

Agua Fria Union High School District

Maricopa County

Efficiency peer groups 3 and T-4, Achievement peer group 9

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

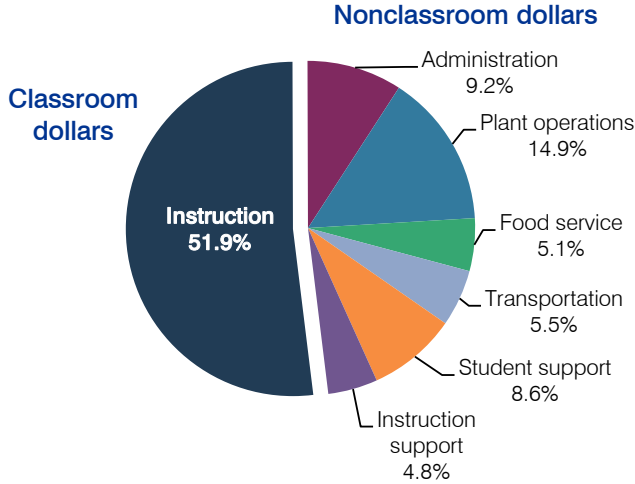
District size / location: Medium-Large, Suburb

Students attending: 6,687

Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 4 percent. Spending in the classroom decreased from 53.8 to 51.9 percent. Spending on administration decreased and spending on plant operations and instruction support increased. Spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$619	\$736	\$736
	Students per administrator	59	71	66
Plant operations	Cost per square foot	\$7.17	\$5.88	\$6.09
	Square footage per student	141	158	152
Food service	Cost per meal equivalent	\$2.52	\$2.74	\$2.47
Transportation	Cost per mile	\$3.90	\$3.62	\$3.50
	Cost per rider	\$1,183	\$1,088	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,813	\$6,748	\$7,033	\$7,475	\$10,652
Classroom dollars	3,616	3,501	3,759	4,053	6,526
Nonclassroom dollars:	3,197	3,247	3,274	3,422	4,126
Administration	624	619	736	736	1,139
Plant operations	990	1,009	920	928	1,012
Food service	321	341	338	382	405
Transportation	385	375	426	362	443
Student support	574	578	546	578	592
Instruction support	303	325	308	436	535

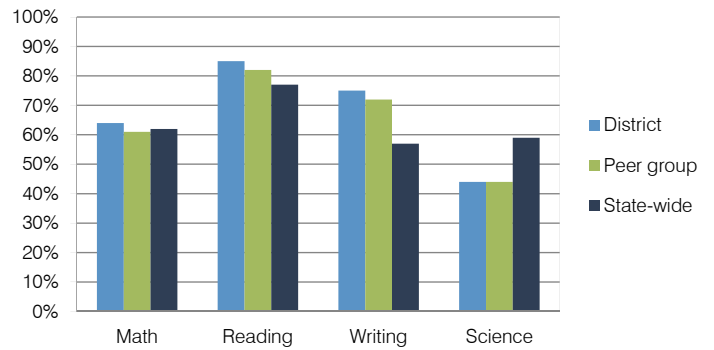
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	4	100%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2011)	82%	86%	78%
Poverty rate (2011)	15%	18%	25%
Students per teacher	20.3	20.4	18.1
Average teacher salary	\$44,702	\$44,813	\$45,193
Amount from Proposition 301	\$4,352	\$4,459	\$3,195
Average years of teacher experience	8.3	9.7	11.0
Percentage of teachers in first 3 years	19%	16%	16%

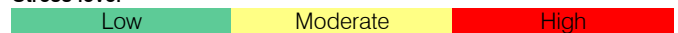
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012

Measure	Assessment
Number of students attending	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Mixed election results
Operating reserve percentage (max. 4%), trend	3.3%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant

Stress level



Aguila Elementary School District

Maricopa County

Efficiency peer groups 11 and T-13, Achievement peer group 20

Legislative district(s): 13

District size / location:

Very small, Rural

Students attending:

140

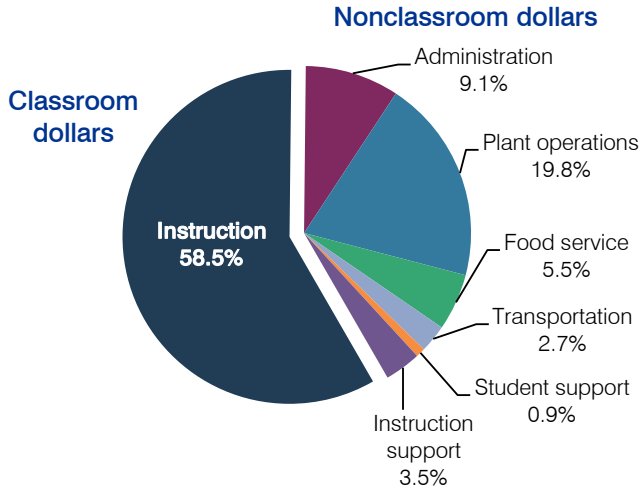
Number of schools:

1

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

Total spending per pupil increased by 24 percent. Spending in the classroom varied year to year, increasing slightly overall from 57.9 to 58.5 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on plant operations increased substantially and spending on instruction support decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,056	\$2,472	\$736
	Students per administrator	37	30	66
Plant operations	Cost per square foot	\$10.15	\$6.93	\$6.09
	Square footage per student	227	320	152
Food service	Cost per meal equivalent	\$2.44	\$4.88	\$2.47
Transportation	Cost per mile	\$0.81	\$1.53	\$3.50
	Cost per rider	\$585	\$1,171	\$982

Per-pupil spending by operational area

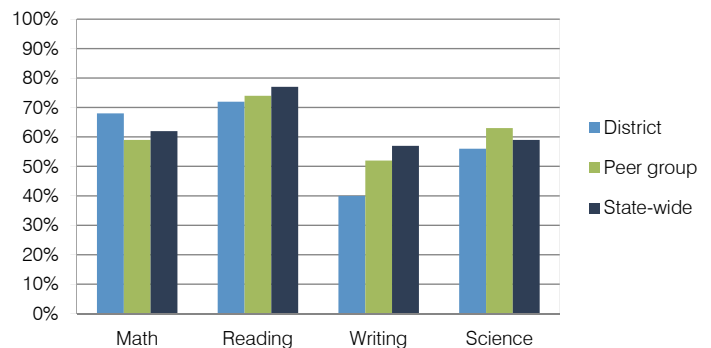
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$10,739	\$11,622	\$15,082	\$7,475	\$10,652
Classroom dollars	6,922	6,804	7,880	4,053	6,526
Nonclassroom dollars:	3,817	4,818	7,202	3,422	4,126
Administration	1,175	1,056	2,472	736	1,139
Plant operations	1,104	2,300	2,126	928	1,012
Food service	832	638	756	382	405
Transportation	340	308	970	362	443
Student support	136	108	541	578	592
Instruction support	230	408	337	436	535

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



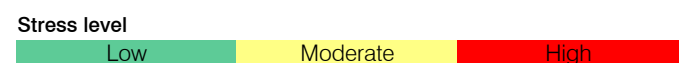
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	30%	29%	25%
Students per teacher	14.0	12.6	18.1
Average teacher salary	\$37,953	\$45,750	\$45,193
Amount from Proposition 301	\$1,157	\$2,292	\$3,195
Average years of teacher experience	16.2	13.0	11.0
Percentage of teachers in first 3 years	13%	13%	16%

Financial stress assessment

Overall financial stress level: **High**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	Operating and capital
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	0.3%, Decreasing
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant



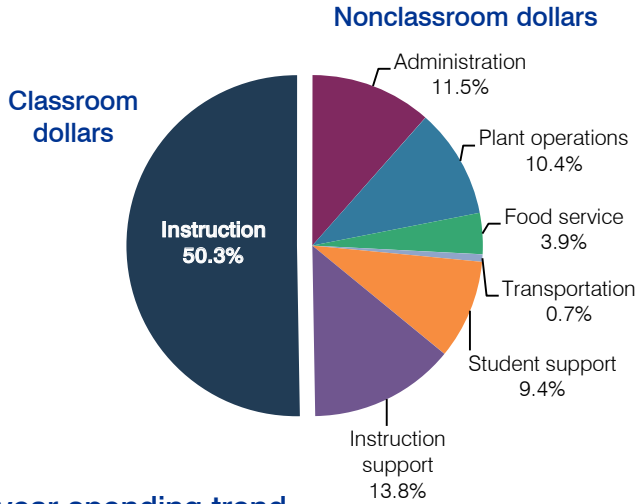
Ajo Unified School District

Pima County
 Efficiency peer groups 6 and T-9, Achievement peer group 8
 Legislative district(s): 4

District size / location: Small, Town
 Students attending: 434
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 28 percent. Spending in the classroom varied year to year, decreasing overall from 56.7 to 50.3 percent. Spending on plant operations decreased and spending on student and instruction support increased substantially. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,131	\$1,487	\$736
	Students per administrator	47	43	66
Plant operations	Cost per square foot	\$4.15	\$5.04	\$6.09
	Square footage per student	247	299	152
Food service	Cost per meal equivalent	\$3.02	\$3.19	\$2.47
Transportation	Cost per mile	\$2.09	\$2.47	\$3.50
	Cost per rider	\$586	\$704	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$8,117	\$9,833	\$9,872	\$7,475	\$10,652
Classroom dollars	4,513	4,950	4,866	4,053	6,526
Nonclassroom dollars:	3,604	4,883	5,006	3,422	4,126
Administration	1,097	1,131	1,487	736	1,139
Plant operations	1,140	1,025	1,438	928	1,012
Food service	359	383	454	382	405
Transportation	60	67	510	362	443
Student support	522	918	636	578	592
Instruction support	426	1,359	481	436	535

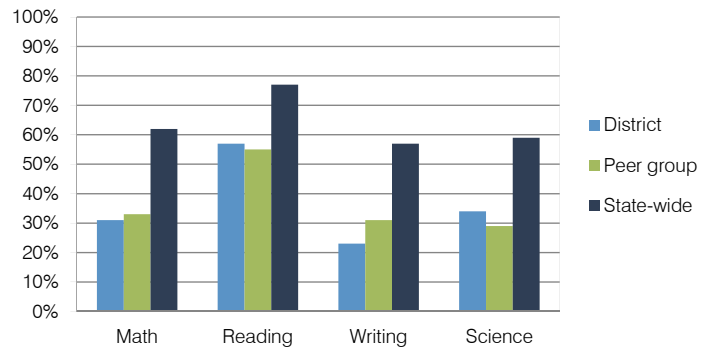
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	50%
C	0	0%
D	1	50%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



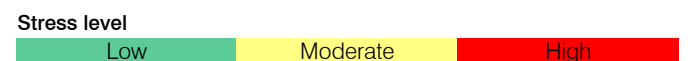
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	92%	94%
Graduation rate (2011)	71%	69%	78%
Poverty rate (2011)	48%	49%	25%
Students per teacher	13.3	14.8	18.1
Average teacher salary	\$38,024	\$42,031	\$45,193
Amount from Proposition 301	\$1,433	\$3,203	\$3,195
Average years of teacher experience	14.0	11.5	11.0
Percentage of teachers in first 3 years	22%	19%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.4%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



Alhambra Elementary School District

Maricopa County

Efficiency peer groups 7 and T-1, Achievement peer group 16

Legislative district(s): 29 and 30

District size / location:

Large, City

Students attending:

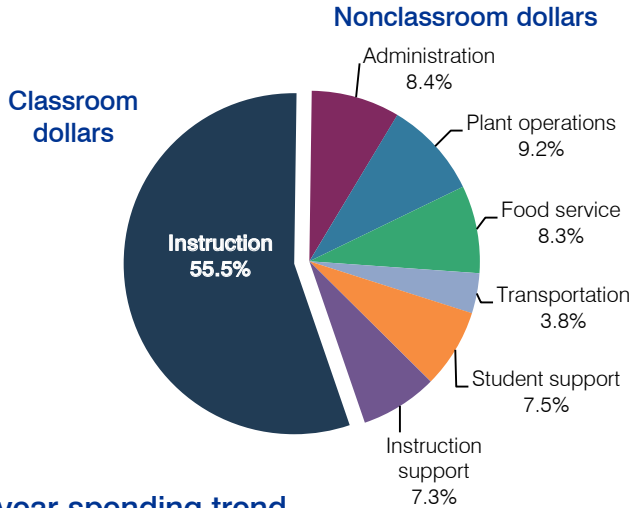
13,309

Number of schools:

15

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 5 percent. Spending in the classroom decreased from 61.2 to 55.5 percent. Overall, spending on administration and instruction support increased, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$608	\$695	\$736
	Students per administrator	68	67	66
Plant operations	Cost per square foot	\$5.74	\$6.05	\$6.09
	Square footage per student	116	131	152
Food service	Cost per meal equivalent	\$2.79	\$2.41	\$2.47
Transportation	Cost per mile	\$7.09	\$5.69	\$3.50
	Cost per rider	\$830	\$569	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,523	\$7,226	\$7,254	\$7,475	\$10,652
Classroom dollars	4,173	4,013	3,944	4,053	6,526
Nonclassroom dollars:	3,350	3,213	3,310	3,422	4,126
Administration	600	608	695	736	1,139
Plant operations	779	664	794	928	1,012
Food service	603	602	489	382	405
Transportation	259	278	299	362	443
Student support	545	541	526	578	592
Instruction support	564	520	507	436	535

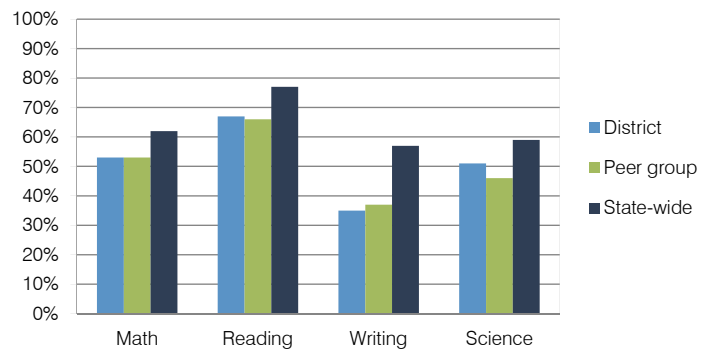
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	2	13%
B	4	27%
C	4	27%
D	4	27%
F	0	0%
Not rated	1	6%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	47%	49%	25%
Students per teacher	23.9	18.3	18.1
Average teacher salary	\$62,649	\$45,716	\$45,193
Amount from Proposition 301	\$2,571	\$2,541	\$3,195
Average years of teacher experience	9.4	9.3	11.0
Percentage of teachers in first 3 years	19%	23%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Concentrated decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	2.5%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level: **Low** Moderate High

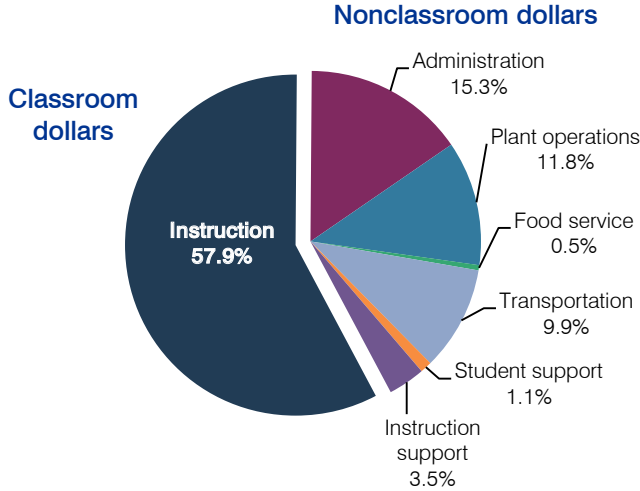
Alpine Elementary School District

Apache County
 Efficiency peer groups 11 and T-13, Achievement peer group 20
 Legislative district(s): 7

District size / location: Very small, Rural
 Students attending: 55
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 7 percent. Spending in the classroom varied year to year, increasing overall from 51 to 57.9 percent. Spending on some nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on plant operations and student support decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,199	\$2,472	\$736
	Students per administrator	37	30	66
Plant operations	Cost per square foot	\$6.33	\$6.93	\$6.09
	Square footage per student	268	320	152
Food service	Cost per meal equivalent	N/A	\$4.88	\$2.47
Transportation	Cost per mile	\$0.76	\$1.53	\$3.50
	Cost per rider	\$1,337	\$1,171	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$14,830	\$14,357	\$15,082	\$7,475	\$10,652
Classroom dollars	8,633	8,309	7,880	4,053	6,526
Nonclassroom dollars:	6,197	6,048	7,202	3,422	4,126
Administration	2,448	2,199	2,472	736	1,139
Plant operations	1,435	1,699	2,126	928	1,012
Food service	68	63	756	382	405
Transportation	1,400	1,423	970	362	443
Student support	189	162	541	578	592
Instruction support	657	502	337	436	535

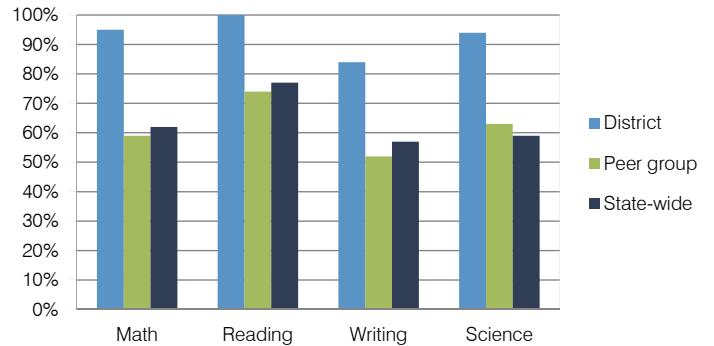
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	1	100%
B	0	0%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



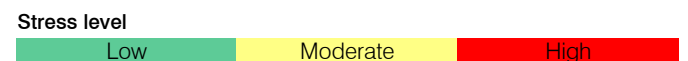
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	29%	29%	25%
Students per teacher	12.3	12.6	18.1
Average teacher salary	\$54,315	\$45,750	\$45,193
Amount from Proposition 301	\$2,822	\$2,292	\$3,195
Average years of teacher experience	15.4	13.0	11.0
Percentage of teachers in first 3 years	20%	13%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Not assessed



Altar Valley Elementary School District

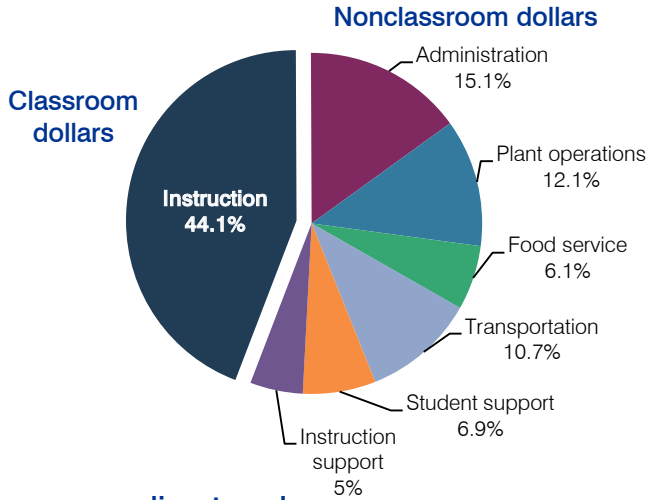
Pima County
 Efficiency peer groups 9 and T-10, Achievement peer group 21
 Legislative district(s): 2 and 4

District size / location: Medium, Rural
 Students attending: 667
 Number of schools: 2

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 11 percent. Spending in the classroom decreased from 46.5 to 44.1 percent. Overall, spending on administration and instruction support increased, and spending on transportation decreased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,338	\$951	\$736
	Students per administrator	46	61	66
Plant operations	Cost per square foot	\$7.97	\$6.40	\$6.09
	Square footage per student	134	142	152
Food service	Cost per meal equivalent	\$2.57	\$2.49	\$2.47
Transportation	Cost per mile	\$1.91	\$2.26	\$3.50
	Cost per rider	\$680	\$935	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

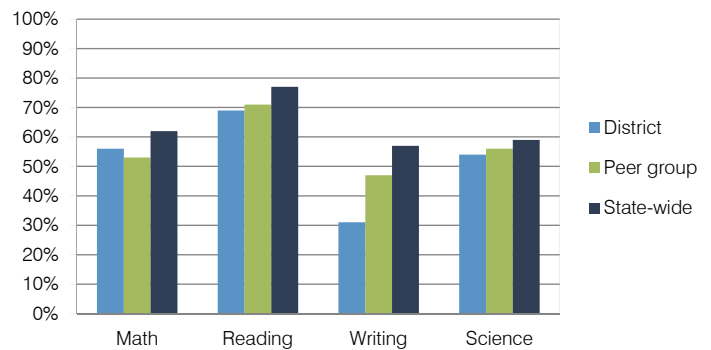
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$10,642	\$8,864	\$7,482	\$7,475	\$10,652
Classroom dollars	4,437	3,906	3,712	4,053	6,526
Nonclassroom dollars:	6,205	4,958	3,770	3,422	4,126
Administration	1,545	1,338	951	736	1,139
Plant operations	1,453	1,069	881	928	1,012
Food service	551	540	512	382	405
Transportation	1,318	952	498	362	443
Student support	774	611	429	578	592
Instruction support	564	448	499	436	535

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	2	100%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	38%	39%	25%
Students per teacher	17.5	14.4	18.1
Average teacher salary	\$37,772	\$40,820	\$45,193
Amount from Proposition 301	\$3,176	\$2,313	\$3,195
Average years of teacher experience	8.6	11.7	11.0
Percentage of teachers in first 3 years	31%	12%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	3.4%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level: **Low** Moderate High

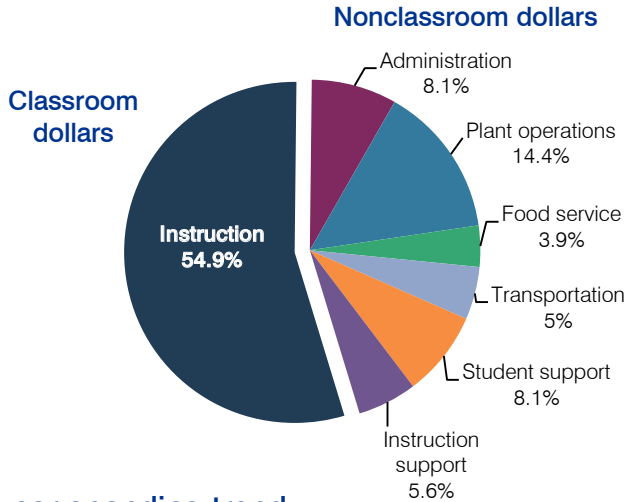
Amphitheater Unified School District

Pima County
 Efficiency peer groups 2 and T-4, Achievement peer group 3
 Legislative district(s): 3, 9 and 11

District size / location: Large, Suburb
 Students attending: 13,915
 Number of schools: 20

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 6 percent. Spending in the classroom varied year to year, decreasing overall from 56.8 to 54.9 percent. Spending on plant operations and student support increased, and spending on instruction support decreased. Spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$637	\$636	\$736
	Students per administrator	55	68	66
Plant operations	Cost per square foot	\$6.23	\$6.49	\$6.09
	Square footage per student	181	144	152
Food service	Cost per meal equivalent	\$2.50	\$2.34	\$2.47
Transportation	Cost per mile	\$2.99	\$3.62	\$3.50
	Cost per rider	\$864	\$1,088	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

Operational Area	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,766	\$7,830	\$6,835	\$7,475	\$10,652
Classroom dollars	4,375	4,300	3,705	4,053	6,526
Nonclassroom dollars:	3,391	3,530	3,130	3,422	4,126
Administration	615	637	636	736	1,139
Plant operations	1,072	1,125	929	928	1,012
Food service	291	304	316	382	405
Transportation	368	388	352	362	443
Student support	614	636	510	578	592
Instruction support	431	440	387	436	535

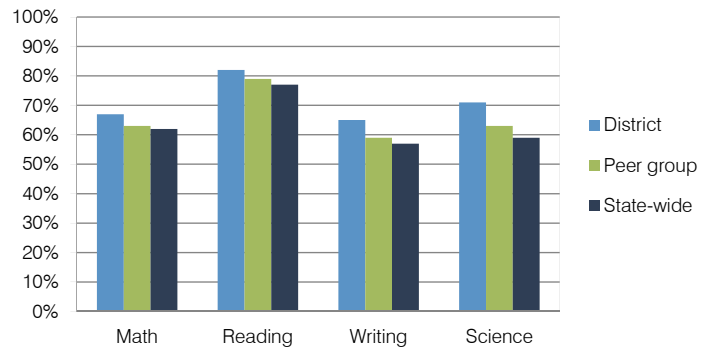
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	5	25%
B	9	45%
C	4	20%
D	1	5%
F	0	0%
Not rated	1	5%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2011)	85%	80%	78%
Poverty rate (2011)	25%	24%	25%
Students per teacher	17.1	18.2	18.1
Average teacher salary	\$46,443	\$45,442	\$45,193
Amount from Proposition 301	\$4,251	\$3,594	\$3,195
Average years of teacher experience	12.8	11.8	11.0
Percentage of teachers in first 3 years	12%	14%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.2%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level: **Low** Moderate High

Antelope Union High School District

Yuma County

Efficiency peer groups 6 and T-12, Achievement peer group 11

Legislative district(s): 4 and 13

District size / location:

Small, Rural

Students attending:

291

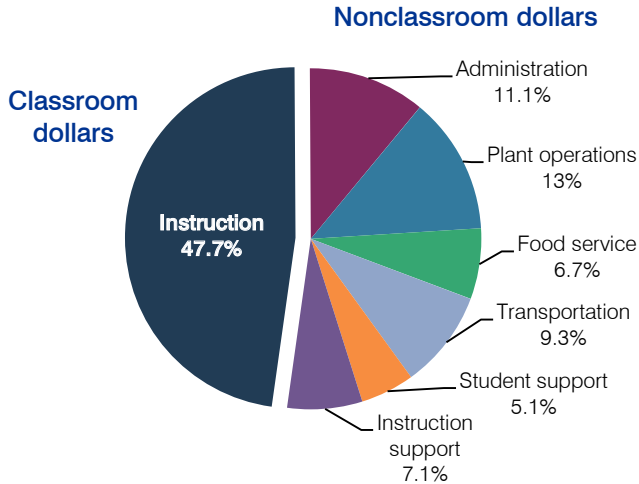
Number of schools:

1

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

Total spending per pupil increased by 7 percent. Spending in the classroom varied year to year, increasing overall from 43.7 to 47.7 percent. Spending on administration decreased substantially and spending on transportation, food service, student support, and instruction support increased substantially. Spending on plant operations increased slightly.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,176	\$1,487	\$736
	Students per administrator	61	43	66
Plant operations	Cost per square foot	\$3.66	\$5.04	\$6.09
	Square footage per student	375	299	152
Food service	Cost per meal equivalent	\$4.05	\$3.19	\$2.47
Transportation	Cost per mile	\$1.45	\$2.02	\$3.50
	Cost per rider	\$995	\$1,181	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

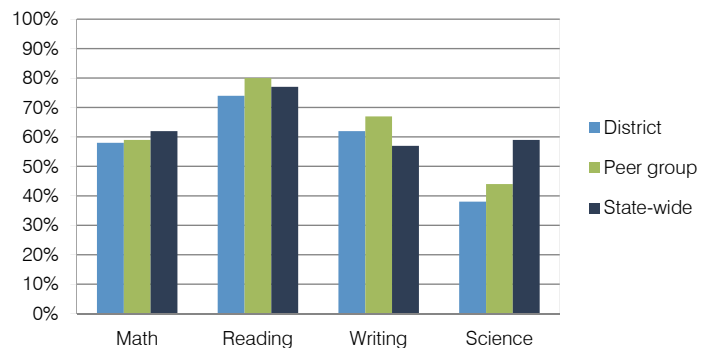
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$9,962	\$10,602	\$9,872	\$7,475	\$10,652
Classroom dollars	5,047	5,056	4,866	4,053	6,526
Nonclassroom dollars:	4,915	5,546	5,006	3,422	4,126
Administration	1,051	1,176	1,487	736	1,139
Plant operations	1,222	1,376	1,438	928	1,012
Food service	582	707	454	382	405
Transportation	797	988	510	362	443
Student support	627	538	636	578	592
Instruction support	636	761	481	436	535

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	100%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2011)	79%	86%	78%
Poverty rate (2011)	19%	22%	25%
Students per teacher	15.2	14.0	18.1
Average teacher salary	\$45,770	\$39,650	\$45,193
Amount from Proposition 301	\$3,002	\$3,669	\$3,195
Average years of teacher experience	15.3	10.6	11.0
Percentage of teachers in first 3 years	11%	31%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.9%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level: **Low** Moderate High

Apache Elementary School District

Cochise County

Efficiency peer groups 11 and T-13, Achievement peer group 19

Legislative district(s): 14

District size / location:

Very small, Rural

Students attending:

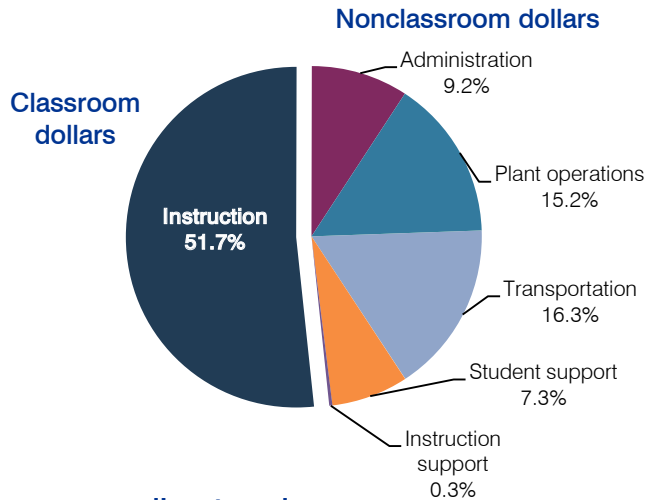
10

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 22 percent. Spending in the classroom decreased from 54.6 to 51.7 percent. Spending on most nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on administration, plant operations, and transportation increased, and spending on student and instruction support decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,685	\$2,472	\$736
	Students per administrator	7	30	66
Plant operations	Cost per square foot	\$16.33	\$6.93	\$6.09
	Square footage per student	170	320	152
Food service	Cost per meal equivalent	N/A	\$4.88	\$2.47
Transportation	Cost per mile	\$2.27	\$1.53	\$3.50
	Cost per rider	\$3,329	\$1,171	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$20,570	\$18,236	\$15,082	\$7,475	\$10,652
Classroom dollars	10,771	9,426	7,880	4,053	6,526
Nonclassroom dollars:	9,799	8,810	7,202	3,422	4,126
Administration	1,812	1,685	2,472	736	1,139
Plant operations	3,379	2,778	2,126	928	1,012
Food service	0	0	756	382	405
Transportation	3,212	2,964	970	362	443
Student support	1,396	1,333	541	578	592
Instruction support	0	50	337	436	535

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)

AIMS scores are not shown because the District had 10 or fewer students.

Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	97%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	25%	23%	25%
Students per teacher	10.1	15.3	18.1
Average teacher salary	N/A	\$43,358	\$45,193
Amount from Proposition 301	N/A	\$2,716	\$3,195
Average years of teacher experience	N/A	12.2	11.0
Percentage of teachers in first 3 years	N/A	11%	16%

Financial stress assessment

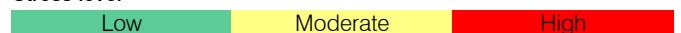
Overall financial stress level: **Low**

Measure: 2010 through 2012

Assessment

Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Not assessed

Stress level



Apache Junction Unified School District

Pinal County

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

Legislative district(s): 8 and 16

District size / location: Medium-Large, Suburb

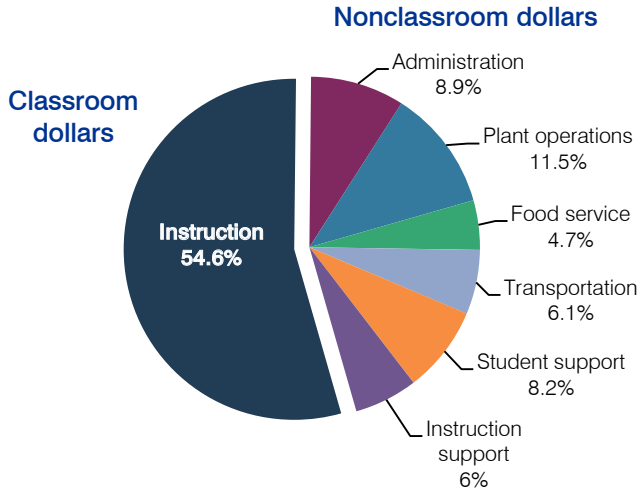
Students attending: 4,554

Number of schools: 6

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

After initially increasing, total spending per pupil decreased back to 2007 levels. Spending in the classroom increased slightly overall from 54.4 to 54.6 percent. Spending on plant operations decreased and spending on instruction support increased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$639	\$736	\$736
	Students per administrator	67	71	66
Plant operations	Cost per square foot	\$5.79	\$5.88	\$6.09
	Square footage per student	142	158	152
Food service	Cost per meal equivalent	\$2.61	\$2.74	\$2.47
Transportation	Cost per mile	\$3.54	\$3.80	\$3.50
	Cost per rider	\$932	\$940	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

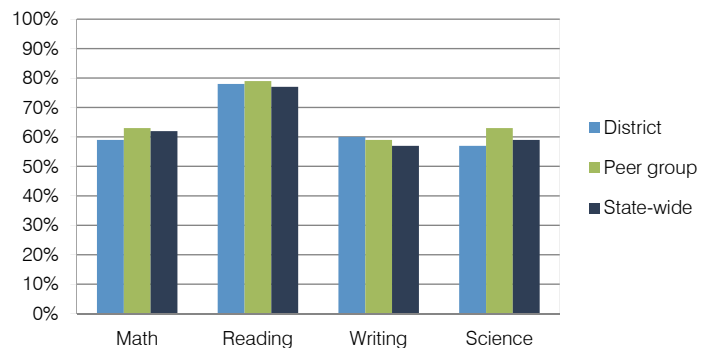
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,443	\$7,166	\$7,033	\$7,475	\$10,652
Classroom dollars	4,103	3,913	3,759	4,053	6,526
Nonclassroom dollars:	3,340	3,253	3,274	3,422	4,126
Administration	688	639	736	736	1,139
Plant operations	874	823	920	928	1,012
Food service	299	335	338	382	405
Transportation	446	435	426	362	443
Student support	539	587	546	578	592
Instruction support	494	434	308	436	535

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	2	33%
C	4	67%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2011)	76%	80%	78%
Poverty rate (2011)	27%	24%	25%
Students per teacher	18.8	18.2	18.1
Average teacher salary	\$47,877	\$45,442	\$45,193
Amount from Proposition 301	\$3,008	\$3,594	\$3,195
Average years of teacher experience	10.9	11.8	11.0
Percentage of teachers in first 3 years	19%	14%	16%

Financial stress assessment

Overall financial stress level: **High**

Measure: 2010 through 2012	Assessment
Number of students attending	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	1.9%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



Arlington Elementary School District

Maricopa County

Efficiency peer groups 10 and T-11, Achievement peer group 22

Legislative district(s): 4 and 13

District size / location:

Small, Rural

Students attending:

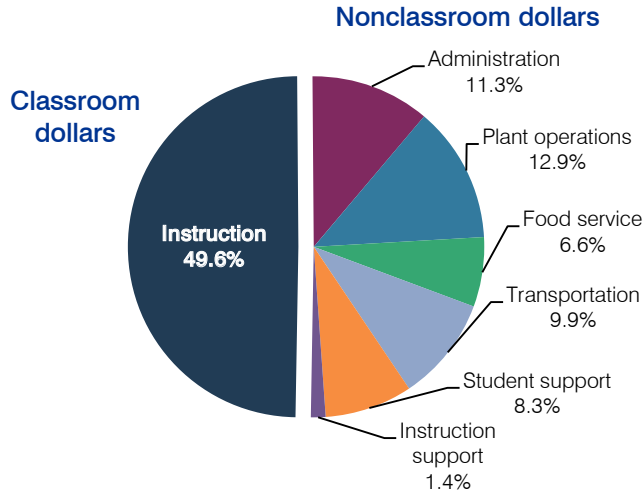
267

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 2 percent. Spending in the classroom decreased from 57.4 to 49.6 percent. Overall, spending on plant operations, transportation, and student support increased substantially, and spending on food service decreased. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,091	\$1,168	\$736
	Students per administrator	56	54	66
Plant operations	Cost per square foot	\$9.03	\$7.54	\$6.09
	Square footage per student	137	139	152
Food service	Cost per meal equivalent	\$2.91	\$2.69	\$2.47
Transportation	Cost per mile	\$2.02	\$2.21	\$3.50
	Cost per rider	\$1,021	\$978	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$9,845	\$9,633	\$8,331	\$7,475	\$10,652
Classroom dollars	5,192	4,777	4,374	4,053	6,526
Nonclassroom dollars:	4,653	4,856	3,957	3,422	4,126
Administration	1,143	1,091	1,168	736	1,139
Plant operations	1,093	1,238	1,068	928	1,012
Food service	588	636	486	382	405
Transportation	787	954	515	362	443
Student support	896	800	455	578	592
Instruction support	146	137	265	436	535

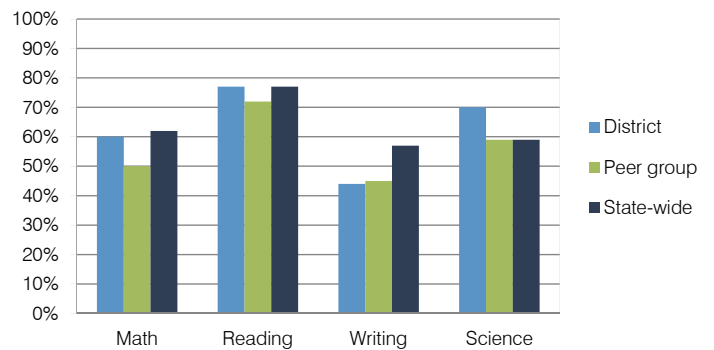
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



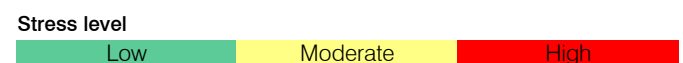
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	53%	54%	25%
Students per teacher	16.3	13.5	18.1
Average teacher salary	\$42,954	\$48,358	\$45,193
Amount from Proposition 301	\$2,040	\$2,404	\$3,195
Average years of teacher experience	7.5	11.8	11.0
Percentage of teachers in first 3 years	11%	9%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	1.6%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



Ash Creek Elementary School District

Cochise County

Efficiency peer groups 11 and T-13, Achievement peer group 22

Legislative district(s): 14

District size / location:

Very small, Rural

Students attending:

27

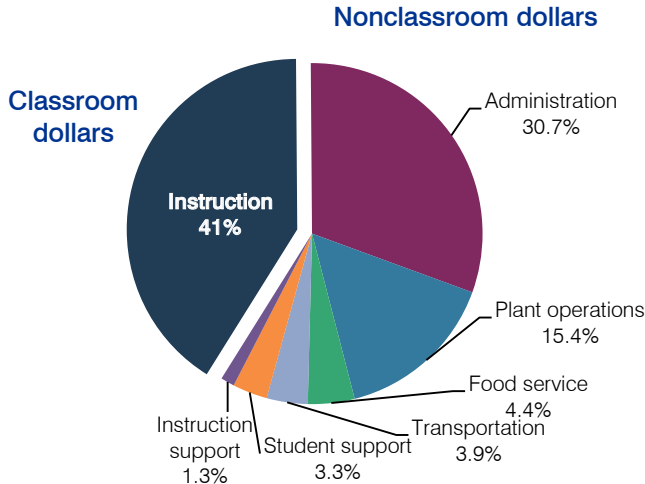
Number of schools:

1

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

Total spending per pupil increased by 1 percent. Spending in the classroom varied year to year, decreasing overall from 42.5 to 41 percent. Spending on all nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration increased substantially, and spending on plant operations and transportation decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$7,693	\$2,472	\$736
	Students per administrator	9	30	66
Plant operations	Cost per square foot	\$4.78	\$6.93	\$6.09
	Square footage per student	808	320	152
Food service	Cost per meal equivalent	\$7.27	\$4.88	\$2.47
Transportation	Cost per mile	\$1.20	\$1.53	\$3.50
	Cost per rider	\$1,246	\$1,171	\$982

Per-pupil spending by operational area

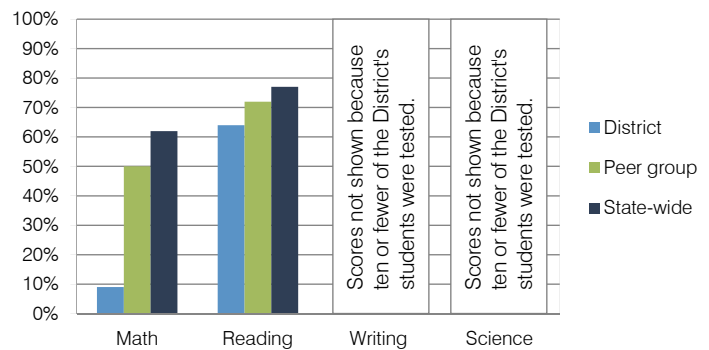
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$18,957	\$25,054	\$15,082	\$7,475	\$10,652
Classroom dollars	6,330	10,279	7,880	4,053	6,526
Nonclassroom dollars:	12,627	14,775	7,202	3,422	4,126
Administration	5,272	7,693	2,472	736	1,139
Plant operations	2,998	3,864	2,126	928	1,012
Food service	1,605	1,093	756	382	405
Transportation	1,466	986	970	362	443
Student support	769	829	541	578	592
Instruction support	517	310	337	436	535

ADE-reported district and school letter grades

District grade: **D**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	0	0%
D	1	100%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



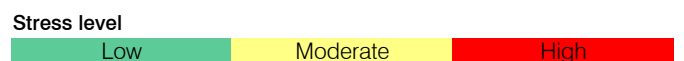
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	91%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	60%	54%	25%
Students per teacher	6.6	13.5	18.1
Average teacher salary	\$39,286	\$48,358	\$45,193
Amount from Proposition 301	\$1,418	\$2,404	\$3,195
Average years of teacher experience	10.7	11.8	11.0
Percentage of teachers in first 3 years	0%	9%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Not assessed



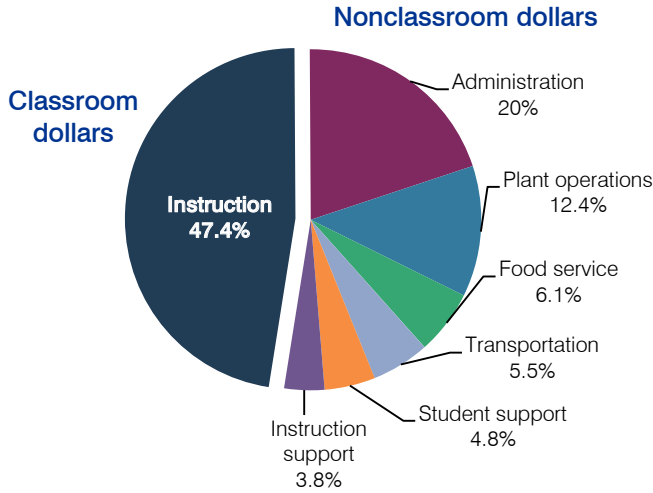
Ash Fork Joint Unified School District

Yavapai County
 Efficiency peer groups 6 and T-10, Achievement peer group 6
 Legislative district(s): 1

District size / location: Small, Rural
 Students attending: 248
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 1 percent. Spending in the classroom varied year to year, decreasing overall from 54.6 to 47.4 percent. Spending on food service and transportation increased substantially, and spending on instruction support increased. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,382	\$1,487	\$736
	Students per administrator	33	43	66
Plant operations	Cost per square foot	\$6.89	\$5.04	\$6.09
	Square footage per student	215	299	152
Food service	Cost per meal equivalent	\$3.49	\$3.19	\$2.47
Transportation	Cost per mile	\$2.60	\$2.26	\$3.50
	Cost per rider	\$1,015	\$935	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$10,568	\$11,927	\$9,872	\$7,475	\$10,652
Classroom dollars	4,983	5,649	4,866	4,053	6,526
Nonclassroom dollars:	5,585	6,278	5,006	3,422	4,126
Administration	2,158	2,382	1,487	736	1,139
Plant operations	1,194	1,480	1,438	928	1,012
Food service	589	732	454	382	405
Transportation	377	655	510	362	443
Student support	498	572	636	578	592
Instruction support	769	457	481	436	535

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

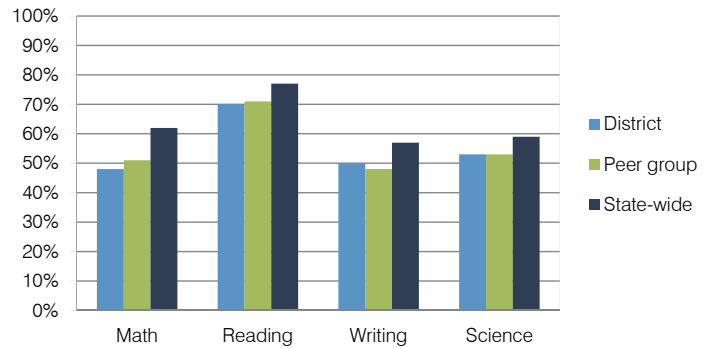
ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools ¹	Percentage of schools
A	0	0%
B	2	67%
C	1	33%
D	0	0%
F	0	0%
Not rated	0	0%

¹ Includes schools that share a campus and on-line schools.

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2011)	79%	80%	78%
Poverty rate (2011)	29%	31%	25%
Students per teacher	12.4	15.2	18.1
Average teacher salary	\$32,470	\$40,242	\$45,193
Amount from Proposition 301	\$1,615	\$3,191	\$3,195
Average years of teacher experience	8.3	12.0	11.0
Percentage of teachers in first 3 years	20%	16%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level: **Low** Moderate High

Avondale Elementary School District

Maricopa County

Efficiency peer groups 8 and T-2, Achievement peer group 14

Legislative district(s): 4, 13 and 19

District size / location: Medium-Large, Suburb

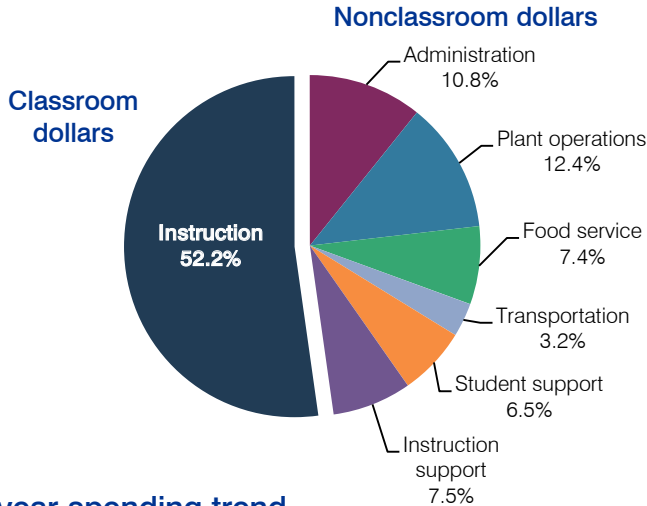
Students attending: 5,390

Number of schools: 8

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

After initially increasing, total spending per pupil returned to 2007 levels, but spending in the classroom was lower, decreasing from 60.3 to 52.2 percent. Overall, spending on administration, plant operations, and food service increased, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$717	\$796	\$736
	Students per administrator	75	75	66
Plant operations	Cost per square foot	\$6.03	\$6.25	\$6.09
	Square footage per student	135	131	152
Food service	Cost per meal equivalent	\$2.47	\$2.45	\$2.47
Transportation	Cost per mile	\$3.51	\$4.84	\$3.50
	Cost per rider	\$650	\$844	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

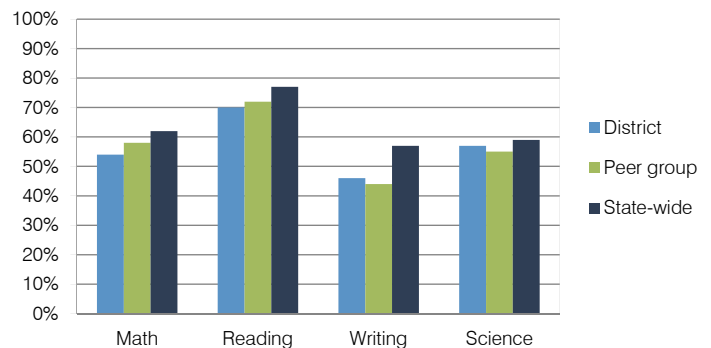
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,492	\$6,617	\$6,968	\$7,475	\$10,652
Classroom dollars	3,582	3,452	3,582	4,053	6,526
Nonclassroom dollars:	2,910	3,165	3,386	3,422	4,126
Administration	645	717	796	736	1,139
Plant operations	738	817	811	928	1,012
Food service	508	490	523	382	405
Transportation	181	210	271	362	443
Student support	468	432	522	578	592
Instruction support	370	499	463	436	535

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	4	50%
C	2	25%
D	2	25%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



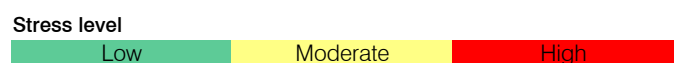
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	24%	25%	25%
Students per teacher	18.5	19.8	18.1
Average teacher salary	\$40,118	\$40,307	\$45,193
Amount from Proposition 301	\$1,366	\$2,532	\$3,195
Average years of teacher experience	4.7	7.3	11.0
Percentage of teachers in first 3 years	37%	27%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Concentrated decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Mixed election results
Operating reserve percentage (max. 4%), trend	3.4%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



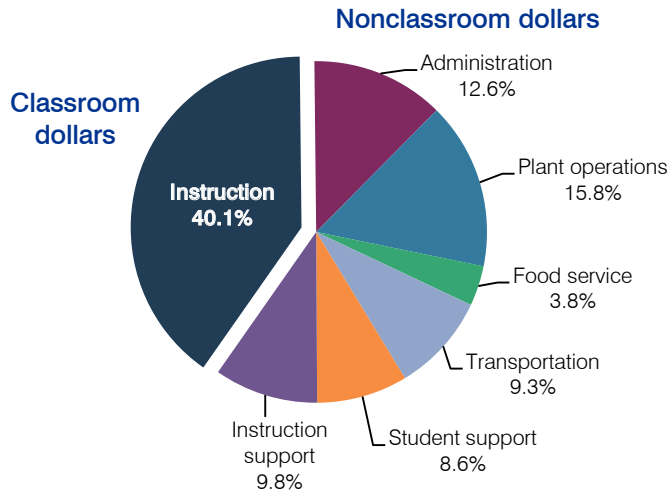
Baboquivari Unified School District

Pima County
 Efficiency peer groups 5 and T-10, Achievement peer group 8
 Legislative district(s): 4

District size / location: Medium, Rural
 Students attending: 942
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 31 percent. Spending in the classroom varied year to year, decreasing overall from 45.2 to 40.1 percent. Spending on plant operations, transportation, and instruction support increased substantially, and spending on student support decreased substantially. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,891	\$1,074	\$736
	Students per administrator	36	56	66
Plant operations	Cost per square foot	\$7.09	\$4.82	\$6.09
	Square footage per student	335	250	152
Food service	Cost per meal equivalent	\$3.08	\$2.97	\$2.47
Transportation	Cost per mile	\$3.25	\$2.26	\$3.50
	Cost per rider	\$1,295	\$935	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$13,475	\$15,019	\$8,416	\$7,475	\$10,652
Classroom dollars	6,202	6,024	4,202	4,053	6,526
Nonclassroom dollars:	7,273	8,995	4,214	3,422	4,126
Administration	1,392	1,891	1,074	736	1,139
Plant operations	2,189	2,374	1,179	928	1,012
Food service	482	564	412	382	405
Transportation	1,026	1,390	536	362	443
Student support	761	1,296	619	578	592
Instruction support	1,423	1,480	394	436	535

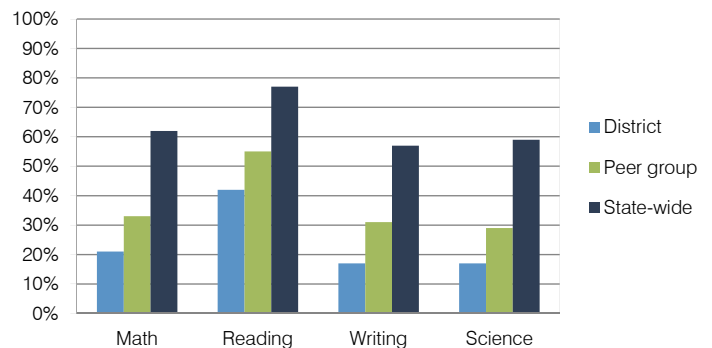
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	0	0%
D	2	67%
F	1	33%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



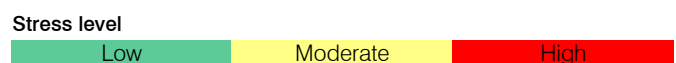
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	91%	92%	94%
Graduation rate (2011)	64%	69%	78%
Poverty rate (2011)	47%	49%	25%
Students per teacher	12.1	14.8	18.1
Average teacher salary	\$41,345	\$42,031	\$45,193
Amount from Proposition 301	\$3,735	\$3,203	\$3,195
Average years of teacher experience	8.0	11.5	11.0
Percentage of teachers in first 3 years	25%	19%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Increase
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.5%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Noncompliant



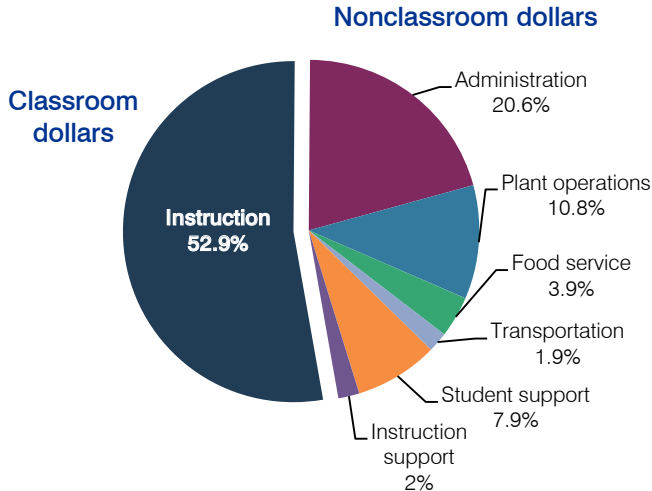
Bagdad Unified School District

Yavapai County
 Efficiency peer groups 6 and T-8, Achievement peer group 4
 Legislative district(s): 1

District size / location: Small, Rural
 Students attending: 405
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 7 percent. Spending in the classroom varied year to year, increasing overall from 48.8 to 52.9 percent. Spending on administration and student support increased substantially, and spending on plant operations, food service, and instruction support decreased substantially. Spending on transportation decreased slightly.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,940	\$1,487	\$736
	Students per administrator	37	43	66
Plant operations	Cost per square foot	\$4.26	\$5.04	\$6.09
	Square footage per student	239	299	152
Food service	Cost per meal equivalent	\$4.25	\$3.19	\$2.47
Transportation	Cost per mile	\$1.87	\$2.87	\$3.50
	Cost per rider	\$506	\$726	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$8,793	\$9,403	\$9,872	\$7,475	\$10,652
Classroom dollars	4,623	4,971	4,866	4,053	6,526
Nonclassroom dollars:	4,170	4,432	5,006	3,422	4,126
Administration	1,816	1,940	1,487	736	1,139
Plant operations	1,109	1,020	1,438	928	1,012
Food service	362	368	454	382	405
Transportation	160	181	510	362	443
Student support	606	738	636	578	592
Instruction support	117	185	481	436	535

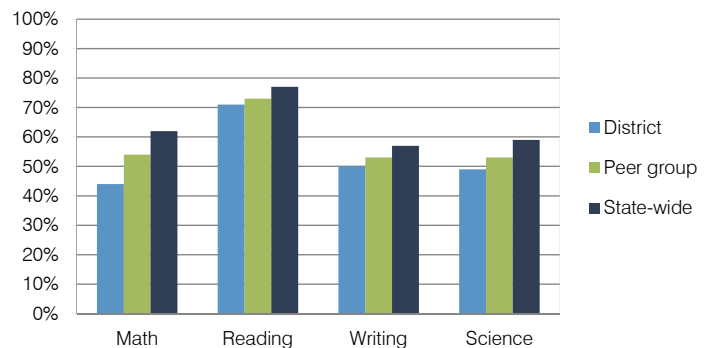
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	2	100%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



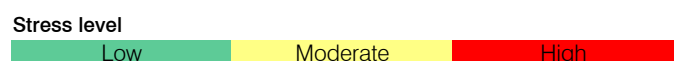
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2011)	97%	86%	78%
Poverty rate (2011)	15%	15%	25%
Students per teacher	14.5	14.3	18.1
Average teacher salary	\$38,960	\$39,138	\$45,193
Amount from Proposition 301	\$3,577	\$3,133	\$3,195
Average years of teacher experience	8.7	10.9	11.0
Percentage of teachers in first 3 years	12%	17%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.2%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant



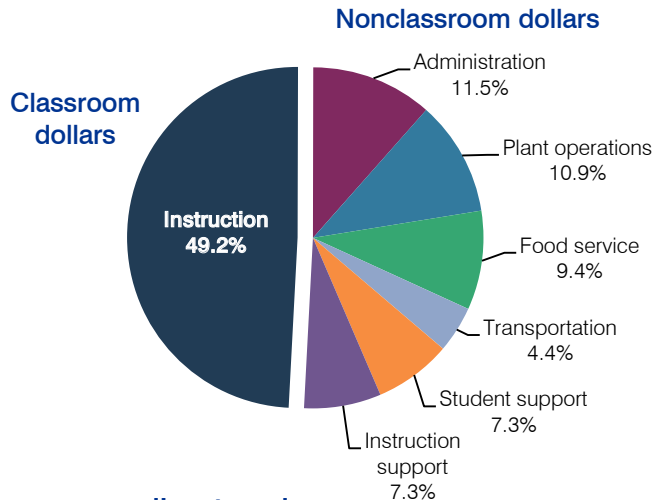
Balsz Elementary School District

Maricopa County
 Efficiency peer groups 8 and T-2, Achievement peer group 16
 Legislative district(s): 24 and 27

District size / location: Medium-Large, City
 Students attending: 2,548
 Number of schools: 5

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 4 percent. Spending in the classroom decreased from 57.2 to 49.2 percent. Overall, spending on administration and instruction support increased substantially, and spending on food service and transportation increased. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$884	\$796	\$736
	Students per administrator	75	75	66
Plant operations	Cost per square foot	\$4.96	\$6.25	\$6.09
	Square footage per student	168	131	152
Food service	Cost per meal equivalent	\$2.38	\$2.45	\$2.47
Transportation	Cost per mile	\$4.42	\$4.84	\$3.50
	Cost per rider	\$900	\$844	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$8,637	\$7,665	\$6,968	\$7,475	\$10,652
Classroom dollars	4,257	3,771	3,582	4,053	6,526
Nonclassroom dollars:	4,380	3,894	3,386	3,422	4,126
Administration	896	884	796	736	1,139
Plant operations	1,039	834	811	928	1,012
Food service	696	720	523	382	405
Transportation	395	339	271	362	443
Student support	614	560	522	578	592
Instruction support	740	557	463	436	535

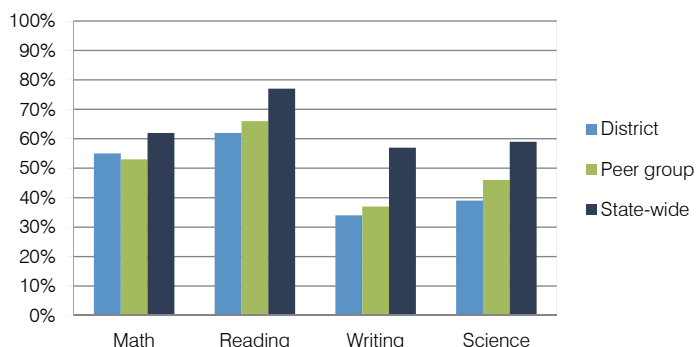
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	1	20%
B	1	20%
C	3	60%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



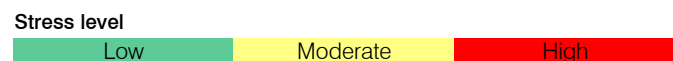
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	51%	49%	25%
Students per teacher	16.5	18.3	18.1
Average teacher salary	\$40,555	\$45,716	\$45,193
Amount from Proposition 301	\$1,488	\$2,541	\$3,195
Average years of teacher experience	9.6	9.3	11.0
Percentage of teachers in first 3 years	17%	23%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	2.8%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



Beaver Creek Elementary School District

Yavapai County

Efficiency peer groups 10 and T-8, Achievement peer group 18

Legislative district(s): 1 and 6

District size / location:

Small, Rural

Students attending:

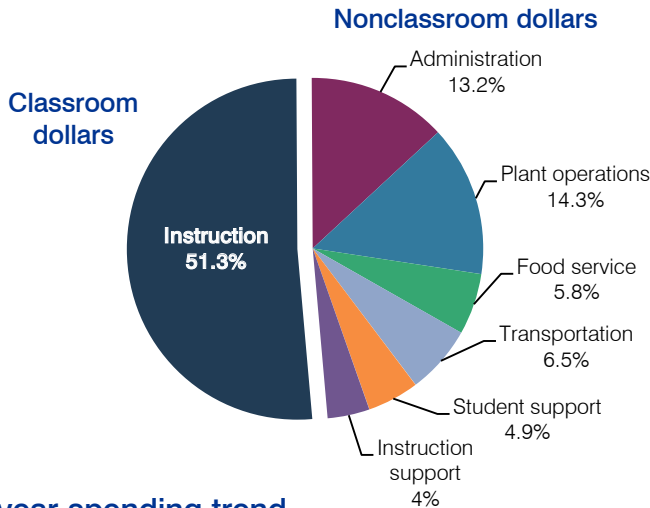
318

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 8 percent. Spending in the classroom decreased from 65.6 to 51.3 percent. Overall, spending on administration, plant operations, transportation, student support, and instruction support increased substantially, and spending on food service decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$983	\$1,168	\$736
	Students per administrator	45	54	66
Plant operations	Cost per square foot	\$6.56	\$7.54	\$6.09
	Square footage per student	162	139	152
Food service	Cost per meal equivalent	\$2.14	\$2.69	\$2.47
Transportation	Cost per mile	\$2.48	\$2.87	\$3.50
	Cost per rider	\$605	\$726	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,572	\$7,423	\$8,331	\$7,475	\$10,652
Classroom dollars	4,284	3,805	4,374	4,053	6,526
Nonclassroom dollars:	3,288	3,618	3,957	3,422	4,126
Administration	776	983	1,168	736	1,139
Plant operations	898	1,061	1,068	928	1,012
Food service	406	435	486	382	405
Transportation	445	483	515	362	443
Student support	431	362	455	578	592
Instruction support	332	294	265	436	535

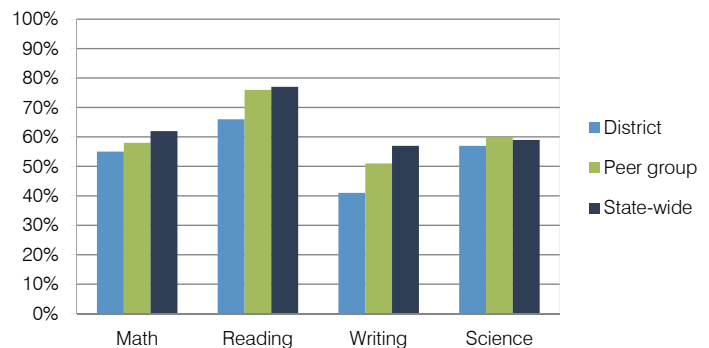
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	100%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	21%	20%	25%
Students per teacher	15.6	12.5	18.1
Average teacher salary	\$37,020	\$42,582	\$45,193
Amount from Proposition 301	\$4,019	\$2,451	\$3,195
Average years of teacher experience	11.7	13.9	11.0
Percentage of teachers in first 3 years	17%	11%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.2%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level: **Low** Moderate High

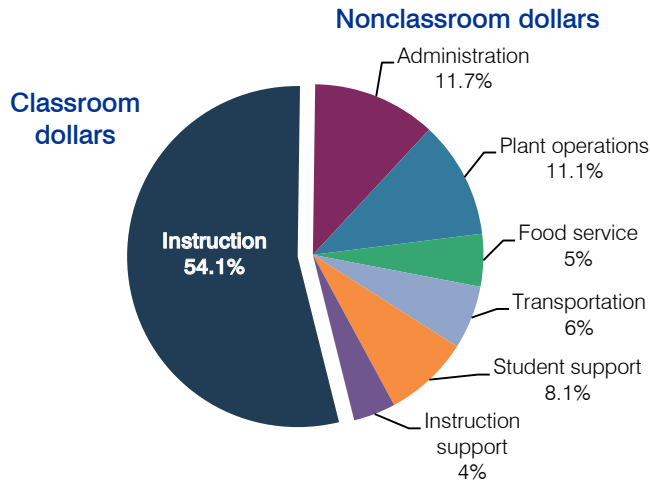
Benson Unified School District

Cochise County
 Efficiency peer groups 5 and T-8, Achievement peer group 5
 Legislative district(s): 14

District size / location: Medium, Town
 Students attending: 1,131
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 6 percent. Spending in the classroom varied year to year, decreasing from 56.9 to 54.1 percent. Overall, spending on plant operations decreased substantially, and spending on food service, transportation, and student support increased. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$898	\$1,074	\$736
	Students per administrator	50	56	66
Plant operations	Cost per square foot	\$5.00	\$4.82	\$6.09
	Square footage per student	172	250	152
Food service	Cost per meal equivalent	\$2.56	\$2.97	\$2.47
Transportation	Cost per mile	\$2.96	\$2.87	\$3.50
	Cost per rider	\$781	\$726	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,657	\$7,711	\$8,416	\$7,475	\$10,652
Classroom dollars	4,013	4,175	4,202	4,053	6,526
Nonclassroom dollars:	3,644	3,536	4,214	3,422	4,126
Administration	858	898	1,074	736	1,139
Plant operations	1,032	858	1,179	928	1,012
Food service	391	382	412	382	405
Transportation	478	464	536	362	443
Student support	623	628	619	578	592
Instruction support	262	306	394	436	535

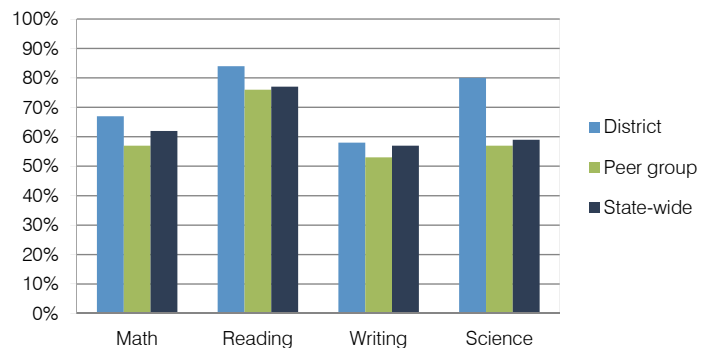
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	1	25%
B	2	50%
C	0	0%
D	0	0%
F	0	0%
Not rated	1	25%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2011)	90%	82%	78%
Poverty rate (2011)	19%	24%	25%
Students per teacher	18.0	17.0	18.1
Average teacher salary	\$40,319	\$40,636	\$45,193
Amount from Proposition 301	\$2,915	\$3,192	\$3,195
Average years of teacher experience	12.8	11.8	11.0
Percentage of teachers in first 3 years	11%	15%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	1.5%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level: **Low** Moderate High

Bicentennial Union High School District

La Paz County

Efficiency peer groups 11 and T-13, Achievement peer group 12

Legislative district(s): 5

District size / location:

Very small, Rural

Students attending:

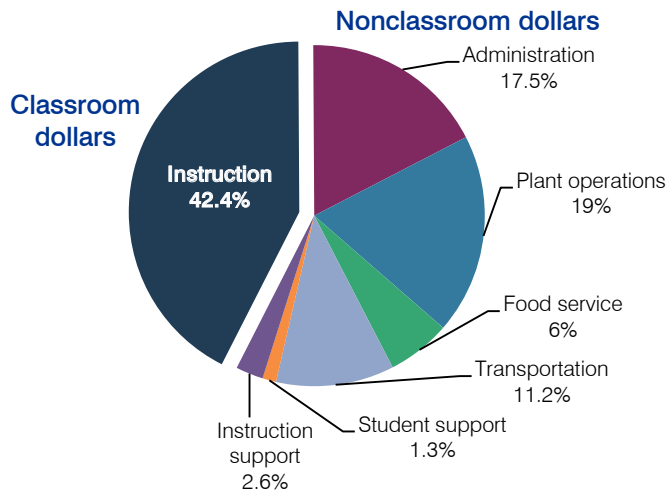
136

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 15 percent. Spending in the classroom varied year to year, decreasing overall from 45.4 to 42.4 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on plant operations increased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,140	\$2,472	\$736
	Students per administrator	34	30	66
Plant operations	Cost per square foot	\$5.67	\$6.93	\$6.09
	Square footage per student	410	320	152
Food service	Cost per meal equivalent	\$3.81	\$4.88	\$2.47
Transportation	Cost per mile	\$1.35	\$1.53	\$3.50
	Cost per rider	\$1,776	\$1,171	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$13,031	\$12,216	\$15,082	\$7,475	\$10,652
Classroom dollars	4,742	5,184	7,880	4,053	6,526
Nonclassroom dollars:	8,289	7,032	7,202	3,422	4,126
Administration	2,627	2,140	2,472	736	1,139
Plant operations	2,268	2,324	2,126	928	1,012
Food service	772	738	756	382	405
Transportation	1,599	1,362	970	362	443
Student support	364	164	541	578	592
Instruction support	659	304	337	436	535

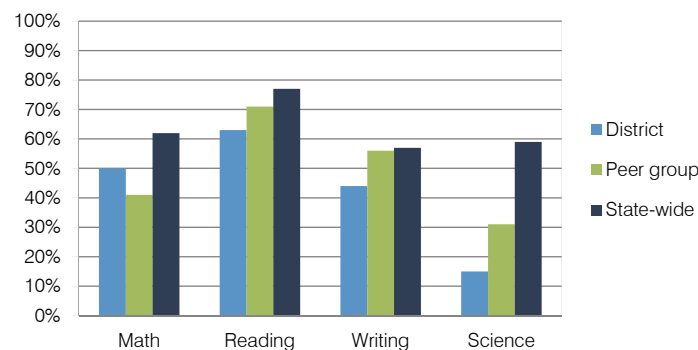
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	100%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



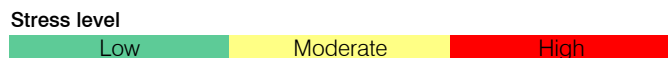
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	92%	94%
Graduation rate (2011)	85%	74%	78%
Poverty rate (2011)	47%	37%	25%
Students per teacher	12.3	15.9	18.1
Average teacher salary	\$38,405	\$42,426	\$45,193
Amount from Proposition 301	\$1,990	\$5,154	\$3,195
Average years of teacher experience	9.8	9.9	11.0
Percentage of teachers in first 3 years	18%	14%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Increase
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.8%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



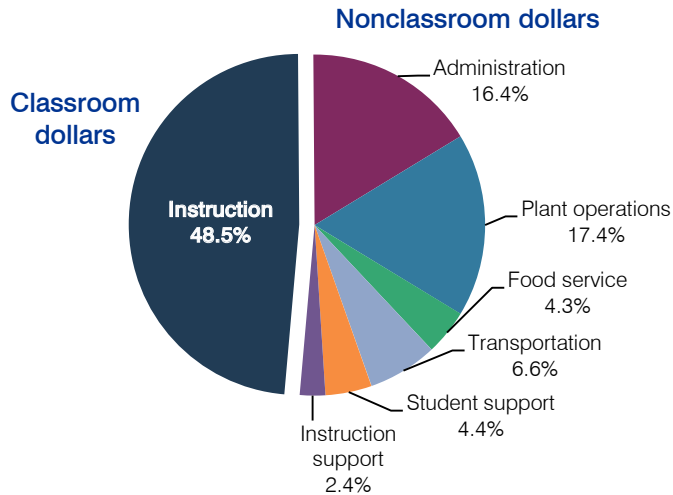
Bisbee Unified School District

Cochise County
 Efficiency peer groups 5 and T-12, Achievement peer group 7
 Legislative district(s): 14

District size / location: Medium, Town
 Students attending: 861
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 4 percent. Spending in the classroom varied year to year, decreasing overall from 49.7 to 48.5 percent. Spending on administration, plant operations, and transportation increased substantially, and spending on food service, student support, and instruction support decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,298	\$1,074	\$736
	Students per administrator	56	56	66
Plant operations	Cost per square foot	\$5.69	\$4.82	\$6.09
	Square footage per student	243	250	152
Food service	Cost per meal equivalent	\$3.23	\$2.97	\$2.47
Transportation	Cost per mile	\$3.53	\$2.02	\$3.50
	Cost per rider	\$1,867	\$1,181	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,901	\$7,921	\$8,416	\$7,475	\$10,652
Classroom dollars	3,781	3,840	4,202	4,053	6,526
Nonclassroom dollars:	4,120	4,081	4,214	3,422	4,126
Administration	1,255	1,298	1,074	736	1,139
Plant operations	1,432	1,383	1,179	928	1,012
Food service	356	343	412	382	405
Transportation	459	520	536	362	443
Student support	427	350	619	578	592
Instruction support	191	187	394	436	535

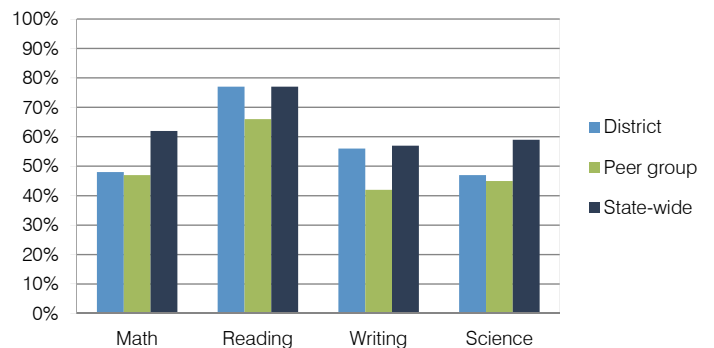
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	33%
C	2	67%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



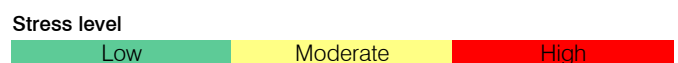
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	93%	94%
Graduation rate (2011)	76%	76%	78%
Poverty rate (2011)	37%	40%	25%
Students per teacher	17.2	15.6	18.1
Average teacher salary	\$38,413	\$42,644	\$45,193
Amount from Proposition 301	\$5,072	\$3,127	\$3,195
Average years of teacher experience	14.0	13.0	11.0
Percentage of teachers in first 3 years	6%	13%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.9%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant



Blue Elementary School District

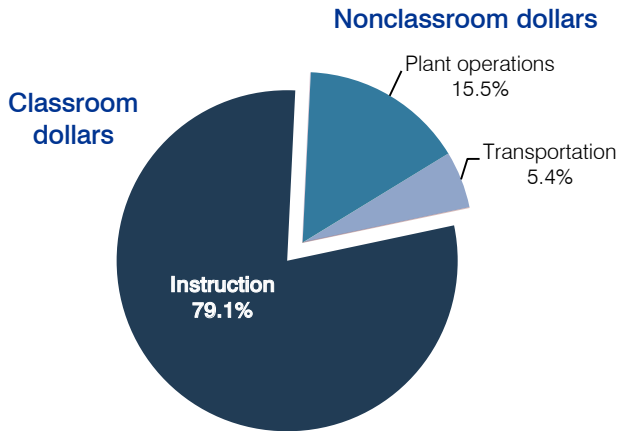
Greenlee County
 Efficiency peer group 11, Achievement peer group 17
 Legislative district(s): 14

District size / location: Very small, Rural
 Students attending: 5
 Number of schools: 1

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	1	100%
B	0	0%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

5-year spending trend

Student enrollment increased 79 percent which contributed to the 28 percent decrease in total spending per pupil. Spending in the classroom varied year to year, increasing slightly overall from 78.8 to 79.1 percent. Spending on some nonclassroom areas also varied year to year, as is common for very small districts. Spending on administration decreased.

Percentage of students who met state standards (AIMS)

AIMS scores are not shown because the District had 10 or fewer students.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1	\$2,472	\$736
	Students per administrator	N/A	30	66
Plant operations	Cost per square foot	\$9.54	\$6.93	\$6.09
	Square footage per student	320	320	152
Food service	Cost per meal equivalent	N/A	\$4.88	\$2.47
Transportation	Cost per mile	N/A	N/A	\$3.50
	Cost per rider	N/A	N/A	\$982

Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	100%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	0%	9%	25%
Students per teacher	5.0	9.6	18.1
Average teacher salary	N/A	\$42,030	\$45,193
Amount from Proposition 301	N/A	\$2,164	\$3,195
Average years of teacher experience	N/A	10.4	11.0
Percentage of teachers in first 3 years	N/A	7%	16%

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$10,543	\$19,677	\$15,082	\$7,475	\$10,652
Classroom dollars	8,068	15,562	7,880	4,053	6,526
Nonclassroom dollars:	2,475	4,115	7,202	3,422	4,126
Administration	4	1	2,472	736	1,139
Plant operations	2,050	3,052	2,126	928	1,012
Food service	0	0	756	382	405
Transportation	421	1,062	970	362	443
Student support	0	0	541	578	592
Instruction support	0	0	337	436	535

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	Operating only
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.7%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Not assessed

Stress level
Low
Moderate
High

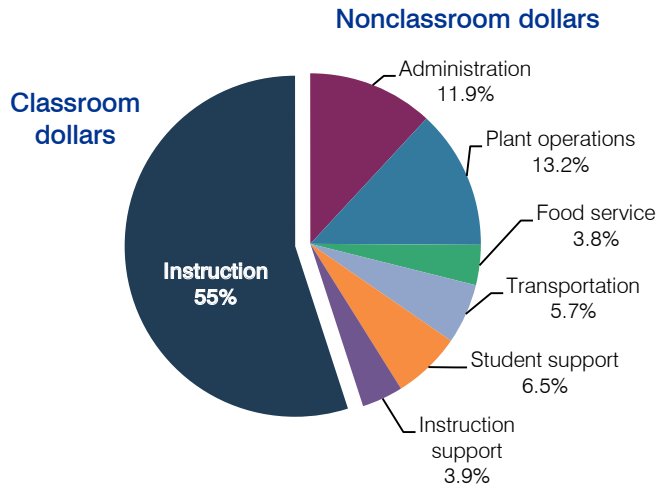
Blue Ridge Unified School District

Navajo County
 Efficiency peer groups 4 and T-9, Achievement peer group 5
 Legislative district(s): 7

District size / location: Medium-Large, Town
 Students attending: 2,297
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 1 percent. Spending in the classroom varied year to year, decreasing overall from 59.8 to 55 percent. Spending on plant operations increased substantially and spending on student support and instruction support increased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$808	\$748	\$736
	Students per administrator	79	66	66
Plant operations	Cost per square foot	\$4.10	\$5.53	\$6.09
	Square footage per student	218	173	152
Food service	Cost per meal equivalent	\$3.08	\$2.56	\$2.47
Transportation	Cost per mile	\$2.84	\$2.47	\$3.50
	Cost per rider	\$952	\$704	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,816	\$6,786	\$7,007	\$7,475	\$10,652
Classroom dollars	3,819	3,733	3,682	4,053	6,526
Nonclassroom dollars:	2,997	3,053	3,325	3,422	4,126
Administration	787	808	748	736	1,139
Plant operations	869	893	933	928	1,012
Food service	307	262	354	382	405
Transportation	375	384	369	362	443
Student support	412	441	540	578	592
Instruction support	247	265	381	436	535

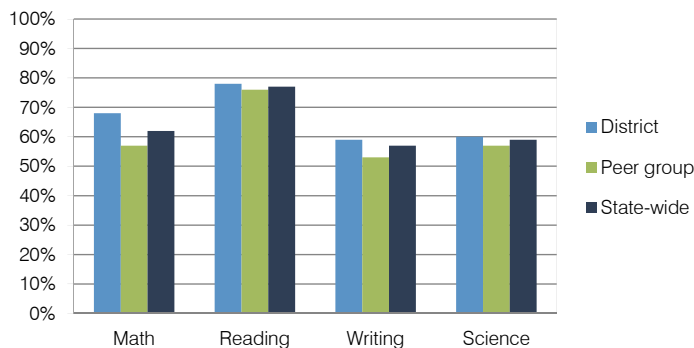
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	3	75%
C	1	25%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



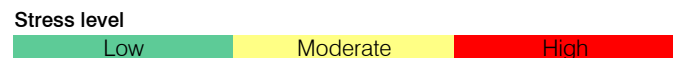
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	94%	94%
Graduation rate (2011)	74%	82%	78%
Poverty rate (2011)	28%	24%	25%
Students per teacher	16.9	17.0	18.1
Average teacher salary	\$40,644	\$40,636	\$45,193
Amount from Proposition 301	\$2,641	\$3,192	\$3,195
Average years of teacher experience	15.4	11.8	11.0
Percentage of teachers in first 3 years	3%	15%	16%

Financial stress assessment

Overall financial stress level: **High**

Measure: 2010 through 2012	Assessment
Number of students attending	Concentrated decrease
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	1.9%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



Bonita Elementary School District

Graham County

Efficiency peer groups 11 and T-13, Achievement peer group 18

Legislative district(s): 14

District size / location:

Very small, Rural

Students attending:

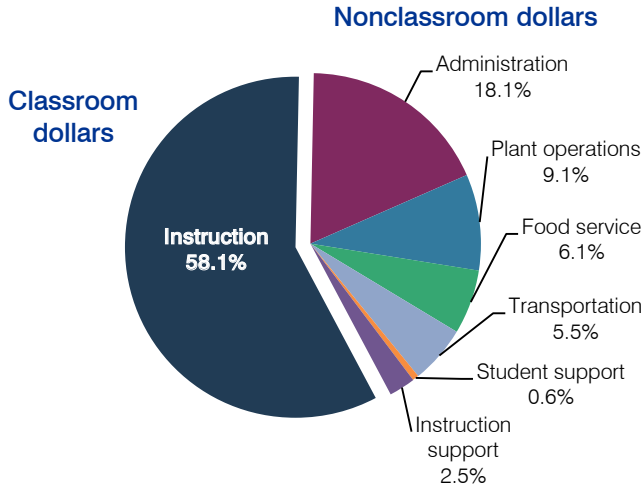
100

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 20 percent. Spending in the classroom decreased from 60.5 to 58.1 percent. Spending on most nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on food service and transportation increased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,841	\$2,472	\$736
	Students per administrator	33	30	66
Plant operations	Cost per square foot	\$5.28	\$6.93	\$6.09
	Square footage per student	273	320	152
Food service	Cost per meal equivalent	\$8.71	\$4.88	\$2.47
Transportation	Cost per mile	\$2.18	\$1.53	\$3.50
	Cost per rider	\$818	\$1,171	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$15,586	\$15,727	\$15,082	\$7,475	\$10,652
Classroom dollars	8,791	9,139	7,880	4,053	6,526
Nonclassroom dollars:	6,795	6,588	7,202	3,422	4,126
Administration	2,742	2,841	2,472	736	1,139
Plant operations	1,493	1,439	2,126	928	1,012
Food service	802	957	756	382	405
Transportation	778	860	970	362	443
Student support	267	98	541	578	592
Instruction support	713	393	337	436	535

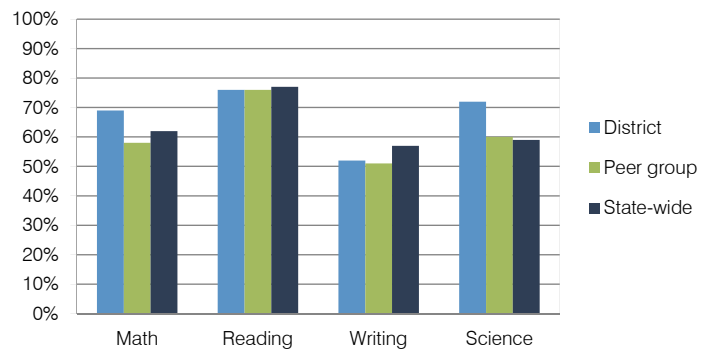
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



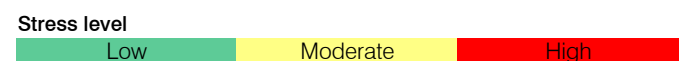
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	19%	20%	25%
Students per teacher	8.3	12.5	18.1
Average teacher salary	\$48,013	\$42,582	\$45,193
Amount from Proposition 301	\$2,104	\$2,451	\$3,195
Average years of teacher experience	21.3	13.9	11.0
Percentage of teachers in first 3 years	9%	11%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



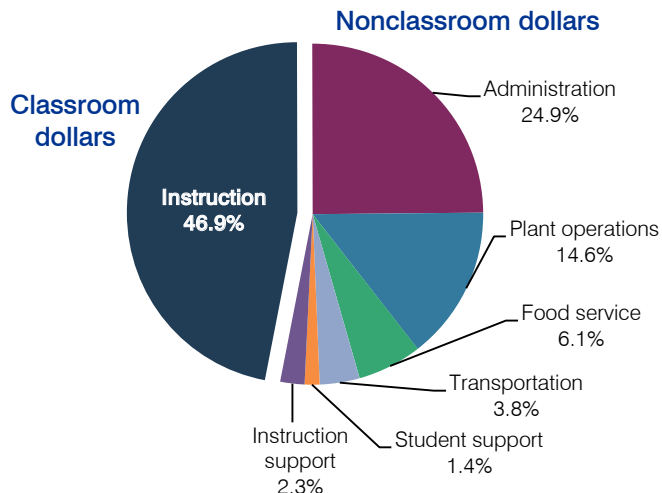
Bouse Elementary School District

La Paz County
 Efficiency peer groups 11 and T-13, Achievement peer group 20
 Legislative district(s): 5

District size / location: Very small, Rural
 Students attending: 39
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Student enrollment decreased 18 percent, which contributed to the 35 percent increase in total spending per pupil. Spending in the classroom varied year to year, decreasing overall from 54.4 to 46.9 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$5,159	\$2,472	\$736
	Students per administrator	19	30	66
Plant operations	Cost per square foot	\$8.85	\$6.93	\$6.09
	Square footage per student	342	320	152
Food service	Cost per meal equivalent	\$5.47	\$4.88	\$2.47
Transportation	Cost per mile	\$2.43	\$1.53	\$3.50
	Cost per rider	\$856	\$1,171	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$19,157	\$20,691	\$15,082	\$7,475	\$10,652
Classroom dollars	8,077	9,706	7,880	4,053	6,526
Nonclassroom dollars:	11,080	10,985	7,202	3,422	4,126
Administration	4,696	5,159	2,472	736	1,139
Plant operations	2,767	3,024	2,126	928	1,012
Food service	1,244	1,256	756	382	405
Transportation	1,131	790	970	362	443
Student support	451	289	541	578	592
Instruction support	791	467	337	436	535

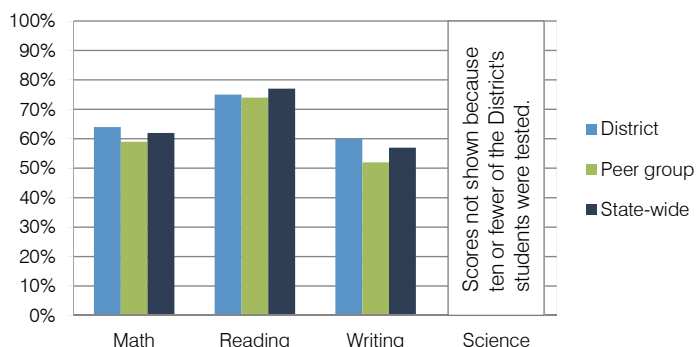
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	27%	29%	25%
Students per teacher	7.8	12.6	18.1
Average teacher salary	\$40,425	\$45,750	\$45,193
Amount from Proposition 301	\$3,301	\$2,292	\$3,195
Average years of teacher experience	9.6	13.0	11.0
Percentage of teachers in first 3 years	0%	13%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant

Stress level
Low
Moderate
High

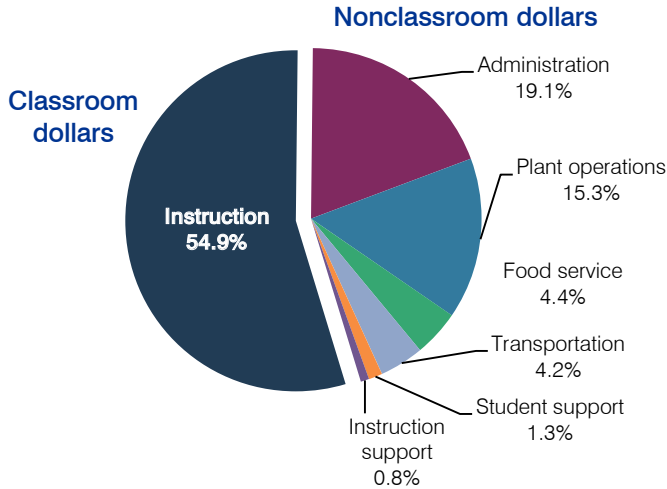
Bowie Unified School District

Cochise County
 Efficiency peer groups 11 and T-13, Achievement peer group 6
 Legislative district(s): 14

District size / location: Very small, Rural
 Students attending: 75
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Student enrollment decreased by 18 percent, which contributed to the 33 percent increase in total spending per pupil. Spending in the classroom varied year to year, decreasing overall from 56.4 to 54.9 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on plant operations increased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$4,135	\$2,472	\$736
	Students per administrator	17	30	66
Plant operations	Cost per square foot	\$5.42	\$6.93	\$6.09
	Square footage per student	612	320	152
Food service	Cost per meal equivalent	\$5.85	\$4.88	\$2.47
Transportation	Cost per mile	\$1.53	\$1.53	\$3.50
	Cost per rider	\$1,320	\$1,171	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$20,227	\$21,604	\$15,082	\$7,475	\$10,652
Classroom dollars	10,530	11,858	7,880	4,053	6,526
Nonclassroom dollars:	9,697	9,746	7,202	3,422	4,126
Administration	3,709	4,135	2,472	736	1,139
Plant operations	3,370	3,317	2,126	928	1,012
Food service	1,023	945	756	382	405
Transportation	832	902	970	362	443
Student support	371	282	541	578	592
Instruction support	392	165	337	436	535

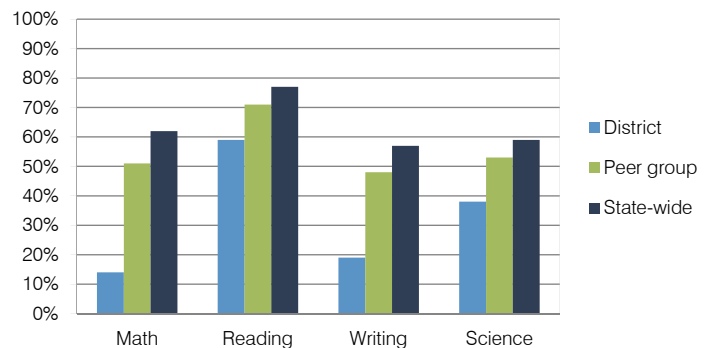
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	50%
D	1	50%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	94%	94%
Graduation rate (2011)	86%	80%	78%
Poverty rate (2011)	32%	31%	25%
Students per teacher	5.9	15.2	18.1
Average teacher salary	\$37,905	\$40,242	\$45,193
Amount from Proposition 301	\$1,708	\$3,191	\$3,195
Average years of teacher experience	10.9	12.0	11.0
Percentage of teachers in first 3 years	32%	16%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level: **Low** **Moderate** **High**

Buckeye Elementary School District

Maricopa County

Efficiency peer groups 8 and T-2, Achievement peer group 14

Legislative district(s): 4 and 13

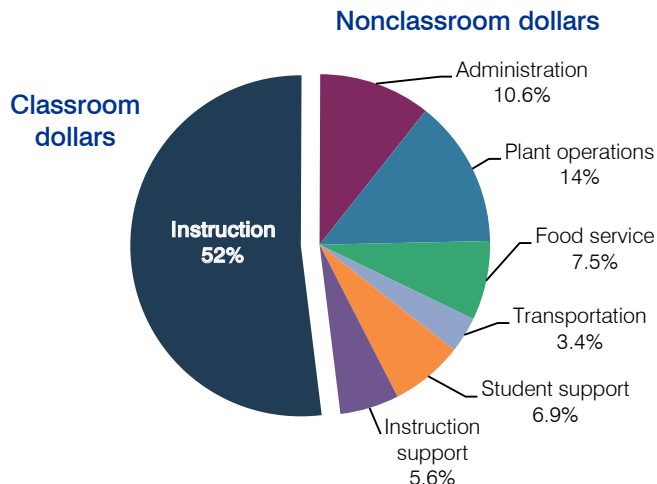
District size / location: Medium-Large, Suburb

Students attending: 4,174

Number of schools: 6

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 2 percent. Spending in the classroom varied year to year, decreasing overall from 63 to 52 percent. Spending on plant operations and student support increased substantially, and spending on administration and food service increased. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$640	\$796	\$736
	Students per administrator	95	75	66
Plant operations	Cost per square foot	\$6.80	\$6.25	\$6.09
	Square footage per student	124	131	152
Food service	Cost per meal equivalent	\$2.91	\$2.45	\$2.47
Transportation	Cost per mile	\$3.93	\$4.84	\$3.50
	Cost per rider	\$634	\$844	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,574	\$6,054	\$6,968	\$7,475	\$10,652
Classroom dollars	3,718	3,148	3,582	4,053	6,526
Nonclassroom dollars:	2,856	2,906	3,386	3,422	4,126
Administration	725	640	796	736	1,139
Plant operations	781	846	811	928	1,012
Food service	424	455	523	382	405
Transportation	214	214	271	362	443
Student support	438	415	522	578	592
Instruction support	274	336	463	436	535

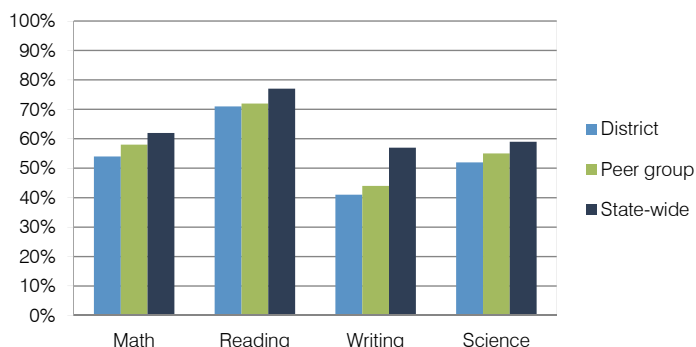
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	2	33%
C	4	67%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



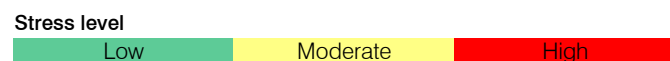
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	25%	25%	25%
Students per teacher	18.4	19.8	18.1
Average teacher salary	\$35,159	\$40,307	\$45,193
Amount from Proposition 301	\$2,606	\$2,532	\$3,195
Average years of teacher experience	5.9	7.3	11.0
Percentage of teachers in first 3 years	33%	27%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.0%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



Buckeye Union High School District

Maricopa County

Efficiency peer groups 3 and T-5, Achievement peer group 9

Legislative district(s): 4 and 13

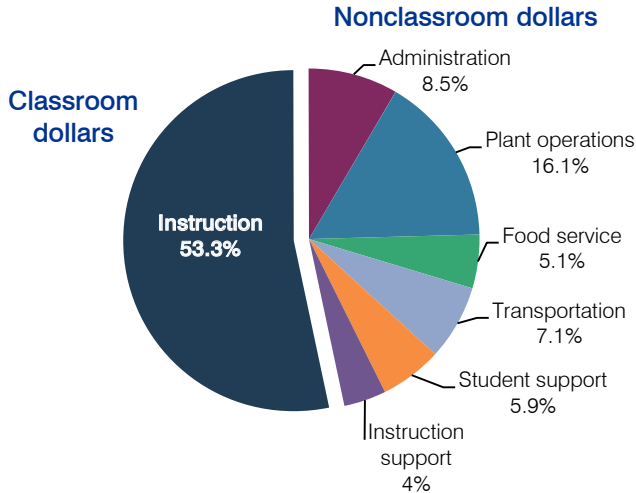
District size / location: Medium-Large, Suburb

