



A REPORT  
TO THE  
ARIZONA LEGISLATURE

Division of School Audits

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Special Study

# Arizona School District Spending (Classroom Dollars) Fiscal Year 2014

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February • 2015  
Report No. 15-203



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**Debra K. Davenport**  
Auditor General

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DEPUTY AUDITOR GENERAL

February 27, 2015

Members of the Arizona Legislature

The Honorable Doug Ducey, Governor

I am pleased to present our report, *Arizona School District Spending (Classroom Dollars), Fiscal Year 2014*, prepared in response to the Arizona Revised Statutes §41-1279.03 requirement to determine the percentage of every dollar Arizona school districts spend in the classroom. The report also analyzes nonclassroom spending, which includes administration, plant operations, food service, transportation, student support, and instruction support; and includes a financial stress assessment and one-page summaries of each district's performance on various financial and student achievement measures. The electronic copy of this year's report, available on our Web site, also includes one-page graphical summaries of each district's operational trends. To provide a quick summary for your convenience, I am also including a copy of the Report Highlights.

Between fiscal years 2001 and 2014, Arizona's total operational spending per pupil increased 41 percent. Despite this increase, Arizona's per-pupil spending continues to trail the national average by about \$3,000. Arizona districts allocated resources differently than districts nationally, spending lower percentages of available operating dollars on instruction and administration, and higher percentages on all other nonclassroom areas, particularly for plant operations and student support services, on average.

In fiscal year 2014, for the second consecutive year, Arizona districts spent 53.8 percent of available operating dollars on instruction—the lowest percentage in the 14 years our Office has been monitoring district spending. The state-wide percentage decreased every year between fiscal years 2004 and 2013 before remaining flat in fiscal year 2014. Over this same 10-year period, the percentage of resources allocated to administration, plant operations, food service, transportation, student support, and instruction support have all increased.

Although factors outside a district's control—such as district size, type, and location—can affect its efficiency, some districts operate efficiently and have lower costs despite these factors, while others do not. As a result, there are wide ranges of costs within peer groups of similar districts. Performance audits of school districts have identified practices used by efficient districts, such as minimizing staffing levels, conserving energy, and effectively managing vendor contracts. Audits have also identified practices that make other districts less efficient, such as having costly benefit packages, operating schools far below designed capacity, and paying employees for time not spent working.

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

Sincerely,

Debbie Davenport  
Auditor General

## REPORT HIGHLIGHTS SPECIAL STUDY

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

#### Our Conclusion

Between fiscal years 2001 and 2014, Arizona's total operational spending per pupil increased 41 percent. Despite this increase, per pupil spending in Arizona continued to trail the national average both in total and in the classroom. In fiscal year 2014, for the second consecutive year, Arizona districts spent 53.8 percent of available operating dollars on instruction—the lowest percentage since we began monitoring this in fiscal year 2001. The state-wide percentage decreased every year between fiscal years 2004 and 2013 before remaining flat in fiscal year 2014. At the same time, the percentages spent on administration, plant operations, food service, transportation, student support, and instruction support have all increased. Although factors outside a district's control—such as district size, type, and location—can affect its efficiency, some districts operate efficiently and have lower costs despite these factors, while others do not. Finally, analysis of six measures found 57 of 208 districts had a moderate to high financial stress level.

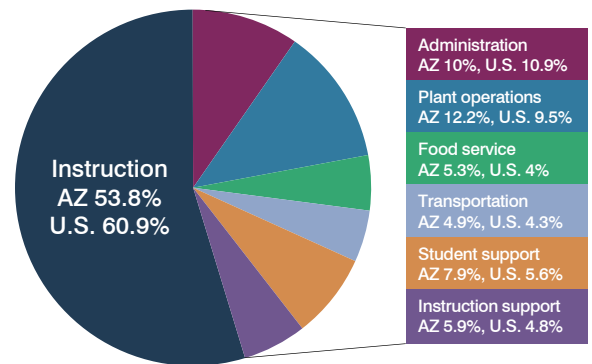


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**Despite large increase, overall spending still lower**—Between fiscal years 2001 and 2014, Arizona's total operational spending per pupil increased 41 percent. Despite this increase, Arizona school districts still spent approximately \$3,000 less per pupil than the 2012 national average (most recent national data available).

**Arizona spent lower percentage in classroom**—In 2014, Arizona districts spent 53.8 percent of their available operating dollars in the classroom, 7.1 percentage points below the national average of 60.9 percent. Arizona's lower instructional spending is reflected in Arizona's larger class sizes. In 2013, Arizona's class size was 18.3 students per teacher compared to the national average of 16 students per teacher.

Arizona and U.S. spending by operational area  
Fiscal years 2014 (Arizona) and 2012 (U.S.)

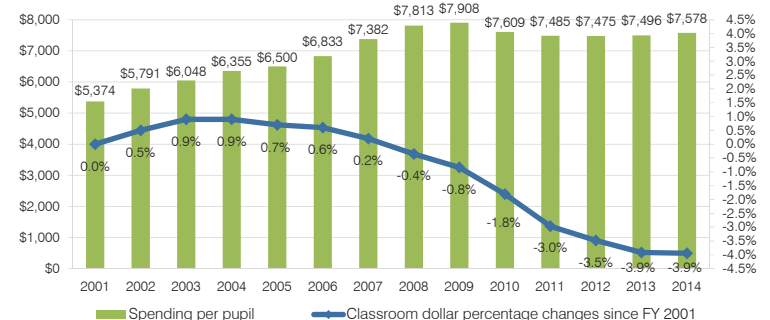


**Arizona spent lower percentage on administration and higher percentage in all other operational areas**—In 2014, Arizona districts spent 10 percent of their available operating dollars on administration, 0.9 percentage points less than the national average. Arizona districts spent a higher percentage of their operating dollars in all other nonclassroom operational areas, especially for plant operations and student support services.

### After 9 years of decline, instructional spending remained at 53.8 percent for the second year

In fiscal year 2014, for the second consecutive year, Arizona districts spent 53.8 percent of their available operating dollars on instruction—the lowest percentage in the 14 years we have been monitoring district spending. In fiscal year 2001, Arizona districts spent 57.7 percent of available operating dollars on instruction. Then, in fiscal year 2002, districts began receiving Classroom Site Fund (CSF) monies intended to increase classroom spending. Soon after, in fiscal years 2003 and 2004, the State's classroom dollar percentage

Arizona's operational spending per student and change in classroom dollar percentage since fiscal year 2001  
Fiscal years 2001 through 2014



increased to 58.6 percent. However, despite an overall increase in per pupil spending since that time, the percentage spent on instruction decreased every year between fiscal years 2004 and 2013, and remained flat in fiscal year 2014. At the same time, the percentages spent on administration, plant operations, food service, transportation, student support, and instruction support have all increased. Had districts continued directing resources into the classroom at the same rate they did in fiscal year 2001, they would have spent an additional \$385 million in the classroom in fiscal year 2014. One of the impacts of spending less in the classroom is larger class sizes. Since fiscal year 2009, the number of students attending Arizona school districts has decreased by 24,000 students, or 2.6 percent, while the number of teachers has decreased by about 5,600, or 10.4 percent. As a result, the State's average class size has increased during this time from 17.1 to 18.6 students per teacher.

**Efficient districts are able to allocate more of their resources to instruction**—Performance audits of individual districts have found that efficient districts are able to allocate more of their resources to instruction.

## Efficient and inefficient districts come in all sizes, types, and locations

Although a district's efficiency can be affected by its size, type, and location, wide ranges of costs among districts grouped by these factors reflect a variety of efficient and inefficient practices. For example:

**Administration**—More efficient districts monitored performance measures and used staffing formulas, while less-efficient districts had costly benefit packages and higher staffing levels.

**Plant operations**—More efficient districts had energy conservation plans and monitored performance measures, such as building capacity utilization. In contrast, less-efficient districts operated schools far below designed capacity and did not monitor energy consumption.

**Food Service**—More efficient districts maximized use of free federal commodities and limited waste by closely monitoring production and usage information, while less-efficient districts did not obtain best food prices and had poorly written vendor contracts.

**Transportation**—More efficient districts monitored performance measures and adjusted routes to ensure that buses were full, while less-efficient districts paid drivers for time not spent working and failed to monitor vendors for accurate billing and effective performance.

### Cost variance examples

- A very large, urban, unified district spent \$530 per pupil for administration; another spent \$855 per pupil.
- A medium-sized, rural, unified district spent \$3.00 per square foot for plant operations; another spent \$9.68 per square foot.
- A medium-sized, rural, unified district spent \$2.30 per meal; another spent \$4.33 per meal.
- Two medium-large-sized, urban, elementary school districts drove a similar number of miles per rider; one district spent \$2.68 per mile and the other spent \$6.85 per mile.

## Individual district information

In addition to the state-wide information discussed above, this report also contains one-page summaries of each district's performance on various financial and student achievement measures including classroom and nonclassroom spending, cost measures compared to peer averages, and a financial stress assessment showing 57 of the 208 districts with a moderate to high financial stress level. This year, the electronic copy of this report on our Web site also contains one-page graphical summaries of each district's operational trends.

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# Introduction & objectives

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Arizona Revised Statutes §41-1279.03 requires the Auditor General to monitor the percentage of each dollar spent in the classroom and conduct performance audits of Arizona's school districts. This report, the 14th annual report analyzing school district spending, has two main objectives:

- It compares Arizona and national spending levels and analyzes state-wide spending trends in instruction and six nonclassroom categories—administration, plant operations, food service, transportation, student support, and instruction support. The following analyses of each of these spending areas also identify performance measures, differences among district peer groups' spending, and performance audit findings.
- It also presents more specific one-page summaries of each district's performance on various financial and student achievement measures and a two-page summary of the State's performance in these areas, including some trend information. Specifically, each district's expenditure information, including classroom and nonclassroom spending, and performance cost measures are compared with state averages and averages of efficiency peer groups, which include either districts of similar size, type, and location or, for evaluating transportation programs, districts with similar numbers of miles per rider and locations. In addition, each district's academic indicators and student and teacher measures are compared with state averages and averages of a student achievement peer group, which includes districts with similar poverty rates and of similar type and location. The district pages also include the average amounts paid to teachers from Proposition 301<sup>1</sup> monies and a financial stress assessment based on six district-level measures of resources and financial management practices.

The appendices provide lists of districts in each efficiency and student achievement peer group (Appendix A, see pages a-1 through a-16); reference information, including scope, sources, and methodology (Appendix B, see pages b-1 through b-12); and one-page graphical summaries of each district's operational trends available only in the electronic copy of this report on our Web site (Appendix C, see pages c-1 through c-209).

The information used to prepare this report was not subjected to all the tests and confirmations that auditors would normally perform during an audit. However, to help ensure that information used in this report was complete and accurate, auditors performed certain quality control procedures, such as year-to-year comparisons of district-reported data.

The Auditor General and her staff express their appreciation to the Superintendent of Public Instruction, the staff of the Arizona Department of Education, and the staffs of the Arizona public school districts for their cooperation and assistance during this study.

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<sup>1</sup> In November 2000, voters passed Proposition 301, which increased the state-wide sales tax to provide additional resources for education programs. Under statute, these monies, also known as Classroom Site Fund monies, may be spent only for specific purposes, primarily increasing teacher pay.

# Arizona instructional and nonclassroom spending trends and the national context

## Compared to national averages, Arizona school districts spent less per pupil in nearly all operational areas

Despite an overall increase in operational spending since 2001, Arizona school districts still spent thousands of dollars less per pupil than the national average. Since fiscal year 2001, Arizona school districts' total operational spending per pupil has increased 41 percent, from \$5,374 in fiscal year 2001 to \$7,578 in fiscal year 2014.<sup>1</sup> More specifically, spending increased by 47 percent between fiscal years 2001 and 2009 before decreasing by nearly 4 percent in fiscal year 2010. Since 2010, spending has fluctuated slightly year to year and in fiscal year 2014 remained about 4 percent lower than its peak in 2009. However, overall spending since fiscal year 2001, even after controlling for inflation, has increased 5 percent from an inflation-adjusted amount of \$7,189 in fiscal year 2001 to \$7,578 in fiscal year 2014. Despite this overall increase, Arizona school districts still spent approximately \$3,000 less per pupil than the 2012 national average—the most recent year for available national data. As shown in Table 1, in fiscal year 2014, Arizona districts spent less per pupil in total, in the classroom, and in nearly every nonclassroom operational area compared to the fiscal year 2012 national averages.

**Table 1: Comparison of Arizona and U.S. per pupil spending by operational area**  
Fiscal years 2014 (Arizona) and 2012 (U.S.)

	State average 2014	National average 2012
<b>Total</b>	\$7,578	\$10,667
Classroom dollars	4,073	6,495
Nonclassroom dollars		
Administration	757	1,160
Plant operations	923	1,008
Food service	405	429
Transportation	373	464
Student support	600	594
Instruction support	447	517

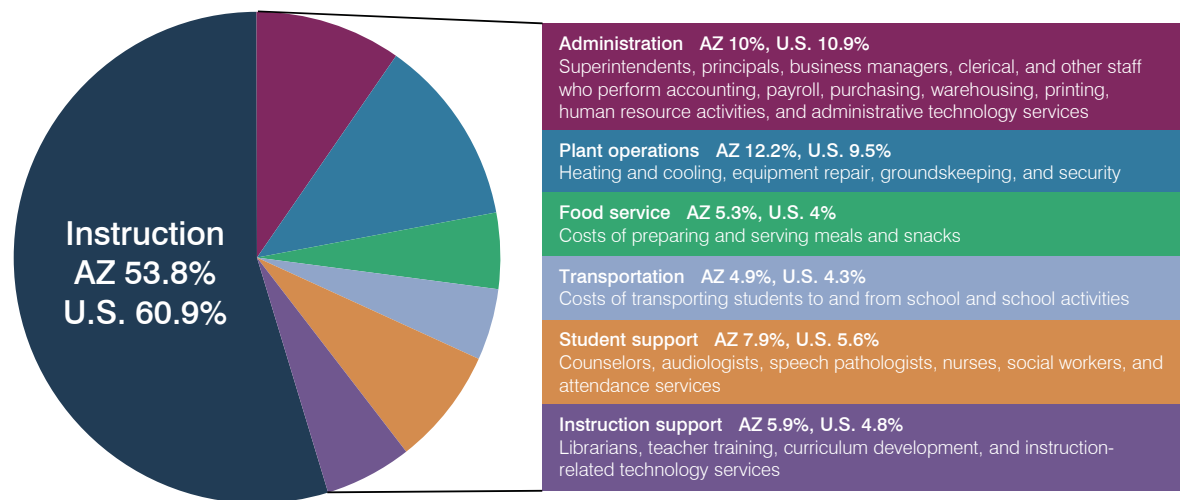
Source: Auditor General staff analysis of fiscal year 2014 district-reported accounting data, Arizona Department of Education student membership data, and National Center for Education Statistics *Revenues and Expenditures for Public Elementary and Secondary Education: School Year 2011-12*, January 2015.

## Compared to national averages, Arizona school districts spent a lower percentage of available resources on instruction and administration and a greater percentage on all other operational areas

Compared to national averages, Arizona school districts allocated their available resources differently across operational areas. As shown in Figure 1 on page 3, in fiscal year 2014, Arizona districts spent 53.8 percent of available operating dollars on instruction, 7.1 percentage points below the most recent national average of 60.9 percent. The relatively low classroom dollar percentage was not the result of high administration costs because Arizona districts allocated a

<sup>1</sup> Operational spending is that incurred for day-to-day operations. It excludes costs associated with repaying debt, capital outlay (such as purchasing land, buildings, and equipment), and programs such as adult education and community service that are outside the scope of preschool through grade 12 education.

**Figure 1: Comparison of Arizona and U.S. spending by operational area  
Fiscal years 2014 (Arizona) and 2012 (U.S.)**



Source: Auditor General staff analysis of fiscal year 2014 district-reported accounting data and National Center for Education Statistics *Revenues and Expenditures for Public Elementary and Secondary Education: School Year 2011-12*, January 2015.

smaller percentage of resources for administration than the national average. Rather, Arizona’s higher percentage of noninstructional spending was primarily due to higher percentages spent on plant operations and student support services.

Arizona’s lower spending on instruction due in part to larger class sizes—Many factors may account for Arizona’s lower percentage of classroom spending, and classroom size is one of them. Compared to the fiscal year 2013 national average (the most recent year for available data), Arizona has a larger student-to-teacher ratio, which partially explains the lower instructional spending per pupil. Arizona districts averaged 18.3 students per teacher in fiscal year 2013, while the national average was 16 students per teacher that year. In fiscal year 2014, Arizona’s class size increased to 18.6 students per teacher.

Arizona spent less per pupil on administrative salaries and benefits—Compared to national averages, Arizona districts spent 0.9 percentage points less on administration because they paid lower salaries to administrators and support staff and/or employed fewer of them. In fiscal year 2011 (the most recent year for available detailed national data), Arizona spent \$621 per pupil on administrative salaries and benefits, 31 percent less than the national average of \$904 per pupil.

Arizona appears to have spent more on energy—Arizona districts spent 2.7 percentage points more on plant operations than the national average. Almost all of this higher spending was in supplies, which are primarily for energy. In fiscal year 2011, Arizona districts spent \$284 per pupil on plant operations supplies, 21 percent more than the national average of \$235.

Higher student support services costs may be related to Arizona’s student populations—Compared to the national average, Arizona school districts spent 2.3 percentage points more on student support services. The higher spending may be related to the State’s higher poverty rate. In fiscal year 2013, 24 percent of Arizona’s school-aged children lived at or below the poverty level, compared to the national average of 21 percent. In Arizona, a district’s level of spending on student support services is related to the percentage of its students who live in poverty.

## Within Arizona, districts spent at very different levels

Although Arizona's school-district-funding formula provides similar districts with a similar amount of basic funding, there was a wide range in total per pupil spending among Arizona districts. Even when excluding Arizona's very small school districts, which have highly variable spending patterns, fiscal year 2014 spending by district ranged from \$5,701 per pupil to \$22,449 per pupil. As shown in Table 2, on average, the 30 highest-spending districts spent \$12,310 per pupil, 89 percent more than \$6,524 spent per pupil by the 30 lowest-spending districts. The districts with the highest and lowest per pupil spending also differed in certain characteristics, with the highest-spending districts generally being smaller, rural districts, with higher poverty rates. These high-spending districts were able to spend more because they received more monies, primarily from federal impact aid, federal grants, and transportation funding. Federal impact aid monies are provided to districts that have been impacted by the presence of tax-exempt federal lands, and federal grants are often provided to districts with higher poverty rates and are generally for specific purposes. Transportation funding is provided to districts based on a formula that primarily uses the number of miles traveled to transport students. As shown in Table 3, on average, the highest-spending districts

**Table 2: Comparison of highest and lowest per pupil spending districts  
Fiscal year 2014**

	Highest-spending districts' average 2014 <sup>1</sup>	Lowest-spending districts' average 2014 <sup>1</sup>
Classroom dollars percentage	45.7%	54.8%
Total	\$12,310	\$6,524
Classroom dollars	5,620	3,578
Nonclassroom dollars		
Administration	1,746	683
Plant operations	1,897	780
Food service	605	383
Transportation	774	298
Student support	965	464
Instruction support	703	338

<sup>1</sup> Dollar amounts shown are averages of the 30 highest- and 30 lowest-spending districts in Arizona, excluding very small districts.

Source: Auditor General staff analysis of fiscal year 2014 district-reported accounting data and Arizona Department of Education student membership data.

**Table 3: Comparison of revenue sources per pupil for Arizona's highest- and lowest-spending districts  
Fiscal year 2014**

Revenue source <sup>1</sup>	Highest-spending districts' average	Lowest-spending districts' average	Difference
Federal impact aid	\$1,811	\$ 6	\$1,805
Federal grants	1,859	475	1,384
Transportation funding	1,327	269	1,058
Additional budgetary funding	1,473	1,120	353
Small school adjustment	379	0	379
Tax credits	16	28	(12)
Voter-approved spending increases	258	301	(43)

<sup>1</sup> See appendix B, page b-2, for description of each listed revenue source.

Source: Auditor General staff analysis of fiscal year 2014 district-reported accounting data and Arizona Department of Education student membership data.

received \$1,805 more per pupil in federal impact aid, \$1,384 more per pupil in federal grants, and \$1,058 more per pupil in transportation funding. To a lesser extent, the high-spending districts also received more monies through additional budgetary funding and the small school adjustment. Interestingly, the difference in spending was not caused by differences in the amount of tax credit monies received or voter-approved spending increases.

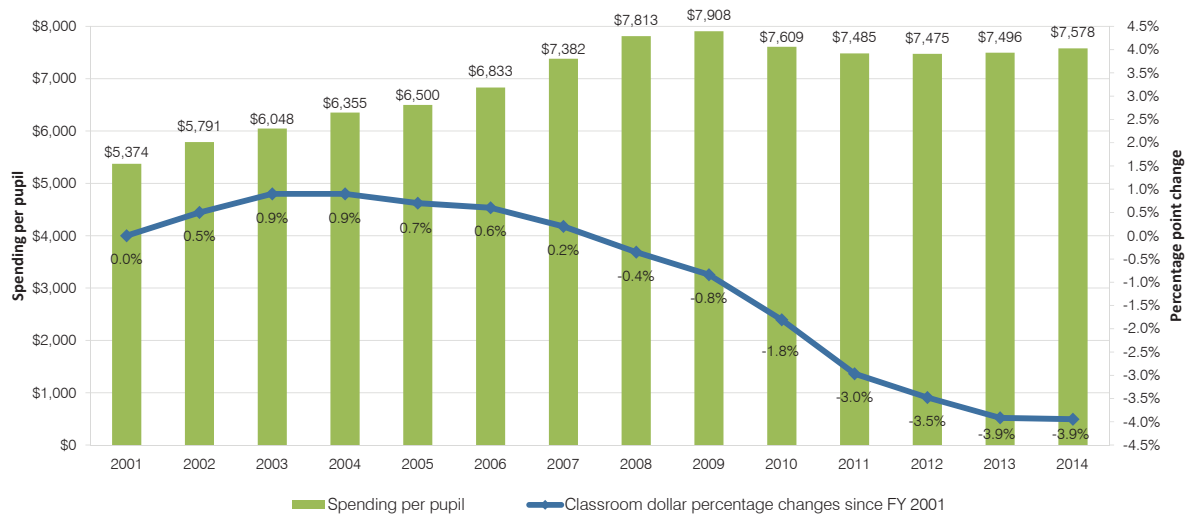
## After 9 years of decline, instructional spending remained at 53.8 percent for the second year

In fiscal year 2014, for the second consecutive year, Arizona districts spent 53.8 percent of available operating dollars on instruction—the lowest percentage since auditors began monitoring this in fiscal year 2001. Specifically, in fiscal year 2001, districts spent 57.7 percent of available operating dollars on instruction. Then, in fiscal year 2002, districts began receiving Classroom Site Fund (CSF) monies intended to increase classroom spending. Soon after, in fiscal years 2003 and 2004, the State’s classroom dollar percentage reached its highest level during this 14-year period at 58.6 percent. As shown in Figure 2, despite an overall increase in per pupil spending since that time, the percentage of resources spent on instruction declined every year between fiscal years 2004 and 2013, and remained flat in fiscal year 2014 at 53.8 percent.

### Instruction

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

**Figure 2: Arizona’s operational spending per student and change in classroom dollar percentage since fiscal year 2001**  
Fiscal years 2001 through 2014

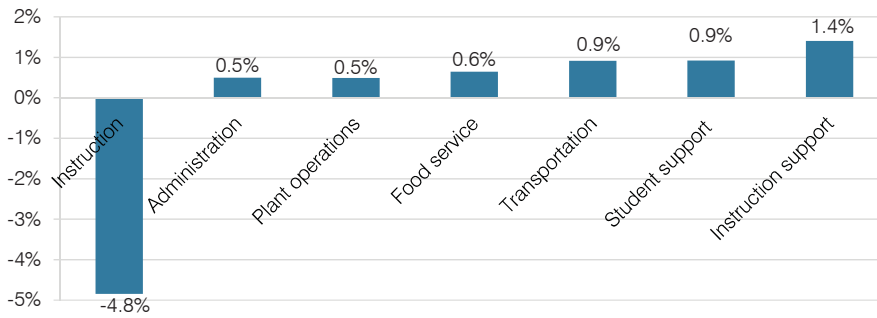


Source: Auditor General staff analysis of district-reported accounting data and Arizona Department of Education student membership data for fiscal years 2001 through 2014.

As shown in Figure 3 on page 6, at the same time the percentage of available operating dollars spent on instruction was declining, the percentages that districts spent state-wide on administration, plant operations, food service, transportation, student support, and instruction support all increased. As a result, in fiscal year 2014, fully one-third of Arizona school districts were spending less than 50 percent of their available operating dollars in the classroom. Had districts continued directing resources into the classroom at the same rate they did in fiscal year 2001, they would have spent an additional \$385 million in the classroom in fiscal year 2014.

The decline in instructional spending in fiscal years 2010 and 2011 occurred at a time when overall per pupil spending was also decreasing. This decrease in overall spending and the impact of having certain noninstructional costs that may be difficult to cut quickly in response to reduced funding, such as electricity or insurance costs, partially explain the decline in instructional spending during these years. However, the percentage of available operating dollars spent on instruction also decreased in fiscal years 2005 through 2009, when total operational spending per pupil increased

**Figure 3: Percentage point change in spending by operational area  
Fiscal year 2004 versus 2014**



Source: Auditor General staff analysis of district-reported accounting data for fiscal years 2004 and 2014.

24 percent. In fact, between fiscal years 2001 and 2009, when spending was increasing, only 55 percent of the increase went into the classroom. In contrast, in fiscal years 2010 through 2014, when spending was generally decreasing or relatively flat, the entire decrease came out of the classroom. More specifically, although total operational spending per pupil decreased \$330 since reaching its peak in fiscal year 2009,

spending in the classroom decreased by even more, \$424 per pupil. As a result, the percentage of available operating dollars allocated to the classroom has decreased 3.1 percentage points since fiscal year 2009 and 4.8 percentage points since reaching its peak in fiscal year 2004.

One of the impacts of spending less in the classroom is larger class sizes. Since fiscal year 2009, the number of students attending Arizona school districts has decreased by 24,000 students, or 2.6 percent, while the number of teachers has decreased by approximately 5,600, or 10.4 percent. As a result, the State's average class size has increased from 17.1 to 18.6 students per teacher. By comparison, the national average class size was 16 students per teacher in fiscal year 2013 according to the most recent national data available.

## Importance of declining classroom dollar percentage varies depending on cause of decline

The importance of a declining classroom dollar percentage varies depending on the cause of the decline. For example, by operating inefficiently, a district will have a lower classroom dollar percentage and will have fewer dollars to spend in the classroom. On the other hand, a district that is receiving and spending additional revenues that are specifically earmarked for purposes outside the classroom, such as the National School Lunch Program monies, will also have a lower classroom dollar percentage, but it will not spend less in the classroom because of having received these monies.

However, at a state level, the decline in the classroom dollar percentage is indicative of fewer dollars going into classrooms. The largest decreases in the state-wide classroom dollar percentage occurred between fiscal years 2007 and 2013. As shown in Table 4, although per pupil spending increased during this time by \$114 per pupil, classroom spending decreased \$246 per pupil. Therefore, on a state-wide basis, it does not appear that the decline in classroom spending was due to an increase in monies

**Table 4: Comparison of per pupil expenditures by operational area  
Fiscal year 2007 versus 2013**

	2007	2013	Difference
Total	\$7,382	\$7,496	\$114
Classroom dollars	4,277	4,031	(246)
Nonclassroom dollars			
Administration	703	746	43
Plant operations	835	924	89
Food service	344	396	52
Transportation	316	369	53
Student support	542	582	40
Instruction support	365	448	83

Source: Auditor General staff analysis of district-reported accounting data and Arizona Department of Education student membership data for fiscal years 2007 and 2013.



earmarked for use outside the classroom. Further, as shown in Table 4 on page 6, only spending in the classroom declined, while spending in all noninstructional areas increased.

## Districts that operate efficiently are able to allocate more of their resources to instruction

Districts that operate efficiently have more dollars available to spend in the classroom. Performance audits of individual Arizona districts have found that efficient districts—meaning districts that perform better than their peers on performance measures of operational efficiency—tend to have higher classroom dollar percentages. The broader analysis conducted across all districts for this report showed a similar result. When performance measures were compared across all districts in each efficiency peer group, districts that outperformed their peers tended, on average, to spend higher percentages of available operating dollars on instruction. This result indicates that districts should be paying close attention to their efficiency in noninstructional areas to demonstrate good stewardship of public monies and to devote a higher percentage of their resources to instruction, which may impact student achievement.

# Administration

## Administration

Salaries and benefits for superintendents; principals; business managers; and clerical and other staff who perform accounting, payroll, purchasing, warehousing, printing, human resource activities, and administrative technology services; and other costs related to these services and the governing board.

## Administrative spending increased slightly

In fiscal year 2014, Arizona districts spent 10 percent of available operating dollars on administration, up from the 9.2 percent spent in fiscal year 2009. In dollar terms, administrative spending increased only slightly from \$729 per pupil in fiscal year 2009 to \$757 per pupil in fiscal year 2014. However, during this same time, total spending decreased \$330 per pupil and instructional spending decreased \$424 per pupil. As a result, despite only a small increase in administrative spending, districts now spend nearly a full percentage point more of their resources for administration than they did 5 years ago. Most of the slight increase in per pupil administrative spending was for increased purchased services costs, such as legal costs, consultants, and contracted administrative employees.

Larger districts generally had lower per pupil costs, but wide range of costs within peer groups indicates potential for improved efficiency across all district sizes, types, and locations

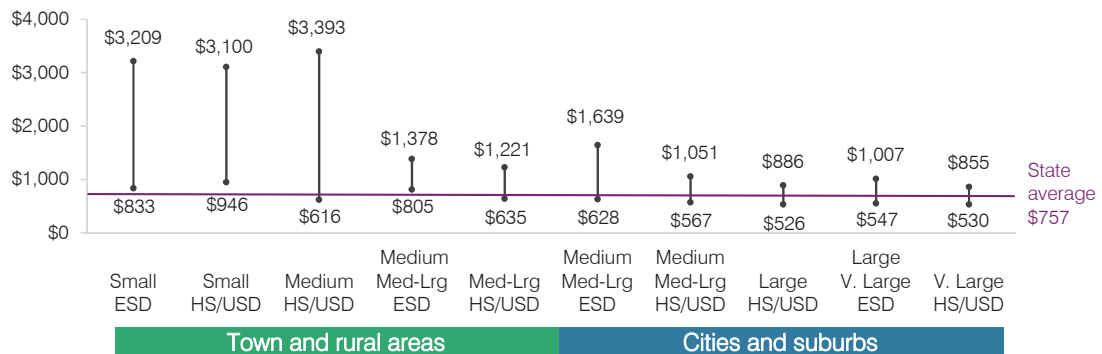
Within Arizona, administrative costs per pupil are associated with district size. That is to say larger districts tend to have lower administrative costs per pupil, primarily because of their economies of scale and abilities to spread some costs over more students. As shown in Table 5, as district size increases, administrative costs per pupil tend to decrease. In addition, as shown in Figure 4, there were wide ranges of per pupil administrative costs within all efficiency peer groups, especially for small districts. For example, administrative costs for small, rural high school and unified districts

**Table 5: Administrative costs per pupil by district size Fiscal year 2014**

District size	Cost per pupil
Small	\$1,528
Medium	1,270
Medium-large	799
Large	706
Very large	642

Source: Auditor General staff analysis of fiscal year 2014 district-reported accounting data and Arizona Department of Education student membership data.

**Figure 4: Range of administrative costs per pupil by efficiency peer group Fiscal year 2014**



Source: Auditor General staff analysis of fiscal year 2014 district-reported accounting data, Arizona Department of Education student membership data, and U.S. Census Bureau location designations reported in the National Center for Education Statistics' Common Core of Data.

ranged from a low of \$946 per pupil to a high of \$3,100 per pupil. Even among very large high school and unified districts, administrative costs varied from a low of \$530 per pupil to a high of \$855 per pupil. Wide ranges in administrative costs indicate that some districts have achieved lower costs than other districts of similar size, type, and location. Districts at the high end of the range should work toward improving their administrative efficiency using performance measures and practices identified in the next section. Doing so could allow more monies to be directed to the classroom.

## Audits identified efficient and inefficient practices

Performance audits of school districts have identified a number of practices used by efficient districts, as well as practices that make other districts less efficient.

More efficient districts:

- Monitor performance measures to identify areas for improvement (see textbox).
- Use staffing formulas to calculate the appropriate level of staffing needed.
- Employ staff who “wear multiple hats” to work in more than one operational area.
- Effectively use county services for legal guidance and accounting support.
- Purchase office supplies in bulk.
- Limit the use of outside consultants and contractors.

Less efficient districts:

- Have higher staffing levels than peers.
- Have more costly benefit packages and retirement programs.
- Provide very generous stipends, such as vehicle allowances and tax-sheltered annuities.
- Spend more than peers on meals and conference travel for employees and governing board members.
- Allow employees to individually purchase office supplies instead of purchasing items in bulk quantities.
- Close schools but do not fully reduce the related administrative positions.

### Performance measures

- Cost per pupil
- Students per administrative staff
- Benefit-to-salaries ratio

## Most districts with high or low administrative costs compared to their peers in 2009 remained high or low compared to their peers in 2014

Between fiscal years 2009 and 2014, most districts did not make changes that impacted how their administrative costs compared to peer district averages. Districts that had either high or low administrative costs compared to their peers in fiscal year 2009 also tended to have high or low costs compared to their peers in fiscal year 2014. More specifically, of the 61 districts with low administrative costs compared to their peers in fiscal year 2009, 41 districts were also low in fiscal year 2014, and of the 54 districts with high administrative costs compared to their peers in fiscal year 2009, 40 districts were also high in fiscal year 2014. Performance audits have identified reasons why some districts may remain high, such as a reluctance to reduce administrative staffing even after a school closes or student enrollment declines. Of the 14 districts with high costs in fiscal year 2009 that were able to reduce their administrative costs relative to their peers, only 5 districts were able to lower their costs below the average of their peer districts in fiscal year 2014. Officials at one of these districts indicated that their district was able to lower costs by eliminating administrative positions through attrition and reassigning duties among remaining administrative employees.

# Plant operations

## Plant operations

Salaries, benefits, and other costs related to equipment repair, building maintenance, custodial services, groundskeeping, and security; and costs for heating, cooling, and property insurance.

### Plant operations spending remains high likely because of excess building space

In fiscal year 2014, Arizona districts spent 12.2 percent of their available operating dollars on plant operations, an increase from the 11.6 percent spent in fiscal year 2009. In dollar terms, plant operations spending remained relatively steady the last 5 years, increasing only \$3 per pupil. However, as a result of the previously discussed \$330 per pupil decrease in total operational spending during this same time, plant operations spending now consumes a greater share of school districts' operating resources than it did 5 years ago. Spending for plant operations has remained about the same per pupil since 2009 despite a 6 percent reduction in plant operations costs per square foot since that time because districts have continued to increase building square footage. In fact, as shown in Table 6, between fiscal years 2002 and 2008, when student enrollment was increasing, building square footage increased

**Table 6: Change in student enrollment and building square footage over time periods**  
Fiscal years 2002 to 2008 versus 2008 to 2014

	2002 to 2008	2008 to 2014
Growth/decline in student enrollment	13.7%	-2.8%
Growth in square footage	19.4%	5.9%
Growth in square footage per student	5.0%	9.0%

Source: Auditor General staff analysis of School Facilities Board square footage data and Arizona Department of Education student membership data for fiscal years 2002 through 2014.

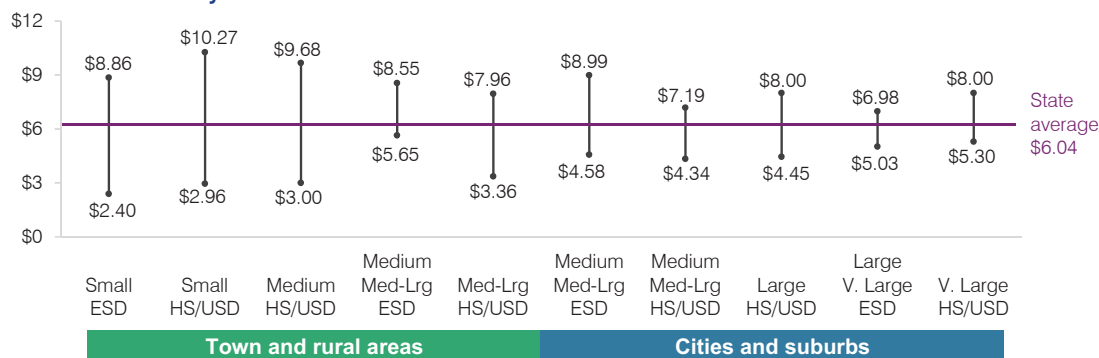
at an even greater rate, and between fiscal years 2008 and 2014, when student enrollment was declining, building square footage continued to increase. As a result, building square footage per student increased 9 percent between fiscal years 2008 and 2014. Overall, building square footage per student has increased from 133 square feet per student in fiscal year 2002 to 153 square feet per student in fiscal year 2014. Some of the increase in square footage per student since fiscal year 2008, the high point of student enrollment, is likely due to unforeseen events and necessary time spans needed to construct new schools. For example, some districts had new schools already under construction at that time or had recently opened new schools with the expectation of continued student population growth that did not materialize. On the other hand, performance audits have identified school districts with high plant costs that built additional schools when they already had low-capacity usage rates at their existing schools and districts that rebuilt existing schools with much larger facilities when no substantial student growth was expected. Audits have also identified districts with substantial, long-term excess building capacity that did not take timely or adequate action to reduce the excess capacity.

In contrast, performance audits have also identified districts that have taken steps to reduce costs associated with excess square footage by closing schools. State-wide, districts reported closing 55 schools since fiscal year 2011. Although decisions to close schools can be difficult and painful, these decisions are important because school district funding is based primarily on the number of students enrolled, not the amount of square footage maintained. Additionally, how districts close their schools can impact potential savings. For example, some districts have sold closed schools or rented them to other entities that then pay the costs associated with the buildings. However, other districts have simply re-purposed their closed schools to serve other district functions and continue to incur many of the same costs.

## Wide range of costs within peer groups indicates potential for improved efficiency across all district sizes, types, and locations

Because high schools generally have more square footage per student than elementary schools, they typically have lower plant costs per square foot. However, regardless of district type, evaluating costs on a square footage basis helps all districts assess whether they are operating and maintaining their existing space efficiently or not. As shown in Figure 5, for fiscal year 2014, within efficiency peer groups, there were wide ranges of costs per square foot, including both districts below and above the state average. This indicates that within each group, some districts were likely operating efficiently, while other districts need to improve their plant operations by using the performance measures and practices identified in the next section.

**Figure 5: Range of plant operations cost per square foot by efficiency peer group  
Fiscal year 2014**



Source: Auditor General staff analysis of fiscal year 2014 district-reported accounting data, School Facilities Board square footage data, and U.S. Census Bureau location designations reported in the National Center for Education Statistics' Common Core of Data.

## Audits identified efficient and inefficient practices

Performance audits of school districts have identified a number of practices that some districts have used to reduce their costs and become more efficient, as well as practices that make other districts less efficient.

More efficient districts:

- Monitor performance measures to identify areas for improvement (see textbox).
- Implement an energy conservation plan and educate students and staff about energy conservation.
- When cost-beneficial, update old equipment with more energy-efficient models, such as lighting and heating and cooling systems.
- Employ staff who can serve multiple roles, such as perform custodial work and drive buses.

Less efficient districts:

- Do not monitor or try to reduce energy consumption.
- Lack a preventative maintenance program to maintain buildings.
- Fail to evaluate and adjust staffing and salary levels based on similar districts and market surveys.
- Operate schools far below their designed capacity and fail to reduce excess space.

### Performance measures

- Cost per square foot
- Cost per student
- Square footage per student
- Building capacity utilization

## Food service

Salaries, benefits, food supplies, and other costs related to preparing, transporting, and serving meals and snacks.

### Increased food costs led to increased spending for food service

In fiscal year 2014, Arizona districts spent 5.3 percent of their available operating dollars on food service operations, up from the 4.6 percent in fiscal year 2009.<sup>1</sup> This increase is reflective of both the previously discussed \$330 per pupil decrease in total operational spending and an increase in the average cost per meal. As shown in Table 7, between fiscal years 2009 and 2014, the number of meals served per student was nearly identical, but the average cost per meal increased 11.6 percent. The increase in cost per meal is primarily the result of higher food costs. Although detail on food service spending was not available state-wide, Table 7 shows that for the 153 districts reporting food service costs at a detailed level, food costs per meal increased 21.7 percent, or 23 cents per meal between fiscal years 2009 and 2014, with nearly all of this increase occurring in the past 3 years alone.

**Table 7: Food service measures  
Fiscal year 2009 versus 2014**

Fiscal year	2009	2014	Percentage change
Meals per student	151	150	-0.7%
Cost per meal	\$2.41 <sup>1</sup>	\$2.69	11.6
Food cost per meal <sup>2</sup>	\$1.06	\$1.29	21.7

<sup>1</sup> Restated, see footnote 1 below.

<sup>2</sup> For the 153 districts reporting detailed food service cost information.

Source: Auditor General staff analysis of district-reported accounting and meals-served data and Arizona Department of Education student membership data for fiscal years 2009 and 2014.

Several district officials stated that they believe food costs have increased in recent years because of implementation of the nutrition standards required by the federal Healthy, Hunger-Free Kids Act of 2010. This act, which took effect in fiscal year 2013 and was implemented early by some districts, established more stringent nutritional requirements that include an increase in the amount of fruits, vegetables, and whole grains included in meals. It appears districts were able to cover the increased food costs by increasing meal prices. Districts reported charging an average of \$2.31 for full price lunches in fiscal year 2014, up 21 percent from the average of \$1.91 charged in fiscal year 2009. Districts also received a general overall increase in the various National School Lunch Program reimbursement rates during this time. In fiscal year 2014, 65 percent of districts operated self-supporting food service programs, a number similar to the 68 and 66 percent of districts that did so in fiscal years 2012 and 2013, respectively.

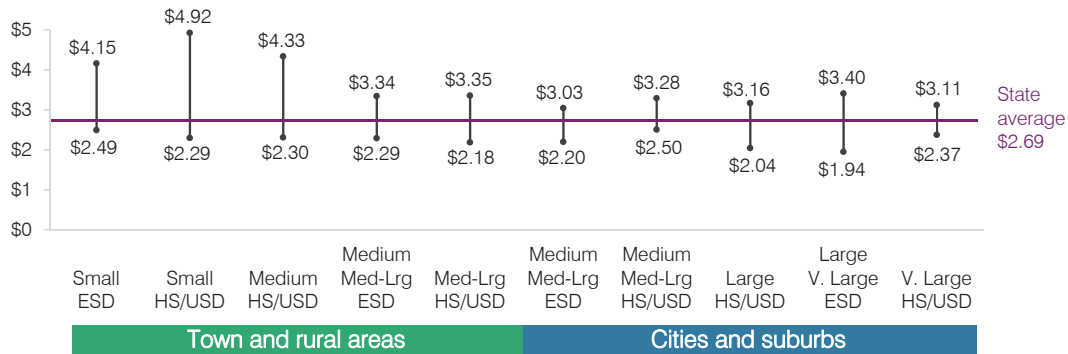
The increased spending on food service operations decreased the state-wide classroom dollar percentage, but would not have resulted in reduced actual spending in the classroom for districts operating an efficient, self-supporting food service program. However, for districts operating food service programs that are not self-supporting, increases in the number of meals served or increases in the cost of preparing meals can result in reduced classroom spending because of the need to subsidize the program with monies that otherwise potentially could have been spent in the classroom. On average, districts that did not operate self-supporting food service programs in fiscal year 2014 had a 24 percent higher cost per meal than districts operating self-supporting programs, indicating possible program inefficiencies that, if addressed, potentially could free up monies to be spent in the classroom.

<sup>1</sup> The calculation of food service costs no longer includes the dollar value of United States Department of Agriculture food commodities received.

# Wide range of costs within peer groups indicates potential for improved efficiency across all district sizes, types, and locations

Although food service costs are associated with district size, type, and location, there are certain districts that operate more efficiently than other districts affected by these same factors. For example, food costs per meal may be higher for districts serving high school students because of the larger meal portions, but many districts that serve these students still operate efficiently and at costs below the state average. As shown in Figure 6, there were wide ranges of costs within efficiency peer groups, which are based on district size, type, and location. These wide ranges indicate that districts can achieve operational efficiencies regardless of other factors and that certain districts should work toward improving their programs' cost-effectiveness by using performance measures and practices identified in the next section.

**Figure 6: Range of food service cost per meal by efficiency peer group  
Fiscal year 2014**



Source: Auditor General staff analysis of fiscal year 2014 district-reported accounting and meals-served data and U.S. Census Bureau location designations reported in the National Center for Education Statistics' Common Core of Data.

## Audits identified efficient and inefficient practices

### More efficient districts:

- Monitor performance measures to identify areas for improvement (see textbox).
- Monitor food prices and modify menus appropriately.
- Maximize use of free commodities provided by the U.S. Department of Agriculture.
- Limit waste by using student input and daily production and usage information to determine meal production.

### Less efficient districts:

- Have poorly written contracts with food service vendors.
- Fail to monitor contracted vendors' performance.
- Set meal prices too low to ensure program self-sufficiency.
- Fail to identify best food prices, including failing to use or ineffectively using purchasing consortiums.
- Have excessive waste due to poor inventory rotation and monitoring.
- Operate universal free programs without a sufficient number of students eligible for federally reimbursed free and reduced-price meals.

### Performance measures

- Cost per meal
- Ratio of labor and supply costs
- Meals per labor hour
- Ratio of revenues and expenditures

## Transportation

Salaries, benefits, and other costs related to maintaining buses and transporting students to and from school and school activities.

### Slight increase in transportation spending as fuel prices and special education miles increased

In fiscal year 2014, Arizona districts spent 4.9 percent of their available operating dollars on student transportation, up from the 4.3 percent spent in fiscal year 2009. In dollar terms, transportation spending increased slightly from \$343 per pupil in fiscal year 2009 to \$373 per pupil in fiscal year 2014. As shown in Table 8, although districts reported traveling a similar number of miles in fiscal years 2009 and 2014, the miles cost more in fiscal year 2014, up 7.7 percent. Much of the cost increase was the result of higher fuel prices. According to the U.S. Energy Information Administration, on average, the price of diesel fuel increased from \$2.57 per gallon in fiscal year 2009 to \$3.93 per gallon in fiscal year 2014. This higher cost per gallon is reflected in districts' actual spending for fuel per mile, which increased 42 percent between fiscal years 2009 and 2014. State-wide, fuel costs composed 13 percent of total transportation costs in fiscal year 2014. Among rural districts, fuel costs composed a greater percentage of total transportation costs, about 17 percent.

**Table 8: Transportation miles and costs  
Fiscal year 2009 versus 2014**

Fiscal year	2009	2014	Percentage change
Miles traveled	94,665,405	93,439,406	-1.3%
Cost per mile	\$3.36	\$3.62	7.7

Source: Auditor General staff analysis of district-reported accounting data and miles driven for fiscal years 2009 and 2014.

Transportation spending was also increasing prior to fiscal year 2009. In fact, since fiscal year 2004, transportation spending has increased at a faster rate than any other category of spending, other than instruction support. Some of this increase was likely caused by special education miles increasing at a faster rate than regular education miles. Between fiscal years 2004 and 2014, regular education miles increased 7 percent. In contrast, during this same time period, special education miles increased 23 percent. Special education transportation is more costly to districts than regular education transportation because districts generally assign fewer special education riders on a bus and often have more bus aides to assist the students.

Funding for transportation in Arizona is not closely tied to transportation costs, and evaluating whether transportation revenues cover transportation costs is not necessarily a good indicator of program efficiency. However, transportation funding is not required to be used for transportation costs, and therefore, improved transportation program efficiencies can translate into additional monies that can be spent in the classroom.

### Costs are related to district location and miles traveled per rider, but wide range of costs within peer groups indicates potential for improved efficiency

Location is an important factor affecting a district's cost per mile. For example, in fiscal year 2014, the average cost per mile for urban districts traveling between 270 and 329 miles per rider was \$3.54, while rural districts traveling a similar range of miles per rider averaged \$2.61 per mile. Rural district buses likely travel on roads with higher speed limits and travel greater



distances between stops, thereby traveling more miles in less time. This would result in lower salary and benefit costs per mile. Also, districts in urban locations tend to be geographically smaller and more compact, with higher populations of special needs and homeless students who may require more transportation services. These districts tend to have higher costs per mile because of driving slower with more frequent stops in urban areas and also likely because of higher costs associated with special education routes such as additional bus aides to assist these students. However, as shown in Figure 7, regardless of district location, the wide ranges of costs within all efficiency peer groups show that many districts could use performance measures and practices identified in the next section to operate more efficiently.

**Figure 7: Range of transportation cost per mile by efficiency peer group  
Fiscal year 2014**



Source: Auditor General staff analysis of fiscal year 2014 district-reported accounting data, miles driven, and riders transported and U.S. Census Bureau location designations reported in the National Center for Education Statistics' Common Core of Data.

## Audits identified efficient and inefficient practices

Performance audits of school districts have identified a number of practices used by efficient districts, as well as practices that make other districts less efficient.

More efficient districts:

- Monitor performance measures to identify areas for improvement (see textbox).
- Limit overtime and unproductive time by having employees perform other duties.
- Plan routes to ensure, where possible, that buses are filled to at least 75 percent of capacity.
- Evaluate bus barn locations to reduce excessive miles driven without riders.
- Partner with other local governments for bus maintenance and fuel.
- Ensure fuel pumps are secure and limit bus idling to lower costs.

Less efficient districts:

- Pay drivers for time not spent working between routes.
- Rely on gas stations for fuel and do not negotiate discounts.
- Use full-sized buses on routes with small numbers of riders.
- Do not monitor or adjust routes for efficiency.
- Fail to monitor vendors for accurate billing and effective performance.

### Performance measures

- Cost per mile
- Cost per rider
- Miles per rider
- Bus capacity utilization

# Student support

## Student support

Salaries and benefits for attendance clerks, social workers, counselors, nurses, audiologists, and speech pathologists and other costs related to these support services to students.

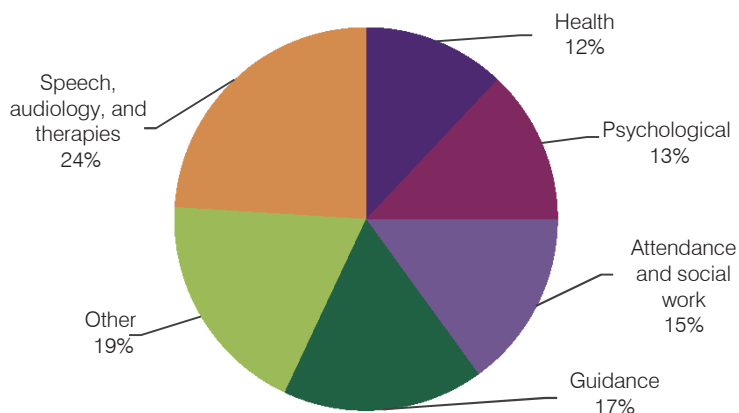
## 7.9 percent spent on student support services, mostly for staffing and purchased services

In fiscal year 2014, Arizona districts spent 7.9 percent of available operating dollars on student support services, up from the 7.5 percent spent 5 years ago in fiscal year 2009. In dollar terms, student support spending remained relatively stable, increasing only \$6 per pupil, from \$594 per pupil in fiscal year 2009 to \$600 per pupil in fiscal year 2014. However, as a result of the previously discussed \$330 per pupil decrease in total operational spending during this same time, student support spending now consumes a greater share of school districts' operating resources than it did 5 years ago. Most student support services costs—83 percent—were for the salaries and benefits of attendance clerks, social workers, guidance counselors, nurses, and specialists such as audiologists and speech pathologists. Another 14 percent of the districts' support services costs were for services from contracted vendors, and the remaining 3 percent of costs were for supplies.

## Student support services directed toward economically disadvantaged students and students with special needs

Many student support services are directed at student populations with economic disadvantages, such as living at or below the poverty level, and at students with special needs. Districts with higher percentages of students in these categories spent more per pupil on student support services, on average, than districts with lower percentages of students in these categories. For example, on average, the districts with the highest poverty rates spent \$854 per pupil on student support services, \$320 more per pupil than districts with the lowest poverty rates, and districts with the highest percentage of students with special needs spent \$709 per pupil on student support services, \$117 more per pupil than districts with the lowest percentage of special needs students.

**Figure 8: Student support spending by category**  
Fiscal year 2014



Source: Auditor General staff analysis of fiscal year 2014 district-reported accounting data for 121 districts that classified student support costs in detail.

## Costs were spread across a variety of support services

Although state-wide detail on student support services spending was not available, Figure 8 shows this detail for fiscal year 2014 for 121 districts that classified their student support services spending at a detailed level. These districts' costs represented 74 percent of the State's spending in this area. As shown in Figure 8, about one-quarter of these districts' support services costs paid for specialists in speech pathology, audiology, and occupational/physical therapy. The remaining spending was spread fairly evenly across a variety of support services.

# Instruction support

## Instruction support

Salaries and benefits of curriculum directors, special education directors, teacher trainers, librarians, media specialists, and instruction-related IT staff and other costs related to assisting instructional staff in the delivery of instruction.

## 5.9 percent spent on instruction support, mostly for staffing

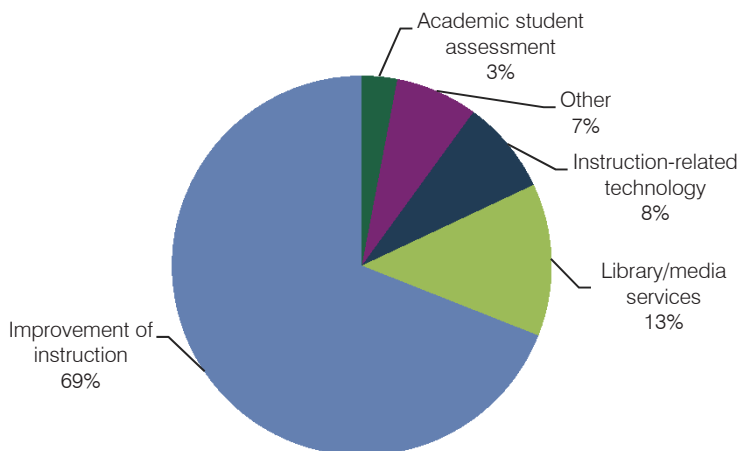
In fiscal year 2014, Arizona districts spent 5.9 percent of available operating dollars on instruction support, up from the 5.7 percent spent in fiscal year 2009. In dollar terms, instruction support spending remained relatively stable, increasing only \$4 per pupil, from \$443 per pupil in fiscal year 2009 to \$447 per pupil in fiscal year 2014. However, as a result of the previously discussed \$330 per pupil decrease in total operational spending during this time, instruction support spending now consumes a greater share of school districts' operating resources than it did 5 years ago. Most costs—84 percent—were for salaries and benefits of employees who train teaching staff and develop curriculum, and staff who provide library/media and instruction-related information technology services. Twelve percent of the costs were for contracted services, such as teacher-training workshops, and the remaining 4 percent were for supplies and other costs.

## Majority of costs were for improving instruction

Although detail on instruction support spending was not available state-wide, Figure 9 shows fiscal year 2014 instruction support spending detail for 68 districts that classified their expenditures at a detailed level in both fiscal years 2009 and 2014. These districts' costs represented 45 percent of the State's fiscal year 2014 spending in this area. As shown in Figure 9, the majority of these districts' spending on instruction support—69 percent—was for the improvement of instruction, such as developing instructional materials and curriculum, and training instructional staff. This is an increase from the 64 percent spent in this area 5 years ago in fiscal year 2009. The increase appears to be driven by an increase in the number of staff who

train teaching staff and develop curriculum. In fiscal year 2009, these districts reported employing 143 staff in this area, compared to 259 staff in fiscal year 2014. In contrast, costs related to library and media services represented 13 percent of instruction support spending in fiscal year 2014, a decrease from the 21 percent spent in this area 5 years ago in fiscal year 2009. The reduction appears to be driven by a decrease in the number of librarians since that fiscal year. In fiscal year 2009, these districts reported employing 308 librarians, and in fiscal year 2014, that number had decreased to 200 librarians, with some districts reporting that they hired lower-paid library aides to work in libraries.

**Figure 9: Instruction support spending by category  
Fiscal year 2014**



Source: Auditor General staff analysis of fiscal year 2014 district-reported accounting data for 68 districts that classified instruction support costs in detail in fiscal years 2009 and 2014.

# Financial stress assessment

## Assessment raises awareness of local issues impacting district financial stress

In both prosperous and difficult economic times, situations arise that can cause financial stress for school districts. To determine the financial stress level of Arizona school districts, this report assesses six district-level measures that provide information on district finances, identify potential problems, and suggest the need for possible corrective action. Although reviewing these measures alone cannot cover all possible financial problems a district may have, it can raise

### Financial stress assessment measures

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

awareness on key measures that impact financial stress. Further, having an overall high financial stress level does not mean a district is “going out of business”; it simply means the district may need to change the way it operates, find additional resources, or make some difficult spending decisions in the near future. District decision makers should consider additional information in conjunction with this analysis, such as operating efficiency as described in this report, to plan for and react to financial stress conditions.

As shown on the individual district pages that follow, auditors assessed each of the six district-level measures to indicate a low, moderate, or high financial stress level based on each district’s circumstances during the 3-year review period, which included fiscal years 2012 through 2014 and the election results from calendar years 2012 through 2014. The results were then combined to determine each district’s overall financial stress level. As shown in Table 9, 9 districts were found to have a high level of financial stress as of fiscal year 2014, the same number of districts as in fiscal year 2013. Although 48 districts state-wide had a moderate level of financial stress, 151 districts had a low level of financial stress. Since the 2013 assessment, the overall financial stress level has improved for 25 districts and worsened for 18 districts. These changes in financial stress level are not tied to any single district-level measure assessed, but are often the result of changes in more than one measure at each district. Some districts found to have an overall moderate or low financial stress level may have already taken actions to reduce their financial stress but may need to take additional actions to further reduce financial stress, operate efficiently, or address other areas of concern. For example, 49 of the districts with an overall low financial stress level operated inefficiently compared to their peers in two or more operational areas. These districts often had access to additional resources not typically available to most districts, such as desegregation monies or federal impact aid monies that contributed to a low financial stress level. A more detailed description of the six measures considered and the state-wide results follow.

**Table 9: Number of districts by overall financial stress level  
Fiscal year 2014**

Stress level	Number of districts
High stress	9
Moderate stress	48
Low stress	151

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

**Decreases in student enrollment can cause financial stress**—School districts experiencing a decline in student enrollment can be under financial stress because their funding is based primarily on the number of students they serve. In fact, 70 percent of the districts found to have an overall high or moderate financial stress level had decreases in their student enrollment during the 3-year period.

**Overspending is not common but an important sign of district financial stress**—Arizona school districts are required to budget and spend within legally specified limits in the Maintenance and Operation, Unrestricted Capital Outlay, and Soft Capital Allocation Funds. If a district spends beyond these limits without authorization, it is required to reduce its budget in 1 or more subsequent fiscal years to compensate for that overspending. During the 3 years reviewed, 27 districts spent beyond their limits in one or more of these funds. The 3-year overspending amounts for those districts ranged from \$291 to over \$245,000, with 16 districts overspending by more than 10 percent of the annual budget limit in at least one of the funds. Seven of the 9 districts with an overall high financial stress level spent beyond their legally specified limits at some point during the 3 years reviewed.

**Voter-approved spending increases can reduce financial stress**—School districts can seek voter approval to increase their spending limits and revenues through operating and capital budget overrides and bond authorizations. Approval of these increases by voters allows districts to increase spending levels or maintain previously approved higher spending levels for several years at a time, while rejections show a lack of current support among voters for additional district spending. During the 3 years reviewed, 78 of the 111 districts that sought voter approval to increase district spending limits and/or issue bonds received voter approval to do so. Additionally, 7 of the 111 districts received voter-approval for at least one but not all types of spending increases requested, showing mixed voter support for additional district spending. Of the 78 districts that received full voter approval for spending increases, 69 were found to have an overall low financial stress level.

**Districts with an overall high financial stress level had lower than average operating and capital reserves**—Under Arizona law, school districts may carry forward a portion of their unspent Maintenance and Operation Fund budget for use in the next fiscal year. This unspent amount or operating reserve is limited to a maximum of 4 percent of their Revenue Control Limit—a component of their operating budget. Districts may also carry forward any unspent Unrestricted Capital Outlay Fund and Soft Capital Allocation Fund budget capacity at fiscal year-end for use in future years. However, of the 9 districts found to have an overall high financial stress level, 6 carried forward, on average, less than half of their allowable 4 percent operating reserve. In addition, 8 of these 9 districts held less than 3 years of capital revenue in reserve for future spending. In contrast, the state-wide, 3-year average operating reserve was 3.1 percent and the state-wide average amount of capital reserve was equal to 5 years.

**Districts with a low overall financial stress level complied with financial and internal control requirements**—Arizona school districts are required to follow the Uniform System of Financial Records for Arizona School Districts (USFR) jointly prescribed by the Office of the Auditor General and the Arizona Department of Education. The USFR provides the minimum internal control policies and procedures districts should use for accounting, financial reporting, and various other compliance requirements. Only 12 of the 151 districts found to have an overall low financial stress level were noncompliant or marginally compliant with USFR requirements. In contrast, of the 9 districts found to have an overall high financial stress level, 3 were noncompliant with USFR requirements and 1 was marginally compliant.

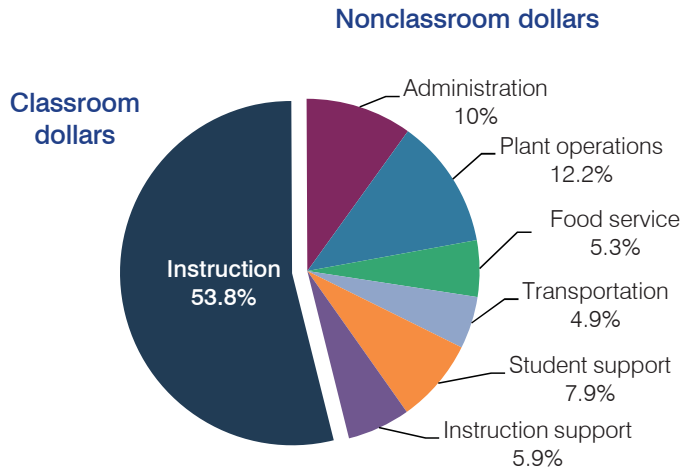
# State of Arizona

Total operational spending<sup>1</sup>: \$6,863,173,327  
 Number of districts: 236

Students attending: 905,635  
 Number of schools: 1,371

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 4 percent. Spending in the classroom decreased from 56.9 to 53.8 percent. Spending on administration, plant operations, food service, and transportation increased slightly. Spending on student support and instruction support remained stable.

### Cost measures

Operational area	Measure	2012	2013	2014
Administration	Cost per pupil	\$736	\$746	\$757
	Students per administrator	66	67	68
Plant operations	Cost per square foot	\$6.09	\$6.03	\$6.04
	Square footage per student	152	153	153
Food service	Cost per meal equivalent	\$2.47	\$2.58	\$2.69
Transportation	Cost per mile	\$3.50	\$3.55	\$3.62
	Cost per rider	\$982	\$1,015	\$1,036

### Per pupil spending by operational area

	2012	State 2013	2014	National average 2012
<b>Total</b>	<b>\$7,475</b>	<b>\$7,496</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>4,053</b>	<b>4,031</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,422</b>	<b>3,465</b>	<b>3,505</b>	<b>4,172</b>
Administration	736	746	757	1,160
Plant operations	928	924	923	1,008
Food service	382	396	405	429
Transportation	362	369	373	464
Student support	578	582	600	594
Instruction support	436	448	447	517

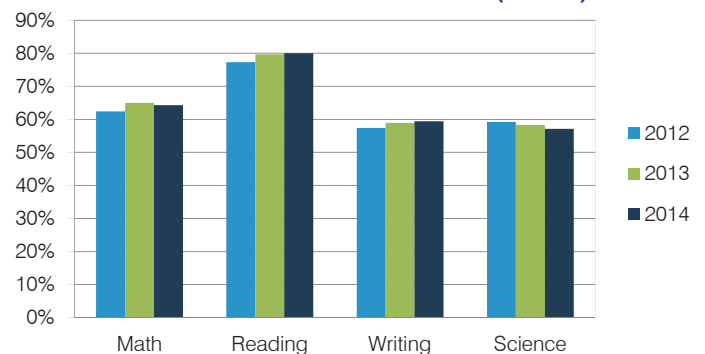
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

Grade	Number of schools <sup>1</sup>	Percentage of schools
A	377	27%
B	474	35%
C	348	25%
D	85	6%
F	46	3%
Not rated	47	4%

<sup>1</sup>Includes schools that share a campus and on-line schools.

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	2012	2013	2014
Attendance rate	94%	94%	95%
Graduation rate	77%	75%	N/A
Poverty rate	25%	24%	N/A
Students per teacher	18.1	18.3	18.6
Average teacher salary	\$45,193	\$45,264	\$46,026
Amount from Proposition 301	\$3,195	\$3,784	\$4,810
Average years of teacher experience	11.0	10.9	10.9
Percentage of teachers in first 3 years	16%	19%	20%

### Financial stress assessment

	Number of districts		
<b>Overall financial stress level:</b>	151	48	9
<b>Measure: 2012 through 2014</b>			
Change in number of district students	158	32	18
Spending exceeded operating/capital budgets	181	3	24
Spending increase election results	78	7	26
Operating reserve percentage (max. 4%), trend	142	33	33
Years of capital reserve held	109	80	19
Current financial and internal control status	164	21	11
<b>Stress level</b>	Low	Moderate	High

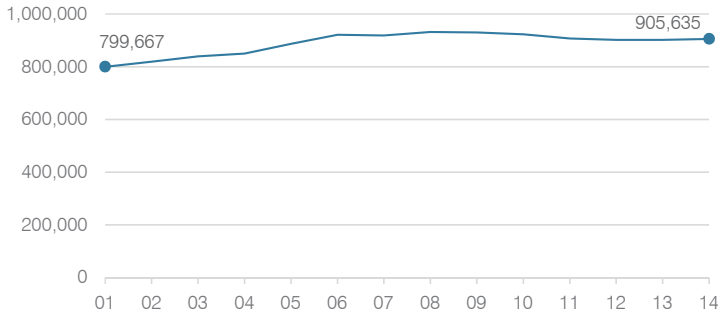
<sup>1</sup> See Appendix, page b-1.

# State of Arizona

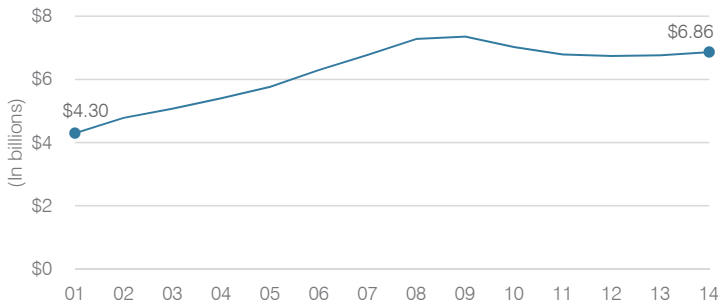
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	57.7	58.2	58.6	58.6	58.4	58.3	57.9	57.3	56.9	55.9	54.7	54.2	53.8	53.8

## TRENDS Fiscal years 2001 to 2014

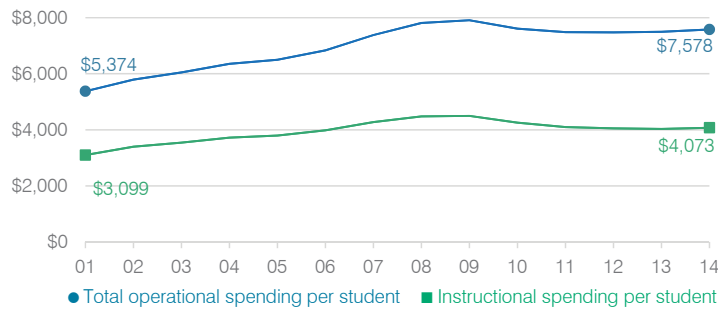
### Students attending



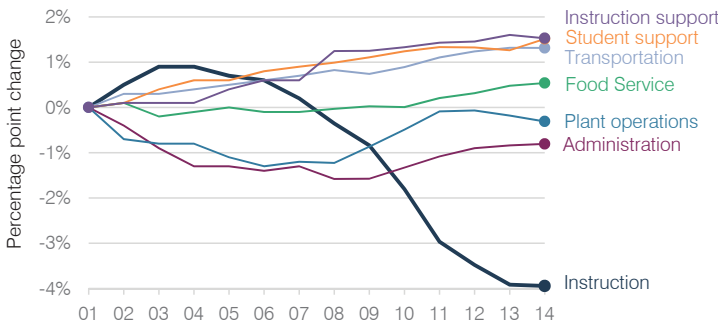
### Total operational spending



### Total operational and instructional spending per student



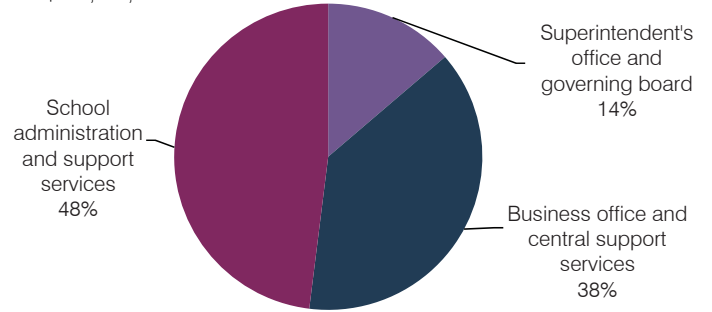
### Changes in operational spending percentages



## SPENDING DETAIL Fiscal year 2014

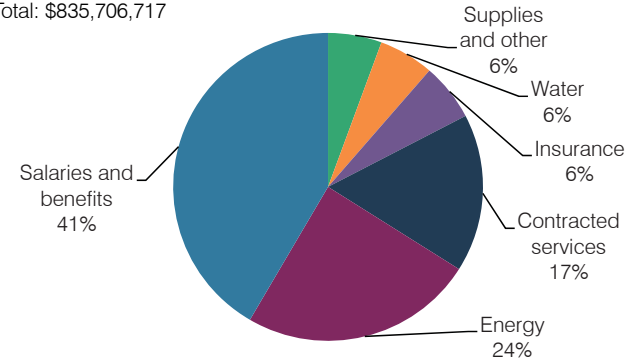
### Administrative spending by category

Total: \$685,884,541



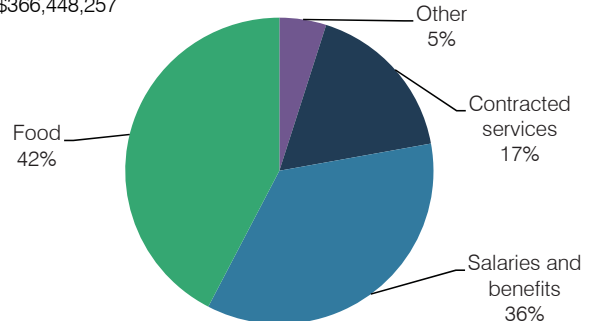
### Plant operations spending by category

Total: \$835,706,717



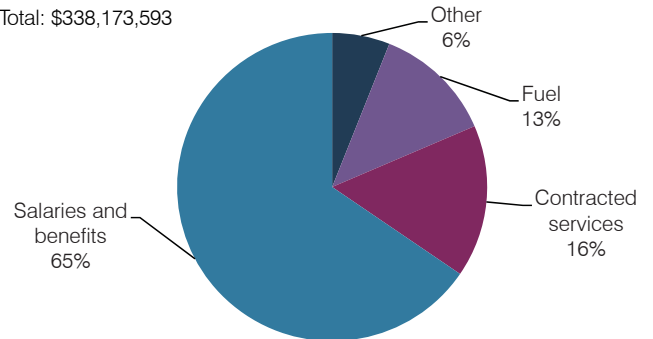
### Food service spending by category

Total: \$366,448,257



### Transportation spending by category

Total: \$338,173,593



# Agua Fria Union High School District

Maricopa County

Efficiency peer groups 3 and T-5, Achievement peer group 8

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

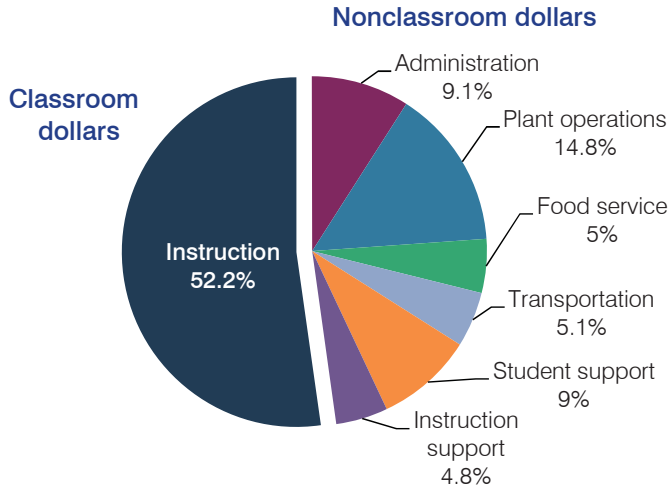
District size, location: Medium-large, Suburb

Students attending: 7,129

Number of schools: 4

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 9 percent. Spending in the classroom decreased overall from 53.7 to 52.2 percent. Spending on student support increased and spending on plant operations, food service, and instruction support increased slightly, while spending on administration decreased. Spending on transportation remained stable.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$625	\$771	\$757
	Students per administrator	64	69	68
Plant operations	Cost per square foot	\$7.19	\$5.92	\$6.04
	Square footage per student	141	163	153
Food service	Cost per meal equivalent	\$2.79	\$2.82	\$2.69
Transportation	Cost per mile	\$3.57	\$3.47	\$3.62
	Cost per rider	\$1,129	\$1,326	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$6,753</b>	<b>\$6,829</b>	<b>\$7,182</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,551</b>	<b>3,565</b>	<b>3,829</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,202</b>	<b>3,264</b>	<b>3,353</b>	<b>3,505</b>	<b>4,172</b>
Administration	603	625	771	757	1,160
Plant operations	993	1,012	955	923	1,008
Food service	338	339	324	405	429
Transportation	365	346	426	373	464
Student support	587	616	561	600	594
Instruction support	316	326	316	447	517

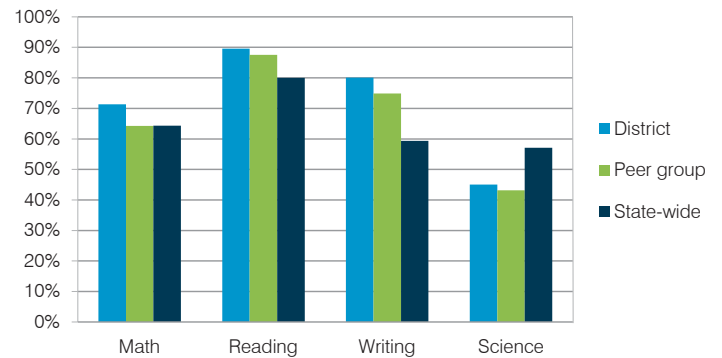
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **B**

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

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2013)	82%	80%	75%
Poverty rate (2013)	15%	19%	24%
Students per teacher	21.2	22.8	18.6
Average teacher salary	\$47,578	\$48,393	\$46,026
Amount from Proposition 301	\$5,423	\$6,719	\$4,810
Average years of teacher experience	7.6	9.6	10.9
Percentage of teachers in first 3 years	37%	24%	20%

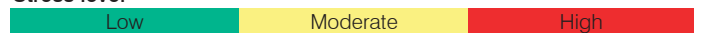
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Increase
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	More than 3 years
Current financial and internal control status	Compliant

Stress level





# Aguila Elementary School District

Maricopa County

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

Legislative district(s): 13

District size, location:

Very small, Rural

Students attending:

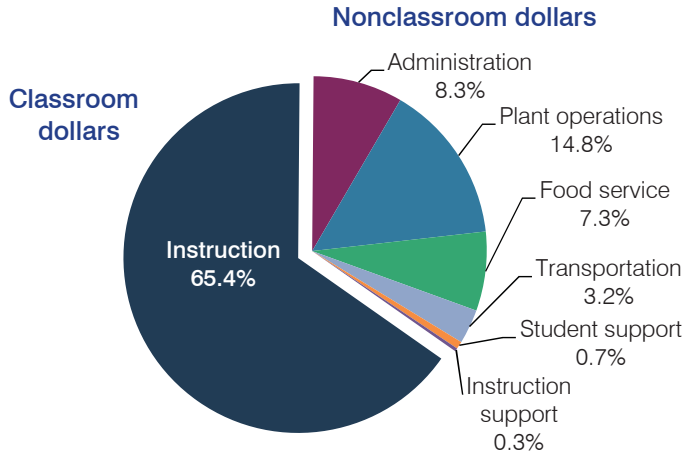
144

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 25 percent. Spending in the classroom varied year to year, increasing overall from 62.1 to 65.4 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on instruction support decreased substantially and spending on administration and student support decreased.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$811	\$2,835	\$757
	Students per administrator	38	28	68
Plant operations	Cost per square foot	\$6.51	\$6.51	\$6.04
	Square footage per student	221	351	153
Food service	Cost per meal equivalent	\$2.73	\$5.02	\$2.69
Transportation	Cost per mile	\$0.87	\$1.61	\$3.62
	Cost per rider	\$622	\$1,444	\$1,036

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$9,012</b>	<b>\$9,745</b>	<b>\$16,101</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>5,687</b>	<b>6,371</b>	<b>8,231</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,325</b>	<b>3,374</b>	<b>7,870</b>	<b>3,505</b>	<b>4,172</b>
Administration	1,069	811	2,835	757	1,160
Plant operations	945	1,441	2,137	923	1,008
Food service	782	716	901	405	429
Transportation	297	312	1,072	373	464
Student support	126	67	536	600	594
Instruction support	106	27	389	447	517

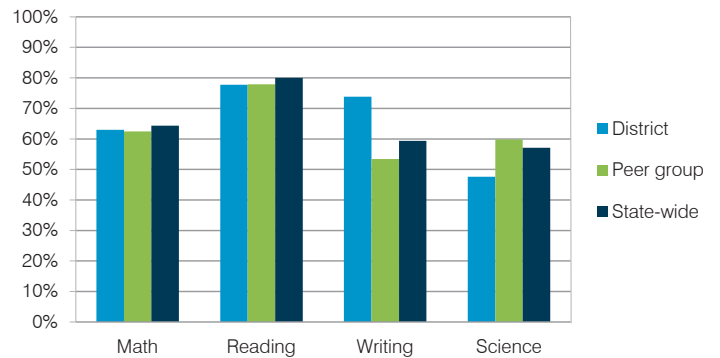
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	25%	25%	24%
Students per teacher	14.4	13.1	18.6
Average teacher salary	\$42,443	\$45,915	\$46,026
Amount from Proposition 301	\$3,359	\$3,467	\$4,810
Average years of teacher experience	18.2	12.1	10.9
Percentage of teachers in first 3 years	11%	13%	20%

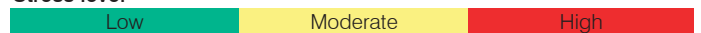
### Financial stress assessment

Overall financial stress level: **High**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	Operating and capital
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	0.1%, Steady
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant

Stress level



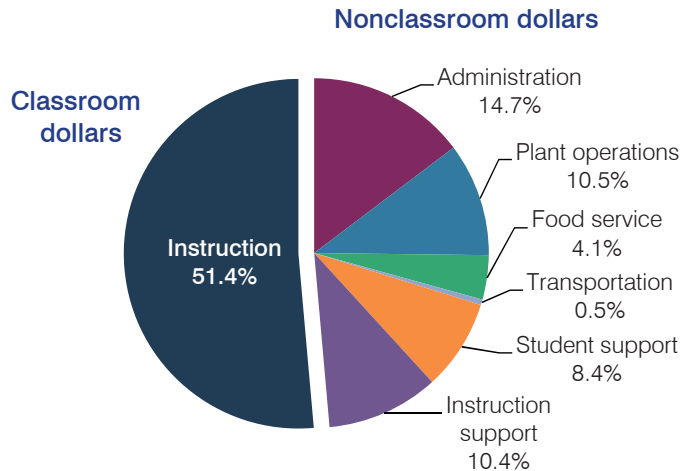
# Ajo Unified School District

Pima County  
 Efficiency peer groups 6 and T-9, Achievement peer group 5  
 Legislative district(s): 4

District size, location: Small, Town  
 Students attending: 408  
 Number of schools: 2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil increased by 10 percent. Spending in the classroom varied year to year, decreasing overall from 58.3 to 51.4 percent. Overall, spending on administration, student support, and instruction support 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	\$1,459	\$1,534	\$757
	Students per administrator	49	45	68
Plant operations	Cost per square foot	\$3.95	\$4.68	\$6.04
	Square footage per student	262	307	153
Food service	Cost per meal equivalent	\$2.75	\$3.36	\$2.69
Transportation	Cost per mile	\$1.40	\$2.32	\$3.62
	Cost per rider	\$907	\$981	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$10,438</b>	<b>\$9,904</b>	<b>\$10,014</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>5,200</b>	<b>5,092</b>	<b>5,015</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>5,238</b>	<b>4,812</b>	<b>4,999</b>	<b>3,505</b>	<b>4,172</b>
Administration	1,303	1,459	1,534	757	1,160
Plant operations	1,161	1,036	1,518	923	1,008
Food service	434	404	448	405	429
Transportation	53	44	501	373	464
Student support	787	837	626	600	594
Instruction support	1,500	1,032	372	447	517

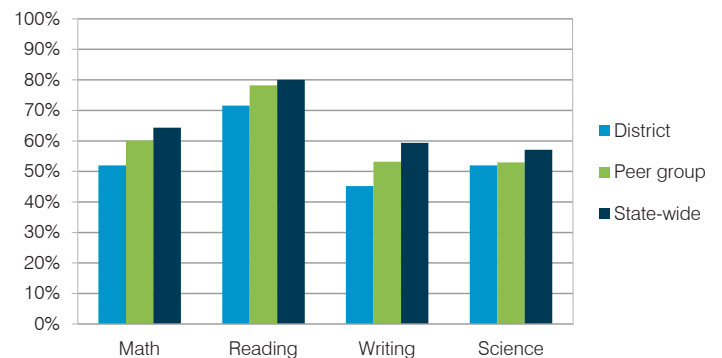
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **B**

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

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	94%	95%
Graduation rate (2013)	84%	80%	75%
Poverty rate (2013)	25%	24%	24%
Students per teacher	13.8	17.3	18.6
Average teacher salary	\$42,841	\$42,872	\$46,026
Amount from Proposition 301	\$2,656	\$5,022	\$4,810
Average years of teacher experience	18.0	12.1	10.9
Percentage of teachers in first 3 years	21%	19%	20%

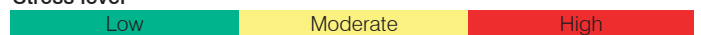
### Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	3.8%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



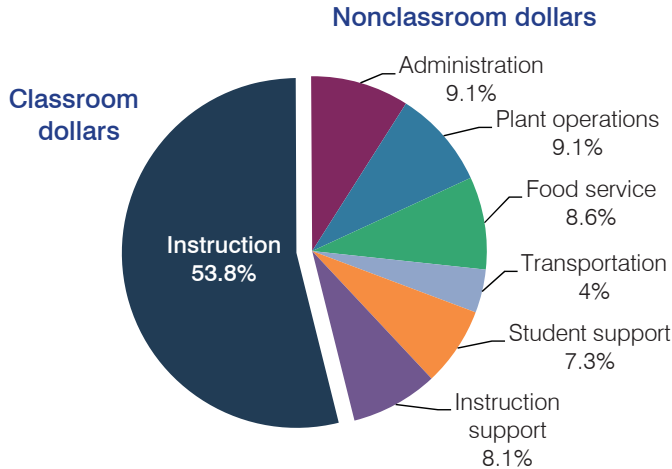
# Alhambra Elementary School District

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

District size, location: Large, City  
 Students attending: 13,319  
 Number of schools: 15

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 7 percent. Spending in the classroom decreased from 56.7 to 53.8 percent. Spending on administration increased substantially and spending on transportation increased. Overall, spending on most other nonclassroom areas remained fairly stable.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$647	\$726	\$757
	Students per administrator	72	77	68
Plant operations	Cost per square foot	\$5.59	\$6.09	\$6.04
	Square footage per student	116	131	153
Food service	Cost per meal equivalent	\$3.00	\$2.64	\$2.69
Transportation	Cost per mile	\$7.50	\$6.52	\$3.62
	Cost per rider	\$856	\$710	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$6,983</b>	<b>\$7,129</b>	<b>\$7,414</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,772</b>	<b>3,838</b>	<b>3,939</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,211</b>	<b>3,291</b>	<b>3,475</b>	<b>3,505</b>	<b>4,172</b>
Administration	604	647	726	757	1,160
Plant operations	660	646	793	923	1,008
Food service	624	616	547	405	429
Transportation	278	285	308	373	464
Student support	526	518	575	600	594
Instruction support	519	579	526	447	517

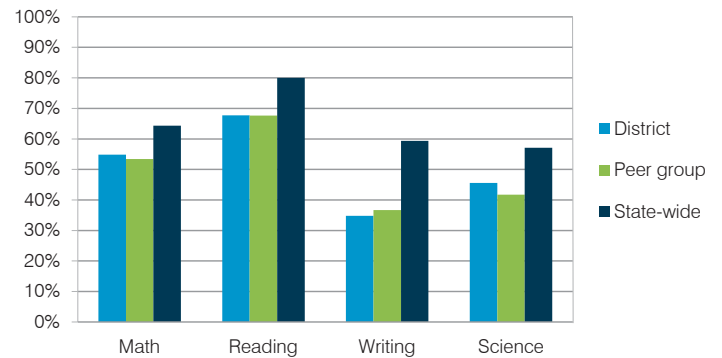
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	3	20%
B	4	27%
C	3	20%
D	4	27%
F	1	6%
Not rated	0	0%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	49%	52%	24%
Students per teacher	23.0	18.2	18.6
Average teacher salary	\$56,639	\$47,973	\$46,026
Amount from Proposition 301	\$3,257	\$4,193	\$4,810
Average years of teacher experience	9.2	8.8	10.9
Percentage of teachers in first 3 years	25%	33%	20%

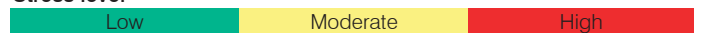
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.2%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



# Alpine Elementary School District

Apache County

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

Legislative district(s): 7

District size, location:

Very small, Rural

Students attending:

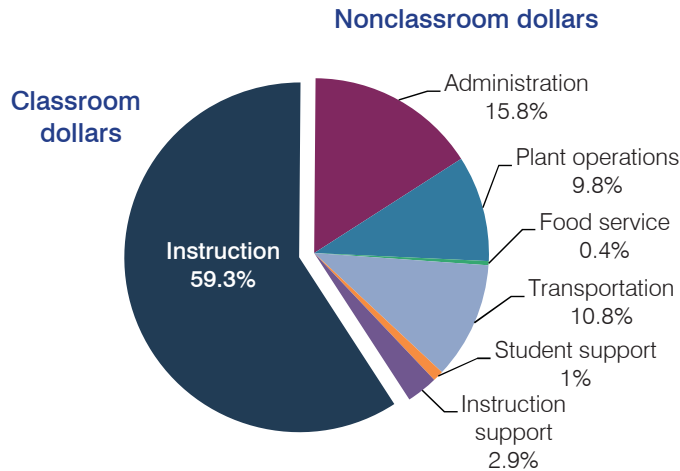
54

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 3 percent. Spending in the classroom varied year to year, increasing overall from 58.4 to 59.3 percent. Spending on some nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on plant operations and instruction support decreased, while spending on transportation increased substantially.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,536	\$2,835	\$757
	Students per administrator	36	28	68
Plant operations	Cost per square foot	\$5.69	\$6.51	\$6.04
	Square footage per student	277	351	153
Food service	Cost per meal equivalent	N/A	\$5.02	\$2.69
Transportation	Cost per mile	\$0.66	\$1.61	\$3.62
	Cost per rider	\$1,605	\$1,444	\$1,036

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$15,487</b>	<b>\$16,067</b>	<b>\$16,101</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>9,165</b>	<b>9,534</b>	<b>8,231</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>6,322</b>	<b>6,533</b>	<b>7,870</b>	<b>3,505</b>	<b>4,172</b>
Administration	2,462	2,536	2,835	757	1,160
Plant operations	1,768	1,575	2,137	923	1,008
Food service	69	62	901	405	429
Transportation	1,442	1,733	1,072	373	464
Student support	133	160	536	600	594
Instruction support	448	467	389	447	517

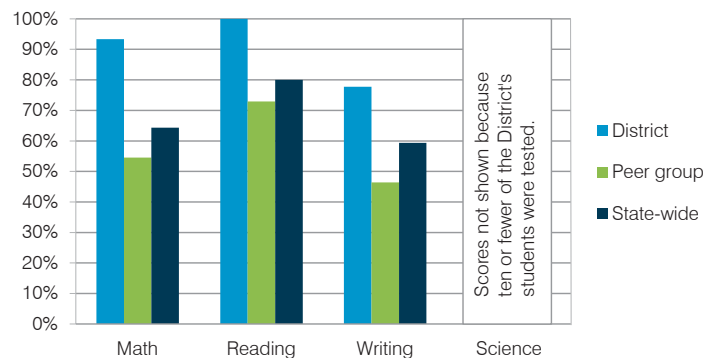
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	35%	39%	24%
Students per teacher	10.7	15.0	18.6
Average teacher salary	\$57,404	\$47,060	\$46,026
Amount from Proposition 301	\$4,167	\$3,492	\$4,810
Average years of teacher experience	17.8	11.8	10.9
Percentage of teachers in first 3 years	0%	15%	20%

### Financial stress assessment

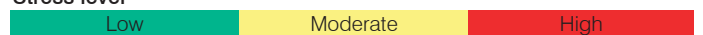
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (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



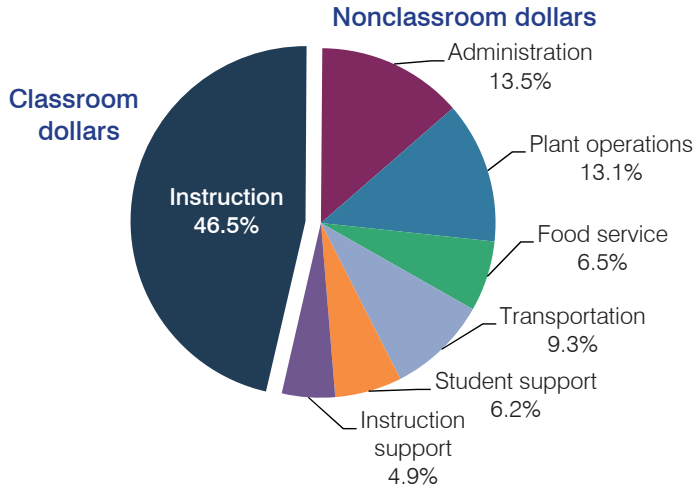
# Altar Valley Elementary School District

Pima County  
 Efficiency peer groups 9 and T-8, Achievement peer group 19  
 Legislative district(s): 2 and 4

District size, location: Medium, Rural  
 Students attending: 621  
 Number of schools: 2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil increased by 2 percent. Spending in the classroom was very inconsistent year to year, decreasing overall from 47.6 to 46.5 percent. Overall, spending on administration and plant operations increased and spending on food service increased slightly, while spending on transportation and student support decreased.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,378	\$974	\$757
	Students per administrator	44	65	68
Plant operations	Cost per square foot	\$7.57	\$6.55	\$6.04
	Square footage per student	177	140	153
Food service	Cost per meal equivalent	\$2.89	\$2.82	\$2.69
Transportation	Cost per mile	\$1.95	\$2.61	\$3.62
	Cost per rider	\$606	\$774	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$9,383</b>	<b>\$10,200</b>	<b>\$7,678</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>4,199</b>	<b>4,742</b>	<b>3,796</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>5,184</b>	<b>5,458</b>	<b>3,882</b>	<b>3,505</b>	<b>4,172</b>
Administration	1,311	1,378	974	757	1,160
Plant operations	1,314	1,340	902	923	1,008
Food service	568	663	549	405	429
Transportation	1,045	946	496	373	464
Student support	522	634	463	600	594
Instruction support	424	497	498	447	517

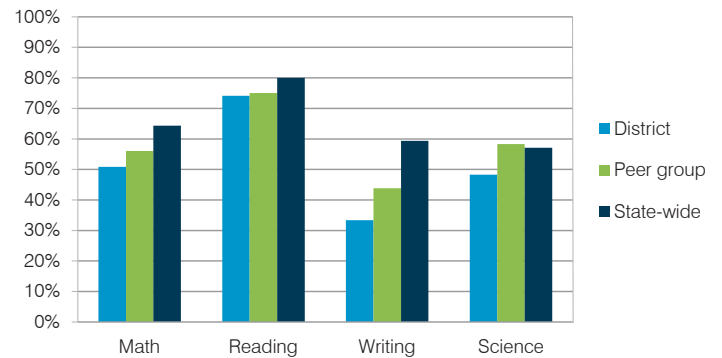
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	31%	30%	24%
Students per teacher	15.2	13.0	18.6
Average teacher salary	\$41,452	\$44,780	\$46,026
Amount from Proposition 301	\$2,154	\$3,720	\$4,810
Average years of teacher experience	6.7	14.2	10.9
Percentage of teachers in first 3 years	48%	15%	20%

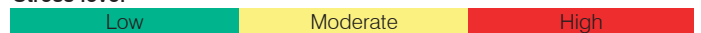
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



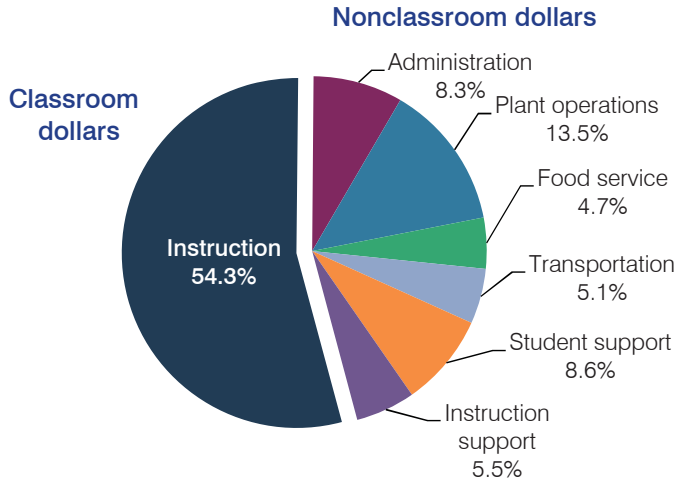
# Amphitheater Unified School District

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: 13,722  
 Number of schools: 20

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 9 percent. Spending in the classroom decreased from 58.5 to 54.3 percent. Overall, spending on plant operations and student support increased and spending on administration and food service increased slightly. Spending on instruction support decreased, while spending on transportation remained stable.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$643	\$685	\$757
	Students per administrator	54	68	68
Plant operations	Cost per square foot	\$5.63	\$6.29	\$6.04
	Square footage per student	187	147	153
Food service	Cost per meal equivalent	\$2.72	\$2.68	\$2.69
Transportation	Cost per mile	\$3.16	\$3.54	\$3.62
	Cost per rider	\$858	\$1,065	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$7,839</b>	<b>\$7,785</b>	<b>\$7,122</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>4,230</b>	<b>4,224</b>	<b>3,815</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,609</b>	<b>3,561</b>	<b>3,307</b>	<b>3,505</b>	<b>4,172</b>
Administration	623	643	685	757	1,160
Plant operations	1,134	1,052	912	923	1,008
Food service	355	363	339	405	429
Transportation	405	400	360	373	464
Student support	651	670	533	600	594
Instruction support	441	433	478	447	517

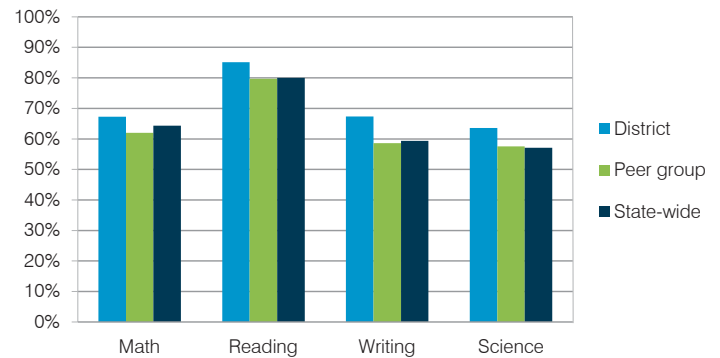
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	6	30%
B	8	40%
C	5	25%
D	0	0%
F	0	0%
Not rated	1	5%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2013)	86%	80%	75%
Poverty rate (2013)	20%	23%	24%
Students per teacher	17.5	18.6	18.6
Average teacher salary	\$43,601	\$45,840	\$46,026
Amount from Proposition 301	\$6,956	\$5,396	\$4,810
Average years of teacher experience	12.6	11.7	10.9
Percentage of teachers in first 3 years	15%	19%	20%

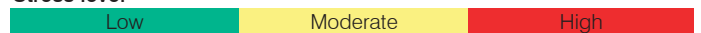
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	0.9%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



# Antelope Union High School District

Yuma County

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

Legislative district(s): 4 and 13

District size, location:

Small, Rural

Students attending:

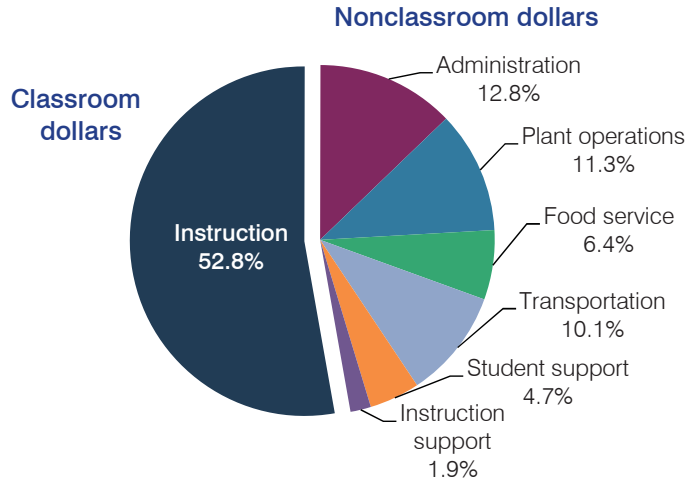
291

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil increased by 10 percent. Spending in the classroom varied year to year, ranging overall from a high of 52.8 to a low of 47.7 percent. Spending on administration and transportation increased substantially, while spending on instruction 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	\$1,335	\$1,534	\$757
	Students per administrator	53	45	68
Plant operations	Cost per square foot	\$3.17	\$4.68	\$6.04
	Square footage per student	374	307	153
Food service	Cost per meal equivalent	\$4.22	\$3.36	\$2.69
Transportation	Cost per mile	\$1.33	\$2.12	\$3.62
	Cost per rider	\$1,058	\$1,121	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$10,579</b>	<b>\$10,432</b>	<b>\$10,014</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>5,442</b>	<b>5,506</b>	<b>5,015</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>5,137</b>	<b>4,926</b>	<b>4,999</b>	<b>3,505</b>	<b>4,172</b>
Administration	1,156	1,335	1,534	757	1,160
Plant operations	1,233	1,183	1,518	923	1,008
Food service	708	662	448	405	429
Transportation	905	1,050	501	373	464
Student support	576	494	626	600	594
Instruction support	559	202	372	447	517

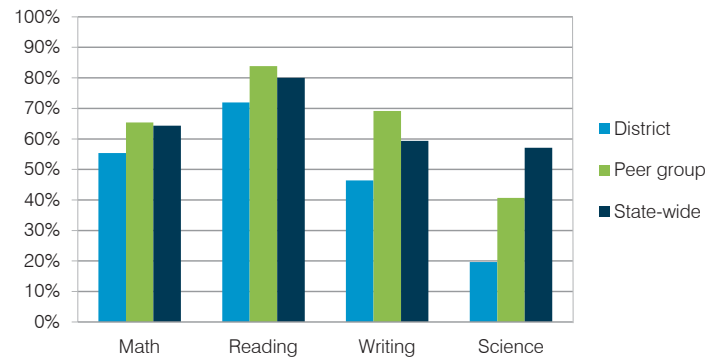
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2013)	75%	75%	75%
Poverty rate (2013)	20%	20%	24%
Students per teacher	13.5	16.3	18.6
Average teacher salary	\$46,420	\$41,233	\$46,026
Amount from Proposition 301	\$3,126	\$4,174	\$4,810
Average years of teacher experience	15.6	11.5	10.9
Percentage of teachers in first 3 years	5%	22%	20%

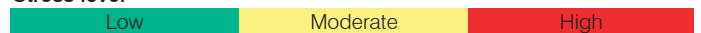
### Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.4%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Noncompliant

Stress level



# Apache Elementary School District

Cochise County

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

Legislative district(s): 14

District size, location:

Very small, Rural

Students attending:

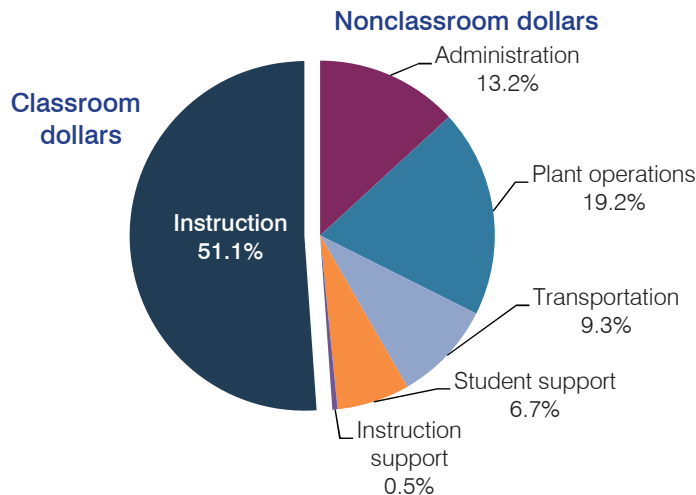
7

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 35 percent. Spending in the classroom varied year to year, decreasing overall from 54.9 to 51.1 percent. Spending on most 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	\$3,505	\$2,835	\$757
	Students per administrator	5	28	68
Plant operations	Cost per square foot	\$21.52	\$6.51	\$6.04
	Square footage per student	238	351	153
Food service	Cost per meal equivalent	N/A	\$5.02	\$2.69
Transportation	Cost per mile	\$1.29	\$1.61	\$3.62
	Cost per rider	\$2,570	\$1,444	\$1,036

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$27,043</b>	<b>\$26,643</b>	<b>\$16,101</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>13,346</b>	<b>13,605</b>	<b>8,231</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>13,697</b>	<b>13,038</b>	<b>7,870</b>	<b>3,505</b>	<b>4,172</b>
Administration	3,255	3,505	2,835	757	1,160
Plant operations	4,231	5,126	2,137	923	1,008
Food service	0	0	901	405	429
Transportation	4,312	2,492	1,072	373	464
Student support	1,862	1,774	536	600	594
Instruction support	37	141	389	447	517

## 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%

### Students who met state standards (AIMS)

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

### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	98%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	26%	25%	24%
Students per teacher	7.2	13.1	18.6
Average teacher salary	N/A	\$45,915	\$46,026
Amount from Proposition 301	N/A	\$3,467	\$4,810
Average years of teacher experience	N/A	12.1	10.9
Percentage of teachers in first 3 years	N/A	13%	20%

### Financial stress assessment

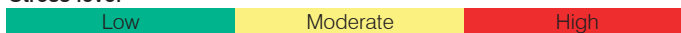
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (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





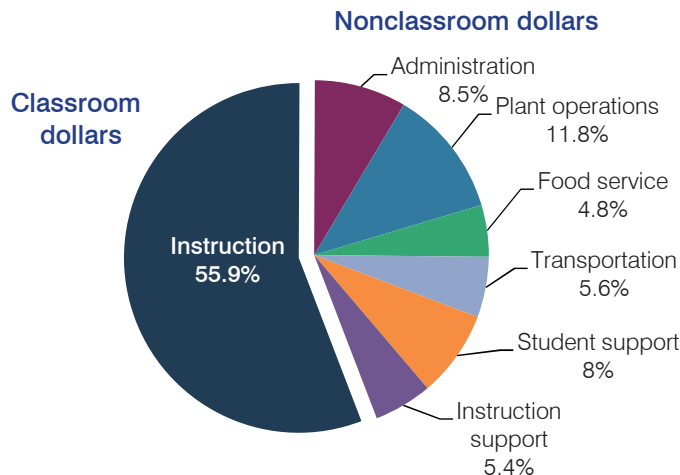
# Apache Junction Unified School District

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: 4,415  
 Number of schools: 6

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 12 percent. Spending in the classroom varied year to year, decreasing overall from 56.9 to 55.9 percent. Spending on food service, student support, and instruction support increased slightly. 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	\$597	\$771	\$757
	Students per administrator	63	69	68
Plant operations	Cost per square foot	\$5.66	\$5.92	\$6.04
	Square footage per student	146	163	153
Food service	Cost per meal equivalent	\$2.60	\$2.82	\$2.69
Transportation	Cost per mile	\$3.26	\$3.79	\$3.62
	Cost per rider	\$842	\$977	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$7,081</b>	<b>\$7,009</b>	<b>\$7,182</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,936</b>	<b>3,919</b>	<b>3,829</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,145</b>	<b>3,090</b>	<b>3,353</b>	<b>3,505</b>	<b>4,172</b>
Administration	616	597	771	757	1,160
Plant operations	815	828	955	923	1,008
Food service	322	334	324	405	429
Transportation	388	390	426	373	464
Student support	574	558	561	600	594
Instruction support	430	383	316	447	517

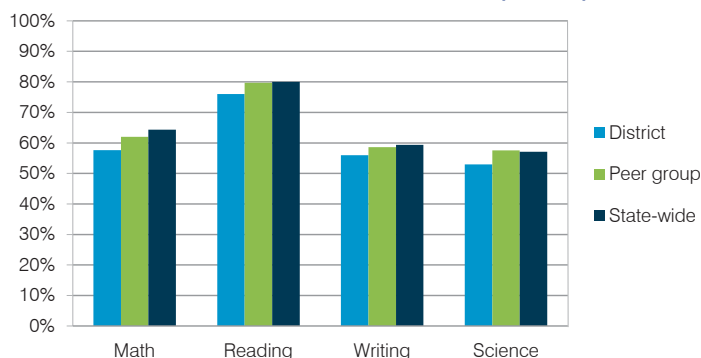
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **C**

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

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	95%
Graduation rate (2013)	78%	80%	75%
Poverty rate (2013)	28%	23%	24%
Students per teacher	19.1	18.6	18.6
Average teacher salary	\$45,840	\$45,840	\$46,026
Amount from Proposition 301	\$5,872	\$5,396	\$4,810
Average years of teacher experience	9.0	11.7	10.9
Percentage of teachers in first 3 years	27%	19%	20%

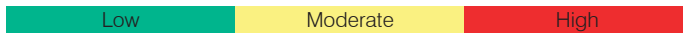
### Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	0.8%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



# Arlington Elementary School District

Maricopa County

Efficiency peer groups 10 and T-10, Achievement peer group 20

Legislative district(s): 4 and 13

District size, location:

Small, Rural

Students attending:

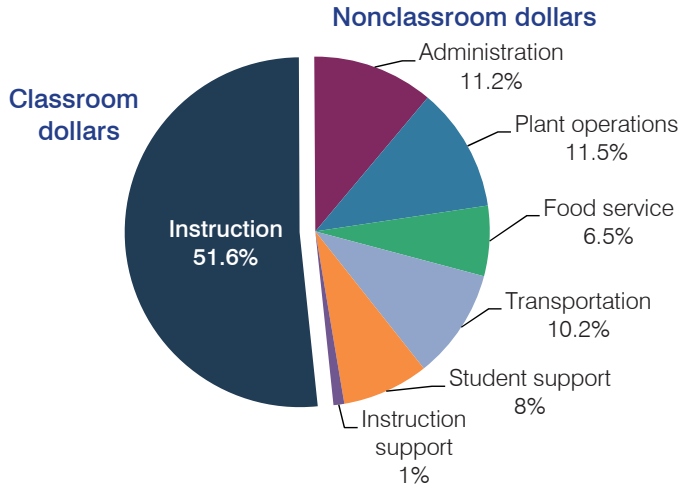
239

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil increased by 1 percent. Spending in the classroom decreased overall from 56.6 to 51.6 percent. Overall, spending on transportation increased substantially and spending on student support increased. Spending on food service remained fairly stable, 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	\$1,173	\$1,165	\$757
	Students per administrator	96	57	68
Plant operations	Cost per square foot	\$7.87	\$6.15	\$6.04
	Square footage per student	153	179	153
Food service	Cost per meal equivalent	\$3.00	\$2.98	\$2.69
Transportation	Cost per mile	\$2.15	\$2.12	\$3.62
	Cost per rider	\$958	\$1,121	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$10,127</b>	<b>\$10,421</b>	<b>\$8,683</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>5,093</b>	<b>5,374</b>	<b>4,668</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>5,034</b>	<b>5,047</b>	<b>4,015</b>	<b>3,505</b>	<b>4,172</b>
Administration	1,264	1,173	1,165	757	1,160
Plant operations	1,154	1,203	1,037	923	1,008
Food service	651	674	550	405	429
Transportation	999	1,064	546	373	464
Student support	799	831	467	600	594
Instruction support	167	102	250	447	517

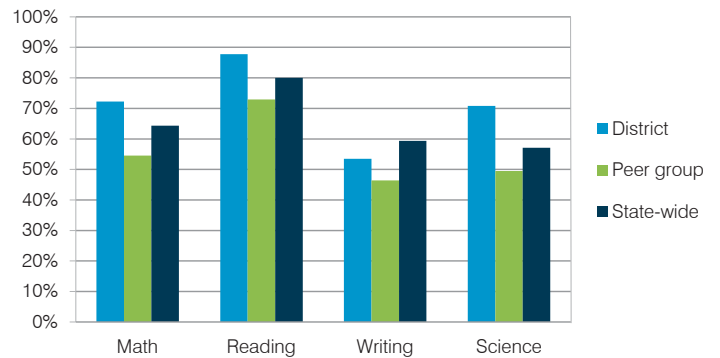
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	35%	39%	24%
Students per teacher	19.9	15.0	18.6
Average teacher salary	\$57,876	\$47,060	\$46,026
Amount from Proposition 301	\$5,757	\$3,492	\$4,810
Average years of teacher experience	9.8	11.8	10.9
Percentage of teachers in first 3 years	8%	15%	20%

### Financial stress assessment

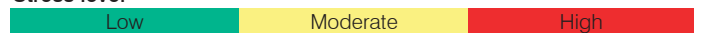
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	2.9%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant

Stress level



# Ash Creek Elementary School District

Cochise County

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

Legislative district(s): 14

District size, location:

Very small, Rural

Students attending:

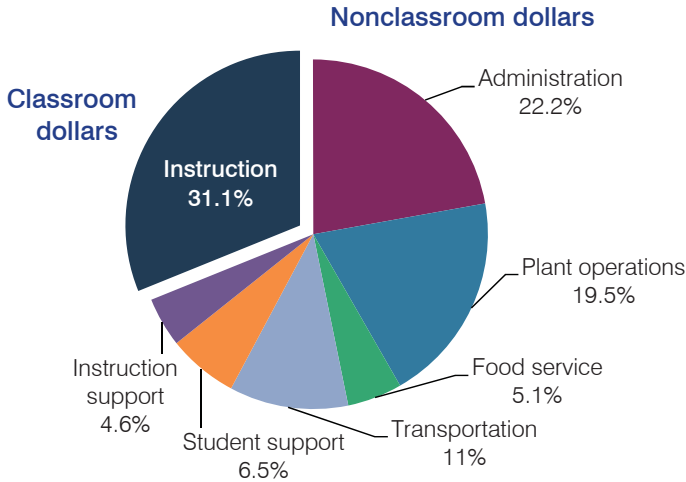
17

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Student enrollment decreased by 41 percent, which contributed to the 18 percent increase in total spending per pupil. Spending in the classroom varied year to year, decreasing overall from 39.9 to 31.1 percent. Spending on all nonclassroom areas also varied year to year, as is common for very small districts.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$6,899	\$2,835	\$757
	Students per administrator	11	28	68
Plant operations	Cost per square foot	\$4.77	\$6.51	\$6.04
	Square footage per student	1,274	351	153
Food service	Cost per meal equivalent	\$9.04	\$5.02	\$2.69
Transportation	Cost per mile	\$1.91	\$1.61	\$3.62
	Cost per rider	\$5,250	\$1,444	\$1,036

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$34,743</b>	<b>\$31,102</b>	<b>\$16,101</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>14,470</b>	<b>9,673</b>	<b>8,231</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>20,273</b>	<b>21,429</b>	<b>7,870</b>	<b>3,505</b>	<b>4,172</b>
Administration	9,446	6,899	2,835	757	1,160
Plant operations	6,540	6,076	2,137	923	1,008
Food service	1,056	1,568	901	405	429
Transportation	1,913	3,433	1,072	373	464
Student support	737	2,020	536	600	594
Instruction support	581	1,433	389	447	517

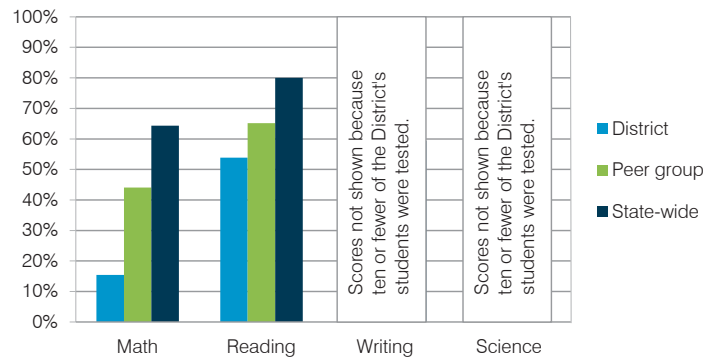
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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	0	0%
F	1	100%
Not rated	0	0%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	93%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	58%	51%	24%
Students per teacher	6.7	12.6	18.6
Average teacher salary	\$39,678	\$43,853	\$46,026
Amount from Proposition 301	\$1,808	\$2,969	\$4,810
Average years of teacher experience	14.5	13.4	10.9
Percentage of teachers in first 3 years	0%	9%	20%

### Financial stress assessment

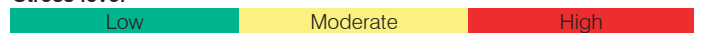
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (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



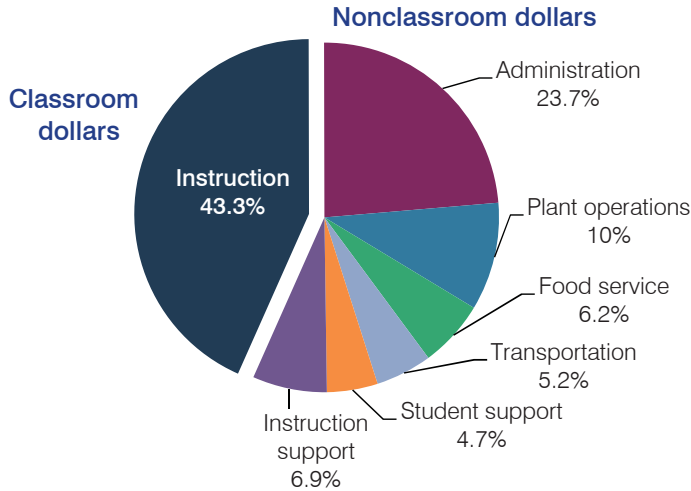
# Ash Fork Joint Unified School District

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

District size, location: Small, Rural  
 Students attending: 231  
 Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil increased by 10 percent. Spending in the classroom decreased from 54.8 to 43.3 percent. Overall, spending on administration 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	\$3,100	\$1,534	\$757
	Students per administrator	46	45	68
Plant operations	Cost per square foot	\$5.71	\$4.68	\$6.04
	Square footage per student	230	307	153
Food service	Cost per meal equivalent	\$4.56	\$3.36	\$2.69
Transportation	Cost per mile	\$2.09	\$2.61	\$3.62
	Cost per rider	\$1,173	\$774	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$14,593</b>	<b>\$13,104</b>	<b>\$10,014</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>6,145</b>	<b>5,678</b>	<b>5,015</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>8,448</b>	<b>7,426</b>	<b>4,999</b>	<b>3,505</b>	<b>4,172</b>
Administration	3,434	3,100	1,534	757	1,160
Plant operations	1,654	1,316	1,518	923	1,008
Food service	835	816	448	405	429
Transportation	789	679	501	373	464
Student support	622	610	626	600	594
Instruction support	1,114	905	372	447	517

## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

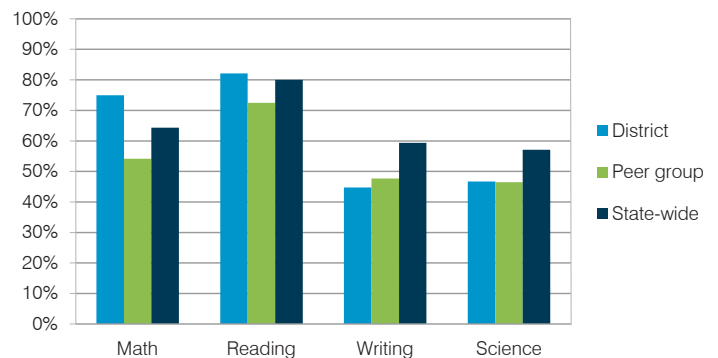
### ADE-reported district and school letter grades

District grade: **A**

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

<sup>1</sup> Includes schools that share a campus and on-line schools.

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	93%	95%
Graduation rate (2013)	82%	78%	75%
Poverty rate (2013)	31%	32%	24%
Students per teacher	14.5	16.5	18.6
Average teacher salary	\$42,015	\$43,049	\$46,026
Amount from Proposition 301	\$3,675	\$5,173	\$4,810
Average years of teacher experience	6.4	12.0	10.9
Percentage of teachers in first 3 years	38%	19%	20%

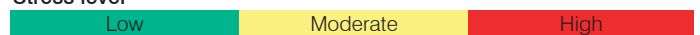
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant

Stress level



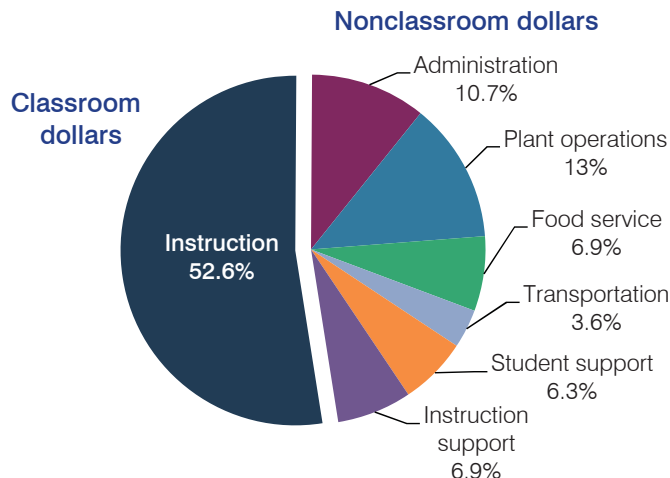
# Avondale Elementary School District

Maricopa County  
 Efficiency peer groups 8 and T-2, Achievement peer group 13  
 Legislative district(s): 4, 13, and 19

District size, location: Medium-large, Suburb  
 Students attending: 5,368  
 Number of schools: 8

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 9 percent. Spending in the classroom decreased overall from 58.6 to 52.6 percent. Spending on administration and plant operations increased substantially and spending on transportation increased. Spending on student support 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	\$711	\$895	\$757
	Students per administrator	69	69	68
Plant operations	Cost per square foot	\$6.22	\$6.19	\$6.04
	Square footage per student	139	143	153
Food service	Cost per meal equivalent	\$2.47	\$2.48	\$2.69
Transportation	Cost per mile	\$5.30	\$4.98	\$3.62
	Cost per rider	\$1,040	\$909	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$6,644</b>	<b>\$6,644</b>	<b>\$7,656</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,370</b>	<b>3,493</b>	<b>3,929</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,274</b>	<b>3,151</b>	<b>3,727</b>	<b>3,505</b>	<b>4,172</b>
Administration	716	711	895	757	1,160
Plant operations	883	867	879	923	1,008
Food service	511	459	558	405	429
Transportation	223	236	291	373	464
Student support	423	421	580	600	594
Instruction support	518	457	524	447	517

## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

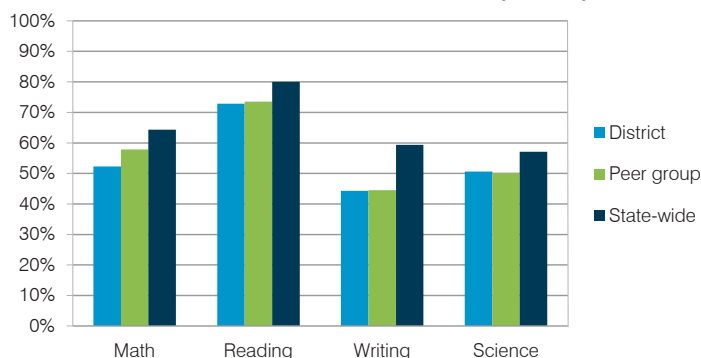
### ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools <sup>1</sup>	Percentage of schools
A	0	0%
B	4	44%
C	4	44%
D	0	0%
F	1	12%
Not rated	0	0%

<sup>1</sup> Includes schools that share a campus and on-line schools.

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	26%	26%	24%
Students per teacher	18.8	19.7	18.6
Average teacher salary	\$40,839	\$40,842	\$46,026
Amount from Proposition 301	\$2,262	\$3,876	\$4,810
Average years of teacher experience	5.6	7.6	10.9
Percentage of teachers in first 3 years	49%	34%	20%

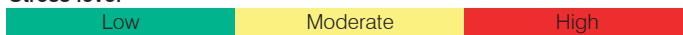
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	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



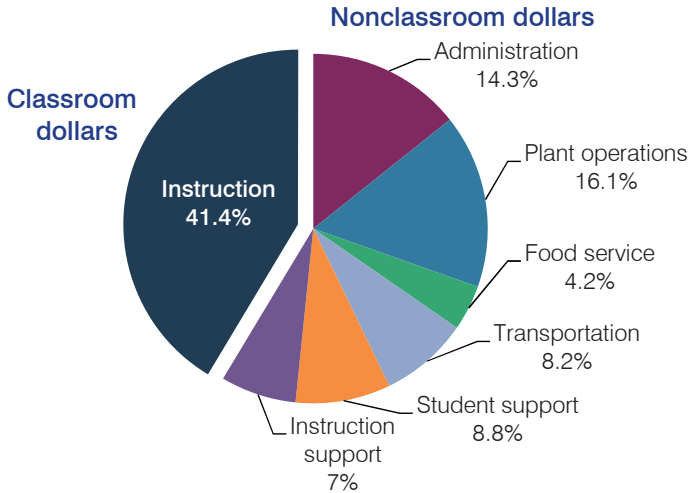
# Baboquivari Unified School District

Pima County  
 Efficiency peer groups 5 and T-10, Achievement peer group 7  
 Legislative district(s): 4

District size, location: Medium, Rural  
 Students attending: 954  
 Number of schools: 4

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil increased by 21 percent. Spending in the classroom was very inconsistent year to year, decreasing overall from 47.8 to 41.4 percent. Overall, spending on administration increased substantially, spending on plant operations and instruction support increased, and spending on food service increased slightly.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,310	\$1,016	\$757
	Students per administrator	33	54	68
Plant operations	Cost per square foot	\$7.90	\$4.71	\$6.04
	Square footage per student	331	261	153
Food service	Cost per meal equivalent	\$3.04	\$3.28	\$2.69
Transportation	Cost per mile	\$2.46	\$2.12	\$3.62
	Cost per rider	\$1,685	\$1,121	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$14,400</b>	<b>\$16,202</b>	<b>\$8,082</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>5,576</b>	<b>6,703</b>	<b>4,193</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>8,824</b>	<b>9,499</b>	<b>3,889</b>	<b>3,505</b>	<b>4,172</b>
Administration	2,115	2,310	1,016	757	1,160
Plant operations	2,238	2,611	1,145	923	1,008
Food service	582	682	389	405	429
Transportation	1,509	1,334	477	373	464
Student support	1,026	1,433	563	600	594
Instruction support	1,354	1,129	299	447	517

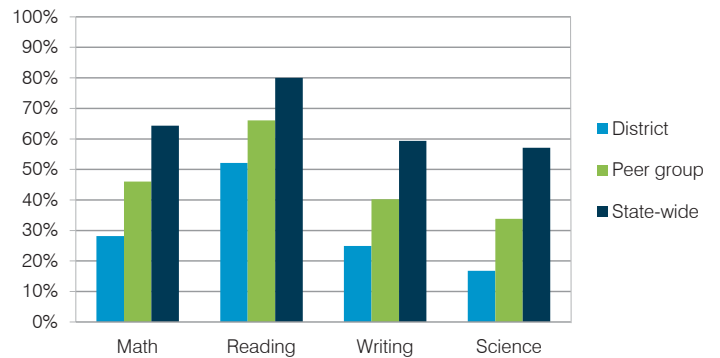
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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	25%
F	3	75%
Not rated	0	0%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	91%	93%	95%
Graduation rate (2013)	69%	73%	75%
Poverty rate (2013)	39%	45%	24%
Students per teacher	14.0	15.2	18.6
Average teacher salary	\$49,434	\$43,616	\$46,026
Amount from Proposition 301	\$2,643	\$4,111	\$4,810
Average years of teacher experience	9.4	12.2	10.9
Percentage of teachers in first 3 years	14%	18%	20%

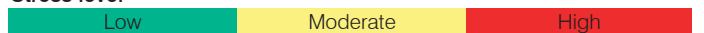
### Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	Operating and capital
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	Impact Aid Fund reserve
Years of capital reserve held	Impact Aid Fund reserve
Current financial and internal control status	Noncompliant

Stress level



# 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:

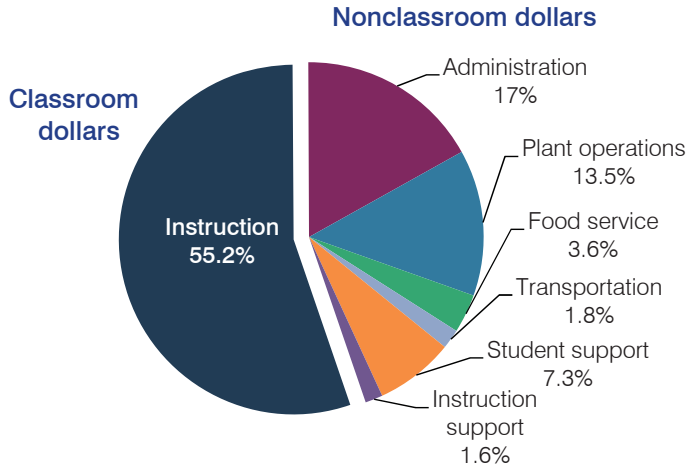
423

Number of schools:

2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil increased by 9 percent. Spending in the classroom varied year to year, increasing overall from 54.2 to 55.2 percent. Overall, spending on plant operations decreased substantially and spending on instruction support decreased slightly, while spending on student support increased substantially.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,932	\$1,534	\$757
	Students per administrator	38	45	68
Plant operations	Cost per square foot	\$6.56	\$4.68	\$6.04
	Square footage per student	233	307	153
Food service	Cost per meal equivalent	\$4.92	\$3.36	\$2.69
Transportation	Cost per mile	\$2.73	\$2.61	\$3.62
	Cost per rider	\$636	\$774	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$9,478</b>	<b>\$11,358</b>	<b>\$10,014</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>5,163</b>	<b>6,268</b>	<b>5,015</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>4,315</b>	<b>5,090</b>	<b>4,999</b>	<b>3,505</b>	<b>4,172</b>
Administration	1,795	1,932	1,534	757	1,160
Plant operations	1,228	1,528	1,518	923	1,008
Food service	386	414	448	405	429
Transportation	188	200	501	373	464
Student support	603	835	626	600	594
Instruction support	115	181	372	447	517

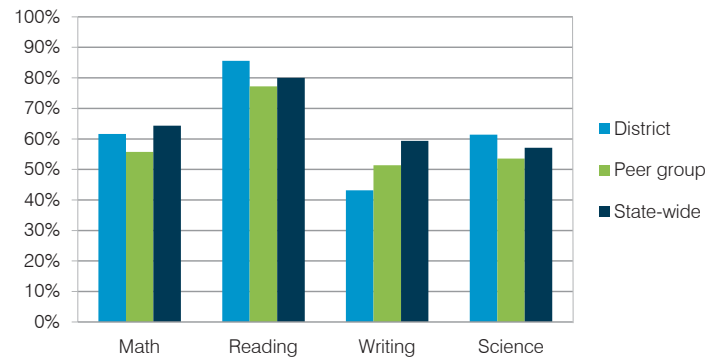
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **B**

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

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2013)	90%	86%	75%
Poverty rate (2013)	11%	15%	24%
Students per teacher	13.6	16.1	18.6
Average teacher salary	\$48,494	\$41,932	\$46,026
Amount from Proposition 301	\$5,935	\$4,526	\$4,810
Average years of teacher experience	9.7	10.2	10.9
Percentage of teachers in first 3 years	3%	21%	20%

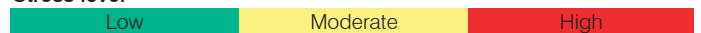
### Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.1%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



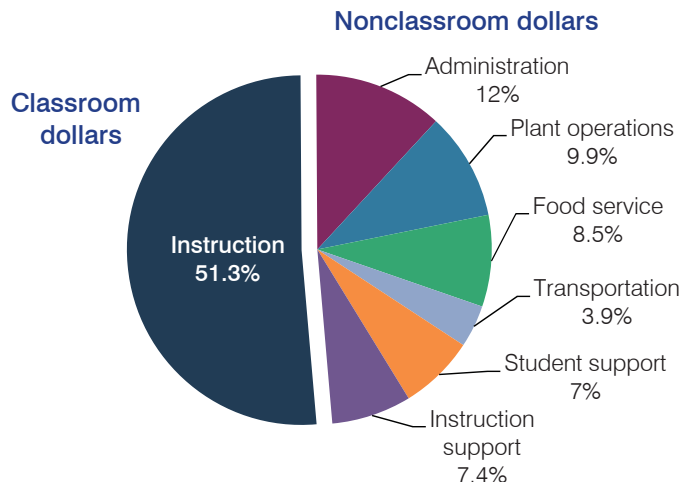
# Balsz Elementary School District

Maricopa County  
 Efficiency peer groups 8 and T-2, Achievement peer group 15  
 Legislative district(s): 24 and 27

District size, location: Medium-large, City  
 Students attending: 2,496  
 Number of schools: 5

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 7 percent. Spending in the classroom varied year to year, decreasing overall from 56.5 to 51.3 percent. Overall, spending on administration, food service, and instruction support increased substantially and spending on transportation increased slightly. Spending on plant operations decreased substantially.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,001	\$895	\$757
	Students per administrator	60	69	68
Plant operations	Cost per square foot	\$4.65	\$6.19	\$6.04
	Square footage per student	179	143	153
Food service	Cost per meal equivalent	\$2.40	\$2.48	\$2.69
Transportation	Cost per mile	\$2.68	\$4.98	\$3.62
	Cost per rider	\$488	\$909	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$7,957</b>	<b>\$8,359</b>	<b>\$7,656</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>4,116</b>	<b>4,289</b>	<b>3,929</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,841</b>	<b>4,070</b>	<b>3,727</b>	<b>3,505</b>	<b>4,172</b>
Administration	951	1,001	895	757	1,160
Plant operations	773	832	879	923	1,008
Food service	709	709	558	405	429
Transportation	268	322	291	373	464
Student support	567	588	580	600	594
Instruction support	573	618	524	447	517

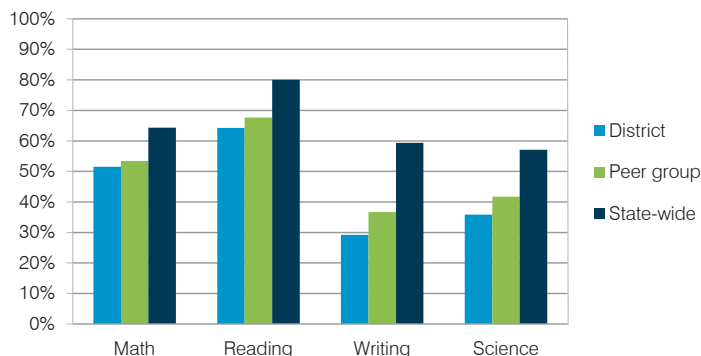
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **C**

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

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	60%	52%	24%
Students per teacher	16.8	18.2	18.6
Average teacher salary	\$44,923	\$47,973	\$46,026
Amount from Proposition 301	\$4,746	\$4,193	\$4,810
Average years of teacher experience	7.8	8.8	10.9
Percentage of teachers in first 3 years	40%	33%	20%

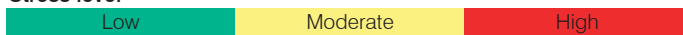
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.2%, Increasing
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant

Stress level





# Beaver Creek Elementary School District

Yavapai County

Efficiency peer groups 10 and T-7, Achievement peer group 17

Legislative district(s): 1 and 6

District size, location:

Small, Rural

Students attending:

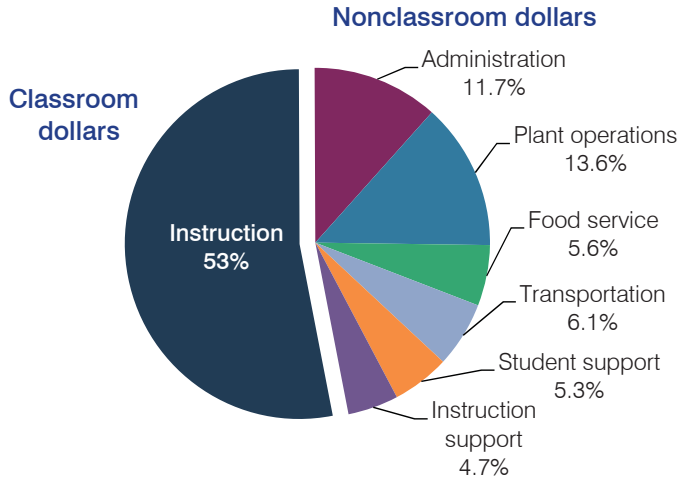
319

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil returned to 2009 levels, but spending in the classroom decreased from 59.7 to 53 percent. Overall, spending on plant operations 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	\$931	\$1,165	\$757
	Students per administrator	50	57	68
Plant operations	Cost per square foot	\$4.59	\$6.15	\$6.04
	Square footage per student	235	179	153
Food service	Cost per meal equivalent	\$2.59	\$2.98	\$2.69
Transportation	Cost per mile	\$2.75	\$3.45	\$3.62
	Cost per rider	\$604	\$832	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$7,312</b>	<b>\$7,943</b>	<b>\$8,683</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,856</b>	<b>4,212</b>	<b>4,668</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,456</b>	<b>3,731</b>	<b>4,015</b>	<b>3,505</b>	<b>4,172</b>
Administration	889	931	1,165	757	1,160
Plant operations	905	1,078	1,037	923	1,008
Food service	440	440	550	405	429
Transportation	431	486	546	373	464
Student support	457	421	467	600	594
Instruction support	334	375	250	447	517

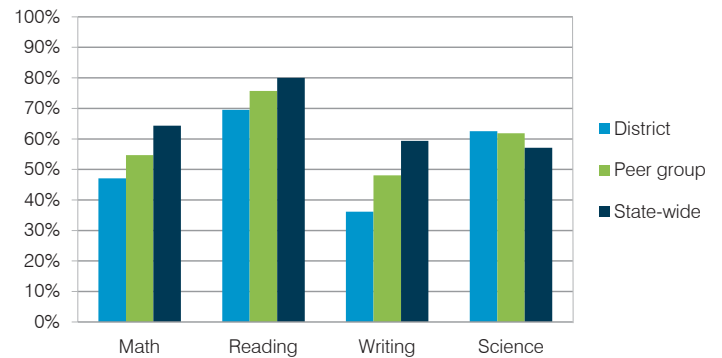
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	20%	20%	24%
Students per teacher	14.1	12.3	18.6
Average teacher salary	\$37,331	\$43,736	\$46,026
Amount from Proposition 301	\$5,383	\$3,455	\$4,810
Average years of teacher experience	11.5	11.8	10.9
Percentage of teachers in first 3 years	26%	15%	20%

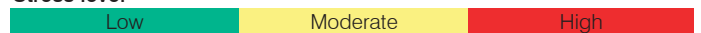
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.6%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



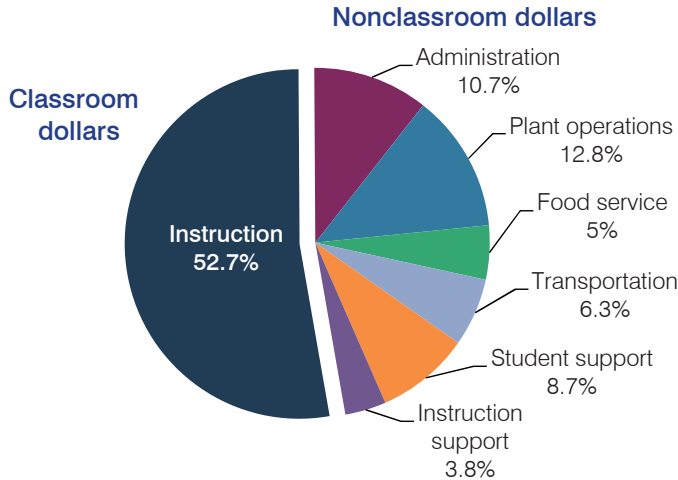
# Benson Unified School District

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

District size, location: Medium, Town  
 Students attending: 1,119  
 Number of schools: 4

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 3 percent. Spending in the classroom varied year to year, decreasing from 55.8 to 52.7 percent. Overall, spending on student support increased substantially, spending on food service and instruction support increased, and spending on transportation increased slightly. Spending on administration and plant operations decreased.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$843	\$1,016	\$757
	Students per administrator	53	54	68
Plant operations	Cost per square foot	\$5.81	\$4.71	\$6.04
	Square footage per student	173	261	153
Food service	Cost per meal equivalent	\$2.93	\$3.28	\$2.69
Transportation	Cost per mile	\$2.83	\$2.61	\$3.62
	Cost per rider	\$890	\$774	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$8,380</b>	<b>\$7,867</b>	<b>\$8,082</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>4,450</b>	<b>4,149</b>	<b>4,193</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,930</b>	<b>3,718</b>	<b>3,889</b>	<b>3,505</b>	<b>4,172</b>
Administration	906	843	1,016	757	1,160
Plant operations	1,100	1,008	1,145	923	1,008
Food service	410	389	389	405	429
Transportation	502	495	477	373	464
Student support	660	682	563	600	594
Instruction support	352	301	299	447	517

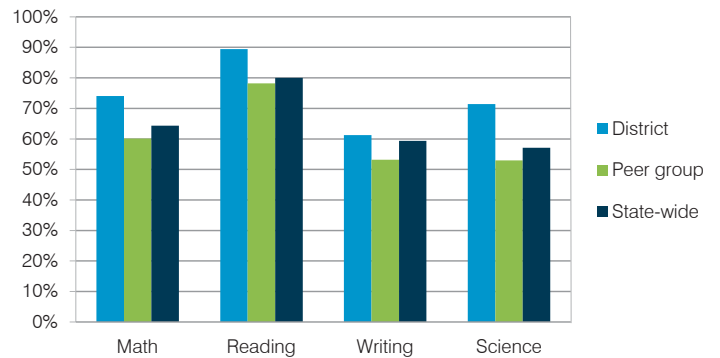
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **A**

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

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2013)	81%	80%	75%
Poverty rate (2013)	23%	24%	24%
Students per teacher	18.3	17.3	18.6
Average teacher salary	\$42,514	\$42,872	\$46,026
Amount from Proposition 301	\$5,442	\$5,022	\$4,810
Average years of teacher experience	14.0	12.1	10.9
Percentage of teachers in first 3 years	3%	19%	20%

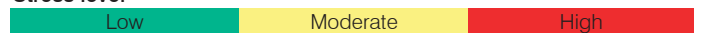
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	1.3%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



# Bicentennial Union High School District

La Paz County

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

Legislative district(s): 5

District size, location:

Very small, Rural

Students attending:

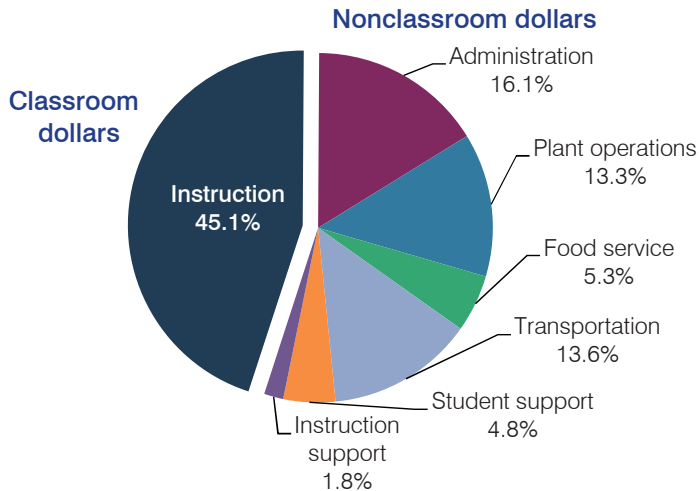
107

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Student enrollment decreased by 23 percent, which contributed to the 16 percent increase in total spending per pupil. Spending in the classroom varied year to year, increasing overall from 42 to 45.1 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on food service decreased substantially.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,671	\$2,835	\$757
	Students per administrator	27	28	68
Plant operations	Cost per square foot	\$4.26	\$6.51	\$6.04
	Square footage per student	518	351	153
Food service	Cost per meal equivalent	\$4.10	\$5.02	\$2.69
Transportation	Cost per mile	\$1.88	\$1.61	\$3.62
	Cost per rider	\$2,390	\$1,444	\$1,036

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$13,411</b>	<b>\$16,556</b>	<b>\$16,101</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>6,282</b>	<b>7,462</b>	<b>8,231</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>7,129</b>	<b>9,094</b>	<b>7,870</b>	<b>3,505</b>	<b>4,172</b>
Administration	2,010	2,671	2,835	757	1,160
Plant operations	2,427	2,205	2,137	923	1,008
Food service	795	885	901	405	429
Transportation	1,483	2,249	1,072	373	464
Student support	171	790	536	600	594
Instruction support	243	294	389	447	517

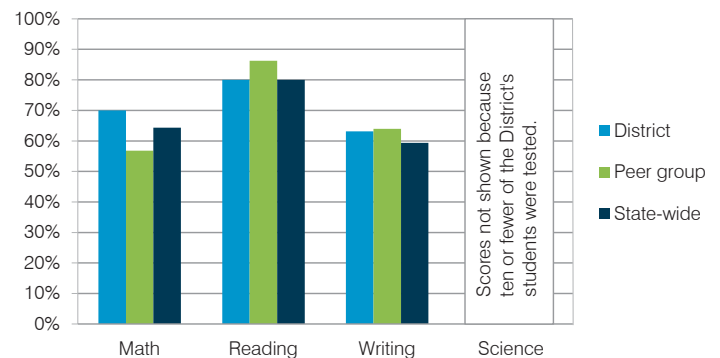
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	93%	95%
Graduation rate (2013)	81%	82%	75%
Poverty rate (2013)	38%	36%	24%
Students per teacher	8.3	14.8	18.6
Average teacher salary	\$39,539	\$43,265	\$46,026
Amount from Proposition 301	\$3,376	\$5,878	\$4,810
Average years of teacher experience	6.5	8.8	10.9
Percentage of teachers in first 3 years	46%	26%	20%

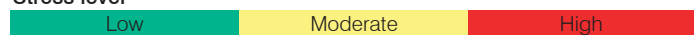
### Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	1.8%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



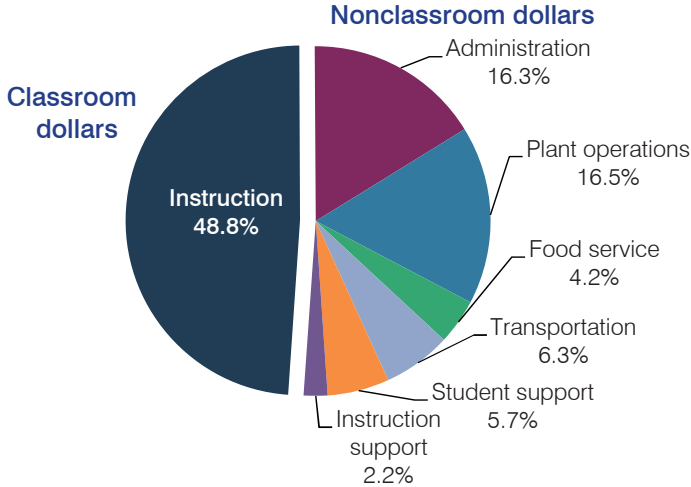
# Bisbee Unified School District

Cochise County  
 Efficiency peer groups 5 and T-9, Achievement peer group 7  
 Legislative district(s): 14

District size, location: Medium, Town  
 Students attending: 835  
 Number of schools: 3

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil increased by 5 percent. Spending in the classroom varied year to year, increasing overall from 47.7 to 48.8 percent. Overall, spending on instruction support decreased and spending on food service decreased slightly, while spending on administration 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	\$1,427	\$1,016	\$757
	Students per administrator	48	54	68
Plant operations	Cost per square foot	\$5.78	\$4.71	\$6.04
	Square footage per student	251	261	153
Food service	Cost per meal equivalent	\$3.94	\$3.28	\$2.69
Transportation	Cost per mile	\$4.20	\$2.32	\$3.62
	Cost per rider	\$1,452	\$981	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$8,390</b>	<b>\$8,780</b>	<b>\$8,082</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>4,104</b>	<b>4,281</b>	<b>4,193</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>4,286</b>	<b>4,499</b>	<b>3,889</b>	<b>3,505</b>	<b>4,172</b>
Administration	1,277	1,427	1,016	757	1,160
Plant operations	1,445	1,448	1,145	923	1,008
Food service	365	370	389	405	429
Transportation	510	557	477	373	464
Student support	482	504	563	600	594
Instruction support	207	193	299	447	517

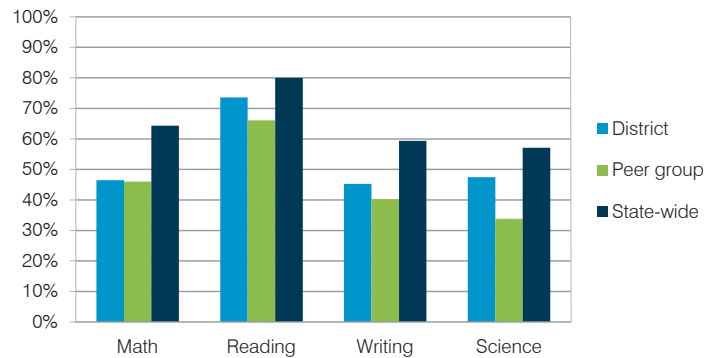
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **C**

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

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	93%	95%
Graduation rate (2013)	70%	73%	75%
Poverty rate (2013)	38%	45%	24%
Students per teacher	15.6	15.2	18.6
Average teacher salary	\$39,871	\$43,616	\$46,026
Amount from Proposition 301	\$5,334	\$4,111	\$4,810
Average years of teacher experience	13.0	12.2	10.9
Percentage of teachers in first 3 years	18%	18%	20%

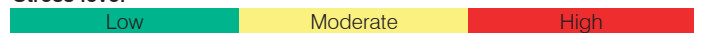
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	2.8%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



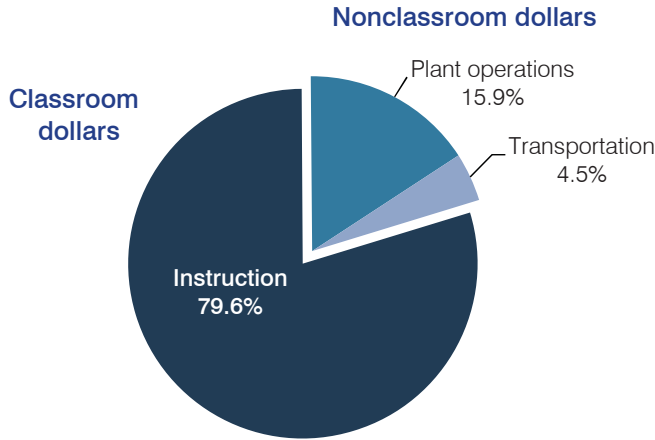
# Blue Elementary School District

Greenlee County  
 Efficiency peer group 11 and Achievement peer group 16  
 Legislative district(s): 14

District size, location: Very small, Rural  
 Students attending: 8  
 Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Student enrollment decreased by 12 percent, which contributed to the 27 percent increase in total spending per pupil. Spending in the classroom varied year to year, increasing overall from 78.1 to 79.6 percent. Spending on all nonclassroom areas also varied year to year, as is common for very small districts.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$0	\$2,835	\$757
	Students per administrator	N/A	28	68
Plant operations	Cost per square foot	\$10.24	\$6.51	\$6.04
	Square footage per student	213	351	153
Food service	Cost per meal equivalent	N/A	\$5.02	\$2.69
Transportation	Cost per mile	N/A	N/A	\$3.62
	Cost per rider	N/A	N/A	\$1,036

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$13,066</b>	<b>\$13,699</b>	<b>\$16,101</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>10,289</b>	<b>10,901</b>	<b>8,231</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>2,777</b>	<b>2,798</b>	<b>7,870</b>	<b>3,505</b>	<b>4,172</b>
Administration	0	0	2,835	757	1,160
Plant operations	1,898	2,181	2,137	923	1,008
Food service	0	0	901	405	429
Transportation	879	617	1,072	373	464
Student support	0	0	536	600	594
Instruction support	0	0	389	447	517

## 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%

### Students who met state standards (AIMS)

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

### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	100%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	0%	9%	24%
Students per teacher	7.5	11.5	18.6
Average teacher salary	N/A	\$46,876	\$46,026
Amount from Proposition 301	N/A	\$3,288	\$4,810
Average years of teacher experience	N/A	12.6	10.9
Percentage of teachers in first 3 years	N/A	11%	20%

### Financial stress assessment

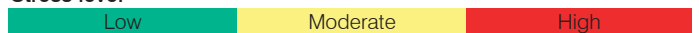
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (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



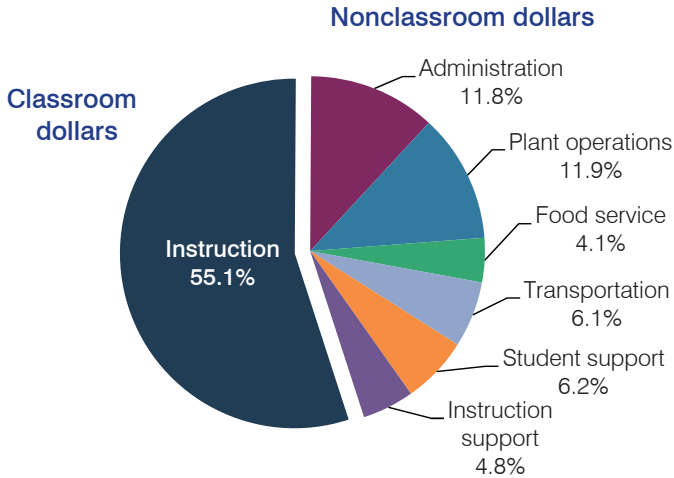
# Blue Ridge Unified School District

Navajo County  
 Efficiency peer groups 4 and T-8, Achievement peer group 6  
 Legislative district(s): 7

District size, location: Medium-large, Town  
 Students attending: 2,142  
 Number of schools: 4

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 14 percent. Spending in the classroom varied year to year, decreasing overall from 64.1 to 55.1 percent. Overall, spending on instruction support increased substantially, spending on administration, plant operations, transportation, and student support increased, and spending on food service increased slightly.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$830	\$789	\$757
	Students per administrator	113	67	68
Plant operations	Cost per square foot	\$3.36	\$5.46	\$6.04
	Square footage per student	248	188	153
Food service	Cost per meal equivalent	\$3.06	\$2.76	\$2.69
Transportation	Cost per mile	\$3.01	\$2.61	\$3.62
	Cost per rider	\$1,014	\$774	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$6,950</b>	<b>\$7,017</b>	<b>\$7,573</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,951</b>	<b>3,867</b>	<b>3,914</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>2,999</b>	<b>3,150</b>	<b>3,659</b>	<b>3,505</b>	<b>4,172</b>
Administration	768	830	789	757	1,160
Plant operations	792	835	1,009	923	1,008
Food service	291	288	386	405	429
Transportation	384	423	406	373	464
Student support	427	436	607	600	594
Instruction support	337	338	462	447	517

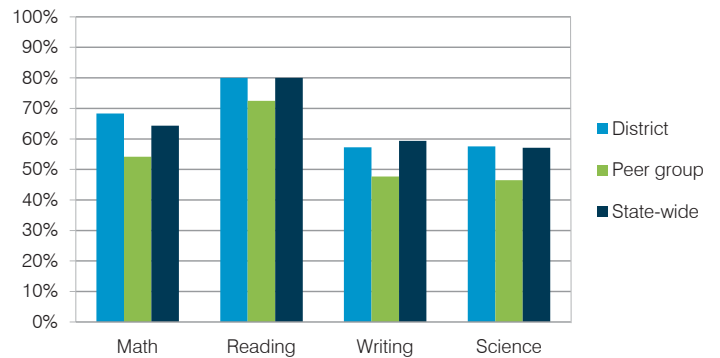
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	93%	95%
Graduation rate (2013)	81%	78%	75%
Poverty rate (2013)	36%	32%	24%
Students per teacher	17.2	16.5	18.6
Average teacher salary	\$40,140	\$43,049	\$46,026
Amount from Proposition 301	\$4,220	\$5,173	\$4,810
Average years of teacher experience	16.1	12.0	10.9
Percentage of teachers in first 3 years	7%	19%	20%

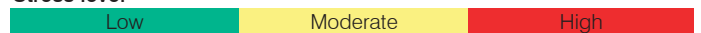
### Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	0.4%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



# Bonita Elementary School District

Graham County

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

Legislative district(s): 14

District size, location:

Very small, Rural

Students attending:

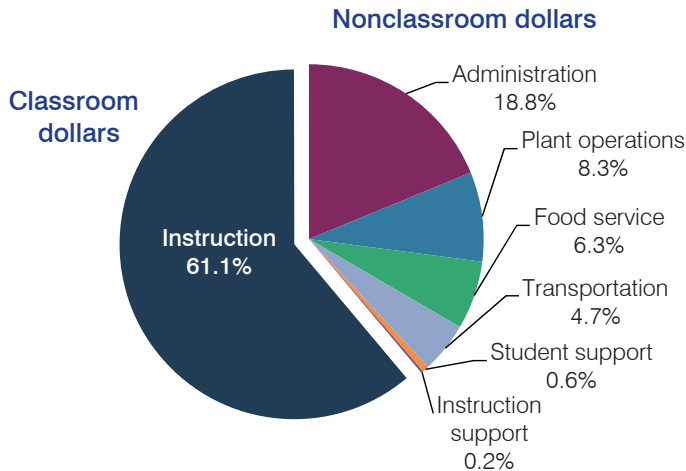
95

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil increased by 18 percent. Spending in the classroom varied year to year, increasing overall from 60.8 to 61.1 percent. Spending on most nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on plant operations decreased, while spending on food service increased.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,280	\$2,835	\$757
	Students per administrator	32	28	68
Plant operations	Cost per square foot	\$5.10	\$6.51	\$6.04
	Square footage per student	286	351	153
Food service	Cost per meal equivalent	\$12.04	\$5.02	\$2.69
Transportation	Cost per mile	\$1.98	\$1.61	\$3.62
	Cost per rider	\$812	\$1,444	\$1,036

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$16,590</b>	<b>\$17,468</b>	<b>\$16,101</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>9,827</b>	<b>10,673</b>	<b>8,231</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>6,763</b>	<b>6,795</b>	<b>7,870</b>	<b>3,505</b>	<b>4,172</b>
Administration	3,199	3,280	2,835	757	1,160
Plant operations	1,477	1,457	2,137	923	1,008
Food service	1,126	1,096	901	405	429
Transportation	838	826	1,072	373	464
Student support	86	96	536	600	594
Instruction support	37	40	389	447	517

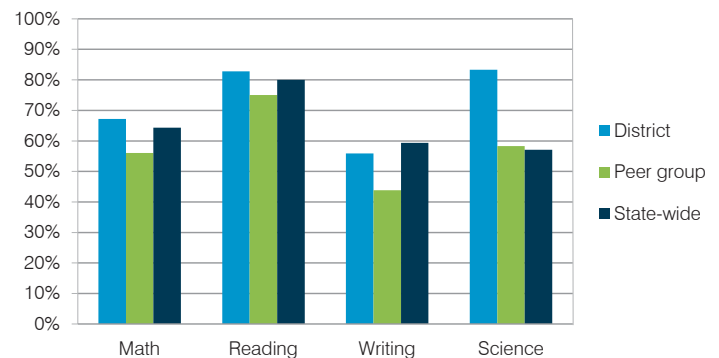
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	94%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	30%	30%	24%
Students per teacher	7.9	13.0	18.6
Average teacher salary	\$47,815	\$44,780	\$46,026
Amount from Proposition 301	\$3,629	\$3,720	\$4,810
Average years of teacher experience	23.3	14.2	10.9
Percentage of teachers in first 3 years	9%	15%	20%

### Financial stress assessment

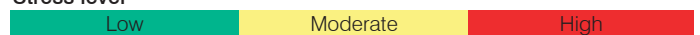
Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Assessment

Change in number of district students	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%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



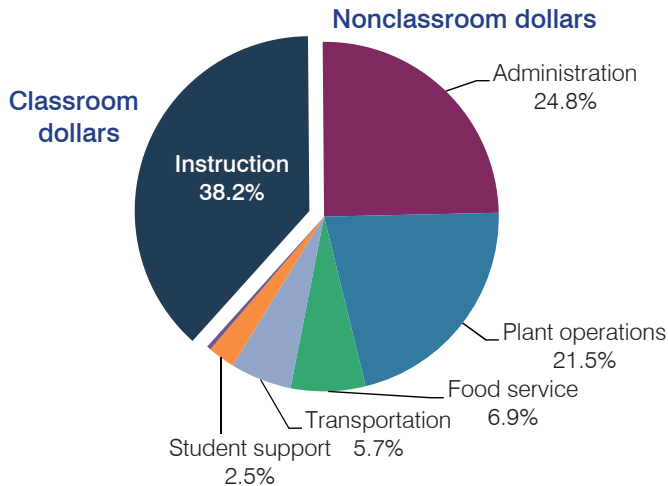
# Bouse Elementary School District

La Paz County  
 Efficiency peer groups 11 and T-11, Achievement peer group 19  
 Legislative district(s): 5

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

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased 8 percent. Spending in the classroom decreased overall from 51 to 38.2 percent. Spending on all nonclassroom areas varied year to year, as is common for very small districts. Spending on administration, plant operations, and transportation increased substantially and spending on food service increased slightly.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$5,215	\$2,835	\$757
	Students per administrator	13	28	68
Plant operations	Cost per square foot	\$10.72	\$6.51	\$6.04
	Square footage per student	422	351	153
Food service	Cost per meal equivalent	\$6.20	\$5.02	\$2.69
Transportation	Cost per mile	\$1.55	\$1.61	\$3.62
	Cost per rider	\$1,228	\$1,444	\$1,036

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$17,628</b>	<b>\$21,070</b>	<b>\$16,101</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>7,438</b>	<b>8,053</b>	<b>8,231</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>10,190</b>	<b>13,017</b>	<b>7,870</b>	<b>3,505</b>	<b>4,172</b>
Administration	4,333	5,215	2,835	757	1,160
Plant operations	3,021	4,526	2,137	923	1,008
Food service	1,317	1,459	901	405	429
Transportation	816	1,206	1,072	373	464
Student support	317	532	536	600	594
Instruction support	386	79	389	447	517

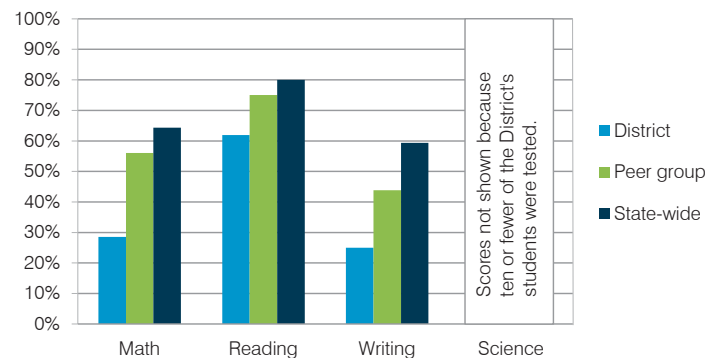
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	29%	30%	24%
Students per teacher	7.9	13.0	18.6
Average teacher salary	\$27,431	\$44,780	\$46,026
Amount from Proposition 301	\$1,682	\$3,720	\$4,810
Average years of teacher experience	11.0	14.2	10.9
Percentage of teachers in first 3 years	0%	15%	20%

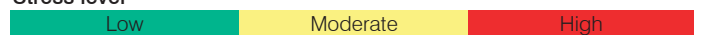
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Not assessed

Stress level





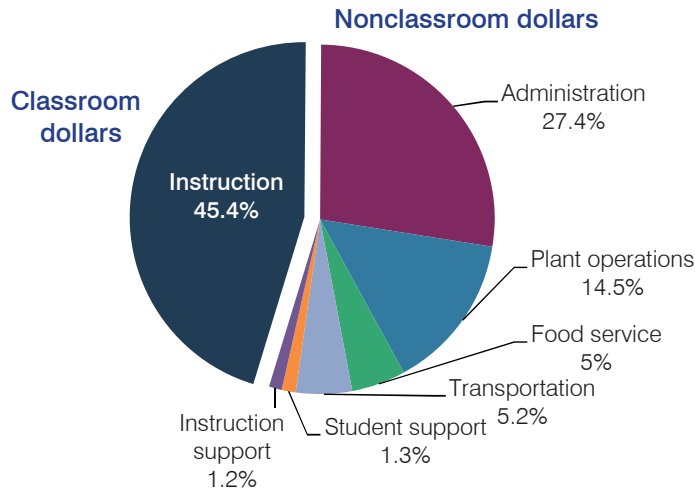
# Bowie Unified School District

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

District size, location: Very small, Rural  
 Students attending: 49  
 Number of schools: 2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Student enrollment decreased by 37 percent, which contributed to the 22 percent increase in total spending per pupil. Spending in the classroom varied year to year, decreasing overall from 51.1 to 45.4 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Spending on administration increased substantially.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$6,617	\$2,835	\$757
	Students per administrator	13	28	68
Plant operations	Cost per square foot	\$3.77	\$6.51	\$6.04
	Square footage per student	928	351	153
Food service	Cost per meal equivalent	\$6.91	\$5.02	\$2.69
Transportation	Cost per mile	\$1.56	\$1.61	\$3.62
	Cost per rider	\$2,153	\$1,444	\$1,036

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$25,631</b>	<b>\$24,131</b>	<b>\$16,101</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>13,047</b>	<b>10,960</b>	<b>8,231</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>12,584</b>	<b>13,171</b>	<b>7,870</b>	<b>3,505</b>	<b>4,172</b>
Administration	5,124	6,617	2,835	757	1,160
Plant operations	3,597	3,502	2,137	923	1,008
Food service	1,186	1,200	901	405	429
Transportation	1,211	1,268	1,072	373	464
Student support	297	303	536	600	594
Instruction support	1,169	281	389	447	517

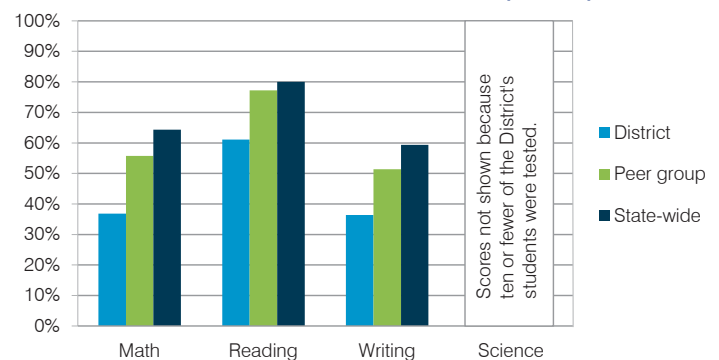
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	98%	94%	95%
Graduation rate (2013)	N/A	86%	75%
Poverty rate (2013)	19%	15%	24%
Students per teacher	9.8	16.1	18.6
Average teacher salary	\$42,827	\$41,932	\$46,026
Amount from Proposition 301	\$4,525	\$4,526	\$4,810
Average years of teacher experience	9.4	10.2	10.9
Percentage of teachers in first 3 years	20%	21%	20%

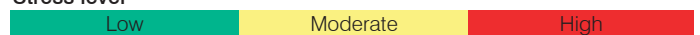
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	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



# Buckeye Elementary School District

Maricopa County

Efficiency peer groups 8 and T-2, Achievement peer group 13

Legislative district(s): 4 and 13

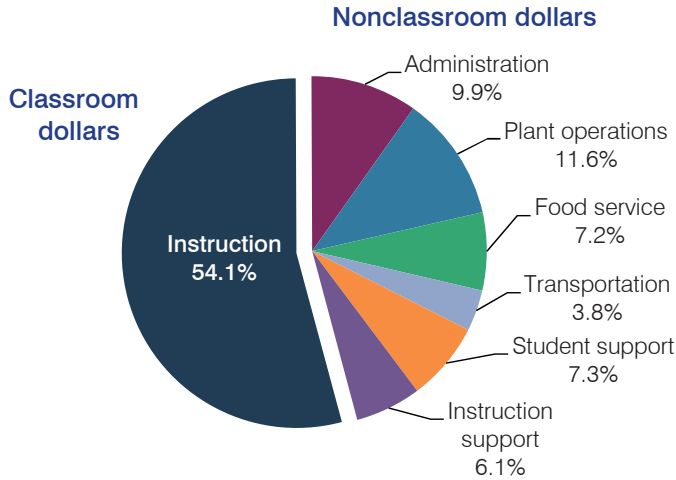
District size, location: Medium-large, Suburb

Students attending: 4,551

Number of schools: 6

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 1 percent. Spending in the classroom was very inconsistent year to year, decreasing overall from 54.9 to 54.1 percent. Overall, spending on plant operations and transportation increased and spending on student support increased slightly, while spending on administration decreased.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$628	\$895	\$757
	Students per administrator	106	69	68
Plant operations	Cost per square foot	\$6.37	\$6.19	\$6.04
	Square footage per student	115	143	153
Food service	Cost per meal equivalent	\$2.71	\$2.48	\$2.69
Transportation	Cost per mile	\$3.49	\$4.98	\$3.62
	Cost per rider	\$730	\$909	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$6,176</b>	<b>\$6,326</b>	<b>\$7,656</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,293</b>	<b>3,424</b>	<b>3,929</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>2,883</b>	<b>2,902</b>	<b>3,727</b>	<b>3,505</b>	<b>4,172</b>
Administration	607	628	895	757	1,160
Plant operations	757	736	879	923	1,008
Food service	472	455	558	405	429
Transportation	223	236	291	373	464
Student support	481	461	580	600	594
Instruction support	343	386	524	447	517

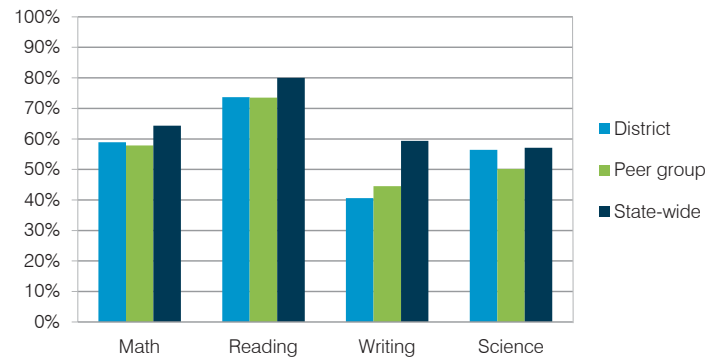
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **B**

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

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	24%	26%	24%
Students per teacher	18.4	19.7	18.6
Average teacher salary	\$36,348	\$40,842	\$46,026
Amount from Proposition 301	\$5,259	\$3,876	\$4,810
Average years of teacher experience	6.7	7.6	10.9
Percentage of teachers in first 3 years	35%	34%	20%

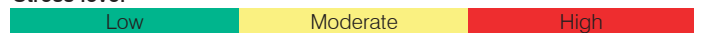
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	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

Stress level



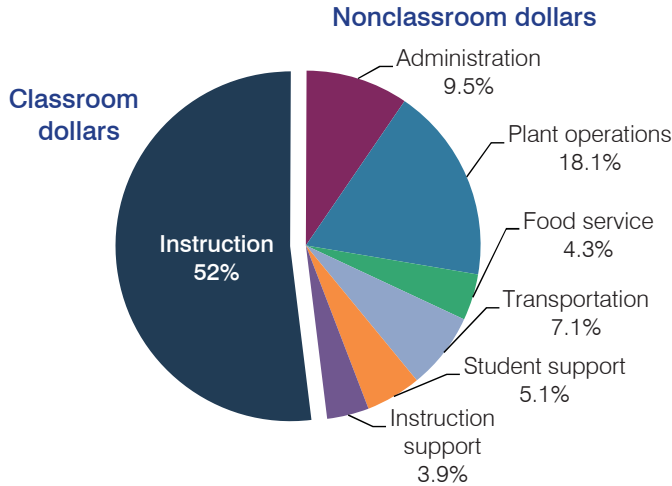
# Buckeye Union High School District

Maricopa County  
 Efficiency peer groups 3 and T-5, Achievement peer group 8  
 Legislative district(s): 4 and 13

District size, location: Medium-large, Suburb  
 Students attending: 3,860  
 Number of schools: 3

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil returned to 2009 levels, but spending in the classroom decreased from 56.8 to 52 percent. Overall, spending on plant operations increased substantially and spending on administration and food service increased slightly. Spending on instruction support 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	\$716	\$771	\$757
	Students per administrator	71	69	68
Plant operations	Cost per square foot	\$7.11	\$5.92	\$6.04
	Square footage per student	192	163	153
Food service	Cost per meal equivalent	\$2.77	\$2.82	\$2.69
Transportation	Cost per mile	\$2.57	\$3.47	\$3.62
	Cost per rider	\$1,170	\$1,326	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$7,356</b>	<b>\$7,555</b>	<b>\$7,182</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,819</b>	<b>3,927</b>	<b>3,829</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,537</b>	<b>3,628</b>	<b>3,353</b>	<b>3,505</b>	<b>4,172</b>
Administration	653	716	771	757	1,160
Plant operations	1,289	1,366	955	923	1,008
Food service	353	323	324	405	429
Transportation	535	537	426	373	464
Student support	407	386	561	600	594
Instruction support	300	300	316	447	517

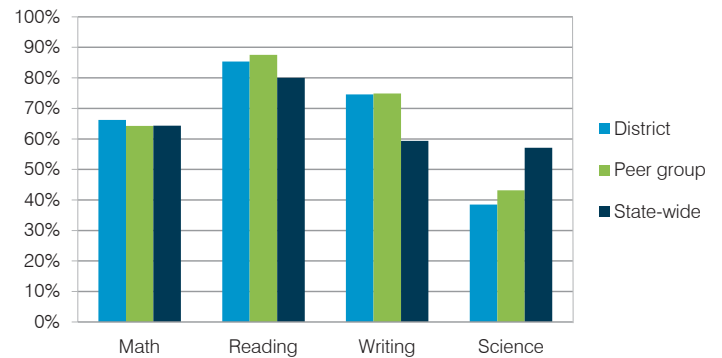
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **B**

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

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	94%	95%
Graduation rate (2013)	83%	80%	75%
Poverty rate (2013)	17%	19%	24%
Students per teacher	23.5	22.8	18.6
Average teacher salary	\$48,371	\$48,393	\$46,026
Amount from Proposition 301	\$7,320	\$6,719	\$4,810
Average years of teacher experience	10.2	9.6	10.9
Percentage of teachers in first 3 years	18%	24%	20%

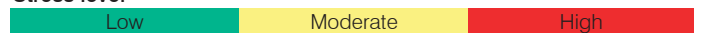
### Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	1.6%, Varying
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant

Stress level



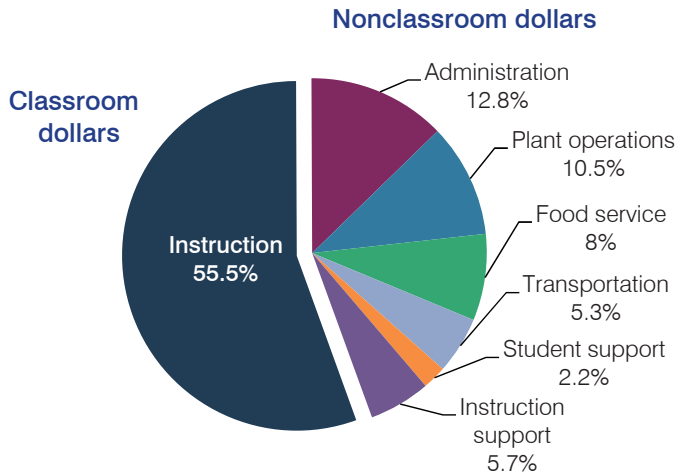
# Bullhead City Elementary School District

Mohave County  
 Efficiency peer groups 9 and T-6, Achievement peer group 20  
 Legislative district(s): 5

District size, location: Medium-large, Town  
 Students attending: 2,875  
 Number of schools: 6

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 12 percent. Spending in the classroom was very inconsistent year to year, decreasing overall from 59.4 to 55.5 percent. Overall, spending on plant operations and food service increased substantially and spending on transportation increased slightly. Spending on student support and instruction support decreased.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$904	\$974	\$757
	Students per administrator	78	65	68
Plant operations	Cost per square foot	\$5.66	\$6.55	\$6.04
	Square footage per student	131	140	153
Food service	Cost per meal equivalent	\$2.33	\$2.82	\$2.69
Transportation	Cost per mile	\$3.91	\$3.73	\$3.62
	Cost per rider	\$340	\$512	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$6,892</b>	<b>\$7,084</b>	<b>\$7,678</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,941</b>	<b>3,933</b>	<b>3,796</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>2,951</b>	<b>3,151</b>	<b>3,882</b>	<b>3,505</b>	<b>4,172</b>
Administration	802	904	974	757	1,160
Plant operations	550	743	902	923	1,008
Food service	675	564	549	405	429
Transportation	387	375	496	373	464
Student support	154	159	463	600	594
Instruction support	383	406	498	447	517

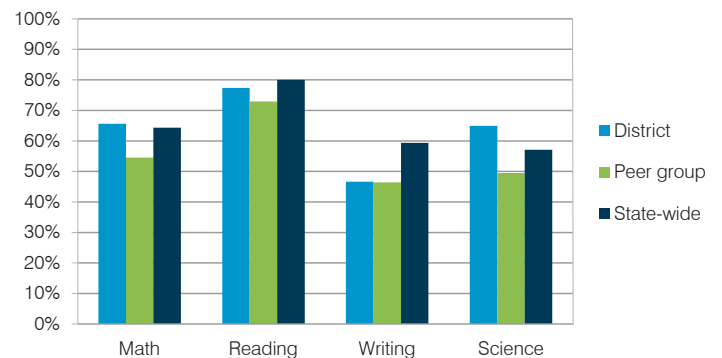
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **B**

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

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	44%	39%	24%
Students per teacher	18.2	15.0	18.6
Average teacher salary	\$45,189	\$47,060	\$46,026
Amount from Proposition 301	\$5,343	\$3,492	\$4,810
Average years of teacher experience	7.6	11.8	10.9
Percentage of teachers in first 3 years	35%	15%	20%

### Financial stress assessment

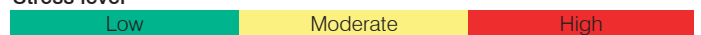
Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Assessment

Change in number of district students	Concentrated decrease
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	1 to 3 years
Current financial and internal control status	Marginally compliant

Stress level



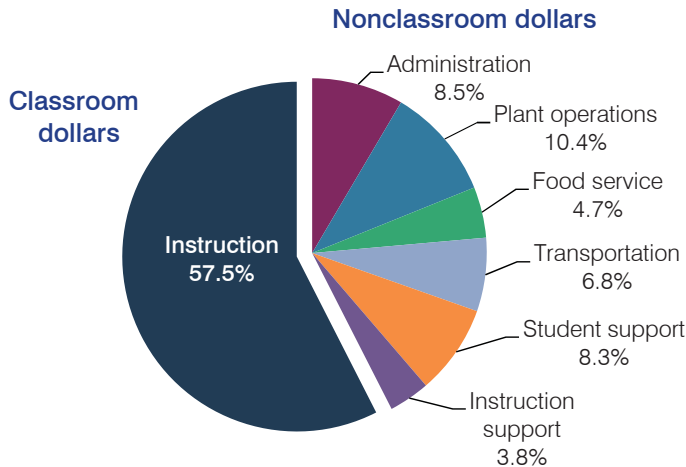
# Camp Verde Unified School District

Yavapai County  
 Efficiency peer groups 5 and T-9, Achievement peer group 6  
 Legislative district(s): 1 and 6

District size, location: Medium, Rural  
 Students attending: 1,436  
 Number of schools: 3

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 1 percent. Spending in the classroom increased overall from 55.7 to 57.5 percent. Spending on most nonclassroom areas was very inconsistent year to year. Overall, spending on administration and plant operations decreased, while spending on transportation increased.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$616	\$1,016	\$757
	Students per administrator	58	54	68
Plant operations	Cost per square foot	\$4.76	\$4.71	\$6.04
	Square footage per student	158	261	153
Food service	Cost per meal equivalent	\$2.30	\$3.28	\$2.69
Transportation	Cost per mile	\$2.46	\$2.32	\$3.62
	Cost per rider	\$895	\$981	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$6,812</b>	<b>\$7,221</b>	<b>\$8,082</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,809</b>	<b>4,150</b>	<b>4,193</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,003</b>	<b>3,071</b>	<b>3,889</b>	<b>3,505</b>	<b>4,172</b>
Administration	555	616	1,016	757	1,160
Plant operations	752	753	1,145	923	1,008
Food service	341	336	389	405	429
Transportation	506	492	477	373	464
Student support	599	598	563	600	594
Instruction support	250	276	299	447	517

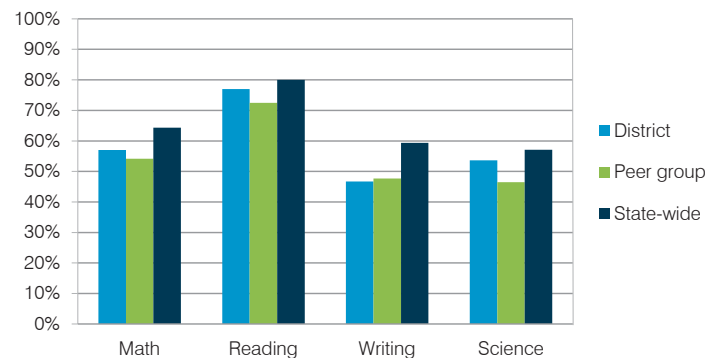
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **B**

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

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	93%	95%
Graduation rate (2013)	99%	78%	75%
Poverty rate (2013)	30%	32%	24%
Students per teacher	17.3	16.5	18.6
Average teacher salary	\$44,010	\$43,049	\$46,026
Amount from Proposition 301	\$6,026	\$5,173	\$4,810
Average years of teacher experience	9.5	12.0	10.9
Percentage of teachers in first 3 years	19%	19%	20%

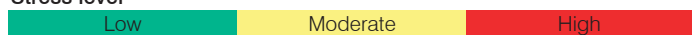
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	3.6%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



# Canon Elementary School District

Yavapai County

Efficiency peer groups 11 and T-11, Achievement peer group 16

Legislative district(s): 1

District size, location:

Very small, Rural

Students attending:

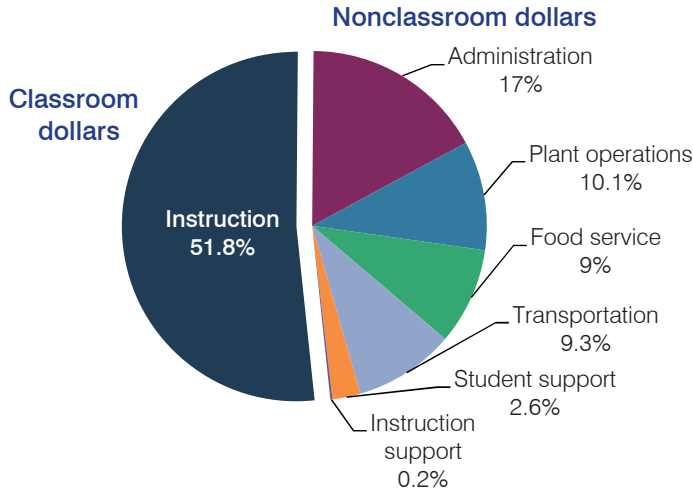
132

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Student enrollment decreased by 24 percent, which contributed to the 17 percent increase in total spending per pupil. Spending in the classroom varied year to year, ranging overall from a high of 53.3 to a low of 47.1 percent. Spending on all nonclassroom areas also varied year to year, as is common for very small districts.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,977	\$2,835	\$757
	Students per administrator	28	28	68
Plant operations	Cost per square foot	\$4.06	\$6.51	\$6.04
	Square footage per student	289	351	153
Food service	Cost per meal equivalent	\$4.31	\$5.02	\$2.69
Transportation	Cost per mile	\$1.62	\$1.61	\$3.62
	Cost per rider	\$1,315	\$1,444	\$1,036

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$10,830</b>	<b>\$11,616</b>	<b>\$16,101</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>5,634</b>	<b>6,018</b>	<b>8,231</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>5,196</b>	<b>5,598</b>	<b>7,870</b>	<b>3,505</b>	<b>4,172</b>
Administration	1,543	1,977	2,835	757	1,160
Plant operations	1,189	1,175	2,137	923	1,008
Food service	976	1,045	901	405	429
Transportation	986	1,085	1,072	373	464
Student support	457	298	536	600	594
Instruction support	45	18	389	447	517

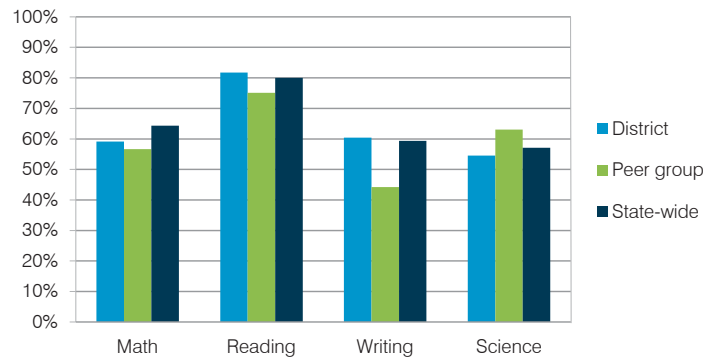
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	16%	9%	24%
Students per teacher	14.7	11.5	18.6
Average teacher salary	\$58,331	\$46,876	\$46,026
Amount from Proposition 301	\$1,431	\$3,288	\$4,810
Average years of teacher experience	6.2	12.6	10.9
Percentage of teachers in first 3 years	47%	11%	20%

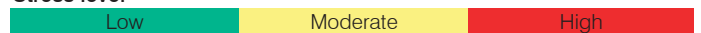
### Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	Capital only
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	Marginally compliant

Stress level



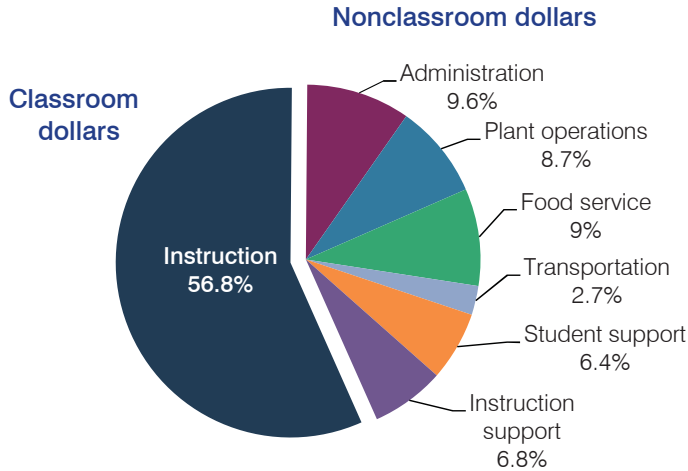
# Cartwright Elementary School District

Maricopa County  
 Efficiency peer groups 7 and T-2, Achievement peer group 15  
 Legislative district(s): 19 and 29

District size, location: Large, City  
 Students attending: 17,857  
 Number of schools: 20

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 13 percent. Spending in the classroom decreased from 61.1 to 56.8 percent. Spending on food service increased substantially, spending on administration increased, and spending on transportation increased slightly. Spending on instruction support decreased slightly.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$677	\$726	\$757
	Students per administrator	87	77	68
Plant operations	Cost per square foot	\$5.27	\$6.09	\$6.04
	Square footage per student	116	131	153
Food service	Cost per meal equivalent	\$2.46	\$2.64	\$2.69
Transportation	Cost per mile	\$6.42	\$4.98	\$3.62
	Cost per rider	\$978	\$909	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$7,124</b>	<b>\$7,060</b>	<b>\$7,414</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>4,028</b>	<b>4,011</b>	<b>3,939</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,096</b>	<b>3,049</b>	<b>3,475</b>	<b>3,505</b>	<b>4,172</b>
Administration	624	677	726	757	1,160
Plant operations	624	613	793	923	1,008
Food service	588	633	547	405	429
Transportation	168	188	308	373	464
Student support	494	454	575	600	594
Instruction support	598	484	526	447	517

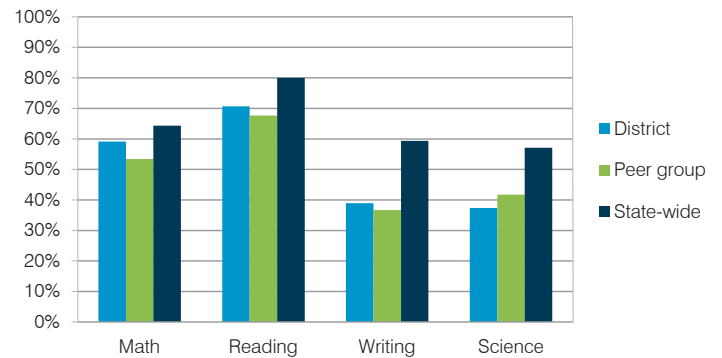
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	2	10%
B	11	55%
C	7	35%
D	0	0%
F	0	0%
Not rated	0	0%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	45%	52%	24%
Students per teacher	22.0	18.2	18.6
Average teacher salary	\$58,454	\$47,973	\$46,026
Amount from Proposition 301	\$6,347	\$4,193	\$4,810
Average years of teacher experience	7.2	8.8	10.9
Percentage of teachers in first 3 years	37%	33%	20%

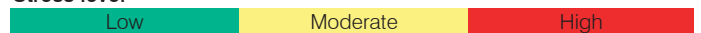
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	2.8%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



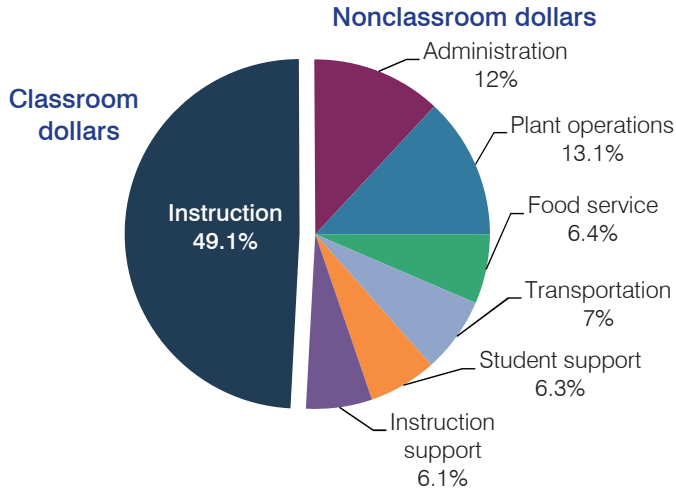
# Casa Grande Elementary School District

Pinal County  
 Efficiency peer groups 8 and T-4, Achievement peer group 13  
 Legislative district(s): 8 and 11

District size, location: Medium-large, City  
 Students attending: 6,725  
 Number of schools: 12

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil increased by 1 percent. Spending in the classroom decreased from 54.4 to 49.1 percent. Spending on administration increased substantially, spending on plant operations and instruction support increased, and spending on food service increased slightly. Spending on student support decreased slightly.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$880	\$895	\$757
	Students per administrator	70	69	68
Plant operations	Cost per square foot	\$7.16	\$6.19	\$6.04
	Square footage per student	133	143	153
Food service	Cost per meal equivalent	\$2.71	\$2.48	\$2.69
Transportation	Cost per mile	\$3.63	\$3.54	\$3.62
	Cost per rider	\$996	\$1,065	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$6,987</b>	<b>\$7,307</b>	<b>\$7,656</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,449</b>	<b>3,589</b>	<b>3,929</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,538</b>	<b>3,718</b>	<b>3,727</b>	<b>3,505</b>	<b>4,172</b>
Administration	785	880	895	757	1,160
Plant operations	897	955	879	923	1,008
Food service	445	468	558	405	429
Transportation	513	509	291	373	464
Student support	444	463	580	600	594
Instruction support	454	443	524	447	517

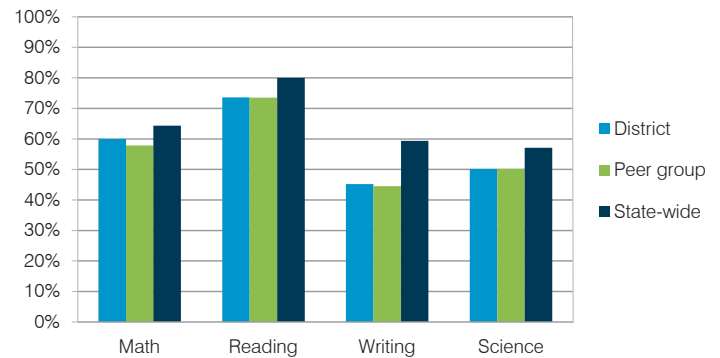
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	6	50%
C	6	50%
D	0	0%
F	0	0%
Not rated	0	0%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	25%	26%	24%
Students per teacher	18.7	19.7	18.6
Average teacher salary	\$40,927	\$40,842	\$46,026
Amount from Proposition 301	\$4,784	\$3,876	\$4,810
Average years of teacher experience	8.8	7.6	10.9
Percentage of teachers in first 3 years	27%	34%	20%

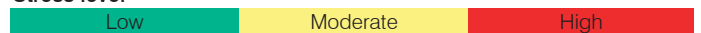
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.9%, Steady
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant

Stress level





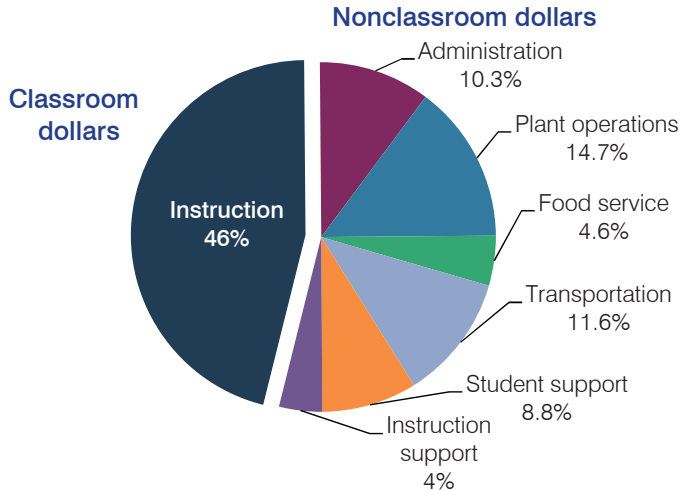
# Casa Grande Union High School District

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

District size, location: Medium-large, City  
 Students attending: 3,718  
 Number of schools: 4

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 4 percent. Spending in the classroom was very inconsistent year to year, decreasing overall from 53.3 to 46 percent. Spending on plant operations and instruction support increased substantially and spending on transportation increased. Spending on most other nonclassroom areas remained fairly stable.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$786	\$771	\$757
	Students per administrator	68	69	68
Plant operations	Cost per square foot	\$6.91	\$5.92	\$6.04
	Square footage per student	162	163	153
Food service	Cost per meal equivalent	\$2.63	\$2.82	\$2.69
Transportation	Cost per mile	\$2.99	\$3.47	\$3.62
	Cost per rider	\$1,044	\$1,326	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$7,904</b>	<b>\$7,661</b>	<b>\$7,182</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,861</b>	<b>3,526</b>	<b>3,829</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>4,043</b>	<b>4,135</b>	<b>3,353</b>	<b>3,505</b>	<b>4,172</b>
Administration	784	786	771	757	1,160
Plant operations	1,107	1,122	955	923	1,008
Food service	419	355	324	405	429
Transportation	891	886	426	373	464
Student support	638	676	561	600	594
Instruction support	204	310	316	447	517

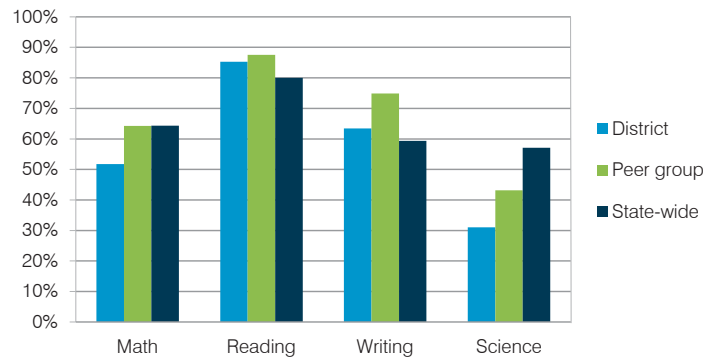
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **C**

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

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2013)	73%	80%	75%
Poverty rate (2013)	24%	19%	24%
Students per teacher	24.5	22.8	18.6
Average teacher salary	\$48,253	\$48,393	\$46,026
Amount from Proposition 301	\$8,051	\$6,719	\$4,810
Average years of teacher experience	11.1	9.6	10.9
Percentage of teachers in first 3 years	17%	24%	20%

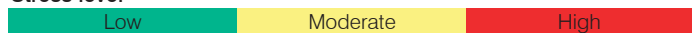
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	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	Less than 1 year
Current financial and internal control status	Marginally compliant

Stress level



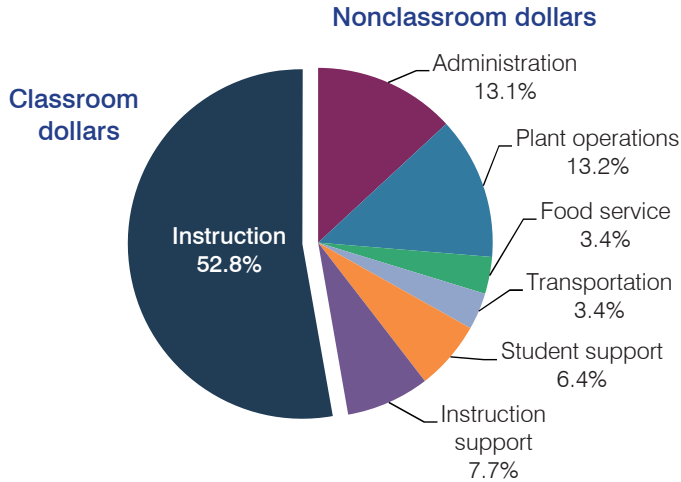
# Catalina Foothills Unified School District

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

District size, location: Medium-large, Suburb  
 Students attending: 4,843  
 Number of schools: 7

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 8 percent. Spending in the classroom decreased from 54.9 to 52.8 percent. Spending on plant operations increased substantially and spending on administration increased, while spending on transportation decreased and spending on instruction support decreased 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	\$898	\$771	\$757
	Students per administrator	65	69	68
Plant operations	Cost per square foot	\$5.46	\$5.92	\$6.04
	Square footage per student	167	163	153
Food service	Cost per meal equivalent	\$3.17	\$2.82	\$2.69
Transportation	Cost per mile	\$3.25	\$3.79	\$3.62
	Cost per rider	\$769	\$977	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$6,604</b>	<b>\$6,884</b>	<b>\$7,182</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,449</b>	<b>3,635</b>	<b>3,829</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,155</b>	<b>3,249</b>	<b>3,353</b>	<b>3,505</b>	<b>4,172</b>
Administration	833	898	771	757	1,160
Plant operations	897	911	955	923	1,008
Food service	251	234	324	405	429
Transportation	229	236	426	373	464
Student support	424	438	561	600	594
Instruction support	521	532	316	447	517

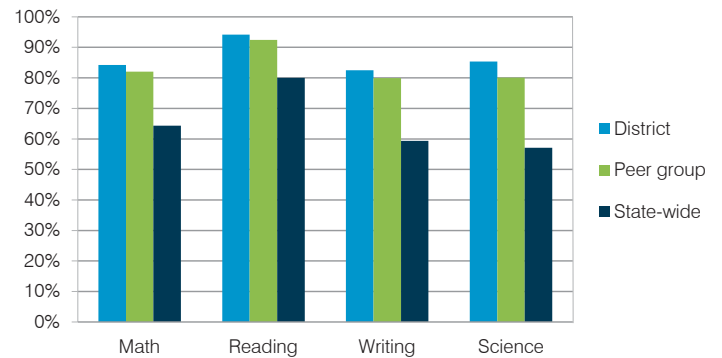
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	95%	95%
Graduation rate (2013)	92%	89%	75%
Poverty rate (2013)	9%	8%	24%
Students per teacher	18.3	17.6	18.6
Average teacher salary	\$42,720	\$41,745	\$46,026
Amount from Proposition 301	\$4,832	\$4,751	\$4,810
Average years of teacher experience	11.5	11.4	10.9
Percentage of teachers in first 3 years	16%	16%	20%

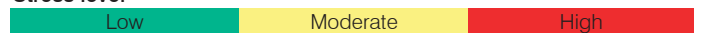
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	2.7%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



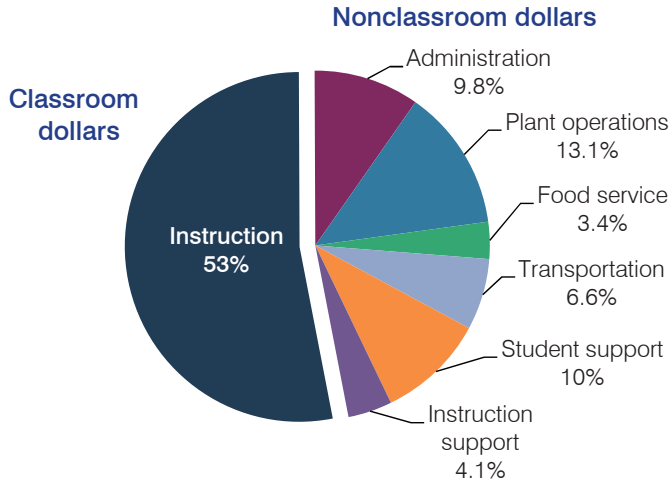
# Cave Creek Unified School District

Maricopa County  
 Efficiency peer groups 3 and T-4, Achievement peer group 1  
 Legislative district(s): 1, 15, and 23

District size, location: Medium-large, City  
 Students attending: 5,248  
 Number of schools: 7

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 2 percent. Spending in the classroom decreased overall from 55.6 to 53 percent. Overall, spending on administration, transportation, student support, and instruction support increased slightly. Spending on food service decreased slightly, while spending on plant operations remained stable.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$710	\$771	\$757
	Students per administrator	62	69	68
Plant operations	Cost per square foot	\$5.83	\$5.92	\$6.04
	Square footage per student	162	163	153
Food service	Cost per meal equivalent	\$2.50	\$2.82	\$2.69
Transportation	Cost per mile	\$3.41	\$3.54	\$3.62
	Cost per rider	\$968	\$1,065	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$6,901</b>	<b>\$7,243</b>	<b>\$7,182</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,721</b>	<b>3,836</b>	<b>3,829</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,180</b>	<b>3,407</b>	<b>3,353</b>	<b>3,505</b>	<b>4,172</b>
Administration	648	710	771	757	1,160
Plant operations	901	946	955	923	1,008
Food service	231	246	324	405	429
Transportation	449	480	426	373	464
Student support	649	728	561	600	594
Instruction support	302	297	316	447	517

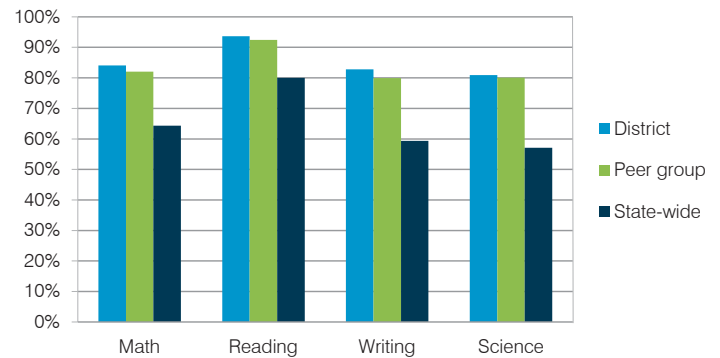
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	88%	89%	75%
Poverty rate (2013)	7%	8%	24%
Students per teacher	20.0	17.6	18.6
Average teacher salary	\$45,563	\$41,745	\$46,026
Amount from Proposition 301	\$6,308	\$4,751	\$4,810
Average years of teacher experience	13.3	11.4	10.9
Percentage of teachers in first 3 years	17%	16%	20%

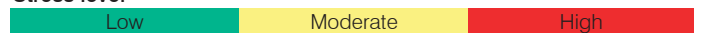
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.8%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



# Cedar Unified School District

Navajo County

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

Legislative district(s): 7

District size, location:

Very small, Rural

Students attending:

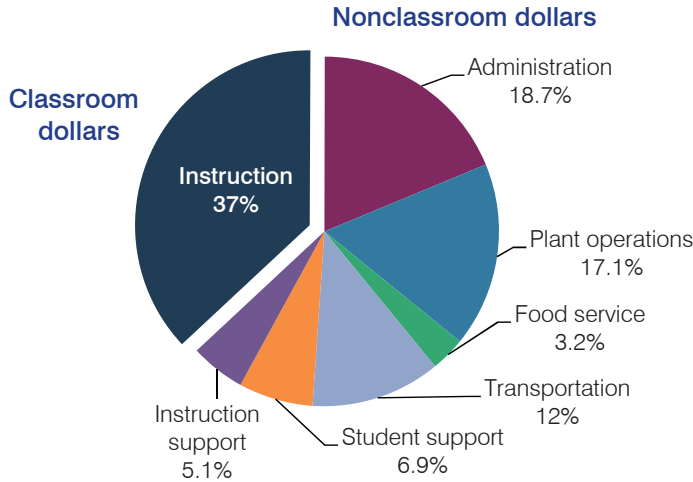
152

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Student enrollment decreased by 52 percent, which contributed to the 39 percent increase in total spending per pupil. Spending in the classroom varied year to year, decreasing overall from 44.5 to 37 percent. Spending in most nonclassroom areas 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	\$5,127	\$2,835	\$757
	Students per administrator	13	28	68
Plant operations	Cost per square foot	\$4.74	\$6.51	\$6.04
	Square footage per student	989	351	153
Food service	Cost per meal equivalent	\$3.51	\$5.02	\$2.69
Transportation	Cost per mile	\$2.66	\$1.61	\$3.62
	Cost per rider	\$2,156	\$1,444	\$1,036

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$21,364</b>	<b>\$27,381</b>	<b>\$16,101</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>7,392</b>	<b>10,129</b>	<b>8,231</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>13,972</b>	<b>17,252</b>	<b>7,870</b>	<b>3,505</b>	<b>4,172</b>
Administration	3,919	5,127	2,835	757	1,160
Plant operations	3,926	4,689	2,137	923	1,008
Food service	854	882	901	405	429
Transportation	2,234	3,271	1,072	373	464
Student support	1,735	1,891	536	600	594
Instruction support	1,304	1,392	389	447	517

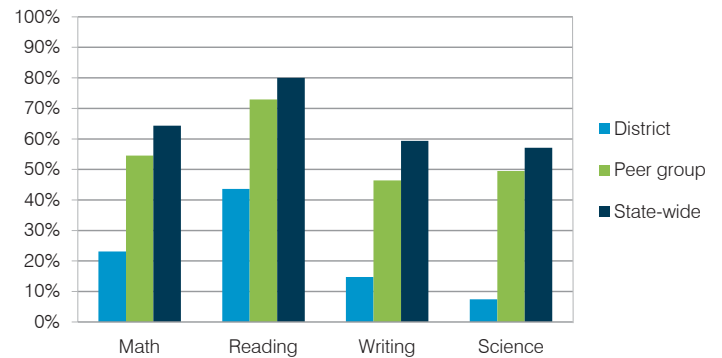
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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	0	0%
F	1	100%
Not rated	0	0%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	91%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	44%	39%	24%
Students per teacher	12.6	15.0	18.6
Average teacher salary	\$44,586	\$47,060	\$46,026
Amount from Proposition 301	\$2,412	\$3,492	\$4,810
Average years of teacher experience	15.1	11.8	10.9
Percentage of teachers in first 3 years	8%	15%	20%

### Financial stress assessment

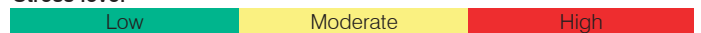
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

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

Stress level



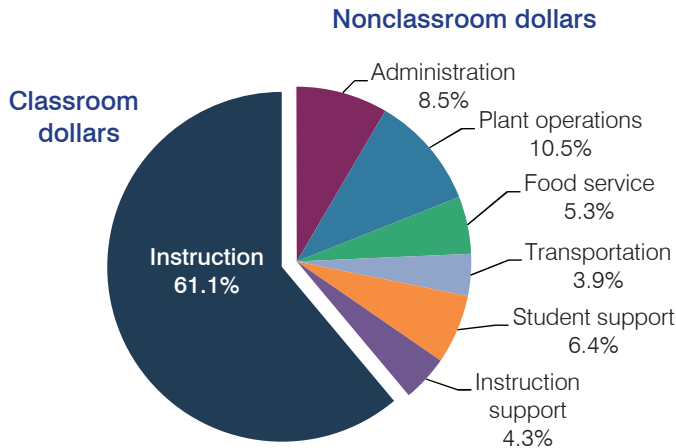
# Chandler Unified School District

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: 40,038  
 Number of schools: 41

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 8 percent. Spending in the classroom decreased from 62.4 to 61.1 percent. Spending on transportation and student support increased slightly, while spending on instruction support decreased slightly. 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	\$563	\$630	\$757
	Students per administrator	107	81	68
Plant operations	Cost per square foot	\$6.29	\$5.83	\$6.04
	Square footage per student	110	143	153
Food service	Cost per meal equivalent	\$3.11	\$2.72	\$2.69
Transportation	Cost per mile	\$4.06	\$3.79	\$3.62
	Cost per rider	\$996	\$977	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$6,644</b>	<b>\$6,615</b>	<b>\$7,208</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>4,023</b>	<b>4,042</b>	<b>4,086</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>2,621</b>	<b>2,573</b>	<b>3,122</b>	<b>3,505</b>	<b>4,172</b>
Administration	551	563	630	757	1,160
Plant operations	744	690	831	923	1,008
Food service	365	350	330	405	429
Transportation	244	258	346	373	464
Student support	412	424	605	600	594
Instruction support	305	288	380	447	517

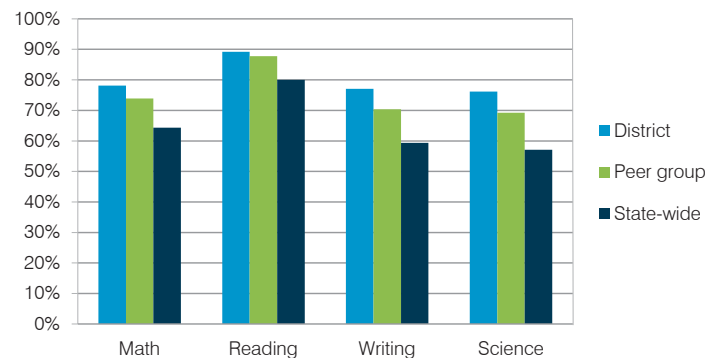
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	26	63%
B	10	24%
C	4	10%
D	0	0%
F	1	3%
Not rated	0	0%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	95%	95%
Graduation rate (2013)	92%	87%	75%
Poverty rate (2013)	12%	14%	24%
Students per teacher	19.2	19.2	18.6
Average teacher salary	\$49,957	\$46,746	\$46,026
Amount from Proposition 301	\$4,356	\$4,740	\$4,810
Average years of teacher experience	10.7	11.0	10.9
Percentage of teachers in first 3 years	12%	15%	20%

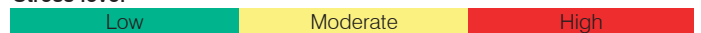
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
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	Compliant

Stress level



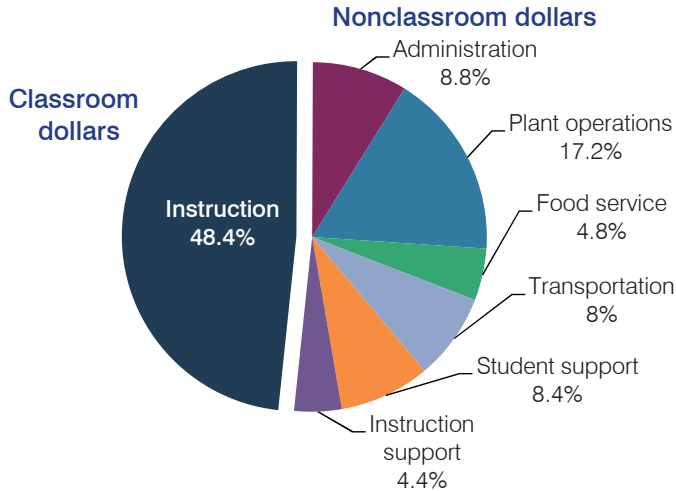
# Chinle Unified School District

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

District size, location: Medium-large, Rural  
 Students attending: 3,374  
 Number of schools: 7

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil increased by 10 percent. Spending in the classroom varied year to year, decreasing overall from 49.4 to 48.4 percent. Spending on plant operations increased substantially and spending on food service and instruction support increased. Spending on student support decreased substantially.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,177	\$789	\$757
	Students per administrator	57	67	68
Plant operations	Cost per square foot	\$7.96	\$5.46	\$6.04
	Square footage per student	289	188	153
Food service	Cost per meal equivalent	\$2.75	\$2.76	\$2.69
Transportation	Cost per mile	\$3.14	\$2.32	\$3.62
	Cost per rider	\$1,558	\$981	\$1,036

Very low    Low    Comparable    High    Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$12,820</b>	<b>\$13,357</b>	<b>\$7,573</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>6,204</b>	<b>6,459</b>	<b>3,914</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>6,616</b>	<b>6,898</b>	<b>3,659</b>	<b>3,505</b>	<b>4,172</b>
Administration	1,235	1,177	789	757	1,160
Plant operations	2,026	2,302	1,009	923	1,008
Food service	609	643	386	405	429
Transportation	1,043	1,064	406	373	464
Student support	1,143	1,127	607	600	594
Instruction support	560	585	462	447	517

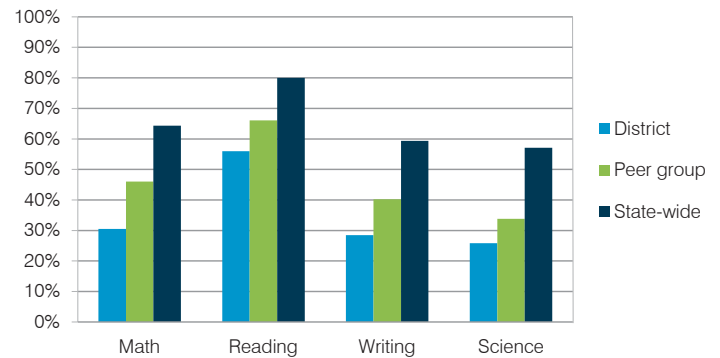
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **D**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	2	29%
D	3	42%
F	2	29%
Not rated	0	0%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	93%	95%
Graduation rate (2013)	56%	73%	75%
Poverty rate (2013)	49%	45%	24%
Students per teacher	15.1	15.2	18.6
Average teacher salary	\$58,259	\$43,616	\$46,026
Amount from Proposition 301	\$1,259	\$4,111	\$4,810
Average years of teacher experience	13.3	12.2	10.9
Percentage of teachers in first 3 years	5%	18%	20%

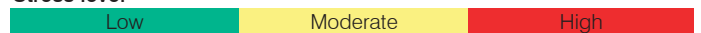
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.9%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant

Stress level



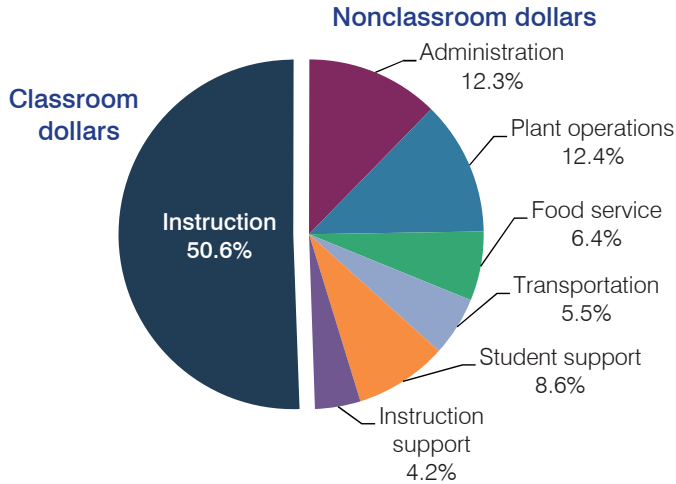
# Chino Valley Unified School District

Yavapai County  
 Efficiency peer groups 4 and T-8, Achievement peer group 5  
 Legislative district(s): 1

District size, location: Medium-large, Town  
 Students attending: 2,207  
 Number of schools: 4

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil returned to 2009 levels, but spending in the classroom decreased from 57.2 to 50.6 percent. Spending on plant operations and student support increased substantially and spending on instruction support increased. Spending on most 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	\$862	\$789	\$757
	Students per administrator	70	67	68
Plant operations	Cost per square foot	\$5.84	\$5.46	\$6.04
	Square footage per student	150	188	153
Food service	Cost per meal equivalent	\$2.58	\$2.76	\$2.69
Transportation	Cost per mile	\$2.91	\$2.61	\$3.62
	Cost per rider	\$608	\$774	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$7,000</b>	<b>\$7,025</b>	<b>\$7,573</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,534</b>	<b>3,551</b>	<b>3,914</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,466</b>	<b>3,474</b>	<b>3,659</b>	<b>3,505</b>	<b>4,172</b>
Administration	819	862	789	757	1,160
Plant operations	899	875	1,009	923	1,008
Food service	448	447	386	405	429
Transportation	414	386	406	373	464
Student support	588	604	607	600	594
Instruction support	298	300	462	447	517

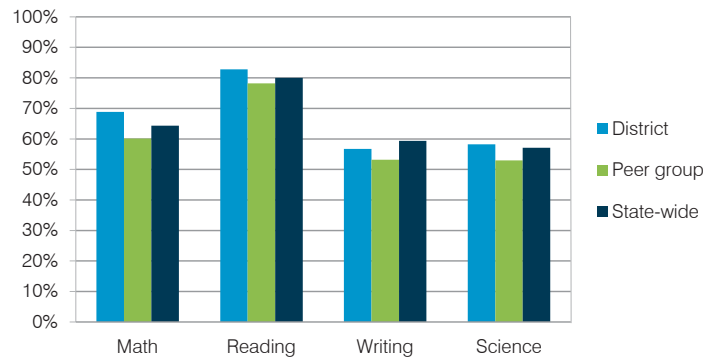
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **B**

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

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	95%
Graduation rate (2013)	81%	80%	75%
Poverty rate (2013)	26%	24%	24%
Students per teacher	21.0	17.3	18.6
Average teacher salary	\$41,533	\$42,872	\$46,026
Amount from Proposition 301	\$6,276	\$5,022	\$4,810
Average years of teacher experience	11.6	12.1	10.9
Percentage of teachers in first 3 years	10%	19%	20%

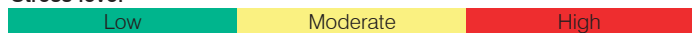
### Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	3.1%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



# Clarkdale-Jerome Elementary School District

Yavapai County

Efficiency peer groups 10 and T-6, Achievement peer group 18

Legislative district(s): 1 and 6

District size, location:

Small, Town

Students attending:

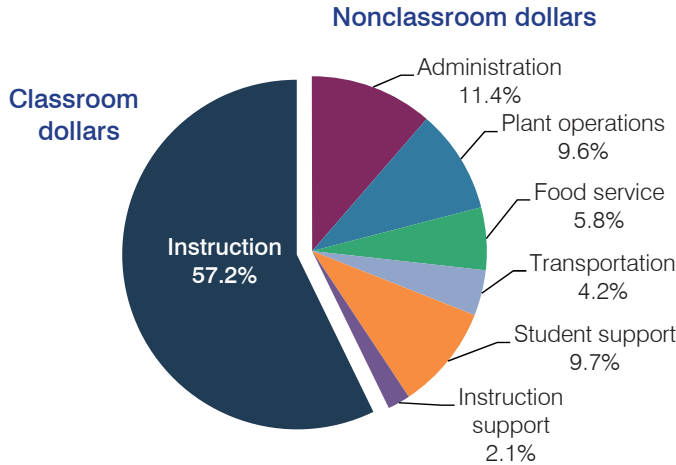
427

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 14 percent. Spending in the classroom decreased from 59.9 to 57.2 percent. Overall, spending on administration, food service, and student support increased. Spending on instruction support 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	\$860	\$1,165	\$757
	Students per administrator	90	57	68
Plant operations	Cost per square foot	\$6.37	\$6.15	\$6.04
	Square footage per student	113	179	153
Food service	Cost per meal equivalent	\$3.04	\$2.98	\$2.69
Transportation	Cost per mile	\$4.46	\$3.73	\$3.62
	Cost per rider	\$496	\$512	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$7,572</b>	<b>\$7,527</b>	<b>\$8,683</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>4,284</b>	<b>4,305</b>	<b>4,668</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,288</b>	<b>3,222</b>	<b>4,015</b>	<b>3,505</b>	<b>4,172</b>
Administration	732	860	1,165	757	1,160
Plant operations	810	721	1,037	923	1,008
Food service	427	439	550	405	429
Transportation	340	313	546	373	464
Student support	831	730	467	600	594
Instruction support	148	159	250	447	517

