isaac Elementary School District

Maricopa County

Peer group(s): Operational 8 and Transportation 2¹

Legislative district(s): 19, 29, and 30

District location: City

Number of schools: 10

Graduation rate (2019): N/A

Students attending; Size: 5,613; Medium-large

5-year change in students attending: 17% decrease

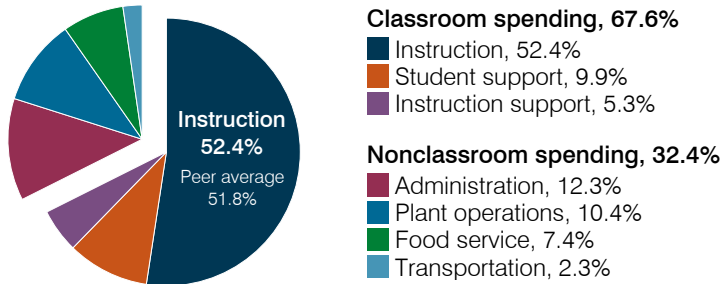
Special education population: 13%

English learner population: 33%

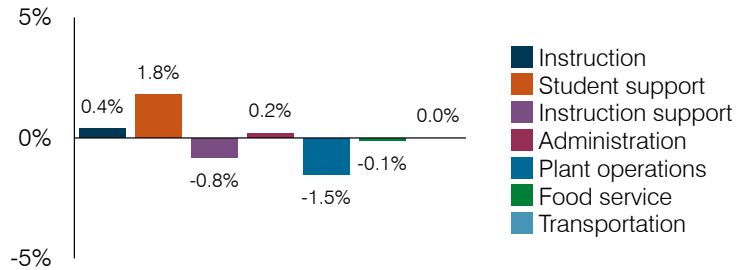
Poverty rate (2019): 34%

Free/reduced meal eligibility: 95%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,318	\$1,119	\$936
	Students per administrative position	66	64	65
Plant operations	Cost per square foot	\$7.99	\$6.73	\$6.55
	Square footage per student	140	148	160
Food service	Cost per meal	\$3.35	\$3.26	\$3.46
Transportation	Cost per mile	\$10.31	\$7.11	\$4.28
	Cost per rider	\$1,661	\$1,210	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2011	2004	2019	2020
49.5%	58.3%	51.1%	52.4%

COVID-19 federal relief grant spending

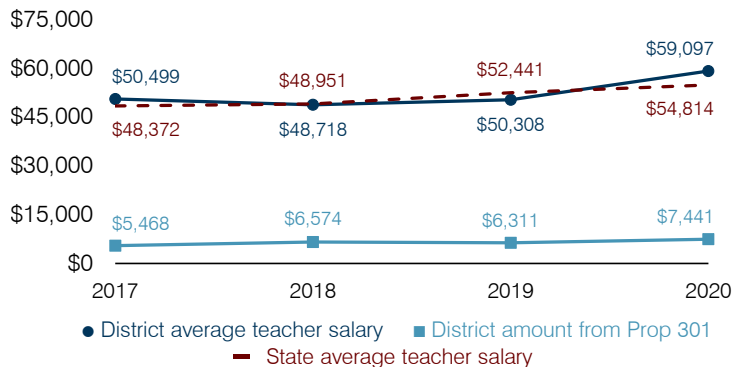
	District	Peer average
Total federal relief grant spending	\$ 969,225	\$ 505,751
Per pupil federal relief grant spending	\$ 173	\$ 90

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 5,031	\$ 5,626	\$ 4,869	\$ 5,016
Student support	953	1,068	757	796
Instruction support	555	571	615	513
Nonclassroom spending				
Administration	1,201	1,318	1,119	936
Plant operations	1,148	1,120	1,017	1,048
Food service	713	791	703	432
Transportation	239	245	348	395
Total operational	9,840	10,739	9,428	9,136
Land and buildings	82	290	1,809	1,053
Equipment	408	381	640	533
Interest	69	59	374	273
Other	150	125	218	175
Total nonoperational	709	855	3,041	2,034
Total per pupil spending	\$ 10,549	\$ 11,594	\$12,469	\$11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	16.9	16.1	16.9	18.0
Average years of teacher experience	9.5	9.7	10.0	10.5
Percentage of teachers in first 3 years	21%	26%	25%	24%

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

J.O. Combs Unified School District

Pinal County

Peer group(s): Operational 3 and Transportation 3¹

Legislative district(s): 8 and 16

District location: Suburb

Number of schools: 7

Graduation rate (2019): 88%

Students attending; Size: 4,309; Medium-large

5-year change in students attending: Less than 1%

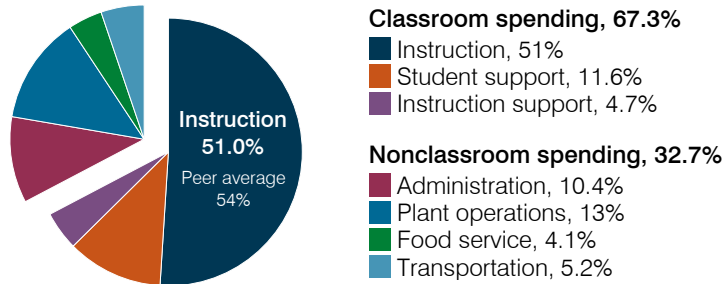
Special education population: 15%

English learner population: 3%

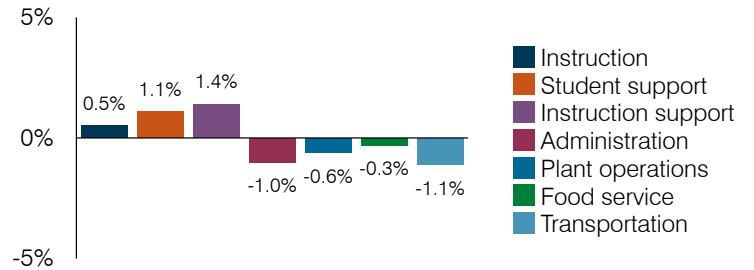
Poverty rate (2019): 9%

Free/reduced meal eligibility: 42%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$804	\$937	\$936
	Students per administrative position	71	65	65
Plant operations	Cost per square foot	\$6.35	\$6.03	\$6.55
	Square footage per student	158	164	160
Food service	Cost per meal	\$3.31	\$3.64	\$3.46
Transportation	Cost per mile	\$3.92	\$4.60	\$4.28
	Cost per rider	\$964	\$1,301	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2017	2006	2019	2020
49.2%	59.8%	51.4%	51.0%

COVID-19 federal relief grant spending

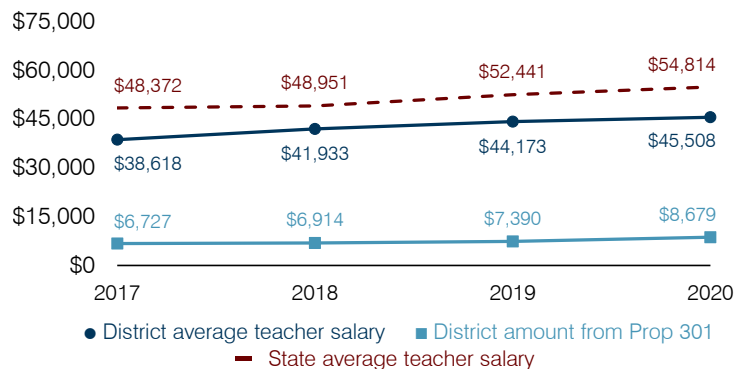
	District	Peer average
Total federal relief grant spending	\$ 15,302	\$ 49,386
Per pupil federal relief grant spending	\$ 4	\$ 10

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 3,903	\$ 3,962	\$ 4,606	\$ 5,016
Student support	853	904	805	796
Instruction support	369	369	374	513
Nonclassroom spending				
Administration	772	804	937	936
Plant operations	952	1,007	1,034	1,048
Food service	310	317	340	432
Transportation	439	405	450	395
Total operational	7,598	7,768	8,546	9,136
Land and buildings	3,057	1,738	779	1,053
Equipment	661	1,006	519	533
Interest	273	389	284	273
Other	170	183	160	175
Total nonoperational	4,161	3,316	1,742	2,034
Total per pupil spending	\$ 11,759	\$ 11,084	\$ 10,288	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	20.9	20.7	19.1	19.7
Average years of teacher experience	7.6	8.5	10.5	10.8
Percentage of teachers in first 3 years	38%	35%	22%	18%

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

Joseph City Unified School District

Navajo County

Peer group(s): Operational 6 and Transportation 10¹

Legislative district(s): 6 and 7

District location: Rural

Number of schools: 2

Graduation rate (2019): 86%

Students attending; Size: 441; Small

5-year change in students attending: 16% increase

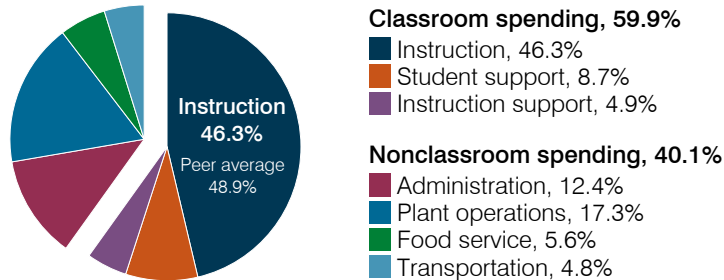
Special education population: 14%

English learner population: 0%

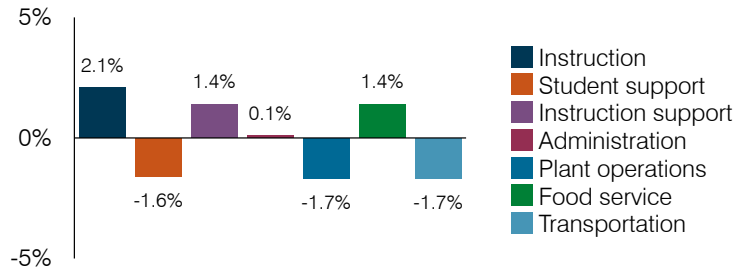
Poverty rate (2019): 23%

Free/reduced meal eligibility: 38%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,420	\$1,873	\$936
	Students per administrative position	34	44	65
Plant operations	Cost per square foot	\$4.14	\$5.44	\$6.55
	Square footage per student	479	354	160
Food service	Cost per meal	\$4.56	\$4.30	\$3.46
Transportation	Cost per mile	\$2.19	\$2.00	\$4.28
	Cost per rider	\$1,695	\$1,741	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2015	2003	2019	2020
44.2%	60.2%	45.7%	46.3%

COVID-19 federal relief grant spending

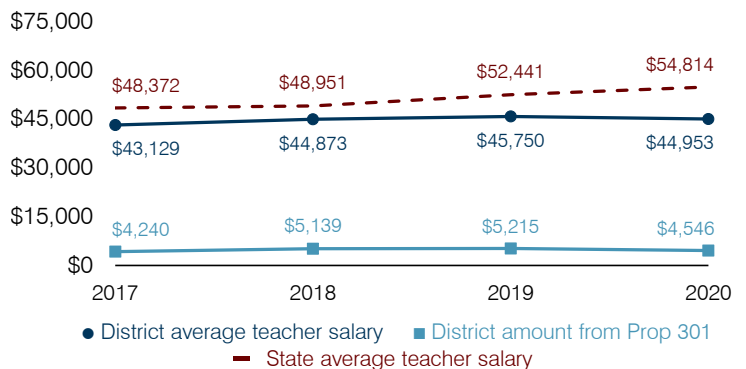
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 5,173
Per pupil federal relief grant spending	\$ 0	\$ 23

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 5,704	\$ 5,293	\$ 6,058	\$ 5,016
Student support	1,202	988	721	796
Instruction support	464	556	370	513
Nonclassroom spending				
Administration	1,651	1,420	1,873	936
Plant operations	2,000	1,982	1,803	1,048
Food service	586	634	633	432
Transportation	877	553	565	395
Total operational	12,484	11,426	12,023	9,136
Land and buildings	476	1,162	2,316	1,053
Equipment	493	899	895	533
Interest	166	137	190	273
Other	72	28	57	175
Total nonoperational	1,207	2,226	3,458	2,034
Total per pupil spending	\$ 13,691	\$ 13,652	\$ 15,481	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	14.4	15.3	15.5	15.7
Average years of teacher experience	13.1	13.6	13.2	11.5
Percentage of teachers in first 3 years	19%	15%	18%	26%

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

Kayenta Unified School District

Navajo County

Peer group(s): Operational 5 and Transportation 9¹

Legislative district(s): 7

District location: Town

Number of schools: 3

Graduation rate (2019): 86%

Students attending; Size: 1,613; Medium

5-year change in students attending: 6% decrease

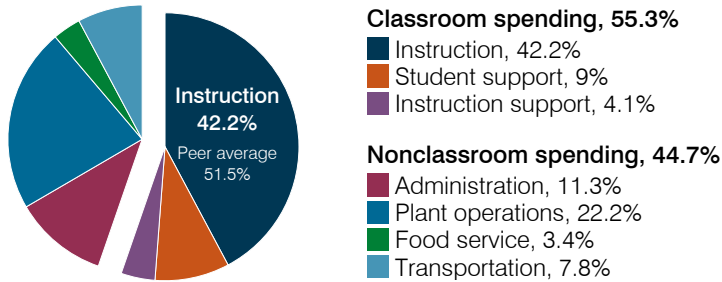
Special education population: 12%

English learner population: 8%

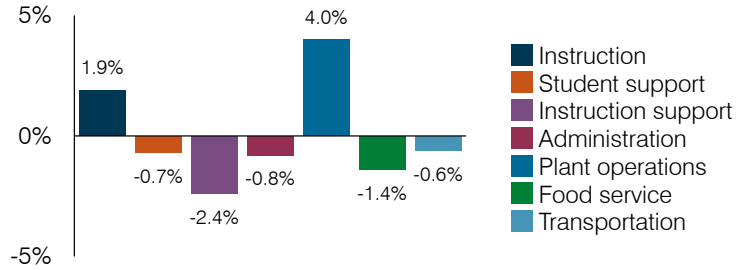
Poverty rate (2019): 45%

Free/reduced meal eligibility: 84%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,961	\$1,241	\$936
	Students per administrative position	34	58	65
Plant operations	Cost per square foot	\$11.12	\$5.69	\$6.55
	Square footage per student	346	275	160
Food service	Cost per meal	\$3.10	\$4.01	\$3.46
Transportation	Cost per mile	\$3.40	\$2.67	\$4.28
	Cost per rider	\$2,454	\$1,471	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2017	2001	2019	2020
37.3%	55.1%	42.6%	42.2%

COVID-19 federal relief grant spending

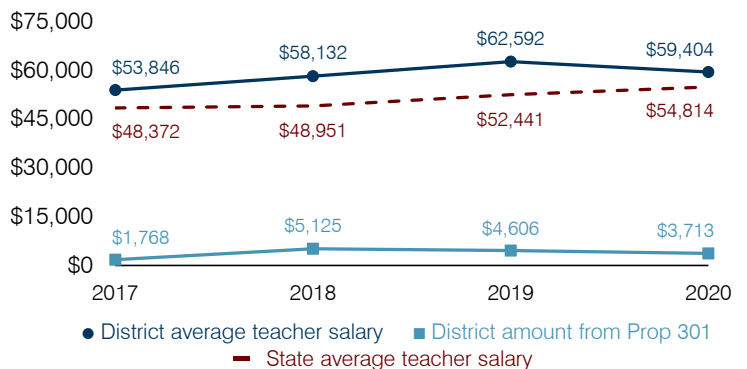
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 23,662
Per pupil federal relief grant spending	\$ 0	\$ 21

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 7,652	\$ 7,320	\$ 5,405	\$ 5,016
Student support	1,506	1,558	719	796
Instruction support	925	717	458	513
Nonclassroom spending				
Administration	2,222	1,961	1,241	936
Plant operations	3,736	3,851	1,516	1,048
Food service	503	588	424	432
Transportation	1,402	1,351	565	395
Total operational	17,946	17,346	10,328	9,136
Land and buildings	2,142	1,741	558	1,053
Equipment	1,634	685	686	533
Interest	0	0	198	273
Other	317	225	97	175
Total nonoperational	4,093	2,651	1,539	2,034
Total per pupil spending	\$ 22,039	\$ 19,997	\$ 11,867	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	15.1	14.0	13.8	12.6
Average years of teacher experience	16.1	15.6	16.7	16.9
Percentage of teachers in first 3 years	5%	8%	7%	7%

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

Kingman Unified School District

Mohave County

Peer group(s): Operational 4 and Transportation 8¹

Legislative district(s): 5

District location: Town

Number of schools: 11

Graduation rate (2019): 74%

Students attending; Size: 6,641; Medium-large

5-year change in students attending: 4% increase

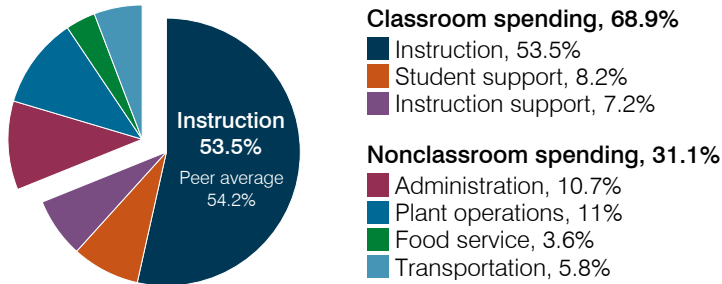
Special education population: 17%

English learner population: 2%

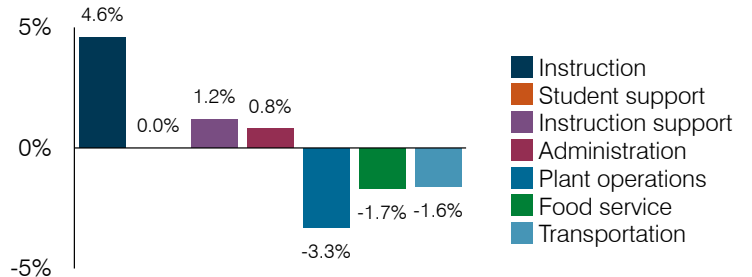
Poverty rate (2019): 25%

Free/reduced meal eligibility: 60%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$890	\$929	\$936
	Students per administrative position	65	73	65
Plant operations	Cost per square foot	\$4.37	\$5.79	\$6.55
	Square footage per student	211	180	160
Food service	Cost per meal	\$3.26	\$3.39	\$3.46
Transportation	Cost per mile	\$2.41	\$3.43	\$4.28
	Cost per rider	\$1,399	\$1,480	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2015	2003	2019	2020
48.9%	57.0%	53.1%	53.5%

COVID-19 federal relief grant spending

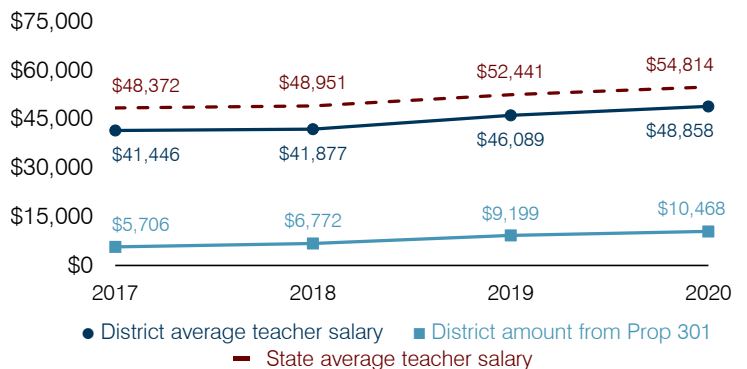
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 202,651
Per pupil federal relief grant spending	\$ 0	\$ 40

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,095	\$ 4,469	\$ 4,706	\$ 5,016
Student support	636	689	687	796
Instruction support	509	608	448	513
Nonclassroom spending				
Administration	765	890	929	936
Plant operations	891	922	998	1,048
Food service	322	299	424	432
Transportation	496	482	408	395
Total operational	7,714	8,359	8,600	9,136
Land and buildings	53	38	419	1,053
Equipment	463	659	430	533
Interest	291	266	176	273
Other	59	64	48	175
Total nonoperational	866	1,027	1,073	2,034
Total per pupil spending	\$ 8,580	\$ 9,386	\$ 9,673	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	20.6	20.6	19.7	18.5
Average years of teacher experience	11.5	11.4	11.5	11.4
Percentage of teachers in first 3 years	27%	28%	27%	28%

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

Kirkland Elementary School District

Yavapai County

Peer group(s): Operational 11 and Transportation 11¹

Legislative district(s): 1

District location: Rural

Number of schools: 1

Graduation rate (2019): N/A

Students attending; Size: 70; Very small

5-year change in students attending: 6% increase

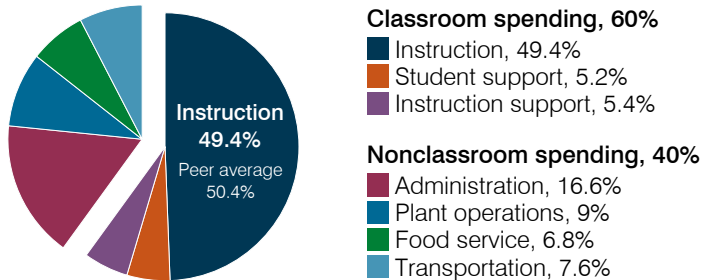
Special education population: 26%

English learner population: 4%

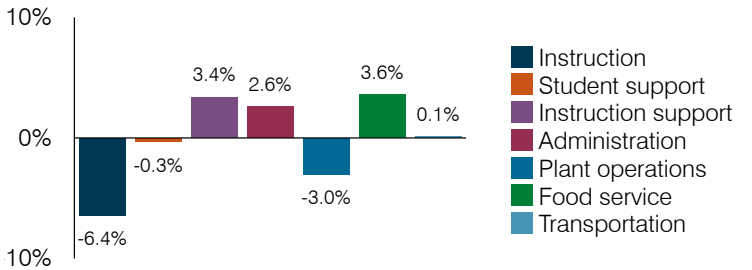
Poverty rate (2019): 34%

Free/reduced meal eligibility: 77%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,866	\$3,852	\$936
	Students per administrative position	40	31	65
Plant operations	Cost per square foot	\$10.51	\$7.94	\$6.55
	Square footage per student	149	400	160
Food service	Cost per meal	\$4.29	\$6.46	\$3.46
Transportation	Cost per mile	\$1.71	\$2.09	\$4.28
	Cost per rider	\$1,739	\$1,454	\$1,370

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2019	2001	2019	2020
46.5%	65.9%	46.5%	49.4%

COVID-19 federal relief grant spending

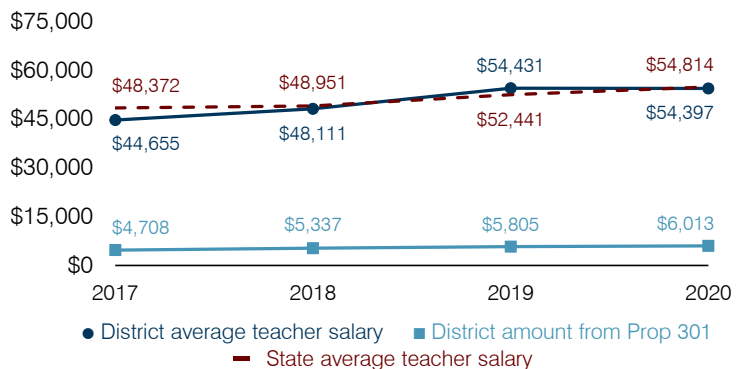
	District	Peer average
Total federal relief grant spending	\$ 14,016	\$ 4,567
Per pupil federal relief grant spending	\$ 199	\$ 71

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 7,239	\$ 8,539	\$ 9,476	\$ 5,016
Student support	1,370	891	728	796
Instruction support	607	940	457	513
Nonclassroom spending				
Administration	2,565	2,866	3,852	936
Plant operations	1,424	1,563	2,825	1,048
Food service	975	1,179	988	432
Transportation	1,373	1,312	877	395
Total operational	15,553	17,290	19,203	9,136
Land and buildings	1,715	924	2,078	1,053
Equipment	2,235	398	1,343	533
Interest	80	108	30	273
Other	24	7	72	175
Total nonoperational	4,054	1,437	3,523	2,034
Total per pupil spending	\$ 19,607	\$ 18,727	\$ 22,726	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	13.1	11.3	14.3	11.7
Average years of teacher experience	10.2	11.2	11.3	13.0
Percentage of teachers in first 3 years	17%	0%	17%	17%

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

Kyrene Elementary School District

Maricopa County

Peer group(s): Operational 7 and Transportation 3¹

Legislative district(s): 18 and 27

District location: City

Number of schools: 25

Graduation rate (2019): N/A

Students attending; Size: 15,750; Large

5-year change in students attending: 5% decrease

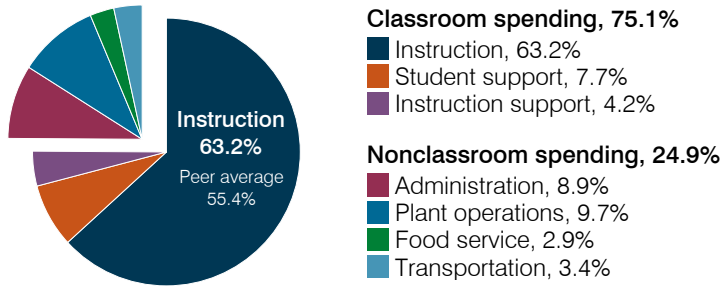
Special education population: 11%

English learner population: 2%

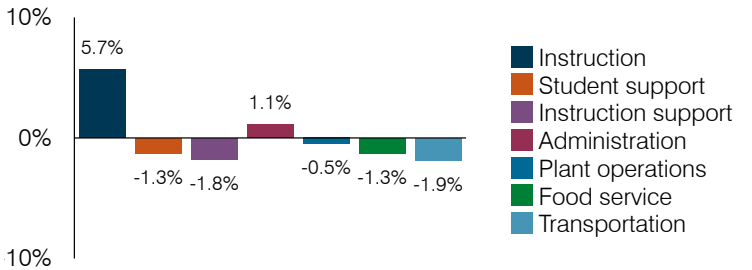
Poverty rate (2019): 8%

Free/reduced meal eligibility: 29%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$766	\$911	\$936
	Students per administrative position	65	74	65
Plant operations	Cost per square foot	\$5.07	\$6.16	\$6.55
	Square footage per student	165	144	160
Food service	Cost per meal	\$3.11	\$3.37	\$3.46
Transportation	Cost per mile	\$3.75	\$4.60	\$4.28
	Cost per rider	\$1,107	\$1,301	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2015	2004	2019	2020
57.5%	64.4%	61.9%	63.2%

COVID-19 federal relief grant spending

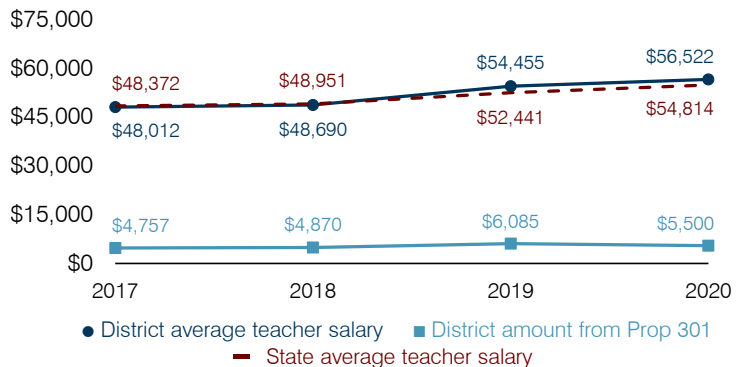
	District	Peer average
Total federal relief grant spending	\$ 196,120	\$ 833,736
Per pupil federal relief grant spending	\$ 12	\$ 70

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 5,144	\$ 5,454	\$ 4,916	\$ 5,016
Student support	625	668	745	796
Instruction support	348	366	526	513
Nonclassroom spending				
Administration	705	766	911	936
Plant operations	855	839	881	1,048
Food service	299	252	590	432
Transportation	338	288	321	395
Total operational	8,314	8,633	8,890	9,136
Land and buildings	1,033	847	1,168	1,053
Equipment	757	811	563	533
Interest	503	519	262	273
Other	770	770	189	175
Total nonoperational	3,063	2,947	2,182	2,034
Total per pupil spending	\$ 11,377	\$ 11,580	\$ 11,072	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	17.5	16.4	17.0	16.9
Average years of teacher experience	12.0	12.3	12.2	12.2
Percentage of teachers in first 3 years	15%	14%	15%	14%

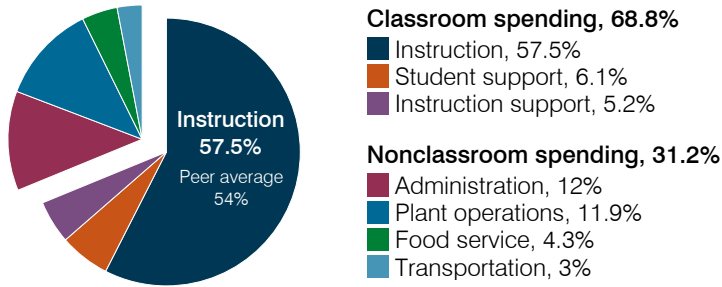
¹ See Appendix A for information, such as districts included in each peer group, and Appendix C for sources and methodology.

Lake Havasu Unified School District

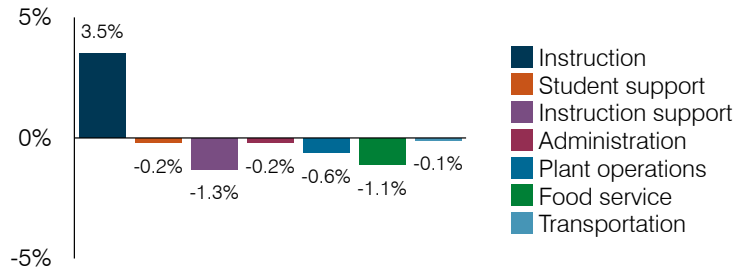
Mohave County
 Peer group(s): Operational 3 and Transportation 5¹
 Legislative district(s): 5
 District location: City
 Number of schools: 8
 Graduation rate (2019): 87%

Students attending; Size: 5,158; Medium-large
 5-year change in students attending: 5% decrease
 Special education population: 13%
 English learner population: 2%
 Poverty rate (2019): 21%
 Free/reduced meal eligibility: 47%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$988	\$937	\$936
	Students per administrative position	61	65	65
Plant operations	Cost per square foot	\$6.46	\$6.03	\$6.55
	Square footage per student	152	164	160
Food service	Cost per meal	\$3.81	\$3.64	\$3.46
Transportation	Cost per mile	\$4.46	\$3.77	\$4.28
	Cost per rider	\$2,103	\$1,776	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2014	2006	2019	2020
53.6%	61.8%	56.4%	57.5%

COVID-19 federal relief grant spending

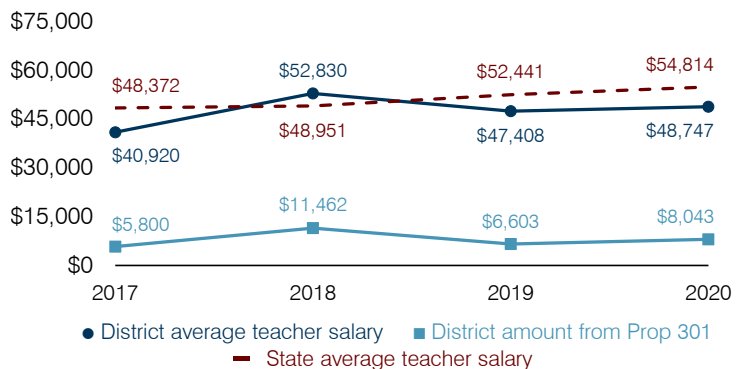
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 49,386
Per pupil federal relief grant spending	\$ 0	\$ 10

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,379	\$ 4,722	\$ 4,606	\$ 5,016
Student support	452	497	805	796
Instruction support	432	425	374	513
Nonclassroom spending				
Administration	932	988	937	936
Plant operations	925	979	1,034	1,048
Food service	387	352	340	432
Transportation	258	245	450	395
Total operational	7,765	8,208	8,546	9,136
Land and buildings	712	787	779	1,053
Equipment	338	573	519	533
Interest	126	197	284	273
Other	14	11	160	175
Total nonoperational	1,190	1,568	1,742	2,034
Total per pupil spending	\$ 8,955	\$ 9,776	\$10,288	\$11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	20.9	21.0	19.8	19.3
Average years of teacher experience	9.5	11.9	12.4	11.8
Percentage of teachers in first 3 years	20%	22%	23%	20%

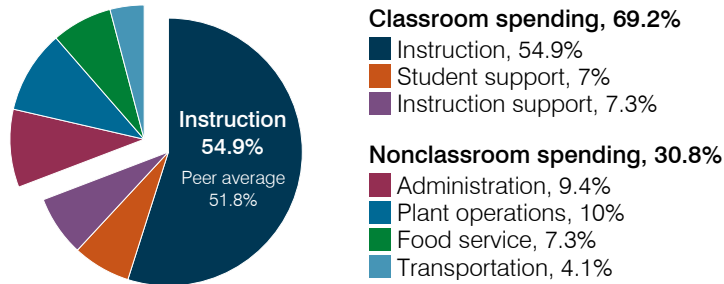
¹ See Appendix A for information, such as districts included in each peer group, and Appendix C for sources and methodology.

Laveen Elementary School District

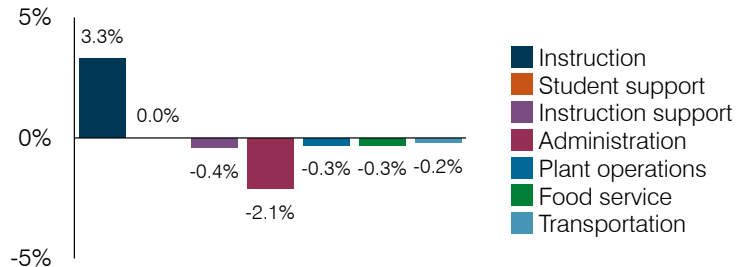
Maricopa County
 Peer group(s): Operational 8 and Transportation 1¹
 Legislative district(s): 19 and 27
 District location: City
 Number of schools: 8
 Graduation rate (2019): N/A

Students attending; Size: 6,906; Medium-large
 5-year change in students attending: 15% increase
 Special education population: 13%
 English learner population: 6%
 Poverty rate (2019): 19%
 Free/reduced meal eligibility: 68%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$782	\$1,119	\$936
	Students per administrative position	62	64	65
Plant operations	Cost per square foot	\$7.65	\$6.73	\$6.55
	Square footage per student	110	148	160
Food service	Cost per meal	\$3.38	\$3.26	\$3.46
Transportation	Cost per mile	\$8.39	\$7.32	\$4.28
	Cost per rider	\$1,757	\$1,286	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2005	2008	2019	2020
50.7%	57.0%	53.3%	54.9%

COVID-19 federal relief grant spending

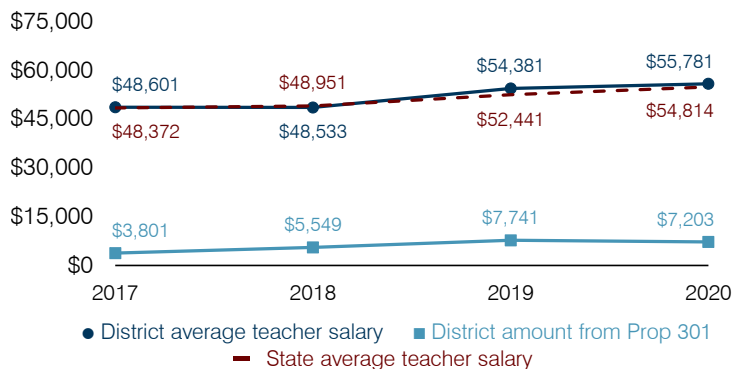
	District	Peer average
Total federal relief grant spending	\$ 1,177,224	\$ 505,751
Per pupil federal relief grant spending	\$ 170	\$ 90

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,244	\$ 4,604	\$ 4,869	\$ 5,016
Student support	555	589	757	796
Instruction support	582	613	615	513
Nonclassroom spending				
Administration	769	782	1,119	936
Plant operations	852	840	1,017	1,048
Food service	592	607	703	432
Transportation	365	344	348	395
Total operational	7,959	8,379	9,428	9,136
Land and buildings	331	2,617	1,809	1,053
Equipment	419	638	640	533
Interest	87	69	374	273
Other	258	271	218	175
Total nonoperational	1,095	3,595	3,041	2,034
Total per pupil spending	\$ 9,054	\$ 11,974	\$12,469	\$11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	19.2	19.8	20.4	19.2
Average years of teacher experience	7.3	6.2	5.7	6.7
Percentage of teachers in first 3 years	21%	35%	40%	23%

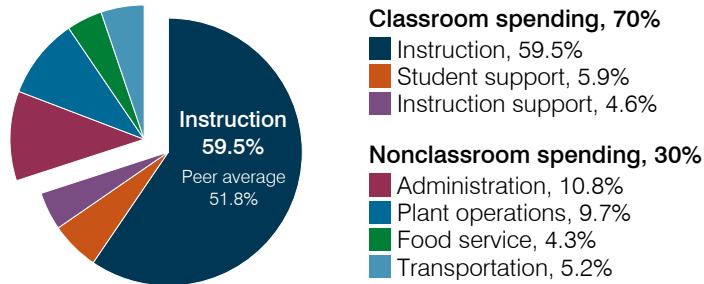
¹ See Appendix A for information, such as districts included in each peer group, and Appendix C for sources and methodology.

Liberty Elementary School District

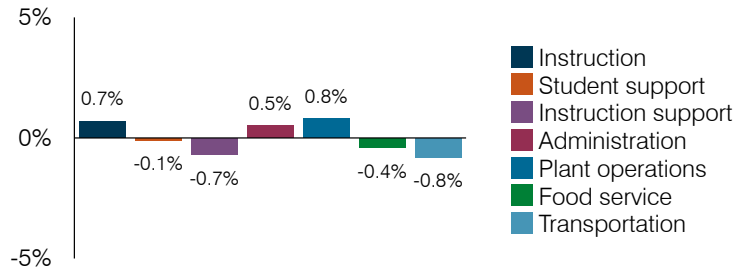
Maricopa County
 Peer group(s): Operational 8 and Transportation 4¹
 Legislative district(s): 4 and 13
 District location: Suburb
 Number of schools: 6
 Graduation rate (2019): N/A

Students attending; Size: 3,615; Medium-large
 5-year change in students attending: 15% increase
 Special education population: 14%
 English learner population: 6%
 Poverty rate (2019): 11%
 Free/reduced meal eligibility: 45%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$856	\$1,119	\$936
	Students per administrative position	75	64	65
Plant operations	Cost per square foot	\$6.25	\$6.73	\$6.55
	Square footage per student	123	148	160
Food service	Cost per meal	\$2.78	\$3.26	\$3.46
Transportation	Cost per mile	\$4.31	\$4.22	\$4.28
	Cost per rider	\$1,348	\$1,471	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2016	2003	2019	2020
56.7%	64.4%	59.0%	59.5%

COVID-19 federal relief grant spending

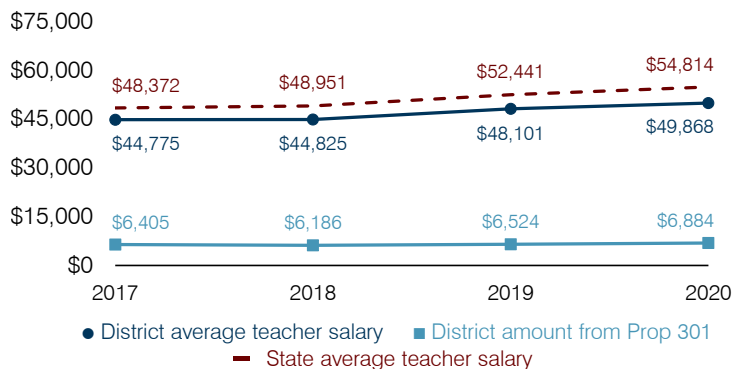
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 505,751
Per pupil federal relief grant spending	\$ 0	\$ 90

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,700	\$ 4,720	\$ 4,869	\$ 5,016
Student support	507	469	757	796
Instruction support	353	366	615	513
Nonclassroom spending				
Administration	809	856	1,119	936
Plant operations	713	771	1,017	1,048
Food service	395	342	703	432
Transportation	491	414	348	395
Total operational	7,968	7,938	9,428	9,136
Land and buildings	642	338	1,809	1,053
Equipment	200	280	640	533
Interest	171	225	374	273
Other	95	116	218	175
Total nonoperational	1,108	959	3,041	2,034
Total per pupil spending	\$ 9,076	\$ 8,897	\$12,469	\$11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	18.6	17.4	16.7	16.6
Average years of teacher experience	11.1	11.2	11.4	11.6
Percentage of teachers in first 3 years	15%	16%	19%	21%

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

Litchfield Elementary School District

Maricopa County

Peer group(s): Operational 7 and Transportation 2¹

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

District location: Suburb

Number of schools: 15

Graduation rate (2019): N/A

Students attending; Size: 10,895; Large

5-year change in students attending: 3% increase

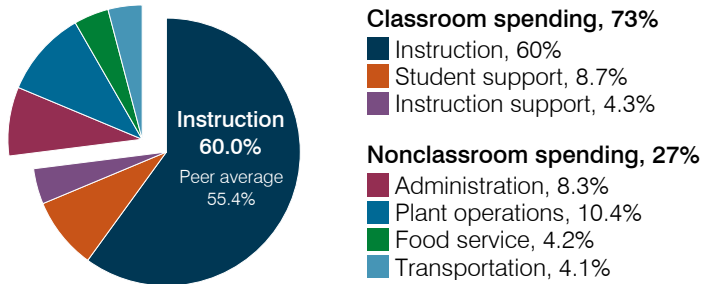
Special education population: 11%

English learner population: 3%

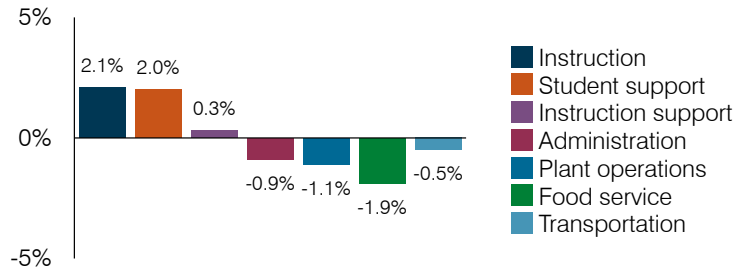
Poverty rate (2019): 9%

Free/reduced meal eligibility: 31%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$659	\$911	\$936
	Students per administrative position	94	74	65
Plant operations	Cost per square foot	\$6.54	\$6.16	\$6.55
	Square footage per student	125	144	160
Food service	Cost per meal	\$3.32	\$3.37	\$3.46
Transportation	Cost per mile	\$4.61	\$7.11	\$4.28
	Cost per rider	\$1,146	\$1,210	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2018	2004	2019	2020
57.2%	60.7%	58.9%	60.0%

COVID-19 federal relief grant spending

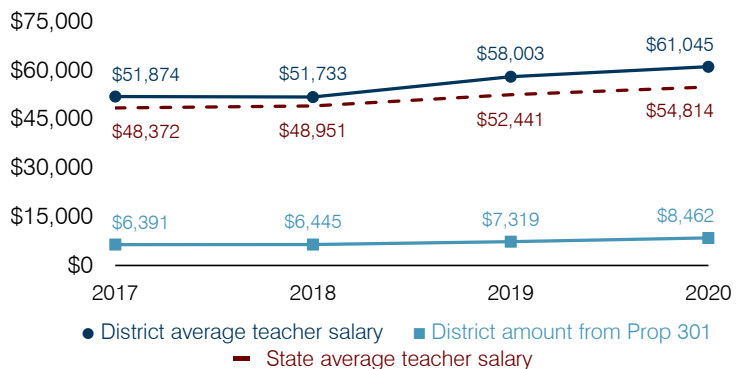
	District	Peer average
Total federal relief grant spending	\$ 165,305	\$ 833,736
Per pupil federal relief grant spending	\$ 15	\$ 70

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,458	\$ 4,744	\$ 4,916	\$ 5,016
Student support	646	684	745	796
Instruction support	328	337	526	513
Nonclassroom spending				
Administration	662	659	911	936
Plant operations	780	818	881	1,048
Food service	353	333	590	432
Transportation	342	326	321	395
Total operational	7,569	7,901	8,890	9,136
Land and buildings	1,670	335	1,168	1,053
Equipment	421	373	563	533
Interest	188	161	262	273
Other	363	347	189	175
Total nonoperational	2,642	1,216	2,182	2,034
Total per pupil spending	\$ 10,211	\$ 9,117	\$ 11,072	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	21.5	21.4	21.0	20.5
Average years of teacher experience	9.7	9.8	9.9	10.3
Percentage of teachers in first 3 years	13%	16%	16%	16%

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

Littlefield Unified School District

Mohave County

Peer group(s): Operational 6 and Transportation 7¹

Legislative district(s): 5

District location: Rural

Number of schools: 2

Graduation rate (2019): 75%

Students attending; Size: 356; Small

5-year change in students attending: 15% decrease

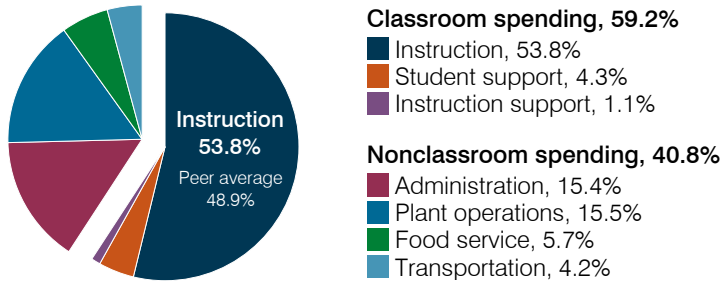
Special education population: 14%

English learner population: 16%

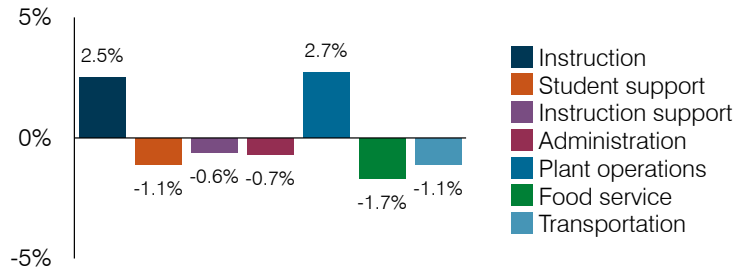
Poverty rate (2019): 36%

Free/reduced meal eligibility: 68%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,510	\$1,873	\$936
	Students per administrative position	53	44	65
Plant operations	Cost per square foot	\$6.71	\$5.44	\$6.55
	Square footage per student	227	354	160
Food service	Cost per meal	\$4.65	\$4.30	\$3.46
Transportation	Cost per mile	\$2.62	\$3.84	\$4.28
	Cost per rider	\$619	\$1,110	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2017	2004	2019	2020
49.6%	63.7%	53.2%	53.8%

COVID-19 federal relief grant spending

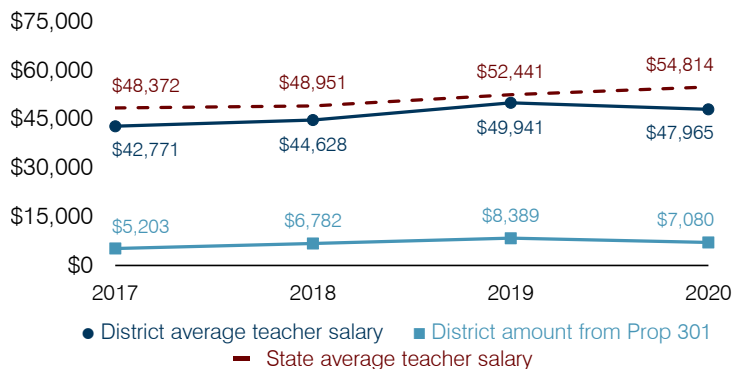
	District	Peer average
Total federal relief grant spending	\$ 1,257	\$ 5,173
Per pupil federal relief grant spending	\$ 4	\$ 23

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 5,222	\$ 5,286	\$ 6,058	\$ 5,016
Student support	408	422	721	796
Instruction support	193	112	370	513
Nonclassroom spending				
Administration	1,490	1,510	1,873	936
Plant operations	1,511	1,521	1,803	1,048
Food service	538	560	633	432
Transportation	449	414	565	395
Total operational	9,811	9,825	12,023	9,136
Land and buildings	51	87	2,316	1,053
Equipment	361	706	895	533
Interest	129	111	190	273
Other	259	256	57	175
Total nonoperational	800	1,160	3,458	2,034
Total per pupil spending	\$ 10,611	\$ 10,985	\$ 15,481	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	13.2	14.8	14.9	14.0
Average years of teacher experience	15.6	18.6	9.3	8.1
Percentage of teachers in first 3 years	21%	14%	22%	22%

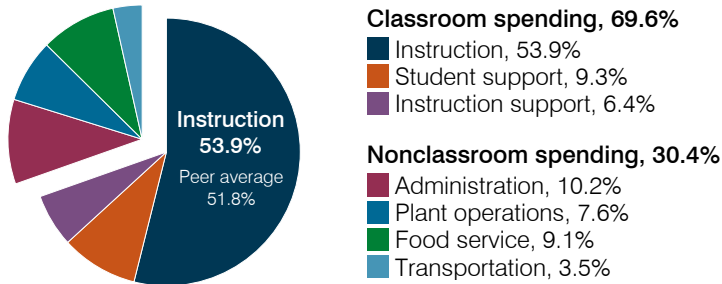
¹ See Appendix A for information, such as districts included in each peer group, and Appendix C for sources and methodology.

Littleton Elementary School District

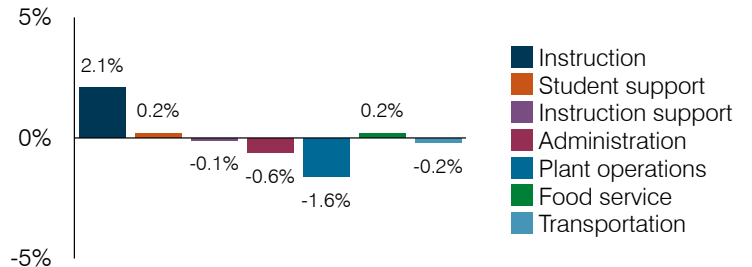
Maricopa County
 Peer group(s): Operational 8 and Transportation 1¹
 Legislative district(s): 19
 District location: Suburb
 Number of schools: 7
 Graduation rate (2019): N/A

Students attending; Size: 5,847; Medium-large
 5-year change in students attending: 12% increase
 Special education population: 12%
 English learner population: 12%
 Poverty rate (2019): 17%
 Free/reduced meal eligibility: 78%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$865	\$1,119	\$936
	Students per administrative position	71	64	65
Plant operations	Cost per square foot	\$5.27	\$6.73	\$6.55
	Square footage per student	123	148	160
Food service	Cost per meal	\$3.45	\$3.26	\$3.46
Transportation	Cost per mile	\$6.20	\$7.32	\$4.28
	Cost per rider	\$809	\$1,286	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2015	2009	2019	2020
51.8%	59.0%	53.5%	53.9%

COVID-19 federal relief grant spending

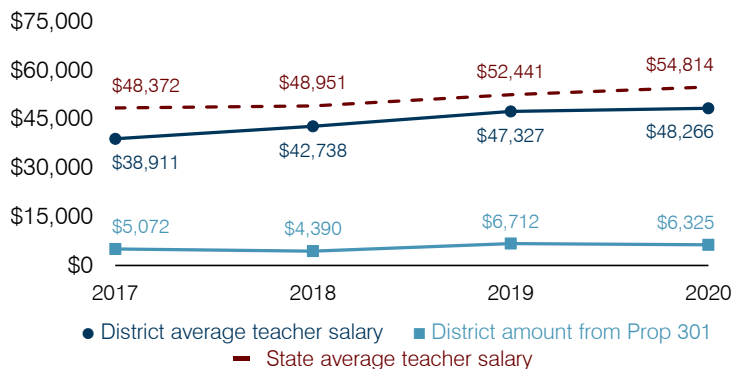
	District	Peer average
Total federal relief grant spending	\$ 929,151	\$ 505,751
Per pupil federal relief grant spending	\$ 159	\$ 90

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,398	\$ 4,581	\$ 4,869	\$ 5,016
Student support	746	794	757	796
Instruction support	478	540	615	513
Nonclassroom spending				
Administration	864	865	1,119	936
Plant operations	649	647	1,017	1,048
Food service	803	772	703	432
Transportation	289	300	348	395
Total operational	8,227	8,499	9,428	9,136
Land and buildings	417	1,326	1,809	1,053
Equipment	266	469	640	533
Interest	178	174	374	273
Other	28	24	218	175
Total nonoperational	889	1,993	3,041	2,034
Total per pupil spending	\$ 9,116	\$ 10,492	\$12,469	\$11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	16.9	17.7	17.0	16.7
Average years of teacher experience	5.3	6.0	5.3	5.5
Percentage of teachers in first 3 years	51%	44%	51%	50%

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

Madison Elementary School District

Maricopa County

Peer group(s): Operational 8 and Transportation 1¹

Legislative district(s): 24 and 28

District location: City

Number of schools: 8

Graduation rate (2019): N/A

Students attending; Size: 5,607; Medium-large

5-year change in students attending: 3% decrease

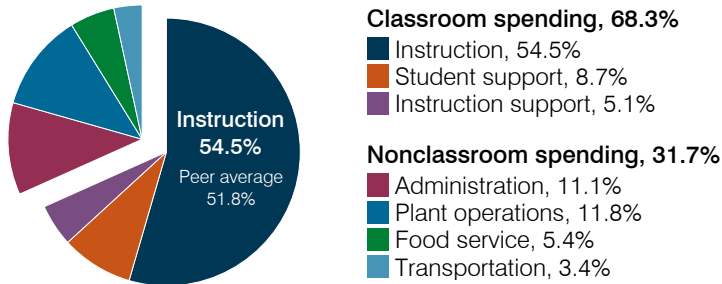
Special education population: 9%

English learner population: 3%

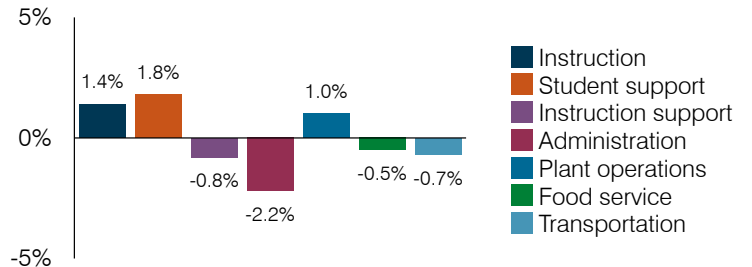
Poverty rate (2019): 13%

Free/reduced meal eligibility: 31%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$987	\$1,119	\$936
	Students per administrative position	64	64	65
Plant operations	Cost per square foot	\$7.30	\$6.73	\$6.55
	Square footage per student	145	148	160
Food service	Cost per meal	\$3.99	\$3.26	\$3.46
Transportation	Cost per mile	\$9.32	\$7.32	\$4.28
	Cost per rider	\$1,434	\$1,286	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2011	2004	2019	2020
51.1%	59.5%	52.7%	54.5%

COVID-19 federal relief grant spending

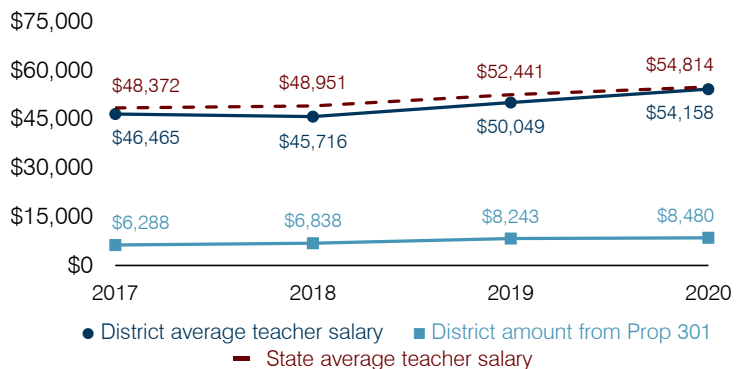
	District	Peer average
Total federal relief grant spending	\$ 106,873	\$ 505,751
Per pupil federal relief grant spending	\$ 19	\$ 90

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,341	\$ 4,856	\$ 4,869	\$ 5,016
Student support	699	775	757	796
Instruction support	430	459	615	513
Nonclassroom spending				
Administration	962	987	1,119	936
Plant operations	933	1,055	1,017	1,048
Food service	527	483	703	432
Transportation	338	302	348	395
Total operational	8,230	8,917	9,428	9,136
Land and buildings	2,042	2,215	1,809	1,053
Equipment	558	424	640	533
Interest	651	636	374	273
Other	1,123	1,094	218	175
Total nonoperational	4,374	4,369	3,041	2,034
Total per pupil spending	\$ 12,604	\$ 13,286	\$12,469	\$11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	20.4	19.7	20.1	19.6
Average years of teacher experience	8.4	7.8	8.5	7.9
Percentage of teachers in first 3 years	18%	21%	15%	20%

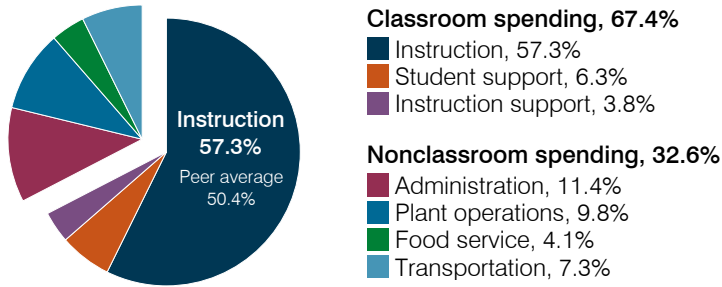
¹ See Appendix A for information, such as districts included in each peer group, and Appendix C for sources and methodology.