Students attending: 3,652

Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 7 percent. Spending in the classroom varied year to year, decreasing overall from 55.6 to 53.3 percent. Spending on administration decreased substantially and spending on plant operations, food service, and transportation increased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$612	\$736	\$736
	Students per administrator	68	71	66
Plant operations	Cost per square foot	\$5.69	\$5.88	\$6.09
	Square footage per student	203	158	152
Food service	Cost per meal equivalent	\$3.37	\$2.74	\$2.47
Transportation	Cost per mile	\$2.60	\$3.54	\$3.50
	Cost per rider	\$1,176	\$1,372	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,389	\$7,174	\$7,033	\$7,475	\$10,652
Classroom dollars	3,953	3,822	3,759	4,053	6,526
Nonclassroom dollars:	3,436	3,352	3,274	3,422	4,126
Administration	621	612	736	736	1,139
Plant operations	1,134	1,156	920	928	1,012
Food service	360	367	338	382	405
Transportation	544	511	426	362	443
Student support	397	419	546	578	592
Instruction support	380	287	308	436	535

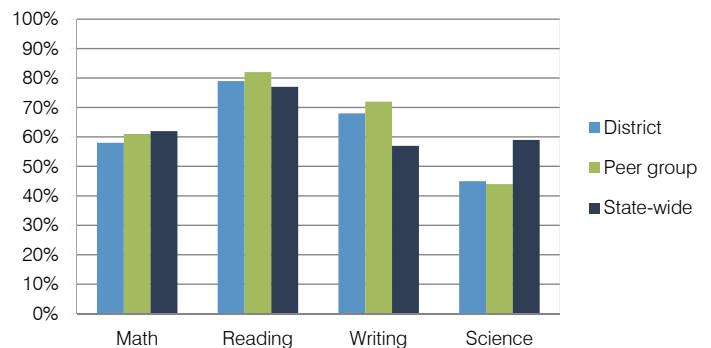
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	3	100%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



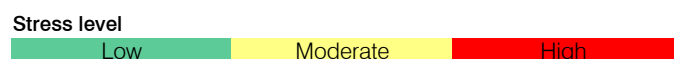
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2011)	87%	86%	78%
Poverty rate (2011)	21%	18%	25%
Students per teacher	22.0	20.4	18.1
Average teacher salary	\$44,215	\$44,813	\$45,193
Amount from Proposition 301	\$4,696	\$4,459	\$3,195
Average years of teacher experience	9.4	9.7	11.0
Percentage of teachers in first 3 years	15%	16%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	0.6%, Steady
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant



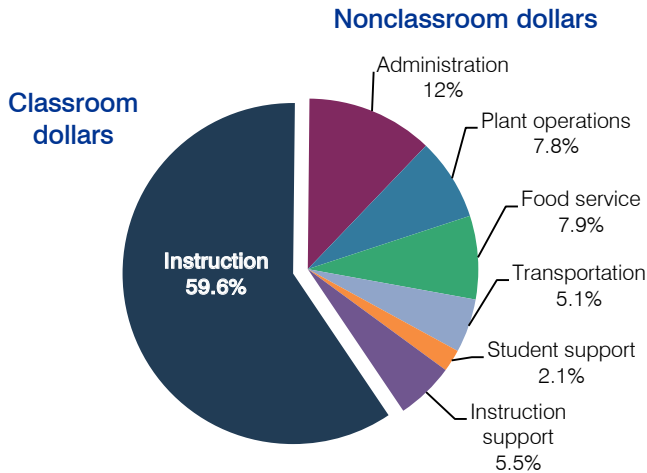
Bullhead City Elementary School District

Mohave County
 Efficiency peer groups 9 and T-6, Achievement peer group 22
 Legislative district(s): 5

District size / location: Medium-Large, Town
 Students attending: 3,166
 Number of schools: 6

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 13 percent. Spending in the classroom varied year to year, decreasing slightly from 60 to 59.6 percent. Overall, spending on administration and food service increased, and spending on plant operations and student support decreased. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$848	\$951	\$736
	Students per administrator	82	61	66
Plant operations	Cost per square foot	\$4.59	\$6.40	\$6.09
	Square footage per student	119	142	152
Food service	Cost per meal equivalent	\$2.60	\$2.49	\$2.47
Transportation	Cost per mile	\$3.82	\$3.84	\$3.50
	Cost per rider	\$332	\$416	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,170	\$7,047	\$7,482	\$7,475	\$10,652
Classroom dollars	4,059	4,200	3,712	4,053	6,526
Nonclassroom dollars:	3,111	2,847	3,770	3,422	4,126
Administration	889	848	951	736	1,139
Plant operations	601	547	881	928	1,012
Food service	613	557	512	382	405
Transportation	362	356	498	362	443
Student support	154	149	429	578	592
Instruction support	492	390	499	436	535

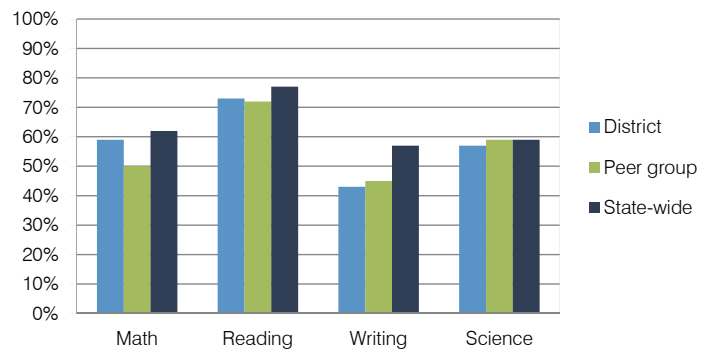
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	5	83%
C	1	17%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	54%	54%	25%
Students per teacher	20.7	13.5	18.1
Average teacher salary	\$49,527	\$48,358	\$45,193
Amount from Proposition 301	\$4,002	\$2,404	\$3,195
Average years of teacher experience	7.4	11.8	11.0
Percentage of teachers in first 3 years	29%	9%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.9%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level: **Low** Moderate High

Camp Verde Unified School District

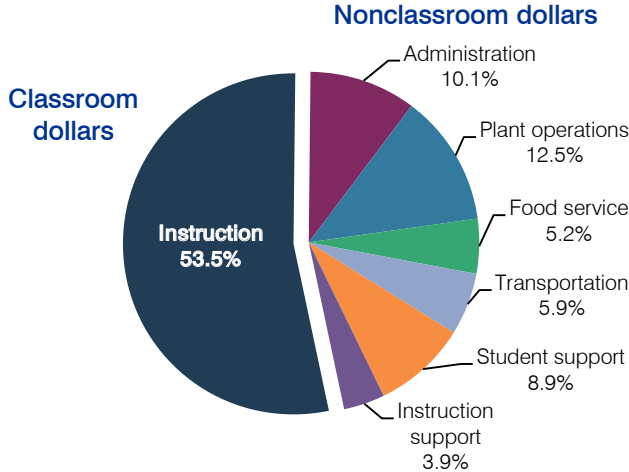
Yavapai County
 Efficiency peer groups 5 and T-11, Achievement peer group 8
 Legislative district(s): 1 and 6

District size / location: Medium, Rural
 Students attending: 1,366
 Number of schools: 3

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

Total spending per pupil increased by 1 percent. Spending in the classroom varied year to year, decreasing overall from 55.4 to 53.5 percent. Spending on plant operations decreased and spending on student support increased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$707	\$1,074	\$736
	Students per administrator	61	56	66
Plant operations	Cost per square foot	\$5.22	\$4.82	\$6.09
	Square footage per student	166	250	152
Food service	Cost per meal equivalent	\$3.23	\$2.97	\$2.47
Transportation	Cost per mile	\$1.76	\$2.21	\$3.50
	Cost per rider	\$867	\$978	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

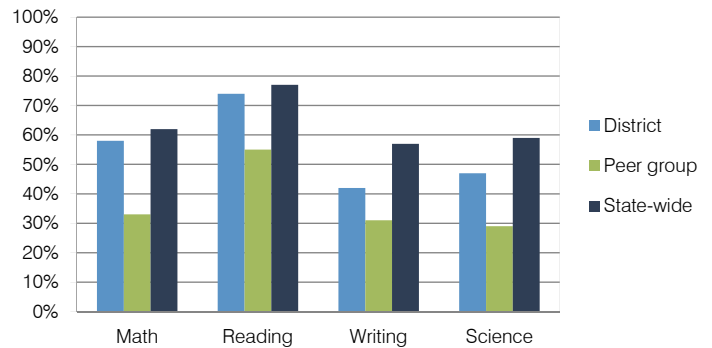
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,037	\$6,967	\$8,416	\$7,475	\$10,652
Classroom dollars	3,755	3,724	4,202	4,053	6,526
Nonclassroom dollars:	3,282	3,243	4,214	3,422	4,126
Administration	820	707	1,074	736	1,139
Plant operations	674	868	1,179	928	1,012
Food service	331	365	412	382	405
Transportation	465	414	536	362	443
Student support	682	620	619	578	592
Instruction support	310	269	394	436	535

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	3	100%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



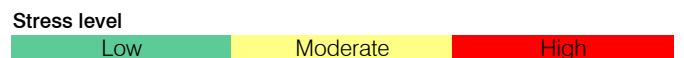
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	92%	94%
Graduation rate (2011)	83%	69%	78%
Poverty rate (2011)	47%	49%	25%
Students per teacher	17.6	14.8	18.1
Average teacher salary	\$40,353	\$42,031	\$45,193
Amount from Proposition 301	\$2,577	\$3,203	\$3,195
Average years of teacher experience	10.1	11.5	11.0
Percentage of teachers in first 3 years	21%	19%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	3.2%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant



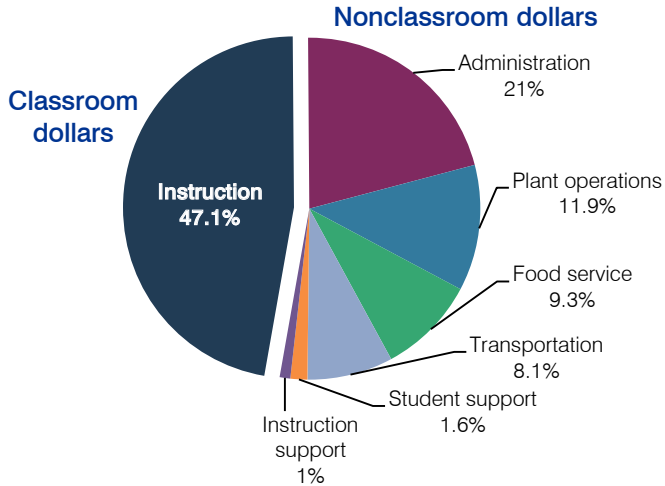
Canon Elementary School District

Yavapai County
 Efficiency peer groups 11 and T-13, Achievement peer group 22
 Legislative district(s): 1

District size / location: Very Small, Rural
 Students attending: 137
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 14 percent. Spending in the classroom varied year to year, decreasing overall from 51.3 to 47.1 percent. Spending on some nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration, food service, and transportation increased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,409	\$2,472	\$736
	Students per administrator	20	30	66
Plant operations	Cost per square foot	\$4.89	\$6.93	\$6.09
	Square footage per student	280	320	152
Food service	Cost per meal equivalent	\$4.57	\$4.88	\$2.47
Transportation	Cost per mile	\$1.55	\$1.53	\$3.50
	Cost per rider	\$1,087	\$1,171	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$10,580	\$11,438	\$15,082	\$7,475	\$10,652
Classroom dollars	5,641	5,383	7,880	4,053	6,526
Nonclassroom dollars:	4,939	6,055	7,202	3,422	4,126
Administration	1,820	2,409	2,472	736	1,139
Plant operations	1,218	1,368	2,126	928	1,012
Food service	929	1,063	756	382	405
Transportation	628	922	970	362	443
Student support	280	182	541	578	592
Instruction support	64	111	337	436	535

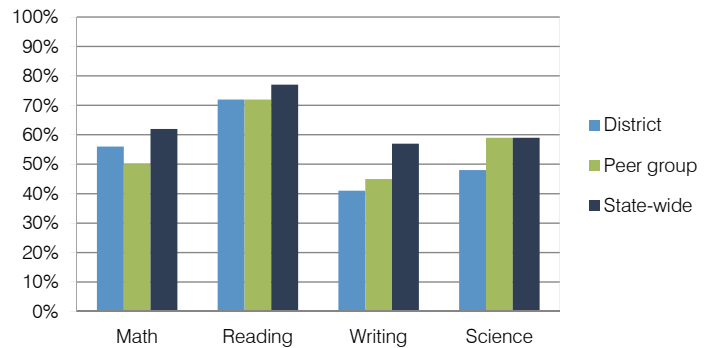
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



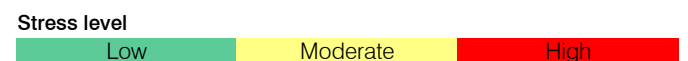
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	45%	54%	25%
Students per teacher	17.1	13.5	18.1
Average teacher salary	\$50,753	\$48,358	\$45,193
Amount from Proposition 301	\$2,583	\$2,404	\$3,195
Average years of teacher experience	9.5	11.8	11.0
Percentage of teachers in first 3 years	0%	9%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.4%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Noncompliant



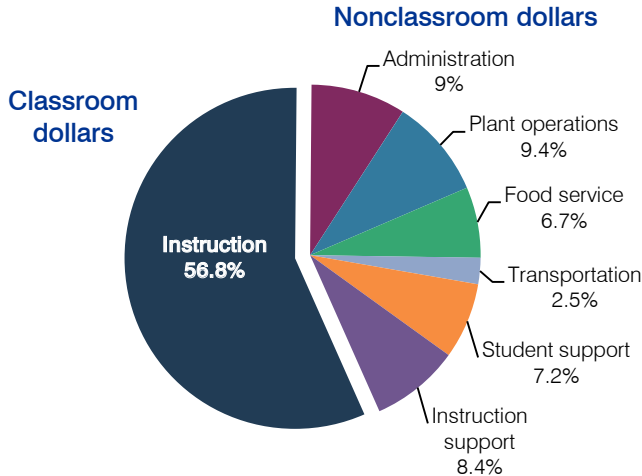
Cartwright Elementary School District

Maricopa County
 Efficiency peer groups 7 and T-2, Achievement peer group 16
 Legislative district(s): 19 and 29

District size / location: Large, City
 Students attending: 17,152
 Number of schools: 20

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

After initially increasing, total spending per pupil returned to 2007 levels, but spending in the classroom was lower, decreasing from 62.2 to 56.8 percent. Spending on administration, plant operations, food service, and transportation increased, while spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$633	\$695	\$736
	Students per administrator	72	67	66
Plant operations	Cost per square foot	\$5.65	\$6.05	\$6.09
	Square footage per student	117	131	152
Food service	Cost per meal equivalent	\$2.35	\$2.41	\$2.47
Transportation	Cost per mile	\$5.87	\$4.84	\$3.50
	Cost per rider	\$1,012	\$844	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,519	\$7,045	\$7,254	\$7,475	\$10,652
Classroom dollars	4,431	4,005	3,944	4,053	6,526
Nonclassroom dollars:	3,088	3,040	3,310	3,422	4,126
Administration	647	633	695	736	1,139
Plant operations	658	658	794	928	1,012
Food service	460	473	489	382	405
Transportation	160	173	299	362	443
Student support	512	509	526	578	592
Instruction support	651	594	507	436	535

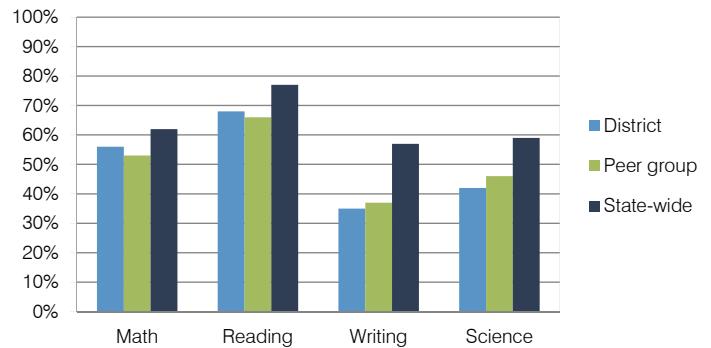
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	2	10%
B	12	60%
C	5	25%
D	1	5%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



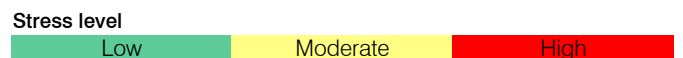
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	41%	49%	25%
Students per teacher	17.7	18.3	18.1
Average teacher salary	\$49,200	\$45,716	\$45,193
Amount from Proposition 301	\$3,517	\$2,541	\$3,195
Average years of teacher experience	9.1	9.3	11.0
Percentage of teachers in first 3 years	18%	23%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	1.9%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant



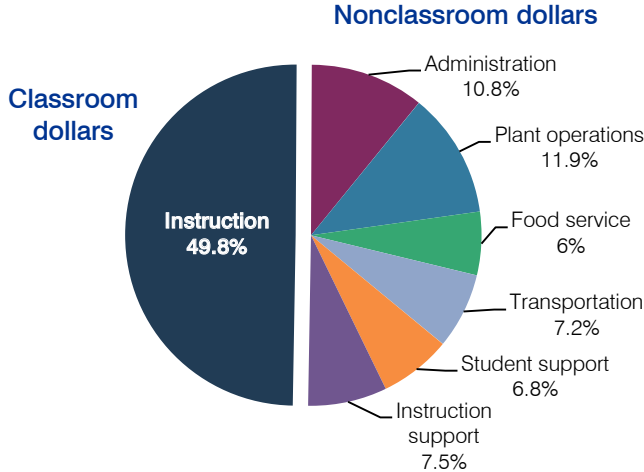
Casa Grande Elementary School District

Pinal County
 Efficiency peer groups 8 and T-4, Achievement peer group 14
 Legislative district(s): 8 and 11

District size / location: Medium-Large, City
 Students attending: 6,945
 Number of schools: 12

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 3 percent. Spending in the classroom varied year to year, decreasing overall from 54 to 49.8 percent. Spending on instruction support increased substantially, while spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$740	\$796	\$736
	Students per administrator	70	75	66
Plant operations	Cost per square foot	\$6.36	\$6.25	\$6.09
	Square footage per student	129	131	152
Food service	Cost per meal equivalent	\$2.64	\$2.45	\$2.47
Transportation	Cost per mile	\$3.50	\$3.62	\$3.50
	Cost per rider	\$995	\$1,088	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,953	\$6,880	\$6,968	\$7,475	\$10,652
Classroom dollars	3,602	3,427	3,582	4,053	6,526
Nonclassroom dollars:	3,351	3,453	3,386	3,422	4,126
Administration	716	740	796	736	1,139
Plant operations	854	821	811	928	1,012
Food service	387	415	523	382	405
Transportation	470	496	271	362	443
Student support	477	467	522	578	592
Instruction support	447	514	463	436	535

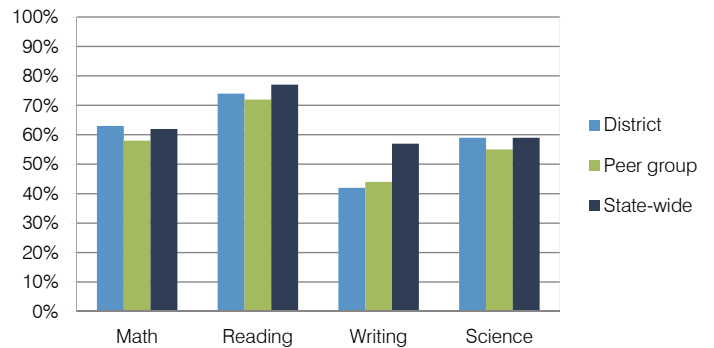
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	1	8%
B	7	58%
C	4	33%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



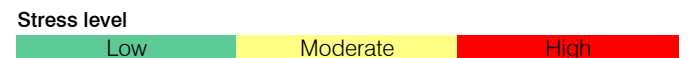
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	27%	25%	25%
Students per teacher	19.1	19.8	18.1
Average teacher salary	\$43,437	\$40,307	\$45,193
Amount from Proposition 301	\$4,167	\$2,532	\$3,195
Average years of teacher experience	8.5	7.3	11.0
Percentage of teachers in first 3 years	24%	27%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	3.7%, Increasing
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant



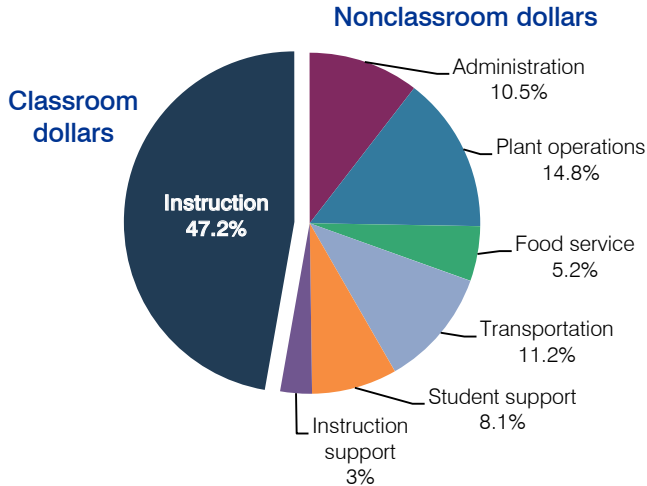
Casa Grande Union High School District

Pinal County
 Efficiency peer groups 3 and T-5, Achievement peer group 10
 Legislative district(s): 4, 8 and 11

District size / location: Medium-Large, City
 Students attending: 3,493
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 8 percent. Spending in the classroom varied year to year, decreasing overall from 53.5 to 47.2 percent. Spending on plant operations and transportation increased substantially, and spending on instruction support increased. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$837	\$736	\$736
	Students per administrator	67	71	66
Plant operations	Cost per square foot	\$6.83	\$5.88	\$6.09
	Square footage per student	173	158	152
Food service	Cost per meal equivalent	\$2.98	\$2.74	\$2.47
Transportation	Cost per mile	\$3.45	\$3.54	\$3.50
	Cost per rider	\$1,172	\$1,372	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,421	\$7,987	\$7,033	\$7,475	\$10,652
Classroom dollars	3,352	3,767	3,759	4,053	6,526
Nonclassroom dollars:	4,069	4,220	3,274	3,422	4,126
Administration	830	837	736	736	1,139
Plant operations	1,161	1,180	920	928	1,012
Food service	388	420	338	382	405
Transportation	813	892	426	362	443
Student support	668	647	546	578	592
Instruction support	209	244	308	436	535

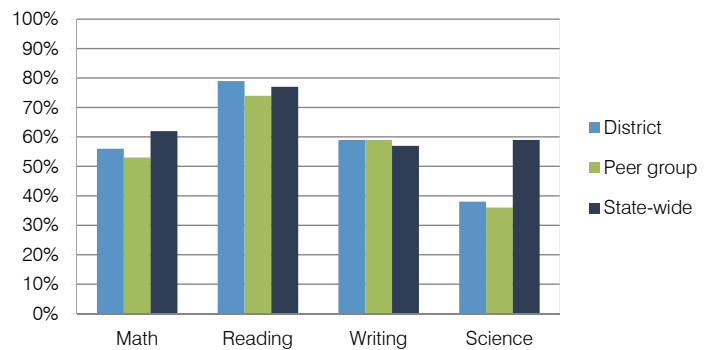
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	25%
C	2	50%
D	0	0%
F	0	0%
Not rated	1	25%

Percentage of students who met state standards (AIMS)



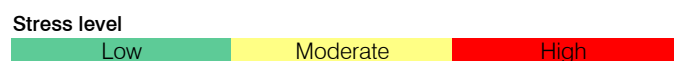
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2011)	79%	82%	78%
Poverty rate (2011)	30%	32%	25%
Students per teacher	20.8	20.9	18.1
Average teacher salary	\$45,045	\$49,006	\$45,193
Amount from Proposition 301	\$2,803	\$3,442	\$3,195
Average years of teacher experience	9.7	11.1	11.0
Percentage of teachers in first 3 years	20%	15%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.5%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Noncompliant



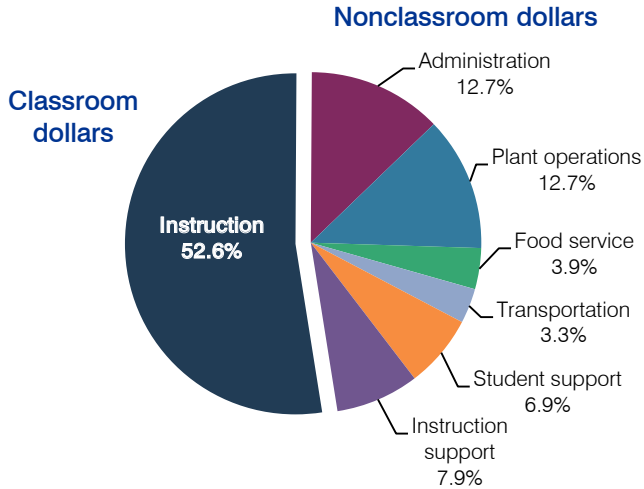
Catalina Foothills Unified School District

Pima County
 Efficiency peer groups 3 and T-2, Achievement peer group 1
 Legislative district(s): 9

District size / location: Medium-Large, Suburb
 Students attending: 4,887
 Number of schools: 7

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 13 percent. Spending in the classroom decreased from 57.9 to 52.6 percent. Overall, spending on student support increased, and spending on instruction support increased substantially. Spending on other areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$842	\$736	\$736
	Students per administrator	66	71	66
Plant operations	Cost per square foot	\$5.08	\$5.88	\$6.09
	Square footage per student	166	158	152
Food service	Cost per meal equivalent	\$2.76	\$2.74	\$2.47
Transportation	Cost per mile	\$3.00	\$4.84	\$3.50
	Cost per rider	\$613	\$844	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,698	\$6,633	\$7,033	\$7,475	\$10,652
Classroom dollars	3,558	3,490	3,759	4,053	6,526
Nonclassroom dollars:	3,140	3,143	3,274	3,422	4,126
Administration	832	842	736	736	1,139
Plant operations	839	840	920	928	1,012
Food service	284	257	338	382	405
Transportation	226	222	426	362	443
Student support	402	455	546	578	592
Instruction support	557	527	308	436	535

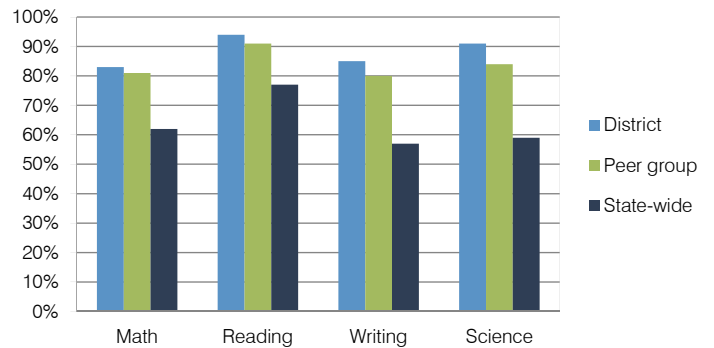
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	7	100%
B	0	0%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2011)	96%	91%	78%
Poverty rate (2011)	7%	8%	25%
Students per teacher	18.2	18.1	18.1
Average teacher salary	\$41,654	\$41,564	\$45,193
Amount from Proposition 301	\$4,243	\$3,385	\$3,195
Average years of teacher experience	11.1	10.7	11.0
Percentage of teachers in first 3 years	18%	14%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	1.7%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level: **Low** Moderate High

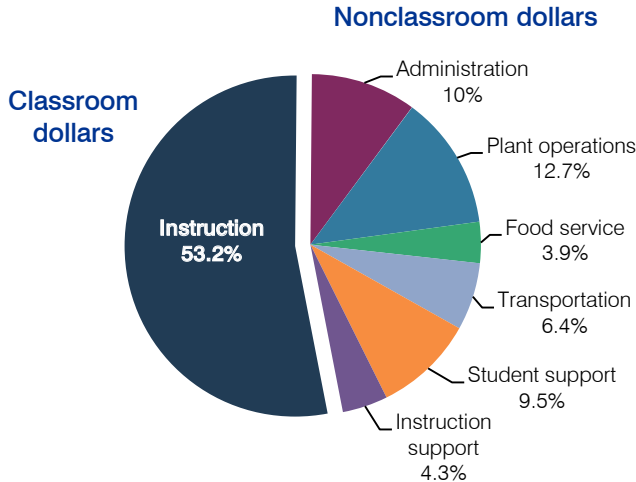
Cave Creek Unified School District

Maricopa County
 Efficiency peer groups 3 and T-5, Achievement peer group 1
 Legislative district(s): 1, 15 and 23

District size / location: Medium-Large, City
 Students attending: 5,551
 Number of schools: 7

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 1 percent. Spending in the classroom decreased overall from 55.5 to 53.2 percent. Spending on plant operations increased, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$701	\$736	\$736
	Students per administrator	65	71	66
Plant operations	Cost per square foot	\$6.12	\$5.88	\$6.09
	Square footage per student	147	158	152
Food service	Cost per meal equivalent	\$2.79	\$2.74	\$2.47
Transportation	Cost per mile	\$3.20	\$3.54	\$3.50
	Cost per rider	\$1,117	\$1,372	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,198	\$7,028	\$7,033	\$7,475	\$10,652
Classroom dollars	3,948	3,742	3,759	4,053	6,526
Nonclassroom dollars:	3,250	3,286	3,274	3,422	4,126
Administration	701	701	736	736	1,139
Plant operations	927	897	920	928	1,012
Food service	271	272	338	382	405
Transportation	462	447	426	362	443
Student support	648	670	546	578	592
Instruction support	241	299	308	436	535

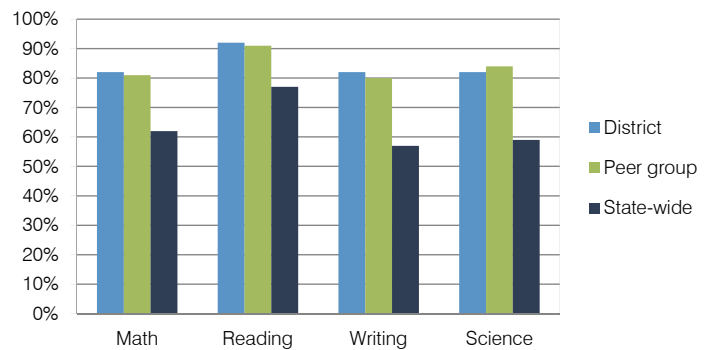
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	6	86%
B	1	14%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2011)	92%	91%	78%
Poverty rate (2011)	8%	8%	25%
Students per teacher	19.3	18.1	18.1
Average teacher salary	\$42,845	\$41,564	\$45,193
Amount from Proposition 301	\$3,175	\$3,385	\$3,195
Average years of teacher experience	13.1	10.7	11.0
Percentage of teachers in first 3 years	14%	14%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	3.3%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level: **Low** Moderate High

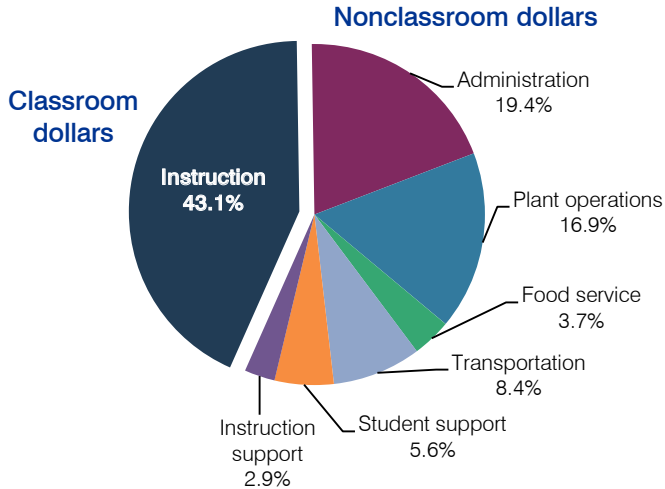
Cedar Unified School District

Navajo County
 Efficiency peer groups 6 and T-12, Achievement peer group 8
 Legislative district(s): 7

District size / location: Small, Rural
 Students attending: 236
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 15 percent. Spending in the classroom decreased overall from 44.8 to 43.1 percent. Spending on administration and plant operations increased substantially, and spending on transportation and instruction support decreased substantially. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,736	\$1,487	\$736
	Students per administrator	15	43	66
Plant operations	Cost per square foot	\$5.12	\$5.04	\$6.09
	Square footage per student	636	299	152
Food service	Cost per meal equivalent	\$2.69	\$3.19	\$2.47
Transportation	Cost per mile	\$2.06	\$2.02	\$3.50
	Cost per rider	\$1,683	\$1,181	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$17,853	\$19,249	\$9,872	\$7,475	\$10,652
Classroom dollars	7,000	8,301	4,866	4,053	6,526
Nonclassroom dollars:	10,853	10,948	5,006	3,422	4,126
Administration	3,075	3,736	1,487	736	1,139
Plant operations	3,139	3,255	1,438	928	1,012
Food service	708	712	454	382	405
Transportation	1,739	1,621	510	362	443
Student support	1,006	1,067	636	578	592
Instruction support	1,186	557	481	436	535

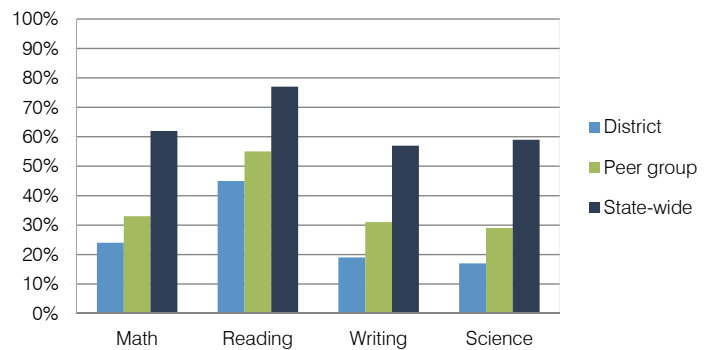
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	0	0%
D	1	50%
F	1	50%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



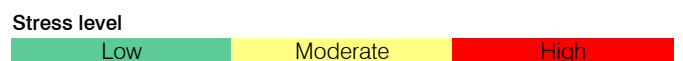
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	88%	92%	94%
Graduation rate (2011)	71%	69%	78%
Poverty rate (2011)	46%	49%	25%
Students per teacher	11.2	14.8	18.1
Average teacher salary	\$39,934	\$42,031	\$45,193
Amount from Proposition 301	\$2,380	\$3,203	\$3,195
Average years of teacher experience	14.2	11.5	11.0
Percentage of teachers in first 3 years	4%	19%	16%

Financial stress assessment

Overall financial stress level: **High**

Measure: 2010 through 2012	Assessment
Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	Operating only
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	1.3%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Noncompliant



Chandler Unified School District

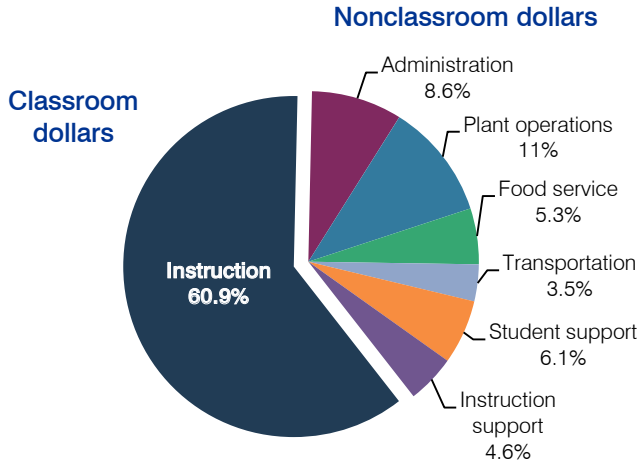
Maricopa County
 Efficiency peer groups 1 and T-3, Achievement peer group 2
 Legislative district(s): 12, 17 and 18

District size / location: Very large, Suburb
 Students attending: 38,093
 Number of schools: 41

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 1 percent. Spending in the classroom decreased from 63.2 to 60.9 percent. Overall, spending on plant operations and food service increased, while spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$563	\$620	\$736
	Students per administrator	108	79	66
Plant operations	Cost per square foot	\$6.42	\$5.88	\$6.09
	Square footage per student	113	144	152
Food service	Cost per meal equivalent	\$2.89	\$2.46	\$2.47
Transportation	Cost per mile	\$3.79	\$3.80	\$3.50
	Cost per rider	\$932	\$940	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

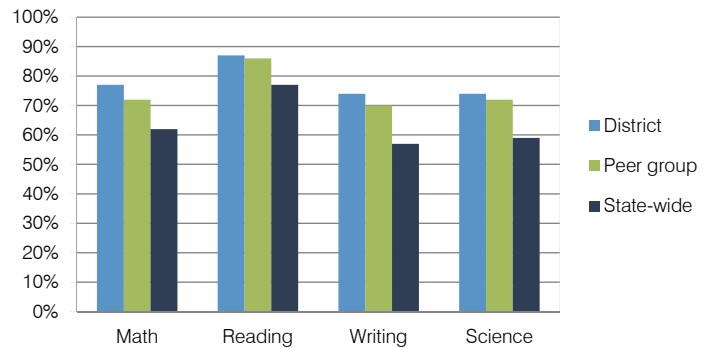
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,629	\$6,581	\$7,111	\$7,475	\$10,652
Classroom dollars	4,020	4,008	4,052	4,053	6,526
Nonclassroom dollars:	2,609	2,573	3,059	3,422	4,126
Administration	573	563	620	736	1,139
Plant operations	768	727	843	928	1,012
Food service	315	348	321	382	405
Transportation	238	230	340	362	443
Student support	380	400	567	578	592
Instruction support	335	305	368	436	535

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	26	63%
B	8	20%
C	6	15%
D	0	0%
F	0	0%
Not rated	1	2%

Percentage of students who met state standards (AIMS)



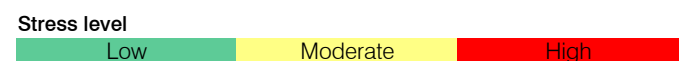
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	95%	94%
Graduation rate (2011)	92%	90%	78%
Poverty rate (2011)	13%	14%	25%
Students per teacher	17.4	18.0	18.1
Average teacher salary	\$46,156	\$45,087	\$45,193
Amount from Proposition 301	\$3,015	\$3,095	\$3,195
Average years of teacher experience	9.9	10.9	11.0
Percentage of teachers in first 3 years	12%	14%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Mixed election results
Operating reserve percentage (max. 4%), trend	3.0%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



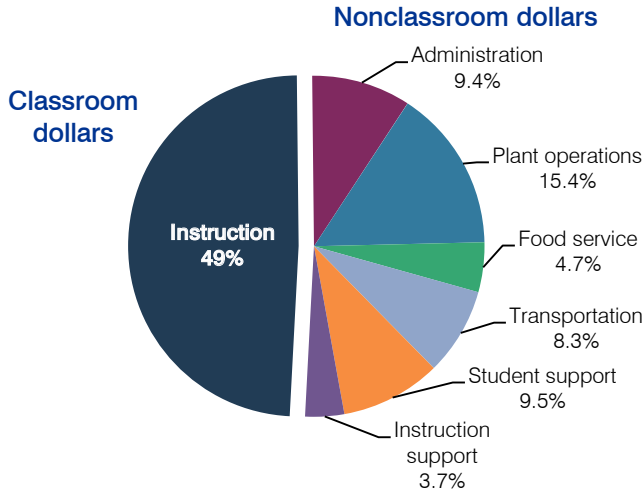
Chinle Unified School District

Apache County
 Efficiency peer groups 4 and T-11, Achievement peer group 7
 Legislative district(s): 7

District size / location: Medium-Large, Rural
 Students attending: 3,537
 Number of schools: 7

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 7 percent. Spending in the classroom varied year to year, increasing slightly overall from 48.3 to 49 percent. Spending on administration, plant operations, and instruction support increased, and spending on student support decreased substantially. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,151	\$748	\$736
	Students per administrator	48	66	66
Plant operations	Cost per square foot	\$5.77	\$5.53	\$6.09
	Square footage per student	328	173	152
Food service	Cost per meal equivalent	\$2.47	\$2.56	\$2.47
Transportation	Cost per mile	\$3.11	\$2.21	\$3.50
	Cost per rider	\$1,390	\$978	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$11,744	\$12,273	\$7,007	\$7,475	\$10,652
Classroom dollars	5,579	6,014	3,682	4,053	6,526
Nonclassroom dollars:	6,165	6,259	3,325	3,422	4,126
Administration	1,054	1,151	748	736	1,139
Plant operations	1,803	1,890	933	928	1,012
Food service	574	574	354	382	405
Transportation	932	1,026	369	362	443
Student support	1,596	1,168	540	578	592
Instruction support	206	450	381	436	535

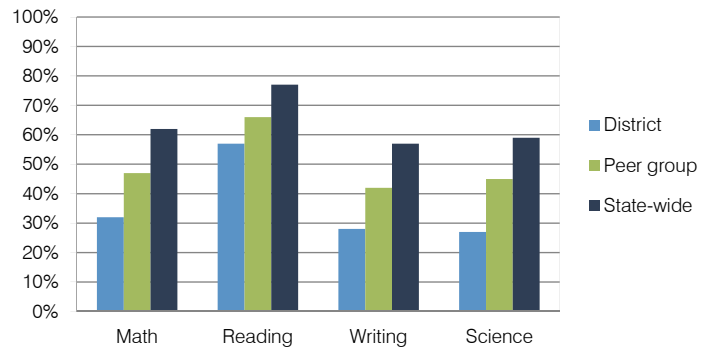
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	3	43%
D	3	43%
F	1	14%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



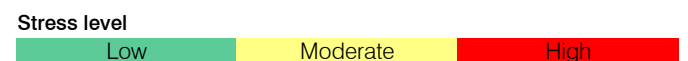
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	93%	94%
Graduation rate (2011)	68%	76%	78%
Poverty rate (2011)	41%	40%	25%
Students per teacher	15.9	15.6	18.1
Average teacher salary	\$55,483	\$42,644	\$45,193
Amount from Proposition 301	\$3,240	\$3,127	\$3,195
Average years of teacher experience	13.4	13.0	11.0
Percentage of teachers in first 3 years	10%	13%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.6%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



Chino Valley Unified School District

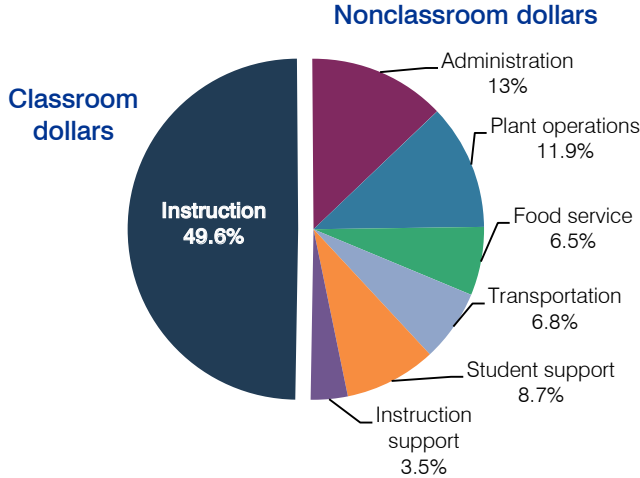
Yavapai County
 Efficiency peer groups 4 and T-7, Achievement peer group 5
 Legislative district(s): 1

District size / location: Medium-Large, Town
 Students attending: 2,243
 Number of schools: 4

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

After initially increasing, total spending per pupil returned to 2007 levels, but spending in the classroom was lower, decreasing from 59.3 to 49.6 percent. Spending on plant operations and student support increased substantially, and spending on transportation, food service, and instruction support increased. Spending on administration varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$866	\$748	\$736
	Students per administrator	74	66	66
Plant operations	Cost per square foot	\$5.40	\$5.53	\$6.09
	Square footage per student	147	173	152
Food service	Cost per meal equivalent	\$2.69	\$2.56	\$2.47
Transportation	Cost per mile	\$3.27	\$3.29	\$3.50
	Cost per rider	\$741	\$644	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

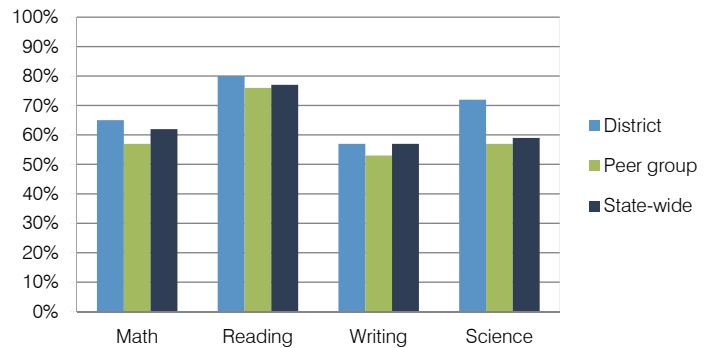
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,462	\$6,687	\$7,007	\$7,475	\$10,652
Classroom dollars	3,208	3,314	3,682	4,053	6,526
Nonclassroom dollars:	3,254	3,373	3,325	3,422	4,126
Administration	803	866	748	736	1,139
Plant operations	830	795	933	928	1,012
Food service	411	432	354	382	405
Transportation	434	458	369	362	443
Student support	494	585	540	578	592
Instruction support	282	237	381	436	535

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	3	75%
C	1	25%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



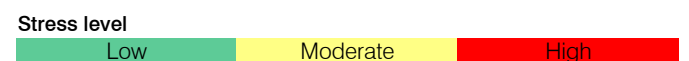
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	94%	94%
Graduation rate (2011)	78%	82%	78%
Poverty rate (2011)	20%	24%	25%
Students per teacher	19.2	17.0	18.1
Average teacher salary	\$35,390	\$40,636	\$45,193
Amount from Proposition 301	\$4,650	\$3,192	\$3,195
Average years of teacher experience	11.5	11.8	11.0
Percentage of teachers in first 3 years	13%	15%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Concentrated decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	2.5%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



Clarkdale-Jerome Elementary School District

Yavapai County

Efficiency peer groups 10 and T-6, Achievement peer group 19

Legislative district(s): 1 and 6

District size / location:

Small, Town

Students attending:

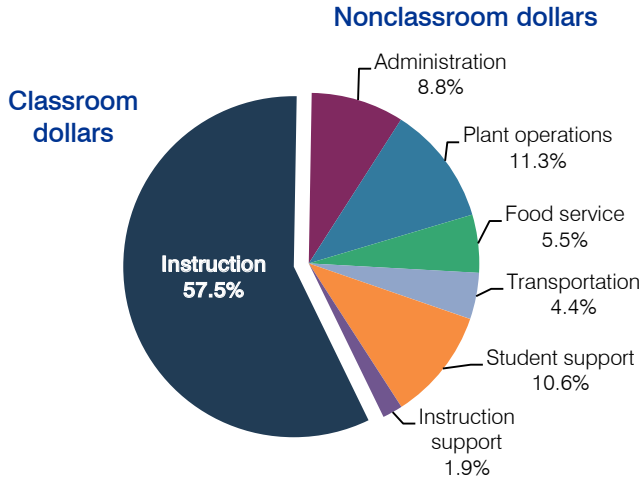
447

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 9 percent. Spending in the classroom varied year to year, decreasing overall from 59.1 to 57.5 percent. Spending on food service increased slightly, while spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$604	\$1,168	\$736
	Students per administrator	157	54	66
Plant operations	Cost per square foot	\$7.23	\$7.54	\$6.09
	Square footage per student	108	139	152
Food service	Cost per meal equivalent	\$2.44	\$2.69	\$2.47
Transportation	Cost per mile	\$3.67	\$3.84	\$3.50
	Cost per rider	\$366	\$416	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,414	\$6,885	\$8,331	\$7,475	\$10,652
Classroom dollars	4,226	3,960	4,374	4,053	6,526
Nonclassroom dollars:	3,188	2,925	3,957	3,422	4,126
Administration	707	604	1,168	736	1,139
Plant operations	893	779	1,068	928	1,012
Food service	345	381	486	382	405
Transportation	290	301	515	362	443
Student support	808	732	455	578	592
Instruction support	145	128	265	436	535

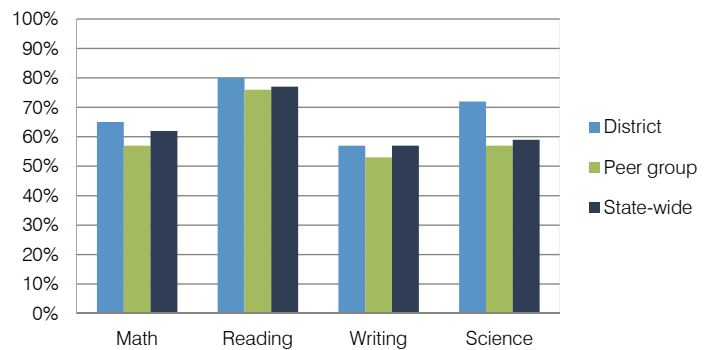
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	24%	23%	25%
Students per teacher	19.8	15.3	18.1
Average teacher salary	\$46,952	\$43,358	\$45,193
Amount from Proposition 301	\$3,275	\$2,716	\$3,195
Average years of teacher experience	14.7	12.2	11.0
Percentage of teachers in first 3 years	9%	11%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.8%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level: **Low** Moderate High

Clifton Unified School District

Greenlee County

Efficiency peer groups 11 and T-13, Achievement peer group 4

Legislative district(s): 14

District size / location:

Very small, Rural

Students attending:

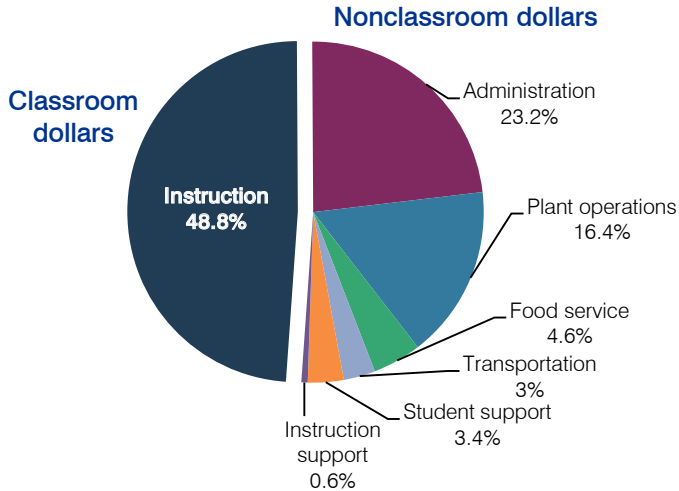
45

Number of schools:

2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 11 percent. Spending in the classroom varied year to year, increasing slightly overall from 48.2 to 48.8 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Spending on administration increased substantially, while spending on food service decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,932	\$2,472	\$736
	Students per administrator	9	30	66
Plant operations	Cost per square foot	\$1.02	\$6.93	\$6.09
	Square footage per student	2,017	320	152
Food service	Cost per meal equivalent	NR	\$4.88	\$2.47
Transportation	Cost per mile	\$1.51	\$1.53	\$3.50
	Cost per rider	\$355	\$1,171	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$15,529	\$12,608	\$15,082	\$7,475	\$10,652
Classroom dollars	4,468	6,149	7,880	4,053	6,526
Nonclassroom dollars:	11,061	6,459	7,202	3,422	4,126
Administration	4,592	2,932	2,472	736	1,139
Plant operations	3,441	2,062	2,126	928	1,012
Food service	1,460	583	756	382	405
Transportation	343	383	970	362	443
Student support	1,013	429	541	578	592
Instruction support	212	70	337	436	535

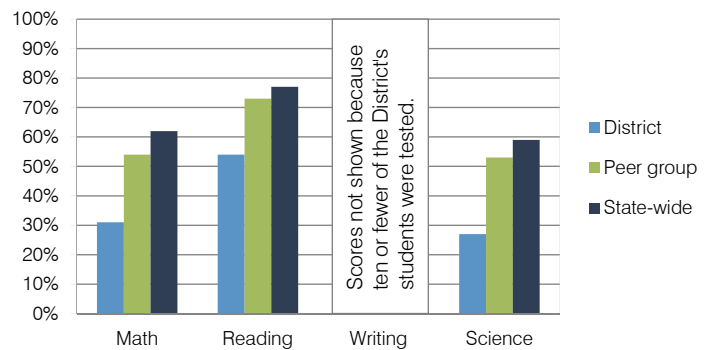
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	50%
D	0	0%
F	0	0%
Not rated	1	50%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	11%	15%	25%
Students per teacher	8.2	14.3	18.1
Average teacher salary	\$32,184	\$39,138	\$45,193
Amount from Proposition 301	\$4,929	\$3,133	\$3,195
Average years of teacher experience	14.7	10.9	11.0
Percentage of teachers in first 3 years	50%	17%	16%

Financial stress assessment

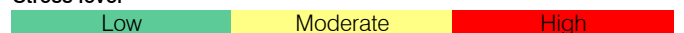
Overall financial stress level: **High**

Measure: 2010 through 2012

Assessment

Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	Operating and capital
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	1.3%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Noncompliant

Stress level



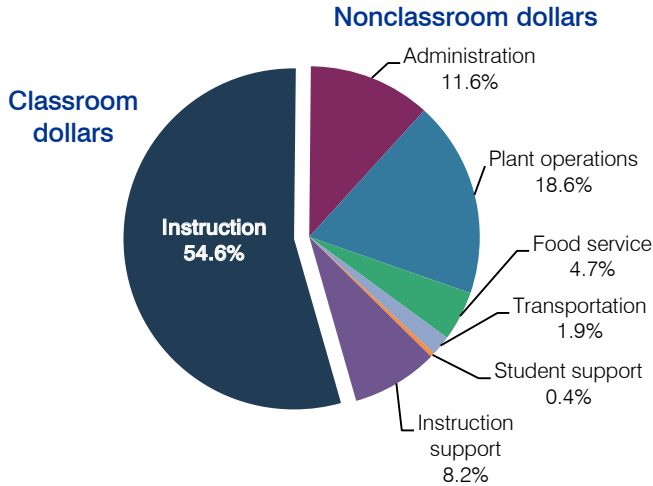
Cochise Elementary School District

Cochise County
 Efficiency peer groups 11 and T-13, Achievement peer group 22
 Legislative district(s): 14

District size / location: Very small, Rural
 Students attending: 76
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 14 percent. Spending in the classroom varied year to year, decreasing overall from 57.2 to 54.6 percent. Spending on some nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on instruction support increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,930	\$2,472	\$736
	Students per administrator	49	30	66
Plant operations	Cost per square foot	\$9.09	\$6.93	\$6.09
	Square footage per student	339	320	152
Food service	Cost per meal equivalent	\$4.60	\$4.88	\$2.47
Transportation	Cost per mile	\$0.92	\$1.53	\$3.50
	Cost per rider	\$286	\$1,171	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$16,235	\$16,565	\$15,082	\$7,475	\$10,652
Classroom dollars	9,324	9,045	7,880	4,053	6,526
Nonclassroom dollars:	6,911	7,520	7,202	3,422	4,126
Administration	2,333	1,930	2,472	736	1,139
Plant operations	2,892	3,079	2,126	928	1,012
Food service	762	776	756	382	405
Transportation	417	310	970	362	443
Student support	124	71	541	578	592
Instruction support	383	1,354	337	436	535

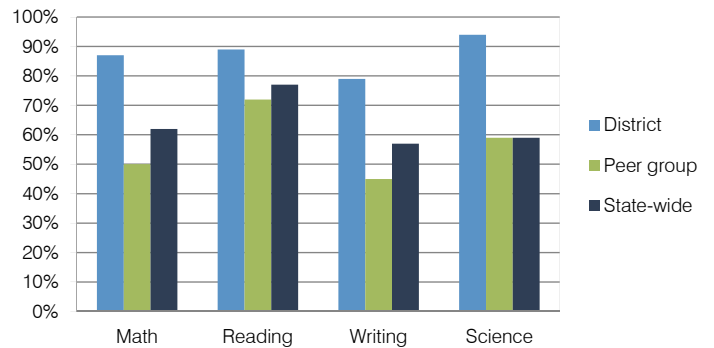
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



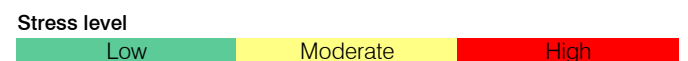
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	50%	54%	25%
Students per teacher	10.8	13.5	18.1
Average teacher salary	\$55,254	\$48,358	\$45,193
Amount from Proposition 301	\$2,180	\$2,404	\$3,195
Average years of teacher experience	18.9	11.8	11.0
Percentage of teachers in first 3 years	0%	9%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



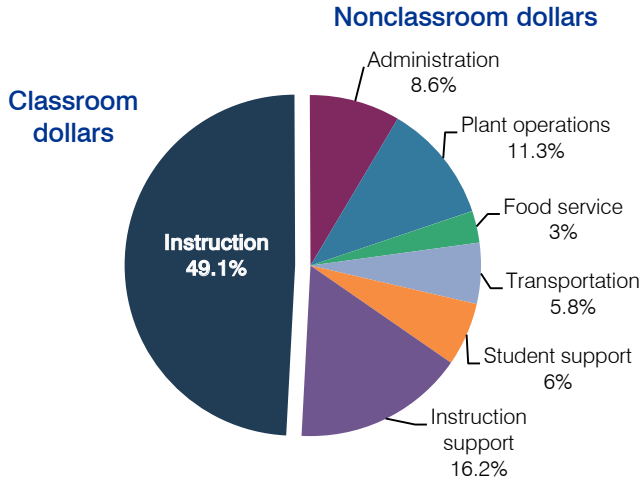
Colorado City Unified School District

Mohave County
 Efficiency peer groups 6 and T-6, Achievement peer group 7
 Legislative district(s): 5

District size / location: Small, Rural
 Students attending: 443
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 1 percent. Spending in the classroom increased from 41.3 to 49.1 percent. Overall, spending on administration and student support decreased substantially, and spending on transportation increased. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$869	\$1,487	\$736
	Students per administrator	38	43	66
Plant operations	Cost per square foot	\$6.76	\$5.04	\$6.09
	Square footage per student	169	299	152
Food service	Cost per meal equivalent	\$2.39	\$3.19	\$2.47
Transportation	Cost per mile	\$4.68	\$3.84	\$3.50
	Cost per rider	\$586	\$416	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$11,343	\$10,075	\$9,872	\$7,475	\$10,652
Classroom dollars	5,577	4,947	4,866	4,053	6,526
Nonclassroom dollars:	5,766	5,128	5,006	3,422	4,126
Administration	931	869	1,487	736	1,139
Plant operations	1,283	1,139	1,438	928	1,012
Food service	302	303	454	382	405
Transportation	496	581	510	362	443
Student support	713	608	636	578	592
Instruction support	2,041	1,628	481	436	535

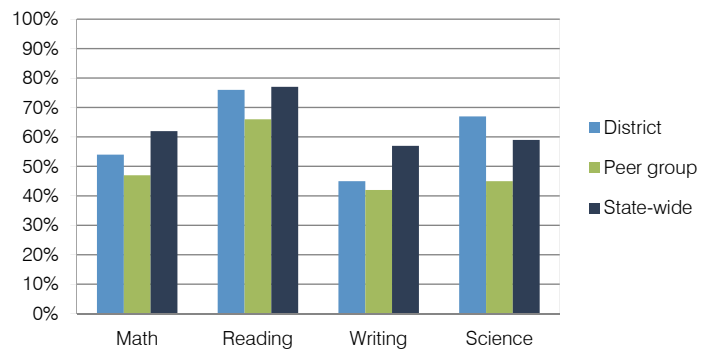
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



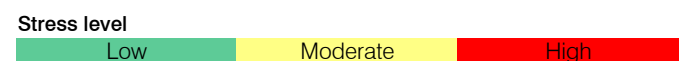
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	93%	94%
Graduation rate (2011)	85%	76%	78%
Poverty rate (2011)	42%	40%	25%
Students per teacher	16.4	15.6	18.1
Average teacher salary	\$32,876	\$42,644	\$45,193
Amount from Proposition 301	\$3,845	\$3,127	\$3,195
Average years of teacher experience	12.3	13.0	11.0
Percentage of teachers in first 3 years	18%	13%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.5%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



Colorado River Union High School District

Mohave County

Efficiency peer groups 4 and T-11, Achievement peer group 12

Legislative district(s): 5

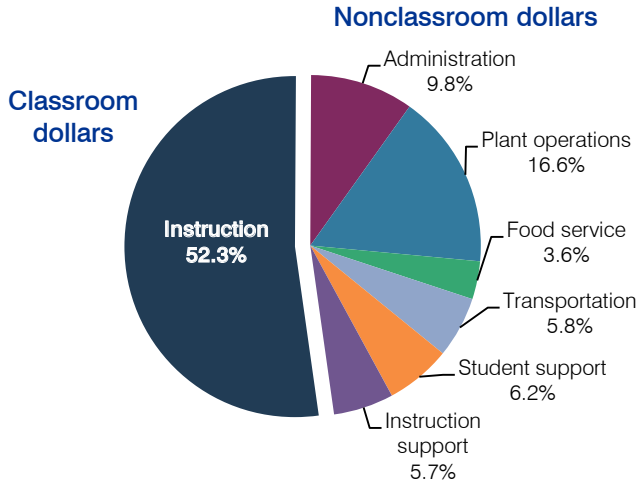
District size / location: Medium-Large, Town

Students attending: 2,211

Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 14 percent. Spending in the classroom varied year to year, decreasing overall from 60.4 to 52.3 percent. Spending on administration and plant operations increased substantially, and spending on instruction support increased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$683	\$748	\$736
	Students per administrator	74	66	66
Plant operations	Cost per square foot	\$6.13	\$5.53	\$6.09
	Square footage per student	189	173	152
Food service	Cost per meal equivalent	\$1.92	\$2.56	\$2.47
Transportation	Cost per mile	\$2.73	\$2.21	\$3.50
	Cost per rider	\$1,279	\$978	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,431	\$7,004	\$7,007	\$7,475	\$10,652
Classroom dollars	3,602	3,665	3,682	4,053	6,526
Nonclassroom dollars:	2,829	3,339	3,325	3,422	4,126
Administration	517	683	748	736	1,139
Plant operations	1,069	1,161	933	928	1,012
Food service	255	254	354	382	405
Transportation	374	402	369	362	443
Student support	313	435	540	578	592
Instruction support	301	404	381	436	535

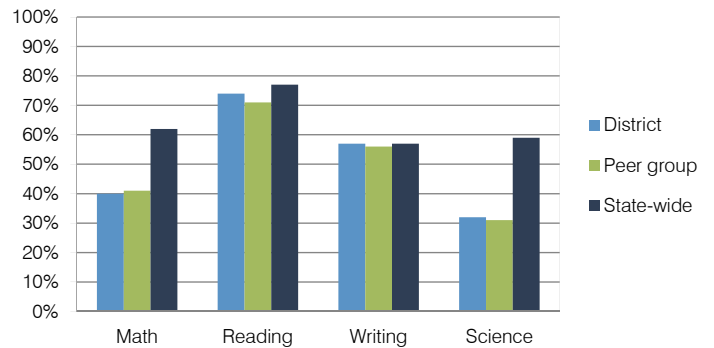
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	50%
D	1	50%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	92%	94%
Graduation rate (2011)	71%	74%	78%
Poverty rate (2011)	30%	37%	25%
Students per teacher	20.9	15.9	18.1
Average teacher salary	\$44,333	\$42,426	\$45,193
Amount from Proposition 301	\$2,262	\$5,154	\$3,195
Average years of teacher experience	11.1	9.9	11.0
Percentage of teachers in first 3 years	14%	14%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.2%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level: **Low** Moderate High

Concho Elementary School District

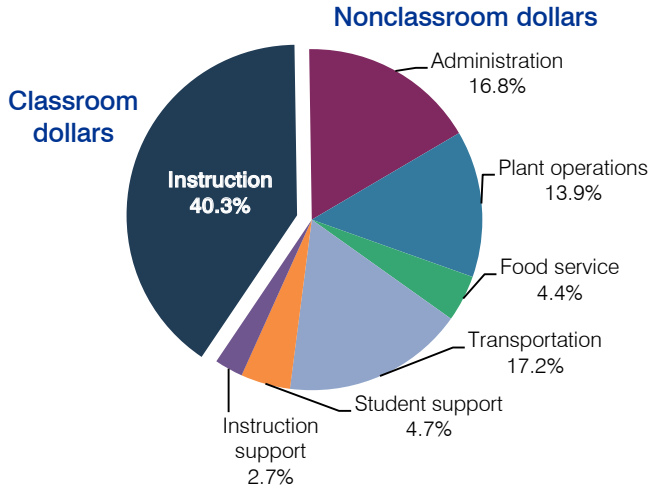
Apache County
 Efficiency peer groups 11 and T-13, Achievement peer group 21
 Legislative district(s): 7

District size / location: Very Small, Rural
 Students attending: 148
 Number of schools: 1

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

Total spending per pupil increased by 23 percent. Spending in the classroom varied year to year, decreasing slightly overall from 40.8 to 40.3 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on plant operations increased and spending on instruction support decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,701	\$2,472	\$736
	Students per administrator	33	30	66
Plant operations	Cost per square foot	\$8.01	\$6.93	\$6.09
	Square footage per student	278	320	152
Food service	Cost per meal equivalent	\$3.50	\$4.88	\$2.47
Transportation	Cost per mile	\$0.92	\$1.53	\$3.50
	Cost per rider	\$1,812	\$1,171	\$982

Per-pupil spending by operational area

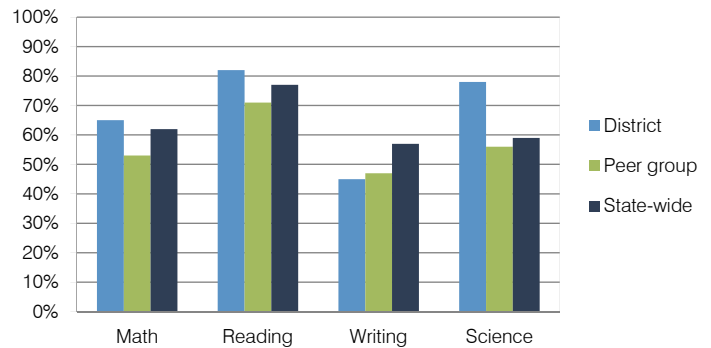
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$17,455	\$16,060	\$15,082	\$7,475	\$10,652
Classroom dollars	7,432	6,466	7,880	4,053	6,526
Nonclassroom dollars:	10,023	9,594	7,202	3,422	4,126
Administration	2,532	2,701	2,472	736	1,139
Plant operations	2,764	2,227	2,126	928	1,012
Food service	611	711	756	382	405
Transportation	2,775	2,762	970	362	443
Student support	845	756	541	578	592
Instruction support	496	437	337	436	535

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



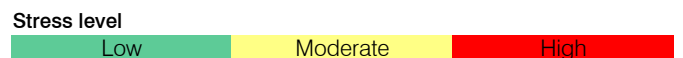
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	41%	39%	25%
Students per teacher	11.8	14.4	18.1
Average teacher salary	\$34,460	\$40,820	\$45,193
Amount from Proposition 301	\$3,696	\$2,313	\$3,195
Average years of teacher experience	15.1	11.7	11.0
Percentage of teachers in first 3 years	9%	12%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.4%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



Congress Elementary School District

Yavapai County

Efficiency peer groups 11 and T-13, Achievement peer group 20

Legislative district(s): 1

District size / location:

Very Small, Rural

Students attending:

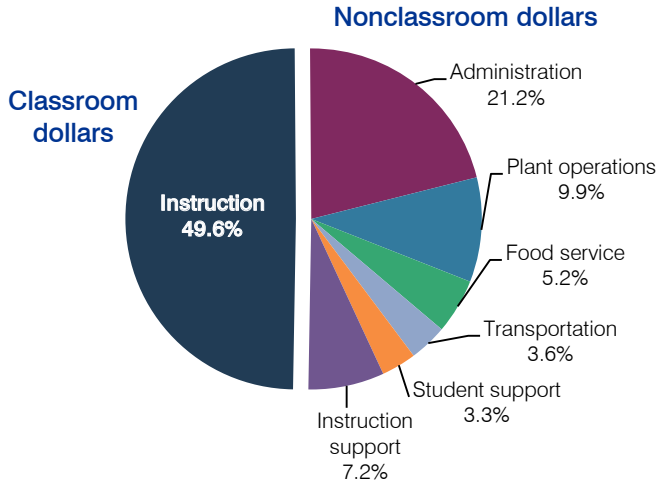
110

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 16 percent. Spending in the classroom varied year to year, decreasing overall from 56 to 49.6 percent. Spending on some nonclassroom areas varied year to year, as is common for very small districts. Spending on administration, student support, and instruction support increased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,560	\$2,472	\$736
	Students per administrator	31	30	66
Plant operations	Cost per square foot	\$5.05	\$6.93	\$6.09
	Square footage per student	237	320	152
Food service	Cost per meal equivalent	\$3.37	\$4.88	\$2.47
Transportation	Cost per mile	\$0.94	\$1.53	\$3.50
	Cost per rider	\$629	\$1,171	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$11,852	\$12,087	\$15,082	\$7,475	\$10,652
Classroom dollars	5,941	5,997	7,880	4,053	6,526
Nonclassroom dollars:	5,911	6,090	7,202	3,422	4,126
Administration	2,442	2,560	2,472	736	1,139
Plant operations	1,147	1,196	2,126	928	1,012
Food service	581	632	756	382	405
Transportation	419	429	970	362	443
Student support	370	399	541	578	592
Instruction support	952	874	337	436	535

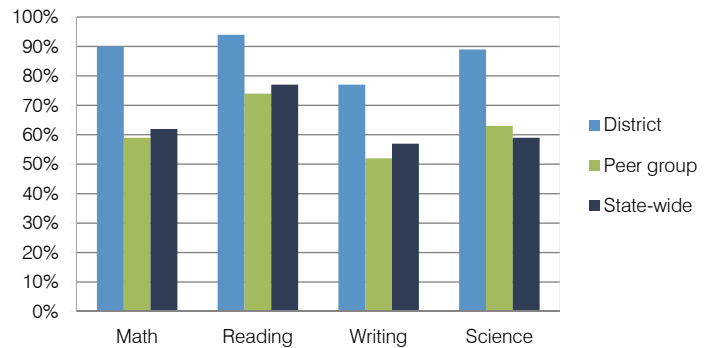
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	1	100%
B	0	0%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	97%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	30%	29%	25%
Students per teacher	10.0	12.6	18.1
Average teacher salary	\$42,283	\$45,750	\$45,193
Amount from Proposition 301	\$1,248	\$2,292	\$3,195
Average years of teacher experience	14.0	13.0	11.0
Percentage of teachers in first 3 years	10%	13%	16%

Financial stress assessment

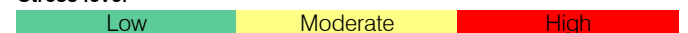
Overall financial stress level: **Low**

Measure: 2010 through 2012

Assessment

Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.7%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



Continental Elementary School District

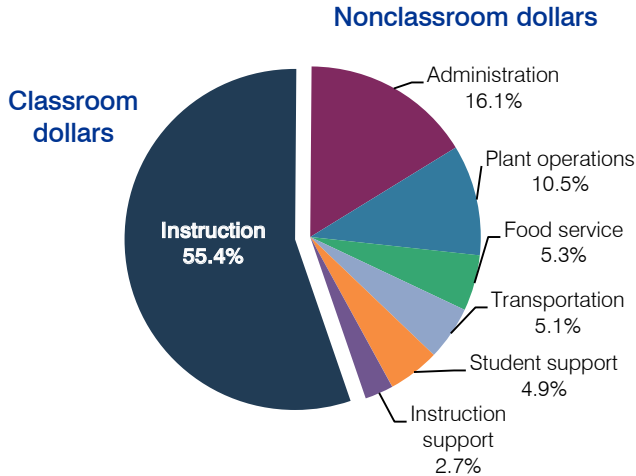
Pima County
 Efficiency peer groups 10 and T-7, Achievement peer group 18
 Legislative district(s): 2 and 14

District size / location: Small, Rural
 Students attending: 490
 Number of schools: 1

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 3 percent. Spending in the classroom varied year to year, decreasing slightly overall from 56.2 to 55.4 percent. Spending on administration increased, while spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,212	\$1,168	\$736
	Students per administrator	63	54	66
Plant operations	Cost per square foot	\$5.14	\$7.54	\$6.09
	Square footage per student	154	139	152
Food service	Cost per meal equivalent	\$3.11	\$2.69	\$2.47
Transportation	Cost per mile	NR	\$3.29	\$3.50
	Cost per rider	\$356	\$644	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

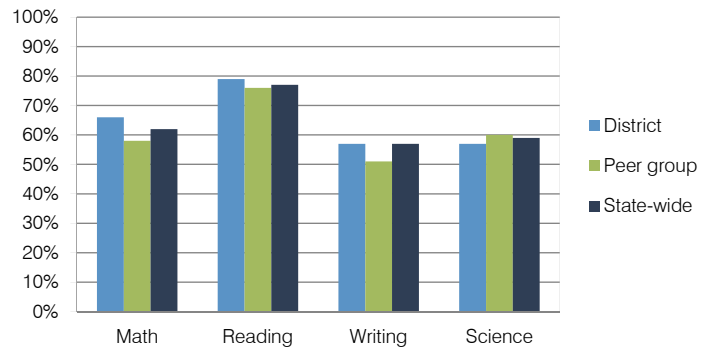
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,127	\$7,544	\$8,331	\$7,475	\$10,652
Classroom dollars	4,148	4,181	4,374	4,053	6,526
Nonclassroom dollars:	2,979	3,363	3,957	3,422	4,126
Administration	1,055	1,212	1,168	736	1,139
Plant operations	817	791	1,068	928	1,012
Food service	362	396	486	382	405
Transportation	247	387	515	362	443
Student support	417	371	455	578	592
Instruction support	81	206	265	436	535

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	100%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



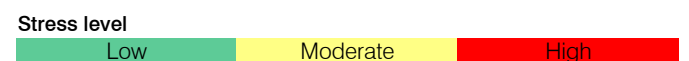
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	20%	20%	25%
Students per teacher	14.9	12.5	18.1
Average teacher salary	\$37,415	\$42,582	\$45,193
Amount from Proposition 301	\$3,554	\$2,451	\$3,195
Average years of teacher experience	10.1	13.9	11.0
Percentage of teachers in first 3 years	17%	11%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	2.8%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



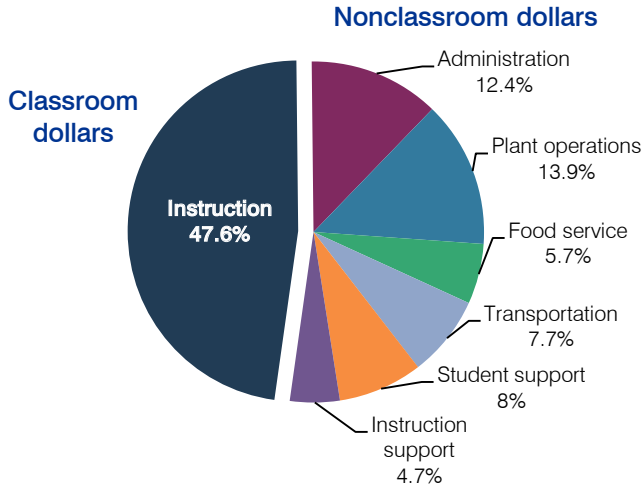
Coolidge Unified School District

Pinal County
 Efficiency peer groups 4 and T-12, Achievement peer group 5
 Legislative district(s): 8 and 12

District size / location: Medium-Large, Town
 Students attending: 3,538
 Number of schools: 7

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 13 percent. Spending in the classroom varied year to year, decreasing overall from 55.7 to 47.6 percent. Spending on plant operations increased substantially and spending on administration, transportation, and instruction support increased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$926	\$748	\$736
	Students per administrator	61	66	66
Plant operations	Cost per square foot	\$3.99	\$5.53	\$6.09
	Square footage per student	259	173	152
Food service	Cost per meal equivalent	\$2.90	\$2.56	\$2.47
Transportation	Cost per mile	\$2.41	\$2.02	\$3.50
	Cost per rider	\$1,271	\$1,181	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,328	\$7,456	\$7,007	\$7,475	\$10,652
Classroom dollars	3,676	3,546	3,682	4,053	6,526
Nonclassroom dollars:	3,652	3,910	3,325	3,422	4,126
Administration	888	926	748	736	1,139
Plant operations	930	1,033	933	928	1,012
Food service	369	429	354	382	405
Transportation	483	572	369	362	443
Student support	646	599	540	578	592
Instruction support	336	351	381	436	535

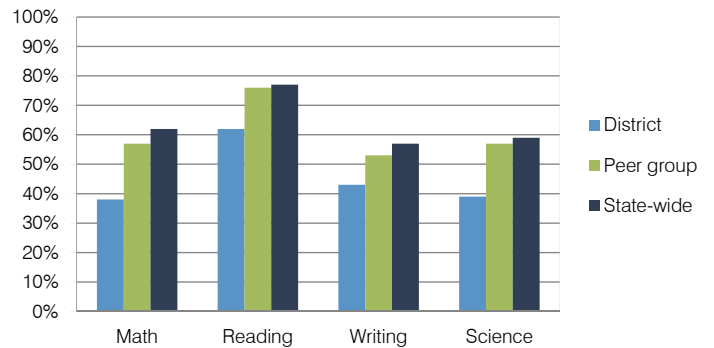
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	2	29%
D	5	71%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



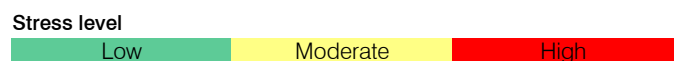
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	94%	94%
Graduation rate (2011)	72%	82%	78%
Poverty rate (2011)	26%	24%	25%
Students per teacher	19.0	17.0	18.1
Average teacher salary	\$42,037	\$40,636	\$45,193
Amount from Proposition 301	\$4,219	\$3,192	\$3,195
Average years of teacher experience	8.1	11.8	11.0
Percentage of teachers in first 3 years	25%	15%	16%

Financial stress assessment

Overall financial stress level: **High**

Measure: 2010 through 2012	Assessment
Number of students attending	Large decrease
Spending exceeded operating/capital budgets	Operating only
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	2.7%, Increasing
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant



Cottonwood-Oak Creek Elementary School District

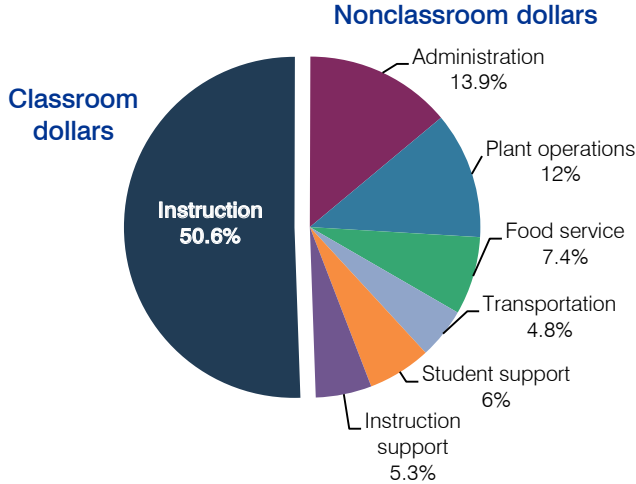
Yavapai County
 Efficiency peer groups 9 and T-7, Achievement peer group 20
 Legislative district(s): 1 and 6

District size / location: Medium, Town
 Students attending: 1,993
 Number of schools: 5

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

Total spending per pupil increased by 6 percent. Spending in the classroom varied year to year, decreasing overall from 53.4 to 50.6 percent. Spending on administration, transportation, and instruction support increased, and spending on plant operations and student support decreased. Spending on food service varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,020	\$951	\$736
	Students per administrator	69	61	66
Plant operations	Cost per square foot	\$5.77	\$6.40	\$6.09
	Square footage per student	153	142	152
Food service	Cost per meal equivalent	\$2.54	\$2.49	\$2.47
Transportation	Cost per mile	\$3.14	\$3.29	\$3.50
	Cost per rider	\$662	\$644	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

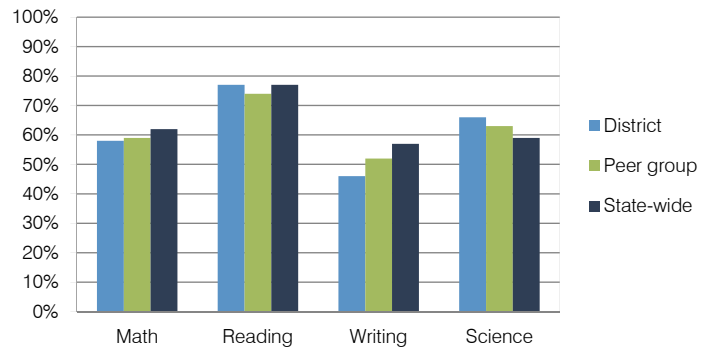
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,336	\$7,345	\$7,482	\$7,475	\$10,652
Classroom dollars	3,504	3,718	3,712	4,053	6,526
Nonclassroom dollars:	3,832	3,627	3,770	3,422	4,126
Administration	1,006	1,020	951	736	1,139
Plant operations	1,014	884	881	928	1,012
Food service	556	540	512	382	405
Transportation	343	349	498	362	443
Student support	498	441	429	578	592
Instruction support	415	393	499	436	535

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	1	20%
B	2	40%
C	2	40%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



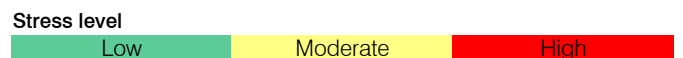
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	29%	29%	25%
Students per teacher	17.5	12.6	18.1
Average teacher salary	\$39,521	\$45,750	\$45,193
Amount from Proposition 301	\$2,082	\$2,292	\$3,195
Average years of teacher experience	12.8	13.0	11.0
Percentage of teachers in first 3 years	8%	13%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.0%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



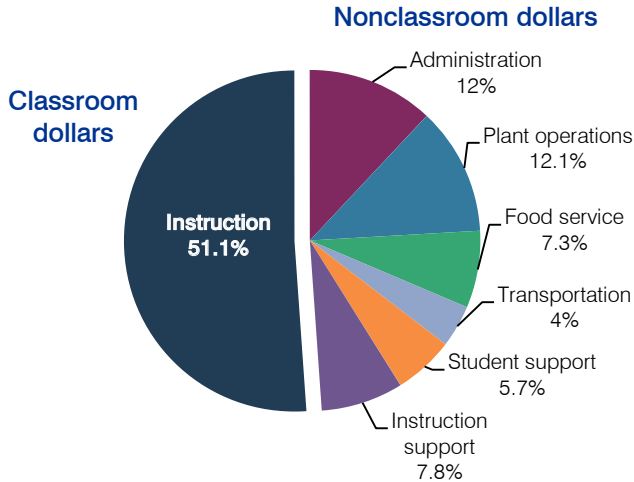
Crane Elementary School District

Yuma County
 Efficiency peer groups 8 and T-1, Achievement peer group 14
 Legislative district(s): 4 and 13

District size / location: Medium-Large, City
 Students attending: 5,838
 Number of schools: 10

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 7 percent. Spending in the classroom varied year to year, decreasing overall from 55.8 to 51.1 percent. Spending on food service and instruction support increased, while spending on other nonclassroom areas were fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$744	\$796	\$736
	Students per administrator	74	75	66
Plant operations	Cost per square foot	\$6.99	\$6.25	\$6.09
	Square footage per student	107	131	152
Food service	Cost per meal equivalent	\$2.30	\$2.45	\$2.47
Transportation	Cost per mile	\$4.77	\$5.69	\$3.50
	Cost per rider	\$441	\$569	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,362	\$6,188	\$6,968	\$7,475	\$10,652
Classroom dollars	3,359	3,161	3,582	4,053	6,526
Nonclassroom dollars:	3,003	3,027	3,386	3,422	4,126
Administration	736	744	796	736	1,139
Plant operations	782	751	811	928	1,012
Food service	446	453	523	382	405
Transportation	253	244	271	362	443
Student support	329	354	522	578	592
Instruction support	457	481	463	436	535

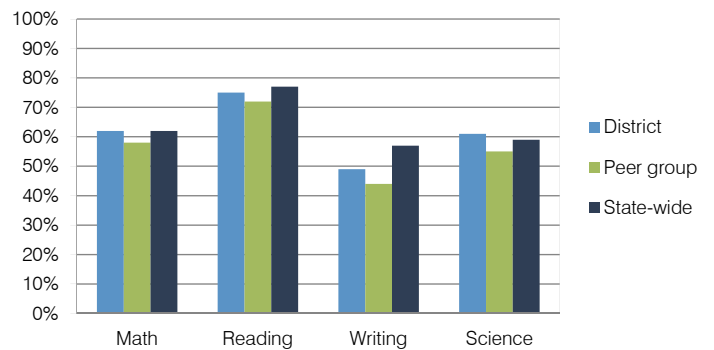
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	2	20%
B	7	70%
C	1	10%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



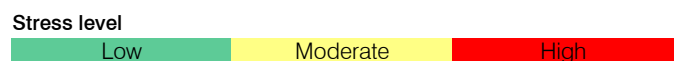
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	26%	25%	25%
Students per teacher	19.0	19.8	18.1
Average teacher salary	\$38,660	\$40,307	\$45,193
Amount from Proposition 301	\$2,280	\$2,532	\$3,195
Average years of teacher experience	8.8	7.3	11.0
Percentage of teachers in first 3 years	22%	27%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.2%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



Creighton Elementary School District

Maricopa County

Efficiency peer groups 8 and T-2, Achievement peer group 16

Legislative district(s): 24, 27 and 28

District size / location:

Medium-Large, City

Students attending:

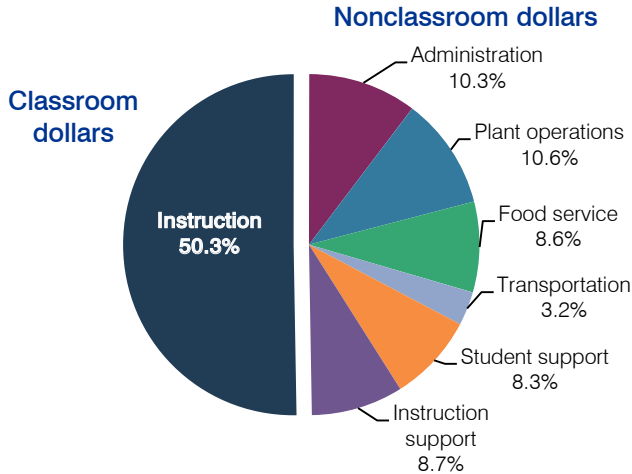
6,120

Number of schools:

9

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 1 percent. Spending in the classroom varied year to year, decreasing overall from 53.3 to 50.3 percent. Spending on administration and food service increased, and spending on student support decreased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$846	\$796	\$736
	Students per administrator	NR	75	66
Plant operations	Cost per square foot	\$5.39	\$6.25	\$6.09
	Square footage per student	163	131	152
Food service	Cost per meal equivalent	\$2.62	\$2.45	\$2.47
Transportation	Cost per mile	\$7.26	\$4.84	\$3.50
	Cost per rider	\$1,041	\$844	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$8,668	\$8,234	\$6,968	\$7,475	\$10,652
Classroom dollars	4,416	4,141	3,582	4,053	6,526
Nonclassroom dollars:	4,252	4,093	3,386	3,422	4,126
Administration	906	846	796	736	1,139
Plant operations	825	877	811	928	1,012
Food service	693	710	523	382	405
Transportation	288	264	271	362	443
Student support	695	683	522	578	592
Instruction support	845	713	463	436	535

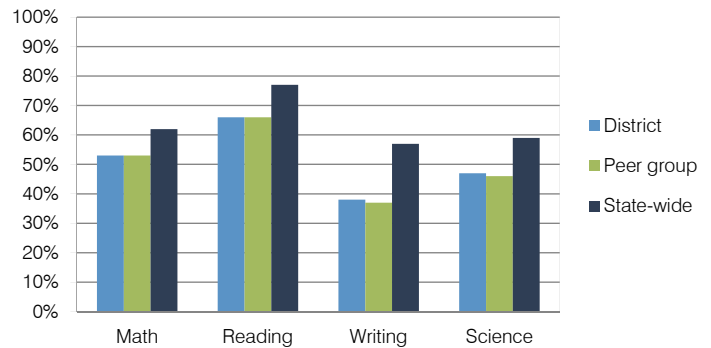
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	1	11%
B	3	33%
C	5	56%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



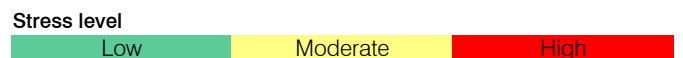
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	53%	49%	25%
Students per teacher	15.7	18.3	18.1
Average teacher salary	\$39,465	\$45,716	\$45,193
Amount from Proposition 301	\$2,588	\$2,541	\$3,195
Average years of teacher experience	7.6	9.3	11.0
Percentage of teachers in first 3 years	40%	23%	16%

Financial stress assessment

Overall financial stress level: **High**

Measure: 2010 through 2012	Assessment
Number of students attending	Concentrated decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	1.9%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



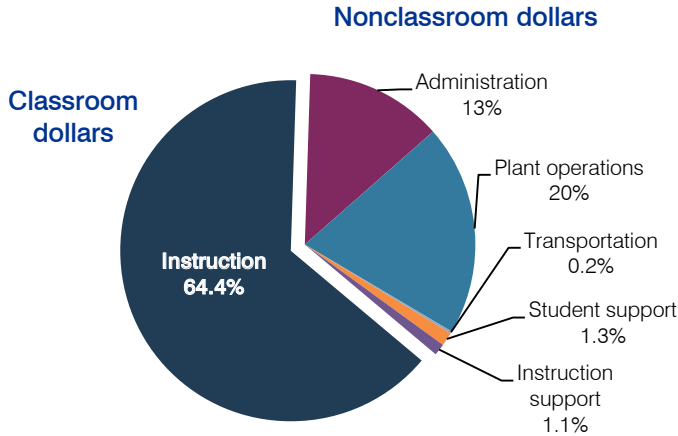
Crown King Elementary School District

Yavapai County
 Efficiency peer group 11, Achievement peer group 20
 Legislative district(s): 1

District size / location: Very small, Rural
 Students attending: 2
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil more than tripled, which is partially explained by the 67 percent decline in student enrollment. Spending in the classroom varied year to year, decreasing overall from 65.6 to 64.4 percent. Spending on some nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on plant operations increased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$9,031	\$2,472	\$736
	Students per administrator	1	30	66
Plant operations	Cost per square foot	\$10.96	\$6.93	\$6.09
	Square footage per student	1,267	320	152
Food service	Cost per meal equivalent	N/A	\$4.88	\$2.47
Transportation	Cost per mile	N/A	N/A	\$3.50
	Cost per rider	N/A	N/A	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$17,440	\$69,367	\$15,082	\$7,475	\$10,652
Classroom dollars	12,030	44,705	7,880	4,053	6,526
Nonclassroom dollars:	5,410	24,662	7,202	3,422	4,126
Administration	1,989	9,031	2,472	736	1,139
Plant operations	2,962	13,885	2,126	928	1,012
Food service	0	0	756	382	405
Transportation	0	119	970	362	443
Student support	109	897	541	578	592
Instruction support	350	730	337	436	535

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: N/A

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	0	0%
D	0	0%
F	0	0%
Not rated	1	100%

Percentage of students who met state standards (AIMS)

AIMS scores are not shown because the District had 10 or fewer students.

Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	89%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	27%	29%	25%
Students per teacher	1.5	12.6	18.1
Average teacher salary	N/A	\$45,750	\$45,193
Amount from Proposition 301	N/A	\$2,292	\$3,195
Average years of teacher experience	N/A	13.0	11.0
Percentage of teachers in first 3 years	N/A	13%	16%

Financial stress assessment

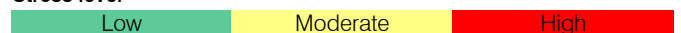
Overall financial stress level: **Low**

Measure: 2010 through 2012

Assessment

Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Not assessed

Stress level



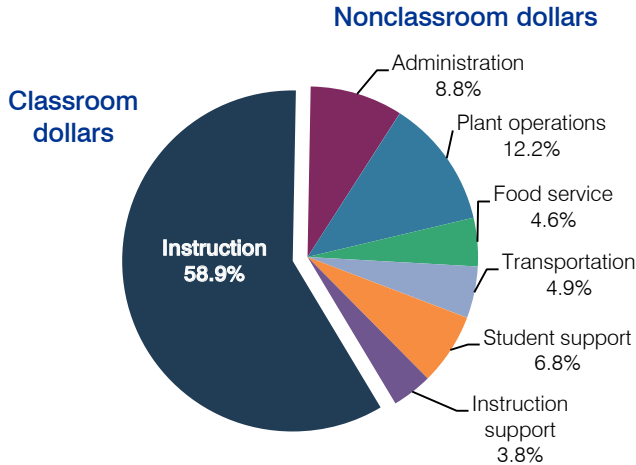
Deer Valley Unified School District

Maricopa County
 Efficiency peer groups 1 and T-4, Achievement peer group 2
 Legislative district(s): 1, 15, 20 and 22

District size / location: Very large, City
 Students attending: 33,362
 Number of schools: 37

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 1 percent. Spending in the classroom decreased overall from 60.5 to 58.9 percent. Spending on plant operations increased, while spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$571	\$620	\$736
	Students per administrator	88	79	66
Plant operations	Cost per square foot	\$5.99	\$5.88	\$6.09
	Square footage per student	133	144	152
Food service	Cost per meal equivalent	\$2.29	\$2.46	\$2.47
Transportation	Cost per mile	\$4.00	\$3.62	\$3.50
	Cost per rider	\$1,169	\$1,088	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,670	\$6,511	\$7,111	\$7,475	\$10,652
Classroom dollars	3,975	3,838	4,052	4,053	6,526
Nonclassroom dollars:	2,695	2,673	3,059	3,422	4,126
Administration	570	571	620	736	1,139
Plant operations	794	796	843	928	1,012
Food service	290	297	321	382	405
Transportation	304	318	340	362	443
Student support	475	439	567	578	592
Instruction support	262	252	368	436	535

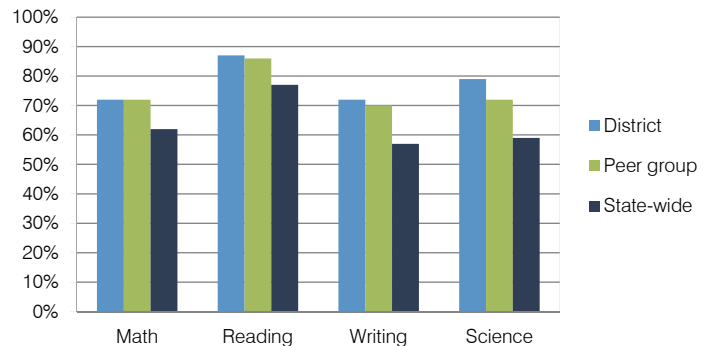
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	16	43%
B	19	51%
C	2	5%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



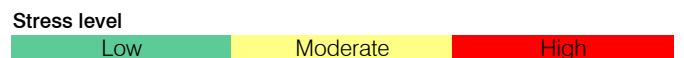
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2011)	91%	90%	78%
Poverty rate (2011)	12%	14%	25%
Students per teacher	18.6	18.0	18.1
Average teacher salary	\$44,343	\$45,087	\$45,193
Amount from Proposition 301	\$2,268	\$3,095	\$3,195
Average years of teacher experience	11.9	10.9	11.0
Percentage of teachers in first 3 years	9%	14%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Concentrated decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Mixed election results
Operating reserve percentage (max. 4%), trend	2.2%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



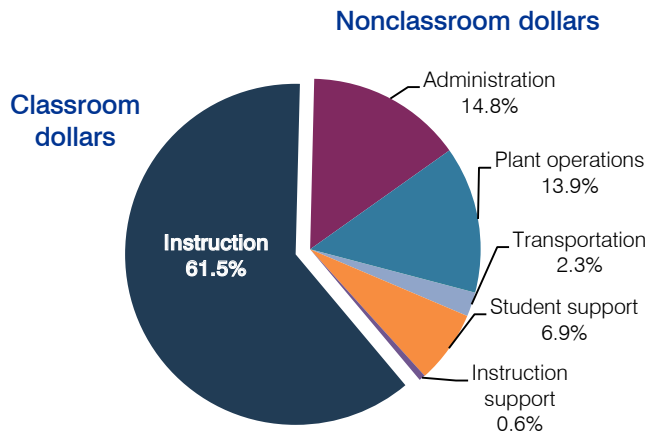
Double Adobe Elementary School District

Cochise County
 Efficiency peer groups 11 and T-13, Achievement peer group 20
 Legislative district(s): 14

District size / location: Very small, Rural
 Students attending: 47
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 14 percent. Spending in the classroom varied year to year, decreasing slightly overall from 62.4 to 61.5 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on transportation decreased and spending on student support increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,516	\$2,472	\$736
	Students per administrator	37	30	66
Plant operations	Cost per square foot	\$7.60	\$6.93	\$6.09
	Square footage per student	189	320	152
Food service	Cost per meal equivalent	N/A	\$4.88	\$2.47
Transportation	Cost per mile	\$0.48	\$1.53	\$3.50
	Cost per rider	\$222	\$1,171	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$11,152	\$10,283	\$15,082	\$7,475	\$10,652
Classroom dollars	7,246	6,329	7,880	4,053	6,526
Nonclassroom dollars:	3,906	3,954	7,202	3,422	4,126
Administration	1,324	1,516	2,472	736	1,139
Plant operations	1,472	1,433	2,126	928	1,012
Food service	0	0	756	382	405
Transportation	237	238	970	362	443
Student support	520	708	541	578	592
Instruction support	353	59	337	436	535

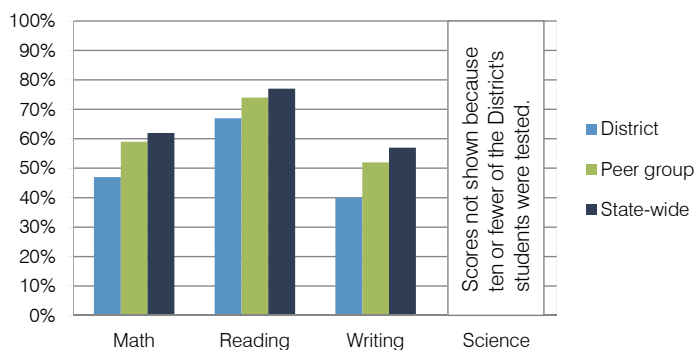
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	0	0%
D	1	100%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



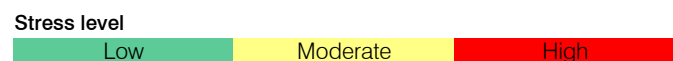
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	27%	29%	25%
Students per teacher	10.3	12.6	18.1
Average teacher salary	\$40,143	\$45,750	\$45,193
Amount from Proposition 301	\$2,711	\$2,292	\$3,195
Average years of teacher experience	15.3	13.0	11.0
Percentage of teachers in first 3 years	53%	13%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Not assessed



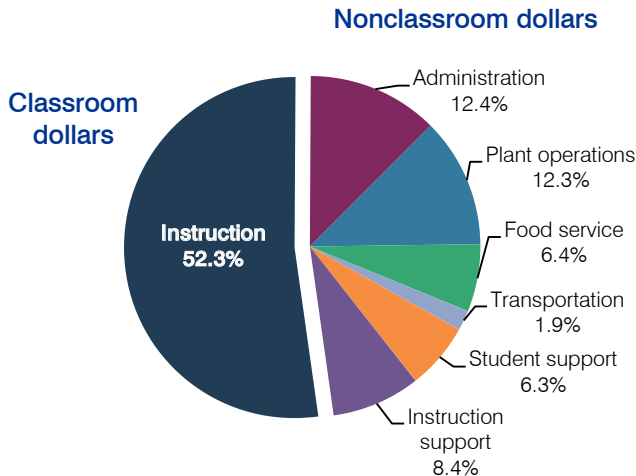
Douglas Unified School District

Cochise County
 Efficiency peer groups 4 and T-10, Achievement peer group 8
 Legislative district(s): 14

District size / location: Medium-Large, Town
 Students attending: 3,957
 Number of schools: 8

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 5 percent. Spending in the classroom decreased from 59.5 to 52.3 percent. Overall, spending on food service increased and spending on instruction support increased substantially. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$828	\$748	\$736
	Students per administrator	54	66	66
Plant operations	Cost per square foot	\$5.72	\$5.53	\$6.09
	Square footage per student	144	173	152
Food service	Cost per meal equivalent	\$2.52	\$2.56	\$2.47
Transportation	Cost per mile	\$4.19	\$2.26	\$3.50
	Cost per rider	\$1,520	\$935	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,685	\$6,691	\$7,007	\$7,475	\$10,652
Classroom dollars	3,599	3,498	3,682	4,053	6,526
Nonclassroom dollars:	3,086	3,193	3,325	3,422	4,126
Administration	845	828	748	736	1,139
Plant operations	811	822	933	928	1,012
Food service	394	430	354	382	405
Transportation	131	125	369	362	443
Student support	403	422	540	578	592
Instruction support	502	566	381	436	535

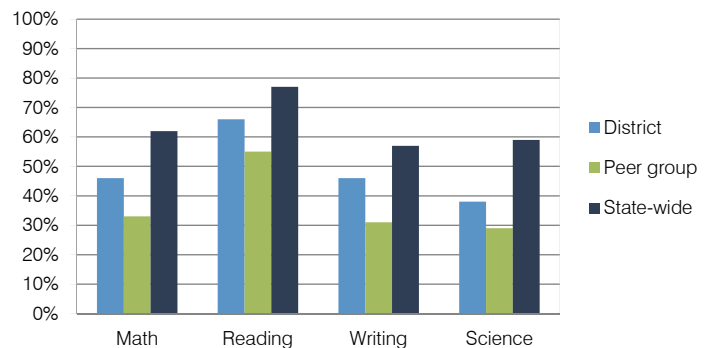
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	13%
C	5	63%
D	1	13%
F	1	13%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



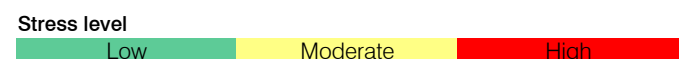
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	92%	94%
Graduation rate (2011)	84%	69%	78%
Poverty rate (2011)	47%	49%	25%
Students per teacher	19.2	14.8	18.1
Average teacher salary	\$34,677	\$42,031	\$45,193
Amount from Proposition 301	\$5,034	\$3,203	\$3,195
Average years of teacher experience	11.8	11.5	11.0
Percentage of teachers in first 3 years	21%	19%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	2.6%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



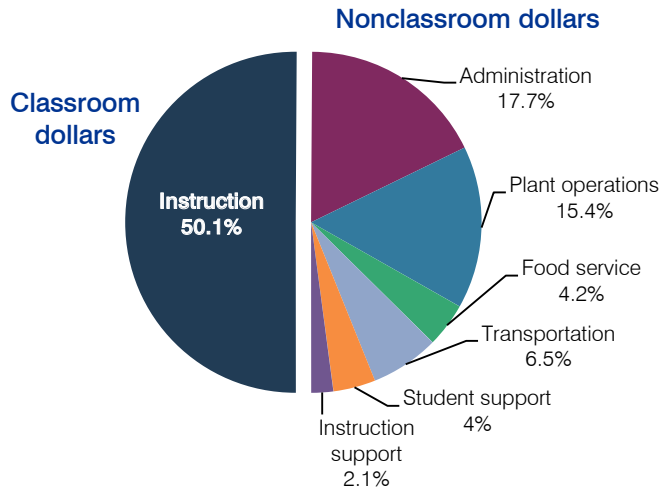
Duncan Unified School District

Greenlee County
 Efficiency peer groups 6 and T-11, Achievement peer group 5
 Legislative district(s): 14

District size / location: Small, Rural
 Students attending: 386
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 11 percent. Spending in the classroom decreased overall from 55.9 to 50.1 percent. Spending on administration increased substantially and spending on plant operations increased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,595	\$1,487	\$736
	Students per administrator	39	43	66
Plant operations	Cost per square foot	\$4.18	\$5.04	\$6.09
	Square footage per student	331	299	152
Food service	Cost per meal equivalent	\$2.97	\$3.19	\$2.47
Transportation	Cost per mile	\$1.45	\$2.21	\$3.50
	Cost per rider	\$718	\$978	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$9,351	\$9,013	\$9,872	\$7,475	\$10,652
Classroom dollars	4,935	4,512	4,866	4,053	6,526
Nonclassroom dollars:	4,416	4,501	5,006	3,422	4,126
Administration	1,579	1,595	1,487	736	1,139
Plant operations	1,409	1,384	1,438	928	1,012
Food service	377	382	454	382	405
Transportation	457	589	510	362	443
Student support	399	364	636	578	592
Instruction support	195	187	481	436	535

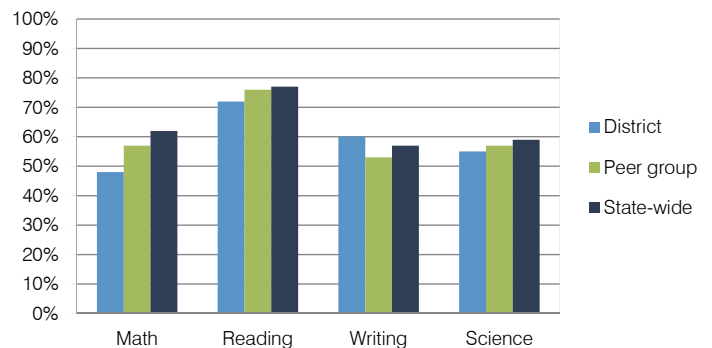
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	0	0%
D	2	100%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2011)	82%	82%	78%
Poverty rate (2011)	20%	24%	25%
Students per teacher	14.6	17.0	18.1
Average teacher salary	\$38,337	\$40,636	\$45,193
Amount from Proposition 301	\$2,661	\$3,192	\$3,195
Average years of teacher experience	12.8	11.8	11.0
Percentage of teachers in first 3 years	4%	15%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.7%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level: **Low** Moderate High

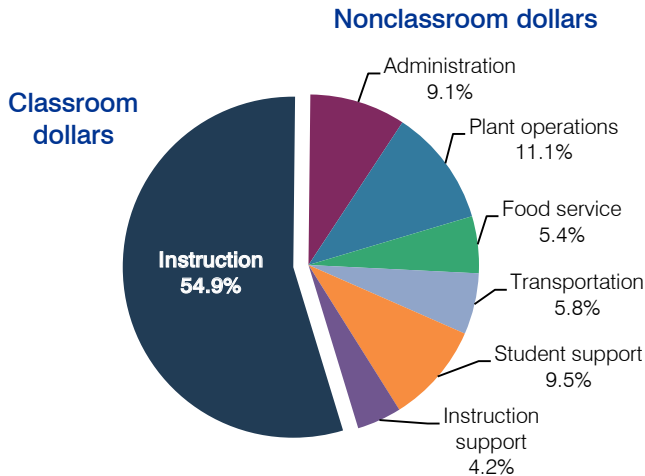
Dysart Unified School District

Maricopa County
 Efficiency peer groups 1 and T-2, Achievement peer group 2
 Legislative district(s): 13, 21, 22 and 29

District size / location: Very large, Suburb
 Students attending: 23,714
 Number of schools: 24

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 1 percent. Spending in the classroom decreased from 58.9 to 54.9 percent. Spending on administration decreased substantially and spending on plant operations, transportation, and student support increased. Spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$613	\$620	\$736
	Students per administrator	82	79	66
Plant operations	Cost per square foot	\$5.62	\$5.88	\$6.09
	Square footage per student	134	144	152
Food service	Cost per meal equivalent	\$2.47	\$2.46	\$2.47
Transportation	Cost per mile	\$4.92	\$4.84	\$3.50
	Cost per rider	\$979	\$844	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,095	\$6,761	\$7,111	\$7,475	\$10,652
Classroom dollars	3,925	3,715	4,052	4,053	6,526
Nonclassroom dollars:	3,170	3,046	3,059	3,422	4,126
Administration	688	613	620	736	1,139
Plant operations	810	752	843	928	1,012
Food service	351	359	321	382	405
Transportation	382	393	340	362	443
Student support	640	645	567	578	592
Instruction support	299	284	368	436	535

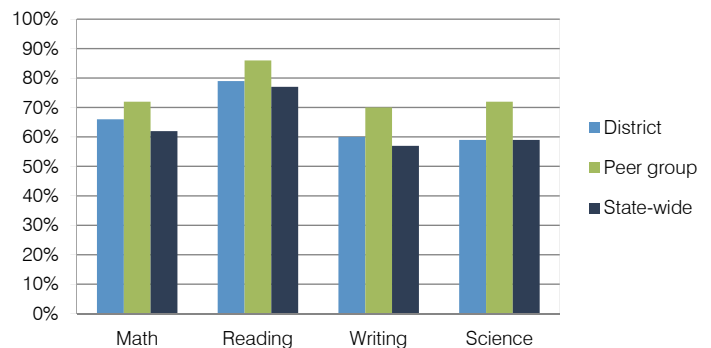
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	4	17%
B	14	58%
C	6	25%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2011)	88%	90%	78%
Poverty rate (2011)	17%	14%	25%
Students per teacher	18.4	18.0	18.1
Average teacher salary	\$43,928	\$45,087	\$45,193
Amount from Proposition 301	\$2,367	\$3,095	\$3,195
Average years of teacher experience	6.6	10.9	11.0
Percentage of teachers in first 3 years	35%	14%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	2.6%, Decreasing
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant

Stress level: **Low** **Moderate** **High**

Elfrida Elementary School District

Cochise County

Efficiency peer groups 11 and T-13, Achievement peer group 21

Legislative district(s): 14

District size / location:

Very small, Rural

Students attending:

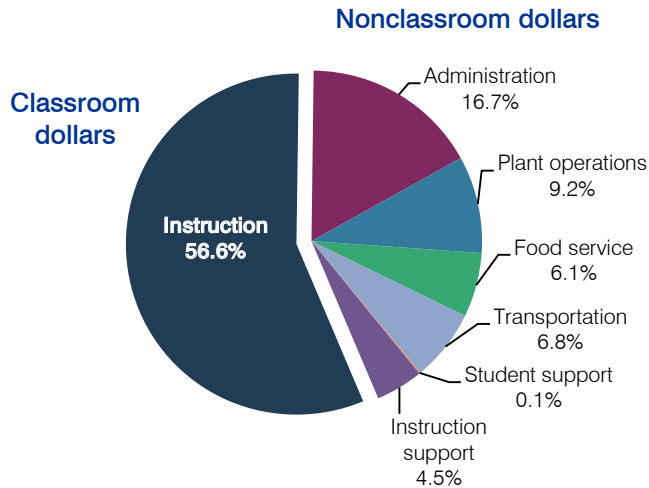
117

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 26 percent. Spending in the classroom varied year to year, increasing overall from 53 to 56.6 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on food service and student support decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,677	\$2,472	\$736
	Students per administrator	39	30	66
Plant operations	Cost per square foot	\$3.62	\$6.93	\$6.09
	Square footage per student	254	320	152
Food service	Cost per meal equivalent	\$2.86	\$4.88	\$2.47
Transportation	Cost per mile	\$1.39	\$1.53	\$3.50
	Cost per rider	\$621	\$1,171	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$10,597	\$10,017	\$15,082	\$7,475	\$10,652
Classroom dollars	5,480	5,671	7,880	4,053	6,526
Nonclassroom dollars:	5,117	4,346	7,202	3,422	4,126
Administration	1,740	1,677	2,472	736	1,139
Plant operations	1,249	919	2,126	928	1,012
Food service	626	608	756	382	405
Transportation	595	678	970	362	443
Student support	40	15	541	578	592
Instruction support	867	449	337	436	535

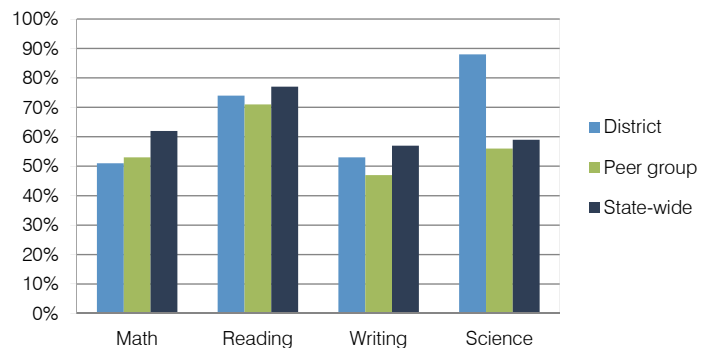
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	100%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	97%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	34%	39%	25%
Students per teacher	11.7	14.4	18.1
Average teacher salary	\$37,086	\$40,820	\$45,193
Amount from Proposition 301	\$2,181	\$2,313	\$3,195
Average years of teacher experience	14.6	11.7	11.0
Percentage of teachers in first 3 years	10%	12%	16%

Financial stress assessment

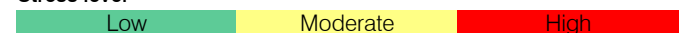
Overall financial stress level: **Low**

Measure: 2010 through 2012

Assessment

Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



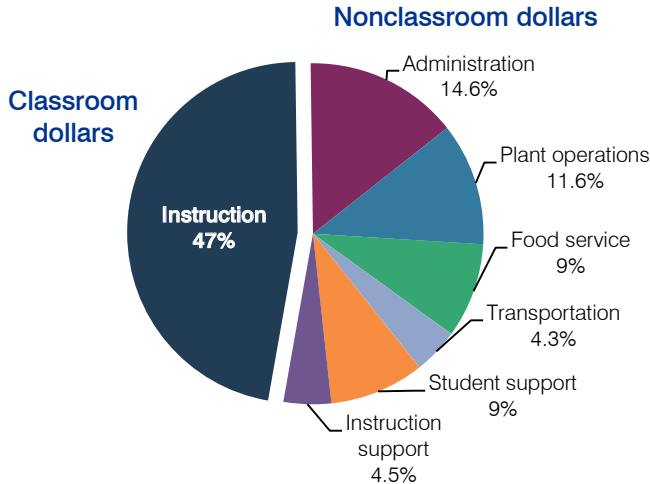
Eloy Elementary School District

Pinal County
 Efficiency peer groups 9 and T-6, Achievement peer group 21
 Legislative district(s): 8 and 11

District size / location: Medium, Rural
 Students attending: 983
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 11 percent. Spending in the classroom decreased from 52.4 to 47 percent. Overall, spending on administration increased substantially, spending on food service and transportation increased, and spending on student support decreased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,236	\$951	\$736
	Students per administrator	46	61	66
Plant operations	Cost per square foot	\$6.15	\$6.40	\$6.09
	Square footage per student	161	142	152
Food service	Cost per meal equivalent	\$3.11	\$2.49	\$2.47
Transportation	Cost per mile	\$4.55	\$3.84	\$3.50
	Cost per rider	\$611	\$416	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$8,026	\$8,492	\$7,482	\$7,475	\$10,652
Classroom dollars	3,844	3,987	3,712	4,053	6,526
Nonclassroom dollars:	4,182	4,505	3,770	3,422	4,126
Administration	1,049	1,236	951	736	1,139
Plant operations	986	989	881	928	1,012
Food service	813	762	512	382	405
Transportation	357	363	498	362	443
Student support	548	769	429	578	592
Instruction support	429	386	499	436	535

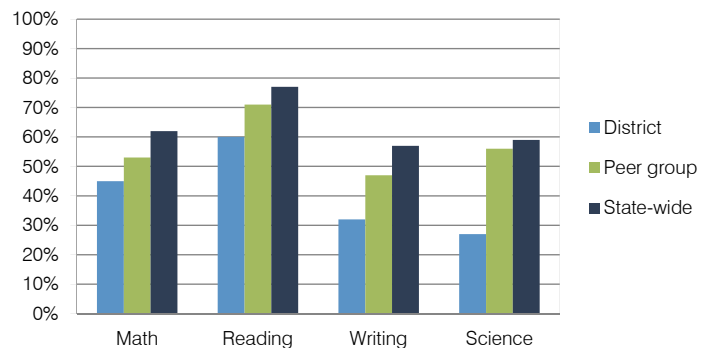
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	2	67%
D	1	33%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	41%	39%	25%
Students per teacher	17.5	14.4	18.1
Average teacher salary	\$38,070	\$40,820	\$45,193
Amount from Proposition 301	\$2,555	\$2,313	\$3,195
Average years of teacher experience	15.1	11.7	11.0
Percentage of teachers in first 3 years	7%	12%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.6%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level: **Low** Moderate High

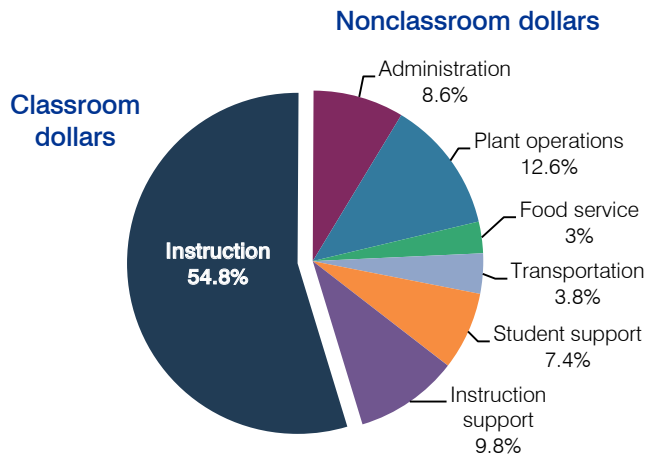
Flagstaff Unified School District

Coconino County
 Efficiency peer groups 2 and T-5, Achievement peer group 3
 Legislative district(s): 6 and 7

District size / location: Large, City
 Students attending: 9,009
 Number of schools: 15

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 11 percent. Spending in the classroom varied year to year, decreasing overall from 58.5 to 54.8 percent. Spending on plant operations and instruction support increased substantially and spending on transportation decreased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$733	\$636	\$736
	Students per administrator	68	68	66
Plant operations	Cost per square foot	\$6.13	\$6.49	\$6.09
	Square footage per student	177	144	152
Food service	Cost per meal equivalent	\$2.42	\$2.34	\$2.47
Transportation	Cost per mile	\$2.05	\$3.54	\$3.50
	Cost per rider	\$900	\$1,372	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$8,411	\$8,570	\$6,835	\$7,475	\$10,652
Classroom dollars	4,794	4,695	3,705	4,053	6,526
Nonclassroom dollars:	3,617	3,875	3,130	3,422	4,126
Administration	670	733	636	736	1,139
Plant operations	1,067	1,082	929	928	1,012
Food service	257	259	316	382	405
Transportation	342	327	352	362	443
Student support	622	638	510	578	592
Instruction support	659	836	387	436	535

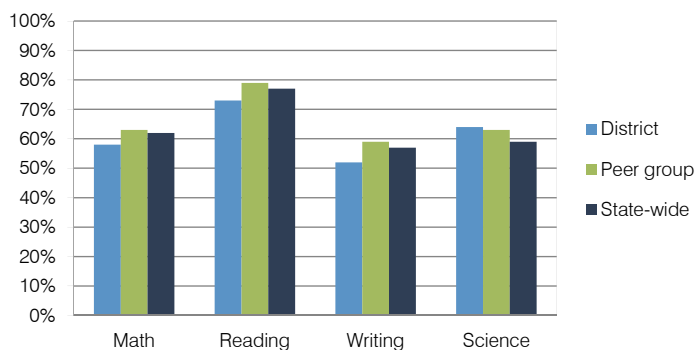
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	2	13%
B	5	33%
C	6	40%
D	1	7%
F	0	0%
Not rated	1	7%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2011)	83%	80%	78%
Poverty rate (2011)	23%	24%	25%
Students per teacher	16.5	18.2	18.1
Average teacher salary	\$42,875	\$45,442	\$45,193
Amount from Proposition 301	\$1,893	\$3,594	\$3,195
Average years of teacher experience	12.5	11.8	11.0
Percentage of teachers in first 3 years	14%	14%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.7%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level: **Low** Moderate High

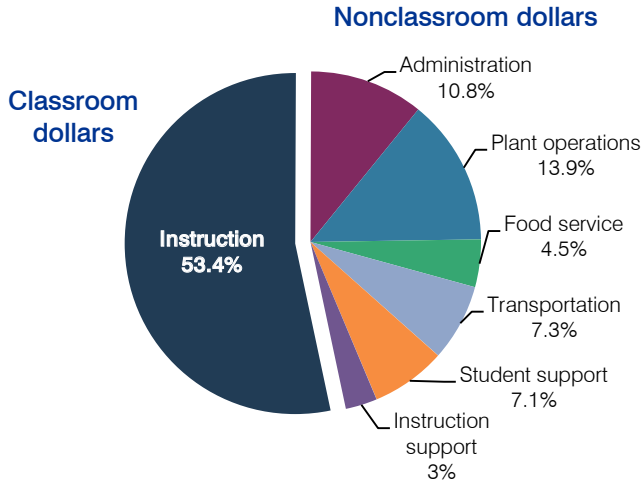
Florence Unified School District

Pinal County
 Efficiency peer groups 2 and T-12, Achievement peer group 3
 Legislative district(s): 8

District size / location: Large, Suburb
 Students attending: 8,128
 Number of schools: 9

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 25 percent. Spending in the classroom varied year to year, decreasing overall from 56.1 to 53.4 percent. Spending on administration increased, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$717	\$636	\$736
	Students per administrator	73	68	66
Plant operations	Cost per square foot	\$6.06	\$6.49	\$6.09
	Square footage per student	153	144	152
Food service	Cost per meal equivalent	\$2.39	\$2.34	\$2.47
Transportation	Cost per mile	\$2.19	\$2.02	\$3.50
	Cost per rider	\$1,153	\$1,181	\$982

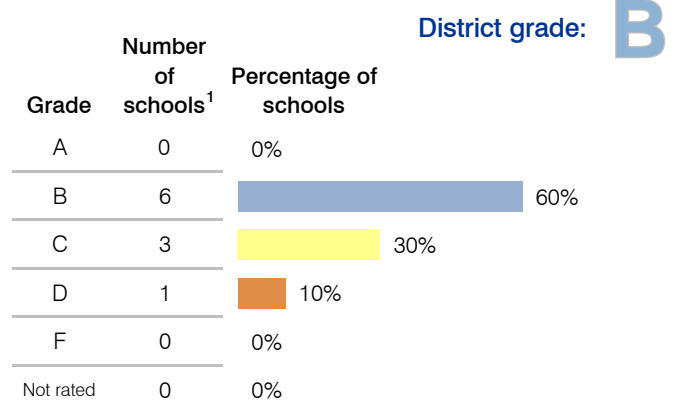
Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,801	\$6,658	\$6,835	\$7,475	\$10,652
Classroom dollars	3,669	3,554	3,705	4,053	6,526
Nonclassroom dollars:	3,132	3,104	3,130	3,422	4,126
Administration	720	717	636	736	1,139
Plant operations	928	926	929	928	1,012
Food service	304	296	316	382	405
Transportation	505	484	352	362	443
Student support	456	476	510	578	592
Instruction support	219	205	387	436	535

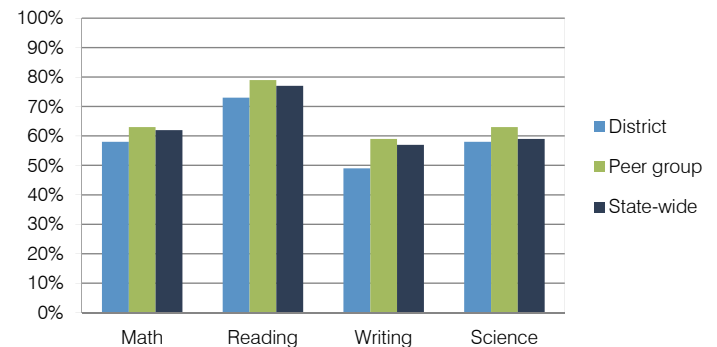
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades



¹ Includes schools that share a campus and on-line schools.

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2011)	74%	80%	78%
Poverty rate (2011)	19%	24%	25%
Students per teacher	17.5	18.2	18.1
Average teacher salary	\$39,373	\$45,442	\$45,193
Amount from Proposition 301	\$3,709	\$3,594	\$3,195
Average years of teacher experience	8.7	11.8	11.0
Percentage of teachers in first 3 years	16%	14%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	3.6%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level: **Low** Moderate High

Flowing Wells Unified School District

Pima County

Efficiency peer groups 3 and T-2, Achievement peer group 7

Legislative district(s): 3, 9 and 11

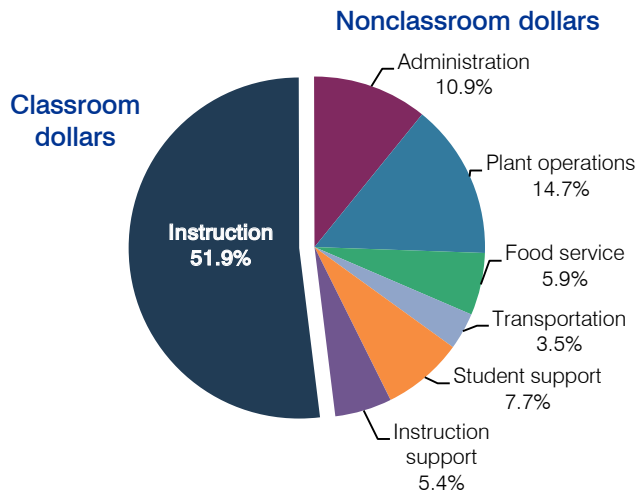
District size / location: Medium-Large, Suburb

Students attending: 5,304

Number of schools: 9

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 4 percent. Spending in the classroom varied year to year, decreasing overall from 59 to 51.9 percent. Spending on administration and instruction support increased substantially, and spending on plant operations and student support increased. Spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$751	\$736	\$736
	Students per administrator	75	71	66
Plant operations	Cost per square foot	\$6.85	\$5.88	\$6.09
	Square footage per student	148	158	152
Food service	Cost per meal equivalent	\$2.55	\$2.74	\$2.47
Transportation	Cost per mile	\$5.39	\$4.84	\$3.50
	Cost per rider	\$799	\$844	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,196	\$6,887	\$7,033	\$7,475	\$10,652
Classroom dollars	3,826	3,572	3,759	4,053	6,526
Nonclassroom dollars:	3,370	3,315	3,274	3,422	4,126
Administration	720	751	736	736	1,139
Plant operations	1,050	1,012	920	928	1,012
Food service	438	410	338	382	405
Transportation	246	243	426	362	443
Student support	526	528	546	578	592
Instruction support	390	371	308	436	535

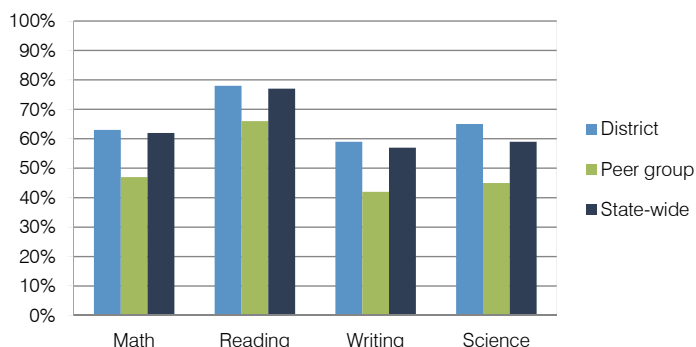
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	1	11%
B	4	44%
C	3	33%
D	0	0%
F	0	0%
Not rated	1	11%

Percentage of students who met state standards (AIMS)



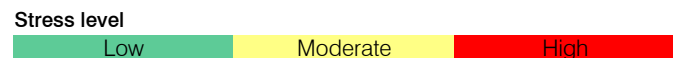
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	93%	94%
Graduation rate (2011)	89%	76%	78%
Poverty rate (2011)	36%	40%	25%
Students per teacher	17.8	15.6	18.1
Average teacher salary	\$39,526	\$42,644	\$45,193
Amount from Proposition 301	\$2,129	\$3,127	\$3,195
Average years of teacher experience	11.1	13.0	11.0
Percentage of teachers in first 3 years	22%	13%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



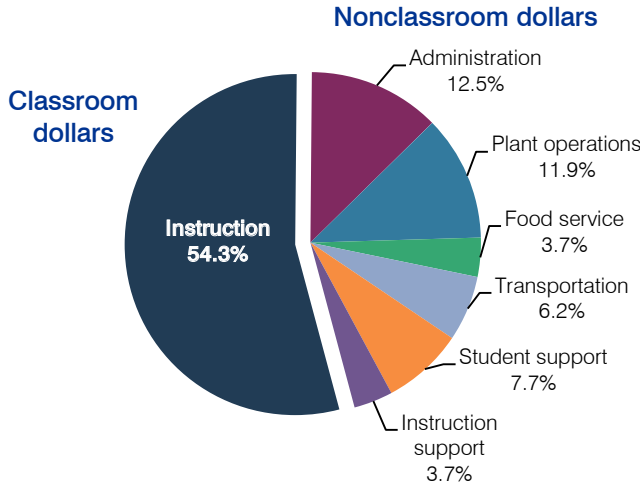
Fountain Hills Unified School District

Maricopa County
 Efficiency peer groups 3 and T-3, Achievement peer group 2
 Legislative district(s): 23

District size / location: Medium, Suburb
 Students attending: 1,909
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 6 percent. Spending in the classroom varied year to year, decreasing overall from 57.9 to 54.3 percent. Spending on plant operations and transportation increased, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$941	\$736	\$736
	Students per administrator	61	71	66
Plant operations	Cost per square foot	\$4.19	\$5.88	\$6.09
	Square footage per student	214	158	152
Food service	Cost per meal equivalent	\$2.17	\$2.74	\$2.47
Transportation	Cost per mile	\$3.17	\$3.80	\$3.50
	Cost per rider	\$758	\$940	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,634	\$7,551	\$7,033	\$7,475	\$10,652
Classroom dollars	4,148	4,101	3,759	4,053	6,526
Nonclassroom dollars:	3,486	3,450	3,274	3,422	4,126
Administration	967	941	736	736	1,139
Plant operations	919	895	920	928	1,012
Food service	306	280	338	382	405
Transportation	447	469	426	362	443
Student support	589	583	546	578	592
Instruction support	258	282	308	436	535

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

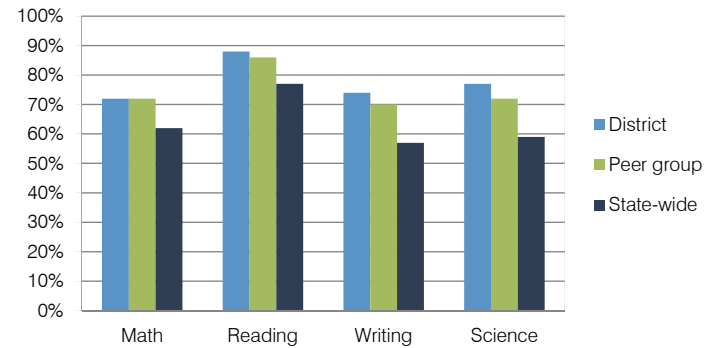
ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools ¹	Percentage of schools
A	1	25%
B	3	75%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

¹ Includes schools that share a campus and on-line schools.

Percentage of students who met state standards (AIMS)



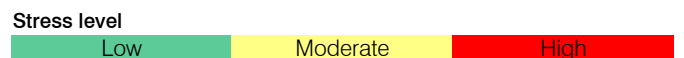
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2011)	89%	90%	78%
Poverty rate (2011)	12%	14%	25%
Students per teacher	18.0	18.0	18.1
Average teacher salary	\$45,387	\$45,087	\$45,193
Amount from Proposition 301	\$3,754	\$3,095	\$3,195
Average years of teacher experience	12.1	10.9	11.0
Percentage of teachers in first 3 years	14%	14%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Concentrated decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.7%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



Fowler Elementary School District

Maricopa County

Efficiency peer groups 8 and T-1, Achievement peer group 15

Legislative district(s): 19

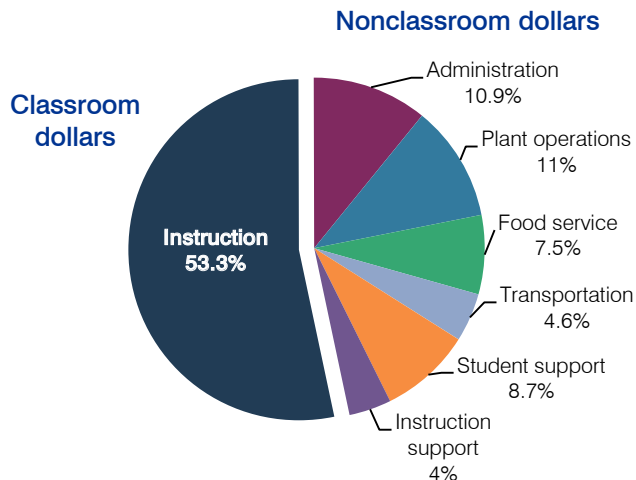
District size / location: Medium-Large, Suburb

Students attending: 4,322

Number of schools: 7

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 13 percent. Spending in the classroom decreased from 60.4 to 53.3 percent. Spending on plant operations increased substantially and spending on transportation and instruction support increased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$685	\$796	\$736
	Students per administrator	79	75	66
Plant operations	Cost per square foot	\$5.34	\$6.25	\$6.09
	Square footage per student	130	131	152
Food service	Cost per meal equivalent	\$2.20	\$2.45	\$2.47
Transportation	Cost per mile	\$4.37	\$5.69	\$3.50
	Cost per rider	\$351	\$569	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,760	\$6,313	\$6,968	\$7,475	\$10,652
Classroom dollars	3,757	3,367	3,582	4,053	6,526
Nonclassroom dollars:	3,003	2,946	3,386	3,422	4,126
Administration	782	685	796	736	1,139
Plant operations	649	694	811	928	1,012
Food service	458	475	523	382	405
Transportation	297	292	271	362	443
Student support	575	549	522	578	592
Instruction support	242	251	463	436	535

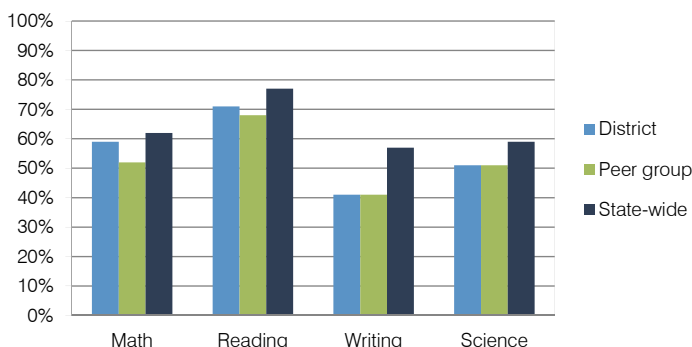
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	1	14%
B	3	43%
C	3	43%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	35%	33%	25%
Students per teacher	18.7	17.7	18.1
Average teacher salary	\$44,480	\$41,441	\$45,193
Amount from Proposition 301	\$2,072	\$2,520	\$3,195
Average years of teacher experience	9.0	9.6	11.0
Percentage of teachers in first 3 years	21%	21%	16%

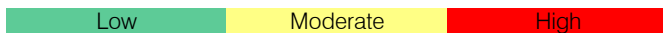
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012

Measure	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	2.9%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



Fredonia-Moccasin Unified School District

Coconino County

Efficiency peer groups 6 and T-11, Achievement peer group 5

Legislative district(s): 5 and 7

District size / location:

Small, Rural

Students attending:

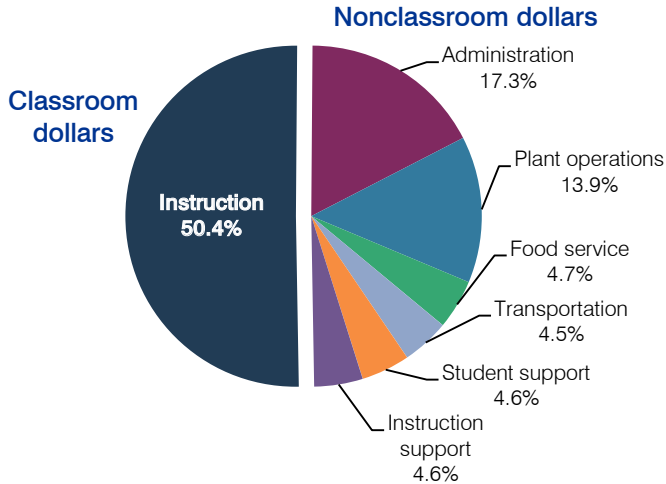
262

Number of schools:

2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 27 percent. Spending in the classroom varied year to year, decreasing overall from 53.6 to 50.4 percent. Spending on plant operations increased substantially and spending on student support increased. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,866	\$1,487	\$736
	Students per administrator	37	43	66
Plant operations	Cost per square foot	\$3.84	\$5.04	\$6.09
	Square footage per student	391	299	152
Food service	Cost per meal equivalent	\$2.91	\$3.19	\$2.47
Transportation	Cost per mile	\$3.21	\$2.21	\$3.50
	Cost per rider	\$1,414	\$978	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$9,595	\$10,779	\$9,872	\$7,475	\$10,652
Classroom dollars	5,049	5,429	4,866	4,053	6,526
Nonclassroom dollars:	4,546	5,350	5,006	3,422	4,126
Administration	1,644	1,866	1,487	736	1,139
Plant operations	1,227	1,499	1,438	928	1,012
Food service	502	503	454	382	405
Transportation	390	491	510	362	443
Student support	474	499	636	578	592
Instruction support	309	492	481	436	535

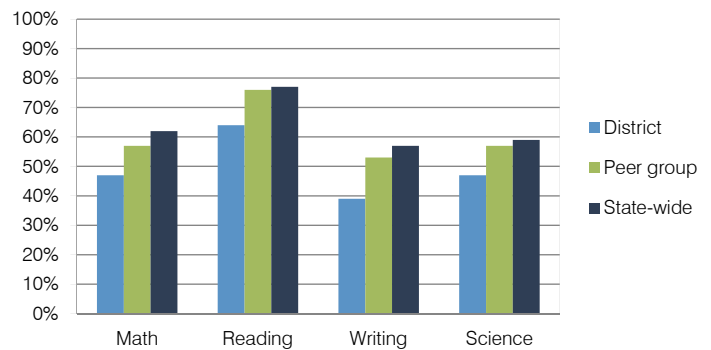
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	1	50%
B	0	0%
C	0	0%
D	1	50%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



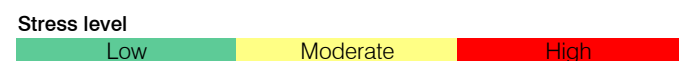
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2011)	91%	82%	78%
Poverty rate (2011)	26%	24%	25%
Students per teacher	13.2	17.0	18.1
Average teacher salary	\$44,408	\$40,636	\$45,193
Amount from Proposition 301	\$2,573	\$3,192	\$3,195
Average years of teacher experience	10.2	11.8	11.0
Percentage of teachers in first 3 years	20%	15%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	Impact Aid Fund reserve
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



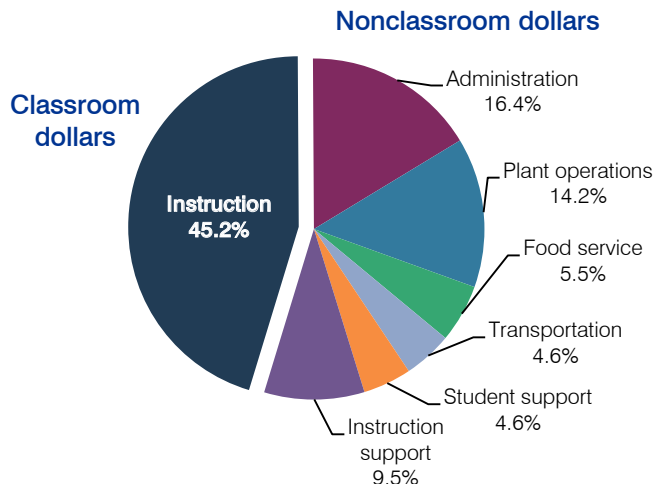
Ft. Thomas Unified School District

Graham County
 Efficiency peer groups 6 and T-9, Achievement peer group 7
 Legislative district(s): 7 and 14

District size / location: Small, Rural
 Students attending: 490
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 4 percent. Spending in the classroom decreased overall from 55.3 to 45.2 percent. Spending on plant operations and instruction support increased substantially and spending on administration increased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,488	\$1,487	\$736
	Students per administrator	25	43	66
Plant operations	Cost per square foot	\$5.73	\$5.04	\$6.09
	Square footage per student	374	299	152
Food service	Cost per meal equivalent	\$3.56	\$3.19	\$2.47
Transportation	Cost per mile	\$2.75	\$2.47	\$3.50
	Cost per rider	\$780	\$704	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$14,257	\$15,114	\$9,872	\$7,475	\$10,652
Classroom dollars	6,494	6,830	4,866	4,053	6,526
Nonclassroom dollars:	7,763	8,284	5,006	3,422	4,126
Administration	2,123	2,488	1,487	736	1,139
Plant operations	1,853	2,146	1,438	928	1,012
Food service	824	835	454	382	405
Transportation	593	690	510	362	443
Student support	566	691	636	578	592
Instruction support	1,804	1,434	481	436	535

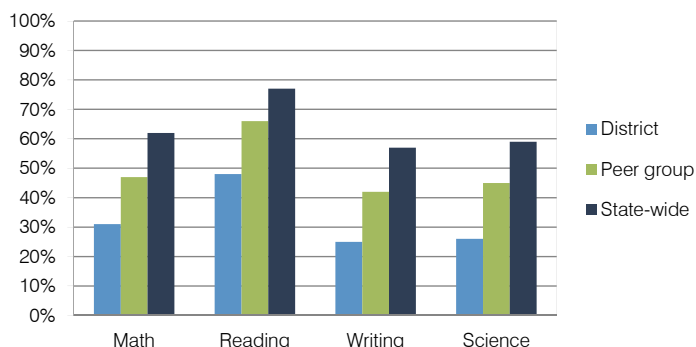
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	33%
D	2	67%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



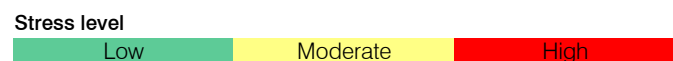
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2011)	77%	76%	78%
Poverty rate (2011)	42%	40%	25%
Students per teacher	10.9	15.6	18.1
Average teacher salary	\$39,369	\$42,644	\$45,193
Amount from Proposition 301	\$3,634	\$3,127	\$3,195
Average years of teacher experience	14.8	13.0	11.0
Percentage of teachers in first 3 years	5%	13%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	Operating only
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	Impact Aid Fund reserve
Years of capital reserve held	More than 3 years
Current financial and internal control status	Noncompliant



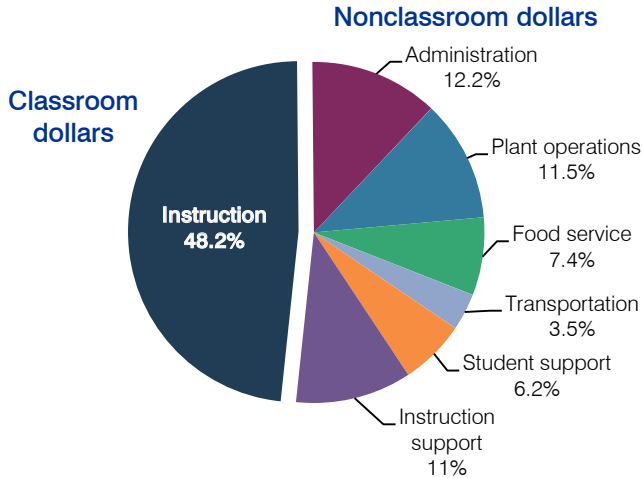
Gadsden Elementary School District

Yuma County
 Efficiency peer groups 9 and T-6, Achievement peer group 21
 Legislative district(s): 4

District size / location: Medium-Large, Town
 Students attending: 4,895
 Number of schools: 8

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 6 percent. Spending in the classroom varied year to year, decreasing overall from 50.5 to 48.2 percent. Spending on instruction support increased substantially, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$851	\$951	\$736
	Students per administrator	64	61	66
Plant operations	Cost per square foot	\$8.04	\$6.40	\$6.09
	Square footage per student	100	142	152
Food service	Cost per meal equivalent	\$2.45	\$2.49	\$2.47
Transportation	Cost per mile	\$3.65	\$3.84	\$3.50
	Cost per rider	\$247	\$416	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,931	\$6,993	\$7,482	\$7,475	\$10,652
Classroom dollars	3,542	3,371	3,712	4,053	6,526
Nonclassroom dollars:	3,389	3,622	3,770	3,422	4,126
Administration	841	851	951	736	1,139
Plant operations	810	804	881	928	1,012
Food service	487	516	512	382	405
Transportation	237	249	498	362	443
Student support	450	432	429	578	592
Instruction support	564	770	499	436	535

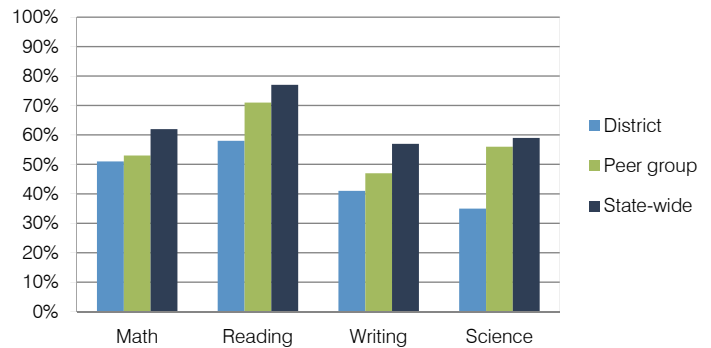
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	1	13%
B	2	25%
C	4	50%
D	1	13%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	40%	39%	25%
Students per teacher	22.4	14.4	18.1
Average teacher salary	\$42,049	\$40,820	\$45,193
Amount from Proposition 301	\$2,497	\$2,313	\$3,195
Average years of teacher experience	7.0	11.7	11.0
Percentage of teachers in first 3 years	39%	12%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.9%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level: **Low** Moderate High

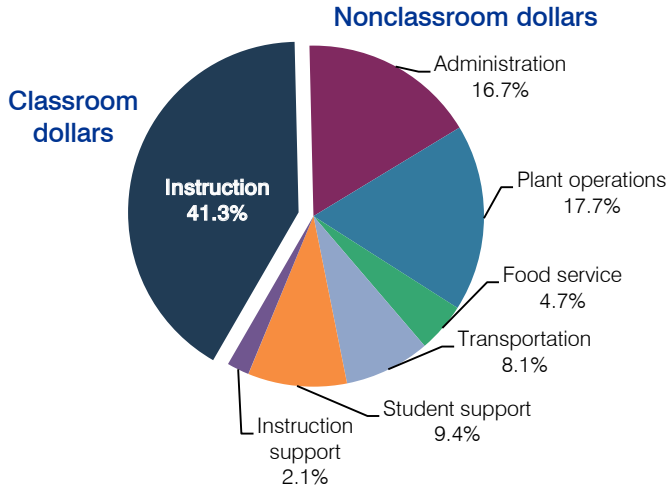
Ganado Unified School District

Apache County
 Efficiency peer groups 5 and T-10, Achievement peer group 7
 Legislative district(s): 7

District size / location: Medium, Rural
 Students attending: 1,420
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 2 percent. Spending in the classroom decreased from 46 to 41.3 percent. Overall, spending on administration and instruction support decreased substantially, and spending on plant operations, food service, and student support increased substantially. Spending on transportation remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,144	\$1,074	\$736
	Students per administrator	39	56	66
Plant operations	Cost per square foot	\$5.61	\$4.82	\$6.09
	Square footage per student	407	250	152
Food service	Cost per meal equivalent	\$2.58	\$2.97	\$2.47
Transportation	Cost per mile	\$2.85	\$2.26	\$3.50
	Cost per rider	\$1,048	\$935	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$12,639	\$12,849	\$8,416	\$7,475	\$10,652
Classroom dollars	5,356	5,308	4,202	4,053	6,526
Nonclassroom dollars:	7,283	7,541	4,214	3,422	4,126
Administration	2,069	2,144	1,074	736	1,139
Plant operations	2,126	2,280	1,179	928	1,012
Food service	602	603	412	382	405
Transportation	1,067	1,037	536	362	443
Student support	1,084	1,211	619	578	592
Instruction support	335	266	394	436	535

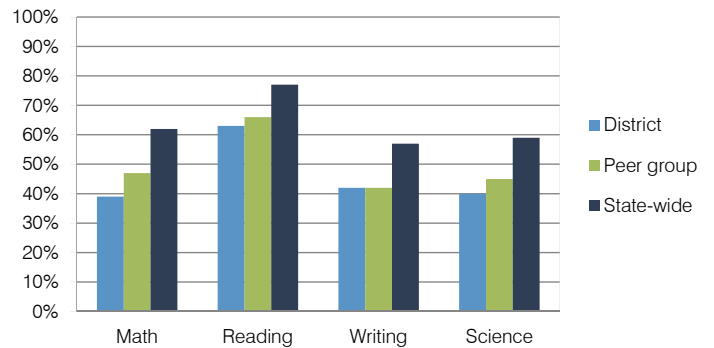
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	25%
C	1	25%
D	2	50%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



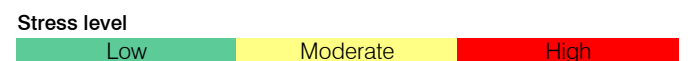
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	93%	94%
Graduation rate (2011)	66%	76%	78%
Poverty rate (2011)	39%	40%	25%
Students per teacher	14.1	15.6	18.1
Average teacher salary	\$40,466	\$42,644	\$45,193
Amount from Proposition 301	\$4,337	\$3,127	\$3,195
Average years of teacher experience	10.1	13.0	11.0
Percentage of teachers in first 3 years	21%	13%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	Impact Aid Fund reserve
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant



Gila Bend Unified School District

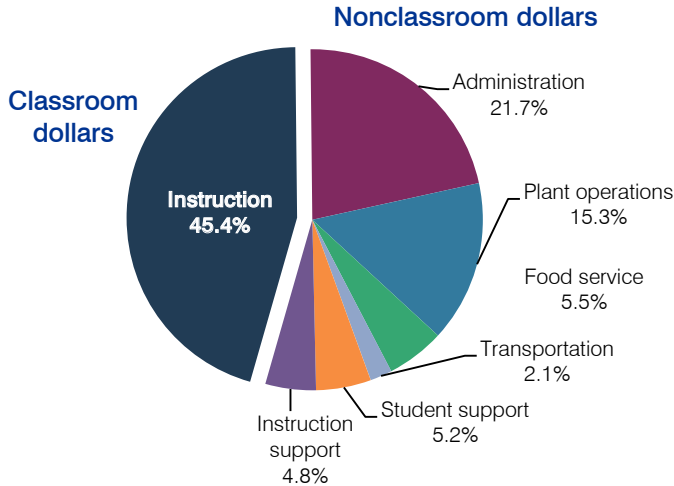
Maricopa County
 Efficiency peer groups 6 and T-7, Achievement peer group 6
 Legislative district(s): 4

District size / location: Small, Rural
 Students attending: 436
 Number of schools: 2

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

Total spending per pupil increased by 8 percent. Spending in the classroom varied year to year, decreasing slightly overall from 45.6 to 45.4 percent. Spending on administration, plant operations, and transportation increased slightly, while spending on food service decreased. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,058	\$1,487	\$736
	Students per administrator	36	43	66
Plant operations	Cost per square foot	\$6.81	\$5.04	\$6.09
	Square footage per student	213	299	152
Food service	Cost per meal equivalent	\$2.22	\$3.19	\$2.47
Transportation	Cost per mile	\$1.56	\$3.29	\$3.50
	Cost per rider	\$319	\$644	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

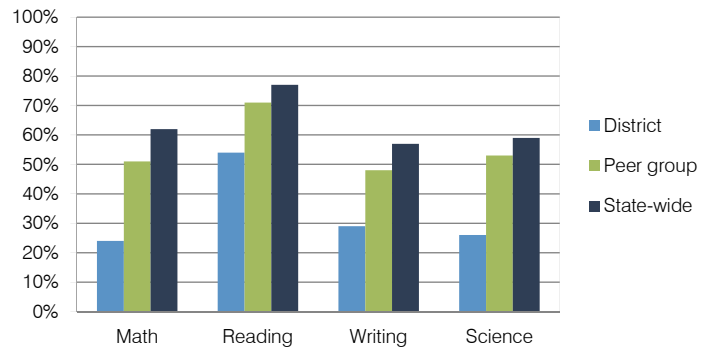
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$9,928	\$9,482	\$9,872	\$7,475	\$10,652
Classroom dollars	4,686	4,303	4,866	4,053	6,526
Nonclassroom dollars:	5,242	5,179	5,006	3,422	4,126
Administration	1,728	2,058	1,487	736	1,139
Plant operations	1,546	1,451	1,438	928	1,012
Food service	456	520	454	382	405
Transportation	230	203	510	362	443
Student support	506	493	636	578	592
Instruction support	776	454	481	436	535

ADE-reported district and school letter grades

District grade: **D**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	50%
D	1	50%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



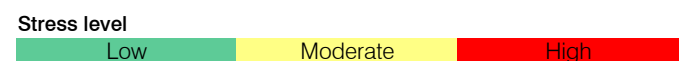
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2011)	49%	80%	78%
Poverty rate (2011)	31%	31%	25%
Students per teacher	14.1	15.2	18.1
Average teacher salary	\$33,688	\$40,242	\$45,193
Amount from Proposition 301	\$1,737	\$3,191	\$3,195
Average years of teacher experience	8.9	12.0	11.0
Percentage of teachers in first 3 years	36%	16%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Mixed election results
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	Impact Aid Fund reserve
Current financial and internal control status	Compliant



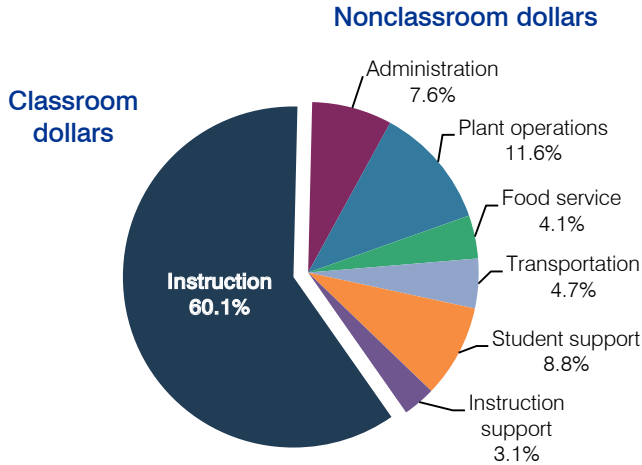
Gilbert Unified School District

Maricopa County
 Efficiency peer groups 1 and T-3, Achievement peer group 1
 Legislative district(s): 12, 16, 17, 25 and 26

District size / location: Very large, Suburb
 Students attending: 36,514
 Number of schools: 40

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 3 percent. Spending in the classroom decreased from 62.1 to 60.1 percent. Spending on student support increased, while spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$496	\$620	\$736
	Students per administrator	77	79	66
Plant operations	Cost per square foot	\$5.78	\$5.88	\$6.09
	Square footage per student	132	144	152
Food service	Cost per meal equivalent	\$2.23	\$2.46	\$2.47
Transportation	Cost per mile	\$3.64	\$3.80	\$3.50
	Cost per rider	\$961	\$940	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,369	\$6,542	\$7,111	\$7,475	\$10,652
Classroom dollars	3,817	3,929	4,052	4,053	6,526
Nonclassroom dollars:	2,552	2,613	3,059	3,422	4,126
Administration	501	496	620	736	1,139
Plant operations	744	762	843	928	1,012
Food service	272	264	321	382	405
Transportation	302	310	340	362	443
Student support	540	577	567	578	592
Instruction support	193	204	368	436	535

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

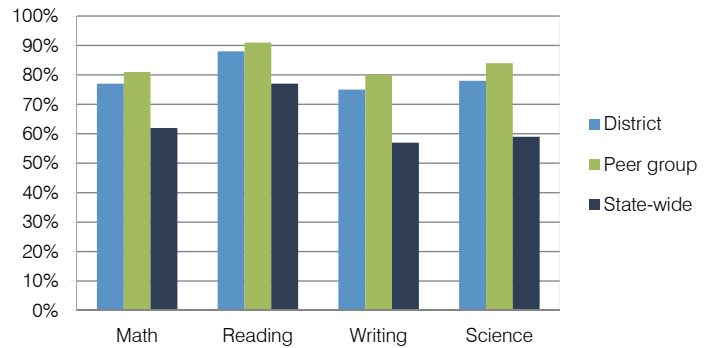
ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools ¹	Percentage of schools
A	18	44%
B	21	51%
C	1	2%
D	0	0%
F	0	0%
Not rated	1	2%

¹ Includes schools that share a campus and on-line schools.

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	95%	94%
Graduation rate (2011)	88%	91%	78%
Poverty rate (2011)	10%	8%	25%
Students per teacher	17.2	18.1	18.1
Average teacher salary	\$44,799	\$41,564	\$45,193
Amount from Proposition 301	\$2,650	\$3,385	\$3,195
Average years of teacher experience	11.3	10.7	11.0
Percentage of teachers in first 3 years	10%	14%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	3.3%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level: **Low** Moderate High

Glendale Elementary School District

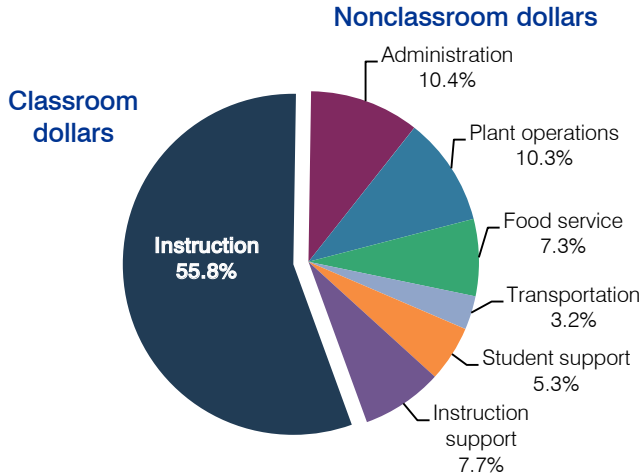
Maricopa County
 Efficiency peer groups 7 and T-1, Achievement peer group 15
 Legislative district(s): 20, 29 and 30

District size / location: Large, Suburb
 Students attending: 12,345
 Number of schools: 17

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

Total spending per pupil increased by 2 percent. Spending in the classroom varied year to year, decreasing overall from 56.8 to 55.8 percent. Spending on food service increased slightly, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$734	\$695	\$736
	Students per administrator	71	67	66
Plant operations	Cost per square foot	\$6.45	\$6.05	\$6.09
	Square footage per student	113	131	152
Food service	Cost per meal equivalent	\$2.32	\$2.41	\$2.47
Transportation	Cost per mile	\$8.02	\$5.69	\$3.50
	Cost per rider	\$865	\$569	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

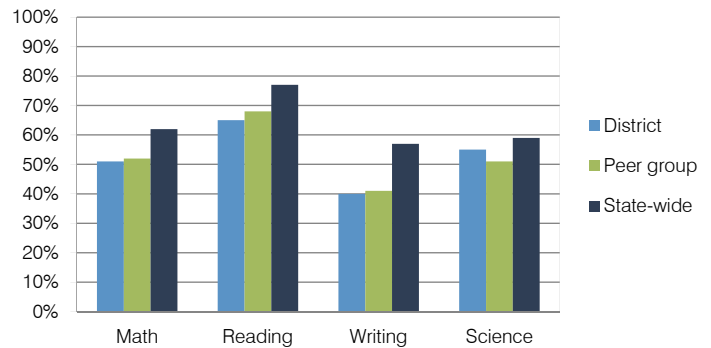
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,910	\$7,086	\$7,254	\$7,475	\$10,652
Classroom dollars	3,787	3,955	3,944	4,053	6,526
Nonclassroom dollars:	3,123	3,131	3,310	3,422	4,126
Administration	733	734	695	736	1,139
Plant operations	737	730	794	928	1,012
Food service	518	520	489	382	405
Transportation	188	226	299	362	443
Student support	361	377	526	578	592
Instruction support	586	544	507	436	535

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	7	41%
C	9	53%
D	1	6%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



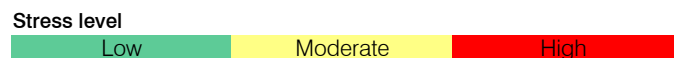
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	36%	33%	25%
Students per teacher	17.5	17.7	18.1
Average teacher salary	\$41,747	\$41,441	\$45,193
Amount from Proposition 301	\$3,292	\$2,520	\$3,195
Average years of teacher experience	7.3	9.6	11.0
Percentage of teachers in first 3 years	37%	21%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.7%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



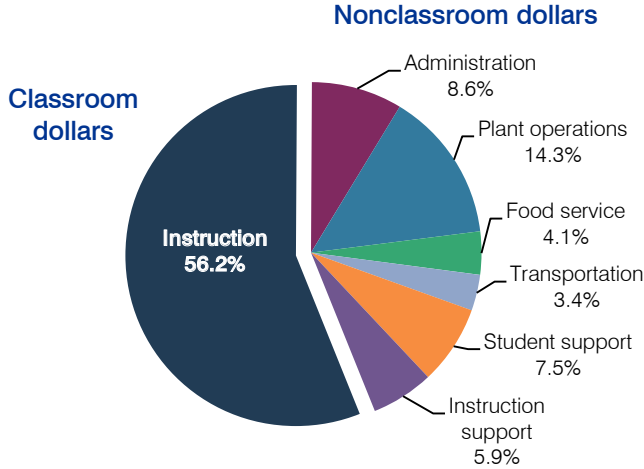
Glendale Union High School District

Maricopa County
 Efficiency peer groups 2 and T-5, Achievement peer group 10
 Legislative district(s): 20, 24, 28, 29 and 30

District size / location: Large, City
 Students attending: 14,783
 Number of schools: 10

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 2 percent. Spending in the classroom decreased from 59.5 to 56.2 percent. Spending on student support increased, while spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$658	\$636	\$736
	Students per administrator	70	68	66
Plant operations	Cost per square foot	\$7.09	\$6.49	\$6.09
	Square footage per student	155	144	152
Food service	Cost per meal equivalent	\$2.53	\$2.34	\$2.47
Transportation	Cost per mile	\$5.63	\$3.54	\$3.50
	Cost per rider	\$2,043	\$1,372	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,822	\$7,684	\$6,835	\$7,475	\$10,652
Classroom dollars	4,423	4,322	3,705	4,053	6,526
Nonclassroom dollars:	3,399	3,362	3,130	3,422	4,126
Administration	643	658	636	736	1,139
Plant operations	1,105	1,096	929	928	1,012
Food service	316	317	316	382	405
Transportation	253	261	352	362	443
Student support	597	578	510	578	592
Instruction support	485	452	387	436	535

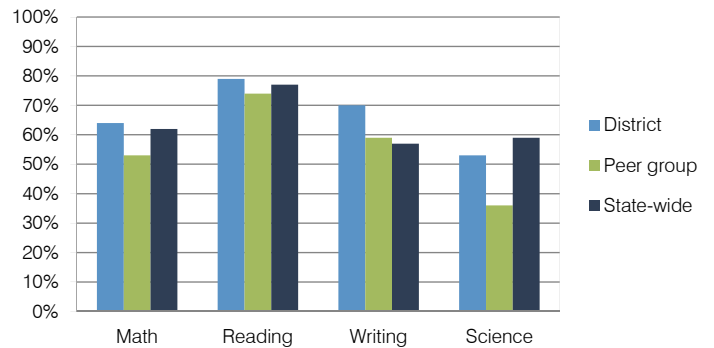
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	4	40%
B	4	40%
C	1	10%
D	0	0%
F	0	0%
Not rated	1	10%

Percentage of students who met state standards (AIMS)



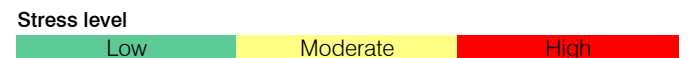
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2011)	90%	82%	78%
Poverty rate (2011)	27%	32%	25%
Students per teacher	21.2	20.9	18.1
Average teacher salary	\$50,725	\$49,006	\$45,193
Amount from Proposition 301	\$4,816	\$3,442	\$3,195
Average years of teacher experience	11.9	11.1	11.0
Percentage of teachers in first 3 years	10%	15%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.9%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



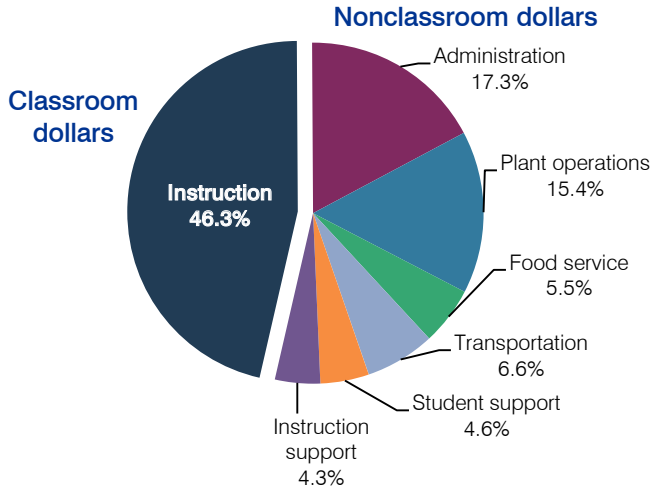
Globe Unified School District

Gila County
 Efficiency peer groups 5 and T-6, Achievement peer group 6
 Legislative district(s): 8

District size / location: Medium, Town
 Students attending: 1,535
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 3 percent. Spending in the classroom decreased from 57 to 46.3 percent. Overall, spending on administration, transportation, and student support increased substantially, and spending on plant operations increased. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,172	\$1,074	\$736
	Students per administrator	56	56	66
Plant operations	Cost per square foot	\$4.75	\$4.82	\$6.09
	Square footage per student	219	250	152
Food service	Cost per meal equivalent	\$3.15	\$2.97	\$2.47
Transportation	Cost per mile	\$4.59	\$3.84	\$3.50
	Cost per rider	\$409	\$416	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,465	\$6,763	\$8,416	\$7,475	\$10,652
Classroom dollars	2,913	3,130	4,202	4,053	6,526
Nonclassroom dollars:	3,552	3,633	4,214	3,422	4,126
Administration	1,152	1,172	1,074	736	1,139
Plant operations	864	1,042	1,179	928	1,012
Food service	357	372	412	382	405
Transportation	483	447	536	362	443
Student support	385	307	619	578	592
Instruction support	311	293	394	436	535

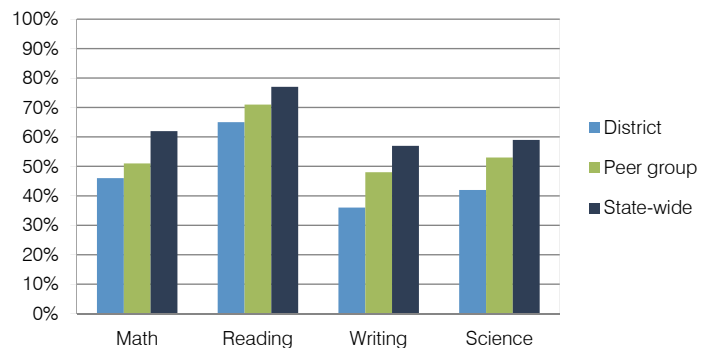
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	2	67%
D	1	33%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	94%	94%
Graduation rate (2011)	89%	80%	78%
Poverty rate (2011)	28%	31%	25%
Students per teacher	18.5	15.2	18.1
Average teacher salary	\$35,775	\$40,242	\$45,193
Amount from Proposition 301	\$1,660	\$3,191	\$3,195
Average years of teacher experience	11.8	12.0	11.0
Percentage of teachers in first 3 years	19%	16%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.5%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level: **Low** **Moderate** **High**

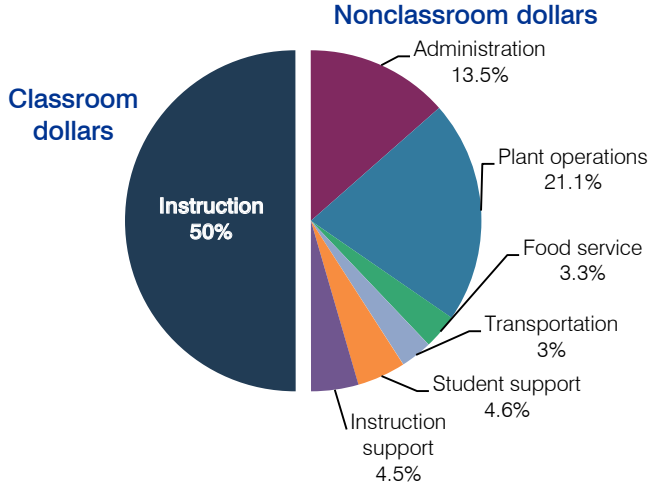
Grand Canyon Unified School District

Coconino County
 Efficiency peer groups 6 and T-12, Achievement peer group 4
 Legislative district(s): 6

District size / location: Small, Rural
 Students attending: 273
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 1 percent. Spending in the classroom varied year to year, increasing overall from 48.1 to 50 percent. Spending on administration and instruction support increased, and spending on student support decreased substantially. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,693	\$1,487	\$736
	Students per administrator	39	43	66
Plant operations	Cost per square foot	\$9.37	\$5.04	\$6.09
	Square footage per student	281	299	152
Food service	Cost per meal equivalent	\$3.08	\$3.19	\$2.47
Transportation	Cost per mile	\$1.18	\$2.02	\$3.50
	Cost per rider	\$710	\$1,181	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$12,233	\$12,518	\$9,872	\$7,475	\$10,652
Classroom dollars	5,714	6,254	4,866	4,053	6,526
Nonclassroom dollars:	6,519	6,264	5,006	3,422	4,126
Administration	2,094	1,693	1,487	736	1,139
Plant operations	2,691	2,636	1,438	928	1,012
Food service	301	414	454	382	405
Transportation	446	380	510	362	443
Student support	761	572	636	578	592
Instruction support	226	569	481	436	535

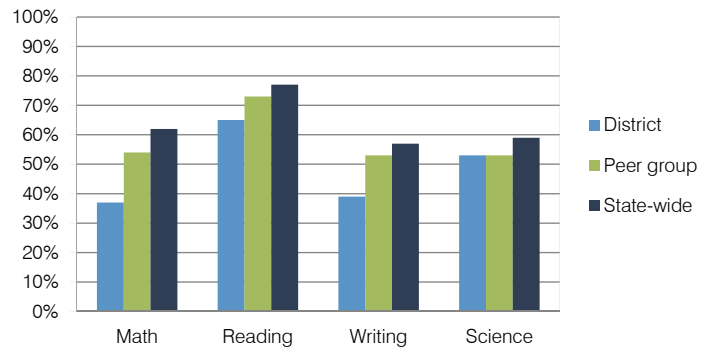
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	50%
C	0	0%
D	1	50%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2011)	88%	86%	78%
Poverty rate (2011)	16%	15%	25%
Students per teacher	10.6	14.3	18.1
Average teacher salary	\$37,312	\$39,138	\$45,193
Amount from Proposition 301	\$2,072	\$3,133	\$3,195
Average years of teacher experience	12.7	10.9	11.0
Percentage of teachers in first 3 years	18%	17%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.3%, Increasing
Years of capital reserve held	Impact Aid Fund reserve
Current financial and internal control status	Compliant

Stress level: **Low** Moderate High

Hackberry Elementary School District

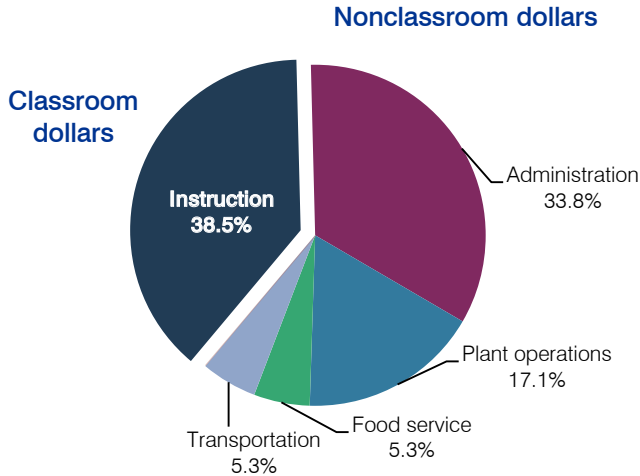
Mohave County
 Efficiency peer groups 11 and T-13, Achievement peer group 21
 Legislative district(s): 5

District size / location: Very small, Rural
 Students attending: 34
 Number of schools: 1

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



ADE-reported district and school letter grades

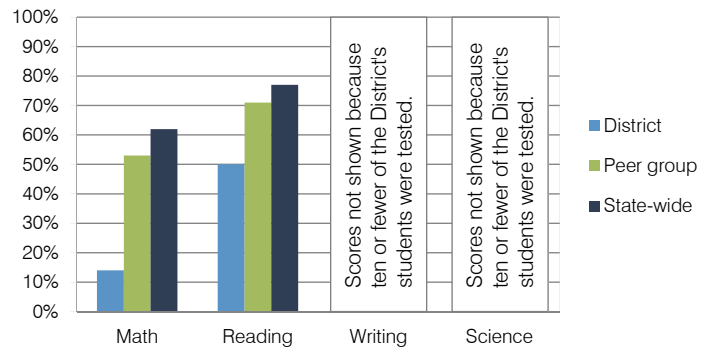
District grade: **D**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	0	0%
D	1	100%
F	0	0%
Not rated	0	0%

5-year spending trend

Total spending per pupil increased by 45 percent, which is partially explained by the 46 percent decline in student enrollment. Spending in the classroom varied year to year, decreasing from 41.9 to 38.5 percent. Spending on most nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on administration increased.

Percentage of students who met state standards (AIMS)



Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$6,990	\$2,472	\$736
	Students per administrator	14	30	66
Plant operations	Cost per square foot	\$6.93	\$6.93	\$6.09
	Square footage per student	513	320	152
Food service	Cost per meal equivalent	\$5.10	\$4.88	\$2.47
Transportation	Cost per mile	\$1.66	\$1.53	\$3.50
	Cost per rider	\$1,853	\$1,171	\$982

Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	97%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	38%	39%	25%
Students per teacher	11.3	14.4	18.1
Average teacher salary	\$41,540	\$40,820	\$45,193
Amount from Proposition 301	\$2,350	\$2,313	\$3,195
Average years of teacher experience	5.7	11.7	11.0
Percentage of teachers in first 3 years	0%	12%	16%

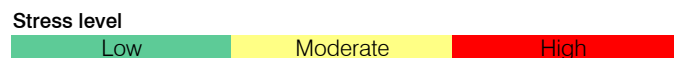
Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$38,387	\$20,714	\$15,082	\$7,475	\$10,652
Classroom dollars	13,113	7,972	7,880	4,053	6,526
Nonclassroom dollars:	25,274	12,742	7,202	3,422	4,126
Administration	13,917	6,990	2,472	736	1,139
Plant operations	7,017	3,551	2,126	928	1,012
Food service	1,477	1,107	756	382	405
Transportation	1,931	1,092	970	362	443
Student support	932	0	541	578	592
Instruction support	0	2	337	436	535

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	Operating only
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.7%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Noncompliant



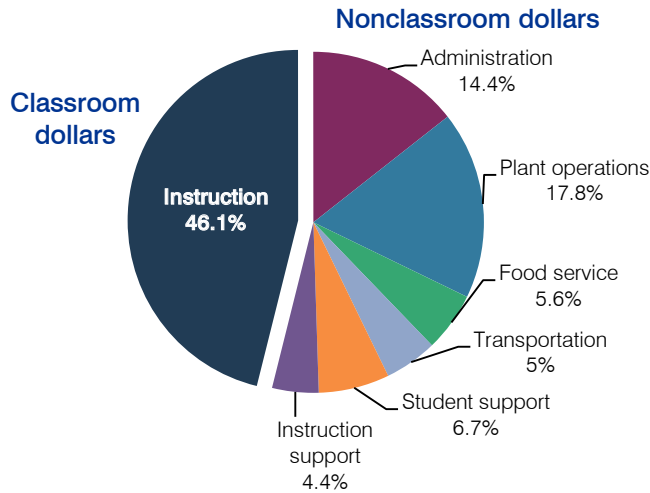
Hayden-Winkelman Unified School District

Gila County
 Efficiency peer groups 6 and T-10, Achievement peer group 8
 Legislative district(s): 8

District size / location: Small, Rural
 Students attending: 317
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 17 percent. Spending in the classroom varied year to year, decreasing overall from 50.7 to 46.1 percent. Spending on student support and instruction support increased substantially, and spending on food service decreased. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,383	\$1,487	\$736
	Students per administrator	35	43	66
Plant operations	Cost per square foot	\$3.22	\$5.04	\$6.09
	Square footage per student	529	299	152
Food service	Cost per meal equivalent	\$2.95	\$3.19	\$2.47
Transportation	Cost per mile	\$1.93	\$2.26	\$3.50
	Cost per rider	\$774	\$935	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$9,405	\$9,590	\$9,872	\$7,475	\$10,652
Classroom dollars	4,302	4,425	4,866	4,053	6,526
Nonclassroom dollars:	5,103	5,165	5,006	3,422	4,126
Administration	1,374	1,383	1,487	736	1,139
Plant operations	1,588	1,707	1,438	928	1,012
Food service	499	540	454	382	405
Transportation	529	476	510	362	443
Student support	641	641	636	578	592
Instruction support	472	418	481	436	535

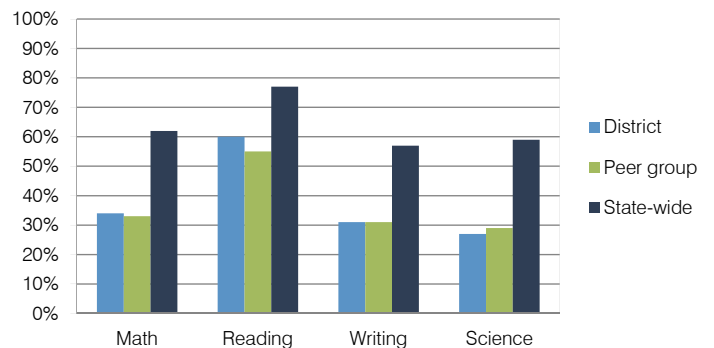
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	0	0%
D	3	100%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



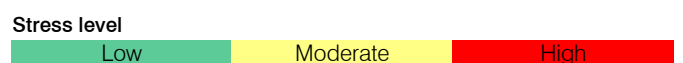
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	92%	94%
Graduation rate (2011)	82%	69%	78%
Poverty rate (2011)	47%	49%	25%
Students per teacher	17.6	14.8	18.1
Average teacher salary	\$45,602	\$42,031	\$45,193
Amount from Proposition 301	\$5,150	\$3,203	\$3,195
Average years of teacher experience	16.1	11.5	11.0
Percentage of teachers in first 3 years	0%	19%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	2011, isolated
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	1.0%, Varying
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Marginally compliant



Heber-Overgaard Unified School District

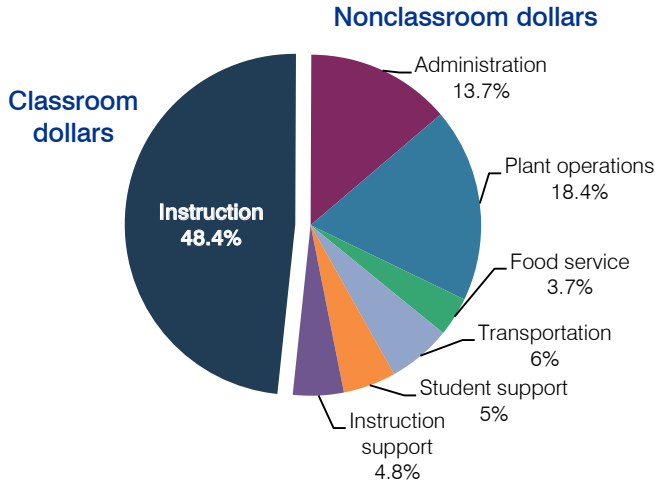
Navajo County
 Efficiency peer groups 6 and T-11, Achievement peer group 7
 Legislative district(s): 6

District size / location: Small, Rural
 Students attending: 487
 Number of schools: 4

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

Total spending per pupil increased by 9 percent. Spending in the classroom varied year to year, increasing slightly overall from 47.7 to 48.4 percent. Spending on administration, food service, transportation, and student support decreased, and spending on plant operations and instruction support increased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,206	\$1,487	\$736
	Students per administrator	47	43	66
Plant operations	Cost per square foot	\$4.49	\$5.04	\$6.09
	Square footage per student	362	299	152
Food service	Cost per meal equivalent	\$2.74	\$3.19	\$2.47
Transportation	Cost per mile	\$1.49	\$2.21	\$3.50
	Cost per rider	\$719	\$978	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

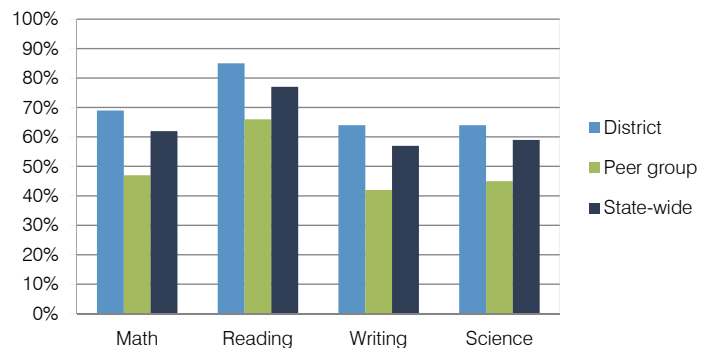
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$9,005	\$8,811	\$9,872	\$7,475	\$10,652
Classroom dollars	4,570	4,262	4,866	4,053	6,526
Nonclassroom dollars:	4,435	4,549	5,006	3,422	4,126
Administration	1,143	1,206	1,487	736	1,139
Plant operations	1,535	1,626	1,438	928	1,012
Food service	321	324	454	382	405
Transportation	545	528	510	362	443
Student support	460	445	636	578	592
Instruction support	431	420	481	436	535

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	1	25%
B	2	50%
C	1	25%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2011)	80%	76%	78%
Poverty rate (2011)	41%	40%	25%
Students per teacher	16.2	15.6	18.1
Average teacher salary	\$39,360	\$42,644	\$45,193
Amount from Proposition 301	\$2,987	\$3,127	\$3,195
Average years of teacher experience	12.1	13.0	11.0
Percentage of teachers in first 3 years	10%	13%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.8%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level: **Low** Moderate High

Higley Unified School District

Maricopa County

Efficiency peer groups 2 and T-4, Achievement peer group 1

Legislative district(s): 12

District size / location:

Large, Suburb

Students attending:

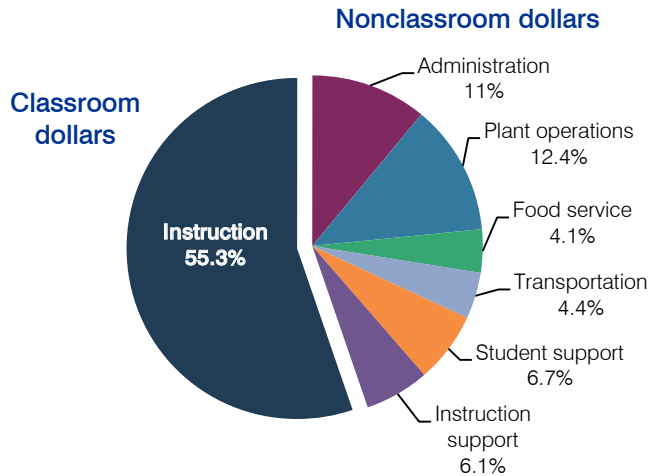
9,887

Number of schools:

10

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

After initially increasing, total spending per pupil returned to 2007 levels, but spending in the classroom was lower, decreasing from 57.7 to 55.3 percent. Spending on plant operations increased and spending on instruction support increased substantially. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$657	\$636	\$736
	Students per administrator	84	68	66
Plant operations	Cost per square foot	\$5.25	\$6.49	\$6.09
	Square footage per student	142	144	152
Food service	Cost per meal equivalent	\$2.64	\$2.34	\$2.47
Transportation	Cost per mile	\$4.31	\$3.62	\$3.50
	Cost per rider	\$1,287	\$1,088	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,024	\$5,974	\$6,835	\$7,475	\$10,652
Classroom dollars	3,264	3,302	3,705	4,053	6,526
Nonclassroom dollars:	2,760	2,672	3,130	3,422	4,126
Administration	652	657	636	736	1,139
Plant operations	748	743	929	928	1,012
Food service	286	245	316	382	405
Transportation	275	264	352	362	443
Student support	448	401	510	578	592
Instruction support	351	362	387	436	535

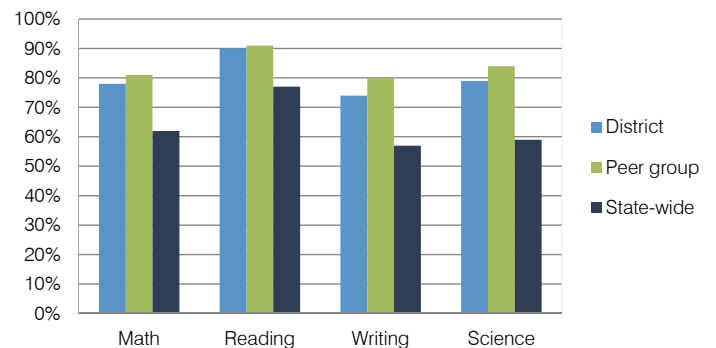
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	8	80%
B	2	20%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2011)	86%	91%	78%
Poverty rate (2011)	9%	8%	25%
Students per teacher	20.2	18.1	18.1
Average teacher salary	\$42,960	\$41,564	\$45,193
Amount from Proposition 301	\$4,412	\$3,385	\$3,195
Average years of teacher experience	7.9	10.7	11.0
Percentage of teachers in first 3 years	12%	14%	16%

Financial stress assessment

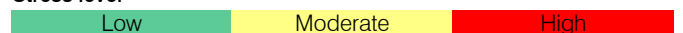
Overall financial stress level: **Low**

Measure: 2010 through 2012

Assessment

Number of students attending	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	3.2%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



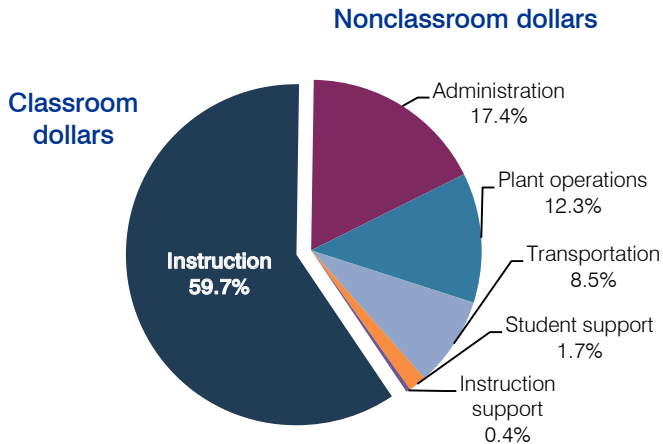
Hillside Elementary School District

Yavapai County
 Efficiency peer groups 11 and T-13, Achievement peer group 19
 Legislative district(s): 1

District size / location: Very small, Rural
 Students attending: 32
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 11 percent. Spending in the classroom varied year to year, decreasing overall from 68.9 to 59.7 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,848	\$2,472	\$736
	Students per administrator	17	30	66
Plant operations	Cost per square foot	\$5.74	\$6.93	\$6.09
	Square footage per student	227	320	152
Food service	Cost per meal equivalent	N/A	\$4.88	\$2.47
Transportation	Cost per mile	\$1.29	\$1.53	\$3.50
	Cost per rider	\$781	\$1,171	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$9,560	\$10,633	\$15,082	\$7,475	\$10,652
Classroom dollars	5,568	6,345	7,880	4,053	6,526
Nonclassroom dollars:	3,992	4,288	7,202	3,422	4,126
Administration	1,754	1,848	2,472	736	1,139
Plant operations	1,358	1,303	2,126	928	1,012
Food service	0	0	756	382	405
Transportation	715	907	970	362	443
Student support	128	187	541	578	592
Instruction support	37	43	337	436	535

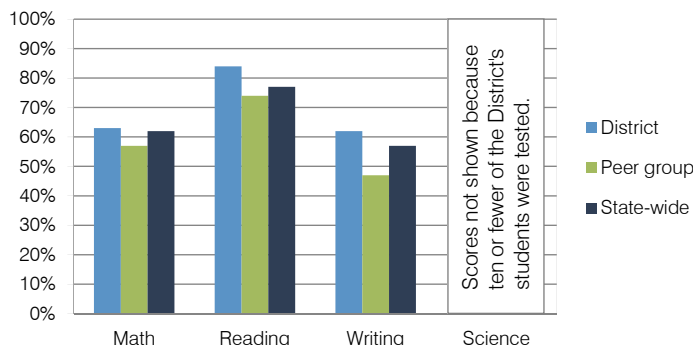
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	100%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



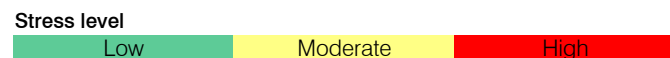
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	22%	23%	25%
Students per teacher	15.9	15.3	18.1
Average teacher salary	N/A	\$43,358	\$45,193
Amount from Proposition 301	N/A	\$2,716	\$3,195
Average years of teacher experience	N/A	12.2	11.0
Percentage of teachers in first 3 years	N/A	11%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Not assessed



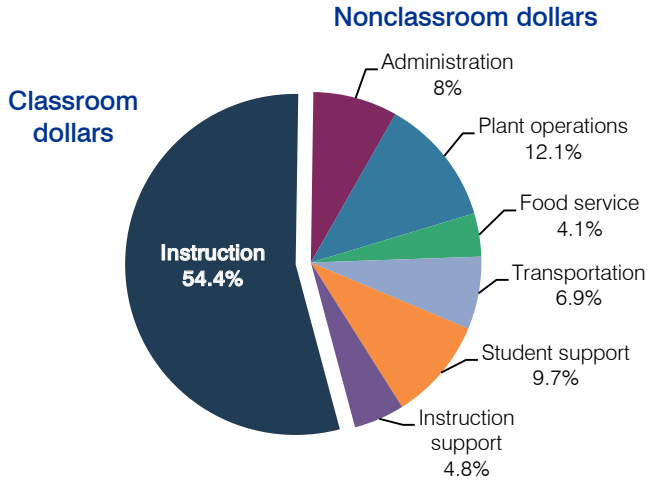
Holbrook Unified School District

Navajo County
 Efficiency peer groups 5 and T-12, Achievement peer group 7
 Legislative district(s): 6 and 7

District size / location: Medium, Town
 Students attending: 1,999
 Number of schools: 5

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 1 percent. Spending in the classroom varied year to year, decreasing overall from 56.7 to 54.4 percent. Spending on administration decreased and spending on transportation and student support increased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$766	\$1,074	\$736
	Students per administrator	63	56	66
Plant operations	Cost per square foot	\$5.69	\$4.82	\$6.09
	Square footage per student	202	250	152
Food service	Cost per meal equivalent	\$2.57	\$2.97	\$2.47
Transportation	Cost per mile	\$1.40	\$2.02	\$3.50
	Cost per rider	\$775	\$1,181	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$9,656	\$9,528	\$8,416	\$7,475	\$10,652
Classroom dollars	5,291	5,185	4,202	4,053	6,526
Nonclassroom dollars:	4,365	4,343	4,214	3,422	4,126
Administration	729	766	1,074	736	1,139
Plant operations	1,229	1,150	1,179	928	1,012
Food service	387	391	412	382	405
Transportation	618	654	536	362	443
Student support	903	923	619	578	592
Instruction support	499	459	394	436	535