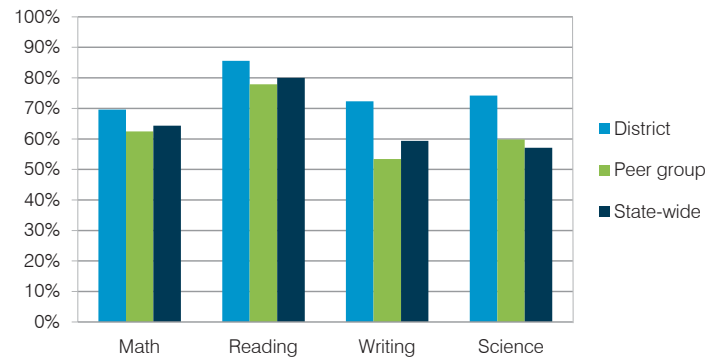
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	23%	25%	24%
Students per teacher	19.0	13.1	18.6
Average teacher salary	\$50,542	\$45,915	\$46,026
Amount from Proposition 301	\$6,327	\$3,467	\$4,810
Average years of teacher experience	15.1	12.1	10.9
Percentage of teachers in first 3 years	5%	13%	20%

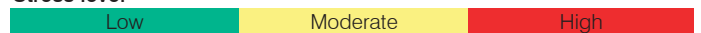
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.8%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level





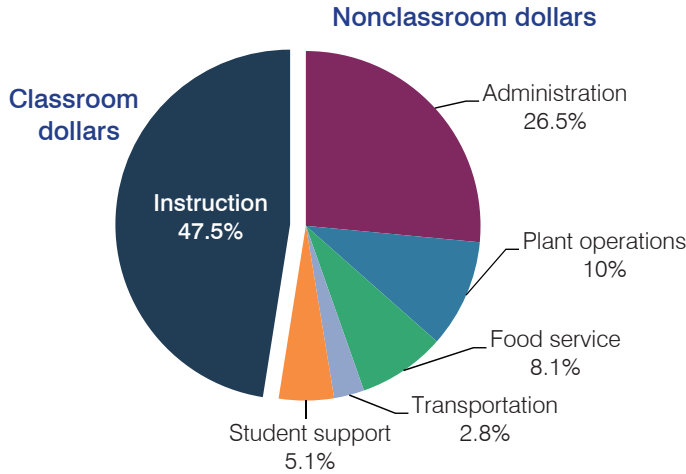
# Clifton Unified School District

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

District size, location: Very small, Rural  
 Students attending: 73  
 Number of schools: 2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Student enrollment decreased by 46 percent, which contributed to the 34 percent increase in total spending per pupil. Spending in the classroom varied year to year, increasing overall from 43 to 47.5 percent. Spending on all 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	\$3,483	\$2,835	\$757
	Students per administrator	24	28	68
Plant operations	Cost per square foot	\$1.05	\$6.51	\$6.04
	Square footage per student	1,257	351	153
Food service	Cost per meal equivalent	\$4.93	\$5.02	\$2.69
Transportation	Cost per mile	\$1.63	\$1.61	\$3.62
	Cost per rider	\$908	\$1,444	\$1,036

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$12,392</b>	<b>\$13,171</b>	<b>\$16,101</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>5,373</b>	<b>6,262</b>	<b>8,231</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>7,019</b>	<b>6,909</b>	<b>7,870</b>	<b>3,505</b>	<b>4,172</b>
Administration	3,636	3,483	2,835	757	1,160
Plant operations	994	1,316	2,137	923	1,008
Food service	1,556	1,072	901	405	429
Transportation	497	374	1,072	373	464
Student support	298	664	536	600	594
Instruction support	38	0	389	447	517

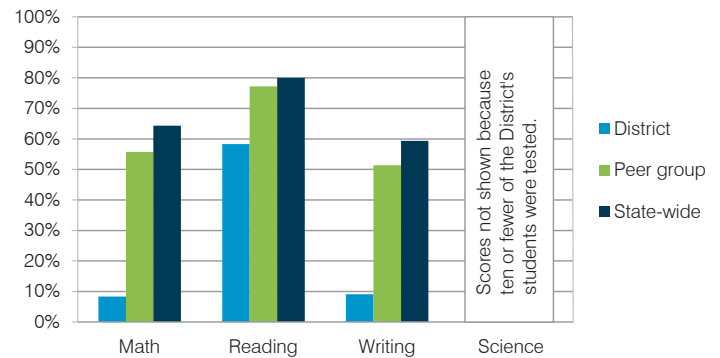
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	82%	94%	95%
Graduation rate (2013)	N/A	86%	75%
Poverty rate (2013)	8%	15%	24%
Students per teacher	13.2	16.1	18.6
Average teacher salary	\$38,090	\$41,932	\$46,026
Amount from Proposition 301	\$2,412	\$4,526	\$4,810
Average years of teacher experience	7.1	10.2	10.9
Percentage of teachers in first 3 years	61%	21%	20%

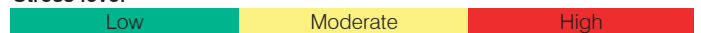
### Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Noncompliant

Stress level



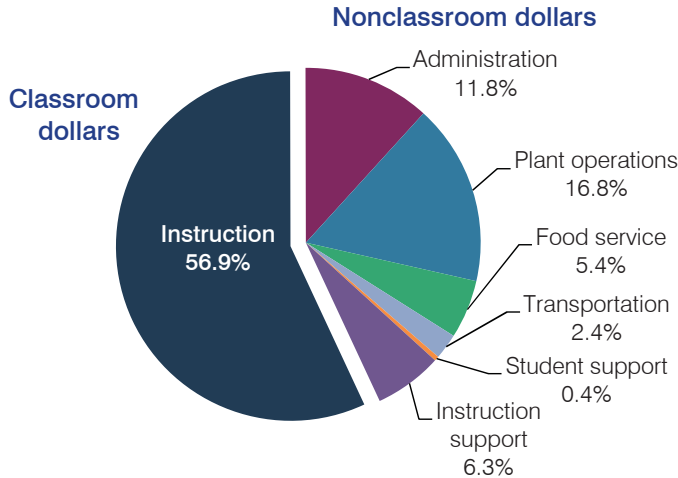
# Cochise Elementary School District

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

District size, location: Very small, Rural  
 Students attending: 85  
 Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 6 percent. Spending in the classroom varied year to year, decreasing overall from 59.7 to 56.9 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration, food service, and instruction support increased, while spending on plant operations decreased.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,790	\$2,835	\$757
	Students per administrator	55	28	68
Plant operations	Cost per square foot	\$8.40	\$6.51	\$6.04
	Square footage per student	301	351	153
Food service	Cost per meal equivalent	\$5.57	\$5.02	\$2.69
Transportation	Cost per mile	\$1.24	\$1.61	\$3.62
	Cost per rider	\$355	\$1,444	\$1,036

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$14,508</b>	<b>\$15,117</b>	<b>\$16,101</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>8,301</b>	<b>8,606</b>	<b>8,231</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>6,207</b>	<b>6,511</b>	<b>7,870</b>	<b>3,505</b>	<b>4,172</b>
Administration	1,711	1,790	2,835	757	1,160
Plant operations	2,469	2,531	2,137	923	1,008
Food service	733	813	901	405	429
Transportation	365	359	1,072	373	464
Student support	61	66	536	600	594
Instruction support	868	952	389	447	517

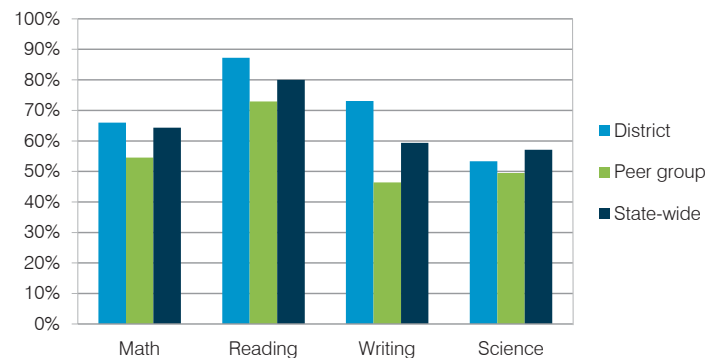
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	36%	39%	24%
Students per teacher	10.6	15.0	18.6
Average teacher salary	\$49,305	\$47,060	\$46,026
Amount from Proposition 301	\$2,616	\$3,492	\$4,810
Average years of teacher experience	19.9	11.8	10.9
Percentage of teachers in first 3 years	0%	15%	20%

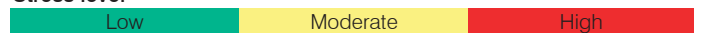
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	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



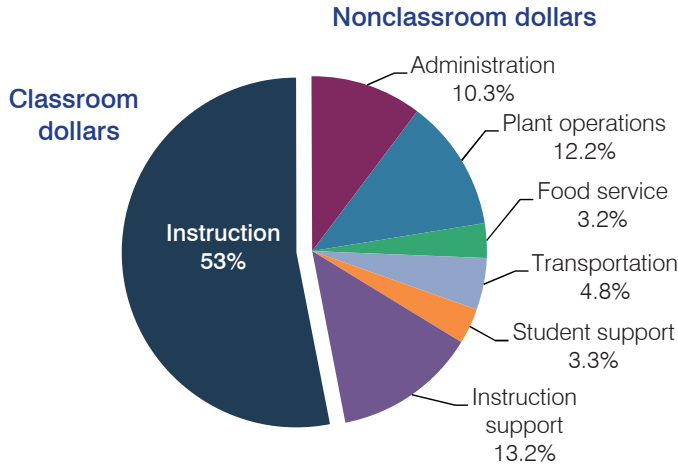
# Colorado City Unified School District

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

District size, location: Small, Rural  
 Students attending: 533  
 Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 12 percent. Spending in the classroom increased from 46.6 to 53 percent. Overall, spending on instruction support decreased substantially and spending on transportation and student support decreased slightly. Spending on most 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	\$946	\$1,534	\$757
	Students per administrator	44	45	68
Plant operations	Cost per square foot	\$5.27	\$4.68	\$6.04
	Square footage per student	213	307	153
Food service	Cost per meal equivalent	\$2.58	\$3.36	\$2.69
Transportation	Cost per mile	\$3.80	\$3.73	\$3.62
	Cost per rider	\$504	\$512	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$9,482</b>	<b>\$9,167</b>	<b>\$10,014</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>4,879</b>	<b>4,862</b>	<b>5,015</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>4,603</b>	<b>4,305</b>	<b>4,999</b>	<b>3,505</b>	<b>4,172</b>
Administration	882	946	1,534	757	1,160
Plant operations	1,027	1,120	1,518	923	1,008
Food service	285	289	448	405	429
Transportation	472	439	501	373	464
Student support	374	302	626	600	594
Instruction support	1,563	1,209	372	447	517

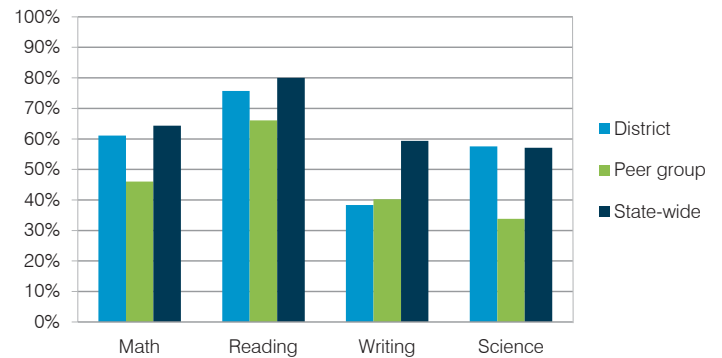
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	95%
Graduation rate (2013)	70%	73%	75%
Poverty rate (2013)	41%	45%	24%
Students per teacher	19.7	15.2	18.6
Average teacher salary	\$38,826	\$43,616	\$46,026
Amount from Proposition 301	\$2,684	\$4,111	\$4,810
Average years of teacher experience	11.4	12.2	10.9
Percentage of teachers in first 3 years	25%	18%	20%

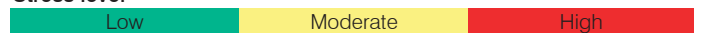
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.4%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



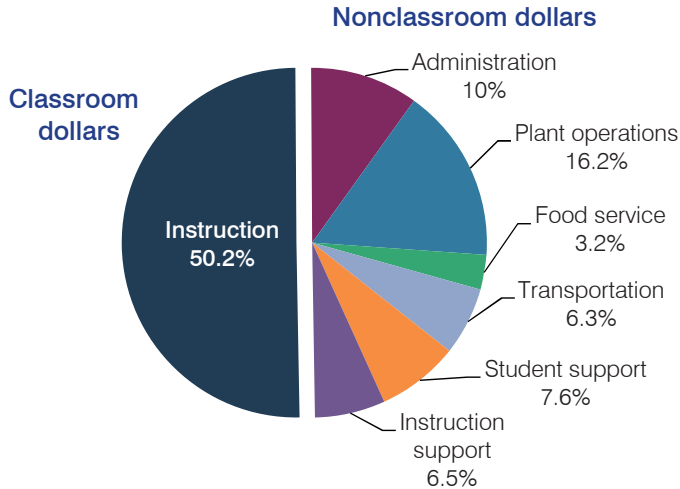
# Colorado River Union High School District

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

District size, location: Medium-large, Town  
 Students attending: 2,056  
 Number of schools: 2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil increased by 2 percent. Spending in the classroom decreased overall from 59.1 to 50.2 percent. Overall, spending on administration, student support, and instruction support increased substantially and spending on plant operations and transportation increased. Spending on food service decreased.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$710	\$789	\$757
	Students per administrator	70	67	68
Plant operations	Cost per square foot	\$5.66	\$5.46	\$6.04
	Square footage per student	204	188	153
Food service	Cost per meal equivalent	\$2.18	\$2.76	\$2.69
Transportation	Cost per mile	\$2.36	\$2.12	\$3.62
	Cost per rider	\$1,404	\$1,121	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$7,244</b>	<b>\$7,119</b>	<b>\$7,573</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,818</b>	<b>3,576</b>	<b>3,914</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,426</b>	<b>3,543</b>	<b>3,659</b>	<b>3,505</b>	<b>4,172</b>
Administration	752	710	789	757	1,160
Plant operations	1,074	1,153	1,009	923	1,008
Food service	225	229	386	405	429
Transportation	443	445	406	373	464
Student support	482	543	607	600	594
Instruction support	450	463	462	447	517

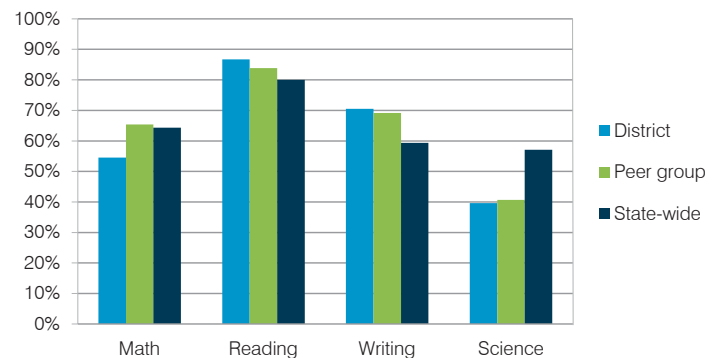
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **D**

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

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	95%
Graduation rate (2013)	75%	75%	75%
Poverty rate (2013)	25%	20%	24%
Students per teacher	21.2	16.3	18.6
Average teacher salary	\$45,232	\$41,233	\$46,026
Amount from Proposition 301	\$2,546	\$4,174	\$4,810
Average years of teacher experience	11.8	11.5	10.9
Percentage of teachers in first 3 years	14%	22%	20%

### Financial stress assessment

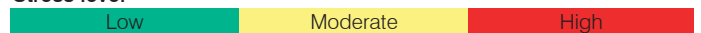
Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Assessment

Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.5%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant

Stress level



# Concho Elementary School District

Apache County

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

Legislative district(s): 7

District size, location:

Very small, Rural

Students attending:

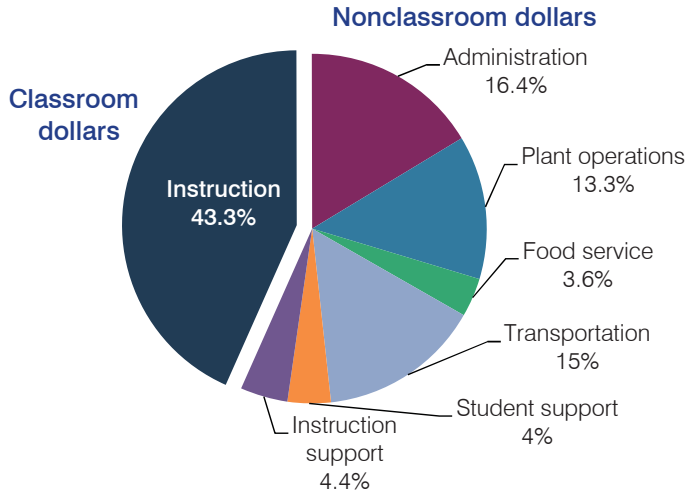
150

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Student enrollment decreased by 20 percent, which contributed to the 36 percent increase in total spending per pupil. Spending in the classroom varied year to year, increasing slightly overall from 42.9 to 43.3 percent. Spending on all 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	\$3,041	\$2,835	\$757
	Students per administrator	31	28	68
Plant operations	Cost per square foot	\$8.99	\$6.51	\$6.04
	Square footage per student	273	351	153
Food service	Cost per meal equivalent	\$3.17	\$5.02	\$2.69
Transportation	Cost per mile	\$0.92	\$1.61	\$3.62
	Cost per rider	\$1,702	\$1,444	\$1,036

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$17,517</b>	<b>\$18,501</b>	<b>\$16,101</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>6,941</b>	<b>8,009</b>	<b>8,231</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>10,576</b>	<b>10,492</b>	<b>7,870</b>	<b>3,505</b>	<b>4,172</b>
Administration	2,814	3,041	2,835	757	1,160
Plant operations	2,467	2,452	2,137	923	1,008
Food service	788	675	901	405	429
Transportation	2,816	2,775	1,072	373	464
Student support	893	734	536	600	594
Instruction support	798	815	389	447	517

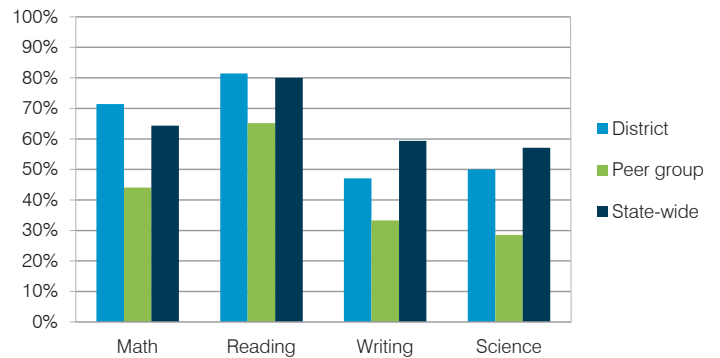
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	48%	51%	24%
Students per teacher	11.1	12.6	18.6
Average teacher salary	\$39,145	\$43,853	\$46,026
Amount from Proposition 301	\$3,247	\$2,969	\$4,810
Average years of teacher experience	17.1	13.4	10.9
Percentage of teachers in first 3 years	0%	9%	20%

### Financial stress assessment

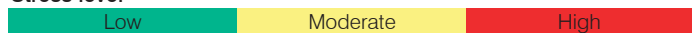
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.5%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



# Congress Elementary School District

Yavapai County

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

Legislative district(s): 1

District size, location:

Very small, Rural

Students attending:

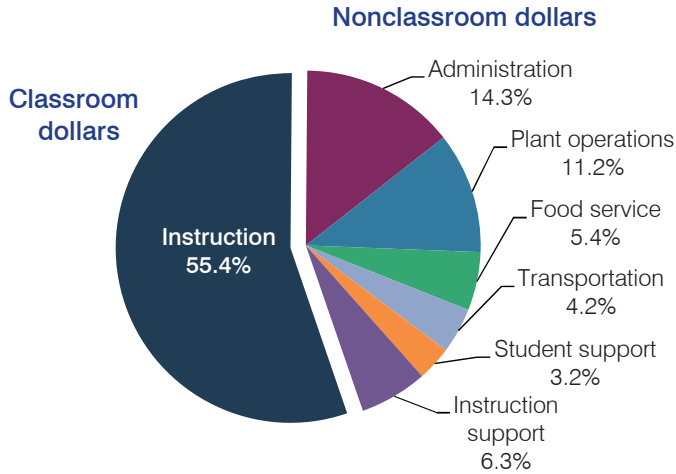
111

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil increased by 15 percent. Spending in the classroom varied year to year, increasing overall from 53.6 percent. Spending on most nonclassroom areas varied year to year, as is common for very small districts. Spending on administration decreased substantially.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,886	\$2,835	\$757
	Students per administrator	49	28	68
Plant operations	Cost per square foot	\$6.27	\$6.51	\$6.04
	Square footage per student	235	351	153
Food service	Cost per meal equivalent	\$3.91	\$5.02	\$2.69
Transportation	Cost per mile	\$0.92	\$1.61	\$3.62
	Cost per rider	\$660	\$1,444	\$1,036

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$13,740</b>	<b>\$13,179</b>	<b>\$16,101</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>7,468</b>	<b>7,307</b>	<b>8,231</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>6,272</b>	<b>5,872</b>	<b>7,870</b>	<b>3,505</b>	<b>4,172</b>
Administration	2,151	1,886	2,835	757	1,160
Plant operations	1,720	1,470	2,137	923	1,008
Food service	704	707	901	405	429
Transportation	499	559	1,072	373	464
Student support	412	427	536	600	594
Instruction support	786	823	389	447	517

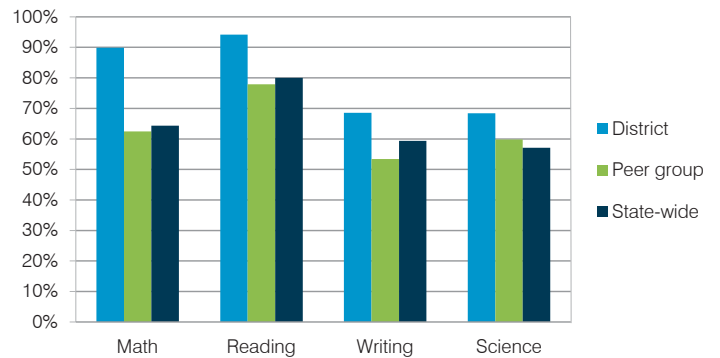
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	25%	25%	24%
Students per teacher	9.2	13.1	18.6
Average teacher salary	\$45,663	\$45,915	\$46,026
Amount from Proposition 301	\$802	\$3,467	\$4,810
Average years of teacher experience	14.6	12.1	10.9
Percentage of teachers in first 3 years	9%	13%	20%

### Financial stress assessment

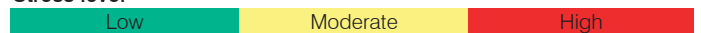
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

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

Stress level



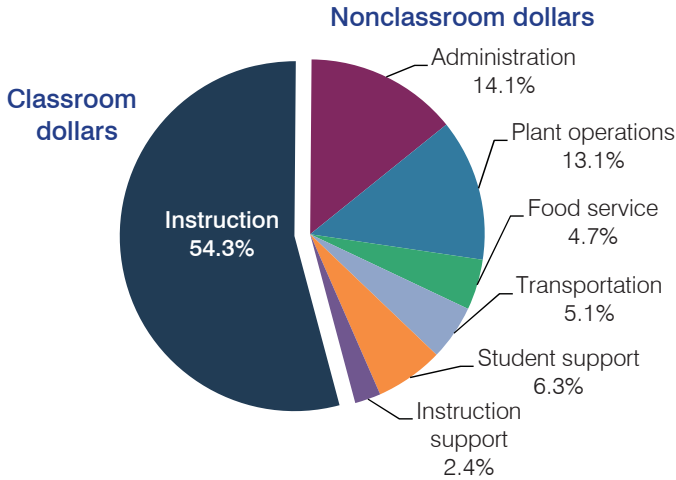
# Continental Elementary School District

Pima County  
 Efficiency peer groups 10 and T-6, Achievement peer group 16  
 Legislative district(s): 2 and 14

District size, location: Small, Rural  
 Students attending: 528  
 Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 5 percent. Spending in the classroom varied year to year, decreasing overall from 62.8 to 54.3 percent. Overall, spending on administration, plant operations, and transportation increased substantially. Spending on all 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	\$1,060	\$1,165	\$757
	Students per administrator	56	57	68
Plant operations	Cost per square foot	\$6.89	\$6.15	\$6.04
	Square footage per student	143	179	153
Food service	Cost per meal equivalent	\$3.23	\$2.98	\$2.69
Transportation	Cost per mile	\$1.79	\$3.73	\$3.62
	Cost per rider	\$413	\$512	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$7,662</b>	<b>\$7,508</b>	<b>\$8,683</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>4,488</b>	<b>4,079</b>	<b>4,668</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,174</b>	<b>3,429</b>	<b>4,015</b>	<b>3,505</b>	<b>4,172</b>
Administration	926	1,060	1,165	757	1,160
Plant operations	815	984	1,037	923	1,008
Food service	327	355	550	405	429
Transportation	433	378	546	373	464
Student support	537	471	467	600	594
Instruction support	136	181	250	447	517

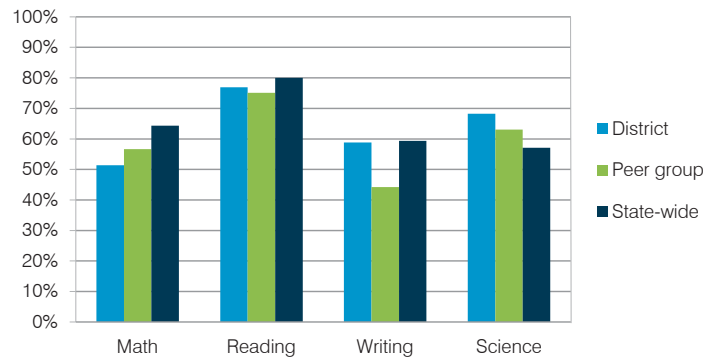
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	14%	9%	24%
Students per teacher	15.0	11.5	18.6
Average teacher salary	\$37,921	\$46,876	\$46,026
Amount from Proposition 301	\$4,070	\$3,288	\$4,810
Average years of teacher experience	11.6	12.6	10.9
Percentage of teachers in first 3 years	0%	11%	20%

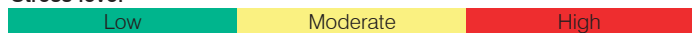
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.9%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



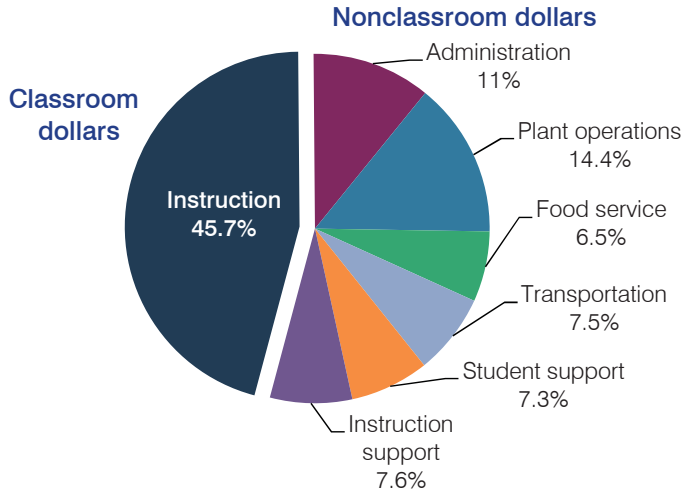
# Coolidge Unified School District

Pinal County  
 Efficiency peer groups 4 and T-9, Achievement peer group 5  
 Legislative district(s): 8 and 12

District size, location: Medium-large, Town  
 Students attending: 3,524  
 Number of schools: 7

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 13 percent. Spending in the classroom was very inconsistent year to year, decreasing overall from 51.3 to 45.7 percent. Spending on plant operations increased substantially and spending on food service, transportation, and instruction support increased, while spending on student support decreased substantially.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$785	\$789	\$757
	Students per administrator	66	67	68
Plant operations	Cost per square foot	\$4.17	\$5.46	\$6.04
	Square footage per student	246	188	153
Food service	Cost per meal equivalent	\$3.35	\$2.76	\$2.69
Transportation	Cost per mile	\$2.39	\$2.32	\$3.62
	Cost per rider	\$1,055	\$981	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$6,995</b>	<b>\$7,132</b>	<b>\$7,573</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,144</b>	<b>3,259</b>	<b>3,914</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,851</b>	<b>3,873</b>	<b>3,659</b>	<b>3,505</b>	<b>4,172</b>
Administration	897	785	789	757	1,160
Plant operations	968	1,026	1,009	923	1,008
Food service	448	463	386	405	429
Transportation	568	534	406	373	464
Student support	545	524	607	600	594
Instruction support	425	541	462	447	517

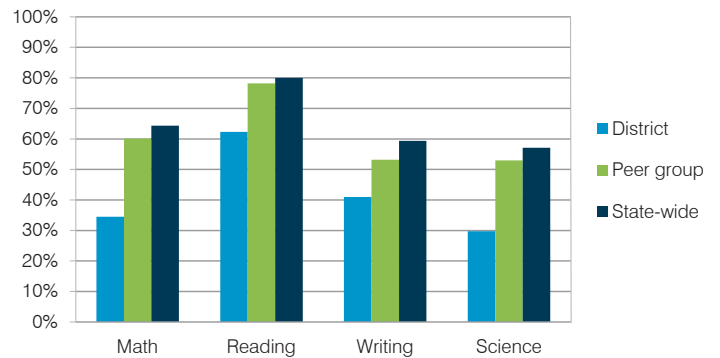
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **D**

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

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	94%	95%
Graduation rate (2013)	73%	80%	75%
Poverty rate (2013)	24%	24%	24%
Students per teacher	19.8	17.3	18.6
Average teacher salary	\$40,481	\$42,872	\$46,026
Amount from Proposition 301	\$6,552	\$5,022	\$4,810
Average years of teacher experience	8.7	12.1	10.9
Percentage of teachers in first 3 years	30%	19%	20%

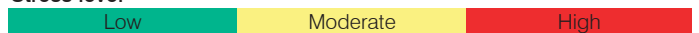
### Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
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	Less than 1 year
Current financial and internal control status	Compliant

Stress level





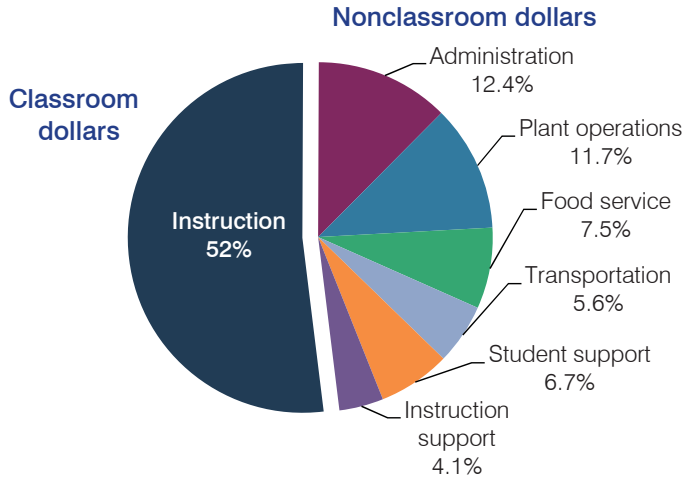
# Cottonwood-Oak Creek Elementary School District

Yavapai County  
 Efficiency peer groups 9 and T-7, Achievement peer group 18  
 Legislative district(s): 1 and 6

District size, location: Medium-large, Town  
 Students attending: 2,031  
 Number of schools: 5

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 4 percent. Spending in the classroom was very inconsistent year to year, decreasing overall from 56.9 to 52 percent. Overall, spending on transportation increased substantially and spending on administration and food service increased. Spending on most 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	\$906	\$974	\$757
	Students per administrator	55	65	68
Plant operations	Cost per square foot	\$5.65	\$6.55	\$6.04
	Square footage per student	151	140	153
Food service	Cost per meal equivalent	\$3.17	\$2.82	\$2.69
Transportation	Cost per mile	\$2.94	\$3.45	\$3.62
	Cost per rider	\$924	\$832	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$7,135</b>	<b>\$7,293</b>	<b>\$7,678</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,975</b>	<b>3,793</b>	<b>3,796</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,160</b>	<b>3,500</b>	<b>3,882</b>	<b>3,505</b>	<b>4,172</b>
Administration	725	906	974	757	1,160
Plant operations	729	851	902	923	1,008
Food service	579	544	549	405	429
Transportation	377	412	496	373	464
Student support	415	490	463	600	594
Instruction support	335	297	498	447	517

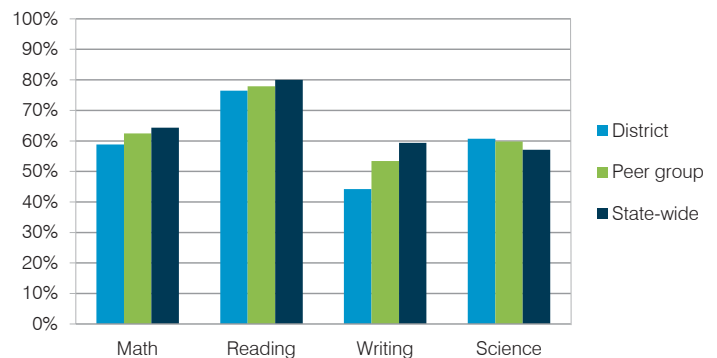
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	25%	25%	24%
Students per teacher	19.2	13.1	18.6
Average teacher salary	\$42,625	\$45,915	\$46,026
Amount from Proposition 301	\$5,019	\$3,467	\$4,810
Average years of teacher experience	12.4	12.1	10.9
Percentage of teachers in first 3 years	17%	13%	20%

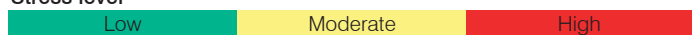
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	0.8%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



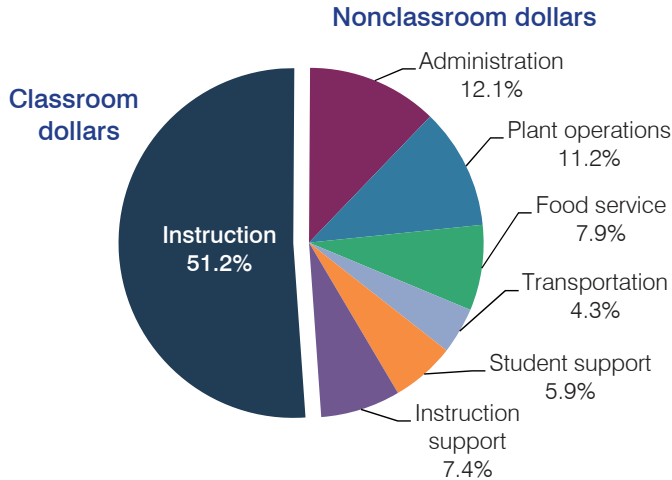
# Crane Elementary School District

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

District size, location: Medium-large, City  
 Students attending: 5,897  
 Number of schools: 11

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 9 percent. Spending in the classroom decreased from 54.3 to 51.2 percent. Spending on student support increased and spending on administration, food service, transportation, and instruction support increased slightly, while spending on plant operations decreased.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$763	\$895	\$757
	Students per administrator	75	69	68
Plant operations	Cost per square foot	\$6.63	\$6.19	\$6.04
	Square footage per student	106	143	153
Food service	Cost per meal equivalent	\$2.41	\$2.48	\$2.69
Transportation	Cost per mile	\$5.38	\$6.52	\$3.62
	Cost per rider	\$546	\$710	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$6,124</b>	<b>\$6,314</b>	<b>\$7,656</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,111</b>	<b>3,231</b>	<b>3,929</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,013</b>	<b>3,083</b>	<b>3,727</b>	<b>3,505</b>	<b>4,172</b>
Administration	705	763	895	757	1,160
Plant operations	755	704	879	923	1,008
Food service	460	501	558	405	429
Transportation	252	273	291	373	464
Student support	340	374	580	600	594
Instruction support	501	468	524	447	517

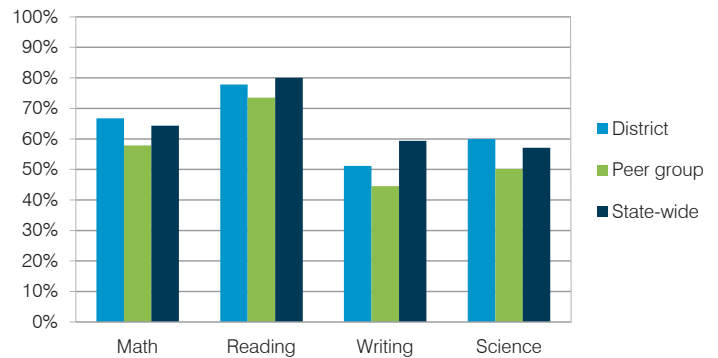
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	3	27%
B	8	73%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	27%	26%	24%
Students per teacher	19.9	19.7	18.6
Average teacher salary	\$41,017	\$40,842	\$46,026
Amount from Proposition 301	\$5,120	\$3,876	\$4,810
Average years of teacher experience	8.6	7.6	10.9
Percentage of teachers in first 3 years	28%	34%	20%

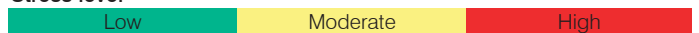
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
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

Stress level



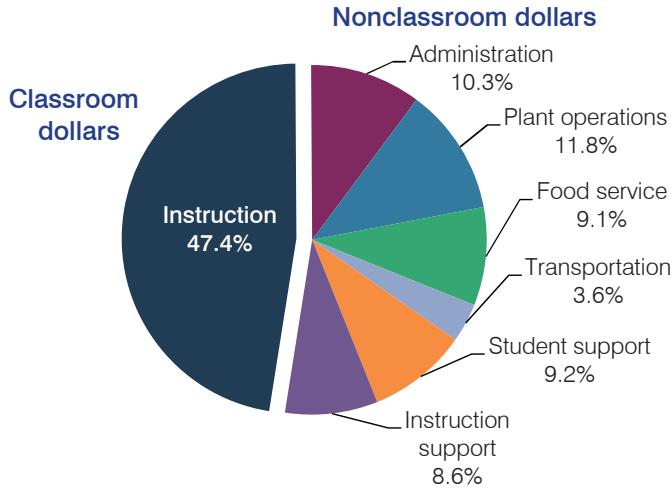
# Creighton Elementary School District

Maricopa County  
 Efficiency peer groups 8 and T-2, Achievement peer group 15  
 Legislative district(s): 24, 27, and 28

District size, location: Medium-large, City  
 Students attending: 6,191  
 Number of schools: 9

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 11 percent. Spending in the classroom decreased overall from 52.6 to 47.4 percent. Spending on plant operations and food service increased substantially and spending on administration and transportation increased slightly. 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	\$810	\$895	\$757
	Students per administrator	63	69	68
Plant operations	Cost per square foot	\$5.79	\$6.19	\$6.04
	Square footage per student	161	143	153
Food service	Cost per meal equivalent	\$2.72	\$2.48	\$2.69
Transportation	Cost per mile	\$6.71	\$4.98	\$3.62
	Cost per rider	\$1,406	\$909	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$7,722</b>	<b>\$7,862</b>	<b>\$7,656</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,707</b>	<b>3,727</b>	<b>3,929</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>4,015</b>	<b>4,135</b>	<b>3,727</b>	<b>3,505</b>	<b>4,172</b>
Administration	786	810	895	757	1,160
Plant operations	883	931	879	923	1,008
Food service	693	715	558	405	429
Transportation	274	280	291	373	464
Student support	658	726	580	600	594
Instruction support	721	673	524	447	517

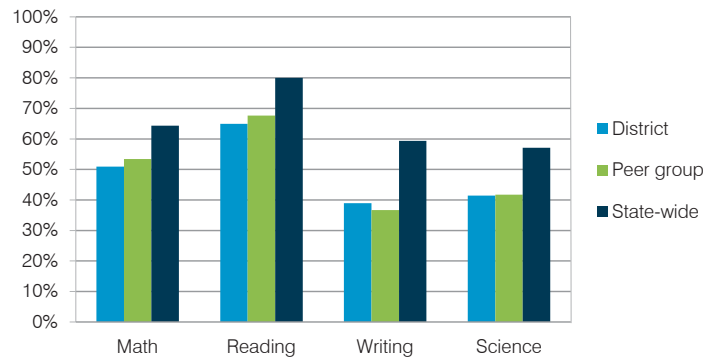
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	1	11%
B	2	22%
C	5	56%
D	1	11%
F	0	0%
Not rated	0	0%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	48%	52%	24%
Students per teacher	17.4	18.2	18.6
Average teacher salary	\$43,060	\$47,973	\$46,026
Amount from Proposition 301	\$3,551	\$4,193	\$4,810
Average years of teacher experience	7.7	8.8	10.9
Percentage of teachers in first 3 years	35%	33%	20%

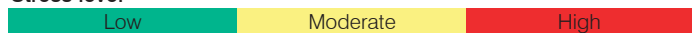
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	1.7%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



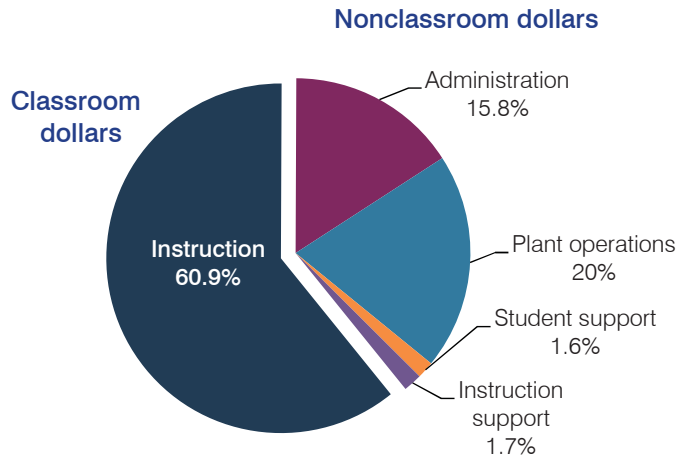
# Crown King Elementary School District

Yavapai County  
 Efficiency peer group 11 and Achievement peer group 17  
 Legislative district(s): 1

District size, location: Very small, Rural  
 Students attending: 4  
 Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Student enrollment decreased by 36 percent, which contributed to the 37 percent increase in total spending per pupil. Spending in the classroom varied year to year, decreasing overall from 68.3 to 60.9 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	\$3,886	\$2,835	\$757
	Students per administrator	3	28	68
Plant operations	Cost per square foot	\$9.64	\$6.51	\$6.04
	Square footage per student	509	351	153
Food service	Cost per meal equivalent	N/A	\$5.02	\$2.69
Transportation	Cost per mile	N/A	N/A	\$3.62
	Cost per rider	N/A	N/A	\$1,036

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$37,032</b>	<b>\$24,578</b>	<b>\$16,101</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>20,217</b>	<b>14,964</b>	<b>8,231</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>16,815</b>	<b>9,614</b>	<b>7,870</b>	<b>3,505</b>	<b>4,172</b>
Administration	6,230	3,886	2,835	757	1,160
Plant operations	9,003	4,908	2,137	923	1,008
Food service	0	0	901	405	429
Transportation	0	0	1,072	373	464
Student support	935	402	536	600	594
Instruction support	647	418	389	447	517

## 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%

### Students who met state standards (AIMS)

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

### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	20%	20%	24%
Students per teacher	3.7	12.3	18.6
Average teacher salary	N/A	\$43,736	\$46,026
Amount from Proposition 301	N/A	\$3,455	\$4,810
Average years of teacher experience	N/A	11.8	10.9
Percentage of teachers in first 3 years	N/A	15%	20%

### Financial stress assessment

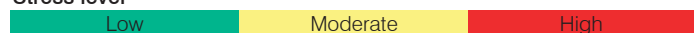
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (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



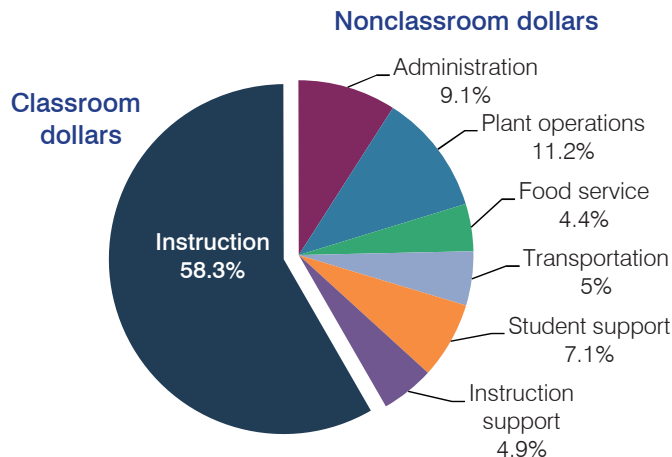
# Deer Valley Unified School District

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: 32,359  
 Number of schools: 37

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 4 percent. Spending in the classroom decreased from 60.6 to 58.3 percent. Overall, spending on administration, transportation, and instruction support increased slightly, 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	\$609	\$630	\$757
	Students per administrator	84	81	68
Plant operations	Cost per square foot	\$5.46	\$5.83	\$6.04
	Square footage per student	137	143	153
Food service	Cost per meal equivalent	\$2.51	\$2.72	\$2.69
Transportation	Cost per mile	\$4.30	\$3.54	\$3.62
	Cost per rider	\$1,401	\$1,065	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$6,597</b>	<b>\$6,718</b>	<b>\$7,208</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,868</b>	<b>3,919</b>	<b>4,086</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>2,729</b>	<b>2,799</b>	<b>3,122</b>	<b>3,505</b>	<b>4,172</b>
Administration	593	609	630	757	1,160
Plant operations	763	751	831	923	1,008
Food service	299	299	330	405	429
Transportation	322	335	346	373	464
Student support	463	479	605	600	594
Instruction support	289	326	380	447	517

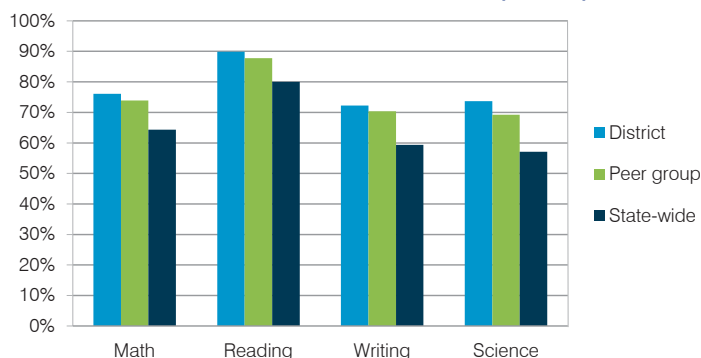
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	18	49%
B	17	46%
C	2	5%
D	0	0%
F	0	0%
Not rated	0	0%

### Students who met state standards (AIMS)



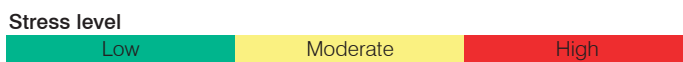
### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	91%	87%	75%
Poverty rate (2013)	12%	14%	24%
Students per teacher	19.0	19.2	18.6
Average teacher salary	\$46,902	\$46,746	\$46,026
Amount from Proposition 301	\$4,661	\$4,740	\$4,810
Average years of teacher experience	12.2	11.0	10.9
Percentage of teachers in first 3 years	12%	15%	20%

### Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	Mixed election results
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



# Double Adobe Elementary School District

Cochise County

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

Legislative district(s): 14

District size, location:

Very small, Rural

Students attending:

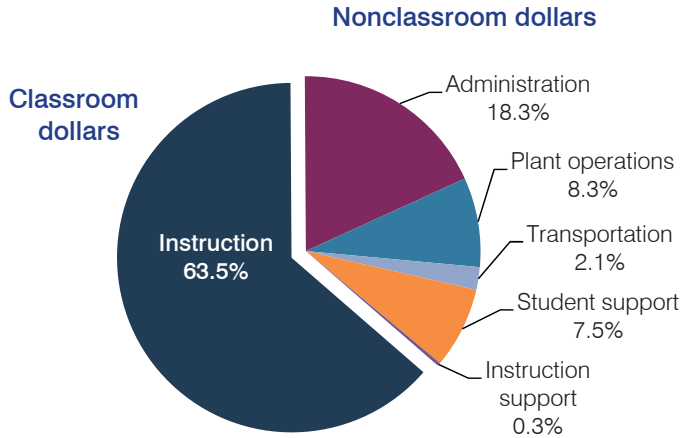
40

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Student enrollment decreased by 28 percent, which contributed to the 24 percent increase in total spending per pupil. Spending in the classroom varied year to year, increasing overall from 61.3 to 63.5 percent. Spending on all nonclassroom areas also varied year to year, as is common for very small districts.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,193	\$2,835	\$757
	Students per administrator	23	28	68
Plant operations	Cost per square foot	\$4.54	\$6.51	\$6.04
	Square footage per student	219	351	153
Food service	Cost per meal equivalent	N/A	\$5.02	\$2.69
Transportation	Cost per mile	\$0.44	\$1.61	\$3.62
	Cost per rider	\$195	\$1,444	\$1,036

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$10,735</b>	<b>\$11,987</b>	<b>\$16,101</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>7,471</b>	<b>7,613</b>	<b>8,231</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,264</b>	<b>4,374</b>	<b>7,870</b>	<b>3,505</b>	<b>4,172</b>
Administration	1,185	2,193	2,835	757	1,160
Plant operations	1,677	993	2,137	923	1,008
Food service	0	0	901	405	429
Transportation	252	248	1,072	373	464
Student support	121	902	536	600	594
Instruction support	29	38	389	447	517

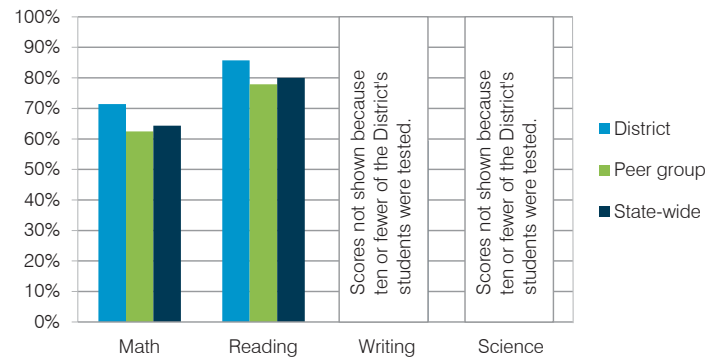
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	24%	25%	24%
Students per teacher	10.0	13.1	18.6
Average teacher salary	\$45,756	\$45,915	\$46,026
Amount from Proposition 301	\$3,087	\$3,467	\$4,810
Average years of teacher experience	18.0	12.1	10.9
Percentage of teachers in first 3 years	0%	13%	20%

### Financial stress assessment

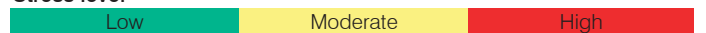
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (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



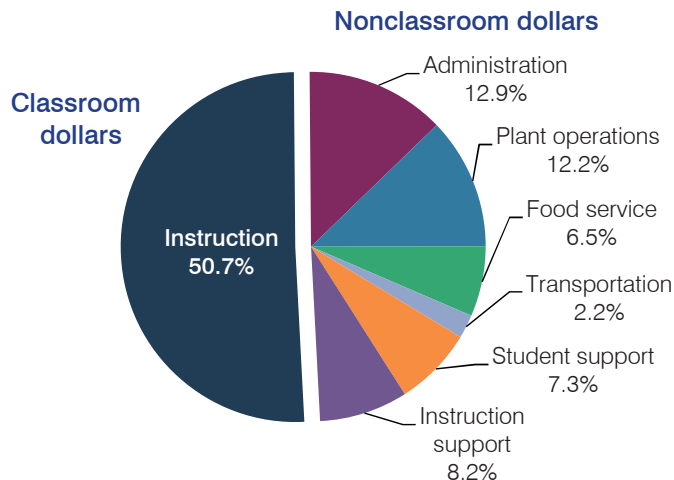
# Douglas Unified School District

Cochise County  
 Efficiency peer groups 4 and T-8, Achievement peer group 7  
 Legislative district(s): 14

District size, location: Medium-large, Town  
 Students attending: 3,596  
 Number of schools: 8

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil increased by 5 percent. Spending in the classroom decreased overall from 54.9 to 50.7 percent. Overall, spending on instruction support increased substantially and spending on food service increased slightly. Spending on plant operations decreased slightly, while most other nonclassroom areas remained fairly stable.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$935	\$789	\$757
	Students per administrator	49	67	68
Plant operations	Cost per square foot	\$5.56	\$5.46	\$6.04
	Square footage per student	159	188	153
Food service	Cost per meal equivalent	\$2.79	\$2.76	\$2.69
Transportation	Cost per mile	\$4.15	\$2.61	\$3.62
	Cost per rider	\$1,581	\$774	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$7,489</b>	<b>\$7,228</b>	<b>\$7,573</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,924</b>	<b>3,662</b>	<b>3,914</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,565</b>	<b>3,566</b>	<b>3,659</b>	<b>3,505</b>	<b>4,172</b>
Administration	969	935	789	757	1,160
Plant operations	860	882	1,009	923	1,008
Food service	484	473	386	405	429
Transportation	148	157	406	373	464
Student support	529	528	607	600	594
Instruction support	575	591	462	447	517

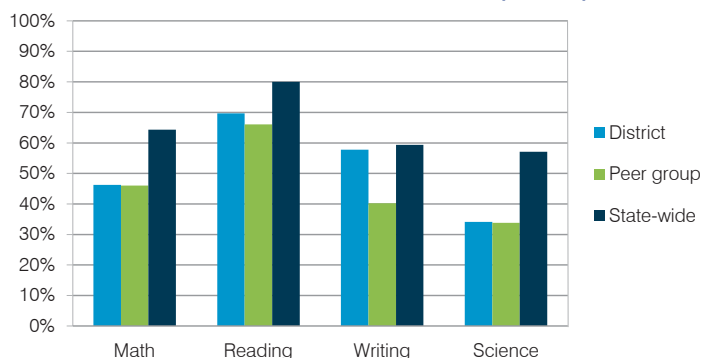
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **C**

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

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	95%
Graduation rate (2013)	79%	73%	75%
Poverty rate (2013)	45%	45%	24%
Students per teacher	18.7	15.2	18.6
Average teacher salary	\$38,195	\$43,616	\$46,026
Amount from Proposition 301	\$5,772	\$4,111	\$4,810
Average years of teacher experience	11.0	12.2	10.9
Percentage of teachers in first 3 years	16%	18%	20%

### Financial stress assessment

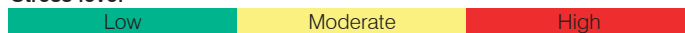
Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Assessment

Change in number of district students	Concentrated decrease
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

Stress level



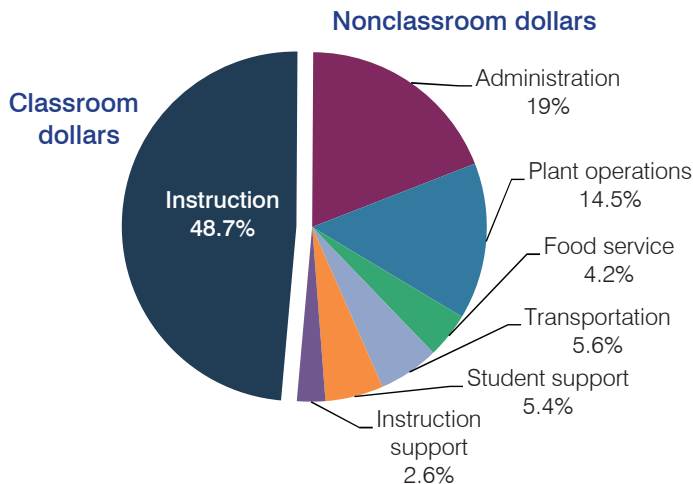
# Duncan Unified School District

Greenlee County  
 Efficiency peer groups 6 and T-10, Achievement peer group 4  
 Legislative district(s): 14

District size, location: Small, Rural  
 Students attending: 363  
 Number of schools: 2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil returned to 2009 levels, but spending in the classroom decreased from 56.1 to 48.7 percent. Spending on administration increased substantially, spending on student support and instruction support increased, and spending on transportation increased slightly. Spending on plant operations decreased slightly.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,745	\$1,534	\$757
	Students per administrator	42	45	68
Plant operations	Cost per square foot	\$3.79	\$4.68	\$6.04
	Square footage per student	352	307	153
Food service	Cost per meal equivalent	\$3.22	\$3.36	\$2.69
Transportation	Cost per mile	\$1.34	\$2.12	\$3.62
	Cost per rider	\$947	\$1,121	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$9,381</b>	<b>\$9,176</b>	<b>\$10,014</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>4,664</b>	<b>4,467</b>	<b>5,015</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>4,717</b>	<b>4,709</b>	<b>4,999</b>	<b>3,505</b>	<b>4,172</b>
Administration	1,689	1,745	1,534	757	1,160
Plant operations	1,435	1,335	1,518	923	1,008
Food service	361	384	448	405	429
Transportation	588	516	501	373	464
Student support	496	493	626	600	594
Instruction support	148	236	372	447	517

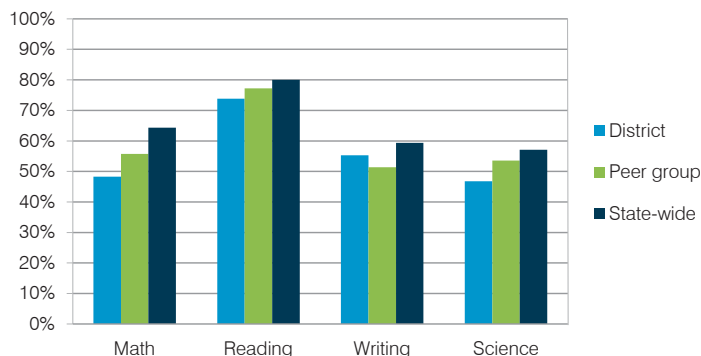
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



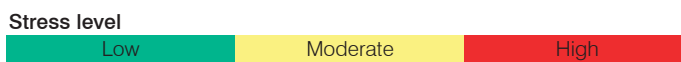
### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2013)	100%	86%	75%
Poverty rate (2013)	18%	15%	24%
Students per teacher	16.2	16.1	18.6
Average teacher salary	\$41,812	\$41,932	\$46,026
Amount from Proposition 301	\$5,883	\$4,526	\$4,810
Average years of teacher experience	13.4	10.2	10.9
Percentage of teachers in first 3 years	10%	21%	20%

### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.8%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant





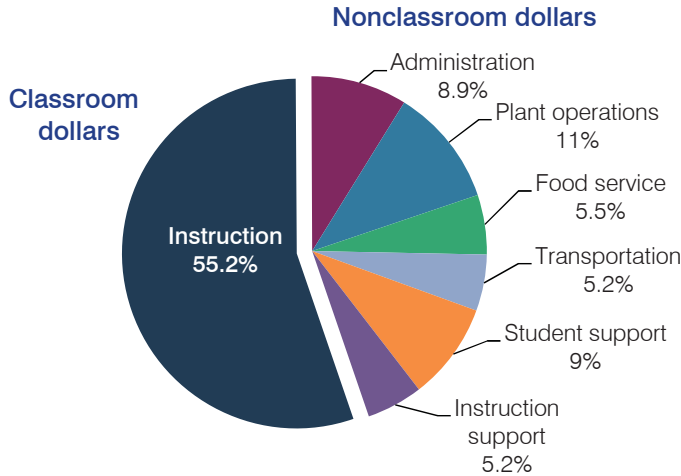
# Dysart Unified School District

Maricopa County  
 Efficiency peer groups 1 and T-3, Achievement peer group 2  
 Legislative district(s): 13, 21, 22, and 29

District size, location: Very large, Suburb  
 Students attending: 24,982  
 Number of schools: 23

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 6 percent. Spending in the classroom decreased from 57.2 to 55.2 percent. Overall, spending on student support increased and spending on plant operations 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	\$609	\$630	\$757
	Students per administrator	86	81	68
Plant operations	Cost per square foot	\$5.77	\$5.83	\$6.04
	Square footage per student	130	143	153
Food service	Cost per meal equivalent	\$3.07	\$2.72	\$2.69
Transportation	Cost per mile	\$4.00	\$3.79	\$3.62
	Cost per rider	\$1,107	\$977	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$6,862</b>	<b>\$6,843</b>	<b>\$7,208</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,829</b>	<b>3,777</b>	<b>4,086</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,033</b>	<b>3,066</b>	<b>3,122</b>	<b>3,505</b>	<b>4,172</b>
Administration	605	609	630	757	1,160
Plant operations	778	751	831	923	1,008
Food service	377	376	330	405	429
Transportation	360	358	346	373	464
Student support	626	618	605	600	594
Instruction support	287	354	380	447	517

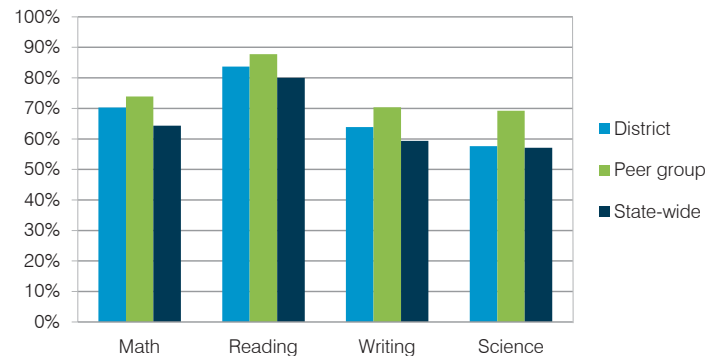
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	8	35%
B	13	56%
C	2	9%
D	0	0%
F	0	0%
Not rated	0	0%

### Students who met state standards (AIMS)



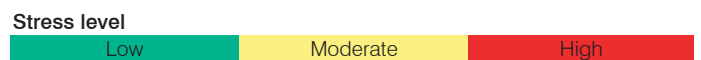
### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	95%	95%
Graduation rate (2013)	81%	87%	75%
Poverty rate (2013)	17%	14%	24%
Students per teacher	19.4	19.2	18.6
Average teacher salary	\$47,232	\$46,746	\$46,026
Amount from Proposition 301	\$4,653	\$4,740	\$4,810
Average years of teacher experience	7.2	11.0	10.9
Percentage of teachers in first 3 years	22%	15%	20%

### Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	3.0%, Decreasing
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant



# Elfrida Elementary School District

Cochise County

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

Legislative district(s): 14

District size, location:

Very small, Rural

Students attending:

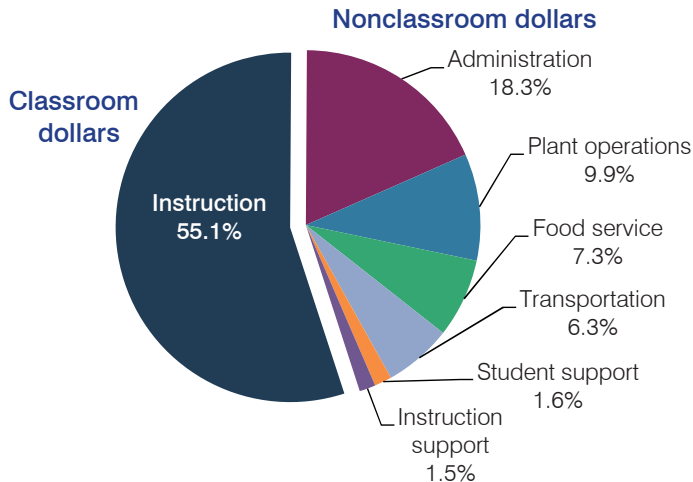
119

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil increased by 1 percent. Spending in the classroom varied year to year, increasing overall from 51 to 55.1 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration increased, while spending on plant operations and instruction support decreased substantially.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,823	\$2,835	\$757
	Students per administrator	30	28	68
Plant operations	Cost per square foot	\$3.94	\$6.51	\$6.04
	Square footage per student	250	351	153
Food service	Cost per meal equivalent	\$3.92	\$5.02	\$2.69
Transportation	Cost per mile	\$1.64	\$1.61	\$3.62
	Cost per rider	\$760	\$1,444	\$1,036

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$10,821</b>	<b>\$9,960</b>	<b>\$16,101</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>6,002</b>	<b>5,489</b>	<b>8,231</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>4,819</b>	<b>4,471</b>	<b>7,870</b>	<b>3,505</b>	<b>4,172</b>
Administration	1,851	1,823	2,835	757	1,160
Plant operations	1,224	984	2,137	923	1,008
Food service	662	722	901	405	429
Transportation	751	632	1,072	373	464
Student support	186	161	536	600	594
Instruction support	145	149	389	447	517

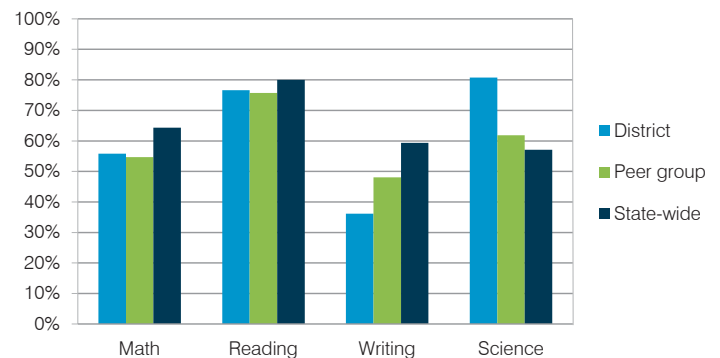
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	17%	20%	24%
Students per teacher	11.9	12.3	18.6
Average teacher salary	\$40,426	\$43,736	\$46,026
Amount from Proposition 301	\$5,185	\$3,455	\$4,810
Average years of teacher experience	15.1	11.8	10.9
Percentage of teachers in first 3 years	10%	15%	20%

### Financial stress assessment

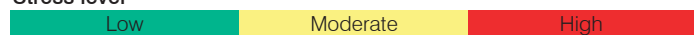
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	Capital only
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

Stress level



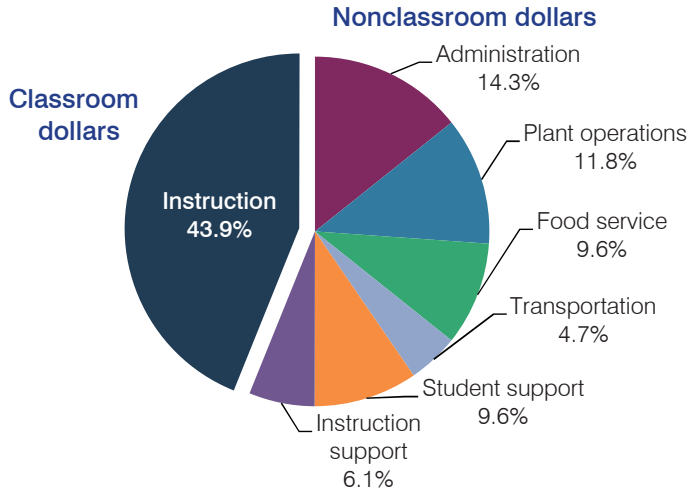
# Eloy Elementary School District

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: 956  
 Number of schools: 3

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil increased by 7 percent. Spending in the classroom decreased from 50.7 to 43.9 percent. Overall, spending on instruction support increased substantially, spending on administration and transportation increased, and spending on plant operations increased slightly. 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	\$1,204	\$974	\$757
	Students per administrator	45	65	68
Plant operations	Cost per square foot	\$6.02	\$6.55	\$6.04
	Square footage per student	165	140	153
Food service	Cost per meal equivalent	\$3.34	\$2.82	\$2.69
Transportation	Cost per mile	\$4.80	\$3.73	\$3.62
	Cost per rider	\$623	\$512	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$8,348</b>	<b>\$8,413</b>	<b>\$7,678</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,899</b>	<b>3,694</b>	<b>3,796</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>4,449</b>	<b>4,719</b>	<b>3,882</b>	<b>3,505</b>	<b>4,172</b>
Administration	1,193	1,204	974	757	1,160
Plant operations	954	995	902	923	1,008
Food service	769	804	549	405	429
Transportation	366	393	496	373	464
Student support	706	808	463	600	594
Instruction support	461	515	498	447	517

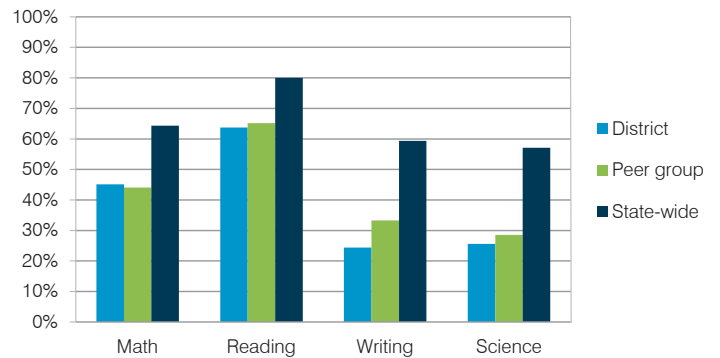
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **C**

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

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	93%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	46%	51%	24%
Students per teacher	18.4	12.6	18.6
Average teacher salary	\$38,736	\$43,853	\$46,026
Amount from Proposition 301	\$3,352	\$2,969	\$4,810
Average years of teacher experience	15.2	13.4	10.9
Percentage of teachers in first 3 years	10%	9%	20%

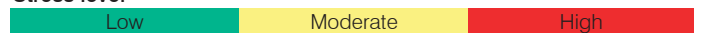
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
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	1 to 3 years
Current financial and internal control status	Compliant

Stress level



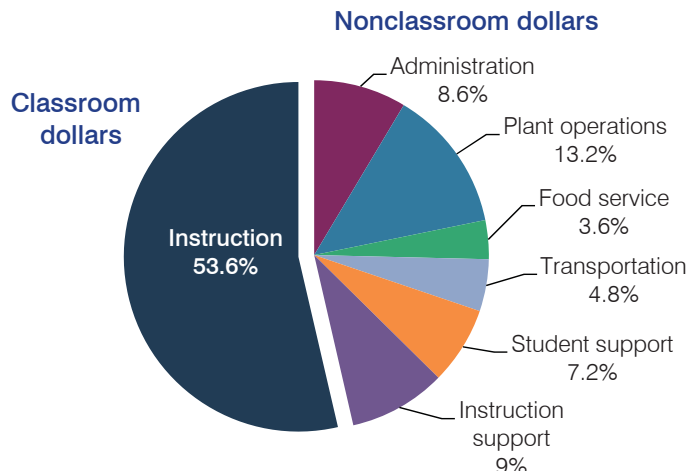
# Flagstaff Unified School District

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: 9,296  
 Number of schools: 15

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 3 percent. Spending in the classroom varied year to year, decreasing overall from 57.2 to 53.6 percent. Spending on plant operations increased substantially and spending on administration, food service, 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	\$696	\$685	\$757
	Students per administrator	74	68	68
Plant operations	Cost per square foot	\$6.25	\$6.29	\$6.04
	Square footage per student	171	147	153
Food service	Cost per meal equivalent	\$2.90	\$2.68	\$2.69
Transportation	Cost per mile	\$2.72	\$3.47	\$3.62
	Cost per rider	\$827	\$1,326	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$8,275</b>	<b>\$8,096</b>	<b>\$7,122</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>4,486</b>	<b>4,341</b>	<b>3,815</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,789</b>	<b>3,755</b>	<b>3,307</b>	<b>3,505</b>	<b>4,172</b>
Administration	702	696	685	757	1,160
Plant operations	1,084	1,070	912	923	1,008
Food service	286	288	339	405	429
Transportation	355	387	360	373	464
Student support	599	582	533	600	594
Instruction support	763	732	478	447	517

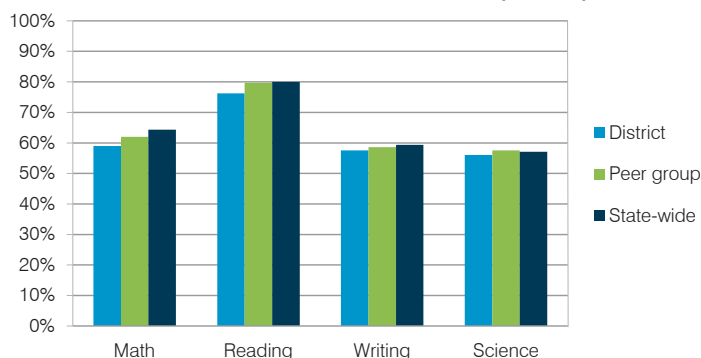
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	2	13%
B	4	27%
C	8	53%
D	0	0%
F	0	0%
Not rated	1	7%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2013)	80%	80%	75%
Poverty rate (2013)	22%	23%	24%
Students per teacher	16.4	18.6	18.6
Average teacher salary	\$41,179	\$45,840	\$46,026
Amount from Proposition 301	\$2,736	\$5,396	\$4,810
Average years of teacher experience	11.9	11.7	10.9
Percentage of teachers in first 3 years	20%	19%	20%

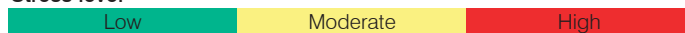
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Increase
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



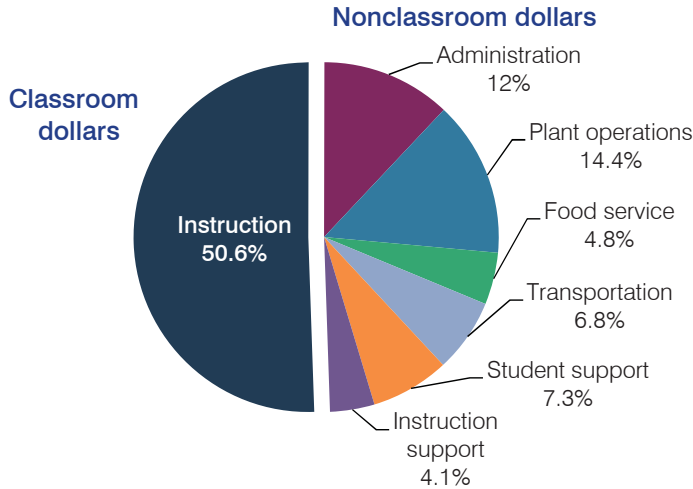
# Florence Unified School District

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

District size, location: Medium-large, Rural  
 Students attending: 7,787  
 Number of schools: 9

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 5 percent. Spending in the classroom decreased overall from 54.4 to 50.6 percent. Spending on administration and plant operations increased and spending on student support increased slightly. Spending on instruction support decreased slightly, 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	\$811	\$789	\$757
	Students per administrator	77	67	68
Plant operations	Cost per square foot	\$6.09	\$5.46	\$6.04
	Square footage per student	160	188	153
Food service	Cost per meal equivalent	\$2.67	\$2.76	\$2.69
Transportation	Cost per mile	\$2.41	\$2.12	\$3.62
	Cost per rider	\$1,108	\$1,121	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$6,759</b>	<b>\$6,746</b>	<b>\$7,573</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,496</b>	<b>3,413</b>	<b>3,914</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,263</b>	<b>3,333</b>	<b>3,659</b>	<b>3,505</b>	<b>4,172</b>
Administration	785	811	789	757	1,160
Plant operations	925	971	1,009	923	1,008
Food service	305	328	386	405	429
Transportation	485	457	406	373	464
Student support	483	492	607	600	594
Instruction support	280	274	462	447	517

## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

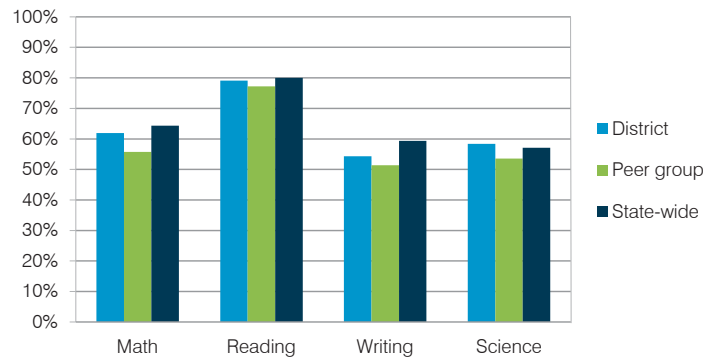
### ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools <sup>1</sup>	Percentage of schools
A	3	30%
B	5	50%
C	1	10%
D	0	0%
F	1	10%
Not rated	0	0%

<sup>1</sup> Includes schools that share a campus and on-line schools.

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2013)	75%	86%	75%
Poverty rate (2013)	18%	15%	24%
Students per teacher	18.2	16.1	18.6
Average teacher salary	\$37,125	\$41,932	\$46,026
Amount from Proposition 301	\$1,892	\$4,526	\$4,810
Average years of teacher experience	7.6	10.2	10.9
Percentage of teachers in first 3 years	29%	21%	20%

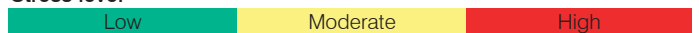
### Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	3.3%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



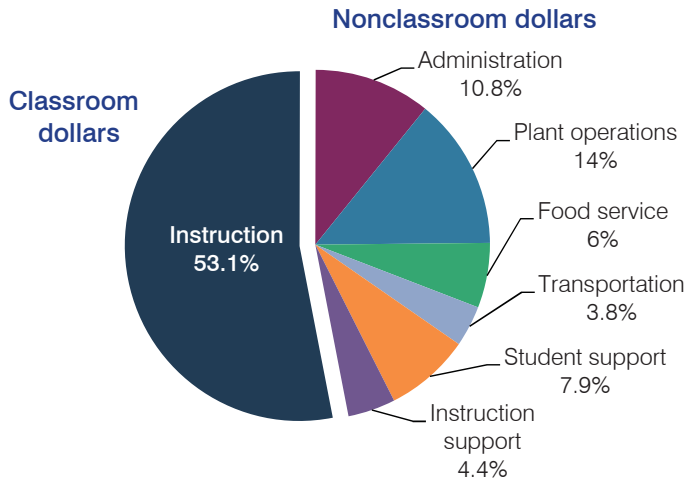
# Flowing Wells Unified School District

Pima County  
 Efficiency peer groups 3 and T-2, Achievement peer group 6  
 Legislative district(s): 3, 9, and 11

District size, location: Medium-large, Suburb  
 Students attending: 5,429  
 Number of schools: 9

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 9 percent. Spending in the classroom decreased overall from 58.4 to 53.1 percent. Overall, spending on administration, plant operations, and student support increased and spending on food service and transportation increased slightly. Spending on instruction support remained fairly stable.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$785	\$771	\$757
	Students per administrator	75	69	68
Plant operations	Cost per square foot	\$6.99	\$5.92	\$6.04
	Square footage per student	145	163	153
Food service	Cost per meal equivalent	\$2.73	\$2.82	\$2.69
Transportation	Cost per mile	\$5.51	\$4.98	\$3.62
	Cost per rider	\$834	\$909	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$7,094</b>	<b>\$7,274</b>	<b>\$7,182</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,708</b>	<b>3,864</b>	<b>3,829</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,386</b>	<b>3,410</b>	<b>3,353</b>	<b>3,505</b>	<b>4,172</b>
Administration	815	785	771	757	1,160
Plant operations	993	1,016	955	923	1,008
Food service	427	438	324	405	429
Transportation	270	279	426	373	464
Student support	540	578	561	600	594
Instruction support	341	314	316	447	517

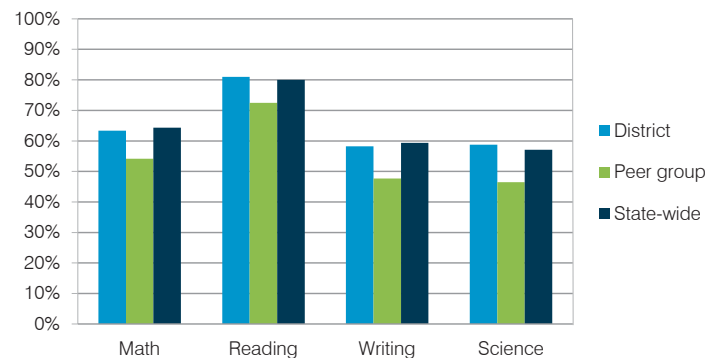
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	2	22%
B	5	56%
C	1	11%
D	0	0%
F	0	0%
Not rated	1	11%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	93%	95%
Graduation rate (2013)	82%	78%	75%
Poverty rate (2013)	32%	32%	24%
Students per teacher	18.4	16.5	18.6
Average teacher salary	\$42,220	\$43,049	\$46,026
Amount from Proposition 301	\$4,822	\$5,173	\$4,810
Average years of teacher experience	11.1	12.0	10.9
Percentage of teachers in first 3 years	25%	19%	20%

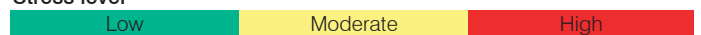
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.9%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



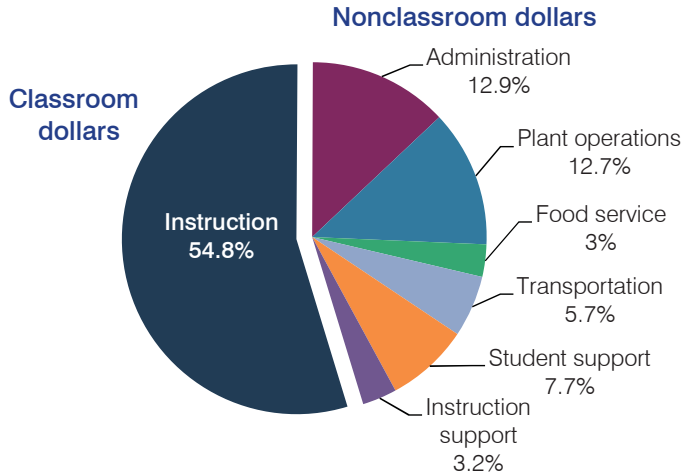
# Fountain Hills Unified School District

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

District size, location: Medium, Suburb  
 Students attending: 1,712  
 Number of schools: 3

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil increased by 6 percent. Spending in the classroom decreased overall from 56.4 to 54.8 percent. Overall, spending on administration and transportation increased, while spending on instruction support decreased. Spending in all other nonclassroom areas remained stable.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,051	\$771	\$757
	Students per administrator	59	69	68
Plant operations	Cost per square foot	\$4.34	\$5.92	\$6.04
	Square footage per student	238	163	153
Food service	Cost per meal equivalent	\$2.88	\$2.82	\$2.69
Transportation	Cost per mile	\$2.72	\$3.79	\$3.62
	Cost per rider	\$657	\$977	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$7,596</b>	<b>\$8,167</b>	<b>\$7,182</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>4,150</b>	<b>4,479</b>	<b>3,829</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,446</b>	<b>3,688</b>	<b>3,353</b>	<b>3,505</b>	<b>4,172</b>
Administration	925	1,051	771	757	1,160
Plant operations	939	1,035	955	923	1,008
Food service	240	244	324	405	429
Transportation	519	467	426	373	464
Student support	578	633	561	600	594
Instruction support	245	258	316	447	517

## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

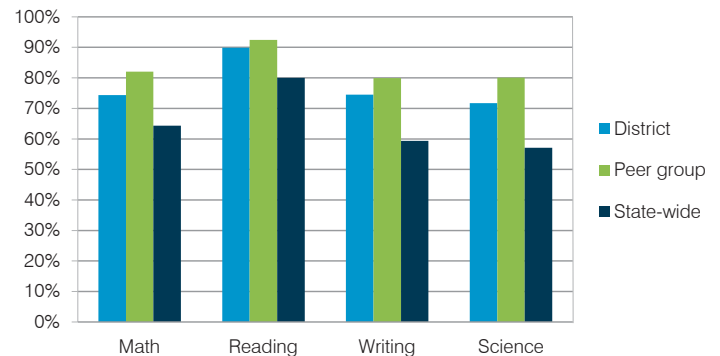
### ADE-reported district and school letter grades

District grade: **B**

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

<sup>1</sup> Includes schools that share a campus and on-line schools.

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	95%	95%
Graduation rate (2013)	89%	89%	75%
Poverty rate (2013)	9%	8%	24%
Students per teacher	15.8	17.6	18.6
Average teacher salary	\$39,537	\$41,745	\$46,026
Amount from Proposition 301	\$3,531	\$4,751	\$4,810
Average years of teacher experience	12.6	11.4	10.9
Percentage of teachers in first 3 years	12%	16%	20%

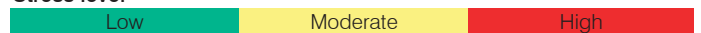
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (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



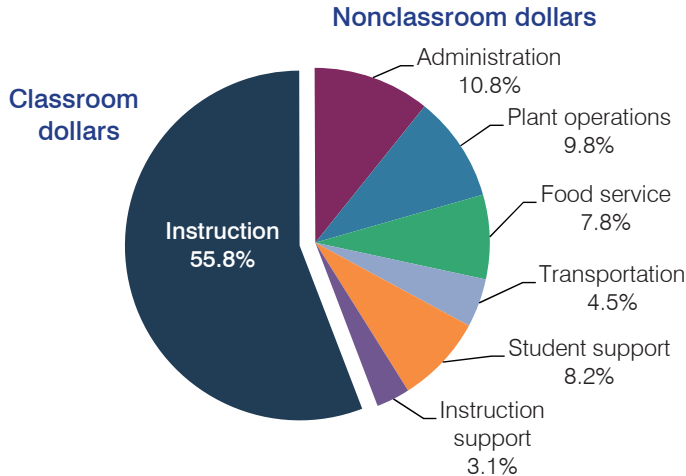
# Fowler Elementary School District

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

District size, location: Medium-large, Suburb  
 Students attending: 4,382  
 Number of schools: 7

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 6 percent. Spending in the classroom decreased overall from 57.3 to 55.8 percent. Overall, spending on transportation increased and spending on administration increased slightly. Spending on instruction support decreased slightly, while spending on most other nonclassroom areas remained stable.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$778	\$895	\$757
	Students per administrator	73	69	68
Plant operations	Cost per square foot	\$5.49	\$6.19	\$6.04
	Square footage per student	128	143	153
Food service	Cost per meal equivalent	\$2.54	\$2.48	\$2.69
Transportation	Cost per mile	\$4.76	\$6.52	\$3.62
	Cost per rider	\$764	\$710	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$6,806</b>	<b>\$7,162</b>	<b>\$7,656</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,625</b>	<b>3,995</b>	<b>3,929</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,181</b>	<b>3,167</b>	<b>3,727</b>	<b>3,505</b>	<b>4,172</b>
Administration	742	778	895	757	1,160
Plant operations	692	702	879	923	1,008
Food service	534	557	558	405	429
Transportation	324	325	291	373	464
Student support	595	586	580	600	594
Instruction support	294	219	524	447	517

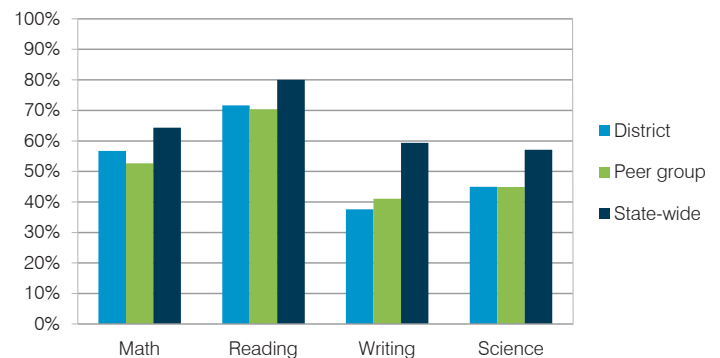
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	35%	36%	24%
Students per teacher	17.8	17.3	18.6
Average teacher salary	\$45,627	\$40,844	\$46,026
Amount from Proposition 301	\$2,547	\$3,471	\$4,810
Average years of teacher experience	9.9	9.4	10.9
Percentage of teachers in first 3 years	22%	29%	20%

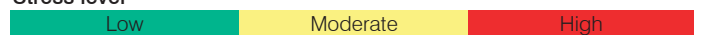
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	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

Stress level





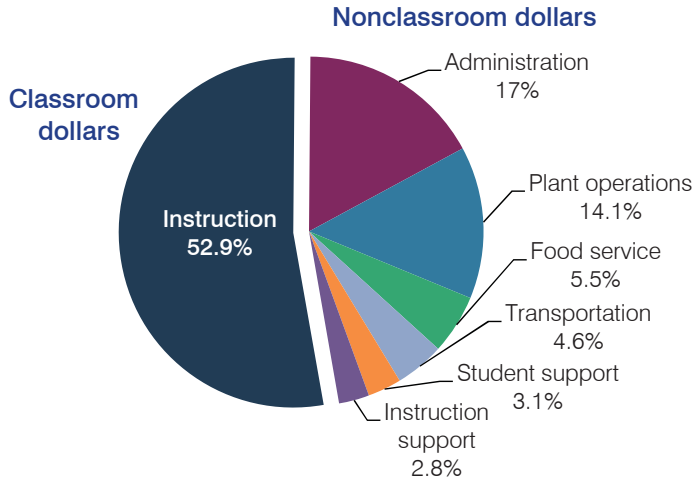
# Fredonia-Moccasin Unified School District

Coconino County  
 Efficiency peer groups 6 and T-9, Achievement peer group 5  
 Legislative district(s): 5 and 7

District size, location: Small, Rural  
 Students attending: 227  
 Number of schools: 2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil increased by 3 percent. Spending in the classroom varied year to year, decreasing overall from 53.4 to 52.9 percent. Overall, spending on plant operations increased and spending on transportation increased slightly. Spending on student support decreased slightly, while spending on most 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	\$1,777	\$1,534	\$757
	Students per administrator	45	45	68
Plant operations	Cost per square foot	\$3.26	\$4.68	\$6.04
	Square footage per student	450	307	153
Food service	Cost per meal equivalent	\$2.86	\$3.36	\$2.69
Transportation	Cost per mile	\$2.97	\$2.32	\$3.62
	Cost per rider	\$1,332	\$981	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$10,387</b>	<b>\$10,447</b>	<b>\$10,014</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>5,496</b>	<b>5,526</b>	<b>5,015</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>4,891</b>	<b>4,921</b>	<b>4,999</b>	<b>3,505</b>	<b>4,172</b>
Administration	1,954	1,777	1,534	757	1,160
Plant operations	1,461	1,468	1,518	923	1,008
Food service	510	579	448	405	429
Transportation	433	481	501	373	464
Student support	275	321	626	600	594
Instruction support	258	295	372	447	517

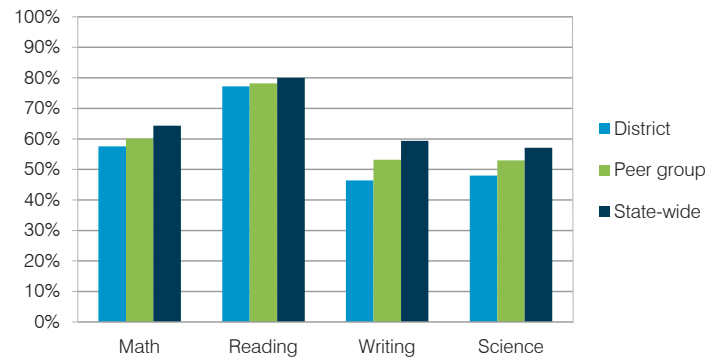
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **B**

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

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2013)	74%	80%	75%
Poverty rate (2013)	21%	24%	24%
Students per teacher	14.6	17.3	18.6
Average teacher salary	\$47,623	\$42,872	\$46,026
Amount from Proposition 301	\$3,466	\$5,022	\$4,810
Average years of teacher experience	10.0	12.1	10.9
Percentage of teachers in first 3 years	27%	19%	20%

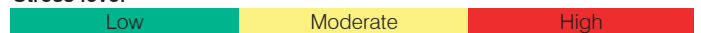
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.5%, Decreasing
Years of capital reserve held	Impact Aid Fund reserve
Current financial and internal control status	Compliant

Stress level



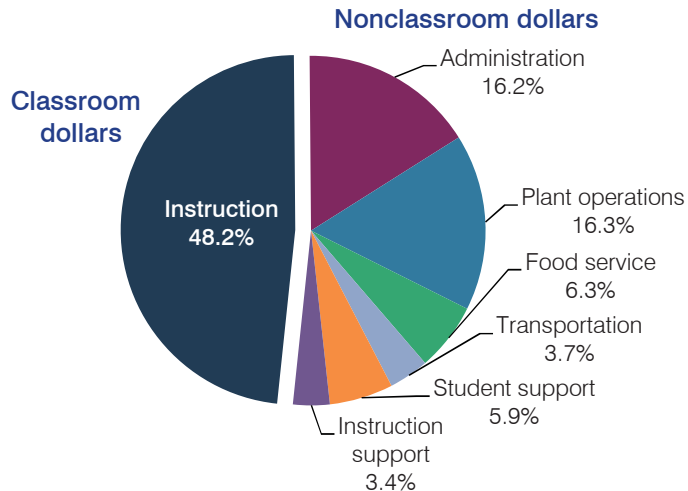
# Ft. Thomas Unified School District

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

District size, location: Small, Rural  
 Students attending: 543  
 Number of schools: 3

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 1 percent. Spending in the classroom decreased overall from 51.6 to 48.2 percent. Overall, spending on plant operations increased substantially and spending on administration and student support increased. Spending on instruction support decreased substantially and spending on transportation decreased.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,175	\$1,534	\$757
	Students per administrator	37	45	68
Plant operations	Cost per square foot	\$6.49	\$4.68	\$6.04
	Square footage per student	338	307	153
Food service	Cost per meal equivalent	\$3.68	\$3.36	\$2.69
Transportation	Cost per mile	\$2.04	\$3.45	\$3.62
	Cost per rider	\$574	\$832	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$13,350</b>	<b>\$13,433</b>	<b>\$10,014</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>6,333</b>	<b>6,473</b>	<b>5,015</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>7,017</b>	<b>6,960</b>	<b>4,999</b>	<b>3,505</b>	<b>4,172</b>
Administration	2,217	2,175	1,534	757	1,160
Plant operations	1,832	2,190	1,518	923	1,008
Food service	771	846	448	405	429
Transportation	671	496	501	373	464
Student support	907	799	626	600	594
Instruction support	619	454	372	447	517

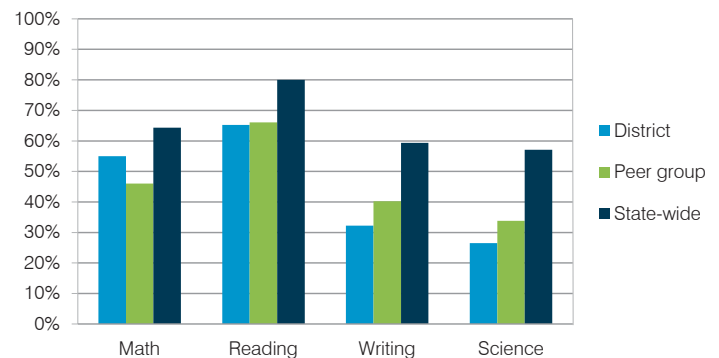
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **C**

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

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	95%
Graduation rate (2013)	76%	73%	75%
Poverty rate (2013)	37%	45%	24%
Students per teacher	13.6	15.2	18.6
Average teacher salary	\$48,157	\$43,616	\$46,026
Amount from Proposition 301	\$4,829	\$4,111	\$4,810
Average years of teacher experience	4.1	12.2	10.9
Percentage of teachers in first 3 years	49%	18%	20%

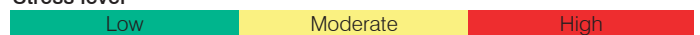
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (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



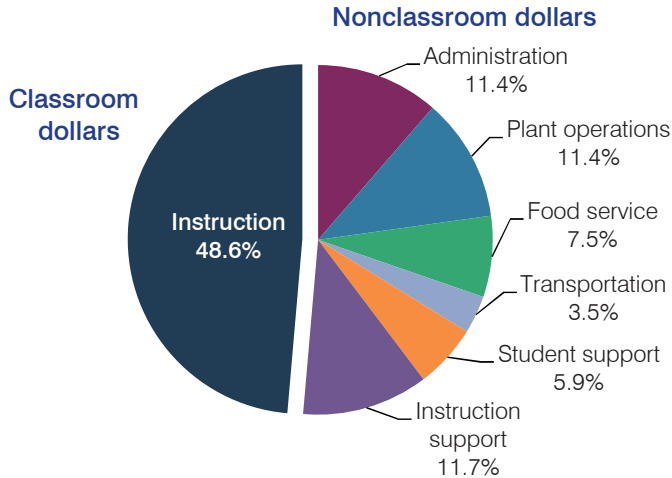
# Gadsden Elementary School District

Yuma County  
 Efficiency peer groups 9 and T-6, Achievement peer group 20  
 Legislative district(s): 4

District size, location: Medium-large, Town  
 Students attending: 5,102  
 Number of schools: 8

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 3 percent. Spending in the classroom decreased overall from 49.1 to 48.6 percent. Overall, spending on instruction support increased substantially. Spending on administration and student support decreased and spending on food service decreased slightly, 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	\$820	\$974	\$757
	Students per administrator	63	65	68
Plant operations	Cost per square foot	\$8.55	\$6.55	\$6.04
	Square footage per student	96	140	153
Food service	Cost per meal equivalent	\$2.57	\$2.82	\$2.69
Transportation	Cost per mile	\$3.84	\$3.73	\$3.62
	Cost per rider	\$239	\$512	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$7,119</b>	<b>\$7,198</b>	<b>\$7,678</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,451</b>	<b>3,499</b>	<b>3,796</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,668</b>	<b>3,699</b>	<b>3,882</b>	<b>3,505</b>	<b>4,172</b>
Administration	852	820	974	757	1,160
Plant operations	837	820	902	923	1,008
Food service	543	537	549	405	429
Transportation	245	251	496	373	464
Student support	466	429	463	600	594
Instruction support	725	842	498	447	517

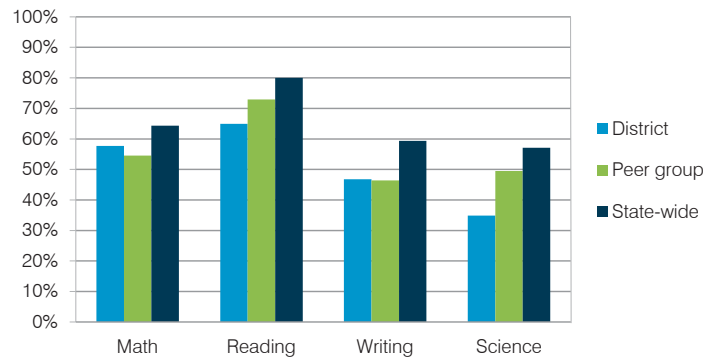
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	3	38%
B	3	38%
C	2	25%
D	0	0%
F	0	0%
Not rated	0	0%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	38%	39%	24%
Students per teacher	24.2	15.0	18.6
Average teacher salary	\$47,506	\$47,060	\$46,026
Amount from Proposition 301	\$3,000	\$3,492	\$4,810
Average years of teacher experience	8.0	11.8	10.9
Percentage of teachers in first 3 years	26%	15%	20%

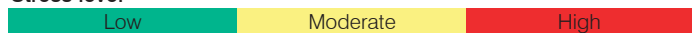
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.6%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



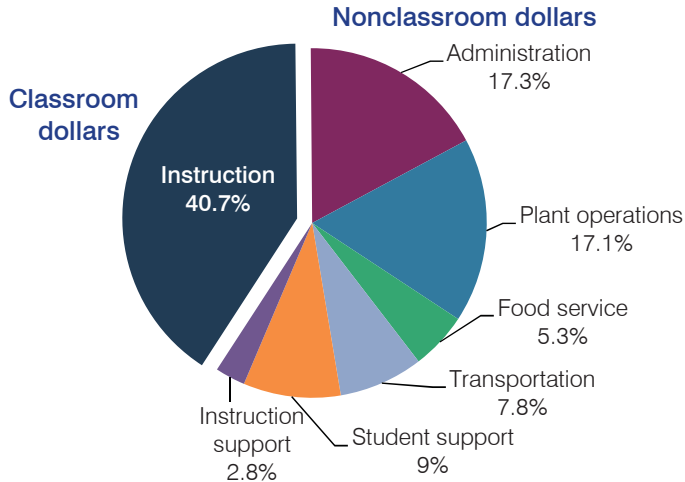
# Ganado Unified School District

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

District size, location: Medium, Rural  
 Students attending: 1,375  
 Number of schools: 3

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 7 percent. Spending in the classroom decreased overall from 45.4 to 40.7 percent. Overall, spending on administration increased substantially and spending on food service increased slightly. Spending on instruction support 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	\$2,074	\$1,016	\$757
	Students per administrator	48	54	68
Plant operations	Cost per square foot	\$4.81	\$4.71	\$6.04
	Square footage per student	428	261	153
Food service	Cost per meal equivalent	\$2.87	\$3.28	\$2.69
Transportation	Cost per mile	\$2.13	\$2.32	\$3.62
	Cost per rider	\$784	\$981	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$11,780</b>	<b>\$11,985</b>	<b>\$8,082</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>4,978</b>	<b>4,873</b>	<b>4,193</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>6,802</b>	<b>7,112</b>	<b>3,889</b>	<b>3,505</b>	<b>4,172</b>
Administration	1,758	2,074	1,016	757	1,160
Plant operations	1,793	2,055	1,145	923	1,008
Food service	579	634	389	405	429
Transportation	999	935	477	373	464
Student support	1,266	1,074	563	600	594
Instruction support	407	340	299	447	517

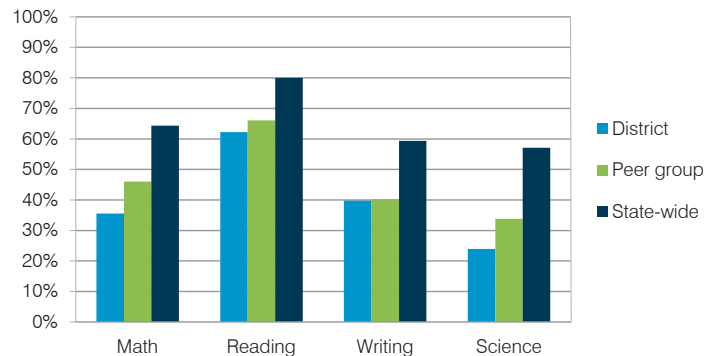
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **D**

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

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	91%	93%	95%
Graduation rate (2013)	56%	73%	75%
Poverty rate (2013)	48%	45%	24%
Students per teacher	14.9	15.2	18.6
Average teacher salary	\$39,446	\$43,616	\$46,026
Amount from Proposition 301	\$2,633	\$4,111	\$4,810
Average years of teacher experience	10.6	12.2	10.9
Percentage of teachers in first 3 years	14%	18%	20%

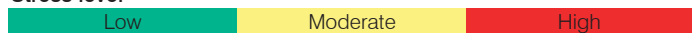
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

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

Stress level



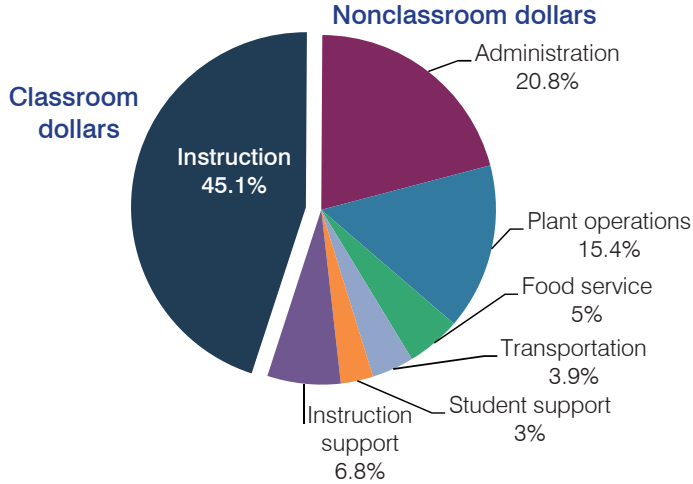
# Gila Bend Unified School District

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

District size, location: Small, Rural  
 Students attending: 372  
 Number of schools: 2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Student enrollment decreased by 21 percent, which contributed to the 41 percent increase in total spending per pupil. Spending in the classroom varied year to year, decreasing overall from 47.8 to 45.1 percent. Overall, spending on administration and transportation increased substantially, while spending on student support decreased substantially.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,602	\$1,534	\$757
	Students per administrator	37	45	68
Plant operations	Cost per square foot	\$6.47	\$4.68	\$6.04
	Square footage per student	298	307	153
Food service	Cost per meal equivalent	\$2.29	\$3.36	\$2.69
Transportation	Cost per mile	\$2.81	\$3.45	\$3.62
	Cost per rider	\$950	\$832	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$10,756</b>	<b>\$12,521</b>	<b>\$10,014</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>4,723</b>	<b>5,643</b>	<b>5,015</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>6,033</b>	<b>6,878</b>	<b>4,999</b>	<b>3,505</b>	<b>4,172</b>
Administration	2,590	2,602	1,534	757	1,160
Plant operations	1,726	1,931	1,518	923	1,008
Food service	567	629	448	405	429
Transportation	239	496	501	373	464
Student support	344	371	626	600	594
Instruction support	567	849	372	447	517

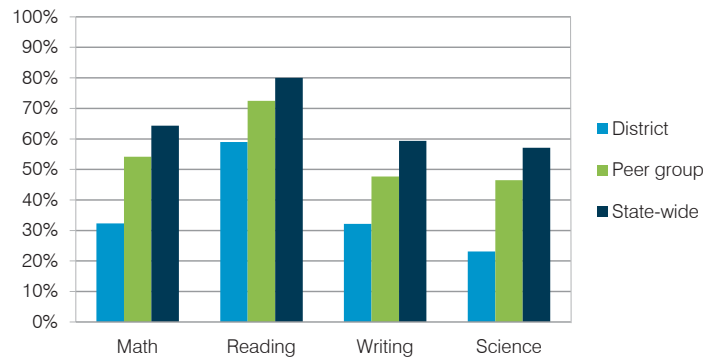
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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	1	50%
Not rated	0	0%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	97%	93%	95%
Graduation rate (2013)	85%	78%	75%
Poverty rate (2013)	30%	32%	24%
Students per teacher	14.9	16.5	18.6
Average teacher salary	\$46,922	\$43,049	\$46,026
Amount from Proposition 301	\$7,416	\$5,173	\$4,810
Average years of teacher experience	11.2	12.0	10.9
Percentage of teachers in first 3 years	23%	19%	20%

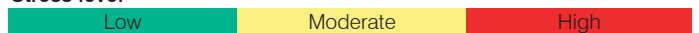
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Concentrated 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

Stress level



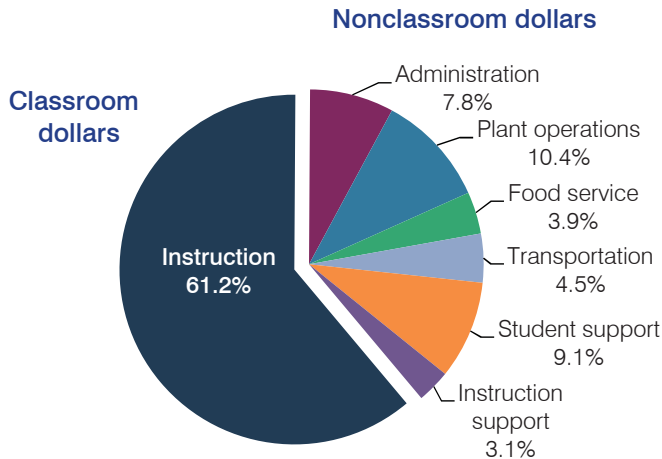
# Gilbert Unified School District

Maricopa County  
 Efficiency peer groups 1 and T-4, Achievement peer group 1  
 Legislative district(s): 12, 16, 17, 25, and 26

District size, location: Very large, Suburb  
 Students attending: 36,150  
 Number of schools: 40

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 4 percent. Spending in the classroom decreased overall from 62.6 to 61.2 percent. Spending on student support increased and spending on administration increased slightly. Spending on plant operations decreased slightly, 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	\$530	\$630	\$757
	Students per administrator	79	81	68
Plant operations	Cost per square foot	\$5.30	\$5.83	\$6.04
	Square footage per student	133	143	153
Food service	Cost per meal equivalent	\$2.37	\$2.72	\$2.69
Transportation	Cost per mile	\$3.49	\$3.54	\$3.62
	Cost per rider	\$1,052	\$1,065	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$6,791</b>	<b>\$6,815</b>	<b>\$7,208</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>4,121</b>	<b>4,171</b>	<b>4,086</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>2,670</b>	<b>2,644</b>	<b>3,122</b>	<b>3,505</b>	<b>4,172</b>
Administration	514	530	630	757	1,160
Plant operations	756	706	831	923	1,008
Food service	275	269	330	405	429
Transportation	318	305	346	373	464
Student support	604	622	605	600	594
Instruction support	203	212	380	447	517

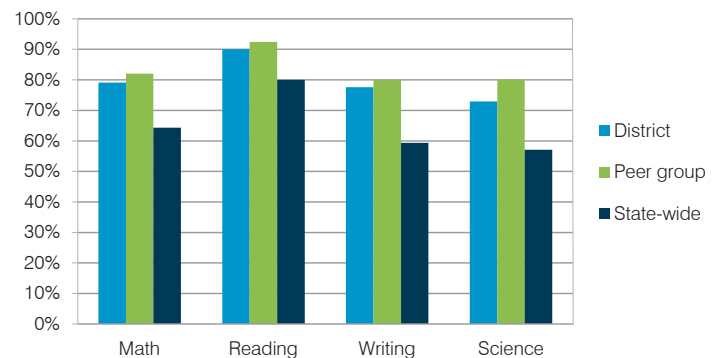
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	31	78%
B	9	22%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	97%	95%	95%
Graduation rate (2013)	85%	89%	75%
Poverty rate (2013)	10%	8%	24%
Students per teacher	16.3	17.6	18.6
Average teacher salary	\$44,380	\$41,745	\$46,026
Amount from Proposition 301	\$5,178	\$4,751	\$4,810
Average years of teacher experience	11.6	11.4	10.9
Percentage of teachers in first 3 years	14%	16%	20%

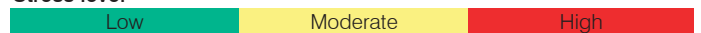
### Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	2.1%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



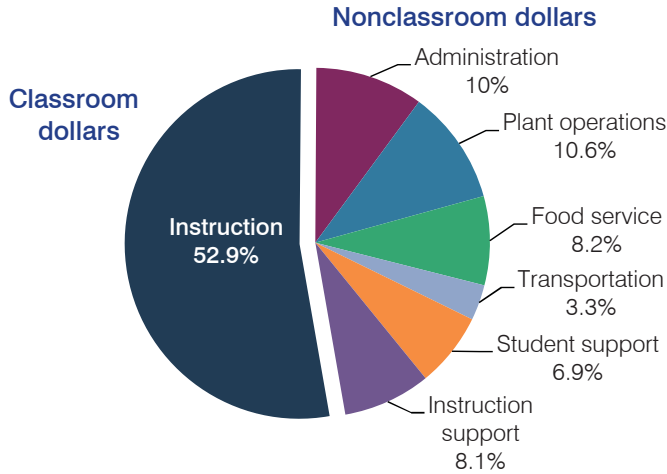
# Glendale Elementary School District

Maricopa County  
 Efficiency peer groups 7 and T-1, Achievement peer group 14  
 Legislative district(s): 20, 29, and 30

District size, location: Large, City  
 Students attending: 13,018  
 Number of schools: 17

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 8 percent. Spending in the classroom varied year to year, decreasing overall from 57.1 to 52.9 percent. Spending on food service and student support increased and spending on plant operations 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	\$684	\$726	\$757
	Students per administrator	77	77	68
Plant operations	Cost per square foot	\$6.78	\$6.09	\$6.04
	Square footage per student	107	131	153
Food service	Cost per meal equivalent	\$2.58	\$2.64	\$2.69
Transportation	Cost per mile	\$7.31	\$6.52	\$3.62
	Cost per rider	\$846	\$710	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$6,959</b>	<b>\$6,841</b>	<b>\$7,414</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,799</b>	<b>3,617</b>	<b>3,939</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,160</b>	<b>3,224</b>	<b>3,475</b>	<b>3,505</b>	<b>4,172</b>
Administration	726	684	726	757	1,160
Plant operations	767	727	793	923	1,008
Food service	525	563	547	405	429
Transportation	227	223	308	373	464
Student support	369	469	575	600	594
Instruction support	546	558	526	447	517

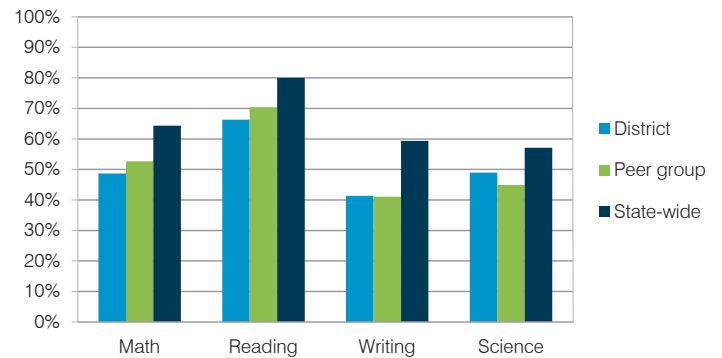
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	3	18%
C	10	59%
D	4	23%
F	0	0%
Not rated	0	0%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	40%	36%	24%
Students per teacher	17.3	17.3	18.6
Average teacher salary	\$41,602	\$40,844	\$46,026
Amount from Proposition 301	\$3,944	\$3,471	\$4,810
Average years of teacher experience	7.4	9.4	10.9
Percentage of teachers in first 3 years	44%	29%	20%

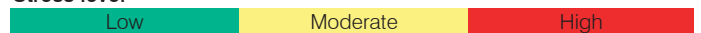
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Increase
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

Stress level



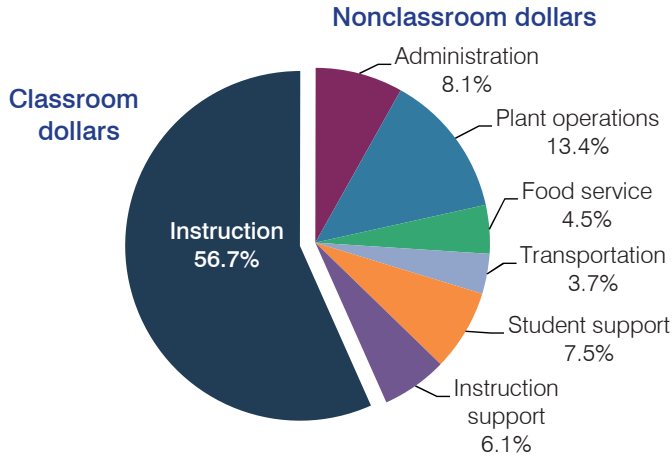
# Glendale Union High School District

Maricopa County  
 Efficiency peer groups 2 and T-5, Achievement peer group 9  
 Legislative district(s): 20, 24, 28, 29, and 30

District size, location: Large, City  
 Students attending: 15,051  
 Number of schools: 10

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 2 percent. Spending in the classroom decreased overall from 58.6 to 56.7 percent. Spending on student support increased and spending on food service and transportation increased slightly. Spending on plant operations decreased slightly, while spending on all other nonclassroom areas remained stable.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$633	\$685	\$757
	Students per administrator	77	68	68
Plant operations	Cost per square foot	\$6.72	\$6.29	\$6.04
	Square footage per student	156	147	153
Food service	Cost per meal equivalent	\$3.16	\$2.68	\$2.69
Transportation	Cost per mile	\$6.12	\$3.47	\$3.62
	Cost per rider	\$2,328	\$1,326	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$7,879</b>	<b>\$7,816</b>	<b>\$7,122</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>4,433</b>	<b>4,433</b>	<b>3,815</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,446</b>	<b>3,383</b>	<b>3,307</b>	<b>3,505</b>	<b>4,172</b>
Administration	656	633	685	757	1,160
Plant operations	1,092	1,047	912	923	1,008
Food service	332	349	339	405	429
Transportation	294	290	360	373	464
Student support	594	583	533	600	594
Instruction support	478	481	478	447	517

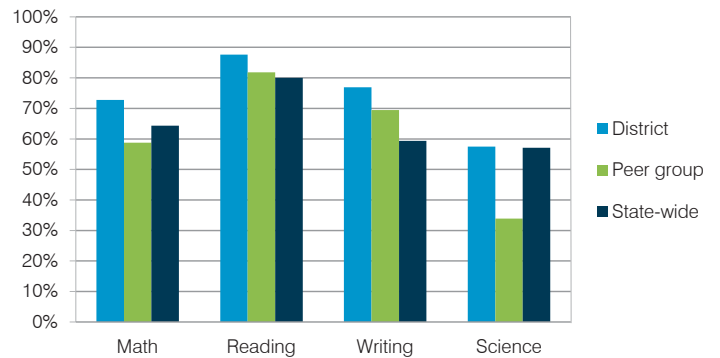
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **A**

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

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	87%	80%	75%
Poverty rate (2013)	30%	32%	24%
Students per teacher	21.1	20.8	18.6
Average teacher salary	\$51,635	\$52,084	\$46,026
Amount from Proposition 301	\$6,067	\$6,495	\$4,810
Average years of teacher experience	11.5	11.9	10.9
Percentage of teachers in first 3 years	11%	16%	20%

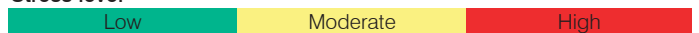
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
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

Stress level





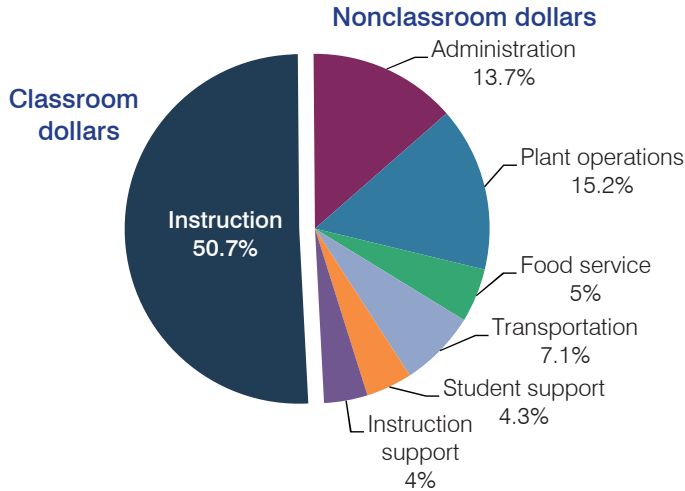
# Globe Unified School District

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

District size, location: Medium, Town  
 Students attending: 1,739  
 Number of schools: 3

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 11 percent. Spending in the classroom was very inconsistent year to year, decreasing overall from 54.7 to 50.7 percent. Overall, spending on plant operations and transportation increased substantially and spending on administration increased. Spending on most 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	\$901	\$1,016	\$757
	Students per administrator	57	54	68
Plant operations	Cost per square foot	\$5.15	\$4.71	\$6.04
	Square footage per student	194	261	153
Food service	Cost per meal equivalent	\$3.02	\$3.28	\$2.69
Transportation	Cost per mile	\$6.37	\$3.73	\$3.62
	Cost per rider	\$686	\$512	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$6,643</b>	<b>\$6,570</b>	<b>\$8,082</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,319</b>	<b>3,331</b>	<b>4,193</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,324</b>	<b>3,239</b>	<b>3,889</b>	<b>3,505</b>	<b>4,172</b>
Administration	970	901	1,016	757	1,160
Plant operations	992	998	1,145	923	1,008
Food service	374	331	389	405	429
Transportation	425	467	477	373	464
Student support	240	281	563	600	594
Instruction support	323	261	299	447	517

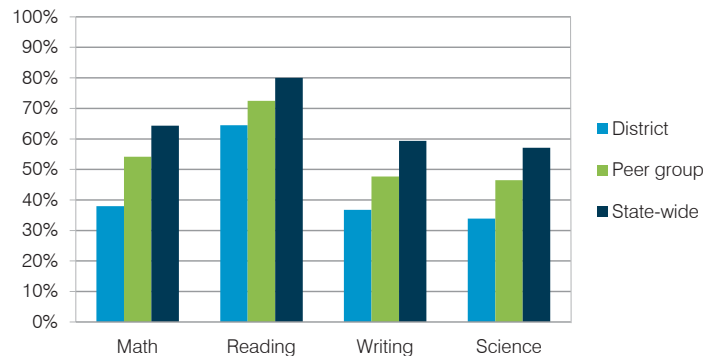
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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	1	33%
F	1	33%
Not rated	0	0%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	93%	95%
Graduation rate (2013)	79%	78%	75%
Poverty rate (2013)	29%	32%	24%
Students per teacher	20.7	16.5	18.6
Average teacher salary	\$42,633	\$43,049	\$46,026
Amount from Proposition 301	\$5,024	\$5,173	\$4,810
Average years of teacher experience	14.1	12.0	10.9
Percentage of teachers in first 3 years	9%	19%	20%

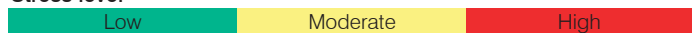
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.8%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



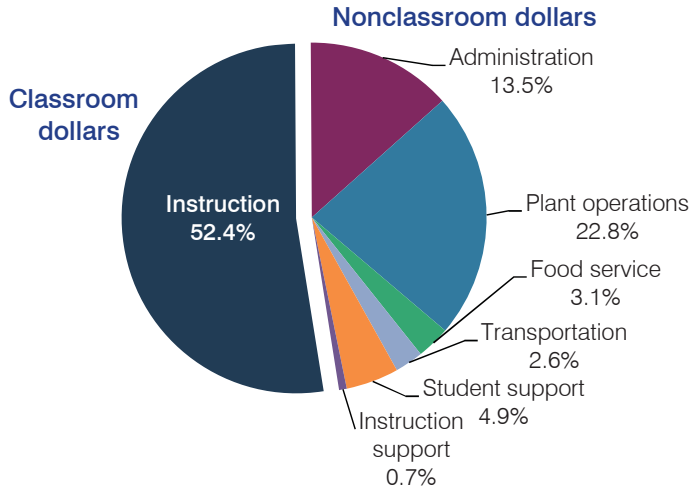
# Grand Canyon Unified School District

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

District size, location: Small, Rural  
 Students attending: 300  
 Number of schools: 2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 10 percent. Spending in the classroom varied year to year, increasing overall from 48.5 to 52.4 percent. Overall, spending on plant operations increased, while spending on administration decreased substantially and spending on transportation decreased. Spending on most 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	\$1,549	\$1,534	\$757
	Students per administrator	50	45	68
Plant operations	Cost per square foot	\$10.27	\$4.68	\$6.04
	Square footage per student	256	307	153
Food service	Cost per meal equivalent	\$2.98	\$3.36	\$2.69
Transportation	Cost per mile	\$1.26	\$2.12	\$3.62
	Cost per rider	\$329	\$1,121	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$11,642</b>	<b>\$11,506</b>	<b>\$10,014</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>5,548</b>	<b>6,025</b>	<b>5,015</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>6,094</b>	<b>5,481</b>	<b>4,999</b>	<b>3,505</b>	<b>4,172</b>
Administration	2,032	1,549	1,534	757	1,160
Plant operations	2,570	2,629	1,518	923	1,008
Food service	311	354	448	405	429
Transportation	313	297	501	373	464
Student support	674	565	626	600	594
Instruction support	194	87	372	447	517

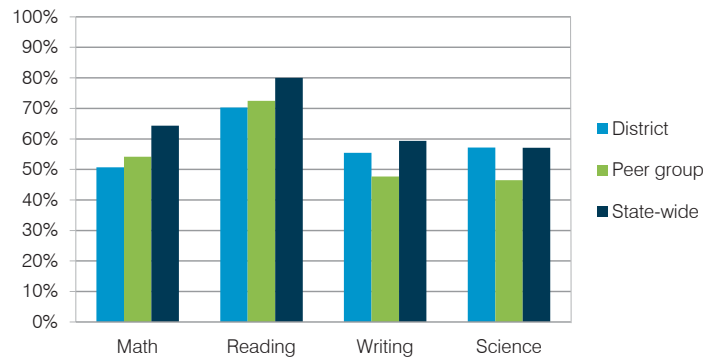
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **C**

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

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	93%	95%
Graduation rate (2013)	82%	78%	75%
Poverty rate (2013)	33%	32%	24%
Students per teacher	11.5	16.5	18.6
Average teacher salary	\$38,976	\$43,049	\$46,026
Amount from Proposition 301	\$4,990	\$5,173	\$4,810
Average years of teacher experience	13.1	12.0	10.9
Percentage of teachers in first 3 years	11%	19%	20%

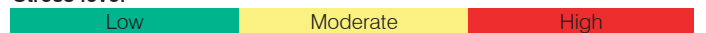
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Noncompliant

Stress level



# Hackberry Elementary School District

Mohave County

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

Legislative district(s): 5

District size, location:

Very small, Rural

Students attending:

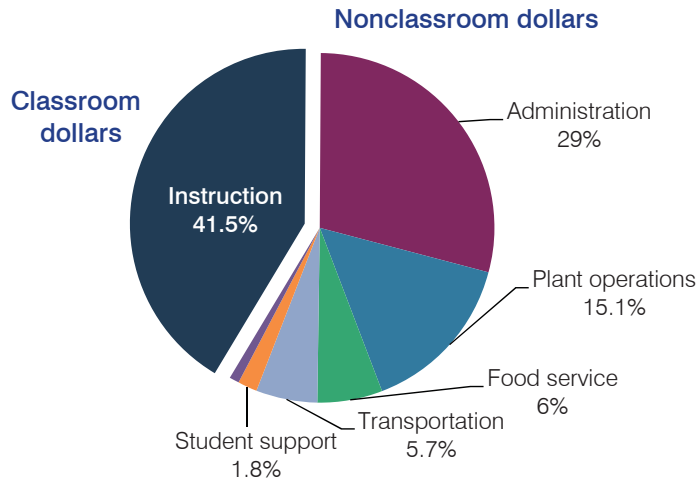
35

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 6 percent. Spending in the classroom varied year to year, increasing overall from 40.9 to 41.5 percent. Spending on most nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on administration and plant operations increased substantially, while spending on instruction support decreased substantially.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$5,949	\$2,835	\$757
	Students per administrator	10	28	68
Plant operations	Cost per square foot	\$6.24	\$6.51	\$6.04
	Square footage per student	496	351	153
Food service	Cost per meal equivalent	\$6.66	\$5.02	\$2.69
Transportation	Cost per mile	\$3.21	\$1.61	\$3.62
	Cost per rider	\$2,057	\$1,444	\$1,036

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$20,988</b>	<b>\$20,504</b>	<b>\$16,101</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>8,205</b>	<b>8,517</b>	<b>8,231</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>12,783</b>	<b>11,987</b>	<b>7,870</b>	<b>3,505</b>	<b>4,172</b>
Administration	6,277	5,949	2,835	757	1,160
Plant operations	3,731	3,092	2,137	923	1,008
Food service	1,291	1,235	901	405	429
Transportation	1,112	1,173	1,072	373	464
Student support	359	356	536	600	594
Instruction support	13	182	389	447	517

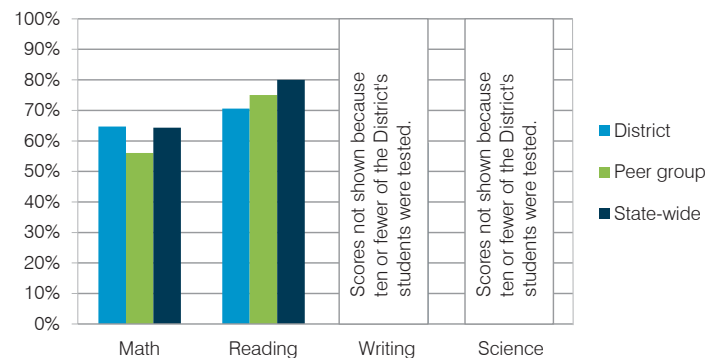
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	32%	30%	24%
Students per teacher	17.5	13.0	18.6
Average teacher salary	N/A	\$44,780	\$46,026
Amount from Proposition 301	N/A	\$3,720	\$4,810
Average years of teacher experience	N/A	14.2	10.9
Percentage of teachers in first 3 years	N/A	15%	20%

### Financial stress assessment

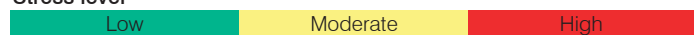
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

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

Stress level



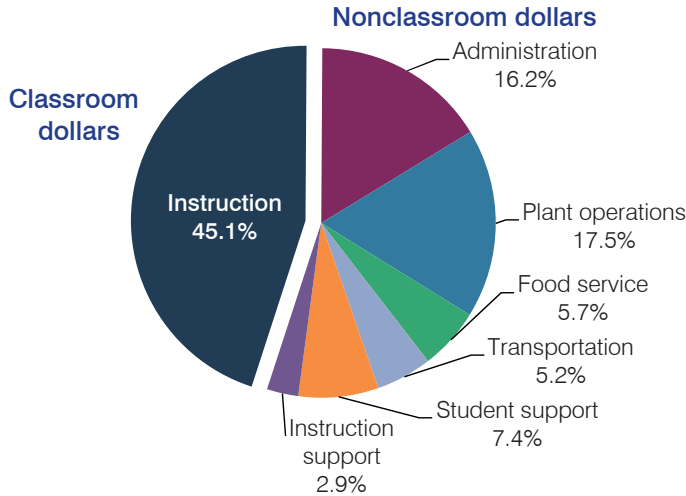
# Hayden-Winkelman Unified School District

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

District size, location: Small, Rural  
 Students attending: 272  
 Number of schools: 3

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil increased by 9 percent. Spending in the classroom varied year to year, decreasing overall from 47.4 to 45.1 percent. Overall, spending on administration and student support increased substantially, while spending on food service and instruction support decreased and spending on plant operations decreased slightly.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,687	\$1,534	\$757
	Students per administrator	34	45	68
Plant operations	Cost per square foot	\$2.96	\$4.68	\$6.04
	Square footage per student	616	307	153
Food service	Cost per meal equivalent	\$3.06	\$3.36	\$2.69
Transportation	Cost per mile	\$2.22	\$2.61	\$3.62
	Cost per rider	\$762	\$774	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$11,865</b>	<b>\$10,421</b>	<b>\$10,014</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>5,191</b>	<b>4,701</b>	<b>5,015</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>6,674</b>	<b>5,720</b>	<b>4,999</b>	<b>3,505</b>	<b>4,172</b>
Administration	1,597	1,687	1,534	757	1,160
Plant operations	2,363	1,821	1,518	923	1,008
Food service	599	595	448	405	429
Transportation	632	549	501	373	464
Student support	900	768	626	600	594
Instruction support	583	300	372	447	517

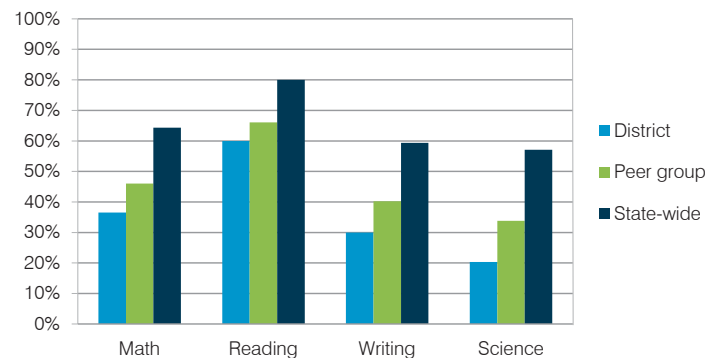
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	95%
Graduation rate (2013)	74%	73%	75%
Poverty rate (2013)	40%	45%	24%
Students per teacher	14.3	15.2	18.6
Average teacher salary	\$38,742	\$43,616	\$46,026
Amount from Proposition 301	\$5,896	\$4,111	\$4,810
Average years of teacher experience	18.1	12.2	10.9
Percentage of teachers in first 3 years	0%	18%	20%

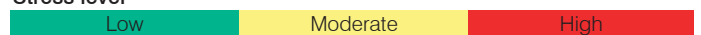
### Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	1.4%, Varying
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant

Stress level



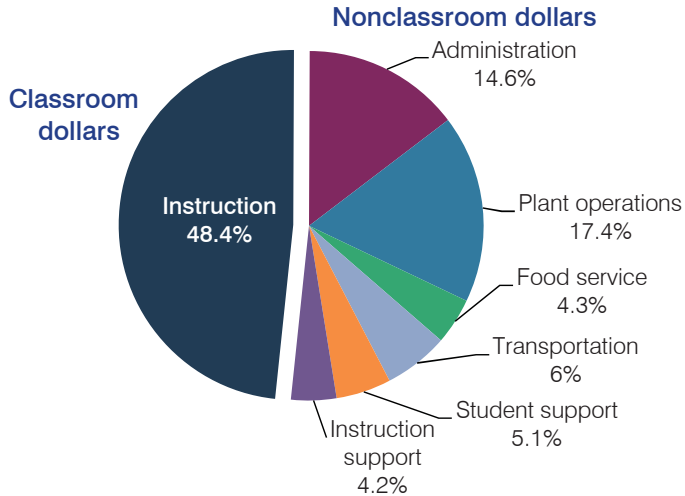
# Heber-Overgaard Unified School District

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

District size, location: Small, Rural  
 Students attending: 456  
 Number of schools: 4

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil increased by 6 percent. Spending in the classroom increased overall from 46 to 48.4 percent. Overall, spending on administration increased slightly, while spending on food service and instruction support decreased and spending on plant operations decreased 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	\$1,388	\$1,534	\$757
	Students per administrator	43	45	68
Plant operations	Cost per square foot	\$4.73	\$4.68	\$6.04
	Square footage per student	351	307	153
Food service	Cost per meal equivalent	\$3.64	\$3.36	\$2.69
Transportation	Cost per mile	\$1.89	\$2.32	\$3.62
	Cost per rider	\$741	\$981	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$9,437</b>	<b>\$9,531</b>	<b>\$10,014</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>4,566</b>	<b>4,615</b>	<b>5,015</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>4,871</b>	<b>4,916</b>	<b>4,999</b>	<b>3,505</b>	<b>4,172</b>
Administration	1,366	1,388	1,534	757	1,160
Plant operations	1,652	1,660	1,518	923	1,008
Food service	429	405	448	405	429
Transportation	594	576	501	373	464
Student support	460	489	626	600	594
Instruction support	370	398	372	447	517

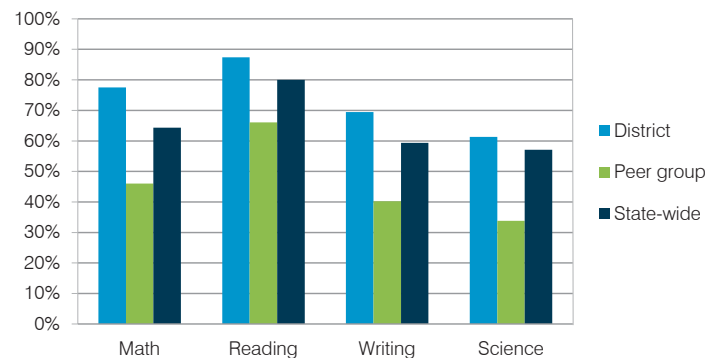
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	93%	95%
Graduation rate (2013)	89%	73%	75%
Poverty rate (2013)	42%	45%	24%
Students per teacher	15.2	15.2	18.6
Average teacher salary	\$39,822	\$43,616	\$46,026
Amount from Proposition 301	\$5,381	\$4,111	\$4,810
Average years of teacher experience	13.1	12.2	10.9
Percentage of teachers in first 3 years	13%	18%	20%

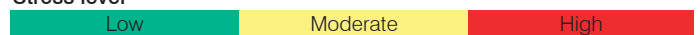
### Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



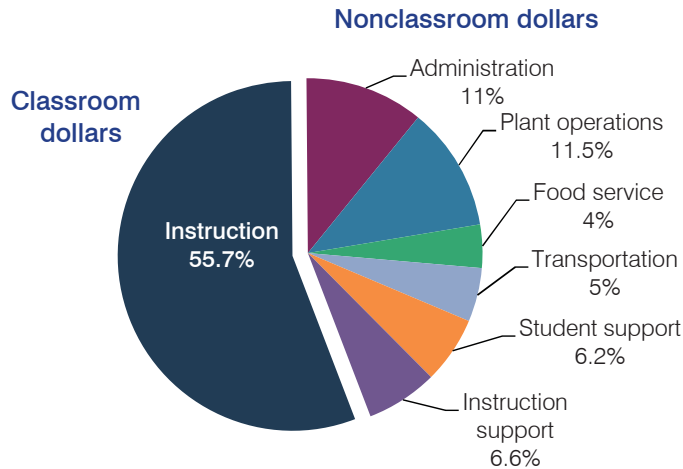
# Higley Unified School District

Maricopa County  
 Efficiency peer groups 2 and T-4, Achievement peer group 1  
 Legislative district(s): 12

District size, location: Large, Suburb  
 Students attending: 10,654  
 Number of schools: 12

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 6 percent. Spending in the classroom increased slightly overall from 55 to 55.7 percent. Overall, spending on instruction support increased, while spending on student support decreased and spending on plant operations decreased slightly. Spending on all other nonclassroom areas remained stable.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$672	\$685	\$757
	Students per administrator	85	68	68
Plant operations	Cost per square foot	\$4.45	\$6.29	\$6.04
	Square footage per student	157	147	153
Food service	Cost per meal equivalent	\$2.51	\$2.68	\$2.69
Transportation	Cost per mile	\$4.00	\$3.54	\$3.62
	Cost per rider	\$968	\$1,065	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$5,965</b>	<b>\$6,114</b>	<b>\$7,122</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,336</b>	<b>3,405</b>	<b>3,815</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>2,629</b>	<b>2,709</b>	<b>3,307</b>	<b>3,505</b>	<b>4,172</b>
Administration	669	672	685	757	1,160
Plant operations	656	701	912	923	1,008
Food service	247	246	339	405	429
Transportation	267	307	360	373	464
Student support	363	378	533	600	594
Instruction support	427	405	478	447	517

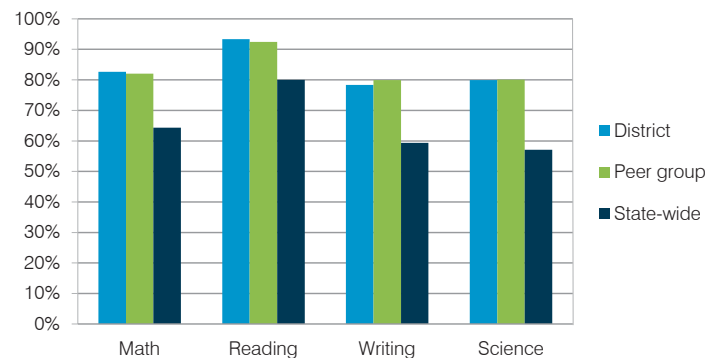
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	12	100%
B	0	0%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	88%	89%	75%
Poverty rate (2013)	9%	8%	24%
Students per teacher	20.3	17.6	18.6
Average teacher salary	\$44,751	\$41,745	\$46,026
Amount from Proposition 301	\$4,570	\$4,751	\$4,810
Average years of teacher experience	8.4	11.4	10.9
Percentage of teachers in first 3 years	19%	16%	20%

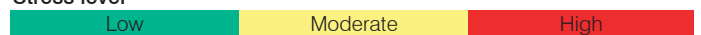
### Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	Mixed election results
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

Stress level



# Hillside Elementary School District

Yavapai County

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

Legislative district(s): 1

District size, location:

Very small, Rural

Students attending:

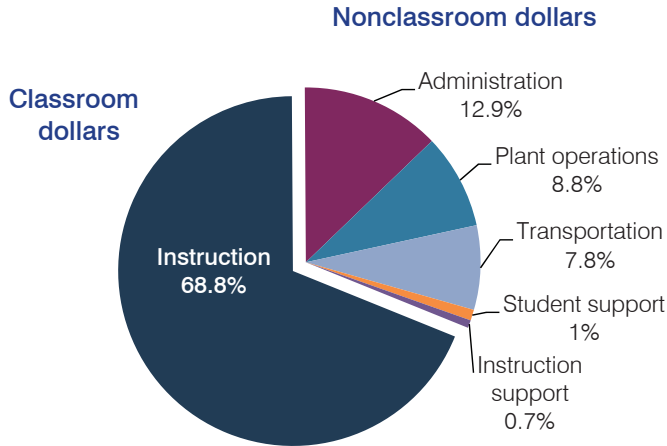
27

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 4 percent. Spending in the classroom varied year to year, increasing overall from 64.8 to 68.8 percent. Spending on nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on transportation increased substantially, while spending on plant operations decreased substantially.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,673	\$2,835	\$757
	Students per administrator	24	28	68
Plant operations	Cost per square foot	\$4.21	\$6.51	\$6.04
	Square footage per student	270	351	153
Food service	Cost per meal equivalent	N/A	\$5.02	\$2.69
Transportation	Cost per mile	\$2.53	\$1.61	\$3.62
	Cost per rider	\$1,424	\$1,444	\$1,036

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$10,307</b>	<b>\$12,985</b>	<b>\$16,101</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>5,951</b>	<b>8,932</b>	<b>8,231</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>4,356</b>	<b>4,053</b>	<b>7,870</b>	<b>3,505</b>	<b>4,172</b>
Administration	2,076	1,673	2,835	757	1,160
Plant operations	1,253	1,137	2,137	923	1,008
Food service	0	0	901	405	429
Transportation	575	1,012	1,072	373	464
Student support	255	137	536	600	594
Instruction support	197	94	389	447	517

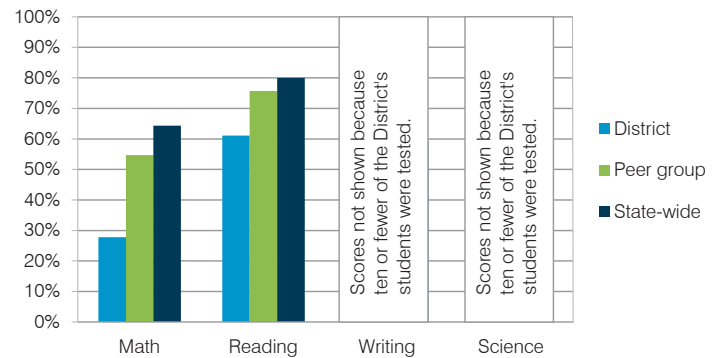
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	94%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	18%	20%	24%
Students per teacher	13.4	12.3	18.6
Average teacher salary	N/A	\$43,736	\$46,026
Amount from Proposition 301	N/A	\$3,455	\$4,810
Average years of teacher experience	N/A	11.8	10.9
Percentage of teachers in first 3 years	N/A	15%	20%

### Financial stress assessment

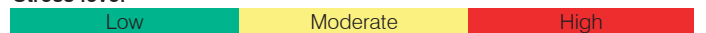
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	< \$1,000, isolated
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.9%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Not assessed

Stress level



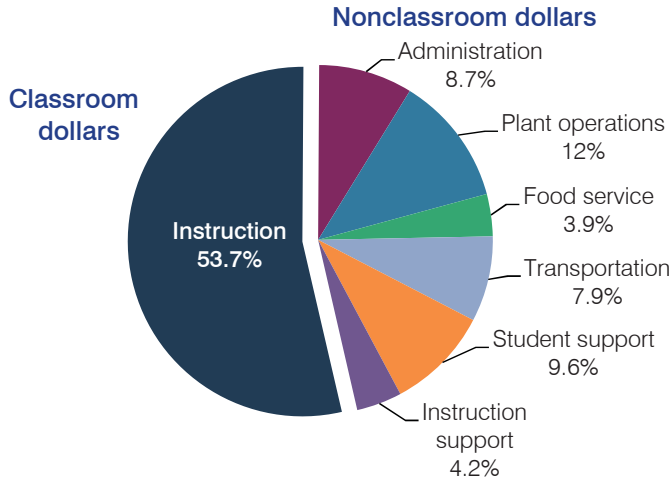
# Holbrook Unified School District

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: 2,040  
 Number of schools: 5

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 1 percent. Spending in the classroom decreased from 56.1 to 53.7 percent. Spending on transportation increased substantially and spending on student support increased. Spending on administration and instruction support decreased slightly, while spending on most other nonclassroom areas remained stable.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$884	\$789	\$757
	Students per administrator	59	67	68
Plant operations	Cost per square foot	\$6.16	\$5.46	\$6.04
	Square footage per student	198	188	153
Food service	Cost per meal equivalent	\$2.83	\$2.76	\$2.69
Transportation	Cost per mile	\$1.64	\$2.12	\$3.62
	Cost per rider	\$816	\$1,121	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$9,634</b>	<b>\$10,131</b>	<b>\$7,573</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>5,125</b>	<b>5,438</b>	<b>3,914</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>4,509</b>	<b>4,693</b>	<b>3,659</b>	<b>3,505</b>	<b>4,172</b>
Administration	811	884	789	757	1,160
Plant operations	1,199	1,221	1,009	923	1,008
Food service	399	395	386	405	429
Transportation	727	796	406	373	464
Student support	918	969	607	600	594
Instruction support	455	428	462	447	517

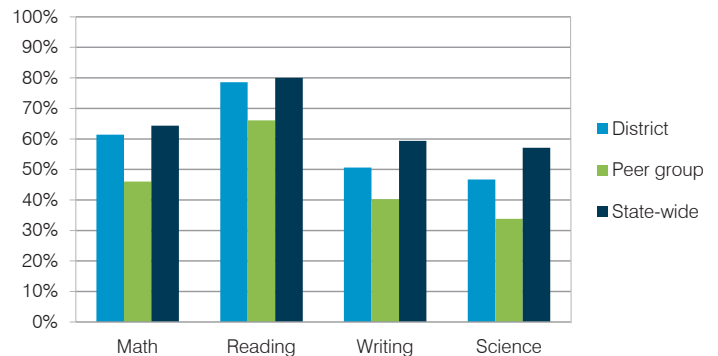
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	3	60%
C	2	40%
D	0	0%
F	0	0%
Not rated	0	0%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	93%	95%
Graduation rate (2013)	80%	73%	75%
Poverty rate (2013)	43%	45%	24%
Students per teacher	13.6	15.2	18.6
Average teacher salary	\$45,917	\$43,616	\$46,026
Amount from Proposition 301	\$4,224	\$4,111	\$4,810
Average years of teacher experience	11.9	12.2	10.9
Percentage of teachers in first 3 years	17%	18%	20%

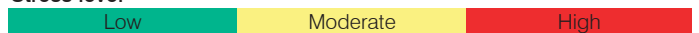
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
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





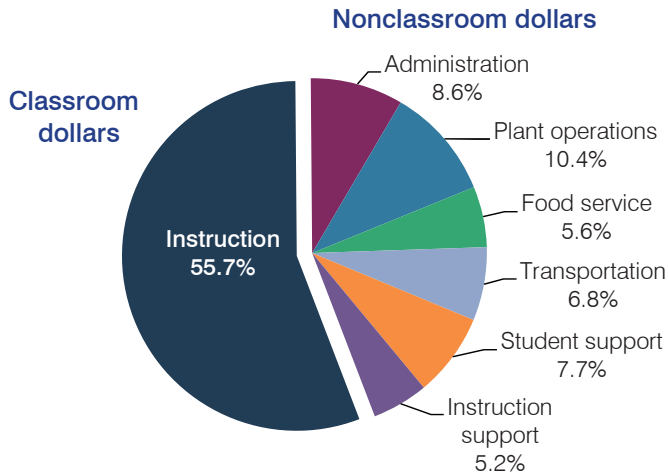
# Humboldt Unified School District

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: 5,561  
 Number of schools: 9

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 4 percent. Spending in the classroom decreased from 61.4 to 55.7 percent. Spending on transportation and instruction support increased and spending on administration, plant operations, and student support increased slightly. Spending on food service remained stable.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$567	\$771	\$757
	Students per administrator	90	69	68
Plant operations	Cost per square foot	\$4.72	\$5.92	\$6.04
	Square footage per student	145	163	153
Food service	Cost per meal equivalent	\$2.57	\$2.82	\$2.69
Transportation	Cost per mile	\$2.97	\$3.54	\$3.62
	Cost per rider	\$966	\$1,065	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$6,646</b>	<b>\$6,604</b>	<b>\$7,182</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,723</b>	<b>3,675</b>	<b>3,829</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>2,923</b>	<b>2,929</b>	<b>3,353</b>	<b>3,505</b>	<b>4,172</b>
Administration	553	567	771	757	1,160
Plant operations	710	685	955	923	1,008
Food service	375	374	324	405	429
Transportation	447	449	426	373	464
Student support	516	512	561	600	594
Instruction support	322	342	316	447	517

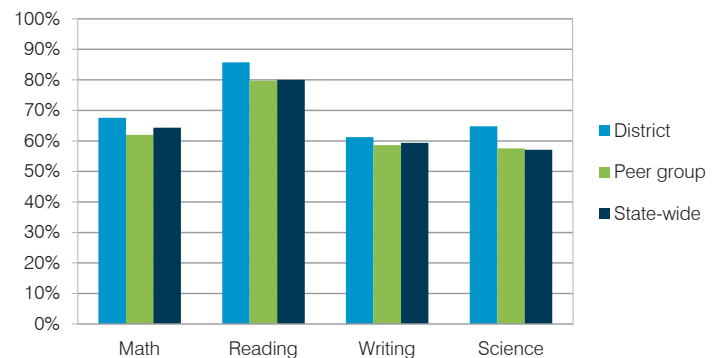
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2013)	82%	80%	75%
Poverty rate (2013)	18%	23%	24%
Students per teacher	20.4	18.6	18.6
Average teacher salary	\$41,953	\$45,840	\$46,026
Amount from Proposition 301	\$5,838	\$5,396	\$4,810
Average years of teacher experience	10.5	11.7	10.9
Percentage of teachers in first 3 years	21%	19%	20%

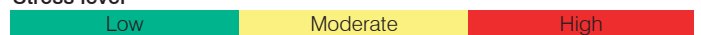
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	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	More than 3 years
Current financial and internal control status	Compliant

Stress level



# Hyder Elementary School District

Yuma County

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

Legislative district(s): 13

District size, location:

Very small, Rural

Students attending:

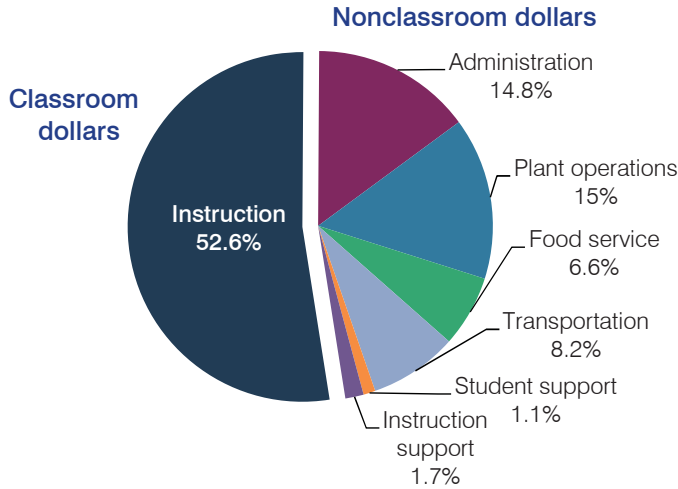
95

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Student enrollment decreased by 27 percent, which contributed to the 25 percent increase in total spending per pupil. Spending in the classroom decreased overall from 53.6 to 52.6 percent. Spending on nonclassroom areas 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	\$2,469	\$2,835	\$757
	Students per administrator	32	28	68
Plant operations	Cost per square foot	\$5.04	\$6.51	\$6.04
	Square footage per student	497	351	153
Food service	Cost per meal equivalent	\$3.58	\$5.02	\$2.69
Transportation	Cost per mile	\$1.63	\$1.61	\$3.62
	Cost per rider	\$1,298	\$1,444	\$1,036

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$17,164</b>	<b>\$16,728</b>	<b>\$16,101</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>8,908</b>	<b>8,800</b>	<b>8,231</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>8,256</b>	<b>7,928</b>	<b>7,870</b>	<b>3,505</b>	<b>4,172</b>
Administration	2,503	2,469	2,835	757	1,160
Plant operations	2,482	2,504	2,137	923	1,008
Food service	1,248	1,103	901	405	429
Transportation	1,457	1,376	1,072	373	464
Student support	238	185	536	600	594
Instruction support	328	291	389	447	517

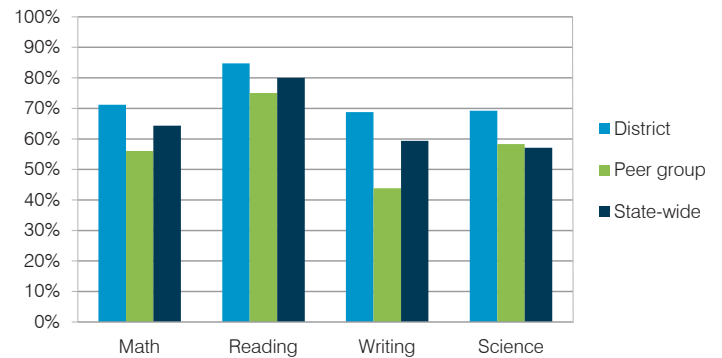
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	94%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	31%	30%	24%
Students per teacher	10.8	13.0	18.6
Average teacher salary	\$52,442	\$44,780	\$46,026
Amount from Proposition 301	\$1,525	\$3,720	\$4,810
Average years of teacher experience	24.1	14.2	10.9
Percentage of teachers in first 3 years	0%	15%	20%

### Financial stress assessment

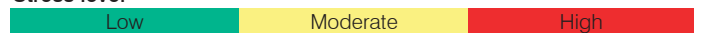
Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Assessment

Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	1.5%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



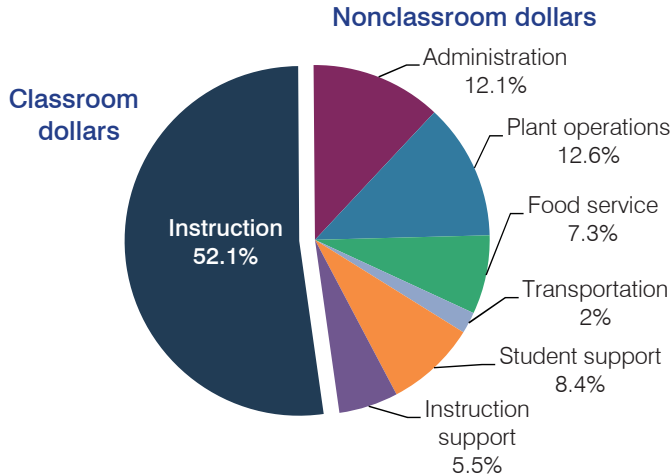
# Isaac Elementary School District

Maricopa County  
 Efficiency peer groups 8 and T-2, Achievement peer group 15  
 Legislative district(s): 19, 29, and 30

District size, location: Medium-large, City  
 Students attending: 6,717  
 Number of schools: 10

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 5 percent. Spending in the classroom varied year to year, decreasing overall from 55.8 to 52.1 percent. Overall, spending on administration and plant operations increased substantially and spending on food service increased slightly. Spending on student support and instruction support decreased slightly.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,008	\$895	\$757
	Students per administrator	83	69	68
Plant operations	Cost per square foot	\$8.99	\$6.19	\$6.04
	Square footage per student	117	143	153
Food service	Cost per meal equivalent	\$2.43	\$2.48	\$2.69
Transportation	Cost per mile	\$6.85	\$4.98	\$3.62
	Cost per rider	\$1,361	\$909	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$7,949</b>	<b>\$8,348</b>	<b>\$7,656</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>4,120</b>	<b>4,351</b>	<b>3,929</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,829</b>	<b>3,997</b>	<b>3,727</b>	<b>3,505</b>	<b>4,172</b>
Administration	854	1,008	895	757	1,160
Plant operations	1,114	1,048	879	923	1,008
Food service	592	613	558	405	429
Transportation	166	171	291	373	464
Student support	639	697	580	600	594
Instruction support	464	460	524	447	517

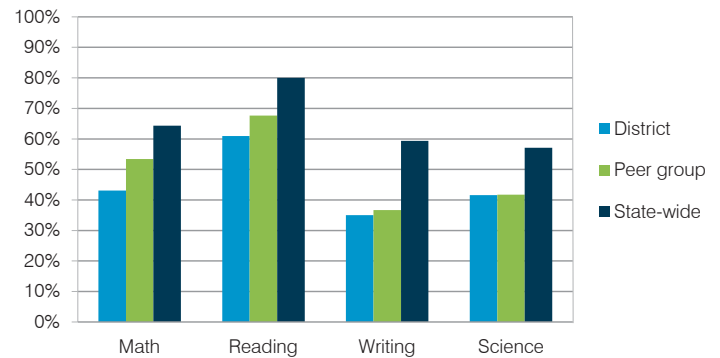
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **D**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	10%
C	5	50%
D	4	40%
F	0	0%
Not rated	0	0%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	52%	52%	24%
Students per teacher	17.3	18.2	18.6
Average teacher salary	\$46,623	\$47,973	\$46,026
Amount from Proposition 301	\$3,723	\$4,193	\$4,810
Average years of teacher experience	9.0	8.8	10.9
Percentage of teachers in first 3 years	30%	33%	20%

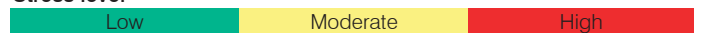
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	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	More than 3 years
Current financial and internal control status	Compliant

Stress level



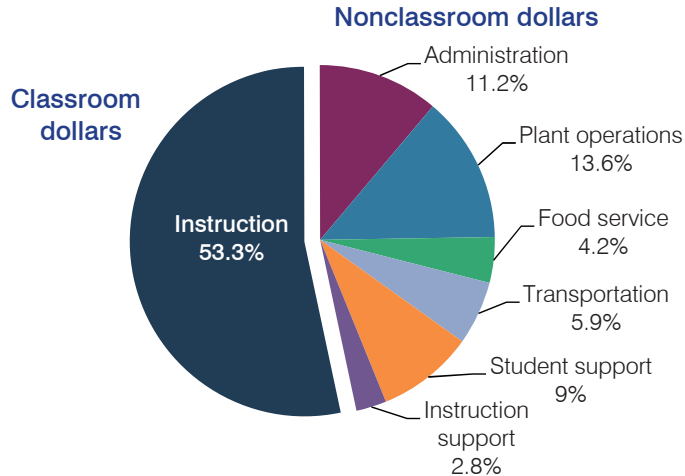
# J.O. Combs Unified School District

Pinal County  
 Efficiency peer groups 4 and T-7, Achievement peer group 5  
 Legislative district(s): 8 and 16

District size, location: Medium-large, Rural  
 Students attending: 4,302  
 Number of schools: 7

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 8 percent. Spending in the classroom was very inconsistent year to year, decreasing overall from 55.3 to 53.3 percent. Overall, spending on plant operations and student support increased substantially, while spending on instruction support decreased substantially and spending on administration decreased slightly.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$680	\$789	\$757
	Students per administrator	74	67	68
Plant operations	Cost per square foot	\$5.43	\$5.46	\$6.04
	Square footage per student	152	188	153
Food service	Cost per meal equivalent	\$2.35	\$2.76	\$2.69
Transportation	Cost per mile	\$3.01	\$3.45	\$3.62
	Cost per rider	\$849	\$832	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$6,041</b>	<b>\$6,072</b>	<b>\$7,573</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,216</b>	<b>3,239</b>	<b>3,914</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>2,825</b>	<b>2,833</b>	<b>3,659</b>	<b>3,505</b>	<b>4,172</b>
Administration	676	680	789	757	1,160
Plant operations	813	825	1,009	923	1,008
Food service	256	252	386	405	429
Transportation	344	356	406	373	464
Student support	550	546	607	600	594
Instruction support	186	174	462	447	517

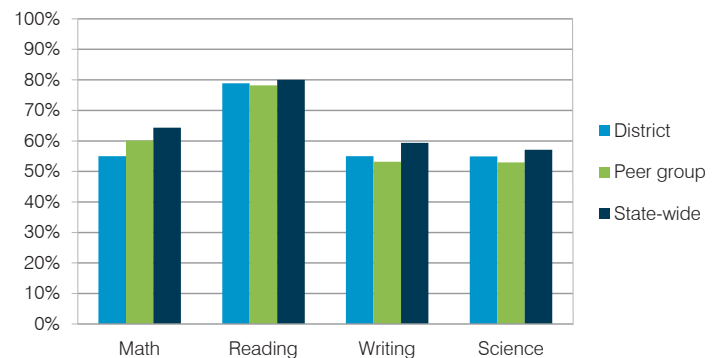
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **B**

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

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2013)	75%	80%	75%
Poverty rate (2013)	20%	24%	24%
Students per teacher	20.9	17.3	18.6
Average teacher salary	\$36,045	\$42,872	\$46,026
Amount from Proposition 301	\$4,633	\$5,022	\$4,810
Average years of teacher experience	7.3	12.1	10.9
Percentage of teachers in first 3 years	41%	19%	20%

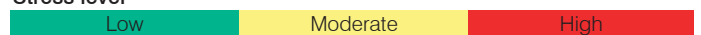
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	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

Stress level



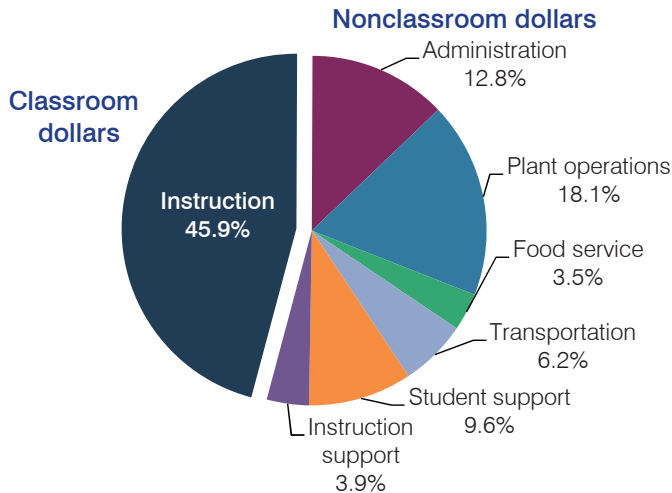
# Joseph City Unified School District

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

District size, location: Small, Rural  
 Students attending: 385  
 Number of schools: 2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil increased by 8 percent. Spending in the classroom decreased overall from 48.3 to 45.9 percent. Overall, spending on administration and plant operations increased and spending on food service increased slightly. Spending on transportation 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	\$1,587	\$1,534	\$757
	Students per administrator	36	45	68
Plant operations	Cost per square foot	\$4.09	\$4.68	\$6.04
	Square footage per student	549	307	153
Food service	Cost per meal equivalent	\$4.58	\$3.36	\$2.69
Transportation	Cost per mile	\$2.28	\$2.12	\$3.62
	Cost per rider	\$774	\$1,121	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$11,684</b>	<b>\$12,401</b>	<b>\$10,014</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>5,477</b>	<b>5,693</b>	<b>5,015</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>6,207</b>	<b>6,708</b>	<b>4,999</b>	<b>3,505</b>	<b>4,172</b>
Administration	1,375	1,587	1,534	757	1,160
Plant operations	2,102	2,247	1,518	923	1,008
Food service	459	437	448	405	429
Transportation	691	764	501	373	464
Student support	1,134	1,187	626	600	594
Instruction support	446	486	372	447	517

## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

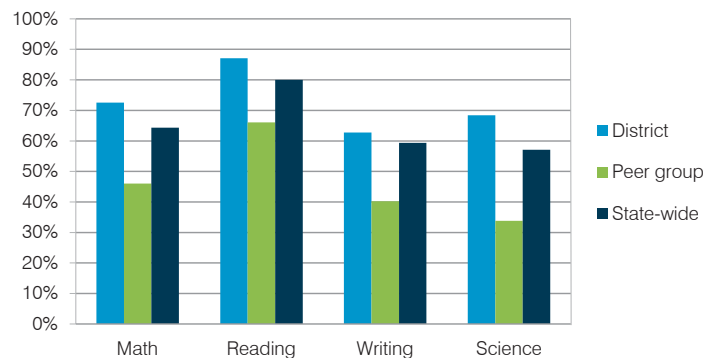
### ADE-reported district and school letter grades

District grade: **A**

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

<sup>1</sup> Includes schools that share a campus and on-line schools.

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	93%	95%
Graduation rate (2013)	100%	73%	75%
Poverty rate (2013)	48%	45%	24%
Students per teacher	13.0	15.2	18.6
Average teacher salary	\$40,516	\$43,616	\$46,026
Amount from Proposition 301	\$3,974	\$4,111	\$4,810
Average years of teacher experience	14.0	12.2	10.9
Percentage of teachers in first 3 years	17%	18%	20%

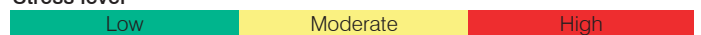
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.8%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



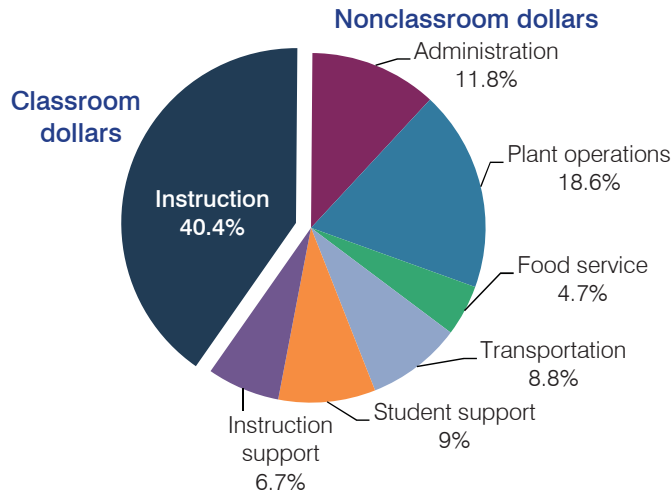
# Kayenta Unified School District

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

District size, location: Medium, Rural  
 Students attending: 1,776  
 Number of schools: 3

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil increased by 6 percent. Spending in the classroom decreased from 42.1 to 40.4 percent. Overall, spending on administration increased substantially, spending on transportation increased, and spending on instruction support increased slightly. Spending on plant operations decreased substantially and spending on student support decreased.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,424	\$1,016	\$757
	Students per administrator	43	54	68
Plant operations	Cost per square foot	\$7.05	\$4.71	\$6.04
	Square footage per student	316	261	153
Food service	Cost per meal equivalent	\$2.84	\$3.28	\$2.69
Transportation	Cost per mile	\$2.72	\$2.12	\$3.62
	Cost per rider	\$1,757	\$1,121	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$11,258</b>	<b>\$12,028</b>	<b>\$8,082</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>4,538</b>	<b>4,861</b>	<b>4,193</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>6,720</b>	<b>7,167</b>	<b>3,889</b>	<b>3,505</b>	<b>4,172</b>
Administration	1,246	1,424	1,016	757	1,160
Plant operations	2,171	2,232	1,145	923	1,008
Food service	514	569	389	405	429
Transportation	1,044	1,062	477	373	464
Student support	1,139	1,078	563	600	594
Instruction support	606	802	299	447	517

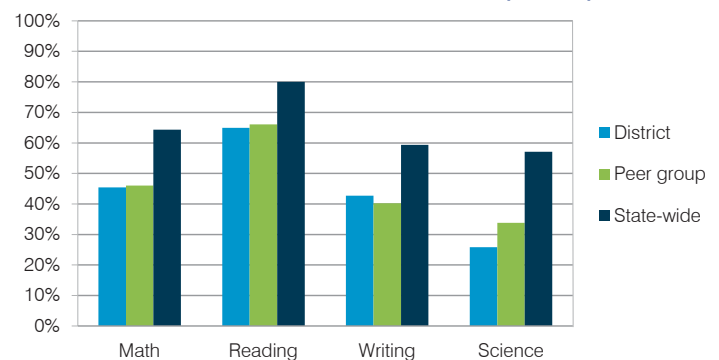
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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	0	0%
F	1	33%
Not rated	0	0%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	93%	95%
Graduation rate (2013)	71%	73%	75%
Poverty rate (2013)	52%	45%	24%
Students per teacher	14.8	15.2	18.6
Average teacher salary	\$46,589	\$43,616	\$46,026
Amount from Proposition 301	\$2,561	\$4,111	\$4,810
Average years of teacher experience	15.4	12.2	10.9
Percentage of teachers in first 3 years	7%	18%	20%

### Financial stress assessment

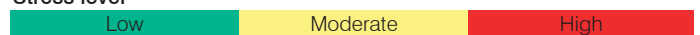
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

Change in number of district students	Concentrated decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
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



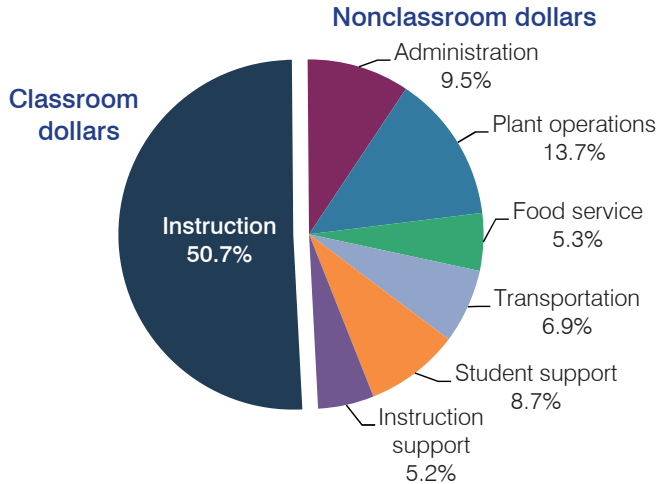
# Kingman Unified School District

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

District size, location: Medium-large, Town  
 Students attending: 6,497  
 Number of schools: 11

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil increased by 8 percent. Spending in the classroom decreased from 53.6 to 50.7 percent. Spending on transportation and instruction support increased and spending on administration and food service increased slightly. Spending on student support decreased, while spending on plant operations remained stable.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$681	\$789	\$757
	Students per administrator	64	67	68
Plant operations	Cost per square foot	\$4.98	\$5.46	\$6.04
	Square footage per student	197	188	153
Food service	Cost per meal equivalent	\$2.86	\$2.76	\$2.69
Transportation	Cost per mile	\$1.96	\$2.32	\$3.62
	Cost per rider	\$980	\$981	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$6,884</b>	<b>\$7,152</b>	<b>\$7,573</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,480</b>	<b>3,629</b>	<b>3,914</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,404</b>	<b>3,523</b>	<b>3,659</b>	<b>3,505</b>	<b>4,172</b>
Administration	704	681	789	757	1,160
Plant operations	930	979	1,009	923	1,008
Food service	340	380	386	405	429
Transportation	472	492	406	373	464
Student support	599	621	607	600	594
Instruction support	359	370	462	447	517

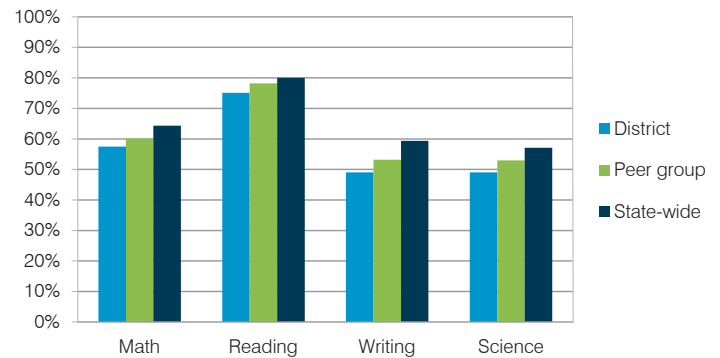
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	1	9%
B	4	36%
C	6	55%
D	0	0%
F	0	0%
Not rated	0	0%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	94%	95%
Graduation rate (2013)	75%	80%	75%
Poverty rate (2013)	25%	24%	24%
Students per teacher	20.4	17.3	18.6
Average teacher salary	\$42,395	\$42,872	\$46,026
Amount from Proposition 301	\$6,805	\$5,022	\$4,810
Average years of teacher experience	11.2	12.1	10.9
Percentage of teachers in first 3 years	15%	19%	20%

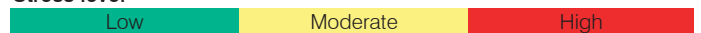
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.0%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



# Kirkland Elementary School District

Yavapai County

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

Legislative district(s): 1

District size, location:

Very small, Rural

Students attending:

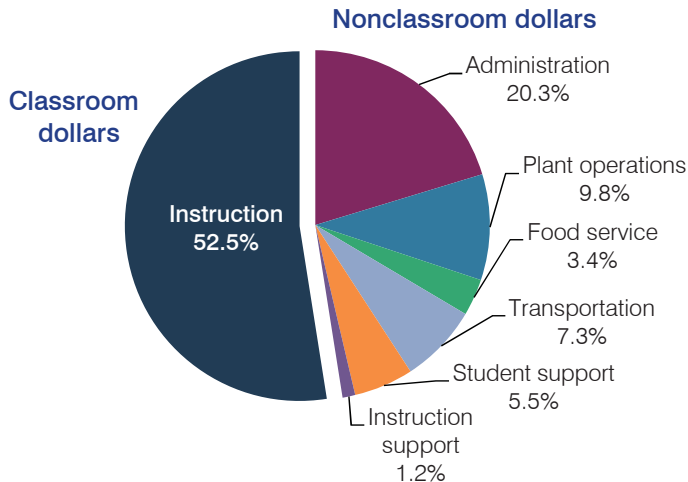
65

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 10 percent. Spending in the classroom varied year to year, decreasing slightly overall from 52.7 to 52.5 percent. Spending on all nonclassroom areas also varied year to year, as is common for very small districts. Overall, 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	\$3,135	\$2,835	\$757
	Students per administrator	37	28	68
Plant operations	Cost per square foot	\$9.29	\$6.51	\$6.04
	Square footage per student	162	351	153
Food service	Cost per meal equivalent	\$4.32	\$5.02	\$2.69
Transportation	Cost per mile	\$1.53	\$1.61	\$3.62
	Cost per rider	\$772	\$1,444	\$1,036

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$14,373</b>	<b>\$15,415</b>	<b>\$16,101</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>7,613</b>	<b>8,087</b>	<b>8,231</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>6,760</b>	<b>7,328</b>	<b>7,870</b>	<b>3,505</b>	<b>4,172</b>
Administration	2,280	3,135	2,835	757	1,160
Plant operations	1,108	1,504	2,137	923	1,008
Food service	669	522	901	405	429
Transportation	1,379	1,123	1,072	373	464
Student support	813	851	536	600	594
Instruction support	511	193	389	447	517

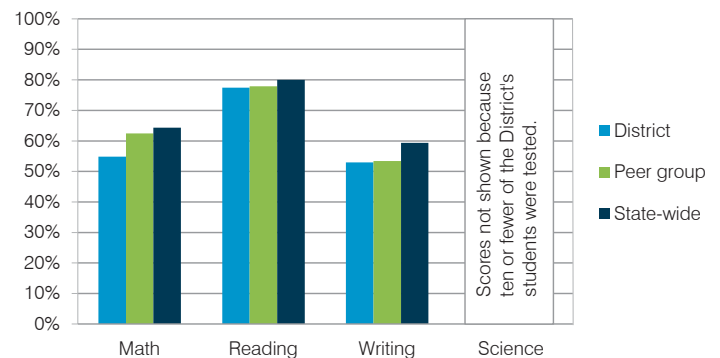
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	26%	25%	24%
Students per teacher	9.2	13.1	18.6
Average teacher salary	\$42,105	\$45,915	\$46,026
Amount from Proposition 301	\$3,085	\$3,467	\$4,810
Average years of teacher experience	10.4	12.1	10.9
Percentage of teachers in first 3 years	14%	13%	20%

### Financial stress assessment

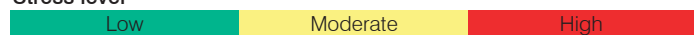
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

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

Stress level





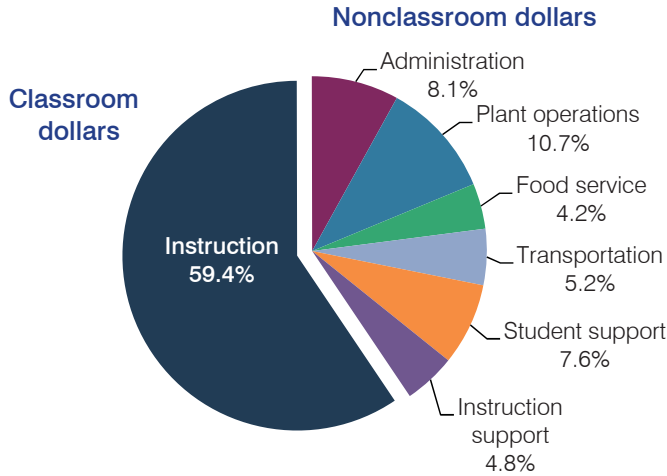
# Kyrene Elementary School District

Maricopa County  
 Efficiency peer groups 7 and T-3, Achievement peer group 12  
 Legislative district(s): 18 and 27

District size, location: Large, City  
 Students attending: 16,490  
 Number of schools: 25

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil returned to 2009 levels, but spending in the classroom decreased from 62.9 to 59.4 percent. Overall, spending on transportation and student support increased, while spending on most other nonclassroom areas remained fairly stable.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$593	\$726	\$757
	Students per administrator	78	77	68
Plant operations	Cost per square foot	\$5.03	\$6.09	\$6.04
	Square footage per student	156	131	153
Food service	Cost per meal equivalent	\$3.40	\$2.64	\$2.69
Transportation	Cost per mile	\$3.94	\$3.79	\$3.62
	Cost per rider	\$1,046	\$977	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$6,592</b>	<b>\$7,341</b>	<b>\$7,414</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,964</b>	<b>4,358</b>	<b>3,939</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>2,628</b>	<b>2,983</b>	<b>3,475</b>	<b>3,505</b>	<b>4,172</b>
Administration	508	593	726	757	1,160
Plant operations	723	784	793	923	1,008
Food service	293	311	547	405	429
Transportation	358	380	308	373	464
Student support	463	561	575	600	594
Instruction support	283	354	526	447	517

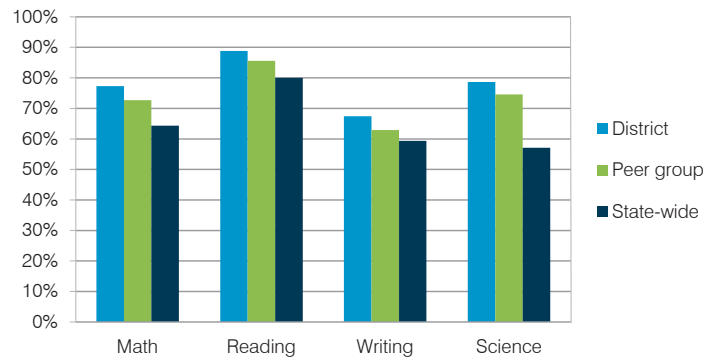
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	9%	16%	24%
Students per teacher	18.2	18.9	18.6
Average teacher salary	\$48,702	\$46,216	\$46,026
Amount from Proposition 301	\$3,142	\$4,519	\$4,810
Average years of teacher experience	12.8	10.2	10.9
Percentage of teachers in first 3 years	14%	13%	20%

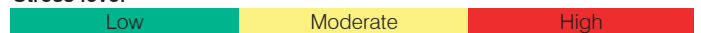
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



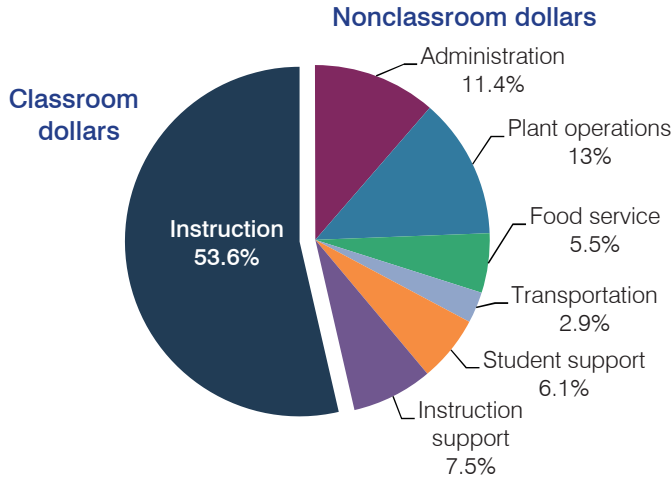
# Lake Havasu Unified School District

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

District size, location: Medium-large, Town  
 Students attending: 5,369  
 Number of schools: 8

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 10 percent. Overall, spending in the classroom decreased from 59.5 to 53.6 percent. Spending on instruction support increased substantially, spending on administration increased, and spending on transportation increased slightly. 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	\$697	\$789	\$757
	Students per administrator	65	67	68
Plant operations	Cost per square foot	\$5.45	\$5.46	\$6.04
	Square footage per student	146	188	153
Food service	Cost per meal equivalent	\$2.42	\$2.76	\$2.69
Transportation	Cost per mile	\$3.18	\$2.32	\$3.62
	Cost per rider	\$1,380	\$981	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$6,359</b>	<b>\$6,116</b>	<b>\$7,573</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,533</b>	<b>3,275</b>	<b>3,914</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>2,826</b>	<b>2,841</b>	<b>3,659</b>	<b>3,505</b>	<b>4,172</b>
Administration	625	697	789	757	1,160
Plant operations	800	794	1,009	923	1,008
Food service	312	340	386	405	429
Transportation	174	176	406	373	464
Student support	404	373	607	600	594
Instruction support	511	461	462	447	517

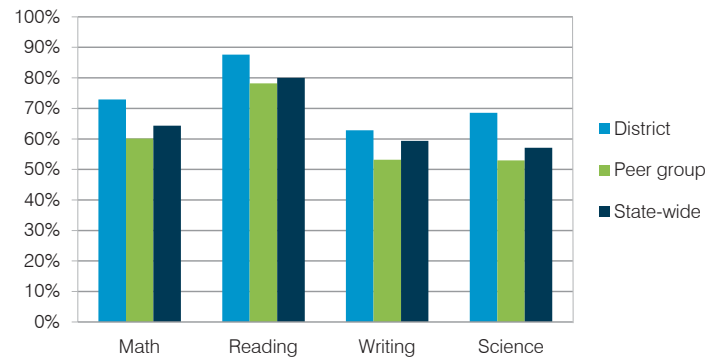
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **B**

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

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	94%	95%
Graduation rate (2013)	83%	80%	75%
Poverty rate (2013)	24%	24%	24%
Students per teacher	18.5	17.3	18.6
Average teacher salary	\$35,864	\$42,872	\$46,026
Amount from Proposition 301	\$4,999	\$5,022	\$4,810
Average years of teacher experience	9.0	12.1	10.9
Percentage of teachers in first 3 years	28%	19%	20%

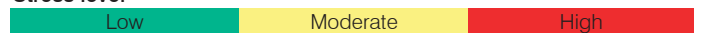
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
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



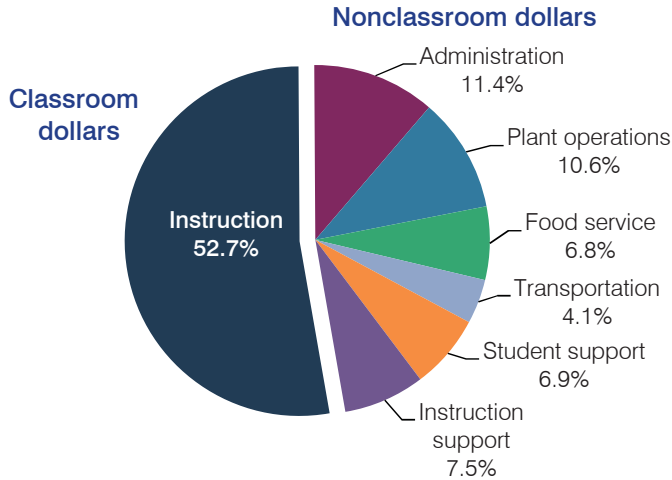
# Laveen Elementary School District

Maricopa County  
 Efficiency peer groups 8 and T-1, Achievement peer group 13  
 Legislative district(s): 19 and 27

District size, location: Medium-large, City  
 Students attending: 5,773  
 Number of schools: 7

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil increased by 2 percent. Spending in the classroom decreased overall from 55.2 to 52.7 percent. Overall, spending on instruction support increased and spending on food service increased slightly. Spending on plant operations decreased slightly, 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	\$722	\$895	\$757
	Students per administrator	71	69	68
Plant operations	Cost per square foot	\$6.09	\$6.19	\$6.04
	Square footage per student	110	143	153
Food service	Cost per meal equivalent	\$2.25	\$2.48	\$2.69
Transportation	Cost per mile	\$6.00	\$6.52	\$3.62
	Cost per rider	\$582	\$710	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$5,936</b>	<b>\$6,354</b>	<b>\$7,656</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,101</b>	<b>3,349</b>	<b>3,929</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>2,835</b>	<b>3,005</b>	<b>3,727</b>	<b>3,505</b>	<b>4,172</b>
Administration	683	722	895	757	1,160
Plant operations	696	672	879	923	1,008
Food service	427	431	558	405	429
Transportation	235	259	291	373	464
Student support	413	442	580	600	594
Instruction support	381	479	524	447	517

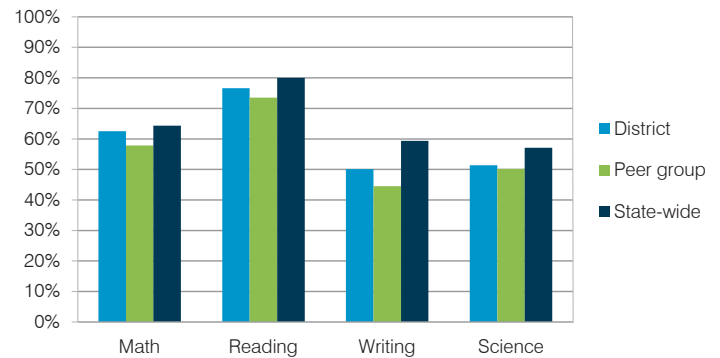
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **B**

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

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	25%	26%	24%
Students per teacher	21.5	19.7	18.6
Average teacher salary	\$42,174	\$40,842	\$46,026
Amount from Proposition 301	\$2,209	\$3,876	\$4,810
Average years of teacher experience	5.6	7.6	10.9
Percentage of teachers in first 3 years	44%	34%	20%

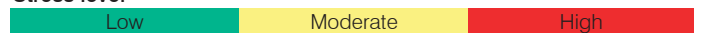
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	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

Stress level



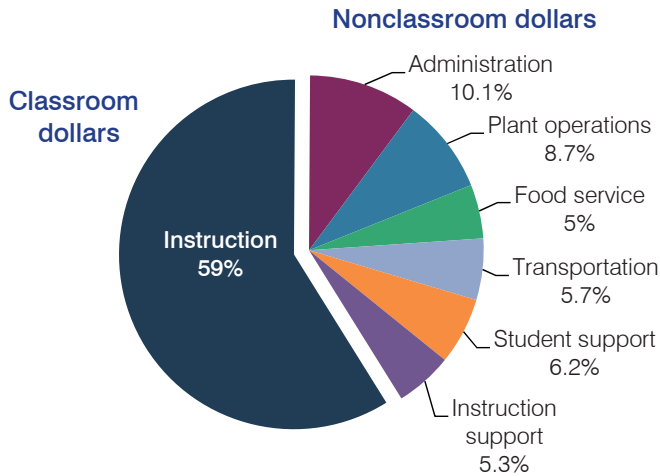
# Liberty Elementary School District

Maricopa County  
 Efficiency peer groups 8 and T-4, Achievement peer group 12  
 Legislative district(s): 4 and 13

District size, location: Medium-large, Suburb  
 Students attending: 3,110  
 Number of schools: 5

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil increased by 2 percent. Spending in the classroom varied year to year, decreasing overall from 60.3 to 59 percent. Overall, spending on administration, plant operations, and transportation increased and spending on food service increased slightly, while spending on instruction support decreased substantially.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$722	\$895	\$757
	Students per administrator	75	69	68
Plant operations	Cost per square foot	\$5.43	\$6.19	\$6.04
	Square footage per student	116	143	153
Food service	Cost per meal equivalent	\$2.53	\$2.48	\$2.69
Transportation	Cost per mile	\$3.47	\$3.54	\$3.62
	Cost per rider	\$1,112	\$1,065	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$6,653</b>	<b>\$7,180</b>	<b>\$7,656</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,919</b>	<b>4,234</b>	<b>3,929</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>2,734</b>	<b>2,946</b>	<b>3,727</b>	<b>3,505</b>	<b>4,172</b>
Administration	616	722	895	757	1,160
Plant operations	621	628	879	923	1,008
Food service	340	355	558	405	429
Transportation	371	410	291	373	464
Student support	421	449	580	600	594
Instruction support	365	382	524	447	517

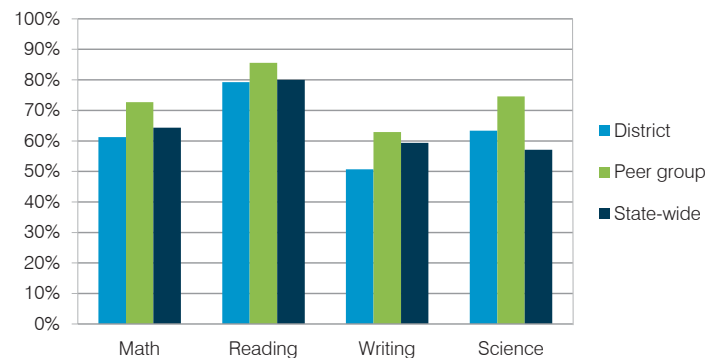
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	16%	16%	24%
Students per teacher	17.1	18.9	18.6
Average teacher salary	\$45,562	\$46,216	\$46,026
Amount from Proposition 301	\$4,934	\$4,519	\$4,810
Average years of teacher experience	9.8	10.2	10.9
Percentage of teachers in first 3 years	14%	13%	20%

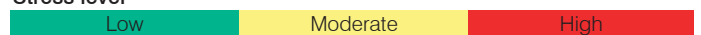
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
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

Stress level



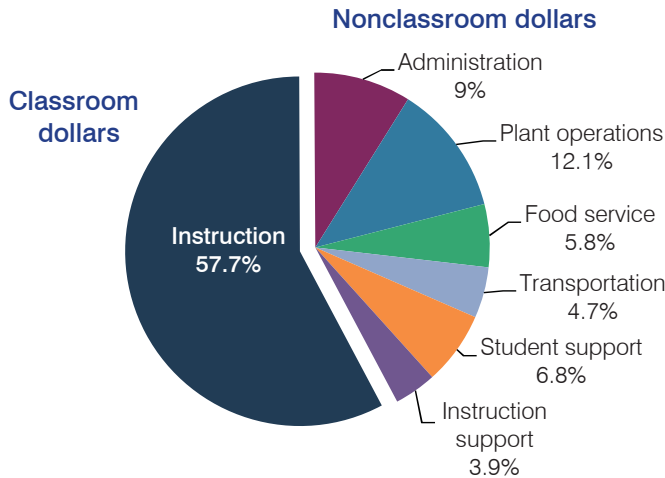
# Litchfield Elementary School District

Maricopa County  
 Efficiency peer groups 7 and T-3, Achievement peer group 12  
 Legislative district(s): 13, 19, and 29

District size, location: Large, Suburb  
 Students attending: 10,183  
 Number of schools: 13

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 2 percent. Spending in the classroom decreased from 58.3 to 57.7 percent. Overall, spending on student support increased slightly, while spending on all other nonclassroom areas remained stable.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$547	\$726	\$757
	Students per administrator	103	77	68
Plant operations	Cost per square foot	\$6.49	\$6.09	\$6.04
	Square footage per student	114	131	153
Food service	Cost per meal equivalent	\$1.94	\$2.64	\$2.69
Transportation	Cost per mile	\$3.45	\$3.79	\$3.62
	Cost per rider	\$753	\$977	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$5,957</b>	<b>\$6,104</b>	<b>\$7,414</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,463</b>	<b>3,524</b>	<b>3,939</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>2,494</b>	<b>2,580</b>	<b>3,475</b>	<b>3,505</b>	<b>4,172</b>
Administration	527	547	726	757	1,160
Plant operations	748	740	793	923	1,008
Food service	333	356	547	405	429
Transportation	269	284	308	373	464
Student support	393	414	575	600	594
Instruction support	224	239	526	447	517

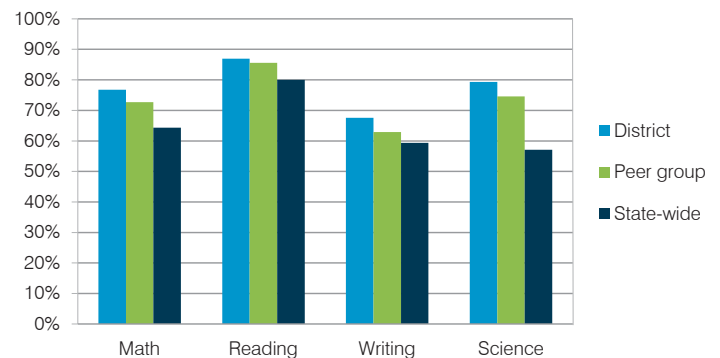
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	8	62%
B	5	38%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	17%	16%	24%
Students per teacher	21.3	18.9	18.6
Average teacher salary	\$46,765	\$46,216	\$46,026
Amount from Proposition 301	\$5,072	\$4,519	\$4,810
Average years of teacher experience	10.8	10.2	10.9
Percentage of teachers in first 3 years	8%	13%	20%

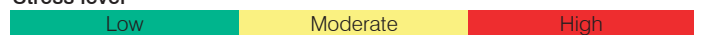
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	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

Stress level



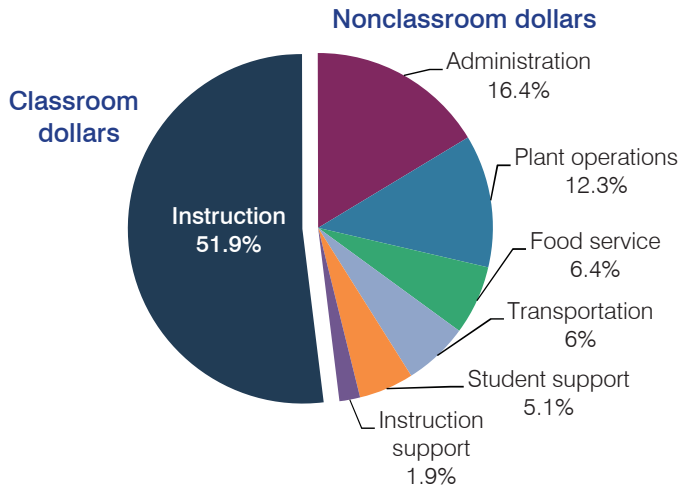
# Littlefield Unified School District

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

District size, location: Small, Rural  
 Students attending: 393  
 Number of schools: 2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Student enrollment decreased by 30 percent, which contributed to the 12 percent increase in total spending per pupil. Spending in the classroom varied year to year, increasing overall from 50.6 to 51.9 percent. Overall, spending on plant operations increased substantially, while spending on instruction support decreased substantially and spending on administration decreased.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,436	\$1,534	\$757
	Students per administrator	58	45	68
Plant operations	Cost per square foot	\$5.24	\$4.68	\$6.04
	Square footage per student	205	307	153
Food service	Cost per meal equivalent	\$2.92	\$3.36	\$2.69
Transportation	Cost per mile	\$3.57	\$2.61	\$3.62
	Cost per rider	\$742	\$774	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$8,690</b>	<b>\$8,773</b>	<b>\$10,014</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>4,360</b>	<b>4,554</b>	<b>5,015</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>4,330</b>	<b>4,219</b>	<b>4,999</b>	<b>3,505</b>	<b>4,172</b>
Administration	1,609	1,436	1,534	757	1,160
Plant operations	1,014	1,076	1,518	923	1,008
Food service	536	559	448	405	429
Transportation	454	525	501	373	464
Student support	566	451	626	600	594
Instruction support	151	172	372	447	517

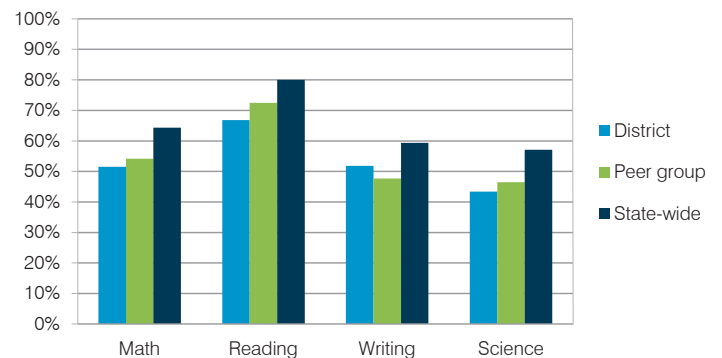
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	93%	95%
Graduation rate (2013)	73%	78%	75%
Poverty rate (2013)	28%	32%	24%
Students per teacher	13.5	16.5	18.6
Average teacher salary	\$43,407	\$43,049	\$46,026
Amount from Proposition 301	\$4,541	\$5,173	\$4,810
Average years of teacher experience	10.9	12.0	10.9
Percentage of teachers in first 3 years	22%	19%	20%

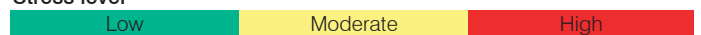
### Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	2.1%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant

Stress level



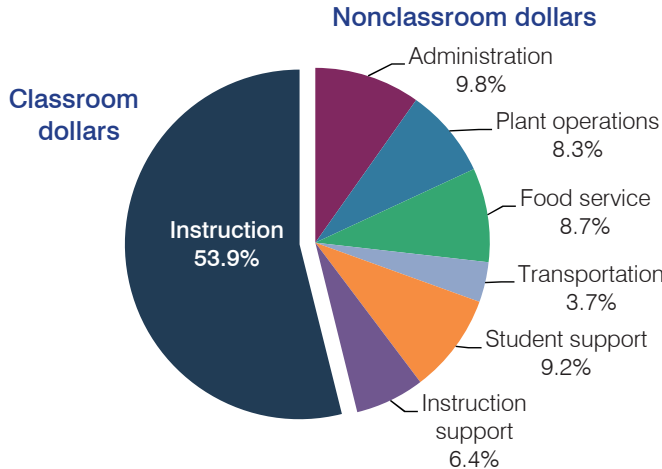
# Littleton Elementary School District

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: 5,198  
 Number of schools: 6

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 2 percent. Spending in the classroom decreased from 59 to 53.9 percent. Overall, spending on instruction support increased substantially, spending on food service increased, and spending on administration and transportation increased slightly. Spending on plant operations decreased slightly.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$716	\$895	\$757
	Students per administrator	79	69	68
Plant operations	Cost per square foot	\$4.95	\$6.19	\$6.04
	Square footage per student	121	143	153
Food service	Cost per meal equivalent	\$2.25	\$2.48	\$2.69
Transportation	Cost per mile	\$6.63	\$6.52	\$3.62
	Cost per rider	\$739	\$710	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$6,762</b>	<b>\$7,275</b>	<b>\$7,656</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,584</b>	<b>3,922</b>	<b>3,929</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,178</b>	<b>3,353</b>	<b>3,727</b>	<b>3,505</b>	<b>4,172</b>
Administration	721	716	895	757	1,160
Plant operations	587	600	879	923	1,008
Food service	585	634	558	405	429
Transportation	272	266	291	373	464
Student support	603	673	580	600	594
Instruction support	410	464	524	447	517

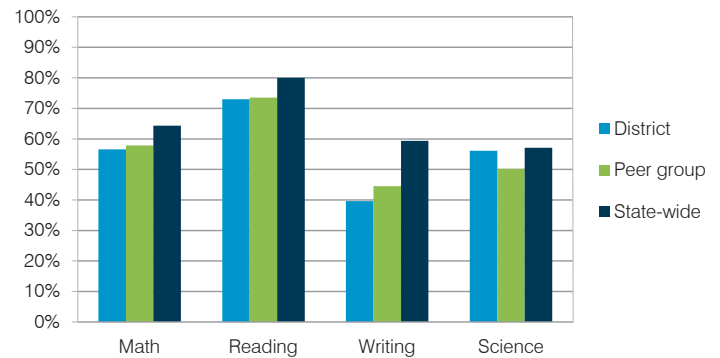
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **B**

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

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	23%	26%	24%
Students per teacher	17.4	19.7	18.6
Average teacher salary	\$41,408	\$40,842	\$46,026
Amount from Proposition 301	\$4,686	\$3,876	\$4,810
Average years of teacher experience	4.7	7.6	10.9
Percentage of teachers in first 3 years	61%	34%	20%

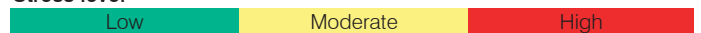
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	2.4%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



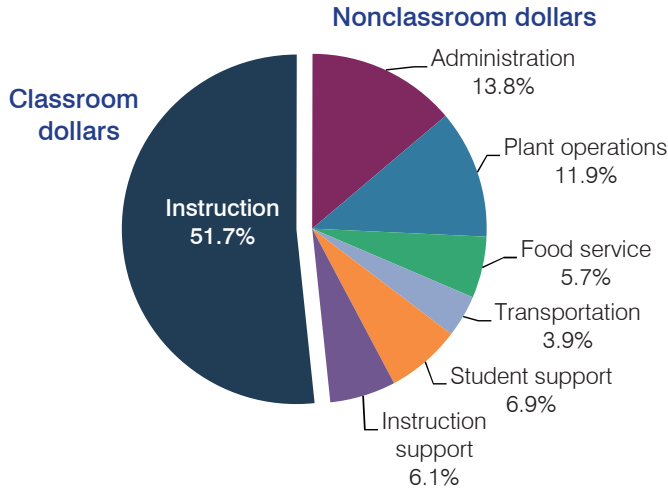
# Madison Elementary School District

Maricopa County  
 Efficiency peer groups 8 and T-1, Achievement peer group 12  
 Legislative district(s): 24 and 28

District size, location: Medium-large, City  
 Students attending: 5,649  
 Number of schools: 8

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 4 percent. Spending in the classroom decreased overall from 54.6 to 51.7 percent. Overall, spending on administration increased substantially, while spending on plant operations decreased 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	\$967	\$895	\$757
	Students per administrator	60	69	68
Plant operations	Cost per square foot	\$6.16	\$6.19	\$6.04
	Square footage per student	135	143	153
Food service	Cost per meal equivalent	\$2.55	\$2.48	\$2.69
Transportation	Cost per mile	\$7.41	\$6.52	\$3.62
	Cost per rider	\$940	\$710	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$6,645</b>	<b>\$7,011</b>	<b>\$7,656</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,500</b>	<b>3,622</b>	<b>3,929</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,145</b>	<b>3,389</b>	<b>3,727</b>	<b>3,505</b>	<b>4,172</b>
Administration	847	967	895	757	1,160
Plant operations	834	832	879	923	1,008
Food service	375	404	558	405	429
Transportation	265	273	291	373	464
Student support	448	485	580	600	594
Instruction support	376	428	524	447	517

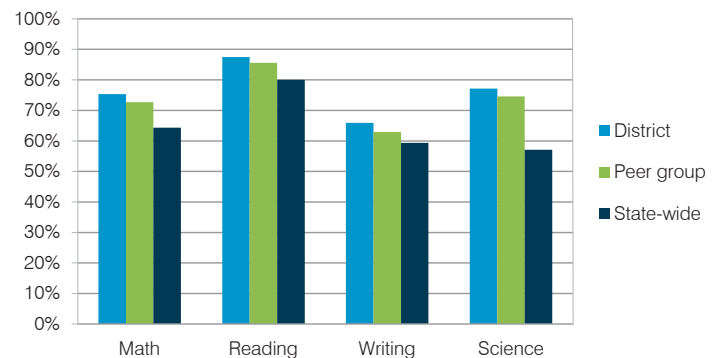
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	6	75%
B	1	13%
C	0	0%
D	1	13%
F	0	0%
Not rated	0	0%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	20%	16%	24%
Students per teacher	19.0	18.9	18.6
Average teacher salary	\$43,835	\$46,216	\$46,026
Amount from Proposition 301	\$4,928	\$4,519	\$4,810
Average years of teacher experience	7.3	10.2	10.9
Percentage of teachers in first 3 years	15%	13%	20%

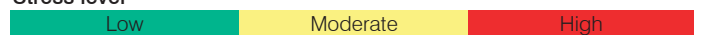
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
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





# Maine Consolidated School District

Coconino County

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

Legislative district(s): 6

District size, location:

Very small, Rural

Students attending:

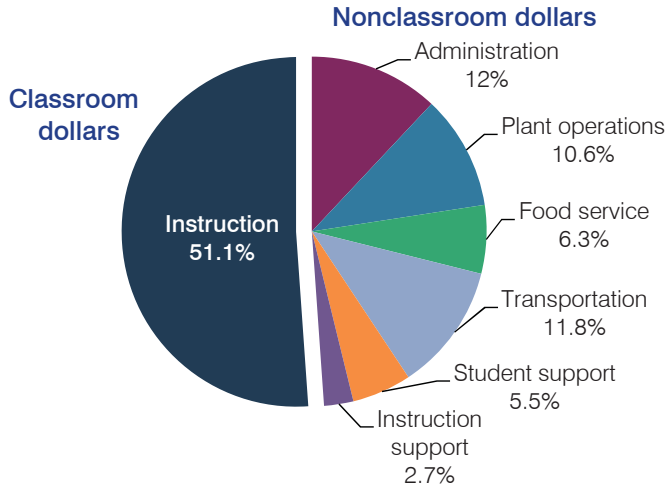
95

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Student enrollment decreased by 29 percent, which contributed to the 41 percent increase in total spending per pupil. Spending in the classroom varied year to year, decreasing overall from 53.4 to 51.1 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Spending on transportation increased substantially.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,363	\$2,835	\$757
	Students per administrator	32	28	68
Plant operations	Cost per square foot	\$6.70	\$6.51	\$6.04
	Square footage per student	311	351	153
Food service	Cost per meal equivalent	\$9.08	\$5.02	\$2.69
Transportation	Cost per mile	\$3.19	\$1.61	\$3.62
	Cost per rider	\$2,409	\$1,444	\$1,036

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$18,344</b>	<b>\$19,640</b>	<b>\$16,101</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>9,321</b>	<b>10,045</b>	<b>8,231</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>9,023</b>	<b>9,595</b>	<b>7,870</b>	<b>3,505</b>	<b>4,172</b>
Administration	2,125	2,363	2,835	757	1,160
Plant operations	2,299	2,082	2,137	923	1,008
Food service	1,095	1,232	901	405	429
Transportation	2,040	2,305	1,072	373	464
Student support	951	1,080	536	600	594
Instruction support	513	533	389	447	517

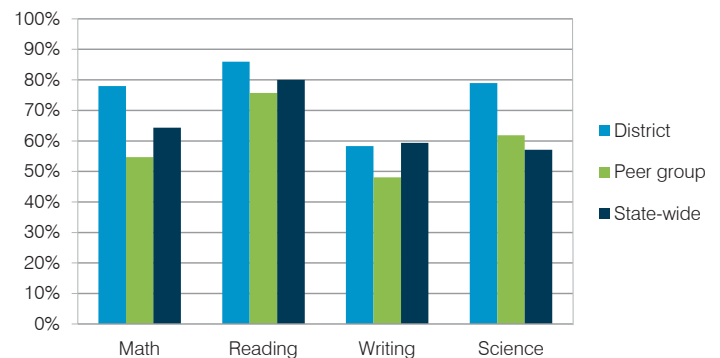
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	18%	20%	24%
Students per teacher	6.3	12.3	18.6
Average teacher salary	\$42,647	\$43,736	\$46,026
Amount from Proposition 301	\$1,327	\$3,455	\$4,810
Average years of teacher experience	11.0	11.8	10.9
Percentage of teachers in first 3 years	7%	15%	20%

### Financial stress assessment

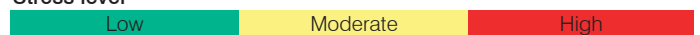
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

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

Stress level



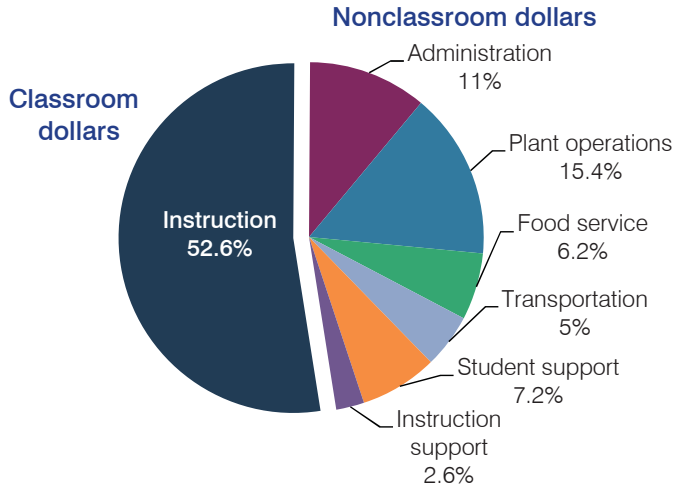
# Mammoth-San Manuel Unified School District

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

District size, location: Medium, Town  
 Students attending: 877  
 Number of schools: 4

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil increased by 1 percent. Spending in the classroom was very inconsistent year to year, decreasing overall from 56.3 to 52.6 percent. Spending on transportation and student support increased and spending on plant operations increased slightly. 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	\$891	\$1,016	\$757
	Students per administrator	52	54	68
Plant operations	Cost per square foot	\$3.64	\$4.71	\$6.04
	Square footage per student	342	261	153
Food service	Cost per meal equivalent	\$3.32	\$3.28	\$2.69
Transportation	Cost per mile	\$2.08	\$2.61	\$3.62
	Cost per rider	\$470	\$774	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$7,784</b>	<b>\$8,105</b>	<b>\$8,082</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>4,104</b>	<b>4,261</b>	<b>4,193</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,680</b>	<b>3,844</b>	<b>3,889</b>	<b>3,505</b>	<b>4,172</b>
Administration	840	891	1,016	757	1,160
Plant operations	1,203	1,246	1,145	923	1,008
Food service	470	501	389	405	429
Transportation	393	403	477	373	464
Student support	546	588	563	600	594
Instruction support	228	215	299	447	517

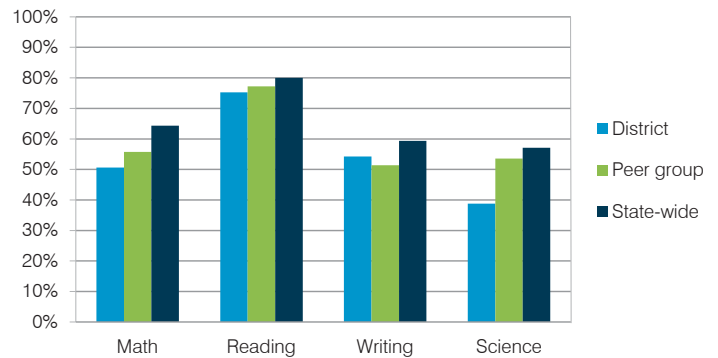
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2013)	79%	86%	75%
Poverty rate (2013)	15%	15%	24%
Students per teacher	15.7	16.1	18.6
Average teacher salary	\$42,159	\$41,932	\$46,026
Amount from Proposition 301	\$5,434	\$4,526	\$4,810
Average years of teacher experience	11.5	10.2	10.9
Percentage of teachers in first 3 years	18%	21%	20%

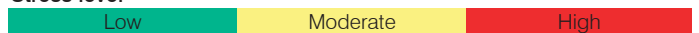
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

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

Stress level



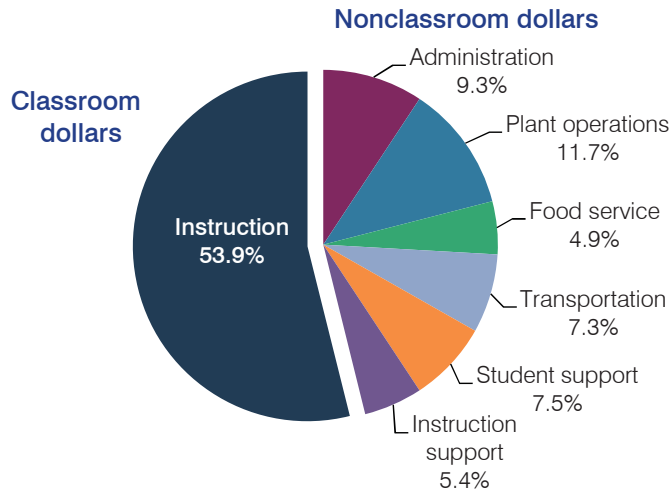
# Marana Unified School District

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: 11,814  
 Number of schools: 17

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 5 percent. Spending in the classroom decreased from 57.9 to 53.9 percent. Overall, spending on administration, food service, student support, and instruction support increased. Spending on plant operations varied year to year, while spending on transportation remained stable.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$678	\$685	\$757
	Students per administrator	59	68	68
Plant operations	Cost per square foot	\$5.82	\$6.29	\$6.04
	Square footage per student	145	147	153
Food service	Cost per meal equivalent	\$2.84	\$2.68	\$2.69
Transportation	Cost per mile	\$3.04	\$3.54	\$3.62
	Cost per rider	\$1,036	\$1,065	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$7,325</b>	<b>\$7,257</b>	<b>\$7,122</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,996</b>	<b>3,912</b>	<b>3,815</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,329</b>	<b>3,345</b>	<b>3,307</b>	<b>3,505</b>	<b>4,172</b>
Administration	665	678	685	757	1,160
Plant operations	776	847	912	923	1,008
Food service	353	354	339	405	429
Transportation	552	527	360	373	464
Student support	557	546	533	600	594
Instruction support	426	393	478	447	517

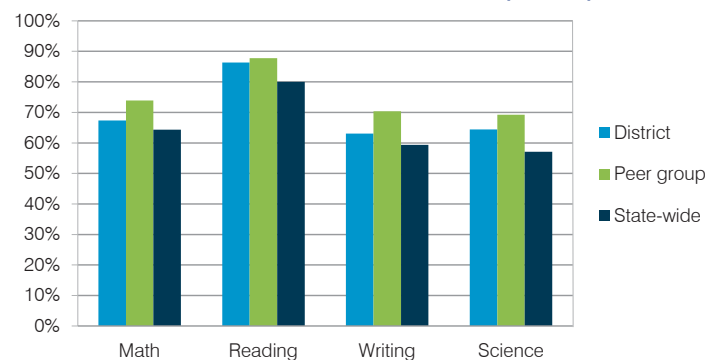
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	1	6%
B	13	76%
C	1	6%
D	1	6%
F	0	0%
Not rated	1	6%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	95%
Graduation rate (2013)	85%	87%	75%
Poverty rate (2013)	12%	14%	24%
Students per teacher	18.5	19.2	18.6
Average teacher salary	\$45,290	\$46,746	\$46,026
Amount from Proposition 301	\$5,682	\$4,740	\$4,810
Average years of teacher experience	11.6	11.0	10.9
Percentage of teachers in first 3 years	16%	15%	20%

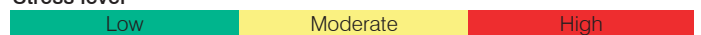
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	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	Compliant

Stress level



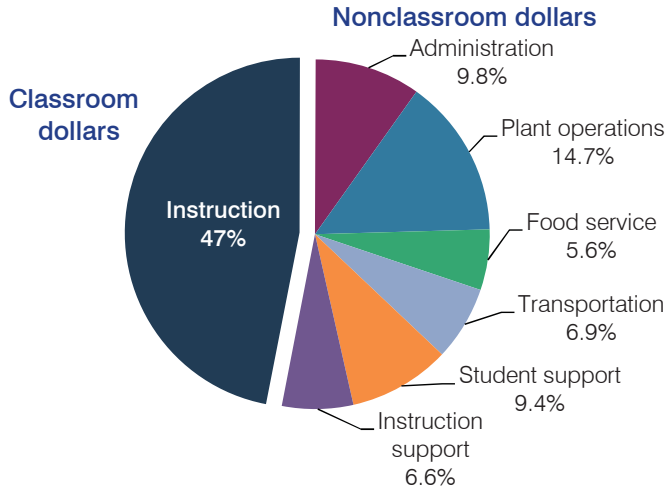
# Maricopa Unified School District

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

District size, location: Medium-large, Rural  
 Students attending: 5,569  
 Number of schools: 9

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 7 percent. Spending in the classroom decreased from 52.3 to 47 percent. Overall, spending on plant operations, transportation, and instruction support increased and spending on food service increased slightly. Spending on administration varied year to year, while spending on student support remained fairly stable.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$683	\$789	\$757
	Students per administrator	78	67	68
Plant operations	Cost per square foot	\$6.30	\$5.46	\$6.04
	Square footage per student	163	188	153
Food service	Cost per meal equivalent	\$2.54	\$2.76	\$2.69
Transportation	Cost per mile	\$3.52	\$3.73	\$3.62
	Cost per rider	\$649	\$512	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$6,682</b>	<b>\$6,988</b>	<b>\$7,573</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,166</b>	<b>3,286</b>	<b>3,914</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,516</b>	<b>3,702</b>	<b>3,659</b>	<b>3,505</b>	<b>4,172</b>
Administration	716	683	789	757	1,160
Plant operations	894	1,023	1,009	923	1,008
Food service	357	389	386	405	429
Transportation	427	485	406	373	464
Student support	679	658	607	600	594
Instruction support	443	464	462	447	517

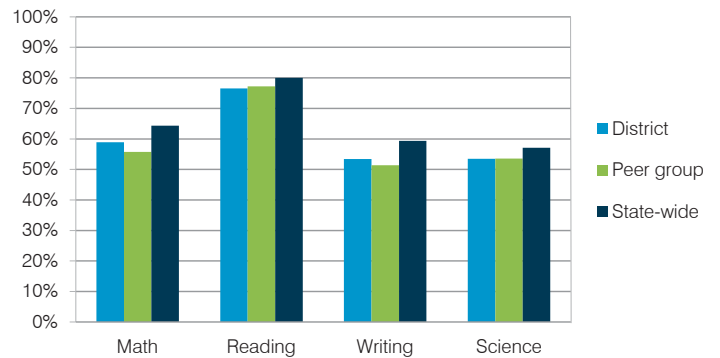
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	1	12%
B	4	44%
C	4	44%
D	0	0%
F	0	0%
Not rated	0	0%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	95%
Graduation rate (2013)	72%	86%	75%
Poverty rate (2013)	14%	15%	24%
Students per teacher	19.6	16.1	18.6
Average teacher salary	\$41,175	\$41,932	\$46,026
Amount from Proposition 301	\$4,288	\$4,526	\$4,810
Average years of teacher experience	7.3	10.2	10.9
Percentage of teachers in first 3 years	26%	21%	20%

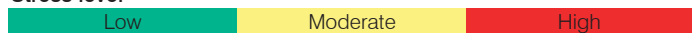
### Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	1.2%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant

Stress level



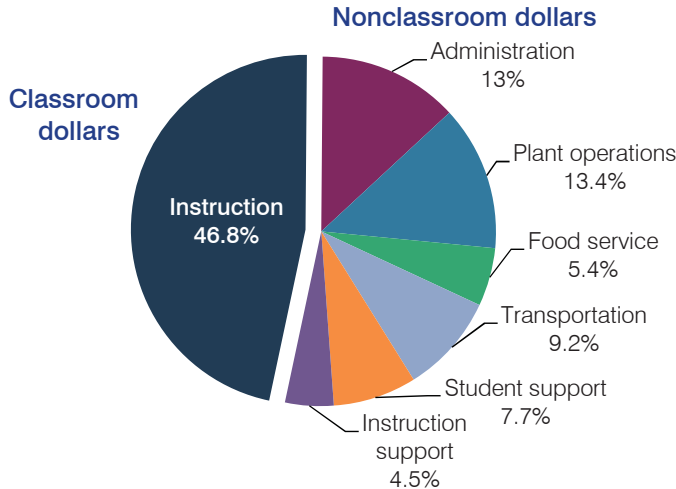
# Mayer Unified School District

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

District size, location: Small, Rural  
 Students attending: 544  
 Number of schools: 2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 1 percent. Spending in the classroom varied year to year, decreasing overall from 47.7 to 46.8 percent. Spending on instruction support increased substantially and spending on administration increased slightly, while spending on plant operations decreased and spending on food service decreased slightly.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,143	\$1,534	\$757
	Students per administrator	52	45	68
Plant operations	Cost per square foot	\$5.43	\$4.68	\$6.04
	Square footage per student	217	307	153
Food service	Cost per meal equivalent	\$2.94	\$3.36	\$2.69
Transportation	Cost per mile	\$1.96	\$2.12	\$3.62
	Cost per rider	\$1,116	\$1,121	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$8,587</b>	<b>\$8,771</b>	<b>\$10,014</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,849</b>	<b>4,104</b>	<b>5,015</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>4,738</b>	<b>4,667</b>	<b>4,999</b>	<b>3,505</b>	<b>4,172</b>
Administration	1,085	1,143	1,534	757	1,160
Plant operations	1,174	1,179	1,518	923	1,008
Food service	474	474	448	405	429
Transportation	989	806	501	373	464
Student support	640	673	626	600	594
Instruction support	376	392	372	447	517