Maine Consolidated School District

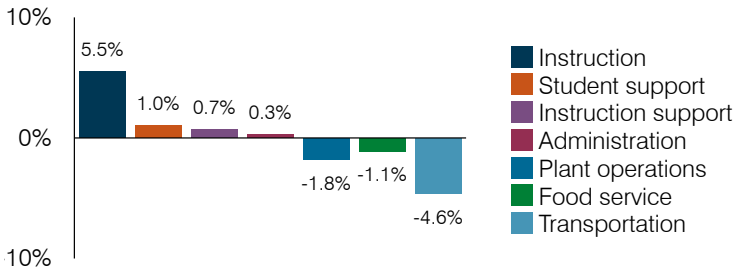
Coconino County
 Peer group(s): Operational 11 and Transportation 11¹
 Legislative district(s): 6
 District location: Rural
 Number of schools: 1
 Graduation rate (2019): N/A

Students attending; Size: 116; Very small
 5-year change in students attending: 11% increase
 Special education population: 15%
 English learner population: 0%
 Poverty rate (2019): 7%
 Free/reduced meal eligibility: NR

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,987	\$3,852	\$936
	Students per administrative position	58	31	65
Plant operations	Cost per square foot	\$6.73	\$7.94	\$6.55
	Square footage per student	254	400	160
Food service	Cost per meal	\$9.64	\$6.46	\$3.46
Transportation	Cost per mile	\$2.94	\$2.09	\$4.28
	Cost per rider	\$1,605	\$1,454	\$1,370

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2006	2020	2019	2020
43.8%	57.3%	54.2%	57.3%

COVID-19 federal relief grant spending

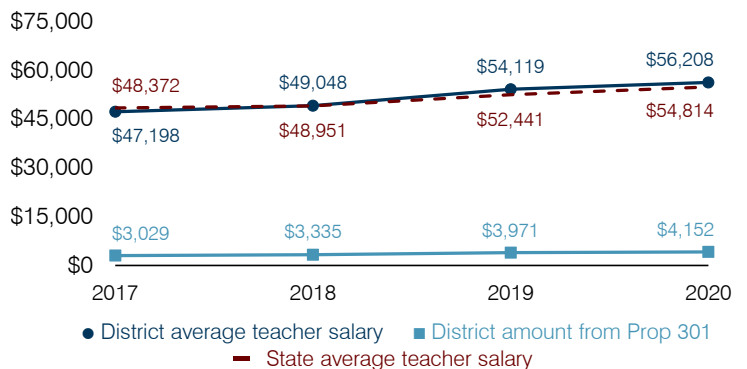
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 4,567
Per pupil federal relief grant spending	\$ 0	\$ 71

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 10,763	\$ 9,967	\$ 9,476	\$ 5,016
Student support	1,230	1,097	728	796
Instruction support	925	653	457	513
Nonclassroom spending				
Administration	2,219	1,987	3,852	936
Plant operations	2,009	1,709	2,825	1,048
Food service	731	715	988	432
Transportation	1,992	1,269	877	395
Total operational	19,869	17,397	19,203	9,136
Land and buildings	20	18	2,078	1,053
Equipment	1,525	435	1,343	533
Interest	25	23	30	273
Other	338	278	72	175
Total nonoperational	1,908	754	3,523	2,034
Total per pupil spending	\$ 21,777	\$ 18,151	\$ 22,726	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	7.7	8.0	7.7	8.4
Average years of teacher experience	12.3	14.2	16.1	17.1
Percentage of teachers in first 3 years	14%	0%	0%	0%

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

Mammoth-San Manuel Unified School District

Pinal County

Peer group(s): Operational 6 and Transportation 7¹

Legislative district(s): 8

District location: Rural

Number of schools: 2

Graduation rate (2019): 88%

Students attending; Size: 560; Small

5-year change in students attending: 31% decrease

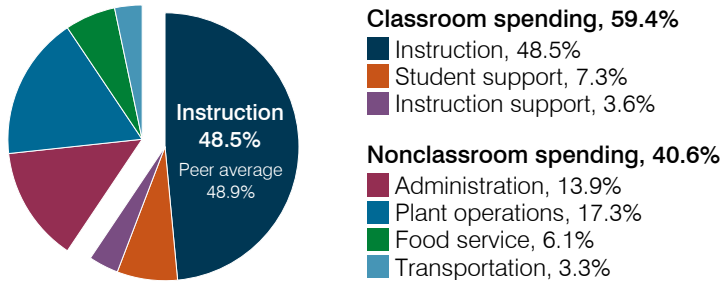
Special education population: 21%

English learner population: 2%

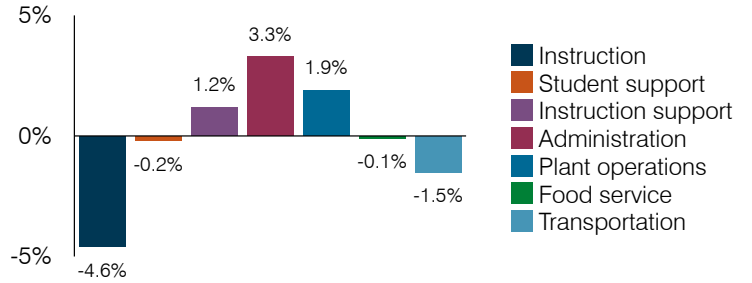
Poverty rate (2019): 22%

Free/reduced meal eligibility: 77%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,564	\$1,873	\$936
	Students per administrative position	38	44	65
Plant operations	Cost per square foot	\$5.87	\$5.44	\$6.55
	Square footage per student	332	354	160
Food service	Cost per meal	\$3.73	\$4.30	\$3.46
Transportation	Cost per mile	\$3.11	\$3.84	\$4.28
	Cost per rider	\$976	\$1,110	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2020	2001	2019	2020
48.5%	57.9%	52.4%	48.5%

COVID-19 federal relief grant spending

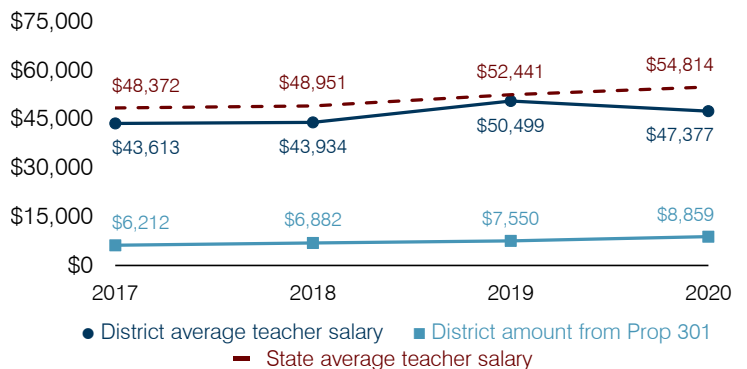
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 5,173
Per pupil federal relief grant spending	\$ 0	\$ 23

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 5,954	\$ 5,470	\$ 6,058	\$ 5,016
Student support	803	818	721	796
Instruction support	357	408	370	513
Nonclassroom spending				
Administration	1,382	1,564	1,873	936
Plant operations	1,759	1,948	1,803	1,048
Food service	564	689	633	432
Transportation	545	373	565	395
Total operational	11,364	11,270	12,023	9,136
Land and buildings	124	177	2,316	1,053
Equipment	302	899	895	533
Interest	5	4	190	273
Other	87	74	57	175
Total nonoperational	518	1,154	3,458	2,034
Total per pupil spending	\$ 11,882	\$ 12,424	\$15,481	\$11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	16.4	15.7	15.9	16.5
Average years of teacher experience	14.0	13.5	15.0	13.8
Percentage of teachers in first 3 years	7%	17%	16%	16%

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

Marana Unified School District

Pima County

Peer group(s): Operational 2 and Transportation 5¹

Legislative district(s): 9 and 11

District location: Suburb

Number of schools: 17

Graduation rate (2019): 88%

Students attending; Size: 12,202; Large

5-year change in students attending: 2% increase

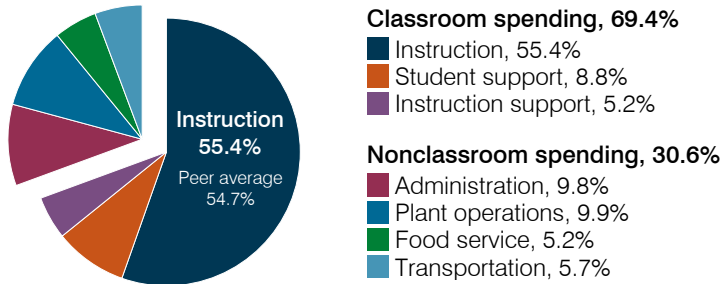
Special education population: 16%

English learner population: 2%

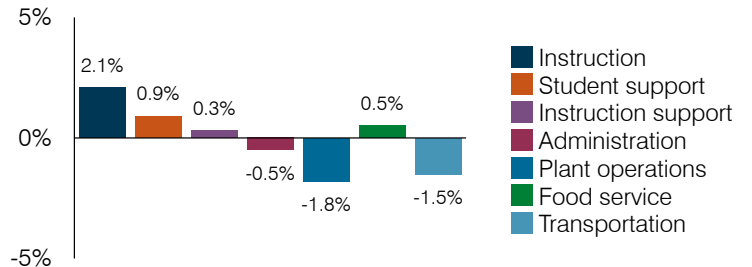
Poverty rate (2019): 9%

Free/reduced meal eligibility: 41%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$871	\$855	\$936
	Students per administrative position	60	65	65
Plant operations	Cost per square foot	\$5.45	\$6.79	\$6.55
	Square footage per student	161	147	160
Food service	Cost per meal	\$5.72	\$3.89	\$3.46
Transportation	Cost per mile	\$2.79	\$3.77	\$4.28
	Cost per rider	\$1,199	\$1,776	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2001	2004	2019	2020
52.9%	59.2%	54.6%	55.4%

COVID-19 federal relief grant spending

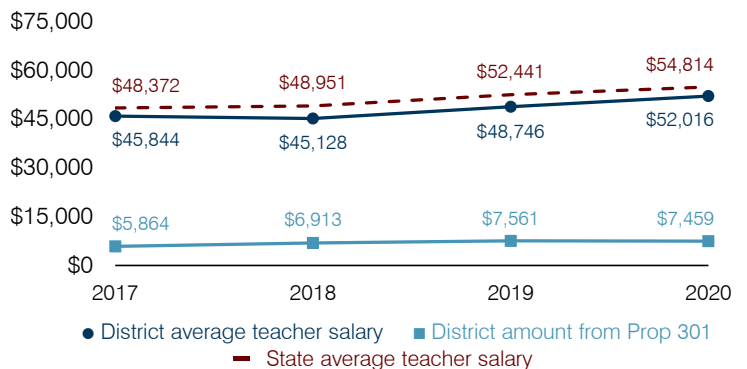
	District	Peer average
Total federal relief grant spending	\$ 1,503,221	\$ 555,597
Per pupil federal relief grant spending	\$ 123	\$ 49

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,747	\$ 4,910	\$ 4,636	\$ 5,016
Student support	738	781	715	796
Instruction support	430	461	514	513
Nonclassroom spending				
Administration	850	871	855	936
Plant operations	904	877	988	1,048
Food service	380	459	362	432
Transportation	637	500	386	395
Total operational	8,686	8,859	8,456	9,136
Land and buildings	2,846	1,596	1,754	1,053
Equipment	515	780	553	533
Interest	547	552	345	273
Other	204	190	153	175
Total nonoperational	4,112	3,118	2,805	2,034
Total per pupil spending	\$ 12,798	\$ 11,977	\$ 11,261	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	17.4	17.4	17.3	17.8
Average years of teacher experience	12.4	12.7	12.4	12.5
Percentage of teachers in first 3 years	15%	13%	16%	15%

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

Maricopa Unified School District

Pinal County

Peer group(s): Operational 4 and Transportation 6¹

Legislative district(s): 11

District location: Town

Number of schools: 9

Graduation rate (2019): 80%

Students attending; Size: 7,218; Medium-large

5-year change in students attending: 23% increase

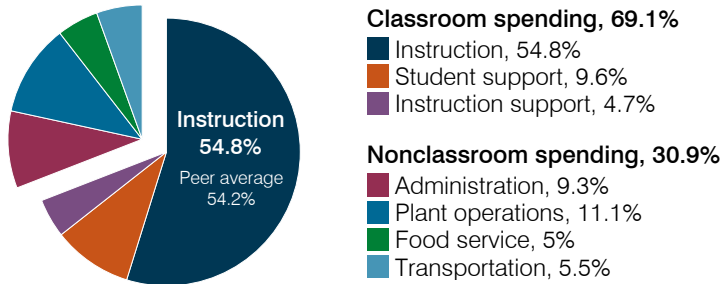
Special education population: 16%

English learner population: 3%

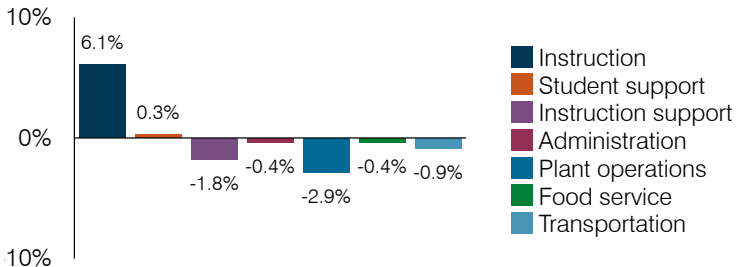
Poverty rate (2019): 12%

Free/reduced meal eligibility: 52%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$752	\$929	\$936
	Students per administrative position	94	73	65
Plant operations	Cost per square foot	\$6.65	\$5.79	\$6.55
	Square footage per student	134	180	160
Food service	Cost per meal	\$3.09	\$3.39	\$3.46
Transportation	Cost per mile	\$3.64	\$3.70	\$4.28
	Cost per rider	\$1,024	\$799	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2014	2008	2019	2020
47.0%	59.7%	53.8%	54.8%

COVID-19 federal relief grant spending

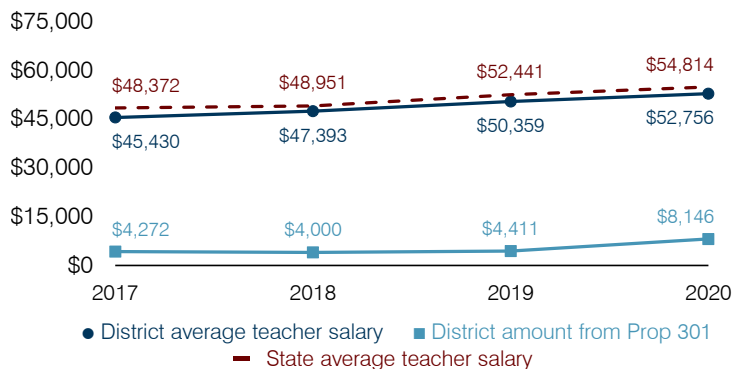
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 202,651
Per pupil federal relief grant spending	\$ 0	\$ 40

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,369	\$ 4,421	\$ 4,706	\$ 5,016
Student support	738	772	687	796
Instruction support	436	378	448	513
Nonclassroom spending				
Administration	776	752	929	936
Plant operations	960	892	998	1,048
Food service	398	407	424	432
Transportation	448	446	408	395
Total operational	8,125	8,068	8,600	9,136
Land and buildings	236	141	419	1,053
Equipment	373	341	430	533
Interest	167	138	176	273
Other	45	79	48	175
Total nonoperational	821	699	1,073	2,034
Total per pupil spending	\$ 8,946	\$ 8,767	\$ 9,673	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	20.9	19.5	19.0	19.5
Average years of teacher experience	8.8	8.8	9.7	10.2
Percentage of teachers in first 3 years	18%	18%	12%	9%

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

Mayer Unified School District

Yavapai County

Peer group(s): Operational 6 and Transportation 9¹

Legislative district(s): 1

District location: Rural

Number of schools: 2

Graduation rate (2019): 89%

Students attending; Size: 472; Small

5-year change in students attending: 17% decrease

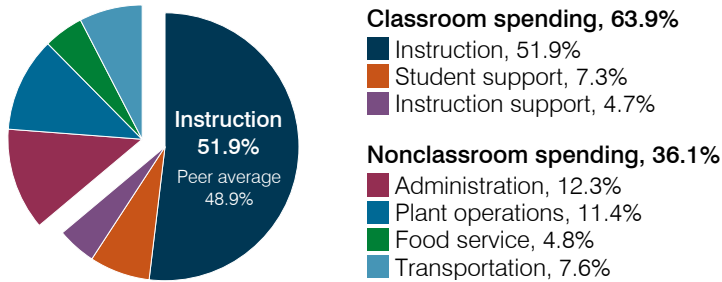
Special education population: 21%

English learner population: 1%

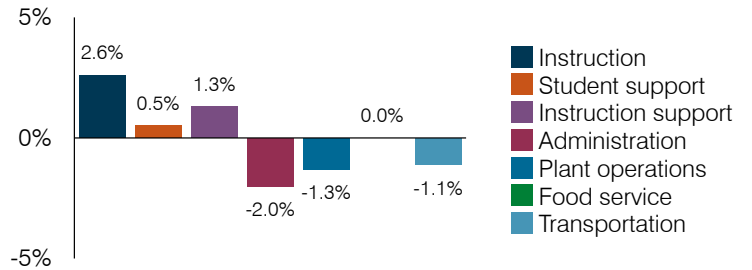
Poverty rate (2019): 28%

Free/reduced meal eligibility: 89%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,521	\$1,873	\$936
	Students per administrative position	77	44	65
Plant operations	Cost per square foot	\$5.60	\$5.44	\$6.55
	Square footage per student	250	354	160
Food service	Cost per meal	\$3.43	\$4.30	\$3.46
Transportation	Cost per mile	\$2.35	\$2.67	\$4.28
	Cost per rider	\$1,424	\$1,471	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2010	2002	2019	2020
44.4%	57.4%	51.4%	51.9%

COVID-19 federal relief grant spending

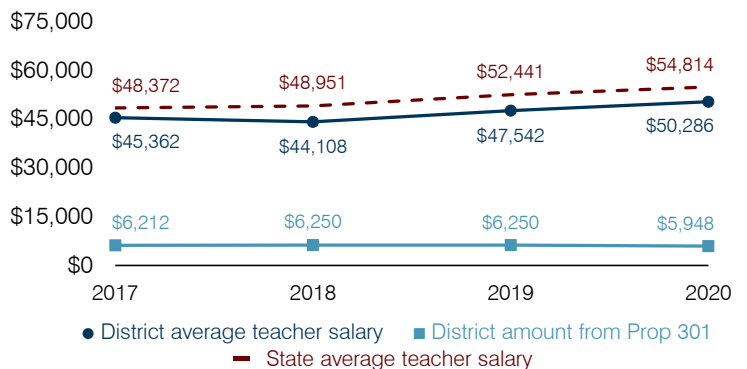
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 5,173
Per pupil federal relief grant spending	\$ 0	\$ 23

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 6,152	\$ 6,411	\$ 6,058	\$ 5,016
Student support	836	905	721	796
Instruction support	540	574	370	513
Nonclassroom spending				
Administration	1,493	1,521	1,873	936
Plant operations	1,378	1,402	1,803	1,048
Food service	553	594	633	432
Transportation	1,010	940	565	395
Total operational	11,962	12,347	12,023	9,136
Land and buildings	187	170	2,316	1,053
Equipment	613	351	895	533
Interest	159	149	190	273
Other	14	5	57	175
Total nonoperational	973	675	3,458	2,034
Total per pupil spending	\$ 12,935	\$ 13,022	\$ 15,481	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	14.5	13.1	13.5	13.8
Average years of teacher experience	16.2	13.6	13.7	15.3
Percentage of teachers in first 3 years	9%	16%	15%	14%

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

McNary Elementary School District

Apache County

Peer group(s): Operational 11 and Transportation 11¹

Legislative district(s): 7

District location: Rural

Number of schools: 1

Graduation rate (2019): N/A

Students attending; Size: 124; Very small

5-year change in students attending: 1% increase

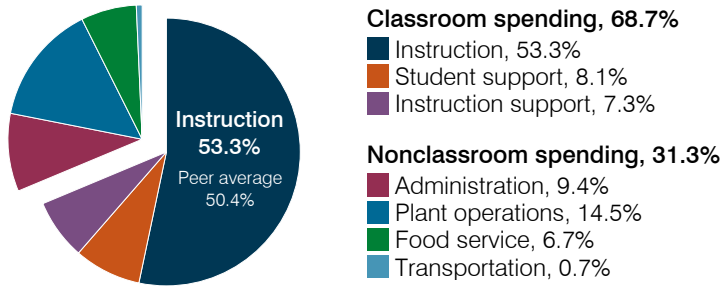
Special education population: 13%

English learner population: 0%

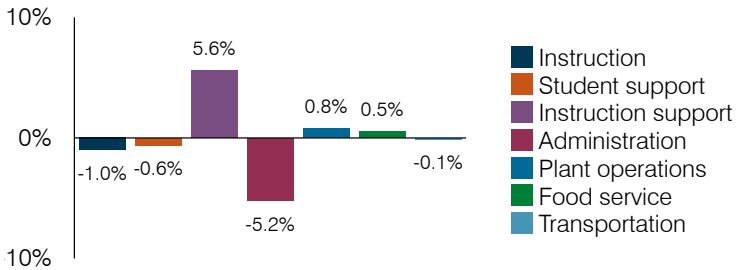
Poverty rate (2019): 43%

Free/reduced meal eligibility: 93%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,038	\$3,852	\$936
	Students per administrative position	31	31	65
Plant operations	Cost per square foot	\$9.75	\$7.94	\$6.55
	Square footage per student	321	400	160
Food service	Cost per meal	\$6.38	\$6.46	\$3.46
Transportation	Cost per mile	\$1.63	\$2.09	\$4.28
	Cost per rider	\$477	\$1,454	\$1,370

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2013	2007	2019	2020
53.1%	64.9%	53.9%	53.3%

COVID-19 federal relief grant spending

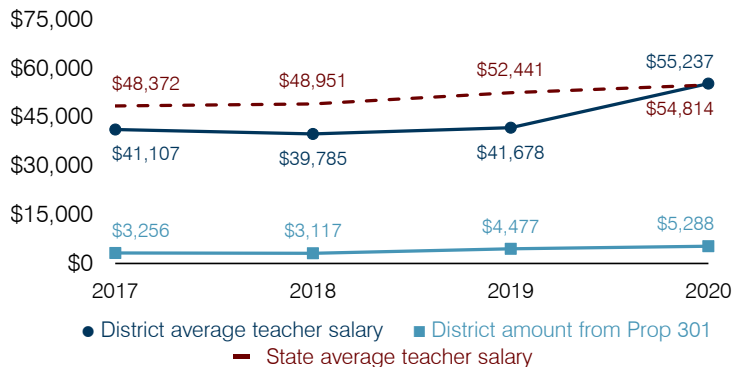
	District	Peer average
Total federal relief grant spending	\$ 3,545	\$ 4,567
Per pupil federal relief grant spending	\$ 29	\$ 71

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 10,235	\$ 11,489	\$ 9,476	\$ 5,016
Student support	1,416	1,744	728	796
Instruction support	1,402	1,574	457	513
Nonclassroom spending				
Administration	1,918	2,038	3,852	936
Plant operations	2,803	3,132	2,825	1,048
Food service	1,022	1,451	988	432
Transportation	197	143	877	395
Total operational	18,993	21,571	19,203	9,136
Land and buildings	0	536	2,078	1,053
Equipment	1,792	1,810	1,343	533
Interest	2	0	30	273
Other	0	0	72	175
Total nonoperational	1,794	2,346	3,523	2,034
Total per pupil spending	\$ 20,787	\$ 23,917	\$ 22,726	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	10.3	11.2	9.7	10.3
Average years of teacher experience	9.3	10.0	9.3	12.5
Percentage of teachers in first 3 years	17%	17%	25%	0%

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

McNeal Elementary School District

Cochise County

Peer group(s): Operational 11 and Transportation 11¹

Legislative district(s): 14

District location: Rural

Number of schools: 1

Graduation rate (2019): N/A

Students attending; Size: 51; Very small

5-year change in students attending: 32% increase

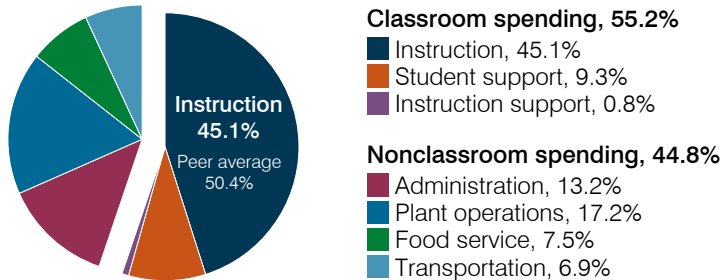
Special education population: 24%

English learner population: 0%

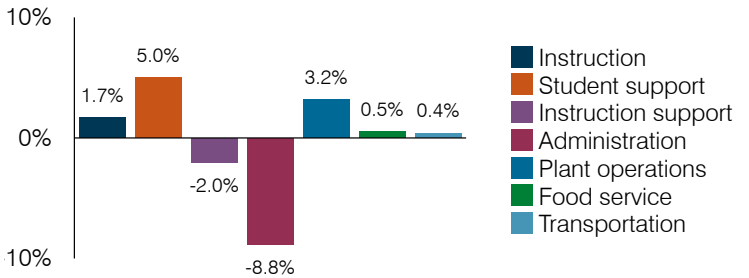
Poverty rate (2019): 19%

Free/reduced meal eligibility: 70%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,611	\$3,852	\$936
	Students per administrative position	24	31	65
Plant operations	Cost per square foot	\$11.34	\$7.94	\$6.55
	Square footage per student	186	400	160
Food service	Cost per meal	\$5.47	\$6.46	\$3.46
Transportation	Cost per mile	\$1.42	\$2.09	\$4.28
	Cost per rider	\$1,804	\$1,454	\$1,370

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2019	2001	2019	2020
35.1%	76.6%	35.1%	45.1%

COVID-19 federal relief grant spending

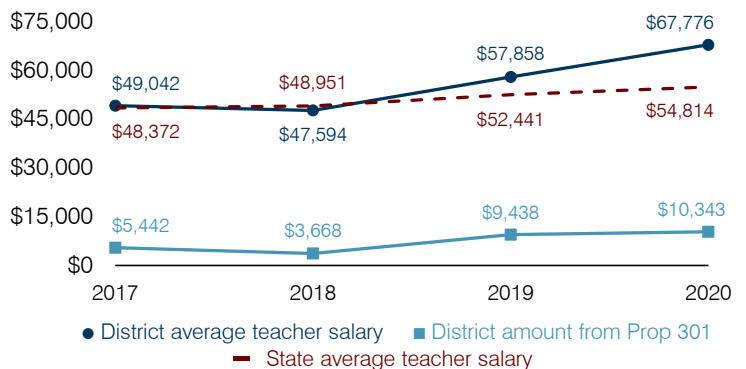
	District	Peer average
Total federal relief grant spending	\$ 2,776	\$ 4,567
Per pupil federal relief grant spending	\$ 54	\$ 71

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 5,571	\$ 5,493	\$ 9,476	\$ 5,016
Student support	1,176	1,129	728	796
Instruction support	349	98	457	513
Nonclassroom spending				
Administration	3,569	1,611	3,852	936
Plant operations	2,642	2,103	2,825	1,048
Food service	1,074	910	988	432
Transportation	1,506	845	877	395
Total operational	15,887	12,189	19,203	9,136
Land and buildings	0	0	2,078	1,053
Equipment	1,448	784	1,343	533
Interest	0	0	30	273
Other	0	97	72	175
Total nonoperational	1,448	881	3,523	2,034
Total per pupil spending	\$ 17,335	\$ 13,070	\$22,726	\$11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	14.5	13.3	21.8	25.6
Average years of teacher experience	23.5	18.0	18.9	20.9
Percentage of teachers in first 3 years	0%	0%	0%	0%

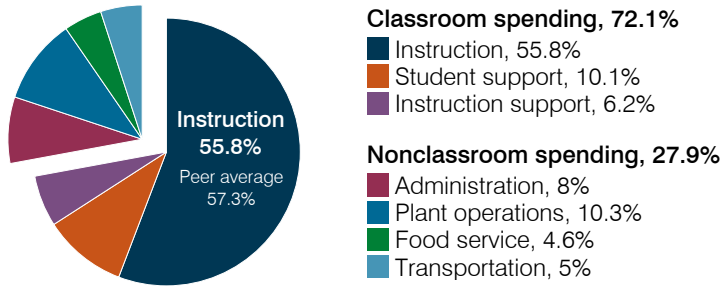
¹ See Appendix A for information, such as districts included in each peer group, and Appendix C for sources and methodology.

Mesa Unified School District

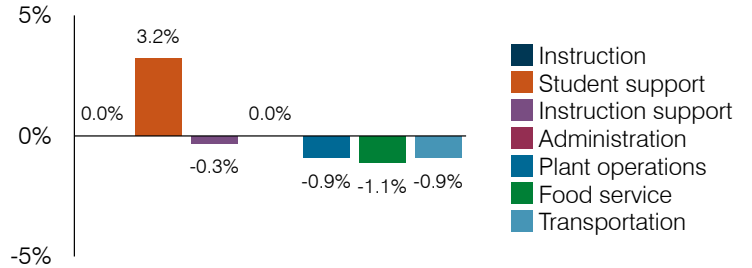
Maricopa County
 Peer group(s): Operational 1 and Transportation 4¹
 Legislative district(s): 16, 17, 18, 23, 25, and 26
 District location: City
 Number of schools: 74
 Graduation rate (2019): 82%

Students attending; Size: 59,213; Very large
 5-year change in students attending: 2% decrease
 Special education population: 16%
 English learner population: 6%
 Poverty rate (2019): 18%
 Free/reduced meal eligibility: 55%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$731	\$773	\$936
	Students per administrative position	64	77	65
Plant operations	Cost per square foot	\$6.66	\$6.40	\$6.55
	Square footage per student	142	152	160
Food service	Cost per meal	\$3.66	\$3.50	\$3.46
Transportation	Cost per mile	\$4.88	\$4.22	\$4.28
	Cost per rider	\$1,631	\$1,471	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2017	2005	2019	2020
55.2%	63.3%	56.2%	55.8%

COVID-19 federal relief grant spending

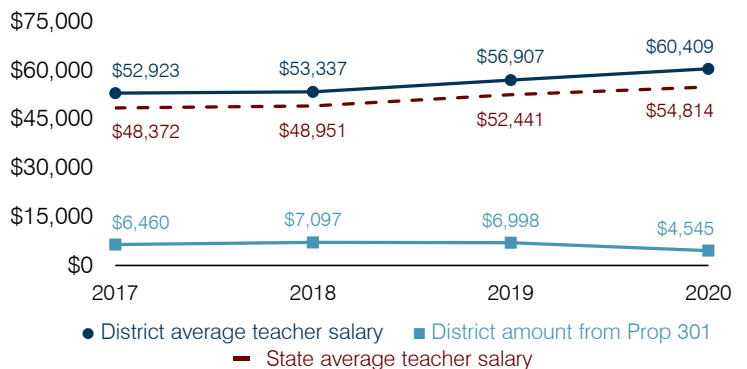
	District	Peer average
Total federal relief grant spending	\$10,633,561	\$ 5,534,223
Per pupil federal relief grant spending	\$ 180	\$ 149

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 5,017	\$ 5,128	\$ 5,072	\$ 5,016
Student support	839	925	831	796
Instruction support	528	568	447	513
Nonclassroom spending				
Administration	719	731	773	936
Plant operations	933	948	964	1,048
Food service	429	427	332	432
Transportation	465	463	362	395
Total operational	8,930	9,190	8,781	9,136
Land and buildings	379	482	764	1,053
Equipment	378	631	401	533
Interest	155	160	289	273
Other	128	109	221	175
Total nonoperational	1,040	1,382	1,675	2,034
Total per pupil spending	\$ 9,970	\$ 10,572	\$10,456	\$11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	19.5	19.4	18.6	18.7
Average years of teacher experience	13.6	13.5	13.6	13.7
Percentage of teachers in first 3 years	17%	16%	16%	16%

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

Miami Unified School District

Gila County

Peer group(s): Operational 5 and Transportation 7¹

Legislative district(s): 8

District location: Rural

Number of schools: 3

Graduation rate (2019): NR

Students attending; Size: 965; Medium

5-year change in students attending: 11% decrease

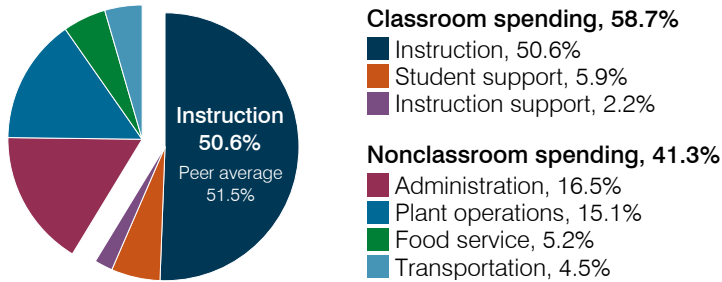
Special education population: 10%

English learner population: 3%

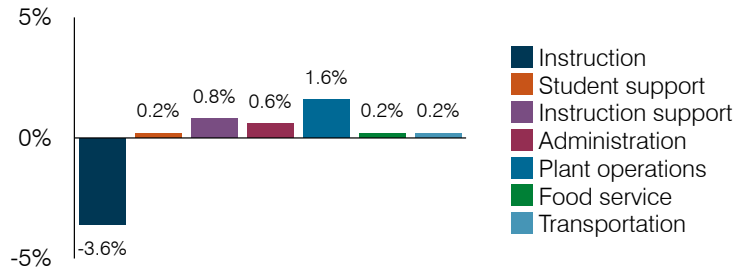
Poverty rate (2019): 34%

Free/reduced meal eligibility: 57%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,489	\$1,241	\$936
	Students per administrative position	54	58	65
Plant operations	Cost per square foot	\$5.40	\$5.69	\$6.55
	Square footage per student	253	275	160
Food service	Cost per meal	\$5.94	\$4.01	\$3.46
Transportation	Cost per mile	\$4.97	\$3.84	\$4.28
	Cost per rider	\$1,431	\$1,110	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2020	2005	2019	2020
50.6%	57.7%	51.5%	50.6%

COVID-19 federal relief grant spending

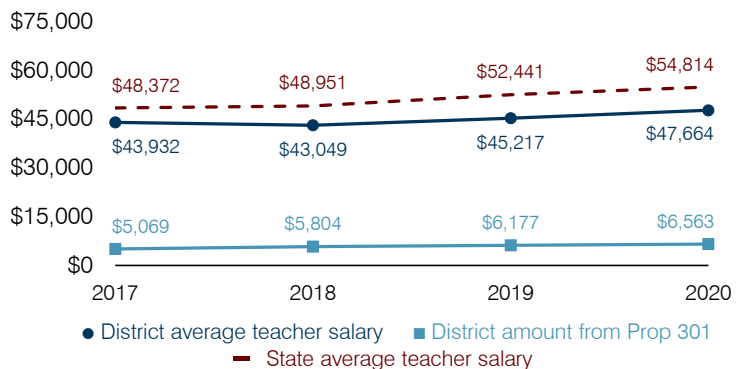
	District	Peer average
Total federal relief grant spending	\$ 76,884	\$ 23,662
Per pupil federal relief grant spending	\$ 80	\$ 21

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,423	\$ 4,563	\$ 5,405	\$ 5,016
Student support	548	531	719	796
Instruction support	145	195	458	513
Nonclassroom spending				
Administration	1,334	1,489	1,241	936
Plant operations	1,295	1,365	1,516	1,048
Food service	444	473	424	432
Transportation	407	402	565	395
Total operational	8,596	9,018	10,328	9,136
Land and buildings	123	538	558	1,053
Equipment	654	859	686	533
Interest	24	19	198	273
Other	7	1	97	175
Total nonoperational	808	1,417	1,539	2,034
Total per pupil spending	\$ 9,404	\$ 10,435	\$ 11,867	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	18.9	17.1	17.8	17.8
Average years of teacher experience	17.5	16.5	15.8	16.3
Percentage of teachers in first 3 years	5%	14%	20%	19%

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

Mingus Union High School District

Yavapai County

Peer group(s): Operational 5 and Transportation 7¹

Legislative district(s): 1 and 6

District location: Town

Number of schools: 1

Graduation rate (2019): 82%

Students attending; Size: 1,253; Medium

5-year change in students attending: 6% increase

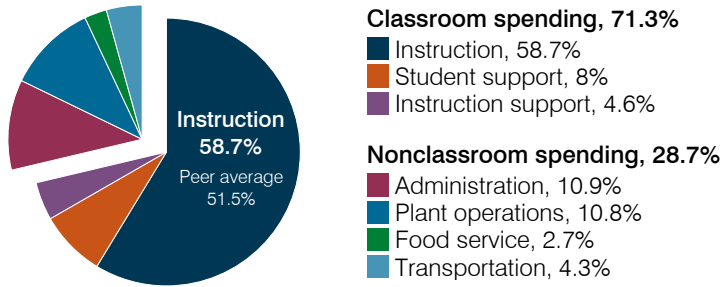
Special education population: 9%

English learner population: 4%

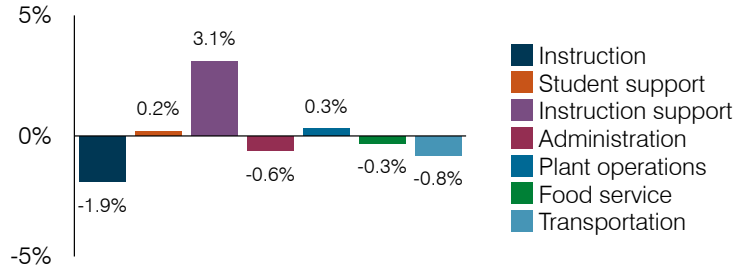
Poverty rate (2019): 22%

Free/reduced meal eligibility: 70%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$902	\$1,241	\$936
	Students per administrative position	117	58	65
Plant operations	Cost per square foot	\$5.60	\$5.69	\$6.55
	Square footage per student	160	275	160
Food service	Cost per meal	\$3.26	\$4.01	\$3.46
Transportation	Cost per mile	\$4.15	\$3.84	\$4.28
	Cost per rider	\$1,384	\$1,110	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2011	2009	2019	2020
55.0%	62.6%	60.1%	58.7%

COVID-19 federal relief grant spending

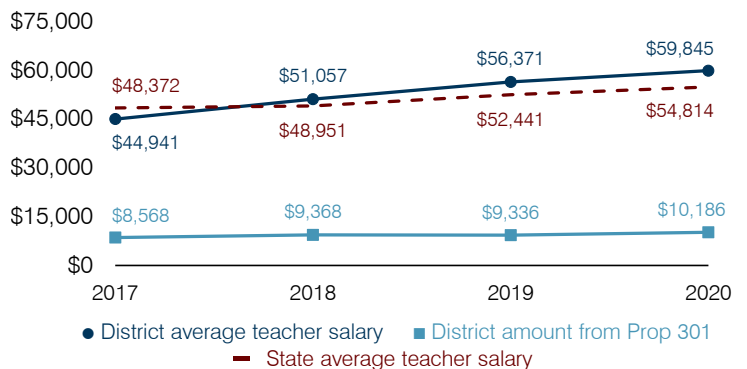
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 23,662
Per pupil federal relief grant spending	\$ 0	\$ 21

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,980	\$ 4,852	\$ 5,405	\$ 5,016
Student support	656	660	719	796
Instruction support	356	380	458	513
Nonclassroom spending				
Administration	865	902	1,241	936
Plant operations	874	898	1,516	1,048
Food service	213	228	424	432
Transportation	342	353	565	395
Total operational	8,286	8,273	10,328	9,136
Land and buildings	44	34	558	1,053
Equipment	334	658	686	533
Interest	317	299	198	273
Other	36	9	97	175
Total nonoperational	731	1,000	1,539	2,034
Total per pupil spending	\$ 9,017	\$ 9,273	\$ 11,867	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	20.7	20.9	20.1	21.2
Average years of teacher experience	10.2	11.8	11.0	11.3
Percentage of teachers in first 3 years	20%	17%	25%	22%

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

Mobile Elementary School District

Maricopa County

Peer group(s): Operational 11 and Transportation 11¹

Legislative district(s): 4

District location: Rural

Number of schools: 1

Graduation rate (2019): N/A

Students attending; Size: 24; Very small

5-year change in students attending: 104% increase

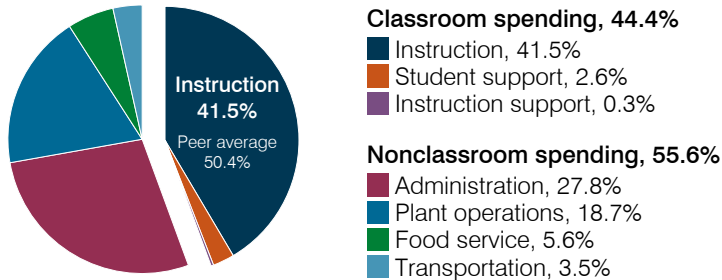
Special education population: 14%

English learner population: 0%

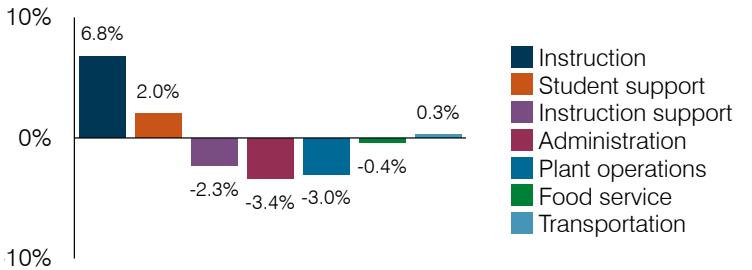
Poverty rate (2019): 35%

Free/reduced meal eligibility: 81%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$9,444	\$3,852	\$936
	Students per administrative position	10	31	65
Plant operations	Cost per square foot	\$6.80	\$7.94	\$6.55
	Square footage per student	934	400	160
Food service	Cost per meal	\$7.08	\$6.46	\$3.46
Transportation	Cost per mile	\$2.04	\$2.09	\$4.28
	Cost per rider	\$1,714	\$1,454	\$1,370

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2007	2020	2019	2020
26.9%	41.5%	38.6%	41.5%

COVID-19 federal relief grant spending

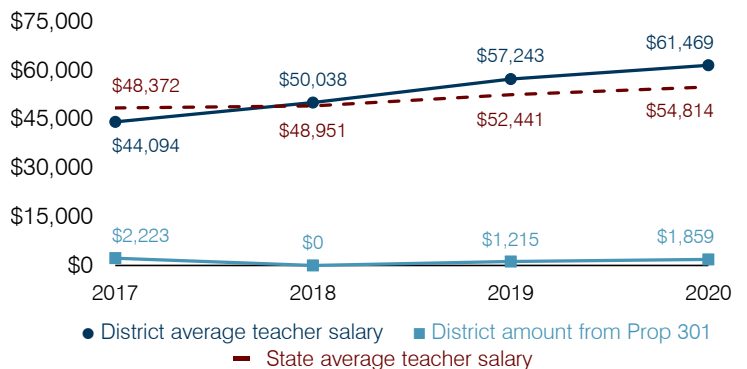
	District	Peer average
Total federal relief grant spending	\$ 6,364	\$ 4,567
Per pupil federal relief grant spending	\$ 260	\$ 71

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 14,130	\$ 14,091	\$ 9,476	\$ 5,016
Student support	1,108	876	728	796
Instruction support	198	97	457	513
Nonclassroom spending				
Administration	10,846	9,444	3,852	936
Plant operations	6,504	6,356	2,825	1,048
Food service	2,002	1,886	988	432
Transportation	1,833	1,203	877	395
Total operational	36,621	33,953	19,203	9,136
Land and buildings	0	0	2,078	1,053
Equipment	8,337	2,054	1,343	533
Interest	0	0	30	273
Other	33	15	72	175
Total nonoperational	8,370	2,069	3,523	2,034
Total per pupil spending	\$ 44,991	\$ 36,022	\$ 22,726	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	5.1	4.8	6.8	7.0
Average years of teacher experience	10.1	10.0	9.8	10.8
Percentage of teachers in first 3 years	0%	11%	0%	0%

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

Mohave Valley Elementary School District

Mohave County

Peer group(s): Operational 9 and Transportation 7¹

Legislative district(s): 5

District location: Town

Number of schools: 3

Graduation rate (2019): N/A

Students attending; Size: 958; Medium

5-year change in students attending: 29% decrease

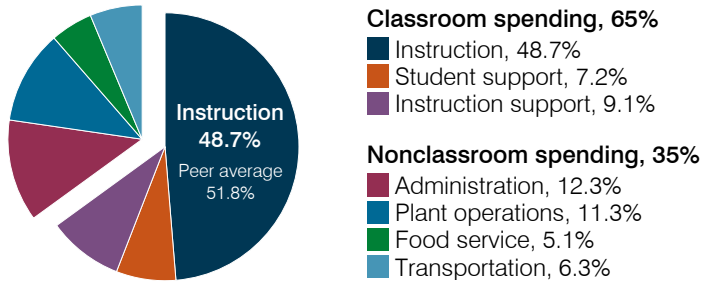
Special education population: 14%

English learner population: 1%

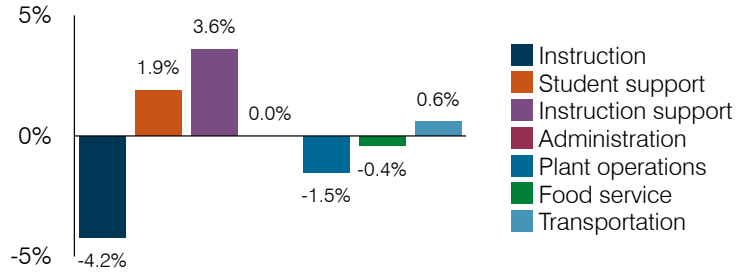
Poverty rate (2019): 24%

Free/reduced meal eligibility: 76%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,344	\$1,207	\$936
	Students per administrative position	68	58	65
Plant operations	Cost per square foot	\$5.43	\$6.61	\$6.55
	Square footage per student	229	167	160
Food service	Cost per meal	\$3.06	\$3.22	\$3.46
Transportation	Cost per mile	\$3.40	\$3.84	\$4.28
	Cost per rider	\$1,097	\$1,110	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2017	2006	2019	2020
47.5%	59.9%	49.6%	48.7%

COVID-19 federal relief grant spending

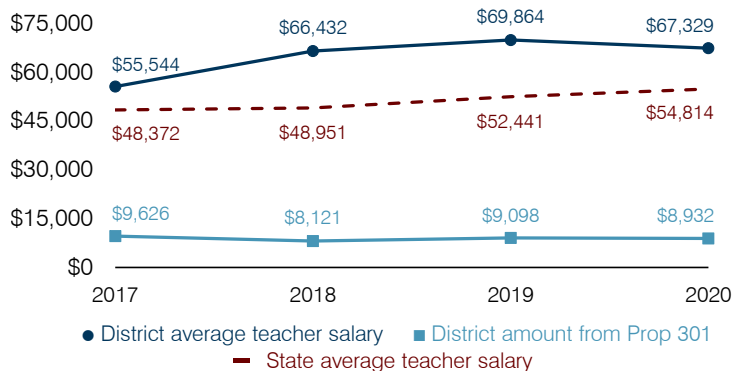
	District	Peer average
Total federal relief grant spending	\$ 6,155	\$ 125,249
Per pupil federal relief grant spending	\$ 6	\$ 50

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 5,345	\$ 5,345	\$ 4,770	\$ 5,016
Student support	855	792	627	796
Instruction support	915	994	433	513
Nonclassroom spending				
Administration	1,224	1,344	1,207	936
Plant operations	1,144	1,243	1,077	1,048
Food service	648	562	562	432
Transportation	646	687	507	395
Total operational	10,777	10,967	9,183	9,136
Land and buildings	359	15	283	1,053
Equipment	131	322	443	533
Interest	0	0	145	273
Other	101	29	134	175
Total nonoperational	591	366	1,005	2,034
Total per pupil spending	\$ 11,368	\$ 11,333	\$ 10,188	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	20.8	20.1	18.9	18.8
Average years of teacher experience	9.0	8.9	9.4	9.8
Percentage of teachers in first 3 years	13%	6%	8%	8%

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

Mohawk Valley Elementary School District

Yuma County

Peer group(s): Operational 11 and Transportation 11¹

Legislative district(s): 4 and 13

District location: Rural

Number of schools: 1

Graduation rate (2019): N/A

Students attending; Size: 135; Very small

5-year change in students attending: 1% decrease

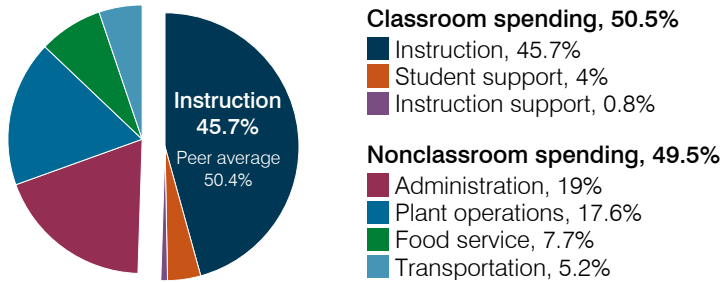
Special education population: 21%

English learner population: 18%

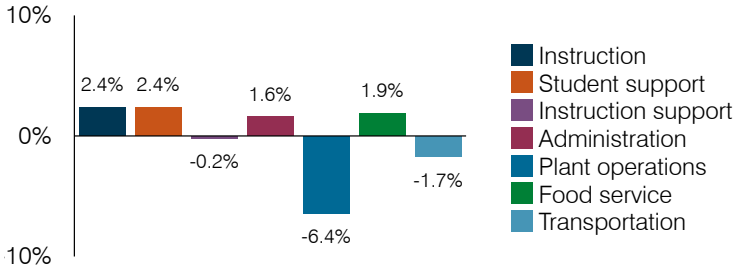
Poverty rate (2019): 23%

Free/reduced meal eligibility: 77%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,465	\$3,852	\$936
	Students per administrative position	45	31	65
Plant operations	Cost per square foot	\$6.47	\$7.94	\$6.55
	Square footage per student	353	400	160
Food service	Cost per meal	\$4.42	\$6.46	\$3.46
Transportation	Cost per mile	\$2.67	\$2.09	\$4.28
	Cost per rider	\$2,441	\$1,454	\$1,370

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2014	2001	2019	2020
41.1%	56.1%	48.6%	45.7%

COVID-19 federal relief grant spending

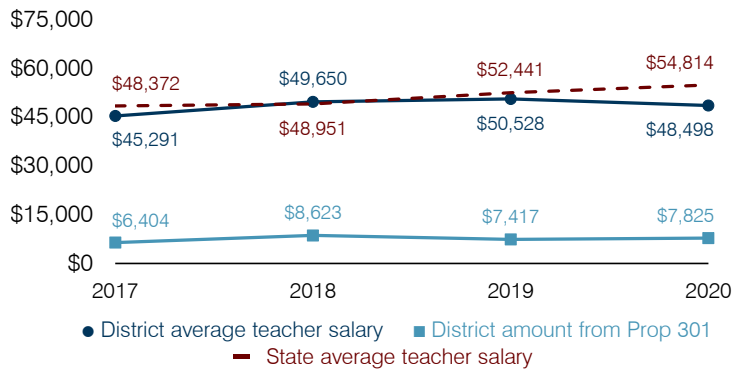
	District	Peer average
Total federal relief grant spending	\$ 42,267	\$ 4,567
Per pupil federal relief grant spending	\$ 312	\$ 71

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 5,838	\$ 5,932	\$ 9,476	\$ 5,016
Student support	392	514	728	796
Instruction support	32	107	457	513
Nonclassroom spending				
Administration	2,068	2,465	3,852	936
Plant operations	2,212	2,285	2,825	1,048
Food service	748	997	988	432
Transportation	733	667	877	395
Total operational	12,023	12,967	19,203	9,136
Land and buildings	257	2,057	2,078	1,053
Equipment	562	1,201	1,343	533
Interest	30	43	30	273
Other	0	1	72	175
Total nonoperational	849	3,302	3,523	2,034
Total per pupil spending	\$ 12,872	\$ 16,269	\$ 22,726	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	19.4	18.6	18.5	19.3
Average years of teacher experience	16.4	17.1	15.2	13.1
Percentage of teachers in first 3 years	22%	11%	18%	20%

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

Morenci Unified School District

Greenlee County

Peer group(s): Operational 5 and Transportation 6¹

Legislative district(s): 14

District location: Town

Number of schools: 3

Graduation rate (2019): 94%

Students attending; Size: 1,305; Medium

5-year change in students attending: 10% decrease

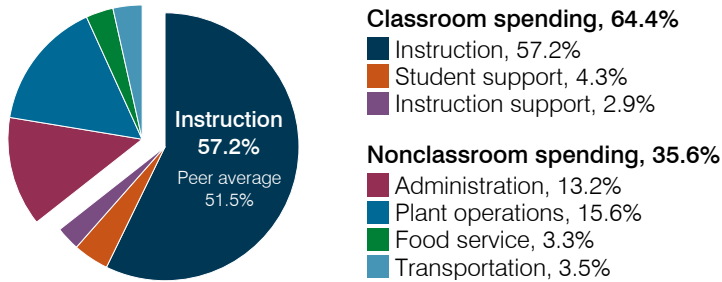
Special education population: 9%

English learner population: 1%

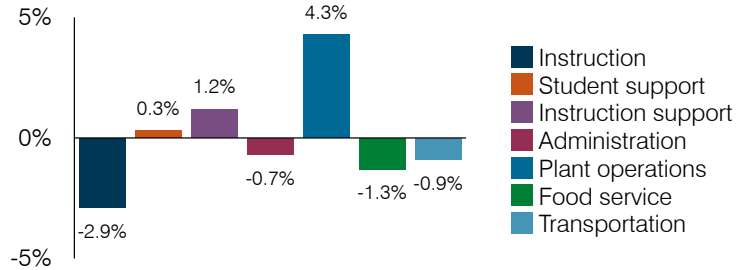
Poverty rate (2019): 9%

Free/reduced meal eligibility: 37%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,325	\$1,241	\$936
	Students per administrative position	59	58	65
Plant operations	Cost per square foot	\$5.97	\$5.69	\$6.55
	Square footage per student	263	275	160
Food service	Cost per meal	\$3.92	\$4.01	\$3.46
Transportation	Cost per mile	\$4.38	\$3.70	\$4.28
	Cost per rider	\$1,089	\$799	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2001	2019	2019	2020
54.9%	61.4%	61.4%	57.2%

COVID-19 federal relief grant spending

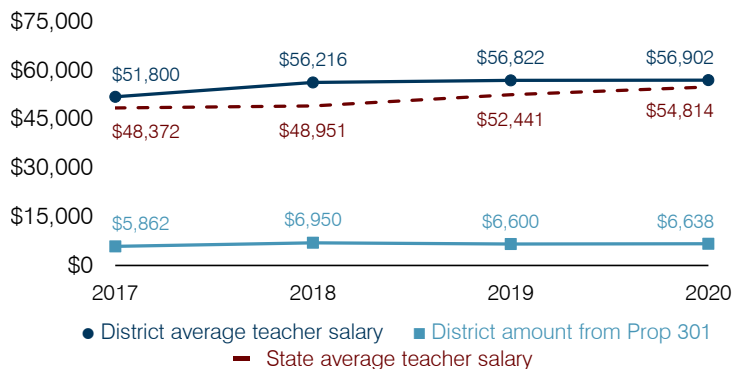
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 23,662
Per pupil federal relief grant spending	\$ 0	\$ 21

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 5,964	\$ 5,733	\$ 5,405	\$ 5,016
Student support	317	434	719	796
Instruction support	180	293	458	513
Nonclassroom spending				
Administration	1,258	1,325	1,241	936
Plant operations	1,274	1,567	1,516	1,048
Food service	337	325	424	432
Transportation	388	354	565	395
Total operational	9,718	10,031	10,328	9,136
Land and buildings	838	965	558	1,053
Equipment	624	637	686	533
Interest	23	8	198	273
Other	863	994	97	175
Total nonoperational	2,348	2,604	1,539	2,034
Total per pupil spending	\$ 12,066	\$ 12,635	\$ 11,867	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	17.5	18.1	17.3	17.2
Average years of teacher experience	12.6	13.5	13.7	12.7
Percentage of teachers in first 3 years	10%	8%	8%	16%

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

Morristown Elementary School District

Maricopa County

Peer group(s): Operational 11 and Transportation 11¹

Legislative district(s): 13

District location: Rural

Number of schools: 1

Graduation rate (2019): N/A

Students attending; Size: 99; Very small

5-year change in students attending: 21% decrease

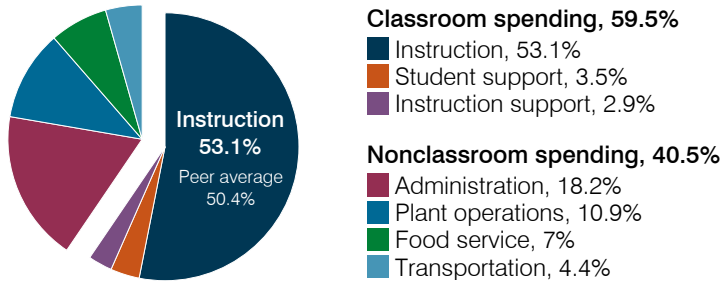
Special education population: 21%

English learner population: 7%

Poverty rate (2019): 9%

Free/reduced meal eligibility: 72%

Spending by operational area



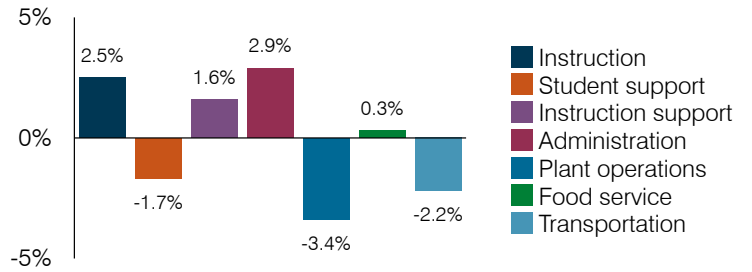
Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,723	\$3,852	\$936
	Students per administrative position	50	31	65
Plant operations	Cost per square foot	\$4.79	\$7.94	\$6.55
	Square footage per student	339	400	160
Food service	Cost per meal	\$2.48	\$6.46	\$3.46
Transportation	Cost per mile	\$2.28	\$2.09	\$4.28
	Cost per rider	\$1,087	\$1,454	\$1,370

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 6,315	\$ 7,929	\$ 9,476	\$ 5,016
Student support	816	523	728	796
Instruction support	253	428	457	513
Nonclassroom spending				
Administration	2,518	2,723	3,852	936
Plant operations	1,320	1,621	2,825	1,048
Food service	881	1,051	988	432
Transportation	876	649	877	395
Total operational	12,979	14,924	19,203	9,136
Land and buildings	3,086	0	2,078	1,053
Equipment	746	3,453	1,343	533
Interest	0	0	30	273
Other	44	62	72	175
Total nonoperational	3,876	3,515	3,523	2,034
Total per pupil spending	\$ 16,855	\$ 18,439	\$22,726	\$11,170

Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

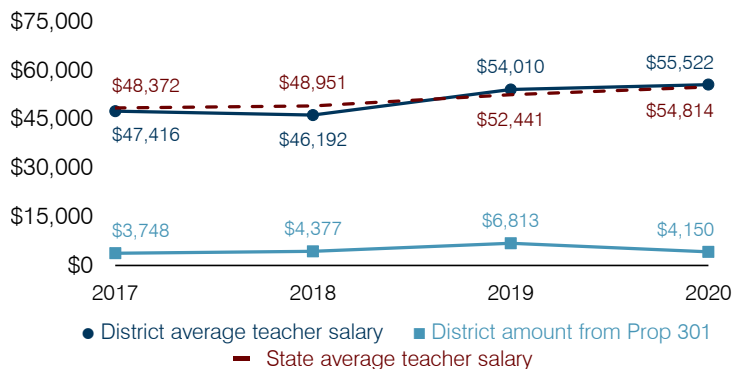
Lowest	Highest	Most recent years	
2005	2018	2019	2020
45.8%	53.5%	48.7%	53.1%

COVID-19 federal relief grant spending

	District	Peer average
Total federal relief grant spending	\$ 1,502	\$ 4,567
Per pupil federal relief grant spending	\$ 15	\$ 71

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	10.2	12.7	13.6	12.4
Average years of teacher experience	20.0	19.7	19.5	19.1
Percentage of teachers in first 3 years	0%	0%	0%	0%

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

Murphy Elementary School District

Maricopa County

Peer group(s): Operational 8 and Transportation 1¹

Legislative district(s): 19 and 27

District location: City

Number of schools: 3

Graduation rate (2019): N/A

Students attending; Size: 1,407; Medium

5-year change in students attending: 25% decrease

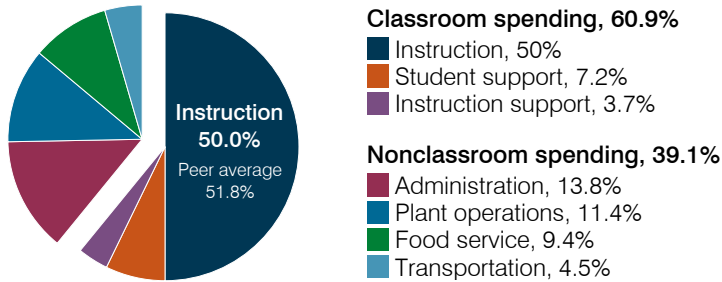
Special education population: 11%

English learner population: 34%

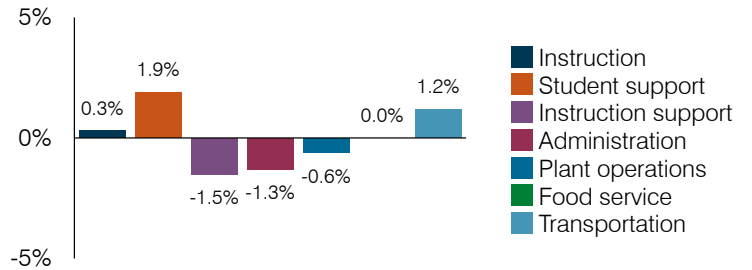
Poverty rate (2019): 30%

Free/reduced meal eligibility: 89%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,400	\$1,119	\$936
	Students per administrative position	67	64	65
Plant operations	Cost per square foot	\$6.76	\$6.73	\$6.55
	Square footage per student	171	148	160
Food service	Cost per meal	\$2.80	\$3.26	\$3.46
Transportation	Cost per mile	\$7.65	\$7.32	\$4.28
	Cost per rider	\$1,439	\$1,286	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2017	2006	2019	2020
45.4%	56.4%	53.3%	50.0%

COVID-19 federal relief grant spending

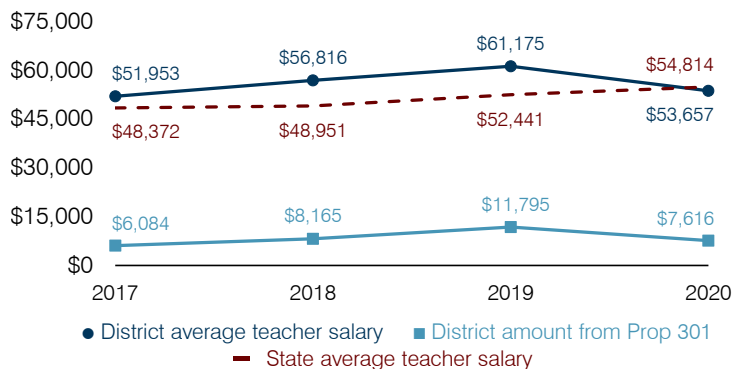
	District	Peer average
Total federal relief grant spending	\$ 83,182	\$ 505,751
Per pupil federal relief grant spending	\$ 59	\$ 90

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 5,443	\$ 5,079	\$ 4,869	\$ 5,016
Student support	869	738	757	796
Instruction support	159	374	615	513
Nonclassroom spending				
Administration	1,440	1,400	1,119	936
Plant operations	1,142	1,158	1,017	1,048
Food service	839	956	703	432
Transportation	320	457	348	395
Total operational	10,212	10,162	9,428	9,136
Land and buildings	247	301	1,809	1,053
Equipment	263	252	640	533
Interest	314	232	374	273
Other	76	9	218	175
Total nonoperational	900	794	3,041	2,034
Total per pupil spending	\$ 11,112	\$ 10,956	\$12,469	\$11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	23.7	24.2	22.3	20.7
Average years of teacher experience	9.3	7.5	7.1	7.1
Percentage of teachers in first 3 years	24%	52%	54%	49%

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

Naco Elementary School District

Cochise County

Peer group(s): Operational 10 and Transportation 9¹

Legislative district(s): 14

District location: Rural

Number of schools: 1

Graduation rate (2019): N/A

Students attending; Size: 292; Small

5-year change in students attending: 2% decrease

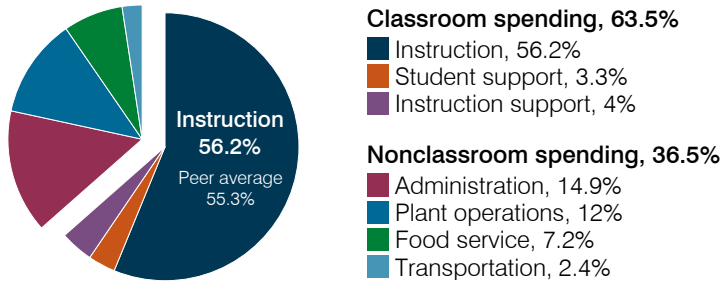
Special education population: 10%

English learner population: 44%

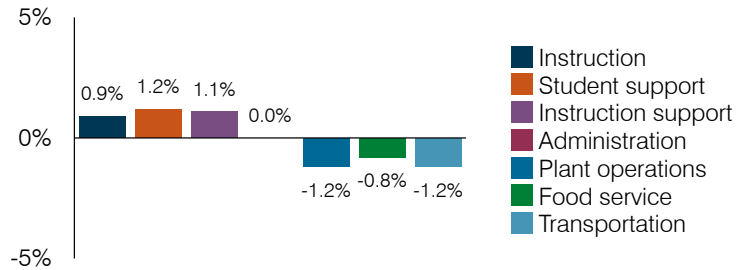
Poverty rate (2019): 30%

Free/reduced meal eligibility: 88%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,276	\$1,249	\$936
	Students per administrative position	73	57	65
Plant operations	Cost per square foot	\$8.39	\$7.03	\$6.55
	Square footage per student	123	193	160
Food service	Cost per meal	\$4.22	\$3.71	\$3.46
Transportation	Cost per mile	\$9.01	\$2.67	\$4.28
	Cost per rider	\$3,816	\$1,471	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2015	2002	2019	2020
55.3%	67.3%	57.0%	56.2%

COVID-19 federal relief grant spending

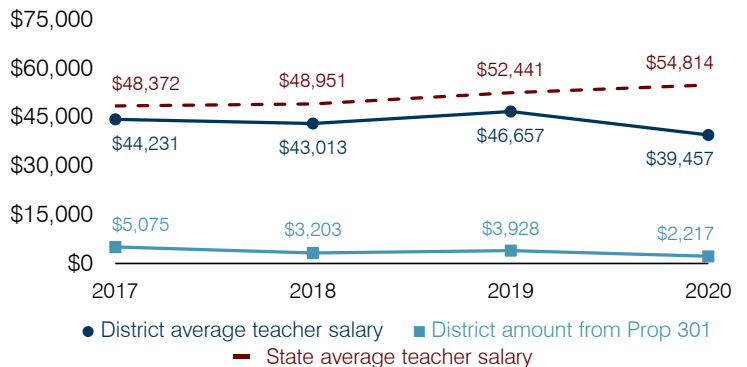
	District	Peer average
Total federal relief grant spending	\$ 120,164	\$ 42,596
Per pupil federal relief grant spending	\$ 411	\$ 121

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 5,018	\$ 4,821	\$ 5,810	\$ 5,016
Student support	0	282	586	796
Instruction support	438	340	392	513
Nonclassroom spending				
Administration	1,424	1,276	1,249	936
Plant operations	1,012	1,033	1,129	1,048
Food service	673	617	561	432
Transportation	236	210	612	395
Total operational	8,801	8,579	10,339	9,136
Land and buildings	7	24	554	1,053
Equipment	751	239	713	533
Interest	0	0	42	273
Other	0	0	93	175
Total nonoperational	758	263	1,402	2,034
Total per pupil spending	\$ 9,559	\$ 8,842	\$11,741	\$11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	20.5	18.4	20.7	17.2
Average years of teacher experience	9.4	9.4	10.4	8.6
Percentage of teachers in first 3 years	7%	13%	14%	25%

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

Nadaburg Unified School District

Maricopa County

Peer group(s): Operational 9 and Transportation 9¹

Legislative district(s): 13 and 22

District location: Rural

Number of schools: 2

Graduation rate (2019): N/A

Students attending; Size: 754; Medium

5-year change in students attending: 6% decrease

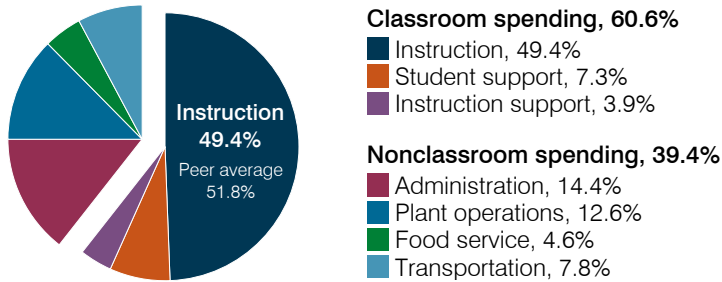
Special education population: 18%

English learner population: 5%

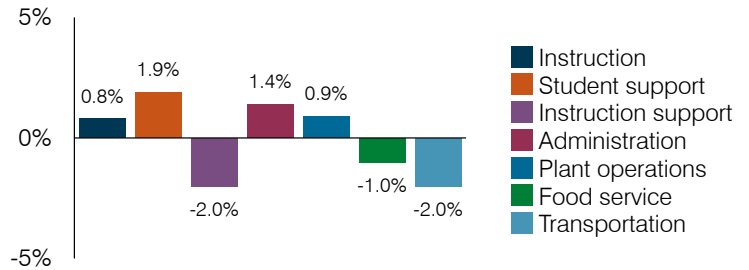
Poverty rate (2019): 12%

Free/reduced meal eligibility: 57%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,459	\$1,207	\$936
	Students per administrative position	58	58	65
Plant operations	Cost per square foot	\$7.93	\$6.61	\$6.55
	Square footage per student	162	167	160
Food service	Cost per meal	\$3.21	\$3.22	\$3.46
Transportation	Cost per mile	\$2.88	\$2.67	\$4.28
	Cost per rider	\$1,569	\$1,471	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2011	2003	2019	2020
45.6%	58.0%	51.9%	49.4%

COVID-19 federal relief grant spending

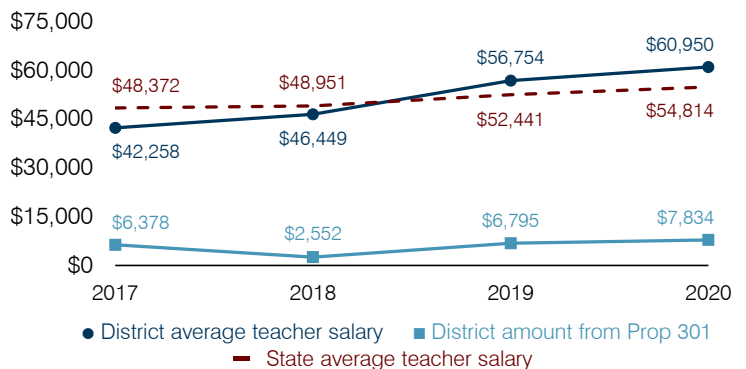
	District	Peer average
Total federal relief grant spending	\$ 60,867	\$ 125,249
Per pupil federal relief grant spending	\$ 81	\$ 50

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,908	\$ 5,011	\$ 4,770	\$ 5,016
Student support	580	737	627	796
Instruction support	416	395	433	513
Nonclassroom spending				
Administration	1,161	1,459	1,207	936
Plant operations	1,276	1,281	1,077	1,048
Food service	435	466	562	432
Transportation	673	788	507	395
Total operational	9,449	10,137	9,183	9,136
Land and buildings	38	256	283	1,053
Equipment	994	812	443	533
Interest	51	42	145	273
Other	662	708	134	175
Total nonoperational	1,745	1,818	1,005	2,034
Total per pupil spending	\$ 11,194	\$ 11,955	\$ 10,188	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	15.8	17.1	18.8	19.8
Average years of teacher experience	6.5	7.4	8.9	9.9
Percentage of teachers in first 3 years	37%	34%	33%	14%

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

Nogales Unified School District

Santa Cruz County

Peer group(s): Operational 4 and Transportation 6¹

Legislative district(s): 2

District location: Town

Number of schools: 10

Graduation rate (2019): 93%

Students attending; Size: 5,441; Medium-large

5-year change in students attending: 3% decrease

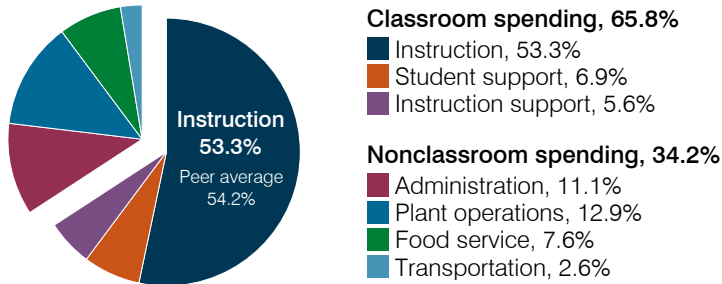
Special education population: 10%

English learner population: 18%

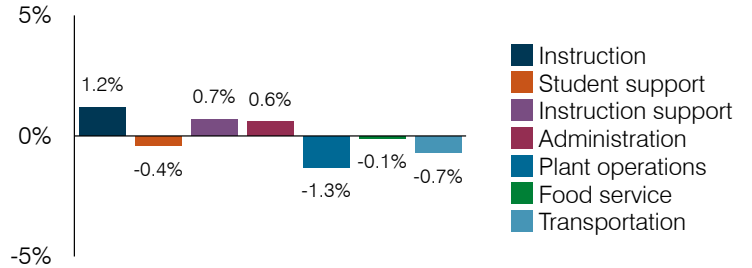
Poverty rate (2019): 30%

Free/reduced meal eligibility: 79%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$921	\$929	\$936
	Students per administrative position	62	73	65
Plant operations	Cost per square foot	\$7.88	\$5.79	\$6.55
	Square footage per student	136	180	160
Food service	Cost per meal	\$3.94	\$3.39	\$3.46
Transportation	Cost per mile	\$5.49	\$3.70	\$4.28
	Cost per rider	\$717	\$799	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2017	2001	2019	2020
51.2%	56.5%	52.8%	53.3%

COVID-19 federal relief grant spending

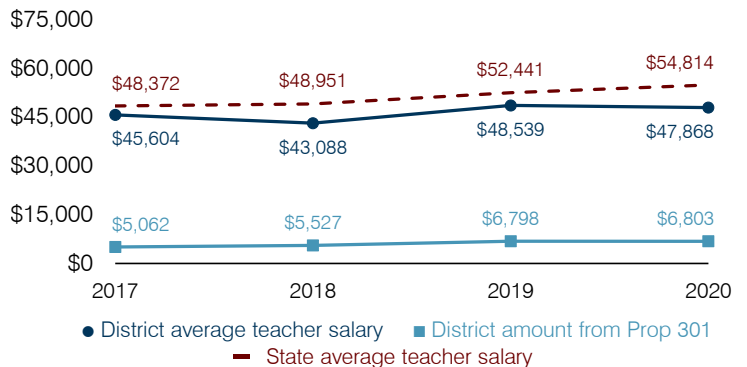
	District	Peer average
Total federal relief grant spending	\$ 622,902	\$ 202,651
Per pupil federal relief grant spending	\$ 114	\$ 40

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,322	\$ 4,435	\$ 4,706	\$ 5,016
Student support	555	570	687	796
Instruction support	458	468	448	513
Nonclassroom spending				
Administration	881	921	929	936
Plant operations	1,078	1,074	998	1,048
Food service	627	630	424	432
Transportation	261	218	408	395
Total operational	8,182	8,316	8,600	9,136
Land and buildings	162	248	419	1,053
Equipment	428	482	430	533
Interest	0	0	176	273
Other	43	14	48	175
Total nonoperational	633	744	1,073	2,034
Total per pupil spending	\$ 8,815	\$ 9,060	\$ 9,673	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	20.2	19.2	19.3	19.1
Average years of teacher experience	13.9	14.4	14.2	14.2
Percentage of teachers in first 3 years	14%	14%	14%	13%