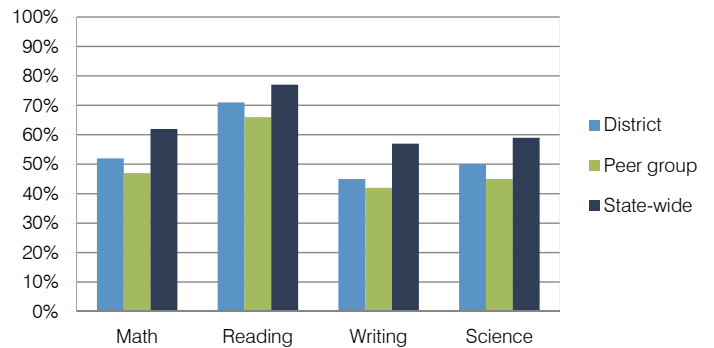
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	1	20%
B	0	0%
C	3	60%
D	1	20%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



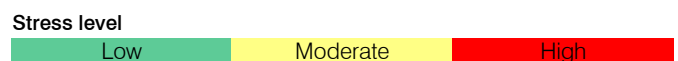
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	93%	94%
Graduation rate (2011)	79%	76%	78%
Poverty rate (2011)	39%	40%	25%
Students per teacher	14.4	15.6	18.1
Average teacher salary	\$44,931	\$42,644	\$45,193
Amount from Proposition 301	\$1,740	\$3,127	\$3,195
Average years of teacher experience	11.7	13.0	11.0
Percentage of teachers in first 3 years	12%	13%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	Impact Aid Fund reserve
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



Humboldt Unified School District

Yavapai County

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

Legislative district(s): 1

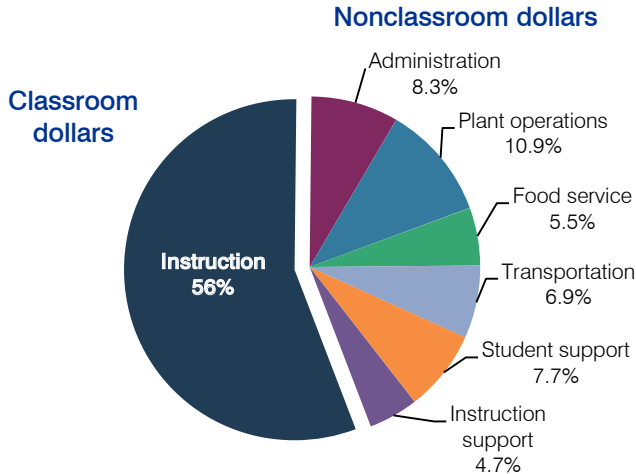
District size / location: Medium-Large, Suburb

Students attending: 5,636

Number of schools: 9

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 2 percent. Spending in the classroom varied year to year, decreasing overall from 61.8 to 56 percent. Spending on plant operations, transportation, student support, and instruction support increased, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$544	\$736	\$736
	Students per administrator	108	71	66
Plant operations	Cost per square foot	\$5.03	\$5.88	\$6.09
	Square footage per student	143	158	152
Food service	Cost per meal equivalent	\$2.50	\$2.74	\$2.47
Transportation	Cost per mile	\$2.81	\$3.62	\$3.50
	Cost per rider	\$844	\$1,088	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,469	\$6,584	\$7,033	\$7,475	\$10,652
Classroom dollars	3,639	3,687	3,759	4,053	6,526
Nonclassroom dollars:	2,830	2,897	3,274	3,422	4,126
Administration	591	544	736	736	1,139
Plant operations	738	719	920	928	1,012
Food service	336	360	338	382	405
Transportation	432	452	426	362	443
Student support	500	510	546	578	592
Instruction support	233	312	308	436	535

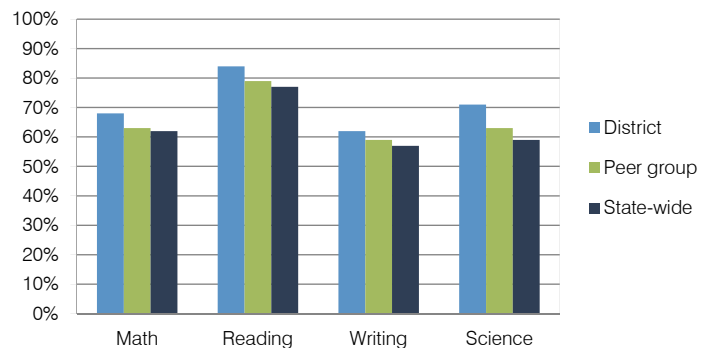
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	2	22%
B	5	56%
C	2	22%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



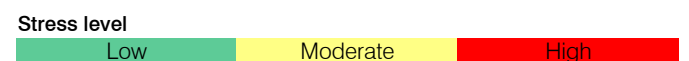
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2011)	82%	80%	78%
Poverty rate (2011)	25%	24%	25%
Students per teacher	19.4	18.2	18.1
Average teacher salary	\$41,765	\$45,442	\$45,193
Amount from Proposition 301	\$3,690	\$3,594	\$3,195
Average years of teacher experience	10.9	11.8	11.0
Percentage of teachers in first 3 years	12%	14%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.1%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



Hyder Elementary School District

Yuma County

Efficiency peer groups 11 and T-13, Achievement peer group 20

Legislative district(s): 13

District size / location:

Very small, Rural

Students attending:

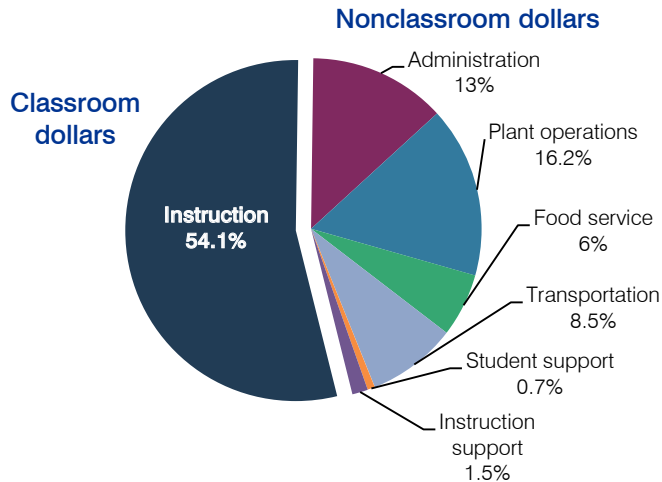
102

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 12 percent. Spending in the classroom varied year to year, increasing overall from 44.9 to 54.1 percent. Spending on some nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,042	\$2,472	\$736
	Students per administrator	34	30	66
Plant operations	Cost per square foot	\$5.50	\$6.93	\$6.09
	Square footage per student	463	320	152
Food service	Cost per meal equivalent	\$2.99	\$4.88	\$2.47
Transportation	Cost per mile	\$1.65	\$1.53	\$3.50
	Cost per rider	\$1,192	\$1,171	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$14,220	\$15,733	\$15,082	\$7,475	\$10,652
Classroom dollars	7,690	8,515	7,880	4,053	6,526
Nonclassroom dollars:	6,530	7,218	7,202	3,422	4,126
Administration	1,827	2,042	2,472	736	1,139
Plant operations	2,337	2,546	2,126	928	1,012
Food service	973	939	756	382	405
Transportation	1,131	1,341	970	362	443
Student support	54	106	541	578	592
Instruction support	208	244	337	436	535

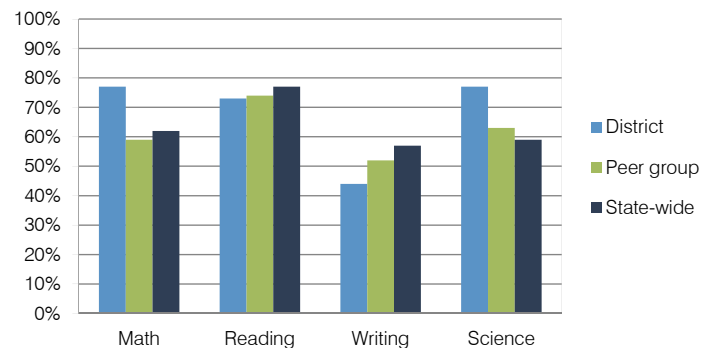
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	1	100%
B	0	0%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	29%	29%	25%
Students per teacher	10.4	12.6	18.1
Average teacher salary	\$42,973	\$45,750	\$45,193
Amount from Proposition 301	\$1,811	\$2,292	\$3,195
Average years of teacher experience	24.4	13.0	11.0
Percentage of teachers in first 3 years	0%	13%	16%

Financial stress assessment

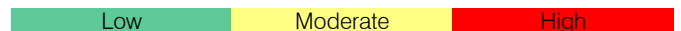
Overall financial stress level: **Low**

Measure: 2010 through 2012

Assessment

Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant

Stress level



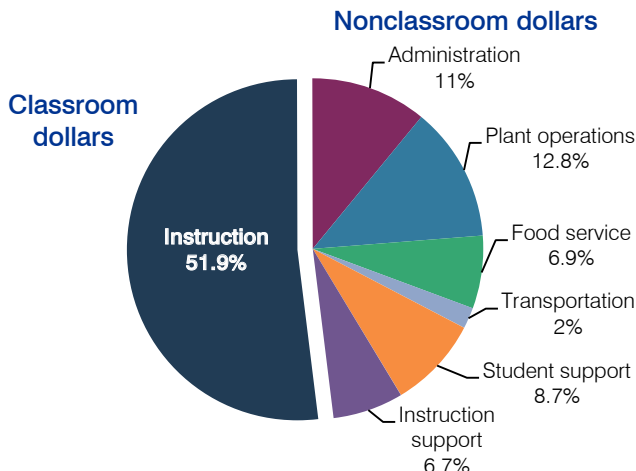
Isaac Elementary School District

Maricopa County
 Efficiency peer groups 8 and T-3, Achievement peer group 16
 Legislative district(s): 19, 29 and 30

District size / location: Medium-Large, City
 Students attending: 6,676
 Number of schools: 10

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 1 percent. Spending in the classroom varied year to year, decreasing overall from 56.3 to 51.9 percent. Spending on administration, plant operations, and instruction support increased substantially, and spending on student support decreased. Spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$907	\$796	\$736
	Students per administrator	76	75	66
Plant operations	Cost per square foot	\$9.01	\$6.25	\$6.09
	Square footage per student	117	131	152
Food service	Cost per meal equivalent	\$2.32	\$2.45	\$2.47
Transportation	Cost per mile	\$5.85	\$3.80	\$3.50
	Cost per rider	\$1,413	\$940	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$8,170	\$8,232	\$6,968	\$7,475	\$10,652
Classroom dollars	4,042	4,274	3,582	4,053	6,526
Nonclassroom dollars:	4,128	3,958	3,386	3,422	4,126
Administration	978	907	796	736	1,139
Plant operations	1,063	1,057	811	928	1,012
Food service	526	566	523	382	405
Transportation	165	168	271	362	443
Student support	698	712	522	578	592
Instruction support	698	548	463	436	535

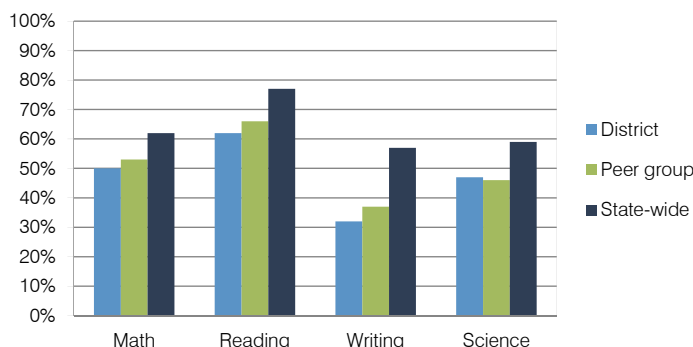
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	10%
C	9	90%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



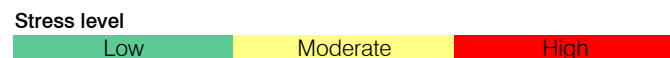
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	45%	49%	25%
Students per teacher	17.1	18.3	18.1
Average teacher salary	\$44,709	\$45,716	\$45,193
Amount from Proposition 301	\$2,339	\$2,541	\$3,195
Average years of teacher experience	10.1	9.3	11.0
Percentage of teachers in first 3 years	22%	23%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Concentrated decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.5%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



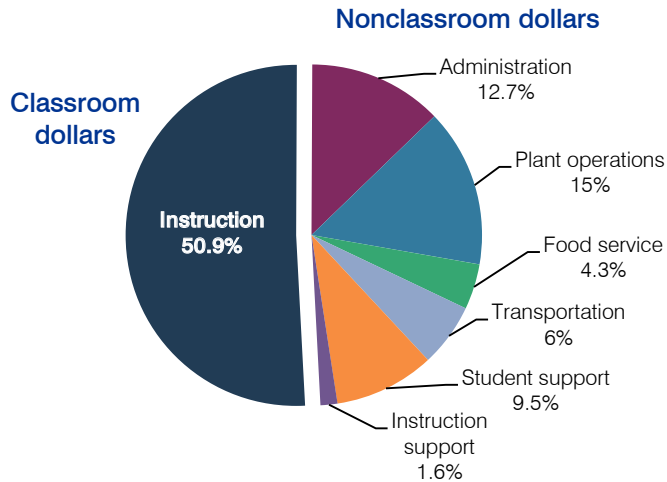
J.O. Combs Unified School District

Pinal County
 Efficiency peer groups 4 and T-8, Achievement peer group 4
 Legislative district(s): 8 and 16

District size / location: Medium-Large, Rural
 Students attending: 4,147
 Number of schools: 7

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 13 percent. Spending in the classroom varied year to year, decreasing overall from 59.1 to 50.9 percent. Spending on plant operations and student support increased substantially and spending on instruction support decreased substantially. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$753	\$748	\$736
	Students per administrator	83	66	66
Plant operations	Cost per square foot	\$5.65	\$5.53	\$6.09
	Square footage per student	158	173	152
Food service	Cost per meal equivalent	\$2.00	\$2.56	\$2.47
Transportation	Cost per mile	\$3.18	\$2.87	\$3.50
	Cost per rider	\$780	\$726	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,139	\$5,938	\$7,007	\$7,475	\$10,652
Classroom dollars	3,143	3,022	3,682	4,053	6,526
Nonclassroom dollars:	2,996	2,916	3,325	3,422	4,126
Administration	771	753	748	736	1,139
Plant operations	938	890	933	928	1,012
Food service	280	255	354	382	405
Transportation	350	356	369	362	443
Student support	531	563	540	578	592
Instruction support	126	99	381	436	535

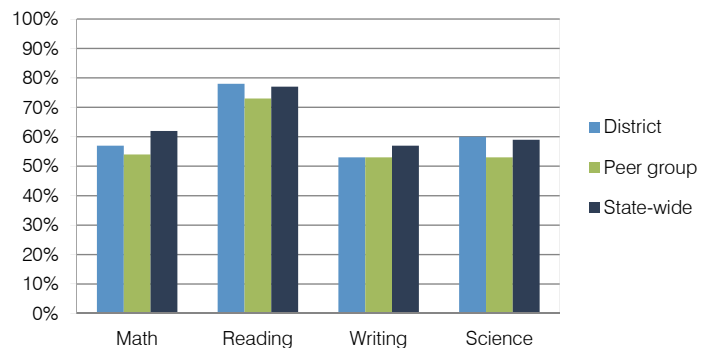
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	3	43%
C	4	57%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



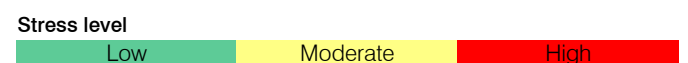
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	17%	15%	25%
Students per teacher	19.5	14.3	18.1
Average teacher salary	\$34,708	\$39,138	\$45,193
Amount from Proposition 301	\$2,639	\$3,133	\$3,195
Average years of teacher experience	7.5	10.9	11.0
Percentage of teachers in first 3 years	24%	17%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



Joseph City Unified School District

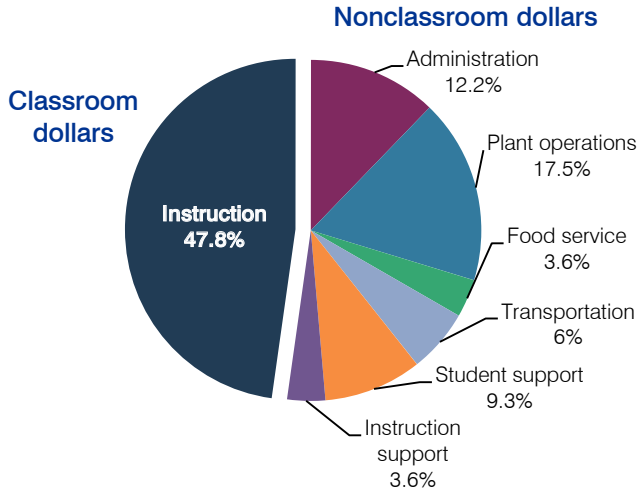
Navajo County
 Efficiency peer groups 6 and T-10, Achievement peer group 6
 Legislative district(s): 6 and 7

District size / location: Small, Rural
 Students attending: 456
 Number of schools: 2

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

Total spending per pupil increased by 2 percent. Spending in the classroom decreased from 50.9 to 47.8 percent. Overall, spending on administration increased, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,385	\$1,487	\$736
	Students per administrator	38	43	66
Plant operations	Cost per square foot	\$4.30	\$5.04	\$6.09
	Square footage per student	463	299	152
Food service	Cost per meal equivalent	\$3.97	\$3.19	\$2.47
Transportation	Cost per mile	\$1.49	\$2.26	\$3.50
	Cost per rider	\$622	\$935	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$11,260	\$11,365	\$9,872	\$7,475	\$10,652
Classroom dollars	5,421	5,430	4,866	4,053	6,526
Nonclassroom dollars:	5,839	5,935	5,006	3,422	4,126
Administration	1,524	1,385	1,487	736	1,139
Plant operations	1,831	1,989	1,438	928	1,012
Food service	416	410	454	382	405
Transportation	639	680	510	362	443
Student support	1,011	1,054	636	578	592
Instruction support	418	417	481	436	535

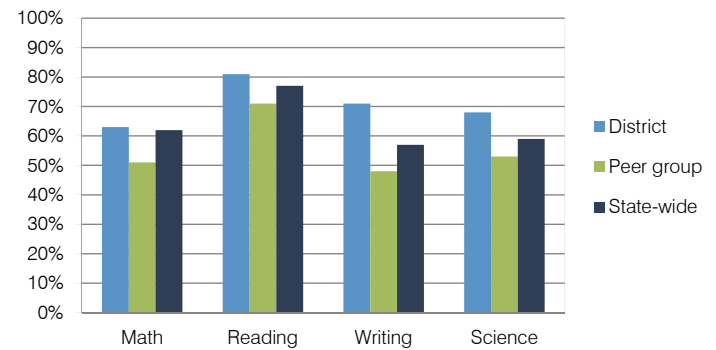
ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools ¹	Percentage of schools
A	1	33%
B	1	33%
C	1	33%
D	0	0%
F	0	0%
Not rated	0	0%

¹ Includes schools that share a campus and on-line schools.

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2011)	91%	80%	78%
Poverty rate (2011)	35%	31%	25%
Students per teacher	14.7	15.2	18.1
Average teacher salary	\$41,151	\$40,242	\$45,193
Amount from Proposition 301	\$3,415	\$3,191	\$3,195
Average years of teacher experience	13.9	12.0	11.0
Percentage of teachers in first 3 years	5%	16%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level: **Low** Moderate High

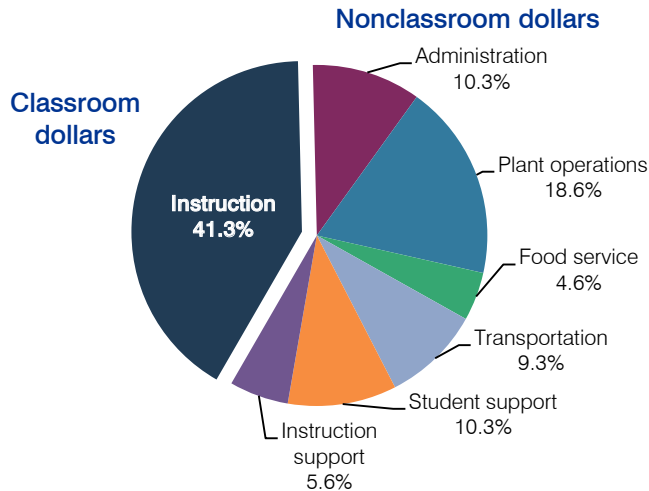
Kayenta Unified School District

Navajo County
 Efficiency peer groups 5 and T-11, Achievement peer group 8
 Legislative district(s): 7

District size / location: Medium, Rural
 Students attending: 1,955
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 3 percent. Spending in the classroom decreased from 45.3 to 41.3 percent. Overall, spending on administration decreased and spending on transportation and student support increased substantially. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,117	\$1,074	\$736
	Students per administrator	51	56	66
Plant operations	Cost per square foot	\$7.01	\$4.82	\$6.09
	Square footage per student	288	250	152
Food service	Cost per meal equivalent	\$2.10	\$2.97	\$2.47
Transportation	Cost per mile	\$2.50	\$2.21	\$3.50
	Cost per rider	\$1,257	\$978	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$10,811	\$10,803	\$8,416	\$7,475	\$10,652
Classroom dollars	4,502	4,458	4,202	4,053	6,526
Nonclassroom dollars:	6,309	6,345	4,214	3,422	4,126
Administration	1,131	1,117	1,074	736	1,139
Plant operations	1,884	2,015	1,179	928	1,012
Food service	445	493	412	382	405
Transportation	931	1,005	536	362	443
Student support	1,224	1,115	619	578	592
Instruction support	694	600	394	436	535

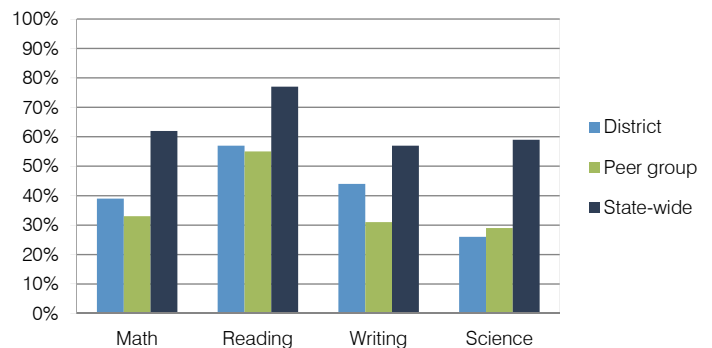
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	33%
D	2	67%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



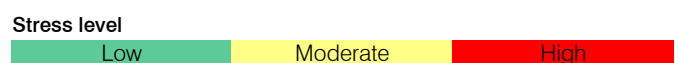
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	91%	92%	94%
Graduation rate (2011)	70%	69%	78%
Poverty rate (2011)	51%	49%	25%
Students per teacher	15.5	14.8	18.1
Average teacher salary	\$43,717	\$42,031	\$45,193
Amount from Proposition 301	\$1,897	\$3,203	\$3,195
Average years of teacher experience	14.3	11.5	11.0
Percentage of teachers in first 3 years	4%	19%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	Impact Aid Fund reserve
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



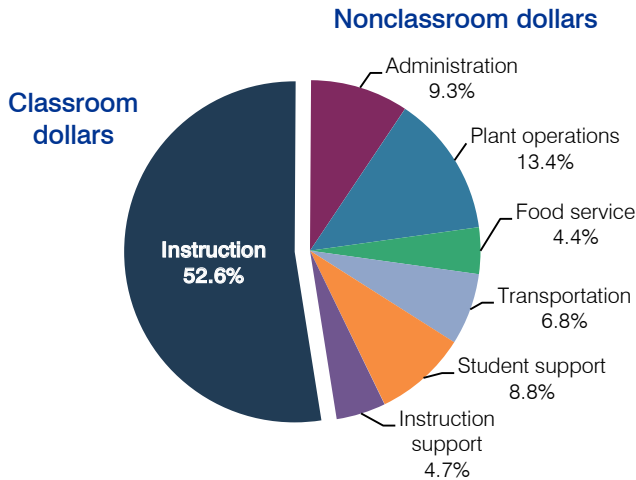
Kingman Unified School District

Mohave County
 Efficiency peer groups 4 and T-11, Achievement peer group 6
 Legislative district(s): 5

District size / location: Medium-Large, Town
 Students attending: 6,750
 Number of schools: 10

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 8 percent. Spending in the classroom decreased overall from 54.9 to 52.6 percent. Spending on plant operations, transportation, student support, and instruction support increased slightly, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$624	\$748	\$736
	Students per administrator	55	66	66
Plant operations	Cost per square foot	\$4.47	\$5.53	\$6.09
	Square footage per student	201	173	152
Food service	Cost per meal equivalent	\$2.35	\$2.56	\$2.47
Transportation	Cost per mile	\$2.10	\$2.21	\$3.50
	Cost per rider	\$945	\$978	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,390	\$6,723	\$7,007	\$7,475	\$10,652
Classroom dollars	3,390	3,536	3,682	4,053	6,526
Nonclassroom dollars:	3,000	3,187	3,325	3,422	4,126
Administration	628	624	748	736	1,139
Plant operations	808	901	933	928	1,012
Food service	275	298	354	382	405
Transportation	471	455	369	362	443
Student support	570	593	540	578	592
Instruction support	248	316	381	436	535

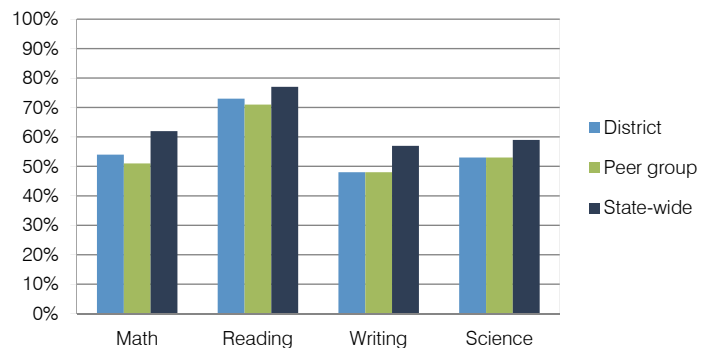
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	2	20%
B	3	30%
C	3	30%
D	2	20%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



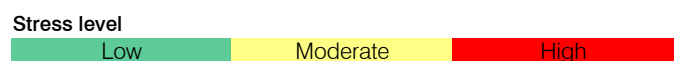
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2011)	76%	80%	78%
Poverty rate (2011)	31%	31%	25%
Students per teacher	17.6	15.2	18.1
Average teacher salary	\$35,809	\$40,242	\$45,193
Amount from Proposition 301	\$4,167	\$3,191	\$3,195
Average years of teacher experience	10.3	12.0	11.0
Percentage of teachers in first 3 years	19%	16%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.8%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



Kirkland Elementary School District

Yavapai County

Efficiency peer groups 11 and T-13, Achievement peer group 21

Legislative district(s): 1

District size / location:

Very small, Rural

Students attending:

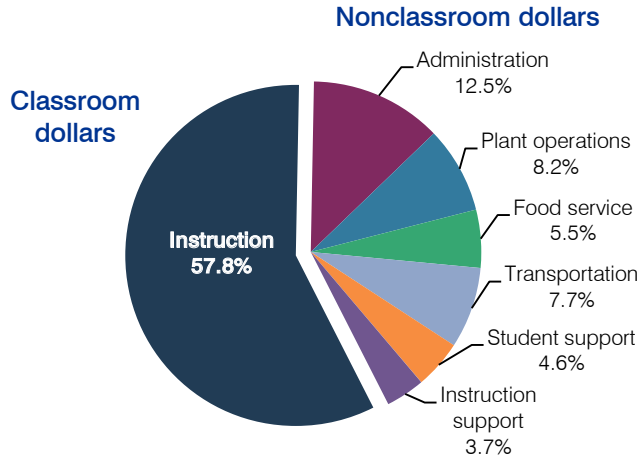
54

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Student enrollment decreased 9 percent, which contributed to the 30 percent increase in total spending per pupil. Spending in the classroom varied year to year, increasing overall from 52.9 to 57.8 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,986	\$2,472	\$736
	Students per administrator	36	30	66
Plant operations	Cost per square foot	\$6.72	\$6.93	\$6.09
	Square footage per student	193	320	152
Food service	Cost per meal equivalent	\$6.99	\$4.88	\$2.47
Transportation	Cost per mile	\$2.10	\$1.53	\$3.50
	Cost per rider	\$786	\$1,171	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$14,300	\$15,895	\$15,082	\$7,475	\$10,652
Classroom dollars	7,566	9,180	7,880	4,053	6,526
Nonclassroom dollars:	6,734	6,715	7,202	3,422	4,126
Administration	2,359	1,986	2,472	736	1,139
Plant operations	1,452	1,298	2,126	928	1,012
Food service	743	874	756	382	405
Transportation	1,344	1,234	970	362	443
Student support	764	737	541	578	592
Instruction support	72	586	337	436	535

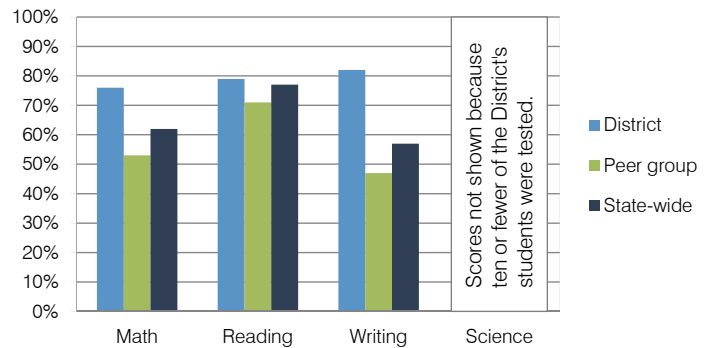
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	100%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	40%	39%	25%
Students per teacher	9.0	14.4	18.1
Average teacher salary	\$41,324	\$40,820	\$45,193
Amount from Proposition 301	\$2,367	\$2,313	\$3,195
Average years of teacher experience	13.2	11.7	11.0
Percentage of teachers in first 3 years	17%	12%	16%

Financial stress assessment

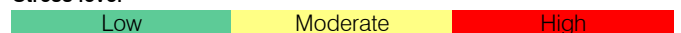
Overall financial stress level: **Low**

Measure: 2010 through 2012

Assessment

Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant

Stress level



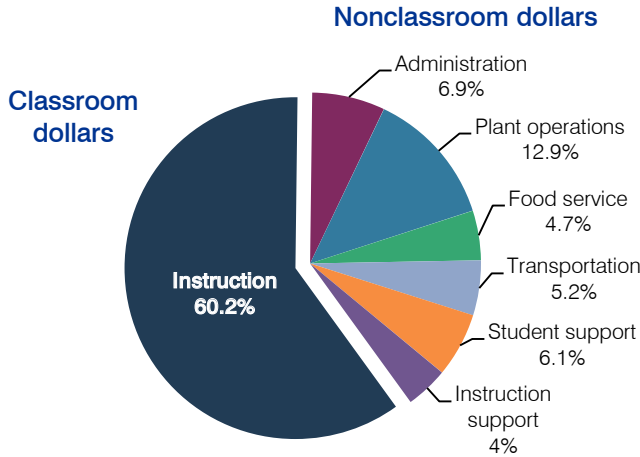
Kyrene Elementary School District

Maricopa County
 Efficiency peer groups 7 and T-3, Achievement peer group 13
 Legislative district(s): 18 and 27

District size / location: Large, City
 Students attending: 16,906
 Number of schools: 25

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 6 percent. Spending in the classroom decreased from 63.5 to 60.2 percent. Spending on plant operations and transportation increased, while spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$475	\$695	\$736
	Students per administrator	68	67	66
Plant operations	Cost per square foot	\$5.79	\$6.05	\$6.09
	Square footage per student	152	131	152
Food service	Cost per meal equivalent	\$2.97	\$2.41	\$2.47
Transportation	Cost per mile	\$3.40	\$3.80	\$3.50
	Cost per rider	\$881	\$940	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,736	\$6,841	\$7,254	\$7,475	\$10,652
Classroom dollars	4,160	4,121	3,944	4,053	6,526
Nonclassroom dollars:	2,576	2,720	3,310	3,422	4,126
Administration	463	475	695	736	1,139
Plant operations	790	882	794	928	1,012
Food service	315	318	489	382	405
Transportation	318	353	299	362	443
Student support	380	416	526	578	592
Instruction support	310	276	507	436	535

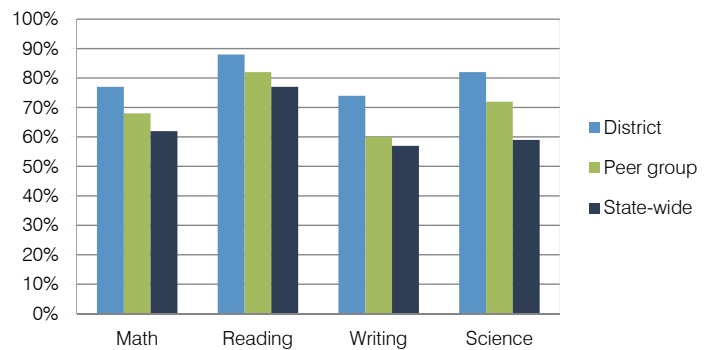
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	15	60%
B	9	36%
C	1	4%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	96%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	10%	16%	25%
Students per teacher	17.9	18.2	18.1
Average teacher salary	\$47,910	\$43,760	\$45,193
Amount from Proposition 301	\$2,091	\$3,355	\$3,195
Average years of teacher experience	12.9	8.6	11.0
Percentage of teachers in first 3 years	9%	19%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.9%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level: **Low** **Moderate** **High**

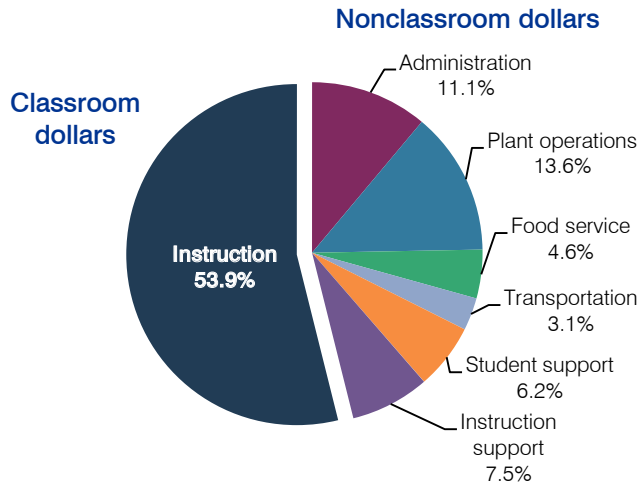
Lake Havasu Unified School District

Mohave County
 Efficiency peer groups 4 and T-11, Achievement peer group 5
 Legislative district(s): 5

District size / location: Medium-Large, Town
 Students attending: 5,474
 Number of schools: 8

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 2 percent. Spending in the classroom decreased from 60.2 to 53.9 percent. Spending on plant operations and instruction support increased substantially and spending on food service decreased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$718	\$748	\$736
	Students per administrator	66	66	66
Plant operations	Cost per square foot	\$6.13	\$5.53	\$6.09
	Square footage per student	143	173	152
Food service	Cost per meal equivalent	\$2.34	\$2.56	\$2.47
Transportation	Cost per mile	\$3.72	\$2.21	\$3.50
	Cost per rider	NR	\$978	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,633	\$6,449	\$7,007	\$7,475	\$10,652
Classroom dollars	3,746	3,476	3,682	4,053	6,526
Nonclassroom dollars:	2,887	2,973	3,325	3,422	4,126
Administration	708	718	748	736	1,139
Plant operations	866	875	933	928	1,012
Food service	284	298	354	382	405
Transportation	181	201	369	362	443
Student support	381	398	540	578	592
Instruction support	467	483	381	436	535

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

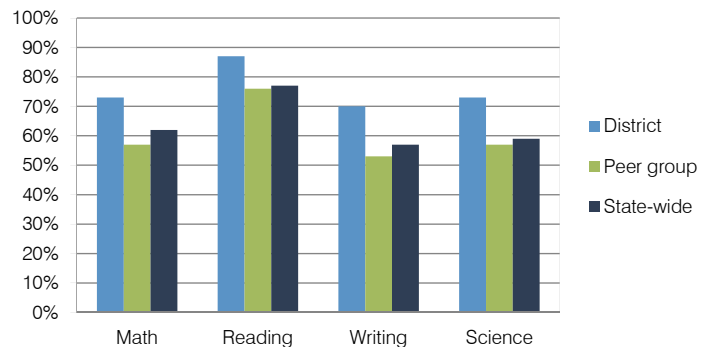
ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools ¹	Percentage of schools
A	0	0%
B	7	78%
C	1	11%
D	1	11%
F	0	0%
Not rated	0	0%

¹ Includes schools that share a campus and on-line schools.

Percentage of students who met state standards (AIMS)



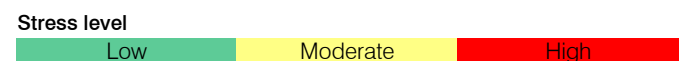
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2011)	73%	82%	78%
Poverty rate (2011)	26%	24%	25%
Students per teacher	18.0	17.0	18.1
Average teacher salary	\$38,440	\$40,636	\$45,193
Amount from Proposition 301	\$3,353	\$3,192	\$3,195
Average years of teacher experience	9.9	11.8	11.0
Percentage of teachers in first 3 years	13%	15%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	3.7%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



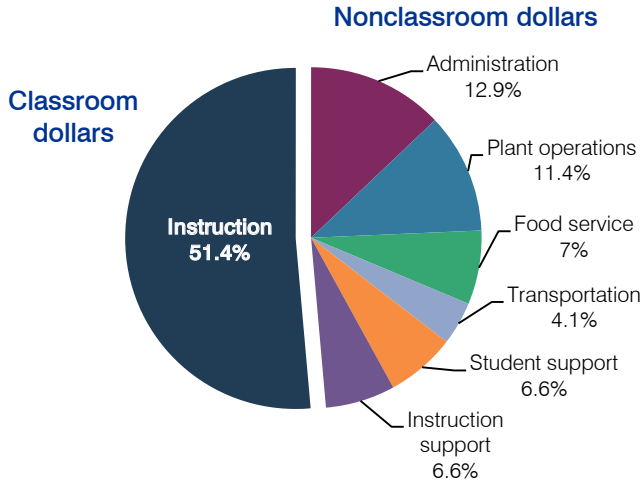
Laveen Elementary School District

Maricopa County
 Efficiency peer groups 8 and T-1, Achievement peer group 14
 Legislative district(s): 19 and 27

District size / location: Medium-Large, City
 Students attending: 5,185
 Number of schools: 6

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 5 percent. Spending in the classroom varied year to year, decreasing overall from 53.6 to 51.4 percent. Spending on plant operations, food service, and transportation increased, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$724	\$796	\$736
	Students per administrator	88	75	66
Plant operations	Cost per square foot	\$8.01	\$6.25	\$6.09
	Square footage per student	80	131	152
Food service	Cost per meal equivalent	\$2.16	\$2.45	\$2.47
Transportation	Cost per mile	\$5.56	\$5.69	\$3.50
	Cost per rider	\$506	\$569	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$5,707	\$5,653	\$6,968	\$7,475	\$10,652
Classroom dollars	2,954	2,905	3,582	4,053	6,526
Nonclassroom dollars:	2,753	2,748	3,386	3,422	4,126
Administration	702	724	796	736	1,139
Plant operations	724	643	811	928	1,012
Food service	368	396	523	382	405
Transportation	214	234	271	362	443
Student support	394	375	522	578	592
Instruction support	351	376	463	436	535

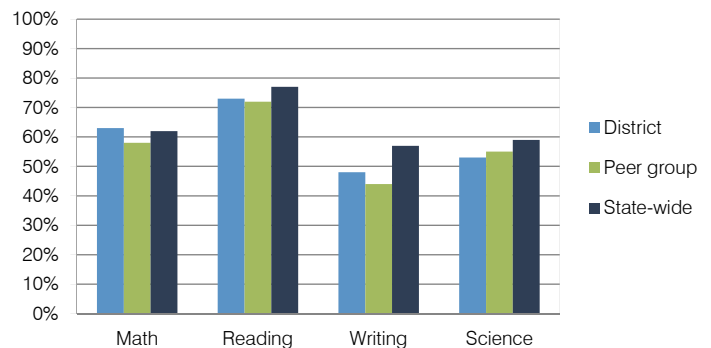
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	1	17%
B	5	83%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



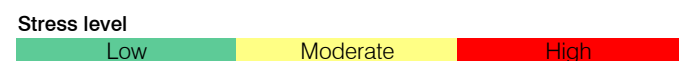
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	22%	25%	25%
Students per teacher	22.3	19.8	18.1
Average teacher salary	\$40,491	\$40,307	\$45,193
Amount from Proposition 301	\$1,598	\$2,532	\$3,195
Average years of teacher experience	5.3	7.3	11.0
Percentage of teachers in first 3 years	43%	27%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.2%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



Liberty Elementary School District

Maricopa County

Efficiency peer groups 8 and T-4, Achievement peer group 13

Legislative district(s): 4 and 13

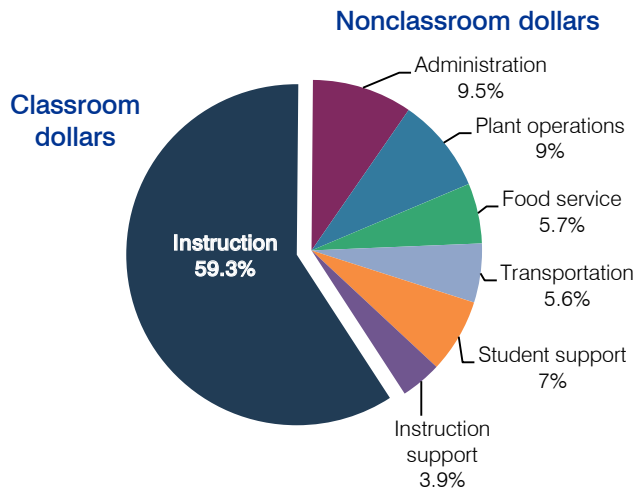
District size / location: Medium-Large, Suburb

Students attending: 3,105

Number of schools: 5

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 1 percent. Spending in the classroom decreased from 62.9 to 59.3 percent. Spending on food service and transportation increased, spending on student support increased substantially, and spending on instruction support decreased. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$633	\$796	\$736
	Students per administrator	76	75	66
Plant operations	Cost per square foot	\$5.20	\$6.25	\$6.09
	Square footage per student	116	131	152
Food service	Cost per meal equivalent	\$2.66	\$2.45	\$2.47
Transportation	Cost per mile	\$3.00	\$3.62	\$3.50
	Cost per rider	\$956	\$1,088	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,654	\$6,685	\$6,968	\$7,475	\$10,652
Classroom dollars	3,838	3,965	3,582	4,053	6,526
Nonclassroom dollars:	2,816	2,720	3,386	3,422	4,126
Administration	645	633	796	736	1,139
Plant operations	571	603	811	928	1,012
Food service	286	377	523	382	405
Transportation	357	375	271	362	443
Student support	500	471	522	578	592
Instruction support	457	261	463	436	535

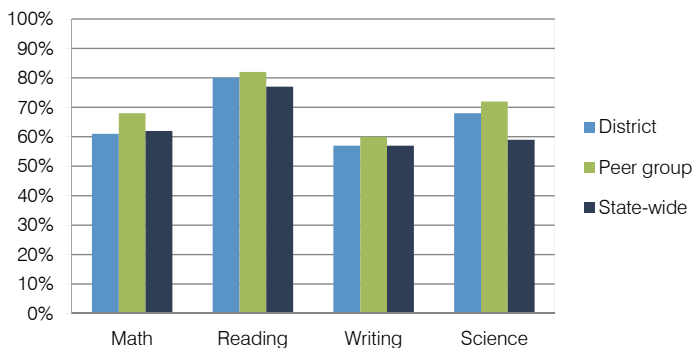
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	1	20%
B	2	40%
C	2	40%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	96%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	16%	16%	25%
Students per teacher	16.6	18.2	18.1
Average teacher salary	\$41,167	\$43,760	\$45,193
Amount from Proposition 301	\$3,827	\$3,355	\$3,195
Average years of teacher experience	9.7	8.6	11.0
Percentage of teachers in first 3 years	12%	19%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.1%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level: **Low** Moderate High

Litchfield Elementary School District

Maricopa County

Efficiency peer groups 7 and T-3, Achievement peer group 13

Legislative district(s): 13, 19 and 29

District size / location:

Large, Suburb

Students attending:

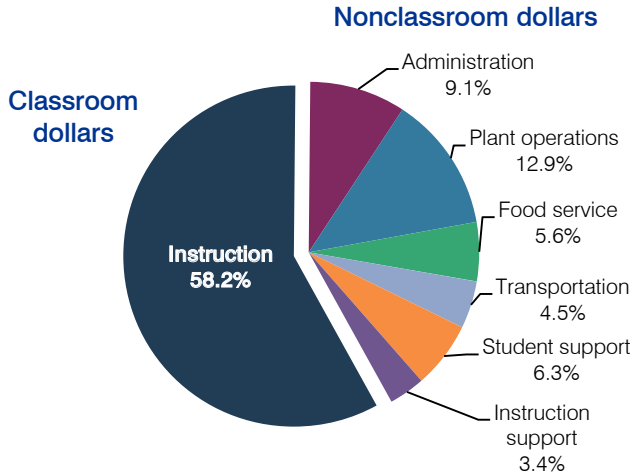
9,774

Number of schools:

13

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 8 percent. Spending in the classroom was stable, increasing slightly from 58 to 58.2 percent. Overall, spending on administration decreased, while spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$555	\$695	\$736
	Students per administrator	97	67	66
Plant operations	Cost per square foot	\$6.68	\$6.05	\$6.09
	Square footage per student	118	131	152
Food service	Cost per meal equivalent	\$2.04	\$2.41	\$2.47
Transportation	Cost per mile	\$3.41	\$3.80	\$3.50
	Cost per rider	\$795	\$940	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$5,941	\$6,111	\$7,254	\$7,475	\$10,652
Classroom dollars	3,472	3,555	3,944	4,053	6,526
Nonclassroom dollars:	2,469	2,556	3,310	3,422	4,126
Administration	520	555	695	736	1,139
Plant operations	756	787	794	928	1,012
Food service	320	346	489	382	405
Transportation	254	274	299	362	443
Student support	400	385	526	578	592
Instruction support	219	209	507	436	535

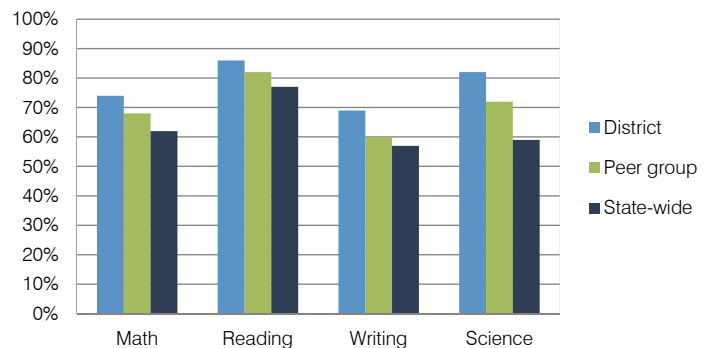
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	9	69%
B	4	31%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	96%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	13%	16%	25%
Students per teacher	20.1	18.2	18.1
Average teacher salary	\$45,845	\$43,760	\$45,193
Amount from Proposition 301	\$3,678	\$3,355	\$3,195
Average years of teacher experience	8.4	8.6	11.0
Percentage of teachers in first 3 years	18%	19%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	3.9%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level: **Low** **Moderate** **High**

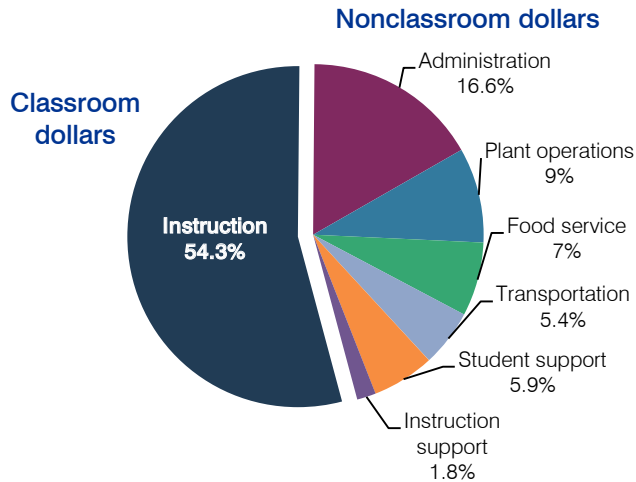
Littlefield Unified School District

Mohave County
 Efficiency peer groups 6 and T-8, Achievement peer group 8
 Legislative district(s): 5

District size / location: Small, Rural
 Students attending: 474
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 4 percent. Spending in the classroom varied year to year, decreasing overall from 55.4 to 54.3 percent. Spending on food service increased, spending on student support increased substantially, and spending on plant operations, transportation, and instruction support decreased. Spending on administration varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,338	\$1,487	\$736
	Students per administrator	50	43	66
Plant operations	Cost per square foot	\$4.26	\$5.04	\$6.09
	Square footage per student	170	299	152
Food service	Cost per meal equivalent	\$3.27	\$3.19	\$2.47
Transportation	Cost per mile	\$2.44	\$2.87	\$3.50
	Cost per rider	\$621	\$726	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,335	\$8,036	\$9,872	\$7,475	\$10,652
Classroom dollars	3,946	4,367	4,866	4,053	6,526
Nonclassroom dollars:	3,389	3,669	5,006	3,422	4,126
Administration	1,294	1,338	1,487	736	1,139
Plant operations	714	725	1,438	928	1,012
Food service	511	558	454	382	405
Transportation	369	437	510	362	443
Student support	351	471	636	578	592
Instruction support	150	140	481	436	535

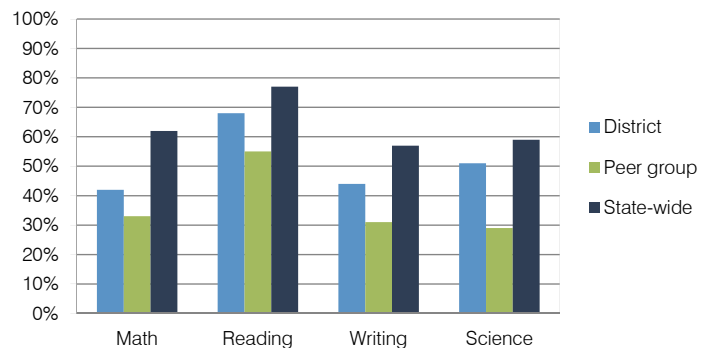
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	2	100%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



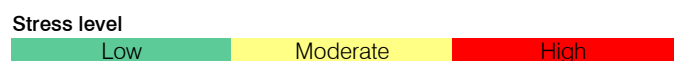
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	92%	94%
Graduation rate (2011)	67%	69%	78%
Poverty rate (2011)	47%	49%	25%
Students per teacher	14.0	14.8	18.1
Average teacher salary	\$40,699	\$42,031	\$45,193
Amount from Proposition 301	\$2,486	\$3,203	\$3,195
Average years of teacher experience	9.9	11.5	11.0
Percentage of teachers in first 3 years	29%	19%	16%

Financial stress assessment

Overall financial stress level: **High**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	2011, isolated
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	0.4%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Noncompliant



Littleton Elementary School District

Maricopa County

Efficiency peer groups 8 and T-1, Achievement peer group 13

Legislative district(s): 19

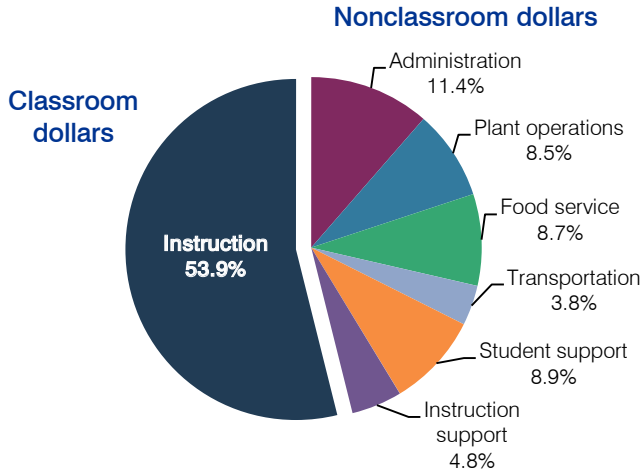
District size / location: Medium-Large, Suburb

Students attending: 4,812

Number of schools: 6

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 14 percent. Spending in the classroom varied year to year, decreasing overall from 56.8 to 53.9 percent. Spending on administration increased and spending on food service increased substantially. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$775	\$796	\$736
	Students per administrator	74	75	66
Plant operations	Cost per square foot	\$4.92	\$6.25	\$6.09
	Square footage per student	117	131	152
Food service	Cost per meal equivalent	\$2.35	\$2.45	\$2.47
Transportation	Cost per mile	\$5.86	\$5.69	\$3.50
	Cost per rider	\$715	\$569	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,638	\$6,814	\$6,968	\$7,475	\$10,652
Classroom dollars	3,798	3,676	3,582	4,053	6,526
Nonclassroom dollars:	2,840	3,138	3,386	3,422	4,126
Administration	633	775	796	736	1,139
Plant operations	574	576	811	928	1,012
Food service	579	593	523	382	405
Transportation	231	258	271	362	443
Student support	567	607	522	578	592
Instruction support	256	329	463	436	535

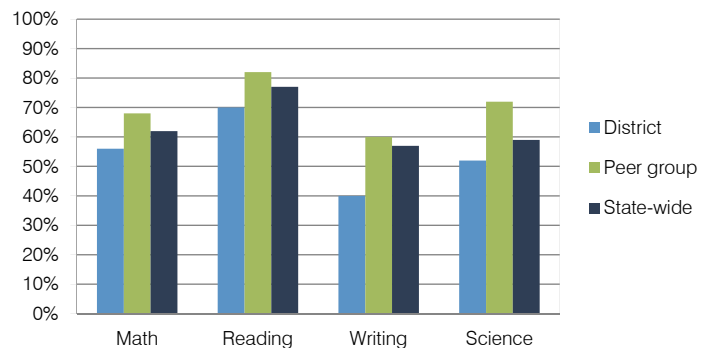
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	1	17%
B	3	50%
C	2	33%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



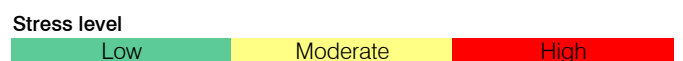
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	96%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	20%	16%	25%
Students per teacher	16.9	18.2	18.1
Average teacher salary	\$41,996	\$43,760	\$45,193
Amount from Proposition 301	\$4,497	\$3,355	\$3,195
Average years of teacher experience	6.1	8.6	11.0
Percentage of teachers in first 3 years	24%	19%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.1%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



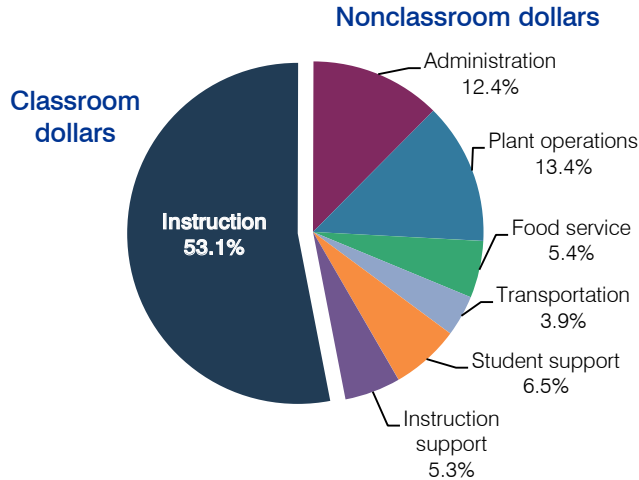
Madison Elementary School District

Maricopa County
 Efficiency peer groups 8 and T-2, Achievement peer group 13
 Legislative district(s): 24 and 28

District size / location: Medium-Large, City
 Students attending: 5,666
 Number of schools: 8

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 8 percent. Spending in the classroom decreased from 58.4 to 53.1 percent. Overall, spending on administration and plant operations increased substantially, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$813	\$796	\$736
	Students per administrator	60	75	66
Plant operations	Cost per square foot	\$6.31	\$6.25	\$6.09
	Square footage per student	139	131	152
Food service	Cost per meal equivalent	\$2.18	\$2.45	\$2.47
Transportation	Cost per mile	\$6.66	\$4.84	\$3.50
	Cost per rider	\$959	\$844	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,515	\$6,588	\$6,968	\$7,475	\$10,652
Classroom dollars	3,327	3,500	3,582	4,053	6,526
Nonclassroom dollars:	3,188	3,088	3,386	3,422	4,126
Administration	784	813	796	736	1,139
Plant operations	881	880	811	928	1,012
Food service	362	357	523	382	405
Transportation	246	260	271	362	443
Student support	448	428	522	578	592
Instruction support	467	350	463	436	535

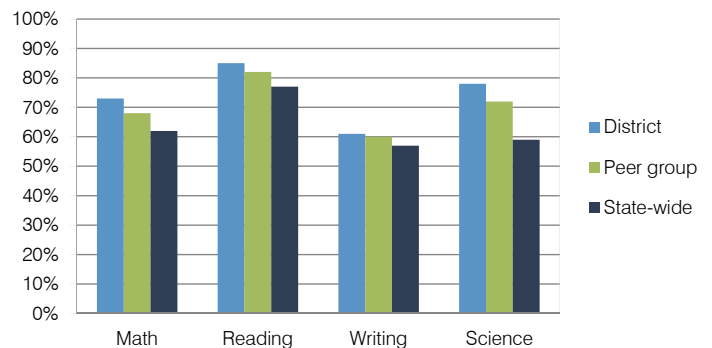
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	4	50%
B	3	38%
C	1	13%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	96%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	21%	16%	25%
Students per teacher	19.5	18.2	18.1
Average teacher salary	\$41,884	\$43,760	\$45,193
Amount from Proposition 301	\$2,681	\$3,355	\$3,195
Average years of teacher experience	6.0	8.6	11.0
Percentage of teachers in first 3 years	33%	19%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.3%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level: **Low** Moderate High

Maine Consolidated School District

Coconino County

Efficiency peer groups 11 and T-13, Achievement peer group 17

Legislative district(s): 6

District size / location:

Very small, Rural

Students attending:

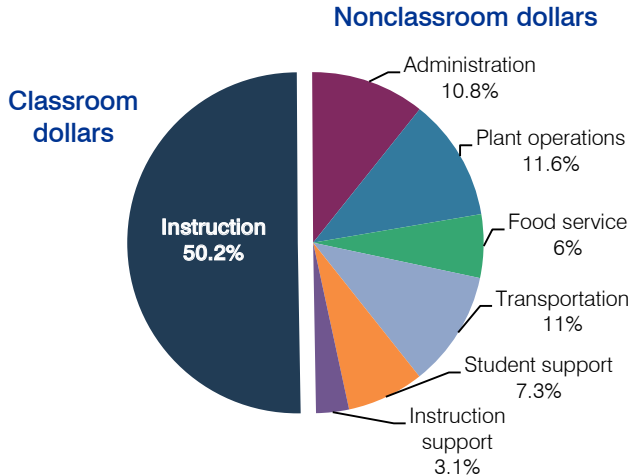
126

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 13 percent. Spending in the classroom varied year to year, increasing overall from 46.8 to 50.2 percent. Spending on some nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration, plant operations, and transportation decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,617	\$2,472	\$736
	Students per administrator	42	30	66
Plant operations	Cost per square foot	\$7.37	\$6.93	\$6.09
	Square footage per student	235	320	152
Food service	Cost per meal equivalent	\$6.93	\$4.88	\$2.47
Transportation	Cost per mile	\$2.93	\$1.53	\$3.50
	Cost per rider	\$1,648	\$1,171	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$15,704	\$14,950	\$15,082	\$7,475	\$10,652
Classroom dollars	8,212	7,512	7,880	4,053	6,526
Nonclassroom dollars:	7,492	7,438	7,202	3,422	4,126
Administration	1,823	1,617	2,472	736	1,139
Plant operations	1,765	1,736	2,126	928	1,012
Food service	869	893	756	382	405
Transportation	1,643	1,640	970	362	443
Student support	1,003	1,084	541	578	592
Instruction support	389	468	337	436	535

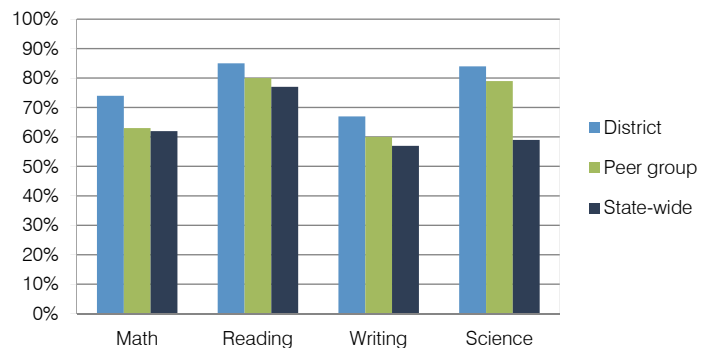
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



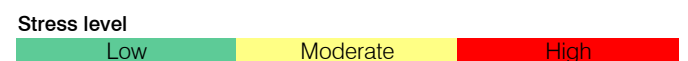
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	15%	9%	25%
Students per teacher	8.1	9.6	18.1
Average teacher salary	\$39,361	\$42,030	\$45,193
Amount from Proposition 301	\$1,167	\$2,164	\$3,195
Average years of teacher experience	9.4	10.4	11.0
Percentage of teachers in first 3 years	7%	7%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.8%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



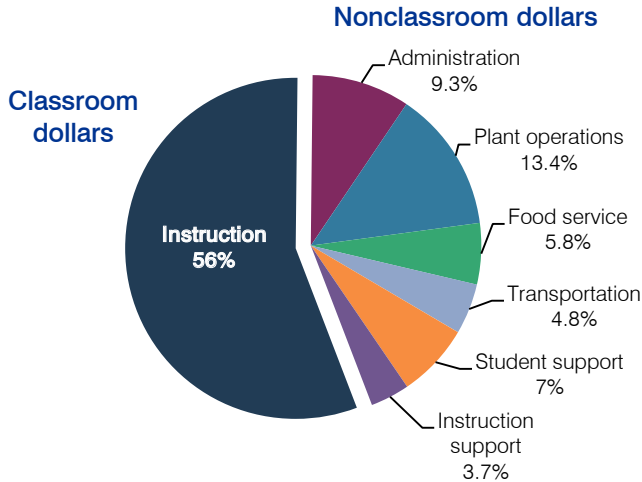
Mammoth-San Manuel Unified School District

Pinal County
 Efficiency peer groups 5 and T-8, Achievement peer group 5
 Legislative district(s): 8

District size / location: Medium, Town
 Students attending: 909
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 5 percent. Spending in the classroom varied year to year, increasing overall from 54.9 to 56 percent. Spending on administration decreased substantially and spending on student support increased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$739	\$1,074	\$736
	Students per administrator	58	56	66
Plant operations	Cost per square foot	\$3.21	\$4.82	\$6.09
	Square footage per student	330	250	152
Food service	Cost per meal equivalent	\$2.72	\$2.97	\$2.47
Transportation	Cost per mile	\$1.82	\$2.87	\$3.50
	Cost per rider	\$444	\$726	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$8,003	\$7,924	\$8,416	\$7,475	\$10,652
Classroom dollars	4,276	4,434	4,202	4,053	6,526
Nonclassroom dollars:	3,727	3,490	4,214	3,422	4,126
Administration	943	739	1,074	736	1,139
Plant operations	1,085	1,061	1,179	928	1,012
Food service	439	457	412	382	405
Transportation	354	378	536	362	443
Student support	619	557	619	578	592
Instruction support	287	298	394	436	535

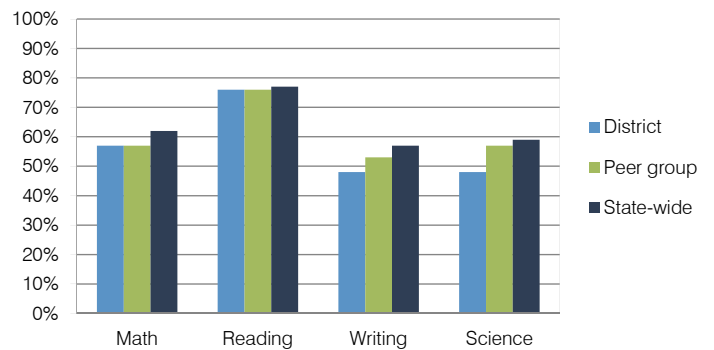
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	3	75%
D	1	25%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



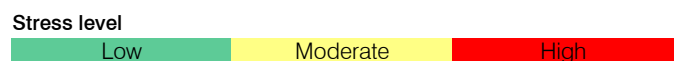
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2011)	82%	82%	78%
Poverty rate (2011)	26%	24%	25%
Students per teacher	14.7	17.0	18.1
Average teacher salary	\$39,716	\$40,636	\$45,193
Amount from Proposition 301	\$2,924	\$3,192	\$3,195
Average years of teacher experience	11.2	11.8	11.0
Percentage of teachers in first 3 years	13%	15%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



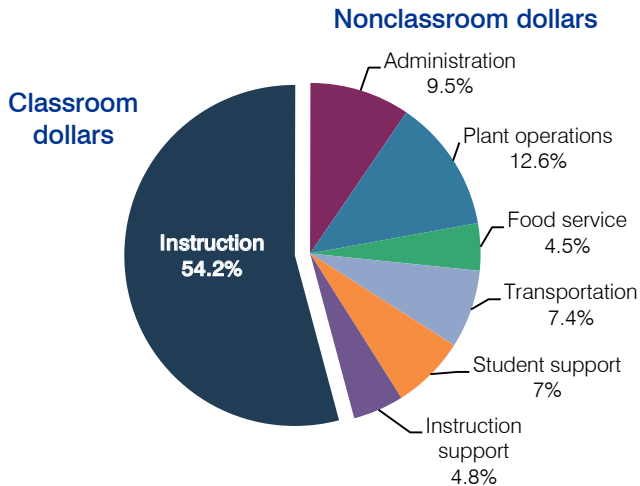
Marana Unified School District

Pima County
 Efficiency peer groups 2 and T-4, Achievement peer group 2
 Legislative district(s): 9 and 11

District size / location: Large, Suburb
 Students attending: 11,965
 Number of schools: 17

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 7 percent. Spending in the classroom decreased from 59.1 to 54.2 percent. Spending on administration, food service, student support, and instruction support increased, while spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$677	\$636	\$736
	Students per administrator	64	68	66
Plant operations	Cost per square foot	\$6.28	\$6.49	\$6.09
	Square footage per student	143	144	152
Food service	Cost per meal equivalent	\$2.50	\$2.34	\$2.47
Transportation	Cost per mile	\$3.24	\$3.62	\$3.50
	Cost per rider	\$996	\$1,088	\$982

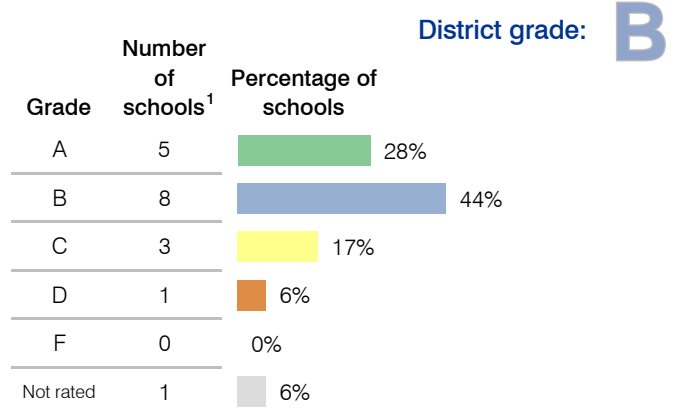
Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,940	\$7,150	\$6,835	\$7,475	\$10,652
Classroom dollars	3,893	3,875	3,705	4,053	6,526
Nonclassroom dollars:	3,047	3,275	3,130	3,422	4,126
Administration	576	677	636	736	1,139
Plant operations	856	898	929	928	1,012
Food service	301	320	316	382	405
Transportation	527	527	352	362	443
Student support	449	504	510	578	592
Instruction support	338	349	387	436	535

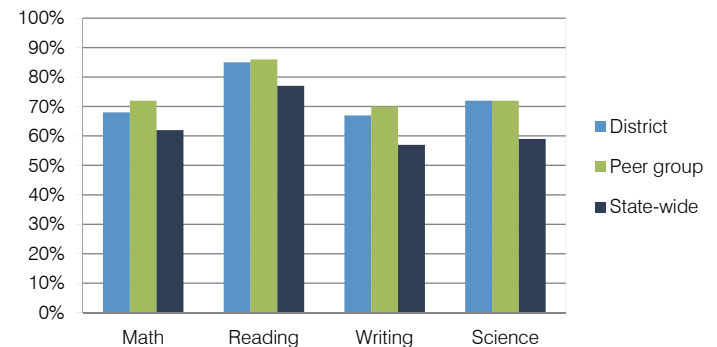
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades



¹ Includes schools that share a campus and on-line schools.

Percentage of students who met state standards (AIMS)



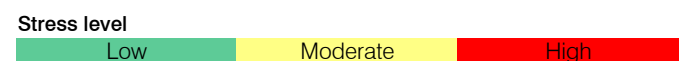
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2011)	84%	90%	78%
Poverty rate (2011)	15%	14%	25%
Students per teacher	15.9	18.0	18.1
Average teacher salary	\$38,841	\$45,087	\$45,193
Amount from Proposition 301	\$3,157	\$3,095	\$3,195
Average years of teacher experience	11.7	10.9	11.0
Percentage of teachers in first 3 years	13%	14%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant



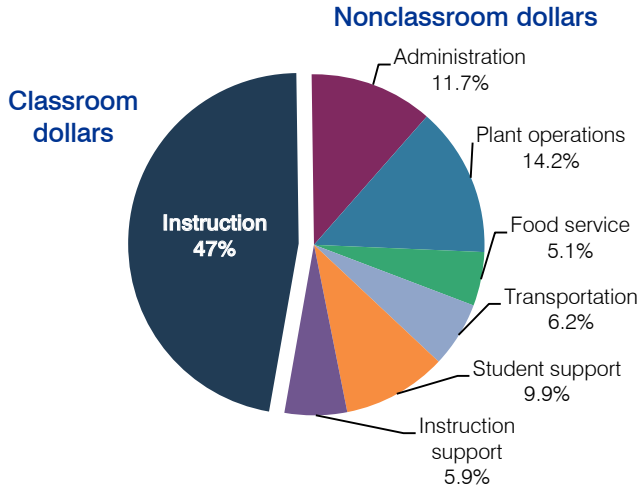
Maricopa Unified School District

Pinal County
 Efficiency peer groups 4 and T-7, Achievement peer group 4
 Legislative district(s): 11

District size / location: Medium-Large, Rural
 Students attending: 5,402
 Number of schools: 9

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 30 percent. Spending in the classroom varied year to year, decreasing overall from 55.2 to 47 percent. Spending on plant operations increased substantially and spending on transportation and instruction support increased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$809	\$748	\$736
	Students per administrator	89	66	66
Plant operations	Cost per square foot	\$6.63	\$5.53	\$6.09
	Square footage per student	148	173	152
Food service	Cost per meal equivalent	\$2.14	\$2.56	\$2.47
Transportation	Cost per mile	\$3.52	\$3.29	\$3.50
	Cost per rider	\$672	\$644	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,049	\$6,924	\$7,007	\$7,475	\$10,652
Classroom dollars	3,499	3,252	3,682	4,053	6,526
Nonclassroom dollars:	3,550	3,672	3,325	3,422	4,126
Administration	754	809	748	736	1,139
Plant operations	952	983	933	928	1,012
Food service	356	354	354	382	405
Transportation	418	431	369	362	443
Student support	674	685	540	578	592
Instruction support	396	410	381	436	535

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

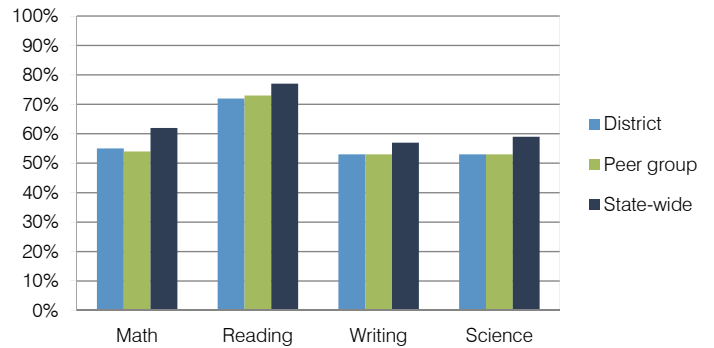
ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools ¹	Percentage of schools
A	1	10%
B	3	30%
C	3	30%
D	3	30%
F	0	0%
Not rated	0	0%

¹ Includes schools that share a campus and on-line schools.

Percentage of students who met state standards (AIMS)



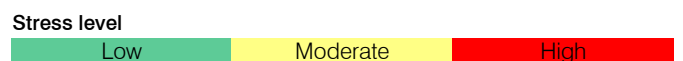
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2011)	76%	86%	78%
Poverty rate (2011)	13%	15%	25%
Students per teacher	17.4	14.3	18.1
Average teacher salary	\$36,066	\$39,138	\$45,193
Amount from Proposition 301	\$2,005	\$3,133	\$3,195
Average years of teacher experience	8.6	10.9	11.0
Percentage of teachers in first 3 years	5%	17%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	2.2%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



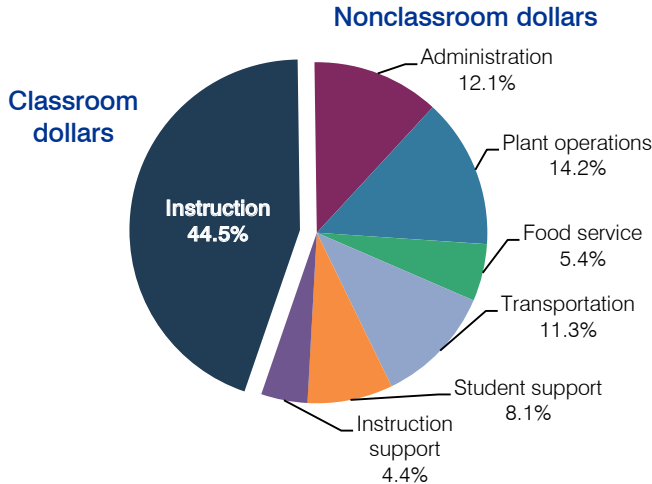
Mayer Unified School District

Yavapai County
 Efficiency peer groups 6 and T-11, Achievement peer group 5
 Legislative district(s): 1

District size / location: Small, Rural
 Students attending: 469
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 8 percent. Spending in the classroom varied year to year, decreasing overall from 49.8 to 44.5 percent. Spending on transportation, student support, and instruction support increased substantially, and spending on administration decreased substantially. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,059	\$1,487	\$736
	Students per administrator	55	43	66
Plant operations	Cost per square foot	\$5.53	\$5.04	\$6.09
	Square footage per student	225	299	152
Food service	Cost per meal equivalent	\$2.60	\$3.19	\$2.47
Transportation	Cost per mile	\$2.26	\$2.21	\$3.50
	Cost per rider	\$1,079	\$978	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$10,266	\$8,730	\$9,872	\$7,475	\$10,652
Classroom dollars	4,894	3,887	4,866	4,053	6,526
Nonclassroom dollars:	5,372	4,843	5,006	3,422	4,126
Administration	1,241	1,059	1,487	736	1,139
Plant operations	1,474	1,243	1,438	928	1,012
Food service	547	472	454	382	405
Transportation	981	977	510	362	443
Student support	868	704	636	578	592
Instruction support	261	388	481	436	535

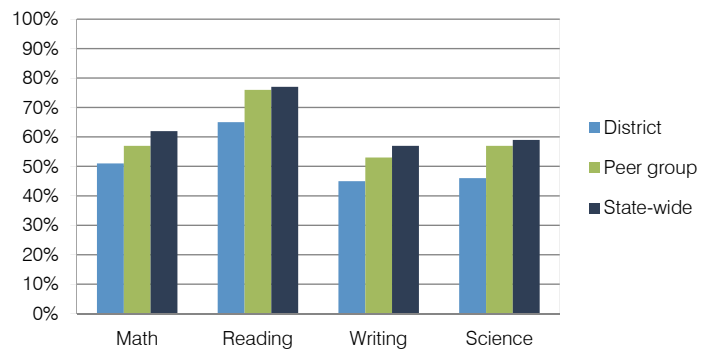
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	50%
D	1	50%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



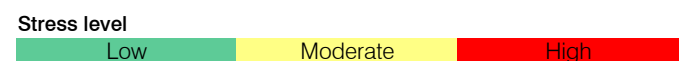
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	91%	94%	94%
Graduation rate (2011)	69%	82%	78%
Poverty rate (2011)	27%	24%	25%
Students per teacher	18.0	17.0	18.1
Average teacher salary	\$38,855	\$40,636	\$45,193
Amount from Proposition 301	\$2,500	\$3,192	\$3,195
Average years of teacher experience	11.2	11.8	11.0
Percentage of teachers in first 3 years	19%	15%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.5%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



McNary Elementary School District

Apache County

Efficiency peer groups 11 and T-13, Achievement peer group 21

Legislative district(s): 7

District size / location:

Very small, Rural

Students attending:

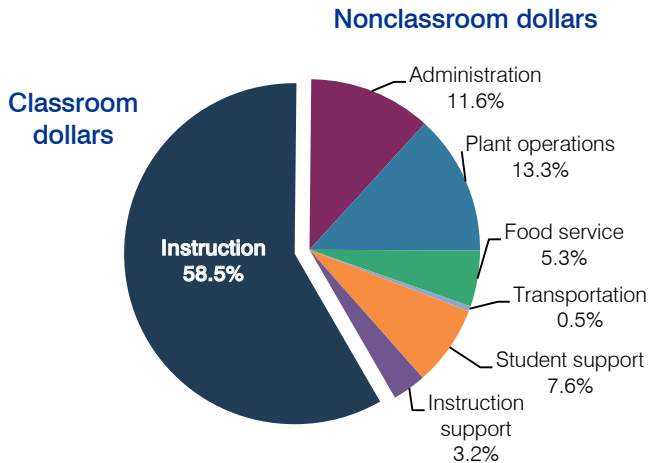
104

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Student enrollment decreased 34 percent, which contributed to the 55 percent increase in total spending per pupil. Spending in the classroom varied year to year, decreasing overall from 64.9 to 58.5 percent. Spending on some nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on student support increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,890	\$2,472	\$736
	Students per administrator	26	30	66
Plant operations	Cost per square foot	\$5.64	\$6.93	\$6.09
	Square footage per student	383	320	152
Food service	Cost per meal equivalent	\$3.46	\$4.88	\$2.47
Transportation	Cost per mile	\$0.69	\$1.53	\$3.50
	Cost per rider	\$1,213	\$1,171	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$12,835	\$16,252	\$15,082	\$7,475	\$10,652
Classroom dollars	6,831	9,510	7,880	4,053	6,526
Nonclassroom dollars:	6,004	6,742	7,202	3,422	4,126
Administration	1,659	1,890	2,472	736	1,139
Plant operations	1,890	2,161	2,126	928	1,012
Food service	845	859	756	382	405
Transportation	85	82	970	362	443
Student support	1,021	1,228	541	578	592
Instruction support	504	522	337	436	535

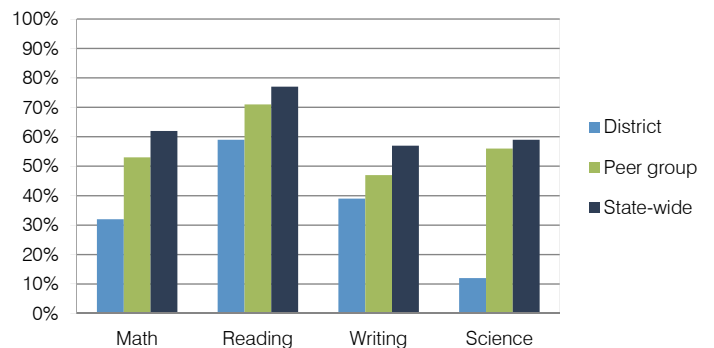
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	0	0%
D	1	100%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	43%	39%	25%
Students per teacher	10.4	14.4	18.1
Average teacher salary	\$34,860	\$40,820	\$45,193
Amount from Proposition 301	\$2,316	\$2,313	\$3,195
Average years of teacher experience	8.4	11.7	11.0
Percentage of teachers in first 3 years	0%	12%	16%

Financial stress assessment

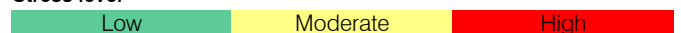
Overall financial stress level: **Low**

Measure: 2010 through 2012

Assessment

Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	2011, isolated
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	Impact Aid Fund reserve
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



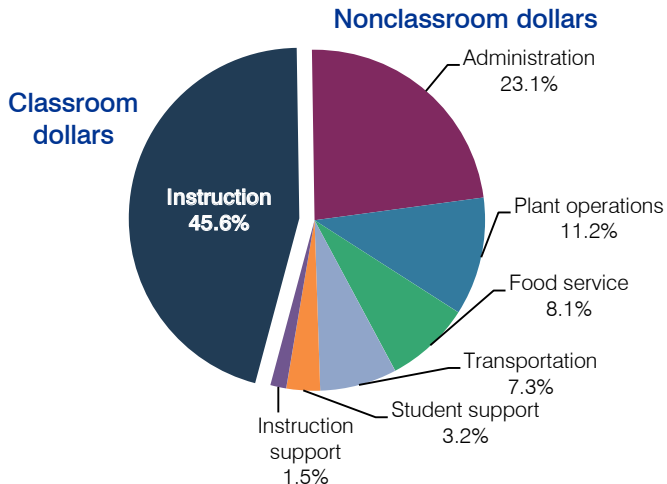
McNeal Elementary School District

Cochise County
 Efficiency peer groups 11 and T-13, Achievement peer group 20
 Legislative district(s): 14

District size / location: Very small, Rural
 Students attending: 54
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 13 percent. Spending in the classroom varied year to year, decreasing overall from 54 to 45.6 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration and transportation increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,611	\$2,472	\$736
	Students per administrator	27	30	66
Plant operations	Cost per square foot	\$8.00	\$6.93	\$6.09
	Square footage per student	159	320	152
Food service	Cost per meal equivalent	\$3.80	\$4.88	\$2.47
Transportation	Cost per mile	\$0.87	\$1.53	\$3.50
	Cost per rider	\$817	\$1,171	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$13,260	\$11,306	\$15,082	\$7,475	\$10,652
Classroom dollars	6,224	5,159	7,880	4,053	6,526
Nonclassroom dollars:	7,036	6,147	7,202	3,422	4,126
Administration	3,113	2,611	2,472	736	1,139
Plant operations	1,532	1,268	2,126	928	1,012
Food service	932	912	756	382	405
Transportation	660	822	970	362	443
Student support	701	367	541	578	592
Instruction support	98	167	337	436	535

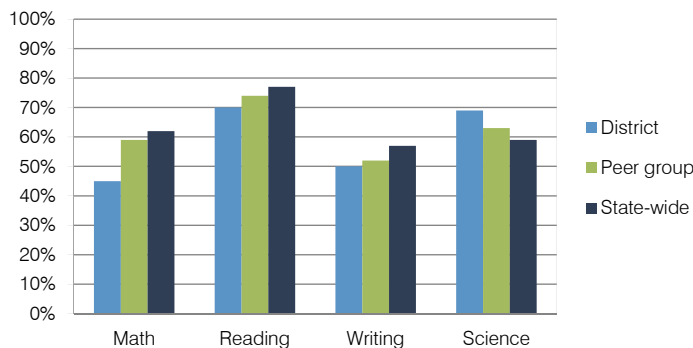
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	100%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



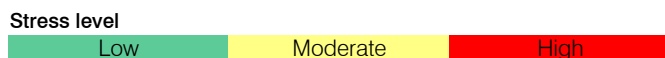
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	28%	29%	25%
Students per teacher	13.5	12.6	18.1
Average teacher salary	\$41,576	\$45,750	\$45,193
Amount from Proposition 301	\$2,974	\$2,292	\$3,195
Average years of teacher experience	20.3	13.0	11.0
Percentage of teachers in first 3 years	0%	13%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	1.1%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



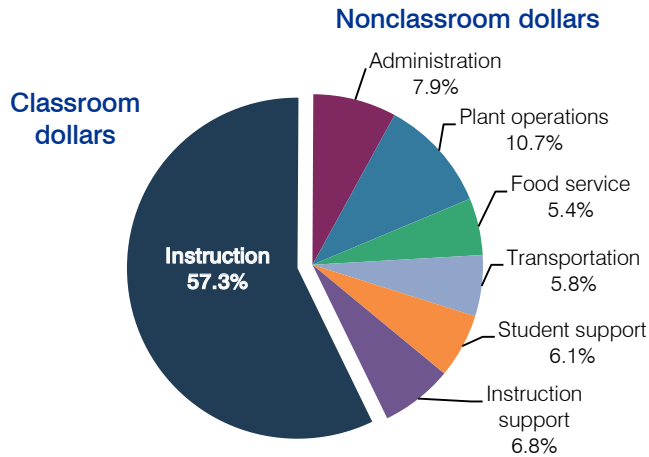
Mesa Unified School District

Maricopa County
 Efficiency peer groups 1 and T-4, Achievement peer group 3
 Legislative district(s): 16, 17, 18, 23, 25 and 26

District size / location: Very large, City
 Students attending: 60,857
 Number of schools: 82

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 4 percent. Spending in the classroom decreased from 62.1 to 57.3 percent. Spending on transportation increased and spending on instruction support increased substantially. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$606	\$620	\$736
	Students per administrator	74	79	66
Plant operations	Cost per square foot	\$6.05	\$5.88	\$6.09
	Square footage per student	136	144	152
Food service	Cost per meal equivalent	\$2.44	\$2.46	\$2.47
Transportation	Cost per mile	\$4.66	\$3.62	\$3.50
	Cost per rider	\$1,428	\$1,088	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,732	\$7,682	\$7,111	\$7,475	\$10,652
Classroom dollars	4,452	4,398	4,052	4,053	6,526
Nonclassroom dollars:	3,280	3,284	3,059	3,422	4,126
Administration	595	606	620	736	1,139
Plant operations	887	822	843	928	1,012
Food service	404	414	321	382	405
Transportation	444	448	340	362	443
Student support	435	472	567	578	592
Instruction support	515	522	368	436	535

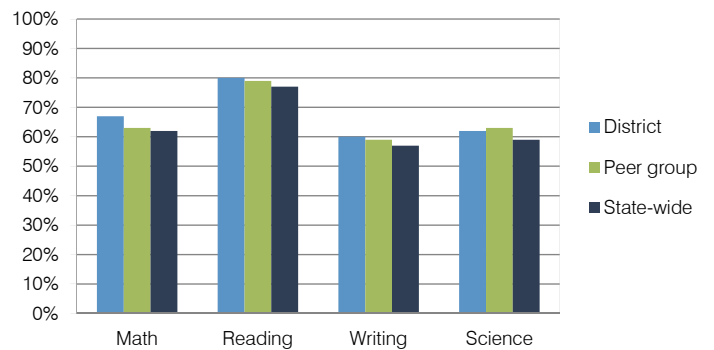
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	22	27%
B	33	40%
C	20	24%
D	3	4%
F	0	0%
Not rated	4	5%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2011)	76%	80%	78%
Poverty rate (2011)	25%	24%	25%
Students per teacher	19.2	18.2	18.1
Average teacher salary	\$54,398	\$45,442	\$45,193
Amount from Proposition 301	\$4,099	\$3,594	\$3,195
Average years of teacher experience	14.5	11.8	11.0
Percentage of teachers in first 3 years	10%	14%	16%

Financial stress assessment

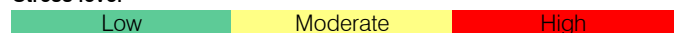
Overall financial stress level: **Low**

Measure: 2010 through 2012

Assessment

Number of students attending	Concentrated decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



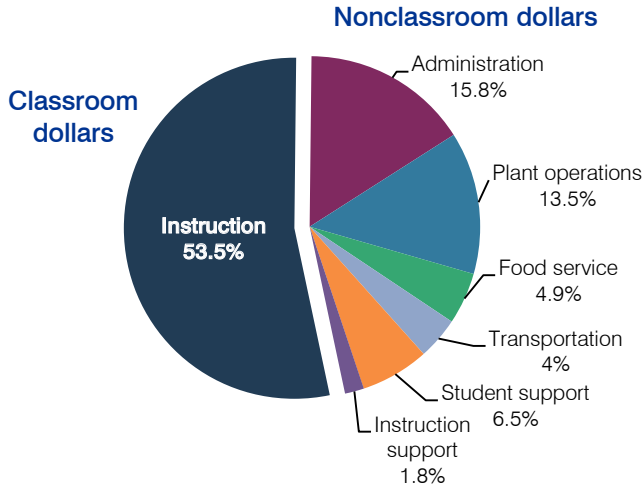
Miami Unified School District

Gila County
 Efficiency peer groups 5 and T-7, Achievement peer group 7
 Legislative district(s): 8

District size / location: Medium, Town
 Students attending: 1,151
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 6 percent. Spending in the classroom varied year to year, increasing overall from 51.6 to 53.5 percent. Spending on food service decreased. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,129	\$1,074	\$736
	Students per administrator	58	56	66
Plant operations	Cost per square foot	\$4.10	\$4.82	\$6.09
	Square footage per student	236	250	152
Food service	Cost per meal equivalent	\$2.66	\$2.97	\$2.47
Transportation	Cost per mile	\$3.71	\$3.29	\$3.50
	Cost per rider	\$819	\$644	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,211	\$7,155	\$8,416	\$7,475	\$10,652
Classroom dollars	3,993	3,826	4,202	4,053	6,526
Nonclassroom dollars:	3,218	3,329	4,214	3,422	4,126
Administration	1,086	1,129	1,074	736	1,139
Plant operations	972	968	1,179	928	1,012
Food service	343	350	412	382	405
Transportation	281	286	536	362	443
Student support	474	469	619	578	592
Instruction support	62	127	394	436	535

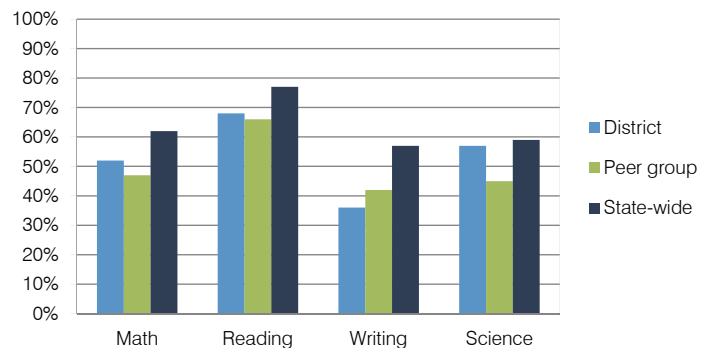
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	1	25%
B	0	0%
C	2	50%
D	1	25%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



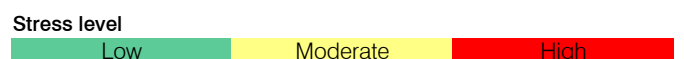
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	93%	94%
Graduation rate (2011)	75%	76%	78%
Poverty rate (2011)	38%	40%	25%
Students per teacher	17.5	15.6	18.1
Average teacher salary	\$41,097	\$42,644	\$45,193
Amount from Proposition 301	\$3,423	\$3,127	\$3,195
Average years of teacher experience	15.9	13.0	11.0
Percentage of teachers in first 3 years	8%	13%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	3.7%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



Mingus Union High School District

Yavapai County

Efficiency peer groups 5 and T-7, Achievement peer group 11

Legislative district(s): 1 and 6

District size / location:

Medium, Town

Students attending:

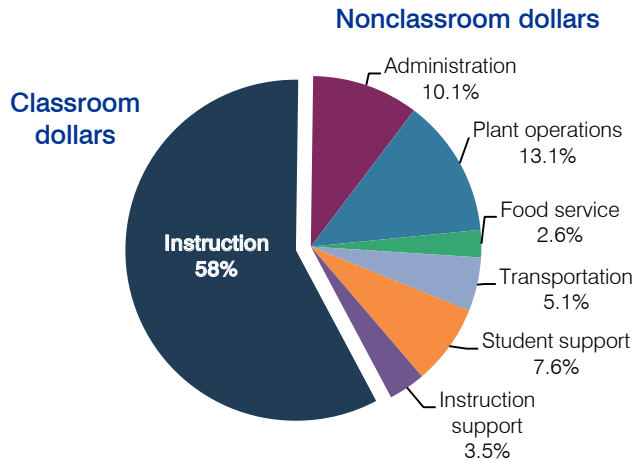
1,186

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 6 percent. Spending in the classroom varied year to year, decreasing overall from 62.4 to 58 percent. Spending on plant operations, food service, and instruction support increased, and spending on student support decreased substantially. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$737	\$1,074	\$736
	Students per administrator	61	56	66
Plant operations	Cost per square foot	\$5.71	\$4.82	\$6.09
	Square footage per student	167	250	152
Food service	Cost per meal equivalent	\$3.06	\$2.97	\$2.47
Transportation	Cost per mile	\$3.63	\$3.29	\$3.50
	Cost per rider	\$642	\$644	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,785	\$7,335	\$8,416	\$7,475	\$10,652
Classroom dollars	3,732	4,257	4,202	4,053	6,526
Nonclassroom dollars:	3,053	3,078	4,214	3,422	4,126
Administration	778	737	1,074	736	1,139
Plant operations	920	957	1,179	928	1,012
Food service	249	192	412	382	405
Transportation	307	372	536	362	443
Student support	552	560	619	578	592
Instruction support	247	260	394	436	535

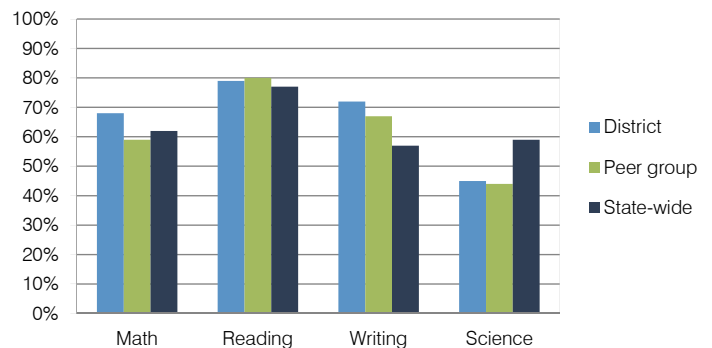
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2011)	80%	86%	78%
Poverty rate (2011)	19%	22%	25%
Students per teacher	20.1	14.0	18.1
Average teacher salary	\$42,996	\$39,650	\$45,193
Amount from Proposition 301	\$5,849	\$3,669	\$3,195
Average years of teacher experience	8.6	10.6	11.0
Percentage of teachers in first 3 years	31%	31%	16%

Financial stress assessment

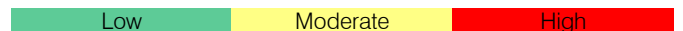
Overall financial stress level: **Moderate**

Measure: 2010 through 2012

Assessment

Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	1.8%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



Mobile Elementary School District

Maricopa County

Efficiency peer groups 11 and T-13, Achievement peer group 17

Legislative district(s): 4

District size / location:

Very small, Rural

Students attending:

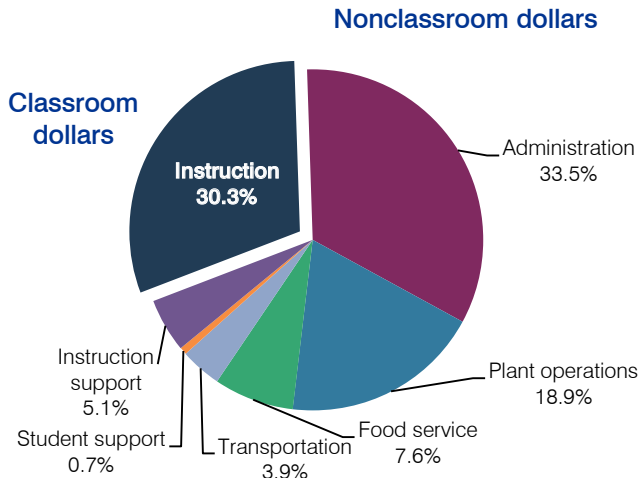
28

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 6 percent. Spending in the classroom varied year to year, increasing overall from 26.9 to 30.3 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration and plant operations decreased, and spending instruction support increased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$9,790	\$2,472	\$736
	Students per administrator	14	30	66
Plant operations	Cost per square foot	\$6.65	\$6.93	\$6.09
	Square footage per student	830	320	152
Food service	Cost per meal equivalent	\$7.86	\$4.88	\$2.47
Transportation	Cost per mile	\$1.61	\$1.53	\$3.50
	Cost per rider	\$656	\$1,171	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$37,081	\$29,206	\$15,082	\$7,475	\$10,652
Classroom dollars	13,338	8,857	7,880	4,053	6,526
Nonclassroom dollars:	23,743	20,349	7,202	3,422	4,126
Administration	10,730	9,790	2,472	736	1,139
Plant operations	7,804	5,520	2,126	928	1,012
Food service	2,864	2,214	756	382	405
Transportation	1,318	1,142	970	362	443
Student support	564	206	541	578	592
Instruction support	463	1,477	337	436	535