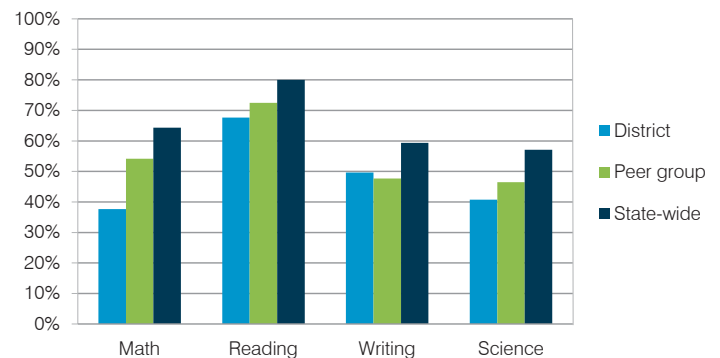
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	89%	93%	95%
Graduation rate (2013)	68%	78%	75%
Poverty rate (2013)	33%	32%	24%
Students per teacher	17.8	16.5	18.6
Average teacher salary	\$41,146	\$43,049	\$46,026
Amount from Proposition 301	\$4,333	\$5,173	\$4,810
Average years of teacher experience	11.0	12.0	10.9
Percentage of teachers in first 3 years	22%	19%	20%

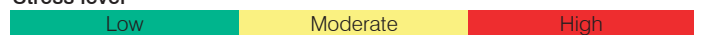
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



# McNary Elementary School District

Apache County

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

Legislative district(s): 7

District size, location:

Very small, Rural

Students attending:

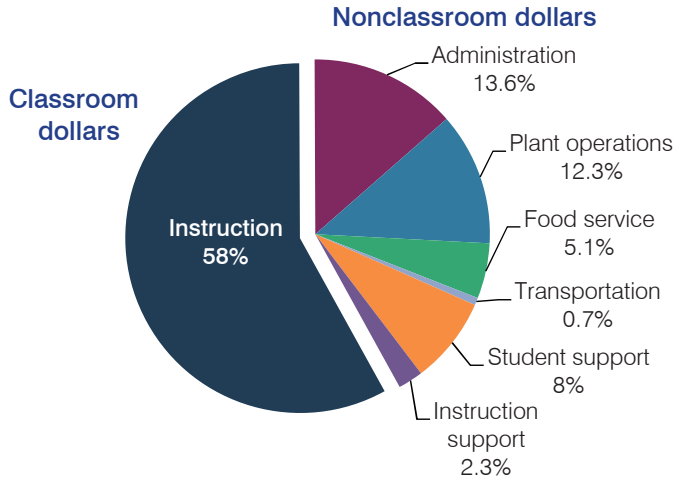
119

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 2 percent. Spending in the classroom varied year to year, decreasing overall from 63.2 to 58 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration and student support increased substantially, while spending on food service decreased.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,059	\$2,835	\$757
	Students per administrator	24	28	68
Plant operations	Cost per square foot	\$5.57	\$6.51	\$6.04
	Square footage per student	333	351	153
Food service	Cost per meal equivalent	\$3.40	\$5.02	\$2.69
Transportation	Cost per mile	\$0.96	\$1.61	\$3.62
	Cost per rider	\$451	\$1,444	\$1,036

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$11,859</b>	<b>\$15,104</b>	<b>\$16,101</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>6,292</b>	<b>8,764</b>	<b>8,231</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>5,567</b>	<b>6,340</b>	<b>7,870</b>	<b>3,505</b>	<b>4,172</b>
Administration	1,522	2,059	2,835	757	1,160
Plant operations	1,857	1,855	2,137	923	1,008
Food service	646	773	901	405	429
Transportation	121	110	1,072	373	464
Student support	997	1,204	536	600	594
Instruction support	424	339	389	447	517

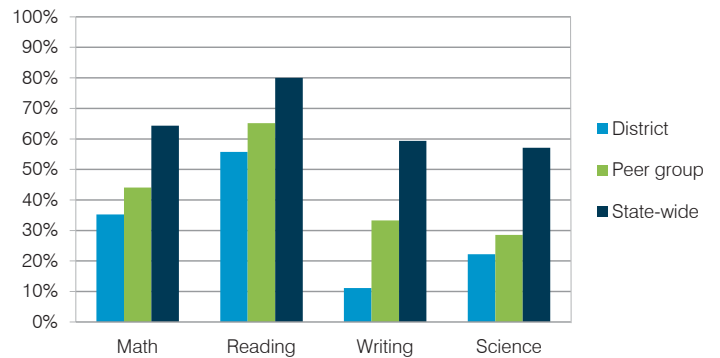
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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	0	0%
F	1	100%
Not rated	0	0%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	56%	51%	24%
Students per teacher	10.8	12.6	18.6
Average teacher salary	\$41,129	\$43,853	\$46,026
Amount from Proposition 301	\$3,374	\$2,969	\$4,810
Average years of teacher experience	7.7	13.4	10.9
Percentage of teachers in first 3 years	17%	9%	20%

### Financial stress assessment

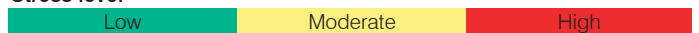
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

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

Stress level



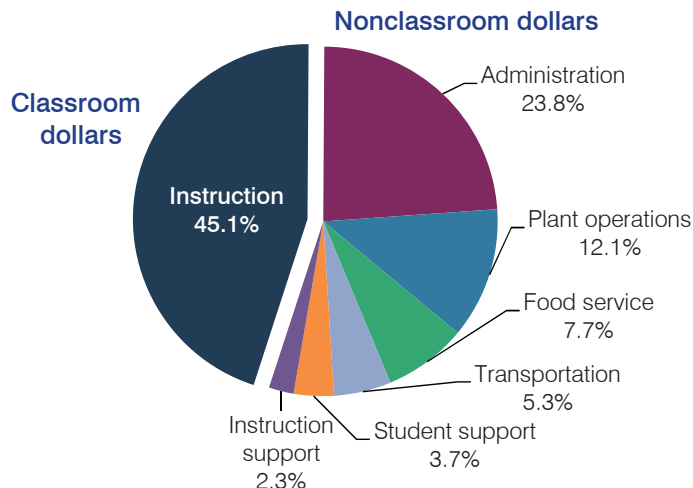
# McNeal Elementary School District

Cochise County  
 Efficiency peer groups 11 and T-11, Achievement peer group 17  
 Legislative district(s): 14

District size, location: Very small, Rural  
 Students attending: 44  
 Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 1 percent. Spending in the classroom varied year to year, decreasing overall from 48.3 to 45.1 percent. Spending on most nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on administration increased substantially and spending on student support decreased.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,185	\$2,835	\$757
	Students per administrator	22	28	68
Plant operations	Cost per square foot	\$8.26	\$6.51	\$6.04
	Square footage per student	196	351	153
Food service	Cost per meal equivalent	\$4.62	\$5.02	\$2.69
Transportation	Cost per mile	\$0.72	\$1.61	\$3.62
	Cost per rider	\$908	\$1,444	\$1,036

### Per pupil spending by operational area

Operational Area	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$18,145</b>	<b>\$13,360</b>	<b>\$16,101</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>8,297</b>	<b>6,030</b>	<b>8,231</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>9,848</b>	<b>7,330</b>	<b>7,870</b>	<b>3,505</b>	<b>4,172</b>
Administration	4,449	3,185	2,835	757	1,160
Plant operations	2,046	1,616	2,137	923	1,008
Food service	1,147	1,027	901	405	429
Transportation	1,286	706	1,072	373	464
Student support	607	489	536	600	594
Instruction support	313	307	389	447	517

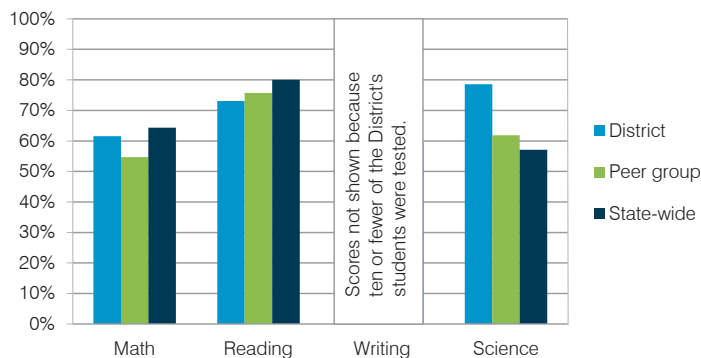
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	21%	20%	24%
Students per teacher	10.9	12.3	18.6
Average teacher salary	\$47,299	\$43,736	\$46,026
Amount from Proposition 301	\$3,068	\$3,455	\$4,810
Average years of teacher experience	22.9	11.8	10.9
Percentage of teachers in first 3 years	0%	15%	20%

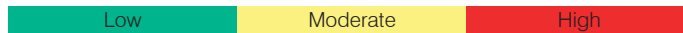
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.1%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



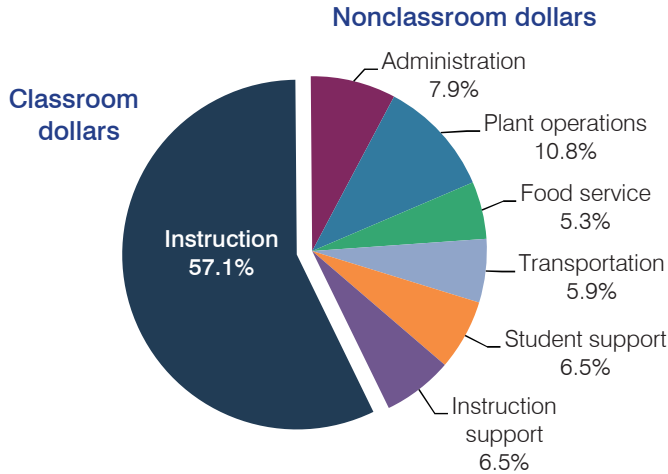
# Mesa Unified School District

Maricopa County  
 Efficiency peer groups 1 and T-5, Achievement peer group 3  
 Legislative district(s): 16, 17, 18, 23, 25, and 26

District size, location: Very large, City  
 Students attending: 60,556  
 Number of schools: 75

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil increased by 1 percent. Spending in the classroom decreased from 59.8 to 57.1 percent. Overall, spending on student support increased and spending on food service, transportation, 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	\$634	\$630	\$757
	Students per administrator	72	81	68
Plant operations	Cost per square foot	\$6.25	\$5.83	\$6.04
	Square footage per student	138	143	153
Food service	Cost per meal equivalent	\$2.65	\$2.72	\$2.69
Transportation	Cost per mile	\$4.22	\$3.47	\$3.62
	Cost per rider	\$1,569	\$1,326	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$7,706</b>	<b>\$8,010</b>	<b>\$7,208</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>4,336</b>	<b>4,572</b>	<b>4,086</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,370</b>	<b>3,438</b>	<b>3,122</b>	<b>3,505</b>	<b>4,172</b>
Administration	611	634	630	757	1,160
Plant operations	828	860	831	923	1,008
Food service	419	427	330	405	429
Transportation	479	472	346	373	464
Student support	500	524	605	600	594
Instruction support	533	521	380	447	517

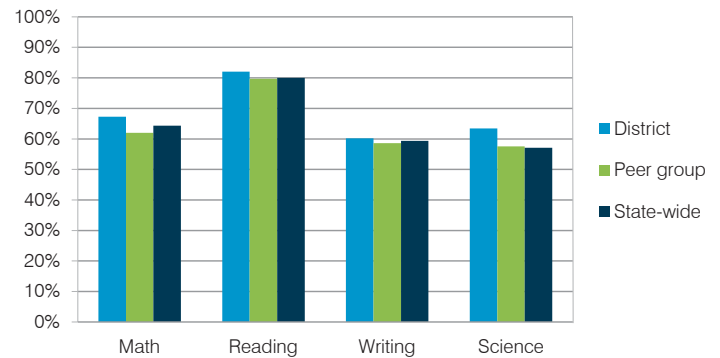
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	24	32%
B	27	36%
C	19	25%
D	2	3%
F	0	0%
Not rated	3	4%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2013)	74%	80%	75%
Poverty rate (2013)	25%	23%	24%
Students per teacher	20.0	18.6	18.6
Average teacher salary	\$58,427	\$45,840	\$46,026
Amount from Proposition 301	\$6,698	\$5,396	\$4,810
Average years of teacher experience	14.0	11.7	10.9
Percentage of teachers in first 3 years	14%	19%	20%

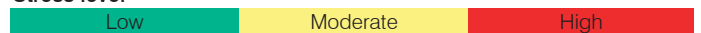
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

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

Stress level





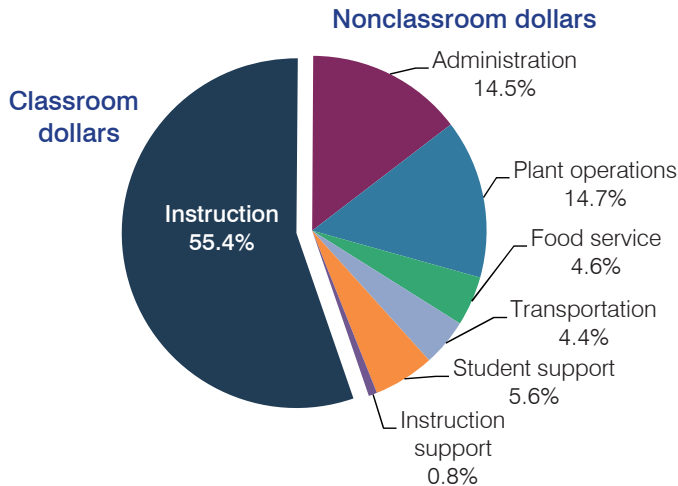
# Miami Unified School District

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

District size, location: Medium, Town  
 Students attending: 1,087  
 Number of schools: 3

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 5 percent. Spending in the classroom varied year to year, increasing slightly overall from 55 to 55.4 percent. Overall, spending on plant operations and transportation increased, while spending on administration 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	\$1,077	\$1,016	\$757
	Students per administrator	60	54	68
Plant operations	Cost per square foot	\$4.86	\$4.71	\$6.04
	Square footage per student	225	261	153
Food service	Cost per meal equivalent	\$2.84	\$3.28	\$2.69
Transportation	Cost per mile	\$4.05	\$3.45	\$3.62
	Cost per rider	\$1,012	\$832	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$7,362</b>	<b>\$7,424</b>	<b>\$8,082</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>4,033</b>	<b>4,111</b>	<b>4,193</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,329</b>	<b>3,313</b>	<b>3,889</b>	<b>3,505</b>	<b>4,172</b>
Administration	1,089	1,077	1,016	757	1,160
Plant operations	1,005	1,093	1,145	923	1,008
Food service	361	343	389	405	429
Transportation	322	327	477	373	464
Student support	459	411	563	600	594
Instruction support	93	62	299	447	517

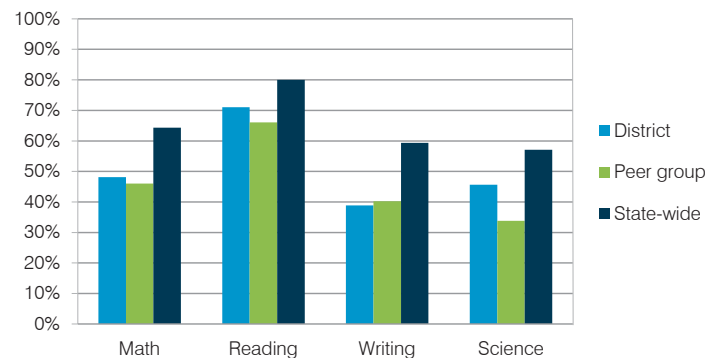
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	93%	95%
Graduation rate (2013)	90%	73%	75%
Poverty rate (2013)	40%	45%	24%
Students per teacher	16.0	15.2	18.6
Average teacher salary	\$40,278	\$43,616	\$46,026
Amount from Proposition 301	\$6,202	\$4,111	\$4,810
Average years of teacher experience	14.5	12.2	10.9
Percentage of teachers in first 3 years	21%	18%	20%

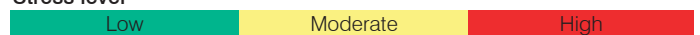
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.6%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



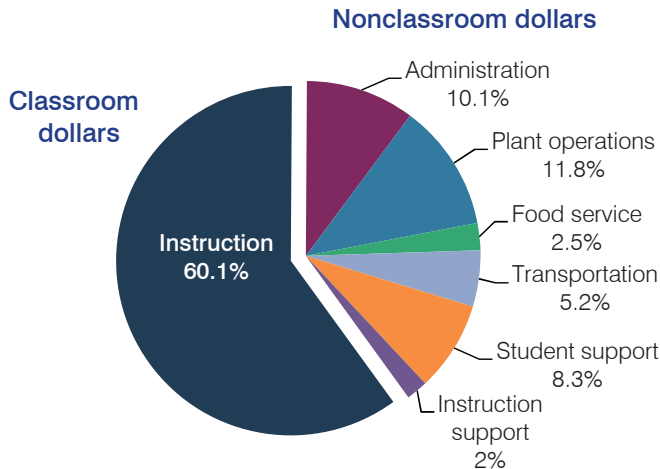
# Mingus Union High School District

Yavapai County  
 Efficiency peer groups 5 and T-7, Achievement peer group 10  
 Legislative district(s): 1 and 6

District size, location: Medium, Town  
 Students attending: 1,237  
 Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 7 percent. Spending in the classroom varied year to year, decreasing overall from 62.6 to 60.1 percent. Overall, spending on food service increased substantially and spending on transportation increased, while spending on administration decreased slightly. 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	\$718	\$1,016	\$757
	Students per administrator	67	54	68
Plant operations	Cost per square foot	\$5.22	\$4.71	\$6.04
	Square footage per student	161	261	153
Food service	Cost per meal equivalent	\$3.05	\$3.28	\$2.69
Transportation	Cost per mile	\$3.13	\$3.45	\$3.62
	Cost per rider	\$694	\$832	\$1,036

Very low    Low    Comparable    High    Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$7,184</b>	<b>\$7,105</b>	<b>\$8,082</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>4,282</b>	<b>4,270</b>	<b>4,193</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>2,902</b>	<b>2,835</b>	<b>3,889</b>	<b>3,505</b>	<b>4,172</b>
Administration	776	718	1,016	757	1,160
Plant operations	858	839	1,145	923	1,008
Food service	177	180	389	405	429
Transportation	347	372	477	373	464
Student support	595	587	563	600	594
Instruction support	149	139	299	447	517

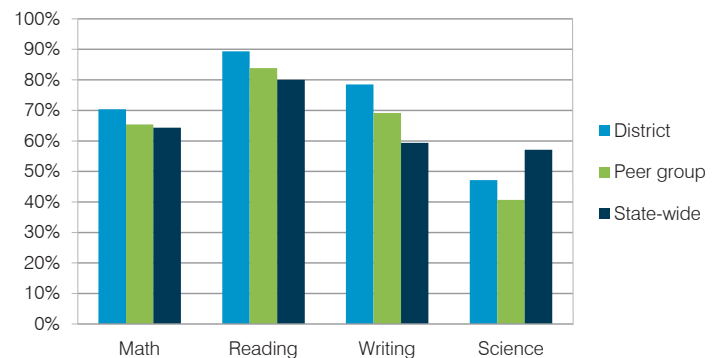
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	94%	95%
Graduation rate (2013)	75%	75%	75%
Poverty rate (2013)	17%	20%	24%
Students per teacher	21.3	16.3	18.6
Average teacher salary	\$41,397	\$41,233	\$46,026
Amount from Proposition 301	\$7,779	\$4,174	\$4,810
Average years of teacher experience	9.0	11.5	10.9
Percentage of teachers in first 3 years	33%	22%	20%

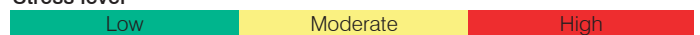
### Financial stress assessment

Overall financial stress level: **High**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	Mixed election results
Operating reserve percentage (max. 4%), trend	1.9%, Decreasing
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant

Stress level



# Mobile Elementary School District

Maricopa County

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

Legislative district(s): 4

District size, location:

Very small, Rural

Students attending:

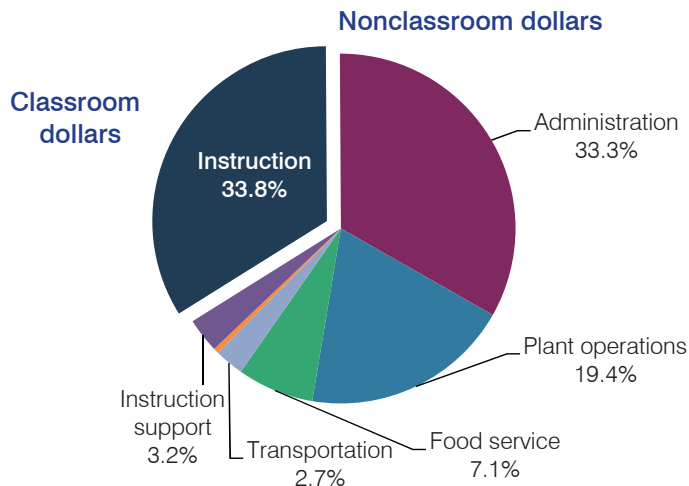
24

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil increased by 1 percent. Spending in the classroom varied year to year, decreasing overall from 39.6 percent to 33.8 percent. Spending on all nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on instruction support increased substantially, while spending on student support decreased.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$11,845	\$2,835	\$757
	Students per administrator	9	28	68
Plant operations	Cost per square foot	\$7.27	\$6.51	\$6.04
	Square footage per student	949	351	153
Food service	Cost per meal equivalent	\$17.99	\$5.02	\$2.69
Transportation	Cost per mile	\$1.66	\$1.61	\$3.62
	Cost per rider	\$924	\$1,444	\$1,036

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$25,552</b>	<b>\$35,573</b>	<b>\$16,101</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>9,731</b>	<b>12,014</b>	<b>8,231</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>15,821</b>	<b>23,559</b>	<b>7,870</b>	<b>3,505</b>	<b>4,172</b>
Administration	8,772	11,845	2,835	757	1,160
Plant operations	2,868	6,900	2,137	923	1,008
Food service	2,031	2,543	901	405	429
Transportation	941	958	1,072	373	464
Student support	216	160	536	600	594
Instruction support	993	1,153	389	447	517

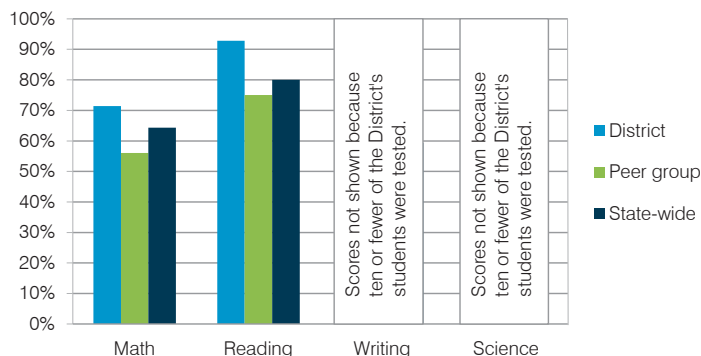
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	94%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	28%	30%	24%
Students per teacher	6.0	13.0	18.6
Average teacher salary	\$48,898	\$44,780	\$46,026
Amount from Proposition 301	\$2,040	\$3,720	\$4,810
Average years of teacher experience	7.1	14.2	10.9
Percentage of teachers in first 3 years	32%	15%	20%

### Financial stress assessment

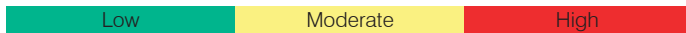
Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Assessment

Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	0.4%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant

Stress level



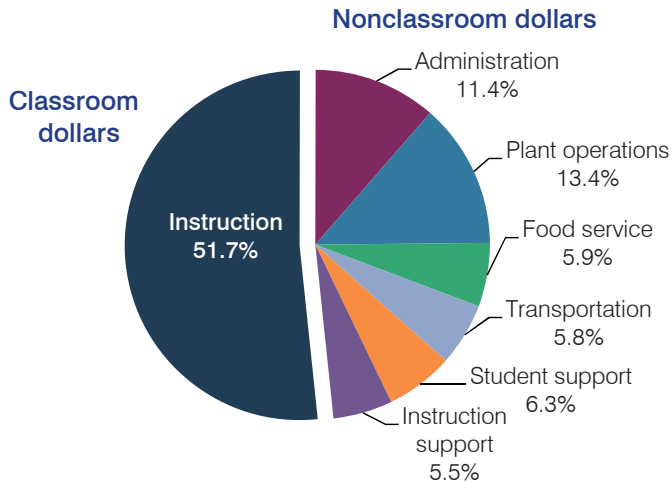
# Mohave Valley Elementary School District

Mohave County  
 Efficiency peer groups 9 and T-6, Achievement peer group 19  
 Legislative district(s): 5

District size, location: Medium, Rural  
 Students attending: 1,422  
 Number of schools: 4

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 3 percent. Spending in the classroom was very inconsistent year to year, decreasing overall from 58.5 to 51.7 percent. Overall, spending on plant operations increased substantially, spending on administration and transportation increased, and spending on instruction support increased slightly.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$805	\$974	\$757
	Students per administrator	85	65	68
Plant operations	Cost per square foot	\$6.14	\$6.55	\$6.04
	Square footage per student	155	140	153
Food service	Cost per meal equivalent	\$2.29	\$2.82	\$2.69
Transportation	Cost per mile	\$3.04	\$3.73	\$3.62
	Cost per rider	\$698	\$512	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$6,715</b>	<b>\$7,083</b>	<b>\$7,678</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,466</b>	<b>3,661</b>	<b>3,796</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,249</b>	<b>3,422</b>	<b>3,882</b>	<b>3,505</b>	<b>4,172</b>
Administration	725	805	974	757	1,160
Plant operations	882	950	902	923	1,008
Food service	384	421	549	405	429
Transportation	377	411	496	373	464
Student support	497	444	463	600	594
Instruction support	384	391	498	447	517

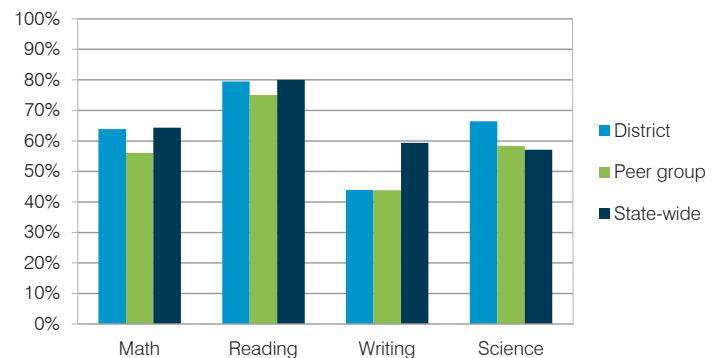
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	29%	30%	24%
Students per teacher	20.9	13.0	18.6
Average teacher salary	\$46,665	\$44,780	\$46,026
Amount from Proposition 301	\$6,101	\$3,720	\$4,810
Average years of teacher experience	8.6	14.2	10.9
Percentage of teachers in first 3 years	33%	15%	20%

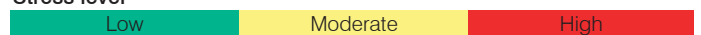
### Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.4%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



# Mohawk Valley Elementary School District

Yuma County

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

Legislative district(s): 4 and 13

District size, location:

Very small, Rural

Students attending:

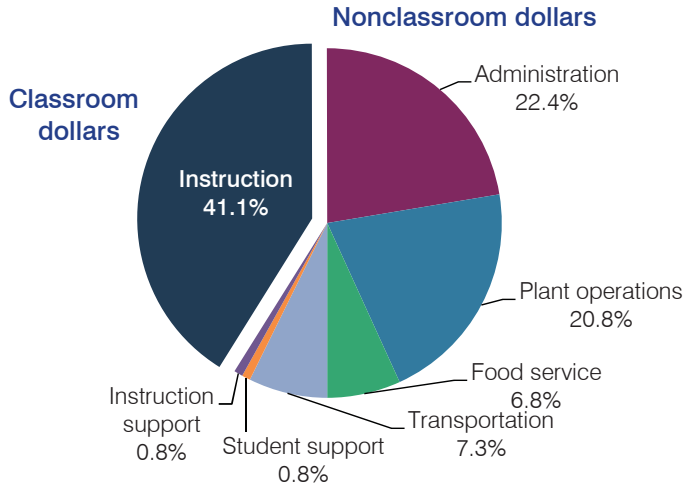
143

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 5 percent. Spending in the classroom decreased from 49.5 to 41.1 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 administration, food service, and transportation increased.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,122	\$2,835	\$757
	Students per administrator	48	28	68
Plant operations	Cost per square foot	\$5.91	\$6.51	\$6.04
	Square footage per student	334	351	153
Food service	Cost per meal equivalent	\$3.19	\$5.02	\$2.69
Transportation	Cost per mile	\$2.38	\$1.61	\$3.62
	Cost per rider	\$830	\$1,444	\$1,036

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$10,099</b>	<b>\$9,486</b>	<b>\$16,101</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>4,333</b>	<b>3,898</b>	<b>8,231</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>5,766</b>	<b>5,588</b>	<b>7,870</b>	<b>3,505</b>	<b>4,172</b>
Administration	2,061	2,122	2,835	757	1,160
Plant operations	1,838	1,975	2,137	923	1,008
Food service	620	649	901	405	429
Transportation	741	691	1,072	373	464
Student support	284	80	536	600	594
Instruction support	222	71	389	447	517

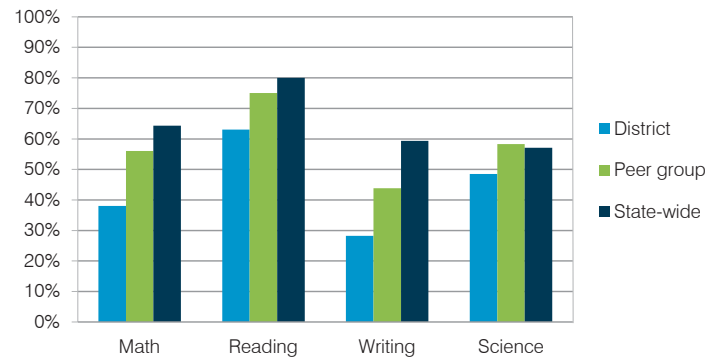
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	29%	30%	24%
Students per teacher	20.4	13.0	18.6
Average teacher salary	\$44,574	\$44,780	\$46,026
Amount from Proposition 301	\$2,953	\$3,720	\$4,810
Average years of teacher experience	25.8	14.2	10.9
Percentage of teachers in first 3 years	0%	15%	20%

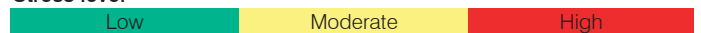
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.4%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



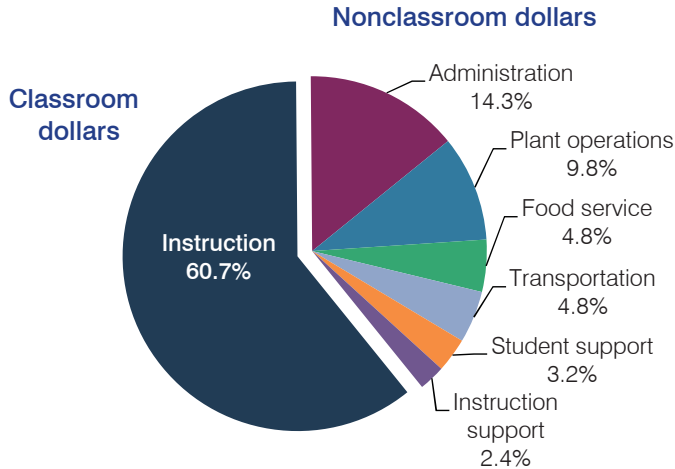
# Morenci Unified School District

Greenlee County  
 Efficiency peer groups 5 and T-7, Achievement peer group 4  
 Legislative district(s): 14

District size, location: Medium, Town  
 Students attending: 1,278  
 Number of schools: 3

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil increased by 25 percent. Spending in the classroom increased overall from 55.7 to 60.7 percent. Overall, spending on plant operations decreased substantially, while spending on transportation and instruction support increased. Spending on some other nonclassroom areas remained fairly stable.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,119	\$1,016	\$757
	Students per administrator	64	54	68
Plant operations	Cost per square foot	\$3.00	\$4.71	\$6.04
	Square footage per student	257	261	153
Food service	Cost per meal equivalent	\$4.33	\$3.28	\$2.69
Transportation	Cost per mile	\$3.83	\$3.45	\$3.62
	Cost per rider	\$967	\$832	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$7,413</b>	<b>\$7,838</b>	<b>\$8,082</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>4,410</b>	<b>4,757</b>	<b>4,193</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,003</b>	<b>3,081</b>	<b>3,889</b>	<b>3,505</b>	<b>4,172</b>
Administration	1,188	1,119	1,016	757	1,160
Plant operations	764	771	1,145	923	1,008
Food service	328	375	389	405	429
Transportation	391	373	477	373	464
Student support	268	254	563	600	594
Instruction support	64	189	299	447	517

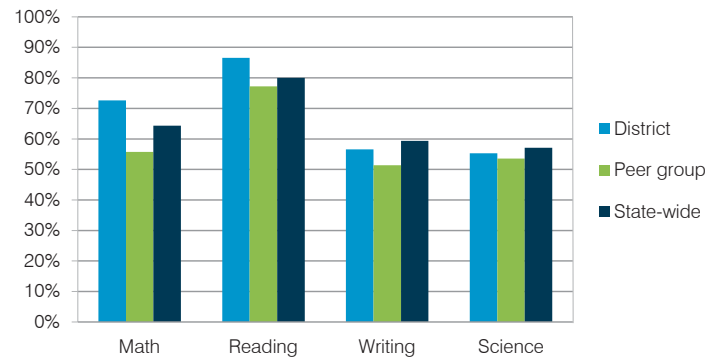
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	95%
Graduation rate (2013)	91%	86%	75%
Poverty rate (2013)	10%	15%	24%
Students per teacher	19.7	16.1	18.6
Average teacher salary	\$52,238	\$41,932	\$46,026
Amount from Proposition 301	\$4,457	\$4,526	\$4,810
Average years of teacher experience	11.8	10.2	10.9
Percentage of teachers in first 3 years	7%	21%	20%

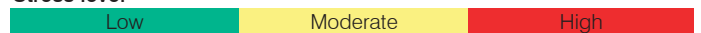
### Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	1.5%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



# Morristown Elementary School District

Maricopa County

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

Legislative district(s): 13

District size, location:

Very small, Rural

Students attending:

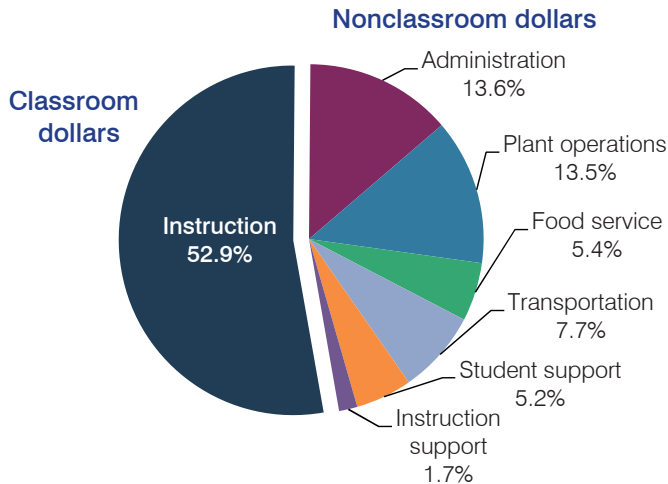
129

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil increased by 8 percent. Spending in the classroom varied year to year, increasing overall from 49.9 to 52.9 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on food service decreased substantially, while spending on transportation increased.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,485	\$2,835	\$757
	Students per administrator	108	28	68
Plant operations	Cost per square foot	\$5.63	\$6.51	\$6.04
	Square footage per student	261	351	153
Food service	Cost per meal equivalent	NR	\$5.02	\$2.69
Transportation	Cost per mile	\$1.24	\$1.61	\$3.62
	Cost per rider	\$755	\$1,444	\$1,036

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$10,945</b>	<b>\$10,903</b>	<b>\$16,101</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>5,723</b>	<b>5,770</b>	<b>8,231</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>5,222</b>	<b>5,133</b>	<b>7,870</b>	<b>3,505</b>	<b>4,172</b>
Administration	1,404	1,485	2,835	757	1,160
Plant operations	1,294	1,468	2,137	923	1,008
Food service	761	590	901	405	429
Transportation	902	837	1,072	373	464
Student support	573	570	536	600	594
Instruction support	288	183	389	447	517

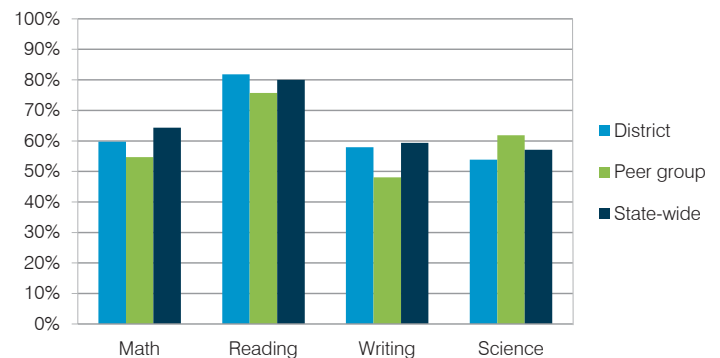
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	22%	20%	24%
Students per teacher	12.9	12.3	18.6
Average teacher salary	\$38,949	\$43,736	\$46,026
Amount from Proposition 301	\$5,288	\$3,455	\$4,810
Average years of teacher experience	12.5	11.8	10.9
Percentage of teachers in first 3 years	10%	15%	20%

### Financial stress assessment

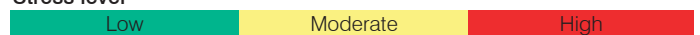
Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Assessment

Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Marginally compliant

Stress level



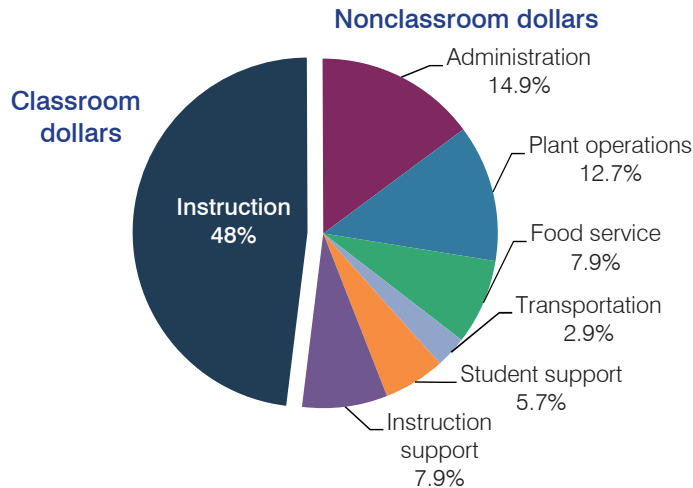
# Murphy Elementary School District

Maricopa County  
 Efficiency peer groups 8 and T-1, Achievement peer group 15  
 Legislative district(s): 19 and 27

District size, location: Medium, City  
 Students attending: 1,783  
 Number of schools: 4

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 6 percent. Spending in the classroom varied year to year, decreasing overall from 50.6 to 48 percent. Overall, spending on plant operations, transportation, and instruction support increased, while 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	\$1,364	\$895	\$757
	Students per administrator	41	69	68
Plant operations	Cost per square foot	\$6.83	\$6.19	\$6.04
	Square footage per student	171	143	153
Food service	Cost per meal equivalent	\$3.03	\$2.48	\$2.69
Transportation	Cost per mile	\$6.76	\$6.52	\$3.62
	Cost per rider	\$494	\$710	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$8,631</b>	<b>\$9,173</b>	<b>\$7,656</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>4,137</b>	<b>4,404</b>	<b>3,929</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>4,494</b>	<b>4,769</b>	<b>3,727</b>	<b>3,505</b>	<b>4,172</b>
Administration	1,225	1,364	895	757	1,160
Plant operations	1,097	1,168	879	923	1,008
Food service	714	725	558	405	429
Transportation	251	267	291	373	464
Student support	496	526	580	600	594
Instruction support	711	719	524	447	517

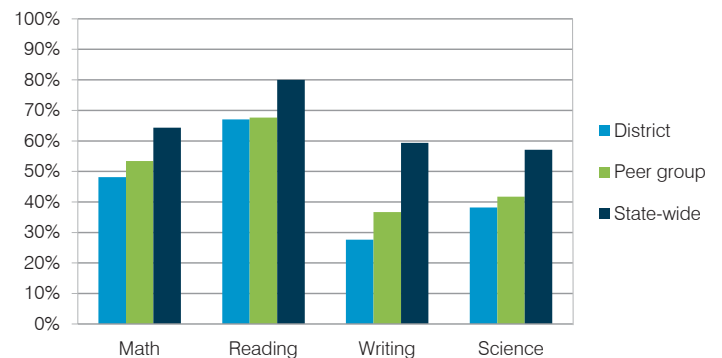
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	53%	52%	24%
Students per teacher	18.0	18.2	18.6
Average teacher salary	\$41,842	\$47,973	\$46,026
Amount from Proposition 301	\$5,373	\$4,193	\$4,810
Average years of teacher experience	8.2	8.8	10.9
Percentage of teachers in first 3 years	43%	33%	20%

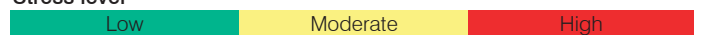
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level





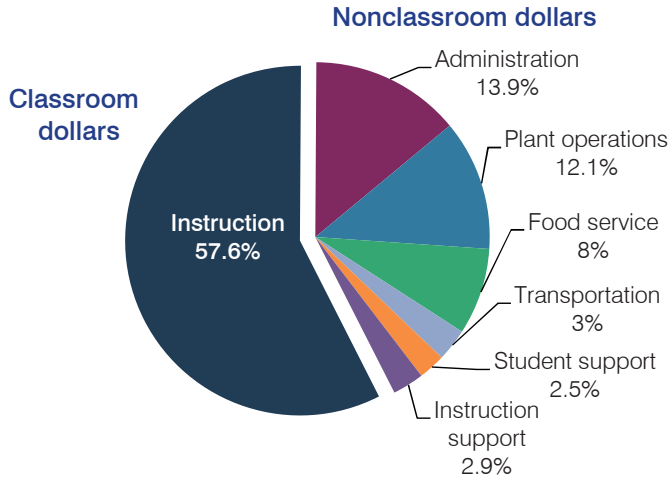
# Naco Elementary School District

Cochise County  
 Efficiency peer groups 10 and T-7, Achievement peer group 19  
 Legislative district(s): 14

District size, location: Small, Rural  
 Students attending: 299  
 Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil increased by 2 percent. Spending in the classroom varied year to year, increasing overall from 55.6 percent. Overall, spending on administration and transportation increased and spending on food service and student support increased slightly. Spending on instruction support decreased substantially.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,112	\$1,165	\$757
	Students per administrator	60	57	68
Plant operations	Cost per square foot	\$8.06	\$6.15	\$6.04
	Square footage per student	120	179	153
Food service	Cost per meal equivalent	\$3.72	\$2.98	\$2.69
Transportation	Cost per mile	\$5.77	\$3.45	\$3.62
	Cost per rider	\$1,394	\$832	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$8,552</b>	<b>\$8,000</b>	<b>\$8,683</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>5,020</b>	<b>4,612</b>	<b>4,668</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,532</b>	<b>3,388</b>	<b>4,015</b>	<b>3,505</b>	<b>4,172</b>
Administration	1,181	1,112	1,165	757	1,160
Plant operations	933	970	1,037	923	1,008
Food service	593	635	550	405	429
Transportation	306	238	546	373	464
Student support	170	198	467	600	594
Instruction support	349	235	250	447	517

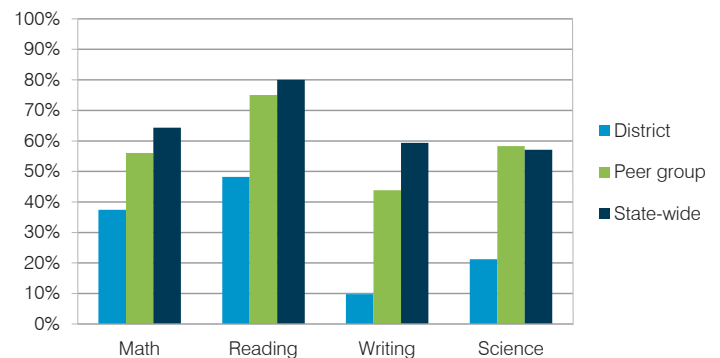
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	31%	30%	24%
Students per teacher	17.6	13.0	18.6
Average teacher salary	\$40,762	\$44,780	\$46,026
Amount from Proposition 301	\$5,807	\$3,720	\$4,810
Average years of teacher experience	9.4	14.2	10.9
Percentage of teachers in first 3 years	13%	15%	20%

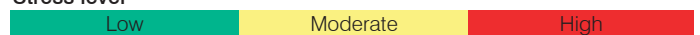
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.7%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant

Stress level



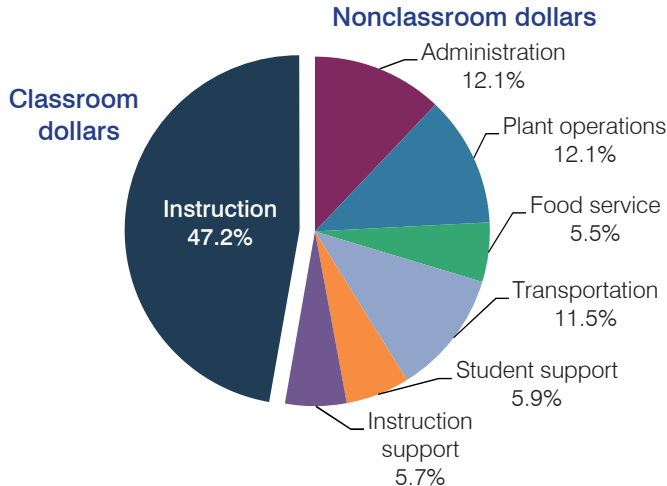
# Nadaburg Unified School District

Maricopa County  
 Efficiency peer groups 9 and T-9, Achievement peer group 18  
 Legislative district(s): 13 and 22

District size, location: Medium, Rural  
 Students attending: 779  
 Number of schools: 2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil increased by 4 percent. Spending in the classroom was very inconsistent year to year, decreasing overall from 52.3 to 47.2 percent. Overall, spending on administration and instruction support increased substantially and spending on transportation increased. Spending on plant operations decreased.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,102	\$974	\$757
	Students per administrator	53	65	68
Plant operations	Cost per square foot	\$7.10	\$6.55	\$6.04
	Square footage per student	156	140	153
Food service	Cost per meal equivalent	\$2.75	\$2.82	\$2.69
Transportation	Cost per mile	\$2.46	\$2.32	\$3.62
	Cost per rider	\$688	\$981	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$9,924</b>	<b>\$9,142</b>	<b>\$7,678</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>4,792</b>	<b>4,317</b>	<b>3,796</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>5,132</b>	<b>4,825</b>	<b>3,882</b>	<b>3,505</b>	<b>4,172</b>
Administration	1,230	1,102	974	757	1,160
Plant operations	1,165	1,110	902	923	1,008
Food service	546	506	549	405	429
Transportation	1,085	1,049	496	373	464
Student support	650	539	463	600	594
Instruction support	456	519	498	447	517

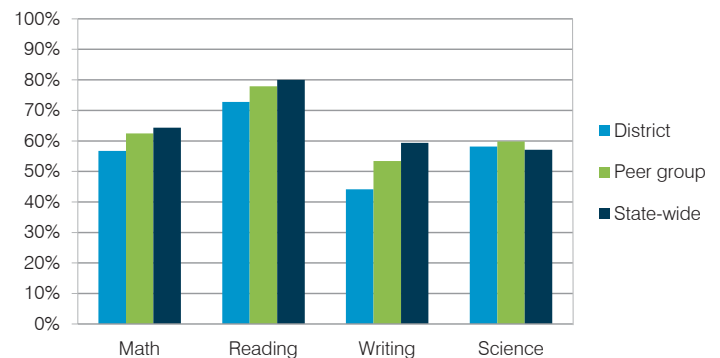
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	24%	25%	24%
Students per teacher	18.6	13.1	18.6
Average teacher salary	\$44,348	\$45,915	\$46,026
Amount from Proposition 301	\$3,388	\$3,467	\$4,810
Average years of teacher experience	7.9	12.1	10.9
Percentage of teachers in first 3 years	24%	13%	20%

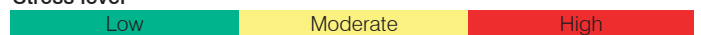
### Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	2.1%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



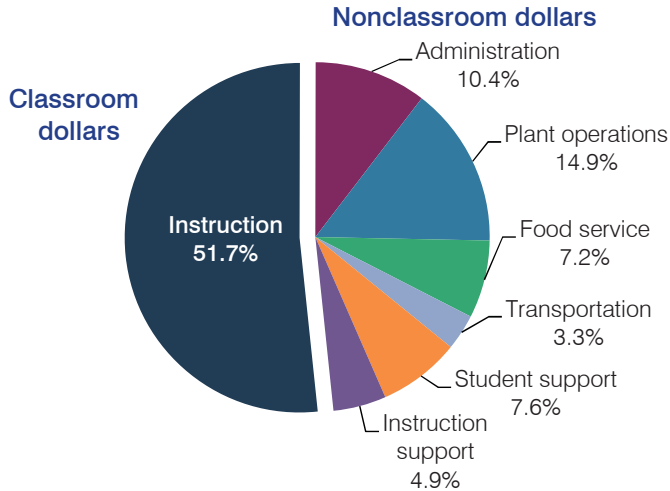
# Nogales Unified School District

Santa Cruz County  
 Efficiency peer groups 4 and T-6, Achievement peer group 7  
 Legislative district(s): 2

District size, location: Medium-large, Town  
 Students attending: 5,688  
 Number of schools: 10

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 11 percent. Spending in the classroom decreased from 52.7 to 51.7 percent. Overall, spending on plant operations and transportation increased and spending on administration and food service increased slightly. Spending on student support decreased substantially and spending on instruction support decreased.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$709	\$789	\$757
	Students per administrator	63	67	68
Plant operations	Cost per square foot	\$7.84	\$5.46	\$6.04
	Square footage per student	130	188	153
Food service	Cost per meal equivalent	\$2.87	\$2.76	\$2.69
Transportation	Cost per mile	\$4.44	\$3.73	\$3.62
	Cost per rider	\$295	\$512	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$6,969</b>	<b>\$6,858</b>	<b>\$7,573</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,576</b>	<b>3,549</b>	<b>3,914</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,393</b>	<b>3,309</b>	<b>3,659</b>	<b>3,505</b>	<b>4,172</b>
Administration	761	709	789	757	1,160
Plant operations	1,013	1,021	1,009	923	1,008
Food service	556	496	386	405	429
Transportation	137	228	406	373	464
Student support	566	523	607	600	594
Instruction support	360	332	462	447	517

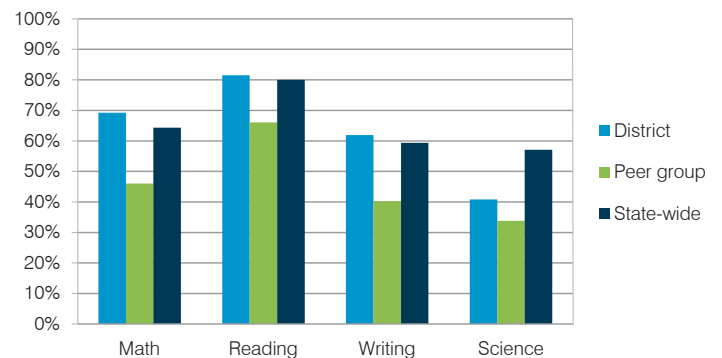
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	2	20%
B	4	40%
C	1	10%
D	1	10%
F	0	0%
Not rated	2	20%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	95%
Graduation rate (2013)	86%	73%	75%
Poverty rate (2013)	39%	45%	24%
Students per teacher	18.2	15.2	18.6
Average teacher salary	\$42,175	\$43,616	\$46,026
Amount from Proposition 301	\$3,497	\$4,111	\$4,810
Average years of teacher experience	14.5	12.2	10.9
Percentage of teachers in first 3 years	14%	18%	20%

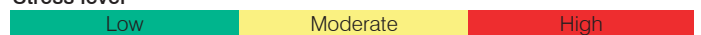
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
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



# Oracle Elementary School District

Pinal County

Efficiency peer groups 10 and T-10, Achievement peer group 16

Legislative district(s): 8 and 11

District size, location:

Small, Rural

Students attending:

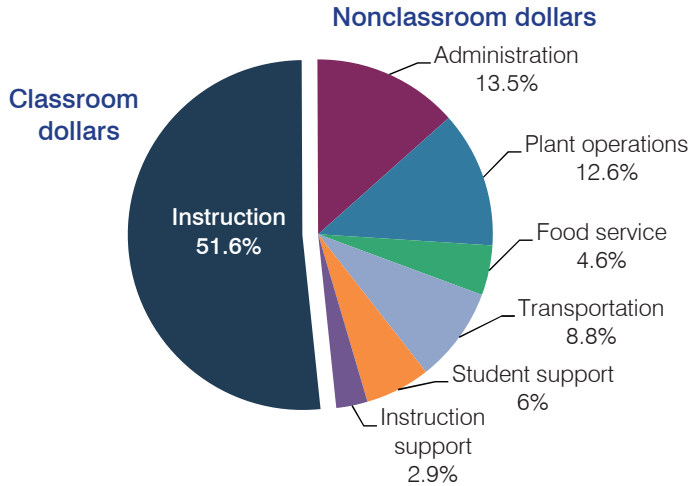
412

Number of schools:

2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil increased by 8 percent. Spending in the classroom varied year to year, increasing overall from 49.5 to 51.6 percent. Overall, spending on administration decreased substantially and spending on student support decreased slightly, while spending on transportation increased slightly. Spending on most 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	\$1,402	\$1,165	\$757
	Students per administrator	62	57	68
Plant operations	Cost per square foot	\$6.94	\$6.15	\$6.04
	Square footage per student	189	179	153
Food service	Cost per meal equivalent	\$3.02	\$2.98	\$2.69
Transportation	Cost per mile	\$2.29	\$2.12	\$3.62
	Cost per rider	\$874	\$1,121	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$9,775</b>	<b>\$10,406</b>	<b>\$8,683</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>4,800</b>	<b>5,369</b>	<b>4,668</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>4,975</b>	<b>5,037</b>	<b>4,015</b>	<b>3,505</b>	<b>4,172</b>
Administration	1,549	1,402	1,165	757	1,160
Plant operations	1,044	1,309	1,037	923	1,008
Food service	448	480	550	405	429
Transportation	934	922	546	373	464
Student support	759	625	467	600	594
Instruction support	241	299	250	447	517

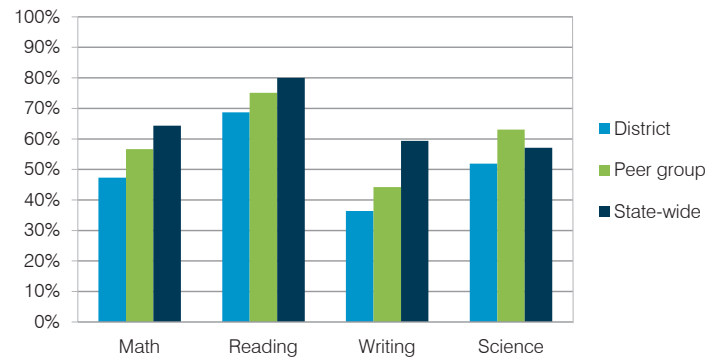
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	13%	9%	24%
Students per teacher	16.6	11.5	18.6
Average teacher salary	\$44,730	\$46,876	\$46,026
Amount from Proposition 301	\$5,201	\$3,288	\$4,810
Average years of teacher experience	15.1	12.6	10.9
Percentage of teachers in first 3 years	0%	11%	20%

### Financial stress assessment

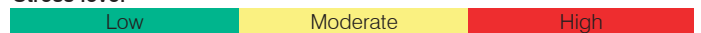
Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Assessment

Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	Capital only
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



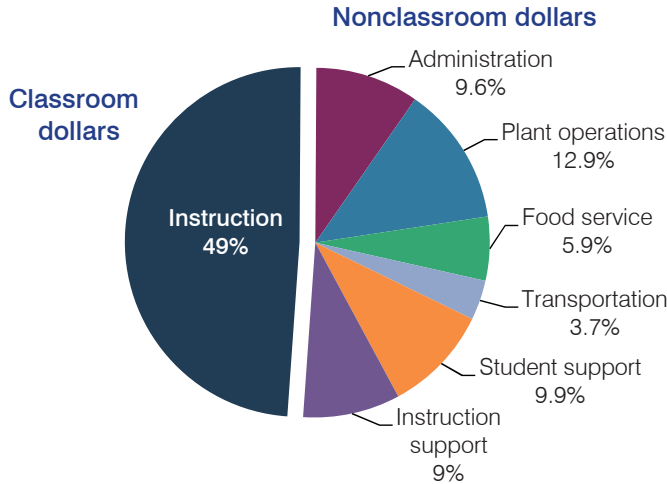
# Osborn Elementary School District

Maricopa County  
 Efficiency peer groups 8 and T-2, Achievement peer group 15  
 Legislative district(s): 24

District size, location: Medium-large, City  
 Students attending: 2,757  
 Number of schools: 5

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 5 percent. Spending in the classroom was very inconsistent year to year, decreasing overall from 50.9 to 49 percent. Overall, spending on instruction support increased, while spending on most 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	\$820	\$895	\$757
	Students per administrator	69	69	68
Plant operations	Cost per square foot	\$6.68	\$6.19	\$6.04
	Square footage per student	164	143	153
Food service	Cost per meal equivalent	\$2.29	\$2.48	\$2.69
Transportation	Cost per mile	\$4.52	\$4.98	\$3.62
	Cost per rider	\$861	\$909	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$8,188</b>	<b>\$8,498</b>	<b>\$7,656</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,973</b>	<b>4,162</b>	<b>3,929</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>4,215</b>	<b>4,336</b>	<b>3,727</b>	<b>3,505</b>	<b>4,172</b>
Administration	712	820	895	757	1,160
Plant operations	1,089	1,094	879	923	1,008
Food service	504	498	558	405	429
Transportation	312	314	291	373	464
Student support	769	841	580	600	594
Instruction support	829	769	524	447	517

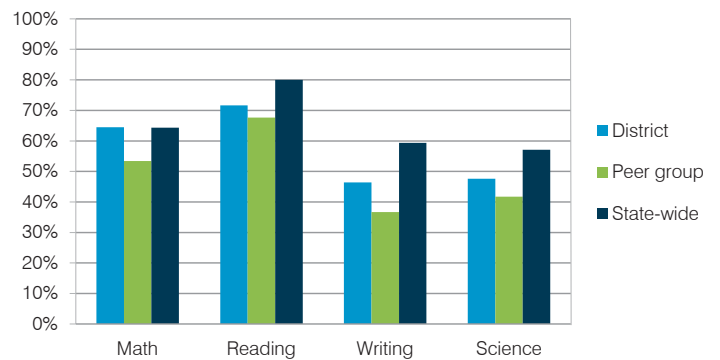
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	2	40%
B	3	60%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	48%	52%	24%
Students per teacher	17.7	18.2	18.6
Average teacher salary	\$45,665	\$47,973	\$46,026
Amount from Proposition 301	\$4,054	\$4,193	\$4,810
Average years of teacher experience	7.9	8.8	10.9
Percentage of teachers in first 3 years	35%	33%	20%

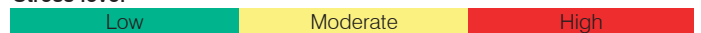
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	2.3%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



# Owens-Whitney Elementary School District

Mohave County

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

Legislative district(s): 5

District size, location:

Very small, Rural

Students attending:

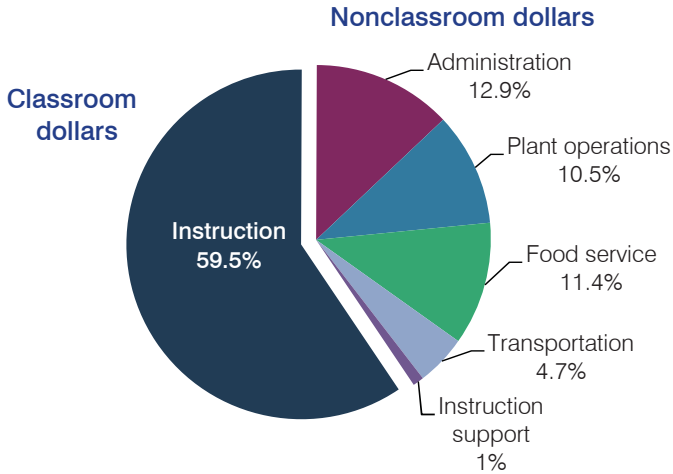
25

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 13 percent. Spending in the classroom varied year to year, decreasing overall from 61.2 to 59.5 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration, food service, and transportation increased substantially.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,440	\$2,835	\$757
	Students per administrator	21	28	68
Plant operations	Cost per square foot	\$6.74	\$6.51	\$6.04
	Square footage per student	295	351	153
Food service	Cost per meal equivalent	NR	\$5.02	\$2.69
Transportation	Cost per mile	\$0.24	\$1.61	\$3.62
	Cost per rider	\$1,123	\$1,444	\$1,036

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$18,098</b>	<b>\$18,904</b>	<b>\$16,101</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>10,632</b>	<b>11,239</b>	<b>8,231</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>7,466</b>	<b>7,665</b>	<b>7,870</b>	<b>3,505</b>	<b>4,172</b>
Administration	2,344	2,440	2,835	757	1,160
Plant operations	2,181	1,985	2,137	923	1,008
Food service	2,043	2,157	901	405	429
Transportation	677	887	1,072	373	464
Student support	31	12	536	600	594
Instruction support	190	184	389	447	517

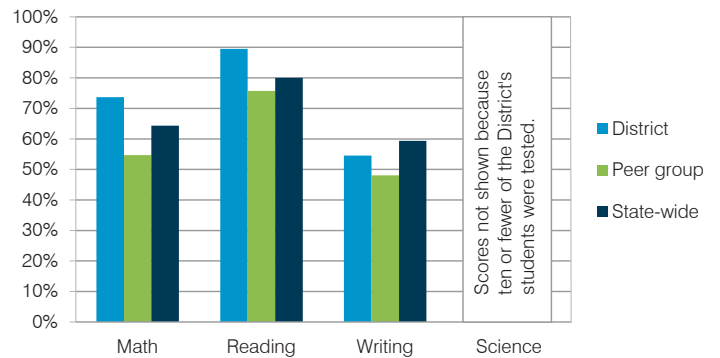
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	18%	20%	24%
Students per teacher	8.4	12.3	18.6
Average teacher salary	\$53,747	\$43,736	\$46,026
Amount from Proposition 301	\$3,903	\$3,455	\$4,810
Average years of teacher experience	22.7	11.8	10.9
Percentage of teachers in first 3 years	0%	15%	20%

### Financial stress assessment

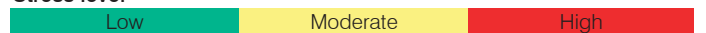
Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Assessment

Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.7%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Not assessed

Stress level



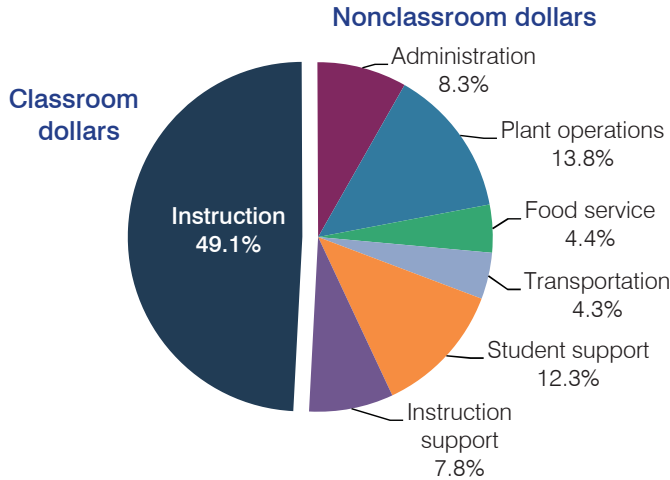
# Page Unified School District

Coconino County  
 Efficiency peer groups 4 and T-9, Achievement peer group 6  
 Legislative district(s): 7

District size, location: Medium-large, Town  
 Students attending: 2,613  
 Number of schools: 4

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 4 percent. Spending in the classroom decreased overall from 52.3 to 49.1 percent. Overall, spending on instruction support increased substantially, spending on plant operations increased, and spending on administration increased slightly. Spending on most 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	\$801	\$789	\$757
	Students per administrator	55	67	68
Plant operations	Cost per square foot	\$5.46	\$5.46	\$6.04
	Square footage per student	244	188	153
Food service	Cost per meal equivalent	\$3.20	\$2.76	\$2.69
Transportation	Cost per mile	\$1.84	\$2.32	\$3.62
	Cost per rider	\$723	\$981	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$9,673</b>	<b>\$9,637</b>	<b>\$7,573</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>4,801</b>	<b>4,732</b>	<b>3,914</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>4,872</b>	<b>4,905</b>	<b>3,659</b>	<b>3,505</b>	<b>4,172</b>
Administration	854	801	789	757	1,160
Plant operations	1,190	1,334	1,009	923	1,008
Food service	397	423	386	405	429
Transportation	520	414	406	373	464
Student support	1,274	1,186	607	600	594
Instruction support	637	747	462	447	517

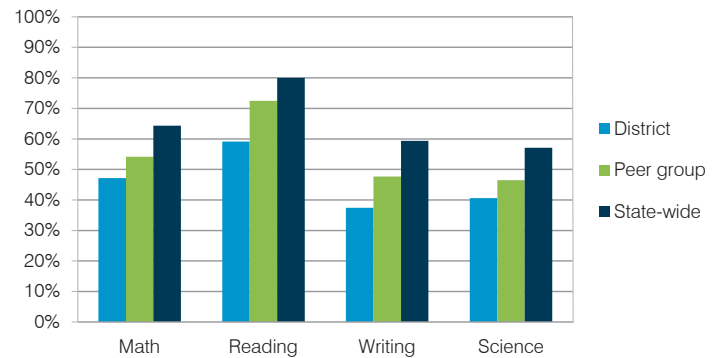
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	93%	95%
Graduation rate (2013)	73%	78%	75%
Poverty rate (2013)	31%	32%	24%
Students per teacher	15.8	16.5	18.6
Average teacher salary	\$41,945	\$43,049	\$46,026
Amount from Proposition 301	\$5,000	\$5,173	\$4,810
Average years of teacher experience	9.6	12.0	10.9
Percentage of teachers in first 3 years	29%	19%	20%

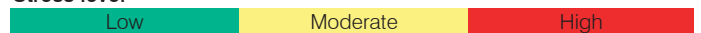
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	Impact Aid Fund reserve
Years of capital reserve held	Impact Aid Fund reserve
Current financial and internal control status	Compliant

Stress level



# Palo Verde Elementary School District

Maricopa County

Efficiency peer groups 10 and T-8, Achievement peer group 17

Legislative district(s): 4 and 13

District size, location:

Small, Rural

Students attending:

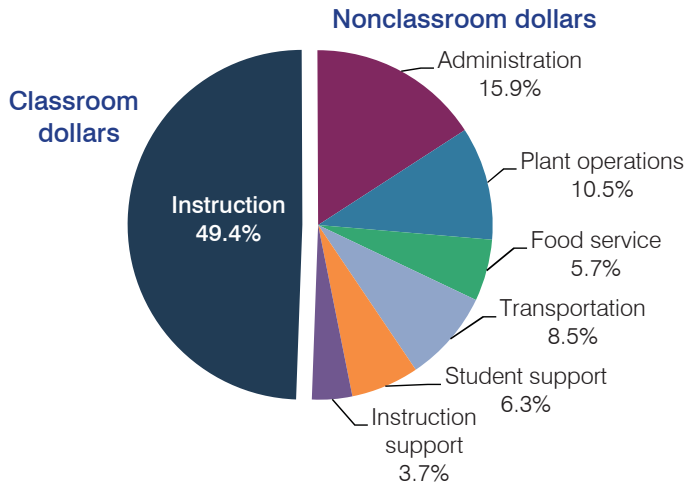
422

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 4 percent. Spending in the classroom varied year to year, decreasing overall from 52.3 to 49.4 percent. Overall, spending on administration and transportation 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	\$1,351	\$1,165	\$757
	Students per administrator	51	57	68
Plant operations	Cost per square foot	\$5.60	\$6.15	\$6.04
	Square footage per student	158	179	153
Food service	Cost per meal equivalent	\$2.49	\$2.98	\$2.69
Transportation	Cost per mile	\$2.12	\$2.61	\$3.62
	Cost per rider	\$852	\$774	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$8,585</b>	<b>\$8,473</b>	<b>\$8,683</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>4,426</b>	<b>4,182</b>	<b>4,668</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>4,159</b>	<b>4,291</b>	<b>4,015</b>	<b>3,505</b>	<b>4,172</b>
Administration	1,269	1,351	1,165	757	1,160
Plant operations	899	886	1,037	923	1,008
Food service	435	481	550	405	429
Transportation	691	721	546	373	464
Student support	517	535	467	600	594
Instruction support	348	317	250	447	517

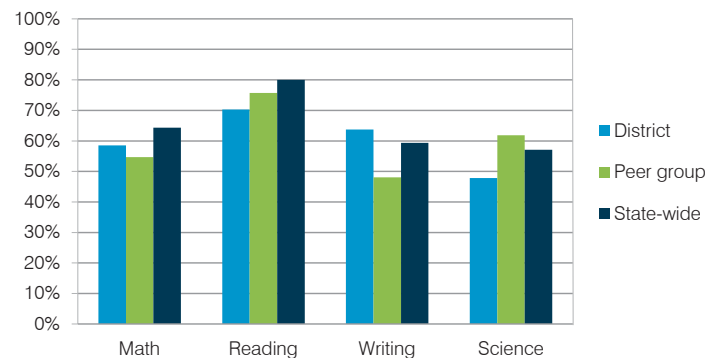
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	21%	20%	24%
Students per teacher	19.2	12.3	18.6
Average teacher salary	\$45,121	\$43,736	\$46,026
Amount from Proposition 301	\$3,475	\$3,455	\$4,810
Average years of teacher experience	10.8	11.8	10.9
Percentage of teachers in first 3 years	14%	15%	20%

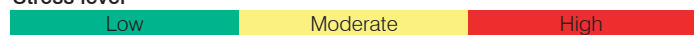
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
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





# Paloma Elementary School District

Maricopa County

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

Legislative district(s): 4

District size, location:

Very small, Rural

Students attending:

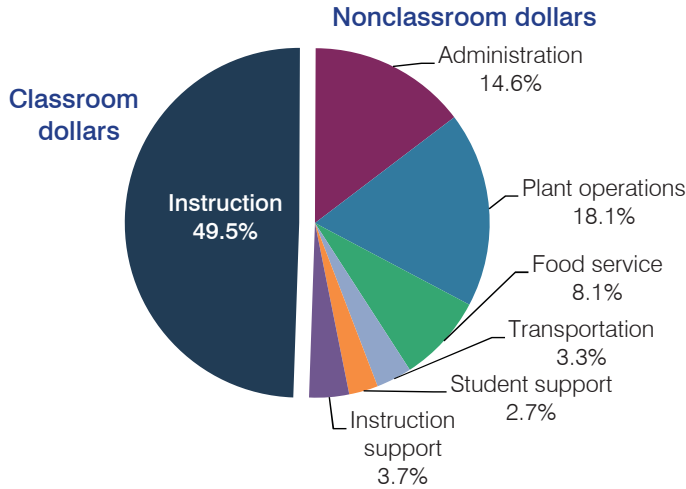
85

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 5 percent. Spending in the classroom varied year to year, decreasing slightly overall from 50.1 to 49.5 percent. Spending on all nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on student support increased substantially, while spending on plant operations decreased substantially.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,115	\$2,835	\$757
	Students per administrator	38	28	68
Plant operations	Cost per square foot	\$14.57	\$6.51	\$6.04
	Square footage per student	181	351	153
Food service	Cost per meal equivalent	\$5.01	\$5.02	\$2.69
Transportation	Cost per mile	\$0.93	\$1.61	\$3.62
	Cost per rider	\$536	\$1,444	\$1,036

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$13,680</b>	<b>\$14,519</b>	<b>\$16,101</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>6,007</b>	<b>7,190</b>	<b>8,231</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>7,673</b>	<b>7,329</b>	<b>7,870</b>	<b>3,505</b>	<b>4,172</b>
Administration	2,191	2,115	2,835	757	1,160
Plant operations	2,710	2,635	2,137	923	1,008
Food service	1,150	1,171	901	405	429
Transportation	501	482	1,072	373	464
Student support	412	389	536	600	594
Instruction support	709	537	389	447	517

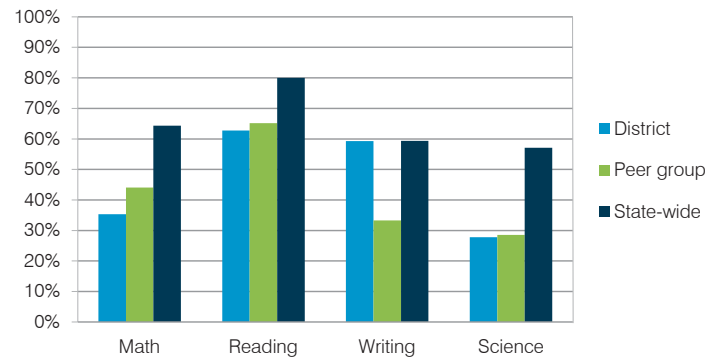
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	90%	93%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	52%	51%	24%
Students per teacher	21.1	12.6	18.6
Average teacher salary	\$42,677	\$43,853	\$46,026
Amount from Proposition 301	\$3,278	\$2,969	\$4,810
Average years of teacher experience	13.3	13.4	10.9
Percentage of teachers in first 3 years	25%	9%	20%

### Financial stress assessment

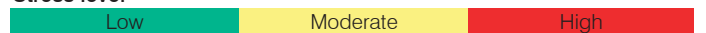
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

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

Stress level



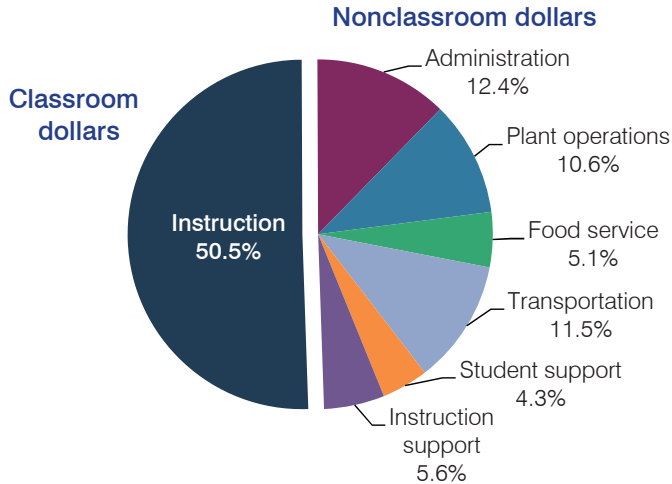
# Palominas Elementary School District

Cochise County  
 Efficiency peer groups 9 and T-8, Achievement peer group 19  
 Legislative district(s): 14

District size, location: Medium, Rural  
 Students attending: 984  
 Number of schools: 3

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil increased by 7 percent. Spending in the classroom decreased overall from 54.1 to 50.5 percent. Overall, spending on transportation increased substantially, spending on administration and instruction support increased, and spending on food service increased slightly. Spending on plant operations decreased and spending on student support decreased slightly.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,058	\$974	\$757
	Students per administrator	64	65	68
Plant operations	Cost per square foot	\$6.91	\$6.55	\$6.04
	Square footage per student	132	140	153
Food service	Cost per meal equivalent	\$3.05	\$2.82	\$2.69
Transportation	Cost per mile	\$2.28	\$2.61	\$3.62
	Cost per rider	\$782	\$774	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$8,126</b>	<b>\$8,561</b>	<b>\$7,678</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>4,152</b>	<b>4,319</b>	<b>3,796</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,974</b>	<b>4,242</b>	<b>3,882</b>	<b>3,505</b>	<b>4,172</b>
Administration	973	1,058	974	757	1,160
Plant operations	898	911	902	923	1,008
Food service	332	441	549	405	429
Transportation	1,013	983	496	373	464
Student support	319	372	463	600	594
Instruction support	439	477	498	447	517

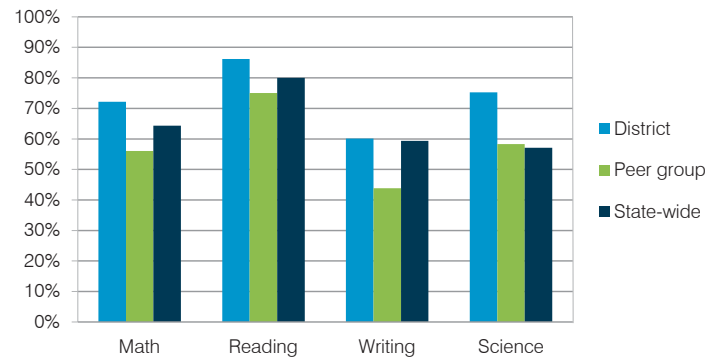
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **B**

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

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	31%	30%	24%
Students per teacher	15.5	13.0	18.6
Average teacher salary	\$37,957	\$44,780	\$46,026
Amount from Proposition 301	\$2,604	\$3,720	\$4,810
Average years of teacher experience	11.1	14.2	10.9
Percentage of teachers in first 3 years	14%	15%	20%

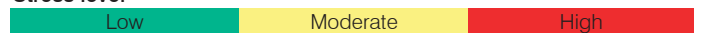
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.3%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



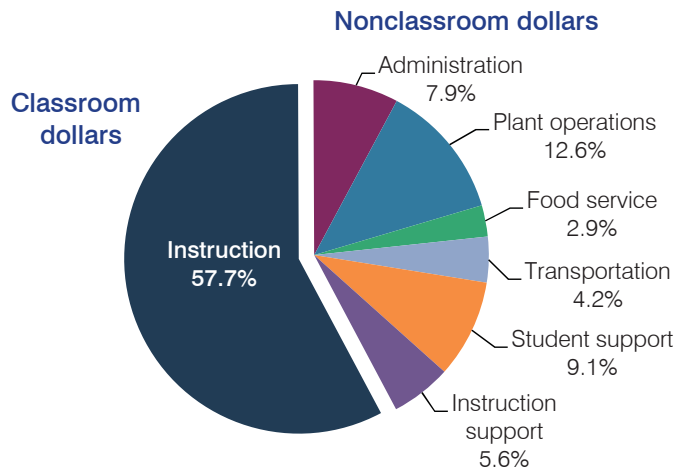
# Paradise Valley Unified School District

Maricopa County  
 Efficiency peer groups 1 and T-4, Achievement peer group 2  
 Legislative district(s): 15, 20, 23, and 28

District size, location: Very large, City  
 Students attending: 31,072  
 Number of schools: 45

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil increased by 5 percent. Spending in the classroom decreased overall from 60.6 to 57.7 percent. Overall, spending on plant operations increased, spending on transportation and student support increased slightly, and spending on most other nonclassroom areas remained stable.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$610	\$630	\$757
	Students per administrator	76	81	68
Plant operations	Cost per square foot	\$6.10	\$5.83	\$6.04
	Square footage per student	160	143	153
Food service	Cost per meal equivalent	\$2.44	\$2.72	\$2.69
Transportation	Cost per mile	\$4.13	\$3.54	\$3.62
	Cost per rider	\$1,475	\$1,065	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$7,365</b>	<b>\$7,747</b>	<b>\$7,208</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>4,208</b>	<b>4,471</b>	<b>4,086</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,157</b>	<b>3,276</b>	<b>3,122</b>	<b>3,505</b>	<b>4,172</b>
Administration	567	610	630	757	1,160
Plant operations	958	978	831	923	1,008
Food service	212	227	330	405	429
Transportation	311	323	346	373	464
Student support	692	703	605	600	594
Instruction support	417	435	380	447	517

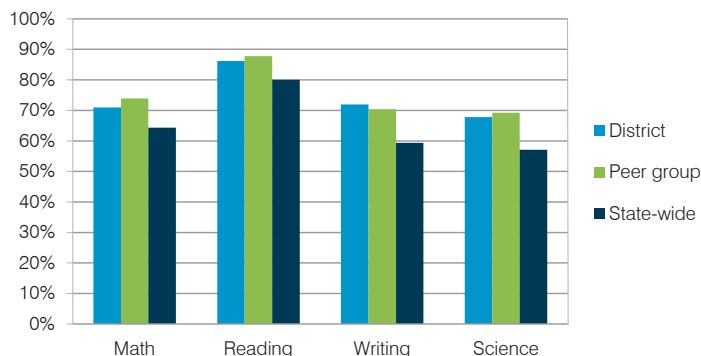
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	19	42%
B	14	31%
C	8	18%
D	1	2%
F	0	0%
Not rated	3	7%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	85%	87%	75%
Poverty rate (2013)	17%	14%	24%
Students per teacher	20.5	19.2	18.6
Average teacher salary	\$51,848	\$46,746	\$46,026
Amount from Proposition 301	\$5,416	\$4,740	\$4,810
Average years of teacher experience	13.3	11.0	10.9
Percentage of teachers in first 3 years	14%	15%	20%

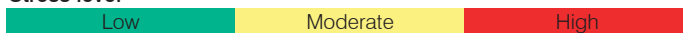
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
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



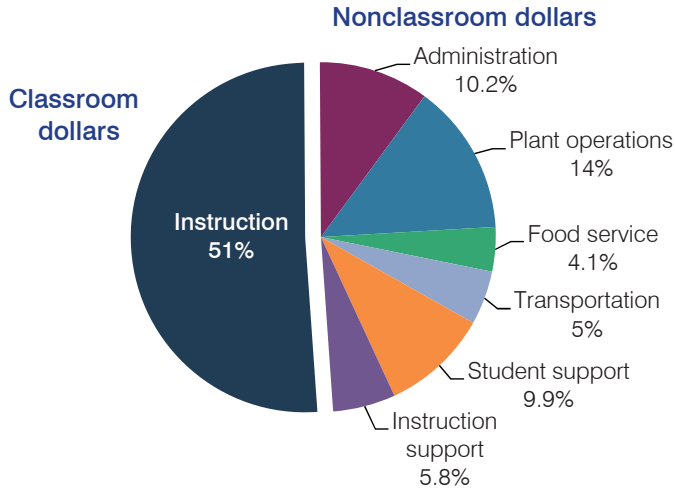
# Parker Unified School District

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

District size, location: Medium, Town  
 Students attending: 1,934  
 Number of schools: 6

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 6 percent. Spending in the classroom was very inconsistent year to year, ranging overall from a high of 52.6 to a low of 50.5 percent. Overall, spending on food service decreased, while spending on most other nonclassroom areas remained fairly stable.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$878	\$1,016	\$757
	Students per administrator	66	54	68
Plant operations	Cost per square foot	\$6.36	\$4.71	\$6.04
	Square footage per student	189	261	153
Food service	Cost per meal equivalent	\$2.69	\$3.28	\$2.69
Transportation	Cost per mile	\$2.90	\$2.61	\$3.62
	Cost per rider	\$747	\$774	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$8,347</b>	<b>\$8,582</b>	<b>\$8,082</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>4,260</b>	<b>4,374</b>	<b>4,193</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>4,087</b>	<b>4,208</b>	<b>3,889</b>	<b>3,505</b>	<b>4,172</b>
Administration	886	878	1,016	757	1,160
Plant operations	1,163	1,203	1,145	923	1,008
Food service	361	355	389	405	429
Transportation	436	430	477	373	464
Student support	785	849	563	600	594
Instruction support	456	493	299	447	517

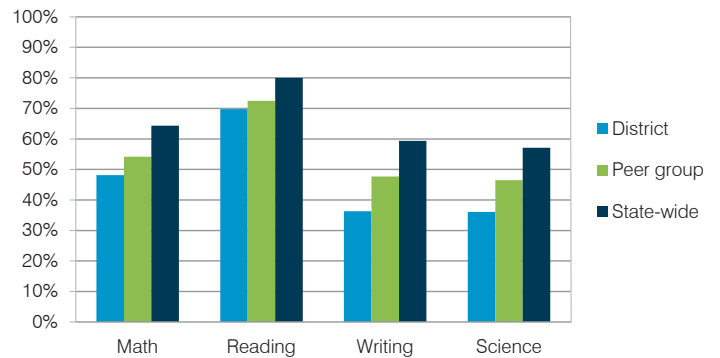
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **C**

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

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	93%	95%
Graduation rate (2013)	67%	78%	75%
Poverty rate (2013)	33%	32%	24%
Students per teacher	16.9	16.5	18.6
Average teacher salary	\$42,640	\$43,049	\$46,026
Amount from Proposition 301	\$5,248	\$5,173	\$4,810
Average years of teacher experience	11.1	12.0	10.9
Percentage of teachers in first 3 years	24%	19%	20%

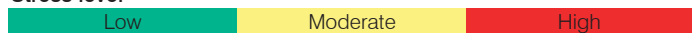
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
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



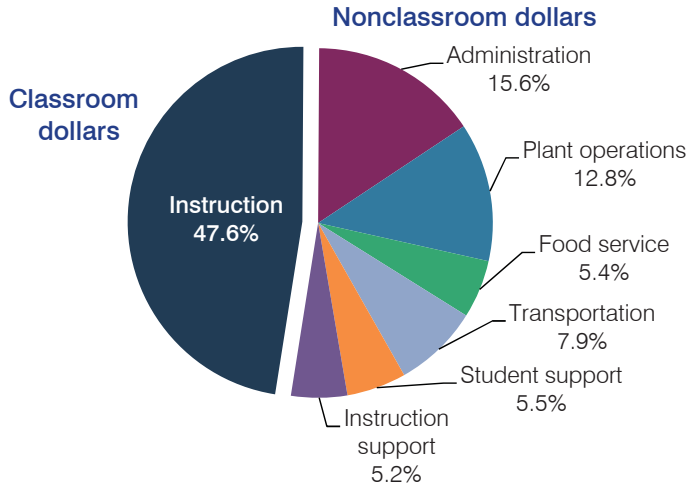
# Patagonia Elementary School District

Santa Cruz County  
 Efficiency peer groups 11 and T-11, Achievement peer group 19  
 Legislative district(s): 2

District size, location: Very small, Rural  
 Students attending: 89  
 Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil increased by 15 percent. Spending in the classroom increased overall from 45.6 to 47.6 percent. Spending on most nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on food service increased, while spending on plant operations decreased substantially.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,774	\$2,835	\$757
	Students per administrator	25	28	68
Plant operations	Cost per square foot	\$4.48	\$6.51	\$6.04
	Square footage per student	509	351	153
Food service	Cost per meal equivalent	\$5.14	\$5.02	\$2.69
Transportation	Cost per mile	\$1.41	\$1.61	\$3.62
	Cost per rider	\$2,972	\$1,444	\$1,036

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$18,743</b>	<b>\$17,746</b>	<b>\$16,101</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>8,691</b>	<b>8,441</b>	<b>8,231</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>10,052</b>	<b>9,305</b>	<b>7,870</b>	<b>3,505</b>	<b>4,172</b>
Administration	2,861	2,774	2,835	757	1,160
Plant operations	2,855	2,279	2,137	923	1,008
Food service	881	963	901	405	429
Transportation	1,658	1,397	1,072	373	464
Student support	955	973	536	600	594
Instruction support	842	919	389	447	517

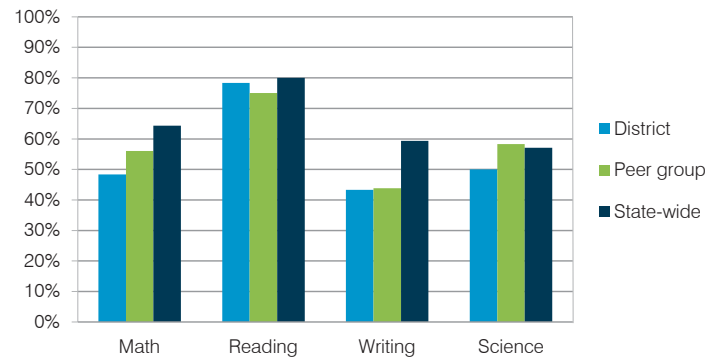
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	32%	30%	24%
Students per teacher	9.1	13.0	18.6
Average teacher salary	\$31,884	\$44,780	\$46,026
Amount from Proposition 301	\$3,245	\$3,720	\$4,810
Average years of teacher experience	9.7	14.2	10.9
Percentage of teachers in first 3 years	34%	15%	20%

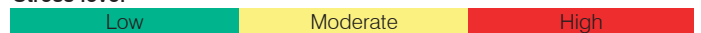
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

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

Stress level



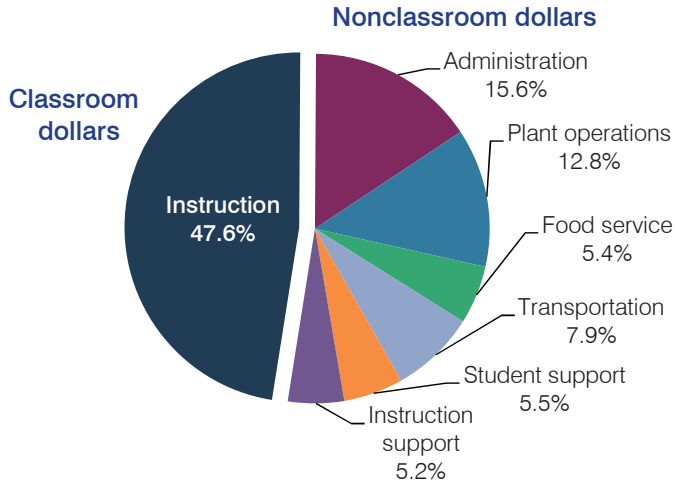
# Patagonia Union High School District

Santa Cruz County  
 Efficiency peer groups 11 and T-11, Achievement peer group 10  
 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 (2009 through 2014)

Total spending per pupil increased by 15 percent. Spending in the classroom increased overall from 45.6 to 47.6 percent. Spending on most nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on food service increased, while spending on plant operations decreased substantially.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,774	\$2,835	\$757
	Students per administrator	25	28	68
Plant operations	Cost per square foot	\$4.48	\$6.51	\$6.04
	Square footage per student	509	351	153
Food service	Cost per meal equivalent	\$5.14	\$5.02	\$2.69
Transportation	Cost per mile	\$1.41	\$1.61	\$3.62
	Cost per rider	\$2,972	\$1,444	\$1,036

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$18,743</b>	<b>\$17,746</b>	<b>\$16,101</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>8,691</b>	<b>8,441</b>	<b>8,231</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>10,052</b>	<b>9,305</b>	<b>7,870</b>	<b>3,505</b>	<b>4,172</b>
Administration	2,861	2,774	2,835	757	1,160
Plant operations	2,855	2,279	2,137	923	1,008
Food service	881	963	901	405	429
Transportation	1,658	1,397	1,072	373	464
Student support	955	973	536	600	594
Instruction support	842	919	389	447	517

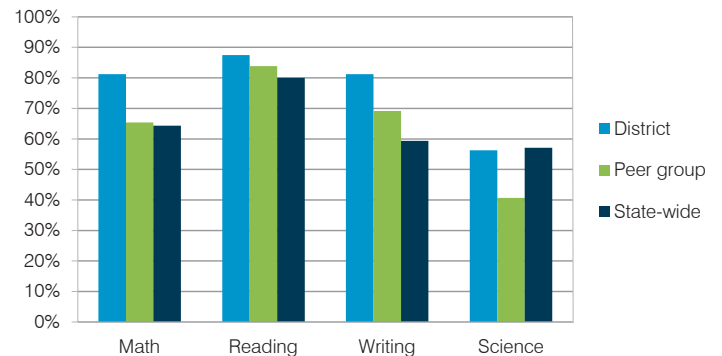
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2013)	N/A	75%	75%
Poverty rate (2013)	17%	20%	24%
Students per teacher	9.1	16.3	18.6
Average teacher salary	\$31,884	\$41,233	\$46,026
Amount from Proposition 301	\$3,245	\$4,174	\$4,810
Average years of teacher experience	9.7	11.5	10.9
Percentage of teachers in first 3 years	34%	22%	20%

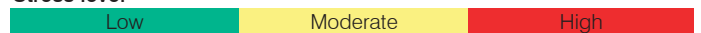
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

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

Stress level



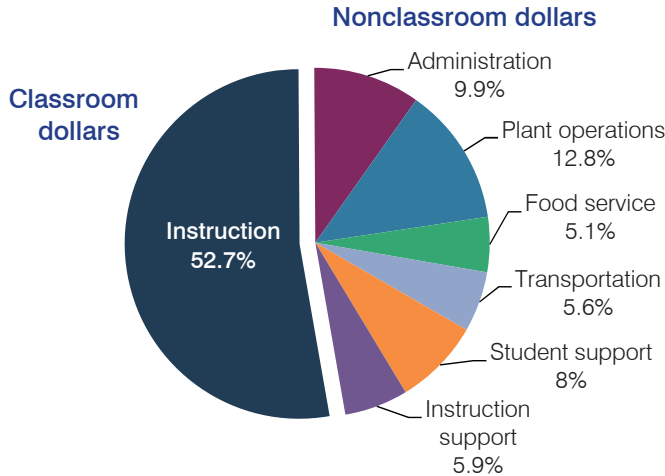
# Payson Unified School District

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

District size, location: Medium-large, Town  
 Students attending: 2,314  
 Number of schools: 5

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 3 percent. Spending in the classroom decreased from 57.2 to 52.7 percent. Overall, spending on plant operations and transportation increased and spending on administration 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	\$751	\$789	\$757
	Students per administrator	60	67	68
Plant operations	Cost per square foot	\$5.57	\$5.46	\$6.04
	Square footage per student	174	188	153
Food service	Cost per meal equivalent	\$3.19	\$2.76	\$2.69
Transportation	Cost per mile	\$3.25	\$2.32	\$3.62
	Cost per rider	\$1,159	\$981	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$7,797</b>	<b>\$7,571</b>	<b>\$7,573</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>4,155</b>	<b>3,988</b>	<b>3,914</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,642</b>	<b>3,583</b>	<b>3,659</b>	<b>3,505</b>	<b>4,172</b>
Administration	818	751	789	757	1,160
Plant operations	1,009	970	1,009	923	1,008
Food service	380	384	386	405	429
Transportation	454	423	406	373	464
Student support	623	606	607	600	594
Instruction support	358	449	462	447	517

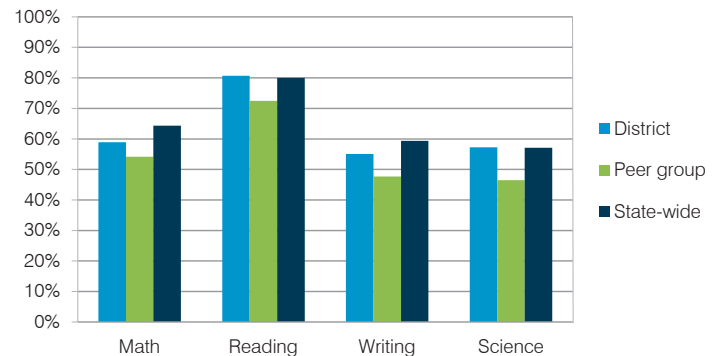
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	2	40%
C	3	60%
D	0	0%
F	0	0%
Not rated	0	0%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	93%	95%
Graduation rate (2013)	74%	78%	75%
Poverty rate (2013)	28%	32%	24%
Students per teacher	19.3	16.5	18.6
Average teacher salary	\$46,309	\$43,049	\$46,026
Amount from Proposition 301	\$5,381	\$5,173	\$4,810
Average years of teacher experience	13.6	12.0	10.9
Percentage of teachers in first 3 years	10%	19%	20%

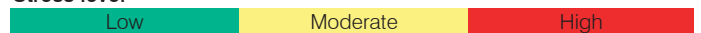
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.5%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



# Peach Springs Unified School District

Mohave County

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

Legislative district(s): 7

District size, location:

Very small, Rural

Students attending:

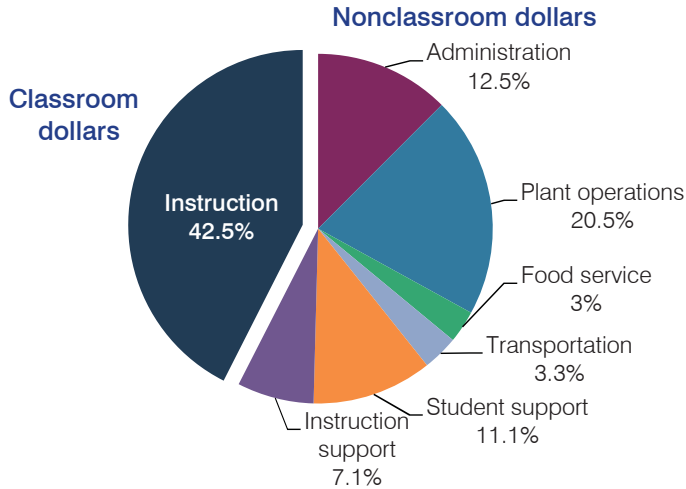
184

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil increased by 23 percent. Spending in the classroom varied year to year, increasing overall from 41.3 to 42.5 percent. Spending on most 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	\$2,023	\$2,835	\$757
	Students per administrator	46	28	68
Plant operations	Cost per square foot	\$5.85	\$6.51	\$6.04
	Square footage per student	568	351	153
Food service	Cost per meal equivalent	\$3.40	\$5.02	\$2.69
Transportation	Cost per mile	\$3.67	\$1.61	\$3.62
	Cost per rider	\$974	\$1,444	\$1,036

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$18,252</b>	<b>\$16,209</b>	<b>\$16,101</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>7,774</b>	<b>6,893</b>	<b>8,231</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>10,478</b>	<b>9,316</b>	<b>7,870</b>	<b>3,505</b>	<b>4,172</b>
Administration	2,362	2,023	2,835	757	1,160
Plant operations	4,422	3,323	2,137	923	1,008
Food service	566	482	901	405	429
Transportation	534	529	1,072	373	464
Student support	1,958	1,801	536	600	594
Instruction support	636	1,158	389	447	517

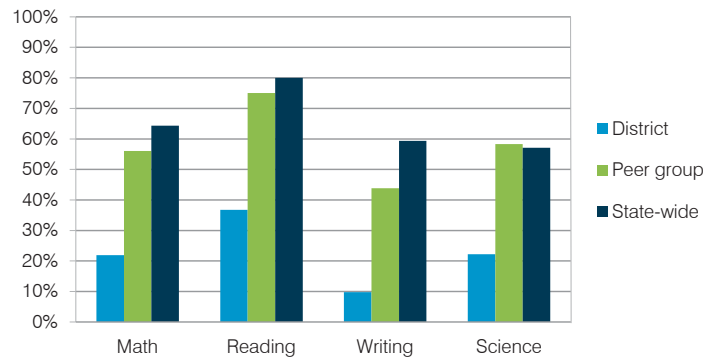
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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	0	0%
F	1	100%
Not rated	0	0%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	91%	94%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	33%	30%	24%
Students per teacher	13.2	13.0	18.6
Average teacher salary	\$50,870	\$44,780	\$46,026
Amount from Proposition 301	\$5,892	\$3,720	\$4,810
Average years of teacher experience	12.9	14.2	10.9
Percentage of teachers in first 3 years	6%	15%	20%

### Financial stress assessment

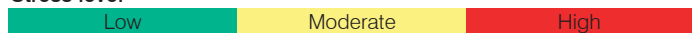
Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Assessment

Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	3.2%, Decreasing
Years of capital reserve held	Impact Aid Fund reserve
Current financial and internal control status	Noncompliant

Stress level





# Pearce Elementary School District

Cochise County

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

Legislative district(s): 14

District size, location:

Very small, Rural

Students attending:

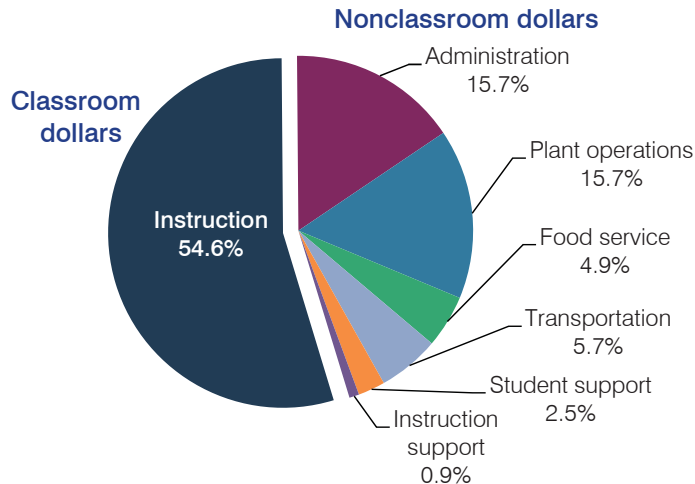
101

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 17 percent. Spending in the classroom varied year to year, decreasing overall from 56.1 to 54.6 percent. Spending on all 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	\$2,139	\$2,835	\$757
	Students per administrator	31	28	68
Plant operations	Cost per square foot	\$7.39	\$6.51	\$6.04
	Square footage per student	290	351	153
Food service	Cost per meal equivalent	\$4.17	\$5.02	\$2.69
Transportation	Cost per mile	\$1.58	\$1.61	\$3.62
	Cost per rider	\$962	\$1,444	\$1,036

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$14,002</b>	<b>\$13,622</b>	<b>\$16,101</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>7,463</b>	<b>7,434</b>	<b>8,231</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>6,539</b>	<b>6,188</b>	<b>7,870</b>	<b>3,505</b>	<b>4,172</b>
Administration	2,179	2,139	2,835	757	1,160
Plant operations	2,527	2,145	2,137	923	1,008
Food service	601	667	901	405	429
Transportation	794	772	1,072	373	464
Student support	309	335	536	600	594
Instruction support	129	130	389	447	517

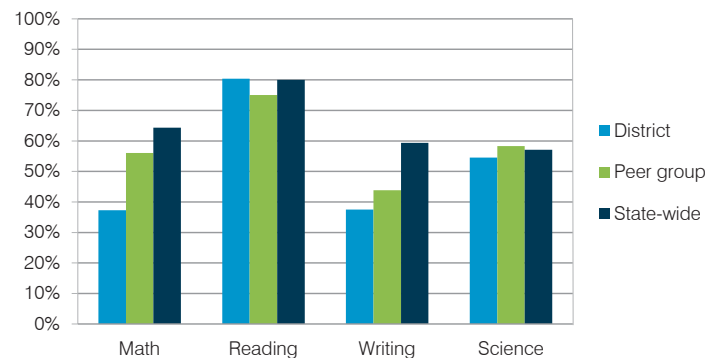
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	90%	94%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	31%	30%	24%
Students per teacher	10.1	13.0	18.6
Average teacher salary	\$43,411	\$44,780	\$46,026
Amount from Proposition 301	\$4,341	\$3,720	\$4,810
Average years of teacher experience	14.1	14.2	10.9
Percentage of teachers in first 3 years	33%	15%	20%

### Financial stress assessment

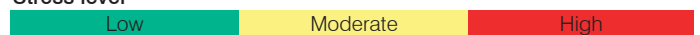
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

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

Stress level



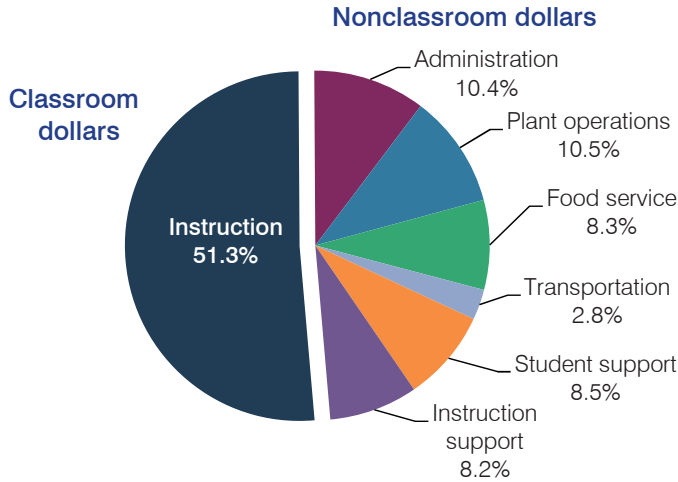
# Pendergast Elementary School District

Maricopa County  
 Efficiency peer groups 7 and T-3, Achievement peer group 13  
 Legislative district(s): 19 and 29

District size, location: Large, City  
 Students attending: 9,281  
 Number of schools: 13

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 5 percent. Spending in the classroom decreased from 55.7 to 51.3 percent. Overall, spending on administration and food service increased and spending on student support increased slightly. 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	\$725	\$726	\$757
	Students per administrator	80	77	68
Plant operations	Cost per square foot	\$5.65	\$6.09	\$6.04
	Square footage per student	129	131	153
Food service	Cost per meal equivalent	\$2.43	\$2.64	\$2.69
Transportation	Cost per mile	\$4.90	\$3.79	\$3.62
	Cost per rider	\$1,270	\$977	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$6,970</b>	<b>\$6,963</b>	<b>\$7,414</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,661</b>	<b>3,575</b>	<b>3,939</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,309</b>	<b>3,388</b>	<b>3,475</b>	<b>3,505</b>	<b>4,172</b>
Administration	695	725	726	757	1,160
Plant operations	751	730	793	923	1,008
Food service	526	580	547	405	429
Transportation	200	196	308	373	464
Student support	580	589	575	600	594
Instruction support	557	568	526	447	517

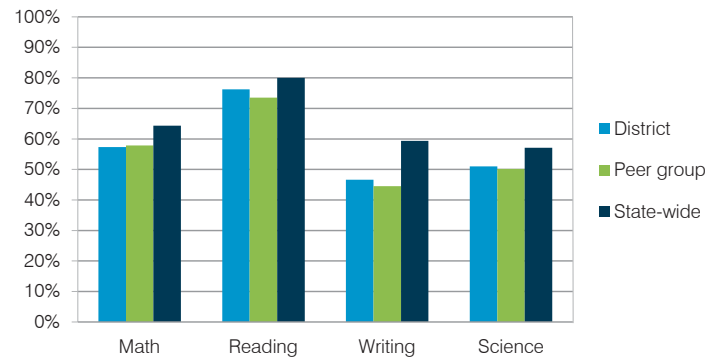
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	10	77%
C	2	15%
D	0	0%
F	1	8%
Not rated	0	0%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	27%	26%	24%
Students per teacher	20.8	19.7	18.6
Average teacher salary	\$46,881	\$40,842	\$46,026
Amount from Proposition 301	\$2,567	\$3,876	\$4,810
Average years of teacher experience	9.2	7.6	10.9
Percentage of teachers in first 3 years	27%	34%	20%

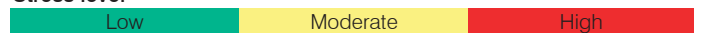
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	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

Stress level



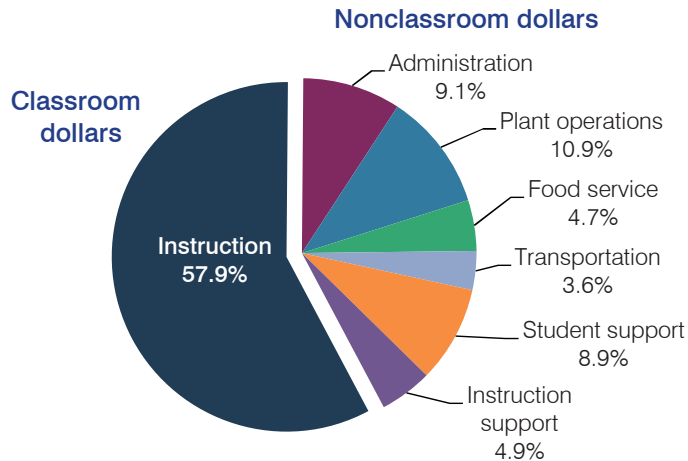
# Peoria Unified School District

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: 35,383  
 Number of schools: 40

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 9 percent. Spending in the classroom varied year to year, decreasing overall from 60.5 to 57.9 percent. Spending on administration and food service increased and spending on plant operations increased slightly. 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	\$601	\$630	\$757
	Students per administrator	89	81	68
Plant operations	Cost per square foot	\$5.54	\$5.83	\$6.04
	Square footage per student	130	143	153
Food service	Cost per meal equivalent	\$2.84	\$2.72	\$2.69
Transportation	Cost per mile	\$3.24	\$3.47	\$3.62
	Cost per rider	\$1,128	\$1,326	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$6,708</b>	<b>\$6,585</b>	<b>\$7,208</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,756</b>	<b>3,814</b>	<b>4,086</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>2,952</b>	<b>2,771</b>	<b>3,122</b>	<b>3,505</b>	<b>4,172</b>
Administration	723	601	630	757	1,160
Plant operations	758	718	831	923	1,008
Food service	298	308	330	405	429
Transportation	240	236	346	373	464
Student support	582	582	605	600	594
Instruction support	351	326	380	447	517

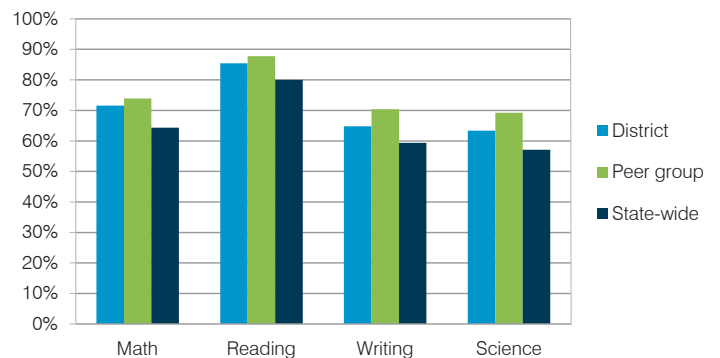
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	20	50%
B	16	40%
C	3	8%
D	0	0%
F	0	0%
Not rated	1	2%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	95%	95%
Graduation rate (2013)	93%	87%	75%
Poverty rate (2013)	15%	14%	24%
Students per teacher	18.4	19.2	18.6
Average teacher salary	\$41,433	\$46,746	\$46,026
Amount from Proposition 301	\$5,135	\$4,740	\$4,810
Average years of teacher experience	10.0	11.0	10.9
Percentage of teachers in first 3 years	17%	15%	20%

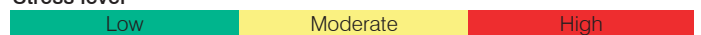
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	0.7%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



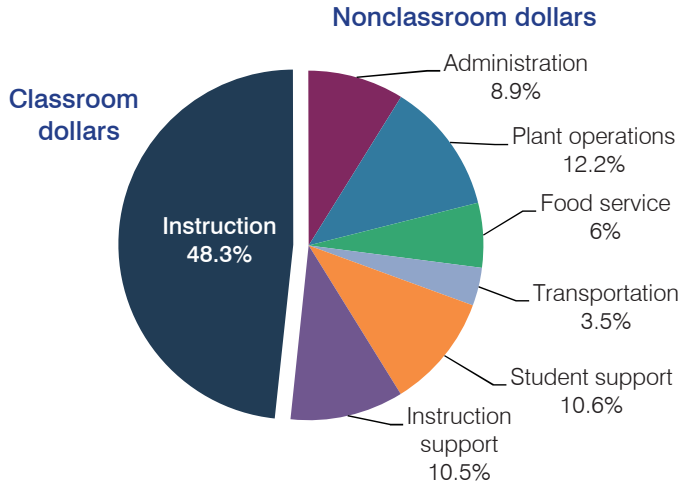
# Phoenix Elementary School District

Maricopa County  
 Efficiency peer groups 8 and T-1, Achievement peer group 15  
 Legislative district(s): 24, 27, and 30

District size, location: Medium-large, City  
 Students attending: 6,894  
 Number of schools: 14

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 5 percent. Spending in the classroom decreased from 53.8 to 48.3 percent. Spending on administration, plant operations, food service, and student support increased and spending on transportation increased slightly. Spending on instruction support remained stable.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$883	\$895	\$757
	Students per administrator	49	69	68
Plant operations	Cost per square foot	\$7.17	\$6.19	\$6.04
	Square footage per student	170	143	153
Food service	Cost per meal equivalent	\$2.26	\$2.48	\$2.69
Transportation	Cost per mile	\$7.26	\$6.52	\$3.62
	Cost per rider	\$1,278	\$710	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$9,494</b>	<b>\$9,927</b>	<b>\$7,656</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>4,556</b>	<b>4,796</b>	<b>3,929</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>4,938</b>	<b>5,131</b>	<b>3,727</b>	<b>3,505</b>	<b>4,172</b>
Administration	857	883	895	757	1,160
Plant operations	1,198	1,215	879	923	1,008
Food service	614	599	558	405	429
Transportation	321	345	291	373	464
Student support	938	1,048	580	600	594
Instruction support	1,010	1,041	524	447	517

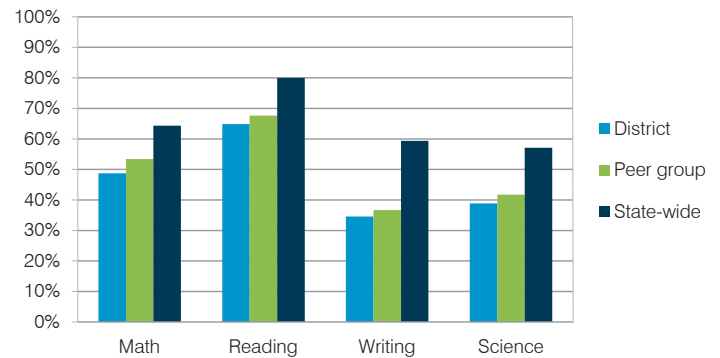
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	2	14%
B	0	0%
C	7	50%
D	5	36%
F	0	0%
Not rated	0	0%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	58%	52%	24%
Students per teacher	15.4	18.2	18.6
Average teacher salary	\$39,874	\$47,973	\$46,026
Amount from Proposition 301	\$2,666	\$4,193	\$4,810
Average years of teacher experience	10.3	8.8	10.9
Percentage of teachers in first 3 years	31%	33%	20%

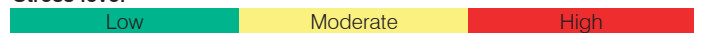
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	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	More than 3 years
Current financial and internal control status	Compliant

Stress level



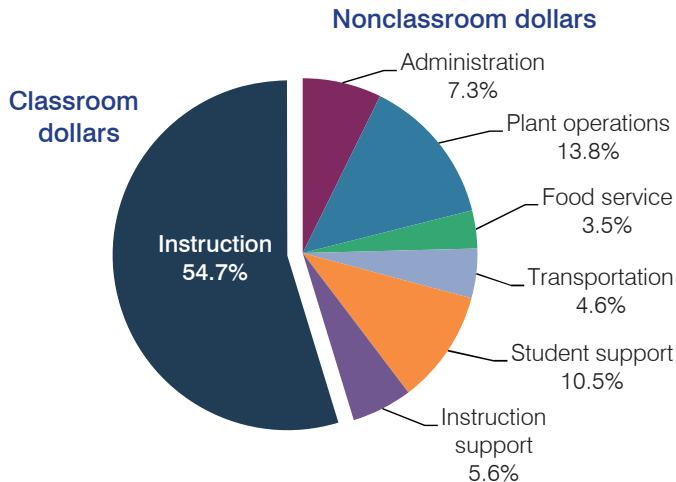
# Phoenix Union High School District

Maricopa County  
 Efficiency peer groups 1 and T-5, Achievement peer group 9  
 Legislative district(s): 19, 24, 27, 28, 29, and 30

District size, location: Very large, City  
 Students attending: 26,199  
 Number of schools: 15

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 6 percent. Spending in the classroom varied year to year, decreasing overall from 55.6 to 54.7 percent. Overall, spending on plant operations and food service increased slightly, while spending on administration decreased and 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	\$699	\$630	\$757
	Students per administrator	41	81	68
Plant operations	Cost per square foot	\$8.00	\$5.83	\$6.04
	Square footage per student	166	143	153
Food service	Cost per meal equivalent	\$2.50	\$2.72	\$2.69
Transportation	Cost per mile	N/A	\$3.47	\$3.62
	Cost per rider	\$813	\$1,326	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$9,578</b>	<b>\$9,634</b>	<b>\$7,208</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>5,268</b>	<b>5,266</b>	<b>4,086</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>4,310</b>	<b>4,368</b>	<b>3,122</b>	<b>3,505</b>	<b>4,172</b>
Administration	676	699	630	757	1,160
Plant operations	1,329	1,332	831	923	1,008
Food service	341	334	330	405	429
Transportation	408	448	346	373	464
Student support	998	1,012	605	600	594
Instruction support	558	543	380	447	517

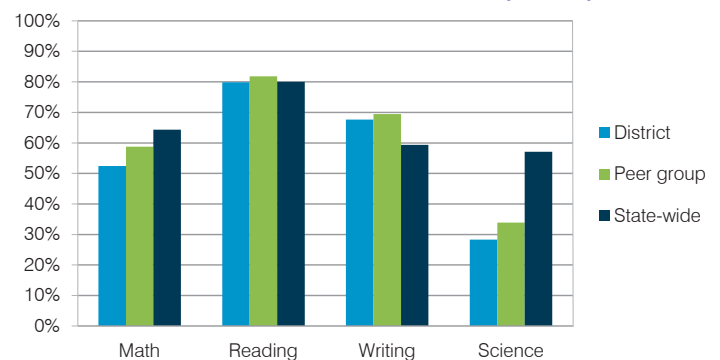
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **C**

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

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	95%
Graduation rate (2013)	75%	80%	75%
Poverty rate (2013)	37%	32%	24%
Students per teacher	18.3	20.8	18.6
Average teacher salary	\$58,113	\$52,084	\$46,026
Amount from Proposition 301	\$5,191	\$6,495	\$4,810
Average years of teacher experience	13.5	11.9	10.9
Percentage of teachers in first 3 years	5%	16%	20%

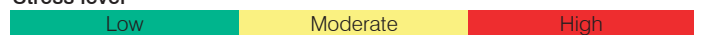
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	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

Stress level



# Picacho Elementary School District

Pinal County

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

Legislative district(s): 8 and 11

District size, location:

Very small, Rural

Students attending:

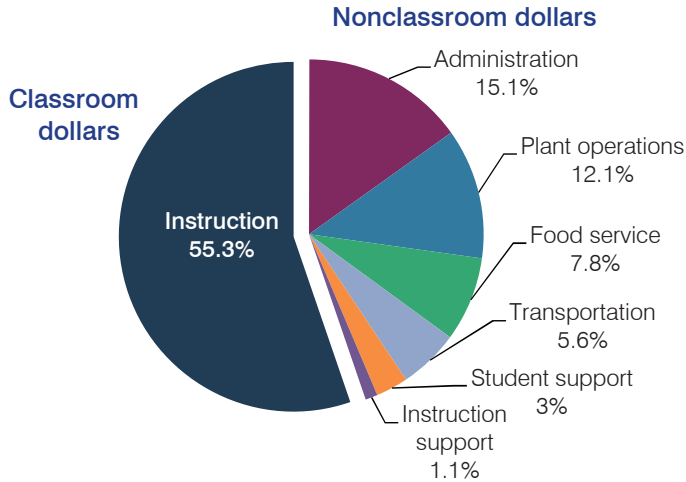
179

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 4 percent. Spending in the classroom varied year to year, increasing from 51.8 to 55.3 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on plant operations and transportation increased, while spending on administration decreased slightly.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,405	\$2,835	\$757
	Students per administrator	65	28	68
Plant operations	Cost per square foot	\$7.52	\$6.51	\$6.04
	Square footage per student	150	351	153
Food service	Cost per meal equivalent	\$2.99	\$5.02	\$2.69
Transportation	Cost per mile	\$2.64	\$1.61	\$3.62
	Cost per rider	\$505	\$1,444	\$1,036

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$7,756</b>	<b>\$9,296</b>	<b>\$16,101</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>4,026</b>	<b>5,136</b>	<b>8,231</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,730</b>	<b>4,160</b>	<b>7,870</b>	<b>3,505</b>	<b>4,172</b>
Administration	1,210	1,405	2,835	757	1,160
Plant operations	981	1,127	2,137	923	1,008
Food service	660	727	901	405	429
Transportation	478	520	1,072	373	464
Student support	153	275	536	600	594
Instruction support	248	106	389	447	517

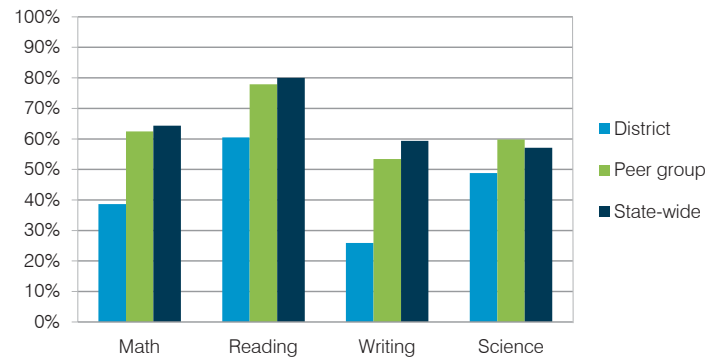
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	24%	25%	24%
Students per teacher	16.3	13.1	18.6
Average teacher salary	\$44,638	\$45,915	\$46,026
Amount from Proposition 301	\$4,767	\$3,467	\$4,810
Average years of teacher experience	14.3	12.1	10.9
Percentage of teachers in first 3 years	20%	13%	20%

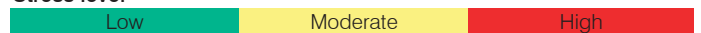
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	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	Compliant

Stress level



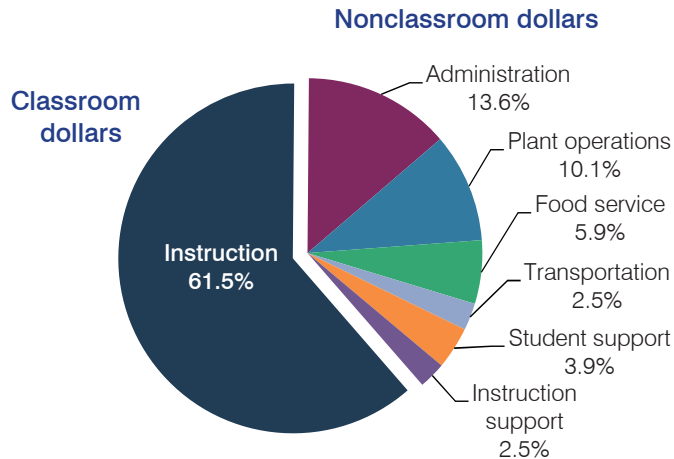
# Pima Unified School District

Graham County  
 Efficiency peer groups 5 and T-7, Achievement peer group 4  
 Legislative district(s): 14

District size, location: Medium, Rural  
 Students attending: 773  
 Number of schools: 3

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 13 percent. Spending in the classroom was very inconsistent year to year, increasing overall from 59.7 to 61.5 percent. Overall, spending on administration increased, while spending on plant operations and instruction support decreased and spending on transportation decreased slightly.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$900	\$1,016	\$757
	Students per administrator	64	54	68
Plant operations	Cost per square foot	\$4.69	\$4.71	\$6.04
	Square footage per student	142	261	153
Food service	Cost per meal equivalent	\$3.39	\$3.28	\$2.69
Transportation	Cost per mile	\$3.56	\$3.45	\$3.62
	Cost per rider	\$319	\$832	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$6,325</b>	<b>\$6,597</b>	<b>\$8,082</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,768</b>	<b>4,057</b>	<b>4,193</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>2,557</b>	<b>2,540</b>	<b>3,889</b>	<b>3,505</b>	<b>4,172</b>
Administration	828	900	1,016	757	1,160
Plant operations	679	666	1,145	923	1,008
Food service	427	391	389	405	429
Transportation	190	162	477	373	464
Student support	247	256	563	600	594
Instruction support	186	165	299	447	517

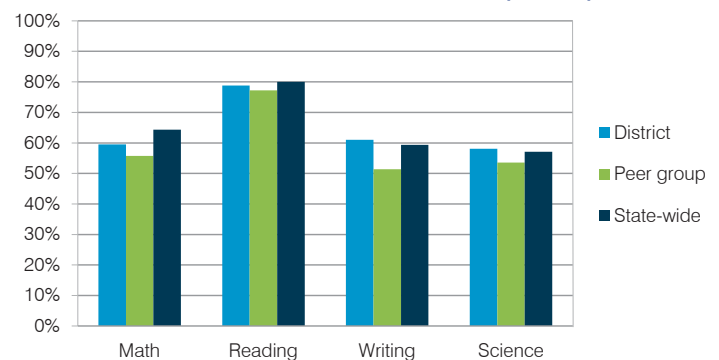
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	94%	95%
Graduation rate (2013)	94%	86%	75%
Poverty rate (2013)	18%	15%	24%
Students per teacher	17.2	16.1	18.6
Average teacher salary	\$38,620	\$41,932	\$46,026
Amount from Proposition 301	\$5,396	\$4,526	\$4,810
Average years of teacher experience	11.1	10.2	10.9
Percentage of teachers in first 3 years	33%	21%	20%

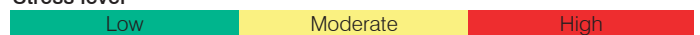
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.7%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



# Pine Strawberry Elementary School District

Gila County

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

Legislative district(s): 6

District size, location:

Very small, Rural

Students attending:

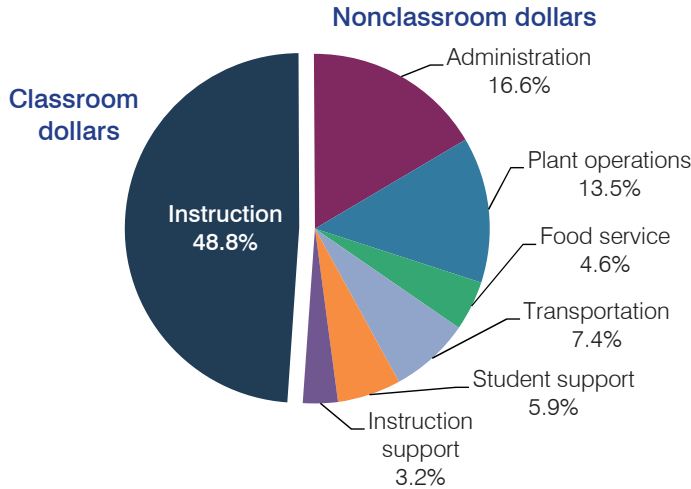
110

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil increased by 10 percent. Spending in the classroom varied year to year, increasing overall from 47.4 to 48.8 percent. Spending on some nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on plant operations decreased substantially and spending on instruction support decreased.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,715	\$2,835	\$757
	Students per administrator	22	28	68
Plant operations	Cost per square foot	\$4.93	\$6.51	\$6.04
	Square footage per student	609	351	153
Food service	Cost per meal equivalent	\$7.37	\$5.02	\$2.69
Transportation	Cost per mile	\$2.84	\$1.61	\$3.62
	Cost per rider	\$2,413	\$1,444	\$1,036

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$23,005</b>	<b>\$22,319</b>	<b>\$16,101</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>11,431</b>	<b>10,890</b>	<b>8,231</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>11,574</b>	<b>11,429</b>	<b>7,870</b>	<b>3,505</b>	<b>4,172</b>
Administration	3,474	3,715	2,835	757	1,160
Plant operations	2,959	3,002	2,137	923	1,008
Food service	1,076	1,028	901	405	429
Transportation	1,921	1,652	1,072	373	464
Student support	1,276	1,322	536	600	594
Instruction support	868	710	389	447	517

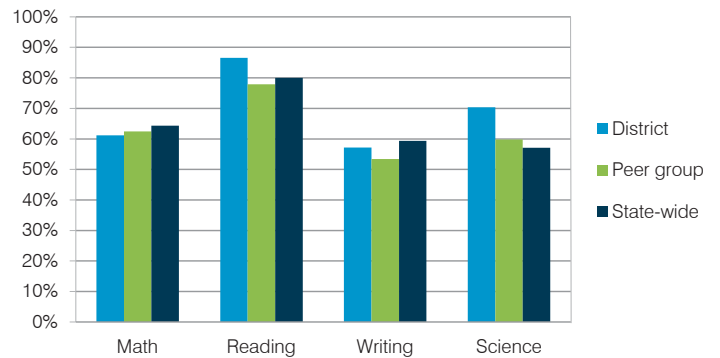
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	25%	25%	24%
Students per teacher	6.8	13.1	18.6
Average teacher salary	\$41,783	\$45,915	\$46,026
Amount from Proposition 301	\$2,534	\$3,467	\$4,810
Average years of teacher experience	8.3	12.1	10.9
Percentage of teachers in first 3 years	13%	13%	20%

### Financial stress assessment

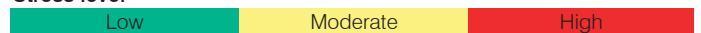
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

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

Stress level





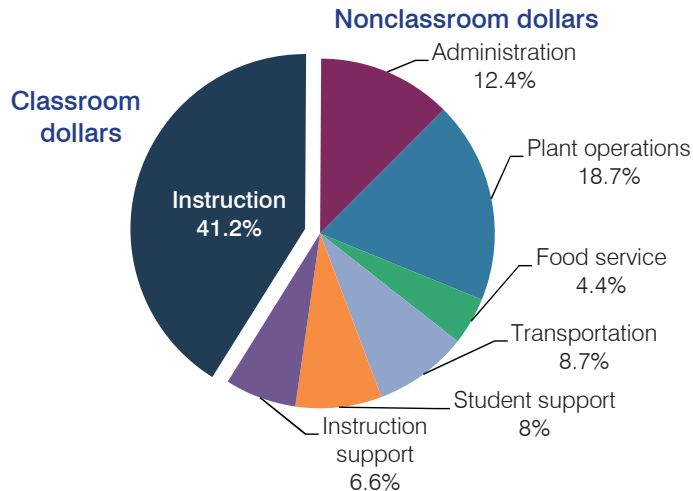
# Pinon Unified School District

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

District size, location: Medium, Rural  
 Students attending: 1,244  
 Number of schools: 3

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil increased by 10 percent. Spending in the classroom was very inconsistent year to year, increasing overall from 37.7 to 41.2 percent. Overall, spending on administration and instruction support decreased substantially and spending on food service decreased. 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	\$1,719	\$1,016	\$757
	Students per administrator	31	54	68
Plant operations	Cost per square foot	\$9.35	\$4.71	\$6.04
	Square footage per student	277	261	153
Food service	Cost per meal equivalent	\$2.55	\$3.28	\$2.69
Transportation	Cost per mile	\$3.42	\$2.12	\$3.62
	Cost per rider	\$2,013	\$1,121	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$13,757</b>	<b>\$13,809</b>	<b>\$8,082</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>5,192</b>	<b>5,688</b>	<b>4,193</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>8,565</b>	<b>8,121</b>	<b>3,889</b>	<b>3,505</b>	<b>4,172</b>
Administration	1,795	1,719	1,016	757	1,160
Plant operations	2,619	2,587	1,145	923	1,008
Food service	568	602	389	405	429
Transportation	1,100	1,204	477	373	464
Student support	1,149	1,101	563	600	594
Instruction support	1,334	908	299	447	517

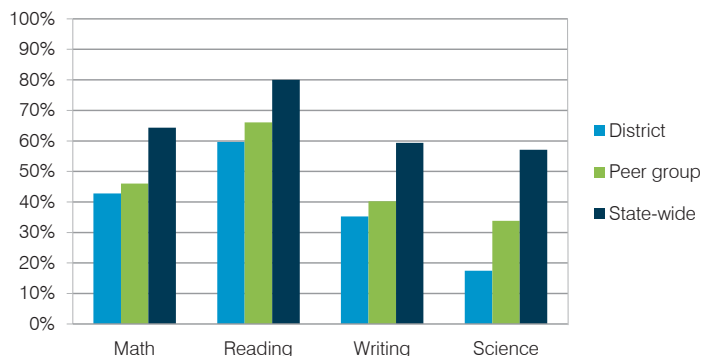
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	91%	93%	95%
Graduation rate (2013)	64%	73%	75%
Poverty rate (2013)	53%	45%	24%
Students per teacher	13.5	15.2	18.6
Average teacher salary	\$48,993	\$43,616	\$46,026
Amount from Proposition 301	\$5,087	\$4,111	\$4,810
Average years of teacher experience	8.1	12.2	10.9
Percentage of teachers in first 3 years	24%	18%	20%

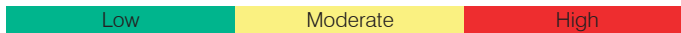
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
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	Compliant

Stress level



# Pomerene Elementary School District

Cochise County

Efficiency peer groups 11 and T-11, Achievement peer group 16

Legislative district(s): 14

District size, location:

Very small, Rural

Students attending:

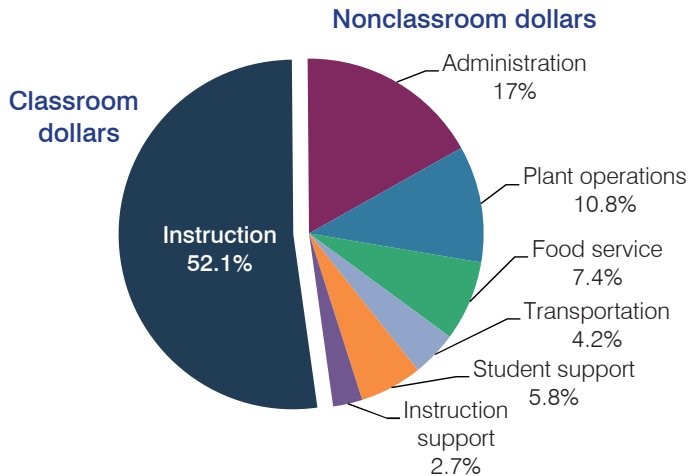
106

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil increased by 17 percent. Spending in the classroom varied year to year, decreasing overall from 61.6 to 52.1 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, while spending on student support decreased.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,565	\$2,835	\$757
	Students per administrator	39	28	68
Plant operations	Cost per square foot	\$3.67	\$6.51	\$6.04
	Square footage per student	272	351	153
Food service	Cost per meal equivalent	\$4.22	\$5.02	\$2.69
Transportation	Cost per mile	\$4.45	\$1.61	\$3.62
	Cost per rider	\$641	\$1,444	\$1,036

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$8,255</b>	<b>\$9,235</b>	<b>\$16,101</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>4,263</b>	<b>4,815</b>	<b>8,231</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,992</b>	<b>4,420</b>	<b>7,870</b>	<b>3,505</b>	<b>4,172</b>
Administration	1,208	1,565	2,835	757	1,160
Plant operations	1,032	999	2,137	923	1,008
Food service	625	686	901	405	429
Transportation	306	386	1,072	373	464
Student support	645	532	536	600	594
Instruction support	176	252	389	447	517

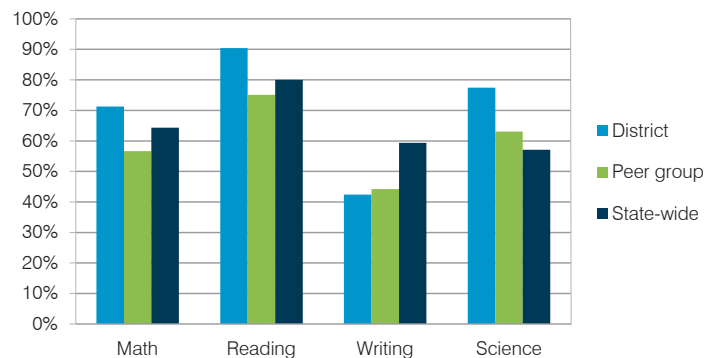
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	16%	9%	24%
Students per teacher	11.8	11.5	18.6
Average teacher salary	\$37,547	\$46,876	\$46,026
Amount from Proposition 301	\$3,219	\$3,288	\$4,810
Average years of teacher experience	7.8	12.6	10.9
Percentage of teachers in first 3 years	33%	11%	20%

### Financial stress assessment

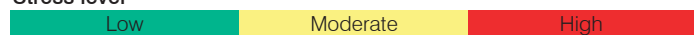
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

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

Stress level



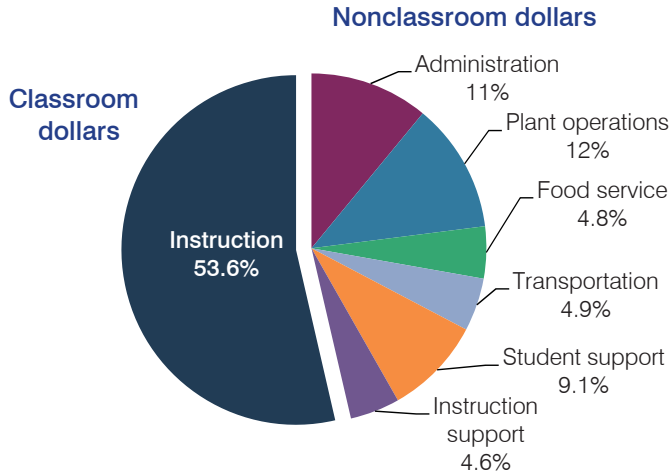
# Prescott Unified School District

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

District size, location: Medium-large, City  
 Students attending: 4,731  
 Number of schools: 8

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil increased by 3 percent. Spending in the classroom decreased overall from 61.6 to 53.6 percent. Overall, spending on administration and student support increased substantially and spending on transportation and instruction support increased. Spending on all 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	\$737	\$771	\$757
	Students per administrator	65	69	68
Plant operations	Cost per square foot	\$5.28	\$5.92	\$6.04
	Square footage per student	153	163	153
Food service	Cost per meal equivalent	\$2.98	\$2.82	\$2.69
Transportation	Cost per mile	\$3.81	\$3.79	\$3.62
	Cost per rider	\$1,252	\$977	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$6,553</b>	<b>\$6,716</b>	<b>\$7,182</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,590</b>	<b>3,600</b>	<b>3,829</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>2,963</b>	<b>3,116</b>	<b>3,353</b>	<b>3,505</b>	<b>4,172</b>
Administration	716	737	771	757	1,160
Plant operations	788	807	955	923	1,008
Food service	322	323	324	405	429
Transportation	307	327	426	373	464
Student support	547	612	561	600	594
Instruction support	283	310	316	447	517

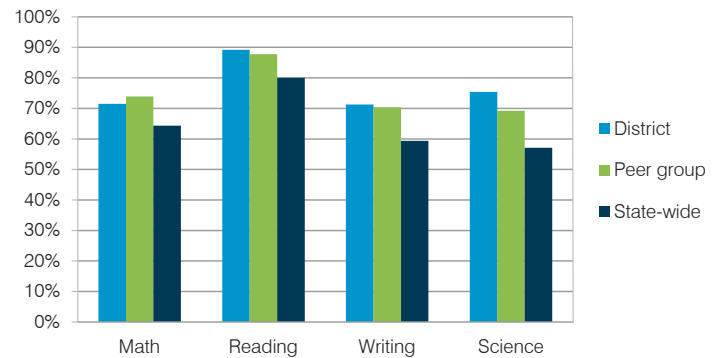
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	1	13%
B	6	75%
C	1	13%
D	0	0%
F	0	0%
Not rated	0	0%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	95%	95%
Graduation rate (2013)	80%	87%	75%
Poverty rate (2013)	16%	14%	24%
Students per teacher	NR	19.2	18.6
Average teacher salary	NR	\$46,746	\$46,026
Amount from Proposition 301	NR	\$4,740	\$4,810
Average years of teacher experience	NR	11.0	10.9
Percentage of teachers in first 3 years	NR	15%	20%

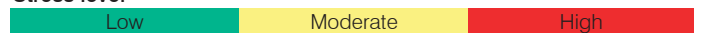
### Financial stress assessment

Overall financial stress level: **High**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	3.6%, Decreasing
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Noncompliant

Stress level



# Quartzsite Elementary School District

La Paz County

Efficiency peer groups 10 and T-7, Achievement peer group 17

Legislative district(s): 5

District size, location:

Small, Rural

Students attending:

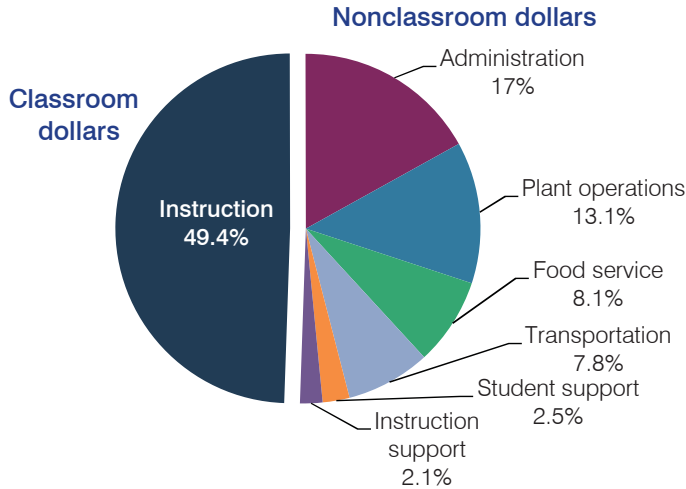
219

Number of schools:

2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 23 percent. Spending in the classroom varied year to year, ranging overall from a high of 53.2 to a low of 45.7 percent. Spending on student support increased and spending on food service increased slightly, while spending on plant operations decreased substantially.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,460	\$1,165	\$757
	Students per administrator	46	57	68
Plant operations	Cost per square foot	\$4.63	\$6.15	\$6.04
	Square footage per student	242	179	153
Food service	Cost per meal equivalent	\$2.94	\$2.98	\$2.69
Transportation	Cost per mile	\$2.96	\$3.45	\$3.62
	Cost per rider	\$669	\$832	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$9,143</b>	<b>\$8,560</b>	<b>\$8,683</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>4,865</b>	<b>4,227</b>	<b>4,668</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>4,278</b>	<b>4,333</b>	<b>4,015</b>	<b>3,505</b>	<b>4,172</b>
Administration	1,302	1,460	1,165	757	1,160
Plant operations	1,294	1,122	1,037	923	1,008
Food service	676	690	550	405	429
Transportation	670	669	546	373	464
Student support	211	212	467	600	594
Instruction support	125	180	250	447	517

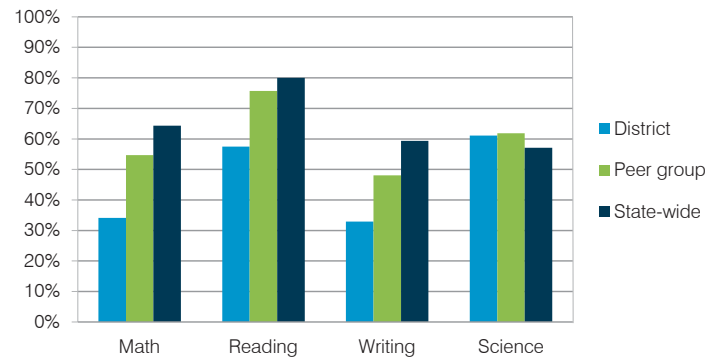
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	20%	20%	24%
Students per teacher	15.7	12.3	18.6
Average teacher salary	\$40,829	\$43,736	\$46,026
Amount from Proposition 301	\$3,744	\$3,455	\$4,810
Average years of teacher experience	8.9	11.8	10.9
Percentage of teachers in first 3 years	15%	15%	20%

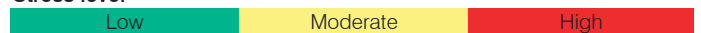
### Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	2.4%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



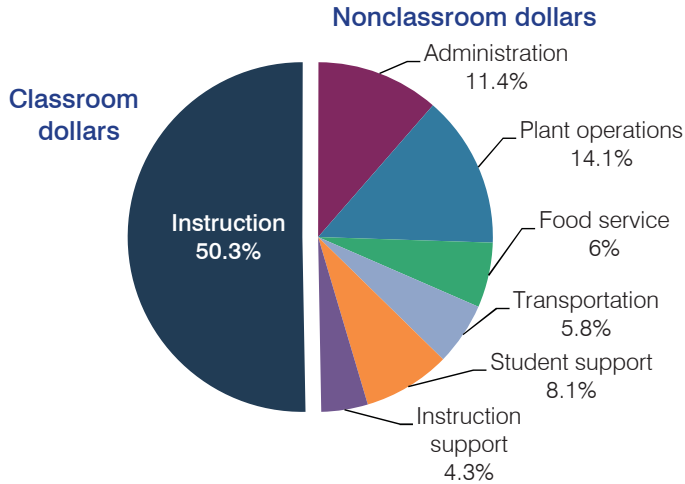
# Queen Creek Unified School District

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: 4,935  
 Number of schools: 7

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil increased by 5 percent. Spending in the classroom decreased from 59.7 to 50.3 percent. Overall, spending on administration and plant operations increased substantially, spending on student support and instruction support increased, and spending on transportation and food service increased slightly.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$804	\$771	\$757
	Students per administrator	73	69	68
Plant operations	Cost per square foot	\$6.54	\$5.92	\$6.04
	Square footage per student	152	163	153
Food service	Cost per meal equivalent	\$3.28	\$2.82	\$2.69
Transportation	Cost per mile	\$3.53	\$3.79	\$3.62
	Cost per rider	\$843	\$977	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$7,353</b>	<b>\$7,039</b>	<b>\$7,182</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,761</b>	<b>3,542</b>	<b>3,829</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,592</b>	<b>3,497</b>	<b>3,353</b>	<b>3,505</b>	<b>4,172</b>
Administration	823	804	771	757	1,160
Plant operations	988	992	955	923	1,008
Food service	429	422	324	405	429
Transportation	455	411	426	373	464
Student support	623	567	561	600	594
Instruction support	274	301	316	447	517

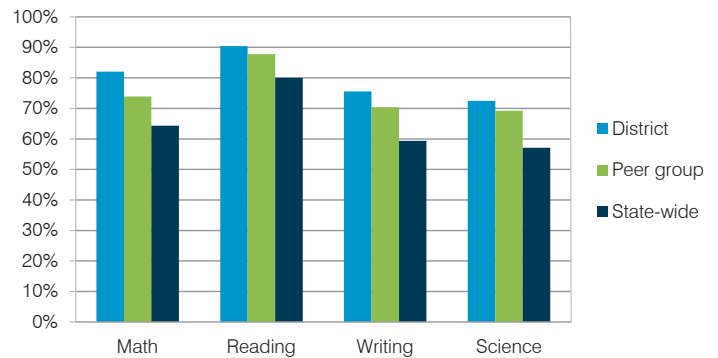
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	95%
Graduation rate (2013)	90%	87%	75%
Poverty rate (2013)	12%	14%	24%
Students per teacher	20.0	19.2	18.6
Average teacher salary	\$43,106	\$46,746	\$46,026
Amount from Proposition 301	\$3,519	\$4,740	\$4,810
Average years of teacher experience	9.0	11.0	10.9
Percentage of teachers in first 3 years	18%	15%	20%

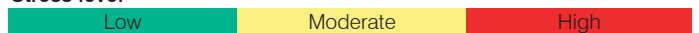
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	< \$1,000, isolated
Spending increase election results	Mixed election results
Operating reserve percentage (max. 4%), trend	3.5%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



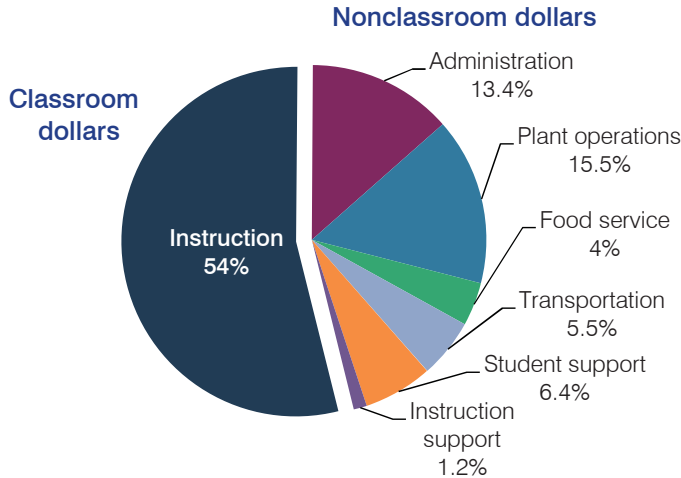
# Ray Unified School District

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

District size, location: Small, Rural  
 Students attending: 490  
 Number of schools: 2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 9 percent. Spending in the classroom varied year to year, decreasing slightly overall from 54.5 to 54 percent. Overall, spending on plant operations increased substantially and spending on student support increased, while spending on administration and instruction support decreased.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,222	\$1,534	\$757
	Students per administrator	45	45	68
Plant operations	Cost per square foot	\$3.61	\$4.68	\$6.04
	Square footage per student	390	307	153
Food service	Cost per meal equivalent	\$3.22	\$3.36	\$2.69
Transportation	Cost per mile	\$2.01	\$2.12	\$3.62
	Cost per rider	\$921	\$1,121	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$8,933</b>	<b>\$9,106</b>	<b>\$10,014</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>4,909</b>	<b>4,920</b>	<b>5,015</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>4,024</b>	<b>4,186</b>	<b>4,999</b>	<b>3,505</b>	<b>4,172</b>
Administration	1,264	1,222	1,534	757	1,160
Plant operations	1,307	1,409	1,518	923	1,008
Food service	319	366	448	405	429
Transportation	519	500	501	373	464
Student support	507	578	626	600	594
Instruction support	108	111	372	447	517

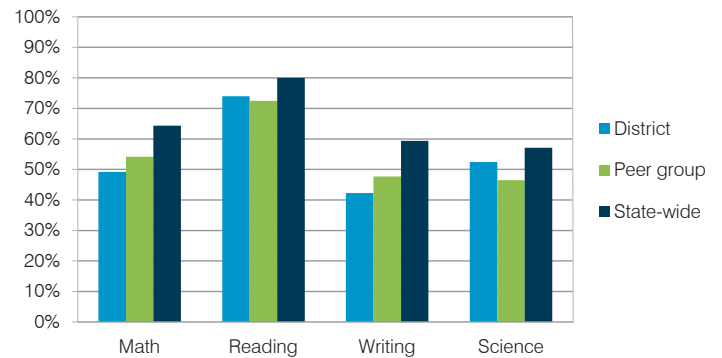
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	93%	95%
Graduation rate (2013)	83%	78%	75%
Poverty rate (2013)	28%	32%	24%
Students per teacher	14.4	16.5	18.6
Average teacher salary	\$42,992	\$43,049	\$46,026
Amount from Proposition 301	\$5,601	\$5,173	\$4,810
Average years of teacher experience	15.3	12.0	10.9
Percentage of teachers in first 3 years	17%	19%	20%

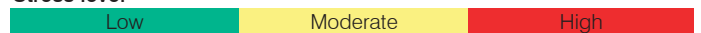
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
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



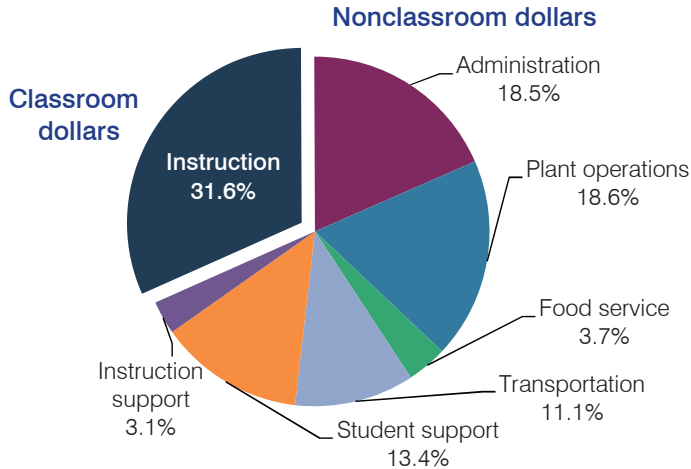
# Red Mesa Unified School District

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

District size, location: Medium, Rural  
 Students attending: 647  
 Number of schools: 5

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Student enrollment decreased by 31 percent, which contributed to the 27 percent increase in total spending per pupil. Spending in the classroom decreased overall from 38.8 to 31.6 percent. Spending on administration, plant operations, and instruction support increased substantially, while spending on student support decreased substantially.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,393	\$1,016	\$757
	Students per administrator	23	54	68
Plant operations	Cost per square foot	\$9.68	\$4.71	\$6.04
	Square footage per student	352	261	153
Food service	Cost per meal equivalent	\$3.85	\$3.28	\$2.69
Transportation	Cost per mile	\$3.45	\$2.12	\$3.62
	Cost per rider	\$2,811	\$1,121	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$17,354</b>	<b>\$18,356</b>	<b>\$8,082</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>6,703</b>	<b>5,805</b>	<b>4,193</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>10,651</b>	<b>12,551</b>	<b>3,889</b>	<b>3,505</b>	<b>4,172</b>
Administration	2,659	3,393	1,016	757	1,160
Plant operations	2,716	3,408	1,145	923	1,008
Food service	618	675	389	405	429
Transportation	1,951	2,035	477	373	464
Student support	2,378	2,464	563	600	594
Instruction support	329	576	299	447	517

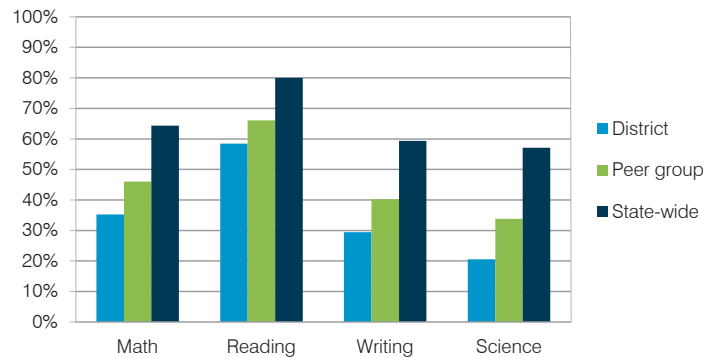
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **D**

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

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	93%	95%
Graduation rate (2013)	62%	73%	75%
Poverty rate (2013)	51%	45%	24%
Students per teacher	13.2	15.2	18.6
Average teacher salary	\$40,382	\$43,616	\$46,026
Amount from Proposition 301	\$5,390	\$4,111	\$4,810
Average years of teacher experience	15.3	12.2	10.9
Percentage of teachers in first 3 years	11%	18%	20%

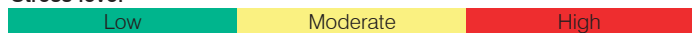
### Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.5%, Decreasing
Years of capital reserve held	Impact Aid Fund reserve
Current financial and internal control status	Noncompliant

Stress level



# Red Rock Elementary School District

Pinal County

Efficiency peer groups 10 and T-8, Achievement peer group 17

Legislative district(s): 11

District size, location:

Students attending:

Number of schools:

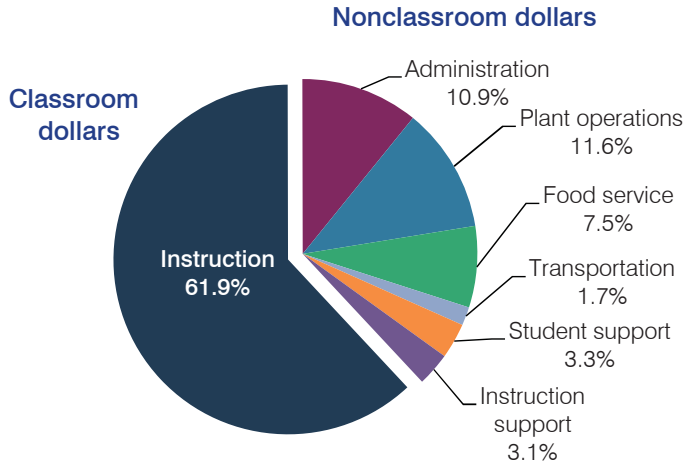
Small, Rural

321

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Student enrollment increased by 50 percent, which contributed to the 48 percent decrease in total spending per pupil. Spending in the classroom varied year to year, increasing overall from 48.4 to 61.9 percent. Overall, spending on administration, plant operations, and instruction support decreased substantially, while spending on food service increased substantially.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$833	\$1,165	\$757
	Students per administrator	64	57	68
Plant operations	Cost per square foot	\$2.40	\$6.15	\$6.04
	Square footage per student	368	179	153
Food service	Cost per meal equivalent	\$3.23	\$2.98	\$2.69
Transportation	Cost per mile	\$1.16	\$2.61	\$3.62
	Cost per rider	\$324	\$774	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$6,678</b>	<b>\$7,613</b>	<b>\$8,683</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,882</b>	<b>4,712</b>	<b>4,668</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>2,796</b>	<b>2,901</b>	<b>4,015</b>	<b>3,505</b>	<b>4,172</b>
Administration	962	833	1,165	757	1,160
Plant operations	770	881	1,037	923	1,008
Food service	517	568	550	405	429
Transportation	70	127	546	373	464
Student support	291	255	467	600	594
Instruction support	186	237	250	447	517

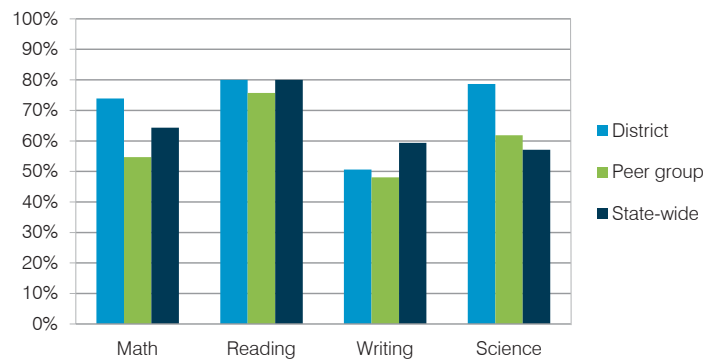
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	21%	20%	24%
Students per teacher	17.8	12.3	18.6
Average teacher salary	\$44,049	\$43,736	\$46,026
Amount from Proposition 301	\$4,589	\$3,455	\$4,810
Average years of teacher experience	9.8	11.8	10.9
Percentage of teachers in first 3 years	29%	15%	20%

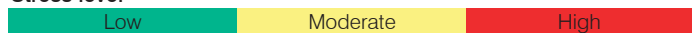
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level





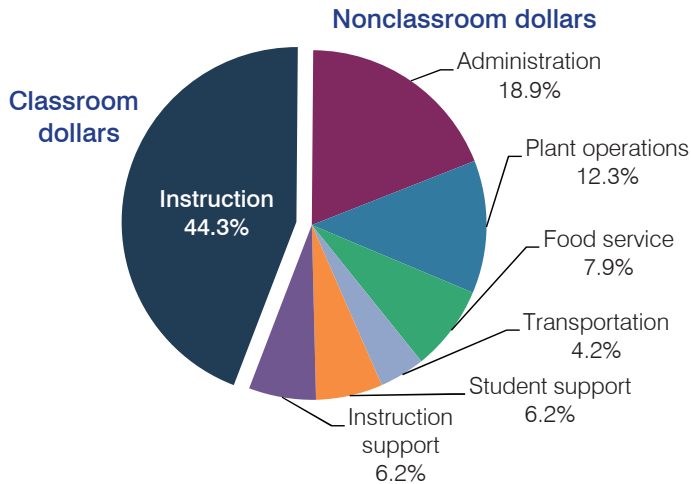
# Riverside Elementary School District

Maricopa County  
 Efficiency peer groups 8 and T-2, Achievement peer group 13  
 Legislative district(s): 19

District size, location: Medium, Suburb  
 Students attending: 825  
 Number of schools: 2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil increased by 5 percent. Spending in the classroom decreased from 57.7 to 44.3 percent. Overall, spending on administration and instruction support increased substantially and spending on food service and transportation increased, while spending on plant operations decreased slightly. Spending on student support varied year to year.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,639	\$895	\$757
	Students per administrator	39	69	68
Plant operations	Cost per square foot	\$4.58	\$6.19	\$6.04
	Square footage per student	233	143	153
Food service	Cost per meal equivalent	\$2.58	\$2.48	\$2.69
Transportation	Cost per mile	\$4.27	\$4.98	\$3.62
	Cost per rider	\$681	\$909	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$8,832</b>	<b>\$8,694</b>	<b>\$7,656</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>4,049</b>	<b>3,852</b>	<b>3,929</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>4,783</b>	<b>4,842</b>	<b>3,727</b>	<b>3,505</b>	<b>4,172</b>
Administration	1,552	1,639	895	757	1,160
Plant operations	1,059	1,068	879	923	1,008
Food service	718	682	558	405	429
Transportation	413	367	291	373	464
Student support	560	543	580	600	594
Instruction support	481	543	524	447	517

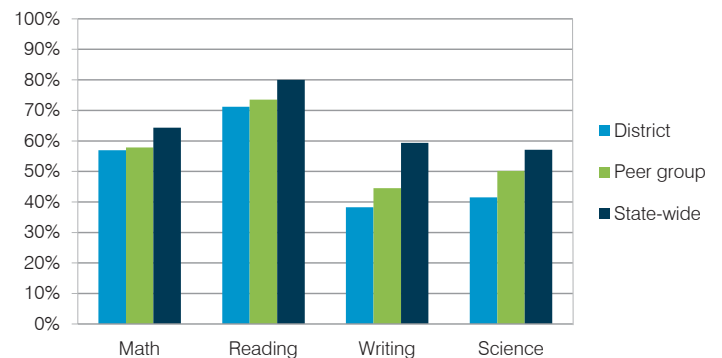
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **B**

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

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	29%	26%	24%
Students per teacher	19.6	19.7	18.6
Average teacher salary	\$39,348	\$40,842	\$46,026
Amount from Proposition 301	\$3,419	\$3,876	\$4,810
Average years of teacher experience	8.7	7.6	10.9
Percentage of teachers in first 3 years	26%	34%	20%

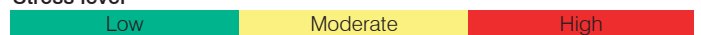
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	1.1%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



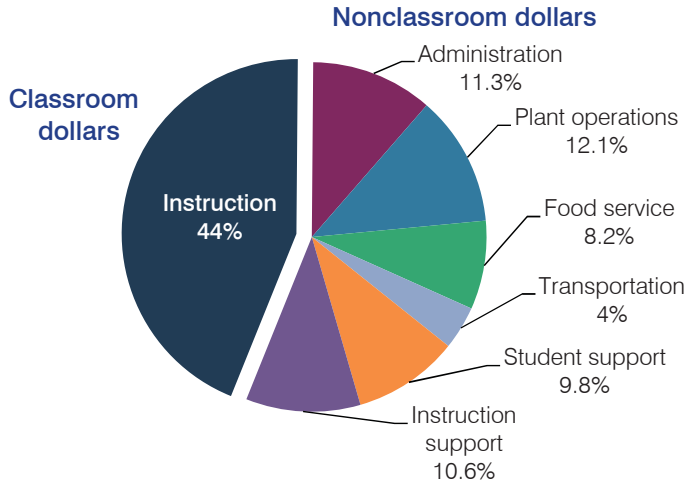
# Roosevelt Elementary School District

Maricopa County  
 Efficiency peer groups 7 and T-2, Achievement peer group 14  
 Legislative district(s): 27

District size, location: Large, City  
 Students attending: 9,337  
 Number of schools: 18

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 3 percent. Spending in the classroom decreased from 54.6 to 44 percent. Overall, spending on plant operations, food service, student support, and instruction support increased substantially and spending on transportation increased, while spending on administration decreased.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,007	\$726	\$757
	Students per administrator	63	77	68
Plant operations	Cost per square foot	\$6.79	\$6.09	\$6.04
	Square footage per student	159	131	153
Food service	Cost per meal equivalent	\$2.89	\$2.64	\$2.69
Transportation	Cost per mile	\$6.02	\$4.98	\$3.62
	Cost per rider	\$1,139	\$909	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$8,861</b>	<b>\$8,926</b>	<b>\$7,414</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,853</b>	<b>3,927</b>	<b>3,939</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>5,008</b>	<b>4,999</b>	<b>3,475</b>	<b>3,505</b>	<b>4,172</b>
Administration	1,061	1,007	726	757	1,160
Plant operations	1,122	1,082	793	923	1,008
Food service	644	728	547	405	429
Transportation	335	359	308	373	464
Student support	784	874	575	600	594
Instruction support	1,062	949	526	447	517

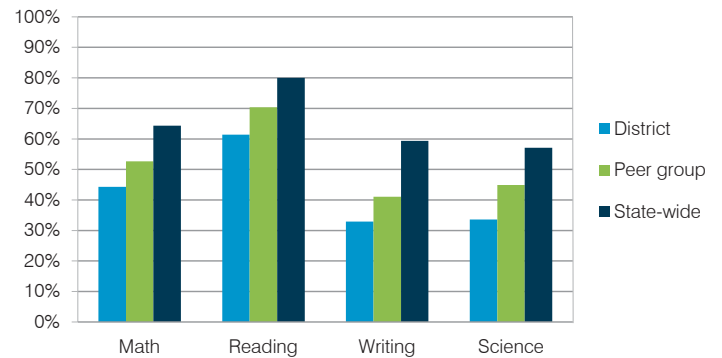
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	1	5%
B	2	11%
C	7	39%
D	5	28%
F	3	17%
Not rated	0	0%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	40%	36%	24%
Students per teacher	17.3	17.3	18.6
Average teacher salary	\$32,371	\$40,844	\$46,026
Amount from Proposition 301	\$3,714	\$3,471	\$4,810
Average years of teacher experience	9.0	9.4	10.9
Percentage of teachers in first 3 years	31%	29%	20%

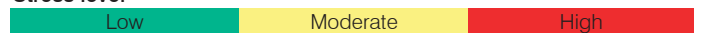
### Financial stress assessment

Overall financial stress level: **High**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Concentrated decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	1.0%, Varying
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant

Stress level



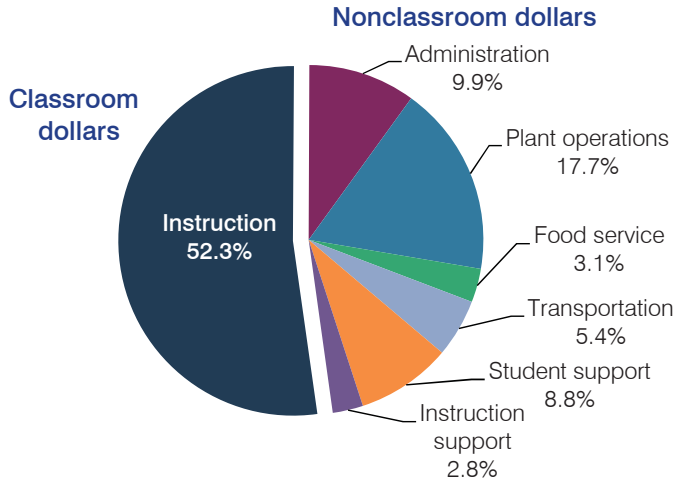
# Round Valley Unified School District

Apache County  
 Efficiency peer groups 5 and T-10, Achievement peer group 6  
 Legislative district(s): 7

District size, location: Medium, Rural  
 Students attending: 1,290  
 Number of schools: 3

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 3 percent. Spending in the classroom decreased slightly overall from 52.8 to 52.3 percent. Overall, spending on student support increased and spending on administration increased slightly. Spending on food service 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	\$844	\$1,016	\$757
	Students per administrator	52	54	68
Plant operations	Cost per square foot	\$3.66	\$4.71	\$6.04
	Square footage per student	411	261	153
Food service	Cost per meal equivalent	\$3.80	\$3.28	\$2.69
Transportation	Cost per mile	\$2.47	\$2.12	\$3.62
	Cost per rider	\$1,454	\$1,121	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$7,952</b>	<b>\$8,501</b>	<b>\$8,082</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>4,116</b>	<b>4,446</b>	<b>4,193</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,836</b>	<b>4,055</b>	<b>3,889</b>	<b>3,505</b>	<b>4,172</b>
Administration	816	844	1,016	757	1,160
Plant operations	1,437	1,508	1,145	923	1,008
Food service	307	259	389	405	429
Transportation	368	459	477	373	464
Student support	655	750	563	600	594
Instruction support	253	235	299	447	517

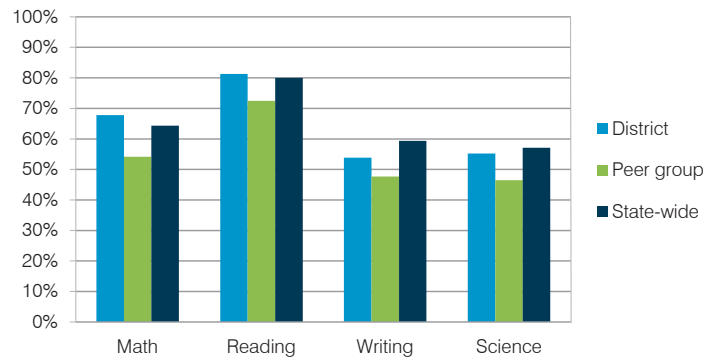
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **B**

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

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	95%
Graduation rate (2013)	74%	78%	75%
Poverty rate (2013)	30%	32%	24%
Students per teacher	18.6	16.5	18.6
Average teacher salary	\$45,769	\$43,049	\$46,026
Amount from Proposition 301	\$8,482	\$5,173	\$4,810
Average years of teacher experience	13.0	12.0	10.9
Percentage of teachers in first 3 years	17%	19%	20%

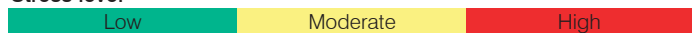
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
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



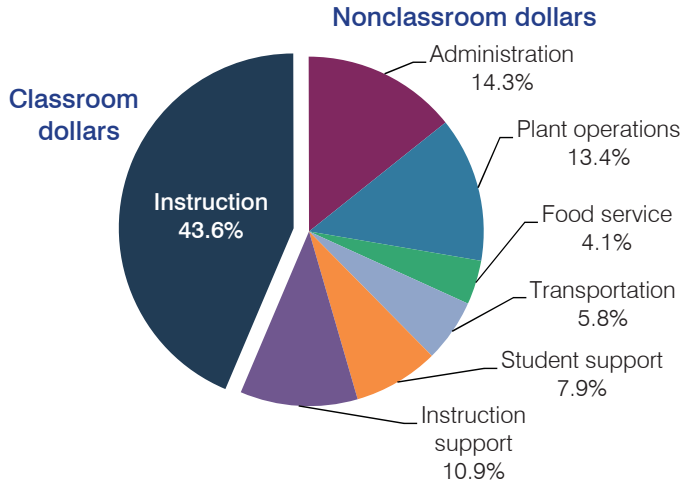
# Sacaton Elementary School District

Pinal County  
 Efficiency peer groups 10 and T-8, Achievement peer group 21  
 Legislative district(s): 8

District size, location: Small, Rural  
 Students attending: 437  
 Number of schools: 2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil increased by 39 percent. Spending in the classroom varied year to year, decreasing overall from 49.9 to 43.6 percent. Overall, spending on instruction support increased substantially and spending on administration, plant operations, and student support increased slightly. Spending on food service decreased slightly.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,209	\$1,165	\$757
	Students per administrator	31	57	68
Plant operations	Cost per square foot	\$8.86	\$6.15	\$6.04
	Square footage per student	340	179	153
Food service	Cost per meal equivalent	\$4.15	\$2.98	\$2.69
Transportation	Cost per mile	\$5.37	\$2.61	\$3.62
	Cost per rider	\$1,393	\$774	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$20,892</b>	<b>\$22,449</b>	<b>\$8,683</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>9,314</b>	<b>9,792</b>	<b>4,668</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>11,578</b>	<b>12,657</b>	<b>4,015</b>	<b>3,505</b>	<b>4,172</b>
Administration	3,029	3,209	1,165	757	1,160
Plant operations	2,226	3,015	1,037	923	1,008
Food service	928	917	550	405	429
Transportation	1,269	1,296	546	373	464
Student support	1,783	1,772	467	600	594
Instruction support	2,343	2,448	250	447	517

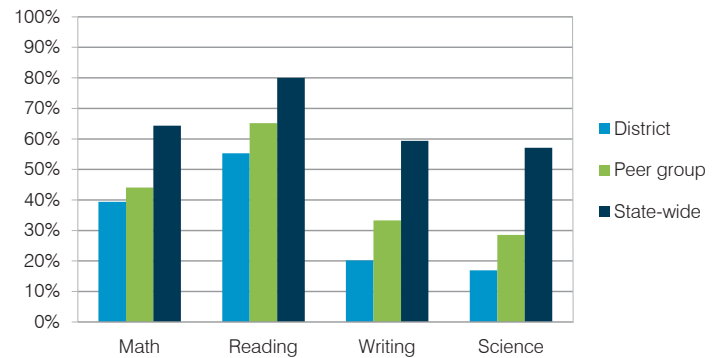
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	93%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	48%	51%	24%
Students per teacher	10.4	12.6	18.6
Average teacher salary	\$53,575	\$43,853	\$46,026
Amount from Proposition 301	\$2,635	\$2,969	\$4,810
Average years of teacher experience	9.6	13.4	10.9
Percentage of teachers in first 3 years	14%	9%	20%

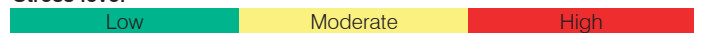
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (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



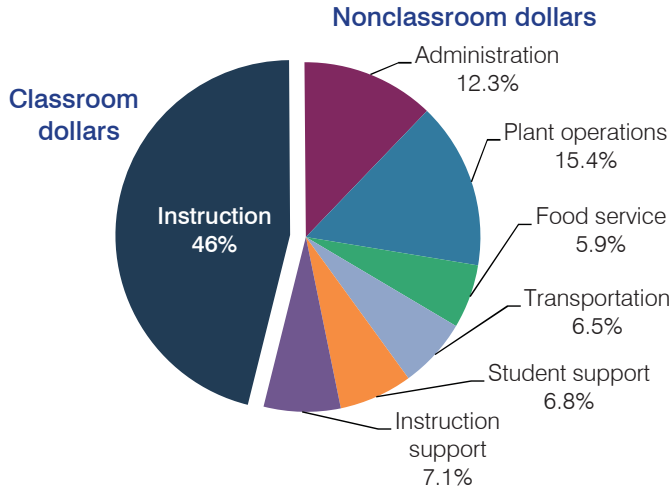
# Saddle Mountain Unified School District

Maricopa County  
 Efficiency peer groups 5 and T-8, Achievement peer group 4  
 Legislative district(s): 13

District size, location: Medium, Rural  
 Students attending: 1,371  
 Number of schools: 3

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 1 percent. Spending in the classroom was very inconsistent year to year, decreasing overall from 49.9 to 46 percent. Overall, spending on instruction support increased substantially, spending on student support increased, and spending on plant operations increased slightly. Spending on transportation decreased slightly.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,007	\$1,016	\$757
	Students per administrator	62	54	68
Plant operations	Cost per square foot	\$5.31	\$4.71	\$6.04
	Square footage per student	238	261	153
Food service	Cost per meal equivalent	\$2.82	\$3.28	\$2.69
Transportation	Cost per mile	\$2.70	\$2.61	\$3.62
	Cost per rider	\$885	\$774	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$8,183</b>	<b>\$8,206</b>	<b>\$8,082</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,617</b>	<b>3,771</b>	<b>4,193</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>4,566</b>	<b>4,435</b>	<b>3,889</b>	<b>3,505</b>	<b>4,172</b>
Administration	1,155	1,007	1,016	757	1,160
Plant operations	1,295	1,265	1,145	923	1,008
Food service	460	484	389	405	429
Transportation	523	534	477	373	464
Student support	614	561	563	600	594
Instruction support	519	584	299	447	517

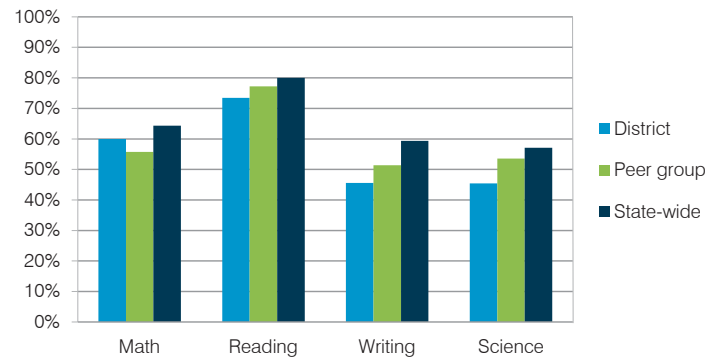
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **B**

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

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	94%	95%
Graduation rate (2013)	88%	86%	75%
Poverty rate (2013)	17%	15%	24%
Students per teacher	18.0	16.1	18.6
Average teacher salary	\$40,749	\$41,932	\$46,026
Amount from Proposition 301	\$4,628	\$4,526	\$4,810
Average years of teacher experience	9.7	10.2	10.9
Percentage of teachers in first 3 years	18%	21%	20%

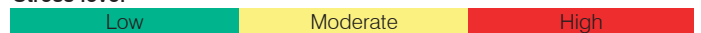
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Mixed election results
Operating reserve percentage (max. 4%), trend	3.2%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



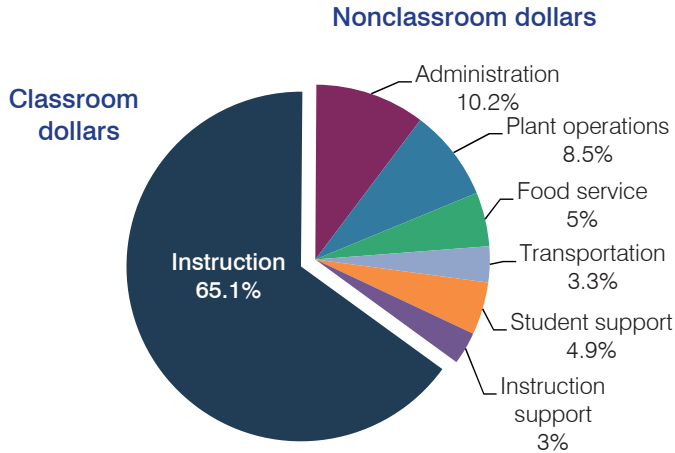
# Safford Unified School District

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: 3,162  
 Number of schools: 6

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 4 percent. Spending in the classroom was very inconsistent year to year, increasing overall from 63.1 to 65.1 percent. Spending on administration decreased and spending on plant operations and instruction support decreased slightly. 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	\$681	\$789	\$757
	Students per administrator	82	67	68
Plant operations	Cost per square foot	\$3.72	\$5.46	\$6.04
	Square footage per student	152	188	153
Food service	Cost per meal equivalent	\$2.66	\$2.76	\$2.69
Transportation	Cost per mile	\$3.65	\$3.73	\$3.62
	Cost per rider	\$607	\$512	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$6,791</b>	<b>\$6,658</b>	<b>\$7,573</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>4,314</b>	<b>4,336</b>	<b>3,914</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>2,477</b>	<b>2,322</b>	<b>3,659</b>	<b>3,505</b>	<b>4,172</b>
Administration	736	681	789	757	1,160
Plant operations	570	564	1,009	923	1,008
Food service	328	330	386	405	429
Transportation	213	217	406	373	464
Student support	368	327	607	600	594
Instruction support	262	203	462	447	517

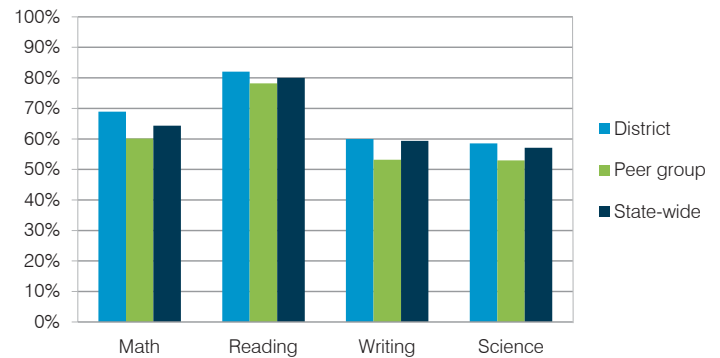
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **B**

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

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2013)	67%	80%	75%
Poverty rate (2013)	25%	24%	24%
Students per teacher	19.6	17.3	18.6
Average teacher salary	\$55,429	\$42,872	\$46,026
Amount from Proposition 301	\$7,120	\$5,022	\$4,810
Average years of teacher experience	12.1	12.1	10.9
Percentage of teachers in first 3 years	18%	19%	20%

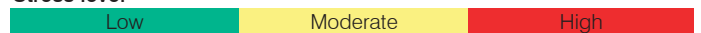
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.9%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



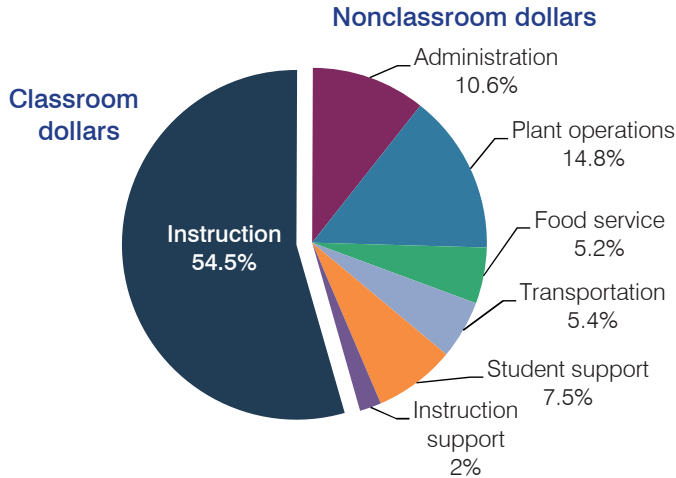
# Sahuarita Unified School District

Pima County  
 Efficiency peer groups 4 and T-7, Achievement peer group 4  
 Legislative district(s): 2 and 14

District size, location: Medium-large, Rural  
 Students attending: 5,489  
 Number of schools: 8

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 4 percent. Spending in the classroom was very inconsistent year to year, decreasing overall from 57.7 to 54.5 percent. Overall, spending on administration and plant operations increased and spending on transportation and student support increased slightly, while spending on food service decreased slightly.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$692	\$789	\$757
	Students per administrator	63	67	68
Plant operations	Cost per square foot	\$7.00	\$5.46	\$6.04
	Square footage per student	138	188	153
Food service	Cost per meal equivalent	\$2.48	\$2.76	\$2.69
Transportation	Cost per mile	\$3.01	\$3.45	\$3.62
	Cost per rider	\$656	\$832	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$6,405</b>	<b>\$6,517</b>	<b>\$7,573</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,409</b>	<b>3,553</b>	<b>3,914</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>2,996</b>	<b>2,964</b>	<b>3,659</b>	<b>3,505</b>	<b>4,172</b>
Administration	712	692	789	757	1,160
Plant operations	989	967	1,009	923	1,008
Food service	342	338	386	405	429
Transportation	359	352	406	373	464
Student support	474	487	607	600	594
Instruction support	120	128	462	447	517

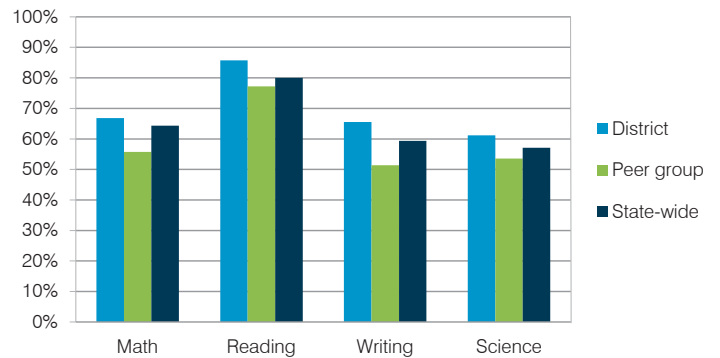
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	3	37%
B	3	37%
C	1	13%
D	1	13%
F	0	0%
Not rated	0	0%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2013)	81%	86%	75%
Poverty rate (2013)	12%	15%	24%
Students per teacher	17.5	16.1	18.6
Average teacher salary	\$38,151	\$41,932	\$46,026
Amount from Proposition 301	\$4,673	\$4,526	\$4,810
Average years of teacher experience	8.6	10.2	10.9
Percentage of teachers in first 3 years	31%	21%	20%

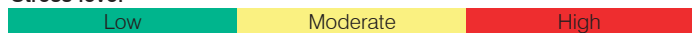
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Mixed election results
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



# Salome Consolidated Elementary School District

La Paz County

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

Legislative district(s): 5

District size, location:

Very small, Rural

Students attending:

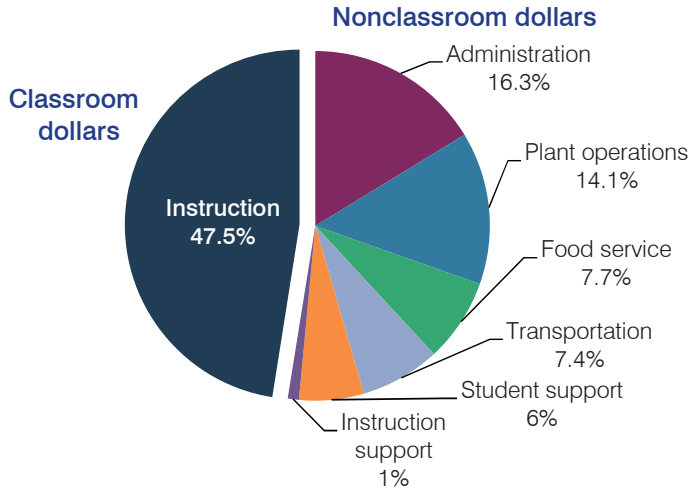
107

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil increased by 1 percent. Spending in the classroom varied year to year, increasing overall from 42.2 to 47.5 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 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	\$2,075	\$2,835	\$757
	Students per administrator	48	28	68
Plant operations	Cost per square foot	\$6.52	\$6.51	\$6.04
	Square footage per student	275	351	153
Food service	Cost per meal equivalent	\$3.46	\$5.02	\$2.69
Transportation	Cost per mile	\$3.70	\$1.61	\$3.62
	Cost per rider	\$1,520	\$1,444	\$1,036

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$11,518</b>	<b>\$12,705</b>	<b>\$16,101</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>4,499</b>	<b>6,034</b>	<b>8,231</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>7,019</b>	<b>6,671</b>	<b>7,870</b>	<b>3,505</b>	<b>4,172</b>
Administration	2,069	2,075	2,835	757	1,160
Plant operations	2,386	1,795	2,137	923	1,008
Food service	1,050	972	901	405	429
Transportation	601	937	1,072	373	464
Student support	913	760	536	600	594
Instruction support	0	132	389	447	517

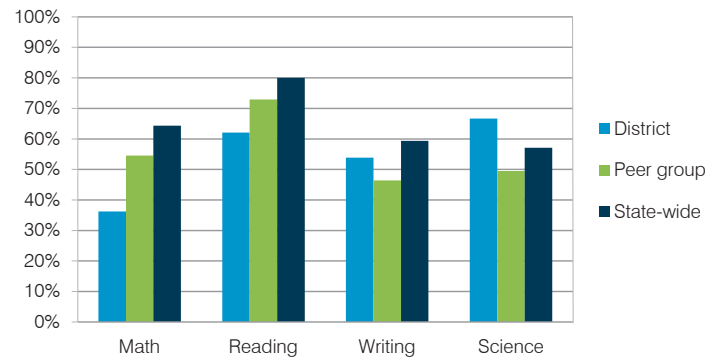
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	40%	39%	24%
Students per teacher	15.3	15.0	18.6
Average teacher salary	\$43,609	\$47,060	\$46,026
Amount from Proposition 301	\$1,966	\$3,492	\$4,810
Average years of teacher experience	9.3	11.8	10.9
Percentage of teachers in first 3 years	39%	15%	20%

### Financial stress assessment

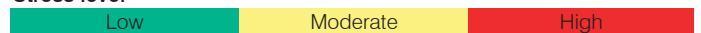
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

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

Stress level





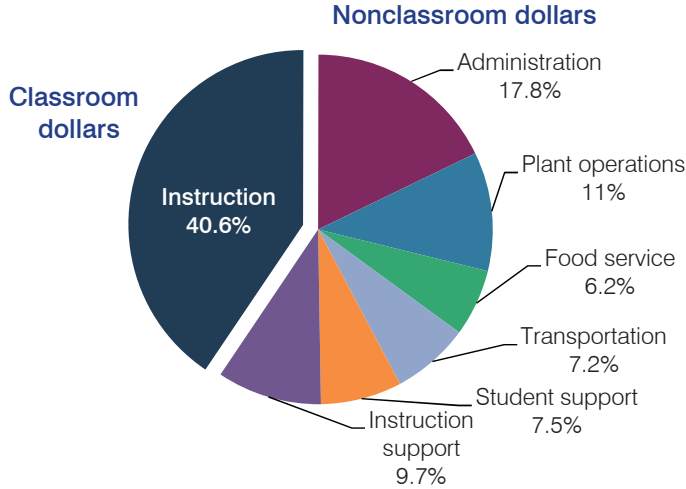
# San Carlos Unified School District

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

District size, location: Medium, Town  
 Students attending: 1,403  
 Number of schools: 3

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil increased by 13 percent. Spending in the classroom decreased overall from 50.3 to 40.6 percent. Overall, spending on administration and instruction support increased substantially and spending on food service and transportation increased. 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	\$2,336	\$1,016	\$757
	Students per administrator	45	54	68
Plant operations	Cost per square foot	\$5.02	\$4.71	\$6.04
	Square footage per student	289	261	153
Food service	Cost per meal equivalent	\$3.32	\$3.28	\$2.69
Transportation	Cost per mile	\$5.40	\$3.45	\$3.62
	Cost per rider	\$1,286	\$832	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$14,187</b>	<b>\$13,111</b>	<b>\$8,082</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>6,067</b>	<b>5,320</b>	<b>4,193</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>8,120</b>	<b>7,791</b>	<b>3,889</b>	<b>3,505</b>	<b>4,172</b>
Administration	2,323	2,336	1,016	757	1,160
Plant operations	1,522	1,448	1,145	923	1,008
Food service	770	808	389	405	429
Transportation	780	941	477	373	464
Student support	883	985	563	600	594
Instruction support	1,842	1,273	299	447	517

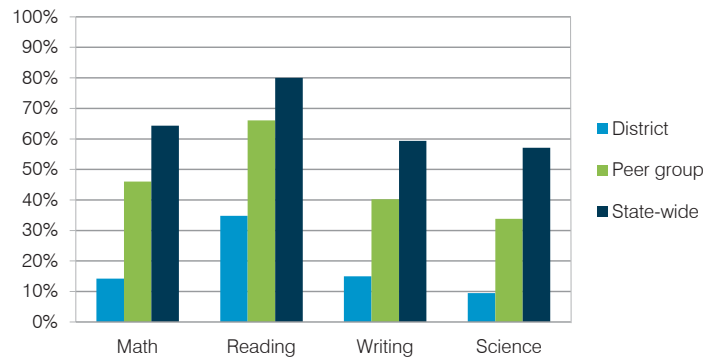
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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	0	0%
F	2	67%
Not rated	1	33%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	88%	93%	95%
Graduation rate (2013)	58%	73%	75%
Poverty rate (2013)	48%	45%	24%
Students per teacher	15.2	15.2	18.6
Average teacher salary	\$45,376	\$43,616	\$46,026
Amount from Proposition 301	\$497	\$4,111	\$4,810
Average years of teacher experience	10.6	12.2	10.9
Percentage of teachers in first 3 years	13%	18%	20%

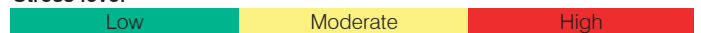
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.7%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



# San Fernando Elementary School District

Pima County

Efficiency peer groups 11 and T-11, Achievement peer group 16

Legislative district(s): 2

District size, location:

Very small, Rural

Students attending:

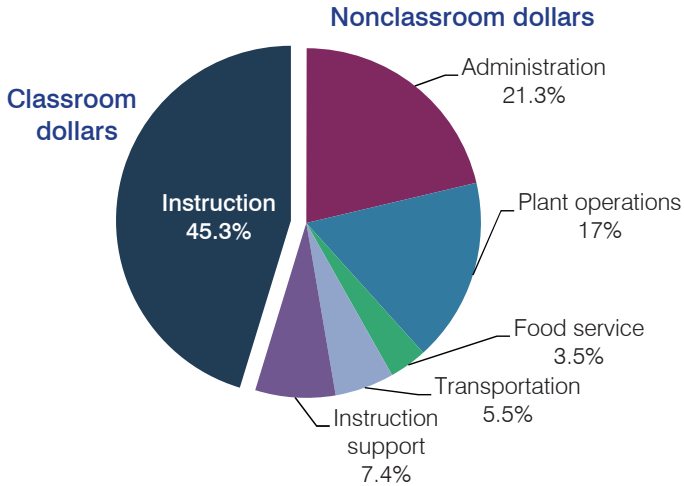
24

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil increased by 8 percent. Spending in the classroom varied year to year, decreasing overall from 51.9 to 45.3 percent. Spending on all nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on food service and instruction support increased substantially, while spending on transportation decreased substantially.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,800	\$2,835	\$757
	Students per administrator	12	28	68
Plant operations	Cost per square foot	\$6.97	\$6.51	\$6.04
	Square footage per student	322	351	153
Food service	Cost per meal equivalent	N/A	\$5.02	\$2.69
Transportation	Cost per mile	\$1.29	\$1.61	\$3.62
	Cost per rider	\$3,436	\$1,444	\$1,036

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$12,404</b>	<b>\$13,164</b>	<b>\$16,101</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>5,509</b>	<b>5,965</b>	<b>8,231</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>6,895</b>	<b>7,199</b>	<b>7,870</b>	<b>3,505</b>	<b>4,172</b>
Administration	3,139	2,800	2,835	757	1,160
Plant operations	2,236	2,241	2,137	923	1,008
Food service	483	466	901	405	429
Transportation	961	724	1,072	373	464
Student support	0	0	536	600	594
Instruction support	76	968	389	447	517

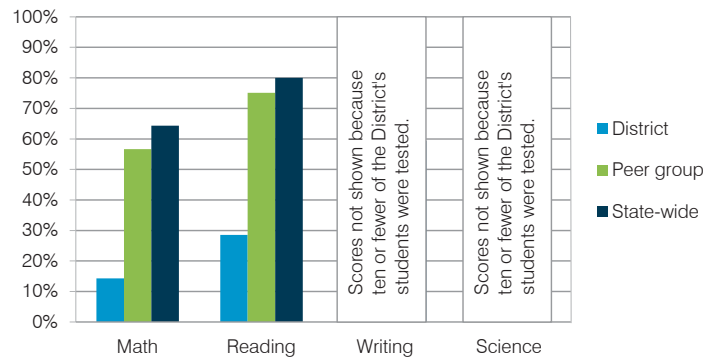
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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	0	0%
F	1	100%
Not rated	0	0%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	0%	9%	24%
Students per teacher	11.9	11.5	18.6
Average teacher salary	N/A	\$46,876	\$46,026
Amount from Proposition 301	N/A	\$3,288	\$4,810
Average years of teacher experience	N/A	12.6	10.9
Percentage of teachers in first 3 years	N/A	11%	20%

### Financial stress assessment

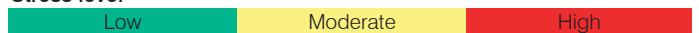
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (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



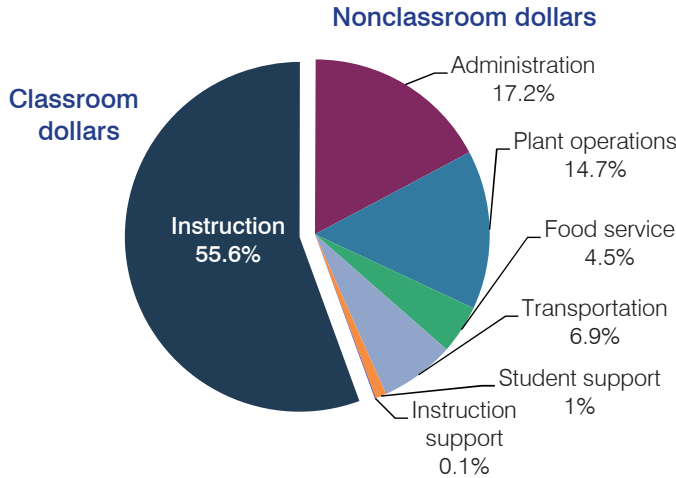
# San Simon Unified School District

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

District size, location: Very small, Rural  
 Students attending: 144  
 Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Student enrollment increased by 54 percent, which contributed to the 26 percent decrease in total spending per pupil. Spending in the classroom varied year to year, increasing overall from 54.5 to 55.6 percent. Spending on most nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on administration decreased.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,570	\$2,835	\$757
	Students per administrator	36	28	68
Plant operations	Cost per square foot	\$7.05	\$6.51	\$6.04
	Square footage per student	313	351	153
Food service	Cost per meal equivalent	\$4.40	\$5.02	\$2.69
Transportation	Cost per mile	\$1.17	\$1.61	\$3.62
	Cost per rider	\$1,318	\$1,444	\$1,036

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$17,876</b>	<b>\$14,973</b>	<b>\$16,101</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>9,577</b>	<b>8,328</b>	<b>8,231</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>8,299</b>	<b>6,645</b>	<b>7,870</b>	<b>3,505</b>	<b>4,172</b>
Administration	3,781	2,570	2,835	757	1,160
Plant operations	2,457	2,203	2,137	923	1,008
Food service	756	671	901	405	429
Transportation	1,068	1,043	1,072	373	464
Student support	202	149	536	600	594
Instruction support	35	9	389	447	517

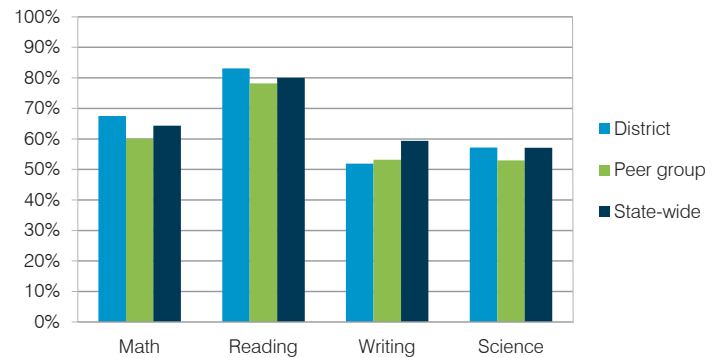
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	94%	95%
Graduation rate (2013)	N/A	80%	75%
Poverty rate (2013)	24%	24%	24%
Students per teacher	11.1	17.3	18.6
Average teacher salary	\$49,185	\$42,872	\$46,026
Amount from Proposition 301	\$2,500	\$5,022	\$4,810
Average years of teacher experience	14.1	12.1	10.9
Percentage of teachers in first 3 years	15%	19%	20%

### Financial stress assessment

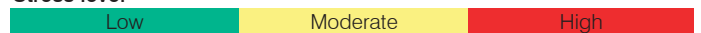
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

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

Stress level



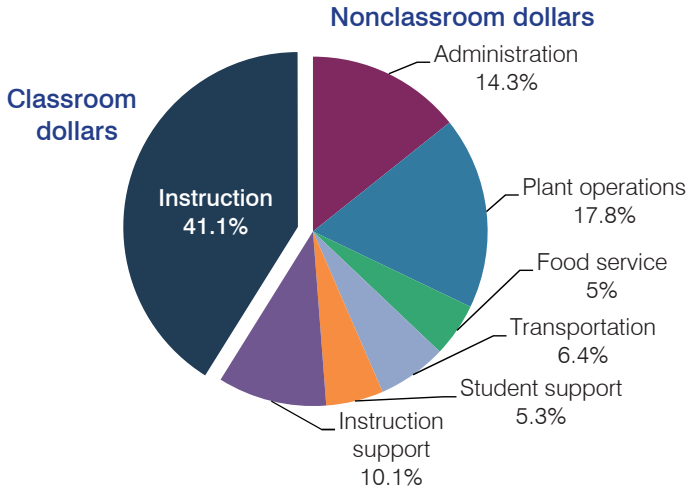
# Sanders Unified School District

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

District size, location: Medium, Rural  
 Students attending: 767  
 Number of schools: 3

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Student enrollment decreased by 24 percent, which contributed to the 35 percent increase in total spending per pupil. Spending in the classroom decreased from 49 to 41.1 percent. Overall, spending on administration and instruction support increased substantially and spending on transportation increased slightly. 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	\$2,268	\$1,016	\$757
	Students per administrator	29	54	68
Plant operations	Cost per square foot	\$6.31	\$4.71	\$6.04
	Square footage per student	448	261	153
Food service	Cost per meal equivalent	\$3.04	\$3.28	\$2.69
Transportation	Cost per mile	\$1.95	\$2.12	\$3.62
	Cost per rider	\$1,278	\$1,121	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$16,237</b>	<b>\$15,844</b>	<b>\$8,082</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>6,875</b>	<b>6,512</b>	<b>4,193</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>9,362</b>	<b>9,332</b>	<b>3,889</b>	<b>3,505</b>	<b>4,172</b>
Administration	2,195	2,268	1,016	757	1,160
Plant operations	2,954	2,827	1,145	923	1,008
Food service	774	785	389	405	429
Transportation	1,074	1,007	477	373	464
Student support	951	847	563	600	594
Instruction support	1,414	1,598	299	447	517

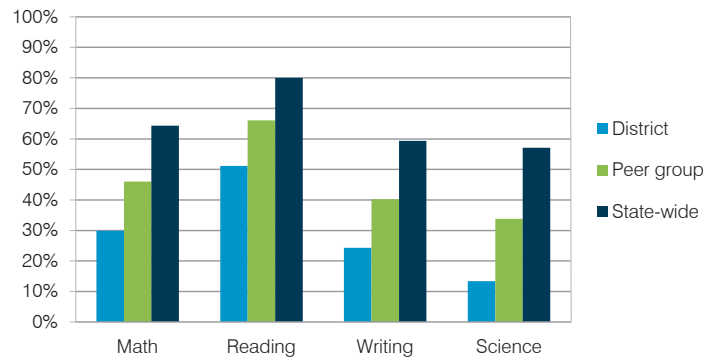
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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	33%
F	2	67%
Not rated	0	0%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	93%	95%
Graduation rate (2013)	63%	73%	75%
Poverty rate (2013)	53%	45%	24%
Students per teacher	11.6	15.2	18.6
Average teacher salary	\$39,576	\$43,616	\$46,026
Amount from Proposition 301	\$4,237	\$4,111	\$4,810
Average years of teacher experience	10.4	12.2	10.9
Percentage of teachers in first 3 years	38%	18%	20%

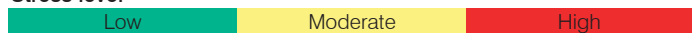
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	Impact Aid Fund reserve
Current financial and internal control status	Compliant

Stress level



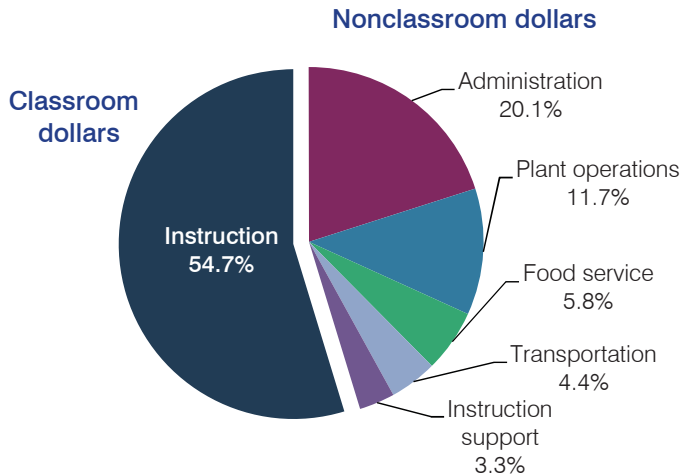
# Santa Cruz Elementary School District

Santa Cruz County  
 Efficiency peer groups 11 and T-11, Achievement peer group 19  
 Legislative district(s): 2

District size, location: Very small, Rural  
 Students attending: 158  
 Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Student enrollment decreased by 17 percent, which contributed to the 27 percent increase in total spending per pupil. Spending in the classroom varied year to year, decreasing overall from 59.7 to 54.7 percent. Spending on all 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	\$2,481	\$2,835	\$757
	Students per administrator	49	28	68
Plant operations	Cost per square foot	\$10.10	\$6.51	\$6.04
	Square footage per student	142	351	153
Food service	Cost per meal equivalent	\$3.27	\$5.02	\$2.69
Transportation	Cost per mile	\$0.64	\$1.61	\$3.62
	Cost per rider	\$510	\$1,444	\$1,036

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$11,715</b>	<b>\$12,318</b>	<b>\$16,101</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>6,465</b>	<b>6,733</b>	<b>8,231</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>5,250</b>	<b>5,585</b>	<b>7,870</b>	<b>3,505</b>	<b>4,172</b>
Administration	2,216	2,481	2,835	757	1,160
Plant operations	1,483	1,439	2,137	923	1,008
Food service	671	716	901	405	429
Transportation	448	541	1,072	373	464
Student support	0	0	536	600	594
Instruction support	432	408	389	447	517

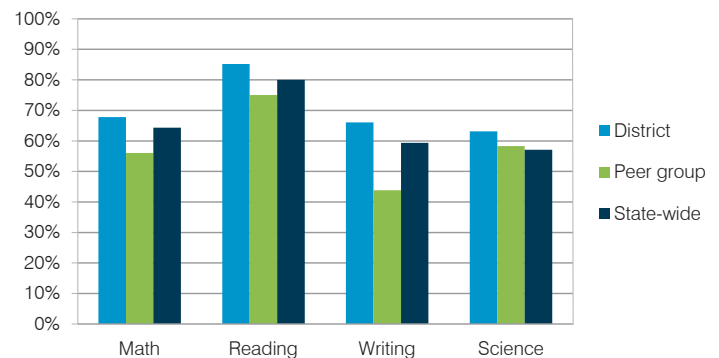
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	29%	30%	24%
Students per teacher	11.3	13.0	18.6
Average teacher salary	\$49,054	\$44,780	\$46,026
Amount from Proposition 301	\$4,899	\$3,720	\$4,810
Average years of teacher experience	11.6	14.2	10.9
Percentage of teachers in first 3 years	0%	15%	20%

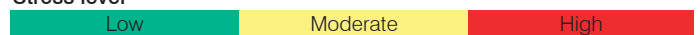
### Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Large decrease
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.4%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



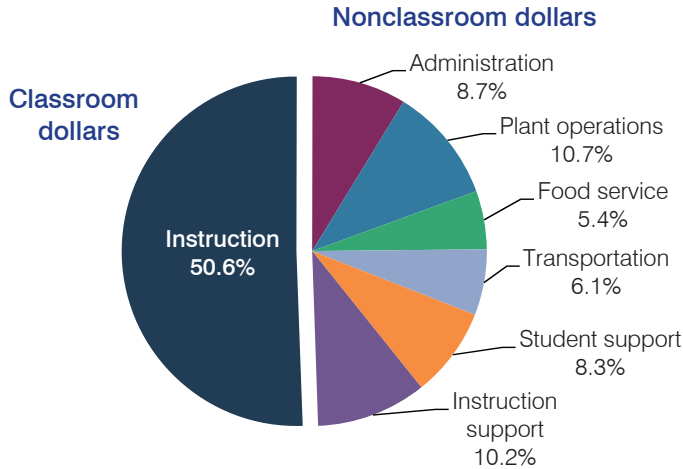
# Santa Cruz Valley Unified School District

Santa Cruz County  
 Efficiency peer groups 4 and T-7, Achievement peer group 5  
 Legislative district(s): 2

District size, location: Medium-large, Rural  
 Students attending: 3,195  
 Number of schools: 6

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil increased by 11 percent. Spending in the classroom was very inconsistent year to year, decreasing overall from 55.5 to 50.6 percent. Overall, spending on student support and instruction support increased substantially and spending on plant operations increased. Spending on food service and transportation decreased.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$659	\$789	\$757
	Students per administrator	59	67	68
Plant operations	Cost per square foot	\$5.20	\$5.46	\$6.04
	Square footage per student	156	188	153
Food service	Cost per meal equivalent	\$2.44	\$2.76	\$2.69
Transportation	Cost per mile	\$3.10	\$3.45	\$3.62
	Cost per rider	\$778	\$832	\$1,036

Very low    Low    Comparable    High    Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$7,305</b>	<b>\$7,597</b>	<b>\$7,573</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,555</b>	<b>3,848</b>	<b>3,914</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,750</b>	<b>3,749</b>	<b>3,659</b>	<b>3,505</b>	<b>4,172</b>
Administration	675	659	789	757	1,160
Plant operations	831	809	1,009	923	1,008
Food service	460	409	386	405	429
Transportation	435	462	406	373	464
Student support	575	634	607	600	594
Instruction support	774	776	462	447	517

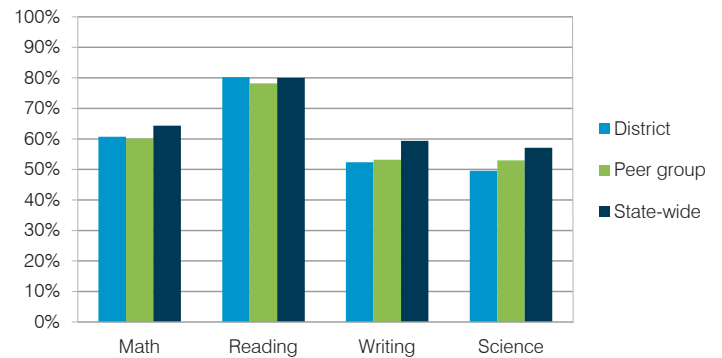
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2013)	80%	80%	75%
Poverty rate (2013)	25%	24%	24%
Students per teacher	18.7	17.3	18.6
Average teacher salary	\$44,476	\$42,872	\$46,026
Amount from Proposition 301	\$4,908	\$5,022	\$4,810
Average years of teacher experience	8.6	12.1	10.9
Percentage of teachers in first 3 years	31%	19%	20%

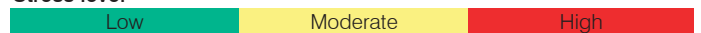
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.6%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



# Santa Cruz Valley Union High School District

Pinal County

Efficiency peer groups 6 and T-10, Achievement peer group 11

Legislative district(s): 8 and 11

District size, location:

Small, Town

Students attending:

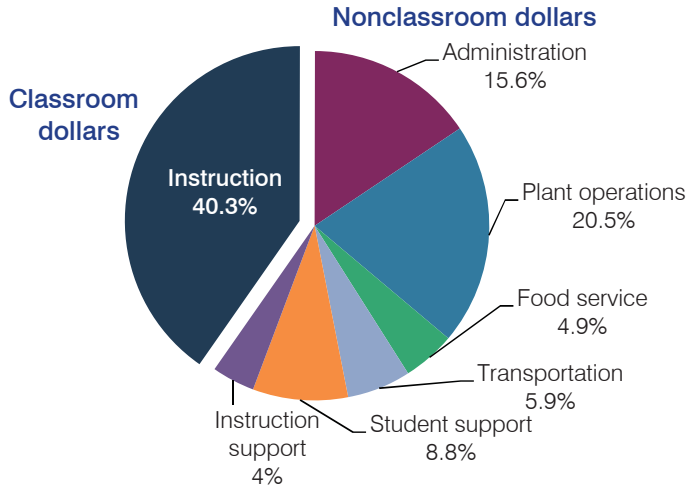
383

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil increased by 2 percent. Spending in the classroom varied year to year, decreasing overall from 44.2 to 40.3 percent. Overall, spending on plant operations and transportation increased substantially and spending on student support increased. Spending on administration and instruction support decreased.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,504	\$1,534	\$757
	Students per administrator	55	45	68
Plant operations	Cost per square foot	\$4.99	\$4.68	\$6.04
	Square footage per student	396	307	153
Food service	Cost per meal equivalent	\$3.09	\$3.36	\$2.69
Transportation	Cost per mile	\$2.98	\$2.12	\$3.62
	Cost per rider	\$1,462	\$1,121	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$11,147</b>	<b>\$9,650</b>	<b>\$10,014</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>4,440</b>	<b>3,891</b>	<b>5,015</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>6,707</b>	<b>5,759</b>	<b>4,999</b>	<b>3,505</b>	<b>4,172</b>
Administration	1,833	1,504	1,534	757	1,160
Plant operations	2,252	1,973	1,518	923	1,008
Food service	494	470	448	405	429
Transportation	544	573	501	373	464
Student support	897	845	626	600	594
Instruction support	687	394	372	447	517

## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

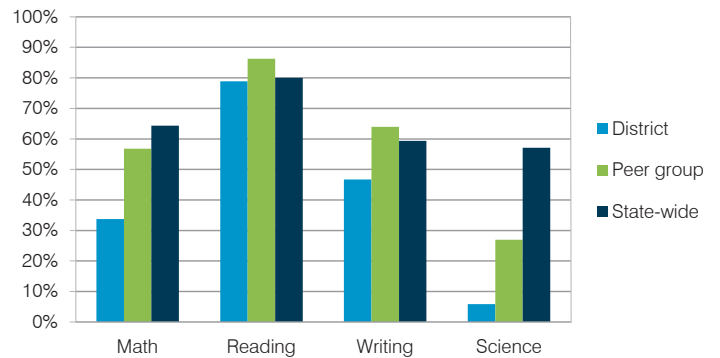
### ADE-reported district and school letter grades

District grade: **D**

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

<sup>1</sup> Includes schools that share a campus and on-line schools.