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

Oracle Elementary School District

Pinal County

Peer group(s): Operational 10 and Transportation 9¹

Legislative district(s): 8 and 11

District location: Rural

Number of schools: 1

Graduation rate (2019): N/A

Students attending; Size: 359; Small

5-year change in students attending: 17% decrease

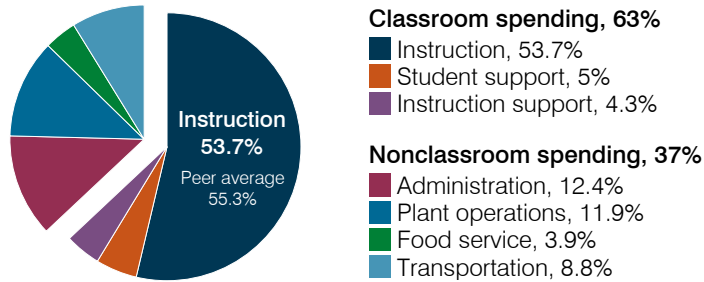
Special education population: 19%

English learner population: 3%

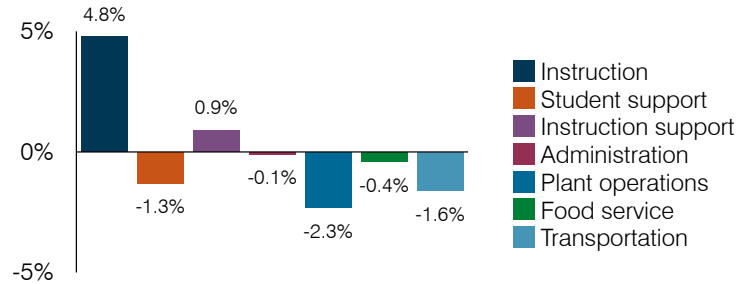
Poverty rate (2019): 9%

Free/reduced meal eligibility: 64%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,560	\$1,249	\$936
	Students per administrative position	48	57	65
Plant operations	Cost per square foot	\$7.35	\$7.03	\$6.55
	Square footage per student	203	193	160
Food service	Cost per meal	\$3.50	\$3.71	\$3.46
Transportation	Cost per mile	\$2.43	\$2.67	\$4.28
	Cost per rider	\$1,392	\$1,471	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2012	2020	2019	2020
46.4%	53.7%	52.2%	53.7%

COVID-19 federal relief grant spending

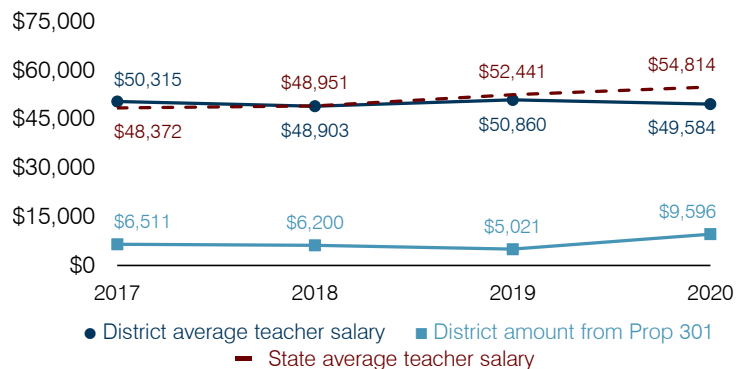
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 42,596
Per pupil federal relief grant spending	\$ 0	\$ 121

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 6,310	\$ 6,738	\$ 5,810	\$ 5,016
Student support	556	629	586	796
Instruction support	339	542	392	513
Nonclassroom spending				
Administration	1,656	1,560	1,249	936
Plant operations	1,442	1,495	1,129	1,048
Food service	441	484	561	432
Transportation	1,338	1,109	612	395
Total operational	12,082	12,557	10,339	9,136
Land and buildings	275	579	554	1,053
Equipment	833	1,066	713	533
Interest	32	45	42	273
Other	129	191	93	175
Total nonoperational	1,269	1,881	1,402	2,034
Total per pupil spending	\$ 13,351	\$ 14,438	\$ 11,741	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	14.7	13.9	14.9	13.8
Average years of teacher experience	12.8	14.4	14.6	15.0
Percentage of teachers in first 3 years	15%	8%	12%	4%

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

Osborn Elementary School District

Maricopa County

Peer group(s): Operational 8 and Transportation 2¹

Legislative district(s): 24

District location: City

Number of schools: 5

Graduation rate (2019): N/A

Students attending; Size: 2,648; Medium-large

5-year change in students attending: 3% decrease

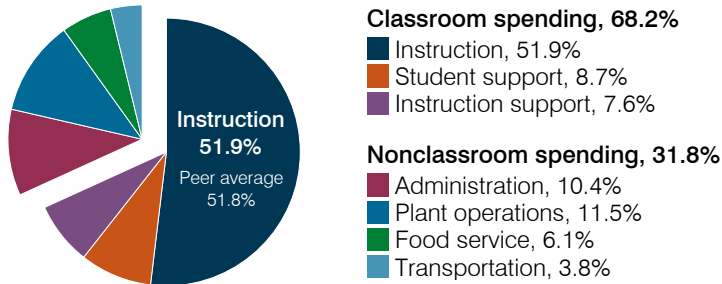
Special education population: 15%

English learner population: 12%

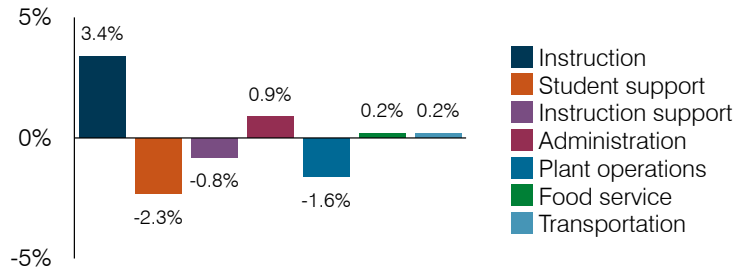
Poverty rate (2019): 26%

Free/reduced meal eligibility: 90%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,011	\$1,119	\$936
	Students per administrative position	70	64	65
Plant operations	Cost per square foot	\$6.55	\$6.73	\$6.55
	Square footage per student	170	148	160
Food service	Cost per meal	\$3.51	\$3.26	\$3.46
Transportation	Cost per mile	\$7.09	\$7.11	\$4.28
	Cost per rider	\$1,184	\$1,210	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2011	2019	2019	2020
44.3%	54.2%	54.2%	51.9%

COVID-19 federal relief grant spending

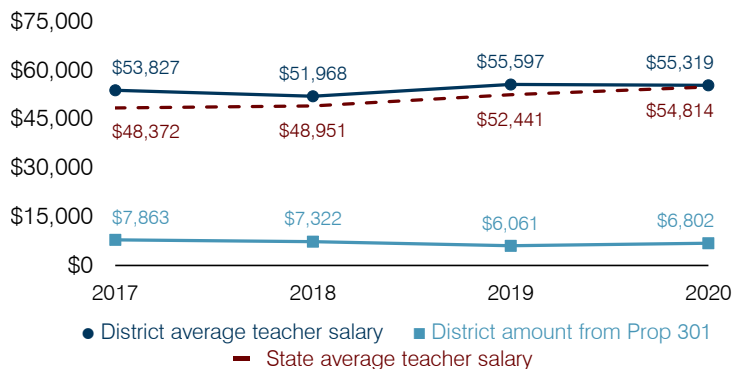
	District	Peer average
Total federal relief grant spending	\$ 56,476	\$ 505,751
Per pupil federal relief grant spending	\$ 21	\$ 90

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 5,197	\$ 5,061	\$ 4,869	\$ 5,016
Student support	704	852	757	796
Instruction support	671	743	615	513
Nonclassroom spending				
Administration	871	1,011	1,119	936
Plant operations	1,176	1,117	1,017	1,048
Food service	579	597	703	432
Transportation	384	372	348	395
Total operational	9,582	9,753	9,428	9,136
Land and buildings	8,924	6,670	1,809	1,053
Equipment	744	796	640	533
Interest	706	946	374	273
Other	26	26	218	175
Total nonoperational	10,400	8,438	3,041	2,034
Total per pupil spending	\$ 19,982	\$ 18,191	\$ 12,469	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	19.6	19.1	19.3	19.1
Average years of teacher experience	7.3	8.3	10.0	10.0
Percentage of teachers in first 3 years	39%	35%	22%	19%

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

Owens-Whitney Elementary School District

Mohave County

Peer group(s): Operational 11 and Transportation 11¹

Legislative district(s): 5

District location: Rural

Number of schools: 1

Graduation rate (2019): N/A

Students attending; Size: 17; Very small

5-year change in students attending: 25% decrease

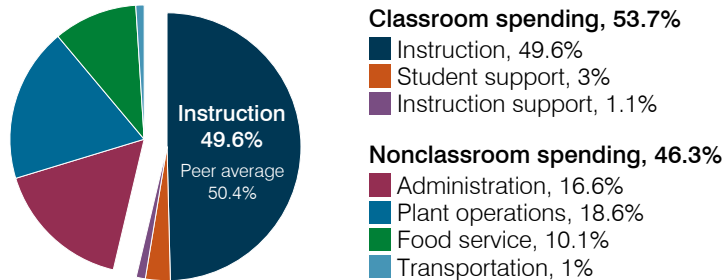
Special education population: 14%

English learner population: 0%

Poverty rate (2019): 16%

Free/reduced meal eligibility: 76%

Spending by operational area



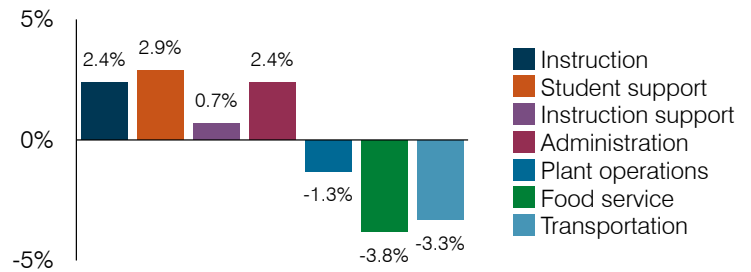
Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,672	\$3,852	\$936
	Students per administrative position	17	31	65
Plant operations	Cost per square foot	\$9.40	\$7.94	\$6.55
	Square footage per student	440	400	160
Food service	Cost per meal	\$15.21	\$6.46	\$3.46
Transportation	Cost per mile	\$0.38	\$2.09	\$4.28
	Cost per rider	\$377	\$1,454	\$1,370

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 10,697	\$ 11,006	\$ 9,476	\$ 5,016
Student support	103	674	728	796
Instruction support	0	236	457	513
Nonclassroom spending				
Administration	3,082	3,672	3,852	936
Plant operations	4,022	4,134	2,825	1,048
Food service	1,609	2,238	988	432
Transportation	269	222	877	395
Total operational	19,782	22,182	19,203	9,136
Land and buildings	2,337	6,302	2,078	1,053
Equipment	1,980	1,348	1,343	533
Interest	0	0	30	273
Other	0	0	72	175
Total nonoperational	4,317	7,650	3,523	2,034
Total per pupil spending	\$ 24,099	\$ 29,832	\$22,726	\$11,170

Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

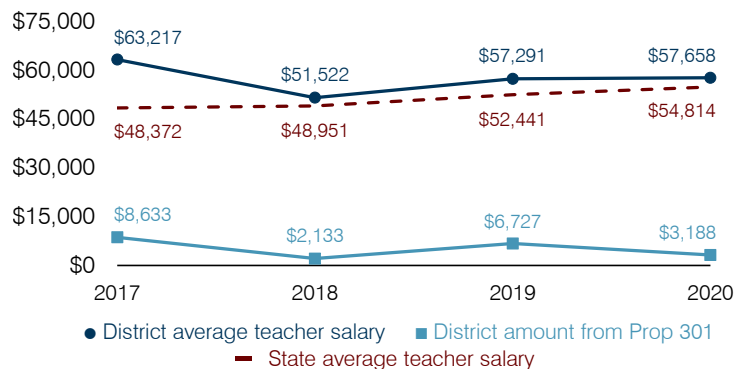
Lowest	Highest	Most recent years	
2011	2008	2019	2020
39.5%	61.7%	54.1%	49.6%

COVID-19 federal relief grant spending

	District	Peer average
Total federal relief grant spending	\$ 10,231	\$ 4,567
Per pupil federal relief grant spending	\$ 604	\$ 71

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	11.6	11.5	9.5	8.5
Average years of teacher experience	27.7	5.1	3.5	4.5
Percentage of teachers in first 3 years	33%	0%	50%	50%

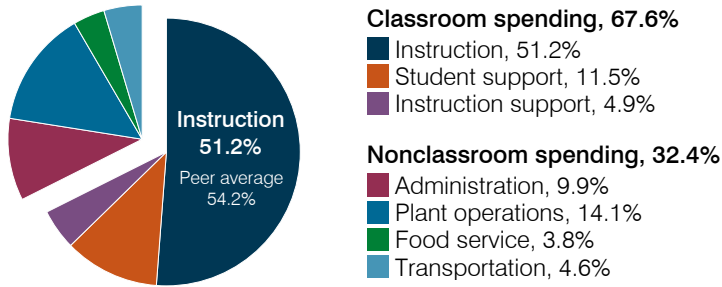
¹ See Appendix A for information, such as districts included in each peer group, and Appendix C for sources and methodology.

Page Unified School District

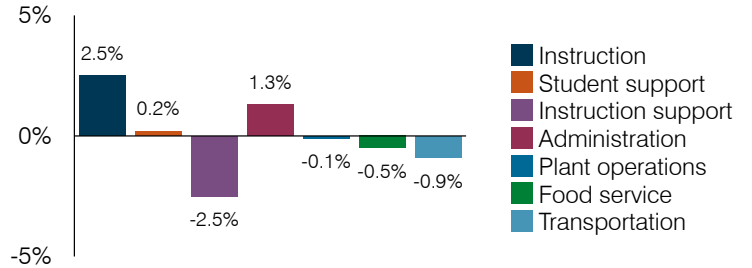
Coconino County
 Peer group(s): Operational 4 and Transportation 10¹
 Legislative district(s): 7
 District location: Town
 Number of schools: 4
 Graduation rate (2019): 81%

Students attending; Size: 2,456; Medium-large
 5-year change in students attending: 6% decrease
 Special education population: 15%
 English learner population: 6%
 Poverty rate (2019): 20%
 Free/reduced meal eligibility: 74%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,175	\$929	\$936
	Students per administrative position	54	73	65
Plant operations	Cost per square foot	\$6.11	\$5.79	\$6.55
	Square footage per student	273	180	160
Food service	Cost per meal	\$3.13	\$3.39	\$3.46
Transportation	Cost per mile	\$2.64	\$2.00	\$4.28
	Cost per rider	\$1,944	\$1,741	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2017	2001	2019	2020
44.8%	56.5%	47.1%	51.2%

COVID-19 federal relief grant spending

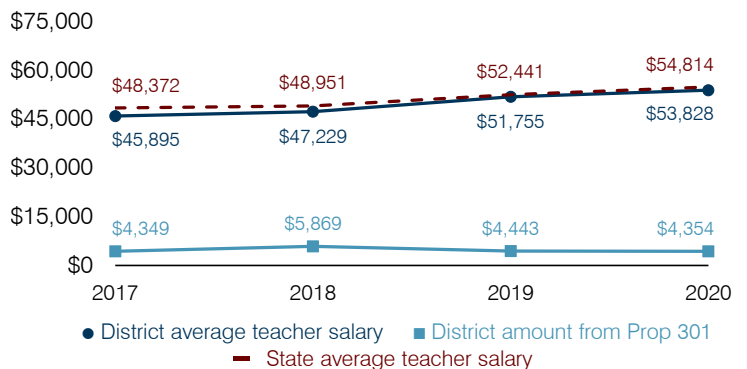
	District	Peer average
Total federal relief grant spending	\$ 200,694	\$ 202,651
Per pupil federal relief grant spending	\$ 82	\$ 40

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,896	\$ 6,050	\$ 4,706	\$ 5,016
Student support	1,224	1,361	687	796
Instruction support	554	575	448	513
Nonclassroom spending				
Administration	1,104	1,175	929	936
Plant operations	1,495	1,667	998	1,048
Food service	527	452	424	432
Transportation	586	541	408	395
Total operational	10,386	11,821	8,600	9,136
Land and buildings	60	301	419	1,053
Equipment	708	640	430	533
Interest	0	0	176	273
Other	5	18	48	175
Total nonoperational	773	959	1,073	2,034
Total per pupil spending	\$ 11,159	\$ 12,780	\$ 9,673	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	17.3	17.3	18.8	19.6
Average years of teacher experience	8.9	9.1	9.3	9.7
Percentage of teachers in first 3 years	29%	23%	21%	17%

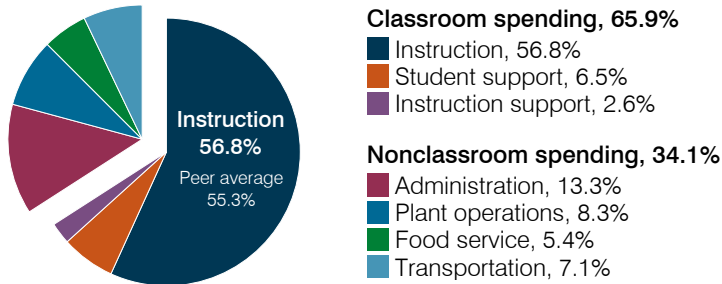
¹ See Appendix A for information, such as districts included in each peer group, and Appendix C for sources and methodology.

Palo Verde Elementary School District

Maricopa County
 Peer group(s): Operational 10 and Transportation 7¹
 Legislative district(s): 4 and 13
 District location: Rural
 Number of schools: 1
 Graduation rate (2019): N/A

Students attending; Size: 437; Small
 5-year change in students attending: 1% increase
 Special education population: 12%
 English learner population: 13%
 Poverty rate (2019): 23%
 Free/reduced meal eligibility: 72%

Spending by operational area



Operational measures relative to peer averages

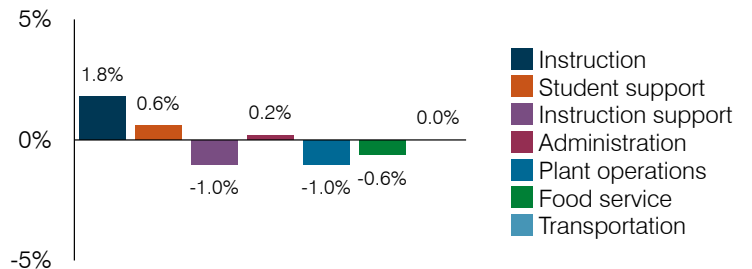
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,400	\$1,249	\$936
	Students per administrative position	56	57	65
Plant operations	Cost per square foot	\$5.68	\$7.03	\$6.55
	Square footage per student	153	193	160
Food service	Cost per meal	\$4.65	\$3.71	\$3.46
Transportation	Cost per mile	\$3.40	\$3.84	\$4.28
	Cost per rider	\$1,093	\$1,110	\$1,370

Very low Low Comparable High Very high

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 6,149	\$ 5,978	\$ 5,810	\$ 5,016
Student support	574	684	586	796
Instruction support	268	278	392	513
Nonclassroom spending				
Administration	1,378	1,400	1,249	936
Plant operations	919	869	1,129	1,048
Food service	618	567	561	432
Transportation	806	746	612	395
Total operational	10,712	10,522	10,339	9,136
Land and buildings	547	3,331	554	1,053
Equipment	688	682	713	533
Interest	39	33	42	273
Other	0	0	93	175
Total nonoperational	1,274	4,046	1,402	2,034
Total per pupil spending	\$ 11,986	\$ 14,568	\$11,741	\$11,170

Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

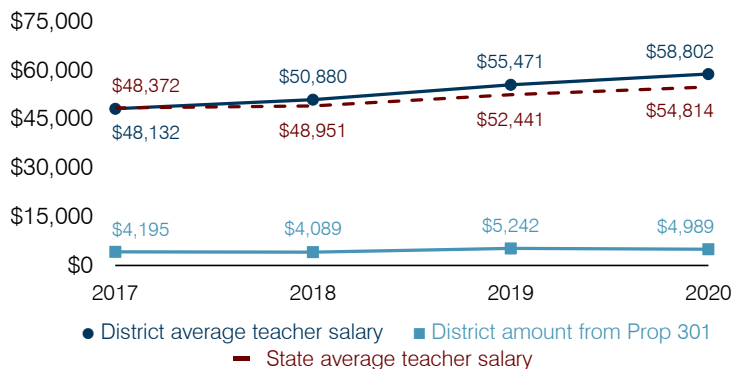
Lowest	Highest	Most recent years	
2014	2002	2019	2020
49.4%	58.3%	57.4%	56.8%

COVID-19 federal relief grant spending

	District	Peer average
Total federal relief grant spending	\$ 46,155	\$ 42,596
Per pupil federal relief grant spending	\$ 106	\$ 121

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	18.5	19.2	17.8	20.5
Average years of teacher experience	13.0	14.1	15.3	14.4
Percentage of teachers in first 3 years	9%	4%	0%	14%

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

Paloma Elementary School District

Maricopa County

Peer group(s): Operational 11 and Transportation 11¹

Legislative district(s): 4

District location: Rural

Number of schools: 1

Graduation rate (2019): N/A

Students attending; Size: 113; Very small

5-year change in students attending: 31% increase

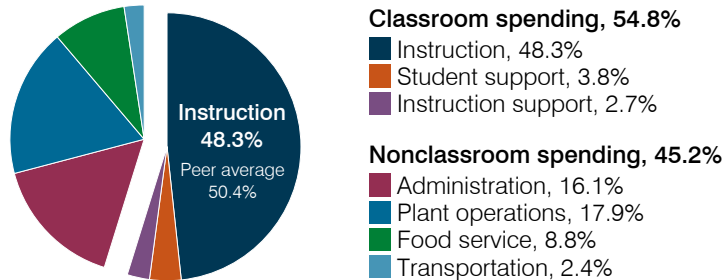
Special education population: 27%

English learner population: 29%

Poverty rate (2019): 45%

Free/reduced meal eligibility: 84%

Spending by operational area



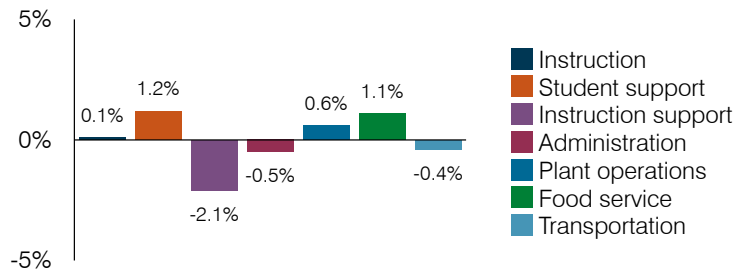
Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,565	\$3,852	\$936
	Students per administrative position	38	31	65
Plant operations	Cost per square foot	\$13.11	\$7.94	\$6.55
	Square footage per student	218	400	160
Food service	Cost per meal	\$5.38	\$6.46	\$3.46
Transportation	Cost per mile	\$1.48	\$2.09	\$4.28
	Cost per rider	\$655	\$1,454	\$1,370

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 7,072	\$ 7,700	\$ 9,476	\$ 5,016
Student support	705	602	728	796
Instruction support	284	421	457	513
Nonclassroom spending				
Administration	2,094	2,565	3,852	936
Plant operations	2,605	2,852	2,825	1,048
Food service	1,037	1,408	988	432
Transportation	426	382	877	395
Total operational	14,223	15,930	19,203	9,136
Land and buildings	29,885	11,959	2,078	1,053
Equipment	288	778	1,343	533
Interest	162	1	30	273
Other	1,185	649	72	175
Total nonoperational	31,520	13,387	3,523	2,034
Total per pupil spending	\$ 45,743	\$ 29,317	\$22,726	\$11,170

Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

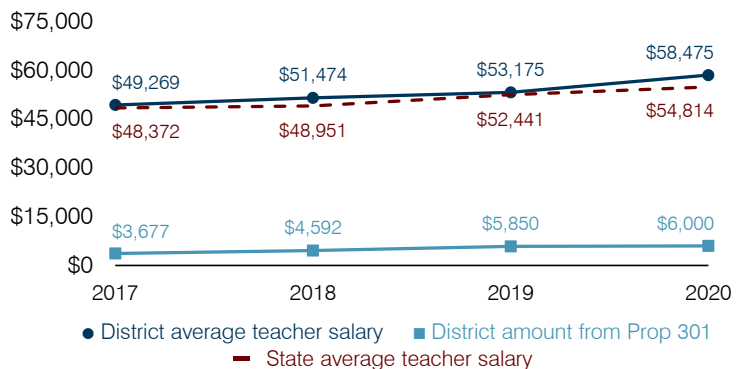
Lowest	Highest	Most recent years	
2002	2017	2019	2020
42.9%	51.9%	49.7%	48.3%

COVID-19 federal relief grant spending

	District	Peer average
Total federal relief grant spending	\$ 0	\$ 4,567
Per pupil federal relief grant spending	\$ 0	\$ 71

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	13.5	13.4	13.7	14.1
Average years of teacher experience	10.6	12.1	13.8	13.5
Percentage of teachers in first 3 years	25%	0%	0%	13%

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

Palominas Elementary School District

Cochise County

Peer group(s): Operational 9 and Transportation 9¹

Legislative district(s): 14

District location: Rural

Number of schools: 3

Graduation rate (2019): N/A

Students attending; Size: 874; Medium

5-year change in students attending: 12% decrease

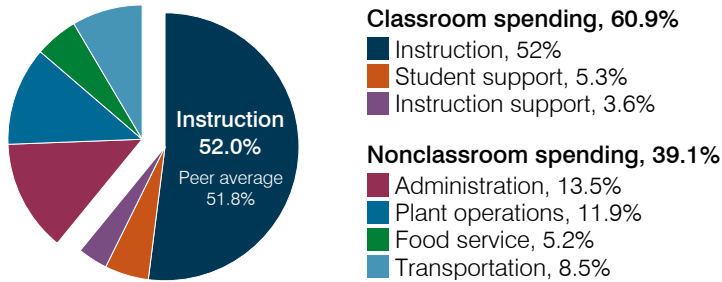
Special education population: 14%

English learner population: 5%

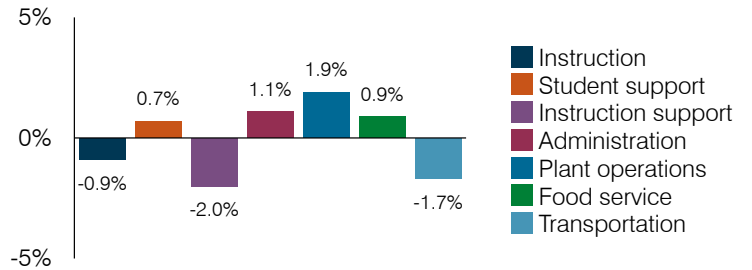
Poverty rate (2019): 14%

Free/reduced meal eligibility: 47%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,371	\$1,207	\$936
	Students per administrative position	56	58	65
Plant operations	Cost per square foot	\$8.15	\$6.61	\$6.55
	Square footage per student	149	167	160
Food service	Cost per meal	\$4.91	\$3.22	\$3.46
Transportation	Cost per mile	\$2.64	\$2.67	\$4.28
	Cost per rider	\$1,448	\$1,471	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2012	2008	2019	2020
50.3%	55.9%	53.6%	52.0%

COVID-19 federal relief grant spending

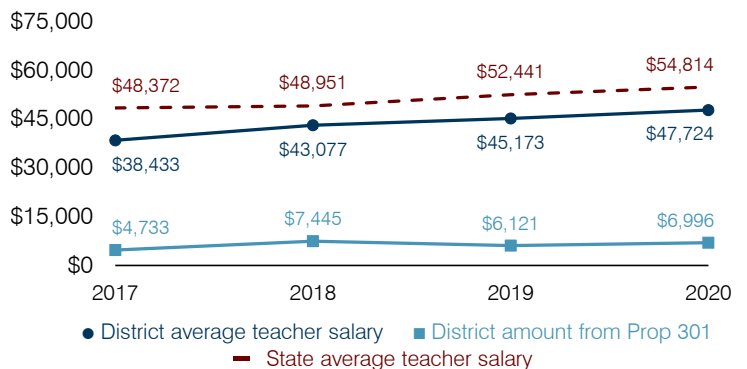
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 125,249
Per pupil federal relief grant spending	\$ 0	\$ 50

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 5,452	\$ 5,277	\$ 4,770	\$ 5,016
Student support	449	536	627	796
Instruction support	381	362	433	513
Nonclassroom spending				
Administration	1,431	1,371	1,207	936
Plant operations	1,175	1,210	1,077	1,048
Food service	419	523	562	432
Transportation	864	868	507	395
Total operational	10,171	10,147	9,183	9,136
Land and buildings	1,071	753	283	1,053
Equipment	1,203	262	443	533
Interest	27	24	145	273
Other	67	56	134	175
Total nonoperational	2,368	1,095	1,005	2,034
Total per pupil spending	\$ 12,539	\$ 11,242	\$ 10,188	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	15.5	17.3	15.2	15.9
Average years of teacher experience	10.5	11.5	10.2	9.8
Percentage of teachers in first 3 years	13%	14%	19%	17%

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

Paradise Valley Unified School District

Maricopa County

Peer group(s): Operational 1 and Transportation 4¹

Legislative district(s): 15, 20, 23, and 28

District location: City

Number of schools: 42

Graduation rate (2019): 91%

Students attending; Size: 29,646; Very large

5-year change in students attending: 5% decrease

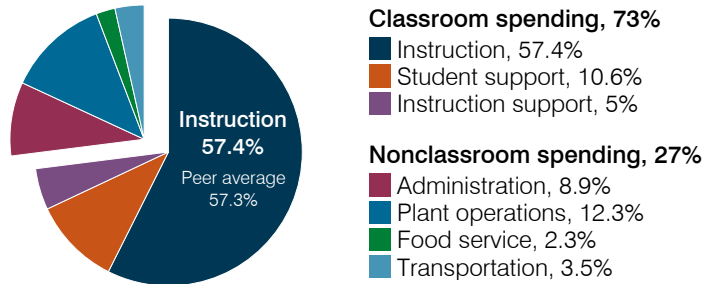
Special education population: 14%

English learner population: 6%

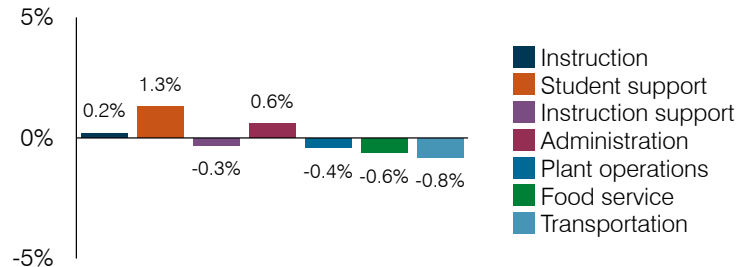
Poverty rate (2019): 11%

Free/reduced meal eligibility: 31%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$813	\$773	\$936
	Students per administrative position	72	77	65
Plant operations	Cost per square foot	\$6.63	\$6.40	\$6.55
	Square footage per student	170	152	160
Food service	Cost per meal	\$3.20	\$3.50	\$3.46
Transportation	Cost per mile	\$4.23	\$4.22	\$4.28
	Cost per rider	\$1,787	\$1,471	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2012	2002	2019	2020
55.8%	64.6%	58.6%	57.4%

COVID-19 federal relief grant spending

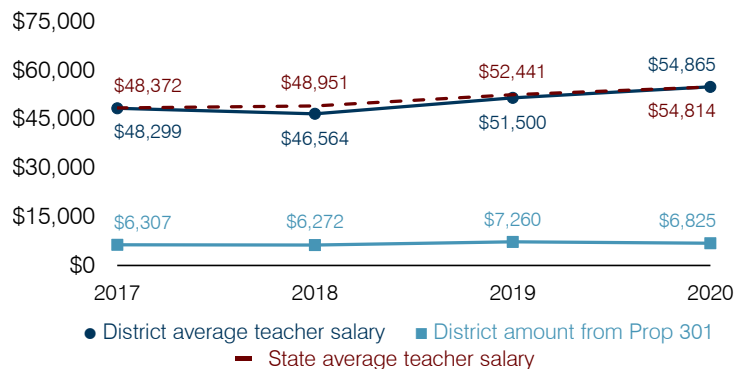
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 5,534,223
Per pupil federal relief grant spending	\$ 0	\$ 149

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 5,271	\$ 5,258	\$ 5,072	\$ 5,016
Student support	873	968	831	796
Instruction support	413	461	447	513
Nonclassroom spending				
Administration	741	813	773	936
Plant operations	1,111	1,130	964	1,048
Food service	240	211	332	432
Transportation	352	322	362	395
Total operational	9,001	9,163	8,781	9,136
Land and buildings	1,412	994	764	1,053
Equipment	500	415	401	533
Interest	449	451	289	273
Other	315	336	221	175
Total nonoperational	2,676	2,196	1,675	2,034
Total per pupil spending	\$ 11,677	\$ 11,359	\$ 10,456	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	17.4	18.0	17.6	17.6
Average years of teacher experience	12.7	12.7	13.0	13.0
Percentage of teachers in first 3 years	17%	15%	13%	12%

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

Parker Unified School District

La Paz County

Peer group(s): Operational 5 and Transportation 8¹

Legislative district(s): 5

District location: Town

Number of schools: 6

Graduation rate (2019): 88%

Students attending; Size: 1,839; Medium

5-year change in students attending: 4% decrease

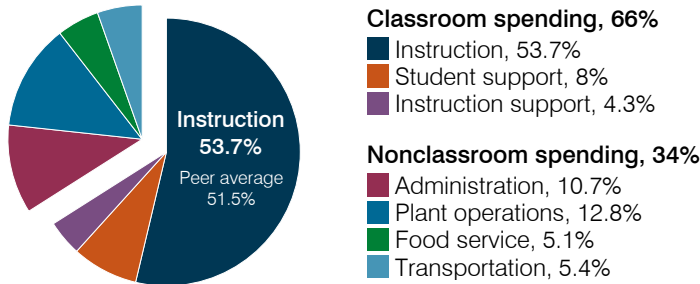
Special education population: 16%

English learner population: 1%

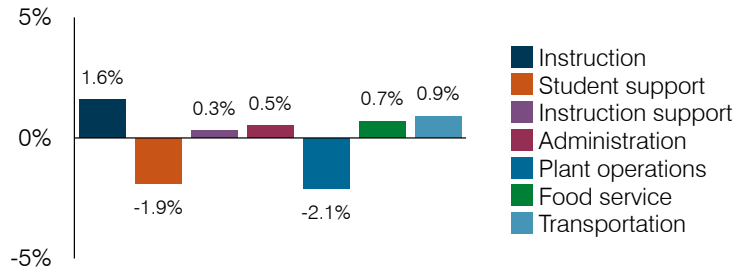
Poverty rate (2019): 34%

Free/reduced meal eligibility: 74%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,195	\$1,241	\$936
	Students per administrative position	59	58	65
Plant operations	Cost per square foot	\$7.16	\$5.69	\$6.55
	Square footage per student	201	275	160
Food service	Cost per meal	\$3.20	\$4.01	\$3.46
Transportation	Cost per mile	\$4.28	\$3.43	\$4.28
	Cost per rider	\$2,052	\$1,480	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2011	2003	2019	2020
50.5%	57.4%	52.5%	53.7%

COVID-19 federal relief grant spending

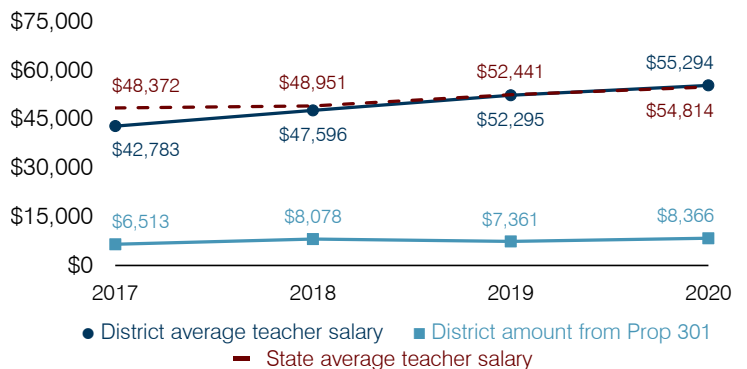
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 23,662
Per pupil federal relief grant spending	\$ 0	\$ 21

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 5,579	\$ 6,011	\$ 5,405	\$ 5,016
Student support	895	896	719	796
Instruction support	456	487	458	513
Nonclassroom spending				
Administration	1,194	1,195	1,241	936
Plant operations	1,418	1,438	1,516	1,048
Food service	528	573	424	432
Transportation	548	604	565	395
Total operational	10,618	11,204	10,328	9,136
Land and buildings	49	728	558	1,053
Equipment	804	623	686	533
Interest	0	0	198	273
Other	38	0	97	175
Total nonoperational	891	1,351	1,539	2,034
Total per pupil spending	\$ 11,509	\$ 12,555	\$ 11,867	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	16.0	16.4	17.0	17.0
Average years of teacher experience	10.9	11.1	11.5	12.1
Percentage of teachers in first 3 years	25%	22%	20%	19%

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

Patagonia Elementary School District

Santa Cruz County

Peer group(s): Operational 11 and Transportation 11¹

Legislative district(s): 2

District location: Rural

Number of schools: 1

Graduation rate (2019): N/A

Students attending; Size: 94; Very small

5-year change in students attending: 11% increase

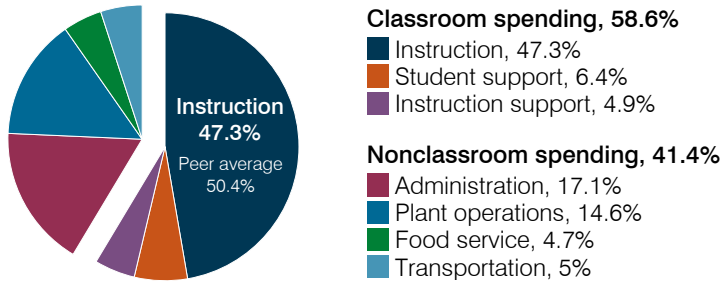
Special education population: 16%

English learner population: 6%

Poverty rate (2019): 16%

Free/reduced meal eligibility: 79%

Spending by operational area



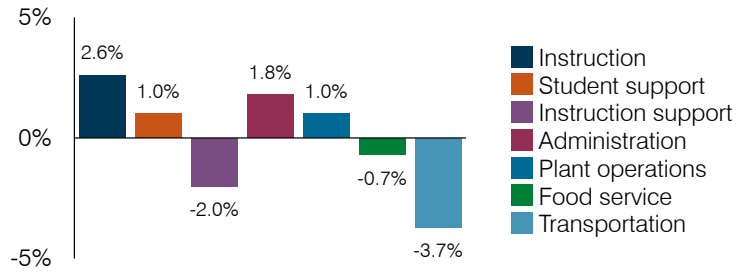
Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,846	\$3,852	\$936
	Students per administrative position	47	31	65
Plant operations	Cost per square foot	\$5.00	\$7.94	\$6.55
	Square footage per student	487	400	160
Food service	Cost per meal	\$5.00	\$6.46	\$3.46
Transportation	Cost per mile	\$1.01	\$2.09	\$4.28
	Cost per rider	\$2,033	\$1,454	\$1,370

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 8,204	\$ 7,869	\$ 9,476	\$ 5,016
Student support	964	1,054	728	796
Instruction support	828	821	457	513
Nonclassroom spending				
Administration	2,413	2,846	3,852	936
Plant operations	2,395	2,432	2,825	1,048
Food service	861	772	988	432
Transportation	1,443	831	877	395
Total operational	17,108	16,625	19,203	9,136
Land and buildings	26	0	2,078	1,053
Equipment	872	1,259	1,343	533
Interest	0	0	30	273
Other	24	41	72	175
Total nonoperational	922	1,300	3,523	2,034
Total per pupil spending	\$ 18,030	\$ 17,925	\$22,726	\$11,170

Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

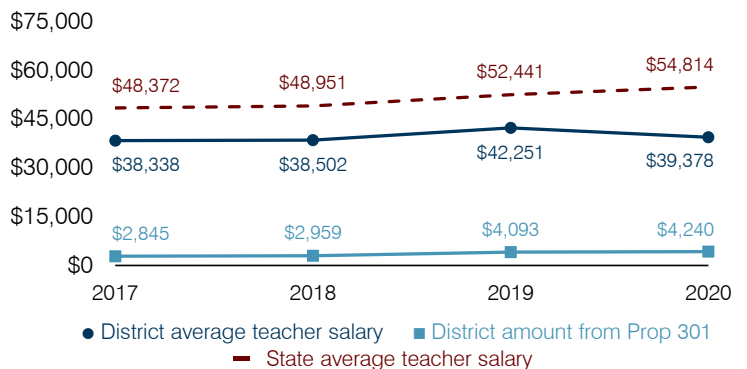
Lowest	Highest	Most recent years	
2010	2004	2019	2020
44.4%	50.7%	48.0%	47.3%

COVID-19 federal relief grant spending

	District	Peer average
Total federal relief grant spending	\$ 847	\$ 4,567
Per pupil federal relief grant spending	\$ 5	\$ 71

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	7.6	9.0	10.0	11.4
Average years of teacher experience	10.3	11.4	11.5	9.8
Percentage of teachers in first 3 years	20%	11%	13%	18%

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

Patagonia Union High School District

Santa Cruz County

Peer group(s): Operational 11 and Transportation 11¹

Legislative district(s): 2

District location: Rural

Number of schools: 1

Graduation rate (2019): 88%

Students attending; Size: 78; Very small

5-year change in students attending: Less than 1%

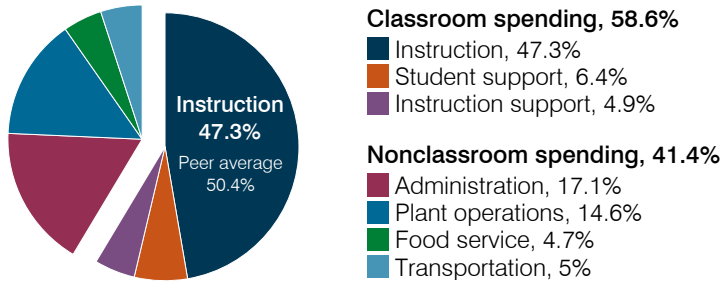
Special education population: 15%

English learner population: 0%

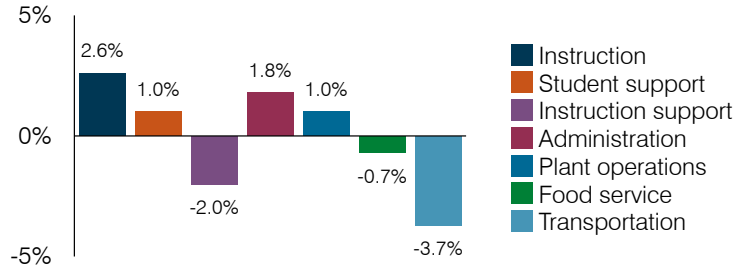
Poverty rate (2019): 27%

Free/reduced meal eligibility: 65%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,846	\$3,852	\$936
	Students per administrative position	47	31	65
Plant operations	Cost per square foot	\$5.00	\$7.94	\$6.55
	Square footage per student	487	400	160
Food service	Cost per meal	\$5.00	\$6.46	\$3.46
Transportation	Cost per mile	\$1.01	\$2.09	\$4.28
	Cost per rider	\$2,033	\$1,454	\$1,370

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2010	2004	2019	2020
44.4%	50.7%	48.0%	47.3%

COVID-19 federal relief grant spending

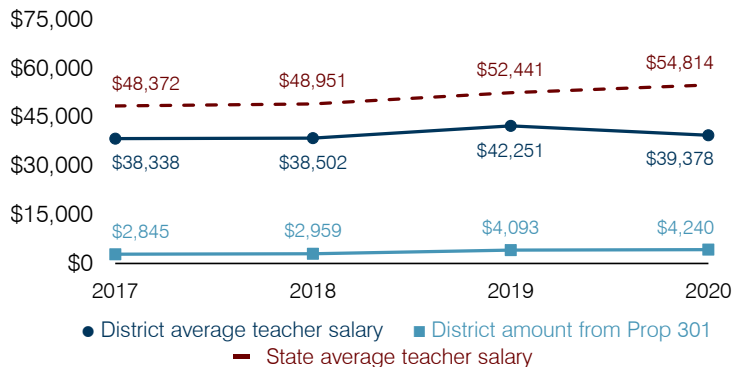
	District	Peer average
Total federal relief grant spending	\$ 847	\$ 4,567
Per pupil federal relief grant spending	\$ 5	\$ 71

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 8,204	\$ 7,869	\$ 9,476	\$ 5,016
Student support	964	1,054	728	796
Instruction support	828	821	457	513
Nonclassroom spending				
Administration	2,413	2,846	3,852	936
Plant operations	2,395	2,432	2,825	1,048
Food service	861	772	988	432
Transportation	1,443	831	877	395
Total operational	17,108	16,625	19,203	9,136
Land and buildings	26	0	2,078	1,053
Equipment	872	1,259	1,343	533
Interest	0	0	30	273
Other	24	41	72	175
Total nonoperational	922	1,300	3,523	2,034
Total per pupil spending	\$ 18,030	\$ 17,925	\$22,726	\$11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	7.6	9.0	10.0	11.4
Average years of teacher experience	10.3	11.4	11.5	9.8
Percentage of teachers in first 3 years	20%	11%	13%	18%

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

Payson Unified School District

Gila County

Peer group(s): Operational 4 and Transportation 8¹

Legislative district(s): 6

District location: Town

Number of schools: 5

Graduation rate (2019): 68%

Students attending; Size: 2,312; Medium-large

5-year change in students attending: 2% increase

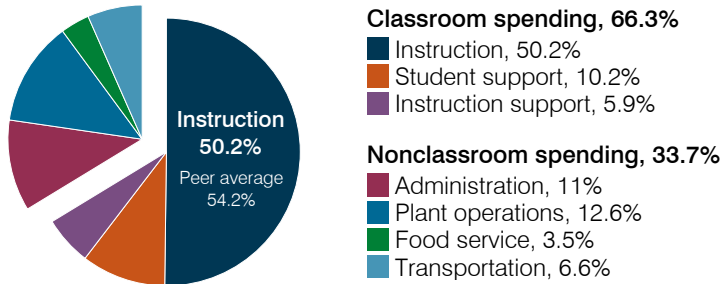
Special education population: 16%

English learner population: 2%

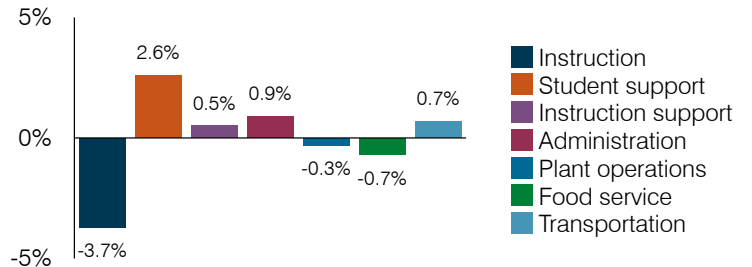
Poverty rate (2019): 26%

Free/reduced meal eligibility: 51%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$952	\$929	\$936
	Students per administrative position	60	73	65
Plant operations	Cost per square foot	\$6.27	\$5.79	\$6.55
	Square footage per student	174	180	160
Food service	Cost per meal	\$3.01	\$3.39	\$3.46
Transportation	Cost per mile	\$4.84	\$3.43	\$4.28
	Cost per rider	\$1,606	\$1,480	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2018	2003	2019	2020
49.7%	61.5%	50.5%	50.2%

COVID-19 federal relief grant spending

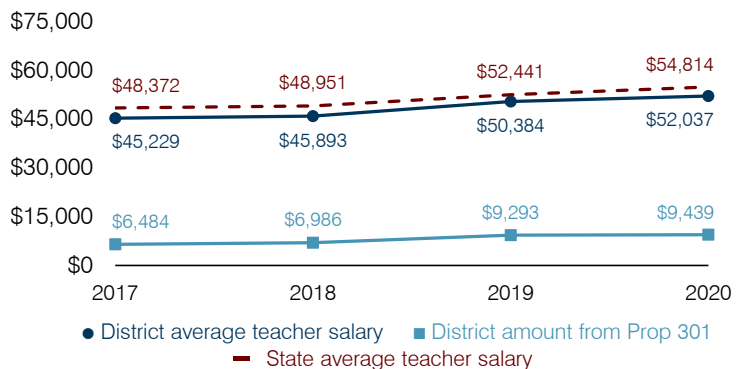
	District	Peer average
Total federal relief grant spending	\$ 443,804	\$ 202,651
Per pupil federal relief grant spending	\$ 192	\$ 40

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,403	\$ 4,359	\$ 4,706	\$ 5,016
Student support	834	884	687	796
Instruction support	523	521	448	513
Nonclassroom spending				
Administration	881	952	929	936
Plant operations	1,123	1,093	998	1,048
Food service	355	302	424	432
Transportation	600	576	408	395
Total operational	8,719	8,687	8,600	9,136
Land and buildings	286	431	419	1,053
Equipment	300	509	430	533
Interest	610	544	176	273
Other	5	3	48	175
Total nonoperational	1,201	1,487	1,073	2,034
Total per pupil spending	\$ 9,920	\$ 10,174	\$ 9,673	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	20.0	20.5	19.9	20.7
Average years of teacher experience	13.1	13.2	16.4	17.1
Percentage of teachers in first 3 years	18%	11%	10%	3%

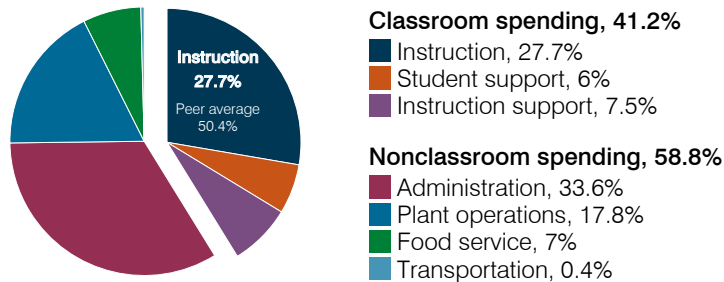
¹ See Appendix A for information, such as districts included in each peer group, and Appendix C for sources and methodology.

Peach Springs Unified School District

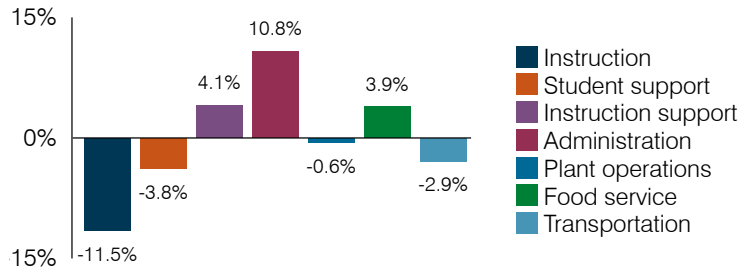
Mohave County
 Peer group(s): Operational 11¹
 Legislative district(s): 7
 District location: Rural
 Number of schools: 1
 Graduation rate (2019): N/A

Students attending; Size: 136; Very small
 5-year change in students attending: 32% decrease
 Special education population: 13%
 English learner population: 3%
 Poverty rate (2019): 36%
 Free/reduced meal eligibility: N/A

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$6,501	\$3,852	\$936
	Students per administrative position	45	31	65
Plant operations	Cost per square foot	\$8.85	\$7.94	\$6.55
	Square footage per student	388	400	160
Food service	Cost per meal	\$3.48	\$6.46	\$3.46
Transportation	Cost per mile	N/A	N/A	\$4.28
	Cost per rider	N/A	N/A	\$1,370

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2007	2006	2019	2020
22.8%	61.3%	40.9%	27.7%

COVID-19 federal relief grant spending

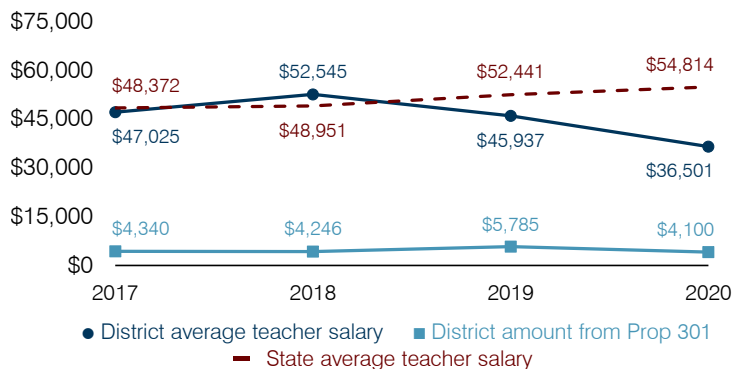
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 4,567
Per pupil federal relief grant spending	\$ 0	\$ 71

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 5,791	\$ 5,358	\$ 9,476	\$ 5,016
Student support	811	1,158	728	796
Instruction support	148	1,441	457	513
Nonclassroom spending				
Administration	3,277	6,501	3,852	936
Plant operations	3,246	3,436	2,825	1,048
Food service	729	1,359	988	432
Transportation	147	70	877	395
Total operational	14,149	19,323	19,203	9,136
Land and buildings	2,953	6,710	2,078	1,053
Equipment	1,060	926	1,343	533
Interest	614	672	30	273
Other	0	0	72	175
Total nonoperational	4,627	8,308	3,523	2,034
Total per pupil spending	\$ 18,776	\$ 27,631	\$ 22,726	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	20.4	11.1	10.0	11.4
Average years of teacher experience	2.3	4.5	7.1	5.0
Percentage of teachers in first 3 years	67%	27%	0%	55%

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

Pearce Elementary School District

Cochise County

Peer group(s): Operational 11 and Transportation 11¹

Legislative district(s): 14

District location: Rural

Number of schools: 1

Graduation rate (2019): N/A

Students attending; Size: 107; Very small

5-year change in students attending: 9% increase

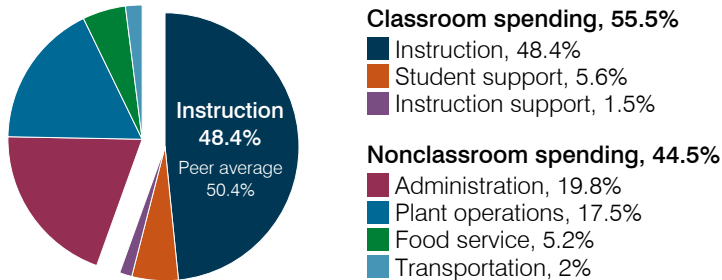
Special education population: 14%

English learner population: 3%

Poverty rate (2019): 21%

Free/reduced meal eligibility: 58%

Spending by operational area



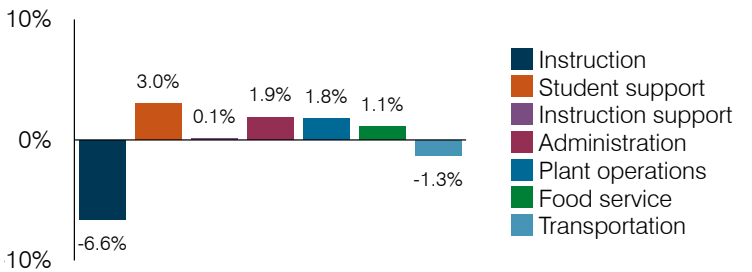
Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,376	\$3,852	\$936
	Students per administrative position	32	31	65
Plant operations	Cost per square foot	\$7.69	\$7.94	\$6.55
	Square footage per student	274	400	160
Food service	Cost per meal	\$3.32	\$6.46	\$3.46
Transportation	Cost per mile	\$1.03	\$2.09	\$4.28
	Cost per rider	\$440	\$1,454	\$1,370

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 7,104	\$ 5,820	\$ 9,476	\$ 5,016
Student support	640	674	728	796
Instruction support	354	179	457	513
Nonclassroom spending				
Administration	2,704	2,376	3,852	936
Plant operations	2,418	2,105	2,825	1,048
Food service	552	623	988	432
Transportation	384	242	877	395
Total operational	14,156	12,019	19,203	9,136
Land and buildings	144	855	2,078	1,053
Equipment	1,559	107	1,343	533
Interest	40	46	30	273
Other	0	0	72	175
Total nonoperational	1,743	1,008	3,523	2,034
Total per pupil spending	\$ 15,899	\$ 13,027	\$22,726	\$11,170

Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

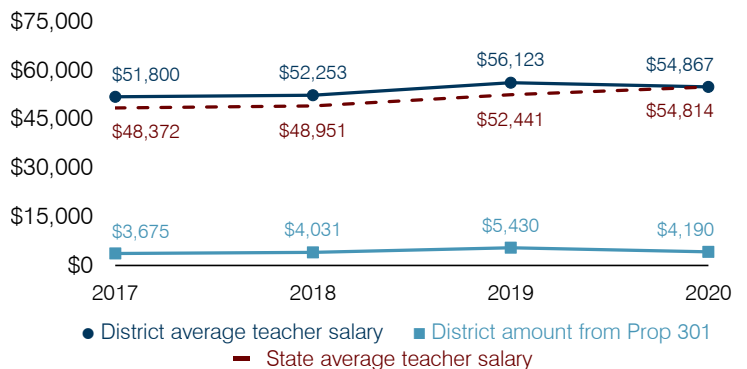
Lowest	Highest	Most recent years	
2020	2002	2019	2020
48.4%	58.8%	50.2%	48.4%

COVID-19 federal relief grant spending

	District	Peer average
Total federal relief grant spending	\$ 0	\$ 4,567
Per pupil federal relief grant spending	\$ 0	\$ 71

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	14.0	10.4	14.5	19.5
Average years of teacher experience	13.6	12.7	12.4	14.1
Percentage of teachers in first 3 years	0%	0%	13%	0%

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

Pendergast Elementary School District

Maricopa County

Peer group(s): Operational 7 and Transportation 2¹

Legislative district(s): 19 and 29

District location: City

Number of schools: 12

Graduation rate (2019): N/A

Students attending; Size: 8,550; Large

5-year change in students attending: 9% decrease

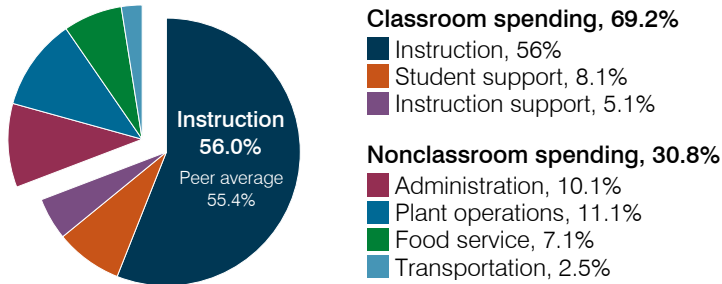
Special education population: 13%

English learner population: 10%

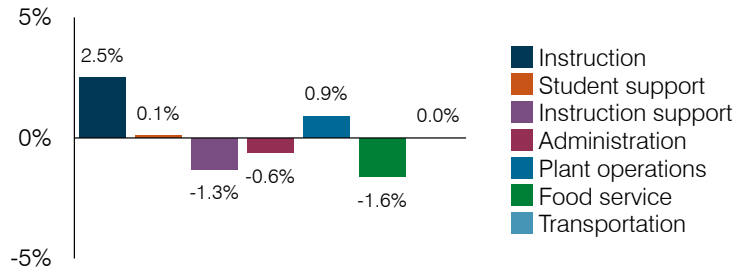
Poverty rate (2019): 21%

Free/reduced meal eligibility: 71%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$866	\$911	\$936
	Students per administrative position	83	74	65
Plant operations	Cost per square foot	\$6.53	\$6.16	\$6.55
	Square footage per student	146	144	160
Food service	Cost per meal	\$2.71	\$3.37	\$3.46
Transportation	Cost per mile	\$8.38	\$7.11	\$4.28
	Cost per rider	\$1,304	\$1,210	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2014	2006	2019	2020
51.3%	59.3%	54.1%	56.0%

COVID-19 federal relief grant spending

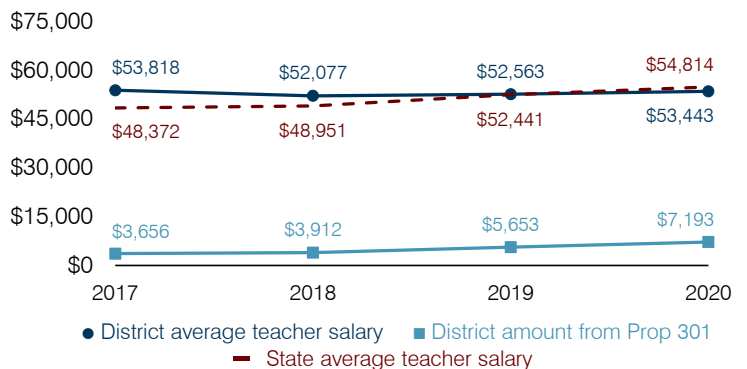
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 833,736
Per pupil federal relief grant spending	\$ 0	\$ 70

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,512	\$ 4,803	\$ 4,916	\$ 5,016
Student support	746	695	745	796
Instruction support	444	439	526	513
Nonclassroom spending				
Administration	863	866	911	936
Plant operations	942	953	881	1,048
Food service	607	609	590	432
Transportation	220	212	321	395
Total operational	8,334	8,577	8,890	9,136
Land and buildings	941	1,063	1,168	1,053
Equipment	469	763	563	533
Interest	149	374	262	273
Other	146	95	189	175
Total nonoperational	1,705	2,295	2,182	2,034
Total per pupil spending	\$ 10,039	\$ 10,872	\$ 11,072	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	21.6	21.2	19.0	18.3
Average years of teacher experience	10.2	10.0	9.9	10.3
Percentage of teachers in first 3 years	21%	22%	23%	23%

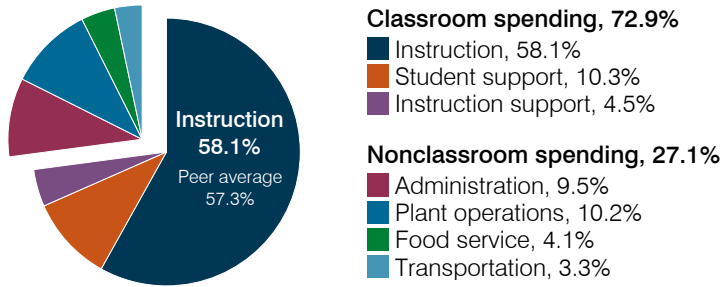
¹ See Appendix A for information, such as districts included in each peer group, and Appendix C for sources and methodology.

Peoria Unified School District

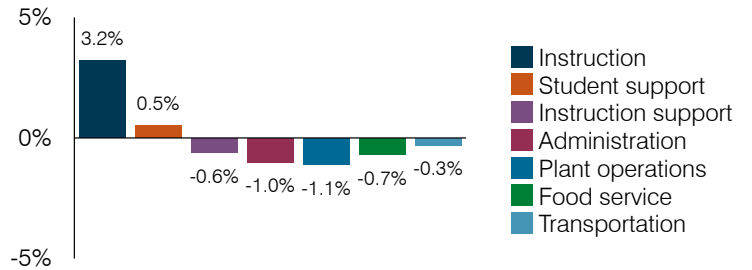
Maricopa County
 Peer group(s): Operational 1 and Transportation 4¹
 Legislative district(s): 20, 21, 22, and 29
 District location: Suburb
 Number of schools: 41
 Graduation rate (2019): 96%

Students attending; Size: 36,093; Very large
 5-year change in students attending: 2% increase
 Special education population: 13%
 English learner population: 3%
 Poverty rate (2019): 12%
 Free/reduced meal eligibility: 40%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$747	\$773	\$936
	Students per administrative position	86	77	65
Plant operations	Cost per square foot	\$6.23	\$6.40	\$6.55
	Square footage per student	129	152	160
Food service	Cost per meal	\$3.15	\$3.50	\$3.46
Transportation	Cost per mile	\$4.49	\$4.22	\$4.28
	Cost per rider	\$1,228	\$1,471	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2015	2001	2019	2020
54.9%	61.9%	57.5%	58.1%

COVID-19 federal relief grant spending

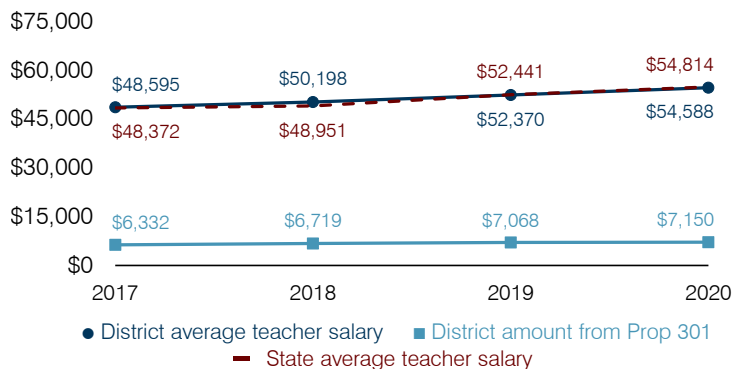
	District	Peer average
Total federal relief grant spending	\$ 4,498,710	\$ 5,534,223
Per pupil federal relief grant spending	\$ 125	\$ 149

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,503	\$ 4,573	\$ 5,072	\$ 5,016
Student support	802	812	831	796
Instruction support	353	357	447	513
Nonclassroom spending				
Administration	764	747	773	936
Plant operations	817	806	964	1,048
Food service	310	321	332	432
Transportation	281	259	362	395
Total operational	7,830	7,875	8,781	9,136
Land and buildings	340	313	764	1,053
Equipment	276	274	401	533
Interest	296	269	289	273
Other	103	85	221	175
Total nonoperational	1,015	941	1,675	2,034
Total per pupil spending	\$ 8,845	\$ 8,816	\$10,456	\$11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	18.2	19.1	18.7	18.7
Average years of teacher experience	11.3	11.6	11.8	12.1
Percentage of teachers in first 3 years	17%	15%	15%	14%

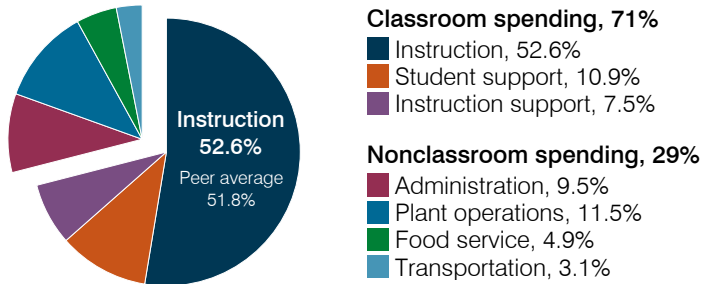
¹ See Appendix A for information, such as districts included in each peer group, and Appendix C for sources and methodology.

Phoenix Elementary School District

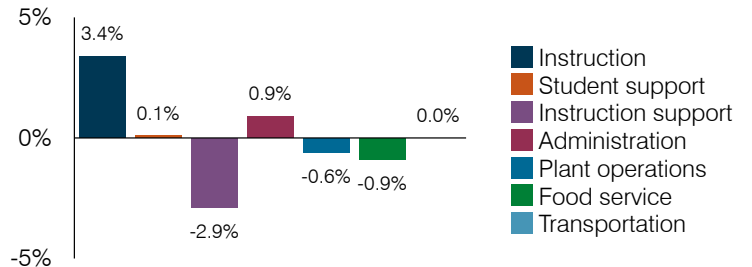
Maricopa County
 Peer group(s): Operational 8 and Transportation 2¹
 Legislative district(s): 24, 27, and 30
 District location: City
 Number of schools: 13
 Graduation rate (2019): N/A

Students attending; Size: 5,681; Medium-large
 5-year change in students attending: 17% decrease
 Special education population: 13%
 English learner population: 15%
 Poverty rate (2019): 32%
 Free/reduced meal eligibility: 81%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,229	\$1,119	\$936
	Students per administrative position	46	64	65
Plant operations	Cost per square foot	\$7.21	\$6.73	\$6.55
	Square footage per student	206	148	160
Food service	Cost per meal	\$3.30	\$3.26	\$3.46
Transportation	Cost per mile	\$10.86	\$7.11	\$4.28
	Cost per rider	\$2,382	\$1,210	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2013	2005	2019	2020
48.0%	57.1%	53.1%	52.6%

COVID-19 federal relief grant spending

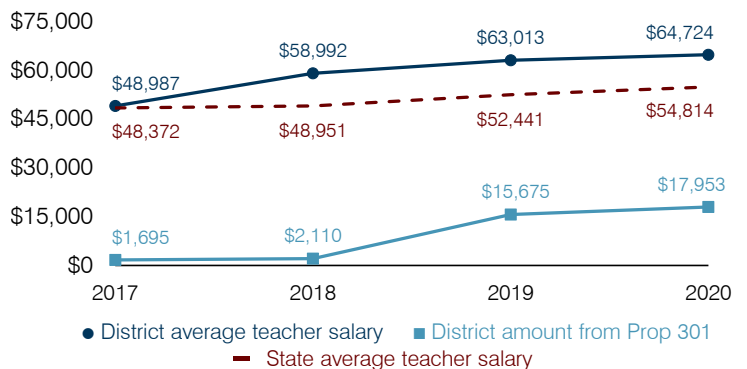
	District	Peer average
Total federal relief grant spending	\$ 502,479	\$ 505,751
Per pupil federal relief grant spending	\$ 88	\$ 90

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 6,479	\$ 6,814	\$ 4,869	\$ 5,016
Student support	1,304	1,418	757	796
Instruction support	853	978	615	513
Nonclassroom spending				
Administration	1,097	1,229	1,119	936
Plant operations	1,414	1,484	1,017	1,048
Food service	656	631	703	432
Transportation	403	407	348	395
Total operational	12,206	12,961	9,428	9,136
Land and buildings	2,658	1,190	1,809	1,053
Equipment	733	888	640	533
Interest	302	495	374	273
Other	35	27	218	175
Total nonoperational	3,728	2,600	3,041	2,034
Total per pupil spending	\$ 15,934	\$ 15,561	\$12,469	\$11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	16.5	17.4	16.9	16.0
Average years of teacher experience	10.3	10.9	11.4	10.8
Percentage of teachers in first 3 years	26%	21%	23%	31%

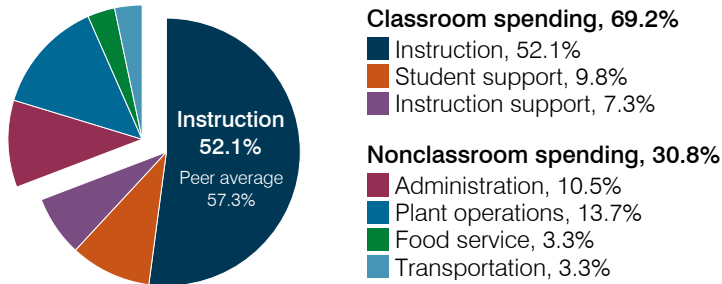
¹ See Appendix A for information, such as districts included in each peer group, and Appendix C for sources and methodology.