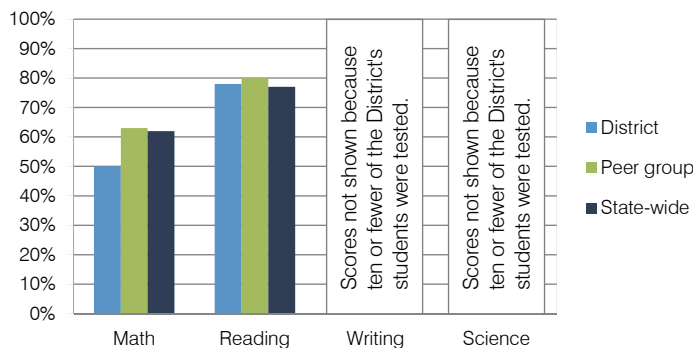
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	8%	9%	25%
Students per teacher	6.9	9.6	18.1
Average teacher salary	\$35,551	\$42,030	\$45,193
Amount from Proposition 301	\$1,281	\$2,164	\$3,195
Average years of teacher experience	5.6	10.4	11.0
Percentage of teachers in first 3 years	20%	7%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.0%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Not assessed

Stress level
Low
Moderate
High

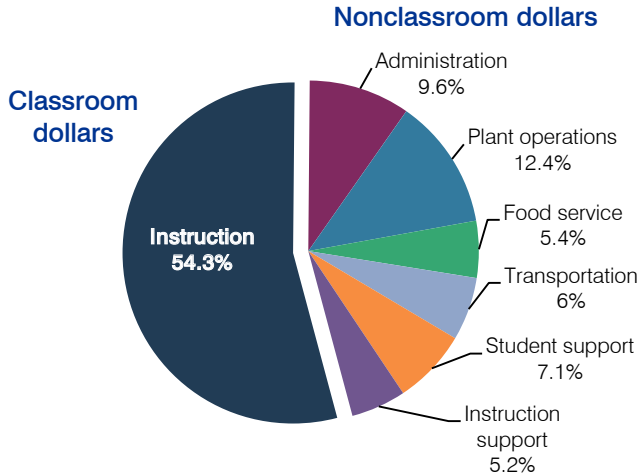
Mohave Valley Elementary School District

Mohave County
 Efficiency peer groups 9 and T-6, Achievement peer group 20
 Legislative district(s): 5

District size / location: Medium, Rural
 Students attending: 1,606
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

After initially increasing, total spending per pupil returned to 2007 levels, but spending in the classroom was lower, decreasing from 59.3 to 54.3 percent. Overall, spending on transportation increased and spending on student support increased substantially. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$615	\$951	\$736
	Students per administrator	96	61	66
Plant operations	Cost per square foot	\$5.83	\$6.40	\$6.09
	Square footage per student	137	142	152
Food service	Cost per meal equivalent	\$1.93	\$2.49	\$2.47
Transportation	Cost per mile	\$3.42	\$3.84	\$3.50
	Cost per rider	\$417	\$416	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,465	\$6,429	\$7,482	\$7,475	\$10,652
Classroom dollars	3,418	3,491	3,712	4,053	6,526
Nonclassroom dollars:	3,047	2,938	3,770	3,422	4,126
Administration	983	615	951	736	1,139
Plant operations	775	798	881	928	1,012
Food service	345	350	512	382	405
Transportation	334	383	498	362	443
Student support	333	456	429	578	592
Instruction support	277	336	499	436	535

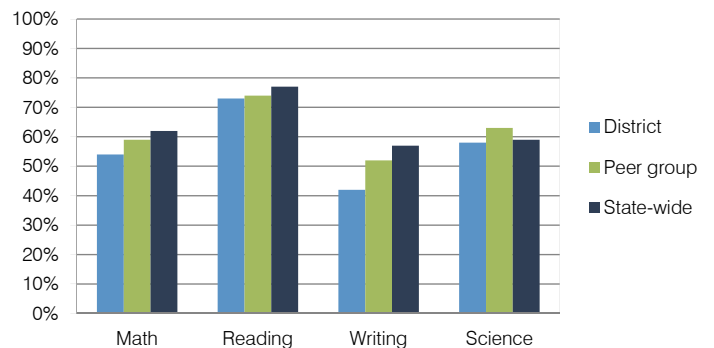
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	25%
C	3	75%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



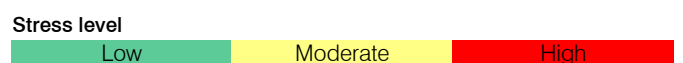
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	28%	29%	25%
Students per teacher	20.6	12.6	18.1
Average teacher salary	\$44,864	\$45,750	\$45,193
Amount from Proposition 301	\$4,721	\$2,292	\$3,195
Average years of teacher experience	8.8	13.0	11.0
Percentage of teachers in first 3 years	20%	13%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	Impact Aid Fund reserve
Years of capital reserve held	Impact Aid Fund reserve
Current financial and internal control status	Compliant



Mohawk Valley Elementary School District

Yuma County

Efficiency peer groups 11 and T-13, Achievement peer group 21

Legislative district(s): 4 and 13

District size / location:

Very small, Rural

Students attending:

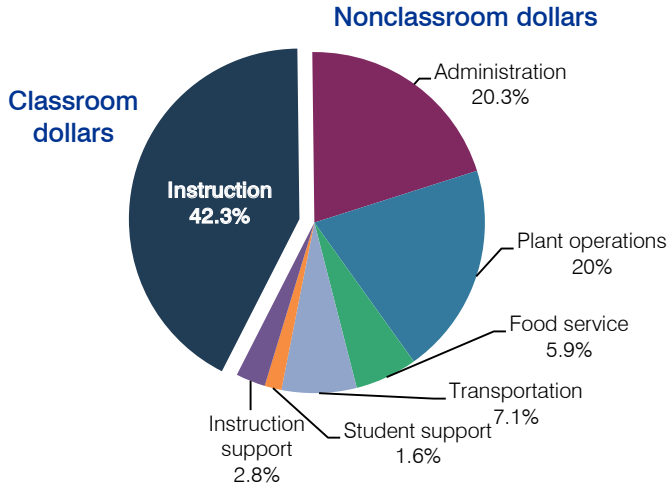
139

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 9 percent. Spending in the classroom varied year to year, decreasing overall from 45.6 to 42.3 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration decreased and spending on plant operations and transportation increased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,082	\$2,472	\$736
	Students per administrator	69	30	66
Plant operations	Cost per square foot	\$5.93	\$6.93	\$6.09
	Square footage per student	345	320	152
Food service	Cost per meal equivalent	\$3.01	\$4.88	\$2.47
Transportation	Cost per mile	\$2.54	\$1.53	\$3.50
	Cost per rider	\$994	\$1,171	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$9,745	\$10,261	\$15,082	\$7,475	\$10,652
Classroom dollars	4,397	4,345	7,880	4,053	6,526
Nonclassroom dollars:	5,348	5,916	7,202	3,422	4,126
Administration	2,082	2,082	2,472	736	1,139
Plant operations	1,726	2,048	2,126	928	1,012
Food service	581	600	756	382	405
Transportation	589	733	970	362	443
Student support	60	164	541	578	592
Instruction support	310	289	337	436	535

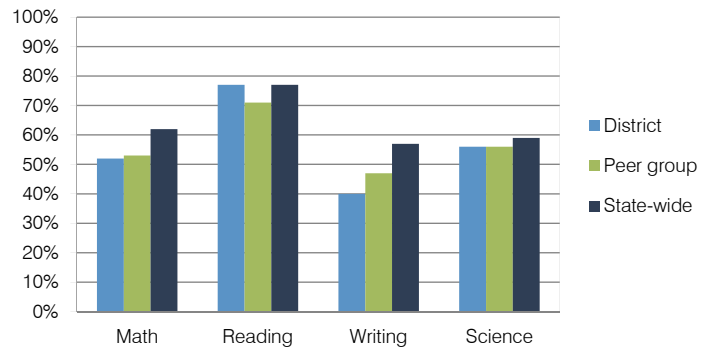
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	100%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



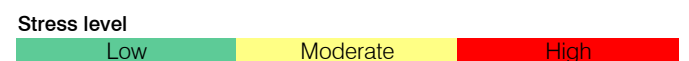
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	38%	39%	25%
Students per teacher	15.4	14.4	18.1
Average teacher salary	\$40,746	\$40,820	\$45,193
Amount from Proposition 301	\$1,970	\$2,313	\$3,195
Average years of teacher experience	23.5	11.7	11.0
Percentage of teachers in first 3 years	7%	12%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	1.7%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



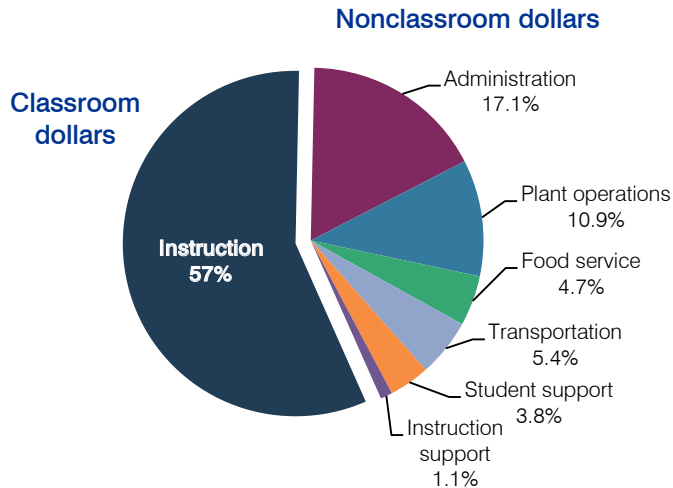
Morenci Unified School District

Greenlee County
 Efficiency peer groups 5 and T-8, Achievement peer group 4
 Legislative district(s): 14

District size / location: Medium, Town
 Students attending: 1,204
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 4 percent. Spending in the classroom varied year to year, increasing slightly overall from 56.9 to 57 percent. Spending on administration and transportation increased substantially, and spending on plant operations decreased substantially. Spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,138	\$1,074	\$736
	Students per administrator	65	56	66
Plant operations	Cost per square foot	\$3.21	\$4.82	\$6.09
	Square footage per student	227	250	152
Food service	Cost per meal equivalent	\$3.62	\$2.97	\$2.47
Transportation	Cost per mile	\$3.52	\$2.87	\$3.50
	Cost per rider	\$898	\$726	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,485	\$6,674	\$8,416	\$7,475	\$10,652
Classroom dollars	3,744	3,806	4,202	4,053	6,526
Nonclassroom dollars:	2,741	2,868	4,214	3,422	4,126
Administration	991	1,138	1,074	736	1,139
Plant operations	841	730	1,179	928	1,012
Food service	298	317	412	382	405
Transportation	293	359	536	362	443
Student support	243	254	619	578	592
Instruction support	75	70	394	436	535

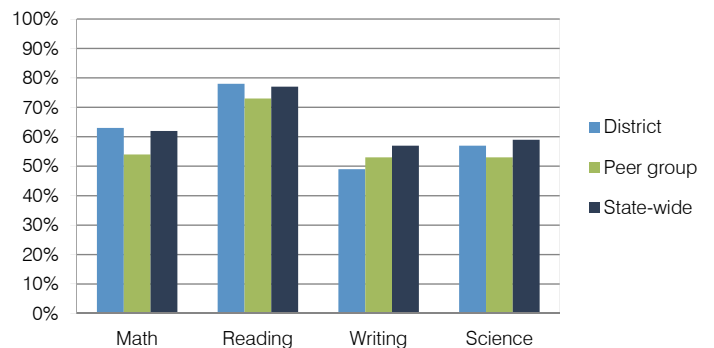
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	50%
C	0	0%
D	1	50%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



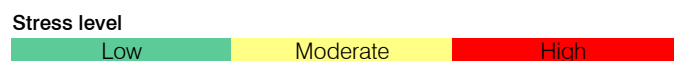
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2011)	86%	86%	78%
Poverty rate (2011)	16%	15%	25%
Students per teacher	17.7	14.3	18.1
Average teacher salary	\$43,220	\$39,138	\$45,193
Amount from Proposition 301	\$3,309	\$3,133	\$3,195
Average years of teacher experience	12.2	10.9	11.0
Percentage of teachers in first 3 years	5%	17%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	2.2%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant



Morristown Elementary School District

Maricopa County

Efficiency peer groups 11 and T-13, Achievement peer group 18

Legislative district(s): 13

District size / location:

Very small, Rural

Students attending:

138

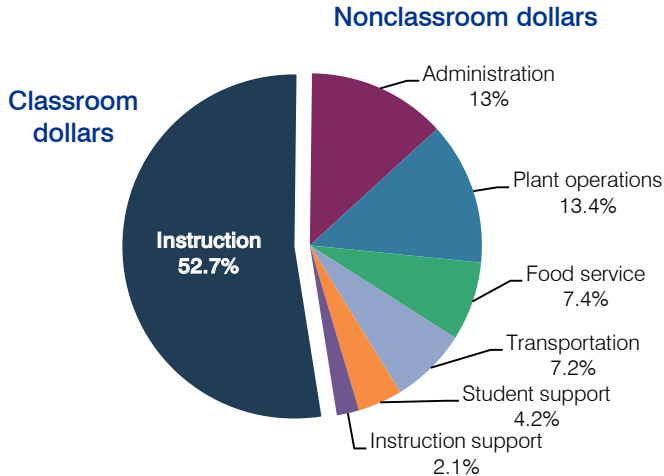
Number of schools:

1

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 5 percent. Spending in the classroom varied year to year, increasing overall from 47.8 to 52.7 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration, transportation, and instruction support decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,377	\$2,472	\$736
	Students per administrator	115	30	66
Plant operations	Cost per square foot	\$5.84	\$6.93	\$6.09
	Square footage per student	244	320	152
Food service	Cost per meal equivalent	\$3.84	\$4.88	\$2.47
Transportation	Cost per mile	\$1.53	\$1.53	\$3.50
	Cost per rider	\$780	\$1,171	\$982

Per-pupil spending by operational area

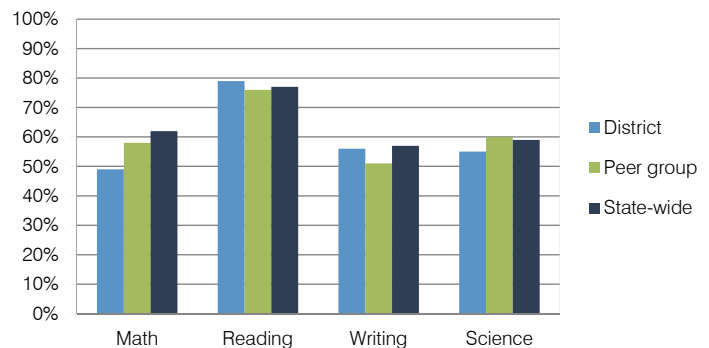
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$10,406	\$10,631	\$15,082	\$7,475	\$10,652
Classroom dollars	5,376	5,602	7,880	4,053	6,526
Nonclassroom dollars:	5,030	5,029	7,202	3,422	4,126
Administration	1,204	1,377	2,472	736	1,139
Plant operations	1,467	1,423	2,126	928	1,012
Food service	762	789	756	382	405
Transportation	763	763	970	362	443
Student support	597	449	541	578	592
Instruction support	237	228	337	436	535

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	100%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



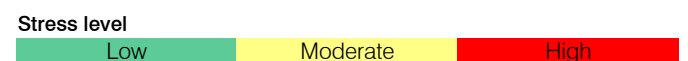
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	21%	20%	25%
Students per teacher	13.8	12.5	18.1
Average teacher salary	\$46,406	\$42,582	\$45,193
Amount from Proposition 301	\$1,337	\$2,451	\$3,195
Average years of teacher experience	10.6	13.9	11.0
Percentage of teachers in first 3 years	10%	11%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.3%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



Murphy Elementary School District

Maricopa County

Efficiency peer groups 8 and T-1, Achievement peer group 16

Legislative district(s): 19 and 27

District size / location:

Medium-Large, City

Students attending:

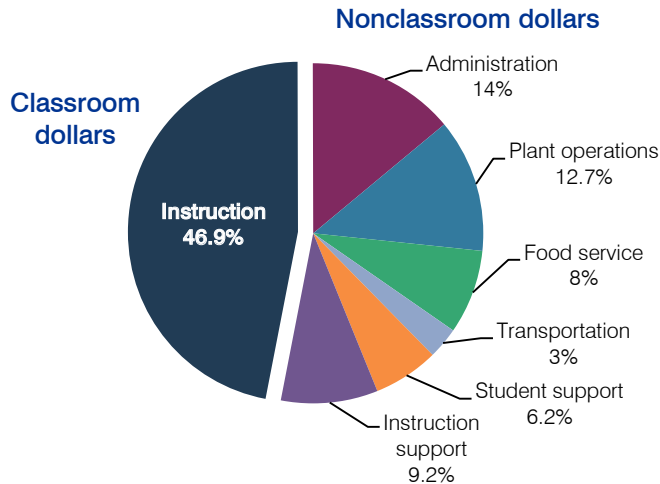
2,008

Number of schools:

4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 9 percent. Spending in the classroom decreased from 51.8 to 46.9 percent. Overall, spending on food service, transportation, and instruction support increased, and spending on student support decreased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,173	\$796	\$736
	Students per administrator	52	75	66
Plant operations	Cost per square foot	\$7.04	\$6.25	\$6.09
	Square footage per student	152	131	152
Food service	Cost per meal equivalent	\$3.23	\$2.45	\$2.47
Transportation	Cost per mile	\$5.96	\$5.69	\$3.50
	Cost per rider	\$542	\$569	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$9,022	\$8,386	\$6,968	\$7,475	\$10,652
Classroom dollars	4,303	3,930	3,582	4,053	6,526
Nonclassroom dollars:	4,719	4,456	3,386	3,422	4,126
Administration	1,303	1,173	796	736	1,139
Plant operations	1,193	1,070	811	928	1,012
Food service	682	671	523	382	405
Transportation	250	252	271	362	443
Student support	642	517	522	578	592
Instruction support	649	773	463	436	535

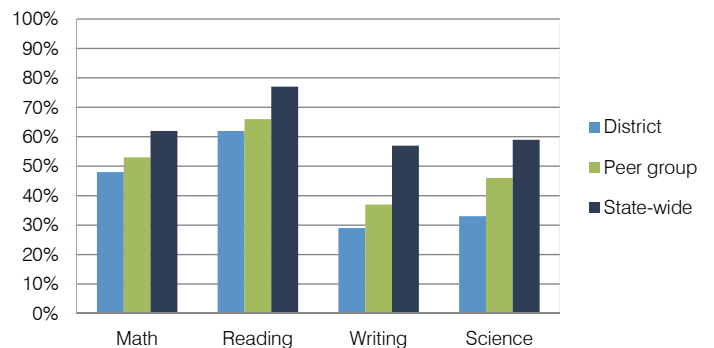
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	25%
C	1	25%
D	2	50%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



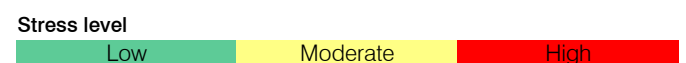
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	56%	49%	25%
Students per teacher	23.4	18.3	18.1
Average teacher salary	\$37,977	\$45,716	\$45,193
Amount from Proposition 301	\$2,129	\$2,541	\$3,195
Average years of teacher experience	8.5	9.3	11.0
Percentage of teachers in first 3 years	30%	23%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	2.7%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



Naco Elementary School District

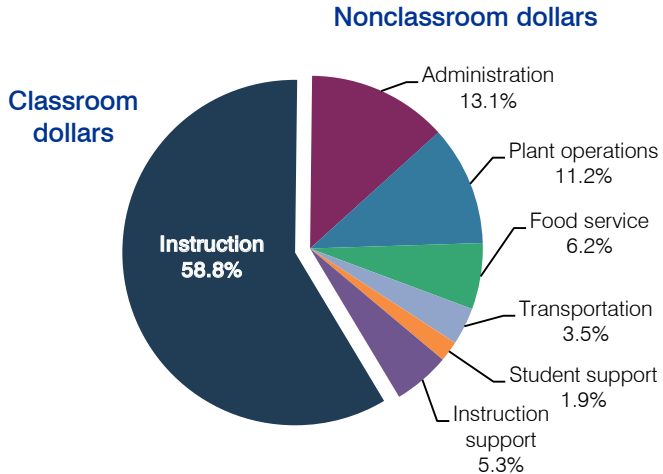
Cochise County
 Efficiency peer groups 10 and T-8, Achievement peer group 20
 Legislative district(s): 14

District size / location: Small, Rural
 Students attending: 287
 Number of schools: 1

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



ADE-reported district and school letter grades

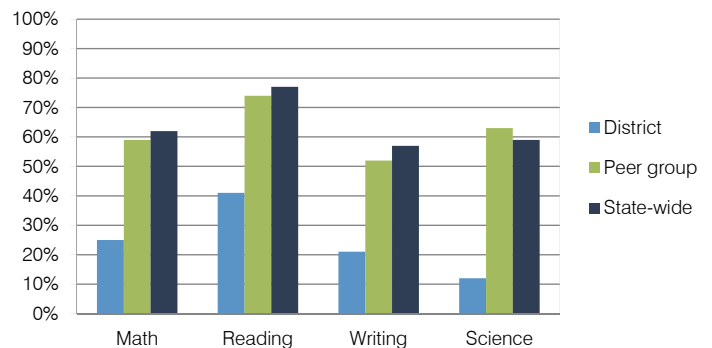
District grade: **D**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	0	0%
D	1	100%
F	0	0%
Not rated	0	0%

5-year spending trend

Total spending per pupil increased by 7 percent. Spending in the classroom varied year to year, decreasing overall from 63 to 58.8 percent. Spending on administration and transportation increased substantially and spending on plant operations decreased substantially. Spending on other nonclassroom areas varied year to year.

Percentage of students who met state standards (AIMS)



Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,142	\$1,168	\$736
	Students per administrator	57	54	66
Plant operations	Cost per square foot	\$7.83	\$7.54	\$6.09
	Square footage per student	125	139	152
Food service	Cost per meal equivalent	\$2.80	\$2.69	\$2.47
Transportation	Cost per mile	\$7.52	\$2.87	\$3.50
	Cost per rider	\$1,806	\$726	\$982

Very low Low Comparable High Very high

Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	32%	29%	25%
Students per teacher	16.9	12.6	18.1
Average teacher salary	\$47,275	\$45,750	\$45,193
Amount from Proposition 301	\$5,104	\$2,292	\$3,195
Average years of teacher experience	10.0	13.0	11.0
Percentage of teachers in first 3 years	6%	13%	16%

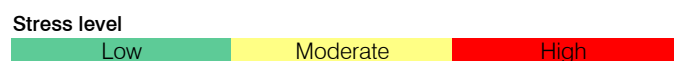
Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,903	\$8,754	\$8,331	\$7,475	\$10,652
Classroom dollars	3,951	5,147	4,374	4,053	6,526
Nonclassroom dollars:	2,952	3,607	3,957	3,422	4,126
Administration	978	1,142	1,168	736	1,139
Plant operations	905	982	1,068	928	1,012
Food service	545	544	486	382	405
Transportation	70	308	515	362	443
Student support	230	167	455	578	592
Instruction support	224	464	265	436	535

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.1%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant



Nadaburg Unified School District

Maricopa County

Efficiency peer groups 5 and T-11, Achievement peer group 5

Legislative district(s): 13 and 22

District size / location:

Medium, Rural

Students attending:

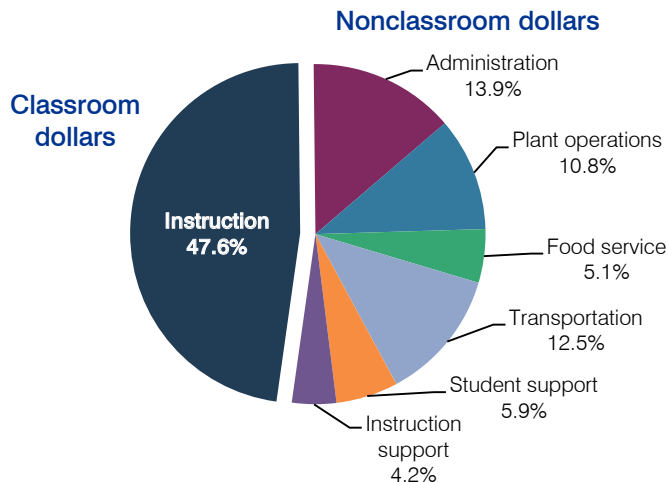
776

Number of schools:

2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 4 percent. Spending in the classroom varied year to year, decreasing overall from 53.4 to 47.6 percent. Spending on administration and instruction support increased substantially, while spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,171	\$1,074	\$736
	Students per administrator	60	56	66
Plant operations	Cost per square foot	\$5.81	\$4.82	\$6.09
	Square footage per student	157	250	152
Food service	Cost per meal equivalent	\$2.40	\$2.97	\$2.47
Transportation	Cost per mile	\$2.19	\$2.21	\$3.50
	Cost per rider	\$988	\$978	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$8,633	\$8,440	\$8,416	\$7,475	\$10,652
Classroom dollars	3,938	4,017	4,202	4,053	6,526
Nonclassroom dollars:	4,695	4,423	4,214	3,422	4,126
Administration	1,197	1,171	1,074	736	1,139
Plant operations	983	913	1,179	928	1,012
Food service	486	430	412	382	405
Transportation	1,116	1,052	536	362	443
Student support	541	497	619	578	592
Instruction support	372	360	394	436	535

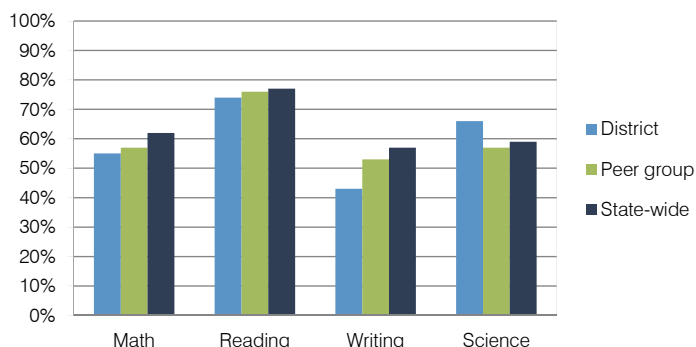
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	50%
C	1	50%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	19%	24%	25%
Students per teacher	18.9	17.0	18.1
Average teacher salary	\$44,485	\$40,636	\$45,193
Amount from Proposition 301	\$2,310	\$3,192	\$3,195
Average years of teacher experience	7.8	11.8	11.0
Percentage of teachers in first 3 years	27%	15%	16%

Financial stress assessment

Overall financial stress level: **High**

Measure: 2010 through 2012	Assessment
Number of students attending	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	1.7%. Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level
Low Moderate High

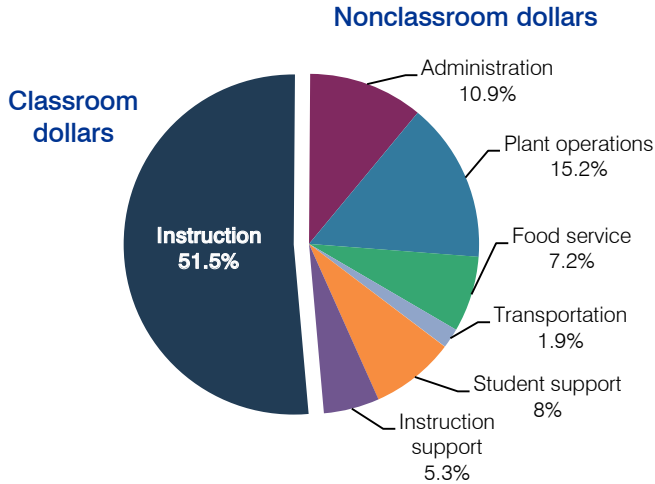
Nogales Unified School District

Santa Cruz County
 Efficiency peer groups 4 and T-6, Achievement peer group 7
 Legislative district(s): 2

District size / location: Medium-Large, Rural
 Students attending: 5,583
 Number of schools: 10

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

After initially increasing, total spending per pupil returned to 2007 levels, but spending in the classroom was lower, decreasing from 55 to 51.5 percent. Overall, spending on administration, plant operations, food service, and instruction support increased, and spending on student support decreased substantially. Spending on transportation remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$756	\$748	\$736
	Students per administrator	60	66	66
Plant operations	Cost per square foot	\$7.99	\$5.53	\$6.09
	Square footage per student	133	173	152
Food service	Cost per meal equivalent	\$3.18	\$2.56	\$2.47
Transportation	Cost per mile	\$2.69	\$3.84	\$3.50
	Cost per rider	\$171	\$416	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,178	\$6,952	\$7,007	\$7,475	\$10,652
Classroom dollars	3,715	3,579	3,682	4,053	6,526
Nonclassroom dollars:	3,463	3,373	3,325	3,422	4,126
Administration	776	756	748	736	1,139
Plant operations	1,068	1,060	933	928	1,012
Food service	496	498	354	382	405
Transportation	135	134	369	362	443
Student support	625	555	540	578	592
Instruction support	363	370	381	436	535

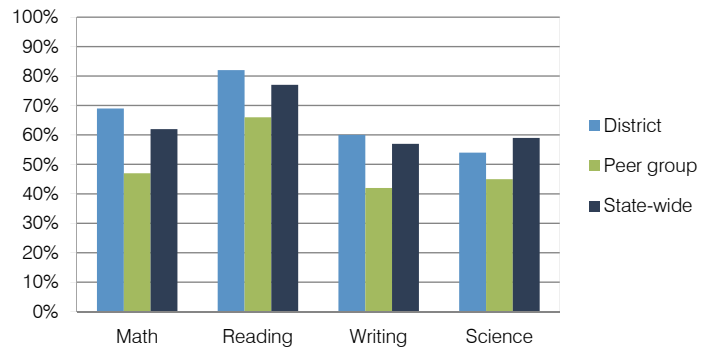
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	6	60%
B	3	30%
C	0	0%
D	0	0%
F	0	0%
Not rated	1	10%

Percentage of students who met state standards (AIMS)



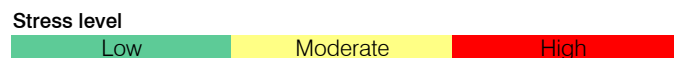
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	93%	94%
Graduation rate (2011)	84%	76%	78%
Poverty rate (2011)	37%	40%	25%
Students per teacher	19.4	15.6	18.1
Average teacher salary	\$43,783	\$42,644	\$45,193
Amount from Proposition 301	\$2,516	\$3,127	\$3,195
Average years of teacher experience	13.7	13.0	11.0
Percentage of teachers in first 3 years	16%	13%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	3.6%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



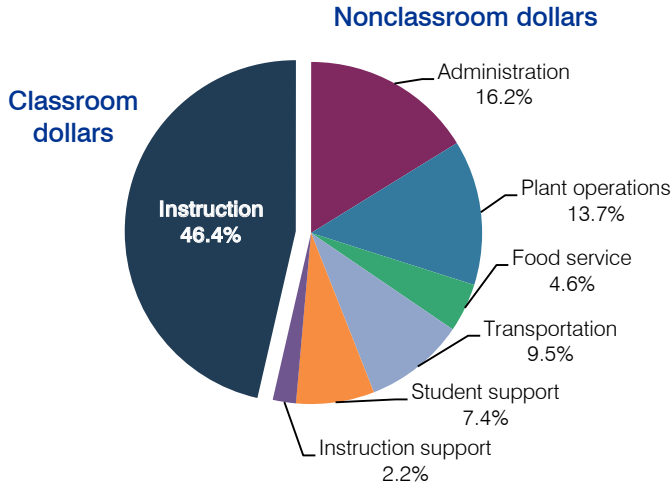
Oracle Elementary School District

Pinal County
 Efficiency peer groups 10 and T-12, Achievement peer group 17
 Legislative district(s): 8 and 11

District size / location: Small, Rural
 Students attending: 439
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 4 percent. Spending in the classroom decreased from 50.2 to 46.4 percent. Overall, spending on student support increased substantially, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,624	\$1,168	\$736
	Students per administrator	33	54	66
Plant operations	Cost per square foot	\$7.77	\$7.54	\$6.09
	Square footage per student	177	139	152
Food service	Cost per meal equivalent	\$2.83	\$2.69	\$2.47
Transportation	Cost per mile	\$1.95	\$2.02	\$3.50
	Cost per rider	\$1,191	\$1,181	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$8,417	\$10,039	\$8,331	\$7,475	\$10,652
Classroom dollars	4,053	4,661	4,374	4,053	6,526
Nonclassroom dollars:	4,364	5,378	3,957	3,422	4,126
Administration	1,316	1,624	1,168	736	1,139
Plant operations	1,078	1,378	1,068	928	1,012
Food service	412	460	486	382	405
Transportation	785	951	515	362	443
Student support	627	739	455	578	592
Instruction support	146	226	265	436	535

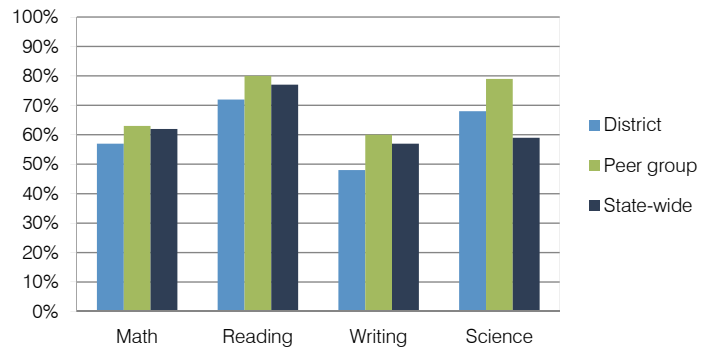
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	50%
D	0	0%
F	0	0%
Not rated	1	50%

Percentage of students who met state standards (AIMS)



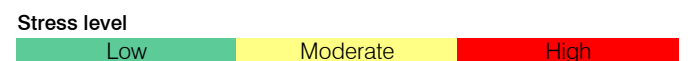
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	14%	9%	25%
Students per teacher	15.7	9.6	18.1
Average teacher salary	\$41,894	\$42,030	\$45,193
Amount from Proposition 301	\$4,106	\$2,164	\$3,195
Average years of teacher experience	11.1	10.4	11.0
Percentage of teachers in first 3 years	17%	7%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	2.5%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



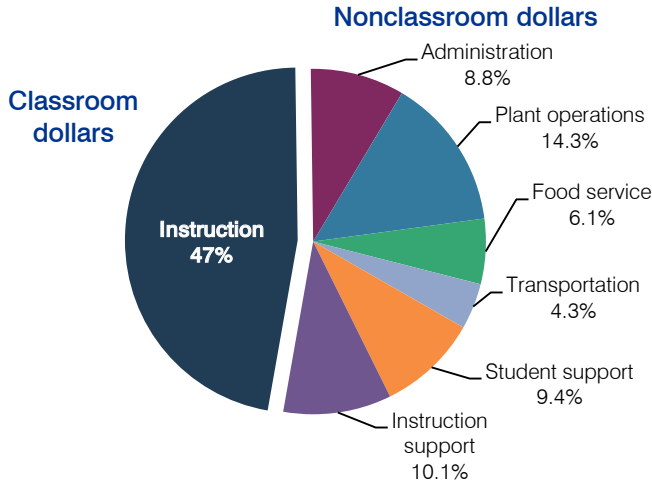
Osborn Elementary School District

Maricopa County
 Efficiency peer groups 8 and T-2, Achievement peer group 16
 Legislative district(s): 24

District size / location: Medium-Large, City
 Students attending: 2,788
 Number of schools: 5

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 2 percent. Spending in the classroom varied year to year, decreasing overall from 49 to 47 percent. Spending on transportation and instruction support increased and spending on student support decreased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$717	\$796	\$736
	Students per administrator	69	75	66
Plant operations	Cost per square foot	\$7.24	\$6.25	\$6.09
	Square footage per student	162	131	152
Food service	Cost per meal equivalent	\$2.25	\$2.45	\$2.47
Transportation	Cost per mile	\$4.72	\$4.84	\$3.50
	Cost per rider	\$922	\$844	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,947	\$8,174	\$6,968	\$7,475	\$10,652
Classroom dollars	3,522	3,841	3,582	4,053	6,526
Nonclassroom dollars:	4,425	4,333	3,386	3,422	4,126
Administration	798	717	796	736	1,139
Plant operations	1,170	1,172	811	928	1,012
Food service	487	498	523	382	405
Transportation	313	352	271	362	443
Student support	824	771	522	578	592
Instruction support	833	823	463	436	535

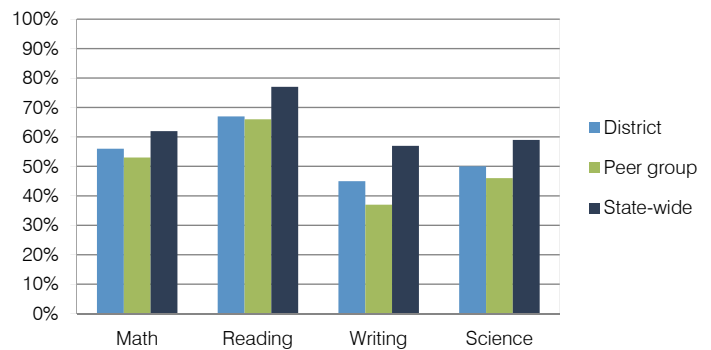
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	1	20%
B	2	40%
C	2	40%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



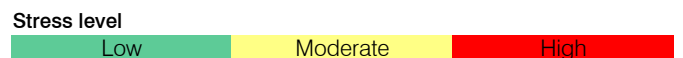
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	52%	49%	25%
Students per teacher	17.5	18.3	18.1
Average teacher salary	\$43,841	\$45,716	\$45,193
Amount from Proposition 301	\$3,725	\$2,541	\$3,195
Average years of teacher experience	7.7	9.3	11.0
Percentage of teachers in first 3 years	35%	23%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.6%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



Owens-Whitney Elementary School District

Mohave County

Efficiency peer groups 11 and T-13, Achievement peer group 20

Legislative district(s): 5

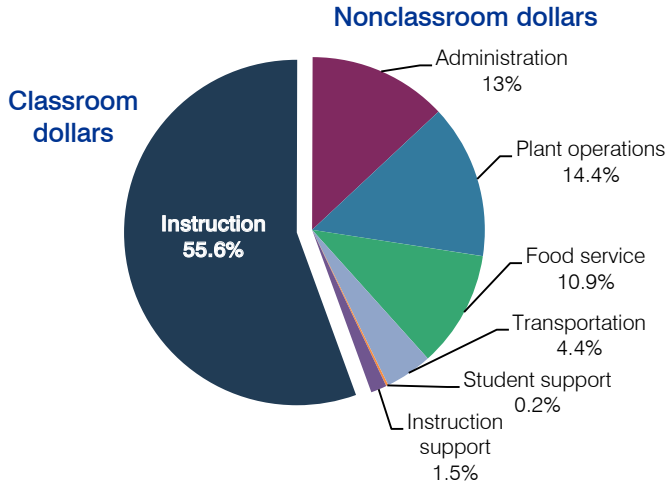
District size / location: Very small, Rural

Students attending: 28

Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 15 percent. Spending in the classroom varied year to year, decreasing overall from 61.4 to 55.6 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on food service and transportation increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,173	\$2,472	\$736
	Students per administrator	24	30	66
Plant operations	Cost per square foot	\$9.24	\$6.93	\$6.09
	Square footage per student	262	320	152
Food service	Cost per meal equivalent	\$10.48	\$4.88	\$2.47
Transportation	Cost per mile	\$0.27	\$1.53	\$3.50
	Cost per rider	\$1,226	\$1,171	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$25,991	\$16,778	\$15,082	\$7,475	\$10,652
Classroom dollars	10,263	9,333	7,880	4,053	6,526
Nonclassroom dollars:	15,728	7,445	7,202	3,422	4,126
Administration	2,430	2,173	2,472	736	1,139
Plant operations	10,569	2,420	2,126	928	1,012
Food service	1,941	1,834	756	382	405
Transportation	447	732	970	362	443
Student support	22	35	541	578	592
Instruction support	319	251	337	436	535

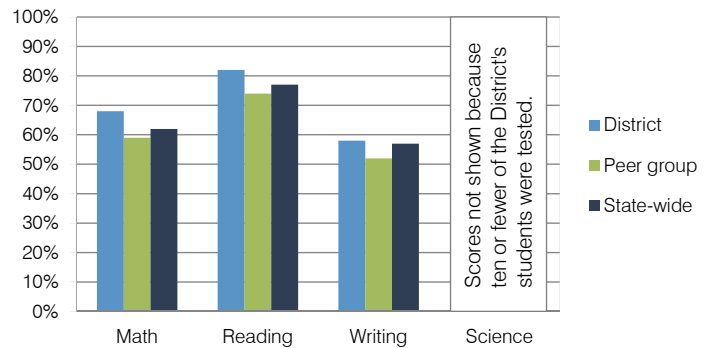
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



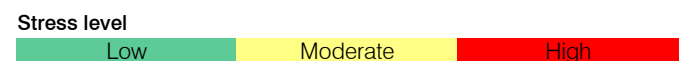
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	27%	29%	25%
Students per teacher	9.5	12.6	18.1
Average teacher salary	\$52,686	\$45,750	\$45,193
Amount from Proposition 301	\$3,473	\$2,292	\$3,195
Average years of teacher experience	20.7	13.0	11.0
Percentage of teachers in first 3 years	31%	13%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Not assessed



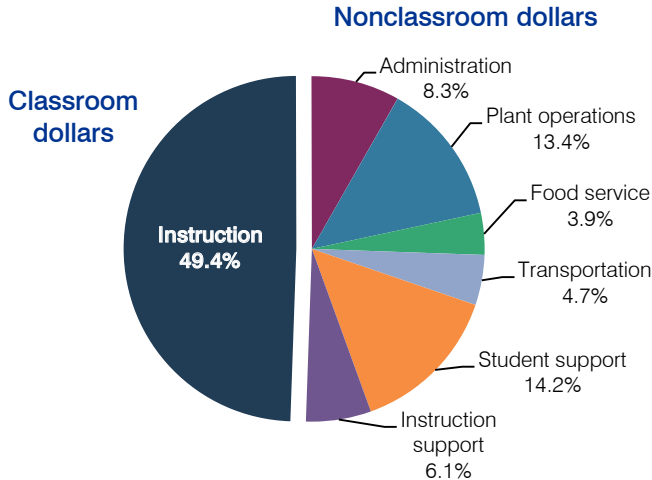
Page Unified School District

Coconino County
 Efficiency peer groups 4 and T-10, Achievement peer group 6
 Legislative district(s): 7

District size / location: Medium-Large, Town
 Students attending: 2,734
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 5 percent. Spending in the classroom decreased from 53.1 to 49.4 percent. Spending on administration decreased and spending on plant operations, transportation, and student support increased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$815	\$748	\$736
	Students per administrator	45	66	66
Plant operations	Cost per square foot	\$5.61	\$5.53	\$6.09
	Square footage per student	233	173	152
Food service	Cost per meal equivalent	\$2.49	\$2.56	\$2.47
Transportation	Cost per mile	\$1.98	\$2.26	\$3.50
	Cost per rider	\$812	\$935	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$10,140	\$9,763	\$7,007	\$7,475	\$10,652
Classroom dollars	4,976	4,818	3,682	4,053	6,526
Nonclassroom dollars:	5,164	4,945	3,325	3,422	4,126
Administration	732	815	748	736	1,139
Plant operations	1,304	1,310	933	928	1,012
Food service	450	385	354	382	405
Transportation	465	456	369	362	443
Student support	1,509	1,383	540	578	592
Instruction support	704	596	381	436	535

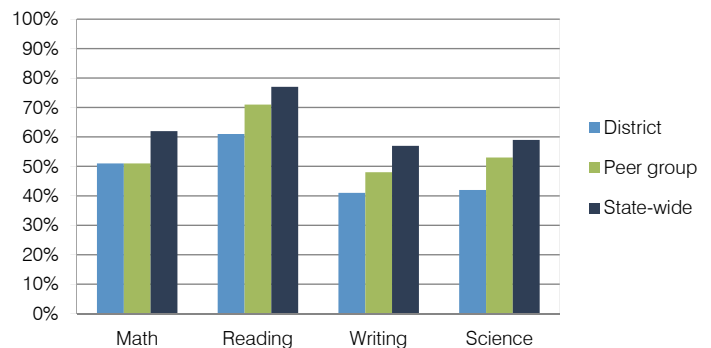
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	3	75%
D	1	25%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



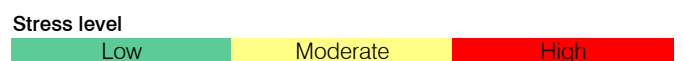
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2011)	73%	80%	78%
Poverty rate (2011)	32%	31%	25%
Students per teacher	16.1	15.2	18.1
Average teacher salary	\$47,618	\$40,242	\$45,193
Amount from Proposition 301	\$3,324	\$3,191	\$3,195
Average years of teacher experience	10.3	12.0	11.0
Percentage of teachers in first 3 years	18%	16%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	Impact Aid Fund reserve
Years of capital reserve held	Impact Aid Fund reserve
Current financial and internal control status	Compliant



Palo Verde Elementary School District

Maricopa County

Efficiency peer groups 10 and T-8, Achievement peer group 20

Legislative district(s): 4 and 13

District size / location:

Small, Rural

Students attending:

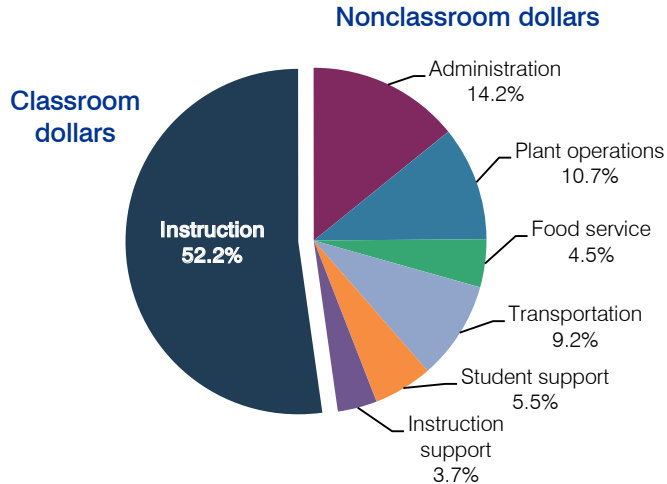
416

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 10 percent. Spending in the classroom varied year to year, increasing slightly overall from 51.4 to 52.2 percent. Spending on administration and food service decreased substantially, and spending on transportation, student support, and instruction support increased. Spending on plant operations remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,218	\$1,168	\$736
	Students per administrator	48	54	66
Plant operations	Cost per square foot	\$5.71	\$7.54	\$6.09
	Square footage per student	161	139	152
Food service	Cost per meal equivalent	\$2.10	\$2.69	\$2.47
Transportation	Cost per mile	\$3.30	\$2.87	\$3.50
	Cost per rider	\$871	\$726	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,952	\$8,569	\$8,331	\$7,475	\$10,652
Classroom dollars	4,271	4,471	4,374	4,053	6,526
Nonclassroom dollars:	3,681	4,098	3,957	3,422	4,126
Administration	1,152	1,218	1,168	736	1,139
Plant operations	750	917	1,068	928	1,012
Food service	424	391	486	382	405
Transportation	583	788	515	362	443
Student support	412	470	455	578	592
Instruction support	360	314	265	436	535

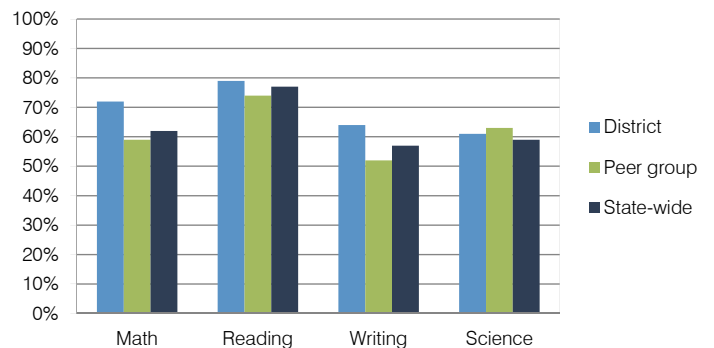
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



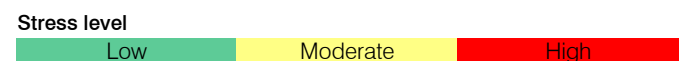
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	31%	29%	25%
Students per teacher	17.0	12.6	18.1
Average teacher salary	\$43,473	\$45,750	\$45,193
Amount from Proposition 301	\$2,852	\$2,292	\$3,195
Average years of teacher experience	9.1	13.0	11.0
Percentage of teachers in first 3 years	16%	13%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.9%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



Paloma Elementary School District

Maricopa County

Efficiency peer groups 11 and T-13, Achievement peer group 19

Legislative district(s): 4

District size / location:

Very small, Rural

Students attending:

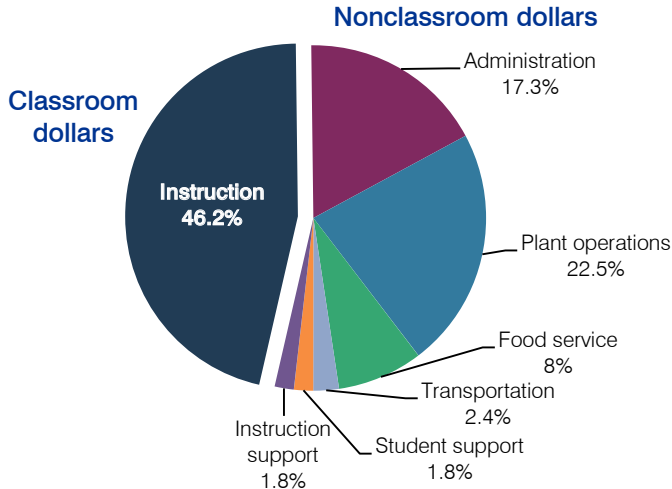
78

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 17 percent. Spending in the classroom varied year to year, decreasing overall from 48.4 to 46.2 percent. Spending on some nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,406	\$2,472	\$736
	Students per administrator	52	30	66
Plant operations	Cost per square foot	\$16.09	\$6.93	\$6.09
	Square footage per student	195	320	152
Food service	Cost per meal equivalent	\$4.41	\$4.88	\$2.47
Transportation	Cost per mile	\$1.61	\$1.53	\$3.50
	Cost per rider	\$504	\$1,171	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$12,768	\$13,946	\$15,082	\$7,475	\$10,652
Classroom dollars	6,185	6,444	7,880	4,053	6,526
Nonclassroom dollars:	6,583	7,502	7,202	3,422	4,126
Administration	2,299	2,406	2,472	736	1,139
Plant operations	2,615	3,138	2,126	928	1,012
Food service	983	1,108	756	382	405
Transportation	315	341	970	362	443
Student support	230	256	541	578	592
Instruction support	141	253	337	436	535

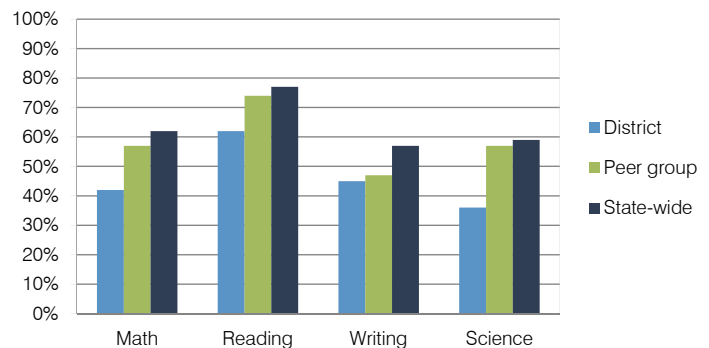
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	0	0%
D	1	100%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



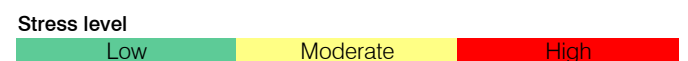
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	23%	23%	25%
Students per teacher	14.2	15.3	18.1
Average teacher salary	\$41,870	\$43,358	\$45,193
Amount from Proposition 301	\$4,000	\$2,716	\$3,195
Average years of teacher experience	9.1	12.2	11.0
Percentage of teachers in first 3 years	29%	11%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.6%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



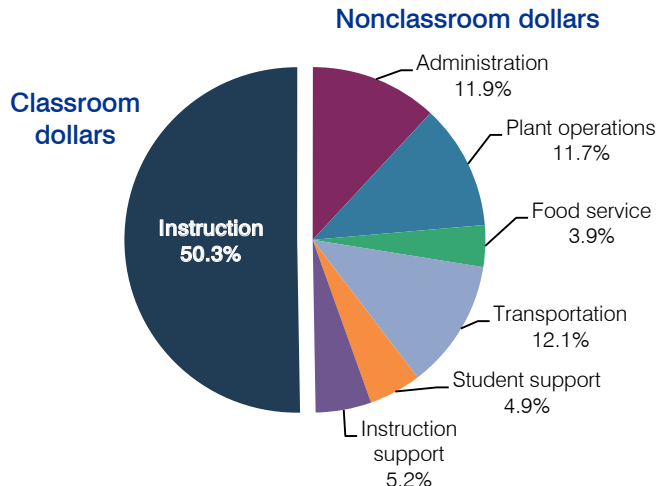
Palominas Elementary School District

Cochise County
 Efficiency peer groups 9 and T-8, Achievement peer group 21
 Legislative district(s): 14

District size / location: Medium, Rural
 Students attending: 1,013
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 1 percent. Spending in the classroom decreased from 55.5 to 50.3 percent. Overall, spending on administration increased and spending on instruction support increased substantially. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$923	\$951	\$736
	Students per administrator	67	61	66
Plant operations	Cost per square foot	\$7.10	\$6.40	\$6.09
	Square footage per student	128	142	152
Food service	Cost per meal equivalent	\$2.30	\$2.49	\$2.47
Transportation	Cost per mile	NR	\$2.87	\$3.50
	Cost per rider	\$620	\$726	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,849	\$7,779	\$7,482	\$7,475	\$10,652
Classroom dollars	4,041	3,911	3,712	4,053	6,526
Nonclassroom dollars:	3,808	3,868	3,770	3,422	4,126
Administration	924	923	951	736	1,139
Plant operations	1,001	909	881	928	1,012
Food service	314	308	512	382	405
Transportation	787	941	498	362	443
Student support	355	382	429	578	592
Instruction support	427	405	499	436	535

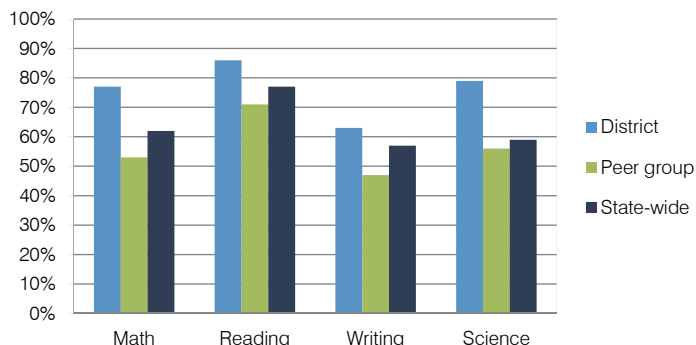
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	1	33%
B	2	67%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



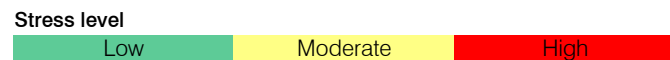
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	37%	39%	25%
Students per teacher	15.4	14.4	18.1
Average teacher salary	\$35,968	\$40,820	\$45,193
Amount from Proposition 301	\$1,465	\$2,313	\$3,195
Average years of teacher experience	11.9	11.7	11.0
Percentage of teachers in first 3 years	12%	12%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.2%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



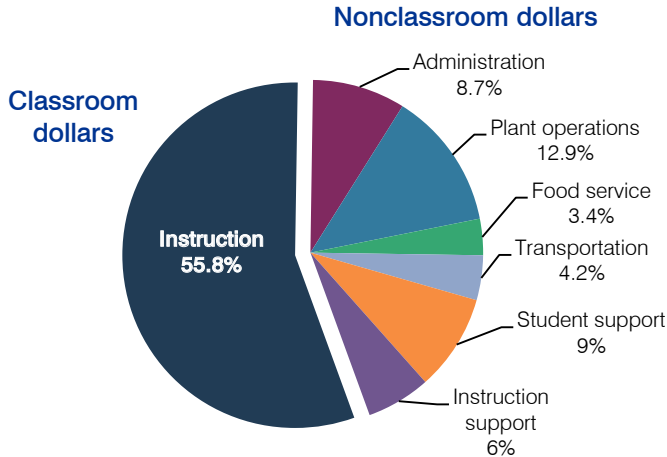
Paradise Valley Unified School District

Maricopa County
 Efficiency peer groups 1 and T-3, Achievement peer group 2
 Legislative district(s): 15, 20, 23 and 28

District size / location: Very large, City
 Students attending: 31,656
 Number of schools: 46

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 1 percent. Spending in the classroom decreased from 62.4 to 55.8 percent. Overall, spending on administration and student support increased and spending on plant operations increased substantially. Spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$600	\$620	\$736
	Students per administrator	76	79	66
Plant operations	Cost per square foot	\$5.69	\$5.88	\$6.09
	Square footage per student	156	144	152
Food service	Cost per meal equivalent	\$2.24	\$2.46	\$2.47
Transportation	Cost per mile	\$3.81	\$3.80	\$3.50
	Cost per rider	\$974	\$940	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,114	\$6,907	\$7,111	\$7,475	\$10,652
Classroom dollars	4,180	3,851	4,052	4,053	6,526
Nonclassroom dollars:	2,934	3,056	3,059	3,422	4,126
Administration	554	600	620	736	1,139
Plant operations	831	890	843	928	1,012
Food service	241	234	321	382	405
Transportation	269	288	340	362	443
Student support	578	624	567	578	592
Instruction support	461	420	368	436	535

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

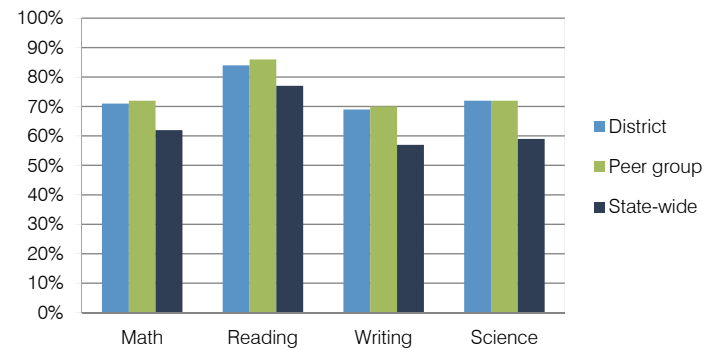
ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools ¹	Percentage of schools
A	15	32%
B	16	34%
C	10	22%
D	3	6%
F	0	0%
Not rated	3	6%

¹ Includes schools that share a campus and on-line schools.

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2011)	89%	90%	78%
Poverty rate (2011)	17%	14%	25%
Students per teacher	21.3	18.0	18.1
Average teacher salary	\$54,361	\$45,087	\$45,193
Amount from Proposition 301	\$3,147	\$3,095	\$3,195
Average years of teacher experience	13.3	10.9	11.0
Percentage of teachers in first 3 years	12%	14%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.6%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level: **Low** Moderate High

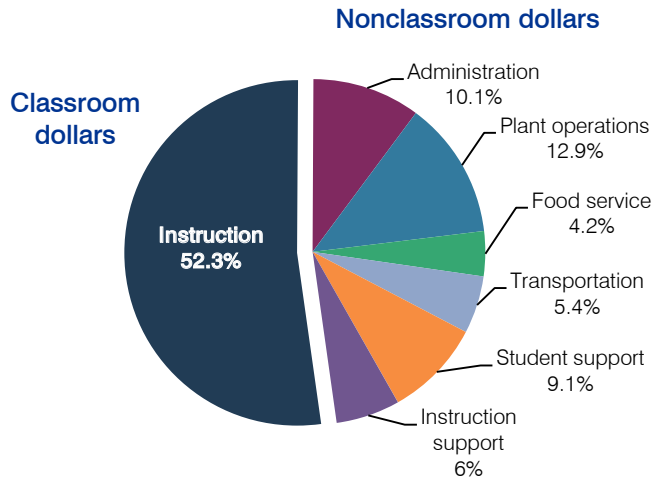
Parker Unified School District

La Paz County
 Efficiency peer groups 5 and T-9, Achievement peer group 6
 Legislative district(s): 5

District size / location: Medium, Town
 Students attending: 1,893
 Number of schools: 6

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 3 percent. Spending in the classroom varied year to year, decreasing overall from 54.9 to 52.3 percent. Spending on instruction support increased, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$827	\$1,074	\$736
	Students per administrator	72	56	66
Plant operations	Cost per square foot	\$5.49	\$4.82	\$6.09
	Square footage per student	193	250	152
Food service	Cost per meal equivalent	\$2.25	\$2.97	\$2.47
Transportation	Cost per mile	\$2.80	\$2.47	\$3.50
	Cost per rider	\$800	\$704	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$8,322	\$8,204	\$8,416	\$7,475	\$10,652
Classroom dollars	4,205	4,288	4,202	4,053	6,526
Nonclassroom dollars:	4,117	3,916	4,214	3,422	4,126
Administration	856	827	1,074	736	1,139
Plant operations	1,209	1,061	1,179	928	1,012
Food service	328	343	412	382	405
Transportation	404	447	536	362	443
Student support	815	744	619	578	592
Instruction support	505	494	394	436	535

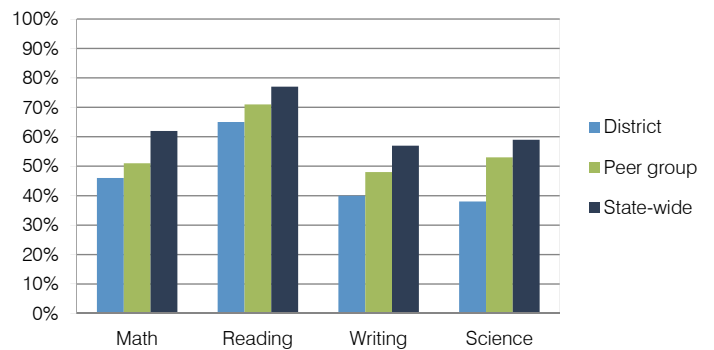
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	4	67%
D	1	17%
F	0	0%
Not rated	1	17%

Percentage of students who met state standards (AIMS)



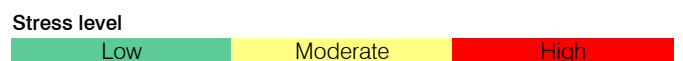
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	94%	94%
Graduation rate (2011)	74%	80%	78%
Poverty rate (2011)	33%	31%	25%
Students per teacher	16.3	15.2	18.1
Average teacher salary	\$41,655	\$40,242	\$45,193
Amount from Proposition 301	\$3,946	\$3,191	\$3,195
Average years of teacher experience	10.9	12.0	11.0
Percentage of teachers in first 3 years	23%	16%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.3%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



Patagonia Elementary School District

Santa Cruz County

Efficiency peer groups 11 and T-13, Achievement peer group 22

Legislative district(s): 2

District size / location:

Very small, Rural

Students attending:

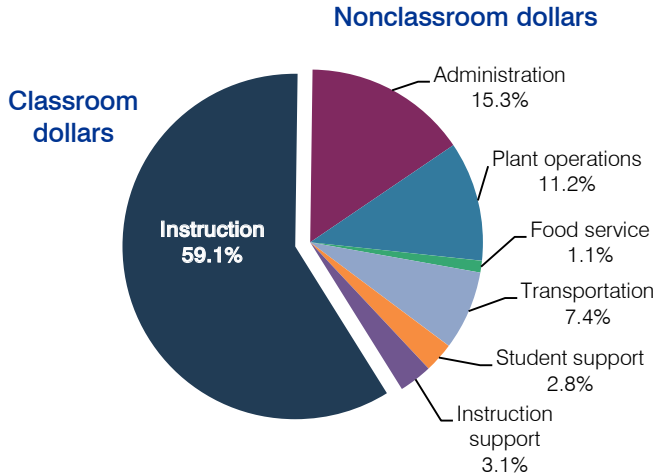
75

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 20 percent. Spending in the classroom varied year to year, increasing overall from 55 to 59.1 percent. Spending on some nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on transportation and instruction support decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,311	\$2,472	\$736
	Students per administrator	71	30	66
Plant operations	Cost per square foot	\$10.19	\$6.93	\$6.09
	Square footage per student	167	320	152
Food service	Cost per meal equivalent	N/A	\$4.88	\$2.47
Transportation	Cost per mile	\$0.80	\$1.53	\$3.50
	Cost per rider	\$3,203	\$1,171	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$14,503	\$15,108	\$15,082	\$7,475	\$10,652
Classroom dollars	7,949	8,933	7,880	4,053	6,526
Nonclassroom dollars:	6,554	6,175	7,202	3,422	4,126
Administration	2,559	2,311	2,472	736	1,139
Plant operations	1,709	1,697	2,126	928	1,012
Food service	105	160	756	382	405
Transportation	1,495	1,111	970	362	443
Student support	437	420	541	578	592
Instruction support	249	476	337	436	535

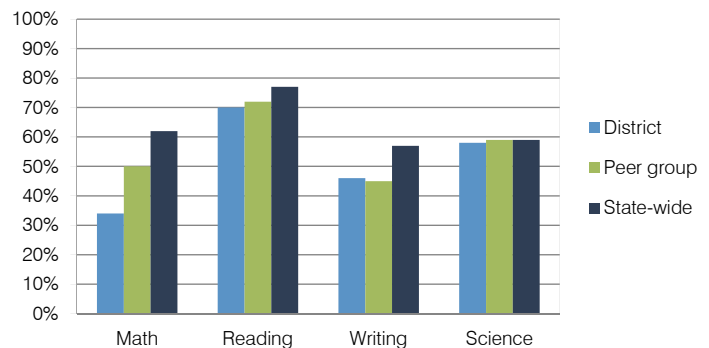
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	0	0%
D	1	100%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



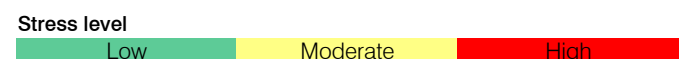
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	57%	54%	25%
Students per teacher	15.0	13.5	18.1
Average teacher salary	\$53,301	\$48,358	\$45,193
Amount from Proposition 301	\$2,503	\$2,404	\$3,195
Average years of teacher experience	18.3	11.8	11.0
Percentage of teachers in first 3 years	22%	9%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



Patagonia Union High School District

Santa Cruz County

Efficiency peer groups 11 and T-13, Achievement peer group 11

Legislative district(s): 2

District size / location:

Very Small, Rural

Students attending:

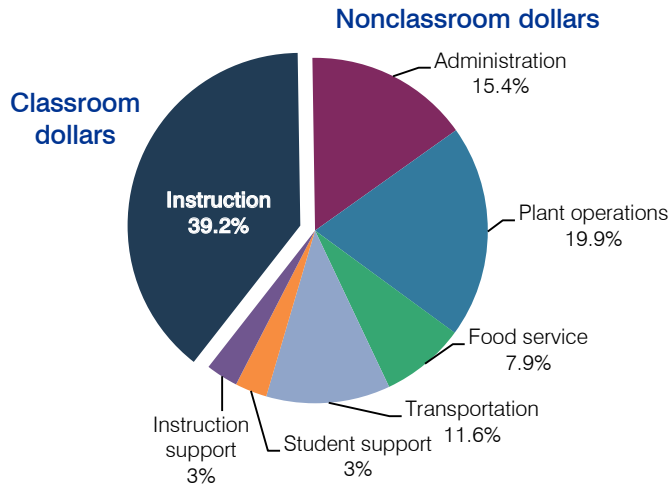
64

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 42 percent. Spending in the classroom varied year to year, decreasing overall from 42.2 to 39.2 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on plant operations increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,491	\$2,472	\$736
	Students per administrator	20	30	66
Plant operations	Cost per square foot	\$4.09	\$6.93	\$6.09
	Square footage per student	1,106	320	152
Food service	Cost per meal equivalent	\$4.55	\$4.88	\$2.47
Transportation	Cost per mile	\$1.02	\$1.53	\$3.50
	Cost per rider	\$4,679	\$1,171	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$20,514	\$22,705	\$15,082	\$7,475	\$10,652
Classroom dollars	8,231	8,890	7,880	4,053	6,526
Nonclassroom dollars:	12,283	13,815	7,202	3,422	4,126
Administration	3,659	3,491	2,472	736	1,139
Plant operations	3,669	4,524	2,126	928	1,012
Food service	1,448	1,788	756	382	405
Transportation	2,100	2,632	970	362	443
Student support	844	685	541	578	592
Instruction support	563	695	337	436	535

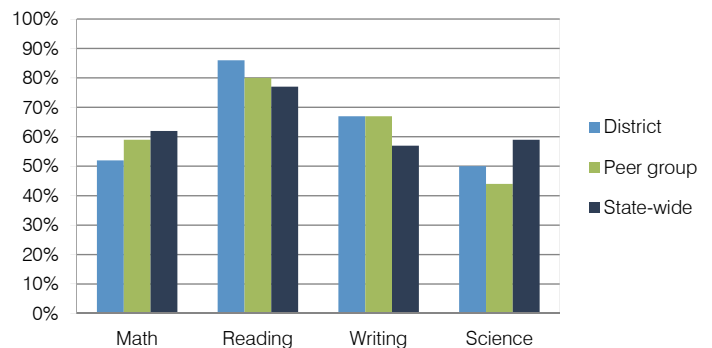
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



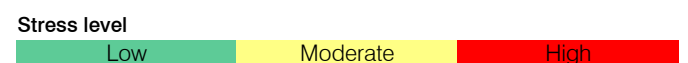
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2011)	100%	86%	78%
Poverty rate (2011)	26%	22%	25%
Students per teacher	6.8	14.0	18.1
Average teacher salary	\$30,185	\$39,650	\$45,193
Amount from Proposition 301	\$2,155	\$3,669	\$3,195
Average years of teacher experience	7.8	10.6	11.0
Percentage of teachers in first 3 years	52%	31%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



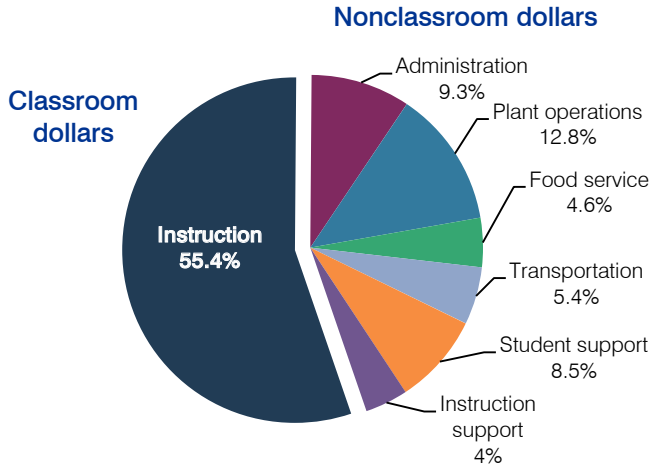
Payson Unified School District

Gila County
 Efficiency peer groups 4 and T-10, Achievement peer group 6
 Legislative district(s): 6

District size / location: Medium-Large, Town
 Students attending: 2,374
 Number of schools: 5

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased 4 percent. Spending in the classroom decreased overall from 57 to 55.4 percent. Spending on plant operations and transportation increased, and spending on administration decreased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$729	\$748	\$736
	Students per administrator	53	66	66
Plant operations	Cost per square foot	\$5.90	\$5.53	\$6.09
	Square footage per student	171	173	152
Food service	Cost per meal equivalent	\$3.05	\$2.56	\$2.47
Transportation	Cost per mile	\$3.15	\$2.26	\$3.50
	Cost per rider	\$1,186	\$935	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$8,044	\$7,886	\$7,007	\$7,475	\$10,652
Classroom dollars	4,460	4,365	3,682	4,053	6,526
Nonclassroom dollars:	3,584	3,521	3,325	3,422	4,126
Administration	765	729	748	736	1,139
Plant operations	992	1,009	933	928	1,012
Food service	386	366	354	382	405
Transportation	417	429	369	362	443
Student support	656	669	540	578	592
Instruction support	368	319	381	436	535

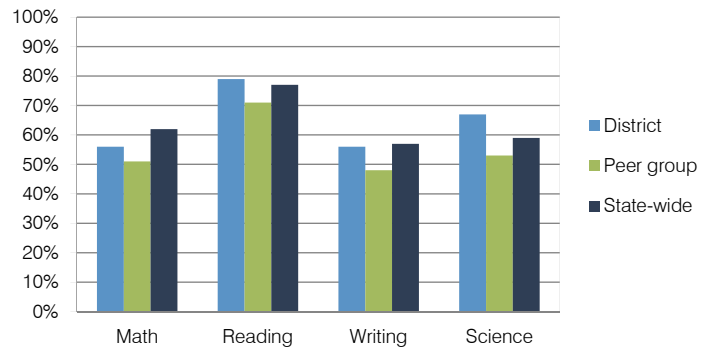
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	1	20%
B	1	20%
C	1	20%
D	1	20%
F	0	0%
Not rated	1	20%

Percentage of students who met state standards (AIMS)



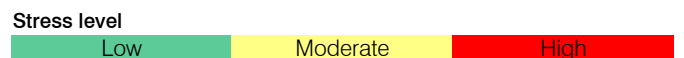
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2011)	78%	80%	78%
Poverty rate (2011)	32%	31%	25%
Students per teacher	17.5	15.2	18.1
Average teacher salary	\$44,492	\$40,242	\$45,193
Amount from Proposition 301	\$2,595	\$3,191	\$3,195
Average years of teacher experience	12.5	12.0	11.0
Percentage of teachers in first 3 years	6%	16%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	2.3%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



Peach Springs Unified School District

Mohave County

Efficiency peer groups 11 and T-13, Achievement peer group 7

Legislative district(s): 7

District size / location:

Very small, Rural

Students attending:

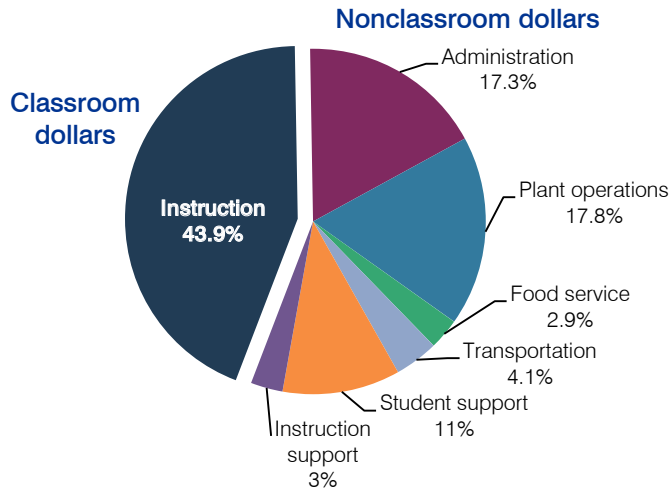
187

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 19 percent. Spending in the classroom varied year to year, increasing overall from 22.8 to 43.9 percent. Spending on all nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration, food service, and instruction support decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,308	\$2,472	\$736
	Students per administrator	31	30	66
Plant operations	Cost per square foot	\$6.05	\$6.93	\$6.09
	Square footage per student	560	320	152
Food service	Cost per meal equivalent	\$3.17	\$4.88	\$2.47
Transportation	Cost per mile	\$3.41	\$1.53	\$3.50
	Cost per rider	\$692	\$1,171	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$17,961	\$19,056	\$15,082	\$7,475	\$10,652
Classroom dollars	7,399	8,357	7,880	4,053	6,526
Nonclassroom dollars:	10,562	10,699	7,202	3,422	4,126
Administration	3,193	3,308	2,472	736	1,139
Plant operations	2,633	3,385	2,126	928	1,012
Food service	567	552	756	382	405
Transportation	819	778	970	362	443
Student support	2,249	2,105	541	578	592
Instruction support	1,101	571	337	436	535

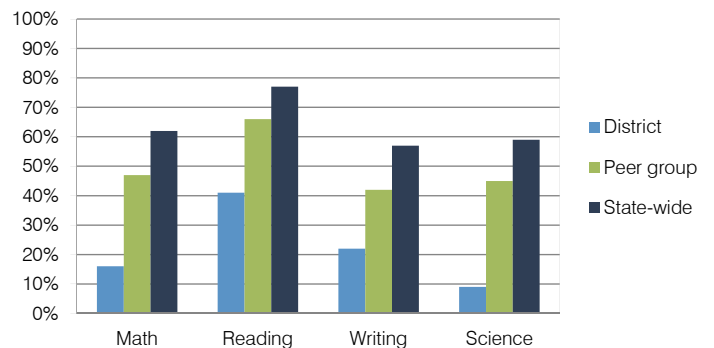
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	0	0%
D	1	100%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	89%	93%	94%
Graduation rate (2011)	N/A	76%	78%
Poverty rate (2011)	45%	40%	25%
Students per teacher	10.4	15.6	18.1
Average teacher salary	\$50,679	\$42,644	\$45,193
Amount from Proposition 301	\$2,322	\$3,127	\$3,195
Average years of teacher experience	15.7	13.0	11.0
Percentage of teachers in first 3 years	16%	13%	16%

Financial stress assessment

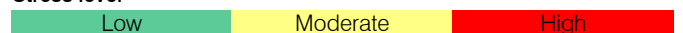
Overall financial stress level: **Low**

Measure: 2010 through 2012

Assessment

Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.2%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant

Stress level



Pearce Elementary School District

Cochise County

Efficiency peer groups 11 and T-13, Achievement peer group 21

Legislative district(s): 14

District size / location:

Very small, Rural

Students attending:

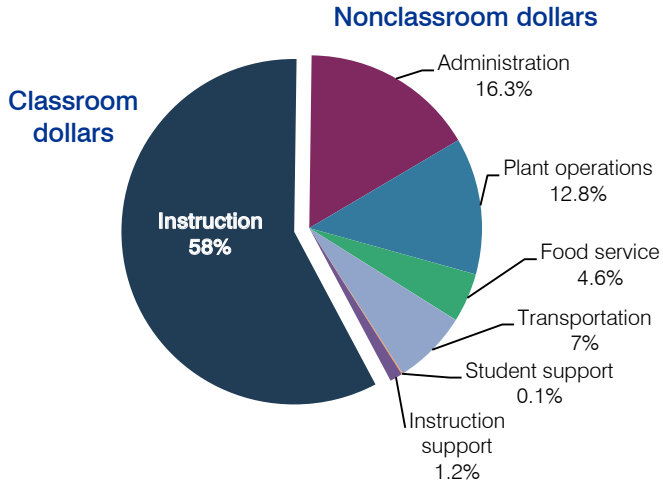
86

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Student enrollment decreased 23 percent, which contributed to the 54 percent increase in total spending per pupil. Spending in the classroom varied year to year, increasing overall from 54.4 to 58 percent. Spending on some nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,414	\$2,472	\$736
	Students per administrator	26	30	66
Plant operations	Cost per square foot	\$5.58	\$6.93	\$6.09
	Square footage per student	341	320	152
Food service	Cost per meal equivalent	\$3.81	\$4.88	\$2.47
Transportation	Cost per mile	\$2.09	\$1.53	\$3.50
	Cost per rider	\$968	\$1,171	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$15,697	\$14,879	\$15,082	\$7,475	\$10,652
Classroom dollars	8,492	8,635	7,880	4,053	6,526
Nonclassroom dollars:	7,205	6,244	7,202	3,422	4,126
Administration	2,660	2,414	2,472	736	1,139
Plant operations	1,949	1,905	2,126	928	1,012
Food service	740	682	756	382	405
Transportation	1,120	1,048	970	362	443
Student support	377	21	541	578	592
Instruction support	359	174	337	436	535

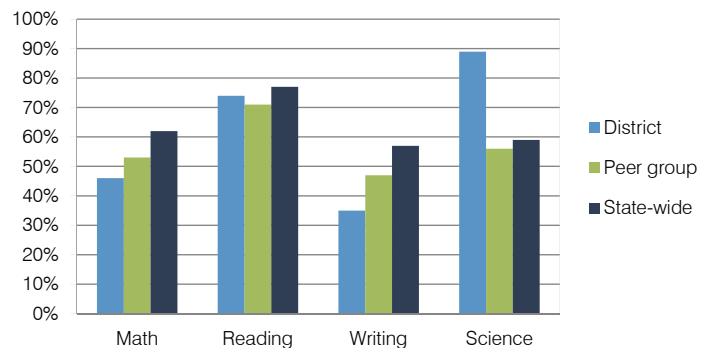
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	100%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



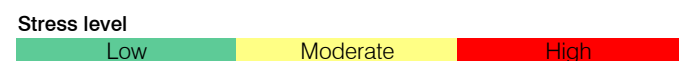
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	37%	39%	25%
Students per teacher	8.6	14.4	18.1
Average teacher salary	\$45,556	\$40,820	\$45,193
Amount from Proposition 301	\$1,264	\$2,313	\$3,195
Average years of teacher experience	14.4	11.7	11.0
Percentage of teachers in first 3 years	0%	12%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant



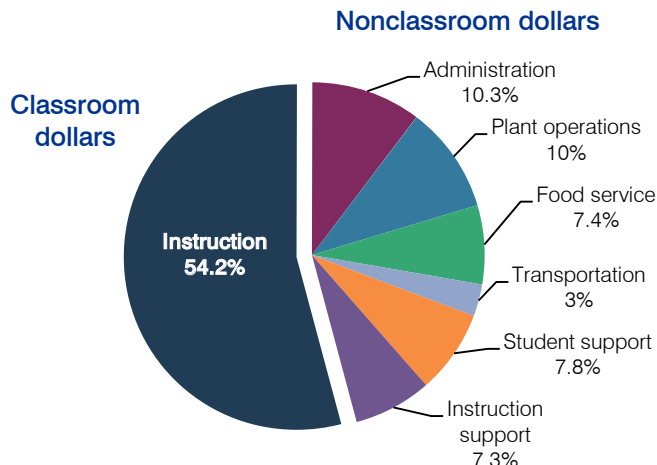
Pendergast Elementary School District

Maricopa County
 Efficiency peer groups 7 and T-3, Achievement peer group 14
 Legislative district(s): 19 and 29

District size / location: Large, City
 Students attending: 9,325
 Number of schools: 14

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 2 percent. Spending in the classroom decreased from 56.2 to 54.2 percent. Overall, spending on plant operations decreased and spending on food service and instruction support increased. Spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$684	\$695	\$736
	Students per administrator	69	67	66
Plant operations	Cost per square foot	\$5.35	\$6.05	\$6.09
	Square footage per student	124	131	152
Food service	Cost per meal equivalent	\$2.46	\$2.41	\$2.47
Transportation	Cost per mile	\$3.97	\$3.80	\$3.50
	Cost per rider	\$955	\$940	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,186	\$6,631	\$7,254	\$7,475	\$10,652
Classroom dollars	3,991	3,592	3,944	4,053	6,526
Nonclassroom dollars:	3,195	3,039	3,310	3,422	4,126
Administration	707	684	695	736	1,139
Plant operations	719	664	794	928	1,012
Food service	499	492	489	382	405
Transportation	184	198	299	362	443
Student support	545	519	526	578	592
Instruction support	541	482	507	436	535

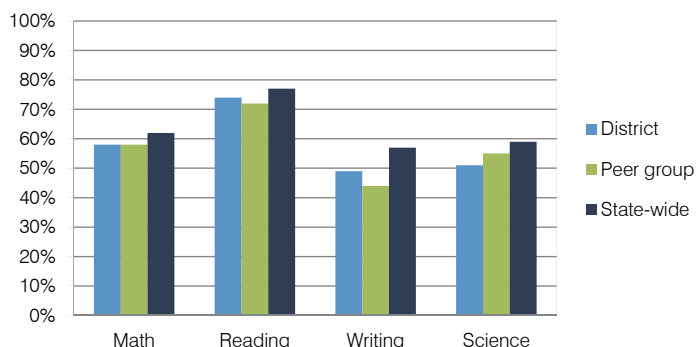
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	3	21%
B	3	21%
C	6	43%
D	2	14%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



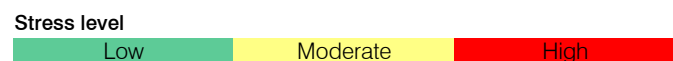
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	26%	25%	25%
Students per teacher	20.1	19.8	18.1
Average teacher salary	\$44,865	\$40,307	\$45,193
Amount from Proposition 301	\$1,871	\$2,532	\$3,195
Average years of teacher experience	9.4	7.3	11.0
Percentage of teachers in first 3 years	17%	27%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Concentrated decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.8%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



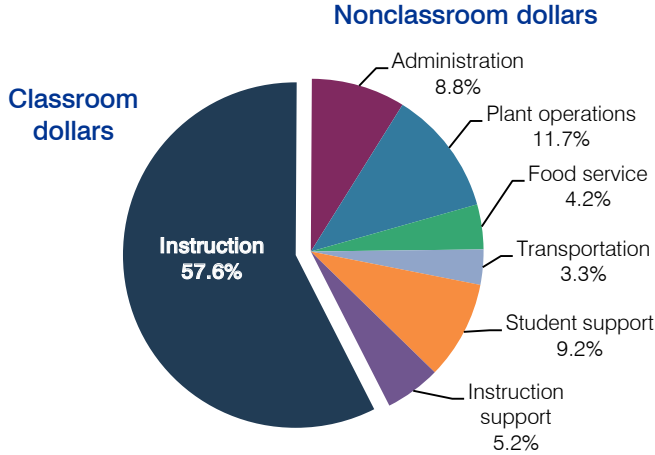
Peoria Unified School District

Maricopa County
 Efficiency peer groups 1 and T-5, Achievement peer group 2
 Legislative district(s): 20, 21, 22 and 29

District size / location: Very large, Suburb
 Students attending: 35,058
 Number of schools: 40

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 2 percent. Spending in the classroom varied year to year, decreasing overall from 59.6 to 57.6 percent. Spending on administration increased, while spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$596	\$620	\$736
	Students per administrator	79	79	66
Plant operations	Cost per square foot	\$5.93	\$5.88	\$6.09
	Square footage per student	134	144	152
Food service	Cost per meal equivalent	\$2.47	\$2.46	\$2.47
Transportation	Cost per mile	\$3.02	\$3.54	\$3.50
	Cost per rider	\$1,031	\$1,372	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,773	\$6,814	\$7,111	\$7,475	\$10,652
Classroom dollars	3,872	3,924	4,052	4,053	6,526
Nonclassroom dollars:	2,901	2,890	3,059	3,422	4,126
Administration	591	596	620	736	1,139
Plant operations	761	795	843	928	1,012
Food service	308	284	321	382	405
Transportation	234	226	340	362	443
Student support	627	628	567	578	592
Instruction support	380	361	368	436	535

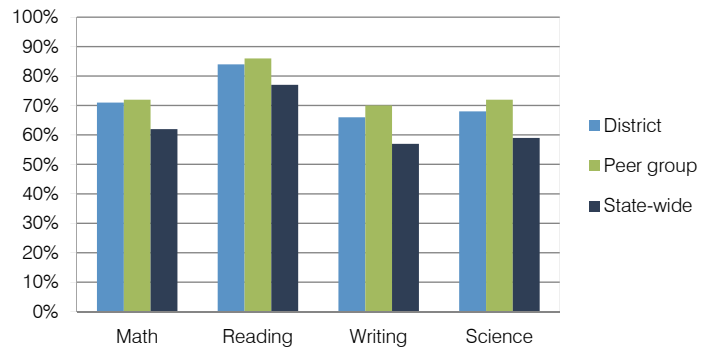
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	12	30%
B	22	55%
C	5	13%
D	0	0%
F	0	0%
Not rated	1	3%

Percentage of students who met state standards (AIMS)



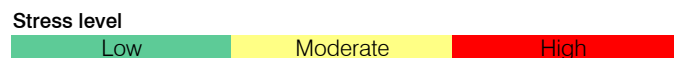
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	95%	94%
Graduation rate (2011)	94%	90%	78%
Poverty rate (2011)	15%	14%	25%
Students per teacher	17.6	18.0	18.1
Average teacher salary	\$43,611	\$45,087	\$45,193
Amount from Proposition 301	\$2,247	\$3,095	\$3,195
Average years of teacher experience	9.6	10.9	11.0
Percentage of teachers in first 3 years	22%	14%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	0.4%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



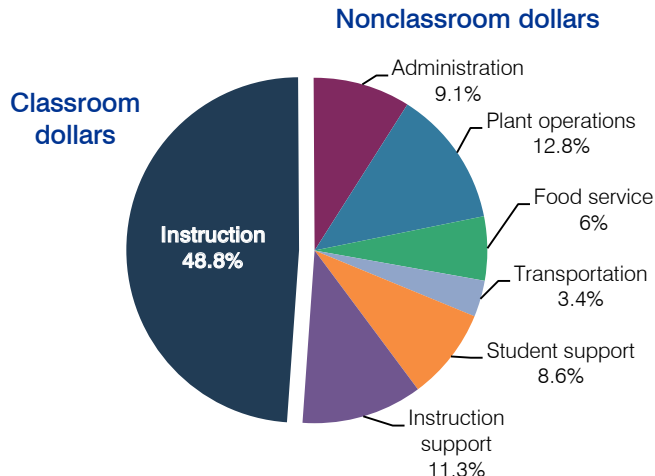
Phoenix Elementary School District

Maricopa County
 Efficiency peer groups 8 and T-1, Achievement peer group 16
 Legislative district(s): 24, 27 and 30

District size / location: Medium-Large, City
 Students attending: 7,019
 Number of schools: 14

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 2 percent. Spending in the classroom varied year to year, decreasing overall from 54 to 48.8 percent. Spending on plant operations and food service increased, and spending on instruction support increased substantially. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$864	\$796	\$736
	Students per administrator	55	75	66
Plant operations	Cost per square foot	\$7.61	\$6.25	\$6.09
	Square footage per student	161	131	152
Food service	Cost per meal equivalent	\$2.24	\$2.45	\$2.47
Transportation	Cost per mile	\$6.80	\$5.69	\$3.50
	Cost per rider	\$871	\$569	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$9,773	\$9,542	\$6,968	\$7,475	\$10,652
Classroom dollars	4,800	4,660	3,582	4,053	6,526
Nonclassroom dollars:	4,973	4,882	3,386	3,422	4,126
Administration	918	864	796	736	1,139
Plant operations	1,293	1,225	811	928	1,012
Food service	537	569	523	382	405
Transportation	296	327	271	362	443
Student support	841	822	522	578	592
Instruction support	1,088	1,075	463	436	535

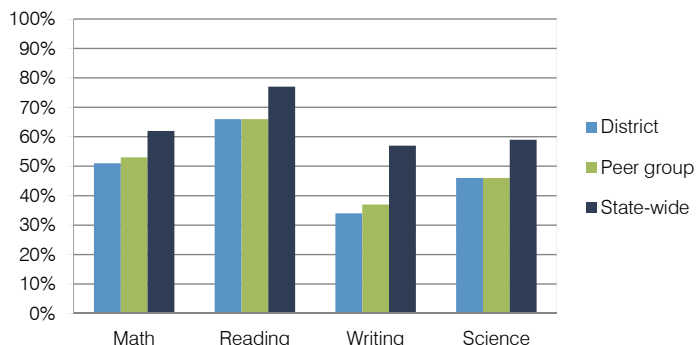
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	2	14%
B	6	43%
C	6	43%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



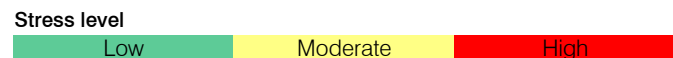
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	58%	49%	25%
Students per teacher	16.3	18.3	18.1
Average teacher salary	\$43,170	\$45,716	\$45,193
Amount from Proposition 301	\$2,629	\$2,541	\$3,195
Average years of teacher experience	10.7	9.3	11.0
Percentage of teachers in first 3 years	19%	23%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Increase
Spending exceeded operating/capital budgets	Operating only
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	1.3%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



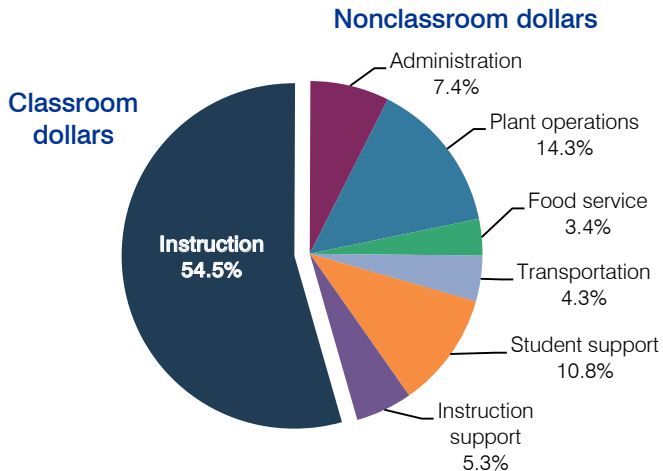
Phoenix Union High School District

Maricopa County
 Efficiency peer groups 1 and T-5, Achievement peer group 10
 Legislative district(s): 19, 24, 27, 28, 29 and 30

District size / location: Very large, City
 Students attending: 25,499
 Number of schools: 15

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 4 percent. Spending in the classroom varied year to year, decreasing overall from 57.5 to 54.5 percent. Spending on plant operations and food service increased, while spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$707	\$620	\$736
	Students per administrator	38	79	66
Plant operations	Cost per square foot	\$8.07	\$5.88	\$6.09
	Square footage per student	168	144	152
Food service	Cost per meal equivalent	\$2.33	\$2.46	\$2.47
Transportation	Cost per mile	N/A	\$3.54	\$3.50
	Cost per rider	\$954	\$1,372	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$9,835	\$9,477	\$7,111	\$7,475	\$10,652
Classroom dollars	5,529	5,162	4,052	4,053	6,526
Nonclassroom dollars:	4,306	4,315	3,059	3,422	4,126
Administration	692	707	620	736	1,139
Plant operations	1,289	1,357	843	928	1,012
Food service	318	323	321	382	405
Transportation	431	407	340	362	443
Student support	1,031	1,024	567	578	592
Instruction support	545	497	368	436	535

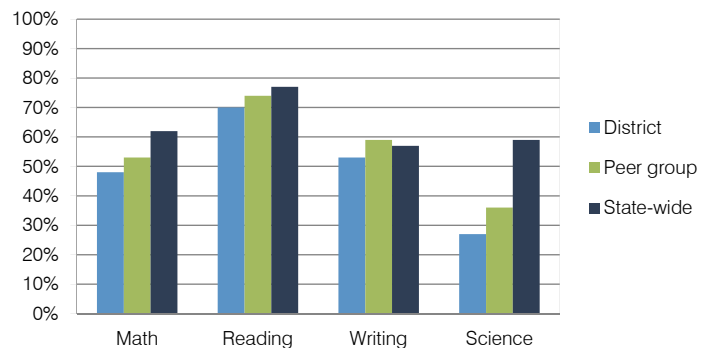
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	1	7%
B	4	27%
C	7	47%
D	1	7%
F	0	0%
Not rated	2	13%

Percentage of students who met state standards (AIMS)