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	93%	95%
Graduation rate (2013)	75%	82%	75%
Poverty rate (2013)	30%	36%	24%
Students per teacher	27.4	14.8	18.6
Average teacher salary	\$53,386	\$43,265	\$46,026
Amount from Proposition 301	\$10,315	\$5,878	\$4,810
Average years of teacher experience	11.1	8.8	10.9
Percentage of teachers in first 3 years	13%	26%	20%

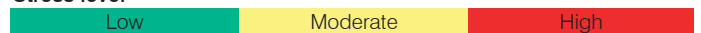
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
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	1 to 3 years
Current financial and internal control status	Compliant

Stress level



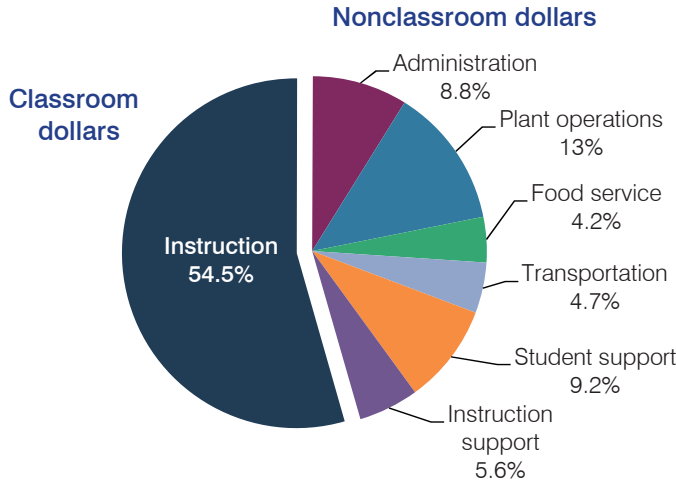
# Scottsdale Unified School District

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: 24,167  
 Number of schools: 30

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 10 percent. Spending in the classroom varied year to year, decreasing overall from 57.7 to 54.5 percent. Overall, spending on plant operations and student support increased and spending on transportation increased slightly, while spending on instruction support decreased slightly.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$660	\$630	\$757
	Students per administrator	75	81	68
Plant operations	Cost per square foot	\$5.53	\$5.83	\$6.04
	Square footage per student	175	143	153
Food service	Cost per meal equivalent	\$2.61	\$2.72	\$2.69
Transportation	Cost per mile	\$3.96	\$3.47	\$3.62
	Cost per rider	\$1,610	\$1,326	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$7,570</b>	<b>\$7,462</b>	<b>\$7,208</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>4,387</b>	<b>4,070</b>	<b>4,086</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,183</b>	<b>3,392</b>	<b>3,122</b>	<b>3,505</b>	<b>4,172</b>
Administration	731	660	630	757	1,160
Plant operations	947	966	831	923	1,008
Food service	313	312	330	405	429
Transportation	358	347	346	373	464
Student support	442	690	605	600	594
Instruction support	392	417	380	447	517

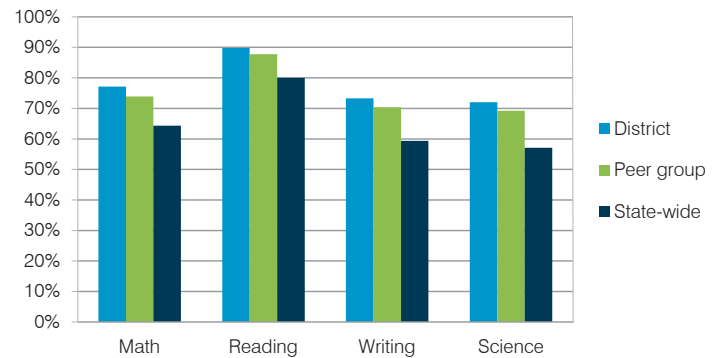
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	19	63%
B	7	24%
C	3	10%
D	1	3%
F	0	0%
Not rated	0	0%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	89%	87%	75%
Poverty rate (2013)	12%	14%	24%
Students per teacher	18.3	19.2	18.6
Average teacher salary	\$48,198	\$46,746	\$46,026
Amount from Proposition 301	\$4,500	\$4,740	\$4,810
Average years of teacher experience	13.7	11.0	10.9
Percentage of teachers in first 3 years	11%	15%	20%

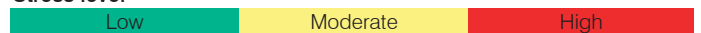
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	2.8%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level





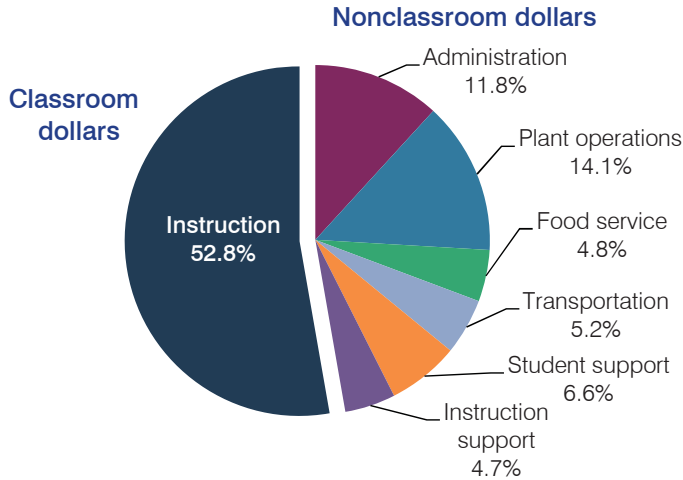
# Sedona-Oak Creek Joint Unified School District

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

District size, location: Medium, Town  
 Students attending: 1,165  
 Number of schools: 3

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 15 percent. Spending in the classroom varied year to year, decreasing overall from 54.4 to 52.8 percent. Overall, spending on administration increased, while spending on most other nonclassroom areas remained stable.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$897	\$1,016	\$757
	Students per administrator	61	54	68
Plant operations	Cost per square foot	\$3.36	\$4.71	\$6.04
	Square footage per student	320	261	153
Food service	Cost per meal equivalent	\$3.98	\$3.28	\$2.69
Transportation	Cost per mile	\$3.89	\$3.45	\$3.62
	Cost per rider	\$954	\$832	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$7,910</b>	<b>\$7,594</b>	<b>\$8,082</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>4,304</b>	<b>4,007</b>	<b>4,193</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,606</b>	<b>3,587</b>	<b>3,889</b>	<b>3,505</b>	<b>4,172</b>
Administration	850	897	1,016	757	1,160
Plant operations	1,105	1,073	1,145	923	1,008
Food service	385	362	389	405	429
Transportation	378	392	477	373	464
Student support	532	505	563	600	594
Instruction support	356	358	299	447	517

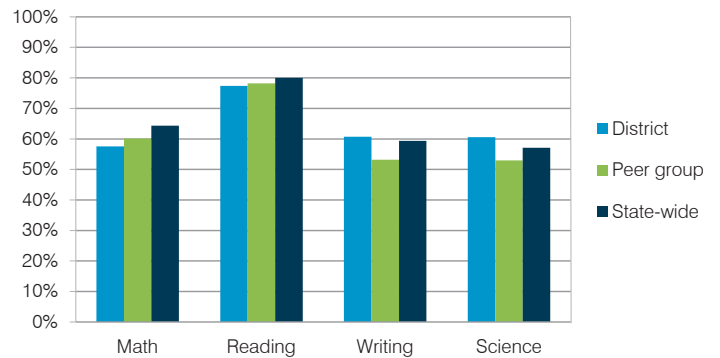
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **B**

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

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2013)	88%	80%	75%
Poverty rate (2013)	27%	24%	24%
Students per teacher	17.1	17.3	18.6
Average teacher salary	\$41,580	\$42,872	\$46,026
Amount from Proposition 301	\$5,200	\$5,022	\$4,810
Average years of teacher experience	12.0	12.1	10.9
Percentage of teachers in first 3 years	23%	19%	20%

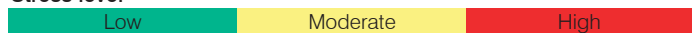
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	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	1 to 3 years
Current financial and internal control status	Compliant

Stress level



# Seligman Unified School District

Yavapai County

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

Legislative district(s): 1

District size, location:

Very small, Rural

Students attending:

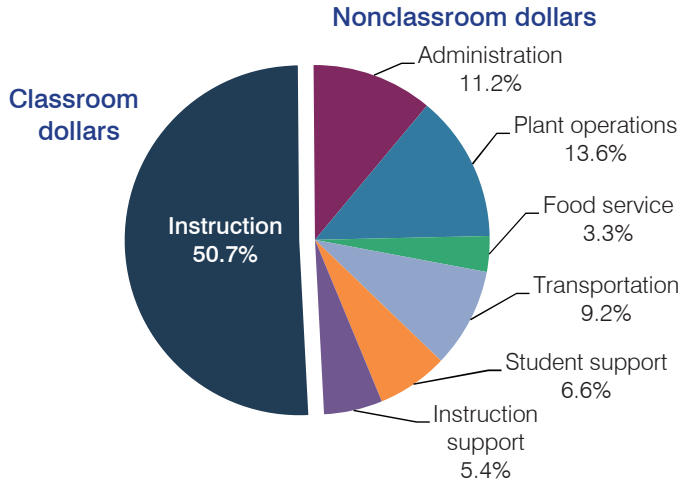
140

Number of schools:

2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Student enrollment decreased by 21 percent, which contributed to the 34 percent increase in total spending per pupil. Spending in the classroom decreased overall from 54.4 to 50.7 percent. Spending on all nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on plant operations decreased substantially.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,341	\$2,835	\$757
	Students per administrator	28	28	68
Plant operations	Cost per square foot	\$4.39	\$6.51	\$6.04
	Square footage per student	646	351	153
Food service	Cost per meal equivalent	\$3.47	\$5.02	\$2.69
Transportation	Cost per mile	\$2.17	\$1.61	\$3.62
	Cost per rider	\$2,014	\$1,444	\$1,036

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$20,123</b>	<b>\$20,898</b>	<b>\$16,101</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>10,183</b>	<b>10,602</b>	<b>8,231</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>9,940</b>	<b>10,296</b>	<b>7,870</b>	<b>3,505</b>	<b>4,172</b>
Administration	1,683	2,341	2,835	757	1,160
Plant operations	2,590	2,835	2,137	923	1,008
Food service	590	689	901	405	429
Transportation	1,942	1,915	1,072	373	464
Student support	1,828	1,382	536	600	594
Instruction support	1,307	1,134	389	447	517

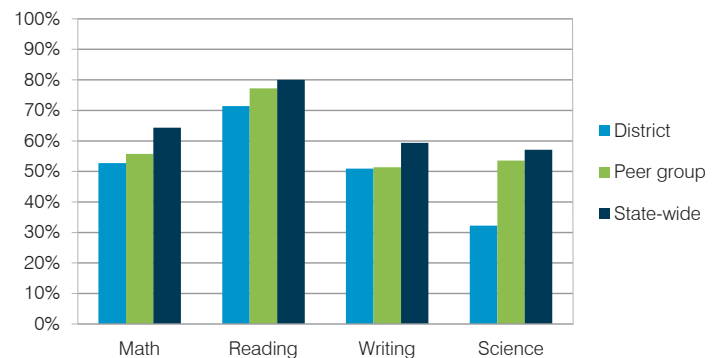
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	94%	95%
Graduation rate (2013)	81%	86%	75%
Poverty rate (2013)	12%	15%	24%
Students per teacher	7.8	16.1	18.6
Average teacher salary	\$44,454	\$41,932	\$46,026
Amount from Proposition 301	\$2,167	\$4,526	\$4,810
Average years of teacher experience	11.2	10.2	10.9
Percentage of teachers in first 3 years	12%	21%	20%

### Financial stress assessment

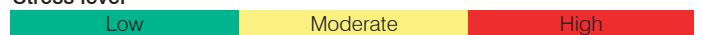
Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Assessment

Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	3.5%, Varying
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-11, Achievement peer group 16

Legislative district(s): 4

District size, location:

Very small, Rural

Students attending:

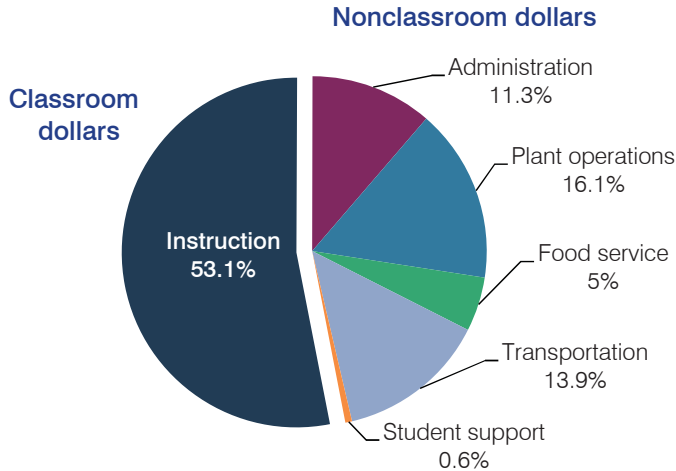
30

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Student enrollment decreased by 17 percent, which contributed to the 38 percent increase in total spending per pupil. Spending in the classroom increased overall from 50.7 to 53.1 percent. Spending on nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on administration, plant operations, and food service decreased.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,706	\$2,835	\$757
	Students per administrator	25	28	68
Plant operations	Cost per square foot	\$11.50	\$6.51	\$6.04
	Square footage per student	460	351	153
Food service	Cost per meal equivalent	\$6.81	\$5.02	\$2.69
Transportation	Cost per mile	\$2.06	\$1.61	\$3.62
	Cost per rider	\$4,358	\$1,444	\$1,036

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$29,244</b>	<b>\$32,848</b>	<b>\$16,101</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>14,581</b>	<b>17,426</b>	<b>8,231</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>14,663</b>	<b>15,422</b>	<b>7,870</b>	<b>3,505</b>	<b>4,172</b>
Administration	3,746	3,706	2,835	757	1,160
Plant operations	5,387	5,292	2,137	923	1,008
Food service	1,720	1,638	901	405	429
Transportation	3,745	4,578	1,072	373	464
Student support	65	208	536	600	594
Instruction support	0	0	389	447	517

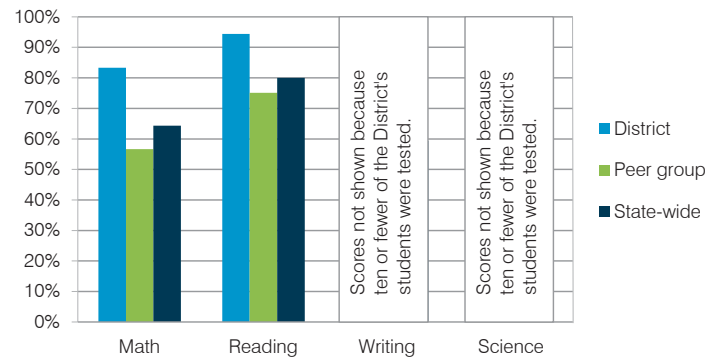
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	0%	9%	24%
Students per teacher	7.4	11.5	18.6
Average teacher salary	\$55,528	\$46,876	\$46,026
Amount from Proposition 301	\$2,316	\$3,288	\$4,810
Average years of teacher experience	13.7	12.6	10.9
Percentage of teachers in first 3 years	22%	11%	20%

### Financial stress assessment

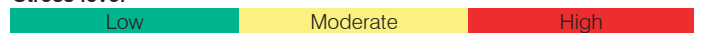
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.3%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



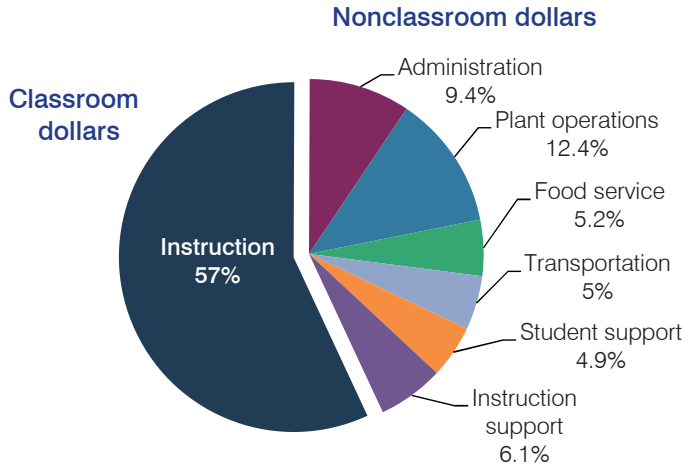
# Show Low Unified School District

Navajo County  
 Efficiency peer groups 4 and T-8, Achievement peer group 7  
 Legislative district(s): 6 and 7

District size, location: Medium-large, Rural  
 Students attending: 2,339  
 Number of schools: 5

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 8 percent. Spending in the classroom varied year to year, increasing overall from 54.9 to 57 percent. Overall, spending on student support decreased substantially, while spending on instruction support increased slightly. Spending on most other nonclassroom areas remained fairly stable.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$672	\$789	\$757
	Students per administrator	72	67	68
Plant operations	Cost per square foot	\$4.73	\$5.46	\$6.04
	Square footage per student	188	188	153
Food service	Cost per meal equivalent	\$3.20	\$2.76	\$2.69
Transportation	Cost per mile	\$2.04	\$2.61	\$3.62
	Cost per rider	\$776	\$774	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$6,962</b>	<b>\$7,154</b>	<b>\$7,573</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,855</b>	<b>4,081</b>	<b>3,914</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,107</b>	<b>3,073</b>	<b>3,659</b>	<b>3,505</b>	<b>4,172</b>
Administration	671	672	789	757	1,160
Plant operations	929	890	1,009	923	1,008
Food service	374	368	386	405	429
Transportation	393	355	406	373	464
Student support	374	351	607	600	594
Instruction support	366	437	462	447	517

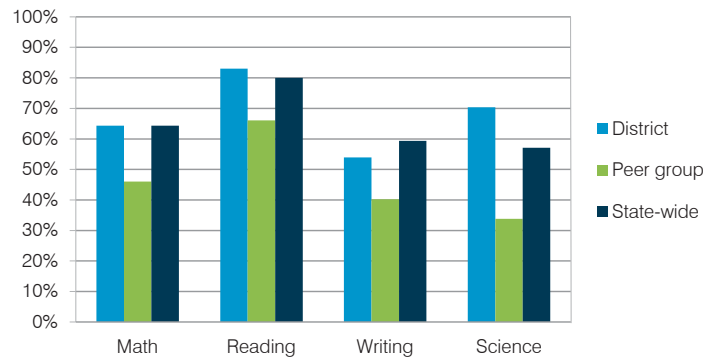
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **B**

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

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	93%	95%
Graduation rate (2013)	87%	73%	75%
Poverty rate (2013)	39%	45%	24%
Students per teacher	17.1	15.2	18.6
Average teacher salary	\$38,656	\$43,616	\$46,026
Amount from Proposition 301	\$5,898	\$4,111	\$4,810
Average years of teacher experience	11.6	12.2	10.9
Percentage of teachers in first 3 years	24%	18%	20%

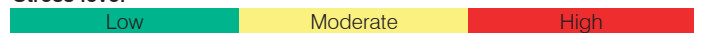
### Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	0.8%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



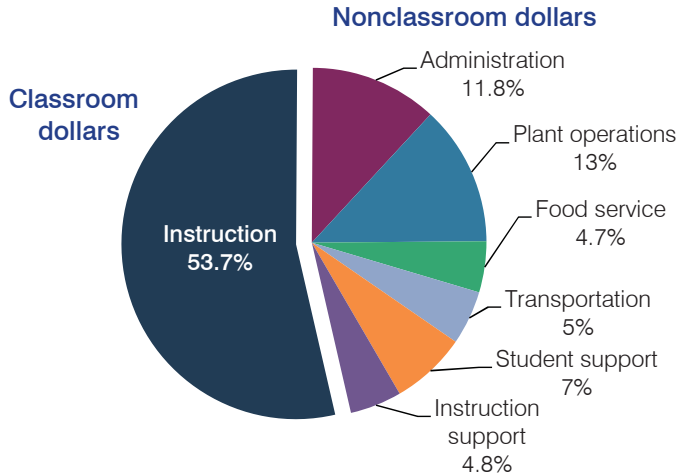
# Sierra Vista Unified School District

Cochise County  
 Efficiency peer groups 4 and T-7, Achievement peer group 4  
 Legislative district(s): 14

District size, location: Medium-large, Town  
 Students attending: 5,453  
 Number of schools: 8

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 6 percent. Spending in the classroom decreased overall from 54.4 to 53.7 percent. Overall, spending on food service and transportation increased slightly, while spending on most other nonclassroom areas remained fairly stable.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$834	\$789	\$757
	Students per administrator	62	67	68
Plant operations	Cost per square foot	\$5.84	\$5.46	\$6.04
	Square footage per student	157	188	153
Food service	Cost per meal equivalent	\$3.20	\$2.76	\$2.69
Transportation	Cost per mile	\$3.43	\$3.45	\$3.62
	Cost per rider	\$794	\$832	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$6,772</b>	<b>\$7,055</b>	<b>\$7,573</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,645</b>	<b>3,787</b>	<b>3,914</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,127</b>	<b>3,268</b>	<b>3,659</b>	<b>3,505</b>	<b>4,172</b>
Administration	822	834	789	757	1,160
Plant operations	833	918	1,009	923	1,008
Food service	317	330	386	405	429
Transportation	345	355	406	373	464
Student support	466	493	607	600	594
Instruction support	344	338	462	447	517

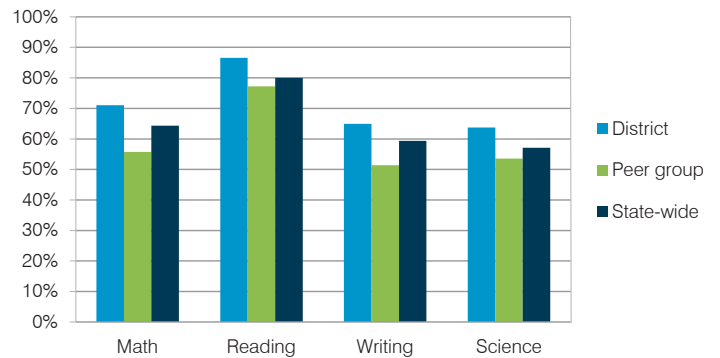
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	2	25%
B	6	75%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2013)	81%	86%	75%
Poverty rate (2013)	18%	15%	24%
Students per teacher	19.5	16.1	18.6
Average teacher salary	\$44,903	\$41,932	\$46,026
Amount from Proposition 301	\$6,141	\$4,526	\$4,810
Average years of teacher experience	12.3	10.2	10.9
Percentage of teachers in first 3 years	7%	21%	20%

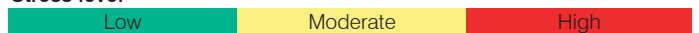
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

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

Stress level



# Skull Valley Elementary School District

Yavapai County

Efficiency peer groups 11 and T-11, Achievement peer group 16

Legislative district(s): 1

District size, location:

Very small, Rural

Students attending:

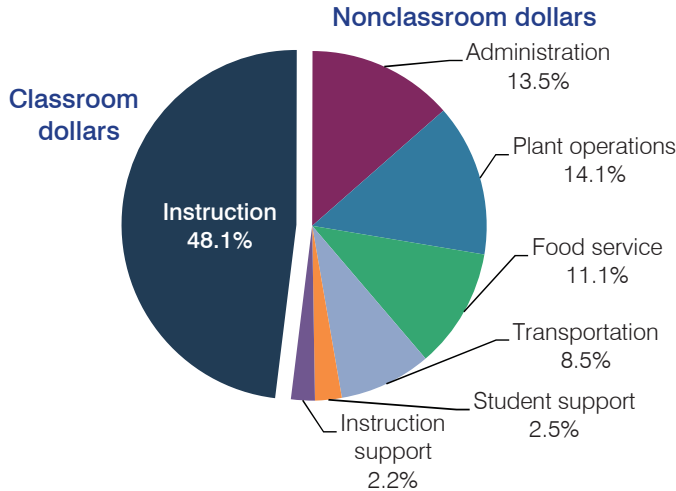
21

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 12 percent. Spending in the classroom varied year to year, decreasing overall from 52 to 48.1 percent. Spending on nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration, plant operations, and instruction support increased, while spending on food service decreased.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,668	\$2,835	\$757
	Students per administrator	17	28	68
Plant operations	Cost per square foot	\$6.70	\$6.51	\$6.04
	Square footage per student	417	351	153
Food service	Cost per meal equivalent	\$14.78	\$5.02	\$2.69
Transportation	Cost per mile	\$1.33	\$1.61	\$3.62
	Cost per rider	\$733	\$1,444	\$1,036

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$16,336</b>	<b>\$19,766</b>	<b>\$16,101</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>7,825</b>	<b>9,514</b>	<b>8,231</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>8,511</b>	<b>10,252</b>	<b>7,870</b>	<b>3,505</b>	<b>4,172</b>
Administration	2,713	2,668	2,835	757	1,160
Plant operations	1,937	2,791	2,137	923	1,008
Food service	2,103	2,192	901	405	429
Transportation	1,042	1,678	1,072	373	464
Student support	518	483	536	600	594
Instruction support	198	440	389	447	517

## 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%

### Students who met state standards (AIMS)

AIMS scores are not shown because ten or fewer of the District's students were tested.

### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	15%	9%	24%
Students per teacher	8.2	11.5	18.6
Average teacher salary	\$43,300	\$46,876	\$46,026
Amount from Proposition 301	\$3,146	\$3,288	\$4,810
Average years of teacher experience	18.3	12.6	10.9
Percentage of teachers in first 3 years	0%	11%	20%

### Financial stress assessment

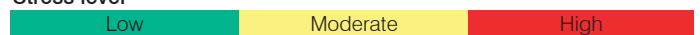
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Not assessed

Stress level



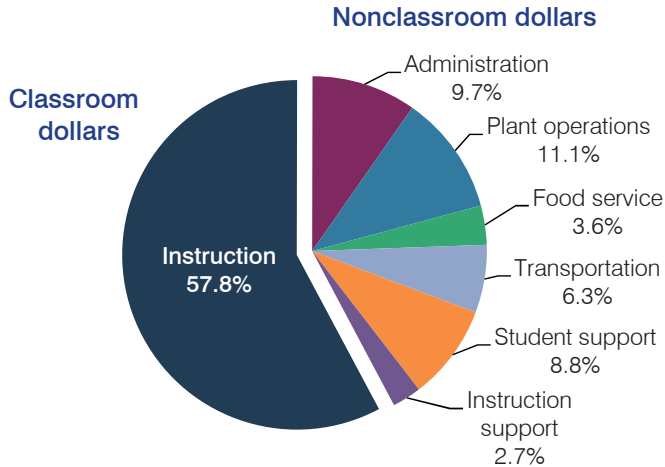
# Snowflake Unified School District

Navajo County  
 Efficiency peer groups 4 and T-7, Achievement peer group 5  
 Legislative district(s): 6

District size, location: Medium-large, Town  
 Students attending: 2,359  
 Number of schools: 6

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 10 percent. Spending in the classroom decreased overall from 59.5 to 57.8 percent. Overall, spending on administration increased substantially, while spending on instruction support decreased slightly. Spending on most other nonclassroom areas remained stable.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$635	\$789	\$757
	Students per administrator	61	67	68
Plant operations	Cost per square foot	\$4.02	\$5.46	\$6.04
	Square footage per student	181	188	153
Food service	Cost per meal equivalent	\$3.29	\$2.76	\$2.69
Transportation	Cost per mile	\$4.41	\$3.45	\$3.62
	Cost per rider	\$973	\$832	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$6,319</b>	<b>\$6,563</b>	<b>\$7,573</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,573</b>	<b>3,792</b>	<b>3,914</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>2,746</b>	<b>2,771</b>	<b>3,659</b>	<b>3,505</b>	<b>4,172</b>
Administration	650	635	789	757	1,160
Plant operations	732	729	1,009	923	1,008
Food service	232	237	386	405	429
Transportation	417	411	406	373	464
Student support	547	578	607	600	594
Instruction support	168	181	462	447	517

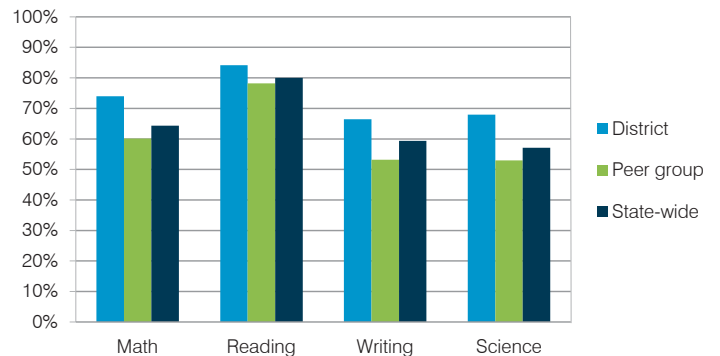
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **B**

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

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2013)	92%	80%	75%
Poverty rate (2013)	25%	24%	24%
Students per teacher	20.3	17.3	18.6
Average teacher salary	\$42,702	\$42,872	\$46,026
Amount from Proposition 301	\$5,794	\$5,022	\$4,810
Average years of teacher experience	15.1	12.1	10.9
Percentage of teachers in first 3 years	12%	19%	20%

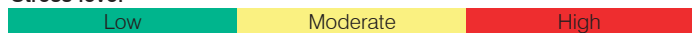
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



# Solomon Elementary School District

Graham County

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

Legislative district(s): 14

District size, location:

Very small, Rural

Students attending:

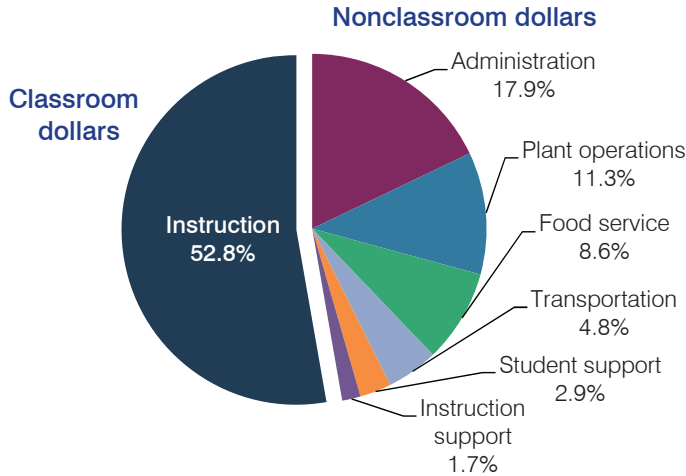
187

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 4 percent. Spending in the classroom varied year to year, increasing overall from 51.6 to 52.8 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration increased substantially, while spending on plant operations decreased substantially.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,460	\$2,835	\$757
	Students per administrator	62	28	68
Plant operations	Cost per square foot	\$3.89	\$6.51	\$6.04
	Square footage per student	237	351	153
Food service	Cost per meal equivalent	\$3.37	\$5.02	\$2.69
Transportation	Cost per mile	\$1.75	\$1.61	\$3.62
	Cost per rider	\$292	\$1,444	\$1,036

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$7,889</b>	<b>\$8,168</b>	<b>\$16,101</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>4,206</b>	<b>4,311</b>	<b>8,231</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,683</b>	<b>3,857</b>	<b>7,870</b>	<b>3,505</b>	<b>4,172</b>
Administration	1,388	1,460	2,835	757	1,160
Plant operations	849	922	2,137	923	1,008
Food service	710	703	901	405	429
Transportation	392	390	1,072	373	464
Student support	240	242	536	600	594
Instruction support	104	140	389	447	517

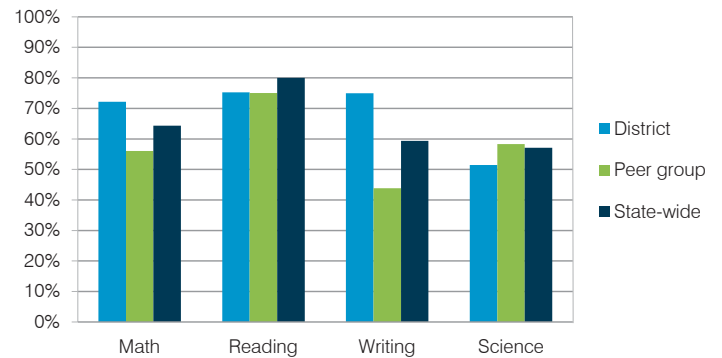
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	33%	30%	24%
Students per teacher	18.1	13.0	18.6
Average teacher salary	\$43,816	\$44,780	\$46,026
Amount from Proposition 301	\$2,715	\$3,720	\$4,810
Average years of teacher experience	13.1	14.2	10.9
Percentage of teachers in first 3 years	10%	15%	20%

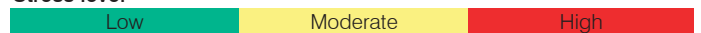
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.8%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level





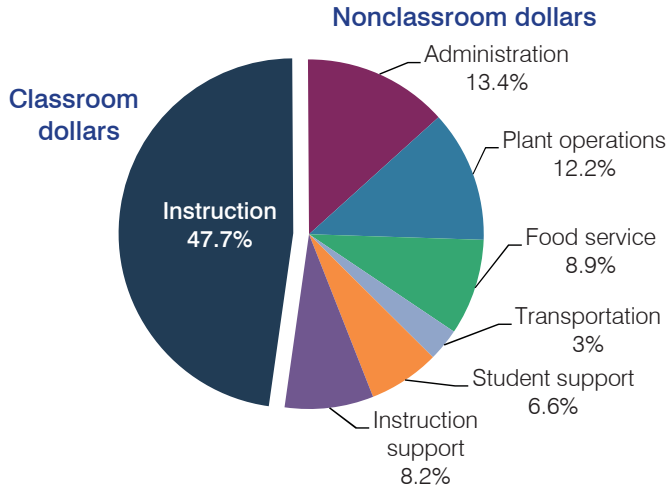
# Somerton Elementary School District

Yuma County  
 Efficiency peer groups 9 and T-6, Achievement peer group 20  
 Legislative district(s): 4

District size, location: Medium-large, Town  
 Students attending: 2,662  
 Number of schools: 5

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 8 percent. Spending in the classroom decreased overall from 49.6 to 47.7 percent. Spending on food service and instruction support increased, while spending on most other nonclassroom areas remained stable.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$918	\$974	\$757
	Students per administrator	65	65	68
Plant operations	Cost per square foot	\$7.11	\$6.55	\$6.04
	Square footage per student	117	140	153
Food service	Cost per meal equivalent	\$2.61	\$2.82	\$2.69
Transportation	Cost per mile	\$2.62	\$3.73	\$3.62
	Cost per rider	\$544	\$512	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$6,929</b>	<b>\$6,829</b>	<b>\$7,678</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,263</b>	<b>3,259</b>	<b>3,796</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,666</b>	<b>3,570</b>	<b>3,882</b>	<b>3,505</b>	<b>4,172</b>
Administration	932	918	974	757	1,160
Plant operations	934	834	902	923	1,008
Food service	597	606	549	405	429
Transportation	214	203	496	373	464
Student support	464	450	463	600	594
Instruction support	525	559	498	447	517

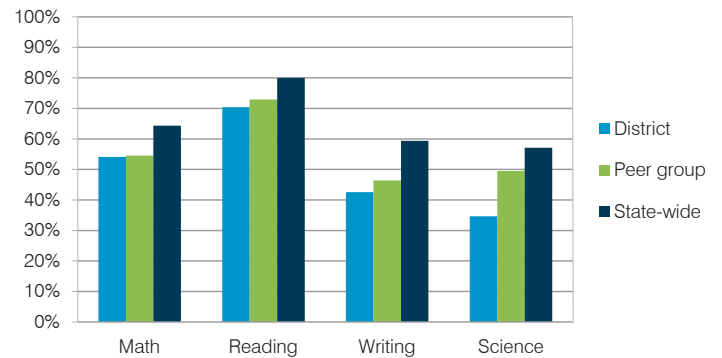
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **C**

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

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	36%	39%	24%
Students per teacher	20.9	15.0	18.6
Average teacher salary	\$40,126	\$47,060	\$46,026
Amount from Proposition 301	\$3,659	\$3,492	\$4,810
Average years of teacher experience	7.3	11.8	10.9
Percentage of teachers in first 3 years	29%	15%	20%

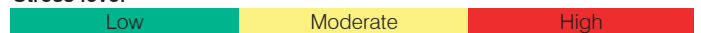
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
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

Stress level



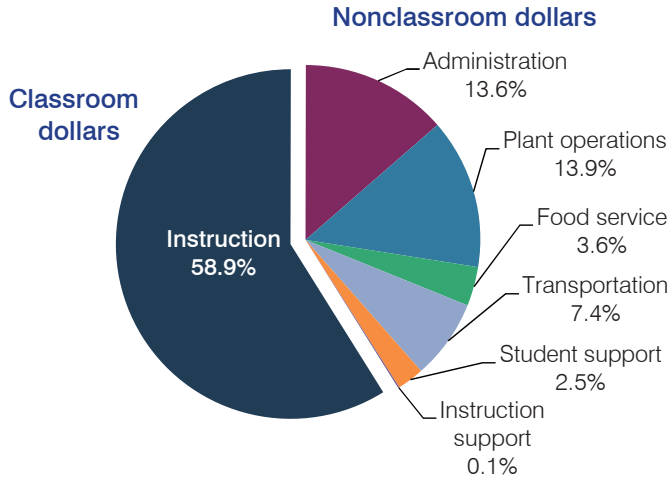
# Sonoita Elementary School District

Santa Cruz County  
 Efficiency peer groups 11 and T-11, Achievement peer group 17  
 Legislative district(s): 2

District size, location: Very small, Rural  
 Students attending: 106  
 Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil increased by 7 percent. Spending in the classroom varied year to year, decreasing overall from 69.6 to 58.9 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration, food service, and transportation increased substantially.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,306	\$2,835	\$757
	Students per administrator	30	28	68
Plant operations	Cost per square foot	\$7.86	\$6.51	\$6.04
	Square footage per student	299	351	153
Food service	Cost per meal equivalent	\$4.53	\$5.02	\$2.69
Transportation	Cost per mile	\$1.39	\$1.61	\$3.62
	Cost per rider	\$1,559	\$1,444	\$1,036

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$17,139</b>	<b>\$16,975</b>	<b>\$16,101</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>10,457</b>	<b>9,994</b>	<b>8,231</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>6,682</b>	<b>6,981</b>	<b>7,870</b>	<b>3,505</b>	<b>4,172</b>
Administration	2,304	2,306	2,835	757	1,160
Plant operations	2,177	2,353	2,137	923	1,008
Food service	548	618	901	405	429
Transportation	1,231	1,261	1,072	373	464
Student support	398	426	536	600	594
Instruction support	24	17	389	447	517

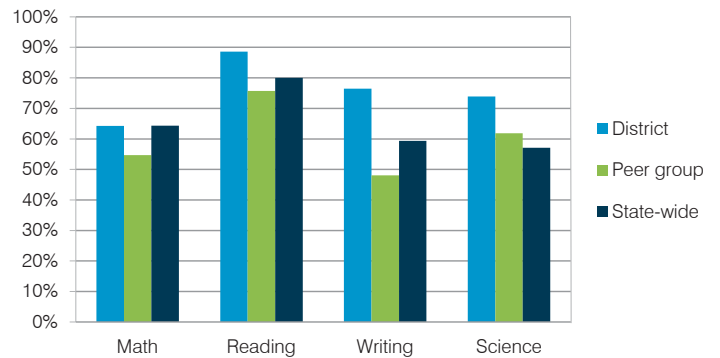
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	20%	20%	24%
Students per teacher	8.2	12.3	18.6
Average teacher salary	\$44,525	\$43,736	\$46,026
Amount from Proposition 301	\$1,654	\$3,455	\$4,810
Average years of teacher experience	13.8	11.8	10.9
Percentage of teachers in first 3 years	16%	15%	20%

### Financial stress assessment

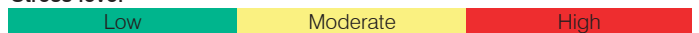
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

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

Stress level



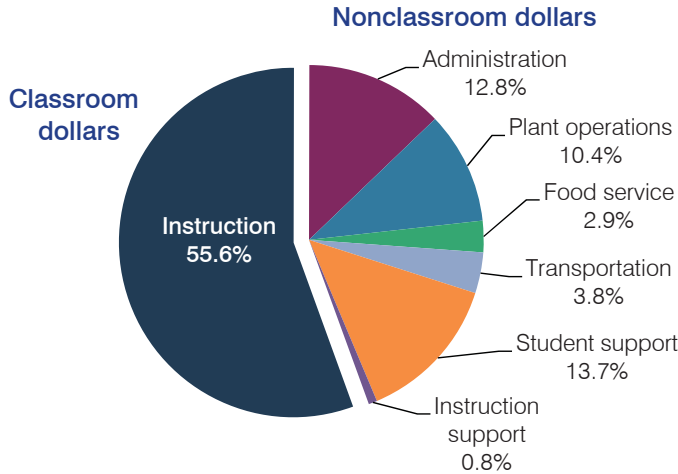
# St. David Unified School District

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

District size, location: Small, Rural  
 Students attending: 408  
 Number of schools: 2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 4 percent. Spending in the classroom varied year to year, decreasing overall from 57.9 to 55.6 percent. Overall, spending on administration and student support increased and spending on food service increased slightly. Spending on plant operations 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	\$1,151	\$1,534	\$757
	Students per administrator	47	45	68
Plant operations	Cost per square foot	\$4.88	\$4.68	\$6.04
	Square footage per student	192	307	153
Food service	Cost per meal equivalent	\$3.57	\$3.36	\$2.69
Transportation	Cost per mile	\$2.88	\$3.73	\$3.62
	Cost per rider	\$450	\$512	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$9,180</b>	<b>\$8,971</b>	<b>\$10,014</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>4,849</b>	<b>4,988</b>	<b>5,015</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>4,331</b>	<b>3,983</b>	<b>4,999</b>	<b>3,505</b>	<b>4,172</b>
Administration	1,110	1,151	1,534	757	1,160
Plant operations	1,132	936	1,518	923	1,008
Food service	313	260	448	405	429
Transportation	333	342	501	373	464
Student support	1,382	1,225	626	600	594
Instruction support	61	69	372	447	517

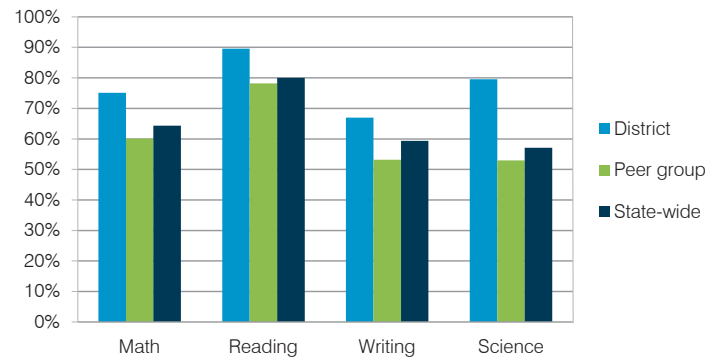
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **A**

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

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2013)	96%	80%	75%
Poverty rate (2013)	24%	24%	24%
Students per teacher	14.6	17.3	18.6
Average teacher salary	\$49,109	\$42,872	\$46,026
Amount from Proposition 301	\$6,536	\$5,022	\$4,810
Average years of teacher experience	13.5	12.1	10.9
Percentage of teachers in first 3 years	29%	19%	20%

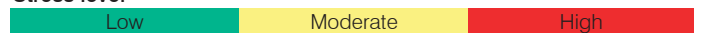
### Financial stress assessment

Overall financial stress level: **High**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	1.2%, Varying
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Marginally compliant

Stress level



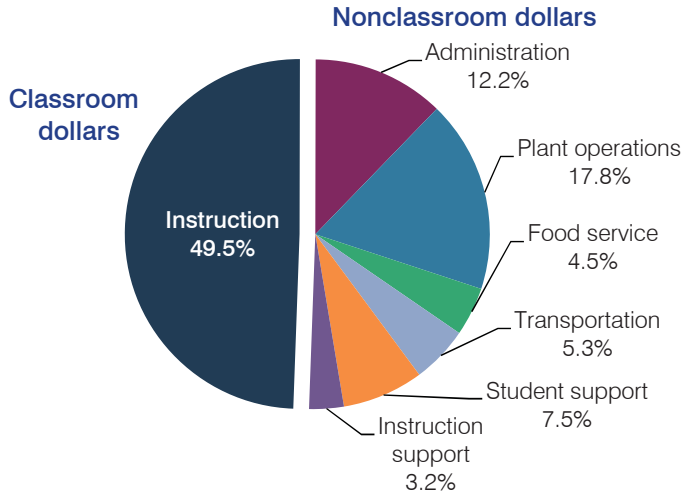
# St. Johns Unified School District

Apache County  
 Efficiency peer groups 5 and T-10, Achievement peer group 6  
 Legislative district(s): 7

District size, location: Medium, Town  
 Students attending: 802  
 Number of schools: 4

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 4 percent. Spending in the classroom decreased overall from 56.4 to 49.5 percent. Overall, spending on administration and plant operations increased substantially, spending on transportation increased, and spending on student 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	\$1,116	\$1,016	\$757
	Students per administrator	41	54	68
Plant operations	Cost per square foot	\$4.39	\$4.71	\$6.04
	Square footage per student	371	261	153
Food service	Cost per meal equivalent	\$4.32	\$3.28	\$2.69
Transportation	Cost per mile	\$2.13	\$2.12	\$3.62
	Cost per rider	\$1,530	\$1,121	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$9,148</b>	<b>\$9,157</b>	<b>\$8,082</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>4,480</b>	<b>4,533</b>	<b>4,193</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>4,668</b>	<b>4,624</b>	<b>3,889</b>	<b>3,505</b>	<b>4,172</b>
Administration	1,052	1,116	1,016	757	1,160
Plant operations	1,653	1,626	1,145	923	1,008
Food service	453	417	389	405	429
Transportation	451	485	477	373	464
Student support	707	689	563	600	594
Instruction support	352	291	299	447	517

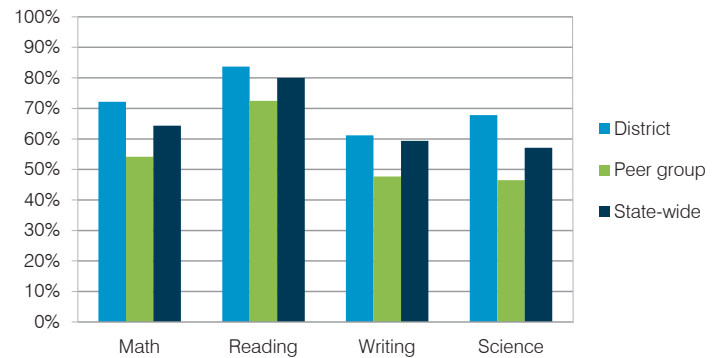
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **B**

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

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	93%	95%
Graduation rate (2013)	83%	78%	75%
Poverty rate (2013)	34%	32%	24%
Students per teacher	15.5	16.5	18.6
Average teacher salary	\$42,545	\$43,049	\$46,026
Amount from Proposition 301	\$4,370	\$5,173	\$4,810
Average years of teacher experience	15.2	12.0	10.9
Percentage of teachers in first 3 years	11%	19%	20%

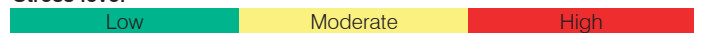
### Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	Operating only
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	Marginally compliant

Stress level



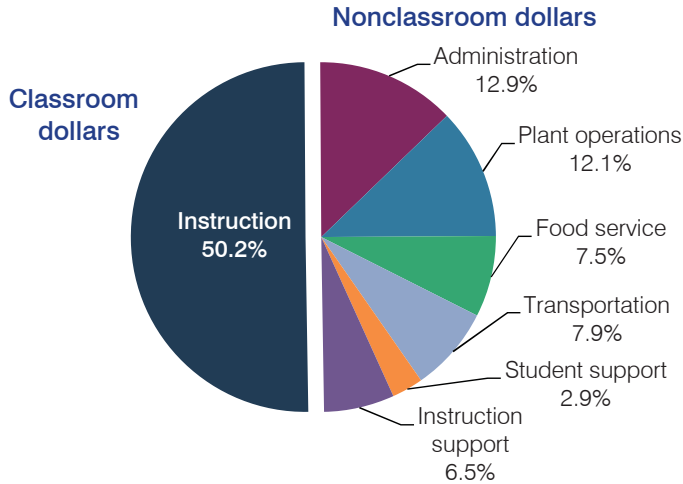
# Stanfield Elementary School District

Pinal County  
 Efficiency peer groups 10 and T-8, Achievement peer group 20  
 Legislative district(s): 4 and 11

District size, location: Small, Rural  
 Students attending: 496  
 Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Student enrollment decreased by 28 percent, which contributed to the 15 percent increase in total spending per pupil. Spending in the classroom increased overall from 47.8 to 50.2 percent. Overall, spending on student support decreased substantially, while spending on administration increased slightly. Spending on most 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	\$1,232	\$1,165	\$757
	Students per administrator	58	57	68
Plant operations	Cost per square foot	\$5.91	\$6.15	\$6.04
	Square footage per student	196	179	153
Food service	Cost per meal equivalent	\$2.71	\$2.98	\$2.69
Transportation	Cost per mile	\$2.91	\$2.61	\$3.62
	Cost per rider	\$947	\$774	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$9,014</b>	<b>\$9,553</b>	<b>\$8,683</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>4,643</b>	<b>4,798</b>	<b>4,668</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>4,371</b>	<b>4,755</b>	<b>4,015</b>	<b>3,505</b>	<b>4,172</b>
Administration	1,110	1,232	1,165	757	1,160
Plant operations	1,050	1,159	1,037	923	1,008
Food service	643	711	550	405	429
Transportation	728	758	546	373	464
Student support	251	272	467	600	594
Instruction support	589	623	250	447	517

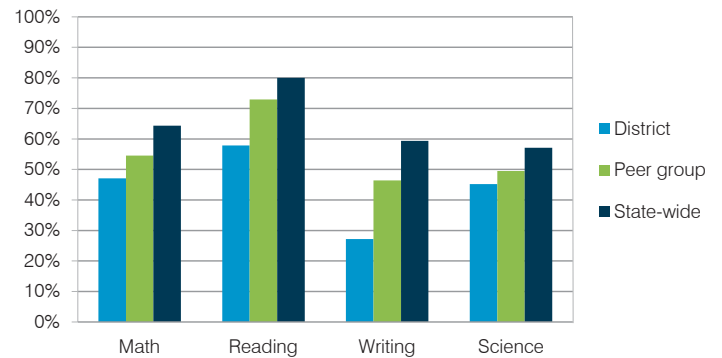
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	36%	39%	24%
Students per teacher	13.8	15.0	18.6
Average teacher salary	\$43,356	\$47,060	\$46,026
Amount from Proposition 301	\$3,789	\$3,492	\$4,810
Average years of teacher experience	11.2	11.8	10.9
Percentage of teachers in first 3 years	13%	15%	20%

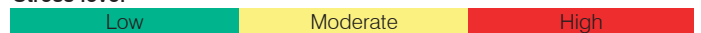
### Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	3.9%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



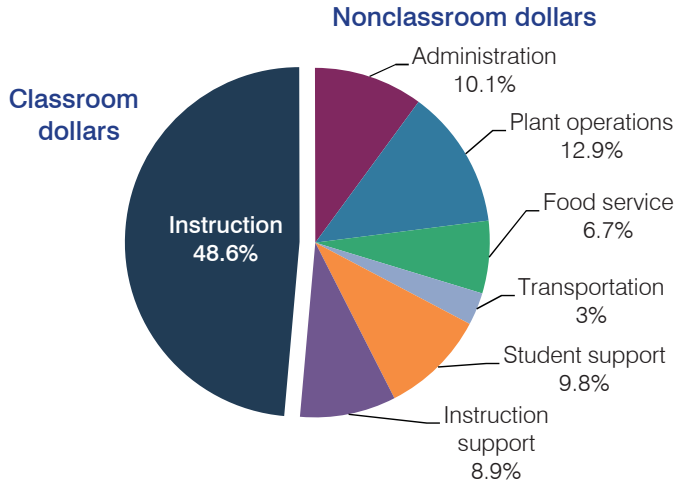
# Sunnyside Unified School District

Pima County  
 Efficiency peer groups 2 and T-2, Achievement peer group 6  
 Legislative district(s): 2, 3, and 4

District size, location: Large, City  
 Students attending: 16,717  
 Number of schools: 21

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 14 percent. Spending in the classroom decreased from 53.9 to 48.6 percent. Spending on administration increased substantially, spending on plant operations and food service increased, and spending on 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	\$695	\$685	\$757
	Students per administrator	60	68	68
Plant operations	Cost per square foot	\$8.00	\$6.29	\$6.04
	Square footage per student	111	147	153
Food service	Cost per meal equivalent	\$2.62	\$2.68	\$2.69
Transportation	Cost per mile	\$3.52	\$4.98	\$3.62
	Cost per rider	\$715	\$909	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$6,759</b>	<b>\$6,882</b>	<b>\$7,122</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,304</b>	<b>3,348</b>	<b>3,815</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,455</b>	<b>3,534</b>	<b>3,307</b>	<b>3,505</b>	<b>4,172</b>
Administration	654	695	685	757	1,160
Plant operations	848	890	912	923	1,008
Food service	446	463	339	405	429
Transportation	216	207	360	373	464
Student support	643	670	533	600	594
Instruction support	648	609	478	447	517

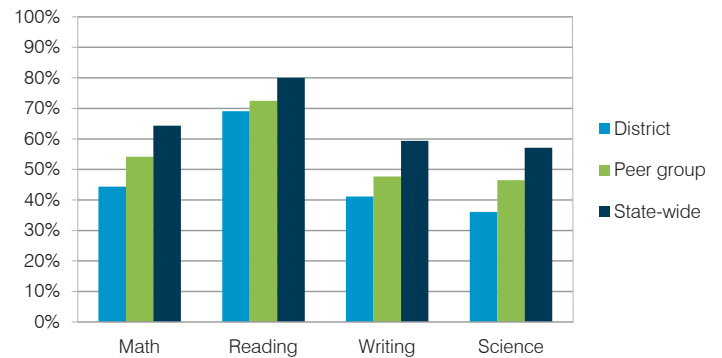
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	1	5%
B	6	29%
C	8	38%
D	2	9%
F	3	14%
Not rated	1	5%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	91%	93%	95%
Graduation rate (2013)	70%	78%	75%
Poverty rate (2013)	36%	32%	24%
Students per teacher	19.8	16.5	18.6
Average teacher salary	\$42,331	\$43,049	\$46,026
Amount from Proposition 301	\$4,579	\$5,173	\$4,810
Average years of teacher experience	10.6	12.0	10.9
Percentage of teachers in first 3 years	28%	19%	20%

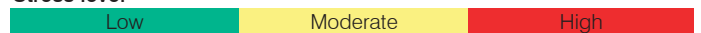
### Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	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	Less than 1 year
Current financial and internal control status	Compliant

Stress level



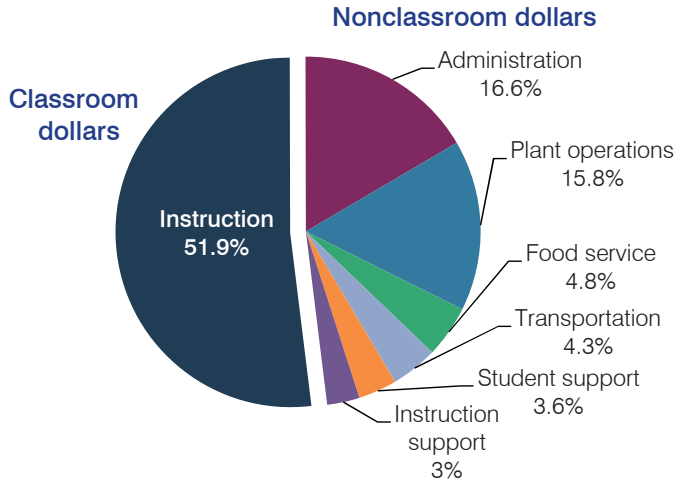
# Superior Unified School District

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

District size, location: Small, Rural  
 Students attending: 406  
 Number of schools: 2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 12 percent. Spending in the classroom decreased overall from 55.1 to 51.9 percent. Overall, spending on administration increased substantially and spending on student support and instruction support increased slightly. Spending on food service and transportation decreased slightly, while 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	\$1,564	\$1,534	\$757
	Students per administrator	42	45	68
Plant operations	Cost per square foot	\$4.89	\$4.68	\$6.04
	Square footage per student	305	307	153
Food service	Cost per meal equivalent	\$2.89	\$3.36	\$2.69
Transportation	Cost per mile	\$5.49	\$3.73	\$3.62
	Cost per rider	\$548	\$512	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$9,693</b>	<b>\$9,435</b>	<b>\$10,014</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>4,933</b>	<b>4,898</b>	<b>5,015</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>4,760</b>	<b>4,537</b>	<b>4,999</b>	<b>3,505</b>	<b>4,172</b>
Administration	1,397	1,564	1,534	757	1,160
Plant operations	1,790	1,489	1,518	923	1,008
Food service	439	457	448	405	429
Transportation	518	406	501	373	464
Student support	307	337	626	600	594
Instruction support	309	284	372	447	517

## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

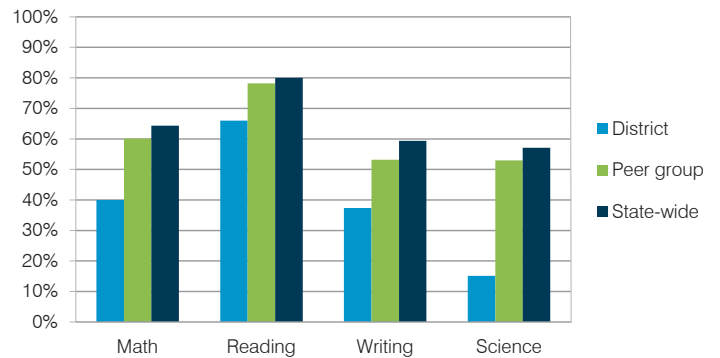
### ADE-reported district and school letter grades

District grade: **D**

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

<sup>1</sup> Includes schools that share a campus and on-line schools.

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	95%
Graduation rate (2013)	81%	80%	75%
Poverty rate (2013)	22%	24%	24%
Students per teacher	16.2	17.3	18.6
Average teacher salary	\$44,237	\$42,872	\$46,026
Amount from Proposition 301	\$3,326	\$5,022	\$4,810
Average years of teacher experience	12.2	12.1	10.9
Percentage of teachers in first 3 years	7%	19%	20%

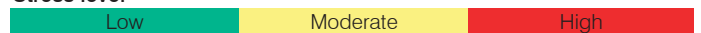
### Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

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

Stress level



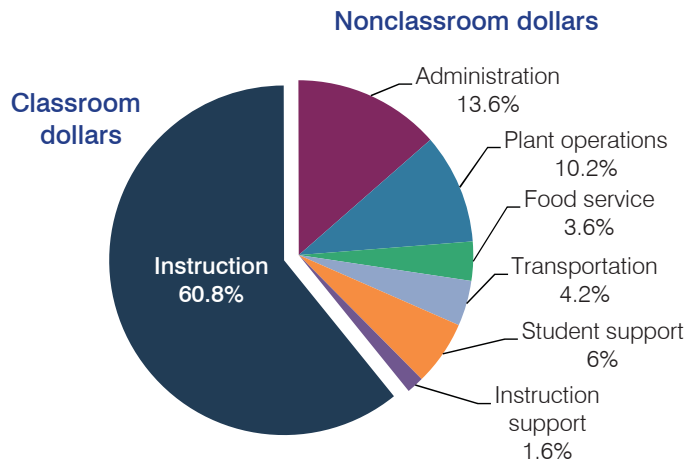
# Tanque Verde Unified School District

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: 1,913  
 Number of schools: 4

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Student enrollment increased by 36 percent, which contributed to the 11 percent decrease in total spending per pupil. Spending in the classroom was very inconsistent year to year, ranging overall from a high of 60.8 to a low of 55 percent. Overall, spending on administration and plant operations increased, while spending on instruction support decreased substantially.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$976	\$771	\$757
	Students per administrator	72	69	68
Plant operations	Cost per square foot	\$5.02	\$5.92	\$6.04
	Square footage per student	146	163	153
Food service	Cost per meal equivalent	\$2.90	\$2.82	\$2.69
Transportation	Cost per mile	\$2.75	\$3.54	\$3.62
	Cost per rider	\$879	\$1,065	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$6,897</b>	<b>\$7,196</b>	<b>\$7,182</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>4,078</b>	<b>4,378</b>	<b>3,829</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>2,819</b>	<b>2,818</b>	<b>3,353</b>	<b>3,505</b>	<b>4,172</b>
Administration	960	976	771	757	1,160
Plant operations	724	736	955	923	1,008
Food service	243	255	324	405	429
Transportation	307	303	426	373	464
Student support	434	431	561	600	594
Instruction support	151	117	316	447	517

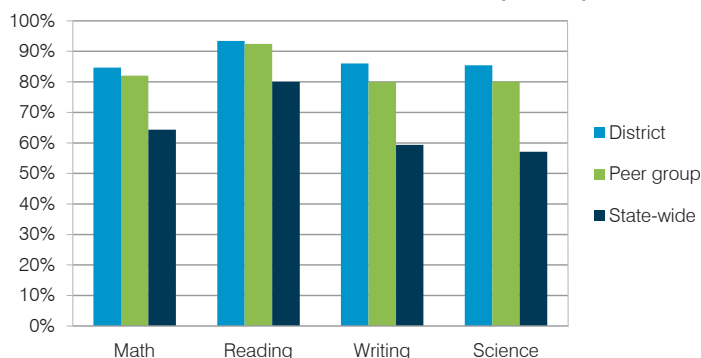
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **A**

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

### Students who met state standards (AIMS)



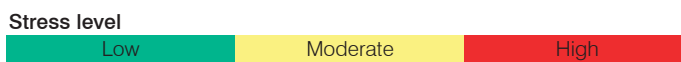
### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	94%	89%	75%
Poverty rate (2013)	6%	8%	24%
Students per teacher	14.9	17.6	18.6
Average teacher salary	\$36,916	\$41,745	\$46,026
Amount from Proposition 301	\$4,472	\$4,751	\$4,810
Average years of teacher experience	14.6	11.4	10.9
Percentage of teachers in first 3 years	7%	16%	20%

### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	2.6%, Increasing
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant





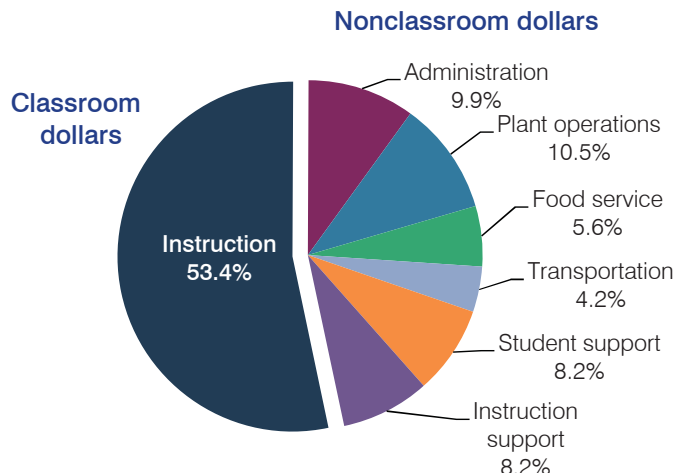
# Tempe Elementary School District

Maricopa County  
 Efficiency peer groups 7 and T-2, Achievement peer group 14  
 Legislative district(s): 18, 26, and 27

District size, location: Large, City  
 Students attending: 11,134  
 Number of schools: 21

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 3 percent. Spending in the classroom decreased overall from 56 to 53.4 percent. Overall, spending on plant operations increased and spending on administration increased slightly, 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	\$868	\$726	\$757
	Students per administrator	63	77	68
Plant operations	Cost per square foot	\$6.08	\$6.09	\$6.04
	Square footage per student	151	131	153
Food service	Cost per meal equivalent	\$2.66	\$2.64	\$2.69
Transportation	Cost per mile	\$4.43	\$4.98	\$3.62
	Cost per rider	\$670	\$909	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$8,419</b>	<b>\$8,785</b>	<b>\$7,414</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>4,404</b>	<b>4,693</b>	<b>3,939</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>4,015</b>	<b>4,092</b>	<b>3,475</b>	<b>3,505</b>	<b>4,172</b>
Administration	842	868	726	757	1,160
Plant operations	950	920	793	923	1,008
Food service	464	493	547	405	429
Transportation	370	365	308	373	464
Student support	668	721	575	600	594
Instruction support	721	725	526	447	517

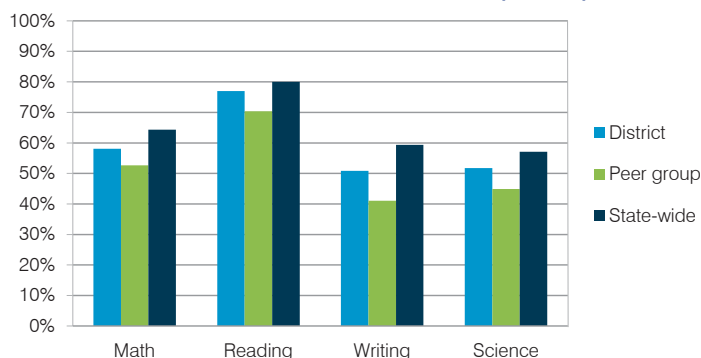
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	4	19%
B	6	28%
C	10	48%
D	0	0%
F	0	0%
Not rated	1	5%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	36%	36%	24%
Students per teacher	15.2	17.3	18.6
Average teacher salary	\$39,903	\$40,844	\$46,026
Amount from Proposition 301	\$4,387	\$3,471	\$4,810
Average years of teacher experience	9.7	9.4	10.9
Percentage of teachers in first 3 years	23%	29%	20%

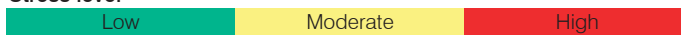
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
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	More than 3 years
Current financial and internal control status	Compliant

Stress level



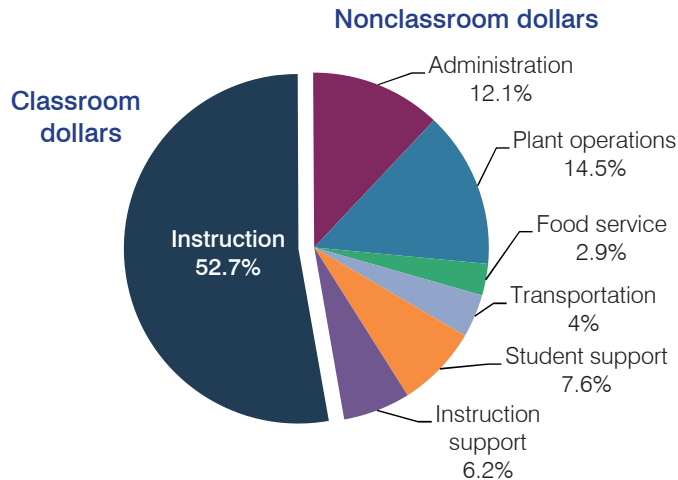
# Tempe Union High School District

Maricopa County  
 Efficiency peer groups 2 and T-3, Achievement peer group 8  
 Legislative district(s): 18, 26, and 27

District size, location: Large, City  
 Students attending: 13,820  
 Number of schools: 7

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 2 percent. Spending in the classroom decreased from 56.8 to 52.7 percent. Overall, spending on administration increased substantially and spending on 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	\$886	\$685	\$757
	Students per administrator	70	68	68
Plant operations	Cost per square foot	\$6.33	\$6.29	\$6.04
	Square footage per student	168	147	153
Food service	Cost per meal equivalent	\$2.76	\$2.68	\$2.69
Transportation	Cost per mile	\$4.07	\$3.79	\$3.62
	Cost per rider	\$963	\$977	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$7,239</b>	<b>\$7,329</b>	<b>\$7,122</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,876</b>	<b>3,860</b>	<b>3,815</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,363</b>	<b>3,469</b>	<b>3,307</b>	<b>3,505</b>	<b>4,172</b>
Administration	805	886	685	757	1,160
Plant operations	1,045	1,065	912	923	1,008
Food service	230	212	339	405	429
Transportation	278	292	360	373	464
Student support	558	554	533	600	594
Instruction support	447	460	478	447	517

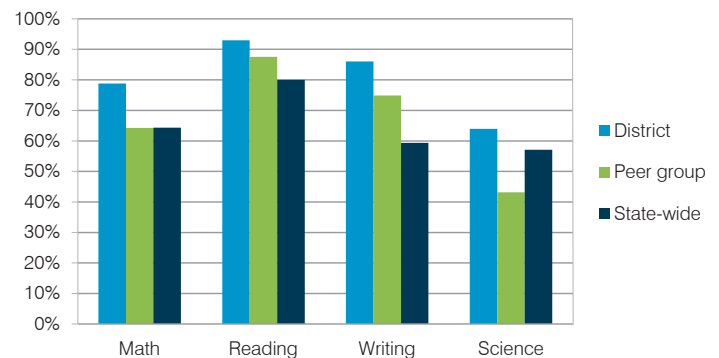
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **A**

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

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	94%	95%
Graduation rate (2013)	84%	80%	75%
Poverty rate (2013)	14%	19%	24%
Students per teacher	21.4	22.8	18.6
Average teacher salary	\$51,841	\$48,393	\$46,026
Amount from Proposition 301	\$5,085	\$6,719	\$4,810
Average years of teacher experience	12.1	9.6	10.9
Percentage of teachers in first 3 years	11%	24%	20%

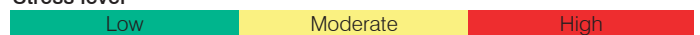
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	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	More than 3 years
Current financial and internal control status	Marginally compliant

Stress level



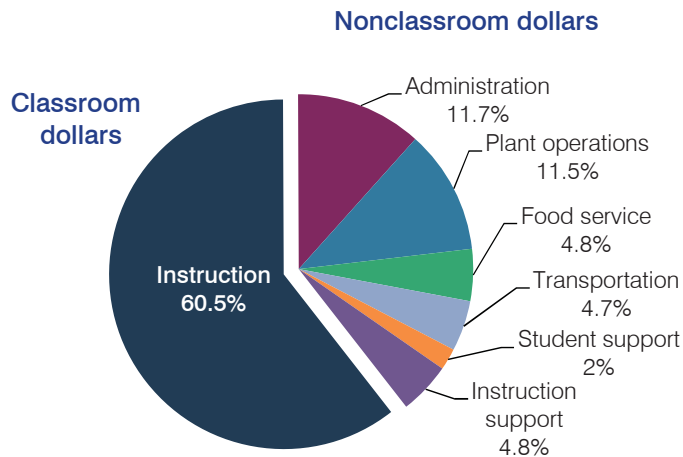
# Thatcher Unified School District

Graham County  
 Efficiency peer groups 5 and T-6, Achievement peer group 4  
 Legislative district(s): 14

District size, location: Medium, Town  
 Students attending: 1,606  
 Number of schools: 4

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 14 percent. Spending in the classroom decreased overall from 62.4 to 60.5 percent. Overall, spending on instruction support increased substantially and spending on transportation increased slightly, while spending on administration and plant operations decreased 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	\$665	\$1,016	\$757
	Students per administrator	85	54	68
Plant operations	Cost per square foot	\$3.80	\$4.71	\$6.04
	Square footage per student	172	261	153
Food service	Cost per meal equivalent	\$3.70	\$3.28	\$2.69
Transportation	Cost per mile	\$3.29	\$3.73	\$3.62
	Cost per rider	\$479	\$512	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$5,687</b>	<b>\$5,701</b>	<b>\$8,082</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,401</b>	<b>3,451</b>	<b>4,193</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>2,286</b>	<b>2,250</b>	<b>3,889</b>	<b>3,505</b>	<b>4,172</b>
Administration	686	665	1,016	757	1,160
Plant operations	661	654	1,145	923	1,008
Food service	289	276	389	405	429
Transportation	221	266	477	373	464
Student support	107	114	563	600	594
Instruction support	322	275	299	447	517

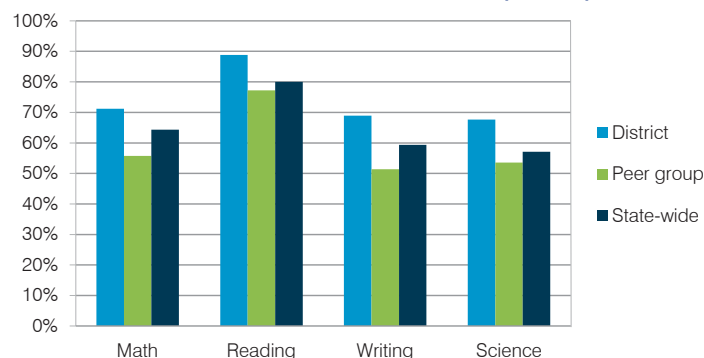
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2013)	96%	86%	75%
Poverty rate (2013)	17%	15%	24%
Students per teacher	18.9	16.1	18.6
Average teacher salary	\$36,247	\$41,932	\$46,026
Amount from Proposition 301	\$5,531	\$4,526	\$4,810
Average years of teacher experience	12.6	10.2	10.9
Percentage of teachers in first 3 years	19%	21%	20%

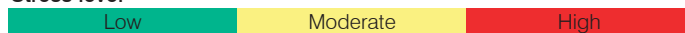
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	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

Stress level



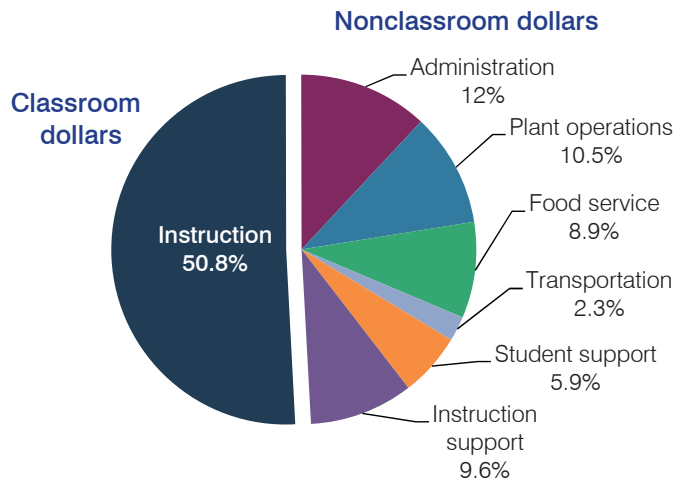
# Tolleson Elementary School District

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

District size, location: Medium-large, Suburb  
 Students attending: 2,636  
 Number of schools: 4

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 10 percent. Spending in the classroom was very inconsistent year to year, decreasing overall from 54.8 to 50.8 percent. Overall, spending on plant operations, food service, and instruction support increased, while spending on student support decreased and spending on administration decreased slightly.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$855	\$895	\$757
	Students per administrator	76	69	68
Plant operations	Cost per square foot	\$5.02	\$6.19	\$6.04
	Square footage per student	149	143	153
Food service	Cost per meal equivalent	\$2.38	\$2.48	\$2.69
Transportation	Cost per mile	\$6.57	\$6.52	\$3.62
	Cost per rider	\$866	\$710	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$7,277</b>	<b>\$7,108</b>	<b>\$7,656</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,609</b>	<b>3,611</b>	<b>3,929</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,668</b>	<b>3,497</b>	<b>3,727</b>	<b>3,505</b>	<b>4,172</b>
Administration	895	855	895	757	1,160
Plant operations	759	747	879	923	1,008
Food service	618	630	558	405	429
Transportation	133	162	291	373	464
Student support	382	419	580	600	594
Instruction support	881	684	524	447	517

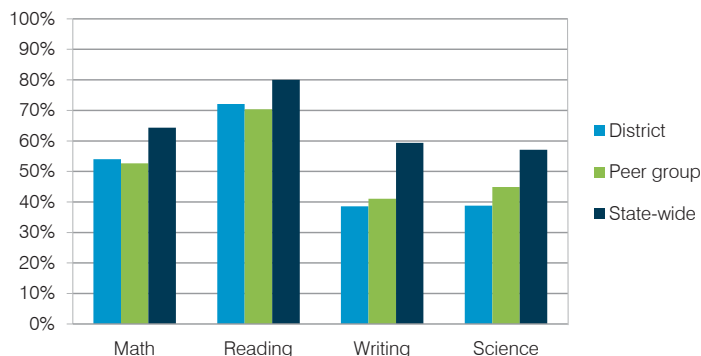
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **B**

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

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	33%	36%	24%
Students per teacher	20.4	17.3	18.6
Average teacher salary	\$45,594	\$40,844	\$46,026
Amount from Proposition 301	\$1,478	\$3,471	\$4,810
Average years of teacher experience	8.8	9.4	10.9
Percentage of teachers in first 3 years	28%	29%	20%

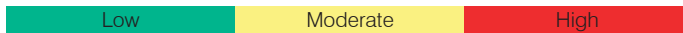
### Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	< \$1,000, isolated
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	2.5%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



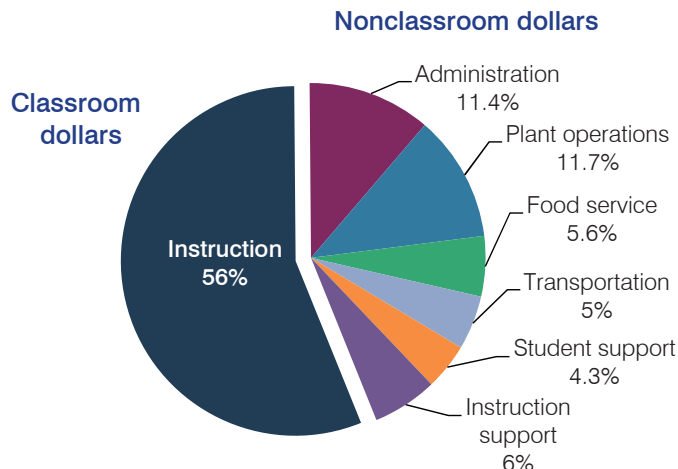
# Tolleson Union High School District

Maricopa County  
 Efficiency peer groups 2 and T-4, Achievement peer group 8  
 Legislative district(s): 19, 27, and 29

District size, location: Large, Suburb  
 Students attending: 10,554  
 Number of schools: 6

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 9 percent. Spending in the classroom varied year to year, increasing overall from 54.7 to 56 percent. Overall, spending on student support decreased substantially and spending on plant operations decreased, while spending on food service and instruction support increased.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$708	\$685	\$757
	Students per administrator	93	68	68
Plant operations	Cost per square foot	\$5.82	\$6.29	\$6.04
	Square footage per student	124	147	153
Food service	Cost per meal equivalent	\$2.41	\$2.68	\$2.69
Transportation	Cost per mile	\$4.08	\$3.54	\$3.62
	Cost per rider	\$1,071	\$1,065	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$5,990</b>	<b>\$6,198</b>	<b>\$7,122</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,269</b>	<b>3,472</b>	<b>3,815</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>2,721</b>	<b>2,726</b>	<b>3,307</b>	<b>3,505</b>	<b>4,172</b>
Administration	680	708	685	757	1,160
Plant operations	767	723	912	923	1,008
Food service	333	347	339	405	429
Transportation	312	307	360	373	464
Student support	255	269	533	600	594
Instruction support	374	372	478	447	517

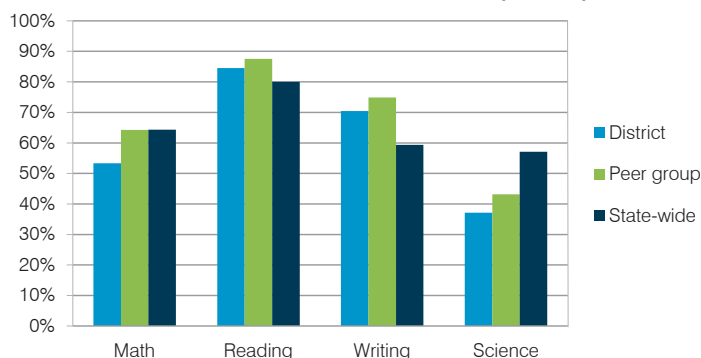
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **C**

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

### Students who met state standards (AIMS)



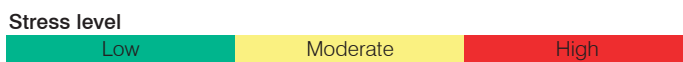
### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	94%	95%
Graduation rate (2013)	80%	80%	75%
Poverty rate (2013)	23%	19%	24%
Students per teacher	23.5	22.8	18.6
Average teacher salary	\$45,920	\$48,393	\$46,026
Amount from Proposition 301	\$7,715	\$6,719	\$4,810
Average years of teacher experience	6.7	9.6	10.9
Percentage of teachers in first 3 years	38%	24%	20%

### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



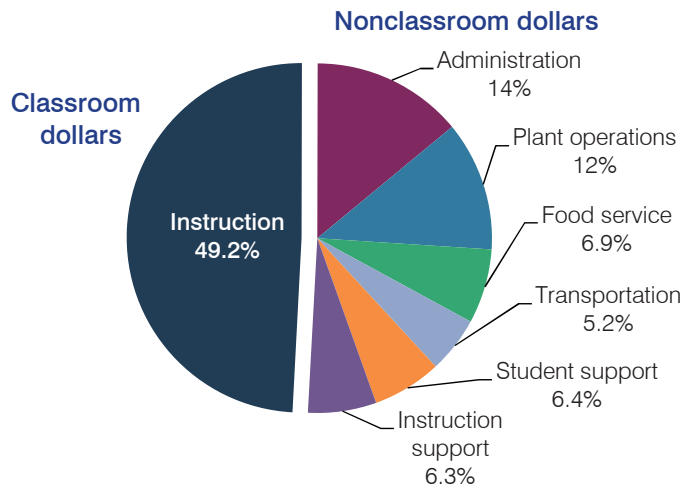
# Toltec Elementary School District

Pinal County  
 Efficiency peer groups 9 and T-6, Achievement peer group 17  
 Legislative district(s): 11

District size, location: Medium, Rural  
 Students attending: 1,117  
 Number of schools: 2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Student enrollment decreased by 21 percent, which contributed to the 19 percent increase in total spending per pupil. Spending in the classroom decreased overall from 59 to 49.2 percent. Overall, spending on administration, student support, and instruction support increased substantially and spending on plant operations increased.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,049	\$974	\$757
	Students per administrator	80	65	68
Plant operations	Cost per square foot	\$5.81	\$6.55	\$6.04
	Square footage per student	155	140	153
Food service	Cost per meal equivalent	\$3.30	\$2.82	\$2.69
Transportation	Cost per mile	\$3.32	\$3.73	\$3.62
	Cost per rider	NR	\$512	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$6,215</b>	<b>\$7,498</b>	<b>\$7,678</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>2,824</b>	<b>3,692</b>	<b>3,796</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,391</b>	<b>3,806</b>	<b>3,882</b>	<b>3,505</b>	<b>4,172</b>
Administration	860	1,049	974	757	1,160
Plant operations	905	902	902	923	1,008
Food service	403	519	549	405	429
Transportation	468	386	496	373	464
Student support	457	477	463	600	594
Instruction support	298	473	498	447	517

## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

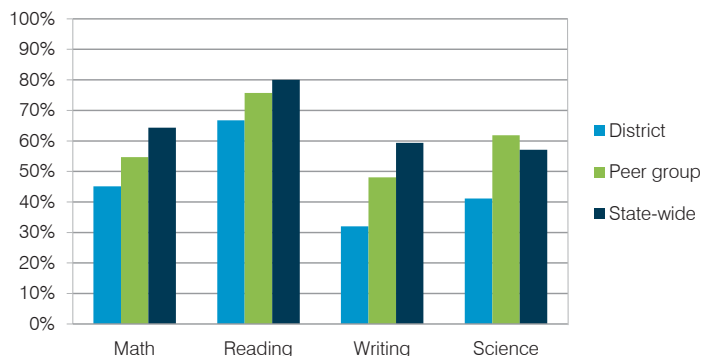
### ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools <sup>1</sup>	Percentage of schools
A	0	0%
B	0	0%
C	3	100%
D	0	0%
F	0	0%
Not rated	0	0%

<sup>1</sup> Includes schools that share a campus and on-line schools.

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	18%	20%	24%
Students per teacher	16.0	12.3	18.6
Average teacher salary	\$35,969	\$43,736	\$46,026
Amount from Proposition 301	\$1,901	\$3,455	\$4,810
Average years of teacher experience	9.5	11.8	10.9
Percentage of teachers in first 3 years	10%	15%	20%

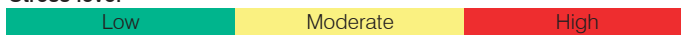
### Financial stress assessment

Overall financial stress level: **High**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	2.0%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



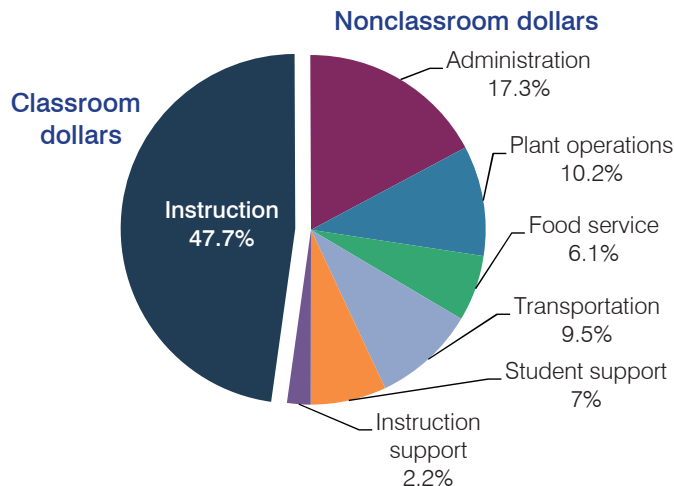
# Tombstone Unified School District

Cochise County  
 Efficiency peer groups 5 and T-9, Achievement peer group 5  
 Legislative district(s): 14

District size, location: Medium, Rural  
 Students attending: 931  
 Number of schools: 3

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 11 percent. Spending in the classroom was very inconsistent year to year, decreasing overall from 52.2 to 47.7 percent. Overall, spending on administration and transportation increased substantially and spending on food service increased, while spending on plant operations decreased substantially.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,449	\$1,016	\$757
	Students per administrator	42	54	68
Plant operations	Cost per square foot	\$3.43	\$4.71	\$6.04
	Square footage per student	249	261	153
Food service	Cost per meal equivalent	\$3.62	\$3.28	\$2.69
Transportation	Cost per mile	\$2.24	\$2.32	\$3.62
	Cost per rider	\$1,035	\$981	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$8,759</b>	<b>\$8,384</b>	<b>\$8,082</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>4,397</b>	<b>4,002</b>	<b>4,193</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>4,362</b>	<b>4,382</b>	<b>3,889</b>	<b>3,505</b>	<b>4,172</b>
Administration	1,389	1,449	1,016	757	1,160
Plant operations	1,016	853	1,145	923	1,008
Food service	508	510	389	405	429
Transportation	707	799	477	373	464
Student support	597	587	563	600	594
Instruction support	145	184	299	447	517

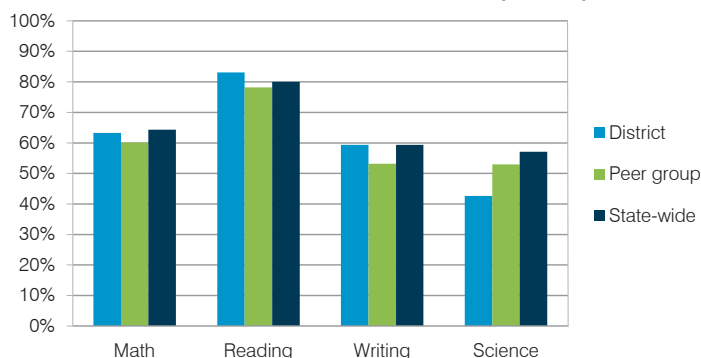
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **B**

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

### Students who met state standards (AIMS)



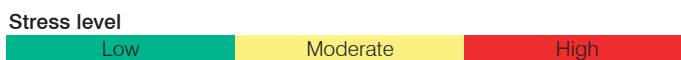
### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2013)	91%	80%	75%
Poverty rate (2013)	25%	24%	24%
Students per teacher	17.1	17.3	18.6
Average teacher salary	\$38,108	\$42,872	\$46,026
Amount from Proposition 301	\$4,625	\$5,022	\$4,810
Average years of teacher experience	11.2	12.1	10.9
Percentage of teachers in first 3 years	15%	19%	20%

### Financial stress assessment

Overall financial stress level: **High**

Measure: 2012 through 2014	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.3%, Decreasing
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Noncompliant



# Tonto Basin Elementary School District

Gila County

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

Legislative district(s): 6

District size, location:

Very small, Rural

Students attending:

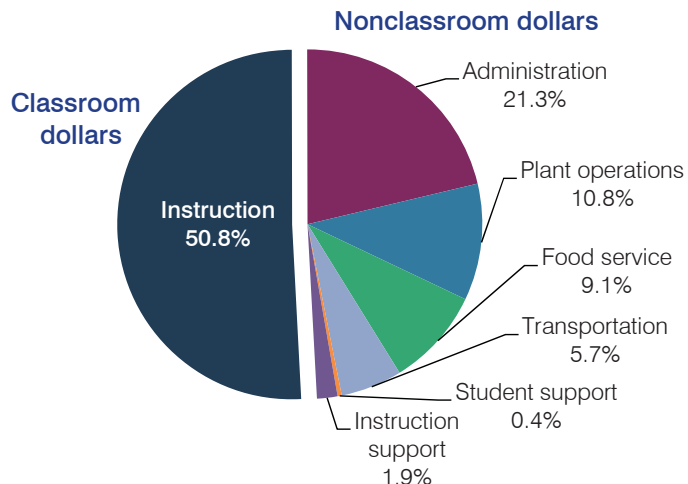
56

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil increased by 28 percent. Spending in the classroom decreased overall from 53.5 to 50.8 percent. Spending on most nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on administration increased substantially and spending on instruction support increased.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$4,242	\$2,835	\$757
	Students per administrator	17	28	68
Plant operations	Cost per square foot	\$7.18	\$6.51	\$6.04
	Square footage per student	299	351	153
Food service	Cost per meal equivalent	\$4.96	\$5.02	\$2.69
Transportation	Cost per mile	\$1.55	\$1.61	\$3.62
	Cost per rider	\$2,125	\$1,444	\$1,036

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$15,093</b>	<b>\$19,904</b>	<b>\$16,101</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>7,999</b>	<b>10,101</b>	<b>8,231</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>7,094</b>	<b>9,803</b>	<b>7,870</b>	<b>3,505</b>	<b>4,172</b>
Administration	2,908	4,242	2,835	757	1,160
Plant operations	1,398	2,149	2,137	923	1,008
Food service	1,453	1,816	901	405	429
Transportation	868	1,129	1,072	373	464
Student support	154	86	536	600	594
Instruction support	313	381	389	447	517

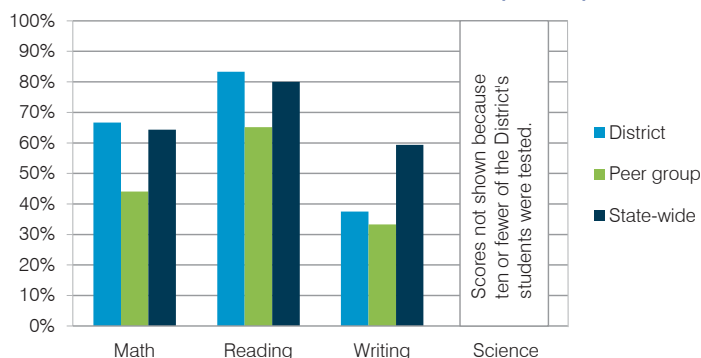
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	93%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	46%	51%	24%
Students per teacher	9.4	12.6	18.6
Average teacher salary	\$52,031	\$43,853	\$46,026
Amount from Proposition 301	\$3,090	\$2,969	\$4,810
Average years of teacher experience	16.7	13.4	10.9
Percentage of teachers in first 3 years	0%	9%	20%

### Financial stress assessment

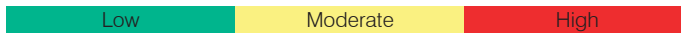
Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Assessment

Change in number of district students	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	Compliant

Stress level





# Topock Elementary School District

Mohave County

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

Legislative district(s): 5

District size, location:

Very small, Rural

Students attending:

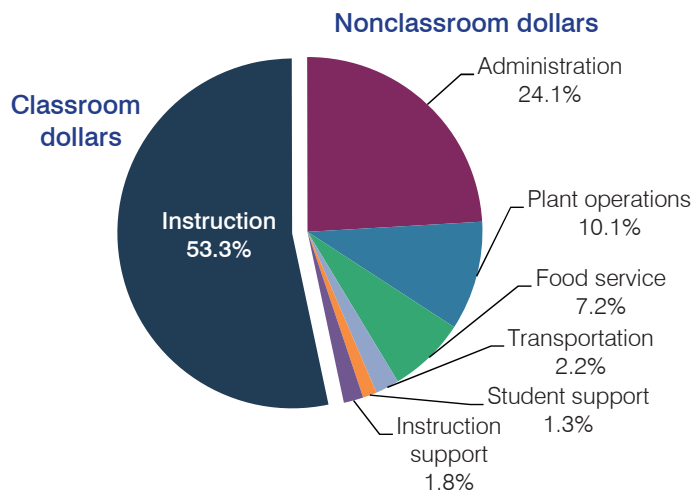
115

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil increased by 9 percent. Spending in the classroom varied year to year, decreasing overall from 58.3 percent to 53.3 percent. Spending on most 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 increased.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,593	\$2,835	\$757
	Students per administrator	38	28	68
Plant operations	Cost per square foot	\$4.72	\$6.51	\$6.04
	Square footage per student	229	351	153
Food service	Cost per meal equivalent	\$1.49	\$5.02	\$2.69
Transportation	Cost per mile	\$1.26	\$1.61	\$3.62
	Cost per rider	\$271	\$1,444	\$1,036

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$10,402</b>	<b>\$10,738</b>	<b>\$16,101</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>5,709</b>	<b>5,727</b>	<b>8,231</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>4,693</b>	<b>5,011</b>	<b>7,870</b>	<b>3,505</b>	<b>4,172</b>
Administration	1,686	2,593	2,835	757	1,160
Plant operations	790	1,081	2,137	923	1,008
Food service	1,046	773	901	405	429
Transportation	294	239	1,072	373	464
Student support	107	135	536	600	594
Instruction support	770	190	389	447	517

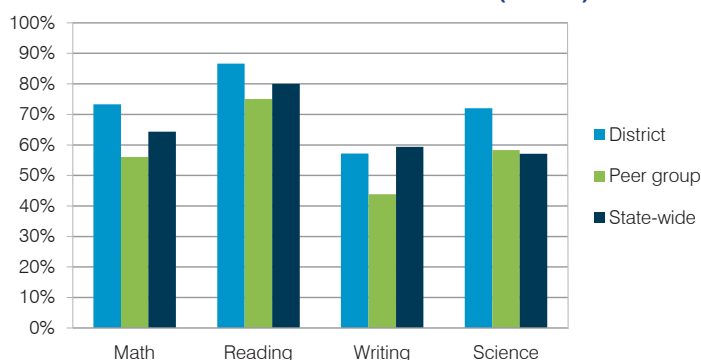
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	28%	30%	24%
Students per teacher	14.3	13.0	18.6
Average teacher salary	\$45,771	\$44,780	\$46,026
Amount from Proposition 301	\$4,025	\$3,720	\$4,810
Average years of teacher experience	9.6	14.2	10.9
Percentage of teachers in first 3 years	14%	15%	20%

### Financial stress assessment

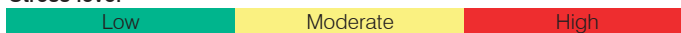
Overall financial stress level: **High**

Measure: 2012 through 2014

Assessment

Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	Operating and capital
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	1.1%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Noncompliant

Stress level



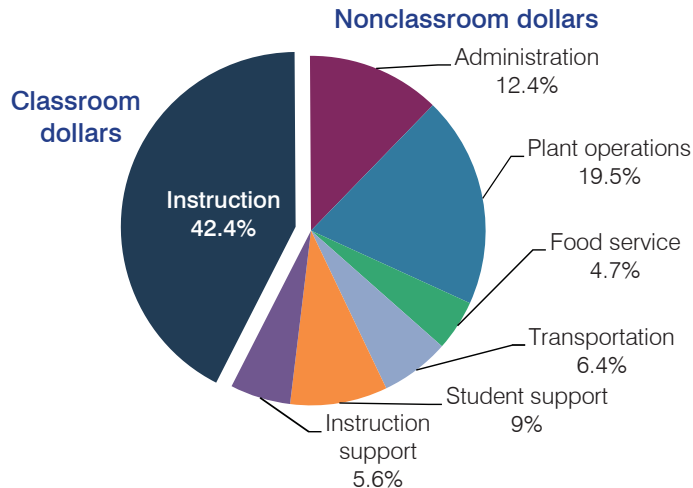
# Tuba City Unified School District

Coconino County  
 Efficiency peer groups 5 and T-9, Achievement peer group 6  
 Legislative district(s): 7

District size, location: Medium, Town  
 Students attending: 1,566  
 Number of schools: 7

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil increased by 8 percent. Spending in the classroom varied year to year, decreasing overall from 44.5 to 42.4 percent. Overall, spending on plant operations increased substantially and spending on instruction support increased, while 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	\$1,857	\$1,016	\$757
	Students per administrator	35	54	68
Plant operations	Cost per square foot	\$7.19	\$4.71	\$6.04
	Square footage per student	409	261	153
Food service	Cost per meal equivalent	\$3.31	\$3.28	\$2.69
Transportation	Cost per mile	\$2.71	\$2.32	\$3.62
	Cost per rider	\$1,363	\$981	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$12,751</b>	<b>\$15,023</b>	<b>\$8,082</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>5,378</b>	<b>6,368</b>	<b>4,193</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>7,373</b>	<b>8,655</b>	<b>3,889</b>	<b>3,505</b>	<b>4,172</b>
Administration	1,761	1,857	1,016	757	1,160
Plant operations	2,418	2,936	1,145	923	1,008
Food service	573	709	389	405	429
Transportation	864	965	477	373	464
Student support	1,229	1,347	563	600	594
Instruction support	528	841	299	447	517

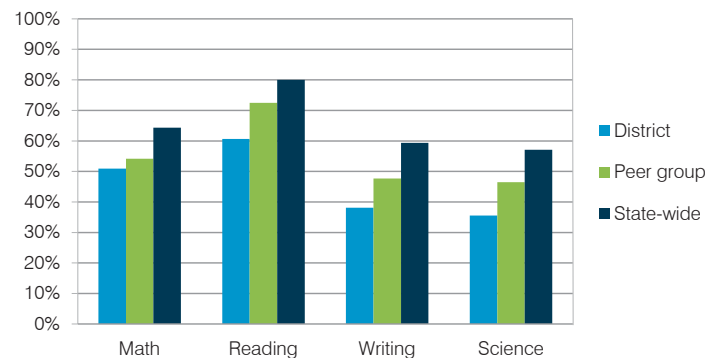
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	14%
C	4	58%
D	1	14%
F	0	0%
Not rated	1	14%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	93%	95%
Graduation rate (2013)	63%	78%	75%
Poverty rate (2013)	33%	32%	24%
Students per teacher	13.1	16.5	18.6
Average teacher salary	\$49,487	\$43,049	\$46,026
Amount from Proposition 301	\$4,803	\$5,173	\$4,810
Average years of teacher experience	11.8	12.0	10.9
Percentage of teachers in first 3 years	6%	19%	20%

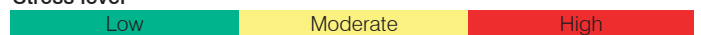
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.9%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



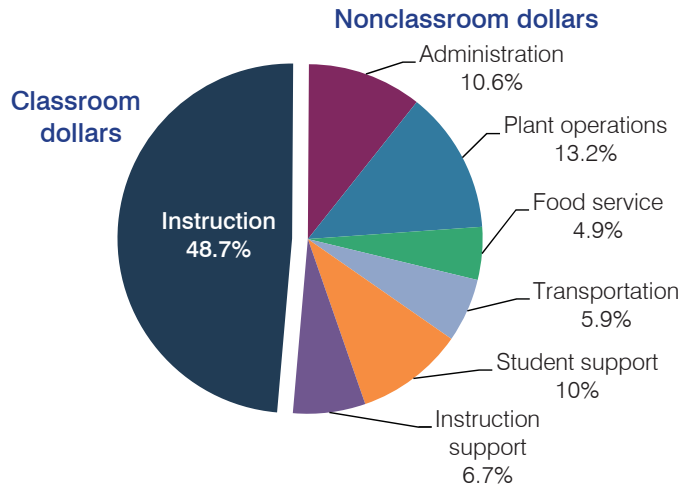
# Tucson Unified School District

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: 46,827  
 Number of schools: 86

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 2 percent. Spending in the classroom decreased from 53.5 to 48.7 percent. Spending on administration and transportation increased and spending on plant operations, food service, and student support increased slightly. Spending on instruction support remained stable.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$855	\$630	\$757
	Students per administrator	61	81	68
Plant operations	Cost per square foot	\$6.21	\$5.83	\$6.04
	Square footage per student	171	143	153
Food service	Cost per meal equivalent	\$2.91	\$2.72	\$2.69
Transportation	Cost per mile	\$4.79	\$3.47	\$3.62
	Cost per rider	\$1,877	\$1,326	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$8,421</b>	<b>\$8,080</b>	<b>\$7,208</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>4,139</b>	<b>3,934</b>	<b>4,086</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>4,282</b>	<b>4,146</b>	<b>3,122</b>	<b>3,505</b>	<b>4,172</b>
Administration	865	855	630	757	1,160
Plant operations	1,162	1,063	831	923	1,008
Food service	369	397	330	405	429
Transportation	481	482	346	373	464
Student support	816	806	605	600	594
Instruction support	589	543	380	447	517

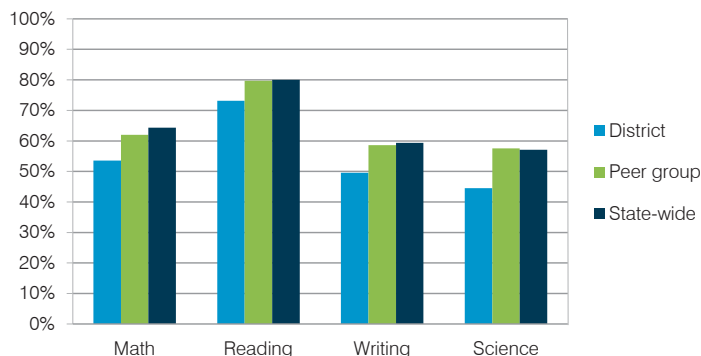
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	12	14%
B	26	30%
C	33	38%
D	9	10%
F	3	4%
Not rated	3	4%

### Students who met state standards (AIMS)



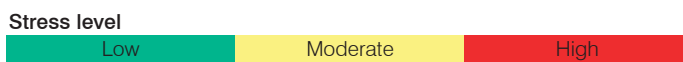
### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	94%	95%
Graduation rate (2013)	80%	80%	75%
Poverty rate (2013)	26%	23%	24%
Students per teacher	18.1	18.6	18.6
Average teacher salary	\$44,040	\$45,840	\$46,026
Amount from Proposition 301	\$4,277	\$5,396	\$4,810
Average years of teacher experience	12.4	11.7	10.9
Percentage of teachers in first 3 years	16%	19%	20%

### Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014	Assessment
Change in number of district students	Concentrated decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.7%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



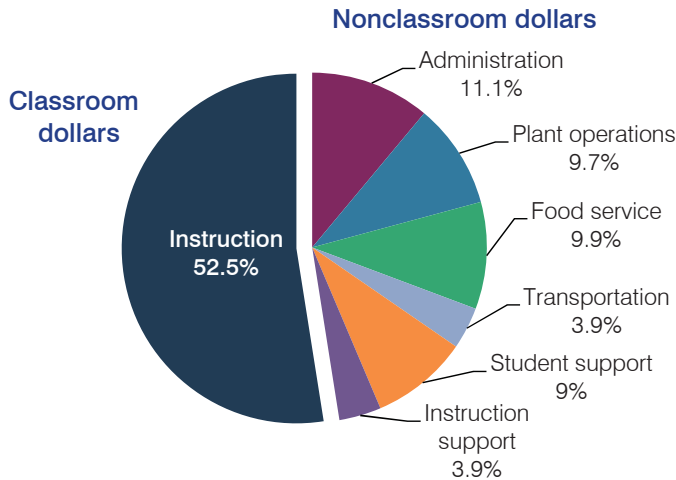
# Union Elementary School District

Maricopa County  
 Efficiency peer groups 8 and T-1, Achievement peer group 13  
 Legislative district(s): 19

District size, location: Medium, Suburb  
 Students attending: 1,756  
 Number of schools: 2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 4 percent. Spending in the classroom was very inconsistent year to year, decreasing overall from 56.3 to 52.5 percent. Spending on student support increased substantially and spending on food service increased, while spending on administration decreased slightly. Spending on most 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	\$693	\$895	\$757
	Students per administrator	97	69	68
Plant operations	Cost per square foot	\$5.24	\$6.19	\$6.04
	Square footage per student	115	143	153
Food service	Cost per meal equivalent	\$2.20	\$2.48	\$2.69
Transportation	Cost per mile	\$6.11	\$6.52	\$3.62
	Cost per rider	\$465	\$710	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$6,316</b>	<b>\$6,245</b>	<b>\$7,656</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,247</b>	<b>3,281</b>	<b>3,929</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,069</b>	<b>2,964</b>	<b>3,727</b>	<b>3,505</b>	<b>4,172</b>
Administration	753	693	895	757	1,160
Plant operations	672	604	879	923	1,008
Food service	606	621	558	405	429
Transportation	233	244	291	373	464
Student support	579	559	580	600	594
Instruction support	226	243	524	447	517

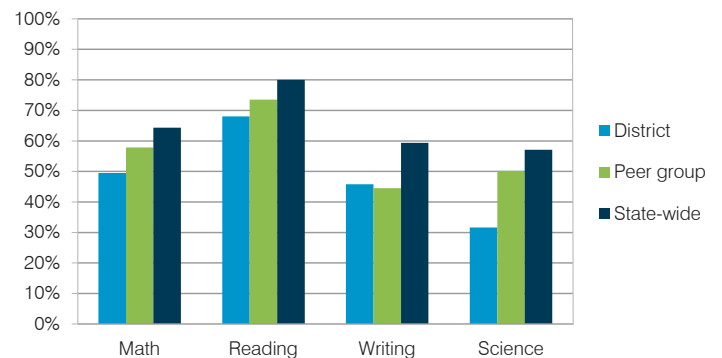
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	26%	26%	24%
Students per teacher	22.2	19.7	18.6
Average teacher salary	\$42,174	\$40,842	\$46,026
Amount from Proposition 301	\$3,063	\$3,876	\$4,810
Average years of teacher experience	7.3	7.6	10.9
Percentage of teachers in first 3 years	29%	34%	20%

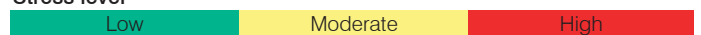
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	Capital only
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

Stress level



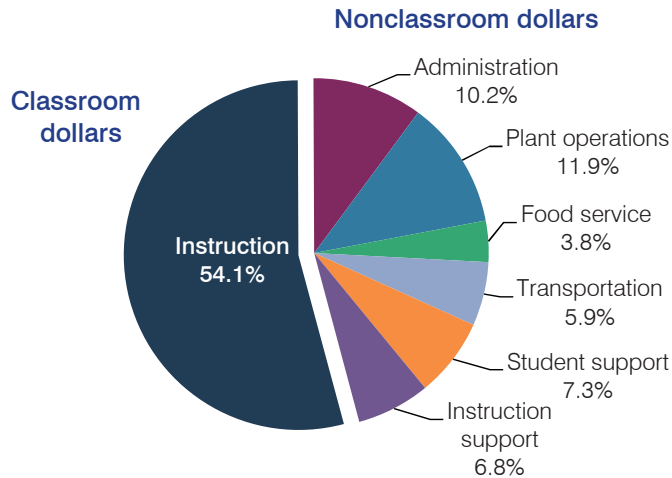
# Vail Unified School District

Pima County  
 Efficiency peer groups 2 and T-5, Achievement peer group 1  
 Legislative district(s): 2, 10, and 14

District size, location: Large, Suburb  
 Students attending: 11,352  
 Number of schools: 17

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil returned to 2009 levels, but spending in the classroom decreased from 59.9 to 54.1 percent. Spending on administration and instruction support increased substantially, while spending on most 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	\$711	\$685	\$757
	Students per administrator	55	68	68
Plant operations	Cost per square foot	\$7.45	\$6.29	\$6.04
	Square footage per student	112	147	153
Food service	Cost per meal equivalent	\$2.04	\$2.68	\$2.69
Transportation	Cost per mile	\$2.85	\$3.47	\$3.62
	Cost per rider	\$1,196	\$1,326	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$6,695</b>	<b>\$6,999</b>	<b>\$7,122</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,750</b>	<b>3,788</b>	<b>3,815</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>2,945</b>	<b>3,211</b>	<b>3,307</b>	<b>3,505</b>	<b>4,172</b>
Administration	629	711	685	757	1,160
Plant operations	742	832	912	923	1,008
Food service	268	269	339	405	429
Transportation	452	415	360	373	464
Student support	483	508	533	600	594
Instruction support	371	476	478	447	517

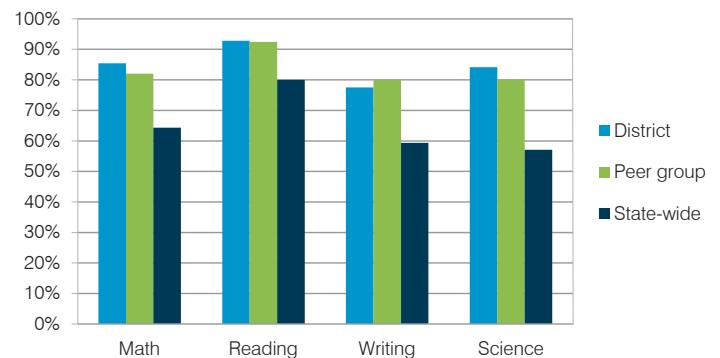
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	14	82%
B	2	12%
C	0	0%
D	0	0%
F	0	0%
Not rated	1	6%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	88%	89%	75%
Poverty rate (2013)	7%	8%	24%
Students per teacher	17.9	17.6	18.6
Average teacher salary	\$38,348	\$41,745	\$46,026
Amount from Proposition 301	\$4,364	\$4,751	\$4,810
Average years of teacher experience	8.0	11.4	10.9
Percentage of teachers in first 3 years	26%	16%	20%

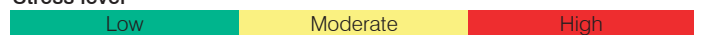
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.4%, Varying
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Marginally compliant

Stress level



# Valentine Elementary School District

Mohave County

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

Legislative district(s): 5

District size, location:

Very small, Rural

Students attending:

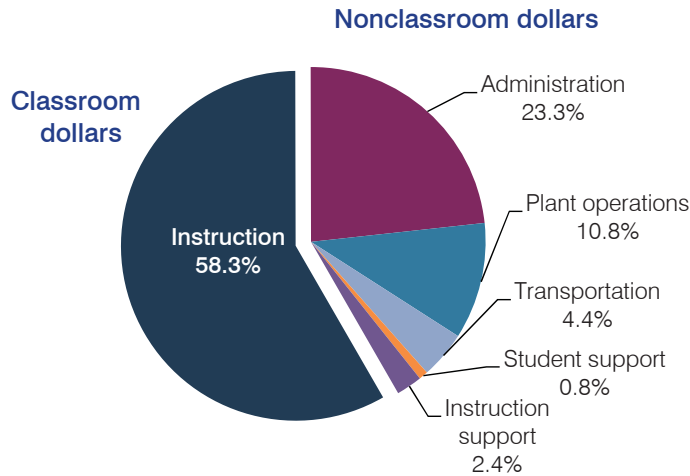
66

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 8 percent. Spending in the classroom varied year to year, decreasing overall from 78.7 to 58.3 percent. Spending on all nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration, plant operations, and instruction support increased substantially.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,381	\$2,835	\$757
	Students per administrator	33	28	68
Plant operations	Cost per square foot	\$5.45	\$6.51	\$6.04
	Square footage per student	204	351	153
Food service	Cost per meal equivalent	N/A	\$5.02	\$2.69
Transportation	Cost per mile	\$1.37	\$1.61	\$3.62
	Cost per rider	\$446	\$1,444	\$1,036

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$10,161</b>	<b>\$10,241</b>	<b>\$16,101</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>5,535</b>	<b>5,971</b>	<b>8,231</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>4,626</b>	<b>4,270</b>	<b>7,870</b>	<b>3,505</b>	<b>4,172</b>
Administration	2,585	2,381	2,835	757	1,160
Plant operations	1,250	1,110	2,137	923	1,008
Food service	0	0	901	405	429
Transportation	576	453	1,072	373	464
Student support	65	79	536	600	594
Instruction support	150	247	389	447	517

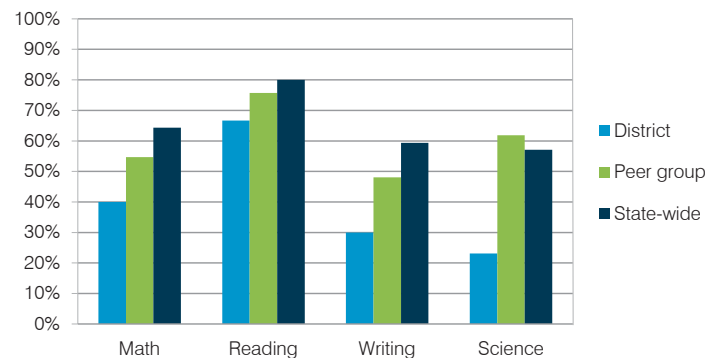
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	91%	94%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	21%	20%	24%
Students per teacher	13.2	12.3	18.6
Average teacher salary	\$45,445	\$43,736	\$46,026
Amount from Proposition 301	\$4,400	\$3,455	\$4,810
Average years of teacher experience	8.2	11.8	10.9
Percentage of teachers in first 3 years	40%	15%	20%

### Financial stress assessment

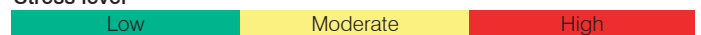
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (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-11, Achievement peer group 11

Legislative district(s): 14

District size, location:

Very small, Rural

Students attending:

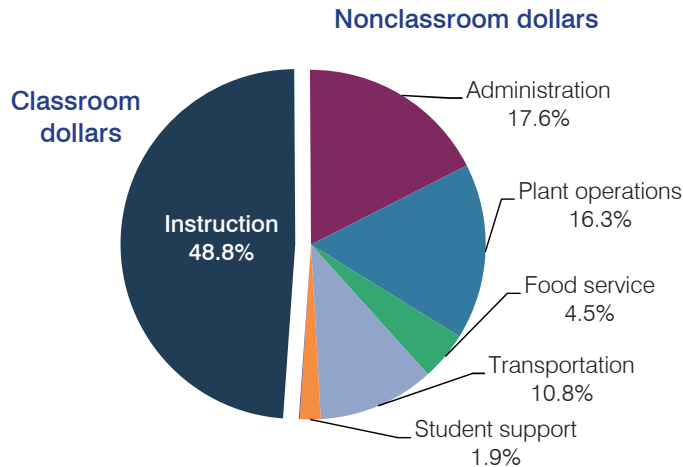
120

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Student enrollment decreased by 23 percent, which contributed to the 27 percent increase in total spending per pupil. Spending in the classroom varied year to year, increasing overall from 47.2 to 48.8 percent. Spending on all nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on instruction support decreased substantially.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,689	\$2,835	\$757
	Students per administrator	23	28	68
Plant operations	Cost per square foot	\$4.99	\$6.51	\$6.04
	Square footage per student	498	351	153
Food service	Cost per meal equivalent	\$6.57	\$5.02	\$2.69
Transportation	Cost per mile	\$2.11	\$1.61	\$3.62
	Cost per rider	\$2,714	\$1,444	\$1,036

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$14,468</b>	<b>\$15,251</b>	<b>\$16,101</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>6,714</b>	<b>7,438</b>	<b>8,231</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>7,754</b>	<b>7,813</b>	<b>7,870</b>	<b>3,505</b>	<b>4,172</b>
Administration	2,685	2,689	2,835	757	1,160
Plant operations	2,493	2,482	2,137	923	1,008
Food service	738	679	901	405	429
Transportation	1,414	1,649	1,072	373	464
Student support	350	296	536	600	594
Instruction support	74	18	389	447	517

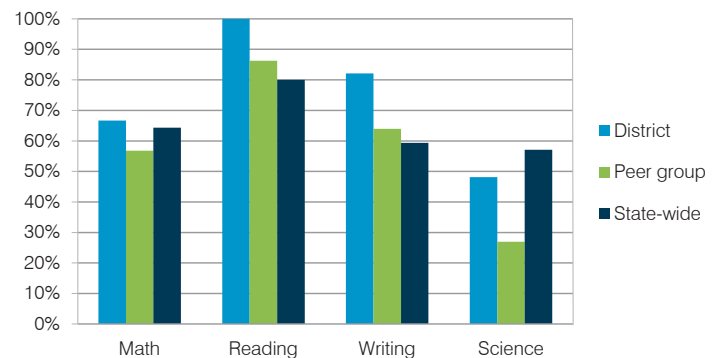
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	93%	95%
Graduation rate (2013)	90%	82%	75%
Poverty rate (2013)	38%	36%	24%
Students per teacher	8.7	14.8	18.6
Average teacher salary	\$36,870	\$43,265	\$46,026
Amount from Proposition 301	\$3,942	\$5,878	\$4,810
Average years of teacher experience	8.9	8.8	10.9
Percentage of teachers in first 3 years	21%	26%	20%

### Financial stress assessment

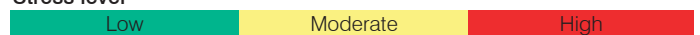
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

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

Stress level



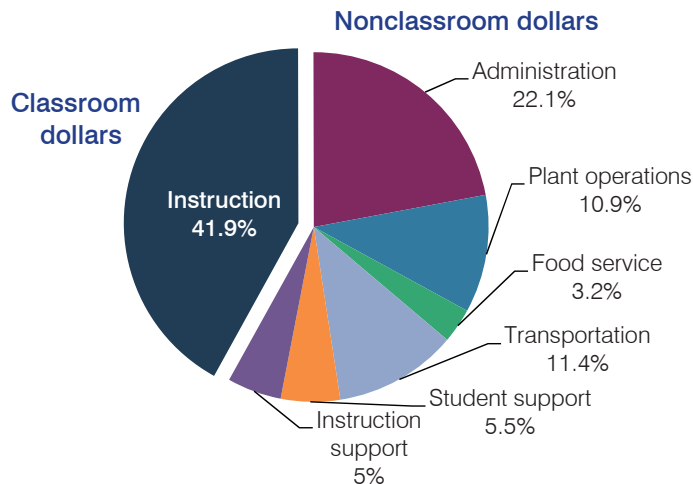
# Vernon Elementary School District

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

District size, location: Very small, Rural  
 Students attending: 89  
 Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil increased by 13 percent. Spending in the classroom varied year to year, decreasing overall from 44 to 41.9 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 food service and student support increased.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,807	\$2,835	\$757
	Students per administrator	18	28	68
Plant operations	Cost per square foot	\$7.12	\$6.51	\$6.04
	Square footage per student	265	351	153
Food service	Cost per meal equivalent	\$3.29	\$5.02	\$2.69
Transportation	Cost per mile	\$1.18	\$1.61	\$3.62
	Cost per rider	\$1,331	\$1,444	\$1,036

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$16,638</b>	<b>\$17,272</b>	<b>\$16,101</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>8,047</b>	<b>7,241</b>	<b>8,231</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>8,591</b>	<b>10,031</b>	<b>7,870</b>	<b>3,505</b>	<b>4,172</b>
Administration	3,362	3,807	2,835	757	1,160
Plant operations	2,034	1,886	2,137	923	1,008
Food service	0	545	901	405	429
Transportation	2,161	1,967	1,072	373	464
Student support	726	957	536	600	594
Instruction support	308	869	389	447	517

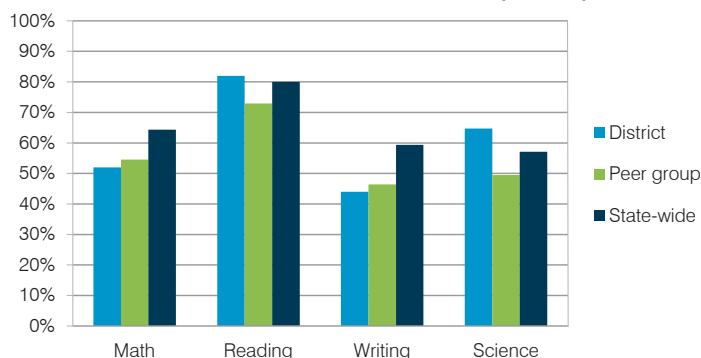
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



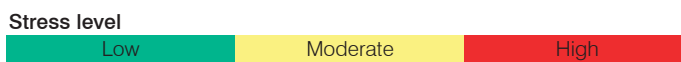
### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	44%	39%	24%
Students per teacher	8.9	15.0	18.6
Average teacher salary	\$43,104	\$47,060	\$46,026
Amount from Proposition 301	\$2,650	\$3,492	\$4,810
Average years of teacher experience	9.9	11.8	10.9
Percentage of teachers in first 3 years	0%	15%	20%

### Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	0.7%, Varying
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant





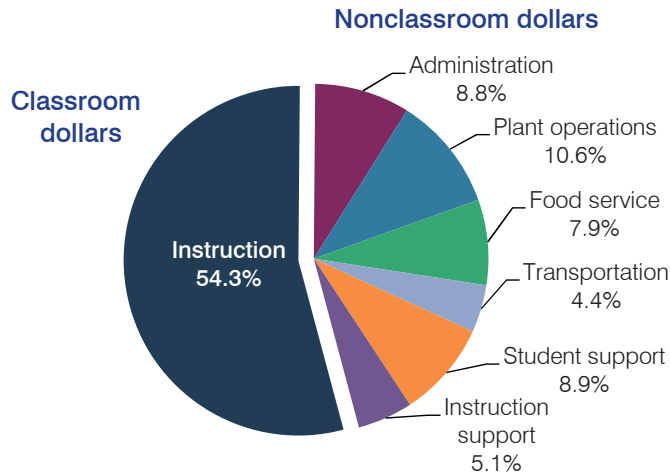
# Washington Elementary School District

Maricopa County  
 Efficiency peer groups 7 and T-3, Achievement peer group 14  
 Legislative district(s): 20, 24, 28, and 30

District size, location: Very large, City  
 Students attending: 21,772  
 Number of schools: 32

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 6 percent. Spending in the classroom decreased from 57.5 to 54.3 percent. Overall, spending on food service increased and spending on administration increased slightly. 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	\$726	\$757
	Students per administrator	81	77	68
Plant operations	Cost per square foot	\$6.21	\$6.09	\$6.04
	Square footage per student	135	131	153
Food service	Cost per meal equivalent	\$2.48	\$2.64	\$2.69
Transportation	Cost per mile	\$4.51	\$3.79	\$3.62
	Cost per rider	\$1,082	\$977	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$7,939</b>	<b>\$7,897</b>	<b>\$7,414</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>4,299</b>	<b>4,288</b>	<b>3,939</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,640</b>	<b>3,609</b>	<b>3,475</b>	<b>3,505</b>	<b>4,172</b>
Administration	699	695	726	757	1,160
Plant operations	859	836	793	923	1,008
Food service	607	628	547	405	429
Transportation	347	349	308	373	464
Student support	687	700	575	600	594
Instruction support	441	401	526	447	517

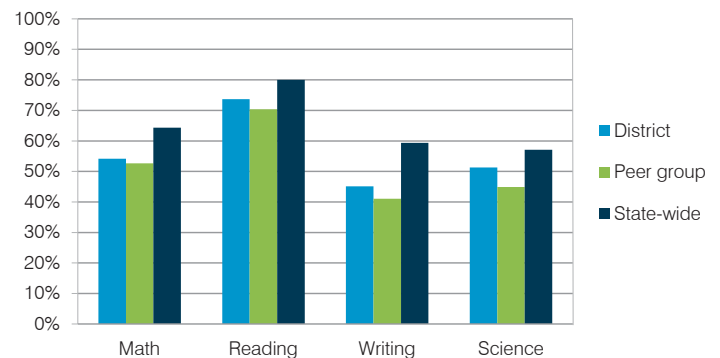
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	3	9%
B	16	50%
C	13	41%
D	0	0%
F	0	0%
Not rated	0	0%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	34%	36%	24%
Students per teacher	15.9	17.3	18.6
Average teacher salary	\$39,967	\$40,844	\$46,026
Amount from Proposition 301	\$4,757	\$3,471	\$4,810
Average years of teacher experience	11.3	9.4	10.9
Percentage of teachers in first 3 years	26%	29%	20%

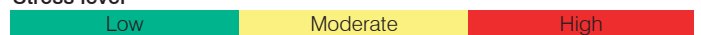
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Mixed election results
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



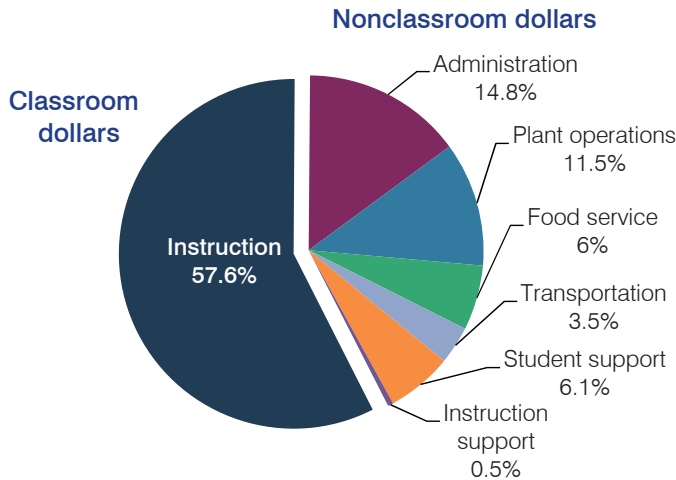
# Wellton Elementary School District

Yuma County  
 Efficiency peer groups 10 and T-7, Achievement peer group 18  
 Legislative district(s): 13

District size, location: Small, Rural  
 Students attending: 256  
 Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil increased by 2 percent. Spending in the classroom varied year to year, increasing overall from 56.4 to 57.6 percent. Spending on student support and instruction support decreased substantially, while spending on administration 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	\$1,406	\$1,165	\$757
	Students per administrator	64	57	68
Plant operations	Cost per square foot	\$4.62	\$6.15	\$6.04
	Square footage per student	237	179	153
Food service	Cost per meal equivalent	\$2.87	\$2.98	\$2.69
Transportation	Cost per mile	\$1.78	\$3.45	\$3.62
	Cost per rider	\$552	\$832	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$9,278</b>	<b>\$9,510</b>	<b>\$8,683</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>5,506</b>	<b>5,479</b>	<b>4,668</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,772</b>	<b>4,031</b>	<b>4,015</b>	<b>3,505</b>	<b>4,172</b>
Administration	1,247	1,406	1,165	757	1,160
Plant operations	1,060	1,095	1,037	923	1,008
Food service	467	574	550	405	429
Transportation	301	331	546	373	464
Student support	662	583	467	600	594
Instruction support	35	42	250	447	517

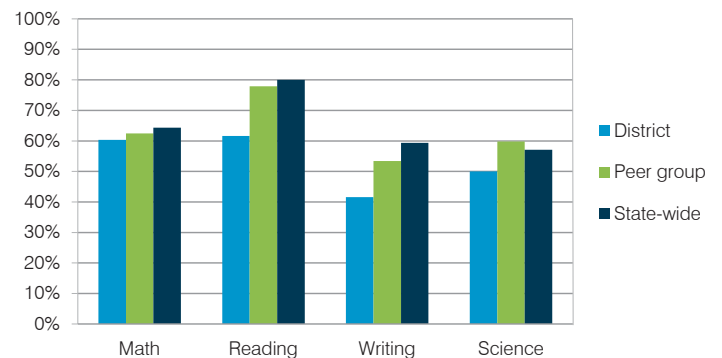
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	25%	25%	24%
Students per teacher	14.2	13.1	18.6
Average teacher salary	\$46,674	\$45,915	\$46,026
Amount from Proposition 301	\$2,570	\$3,467	\$4,810
Average years of teacher experience	13.6	12.1	10.9
Percentage of teachers in first 3 years	25%	13%	20%

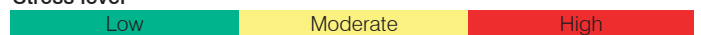
### Financial stress assessment

Overall financial stress level: **High**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Large decrease
Spending exceeded operating/capital budgets	Operating and capital
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

Stress level



# Wenden Elementary School District

La Paz County

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

Legislative district(s): 5

District size, location:

Very small, Rural

Students attending:

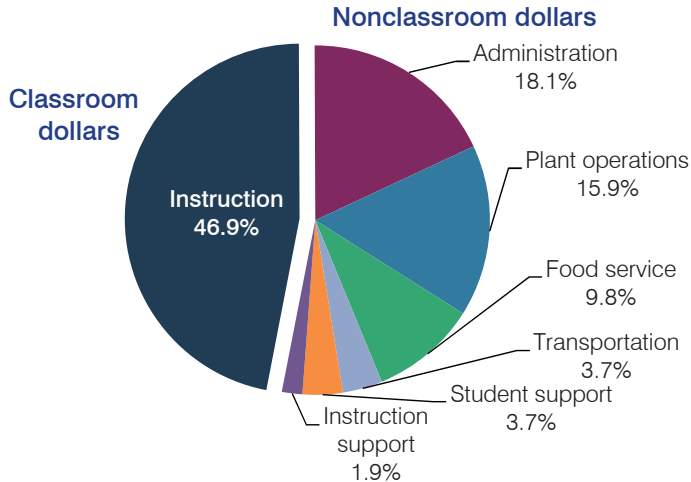
99

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 15 percent. Spending in the classroom varied year to year, decreasing overall from 49.3 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 and spending on transportation increased.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,811	\$2,835	\$757
	Students per administrator	33	28	68
Plant operations	Cost per square foot	\$9.54	\$6.51	\$6.04
	Square footage per student	258	351	153
Food service	Cost per meal equivalent	\$5.17	\$5.02	\$2.69
Transportation	Cost per mile	\$1.82	\$1.61	\$3.62
	Cost per rider	\$1,990	\$1,444	\$1,036

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$15,375</b>	<b>\$15,526</b>	<b>\$16,101</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>7,248</b>	<b>7,282</b>	<b>8,231</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>8,127</b>	<b>8,244</b>	<b>7,870</b>	<b>3,505</b>	<b>4,172</b>
Administration	2,544	2,811	2,835	757	1,160
Plant operations	2,700	2,462	2,137	923	1,008
Food service	1,509	1,519	901	405	429
Transportation	192	582	1,072	373	464
Student support	909	576	536	600	594
Instruction support	273	294	389	447	517

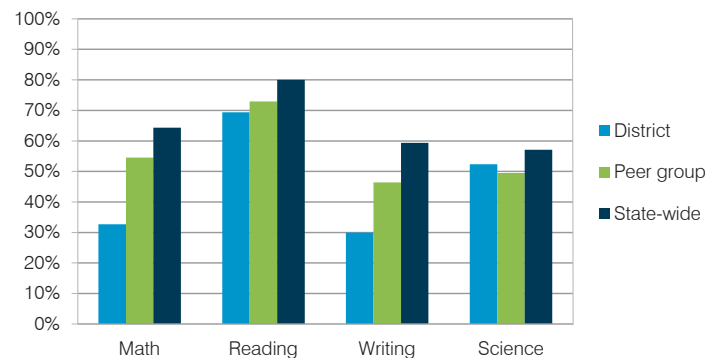
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	97%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	39%	39%	24%
Students per teacher	9.9	15.0	18.6
Average teacher salary	\$45,596	\$47,060	\$46,026
Amount from Proposition 301	\$3,052	\$3,492	\$4,810
Average years of teacher experience	13.7	11.8	10.9
Percentage of teachers in first 3 years	5%	15%	20%

### Financial stress assessment

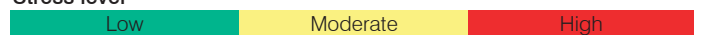
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

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

Stress level



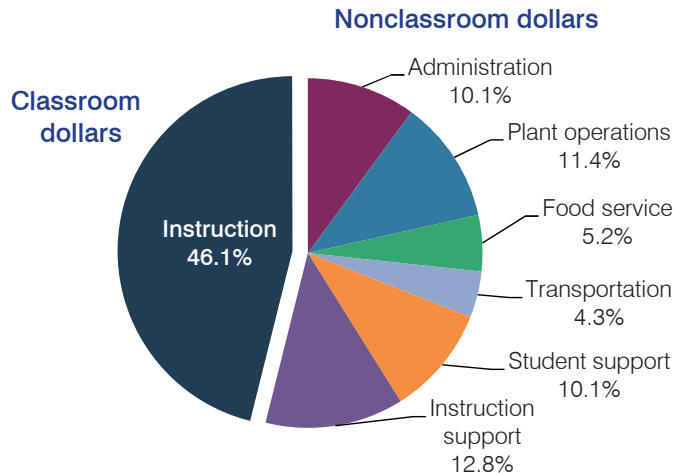
# Whiteriver Unified School District

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

District size, location: Medium-large, Town  
 Students attending: 2,112  
 Number of schools: 5

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil returned to 2009 levels, but spending in the classroom decreased from 51.3 to 46.1 percent. Overall, spending on instruction support increased substantially and spending on student support increased. Spending on plant operations decreased substantially, spending on administration decreased, and spending on transportation decreased slightly.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,100	\$789	\$757
	Students per administrator	64	67	68
Plant operations	Cost per square foot	\$4.16	\$5.46	\$6.04
	Square footage per student	297	188	153
Food service	Cost per meal equivalent	\$2.30	\$2.76	\$2.69
Transportation	Cost per mile	\$3.17	\$3.73	\$3.62
	Cost per rider	\$664	\$512	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$11,623</b>	<b>\$10,844</b>	<b>\$7,573</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>5,427</b>	<b>4,999</b>	<b>3,914</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>6,196</b>	<b>5,845</b>	<b>3,659</b>	<b>3,505</b>	<b>4,172</b>
Administration	1,458	1,100	789	757	1,160
Plant operations	1,234	1,233	1,009	923	1,008
Food service	554	567	386	405	429
Transportation	491	468	406	373	464
Student support	1,774	1,093	607	600	594
Instruction support	685	1,384	462	447	517

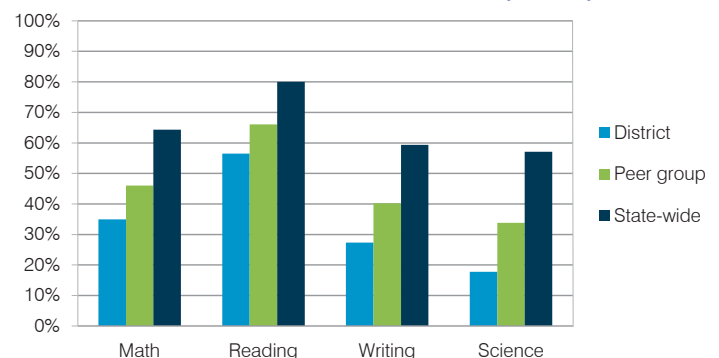
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	95%
Graduation rate (2013)	48%	73%	75%
Poverty rate (2013)	49%	45%	24%
Students per teacher	14.8	15.2	18.6
Average teacher salary	\$46,457	\$43,616	\$46,026
Amount from Proposition 301	\$5,429	\$4,111	\$4,810
Average years of teacher experience	12.3	12.2	10.9
Percentage of teachers in first 3 years	21%	18%	20%

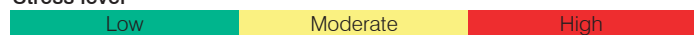
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



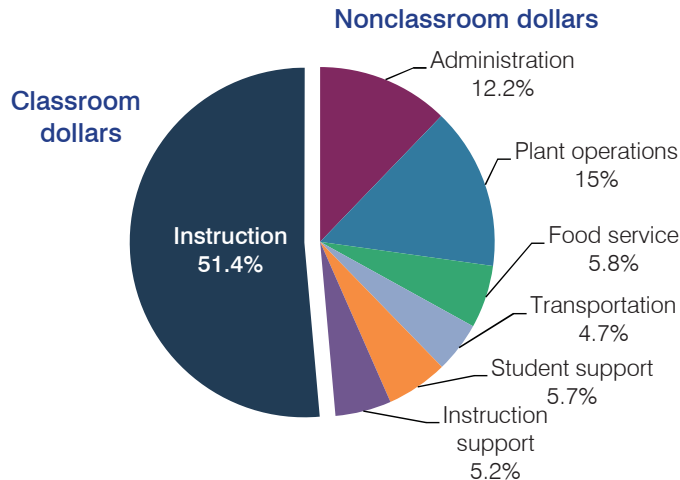
# Wickenburg Unified School District

Maricopa County  
 Efficiency peer groups 5 and T-9, Achievement peer group 6  
 Legislative district(s): 1, 13, and 22

District size, location: Medium, Rural  
 Students attending: 1,460  
 Number of schools: 4

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 4 percent. Spending in the classroom varied year to year, decreasing overall from 57.7 to 51.4 percent. Overall, spending on student support increased substantially, spending on food service and instruction support increased, and spending on administration and transportation increased slightly.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$941	\$1,016	\$757
	Students per administrator	64	54	68
Plant operations	Cost per square foot	\$3.93	\$4.71	\$6.04
	Square footage per student	293	261	153
Food service	Cost per meal equivalent	\$3.26	\$3.28	\$2.69
Transportation	Cost per mile	\$2.17	\$2.32	\$3.62
	Cost per rider	\$995	\$981	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$7,477</b>	<b>\$7,713</b>	<b>\$8,082</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,945</b>	<b>3,963</b>	<b>4,193</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,532</b>	<b>3,750</b>	<b>3,889</b>	<b>3,505</b>	<b>4,172</b>
Administration	843	941	1,016	757	1,160
Plant operations	1,172	1,153	1,145	923	1,008
Food service	441	448	389	405	429
Transportation	368	366	477	373	464
Student support	386	438	563	600	594
Instruction support	322	404	299	447	517

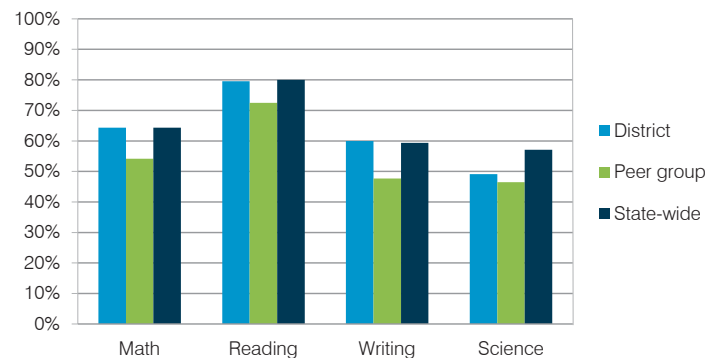
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	93%	95%
Graduation rate (2013)	84%	78%	75%
Poverty rate (2013)	31%	32%	24%
Students per teacher	16.6	16.5	18.6
Average teacher salary	\$41,406	\$43,049	\$46,026
Amount from Proposition 301	\$5,580	\$5,173	\$4,810
Average years of teacher experience	13.8	12.0	10.9
Percentage of teachers in first 3 years	17%	19%	20%

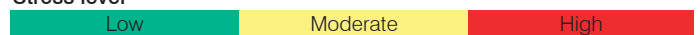
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	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

Stress level



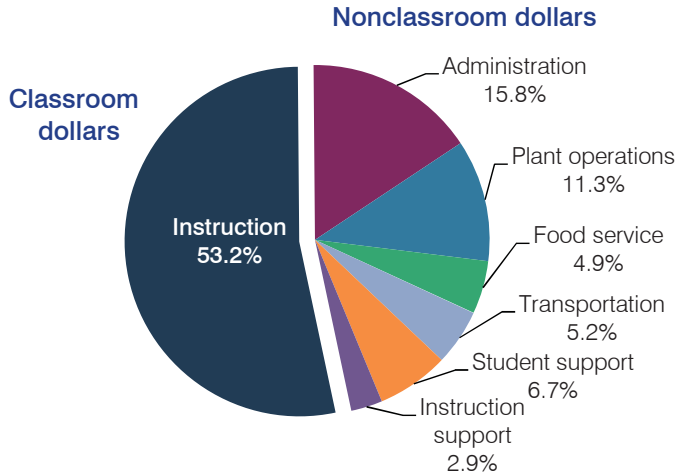
# Willcox Unified School District

Cochise County  
 Efficiency peer groups 5 and T-10, Achievement peer group 5  
 Legislative district(s): 14

District size, location: Medium, Rural  
 Students attending: 1,128  
 Number of schools: 3

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 8 percent. Spending in the classroom decreased overall from 54.4 to 53.2 percent. Overall, spending on administration increased substantially and spending on plant operations and transportation increased slightly. Spending on instruction support decreased 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	\$1,234	\$1,016	\$757
	Students per administrator	40	54	68
Plant operations	Cost per square foot	\$3.96	\$4.71	\$6.04
	Square footage per student	223	261	153
Food service	Cost per meal equivalent	\$2.97	\$3.28	\$2.69
Transportation	Cost per mile	\$2.52	\$2.12	\$3.62
	Cost per rider	\$1,432	\$1,121	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$7,985</b>	<b>\$7,808</b>	<b>\$8,082</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>4,348</b>	<b>4,157</b>	<b>4,193</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,637</b>	<b>3,651</b>	<b>3,889</b>	<b>3,505</b>	<b>4,172</b>
Administration	1,206	1,234	1,016	757	1,160
Plant operations	788	883	1,145	923	1,008
Food service	414	380	389	405	429
Transportation	432	405	477	373	464
Student support	580	520	563	600	594
Instruction support	217	229	299	447	517

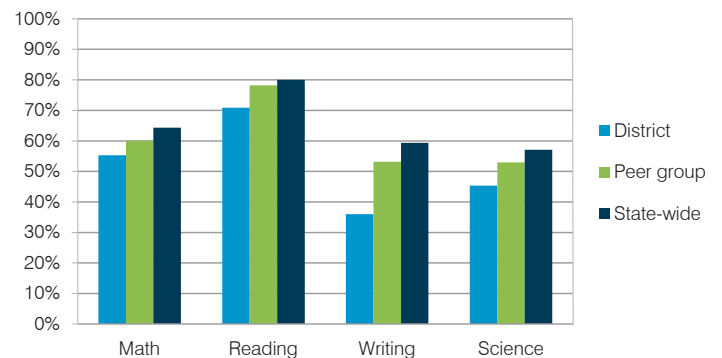
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **B**

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

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2013)	67%	80%	75%
Poverty rate (2013)	24%	24%	24%
Students per teacher	15.5	17.3	18.6
Average teacher salary	\$37,224	\$42,872	\$46,026
Amount from Proposition 301	\$4,152	\$5,022	\$4,810
Average years of teacher experience	13.4	12.1	10.9
Percentage of teachers in first 3 years	8%	19%	20%

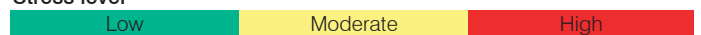
### Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	1.4%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant

Stress level



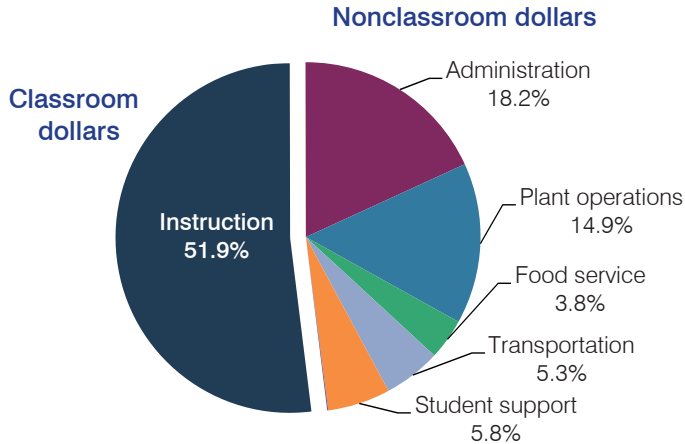
# Williams Unified School District

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

District size, location: Small, Rural  
 Students attending: 576  
 Number of schools: 2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 18 percent. Spending in the classroom varied year to year, decreasing overall from 53.9 to 51.9 percent. Overall, spending on plant operations increased substantially and spending on food service increased slightly. Spending on student support decreased substantially and spending on instruction support decreased.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,579	\$1,534	\$757
	Students per administrator	42	45	68
Plant operations	Cost per square foot	\$5.27	\$4.68	\$6.04
	Square footage per student	246	307	153
Food service	Cost per meal equivalent	\$3.59	\$3.36	\$2.69
Transportation	Cost per mile	\$2.18	\$2.32	\$3.62
	Cost per rider	\$583	\$981	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$8,854</b>	<b>\$8,680</b>	<b>\$10,014</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>4,583</b>	<b>4,508</b>	<b>5,015</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>4,271</b>	<b>4,172</b>	<b>4,999</b>	<b>3,505</b>	<b>4,172</b>
Administration	1,589	1,579	1,534	757	1,160
Plant operations	1,147	1,298	1,518	923	1,008
Food service	402	333	448	405	429
Transportation	526	457	501	373	464
Student support	465	500	626	600	594
Instruction support	142	5	372	447	517

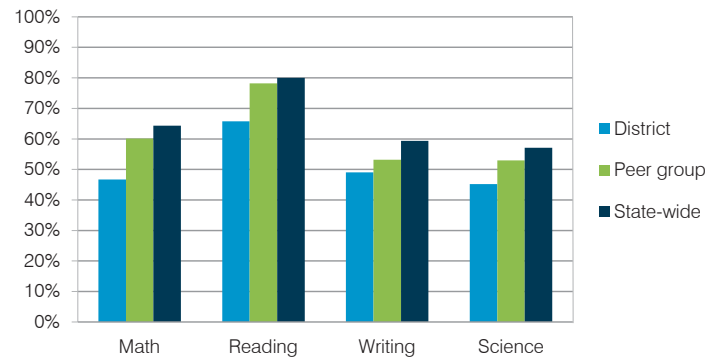
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2013)	75%	80%	75%
Poverty rate (2013)	27%	24%	24%
Students per teacher	14.1	17.3	18.6
Average teacher salary	\$40,354	\$42,872	\$46,026
Amount from Proposition 301	\$5,411	\$5,022	\$4,810
Average years of teacher experience	15.0	12.1	10.9
Percentage of teachers in first 3 years	11%	19%	20%

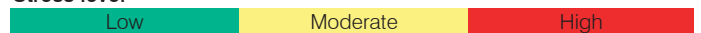
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	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	More than 3 years
Current financial and internal control status	Compliant

Stress level



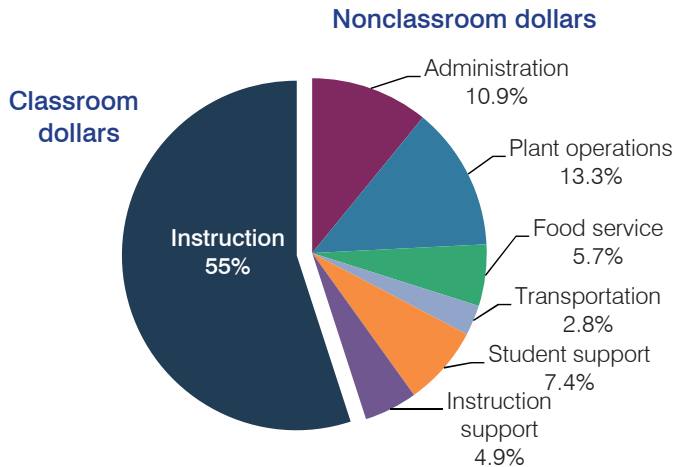
# Wilson Elementary School District

Maricopa County  
 Efficiency peer groups 8 and T-3, Achievement peer group 15  
 Legislative district(s): 27

District size, location: Medium, City  
 Students attending: 1,198  
 Number of schools: 2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 18 percent. Spending in the classroom was very inconsistent year to year, ranging overall from a high of 55.3 to a low of 51.4 percent. Overall, spending on plant operations increased and spending on transportation and student support increased slightly, while spending on instruction support decreased.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,052	\$895	\$757
	Students per administrator	47	69	68
Plant operations	Cost per square foot	\$8.15	\$6.19	\$6.04
	Square footage per student	158	143	153
Food service	Cost per meal equivalent	\$2.36	\$2.48	\$2.69
Transportation	Cost per mile	\$3.71	\$3.79	\$3.62
	Cost per rider	\$1,126	\$977	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$10,354</b>	<b>\$9,677</b>	<b>\$7,656</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>5,506</b>	<b>5,325</b>	<b>3,929</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>4,848</b>	<b>4,352</b>	<b>3,727</b>	<b>3,505</b>	<b>4,172</b>
Administration	1,171	1,052	895	757	1,160
Plant operations	1,330	1,290	879	923	1,008
Food service	596	547	558	405	429
Transportation	312	274	291	373	464
Student support	791	716	580	600	594
Instruction support	648	473	524	447	517

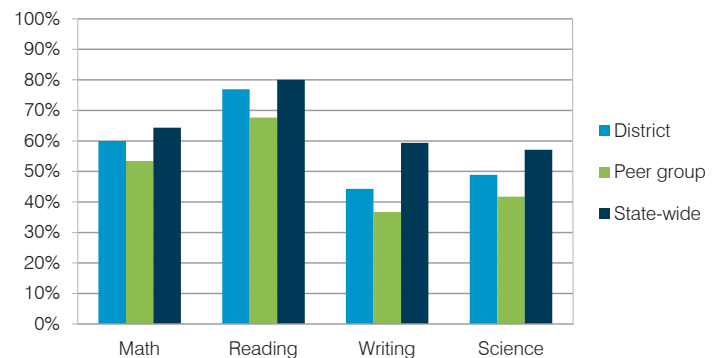
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **B**

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

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	51%	52%	24%
Students per teacher	16.6	18.2	18.6
Average teacher salary	\$54,678	\$47,973	\$46,026
Amount from Proposition 301	\$4,025	\$4,193	\$4,810
Average years of teacher experience	11.7	8.8	10.9
Percentage of teachers in first 3 years	20%	33%	20%

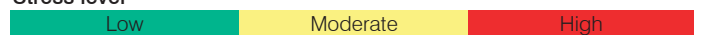
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Increase
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

Stress level





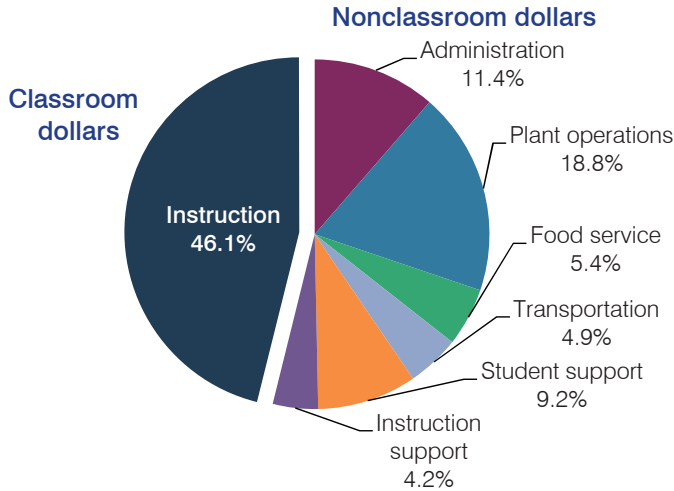
# Window Rock Unified School District

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

District size, location: Medium-large, Town  
 Students attending: 2,052  
 Number of schools: 5

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil increased by 5 percent. Spending in the classroom decreased overall from 50.1 to 46.1 percent. Overall, spending on plant operations increased substantially, spending on food service increased, and spending on student support increased slightly, while spending on instruction support decreased substantially.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,221	\$789	\$757
	Students per administrator	57	67	68
Plant operations	Cost per square foot	\$7.05	\$5.46	\$6.04
	Square footage per student	286	188	153
Food service	Cost per meal equivalent	\$2.70	\$2.76	\$2.69
Transportation	Cost per mile	\$2.33	\$3.73	\$3.62
	Cost per rider	\$441	\$512	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$11,059</b>	<b>\$10,729</b>	<b>\$7,573</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>5,206</b>	<b>4,948</b>	<b>3,914</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>5,853</b>	<b>5,781</b>	<b>3,659</b>	<b>3,505</b>	<b>4,172</b>
Administration	1,398	1,221	789	757	1,160
Plant operations	1,758	2,014	1,009	923	1,008
Food service	520	577	386	405	429
Transportation	489	526	406	373	464
Student support	1,049	992	607	600	594
Instruction support	639	451	462	447	517

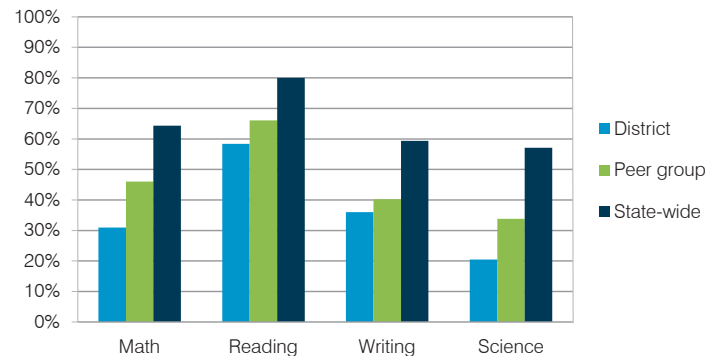
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **D**

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

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	93%	95%
Graduation rate (2013)	80%	73%	75%
Poverty rate (2013)	43%	45%	24%
Students per teacher	16.3	15.2	18.6
Average teacher salary	\$50,271	\$43,616	\$46,026
Amount from Proposition 301	\$2,902	\$4,111	\$4,810
Average years of teacher experience	12.8	12.2	10.9
Percentage of teachers in first 3 years	8%	18%	20%

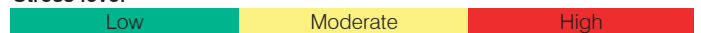
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	Impact Aid Fund reserve
Years of capital reserve held	Impact Aid Fund reserve
Current financial and internal control status	Compliant

Stress level



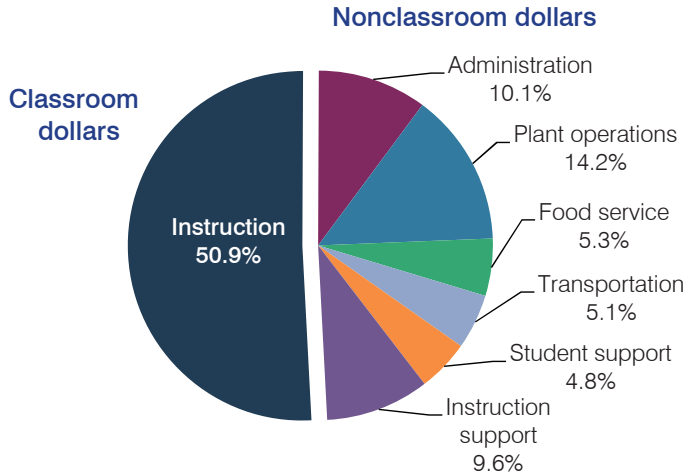
# Winslow Unified School District

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: 2,096  
 Number of schools: 5

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil increased by 7 percent. Spending in the classroom decreased from 54.5 to 50.9 percent. Spending on food service, transportation, and student support increased and spending on plant operations increased slightly. Spending on instruction support decreased slightly and spending on administration remained fairly stable.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$832	\$789	\$757
	Students per administrator	54	67	68
Plant operations	Cost per square foot	\$6.08	\$5.46	\$6.04
	Square footage per student	194	188	153
Food service	Cost per meal equivalent	\$2.33	\$2.76	\$2.69
Transportation	Cost per mile	\$2.26	\$3.45	\$3.62
	Cost per rider	\$595	\$832	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$7,885</b>	<b>\$8,272</b>	<b>\$7,573</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>4,080</b>	<b>4,212</b>	<b>3,914</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,805</b>	<b>4,060</b>	<b>3,659</b>	<b>3,505</b>	<b>4,172</b>
Administration	827	832	789	757	1,160
Plant operations	1,083	1,178	1,009	923	1,008
Food service	402	439	386	405	429
Transportation	412	422	406	373	464
Student support	300	398	607	600	594
Instruction support	781	791	462	447	517

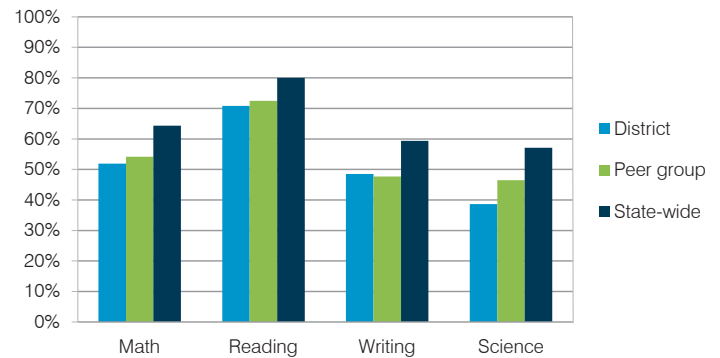
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **C**

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

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	93%	95%
Graduation rate (2013)	85%	78%	75%
Poverty rate (2013)	35%	32%	24%
Students per teacher	17.2	16.5	18.6
Average teacher salary	\$41,047	\$43,049	\$46,026
Amount from Proposition 301	\$4,193	\$5,173	\$4,810
Average years of teacher experience	11.3	12.0	10.9
Percentage of teachers in first 3 years	28%	19%	20%

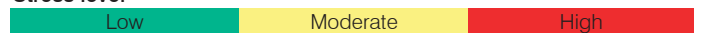
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
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	More than 3 years
Current financial and internal control status	Compliant

Stress level



# Yarnell Elementary School District

Yavapai County

Efficiency peer groups 11 and T-11, Achievement peer group 16

Legislative district(s): 1

District size, location:

Very small, Rural

Students attending:

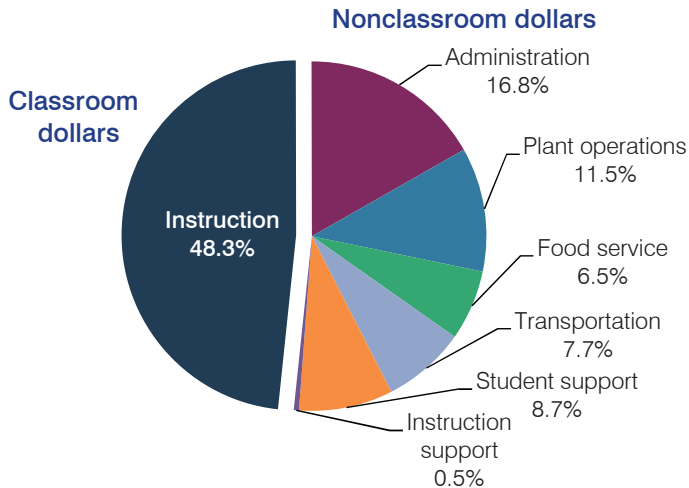
32

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Student enrollment decreased by 34 percent, which contributed to the 47 percent increase in total spending per pupil. Spending in the classroom decreased overall from 49.3 to 48.3 percent. Spending on all nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on transportation increased substantially.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$4,519	\$2,835	\$757
	Students per administrator	18	28	68
Plant operations	Cost per square foot	\$5.76	\$6.51	\$6.04
	Square footage per student	539	351	153
Food service	Cost per meal equivalent	\$6.61	\$5.02	\$2.69
Transportation	Cost per mile	NR	\$1.61	\$3.62
	Cost per rider	NR	\$1,444	\$1,036

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$19,668</b>	<b>\$26,932</b>	<b>\$16,101</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>10,158</b>	<b>13,021</b>	<b>8,231</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>9,510</b>	<b>13,911</b>	<b>7,870</b>	<b>3,505</b>	<b>4,172</b>
Administration	3,132	4,519	2,835	757	1,160
Plant operations	1,753	3,107	2,137	923	1,008
Food service	1,389	1,736	901	405	429
Transportation	1,376	2,077	1,072	373	464
Student support	1,572	2,333	536	600	594
Instruction support	288	139	389	447	517

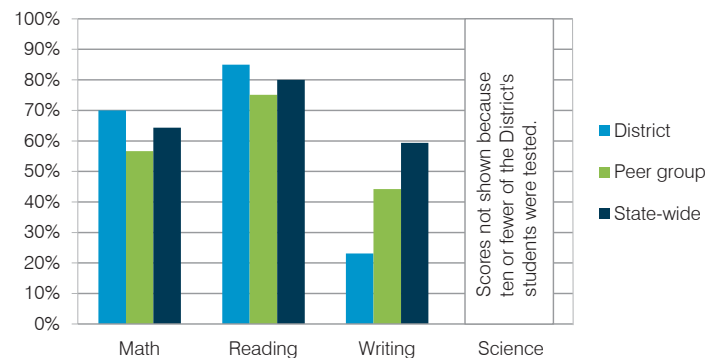
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	10%	9%	24%
Students per teacher	10.5	11.5	18.6
Average teacher salary	\$47,445	\$46,876	\$46,026
Amount from Proposition 301	\$5,585	\$3,288	\$4,810
Average years of teacher experience	16.7	12.6	10.9
Percentage of teachers in first 3 years	0%	11%	20%

### Financial stress assessment

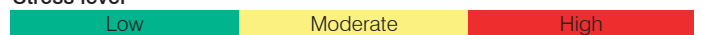
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.7%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



# Young Elementary School District

Gila County

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

Legislative district(s): 6

District size, location:

Very small, Rural

Students attending:

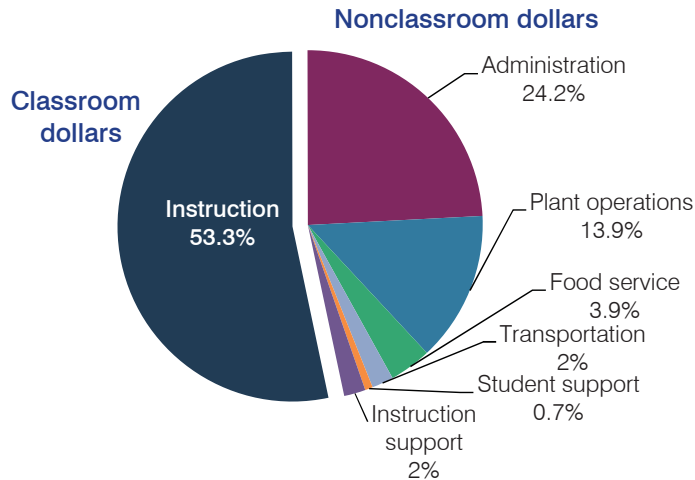
36

Number of schools:

2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Student enrollment decreased by 33 percent, which contributed to the 46 percent increase in total spending per pupil. Spending in the classroom varied year to year, increasing overall from 51.2 to 53.3 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	\$9,691	\$2,835	\$757
	Students per administrator	10	28	68
Plant operations	Cost per square foot	\$5.43	\$6.51	\$6.04
	Square footage per student	1,026	351	153
Food service	Cost per meal equivalent	\$8.55	\$5.02	\$2.69
Transportation	Cost per mile	\$2.11	\$1.61	\$3.62
	Cost per rider	\$888	\$1,444	\$1,036

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$29,804</b>	<b>\$40,050</b>	<b>\$16,101</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>16,941</b>	<b>21,334</b>	<b>8,231</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>12,863</b>	<b>18,716</b>	<b>7,870</b>	<b>3,505</b>	<b>4,172</b>
Administration	6,055	9,691	2,835	757	1,160
Plant operations	4,617	5,569	2,137	923	1,008
Food service	906	1,568	901	405	429
Transportation	535	808	1,072	373	464
Student support	253	282	536	600	594
Instruction support	497	798	389	447	517

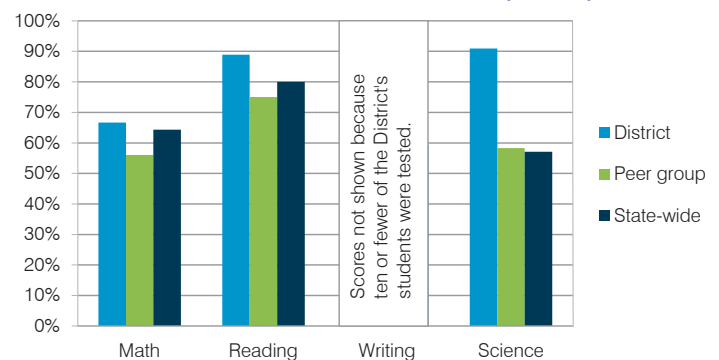
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **B**

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

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	28%	30%	24%
Students per teacher	4.5	13.0	18.6
Average teacher salary	\$53,146	\$44,780	\$46,026
Amount from Proposition 301	\$1,489	\$3,720	\$4,810
Average years of teacher experience	17.7	14.2	10.9
Percentage of teachers in first 3 years	13%	15%	20%

### Financial stress assessment

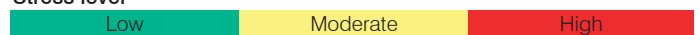
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.8%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



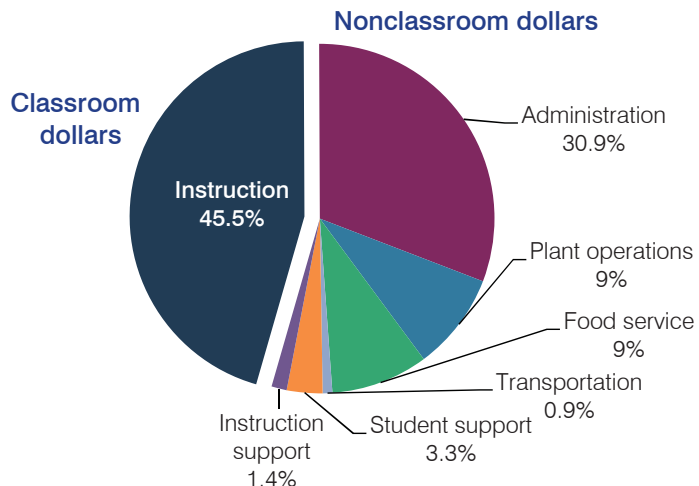
# Yucca Elementary School District

Mohave County  
 Efficiency peer group 11 and Achievement peer group 17  
 Legislative district(s): 5

District size, location: Very small, Rural  
 Students attending: 26  
 Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 15 percent. Spending in the classroom varied year to year, decreasing overall from 62.5 to 45.5 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 increased substantially.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$5,043	\$2,835	\$757
	Students per administrator	17	28	68
Plant operations	Cost per square foot	\$5.00	\$6.51	\$6.04
	Square footage per student	293	351	153
Food service	Cost per meal equivalent	\$7.13	\$5.02	\$2.69
Transportation	Cost per mile	N/A	N/A	\$3.62
	Cost per rider	N/A	N/A	\$1,036

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$24,474</b>	<b>\$16,307</b>	<b>\$16,101</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>11,487</b>	<b>7,424</b>	<b>8,231</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>12,987</b>	<b>8,883</b>	<b>7,870</b>	<b>3,505</b>	<b>4,172</b>
Administration	7,826	5,043	2,835	757	1,160
Plant operations	2,167	1,465	2,137	923	1,008
Food service	1,920	1,461	901	405	429
Transportation	7	154	1,072	373	464
Student support	782	537	536	600	594
Instruction support	285	223	389	447	517

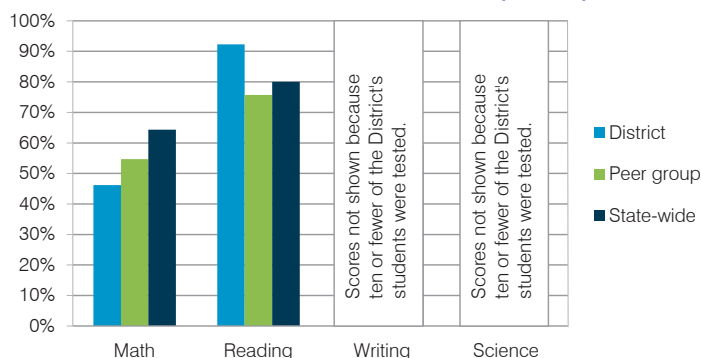
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### 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%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	94%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	20%	20%	24%
Students per teacher	13.0	12.3	18.6
Average teacher salary	N/A	\$43,736	\$46,026
Amount from Proposition 301	N/A	\$3,455	\$4,810
Average years of teacher experience	N/A	11.8	10.9
Percentage of teachers in first 3 years	N/A	15%	20%

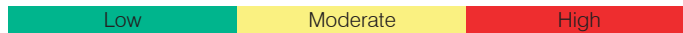
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

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

Stress level



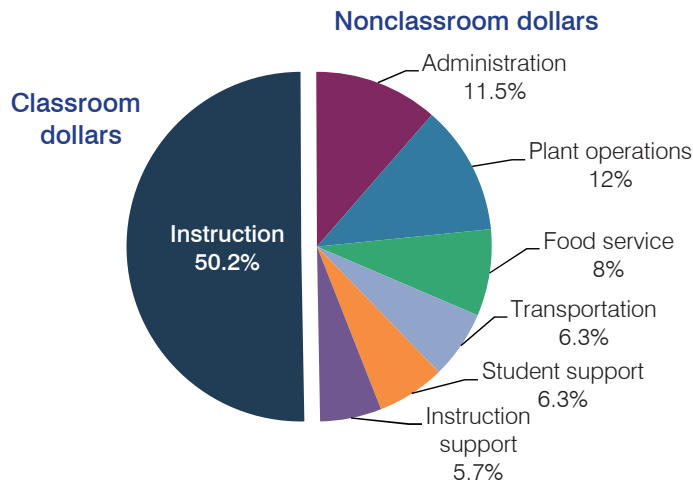
# Yuma Elementary School District

Yuma County  
 Efficiency peer groups 7 and T-5, Achievement peer group 13  
 Legislative district(s): 4 and 13

District size, location: Large, City  
 Students attending: 8,442  
 Number of schools: 17

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 3 percent. Spending in the classroom decreased overall from 54 to 50.2 percent. Overall, spending on administration increased substantially and spending on food service and transportation increased, while spending on plant operations decreased slightly. 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	\$726	\$757
	Students per administrator	68	77	68
Plant operations	Cost per square foot	\$6.98	\$6.09	\$6.04
	Square footage per student	122	131	153
Food service	Cost per meal equivalent	\$2.52	\$2.64	\$2.69
Transportation	Cost per mile	\$3.22	\$3.47	\$3.62
	Cost per rider	\$1,428	\$1,326	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$7,038</b>	<b>\$7,098</b>	<b>\$7,414</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,553</b>	<b>3,562</b>	<b>3,939</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,485</b>	<b>3,536</b>	<b>3,475</b>	<b>3,505</b>	<b>4,172</b>
Administration	752	815	726	757	1,160
Plant operations	814	855	793	923	1,008
Food service	549	566	547	405	429
Transportation	462	445	308	373	464
Student support	505	451	575	600	594
Instruction support	403	404	526	447	517

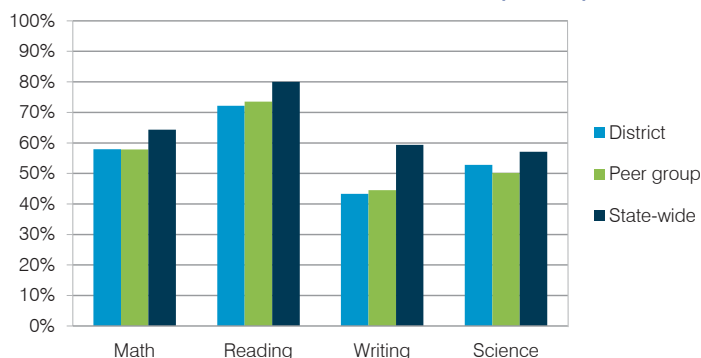
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	2	12%
B	5	29%
C	9	53%
D	1	6%
F	0	0%
Not rated	0	0%

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	23%	26%	24%
Students per teacher	19.3	19.7	18.6
Average teacher salary	\$37,299	\$40,842	\$46,026
Amount from Proposition 301	\$5,394	\$3,876	\$4,810
Average years of teacher experience	10.6	7.6	10.9
Percentage of teachers in first 3 years	18%	34%	20%

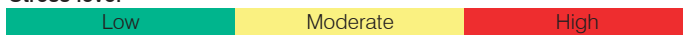
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.8%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



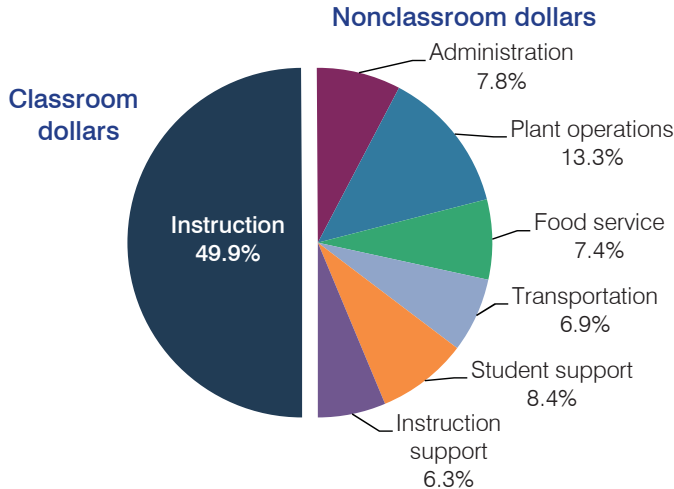
# Yuma Union High School District

Yuma County  
 Efficiency peer groups 2 and T-5, Achievement peer group 9  
 Legislative district(s): 4 and 13

District size, location: Large, City  
 Students attending: 10,551  
 Number of schools: 6

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 1 percent. Spending in the classroom was very inconsistent, decreasing overall from 51.1 to 49.9 percent. Overall, spending on food service increased and spending on administration increased slightly. Spending on instruction support decreased and spending on student support decreased slightly.

### Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$526	\$685	\$757
	Students per administrator	52	68	68
Plant operations	Cost per square foot	\$6.40	\$6.29	\$6.04
	Square footage per student	140	147	153
Food service	Cost per meal equivalent	\$2.86	\$2.68	\$2.69
Transportation	Cost per mile	\$4.02	\$3.47	\$3.62
	Cost per rider	\$1,611	\$1,326	\$1,036

Very low   Low   Comparable   High   Very high

### Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
<b>Total</b>	<b>\$6,625</b>	<b>\$6,745</b>	<b>\$7,122</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>3,557</b>	<b>3,369</b>	<b>3,815</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,068</b>	<b>3,376</b>	<b>3,307</b>	<b>3,505</b>	<b>4,172</b>
Administration	497	526	685	757	1,160
Plant operations	821	894	912	923	1,008
Food service	465	496	339	405	429
Transportation	380	465	360	373	464
Student support	539	569	533	600	594
Instruction support	366	426	478	447	517

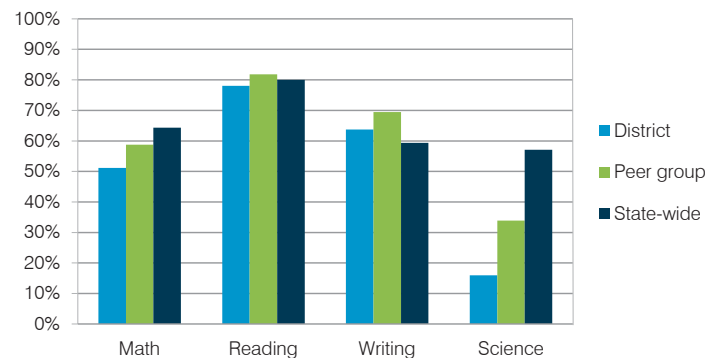
## STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

### ADE-reported district and school letter grades

District grade: **C**

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

### Students who met state standards (AIMS)



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	78%	80%	75%
Poverty rate (2013)	28%	32%	24%
Students per teacher	23.1	20.8	18.6
Average teacher salary	\$46,505	\$52,084	\$46,026
Amount from Proposition 301	\$8,229	\$6,495	\$4,810
Average years of teacher experience	10.5	11.9	10.9
Percentage of teachers in first 3 years	33%	16%	20%

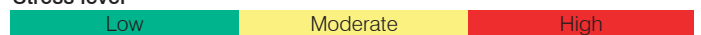
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.6%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



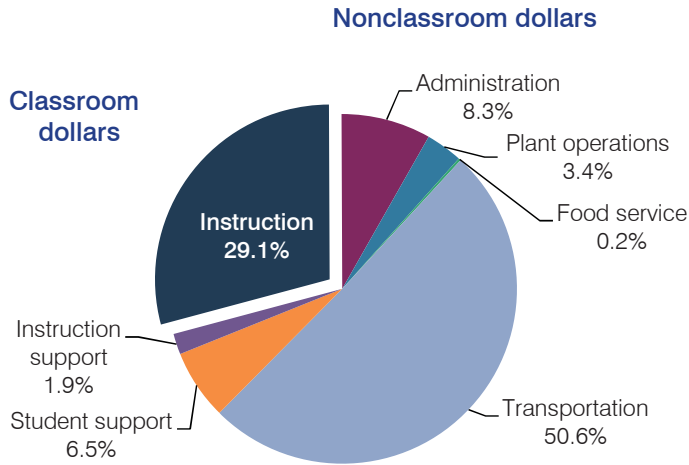
# Coconino County Regional ASD

Coconino County  
Students attending: 132

# Ft. Huachuca ASD

Cochise County  
Students attending: 979

## Spending by operational area



## 5-year spending trend (2009 through 2014)

Total spending per pupil increased by 163 percent. Spending in the classroom varied year to year, decreasing overall from 45.3 to 29.1 percent. Spending on all nonclassroom areas varied year to year. Overall, spending on transportation increased substantially, while spending on administration, plant operations, and student support decreased substantially.

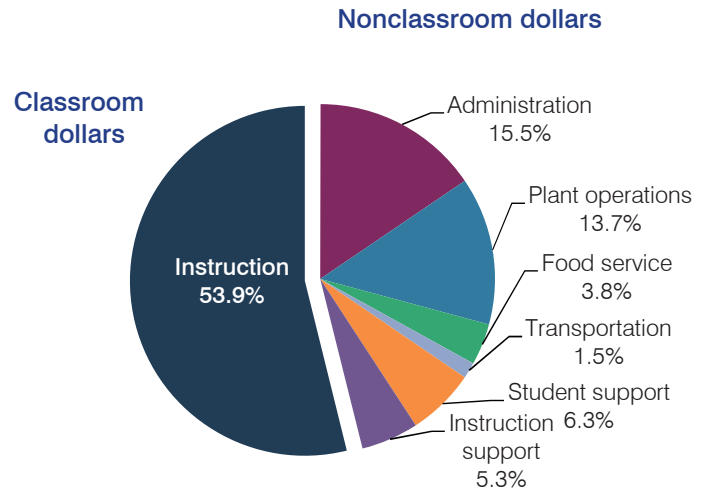
## Per-pupil spending by operational area

	District		State average	National average
	2013	2014	2014	2012
<b>Total</b>	<b>\$20,889</b>	<b>\$26,460</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>7,079</b>	<b>7,696</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>13,810</b>	<b>18,764</b>	<b>3,505</b>	<b>4,172</b>
Administration	1,846	2,187	757	1,160
Plant operations	1,108	914	923	1,008
Food service	60	61	405	429
Transportation	9,172	13,394	373	464
Student support	1,616	1,712	600	594
Instruction support	8	496	447	517

## Student and teacher measures

Measure	District	State average
Attendance rate	83%	95%
Graduation rate (2013)	45%	75%
Poverty rate (2013)	N/A	24%
Students per teacher	11.2	18.6
Average teacher salary	\$40,863	\$46,026
Amount from Proposition 301	\$2,594	\$4,810
Average years of teacher experience	7.8	10.9
Percentage of teachers in first 3 years	0%	20%

## Spending by operational area



## 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 2 percent. Spending in the classroom decreased from 59.2 to 53.9 percent. Overall, spending on administration, plant operations, and instruction support increased, while spending on other nonclassroom areas remained stable.

## Per-pupil spending by operational area

	District		State average	National average
	2013	2014	2014	2012
<b>Total</b>	<b>\$10,412</b>	<b>\$10,016</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>5,719</b>	<b>5,395</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>4,693</b>	<b>4,621</b>	<b>3,505</b>	<b>4,172</b>
Administration	1,582	1,552	757	1,160
Plant operations	1,367	1,373	923	1,008
Food service	397	385	405	429
Transportation	152	151	373	464
Student support	668	631	600	594
Instruction support	527	529	447	517

## Student and teacher measures

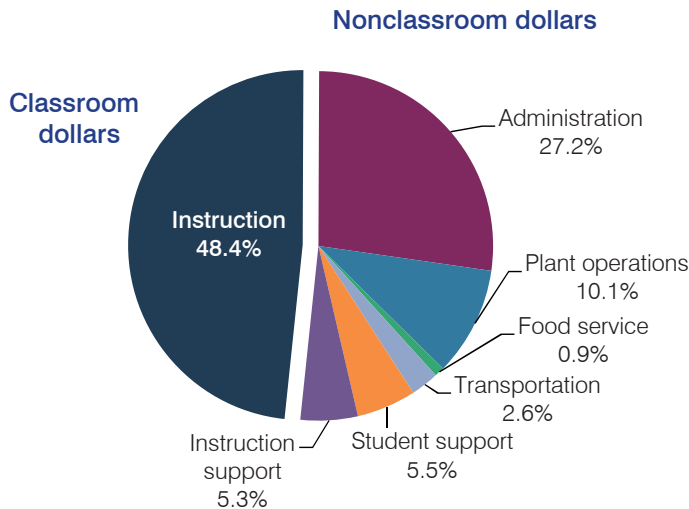
Measure	District	State average
Attendance rate	96%	95%
Graduation rate (2013)	N/A	N/A
Poverty rate (2013)	16%	24%
Students per teacher	15.1	18.6
Average teacher salary	\$50,670	\$46,026
Amount from Proposition 301	\$3,363	\$4,810
Average years of teacher experience	13.4	10.9
Percentage of teachers in first 3 years	11%	20%



# Gila County Regional School District

Gila County  
Students attending: 95

## Spending by operational area



### 5-year spending trend (2009 through 2014)

Student enrollment decreased by 24 percent, which contributed to the 57 percent increase in total spending per pupil. Spending in the classroom varied year to year, decreasing overall from 54.5 to 48.4 percent. Overall, spending on student support increased substantially and spending on plant operations increased. Spending on most other nonclassroom areas varied year to year.

### Per-pupil spending by operational area

	District		State average	National average
	2013	2014	2014	2012
<b>Total</b>	<b>\$8,294</b>	<b>\$12,383</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>4,045</b>	<b>5,987</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>4,249</b>	<b>6,396</b>	<b>3,505</b>	<b>4,172</b>
Administration	2,698	3,367	757	1,160
Plant operations	799	1,258	923	1,008
Food service	115	119	405	429
Transportation	244	319	373	464
Student support	196	680	600	594
Instruction support	197	653	447	517

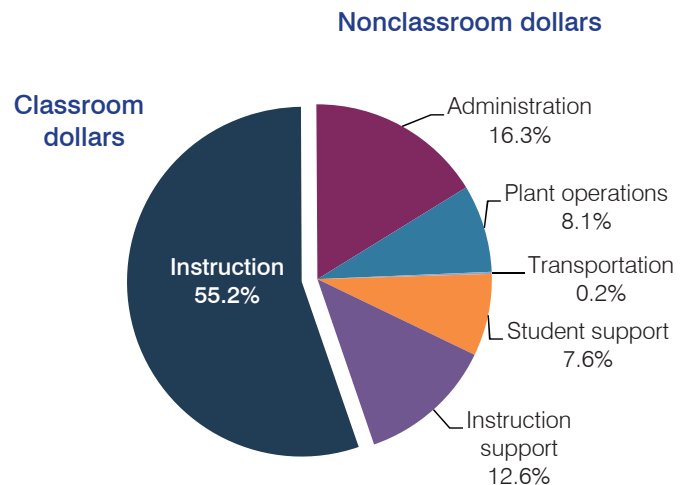
### Student and teacher measures

Measure	District	State average
Attendance rate	95%	95%
Graduation rate (2013)	25%	75%
Poverty rate (2013)	N/A	24%
Students per teacher	11.2	18.6
Average teacher salary	\$41,499	\$46,026
Amount from Proposition 301	\$1,385	\$4,810
Average years of teacher experience	15.7	10.9
Percentage of teachers in first 3 years	0%	20%

# Maricopa County Regional School District

Maricopa County  
Students attending: 501

## Spending by operational area



### 5-year spending trend (2009 through 2014)

Student enrollment increased by 62 percent, which contributed to the 32 percent decrease in total spending per pupil. Spending in the classroom varied year to year, increasing overall from 49.7 to 55.2 percent. Overall, spending on instruction support increased substantially, while spending on administration and student support decreased substantially.

### Per-pupil spending by operational area

	District		State average	National average
	2013	2014	2014	2012
<b>Total</b>	<b>\$8,564</b>	<b>\$9,231</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>4,906</b>	<b>5,099</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,658</b>	<b>4,132</b>	<b>3,505</b>	<b>4,172</b>
Administration	1,372	1,501	757	1,160
Plant operations	662	752	923	1,008
Food service	0	0	405	429
Transportation	18	23	373	464
Student support	673	698	600	594
Instruction support	933	1,158	447	517

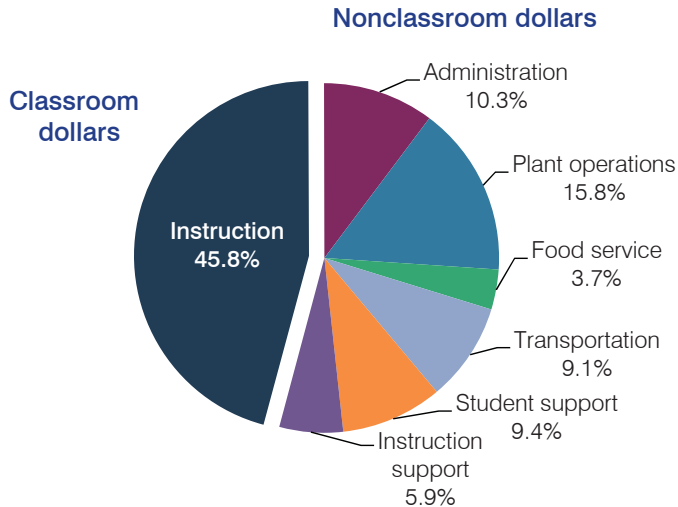
### Student and teacher measures

Measure	District	State average
Attendance rate	97%	95%
Graduation rate (2013)	N/A	N/A
Poverty rate (2013)	N/A	24%
Students per teacher	15.7	18.6
Average teacher salary	\$45,854	\$46,026
Amount from Proposition 301	\$3,673	\$4,810
Average years of teacher experience	4.9	10.9
Percentage of teachers in first 3 years	65%	20%

# Mary C. O'Brien ASD

Pinal County  
Students attending: 206

## Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 15 percent. Spending in the classroom varied year to year, decreasing overall from 47.9 to 45.8 percent. Overall, spending on student support increased substantially and spending on food service increased slightly, while spending on instruction support decreased substantially. Spending on other nonclassroom areas varied year to year.

### Per-pupil spending by operational area

	District		State average	National average
	2013	2014	2014	2012
<b>Total</b>	<b>\$22,916</b>	<b>\$23,062</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>10,499</b>	<b>10,573</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>12,417</b>	<b>12,489</b>	<b>3,505</b>	<b>4,172</b>
Administration	2,401	2,383	757	1,160
Plant operations	3,706	3,633	923	1,008
Food service	820	841	405	429
Transportation	2,530	2,106	373	464
Student support	1,583	2,175	600	594
Instruction support	1,377	1,351	447	517

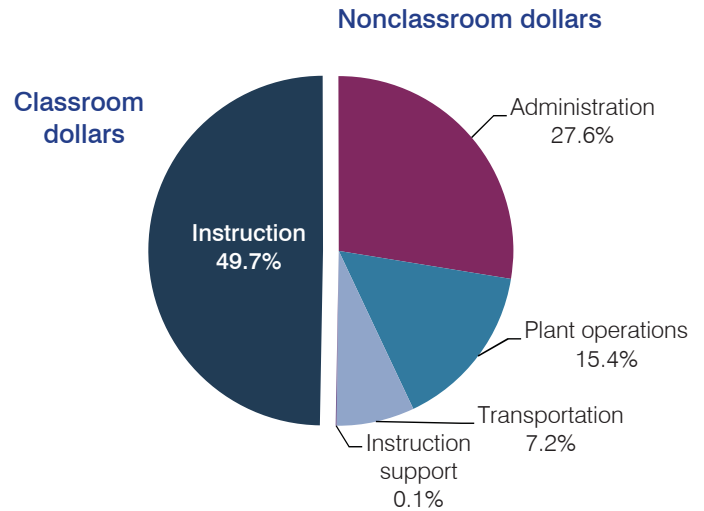
### Student and teacher measures

Measure	District	State average
Attendance rate	93%	95%
Graduation rate (2013)	21%	75%
Poverty rate (2013)	N/A	24%
Students per teacher	9.8	18.6
Average teacher salary	\$56,957	\$46,026
Amount from Proposition 301	\$3,483	\$4,810
Average years of teacher experience	13.7	10.9
Percentage of teachers in first 3 years	10%	20%

# Navajo County ASD

Navajo County  
Students attending: 11

## Spending by operational area



### 5-year spending trend (2009 through 2014)

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
	2013	2014	2014	2012
<b>Total</b>	<b>\$38,444</b>	<b>\$36,333</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>19,576</b>	<b>18,076</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>18,868</b>	<b>18,257</b>	<b>3,505</b>	<b>4,172</b>
Administration	12,190	10,018	757	1,160
Plant operations	3,943	5,582	923	1,008
Food service	0	0	405	429
Transportation	2,629	2,621	373	464
Student support	34	0	600	594
Instruction support	72	36	447	517

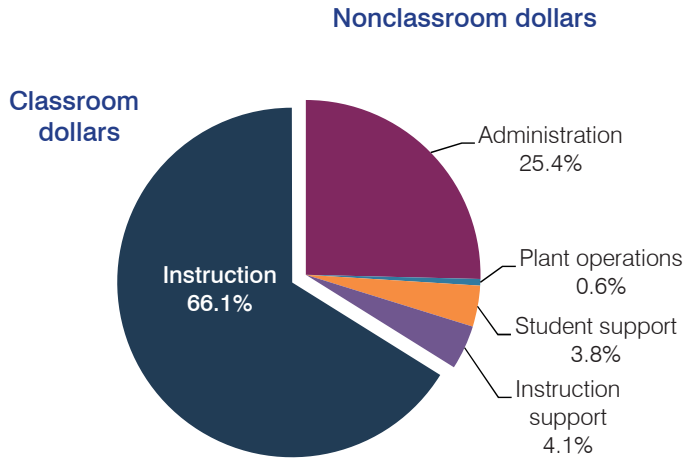
### Student and teacher measures

Measure	District	State average
Attendance rate	88%	95%
Graduation rate (2013)	N/A	N/A
Poverty rate (2013)	N/A	24%
Students per teacher	10.9	18.6
Average teacher salary	N/A	\$46,026
Amount from Proposition 301	N/A	\$4,810
Average years of teacher experience	N/A	10.9
Percentage of teachers in first 3 years	N/A	20%

# Pima ASD

Pima County  
Students attending: 69

## Spending by operational area



### 5-year spending trend (2009 through 2014)

Student enrollment decreased by 39 percent, which contributed to the 34 percent increase in total spending per pupil. Spending in the classroom varied year to year, increasing slightly overall from 66 to 66.1 percent. Spending on administration increased substantially, while spending on instruction support decreased substantially.

### Per-pupil spending by operational area

	District		State average	National average
	2013	2014	2014	2012
<b>Total</b>	<b>\$11,509</b>	<b>\$13,657</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>7,570</b>	<b>9,033</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>3,939</b>	<b>4,624</b>	<b>3,505</b>	<b>4,172</b>
Administration	3,259	3,468	757	1,160
Plant operations	68	77	923	1,008
Food service	0	0	405	429
Transportation	0	0	373	464
Student support	31	513	600	594
Instruction support	581	566	447	517

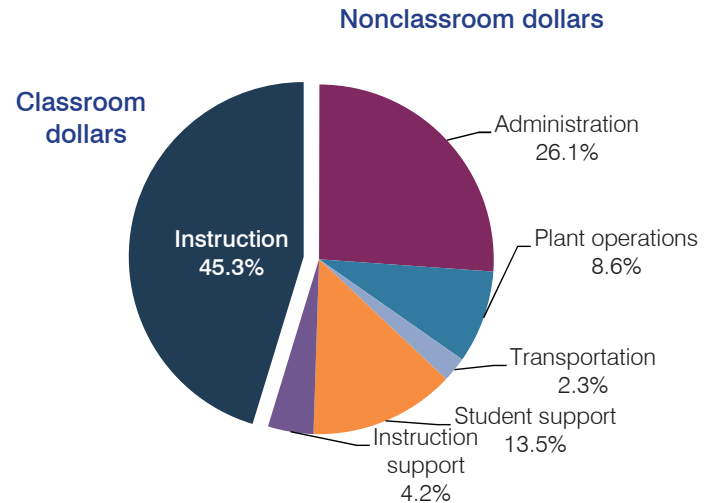
### Student and teacher measures

Measure	District	State average
Attendance rate	92%	95%
Graduation rate (2013)	N/A	N/A
Poverty rate (2013)	N/A	24%
Students per teacher	11.6	18.6
Average teacher salary	\$57,516	\$46,026
Amount from Proposition 301	\$5,611	\$4,810
Average years of teacher experience	10.8	10.9
Percentage of teachers in first 3 years	33%	20%

# Yavapai ASD

Yavapai County  
Students attending: 86

## Spending by operational area



### 5-year spending trend (2009 through 2014)

Total spending per pupil increased by 31 percent. Spending in the classroom varied year to year, increasing overall from 44 to 45.3 percent. Overall, spending on plant operations increased substantially and spending on transportation and instruction support increased slightly. Spending on administration decreased substantially and spending on student support decreased slightly.

### Per-pupil spending by operational area

	District		State average	National average
	2013	2014	2014	2012
<b>Total</b>	<b>\$9,898</b>	<b>\$13,931</b>	<b>\$7,578</b>	<b>\$10,667</b>
<b>Classroom dollars</b>	<b>4,616</b>	<b>6,312</b>	<b>4,073</b>	<b>6,495</b>
<b>Nonclassroom dollars:</b>	<b>5,282</b>	<b>7,619</b>	<b>3,505</b>	<b>4,172</b>
Administration	2,456	3,632	757	1,160
Plant operations	803	1,194	923	1,008
Food service	0	0	405	429
Transportation	187	319	373	464
Student support	1,527	1,881	600	594
Instruction support	309	593	447	517

### Student and teacher measures

Measure	District	State average
Attendance rate	77%	95%
Graduation rate (2013)	29%	75%
Poverty rate (2013)	N/A	24%
Students per teacher	10.8	18.6
Average teacher salary	\$41,117	\$46,026
Amount from Proposition 301	\$3,048	\$4,810
Average years of teacher experience	18.4	10.9
Percentage of teachers in first 3 years	0%	20%

# APPENDIX A

This appendix lists the 208 districts organized into efficiency, transportation, and student achievement peer groups. Table 10 (see pages a-1 through a-4) presents districts organized into efficiency peer groups based on district size, type, and location. Within each efficiency peer group, the districts are listed in order of their fiscal year 2014 classroom dollar percentages. Table 10 also presents the classroom dollar percentages of the State's eight accommodation school districts listed separately. Table 11 (see pages a-5 through a-10) presents districts organized into transportation peer groups based on miles per rider and district location. Within each transportation peer group, the districts are listed in order of their overall cost measure that equally considers fiscal year 2014 cost per mile and cost per rider. Further, some districts are excluded from the peer average because extreme values in their costs would skew the average. Table 12 (see pages a-11 through a-16) presents districts organized into student achievement peer groups based on district type, poverty, and location. Within each student achievement peer group, the districts are listed in order of their district-wide passing rates on the Spring 2014 Arizona's Instrument to Measure Standards (AIMS).

**Table 10: Districts grouped by efficiency peer group and ranked by classroom dollar percentage  
Fiscal year 2014**

Peer group		Classroom dollar percentage		Classroom dollar percentage	
Number	Description	District name	District name	District name	District name
1	Very large unified and union high school districts in cities and suburbs	<b>Peer group average</b>	<b>56.6%</b>		
		Gilbert USD	61.2	Mesa USD	57.1
		Chandler USD	61.1	Dysart USD	55.2
		Deer Valley USD	58.3	Phoenix UHSD	54.7
		Peoria USD	57.9	Scottsdale USD	54.5
		Paradise Valley USD	57.7	Tucson USD	48.7
2	Large unified and union high school districts in cities and suburbs	<b>Peer group average</b>	<b>53.6%</b>		
		Glendale UHSD	56.7	Marana USD	53.9
		Tolleson UHSD	56.0	Flagstaff USD	53.6
		Higley USD	55.7	Tempe UHSD	52.7
		Amphitheater USD	54.3	Yuma UHSD	49.9
		Vail USD	54.1	Sunnyside USD	48.6
3	Medium-large and medium unified and union high school districts in cities and suburbs	<b>Peer group average</b>	<b>53.4%</b>		
		Tanque Verde USD	60.8	Cave Creek USD	53.0
		Apache Junction USD	55.9	Catalina Foothills USD	52.8
		Humboldt USD	55.7	Agua Fria UHSD	52.2
		Fountain Hills USD	54.8	Buckeye UHSD	52.0
		Prescott USD	53.6	Queen Creek USD	50.3
		Flowing Wells USD	53.1	Casa Grande UHSD	46.0

Table 10 (continued)

Peer group		Classroom dollar percentage		Classroom dollar percentage	
Number	Description	District name	District name	District name	District name
4	Medium-large unified and union high school districts in towns and rural areas	<b>Peer group average</b>	<b>51.9%</b>		
		Safford USD	65.1	Douglas USD	50.7
		Snowflake USD	57.8	Kingman USD	50.7
		Show Low USD	57.0	Chino Valley USD	50.6
		Blue Ridge USD	55.1	Florence USD	50.6
		Sahuarita USD	54.5	Santa Cruz Valley USD	50.6
		Holbrook USD	53.7	Colorado River UHSD	50.2
		Sierra Vista USD	53.7	Page USD	49.1
		Lake Havasu USD	53.6	Chinle USD	48.4
		J.O. Combs USD	53.3	Maricopa USD	47.0
		Payson USD	52.7	Whiteriver USD	46.1
		Nogales USD	51.7	Window Rock USD	46.1
		Winslow USD	50.9	Coolidge USD	45.7
5	Medium unified and union high school districts in towns and rural areas	<b>Peer group average</b>	<b>49.4%</b>		
		Pima USD	61.5	Globe USD	50.7
		Morenci USD	60.7	St. Johns USD	49.5
		Thatcher USD	60.5	Bisbee USD	48.8
		Mingus UHSD	60.1	Tombstone USD	47.7
		Camp Verde USD	57.5	Saddle Mountain USD	46.0
		Miami USD	55.4	Tuba City USD	42.4
		Willcox USD	53.2	Baboquivari USD	41.4
		Sedona-Oak Creek Joint USD	52.8	Pinon USD	41.2
		Benson USD	52.7	Sanders USD	41.1
		Mammoth-San Manuel USD	52.6	Ganado USD	40.7
		Round Valley USD	52.3	San Carlos USD	40.6
		Wickenburg USD	51.4	Kayenta USD	40.4
Parker USD	51.0	Red Mesa USD	31.6		
6	Small unified and union high school districts in towns and rural areas	<b>Peer group average</b>	<b>49.7%</b>		
		St. David USD	55.6	Ajo USD	51.4
		Bagdad USD	55.2	Duncan USD	48.7
		Ray USD	54.0	Heber-Overgaard USD	48.4
		Colorado City USD	53.0	Ft. Thomas USD	48.2
		Fredonia-Moccasin USD	52.9	Mayer USD	46.8
		Antelope UHSD	52.8	Joseph City USD	45.9
		Grand Canyon USD	52.4	Gila Bend USD	45.1
		Littlefield USD	51.9	Hayden-Winkelman USD	45.1
		Superior USD	51.9	Ash Fork Joint USD	43.3
		Williams USD	51.9	Santa Cruz Valley UHSD	40.3
7	Very large and large elementary school districts in cities and suburbs	<b>Peer group average</b>	<b>53.4%</b>		
		Kyrene ESD	59.4	Tempe ESD	53.4
		Litchfield ESD	57.7	Glendale ESD	52.9
		Cartwright ESD	56.8	Pendergast ESD	51.3
		Washington ESD	54.3	Yuma ESD	50.2
		Alhambra ESD	53.8	Roosevelt ESD	44.0

Table 10 (continued)

Peer group		Classroom dollar percentage		Classroom dollar percentage			
Number	Description	District name	District name	District name	District name		
8	Medium-large and medium elementary school districts in cities and suburbs	<b>Peer group average</b>	<b>51.5%</b>				
		Liberty ESD	59.0	Balsz ESD	51.3		
		Fowler ESD	55.8	Crane ESD	51.2		
		Wilson ESD	55.0	Tolleson ESD	50.8		
		Buckeye ESD	54.1	Casa Grande ESD	49.1		
		Littleton ESD	53.9	Osborn ESD	49.0		
		Laveen ESD	52.7	Phoenix ESD	48.3		
		Avondale ESD	52.6	Murphy ESD	48.0		
		Union ESD	52.5	Creighton ESD	47.4		
		Isaac ESD	52.1	Riverside ESD	44.3		
		Madison ESD	51.7				
9	Medium-large and medium elementary school districts in towns and rural areas	<b>Peer group average</b>	<b>49.3%</b>				
		Bullhead City ESD	55.5	Gadsden ESD	48.6		
		Cottonwood-Oak Creek ESD	52.0	Somerton ESD	47.7		
		Mohave Valley ESD	51.7	Nadaburg USD <sup>1</sup>	47.2		
		Palominas ESD	50.5	Altar Valley ESD	46.5		
		Toltec ESD	49.2	Eloy ESD	43.9		
10	Small elementary school districts in towns and rural areas	<b>Peer group average</b>	<b>53.1%</b>				
		Red Rock ESD	61.9	Arlington ESD	51.6		
		Naco ESD	57.6	Oracle ESD	51.6		
		Wellton ESD	57.6	Stanfield ESD	50.2		
		Clarkdale-Jerome ESD	57.2	Palo Verde ESD	49.4		
		Continental ESD	54.3	Quartzsite ESD	49.4		
		Beaver Creek ESD	53.0	Sacaton ESD	43.6		
11	Very small school districts	<b>Peer group average</b>	<b>51.2%</b>				
		Blue ESD	79.6	Maine Consolidated SD	51.1		
		Hillside ESD	68.8	Tonto Basin ESD	50.8		
		Aguila ESD	65.4	Seligman USD	50.7		
		Double Adobe ESD	63.5	Paloma ESD	49.5		
		Bonita ESD	61.1	Pine Strawberry ESD	48.8		
		Crown King ESD	60.9	Valley UHSD	48.8		
		Owens-Whitney ESD	59.5	Yarnell ESD	48.3		
		Alpine ESD	59.3	Skull Valley ESD	48.1		
		Sonoita ESD	58.9	Patagonia ESD	47.6		
		Valentine ESD	58.3	Patagonia UHSD	47.6		
		McNary ESD	58.0	Clifton USD	47.5		
		Cochise ESD	56.9	Salome Consolidated ESD	47.5		
		San Simon USD	55.6	Wenden ESD	46.9		
		Congress ESD	55.4	Yucca ESD	45.5		
		Picacho ESD	55.3	Bowie USD	45.4		
		Elfrida ESD	55.1	San Fernando ESD	45.3		
		Santa Cruz ESD	54.7	Bicentennial UHSD	45.1		
		Pearce ESD	54.6	McNeal ESD	45.1		
		Topock ESD	53.3	Concho ESD	43.3		
		Young ESD	53.3	Peach Springs USD	42.5		
		Sentinel ESD	53.1	Vernon ESD	41.9		
		Morristown ESD	52.9	Hackberry ESD	41.5		
		Solomon ESD	52.8	Mohawk Valley ESD	41.1		
		Hyder ESD	52.6	Bouse ESD	38.2		
		Kirkland ESD	52.5	Cedar USD	37.0		
		Pomerene ESD	52.1	Mobile ESD	33.8		
		Canon ESD	51.8	Ash Creek ESD	31.1		
				Apache ESD	51.1		

Table 10 (concluded)

Peer group		Classroom dollar percentage		Classroom dollar percentage
Description	District name		District name	
Accommodation districts	<b>Group average</b>	<b>49.2%</b>		
	Pima ASD	66.1	Gila County Regional SD	48.4
	Maricopa County Regional SD	55.2	Mary C. O'Brien ASD	45.8
	Ft. Huachuca ASD	53.9	Yavapai ASD	45.3
	Navajo County ASD	49.7	Coconino County Regional ASD	29.1

<sup>1</sup> Although a unified school district, Nadaburg USD was included in a group with elementary school districts because it did not have any high school students in fiscal year 2014.

Source: Auditor General staff analysis of fiscal year 2014 district-reported accounting data, Arizona Department of Education student membership data, and U.S. Census Bureau fiscal year 2012 location designations reported in the National Center for Education Statistics' Common Core of Data.

**Table 11: Districts grouped by transportation peer group and ranked by cost per mile and cost per rider  
Fiscal year 2014**

Peer group			Cost	Cost
Number	Description	District name	per mile	per rider
T-1	Districts in cities and suburbs traveling less than 145 miles per rider	<b>Peer group average</b>	<b>\$6.52</b>	<b>\$ 710</b>
		Union ESD	6.11	465
		Crane ESD	5.38	546
		Murphy ESD	6.76	494
		Laveen ESD	6.00	582
		Fowler ESD	4.76	764
		Littleton ESD	6.63	739
		Tolleson ESD	6.57	866
		Glendale ESD	7.31	846
		Alhambra ESD	7.50	856
		Madison ESD	7.41	940
		Phoenix ESD	7.26	1,278
T-2	Districts in cities and suburbs traveling 145-210 miles per rider	<b>Peer group average</b>	<b>\$4.98</b>	<b>\$ 909</b>
		Balsz ESD	2.68	488
		Sunnyside USD	3.52	715
		Buckeye ESD	3.49	730
		Riverside ESD	4.27	681
		Tempe ESD	4.43	670
		Osborn ESD	4.52	861
		Flowing Wells USD	5.51	834
		Avondale ESD	5.30	1,040
		Cartwright ESD	6.42	978
		Roosevelt ESD	6.02	1,139
		Isaac ESD	6.85	1,361
		Creighton ESD	6.71	1,406
T-3	Districts in cities and suburbs traveling 211-269 miles per rider	<b>Peer group average</b>	<b>\$3.79</b>	<b>\$ 977</b>
		Fountain Hills USD	2.72	657
		Catalina Foothills USD	3.25	769
		Litchfield ESD	3.45	753
		Apache Junction USD	3.26	842
		Queen Creek USD	3.53	843
		Tempe UHSD	4.07	963
		Chandler USD	4.06	996
		Kyrene ESD	3.94	1,046
		Wilson ESD	3.71	1,126
		Dysart USD	4.00	1,107
		Prescott USD	3.81	1,252
		Washington ESD	4.51	1,082
Pendergast ESD	4.90	1,270		



Table 11 (continued)

Peer group			Cost	Cost
Number	Description	District name	per mile	per rider
T-4	Districts in cities and suburbs traveling 270-329 miles per rider	<b>Peer group average</b>	<b>\$3.54</b>	<b>\$1,065</b>
		Tanque Verde USD	2.75	879
		Amphitheater USD	3.16	858
		Humboldt USD	2.97	966
		Marana USD	3.04	1,036
		Cave Creek USD	3.41	968
		Casa Grande ESD	3.63	996
		Gilbert USD	3.49	1,052
		Liberty ESD	3.47	1,112
		Higley USD	4.00	968
		Tolleson UHSD	4.08	1,071
		Deer Valley USD	4.30	1,401
		Paradise Valley USD	4.13	1,475
T-5	Districts in cities and suburbs traveling more than 329 miles per rider	<b>Peer group average</b>	<b>\$3.47</b>	<b>\$1,326</b>
		Flagstaff USD	2.72	827
		Buckeye UHSD	2.57	1,170
		Casa Grande UHSD	2.99	1,044
		Vail USD	2.85	1,196
		Peoria USD	3.24	1,128
		Agua Fria UHSD	3.57	1,129
		Yuma ESD	3.22	1,428
		Scottsdale USD	3.96	1,610
		Yuma UHSD	4.02	1,611
		Mesa USD	4.22	1,569
		Tucson USD	4.79	1,877
		Glendale UHSD	6.12	2,328
Phoenix UHSD	NA	813		
T-6	Districts in towns and rural areas traveling less than 210 miles per rider	<b>Peer group average</b>	<b>\$3.73</b>	<b>\$ 512</b>
		Continental ESD	1.79	413
		Window Rock USD	2.33	441
		Gadsden ESD	3.84	239
		St. David USD	2.88	450
		Bullhead City ESD	3.91	340
		Nogales USD	4.44	295
		Somerton ESD	2.62	544
		Thatcher USD	3.29	479
		Colorado City USD	3.80	504
		Whiteriver USD	3.17	664
		Safford USD	3.65	607
		Clarkdale-Jerome ESD	4.46	496
		Mohave Valley ESD	3.04	698
		Maricopa USD	3.52	649
		Eloy ESD	4.80	623
		Superior USD	5.49	548
Globe USD	6.37	686		
Toltec ESD	3.32	NR		

Table 11 (continued)

Peer group			Cost	Cost
Number	Description	District name	per mile	per rider
T-7	Districts in towns and rural areas traveling 210-259 miles per rider	<b>Peer group average</b>	<b>\$3.45</b>	<b>\$ 832</b>
		Wellton ESD	1.78	552
		Ft. Thomas USD	2.04	574
		Winslow USD	2.26	595
		Pima USD	3.56	319
		Beaver Creek ESD	2.75	604
		Sahuarita USD	3.01	656
		Quartzsite ESD	2.96	669
		Mingus UHSD	3.13	694
		Santa Cruz Valley USD	3.10	778
		J.O. Combs USD	3.01	849
		Sierra Vista USD	3.43	794
		Gila Bend USD	2.81	950
		Cottonwood-Oak Creek ESD	2.94	924
		Morenci USD	3.83	967
		Sedona-Oak Creek Joint USD	3.89	954
		Miami USD	4.05	1,012
Snowflake USD	4.41	973		
San Carlos USD	5.40	1,286		
Naco ESD	5.77	1,394		
T-8	Districts in towns and rural areas traveling 260-369 miles per rider	<b>Peer group average</b>	<b>\$2.61</b>	<b>\$ 774</b>
		Red Rock ESD	1.16	324
		Mammoth-San Manuel USD	2.08	470
		Altar Valley ESD	1.95	606
		Show Low USD	2.04	776
		Hayden-Winkelman USD	2.22	762
		Bagdad USD	2.73	636
		Palominas ESD	2.28	782
		Chino Valley USD	2.91	608
		Palo Verde ESD	2.12	852
		Parker USD	2.90	747
		Saddle Mountain USD	2.70	885
		Benson USD	2.83	890
		Ash Fork Joint USD	2.09	1,173
		Littlefield USD	3.57	742
		Stanfield ESD	2.91	947
		Blue Ridge USD	3.01	1,014
Douglas USD	4.15	1,581		
Sacaton ESD	5.37	1,393		

Table 11 (continued)

Peer group			Cost	Cost
Number	Description	District name	per mile	per rider
T-9	Districts in towns and rural areas traveling 370-469 miles per rider	<b>Peer group average</b>	<b>\$2.32</b>	<b>\$ 981</b>
		Ajo USD	1.40	907
		Page USD	1.84	723
		Williams USD	2.18	583
		Heber-Overgaard USD	1.89	741
		Ganado USD	2.13	784
		Nadaburg USD	2.46	688
		Kingman USD	1.96	980
		Wickenburg USD	2.17	995
		Camp Verde USD	2.46	895
		Tombstone USD	2.24	1,035
		Coolidge USD	2.39	1,055
		Tuba City USD	2.71	1,363
		Payson USD	3.25	1,159
		Fredonia-Mocasin USD	2.97	1,332
T-10	Districts in towns and rural areas traveling more than 469 miles per rider	<b>Peer group average</b>	<b>\$2.12</b>	<b>\$1,121</b>
		Grand Canyon USD	1.26	329
		Duncan USD	1.34	947
		Holbrook USD	1.64	816
		Antelope UHSD	1.33	1,058
		Joseph City USD	2.28	774
		Ray USD	2.01	921
		Oracle ESD	2.29	874
		Arlington ESD	2.15	958
		Mayer USD	1.96	1,116
		Sanders USD	1.95	1,278
		Florence USD	2.41	1,108
		Colorado River UHSD	2.36	1,404
		St. Johns USD	2.13	1,530
		Round Valley USD	2.47	1,454
Willcox USD	2.52	1,432		
Baboquivari USD	2.46	1,685		
Santa Cruz Valley UHSD	2.98	1,462		
Kayenta USD	2.72	1,757		
Pinon USD	3.42	2,013		
Red Mesa USD	3.45	2,811		

Table 11 (continued)

Peer group		District name	Cost per mile	Cost per rider
Number	Description			
T-11	Very small districts	<b>Peer group average</b>	<b>\$1.61</b>	<b>\$1,444</b>
		Double Adobe ESD	0.44	195
		Santa Cruz ESD	0.64	510
		McNary ESD	0.96	451
		Owens-Whitney ESD	0.24	1,123
		Paloma ESD	0.93	536
		Topock ESD	1.26	271
		Aguila ESD	0.87	622
		Cochise ESD	1.24	355
		Congress ESD	0.92	660
		McNeal ESD	0.72	908
		Valentine ESD	1.37	446
		Solomon ESD	1.75	292
		Morristown ESD	1.24	755
		Skull Valley ESD	1.33	733
		Kirkland ESD	1.53	772
		Alpine ESD	0.66	1,605
		Elfrida ESD	1.64	760
		San Simon USD	1.17	1,318
		Clifton USD	1.63	908
		Pearce ESD	1.58	962
		Vernon ESD	1.18	1,331
		Mobile ESD	1.66	924
		Concho ESD	0.92	1,702
		Bonita ESD	1.98	812
		Bouse ESD	1.55	1,228
		Hyder ESD	1.63	1,298
		Canon ESD	1.62	1,315
		Young ESD	2.11	888
		Sonoita ESD	1.39	1,559
		Picacho ESD	2.64	505
		Mohawk Valley ESD	2.38	830
		Tonto Basin ESD	1.55	2,125
		Bowie USD	1.56	2,153
		Wenden ESD	1.82	1,990
		Hillside ESD	2.53	1,424
		Apache ESD	1.29	2,570
		Seligman USD	2.17	2,014
		Bicentennial UHSD	1.88	2,390
		Patagonia ESD	1.41	2,972
		Patagonia UHSD	1.41	2,972
		Peach Springs USD	3.67	974
		Cedar USD	2.66	2,156
		San Fernando ESD	1.29	3,436
		Valley UHSD	2.11	2,714

Table 11 (concluded)

Peer group		District name	Cost per mile	Cost per rider
Number	Description			
T-11 (concluded)	Very small districts	Pomerene ESD	\$4.45	\$ 641
		Salome Consolidated ESD	3.70	1,520
		Hackberry ESD	3.21	2,057
		Pine Strawberry ESD	2.84	2,413
		Maine Consolidated SD	3.19	2,409
		Sentinel ESD	2.06	4,358
		Ash Creek ESD	1.91	5,250
		Yarnell ESD	NR	NR

Source: Auditor General staff analysis of fiscal year 2014 district-reported accounting data, Arizona Department of Education route reports, and U.S. Census Bureau fiscal year 2012 location designations reported in the National Center for Education Statistics' Common Core of Data.

**Table 12: Districts grouped by student achievement peer group and ranked by percentage of students passing Arizona's Instrument to Measure Standards (AIMS)  
Fiscal year 2014**

Peer group		District name	Percentage of students passing			
Number	Description		Math	Reading	Writing	Science
1	Unified school districts with poverty rates less than 11 percent in cities and suburbs	<b>Peer group average</b>	<b>82%</b>	<b>92%</b>	<b>80%</b>	<b>80%</b>
		Tanque Verde USD	85	93	86	85
		Catalina Foothills USD	84	94	83	85
		Cave Creek USD	84	94	83	81
		Vail USD	85	93	78	84
		Higley USD	83	93	78	80
		Gilbert USD	79	90	78	73
		Fountain Hills USD	74	90	74	72
2	Unified school districts with poverty rates of 11 to 17 percent in cities and suburbs	<b>Peer group average</b>	<b>74%</b>	<b>88%</b>	<b>70%</b>	<b>69%</b>
		Queen Creek USD	82	90	76	72
		Chandler USD	78	89	77	76
		Scottsdale USD	77	90	73	72
		Deer Valley USD	76	90	72	74
		Prescott USD	71	89	71	75
		Paradise Valley USD	71	86	72	68
		Peoria USD	72	85	65	63
3	Unified school districts with poverty rates greater than 17 percent in cities and suburbs	<b>Peer group average</b>	<b>62%</b>	<b>80%</b>	<b>59%</b>	<b>58%</b>
		Amphitheater USD	67	85	67	64
		Humboldt USD	68	86	61	65
		Mesa USD	67	82	60	63
		Flagstaff USD	59	76	58	56
		Apache Junction USD	58	76	56	53
		Tucson USD	54	73	50	45
		4	Unified school districts with poverty rates less than 20 percent in towns and rural areas	<b>Peer group average</b>	<b>56%</b>	<b>77%</b>
Thatcher USD	71			89	69	68
Sierra Vista USD	71			87	65	64
Sahuarita USD	67			86	66	61
Morenci USD	73			87	57	55
Pima USD	60			79	61	58
Florence USD	62			79	54	58
Bagdad USD	62			86	43	61
Maricopa USD	59			77	53	53
Saddle Mountain USD	60			73	46	45
Duncan USD	48			74	55	47
Mammoth-San Manuel USD	51			75	54	39
Seligman USD	53			71	51	32
Bowie USD <sup>1</sup>	37			61	36	-
Clifton USD <sup>1</sup>	8	58	9	-		

Table 12 (continued)

Peer group		District name	Percentage of students passing			
Number	Description		Math	Reading	Writing	Science
5	Unified school districts with poverty rates of 20 to 27 percent in towns and rural areas	<b>Peer group average</b>	<b>60%</b>	<b>78%</b>	<b>53%</b>	<b>53%</b>
		St. David USD	75	90	67	80
		Benson USD	74	89	61	71
		Snowflake USD	74	84	66	68
		Lake Havasu USD	73	88	63	69
		Safford USD	69	82	60	59
		Chino Valley USD	69	83	57	58
		San Simon USD	68	83	52	57
		Sedona-Oak Creek Joint USD	58	77	61	61
		Tombstone USD	63	83	59	43
		J.O. Combs USD	55	79	55	55
		Santa Cruz Valley USD	61	80	52	50
		Kingman USD	57	75	49	49
		Fredonia-Moccasin USD	58	77	46	48
		Ajo USD	52	72	45	52
		Willcox USD	55	71	36	45
		Williams USD	47	66	49	45
Coolidge USD	34	62	41	30		
Superior USD	40	66	37	15		
6	Unified school districts with poverty rates of 28 to 36 percent in towns and rural areas	<b>Peer group average</b>	<b>54%</b>	<b>72%</b>	<b>48%</b>	<b>46%</b>
		St. Johns USD	72	84	61	68
		Blue Ridge USD	68	80	57	58
		Flowing Wells USD <sup>2</sup>	63	81	58	59
		Round Valley USD	68	81	54	55
		Wickenburg USD	64	80	60	49
		Payson USD	59	81	55	57
		Ash Fork Joint USD	75	82	45	47
		Camp Verde USD	57	77	47	54
		Grand Canyon USD	51	70	55	57
		Ray USD	49	74	42	52
		Littlefield USD	52	67	52	43
		Winslow USD	52	71	49	39
		Mayer USD	38	68	50	41
		Sunnyside USD <sup>2</sup>	44	69	41	36
		Parker USD	48	70	36	36
		Tuba City USD	51	61	38	36
Page USD	47	59	37	41		
Globe USD	38	65	37	34		
Gila Bend USD	32	59	32	23		

Table 12 (continued)

Peer group		District name	Percentage of students passing			
Number	Description		Math	Reading	Writing	Science
7	Unified school districts with poverty rates greater than 36 percent in towns and rural areas	<b>Peer group average</b>	<b>46%</b>	<b>66%</b>	<b>40%</b>	<b>34%</b>
		Heber-Overgaard USD	78	87	69	61
		Joseph City USD	73	87	63	68
		Show Low USD	64	83	54	70
		Nogales USD	69	82	62	41
		Holbrook USD	61	79	51	47
		Colorado City USD	61	76	38	58
		Bisbee USD	46	74	45	47
		Douglas USD	46	70	58	34
		Miami USD	48	71	39	46
		Ft. Thomas USD	55	65	32	26
		Kayenta USD	45	65	43	26
		Ganado USD	36	62	40	24
		Pinon USD	43	60	35	17
		Hayden-Winkelman USD	37	60	30	20
		Window Rock USD	31	58	36	20
		Red Mesa USD	35	58	29	21
Chinle USD	30	56	28	26		
Whiteriver USD	35	57	27	18		
Baboquivari USD	28	52	25	17		
Sanders USD	30	51	24	13		
San Carlos USD	14	35	15	9		
8	Union high school districts with poverty rates of 25 percent or less in cities and suburbs	<b>Peer group average</b>	<b>64%</b>	<b>88%</b>	<b>75%</b>	<b>43%</b>
		Tempe UHSD	79	93	86	64
		Agua Fria UHSD	71	90	80	45
		Buckeye UHSD	66	85	75	38
		Tolleson UHSD	53	85	70	37
		Casa Grande UHSD	52	85	63	31
9	Union high school districts with poverty rates greater than 25 percent in cities and suburbs	<b>Peer group average</b>	<b>59%</b>	<b>82%</b>	<b>69%</b>	<b>34%</b>
		Glendale UHSD	73	88	77	57
		Phoenix UHSD	52	80	68	28
		Yuma UHSD	51	78	64	16
10	Union high school districts with poverty rates of 25 percent or less in towns and rural areas	<b>Peer group average</b>	<b>65%</b>	<b>84%</b>	<b>69%</b>	<b>41%</b>
		Patagonia UHSD	81	88	81	56
		Mingus UHSD	70	89	78	47
		Colorado River UHSD	55	87	71	40
		Antelope UHSD	55	72	46	20
11	Union high school districts with poverty rates greater than 25 percent in towns and rural areas	<b>Peer group average</b>	<b>57%</b>	<b>86%</b>	<b>64%</b>	<b>27%</b>
		Valley UHSD	67	100	82	48
		Bicentennial UHSD <sup>1</sup>	70	80	63	-
		Santa Cruz Valley UHSD	34	79	47	6
12	Elementary school districts with poverty rates less than 21 percent in cities and suburbs	<b>Peer group average</b>	<b>73%</b>	<b>86%</b>	<b>63%</b>	<b>75%</b>
		Kyrene ESD	77	89	67	79
		Litchfield ESD	77	87	68	79
		Madison ESD	75	87	66	77
		Liberty ESD	61	79	51	63



Table 12 (continued)

Peer group		District name	Percentage of students passing			
Number	Description		Math	Reading	Writing	Science
13	Elementary school districts with poverty rates of 21 to 30 percent in cities and suburbs	<b>Peer group average</b>	<b>58%</b>	<b>74%</b>	<b>44%</b>	<b>50%</b>
		Crane ESD	67	78	51	60
		Laveen ESD	63	77	50	51
		Pendergast ESD	57	76	47	51
		Buckeye ESD	59	74	41	56
		Casa Grande ESD	60	74	45	50
		Yuma ESD	58	72	43	53
		Littleton ESD	57	73	40	56
		Avondale ESD	52	73	44	51
		Riverside ESD	57	71	38	41
Union ESD	49	68	46	32		
14	Elementary school districts with poverty rates of 31 to 40 percent in cities and suburbs	<b>Peer group average</b>	<b>53%</b>	<b>70%</b>	<b>41%</b>	<b>45%</b>
		Tempe ESD	58	77	51	52
		Washington ESD	54	74	45	51
		Fowler ESD	57	72	38	45
		Glendale ESD	49	66	41	49
		Tolleson ESD	54	72	39	39
		Roosevelt ESD	44	61	33	34
15	Elementary school districts with poverty rates greater than 40 percent in cities and suburbs	<b>Peer group average</b>	<b>53%</b>	<b>68%</b>	<b>37%</b>	<b>42%</b>
		Osborn ESD	64	72	46	48
		Wilson ESD	60	77	44	49
		Cartwright ESD	59	71	39	37
		Alhambra ESD	55	68	35	46
		Creighton ESD	51	65	39	41
		Phoenix ESD	49	65	35	39
		Murphy ESD	48	67	28	38
		Balsz ESD	52	64	29	36
		Isaac ESD	43	61	35	42
16	Elementary school districts with poverty rates less than 17 percent in towns and rural areas	<b>Peer group average</b>	<b>57%</b>	<b>75%</b>	<b>44%</b>	<b>63%</b>
		Sentinel ESD <sup>1</sup>	83	94	-	-
		Pomerene ESD	71	90	42	77
		Canon ESD	59	82	60	55
		Continental ESD	51	77	59	68
		Yarnell ESD <sup>1</sup>	70	85	23	-
		Oracle ESD	47	69	36	52
		San Fernando ESD <sup>1</sup>	14	29	-	-
		Blue ESD <sup>1</sup>	-	-	-	-
		Skull Valley ESD <sup>1</sup>	-	-	-	-

Table 12 (continued)

Peer group		District name	Percentage of students passing			
Number	Description		Math	Reading	Writing	Science
17	Elementary school districts with poverty rates of 17 to 22 percent in towns and rural areas	<b>Peer group average</b>	<b>55%</b>	<b>76%</b>	<b>48%</b>	<b>62%</b>
		Sonoita ESD	64	89	76	74
		Maine Consolidated SD	78	86	58	79
		Owens-Whitney ESD <sup>1</sup>	74	89	55	-
		McNeal ESD <sup>1</sup>	62	73	-	79
		Red Rock ESD	74	80	51	79
		Yucca ESD <sup>1</sup>	46	92	-	-
		Morristown ESD	60	82	58	54
		Elfrida ESD	56	77	36	81
		Palo Verde ESD	59	70	64	48
		Beaver Creek ESD	47	70	36	63
		Quartzsite ESD	34	57	33	61
		Toltec ESD	45	67	32	41
		Hillside ESD <sup>1</sup>	28	61	-	-
		Valentine ESD	40	67	30	23
Crown King ESD <sup>1</sup>	-	-	-	-		
18	Elementary school districts with poverty rates of 23 to 26 percent in towns and rural areas	<b>Peer group average</b>	<b>62%</b>	<b>78%</b>	<b>53%</b>	<b>60%</b>
		Congress ESD	90	94	69	68
		Double Adobe ESD <sup>1</sup>	71	86	-	-
		Clarkdale-Jerome ESD	70	86	72	74
		Pine Strawberry ESD	61	87	57	70
		Aguila ESD	63	78	74	48
		Kirkland ESD <sup>1</sup>	55	77	53	-
		Cottonwood-Oak Creek ESD	59	76	44	61
		Nadaburg USD <sup>3</sup>	57	73	44	58
		Wellton ESD	60	62	42	50
		Picacho ESD	39	61	26	49
		Apache ESD <sup>1</sup>	-	-	-	-
		19	Elementary school districts with poverty rates of 27 to 34 percent in towns and rural areas	<b>Peer group average</b>	<b>56%</b>	<b>75%</b>
Young ESD <sup>1</sup>	67			89	-	91
Mobile ESD <sup>1</sup>	71			93	-	-
Hyder ESD	71			85	69	69
Palominas ESD	72			86	60	75
Bonita ESD	67			83	56	83
Topock ESD	73			87	57	72
Santa Cruz ESD	68			85	66	63
Solomon ESD	72			75	75	51
Hackberry ESD <sup>1</sup>	65			71	-	-
Mohave Valley ESD	64			79	44	66
Patagonia ESD	48			78	43	50
Pearce ESD	37			80	38	55
Altar Valley ESD	51			74	33	48
Mohawk Valley ESD	38			63	28	48
Bouse ESD <sup>1</sup>	29			62	25	-
Naco ESD	37			48	10	21
Peach Springs USD <sup>3</sup>	22	37	10	22		

Table 12 (concluded)

Peer group		District name	Percentage of students passing			
Number	Description		Math	Reading	Writing	Science
20	Elementary school districts with poverty rates of 35 to 44 percent in towns and rural areas	<b>Peer group average</b>	<b>55%</b>	<b>73%</b>	<b>46%</b>	<b>49%</b>
		Alpine ESD <sup>1</sup>	93	100	78	-
		Arlington ESD	72	88	53	71
		Cochise ESD	66	87	73	53
		Bullhead City ESD	66	77	47	65
		Vernon ESD	52	82	44	65
		Salome Consolidated ESD	36	62	54	67
		Gadsden ESD	58	65	47	35
		Somerton ESD	54	70	43	35
		Wenden ESD	33	69	30	52
		Stanfield ESD	47	58	27	45
		Cedar USD <sup>3</sup>	23	44	15	7
21	Elementary school districts with poverty rates greater than 44 percent in towns and rural areas	<b>Peer group average</b>	<b>44%</b>	<b>65%</b>	<b>33%</b>	<b>29%</b>
		Tonto Basin ESD <sup>1</sup>	67	83	38	-
		Concho ESD	71	81	47	50
		Paloma ESD	35	63	59	28
		Eloy ESD	45	64	24	26
		Ash Creek ESD <sup>1</sup>	15	54	-	-
		Sacaton ESD	39	55	20	17
		McNary ESD	35	56	11	22

<sup>1</sup> Scores are not shown because the district tested ten or fewer students.