Phoenix Union High School District

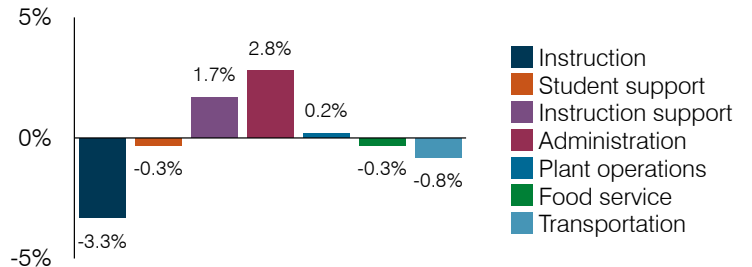
Maricopa County
 Peer group(s): Operational 1 and Transportation 5¹
 Legislative district(s): 19, 24, 27, 28, 29, and 30
 District location: City
 Number of schools: 17
 Graduation rate (2019): 81%

Students attending; Size: 26,979; Very large
 5-year change in students attending: 2% increase
 Special education population: 11%
 English learner population: 10%
 Poverty rate (2019): 25%
 Free/reduced meal eligibility: 83%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,193	\$773	\$936
	Students per administrative position	49	77	65
Plant operations	Cost per square foot	\$9.47	\$6.40	\$6.55
	Square footage per student	165	152	160
Food service	Cost per meal	\$3.24	\$3.50	\$3.46
Transportation	Cost per mile	N/A	\$3.77	\$4.28
	Cost per rider	\$1,121	\$1,776	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2002	2007	2019	2020
52.0%	57.1%	54.3%	52.1%

COVID-19 federal relief grant spending

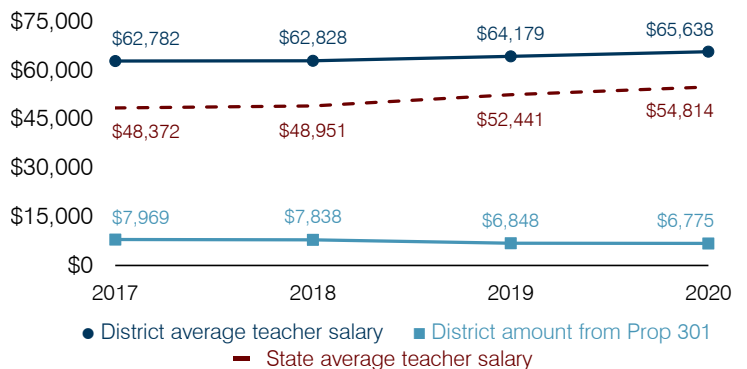
	District	Peer average
Total federal relief grant spending	\$ 4,371,371	\$ 5,534,223
Per pupil federal relief grant spending	\$ 162	\$ 149

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 6,284	\$ 5,936	\$ 5,072	\$ 5,016
Student support	1,049	1,123	831	796
Instruction support	766	825	447	513
Nonclassroom spending				
Administration	1,175	1,193	773	936
Plant operations	1,500	1,563	964	1,048
Food service	347	373	332	432
Transportation	446	382	362	395
Total operational	11,567	11,395	8,781	9,136
Land and buildings	2,209	1,620	764	1,053
Equipment	923	879	401	533
Interest	699	649	289	273
Other	40	27	221	175
Total nonoperational	3,871	3,175	1,675	2,034
Total per pupil spending	\$ 15,438	\$ 14,570	\$ 10,456	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	18.3	17.7	17.4	18.3
Average years of teacher experience	13.3	13.3	13.3	13.5
Percentage of teachers in first 3 years	8%	10%	11%	11%

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

Picacho Elementary School District

Pinal County

Peer group(s): Operational 11 and Transportation 11¹

Legislative district(s): 8 and 11

District location: Rural

Number of schools: 1

Graduation rate (2019): N/A

Students attending; Size: 189; Very small

5-year change in students attending: 5% increase

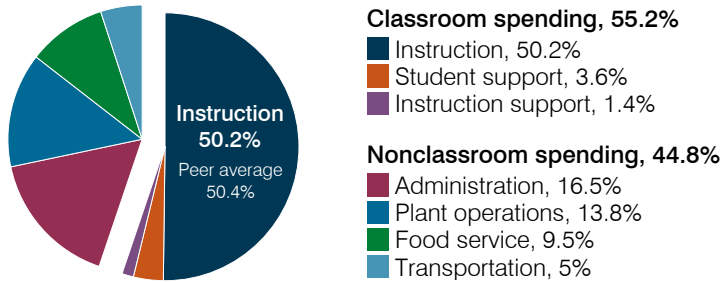
Special education population: 13%

English learner population: 9%

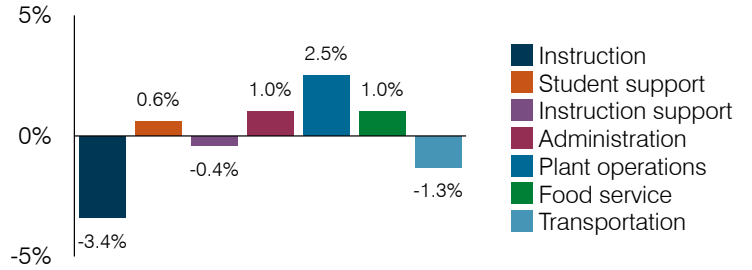
Poverty rate (2019): 32%

Free/reduced meal eligibility: 93%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,540	\$3,852	\$936
	Students per administrative position	69	31	65
Plant operations	Cost per square foot	\$9.06	\$7.94	\$6.55
	Square footage per student	142	400	160
Food service	Cost per meal	\$4.88	\$6.46	\$3.46
Transportation	Cost per mile	\$2.38	\$2.09	\$4.28
	Cost per rider	\$541	\$1,454	\$1,370

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2019	2008	2019	2020
47.1%	57.9%	47.1%	50.2%

COVID-19 federal relief grant spending

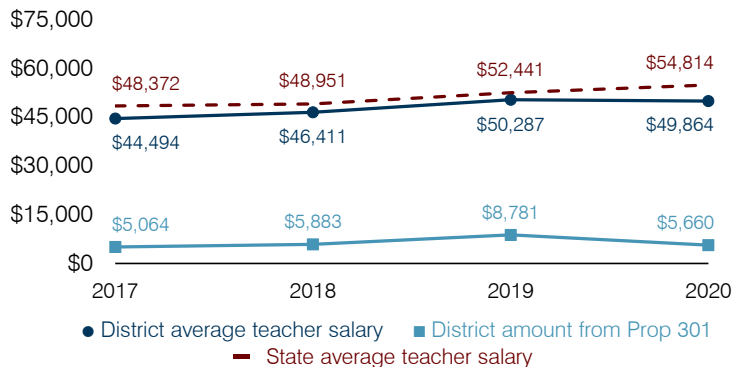
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 4,567
Per pupil federal relief grant spending	\$ 0	\$ 71

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,984	\$ 4,675	\$ 9,476	\$ 5,016
Student support	357	332	728	796
Instruction support	415	131	457	513
Nonclassroom spending				
Administration	1,756	1,540	3,852	936
Plant operations	1,440	1,286	2,825	1,048
Food service	960	889	988	432
Transportation	680	462	877	395
Total operational	10,592	9,315	19,203	9,136
Land and buildings	180	366	2,078	1,053
Equipment	940	631	1,343	533
Interest	13	9	30	273
Other	0	0	72	175
Total nonoperational	1,133	1,006	3,523	2,034
Total per pupil spending	\$ 11,725	\$ 10,321	\$ 22,726	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	14.6	13.8	15.1	18.9
Average years of teacher experience	10.5	10.3	9.0	11.0
Percentage of teachers in first 3 years	0%	0%	0%	0%

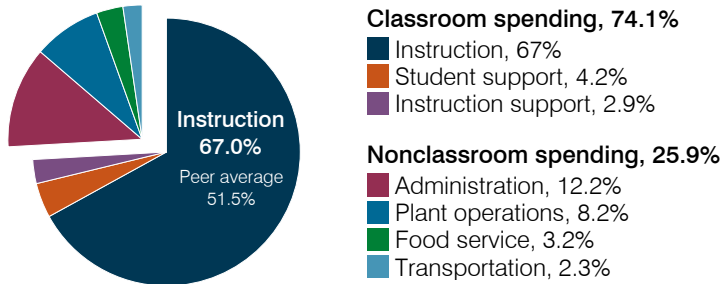
¹ See Appendix A for information, such as districts included in each peer group, and Appendix C for sources and methodology.

Pima Unified School District

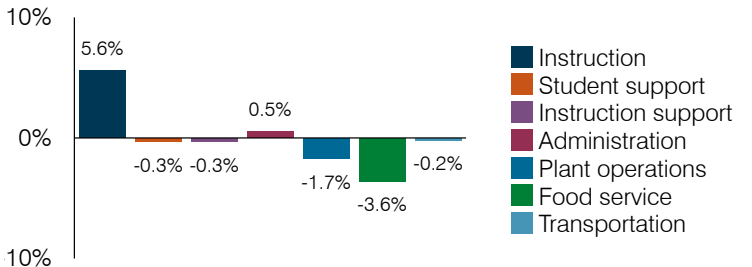
Graham County
 Peer group(s): Operational 5 and Transportation 6¹
 Legislative district(s): 14
 District location: Town
 Number of schools: 4
 Graduation rate (2019): 90%

Students attending; Size: 945; Medium
 5-year change in students attending: 19% increase
 Special education population: 19%
 English learner population: 2%
 Poverty rate (2019): 25%
 Free/reduced meal eligibility: 40%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$980	\$1,241	\$936
	Students per administrative position	75	58	65
Plant operations	Cost per square foot	\$5.37	\$5.69	\$6.55
	Square footage per student	122	275	160
Food service	Cost per meal	\$3.18	\$4.01	\$3.46
Transportation	Cost per mile	\$5.04	\$3.70	\$4.28
	Cost per rider	\$849	\$799	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2012	2019	2019	2020
57.2%	67.9%	67.9%	67.0%

COVID-19 federal relief grant spending

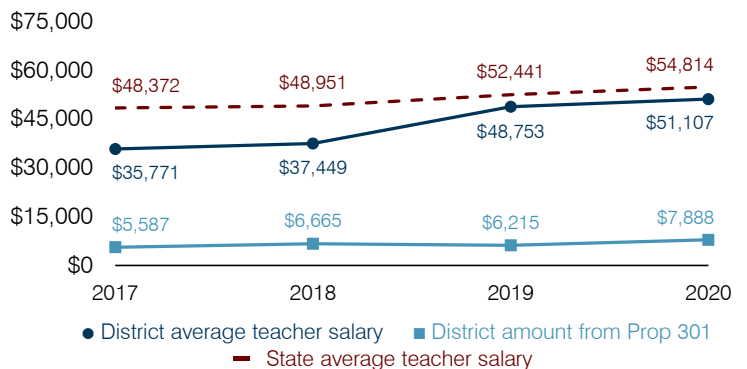
	District	Peer average
Total federal relief grant spending	\$ 127,064	\$ 23,662
Per pupil federal relief grant spending	\$ 134	\$ 21

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 5,167	\$ 5,356	\$ 5,405	\$ 5,016
Student support	327	337	719	796
Instruction support	205	229	458	513
Nonclassroom spending				
Administration	881	980	1,241	936
Plant operations	645	652	1,516	1,048
Food service	205	260	424	432
Transportation	177	181	565	395
Total operational	7,607	7,995	10,328	9,136
Land and buildings	437	1,230	558	1,053
Equipment	485	528	686	533
Interest	2	14	198	273
Other	2	1	97	175
Total nonoperational	926	1,773	1,539	2,034
Total per pupil spending	\$ 8,533	\$ 9,768	\$11,867	\$11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	15.6	15.4	17.6	18.3
Average years of teacher experience	13.3	11.2	11.8	11.9
Percentage of teachers in first 3 years	7%	14%	23%	20%

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

Pine Strawberry Elementary School District

Gila County

Peer group(s): Operational 11 and Transportation 11¹

Legislative district(s): 6

District location: Rural

Number of schools: 1

Graduation rate (2019): N/A

Students attending; Size: 115; Very small

5-year change in students attending: 8% decrease

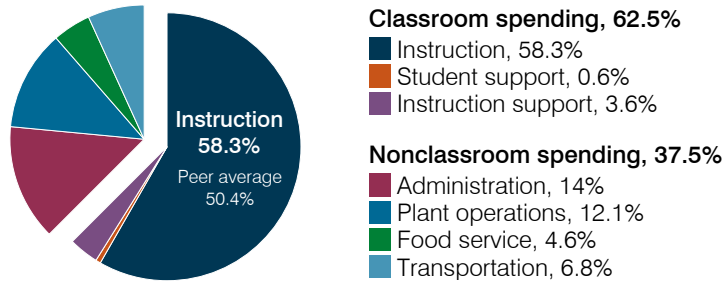
Special education population: 19%

English learner population: 0%

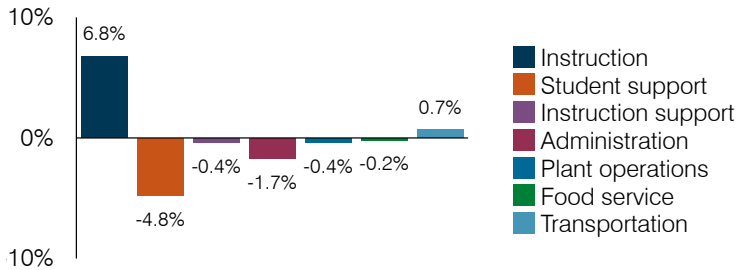
Poverty rate (2019): 18%

Free/reduced meal eligibility: 65%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$4,058	\$3,852	\$936
	Students per administrative position	23	31	65
Plant operations	Cost per square foot	\$6.00	\$7.94	\$6.55
	Square footage per student	580	400	160
Food service	Cost per meal	\$6.62	\$6.46	\$3.46
Transportation	Cost per mile	\$5.36	\$2.09	\$4.28
	Cost per rider	\$2,771	\$1,454	\$1,370

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2009	2020	2019	2020
47.4%	58.3%	50.7%	58.3%

COVID-19 federal relief grant spending

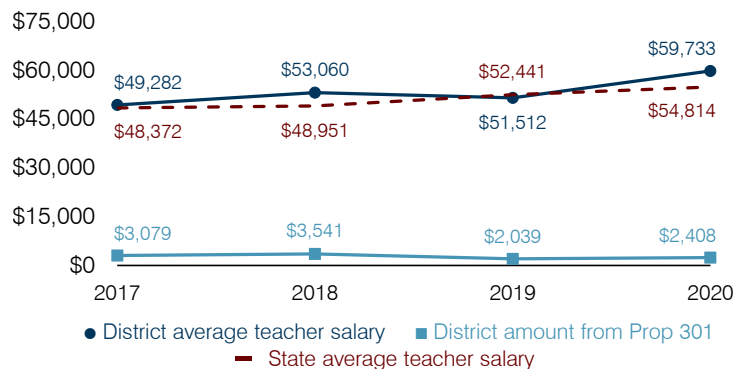
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 4,567
Per pupil federal relief grant spending	\$ 0	\$ 71

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 12,623	\$ 16,871	\$ 9,476	\$ 5,016
Student support	833	166	728	796
Instruction support	969	1,050	457	513
Nonclassroom spending				
Administration	4,131	4,058	3,852	936
Plant operations	3,485	3,480	2,825	1,048
Food service	1,105	1,340	988	432
Transportation	1,773	1,952	877	395
Total operational	24,919	28,917	19,203	9,136
Land and buildings	657	113	2,078	1,053
Equipment	289	1,388	1,343	533
Interest	0	0	30	273
Other	0	2	72	175
Total nonoperational	946	1,503	3,523	2,034
Total per pupil spending	\$ 25,865	\$ 30,420	\$ 22,726	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	6.7	6.6	6.6	6.4
Average years of teacher experience	13.9	14.2	16.2	16.2
Percentage of teachers in first 3 years	0%	6%	11%	12%

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

Piñon Unified School District

Navajo County

Peer group(s): Operational 5 and Transportation 10¹

Legislative district(s): 7

District location: Rural

Number of schools: 3

Graduation rate (2019): 75%

Students attending; Size: 1,021; Medium

5-year change in students attending: 16% decrease

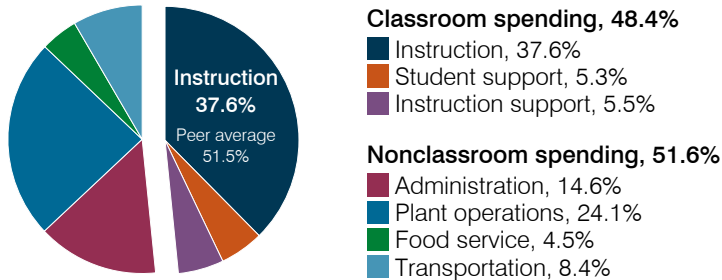
Special education population: 11%

English learner population: 7%

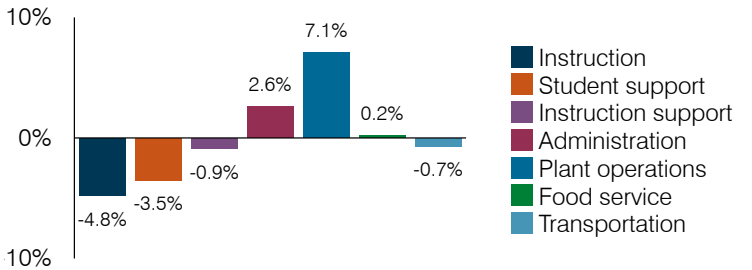
Poverty rate (2019): 38%

Free/reduced meal eligibility: N/A

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,697	\$1,241	\$936
	Students per administrative position	31	58	65
Plant operations	Cost per square foot	\$11.44	\$5.69	\$6.55
	Square footage per student	388	275	160
Food service	Cost per meal	\$3.35	\$4.01	\$3.46
Transportation	Cost per mile	\$4.16	\$2.00	\$4.28
	Cost per rider	\$2,830	\$1,741	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2010	2003	2019	2020
35.0%	52.0%	38.6%	37.6%

COVID-19 federal relief grant spending

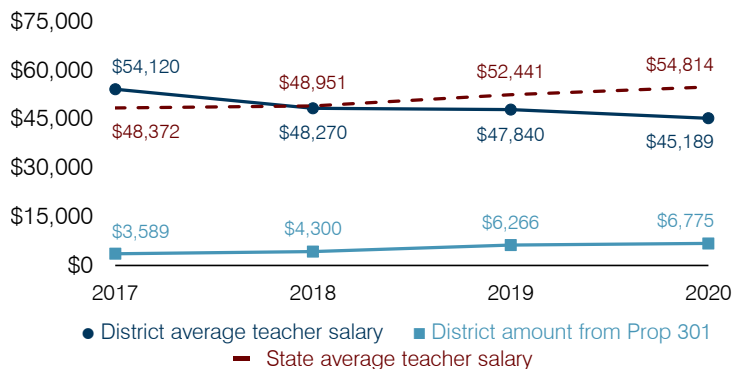
	District	Peer average
Total federal relief grant spending	\$ 44,316	\$ 23,662
Per pupil federal relief grant spending	\$ 43	\$ 21

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 6,358	\$ 6,923	\$ 5,405	\$ 5,016
Student support	1,205	970	719	796
Instruction support	898	1,013	458	513
Nonclassroom spending				
Administration	2,270	2,697	1,241	936
Plant operations	3,502	4,435	1,516	1,048
Food service	829	826	424	432
Transportation	1,430	1,552	565	395
Total operational	16,492	18,416	10,328	9,136
Land and buildings	800	70	558	1,053
Equipment	906	1,726	686	533
Interest	19	0	198	273
Other	46	52	97	175
Total nonoperational	1,771	1,848	1,539	2,034
Total per pupil spending	\$ 18,263	\$ 20,264	\$ 11,867	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	14.0	15.0	14.1	13.1
Average years of teacher experience	9.5	9.8	8.8	8.4
Percentage of teachers in first 3 years	23%	27%	30%	29%

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

Pomerene Elementary School District

Cochise County

Peer group(s): Operational 11 and Transportation 11¹

Legislative district(s): 14

District location: Rural

Number of schools: 1

Graduation rate (2019): N/A

Students attending; Size: 107; Very small

5-year change in students attending: 32% increase

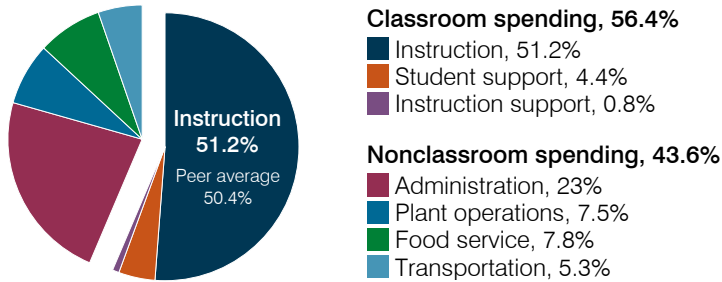
Special education population: 12%

English learner population: 4%

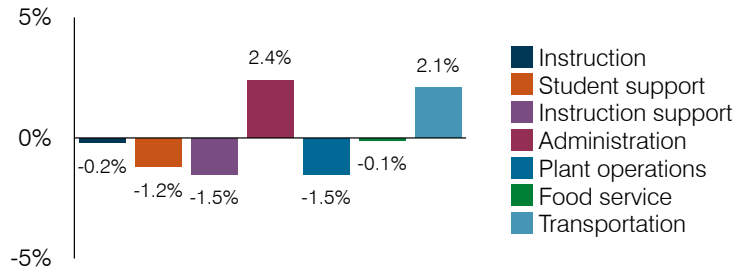
Poverty rate (2019): 22%

Free/reduced meal eligibility: 53%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,247	\$3,852	\$936
	Students per administrative position	33	31	65
Plant operations	Cost per square foot	\$2.72	\$7.94	\$6.55
	Square footage per student	270	400	160
Food service	Cost per meal	\$3.59	\$6.46	\$3.46
Transportation	Cost per mile	\$5.63	\$2.09	\$4.28
	Cost per rider	\$1,266	\$1,454	\$1,370

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2017	2011	2019	2020
47.8%	62.9%	50.6%	51.2%

COVID-19 federal relief grant spending

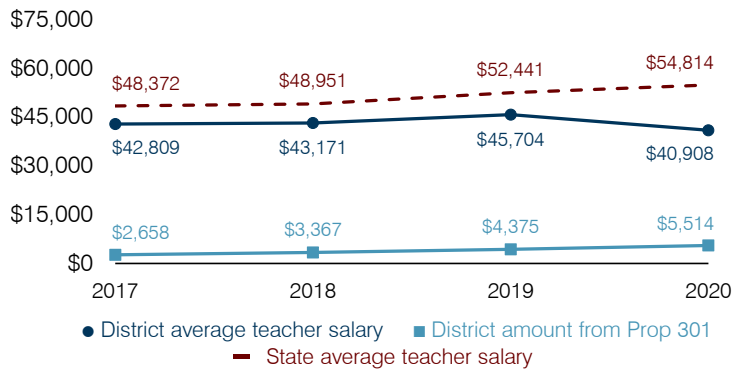
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 4,567
Per pupil federal relief grant spending	\$ 0	\$ 71

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 5,004	\$ 5,012	\$ 9,476	\$ 5,016
Student support	513	433	728	796
Instruction support	106	81	457	513
Nonclassroom spending				
Administration	2,168	2,247	3,852	936
Plant operations	942	735	2,825	1,048
Food service	640	765	988	432
Transportation	519	519	877	395
Total operational	9,892	9,792	19,203	9,136
Land and buildings	187	2,838	2,078	1,053
Equipment	338	1,485	1,343	533
Interest	0	0	30	273
Other	0	5	72	175
Total nonoperational	525	4,328	3,523	2,034
Total per pupil spending	\$ 10,417	\$ 14,120	\$ 22,726	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	15.0	13.1	16.8	15.3
Average years of teacher experience	10.2	13.2	10.8	11.6
Percentage of teachers in first 3 years	0%	0%	0%	0%

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

Prescott Unified School District

Yavapai County

Peer group(s): Operational 3 and Transportation 5¹

Legislative district(s): 1

District location: City

Number of schools: 6

Graduation rate (2019): 81%

Students attending; Size: 3,789; Medium-large

5-year change in students attending: 12% decrease

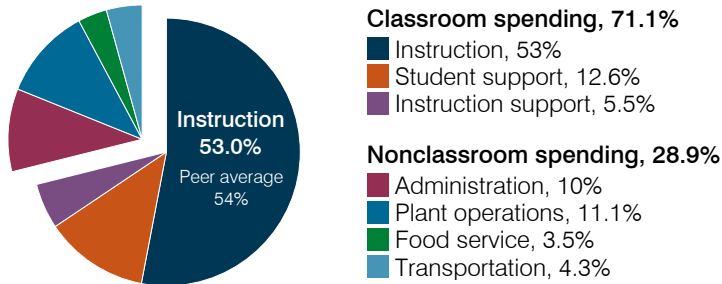
Special education population: 12%

English learner population: 1%

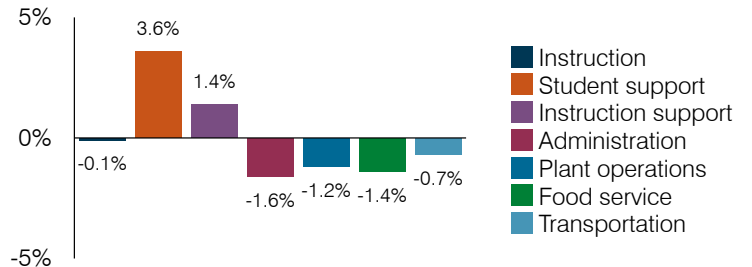
Poverty rate (2019): 13%

Free/reduced meal eligibility: 30%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$815	\$937	\$936
	Students per administrative position	63	65	65
Plant operations	Cost per square foot	\$5.21	\$6.03	\$6.55
	Square footage per student	174	164	160
Food service	Cost per meal	\$3.91	\$3.64	\$3.46
Transportation	Cost per mile	\$3.31	\$3.77	\$4.28
	Cost per rider	\$1,628	\$1,776	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2017	2003	2019	2020
50.2%	62.6%	53.1%	53.0%

COVID-19 federal relief grant spending

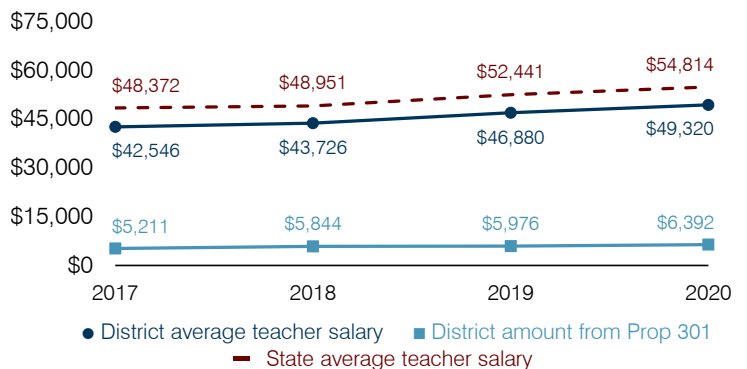
	District	Peer average
Total federal relief grant spending	\$ 32,178	\$ 49,386
Per pupil federal relief grant spending	\$ 8	\$ 10

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,324	\$ 4,311	\$ 4,606	\$ 5,016
Student support	892	1,023	805	796
Instruction support	504	450	374	513
Nonclassroom spending				
Administration	753	815	937	936
Plant operations	970	904	1,034	1,048
Food service	310	278	340	432
Transportation	384	348	450	395
Total operational	8,137	8,129	8,546	9,136
Land and buildings	391	775	779	1,053
Equipment	753	315	519	533
Interest	76	67	284	273
Other	69	33	160	175
Total nonoperational	1,289	1,190	1,742	2,034
Total per pupil spending	\$ 9,426	\$ 9,319	\$10,288	\$11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	19.6	19.7	18.9	19.7
Average years of teacher experience	10.1	10.2	10.6	11.4
Percentage of teachers in first 3 years	18%	23%	23%	15%

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

Quartzsite Elementary School District

La Paz County

Peer group(s): Operational 11 and Transportation 11¹

Legislative district(s): 5

District location: Rural

Number of schools: 2

Graduation rate (2019): N/A

Students attending; Size: 169; Very small

5-year change in students attending: 18% decrease

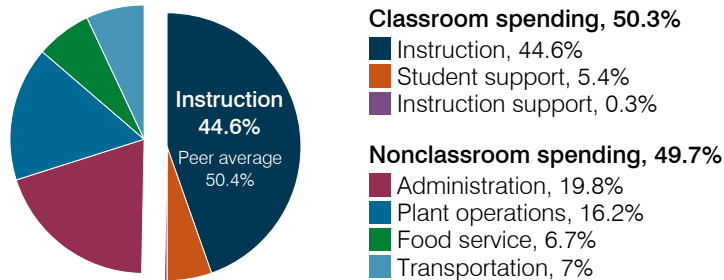
Special education population: 8%

English learner population: 5%

Poverty rate (2019): 26%

Free/reduced meal eligibility: 86%

Spending by operational area



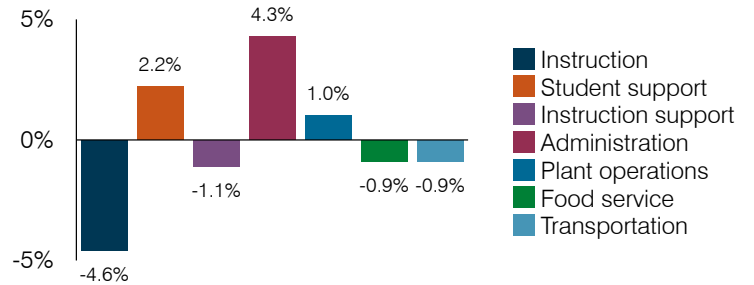
Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,073	\$3,852	\$936
	Students per administrative position	36	31	65
Plant operations	Cost per square foot	\$5.39	\$7.94	\$6.55
	Square footage per student	314	400	160
Food service	Cost per meal	\$2.87	\$6.46	\$3.46
Transportation	Cost per mile	\$2.28	\$2.09	\$4.28
	Cost per rider	\$1,083	\$1,454	\$1,370

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,576	\$ 4,657	\$ 9,476	\$ 5,016
Student support	547	563	728	796
Instruction support	24	30	457	513
Nonclassroom spending				
Administration	1,831	2,073	3,852	936
Plant operations	1,663	1,695	2,825	1,048
Food service	800	700	988	432
Transportation	916	731	877	395
Total operational	10,357	10,449	19,203	9,136
Land and buildings	276	9,794	2,078	1,053
Equipment	513	1,313	1,343	533
Interest	0	30	30	273
Other	71	30	72	175
Total nonoperational	860	11,167	3,523	2,034
Total per pupil spending	\$ 11,217	\$ 21,616	\$22,726	\$11,170

Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

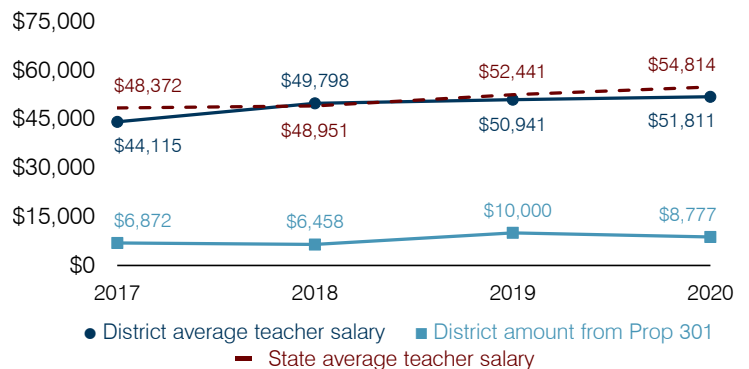
Lowest	Highest	Most recent years	
2018	2013	2019	2020
40.5%	53.2%	44.2%	44.6%

COVID-19 federal relief grant spending

	District	Peer average
Total federal relief grant spending	\$ 0	\$ 4,567
Per pupil federal relief grant spending	\$ 0	\$ 71

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	16.3	21.4	17.7	18.8
Average years of teacher experience	7.0	12.7	9.2	7.3
Percentage of teachers in first 3 years	36%	14%	22%	33%

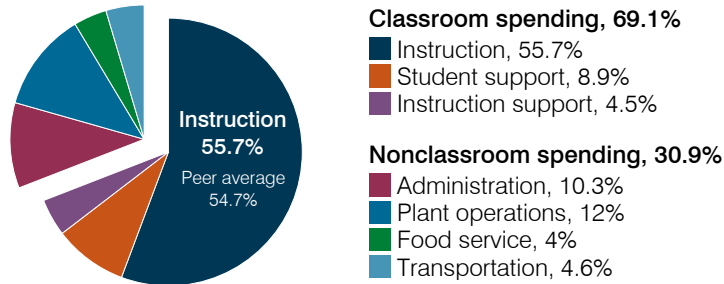
¹ See Appendix A for information, such as districts included in each peer group, and Appendix C for sources and methodology.

Queen Creek Unified School District

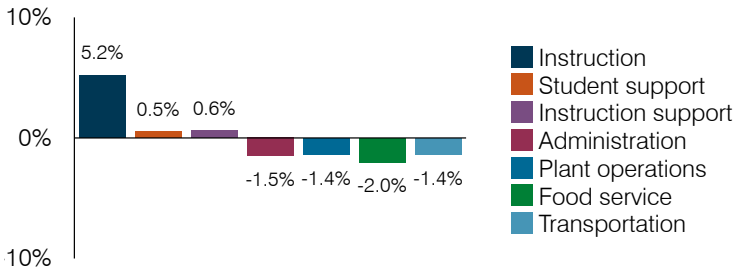
Maricopa County
 Peer group(s): Operational 2 and Transportation 2¹
 Legislative district(s): 12 and 16
 District location: Suburb
 Number of schools: 11
 Graduation rate (2019): 93%

Students attending; Size: 8,892; Large
 5-year change in students attending: 74% increase
 Special education population: 12%
 English learner population: 1%
 Poverty rate (2019): 5%
 Free/reduced meal eligibility: 19%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$858	\$855	\$936
	Students per administrative position	80	65	65
Plant operations	Cost per square foot	\$7.43	\$6.79	\$6.55
	Square footage per student	134	147	160
Food service	Cost per meal	\$4.22	\$3.89	\$3.46
Transportation	Cost per mile	\$5.67	\$7.11	\$4.28
	Cost per rider	\$1,054	\$1,210	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2003	2008	2019	2020
49.7%	60.7%	55.5%	55.7%

COVID-19 federal relief grant spending

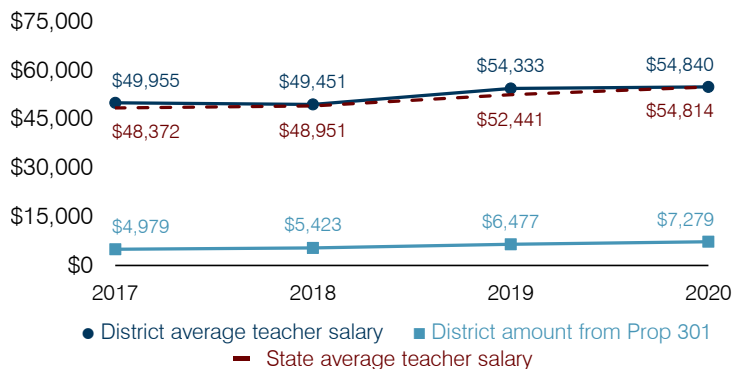
	District	Peer average
Total federal relief grant spending	\$ 557,539	\$ 555,597
Per pupil federal relief grant spending	\$ 63	\$ 49

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,672	\$ 4,634	\$ 4,636	\$ 5,016
Student support	743	741	715	796
Instruction support	359	369	514	513
Nonclassroom spending				
Administration	939	858	855	936
Plant operations	980	997	988	1,048
Food service	322	336	362	432
Transportation	404	386	386	395
Total operational	8,419	8,321	8,456	9,136
Land and buildings	9,416	5,928	1,754	1,053
Equipment	1,229	648	553	533
Interest	590	594	345	273
Other	347	359	153	175
Total nonoperational	11,582	7,529	2,805	2,034
Total per pupil spending	\$ 20,001	\$ 15,850	\$ 11,261	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	19.7	19.3	19.2	19.6
Average years of teacher experience	11.4	11.1	11.4	11.8
Percentage of teachers in first 3 years	19%	17%	14%	14%

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

Ray Unified School District

Pinal County

Peer group(s): Operational 6 and Transportation 10¹

Legislative district(s): 8

District location: Rural

Number of schools: 2

Graduation rate (2019): 88%

Students attending; Size: 370; Small

5-year change in students attending: 20% decrease

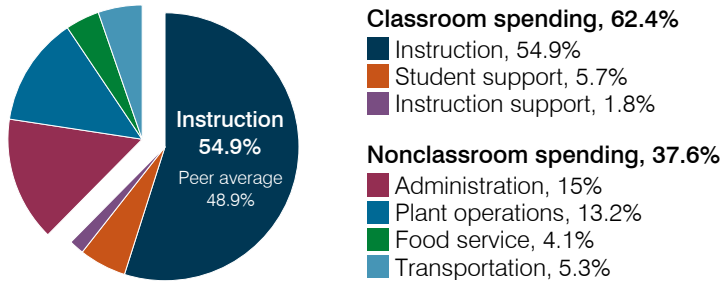
Special education population: 13%

English learner population: 0%

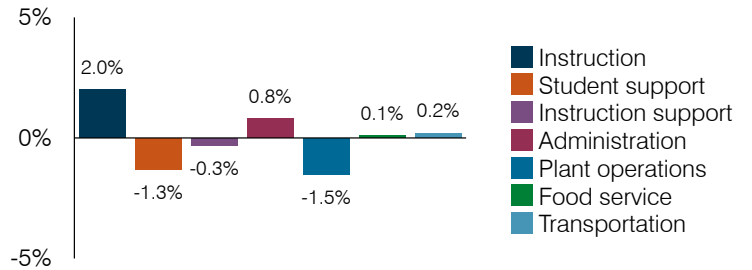
Poverty rate (2019): 15%

Free/reduced meal eligibility: 56%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,629	\$1,873	\$936
	Students per administrative position	41	44	65
Plant operations	Cost per square foot	\$2.80	\$5.44	\$6.55
	Square footage per student	513	354	160
Food service	Cost per meal	\$3.91	\$4.30	\$3.46
Transportation	Cost per mile	\$2.06	\$2.00	\$4.28
	Cost per rider	\$1,764	\$1,741	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2012	2005	2019	2020
51.8%	59.2%	53.4%	54.9%

COVID-19 federal relief grant spending

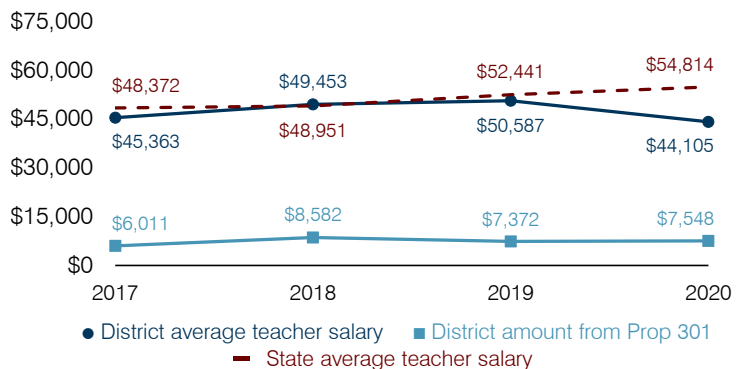
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 5,173
Per pupil federal relief grant spending	\$ 0	\$ 23

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 5,944	\$ 5,977	\$ 6,058	\$ 5,016
Student support	623	627	721	796
Instruction support	93	194	370	513
Nonclassroom spending				
Administration	1,852	1,629	1,873	936
Plant operations	1,549	1,438	1,803	1,048
Food service	455	448	633	432
Transportation	612	577	565	395
Total operational	11,128	10,890	12,023	9,136
Land and buildings	2,762	594	2,316	1,053
Equipment	1,308	1,142	895	533
Interest	199	201	190	273
Other	26	29	57	175
Total nonoperational	4,295	1,966	3,458	2,034
Total per pupil spending	\$ 15,423	\$ 12,856	\$ 15,481	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	13.8	15.6	14.0	13.4
Average years of teacher experience	18.4	17.6	16.9	16.1
Percentage of teachers in first 3 years	10%	3%	14%	16%

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

Red Mesa Unified School District

Apache County

Peer group(s): Operational 6 and Transportation 10¹

Legislative district(s): 7

District location: Rural

Number of schools: 5

Graduation rate (2019): 78%

Students attending; Size: 424; Small

5-year change in students attending: 39% decrease

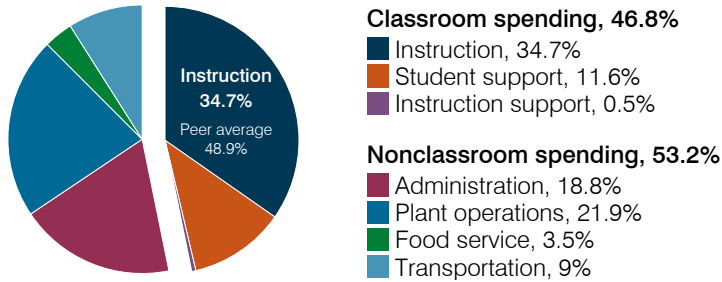
Special education population: 15%

English learner population: 11%

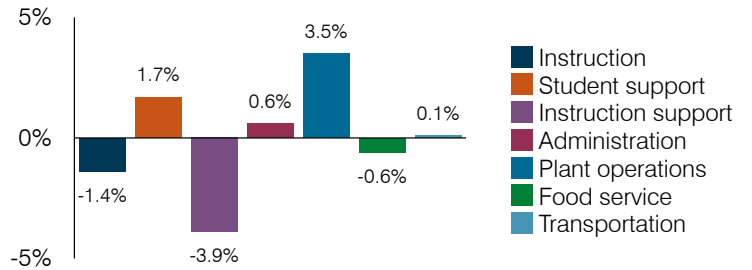
Poverty rate (2019): 47%

Free/reduced meal eligibility: 93%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,833	\$1,873	\$936
	Students per administrative position	21	44	65
Plant operations	Cost per square foot	\$5.29	\$5.44	\$6.55
	Square footage per student	842	354	160
Food service	Cost per meal	\$4.31	\$4.30	\$3.46
Transportation	Cost per mile	\$2.61	\$2.00	\$4.28
	Cost per rider	\$1,862	\$1,741	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2014	2002	2019	2020
31.6%	45.4%	33.9%	34.7%

COVID-19 federal relief grant spending

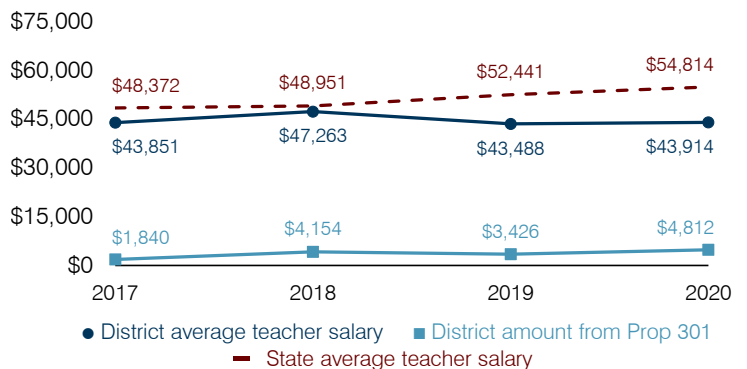
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 5,173
Per pupil federal relief grant spending	\$ 0	\$ 23

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 6,426	\$ 7,066	\$ 6,058	\$ 5,016
Student support	2,554	2,360	721	796
Instruction support	320	113	370	513
Nonclassroom spending				
Administration	3,371	3,833	1,873	936
Plant operations	3,982	4,455	1,803	1,048
Food service	559	712	633	432
Transportation	1,762	1,839	565	395
Total operational	18,974	20,378	12,023	9,136
Land and buildings	49	367	2,316	1,053
Equipment	957	1,075	895	533
Interest	0	0	190	273
Other	131	109	57	175
Total nonoperational	1,137	1,551	3,458	2,034
Total per pupil spending	\$ 20,111	\$ 21,929	\$15,481	\$11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	11.0	13.2	12.7	10.6
Average years of teacher experience	17.8	17.4	19.3	16.3
Percentage of teachers in first 3 years	0%	3%	3%	11%

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

Red Rock Elementary School District

Pinal County

Peer group(s): Operational 10 and Transportation 6¹

Legislative district(s): 11

District location: Rural

Number of schools: 1

Graduation rate (2019): N/A

Students attending; Size: 371; Small

5-year change in students attending: 23% increase

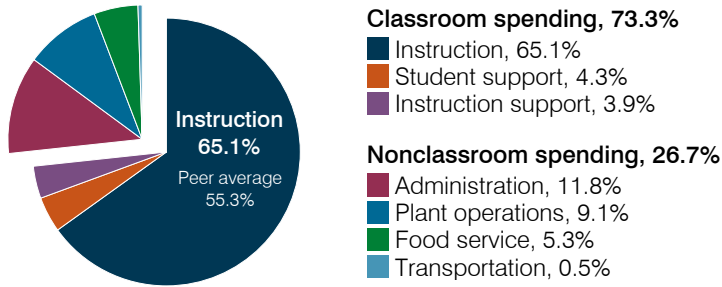
Special education population: 16%

English learner population: 3%

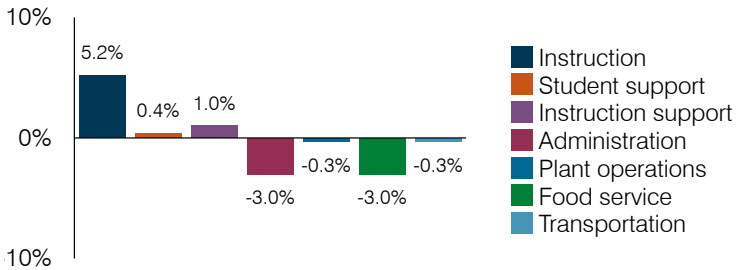
Poverty rate (2019): 16%

Free/reduced meal eligibility: 47%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,138	\$1,249	\$936
	Students per administrative position	62	57	65
Plant operations	Cost per square foot	\$2.76	\$7.03	\$6.55
	Square footage per student	318	193	160
Food service	Cost per meal	\$3.35	\$3.71	\$3.46
Transportation	Cost per mile	\$0.88	\$3.70	\$4.28
	Cost per rider	\$285	\$799	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2009	2008	2019	2020
48.4%	66.1%	61.7%	65.1%

COVID-19 federal relief grant spending

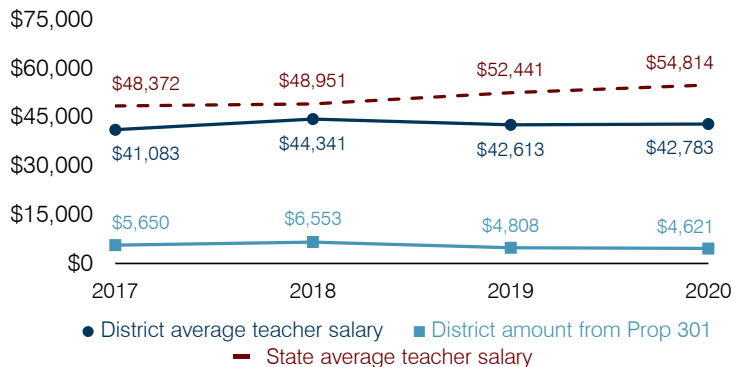
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 42,596
Per pupil federal relief grant spending	\$ 0	\$ 121

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 5,373	\$ 6,260	\$ 5,810	\$ 5,016
Student support	360	418	586	796
Instruction support	586	371	392	513
Nonclassroom spending				
Administration	1,033	1,138	1,249	936
Plant operations	819	879	1,129	1,048
Food service	480	511	561	432
Transportation	59	44	612	395
Total operational	8,710	9,621	10,339	9,136
Land and buildings	45	67	554	1,053
Equipment	226	772	713	533
Interest	0	0	42	273
Other	9	4	93	175
Total nonoperational	280	843	1,402	2,034
Total per pupil spending	\$ 8,990	\$ 10,464	\$ 11,741	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	16.2	18.6	16.9	14.9
Average years of teacher experience	9.8	9.9	10.8	10.0
Percentage of teachers in first 3 years	31%	22%	5%	14%

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

Riverside Elementary School District

Maricopa County

Peer group(s): Operational 8 and Transportation 2¹

Legislative district(s): 19

District location: City

Number of schools: 3

Graduation rate (2019): N/A

Students attending; Size: 809; Medium

5-year change in students attending: 7% decrease

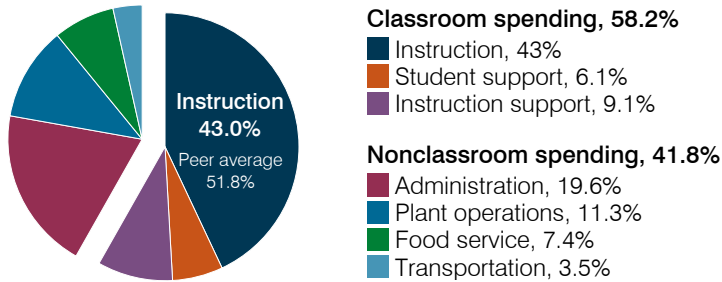
Special education population: 11%

English learner population: 13%

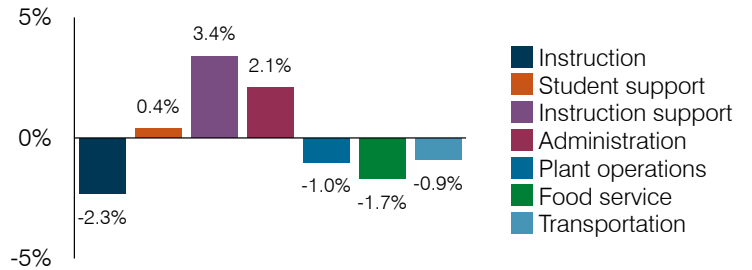
Poverty rate (2019): 24%

Free/reduced meal eligibility: 81%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,960	\$1,119	\$936
	Students per administrative position	37	64	65
Plant operations	Cost per square foot	\$3.59	\$6.73	\$6.55
	Square footage per student	314	148	160
Food service	Cost per meal	\$2.81	\$3.26	\$3.46
Transportation	Cost per mile	\$2.80	\$7.11	\$4.28
	Cost per rider	\$673	\$1,210	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2020	2004	2019	2020
43.0%	58.6%	45.7%	43.0%

COVID-19 federal relief grant spending

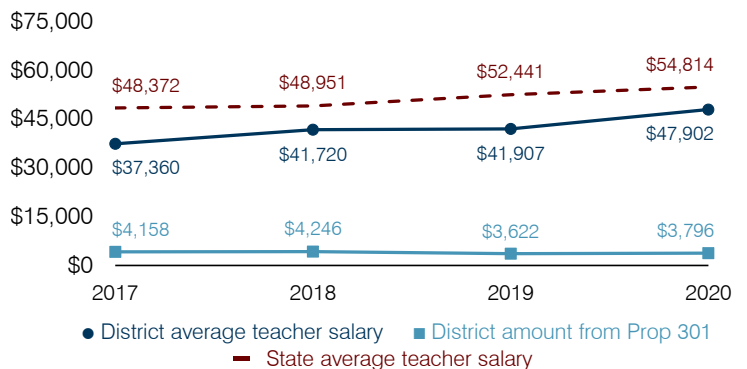
	District	Peer average
Total federal relief grant spending	\$ 178,569	\$ 505,751
Per pupil federal relief grant spending	\$ 221	\$ 90

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,193	\$ 4,302	\$ 4,869	\$ 5,016
Student support	515	617	757	796
Instruction support	619	911	615	513
Nonclassroom spending				
Administration	1,698	1,960	1,119	936
Plant operations	1,067	1,128	1,017	1,048
Food service	719	738	703	432
Transportation	355	353	348	395
Total operational	9,166	10,009	9,428	9,136
Land and buildings	2,238	3,405	1,809	1,053
Equipment	1,372	1,625	640	533
Interest	2,200	2,163	374	273
Other	555	847	218	175
Total nonoperational	6,365	8,040	3,041	2,034
Total per pupil spending	\$ 15,531	\$ 18,049	\$12,469	\$11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	19.7	20.8	19.0	20.2
Average years of teacher experience	6.6	6.3	7.2	7.2
Percentage of teachers in first 3 years	18%	11%	9%	12%

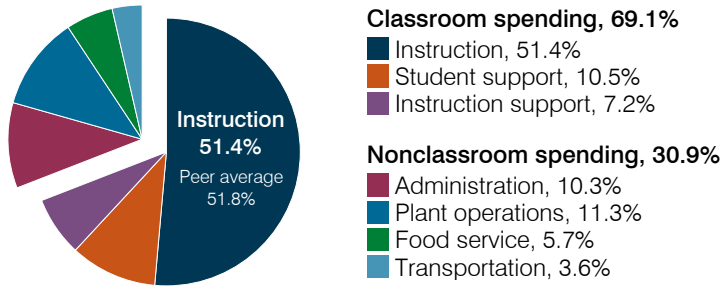
¹ See Appendix A for information, such as districts included in each peer group, and Appendix C for sources and methodology.

Roosevelt Elementary School District

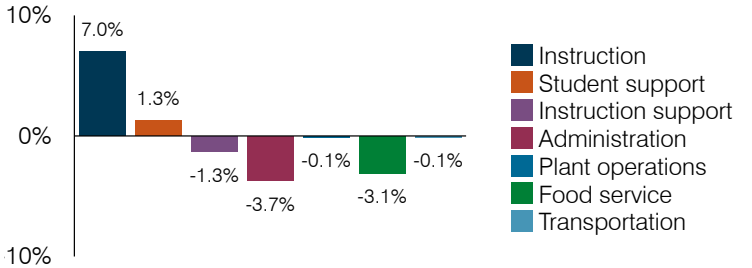
Maricopa County
 Peer group(s): Operational 8 and Transportation 2¹
 Legislative district(s): 27
 District location: City
 Number of schools: 18
 Graduation rate (2019): N/A

Students attending; Size: 7,872; Medium-large
 5-year change in students attending: 14% decrease
 Special education population: 14%
 English learner population: 18%
 Poverty rate (2019): 27%
 Free/reduced meal eligibility: 89%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,213	\$1,119	\$936
	Students per administrative position	56	64	65
Plant operations	Cost per square foot	\$7.05	\$6.73	\$6.55
	Square footage per student	189	148	160
Food service	Cost per meal	\$3.07	\$3.26	\$3.46
Transportation	Cost per mile	\$7.74	\$7.11	\$4.28
	Cost per rider	NR	\$1,210	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2013	2006	2019	2020
43.5%	59.7%	50.7%	51.4%

COVID-19 federal relief grant spending

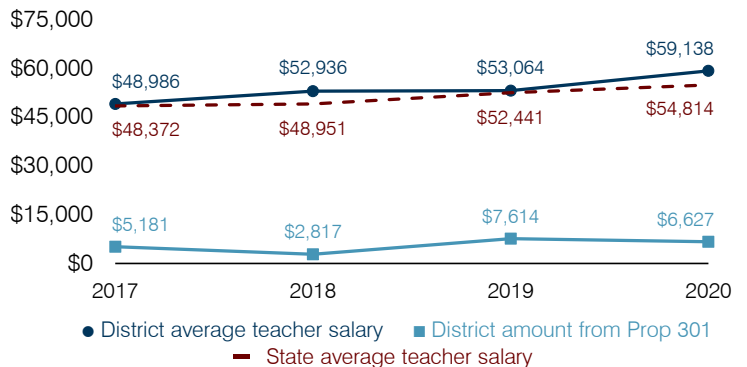
	District	Peer average
Total federal relief grant spending	\$ 3,925,982	\$ 505,751
Per pupil federal relief grant spending	\$ 499	\$ 90

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 5,345	\$ 6,089	\$ 4,869	\$ 5,016
Student support	1,053	1,241	757	796
Instruction support	755	853	615	513
Nonclassroom spending				
Administration	1,137	1,213	1,119	936
Plant operations	1,205	1,331	1,017	1,048
Food service	592	679	703	432
Transportation	458	429	348	395
Total operational	10,545	11,835	9,428	9,136
Land and buildings	1,493	926	1,809	1,053
Equipment	690	895	640	533
Interest	320	483	374	273
Other	14	15	218	175
Total nonoperational	2,517	2,319	3,041	2,034
Total per pupil spending	\$ 13,062	\$ 14,154	\$12,469	\$11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	19.2	18.9	18.2	17.2
Average years of teacher experience	9.3	9.8	10.4	10.2
Percentage of teachers in first 3 years	22%	18%	13%	19%

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

Round Valley Unified School District

Apache County

Peer group(s): Operational 5 and Transportation 9¹

Legislative district(s): 7

District location: Town

Number of schools: 3

Graduation rate (2019): 83%

Students attending; Size: 1,274; Medium

5-year change in students attending: 1% increase

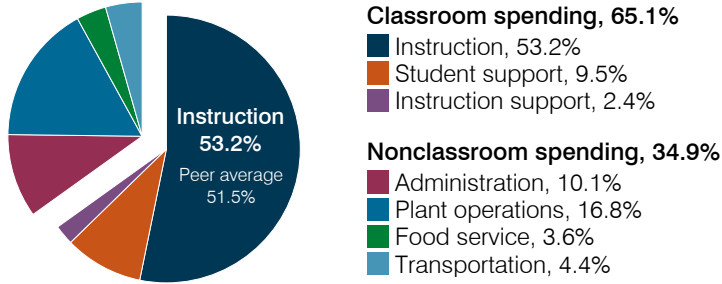
Special education population: 13%

English learner population: 4%

Poverty rate (2019): 26%

Free/reduced meal eligibility: 33%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$932	\$1,241	\$936
	Students per administrative position	59	58	65
Plant operations	Cost per square foot	\$3.72	\$5.69	\$6.55
	Square footage per student	417	275	160
Food service	Cost per meal	\$6.87	\$4.01	\$3.46
Transportation	Cost per mile	\$2.03	\$2.67	\$4.28
	Cost per rider	\$1,561	\$1,471	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2015	2001	2019	2020
50.6%	58.3%	51.9%	53.2%

COVID-19 federal relief grant spending

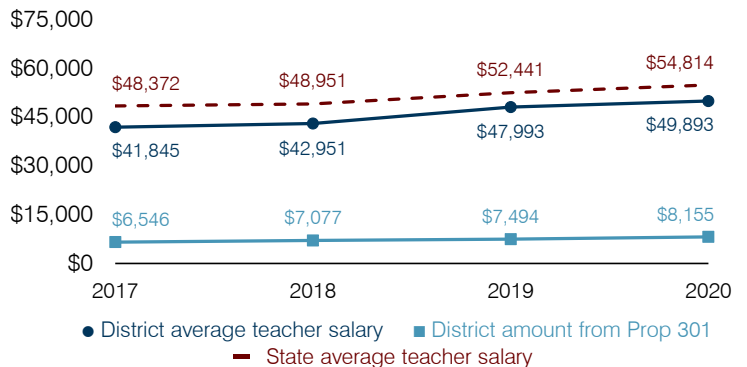
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 23,662
Per pupil federal relief grant spending	\$ 0	\$ 21

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,878	\$ 4,900	\$ 5,405	\$ 5,016
Student support	956	878	719	796
Instruction support	339	228	458	513
Nonclassroom spending				
Administration	952	932	1,241	936
Plant operations	1,574	1,549	1,516	1,048
Food service	326	328	424	432
Transportation	376	401	565	395
Total operational	9,401	9,216	10,328	9,136
Land and buildings	288	164	558	1,053
Equipment	197	623	686	533
Interest	139	104	198	273
Other	23	36	97	175
Total nonoperational	647	927	1,539	2,034
Total per pupil spending	\$ 10,048	\$ 10,143	\$ 11,867	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	20.1	19.8	19.8	19.5
Average years of teacher experience	12.1	13.3	14.0	14.8
Percentage of teachers in first 3 years	17%	9%	6%	9%

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

Sacaton Elementary School District

Pinal County

Peer group(s): Operational 9 and Transportation 8¹

Legislative district(s): 8

District location: Rural

Number of schools: 2

Graduation rate (2019): N/A

Students attending; Size: 601; Medium

5-year change in students attending: 27% increase

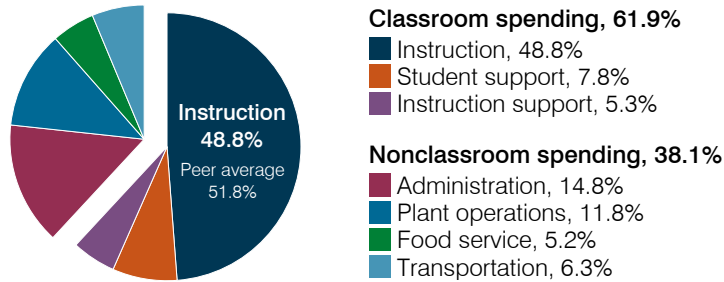
Special education population: 21%

English learner population: 0%

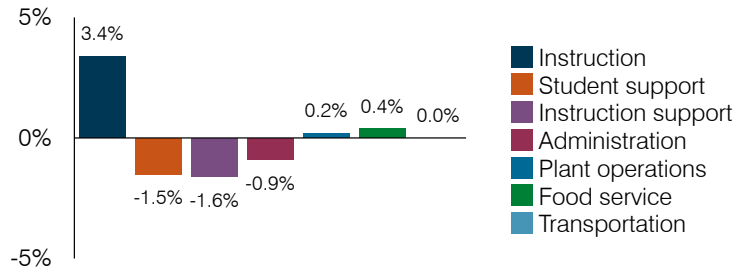
Poverty rate (2019): 39%

Free/reduced meal eligibility: N/A

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,707	\$1,207	\$936
	Students per administrative position	35	58	65
Plant operations	Cost per square foot	\$8.69	\$6.61	\$6.55
	Square footage per student	248	167	160
Food service	Cost per meal	\$3.75	\$3.22	\$3.46
Transportation	Cost per mile	\$5.72	\$3.43	\$4.28
	Cost per rider	\$1,461	\$1,480	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2014	2005	2019	2020
43.6%	53.7%	52.3%	48.8%

COVID-19 federal relief grant spending

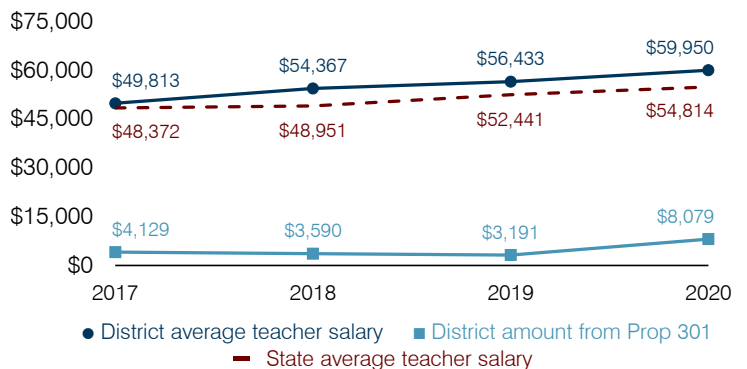
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 125,249
Per pupil federal relief grant spending	\$ 0	\$ 50

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 9,923	\$ 8,922	\$ 4,770	\$ 5,016
Student support	1,201	1,416	627	796
Instruction support	1,015	972	433	513
Nonclassroom spending				
Administration	2,532	2,707	1,207	936
Plant operations	2,186	2,153	1,077	1,048
Food service	829	940	562	432
Transportation	1,302	1,158	507	395
Total operational	18,988	18,268	9,183	9,136
Land and buildings	0	160	283	1,053
Equipment	1,630	1,519	443	533
Interest	0	0	145	273
Other	550	671	134	175
Total nonoperational	2,180	2,350	1,005	2,034
Total per pupil spending	\$ 21,168	\$ 20,618	\$ 10,188	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	11.1	11.1	11.3	12.8
Average years of teacher experience	13.1	12.8	12.3	13.0
Percentage of teachers in first 3 years	14%	15%	13%	16%

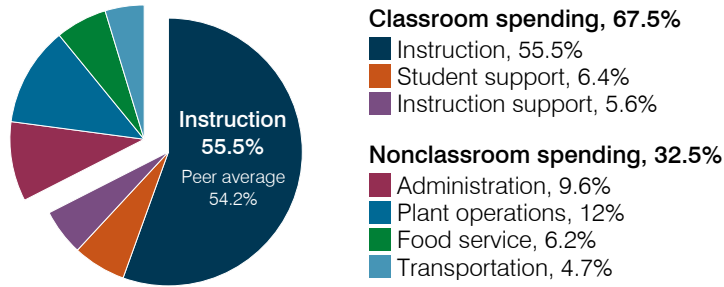
¹ See Appendix A for information, such as districts included in each peer group, and Appendix C for sources and methodology.