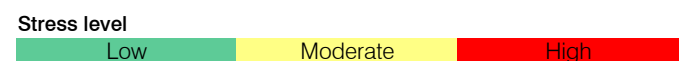
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2011)	80%	82%	78%
Poverty rate (2011)	37%	32%	25%
Students per teacher	18.1	20.9	18.1
Average teacher salary	\$55,566	\$49,006	\$45,193
Amount from Proposition 301	\$1,006	\$3,442	\$3,195
Average years of teacher experience	12.5	11.1	11.0
Percentage of teachers in first 3 years	6%	15%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Mixed election results
Operating reserve percentage (max. 4%), trend	3.9%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



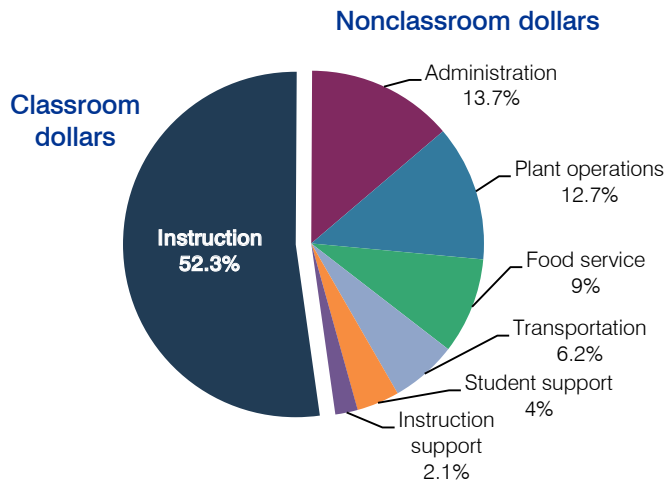
Picacho Elementary School District

Pinal County
 Efficiency peer groups 11 and T-13, Achievement peer group 20
 Legislative district(s): 8 and 11

District size / location: Very small, Rural
 Students attending: 188
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 3 percent. Spending in the classroom varied year to year, but was 52.3 percent in both fiscal years 2007 and 2012. Spending on some nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration decreased substantially and spending on plant operations and food service increased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,178	\$2,472	\$736
	Students per administrator	58	30	66
Plant operations	Cost per square foot	\$8.19	\$6.93	\$6.09
	Square footage per student	133	320	152
Food service	Cost per meal equivalent	\$3.07	\$4.88	\$2.47
Transportation	Cost per mile	\$2.54	\$1.53	\$3.50
	Cost per rider	\$531	\$1,171	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$8,812	\$8,566	\$15,082	\$7,475	\$10,652
Classroom dollars	4,568	4,480	7,880	4,053	6,526
Nonclassroom dollars:	4,244	4,086	7,202	3,422	4,126
Administration	1,325	1,178	2,472	736	1,139
Plant operations	1,084	1,088	2,126	928	1,012
Food service	716	772	756	382	405
Transportation	591	527	970	362	443
Student support	480	345	541	578	592
Instruction support	48	176	337	436	535

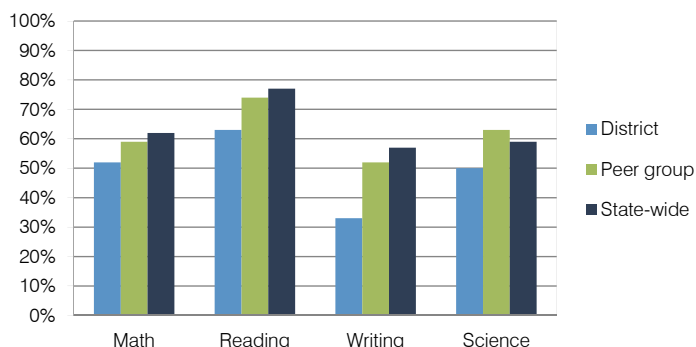
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	100%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



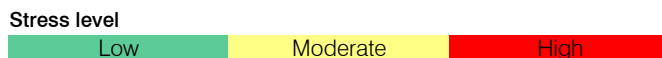
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	27%	29%	25%
Students per teacher	17.0	12.6	18.1
Average teacher salary	\$49,257	\$45,750	\$45,193
Amount from Proposition 301	\$584	\$2,292	\$3,195
Average years of teacher experience	17.6	13.0	11.0
Percentage of teachers in first 3 years	0%	13%	16%

Financial stress assessment

Overall financial stress level: **High**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	Operating only
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	1.9%, Varying
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Marginally compliant



Pima Unified School District

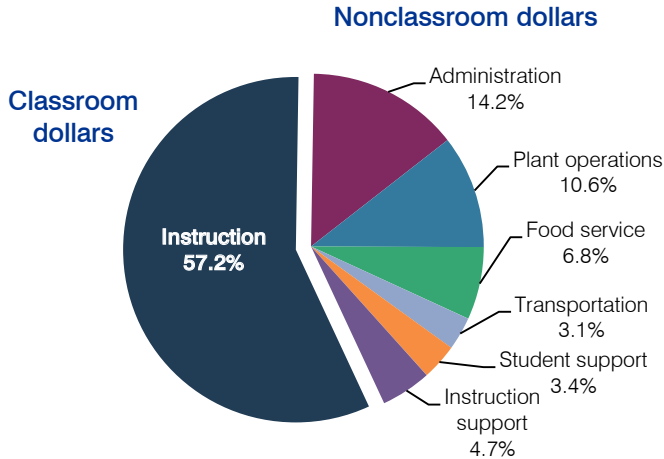
Graham County
 Efficiency peer groups 5 and T-11, Achievement peer group 5
 Legislative district(s): 14

District size / location: Medium, Rural
 Students attending: 677
 Number of schools: 3

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 10 percent. Spending in the classroom varied year to year, decreasing overall from 60.9 to 57.2 percent. Spending on administration and food service increased slightly, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,017	\$1,074	\$736
	Students per administrator	68	56	66
Plant operations	Cost per square foot	\$4.66	\$4.82	\$6.09
	Square footage per student	162	250	152
Food service	Cost per meal equivalent	\$2.88	\$2.97	\$2.47
Transportation	Cost per mile	\$1.29	\$2.21	\$3.50
	Cost per rider	\$576	\$978	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

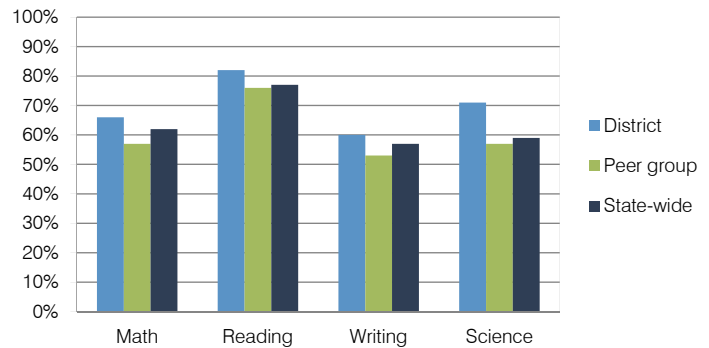
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,060	\$7,151	\$8,416	\$7,475	\$10,652
Classroom dollars	4,168	4,093	4,202	4,053	6,526
Nonclassroom dollars:	2,892	3,058	4,214	3,422	4,126
Administration	847	1,017	1,074	736	1,139
Plant operations	731	757	1,179	928	1,012
Food service	498	488	412	382	405
Transportation	226	222	536	362	443
Student support	262	245	619	578	592
Instruction support	328	329	394	436	535

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	3	100%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



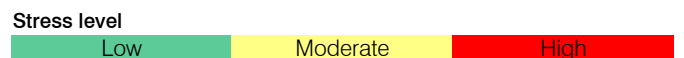
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	94%	94%
Graduation rate (2011)	95%	82%	78%
Poverty rate (2011)	26%	24%	25%
Students per teacher	15.4	17.0	18.1
Average teacher salary	\$34,113	\$40,636	\$45,193
Amount from Proposition 301	\$2,328	\$3,192	\$3,195
Average years of teacher experience	13.0	11.8	11.0
Percentage of teachers in first 3 years	21%	15%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	2.9%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



Pine Strawberry Elementary School District

Gila County

Efficiency peer groups 11 and T-13, Achievement peer group 20

Legislative district(s): 6

District size / location:

Very small, Rural

Students attending:

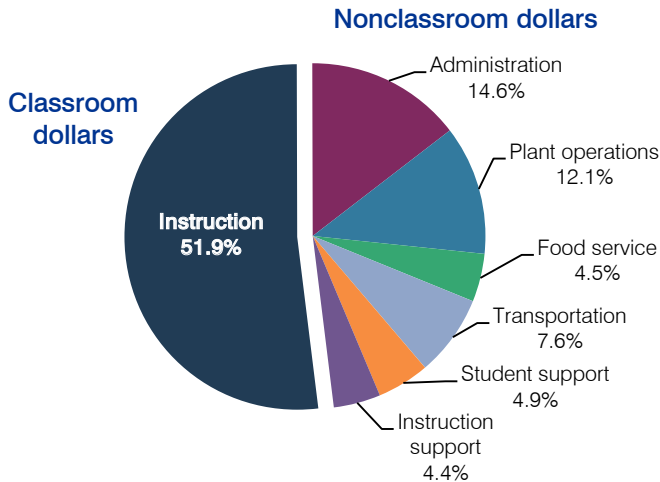
127

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 18 percent. Spending in the classroom varied year to year, increasing overall from 48.5 to 51.9 percent. Spending on some nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,870	\$2,472	\$736
	Students per administrator	18	30	66
Plant operations	Cost per square foot	\$4.54	\$6.93	\$6.09
	Square footage per student	524	320	152
Food service	Cost per meal equivalent	\$5.13	\$4.88	\$2.47
Transportation	Cost per mile	\$3.21	\$1.53	\$3.50
	Cost per rider	\$2,155	\$1,171	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$19,704	\$19,690	\$15,082	\$7,475	\$10,652
Classroom dollars	9,702	10,221	7,880	4,053	6,526
Nonclassroom dollars:	10,002	9,469	7,202	3,422	4,126
Administration	3,103	2,870	2,472	736	1,139
Plant operations	2,409	2,382	2,126	928	1,012
Food service	901	895	756	382	405
Transportation	1,376	1,492	970	362	443
Student support	1,191	968	541	578	592
Instruction support	1,022	862	337	436	535

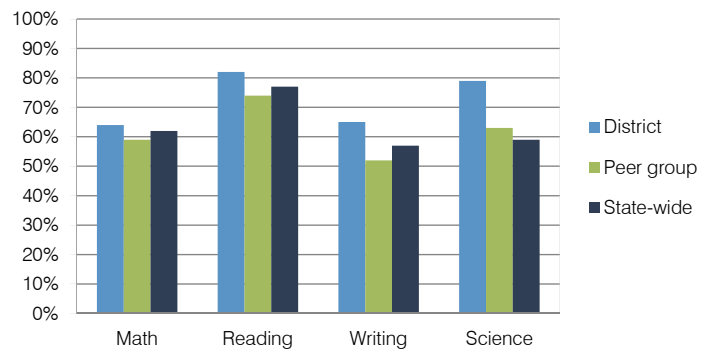
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



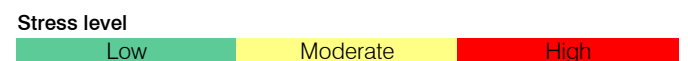
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	26%	29%	25%
Students per teacher	9.8	12.6	18.1
Average teacher salary	\$57,318	\$45,750	\$45,193
Amount from Proposition 301	\$2,923	\$2,292	\$3,195
Average years of teacher experience	8.3	13.0	11.0
Percentage of teachers in first 3 years	10%	13%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



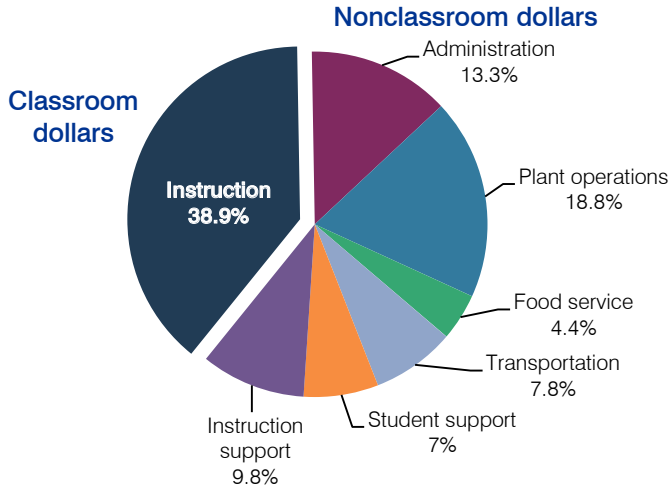
Pinon Unified School District

Navajo County
 Efficiency peer groups 5 and T-12, Achievement peer group 8
 Legislative district(s): 7

District size / location: Medium, Rural
 Students attending: 1,271
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 9 percent. Spending in the classroom varied year to year, decreasing overall from 40.7 to 38.9 percent. Spending on administration and instruction support increased and spending on student support decreased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,861	\$1,074	\$736
	Students per administrator	28	56	66
Plant operations	Cost per square foot	\$9.69	\$4.82	\$6.09
	Square footage per student	271	250	152
Food service	Cost per meal equivalent	\$2.94	\$2.97	\$2.47
Transportation	Cost per mile	\$3.09	\$2.02	\$3.50
	Cost per rider	\$1,735	\$1,181	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$13,184	\$13,984	\$8,416	\$7,475	\$10,652
Classroom dollars	4,819	5,434	4,202	4,053	6,526
Nonclassroom dollars:	8,365	8,550	4,214	3,422	4,126
Administration	1,837	1,861	1,074	736	1,139
Plant operations	2,199	2,625	1,179	928	1,012
Food service	654	622	412	382	405
Transportation	1,139	1,086	536	362	443
Student support	1,096	982	619	578	592
Instruction support	1,440	1,374	394	436	535

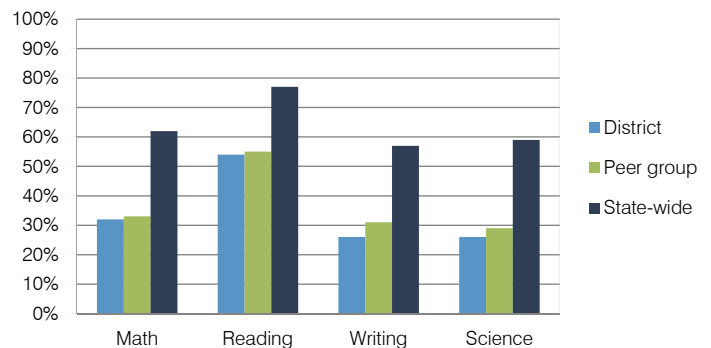
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	33%
D	2	67%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	92%	94%
Graduation rate (2011)	61%	69%	78%
Poverty rate (2011)	59%	49%	25%
Students per teacher	16.6	14.8	18.1
Average teacher salary	\$55,977	\$42,031	\$45,193
Amount from Proposition 301	\$3,983	\$3,203	\$3,195
Average years of teacher experience	8.4	11.5	11.0
Percentage of teachers in first 3 years	41%	19%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	2011, isolated
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	Impact Aid Fund reserve
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level: **Low** Moderate High

Pomerene Elementary School District

Cochise County

Efficiency peer groups 11 and T-13, Achievement peer group 17

Legislative district(s): 14

District size / location:

Very small, Rural

Students attending:

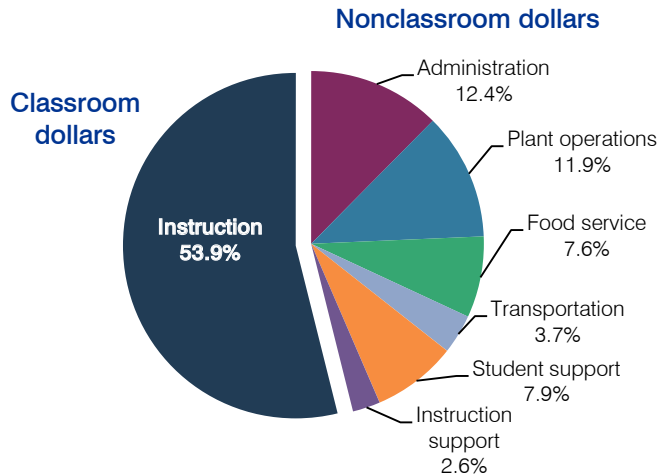
117

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 20 percent. Spending in the classroom varied year to year, and was 53.9 percent in both fiscal years 2007 and 2012. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on transportation increased slightly and spending on food service and student support decreased slightly.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,050	\$2,472	\$736
	Students per administrator	43	30	66
Plant operations	Cost per square foot	\$4.10	\$6.93	\$6.09
	Square footage per student	247	320	152
Food service	Cost per meal equivalent	\$3.84	\$4.88	\$2.47
Transportation	Cost per mile	\$3.75	\$1.53	\$3.50
	Cost per rider	\$974	\$1,171	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$9,848	\$8,500	\$15,082	\$7,475	\$10,652
Classroom dollars	6,198	4,580	7,880	4,053	6,526
Nonclassroom dollars:	3,650	3,920	7,202	3,422	4,126
Administration	985	1,050	2,472	736	1,139
Plant operations	1,120	1,011	2,126	928	1,012
Food service	627	656	756	382	405
Transportation	171	316	970	362	443
Student support	561	668	541	578	592
Instruction support	186	219	337	436	535

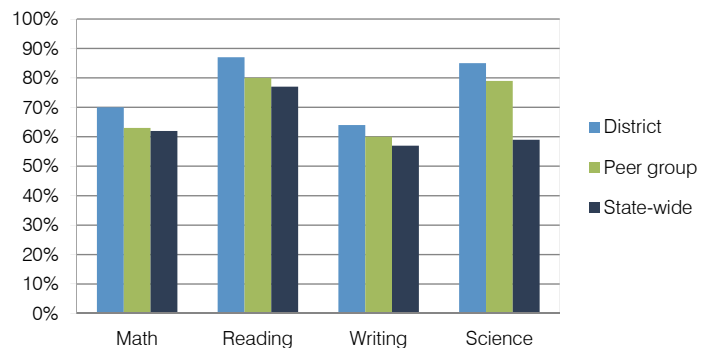
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



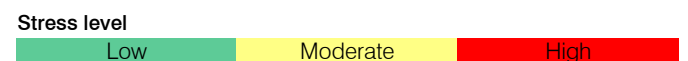
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	16%	9%	25%
Students per teacher	16.7	9.6	18.1
Average teacher salary	\$44,534	\$42,030	\$45,193
Amount from Proposition 301	\$1,982	\$2,164	\$3,195
Average years of teacher experience	14.4	10.4	11.0
Percentage of teachers in first 3 years	0%	7%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



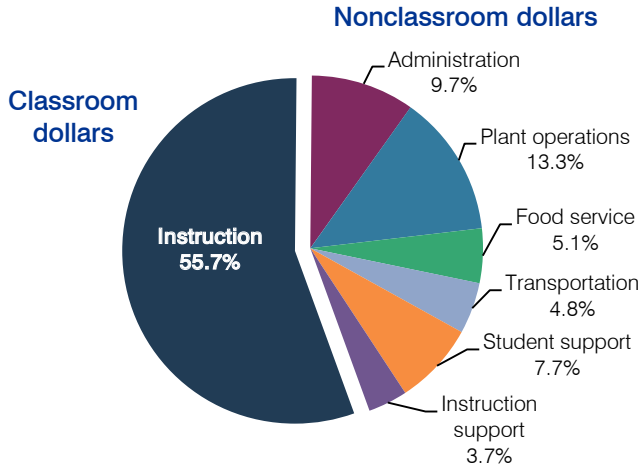
Prescott Unified School District

Yavapai County
 Efficiency peer groups 3 and T-2, Achievement peer group 3
 Legislative district(s): 1

District size / location: Medium-Large, City
 Students attending: 4,959
 Number of schools: 8

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 2 percent. Spending in the classroom decreased overall from 62.3 to 55.7 percent. Spending on plant operations increased substantially, and spending on food service and student support increased. Spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$628	\$736	\$736
	Students per administrator	70	71	66
Plant operations	Cost per square foot	\$5.85	\$5.88	\$6.09
	Square footage per student	147	158	152
Food service	Cost per meal equivalent	\$2.85	\$2.74	\$2.47
Transportation	Cost per mile	\$3.27	\$4.84	\$3.50
	Cost per rider	\$733	\$844	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,510	\$6,459	\$7,033	\$7,475	\$10,652
Classroom dollars	3,796	3,599	3,759	4,053	6,526
Nonclassroom dollars:	2,714	2,860	3,274	3,422	4,126
Administration	577	628	736	736	1,139
Plant operations	855	858	920	928	1,012
Food service	318	326	338	382	405
Transportation	288	309	426	362	443
Student support	463	500	546	578	592
Instruction support	213	239	308	436	535

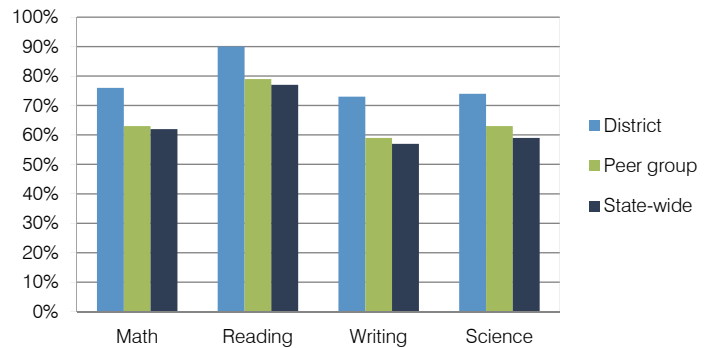
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	2	25%
B	5	63%
C	1	13%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



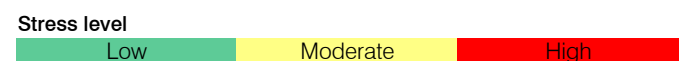
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	94%	94%
Graduation rate (2011)	85%	80%	78%
Poverty rate (2011)	20%	24%	25%
Students per teacher	19.8	18.2	18.1
Average teacher salary	\$42,655	\$45,442	\$45,193
Amount from Proposition 301	\$3,342	\$3,594	\$3,195
Average years of teacher experience	12.1	11.8	11.0
Percentage of teachers in first 3 years	15%	14%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.4%, Increasing
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Marginally compliant



Quartzsite Elementary School District

La Paz County

Efficiency peer groups 10 and T-7, Achievement peer group 19

Legislative district(s): 5

District size / location:

Small, Rural

Students attending:

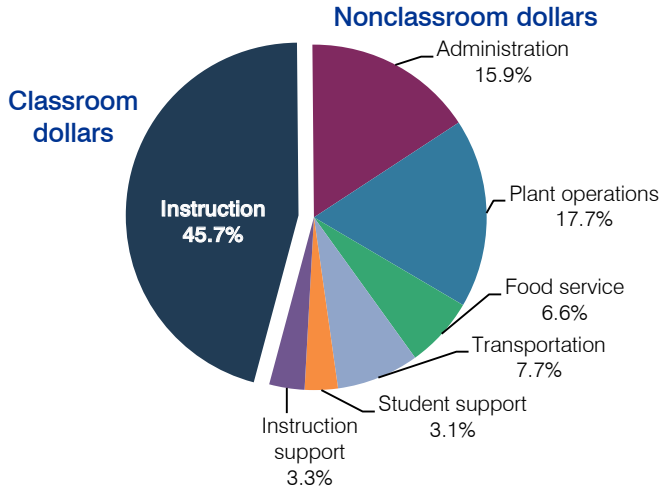
215

Number of schools:

2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 6 percent. Spending in the classroom decreased overall from 50.7 to 45.7 percent. Spending on administration and transportation increased, and spending on student support increased substantially. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,486	\$1,168	\$736
	Students per administrator	52	54	66
Plant operations	Cost per square foot	\$6.67	\$7.54	\$6.09
	Square footage per student	247	139	152
Food service	Cost per meal equivalent	\$2.74	\$2.69	\$2.47
Transportation	Cost per mile	\$3.14	\$3.29	\$3.50
	Cost per rider	\$664	\$644	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$9,512	\$9,324	\$8,331	\$7,475	\$10,652
Classroom dollars	4,411	4,261	4,374	4,053	6,526
Nonclassroom dollars:	5,101	5,063	3,957	3,422	4,126
Administration	1,483	1,486	1,168	736	1,139
Plant operations	1,641	1,651	1,068	928	1,012
Food service	674	616	486	382	405
Transportation	620	714	515	362	443
Student support	302	285	455	578	592
Instruction support	381	311	265	436	535

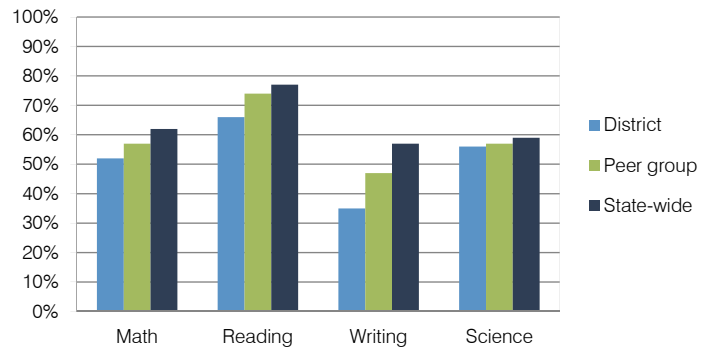
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **N/A**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	0	0%
D	0	0%
F	0	0%
Not rated	2	100%

Percentage of students who met state standards (AIMS)



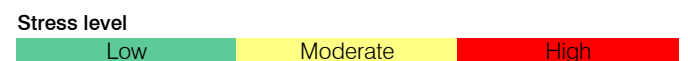
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	22%	23%	25%
Students per teacher	14.3	15.3	18.1
Average teacher salary	\$41,122	\$43,358	\$45,193
Amount from Proposition 301	\$4,341	\$2,716	\$3,195
Average years of teacher experience	8.1	12.2	11.0
Percentage of teachers in first 3 years	20%	11%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Concentrated decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.7%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



Queen Creek Unified School District

Maricopa County

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

Legislative district(s): 12 and 16

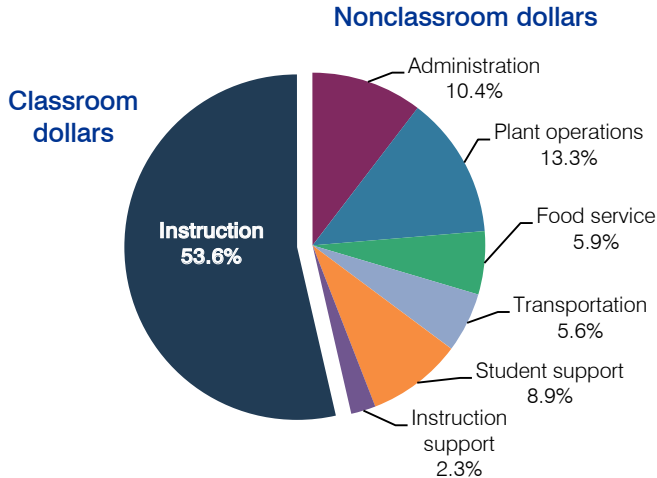
District size / location: Medium-Large, Suburb

Students attending: 4,996

Number of schools: 7

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 13 percent. Spending in the classroom decreased from 60 to 53.6 percent. Spending on plant operations and student support increased substantially, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$719	\$736	\$736
	Students per administrator	85	71	66
Plant operations	Cost per square foot	\$6.12	\$5.88	\$6.09
	Square footage per student	150	158	152
Food service	Cost per meal equivalent	\$3.21	\$2.74	\$2.47
Transportation	Cost per mile	\$3.01	\$3.80	\$3.50
	Cost per rider	\$725	\$940	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,708	\$6,922	\$7,033	\$7,475	\$10,652
Classroom dollars	3,778	3,710	3,759	4,053	6,526
Nonclassroom dollars:	2,930	3,212	3,274	3,422	4,126
Administration	681	719	736	736	1,139
Plant operations	834	917	920	928	1,012
Food service	375	411	338	382	405
Transportation	407	388	426	362	443
Student support	493	616	546	578	592
Instruction support	140	161	308	436	535

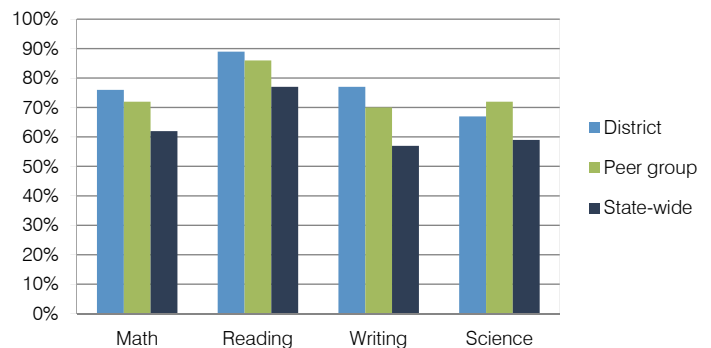
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	4	57%
B	3	43%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



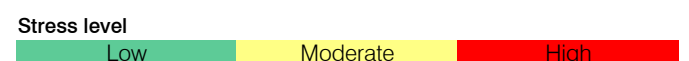
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2011)	90%	90%	78%
Poverty rate (2011)	12%	14%	25%
Students per teacher	19.1	18.0	18.1
Average teacher salary	\$43,658	\$45,087	\$45,193
Amount from Proposition 301	\$4,467	\$3,095	\$3,195
Average years of teacher experience	10.2	10.9	11.0
Percentage of teachers in first 3 years	3%	14%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Mixed election results
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



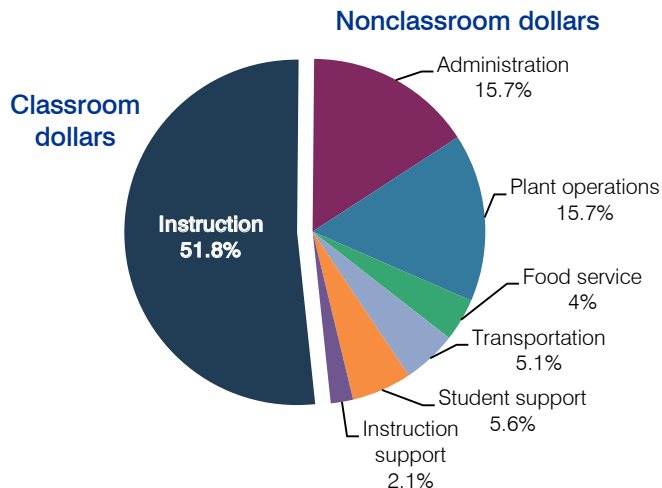
Ray Unified School District

Pinal County
 Efficiency peer groups 6 and T-12, Achievement peer group 6
 Legislative district(s): 8

District size / location: Small, Rural
 Students attending: 501
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 11 percent. Spending in the classroom decreased overall from 57.5 to 51.8 percent. Spending on plant operations increased substantially and spending on student support increased. Spending on all other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,488	\$1,487	\$736
	Students per administrator	46	43	66
Plant operations	Cost per square foot	\$3.88	\$5.04	\$6.09
	Square footage per student	381	299	152
Food service	Cost per meal equivalent	\$2.97	\$3.19	\$2.47
Transportation	Cost per mile	\$2.13	\$2.02	\$3.50
	Cost per rider	\$1,153	\$1,181	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$9,254	\$9,455	\$9,872	\$7,475	\$10,652
Classroom dollars	4,819	4,901	4,866	4,053	6,526
Nonclassroom dollars:	4,435	4,554	5,006	3,422	4,126
Administration	1,432	1,488	1,487	736	1,139
Plant operations	1,533	1,479	1,438	928	1,012
Food service	328	378	454	382	405
Transportation	514	478	510	362	443
Student support	433	532	636	578	592
Instruction support	195	199	481	436	535

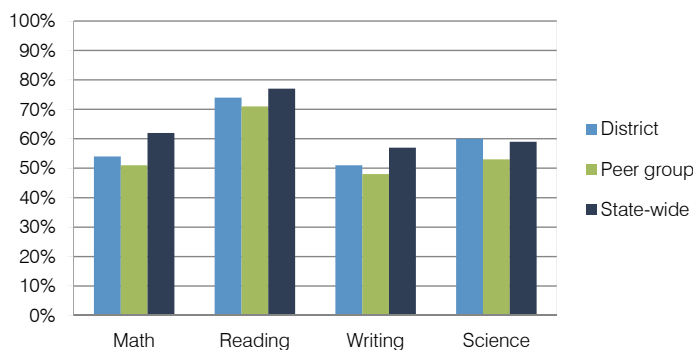
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	3	100%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



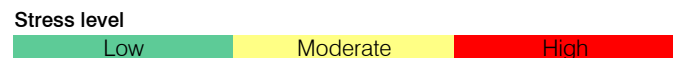
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2011)	92%	80%	78%
Poverty rate (2011)	33%	31%	25%
Students per teacher	12.7	15.2	18.1
Average teacher salary	\$39,581	\$40,242	\$45,193
Amount from Proposition 301	\$3,358	\$3,191	\$3,195
Average years of teacher experience	12.4	12.0	11.0
Percentage of teachers in first 3 years	21%	16%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.4%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



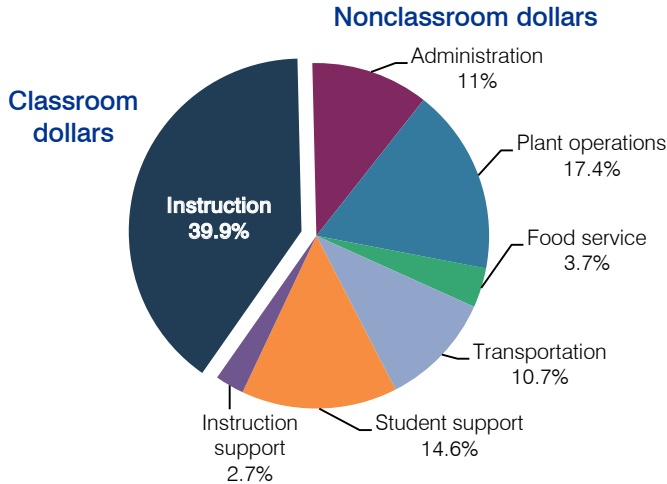
Red Mesa Unified School District

Apache County
 Efficiency peer groups 5 and T-12, Achievement peer group 7
 Legislative district(s): 7

District size / location: Medium, Rural
 Students attending: 894
 Number of schools: 5

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 10 percent. Spending in the classroom varied year to year, decreasing slightly overall from 40.4 to 39.9 percent. Spending on administration decreased substantially and spending on plant operations and student support increased substantially. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,598	\$1,074	\$736
	Students per administrator	36	56	66
Plant operations	Cost per square foot	\$9.87	\$4.82	\$6.09
	Square footage per student	255	250	152
Food service	Cost per meal equivalent	\$3.65	\$2.97	\$2.47
Transportation	Cost per mile	\$2.36	\$2.02	\$3.50
	Cost per rider	\$1,498	\$1,181	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$14,205	\$14,489	\$8,416	\$7,475	\$10,652
Classroom dollars	5,768	5,783	4,202	4,053	6,526
Nonclassroom dollars:	8,437	8,706	4,214	3,422	4,126
Administration	1,817	1,598	1,074	736	1,139
Plant operations	2,122	2,513	1,179	928	1,012
Food service	509	543	412	382	405
Transportation	1,429	1,554	536	362	443
Student support	2,426	2,112	619	578	592
Instruction support	134	386	394	436	535

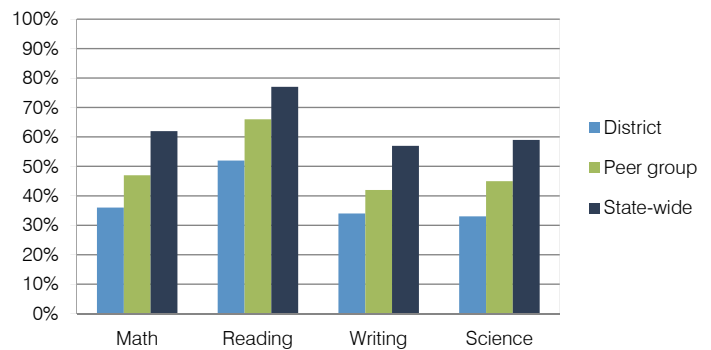
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	2	40%
D	3	60%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



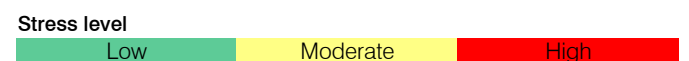
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	93%	94%
Graduation rate (2011)	72%	76%	78%
Poverty rate (2011)	42%	40%	25%
Students per teacher	13.5	15.6	18.1
Average teacher salary	\$41,808	\$42,644	\$45,193
Amount from Proposition 301	\$1,767	\$3,127	\$3,195
Average years of teacher experience	15.3	13.0	11.0
Percentage of teachers in first 3 years	8%	13%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	Impact Aid Fund reserve
Years of capital reserve held	Impact Aid Fund reserve
Current financial and internal control status	Noncompliant



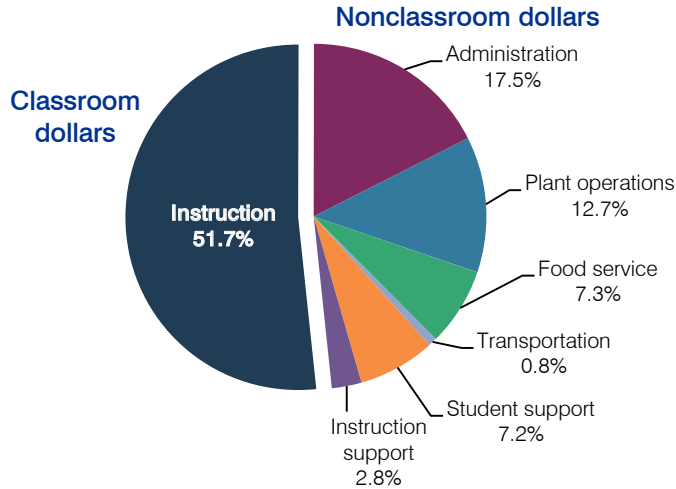
Red Rock Elementary School District

Pinal County
 Efficiency peer groups 10 and T-8, Achievement peer group 19
 Legislative district(s): 11

District size / location: Small, Rural
 Students attending: 280
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Student enrollment tripled, which contributed to the 52 percent decrease in total spending per pupil. Spending in the classroom varied year to year, decreasing overall from 54.3 to 51.7 percent. Spending on administration decreased substantially, and spending on student support increased substantially. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,161	\$1,168	\$736
	Students per administrator	62	54	66
Plant operations	Cost per square foot	\$11.17	\$7.54	\$6.09
	Square footage per student	75	139	152
Food service	Cost per meal equivalent	\$2.72	\$2.69	\$2.47
Transportation	Cost per mile	\$0.52	\$2.87	\$3.50
	Cost per rider	\$132	\$726	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,529	\$6,617	\$8,331	\$7,475	\$10,652
Classroom dollars	3,206	3,423	4,374	4,053	6,526
Nonclassroom dollars:	3,323	3,194	3,957	3,422	4,126
Administration	1,059	1,161	1,168	736	1,139
Plant operations	778	837	1,068	928	1,012
Food service	537	483	486	382	405
Transportation	111	54	515	362	443
Student support	588	479	455	578	592
Instruction support	250	180	265	436	535

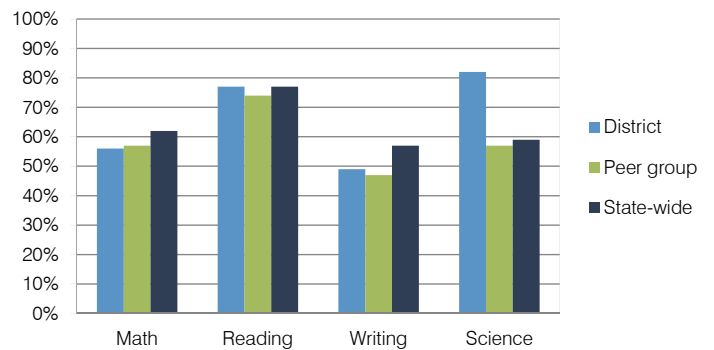
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	100%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	22%	23%	25%
Students per teacher	17.5	15.3	18.1
Average teacher salary	\$42,310	\$43,358	\$45,193
Amount from Proposition 301	\$2,827	\$2,716	\$3,195
Average years of teacher experience	11.1	12.2	11.0
Percentage of teachers in first 3 years	13%	11%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	3.1%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant

Stress level: **Low** Moderate High

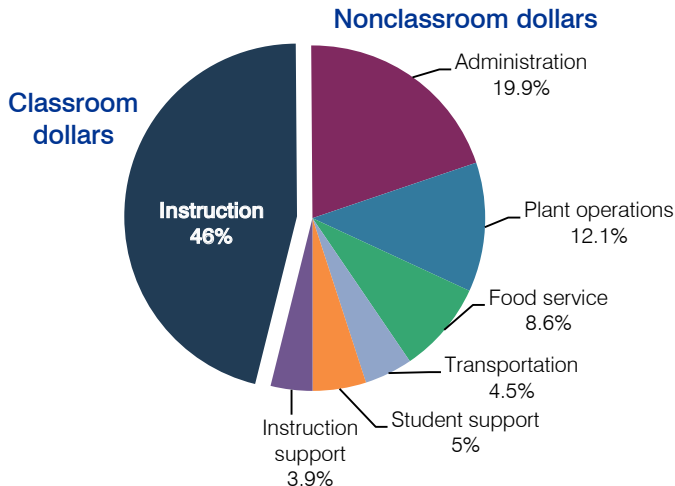
Riverside Elementary School District

Maricopa County
 Efficiency peer groups 9 and T-6, Achievement peer group 20
 Legislative district(s): 19

District size / location: Medium, Rural
 Students attending: 771
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 11 percent. Spending in the classroom varied year to year, decreasing overall from 50.2 to 46 percent. Spending on administration, food service, transportation, and instruction support increased, and spending on student support decreased substantially. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,621	\$951	\$736
	Students per administrator	41	61	66
Plant operations	Cost per square foot	\$4.85	\$6.40	\$6.09
	Square footage per student	203	142	152
Food service	Cost per meal equivalent	\$2.33	\$2.49	\$2.47
Transportation	Cost per mile	\$3.68	\$3.84	\$3.50
	Cost per rider	\$505	\$416	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$9,064	\$8,144	\$7,482	\$7,475	\$10,652
Classroom dollars	4,171	3,743	3,712	4,053	6,526
Nonclassroom dollars:	4,893	4,401	3,770	3,422	4,126
Administration	1,775	1,621	951	736	1,139
Plant operations	1,052	984	881	928	1,012
Food service	659	705	512	382	405
Transportation	428	364	498	362	443
Student support	532	412	429	578	592
Instruction support	447	315	499	436	535

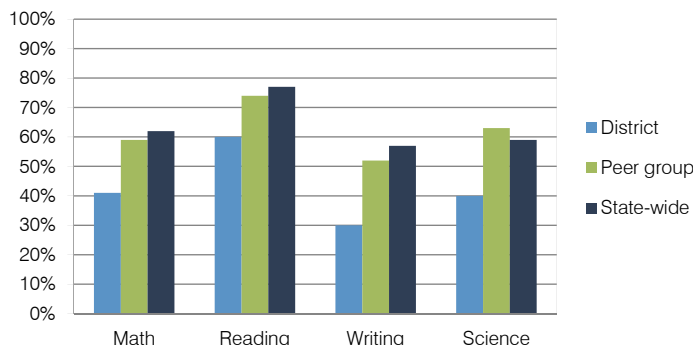
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	50%
D	1	50%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	27%	29%	25%
Students per teacher	20.3	12.6	18.1
Average teacher salary	\$39,927	\$45,750	\$45,193
Amount from Proposition 301	\$1,205	\$2,292	\$3,195
Average years of teacher experience	7.7	13.0	11.0
Percentage of teachers in first 3 years	16%	13%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.4%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level: **Low** **Moderate** **High**

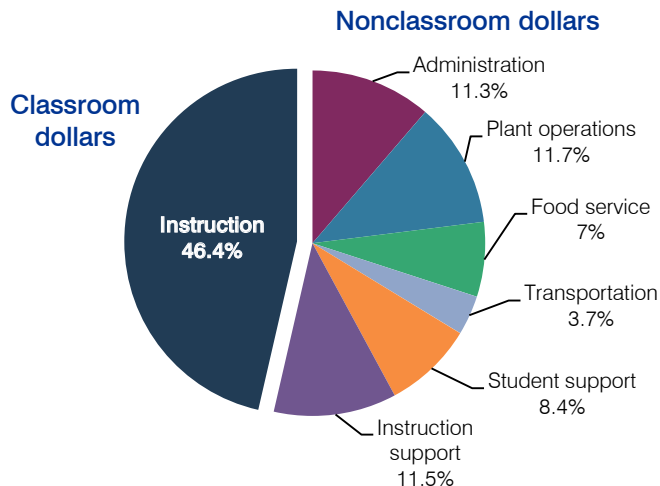
Roosevelt Elementary School District

Maricopa County
 Efficiency peer groups 7 and T-2, Achievement peer group 15
 Legislative district(s): 27

District size / location: Large, City
 Students attending: 9,765
 Number of schools: 19

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 4 percent. Spending in the classroom decreased from 58.6 to 46.4 percent. Overall, spending on plant operations, student support, and instruction support increased substantially, and spending on transportation increased. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$973	\$695	\$736
	Students per administrator	53	67	66
Plant operations	Cost per square foot	\$6.33	\$6.05	\$6.09
	Square footage per student	159	131	152
Food service	Cost per meal equivalent	\$2.36	\$2.41	\$2.47
Transportation	Cost per mile	\$5.71	\$4.84	\$3.50
	Cost per rider	\$1,108	\$844	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$9,284	\$8,627	\$7,254	\$7,475	\$10,652
Classroom dollars	4,513	4,005	3,944	4,053	6,526
Nonclassroom dollars:	4,771	4,622	3,310	3,422	4,126
Administration	1,263	973	695	736	1,139
Plant operations	1,061	1,008	794	928	1,012
Food service	576	607	489	382	405
Transportation	308	321	299	362	443
Student support	714	723	526	578	592
Instruction support	849	990	507	436	535

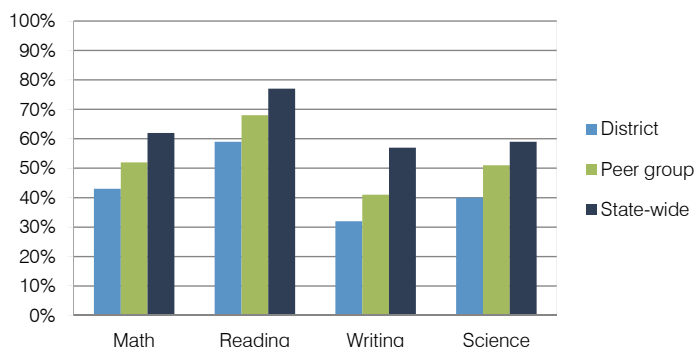
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	2	11%
C	10	53%
D	5	26%
F	0	0%
Not rated	2	11%

Percentage of students who met state standards (AIMS)



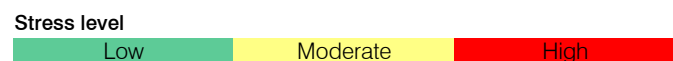
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	36%	33%	25%
Students per teacher	18.5	17.7	18.1
Average teacher salary	\$36,091	\$41,441	\$45,193
Amount from Proposition 301	\$1,050	\$2,520	\$3,195
Average years of teacher experience	9.3	9.6	11.0
Percentage of teachers in first 3 years	24%	21%	16%

Financial stress assessment

Overall financial stress level: **High**

Measure: 2010 through 2012	Assessment
Number of students attending	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	0.7%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant



Round Valley Unified School District

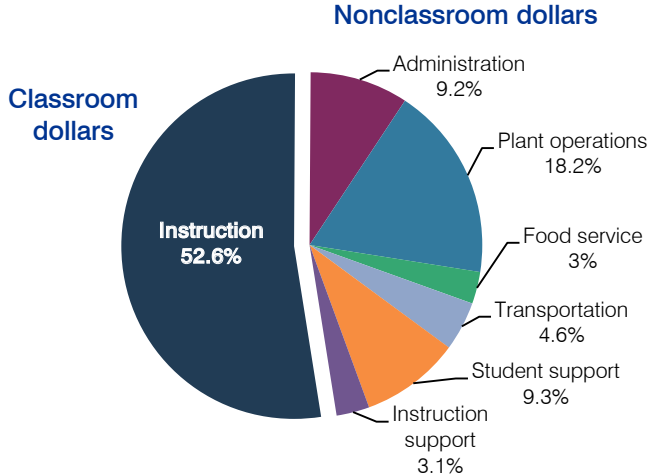
Apache County
 Efficiency peer groups 5 and T-12, Achievement peer group 6
 Legislative district(s): 7

District size / location: Medium, Rural
 Students attending: 1,315
 Number of schools: 4

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 3 percent. Spending in the classroom decreased overall from 54.2 to 52.6 percent. Spending on student support increased substantially, while spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$774	\$1,074	\$736
	Students per administrator	53	56	66
Plant operations	Cost per square foot	\$3.81	\$4.82	\$6.09
	Square footage per student	403	250	152
Food service	Cost per meal equivalent	\$2.70	\$2.97	\$2.47
Transportation	Cost per mile	\$1.77	\$2.02	\$3.50
	Cost per rider	\$980	\$1,181	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

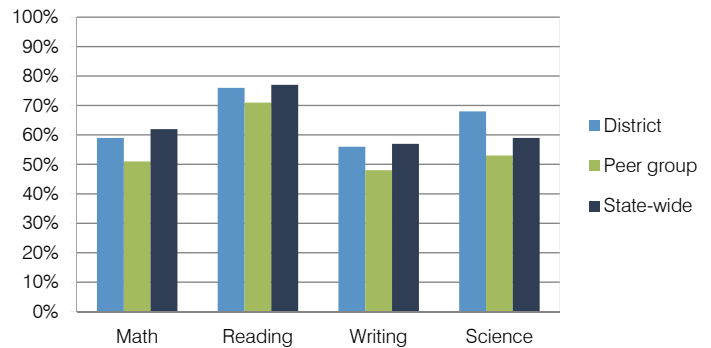
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$8,502	\$8,439	\$8,416	\$7,475	\$10,652
Classroom dollars	4,547	4,441	4,202	4,053	6,526
Nonclassroom dollars:	3,955	3,998	4,214	3,422	4,126
Administration	792	774	1,074	736	1,139
Plant operations	1,420	1,538	1,179	928	1,012
Food service	379	247	412	382	405
Transportation	477	390	536	362	443
Student support	668	787	619	578	592
Instruction support	219	262	394	436	535

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	25%
C	2	50%
D	0	0%
F	0	0%
Not rated	1	25%

Percentage of students who met state standards (AIMS)



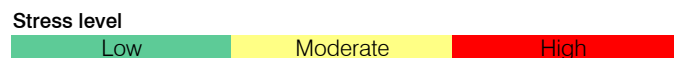
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2011)	91%	80%	78%
Poverty rate (2011)	28%	31%	25%
Students per teacher	17.7	15.2	18.1
Average teacher salary	\$42,544	\$40,242	\$45,193
Amount from Proposition 301	\$6,356	\$3,191	\$3,195
Average years of teacher experience	13.1	12.0	11.0
Percentage of teachers in first 3 years	13%	16%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.3%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



Sacaton Elementary School District

Pinal County

Efficiency peer groups 10 and T-10, Achievement peer group 22

Legislative district(s): 8

District size / location:

Small, Rural

Students attending:

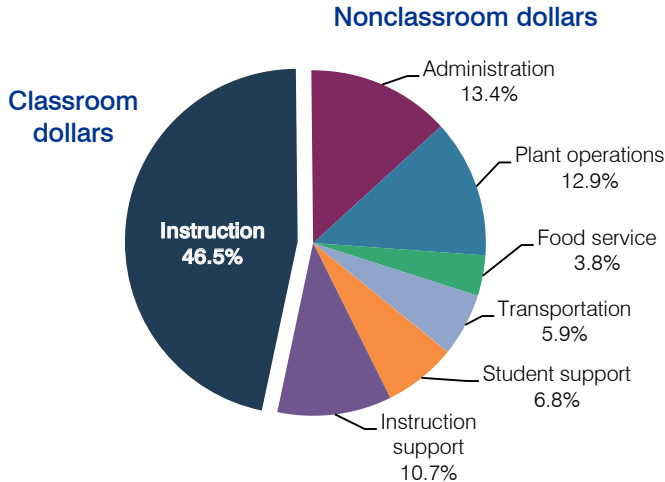
426

Number of schools:

2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 24 percent. Spending in the classroom varied year to year, decreasing overall from 52.9 to 46.5 percent. Spending on plant operations and instruction support increased substantially, while spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,809	\$1,168	\$736
	Students per administrator	NR	54	66
Plant operations	Cost per square foot	\$7.75	\$7.54	\$6.09
	Square footage per student	349	139	152
Food service	Cost per meal equivalent	\$3.48	\$2.69	\$2.47
Transportation	Cost per mile	\$3.72	\$2.26	\$3.50
	Cost per rider	\$1,359	\$935	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$16,597	\$21,018	\$8,331	\$7,475	\$10,652
Classroom dollars	8,267	9,770	4,374	4,053	6,526
Nonclassroom dollars:	8,330	11,248	3,957	3,422	4,126
Administration	2,445	2,809	1,168	736	1,139
Plant operations	1,907	2,706	1,068	928	1,012
Food service	697	800	486	382	405
Transportation	1,068	1,250	515	362	443
Student support	1,057	1,438	455	578	592
Instruction support	1,156	2,245	265	436	535

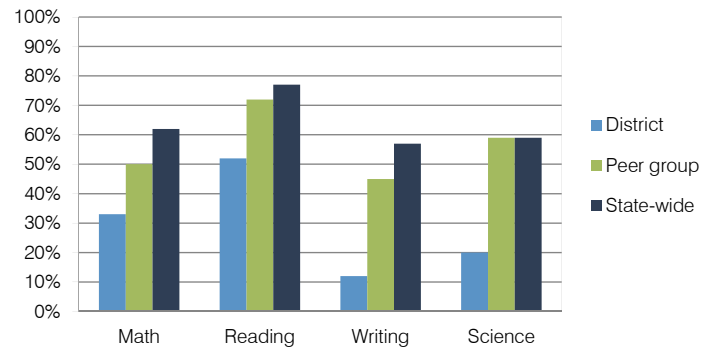
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	50%
D	0	0%
F	1	50%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	53%	54%	25%
Students per teacher	10.4	13.5	18.1
Average teacher salary	\$43,999	\$48,358	\$45,193
Amount from Proposition 301	\$2,360	\$2,404	\$3,195
Average years of teacher experience	6.6	11.8	11.0
Percentage of teachers in first 3 years	13%	9%	16%

Financial stress assessment

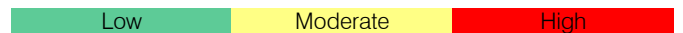
Overall financial stress level: **Moderate**

Measure: 2010 through 2012

Assessment

Number of students attending	Concentrated decrease
Spending exceeded operating/capital budgets	2011, isolated
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	Impact Aid Fund reserve
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



Saddle Mountain Unified School District

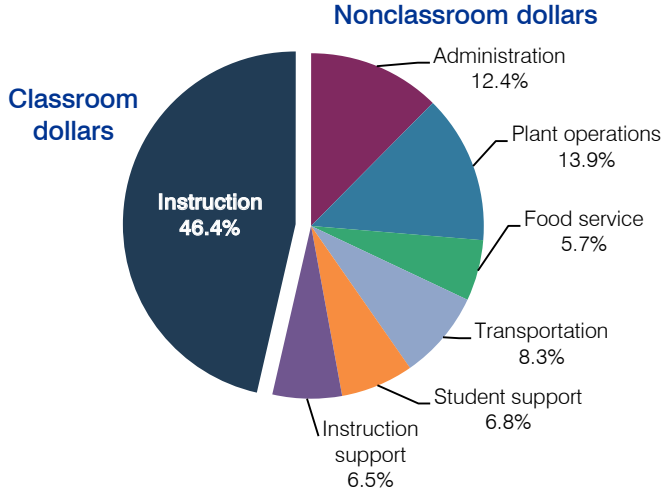
Maricopa County
 Efficiency peer groups 5 and T-10, Achievement peer group 4
 Legislative district(s): 13

District size / location: Medium, Rural
 Students attending: 1,267
 Number of schools: 3

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

Total spending per pupil increased by 9 percent. Spending in the classroom varied year to year, decreasing overall from 53.6 to 46.4 percent. Spending on administration and instruction support increased substantially, while spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,062	\$1,074	\$736
	Students per administrator	60	56	66
Plant operations	Cost per square foot	\$5.73	\$4.82	\$6.09
	Square footage per student	206	250	152
Food service	Cost per meal equivalent	\$2.55	\$2.97	\$2.47
Transportation	Cost per mile	\$2.32	\$2.26	\$3.50
	Cost per rider	\$949	\$935	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

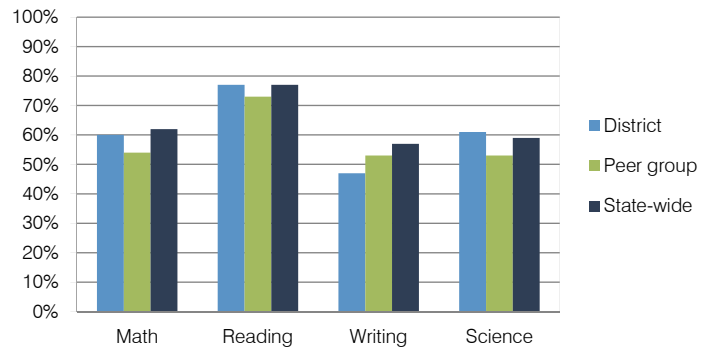
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$8,728	\$8,532	\$8,416	\$7,475	\$10,652
Classroom dollars	3,882	3,960	4,202	4,053	6,526
Nonclassroom dollars:	4,846	4,572	4,214	3,422	4,126
Administration	1,439	1,062	1,074	736	1,139
Plant operations	1,362	1,183	1,179	928	1,012
Food service	534	486	412	382	405
Transportation	712	706	536	362	443
Student support	493	578	619	578	592
Instruction support	306	557	394	436	535

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	2	67%
C	1	33%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



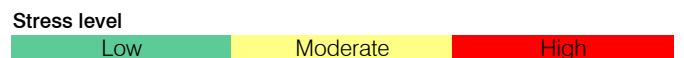
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2011)	86%	86%	78%
Poverty rate (2011)	16%	15%	25%
Students per teacher	16.9	14.3	18.1
Average teacher salary	\$40,386	\$39,138	\$45,193
Amount from Proposition 301	\$3,569	\$3,133	\$3,195
Average years of teacher experience	9.3	10.9	11.0
Percentage of teachers in first 3 years	16%	17%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	2.6%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



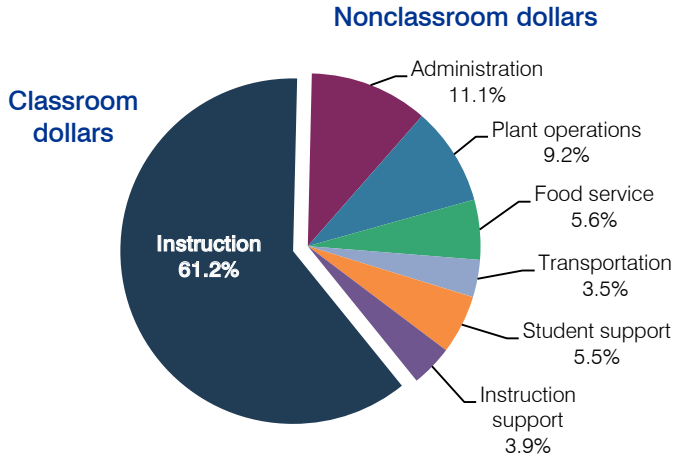
Safford Unified School District

Graham County
 Efficiency peer groups 4 and T-6, Achievement peer group 5
 Legislative district(s): 14

District size / location: Medium-Large, Town
 Students attending: 3,065
 Number of schools: 6

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 3 percent. Spending in the classroom varied year to year, increasing overall from 60 to 61.2 percent. Spending on administration, student support, and instruction support decreased slightly, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$695	\$748	\$736
	Students per administrator	84	66	66
Plant operations	Cost per square foot	\$3.70	\$5.53	\$6.09
	Square footage per student	156	173	152
Food service	Cost per meal equivalent	\$2.41	\$2.56	\$2.47
Transportation	Cost per mile	\$3.42	\$3.84	\$3.50
	Cost per rider	\$362	\$416	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,335	\$6,271	\$7,007	\$7,475	\$10,652
Classroom dollars	3,980	3,840	3,682	4,053	6,526
Nonclassroom dollars:	2,355	2,431	3,325	3,422	4,126
Administration	688	695	748	736	1,139
Plant operations	583	579	933	928	1,012
Food service	368	353	354	382	405
Transportation	218	219	369	362	443
Student support	304	344	540	578	592
Instruction support	194	241	381	436	535

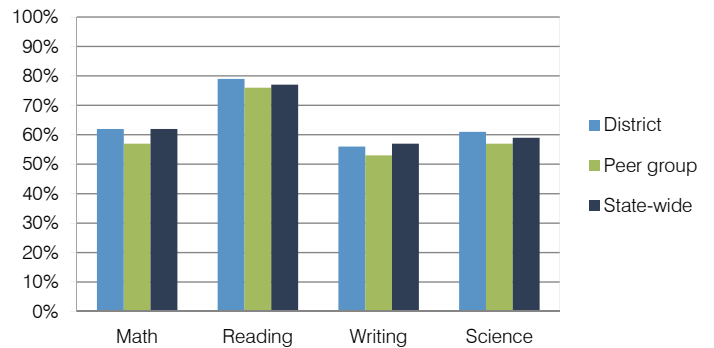
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	3	50%
C	2	33%
D	0	0%
F	0	0%
Not rated	1	17%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2011)	81%	82%	78%
Poverty rate (2011)	27%	24%	25%
Students per teacher	18.6	17.0	18.1
Average teacher salary	\$48,699	\$40,636	\$45,193
Amount from Proposition 301	\$2,142	\$3,192	\$3,195
Average years of teacher experience	13.2	11.8	11.0
Percentage of teachers in first 3 years	12%	15%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.9%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level: **Low** Moderate High

Sahuarita Unified School District

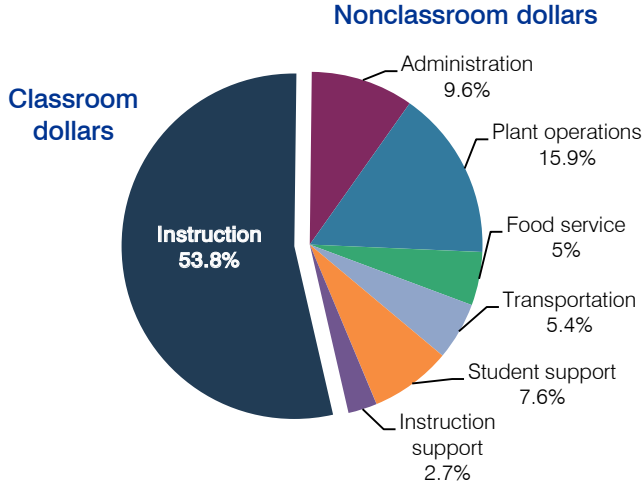
Pima County
 Efficiency peer groups 4 and T-9, Achievement peer group 4
 Legislative district(s): 2 and 14

District size / location: Medium-Large, Rural
 Students attending: 4,981
 Number of schools: 7

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

Total spending per pupil increased by 2 percent. Spending in the classroom varied year to year, decreasing overall from 54.9 to 53.8 percent. Spending on administration decreased and spending on plant operations increased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$622	\$748	\$736
	Students per administrator	64	66	66
Plant operations	Cost per square foot	\$8.12	\$5.53	\$6.09
	Square footage per student	126	173	152
Food service	Cost per meal equivalent	\$2.50	\$2.56	\$2.47
Transportation	Cost per mile	\$2.12	\$2.47	\$3.50
	Cost per rider	\$639	\$704	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

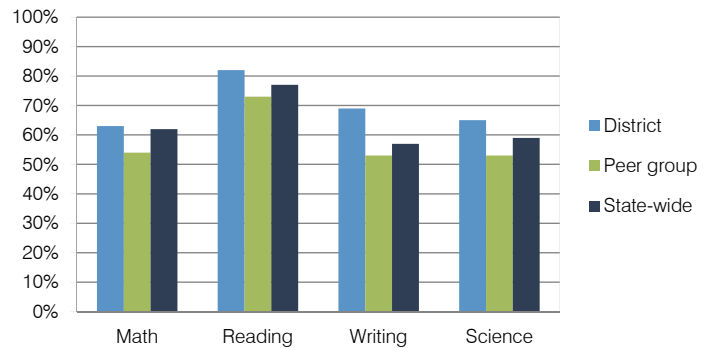
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,635	\$6,451	\$7,007	\$7,475	\$10,652
Classroom dollars	3,830	3,471	3,682	4,053	6,526
Nonclassroom dollars:	2,805	2,980	3,325	3,422	4,126
Administration	650	622	748	736	1,139
Plant operations	950	1,023	933	928	1,012
Food service	315	321	354	382	405
Transportation	338	347	369	362	443
Student support	434	490	540	578	592
Instruction support	118	177	381	436	535

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	3	43%
C	4	57%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



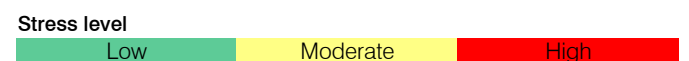
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2011)	85%	86%	78%
Poverty rate (2011)	14%	15%	25%
Students per teacher	18.8	14.3	18.1
Average teacher salary	\$39,332	\$39,138	\$45,193
Amount from Proposition 301	\$3,895	\$3,133	\$3,195
Average years of teacher experience	9.5	10.9	11.0
Percentage of teachers in first 3 years	26%	17%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.1%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



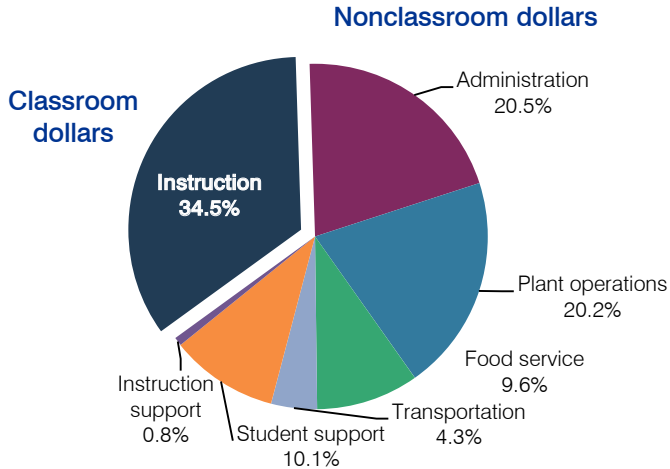
Salome Consolidated Elementary School District

La Paz County
 Efficiency peer groups 11 and T-13, Achievement peer group 21
 Legislative district(s): 5

District size / location: Very small, Rural
 Students attending: 90
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil was similar to 2007, but spending in the classroom decreased from 39.3 to 34.5 percent. Spending on some nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on administration and plant operations increased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,700	\$2,472	\$736
	Students per administrator	37	30	66
Plant operations	Cost per square foot	\$8.39	\$6.93	\$6.09
	Square footage per student	318	320	152
Food service	Cost per meal equivalent	\$4.01	\$4.88	\$2.47
Transportation	Cost per mile	\$1.55	\$1.53	\$3.50
	Cost per rider	\$763	\$1,171	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$13,831	\$13,165	\$15,082	\$7,475	\$10,652
Classroom dollars	6,840	4,538	7,880	4,053	6,526
Nonclassroom dollars:	6,991	8,627	7,202	3,422	4,126
Administration	2,349	2,700	2,472	736	1,139
Plant operations	2,703	2,667	2,126	928	1,012
Food service	1,004	1,265	756	382	405
Transportation	483	567	970	362	443
Student support	423	1,326	541	578	592
Instruction support	29	102	337	436	535

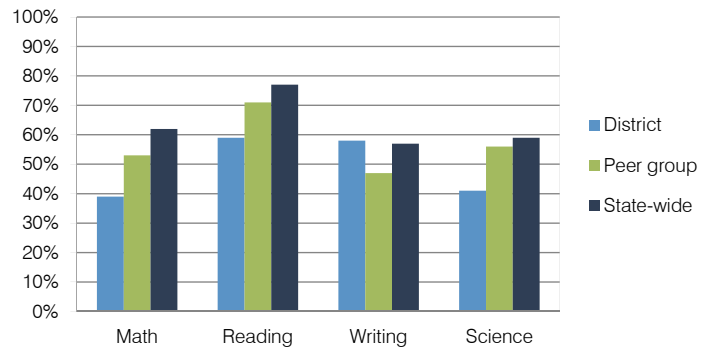
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	0	0%
D	1	100%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	43%	39%	25%
Students per teacher	16.2	14.4	18.1
Average teacher salary	\$41,407	\$40,820	\$45,193
Amount from Proposition 301	\$1,448	\$2,313	\$3,195
Average years of teacher experience	11.0	11.7	11.0
Percentage of teachers in first 3 years	0%	12%	16%

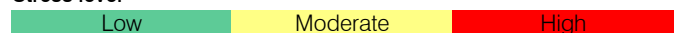
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012

Measure	Assessment
Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



San Carlos Unified School District

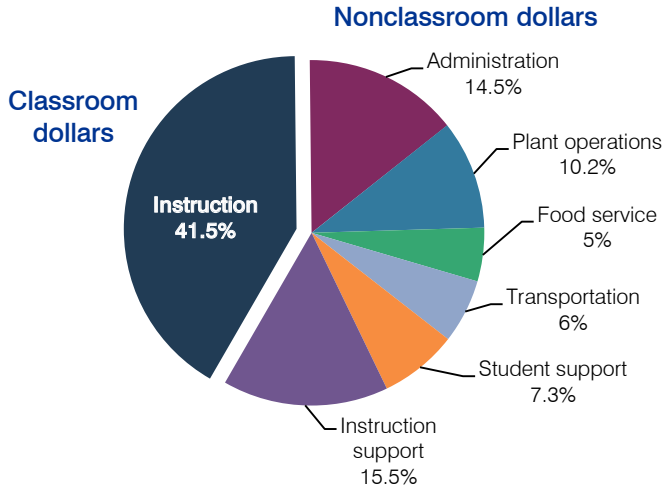
Gila County
 Efficiency peer groups 5 and T-8, Achievement peer group 8
 Legislative district(s): 7

District size / location: Medium, Rural
 Students attending: 1,379
 Number of schools: 3

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

Total spending per pupil increased by 6 percent. Spending in the classroom decreased from 54.3 to 41.5 percent. Spending on administration and instruction support increased substantially and spending on plant operations and student support decreased substantially. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,890	\$1,074	\$736
	Students per administrator	51	56	66
Plant operations	Cost per square foot	\$4.53	\$4.82	\$6.09
	Square footage per student	294	250	152
Food service	Cost per meal equivalent	\$2.55	\$2.97	\$2.47
Transportation	Cost per mile	\$3.96	\$2.87	\$3.50
	Cost per rider	\$990	\$726	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

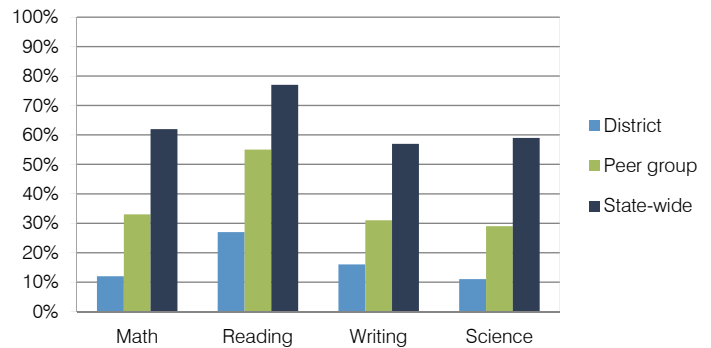
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$13,176	\$13,070	\$8,416	\$7,475	\$10,652
Classroom dollars	5,990	5,425	4,202	4,053	6,526
Nonclassroom dollars:	7,186	7,645	4,214	3,422	4,126
Administration	1,529	1,890	1,074	736	1,139
Plant operations	1,201	1,331	1,179	928	1,012
Food service	583	653	412	382	405
Transportation	691	785	536	362	443
Student support	875	956	619	578	592
Instruction support	2,307	2,030	394	436	535

ADE-reported district and school letter grades

District grade: **D**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	0	0%
D	0	0%
F	2	67%
Not rated	1	33%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	88%	92%	94%
Graduation rate (2011)	59%	69%	78%
Poverty rate (2011)	49%	49%	25%
Students per teacher	11.1	14.8	18.1
Average teacher salary	\$28,067	\$42,031	\$45,193
Amount from Proposition 301	\$704	\$3,203	\$3,195
Average years of teacher experience	8.7	11.5	11.0
Percentage of teachers in first 3 years	31%	19%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.8%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Noncompliant

Stress level: **Low** **Moderate** **High**

San Fernando Elementary School District

Pima County

Efficiency peer groups 11 and T-13, Achievement peer group 17

Legislative district(s): 2

District size / location:

Very small, Rural

Students attending:

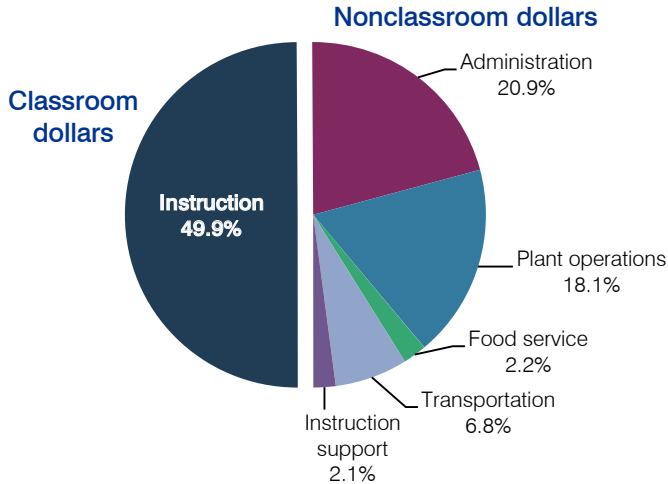
11

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Student enrollment decreased by 38 percent, which contributed to the 88 percent increase in total spending per pupil. Spending in the classroom decreased from 52.1 to 49.9 percent. Spending on all nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on plant operations and food service increased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$4,912	\$2,472	\$736
	Students per administrator	5	30	66
Plant operations	Cost per square foot	\$6.04	\$6.93	\$6.09
	Square footage per student	704	320	152
Food service	Cost per meal equivalent	N/A	\$4.88	\$2.47
Transportation	Cost per mile	\$1.34	\$1.53	\$3.50
	Cost per rider	\$4,319	\$1,171	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$16,832	\$23,513	\$15,082	\$7,475	\$10,652
Classroom dollars	7,387	11,730	7,880	4,053	6,526
Nonclassroom dollars:	9,445	11,783	7,202	3,422	4,126
Administration	3,433	4,912	2,472	736	1,139
Plant operations	3,642	4,252	2,126	928	1,012
Food service	320	528	756	382	405
Transportation	1,791	1,594	970	362	443
Student support	70	7	541	578	592
Instruction support	189	490	337	436	535

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	0	0%
D	1	100%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)

AIMS scores are not shown because the District tested 10 or fewer students.

Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	0%	9%	25%
Students per teacher	5.4	9.6	18.1
Average teacher salary	N/A	\$42,030	\$45,193
Amount from Proposition 301	N/A	\$2,164	\$3,195
Average years of teacher experience	N/A	10.4	11.0
Percentage of teachers in first 3 years	N/A	7%	16%

Financial stress assessment

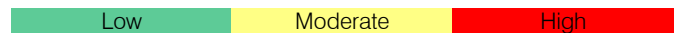
Overall financial stress level: **Low**

Measure: 2010 through 2012

Assessment

Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Not assessed

Stress level



San Simon Unified School District

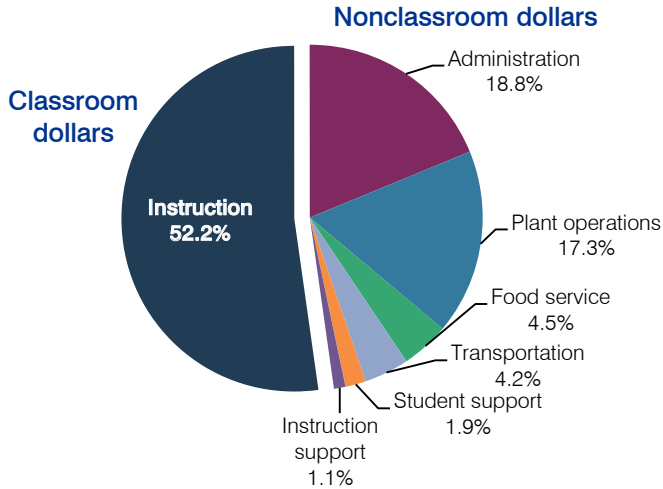
Cochise County
 Efficiency peer groups 11 and T-13, Achievement peer group 4
 Legislative district(s): 14

District size / location: Very small, Rural
 Students attending: 87
 Number of schools: 1

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

Student enrollment decreased 29 percent, which contributed to the 60 percent increase in total spending per pupil. Spending in the classroom decreased overall from 58.3 to 52.2 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration and plant operations increased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$4,063	\$2,472	\$736
	Students per administrator	29	30	66
Plant operations	Cost per square foot	\$7.23	\$6.93	\$6.09
	Square footage per student	518	320	152
Food service	Cost per meal equivalent	\$4.35	\$4.88	\$2.47
Transportation	Cost per mile	\$0.79	\$1.53	\$3.50
	Cost per rider	\$1,164	\$1,171	\$982

Per-pupil spending by operational area

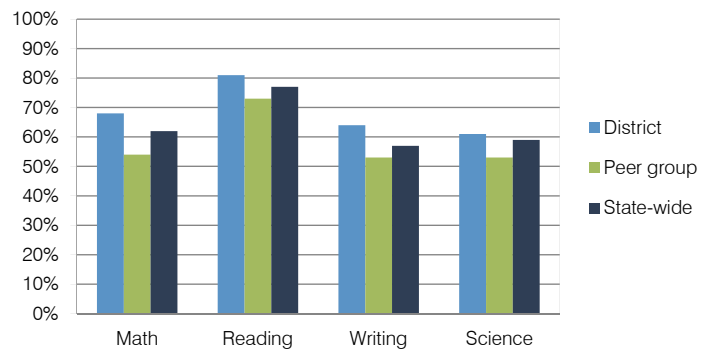
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$18,433	\$21,646	\$15,082	\$7,475	\$10,652
Classroom dollars	9,779	11,301	7,880	4,053	6,526
Nonclassroom dollars:	8,654	10,345	7,202	3,422	4,126
Administration	3,155	4,063	2,472	736	1,139
Plant operations	2,784	3,744	2,126	928	1,012
Food service	948	973	756	382	405
Transportation	964	909	970	362	443
Student support	531	416	541	578	592
Instruction support	272	240	337	436	535

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	1	100%
B	0	0%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2011)	100%	86%	78%
Poverty rate (2011)	16%	15%	25%
Students per teacher	6.7	14.3	18.1
Average teacher salary	\$44,655	\$39,138	\$45,193
Amount from Proposition 301	\$1,957	\$3,133	\$3,195
Average years of teacher experience	14.2	10.9	11.0
Percentage of teachers in first 3 years	8%	17%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant

Stress level
Low
Moderate
High

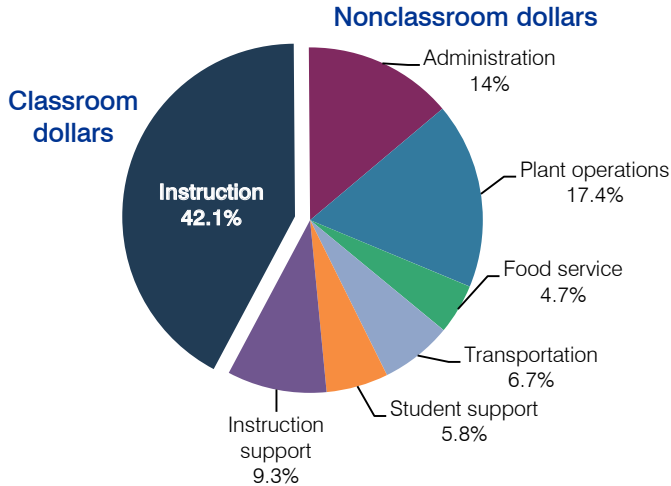
Sanders Unified School District

Apache County
 Efficiency peer groups 5 and T-10, Achievement peer group 7
 Legislative district(s): 7

District size / location: Medium, Rural
 Students attending: 842
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 43 percent. Spending in the classroom decreased from 50.8 to 42.1 percent. Overall, spending on administration, plant operations, student support, and instruction support increased substantially, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,053	\$1,074	\$736
	Students per administrator	34	56	66
Plant operations	Cost per square foot	\$6.25	\$4.82	\$6.09
	Square footage per student	408	250	152
Food service	Cost per meal equivalent	\$3.06	\$2.97	\$2.47
Transportation	Cost per mile	\$2.29	\$2.26	\$3.50
	Cost per rider	\$934	\$935	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$12,486	\$14,642	\$8,416	\$7,475	\$10,652
Classroom dollars	5,811	6,161	4,202	4,053	6,526
Nonclassroom dollars:	6,675	8,481	4,214	3,422	4,126
Administration	1,576	2,053	1,074	736	1,139
Plant operations	2,353	2,548	1,179	928	1,012
Food service	685	681	412	382	405
Transportation	917	982	536	362	443
Student support	782	853	619	578	592
Instruction support	362	1,364	394	436	535

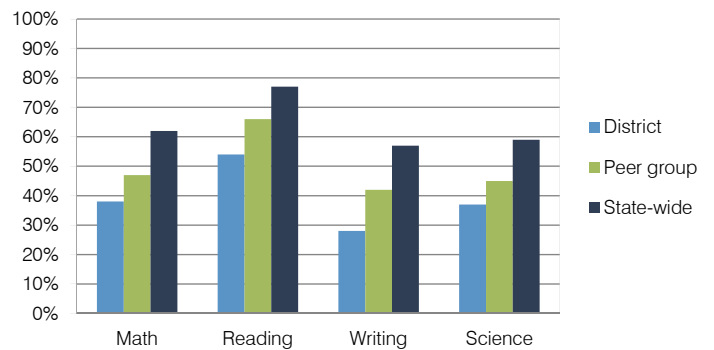
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	33%
D	2	67%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	93%	94%
Graduation rate (2011)	61%	76%	78%
Poverty rate (2011)	43%	40%	25%
Students per teacher	12.4	15.6	18.1
Average teacher salary	\$40,779	\$42,644	\$45,193
Amount from Proposition 301	\$4,279	\$3,127	\$3,195
Average years of teacher experience	9.9	13.0	11.0
Percentage of teachers in first 3 years	25%	13%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level: **Low** Moderate High

Santa Cruz Elementary School District

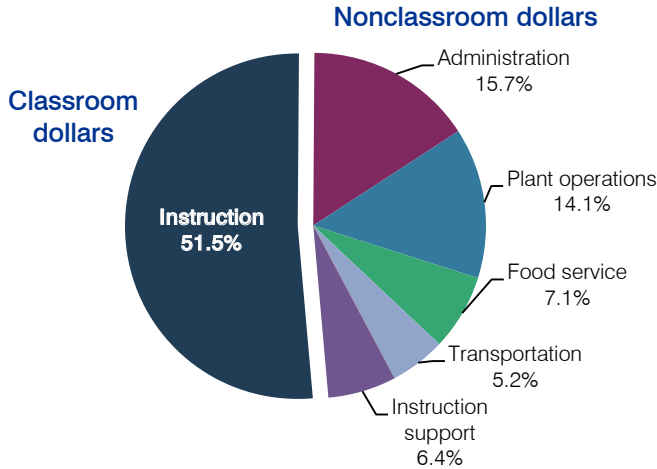
Santa Cruz County
 Efficiency peer groups 10 and T-12, Achievement peer group 20
 Legislative district(s): 2

District size / location: Small, Rural
 Students attending: 204
 Number of schools: 1

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



ADE-reported district and school letter grades

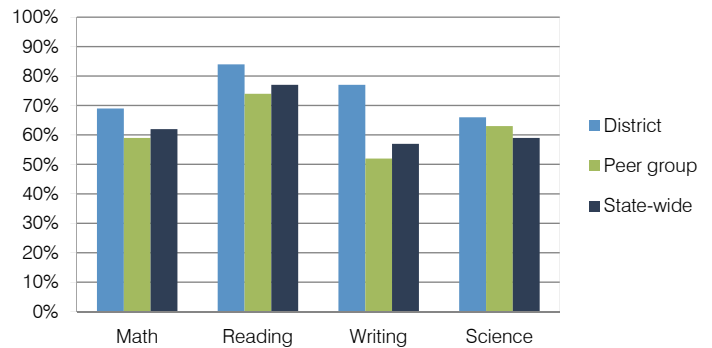
District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

5-year spending trend

Total spending per pupil decreased by 3 percent. Spending in the classroom varied year to year, decreasing overall from 56.8 to 51.5 percent. Spending on plant operations, food service, and instruction support increased substantially and spending on transportation decreased substantially. Spending on administration varied year to year.

Percentage of students who met state standards (AIMS)



Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,322	\$1,168	\$736
	Students per administrator	51	54	66
Plant operations	Cost per square foot	\$10.78	\$7.54	\$6.09
	Square footage per student	110	139	152
Food service	Cost per meal equivalent	\$3.64	\$2.69	\$2.47
Transportation	Cost per mile	\$0.86	\$2.02	\$3.50
	Cost per rider	\$862	\$1,181	\$982

Very low Low Comparable High Very high

Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	33%	29%	25%
Students per teacher	17.0	12.6	18.1
Average teacher salary	\$47,467	\$45,750	\$45,193
Amount from Proposition 301	\$4,358	\$2,292	\$3,195
Average years of teacher experience	12.0	13.0	11.0
Percentage of teachers in first 3 years	8%	13%	16%

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$9,397	\$8,408	\$8,331	\$7,475	\$10,652
Classroom dollars	4,892	4,332	4,374	4,053	6,526
Nonclassroom dollars:	4,505	4,076	3,957	3,422	4,126
Administration	1,628	1,322	1,168	736	1,139
Plant operations	1,173	1,187	1,068	928	1,012
Food service	518	592	486	382	405
Transportation	554	439	515	362	443
Student support	0	2	455	578	592
Instruction support	632	534	265	436	535

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level: **Low** Moderate High

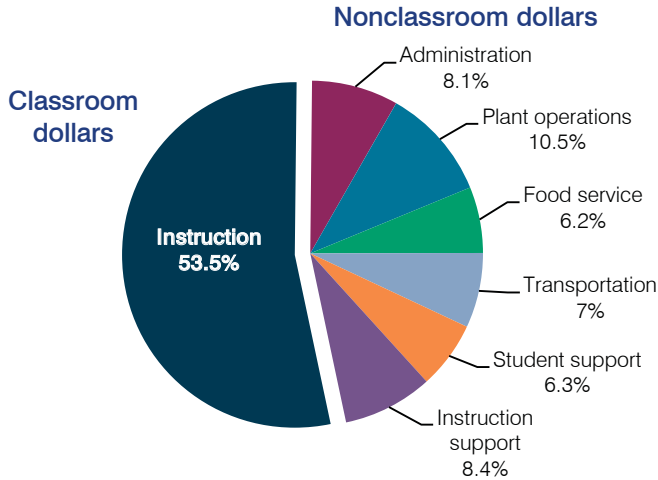
Santa Cruz Valley Unified School District

Santa Cruz County
 Efficiency peer groups 4 and T-8, Achievement peer group 5
 Legislative district(s): 2

District size / location: Medium-Large, Rural
 Students attending: 3,272
 Number of schools: 6

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 18 percent. Spending in the classroom decreased overall from 57.4 to 53.5 percent. Spending on administration decreased and spending on plant operations and instruction support increased substantially. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$602	\$748	\$736
	Students per administrator	64	66	66
Plant operations	Cost per square foot	\$5.19	\$5.53	\$6.09
	Square footage per student	152	173	152
Food service	Cost per meal equivalent	\$2.62	\$2.56	\$2.47
Transportation	Cost per mile	\$3.12	\$2.87	\$3.50
	Cost per rider	\$770	\$726	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,886	\$7,470	\$7,007	\$7,475	\$10,652
Classroom dollars	3,750	4,000	3,682	4,053	6,526
Nonclassroom dollars:	3,136	3,470	3,325	3,422	4,126
Administration	561	602	748	736	1,139
Plant operations	672	789	933	928	1,012
Food service	451	464	354	382	405
Transportation	452	522	369	362	443
Student support	469	468	540	578	592
Instruction support	531	625	381	436	535

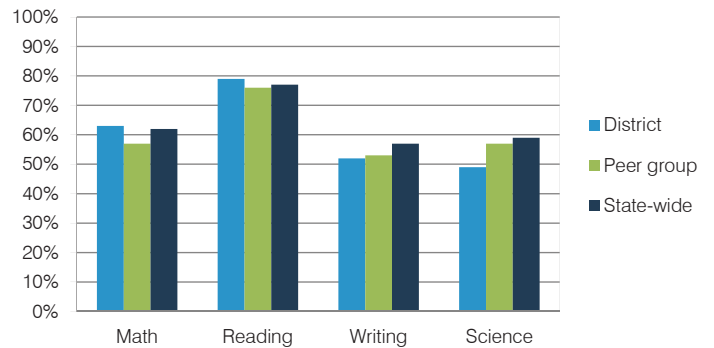
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	2	33%
B	4	67%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



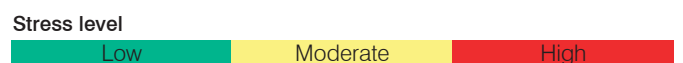
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2011)	81%	82%	78%
Poverty rate (2011)	27%	24%	25%
Students per teacher	17.0	17.0	18.1
Average teacher salary	\$43,504	\$40,636	\$45,193
Amount from Proposition 301	\$3,201	\$3,192	\$3,195
Average years of teacher experience	9.0	11.8	11.0
Percentage of teachers in first 3 years	23%	15%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.9%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



Santa Cruz Valley Union High School District

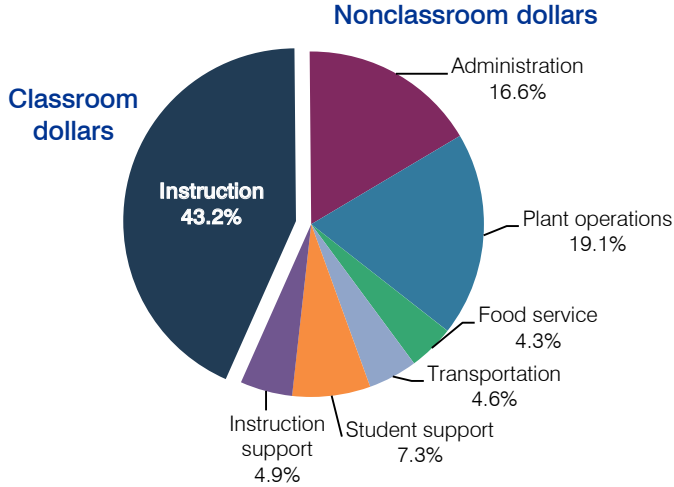
Pinal County
 Efficiency peer groups 6 and T-12, Achievement peer group 12
 Legislative district(s): 8 and 11

District size / location: Small, Town
 Students attending: 366
 Number of schools: 1

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



ADE-reported district and school letter grades

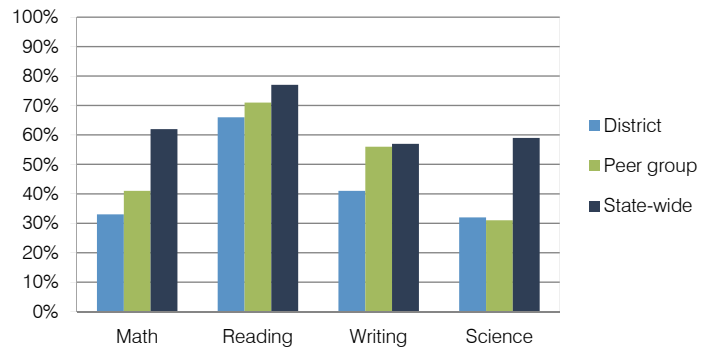
District grade: **D**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	0	0%
D	1	100%
F	0	0%
Not rated	0	0%

5-year spending trend

Total spending per pupil increased by 13 percent. Spending in the classroom varied year to year, decreasing overall from 47.6 to 43.2 percent. Spending on plant operations and instruction support increased, while spending on other nonclassroom areas varied year to year.