<sup>2</sup> Although urban districts, Flowing Wells USD and Sunnyside USD were included in groups with rural districts to better match poverty rates.

<sup>3</sup> Although unified school districts, Cedar USD, Nadaburg USD, and Peach Springs USD were included in groups with elementary school districts because they did not have any high school students take AIMS in fiscal year 2014.

Source: Auditor General staff analysis of fiscal year 2014 Arizona Department of Education AIMS data and U.S. Census Bureau fiscal year 2013 poverty rates and fiscal year 2012 location designations reported in the National Center for Education Statistics' Common Core of Data.

# APPENDIX B

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## Definition of the classroom dollar percentage

The definition of classroom dollars used in this report is based on the same definition developed by the U.S. Department of Education's National Center for Education Statistics for "instruction." The classroom dollar percentage is the amount spent for classroom purposes divided by the total amount spent for day-to-day operations, or total operational spending. The calculation excludes monies spent for debt repayment; capital outlay, such as purchasing land, buildings, and equipment; and programs outside the scope of preschool through grade 12 education, such as adult education and community services.

Total operational spending includes classroom and nonclassroom expenses as shown below:

### Classroom dollars

- **Classroom personnel**—Salaries and benefits for teachers, teachers' aides, substitute teachers, graders, and guest lecturers.
- **General instructional supplies**—Paper, pencils, crayons, etc.
- **Instructional aids**—Textbooks, workbooks, software, films, etc.
- **Activities**—Field trips, athletics, and co-curricular activities, such as choir and band.
- **Tuition**—Paid to out-of-state and private institutions.

### Nonclassroom dollars

- **Administration**—Salaries and benefits for superintendents; principals; business managers; and clerical and other staff who perform accounting, payroll, purchasing, warehousing, printing, human resource activities, and administrative technology services; and other costs related to these services and the governing board.
- **Plant operations and maintenance**—Salaries, benefits, and other costs related to equipment repair, building maintenance, custodial services, groundskeeping, and security; and costs for heating, cooling, and property insurance.
- **Food service**—Salaries, benefits, food supplies, and other costs related to preparing, transporting, and serving meals and snacks.
- **Transportation**—Salaries, benefits, and other costs related to maintaining buses and transporting students to and from school and school activities.
- **Student support services**—Salaries and benefits for attendance clerks, social workers, counselors, nurses, audiologists, and speech pathologists and other costs related to these support services to students.
- **Instruction support services**—Salaries and benefits of curriculum directors, special education directors, teacher trainers, librarians, media specialists, and instruction-related IT staff and other costs related to assisting instructional staff in the delivery of instruction.

## Description of Table 3 revenue sources

**Federal Impact Aid**—Federal monies provided to districts that have been impacted by the presence of tax-exempt federal lands or the enrollment of students living on federal lands, such as military bases and reservations.

**Federal grants**—Federal monies that are generally provided for specific purposes, including programs targeted toward at-risk students and programs that distribute the majority of their monies based on poverty rates.

**Transportation funding**—Monies for student transportation based on the state funding formula that uses primarily the number of miles traveled and secondarily the number of eligible students transported.

**Additional budgetary funding**—Additional monies received through the state funding formula for relative costs associated with various classifications, including district size, type, and location, and numbers and types of special needs children.

**Small school adjustment**—Additional monies received by small districts, which are allowed by law to increase their expenditure budgets without voter approval if their student enrollment is within the following prescribed numbers:

Grades K-8 with 125 or fewer students

Grades 9-12 with 100 or fewer students

**Tax credits**—Monies districts may receive in accordance with Arizona Revised Statutes §43-1089.01, which allows taxpayers to claim credit—up to \$200 per individual tax return or \$400 per joint tax return—for their contributions to a school's extracurricular program.

**Voter-approved spending increases**—Additional monies districts receive through voter-approved increases to district expenditure budgets.

## Scope

All of the State's 236 school districts were included in calculating the fiscal year 2014 state-wide classroom dollar percentage. However, some districts were excluded from further analysis as follows:

- When calculating individual district classroom dollar percentages, transporting districts and joint technological education districts (JTED) were excluded. Transporting districts transport all of their students to other districts and, therefore, do not have classroom expenditures, and JTEDs often operate very differently than other districts and amongst themselves in terms of the services they provide and how they provide them.
- When analyzing state-wide trends in the efficiency of district operations, very small districts, i.e., those serving fewer than 200 students, as well as transporting districts, JTEDs, and accommodation districts were excluded. Transporting districts, JTEDs, and accommodation districts often operate differently than most school districts in terms of the services they provide, the students they serve, and the programs they offer. Additionally, these districts and very small districts often have wide ranges of operational costs and therefore would distort the analysis of factors generally affecting districts of other types and sizes.

# Sources and methodology

To analyze the most current expenditure data available for Arizona's districts, auditors obtained fiscal year 2014 school district Annual Financial Reports (AFRs) and Classroom Site Fund Narrative Results Summaries (CSF Narratives) from the Arizona Department of Education (ADE). In addition, all of the State's 236 school districts provided auditors with fiscal year 2014 accounting data. The information used to prepare this report was not audited; however, it was subject to certain quality control procedures to help ensure its reasonableness. For example, instead of auditing the AFRs, CSF Narratives, and accounting data to the underlying district records, auditors performed analytical procedures using the financial data and interviewed school district officials about anomalies or variances. Auditors corrected any data errors prior to calculating classroom dollar percentages and other measures analyzed for, and presented in, this report.

Other information related to the analyses presented in this report was obtained from ADE, such as school district staffing levels, academic achievement indicators, bus mileage, and average daily membership counts; and from the Arizona School Facilities Board (SFB), such as square footage and number of schools. In addition, auditors obtained national-level financial data from the National Center for Education Statistics, and district-level poverty rates and locations relative to population centers from the U.S. Census Bureau. In order to provide explanations for cost changes, auditors reviewed and analyzed historical spending and trends, and identified efficient and inefficient operational practices from school district performance audits this Office conducted and interviews of school district staff.

## District peer groups

To compare the school districts' efficiency and effectiveness, auditors developed three types of district peer groups. The peer groups are presented in Tables 10, 11, and 12 in Appendix A beginning on pages a-1, a-5, and a-11, respectively.

- To compare administration, plant operations, and food service cost measures relative to peer groups', auditors developed operational efficiency peer groups using district size, type, and location because these factors are associated with school districts' cost measures in these areas. The six district size categories are defined on page b-4. The two district type categories are elementary and high school/unified. Auditors grouped union high school districts with unified districts because both districts serve high school students. The two location categories are cities/suburbs and town/rural areas. The U.S. Census Bureau classifies districts by distance and population density into four main categories: city, suburban area, town, and rural area. Auditors grouped together districts located in city and suburban areas and grouped together districts located in town and rural areas. Considering these three factors, auditors created 11 operational efficiency peer groups to use to compare the efficiency of district operations in administration, plant operations, and food service operations. These peer groups are labeled 1 through 11, and each includes between 10 and 55 districts.
- To compare districts' transportation cost measures relative to peer groups', auditors developed transportation efficiency peer groups using location and miles per rider because these factors are associated with school districts' transportation cost measures. Auditors grouped together districts based on similar location and miles per rider using an average

of historical miles per rider over the past 5 fiscal years. Considering these factors, auditors created 11 transportation efficiency peer groups to compare the efficiency of transportation operations. These peer groups are labeled T-1 through T-11, and each includes between 11 and 52 districts.

- To compare districts’ academic indicators, auditors developed student achievement peer groups using poverty rates, district type, and location. Considering these factors, auditors created 21 achievement peer groups to compare student achievement. These peer groups are labeled 1 through 21, and each includes between 3 and 21 districts.

## State and individual district pages

The following describes the data sources, definitions, and methodology for the state page (see pages 20 and 21) and individual district pages (see pages 22 through 233), and trend pages (see appendix C, pages c-1 through c-209, available only in the electronic copy of this report on our Web site). This information is organized into four sections: background information, such as the number of districts and schools; operational efficiency, such as classroom and nonclassroom spending, and other cost measures; student achievement, teacher measures, and financial assessment, such as the percentage of students passing Arizona’s Instrument to Measure Standards (AIMS) and average teacher salaries; and operational trends, such as classroom dollar percentage and total operational and instructional spending per student. “N/A” indicates that information is not available, not applicable, or not appropriate to include because it could reveal personal information about a small number of district employees or students. “NR” indicates that auditors determined that the District’s information is not reliable and is therefore not being reported or included in peer averages. Further, some districts are excluded from the peer average for certain cost measures because extreme values in their costs would skew the average. All information is for fiscal year 2014 unless otherwise indicated.

## Background information

- **County**—Auditor General staff analysis of ADE-provided county data. For district boundaries encompassing more than one county, the county in which the district office resides is presented.
- **Legislative districts**—Auditor General staff analysis of school district and legislative district boundaries.
- **Location**—Auditor General staff analysis of the National Center for Education Statistics’ fiscal year 2012 urban-centric locale codes that use geocoding and population information to assign a designation based on proximity to population clusters. The four main categories are city, suburb, town, and rural.
- **Students attending/District size**—Auditor General staff analysis of ADE-provided, school district-reported attending average daily membership (ADM) counts. ADM numbers are rounded to the nearest whole number. District sizes were categorized as follows:

<b>Size</b>	<b>Students attending</b>
Very large	20,000+
Large	8,000 to 19,999
Medium-Large	2,000 to 7,999
Medium	600 to 1,999
Small	200 to 599
Very small	Fewer than 200

- **Number of schools**—Auditor General staff analysis of ADE’s ADM reports and SFB *Building Inventory Reports*.

## Operational efficiency

- **Spending by operational area**—Auditor General staff analysis of spending in each operational area divided by total operational spending, using district-reported accounting data and AFRs.
- **5-year spending trend**—Auditor General staff analysis of district-reported accounting data and AFRs, and ADE-provided school district-reported ADM for fiscal years 2009 through 2014. The following criteria were used to describe changes in operational percentages:

Decreased substantially—2 percentage point or larger decrease

Decreased—1 to 1.9 percentage point decrease

Decreased slightly—0.5 to 0.9 percentage point decrease

Increased slightly—0.5 to 0.9 percentage point increase

Increased—1 to 1.9 percentage point increase

Increased substantially—2 percentage point or larger increase

For districts that were very small during the 5-year trend period, additional auditor judgment beyond the above criteria was necessary to more accurately reflect the 5-year spending trend.

- **Cost measures relative to peer averages**—Auditor General staff compared a district’s cost measures, such as cost per square foot, and other related measures, such as square footage per student, to its peer group averages. Auditors identified whether the district’s cost measures were very low/very high, low/high, or comparable to its peer averages, and indicated the determination by a color bar for each operational cost area. The cost measures and relativity to peer district averages is explained in more detail below. In addition, for the 55 very small districts, auditors provided comparative information but did not identify the relative costs with a color bar because the spending patterns of these districts are highly variable and result in less meaningful group averages. The following criteria were used to determine the cost measures relative to peer averages:

Very low—Lower than the peer average by more than 15.01 percent

Low—Lower than the peer average by 5.01 to 15 percent

Comparable—Within 5 percent of the peer average

High—Higher than the peer average by 5.01 to 15 percent

Very high—Higher than the peer average by more than 15.01 percent

### Administration—

- **Cost per pupil:** Auditor General staff analysis of administrative costs divided by the number of students, using district-reported accounting data and ADE-provided ADM data.
- **Students per administrator:** The number of students divided by the number of administrative full-time equivalent employees (FTEs), using ADE-provided ADM data and district-reported information on the *School District Employee Report*.
- **Performance measure:** Administrative costs per pupil were compared to the peer district average.



## Plant operations—

- Cost per square foot: Auditor General staff analysis of plant operations and maintenance costs divided by the total square footage, using district-reported accounting data and SFB-provided *Building Inventory Reports*.
- Square footage per student: Auditor General staff analysis of the total square footage divided by the number of students, using ADE-provided ADM data and SFB-provided *Building Inventory Reports*.
- Performance measures: Cost per square foot and square footage per student were compared to the peer district averages. The overall cost measure for plant operations is based on cost per square foot and also considers the impact of the district having very high or very low square footage per student.

## Food service—

- Cost per meal equivalent: Auditor General staff analysis of food service costs divided by the total number of meals served, using district-reported accounting data and AFRs. Total number of meals served equals a la carte sales divided by the district's federal free lunch reimbursement rate in fiscal year 2014, or one lunch, or two breakfasts, or three snacks.
- Performance measure: Cost per meal was compared to the peer district average.

## Transportation—

- Cost per mile: Auditor General staff analysis of transportation costs divided by the miles driven, using district-reported accounting data and ADE-provided transportation route reports.
- Cost per rider: Auditor General staff analysis of transportation costs divided by the riders transported, using district-reported accounting data and ADE-provided transportation route reports.
- Performance measures: Cost per mile and cost per rider were compared to the peer district averages. The overall cost measure for transportation equally considers how a district compares to its transportation peer group in cost per mile and cost per rider.

- **Per pupil spending by operational area**

**District**—Auditor General staff analysis of fiscal years 2013 and 2014 operational costs divided by the number of students, using district-reported accounting data and AFRs, and ADE-provided ADM data.

**Peer average**—Auditor General staff analysis of operational efficiency peer districts' per pupil expenditures. The peer group averages exclude districts with extreme or unreliable values and were calculated by adding individual districts' per pupil expenditures in each operational area and dividing by the number of districts in each peer group.

**State average**—Auditor General staff analysis of district-reported accounting data and AFRs, and ADE-provided ADM data. The State's per pupil amounts were calculated by dividing total expenditures in each operational area by the total number of students (ADM).

**National average**—National Center for Education Statistics' fiscal year 2012 data, the most recently available national data.

Because Patagonia ESD and Patagonia UHSD operate essentially as one district and combine costs, the two districts' operational costs are presented combined on each district's individual page in this report.

## Student achievement and teacher measures

- **ADE-reported district and school letter grades**—District and school letter grades provided by ADE as of December 2014. Letter grades not published by ADE are listed as “N/A” for districts and “not rated” for schools. Because alternative schools were calculated using a different method, the schools that received an alternative letter grade were included in the not rated category. Additionally, because some schools share a campus and online schools may not have a campus, the number of schools with letter grades may differ from the number of schools reported at the top of the individual district pages.
- **Percentage of students who met state standards (AIMS)**—Auditor General staff analysis of the Spring 2014 AIMS' Math, Reading, Writing, and Science test results as provided by ADE in September 2014. The district and state-wide percentages were calculated by dividing the total number of students who met or exceeded the state standards by the total number of students who took the test. Auditors aggregated test results across grade levels, as applicable. The peer group average percentages were calculated by adding individual districts' percentages of students who met or exceeded grade-level standards and dividing by the number of districts in each peer group. For those districts that tested ten or fewer students for any section of the test, the results are not shown, and these districts' student scores are not included in peer group averages.
- **Student and teacher measures**
  - Attendance rate**—School district attendance rates obtained from ADE in October 2014. The district- and state-level attendance rates were calculated by dividing the number of student attendance days by the number of student membership days as of the district's 100th-day membership count. The peer average percentages were calculated by adding individual districts' attendance rates and dividing by the number of districts in each peer group.
  - Graduation rate**—For districts serving high school students, the fiscal year 2013 4-year cohort graduation rates (the most recent year for available data), provided by ADE in October 2014. The peer average percentages were calculated by adding individual districts' graduation rates and dividing by the number of districts in each peer group. The state average is the fiscal year 2013 graduation rate reported by ADE.
  - Poverty rate**—Auditor General staff analysis of U.S. Census Bureau fiscal year 2013 *Small Area Income and Poverty* Estimates (the most recent year for available data) published in December 2014. District- and state-level poverty rates were calculated by dividing the number of children ages 5 to 17 years old who were living at or below the federal poverty level by the total number of children ages 5 to 17 years old. The peer average percentages were calculated by adding individual districts' poverty rates and dividing by the number of districts in each peer group.
  - Students per teacher**—Auditor General staff analysis of ADE-provided ADM data and certified teacher FTEs as reported by districts on their CSF Narrative. The district- and state-level ratios were calculated by dividing total ADM by total certified teacher FTEs,

and the peer average ratios were calculated by adding individual districts' student-teacher ratios and dividing by the number of districts in each peer group.

**Average teacher salary**—Auditor General staff analysis of total available operating dollars for preschool through grade 12 instructional programs spent on certified teacher salaries (excluding salaries for substitute teachers) from district-reported accounting data and the total number of certified teacher FTEs from district-reported CSF Narratives. The district- and state-level averages were calculated by dividing the total teacher salaries by total certified teacher FTEs, and the peer averages were calculated by adding individual districts' average teacher salaries and dividing by the number of districts in each peer group.

**Amount from Proposition 301**—Auditor General staff analysis of the total Proposition 301 monies spent on teacher salaries and the total number of certified teacher FTEs from district-reported accounting data and CSF Narratives. The district- and state-level averages were calculated by totaling the Proposition 301 amount paid to teachers and dividing by the total certified teacher FTEs. The peer averages were calculated by adding individual districts' average teacher salary amounts from Proposition 301 monies and dividing by the number of districts in each peer group.

**Average years of teacher experience**—Auditor General staff analysis of district-reported certified teacher FTEs and years of experience obtained from ADE in September 2014. The number of years of experience includes the actual, uncapped number of years of experience for each certified teacher. The district- and state-level years of experience were calculated by dividing the total number of years of experience by the total certified teacher FTEs. The peer averages were calculated by adding individual districts' average years of experience and dividing by the number of districts in each peer group.

**Percent of teachers in first 3 years**—Auditor General staff analysis of district-reported certified teacher FTEs and years of experience obtained from ADE in September 2014. The district- and state-level percentages were calculated by dividing the number of certified teachers in their first 3 years by the total number of certified teachers. The peer average percentages were calculated by adding individual district's percentage of teachers in their first 3 years and dividing by the number of districts in each peer group.

## Financial stress assessment

Auditor General staff developed six key local measures to determine Arizona districts' financial stress. Auditors identified whether each of the district's measures presented a low, moderate, or high risk of financial stress, and indicated the stress level by a color bar for each measure. In addition to the six key measures, auditors also determined an overall financial stress level based on the results of the six measures.

**Overall financial stress level**—The overall financial stress level equally considers each of the district's financial stress measures. For purposes of this report, the following terminology was used to describe the overall financial stress level:

- **High**—Districts with three or more individual measures found to be at a high financial stress level
- **Low**—Districts with no measures found to be at a high financial stress level and more than half of their measures found to be at a low financial stress level; and districts with one measure found to be at a high financial stress level and at least two-thirds of their measures found to be at a low financial stress level

- **Moderate**—Districts that were not designated as high or low as described above

**Change in number of district students**—Auditor General staff analysis of ADE-provided ADM counts for fiscal years 2012 through 2014 to determine the direction and extent of change in the number of district students from fiscal years 2012 to 2014. When analyzing the change in number of district students, auditors considered the relative size of the district based on the district size categories, described on page b-4. In addition, for districts with moderate decreases in their numbers of district students, further analysis was done to determine if the decreases were concentrated at one or more schools. For purposes of this report, the following terminology was used to describe change in the number of district students:

**Large decrease**—Districts with decreases of:

- Very small and small districts: 15 percent or more
- Medium and medium-large districts: 10 percent or more
- Large and very large districts: 5 percent or more

**Concentrated decrease**—Districts with decreases that approached but did not exceed the percentage points for a large decrease designation described above and that had decreases at one or more schools that exceeded the percentage points for a large decrease

**Moderate decrease**—Districts not found to have a concentrated decrease as described above but had the following:

- Very small and small districts: 5 to 14.99 percent decrease
- Medium and medium-large districts: 3 to 9.99 percent decrease
- Large and very large districts: 2 to 4.99 percent decrease

**Increase**—Districts with increases of:

- Very small and small districts: 5 percent or more
- Medium and medium-large districts: 3 percent or more
- Large and very large districts: 2 percent or more

**Steady**—Districts with increases or decreases of:

- Very small and small districts: 4.99 percent or less
- Medium and medium-large districts: 2.99 percent or less
- Large and very large districts: 1.99 percent or less

**Small school adjustment**—Districts eligible for a small school adjustment in accordance with Arizona Revised Statutes §15-949, as follows<sup>1</sup>:

- Elementary school districts with 125 or fewer students
- Union high school districts with 100 or fewer students
- Unified school districts with student counts of 125 or fewer elementary or 100 or fewer high school students

**Spending exceeded operating/capital budgets**—Auditor General staff analysis of districts overspending of the Maintenance and Operation and Unrestricted Capital Outlay Funds for fiscal years 2012 through 2014 and the Soft Capital Allocation Fund for fiscal years 2012 and 2013, using district-reported budget limit and expenditure data obtained from ADE. When analyzing overspending, auditors excluded approved emergency overspending. In addition, auditors considered the amount and frequency of overspending. For purposes of this report, the following terminology was used to describe the operating and capital overspending:

- **Operating only**—Districts with overspending in their Maintenance and Operation Fund that was more than \$1,000 or occurred in more than 1 year.

<sup>1</sup> Arizona law allows districts with 125 or fewer elementary or 100 or fewer high school students to increase their funding through a small school adjustment.

- **Capital only**—Districts with overspending in their Unrestricted Capital Outlay and/or Soft Capital Allocation Fund(s) that was \$1,000 or more or occurred in more than one fund or year.
- **Operating and capital**—Districts with both operating and capital overspending.
- **< \$1,000, isolated**—Districts with overspending less than \$1,000 and only one instance of overspending.
- **No overspending**—Districts with no operating or capital overspending.

**Spending increase election results**—Auditor General staff analysis of district-reported election results for operating and capital budget overrides and bond authorizations from January 1, 2012 through December 31, 2014, obtained from Arizona counties and confirmed with independent reports of election results. In assessing this measure, auditors considered each override type's most recent election result. For purposes of this report, the following terminology was used to describe the spending increase election results:

- **Voter-approved**—Districts that received voter-approval in their most recent election for each override type and bond authorization sought.
- **Voter-rejected**—Districts that did not receive voter-approval in their most recent election for each override type and bond authorization sought.
- **Mixed election results**—Districts that received voter-approval in their most recent election for some but not all override types or bond authorizations sought.
- **No election held**—Districts that did not hold any override or bond elections.

**Operating reserve percentage**—Auditor General staff analysis of each district's Maintenance and Operation Fund allowable budget balance carryforward for fiscal years 2012 through 2014 divided by the district's Revenue Control Limit for each year, using district-reported budget limit and expenditure data obtained from ADE. In assessing this measure, auditors considered the 3-year average operating reserve percentage within the 4 percent maximum allowed by state law, and the direction of change in the reserve percentage. In addition, auditors considered the Impact Aid Fund accounting changes made in fiscal year 2011 that affected the amount of operating reserve some districts held in their Maintenance and Operation Fund. For purposes of this report, the following terminology was used to describe the operating reserve percentage:

- **Steady**—Districts with reserve percentages that did not change more than 0.3 percentage points in total.
- **Increasing**—Districts with reserve percentages that increased by 0.31 percentage points in total or more and did not decrease by more than 0.31 percentage points in any 1 year.
- **Decreasing**—Districts with reserve percentages that decreased by 0.31 percentage points in total or more and did not increase by more than 0.31 percentage points in any 1 year.
- **Varying**—Districts with reserve percentages that were not designated as steady, increasing, or decreasing as described above.
- **Impact Aid Fund reserve**—Districts with adequate monies held in their Impact Aid Fund to compensate for their smaller operating reserves in their Maintenance and Operation Fund.

**Years of capital reserve held**—Auditor General staff analysis of each district's total Unrestricted Capital Outlay and Soft Capital Allocation Funds' spending capacity for fiscal years 2012 through 2014 divided by the total adjusted Capital Outlay Revenue Limit and Soft Capital Allocation or District Additional Assistance for each year, as applicable, using district-reported budget limit and expenditure data obtained from ADE. In assessing this measure, auditors considered the 3-year average capital reserve held and the Impact Aid Fund accounting changes made in fiscal year 2011 that affected the amount of capital reserve some districts held in their Unrestricted

Capital Outlay Fund. For purposes of this report, the following terminology was used to describe the years of capital reserve held:

- **More than 3 years**—Districts with average capital spending capacity more than three times their average combined adjusted Capital Outlay Revenue Limit and Soft Capital Allocation or District Additional Assistance, as applicable.
- **1 to 3 years**—Districts with average capital spending capacity of one to three times their average combined adjusted Capital Outlay Revenue Limit and Soft Capital Allocation or District Additional Assistance, as applicable.
- **Less than 1 year**—Districts with average capital spending capacity less than their average combined adjusted Capital Outlay Revenue Limit and Soft Capital Allocation or District Additional Assistance, as applicable.
- **Impact Aid Fund reserve**—Districts with adequate monies held in their Impact Aid Fund to compensate for their smaller capital spending capacity in their Unrestricted Capital Outlay and Soft Capital Allocation Funds.

**Current financial and internal control status**—Auditor General staff analysis of district-submitted audited financial statements and related required reports for the most recently required fiscal year, generally 2013. For purposes of this report, the following terminology was used to describe the current financial and internal control status:

- **Compliant**—Districts that substantially complied with the financial and internal control requirements prescribed in the *Uniform System of Financial Records for Arizona School Districts* (USFR).
- **Marginally compliant**—Districts that substantially complied with the financial and internal control requirements prescribed in the USFR, but were sent a letter or report emphasizing the need to address existing deficiencies to continue to comply with the USFR in future years.
- **Noncompliant**—Districts that did not substantially comply with the financial and internal control requirements prescribed in the USFR or that have not submitted their most recently required audit.
- **Not assessed**—Districts that were not required by state or federal law to have an annual or biennial audit and did not otherwise choose to have an audit.

## Operational trends and spending detail

- **Classroom dollar percentage and total operational spending**—Auditor General staff analysis of district-reported accounting data and AFRs for fiscal years 2001 through 2014. Classroom dollar percentage is further described on page b-1.
- **Students attending**—Auditor General staff analysis of ADE-provided, school district-reported ADM counts for fiscal years 2001 through 2014.
- **Total operational and instructional spending per student**—Auditor General staff analysis of fiscal years 2001 through 2014 district-reported accounting data, AFRs, and ADM counts.
- **Changes in operational spending percentages**—Auditor General staff analysis of changes in operational spending since fiscal year 2001 using district-reported accounting data and AFRs between fiscal years 2001 and 2014.
- **Average teacher salary**—Auditor General staff analysis of average teacher salary as described on page b-8 for fiscal years 2010 through 2014.

- **Cost measure trends**—Auditor General staff analysis of administrative cost per student, plant cost per square foot and square footage per student, food service cost per meal, and transportation costs per mile and per rider for fiscal years 2009 through 2014. These cost measures are described in more detail on pages b-5 and b-6.
- **Spending by category**—Auditor General staff analysis of spending by category divided by total spending in each operational area, using fiscal year 2014 district-reported accounting data.

# APPENDIX C

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## District operational trends

Appendix C includes one-page, graphical summaries of each district's operational trends and is only available electronically on the Office of the Auditor General's Web site ([www.azauditor.gov](http://www.azauditor.gov)).

Specifically, district trend graphics include:

- Classroom dollar percentage, fiscal years 2001 through 2014
- Students attending, fiscal years 2001 through 2014
- Total operational and instructional spending per student, fiscal years 2001 through 2014
- Changes in operational spending percentages, fiscal years 2001 through 2014
- Average teacher salary, fiscal years 2010 through 2014
- Administrative cost per student, fiscal years 2009 through 2014
- Plant cost per square foot and square footage per student, fiscal years 2009 through 2014
- Food service cost per meal, fiscal years 2009 through 2014
- Transportation costs per mile and per rider, fiscal years 2009 through 2014

Graphics with discontinuous trend lines indicate that data is not available, not applicable, not appropriate to include, or not reliable for particular years.

Sources for trend data shown in Appendix C are explained in the *Operational trends and spending detail* section of Appendix B beginning on page b-11.



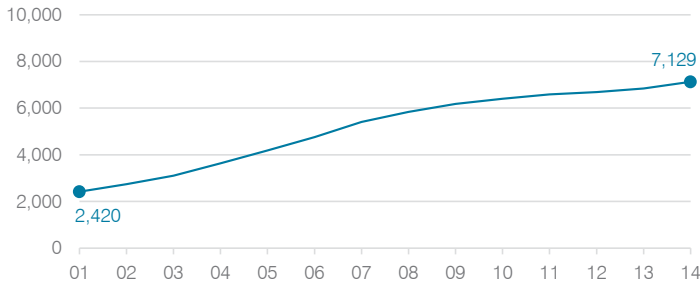
# Agua Fria Union High School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	55.7	53.3	54.6	51.6	51.3	56.1	53.8	54.3	53.7	53.4	53.1	51.9	52.6	52.2

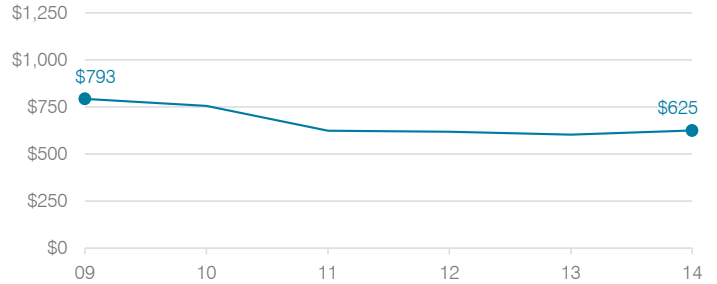
## OPERATIONAL TRENDS

Fiscal years as indicated

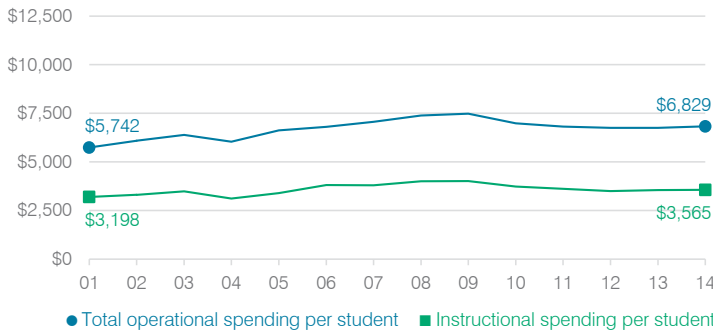
### Students attending



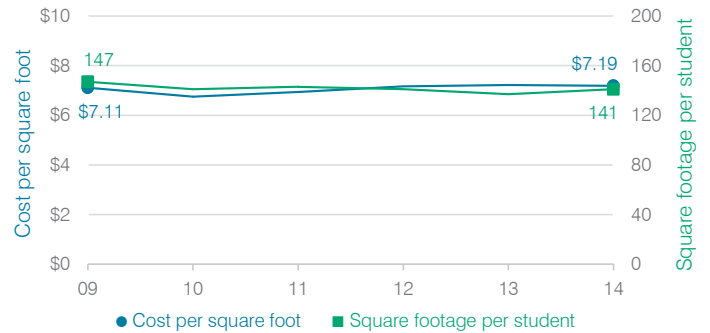
### Administrative cost per student



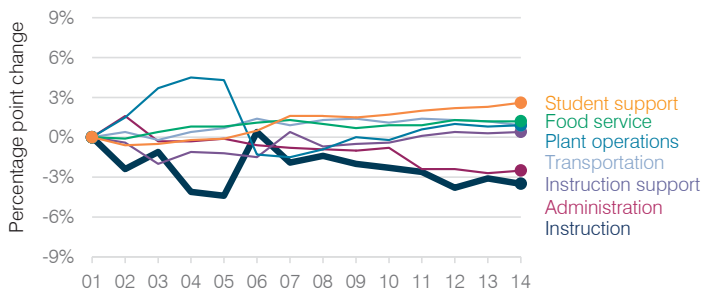
### Total operational and instructional spending per student



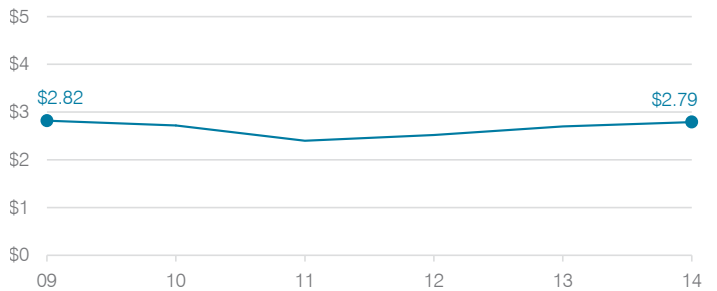
### Plant cost per square foot and square footage per student



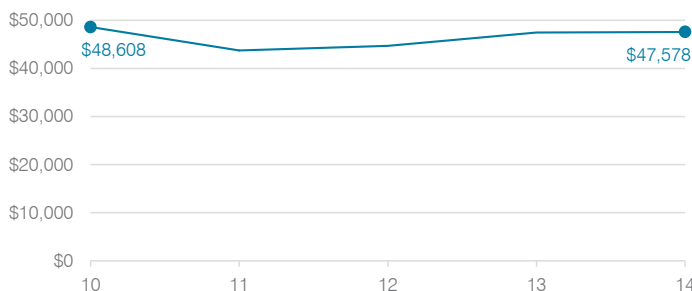
### Changes in operational spending percentages



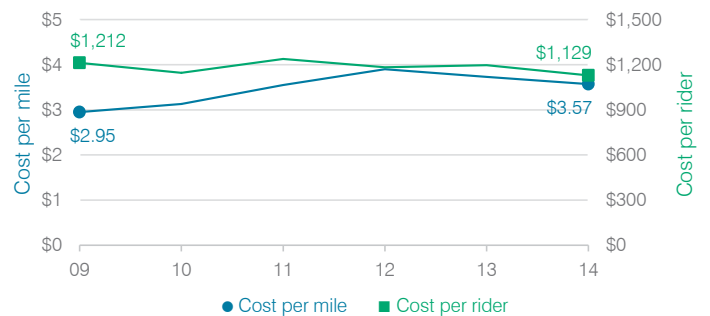
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



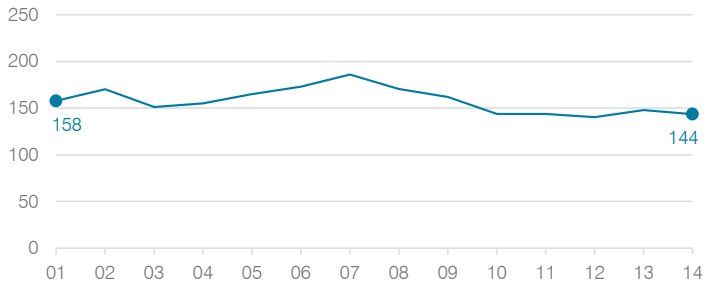
# Aguila Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	59.9	61.4	62.6	59.9	55.1	51.6	57.9	57.4	62.1	63.8	64.5	58.5	63.1	65.4

## OPERATIONAL TRENDS

Fiscal years as indicated

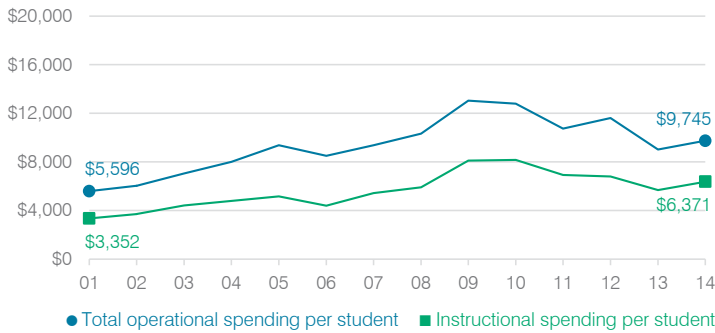
### Students attending



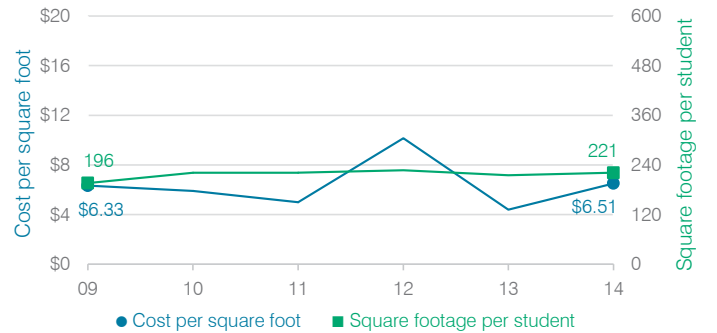
### Administrative cost per student



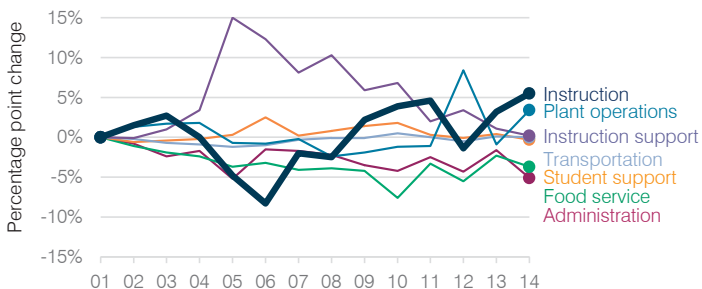
### Total operational and instructional spending per student



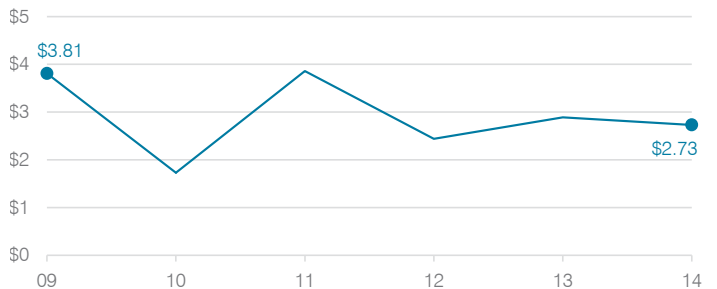
### Plant cost per square foot and square footage per student



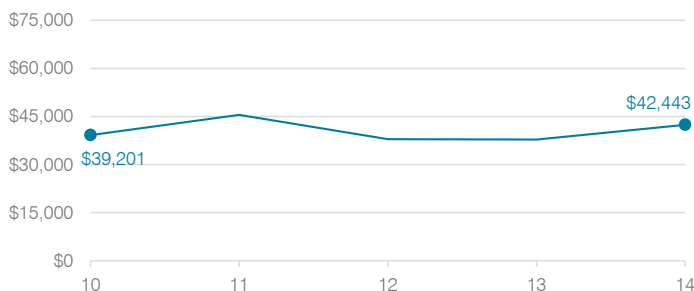
### Changes in operational spending percentages



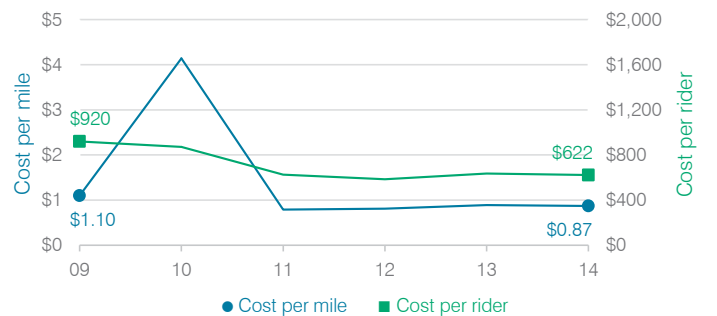
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



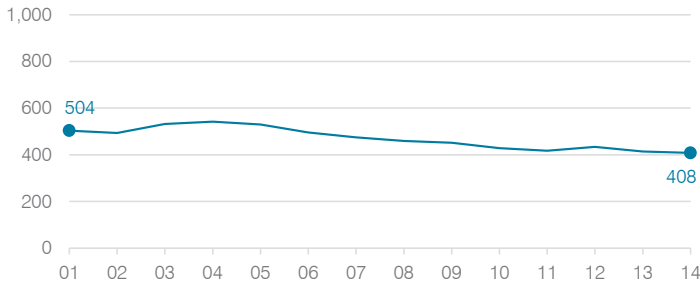
# Ajo Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	60.2	61.7	60.1	60.2	55.0	55.4	56.7	56.9	59.4	60.2	55.6	50.3	49.8	51.4

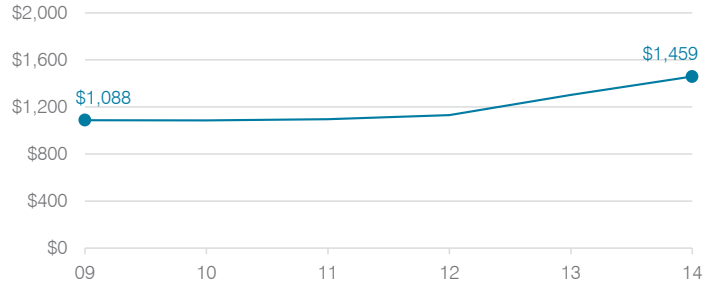
## OPERATIONAL TRENDS

Fiscal years as indicated

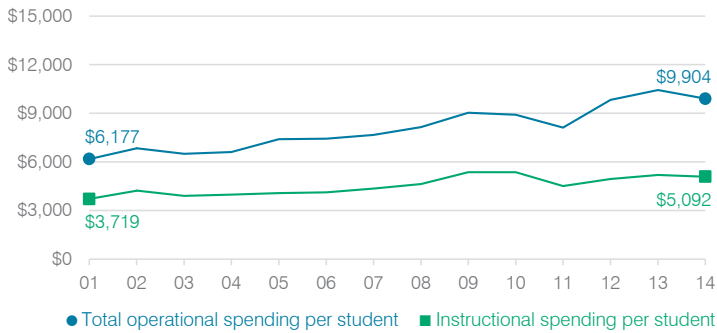
### Students attending



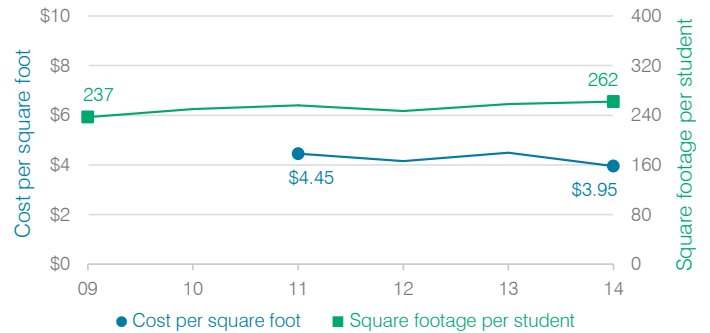
### Administrative cost per student



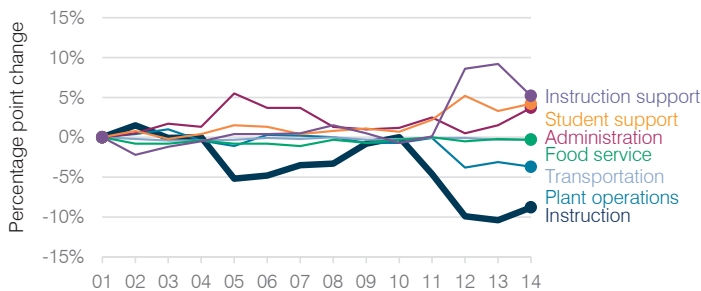
### Total operational and instructional spending per student



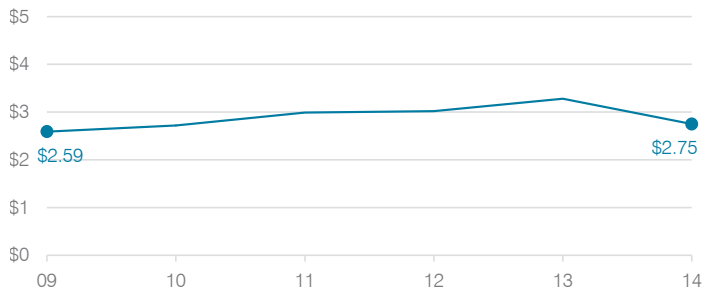
### Plant cost per square foot and square footage per student



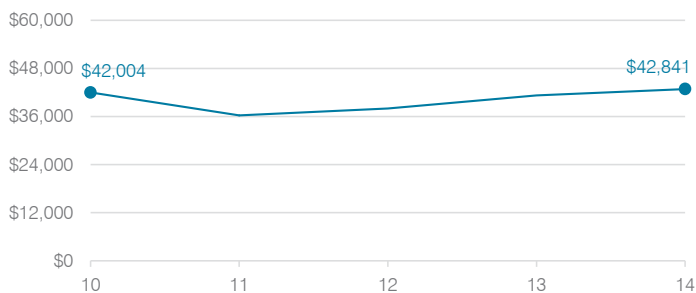
### Changes in operational spending percentages



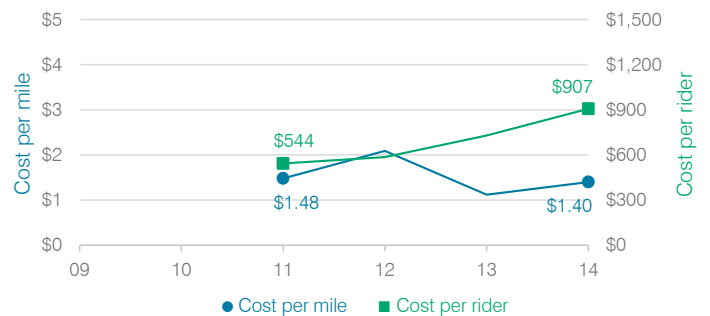
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



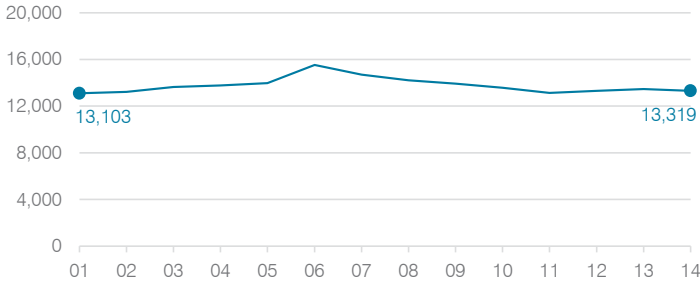
# Alhambra Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	60.8	63.8	63.6	63.0	61.8	61.2	61.2	59.4	57.7	55.2	55.5	55.5	54.0	53.8

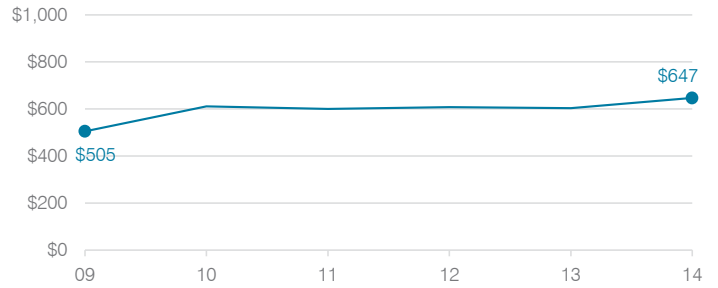
## OPERATIONAL TRENDS

Fiscal years as indicated

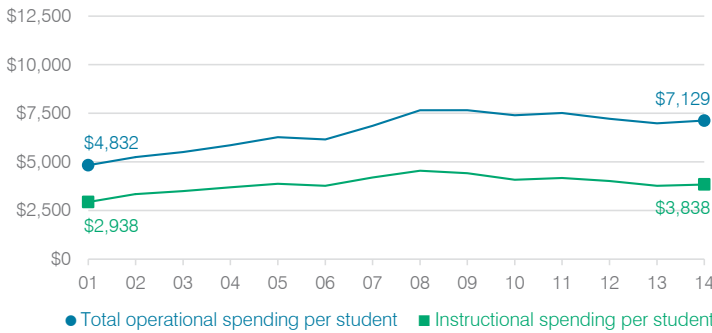
### Students attending



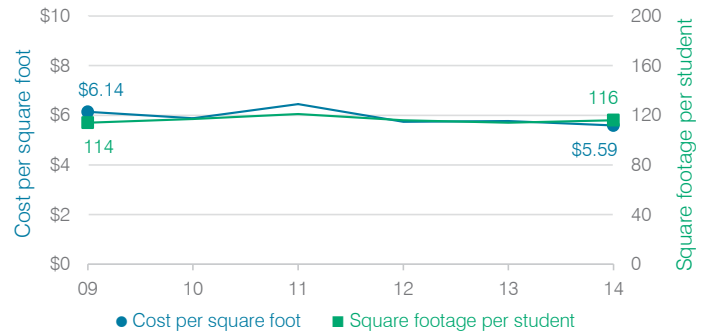
### Administrative cost per student



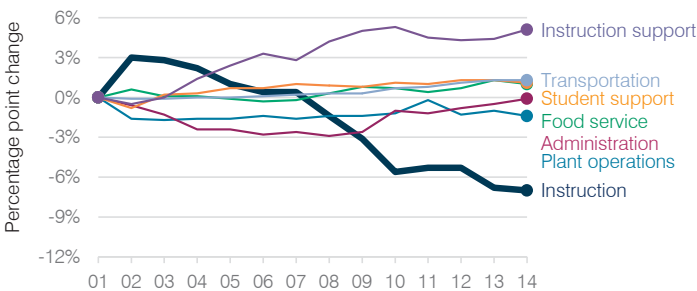
### Total operational and instructional spending per student



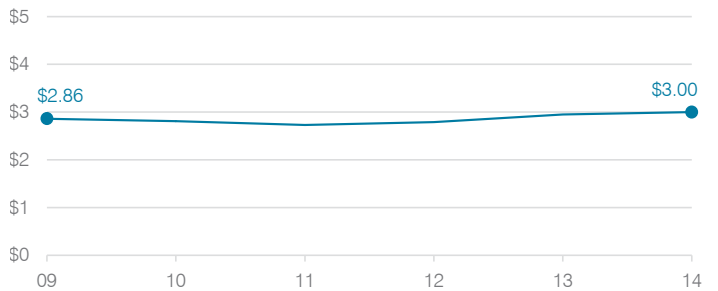
### Plant cost per square foot and square footage per student



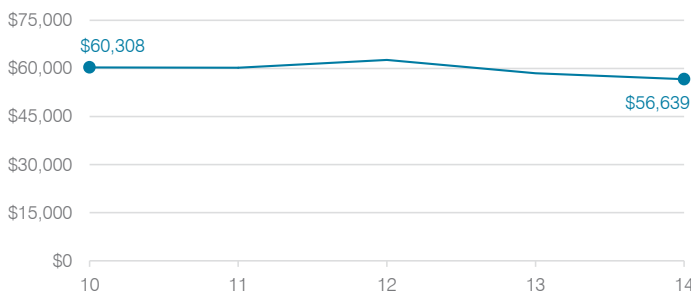
### Changes in operational spending percentages



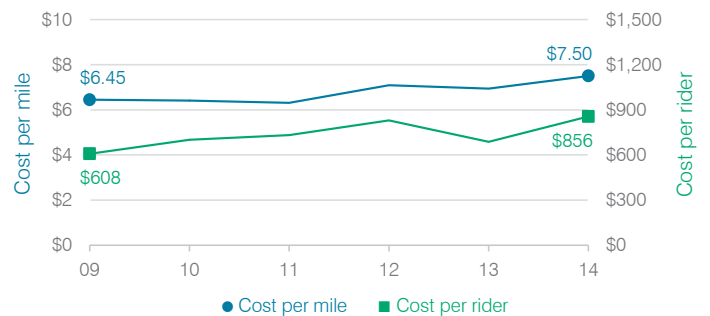
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



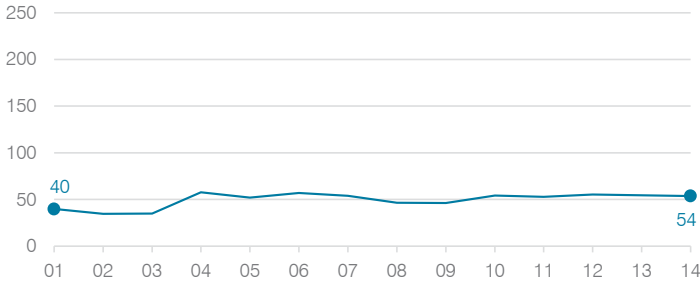
# Alpine Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	55.3	61.0	54.3	52.3	51.4	52.9	51.0	56.2	58.4	59.1	58.2	57.9	59.2	59.3

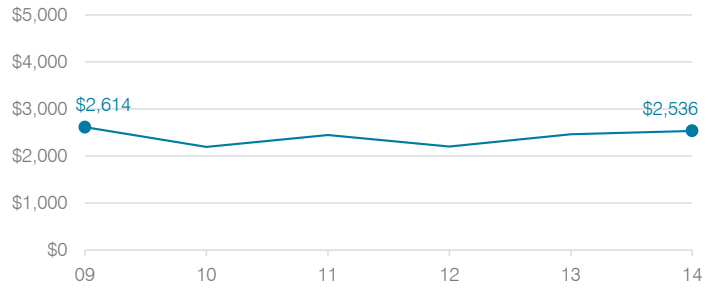
## OPERATIONAL TRENDS

Fiscal years as indicated

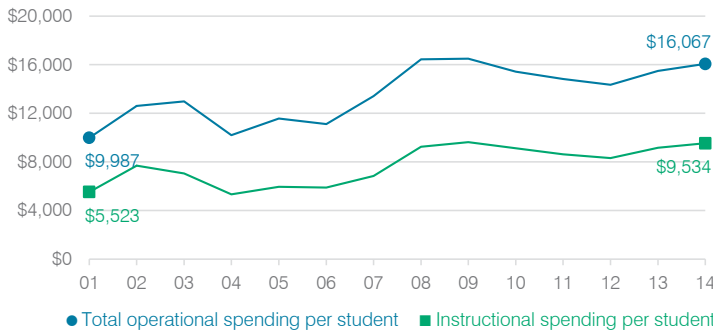
### Students attending



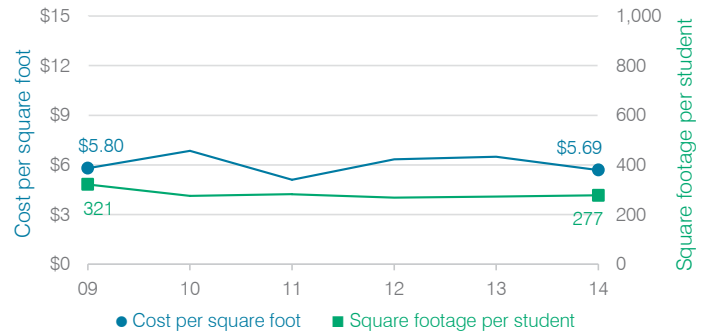
### Administrative cost per student



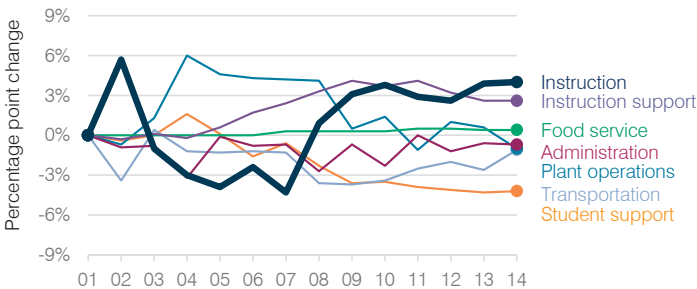
### Total operational and instructional spending per student



### Plant cost per square foot and square footage per student



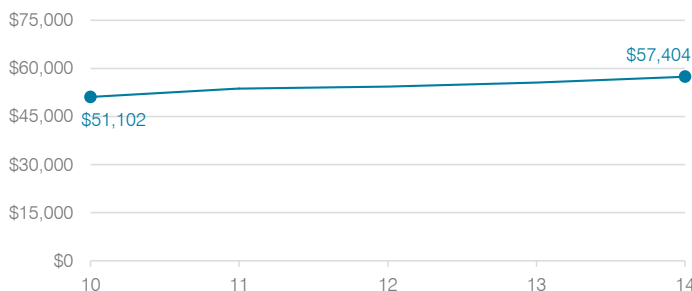
### Changes in operational spending percentages



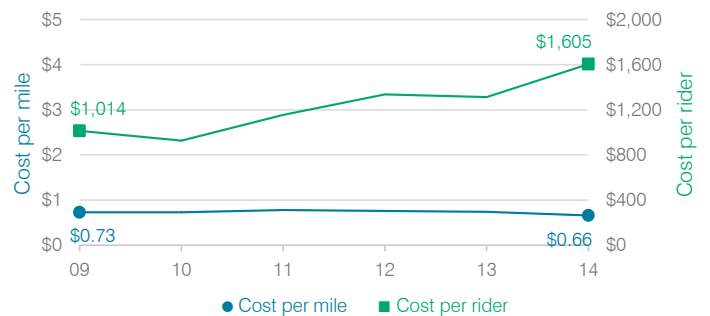
### Food service cost per meal

Food service cost per meal trend is not shown because the District did not operate a food service program during all or a substantial portion of fiscal years 2009 through 2014.

### Average teacher salary



### Transportation costs per mile and per rider



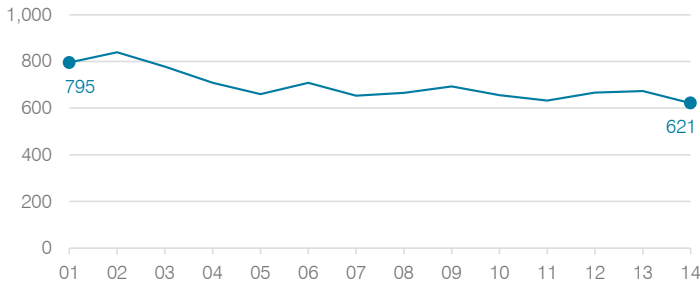
# Altar Valley Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	52.0	51.0	47.7	48.6	47.5	47.3	46.5	48.0	47.6	46.5	41.7	44.1	44.7	46.5

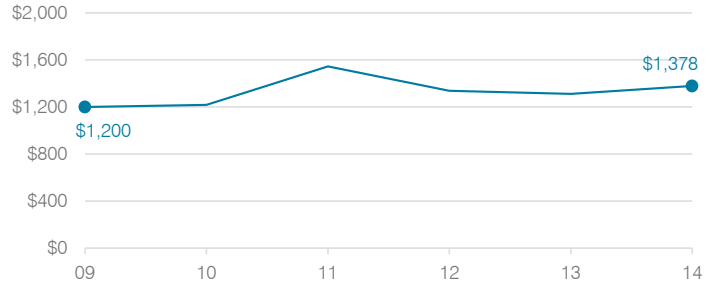
## OPERATIONAL TRENDS

Fiscal years as indicated

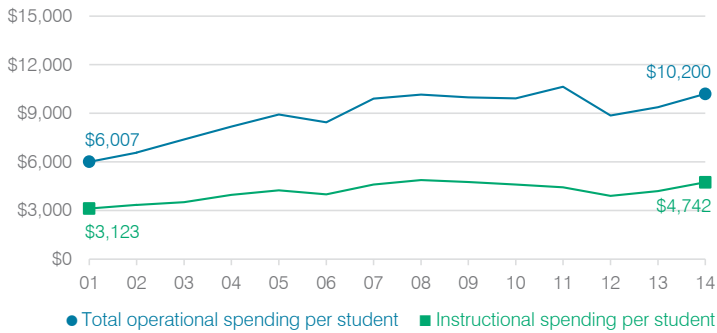
### Students attending



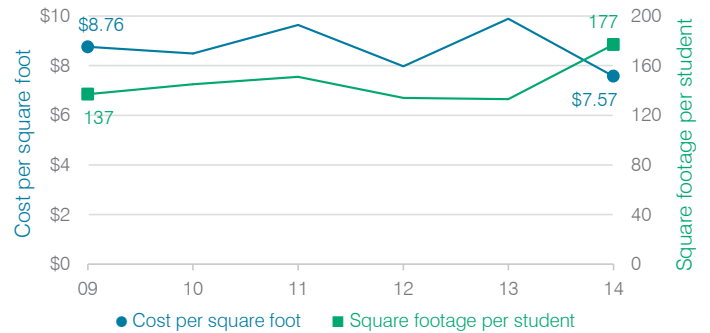
### Administrative cost per student



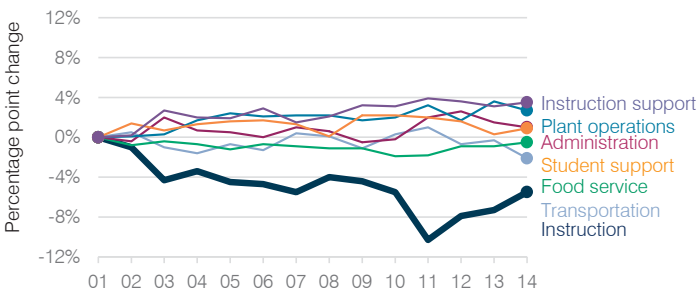
### Total operational and instructional spending per student



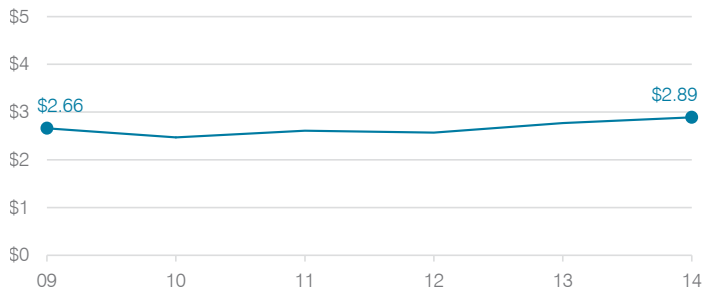
### Plant cost per square foot and square footage per student



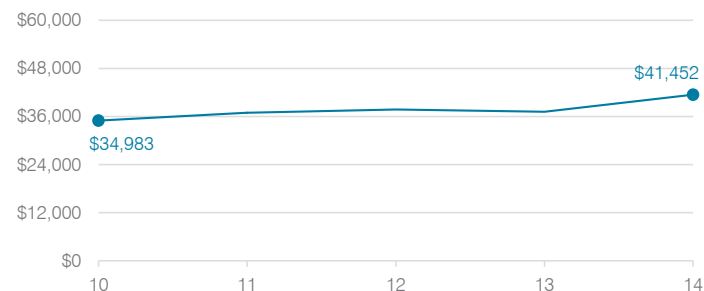
### Changes in operational spending percentages



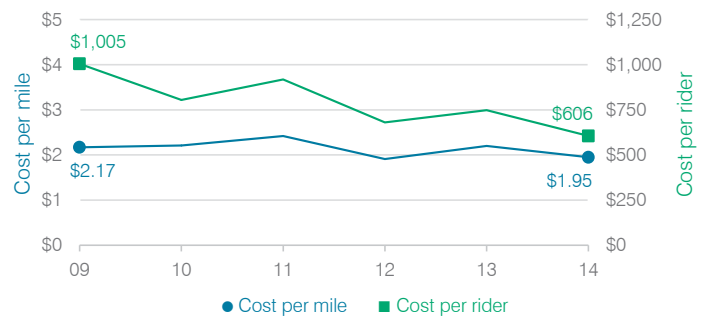
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider

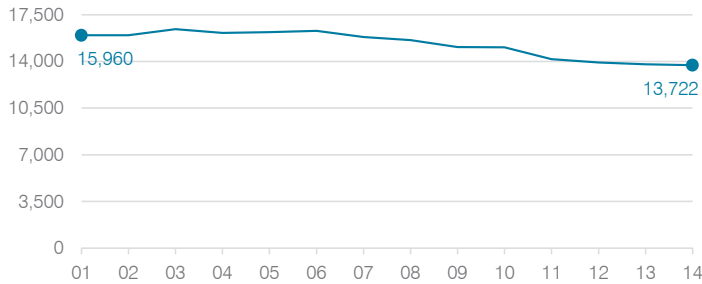


# Amphitheater Unified School District

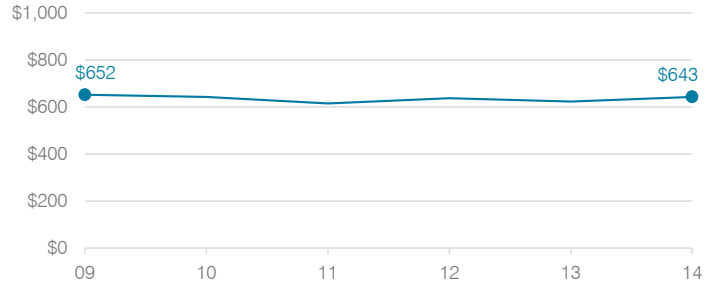
Classroom dollar percentage: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014  
 57.6 55.8 57.8 55.9 56.9 56.5 56.8 57.5 58.5 57.5 56.3 54.9 54.0 54.3

## OPERATIONAL TRENDS Fiscal years as indicated

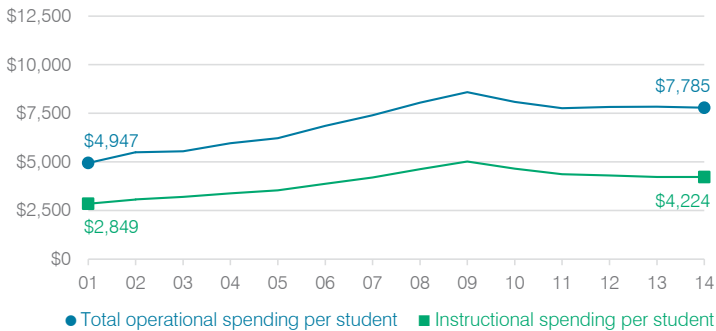
### Students attending



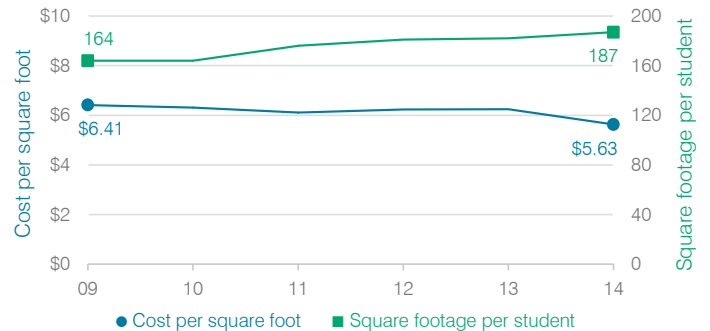
### Administrative cost per student



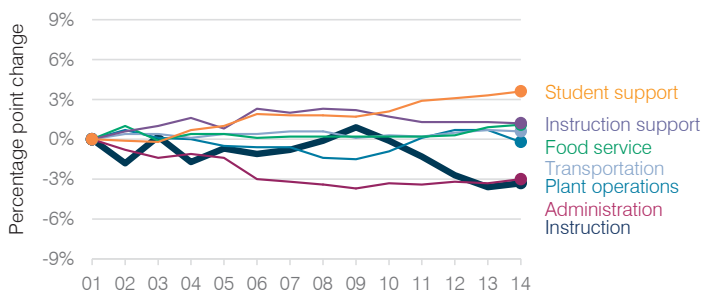
### Total operational and instructional spending per student



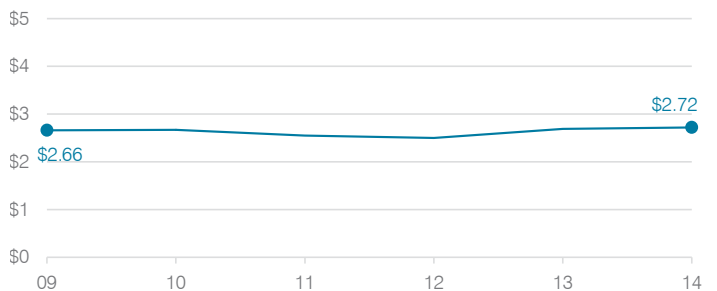
### Plant cost per square foot and square footage per student



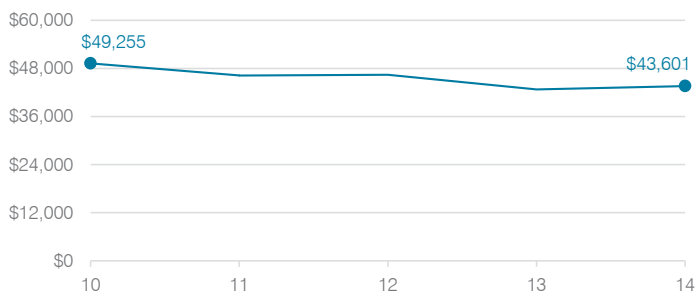
### Changes in operational spending percentages



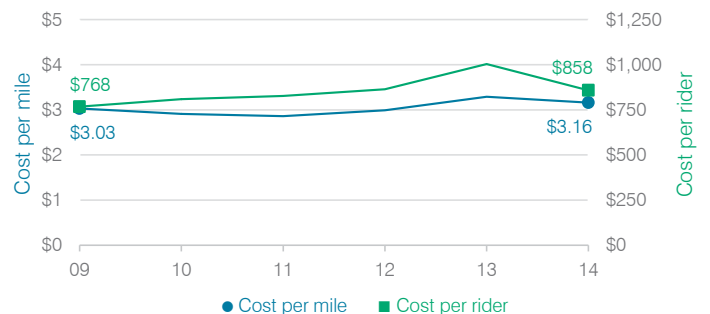
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



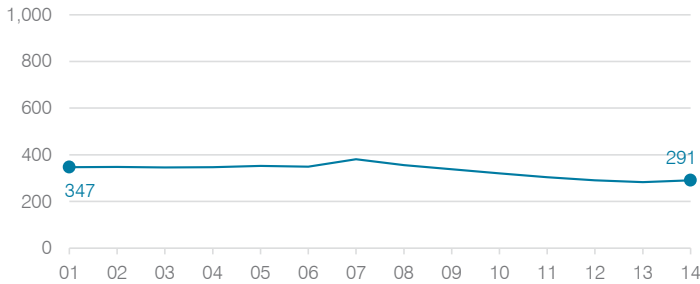
# Antelope Union High School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	51.0	52.4	52.9	54.1	53.7	52.3	43.7	53.4	52.6	52.1	50.7	47.7	51.4	52.8

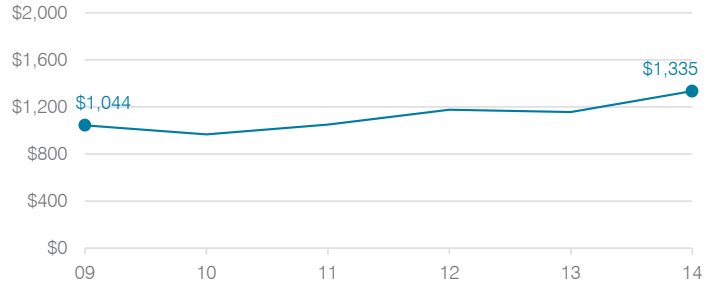
## OPERATIONAL TRENDS

Fiscal years as indicated

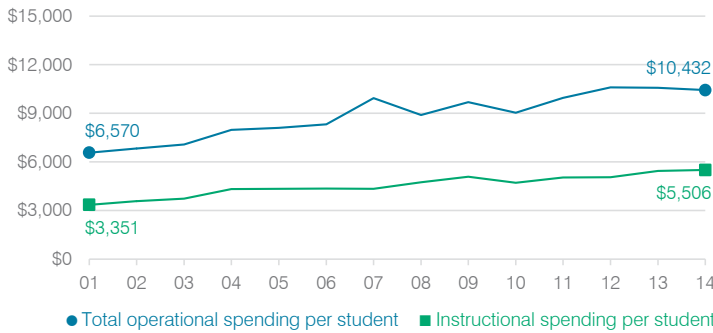
### Students attending



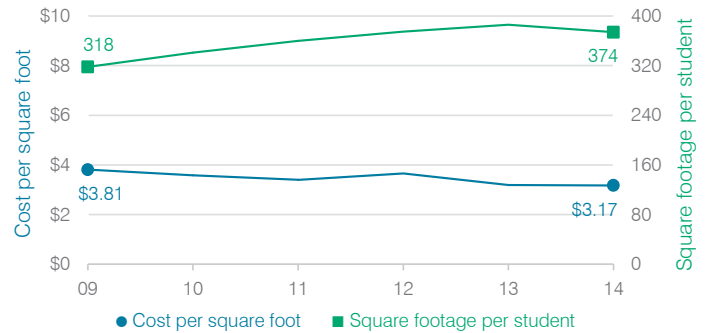
### Administrative cost per student



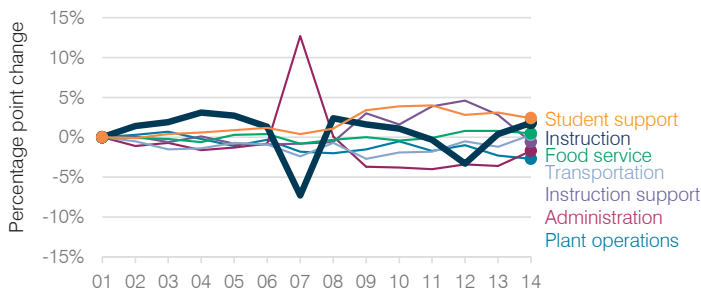
### Total operational and instructional spending per student



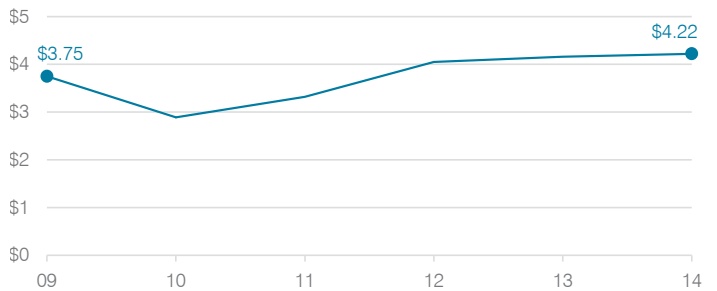
### Plant cost per square foot and square footage per student



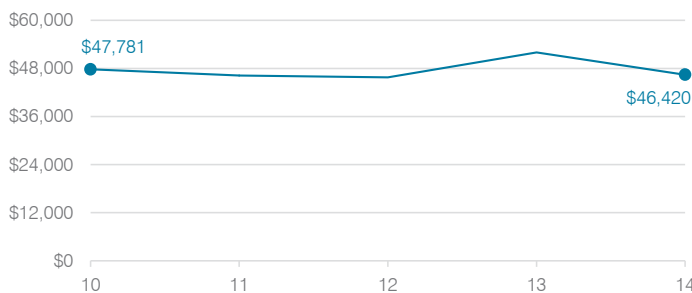
### Changes in operational spending percentages



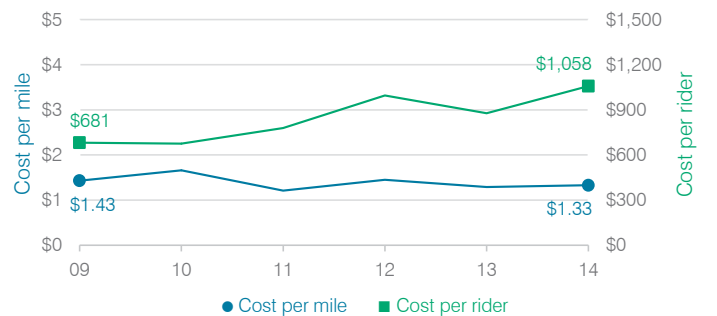
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider





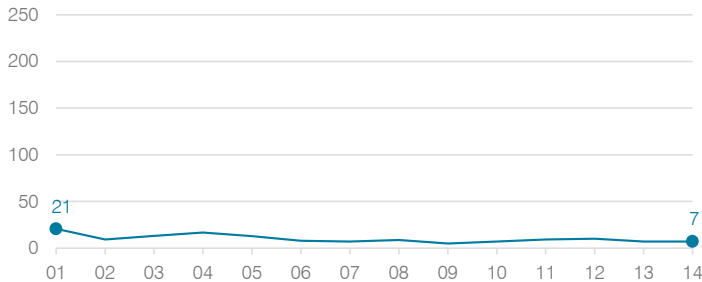
# Apache Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	64.9	63.7	53.6	49.0	53.2	53.5	54.6	58.5	54.9	55.8	52.4	51.7	49.4	51.1

## OPERATIONAL TRENDS

Fiscal years as indicated

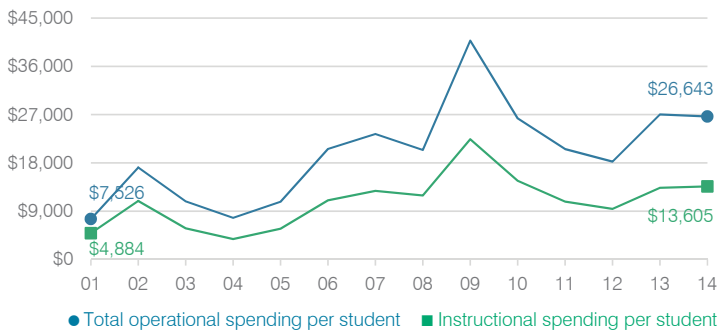
### Students attending



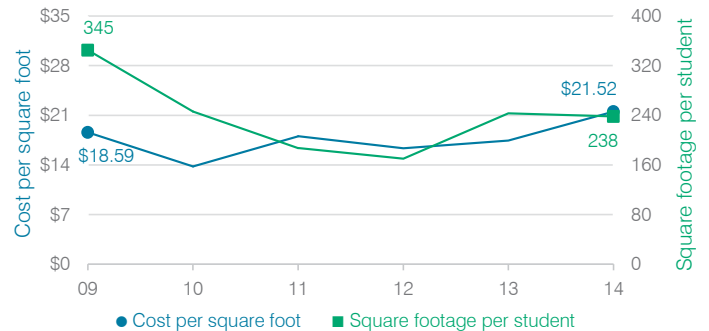
### Administrative cost per student



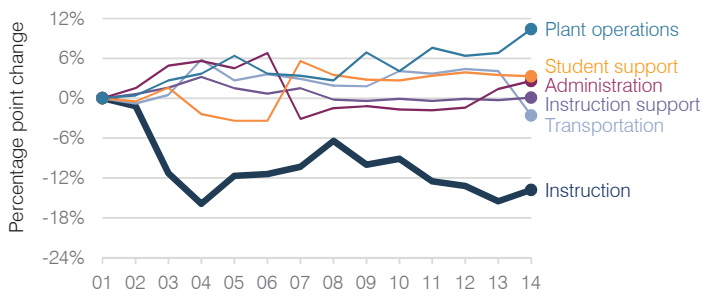
### Total operational and instructional spending per student



### Plant cost per square foot and square footage per student



### Changes in operational spending percentages



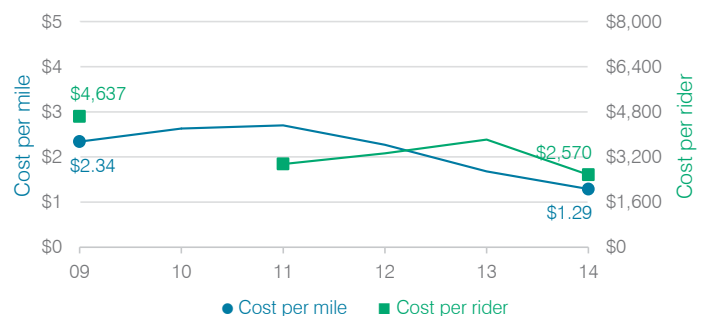
### Food service cost per meal

Food service cost per meal trend is not shown because the District did not operate a food service program during all or a substantial portion of fiscal years 2009 through 2014.

### Average teacher salary

Average teacher salary trend is not shown because the District had two or fewer teachers during all or a substantial portion of fiscal years 2010 through 2014.

### Transportation costs per mile and per rider



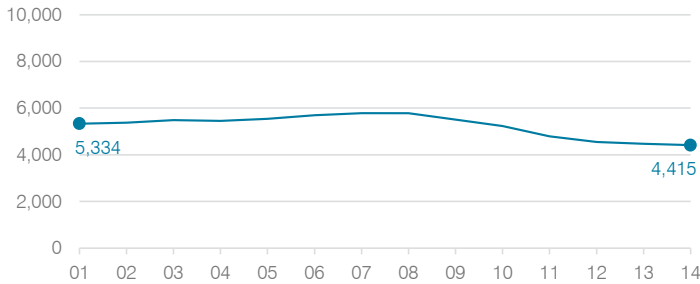
# Apache Junction Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	53.8	53.0	53.1	55.2	53.3	54.5	55.8	54.5	56.9	55.0	55.1	54.6	55.6	55.9

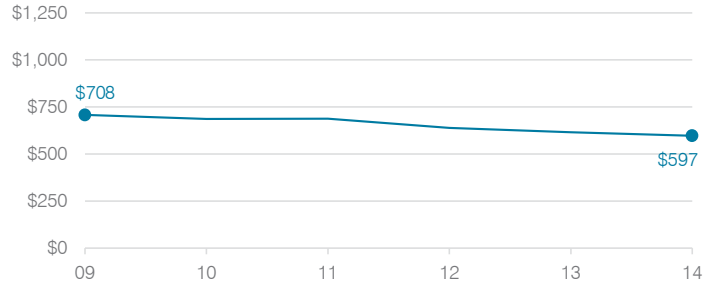
## OPERATIONAL TRENDS

Fiscal years as indicated

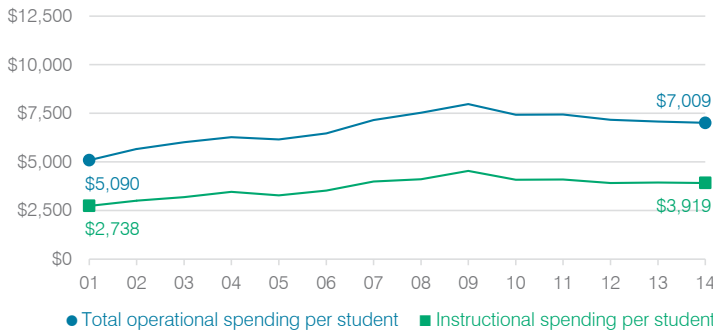
### Students attending



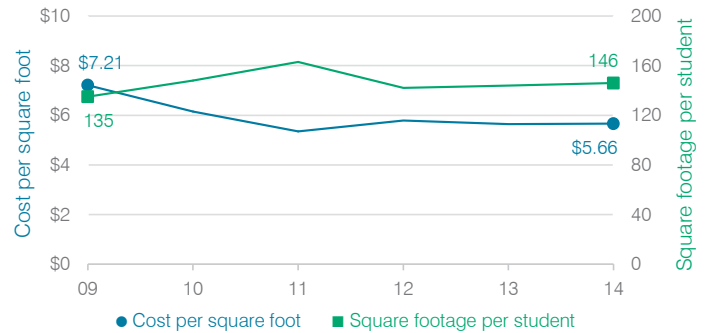
### Administrative cost per student



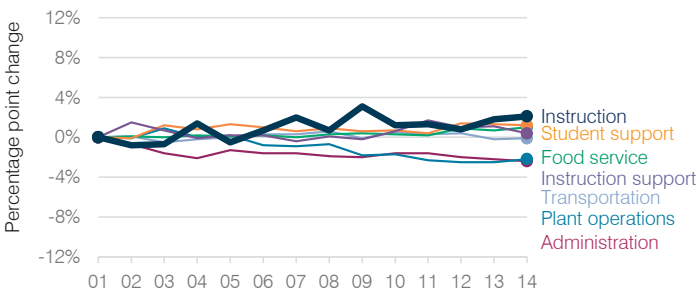
### Total operational and instructional spending per student



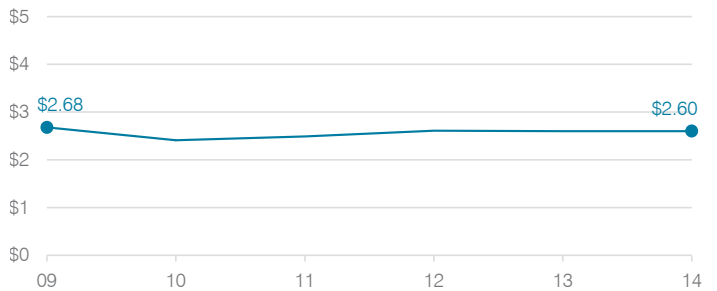
### Plant cost per square foot and square footage per student



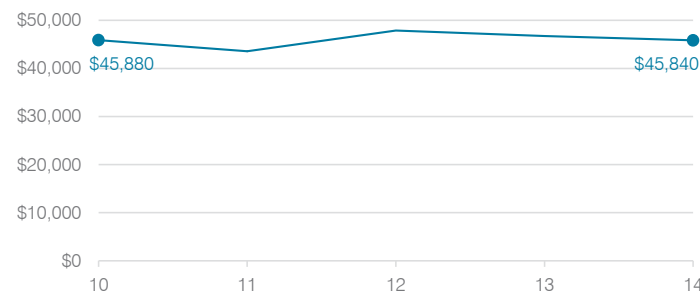
### Changes in operational spending percentages



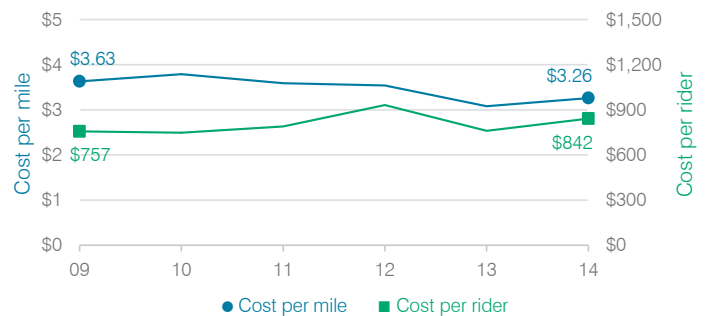
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



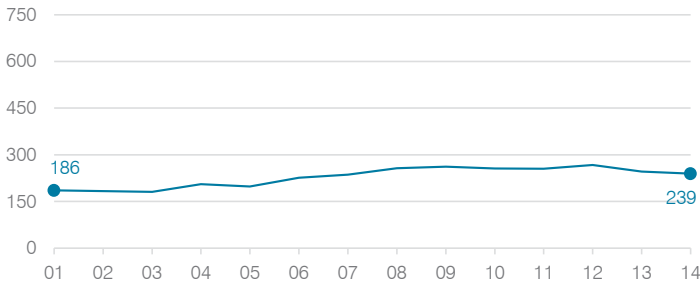
# Arlington Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	52.4	52.9	56.5	55.1	54.2	54.3	57.4	57.2	56.6	56.4	52.7	49.6	50.3	51.6

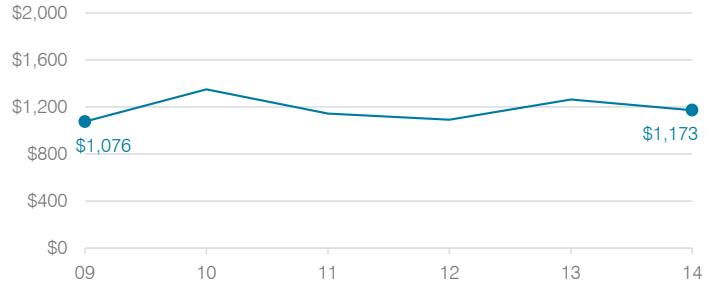
## OPERATIONAL TRENDS

Fiscal years as indicated

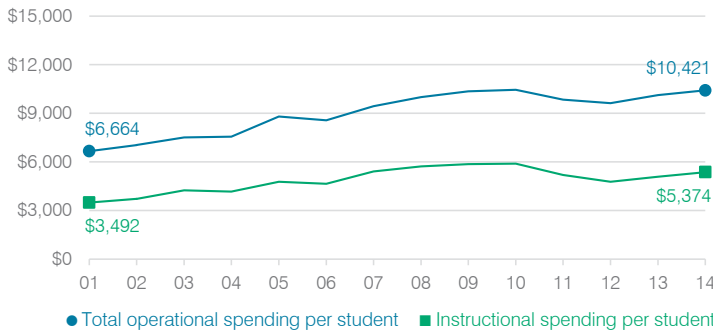
### Students attending



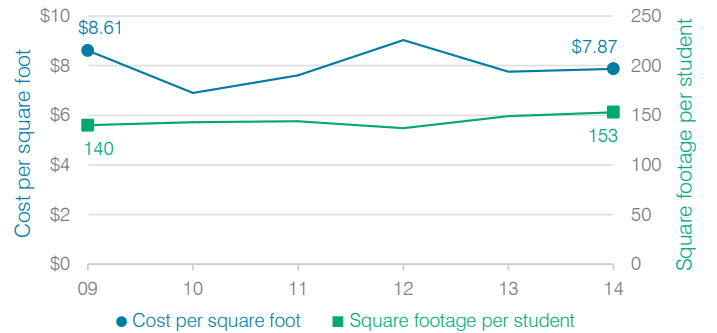
### Administrative cost per student



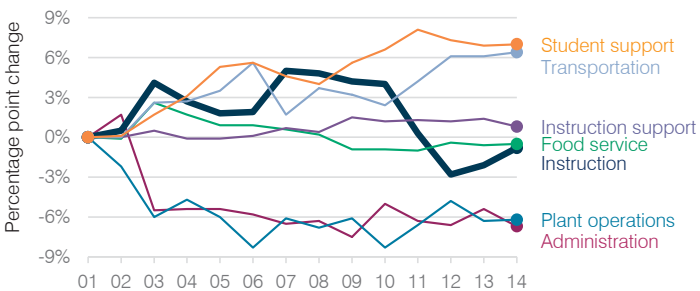
### Total operational and instructional spending per student



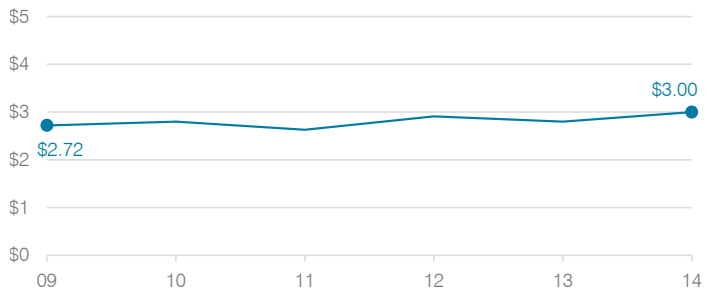
### Plant cost per square foot and square footage per student



### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



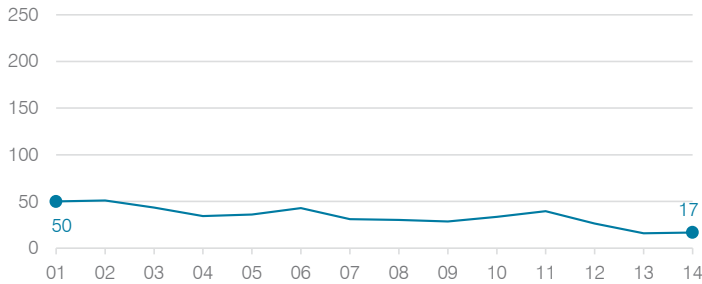
# Ash Creek Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	45.5	45.6	45.5	47.4	42.6	42.9	42.5	38.0	39.9	33.0	37.9	41.0	41.6	31.1

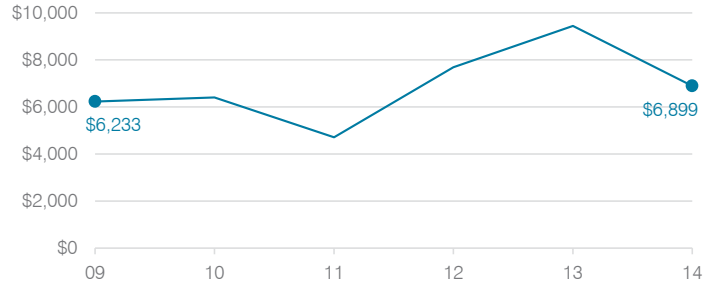
## OPERATIONAL TRENDS

Fiscal years as indicated

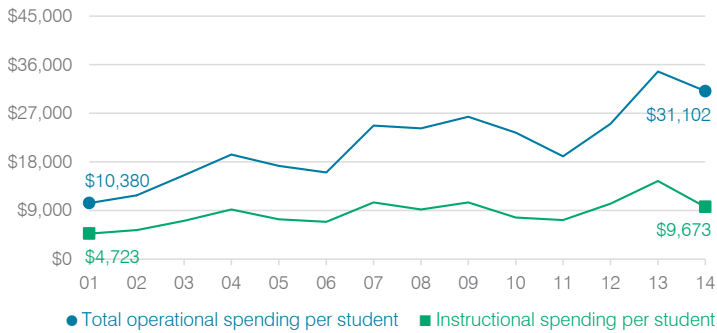
### Students attending



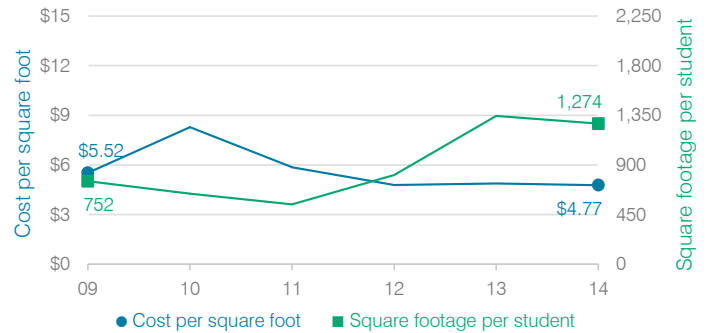
### Administrative cost per student



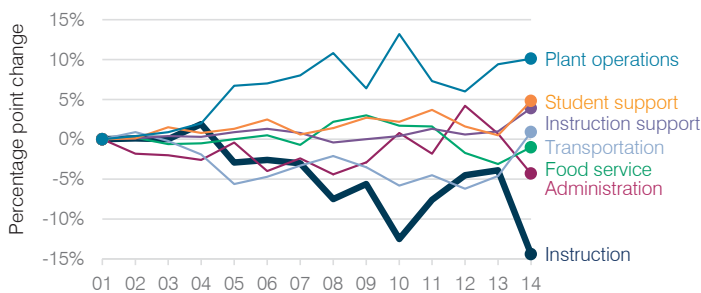
### Total operational and instructional spending per student



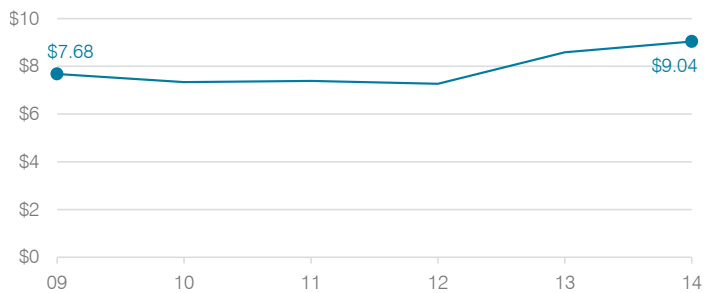
### Plant cost per square foot and square footage per student



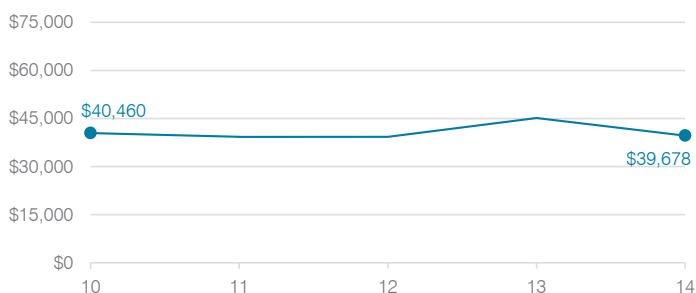
### Changes in operational spending percentages



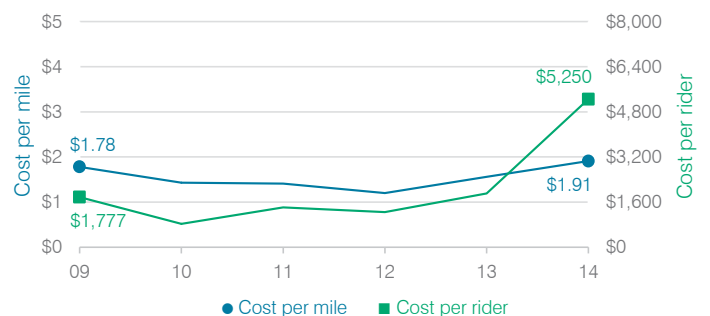
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider

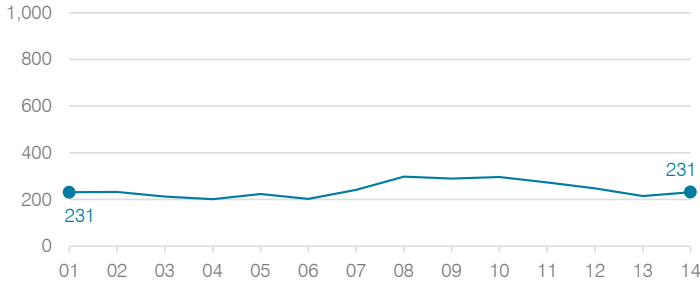


# Ash Fork Joint Unified School District

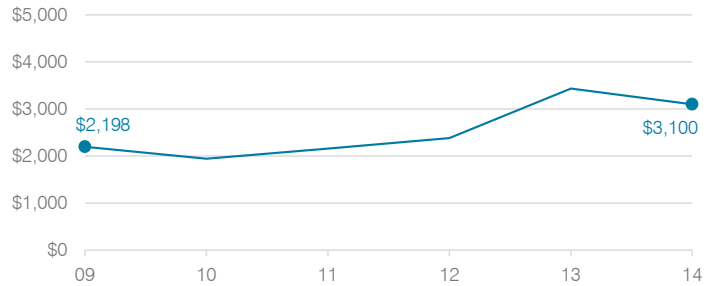
Classroom dollar percentage: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014  
 53.1 55.4 60.8 55.6 58.9 47.0 53.2 52.8 54.8 53.1 47.1 47.4 42.1 43.3

## OPERATIONAL TRENDS Fiscal years as indicated

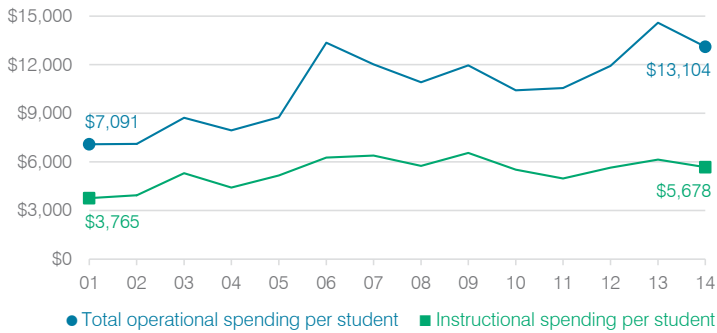
### Students attending



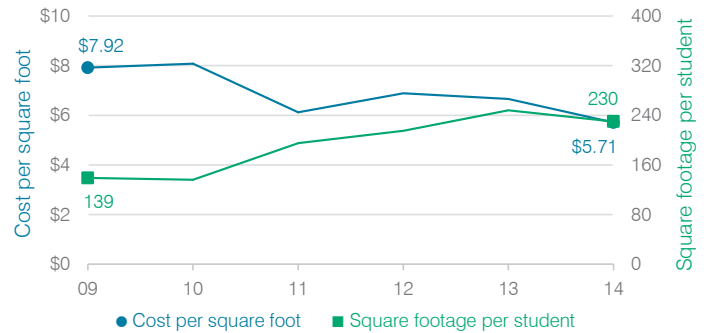
### Administrative cost per student



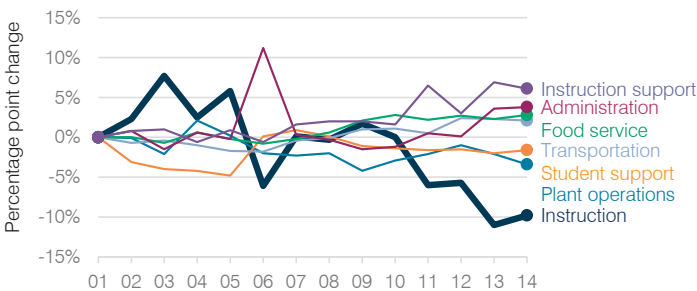
### Total operational and instructional spending per student



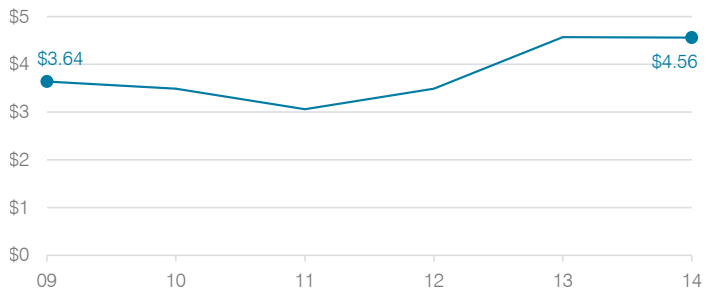
### Plant cost per square foot and square footage per student



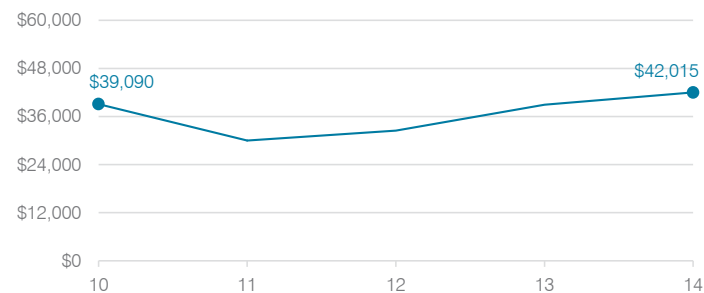
### Changes in operational spending percentages



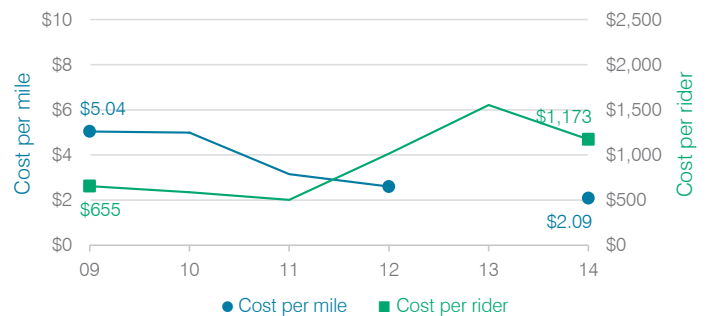
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



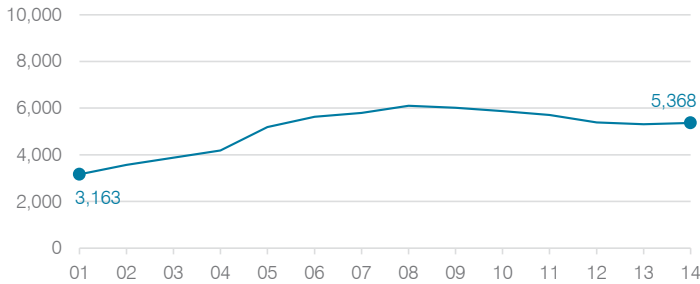
# Avondale Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	60.1	62.4	64.8	64.1	63.9	61.1	60.3	59.7	58.6	56.3	55.2	52.2	50.7	52.6

## OPERATIONAL TRENDS

Fiscal years as indicated

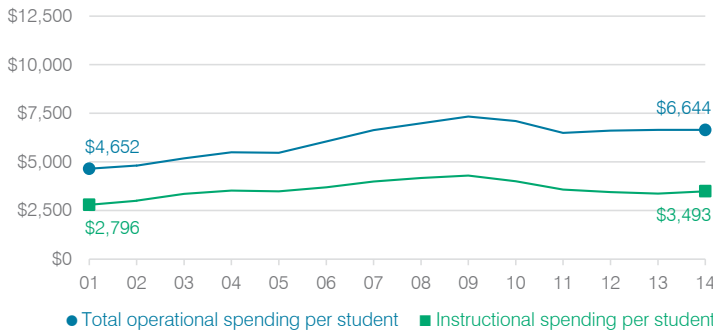
### Students attending



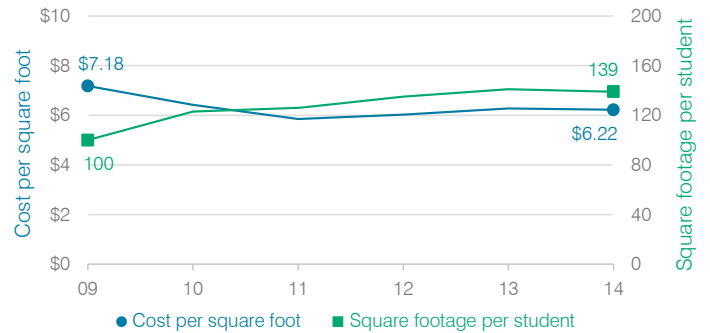
### Administrative cost per student



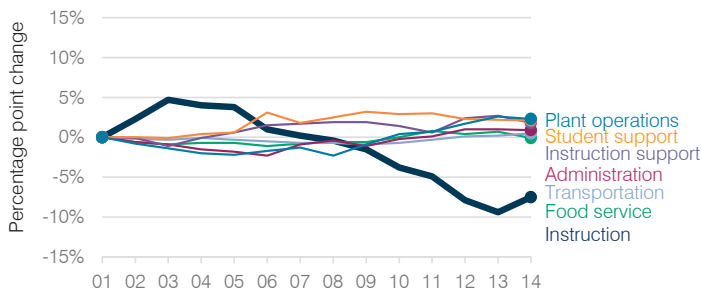
### Total operational and instructional spending per student



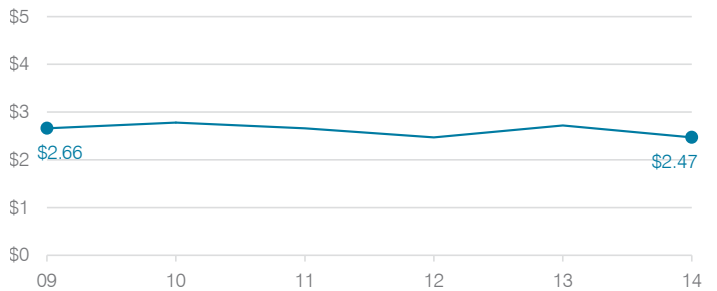
### Plant cost per square foot and square footage per student



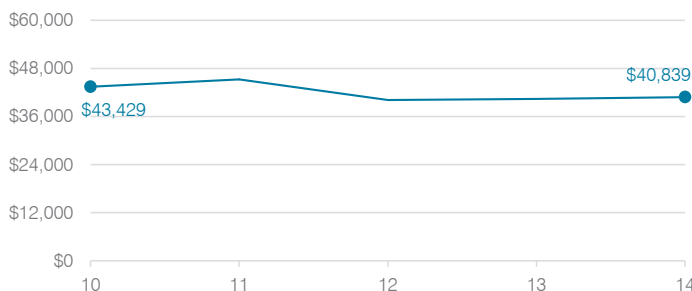
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



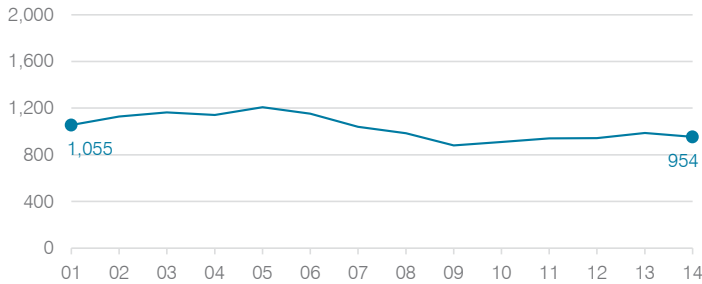
# Baboquivari Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	49.7	48.3	49.4	52.2	49.6	49.3	45.2	51.1	47.7	45.0	46.0	40.1	38.7	41.4

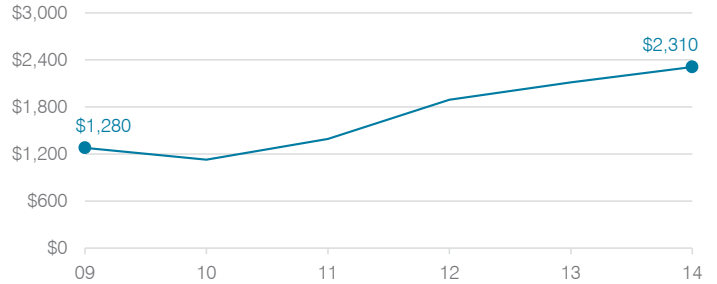
## OPERATIONAL TRENDS

Fiscal years as indicated

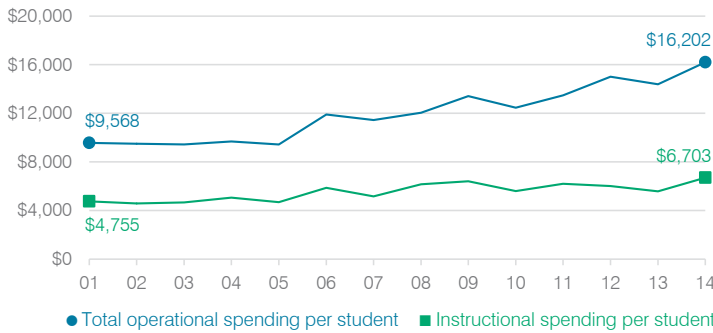
### Students attending



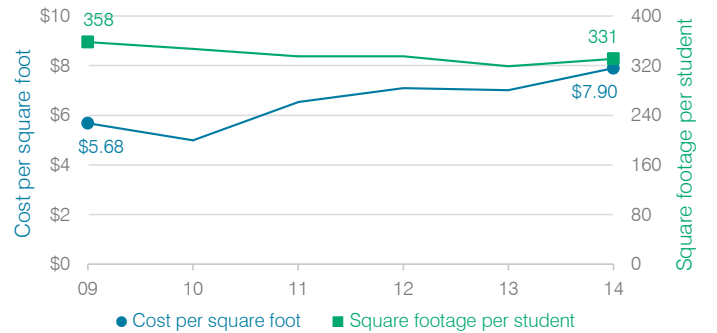
### Administrative cost per student



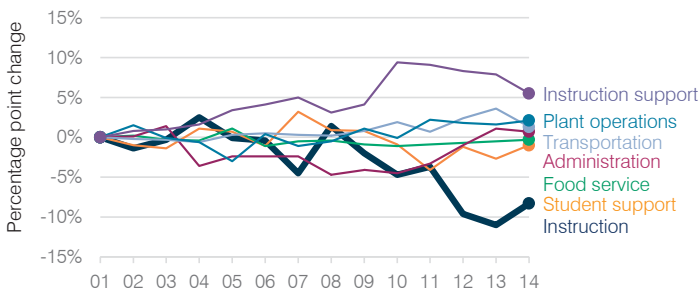
### Total operational and instructional spending per student



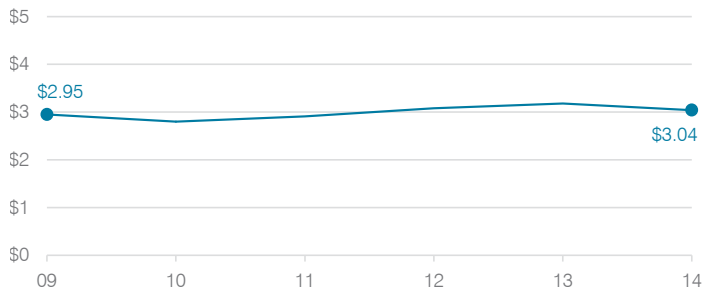
### Plant cost per square foot and square footage per student



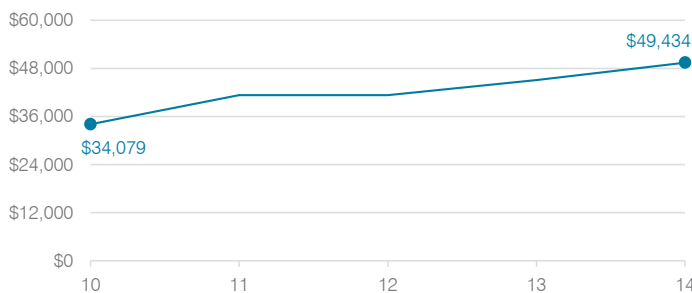
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



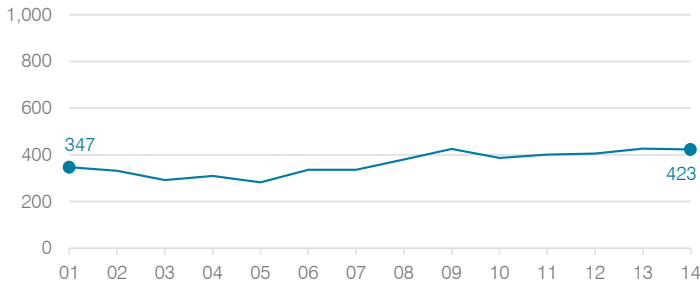
# Bagdad Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	57.5	58.4	52.4	55.9	49.5	48.4	48.8	55.7	54.2	56.0	52.6	52.9	54.5	55.2

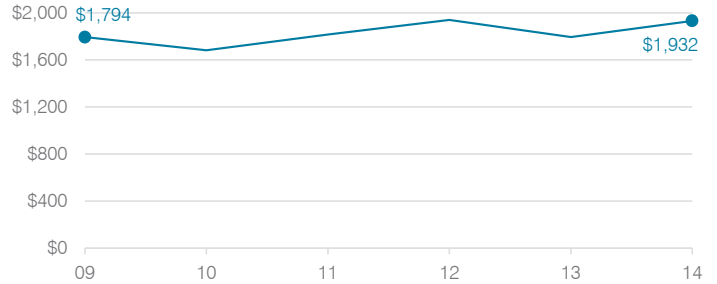
## OPERATIONAL TRENDS

Fiscal years as indicated

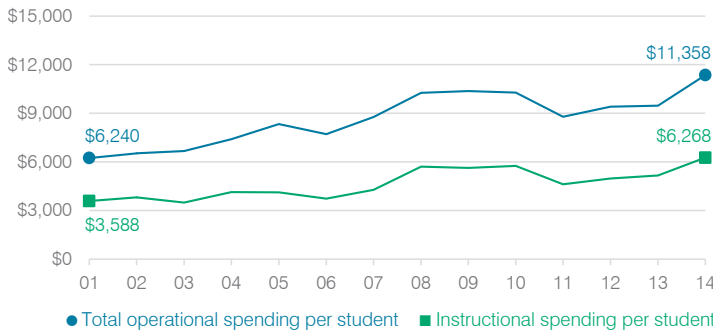
### Students attending



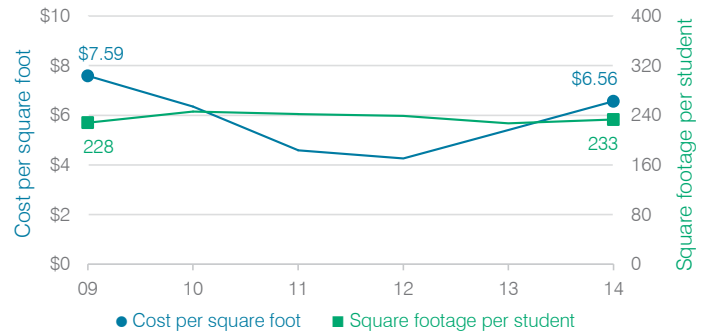
### Administrative cost per student



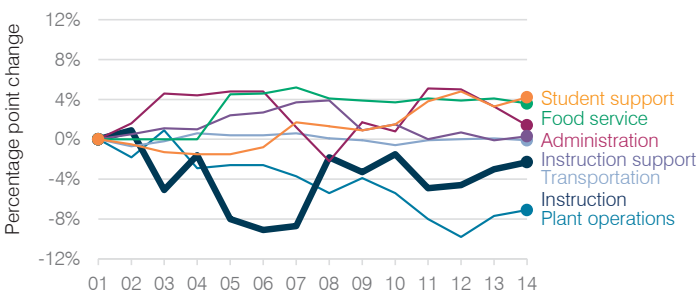
### Total operational and instructional spending per student



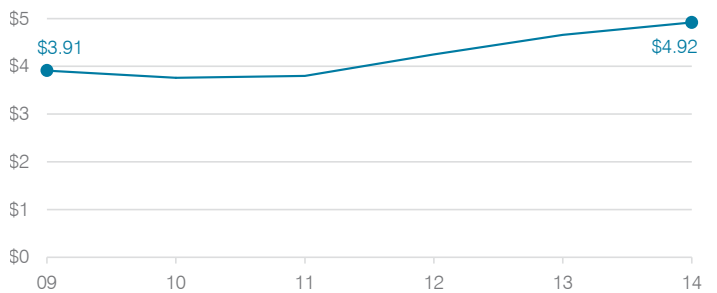
### Plant cost per square foot and square footage per student



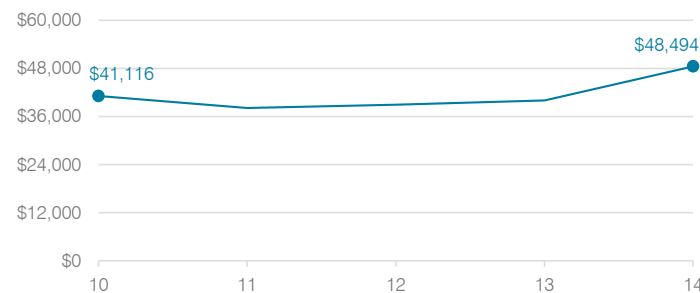
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider





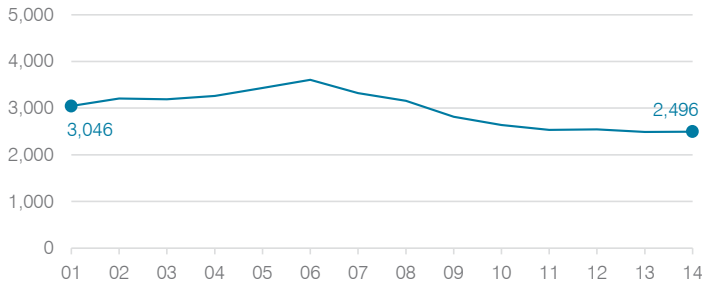
# Balsz Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	55.7	57.4	59.4	56.9	57.2	58.9	57.2	58.7	56.1	51.3	49.3	49.2	51.7	51.3

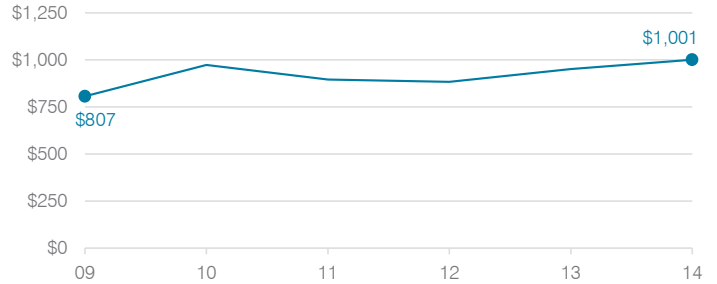
## OPERATIONAL TRENDS

Fiscal years as indicated

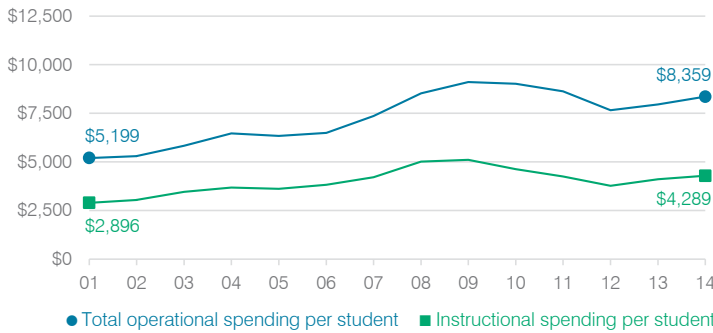
### Students attending



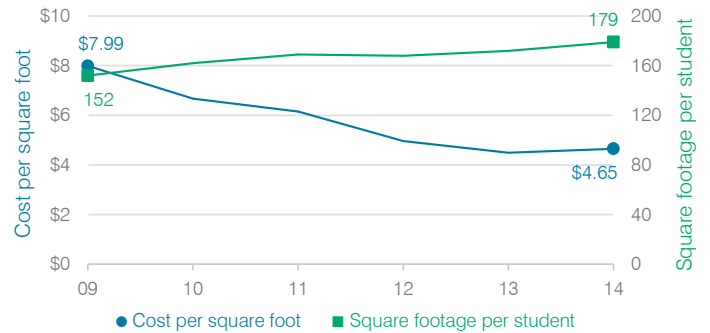
### Administrative cost per student



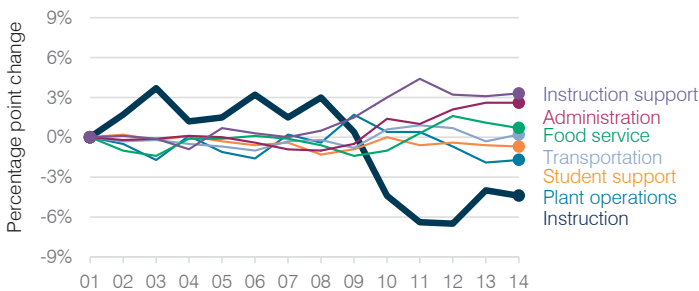
### Total operational and instructional spending per student



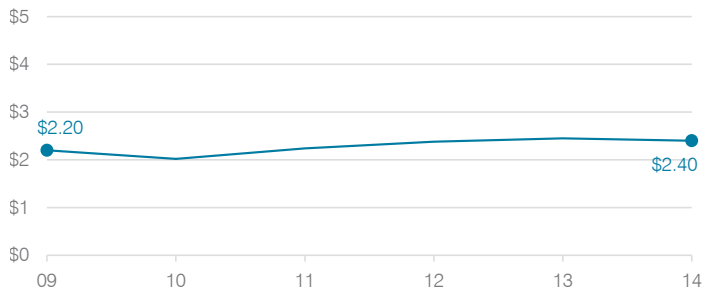
### Plant cost per square foot and square footage per student



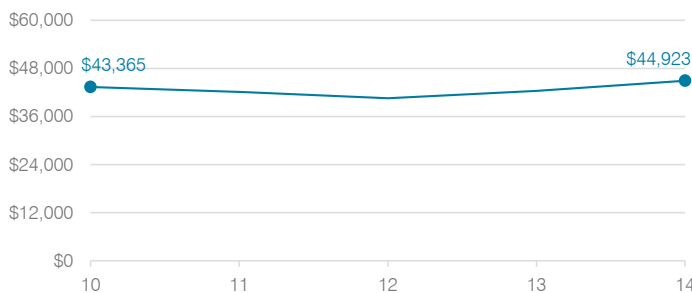
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider

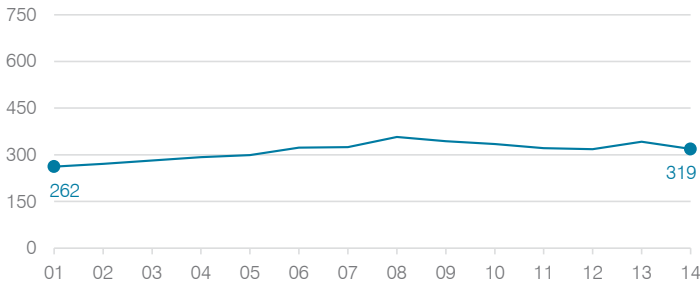


# Beaver Creek Elementary School District

Classroom dollar percentage: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014  
 59.4 65.0 63.1 63.6 63.9 60.7 65.6 62.0 59.4 57.8 56.6 51.3 52.7 53.0

## OPERATIONAL TRENDS Fiscal years as indicated

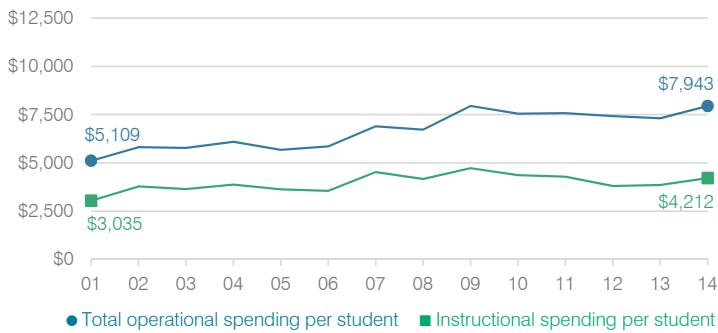
### Students attending



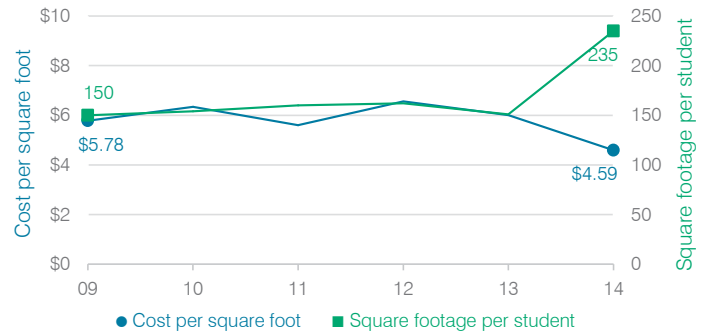
### Administrative cost per student



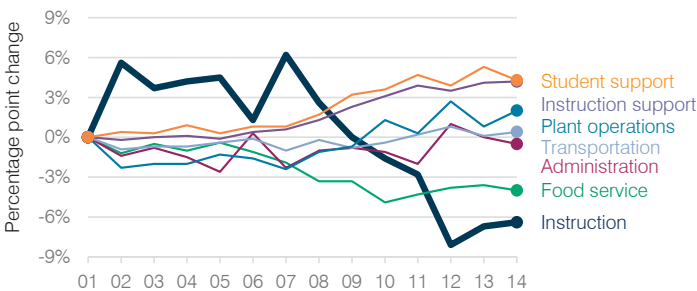
### Total operational and instructional spending per student



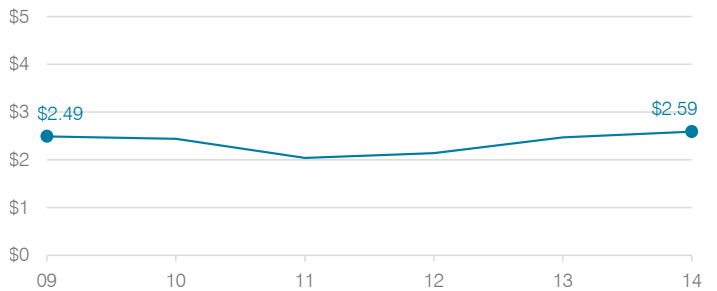
### Plant cost per square foot and square footage per student



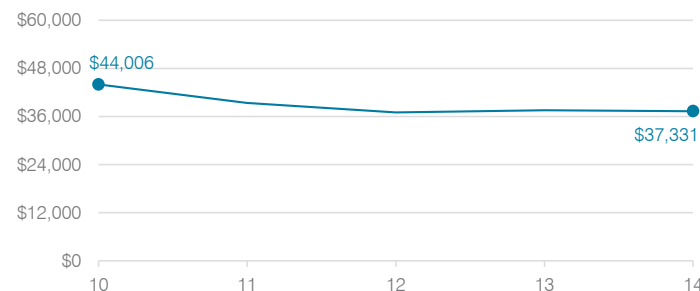
### Changes in operational spending percentages



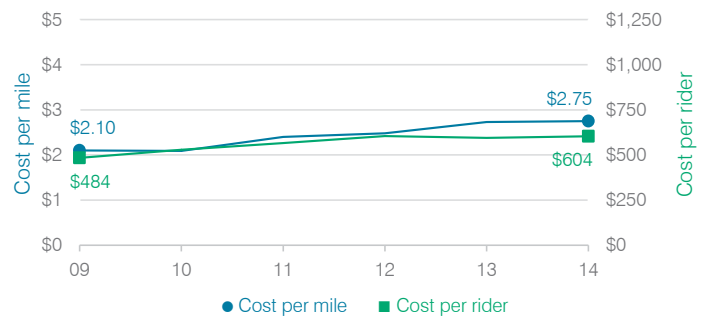
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



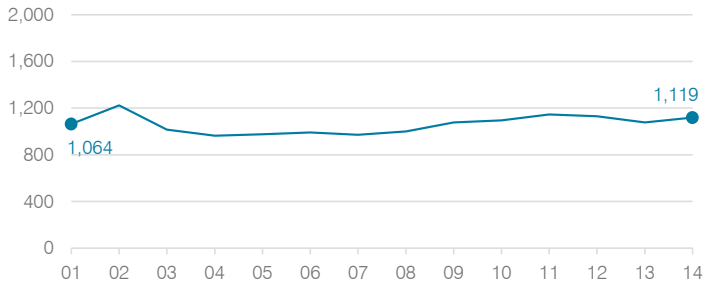
# Benson Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	49.5	54.0	53.7	57.4	57.8	58.6	56.9	56.9	55.8	54.4	52.4	54.1	53.1	52.7

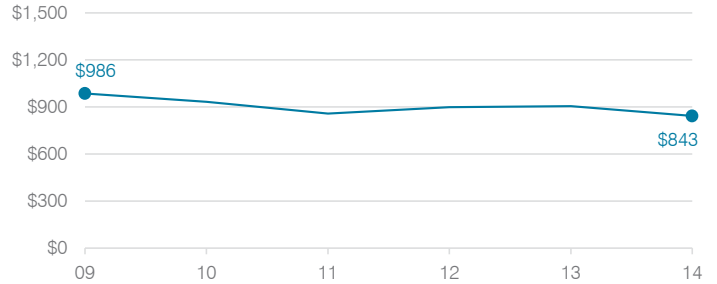
## OPERATIONAL TRENDS

Fiscal years as indicated

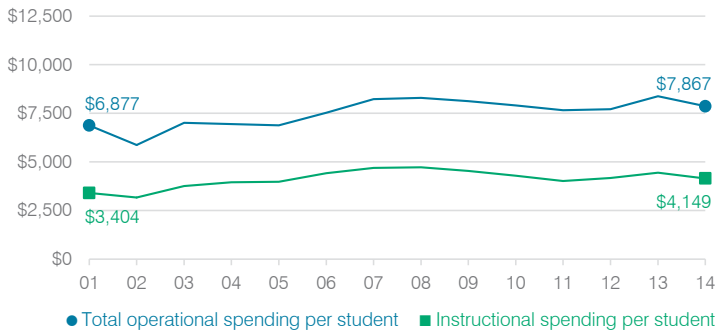
### Students attending



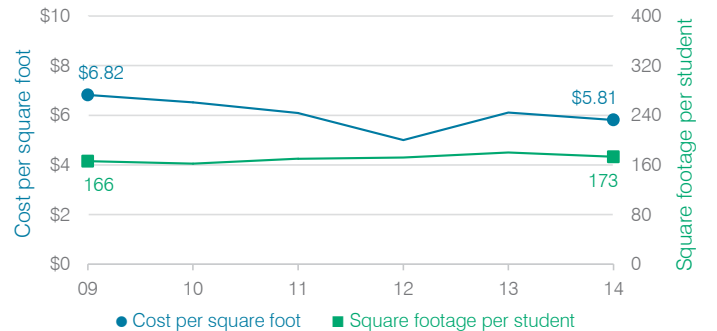
### Administrative cost per student



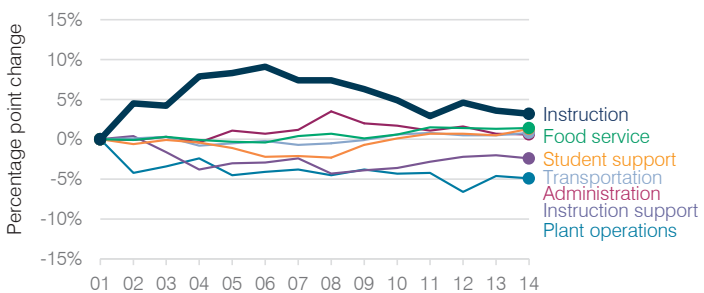
### Total operational and instructional spending per student



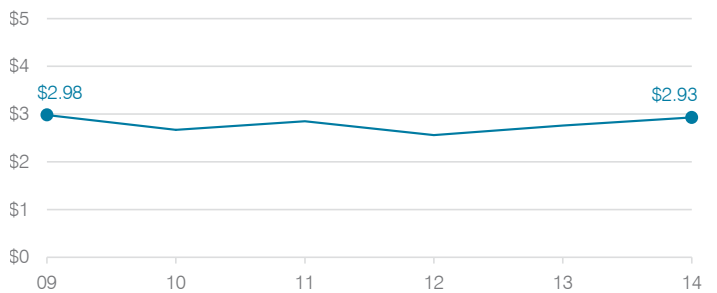
### Plant cost per square foot and square footage per student



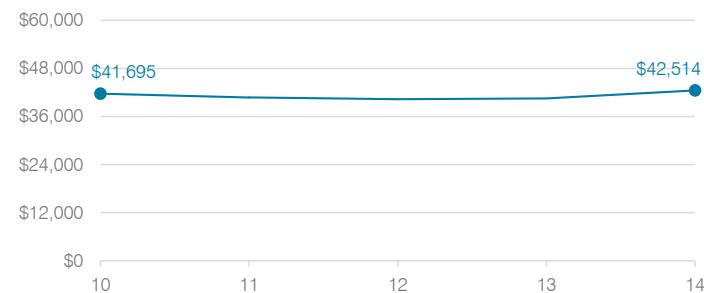
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



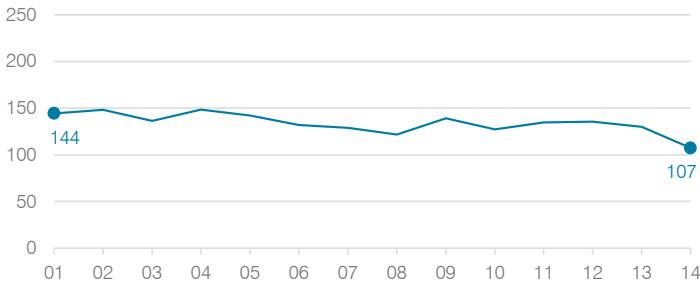
# Bicentennial Union High School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	41.6	58.2	50.6	50.1	47.4	46.0	45.4	36.4	42.0	36.5	41.5	42.4	46.8	45.1

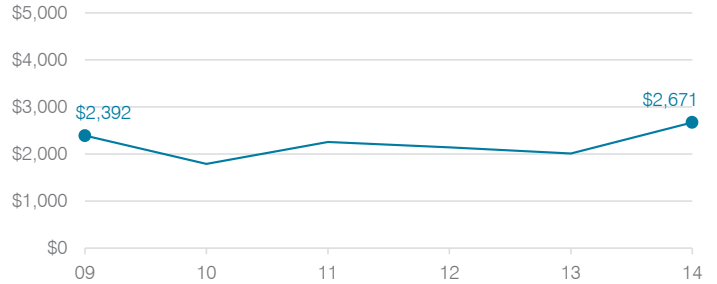
## OPERATIONAL TRENDS

Fiscal years as indicated

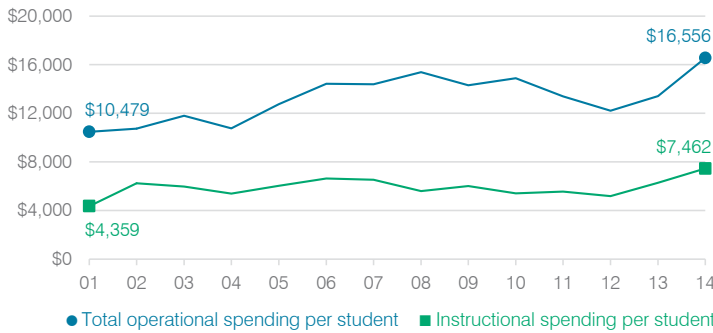
### Students attending



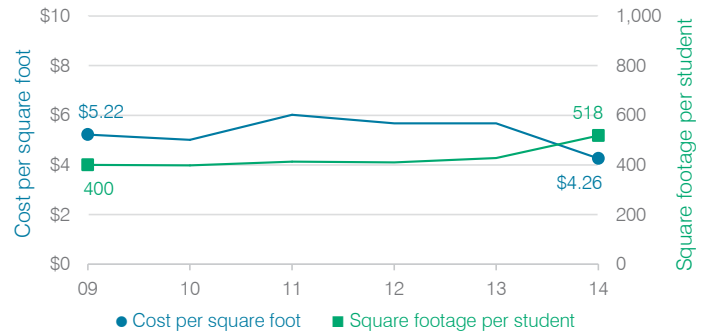
### Administrative cost per student



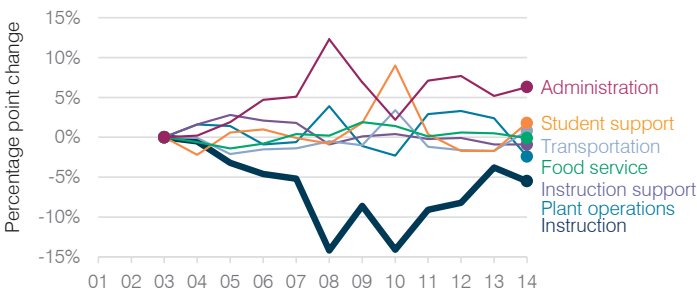
### Total operational and instructional spending per student



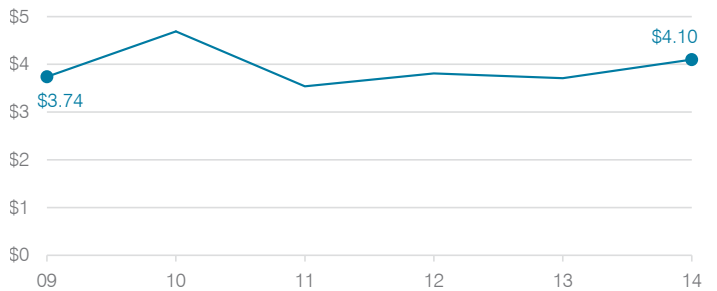
### Plant cost per square foot and square footage per student



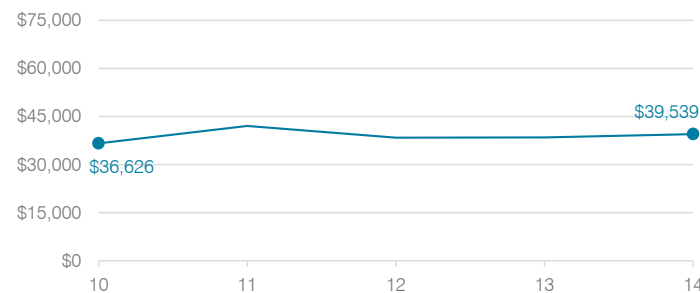
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



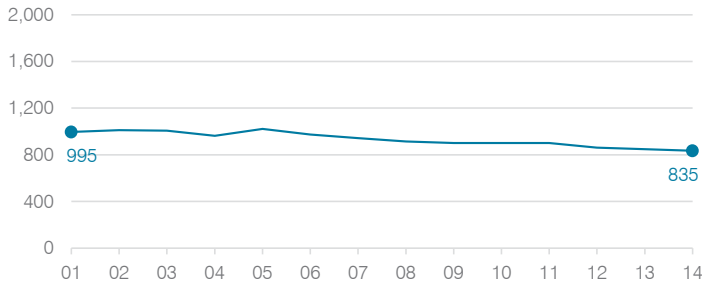
# Bisbee Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	52.7	55.9	55.0	54.1	51.4	52.1	49.7	49.3	47.7	51.8	47.9	48.5	48.9	48.8

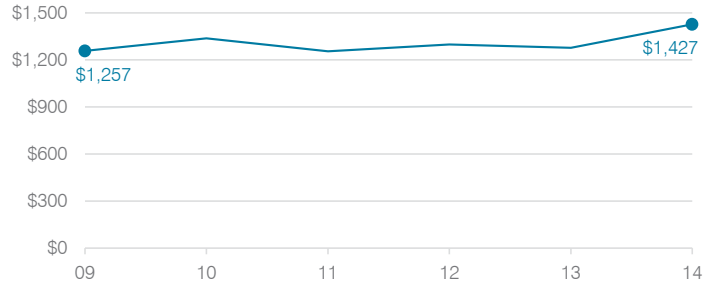
## OPERATIONAL TRENDS

Fiscal years as indicated

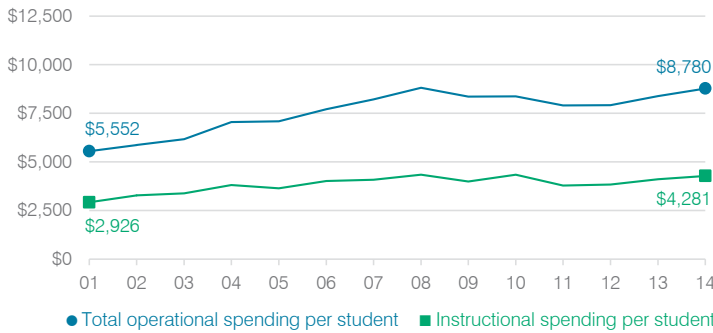
### Students attending



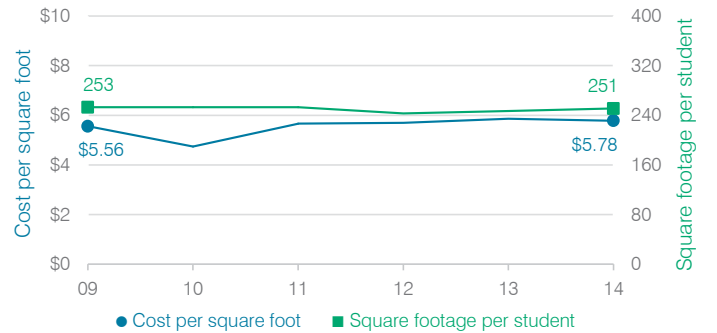
### Administrative cost per student



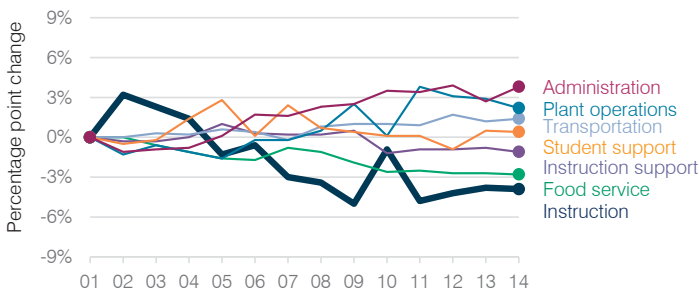
### Total operational and instructional spending per student



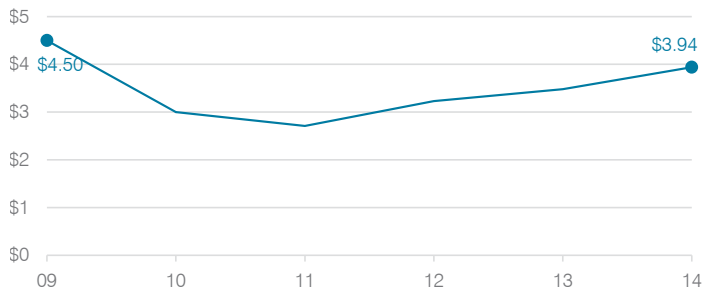
### Plant cost per square foot and square footage per student



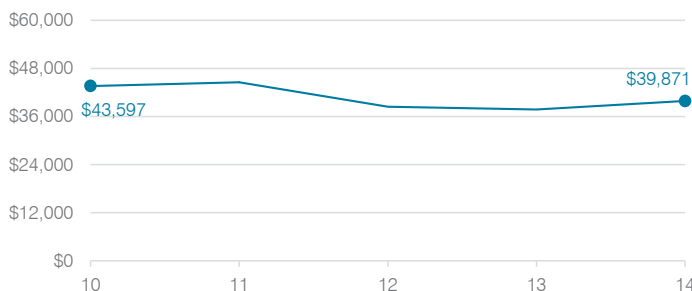
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider

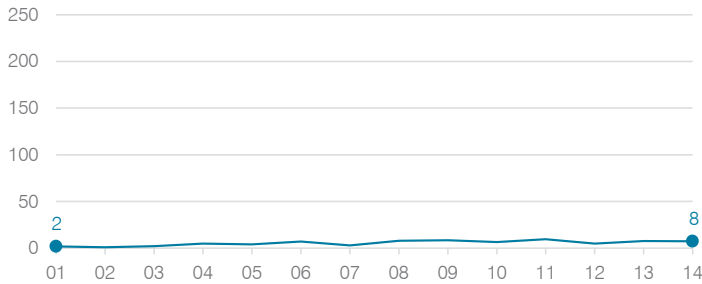


# Blue Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	88.7	88.9	83.8	83.2	86.4	84.5	78.8	73.7	78.1	75.6	76.5	79.1	78.7	79.6

## OPERATIONAL TRENDS Fiscal years as indicated

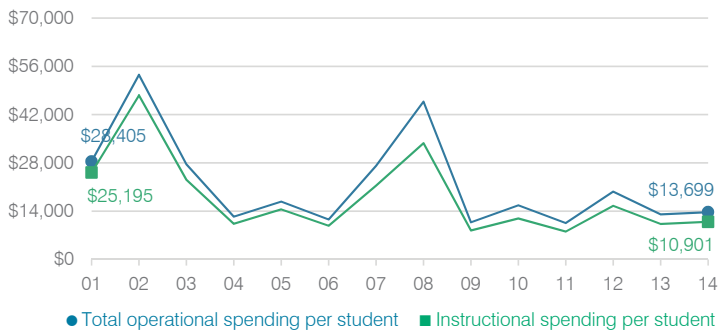
### Students attending



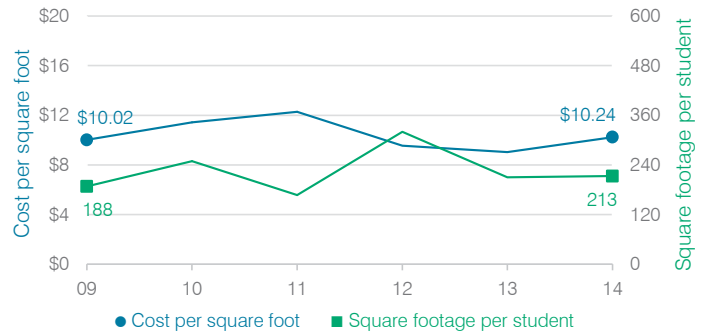
### Administrative cost per student

Administrative cost per student trend is not shown because the District did not report administrative costs during all or a substantial portion of fiscal years 2009 through 2014.

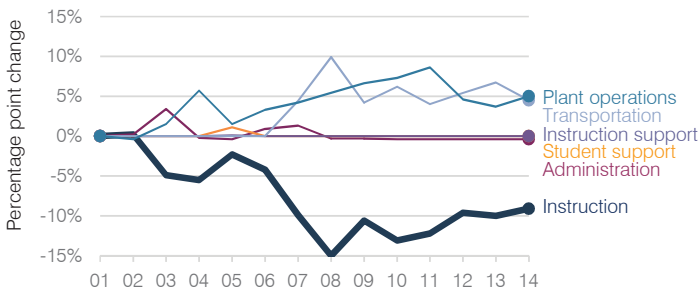
### Total operational and instructional spending per student



### Plant cost per square foot and square footage per student



### Changes in operational spending percentages



### Food service cost per meal

Food service cost per meal trend is not shown because the District did not operate a food service program during all or a substantial portion of fiscal years 2009 through 2014.

### Average teacher salary

Average teacher salary trend is not shown because the District had two or fewer teachers during all or a substantial portion of fiscal years 2010 through 2014.

### Transportation costs per mile and per rider

Transportation costs per mile and per rider trends are not shown because the District did not operate a transportation program during all or a substantial portion of fiscal years 2009 through 2014.

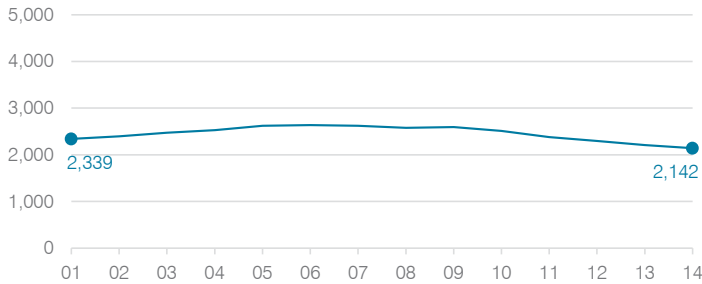
# Blue Ridge Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	60.7	63.0	61.4	63.1	62.1	61.8	59.8	59.3	64.1	61.6	56.0	55.0	56.8	55.1

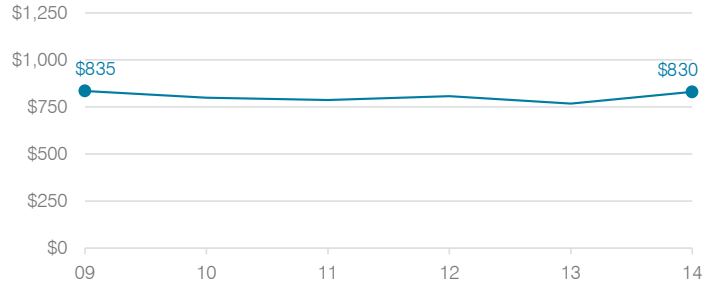
## OPERATIONAL TRENDS

Fiscal years as indicated

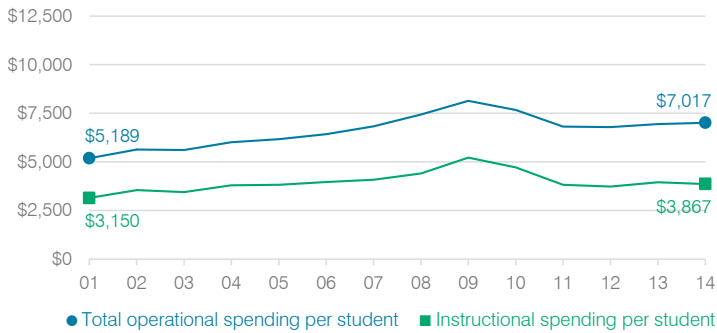
### Students attending



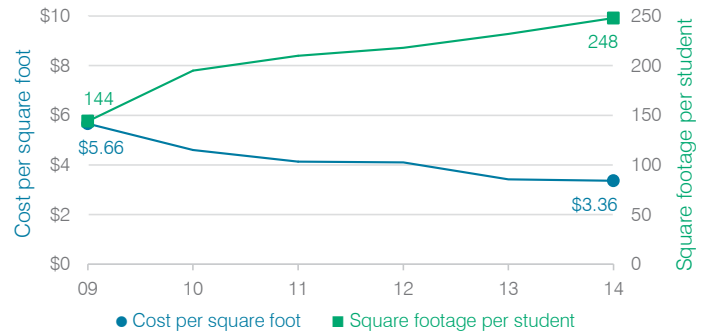
### Administrative cost per student



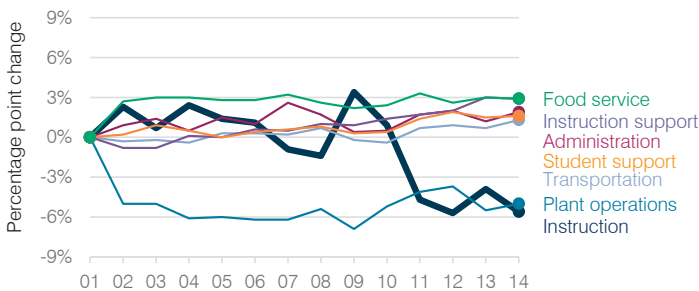
### Total operational and instructional spending per student



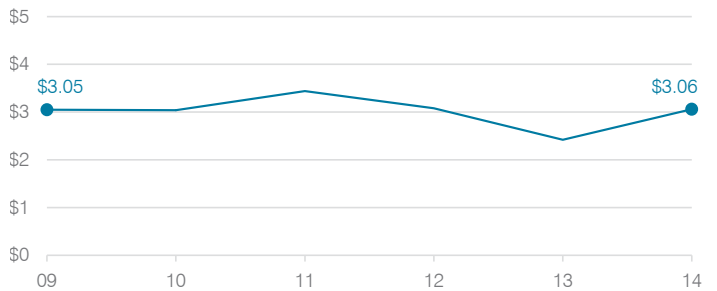
### Plant cost per square foot and square footage per student



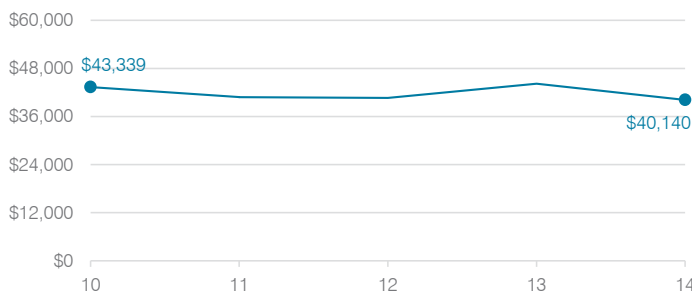
### Changes in operational spending percentages



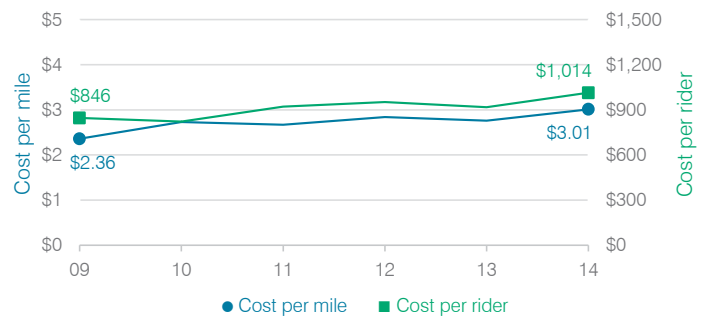
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider

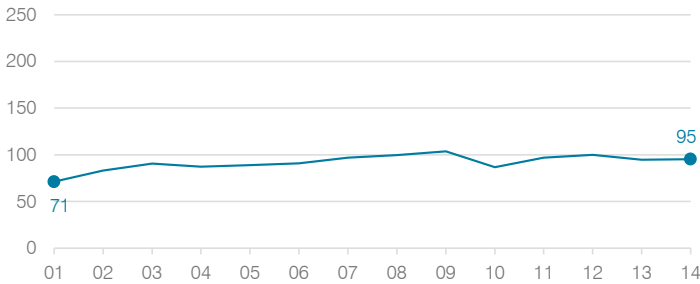


# Bonita Elementary School District

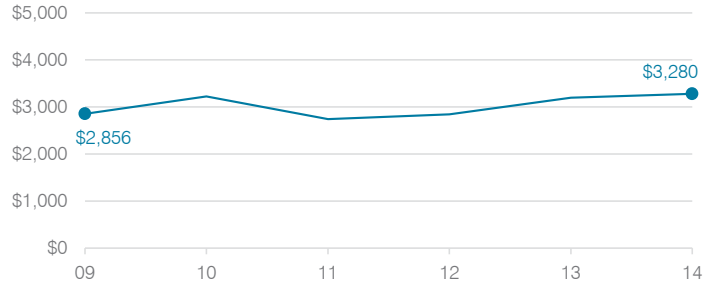
Classroom dollar percentage: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014  
 58.6 66.8 68.2 63.4 68.1 62.1 60.5 60.0 60.8 60.0 56.4 58.1 59.2 61.1

## OPERATIONAL TRENDS Fiscal years as indicated

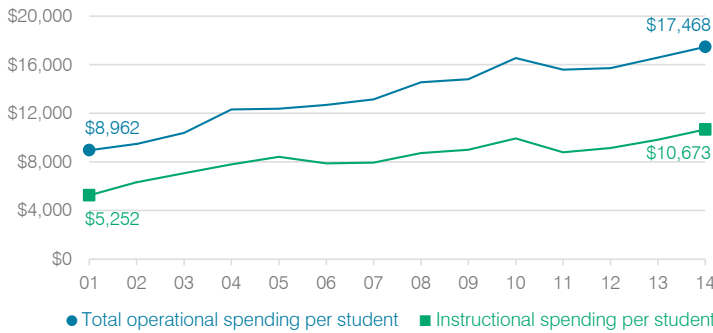
### Students attending



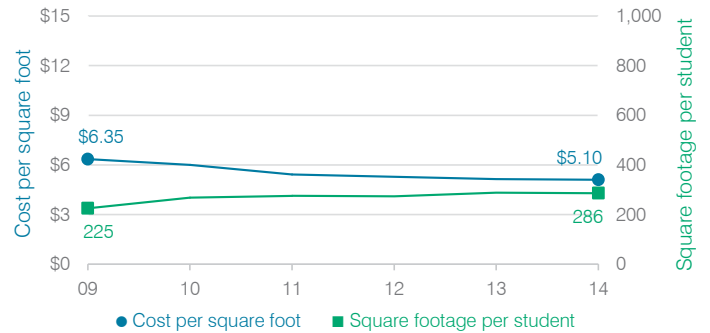
### Administrative cost per student



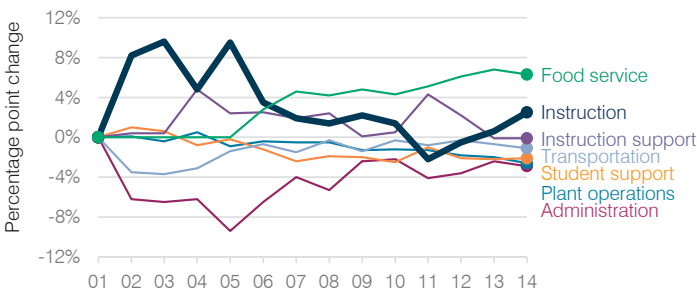
### Total operational and instructional spending per student



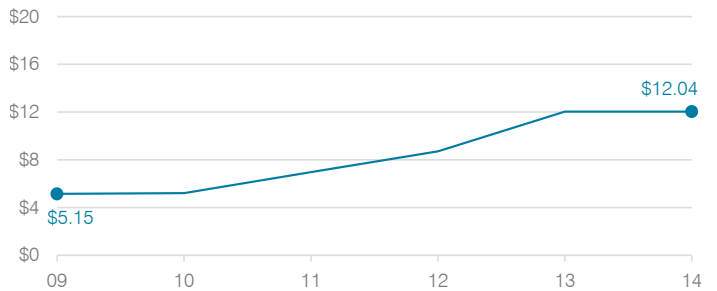
### Plant cost per square foot and square footage per student



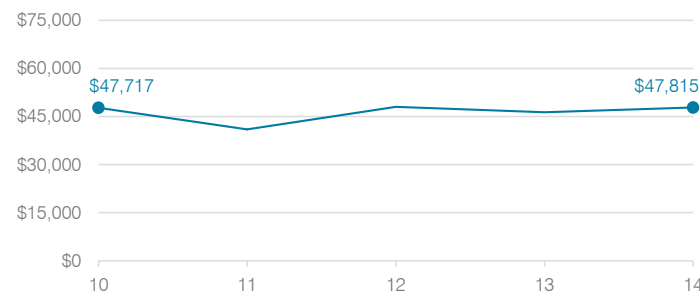
### Changes in operational spending percentages



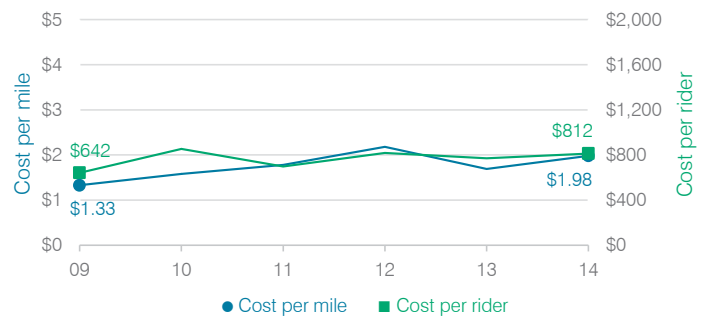
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider





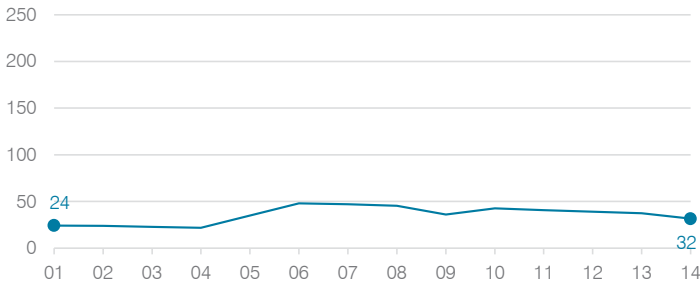
# Bouse Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	59.8	58.9	48.2	49.1	49.6	50.5	54.4	54.7	51.0	48.1	42.2	46.9	42.2	38.2

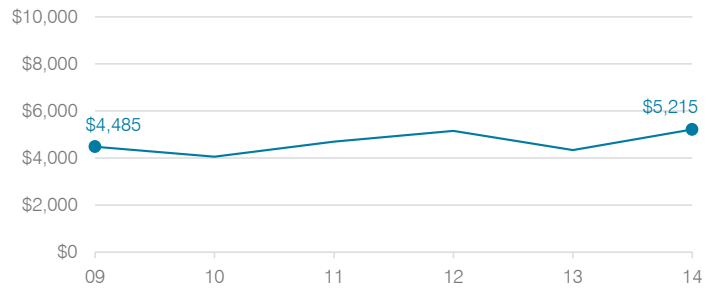
## OPERATIONAL TRENDS

Fiscal years as indicated

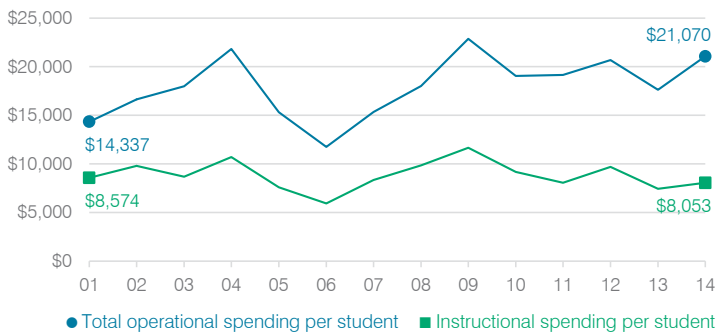
### Students attending



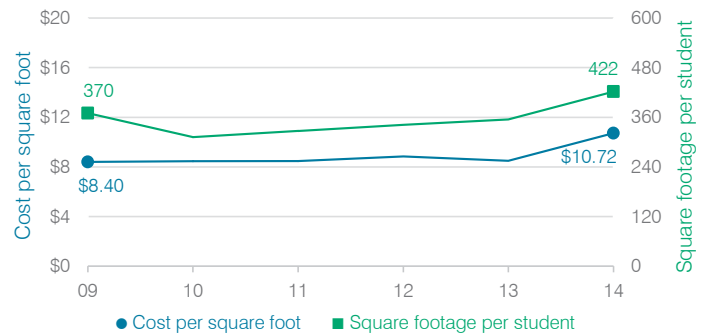
### Administrative cost per student



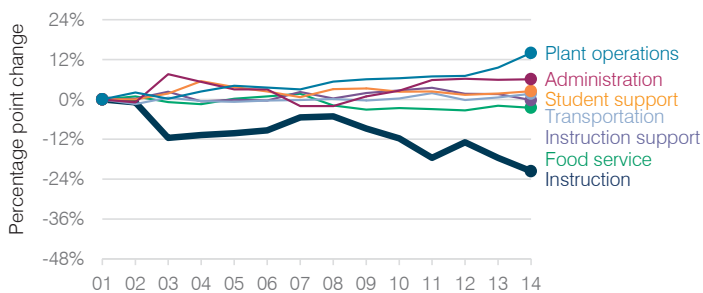
### Total operational and instructional spending per student



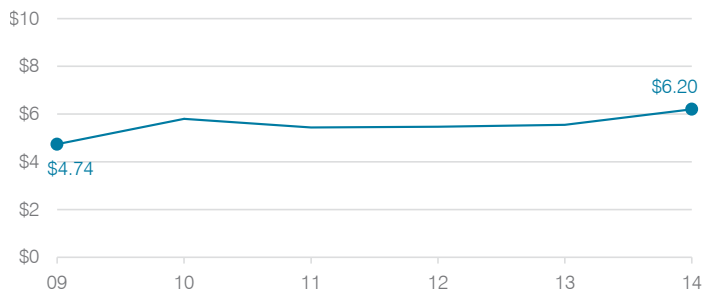
### Plant cost per square foot and square footage per student



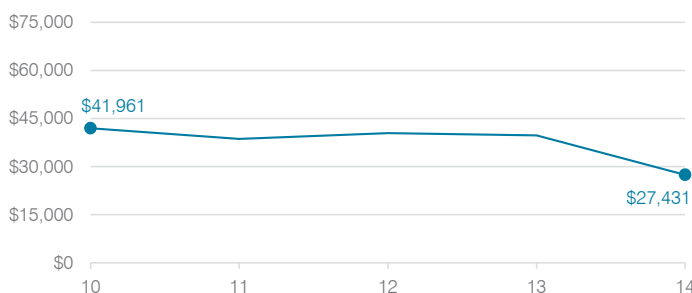
### Changes in operational spending percentages



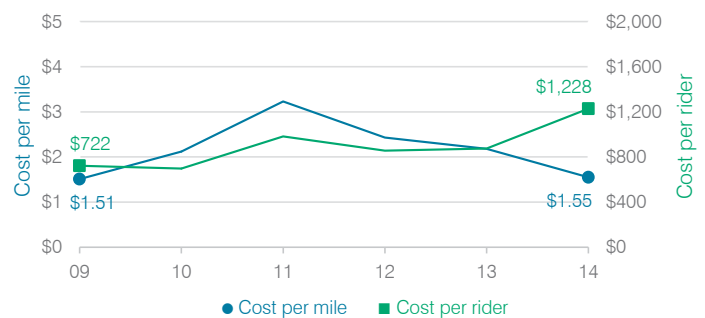
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



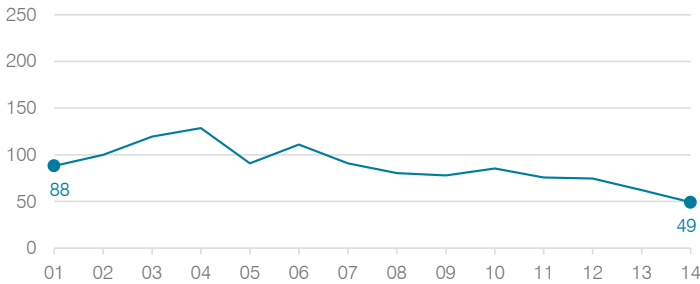
# Bowie Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	52.8	56.9	60.3	57.1	57.5	60.7	56.4	53.7	51.1	53.8	52.1	54.9	50.9	45.4

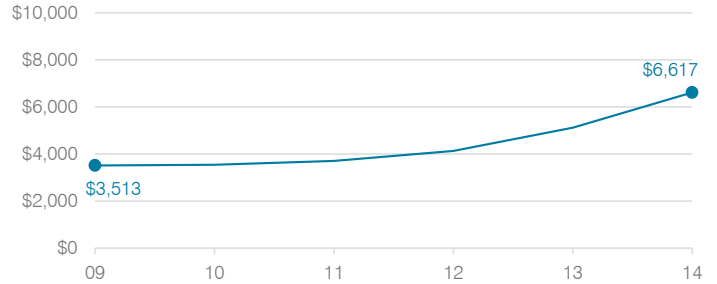
## OPERATIONAL TRENDS

Fiscal years as indicated

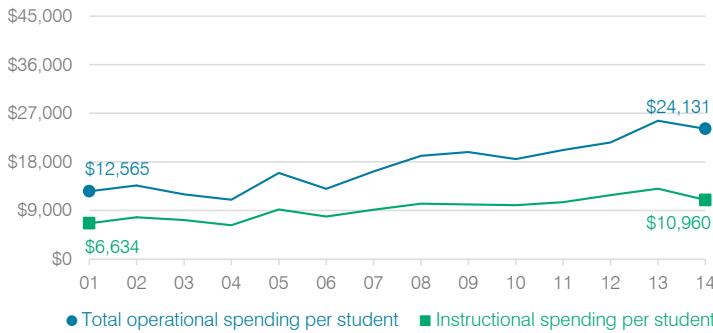
### Students attending



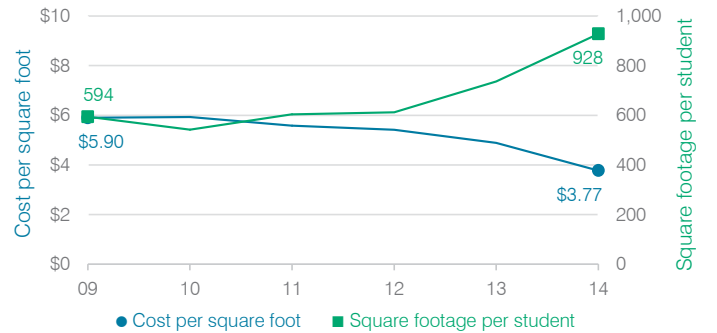
### Administrative cost per student



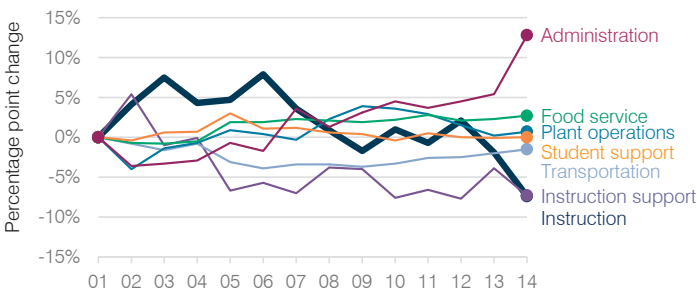
### Total operational and instructional spending per student



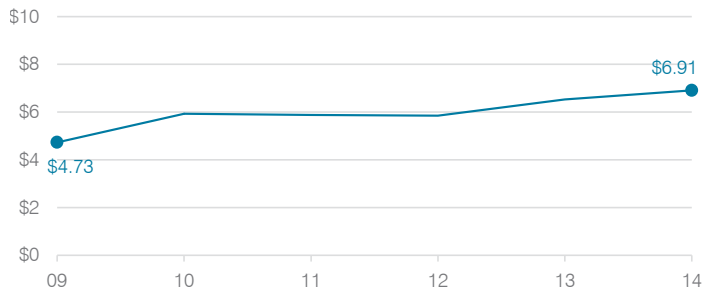
### Plant cost per square foot and square footage per student



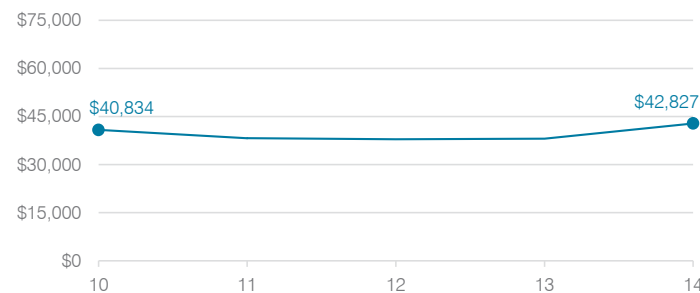
### Changes in operational spending percentages



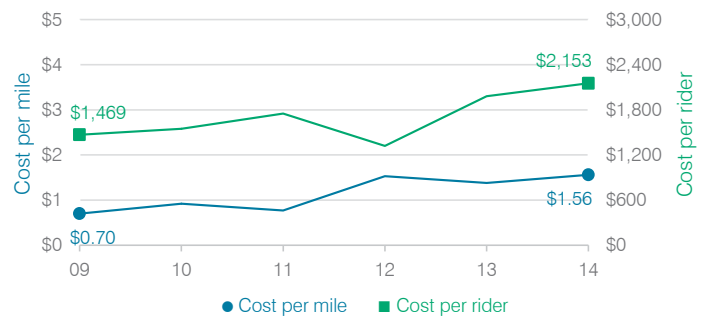
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider

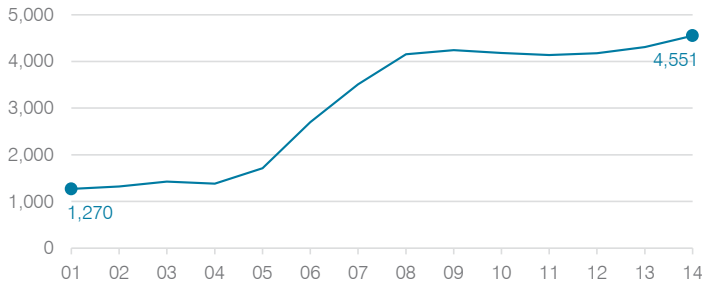


# Buckeye Elementary School District

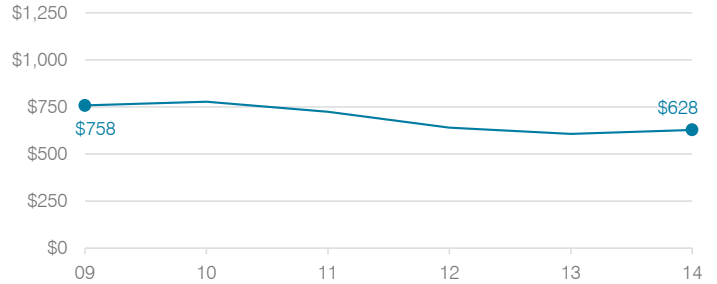
Classroom dollar percentage: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014  
 53.9 58.6 60.1 57.9 61.4 60.3 63.0 60.8 54.9 55.4 56.6 52.0 53.3 54.1

## OPERATIONAL TRENDS Fiscal years as indicated

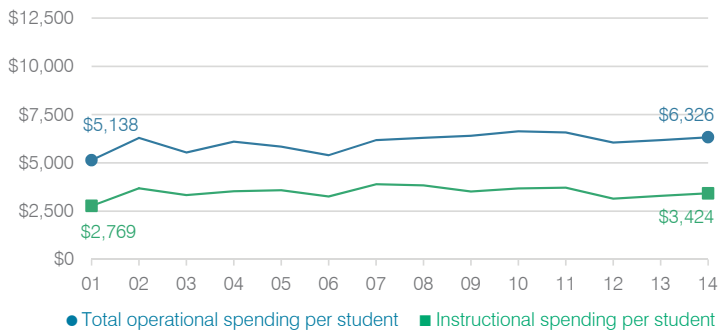
### Students attending



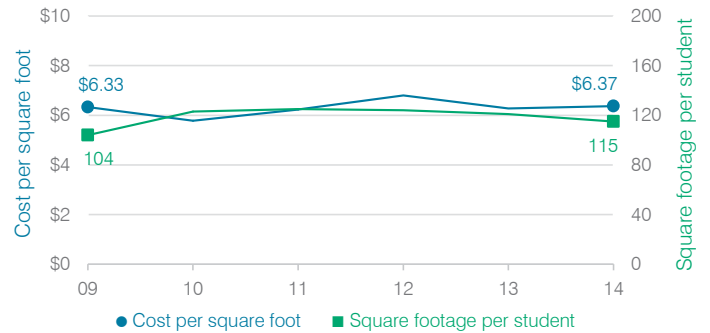
### Administrative cost per student



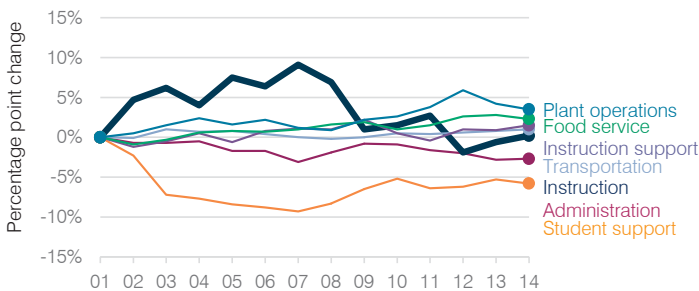
### Total operational and instructional spending per student



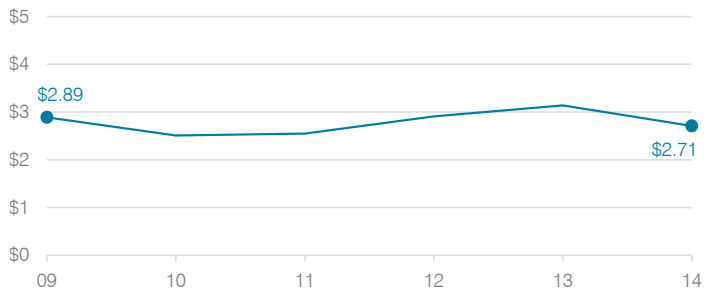
### Plant cost per square foot and square footage per student



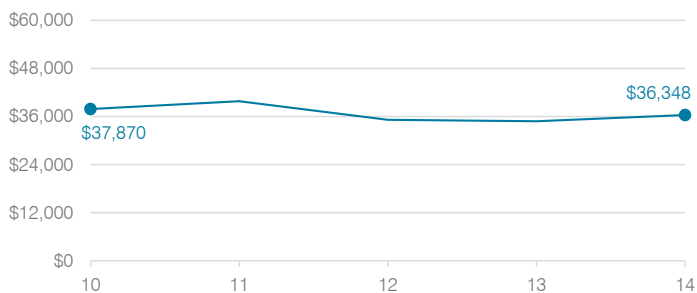
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



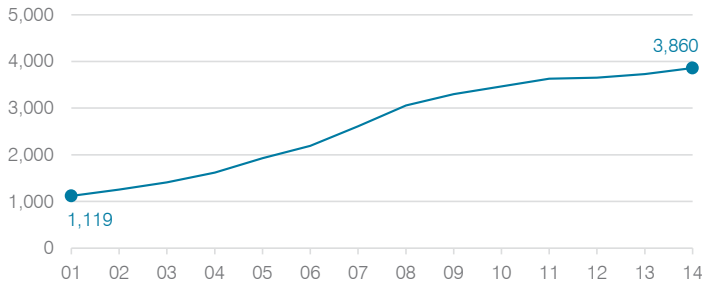
# Buckeye Union High School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	48.3	51.2	52.1	54.2	52.1	51.7	55.6	55.5	56.8	53.8	53.5	53.3	51.9	52.0

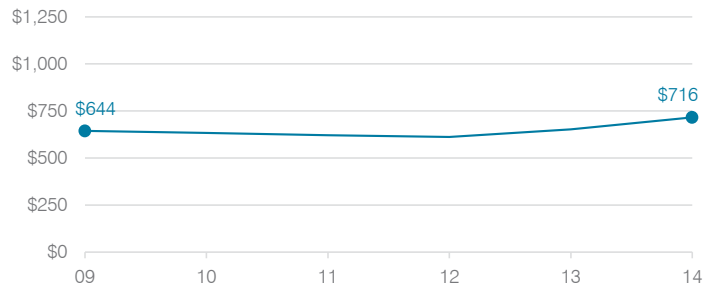
## OPERATIONAL TRENDS

Fiscal years as indicated

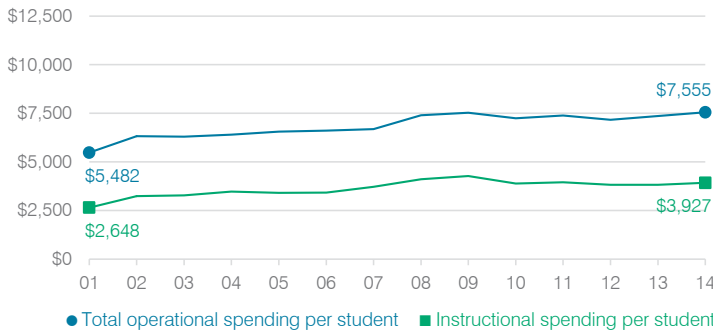
### Students attending



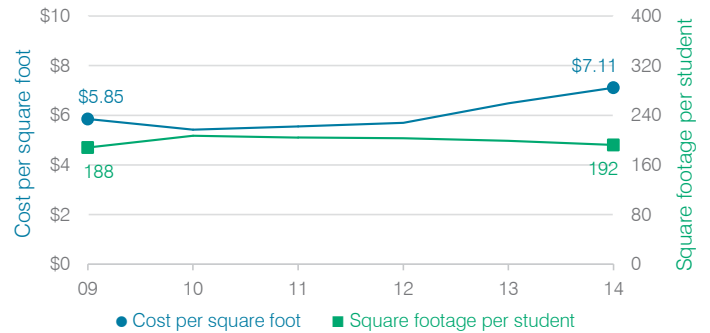
### Administrative cost per student



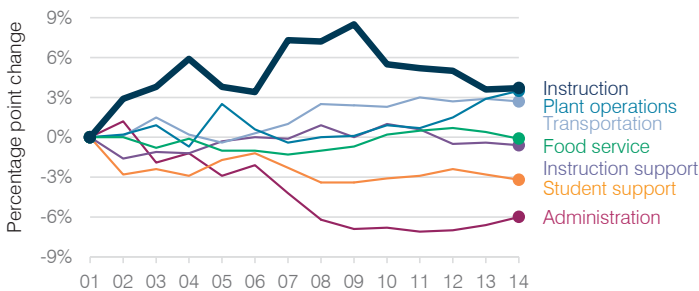
### Total operational and instructional spending per student



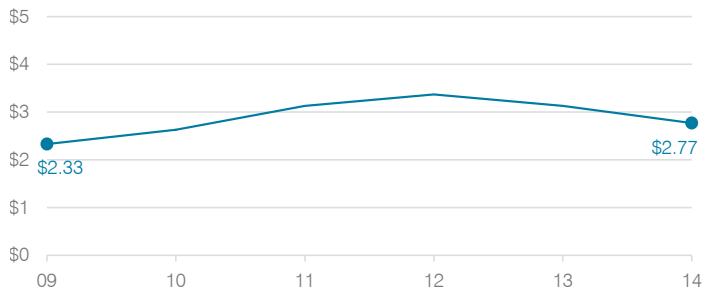
### Plant cost per square foot and square footage per student



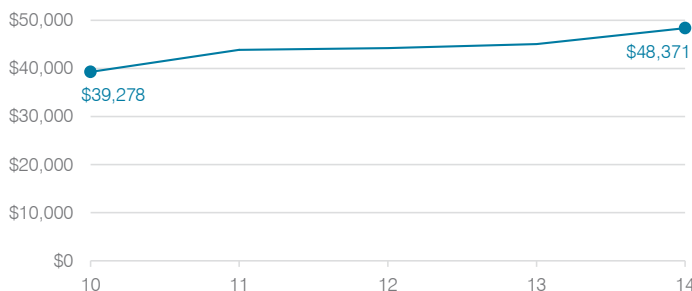
### Changes in operational spending percentages



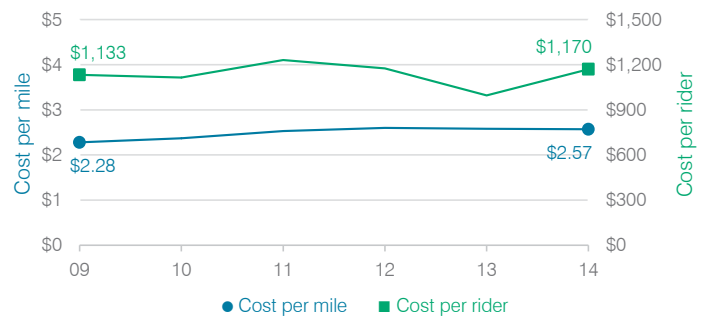
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



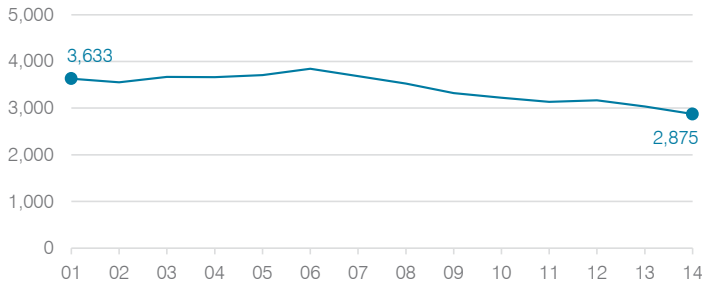
# Bullhead City Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	64.1	62.3	62.9	61.3	60.9	63.4	60.0	61.9	59.5	57.0	56.6	59.6	57.2	55.5

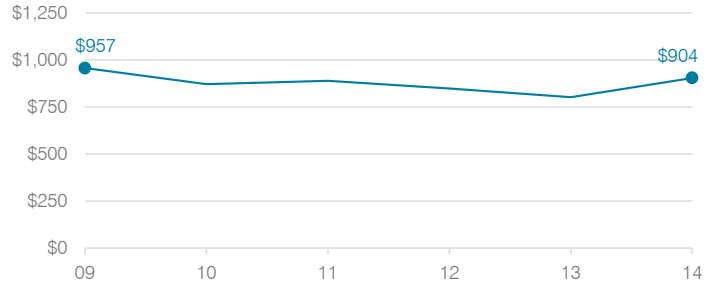
## OPERATIONAL TRENDS

Fiscal years as indicated

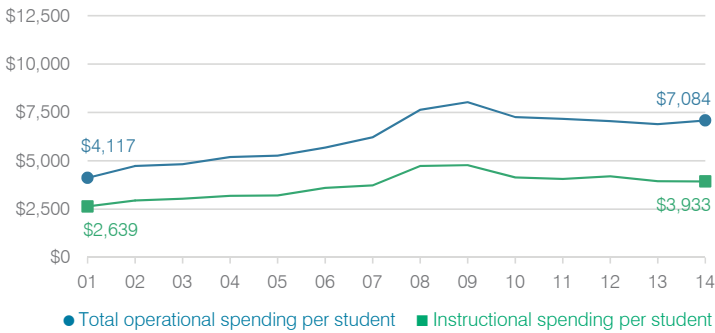
### Students attending



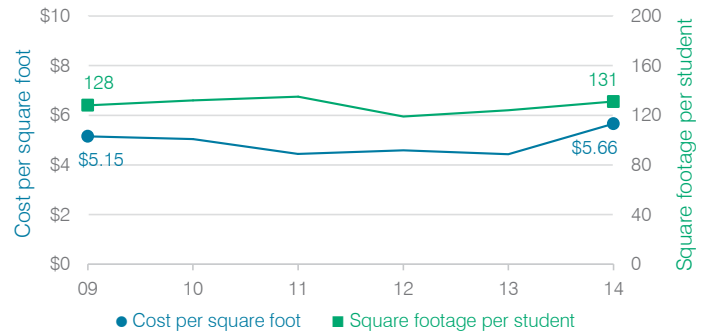
### Administrative cost per student



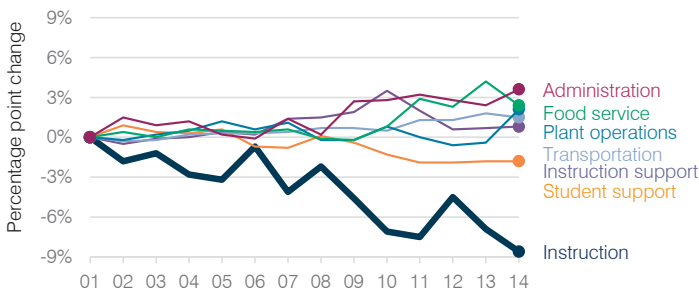
### Total operational and instructional spending per student



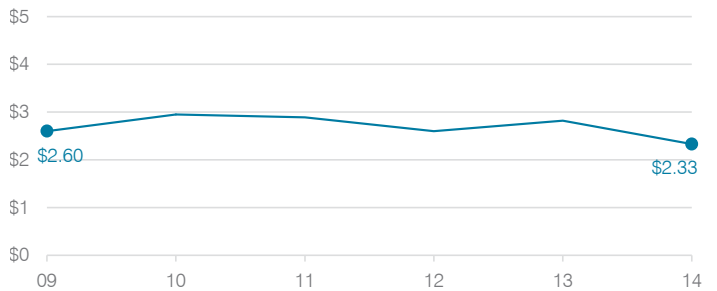
### Plant cost per square foot and square footage per student



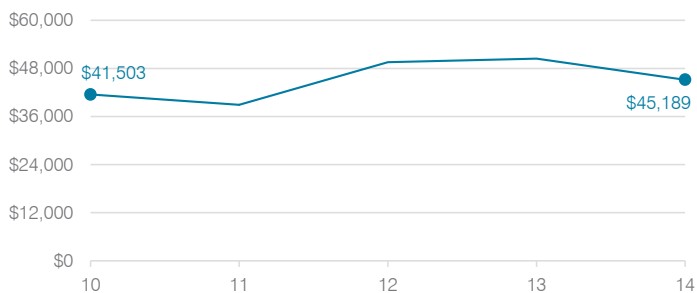
### Changes in operational spending percentages



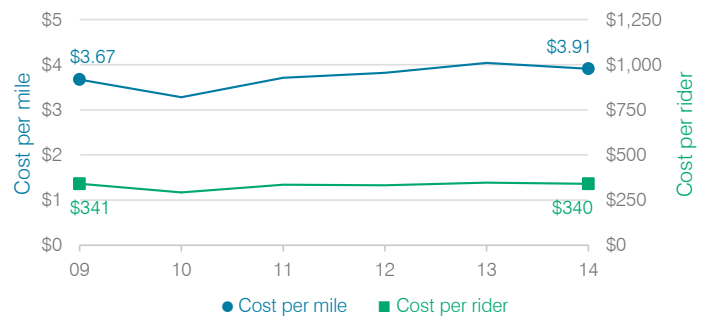
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



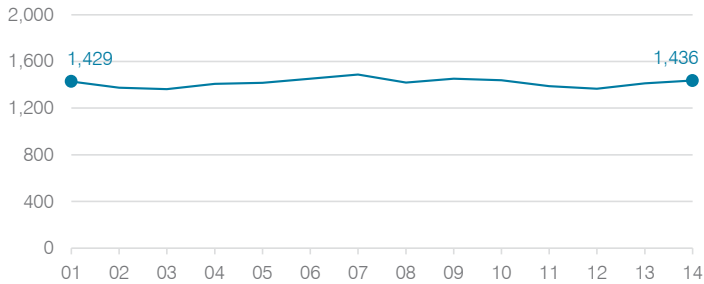
# Camp Verde Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	55.2	56.2	53.8	56.3	55.4	54.2	55.4	55.2	55.7	52.6	53.4	53.5	55.9	57.5

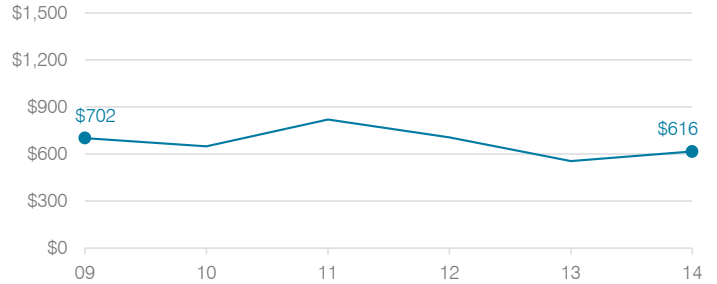
## OPERATIONAL TRENDS

Fiscal years as indicated

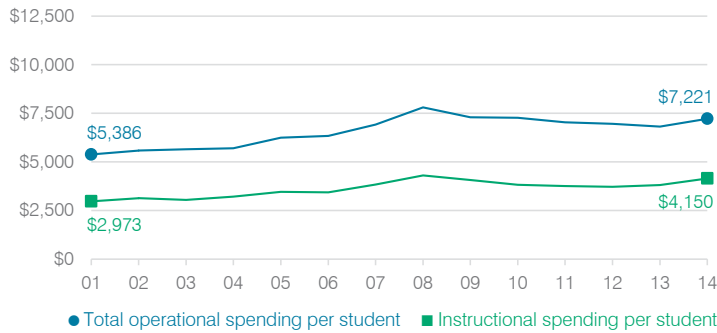
### Students attending



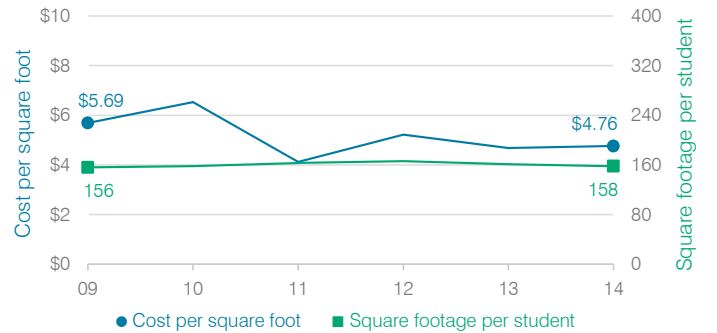
### Administrative cost per student



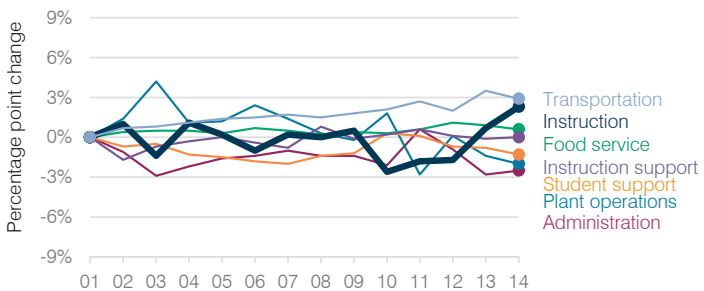
### Total operational and instructional spending per student



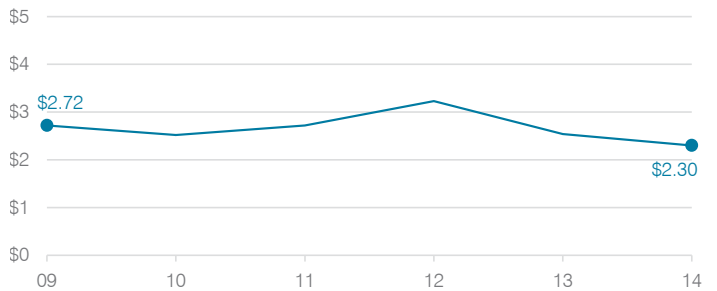
### Plant cost per square foot and square footage per student



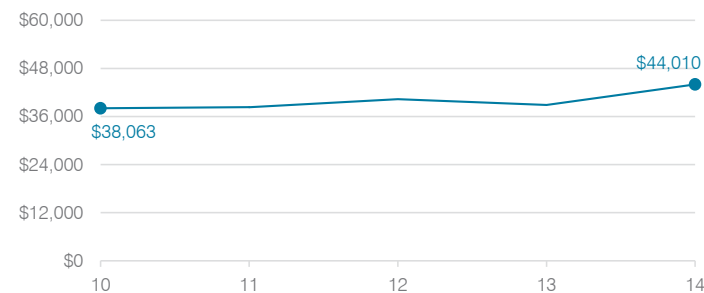
### Changes in operational spending percentages



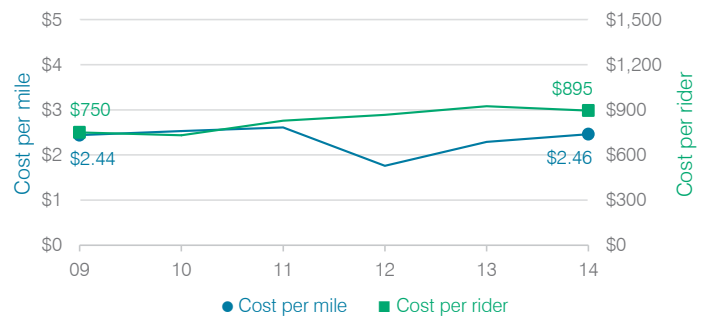
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



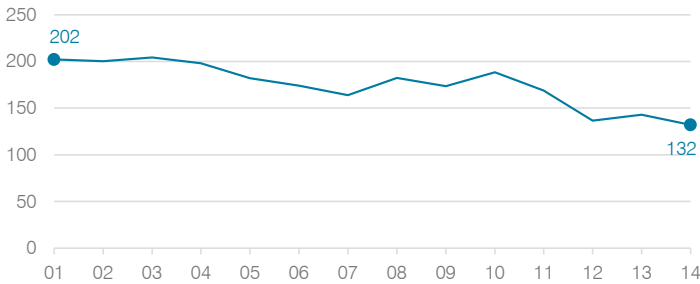
# Canon Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	47.9	48.8	48.5	49.5	48.1	50.5	51.3	47.4	51.7	50.1	53.3	47.1	52.0	51.8

## OPERATIONAL TRENDS

Fiscal years as indicated

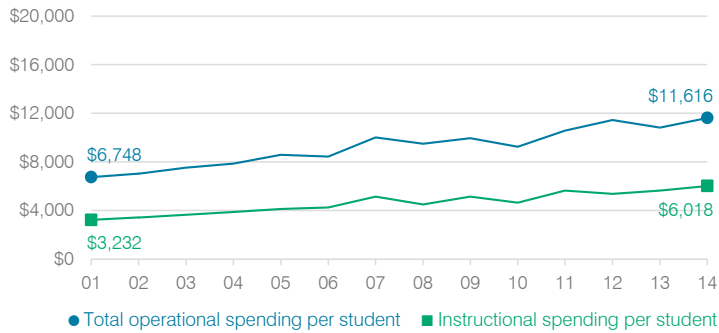
### Students attending



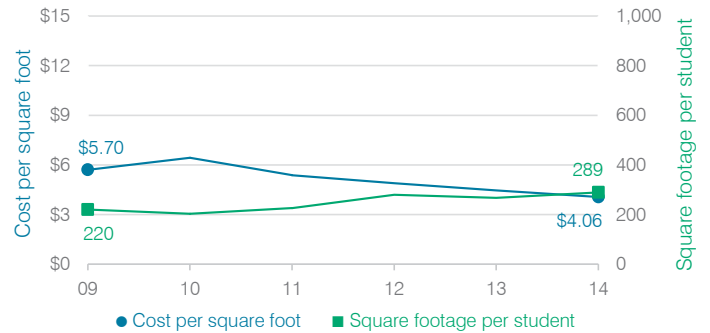
### Administrative cost per student



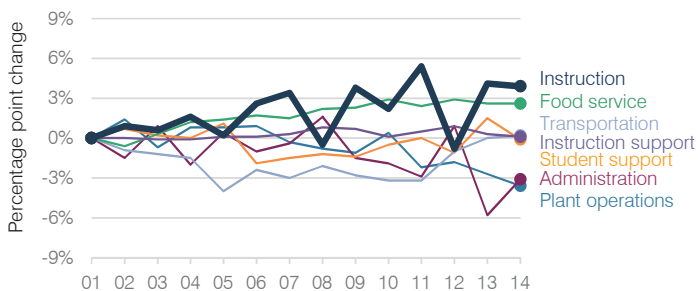
### Total operational and instructional spending per student



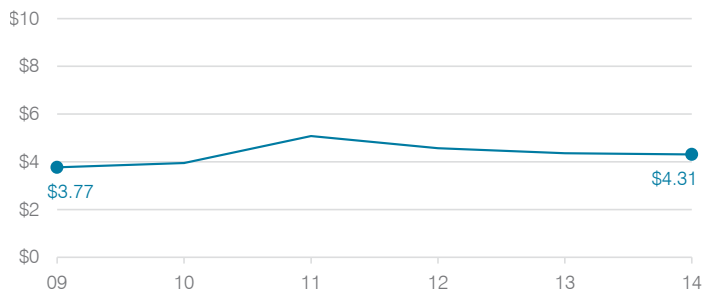
### Plant cost per square foot and square footage per student



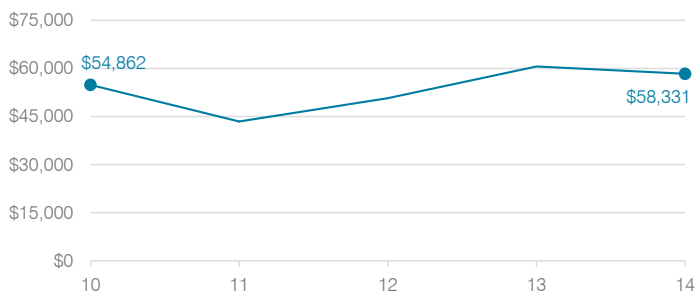
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



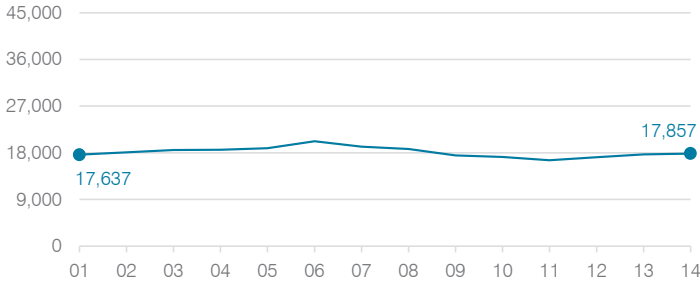
# Cartwright Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	66.4	63.3	62.0	60.7	61.6	61.3	62.2	61.6	61.1	60.0	58.9	56.8	56.5	56.8

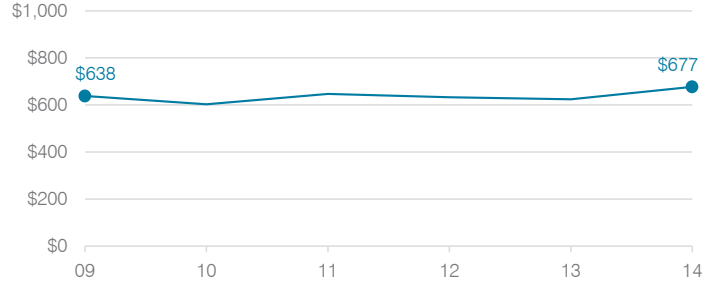
## OPERATIONAL TRENDS

Fiscal years as indicated

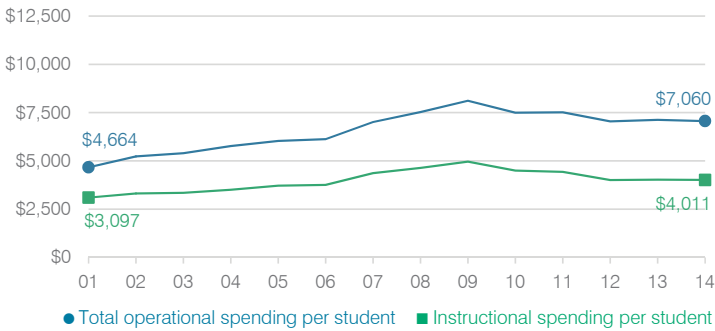
### Students attending



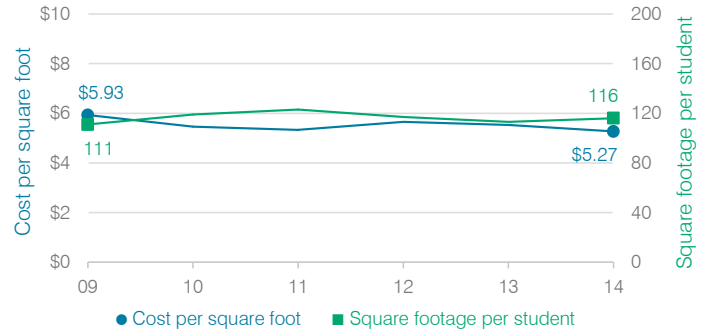
### Administrative cost per student



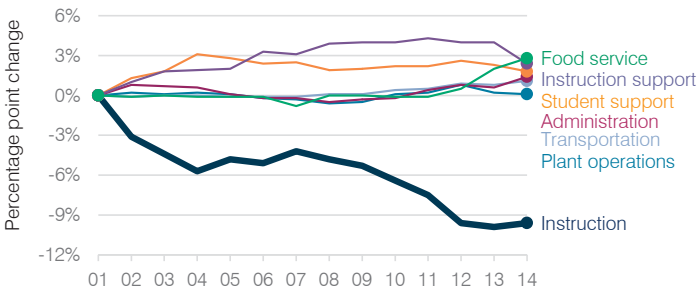
### Total operational and instructional spending per student



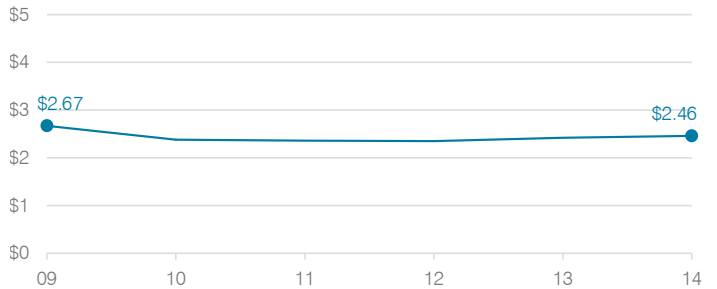
### Plant cost per square foot and square footage per student



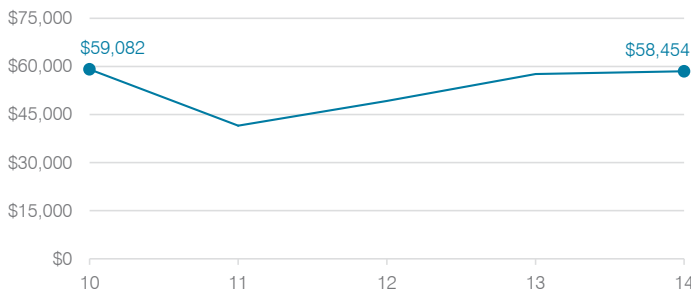
### Changes in operational spending percentages



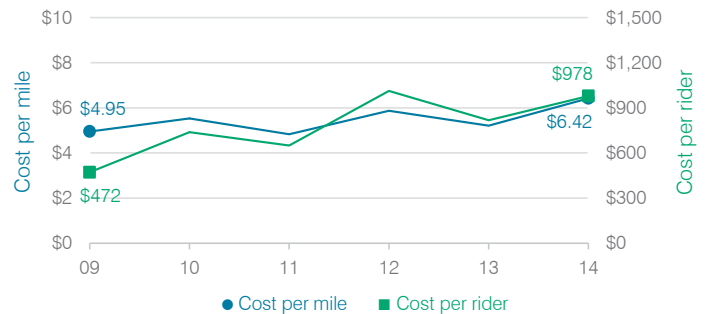
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider





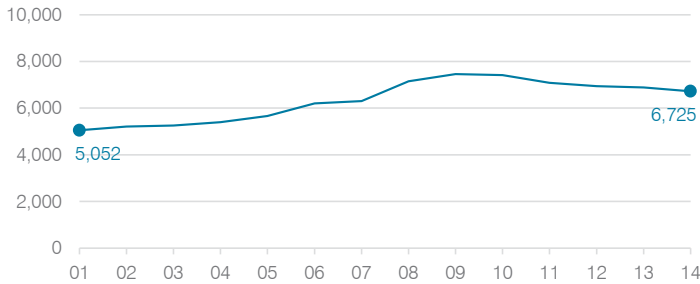
# Casa Grande Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	56.9	56.8	56.4	56.0	54.5	55.2	54.0	52.8	54.4	52.4	51.8	49.8	49.4	49.1

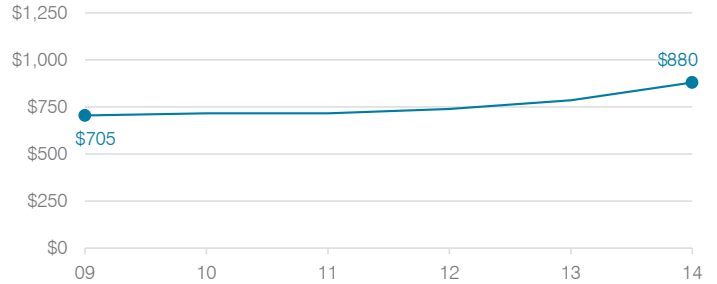
## OPERATIONAL TRENDS

Fiscal years as indicated

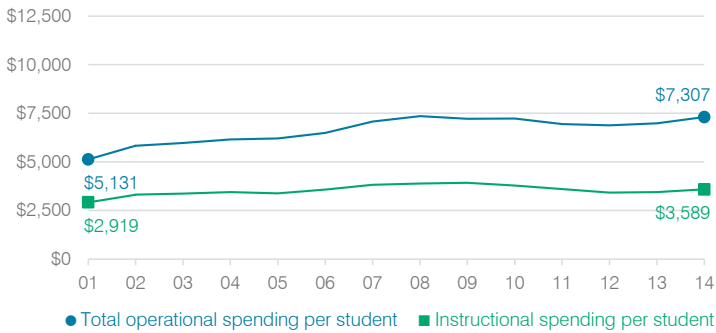
### Students attending



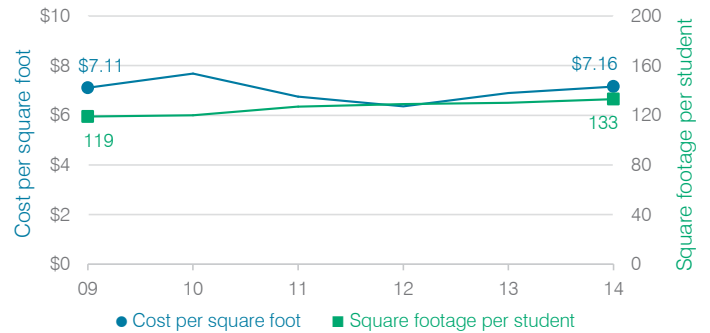
### Administrative cost per student



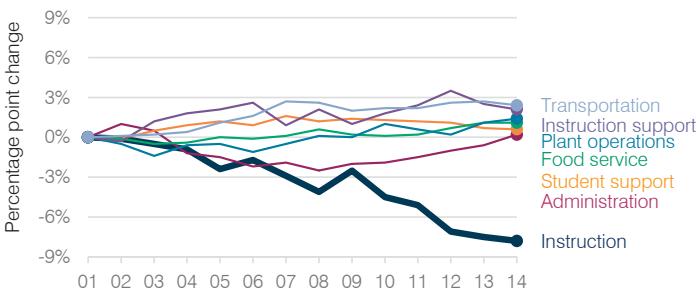
### Total operational and instructional spending per student



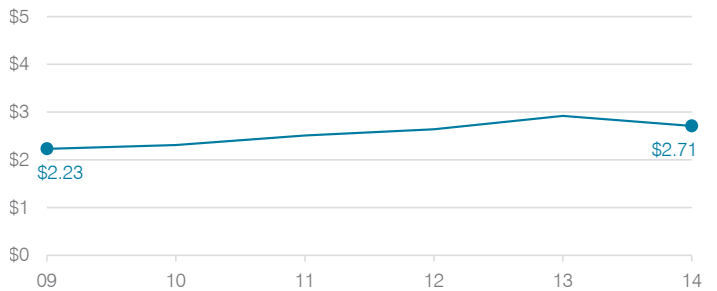
### Plant cost per square foot and square footage per student



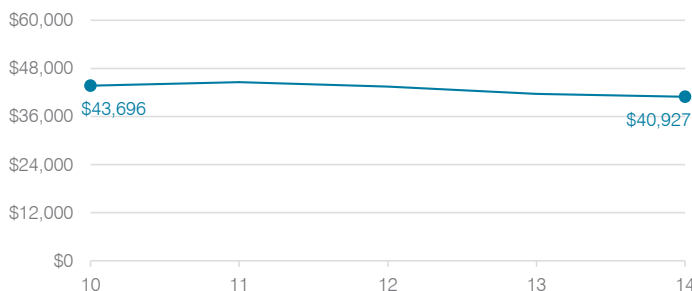
### Changes in operational spending percentages



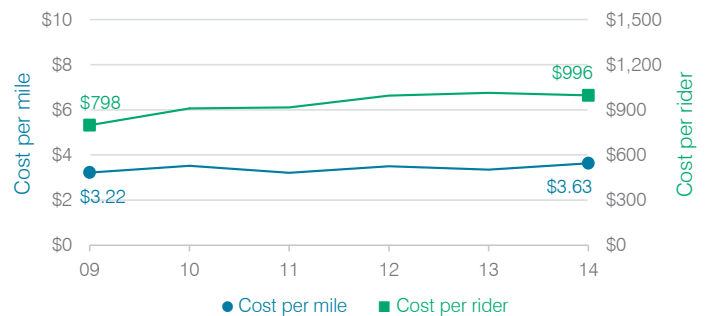
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



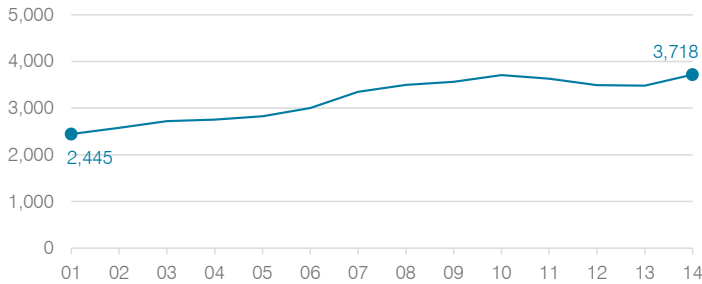
# Casa Grande Union High School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	54.4	56.2	55.8	55.1	53.3	54.0	53.5	56.4	53.3	48.1	45.2	47.2	48.9	46.0

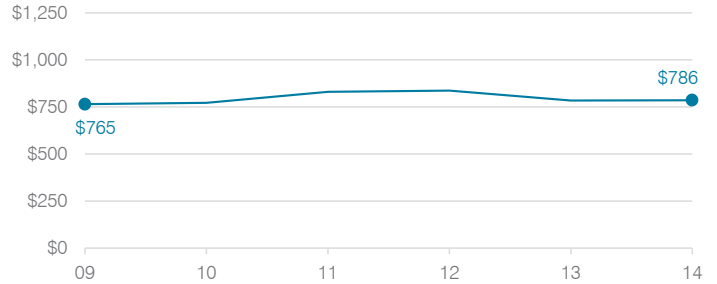
## OPERATIONAL TRENDS

Fiscal years as indicated

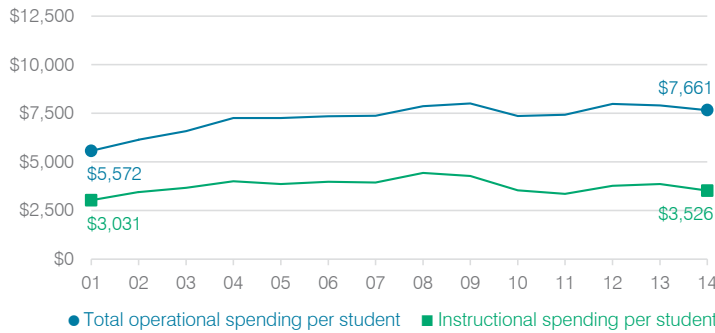
### Students attending



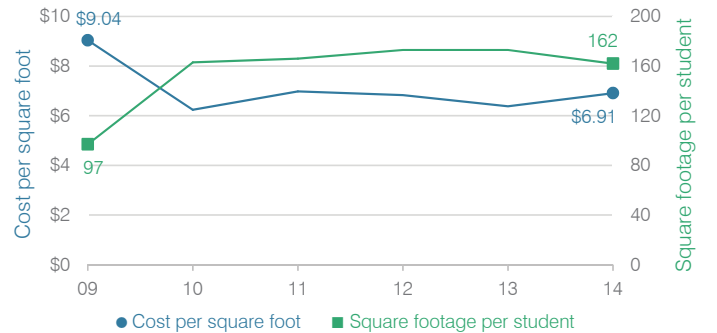
### Administrative cost per student



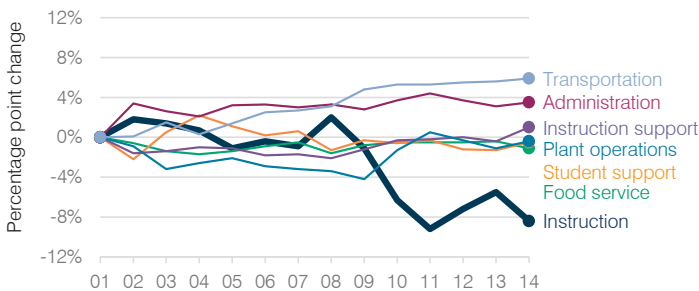
### Total operational and instructional spending per student