Saddle Mountain Unified School District

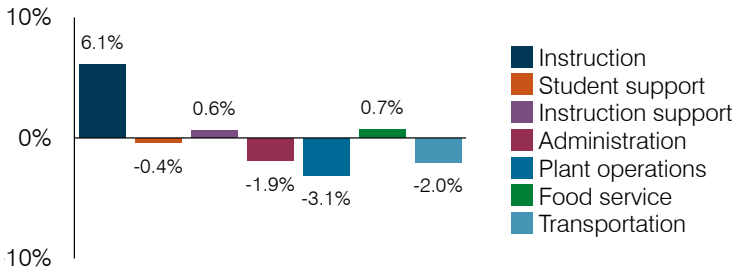
Maricopa County
 Peer group(s): Operational 4 and Transportation 8¹
 Legislative district(s): 13
 District location: Rural
 Number of schools: 4
 Graduation rate (2019): 98%

Students attending; Size: 2,063; Medium-large
 5-year change in students attending: 49% increase
 Special education population: 16%
 English learner population: 6%
 Poverty rate (2019): 17%
 Free/reduced meal eligibility: 63%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$870	\$929	\$936
	Students per administrative position	81	73	65
Plant operations	Cost per square foot	\$5.81	\$5.79	\$6.55
	Square footage per student	186	180	160
Food service	Cost per meal	\$3.51	\$3.39	\$3.46
Transportation	Cost per mile	\$2.68	\$3.43	\$4.28
	Cost per rider	\$958	\$1,480	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2013	2003	2019	2020
44.2%	57.1%	56.5%	55.5%

COVID-19 federal relief grant spending

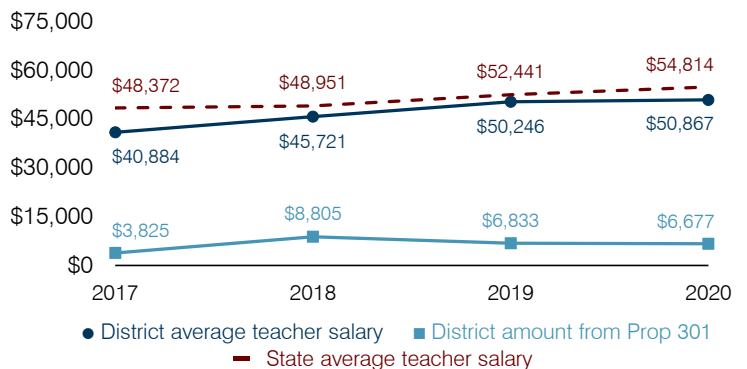
	District	Peer average
Total federal relief grant spending	\$ 13,781	\$ 202,651
Per pupil federal relief grant spending	\$ 7	\$ 40

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 5,035	\$ 5,007	\$ 4,706	\$ 5,016
Student support	437	574	687	796
Instruction support	486	502	448	513
Nonclassroom spending				
Administration	867	870	929	936
Plant operations	1,051	1,080	998	1,048
Food service	570	558	424	432
Transportation	469	428	408	395
Total operational	8,915	9,019	8,600	9,136
Land and buildings	221	643	419	1,053
Equipment	718	617	430	533
Interest	376	470	176	273
Other	24	19	48	175
Total nonoperational	1,339	1,749	1,073	2,034
Total per pupil spending	\$ 10,254	\$ 10,768	\$ 9,673	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	18.0	18.8	17.9	17.1
Average years of teacher experience	6.6	7.6	8.7	8.3
Percentage of teachers in first 3 years	31%	29%	18%	25%

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

Safford Unified School District

Graham County

Peer group(s): Operational 4 and Transportation 6¹

Legislative district(s): 14

District location: Town

Number of schools: 6

Graduation rate (2019): 85%

Students attending; Size: 2,907; Medium-large

5-year change in students attending: 4% decrease

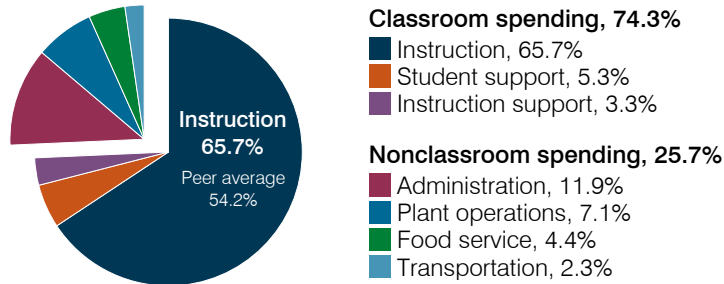
Special education population: 14%

English learner population: 1%

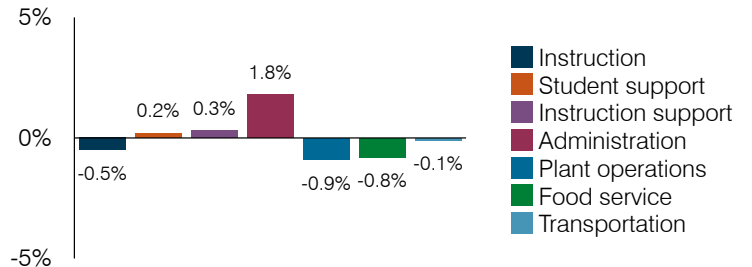
Poverty rate (2019): 24%

Free/reduced meal eligibility: 51%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$949	\$929	\$936
	Students per administrative position	70	73	65
Plant operations	Cost per square foot	\$3.45	\$5.79	\$6.55
	Square footage per student	165	180	160
Food service	Cost per meal	\$3.02	\$3.39	\$3.46
Transportation	Cost per mile	\$3.00	\$3.70	\$4.28
	Cost per rider	\$643	\$799	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2005	2015	2019	2020
58.1%	66.2%	63.0%	65.7%

COVID-19 federal relief grant spending

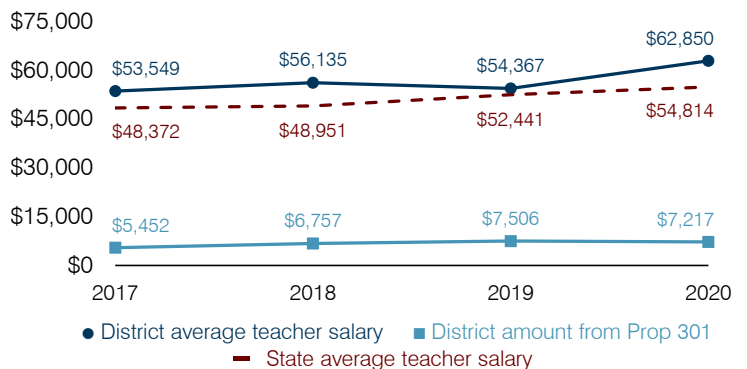
	District	Peer average
Total federal relief grant spending	\$ 5,868	\$ 202,651
Per pupil federal relief grant spending	\$ 2	\$ 40

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 5,032	\$ 5,234	\$ 4,706	\$ 5,016
Student support	403	419	687	796
Instruction support	306	266	448	513
Nonclassroom spending				
Administration	982	949	929	936
Plant operations	687	568	998	1,048
Food service	365	347	424	432
Transportation	210	184	408	395
Total operational	7,985	7,967	8,600	9,136
Land and buildings	1,502	651	419	1,053
Equipment	185	195	430	533
Interest	62	53	176	273
Other	43	26	48	175
Total nonoperational	1,792	925	1,073	2,034
Total per pupil spending	\$ 9,777	\$ 8,892	\$ 9,673	\$11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	18.2	19.2	17.4	18.4
Average years of teacher experience	13.7	13.8	13.9	15.2
Percentage of teachers in first 3 years	15%	20%	19%	9%

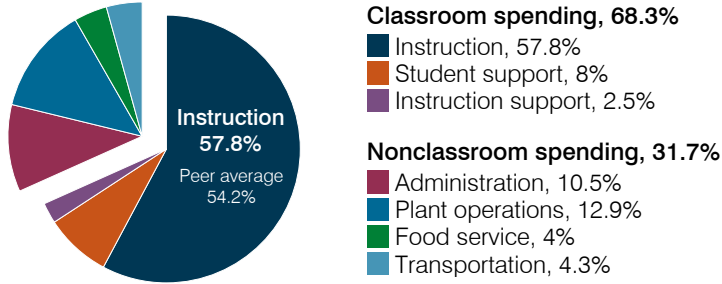
¹ See Appendix A for information, such as districts included in each peer group, and Appendix C for sources and methodology.

Sahuarita Unified School District

Pima County
[Peer group\(s\)](#): Operational 4 and Transportation 6¹
 Legislative district(s): 2 and 14
 District location: Town
 Number of schools: 9
 Graduation rate (2019): 88%

Students attending; Size: 6,310; Medium-large
 5-year change in students attending: 12% increase
 Special education population: 12%
 English learner population: 2%
 Poverty rate (2019): 9%
 Free/reduced meal eligibility: 37%

Spending by operational area



Operational measures relative to peer averages

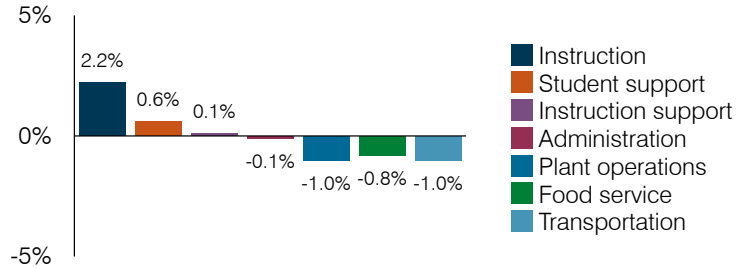
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$875	\$929	\$936
	Students per administrative position	61	73	65
Plant operations	Cost per square foot	\$7.51	\$5.79	\$6.55
	Square footage per student	143	180	160
Food service	Cost per meal	\$3.16	\$3.39	\$3.46
Transportation	Cost per mile	\$4.36	\$3.70	\$4.28
	Cost per rider	\$795	\$799	\$1,370

Very low Low Comparable High Very high

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,598	\$ 4,814	\$ 4,706	\$ 5,016
Student support	647	669	687	796
Instruction support	200	204	448	513
Nonclassroom spending				
Administration	834	875	929	936
Plant operations	1,106	1,072	998	1,048
Food service	339	332	424	432
Transportation	400	356	408	395
Total operational	8,124	8,322	8,600	9,136
Land and buildings	2,123	537	419	1,053
Equipment	453	307	430	533
Interest	396	361	176	273
Other	219	172	48	175
Total nonoperational	3,191	1,377	1,073	2,034
Total per pupil spending	\$ 11,315	\$ 9,699	\$ 9,673	\$ 11,170

Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

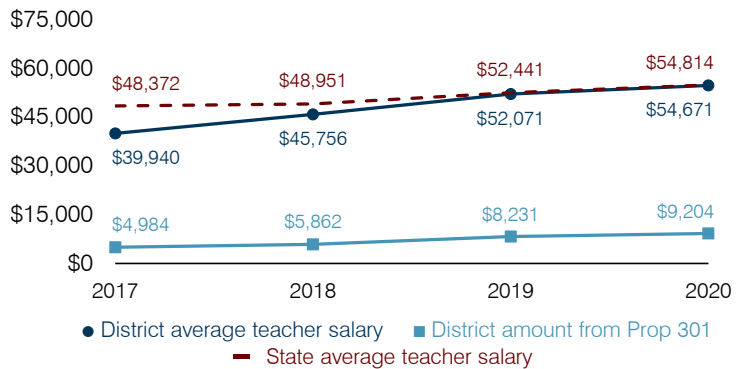
Lowest	Highest	Most recent years	
2002	2020	2019	2020
49.2%	57.8%	56.6%	57.8%

COVID-19 federal relief grant spending

	District	Peer average
Total federal relief grant spending	\$ 0	\$ 202,651
Per pupil federal relief grant spending	\$ 0	\$ 40

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	17.9	18.7	18.6	18.6
Average years of teacher experience	9.0	9.6	10.3	11.2
Percentage of teachers in first 3 years	21%	21%	16%	14%

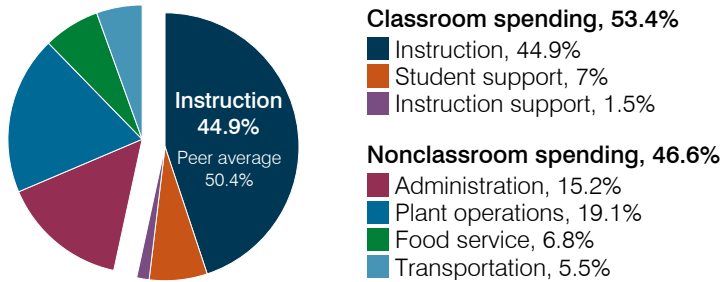
¹ See Appendix A for information, such as districts included in each peer group, and Appendix C for sources and methodology.

Salome Consolidated Elementary School District

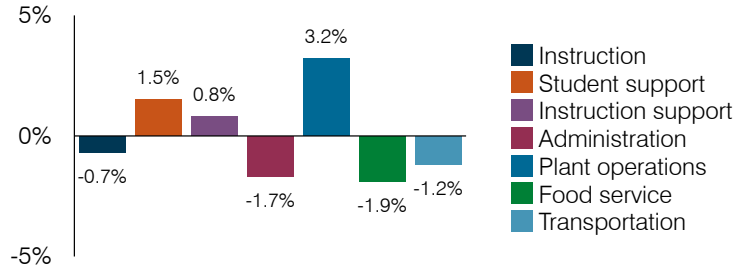
La Paz County
 Peer group(s): Operational 11 and Transportation 11¹
 Legislative district(s): 5
 District location: Rural
 Number of schools: 1
 Graduation rate (2019): N/A

Students attending; Size: 106; Very small
 5-year change in students attending: 2% decrease
 Special education population: 15%
 English learner population: 33%
 Poverty rate (2019): 52%
 Free/reduced meal eligibility: 79%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,295	\$3,852	\$936
	Students per administrative position	53	31	65
Plant operations	Cost per square foot	\$10.45	\$7.94	\$6.55
	Square footage per student	277	400	160
Food service	Cost per meal	NR	\$6.46	\$3.46
Transportation	Cost per mile	\$4.04	\$2.09	\$4.28
	Cost per rider	\$1,064	\$1,454	\$1,370

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2012	2011	2019	2020
34.5%	49.5%	41.6%	44.9%

COVID-19 federal relief grant spending

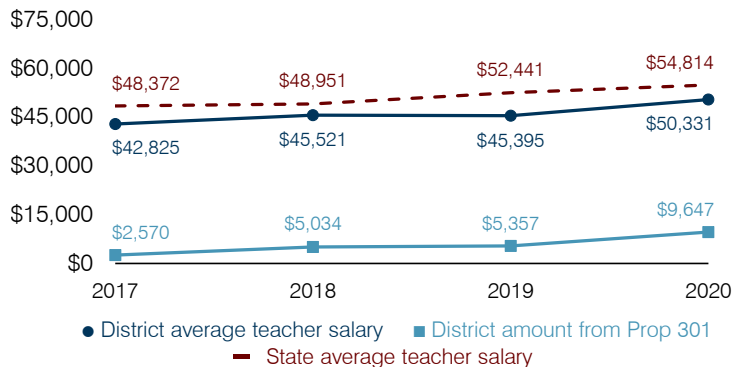
	District	Peer average
Total federal relief grant spending	\$ 1,188	\$ 4,567
Per pupil federal relief grant spending	\$ 11	\$ 71

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 5,485	\$ 6,796	\$ 9,476	\$ 5,016
Student support	991	1,059	728	796
Instruction support	466	225	457	513
Nonclassroom spending				
Administration	2,111	2,295	3,852	936
Plant operations	2,001	2,897	2,825	1,048
Food service	1,317	1,031	988	432
Transportation	819	830	877	395
Total operational	13,190	15,133	19,203	9,136
Land and buildings	258	223	2,078	1,053
Equipment	514	1,443	1,343	533
Interest	7	31	30	273
Other	138	214	72	175
Total nonoperational	917	1,911	3,523	2,034
Total per pupil spending	\$ 14,107	\$ 17,044	\$ 22,726	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	15.4	14.4	13.1	11.8
Average years of teacher experience	9.7	9.1	11.9	11.9
Percentage of teachers in first 3 years	11%	11%	0%	0%

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

San Carlos Unified School District

Gila County

Peer group(s): Operational 5 and Transportation 6¹

Legislative district(s): 7

District location: Town

Number of schools: 3

Graduation rate (2019): 77%

Students attending; Size: 1,302; Medium

5-year change in students attending: 9% decrease

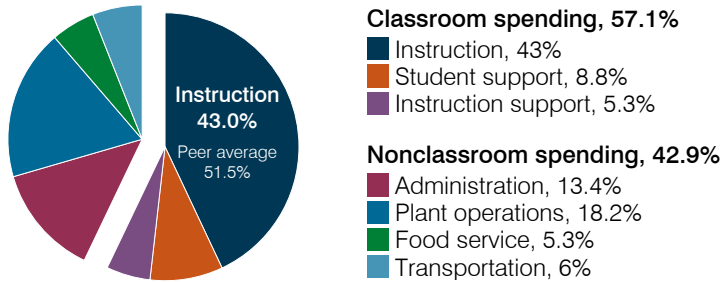
Special education population: 15%

English learner population: 3%

Poverty rate (2019): 37%

Free/reduced meal eligibility: 95%

Spending by operational area



Operational measures relative to peer averages

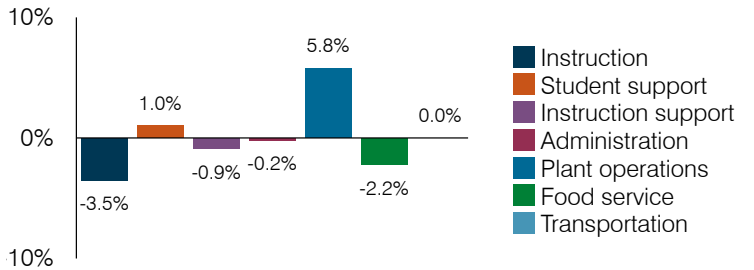
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,247	\$1,241	\$936
	Students per administrative position	59	58	65
Plant operations	Cost per square foot	\$10.75	\$5.69	\$6.55
	Square footage per student	284	275	160
Food service	Cost per meal	\$4.04	\$4.01	\$3.46
Transportation	Cost per mile	\$6.65	\$3.70	\$4.28
	Cost per rider	\$1,838	\$799	\$1,370

Very low Low Comparable High Very high

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 6,181	\$ 7,188	\$ 5,405	\$ 5,016
Student support	1,464	1,468	719	796
Instruction support	732	879	458	513
Nonclassroom spending				
Administration	2,137	2,247	1,241	936
Plant operations	2,235	3,054	1,516	1,048
Food service	1,017	886	424	432
Transportation	935	1,005	565	395
Total operational	14,701	16,727	10,328	9,136
Land and buildings	253	135	558	1,053
Equipment	2,959	2,522	686	533
Interest	0	0	198	273
Other	0	0	97	175
Total nonoperational	3,212	2,657	1,539	2,034
Total per pupil spending	\$ 17,913	\$ 19,384	\$ 11,867	\$ 11,170

Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

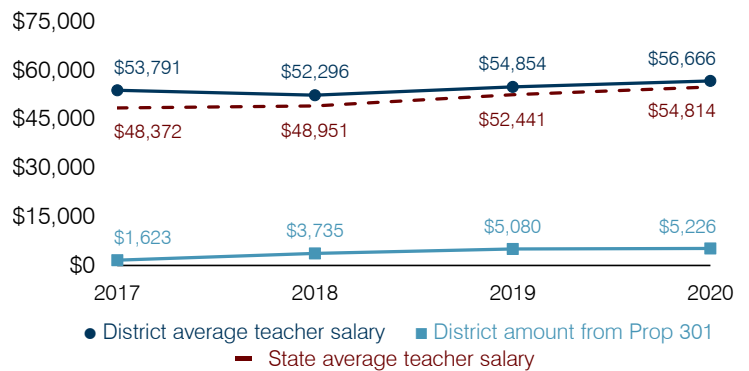
Lowest	Highest	Most recent years	
2014	2007	2019	2020
40.6%	54.3%	42.0%	43.0%

COVID-19 federal relief grant spending

	District	Peer average
Total federal relief grant spending	\$ 36,458	\$ 23,662
Per pupil federal relief grant spending	\$ 28	\$ 21

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	15.3	14.4	15.4	13.2
Average years of teacher experience	9.8	9.9	12.7	13.8
Percentage of teachers in first 3 years	26%	29%	14%	7%

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

San Fernando Elementary School District

Pima County

Peer group(s): Operational 11 and Transportation 11¹

Legislative district(s): 2

District location: Rural

Number of schools: 1

Graduation rate (2019): N/A

Students attending; Size: 13; Very small

5-year change in students attending: 49% decrease

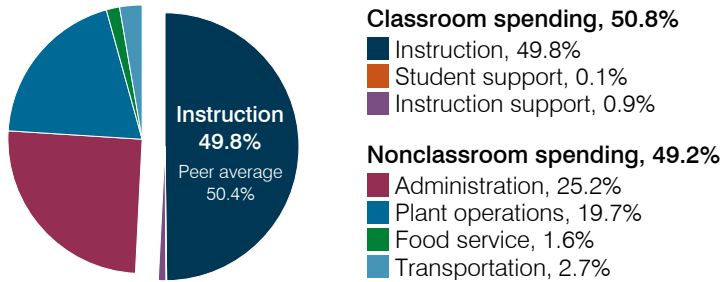
Special education population: 0%

English learner population: 95%

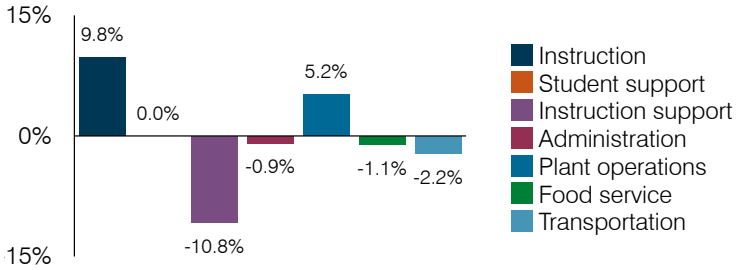
Poverty rate (2019): 0%

Free/reduced meal eligibility: N/A

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$8,461	\$3,852	\$936
	Students per administrative position	4	31	65
Plant operations	Cost per square foot	\$18.43	\$7.94	\$6.55
	Square footage per student	360	400	160
Food service	Cost per meal	N/A	\$6.46	\$3.46
Transportation	Cost per mile	\$2.49	\$2.09	\$4.28
	Cost per rider	\$2,306	\$1,454	\$1,370

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2004	2018	2019	2020
38.2%	54.9%	49.1%	49.8%

COVID-19 federal relief grant spending

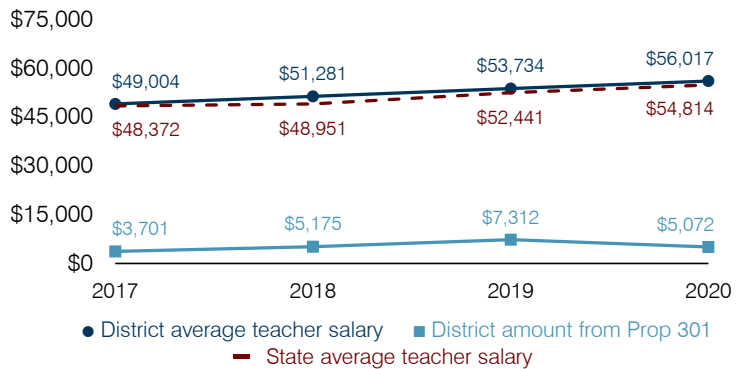
	District	Peer average
Total federal relief grant spending	\$ 1,784	\$ 4,567
Per pupil federal relief grant spending	\$ 139	\$ 71

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 13,598	\$ 16,735	\$ 9,476	\$ 5,016
Student support	62	20	728	796
Instruction support	368	301	457	513
Nonclassroom spending				
Administration	7,416	8,461	3,852	936
Plant operations	5,211	6,636	2,825	1,048
Food service	689	555	988	432
Transportation	341	899	877	395
Total operational	27,685	33,607	19,203	9,136
Land and buildings	99	26	2,078	1,053
Equipment	2,708	341	1,343	533
Interest	0	0	30	273
Other	0	0	72	175
Total nonoperational	2,807	367	3,523	2,034
Total per pupil spending	\$ 30,492	\$ 33,974	\$ 22,726	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	10.5	8.8	9.0	6.4
Average years of teacher experience	23.5	24.5	25.5	26.5
Percentage of teachers in first 3 years	0%	0%	0%	0%

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

San Simon Unified School District

Cochise County

Peer group(s): Operational 11 and Transportation 11¹

Legislative district(s): 14

District location: Rural

Number of schools: 1

Graduation rate (2019): 100%

Students attending; Size: 119; Very small

5-year change in students attending: 10% decrease

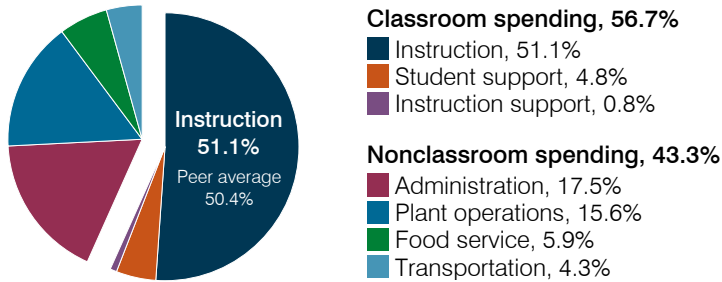
Special education population: 10%

English learner population: 12%

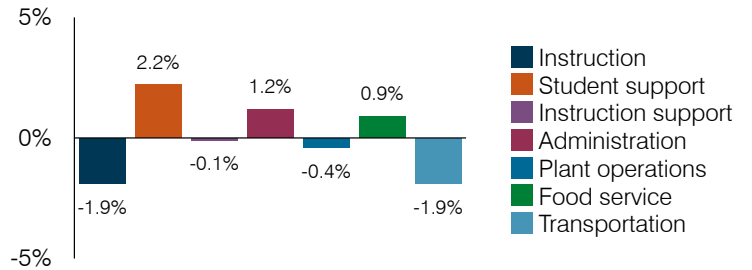
Poverty rate (2019): 10%

Free/reduced meal eligibility: 74%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,001	\$3,852	\$936
	Students per administrative position	27	31	65
Plant operations	Cost per square foot	\$7.07	\$7.94	\$6.55
	Square footage per student	378	400	160
Food service	Cost per meal	\$7.29	\$6.46	\$3.46
Transportation	Cost per mile	\$1.01	\$2.09	\$4.28
	Cost per rider	\$1,500	\$1,454	\$1,370

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2016	2006	2019	2020
47.1%	59.3%	51.3%	51.1%

COVID-19 federal relief grant spending

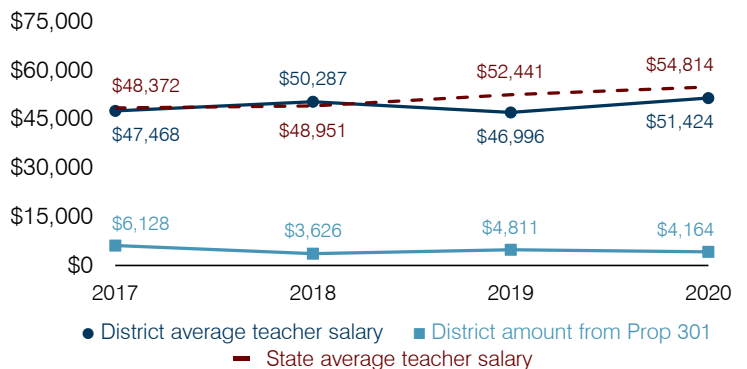
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 4,567
Per pupil federal relief grant spending	\$ 0	\$ 71

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 8,543	\$ 8,759	\$ 9,476	\$ 5,016
Student support	786	821	728	796
Instruction support	251	134	457	513
Nonclassroom spending				
Administration	3,009	3,001	3,852	936
Plant operations	2,335	2,671	2,825	1,048
Food service	990	1,012	988	432
Transportation	725	741	877	395
Total operational	16,639	17,139	19,203	9,136
Land and buildings	196	674	2,078	1,053
Equipment	501	2,401	1,343	533
Interest	0	0	30	273
Other	0	0	72	175
Total nonoperational	697	3,075	3,523	2,034
Total per pupil spending	\$ 17,336	\$ 20,214	\$ 22,726	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	11.2	11.2	10.0	9.9
Average years of teacher experience	16.7	17.7	16.7	17.7
Percentage of teachers in first 3 years	0%	0%	4%	4%

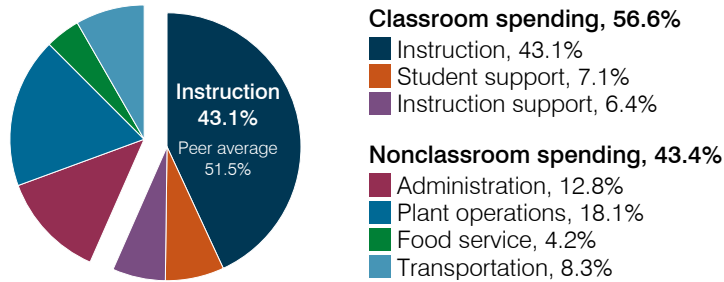
¹ See Appendix A for information, such as districts included in each peer group, and Appendix C for sources and methodology.

Sanders Unified School District

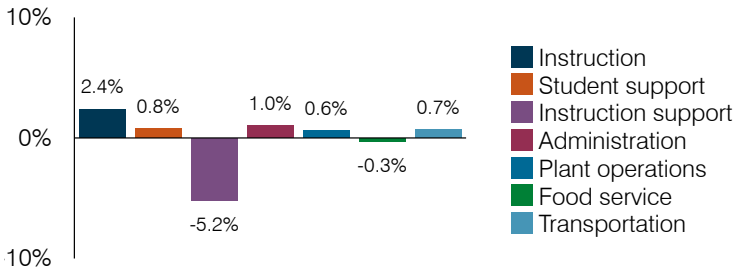
Apache County
[Peer group\(s\)](#): Operational 5 and Transportation 10¹
 Legislative district(s): 7
 District location: Rural
 Number of schools: 3
 Graduation rate (2019): 67%

Students attending; Size: 671; Medium
 5-year change in students attending: 7% decrease
 Special education population: 14%
 English learner population: 10%
 Poverty rate (2019): 43%
 Free/reduced meal eligibility: N/A

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,019	\$1,241	\$936
	Students per administrative position	34	58	65
Plant operations	Cost per square foot	\$5.79	\$5.69	\$6.55
	Square footage per student	491	275	160
Food service	Cost per meal	\$3.40	\$4.01	\$3.46
Transportation	Cost per mile	\$2.86	\$2.00	\$4.28
	Cost per rider	\$1,969	\$1,741	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2018	2004	2019	2020
39.6%	52.0%	42.7%	43.1%

COVID-19 federal relief grant spending

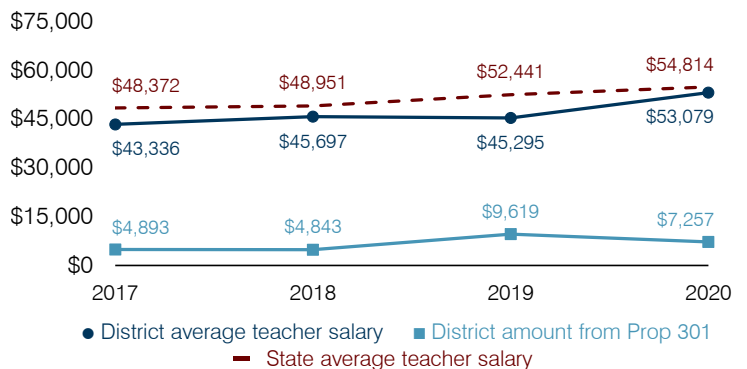
	District	Peer average
Total federal relief grant spending	\$ 3,093	\$ 23,662
Per pupil federal relief grant spending	\$ 5	\$ 21

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 7,439	\$ 6,790	\$ 5,405	\$ 5,016
Student support	1,367	1,125	719	796
Instruction support	1,081	1,006	458	513
Nonclassroom spending				
Administration	2,474	2,019	1,241	936
Plant operations	3,036	2,845	1,516	1,048
Food service	708	662	424	432
Transportation	1,312	1,300	565	395
Total operational	17,417	15,747	10,328	9,136
Land and buildings	270	119	558	1,053
Equipment	441	970	686	533
Interest	0	0	198	273
Other	2	1	97	175
Total nonoperational	713	1,090	1,539	2,034
Total per pupil spending	\$ 18,130	\$ 16,837	\$ 11,867	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	11.8	12.1	11.8	12.7
Average years of teacher experience	7.5	10.2	11.1	12.3
Percentage of teachers in first 3 years	44%	29%	26%	13%

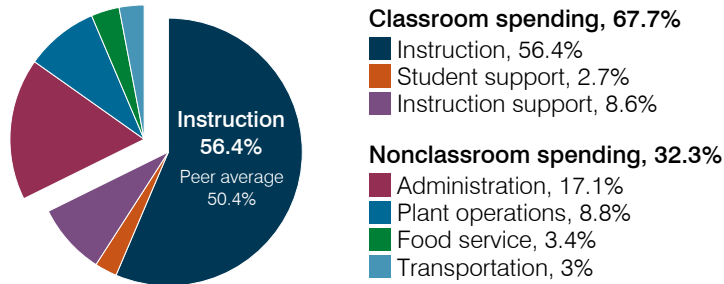
¹ See Appendix A for information, such as districts included in each peer group, and Appendix C for sources and methodology.

Santa Cruz Elementary School District

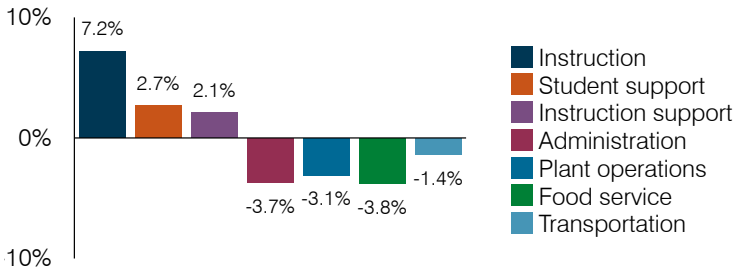
Santa Cruz County
 Peer group(s): Operational 11 and Transportation 11¹
 Legislative district(s): 2
 District location: Rural
 Number of schools: 1
 Graduation rate (2019): N/A

Students attending; Size: 189; Very small
 5-year change in students attending: 2% increase
 Special education population: 7%
 English learner population: 21%
 Poverty rate (2019): 16%
 Free/reduced meal eligibility: 77%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,034	\$3,852	\$936
	Students per administrative position	54	31	65
Plant operations	Cost per square foot	\$7.71	\$7.94	\$6.55
	Square footage per student	136	400	160
Food service	Cost per meal	\$4.33	\$6.46	\$3.46
Transportation	Cost per mile	\$1.24	\$2.09	\$4.28
	Cost per rider	\$733	\$1,454	\$1,370

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2016	2005	2019	2020
49.1%	70.4%	51.6%	56.4%

COVID-19 federal relief grant spending

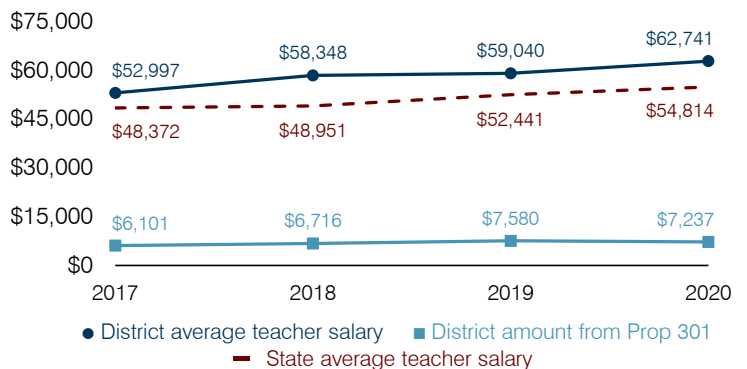
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 4,567
Per pupil federal relief grant spending	\$ 0	\$ 71

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 6,368	\$ 6,718	\$ 9,476	\$ 5,016
Student support	333	317	728	796
Instruction support	1,397	1,023	457	513
Nonclassroom spending				
Administration	1,847	2,034	3,852	936
Plant operations	1,230	1,050	2,825	1,048
Food service	728	412	988	432
Transportation	446	356	877	395
Total operational	12,349	11,910	19,203	9,136
Land and buildings	859	77	2,078	1,053
Equipment	611	1,794	1,343	533
Interest	21	0	30	273
Other	0	0	72	175
Total nonoperational	1,491	1,871	3,523	2,034
Total per pupil spending	\$ 13,840	\$ 13,781	\$ 22,726	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	16.5	15.8	13.4	14.6
Average years of teacher experience	13.5	14.5	15.9	17.8
Percentage of teachers in first 3 years	0%	7%	0%	0%

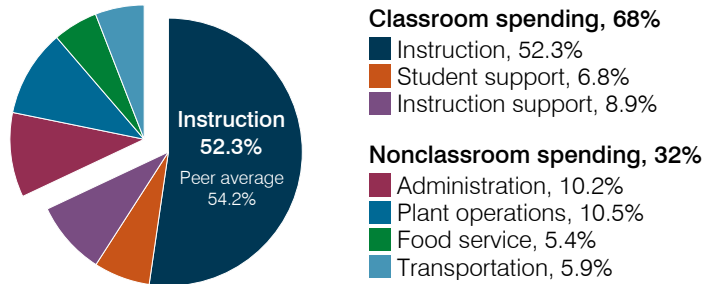
¹ See Appendix A for information, such as districts included in each peer group, and Appendix C for sources and methodology.

Santa Cruz Valley Unified School District

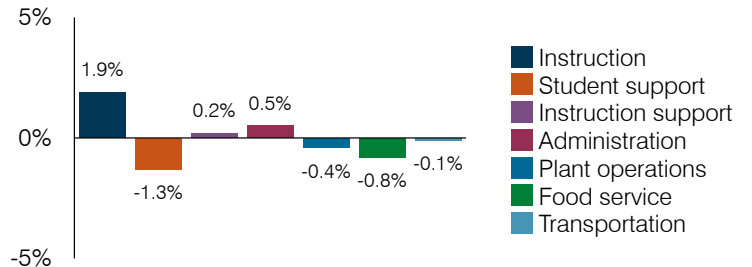
Santa Cruz County
 Peer group(s): Operational 4 and Transportation 7¹
 Legislative district(s): 2
 District location: Town
 Number of schools: 5
 Graduation rate (2019): 93%

Students attending; Size: 3,385; Medium-large
 5-year change in students attending: 5% increase
 Special education population: 10%
 English learner population: 14%
 Poverty rate (2019): 22%
 Free/reduced meal eligibility: 75%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$844	\$929	\$936
	Students per administrative position	67	73	65
Plant operations	Cost per square foot	\$6.00	\$5.79	\$6.55
	Square footage per student	145	180	160
Food service	Cost per meal	\$2.88	\$3.39	\$3.46
Transportation	Cost per mile	\$3.49	\$3.84	\$4.28
	Cost per rider	\$879	\$1,110	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2013	2006	2019	2020
48.7%	59.0%	51.4%	52.3%

COVID-19 federal relief grant spending

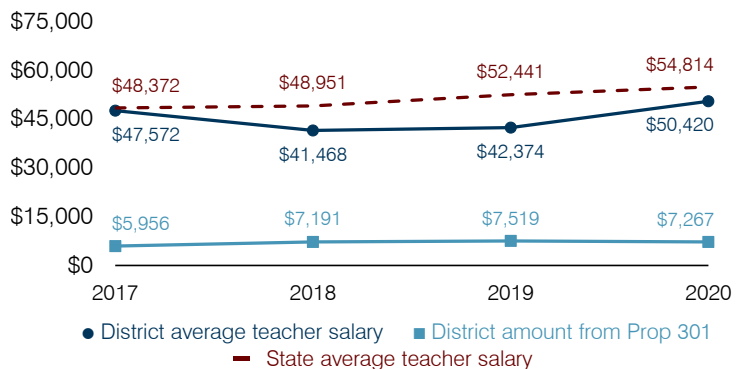
	District	Peer average
Total federal relief grant spending	\$ 27,461	\$ 202,651
Per pupil federal relief grant spending	\$ 8	\$ 40

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,309	\$ 4,337	\$ 4,706	\$ 5,016
Student support	701	562	687	796
Instruction support	720	742	448	513
Nonclassroom spending				
Administration	779	844	929	936
Plant operations	899	871	998	1,048
Food service	461	453	424	432
Transportation	518	488	408	395
Total operational	8,387	8,297	8,600	9,136
Land and buildings	131	81	419	1,053
Equipment	189	398	430	533
Interest	38	33	176	273
Other	39	30	48	175
Total nonoperational	397	542	1,073	2,034
Total per pupil spending	\$ 8,784	\$ 8,839	\$ 9,673	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	20.0	16.6	16.5	19.8
Average years of teacher experience	10.6	10.5	11.4	11.3
Percentage of teachers in first 3 years	14%	18%	15%	15%

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

Santa Cruz Valley Union High School District

Pinal County

Peer group(s): Operational 6 and Transportation 10¹

Legislative district(s): 8 and 11

District location: Town

Number of schools: 1

Graduation rate (2019): 78%

Students attending; Size: 377; Small

5-year change in students attending: 7% decrease

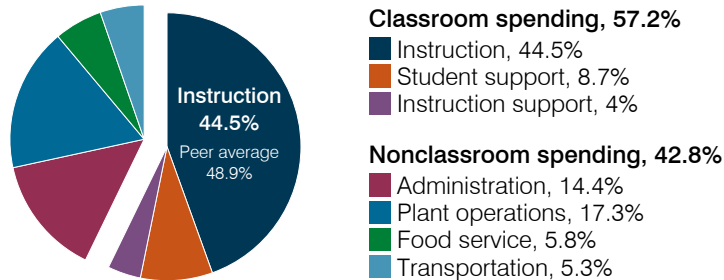
Special education population: 15%

English learner population: 4%

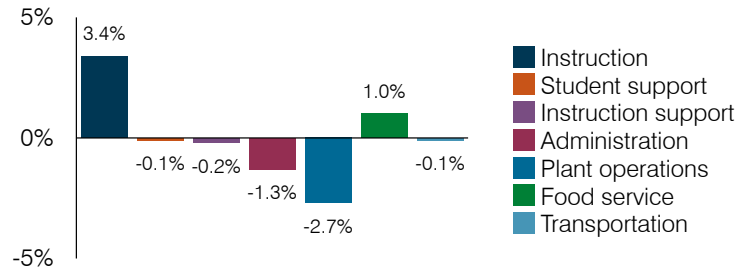
Poverty rate (2019): 32%

Free/reduced meal eligibility: 84%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,791	\$1,873	\$936
	Students per administrative position	36	44	65
Plant operations	Cost per square foot	\$5.34	\$5.44	\$6.55
	Square footage per student	402	354	160
Food service	Cost per meal	\$7.12	\$4.30	\$3.46
Transportation	Cost per mile	\$3.86	\$2.00	\$4.28
	Cost per rider	\$2,837	\$1,741	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2010	2001	2019	2020
36.1%	54.7%	43.0%	44.5%

COVID-19 federal relief grant spending

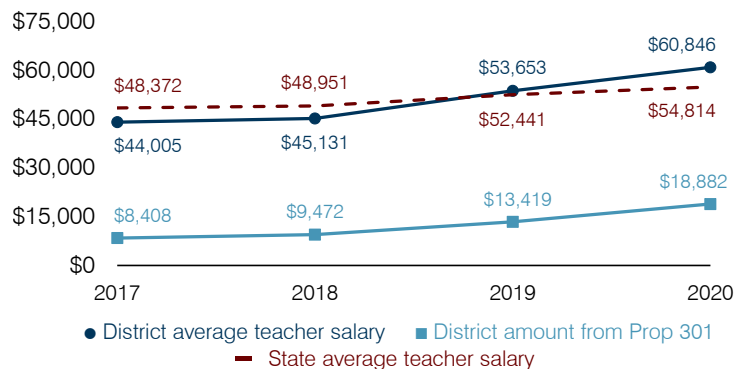
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 5,173
Per pupil federal relief grant spending	\$ 0	\$ 23

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 5,089	\$ 5,532	\$ 6,058	\$ 5,016
Student support	1,091	1,076	721	796
Instruction support	442	504	370	513
Nonclassroom spending				
Administration	1,732	1,791	1,873	936
Plant operations	2,229	2,147	1,803	1,048
Food service	612	721	633	432
Transportation	644	662	565	395
Total operational	11,839	12,433	12,023	9,136
Land and buildings	2,727	2,215	2,316	1,053
Equipment	1,334	1,072	895	533
Interest	352	327	190	273
Other	13	7	57	175
Total nonoperational	4,426	3,621	3,458	2,034
Total per pupil spending	\$ 16,265	\$ 16,054	\$ 15,481	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	19.3	21.7	20.1	20.6
Average years of teacher experience	10.2	9.6	11.1	9.5
Percentage of teachers in first 3 years	5%	0%	6%	6%

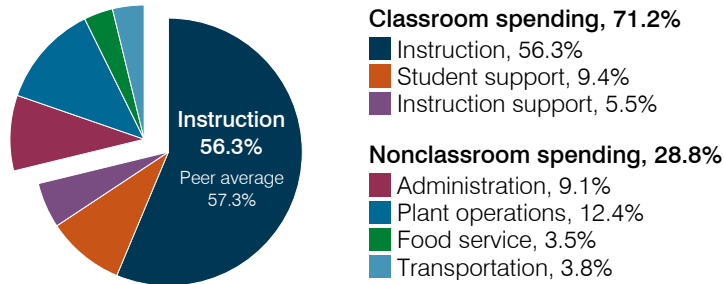
¹ See Appendix A for information, such as districts included in each peer group, and Appendix C for sources and methodology.

Scottsdale Unified School District

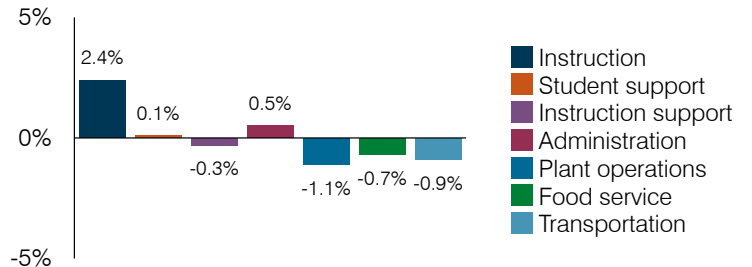
Maricopa County
 Peer group(s): Operational 1 and Transportation 4¹
 Legislative district(s): 23, 24, 26, and 28
 District location: City
 Number of schools: 29
 Graduation rate (2019): 93%

Students attending; Size: 21,588; Very large
 5-year change in students attending: 7% decrease
 Special education population: 10%
 English learner population: 3%
 Poverty rate (2019): 8%
 Free/reduced meal eligibility: 23%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$844	\$773	\$936
	Students per administrative position	71	77	65
Plant operations	Cost per square foot	\$5.95	\$6.40	\$6.55
	Square footage per student	191	152	160
Food service	Cost per meal	\$3.89	\$3.50	\$3.46
Transportation	Cost per mile	\$4.26	\$4.22	\$4.28
	Cost per rider	\$2,039	\$1,471	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2017	2004	2019	2020
53.6%	63.7%	56.0%	56.3%

COVID-19 federal relief grant spending

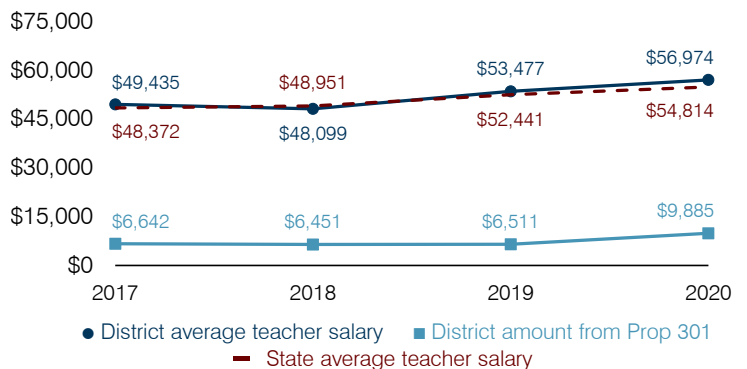
	District	Peer average
Total federal relief grant spending	\$ 3,643,952	\$ 5,534,223
Per pupil federal relief grant spending	\$ 169	\$ 149

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,945	\$ 5,199	\$ 5,072	\$ 5,016
Student support	779	871	831	796
Instruction support	472	504	447	513
Nonclassroom spending				
Administration	787	844	773	936
Plant operations	1,147	1,140	964	1,048
Food service	338	317	332	432
Transportation	360	353	362	395
Total operational	8,828	9,228	8,781	9,136
Land and buildings	1,316	1,725	764	1,053
Equipment	563	697	401	533
Interest	603	601	289	273
Other	264	324	221	175
Total nonoperational	2,746	3,347	1,675	2,034
Total per pupil spending	\$ 11,574	\$ 12,575	\$ 10,456	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	18.3	17.3	17.2	16.7
Average years of teacher experience	13.9	13.5	13.6	14.3
Percentage of teachers in first 3 years	13%	20%	19%	15%

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

Sedona-Oak Creek Joint Unified School District

Yavapai County

Peer group(s): Operational 5 and Transportation 8¹

Legislative district(s): 6

District location: Town

Number of schools: 2

Graduation rate (2019): 73%

Students attending; Size: 750; Medium

5-year change in students attending: 35% decrease

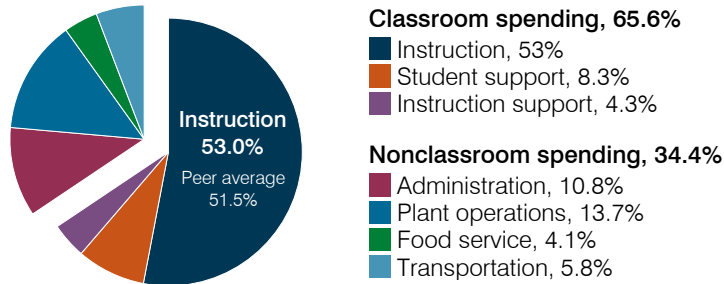
Special education population: 12%

English learner population: 9%

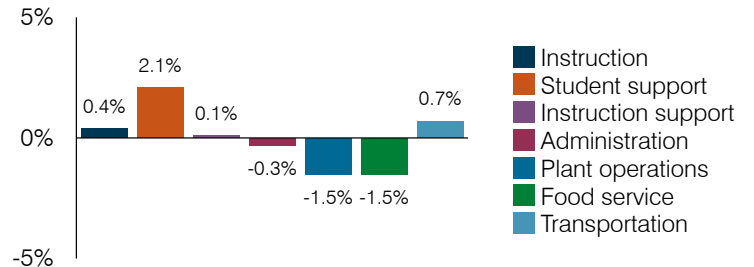
Poverty rate (2019): 13%

Free/reduced meal eligibility: 57%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,096	\$1,241	\$936
	Students per administrative position	47	58	65
Plant operations	Cost per square foot	\$2.99	\$5.69	\$6.55
	Square footage per student	467	275	160
Food service	Cost per meal	\$4.67	\$4.01	\$3.46
Transportation	Cost per mile	\$3.75	\$3.43	\$4.28
	Cost per rider	\$1,755	\$1,480	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2001	2008	2019	2020
49.0%	55.1%	49.5%	53.0%

COVID-19 federal relief grant spending

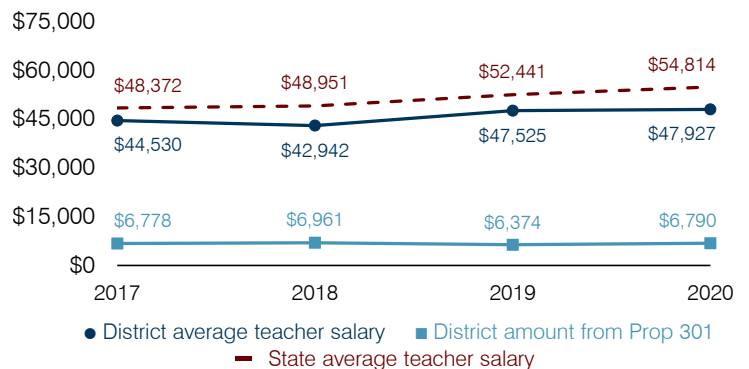
	District	Peer average
Total federal relief grant spending	\$ 1,664	\$ 23,662
Per pupil federal relief grant spending	\$ 2	\$ 21

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 5,077	\$ 5,405	\$ 5,405	\$ 5,016
Student support	868	848	719	796
Instruction support	556	433	458	513
Nonclassroom spending				
Administration	1,315	1,096	1,241	936
Plant operations	1,429	1,396	1,516	1,048
Food service	468	419	424	432
Transportation	541	592	565	395
Total operational	10,254	10,189	10,328	9,136
Land and buildings	124	189	558	1,053
Equipment	209	813	686	533
Interest	2,644	2,073	198	273
Other	387	445	97	175
Total nonoperational	3,364	3,520	1,539	2,034
Total per pupil spending	\$ 13,618	\$ 13,709	\$ 11,867	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	17.7	14.5	16.5	15.0
Average years of teacher experience	13.8	14.8	11.7	10.2
Percentage of teachers in first 3 years	11%	6%	24%	38%

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

Seligman Unified School District

Yavapai County

Peer group(s): Operational 11 and Transportation 11¹

Legislative district(s): 1

District location: Rural

Number of schools: 2

Graduation rate (2019): N/A

Students attending; Size: 117; Very small

5-year change in students attending: 14% decrease

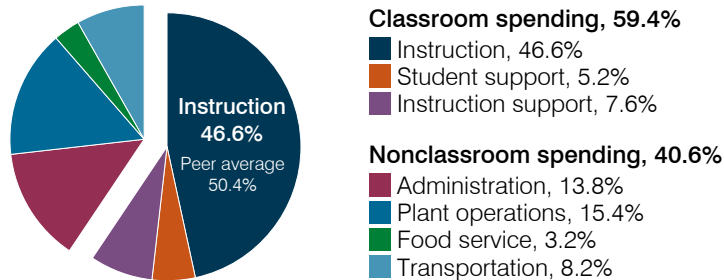
Special education population: 22%

English learner population: 0%

Poverty rate (2019): 18%

Free/reduced meal eligibility: 70%

Spending by operational area



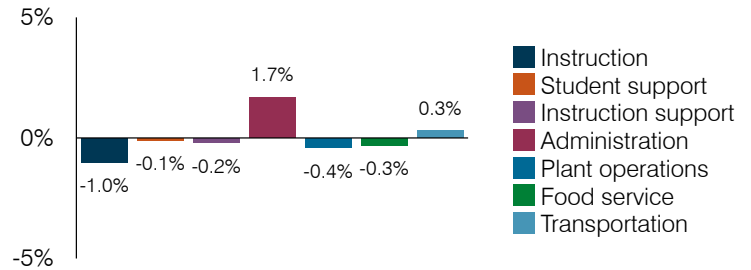
Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,211	\$3,852	\$936
	Students per administrative position	23	31	65
Plant operations	Cost per square foot	\$4.62	\$7.94	\$6.55
	Square footage per student	773	400	160
Food service	Cost per meal	\$6.14	\$6.46	\$3.46
Transportation	Cost per mile	\$2.18	\$2.09	\$4.28
	Cost per rider	\$3,347	\$1,454	\$1,370

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 12,768	\$ 10,795	\$ 9,476	\$ 5,016
Student support	1,241	1,216	728	796
Instruction support	2,151	1,750	457	513
Nonclassroom spending				
Administration	2,923	3,211	3,852	936
Plant operations	4,232	3,575	2,825	1,048
Food service	879	745	988	432
Transportation	1,950	1,891	877	395
Total operational	26,144	23,183	19,203	9,136
Land and buildings	4,574	13,539	2,078	1,053
Equipment	1,885	1,838	1,343	533
Interest	37	91	30	273
Other	219	230	72	175
Total nonoperational	6,715	15,698	3,523	2,034
Total per pupil spending	\$ 32,859	\$ 38,881	\$22,726	\$11,170

Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

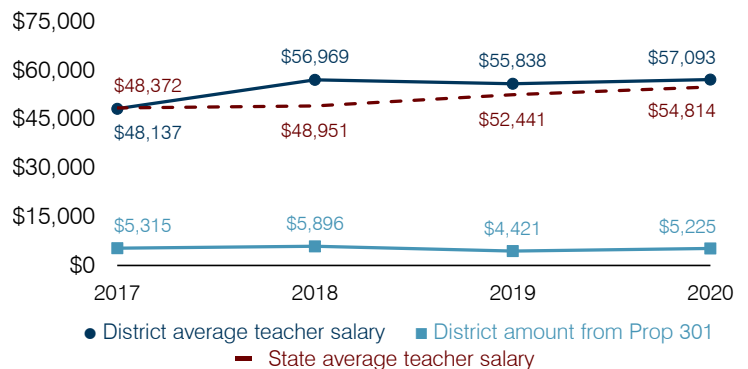
Lowest	Highest	Most recent years	
2020	2002	2019	2020
46.6%	60.2%	48.8%	46.6%

COVID-19 federal relief grant spending

	District	Peer average
Total federal relief grant spending	\$ 0	\$ 4,567
Per pupil federal relief grant spending	\$ 0	\$ 71

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	9.6	11.2	7.8	8.3
Average years of teacher experience	12.6	11.9	16.9	14.3
Percentage of teachers in first 3 years	0%	8%	38%	8%

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

Sentinel Elementary School District

Maricopa County

Peer group(s): Operational 11 and Transportation 11¹

Legislative district(s): 4

District location: Rural

Number of schools: 1

Graduation rate (2019): N/A

Students attending; Size: 32; Very small

5-year change in students attending: Less than 1%

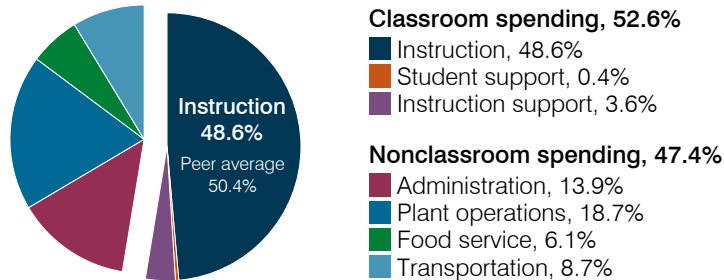
Special education population: 18%

English learner population: 0%

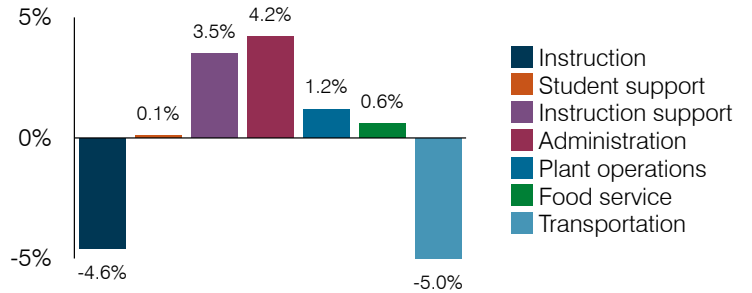
Poverty rate (2019): 11%

Free/reduced meal eligibility: 76%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$4,874	\$3,852	\$936
	Students per administrative position	16	31	65
Plant operations	Cost per square foot	\$15.61	\$7.94	\$6.55
	Square footage per student	419	400	160
Food service	Cost per meal	\$7.74	\$6.46	\$3.46
Transportation	Cost per mile	\$1.32	\$2.09	\$4.28
	Cost per rider	\$3,530	\$1,454	\$1,370

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2003	2007	2019	2020
42.6%	55.2%	48.5%	48.6%

COVID-19 federal relief grant spending

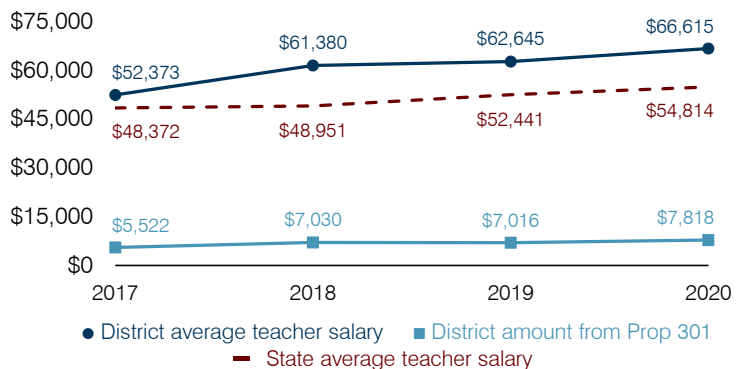
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 4,567
Per pupil federal relief grant spending	\$ 0	\$ 71

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 15,504	\$ 17,018	\$ 9,476	\$ 5,016
Student support	290	159	728	796
Instruction support	711	1,258	457	513
Nonclassroom spending				
Administration	4,619	4,874	3,852	936
Plant operations	6,021	6,543	2,825	1,048
Food service	1,554	2,125	988	432
Transportation	3,290	3,051	877	395
Total operational	31,989	35,028	19,203	9,136
Land and buildings	3,489	4,919	2,078	1,053
Equipment	1,903	5,392	1,343	533
Interest	7	7	30	273
Other	0	0	72	175
Total nonoperational	5,399	10,318	3,523	2,034
Total per pupil spending	\$ 37,388	\$ 45,346	\$ 22,726	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	6.9	8.6	9.8	9.3
Average years of teacher experience	16.7	17.1	17.7	21.1
Percentage of teachers in first 3 years	0%	0%	0%	0%

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

Show Low Unified School District

Navajo County

Peer group(s): Operational 4 and Transportation 8¹

Legislative district(s): 6 and 7

District location: Rural

Number of schools: 5

Graduation rate (2019): 84%

Students attending; Size: 2,426; Medium-large

5-year change in students attending: 3% increase

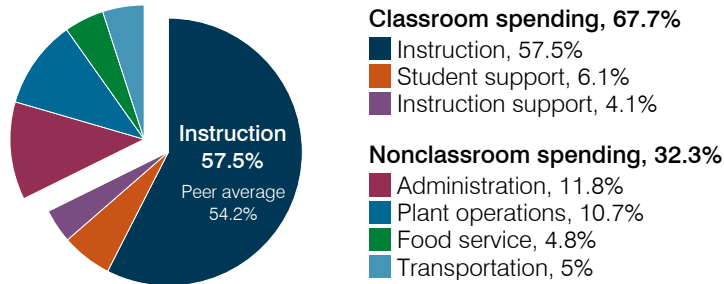
Special education population: 15%

English learner population: 2%

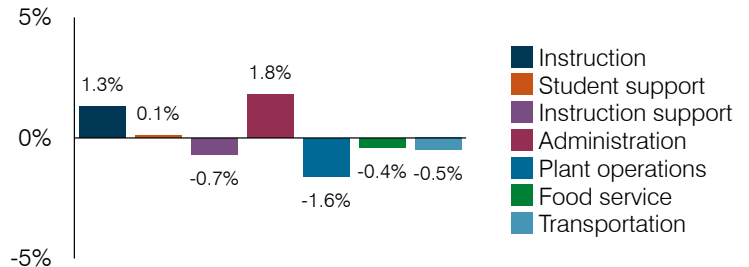
Poverty rate (2019): 30%

Free/reduced meal eligibility: 42%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$982	\$929	\$936
	Students per administrative position	64	73	65
Plant operations	Cost per square foot	\$4.99	\$5.79	\$6.55
	Square footage per student	179	180	160
Food service	Cost per meal	\$3.85	\$3.39	\$3.46
Transportation	Cost per mile	\$4.02	\$3.43	\$4.28
	Cost per rider	\$1,529	\$1,480	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2012	2002	2019	2020
52.8%	61.4%	58.0%	57.5%

COVID-19 federal relief grant spending

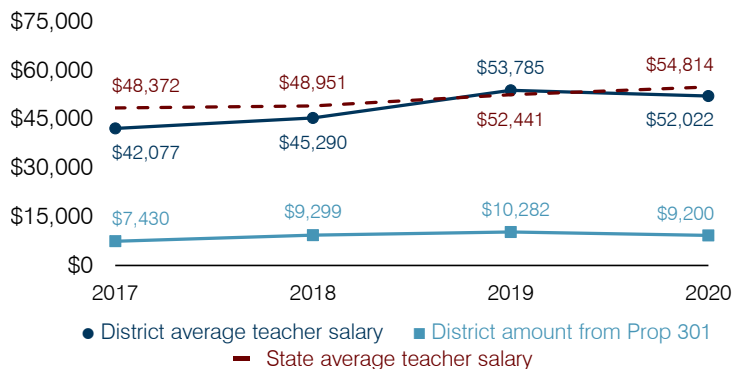
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 202,651
Per pupil federal relief grant spending	\$ 0	\$ 40

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,648	\$ 4,797	\$ 4,706	\$ 5,016
Student support	537	506	687	796
Instruction support	281	340	448	513
Nonclassroom spending				
Administration	831	982	929	936
Plant operations	907	894	998	1,048
Food service	376	399	424	432
Transportation	440	420	408	395
Total operational	8,020	8,338	8,600	9,136
Land and buildings	2,372	2,026	419	1,053
Equipment	375	235	430	533
Interest	213	170	176	273
Other	27	27	48	175
Total nonoperational	2,987	2,458	1,073	2,034
Total per pupil spending	\$ 11,007	\$ 10,796	\$ 9,673	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	18.0	19.3	20.2	18.4
Average years of teacher experience	10.3	10.8	11.2	11.5
Percentage of teachers in first 3 years	21%	18%	15%	14%

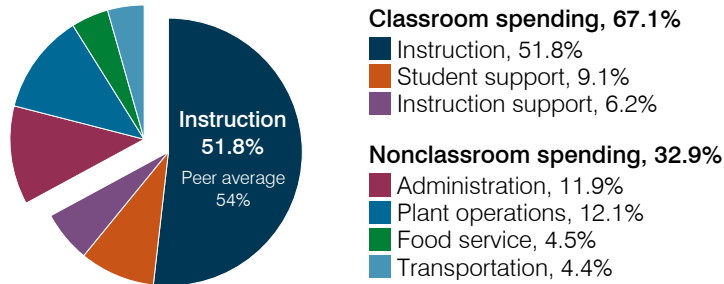
¹ See Appendix A for information, such as districts included in each peer group, and Appendix C for sources and methodology.