Percentage of students who met state standards (AIMS)



Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,897	\$1,487	\$736
	Students per administrator	37	43	66
Plant operations	Cost per square foot	\$5.76	\$5.04	\$6.09
	Square footage per student	379	299	152
Food service	Cost per meal equivalent	\$3.55	\$3.19	\$2.47
Transportation	Cost per mile	\$2.58	\$2.02	\$3.50
	Cost per rider	\$1,449	\$1,181	\$982

Very low Low Comparable High Very high

Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	92%	94%
Graduation rate (2011)	53%	74%	78%
Poverty rate (2011)	32%	37%	25%
Students per teacher	19.8	15.9	18.1
Average teacher salary	\$51,742	\$42,426	\$45,193
Amount from Proposition 301	\$12,900	\$5,154	\$3,195
Average years of teacher experience	10.8	9.9	11.0
Percentage of teachers in first 3 years	11%	14%	16%

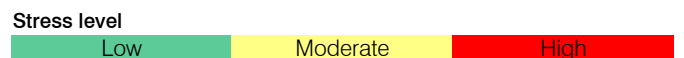
Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$9,957	\$11,403	\$9,872	\$7,475	\$10,652
Classroom dollars	4,151	4,924	4,866	4,053	6,526
Nonclassroom dollars:	5,806	6,479	5,006	3,422	4,126
Administration	1,996	1,897	1,487	736	1,139
Plant operations	1,863	2,180	1,438	928	1,012
Food service	440	487	454	382	405
Transportation	407	523	510	362	443
Student support	734	836	636	578	592
Instruction support	366	556	481	436	535

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Mixed election results
Operating reserve percentage (max. 4%), trend	3.4%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



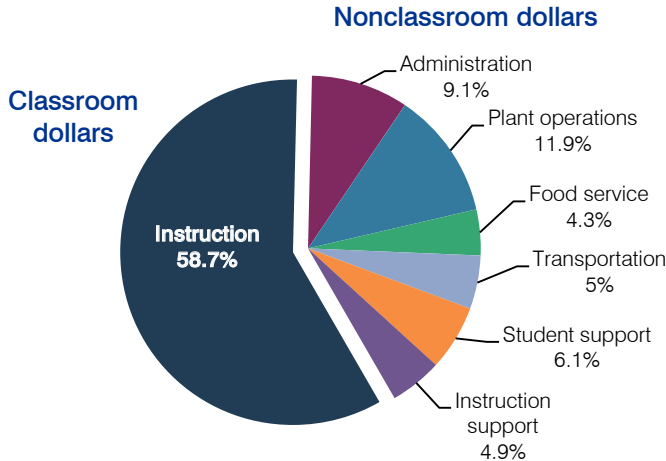
Scottsdale Unified School District

Maricopa County
 Efficiency peer groups 1 and T-5, Achievement peer group 2
 Legislative district(s): 23, 24, 26 and 28

District size / location: Very large, City
 Students attending: 24,955
 Number of schools: 31

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 4 percent. Spending in the classroom varied year to year, decreasing overall from 61.3 to 58.7 percent. Spending on plant operations increased substantially, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$679	\$620	\$736
	Students per administrator	70	79	66
Plant operations	Cost per square foot	\$4.85	\$5.88	\$6.09
	Square footage per student	182	144	152
Food service	Cost per meal equivalent	\$2.33	\$2.46	\$2.47
Transportation	Cost per mile	\$4.31	\$3.54	\$3.50
	Cost per rider	\$1,621	\$1,372	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,542	\$7,449	\$7,111	\$7,475	\$10,652
Classroom dollars	4,351	4,373	4,052	4,053	6,526
Nonclassroom dollars:	3,191	3,076	3,059	3,422	4,126
Administration	654	679	620	736	1,139
Plant operations	959	884	843	928	1,012
Food service	331	318	321	382	405
Transportation	357	371	340	362	443
Student support	522	459	567	578	592
Instruction support	368	365	368	436	535

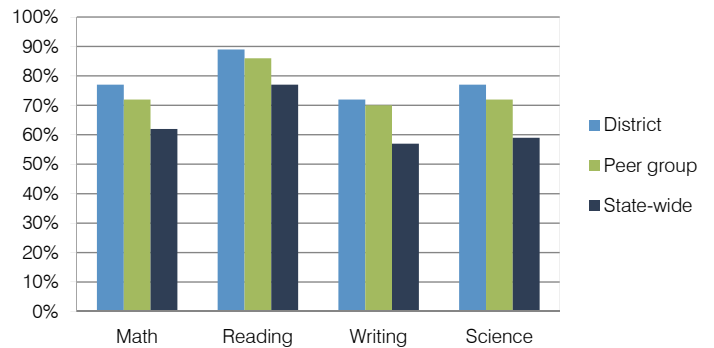
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	17	55%
B	6	19%
C	7	23%
D	0	0%
F	0	0%
Not rated	1	3%

Percentage of students who met state standards (AIMS)



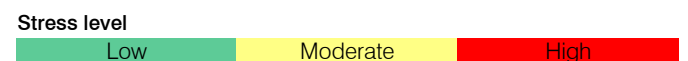
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2011)	91%	90%	78%
Poverty rate (2011)	13%	14%	25%
Students per teacher	16.0	18.0	18.1
Average teacher salary	\$45,494	\$45,087	\$45,193
Amount from Proposition 301	\$3,432	\$3,095	\$3,195
Average years of teacher experience	13.1	10.9	11.0
Percentage of teachers in first 3 years	6%	14%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Mixed election results
Operating reserve percentage (max. 4%), trend	3.3%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



Sedona-Oak Creek Joint Unified School District

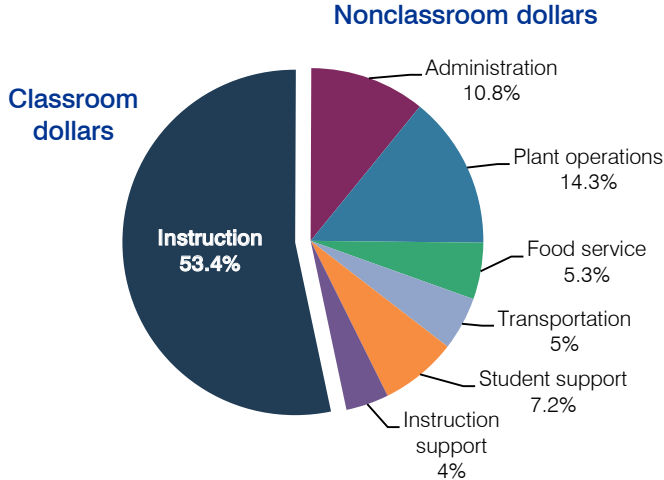
Yavapai County
 Efficiency peer groups 5 and T-7, Achievement peer group 5
 Legislative district(s): 6

District size / location: Medium, Town
 Students attending: 1,263
 Number of schools: 3

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 6 percent. Spending in the classroom varied year to year, decreasing overall from 54.9 to 53.4 percent. Spending on food service increased, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$781	\$1,074	\$736
	Students per administrator	64	56	66
Plant operations	Cost per square foot	\$3.30	\$4.82	\$6.09
	Square footage per student	313	250	152
Food service	Cost per meal equivalent	\$3.63	\$2.97	\$2.47
Transportation	Cost per mile	\$3.70	\$3.29	\$3.50
	Cost per rider	\$809	\$644	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

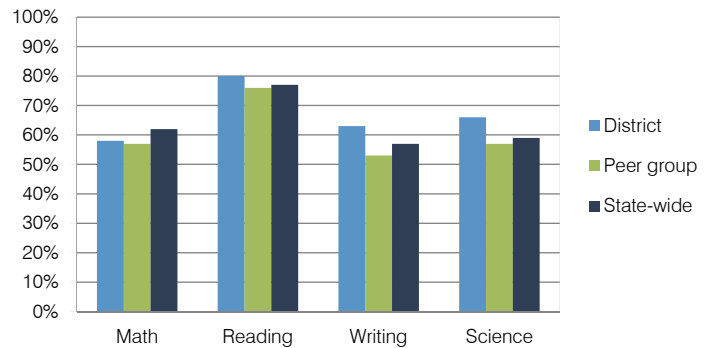
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,823	\$7,209	\$8,416	\$7,475	\$10,652
Classroom dollars	4,258	3,848	4,202	4,053	6,526
Nonclassroom dollars:	3,565	3,361	4,214	3,422	4,126
Administration	858	781	1,074	736	1,139
Plant operations	1,080	1,034	1,179	928	1,012
Food service	362	380	412	382	405
Transportation	381	357	536	362	443
Student support	512	519	619	578	592
Instruction support	372	290	394	436	535

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	1	33%
B	1	33%
C	1	33%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



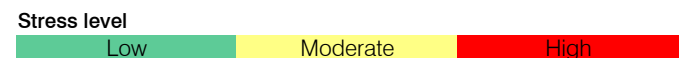
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2011)	87%	82%	78%
Poverty rate (2011)	26%	24%	25%
Students per teacher	18.8	17.0	18.1
Average teacher salary	\$43,787	\$40,636	\$45,193
Amount from Proposition 301	\$4,804	\$3,192	\$3,195
Average years of teacher experience	12.7	11.8	11.0
Percentage of teachers in first 3 years	14%	15%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	3.8%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant



Seligman Unified School District

Yavapai County

Efficiency peer groups 11 and T-13, Achievement peer group 4

Legislative district(s): 1

District size / location:

Very small, Rural

Students attending:

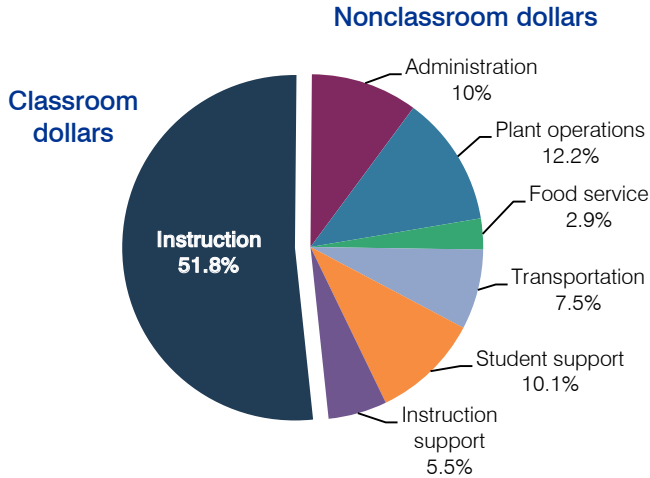
153

Number of schools:

2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 18 percent. Spending in the classroom decreased overall from 53.5 to 51.8 percent. Spending on most nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on student support and instruction support increased substantially and spending on plant operations decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,901	\$2,472	\$736
	Students per administrator	25	30	66
Plant operations	Cost per square foot	\$3.90	\$6.93	\$6.09
	Square footage per student	590	320	152
Food service	Cost per meal equivalent	\$3.19	\$4.88	\$2.47
Transportation	Cost per mile	\$1.43	\$1.53	\$3.50
	Cost per rider	\$1,772	\$1,171	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$21,867	\$18,920	\$15,082	\$7,475	\$10,652
Classroom dollars	11,596	9,793	7,880	4,053	6,526
Nonclassroom dollars:	10,271	9,127	7,202	3,422	4,126
Administration	2,760	1,901	2,472	736	1,139
Plant operations	2,703	2,300	2,126	928	1,012
Food service	397	552	756	382	405
Transportation	1,417	1,412	970	362	443
Student support	1,499	1,911	541	578	592
Instruction support	1,495	1,051	337	436	535

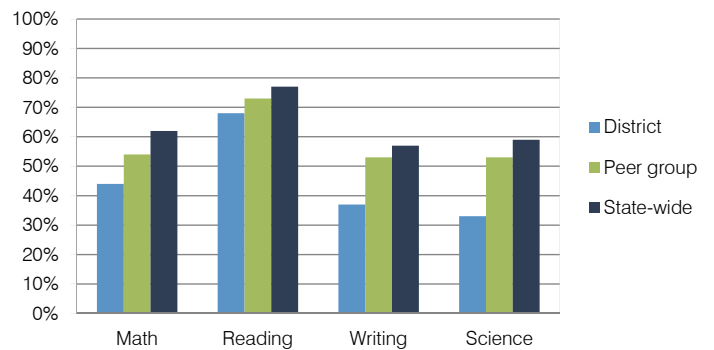
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	50%
C	0	0%
D	1	50%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2011)	67%	86%	78%
Poverty rate (2011)	14%	15%	25%
Students per teacher	8.1	14.3	18.1
Average teacher salary	\$40,145	\$39,138	\$45,193
Amount from Proposition 301	\$1,921	\$3,133	\$3,195
Average years of teacher experience	10.6	10.9	11.0
Percentage of teachers in first 3 years	14%	17%	16%

Financial stress assessment

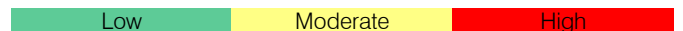
Overall financial stress level: **Moderate**

Measure: 2010 through 2012

Assessment

Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant

Stress level



Sentinel Elementary School District

Maricopa County

Efficiency peer groups 11 and T-13, Achievement peer group 20

Legislative district(s): 4

District size / location:

Very small, Rural

Students attending:

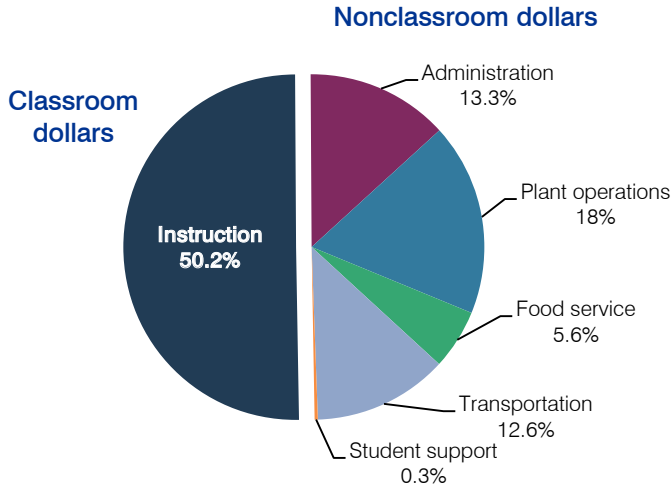
29

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 33 percent. Spending in the classroom decreased overall from 55.2 to 50.2 percent. Spending on some nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on administration and plant operations increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,836	\$2,472	\$736
	Students per administrator	24	30	66
Plant operations	Cost per square foot	\$10.95	\$6.93	\$6.09
	Square footage per student	472	320	152
Food service	Cost per meal equivalent	\$6.26	\$4.88	\$2.47
Transportation	Cost per mile	\$2.10	\$1.53	\$3.50
	Cost per rider	\$4,752	\$1,171	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$36,266	\$28,756	\$15,082	\$7,475	\$10,652
Classroom dollars	17,917	14,436	7,880	4,053	6,526
Nonclassroom dollars:	18,349	14,320	7,202	3,422	4,126
Administration	4,751	3,836	2,472	736	1,139
Plant operations	6,060	5,171	2,126	928	1,012
Food service	2,179	1,600	756	382	405
Transportation	5,274	3,637	970	362	443
Student support	85	76	541	578	592
Instruction support	0	0	337	436	535

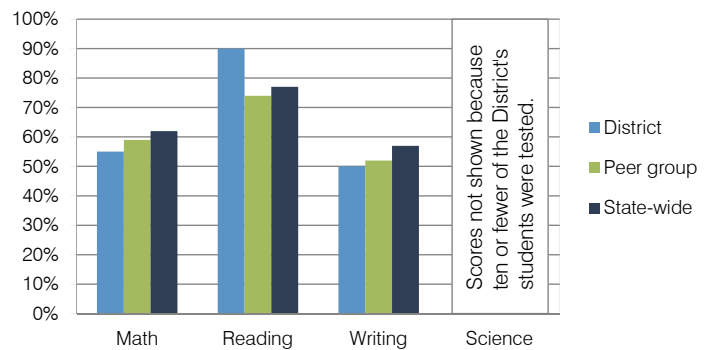
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



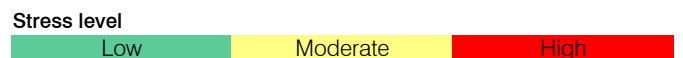
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	28%	29%	25%
Students per teacher	8.5	12.6	18.1
Average teacher salary	\$55,999	\$45,750	\$45,193
Amount from Proposition 301	\$1,637	\$2,292	\$3,195
Average years of teacher experience	14.7	13.0	11.0
Percentage of teachers in first 3 years	0%	13%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



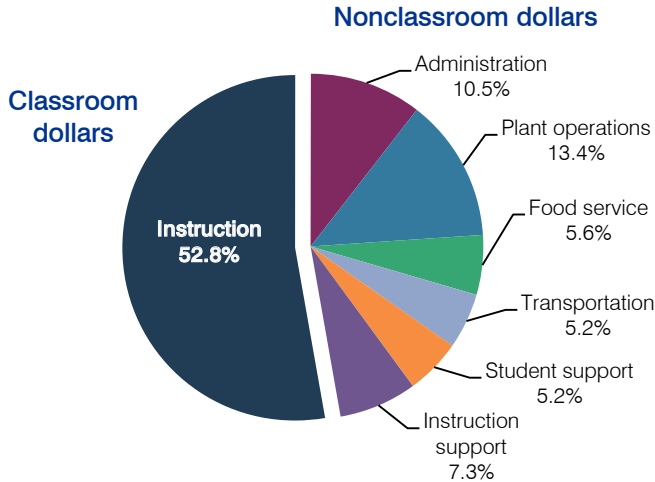
Show Low Unified School District

Navajo County
 Efficiency peer groups 4 and T-10, Achievement peer group 7
 Legislative district(s): 6 and 7

District size / location: Medium-Large, Town
 Students attending: 2,310
 Number of schools: 5

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 4 percent. Spending in the classroom varied year to year, decreasing overall from 55 to 52.8 percent. Spending on administration, plant operations, food service, and instruction support increased slightly and spending on student support decreased substantially. Spending on transportation remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$740	\$748	\$736
	Students per administrator	60	66	66
Plant operations	Cost per square foot	\$4.96	\$5.53	\$6.09
	Square footage per student	190	173	152
Food service	Cost per meal equivalent	\$2.69	\$2.56	\$2.47
Transportation	Cost per mile	\$2.42	\$2.26	\$3.50
	Cost per rider	\$902	\$935	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,438	\$7,044	\$7,007	\$7,475	\$10,652
Classroom dollars	4,041	3,720	3,682	4,053	6,526
Nonclassroom dollars:	3,397	3,324	3,325	3,422	4,126
Administration	787	740	748	736	1,139
Plant operations	1,052	944	933	928	1,012
Food service	377	392	354	382	405
Transportation	364	369	369	362	443
Student support	396	364	540	578	592
Instruction support	421	515	381	436	535

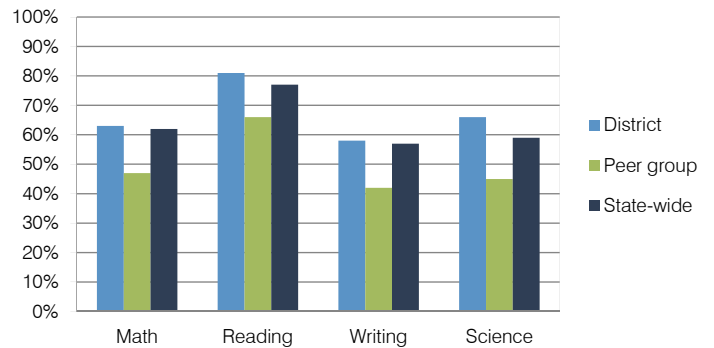
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	1	20%
B	1	20%
C	3	60%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



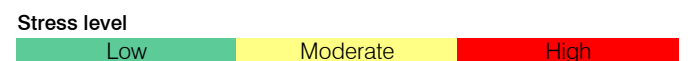
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	93%	94%
Graduation rate (2011)	88%	76%	78%
Poverty rate (2011)	37%	40%	25%
Students per teacher	21.4	15.6	18.1
Average teacher salary	\$46,227	\$42,644	\$45,193
Amount from Proposition 301	\$2,916	\$3,127	\$3,195
Average years of teacher experience	13.9	13.0	11.0
Percentage of teachers in first 3 years	11%	13%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	1.2%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



Sierra Vista Unified School District

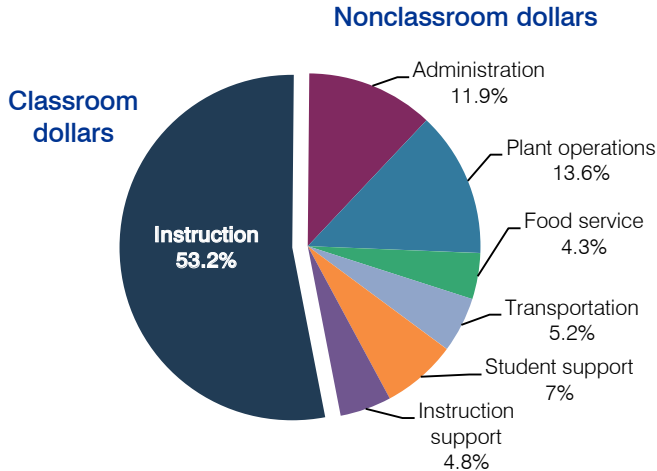
Cochise County
 Efficiency peer groups 4 and T-8, Achievement peer group 4
 Legislative district(s): 14

District size / location: Medium-Large, Town
 Students attending: 5,556
 Number of schools: 8

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 7 percent. Spending in the classroom decreased from 55.5 to 53.2 percent. Overall, spending on administration increased, while spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$792	\$748	\$736
	Students per administrator	63	66	66
Plant operations	Cost per square foot	\$5.87	\$5.53	\$6.09
	Square footage per student	154	173	152
Food service	Cost per meal equivalent	\$2.68	\$2.56	\$2.47
Transportation	Cost per mile	\$3.38	\$2.87	\$3.50
	Cost per rider	\$916	\$726	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

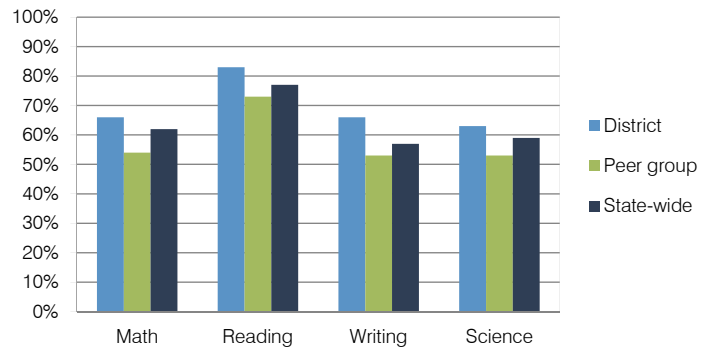
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,864	\$6,631	\$7,007	\$7,475	\$10,652
Classroom dollars	3,678	3,529	3,682	4,053	6,526
Nonclassroom dollars:	3,186	3,102	3,325	3,422	4,126
Administration	786	792	748	736	1,139
Plant operations	937	904	933	928	1,012
Food service	299	288	354	382	405
Transportation	336	342	369	362	443
Student support	490	461	540	578	592
Instruction support	338	315	381	436	535

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	6	75%
C	2	25%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



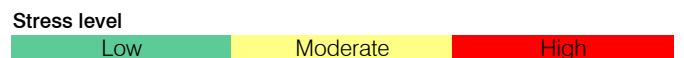
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2011)	86%	86%	78%
Poverty rate (2011)	18%	15%	25%
Students per teacher	19.1	14.3	18.1
Average teacher salary	\$43,548	\$39,138	\$45,193
Amount from Proposition 301	\$4,596	\$3,133	\$3,195
Average years of teacher experience	12.0	10.9	11.0
Percentage of teachers in first 3 years	10%	17%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	3.9%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



Skull Valley Elementary School District

Yavapai County

Efficiency peer groups 11 and T-13, Achievement peer group 18

Legislative district(s): 1

District size / location:

Very small, Rural

Students attending:

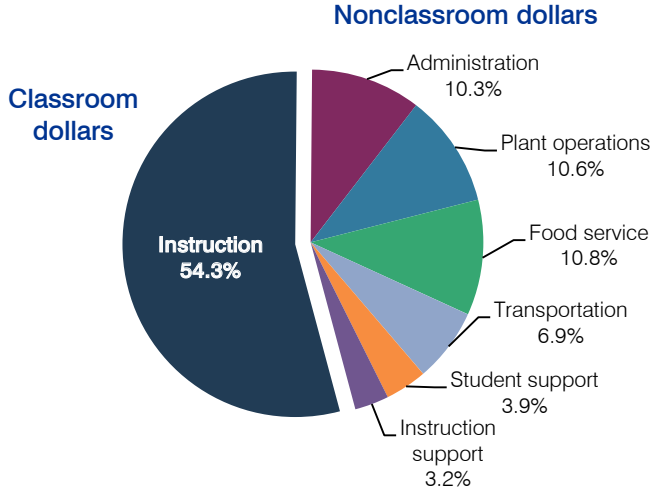
25

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 1 percent. Spending in the classroom varied year to year, increasing slightly overall from 53.6 to 54.3 percent. Spending on some nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration and plant operations decreased and spending on student and instruction support increased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,576	\$2,472	\$736
	Students per administrator	21	30	66
Plant operations	Cost per square foot	\$4.83	\$6.93	\$6.09
	Square footage per student	338	320	152
Food service	Cost per meal equivalent	\$12.47	\$4.88	\$2.47
Transportation	Cost per mile	\$1.23	\$1.53	\$3.50
	Cost per rider	\$527	\$1,171	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$18,259	\$15,392	\$15,082	\$7,475	\$10,652
Classroom dollars	9,455	8,360	7,880	4,053	6,526
Nonclassroom dollars:	8,804	7,032	7,202	3,422	4,126
Administration	2,396	1,576	2,472	736	1,139
Plant operations	2,477	1,633	2,126	928	1,012
Food service	2,210	1,668	756	382	405
Transportation	1,010	1,062	970	362	443
Student support	545	600	541	578	592
Instruction support	166	493	337	436	535

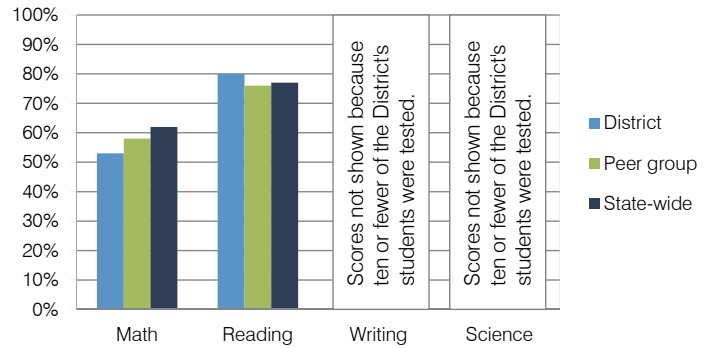
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	0	0%
D	1	100%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	18%	20%	25%
Students per teacher	10.1	12.5	18.1
Average teacher salary	\$44,056	\$42,582	\$45,193
Amount from Proposition 301	\$1,241	\$2,451	\$3,195
Average years of teacher experience	16.0	13.9	11.0
Percentage of teachers in first 3 years	0%	11%	16%

Financial stress assessment

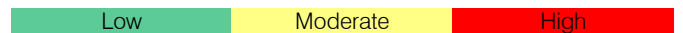
Overall financial stress level: **Low**

Measure: 2010 through 2012

Assessment

Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.7%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Not assessed

Stress level



Snowflake Unified School District

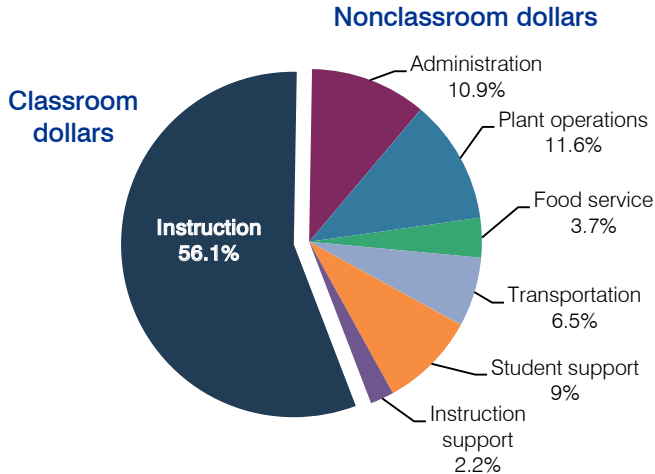
Navajo County
 Efficiency peer groups 4 and T-7, Achievement peer group 6
 Legislative district(s): 6

District size / location: Medium-Large, Town
 Students attending: 2,433
 Number of schools: 6

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 11 percent. Spending in the classroom decreased from 59.4 to 56.1 percent. Spending on administration increased substantially and spending on plant operations decreased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$675	\$748	\$736
	Students per administrator	64	66	66
Plant operations	Cost per square foot	\$4.07	\$5.53	\$6.09
	Square footage per student	176	173	152
Food service	Cost per meal equivalent	\$2.50	\$2.56	\$2.47
Transportation	Cost per mile	\$5.04	\$3.29	\$3.50
	Cost per rider	\$1,027	\$644	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

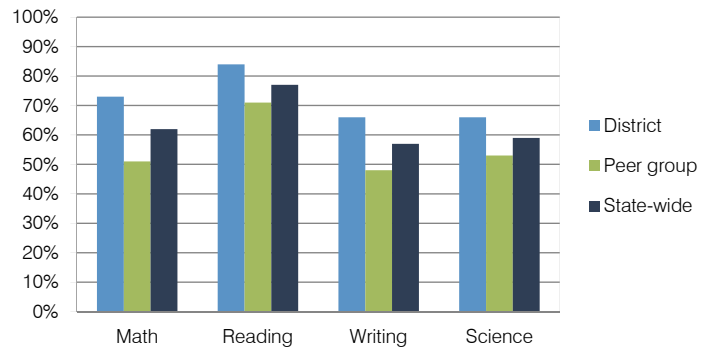
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,333	\$6,176	\$7,007	\$7,475	\$10,652
Classroom dollars	3,734	3,468	3,682	4,053	6,526
Nonclassroom dollars:	2,599	2,708	3,325	3,422	4,126
Administration	621	675	748	736	1,139
Plant operations	701	716	933	928	1,012
Food service	275	231	354	382	405
Transportation	391	399	369	362	443
Student support	509	554	540	578	592
Instruction support	102	133	381	436	535

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	6	100%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2011)	91%	80%	78%
Poverty rate (2011)	31%	31%	25%
Students per teacher	21.2	15.2	18.1
Average teacher salary	\$41,614	\$40,242	\$45,193
Amount from Proposition 301	\$3,803	\$3,191	\$3,195
Average years of teacher experience	14.9	12.0	11.0
Percentage of teachers in first 3 years	7%	16%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level: **Low** Moderate High

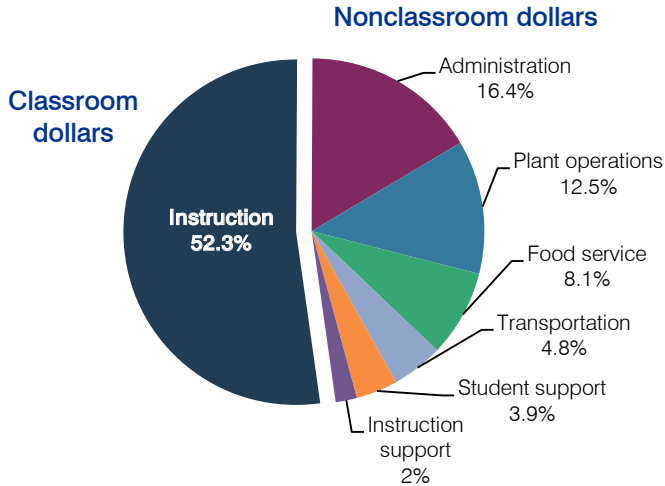
Solomon Elementary School District

Graham County
 Efficiency peer groups 11 and T-13, Achievement peer group 21
 Legislative district(s): 14

District size / location: Very small, Rural
 Students attending: 171
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 7 percent. Spending in the classroom varied year to year, decreasing overall from 55.3 to 52.3 percent. Spending on some nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration and food service increased and spending on student support decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,368	\$2,472	\$736
	Students per administrator	57	30	66
Plant operations	Cost per square foot	\$4.00	\$6.93	\$6.09
	Square footage per student	260	320	152
Food service	Cost per meal equivalent	\$2.92	\$4.88	\$2.47
Transportation	Cost per mile	\$1.72	\$1.53	\$3.50
	Cost per rider	\$370	\$1,171	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,927	\$8,348	\$15,082	\$7,475	\$10,652
Classroom dollars	4,287	4,365	7,880	4,053	6,526
Nonclassroom dollars:	3,640	3,983	7,202	3,422	4,126
Administration	1,135	1,368	2,472	736	1,139
Plant operations	1,202	1,038	2,126	928	1,012
Food service	556	679	756	382	405
Transportation	328	403	970	362	443
Student support	340	325	541	578	592
Instruction support	79	170	337	436	535

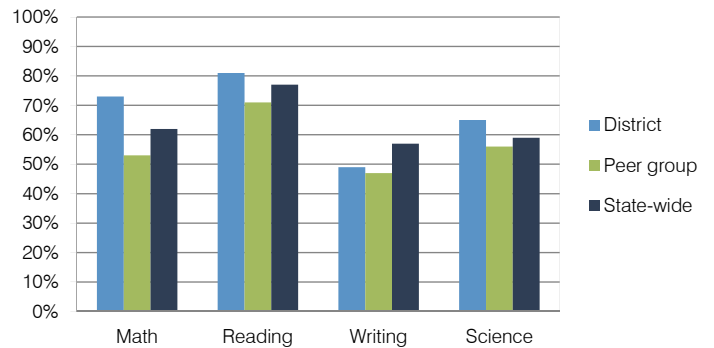
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	100%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



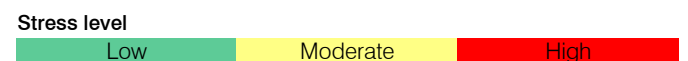
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	42%	39%	25%
Students per teacher	15.8	14.4	18.1
Average teacher salary	\$40,172	\$40,820	\$45,193
Amount from Proposition 301	\$4,052	\$2,313	\$3,195
Average years of teacher experience	13.6	11.7	11.0
Percentage of teachers in first 3 years	10%	12%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.7%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



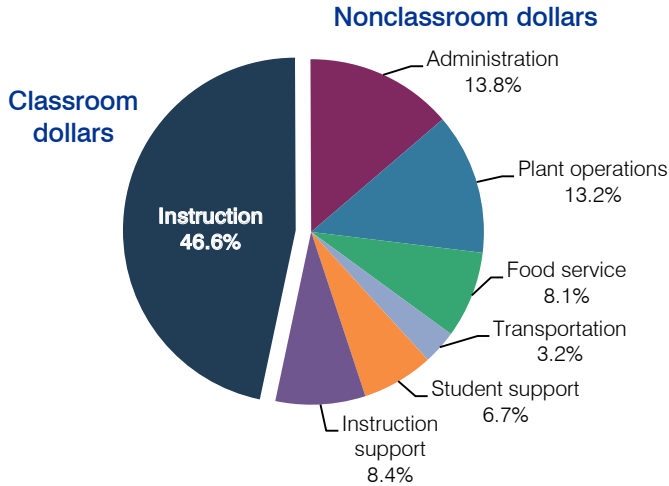
Somerton Elementary School District

Yuma County
 Efficiency peer groups 9 and T-7, Achievement peer group 21
 Legislative district(s): 4

District size / location: Medium-Large, Town
 Students attending: 2,566
 Number of schools: 5

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 9 percent. Spending in the classroom varied year to year, decreasing overall from 50.6 to 46.6 percent. Spending on plant operations increased, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$951	\$951	\$736
	Students per administrator	63	61	66
Plant operations	Cost per square foot	\$7.49	\$6.40	\$6.09
	Square footage per student	122	142	152
Food service	Cost per meal equivalent	\$2.51	\$2.49	\$2.47
Transportation	Cost per mile	\$3.01	\$3.29	\$3.50
	Cost per rider	\$499	\$644	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,971	\$6,875	\$7,482	\$7,475	\$10,652
Classroom dollars	3,282	3,207	3,712	4,053	6,526
Nonclassroom dollars:	3,689	3,668	3,770	3,422	4,126
Administration	943	951	951	736	1,139
Plant operations	997	911	881	928	1,012
Food service	505	554	512	382	405
Transportation	206	216	498	362	443
Student support	483	460	429	578	592
Instruction support	555	576	499	436	535

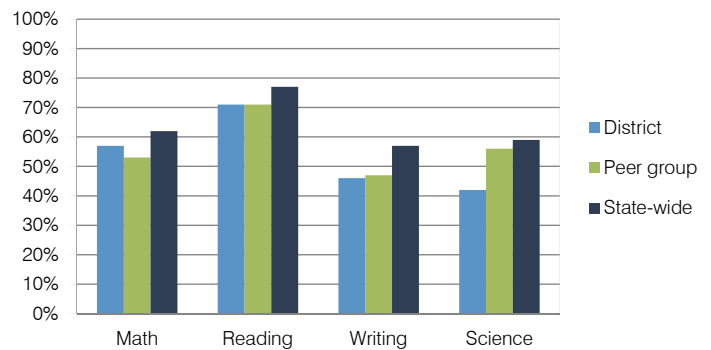
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	20%
C	3	60%
D	0	0%
F	0	0%
Not rated	1	20%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	36%	39%	25%
Students per teacher	20.9	14.4	18.1
Average teacher salary	\$38,985	\$40,820	\$45,193
Amount from Proposition 301	\$2,592	\$2,313	\$3,195
Average years of teacher experience	6.8	11.7	11.0
Percentage of teachers in first 3 years	30%	12%	16%

Financial stress assessment

Overall financial stress level: Low

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.7%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level: Low Moderate High

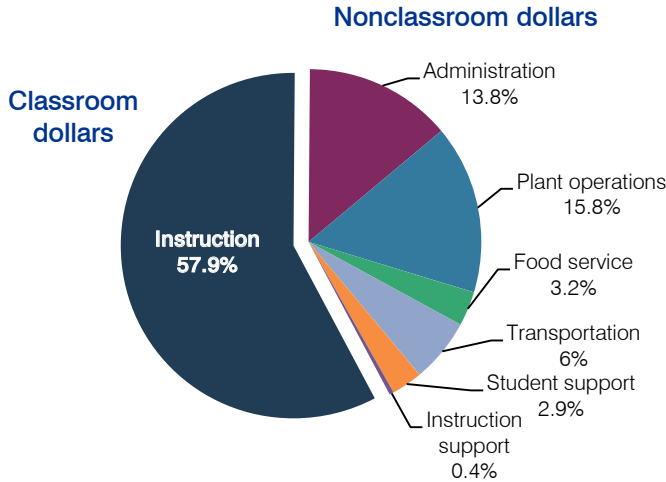
Sonoita Elementary School District

Santa Cruz County
 Efficiency peer groups 11 and T-13, Achievement peer group 20
 Legislative district(s): 2

District size / location: Very Small, Rural
 Students attending: 97
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 18 percent. Spending in the classroom varied year to year, decreasing overall from 68.5 to 57.9 percent. Spending on some nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration, plant operations, food service, and transportation increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,635	\$2,472	\$736
	Students per administrator	30	30	66
Plant operations	Cost per square foot	\$9.14	\$6.93	\$6.09
	Square footage per student	329	320	152
Food service	Cost per meal equivalent	\$4.34	\$4.88	\$2.47
Transportation	Cost per mile	\$1.04	\$1.53	\$3.50
	Cost per rider	\$1,162	\$1,171	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$18,799	\$19,057	\$15,082	\$7,475	\$10,652
Classroom dollars	11,227	11,035	7,880	4,053	6,526
Nonclassroom dollars:	7,572	8,022	7,202	3,422	4,126
Administration	2,362	2,635	2,472	736	1,139
Plant operations	2,603	3,006	2,126	928	1,012
Food service	575	616	756	382	405
Transportation	1,497	1,142	970	362	443
Student support	482	554	541	578	592
Instruction support	53	69	337	436	535

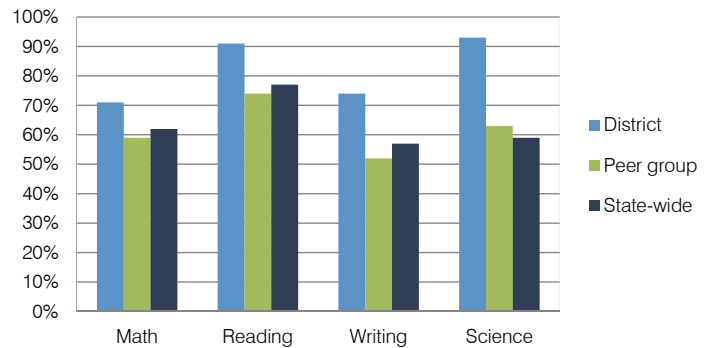
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	27%	29%	25%
Students per teacher	7.4	12.6	18.1
Average teacher salary	\$48,107	\$45,750	\$45,193
Amount from Proposition 301	\$682	\$2,292	\$3,195
Average years of teacher experience	12.7	13.0	11.0
Percentage of teachers in first 3 years	8%	13%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.7%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant

Stress level
Low
Moderate
High

St. David Unified School District

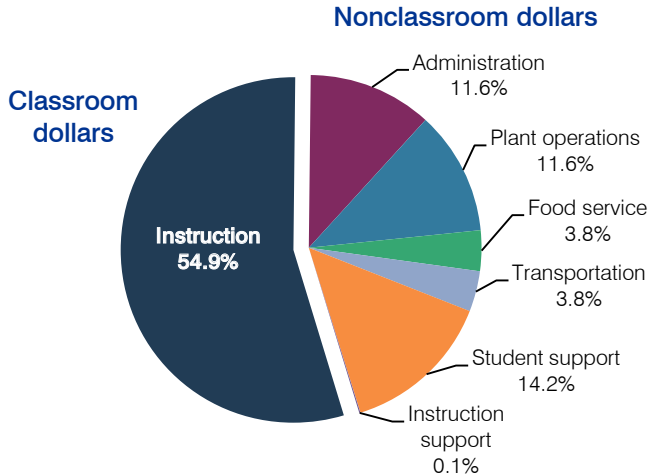
Cochise County
 Efficiency peer groups 6 and T-6, Achievement peer group 6
 Legislative district(s): 14

District size / location: Small, Rural
 Students attending: 425
 Number of schools: 2

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 10 percent. Spending in the classroom decreased overall from 58.6 to 54.9 percent. Spending on food service and student support increased and spending on plant operations and instruction support decreased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,017	\$1,487	\$736
	Students per administrator	46	43	66
Plant operations	Cost per square foot	\$5.48	\$5.04	\$6.09
	Square footage per student	184	299	152
Food service	Cost per meal equivalent	\$3.87	\$3.19	\$2.47
Transportation	Cost per mile	\$3.16	\$3.84	\$3.50
	Cost per rider	\$438	\$416	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

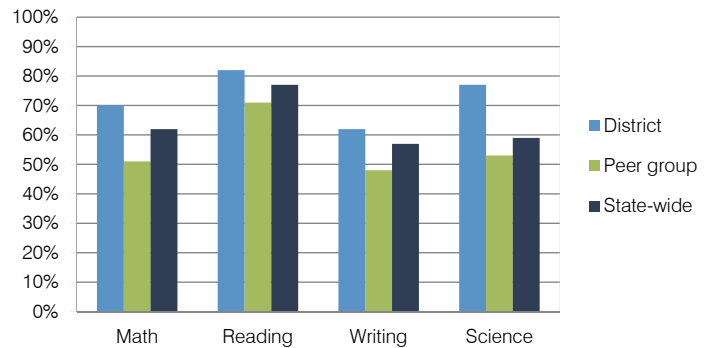
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$8,714	\$8,736	\$9,872	\$7,475	\$10,652
Classroom dollars	5,004	4,792	4,866	4,053	6,526
Nonclassroom dollars:	3,710	3,944	5,006	3,422	4,126
Administration	954	1,017	1,487	736	1,139
Plant operations	866	1,009	1,438	928	1,012
Food service	358	335	454	382	405
Transportation	305	328	510	362	443
Student support	1,174	1,244	636	578	592
Instruction support	53	11	481	436	535

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	50%
C	1	50%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2011)	92%	80%	78%
Poverty rate (2011)	29%	31%	25%
Students per teacher	14.2	15.2	18.1
Average teacher salary	\$46,511	\$40,242	\$45,193
Amount from Proposition 301	\$4,084	\$3,191	\$3,195
Average years of teacher experience	14.7	12.0	11.0
Percentage of teachers in first 3 years	7%	16%	16%

Financial stress assessment

Overall financial stress level: **High**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	Operating and capital
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	0.5%, Increasing
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Marginally compliant

Stress level
Low Moderate High

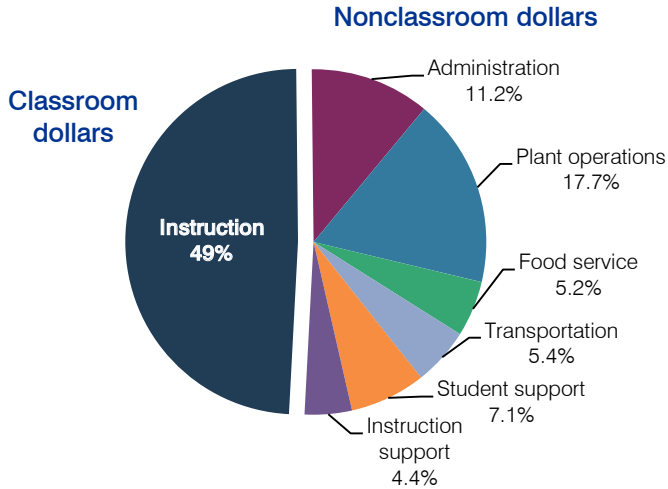
St. Johns Unified School District

Apache County
 Efficiency peer groups 5 and T-12, Achievement peer group 6
 Legislative district(s): 7

District size / location: Medium, Town
 Students attending: 849
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 2 percent. Spending in the classroom varied year to year, decreasing overall from 53.3 to 49 percent. Spending on administration decreased, and spending on plant operations and instruction support increased substantially. Spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$997	\$1,074	\$736
	Students per administrator	44	56	66
Plant operations	Cost per square foot	\$4.48	\$4.82	\$6.09
	Square footage per student	350	250	152
Food service	Cost per meal equivalent	\$4.83	\$2.97	\$2.47
Transportation	Cost per mile	\$2.04	\$2.02	\$3.50
	Cost per rider	\$1,431	\$1,181	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$9,265	\$8,874	\$8,416	\$7,475	\$10,652
Classroom dollars	4,751	4,346	4,202	4,053	6,526
Nonclassroom dollars:	4,514	4,528	4,214	3,422	4,126
Administration	1,032	997	1,074	736	1,139
Plant operations	1,459	1,570	1,179	928	1,012
Food service	430	459	412	382	405
Transportation	489	479	536	362	443
Student support	769	635	619	578	592
Instruction support	335	388	394	436	535

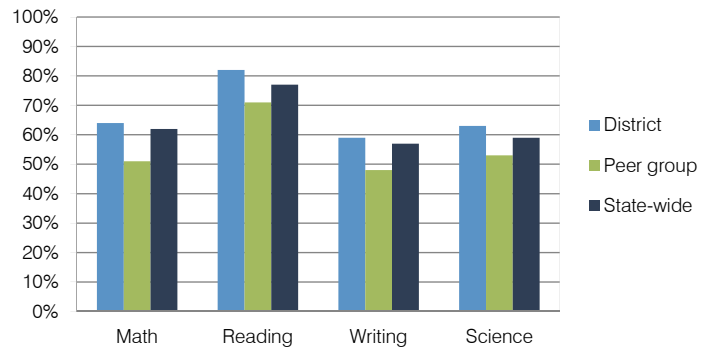
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	2	50%
C	1	25%
D	0	0%
F	0	0%
Not rated	1	25%

Percentage of students who met state standards (AIMS)



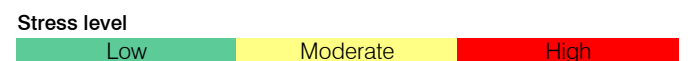
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2011)	84%	80%	78%
Poverty rate (2011)	28%	31%	25%
Students per teacher	15.3	15.2	18.1
Average teacher salary	\$41,535	\$40,242	\$45,193
Amount from Proposition 301	\$3,599	\$3,191	\$3,195
Average years of teacher experience	14.0	12.0	11.0
Percentage of teachers in first 3 years	8%	16%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	Operating only
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	1.6%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



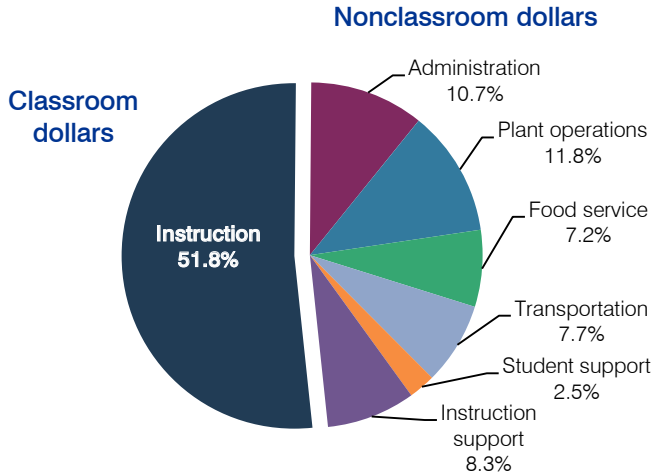
Stanfield Elementary School District

Pinal County
 Efficiency peer groups 9 and T-8, Achievement peer group 20
 Legislative district(s): 4 and 11

District size / location: Medium, Rural
 Students attending: 612
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 7 percent. Spending in the classroom increased from 44.6 to 51.8 percent. Overall, spending on plant operations, transportation, and student support decreased substantially, and spending on instruction support increased substantially. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$919	\$951	\$736
	Students per administrator	68	61	66
Plant operations	Cost per square foot	\$6.37	\$6.40	\$6.09
	Square footage per student	159	142	152
Food service	Cost per meal equivalent	\$2.68	\$2.49	\$2.47
Transportation	Cost per mile	\$2.39	\$2.87	\$3.50
	Cost per rider	\$634	\$726	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,892	\$8,593	\$7,482	\$7,475	\$10,652
Classroom dollars	3,871	4,452	3,712	4,053	6,526
Nonclassroom dollars:	4,021	4,141	3,770	3,422	4,126
Administration	826	919	951	736	1,139
Plant operations	919	1,015	881	928	1,012
Food service	608	622	512	382	405
Transportation	647	665	498	362	443
Student support	273	212	429	578	592
Instruction support	748	708	499	436	535

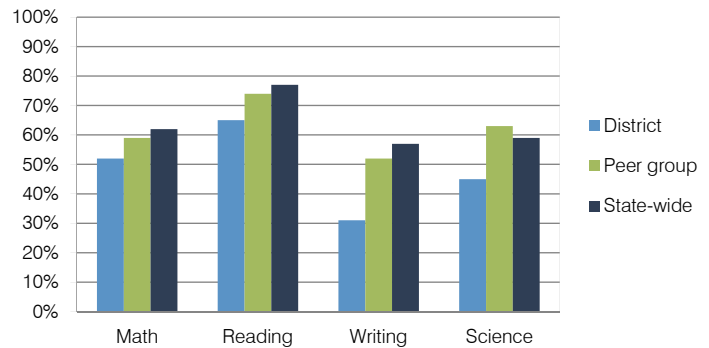
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	100%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	28%	29%	25%
Students per teacher	14.6	12.6	18.1
Average teacher salary	\$40,020	\$45,750	\$45,193
Amount from Proposition 301	\$1,795	\$2,292	\$3,195
Average years of teacher experience	9.1	13.0	11.0
Percentage of teachers in first 3 years	19%	13%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level: **Low** **Moderate** **High**

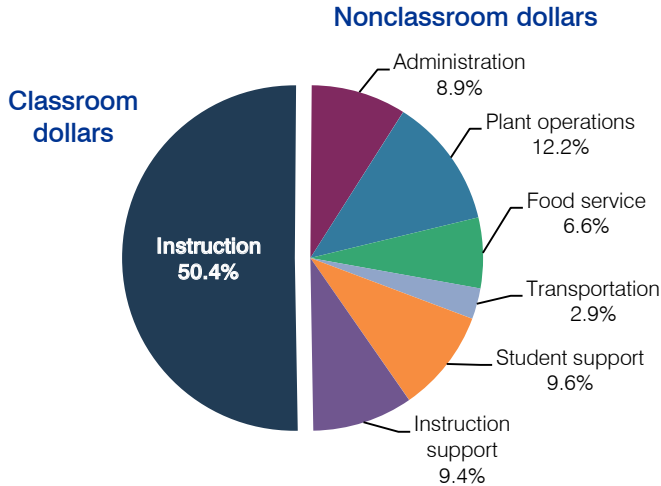
Sunnyside Unified School District

Pima County
 Efficiency peer groups 2 and T-1, Achievement peer group 7
 Legislative district(s): 2, 3 and 4

District size / location: Large, City
 Students attending: 16,682
 Number of schools: 22

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 8 percent. Spending in the classroom decreased from 57 to 50.4 percent. Overall, spending on plant operations and instruction support increased, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$625	\$636	\$736
	Students per administrator	63	68	66
Plant operations	Cost per square foot	\$7.44	\$6.49	\$6.09
	Square footage per student	115	144	152
Food service	Cost per meal equivalent	\$2.68	\$2.34	\$2.47
Transportation	Cost per mile	\$2.94	\$5.69	\$3.50
	Cost per rider	\$269	\$569	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,103	\$7,004	\$6,835	\$7,475	\$10,652
Classroom dollars	3,660	3,527	3,705	4,053	6,526
Nonclassroom dollars:	3,443	3,477	3,130	3,422	4,126
Administration	620	625	636	736	1,139
Plant operations	801	853	929	928	1,012
Food service	455	464	316	382	405
Transportation	216	202	352	362	443
Student support	682	673	510	578	592
Instruction support	669	660	387	436	535

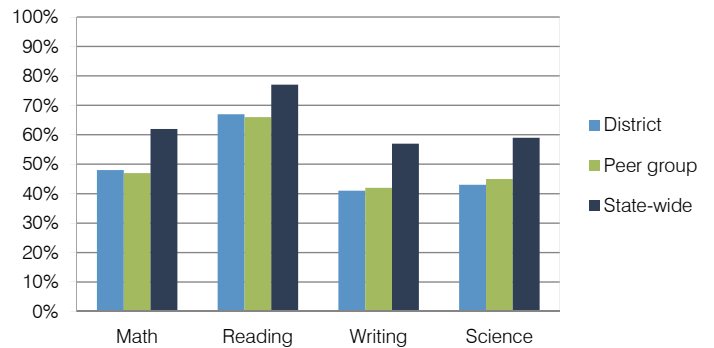
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	1	5%
B	5	23%
C	8	36%
D	6	27%
F	0	0%
Not rated	2	9%

Percentage of students who met state standards (AIMS)



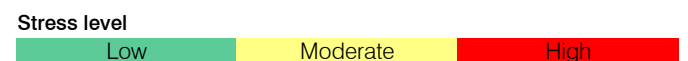
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	93%	94%
Graduation rate (2011)	72%	76%	78%
Poverty rate (2011)	45%	40%	25%
Students per teacher	18.9	15.6	18.1
Average teacher salary	\$42,858	\$42,644	\$45,193
Amount from Proposition 301	\$3,004	\$3,127	\$3,195
Average years of teacher experience	11.5	13.0	11.0
Percentage of teachers in first 3 years	15%	13%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Mixed election results
Operating reserve percentage (max. 4%), trend	2.2%, Varying
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Marginally compliant



Superior Unified School District

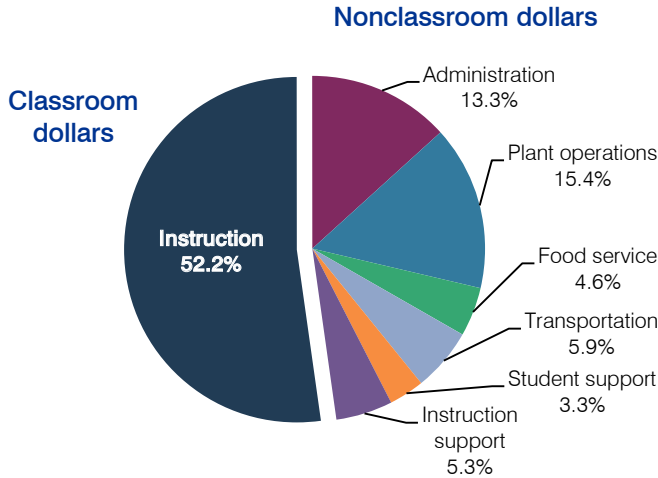
Pinal County
 Efficiency peer groups 6 and T-6, Achievement peer group 5
 Legislative district(s): 8

District size / location: Small, Town
 Students attending: 438
 Number of schools: 2

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 9 percent. Spending in the classroom varied year to year, ranging from a high of 55.1 to a low of 52.2 percent. Spending on administration and student support decreased and spending on transportation and instruction support increased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

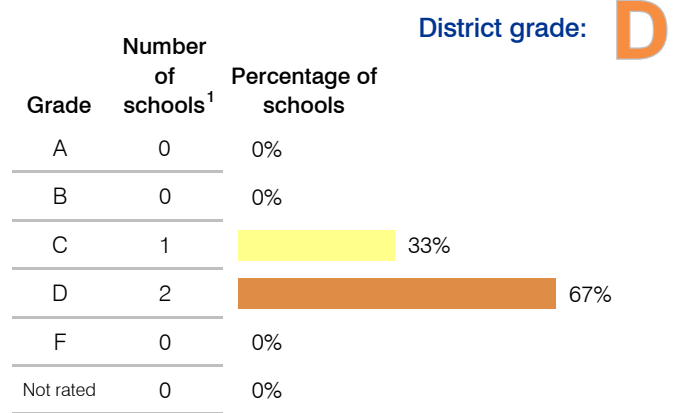
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,157	\$1,487	\$736
	Students per administrator	53	43	66
Plant operations	Cost per square foot	\$4.76	\$5.04	\$6.09
	Square footage per student	282	299	152
Food service	Cost per meal equivalent	\$3.24	\$3.19	\$2.47
Transportation	Cost per mile	\$4.80	\$3.84	\$3.50
	Cost per rider	\$563	\$416	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

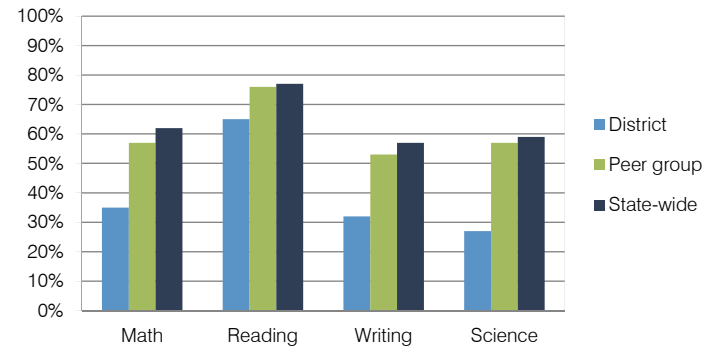
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$9,064	\$8,710	\$9,872	\$7,475	\$10,652
Classroom dollars	4,730	4,550	4,866	4,053	6,526
Nonclassroom dollars:	4,334	4,160	5,006	3,422	4,126
Administration	1,091	1,157	1,487	736	1,139
Plant operations	1,568	1,343	1,438	928	1,012
Food service	464	395	454	382	405
Transportation	669	515	510	362	443
Student support	275	285	636	578	592
Instruction support	267	465	481	436	535

ADE-reported district and school letter grades



¹ Includes schools that share a campus and on-line schools.

Percentage of students who met state standards (AIMS)



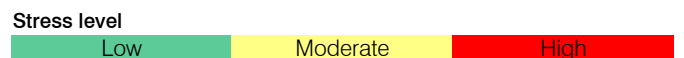
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2011)	88%	82%	78%
Poverty rate (2011)	23%	24%	25%
Students per teacher	19.0	17.0	18.1
Average teacher salary	\$45,260	\$40,636	\$45,193
Amount from Proposition 301	\$2,668	\$3,192	\$3,195
Average years of teacher experience	12.0	11.8	11.0
Percentage of teachers in first 3 years	14%	15%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Marginally compliant



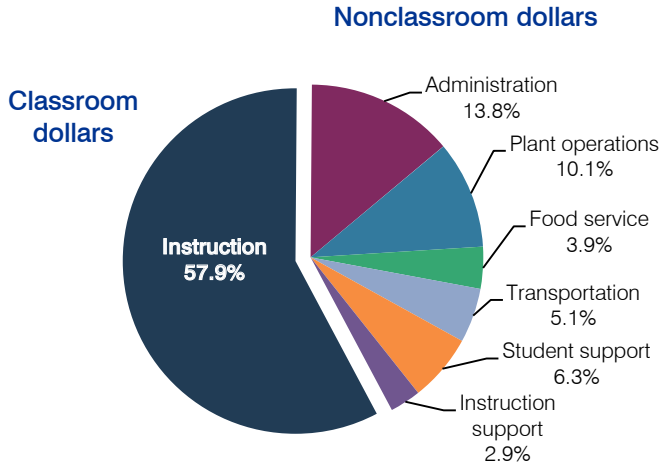
Tanque Verde Unified School District

Pima County
 Efficiency peer groups 3 and T-4, Achievement peer group 1
 Legislative district(s): 10 and 14

District size / location: Medium, Suburb
 Students attending: 1,680
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 15 percent. Spending in the classroom varied year to year, increasing overall from 56.7 to 57.9 percent. Spending on plant operations decreased, while spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,001	\$736	\$736
	Students per administrator	63	71	66
Plant operations	Cost per square foot	\$5.87	\$5.88	\$6.09
	Square footage per student	125	158	152
Food service	Cost per meal equivalent	\$2.57	\$2.74	\$2.47
Transportation	Cost per mile	\$3.39	\$3.62	\$3.50
	Cost per rider	\$1,111	\$1,088	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,298	\$7,261	\$7,033	\$7,475	\$10,652
Classroom dollars	4,197	4,207	3,759	4,053	6,526
Nonclassroom dollars:	3,101	3,054	3,274	3,422	4,126
Administration	1,102	1,001	736	736	1,139
Plant operations	680	734	920	928	1,012
Food service	253	281	338	382	405
Transportation	384	368	426	362	443
Student support	429	460	546	578	592
Instruction support	253	210	308	436	535

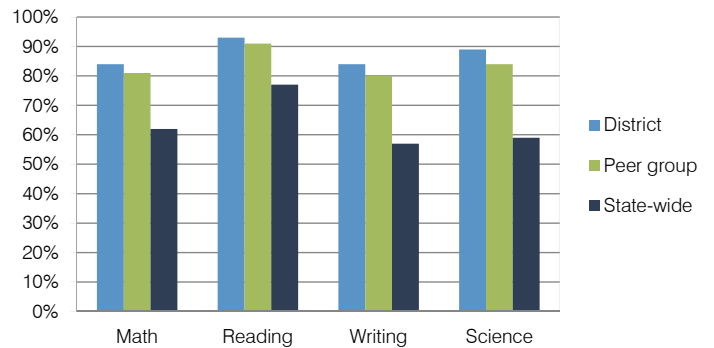
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	2	50%
B	2	50%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



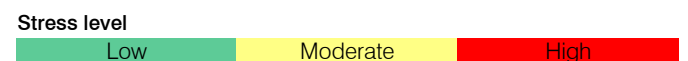
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2011)	95%	91%	78%
Poverty rate (2011)	7%	8%	25%
Students per teacher	15.5	18.1	18.1
Average teacher salary	\$40,396	\$41,564	\$45,193
Amount from Proposition 301	\$3,067	\$3,385	\$3,195
Average years of teacher experience	12.9	10.7	11.0
Percentage of teachers in first 3 years	10%	14%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	3.3%, Decreasing
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant



Tempe Elementary School District

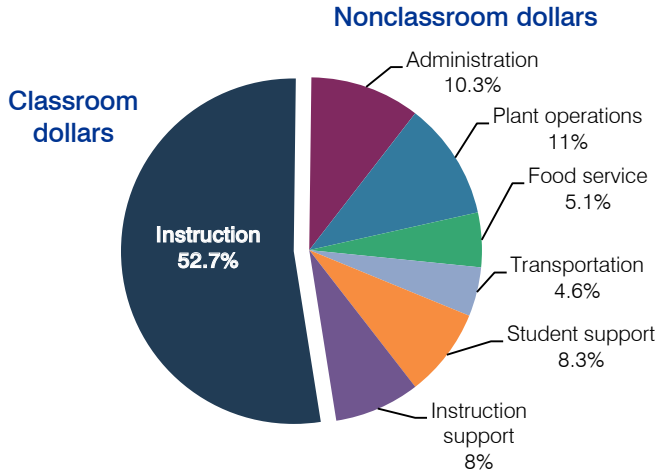
Maricopa County
 Efficiency peer groups 7 and T-2, Achievement peer group 15
 Legislative district(s): 18, 26 and 27

District size / location: Large, City
 Students attending: 11,124
 Number of schools: 20

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 1 percent. Spending in the classroom decreased from 55.4 to 52.7 percent. Overall, spending on administration and instruction support increased, while spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$874	\$695	\$736
	Students per administrator	64	67	66
Plant operations	Cost per square foot	\$6.29	\$6.05	\$6.09
	Square footage per student	147	131	152
Food service	Cost per meal equivalent	\$2.28	\$2.41	\$2.47
Transportation	Cost per mile	\$4.60	\$4.84	\$3.50
	Cost per rider	\$720	\$844	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

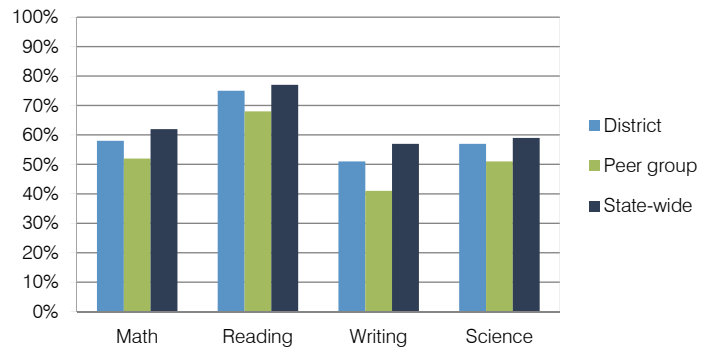
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$8,594	\$8,436	\$7,254	\$7,475	\$10,652
Classroom dollars	4,606	4,444	3,944	4,053	6,526
Nonclassroom dollars:	3,988	3,992	3,310	3,422	4,126
Administration	861	874	695	736	1,139
Plant operations	963	925	794	928	1,012
Food service	426	435	489	382	405
Transportation	365	387	299	362	443
Student support	696	699	526	578	592
Instruction support	677	672	507	436	535

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	4	20%
B	7	35%
C	7	35%
D	1	5%
F	0	0%
Not rated	1	5%

Percentage of students who met state standards (AIMS)



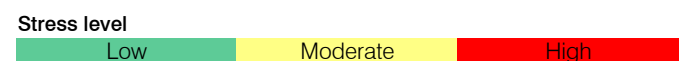
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	31%	33%	25%
Students per teacher	15.2	17.7	18.1
Average teacher salary	\$39,502	\$41,441	\$45,193
Amount from Proposition 301	\$2,665	\$2,520	\$3,195
Average years of teacher experience	10.4	9.6	11.0
Percentage of teachers in first 3 years	13%	21%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.6%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



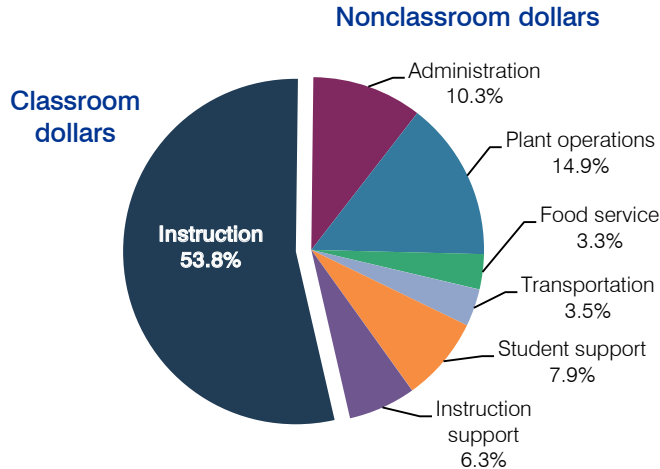
Tempe Union High School District

Maricopa County
 Efficiency peer groups 2 and T-3, Achievement peer group 9
 Legislative district(s): 18, 26 and 27

District size / location: Large, City
 Students attending: 13,578
 Number of schools: 7

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 2 percent. Spending in the classroom decreased from 59.7 to 53.8 percent. Overall, spending on administration, plant operations and transportation increased, while spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$718	\$636	\$736
	Students per administrator	76	68	66
Plant operations	Cost per square foot	\$6.07	\$6.49	\$6.09
	Square footage per student	171	144	152
Food service	Cost per meal equivalent	\$2.74	\$2.34	\$2.47
Transportation	Cost per mile	\$3.59	\$3.80	\$3.50
	Cost per rider	\$860	\$940	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,155	\$6,953	\$6,835	\$7,475	\$10,652
Classroom dollars	4,032	3,739	3,705	4,053	6,526
Nonclassroom dollars:	3,123	3,214	3,130	3,422	4,126
Administration	685	718	636	736	1,139
Plant operations	1,004	1,040	929	928	1,012
Food service	223	229	316	382	405
Transportation	245	242	352	362	443
Student support	540	546	510	578	592
Instruction support	426	439	387	436	535

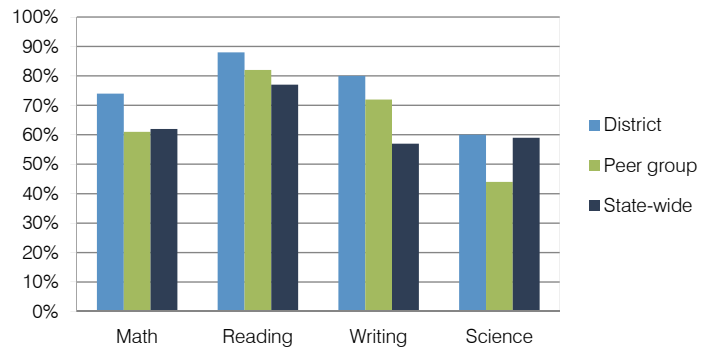
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	3	43%
B	3	43%
C	0	0%
D	0	0%
F	0	0%
Not rated	1	14%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2011)	89%	86%	78%
Poverty rate (2011)	14%	18%	25%
Students per teacher	20.3	20.4	18.1
Average teacher salary	\$50,209	\$44,813	\$45,193
Amount from Proposition 301	\$4,018	\$4,459	\$3,195
Average years of teacher experience	12.3	9.7	11.0
Percentage of teachers in first 3 years	9%	16%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Mixed election results
Operating reserve percentage (max. 4%), trend	3.1%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level: **Low** Moderate High

Thatcher Unified School District

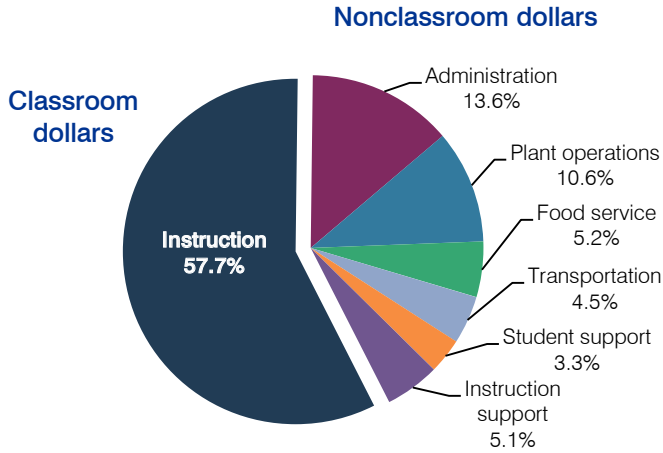
Graham County
 Efficiency peer groups 5 and T-6, Achievement peer group 5
 Legislative district(s): 14

District size / location: Medium, Town
 Students attending: 1,422
 Number of schools: 4

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 9 percent. Spending in the classroom decreased overall from 61.6 to 57.7 percent. Spending on plant operations decreased and spending on student support and instruction support increased. Spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$750	\$1,074	\$736
	Students per administrator	66	56	66
Plant operations	Cost per square foot	\$3.01	\$4.82	\$6.09
	Square footage per student	195	250	152
Food service	Cost per meal equivalent	\$3.12	\$2.97	\$2.47
Transportation	Cost per mile	\$3.39	\$3.84	\$3.50
	Cost per rider	\$473	\$416	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

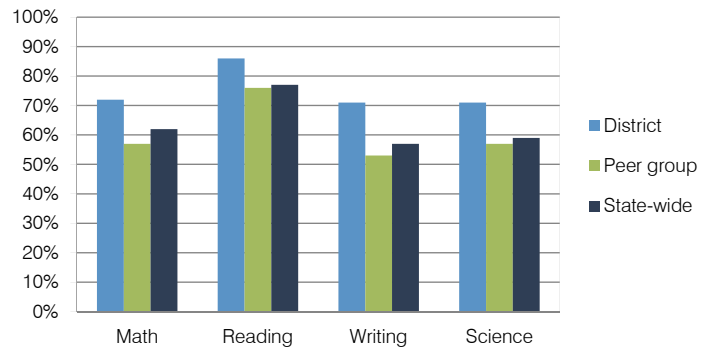
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$5,616	\$5,531	\$8,416	\$7,475	\$10,652
Classroom dollars	3,304	3,192	4,202	4,053	6,526
Nonclassroom dollars:	2,312	2,339	4,214	3,422	4,126
Administration	715	750	1,074	736	1,139
Plant operations	698	586	1,179	928	1,012
Food service	295	289	412	382	405
Transportation	246	248	536	362	443
Student support	149	182	619	578	592
Instruction support	209	284	394	436	535

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	1	25%
B	3	75%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



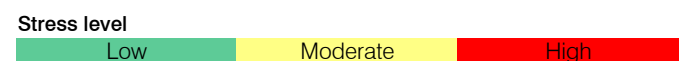
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	94%	94%
Graduation rate (2011)	93%	82%	78%
Poverty rate (2011)	22%	24%	25%
Students per teacher	19.5	17.0	18.1
Average teacher salary	\$38,926	\$40,636	\$45,193
Amount from Proposition 301	\$4,917	\$3,192	\$3,195
Average years of teacher experience	13.8	11.8	11.0
Percentage of teachers in first 3 years	13%	15%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



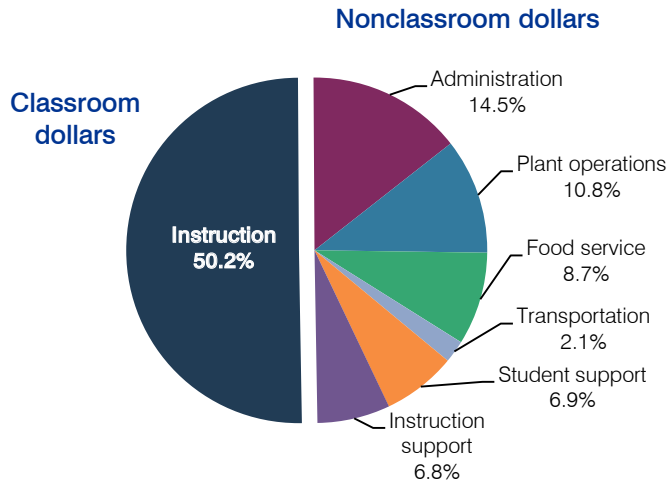
Tolleson Elementary School District

Maricopa County
 Efficiency peer groups 8 and T-2, Achievement peer group 15
 Legislative district(s): 19

District size / location: Medium-Large, Suburb
 Students attending: 2,558
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 7 percent. Spending in the classroom varied year to year, decreasing overall from 54.9 to 50.2 percent. Spending on administration, plant operations, and food service increased slightly, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$952	\$796	\$736
	Students per administrator	84	75	66
Plant operations	Cost per square foot	\$5.50	\$6.25	\$6.09
	Square footage per student	129	131	152
Food service	Cost per meal equivalent	\$2.25	\$2.45	\$2.47
Transportation	Cost per mile	\$4.48	\$4.84	\$3.50
	Cost per rider	\$751	\$844	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

Operational Area	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,735	\$6,572	\$6,968	\$7,475	\$10,652
Classroom dollars	4,371	3,302	3,582	4,053	6,526
Nonclassroom dollars:	3,364	3,270	3,386	3,422	4,126
Administration	1,083	952	796	736	1,139
Plant operations	744	709	811	928	1,012
Food service	591	574	523	382	405
Transportation	160	135	271	362	443
Student support	400	452	522	578	592
Instruction support	386	448	463	436	535

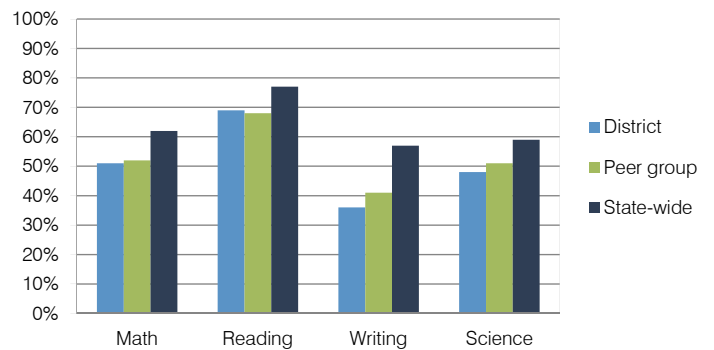
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	25%
C	3	75%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



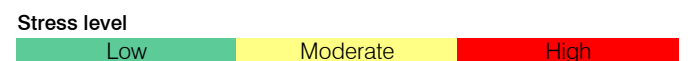
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	29%	33%	25%
Students per teacher	19.2	17.7	18.1
Average teacher salary	\$42,579	\$41,441	\$45,193
Amount from Proposition 301	\$2,497	\$2,520	\$3,195
Average years of teacher experience	10.1	9.6	11.0
Percentage of teachers in first 3 years	15%	21%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	Operating and capital
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	0.7%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant



Tolleson Union High School District

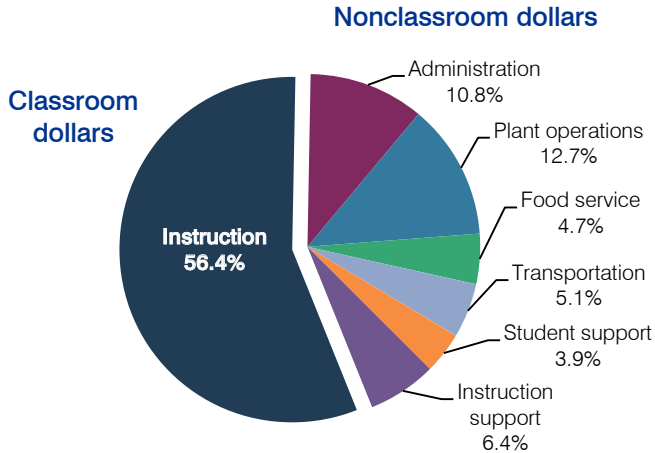
Maricopa County
 Efficiency peer groups 2 and T-4, Achievement peer group 9
 Legislative district(s): 19, 27 and 29

District size / location: Large, Suburb
 Students attending: 9,583
 Number of schools: 6

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 2 percent. Spending in the classroom varied year to year, decreasing slightly overall from 57.3 to 56.4 percent. Spending on administration and instruction support increased substantially, and spending on plant operations and student support decreased substantially. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$684	\$636	\$736
	Students per administrator	83	68	66
Plant operations	Cost per square foot	\$5.84	\$6.49	\$6.09
	Square footage per student	137	144	152
Food service	Cost per meal equivalent	\$2.21	\$2.34	\$2.47
Transportation	Cost per mile	\$3.98	\$3.62	\$3.50
	Cost per rider	\$1,136	\$1,088	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

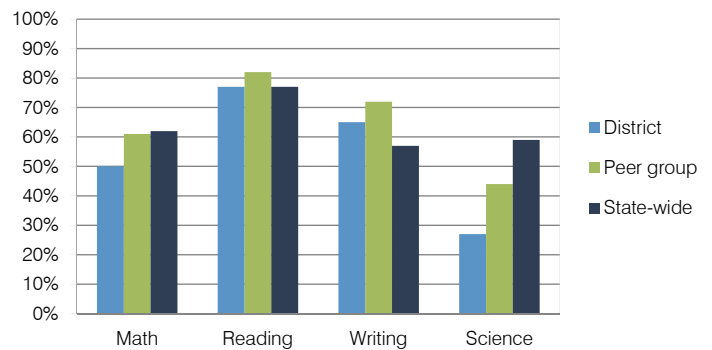
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$5,806	\$6,316	\$6,835	\$7,475	\$10,652
Classroom dollars	3,329	3,563	3,705	4,053	6,526
Nonclassroom dollars:	2,477	2,753	3,130	3,422	4,126
Administration	642	684	636	736	1,139
Plant operations	767	799	929	928	1,012
Food service	272	298	316	382	405
Transportation	299	322	352	362	443
Student support	209	244	510	578	592
Instruction support	288	406	387	436	535

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	1	17%
B	1	17%
C	4	66%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2011)	87%	86%	78%
Poverty rate (2011)	22%	18%	25%
Students per teacher	19.1	20.4	18.1
Average teacher salary	\$40,128	\$44,813	\$45,193
Amount from Proposition 301	\$4,770	\$4,459	\$3,195
Average years of teacher experience	9.0	9.7	11.0
Percentage of teachers in first 3 years	20%	16%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.6%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level: **Low** Moderate High

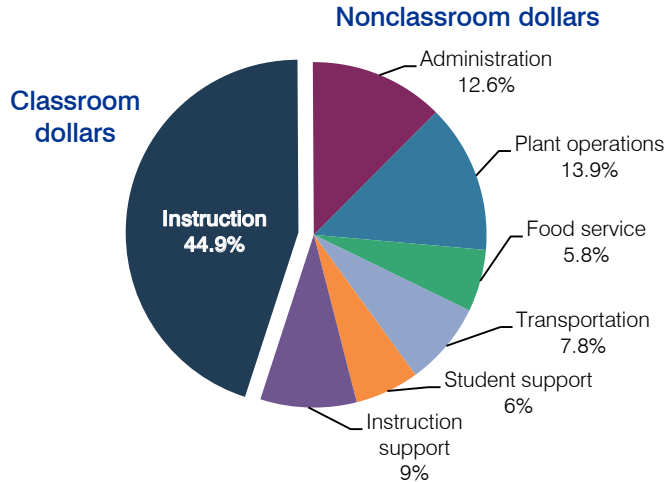
Toltec Elementary School District

Pinal County
 Efficiency peer groups 9 and T-6, Achievement peer group 19
 Legislative district(s): 11

District size / location: Medium, Rural
 Students attending: 1,137
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 3 percent. Spending in the classroom varied year to year, decreasing overall from 56.9 to 44.9 percent. Spending on administration decreased, and spending on plant operations, transportation, student support, and instruction support increased substantially. Spending on food service remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$806	\$951	\$736
	Students per administrator	NR	61	66
Plant operations	Cost per square foot	\$6.30	\$6.40	\$6.09
	Square footage per student	141	142	152
Food service	Cost per meal equivalent	\$2.34	\$2.49	\$2.47
Transportation	Cost per mile	NR	\$3.84	\$3.50
	Cost per rider	\$396	\$416	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,366	\$6,400	\$7,482	\$7,475	\$10,652
Classroom dollars	3,175	2,872	3,712	4,053	6,526
Nonclassroom dollars:	3,191	3,528	3,770	3,422	4,126
Administration	980	806	951	736	1,139
Plant operations	926	888	881	928	1,012
Food service	390	372	512	382	405
Transportation	344	502	498	362	443
Student support	315	382	429	578	592
Instruction support	236	578	499	436	535

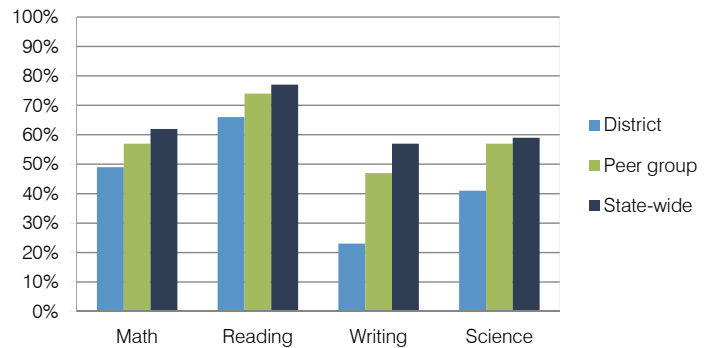
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	50%
C	0	0%
D	1	50%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



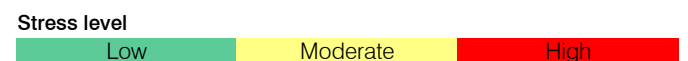
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	23%	23%	25%
Students per teacher	18.9	15.3	18.1
Average teacher salary	\$36,000	\$43,358	\$45,193
Amount from Proposition 301	\$1,543	\$2,716	\$3,195
Average years of teacher experience	7.5	12.2	11.0
Percentage of teachers in first 3 years	21%	11%	16%

Financial stress assessment

Overall financial stress level: **High**

Measure: 2010 through 2012	Assessment
Number of students attending	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	1.9%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



Tombstone Unified School District

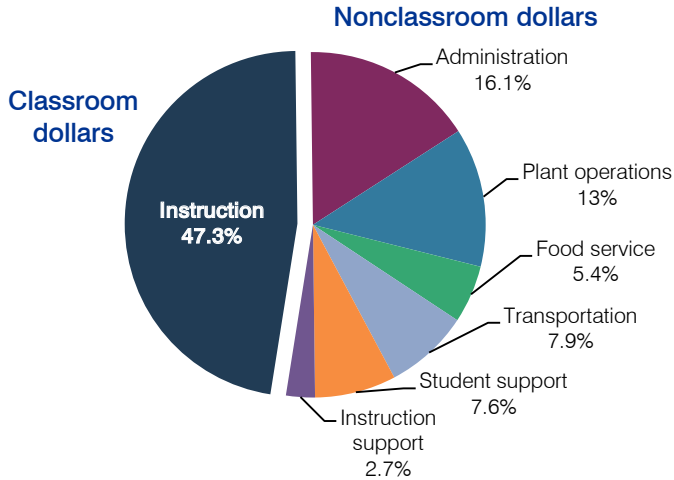
Cochise County
 Efficiency peer groups 5 and T-10, Achievement peer group 5
 Legislative district(s): 14

District size / location: Medium, Town
 Students attending: 897
 Number of schools: 3

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

Total spending per pupil increased by 6 percent. Spending in the classroom varied year to year, ranging from a high of 52.2 to a low of 46.5 percent. Spending on administration, plant operations, transportation, and instruction support increased and spending on student support decreased substantially. Spending on food service remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,302	\$1,074	\$736
	Students per administrator	38	56	66
Plant operations	Cost per square foot	\$4.06	\$4.82	\$6.09
	Square footage per student	258	250	152
Food service	Cost per meal equivalent	\$2.96	\$2.97	\$2.47
Transportation	Cost per mile	\$1.95	\$2.26	\$3.50
	Cost per rider	\$774	\$935	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

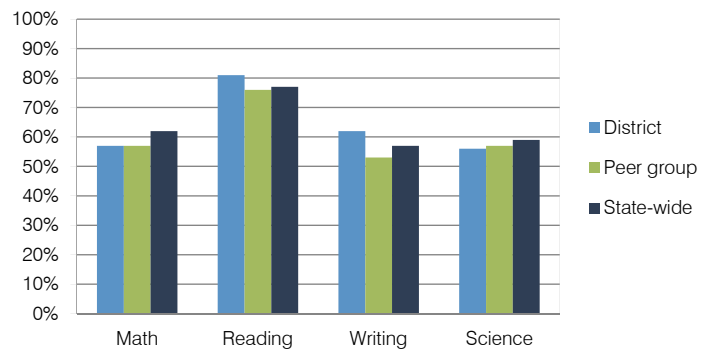
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,937	\$8,065	\$8,416	\$7,475	\$10,652
Classroom dollars	3,688	3,812	4,202	4,053	6,526
Nonclassroom dollars:	4,249	4,253	4,214	3,422	4,126
Administration	1,218	1,302	1,074	736	1,139
Plant operations	1,018	1,049	1,179	928	1,012
Food service	463	440	412	382	405
Transportation	723	636	536	362	443
Student support	596	610	619	578	592
Instruction support	231	216	394	436	535

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	3	100%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



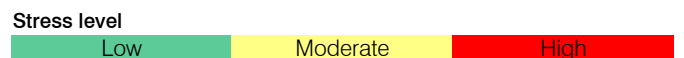
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2011)	91%	82%	78%
Poverty rate (2011)	25%	24%	25%
Students per teacher	16.2	17.0	18.1
Average teacher salary	\$36,347	\$40,636	\$45,193
Amount from Proposition 301	\$2,300	\$3,192	\$3,195
Average years of teacher experience	8.9	11.8	11.0
Percentage of teachers in first 3 years	23%	15%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	1.1%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



Tonto Basin Elementary School District

Gila County

Efficiency peer groups 11 and T-13, Achievement peer group 22

Legislative district(s): 6

District size / location:

Very small, Rural

Students attending:

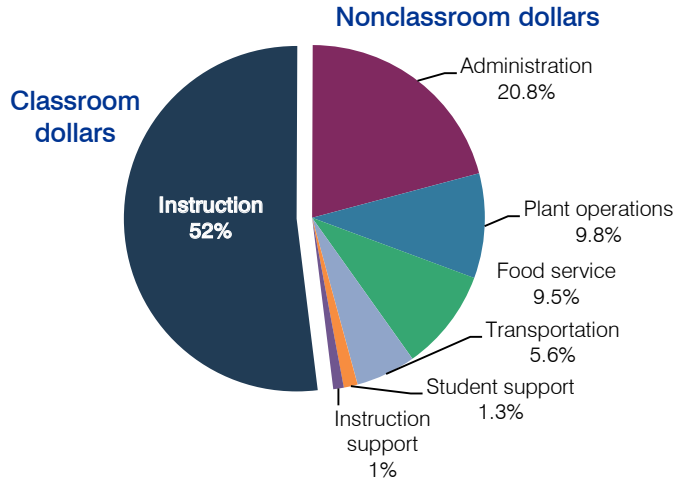
65

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 33 percent. Spending in the classroom decreased from 53 to 52 percent. Spending on some nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on administration increased substantially and spending on transportation decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,217	\$2,472	\$736
	Students per administrator	17	30	66
Plant operations	Cost per square foot	\$6.25	\$6.93	\$6.09
	Square footage per student	243	320	152
Food service	Cost per meal equivalent	\$4.14	\$4.88	\$2.47
Transportation	Cost per mile	\$1.27	\$1.53	\$3.50
	Cost per rider	\$764	\$1,171	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$14,471	\$15,468	\$15,082	\$7,475	\$10,652
Classroom dollars	7,555	8,039	7,880	4,053	6,526
Nonclassroom dollars:	6,916	7,429	7,202	3,422	4,126
Administration	2,960	3,217	2,472	736	1,139
Plant operations	1,512	1,520	2,126	928	1,012
Food service	1,344	1,474	756	382	405
Transportation	764	864	970	362	443
Student support	205	205	541	578	592
Instruction support	131	149	337	436	535

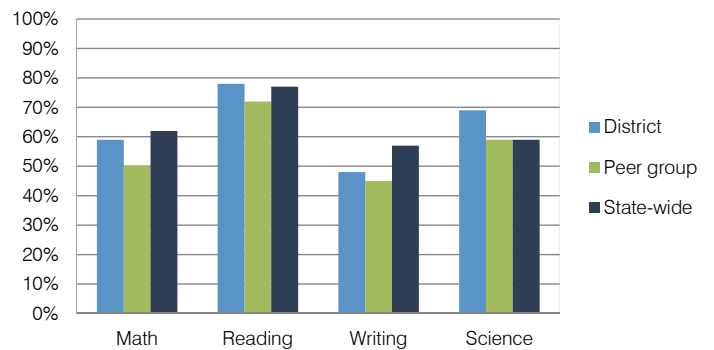
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	100%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



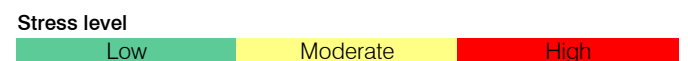
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	63%	54%	25%
Students per teacher	10.9	13.5	18.1
Average teacher salary	\$51,789	\$48,358	\$45,193
Amount from Proposition 301	\$2,149	\$2,404	\$3,195
Average years of teacher experience	15.8	11.8	11.0
Percentage of teachers in first 3 years	0%	9%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.9%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



Topock Elementary School District

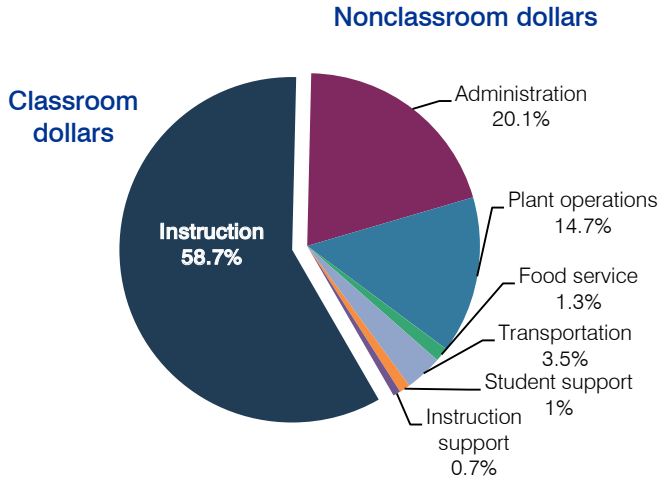
Mohave County
 Efficiency peer groups 11 and T-13, Achievement peer group 21
 Legislative district(s): 5

District size / location: Very small, Rural
 Students attending: 133
 Number of schools: 1

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 7 percent. Spending in the classroom varied year to year, increasing overall from 56.2 to 58.7 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on food service and instruction support decreased substantially, and spending on plant operations increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,801	\$2,472	\$736
	Students per administrator	44	30	66
Plant operations	Cost per square foot	\$6.70	\$6.93	\$6.09
	Square footage per student	196	320	152
Food service	Cost per meal equivalent	NR	\$4.88	\$2.47
Transportation	Cost per mile	\$1.81	\$1.53	\$3.50
	Cost per rider	\$717	\$1,171	\$982

Per-pupil spending by operational area

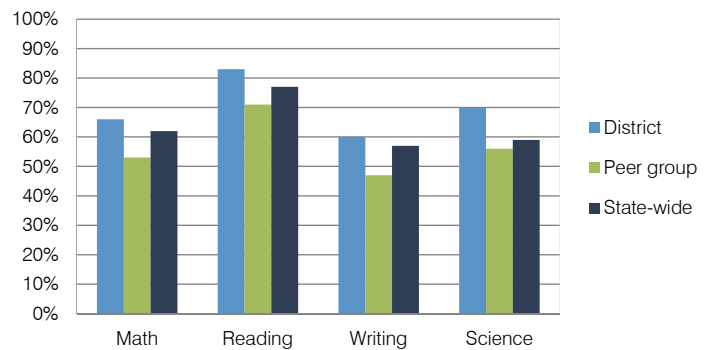
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$8,728	\$8,940	\$15,082	\$7,475	\$10,652
Classroom dollars	4,854	5,245	7,880	4,053	6,526
Nonclassroom dollars:	3,874	3,695	7,202	3,422	4,126
Administration	1,683	1,801	2,472	736	1,139
Plant operations	1,020	1,316	2,126	928	1,012
Food service	563	117	756	382	405
Transportation	289	317	970	362	443
Student support	82	86	541	578	592
Instruction support	237	58	337	436	535

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



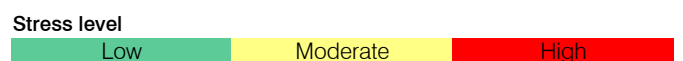
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	43%	39%	25%
Students per teacher	19.1	14.4	18.1
Average teacher salary	\$52,236	\$40,820	\$45,193
Amount from Proposition 301	\$1,808	\$2,313	\$3,195
Average years of teacher experience	9.0	11.7	11.0
Percentage of teachers in first 3 years	15%	12%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	2011, isolated
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	1.5%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Noncompliant



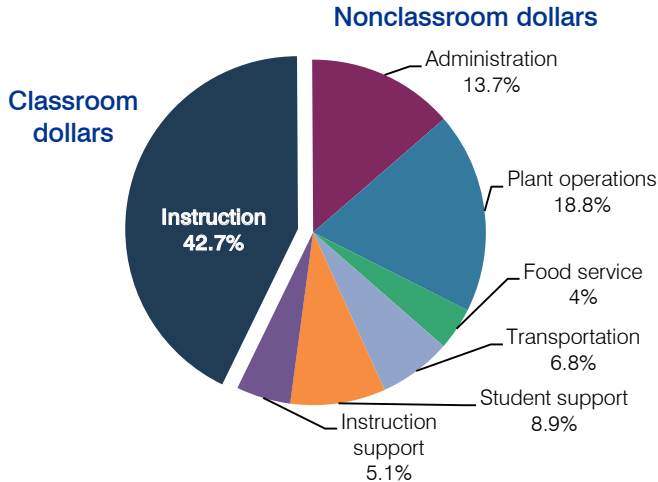
Tuba City Unified School District

Coconino County
 Efficiency peer groups 5 and T-10, Achievement peer group 6
 Legislative district(s): 7

District size / location: Medium, Town
 Students attending: 1,675
 Number of schools: 7

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 9 percent. Spending in the classroom varied year to year, decreasing overall from 44.8 to 42.7 percent. Spending on administration and plant operations increased substantially, and spending on student support and instruction support decreased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,835	\$1,074	\$736
	Students per administrator	38	56	66
Plant operations	Cost per square foot	\$6.58	\$4.82	\$6.09
	Square footage per student	382	250	152
Food service	Cost per meal equivalent	\$2.78	\$2.97	\$2.47
Transportation	Cost per mile	\$2.59	\$2.26	\$3.50
	Cost per rider	\$1,023	\$935	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$12,303	\$13,374	\$8,416	\$7,475	\$10,652
Classroom dollars	5,055	5,713	4,202	4,053	6,526
Nonclassroom dollars:	7,248	7,661	4,214	3,422	4,126
Administration	1,495	1,835	1,074	736	1,139
Plant operations	2,367	2,514	1,179	928	1,012
Food service	578	529	412	382	405
Transportation	847	910	536	362	443
Student support	1,398	1,188	619	578	592
Instruction support	563	685	394	436	535

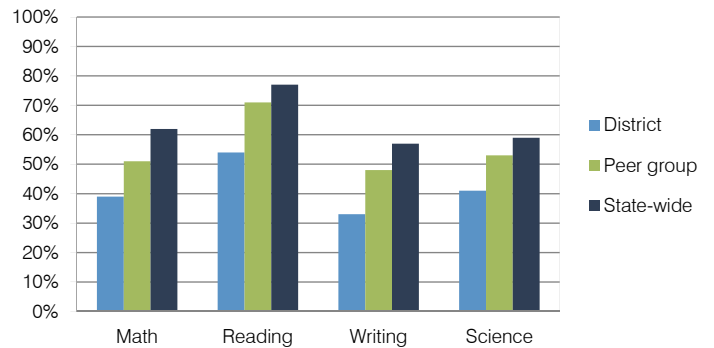
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	14%
C	2	29%
D	2	29%
F	1	14%
Not rated	1	14%

Percentage of students who met state standards (AIMS)



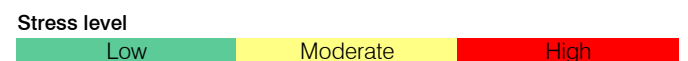
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	91%	94%	94%
Graduation rate (2011)	63%	80%	78%
Poverty rate (2011)	33%	31%	25%
Students per teacher	12.4	15.2	18.1
Average teacher salary	\$41,940	\$40,242	\$45,193
Amount from Proposition 301	\$3,761	\$3,191	\$3,195
Average years of teacher experience	11.6	12.0	11.0
Percentage of teachers in first 3 years	6%	16%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Concentrated decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.2%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant