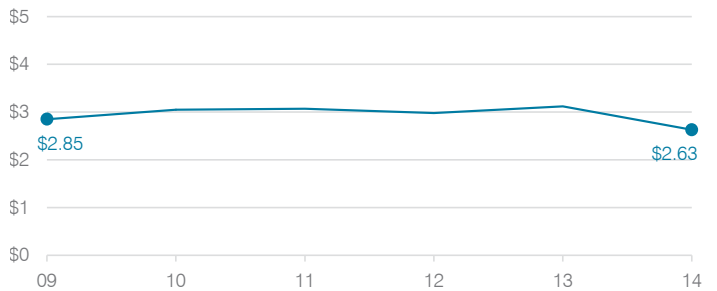
### Plant cost per square foot and square footage per student



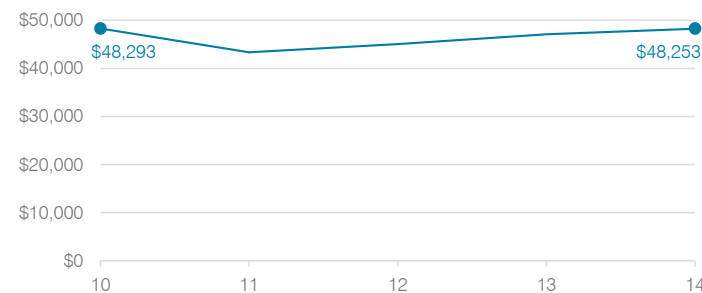
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



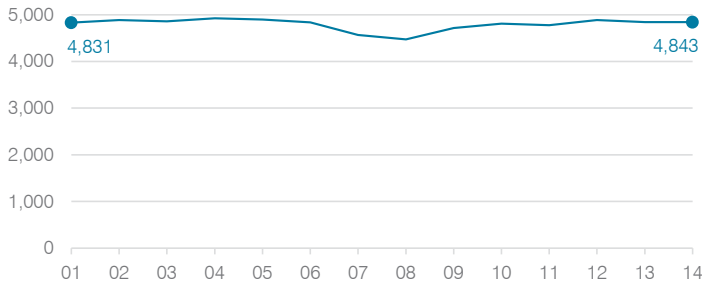
# Catalina Foothills Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	58.7	61.2	61.4	60.5	58.4	58.1	57.9	55.0	55.0	54.3	53.1	52.6	52.2	52.8

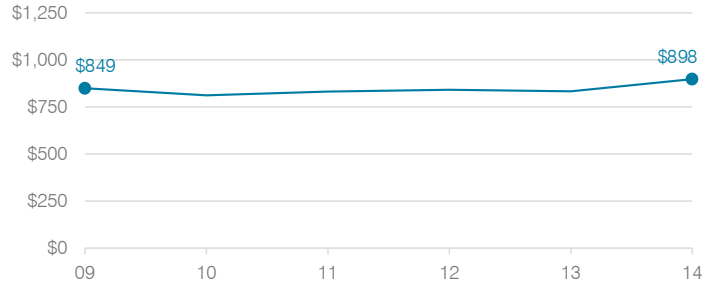
## OPERATIONAL TRENDS

Fiscal years as indicated

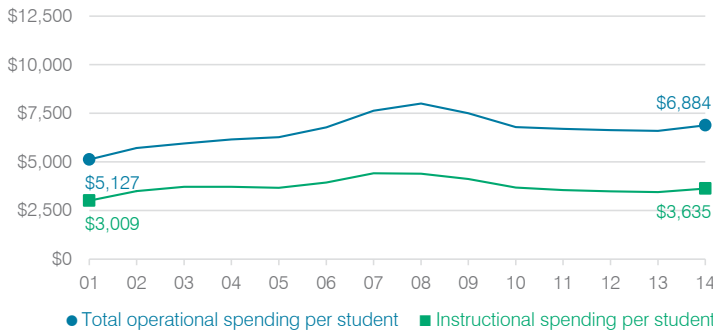
### Students attending



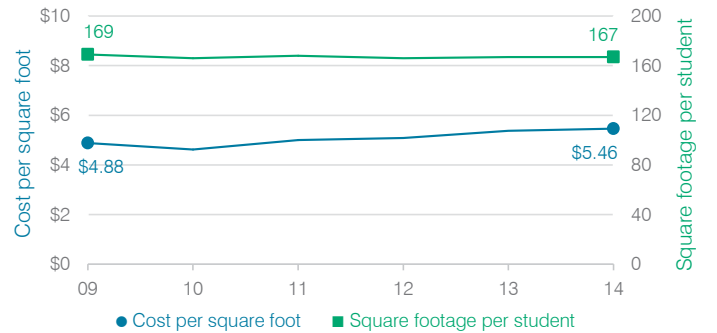
### Administrative cost per student



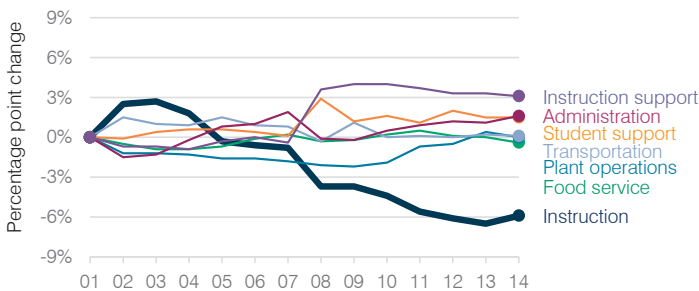
### Total operational and instructional spending per student



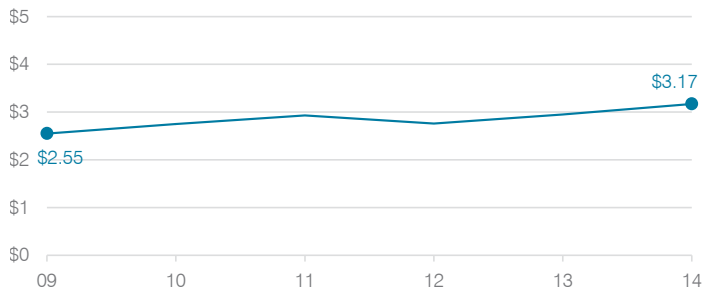
### Plant cost per square foot and square footage per student



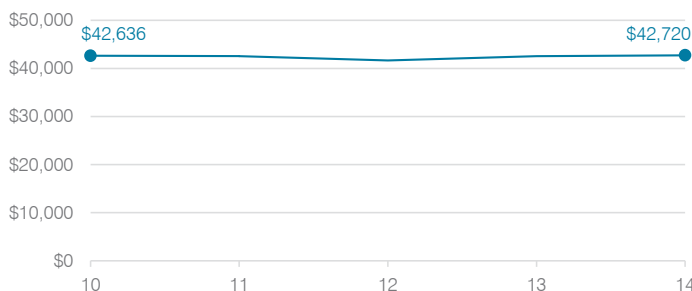
### Changes in operational spending percentages



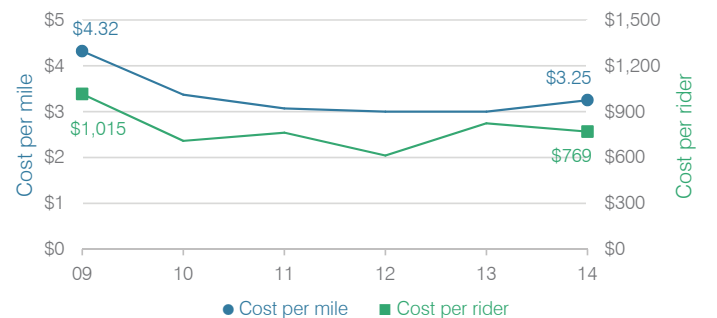
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



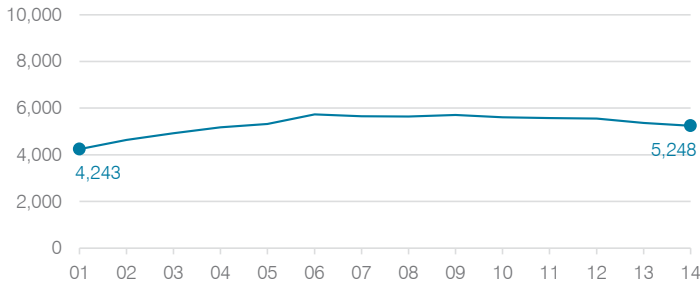
# Cave Creek Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	54.8	56.0	58.3	57.2	59.7	59.6	55.5	56.7	55.6	54.4	54.9	53.2	53.9	53.0

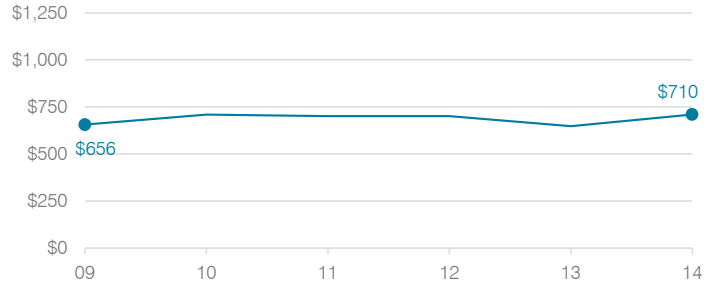
## OPERATIONAL TRENDS

Fiscal years as indicated

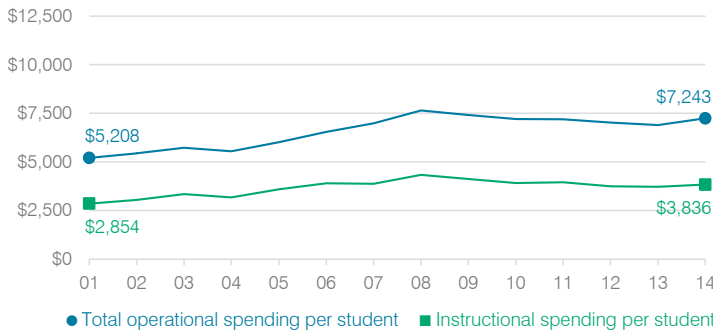
### Students attending



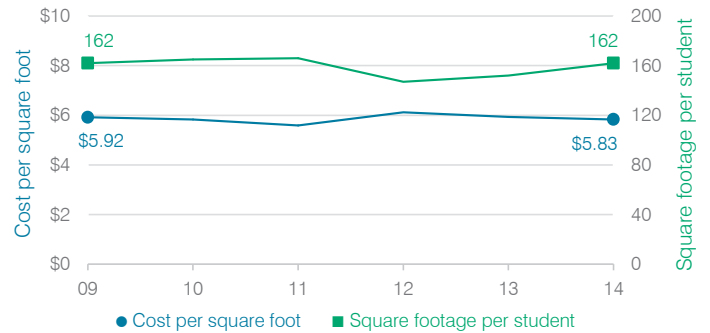
### Administrative cost per student



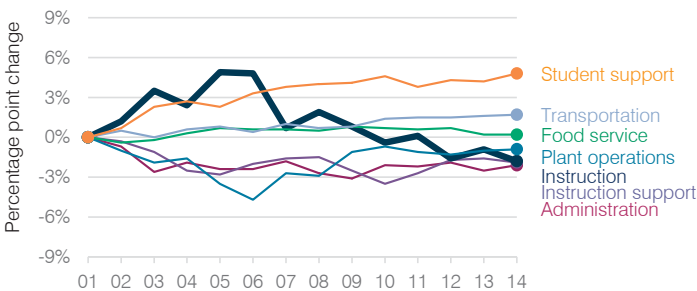
### Total operational and instructional spending per student



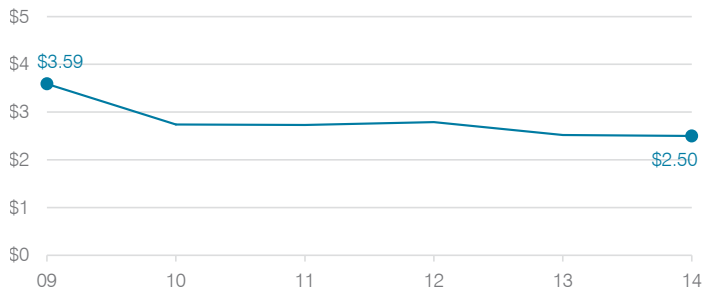
### Plant cost per square foot and square footage per student



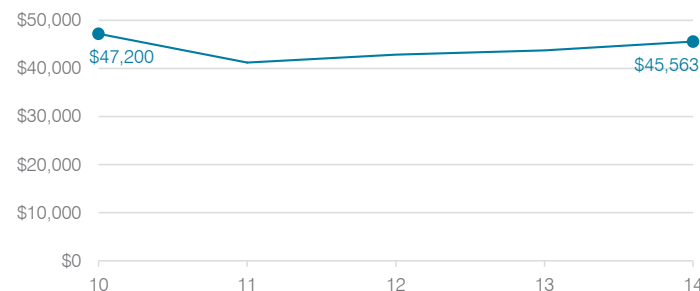
### Changes in operational spending percentages



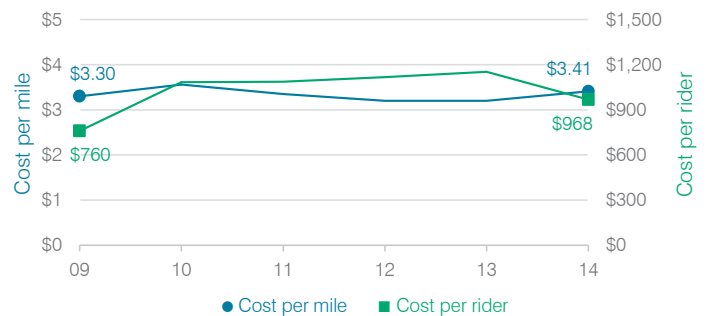
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



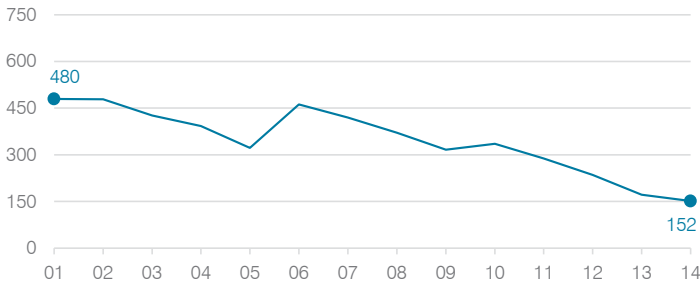
# Cedar Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	45.4	43.5	45.3	41.6	43.0	48.1	44.8	44.8	44.5	40.2	39.2	43.1	34.6	37.0

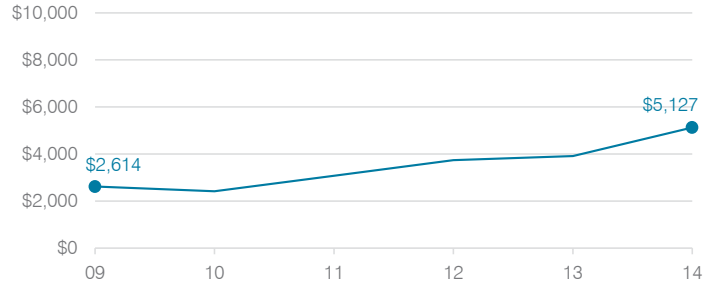
## OPERATIONAL TRENDS

Fiscal years as indicated

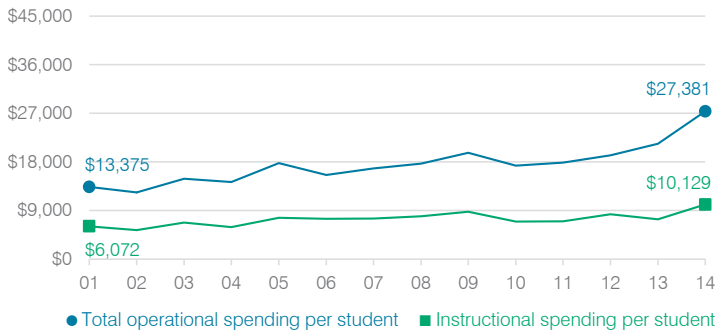
### Students attending



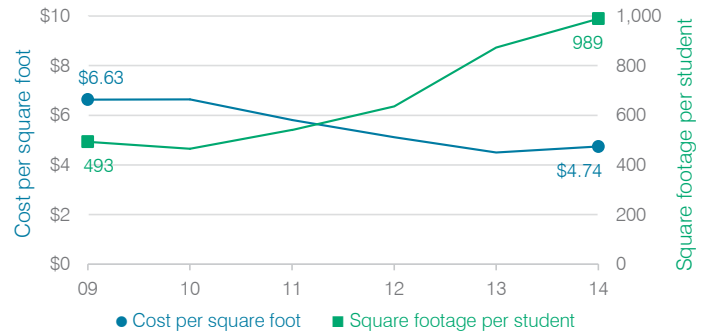
### Administrative cost per student



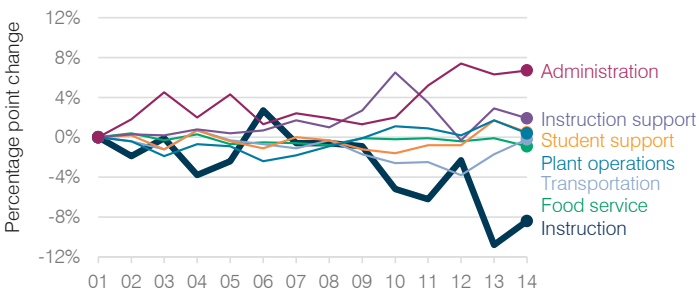
### Total operational and instructional spending per student



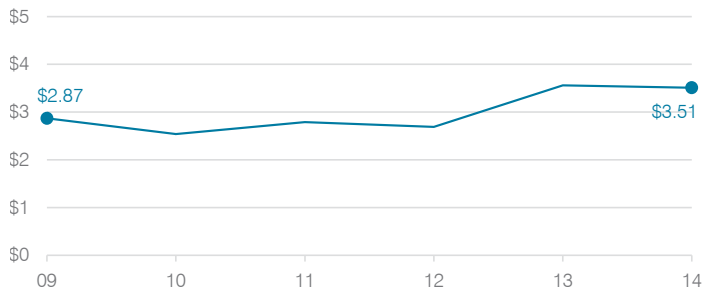
### Plant cost per square foot and square footage per student



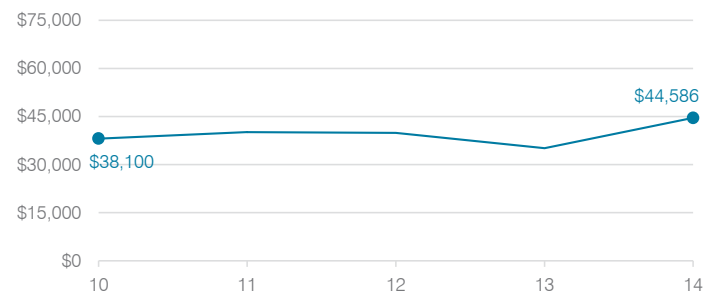
### Changes in operational spending percentages



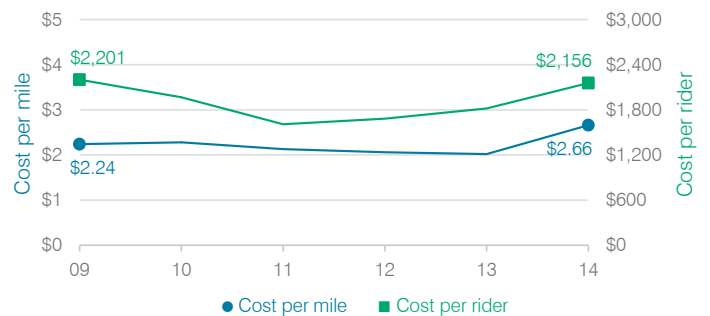
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



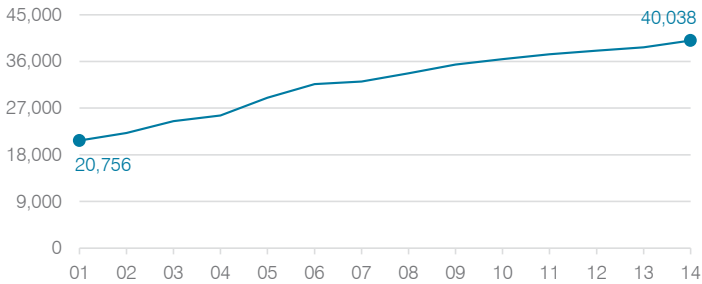
# Chandler Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	60.7	62.1	63.2	63.6	63.7	63.7	63.2	62.3	62.4	62.0	60.6	60.9	60.6	61.1

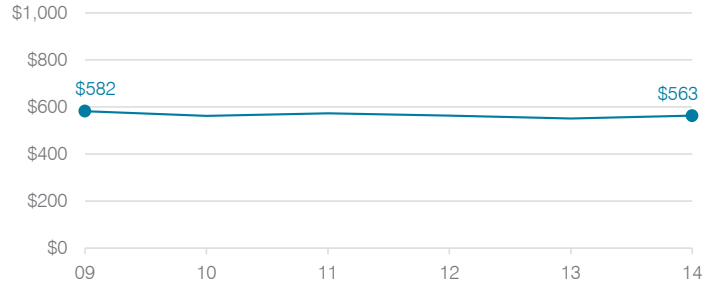
## OPERATIONAL TRENDS

Fiscal years as indicated

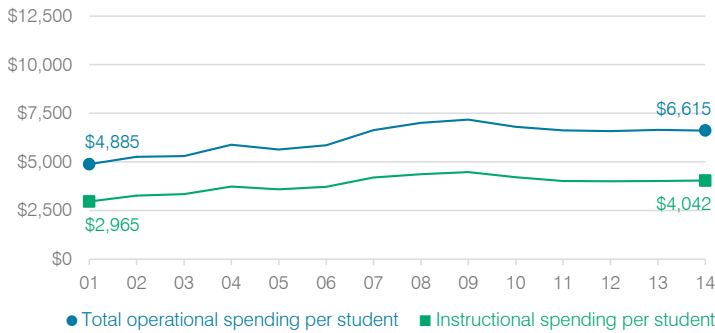
### Students attending



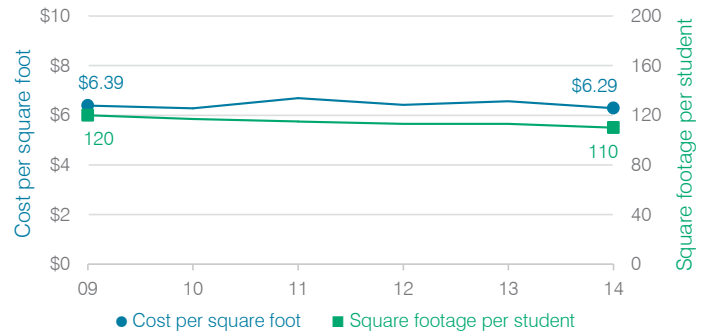
### Administrative cost per student



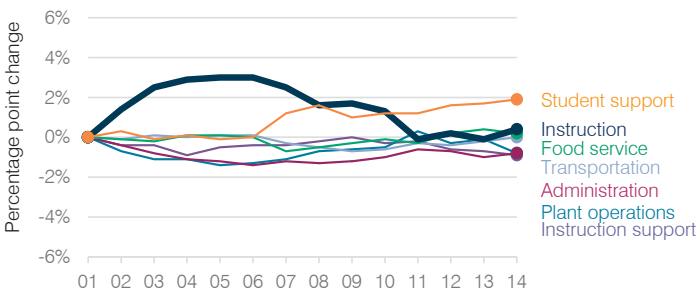
### Total operational and instructional spending per student



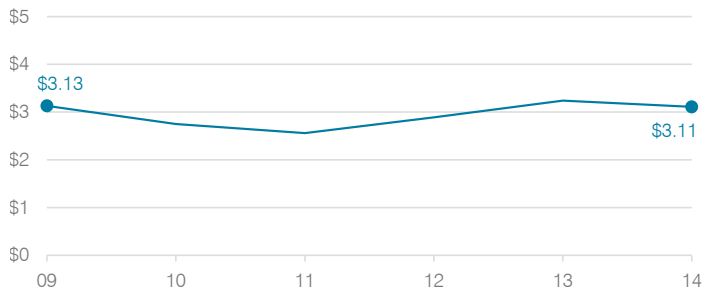
### Plant cost per square foot and square footage per student



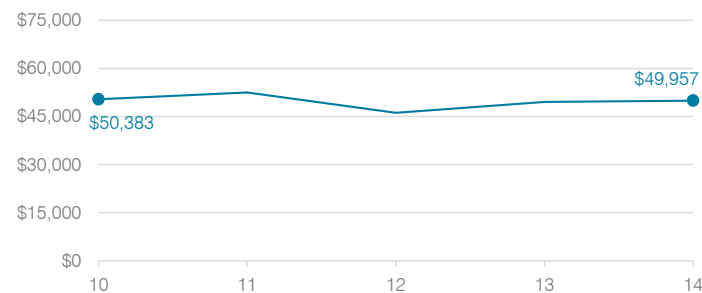
### Changes in operational spending percentages



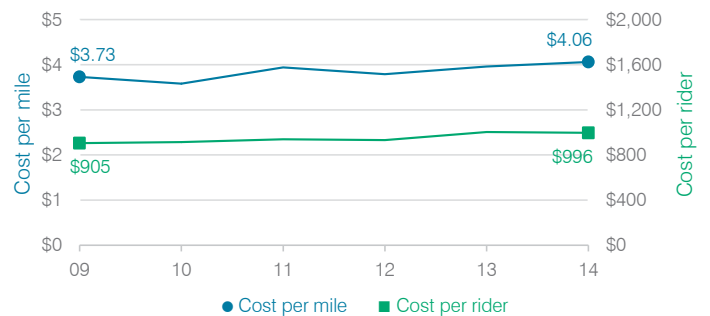
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider

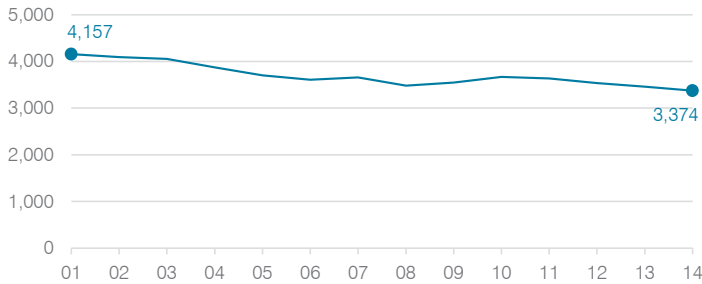


# Chinle Unified School District

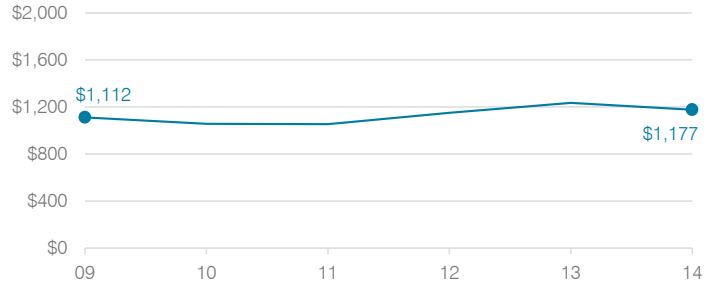
Classroom dollar percentage: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014  
 47.7 48.0 50.2 50.8 51.1 49.6 48.3 48.6 49.4 47.0 47.5 49.0 48.4 48.4

## OPERATIONAL TRENDS Fiscal years as indicated

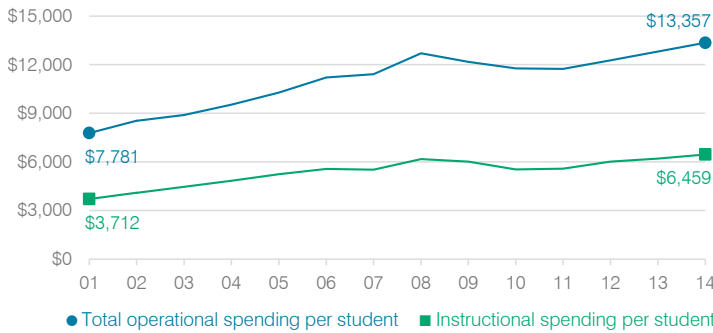
### Students attending



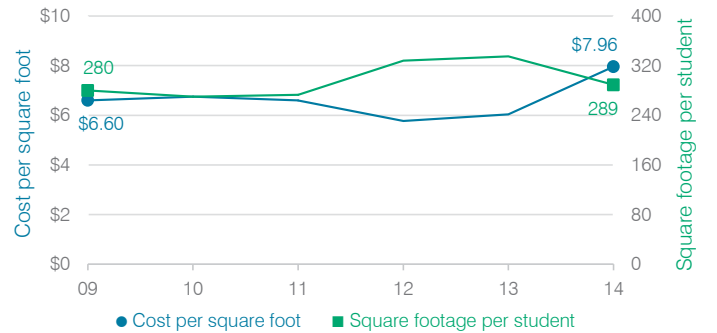
### Administrative cost per student



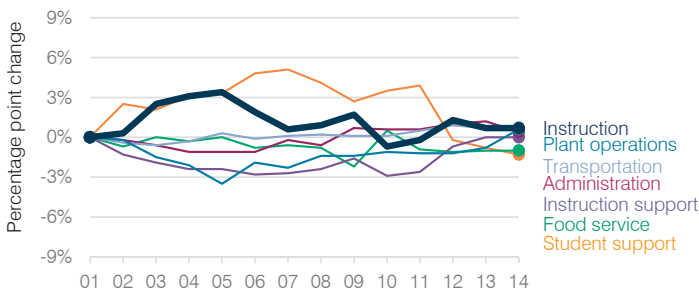
### Total operational and instructional spending per student



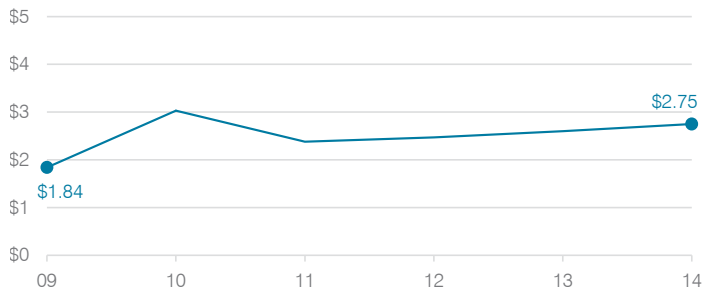
### Plant cost per square foot and square footage per student



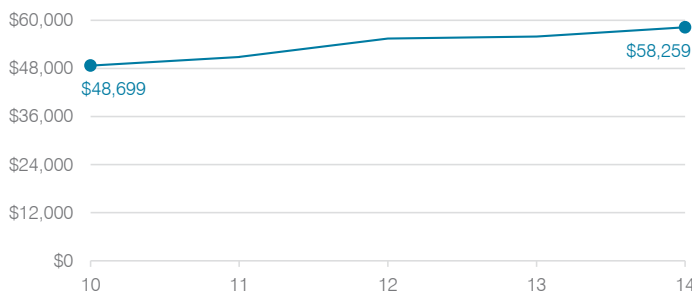
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



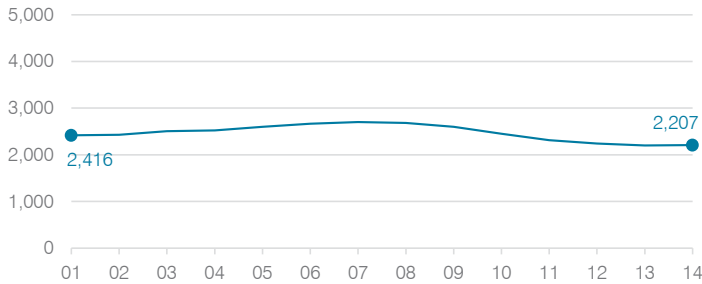
# Chino Valley Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	60.5	58.1	59.6	57.9	58.7	58.2	59.3	57.8	57.2	52.5	49.4	49.6	50.5	50.6

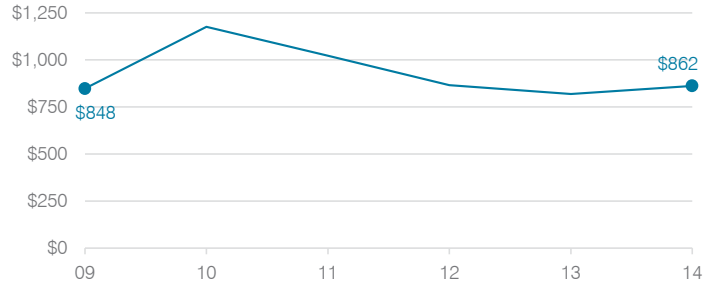
## OPERATIONAL TRENDS

Fiscal years as indicated

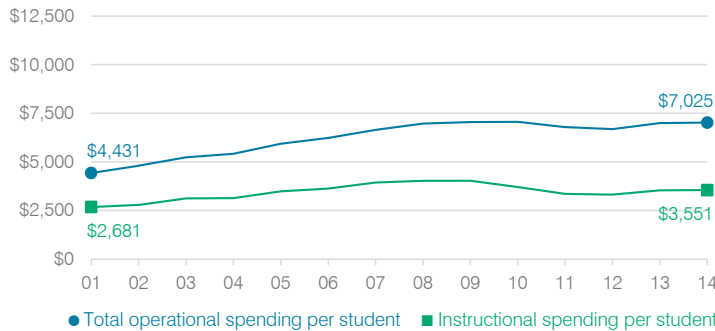
### Students attending



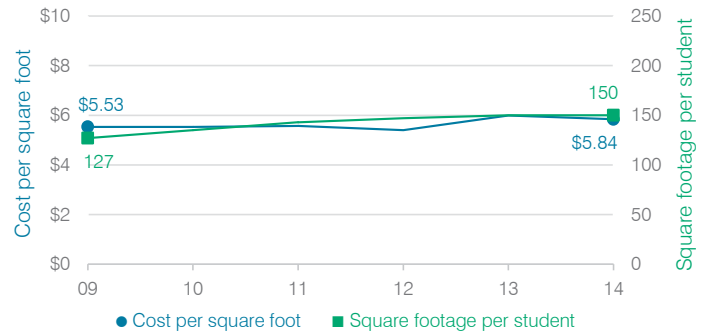
### Administrative cost per student



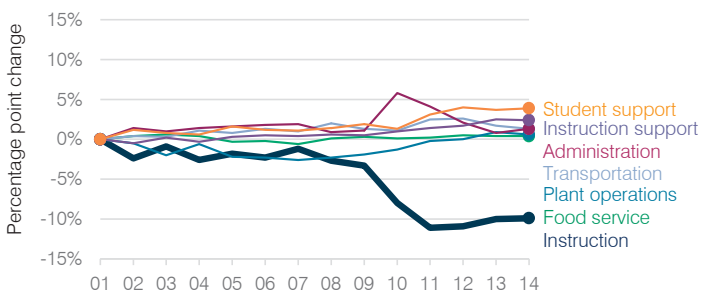
### Total operational and instructional spending per student



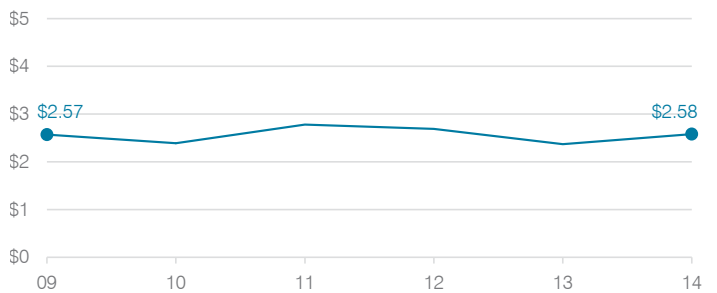
### Plant cost per square foot and square footage per student



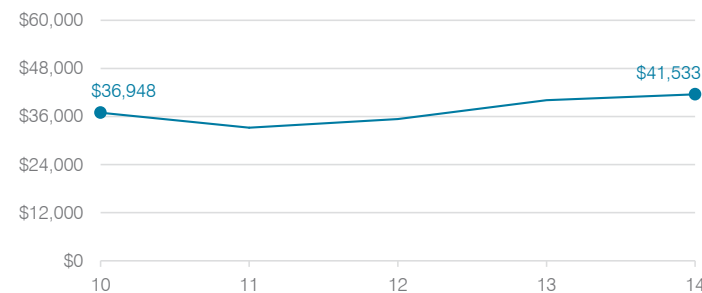
### Changes in operational spending percentages



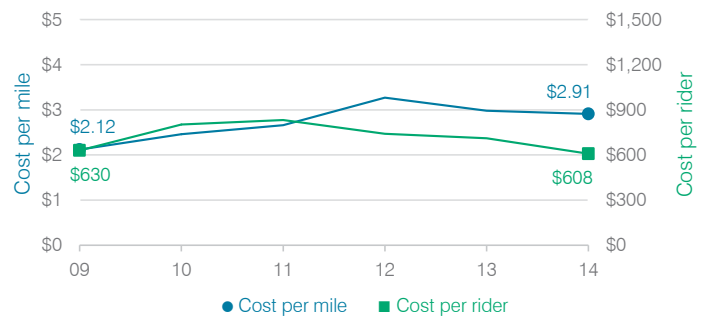
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider





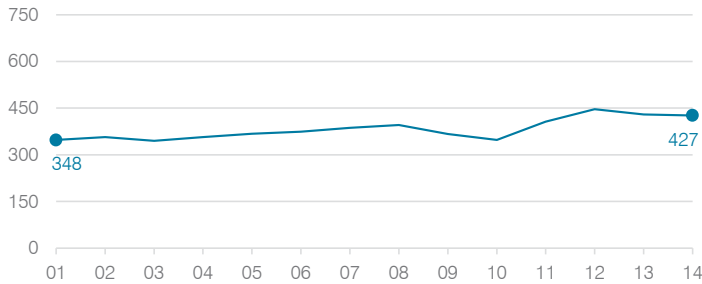
# Clarkdale-Jerome Elementary School District

Classroom dollar percentage: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014  
 56.7 58.7 58.3 60.2 62.5 60.0 59.1 61.0 60.0 57.9 57.0 57.5 56.6 57.2

## OPERATIONAL TRENDS

Fiscal years as indicated

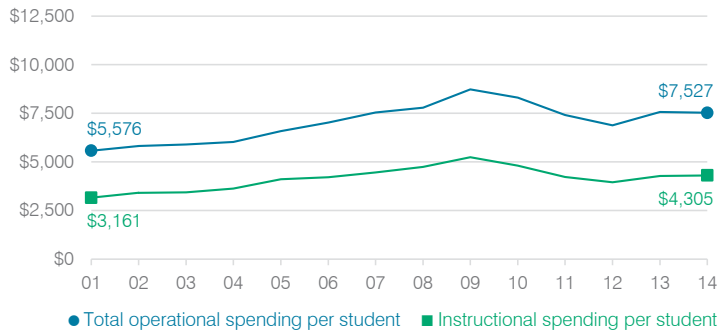
### Students attending



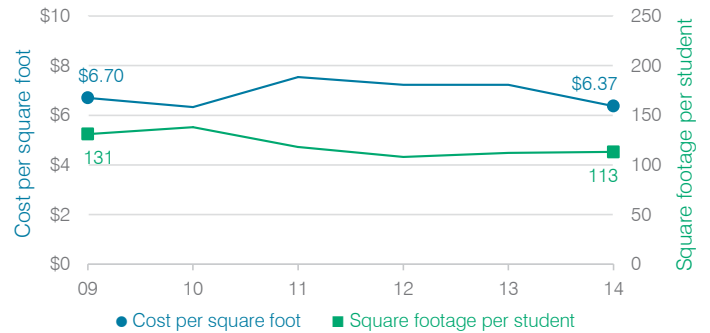
### Administrative cost per student



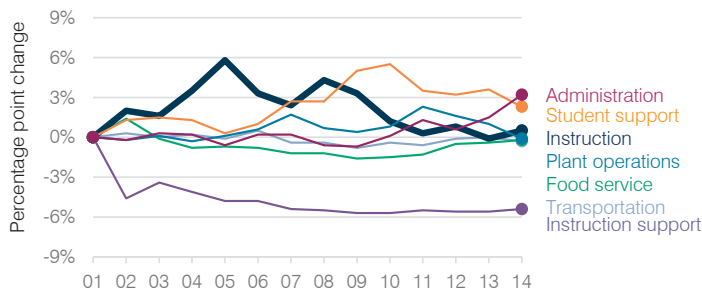
### Total operational and instructional spending per student



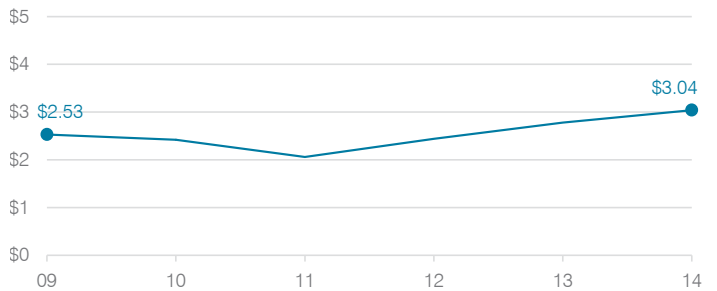
### Plant cost per square foot and square footage per student



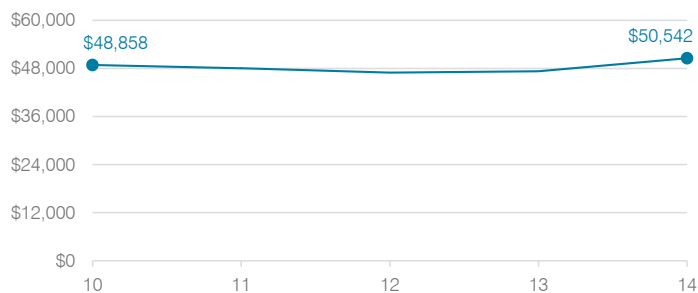
### Changes in operational spending percentages



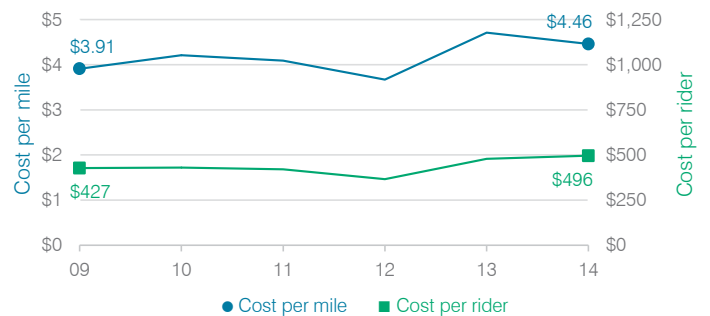
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



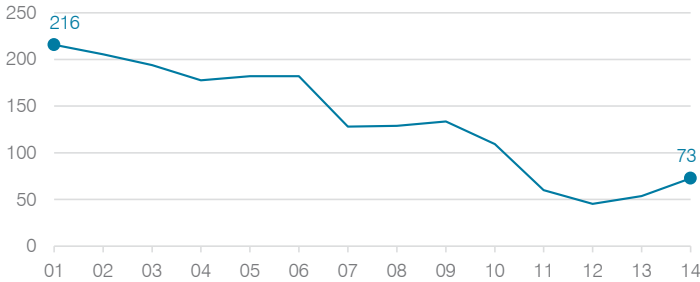
# Clifton Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	54.1	53.4	56.8	53.1	51.1	50.5	48.2	41.7	43.0	44.4	28.8	48.8	43.4	47.5

## OPERATIONAL TRENDS

Fiscal years as indicated

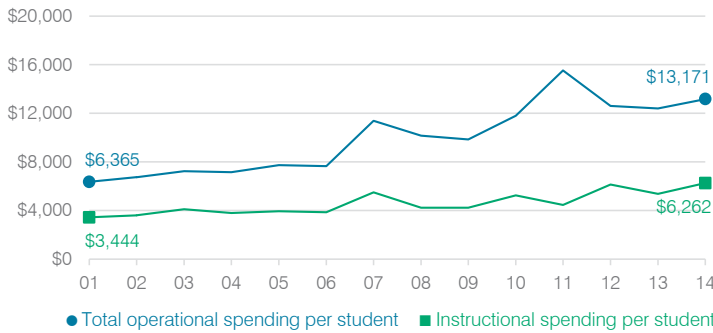
### Students attending



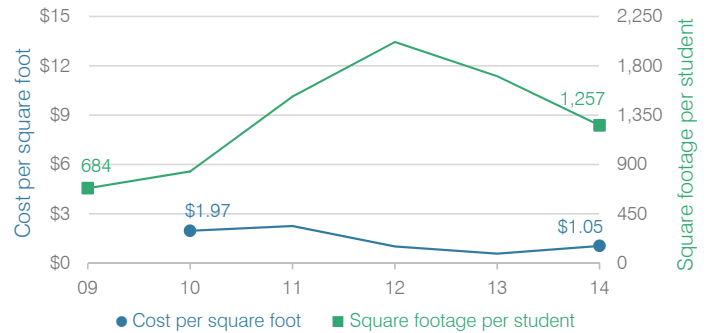
### Administrative cost per student



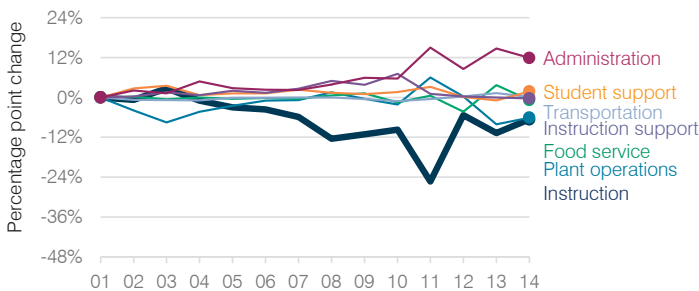
### Total operational and instructional spending per student



### Plant cost per square foot and square footage per student



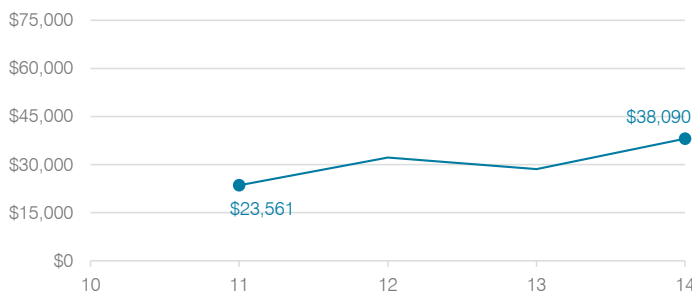
### Changes in operational spending percentages



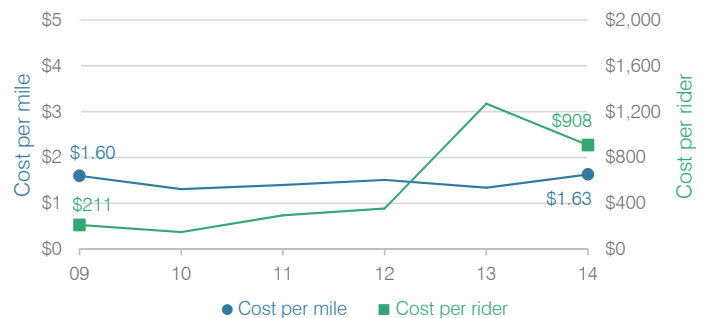
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



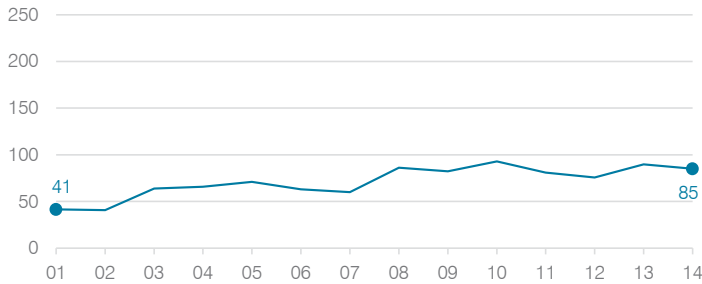
# Cochise Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	60.2	58.5	60.4	62.7	57.5	54.3	57.2	58.8	59.7	54.3	57.4	54.6	57.2	56.9

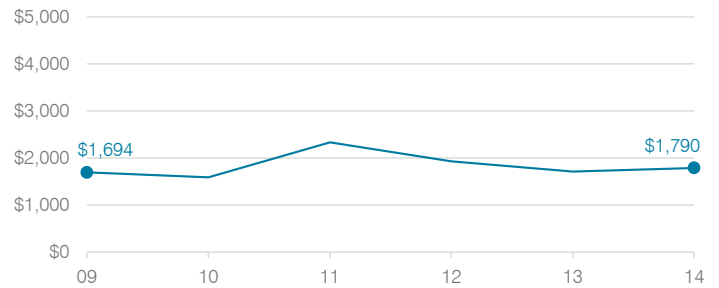
## OPERATIONAL TRENDS

Fiscal years as indicated

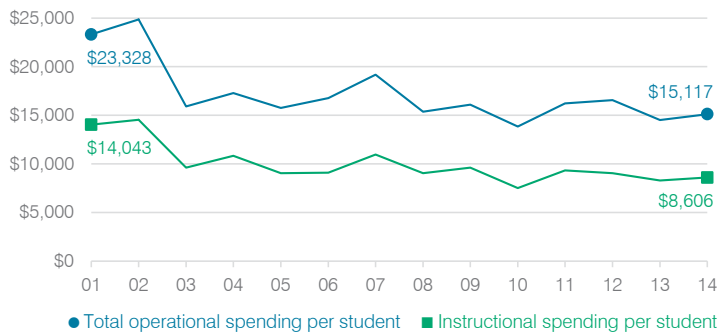
### Students attending



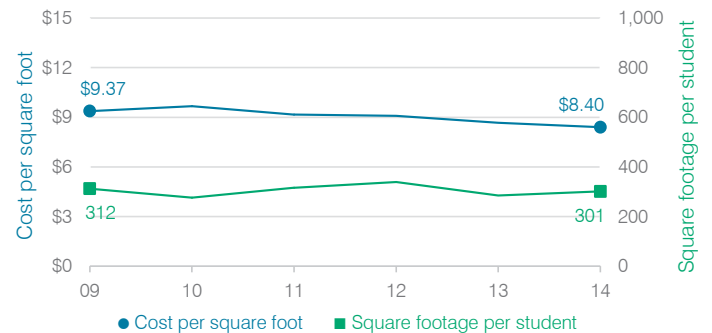
### Administrative cost per student



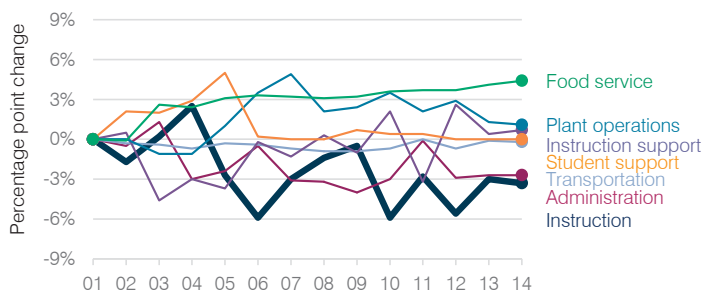
### Total operational and instructional spending per student



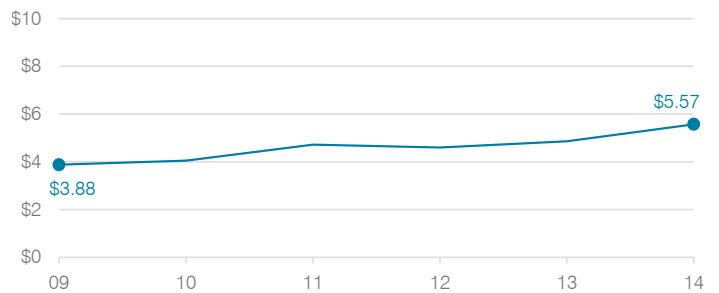
### Plant cost per square foot and square footage per student



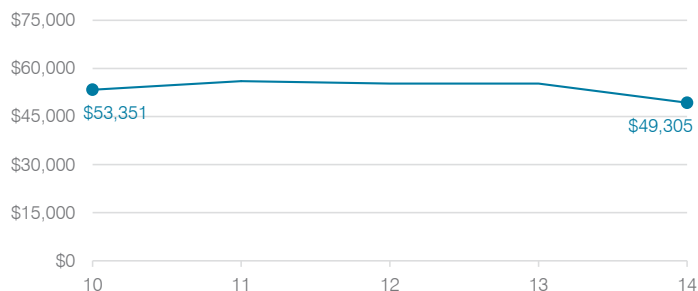
### Changes in operational spending percentages



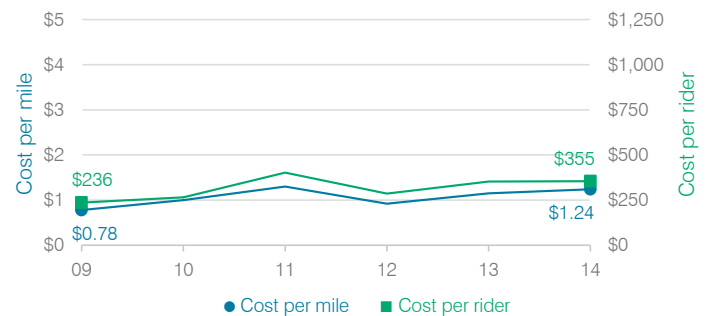
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



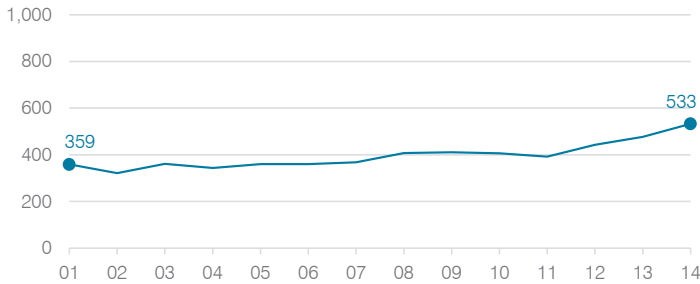
# Colorado City Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	39.9	42.0	40.7	46.2	39.0	37.0	41.3	45.1	46.6	48.2	49.2	49.1	51.5	53.0

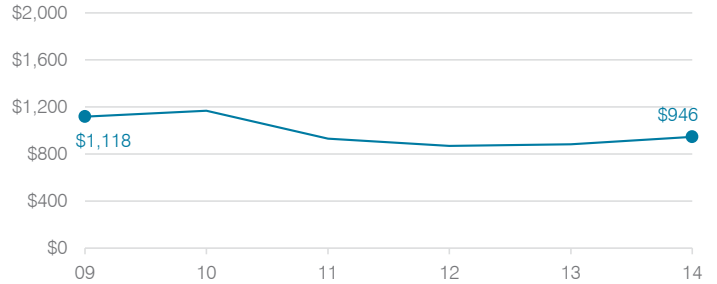
## OPERATIONAL TRENDS

Fiscal years as indicated

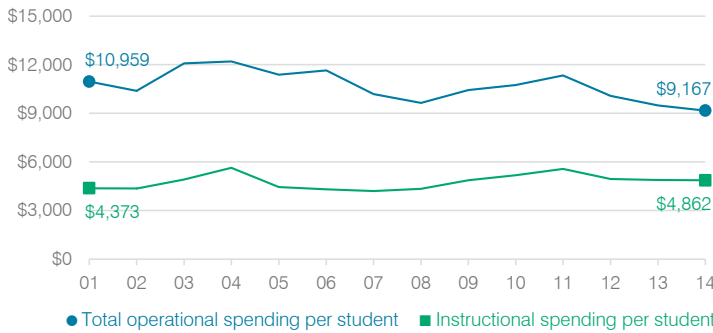
### Students attending



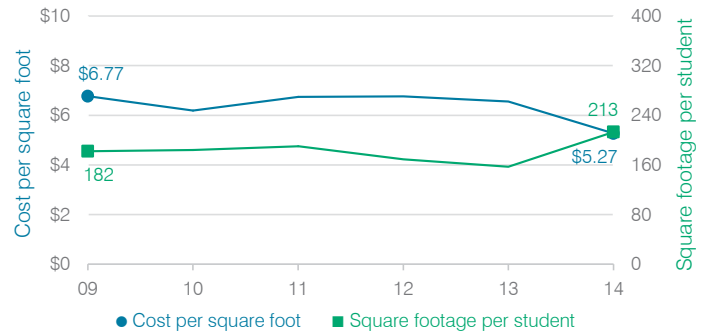
### Administrative cost per student



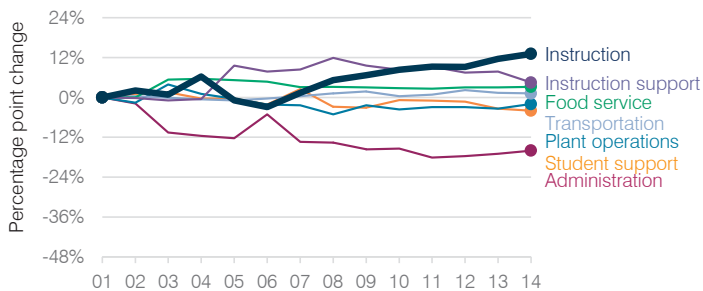
### Total operational and instructional spending per student



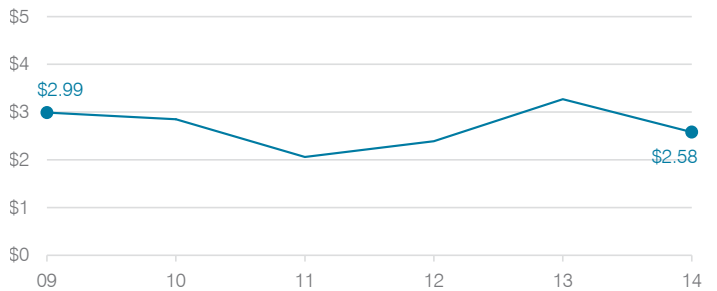
### Plant cost per square foot and square footage per student



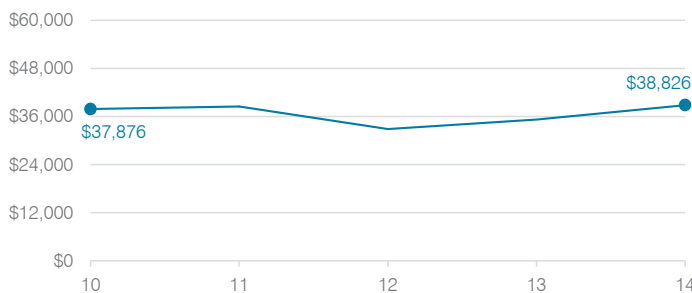
### Changes in operational spending percentages



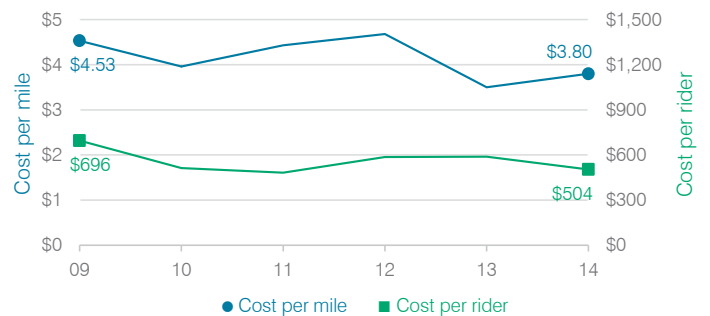
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider

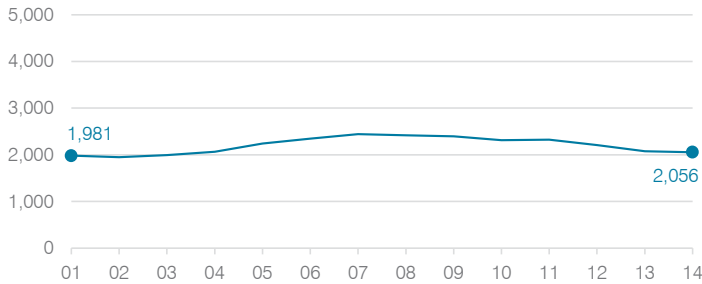


# Colorado River Union High School District

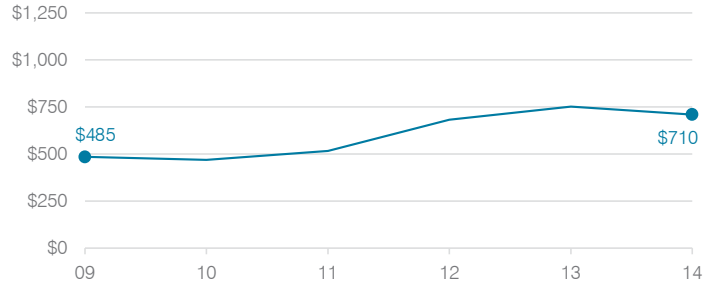
Classroom dollar percentage: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014  
 52.1 55.0 58.8 55.6 58.2 58.3 60.4 60.7 59.1 60.9 56.0 52.3 52.7 50.2

## OPERATIONAL TRENDS Fiscal years as indicated

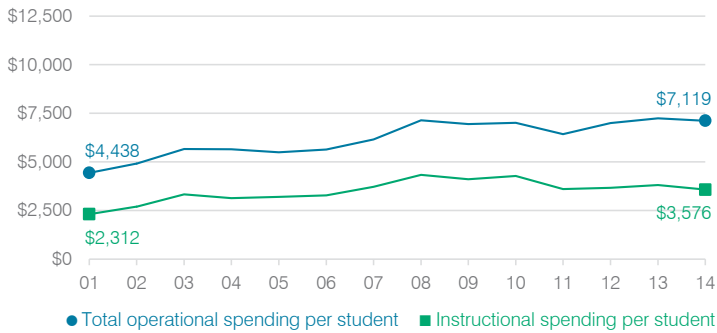
### Students attending



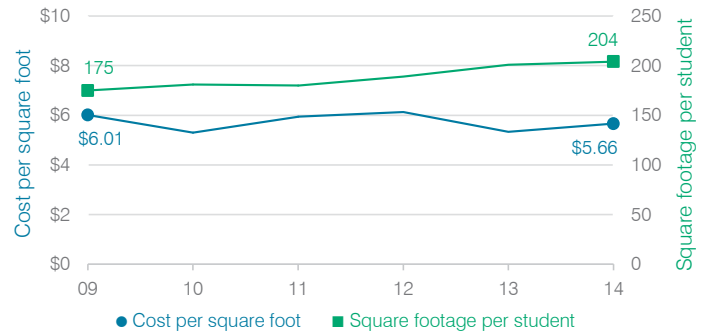
### Administrative cost per student



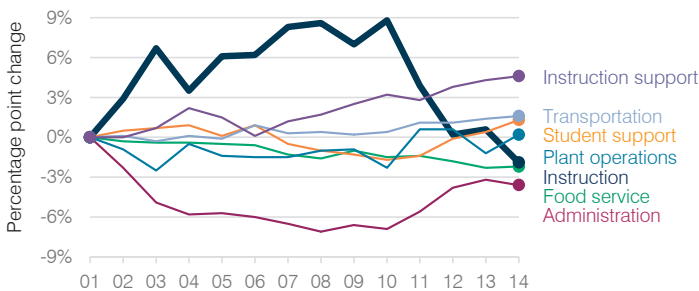
### Total operational and instructional spending per student



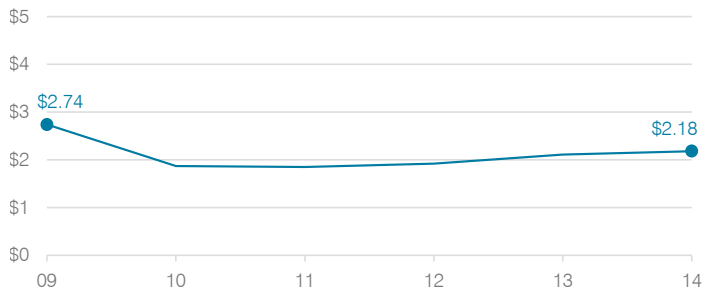
### Plant cost per square foot and square footage per student



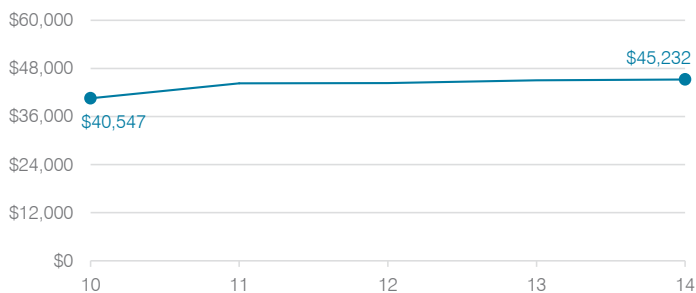
### Changes in operational spending percentages



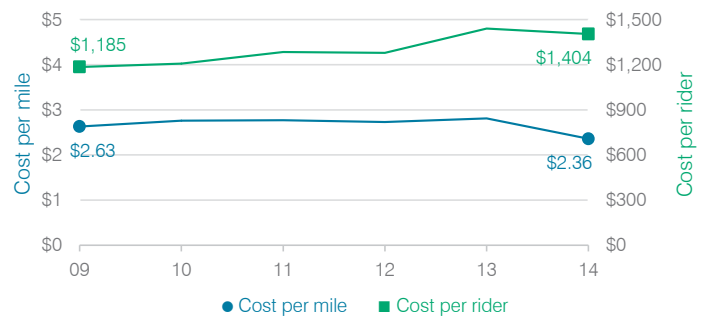
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



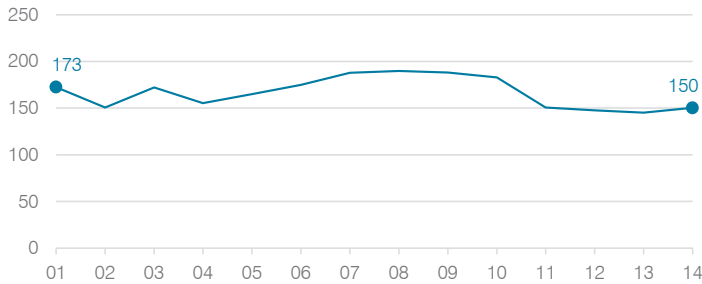
# Concho Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	55.2	57.0	53.3	54.1	46.9	44.1	40.8	40.5	42.9	46.9	42.6	40.3	39.6	43.3

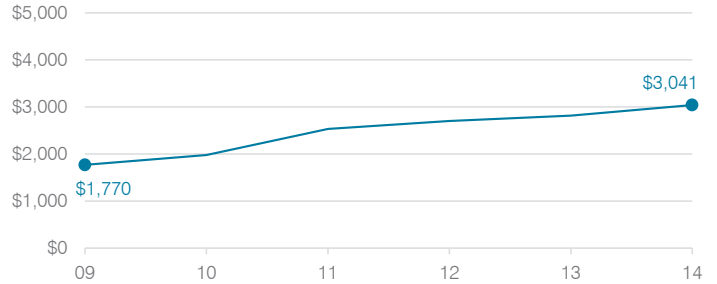
## OPERATIONAL TRENDS

Fiscal years as indicated

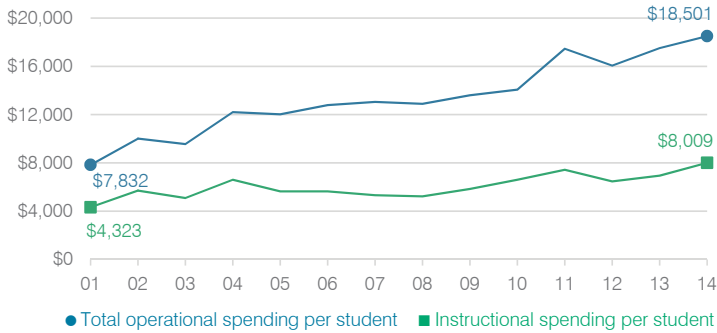
### Students attending



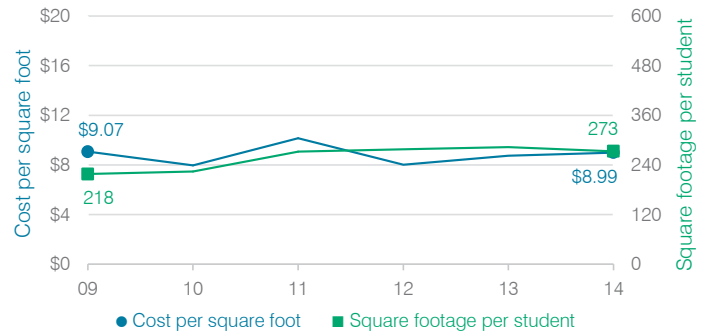
### Administrative cost per student



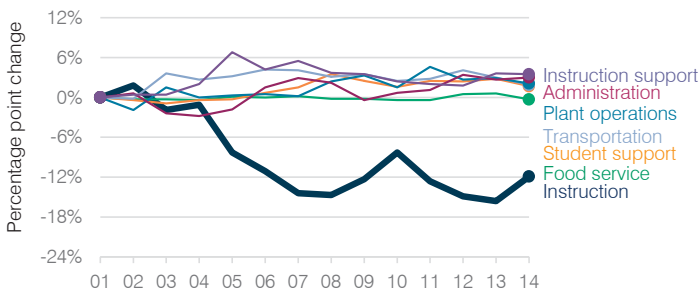
### Total operational and instructional spending per student



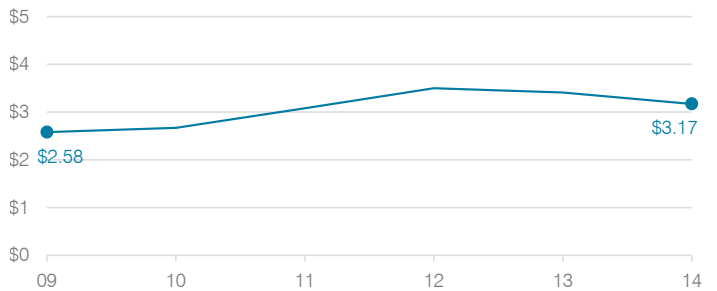
### Plant cost per square foot and square footage per student



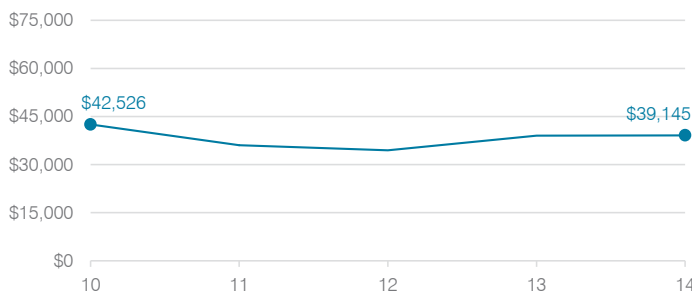
### Changes in operational spending percentages



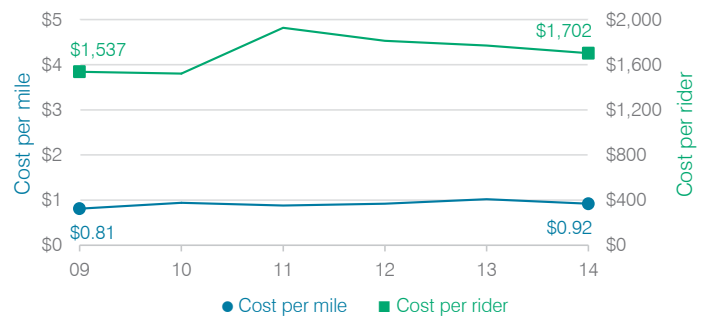
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



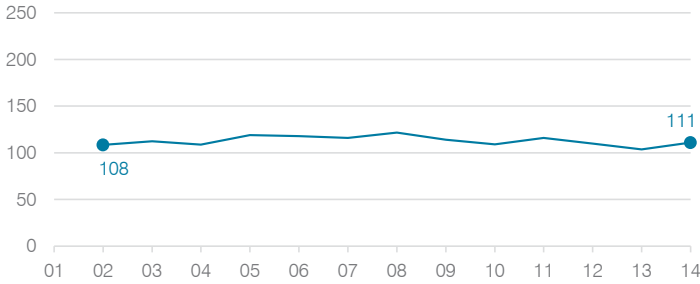
# Congress Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	N/A	51.7	58.9	59.3	55.6	54.7	56.0	52.6	53.5	51.7	50.1	49.6	54.4	55.4

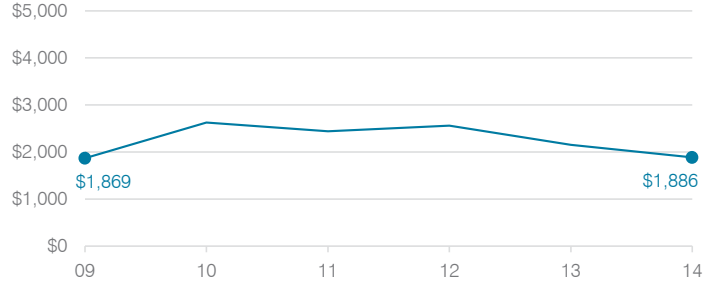
## OPERATIONAL TRENDS

Fiscal years as indicated

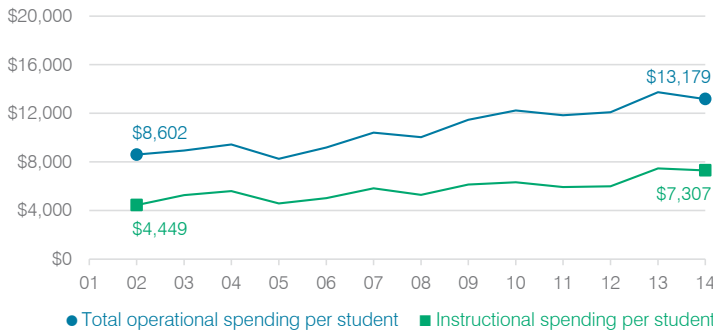
### Students attending



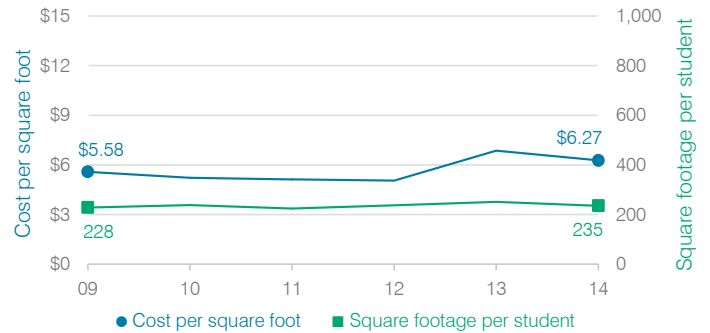
### Administrative cost per student



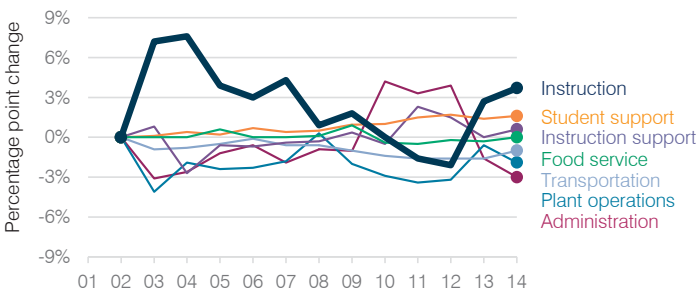
### Total operational and instructional spending per student



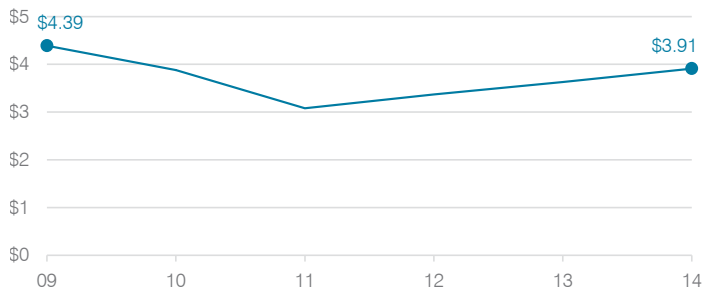
### Plant cost per square foot and square footage per student



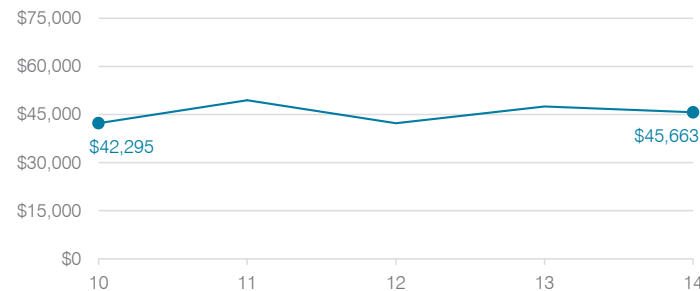
### Changes in operational spending percentages



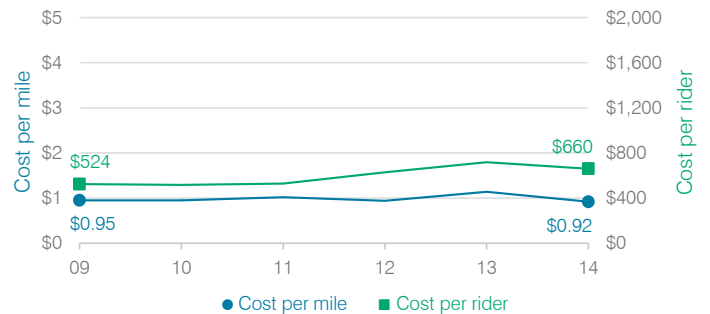
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



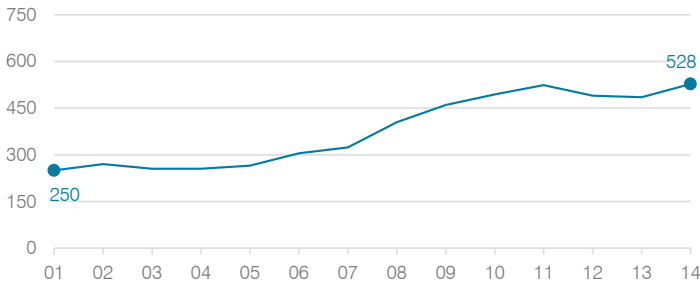
# Continental Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	57.0	55.1	58.1	58.3	59.6	55.3	56.2	61.3	62.8	56.0	58.2	55.4	58.6	54.3

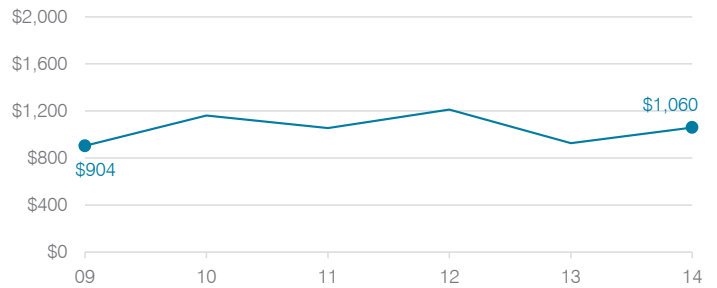
## OPERATIONAL TRENDS

Fiscal years as indicated

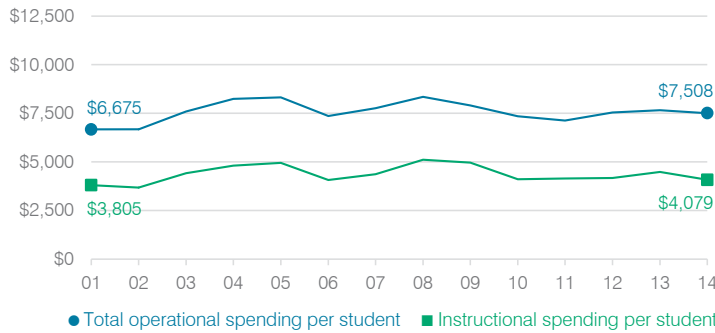
### Students attending



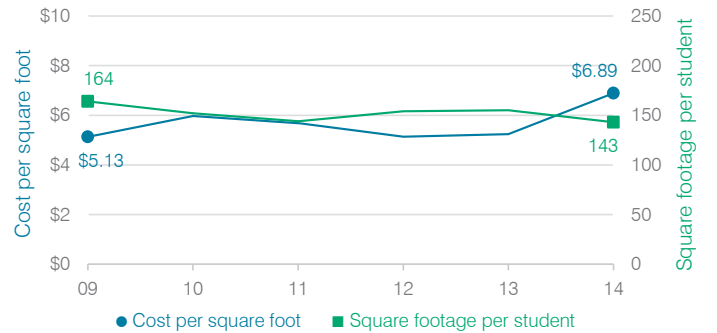
### Administrative cost per student



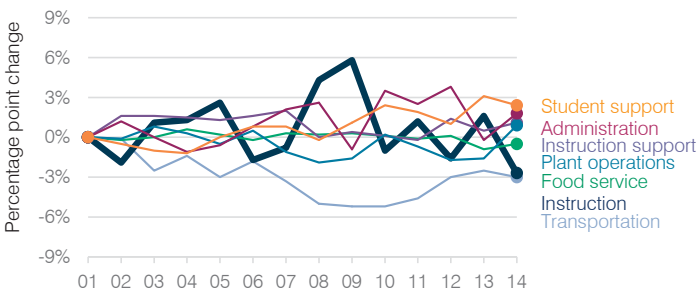
### Total operational and instructional spending per student



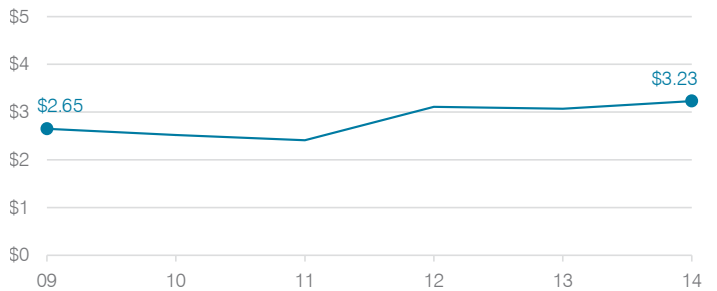
### Plant cost per square foot and square footage per student



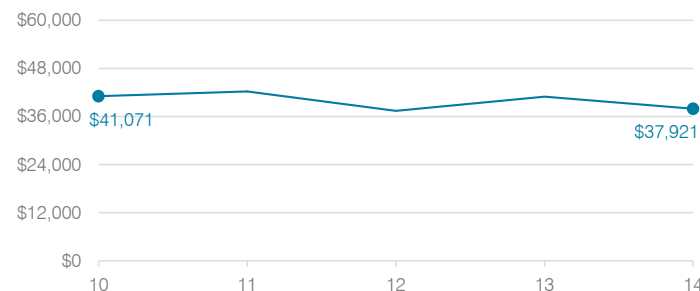
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider





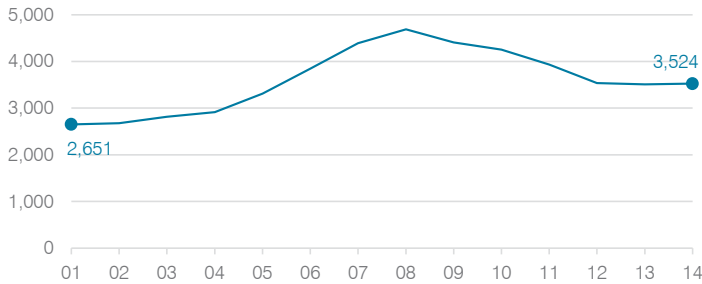
# Coolidge Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	53.3	54.9	51.9	51.9	54.3	54.4	55.7	52.0	52.8	47.3	50.2	47.6	44.9	45.7

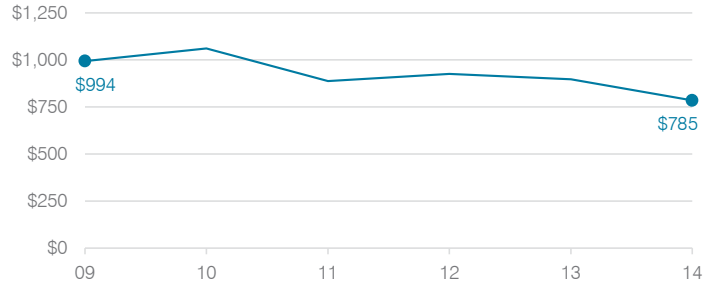
## OPERATIONAL TRENDS

Fiscal years as indicated

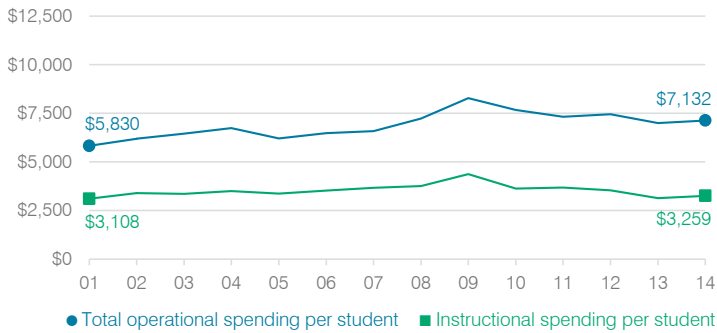
### Students attending



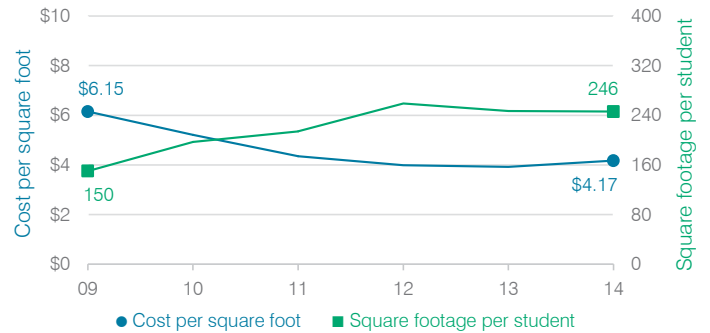
### Administrative cost per student



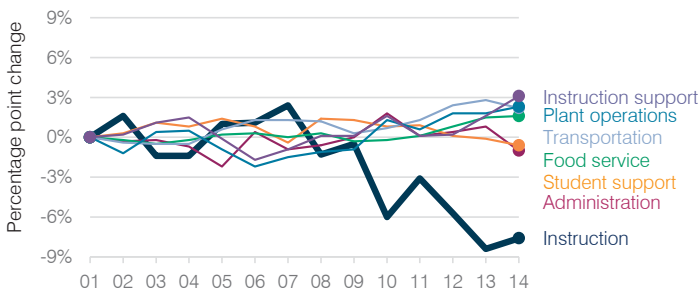
### Total operational and instructional spending per student



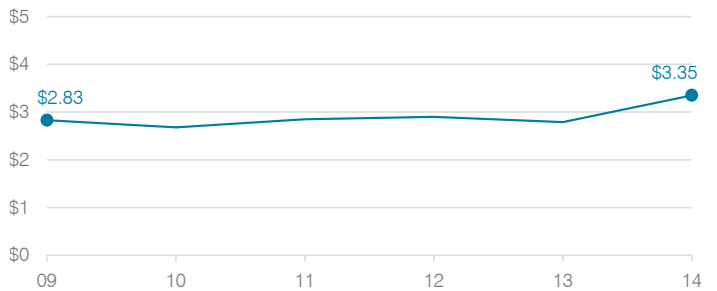
### Plant cost per square foot and square footage per student



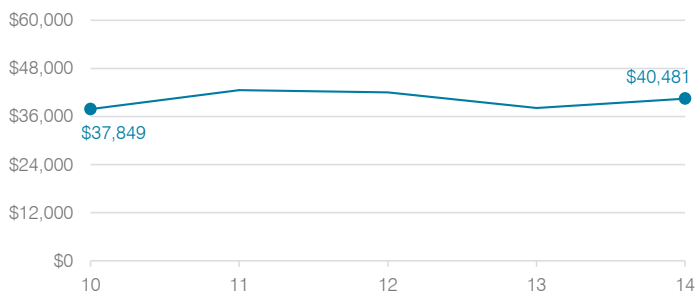
### Changes in operational spending percentages



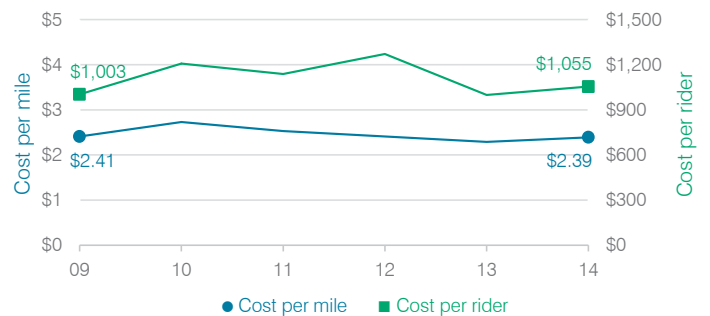
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider

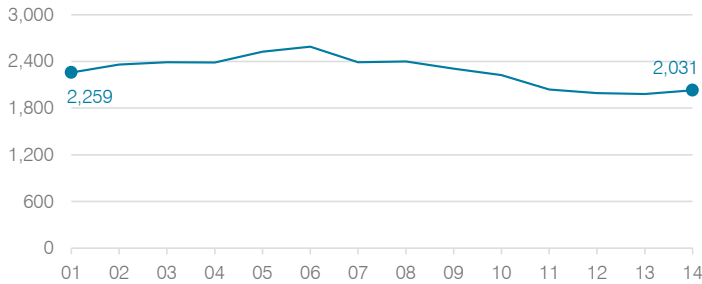


# Cottonwood-Oak Creek Elementary School District

Classroom dollar percentage: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014  
 53.8 52.4 56.1 53.6 53.9 53.5 53.4 55.8 57.0 52.8 47.8 50.6 55.7 52.0

## OPERATIONAL TRENDS Fiscal years as indicated

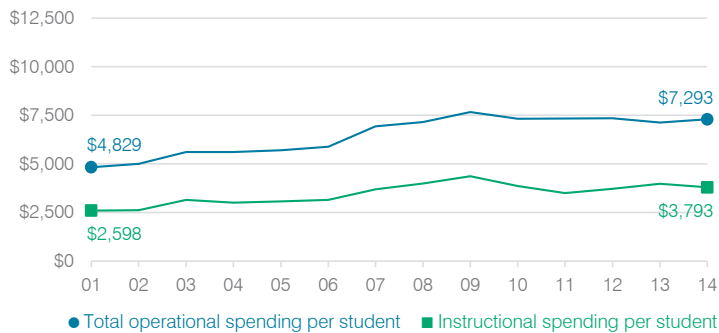
### Students attending



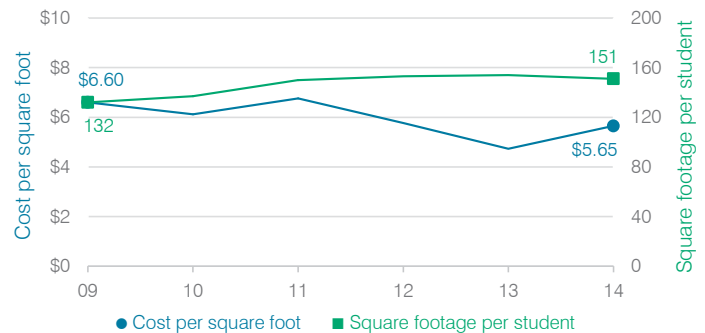
### Administrative cost per student



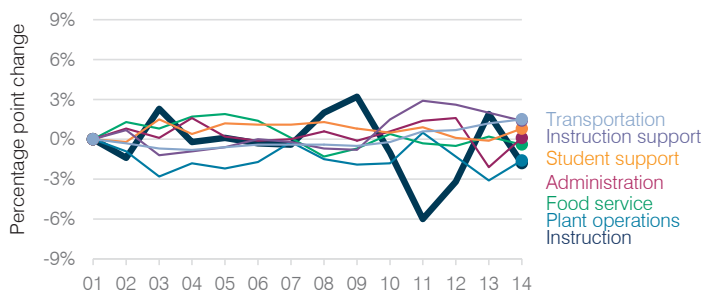
### Total operational and instructional spending per student



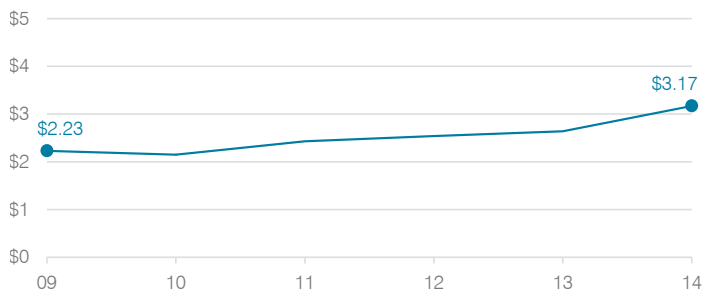
### Plant cost per square foot and square footage per student



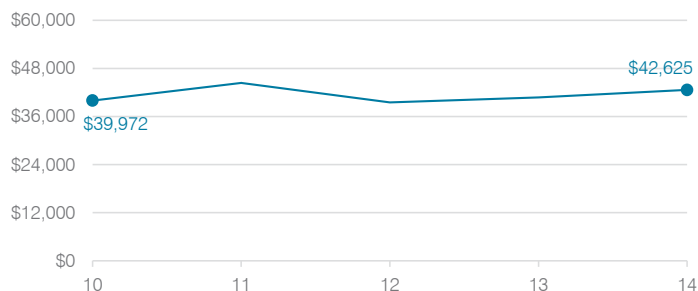
### Changes in operational spending percentages



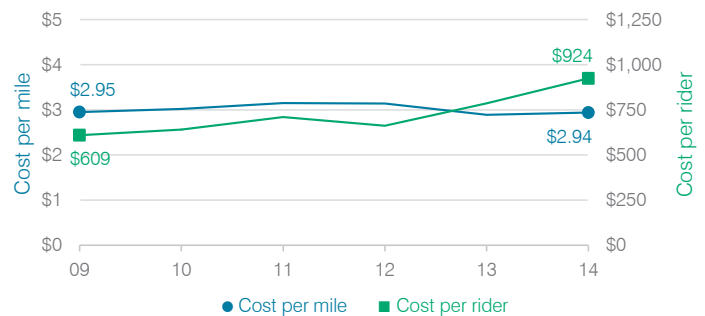
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider

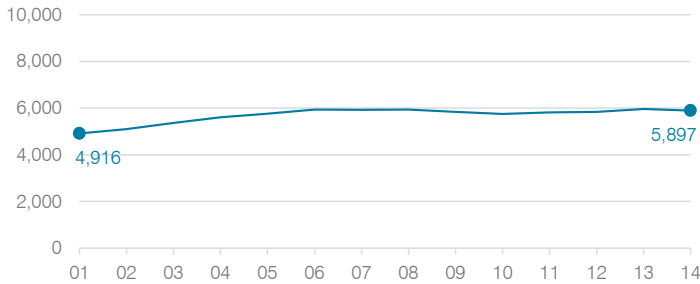


# Crane Elementary School District

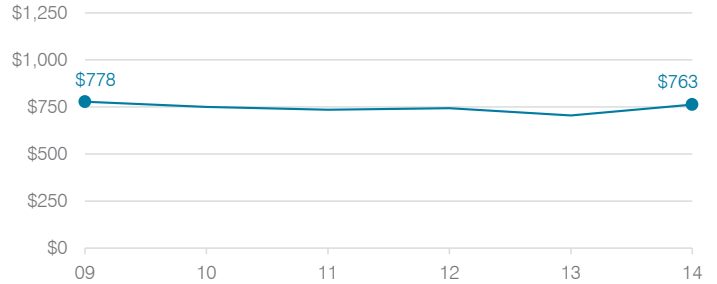
Classroom dollar percentage: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014  
 56.8 59.4 59.0 58.8 57.4 56.5 55.8 56.0 54.3 53.5 52.8 51.1 50.8 51.2

## OPERATIONAL TRENDS Fiscal years as indicated

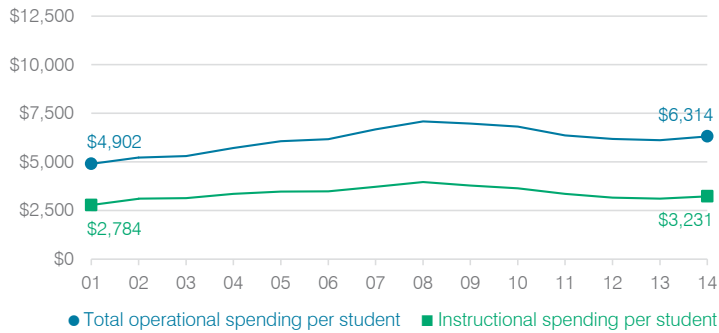
### Students attending



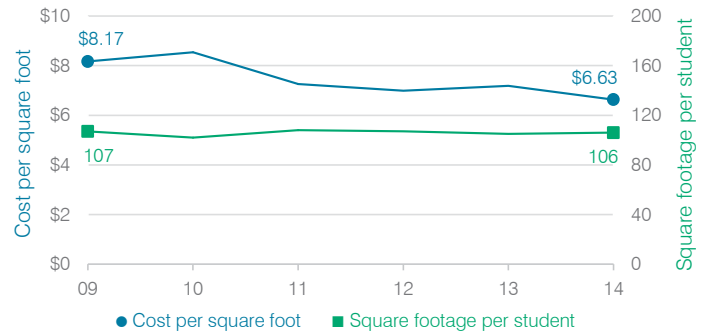
### Administrative cost per student



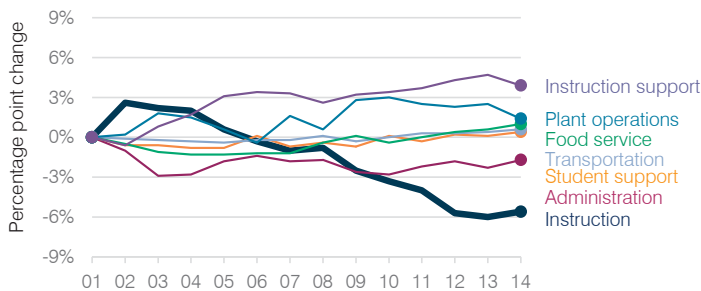
### Total operational and instructional spending per student



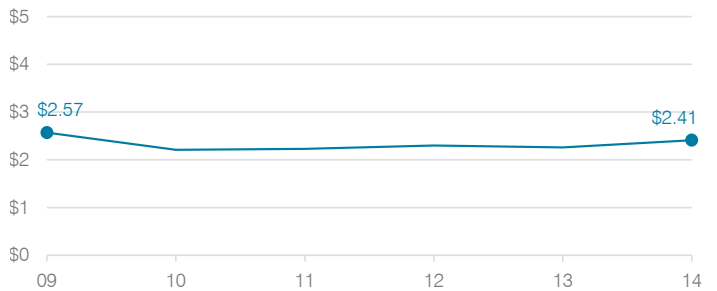
### Plant cost per square foot and square footage per student



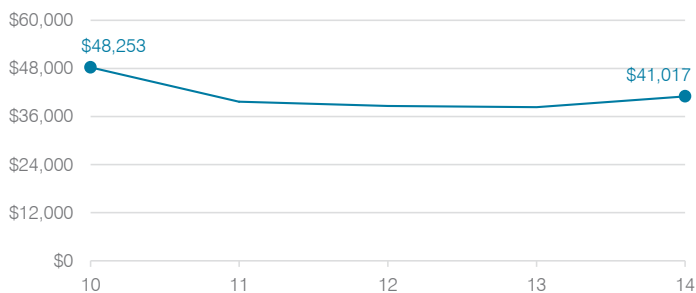
### Changes in operational spending percentages



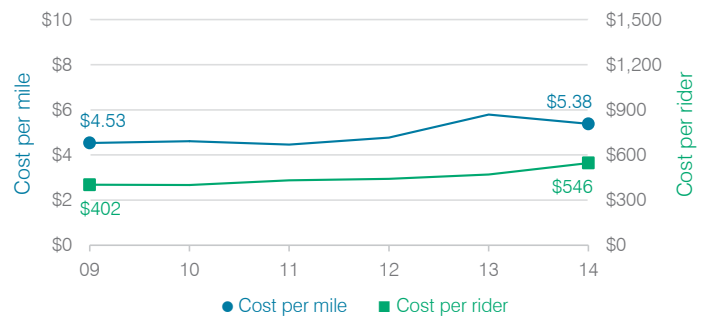
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



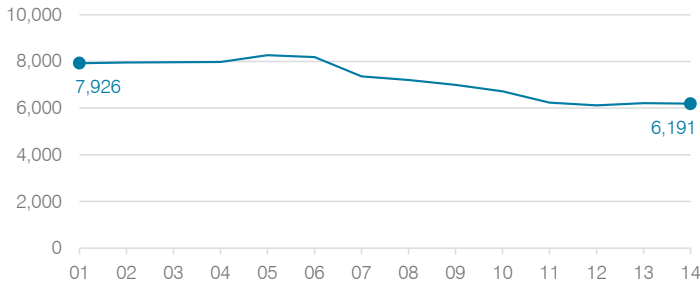
# Creighton Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	56.8	55.5	59.8	58.0	57.8	55.0	53.3	51.9	52.6	53.3	50.9	50.3	48.0	47.4

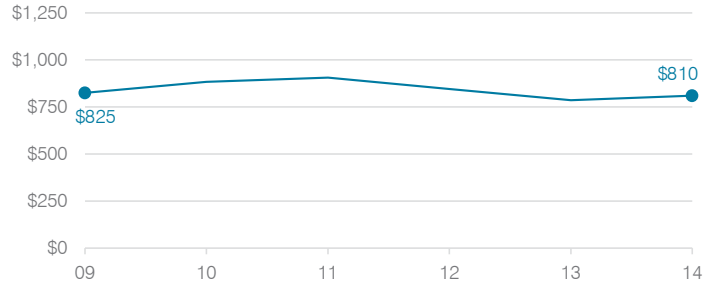
## OPERATIONAL TRENDS

Fiscal years as indicated

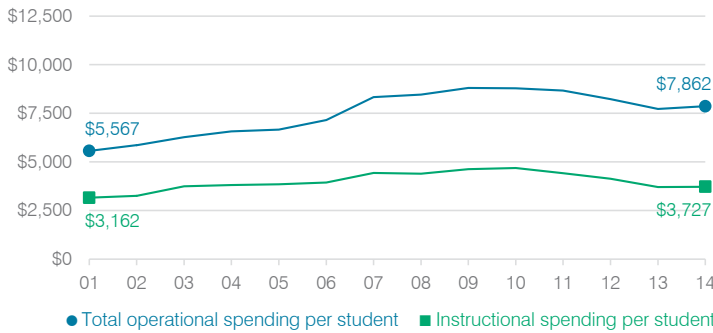
### Students attending



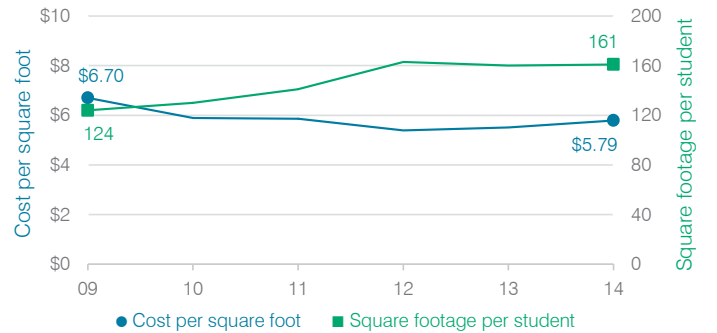
### Administrative cost per student



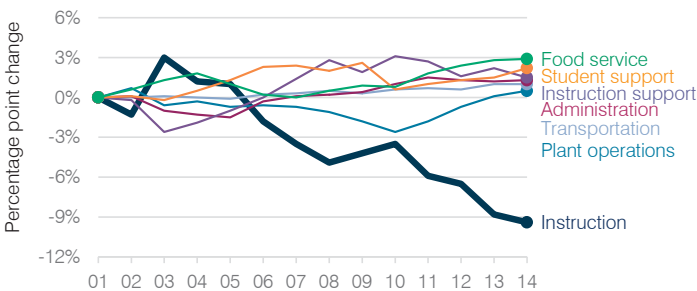
### Total operational and instructional spending per student



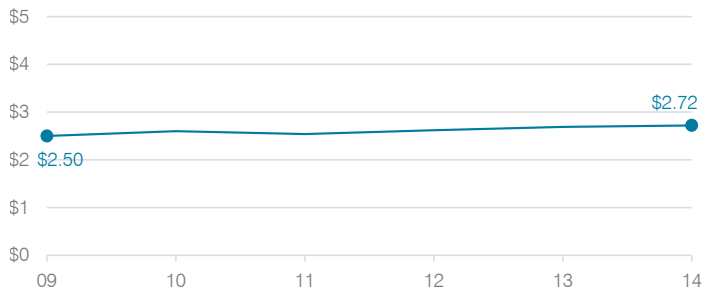
### Plant cost per square foot and square footage per student



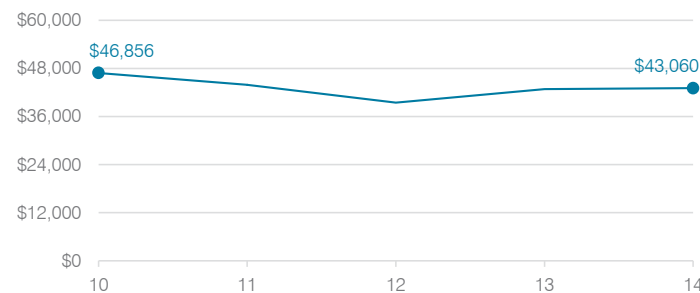
### Changes in operational spending percentages



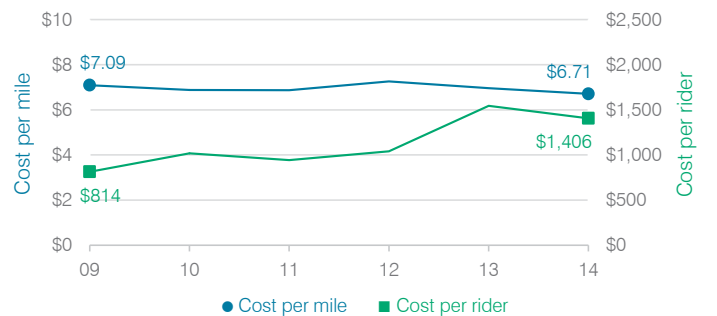
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



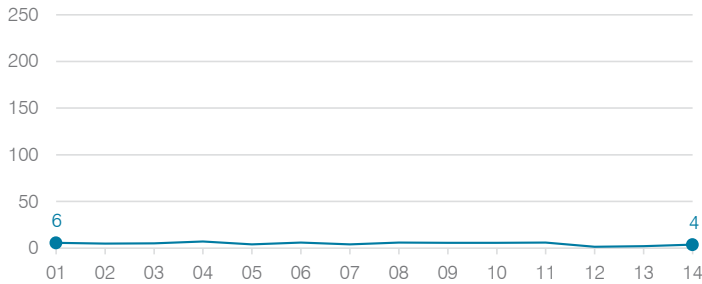
# Crown King Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	63.9	66.5	64.7	63.9	67.0	71.2	65.6	68.0	68.3	68.7	69.0	64.4	54.6	60.9

## OPERATIONAL TRENDS

Fiscal years as indicated

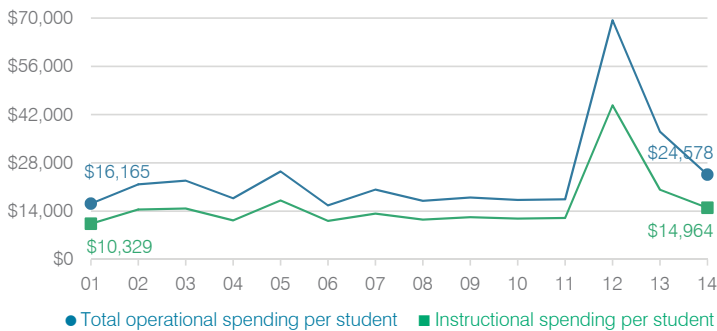
### Students attending



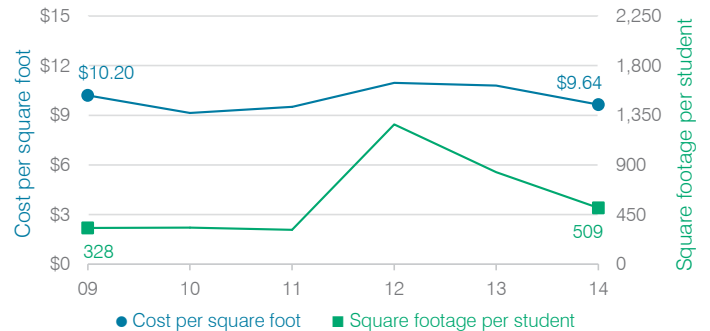
### Administrative cost per student



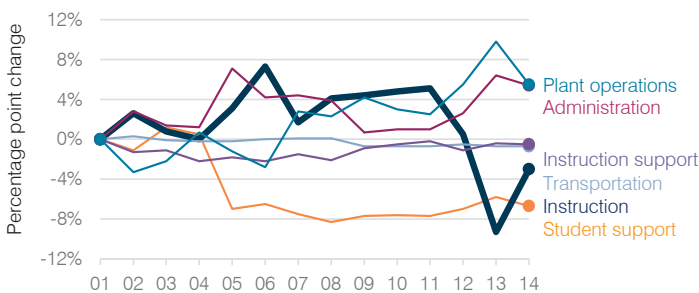
### Total operational and instructional spending per student



### Plant cost per square foot and square footage per student



### Changes in operational spending percentages



### Food service cost per meal

Food service cost per meal trend is not shown because the District did not operate a food service program during all or a substantial portion of fiscal years 2009 through 2014.

### Average teacher salary

Average teacher salary trend is not shown because the District had two or fewer teachers during all or a substantial portion of fiscal years 2010 through 2014.

### Transportation costs per mile and per rider

Transportation costs per mile and per rider trends are not shown because the District did not operate a transportation program during all or a substantial portion of fiscal years 2009 through 2014.

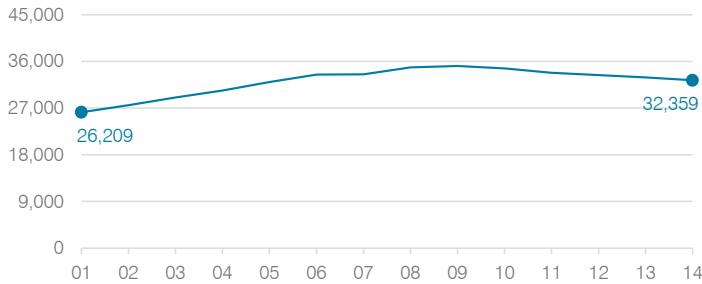
# Deer Valley Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	60.1	62.2	61.6	62.8	61.9	61.2	60.5	61.5	60.6	60.6	59.6	58.9	58.6	58.3

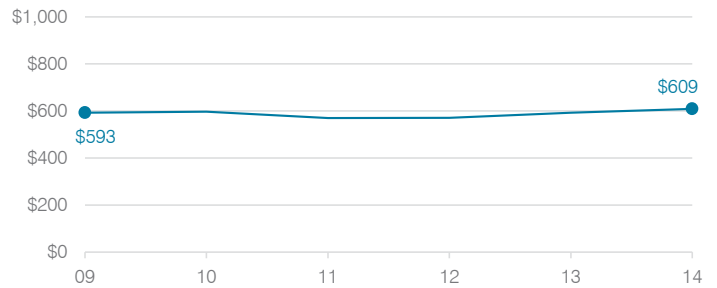
## OPERATIONAL TRENDS

Fiscal years as indicated

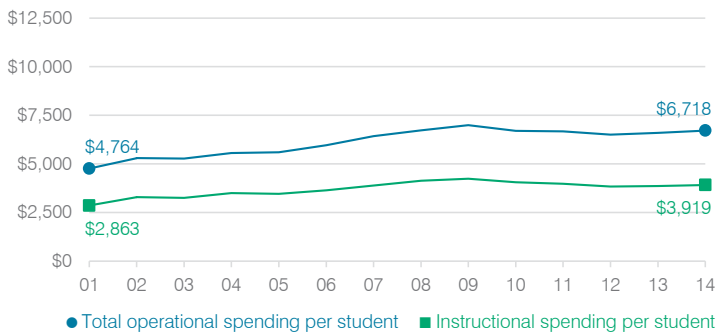
### Students attending



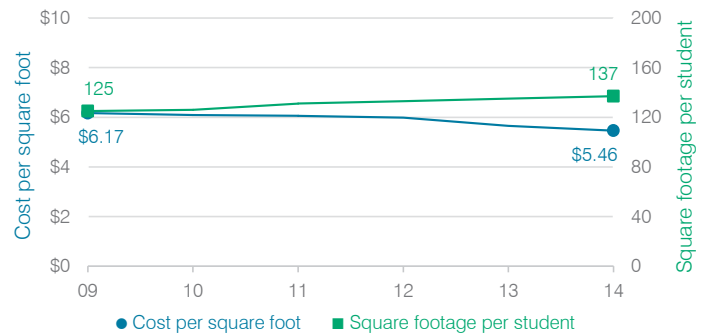
### Administrative cost per student



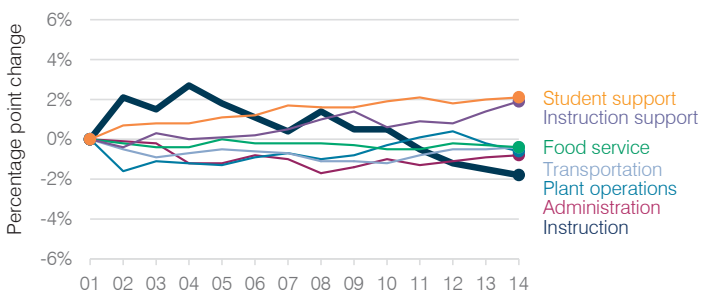
### Total operational and instructional spending per student



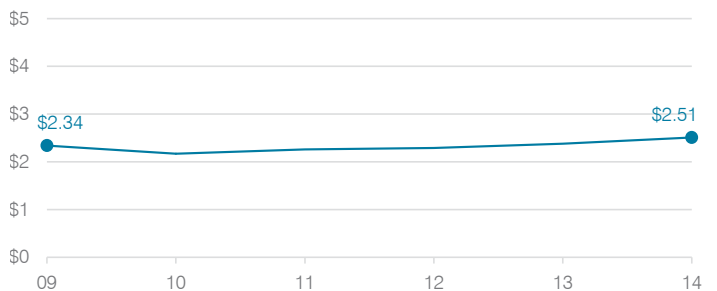
### Plant cost per square foot and square footage per student



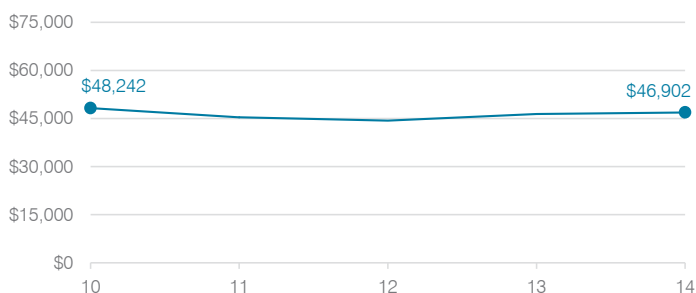
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



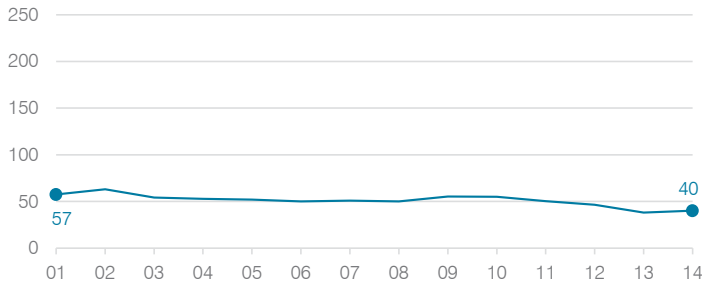
# Double Adobe Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	66.0	65.4	64.1	63.5	62.9	63.3	62.4	61.6	61.3	64.3	65.0	61.5	69.6	63.5

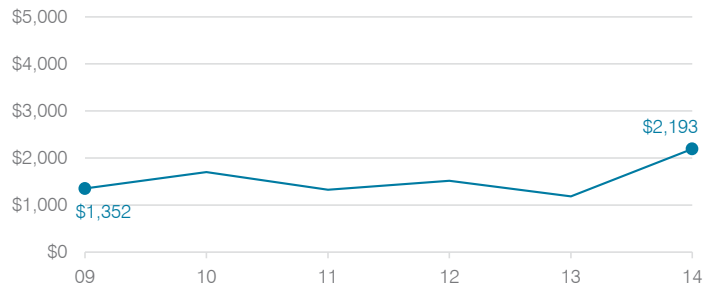
## OPERATIONAL TRENDS

Fiscal years as indicated

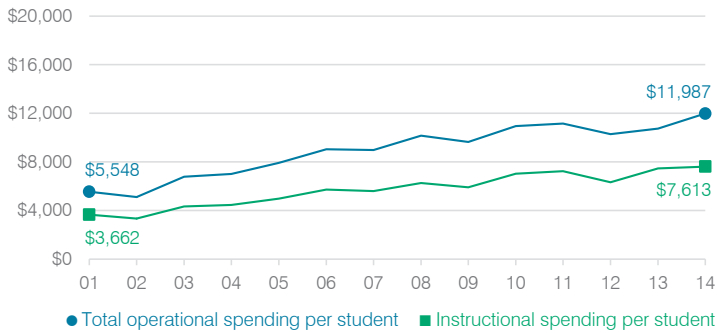
### Students attending



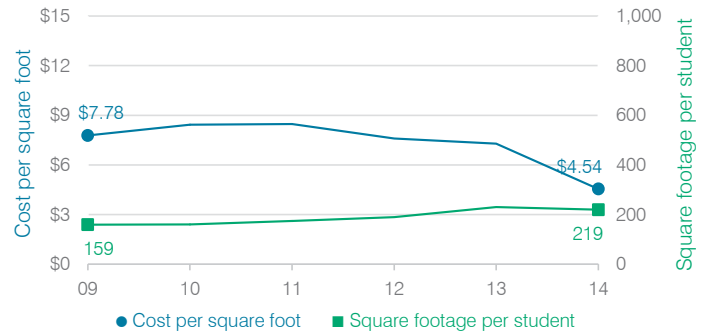
### Administrative cost per student



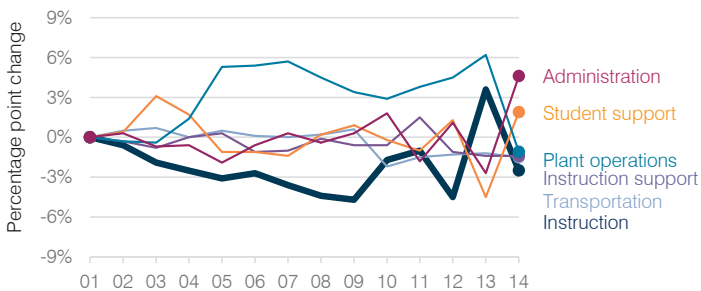
### Total operational and instructional spending per student



### Plant cost per square foot and square footage per student



### Changes in operational spending percentages



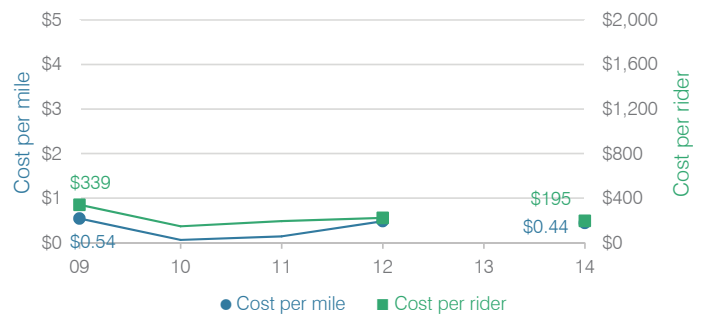
### Food service cost per meal

Food service cost per meal trend is not shown because the District did not operate a food service program during all or a substantial portion of fiscal years 2009 through 2014.

### Average teacher salary



### Transportation costs per mile and per rider



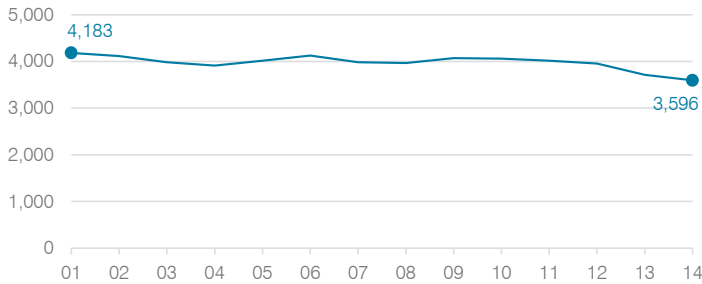
# Douglas Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	62.2	63.6	61.0	63.6	60.0	58.8	59.5	58.2	54.9	53.2	53.8	52.3	52.4	50.7

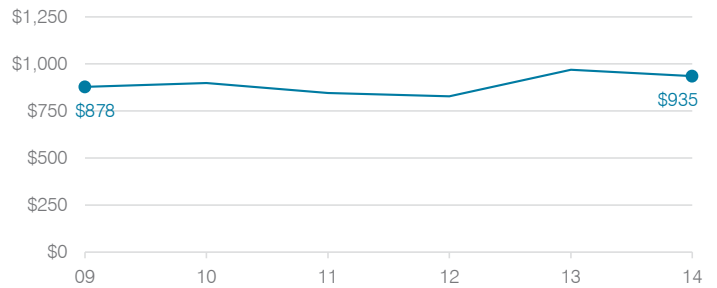
## OPERATIONAL TRENDS

Fiscal years as indicated

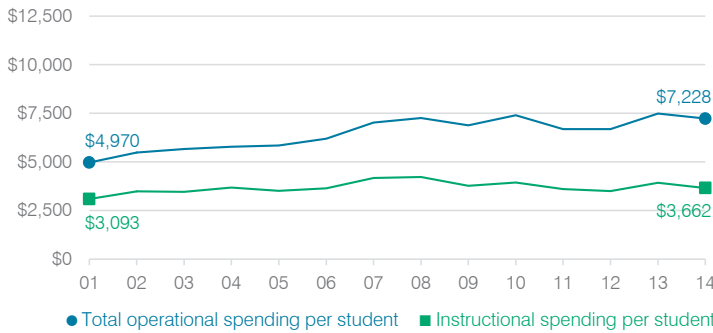
### Students attending



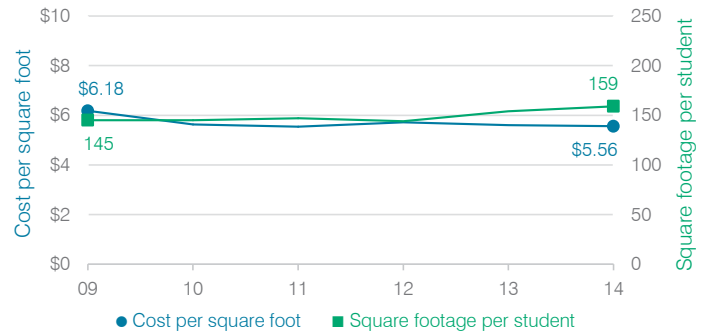
### Administrative cost per student



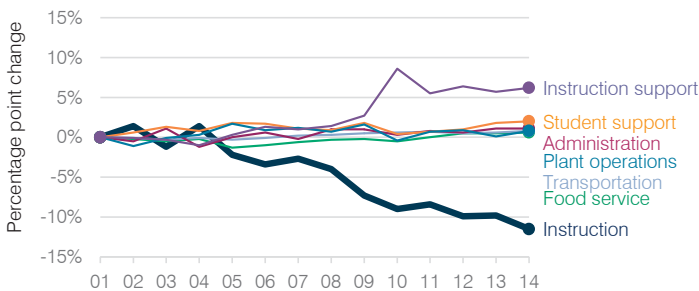
### Total operational and instructional spending per student



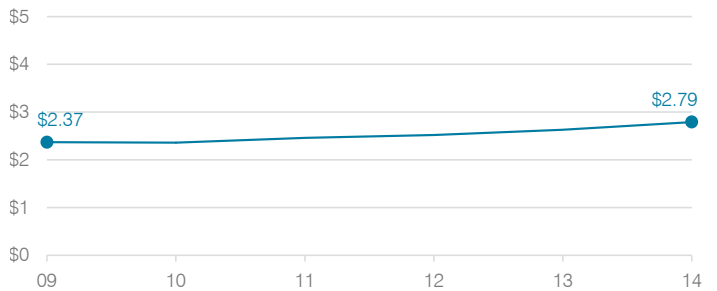
### Plant cost per square foot and square footage per student



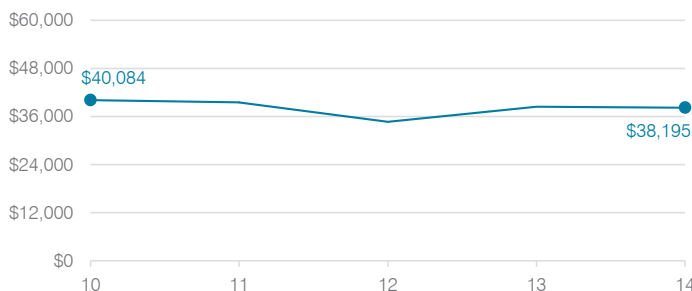
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider





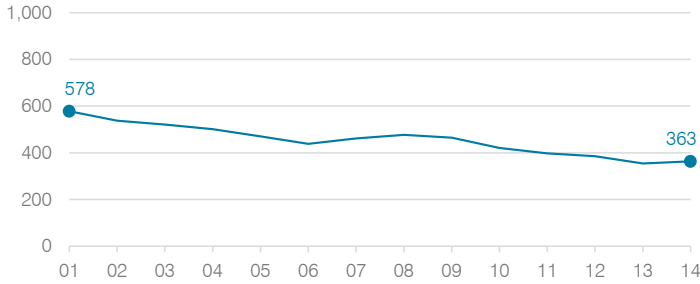
# Duncan Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	57.5	63.5	58.3	58.1	57.1	58.1	55.9	55.3	56.0	54.9	52.8	50.1	49.7	48.7

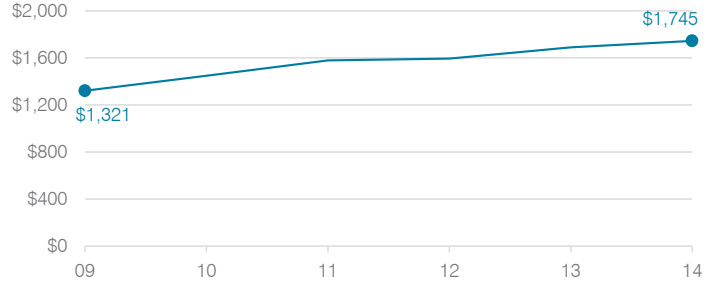
## OPERATIONAL TRENDS

Fiscal years as indicated

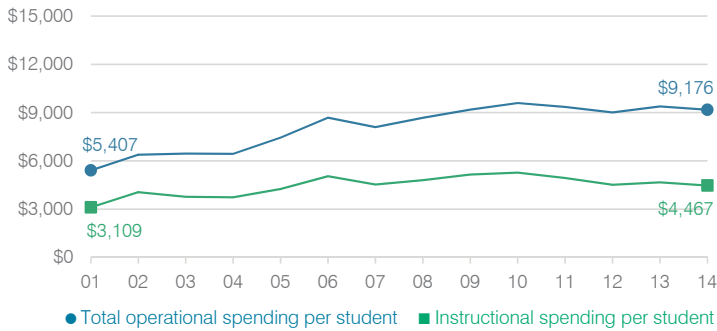
### Students attending



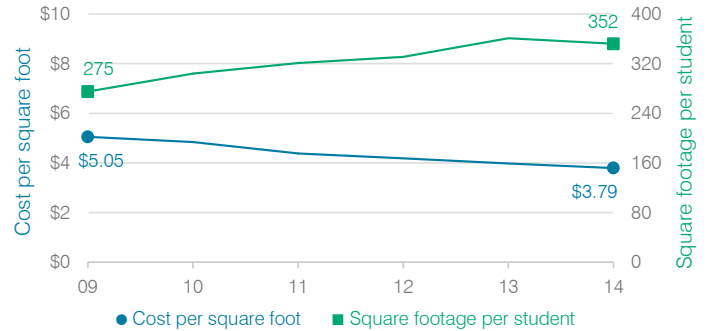
### Administrative cost per student



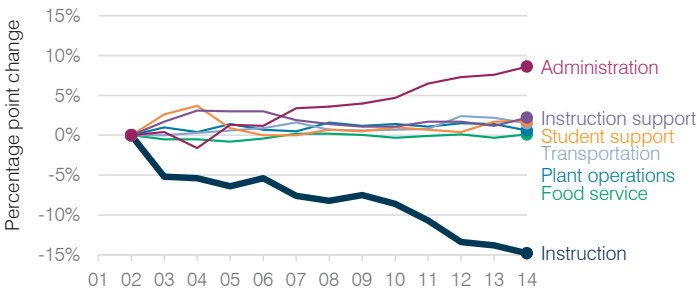
### Total operational and instructional spending per student



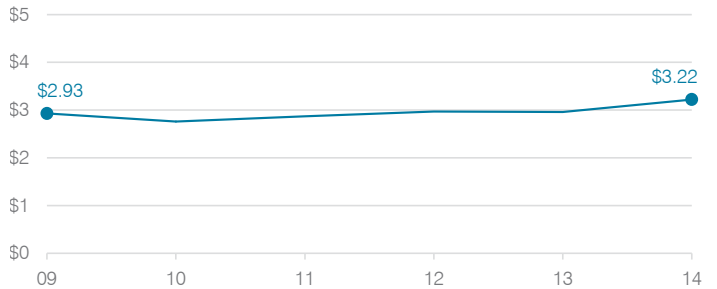
### Plant cost per square foot and square footage per student



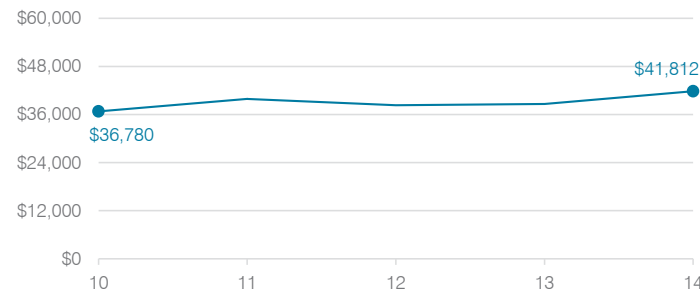
### Changes in operational spending percentages



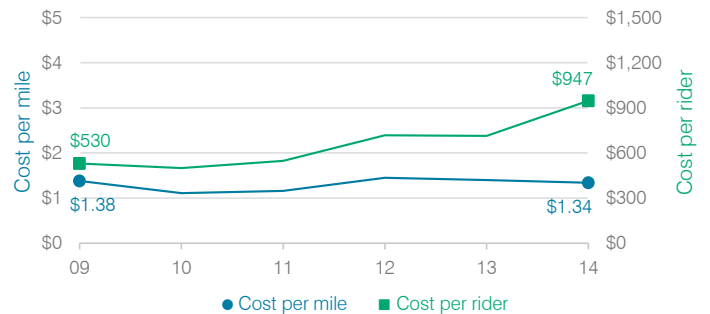
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



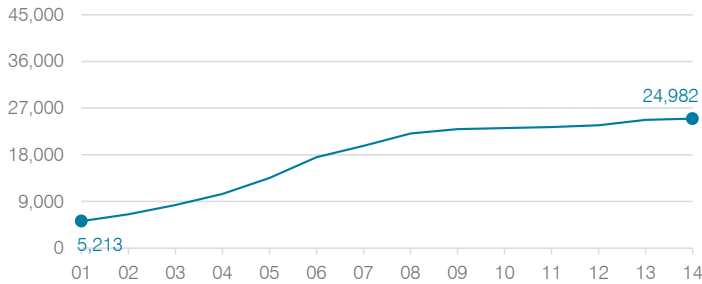
# Dysart Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	50.8	55.1	55.8	55.3	57.4	59.4	58.9	57.3	57.2	55.9	55.3	54.9	55.8	55.2

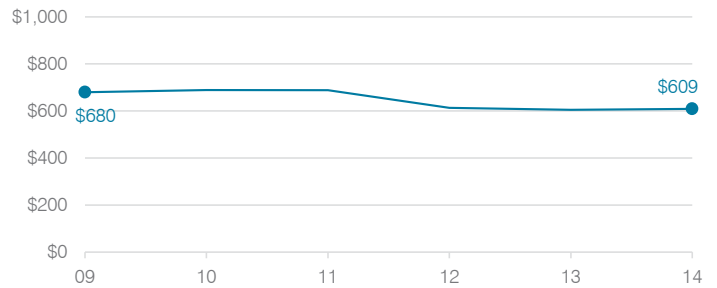
## OPERATIONAL TRENDS

Fiscal years as indicated

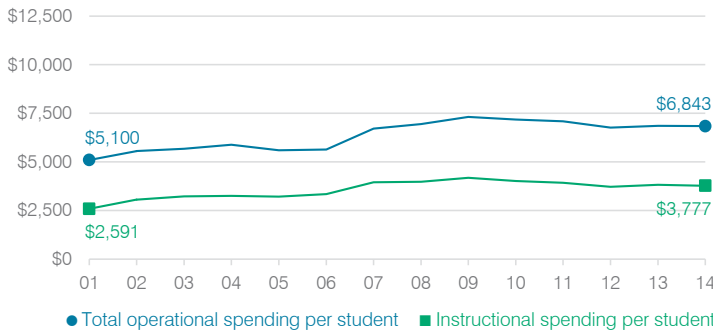
### Students attending



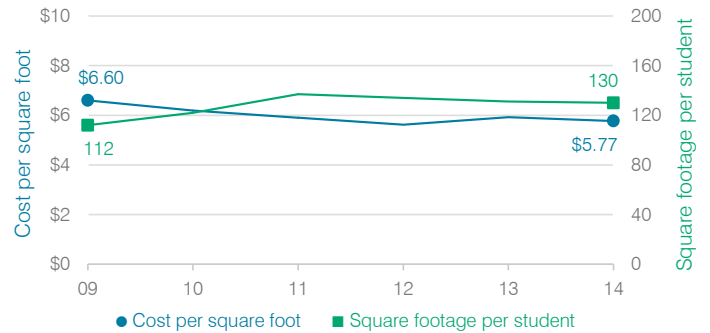
### Administrative cost per student



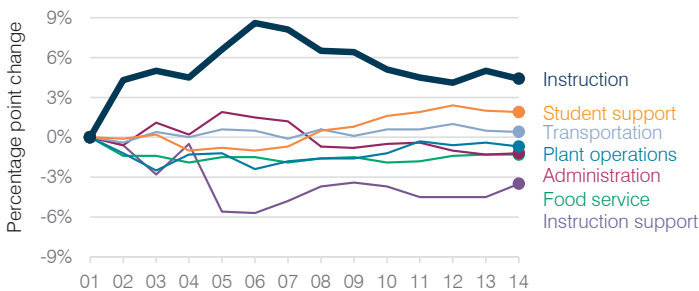
### Total operational and instructional spending per student



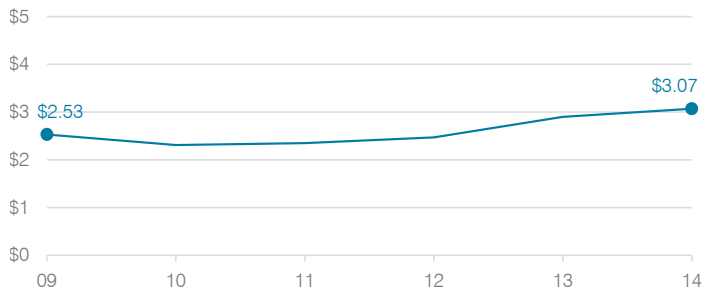
### Plant cost per square foot and square footage per student



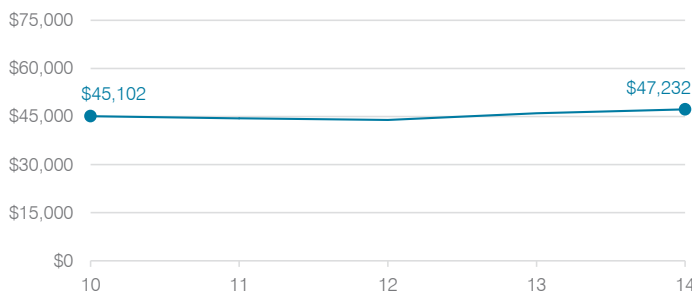
### Changes in operational spending percentages



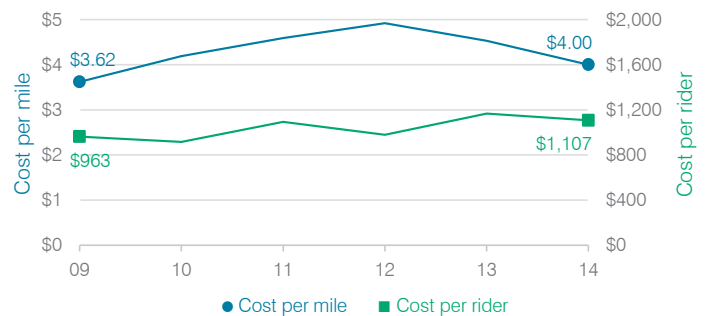
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



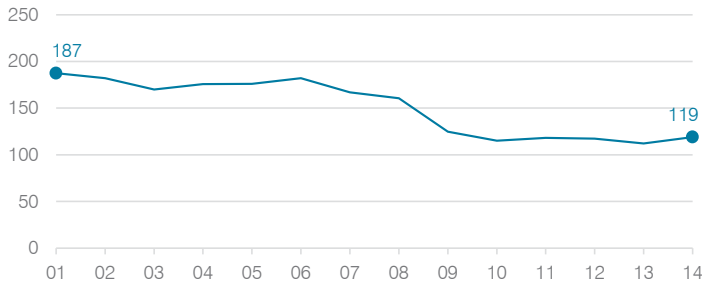
# Elfrida Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	52.0	51.0	60.2	61.2	55.4	50.1	53.0	57.2	51.0	58.3	51.7	56.6	55.5	55.1

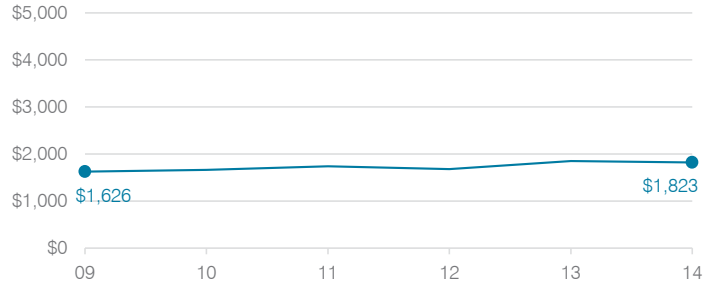
## OPERATIONAL TRENDS

Fiscal years as indicated

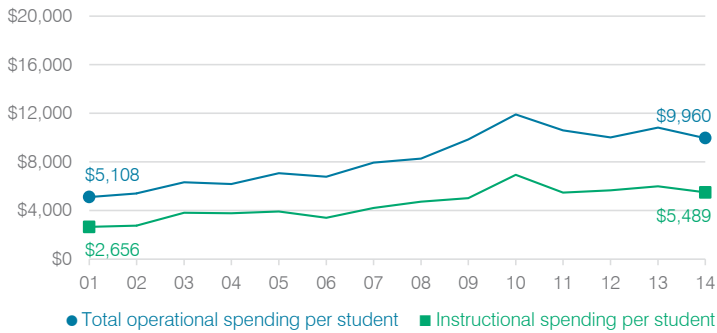
### Students attending



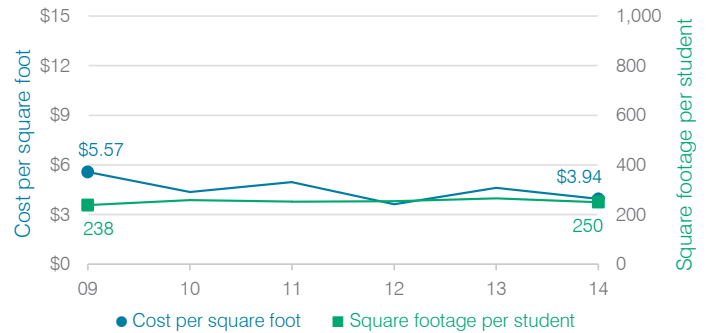
### Administrative cost per student



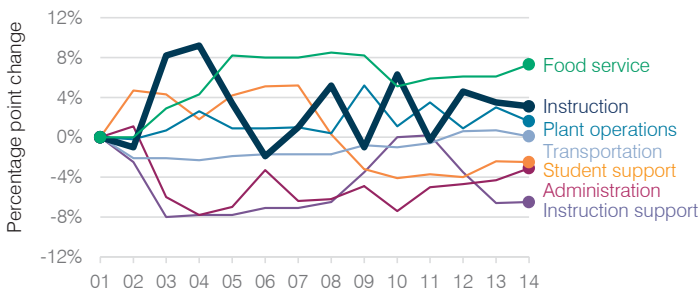
### Total operational and instructional spending per student



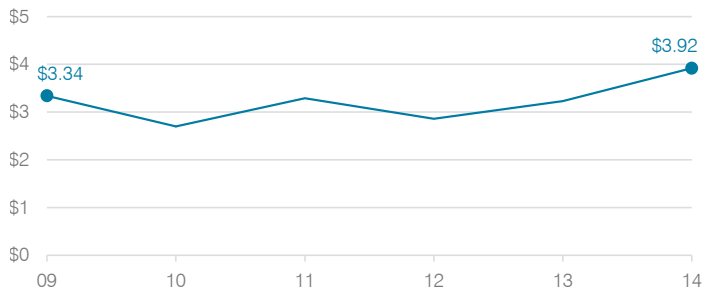
### Plant cost per square foot and square footage per student



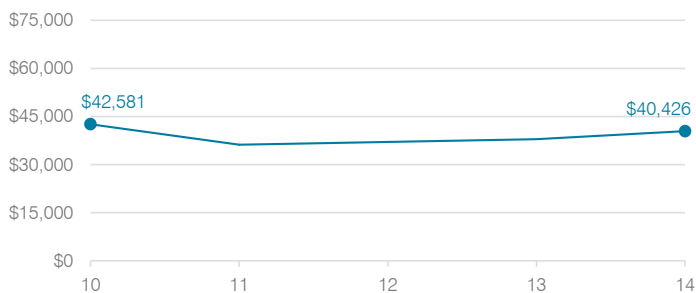
### Changes in operational spending percentages



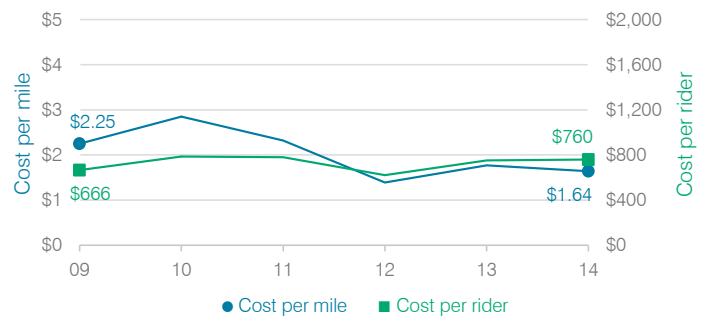
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider

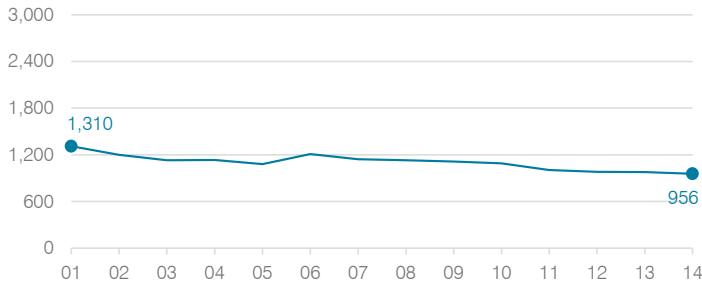


# Eloy Elementary School District

Classroom dollar percentage: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014  
 56.9 54.4 54.0 52.2 51.3 52.9 52.4 51.5 50.7 47.5 47.9 47.0 46.7 43.9

## OPERATIONAL TRENDS Fiscal years as indicated

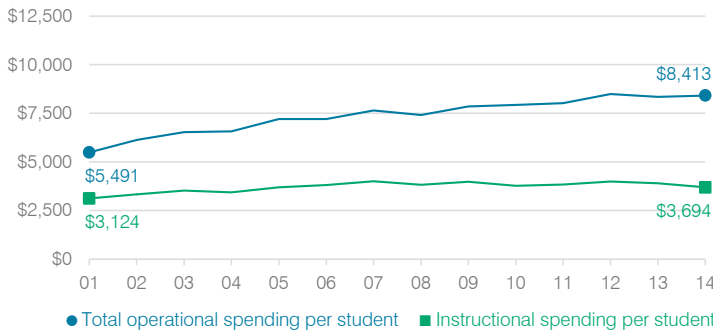
### Students attending



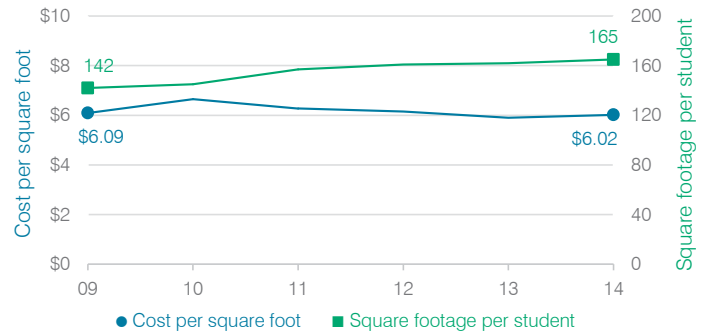
### Administrative cost per student



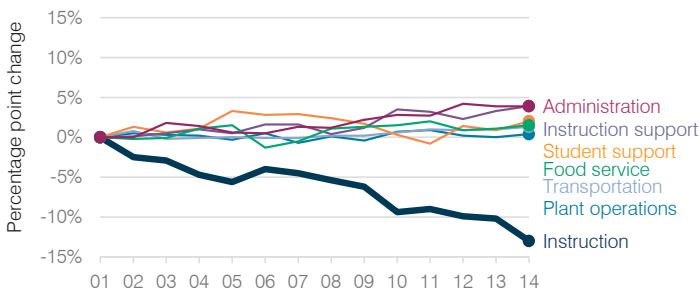
### Total operational and instructional spending per student



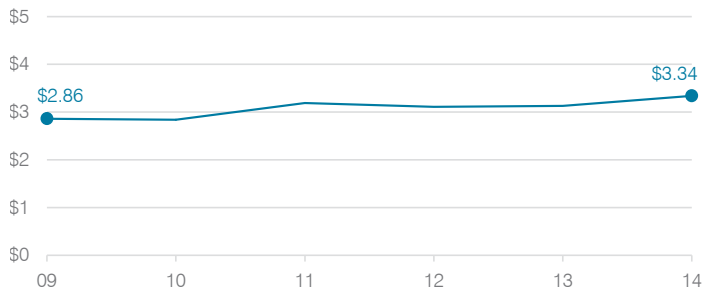
### Plant cost per square foot and square footage per student



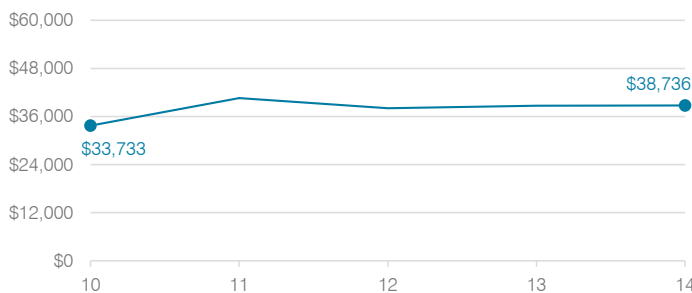
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



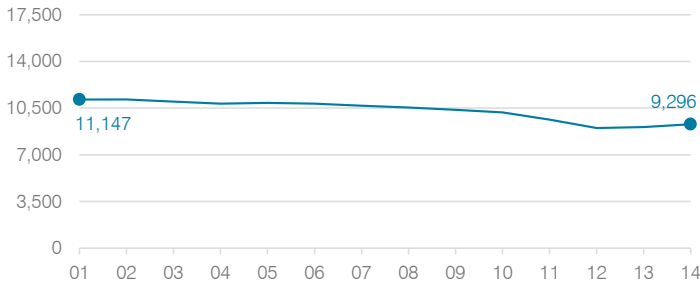
# Flagstaff Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	61.3	60.7	61.3	58.4	57.9	58.3	58.5	56.9	57.2	56.1	57.0	54.8	54.2	53.6

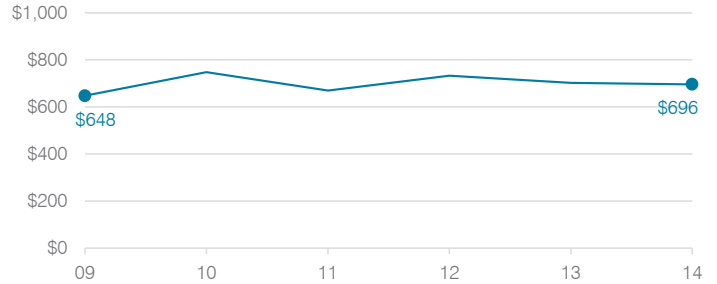
## OPERATIONAL TRENDS

Fiscal years as indicated

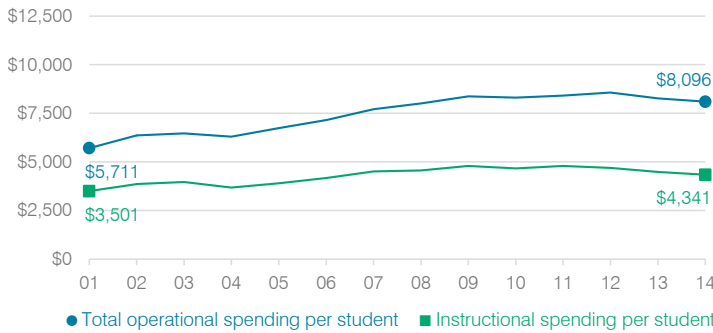
### Students attending



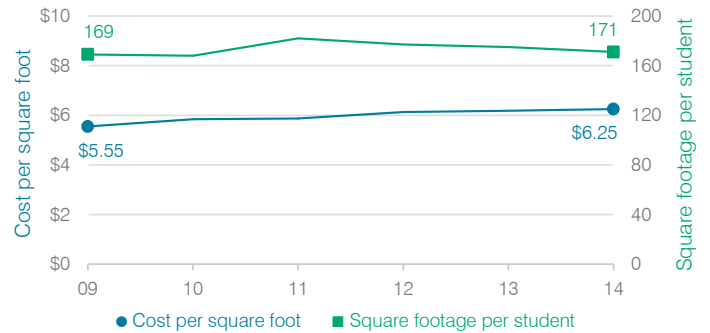
### Administrative cost per student



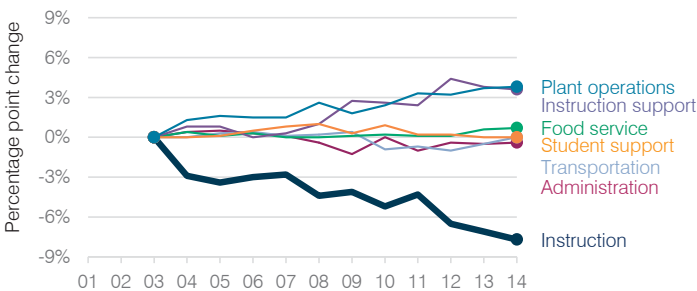
### Total operational and instructional spending per student



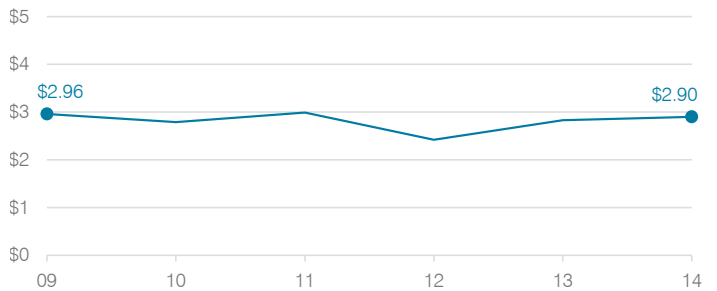
### Plant cost per square foot and square footage per student



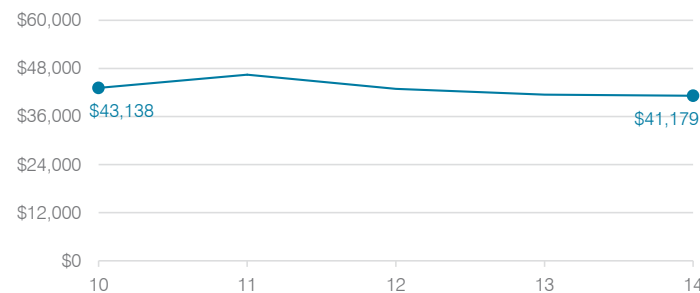
### Changes in operational spending percentages



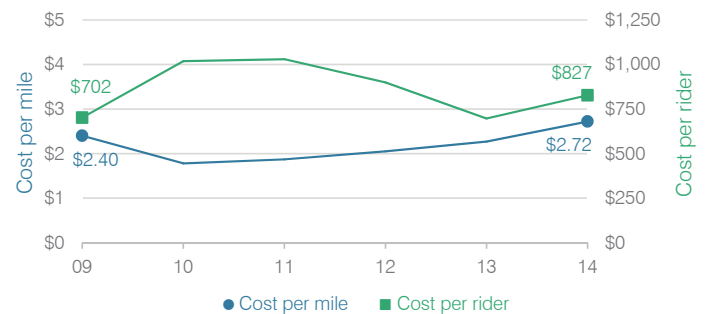
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



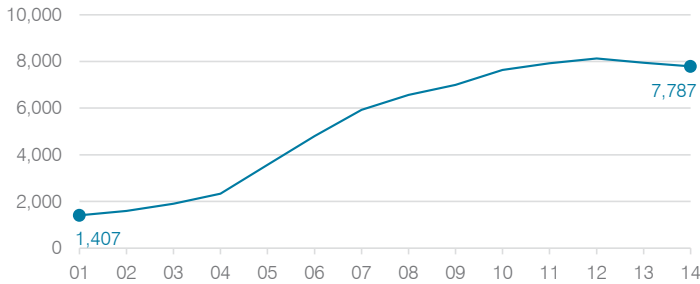
# Florence Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	54.6	57.6	59.8	56.4	59.9	63.2	56.1	56.2	55.4	57.3	54.0	53.4	51.7	50.6

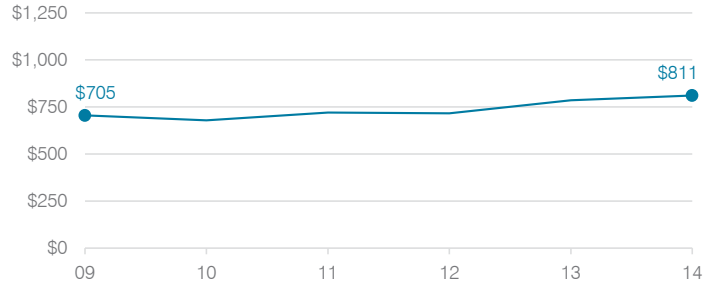
## OPERATIONAL TRENDS

Fiscal years as indicated

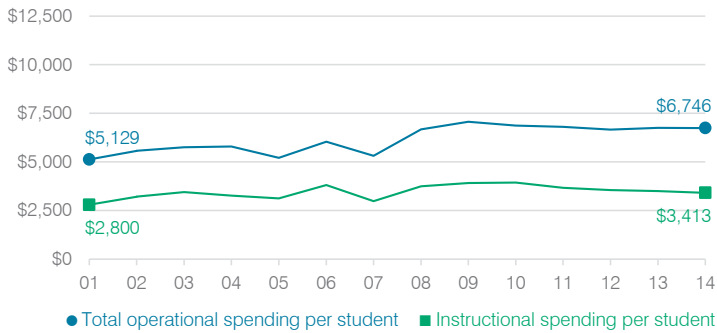
### Students attending



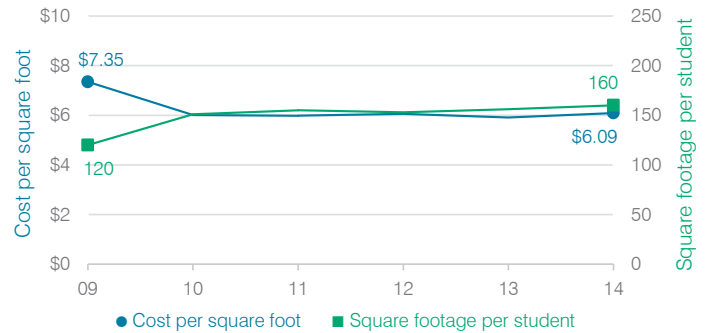
### Administrative cost per student



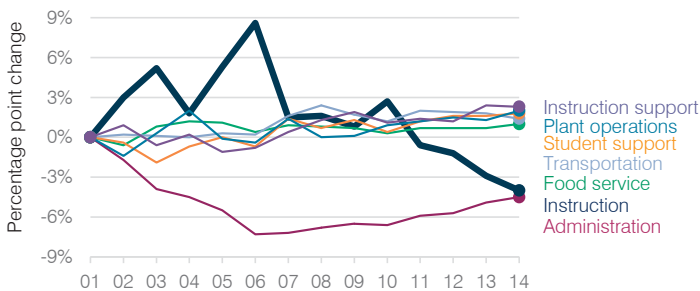
### Total operational and instructional spending per student



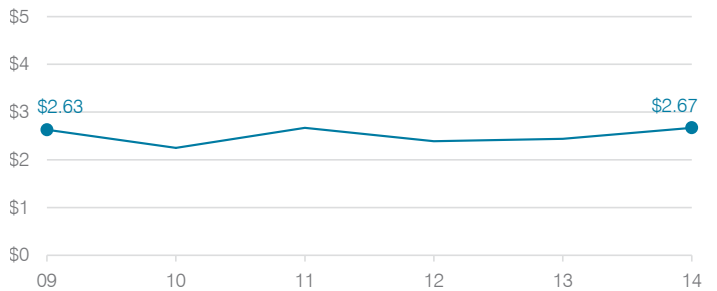
### Plant cost per square foot and square footage per student



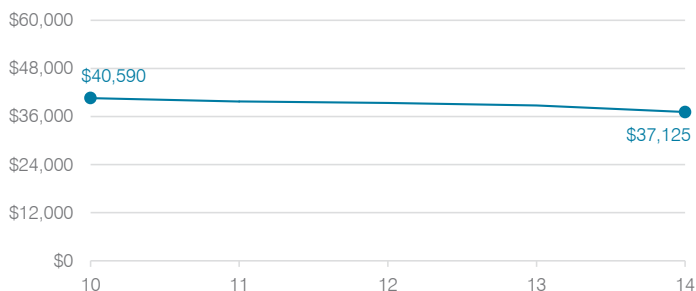
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



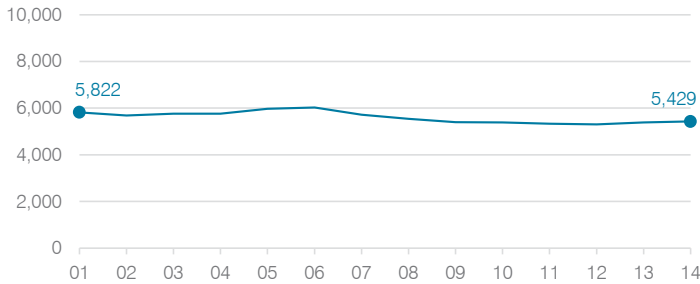
# Flowing Wells Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	57.8	59.4	59.7	60.6	60.7	60.0	59.0	57.7	58.4	54.8	53.2	51.9	52.3	53.1

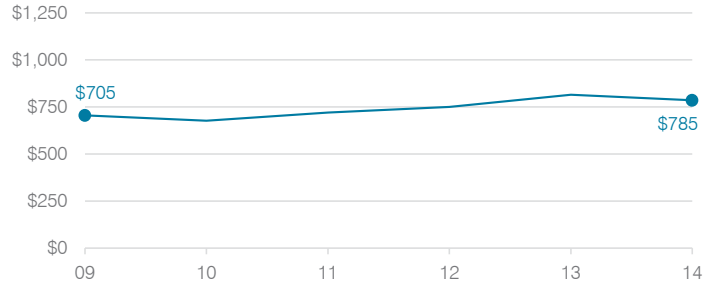
## OPERATIONAL TRENDS

Fiscal years as indicated

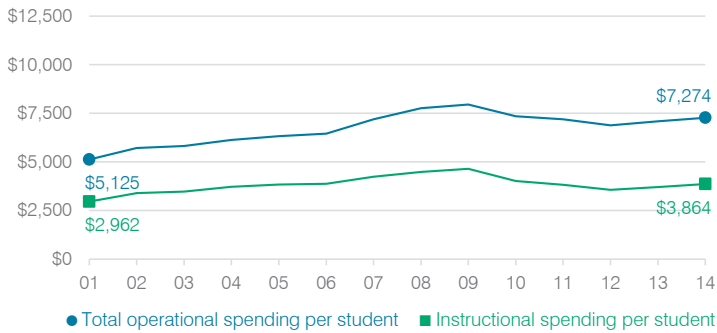
### Students attending



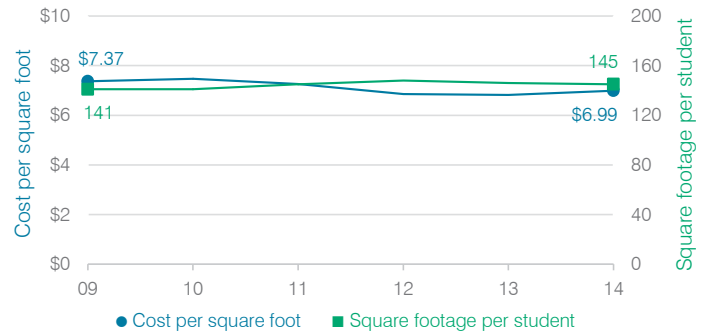
### Administrative cost per student



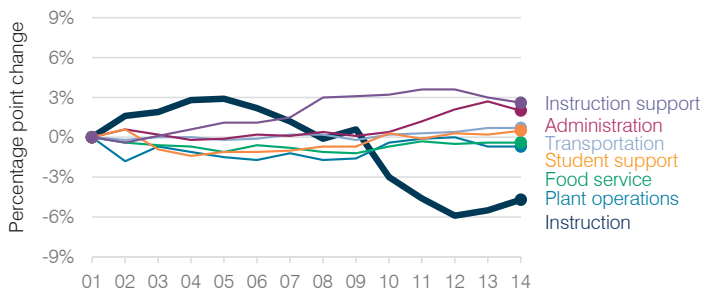
### Total operational and instructional spending per student



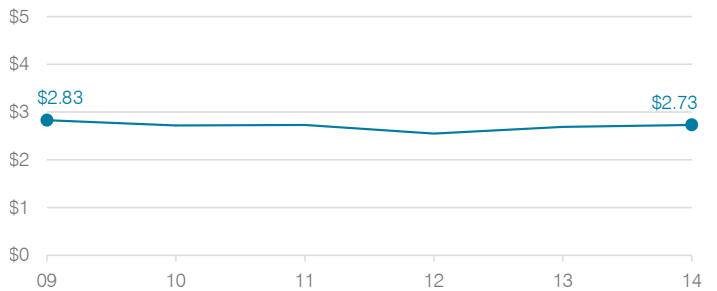
### Plant cost per square foot and square footage per student



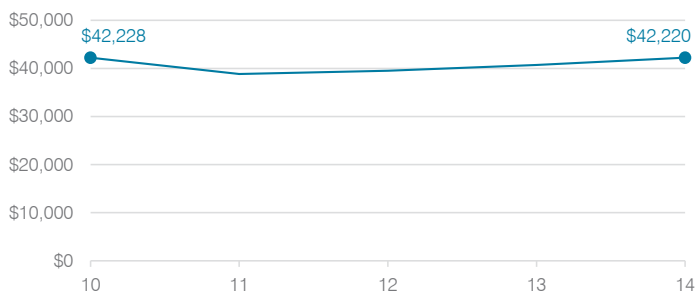
### Changes in operational spending percentages



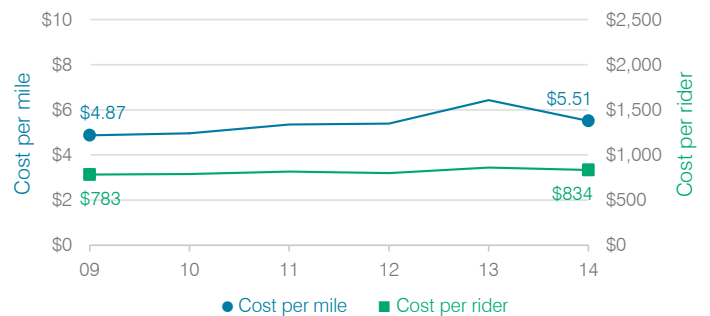
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



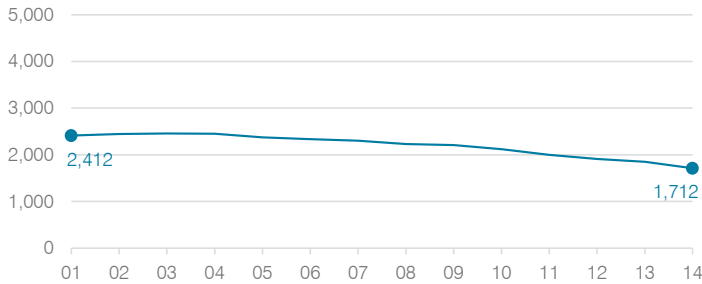
# Fountain Hills Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	56.4	60.4	55.6	53.9	56.5	57.1	57.9	57.1	56.4	52.6	54.3	54.3	54.6	54.8

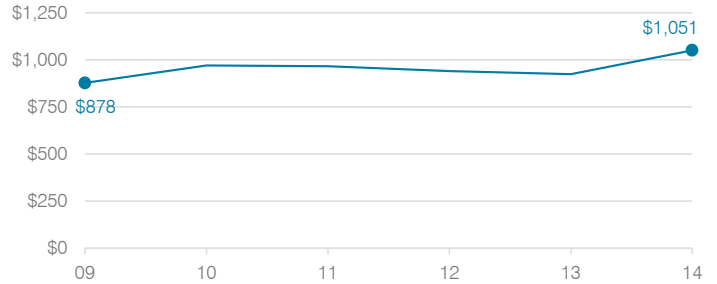
## OPERATIONAL TRENDS

Fiscal years as indicated

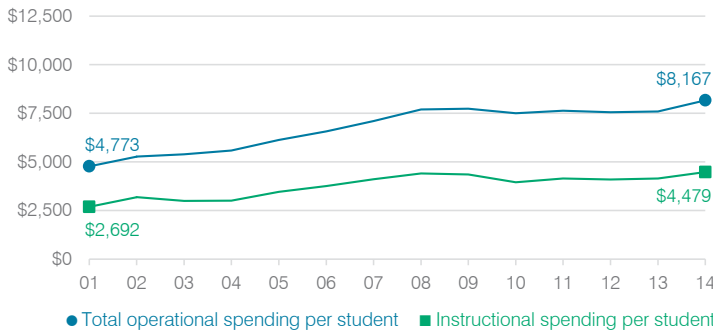
### Students attending



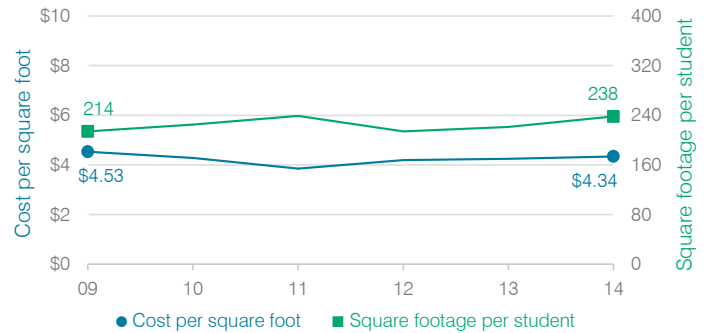
### Administrative cost per student



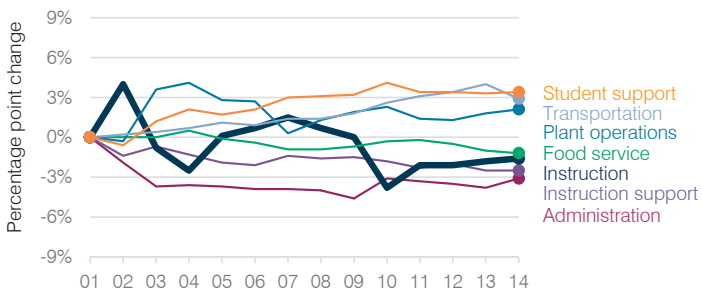
### Total operational and instructional spending per student



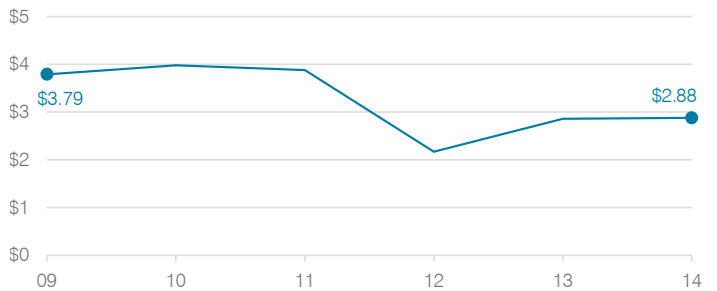
### Plant cost per square foot and square footage per student



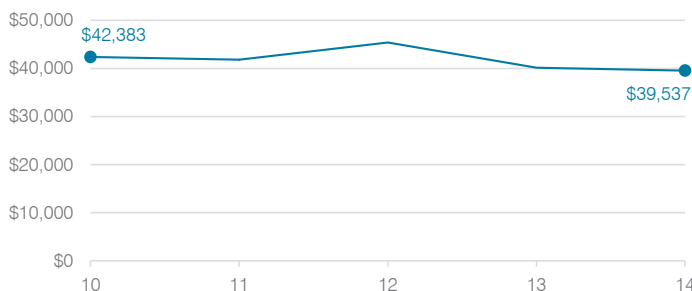
### Changes in operational spending percentages



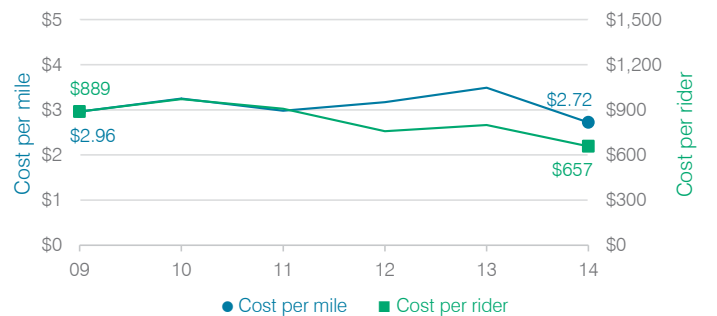
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider





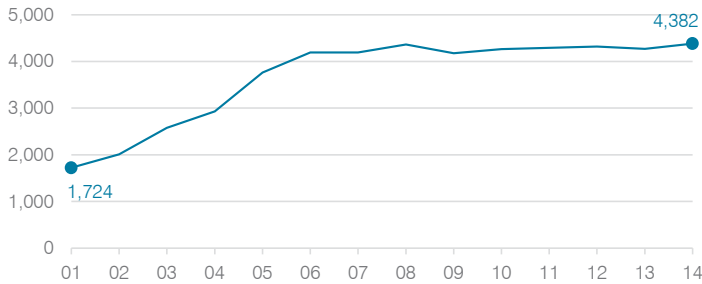
# Fowler Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	56.9	56.4	60.1	60.7	60.3	57.5	60.4	57.5	57.3	57.2	55.6	53.3	53.3	55.8

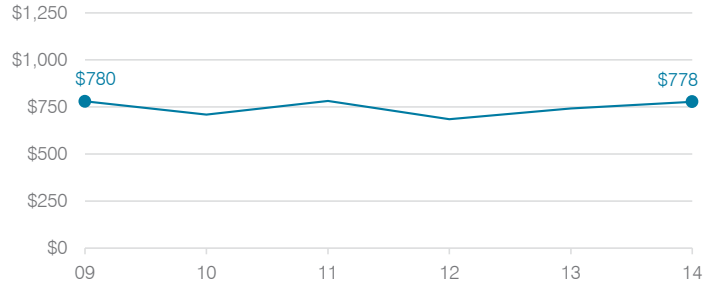
## OPERATIONAL TRENDS

Fiscal years as indicated

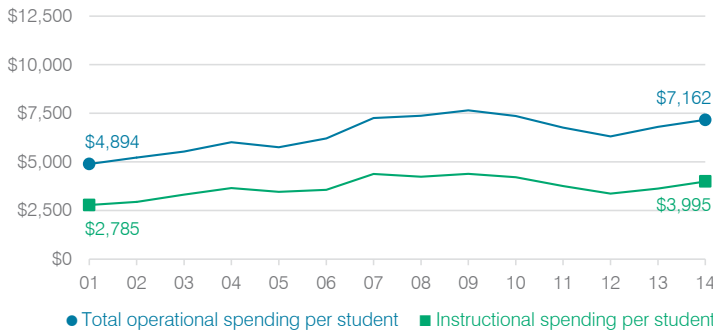
### Students attending



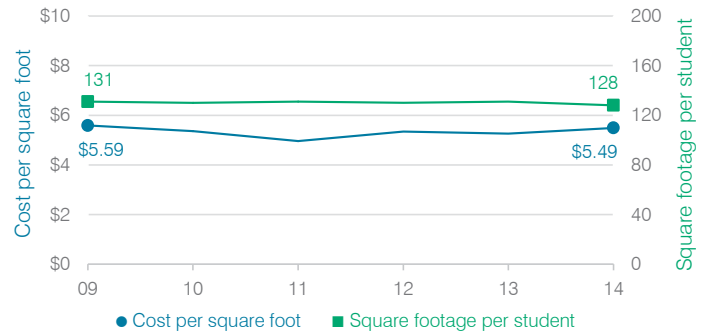
### Administrative cost per student



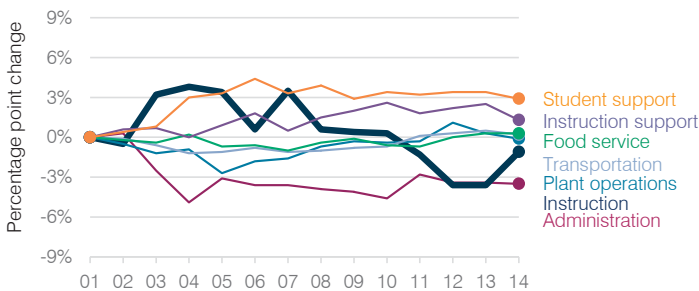
### Total operational and instructional spending per student



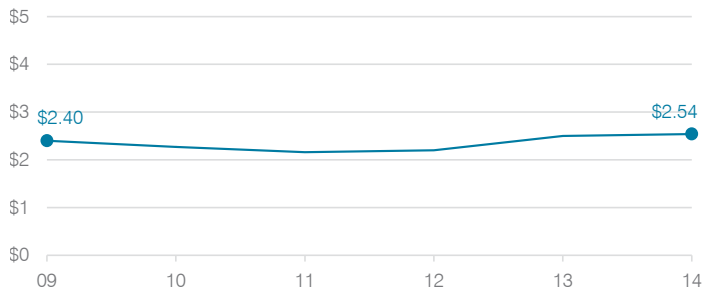
### Plant cost per square foot and square footage per student



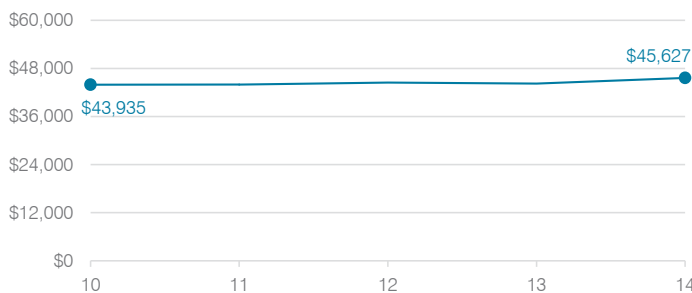
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



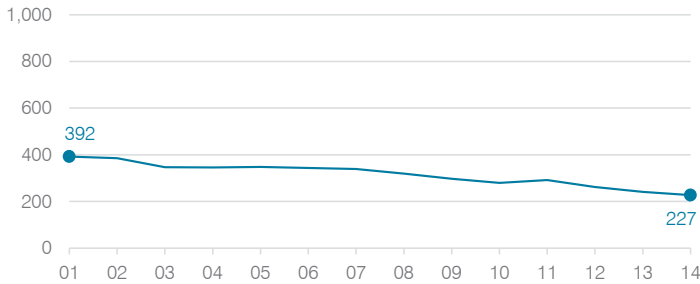
# Fredonia-Moccasin Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	60.2	60.7	59.3	62.8	62.4	59.8	53.6	59.9	53.4	51.1	52.6	50.4	52.9	52.9

## OPERATIONAL TRENDS

Fiscal years as indicated

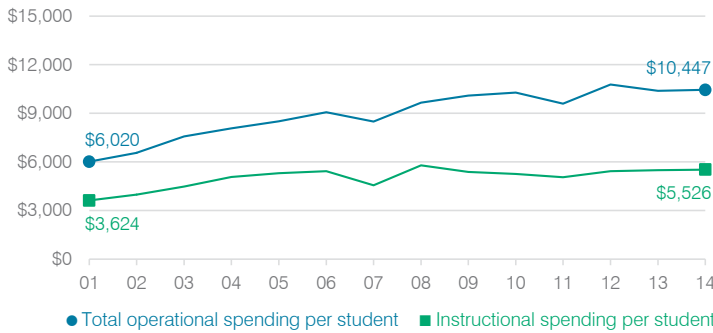
### Students attending



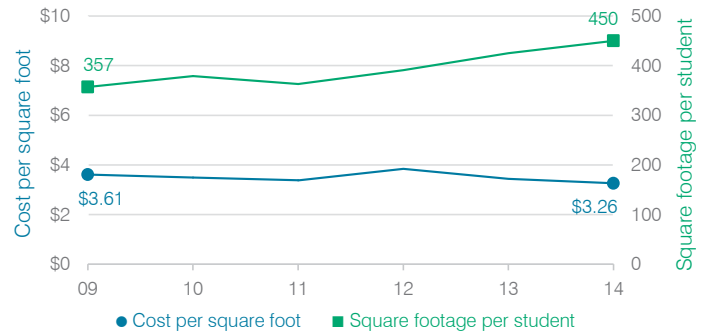
### Administrative cost per student



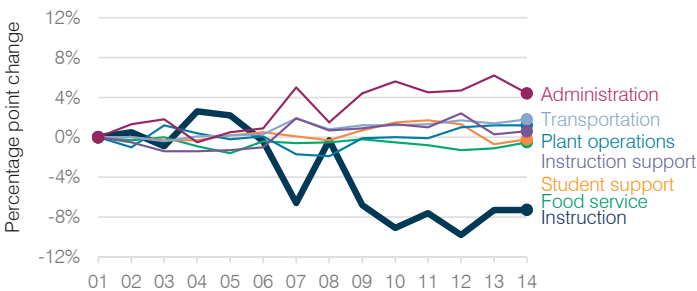
### Total operational and instructional spending per student



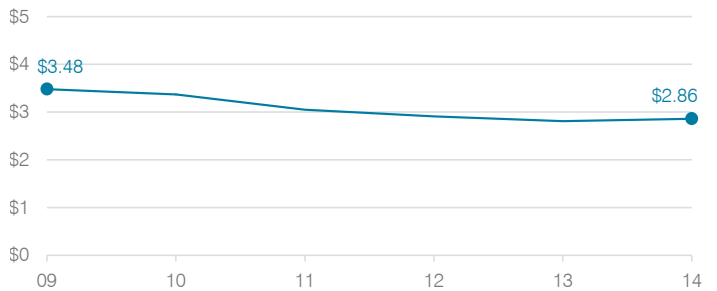
### Plant cost per square foot and square footage per student



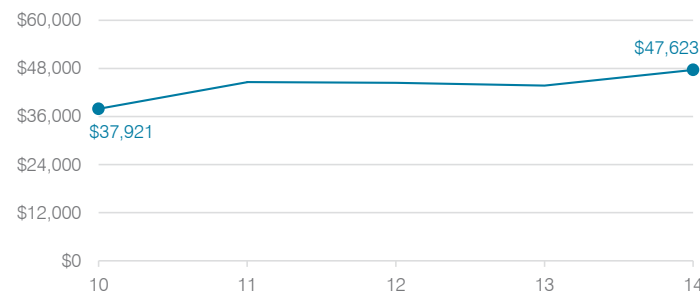
### Changes in operational spending percentages



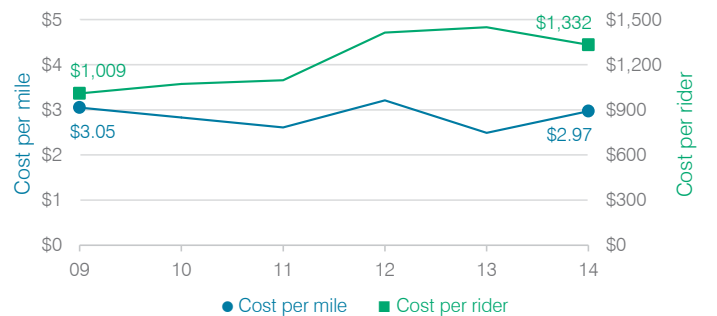
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider

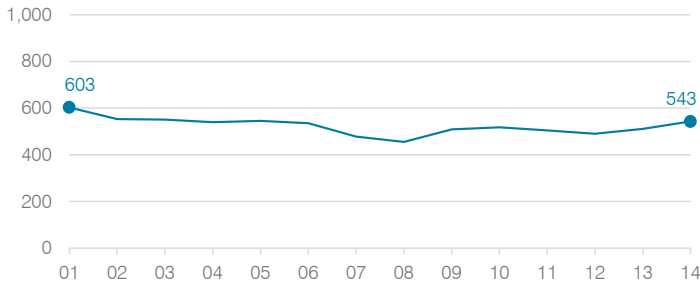


# Ft. Thomas Unified School District

Classroom dollar percentage: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014  
 54.0 57.8 54.1 55.2 54.5 54.7 55.3 54.6 51.6 47.0 45.5 45.2 47.4 48.2

## OPERATIONAL TRENDS Fiscal years as indicated

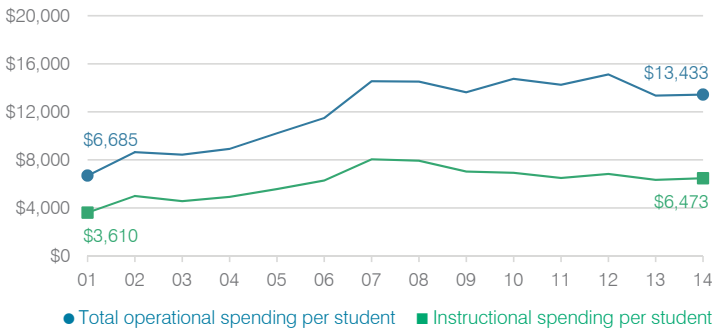
### Students attending



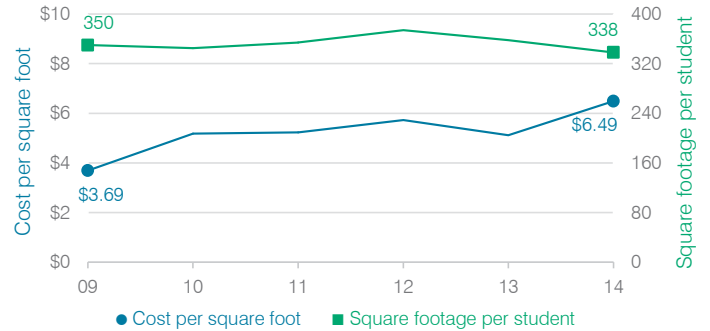
### Administrative cost per student



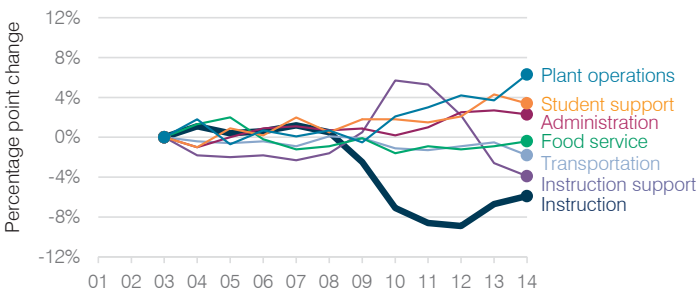
### Total operational and instructional spending per student



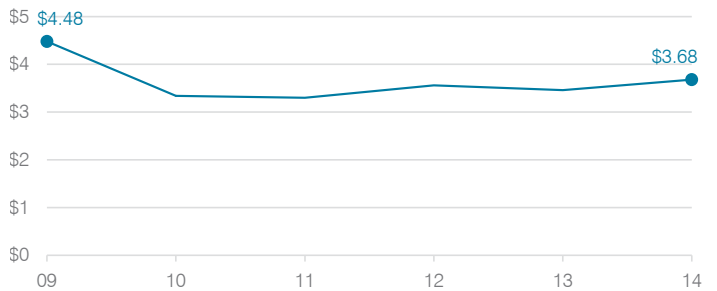
### Plant cost per square foot and square footage per student



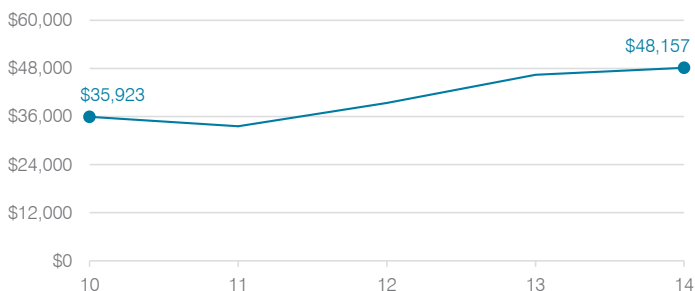
### Changes in operational spending percentages



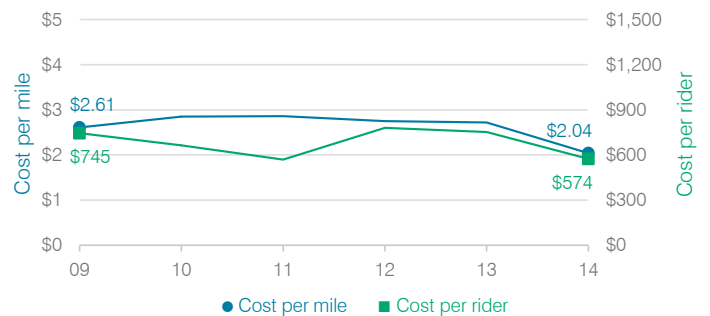
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



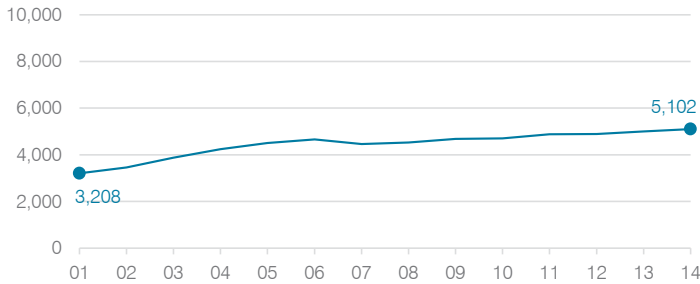
# Gadsden Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	58.6	55.8	56.6	50.6	48.6	50.2	50.5	51.4	49.1	50.6	51.1	48.2	48.5	48.6

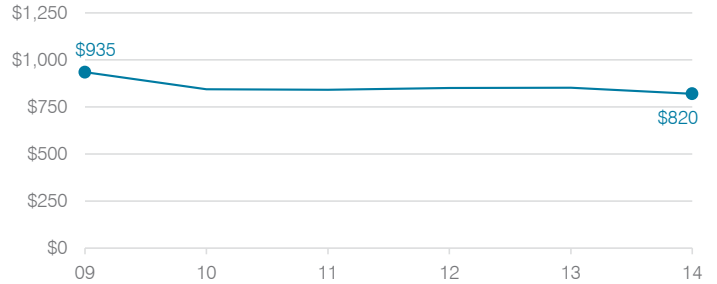
## OPERATIONAL TRENDS

Fiscal years as indicated

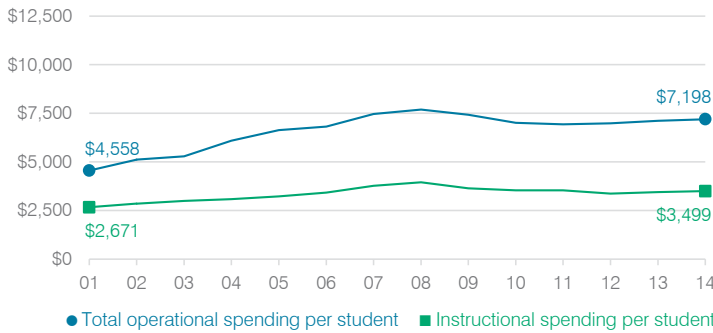
### Students attending



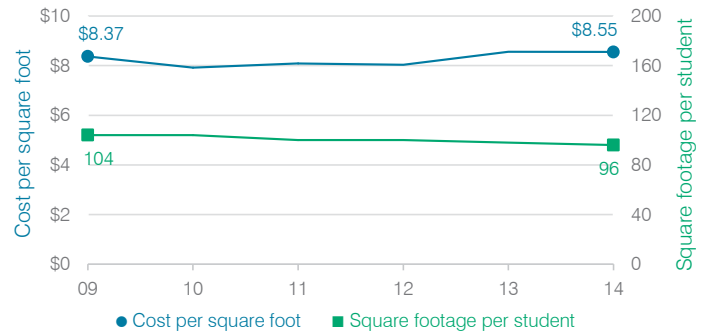
### Administrative cost per student



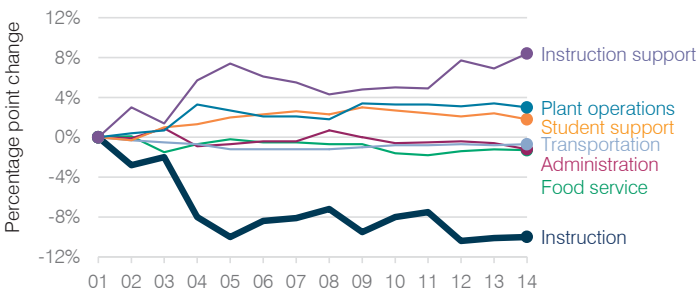
### Total operational and instructional spending per student



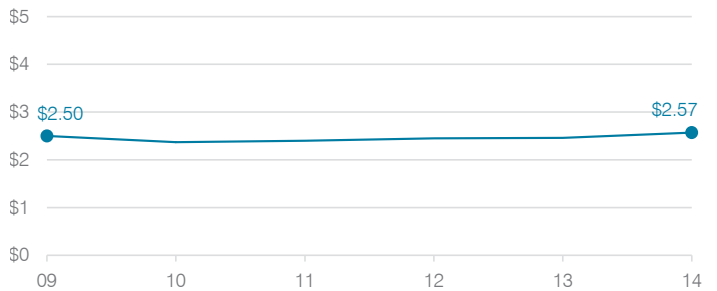
### Plant cost per square foot and square footage per student



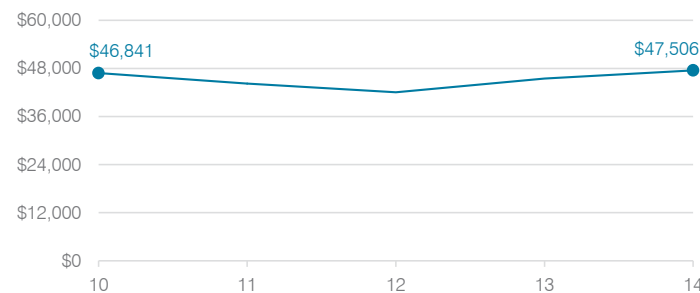
### Changes in operational spending percentages



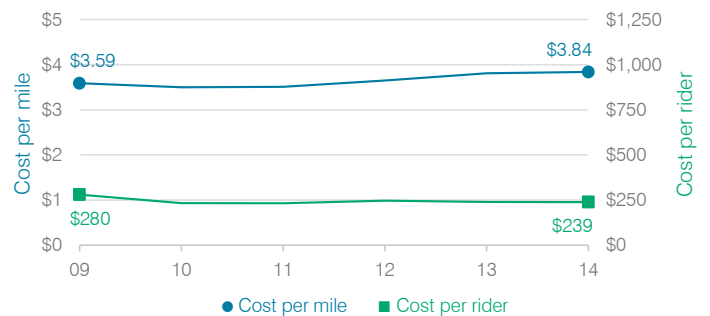
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



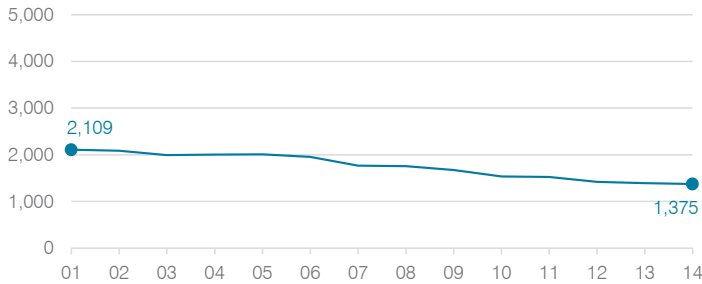
# Ganado Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	46.7	48.0	48.0	47.0	43.5	46.3	46.0	46.7	45.4	43.3	42.4	41.3	42.3	40.7

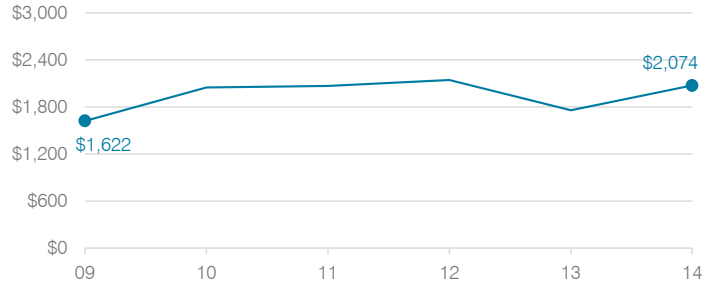
## OPERATIONAL TRENDS

Fiscal years as indicated

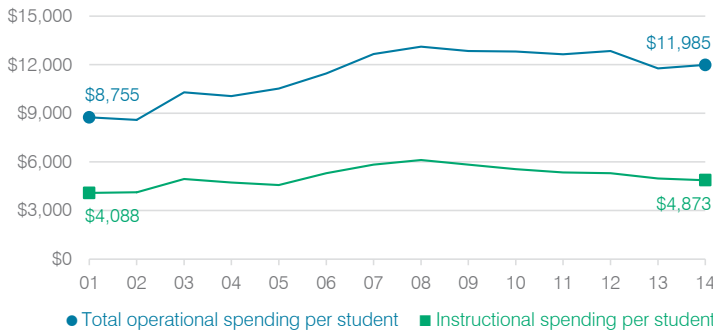
### Students attending



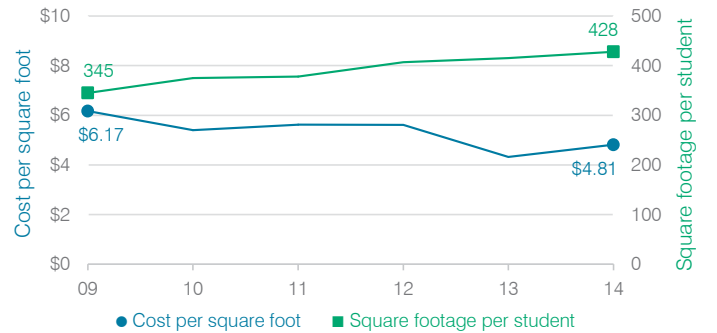
### Administrative cost per student



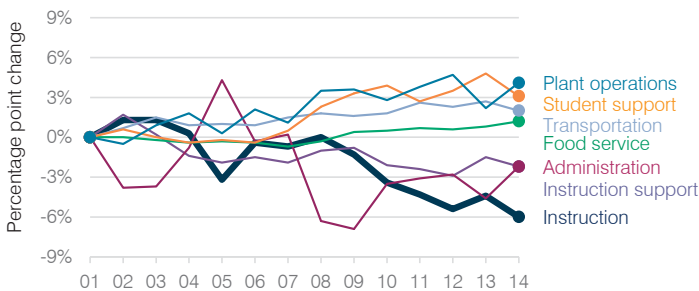
### Total operational and instructional spending per student



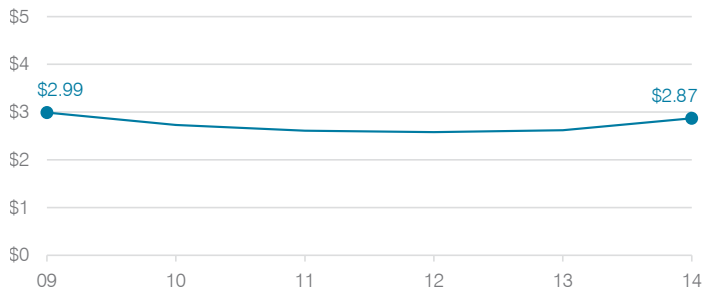
### Plant cost per square foot and square footage per student



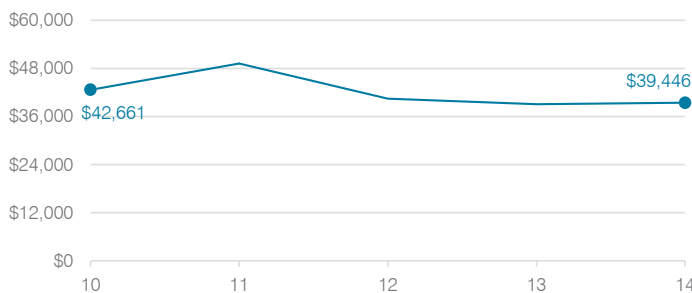
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



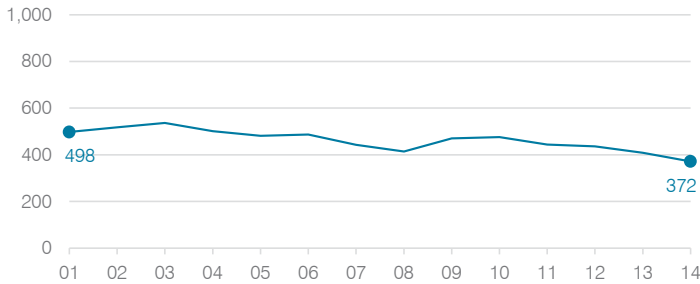
# Gila Bend Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	49.4	53.3	56.4	54.0	57.3	53.0	45.6	48.8	51.2	52.0	47.2	45.4	43.9	45.1

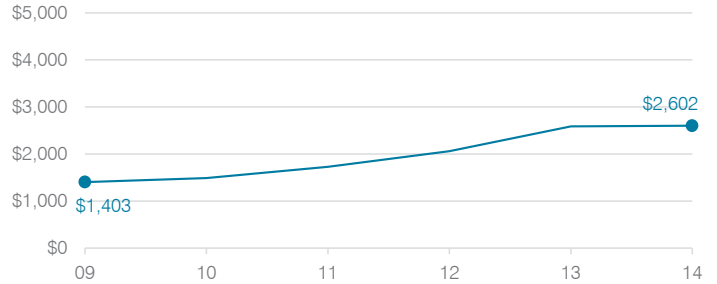
## OPERATIONAL TRENDS

Fiscal years as indicated

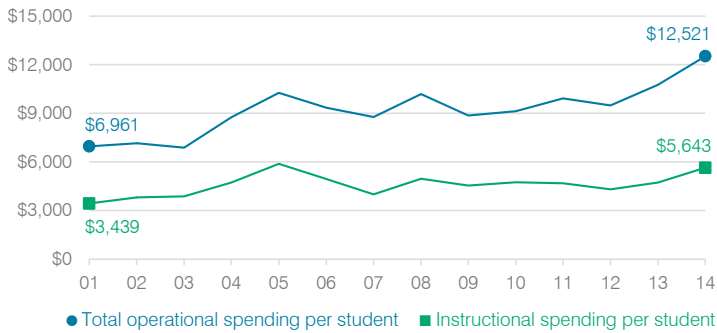
### Students attending



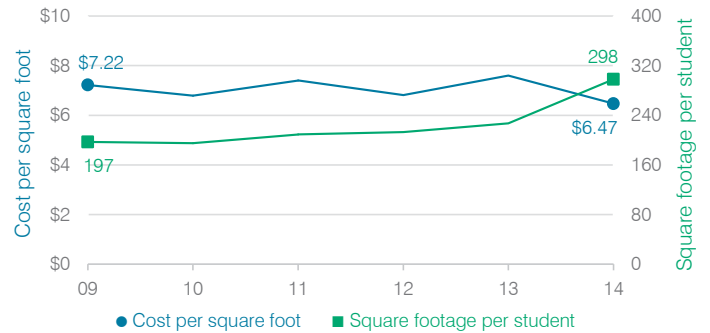
### Administrative cost per student



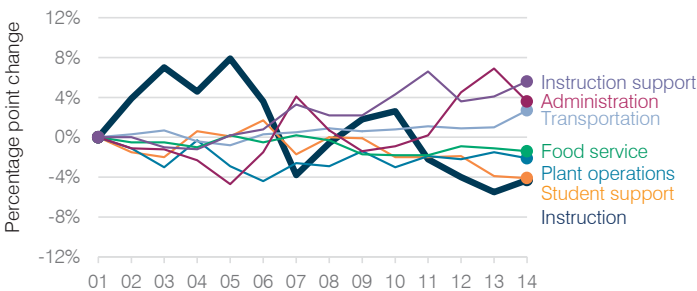
### Total operational and instructional spending per student



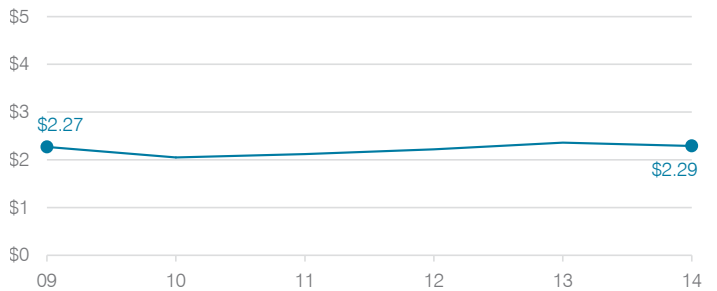
### Plant cost per square foot and square footage per student



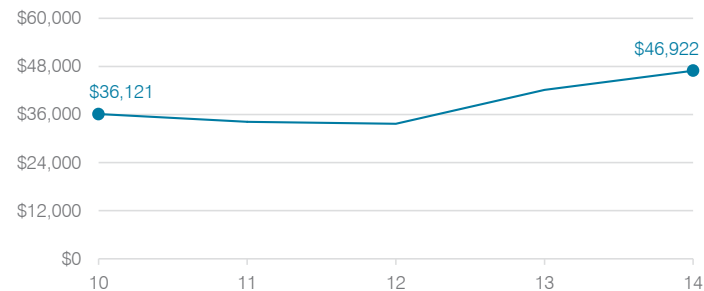
### Changes in operational spending percentages



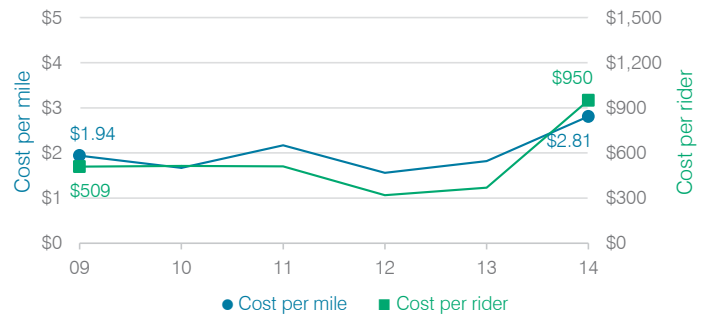
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



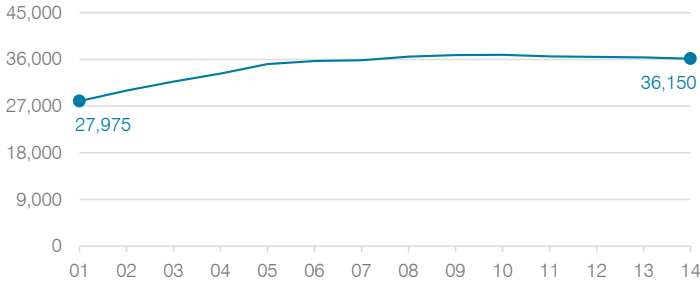
# Gilbert Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	63.4	62.3	64.5	64.3	63.0	63.3	63.0	63.2	62.7	62.0	59.9	60.1	60.7	61.2

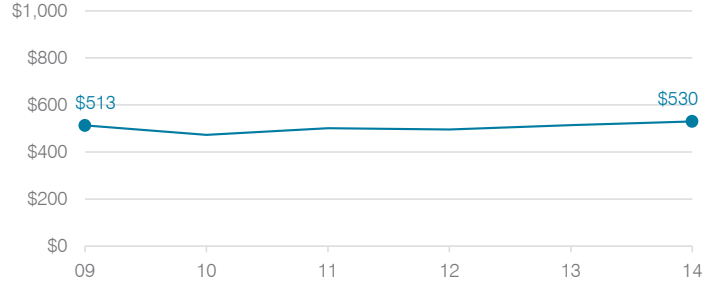
## OPERATIONAL TRENDS

Fiscal years as indicated

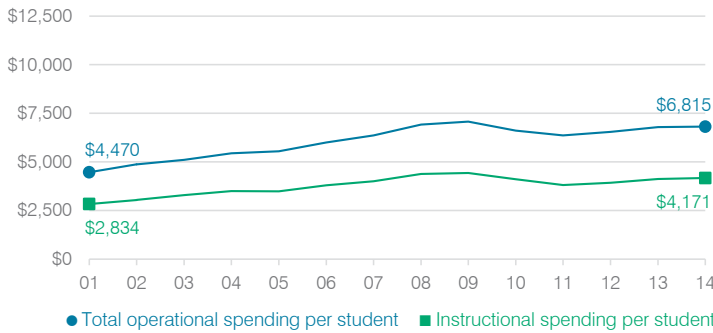
### Students attending



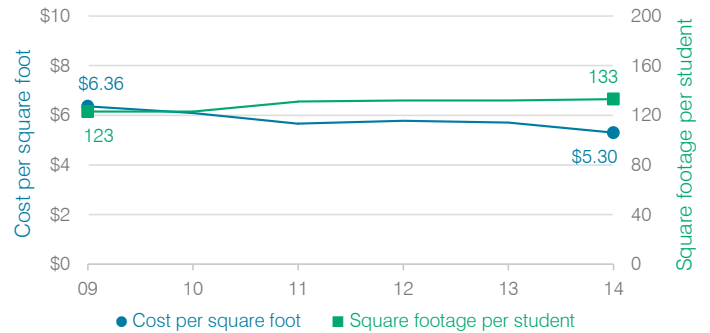
### Administrative cost per student



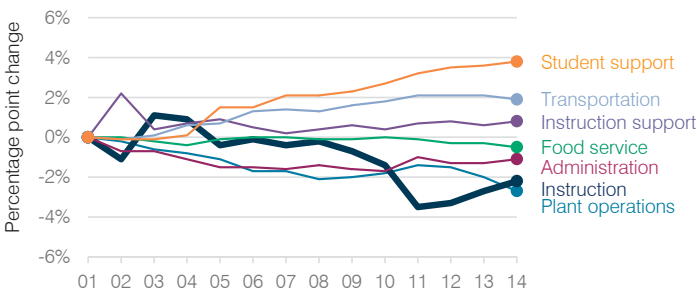
### Total operational and instructional spending per student



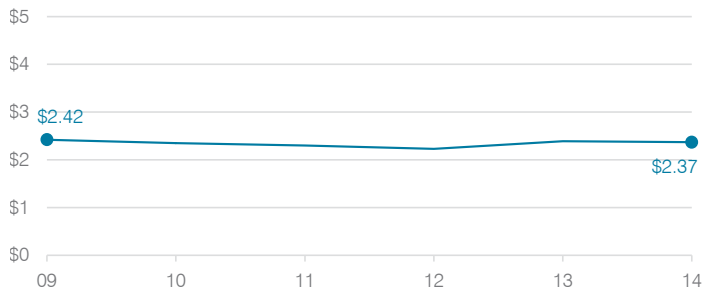
### Plant cost per square foot and square footage per student



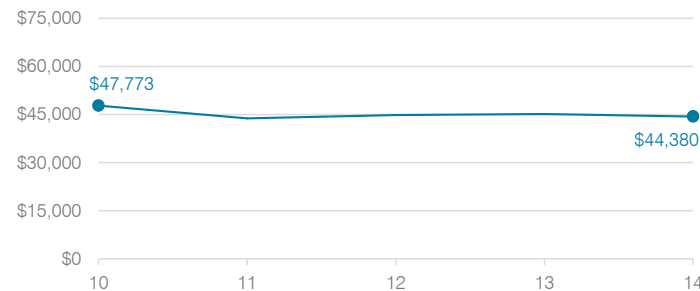
### Changes in operational spending percentages



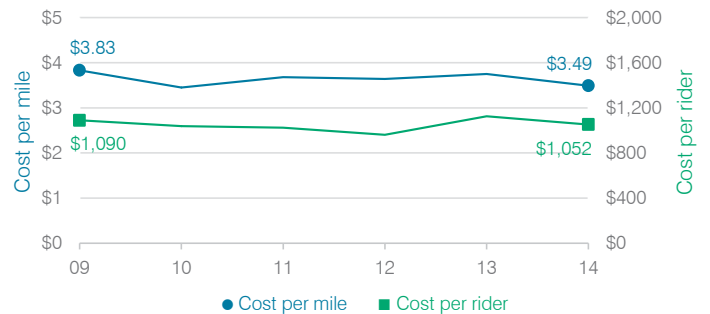
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



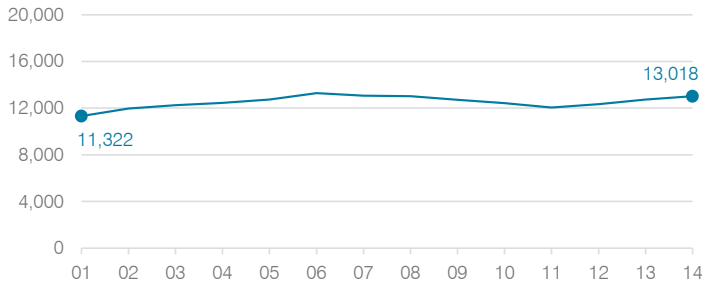
# Glendale Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	62.9	59.3	59.1	58.3	55.2	56.3	56.8	56.5	57.1	55.6	54.8	55.8	54.6	52.9

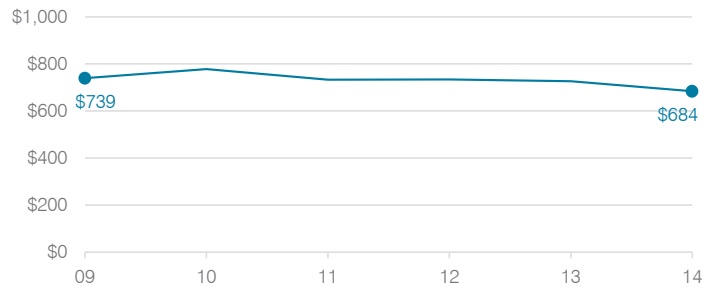
## OPERATIONAL TRENDS

Fiscal years as indicated

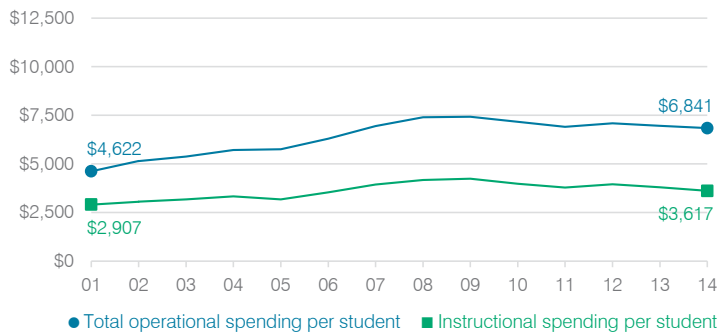
### Students attending



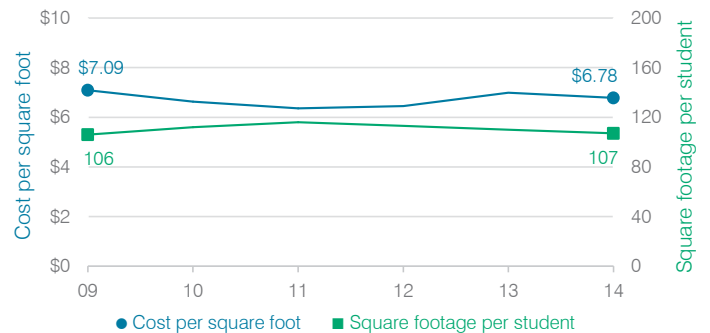
### Administrative cost per student



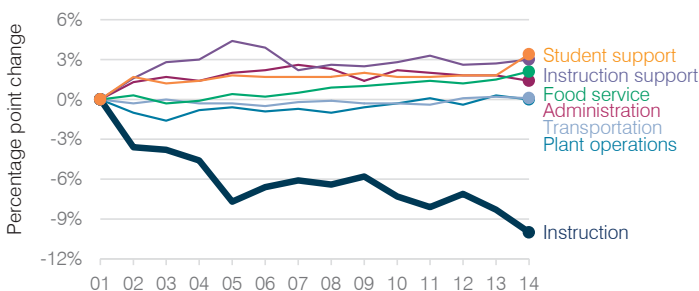
### Total operational and instructional spending per student



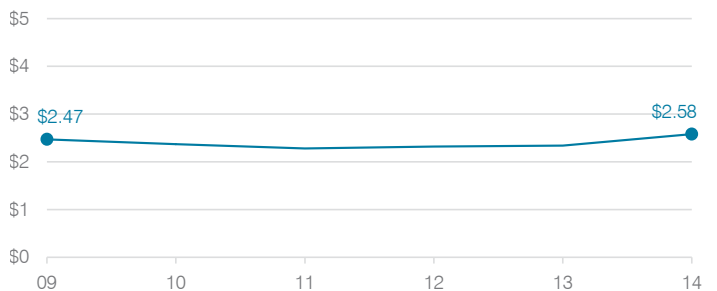
### Plant cost per square foot and square footage per student



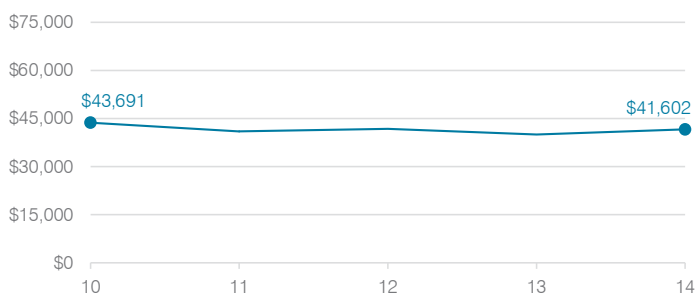
### Changes in operational spending percentages



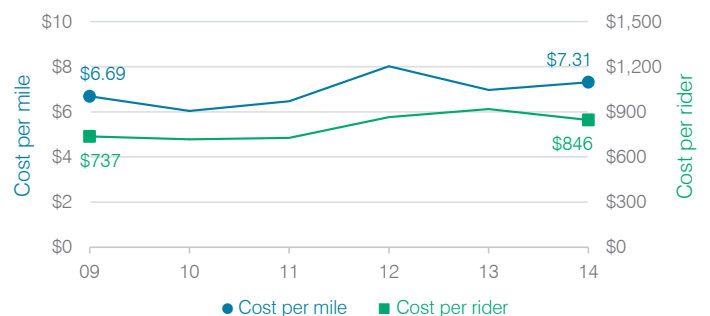
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider





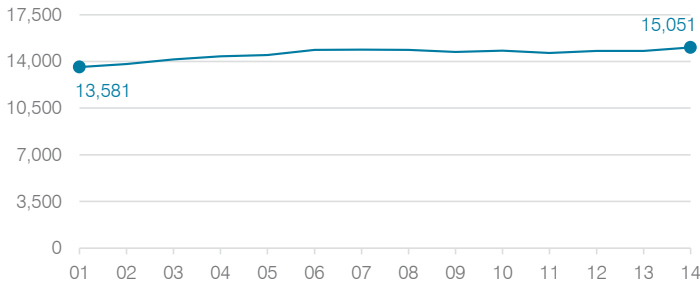
# Glendale Union High School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	57.3	59.1	59.7	60.1	59.4	59.8	59.5	58.5	58.6	57.4	56.5	56.2	56.3	56.7

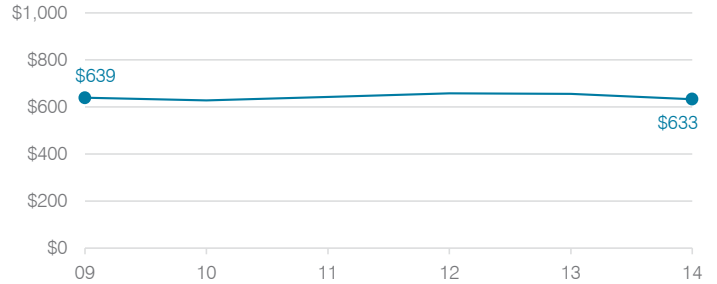
## OPERATIONAL TRENDS

Fiscal years as indicated

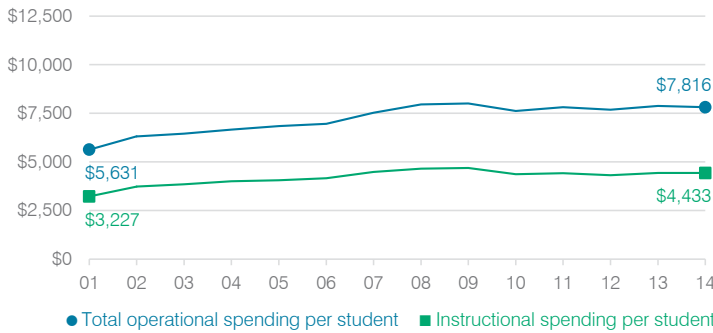
### Students attending



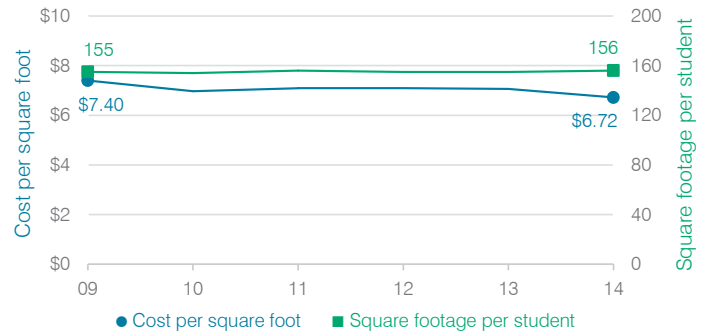
### Administrative cost per student



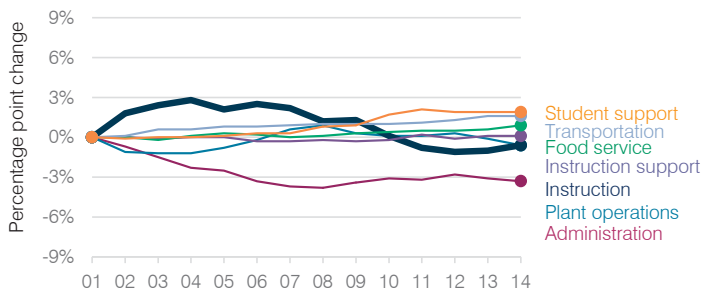
### Total operational and instructional spending per student