Sierra Vista Unified School District

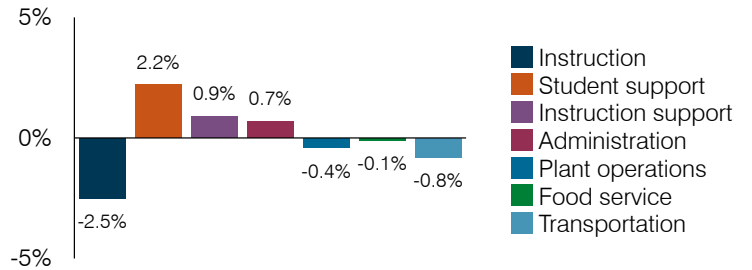
Cochise County
 Peer group(s): Operational 3 and Transportation 3¹
 Legislative district(s): 14
 District location: City
 Number of schools: 8
 Graduation rate (2019): 91%

Students attending; Size: 5,260; Medium-large
 5-year change in students attending: 9% decrease
 Special education population: 11%
 English learner population: 2%
 Poverty rate (2019): 21%
 Free/reduced meal eligibility: 44%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$957	\$937	\$936
	Students per administrative position	63	65	65
Plant operations	Cost per square foot	\$5.91	\$6.03	\$6.55
	Square footage per student	164	164	160
Food service	Cost per meal	\$3.32	\$3.64	\$3.46
Transportation	Cost per mile	\$3.90	\$4.60	\$4.28
	Cost per rider	\$990	\$1,301	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2020	2006	2019	2020
51.8%	56.9%	54.0%	51.8%

COVID-19 federal relief grant spending

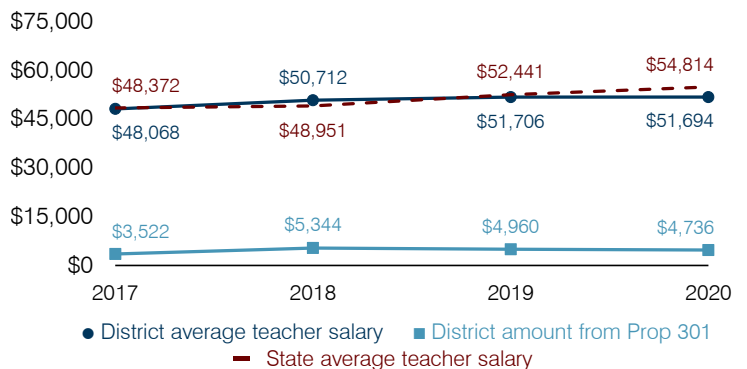
	District	Peer average
Total federal relief grant spending	\$ 29,194	\$ 49,386
Per pupil federal relief grant spending	\$ 6	\$ 10

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,385	\$ 4,148	\$ 4,606	\$ 5,016
Student support	642	728	805	796
Instruction support	481	493	374	513
Nonclassroom spending				
Administration	926	957	937	936
Plant operations	930	971	1,034	1,048
Food service	365	358	340	432
Transportation	392	354	450	395
Total operational	8,121	8,009	8,546	9,136
Land and buildings	902	1,327	779	1,053
Equipment	568	564	519	533
Interest	129	480	284	273
Other	59	44	160	175
Total nonoperational	1,658	2,415	1,742	2,034
Total per pupil spending	\$ 9,779	\$ 10,424	\$ 10,288	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	19.0	20.7	19.4	21.8
Average years of teacher experience	12.4	12.9	12.2	12.2
Percentage of teachers in first 3 years	8%	6%	10%	12%

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

Skull Valley Elementary School District

Yavapai County

Peer group(s): Operational 11 and Transportation 11¹

Legislative district(s): 1

District location: Rural

Number of schools: 1

Graduation rate (2019): N/A

Students attending; Size:

24; Very small

5-year change in students attending:

Less than 1%

Special education population:

47%

English learner population:

0%

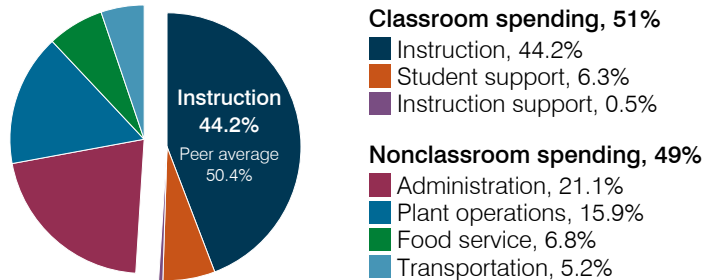
Poverty rate (2019):

14%

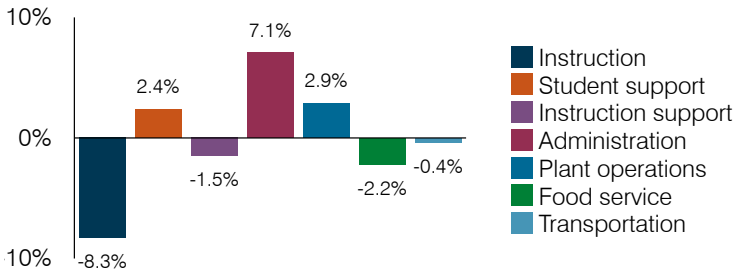
Free/reduced meal eligibility:

46%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$5,642	\$3,852	\$936
	Students per administrative position	17	31	65
Plant operations	Cost per square foot	\$11.89	\$7.94	\$6.55
	Square footage per student	358	400	160
Food service	Cost per meal	\$16.87	\$6.46	\$3.46
Transportation	Cost per mile	\$1.95	\$2.09	\$4.28
	Cost per rider	\$1,548	\$1,454	\$1,370

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2017	2008	2019	2020
42.7%	57.1%	48.6%	44.2%

COVID-19 federal relief grant spending

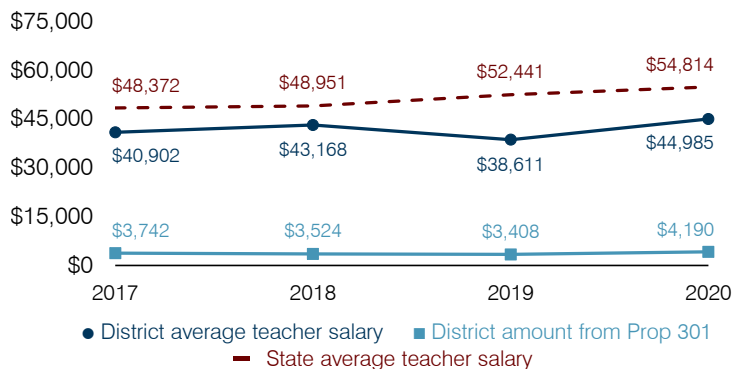
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 4,567
Per pupil federal relief grant spending	\$ 0	\$ 71

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 13,368	\$ 11,845	\$ 9,476	\$ 5,016
Student support	2,185	1,689	728	796
Instruction support	659	127	457	513
Nonclassroom spending				
Administration	4,567	5,642	3,852	936
Plant operations	3,717	4,264	2,825	1,048
Food service	1,761	1,815	988	432
Transportation	1,252	1,390	877	395
Total operational	27,509	26,772	19,203	9,136
Land and buildings	300	1,459	2,078	1,053
Equipment	1,735	5,285	1,343	533
Interest	0	10	30	273
Other	0	249	72	175
Total nonoperational	2,035	7,003	3,523	2,034
Total per pupil spending	\$ 29,544	\$ 33,775	\$ 22,726	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	7.2	10.1	7.2	8.5
Average years of teacher experience	13.5	17.0	7.4	6.3
Percentage of teachers in first 3 years	0%	0%	0%	0%

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

Snowflake Unified School District

Navajo County

Peer group(s): Operational 4 and Transportation 7¹

Legislative district(s): 6

District location: Town

Number of schools: 6

Graduation rate (2019): 95%

Students attending; Size: 2,474; Medium-large

5-year change in students attending: 9% increase

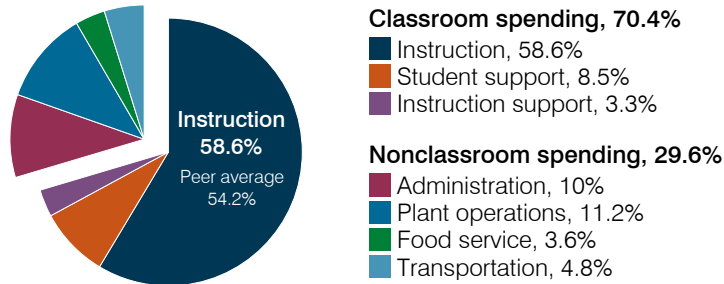
Special education population: 15%

English learner population: 1%

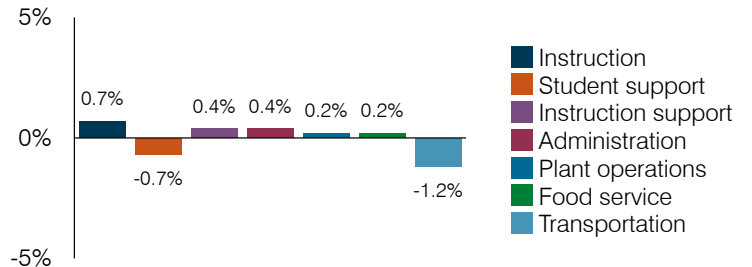
Poverty rate (2019): 24%

Free/reduced meal eligibility: 42%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$731	\$929	\$936
	Students per administrative position	124	73	65
Plant operations	Cost per square foot	\$4.73	\$5.79	\$6.55
	Square footage per student	173	180	160
Food service	Cost per meal	\$3.31	\$3.39	\$3.46
Transportation	Cost per mile	\$5.36	\$3.84	\$4.28
	Cost per rider	\$1,298	\$1,110	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2016	2001	2019	2020
55.8%	61.1%	58.4%	58.6%

COVID-19 federal relief grant spending

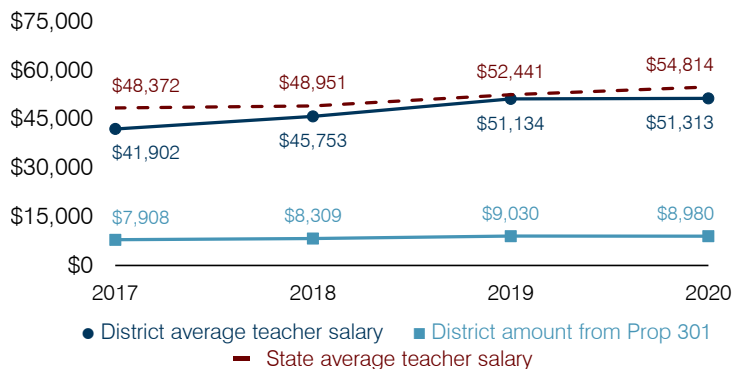
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 202,651
Per pupil federal relief grant spending	\$ 0	\$ 40

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,222	\$ 4,296	\$ 4,706	\$ 5,016
Student support	623	624	687	796
Instruction support	228	241	448	513
Nonclassroom spending				
Administration	673	731	929	936
Plant operations	758	820	998	1,048
Food service	236	265	424	432
Transportation	495	354	408	395
Total operational	7,235	7,331	8,600	9,136
Land and buildings	73	320	419	1,053
Equipment	237	272	430	533
Interest	85	73	176	273
Other	3	3	48	175
Total nonoperational	398	668	1,073	2,034
Total per pupil spending	\$ 7,633	\$ 7,999	\$ 9,673	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	21.2	22.3	21.0	20.2
Average years of teacher experience	12.9	12.8	12.5	12.8
Percentage of teachers in first 3 years	14%	21%	19%	15%

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

Solomon Elementary School District

Graham County

Peer group(s): Operational 11 and Transportation 11¹

Legislative district(s): 14

District location: Town

Number of schools: 1

Graduation rate (2019): N/A

Students attending; Size: 175; Very small

5-year change in students attending: Less than 1%

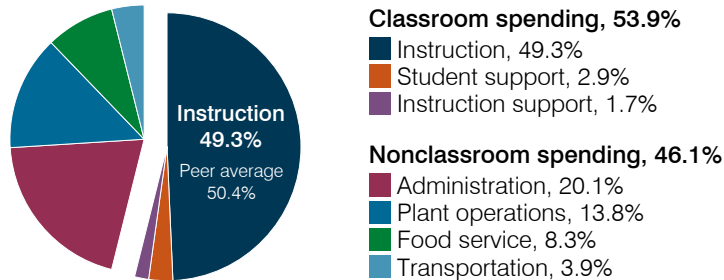
Special education population: 12%

English learner population: 0%

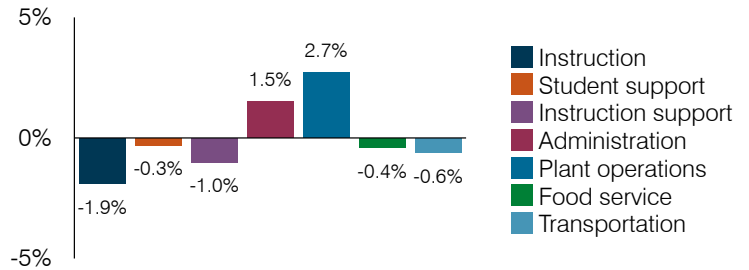
Poverty rate (2019): 18%

Free/reduced meal eligibility: 58%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,156	\$3,852	\$936
	Students per administrative position	58	31	65
Plant operations	Cost per square foot	\$5.84	\$7.94	\$6.55
	Square footage per student	253	400	160
Food service	Cost per meal	\$5.49	\$6.46	\$3.46
Transportation	Cost per mile	\$2.35	\$2.09	\$4.28
	Cost per rider	\$500	\$1,454	\$1,370

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2016	2007	2019	2020
45.6%	55.3%	48.6%	49.3%

COVID-19 federal relief grant spending

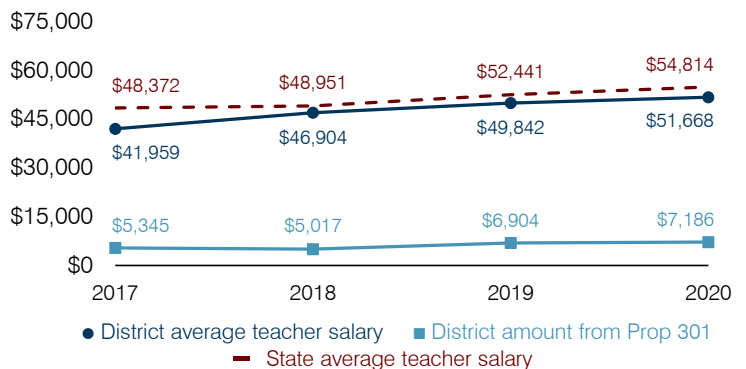
	District	Peer average
Total federal relief grant spending	\$ 15,775	\$ 4,567
Per pupil federal relief grant spending	\$ 90	\$ 71

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,864	\$ 5,288	\$ 9,476	\$ 5,016
Student support	254	308	728	796
Instruction support	206	184	457	513
Nonclassroom spending				
Administration	2,000	2,156	3,852	936
Plant operations	1,453	1,478	2,825	1,048
Food service	733	893	988	432
Transportation	495	417	877	395
Total operational	10,005	10,724	19,203	9,136
Land and buildings	1,691	272	2,078	1,053
Equipment	906	360	1,343	533
Interest	0	0	30	273
Other	16	49	72	175
Total nonoperational	2,613	681	3,523	2,034
Total per pupil spending	\$ 12,618	\$ 11,405	\$22,726	\$11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	16.6	20.9	16.9	17.9
Average years of teacher experience	15.2	15.7	16.7	17.7
Percentage of teachers in first 3 years	0%	0%	0%	0%

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

Somerton Elementary School District

Yuma County

Peer group(s): Operational 9 and Transportation 6¹

Legislative district(s): 4

District location: Town

Number of schools: 5

Graduation rate (2019): N/A

Students attending; Size: 2,827; Medium-large

5-year change in students attending: 5% increase

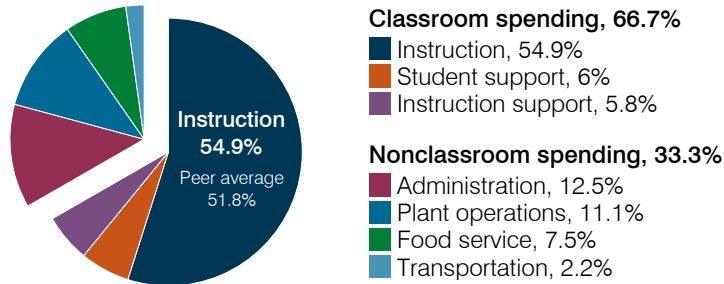
Special education population: 12%

English learner population: 26%

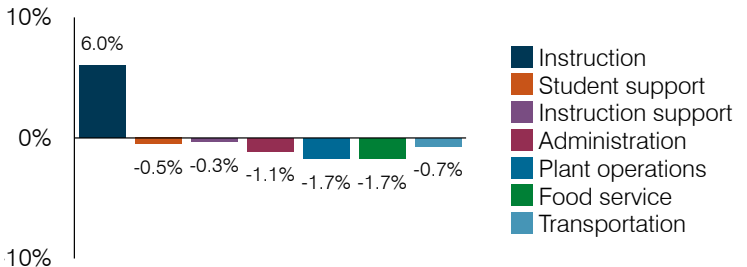
Poverty rate (2019): 37%

Free/reduced meal eligibility: 87%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,027	\$1,207	\$936
	Students per administrative position	57	58	65
Plant operations	Cost per square foot	\$7.42	\$6.61	\$6.55
	Square footage per student	123	167	160
Food service	Cost per meal	\$3.83	\$3.22	\$3.46
Transportation	Cost per mile	\$3.30	\$3.70	\$4.28
	Cost per rider	\$591	\$799	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2012	2020	2019	2020
46.6%	54.9%	52.9%	54.9%

COVID-19 federal relief grant spending

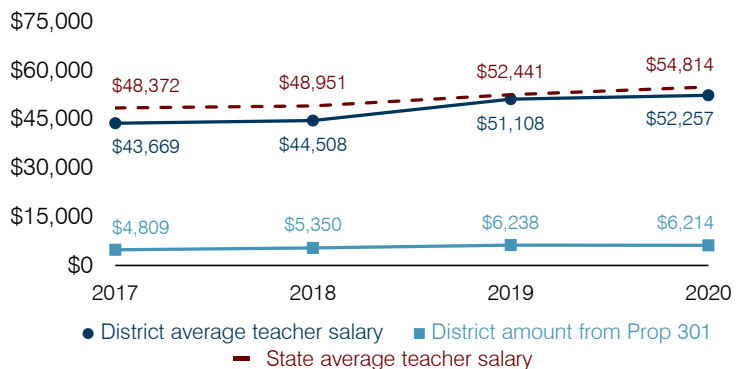
	District	Peer average
Total federal relief grant spending	\$ 167,157	\$ 125,249
Per pupil federal relief grant spending	\$ 59	\$ 50

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,187	\$ 4,504	\$ 4,770	\$ 5,016
Student support	469	491	627	796
Instruction support	492	473	433	513
Nonclassroom spending				
Administration	1,054	1,027	1,207	936
Plant operations	898	914	1,077	1,048
Food service	618	621	562	432
Transportation	194	182	507	395
Total operational	7,912	8,212	9,183	9,136
Land and buildings	454	239	283	1,053
Equipment	358	681	443	533
Interest	64	45	145	273
Other	126	142	134	175
Total nonoperational	1,002	1,107	1,005	2,034
Total per pupil spending	\$ 8,914	\$ 9,319	\$10,188	\$11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	20.6	20.8	19.3	18.7
Average years of teacher experience	9.2	9.8	9.9	10.6
Percentage of teachers in first 3 years	14%	15%	20%	18%

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

Sonoita Elementary School District

Santa Cruz County

Peer group(s): Operational 11 and Transportation 11¹

Legislative district(s): 2

District location: Rural

Number of schools: 1

Graduation rate (2019): N/A

Students attending; Size: 127; Very small

5-year change in students attending: 20% increase

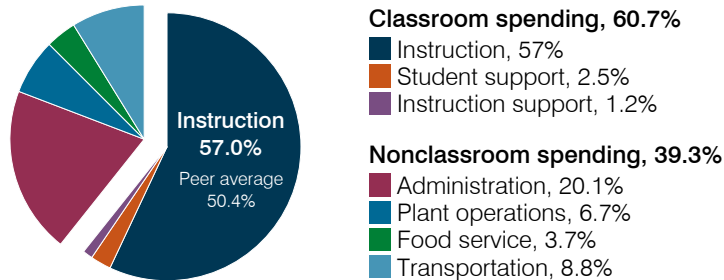
Special education population: 18%

English learner population: 0%

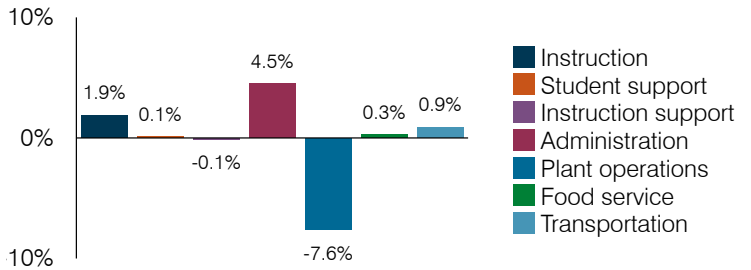
Poverty rate (2019): 13%

Free/reduced meal eligibility: 20%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,448	\$3,852	\$936
	Students per administrative position	32	31	65
Plant operations	Cost per square foot	\$4.54	\$7.94	\$6.55
	Square footage per student	251	400	160
Food service	Cost per meal	\$8.43	\$6.46	\$3.46
Transportation	Cost per mile	\$3.30	\$2.09	\$4.28
	Cost per rider	\$3,406	\$1,454	\$1,370

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2015	2004	2019	2020
55.1%	74.2%	59.3%	57.0%

COVID-19 federal relief grant spending

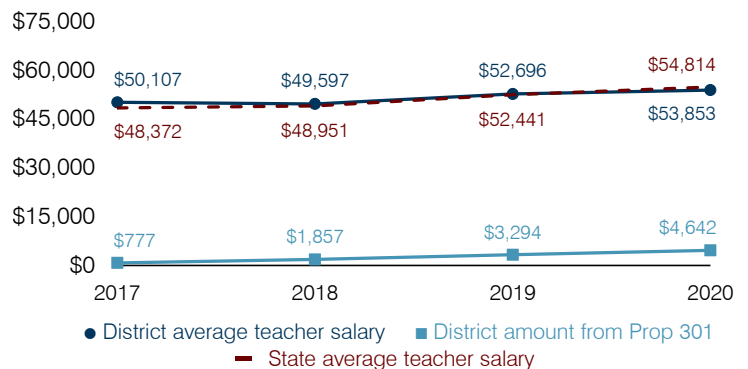
	District	Peer average
Total federal relief grant spending	\$ 3,593	\$ 4,567
Per pupil federal relief grant spending	\$ 28	\$ 71

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 9,222	\$ 9,760	\$ 9,476	\$ 5,016
Student support	400	435	728	796
Instruction support	73	214	457	513
Nonclassroom spending				
Administration	2,693	3,448	3,852	936
Plant operations	1,442	1,139	2,825	1,048
Food service	667	632	988	432
Transportation	1,057	1,505	877	395
Total operational	15,554	17,133	19,203	9,136
Land and buildings	107	87	2,078	1,053
Equipment	449	315	1,343	533
Interest	0	0	30	273
Other	0	0	72	175
Total nonoperational	556	402	3,523	2,034
Total per pupil spending	\$ 16,110	\$ 17,535	\$ 22,726	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	7.7	7.6	10.2	10.6
Average years of teacher experience	9.6	10.4	12.5	13.8
Percentage of teachers in first 3 years	30%	30%	25%	8%

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

St. David Unified School District

Cochise County

Peer group(s): Operational 6 and Transportation 8¹

Legislative district(s): 14

District location: Rural

Number of schools: 2

Graduation rate (2019): 100%

Students attending; Size: 370; Small

5-year change in students attending: 10% decrease

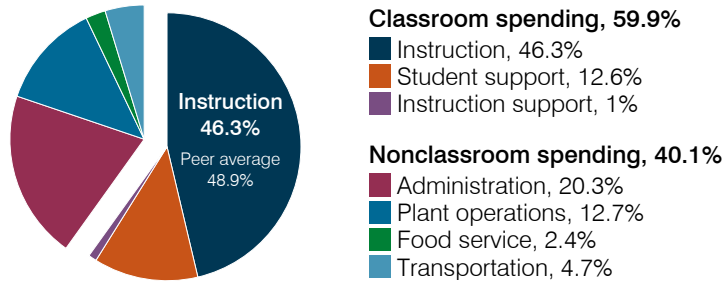
Special education population: 16%

English learner population: 0%

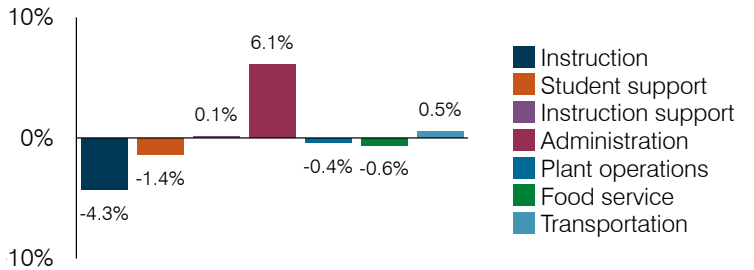
Poverty rate (2019): 19%

Free/reduced meal eligibility: 43%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,018	\$1,873	\$936
	Students per administrative position	37	44	65
Plant operations	Cost per square foot	\$5.90	\$5.44	\$6.55
	Square footage per student	215	354	160
Food service	Cost per meal	\$4.20	\$4.30	\$3.46
Transportation	Cost per mile	\$3.60	\$3.43	\$4.28
	Cost per rider	\$1,278	\$1,480	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2020	2002	2019	2020
46.3%	67.1%	47.8%	46.3%

COVID-19 federal relief grant spending

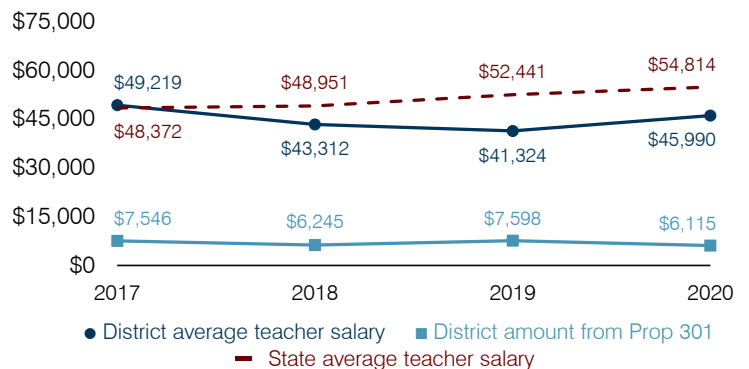
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 5,173
Per pupil federal relief grant spending	\$ 0	\$ 23

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 5,163	\$ 4,607	\$ 6,058	\$ 5,016
Student support	1,891	1,251	721	796
Instruction support	122	100	370	513
Nonclassroom spending				
Administration	1,561	2,018	1,873	936
Plant operations	1,278	1,269	1,803	1,048
Food service	283	243	633	432
Transportation	506	467	565	395
Total operational	10,804	9,955	12,023	9,136
Land and buildings	34	87	2,316	1,053
Equipment	359	460	895	533
Interest	2	0	190	273
Other	78	22	57	175
Total nonoperational	473	569	3,458	2,034
Total per pupil spending	\$ 11,277	\$ 10,524	\$ 15,481	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	15.1	14.0	15.3	16.1
Average years of teacher experience	14.6	14.9	14.4	11.3
Percentage of teachers in first 3 years	12%	13%	10%	32%

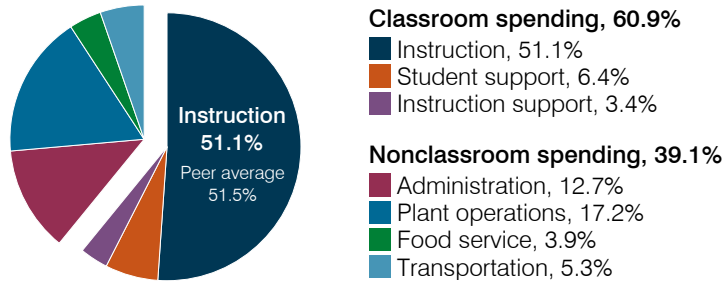
¹ See Appendix A for information, such as districts included in each peer group, and Appendix C for sources and methodology.

St. Johns Unified School District

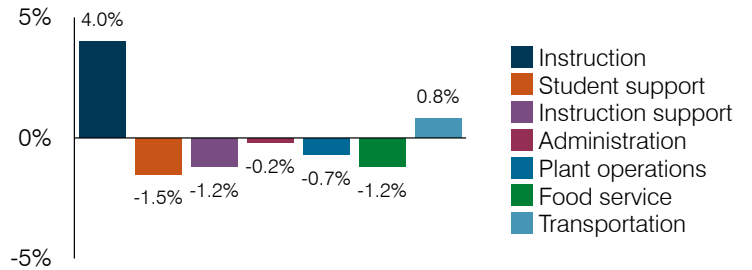
Apache County
 Peer group(s): Operational 5 and Transportation 10¹
 Legislative district(s): 7
 District location: Town
 Number of schools: 4
 Graduation rate (2019): 77%

Students attending; Size: 837; Medium
 5-year change in students attending: 7% increase
 Special education population: 16%
 English learner population: 1%
 Poverty rate (2019): 36%
 Free/reduced meal eligibility: 49%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,285	\$1,241	\$936
	Students per administrative position	42	58	65
Plant operations	Cost per square foot	\$4.90	\$5.69	\$6.55
	Square footage per student	355	275	160
Food service	Cost per meal	\$4.47	\$4.01	\$3.46
Transportation	Cost per mile	\$1.44	\$2.00	\$4.28
	Cost per rider	\$2,175	\$1,741	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2015	2004	2019	2020
47.1%	57.9%	50.8%	51.1%

COVID-19 federal relief grant spending

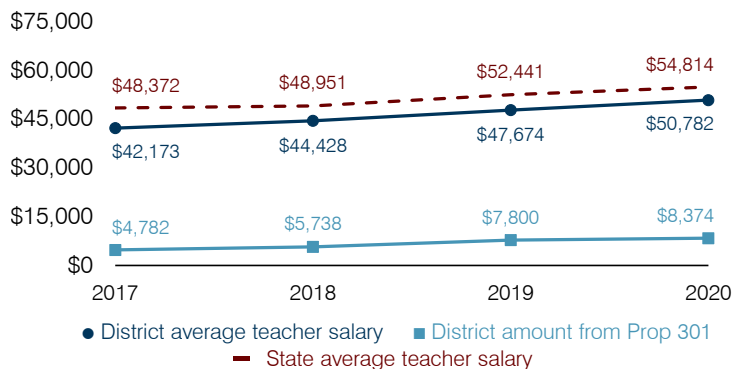
	District	Peer average
Total federal relief grant spending	\$ 8,296	\$ 23,662
Per pupil federal relief grant spending	\$ 10	\$ 21

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,800	\$ 5,158	\$ 5,405	\$ 5,016
Student support	580	647	719	796
Instruction support	314	348	458	513
Nonclassroom spending				
Administration	1,293	1,285	1,241	936
Plant operations	1,615	1,740	1,516	1,048
Food service	392	392	424	432
Transportation	461	530	565	395
Total operational	9,455	10,100	10,328	9,136
Land and buildings	215	1,653	558	1,053
Equipment	1,034	891	686	533
Interest	0	0	198	273
Other	7	21	97	175
Total nonoperational	1,256	2,565	1,539	2,034
Total per pupil spending	\$ 10,711	\$ 12,665	\$ 11,867	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	16.8	17.3	17.6	17.8
Average years of teacher experience	16.8	16.9	14.7	13.6
Percentage of teachers in first 3 years	6%	11%	9%	13%

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

Stanfield Elementary School District

Pinal County

Peer group(s): Operational 10 and Transportation 8¹

Legislative district(s): 4 and 11

District location: Rural

Number of schools: 1

Graduation rate (2019): N/A

Students attending; Size: 402; Small

5-year change in students attending: 20% decrease

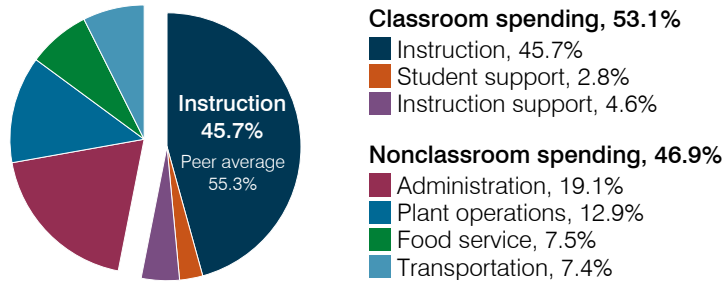
Special education population: 15%

English learner population: 18%

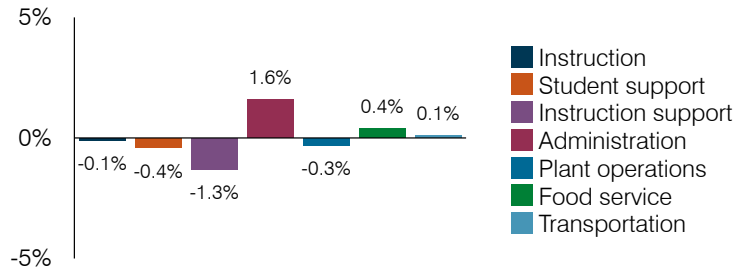
Poverty rate (2019): 16%

Free/reduced meal eligibility: 81%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,141	\$1,249	\$936
	Students per administrative position	40	57	65
Plant operations	Cost per square foot	\$5.94	\$7.03	\$6.55
	Square footage per student	243	193	160
Food service	Cost per meal	\$3.07	\$3.71	\$3.46
Transportation	Cost per mile	\$2.70	\$3.43	\$4.28
	Cost per rider	\$1,306	\$1,480	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2017	2001	2019	2020
43.9%	56.0%	48.3%	45.7%

COVID-19 federal relief grant spending

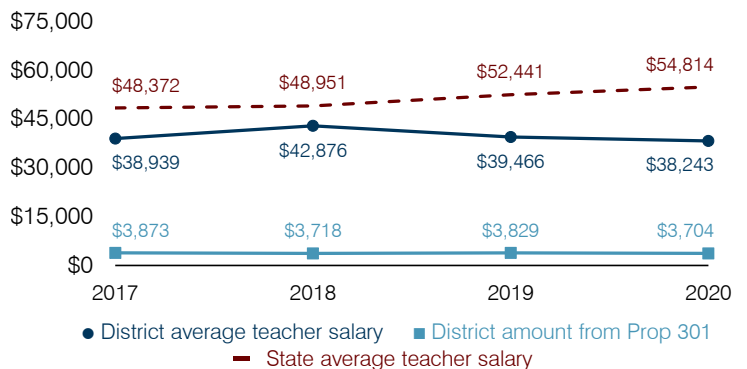
	District	Peer average
Total federal relief grant spending	\$ 157,155	\$ 42,596
Per pupil federal relief grant spending	\$ 391	\$ 121

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 5,409	\$ 5,100	\$ 5,810	\$ 5,016
Student support	337	313	586	796
Instruction support	498	513	392	513
Nonclassroom spending				
Administration	1,801	2,141	1,249	936
Plant operations	1,553	1,440	1,129	1,048
Food service	801	835	561	432
Transportation	803	826	612	395
Total operational	11,202	11,168	10,339	9,136
Land and buildings	404	86	554	1,053
Equipment	2,779	771	713	533
Interest	0	0	42	273
Other	0	0	93	175
Total nonoperational	3,183	857	1,402	2,034
Total per pupil spending	\$ 14,385	\$ 12,025	\$ 11,741	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	14.5	14.5	13.0	12.2
Average years of teacher experience	13.0	11.9	12.3	13.7
Percentage of teachers in first 3 years	10%	18%	13%	4%

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

Sunnyside Unified School District

Pima County

Peer group(s): Operational 2 and Transportation 2¹

Legislative district(s): 2, 3, and 4

District location: City

Number of schools: 21

Graduation rate (2019): 81%

Students attending; Size: 14,854; Large

5-year change in students attending: 9% decrease

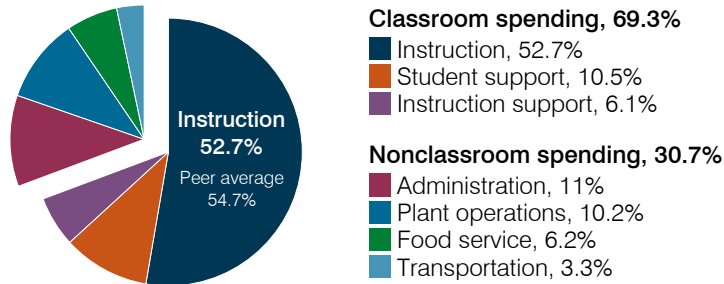
Special education population: 12%

English learner population: 14%

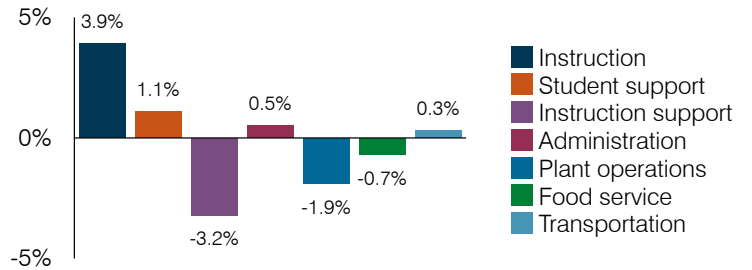
Poverty rate (2019): 25%

Free/reduced meal eligibility: 81%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$908	\$855	\$936
	Students per administrative position	56	65	65
Plant operations	Cost per square foot	\$6.42	\$6.79	\$6.55
	Square footage per student	131	147	160
Food service	Cost per meal	\$3.40	\$3.89	\$3.46
Transportation	Cost per mile	\$4.44	\$7.11	\$4.28
	Cost per rider	\$1,022	\$1,210	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2016	2003	2019	2020
48.5%	59.0%	52.5%	52.7%

COVID-19 federal relief grant spending

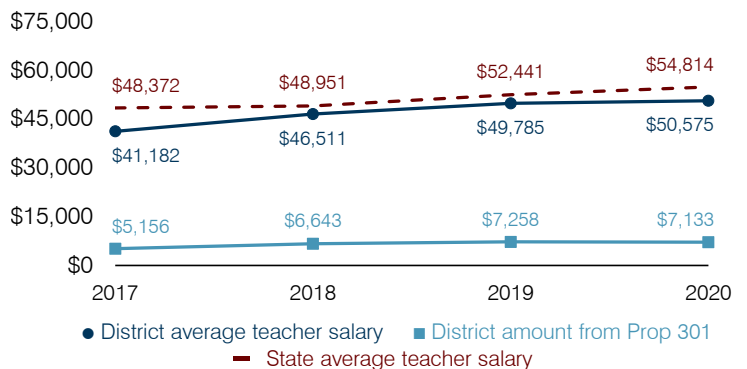
	District	Peer average
Total federal relief grant spending	\$ 348,751	\$ 555,597
Per pupil federal relief grant spending	\$ 23	\$ 49

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,169	\$ 4,339	\$ 4,636	\$ 5,016
Student support	793	866	715	796
Instruction support	500	495	514	513
Nonclassroom spending				
Administration	785	908	855	936
Plant operations	863	843	988	1,048
Food service	551	508	362	432
Transportation	282	271	386	395
Total operational	7,943	8,230	8,456	9,136
Land and buildings	169	260	1,754	1,053
Equipment	357	280	553	533
Interest	169	170	345	273
Other	85	93	153	175
Total nonoperational	780	803	2,805	2,034
Total per pupil spending	\$ 8,723	\$ 9,033	\$ 11,261	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	18.2	20.5	18.9	18.2
Average years of teacher experience	11.7	12.1	12.1	12.3
Percentage of teachers in first 3 years	20%	19%	17%	19%

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

Superior Unified School District

Pinal County

Peer group(s): Operational 6 and Transportation 8¹

Legislative district(s): 8

District location: Town

Number of schools: 2

Graduation rate (2019): 91%

Students attending; Size: 324; Small

5-year change in students attending: 17% decrease

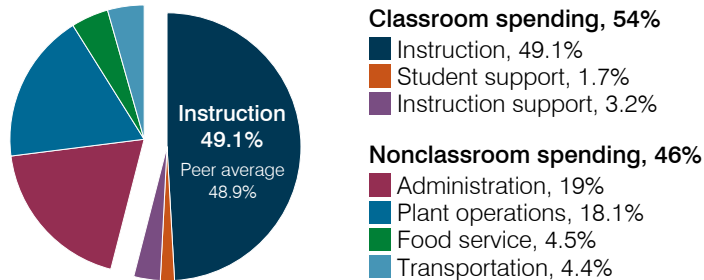
Special education population: 10%

English learner population: 4%

Poverty rate (2019): 32%

Free/reduced meal eligibility: 74%

Spending by operational area



Operational measures relative to peer averages

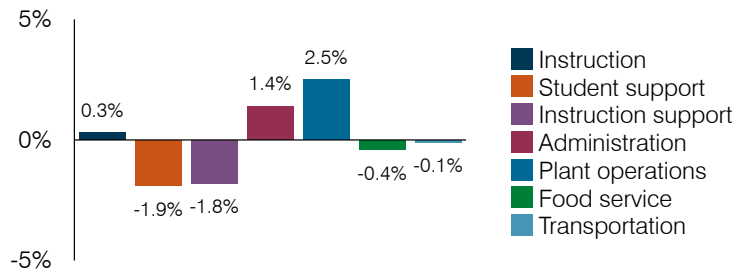
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,293	\$1,873	\$936
	Students per administrative position	29	44	65
Plant operations	Cost per square foot	\$7.08	\$5.44	\$6.55
	Square footage per student	309	354	160
Food service	Cost per meal	\$3.76	\$4.30	\$3.46
Transportation	Cost per mile	\$4.51	\$3.43	\$4.28
	Cost per rider	\$1,292	\$1,480	\$1,370

Very low Low Comparable High Very high

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 5,561	\$ 5,927	\$ 6,058	\$ 5,016
Student support	363	207	721	796
Instruction support	300	387	370	513
Nonclassroom spending				
Administration	2,142	2,293	1,873	936
Plant operations	1,871	2,185	1,803	1,048
Food service	579	539	633	432
Transportation	530	526	565	395
Total operational	11,346	12,064	12,023	9,136
Land and buildings	386	3,059	2,316	1,053
Equipment	674	1,021	895	533
Interest	213	199	190	273
Other	130	99	57	175
Total nonoperational	1,403	4,378	3,458	2,034
Total per pupil spending	\$ 12,749	\$ 16,442	\$15,481	\$11,170

Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

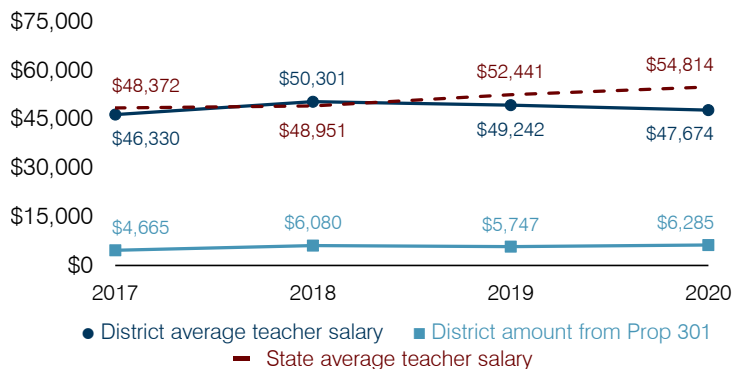
Lowest	Highest	Most recent years	
2017	2002	2019	2020
48.4%	56.6%	49.0%	49.1%

COVID-19 federal relief grant spending

	District	Peer average
Total federal relief grant spending	\$ 0	\$ 5,173
Per pupil federal relief grant spending	\$ 0	\$ 23

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	18.9	21.1	18.1	18.0
Average years of teacher experience	9.1	9.1	8.6	8.9
Percentage of teachers in first 3 years	5%	12%	14%	18%

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

Tanque Verde Unified School District

Pima County

Peer group(s): Operational 3 and Transportation 4¹

Legislative district(s): 10 and 14

District location: Suburb

Number of schools: 4

Graduation rate (2019): 97%

Students attending; Size:

2,056; Medium-large

5-year change in students attending:

3% increase

Special education population:

13%

English learner population:

0%

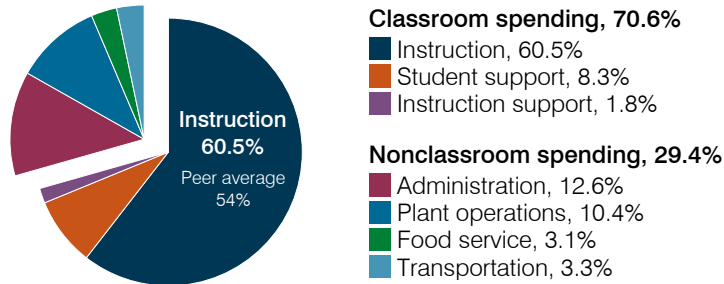
Poverty rate (2019):

4%

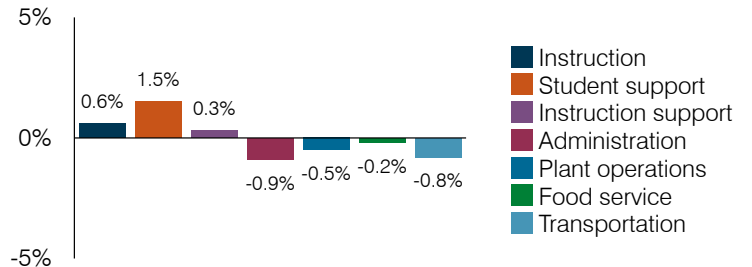
Free/reduced meal eligibility:

13%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,037	\$937	\$936
	Students per administrative position	74	65	65
Plant operations	Cost per square foot	\$6.31	\$6.03	\$6.55
	Square footage per student	136	164	160
Food service	Cost per meal	\$3.81	\$3.64	\$3.46
Transportation	Cost per mile	\$3.55	\$4.22	\$4.28
	Cost per rider	\$1,111	\$1,471	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2010	2004	2019	2020
55.0%	60.9%	57.5%	60.5%

COVID-19 federal relief grant spending

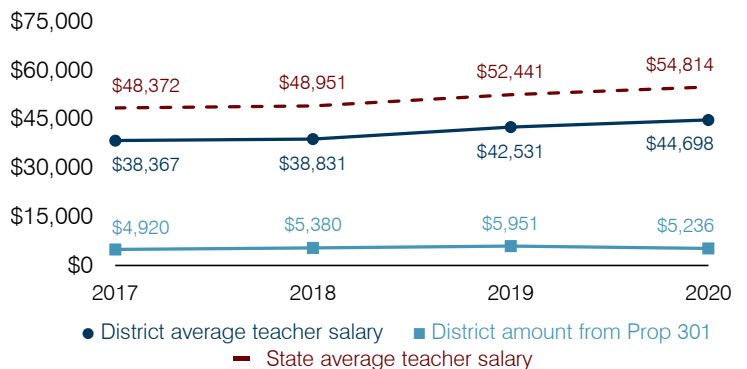
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 49,386
Per pupil federal relief grant spending	\$ 0	\$ 10

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,598	\$ 4,994	\$ 4,606	\$ 5,016
Student support	738	690	805	796
Instruction support	109	146	374	513
Nonclassroom spending				
Administration	1,145	1,037	937	936
Plant operations	817	855	1,034	1,048
Food service	264	258	340	432
Transportation	325	269	450	395
Total operational	7,996	8,249	8,546	9,136
Land and buildings	676	143	779	1,053
Equipment	253	264	519	533
Interest	302	280	284	273
Other	291	194	160	175
Total nonoperational	1,522	881	1,742	2,034
Total per pupil spending	\$ 9,518	\$ 9,130	\$10,288	\$11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	15.3	14.9	16.4	16.1
Average years of teacher experience	14.8	14.2	15.3	15.5
Percentage of teachers in first 3 years	9%	15%	6%	8%

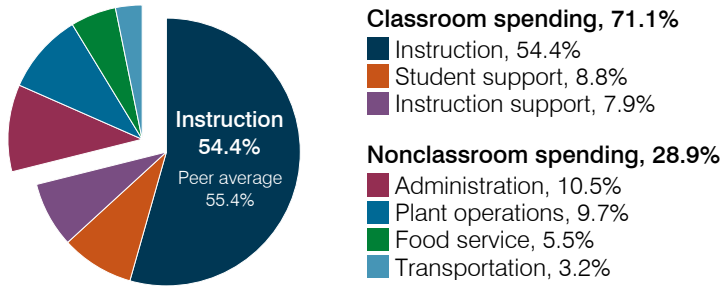
¹ See Appendix A for information, such as districts included in each peer group, and Appendix C for sources and methodology.

Tempe Elementary School District

Maricopa County
 Peer group(s): Operational 7 and Transportation 1¹
 Legislative district(s): 18, 26, and 27
 District location: City
 Number of schools: 22
 Graduation rate (2019): N/A

Students attending; Size: 11,157; Large
 5-year change in students attending: 1% decrease
 Special education population: 13%
 English learner population: 10%
 Poverty rate (2019): 21%
 Free/reduced meal eligibility: 67%

Spending by operational area



Operational measures relative to peer averages

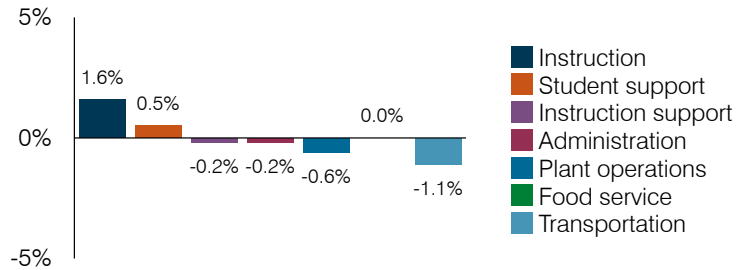
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,045	\$911	\$936
	Students per administrative position	58	74	65
Plant operations	Cost per square foot	\$5.87	\$6.16	\$6.55
	Square footage per student	165	144	160
Food service	Cost per meal	\$4.51	\$3.37	\$3.46
Transportation	Cost per mile	\$4.82	\$7.32	\$4.28
	Cost per rider	\$886	\$1,286	\$1,370

Very low Low Comparable High Very high

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 5,165	\$ 5,411	\$ 4,916	\$ 5,016
Student support	862	873	745	796
Instruction support	823	782	526	513
Nonclassroom spending				
Administration	935	1,045	911	936
Plant operations	960	966	881	1,048
Food service	565	544	590	432
Transportation	348	323	321	395
Total operational	9,658	9,944	8,890	9,136
Land and buildings	3,351	2,536	1,168	1,053
Equipment	518	728	563	533
Interest	538	619	262	273
Other	138	97	189	175
Total nonoperational	4,545	3,980	2,182	2,034
Total per pupil spending	\$ 14,203	\$ 13,924	\$ 11,072	\$ 11,170

Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

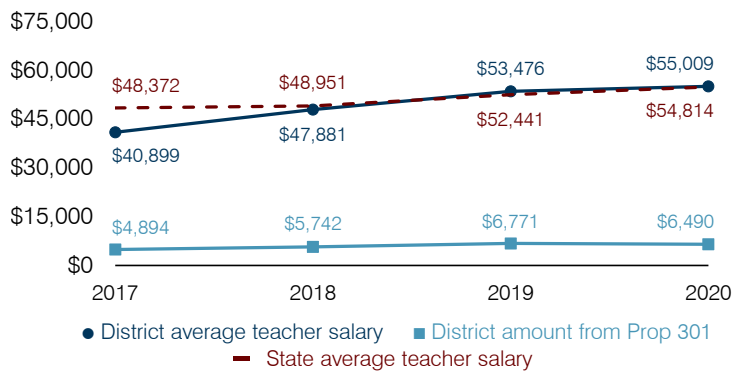
Lowest	Highest	Most recent years	
2017	2004	2019	2020
52.1%	56.3%	53.5%	54.4%

COVID-19 federal relief grant spending

	District	Peer average
Total federal relief grant spending	\$ 1,623,197	\$ 833,736
Per pupil federal relief grant spending	\$ 145	\$ 70

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	15.1	16.7	16.9	16.0
Average years of teacher experience	9.3	9.5	9.6	9.8
Percentage of teachers in first 3 years	26%	24%	25%	24%

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

Tempe Union High School District

Maricopa County

Peer group(s): Operational 2 and Transportation 3¹

Legislative district(s): 18, 26, and 27

District location: City

Number of schools: 7

Graduation rate (2019): 90%

Students attending; Size: 13,196; Large

5-year change in students attending: 4% decrease

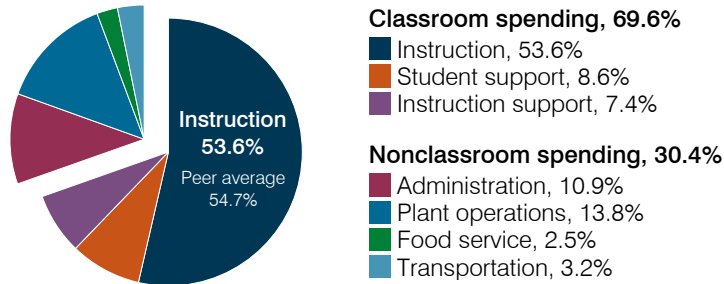
Special education population: 9%

English learner population: 1%

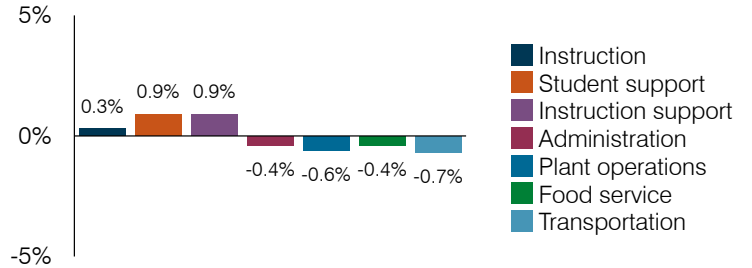
Poverty rate (2019): 9%

Free/reduced meal eligibility: 21%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$987	\$855	\$936
	Students per administrative position	62	65	65
Plant operations	Cost per square foot	\$7.05	\$6.79	\$6.55
	Square footage per student	176	147	160
Food service	Cost per meal	\$4.88	\$3.89	\$3.46
Transportation	Cost per mile	\$4.14	\$4.60	\$4.28
	Cost per rider	\$1,445	\$1,301	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2014	2008	2019	2020
52.7%	59.9%	53.6%	53.6%

COVID-19 federal relief grant spending

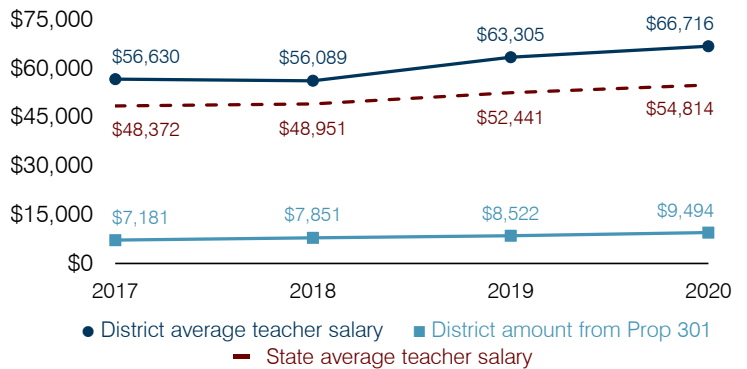
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 555,597
Per pupil federal relief grant spending	\$ 0	\$ 49

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,612	\$ 4,843	\$ 4,636	\$ 5,016
Student support	757	773	715	796
Instruction support	589	665	514	513
Nonclassroom spending				
Administration	949	987	855	936
Plant operations	1,161	1,244	988	1,048
Food service	222	227	362	432
Transportation	308	294	386	395
Total operational	8,598	9,033	8,456	9,136
Land and buildings	132	418	1,754	1,053
Equipment	513	487	553	533
Interest	218	213	345	273
Other	158	135	153	175
Total nonoperational	1,021	1,253	2,805	2,034
Total per pupil spending	\$ 9,619	\$ 10,286	\$ 11,261	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	21.6	22.2	21.5	21.8
Average years of teacher experience	14.0	14.6	14.7	14.8
Percentage of teachers in first 3 years	7%	7%	7%	9%

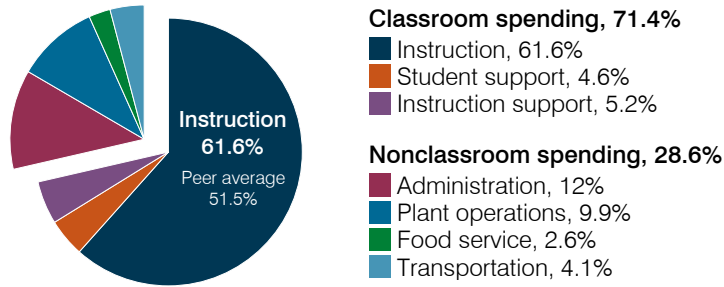
¹ See Appendix A for information, such as districts included in each peer group, and Appendix C for sources and methodology.

Thatcher Unified School District

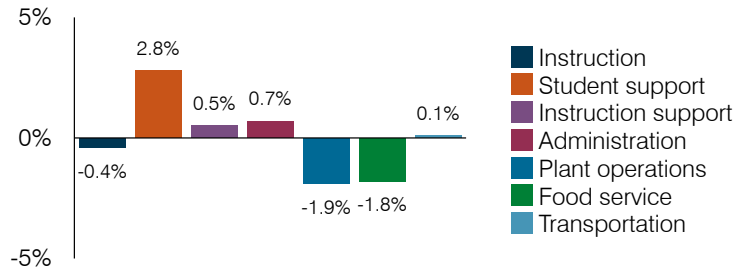
Graham County
 Peer group(s): Operational 5 and Transportation 6¹
 Legislative district(s): 14
 District location: Town
 Number of schools: 4
 Graduation rate (2019): 97%

Students attending; Size: 1,756; Medium
 5-year change in students attending: 7% increase
 Special education population: 16%
 English learner population: 0%
 Poverty rate (2019): 19%
 Free/reduced meal eligibility: 32%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$868	\$1,241	\$936
	Students per administrative position	73	58	65
Plant operations	Cost per square foot	\$5.18	\$5.69	\$6.55
	Square footage per student	138	275	160
Food service	Cost per meal	\$3.14	\$4.01	\$3.46
Transportation	Cost per mile	\$4.02	\$3.70	\$4.28
	Cost per rider	\$854	\$799	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2004	2009	2019	2020
56.6%	62.4%	61.1%	61.6%

COVID-19 federal relief grant spending

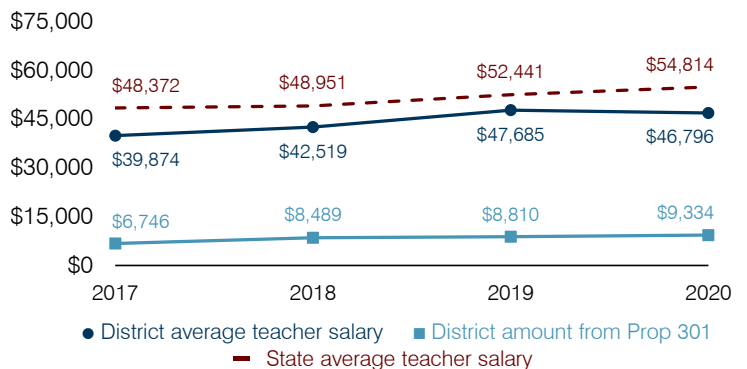
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 23,662
Per pupil federal relief grant spending	\$ 0	\$ 21

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,163	\$ 4,454	\$ 5,405	\$ 5,016
Student support	278	330	719	796
Instruction support	380	379	458	513
Nonclassroom spending				
Administration	827	868	1,241	936
Plant operations	697	716	1,516	1,048
Food service	166	186	424	432
Transportation	299	296	565	395
Total operational	6,810	7,229	10,328	9,136
Land and buildings	47	561	558	1,053
Equipment	206	329	686	533
Interest	65	48	198	273
Other	17	0	97	175
Total nonoperational	335	938	1,539	2,034
Total per pupil spending	\$ 7,145	\$ 8,167	\$ 11,867	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	18.8	19.3	19.7	18.9
Average years of teacher experience	10.7	11.6	12.2	13.0
Percentage of teachers in first 3 years	24%	17%	16%	17%

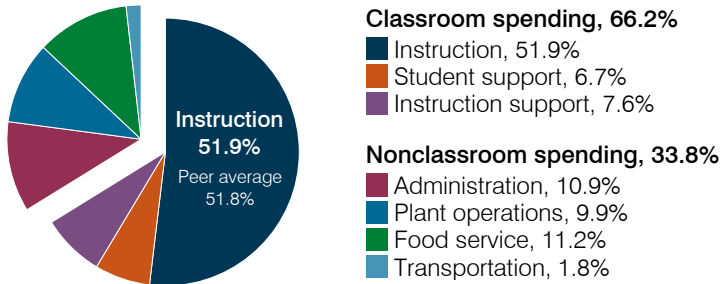
¹ See Appendix A for information, such as districts included in each peer group, and Appendix C for sources and methodology.