Tucson Unified School District

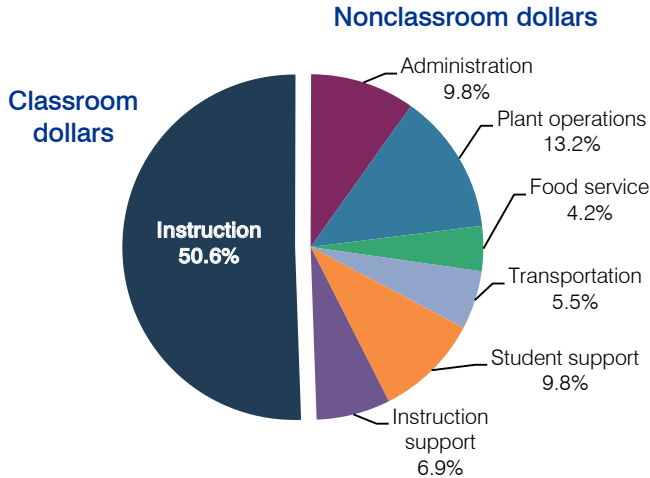
Pima County
 Efficiency peer groups 1 and T-5, Achievement peer group 3
 Legislative district(s): 2, 3, 4, 9 and 10

District size / location: Very large, City
 Students attending: 48,969
 Number of schools: 100

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

Total spending per pupil increased by 11 percent. Spending in the classroom decreased from 54.3 to 50.6 percent. Spending on plant operations and student support increased, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$854	\$620	\$736
	Students per administrator	59	79	66
Plant operations	Cost per square foot	\$6.60	\$5.88	\$6.09
	Square footage per student	175	144	152
Food service	Cost per meal equivalent	\$2.79	\$2.46	\$2.47
Transportation	Cost per mile	\$4.30	\$3.54	\$3.50
	Cost per rider	\$2,454	\$1,372	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

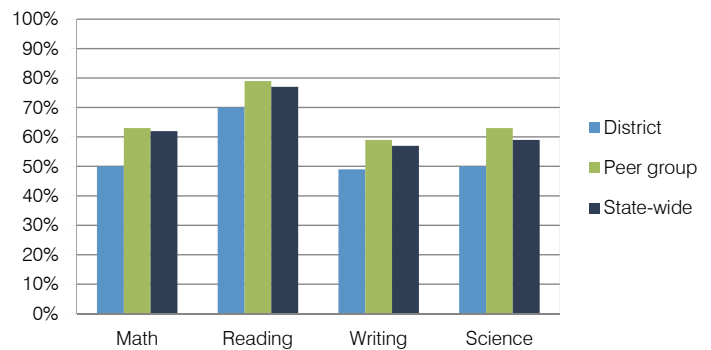
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$8,184	\$8,751	\$7,111	\$7,475	\$10,652
Classroom dollars	4,124	4,429	4,052	4,053	6,526
Nonclassroom dollars:	4,060	4,322	3,059	3,422	4,126
Administration	793	854	620	736	1,139
Plant operations	1,138	1,156	843	928	1,012
Food service	344	371	321	382	405
Transportation	444	479	340	362	443
Student support	811	862	567	578	592
Instruction support	530	600	368	436	535

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	8	8%
B	22	22%
C	44	44%
D	21	21%
F	0	0%
Not rated	5	5%

Percentage of students who met state standards (AIMS)



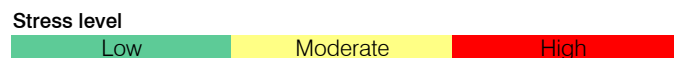
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	94%	94%
Graduation rate (2011)	82%	80%	78%
Poverty rate (2011)	31%	24%	25%
Students per teacher	17.1	18.2	18.1
Average teacher salary	\$48,148	\$45,442	\$45,193
Amount from Proposition 301	\$4,756	\$3,594	\$3,195
Average years of teacher experience	12.4	11.8	11.0
Percentage of teachers in first 3 years	13%	14%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.0%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant



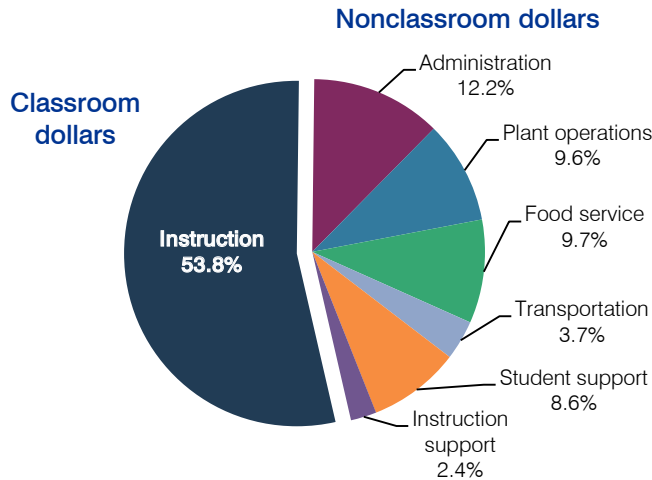
Union Elementary School District

Maricopa County
 Efficiency peer groups 8 and T-1, Achievement peer group 14
 Legislative district(s): 19

District size / location: Medium, Suburb
 Students attending: 1,612
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 7 percent. Spending in the classroom varied year to year, decreasing overall from 55.6 to 53.8 percent. Spending on administration, food service, and student support increased substantially, and spending on transportation decreased substantially. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$782	\$796	\$736
	Students per administrator	83	75	66
Plant operations	Cost per square foot	\$4.93	\$6.25	\$6.09
	Square footage per student	126	131	152
Food service	Cost per meal equivalent	\$2.32	\$2.45	\$2.47
Transportation	Cost per mile	\$6.64	\$5.69	\$3.50
	Cost per rider	\$603	\$569	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,063	\$6,427	\$6,968	\$7,475	\$10,652
Classroom dollars	3,058	3,457	3,582	4,053	6,526
Nonclassroom dollars:	3,005	2,970	3,386	3,422	4,126
Administration	819	782	796	736	1,139
Plant operations	629	620	811	928	1,012
Food service	596	625	523	382	405
Transportation	220	241	271	362	443
Student support	515	551	522	578	592
Instruction support	226	151	463	436	535

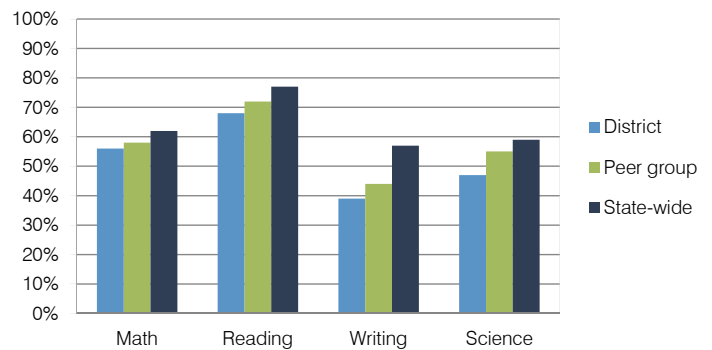
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	50%
C	1	50%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	22%	25%	25%
Students per teacher	20.9	19.8	18.1
Average teacher salary	\$38,899	\$40,307	\$45,193
Amount from Proposition 301	\$2,723	\$2,532	\$3,195
Average years of teacher experience	6.2	7.3	11.0
Percentage of teachers in first 3 years	31%	27%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.8%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level: **Low** Moderate High

Vail Unified School District

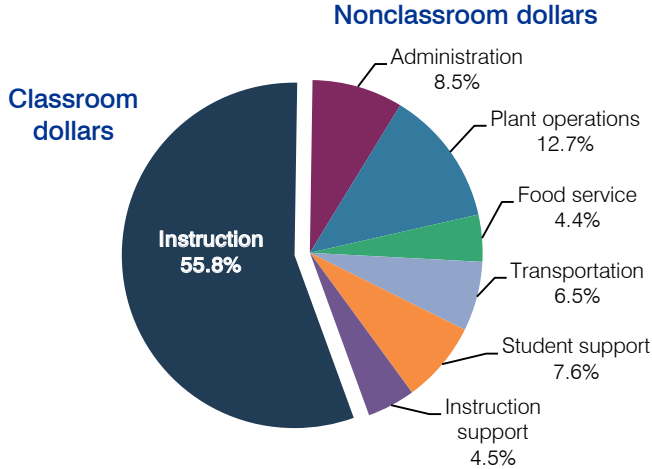
Pima County
 Efficiency peer groups 2 and T-9, Achievement peer group 1
 Legislative district(s): 2, 10 and 14

District size / location: Large, Rural
 Students attending: 10,178
 Number of schools: 16

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 5 percent. Spending in the classroom decreased from 59.3 to 55.8 percent. Spending on transportation increased, and spending on administration, plant operations, and instruction support increased slightly. Spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$542	\$636	\$736
	Students per administrator	60	68	66
Plant operations	Cost per square foot	\$7.03	\$6.49	\$6.09
	Square footage per student	115	144	152
Food service	Cost per meal equivalent	\$1.86	\$2.34	\$2.47
Transportation	Cost per mile	\$3.04	\$2.47	\$3.50
	Cost per rider	\$918	\$704	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

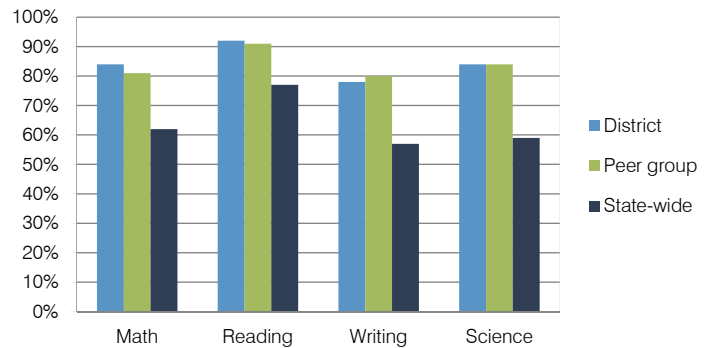
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,523	\$6,367	\$6,835	\$7,475	\$10,652
Classroom dollars	3,759	3,555	3,705	4,053	6,526
Nonclassroom dollars:	2,764	2,812	3,130	3,422	4,126
Administration	533	542	636	736	1,139
Plant operations	822	809	929	928	1,012
Food service	263	281	316	382	405
Transportation	393	414	352	362	443
Student support	470	480	510	578	592
Instruction support	283	286	387	436	535

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	13	81%
B	2	13%
C	0	0%
D	0	0%
F	0	0%
Not rated	1	6%

Percentage of students who met state standards (AIMS)



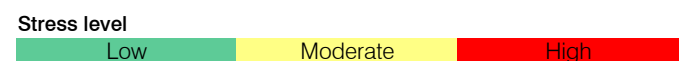
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2011)	92%	91%	78%
Poverty rate (2011)	9%	8%	25%
Students per teacher	18.4	18.1	18.1
Average teacher salary	\$36,734	\$41,564	\$45,193
Amount from Proposition 301	\$2,760	\$3,385	\$3,195
Average years of teacher experience	7.9	10.7	11.0
Percentage of teachers in first 3 years	20%	14%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.7%, Increasing
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant



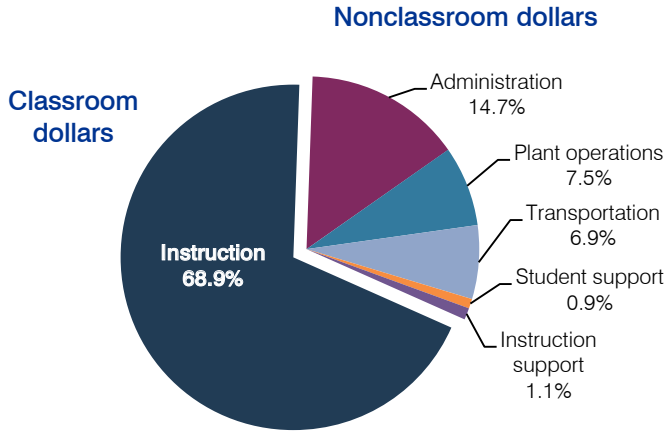
Valentine Elementary School District

Mohave County
 Efficiency peer groups 11 and T-13, Achievement peer group 20
 Legislative district(s): 5

District size / location: Very small, Rural
 Students attending: 63
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 30 percent. Spending in the classroom varied year to year, decreasing overall from 77.3 to 68.9 percent. Spending on some nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration and transportation increased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,408	\$2,472	\$736
	Students per administrator	36	30	66
Plant operations	Cost per square foot	\$3.10	\$6.93	\$6.09
	Square footage per student	231	320	152
Food service	Cost per meal equivalent	N/A	\$4.88	\$2.47
Transportation	Cost per mile	\$1.88	\$1.53	\$3.50
	Cost per rider	\$667	\$1,171	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$13,285	\$9,546	\$15,082	\$7,475	\$10,652
Classroom dollars	7,988	6,573	7,880	4,053	6,526
Nonclassroom dollars:	5,297	2,973	7,202	3,422	4,126
Administration	1,112	1,408	2,472	736	1,139
Plant operations	3,495	716	2,126	928	1,012
Food service	0	0	756	382	405
Transportation	606	661	970	362	443
Student support	0	81	541	578	592
Instruction support	84	107	337	436	535

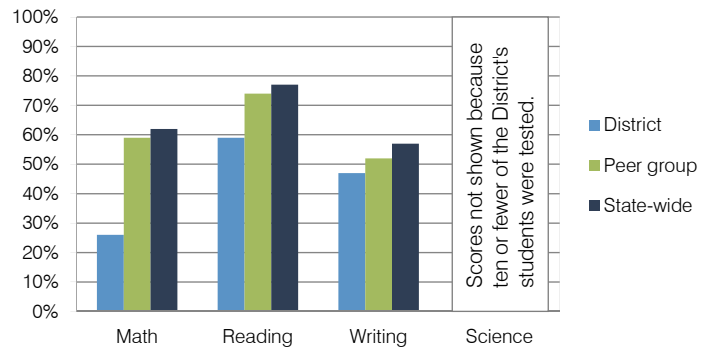
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	0	0%
D	1	100%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	27%	29%	25%
Students per teacher	15.6	12.6	18.1
Average teacher salary	\$54,331	\$45,750	\$45,193
Amount from Proposition 301	\$1,500	\$2,292	\$3,195
Average years of teacher experience	15.8	13.0	11.0
Percentage of teachers in first 3 years	0%	13%	16%

Financial stress assessment

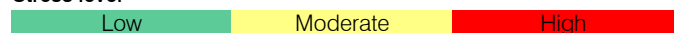
Overall financial stress level: **Low**

Measure: 2010 through 2012

Assessment

Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Not assessed

Stress level



Valley Union High School District

Cochise County

Efficiency peer groups 11 and T-13, Achievement peer group 12

Legislative district(s): 14

District size / location:

Very small, Rural

Students attending:

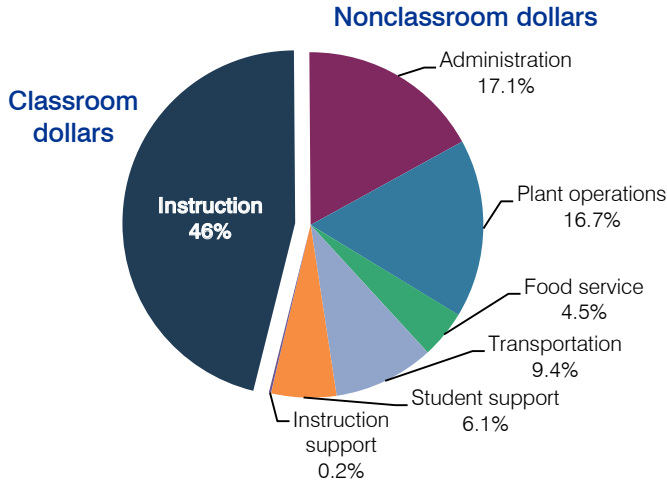
130

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 11 percent. Spending in the classroom varied year to year, decreasing overall from 49.9 to 46 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration, plant operations, and student support increased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,174	\$2,472	\$736
	Students per administrator	22	30	66
Plant operations	Cost per square foot	\$4.61	\$6.93	\$6.09
	Square footage per student	459	320	152
Food service	Cost per meal equivalent	\$5.51	\$4.88	\$2.47
Transportation	Cost per mile	\$1.89	\$1.53	\$3.50
	Cost per rider	\$2,128	\$1,171	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$11,503	\$12,670	\$15,082	\$7,475	\$10,652
Classroom dollars	5,289	5,834	7,880	4,053	6,526
Nonclassroom dollars:	6,214	6,836	7,202	3,422	4,126
Administration	1,968	2,174	2,472	736	1,139
Plant operations	2,000	2,113	2,126	928	1,012
Food service	529	566	756	382	405
Transportation	1,067	1,191	970	362	443
Student support	617	770	541	578	592
Instruction support	33	22	337	436	535

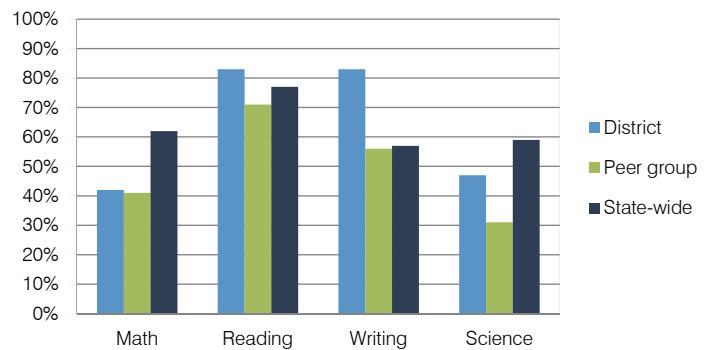
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



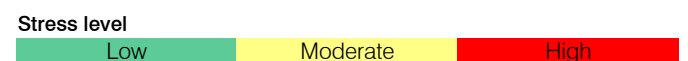
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	90%	92%	94%
Graduation rate (2011)	85%	74%	78%
Poverty rate (2011)	38%	37%	25%
Students per teacher	10.5	15.9	18.1
Average teacher salary	\$35,226	\$42,426	\$45,193
Amount from Proposition 301	\$3,462	\$5,154	\$3,195
Average years of teacher experience	8.0	9.9	11.0
Percentage of teachers in first 3 years	12%	14%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



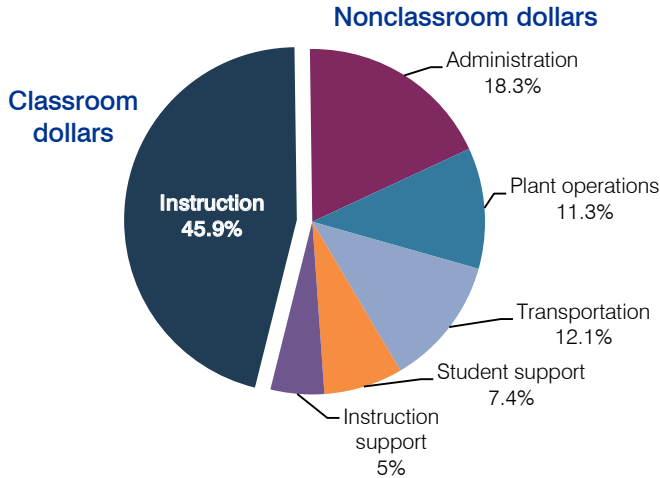
Vernon Elementary School District

Apache County
 Efficiency peer groups 11 and T-13, Achievement peer group 21
 Legislative district(s): 7

District size / location: Very small, Rural
 Students attending: 116
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 12 percent. Spending in the classroom varied year to year, increasing overall from 39.8 to 45.9 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration, plant operations, and transportation decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,678	\$2,472	\$736
	Students per administrator	27	30	66
Plant operations	Cost per square foot	\$8.17	\$6.93	\$6.09
	Square footage per student	203	320	152
Food service	Cost per meal equivalent	N/A	\$4.88	\$2.47
Transportation	Cost per mile	\$1.02	\$1.53	\$3.50
	Cost per rider	\$1,288	\$1,171	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$15,677	\$14,633	\$15,082	\$7,475	\$10,652
Classroom dollars	6,834	6,711	7,880	4,053	6,526
Nonclassroom dollars:	8,843	7,922	7,202	3,422	4,126
Administration	2,969	2,678	2,472	736	1,139
Plant operations	2,086	1,656	2,126	928	1,012
Food service	267	2	756	382	405
Transportation	2,112	1,767	970	362	443
Student support	959	1,091	541	578	592
Instruction support	450	728	337	436	535

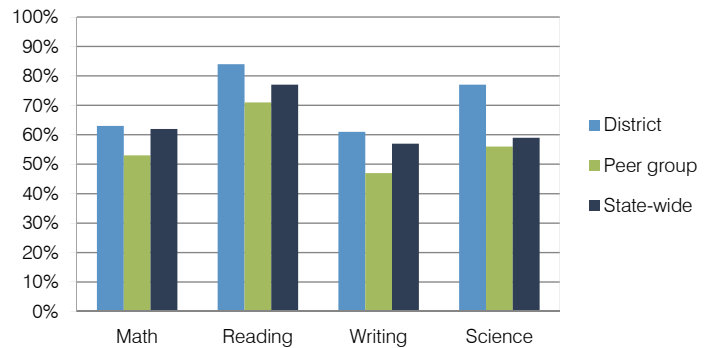
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	100%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



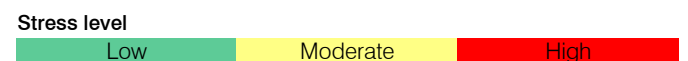
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	35%	39%	25%
Students per teacher	10.5	14.4	18.1
Average teacher salary	\$44,569	\$40,820	\$45,193
Amount from Proposition 301	\$2,629	\$2,313	\$3,195
Average years of teacher experience	10.0	11.7	11.0
Percentage of teachers in first 3 years	0%	12%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	0.5%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



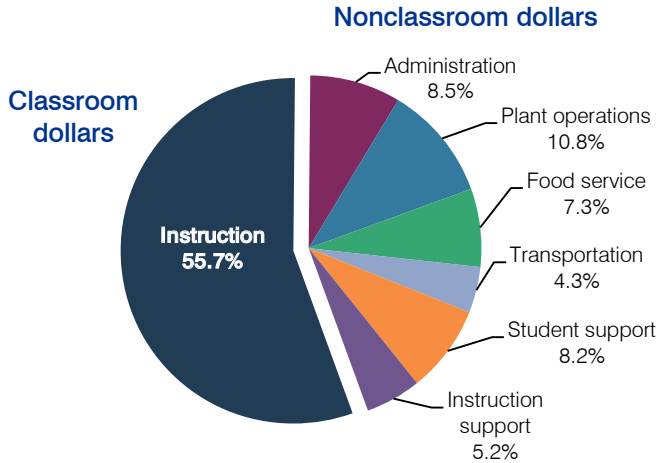
Washington Elementary School District

Maricopa County
 Efficiency peer groups 7 and T-3, Achievement peer group 15
 Legislative district(s): 20, 24, 28 and 30

District size / location: Very large, City
 Students attending: 20,925
 Number of schools: 32

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 3 percent. Spending in the classroom decreased from 60.1 to 55.7 percent. Overall, spending on plant operations and food service increased, while spending on all other nonclassroom remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$663	\$695	\$736
	Students per administrator	47	67	66
Plant operations	Cost per square foot	\$5.99	\$6.05	\$6.09
	Square footage per student	140	131	152
Food service	Cost per meal equivalent	\$2.22	\$2.41	\$2.47
Transportation	Cost per mile	\$4.41	\$3.80	\$3.50
	Cost per rider	\$1,094	\$940	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,919	\$7,795	\$7,254	\$7,475	\$10,652
Classroom dollars	4,427	4,344	3,944	4,053	6,526
Nonclassroom dollars:	3,492	3,451	3,310	3,422	4,126
Administration	667	663	695	736	1,139
Plant operations	851	840	794	928	1,012
Food service	570	568	489	382	405
Transportation	342	339	299	362	443
Student support	646	640	526	578	592
Instruction support	416	401	507	436	535

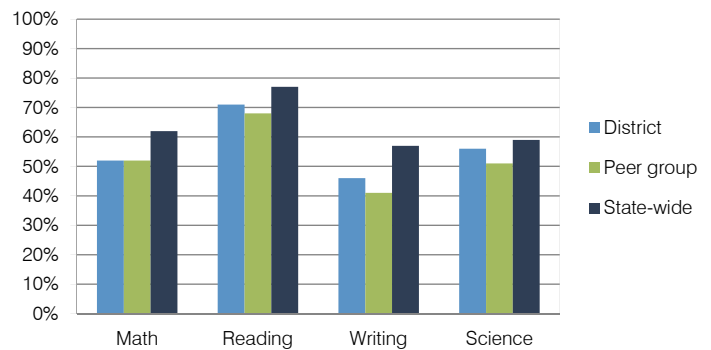
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	2	6%
B	10	31%
C	17	53%
D	3	10%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



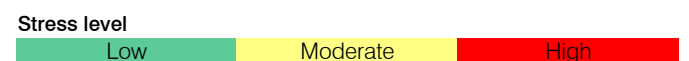
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	31%	33%	25%
Students per teacher	17.3	17.7	18.1
Average teacher salary	\$44,250	\$41,441	\$45,193
Amount from Proposition 301	\$3,545	\$2,520	\$3,195
Average years of teacher experience	11.4	9.6	11.0
Percentage of teachers in first 3 years	16%	21%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Concentrated decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Mixed election results
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



Wellton Elementary School District

Yuma County

Efficiency peer groups 10 and T-9, Achievement peer group 19

Legislative district(s): 13

District size / location:

Small, Rural

Students attending:

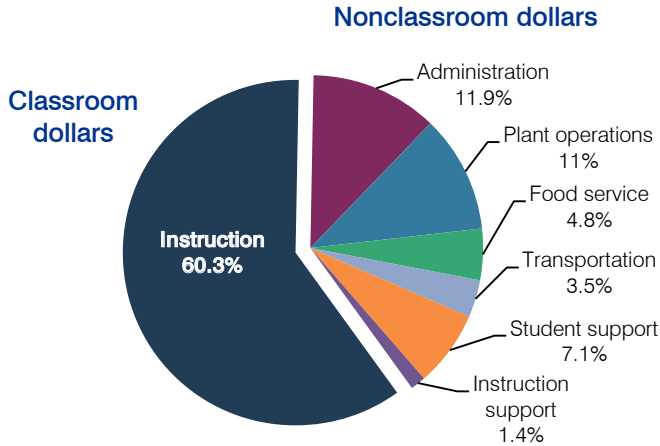
329

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 11 percent. Spending in the classroom varied year to year, ranging from a high of 63.9 to a low of 56.4 percent. Spending on administration and instruction support decreased substantially, and spending on plant operations, transportation, and student support increased. Spending on food service remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,004	\$1,168	\$736
	Students per administrator	73	54	66
Plant operations	Cost per square foot	\$5.04	\$7.54	\$6.09
	Square footage per student	185	139	152
Food service	Cost per meal equivalent	\$2.18	\$2.69	\$2.47
Transportation	Cost per mile	\$1.92	\$2.47	\$3.50
	Cost per rider	\$577	\$704	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$8,311	\$8,445	\$8,331	\$7,475	\$10,652
Classroom dollars	4,684	5,094	4,374	4,053	6,526
Nonclassroom dollars:	3,627	3,351	3,957	3,422	4,126
Administration	963	1,004	1,168	736	1,139
Plant operations	1,042	933	1,068	928	1,012
Food service	430	409	486	382	405
Transportation	227	291	515	362	443
Student support	645	598	455	578	592
Instruction support	320	116	265	436	535

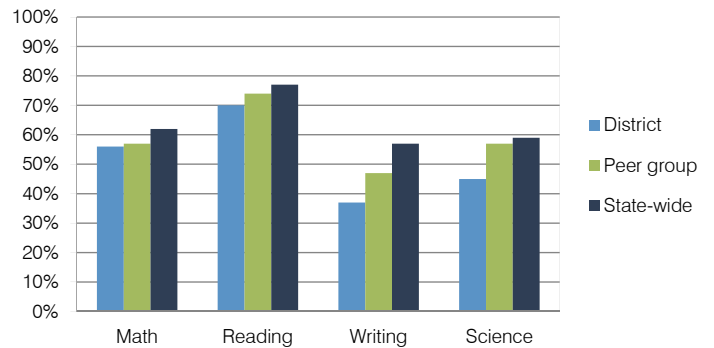
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	100%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



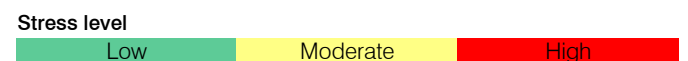
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	24%	23%	25%
Students per teacher	16.4	15.3	18.1
Average teacher salary	\$49,183	\$43,358	\$45,193
Amount from Proposition 301	\$1,684	\$2,716	\$3,195
Average years of teacher experience	14.3	12.2	11.0
Percentage of teachers in first 3 years	11%	11%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	Operating and capital
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	0.1%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



Wenden Elementary School District

La Paz County

Efficiency peer groups 11 and T-13, Achievement peer group 21

Legislative district(s): 5

District size / location:

Very small, Rural

Students attending:

95

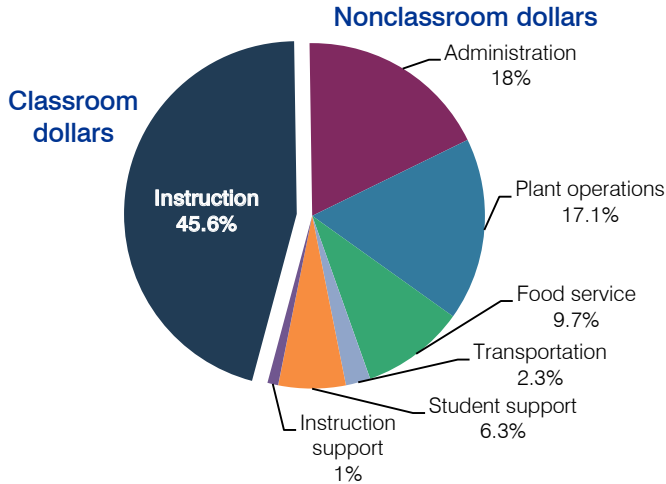
Number of schools:

1

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 7 percent. Spending in the classroom varied year to year, decreasing overall from 48.9 to 45.6 percent. Spending on some nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration and student support increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,732	\$2,472	\$736
	Students per administrator	32	30	66
Plant operations	Cost per square foot	\$9.67	\$6.93	\$6.09
	Square footage per student	269	320	152
Food service	Cost per meal equivalent	\$4.73	\$4.88	\$2.47
Transportation	Cost per mile	\$1.52	\$1.53	\$3.50
	Cost per rider	\$1,259	\$1,171	\$982

Per-pupil spending by operational area

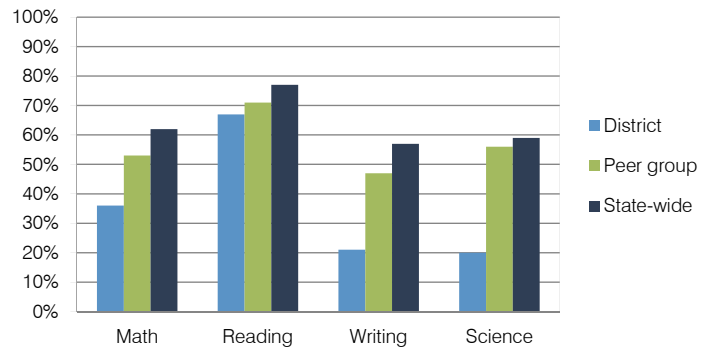
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$18,217	\$15,193	\$15,082	\$7,475	\$10,652
Classroom dollars	8,841	6,922	7,880	4,053	6,526
Nonclassroom dollars:	9,376	8,271	7,202	3,422	4,126
Administration	2,953	2,732	2,472	736	1,139
Plant operations	2,927	2,603	2,126	928	1,012
Food service	1,592	1,473	756	382	405
Transportation	208	344	970	362	443
Student support	1,167	963	541	578	592
Instruction support	529	156	337	436	535

ADE-reported district and school letter grades

District grade: **D**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	0	0%
D	1	100%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



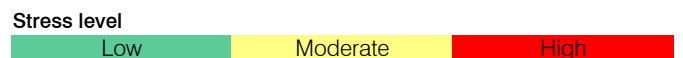
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	97%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	35%	39%	25%
Students per teacher	10.6	14.4	18.1
Average teacher salary	\$47,144	\$40,820	\$45,193
Amount from Proposition 301	\$953	\$2,313	\$3,195
Average years of teacher experience	11.3	11.7	11.0
Percentage of teachers in first 3 years	13%	12%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



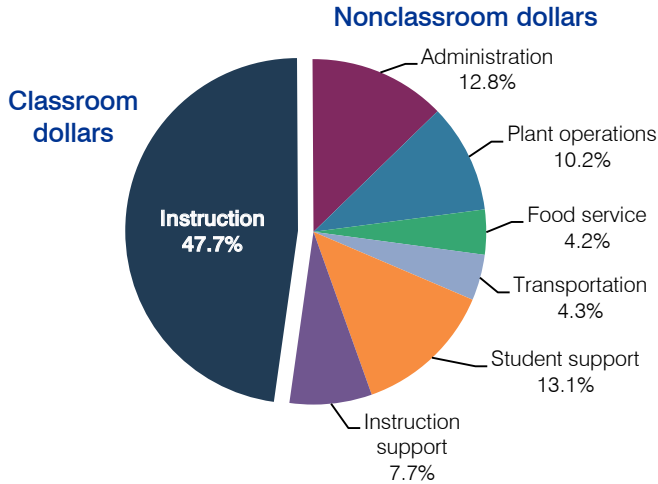
Whiteriver Unified School District

Navajo County
 Efficiency peer groups 4 and T-7, Achievement peer group 8
 Legislative district(s): 7

District size / location: Medium-Large, Town
 Students attending: 2,012
 Number of schools: 5

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 24 percent. Spending in the classroom decreased from 67.2 to 47.7 percent. Overall, spending on administration, student support, and instruction support increased substantially, while spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,492	\$748	\$736
	Students per administrator	NR	66	66
Plant operations	Cost per square foot	\$3.81	\$5.53	\$6.09
	Square footage per student	311	173	152
Food service	Cost per meal equivalent	\$2.13	\$2.56	\$2.47
Transportation	Cost per mile	\$2.96	\$3.29	\$3.50
	Cost per rider	\$601	\$644	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$11,340	\$11,672	\$7,007	\$7,475	\$10,652
Classroom dollars	5,474	5,568	3,682	4,053	6,526
Nonclassroom dollars:	5,866	6,104	3,325	3,422	4,126
Administration	1,445	1,492	748	736	1,139
Plant operations	1,231	1,186	933	928	1,012
Food service	475	490	354	382	405
Transportation	515	501	369	362	443
Student support	1,349	1,534	540	578	592
Instruction support	851	901	381	436	535

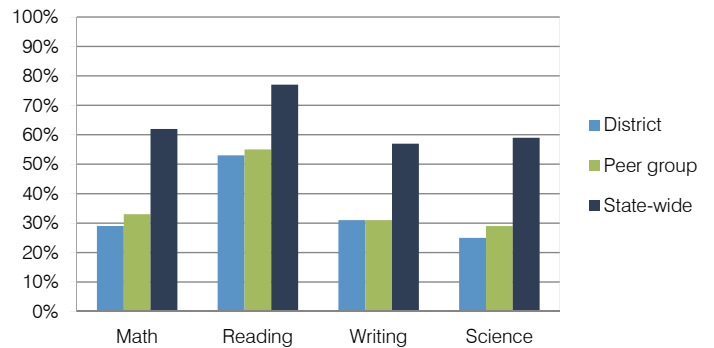
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	20%
D	3	60%
F	1	20%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



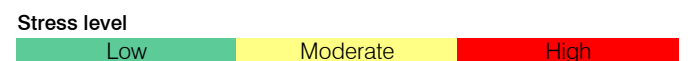
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	92%	94%
Graduation rate (2011)	47%	69%	78%
Poverty rate (2011)	53%	49%	25%
Students per teacher	15.1	14.8	18.1
Average teacher salary	\$53,942	\$42,031	\$45,193
Amount from Proposition 301	\$5,851	\$3,203	\$3,195
Average years of teacher experience	11.5	11.5	11.0
Percentage of teachers in first 3 years	12%	19%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.9%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant



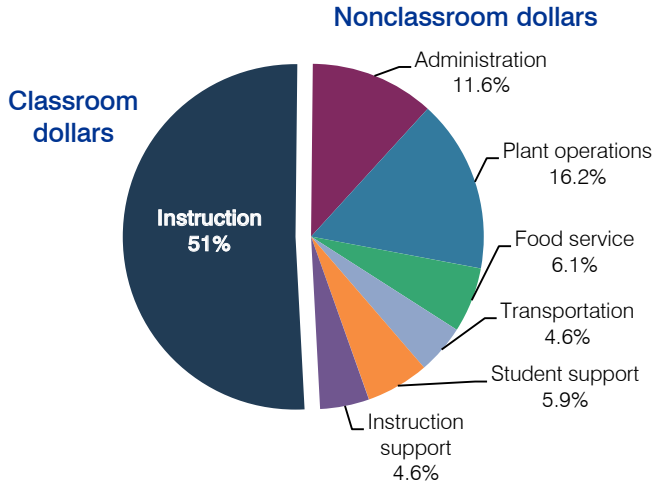
Wickenburg Unified School District

Maricopa County
 Efficiency peer groups 5 and T-11, Achievement peer group 5
 Legislative district(s): 1, 13 and 22

District size / location: Medium, Rural
 Students attending: 1,466
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 4 percent. Spending in the classroom varied year to year, decreasing overall from 57.2 to 51 percent. Spending on food service and student support increased, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$853	\$1,074	\$736
	Students per administrator	56	56	66
Plant operations	Cost per square foot	\$4.11	\$4.82	\$6.09
	Square footage per student	292	250	152
Food service	Cost per meal equivalent	\$3.37	\$2.97	\$2.47
Transportation	Cost per mile	\$1.98	\$2.21	\$3.50
	Cost per rider	\$871	\$978	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,560	\$7,391	\$8,416	\$7,475	\$10,652
Classroom dollars	3,904	3,772	4,202	4,053	6,526
Nonclassroom dollars:	3,656	3,619	4,214	3,422	4,126
Administration	913	853	1,074	736	1,139
Plant operations	1,230	1,199	1,179	928	1,012
Food service	452	453	412	382	405
Transportation	326	341	536	362	443
Student support	386	434	619	578	592
Instruction support	349	339	394	436	535

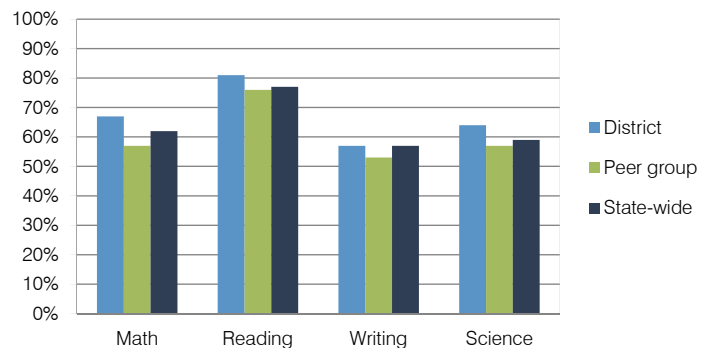
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	1	25%
B	3	75%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



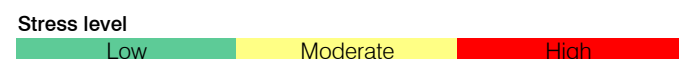
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2011)	79%	82%	78%
Poverty rate (2011)	19%	24%	25%
Students per teacher	16.1	17.0	18.1
Average teacher salary	\$38,589	\$40,636	\$45,193
Amount from Proposition 301	\$3,402	\$3,192	\$3,195
Average years of teacher experience	13.5	11.8	11.0
Percentage of teachers in first 3 years	9%	15%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.6%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



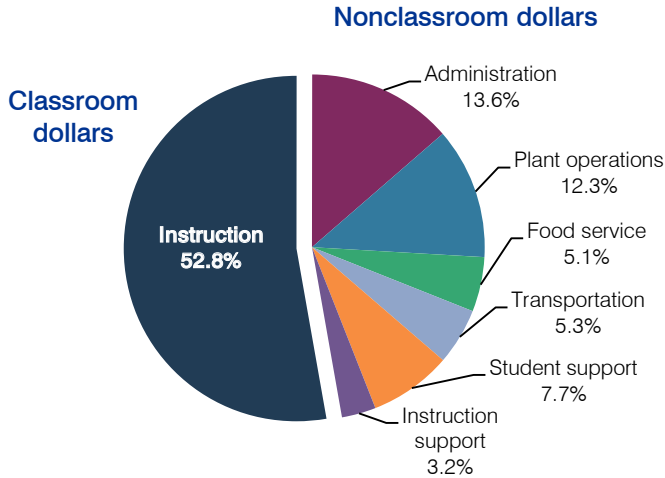
Willcox Unified School District

Cochise County
 Efficiency peer groups 5 and T-12, Achievement peer group 5
 Legislative district(s): 14

District size / location: Medium, Town
 Students attending: 1,169
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 6 percent. Spending in the classroom decreased from 60.2 to 52.8 percent. Overall, spending on administration and student support increased substantially, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,111	\$1,074	\$736
	Students per administrator	49	56	66
Plant operations	Cost per square foot	\$4.93	\$4.82	\$6.09
	Square footage per student	202	250	152
Food service	Cost per meal equivalent	\$3.70	\$2.97	\$2.47
Transportation	Cost per mile	\$2.91	\$2.02	\$3.50
	Cost per rider	\$1,603	\$1,181	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,953	\$8,150	\$8,416	\$7,475	\$10,652
Classroom dollars	4,259	4,306	4,202	4,053	6,526
Nonclassroom dollars:	3,694	3,844	4,214	3,422	4,126
Administration	1,044	1,111	1,074	736	1,139
Plant operations	909	999	1,179	928	1,012
Food service	383	413	412	382	405
Transportation	391	436	536	362	443
Student support	657	625	619	578	592
Instruction support	310	260	394	436	535

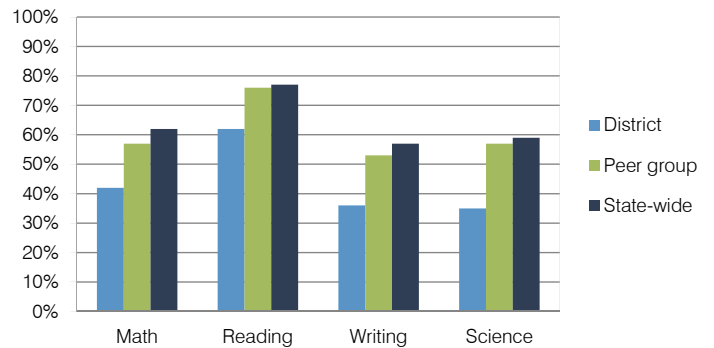
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	2	67%
D	1	33%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



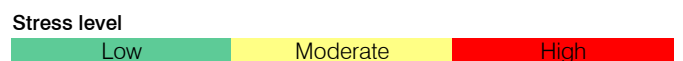
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2011)	71%	82%	78%
Poverty rate (2011)	23%	24%	25%
Students per teacher	15.8	17.0	18.1
Average teacher salary	\$39,344	\$40,636	\$45,193
Amount from Proposition 301	\$2,827	\$3,192	\$3,195
Average years of teacher experience	13.4	11.8	11.0
Percentage of teachers in first 3 years	19%	15%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	2.3%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant



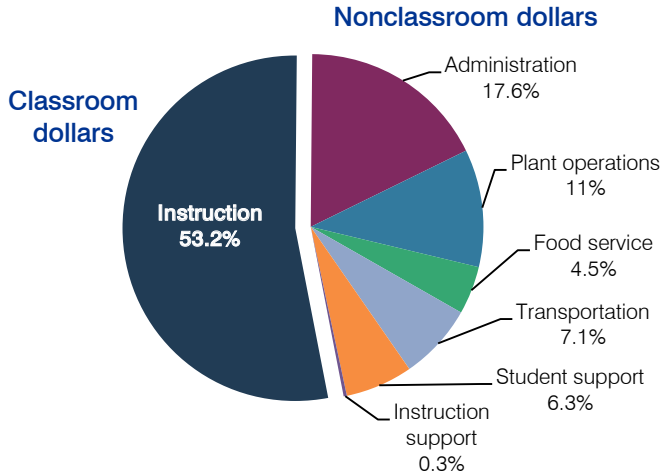
Williams Unified School District

Coconino County
 Efficiency peer groups 6 and T-12, Achievement peer group 5
 Legislative district(s): 6

District size / location: Small, Rural
 Students attending: 598
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 4 percent. Spending in the classroom varied year to year, decreasing overall from 56.5 to 53.2 percent. Spending on administration, food service, and transportation increased and spending on plant operations decreased. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,604	\$1,487	\$736
	Students per administrator	46	43	66
Plant operations	Cost per square foot	\$4.20	\$5.04	\$6.09
	Square footage per student	239	299	152
Food service	Cost per meal equivalent	\$3.17	\$3.19	\$2.47
Transportation	Cost per mile	\$1.88	\$2.02	\$3.50
	Cost per rider	\$1,089	\$1,181	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$9,902	\$9,102	\$9,872	\$7,475	\$10,652
Classroom dollars	5,359	4,841	4,866	4,053	6,526
Nonclassroom dollars:	4,543	4,261	5,006	3,422	4,126
Administration	1,502	1,604	1,487	736	1,139
Plant operations	1,092	1,004	1,438	928	1,012
Food service	413	413	454	382	405
Transportation	587	641	510	362	443
Student support	913	569	636	578	592
Instruction support	36	30	481	436	535

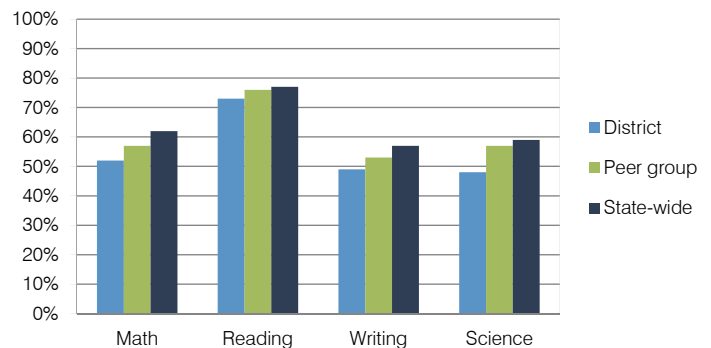
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	50%
C	1	50%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



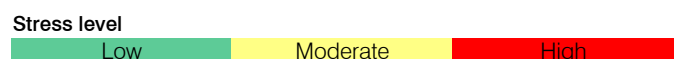
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2011)	83%	82%	78%
Poverty rate (2011)	26%	24%	25%
Students per teacher	14.2	17.0	18.1
Average teacher salary	\$41,530	\$40,636	\$45,193
Amount from Proposition 301	\$4,495	\$3,192	\$3,195
Average years of teacher experience	14.7	11.8	11.0
Percentage of teachers in first 3 years	8%	15%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Mixed election results
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



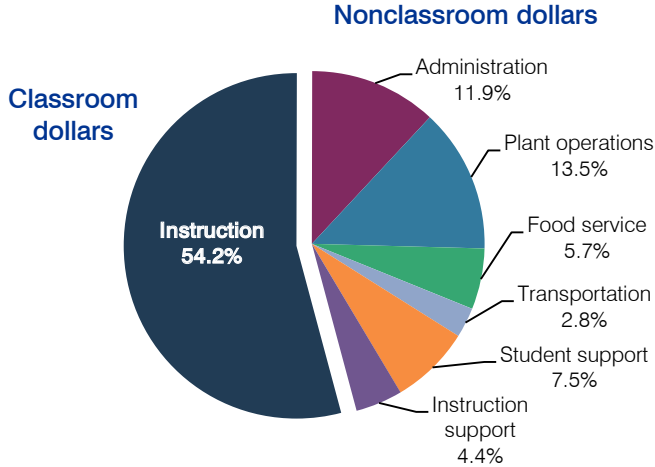
Wilson Elementary School District

Maricopa County
 Efficiency peer groups 8 and T-3, Achievement peer group 16
 Legislative district(s): 27

District size / location: Medium, City
 Students attending: 1,145
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 3 percent. Spending in the classroom varied year to year, decreasing overall from 55.6 to 54.2 percent. Spending on student support increased, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,149	\$796	\$736
	Students per administrator	47	75	66
Plant operations	Cost per square foot	\$8.19	\$6.25	\$6.09
	Square footage per student	159	131	152
Food service	Cost per meal equivalent	\$2.21	\$2.45	\$2.47
Transportation	Cost per mile	\$4.30	\$3.80	\$3.50
	Cost per rider	\$1,022	\$940	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$10,519	\$9,646	\$6,968	\$7,475	\$10,652
Classroom dollars	5,407	5,227	3,582	4,053	6,526
Nonclassroom dollars:	5,112	4,419	3,386	3,422	4,126
Administration	1,242	1,149	796	736	1,139
Plant operations	1,496	1,302	811	928	1,012
Food service	565	555	523	382	405
Transportation	225	270	271	362	443
Student support	871	723	522	578	592
Instruction support	713	420	463	436	535

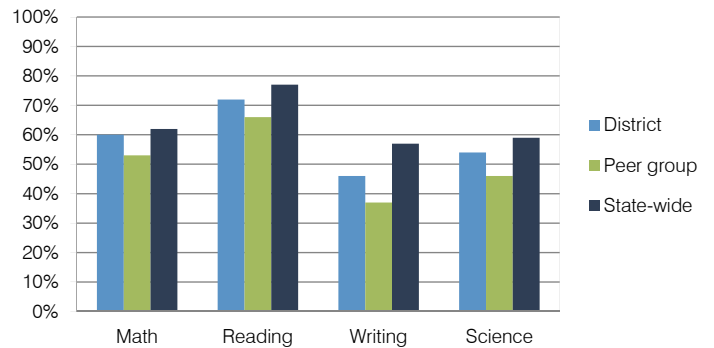
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	50%
C	1	50%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



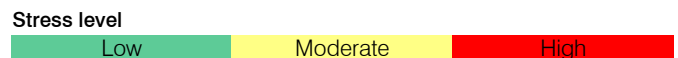
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	39%	49%	25%
Students per teacher	16.4	18.3	18.1
Average teacher salary	\$49,874	\$45,716	\$45,193
Amount from Proposition 301	\$1,881	\$2,541	\$3,195
Average years of teacher experience	11.3	9.3	11.0
Percentage of teachers in first 3 years	11%	23%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	2.2%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



Window Rock Unified School District

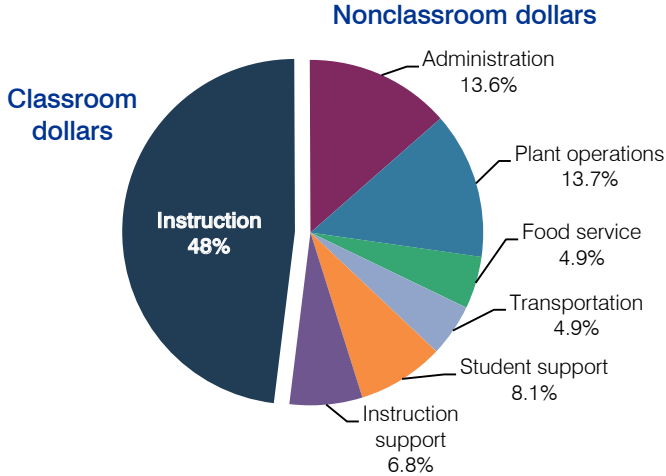
Apache County
 Efficiency peer groups 4 and T-7, Achievement peer group 7
 Legislative district(s): 7

District size / location: Medium-Large, Town
 Students attending: 2,432
 Number of schools: 6

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

Total spending per pupil increased by 12 percent. Spending in the classroom decreased from 52.4 to 48 percent. Overall, spending on administration, food service, and student support increased, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,587	\$748	\$736
	Students per administrator	46	66	66
Plant operations	Cost per square foot	\$6.64	\$5.53	\$6.09
	Square footage per student	241	173	152
Food service	Cost per meal equivalent	\$2.88	\$2.56	\$2.47
Transportation	Cost per mile	\$3.64	\$3.29	\$3.50
	Cost per rider	\$786	\$644	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

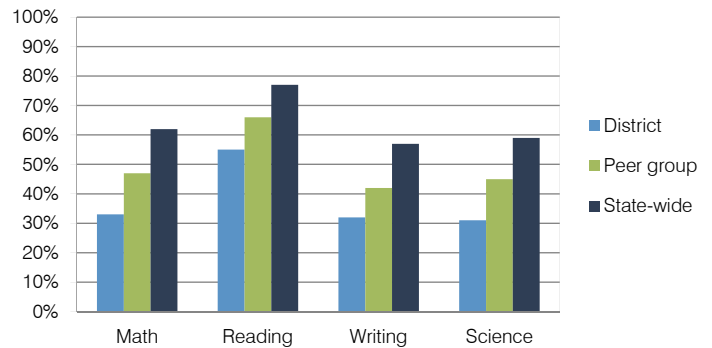
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$11,142	\$11,650	\$7,007	\$7,475	\$10,652
Classroom dollars	5,278	5,590	3,682	4,053	6,526
Nonclassroom dollars:	5,864	6,060	3,325	3,422	4,126
Administration	1,281	1,587	748	736	1,139
Plant operations	1,699	1,600	933	928	1,012
Food service	430	572	354	382	405
Transportation	475	565	369	362	443
Student support	1,067	947	540	578	592
Instruction support	912	789	381	436	535

ADE-reported district and school letter grades

District grade: **D**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	17%
D	5	83%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



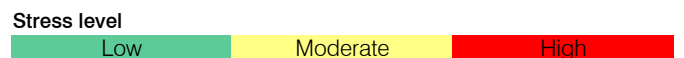
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	93%	94%
Graduation rate (2011)	65%	76%	78%
Poverty rate (2011)	43%	40%	25%
Students per teacher	13.7	15.6	18.1
Average teacher salary	\$44,653	\$42,644	\$45,193
Amount from Proposition 301	\$2,816	\$3,127	\$3,195
Average years of teacher experience	12.0	13.0	11.0
Percentage of teachers in first 3 years	11%	13%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	Impact Aid Fund reserve
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant



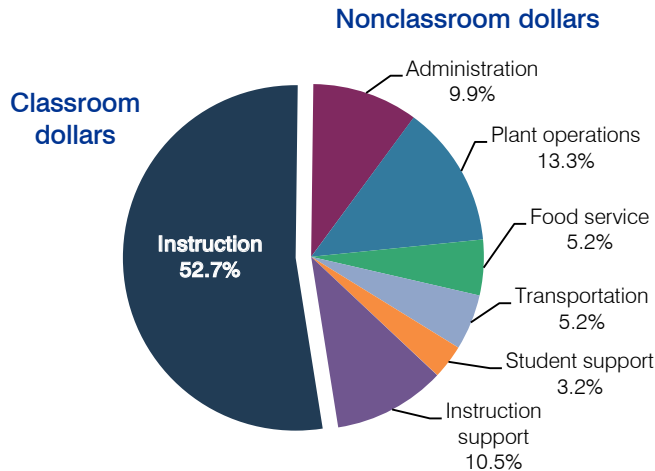
Winslow Unified School District

Navajo County
 Efficiency peer groups 4 and T-7, Achievement peer group 6
 Legislative district(s): 7

District size / location: Medium-Large, Town
 Students attending: 2,131
 Number of schools: 5

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 8 percent. Spending in the classroom decreased overall from 54.3 to 52.7 percent. Spending on transportation and food service increased, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$775	\$748	\$736
	Students per administrator	55	66	66
Plant operations	Cost per square foot	\$5.47	\$5.53	\$6.09
	Square footage per student	190	173	152
Food service	Cost per meal equivalent	\$2.58	\$2.56	\$2.47
Transportation	Cost per mile	\$2.54	\$3.29	\$3.50
	Cost per rider	\$513	\$644	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,611	\$7,821	\$7,007	\$7,475	\$10,652
Classroom dollars	3,995	4,122	3,682	4,053	6,526
Nonclassroom dollars:	3,616	3,699	3,325	3,422	4,126
Administration	712	775	748	736	1,139
Plant operations	1,114	1,042	933	928	1,012
Food service	359	409	354	382	405
Transportation	349	404	369	362	443
Student support	265	252	540	578	592
Instruction support	817	817	381	436	535

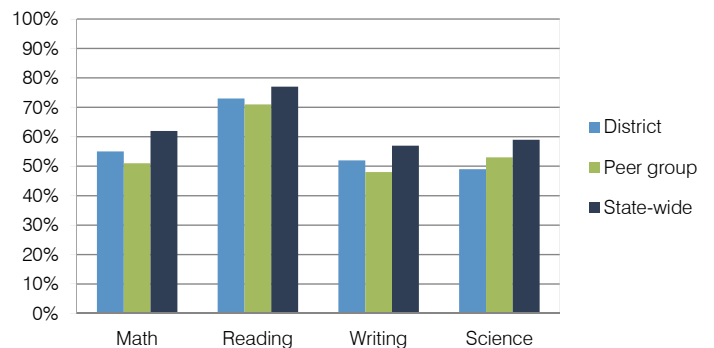
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	3	60%
C	2	40%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	94%	94%
Graduation rate (2011)	77%	80%	78%
Poverty rate (2011)	33%	31%	25%
Students per teacher	17.3	15.2	18.1
Average teacher salary	\$39,577	\$40,242	\$45,193
Amount from Proposition 301	\$1,923	\$3,191	\$3,195
Average years of teacher experience	13.5	12.0	11.0
Percentage of teachers in first 3 years	19%	16%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.9%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant

Stress level: **Low** Moderate High

Yarnell Elementary School District

Yavapai County

Efficiency peer groups 11 and T-13, Achievement peer group 19

Legislative district(s): 1

District size / location:

Very small, Rural

Students attending:

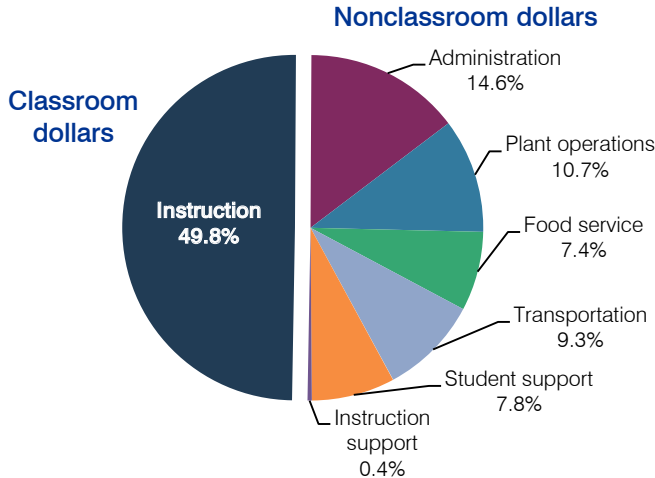
60

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 3 percent. Spending in the classroom varied year to year, decreasing overall from 51.6 to 49.8 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration and food service decreased, and spending on transportation and student support increased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,022	\$2,472	\$736
	Students per administrator	34	30	66
Plant operations	Cost per square foot	\$5.20	\$6.93	\$6.09
	Square footage per student	286	320	152
Food service	Cost per meal equivalent	\$4.52	\$4.88	\$2.47
Transportation	Cost per mile	\$1.72	\$1.53	\$3.50
	Cost per rider	\$1,514	\$1,171	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$15,387	\$13,850	\$15,082	\$7,475	\$10,652
Classroom dollars	8,182	6,899	7,880	4,053	6,526
Nonclassroom dollars:	7,205	6,951	7,202	3,422	4,126
Administration	2,615	2,022	2,472	736	1,139
Plant operations	1,342	1,485	2,126	928	1,012
Food service	1,075	1,027	756	382	405
Transportation	1,474	1,272	970	362	443
Student support	588	1,087	541	578	592
Instruction support	111	58	337	436	535

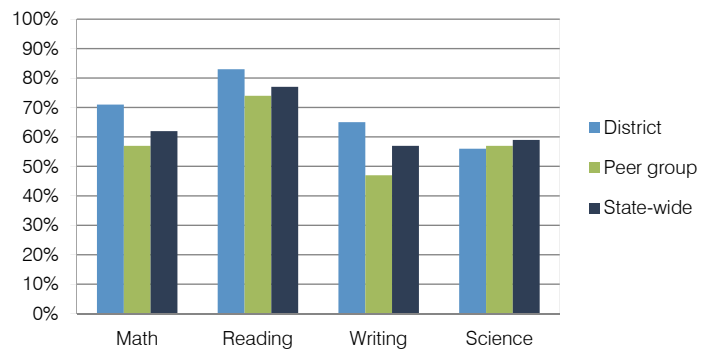
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



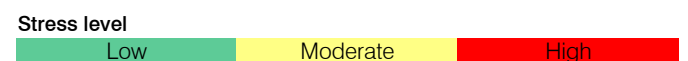
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	25%	23%	25%
Students per teacher	10.0	15.3	18.1
Average teacher salary	\$35,593	\$43,358	\$45,193
Amount from Proposition 301	\$1,455	\$2,716	\$3,195
Average years of teacher experience	13.4	12.2	11.0
Percentage of teachers in first 3 years	0%	11%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant



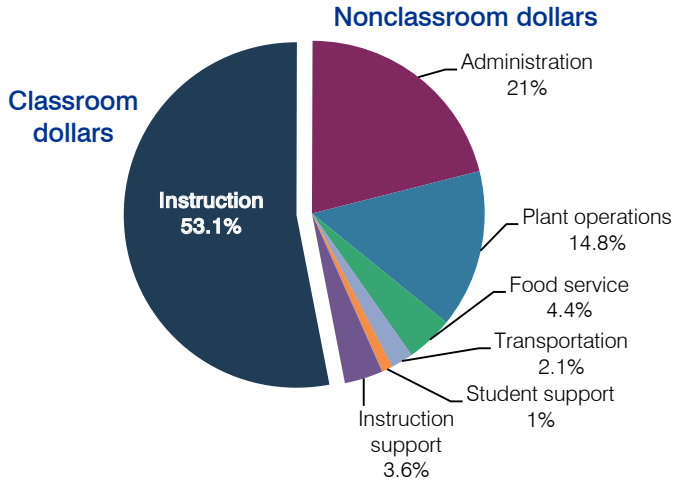
Young Elementary School District

Gila County
 Efficiency peer groups 11 and T-13, Achievement peer group 20
 Legislative district(s): 6

District size / location: Very small, Rural
 Students attending: 57
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 24 percent. Spending in the classroom varied year to year, ranging from a high of 56.5 to a low of 51.2 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration decreased and spending on plant operations increased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$5,453	\$2,472	\$736
	Students per administrator	18	30	66
Plant operations	Cost per square foot	\$5.88	\$6.93	\$6.09
	Square footage per student	654	320	152
Food service	Cost per meal equivalent	\$5.41	\$4.88	\$2.47
Transportation	Cost per mile	\$3.22	\$1.53	\$3.50
	Cost per rider	\$606	\$1,171	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$26,156	\$25,928	\$15,082	\$7,475	\$10,652
Classroom dollars	14,150	13,775	7,880	4,053	6,526
Nonclassroom dollars:	12,006	12,153	7,202	3,422	4,126
Administration	5,393	5,453	2,472	736	1,139
Plant operations	4,011	3,847	2,126	928	1,012
Food service	1,082	1,117	756	382	405
Transportation	473	532	970	362	443
Student support	411	271	541	578	592
Instruction support	636	933	337	436	535

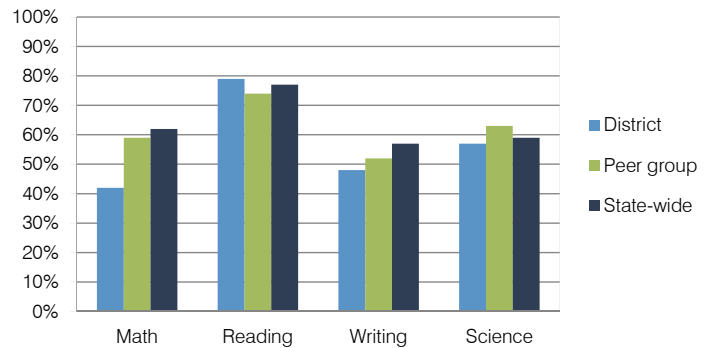
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	0	0%
D	1	50%
F	0	0%
Not rated	1	50%

Percentage of students who met state standards (AIMS)



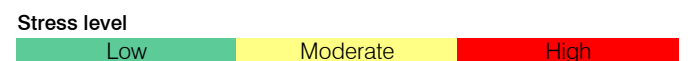
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	30%	29%	25%
Students per teacher	5.9	12.6	18.1
Average teacher salary	\$50,822	\$45,750	\$45,193
Amount from Proposition 301	\$1,877	\$2,292	\$3,195
Average years of teacher experience	17.0	13.0	11.0
Percentage of teachers in first 3 years	10%	13%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	1.6%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



Yucca Elementary School District

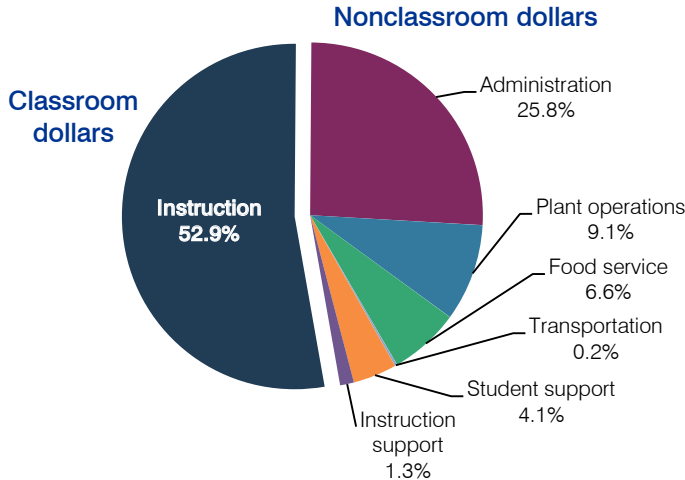
Mohave County
 Efficiency peer group 11, Achievement peer group 20
 Legislative district(s): 5

District size / location: Very small, Rural
 Students attending: 24
 Number of schools: 1

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

Student enrollment decreased by 31 percent, which contributed to the 56 percent increase in total spending per pupil. Spending in the classroom varied year to year, decreasing overall from 68.2 to 52.9 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,847	\$2,472	\$736
	Students per administrator	12	30	66
Plant operations	Cost per square foot	\$4.19	\$6.93	\$6.09
	Square footage per student	323	320	152
Food service	Cost per meal equivalent	\$5.61	\$4.88	\$2.47
Transportation	Cost per mile	N/A	N/A	\$3.50
	Cost per rider	N/A	N/A	\$982

Per-pupil spending by operational area

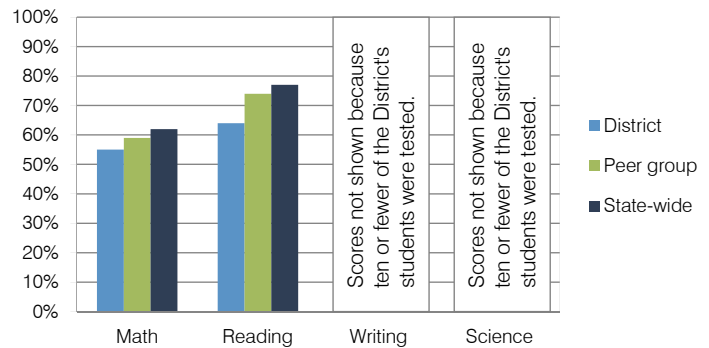
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$20,120	\$14,878	\$15,082	\$7,475	\$10,652
Classroom dollars	10,084	7,871	7,880	4,053	6,526
Nonclassroom dollars:	10,036	7,007	7,202	3,422	4,126
Administration	6,941	3,847	2,472	736	1,139
Plant operations	1,639	1,351	2,126	928	1,012
Food service	892	981	756	382	405
Transportation	9	19	970	362	443
Student support	312	608	541	578	592
Instruction support	243	201	337	436	535

ADE-reported district and school letter grades

District grade: **D**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	0	0%
D	1	100%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



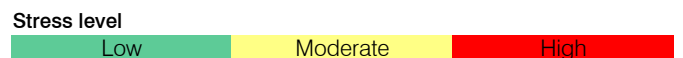
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	97%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	31%	29%	25%
Students per teacher	11.8	12.6	18.1
Average teacher salary	N/A	\$45,750	\$45,193
Amount from Proposition 301	N/A	\$2,292	\$3,195
Average years of teacher experience	N/A	13.0	11.0
Percentage of teachers in first 3 years	N/A	13%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Not assessed



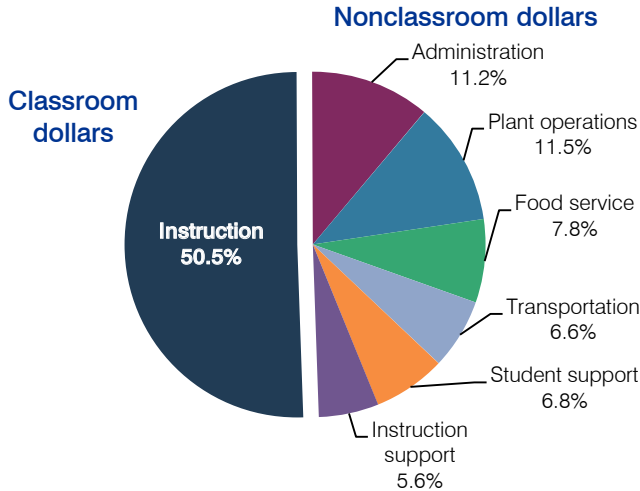
Yuma Elementary School District

Yuma County
 Efficiency peer groups 7 and T-5, Achievement peer group 14
 Legislative district(s): 4 and 13

District size / location: Large, City
 Students attending: 8,764
 Number of schools: 18

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 5 percent. Spending in the classroom varied year to year, decreasing overall from 51.9 to 50.5 percent. Spending on administration, food service, and transportation increased, and spending on student support and instruction support decreased. Spending on plant operations varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$754	\$695	\$736
	Students per administrator	64	67	66
Plant operations	Cost per square foot	\$6.21	\$6.05	\$6.09
	Square footage per student	125	131	152
Food service	Cost per meal equivalent	\$2.35	\$2.41	\$2.47
Transportation	Cost per mile	\$3.44	\$3.54	\$3.50
	Cost per rider	\$1,372	\$1,372	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,482	\$6,736	\$7,254	\$7,475	\$10,652
Classroom dollars	3,249	3,402	3,944	4,053	6,526
Nonclassroom dollars:	3,233	3,334	3,310	3,422	4,126
Administration	638	754	695	736	1,139
Plant operations	850	778	794	928	1,012
Food service	489	529	489	382	405
Transportation	385	437	299	362	443
Student support	398	456	526	578	592
Instruction support	473	380	507	436	535

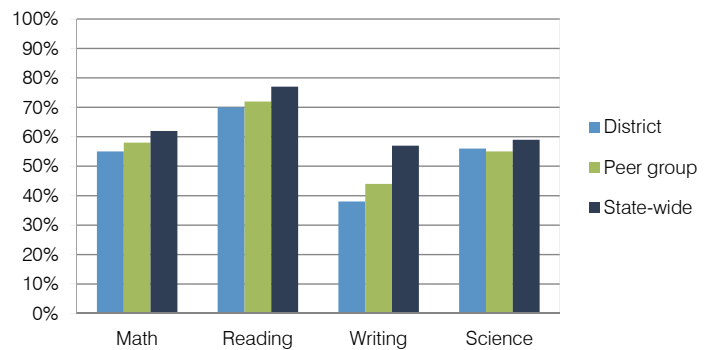
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	1	6%
B	7	39%
C	8	44%
D	2	11%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	26%	25%	25%
Students per teacher	20.0	19.8	18.1
Average teacher salary	\$40,828	\$40,307	\$45,193
Amount from Proposition 301	\$3,649	\$2,532	\$3,195
Average years of teacher experience	9.9	7.3	11.0
Percentage of teachers in first 3 years	14%	27%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.9%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level: **Low** Moderate High

Yuma Union High School District

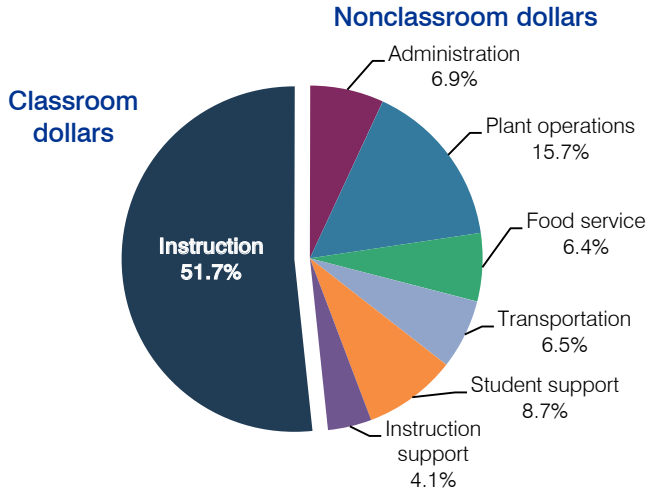
Yuma County
 Efficiency peer groups 2 and T-5, Achievement peer group 10
 Legislative district(s): 4 and 13

District size / location: Large, City
 Students attending: 10,856
 Number of schools: 6

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 2 percent. Spending in the classroom decreased overall from 56.5 to 51.7 percent. Spending on plant operations increased substantially, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$442	\$636	\$736
	Students per administrator	54	68	66
Plant operations	Cost per square foot	\$7.64	\$6.49	\$6.09
	Square footage per student	131	144	152
Food service	Cost per meal equivalent	\$1.31	\$2.34	\$2.47
Transportation	Cost per mile	\$3.98	\$3.54	\$3.50
	Cost per rider	\$1,445	\$1,372	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

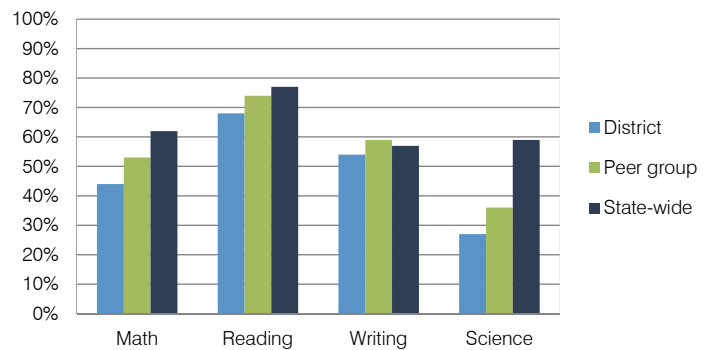
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,058	\$6,412	\$6,835	\$7,475	\$10,652
Classroom dollars	3,145	3,316	3,705	4,053	6,526
Nonclassroom dollars:	2,913	3,096	3,130	3,422	4,126
Administration	473	442	636	736	1,139
Plant operations	842	1,004	929	928	1,012
Food service	379	410	316	382	405
Transportation	411	413	352	362	443
Student support	547	560	510	578	592
Instruction support	261	267	387	436	535

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	4	66%
D	1	17%
F	0	0%
Not rated	1	17%

Percentage of students who met state standards (AIMS)



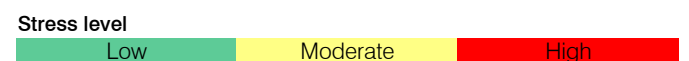
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2011)	81%	82%	78%
Poverty rate (2011)	32%	32%	25%
Students per teacher	23.6	20.9	18.1
Average teacher salary	\$44,687	\$49,006	\$45,193
Amount from Proposition 301	\$5,143	\$3,442	\$3,195
Average years of teacher experience	10.3	11.1	11.0
Percentage of teachers in first 3 years	24%	15%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Concentrated decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.6%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



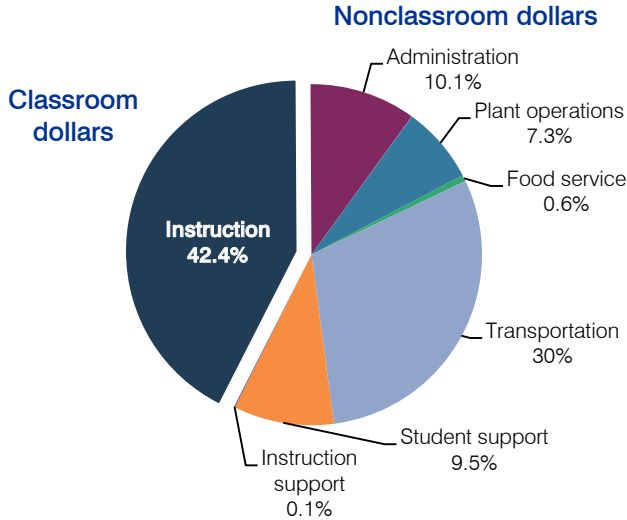
Coconino County Regional ASD

Coconino County
Students attending: 145

Ft. Huachuca ASD

Cochise County
Students attending: 918

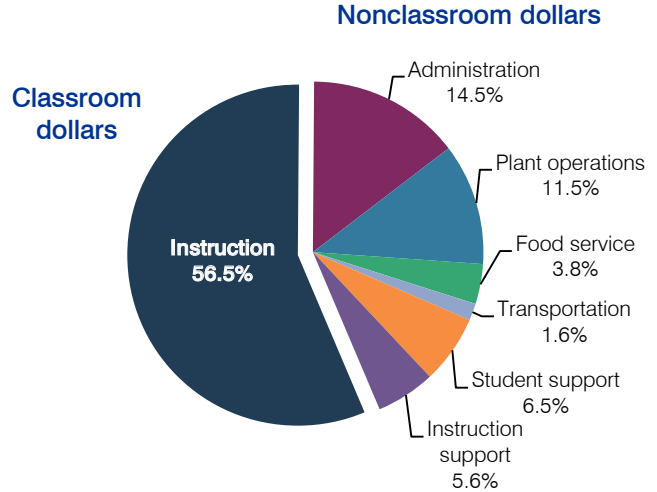
Spending by operational area



5-year spending trend

Total spending per pupil increased by 61 percent. Spending in the classroom varied year to year, increasing overall from 39.1 to 42.4 percent. Spending on administration decreased substantially, and spending on transportation increased substantially. Spending on other nonclassroom areas varied year to year.

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 40 percent. Spending in the classroom decreased overall from 60.9 to 56.5 percent. Spending on instruction support increased substantially and spending on transportation decreased. Spending on other nonclassroom areas varied year to year.

Per-pupil spending by operational area

	District		State average	National average
	2011	2012	2012	2010
Total	\$14,049	\$14,846	\$7,475	\$10,652
Classroom dollars	4,918	6,291	4,053	6,526
Nonclassroom dollars:	9,131	8,555	3,422	4,126
Administration	1,482	1,500	736	1,139
Plant operations	789	1,091	928	1,012
Food service	1,316	93	382	405
Transportation	4,119	4,449	362	443
Student support	1,390	1,408	578	592
Instruction support	35	14	436	535

Per-pupil spending by operational area

	District		State average	National average
	2011	2012	2012	2010
Total	\$9,268	\$10,761	\$7,475	\$10,652
Classroom dollars	5,385	6,078	4,053	6,526
Nonclassroom dollars:	3,883	4,683	3,422	4,126
Administration	1,343	1,557	736	1,139
Plant operations	1,011	1,241	928	1,012
Food service	353	410	382	405
Transportation	145	167	362	443
Student support	614	703	578	592
Instruction support	417	605	436	535

Student and teacher measures

Measure	District	State average
Attendance rate	83%	94%
Graduation rate (2011)	39%	78%
Poverty rate (2011)	N/A	25%
Students per teacher	13.2	18.1
Average teacher salary	\$38,721	\$45,193
Amount from Proposition 301	\$1,901	\$3,195
Average years of teacher experience	9.2	11.0
Percentage of teachers in first 3 years	0%	16%

Student and teacher measures

Measure	District	State average
Attendance rate	96%	94%
Graduation rate (2011)	N/A	N/A
Poverty rate (2011)	25%	25%
Students per teacher	13.9	18.1
Average teacher salary	\$49,582	\$45,193
Amount from Proposition 301	\$2,363	\$3,195
Average years of teacher experience	14.5	11.0
Percentage of teachers in first 3 years	18%	16%

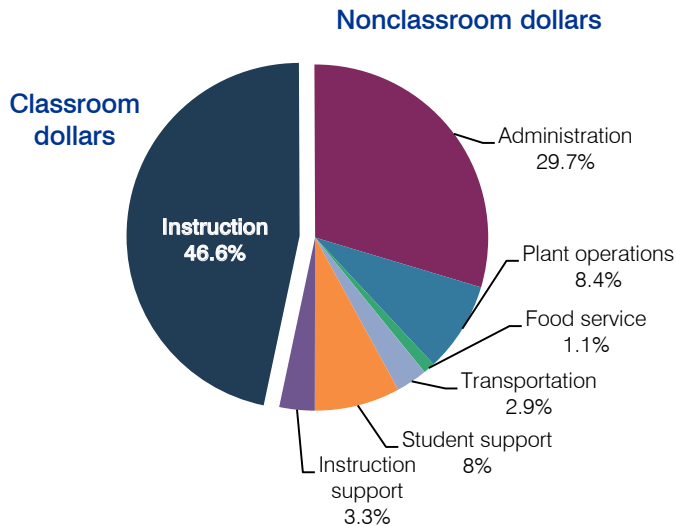
Gila County Regional School District

Gila County
Students attending: 109

Maricopa County Regional School District

Maricopa County
Students attending: 420

Spending by operational area



5-year spending trend

Student enrollment increased by 19 percent and total spending per pupil increased by 67 percent. Spending in the classroom varied year to year, decreasing overall from 55.2 to 46.6 percent. Spending on administration, plant operations, and student and instruction support increased substantially, while spending on other nonclassroom areas varied from year to year.

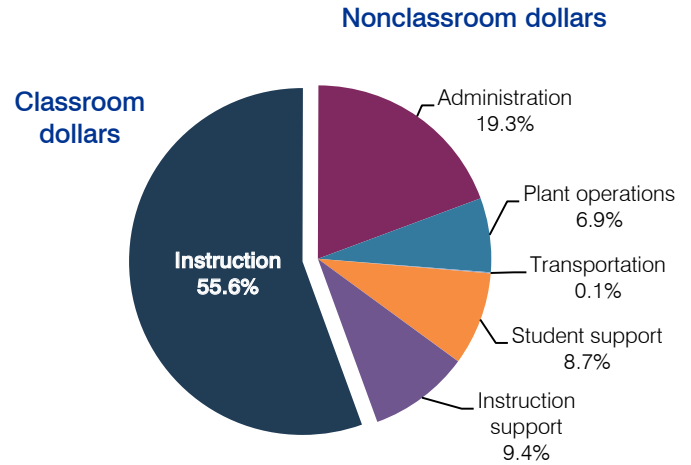
Per-pupil spending by operational area

	District		State average	National average
	2011	2012	2012	2010
Total	\$10,746	\$10,501	\$7,475	\$10,652
Classroom dollars	4,456	4,894	4,053	6,526
Nonclassroom dollars:	6,290	5,607	3,422	4,126
Administration	3,223	3,119	736	1,139
Plant operations	435	884	928	1,012
Food service	42	117	382	405
Transportation	311	305	362	443
Student support	1,106	838	578	592
Instruction support	1,173	344	436	535

Student and teacher measures

Measure	District	State average
Attendance rate	93%	94%
Graduation rate (2011)	38%	78%
Poverty rate (2011)	N/A	25%
Students per teacher	13.0	18.1
Average teacher salary	\$34,400	\$45,193
Amount from Proposition 301	\$1,518	\$3,195
Average years of teacher experience	13.5	11.0
Percentage of teachers in first 3 years	24%	16%

Spending by operational area



5-year spending trend

Total spending per pupil increased by 5 percent. Spending in the classroom varied year to year, increasing from 43.6 to 55.6 percent. Spending on administration, plant operations, transportation, and student support decreased substantially, and spending on instruction support increased substantially.

Per-pupil spending by operational area

	District		State average	National average
	2011	2012	2012	2010
Total	\$8,876	\$8,719	\$7,475	\$10,652
Classroom dollars	4,541	4,844	4,053	6,526
Nonclassroom dollars:	4,335	3,875	3,422	4,126
Administration	1,785	1,680	736	1,139
Plant operations	666	604	928	1,012
Food service	0	0	382	405
Transportation	18	13	362	443
Student support	1,269	757	578	592
Instruction support	597	821	436	535

Student and teacher measures

Measure	District	State average
Attendance rate	97%	94%
Graduation rate (2011)	3%	78%
Poverty rate (2011)	N/A	25%
Students per teacher	15.5	18.1
Average teacher salary	\$48,002	\$45,193
Amount from Proposition 301	\$3,197	\$3,195
Average years of teacher experience	10.0	11.0
Percentage of teachers in first 3 years	33%	16%

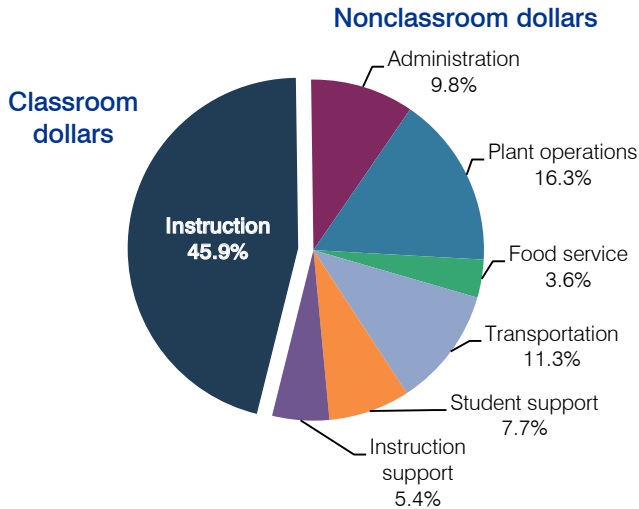
Mary C. O'Brien ASD

Pinal County
Students attending: 207

Navajo County ASD

Navajo County
Students attending: 12

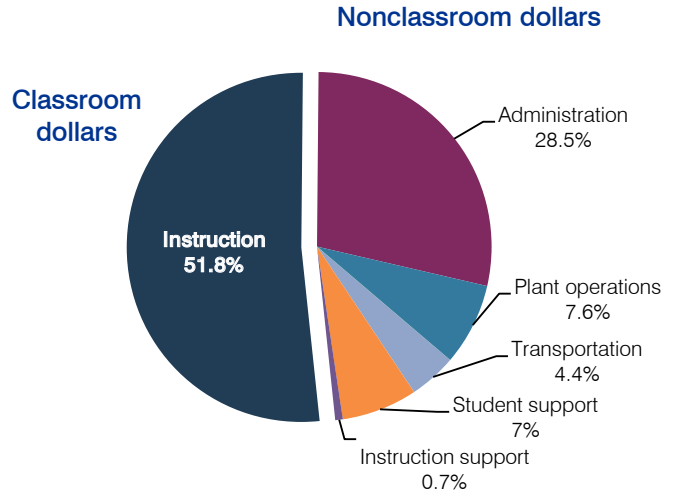
Spending by operational area



5-year spending trend

Total spending per pupil decreased by 3 percent. Spending in the classroom varied year to year, decreasing overall from 51.6 to 45.9 percent. Spending on plant operations and transportation increased substantially, spending on administration increased, and spending on instruction support decreased substantially. Spending on other nonclassroom areas varied year to year.

Spending by operational area



5-year spending trend

The District does not have a 5-year trend because fiscal year 2011 was the District's first year of operation.

Per-pupil spending by operational area

	District		State average	National average
	2011	2012	2012	2010
Total	\$20,704	\$21,541	\$7,475	\$10,652
Classroom dollars	8,988	9,880	4,053	6,526
Nonclassroom dollars:	11,716	11,661	3,422	4,126
Administration	2,196	2,120	736	1,139
Plant operations	3,260	3,505	928	1,012
Food service	727	772	382	405
Transportation	2,418	2,438	362	443
Student support	2,044	1,668	578	592
Instruction support	1,071	1,158	436	535

Per-pupil spending by operational area

	District		State average	National average
	2011	2012	2012	2010
Total	\$135,045	\$52,731	\$7,475	\$10,652
Classroom dollars	51,668	27,293	4,053	6,526
Nonclassroom dollars:	83,377	25,438	3,422	4,126
Administration	38,922	15,033	736	1,139
Plant operations	12,143	4,035	928	1,012
Food service	0	0	382	405
Transportation	6,702	2,307	362	443
Student support	24,941	3,689	578	592
Instruction support	669	374	436	535

Student and teacher measures

Measure	District	State average
Attendance rate	94%	94%
Graduation rate (2011)	33%	78%
Poverty rate (2011)	N/A	25%
Students per teacher	9.9	18.1
Average teacher salary	\$51,176	\$45,193
Amount from Proposition 301	\$3,178	\$3,195
Average years of teacher experience	13.7	11.0
Percentage of teachers in first 3 years	16%	16%

Student and teacher measures

Measure	District	State average
Attendance rate	89%	94%
Graduation rate (2011)	N/A	N/A
Poverty rate (2011)	N/A	25%
Students per teacher	12.5	18.1
Average teacher salary	N/A	\$45,193
Amount from Proposition 301	N/A	\$3,195
Average years of teacher experience	N/A	11.0
Percentage of teachers in first 3 years	N/A	16%

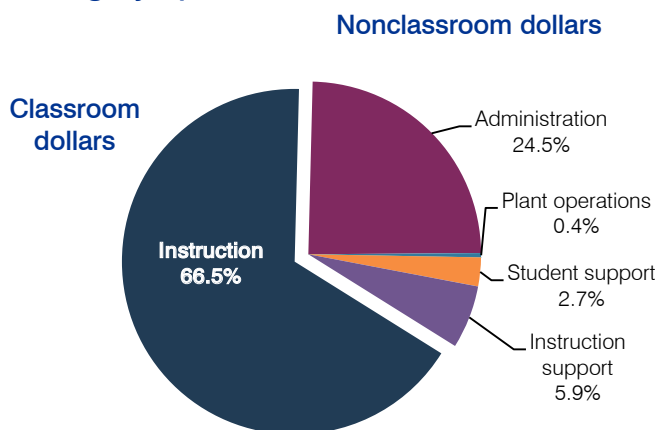
Pima ASD

Pima County
Students attending: 93

Santa Cruz County Regional School District

Santa Cruz County
Students attending: 41

Spending by operational area



5-year spending trend

Total spending per pupil increased by 26 percent. Spending in the classroom varied year to year, decreasing slightly overall from 66.9 to 66.5 percent. Spending on administration and instruction support increased, and spending on student support decreased substantially.

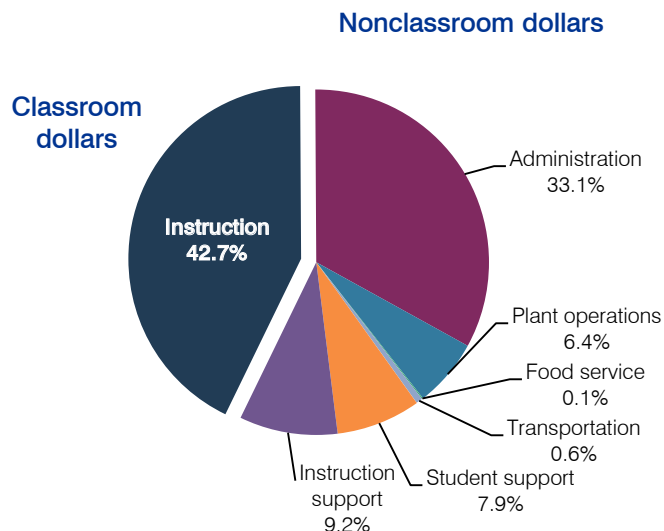
Per-pupil spending by operational area

	District		State average	National average
	2011	2012	2012	2010
Total	\$10,344	\$10,088	\$7,475	\$10,652
Classroom dollars	6,833	6,712	4,053	6,526
Nonclassroom dollars:	3,511	3,376	3,422	4,126
Administration	2,618	2,472	736	1,139
Plant operations	121	44	928	1,012
Food service	0	0	382	405
Transportation	0	0	362	443
Student support	359	267	578	592
Instruction support	413	593	436	535

Student and teacher measures

Measure	District	State average
Attendance rate	89%	94%
Graduation rate (2011)	N/A	N/A
Poverty rate (2011)	N/A	25%
Students per teacher	13.4	18.1
Average teacher salary	\$53,313	\$45,193
Amount from Proposition 301	\$4,604	\$3,195
Average years of teacher experience	19.2	11.0
Percentage of teachers in first 3 years	17%	16%

Spending by operational area



5-year spending trend

Student enrollment increased 27 percent, which contributed to the 63 percent decrease in total spending per pupil. Spending in the classroom varied year to year, increasing overall from 22.8 to 42.7 percent. Spending on administration and student support decreased substantially and spending on instruction support increased substantially.

Per-pupil spending by operational area

	District		State average	National average
	2011	2012	2012	2010
Total	\$30,755	\$21,049	\$7,475	\$10,652
Classroom dollars	10,596	8,993	4,053	6,526
Nonclassroom dollars:	20,159	12,056	3,422	4,126
Administration	6,157	6,969	736	1,139
Plant operations	1,268	1,336	928	1,012
Food service	17	14	382	405
Transportation	188	125	362	443
Student support	5,606	1,670	578	592
Instruction support	6,923	1,942	436	535

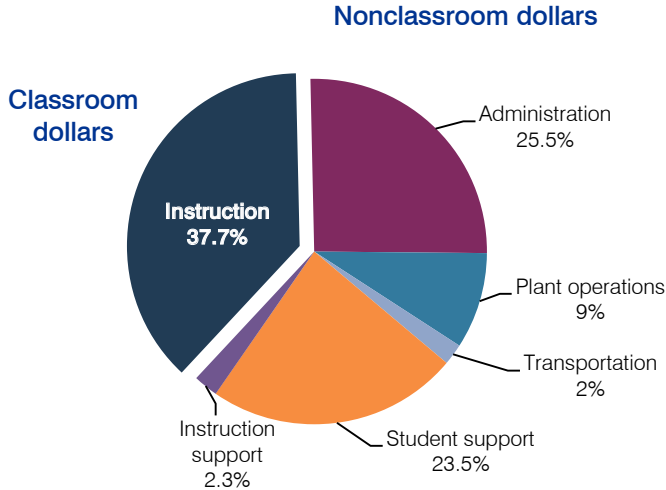
Student and teacher measures

Measure	District	State average
Attendance rate	91%	94%
Graduation rate (2011)	N/A	N/A
Poverty rate (2011)	N/A	25%
Students per teacher	20.5	18.1
Average teacher salary	N/A	\$45,193
Amount from Proposition 301	N/A	\$3,195
Average years of teacher experience	N/A	11.0
Percentage of teachers in first 3 years	N/A	16%

Yavapai ASD

Yavapai County
Students attending: 63

Spending by operational area



5-year spending trend

Total spending per pupil increased by 56 percent. Spending in the classroom varied year to year, decreasing overall from 49.6 to 37.7 percent. Spending on instruction support decreased substantially, and spending on plant operations and student support increased substantially. Spending on other nonclassroom areas remained fairly stable.

Per-pupil spending by operational area

	District		State average	National average
	2011	2012	2012	2010
Total	\$12,747	\$13,514	\$7,475	\$10,652
Classroom dollars	5,410	5,098	4,053	6,526
Nonclassroom dollars:	7,337	8,416	3,422	4,126
Administration	3,503	3,439	736	1,139
Plant operations	848	1,216	928	1,012
Food service	0	0	382	405
Transportation	197	272	362	443
Student support	2,354	3,175	578	592
Instruction support	435	314	436	535

Student and teacher measures

Measure	District	State average
Attendance rate	92%	94%
Graduation rate (2011)	42%	78%
Poverty rate (2011)	N/A	25%
Students per teacher	14.3	18.1
Average teacher salary	\$44,240	\$45,193
Amount from Proposition 301	\$2,552	\$3,195
Average years of teacher experience	23.2	11.0
Percentage of teachers in first 3 years	0%	16%