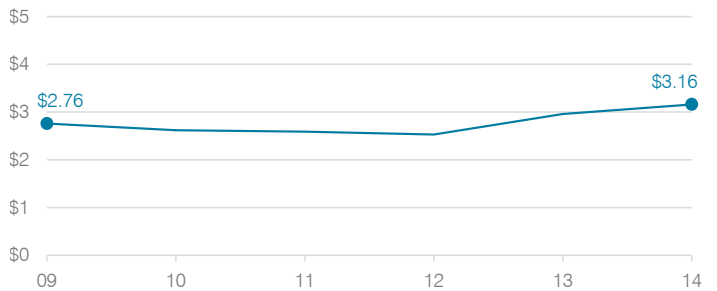
### Plant cost per square foot and square footage per student



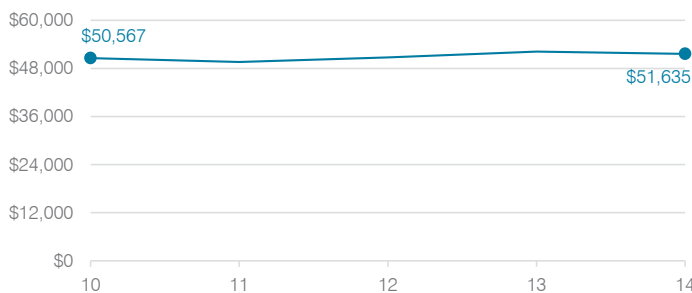
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



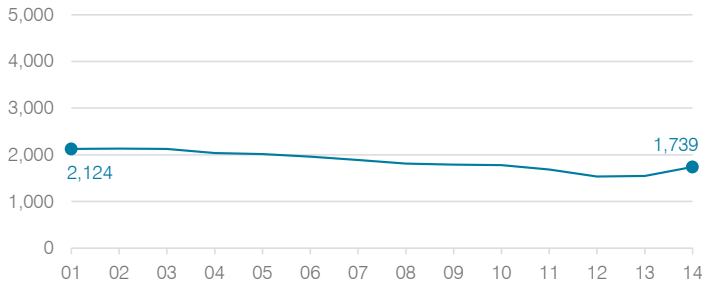
# Globe Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	54.1	58.5	59.0	58.1	59.4	57.8	57.0	53.7	54.7	48.9	45.1	46.3	50.0	50.7

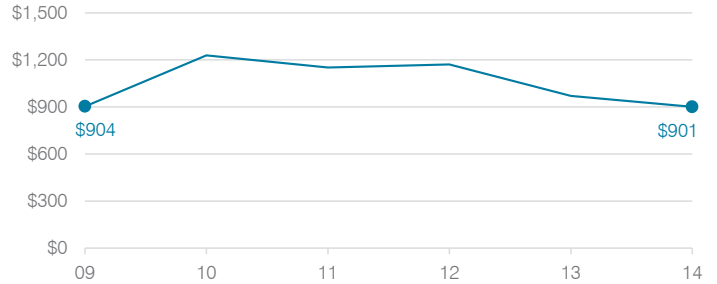
## OPERATIONAL TRENDS

Fiscal years as indicated

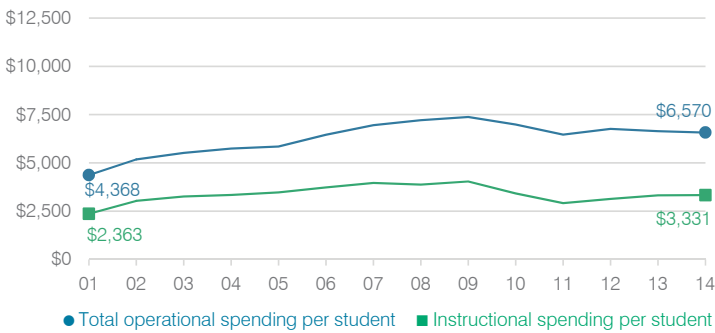
### Students attending



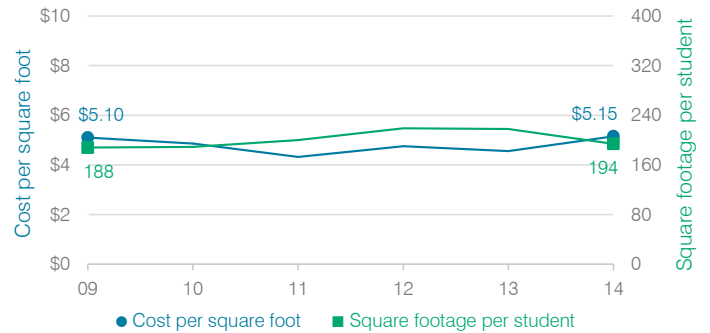
### Administrative cost per student



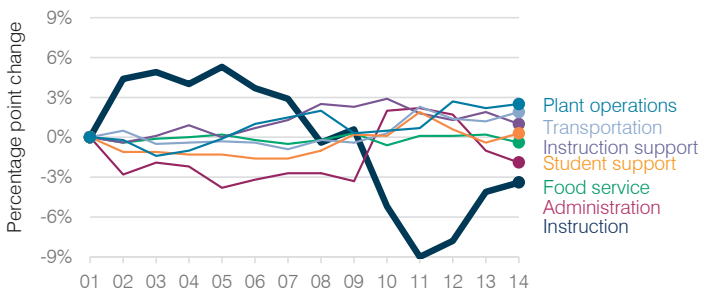
### Total operational and instructional spending per student



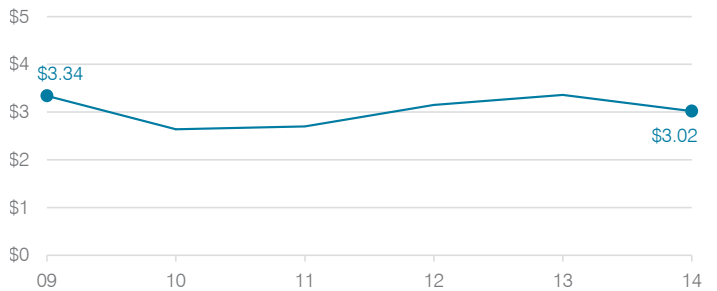
### Plant cost per square foot and square footage per student



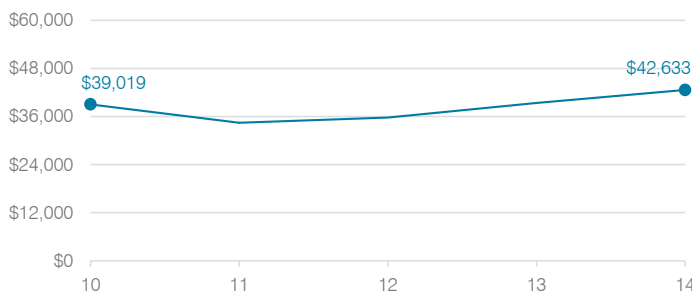
### Changes in operational spending percentages



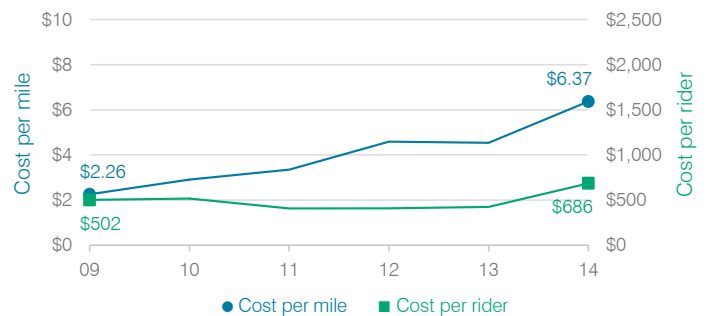
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



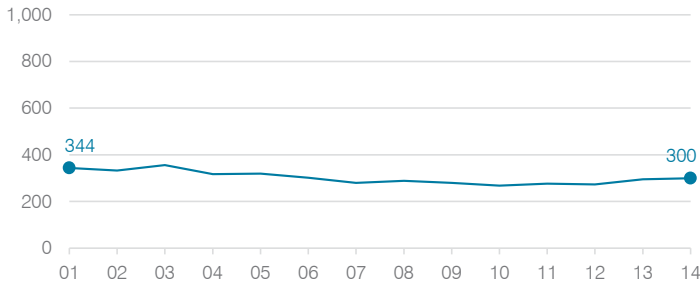
# Grand Canyon Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	53.1	52.5	52.7	53.5	53.7	49.2	48.1	45.9	48.5	48.8	46.7	50.0	47.7	52.4

## OPERATIONAL TRENDS

Fiscal years as indicated

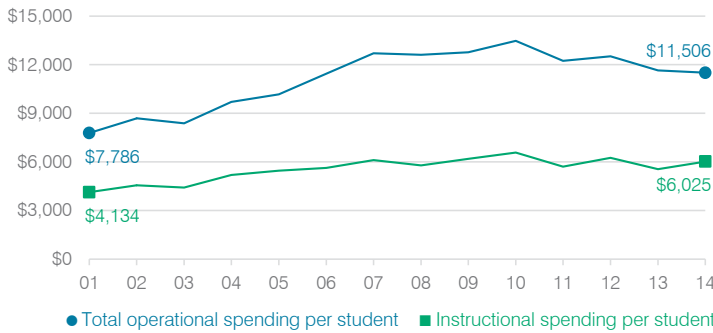
### Students attending



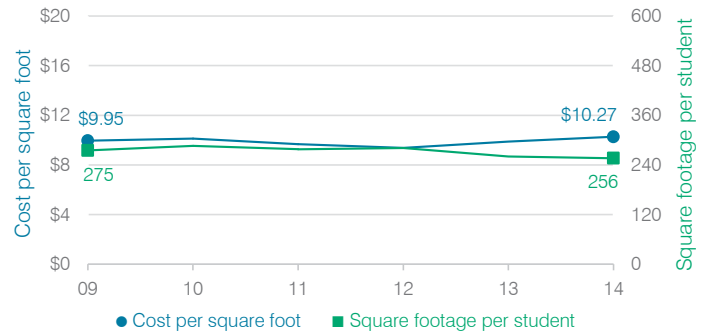
### Administrative cost per student



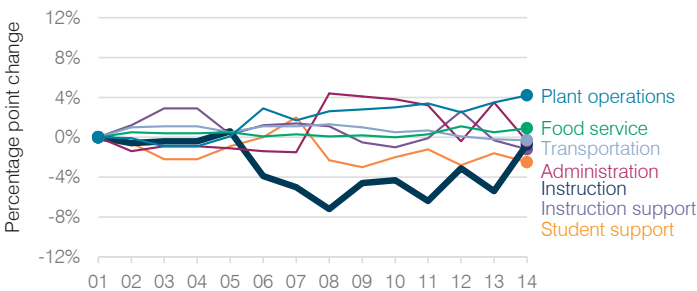
### Total operational and instructional spending per student



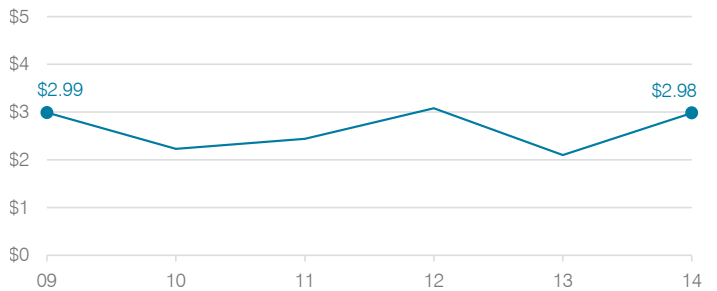
### Plant cost per square foot and square footage per student



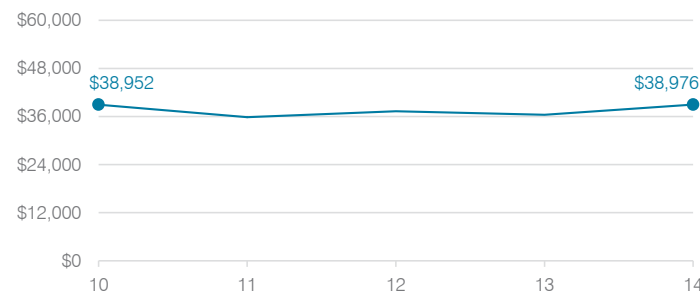
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



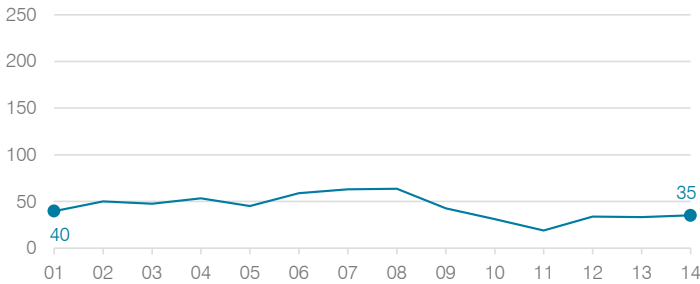
# Hackberry Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	47.0	43.9	55.9	52.5	55.0	56.7	41.9	41.2	40.9	34.7	34.2	38.5	39.1	41.5

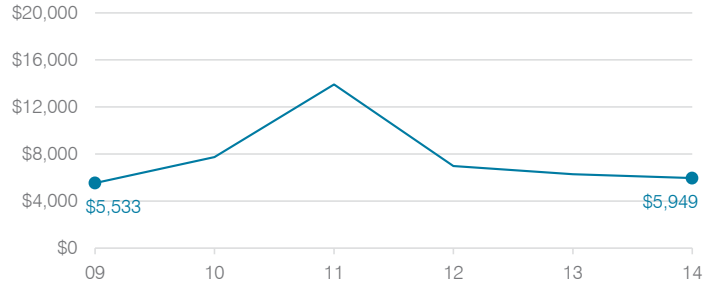
## OPERATIONAL TRENDS

Fiscal years as indicated

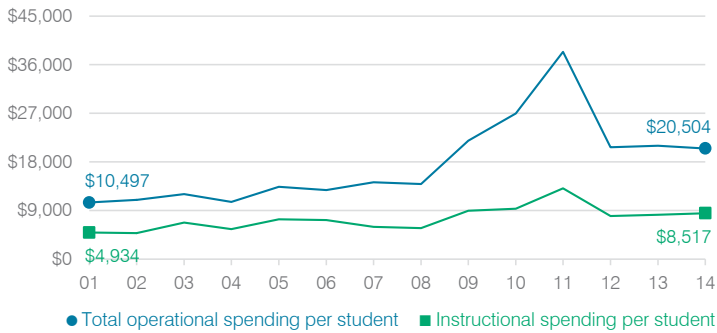
### Students attending



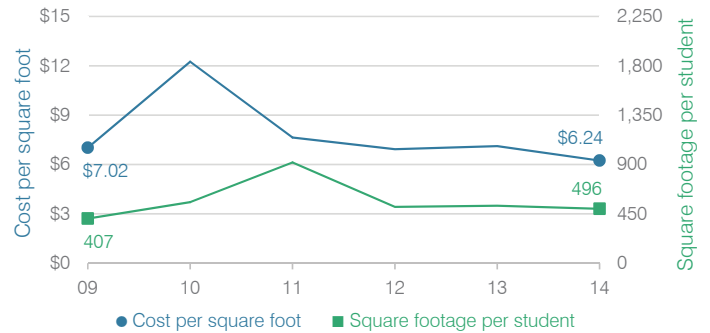
### Administrative cost per student



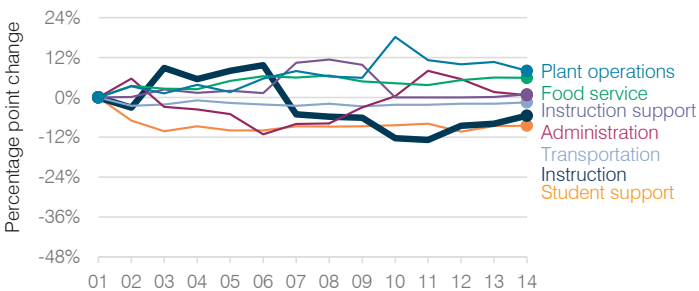
### Total operational and instructional spending per student



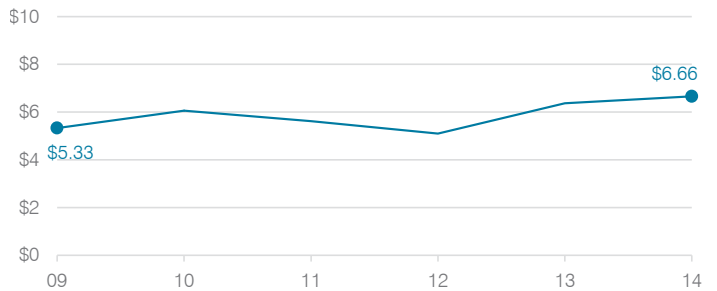
### Plant cost per square foot and square footage per student



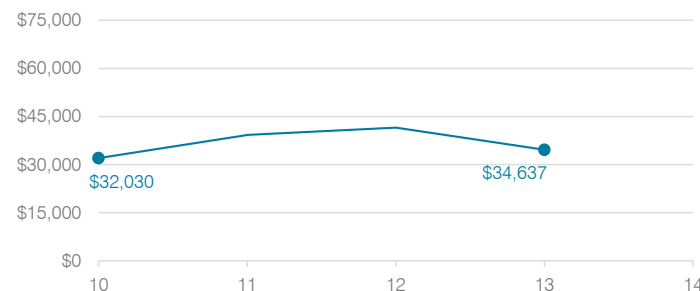
### Changes in operational spending percentages



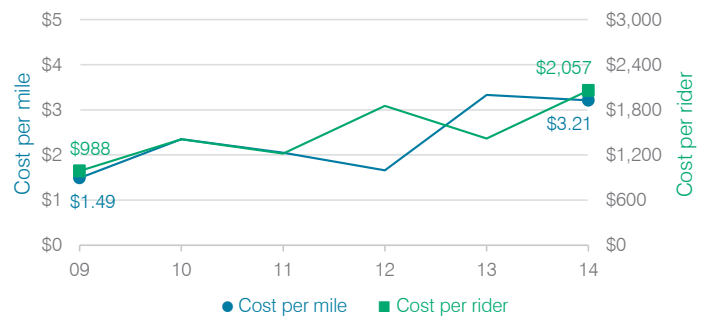
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



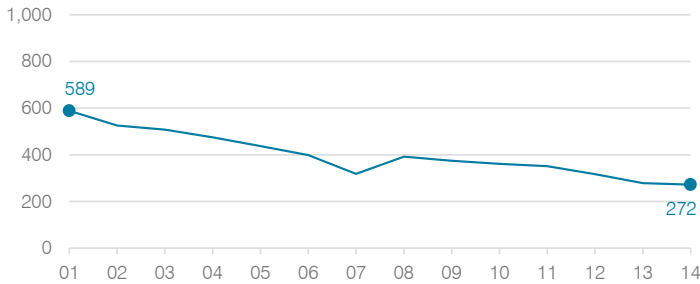
# Hayden-Winkelman Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	53.3	54.1	52.9	51.2	50.3	52.2	50.7	51.5	47.4	48.8	45.7	46.1	43.8	45.1

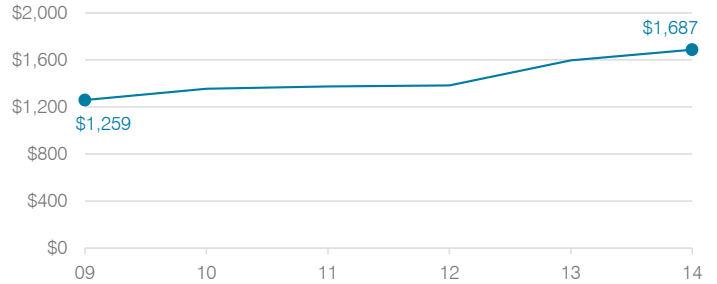
## OPERATIONAL TRENDS

Fiscal years as indicated

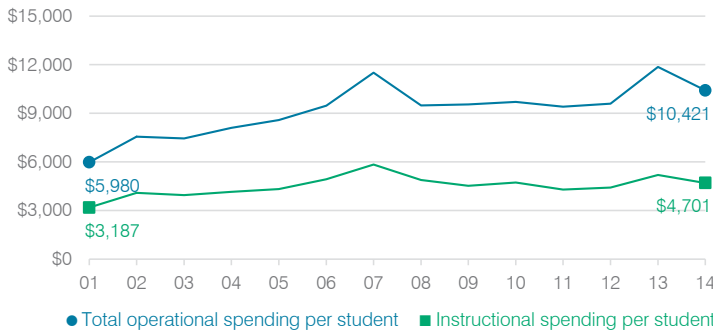
### Students attending



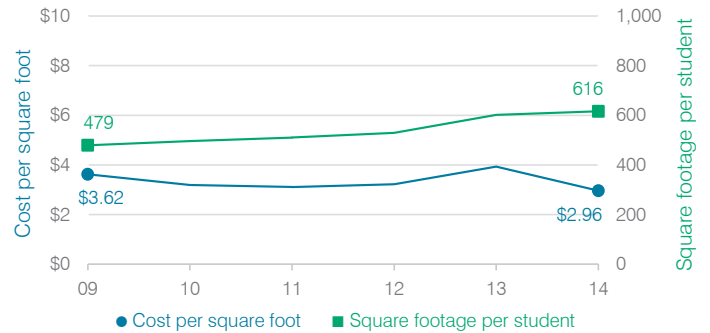
### Administrative cost per student



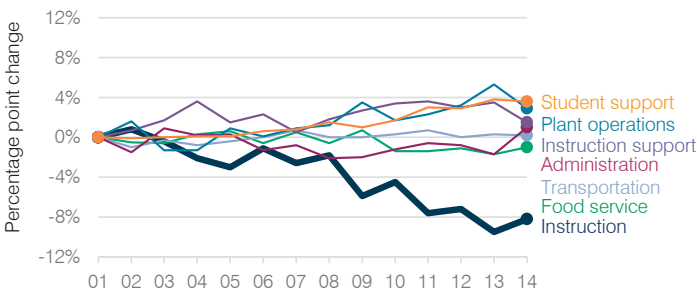
### Total operational and instructional spending per student



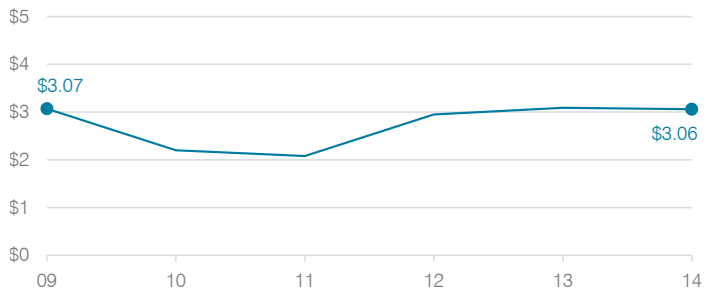
### Plant cost per square foot and square footage per student



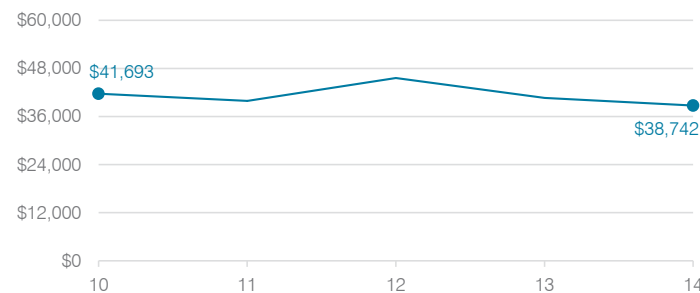
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



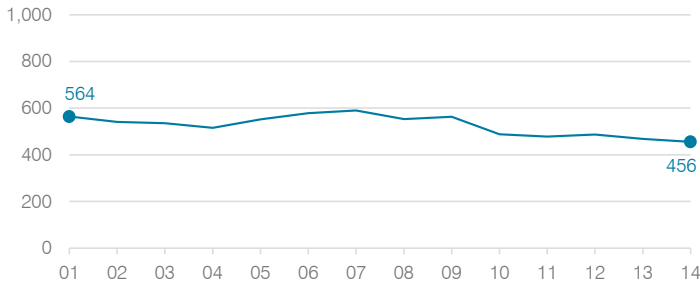
# Heber-Overgaard Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	50.2	53.3	55.1	52.3	51.7	49.8	47.7	48.0	46.1	49.6	50.8	48.4	48.4	48.4

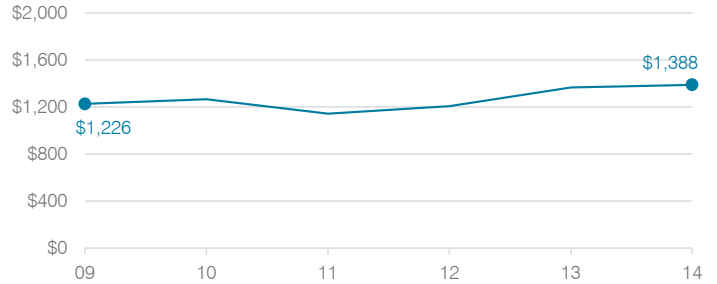
## OPERATIONAL TRENDS

Fiscal years as indicated

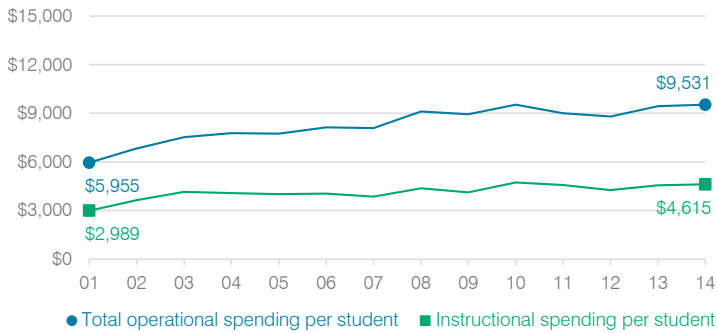
### Students attending



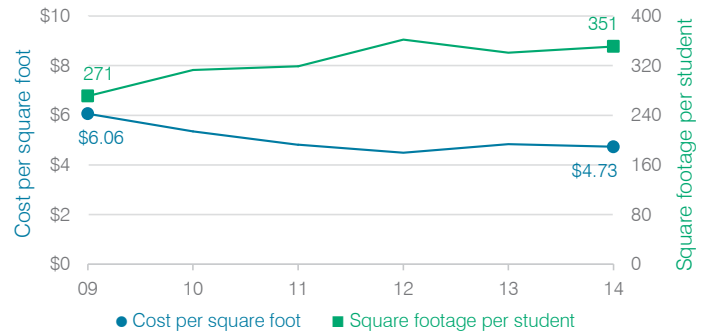
### Administrative cost per student



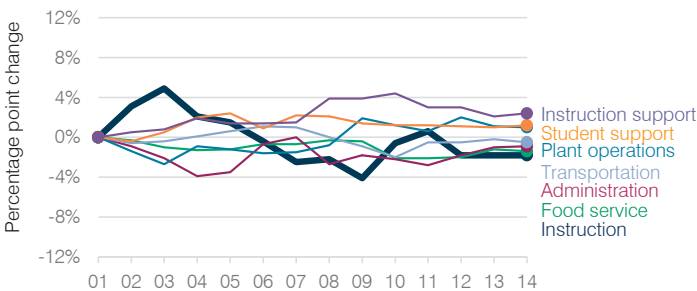
### Total operational and instructional spending per student



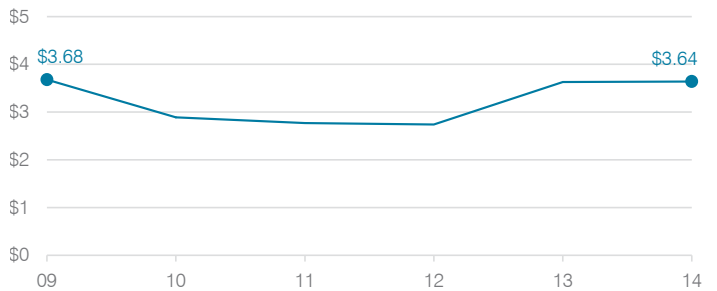
### Plant cost per square foot and square footage per student



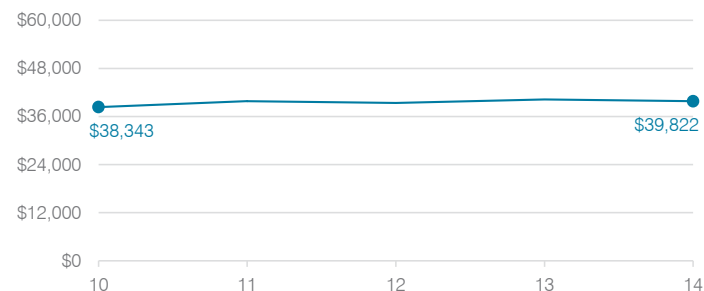
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



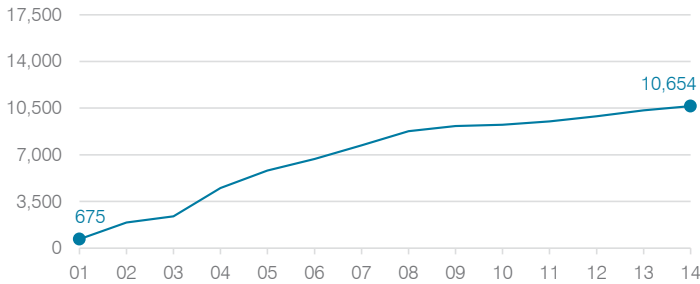
# Higley Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	60.2	56.1	58.2	59.9	65.4	58.6	57.7	57.0	55.0	54.9	54.2	55.3	55.9	55.7

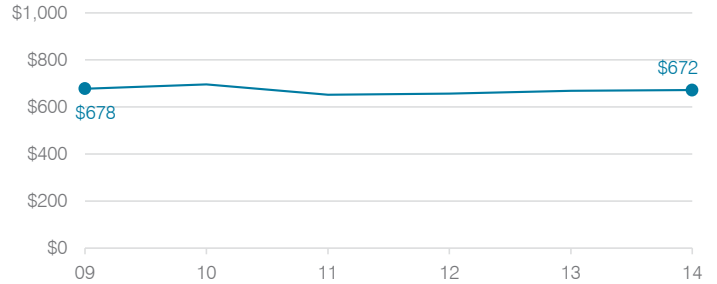
## OPERATIONAL TRENDS

Fiscal years as indicated

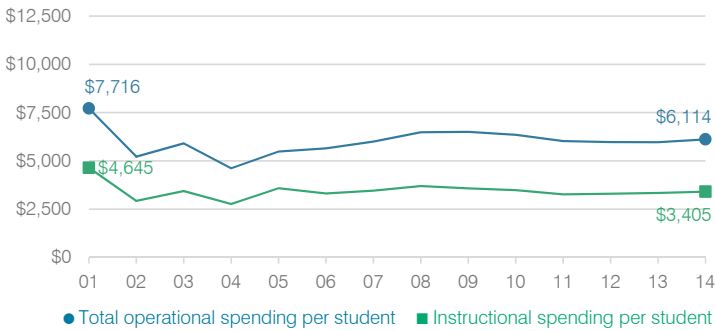
### Students attending



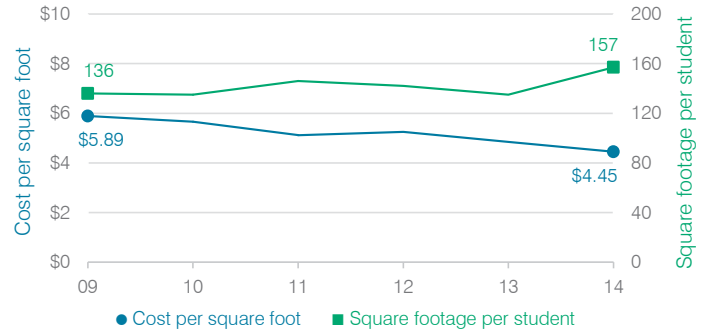
### Administrative cost per student



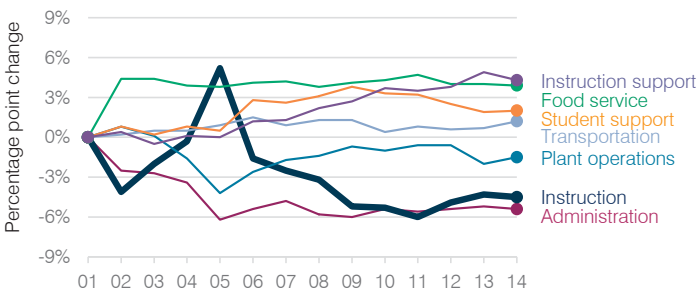
### Total operational and instructional spending per student



### Plant cost per square foot and square footage per student



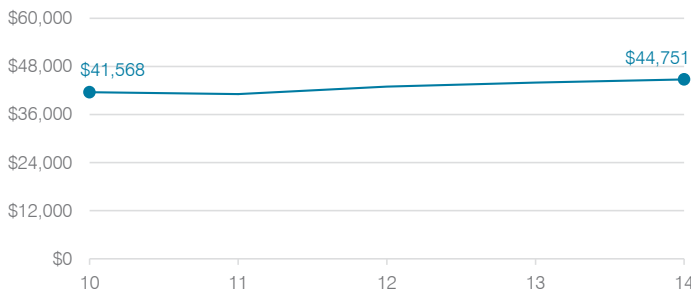
### Changes in operational spending percentages



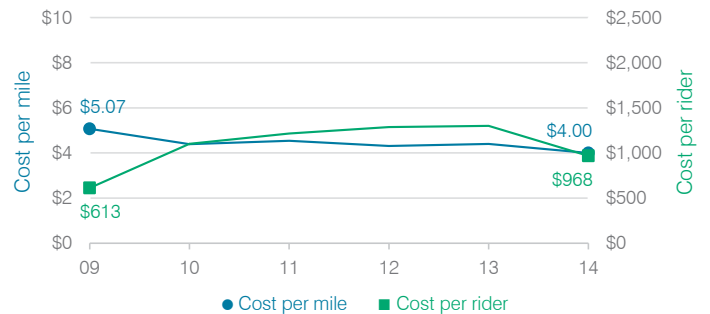
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



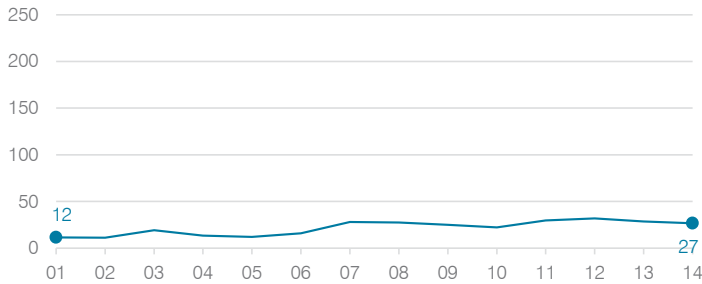
# Hillside Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	50.1	52.1	53.8	57.5	56.0	64.5	68.9	67.9	64.8	63.7	58.2	59.7	57.7	68.8

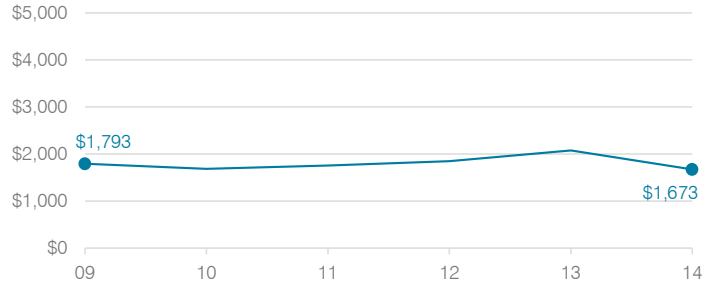
## OPERATIONAL TRENDS

Fiscal years as indicated

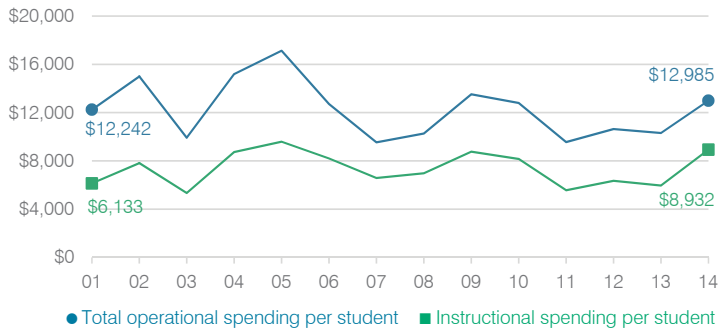
### Students attending



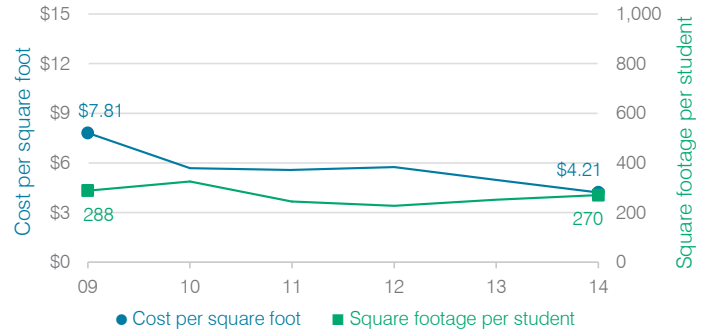
### Administrative cost per student



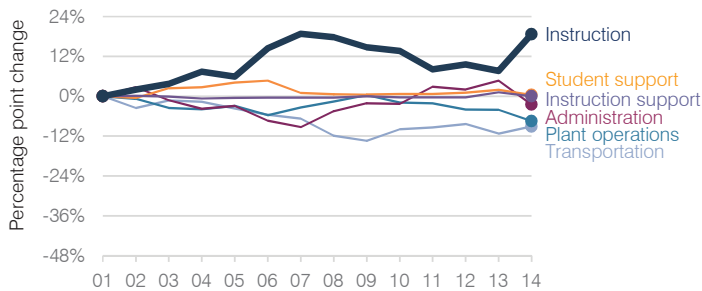
### Total operational and instructional spending per student



### Plant cost per square foot and square footage per student



### Changes in operational spending percentages



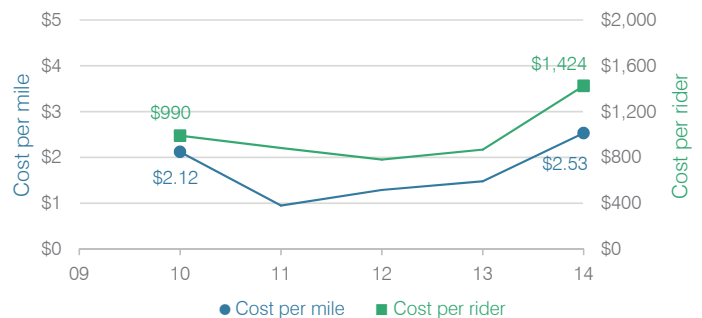
### Food service cost per meal

Food service cost per meal trend is not shown because the District did not operate a food service program during all or a substantial portion of fiscal years 2009 through 2014.

### Average teacher salary

Average teacher salary trend is not shown because the District had two or fewer teachers during all or a substantial portion of fiscal years 2010 through 2014.

### Transportation costs per mile and per rider





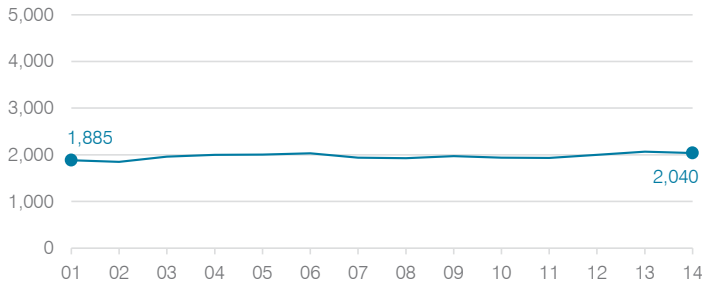
# Holbrook Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	57.3	56.5	57.2	54.6	55.6	55.4	56.7	57.0	56.1	54.9	54.8	54.4	53.2	53.7

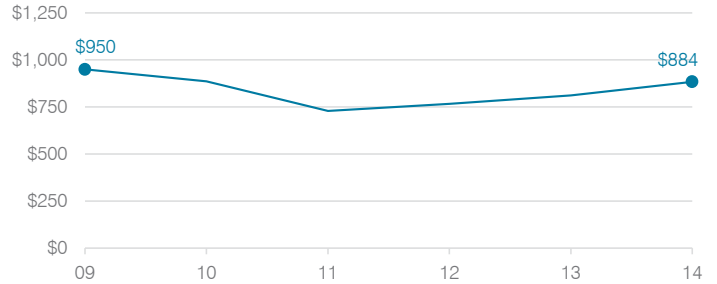
## OPERATIONAL TRENDS

Fiscal years as indicated

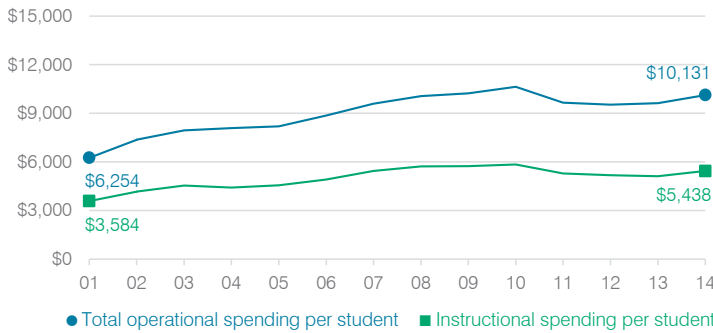
### Students attending



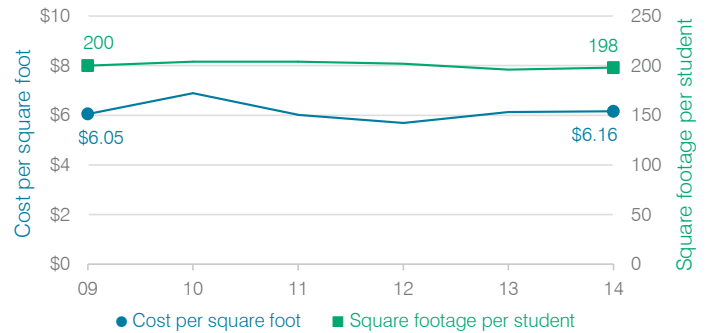
### Administrative cost per student



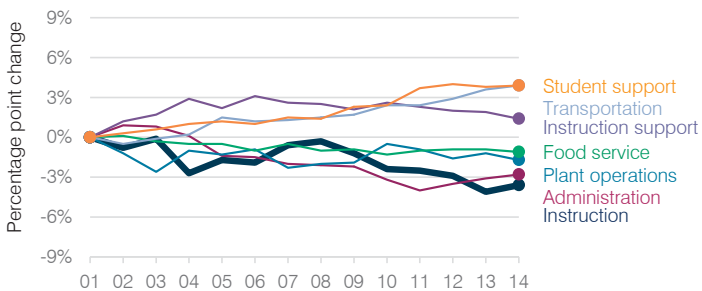
### Total operational and instructional spending per student



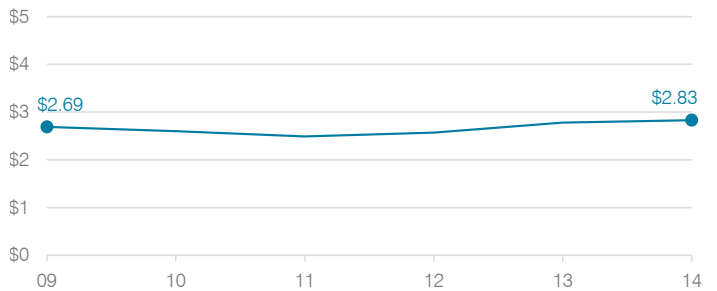
### Plant cost per square foot and square footage per student



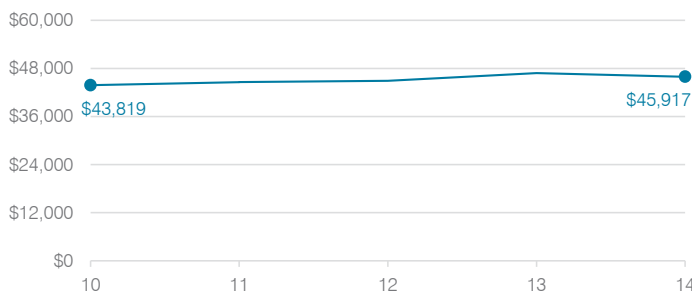
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



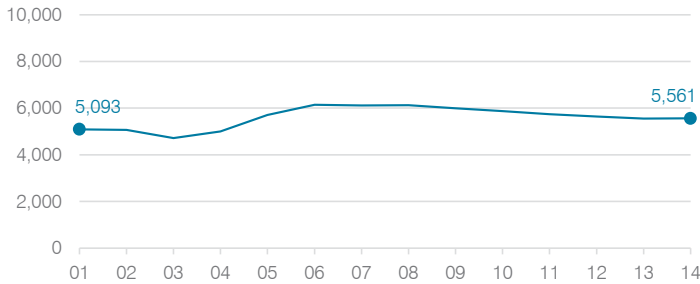
# Humboldt Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	57.5	59.5	58.5	57.6	60.5	59.3	61.8	60.1	61.4	59.1	56.3	56.0	56.0	55.7

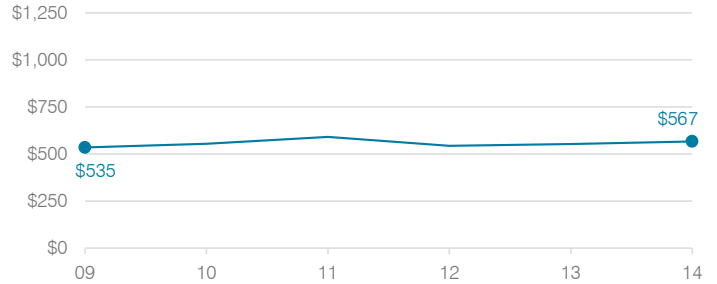
## OPERATIONAL TRENDS

Fiscal years as indicated

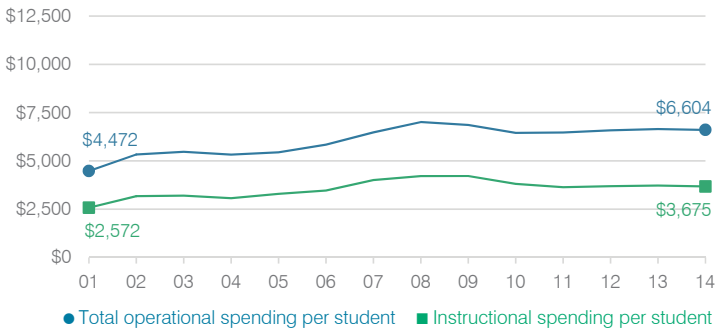
### Students attending



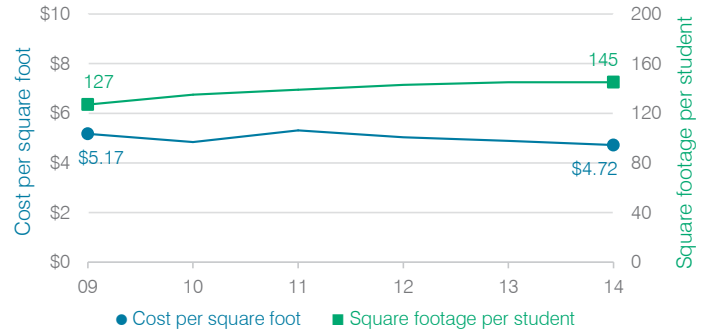
### Administrative cost per student



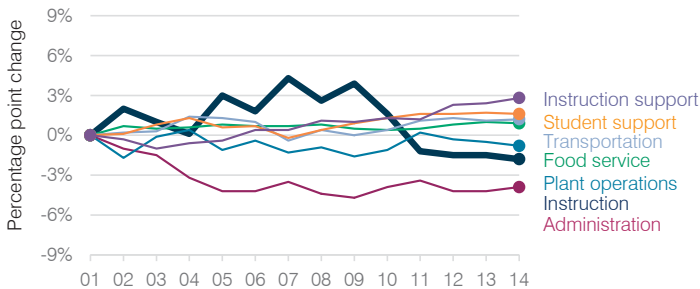
### Total operational and instructional spending per student



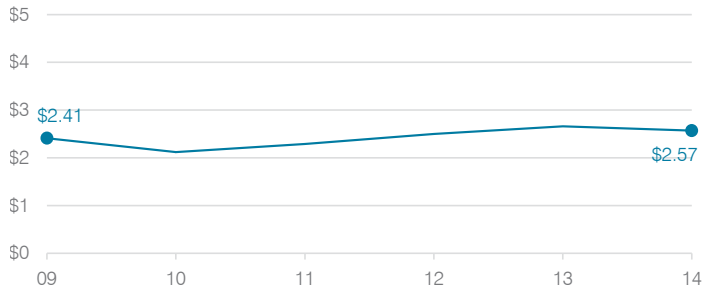
### Plant cost per square foot and square footage per student



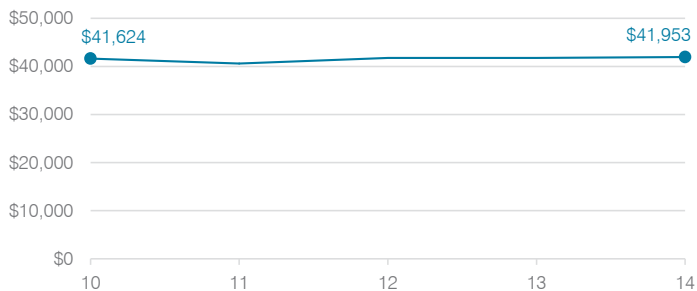
### Changes in operational spending percentages



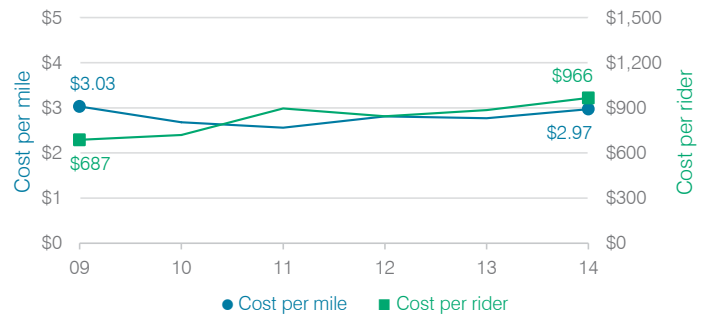
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



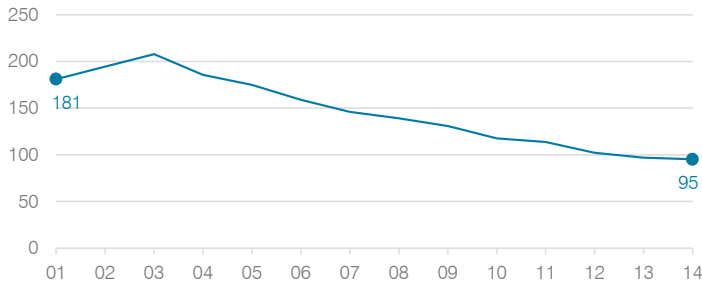
# Hyder Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	49.8	50.5	53.1	55.1	55.1	55.8	44.9	52.2	53.6	55.2	54.1	54.1	51.9	52.6

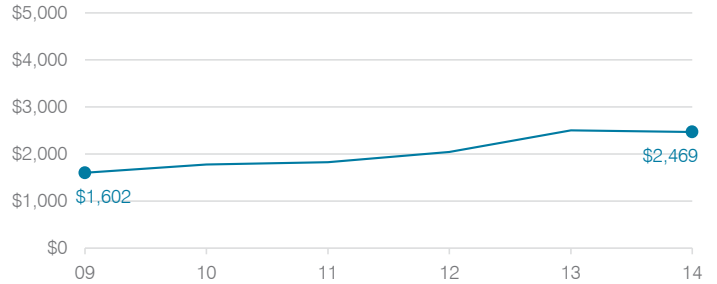
## OPERATIONAL TRENDS

Fiscal years as indicated

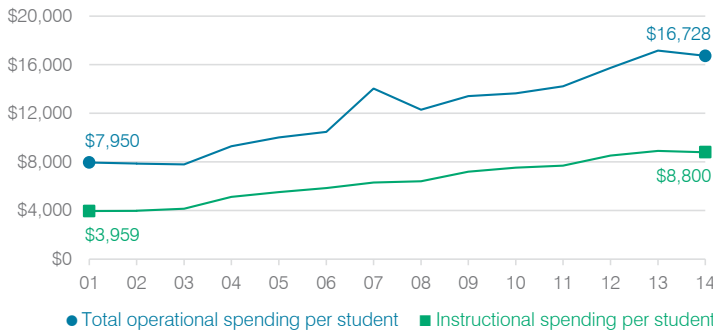
### Students attending



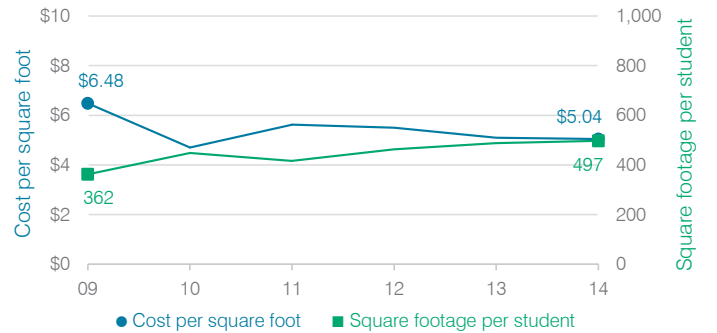
### Administrative cost per student



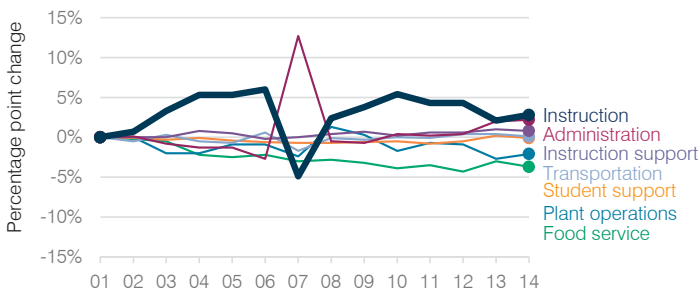
### Total operational and instructional spending per student



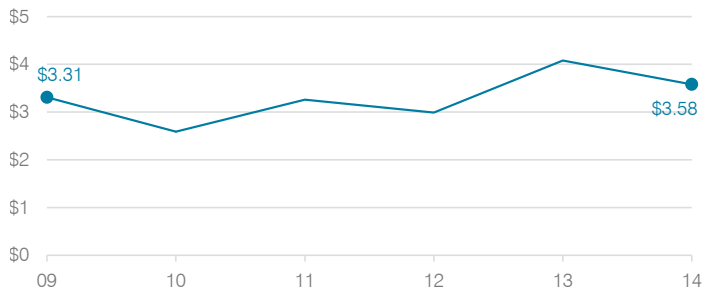
### Plant cost per square foot and square footage per student



### Changes in operational spending percentages



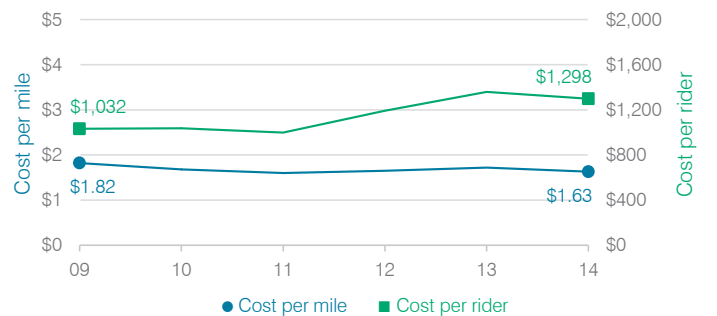
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



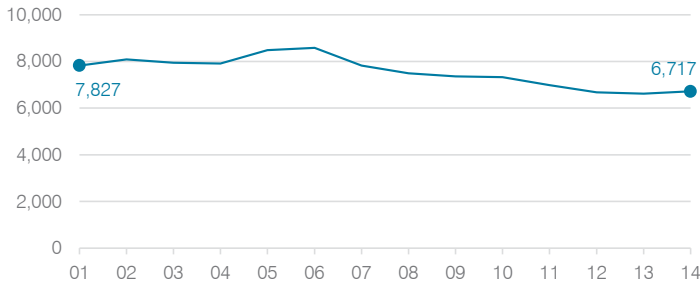
# Isaac Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	56.3	56.9	58.0	58.3	55.5	56.9	56.3	56.8	55.8	49.7	49.5	51.9	51.8	52.1

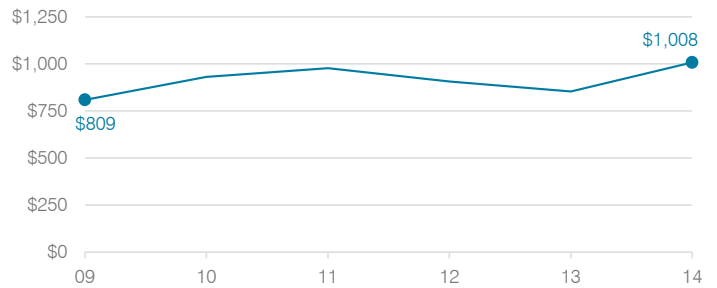
## OPERATIONAL TRENDS

Fiscal years as indicated

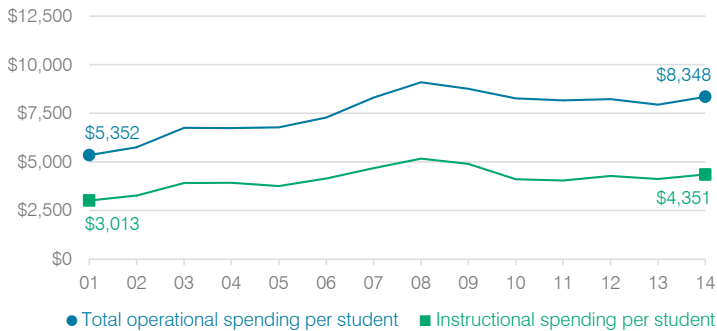
### Students attending



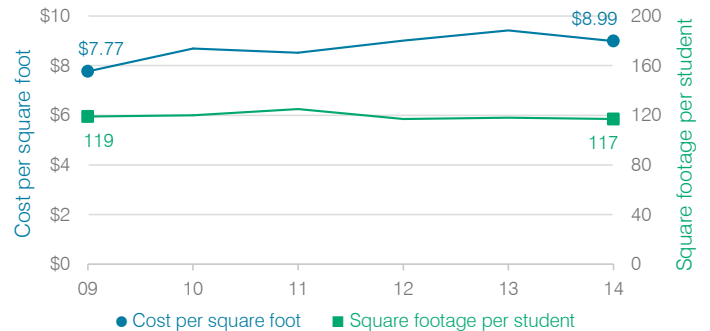
### Administrative cost per student



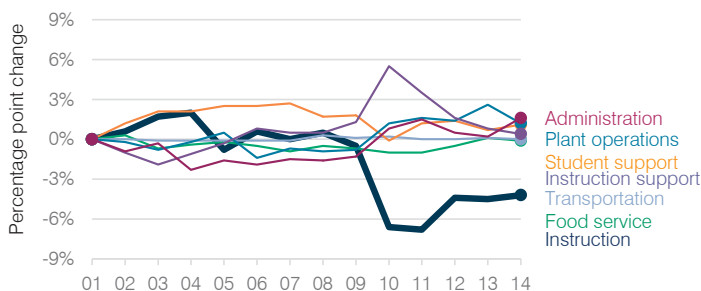
### Total operational and instructional spending per student



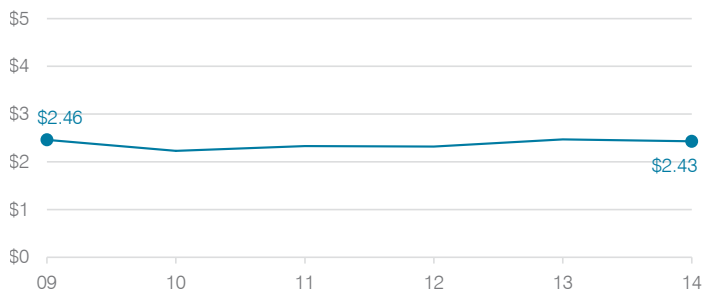
### Plant cost per square foot and square footage per student



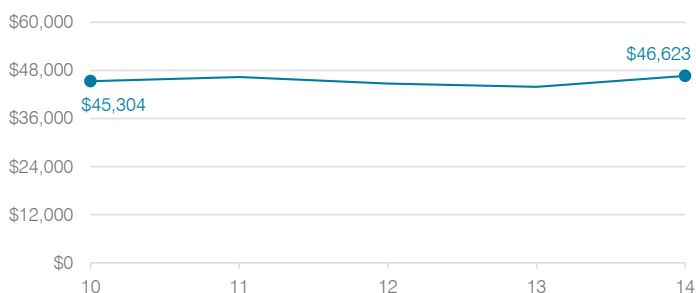
### Changes in operational spending percentages



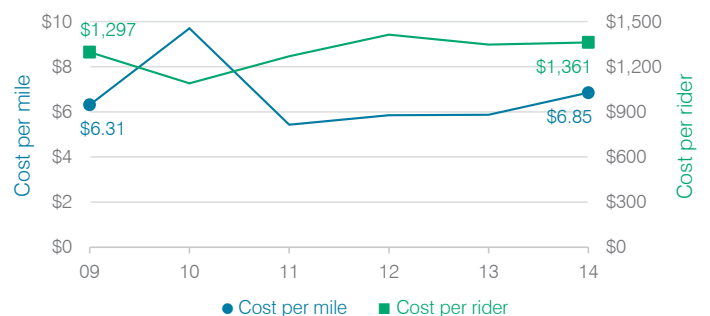
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



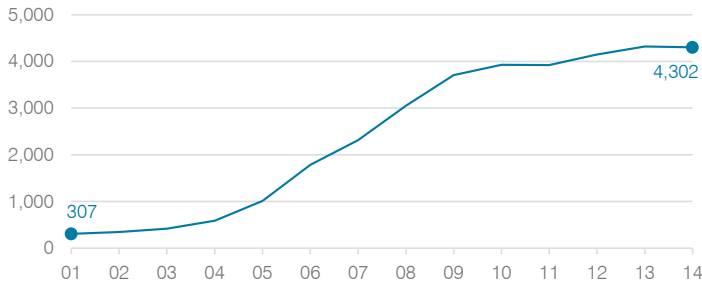
# J.O. Combs Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	50.5	50.4	51.6	52.3	56.2	59.8	59.1	53.1	55.3	50.7	51.2	50.9	53.2	53.3

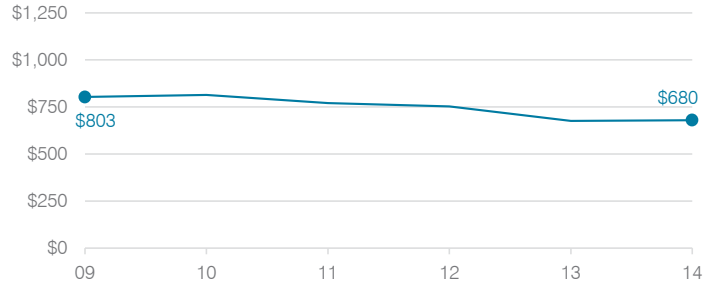
## OPERATIONAL TRENDS

Fiscal years as indicated

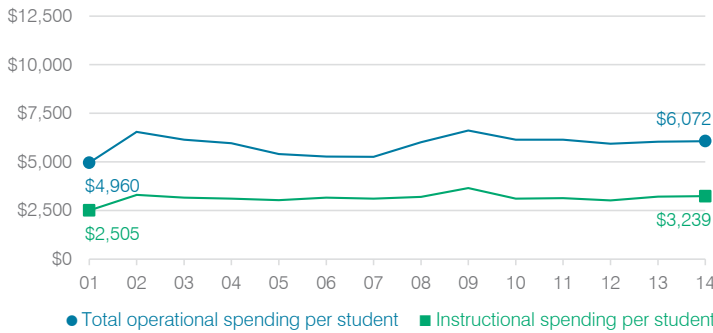
### Students attending



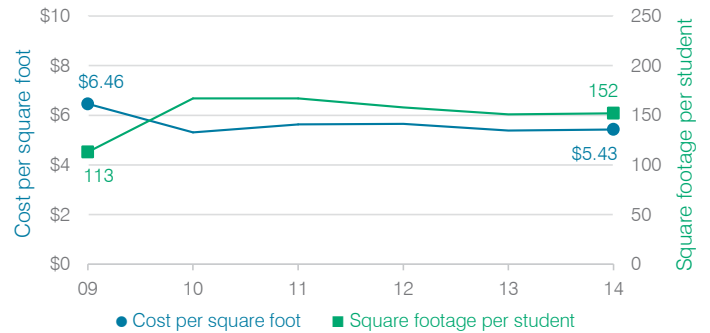
### Administrative cost per student



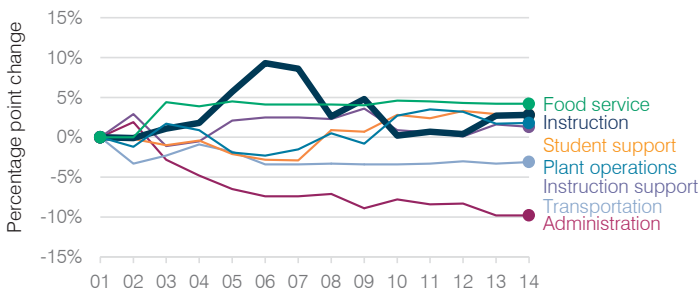
### Total operational and instructional spending per student



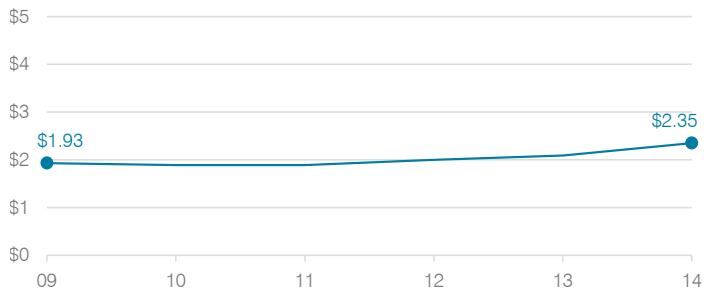
### Plant cost per square foot and square footage per student



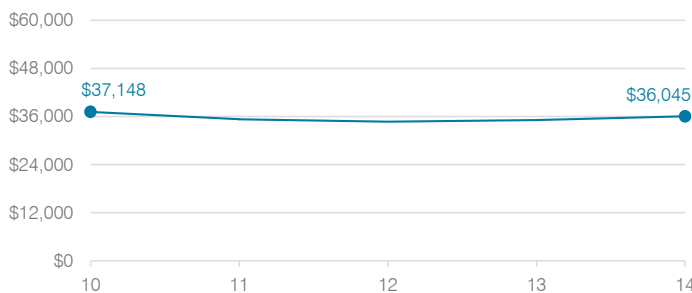
### Changes in operational spending percentages



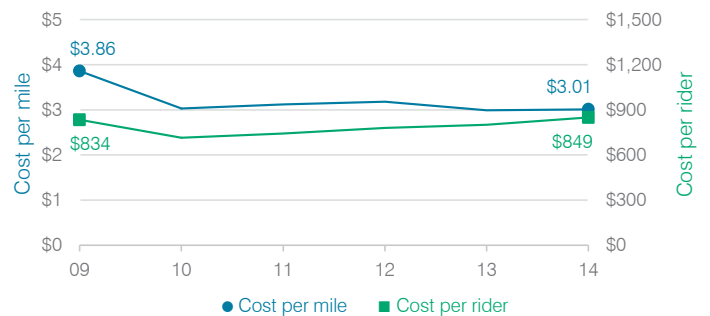
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



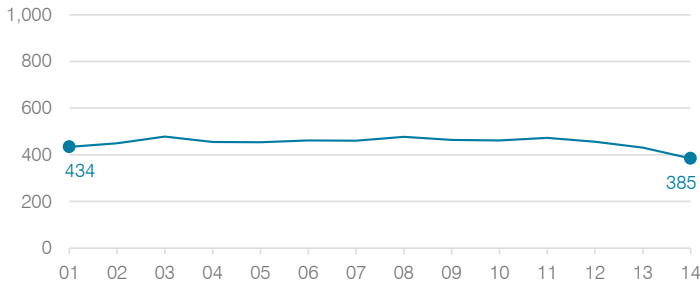
# Joseph City Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	48.8	54.6	60.2	55.5	55.0	54.0	50.9	49.4	48.3	49.6	48.1	47.8	46.9	45.9

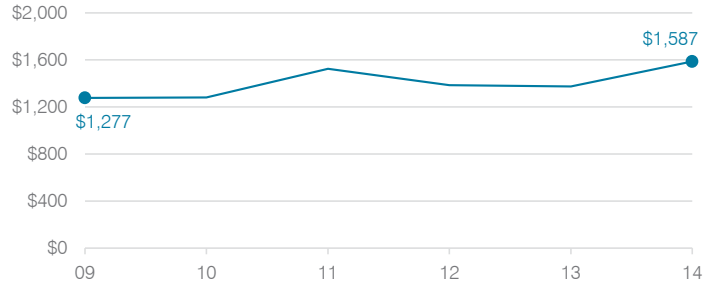
## OPERATIONAL TRENDS

Fiscal years as indicated

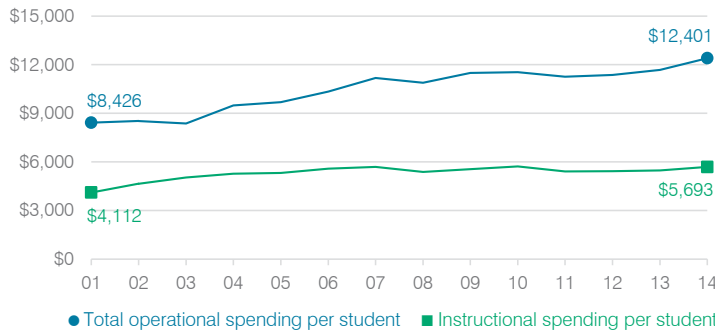
### Students attending



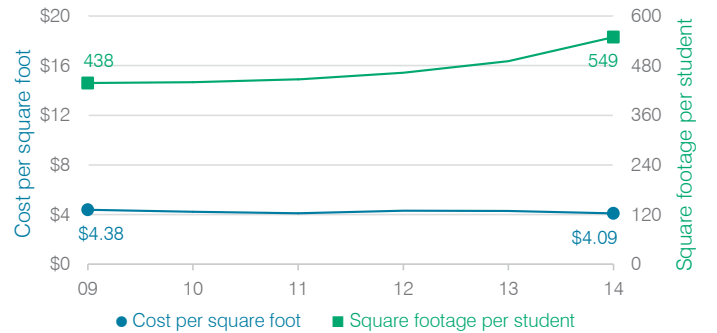
### Administrative cost per student



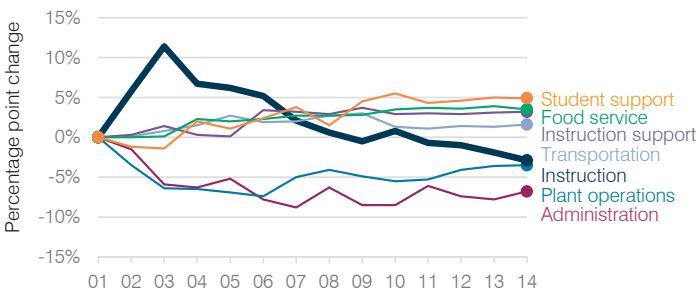
### Total operational and instructional spending per student



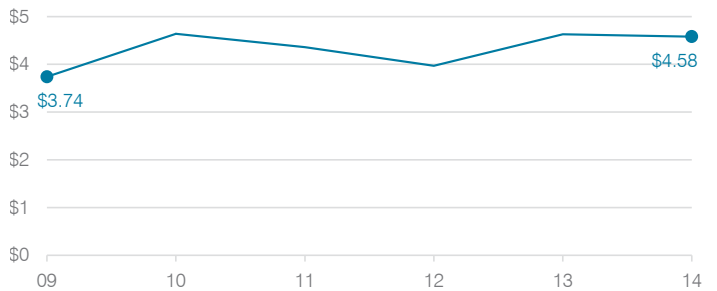
### Plant cost per square foot and square footage per student



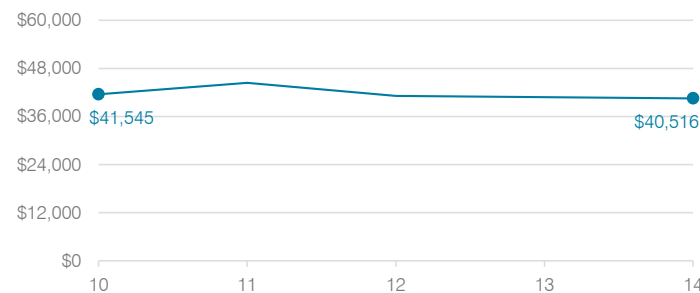
### Changes in operational spending percentages



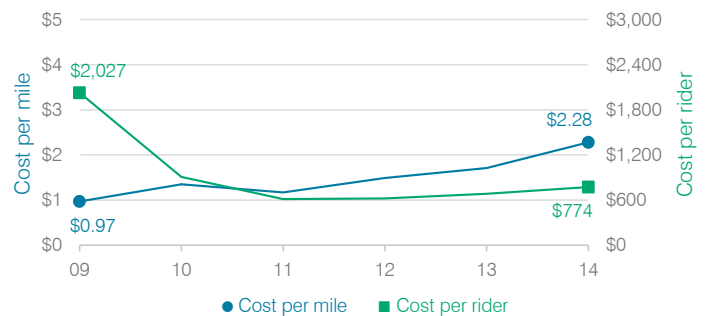
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider

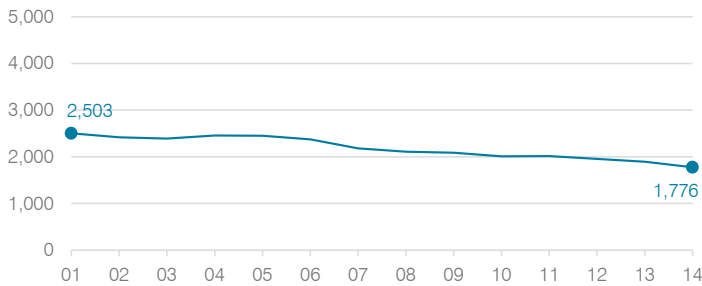


# Kayenta Unified School District

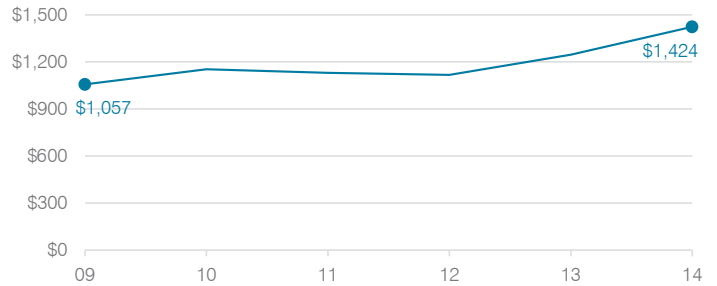
Classroom dollar percentage: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014  
 55.1 49.9 46.7 47.9 46.9 44.5 45.3 43.1 42.1 41.3 41.6 41.3 40.3 40.4

## OPERATIONAL TRENDS Fiscal years as indicated

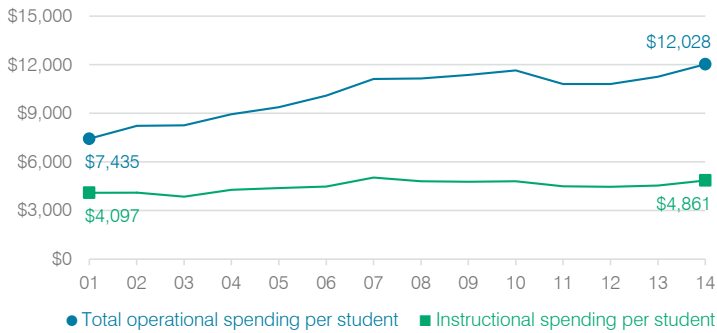
### Students attending



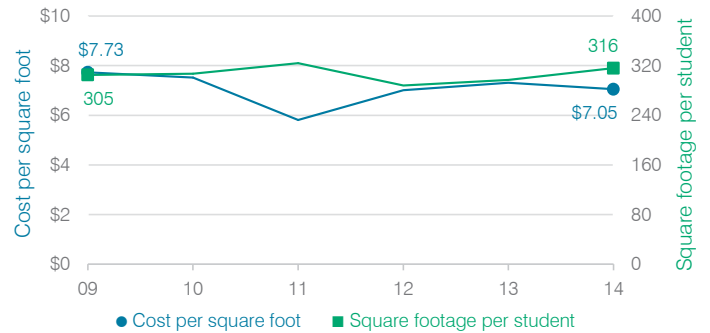
### Administrative cost per student



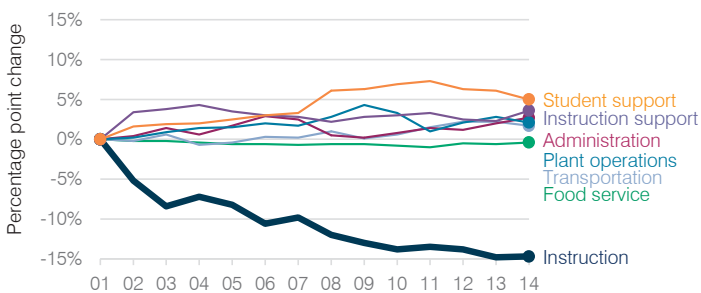
### Total operational and instructional spending per student



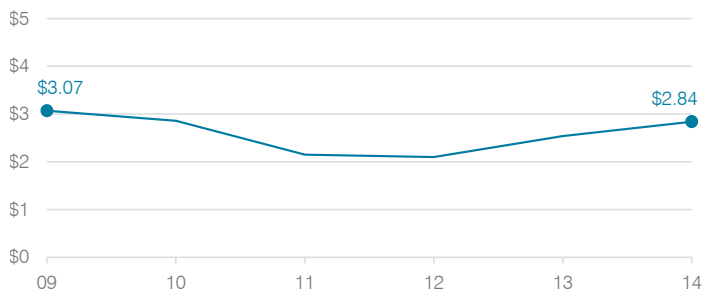
### Plant cost per square foot and square footage per student



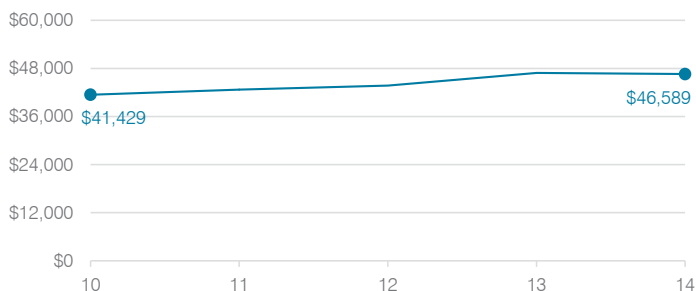
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



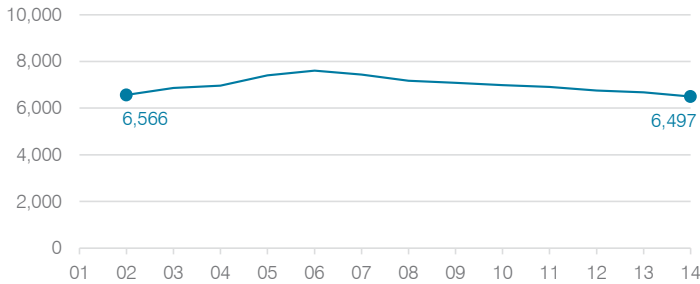
# Kingman Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	N/A	55.8	57.0	56.4	56.7	55.8	54.9	55.2	53.6	53.2	53.1	52.6	50.5	50.7

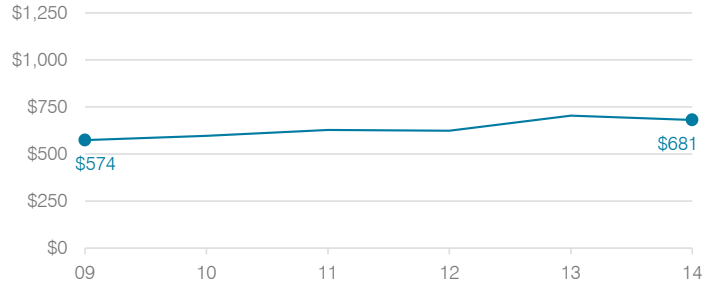
## OPERATIONAL TRENDS

Fiscal years as indicated

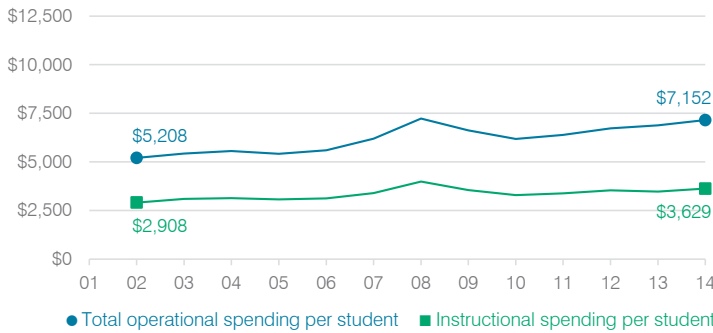
### Students attending



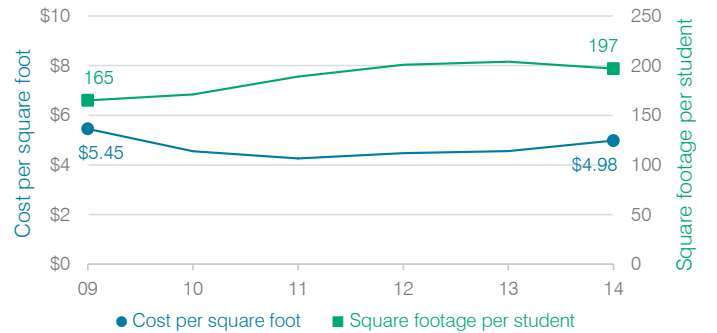
### Administrative cost per student



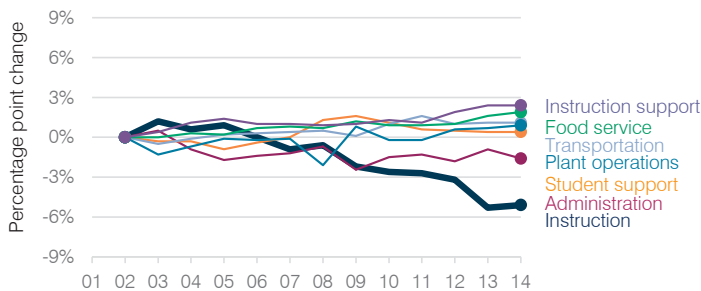
### Total operational and instructional spending per student



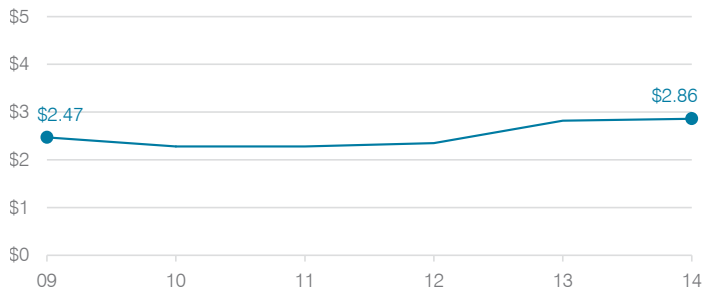
### Plant cost per square foot and square footage per student



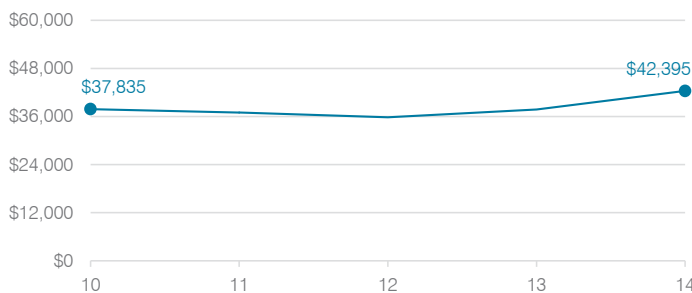
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider





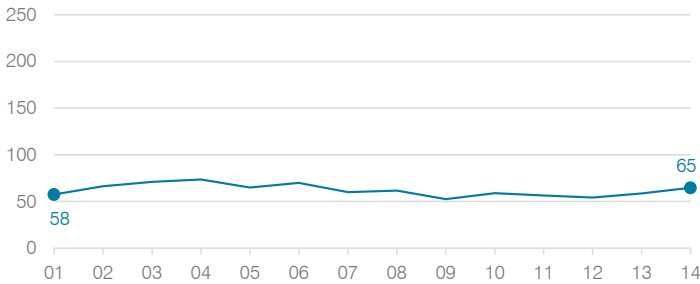
# Kirkland Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	65.9	53.9	55.0	56.7	55.6	53.0	52.9	51.8	52.7	52.5	52.9	57.8	53.0	52.5

## OPERATIONAL TRENDS

Fiscal years as indicated

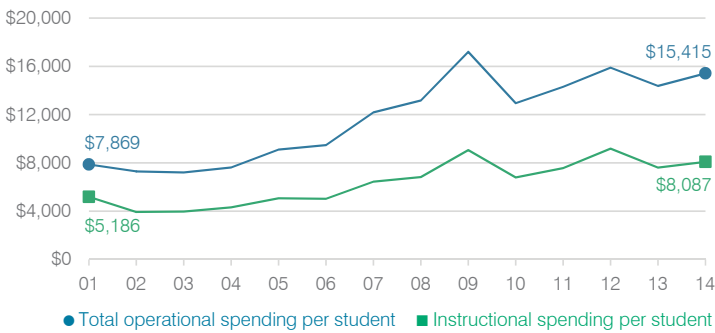
### Students attending



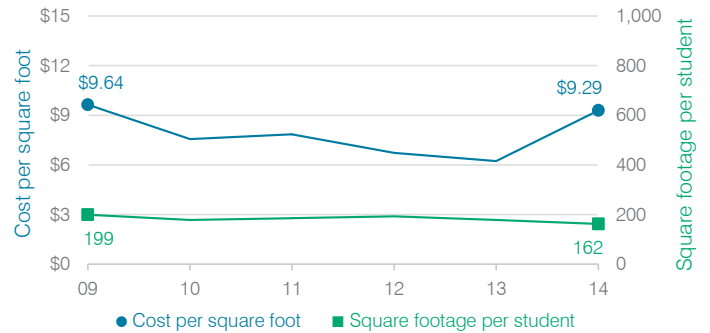
### Administrative cost per student



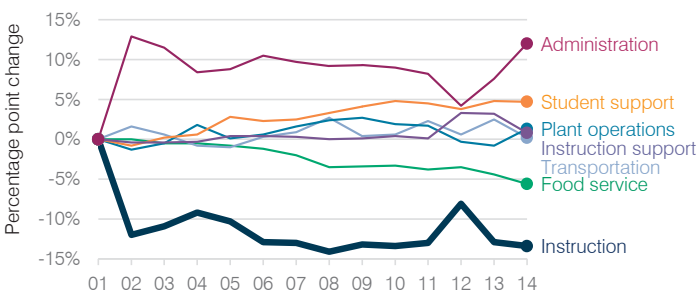
### Total operational and instructional spending per student



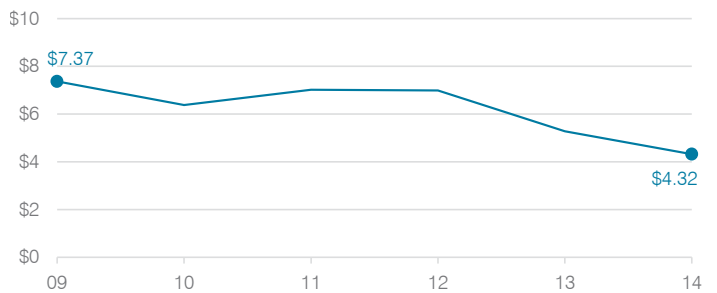
### Plant cost per square foot and square footage per student



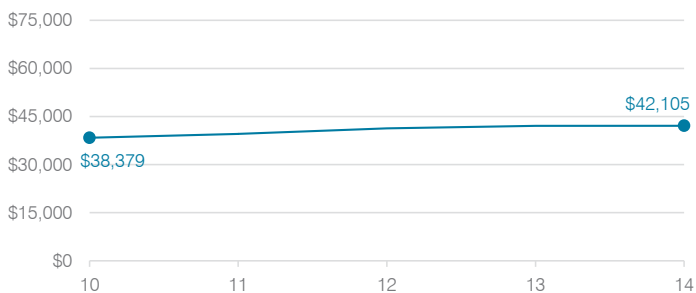
### Changes in operational spending percentages



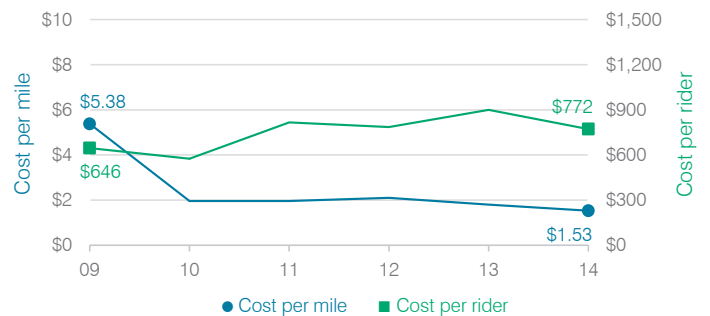
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



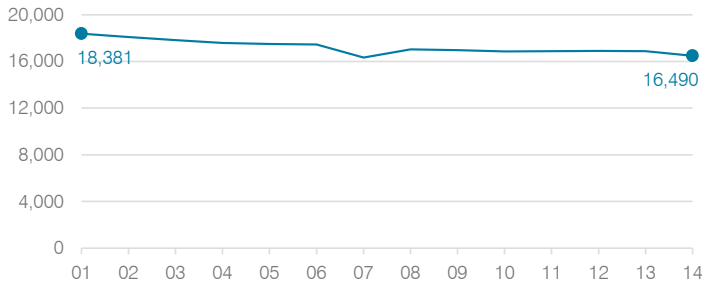
# Kyrene Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	60.2	61.2	61.9	64.4	64.3	64.0	63.5	63.3	62.9	61.0	61.8	60.2	60.1	59.4

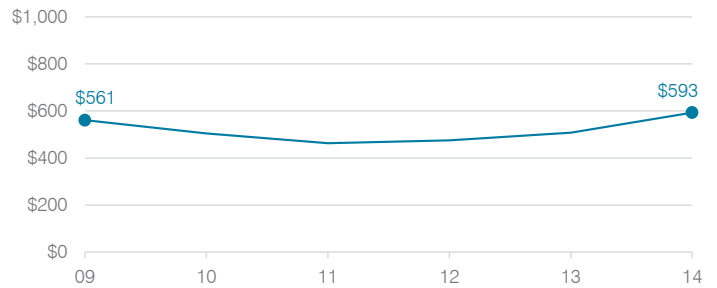
## OPERATIONAL TRENDS

Fiscal years as indicated

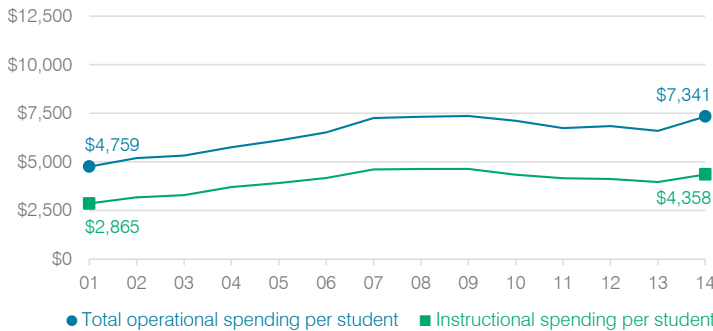
### Students attending



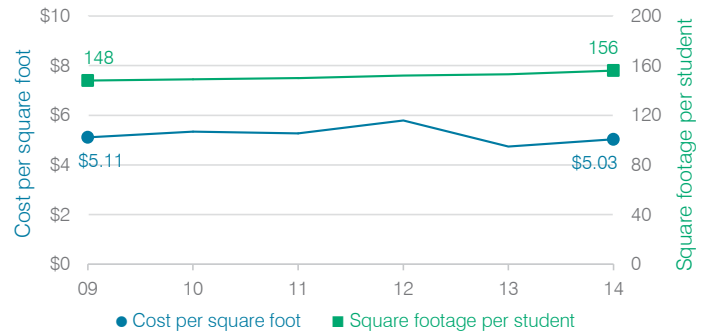
### Administrative cost per student



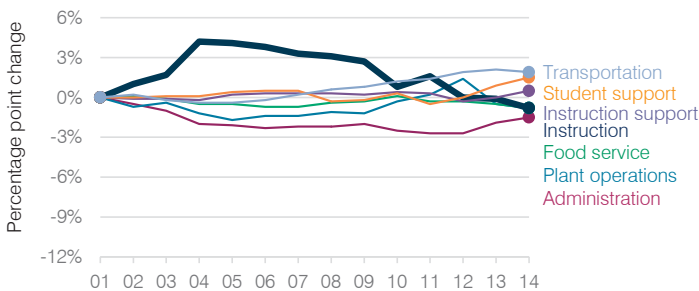
### Total operational and instructional spending per student



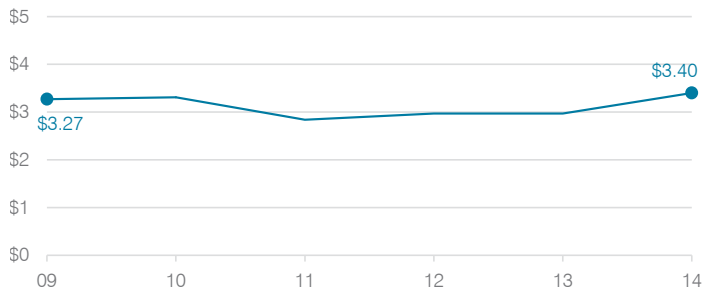
### Plant cost per square foot and square footage per student



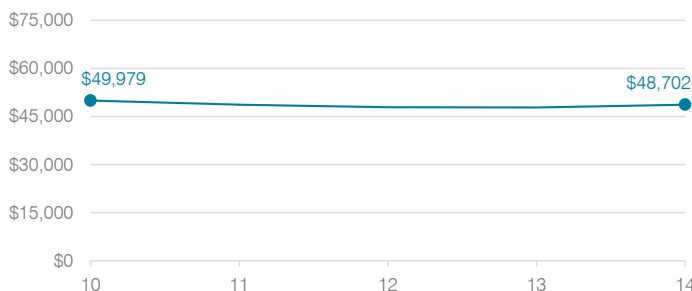
### Changes in operational spending percentages



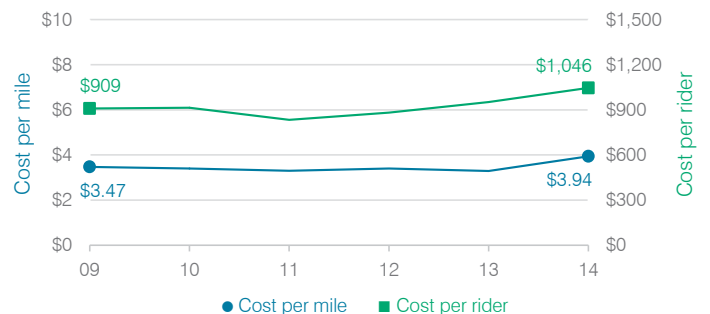
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



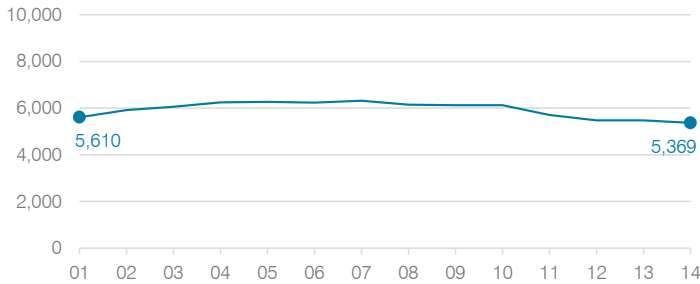
# Lake Havasu Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	60.3	61.1	61.7	60.1	61.1	61.8	61.2	59.8	59.5	59.1	56.5	53.9	55.6	53.6

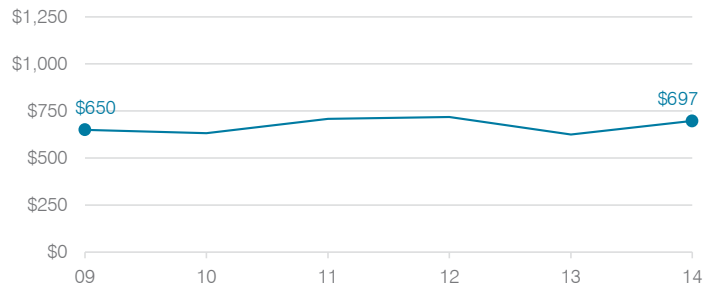
## OPERATIONAL TRENDS

Fiscal years as indicated

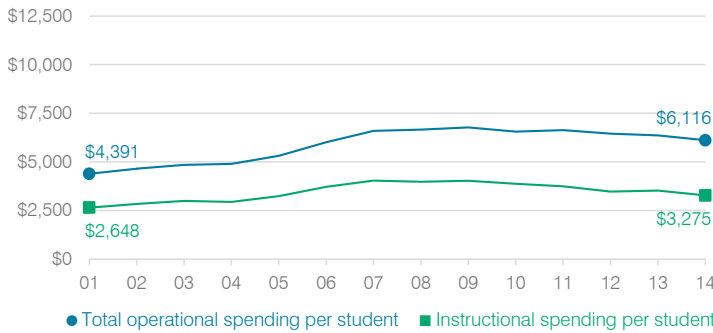
### Students attending



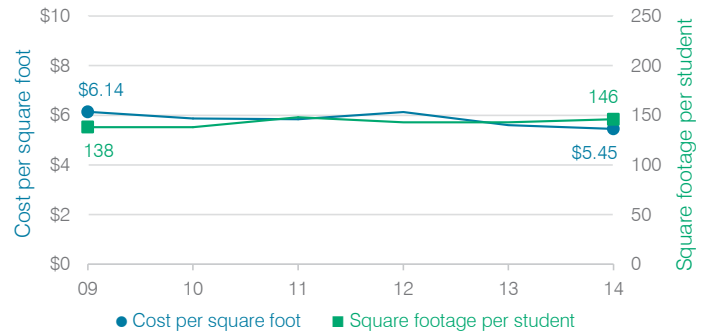
### Administrative cost per student



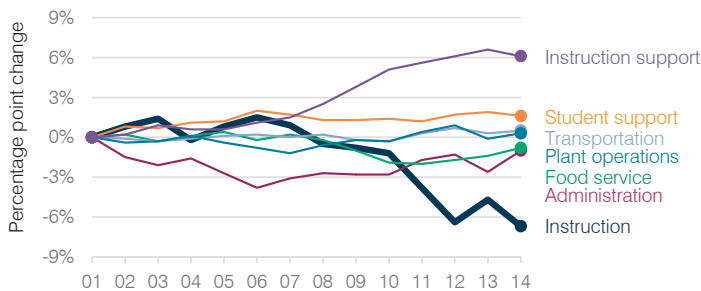
### Total operational and instructional spending per student



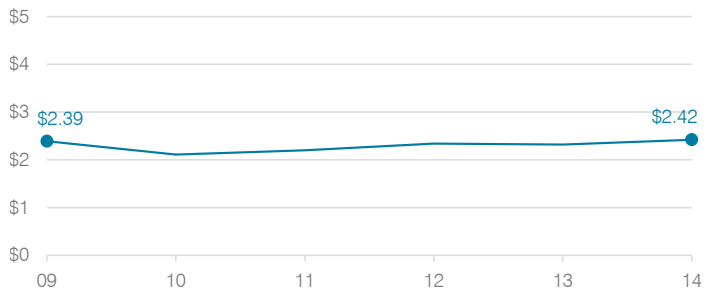
### Plant cost per square foot and square footage per student



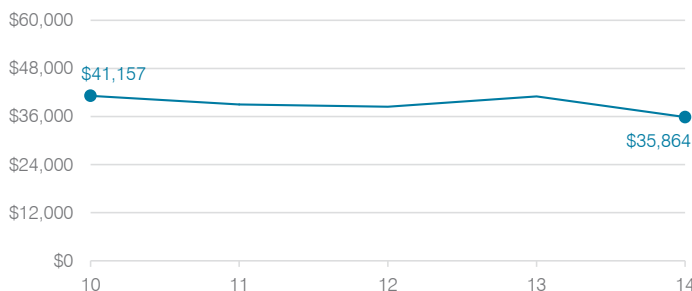
### Changes in operational spending percentages



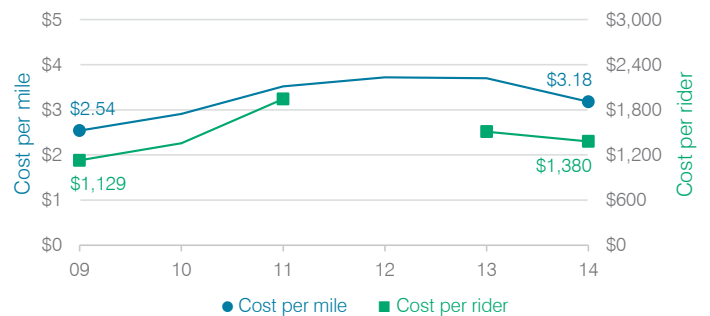
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider

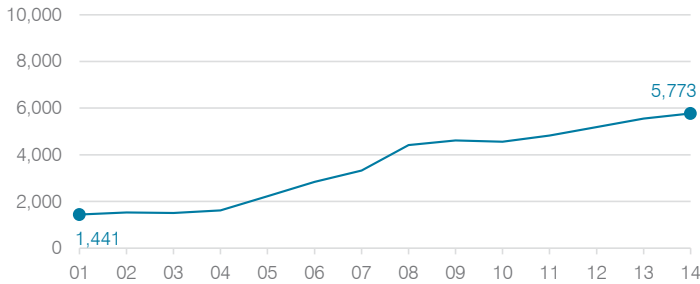


# Laveen Elementary School District

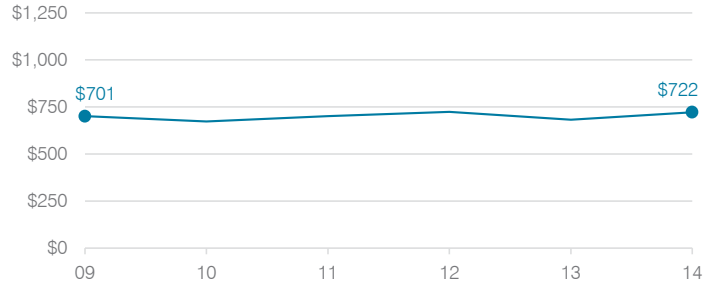
Classroom dollar percentage: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014  
 53.8 52.1 52.9 52.3 50.7 51.0 53.6 57.0 55.2 53.3 51.7 51.4 52.2 52.7

## OPERATIONAL TRENDS Fiscal years as indicated

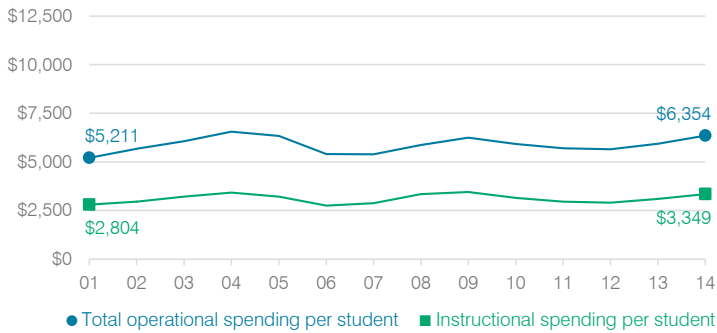
### Students attending



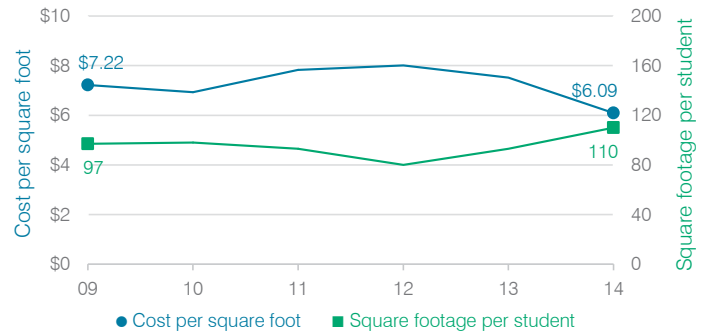
### Administrative cost per student



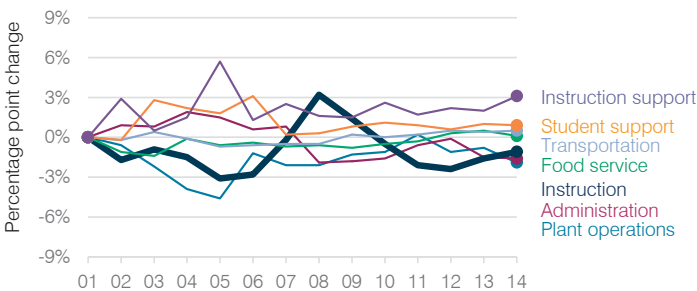
### Total operational and instructional spending per student



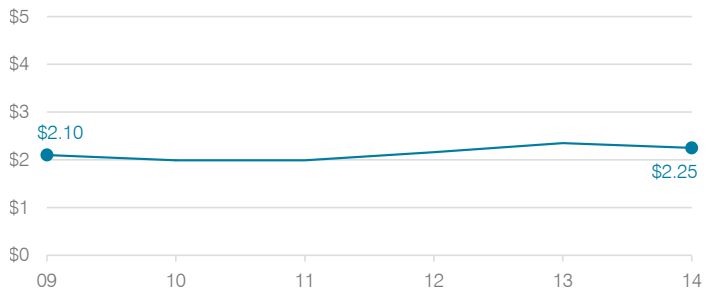
### Plant cost per square foot and square footage per student



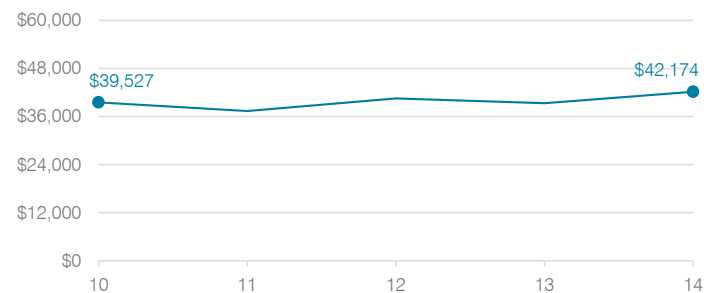
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



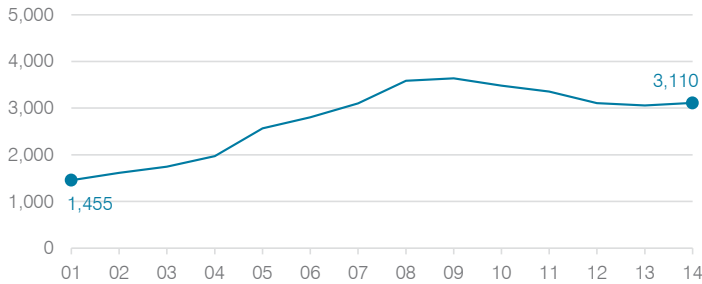
# Liberty Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	60.0	62.5	64.4	64.3	62.4	62.1	62.9	61.0	60.3	59.7	57.7	59.3	58.9	59.0

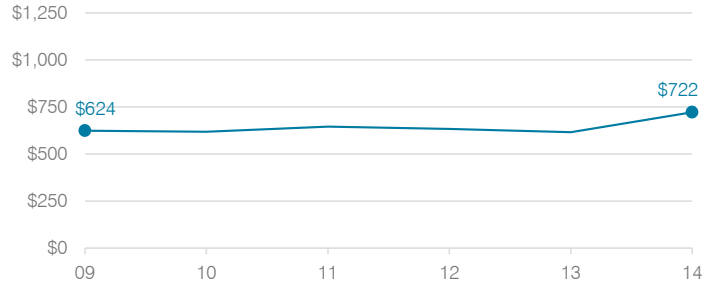
## OPERATIONAL TRENDS

Fiscal years as indicated

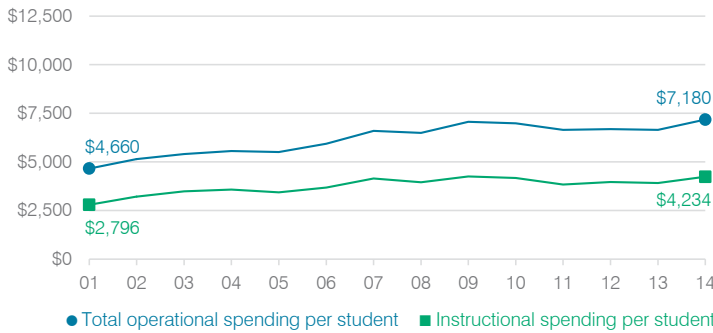
### Students attending



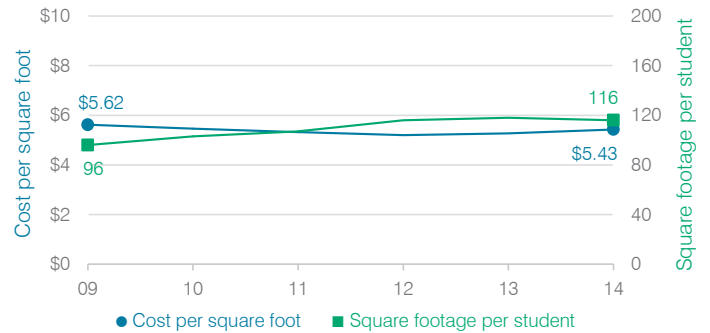
### Administrative cost per student



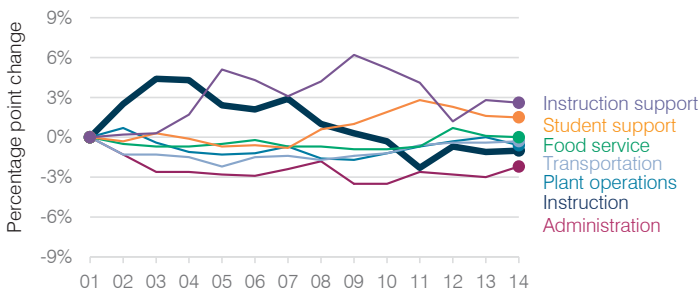
### Total operational and instructional spending per student



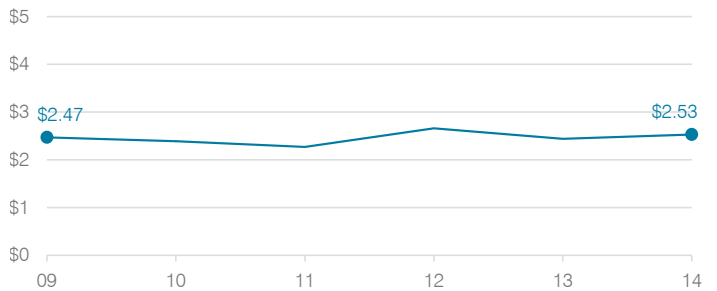
### Plant cost per square foot and square footage per student



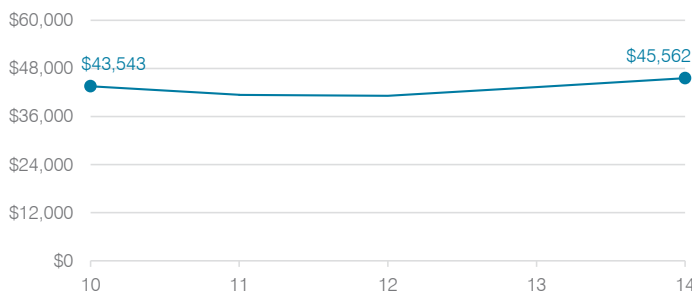
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider

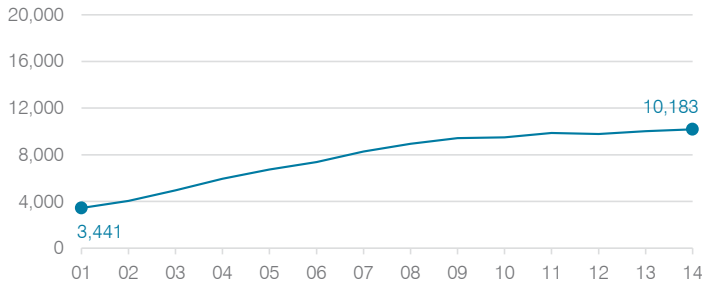


# Litchfield Elementary School District

Classroom dollar percentage: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014  
 57.9 59.7 59.3 60.7 59.6 58.4 58.0 57.9 58.3 58.3 58.4 58.2 58.1 57.7

## OPERATIONAL TRENDS Fiscal years as indicated

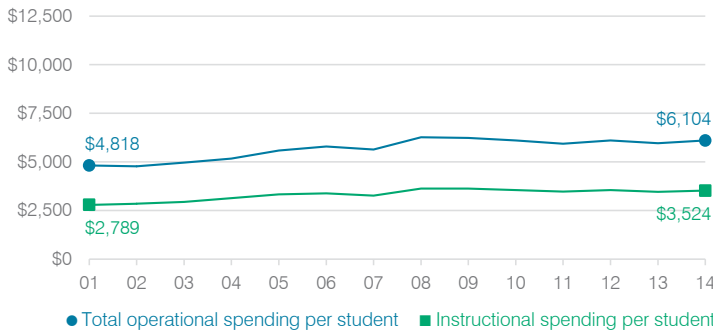
### Students attending



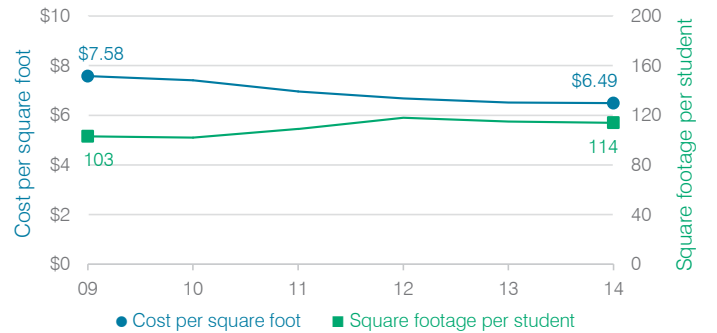
### Administrative cost per student



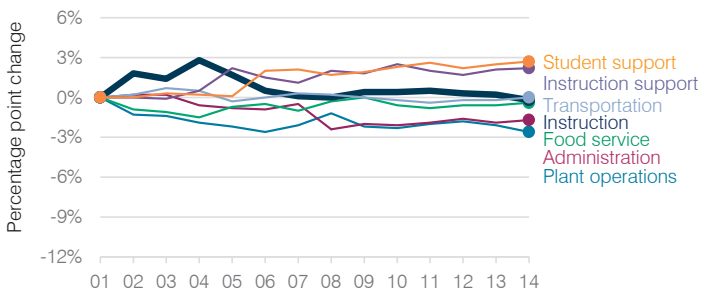
### Total operational and instructional spending per student



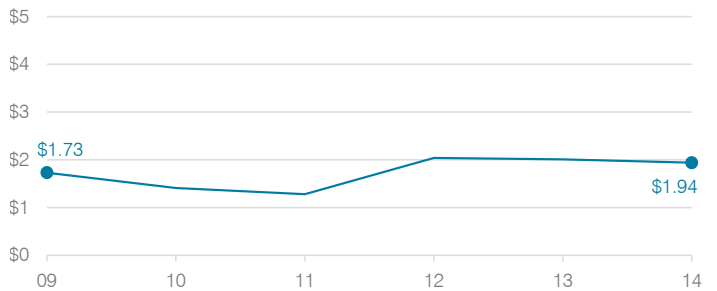
### Plant cost per square foot and square footage per student



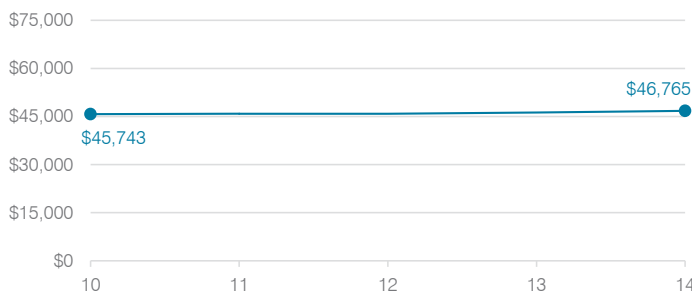
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



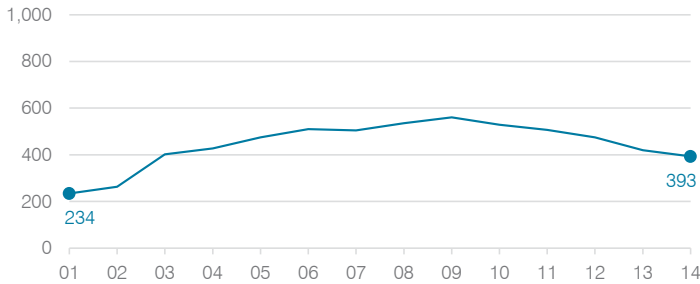
# Littlefield Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	52.5	63.4	62.9	63.7	55.6	54.4	55.4	54.6	50.6	52.6	53.8	54.3	50.2	51.9

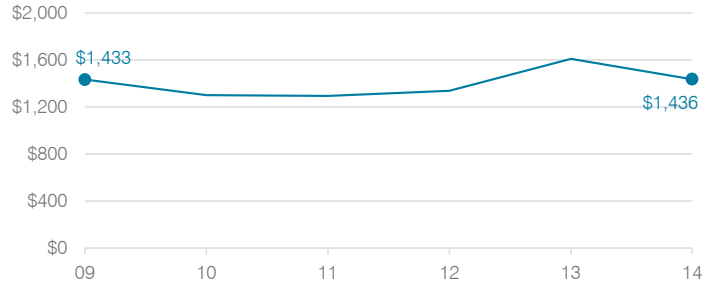
## OPERATIONAL TRENDS

Fiscal years as indicated

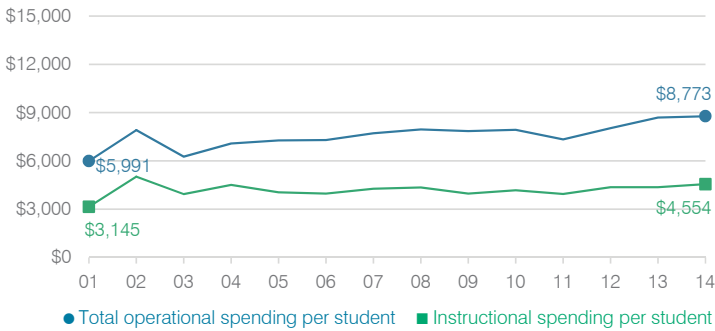
### Students attending



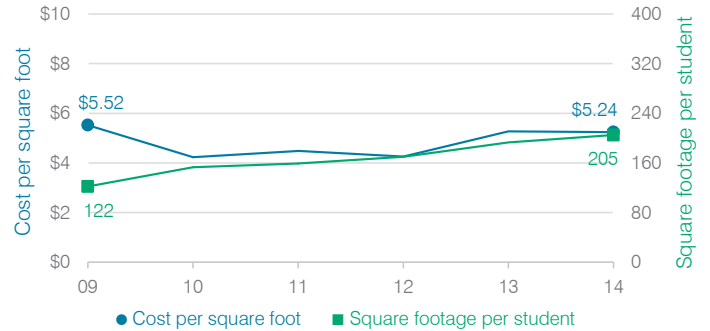
### Administrative cost per student



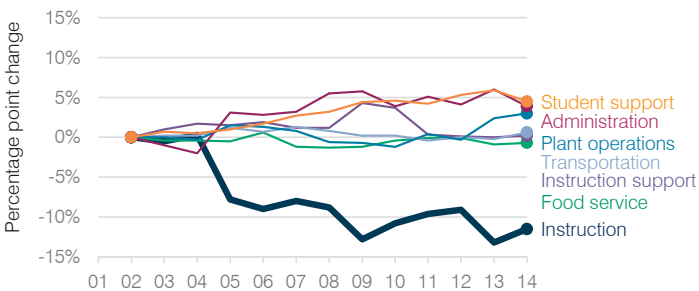
### Total operational and instructional spending per student



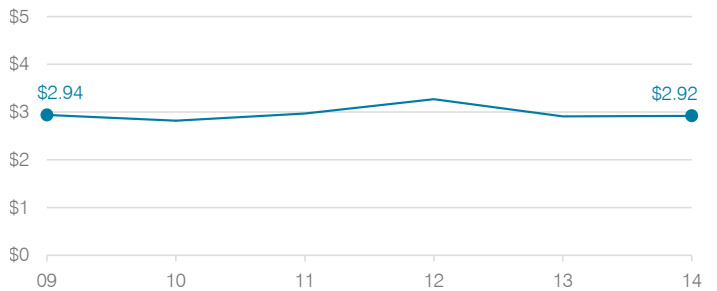
### Plant cost per square foot and square footage per student



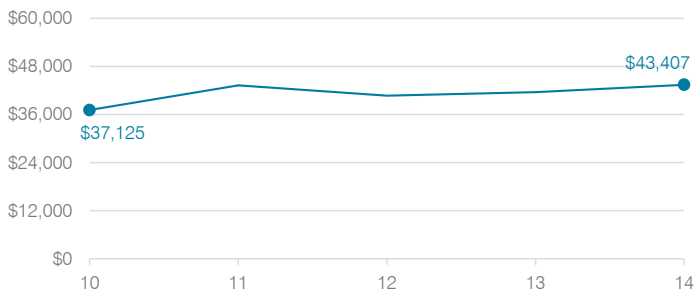
### Changes in operational spending percentages



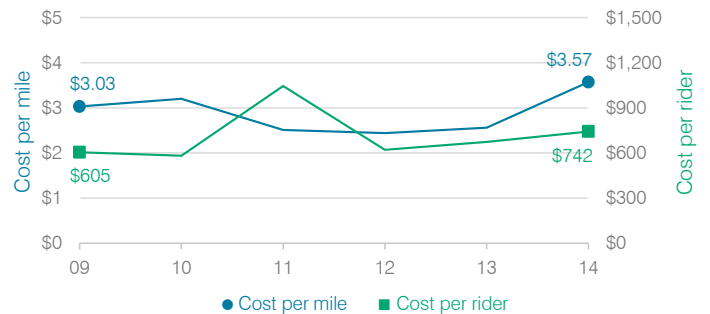
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



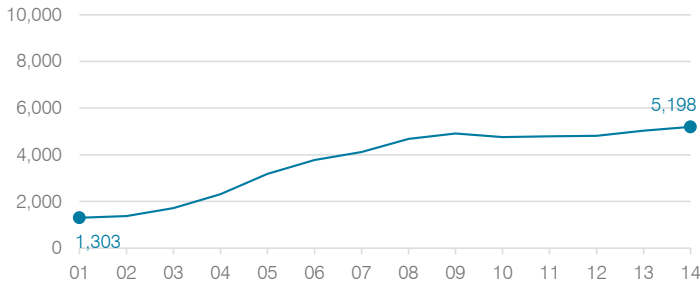
# Littleton Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	56.8	56.4	53.5	56.4	58.2	57.0	56.8	57.7	59.0	58.1	57.2	53.9	53.0	53.9

## OPERATIONAL TRENDS

Fiscal years as indicated

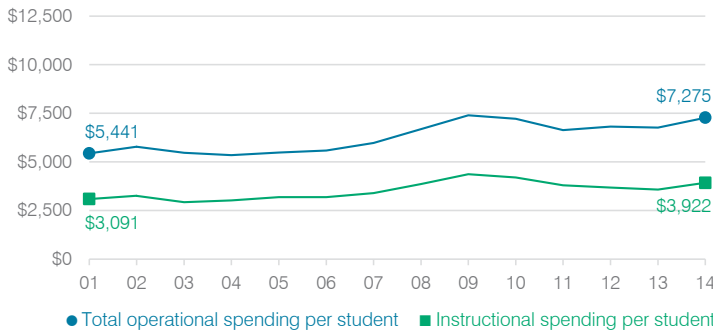
### Students attending



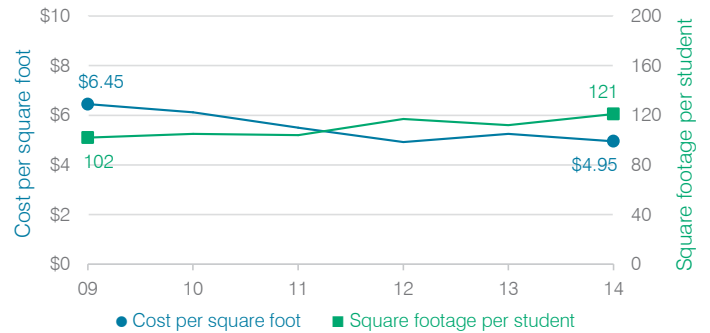
### Administrative cost per student



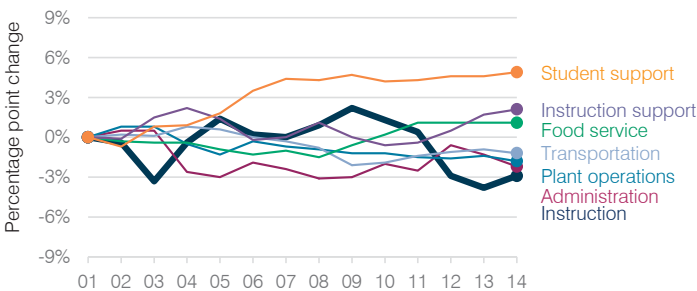
### Total operational and instructional spending per student



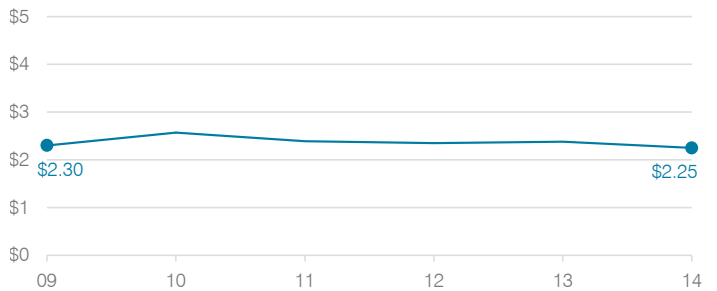
### Plant cost per square foot and square footage per student



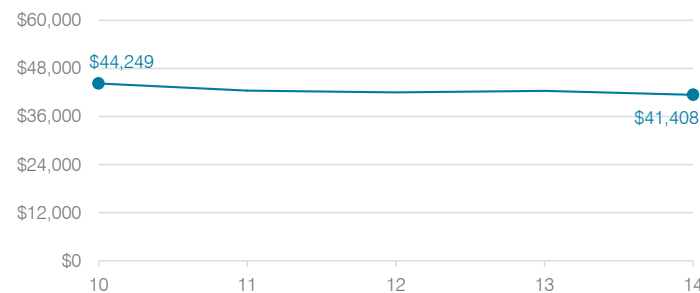
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider





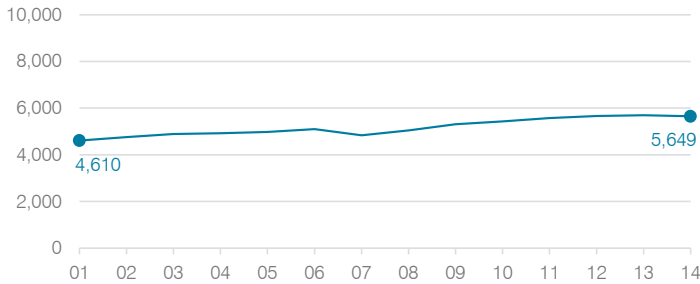
# Madison Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	54.3	56.1	58.1	59.5	59.3	59.2	58.4	55.0	54.6	53.2	51.1	53.1	52.7	51.7

## OPERATIONAL TRENDS

Fiscal years as indicated

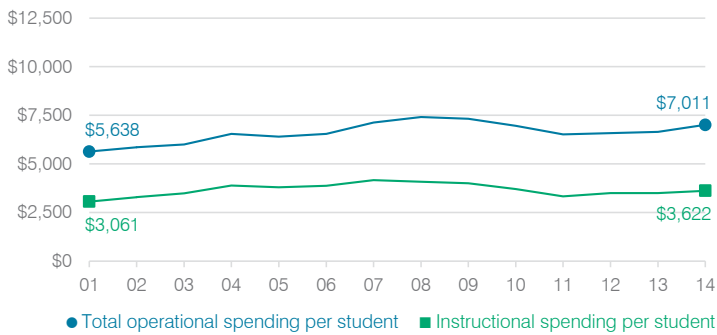
### Students attending



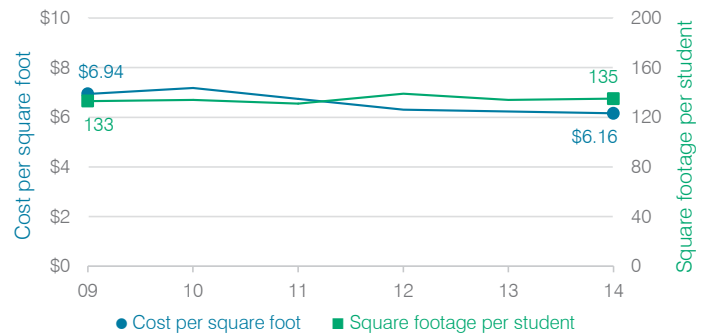
### Administrative cost per student



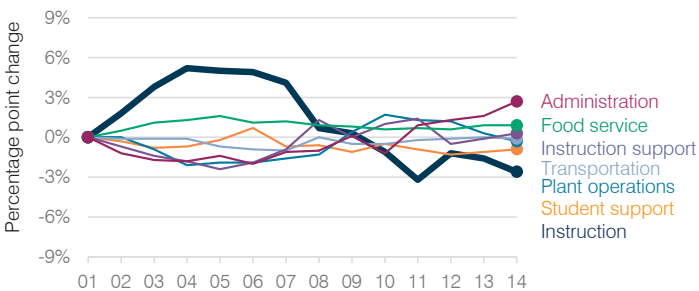
### Total operational and instructional spending per student



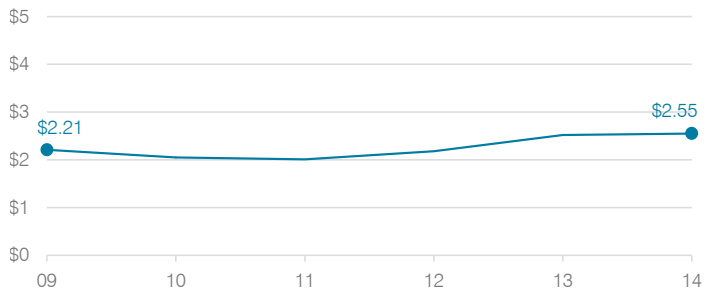
### Plant cost per square foot and square footage per student



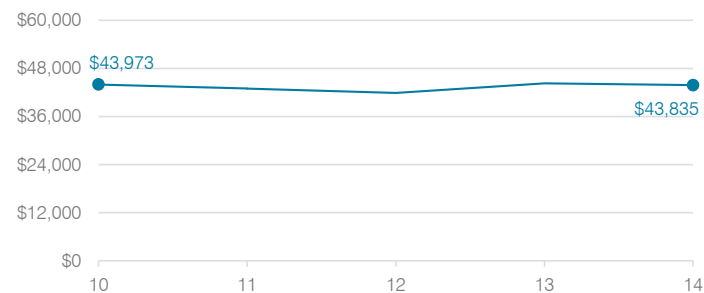
### Changes in operational spending percentages



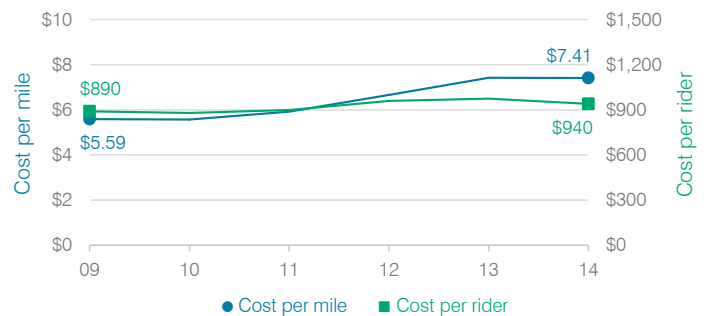
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



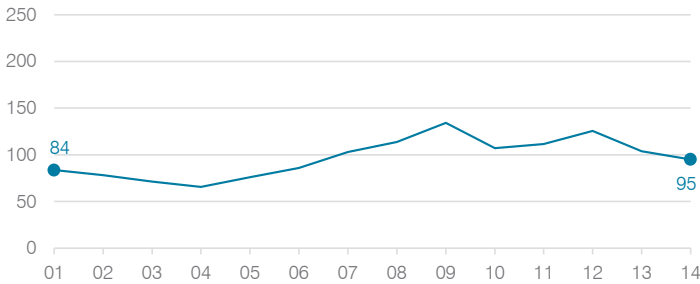
# Maine Consolidated School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	46.2	46.7	47.7	50.6	50.7	43.8	46.8	45.8	53.5	50.5	52.3	50.2	50.8	51.1

## OPERATIONAL TRENDS

Fiscal years as indicated

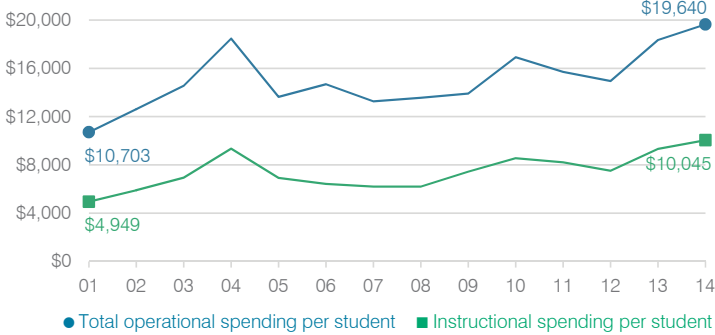
### Students attending



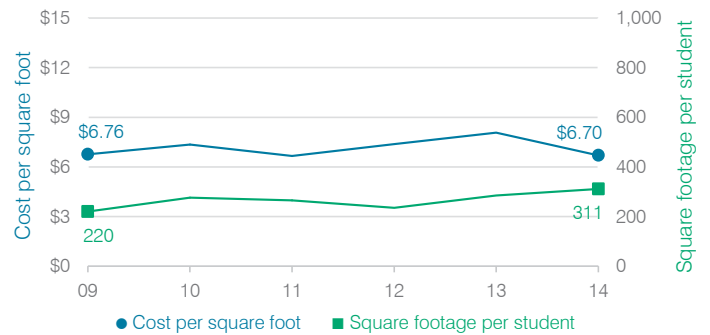
### Administrative cost per student



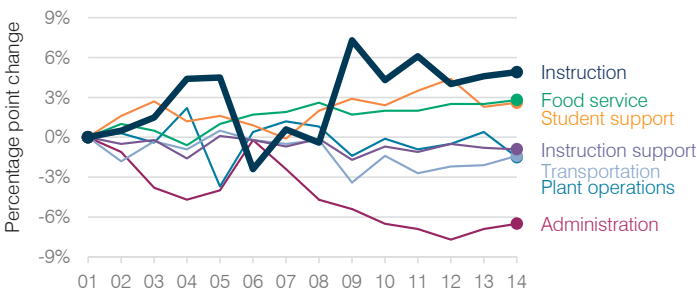
### Total operational and instructional spending per student



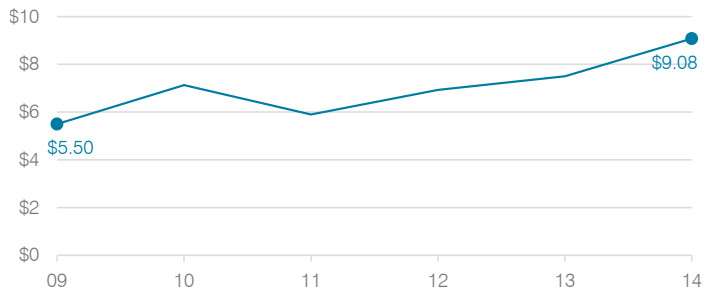
### Plant cost per square foot and square footage per student



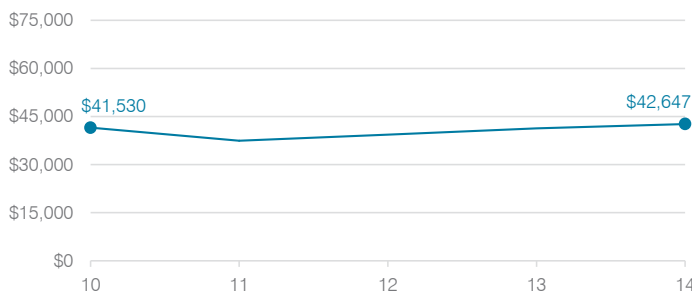
### Changes in operational spending percentages



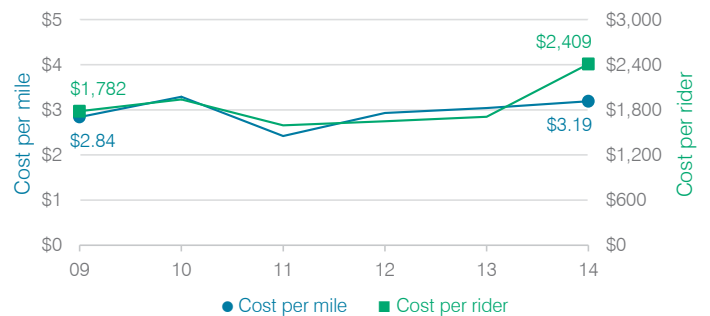
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider

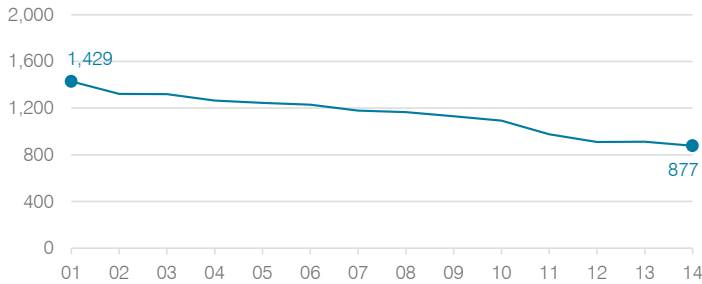


# Mammoth-San Manuel Unified School District

Classroom dollar percentage: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014  
 57.9 55.6 56.1 55.9 56.2 57.1 54.9 55.5 56.3 57.2 53.4 56.0 52.7 52.6

## OPERATIONAL TRENDS Fiscal years as indicated

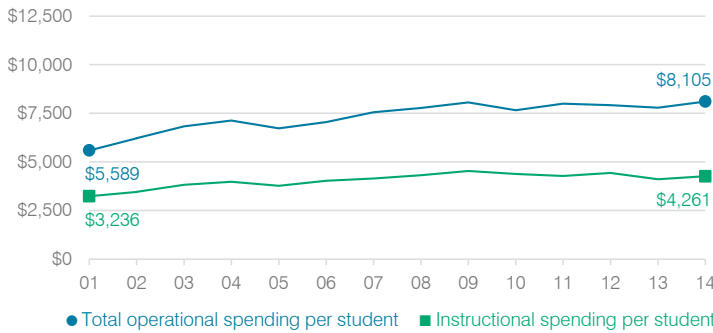
### Students attending



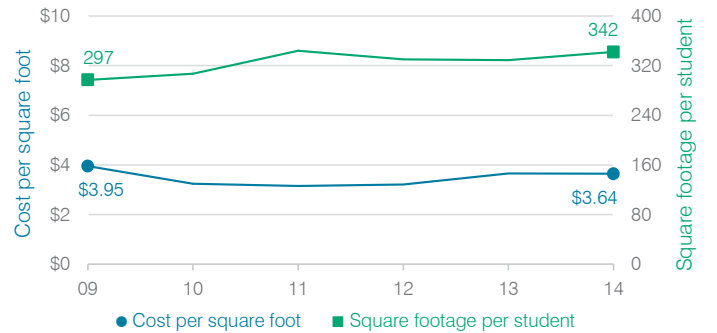
### Administrative cost per student



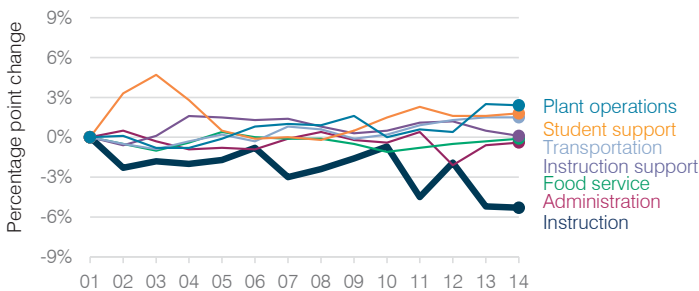
### Total operational and instructional spending per student



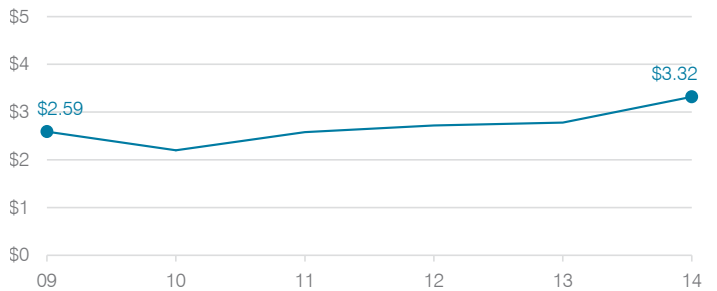
### Plant cost per square foot and square footage per student



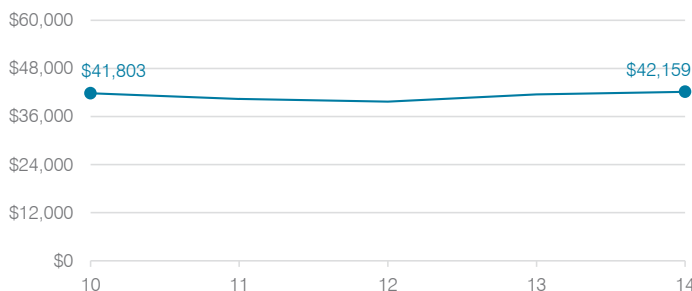
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



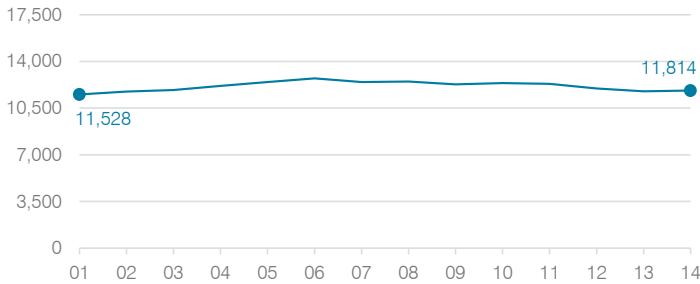
# Marana Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	52.9	55.4	56.5	59.2	58.8	58.7	59.1	57.3	57.9	56.7	56.1	54.2	54.5	53.9

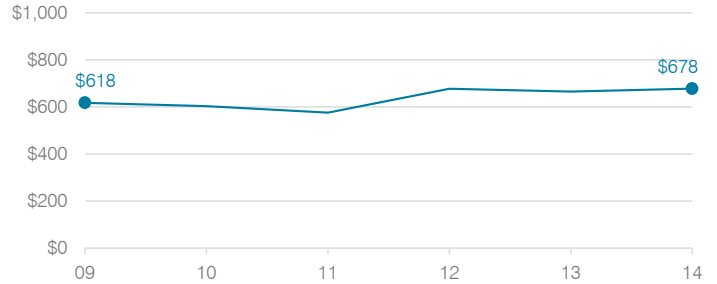
## OPERATIONAL TRENDS

Fiscal years as indicated

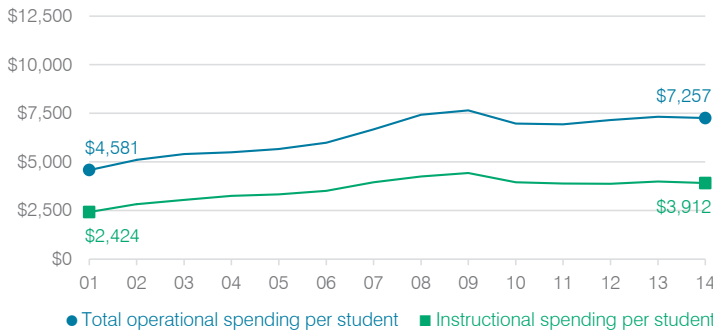
### Students attending



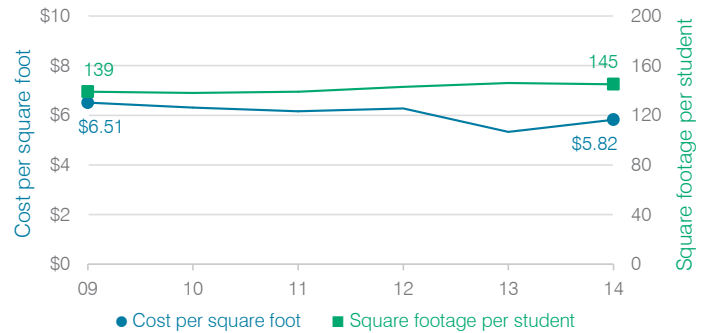
### Administrative cost per student



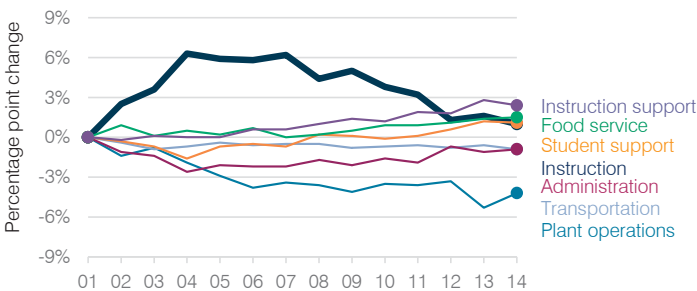
### Total operational and instructional spending per student



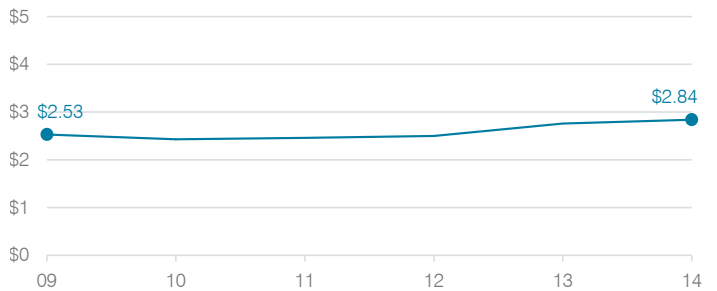
### Plant cost per square foot and square footage per student



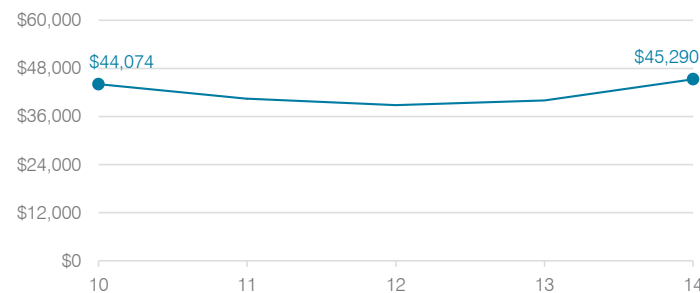
### Changes in operational spending percentages



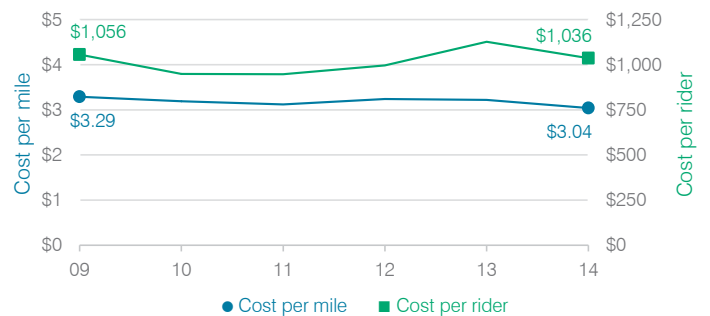
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



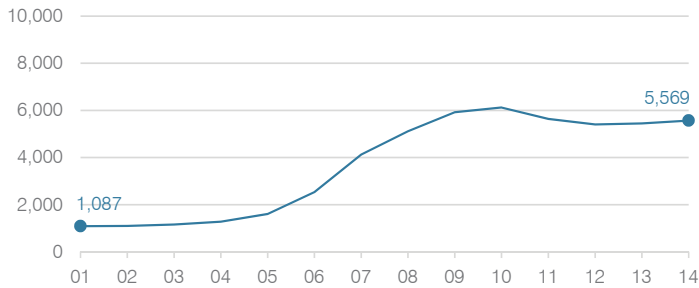
# Maricopa Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	59.1	56.8	58.8	51.1	55.8	55.5	55.2	59.7	52.3	50.7	49.6	47.0	47.4	47.0

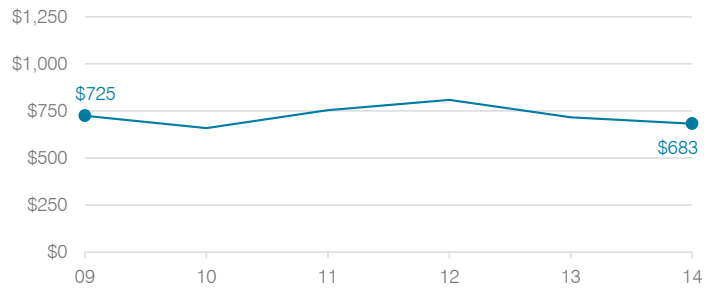
## OPERATIONAL TRENDS

Fiscal years as indicated

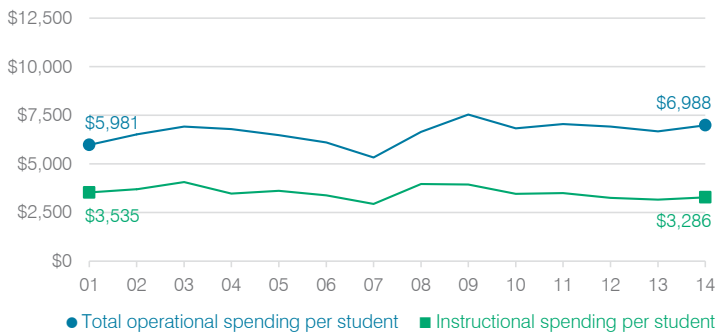
### Students attending



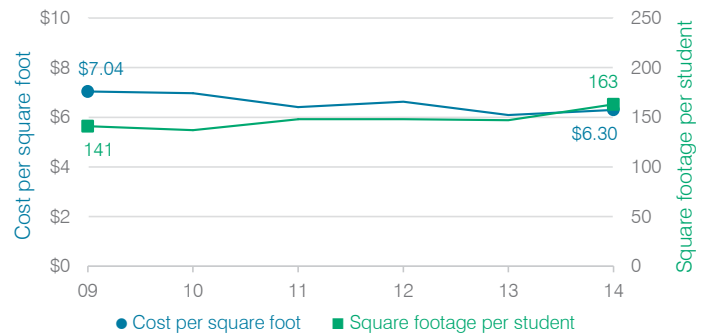
### Administrative cost per student



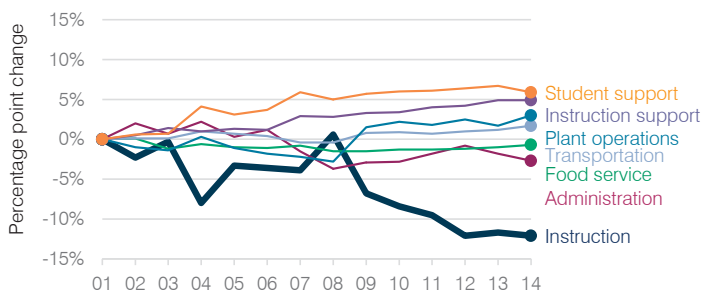
### Total operational and instructional spending per student



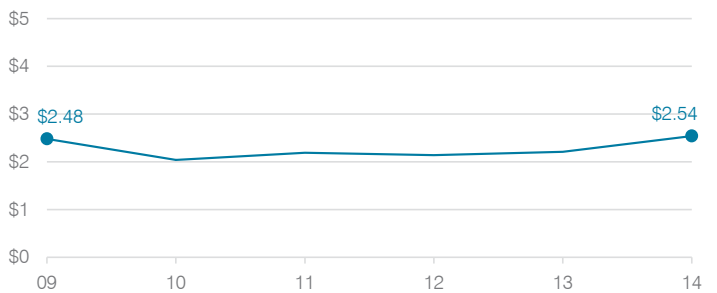
### Plant cost per square foot and square footage per student



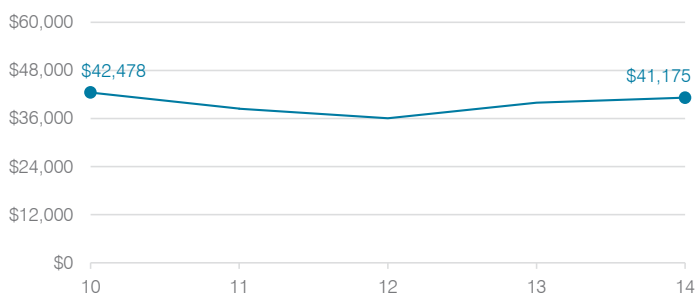
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



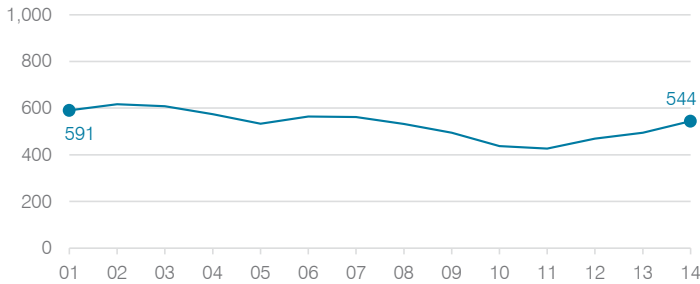
# Mayer Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	55.1	57.4	55.7	54.4	53.7	53.9	49.8	50.2	47.7	44.4	47.7	44.5	44.8	46.8

## OPERATIONAL TRENDS

Fiscal years as indicated

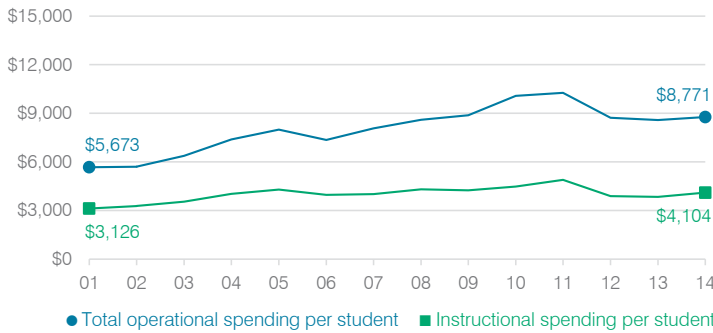
### Students attending



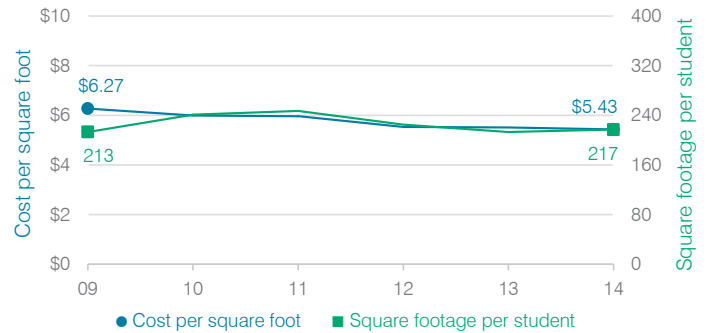
### Administrative cost per student



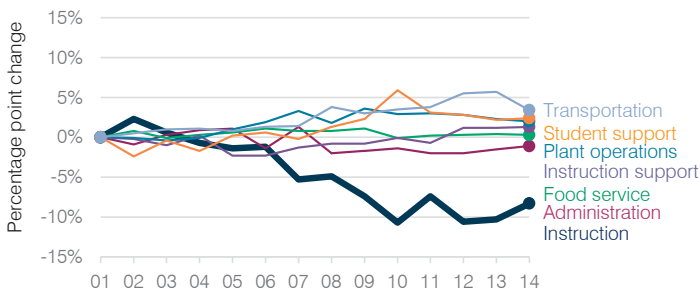
### Total operational and instructional spending per student



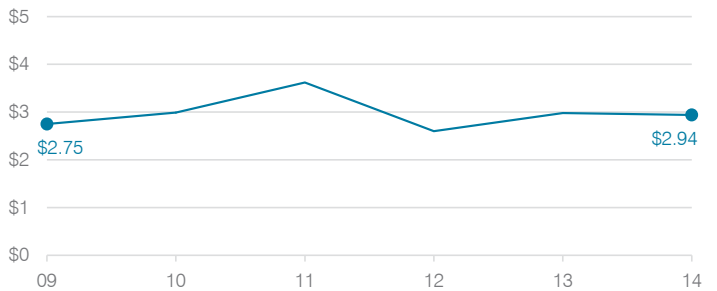
### Plant cost per square foot and square footage per student



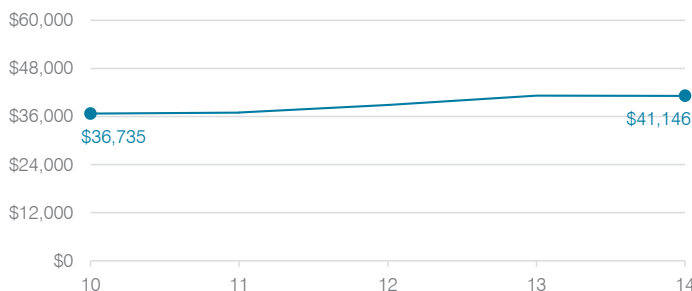
### Changes in operational spending percentages



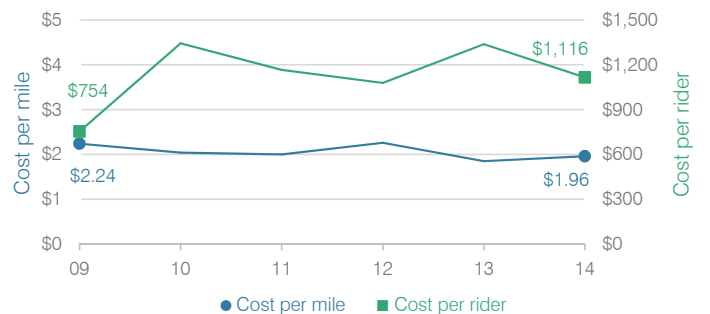
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



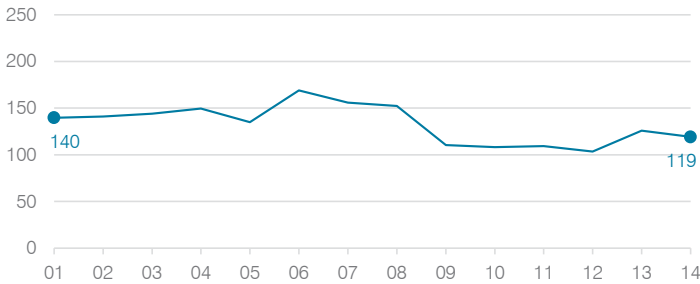
# McNary Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	61.9	63.8	62.3	61.8	58.8	64.0	64.9	61.5	63.2	56.3	53.2	58.5	53.1	58.0

## OPERATIONAL TRENDS

Fiscal years as indicated

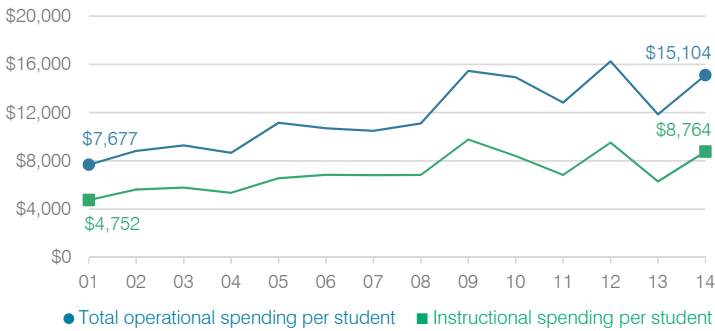
### Students attending



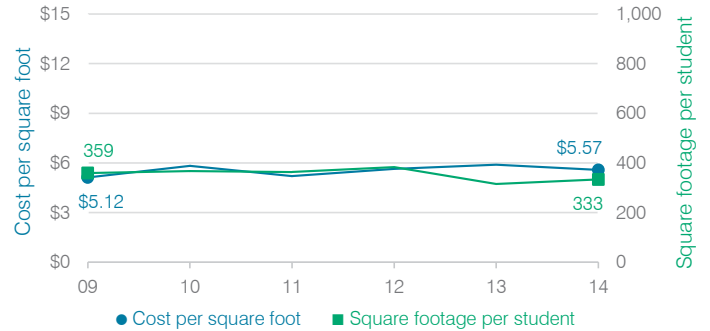
### Administrative cost per student



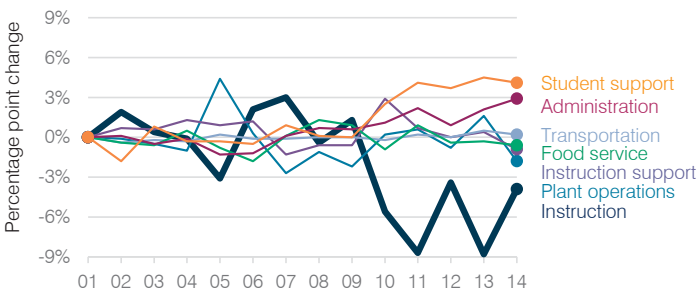
### Total operational and instructional spending per student



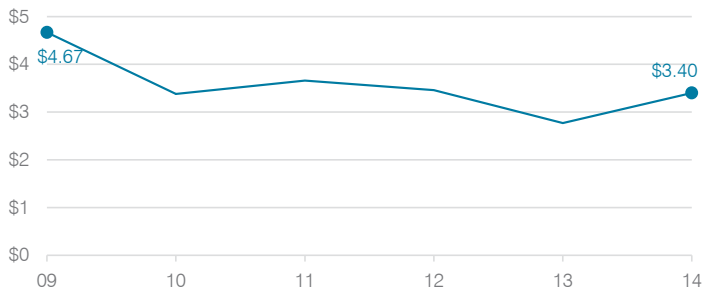
### Plant cost per square foot and square footage per student



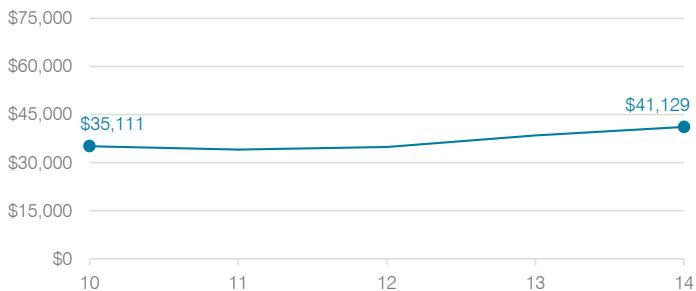
### Changes in operational spending percentages



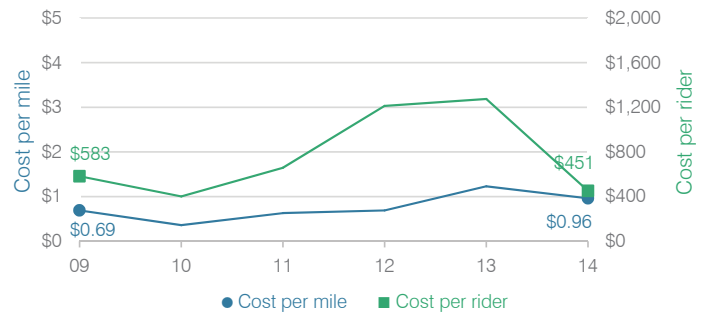
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



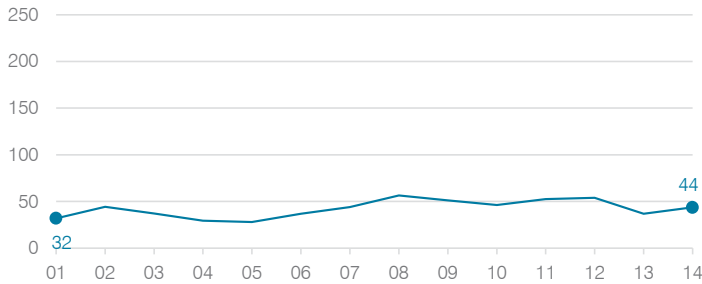
# McNeal Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	76.6	68.7	60.1	49.9	49.2	47.7	54.0	51.8	48.3	44.3	46.9	45.6	45.7	45.1

## OPERATIONAL TRENDS

Fiscal years as indicated

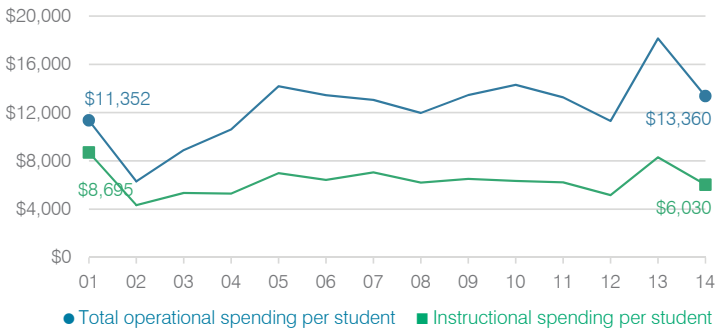
### Students attending



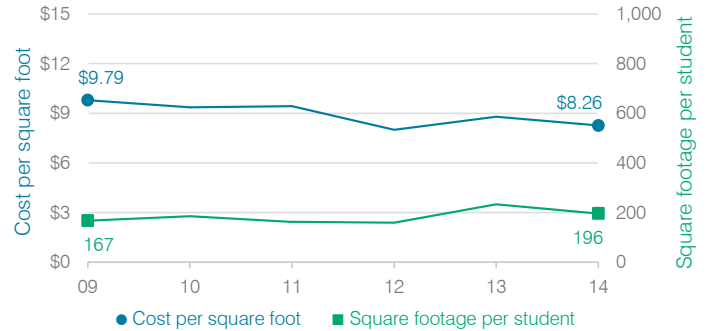
### Administrative cost per student



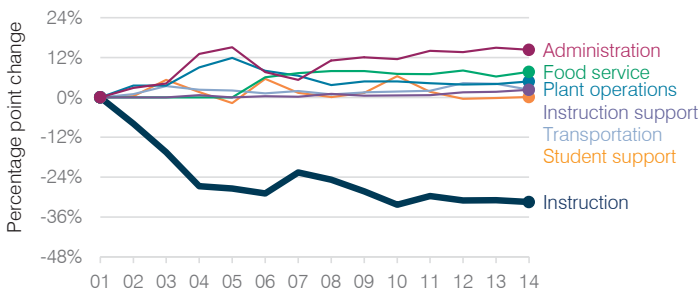
### Total operational and instructional spending per student



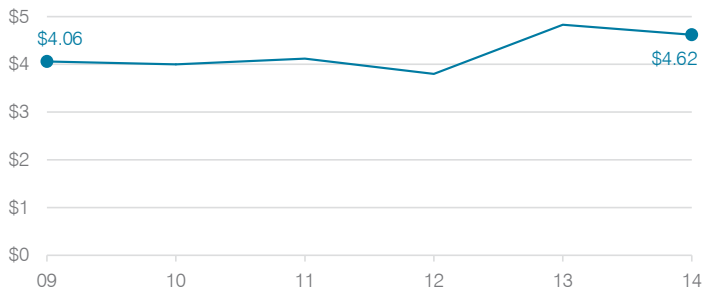
### Plant cost per square foot and square footage per student



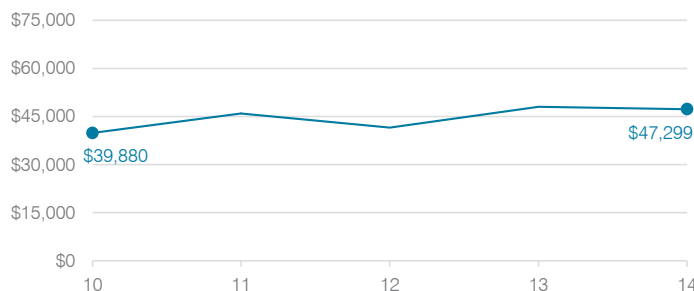
### Changes in operational spending percentages



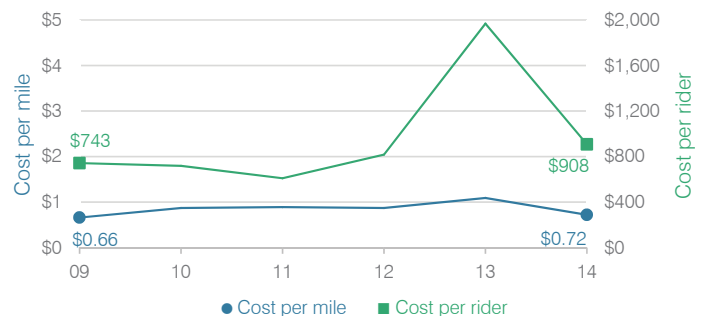
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



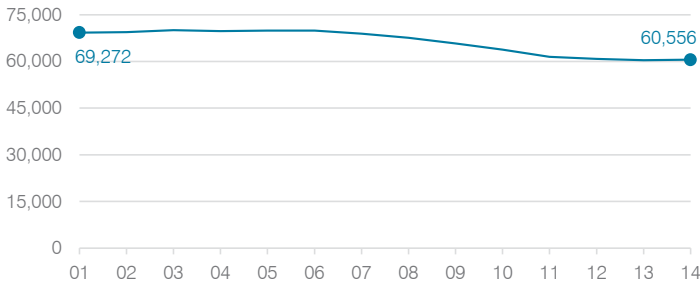


# Mesa Unified School District

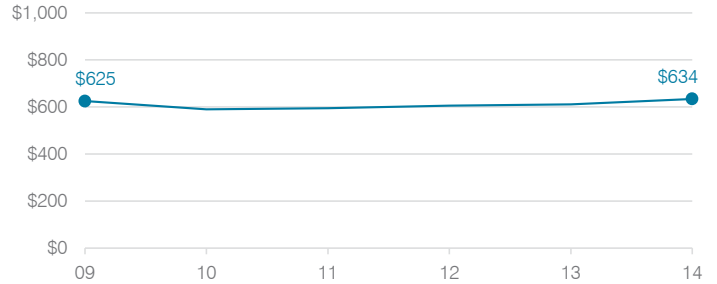
Classroom dollar percentage: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014  
 61.9 62.7 63.0 63.1 63.3 62.7 62.1 61.4 59.8 59.3 57.6 57.3 56.3 57.1

## OPERATIONAL TRENDS Fiscal years as indicated

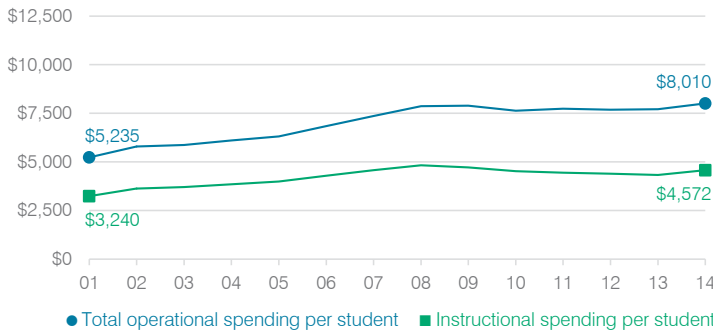
### Students attending



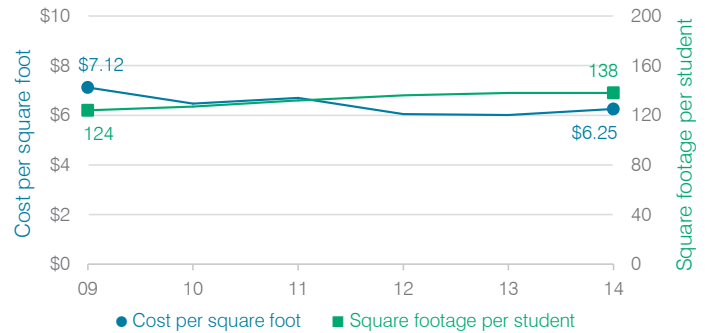
### Administrative cost per student



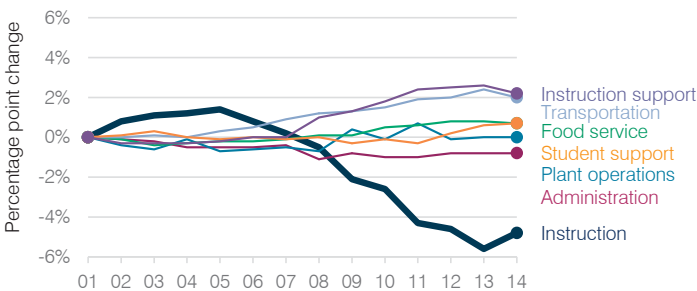
### Total operational and instructional spending per student



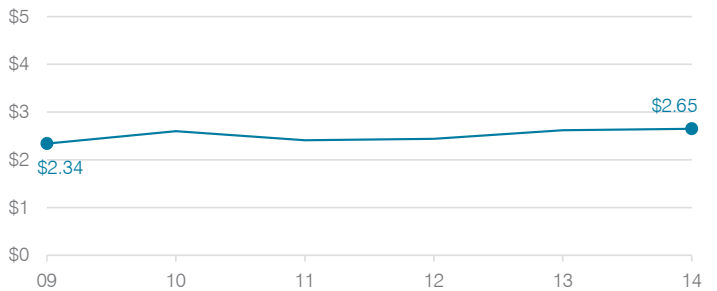
### Plant cost per square foot and square footage per student



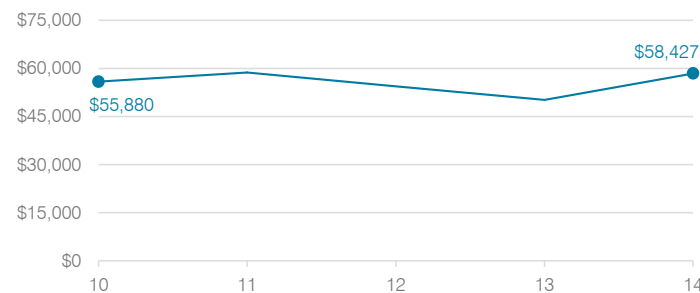
### Changes in operational spending percentages



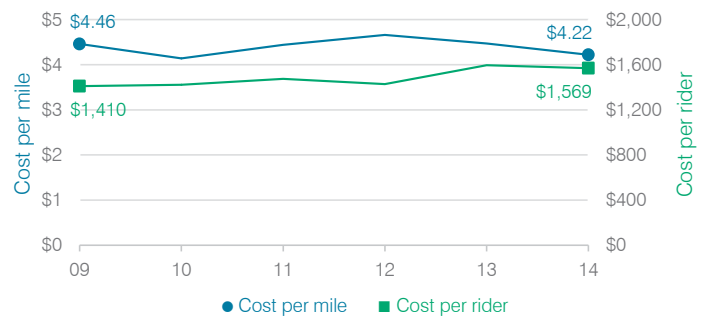
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



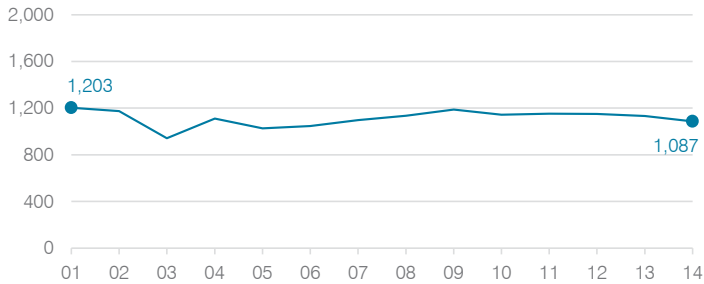
# Miami Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	52.0	54.7	52.1	56.1	57.7	55.1	53.5	55.7	55.1	54.3	55.4	53.5	54.8	55.4

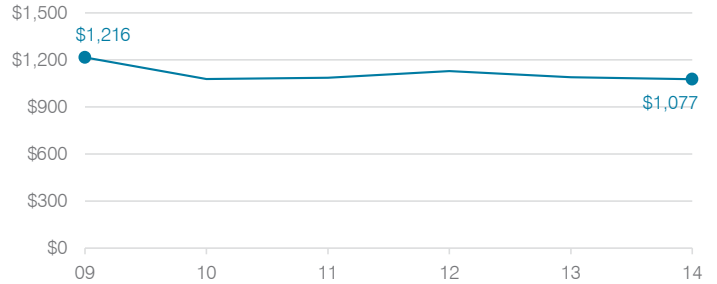
## OPERATIONAL TRENDS

Fiscal years as indicated

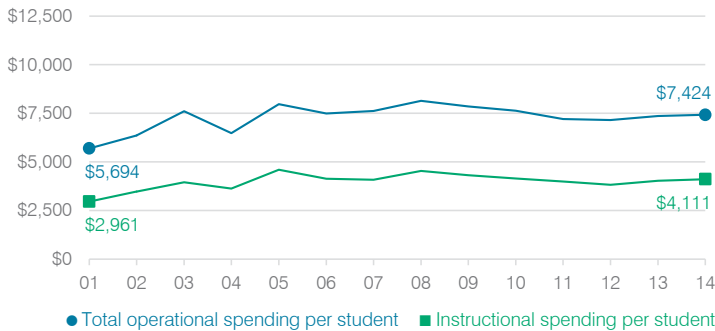
### Students attending



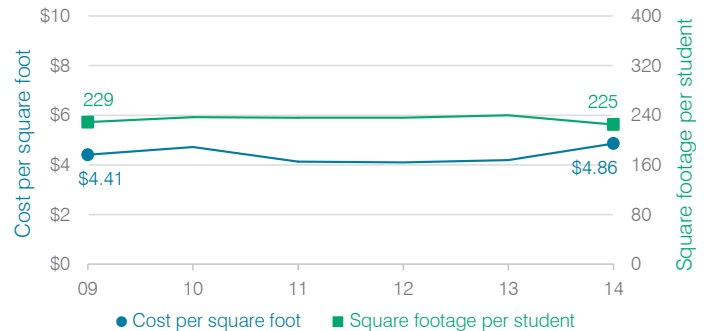
### Administrative cost per student



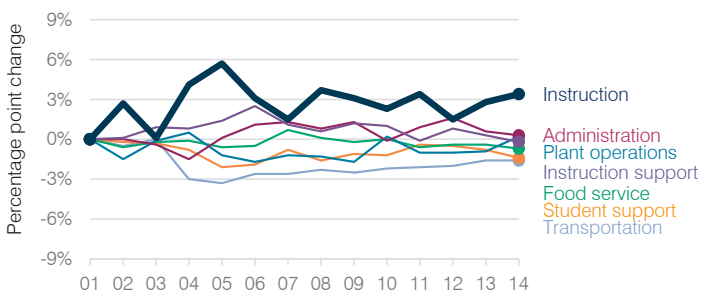
### Total operational and instructional spending per student



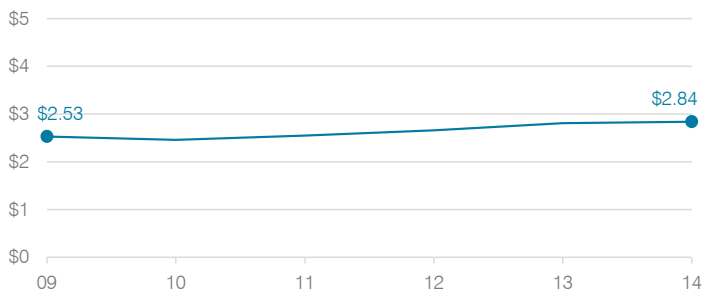
### Plant cost per square foot and square footage per student



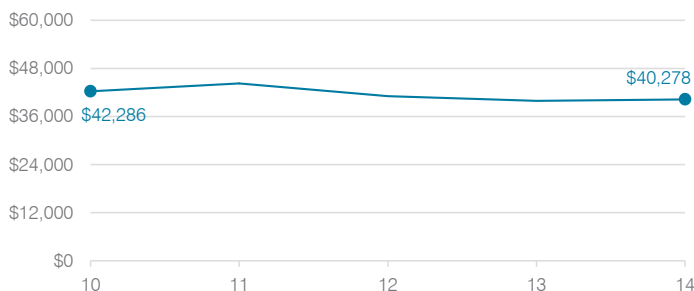
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



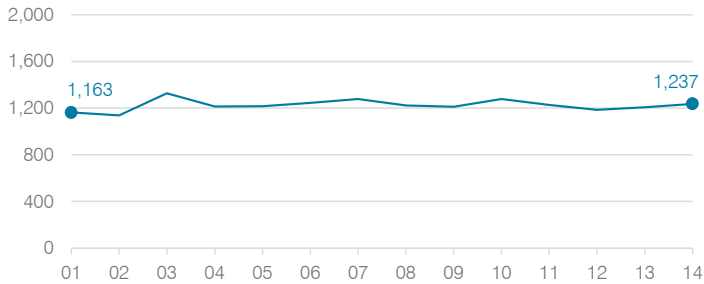
# Mingus Union High School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	59.8	62.0	59.4	58.6	58.1	61.3	62.4	58.5	62.6	55.1	55.0	58.0	59.6	60.1

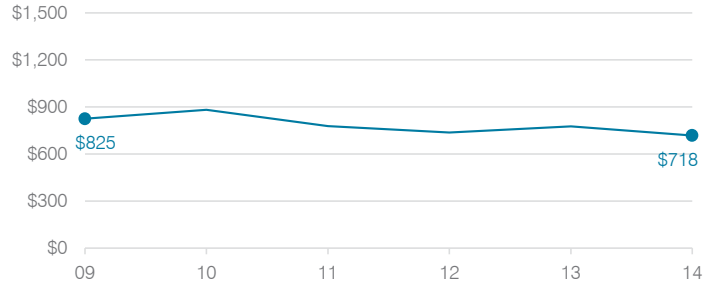
## OPERATIONAL TRENDS

Fiscal years as indicated

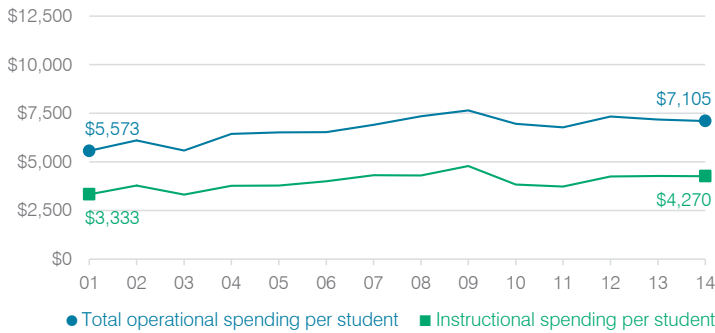
### Students attending



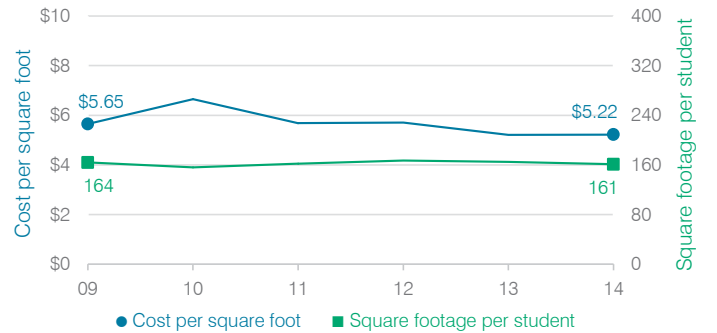
### Administrative cost per student



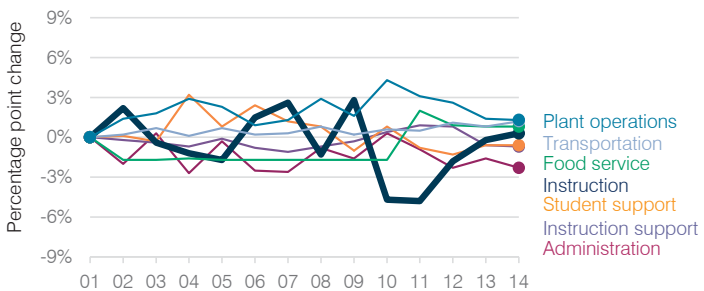
### Total operational and instructional spending per student



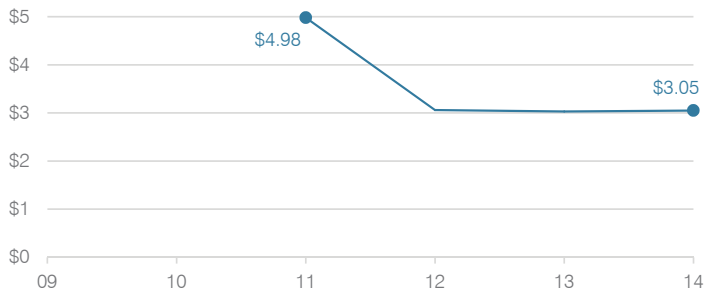
### Plant cost per square foot and square footage per student



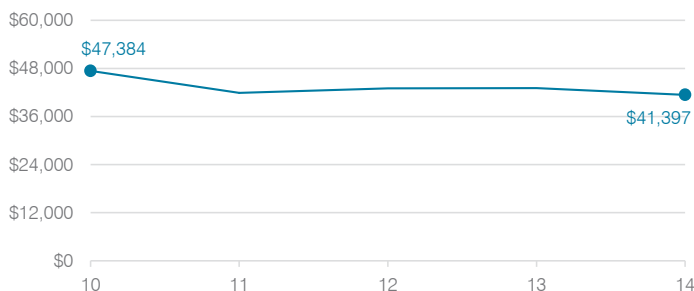
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



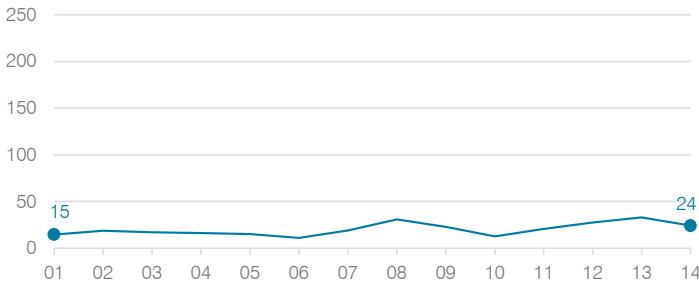
# Mobile Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	31.8	33.6	37.3	34.9	34.2	28.6	26.9	31.3	39.6	33.6	36.0	30.3	38.1	33.8

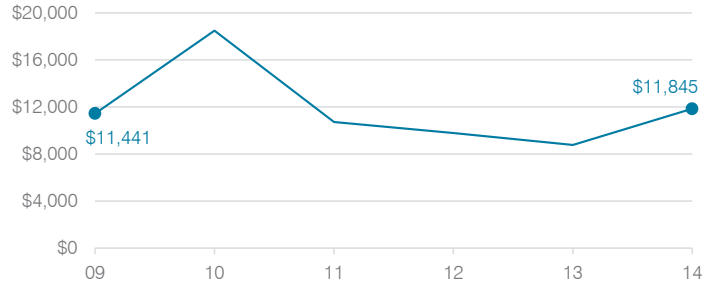
## OPERATIONAL TRENDS

Fiscal years as indicated

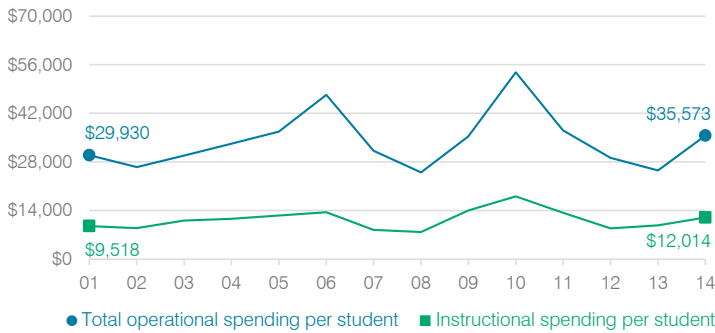
### Students attending



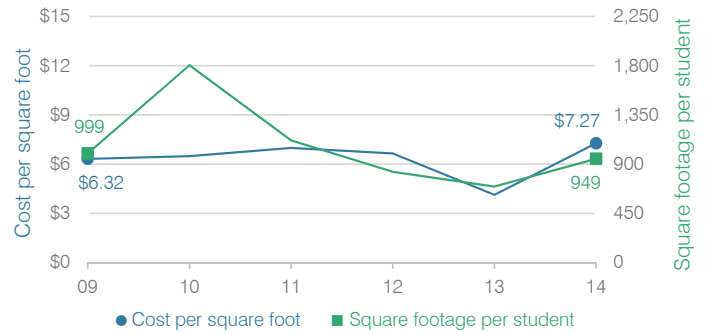
### Administrative cost per student



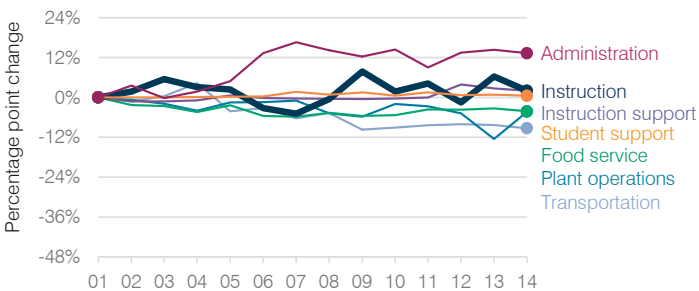
### Total operational and instructional spending per student



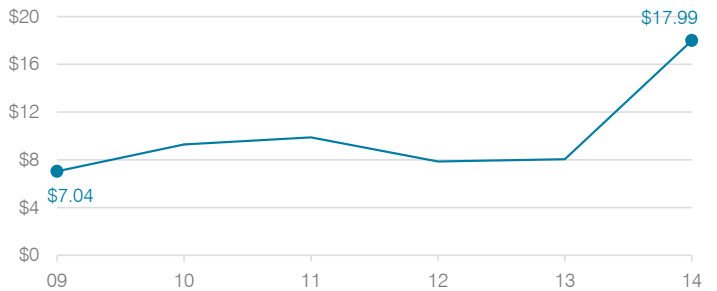
### Plant cost per square foot and square footage per student



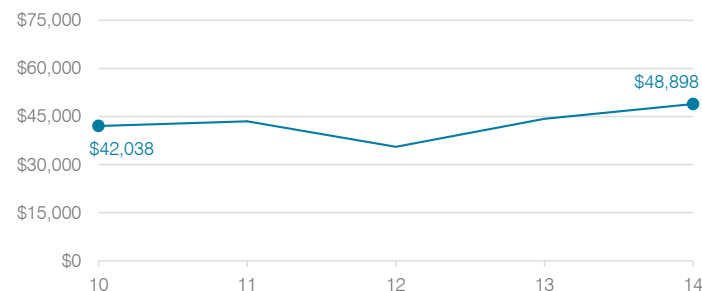
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



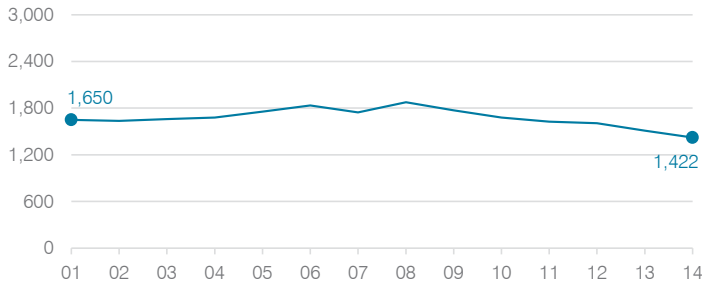
# Mohave Valley Elementary School District

Classroom dollar percentage: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014  
 54.8 55.9 59.5 57.2 58.0 59.9 59.3 58.8 58.5 52.0 52.9 54.3 51.6 51.7

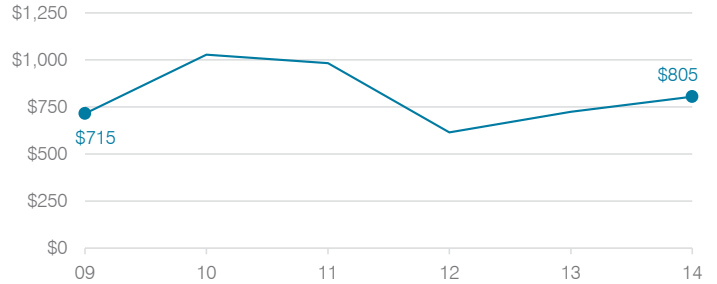
## OPERATIONAL TRENDS

Fiscal years as indicated

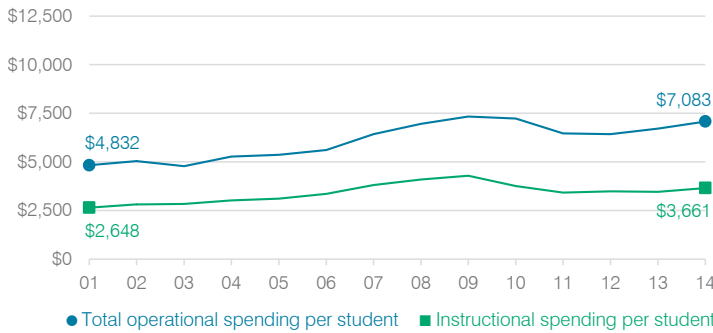
### Students attending



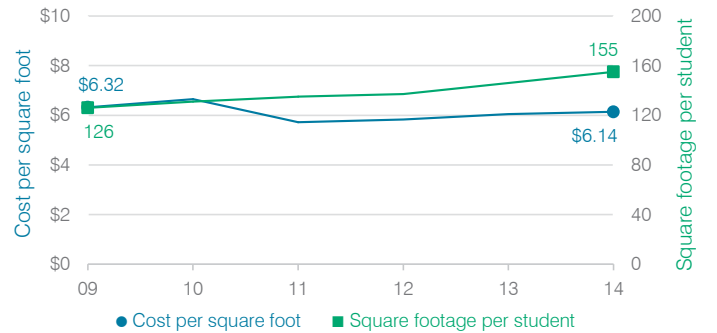
### Administrative cost per student



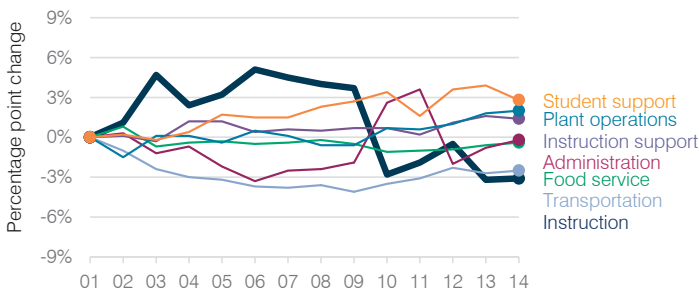
### Total operational and instructional spending per student



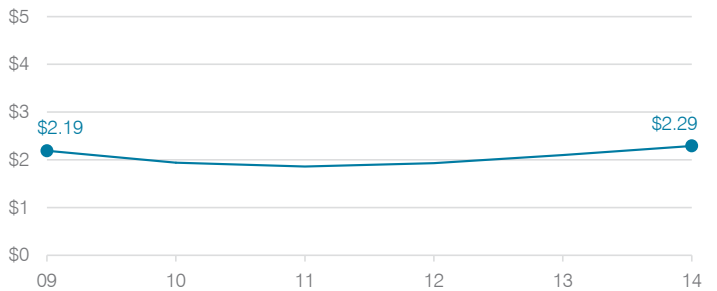
### Plant cost per square foot and square footage per student



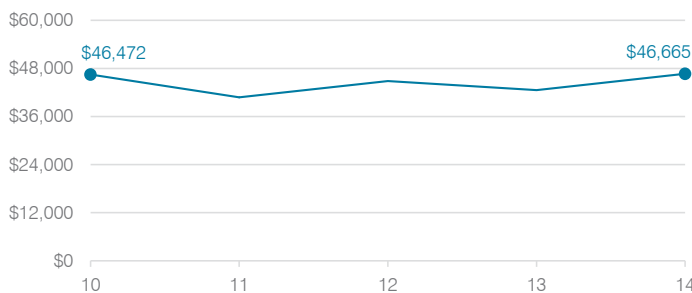
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider

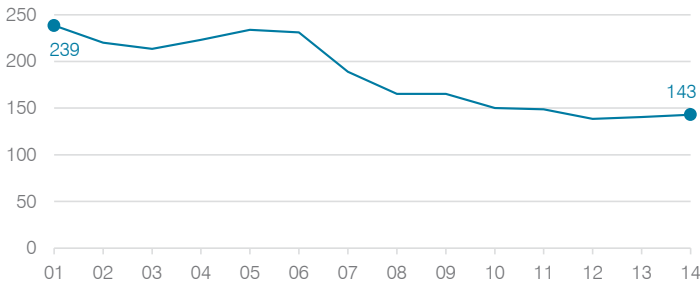


# Mohawk Valley Elementary School District

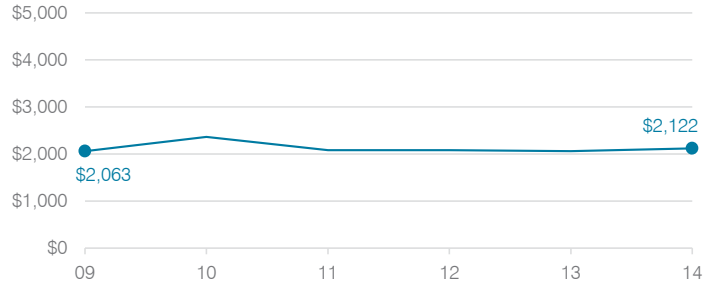
Classroom dollar percentage: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014  
 56.1 52.4 52.9 54.0 53.6 54.5 45.6 52.4 49.5 46.5 45.1 42.3 42.9 41.1

## OPERATIONAL TRENDS Fiscal years as indicated

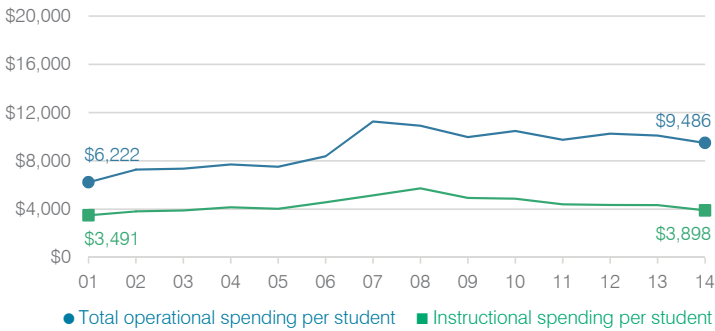
### Students attending



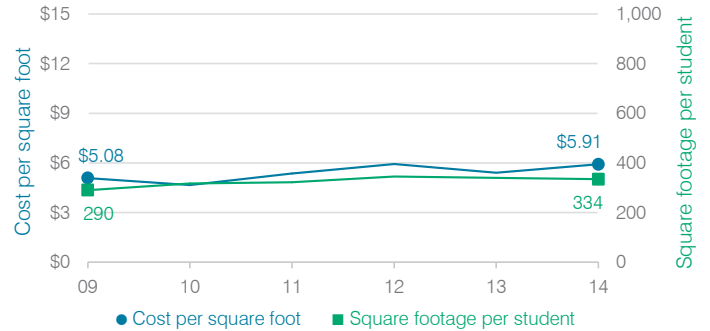
### Administrative cost per student



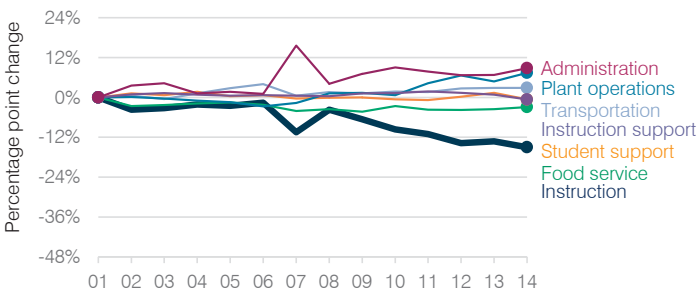
### Total operational and instructional spending per student



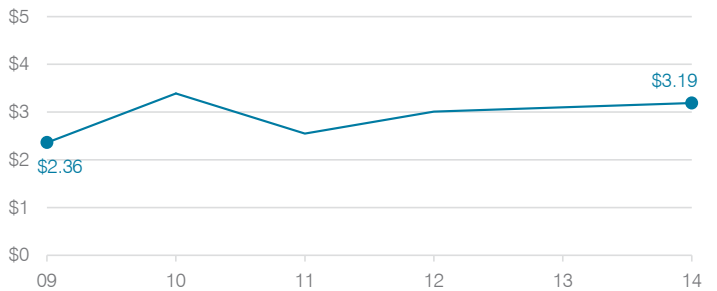
### Plant cost per square foot and square footage per student



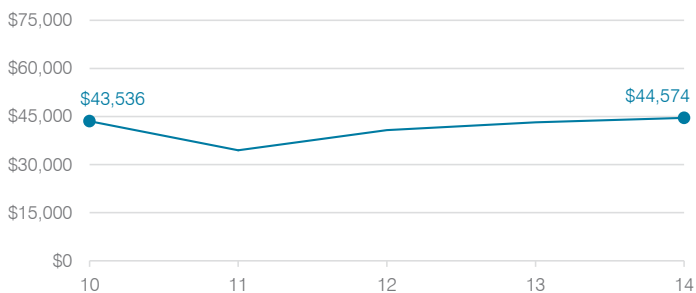
### Changes in operational spending percentages



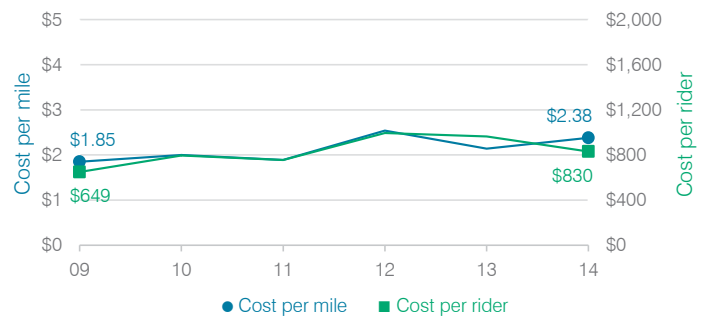
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider

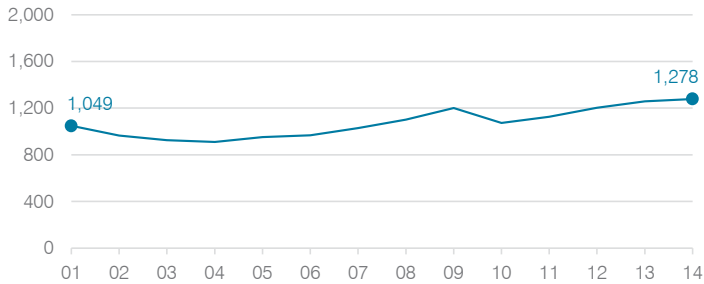


# Morenci Unified School District

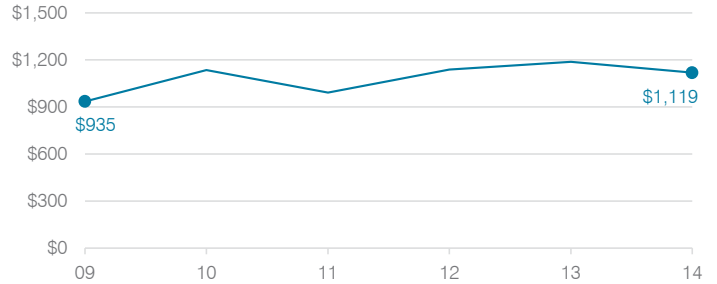
Classroom dollar percentage: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014  
 54.9 57.9 58.0 56.8 58.3 56.3 56.9 56.5 58.3 57.2 57.7 57.0 59.5 60.7

## OPERATIONAL TRENDS Fiscal years as indicated

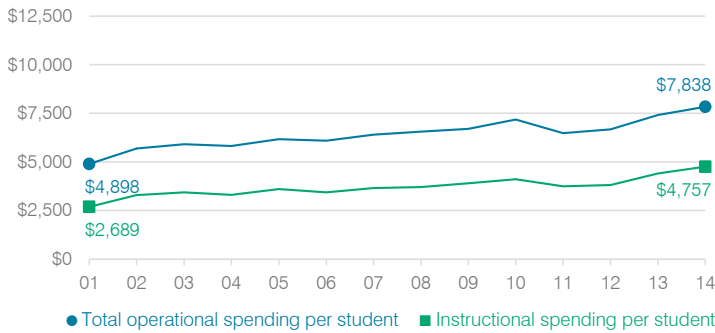
### Students attending



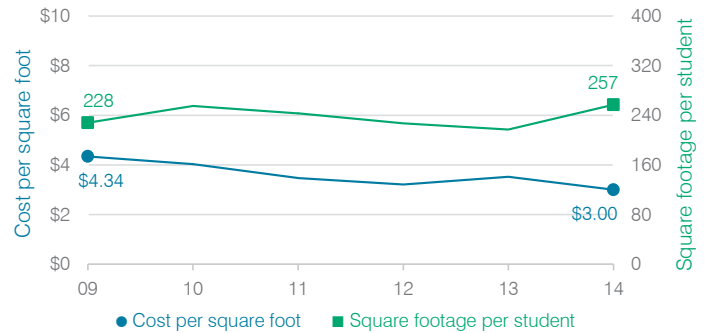
### Administrative cost per student



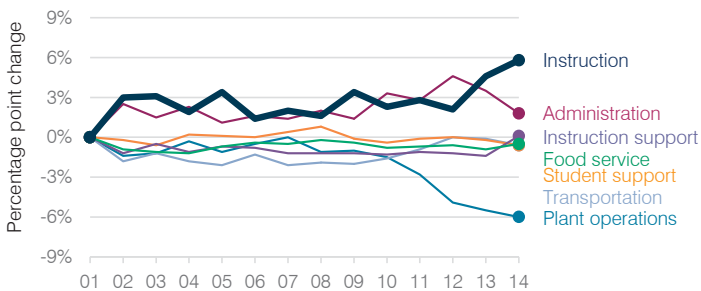
### Total operational and instructional spending per student



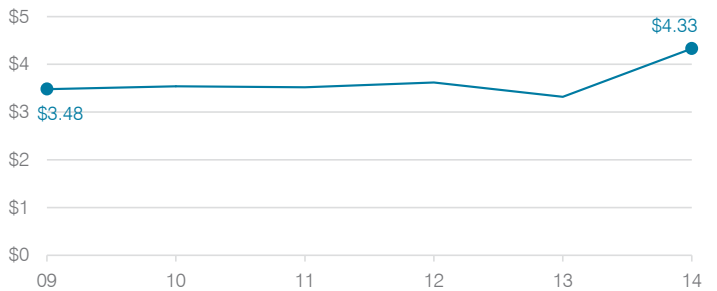
### Plant cost per square foot and square footage per student



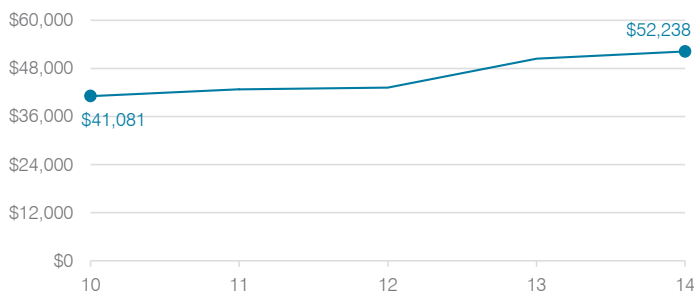
### Changes in operational spending percentages



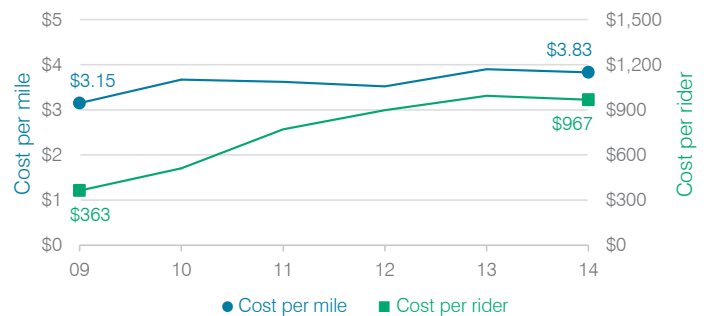
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



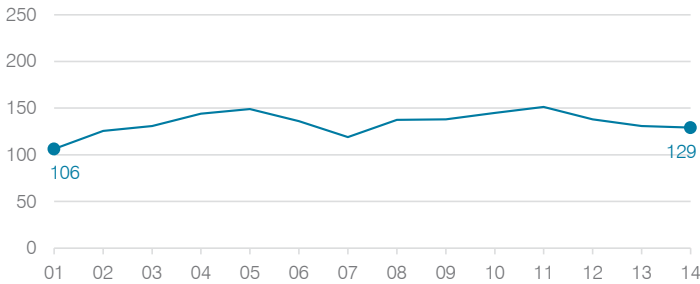
# Morristown Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	49.5	47.0	49.9	49.8	45.8	47.8	47.8	49.9	49.9	48.6	51.7	52.7	52.3	52.9

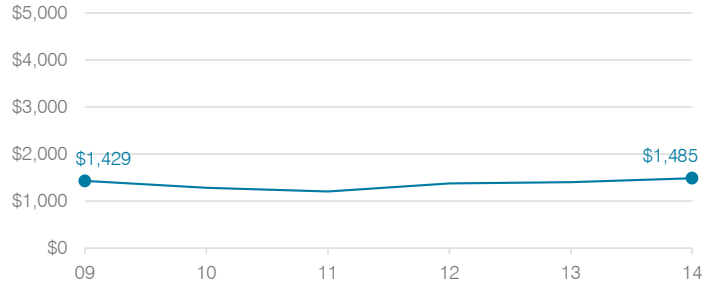
## OPERATIONAL TRENDS

Fiscal years as indicated

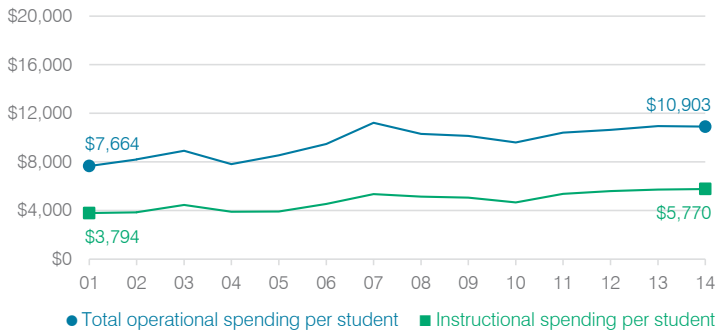
### Students attending



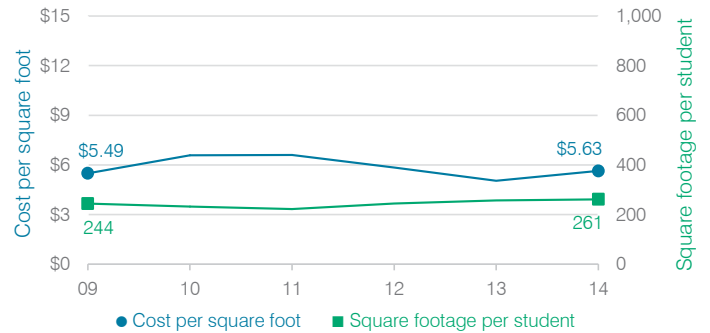
### Administrative cost per student



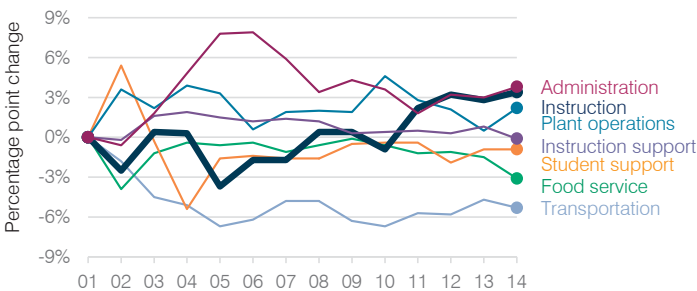
### Total operational and instructional spending per student



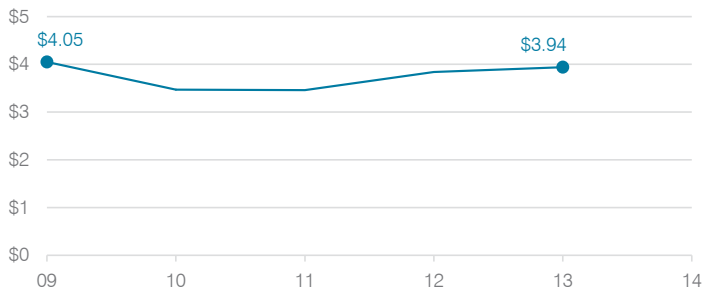
### Plant cost per square foot and square footage per student



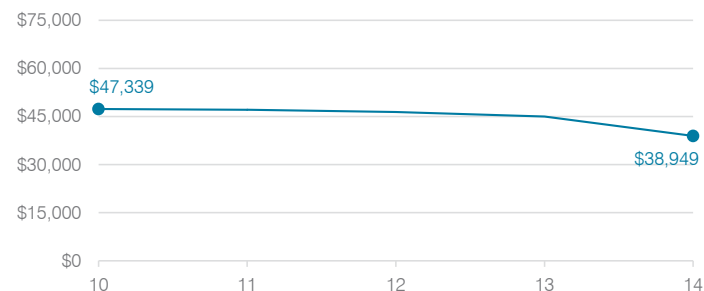
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider





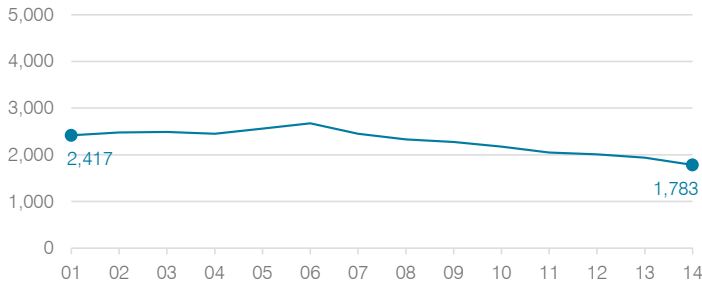
# Murphy Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	47.4	53.3	55.1	54.4	55.7	56.4	51.8	51.0	50.6	48.1	47.7	46.9	47.9	48.0

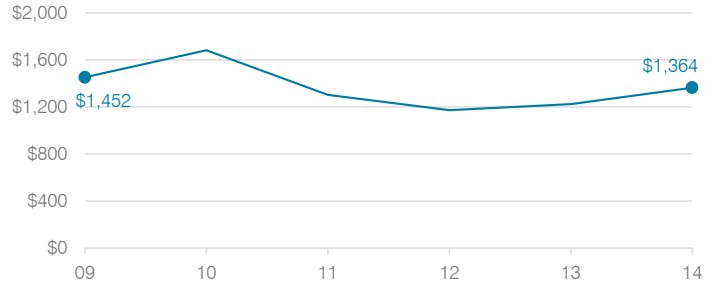
## OPERATIONAL TRENDS

Fiscal years as indicated

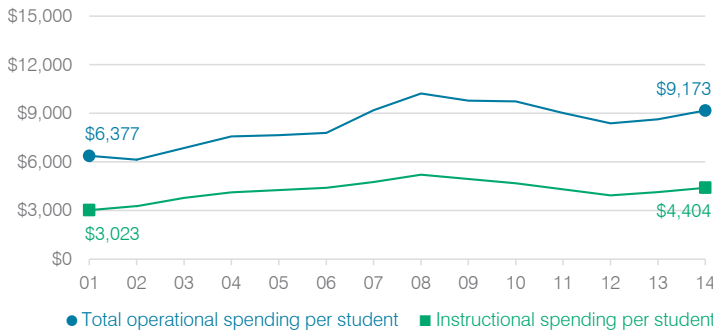
### Students attending



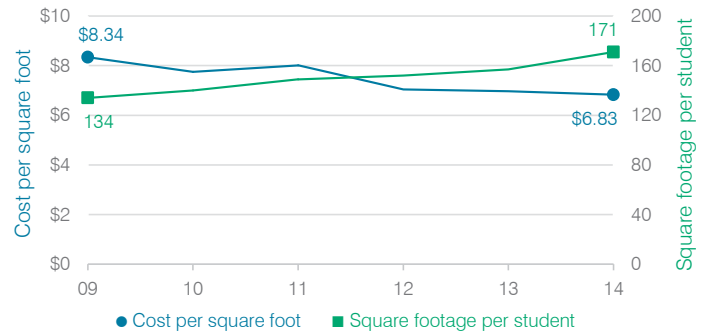
### Administrative cost per student



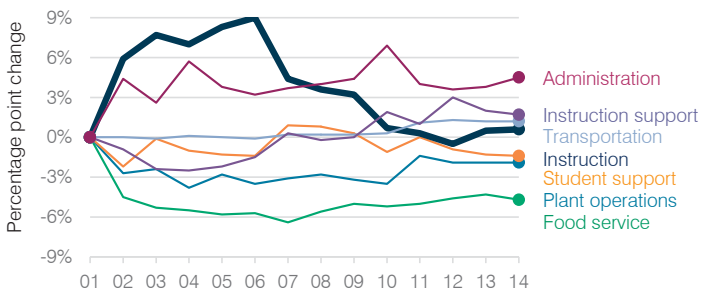
### Total operational and instructional spending per student



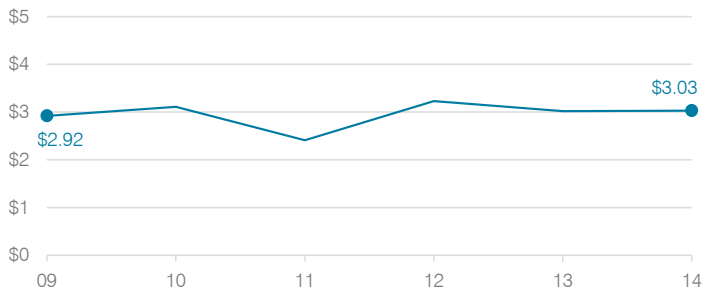
### Plant cost per square foot and square footage per student