Tolleson Elementary School District

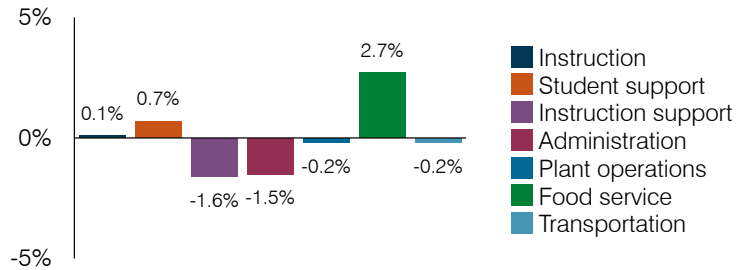
Maricopa County
 Peer group(s): Operational 8 and Transportation 2¹
 Legislative district(s): 19
 District location: City
 Number of schools: 4
 Graduation rate (2019): N/A

Students attending; Size: 2,875; Medium-large
 5-year change in students attending: 2% increase
 Special education population: 12%
 English learner population: 12%
 Poverty rate (2019): 25%
 Free/reduced meal eligibility: 83%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,049	\$1,119	\$936
	Students per administrative position	76	64	65
Plant operations	Cost per square foot	\$7.04	\$6.73	\$6.55
	Square footage per student	136	148	160
Food service	Cost per meal	\$2.89	\$3.26	\$3.46
Transportation	Cost per mile	\$8.82	\$7.11	\$4.28
	Cost per rider	\$1,982	\$1,210	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2013	2002	2019	2020
49.6%	57.7%	52.2%	51.9%

COVID-19 federal relief grant spending

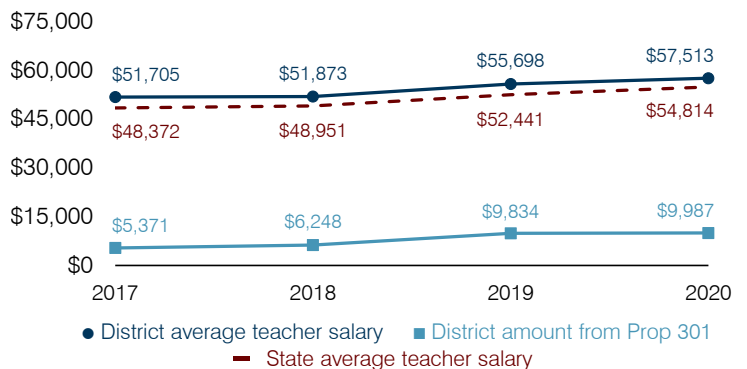
	District	Peer average
Total federal relief grant spending	\$ 153,367	\$ 505,751
Per pupil federal relief grant spending	\$ 53	\$ 90

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,751	\$ 5,026	\$ 4,869	\$ 5,016
Student support	674	646	757	796
Instruction support	707	732	615	513
Nonclassroom spending				
Administration	992	1,049	1,119	936
Plant operations	879	960	1,017	1,048
Food service	892	1,086	703	432
Transportation	214	177	348	395
Total operational	9,109	9,676	9,428	9,136
Land and buildings	3,173	1,436	1,809	1,053
Equipment	575	758	640	533
Interest	237	451	374	273
Other	220	427	218	175
Total nonoperational	4,205	3,072	3,041	2,034
Total per pupil spending	\$ 13,314	\$ 12,748	\$12,469	\$11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	19.6	19.6	18.2	17.6
Average years of teacher experience	9.6	11.0	11.3	11.8
Percentage of teachers in first 3 years	28%	13%	19%	18%

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

Tolleson Union High School District

Maricopa County

Peer group(s): Operational 2 and Transportation 3¹

Legislative district(s): 19, 27, and 29

District location: City

Number of schools: 7

Graduation rate (2019): 89%

Students attending; Size: 12,368; Large

5-year change in students attending: 14% increase

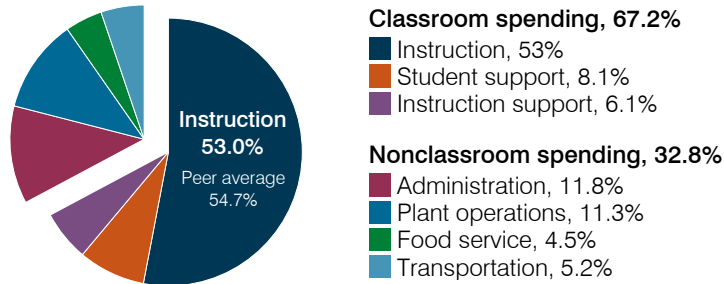
Special education population: 10%

English learner population: 5%

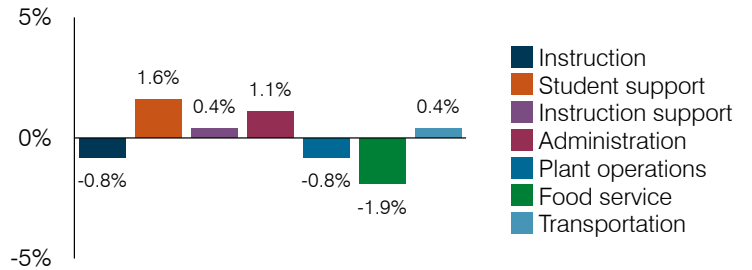
Poverty rate (2019): 16%

Free/reduced meal eligibility: 64%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$924	\$855	\$936
	Students per administrative position	73	65	65
Plant operations	Cost per square foot	\$7.27	\$6.79	\$6.55
	Square footage per student	122	147	160
Food service	Cost per meal	\$2.81	\$3.89	\$3.46
Transportation	Cost per mile	\$4.97	\$4.60	\$4.28
	Cost per rider	\$1,834	\$1,301	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2018	2006	2019	2020
52.9%	61.4%	54.4%	53.0%

COVID-19 federal relief grant spending

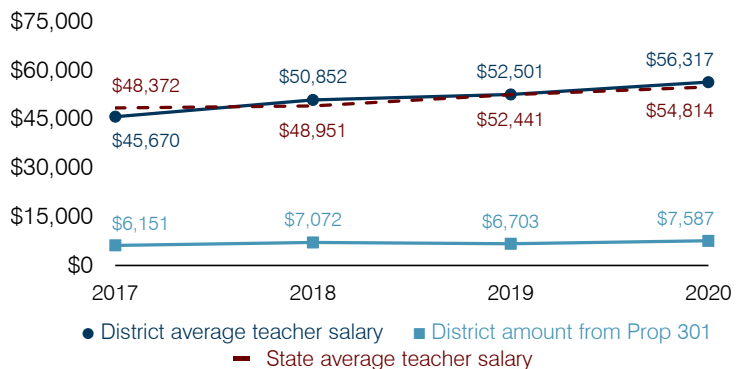
	District	Peer average
Total federal relief grant spending	\$ 1,812,976	\$ 555,597
Per pupil federal relief grant spending	\$ 147	\$ 49

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,058	\$ 4,159	\$ 4,636	\$ 5,016
Student support	577	635	715	796
Instruction support	405	482	514	513
Nonclassroom spending				
Administration	847	924	855	936
Plant operations	808	885	988	1,048
Food service	384	356	362	432
Transportation	384	408	386	395
Total operational	7,463	7,849	8,456	9,136
Land and buildings	9,486	3,478	1,754	1,053
Equipment	1,342	943	553	533
Interest	201	445	345	273
Other	38	18	153	175
Total nonoperational	11,067	4,884	2,805	2,034
Total per pupil spending	\$ 18,530	\$ 12,733	\$ 11,261	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	20.5	22.4	20.6	20.8
Average years of teacher experience	7.1	7.1	8.0	7.3
Percentage of teachers in first 3 years	39%	40%	33%	39%

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

Toltec Elementary School District

Pinal County

Peer group(s): Operational 9 and Transportation 6¹

Legislative district(s): 11

District location: Rural

Number of schools: 2

Graduation rate (2019): N/A

Students attending; Size: 967; Medium

5-year change in students attending: 14% decrease

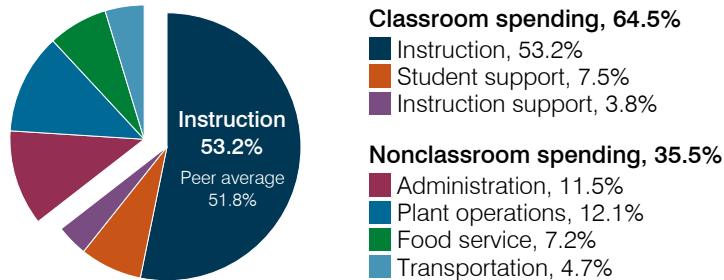
Special education population: 19%

English learner population: 7%

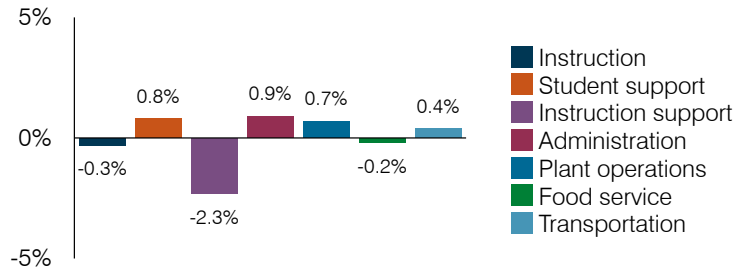
Poverty rate (2019): 22%

Free/reduced meal eligibility: 89%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$977	\$1,207	\$936
	Students per administrative position	66	58	65
Plant operations	Cost per square foot	\$5.80	\$6.61	\$6.55
	Square footage per student	176	167	160
Food service	Cost per meal	\$3.11	\$3.22	\$3.46
Transportation	Cost per mile	\$3.91	\$3.70	\$4.28
	Cost per rider	\$973	\$799	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2012	2006	2019	2020
44.9%	64.6%	51.7%	53.2%

COVID-19 federal relief grant spending

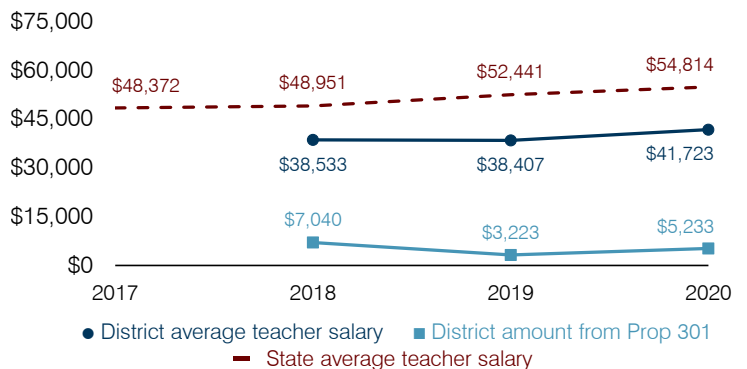
	District	Peer average
Total federal relief grant spending	\$ 7,281	\$ 125,249
Per pupil federal relief grant spending	\$ 8	\$ 50

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,153	\$ 4,504	\$ 4,770	\$ 5,016
Student support	535	638	627	796
Instruction support	335	322	433	513
Nonclassroom spending				
Administration	1,094	977	1,207	936
Plant operations	986	1,023	1,077	1,048
Food service	558	612	562	432
Transportation	367	393	507	395
Total operational	8,028	8,469	9,183	9,136
Land and buildings	182	399	283	1,053
Equipment	558	492	443	533
Interest	91	76	145	273
Other	0	0	134	175
Total nonoperational	831	967	1,005	2,034
Total per pupil spending	\$ 8,859	\$ 9,436	\$10,188	\$11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	NR	18.1	17.1	16.1
Average years of teacher experience	10.1	5.3	7.0	4.6
Percentage of teachers in first 3 years	21%	57%	0%	37%

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

Tombstone Unified School District

Cochise County

Peer group(s): Operational 5 and Transportation 9¹

Legislative district(s): 14

District location: Rural

Number of schools: 3

Graduation rate (2019): 91%

Students attending; Size: 849; Medium

5-year change in students attending: 4% decrease

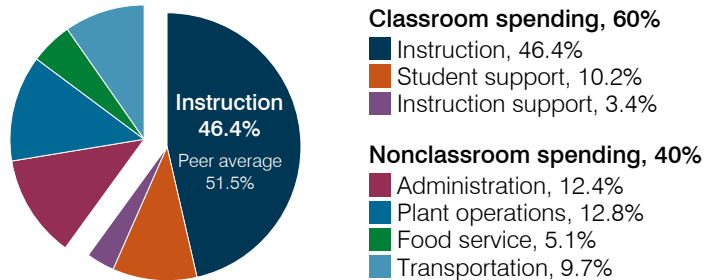
Special education population: 17%

English learner population: 1%

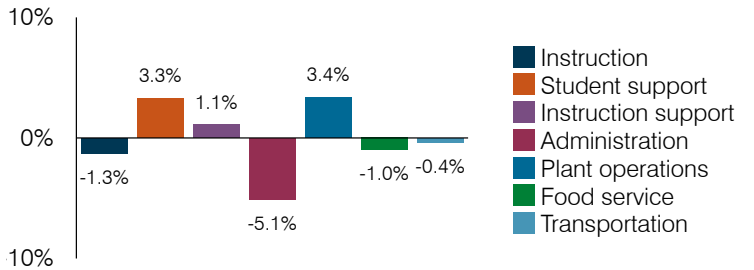
Poverty rate (2019): 27%

Free/reduced meal eligibility: 66%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,260	\$1,241	\$936
	Students per administrative position	41	58	65
Plant operations	Cost per square foot	\$4.76	\$5.69	\$6.55
	Square footage per student	273	275	160
Food service	Cost per meal	\$3.59	\$4.01	\$3.46
Transportation	Cost per mile	\$2.05	\$2.67	\$4.28
	Cost per rider	\$1,558	\$1,471	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2017	2001	2019	2020
44.9%	57.6%	49.6%	46.4%

COVID-19 federal relief grant spending

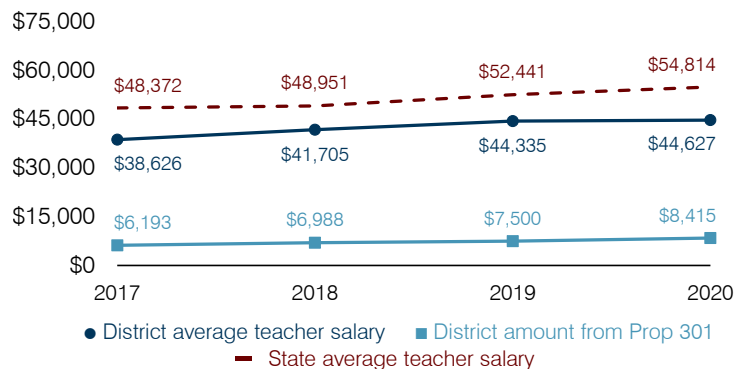
	District	Peer average
Total federal relief grant spending	\$ 291	\$ 23,662
Per pupil federal relief grant spending	\$ 0	\$ 21

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,867	\$ 4,718	\$ 5,405	\$ 5,016
Student support	754	1,043	719	796
Instruction support	227	345	458	513
Nonclassroom spending				
Administration	1,295	1,260	1,241	936
Plant operations	1,163	1,299	1,516	1,048
Food service	549	516	424	432
Transportation	968	982	565	395
Total operational	9,823	10,163	10,328	9,136
Land and buildings	282	123	558	1,053
Equipment	546	446	686	533
Interest	14	8	198	273
Other	(64)	0	97	175
Total nonoperational	778	577	1,539	2,034
Total per pupil spending	\$ 10,601	\$ 10,740	\$ 11,867	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	17.4	17.0	16.1	16.5
Average years of teacher experience	10.9	13.0	11.8	14.0
Percentage of teachers in first 3 years	9%	14%	20%	16%

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

Tonto Basin Elementary School District

Gila County

Peer group(s): Operational 11 and Transportation 11¹

Legislative district(s): 6

District location: Rural

Number of schools: 1

Graduation rate (2019): N/A

Students attending; Size:

65; Very small

5-year change in students attending:

20% increase

Special education population:

15%

English learner population:

0%

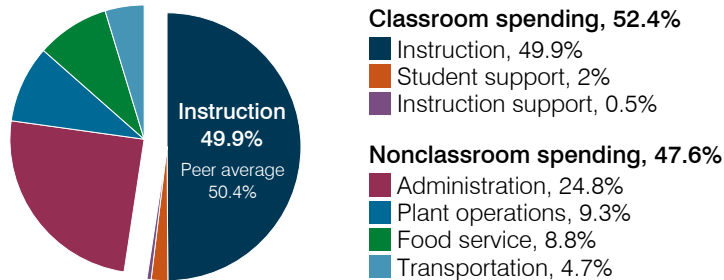
Poverty rate (2019):

22%

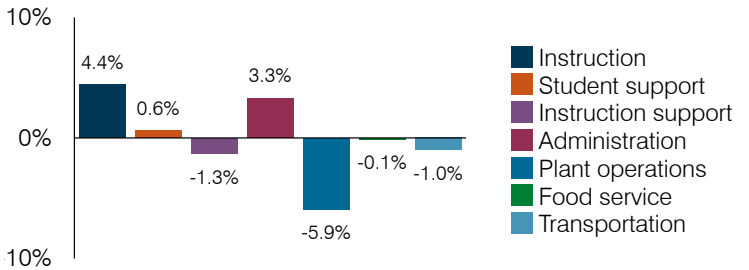
Free/reduced meal eligibility:

77%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$6,044	\$3,852	\$936
	Students per administrative position	26	31	65
Plant operations	Cost per square foot	\$8.63	\$7.94	\$6.55
	Square footage per student	261	400	160
Food service	Cost per meal	\$6.29	\$6.46	\$3.46
Transportation	Cost per mile	\$2.24	\$2.09	\$4.28
	Cost per rider	\$2,650	\$1,454	\$1,370

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2017	2002	2019	2020
43.2%	65.3%	50.5%	49.9%

COVID-19 federal relief grant spending

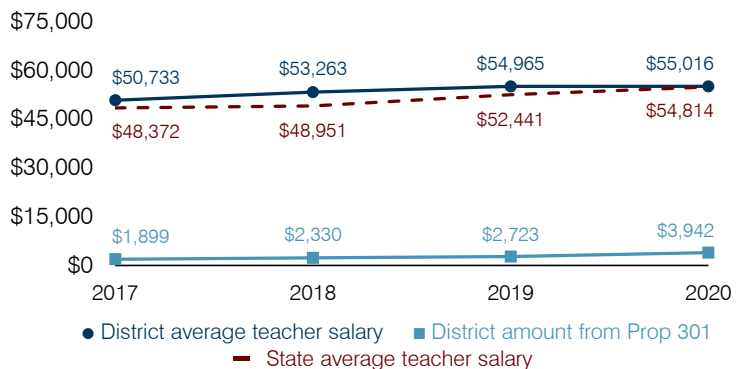
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 4,567
Per pupil federal relief grant spending	\$ 0	\$ 71

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 11,891	\$ 12,145	\$ 9,476	\$ 5,016
Student support	456	491	728	796
Instruction support	292	113	457	513
Nonclassroom spending				
Administration	5,410	6,044	3,852	936
Plant operations	2,411	2,254	2,825	1,048
Food service	2,099	2,137	988	432
Transportation	1,004	1,146	877	395
Total operational	23,563	24,330	19,203	9,136
Land and buildings	15	0	2,078	1,053
Equipment	519	2,682	1,343	533
Interest	0	0	30	273
Other	533	146	72	175
Total nonoperational	1,067	2,828	3,523	2,034
Total per pupil spending	\$ 24,630	\$ 27,158	\$22,726	\$11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	9.0	9.3	9.6	9.2
Average years of teacher experience	14.9	16.9	18.9	18.1
Percentage of teachers in first 3 years	0%	0%	0%	14%

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

Topock Elementary School District

Mohave County

Peer group(s): Operational 11 and Transportation 11¹

Legislative district(s): 5

District location: Rural

Number of schools: 1

Graduation rate (2019): N/A

Students attending; Size: 109; Very small

5-year change in students attending: 6% increase

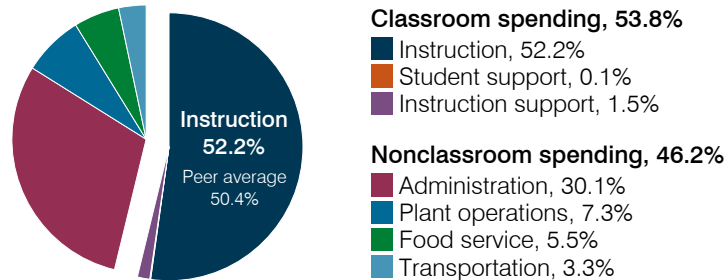
Special education population: 18%

English learner population: 0%

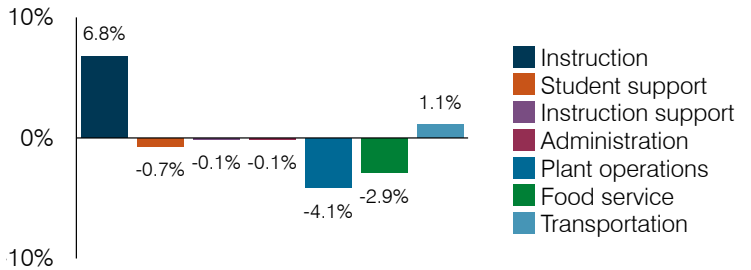
Poverty rate (2019): 24%

Free/reduced meal eligibility: 59%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,517	\$3,852	\$936
	Students per administrative position	22	31	65
Plant operations	Cost per square foot	\$4.59	\$7.94	\$6.55
	Square footage per student	186	400	160
Food service	Cost per meal	\$2.72	\$6.46	\$3.46
Transportation	Cost per mile	\$1.79	\$2.09	\$4.28
	Cost per rider	\$479	\$1,454	\$1,370

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2015	2001	2019	2020
45.4%	62.3%	48.7%	52.2%

COVID-19 federal relief grant spending

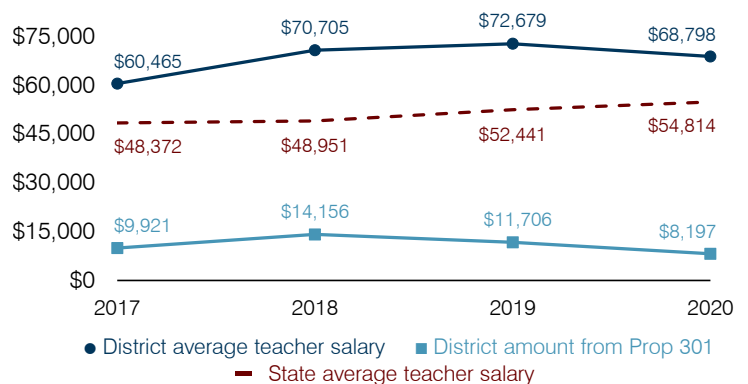
	District	Peer average
Total federal relief grant spending	\$ 46,598	\$ 4,567
Per pupil federal relief grant spending	\$ 426	\$ 71

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 6,865	\$ 6,094	\$ 9,476	\$ 5,016
Student support	115	9	728	796
Instruction support	254	176	457	513
Nonclassroom spending				
Administration	4,284	3,517	3,852	936
Plant operations	1,203	852	2,825	1,048
Food service	840	640	988	432
Transportation	546	389	877	395
Total operational	14,107	11,677	19,203	9,136
Land and buildings	374	79	2,078	1,053
Equipment	225	637	1,343	533
Interest	0	14	30	273
Other	871	764	72	175
Total nonoperational	1,470	1,494	3,523	2,034
Total per pupil spending	\$ 15,577	\$ 13,171	\$ 22,726	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	24.3	25.4	23.1	27.4
Average years of teacher experience	12.3	13.8	10.0	12.0
Percentage of teachers in first 3 years	0%	0%	0%	0%

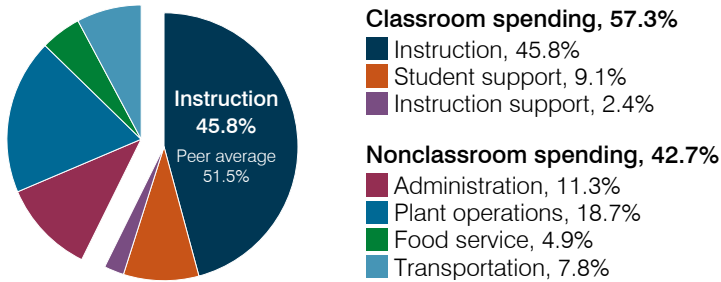
¹ See Appendix A for information, such as districts included in each peer group, and Appendix C for sources and methodology.

Tuba City Unified School District

Coconino County
 Peer group(s): Operational 5 and Transportation 10¹
 Legislative district(s): 7
 District location: Town
 Number of schools: 6
 Graduation rate (2019): 76%

Students attending; Size: 1,451; Medium
 5-year change in students attending: 8% decrease
 Special education population: 14%
 English learner population: 3%
 Poverty rate (2019): 27%
 Free/reduced meal eligibility: 93%

Spending by operational area



Operational measures relative to peer averages

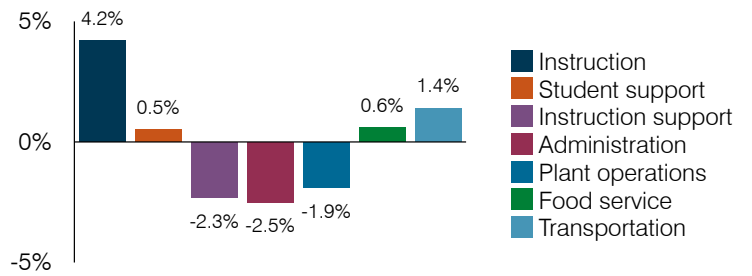
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,662	\$1,241	\$936
	Students per administrative position	50	58	65
Plant operations	Cost per square foot	\$6.94	\$5.69	\$6.55
	Square footage per student	395	275	160
Food service	Cost per meal	\$3.93	\$4.01	\$3.46
Transportation	Cost per mile	\$3.52	\$2.00	\$4.28
	Cost per rider	\$2,611	\$1,741	\$1,370

Very low Low Comparable High Very high

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 6,570	\$ 6,709	\$ 5,405	\$ 5,016
Student support	1,120	1,341	719	796
Instruction support	328	358	458	513
Nonclassroom spending				
Administration	1,611	1,662	1,241	936
Plant operations	2,620	2,739	1,516	1,048
Food service	756	717	424	432
Transportation	1,013	1,137	565	395
Total operational	14,018	14,663	10,328	9,136
Land and buildings	470	65	558	1,053
Equipment	583	557	686	533
Interest	130	121	198	273
Other	11	8	97	175
Total nonoperational	1,194	751	1,539	2,034
Total per pupil spending	\$ 15,212	\$ 15,414	\$ 11,867	\$ 11,170

Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

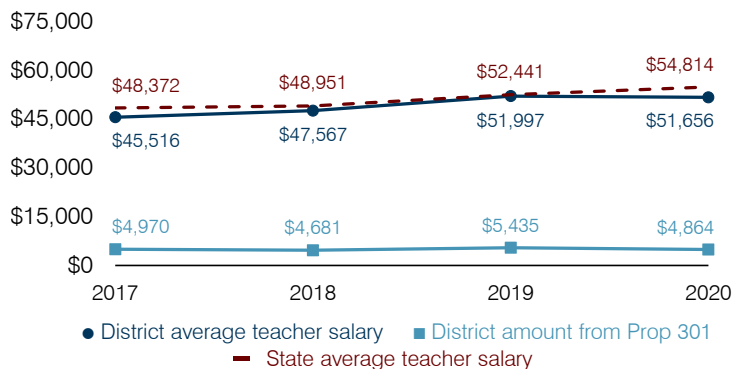
Lowest	Highest	Most recent years	
2011	2006	2019	2020
41.1%	47.9%	46.9%	45.8%

COVID-19 federal relief grant spending

	District	Peer average
Total federal relief grant spending	\$ 0	\$ 23,662
Per pupil federal relief grant spending	\$ 0	\$ 21

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	14.6	15.1	14.0	12.7
Average years of teacher experience	13.8	14.8	7.4	6.6
Percentage of teachers in first 3 years	9%	10%	30%	35%

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

Tucson Unified School District

Pima County

Peer group(s): Operational 1 and Transportation 5¹

Legislative district(s): 2, 3, 4, 9, and 10

District location: City

Number of schools: 85

Graduation rate (2019): 85%

Students attending; Size: 42,148; Very large

5-year change in students attending: 8% decrease

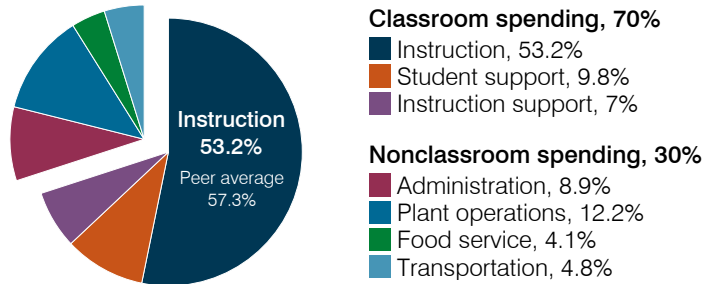
Special education population: 14%

English learner population: 8%

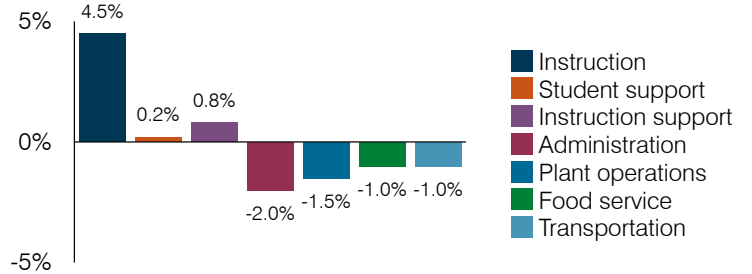
Poverty rate (2019): 20%

Free/reduced meal eligibility: 68%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$893	\$773	\$936
	Students per administrative position	47	77	65
Plant operations	Cost per square foot	\$6.32	\$6.40	\$6.55
	Square footage per student	194	152	160
Food service	Cost per meal	\$3.74	\$3.50	\$3.46
Transportation	Cost per mile	\$4.59	\$3.77	\$4.28
	Cost per rider	\$1,346	\$1,776	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2015	2005	2019	2020
48.7%	55.4%	52.1%	53.2%

COVID-19 federal relief grant spending

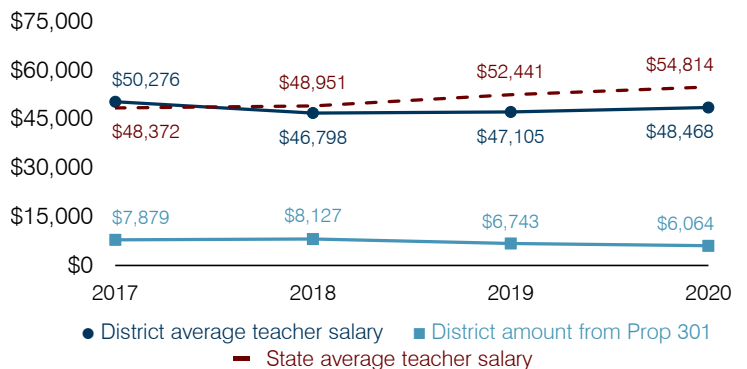
	District	Peer average
Total federal relief grant spending	\$10,778,344	\$ 5,534,223
Per pupil federal relief grant spending	\$ 256	\$ 149

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 5,180	\$ 5,337	\$ 5,072	\$ 5,016
Student support	962	985	831	796
Instruction support	741	702	447	513
Nonclassroom spending				
Administration	895	893	773	936
Plant operations	1,172	1,225	964	1,048
Food service	435	409	332	432
Transportation	549	475	362	395
Total operational	9,934	10,026	8,781	9,136
Land and buildings	251	192	764	1,053
Equipment	318	312	401	533
Interest	221	234	289	273
Other	160	133	221	175
Total nonoperational	950	871	1,675	2,034
Total per pupil spending	\$ 10,884	\$ 10,897	\$10,456	\$11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	17.7	16.0	14.8	14.7
Average years of teacher experience	12.6	12.5	12.6	12.5
Percentage of teachers in first 3 years	16%	13%	16%	18%

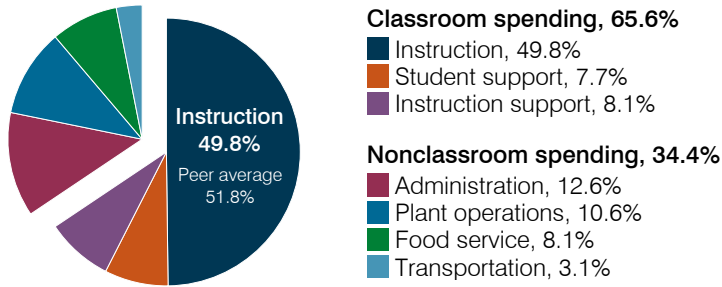
¹ See Appendix A for information, such as districts included in each peer group, and Appendix C for sources and methodology.

Union Elementary School District

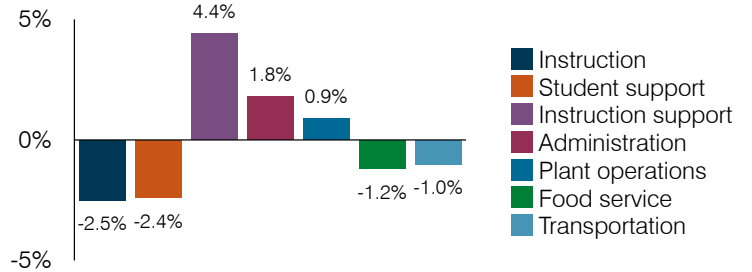
Maricopa County
 Peer group(s): Operational 8 and Transportation 2¹
 Legislative district(s): 19
 District location: City
 Number of schools: 3
 Graduation rate (2019): N/A

Students attending; Size: 1,773; Medium
 5-year change in students attending: 6% decrease
 Special education population: 14%
 English learner population: 15%
 Poverty rate (2019): 16%
 Free/reduced meal eligibility: 63%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,042	\$1,119	\$936
	Students per administrative position	74	64	65
Plant operations	Cost per square foot	\$7.64	\$6.73	\$6.55
	Square footage per student	114	148	160
Food service	Cost per meal	\$3.37	\$3.26	\$3.46
Transportation	Cost per mile	\$7.53	\$7.11	\$4.28
	Cost per rider	\$1,644	\$1,210	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2002	2009	2019	2020
46.9%	56.3%	51.7%	49.8%

COVID-19 federal relief grant spending

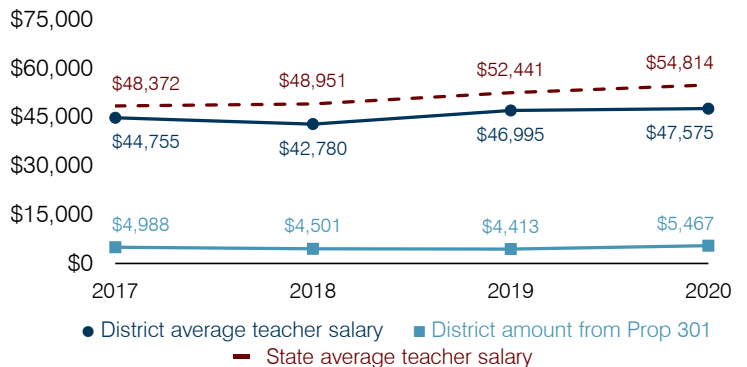
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 505,751
Per pupil federal relief grant spending	\$ 0	\$ 90

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,110	\$ 4,099	\$ 4,869	\$ 5,016
Student support	524	632	757	796
Instruction support	566	665	615	513
Nonclassroom spending				
Administration	995	1,042	1,119	936
Plant operations	830	873	1,017	1,048
Food service	679	666	703	432
Transportation	247	258	348	395
Total operational	7,951	8,235	9,428	9,136
Land and buildings	1,008	335	1,809	1,053
Equipment	510	291	640	533
Interest	107	234	374	273
Other	0	1	218	175
Total nonoperational	1,625	861	3,041	2,034
Total per pupil spending	\$ 9,576	\$ 9,096	\$12,469	\$11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	20.5	20.6	21.3	20.9
Average years of teacher experience	3.7	3.7	2.5	5.0
Percentage of teachers in first 3 years	66%	67%	80%	53%

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

Vail Unified School District

Pima County

Peer group(s): Operational 2 and Transportation 4¹

Legislative district(s): 2, 10, and 14

District location: City

Number of schools: 20

Graduation rate (2019): 89%

Students attending; Size: 13,097; Large

5-year change in students attending: 11% increase

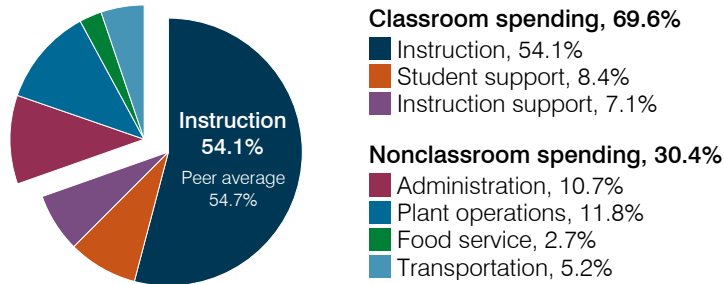
Special education population: 11%

English learner population: 1%

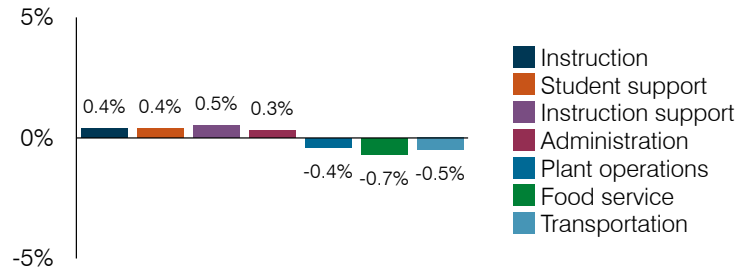
Poverty rate (2019): 6%

Free/reduced meal eligibility: 23%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$879	\$855	\$936
	Students per administrative position	59	65	65
Plant operations	Cost per square foot	\$8.59	\$6.79	\$6.55
	Square footage per student	113	147	160
Food service	Cost per meal	\$3.85	\$3.89	\$3.46
Transportation	Cost per mile	\$4.32	\$4.22	\$4.28
	Cost per rider	\$1,519	\$1,471	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2017	2006	2019	2020
51.4%	60.2%	52.4%	54.1%

COVID-19 federal relief grant spending

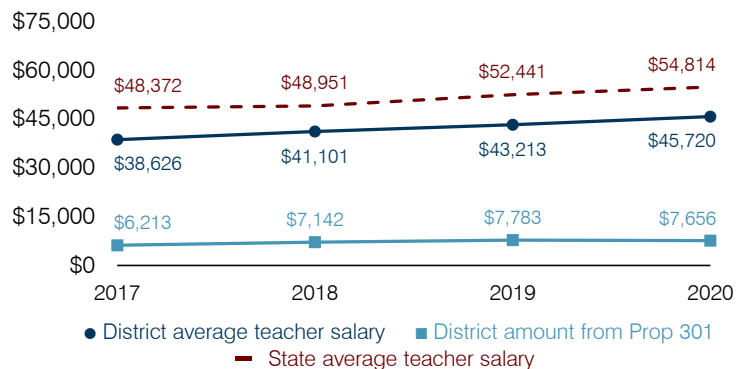
	District	Peer average
Total federal relief grant spending	\$ 190,022	\$ 555,597
Per pupil federal relief grant spending	\$ 15	\$ 49

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,331	\$ 4,450	\$ 4,636	\$ 5,016
Student support	700	691	715	796
Instruction support	589	584	514	513
Nonclassroom spending				
Administration	873	879	855	936
Plant operations	968	971	988	1,048
Food service	248	226	362	432
Transportation	552	429	386	395
Total operational	8,261	8,230	8,456	9,136
Land and buildings	934	3,922	1,754	1,053
Equipment	272	501	553	533
Interest	217	344	345	273
Other	397	372	153	175
Total nonoperational	1,820	5,139	2,805	2,034
Total per pupil spending	\$ 10,081	\$ 13,369	\$ 11,261	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	18.8	19.3	19.0	19.6
Average years of teacher experience	8.9	8.8	9.1	9.6
Percentage of teachers in first 3 years	23%	26%	23%	20%

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

Valentine Elementary School District

Mohave County

Peer group(s): Operational 11 and Transportation 11¹

Legislative district(s): 5

District location: Rural

Number of schools: 1

Graduation rate (2019): N/A

Students attending; Size: 84; Very small

5-year change in students attending: 25% increase

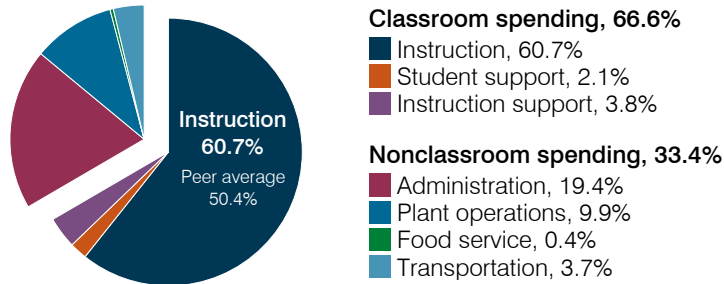
Special education population: 20%

English learner population: 0%

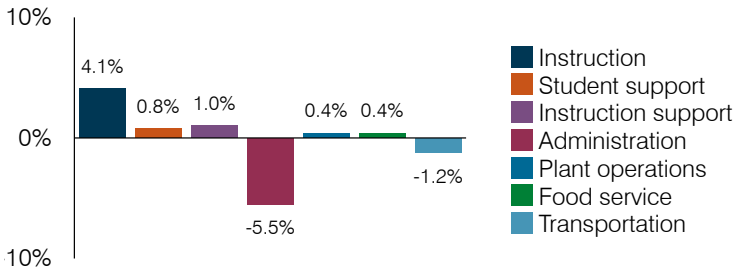
Poverty rate (2019): 25%

Free/reduced meal eligibility: N/A

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,348	\$3,852	\$936
	Students per administrative position	42	31	65
Plant operations	Cost per square foot	\$7.45	\$7.94	\$6.55
	Square footage per student	161	400	160
Food service	Cost per meal	N/A	\$6.46	\$3.46
Transportation	Cost per mile	\$1.67	\$2.09	\$4.28
	Cost per rider	\$560	\$1,454	\$1,370

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2018	2010	2019	2020
54.3%	81.0%	60.6%	60.7%

COVID-19 federal relief grant spending

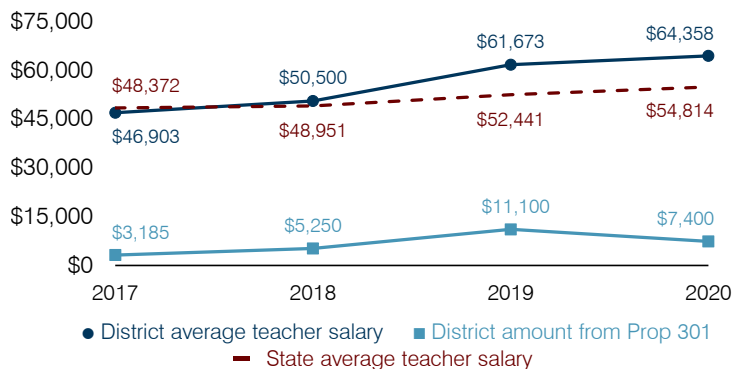
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 4,567
Per pupil federal relief grant spending	\$ 0	\$ 71

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 6,927	\$ 7,355	\$ 9,476	\$ 5,016
Student support	330	255	728	796
Instruction support	288	460	457	513
Nonclassroom spending				
Administration	2,299	2,348	3,852	936
Plant operations	1,148	1,197	2,825	1,048
Food service	46	53	988	432
Transportation	389	449	877	395
Total operational	11,427	12,117	19,203	9,136
Land and buildings	0	265	2,078	1,053
Equipment	314	904	1,343	533
Interest	0	23	30	273
Other	0	0	72	175
Total nonoperational	314	1,192	3,523	2,034
Total per pupil spending	\$ 11,741	\$ 13,309	\$ 22,726	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	19.3	18.3	17.2	16.7
Average years of teacher experience	15.2	16.2	17.2	18.2
Percentage of teachers in first 3 years	0%	0%	0%	0%

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

Valley Union High School District

Cochise County

Peer group(s): Operational 11 and Transportation 11¹

Legislative district(s): 14

District location: Rural

Number of schools: 1

Graduation rate (2019): 96%

Students attending; Size: 119; Very small

5-year change in students attending: 5% increase

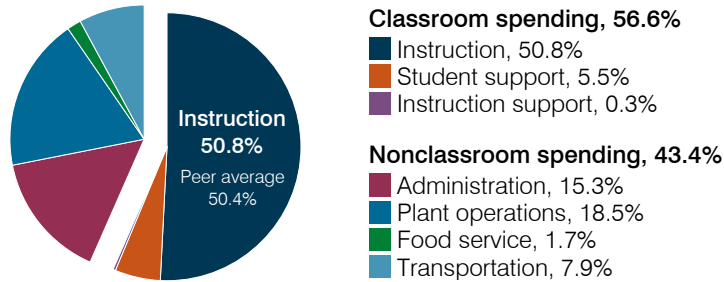
Special education population: 20%

English learner population: 0%

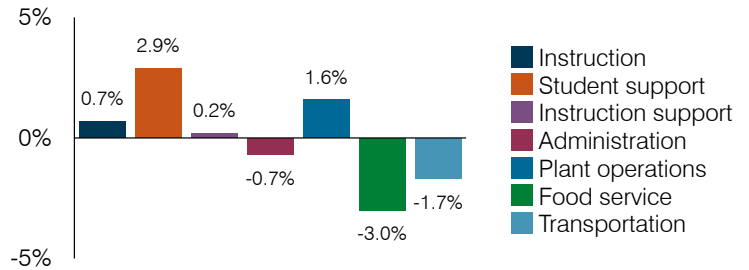
Poverty rate (2019): 12%

Free/reduced meal eligibility: 49%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,525	\$3,852	\$936
	Students per administrative position	39	31	65
Plant operations	Cost per square foot	\$6.07	\$7.94	\$6.55
	Square footage per student	502	400	160
Food service	Cost per meal	\$7.80	\$6.46	\$3.46
Transportation	Cost per mile	\$2.70	\$2.09	\$4.28
	Cost per rider	\$3,605	\$1,454	\$1,370

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2012	2003	2019	2020
46.0%	57.2%	51.2%	50.8%

COVID-19 federal relief grant spending

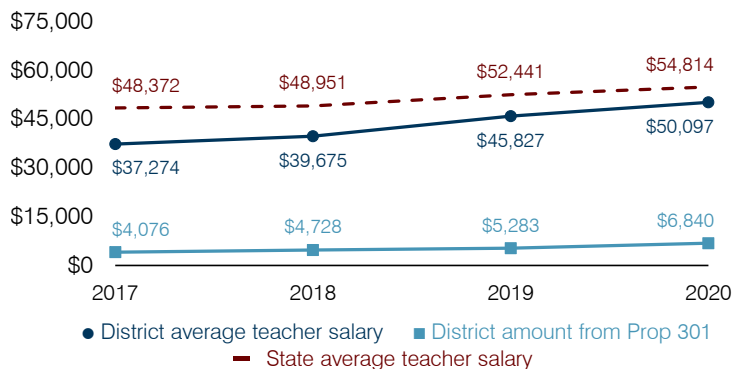
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 4,567
Per pupil federal relief grant spending	\$ 0	\$ 71

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 7,927	\$ 8,361	\$ 9,476	\$ 5,016
Student support	1,013	903	728	796
Instruction support	118	59	457	513
Nonclassroom spending				
Administration	2,235	2,525	3,852	936
Plant operations	2,775	3,043	2,825	1,048
Food service	398	275	988	432
Transportation	1,011	1,300	877	395
Total operational	15,477	16,466	19,203	9,136
Land and buildings	1,294	3,213	2,078	1,053
Equipment	1,618	3,535	1,343	533
Interest	0	0	30	273
Other	0	0	72	175
Total nonoperational	2,912	6,748	3,523	2,034
Total per pupil spending	\$ 18,389	\$ 23,214	\$ 22,726	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	7.9	9.3	12.9	13.5
Average years of teacher experience	8.1	8.8	11.9	12.9
Percentage of teachers in first 3 years	32%	22%	11%	0%

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

Vernon Elementary School District

Apache County

Peer group(s): Operational 11 and Transportation 11¹

Legislative district(s): 7

District location: Rural

Number of schools: 1

Graduation rate (2019): N/A

Students attending; Size: 121; Very small

5-year change in students attending: 15% increase

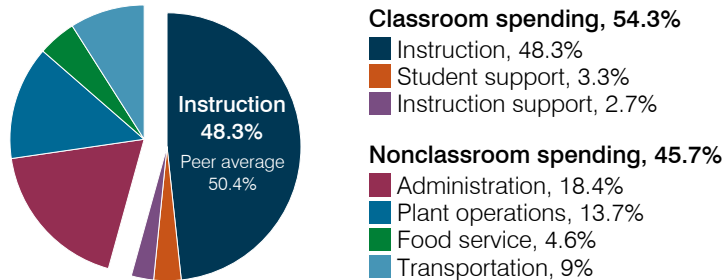
Special education population: 19%

English learner population: 0%

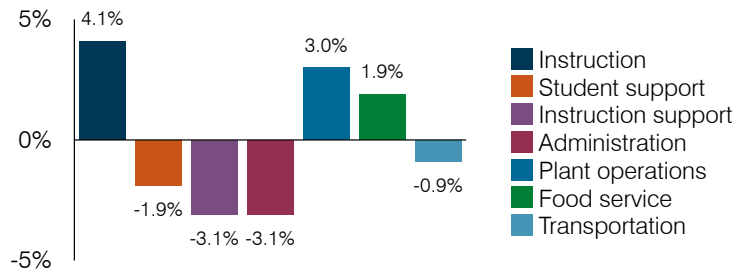
Poverty rate (2019): 27%

Free/reduced meal eligibility: 84%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,576	\$3,852	\$936
	Students per administrative position	35	31	65
Plant operations	Cost per square foot	\$9.91	\$7.94	\$6.55
	Square footage per student	193	400	160
Food service	Cost per meal	\$3.68	\$6.46	\$3.46
Transportation	Cost per mile	\$1.38	\$2.09	\$4.28
	Cost per rider	\$1,182	\$1,454	\$1,370

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2008	2005	2019	2020
38.3%	51.6%	48.5%	48.3%

COVID-19 federal relief grant spending

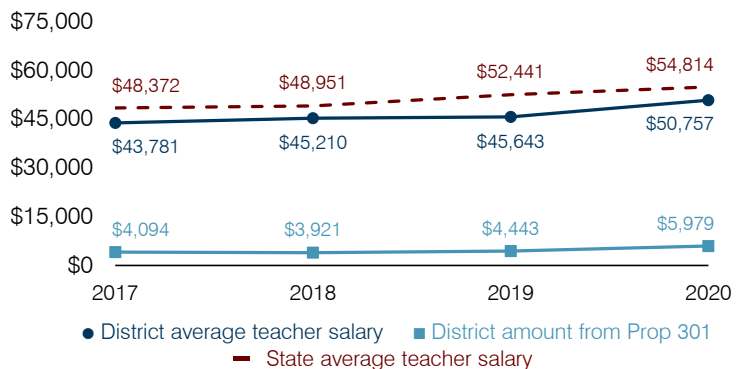
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 4,567
Per pupil federal relief grant spending	\$ 0	\$ 71

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 8,015	\$ 6,741	\$ 9,476	\$ 5,016
Student support	527	463	728	796
Instruction support	822	380	457	513
Nonclassroom spending				
Administration	3,504	2,576	3,852	936
Plant operations	2,089	1,918	2,825	1,048
Food service	545	635	988	432
Transportation	1,031	1,255	877	395
Total operational	16,533	13,968	19,203	9,136
Land and buildings	128	132	2,078	1,053
Equipment	1,930	630	1,343	533
Interest	0	0	30	273
Other	0	0	72	175
Total nonoperational	2,058	762	3,523	2,034
Total per pupil spending	\$ 18,591	\$ 14,730	\$ 22,726	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	10.2	10.9	9.0	12.8
Average years of teacher experience	10.7	8.5	8.7	9.1
Percentage of teachers in first 3 years	33%	25%	18%	25%

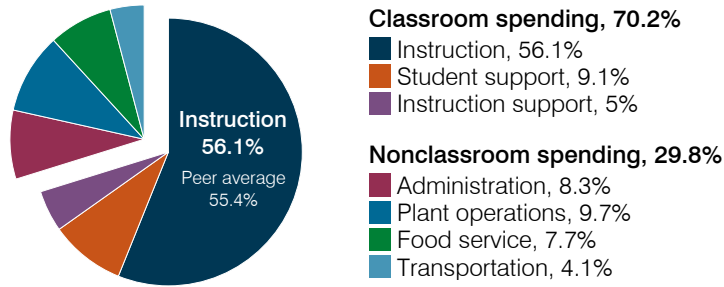
¹ See Appendix A for information, such as districts included in each peer group, and Appendix C for sources and methodology.

Washington Elementary School District

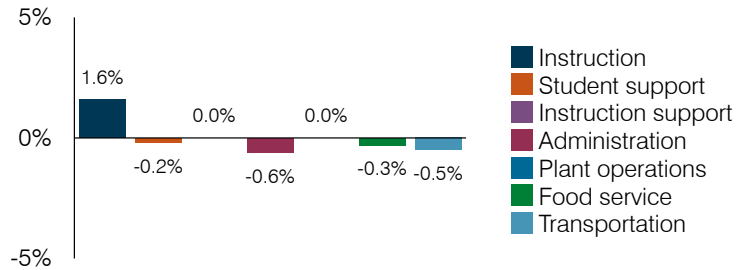
Maricopa County
 Peer group(s): Operational 7 and Transportation 3¹
 Legislative district(s): 20, 24, 28, and 30
 District location: City
 Number of schools: 32
 Graduation rate (2019): N/A

Students attending; Size: 21,258; Very large
 5-year change in students attending: 3% decrease
 Special education population: 15%
 English learner population: 15%
 Poverty rate (2019): 25%
 Free/reduced meal eligibility: 87%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$774	\$911	\$936
	Students per administrative position	75	74	65
Plant operations	Cost per square foot	\$6.54	\$6.16	\$6.55
	Square footage per student	138	144	160
Food service	Cost per meal	\$3.33	\$3.37	\$3.46
Transportation	Cost per mile	\$7.24	\$4.60	\$4.28
	Cost per rider	\$1,379	\$1,301	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2017	2001	2019	2020
53.7%	64.0%	55.6%	56.1%

COVID-19 federal relief grant spending

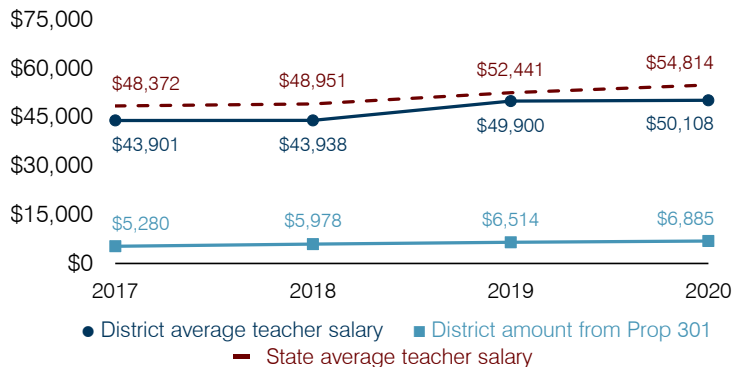
	District	Peer average
Total federal relief grant spending	\$ 342,939	\$ 833,736
Per pupil federal relief grant spending	\$ 16	\$ 70

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 5,141	\$ 5,241	\$ 4,916	\$ 5,016
Student support	839	849	745	796
Instruction support	469	466	526	513
Nonclassroom spending				
Administration	756	774	911	936
Plant operations	888	904	881	1,048
Food service	775	722	590	432
Transportation	374	380	321	395
Total operational	9,242	9,336	8,890	9,136
Land and buildings	863	1,369	1,168	1,053
Equipment	614	349	563	533
Interest	178	206	262	273
Other	192	202	189	175
Total nonoperational	1,847	2,126	2,182	2,034
Total per pupil spending	\$ 11,089	\$ 11,462	\$ 11,072	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	16.9	16.7	16.5	16.0
Average years of teacher experience	10.4	11.1	10.8	10.7
Percentage of teachers in first 3 years	27%	28%	23%	25%

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

Wellton Elementary School District

Yuma County

Peer group(s): Operational 11 and Transportation 11¹

Legislative district(s): 13

District location: Rural

Number of schools: 1

Graduation rate (2019): N/A

Students attending; Size: 177; Very small

5-year change in students attending: 24% decrease

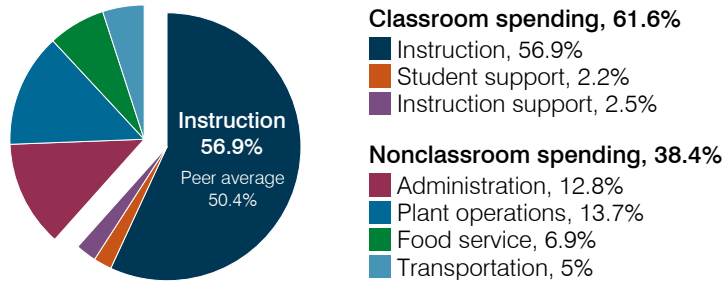
Special education population: 7%

English learner population: 18%

Poverty rate (2019): 34%

Free/reduced meal eligibility: 65%

Spending by operational area



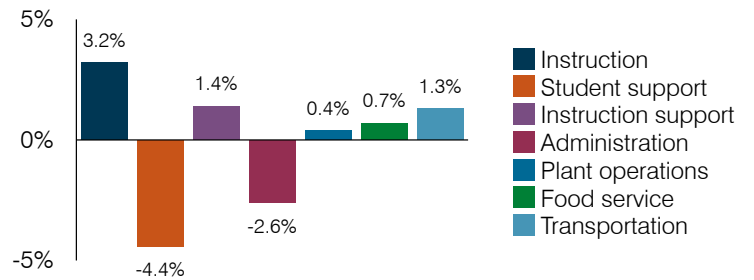
Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,398	\$3,852	\$936
	Students per administrative position	44	31	65
Plant operations	Cost per square foot	\$4.34	\$7.94	\$6.55
	Square footage per student	344	400	160
Food service	Cost per meal	\$3.56	\$6.46	\$3.46
Transportation	Cost per mile	\$2.59	\$2.09	\$4.28
	Cost per rider	\$1,345	\$1,454	\$1,370

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,971	\$ 6,234	\$ 9,476	\$ 5,016
Student support	198	243	728	796
Instruction support	412	270	457	513
Nonclassroom spending				
Administration	1,483	1,398	3,852	936
Plant operations	1,803	1,495	2,825	1,048
Food service	645	755	988	432
Transportation	567	551	877	395
Total operational	10,079	10,946	19,203	9,136
Land and buildings	53	872	2,078	1,053
Equipment	516	454	1,343	533
Interest	0	0	30	273
Other	0	0	72	175
Total nonoperational	569	1,326	3,523	2,034
Total per pupil spending	\$ 10,648	\$ 12,272	\$22,726	\$11,170

Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

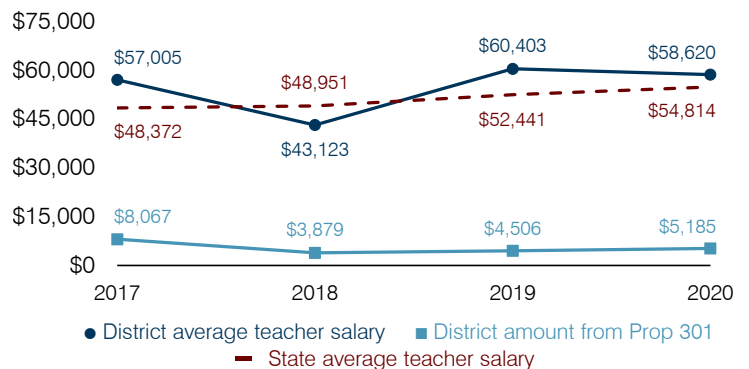
Lowest	Highest	Most recent years	
2018	2004	2019	2020
47.5%	65.5%	49.3%	56.9%

COVID-19 federal relief grant spending

	District	Peer average
Total federal relief grant spending	\$ 35,866	\$ 4,567
Per pupil federal relief grant spending	\$ 203	\$ 71

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	20.5	18.1	20.7	17.7
Average years of teacher experience	11.4	14.1	12.5	13.6
Percentage of teachers in first 3 years	24%	21%	34%	22%

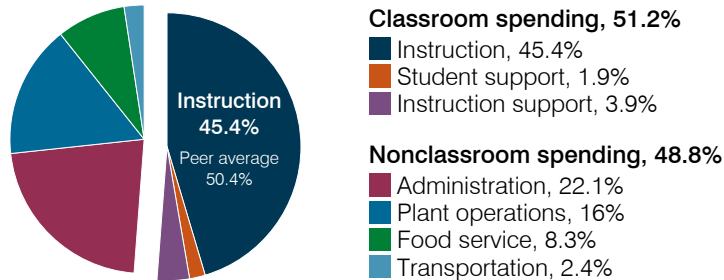
¹ See Appendix A for information, such as districts included in each peer group, and Appendix C for sources and methodology.

Wenden Elementary School District

La Paz County
 Peer group(s): Operational 11 and Transportation 11¹
 Legislative district(s): 5
 District location: Rural
 Number of schools: 1
 Graduation rate (2019): N/A

Students attending; Size: 81; Very small
 5-year change in students attending: 10% decrease
 Special education population: 16%
 English learner population: 21%
 Poverty rate (2019): 33%
 Free/reduced meal eligibility: 93%

Spending by operational area



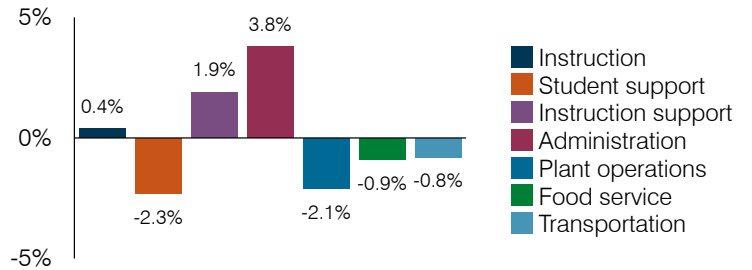
Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$4,284	\$3,852	\$936
	Students per administrative position	27	31	65
Plant operations	Cost per square foot	\$9.81	\$7.94	\$6.55
	Square footage per student	315	400	160
Food service	Cost per meal	NR	\$6.46	\$3.46
Transportation	Cost per mile	\$3.26	\$2.09	\$4.28
	Cost per rider	\$1,238	\$1,454	\$1,370

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 7,045	\$ 8,782	\$ 9,476	\$ 5,016
Student support	615	370	728	796
Instruction support	510	746	457	513
Nonclassroom spending				
Administration	3,501	4,284	3,852	936
Plant operations	2,354	3,088	2,825	1,048
Food service	1,435	1,616	988	432
Transportation	431	457	877	395
Total operational	15,891	19,343	19,203	9,136
Land and buildings	2,433	12,719	2,078	1,053
Equipment	1,023	2,589	1,343	533
Interest	38	45	30	273
Other	59	12	72	175
Total nonoperational	3,553	15,365	3,523	2,034
Total per pupil spending	\$ 19,444	\$ 34,708	\$22,726	\$11,170

Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

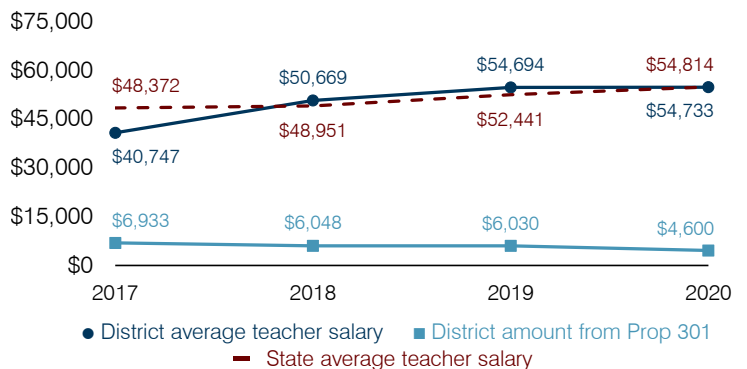
Lowest	Highest	Most recent years	
2017	2002	2019	2020
40.2%	50.8%	44.3%	45.4%

COVID-19 federal relief grant spending

	District	Peer average
Total federal relief grant spending	\$ 1,558	\$ 4,567
Per pupil federal relief grant spending	\$ 19	\$ 71

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	15.6	14.8	13.9	10.2
Average years of teacher experience	14.8	16.5	14.1	14.2
Percentage of teachers in first 3 years	0%	0%	0%	0%

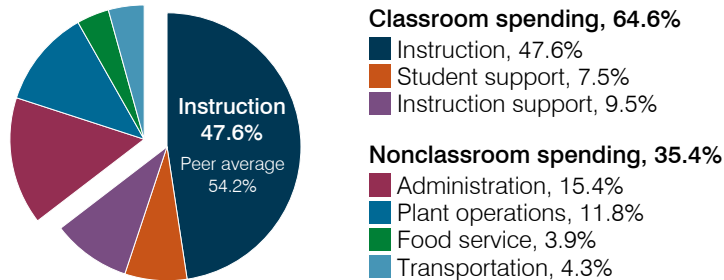
¹ See Appendix A for information, such as districts included in each peer group, and Appendix C for sources and methodology.

Whiteriver Unified School District

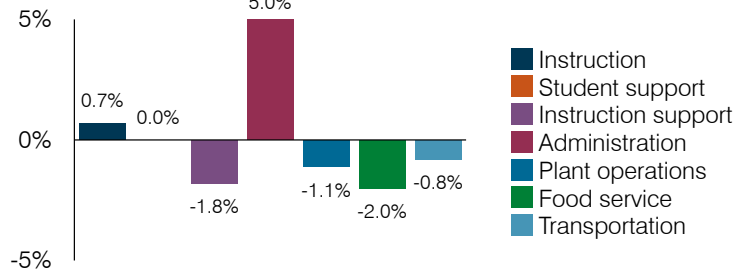
Navajo County
 Peer group(s): Operational 4 and Transportation 7¹
 Legislative district(s): 7
 District location: Town
 Number of schools: 5
 Graduation rate (2019): 64%

Students attending; Size: 2,217; Medium-large
 5-year change in students attending: 3% increase
 Special education population: 11%
 English learner population: 1%
 Poverty rate (2019): 41%
 Free/reduced meal eligibility: N/A

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,987	\$929	\$936
	Students per administrative position	76	73	65
Plant operations	Cost per square foot	\$6.07	\$5.79	\$6.55
	Square footage per student	249	180	160
Food service	Cost per meal	\$2.68	\$3.39	\$3.46
Transportation	Cost per mile	\$3.71	\$3.84	\$4.28
	Cost per rider	\$1,067	\$1,110	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2014	2007	2019	2020
46.1%	67.2%	48.2%	47.6%

COVID-19 federal relief grant spending

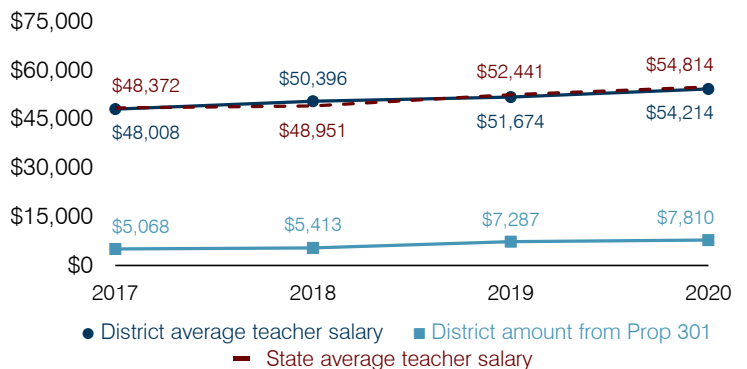
	District	Peer average
Total federal relief grant spending	\$ 28,695	\$ 202,651
Per pupil federal relief grant spending	\$ 13	\$ 40

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 5,670	\$ 6,114	\$ 4,706	\$ 5,016
Student support	902	960	687	796
Instruction support	1,169	1,227	448	513
Nonclassroom spending				
Administration	1,205	1,987	929	936
Plant operations	1,597	1,513	998	1,048
Food service	662	506	424	432
Transportation	568	550	408	395
Total operational	11,773	12,857	8,600	9,136
Land and buildings	347	2,314	419	1,053
Equipment	1,611	1,082	430	533
Interest	0	0	176	273
Other	257	201	48	175
Total nonoperational	2,215	3,597	1,073	2,034
Total per pupil spending	\$ 13,988	\$ 16,454	\$ 9,673	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	16.6	17.8	16.7	16.6
Average years of teacher experience	12.4	10.0	9.5	8.3
Percentage of teachers in first 3 years	26%	37%	39%	41%

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

Wickenburg Unified School District

Maricopa County

Peer group(s): Operational 5 and Transportation 10¹

Legislative district(s): 1, 13, and 22

District location: Rural

Number of schools: 4

Graduation rate (2019): 80%

Students attending; Size: 1,345; Medium

5-year change in students attending: 9% decrease

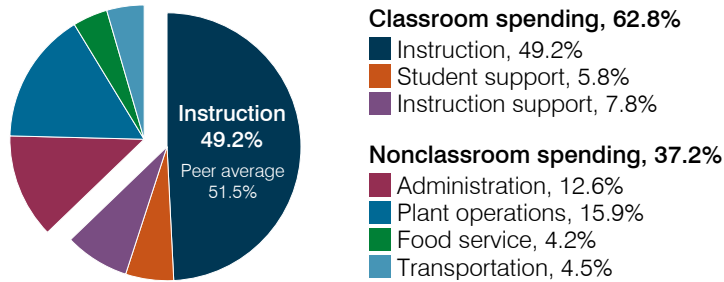
Special education population: 12%

English learner population: 4%

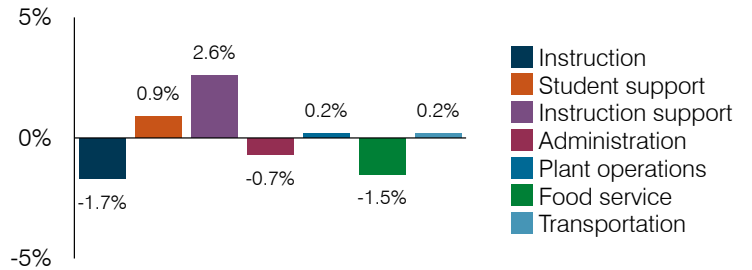
Poverty rate (2019): 16%

Free/reduced meal eligibility: 46%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,150	\$1,241	\$936
	Students per administrative position	56	58	65
Plant operations	Cost per square foot	\$4.62	\$5.69	\$6.55
	Square footage per student	315	275	160
Food service	Cost per meal	\$3.35	\$4.01	\$3.46
Transportation	Cost per mile	\$1.76	\$2.00	\$4.28
	Cost per rider	\$1,433	\$1,741	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2017	2008	2019	2020
47.0%	58.8%	48.8%	49.2%

COVID-19 federal relief grant spending

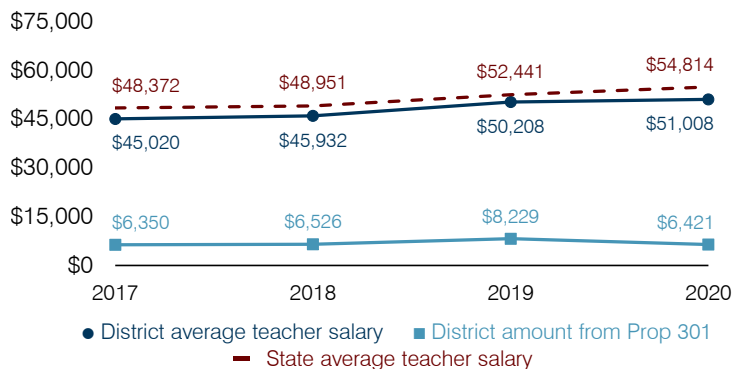
	District	Peer average
Total federal relief grant spending	\$ 27,603	\$ 23,662
Per pupil federal relief grant spending	\$ 21	\$ 21

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,576	\$ 4,488	\$ 5,405	\$ 5,016
Student support	487	526	719	796
Instruction support	676	718	458	513
Nonclassroom spending				
Administration	1,139	1,150	1,241	936
Plant operations	1,576	1,454	1,516	1,048
Food service	491	385	424	432
Transportation	435	407	565	395
Total operational	9,380	9,128	10,328	9,136
Land and buildings	1,025	683	558	1,053
Equipment	749	295	686	533
Interest	311	422	198	273
Other	112	123	97	175
Total nonoperational	2,197	1,523	1,539	2,034
Total per pupil spending	\$ 11,577	\$ 10,651	\$ 11,867	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	18.4	18.2	17.9	18.3
Average years of teacher experience	10.3	12.3	11.2	12.6
Percentage of teachers in first 3 years	32%	16%	20%	14%

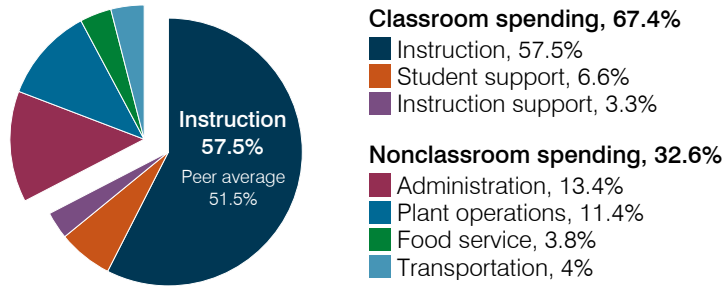
¹ See Appendix A for information, such as districts included in each peer group, and Appendix C for sources and methodology.

Willcox Unified School District

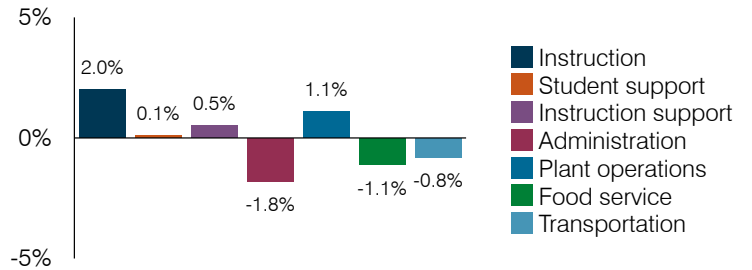
Cochise County
 Peer group(s): Operational 5 and Transportation 10¹
 Legislative district(s): 14
 District location: Rural
 Number of schools: 3
 Graduation rate (2019): 90%

Students attending; Size: 1,012; Medium
 5-year change in students attending: 7% decrease
 Special education population: 11%
 English learner population: 11%
 Poverty rate (2019): 19%
 Free/reduced meal eligibility: 58%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,269	\$1,241	\$936
	Students per administrative position	46	58	65
Plant operations	Cost per square foot	\$4.02	\$5.69	\$6.55
	Square footage per student	270	275	160
Food service	Cost per meal	\$3.91	\$4.01	\$3.46
Transportation	Cost per mile	\$1.39	\$2.00	\$4.28
	Cost per rider	\$1,575	\$1,741	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2012	2005	2019	2020
52.8%	62.8%	56.8%	57.5%

COVID-19 federal relief grant spending

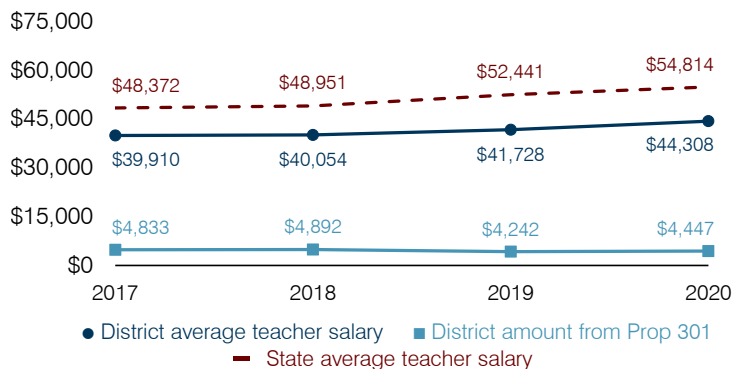
	District	Peer average
Total federal relief grant spending	\$ 4,400	\$ 23,662
Per pupil federal relief grant spending	\$ 4	\$ 21

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 5,151	\$ 5,462	\$ 5,405	\$ 5,016
Student support	499	623	719	796
Instruction support	325	314	458	513
Nonclassroom spending				
Administration	1,261	1,269	1,241	936
Plant operations	1,046	1,086	1,516	1,048
Food service	335	365	424	432
Transportation	458	378	565	395
Total operational	9,075	9,497	10,328	9,136
Land and buildings	284	133	558	1,053
Equipment	516	744	686	533
Interest	347	317	198	273
Other	1	0	97	175
Total nonoperational	1,148	1,194	1,539	2,034
Total per pupil spending	\$ 10,223	\$ 10,691	\$ 11,867	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	15.5	15.2	14.0	13.9
Average years of teacher experience	13.1	14.7	13.0	14.0
Percentage of teachers in first 3 years	11%	6%	14%	15%

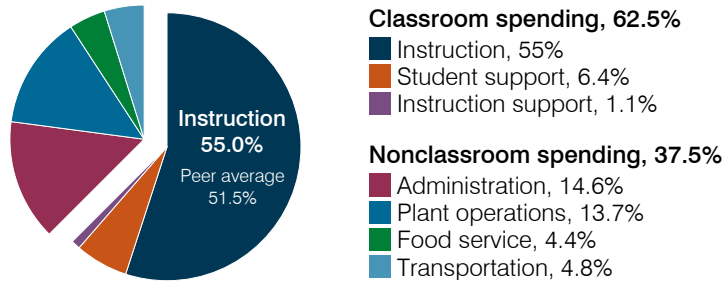
¹ See Appendix A for information, such as districts included in each peer group, and Appendix C for sources and methodology.

Williams Unified School District

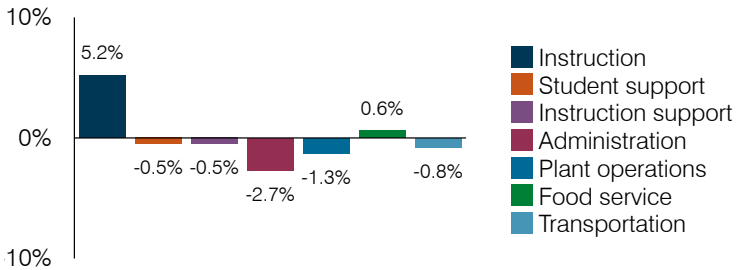
Coconino County
[Peer group\(s\)](#): Operational 5 and Transportation 9¹
 Legislative district(s): 6
 District location: Town
 Number of schools: 2
 Graduation rate (2019): 95%

Students attending; Size: 641; Medium
 5-year change in students attending: 9% increase
 Special education population: 13%
 English learner population: 4%
 Poverty rate (2019): 26%
 Free/reduced meal eligibility: 64%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,467	\$1,241	\$936
	Students per administrative position	57	58	65
Plant operations	Cost per square foot	\$6.03	\$5.69	\$6.55
	Square footage per student	228	275	160
Food service	Cost per meal	\$4.66	\$4.01	\$3.46
Transportation	Cost per mile	\$2.86	\$2.67	\$4.28
	Cost per rider	\$1,483	\$1,471	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2015	2003	2019	2020
49.8%	61.7%	55.2%	55.0%

COVID-19 federal relief grant spending

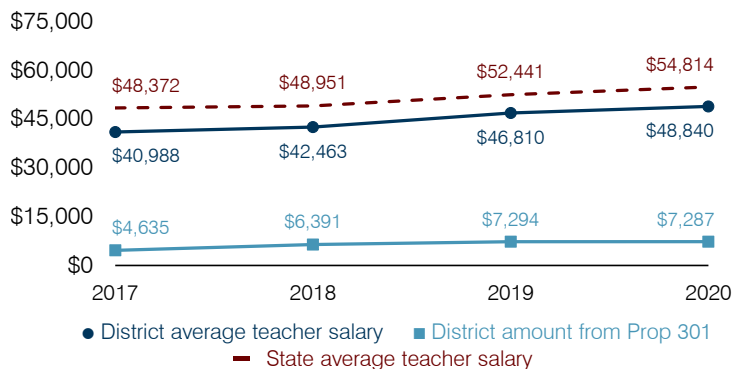
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 23,662
Per pupil federal relief grant spending	\$ 0	\$ 21

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 5,747	\$ 5,528	\$ 5,405	\$ 5,016
Student support	649	648	719	796
Instruction support	141	107	458	513
Nonclassroom spending				
Administration	1,489	1,467	1,241	936
Plant operations	1,428	1,375	1,516	1,048
Food service	359	440	424	432
Transportation	589	485	565	395
Total operational	10,402	10,050	10,328	9,136
Land and buildings	136	96	558	1,053
Equipment	672	516	686	533
Interest	0	0	198	273
Other	51	29	97	175
Total nonoperational	859	641	1,539	2,034
Total per pupil spending	\$ 11,261	\$ 10,691	\$ 11,867	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	14.6	14.6	13.6	15.0
Average years of teacher experience	11.1	9.9	6.1	7.8
Percentage of teachers in first 3 years	19%	33%	64%	52%

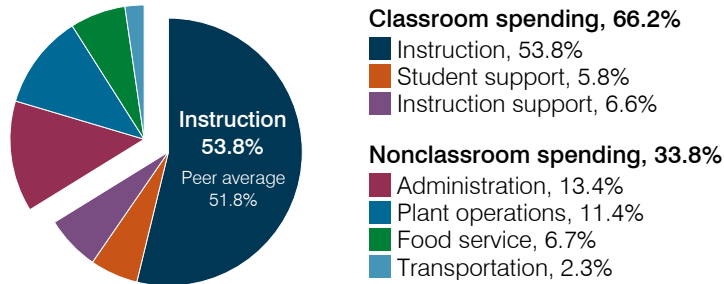
¹ See Appendix A for information, such as districts included in each peer group, and Appendix C for sources and methodology.

Wilson Elementary School District

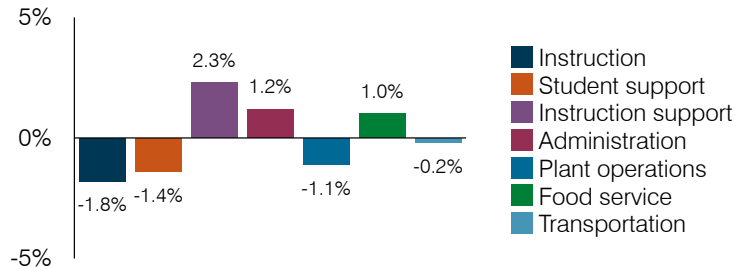
Maricopa County
 Peer group(s): Operational 8 and Transportation 3¹
 Legislative district(s): 27
 District location: City
 Number of schools: 2
 Graduation rate (2019): N/A

Students attending; Size: 1,091; Medium
 5-year change in students attending: 7% decrease
 Special education population: 9%
 English learner population: 23%
 Poverty rate (2019): 33%
 Free/reduced meal eligibility: 86%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,598	\$1,119	\$936
	Students per administrative position	55	64	65
Plant operations	Cost per square foot	\$7.83	\$6.73	\$6.55
	Square footage per student	174	148	160
Food service	Cost per meal	\$3.79	\$3.26	\$3.46
Transportation	Cost per mile	\$3.97	\$4.60	\$4.28
	Cost per rider	\$1,318	\$1,301	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2011	2001	2019	2020
51.4%	58.7%	55.3%	53.8%

COVID-19 federal relief grant spending

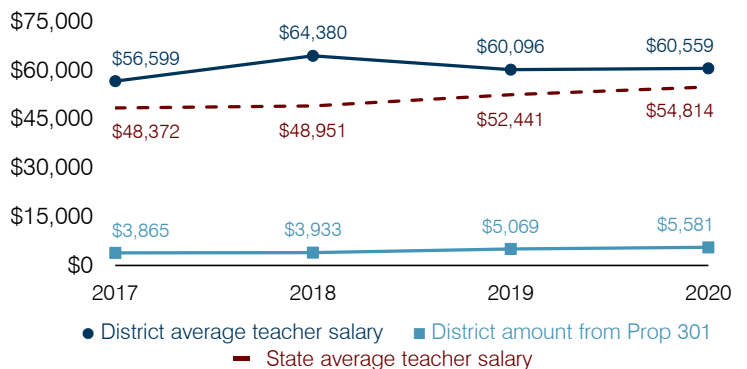
	District	Peer average
Total federal relief grant spending	\$ 3,129	\$ 505,751
Per pupil federal relief grant spending	\$ 3	\$ 90

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 6,196	\$ 6,425	\$ 4,869	\$ 5,016
Student support	663	699	757	796
Instruction support	707	792	615	513
Nonclassroom spending				
Administration	1,450	1,598	1,119	936
Plant operations	1,299	1,362	1,017	1,048
Food service	580	800	703	432
Transportation	301	277	348	395
Total operational	11,196	11,953	9,428	9,136
Land and buildings	74	222	1,809	1,053
Equipment	725	591	640	533
Interest	174	162	374	273
Other	67	42	218	175
Total nonoperational	1,040	1,017	3,041	2,034
Total per pupil spending	\$ 12,236	\$ 12,970	\$12,469	\$11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	17.4	17.3	16.4	16.0
Average years of teacher experience	13.8	13.6	12.2	12.0
Percentage of teachers in first 3 years	14%	19%	23%	19%

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

Window Rock Unified School District

Apache County

Peer group(s): Operational 5 and Transportation 7¹

Legislative district(s): 7

District location: Town

Number of schools: 5

Graduation rate (2019): 82%

Students attending; Size: 1,837; Medium

5-year change in students attending: 10% decrease

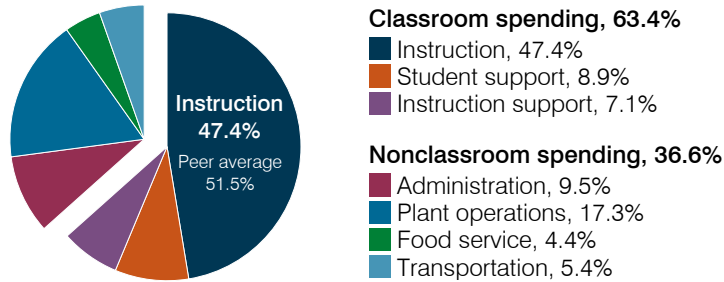
Special education population: 12%

English learner population: 7%

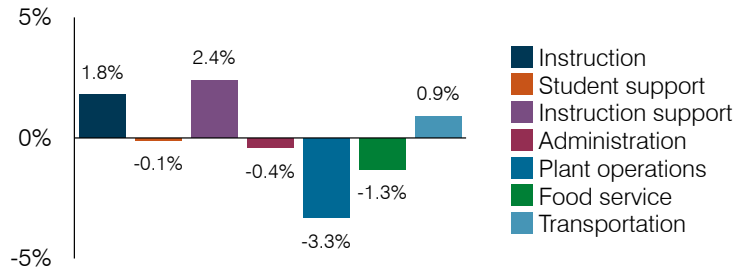
Poverty rate (2019): 45%

Free/reduced meal eligibility: 92%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,476	\$1,241	\$936
	Students per administrative position	41	58	65
Plant operations	Cost per square foot	\$6.87	\$5.69	\$6.55
	Square footage per student	389	275	160
Food service	Cost per meal	\$3.85	\$4.01	\$3.46
Transportation	Cost per mile	\$4.95	\$3.84	\$4.28
	Cost per rider	\$1,665	\$1,110	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2016	2003	2019	2020
44.7%	57.5%	48.3%	47.4%

COVID-19 federal relief grant spending

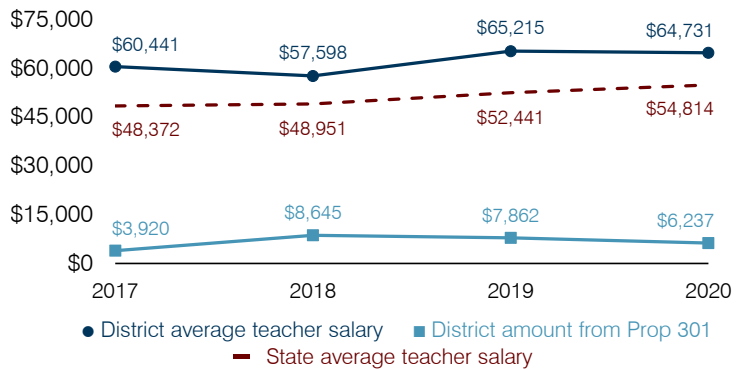
	District	Peer average
Total federal relief grant spending	\$ 15,241	\$ 23,662
Per pupil federal relief grant spending	\$ 8	\$ 21

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 8,022	\$ 7,346	\$ 5,405	\$ 5,016
Student support	1,410	1,378	719	796
Instruction support	1,273	1,100	458	513
Nonclassroom spending				
Administration	1,727	1,476	1,241	936
Plant operations	2,635	2,676	1,516	1,048
Food service	728	688	424	432
Transportation	821	832	565	395
Total operational	16,616	15,496	10,328	9,136
Land and buildings	14	154	558	1,053
Equipment	642	871	686	533
Interest	306	80	198	273
Other	8	1	97	175
Total nonoperational	970	1,106	1,539	2,034
Total per pupil spending	\$ 17,586	\$ 16,602	\$ 11,867	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	12.6	14.0	13.8	15.1
Average years of teacher experience	15.5	16.4	17.6	17.5
Percentage of teachers in first 3 years	9%	3%	2%	2%

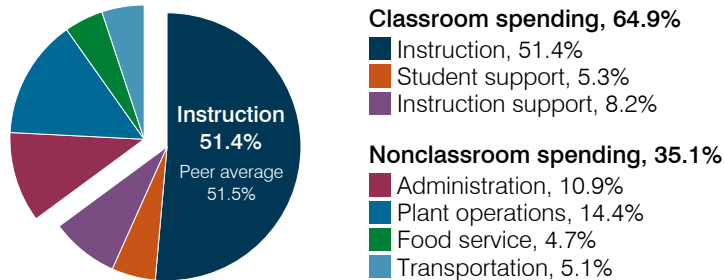
¹ See Appendix A for information, such as districts included in each peer group, and Appendix C for sources and methodology.

Winslow Unified School District

Navajo County
 Peer group(s): Operational 5 and Transportation 9¹
 Legislative district(s): 7
 District location: Town
 Number of schools: 5
 Graduation rate (2019): 88%

Students attending; Size: 1,811; Medium
 5-year change in students attending: 14% decrease
 Special education population: 16%
 English learner population: 1%
 Poverty rate (2019): 28%
 Free/reduced meal eligibility: 74%

Spending by operational area



Operational measures relative to peer averages

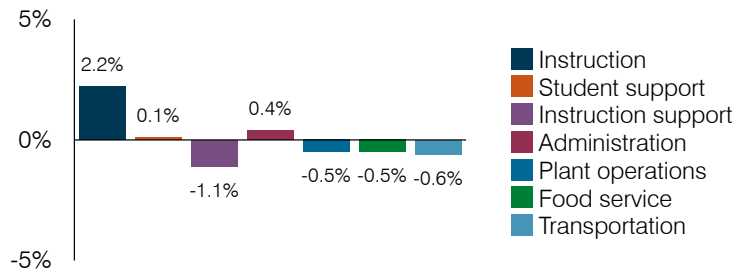
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,119	\$1,241	\$936
	Students per administrative position	59	58	65
Plant operations	Cost per square foot	\$6.59	\$5.69	\$6.55
	Square footage per student	224	275	160
Food service	Cost per meal	\$3.09	\$4.01	\$3.46
Transportation	Cost per mile	\$3.32	\$2.67	\$4.28
	Cost per rider	\$1,702	\$1,471	\$1,370

Very low Low Comparable High Very high

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 4,621	\$ 5,277	\$ 5,405	\$ 5,016
Student support	441	543	719	796
Instruction support	757	840	458	513
Nonclassroom spending				
Administration	982	1,119	1,241	936
Plant operations	1,298	1,476	1,516	1,048
Food service	473	489	424	432
Transportation	493	520	565	395
Total operational	9,065	10,264	10,328	9,136
Land and buildings	57	155	558	1,053
Equipment	610	264	686	533
Interest	19	32	198	273
Other	5	2	97	175
Total nonoperational	691	453	1,539	2,034
Total per pupil spending	\$ 9,756	\$ 10,717	\$ 11,867	\$ 11,170

Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

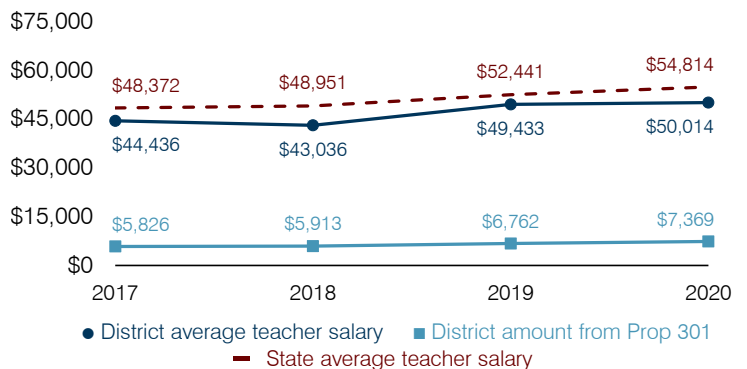
Lowest	Highest	Most recent years	
2015	2003	2019	2020
49.2%	59.0%	51.0%	51.4%

COVID-19 federal relief grant spending

	District	Peer average
Total federal relief grant spending	\$ 13,246	\$ 23,662
Per pupil federal relief grant spending	\$ 7	\$ 21

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	17.5	17.2	18.3	16.2
Average years of teacher experience	12.2	12.6	14.1	13.2
Percentage of teachers in first 3 years	29%	28%	18%	23%

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

Yarnell Elementary School District

Yavapai County

Peer group(s): Operational 11 and Transportation 11¹

Legislative district(s): 1

District location: Rural

Number of schools: 1

Graduation rate (2019): N/A

Students attending; Size:

38; Very small

5-year change in students attending:

7% increase

Special education population:

20%

English learner population:

1%

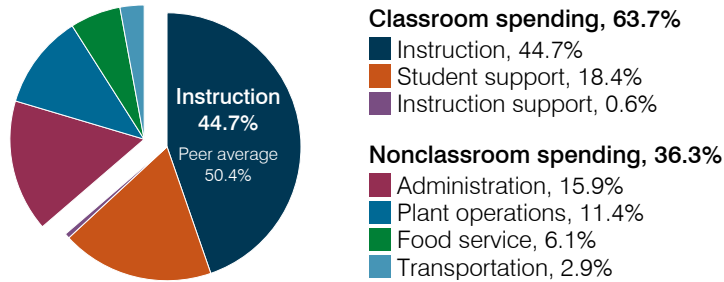
Poverty rate (2019):

23%

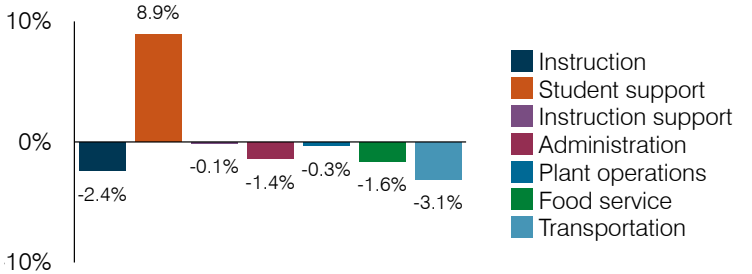
Free/reduced meal eligibility:

83%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,943	\$3,852	\$936
	Students per administrative position	21	31	65
Plant operations	Cost per square foot	\$6.29	\$7.94	\$6.55
	Square footage per student	449	400	160
Food service	Cost per meal	\$8.21	\$6.46	\$3.46
Transportation	Cost per mile	\$2.93	\$2.09	\$4.28
	Cost per rider	\$954	\$1,454	\$1,370

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2006	2002	2019	2020
43.7%	57.8%	48.5%	44.7%

COVID-19 federal relief grant spending

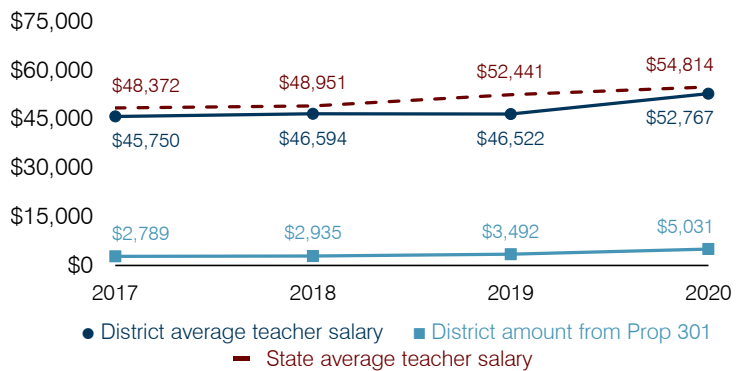
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 4,567
Per pupil federal relief grant spending	\$ 0	\$ 71

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 10,347	\$ 11,052	\$ 9,476	\$ 5,016
Student support	4,362	4,543	728	796
Instruction support	73	147	457	513
Nonclassroom spending				
Administration	2,945	3,943	3,852	936
Plant operations	1,852	2,825	2,825	1,048
Food service	1,262	1,523	988	432
Transportation	496	718	877	395
Total operational	21,337	24,751	19,203	9,136
Land and buildings	262	530	2,078	1,053
Equipment	180	349	1,343	533
Interest	0	0	30	273
Other	263	2	72	175
Total nonoperational	705	881	3,523	2,034
Total per pupil spending	\$ 22,042	\$ 25,632	\$ 22,726	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	7.1	8.8	7.4	8.4
Average years of teacher experience	13.2	16.5	17.5	15.3
Percentage of teachers in first 3 years	0%	0%	0%	25%

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

Young Elementary School District

Gila County

Peer group(s): Operational 11 and Transportation 11¹

Legislative district(s): 6

District location: Rural

Number of schools: 1

Graduation rate (2019): N/A

Students attending; Size:

38; Very small

5-year change in students attending:

7% decrease

Special education population:

24%

English learner population:

0%

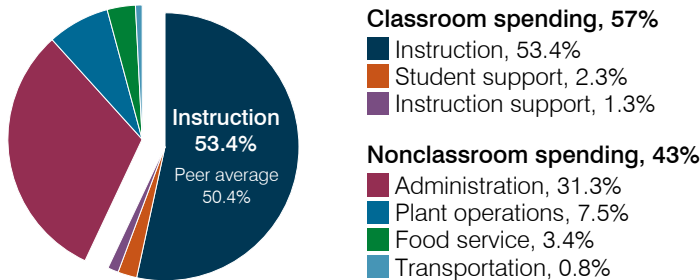
Poverty rate (2019):

24%

Free/reduced meal eligibility:

68%

Spending by operational area



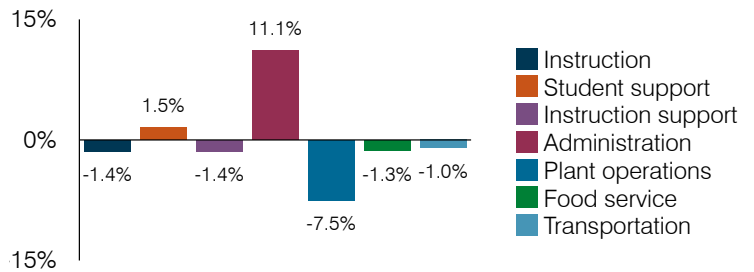
Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$10,668	\$3,852	\$936
	Students per administrative position	11	31	65
Plant operations	Cost per square foot	\$2.50	\$7.94	\$6.55
	Square footage per student	1,017	400	160
Food service	Cost per meal	\$5.31	\$6.46	\$3.46
Transportation	Cost per mile	\$1.83	\$2.09	\$4.28
	Cost per rider	\$559	\$1,454	\$1,370

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 17,997	\$ 18,188	\$ 9,476	\$ 5,016
Student support	726	786	728	796
Instruction support	265	444	457	513
Nonclassroom spending				
Administration	9,536	10,668	3,852	936
Plant operations	3,231	2,539	2,825	1,048
Food service	1,005	1,145	988	432
Transportation	437	262	877	395
Total operational	33,197	34,032	19,203	9,136
Land and buildings	470	0	2,078	1,053
Equipment	4,362	52	1,343	533
Interest	44	12	30	273
Other	37	3	72	175
Total nonoperational	4,913	67	3,523	2,034
Total per pupil spending	\$ 38,110	\$ 34,099	\$22,726	\$11,170

Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

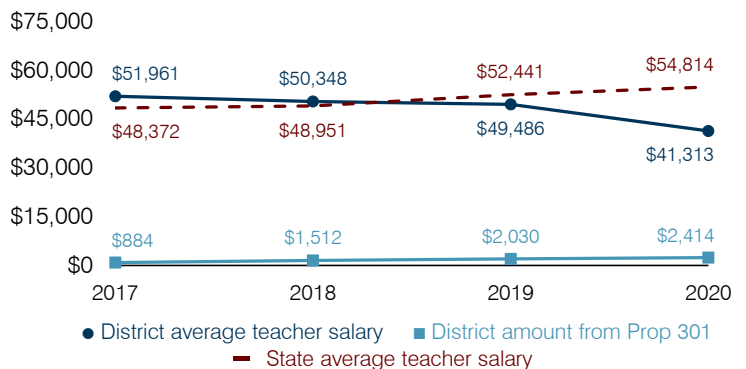
Lowest	Highest	Most recent years	
2018	2001	2019	2020
51.1%	61.7%	54.2%	53.4%

COVID-19 federal relief grant spending

	District	Peer average
Total federal relief grant spending	\$ 0	\$ 4,567
Per pupil federal relief grant spending	\$ 0	\$ 71

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	4.5	4.7	4.7	3.8
Average years of teacher experience	18.8	6.3	11.1	12.9
Percentage of teachers in first 3 years	0%	50%	21%	0%

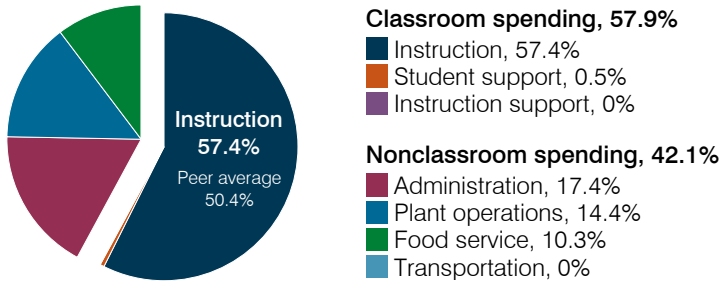
¹ See Appendix A for information, such as districts included in each peer group, and Appendix C for sources and methodology.

Yucca Elementary School District

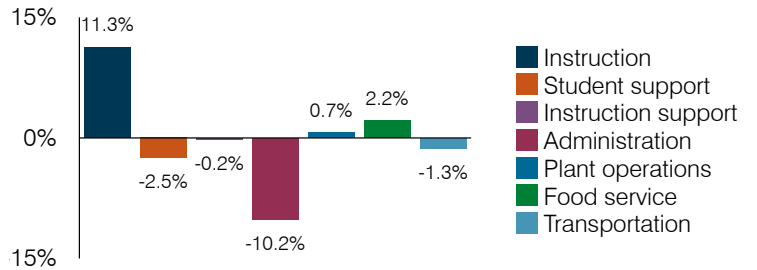
Mohave County
 Peer group(s): Operational 11¹
 Legislative district(s): 5
 District location: Rural
 Number of schools: 1
 Graduation rate (2019): N/A

Students attending; Size: 30; Very small
 5-year change in students attending: 52% increase
 Special education population: 8%
 English learner population: 0%
 Poverty rate (2019): 24%
 Free/reduced meal eligibility: N/A

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,531	\$3,852	\$936
	Students per administrative position	20	31	65
Plant operations	Cost per square foot	\$11.36	\$7.94	\$6.55
	Square footage per student	257	400	160
Food service	Cost per meal	\$6.73	\$6.46	\$3.46
Transportation	Cost per mile	N/A	N/A	\$4.28
	Cost per rider	N/A	N/A	\$1,370

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2016	2007	2019	2020
45.0%	68.2%	57.8%	57.4%

COVID-19 federal relief grant spending

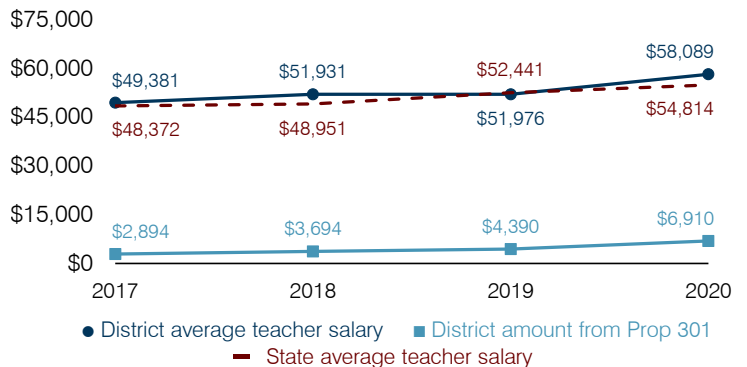
	District	Peer average
Total federal relief grant spending	\$ 0	\$ 4,567
Per pupil federal relief grant spending	\$ 0	\$ 71

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 11,914	\$ 11,684	\$ 9,476	\$ 5,016
Student support	513	106	728	796
Instruction support	0	0	457	513
Nonclassroom spending				
Administration	3,745	3,531	3,852	936
Plant operations	2,472	2,920	2,825	1,048
Food service	1,755	2,100	988	432
Transportation	219	0	877	395
Total operational	20,618	20,341	19,203	9,136
Land and buildings	337	343	2,078	1,053
Equipment	1,008	870	1,343	533
Interest	0	0	30	273
Other	0	0	72	175
Total nonoperational	1,345	1,213	3,523	2,034
Total per pupil spending	\$ 21,963	\$ 21,554	\$ 22,726	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	10.4	10.3	8.8	9.9
Average years of teacher experience	11.0	13.0	16.5	14.0
Percentage of teachers in first 3 years	0%	0%	0%	0%

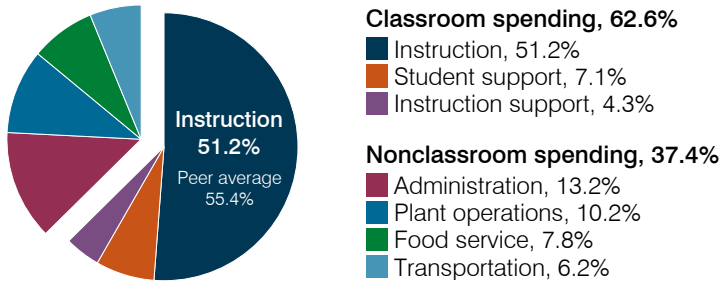
¹ See Appendix A for information, such as districts included in each peer group, and Appendix C for sources and methodology.

Yuma Elementary School District

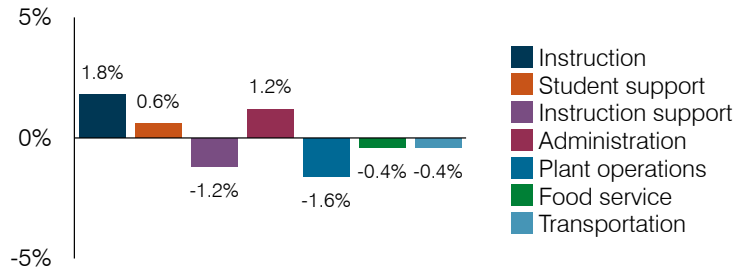
Yuma County
 Peer group(s): Operational 7 and Transportation 5¹
 Legislative district(s): 4 and 13
 District location: City
 Number of schools: 18
 Graduation rate (2019): N/A

Students attending; Size: 8,407; Large
 5-year change in students attending: Less than 1%
 Special education population: 10%
 English learner population: 11%
 Poverty rate (2019): 26%
 Free/reduced meal eligibility: 68%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,102	\$911	\$936
	Students per administrative position	67	74	65
Plant operations	Cost per square foot	\$6.67	\$6.16	\$6.55
	Square footage per student	128	144	160
Food service	Cost per meal	\$2.98	\$3.37	\$3.46
Transportation	Cost per mile	\$3.72	\$3.77	\$4.28
	Cost per rider	\$1,630	\$1,776	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2017	2002	2019	2020
48.7%	58.9%	50.1%	51.2%

COVID-19 federal relief grant spending

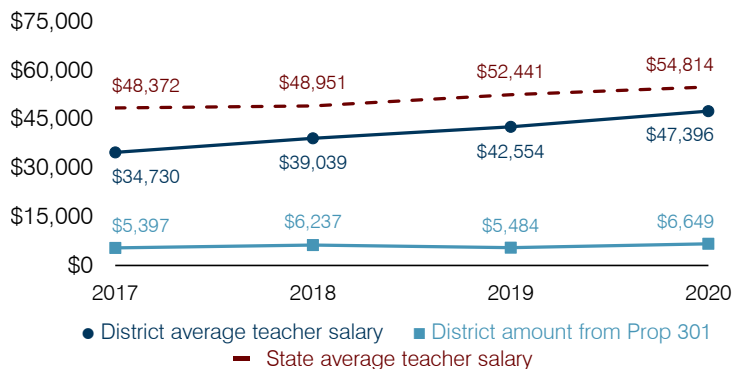
	District	Peer average
Total federal relief grant spending	\$ 718,323	\$ 833,736
Per pupil federal relief grant spending	\$ 85	\$ 70

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 3,920	\$ 4,288	\$ 4,916	\$ 5,016
Student support	590	590	745	796
Instruction support	325	364	526	513
Nonclassroom spending				
Administration	995	1,102	911	936
Plant operations	803	858	881	1,048
Food service	638	655	590	432
Transportation	556	516	321	395
Total operational	7,827	8,373	8,890	9,136
Land and buildings	1,146	749	1,168	1,053
Equipment	330	624	563	533
Interest	198	150	262	273
Other	13	26	189	175
Total nonoperational	1,687	1,549	2,182	2,034
Total per pupil spending	\$ 9,514	\$ 9,922	\$11,072	\$11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	19.2	18.5	18.9	19.1
Average years of teacher experience	12.7	13.1	12.9	12.0
Percentage of teachers in first 3 years	17%	20%	21%	27%

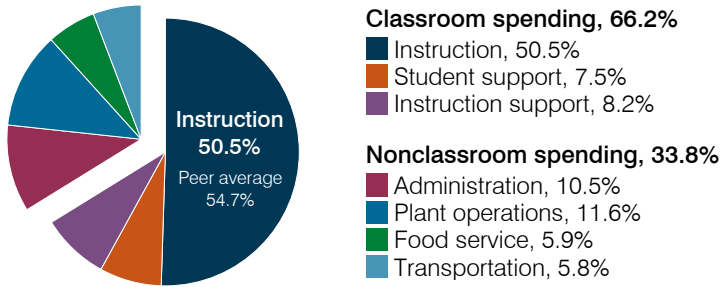
¹ See Appendix A for information, such as districts included in each peer group, and Appendix C for sources and methodology.

Yuma Union High School District

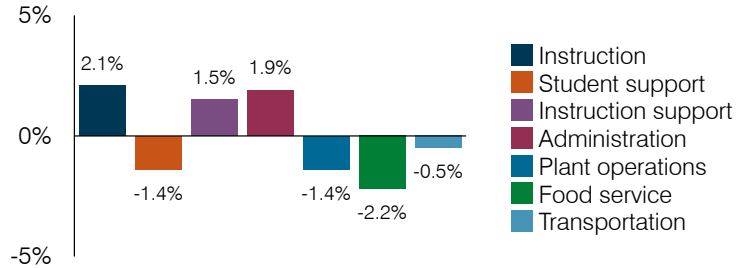
Yuma County
 Peer group(s): Operational 2 and Transportation 5¹
 Legislative district(s): 4 and 13
 District location: City
 Number of schools: 6
 Graduation rate (2019): 93%

Students attending; Size: 11,178; Large
 5-year change in students attending: 6% increase
 Special education population: 9%
 English learner population: 9%
 Poverty rate (2019): 28%
 Free/reduced meal eligibility: 73%

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2015 versus 2020)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$834	\$855	\$936
	Students per administrative position	53	65	65
Plant operations	Cost per square foot	\$6.95	\$6.79	\$6.55
	Square footage per student	133	147	160
Food service	Cost per meal	\$3.55	\$3.89	\$3.46
Transportation	Cost per mile	\$4.02	\$3.77	\$4.28
	Cost per rider	\$1,774	\$1,776	\$1,370

Very low Low Comparable High Very high

Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020

Lowest	Highest	Most recent years	
2016	2002	2019	2020
46.1%	56.8%	48.6%	50.5%

COVID-19 federal relief grant spending

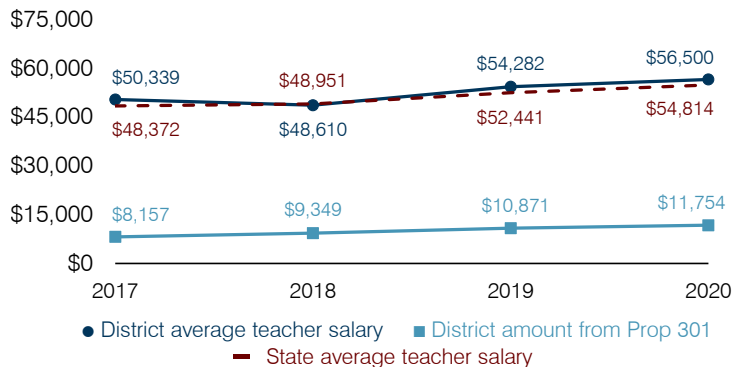
	District	Peer average
Total federal relief grant spending	\$ 1,840,394	\$ 555,597
Per pupil federal relief grant spending	\$ 165	\$ 49

Districts can use COVID-19 federal relief grants from March 2020 through September 2022. Amounts above were used by June 30, 2020.

Per pupil spending by area

Area	District		Peer average 2020	State average 2020
	2019	2020		
Classroom spending				
Instruction	\$ 3,787	\$ 4,017	\$ 4,636	\$ 5,016
Student support	597	598	715	796
Instruction support	559	648	514	513
Nonclassroom spending				
Administration	841	834	855	936
Plant operations	956	924	988	1,048
Food service	492	468	362	432
Transportation	567	465	386	395
Total operational	7,799	7,954	8,456	9,136
Land and buildings	1,327	349	1,754	1,053
Equipment	436	588	553	533
Interest	154	75	345	273
Other	22	9	153	175
Total nonoperational	1,939	1,021	2,805	2,034
Total per pupil spending	\$ 9,738	\$ 8,975	\$ 11,261	\$ 11,170

Average teacher salary and other measures



Measure	2017	2018	2019	2020
Students per teacher	25.3	24.8	25.2	24.3
Average years of teacher experience	9.5	9.7	9.4	9.5
Percentage of teachers in first 3 years	36%	36%	31%	28%

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



This appendix lists the 207 districts organized into operational and transportation peer groups. Table 4 (see pages a-1 through a-4) presents districts organized into operational peer groups based on district size, type, and location. Within each operational peer group, the districts are listed in order of their fiscal year 2020 instructional spending percentages. Table 5 (see pages a-5 through a-11) presents districts organized into transportation peer groups based on district location and miles per rider using an average of districts' miles per rider in fiscal years 2016 through 2020. Within each transportation peer group, the districts are listed in order of their fiscal year 2020 cost per mile and cost per rider difference from the peer group average equally considering each measure. In both groups, some districts are excluded from their peer average because extreme values in their costs would skew the peer average.

Table 4
Districts grouped by operational peer group and ranked by instructional spending percentage
Fiscal year 2020

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	57.3%		
		Gilbert USD	61.6	Paradise Valley USD	57.4
		Chandler USD	61.4	Scottsdale USD	56.3
		Deer Valley USD	59.7	Mesa USD	55.8
		Peoria USD	58.1	Tucson USD	53.2
		Dysart USD	57.7	Phoenix UHSD	52.1
		2	Large unified and union high school districts in cities and suburbs	Peer group average	54.7%
Higley USD	61.8			Tempe UHSD	53.6
Glendale UHSD	57.8			Tolleson UHSD	53.0
Agua Fria UHSD	55.7			Amphitheater USD	52.9
Queen Creek USD	55.7			Flagstaff USD	52.8
Marana USD	55.4			Sunnyside USD	52.7
Vail USD	54.1			Yuma UHSD	50.5
3	Medium-large and medium unified and union high school districts in cities and suburbs	Peer group average	54.0%		
		Tanque Verde USD	60.5	Prescott USD	53.0
		Lake Havasu USD	57.5	Sierra Vista USD	51.8
		Humboldt USD	57.3	J.O. Combs USD	51.0
		Flowing Wells USD	56.5	Apache Junction USD	50.9
		Catalina Foothills USD	55.3	Fountain Hills USD	50.1
		Buckeye UHSD	54.9	Casa Grande UHSD	48.8
		Cave Creek USD	54.5		

Table 4 continued

Peer group		Instructional spending percentage		Instructional spending percentage	
Number	Description	District name	District name	District name	District name
4	Large and medium-large unified and union high school districts in towns and rural areas	Peer group average	54.2%		
		Safford USD	65.7	Nogales USD	53.3
		Snowflake USD	58.6	Santa Cruz Valley USD	52.3
		Sahuarita USD	57.8	Coolidge USD	52.0
		Show Low USD	57.5	Chino Valley USD	51.6
		Saddle Mountain USD	55.5	Page USD	51.2
		Douglas USD	55.2	Payson USD	50.2
		Florence USD	54.8	Chinle USD	49.3
		Maricopa USD	54.8	Whiteriver USD	47.6
		Kingman USD	53.5		
5	Medium unified and union high school districts in towns and rural areas	Peer group average	51.5%		
		Pima USD	67.0	Winslow USD	51.4
		Thatcher USD	61.6	St. Johns USD	51.1
		Colorado City USD	61.0	Globe USD	50.6
		Mingus UHSD	58.7	Miami USD	50.6
		Willcox USD	57.5	Bisbee USD	50.1
		Morenci USD	57.2	Wickenburg USD	49.2
		Holbrook USD	56.3	Window Rock USD	47.4
		Camp Verde USD	56.0	Tombstone USD	46.4
		Williams USD	55.0	Tuba City USD	45.8
		Benson USD	54.0	Ganado USD	45.7
		Parker USD	53.7	Sanders USD	43.1
		Round Valley USD	53.2	San Carlos USD	43.0
		Blue Ridge USD	53.0	Kayenta USD	42.2
		Sedona-Oak Creek Joint USD	53.0	Baboquivari USD	41.6
		Colorado River UHSD	52.5	Piñon USD	37.6
6	Small unified and union high school districts in towns and rural areas	Peer group average	48.9%		
		Bagdad USD	59.9	Superior USD	49.1
		Ray USD	54.9	Duncan USD	48.6
		Ft. Thomas USD	54.5	Mammoth-San Manuel USD	48.5
		Littlefield USD	53.8	Hayden-Winkelman USD	47.6
		Ajo USD	52.7	Joseph City USD	46.3
		Mayer USD	51.9	St. David USD	46.3
		Fredonia-Moccasin USD	51.7	Santa Cruz Valley UHSD	44.5
		Heber-Overgaard USD	51.5	Gila Bend USD	42.0
		Ash Fork Joint USD	50.4	Grand Canyon USD	38.3
Antelope UHSD	49.9	Red Mesa USD	34.7		

Table 4 continued

Peer group		Instructional spending percentage		Instructional spending percentage	
Number	Description	District name	District name	District name	District name
7	Very large and large elementary school districts in cities and suburbs	Peer group average	55.4%		
		Kyrene ESD	63.2	Alhambra ESD	53.7
		Litchfield ESD	60.0	Cartwright ESD	52.9
		Washington ESD	56.1	Yuma ESD	51.2
		Pendergast ESD	56.0	Glendale ESD	50.8
		Tempe ESD	54.4		
8	Medium-large and medium elementary school districts in cities and suburbs	Peer group average	51.8%		
		Liberty ESD	59.5	Osborn ESD	51.9
		Laveen ESD	54.9	Tolleson ESD	51.9
		Fowler ESD	54.5	Roosevelt ESD	51.4
		Madison ESD	54.5	Buckeye ESD	51.0
		Littleton ESD	53.9	Murphy ESD	50.0
		Wilson ESD	53.8	Balsz ESD	49.8
		Crane ESD	53.2	Union ESD	49.8
		Phoenix ESD	52.6	Casa Grande ESD	49.7
		Isaac ESD	52.4	Creighton ESD	46.2
9	Medium-large and medium elementary school districts in towns and rural areas	Peer group average	51.8%		
		Cottonwood-Oak Creek ESD	57.3	Gadsden ESD	49.9
		Somerton ESD	54.9	Nadaburg USD ¹	49.4
		Bullhead City ESD	54.8	Sacaton ESD	48.8
		Continental ESD	54.3	Mohave Valley ESD	48.7
		Toltec ESD	53.2	Eloy ESD	46.4
		Palominas ESD	52.0		
10	Small elementary school districts in towns and rural areas	Peer group average	55.3%		
		Red Rock ESD	65.1	Beaver Creek ESD	55.5
		Clarkdale-Jerome ESD	60.7	Oracle ESD	53.7
		Arlington ESD	59.4	Stanfield ESD	45.7
		Palo Verde ESD	56.8	Altar Valley ESD	45.0
		Naco ESD	56.2		

Table 4 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	50.4%		
		Blue ESD	69.7	Congress ESD	49.6
		Double Adobe ESD	65.1	Owens-Whitney ESD	49.6
		Hillside ESD	61.8	Hyder ESD	49.5
		Alpine ESD	61.7	Kirkland ESD	49.4
		Valentine ESD	60.7	Solomon ESD	49.3
		Aguila ESD	60.6	Sentinel ESD	48.6
		Crown King ESD	60.1	Pearce ESD	48.4
		Cochise ESD	58.3	Paloma ESD	48.3
		Pine Strawberry ESD	58.3	Vernon ESD	48.3
		Yucca ESD	57.4	Patagonia ESD	47.3
		Maine Consolidated SD	57.3	Patagonia UHSD	47.3
		Sonoita ESD	57.0	Seligman USD	46.6
		Wellton ESD	56.9	Mohawk Valley ESD	45.7
		Cañon ESD	56.7	Wenden ESD	45.4
		Bonita ESD	56.6	McNeal ESD	45.1
		Santa Cruz ESD	56.4	Salome Consolidated ESD	44.9
		Elfrida ESD	55.0	Yarnell ESD	44.7
		Young ESD	53.4	Concho ESD	44.6
		McNary ESD	53.3	Quartzsite ESD	44.6
		Morristown ESD	53.1	Skull Valley ESD	44.2
		Topock ESD	52.2	Apache ESD	43.4
		Bicentennial UHSD	51.6	Bowie USD	42.8
		Pomerene ESD	51.2	Mobile ESD	41.5
		San Simon USD	51.1	Bouse ESD	40.0
		Valley UHSD	50.8	Hackberry ESD	36.9
		Picacho ESD	50.2	Cedar USD	36.0
		Tonto Basin ESD	49.9	Ash Creek ESD	34.9
		San Fernando ESD	49.8	Peach Springs USD	27.7

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 2020.

Source: Auditor General staff analysis of fiscal year 2020 district-reported accounting data, fiscal year 2020 ADE student membership data, and fiscal year 2019 U.S. Census Bureau location designations reported in the NCES Common Core of Data.

Table 5
Districts grouped by transportation peer group and ranked by cost per mile and cost per rider
Fiscal year 2020

Peer group			Cost	Cost
Number	Description	District name	per mile	per rider
1	Districts in cities and suburbs traveling less than 165 miles per rider	Peer group average	\$7.32	\$1,286
		Catalina Foothills USD	3.22	382
		Tempe ESD	4.82	886
		Littleton ESD	6.20	809
		Crane ESD	5.59	951
		Fowler ESD	6.99	1,088
		Glendale ESD	7.56	1,293
		Creighton ESD	8.67	1,155
		Flowing Wells USD	8.74	1,180
		Murphy ESD	7.65	1,439
		Alhambra ESD	7.56	1,631
		Madison ESD	9.32	1,434
		Laveen ESD	8.39	1,757
		Cartwright ESD	10.43	1,807
2	Districts in cities and suburbs traveling 165-240 miles per rider	Peer group average	\$7.11	\$1,210
		Riverside ESD	2.80	673
		Sunnyside USD	4.44	1,022
		Litchfield ESD	4.61	1,146
		Queen Creek USD	5.67	1,054
		Balsz ESD	6.85	1,005
		Osborn ESD	7.09	1,184
		Avondale ESD	6.75	1,402
		Pendergast ESD	8.38	1,304
		Union ESD	7.53	1,644
		Isaac ESD	10.31	1,661
		Tolleson ESD	8.82	1,982
		Phoenix ESD	10.86	2,382
		Roosevelt ESD	7.74	NR

Table 5 continued

Peer group			Cost	Cost
Number	Description	District name	per mile	per rider
3	Districts in cities and suburbs traveling 241-310 miles per rider	Peer group average	\$4.60	\$1,301
		J.O. Combs USD	3.92	964
		Sierra Vista USD	3.90	990
		Kyrene ESD	3.75	1,107
		Apache Junction USD	3.48	1,192
		Buckeye ESD	4.02	1,241
		Wilson ESD	3.97	1,318
		Higley USD	4.76	1,189
		Tempe UHSD	4.14	1,445
		Chandler USD	4.74	1,293
		Deer Valley USD	5.60	1,394
		Gilbert USD	5.33	1,564
		Tolleson UHSD	4.97	1,834
		Washington ESD	7.24	1,379
4	Districts in cities and suburbs traveling 311-385 miles per rider	Peer group average	\$4.22	\$1,471
		Tanque Verde USD	3.55	1,111
		Humboldt USD	3.80	1,194
		Fountain Hills USD	3.66	1,281
		Cave Creek USD	3.54	1,372
		Casa Grande ESD	3.58	1,381
		Peoria USD	4.49	1,228
		Agua Fria UHSD	3.76	1,493
		Liberty ESD	4.31	1,348
		Vail USD	4.32	1,519
		Paradise Valley USD	4.23	1,787
		Mesa USD	4.88	1,631
		Amphitheater USD	5.50	1,538
		Dysart USD	5.22	1,676
		Scottsdale USD	4.26	2,039

Table 5 continued

Peer group			Cost	Cost
Number	Description	District name	per mile	per rider
5	Districts in cities and suburbs traveling more than 385 miles per rider	Peer group average	\$3.77	\$1,776
		Marana USD	2.79	1,199
		Buckeye UHSD	2.87	1,637
		Prescott USD	3.31	1,628
		Yuma ESD	3.72	1,630
		Tucson USD	4.59	1,346
		Yuma UHSD	4.02	1,774
		Lake Havasu USD	4.46	2,103
		Flagstaff USD	4.45	2,112
		Casa Grande UHSD	4.36	2,888
		Glendale UHSD	7.04	2,935
		Phoenix UHSD	N/A	1,121
6	Districts in towns and rural areas traveling less than 260 miles per rider	Peer group average	\$3.70	\$799
		Red Rock ESD	0.88	285
		Colorado City USD	2.89	515
		Safford USD	3.00	643
		Somerton ESD	3.30	591
		Continental ESD	2.78	745
		Clarkdale-Jerome ESD	4.03	714
		Gadsden ESD	3.79	800
		Bullhead City ESD	3.60	881
		Thatcher USD	4.02	854
		Sahuarita USD	4.36	795
		Maricopa USD	3.64	1,024
		Toltec ESD	3.91	973
		Cottonwood-Oak Creek ESD	3.88	1,048
		Nogales USD	5.49	717
		Chino Valley USD	3.93	1,064
		Pima USD	5.04	849
		Morenci USD	4.38	1,089
San Carlos USD	6.65	1,838		

Table 5 continued

Peer group			Cost	Cost
Number	Description	District name	per mile	per rider
7	Districts in towns and rural areas traveling 260-335 miles per rider	Peer group average	\$3.84	\$1,110
		Littlefield USD	2.62	619
		Gila Bend USD	2.43	684
		Beaver Creek ESD	3.05	649
		Mammoth-San Manuel USD	3.11	976
		Santa Cruz Valley USD	3.49	879
		Palo Verde ESD	3.40	1,093
		Mohave Valley ESD	3.40	1,097
		Whiteriver USD	3.71	1,067
		Camp Verde USD	3.79	1,103
		Ft. Thomas USD	4.40	1,156
		Mingus UHSD	4.15	1,384
		Snowflake USD	5.36	1,298
		Miami USD	4.97	1,431
		Eloy ESD	4.79	1,539
Window Rock USD	4.95	1,665		
8	Districts in towns and rural areas traveling 336-460 miles per rider	Peer group average	\$3.43	\$1,480
		Saddle Mountain USD	2.68	958
		Kingman USD	2.41	1,399
		Stanfield ESD	2.70	1,306
		Bisbee USD	2.36	1,495
		Blue Ridge USD	3.45	1,090
		St. David USD	3.60	1,278
		Ganado USD	2.75	1,707
		Florence USD	3.06	1,583
		Chinle USD	2.96	1,668
		Globe USD	3.43	1,527
		Benson USD	3.54	1,622
		Superior USD	4.51	1,292
		Show Low USD	4.02	1,529
		Sedona-Oak Creek Joint USD	3.75	1,755
Payson USD	4.84	1,606		
Parker USD	4.28	2,052		
Sacaton ESD	5.72	1,461		

Table 5 continued

Peer group			Cost	Cost
Number	Description	District name	per mile	per rider
9	Districts in towns and rural areas traveling 461-630 miles per rider	Peer group average	\$2.67	\$1,471
		Ajo USD	2.00	1,266
		Round Valley USD	2.03	1,561
		Tombstone USD	2.05	1,558
		Mayer USD	2.35	1,424
		Oracle ESD	2.43	1,392
		Fredonia-Moccasin USD	3.14	1,045
		Heber-Overgaard USD	2.23	1,648
		Palominas ESD	2.64	1,448
		Arlington ESD	2.62	1,512
		Coolidge USD	3.16	1,223
		Altar Valley ESD	3.04	1,315
		Williams USD	2.86	1,483
		Baboquivari USD	2.82	1,512
		Nadaburg USD	2.88	1,569
		Grand Canyon USD	3.07	1,638
		Winslow USD	3.32	1,702
		Colorado River UHSD	3.35	1,925
		Kayenta USD	3.40	2,454
Naco ESD	9.01	3,816		
10	Districts in towns and rural areas traveling more than 630 miles per rider	Peer group average	\$2.00	\$1,741
		Antelope UHSD	1.06	777
		Ash Fork Joint USD	0.69	1,580
		Holbrook USD	1.69	1,285
		Willcox USD	1.39	1,575
		Hayden-Winkelman USD	1.56	1,454
		Duncan USD	2.04	1,068
		Wickenburg USD	1.76	1,433
		Bagdad USD	1.25	1,954
		St. Johns USD	1.44	2,175
		Ray USD	2.06	1,764
		Joseph City USD	2.19	1,695
		Red Mesa USD	2.61	1,862
		Page USD	2.64	1,944
		Sanders USD	2.86	1,969
		Tuba City USD	3.52	2,611
		Santa Cruz Valley UHSD	3.86	2,837
		Piñon USD	4.16	2,830
		Douglas USD	3.82	4,306

Table 5 continued

Peer group			Cost	Cost
Number	Description	District name	per mile	per rider
11	Very small districts	Peer group average	\$2.09	\$1,454
		Owens-Whitney ESD	0.38	377
		Bowie USD	0.35	712
		Aguila ESD	0.81	537
		Pearce ESD	1.03	440
		Santa Cruz ESD	1.24	733
		McNary ESD	1.63	477
		Paloma ESD	1.48	655
		Valentine ESD	1.67	560
		Topock ESD	1.79	479
		Young ESD	1.83	559
		Congress ESD	1.58	798
		Cochise ESD	2.11	656
		Solomon ESD	2.35	500
		Alpine ESD	0.53	1,764
		Vernon ESD	1.38	1,182
		Double Adobe ESD	1.46	1,155
		Picacho ESD	2.38	541
		San Simon USD	1.01	1,500
		Bonita ESD	1.95	915
		Cañon ESD	2.27	752
		Concho ESD	1.20	1,571
		Ash Creek ESD	1.54	1,544
		Quartzsite ESD	2.28	1,083
		Morristown ESD	2.28	1,087
		Patagonia ESD	1.01	2,033
		Patagonia UHSD	1.01	2,033
		Bouse ESD	2.88	742
		McNeal ESD	1.42	1,804
		Skull Valley ESD	1.95	1,548
		Kirkland ESD	1.71	1,739
		Elfrida ESD	2.52	1,215
		Yarnell ESD	2.93	954
		Bicentennial UHSD	1.74	1,876
		Mobile ESD	2.04	1,714
		Wellton ESD	2.59	1,345
		Hyder ESD	2.49	1,534
		Wenden ESD	3.26	1,238
		Maine Consolidated SD	2.94	1,605
		Salome Consolidated ESD	4.04	1,064
		Apache ESD	2.25	2,322

Table 5 concluded

Peer group			Cost	Cost
Number	Description	District name	per mile	per rider
11 (concluded)	Very small districts	San Fernando ESD	2.49	2,306
		Hackberry ESD	3.49	1,686
		Tonto Basin ESD	2.24	2,650
		Mohawk Valley ESD	2.67	2,441
		Sentinel ESD	1.32	3,530
		Seligman USD	2.18	3,347
		Pomerene ESD	5.63	1,266
		Valley UHSD	2.70	3,605
		Sonoita ESD	3.30	3,406
		Pine Strawberry ESD	5.36	2,771
		Cedar USD	NR	1,815

Source: Auditor General staff analysis of fiscal year 2020 district-reported accounting data, fiscal year 2020 ADE route reports, and fiscal year 2019 U.S. Census Bureau location designations reported in the NCES Common Core of Data.



This appendix presents Arizona’s operational and total spending per pupil for fiscal years 2001 through 2020 unadjusted and inflation adjusted to fiscal year 2020 dollars. See page 2 of this report’s Introduction for more information on what is included in operational and total spending per pupil.

Table 6
Arizona’s operational and total spending per pupil unadjusted and inflation adjusted to fiscal year 2020 dollars¹
Fiscal years 2001 through 2020

Fiscal year	Unadjusted		Inflation adjusted to fiscal year 2020 dollars	
	Operational spending per pupil	Total spending per pupil	Operational spending per pupil	Total spending per pupil
2001	\$5,374	-	\$7,895	-
2002	5,791	-	8,360	-
2003	6,048	-	8,543	-
2004	6,355	-	8,784	-
2005	6,500	-	8,722	-
2006	6,833	-	8,833	-
2007	7,382	-	9,302	-
2008	7,813	-	9,493	-
2009	7,908	-	9,476	-
2010	7,609	-	9,031	-
2011	7,485	-	8,709	-
2012	7,475	-	8,449	-
2013	7,496	-	8,334	-
2014	7,578	\$8,893	8,296	\$9,736
2015	7,658	9,057	8,323	9,844
2016	7,746	9,136	8,363	9,864
2017	8,141	9,653	8,630	10,233
2018	8,296	9,929	8,600	10,293
2019	8,905	10,928	9,044	11,099
2020	9,136	11,170	9,136	11,170

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 2020.

Source: Auditor General staff analysis of district-reported accounting data unadjusted and inflation adjusted (using the Consumer Price Index published by the U.S. Labor Department, Bureau of Labor Statistics) to fiscal year 2020 dollars and ADE student membership data for fiscal years 2001 through 2020.



Objectives, scope, and methodology

Objectives

A.R.S. §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 20th annual report analyzing school district spending, has 2 main objectives:

- It analyzes State operational spending trends in instruction and 6 other operational categories—student support, instruction support, administration, plant operations, food service, and transportation—since monitoring began in fiscal year 2001. It also identifies spending differences between Arizona school districts and analyzes changes in the State average teacher salary between fiscal years 2017 and 2020.
- It presents a 1-page State summary and a 1-page summary for each school district that show performance on various measures, including instructional spending percentage, operational and nonoperational spending compared to national or peer averages, and average teacher salary.¹

Scope

All data in this report is for fiscal year 2020 unless otherwise noted. All the State's 236 school districts were included in State averages presented in this report including the State's fiscal year 2020 operational spending percentages and per pupil spending amounts. However, some districts were excluded from further analysis as follows:

- When compiling data for the 1-page summaries for each school district, transporting districts, career and technical education districts (CTEDs), and accommodation districts were excluded. Transporting districts transport all 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 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.

Methodology

To analyze the most current final expenditure data available for Arizona's districts, we obtained fiscal year 2020 accounting data from all 236 school districts or from the County School Superintendent offices that support them. Additionally, we obtained data from various other sources as outlined in more detail below, including data from ADE, such as school district Annual Financial Reports (AFRs), Classroom Site Fund Narrative Results Summaries

¹ Because Patagonia ESD and Patagonia UHSD operate essentially as 1 district and comingle costs, the 2 districts' spending and other operational measures are presented combined on each district's individual page in this report.

(CSF Narratives), school district staffing levels, bus mileage, and average daily membership counts; and data from the Arizona School Facilities Board (SFB), such as square footage and number of schools. 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. 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 comparing fund totals from each district's accounting data to the fund totals the district reported on its AFR. We also performed year-to-year comparisons of district-reported data to identify anomalies and variances and to review the reasonability of changes in related measures, such as whether a district's square footage increased after opening a new school. We interviewed school district officials about identified anomalies and variances and corrected any data errors prior to calculating instructional spending percentages and other measures analyzed for, and presented in, this report. Further, prior to the report's issuance, we provided each Arizona school district the opportunity to review most of the numbers that we planned to present for the district and inform us of any issues with the data.

To analyze State spending changes and the change in the State's average teacher salary, we reviewed and analyzed historical spending and trends. We also 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 2020 dollars using the Consumer Price Index published by the U.S. Labor Department, Bureau of Labor Statistics, when analyzing historical spending and trends.

To compare the school districts' operational measures, we developed 2 types of district peer groups. The peer groups are presented in Tables 4 and 5 in Appendix A beginning on pages a-1 and a-5, respectively. Some districts are excluded from the peer average for certain operational measures because their extreme values would skew the peer average. The following districts are excluded from the peer average for all operational measures because their extreme values would skew the peer average: Baboquivari USD, Chinle USD, Crown King ESD, Flagstaff USD, Grand Canyon USD, Kayenta USD, Phoenix ESD, Phoenix UHSD, Piñon USD, Red Mesa USD, Sacaton ESD, and San Carlos USD. Further, if we determined that a district's information for a specific measure is not reliable (NR), we excluded it from peer averages for measures using that data.

- To compare districts' administration, plant operations, and food service cost measures relative to peer groups', we developed operational peer groups using district size, type, and location because these factors are associated with school districts' cost measures in these areas. The 6 district size categories are defined on page c-3. 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 peer groups to compare district operations in administration, plant operations, and food service operations. These peer groups are labeled Operational 1 through 11, and each includes between 9 and 56 districts.
- To compare districts' transportation cost measures relative to peer groups', we developed transportation peer groups using location and miles per rider because these factors are associated with school districts' transportation cost measures. We grouped together districts based on district location and miles per rider using an average of districts' miles per rider in fiscal years 2016 through 2020. Considering these factors, we created 11 transportation peer groups to compare district operations in transportation. These peer groups are labeled Transportation 1 through 11, and each includes between 11 and 51 districts.

The following describes the data sources for the information presented on the State page (see page 12) and individual district pages (see pages 13 through 219) and that we used for the State analysis presented in Chapters 1 and 2 (see pages 4 through 10). This information is organized into 3 sections: background information, such as the number of districts and schools; spending, such as instructional and other operational spending and other operational measures; and average teacher salary and other measures, such as average years of teacher experience and percentage of teachers in their first 3 years. On individual district pages, "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. “NR” indicates that we determined that the district’s information is not reliable and is, therefore, not being reported.

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 2019 (the most recent year for available data) 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.
- **Number of schools**—Our analysis of ADE’s attending average daily membership (ADM) reports and SFB district-wide building reports.
- **Graduation rate**—For districts serving high school students, the fiscal year 2019 (the most recent year for available data) 4-year cohort graduation rates obtained from ADE in September 2020. The State average is the fiscal year 2019 graduation rate reported by ADE.
- **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 small	Fewer than 200
○ Small	200 to 599
○ Medium	600 to 1,999
○ Medium-large	2,000 to 7,999
○ Large	8,000 to 19,999
○ Very large	20,000+

- **5-year change in students attending**—Our analysis of ADE-provided, school-district-reported ADM counts for fiscal years 2015 and 2020.
- **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 percentages were calculated by dividing special education ADM by total ADM.
- **English learner population**—Our analysis of ADE-provided, school-district-reported English learner unduplicated attending ADM counts and ADE-provided, school-district-reported total ADM counts. The district and State percentages were calculated by dividing English learner ADM by total ADM.
- **Poverty rate**—Our analysis of U.S. Census Bureau fiscal year 2019 (the most recent year for available data) *Small Area Income and Poverty Estimates* published in December 2020. District and State 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.
- **Free/reduced meal eligibility**—Our analysis of ADE-provided, school-district-reported counts of students eligible for free or reduced-price meals. The eligibility numbers are from October 2019. For schools participating in the Community Eligibility Provision, the number of eligible students is determined by the site Identified Student Percentage, as instructed by the U.S. Department of Agriculture. For schools participating in Provision 2 or 3, the number of eligible students is determined by the school’s base year of operation. District and State percentages were calculated by dividing the number of students eligible for free or reduced-price meals by the number of students enrolled.

Spending

- **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. The classroom spending percentages were calculated by adding individual districts' instructional, student support, and instruction support percentages. The nonclassroom spending percentages were calculated by adding individual districts' administration, plant operations, food service, and transportation percentages.
- **Operational 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. The operational 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 operational measures because their extreme values would skew the peer average. The following criteria were used to determine the operational 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*.

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.

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 2020.

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.
- **Per pupil spending by area**
 - District—Our analysis of fiscal years 2019 and 2020 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 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 2018 data, the most recently available national data.
- **Percentage point change in spending by operational area**—Our analysis of the change in the percentage spent in each operational area between fiscal years 2015 and 2020, using district-reported accounting data and AFRs.
- **Lowest, highest, and 2 most recent fiscal years' instructional spending percentages between 2001 and 2020**—Our analysis of district-reported accounting data and AFRs for fiscal years 2001 through 2020. When a district's lowest or highest percentage value occurred in multiple years, the most recent year was reported.
- **COVID-19 federal relief grant spending**—Our analysis of district-reported accounting data and AFRs for fiscal year 2020. Amounts include expenditures from funds 326, 327, and 328, which are designated in Arizona's Uniform Chart of Accounts for the recording of CARES Act funding. Districts can use these federal relief grants from March 2020 through September 2022, and we included only amounts districts used for expenditures they made by June 30, 2020. Total and per pupil spending amounts do not include other expenditures outside of these funds that districts may have used for COVID-19-related expenditures.
 - District total and per pupil—Our analysis of district-reported accounting data and AFRs, and ADE-provided ADM data.
 - Peer average—Peer averages were calculated by adding individual districts' total and per pupil spending respectively and dividing by the number of districts in each peer group.

Average teacher salary and other measures

- **Average teacher salary**—Our analysis of total operational spending for certified teacher salaries (excluding salaries for substitute teachers) for fiscal years 2017 through 2020 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. The district and State averages were calculated by dividing the total teacher salaries by the total certified teacher FTEs. If an individual district's average teacher salary graphic has a discontinuous trend line, it means the data is not reliable for particular years.

- **Amount from Prop 301**—Our analysis of the total Proposition 301 (Classroom Site Fund) monies for fiscal years 2017 through 2020 spent on teacher salaries and the total number of certified teacher FTEs from district-reported accounting data and CSF Narratives. The district and State averages were calculated by totaling the Proposition 301 amount paid to teachers and dividing by the total certified teacher FTEs.
- **Students per teacher**—Our analysis of ADE-provided ADM data and certified teacher FTEs as reported by districts on their CSF Narratives for fiscal years 2017 through 2020. The district and State ratios were calculated by dividing total ADM by total certified teacher FTEs.
- **Average years of teacher experience**—Our analysis of district-reported certified teacher FTEs and years of experience obtained from ADE for fiscal years 2017 through 2020. The years of experience includes the actual, uncapped number of years of experience for each certified teacher. The district and State years of experience were calculated by dividing the total number of years of experience by the total certified teacher FTEs.
- **Percentage of teachers in first 3 years**—Our analysis of district-reported certified teacher FTEs and years of experience obtained from ADE for fiscal years 2017 through 2020. The district and State percentages were calculated by dividing the number of certified teachers in their first 3 years by the total number of certified teachers.

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