### Changes in operational spending percentages



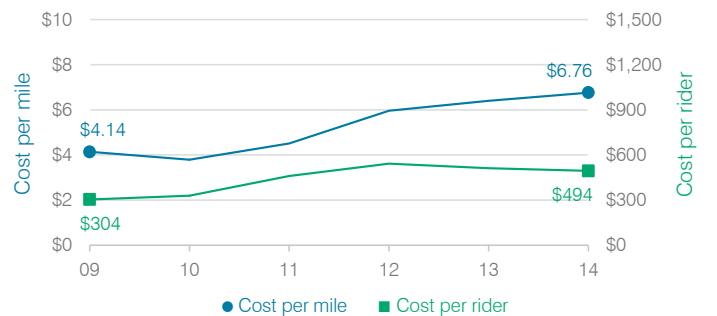
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



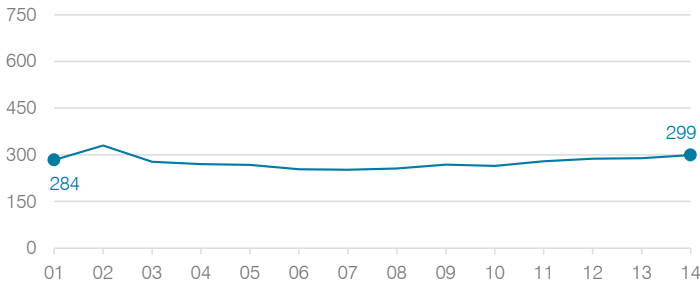
# Naco Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	64.2	67.3	59.7	62.7	65.3	61.0	63.0	63.1	55.6	59.9	57.2	58.8	58.7	57.6

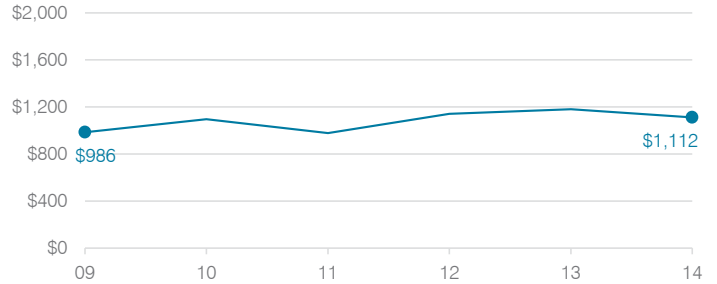
## OPERATIONAL TRENDS

Fiscal years as indicated

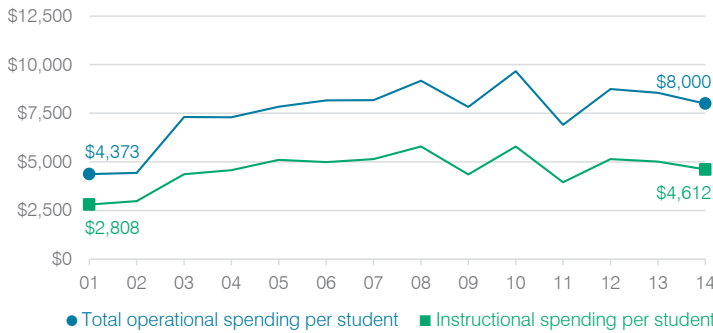
### Students attending



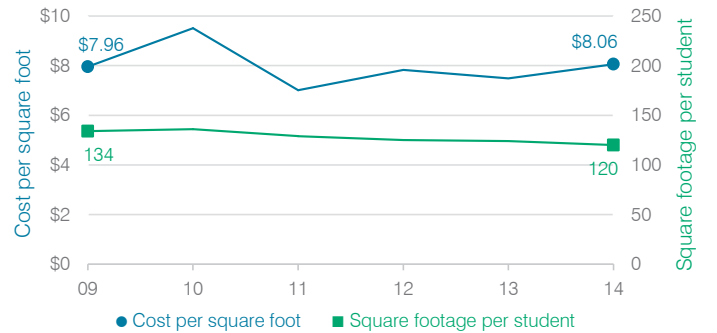
### Administrative cost per student



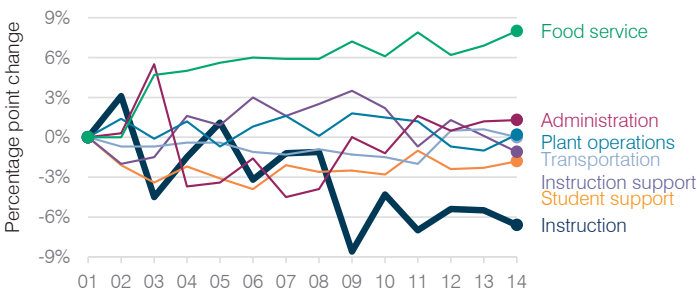
### Total operational and instructional spending per student



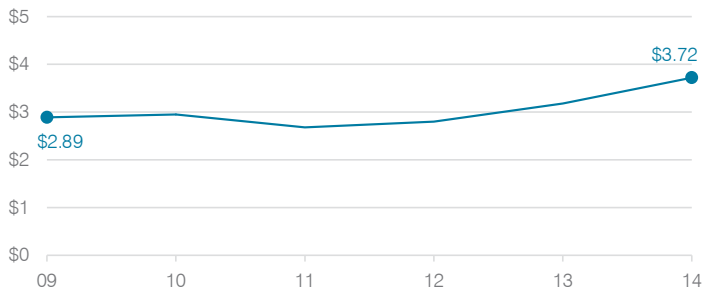
### Plant cost per square foot and square footage per student



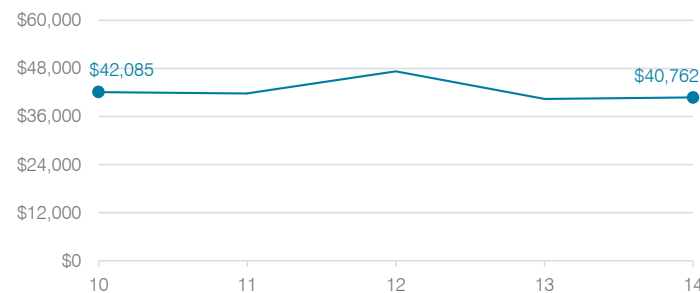
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



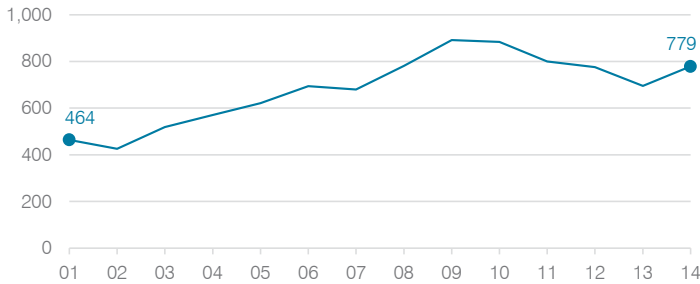
# Nadaburg Unified School District

Classroom dollar percentage: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014  
 53.3 54.7 58.0 56.1 55.6 54.1 53.4 53.8 52.2 47.1 45.6 47.6 48.3 47.2

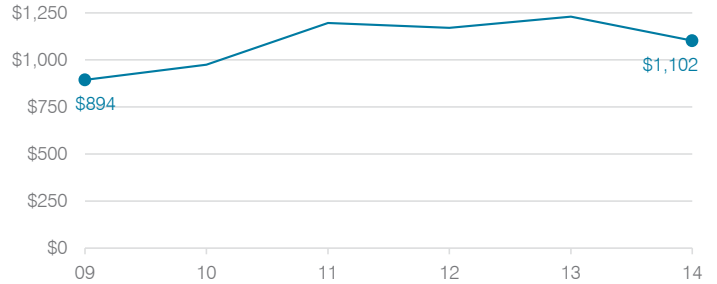
## OPERATIONAL TRENDS

Fiscal years as indicated

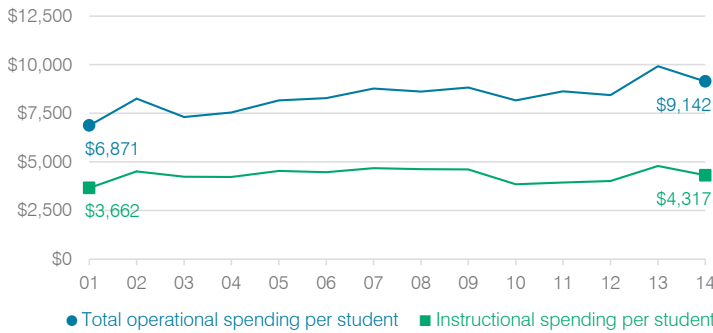
### Students attending



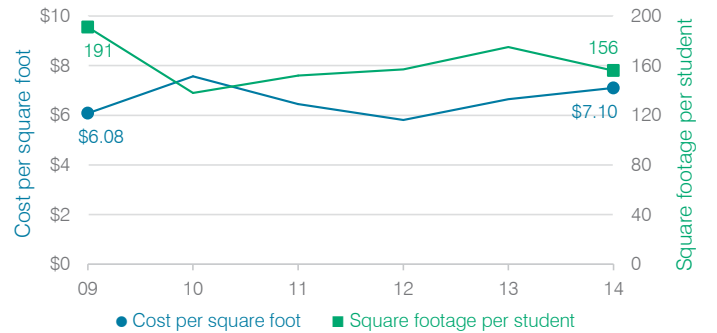
### Administrative cost per student



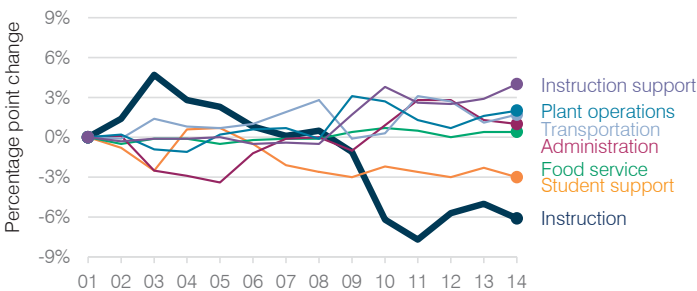
### Total operational and instructional spending per student



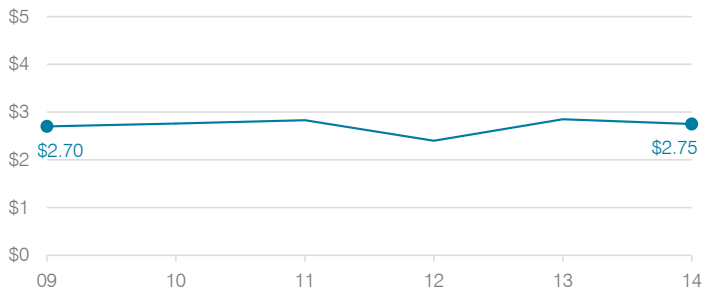
### Plant cost per square foot and square footage per student



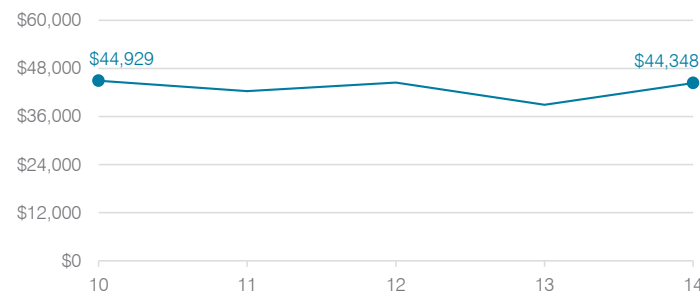
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



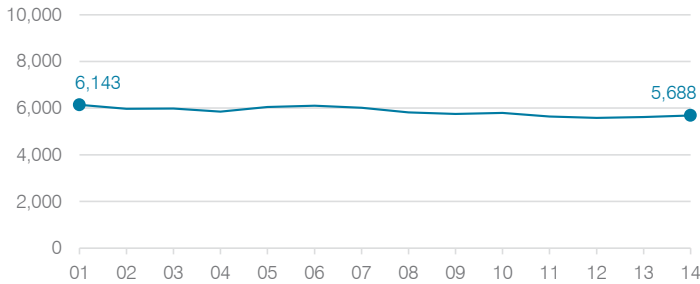
# Nogales Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	56.5	56.2	55.7	54.7	54.9	56.1	55.0	54.3	52.7	52.1	51.7	51.5	51.3	51.7

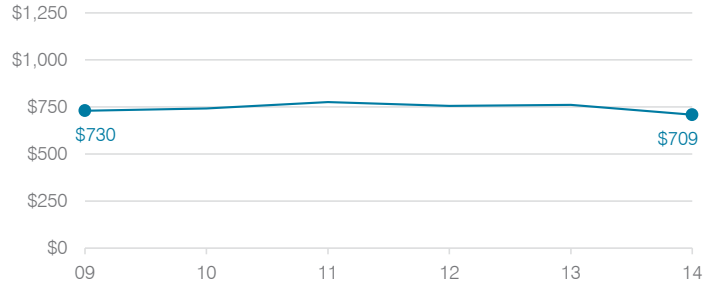
## OPERATIONAL TRENDS

Fiscal years as indicated

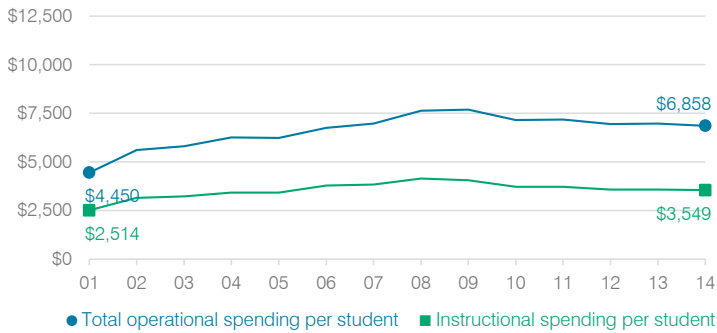
### Students attending



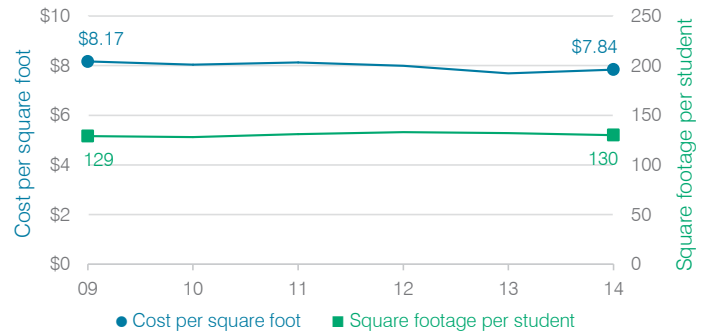
### Administrative cost per student



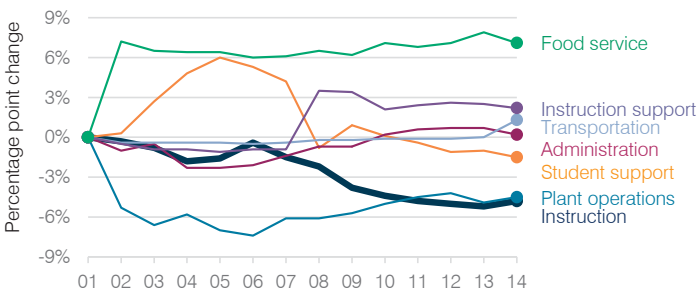
### Total operational and instructional spending per student



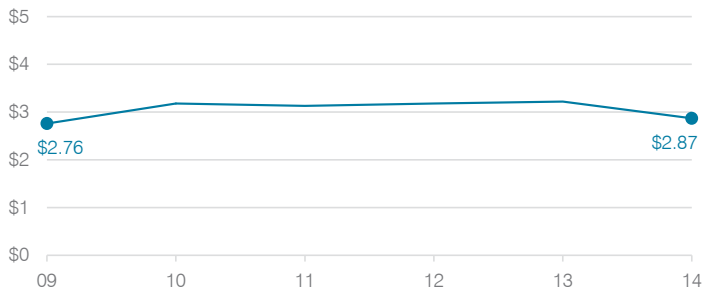
### Plant cost per square foot and square footage per student



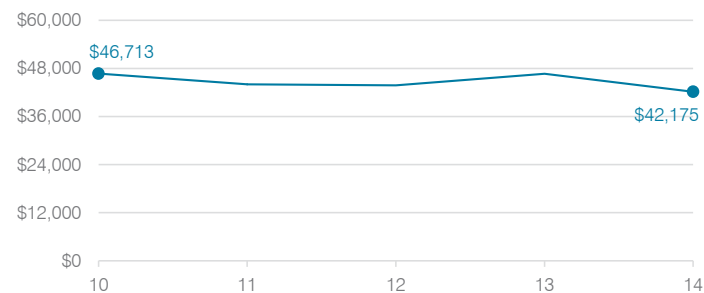
### Changes in operational spending percentages



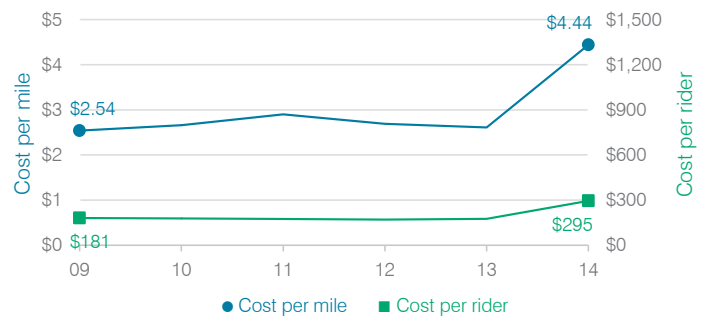
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



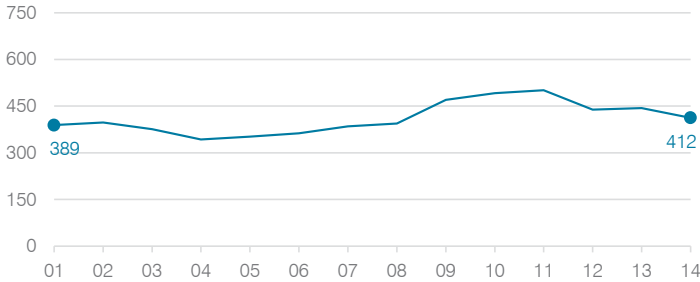
# Oracle Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	49.2	49.2	51.2	52.4	48.7	52.7	50.2	50.0	49.9	49.3	48.2	46.4	49.1	51.6

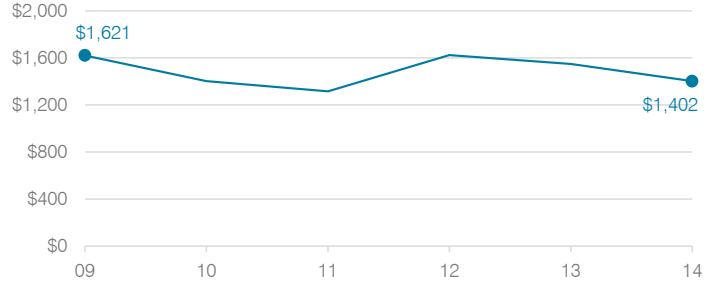
## OPERATIONAL TRENDS

Fiscal years as indicated

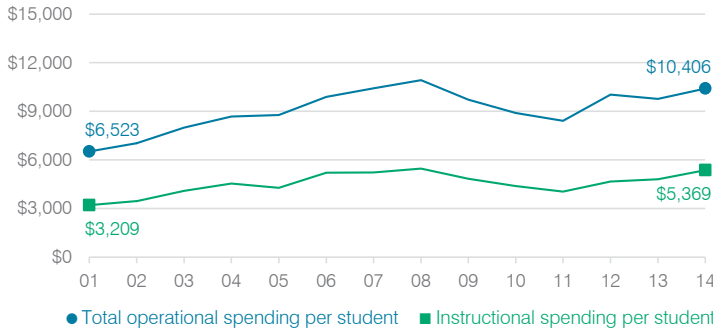
### Students attending



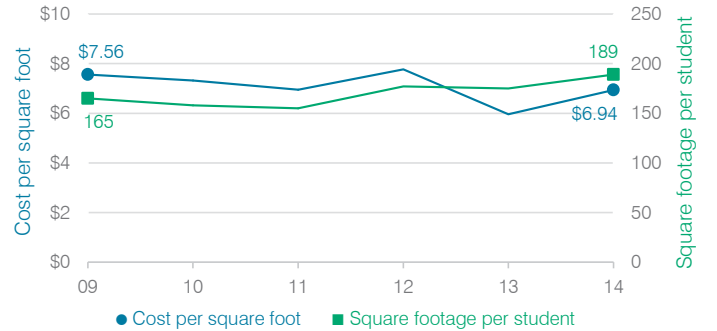
### Administrative cost per student



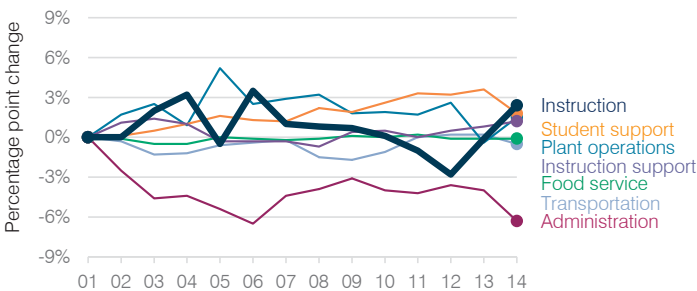
### Total operational and instructional spending per student



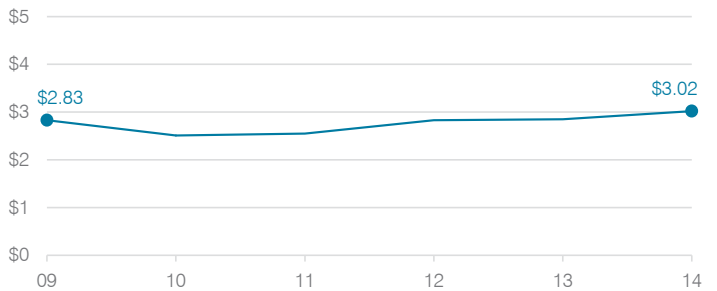
### Plant cost per square foot and square footage per student



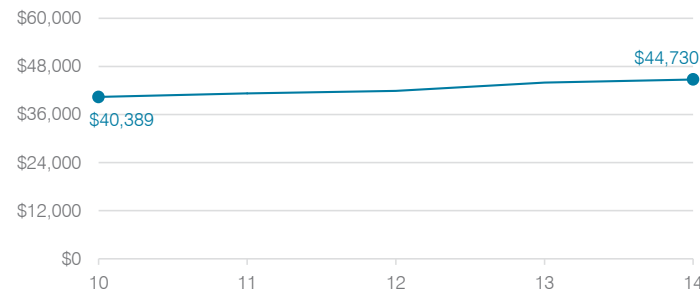
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



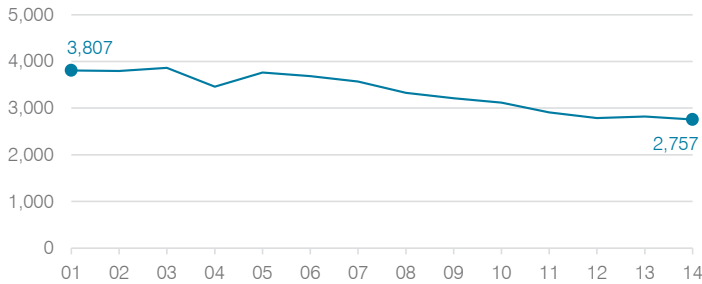
# Osborn Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	53.2	53.1	52.9	51.5	49.1	50.0	49.0	49.6	50.9	49.4	44.3	47.0	48.5	49.0

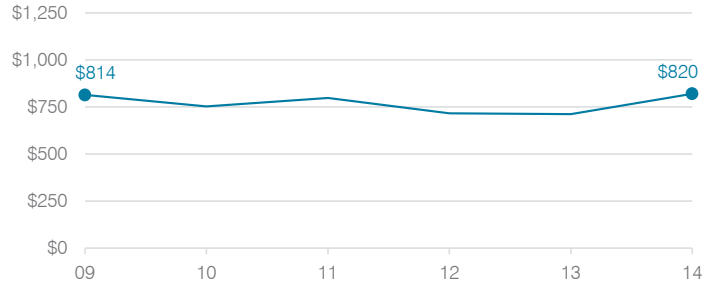
## OPERATIONAL TRENDS

Fiscal years as indicated

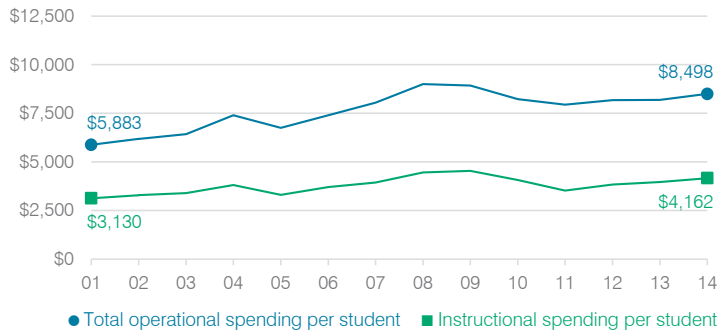
### Students attending



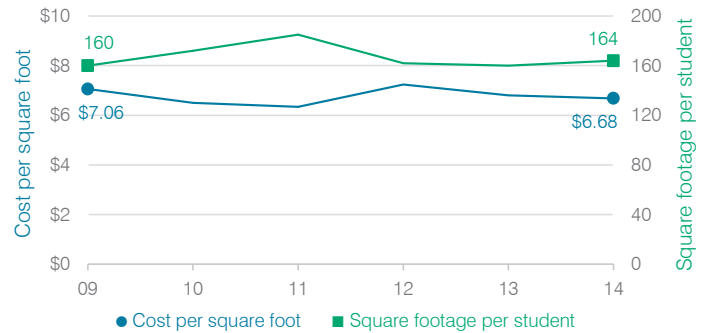
### Administrative cost per student



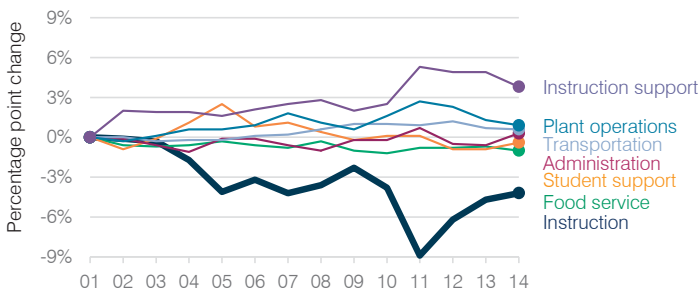
### Total operational and instructional spending per student



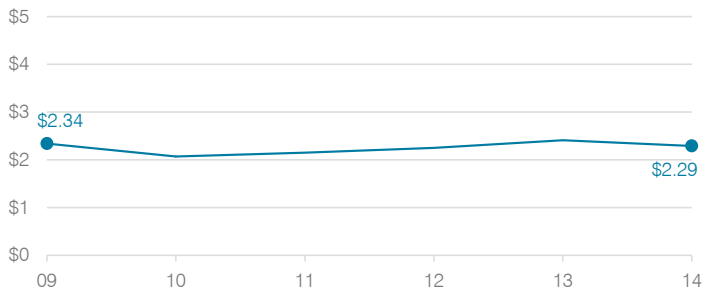
### Plant cost per square foot and square footage per student



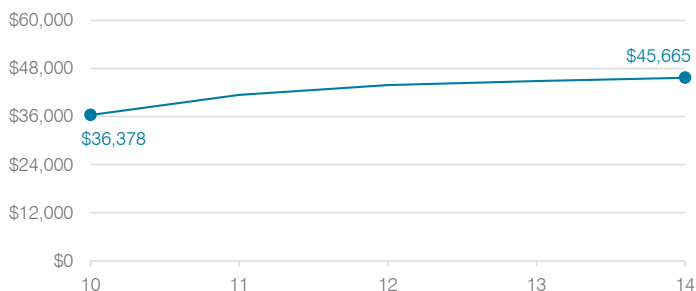
### Changes in operational spending percentages



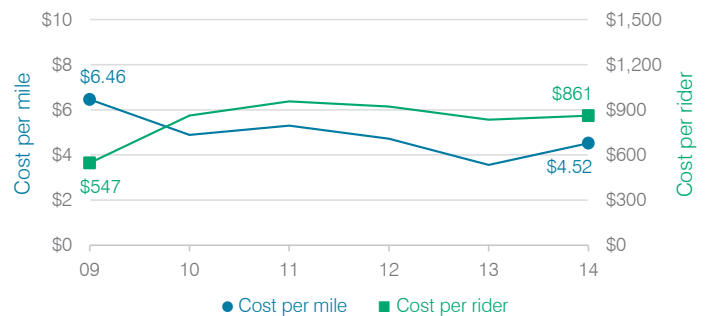
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



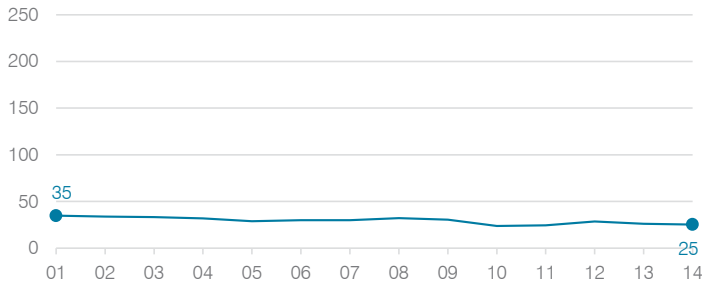
# Owens-Whitney Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	52.0	55.6	53.0	53.7	59.6	60.2	61.4	61.7	61.2	52.3	39.5	55.6	58.7	59.5

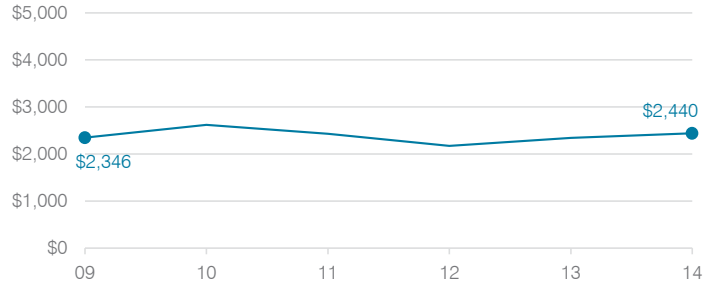
## OPERATIONAL TRENDS

Fiscal years as indicated

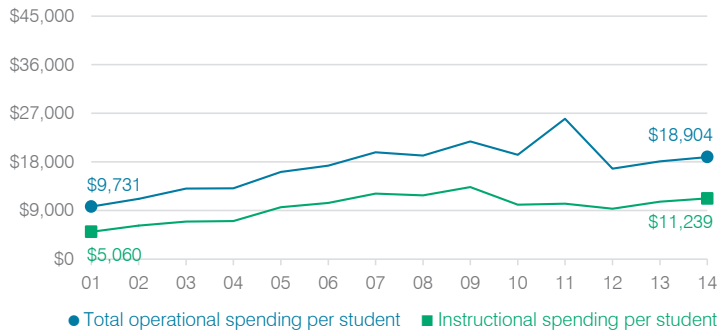
### Students attending



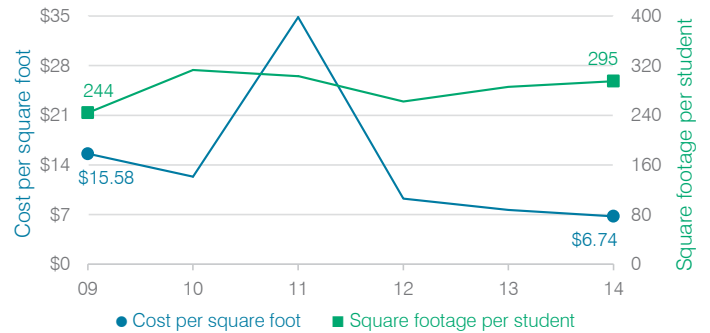
### Administrative cost per student



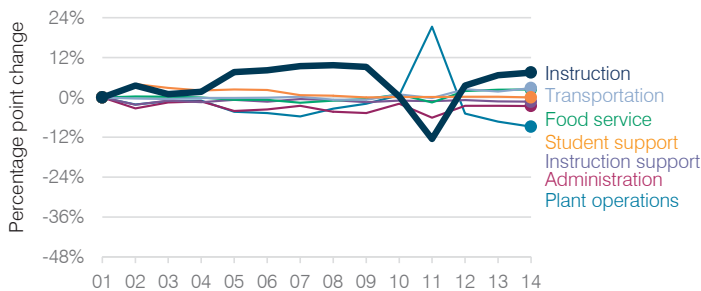
### Total operational and instructional spending per student



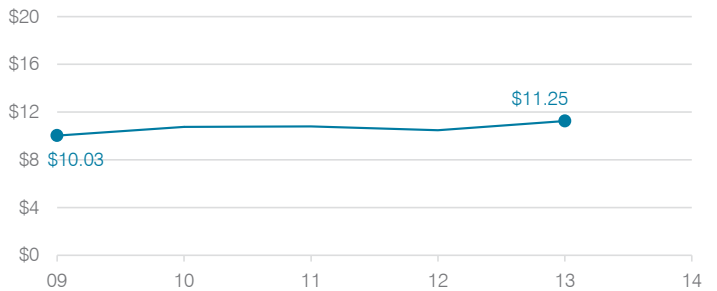
### Plant cost per square foot and square footage per student



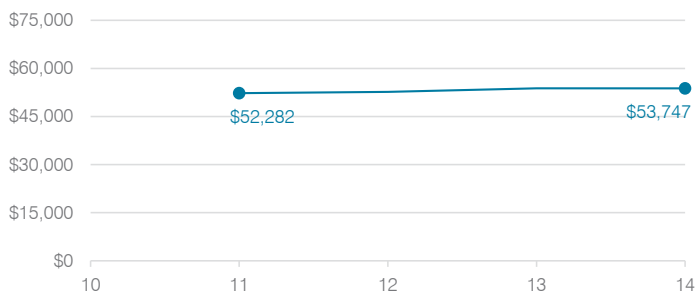
### Changes in operational spending percentages



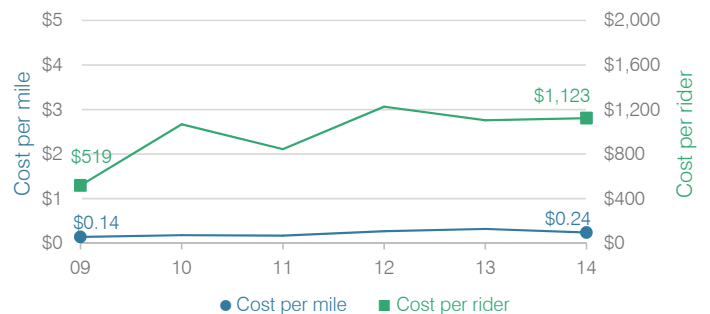
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



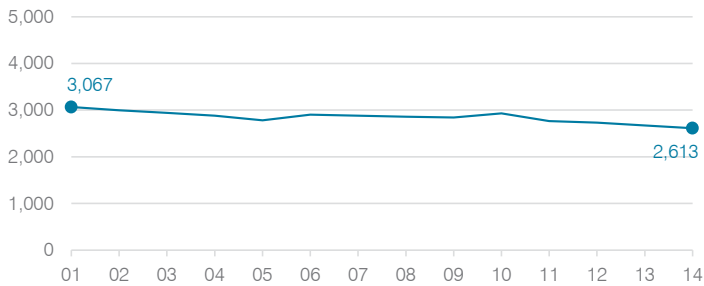
# Page Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	56.5	54.8	54.8	53.0	51.3	54.8	53.1	52.5	52.3	51.3	49.1	49.4	49.6	49.1

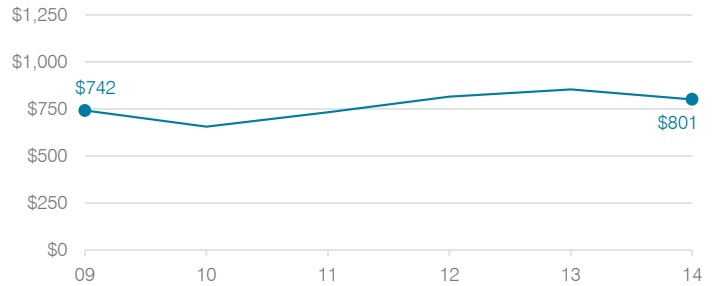
## OPERATIONAL TRENDS

Fiscal years as indicated

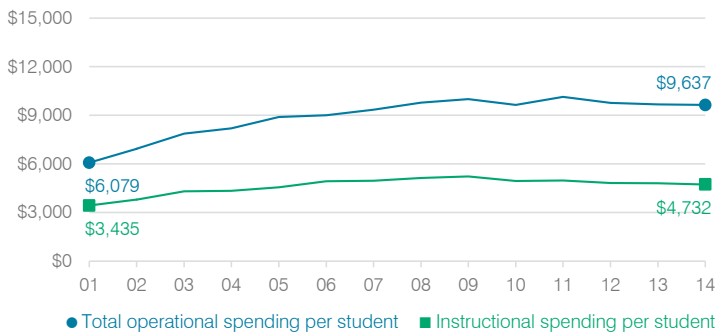
### Students attending



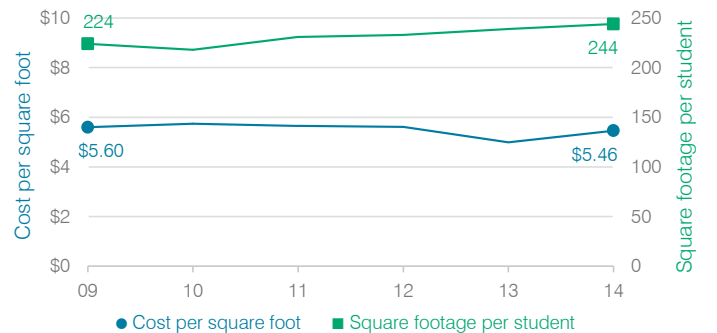
### Administrative cost per student



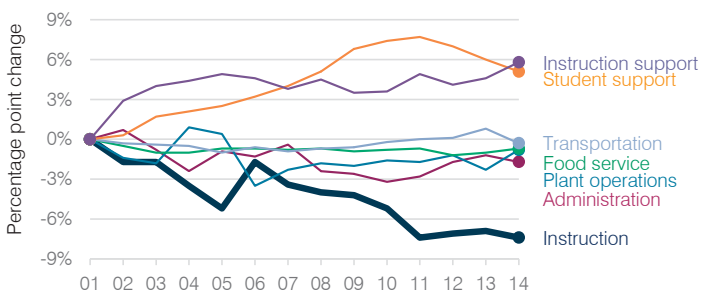
### Total operational and instructional spending per student



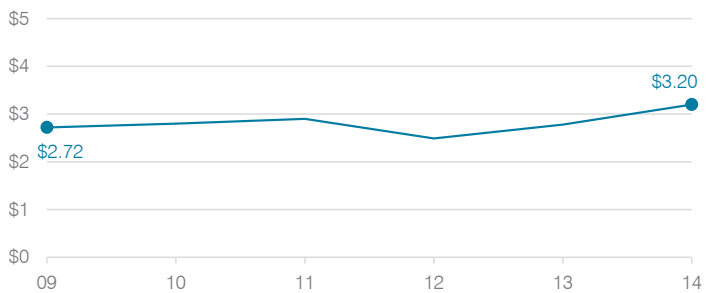
### Plant cost per square foot and square footage per student



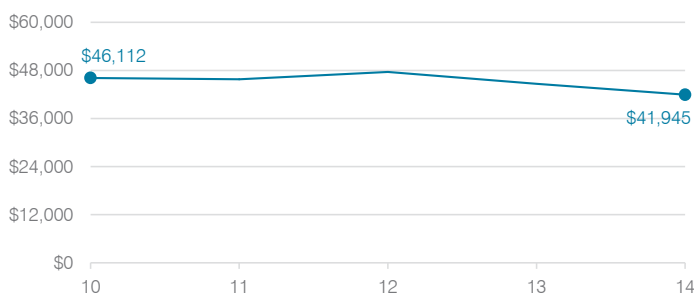
### Changes in operational spending percentages



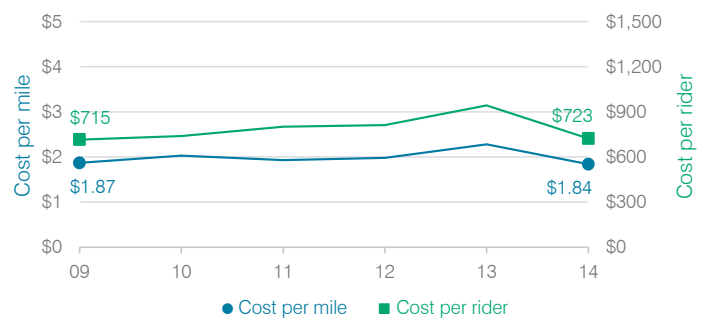
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider





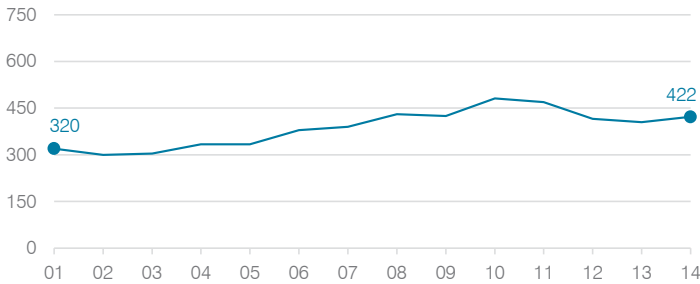
# Palo Verde Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	52.3	58.3	53.7	49.9	49.6	53.4	51.4	50.4	51.9	51.0	53.7	52.2	51.6	49.4

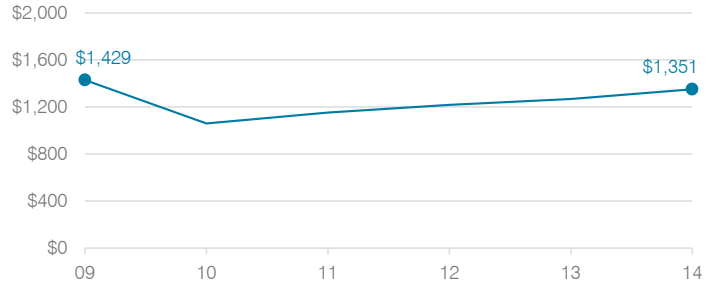
## OPERATIONAL TRENDS

Fiscal years as indicated

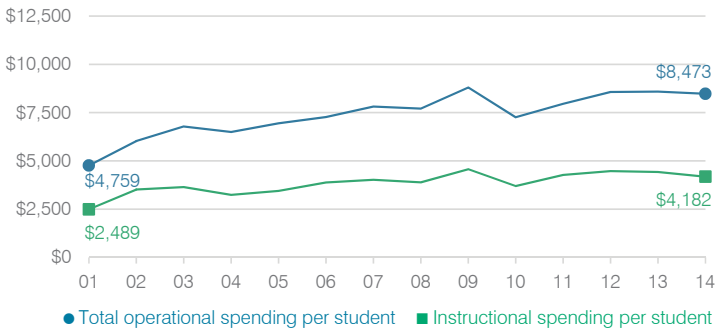
### Students attending



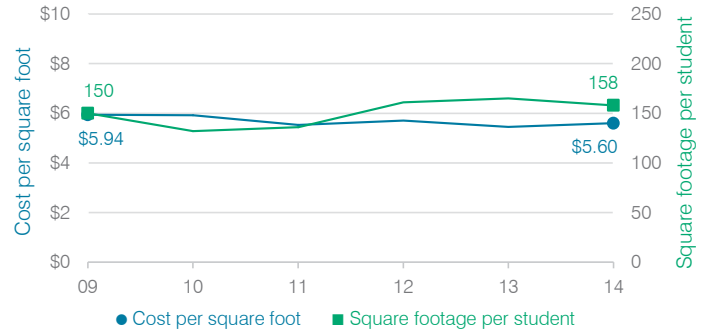
### Administrative cost per student



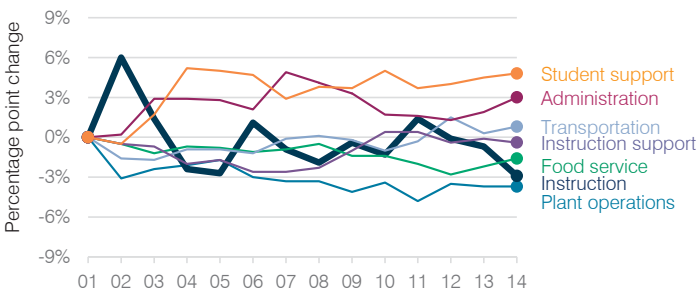
### Total operational and instructional spending per student



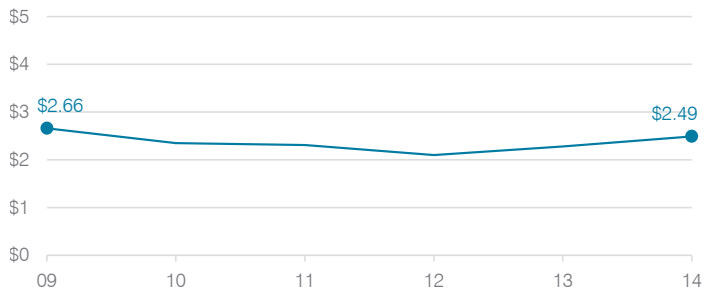
### Plant cost per square foot and square footage per student



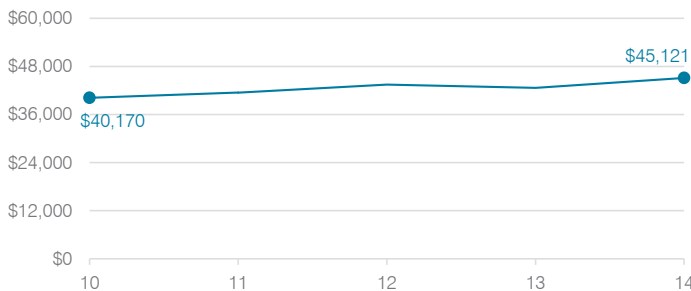
### Changes in operational spending percentages



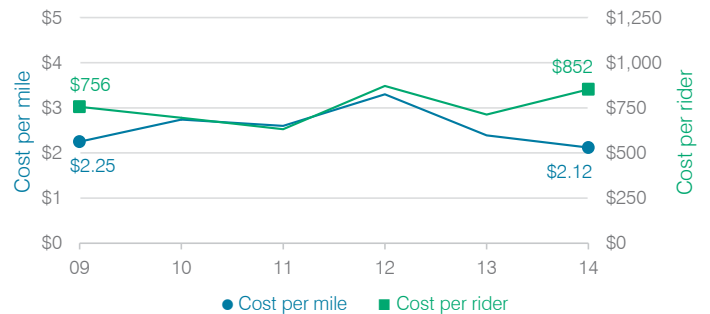
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



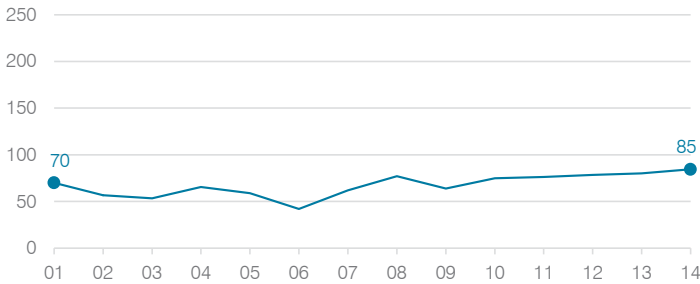
# Paloma Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	43.1	42.9	50.8	46.6	48.1	50.5	48.4	51.4	50.1	47.5	48.4	46.2	43.9	49.5

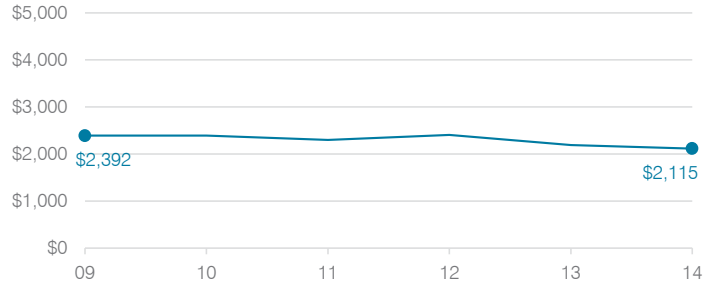
## OPERATIONAL TRENDS

Fiscal years as indicated

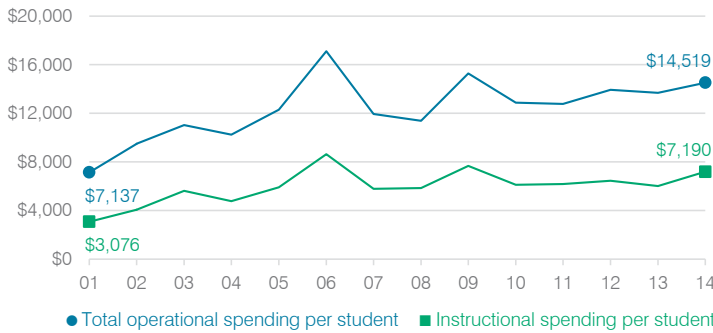
### Students attending



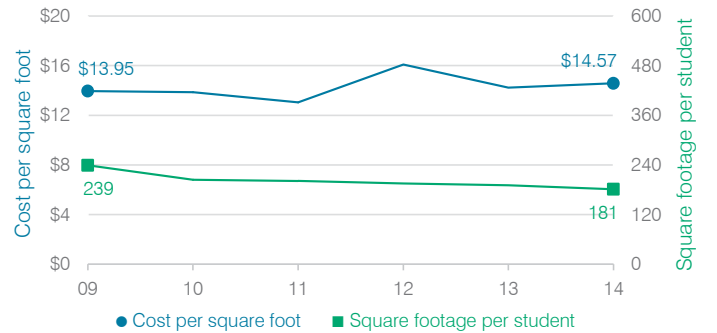
### Administrative cost per student



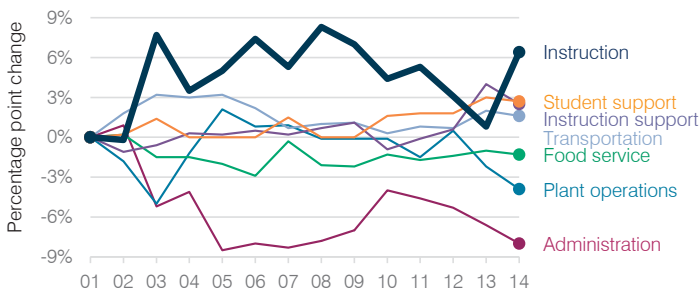
### Total operational and instructional spending per student



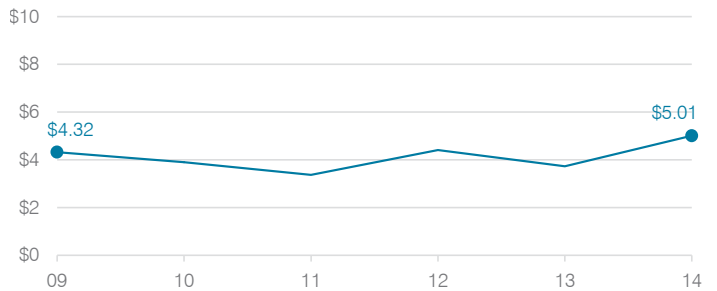
### Plant cost per square foot and square footage per student



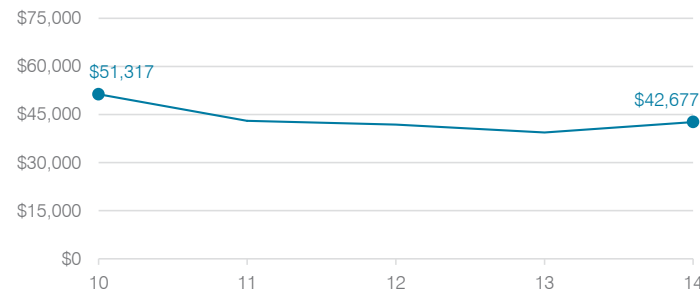
### Changes in operational spending percentages



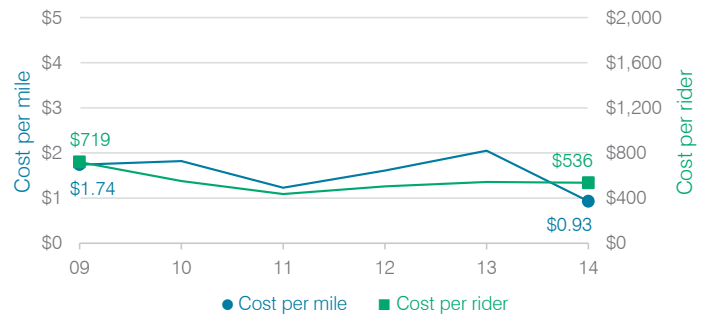
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



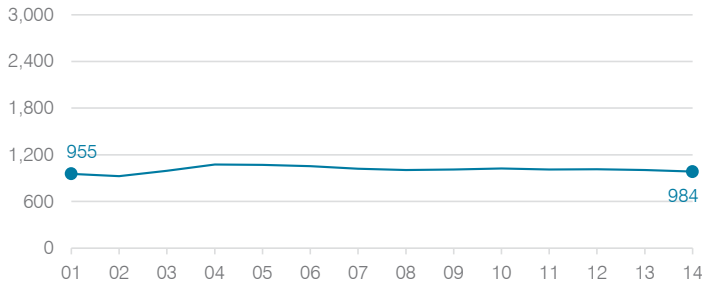
# Palominas Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	55.4	54.9	54.2	55.7	54.3	55.6	55.5	55.9	54.1	53.8	51.5	50.3	51.1	50.5

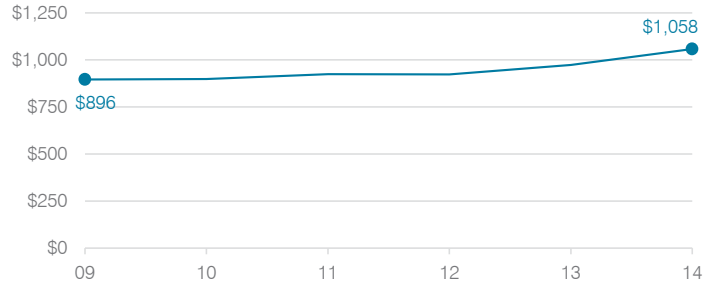
## OPERATIONAL TRENDS

Fiscal years as indicated

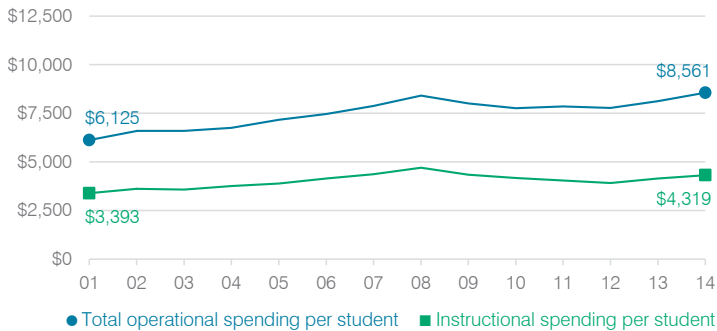
### Students attending



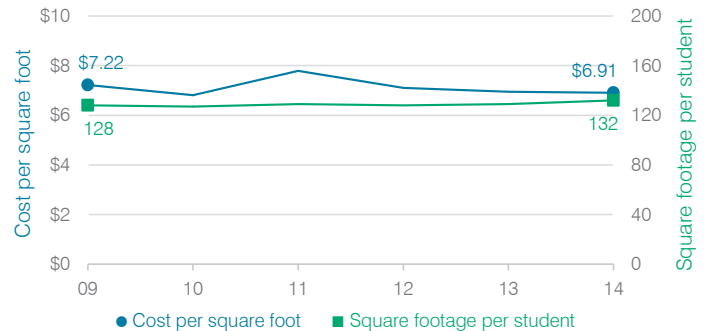
### Administrative cost per student



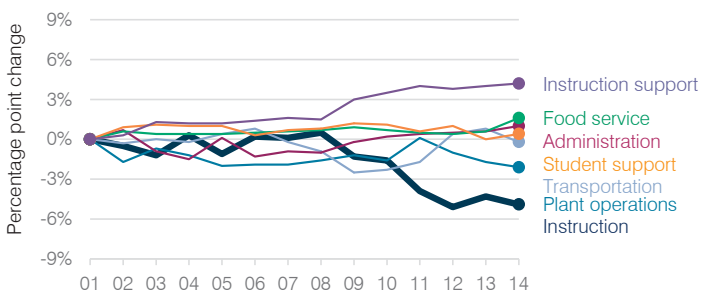
### Total operational and instructional spending per student



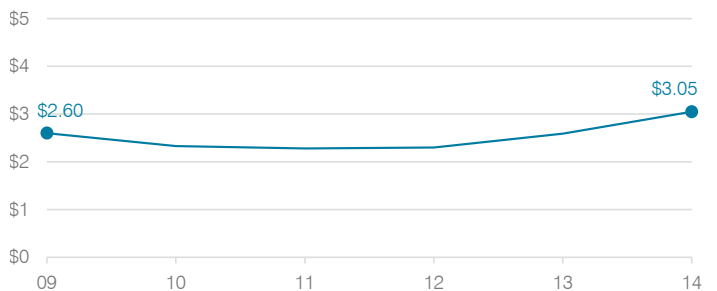
### Plant cost per square foot and square footage per student



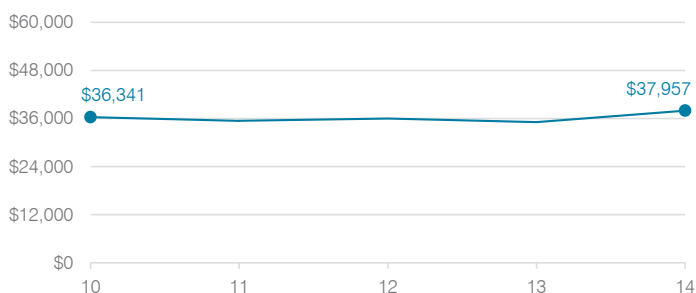
### Changes in operational spending percentages



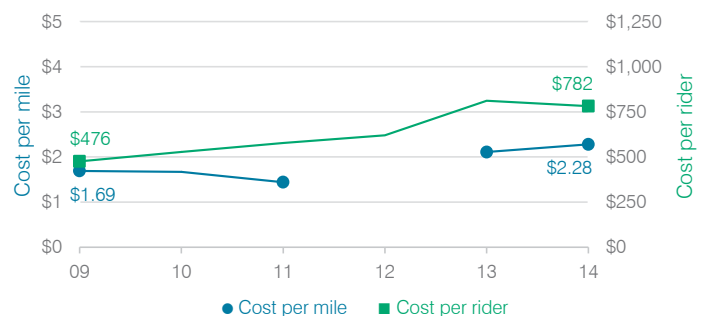
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



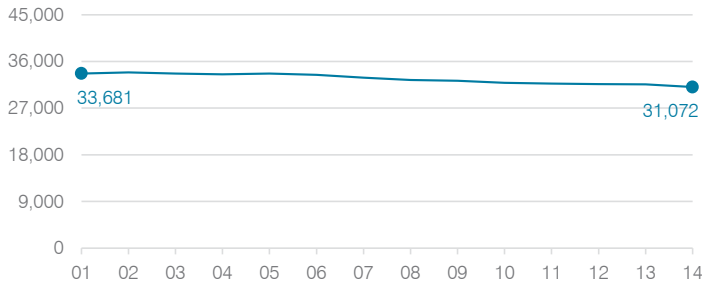
# Paradise Valley Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	64.0	64.6	62.9	61.8	63.0	62.1	62.4	60.8	60.6	59.8	58.8	55.8	57.1	57.7

## OPERATIONAL TRENDS

Fiscal years as indicated

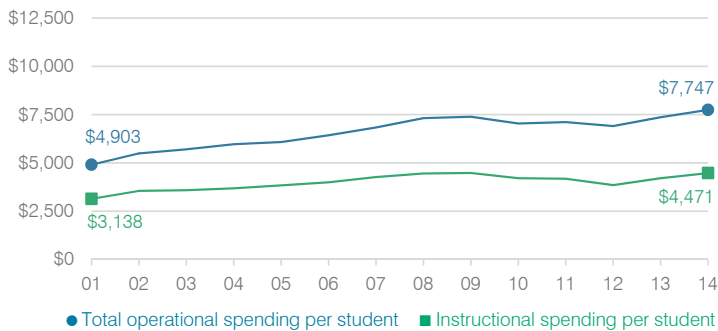
### Students attending



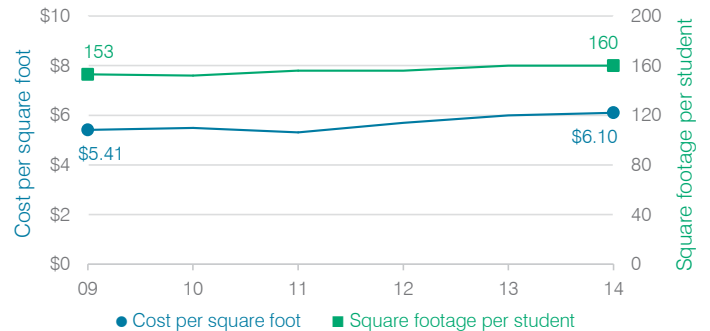
### Administrative cost per student



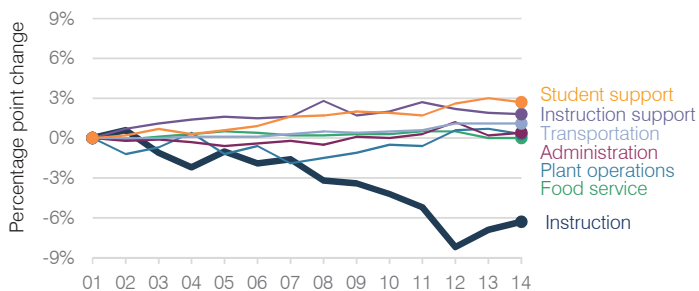
### Total operational and instructional spending per student



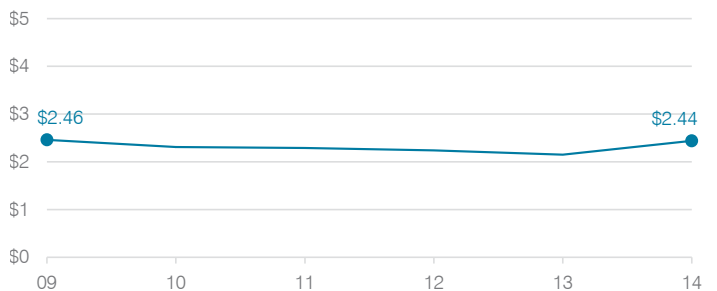
### Plant cost per square foot and square footage per student



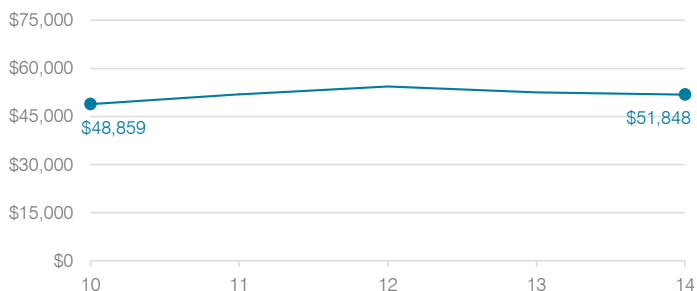
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



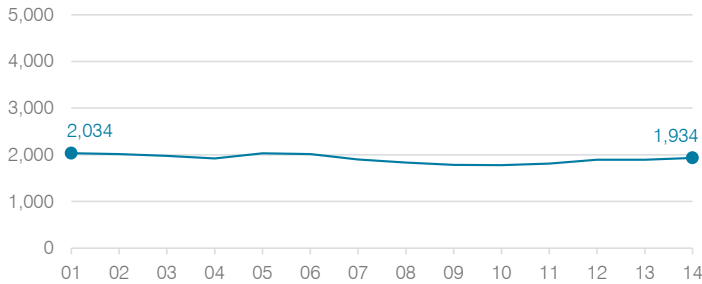
# Parker Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	55.3	57.3	57.4	57.0	55.1	54.7	54.9	53.8	50.7	52.6	50.5	52.3	51.0	51.0

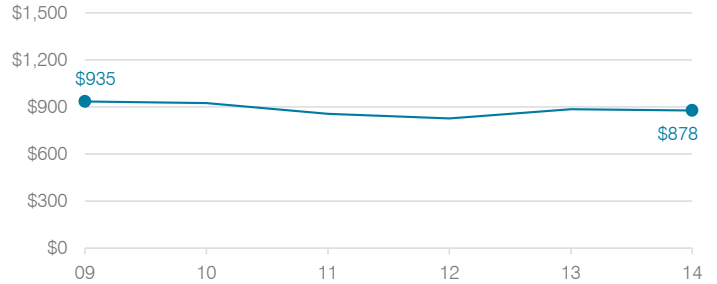
## OPERATIONAL TRENDS

Fiscal years as indicated

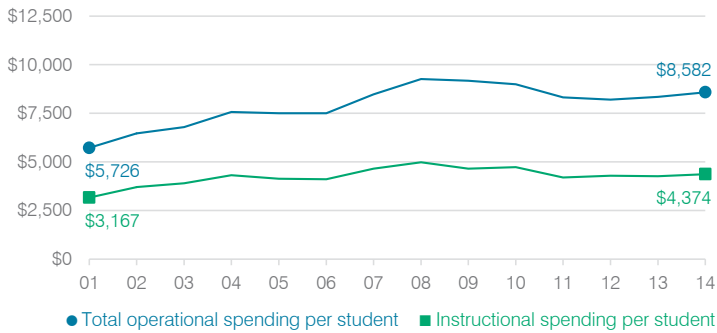
### Students attending



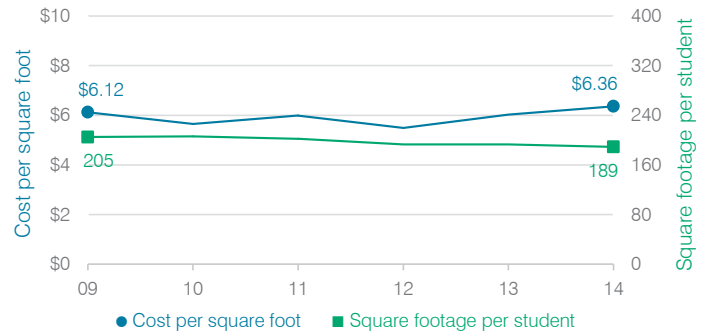
### Administrative cost per student



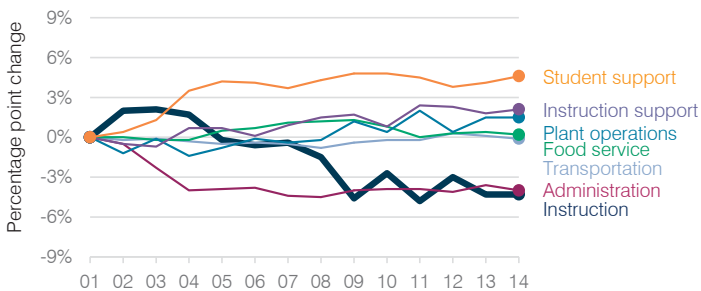
### Total operational and instructional spending per student



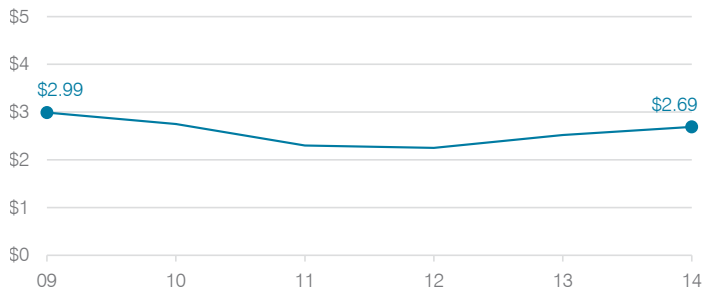
### Plant cost per square foot and square footage per student



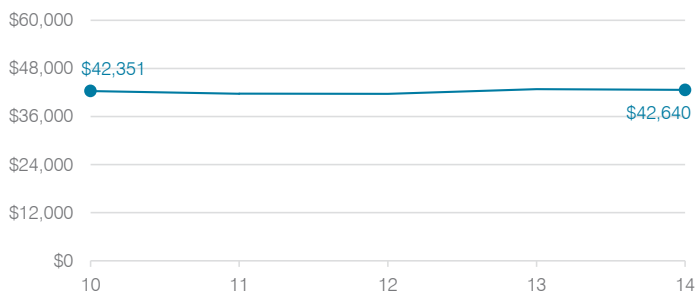
### Changes in operational spending percentages



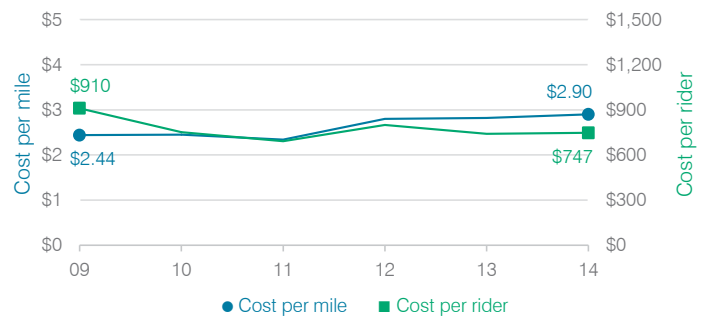
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



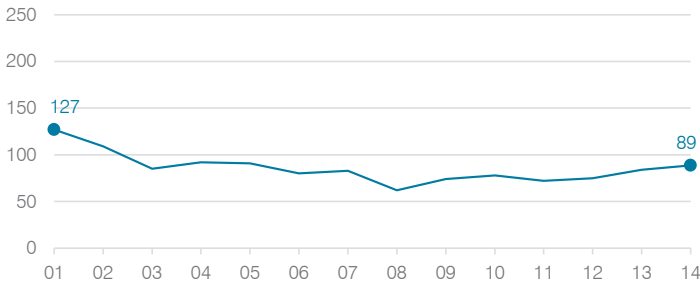
# Patagonia Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	48.1	48.8	50.4	50.7	49.3	46.5	47.8	46.0	45.6	44.4	46.3	47.9	46.4	47.6

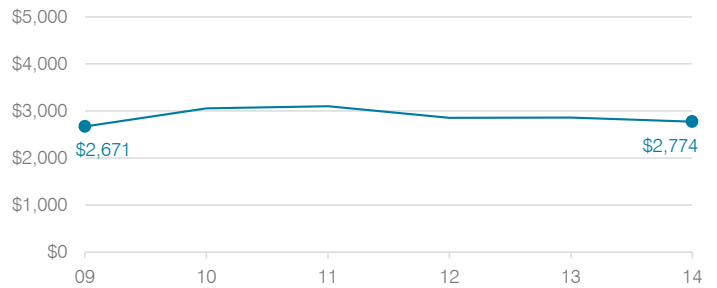
## OPERATIONAL TRENDS

Fiscal years as indicated

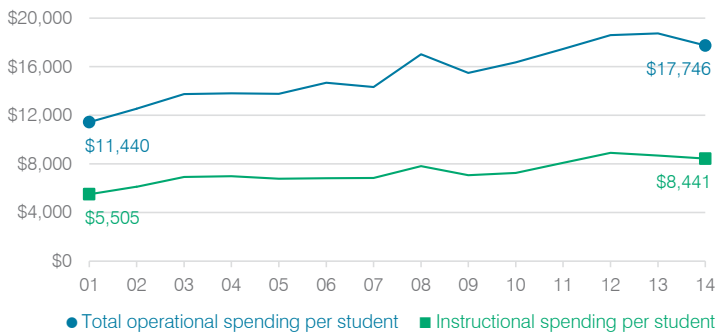
### Students attending



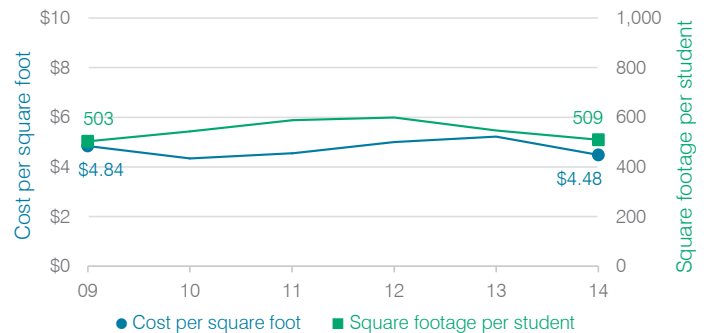
### Administrative cost per student



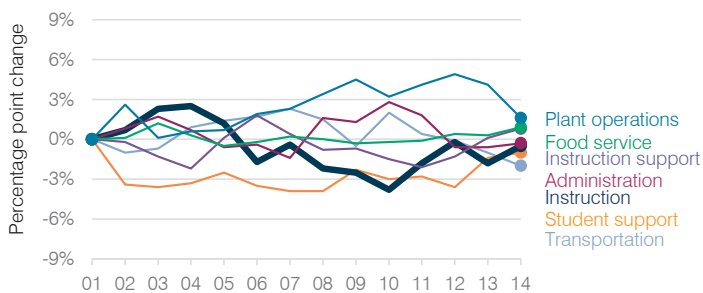
### Total operational and instructional spending per student



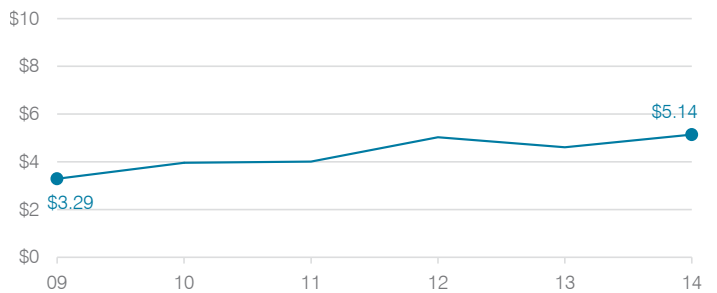
### Plant cost per square foot and square footage per student



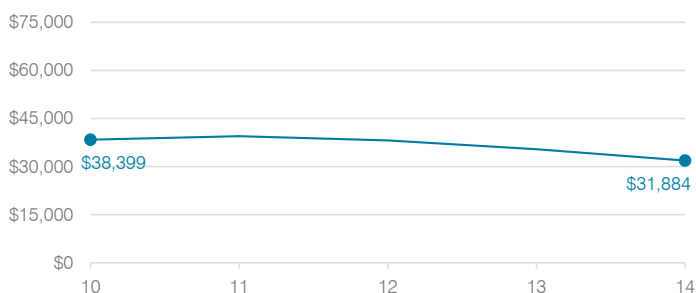
### Changes in operational spending percentages



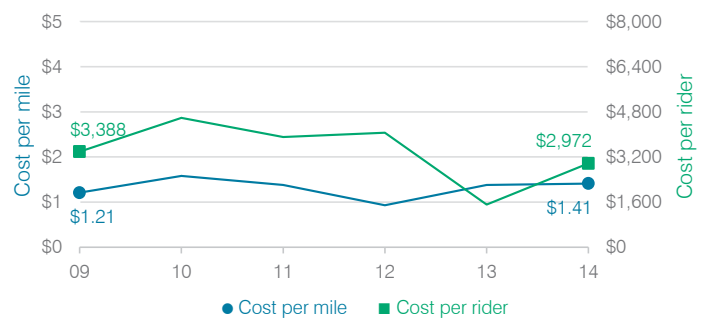
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



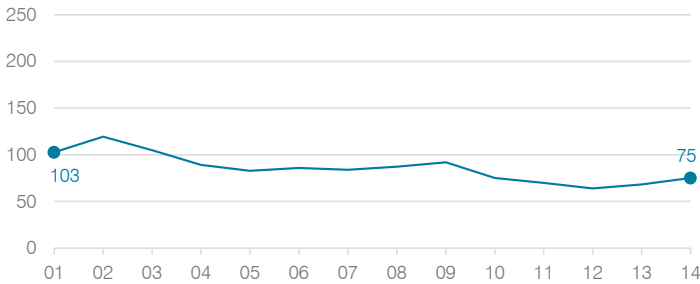
# Patagonia Union High School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	48.1	48.8	50.4	50.7	49.3	46.5	47.8	46.0	45.6	44.4	46.3	47.9	46.4	47.6

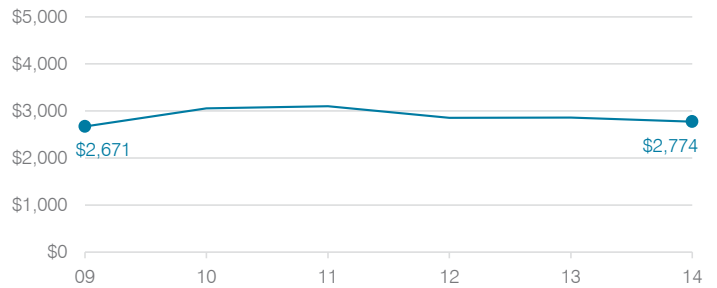
## OPERATIONAL TRENDS

Fiscal years as indicated

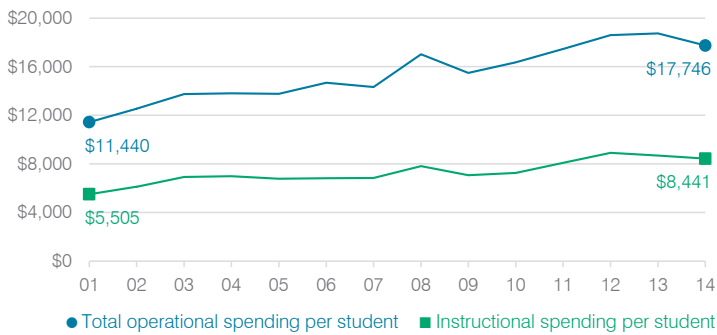
### Students attending



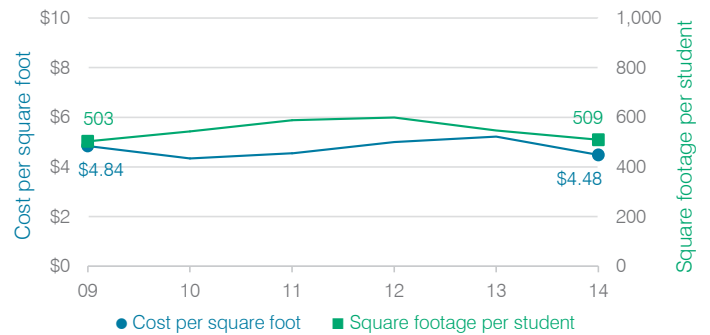
### Administrative cost per student



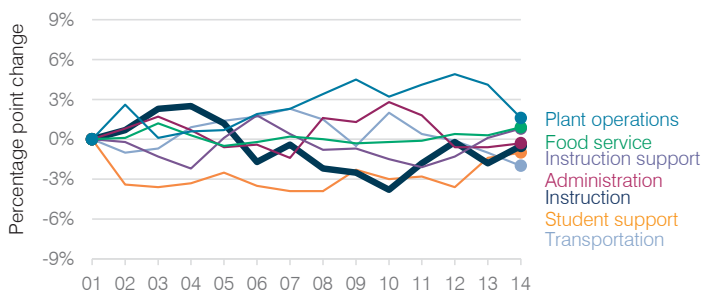
### Total operational and instructional spending per student



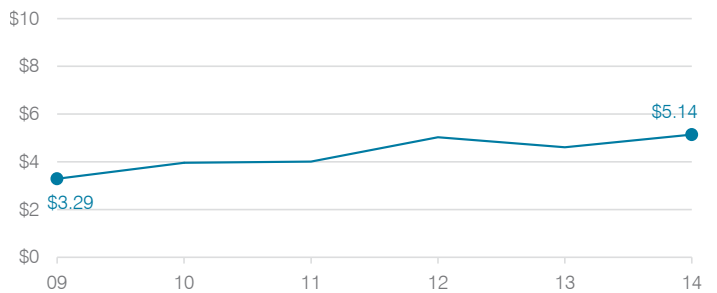
### Plant cost per square foot and square footage per student



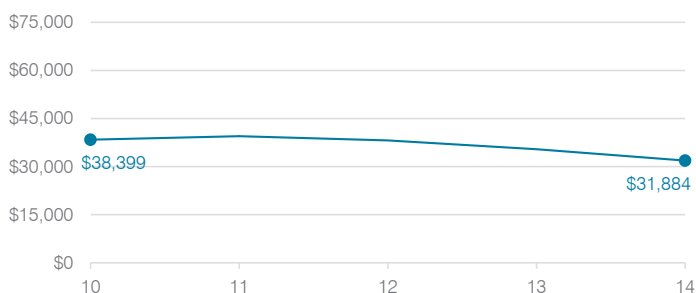
### Changes in operational spending percentages



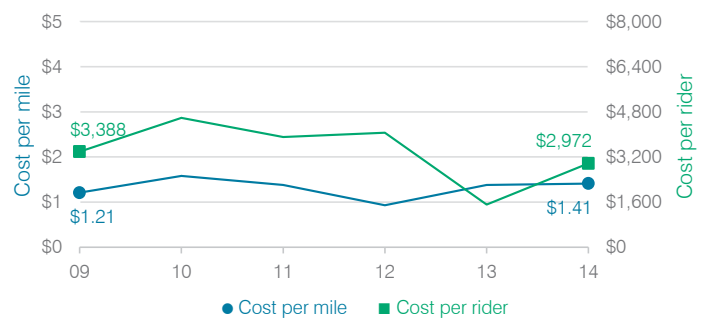
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



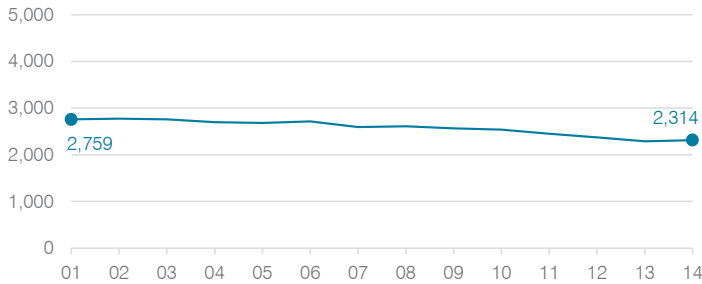
# Payson Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	57.8	60.8	61.5	59.5	59.3	57.4	57.0	58.3	57.2	56.2	55.4	55.4	53.3	52.7

## OPERATIONAL TRENDS

Fiscal years as indicated

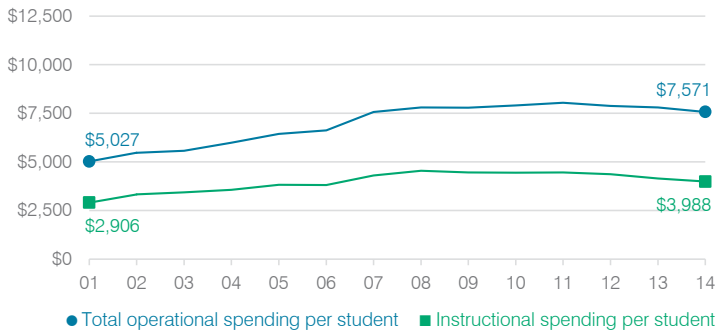
### Students attending



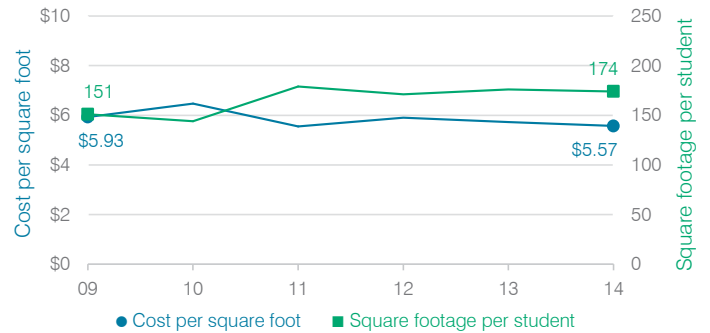
### Administrative cost per student



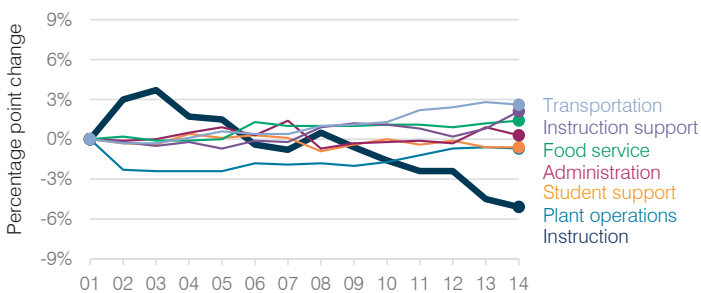
### Total operational and instructional spending per student



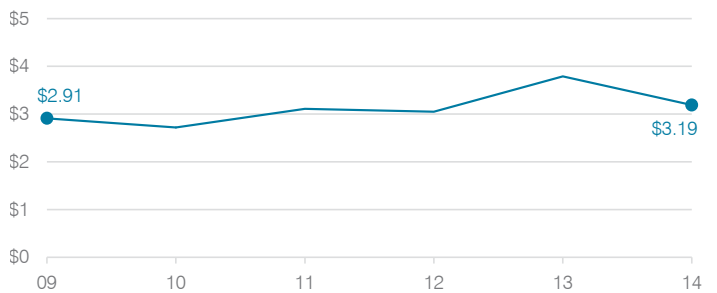
### Plant cost per square foot and square footage per student



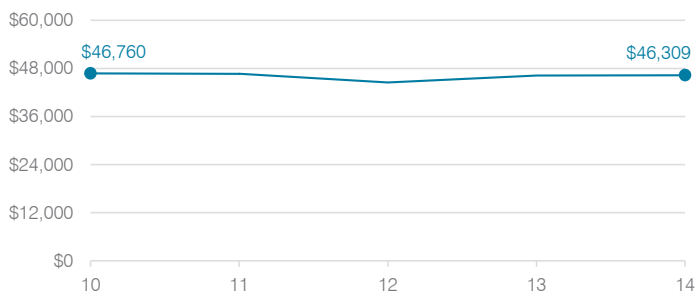
### Changes in operational spending percentages



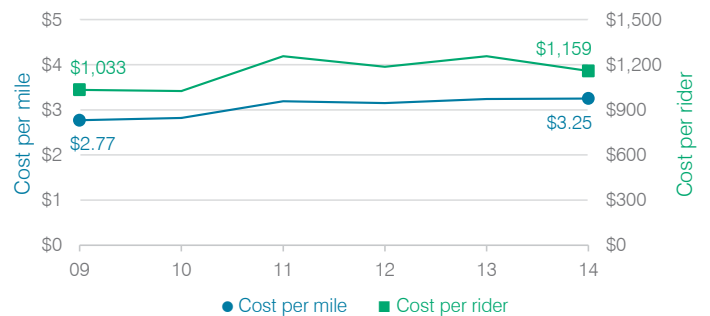
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider





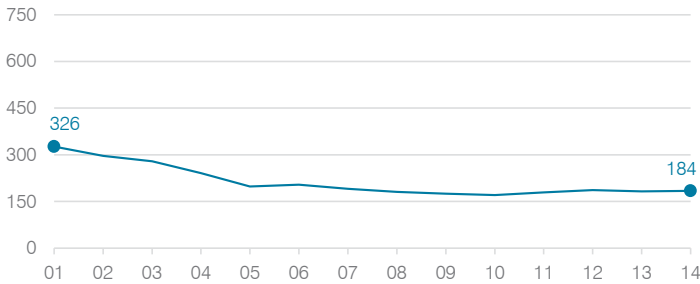
# Peach Springs Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	57.2	59.4	57.8	55.0	60.6	61.3	22.8	53.7	41.3	54.1	41.2	43.9	42.6	42.5

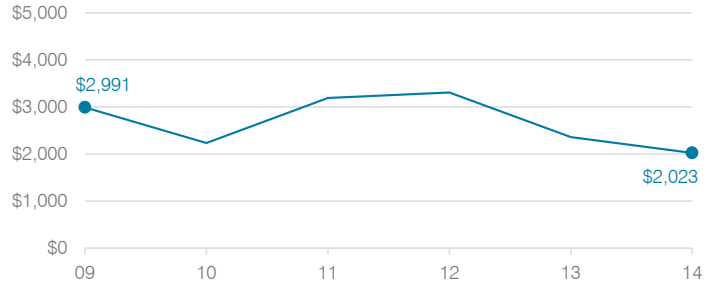
## OPERATIONAL TRENDS

Fiscal years as indicated

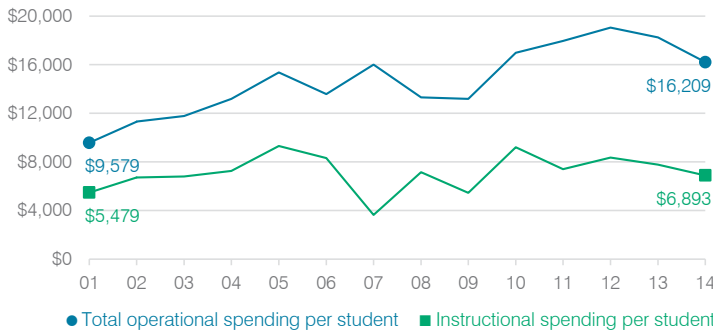
### Students attending



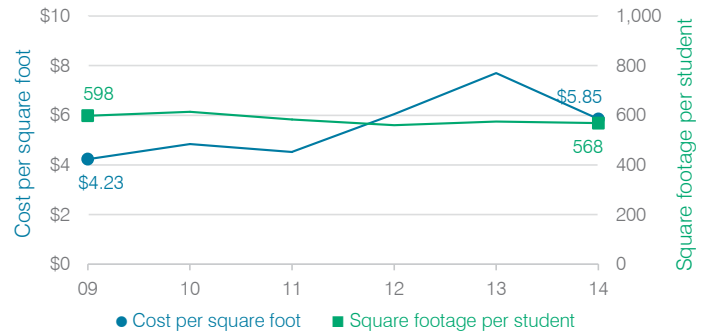
### Administrative cost per student



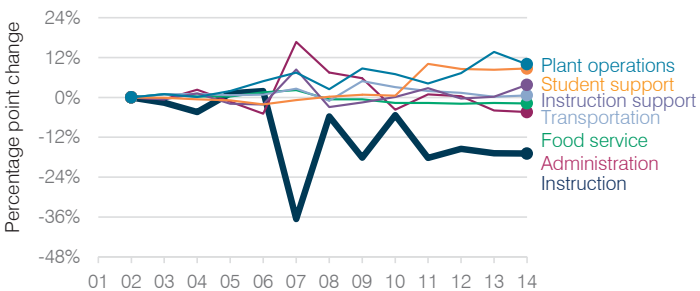
### Total operational and instructional spending per student



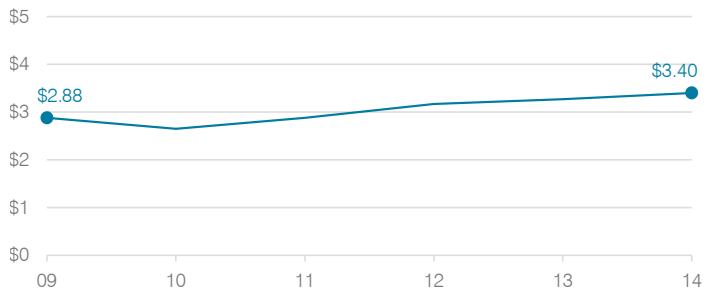
### Plant cost per square foot and square footage per student



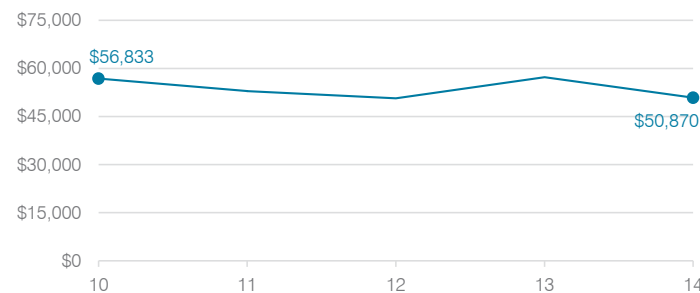
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



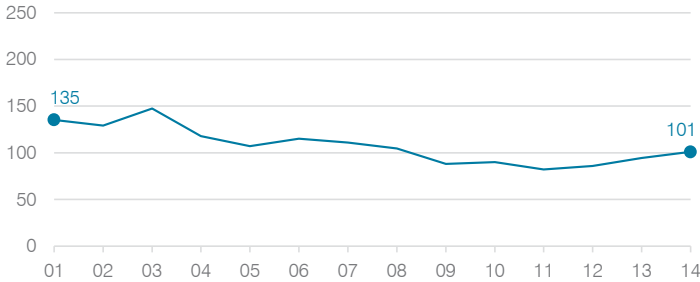
# Pearce Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	56.9	58.8	58.6	54.6	52.4	53.9	54.4	55.3	56.1	55.1	54.1	58.0	53.3	54.6

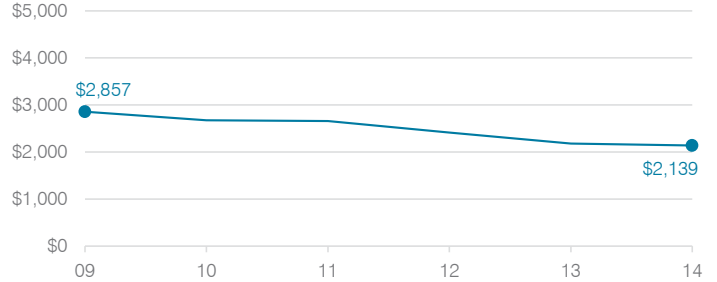
## OPERATIONAL TRENDS

Fiscal years as indicated

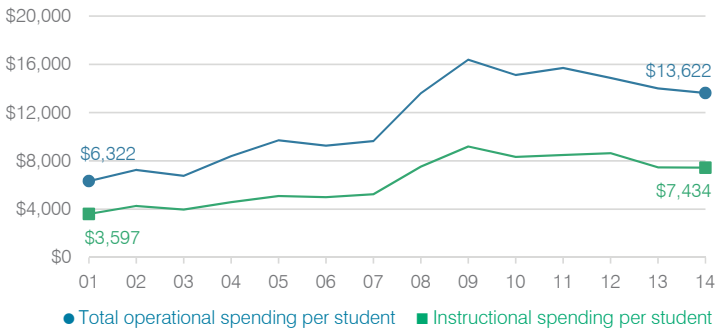
### Students attending



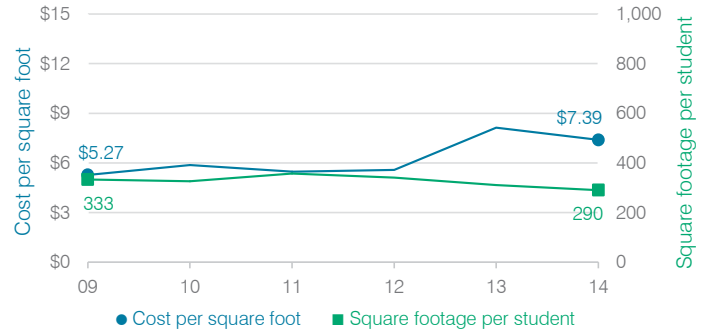
### Administrative cost per student



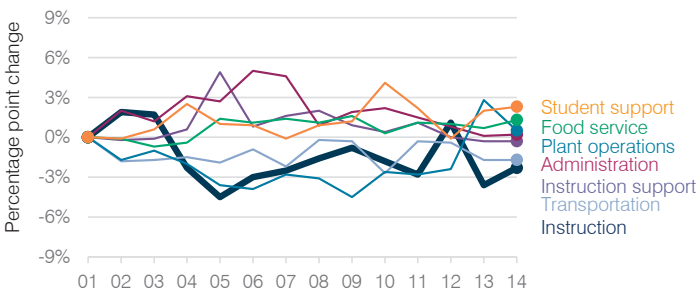
### Total operational and instructional spending per student



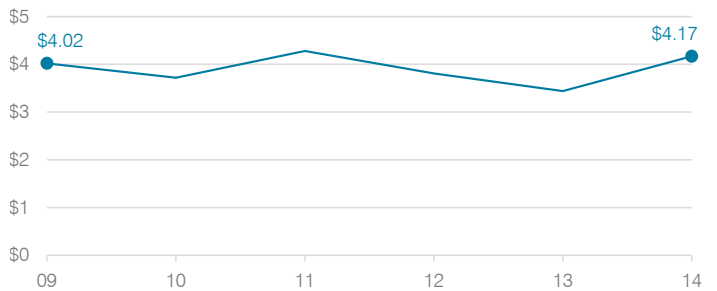
### Plant cost per square foot and square footage per student



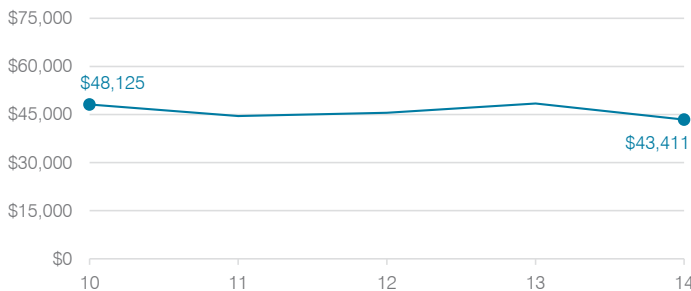
### Changes in operational spending percentages



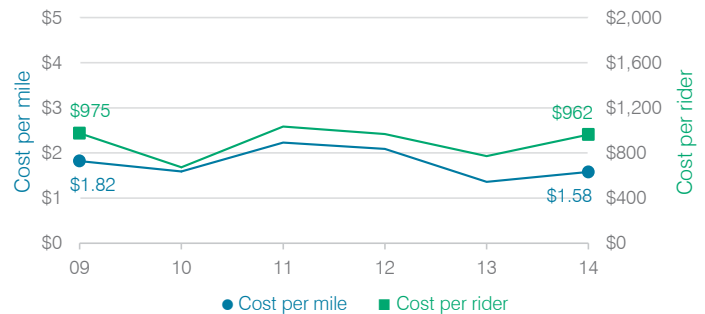
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



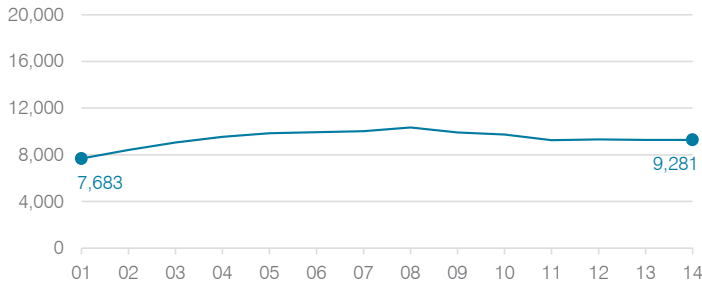
# Pendergast Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	58.9	57.0	59.0	59.1	58.9	59.3	56.2	56.3	56.0	55.1	55.5	54.2	52.5	51.3

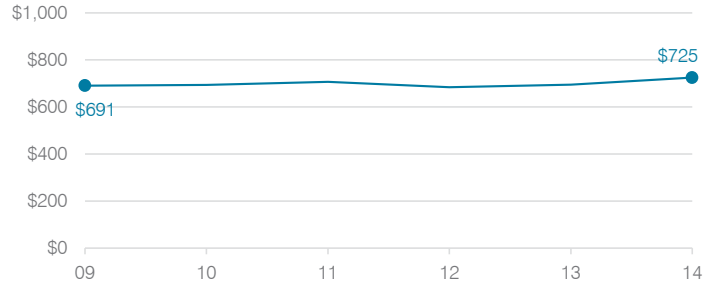
## OPERATIONAL TRENDS

Fiscal years as indicated

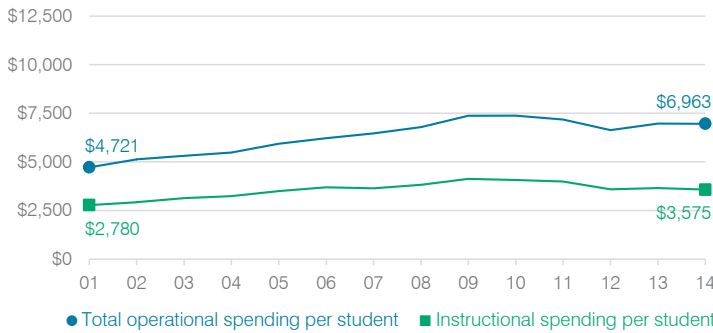
### Students attending



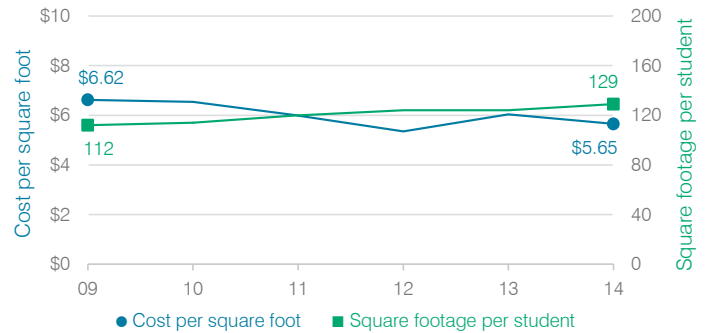
### Administrative cost per student



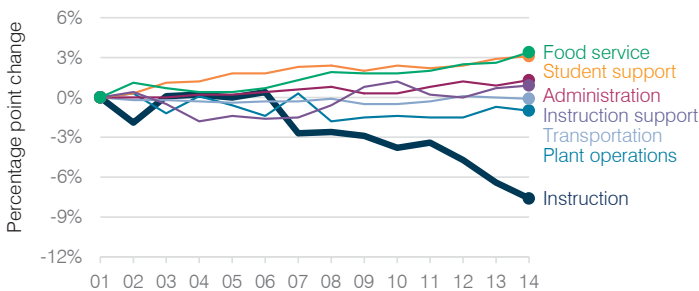
### Total operational and instructional spending per student



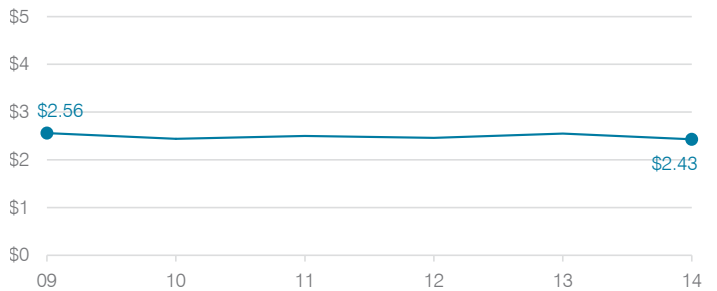
### Plant cost per square foot and square footage per student



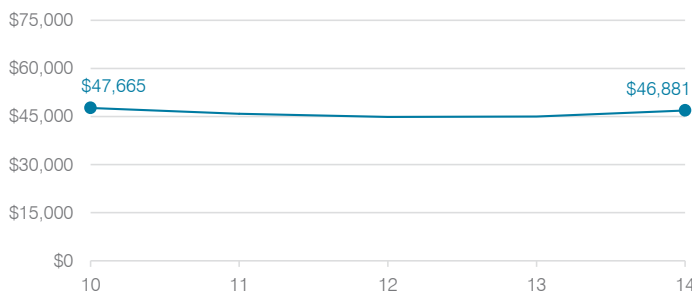
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



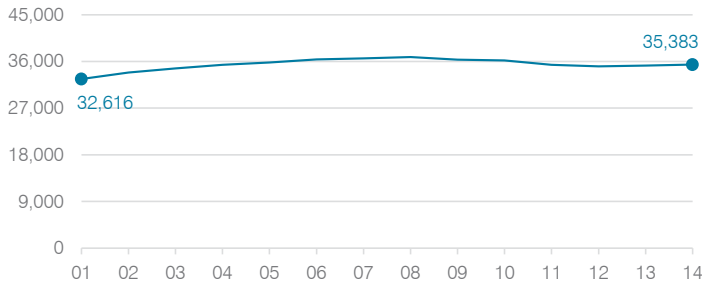
# Peoria Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	61.9	61.5	61.4	61.5	60.0	60.6	59.6	59.8	60.5	59.6	57.2	57.6	56.0	57.9

## OPERATIONAL TRENDS

Fiscal years as indicated

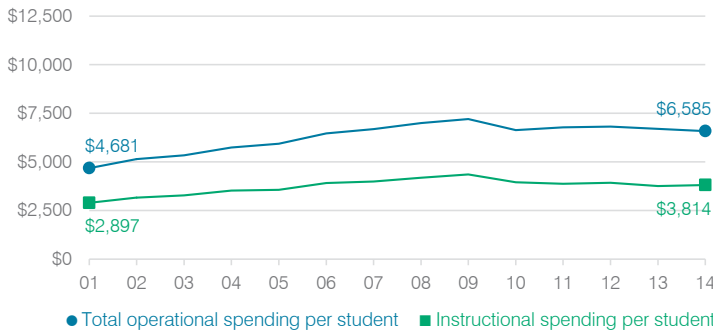
### Students attending



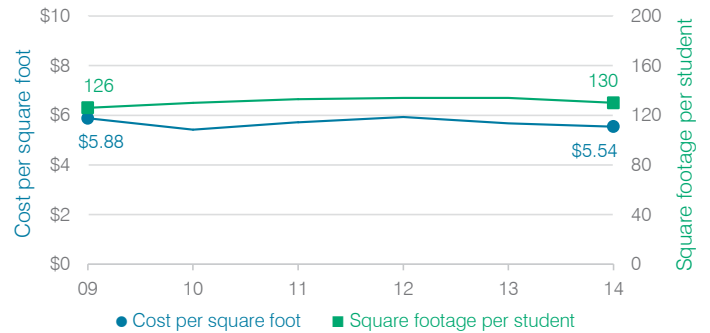
### Administrative cost per student



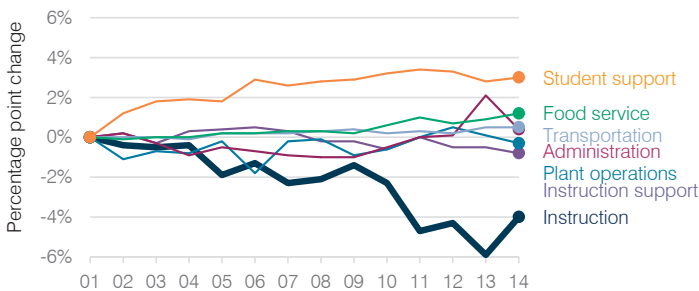
### Total operational and instructional spending per student



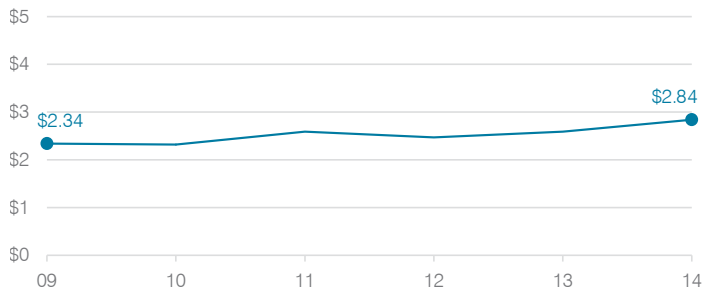
### Plant cost per square foot and square footage per student



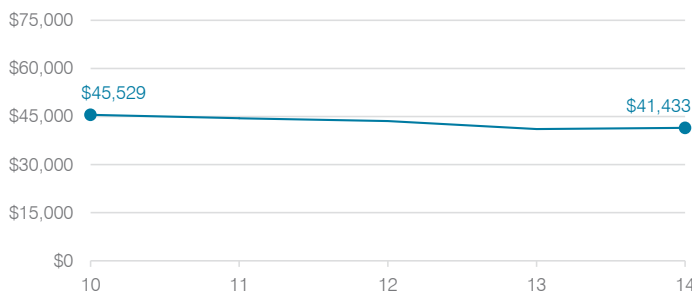
### Changes in operational spending percentages



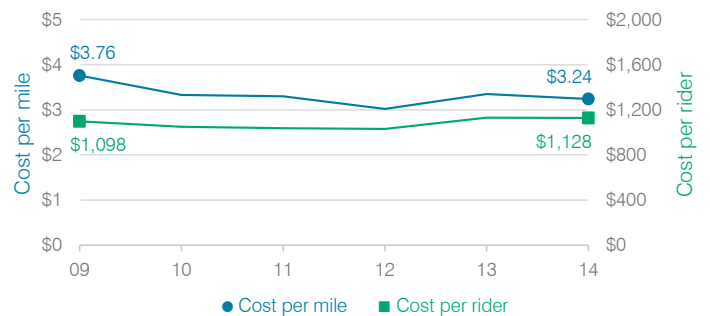
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



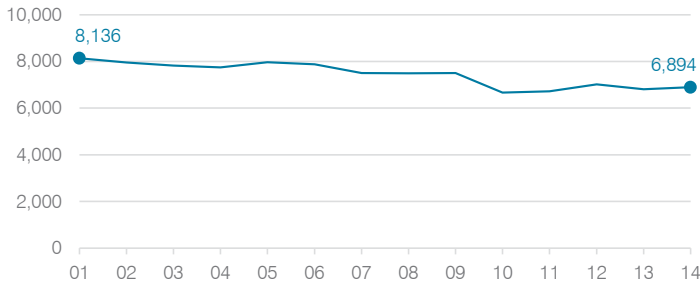
# Phoenix Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	54.8	55.3	54.3	54.1	57.1	55.1	54.0	56.3	53.8	50.9	49.1	48.8	48.0	48.3

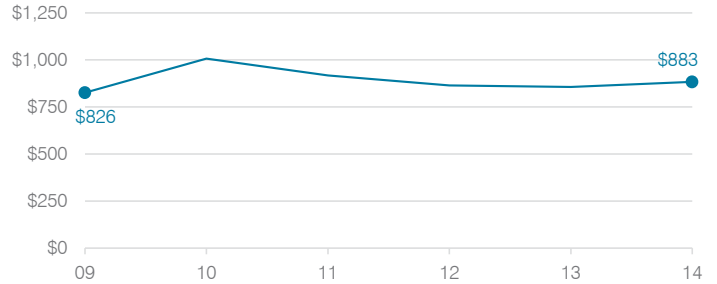
## OPERATIONAL TRENDS

Fiscal years as indicated

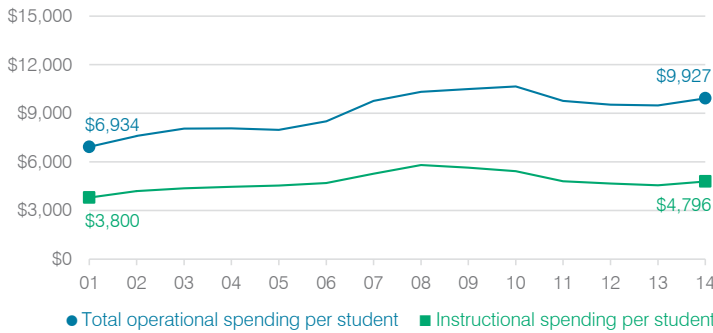
### Students attending



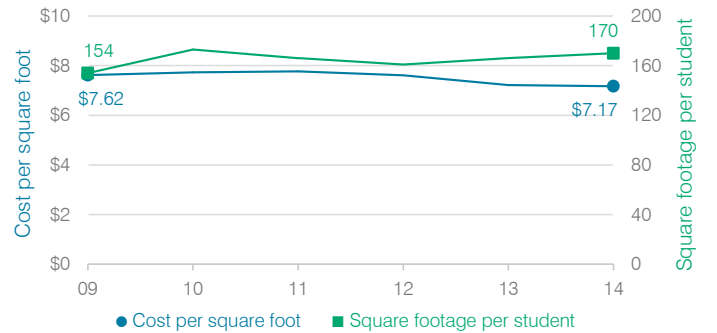
### Administrative cost per student



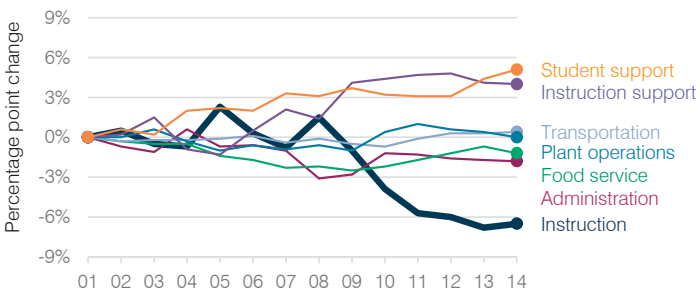
### Total operational and instructional spending per student



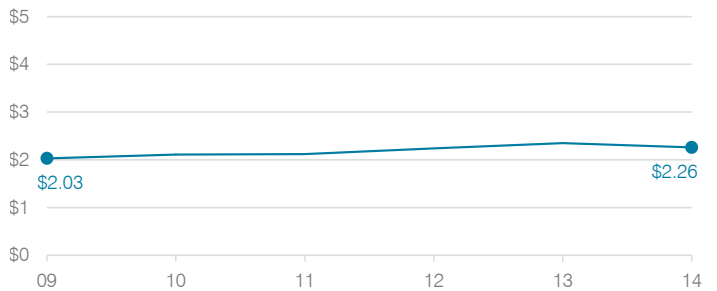
### Plant cost per square foot and square footage per student



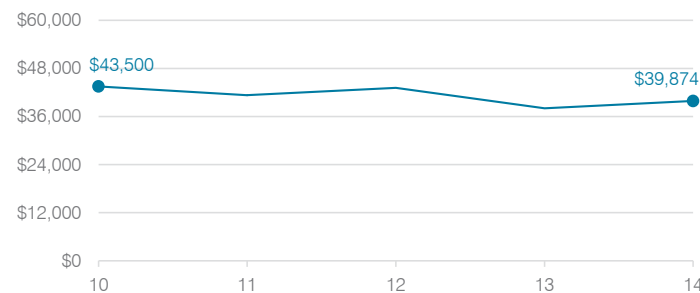
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



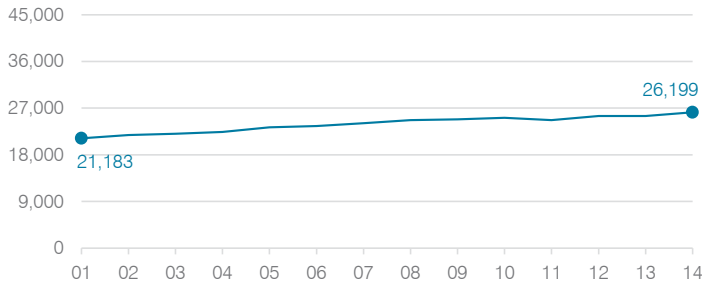
# Phoenix Union High School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	52.5	52.0	53.1	54.3	55.3	56.8	57.1	56.1	55.6	54.9	56.2	54.5	55.0	54.7

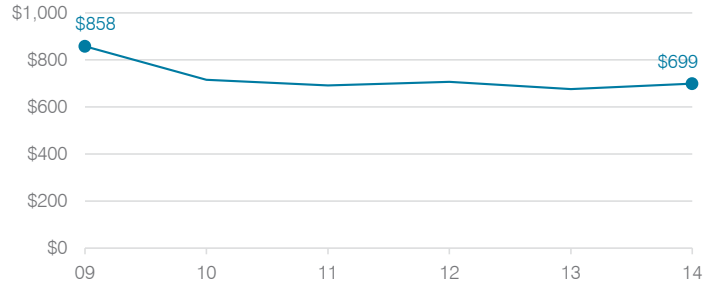
## OPERATIONAL TRENDS

Fiscal years as indicated

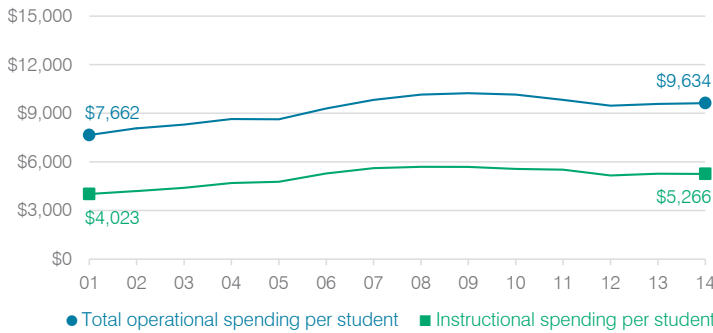
### Students attending



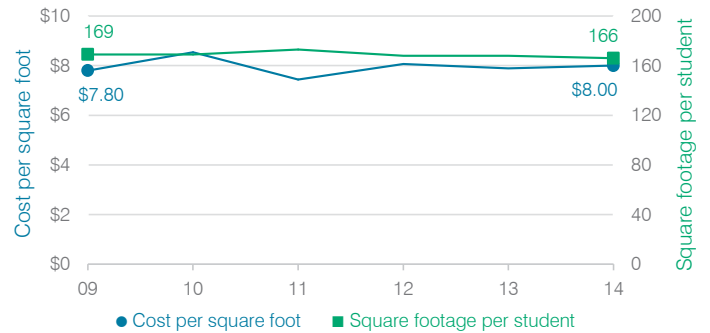
### Administrative cost per student



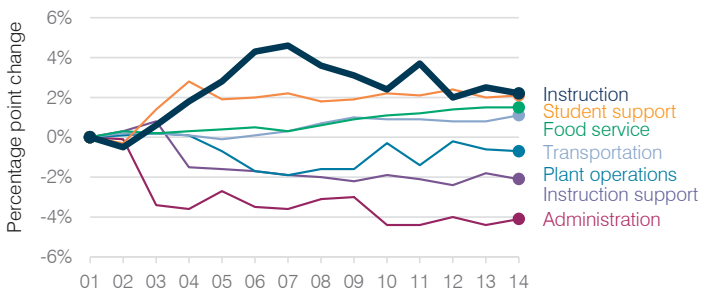
### Total operational and instructional spending per student



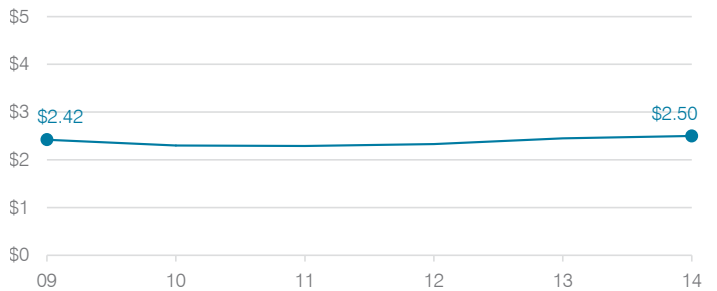
### Plant cost per square foot and square footage per student



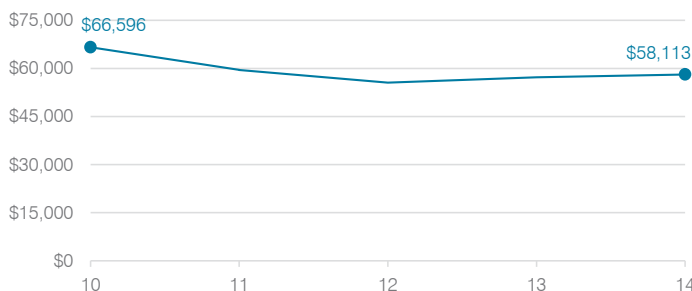
### Changes in operational spending percentages



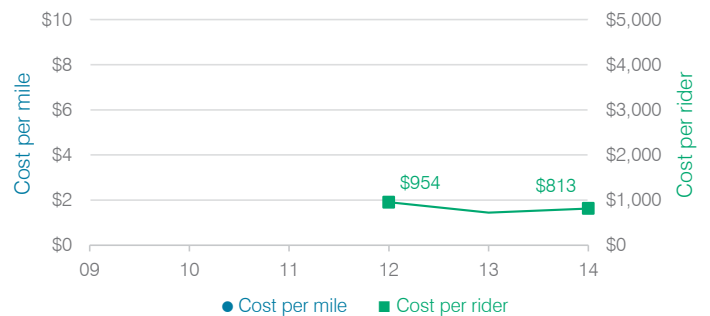
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



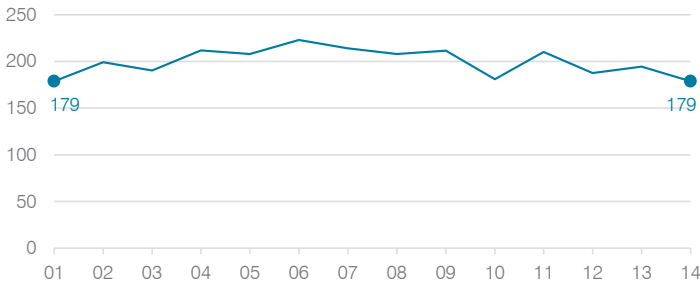
# Picacho Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	55.0	52.7	55.9	48.5	54.1	55.8	52.3	57.9	55.6	56.2	51.8	52.3	51.9	55.3

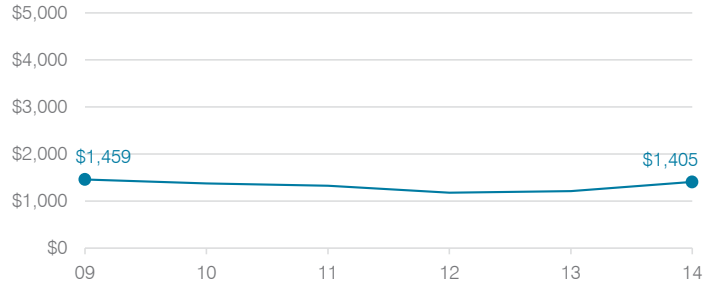
## OPERATIONAL TRENDS

Fiscal years as indicated

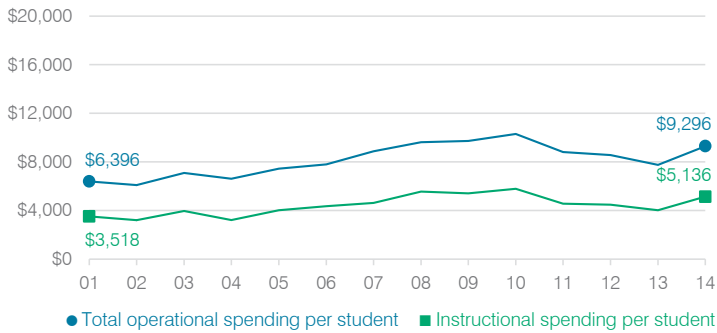
### Students attending



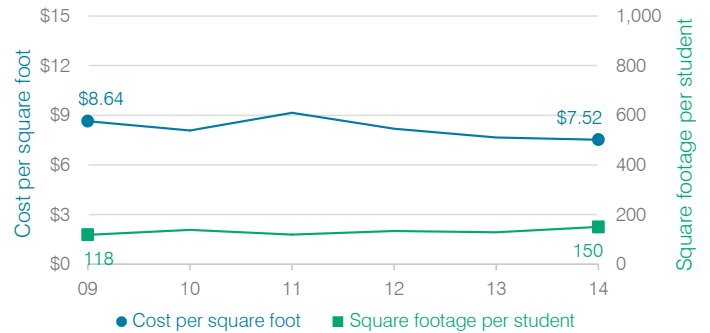
### Administrative cost per student



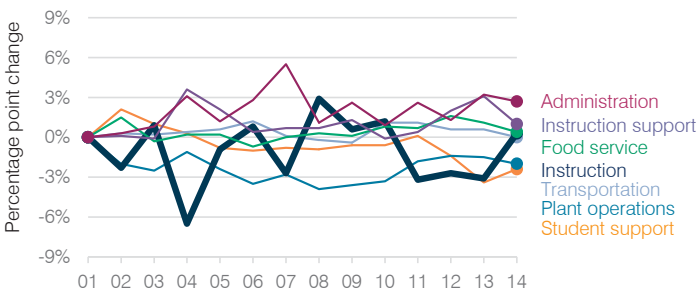
### Total operational and instructional spending per student



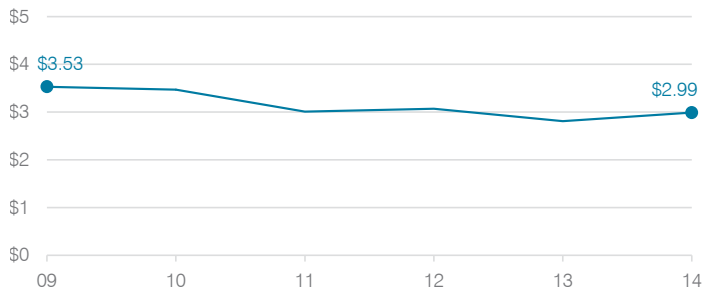
### Plant cost per square foot and square footage per student



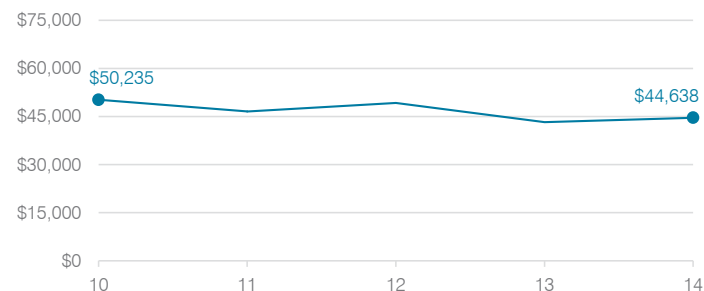
### Changes in operational spending percentages



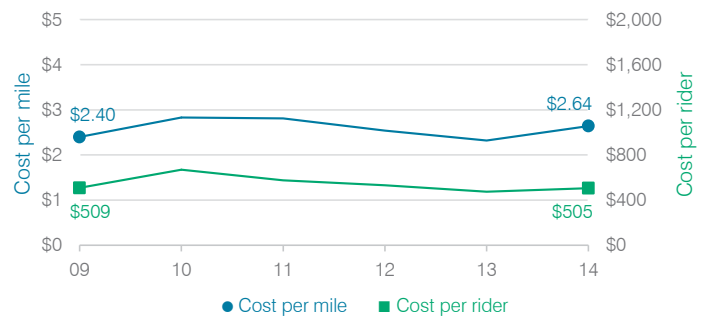
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



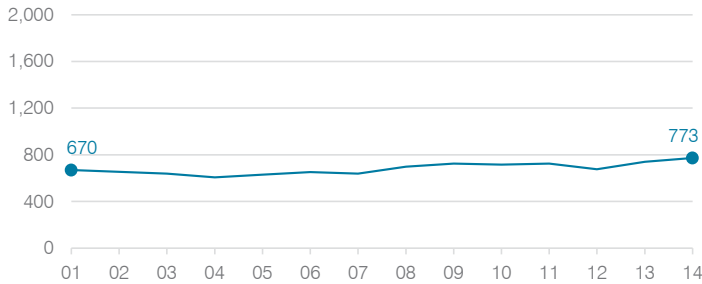
# Pima Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	59.9	61.5	61.0	58.7	59.6	57.6	60.9	60.4	60.3	57.8	59.0	57.2	59.6	61.5

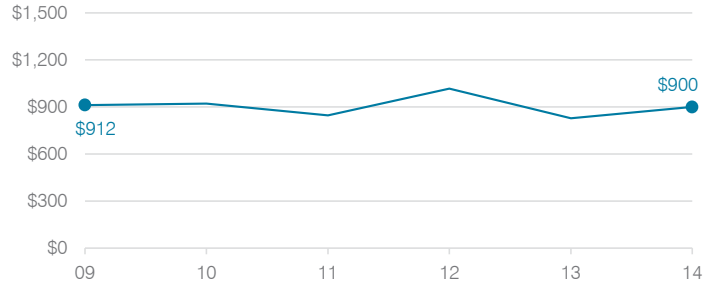
## OPERATIONAL TRENDS

Fiscal years as indicated

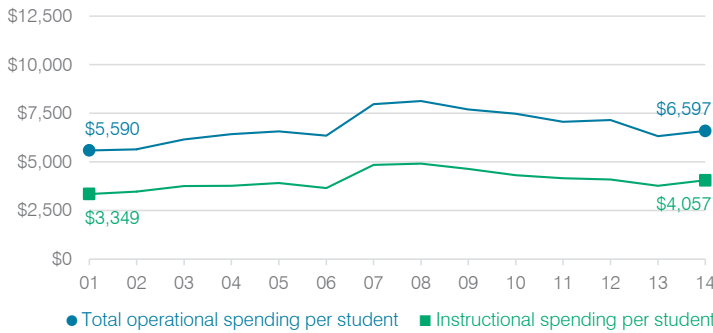
### Students attending



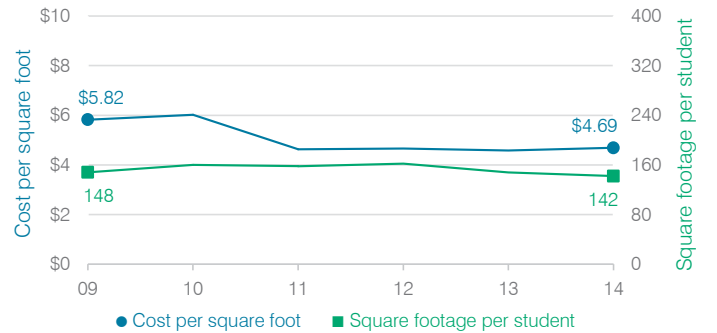
### Administrative cost per student



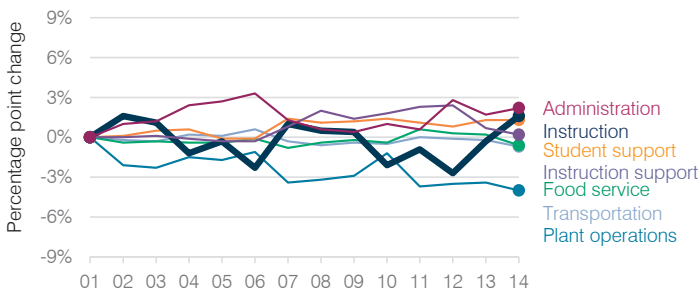
### Total operational and instructional spending per student



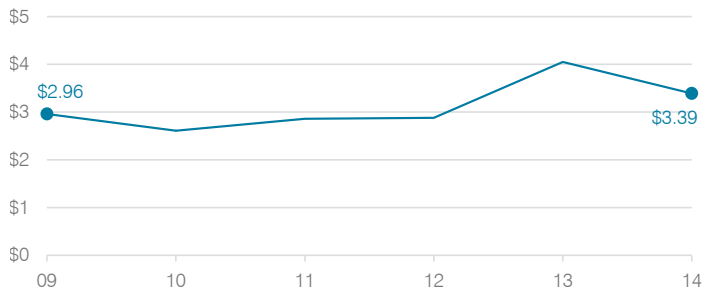
### Plant cost per square foot and square footage per student



### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider





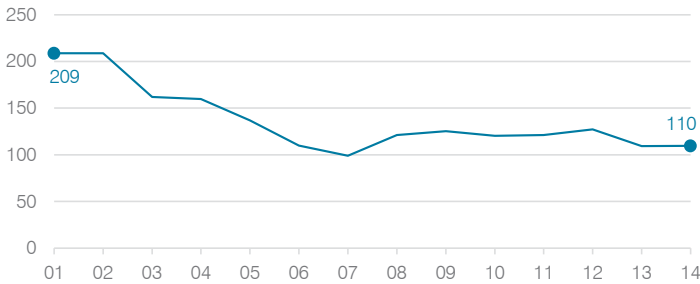
# Pine Strawberry Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	51.5	55.2	55.7	52.6	54.8	49.7	48.5	50.7	47.4	49.6	49.2	51.9	49.7	48.8

## OPERATIONAL TRENDS

Fiscal years as indicated

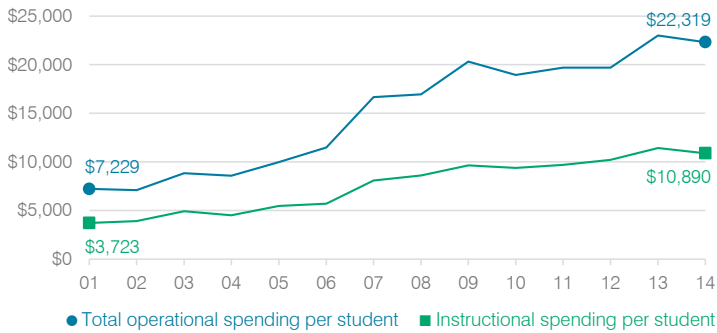
### Students attending



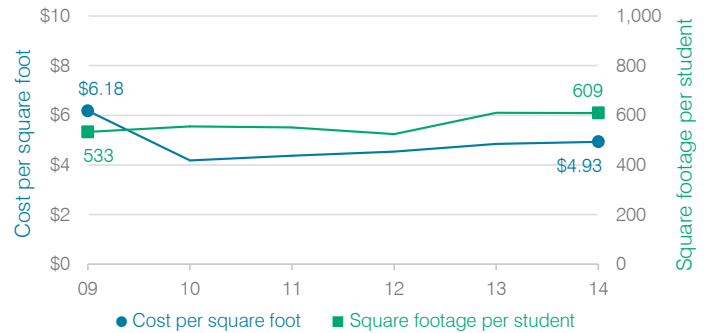
### Administrative cost per student



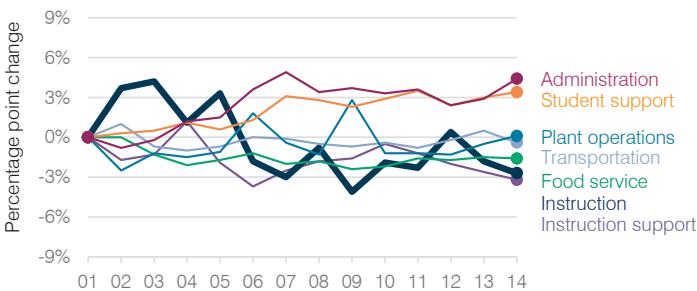
### Total operational and instructional spending per student



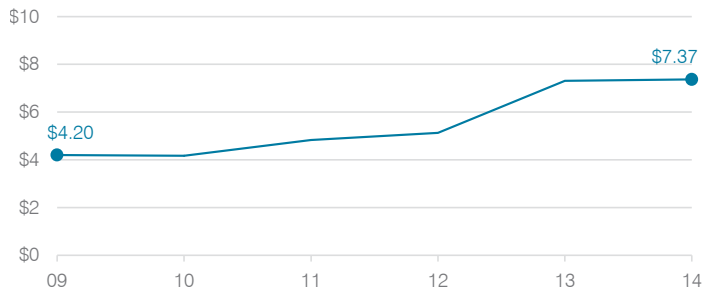
### Plant cost per square foot and square footage per student



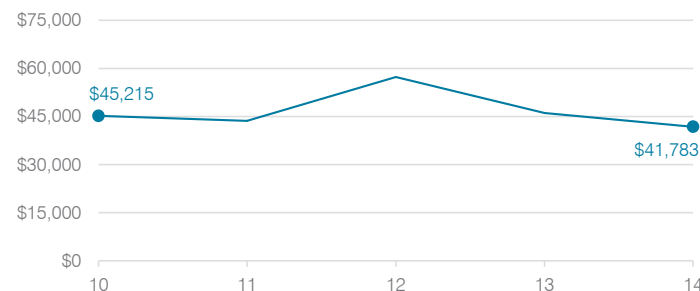
### Changes in operational spending percentages



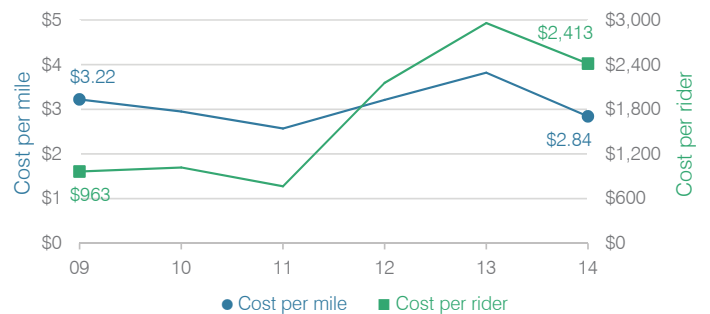
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



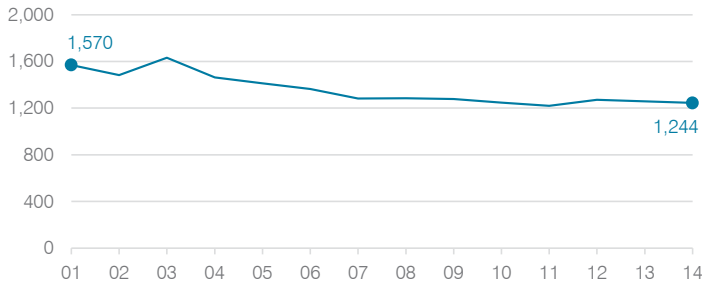
# Pinon Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	44.9	51.5	52.0	49.8	45.8	42.0	40.7	42.1	37.7	35.0	36.5	38.9	37.7	41.2

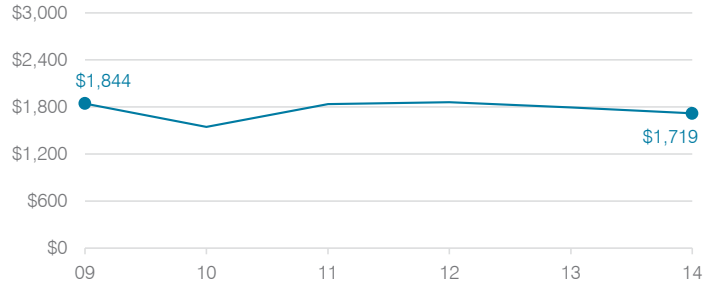
## OPERATIONAL TRENDS

Fiscal years as indicated

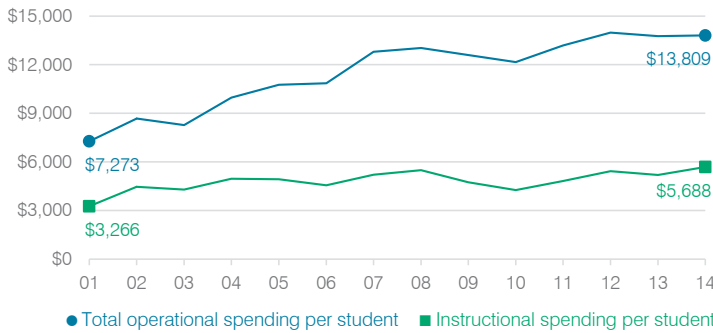
### Students attending



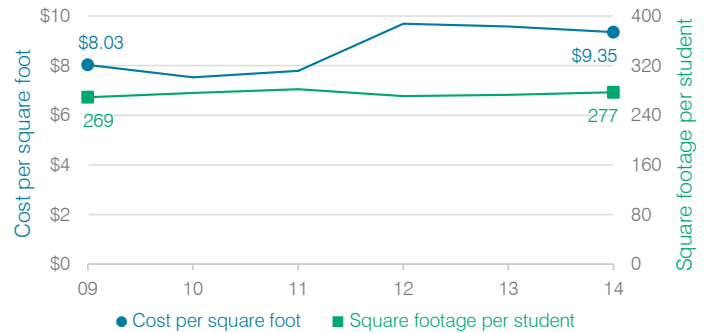
### Administrative cost per student



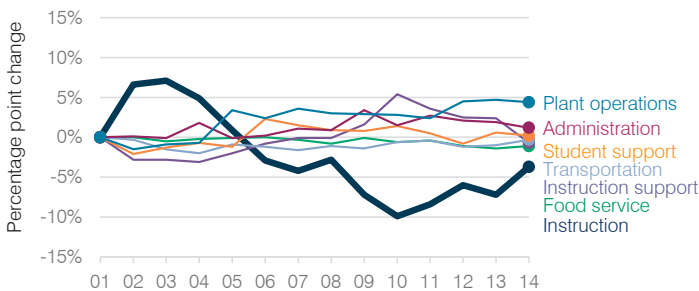
### Total operational and instructional spending per student



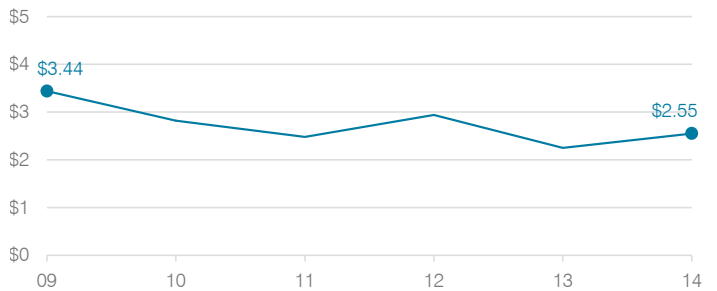
### Plant cost per square foot and square footage per student



### Changes in operational spending percentages



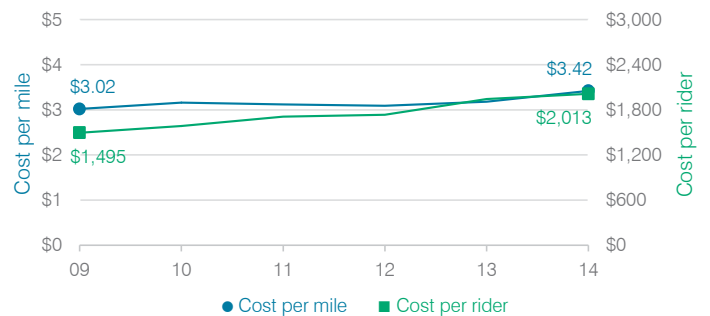
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



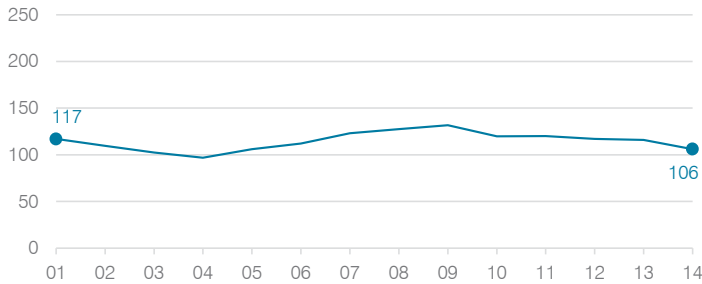
# Pomerene Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	56.9	56.7	54.6	53.3	52.3	54.8	53.9	56.2	61.6	54.0	62.9	53.9	51.6	52.1

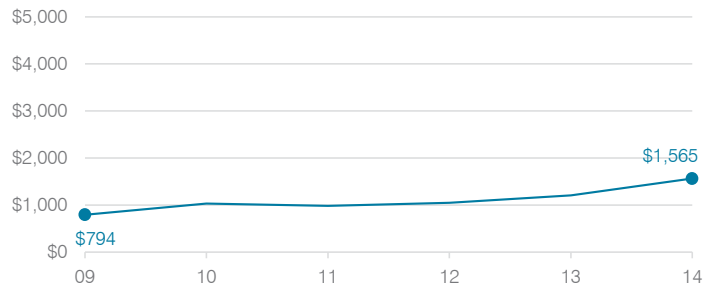
## OPERATIONAL TRENDS

Fiscal years as indicated

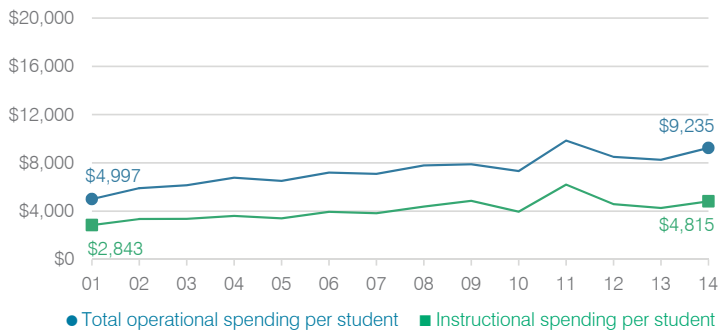
### Students attending



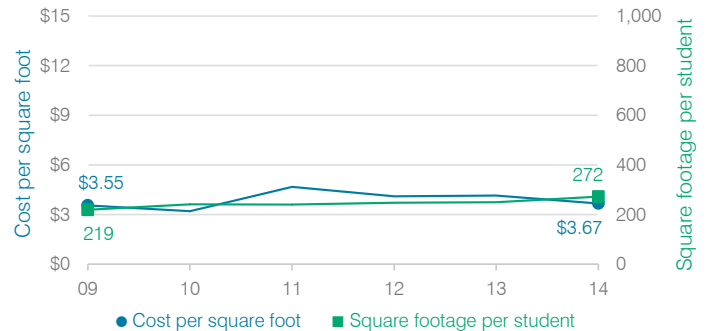
### Administrative cost per student



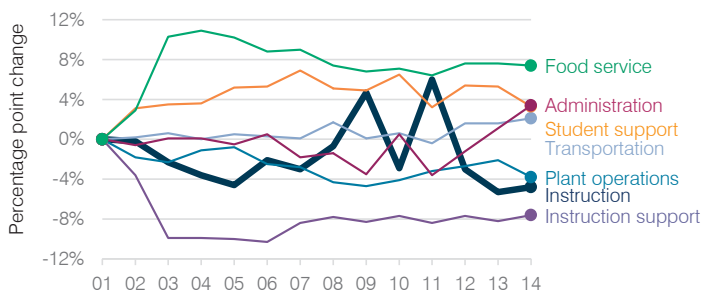
### Total operational and instructional spending per student



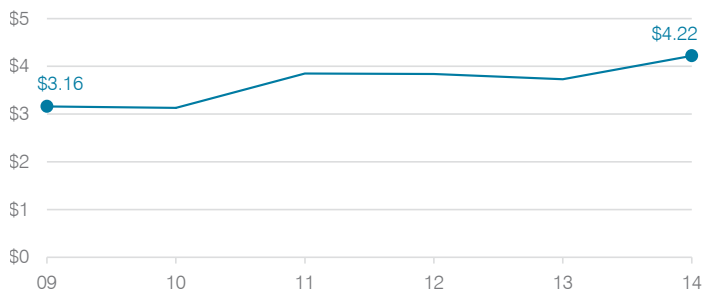
### Plant cost per square foot and square footage per student



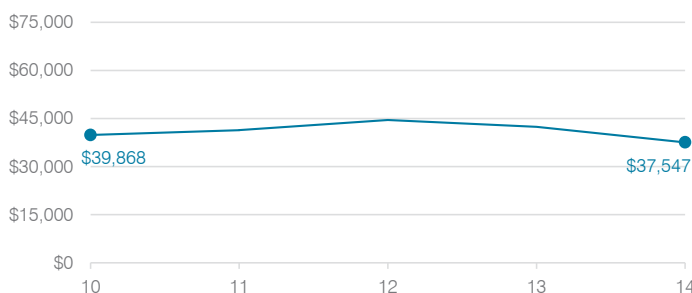
### Changes in operational spending percentages



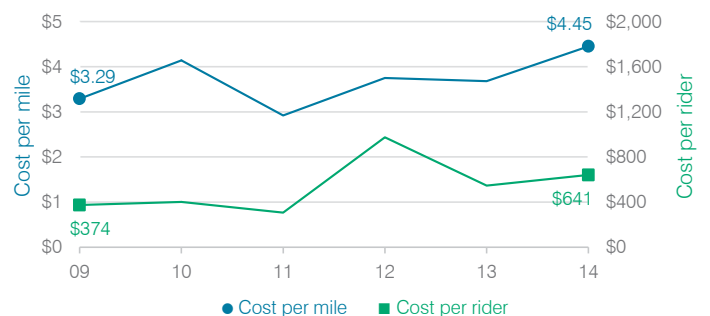
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



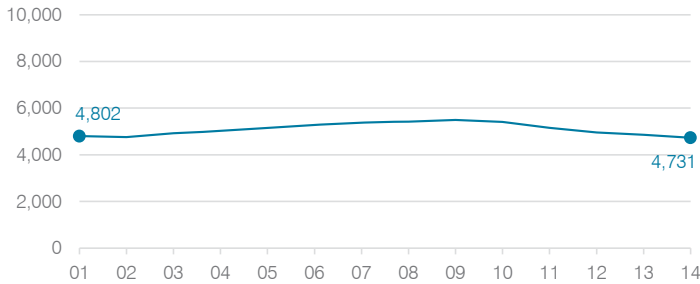
# Prescott Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	61.3	61.2	62.6	61.5	60.5	61.5	62.3	62.2	61.6	57.5	58.3	55.7	54.8	53.6

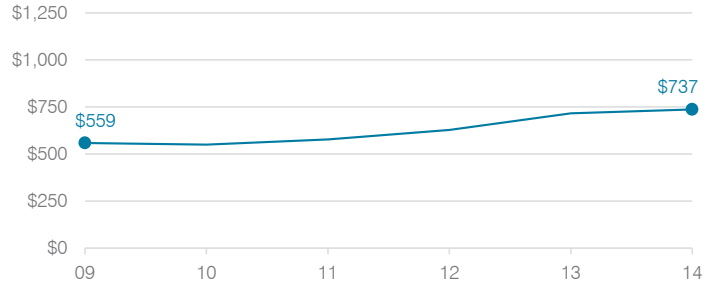
## OPERATIONAL TRENDS

Fiscal years as indicated

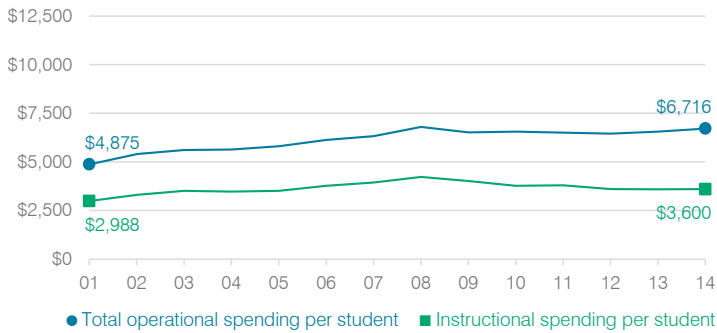
### Students attending



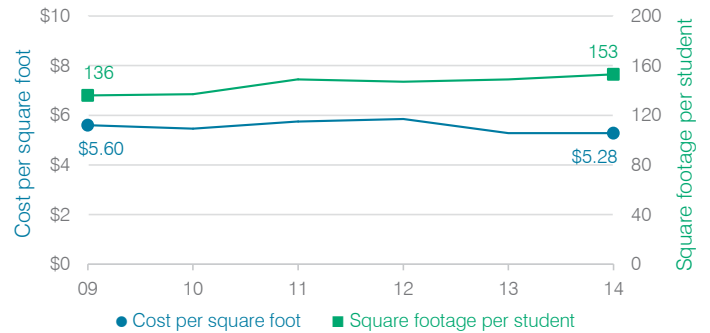
### Administrative cost per student



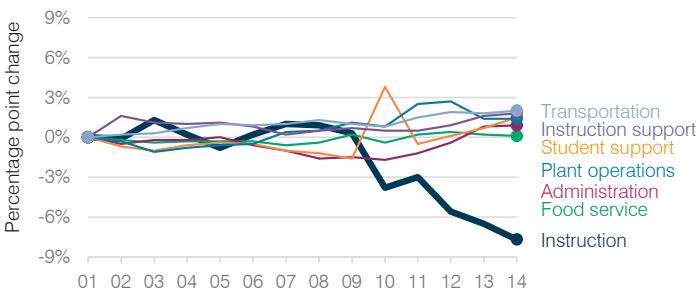
### Total operational and instructional spending per student



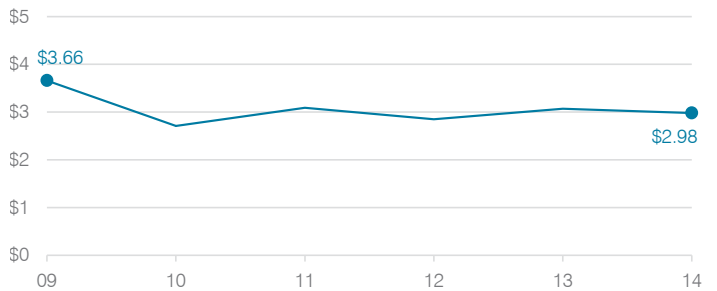
### Plant cost per square foot and square footage per student



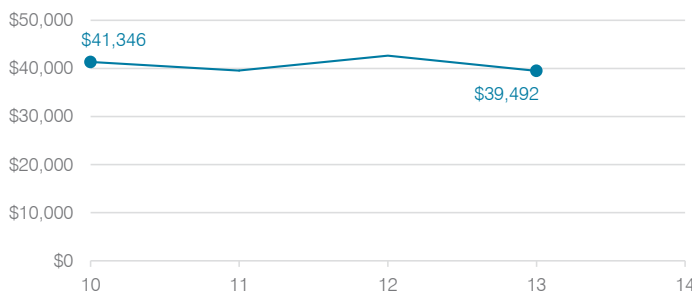
### Changes in operational spending percentages



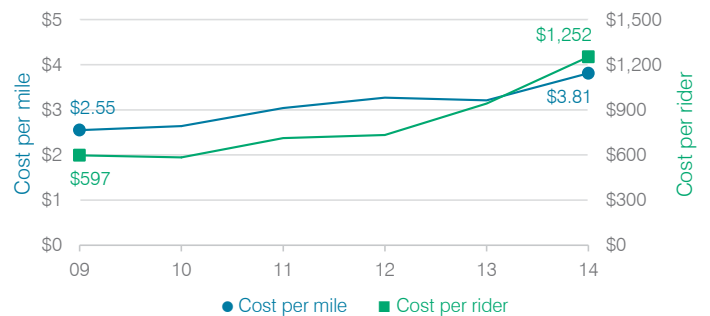
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



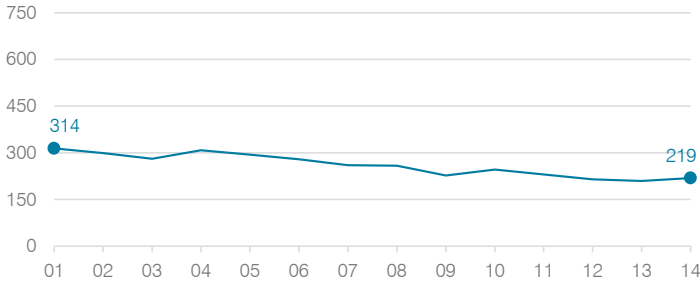
# Quartzsite Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	47.3	49.6	49.6	46.3	48.2	49.6	50.7	48.8	49.4	49.6	46.4	45.7	53.2	49.4

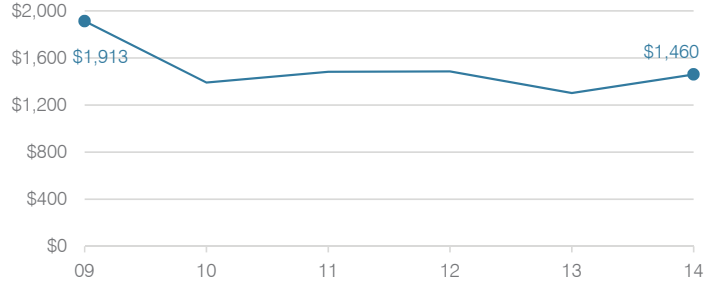
## OPERATIONAL TRENDS

Fiscal years as indicated

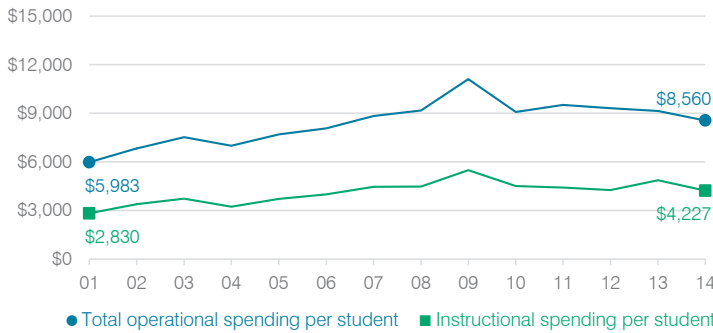
### Students attending



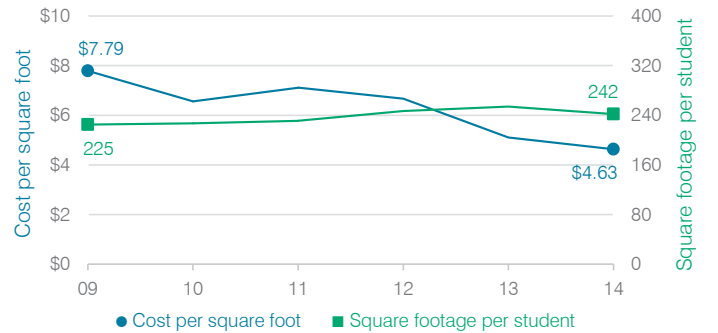
### Administrative cost per student



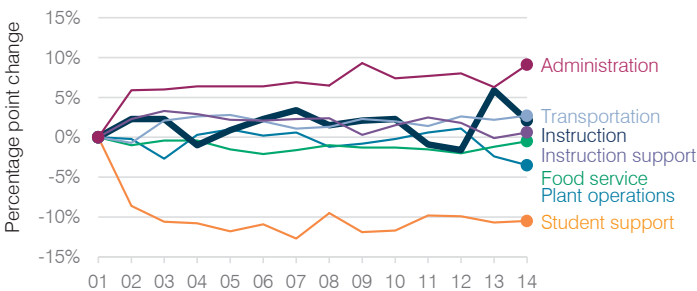
### Total operational and instructional spending per student



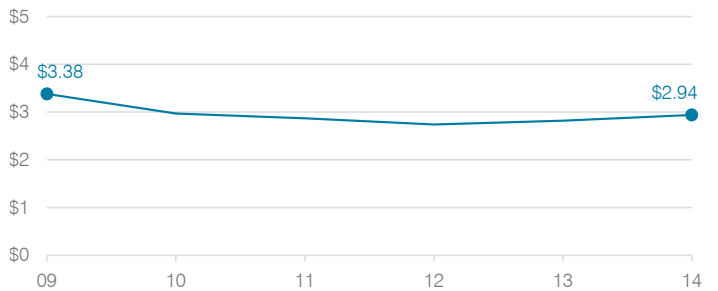
### Plant cost per square foot and square footage per student



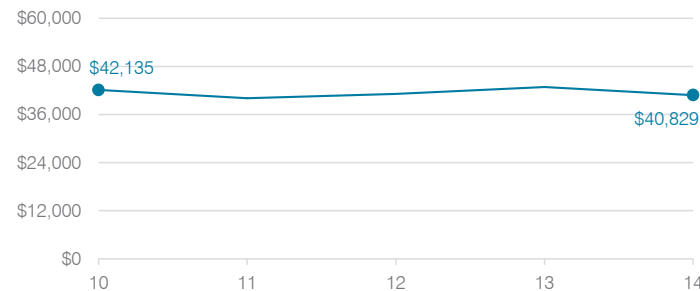
### Changes in operational spending percentages



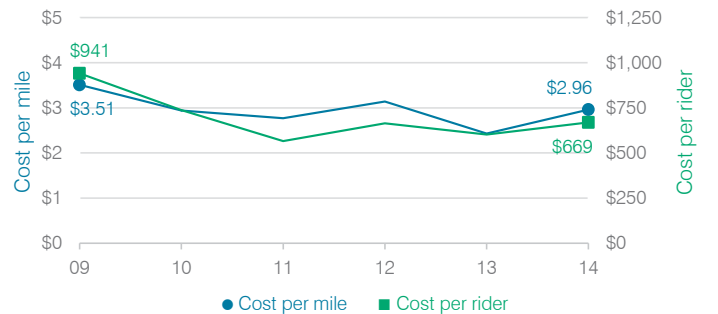
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



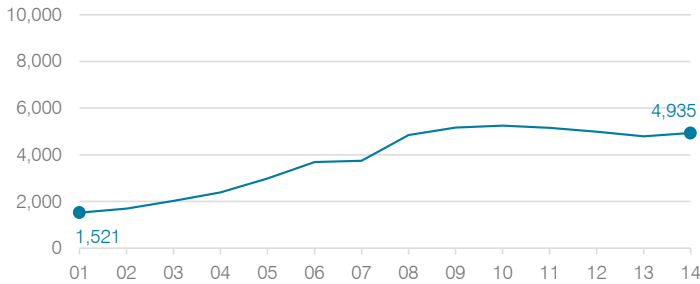
# Queen Creek Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	50.5	51.2	49.7	52.7	57.1	57.8	60.0	60.7	59.7	59.9	56.3	53.6	51.2	50.3

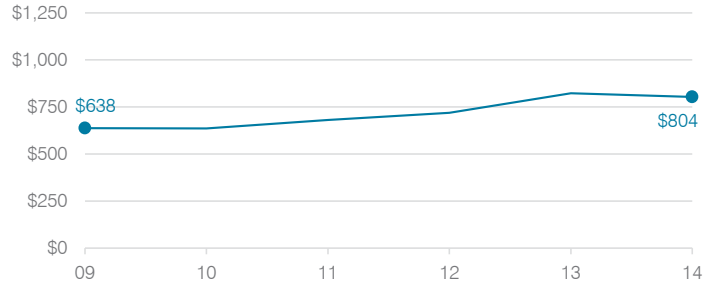
## OPERATIONAL TRENDS

Fiscal years as indicated

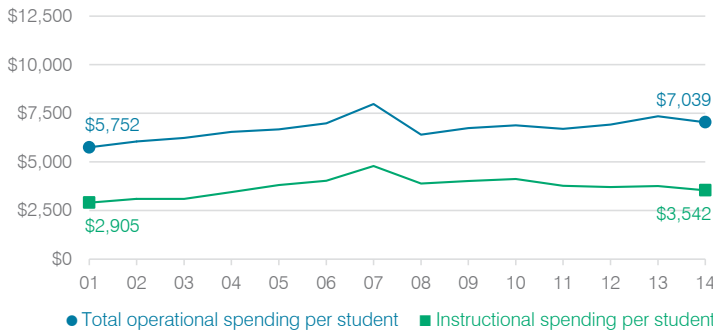
### Students attending



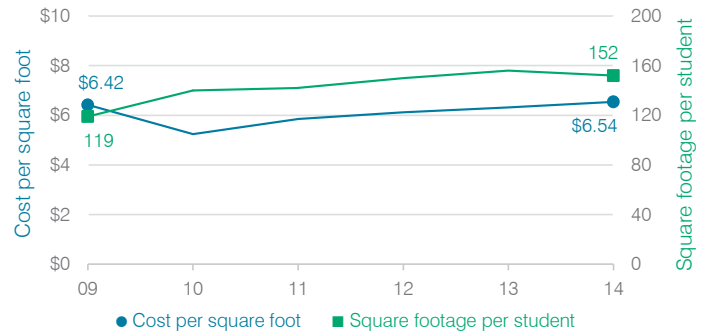
### Administrative cost per student



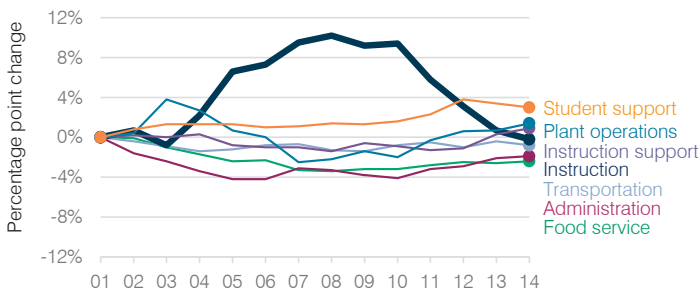
### Total operational and instructional spending per student



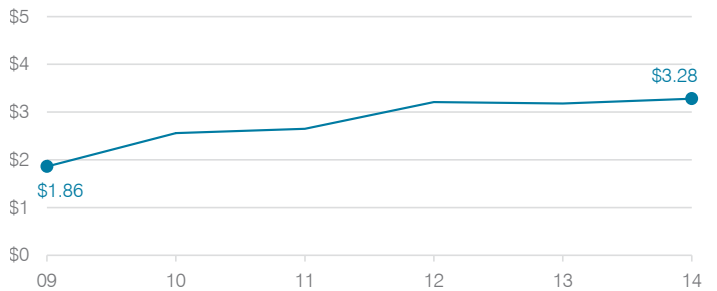
### Plant cost per square foot and square footage per student



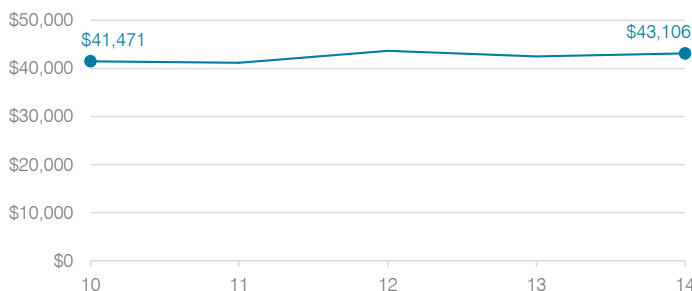
### Changes in operational spending percentages



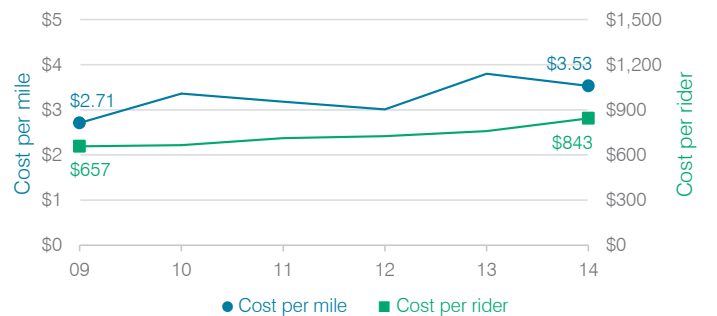
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



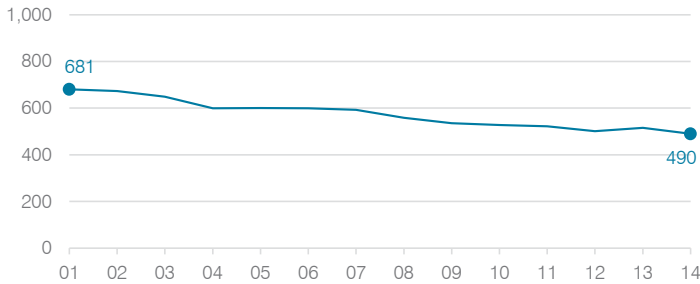
# Ray Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	55.0	57.3	57.3	58.3	59.2	55.4	57.5	55.5	54.5	55.8	52.1	51.8	54.9	54.0

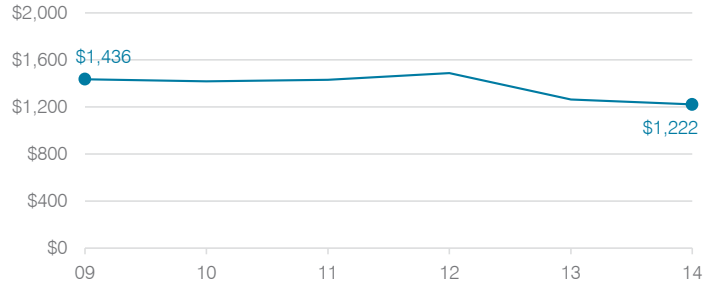
## OPERATIONAL TRENDS

Fiscal years as indicated

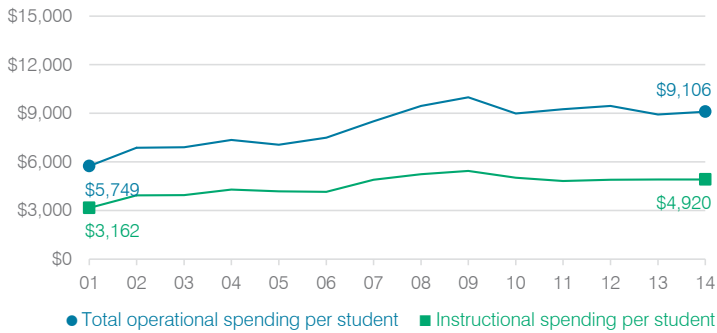
### Students attending



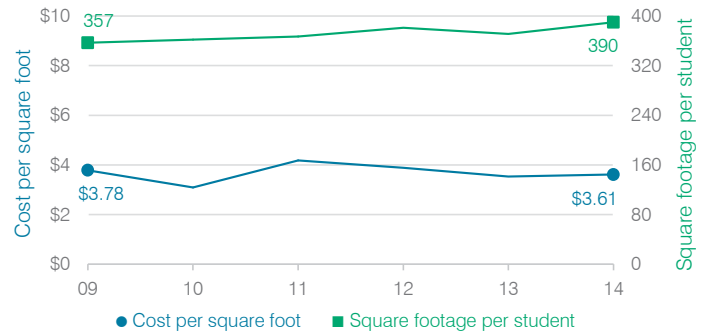
### Administrative cost per student



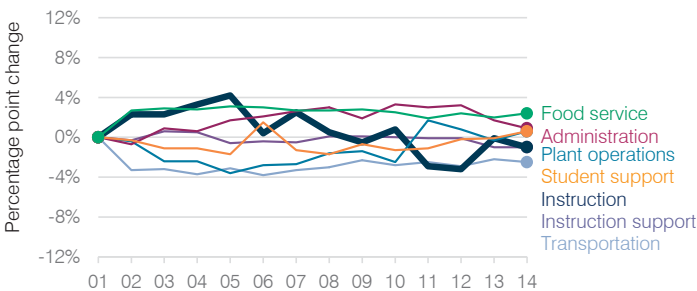
### Total operational and instructional spending per student



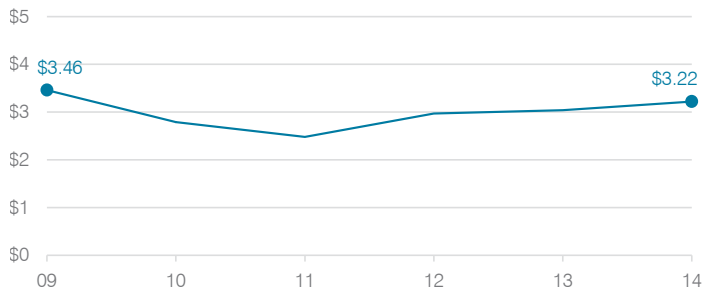
### Plant cost per square foot and square footage per student



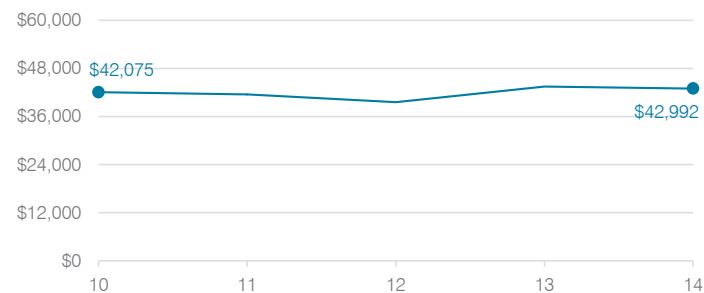
### Changes in operational spending percentages



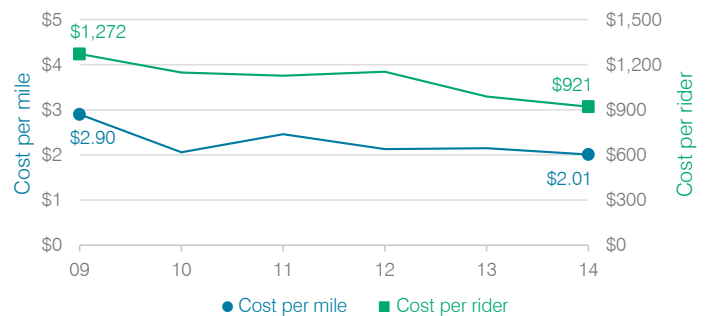
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



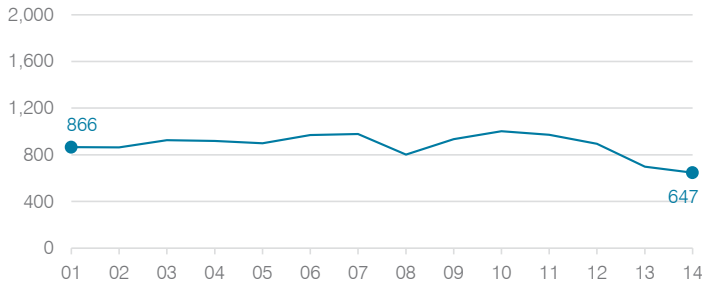
# Red Mesa Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	43.6	45.4	42.9	42.0	43.9	42.6	40.4	38.6	38.7	40.9	40.6	39.9	38.6	31.6

## OPERATIONAL TRENDS

Fiscal years as indicated

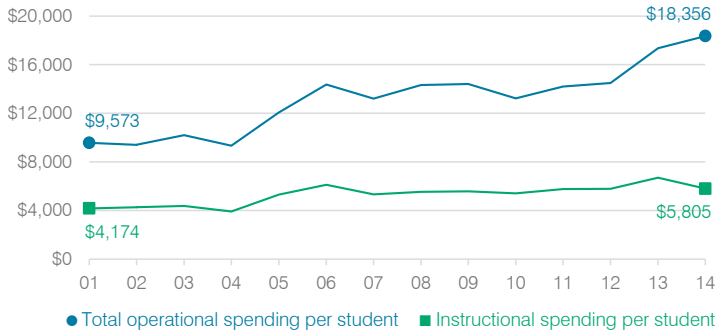
### Students attending



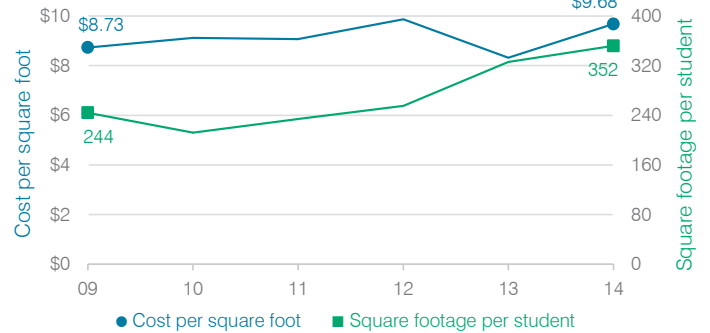
### Administrative cost per student



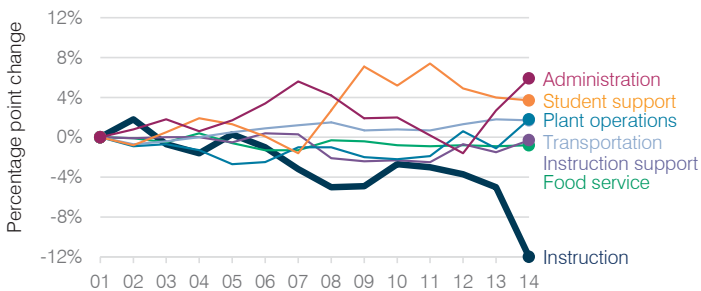
### Total operational and instructional spending per student



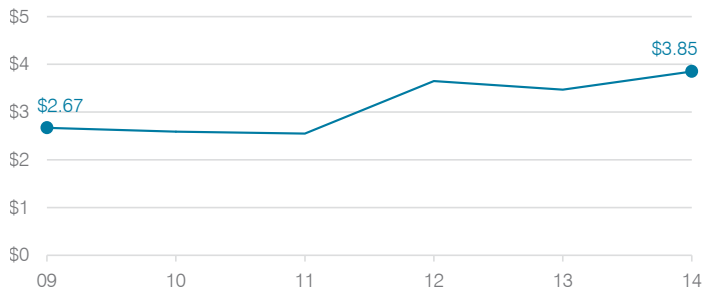
### Plant cost per square foot and square footage per student



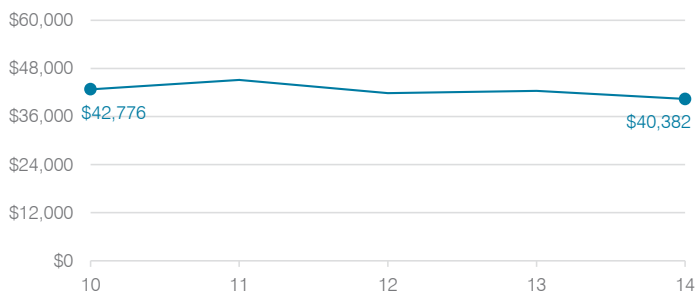
### Changes in operational spending percentages



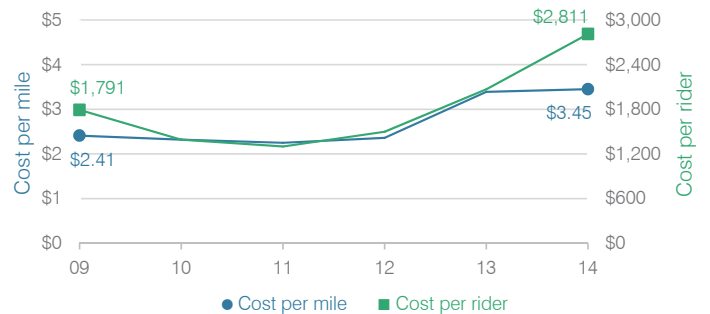
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider





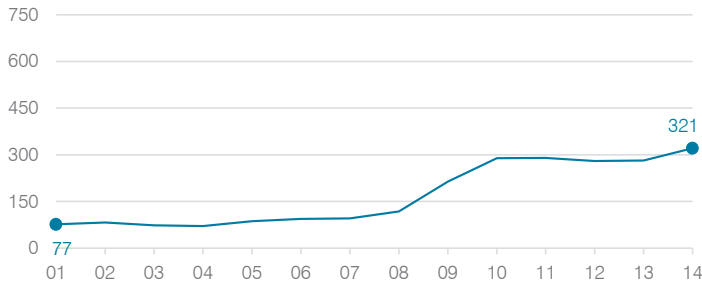
# Red Rock Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	58.5	55.8	52.2	51.6	55.5	54.9	54.3	66.1	48.4	55.3	49.1	51.7	58.1	61.9

## OPERATIONAL TRENDS

Fiscal years as indicated

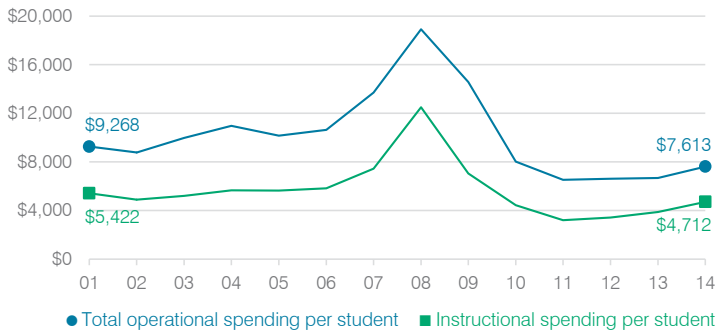
### Students attending



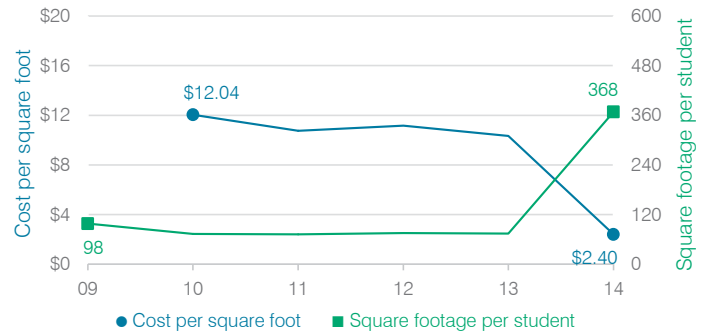
### Administrative cost per student



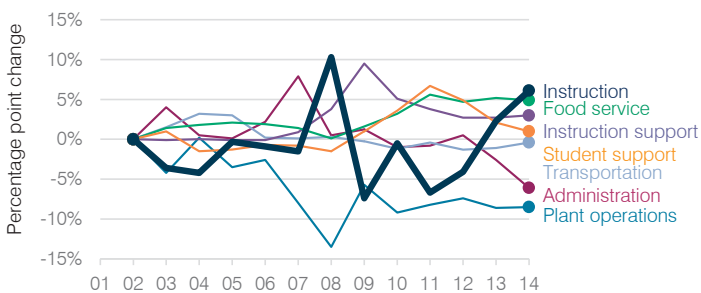
### Total operational and instructional spending per student



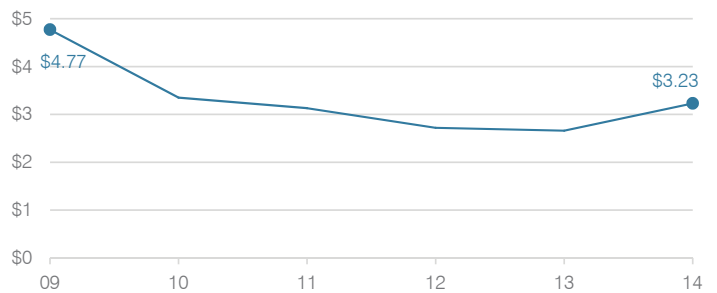
### Plant cost per square foot and square footage per student



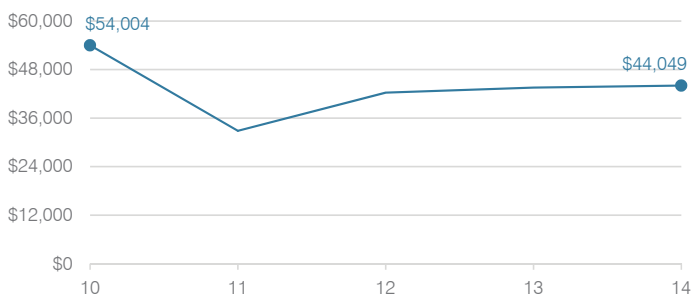
### Changes in operational spending percentages



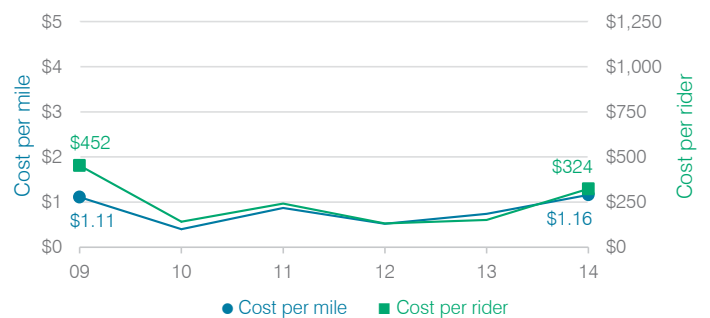
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



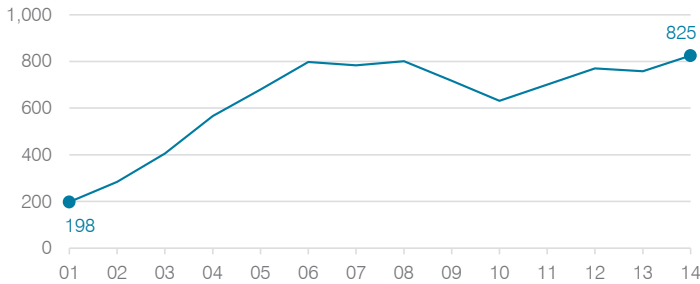
# Riverside Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	48.5	49.0	57.3	58.6	53.8	52.4	50.2	57.5	57.7	51.5	46.0	46.0	45.8	44.3

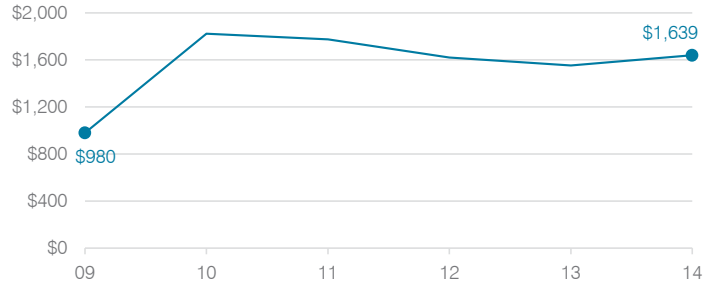
## OPERATIONAL TRENDS

Fiscal years as indicated

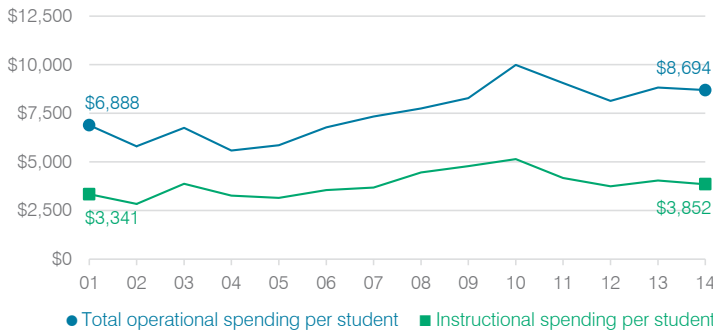
### Students attending



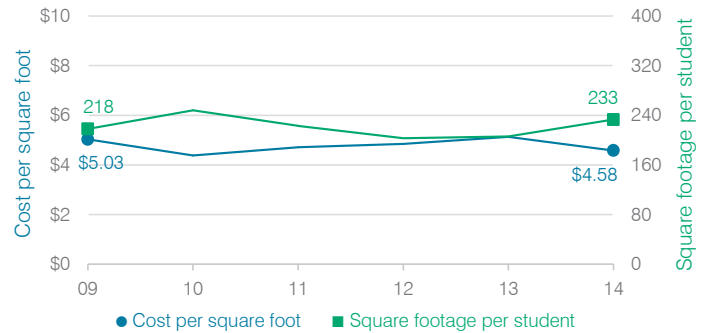
### Administrative cost per student



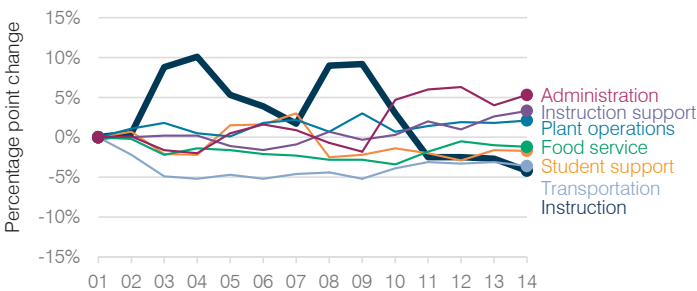
### Total operational and instructional spending per student



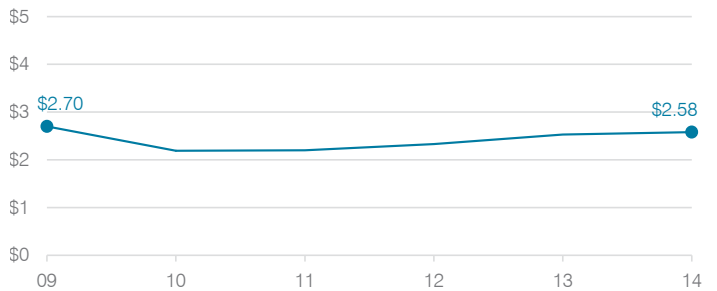
### Plant cost per square foot and square footage per student



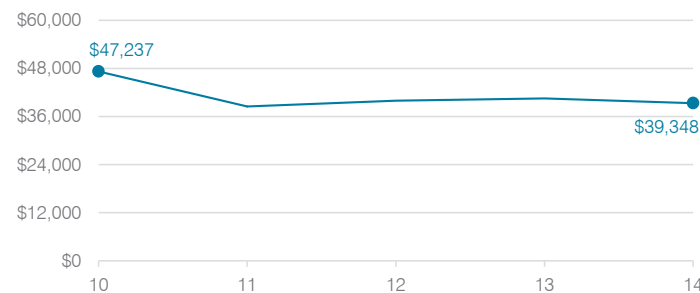
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



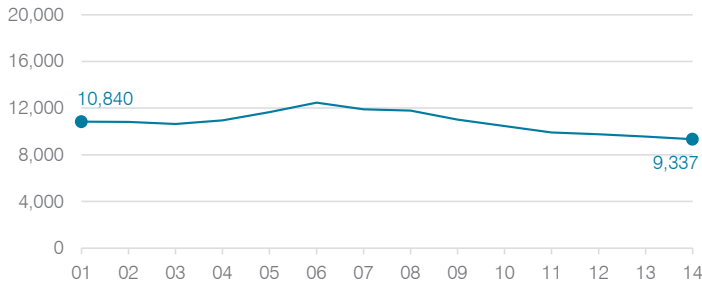
# Roosevelt Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	55.9	58.6	58.6	59.1	58.2	59.7	58.6	56.4	54.6	52.1	48.6	46.4	43.5	44.0

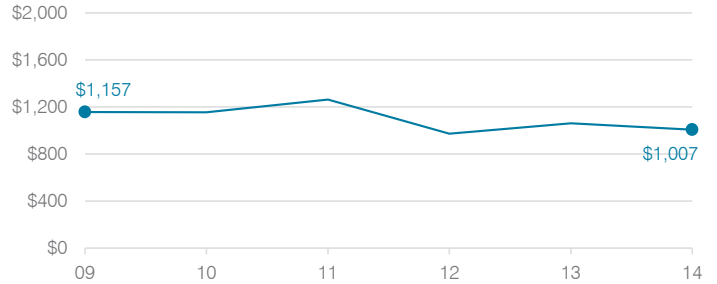
## OPERATIONAL TRENDS

Fiscal years as indicated

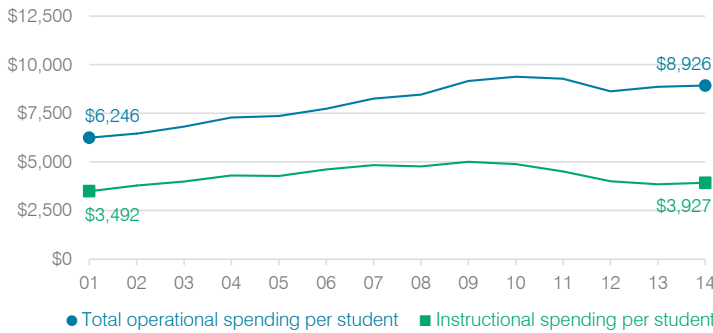
### Students attending



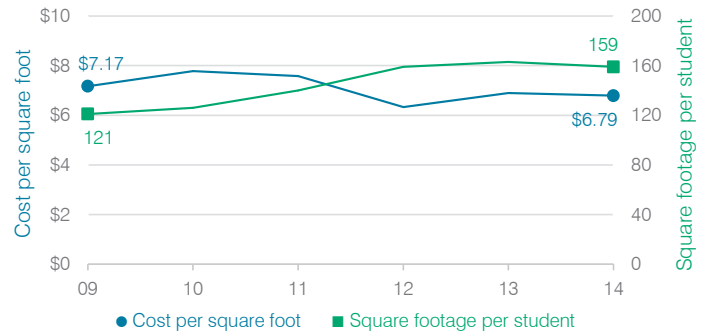
### Administrative cost per student



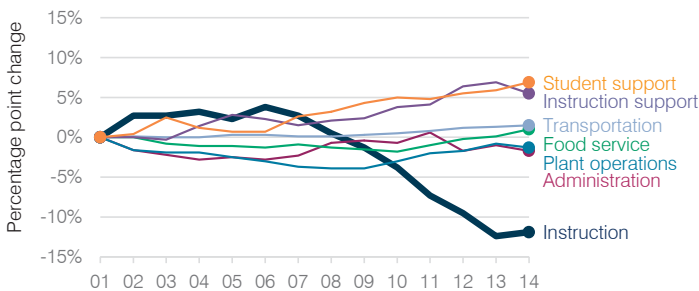
### Total operational and instructional spending per student



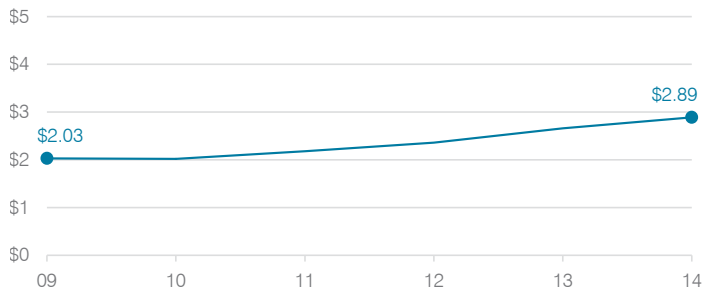
### Plant cost per square foot and square footage per student



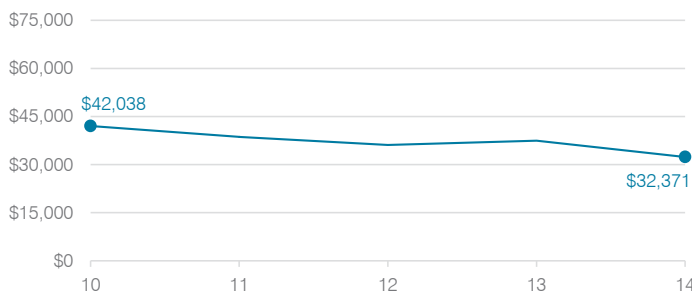
### Changes in operational spending percentages



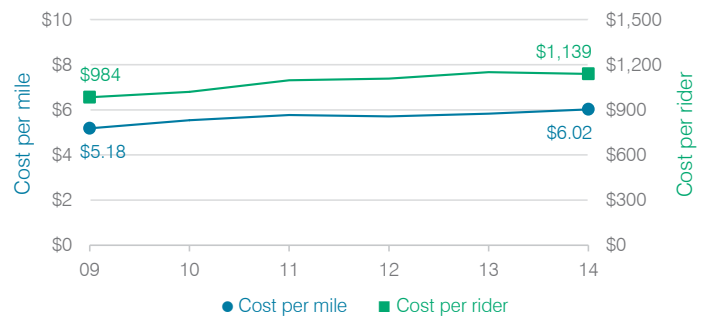
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



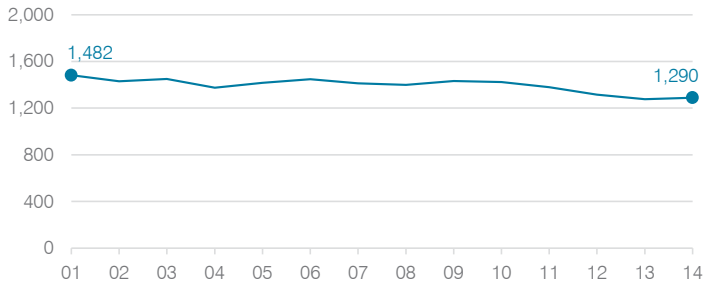
# Round Valley Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	58.3	56.6	55.4	55.0	55.1	52.5	54.2	54.3	52.8	52.5	53.5	52.6	51.8	52.3

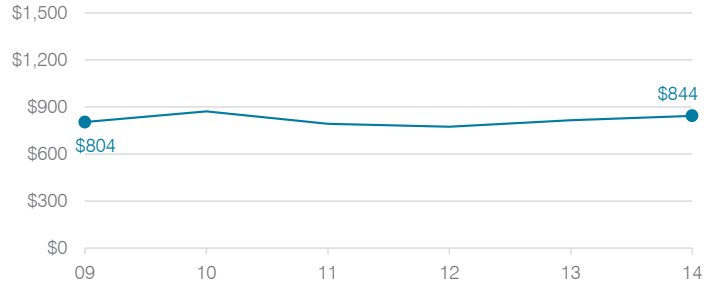
## OPERATIONAL TRENDS

Fiscal years as indicated

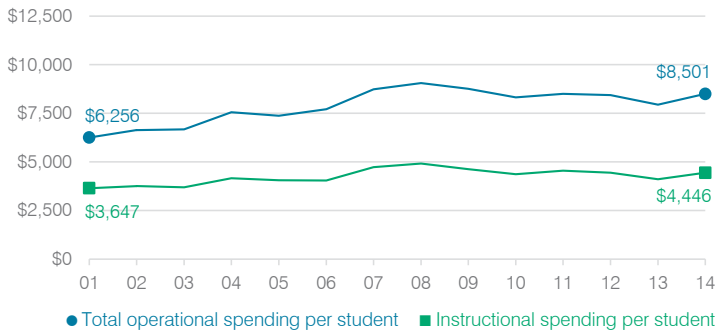
### Students attending



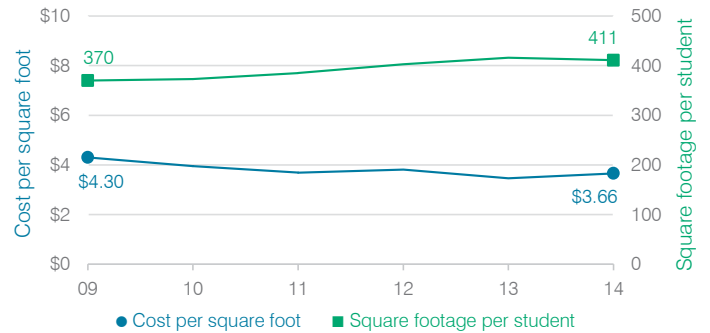
### Administrative cost per student



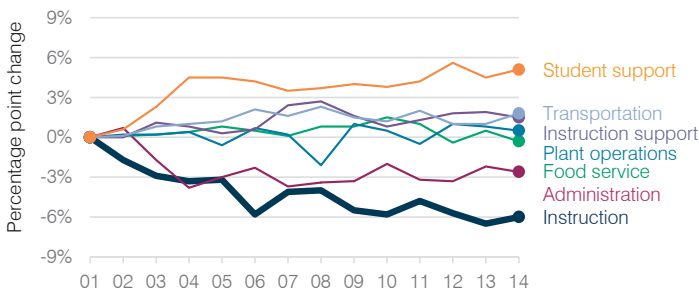
### Total operational and instructional spending per student



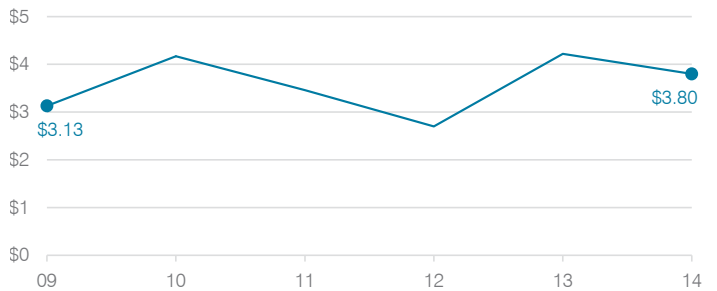
### Plant cost per square foot and square footage per student



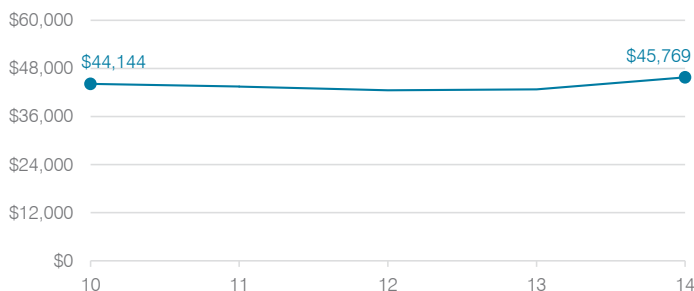
### Changes in operational spending percentages



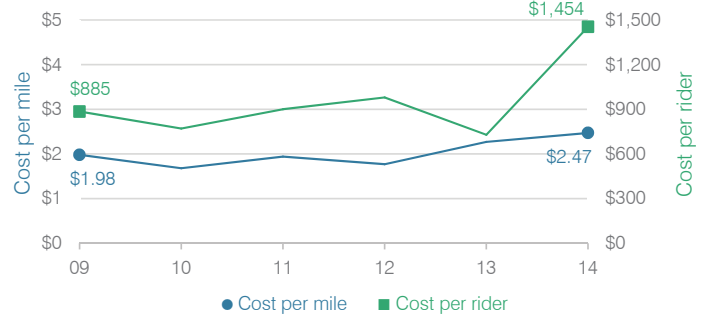
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



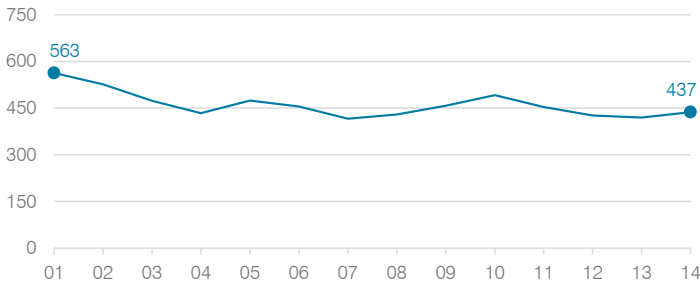
# Sacaton Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	45.5	43.9	48.5	46.7	53.7	50.4	52.9	47.2	49.9	46.0	49.8	46.5	44.6	43.6

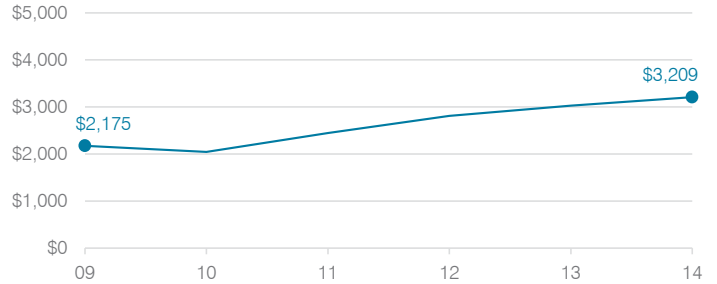
## OPERATIONAL TRENDS

Fiscal years as indicated

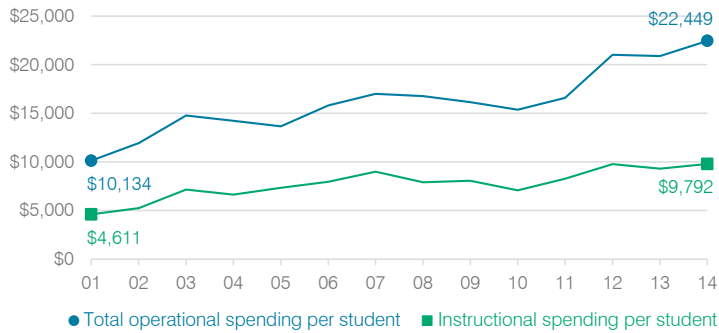
### Students attending



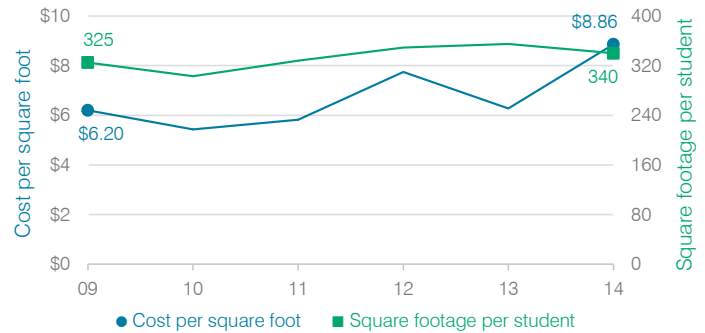
### Administrative cost per student



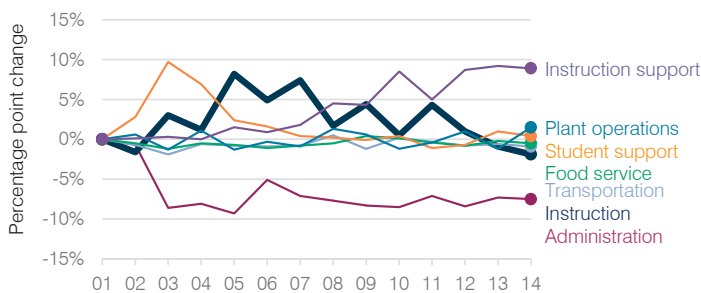
### Total operational and instructional spending per student



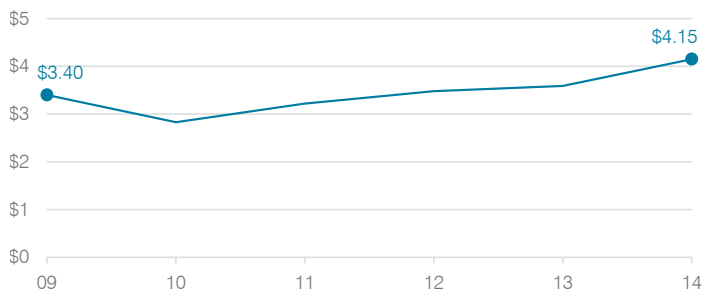
### Plant cost per square foot and square footage per student



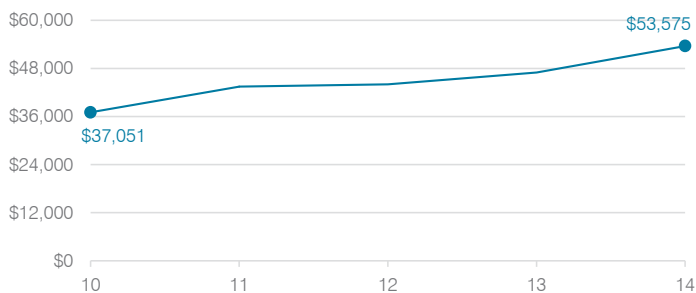
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



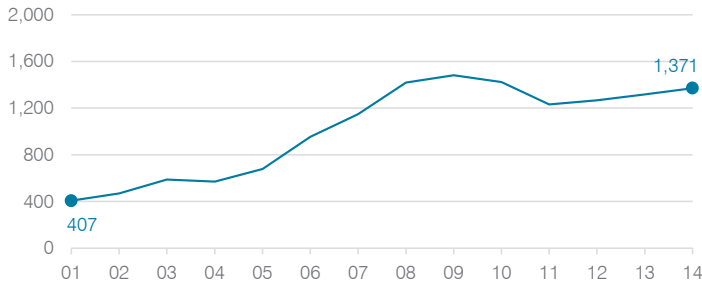
# Saddle Mountain Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	52.6	52.3	57.1	54.4	53.1	51.2	53.6	47.1	49.9	49.8	44.5	46.4	44.2	46.0

## OPERATIONAL TRENDS

Fiscal years as indicated

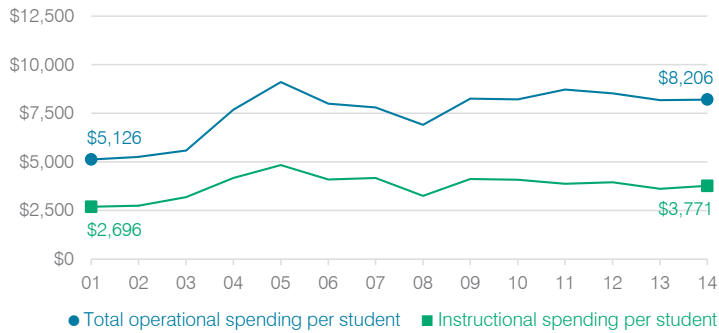
### Students attending



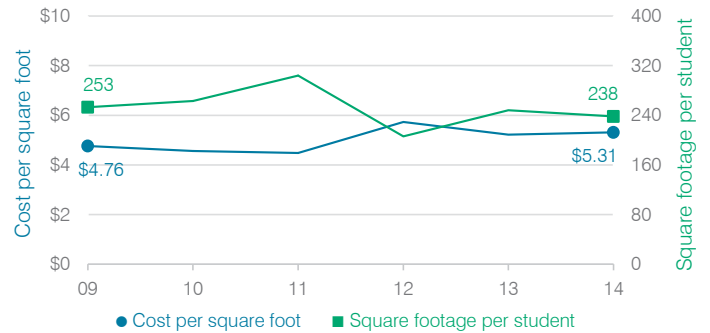
### Administrative cost per student



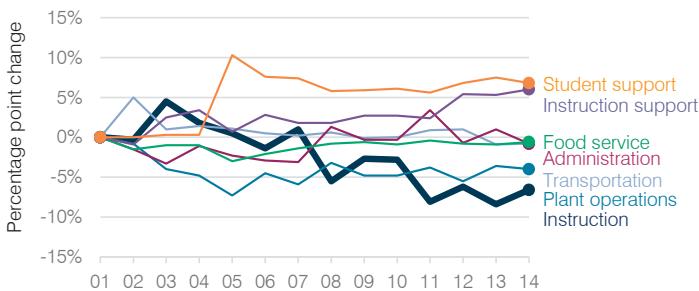
### Total operational and instructional spending per student



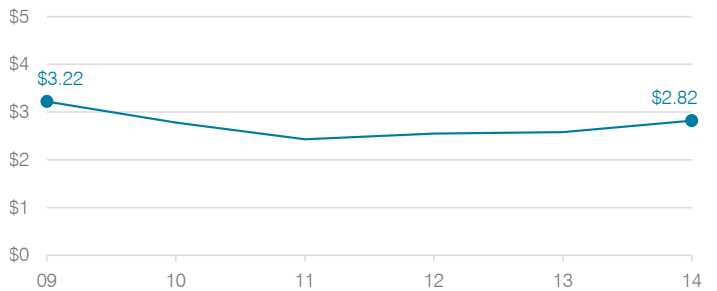
### Plant cost per square foot and square footage per student



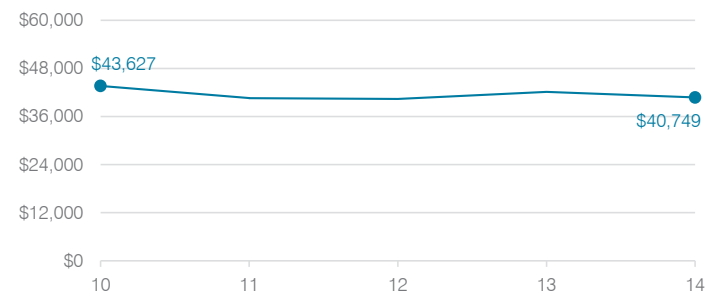
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



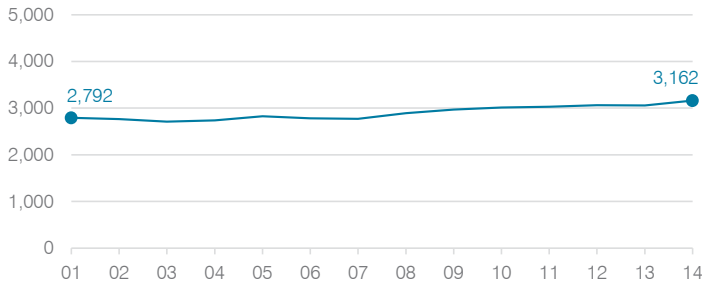
# Safford Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	58.3	59.8	58.7	59.1	58.1	60.4	60.0	62.7	63.1	60.9	62.8	61.2	63.5	65.1

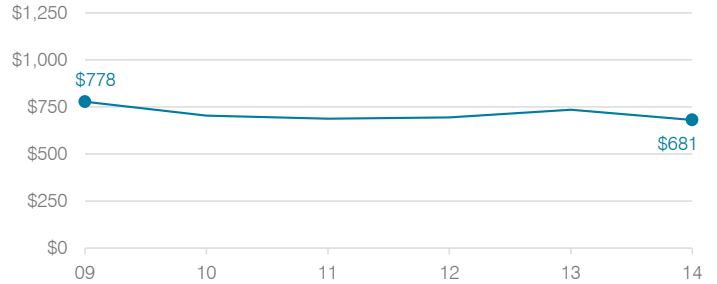
## OPERATIONAL TRENDS

Fiscal years as indicated

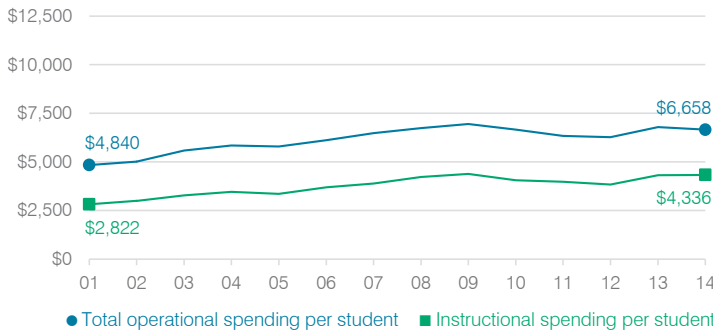
### Students attending



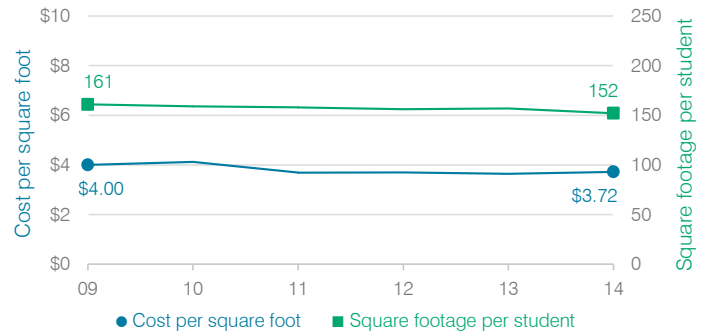
### Administrative cost per student



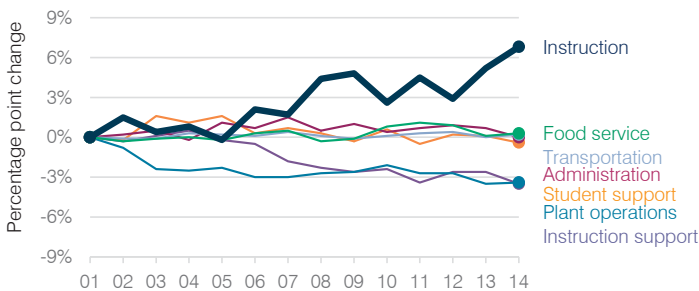
### Total operational and instructional spending per student



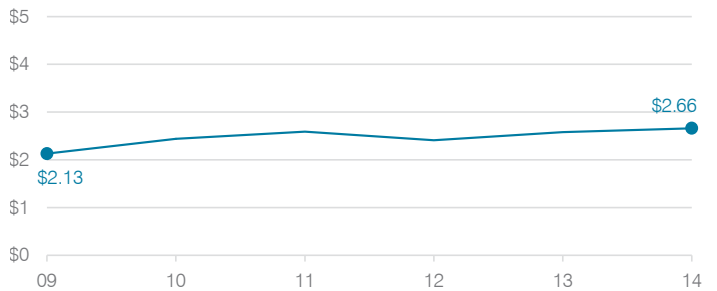
### Plant cost per square foot and square footage per student



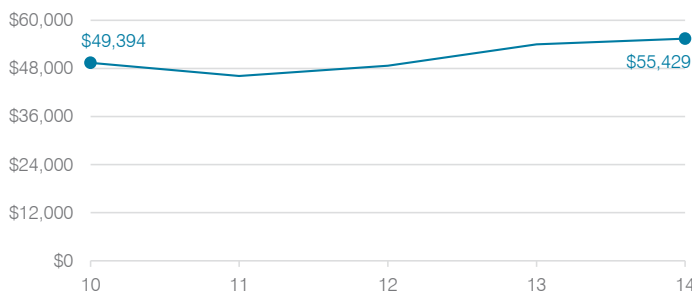
### Changes in operational spending percentages



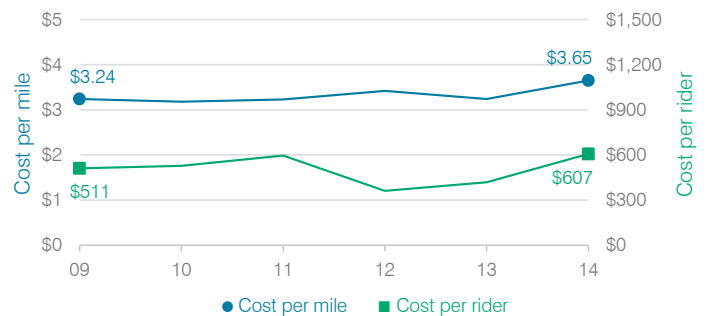
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



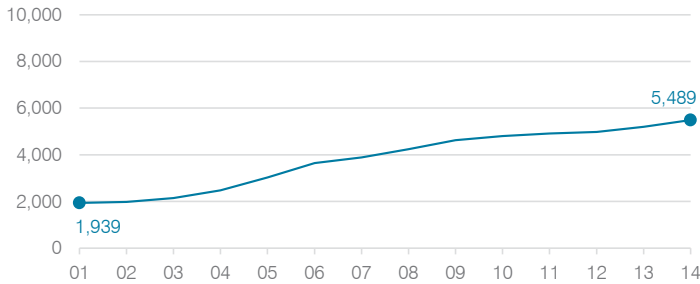
# Sahuarita Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	50.3	49.2	51.4	54.0	55.8	56.7	54.9	54.7	57.7	56.3	57.7	53.8	53.2	54.5

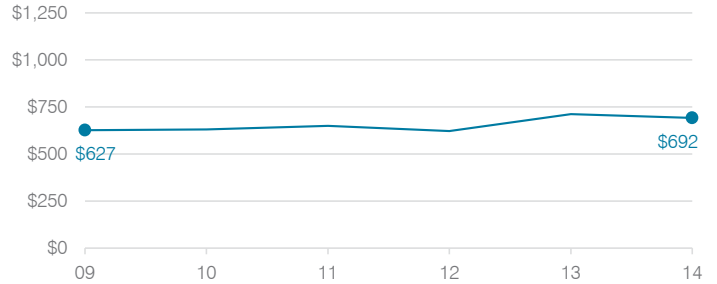
## OPERATIONAL TRENDS

Fiscal years as indicated

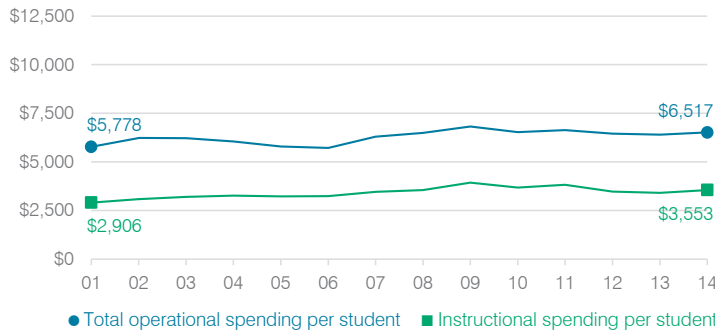
### Students attending



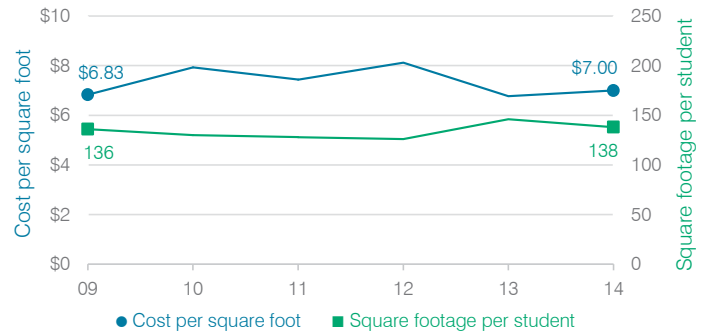
### Administrative cost per student



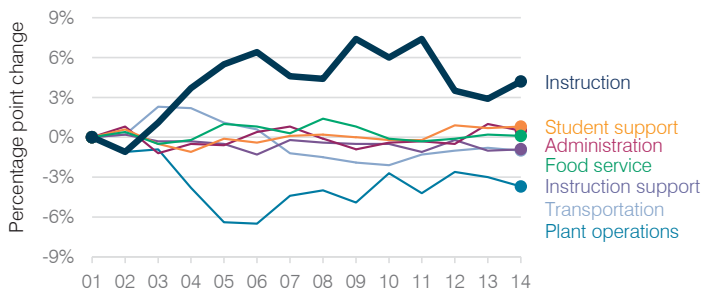
### Total operational and instructional spending per student



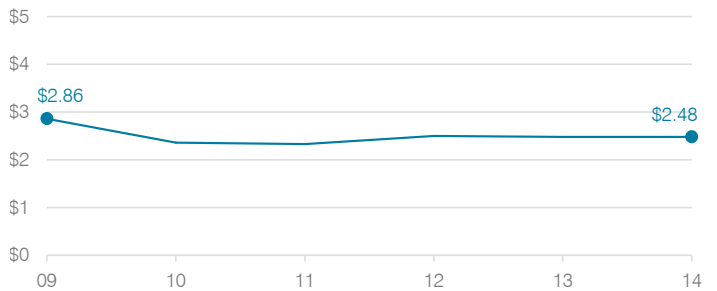
### Plant cost per square foot and square footage per student



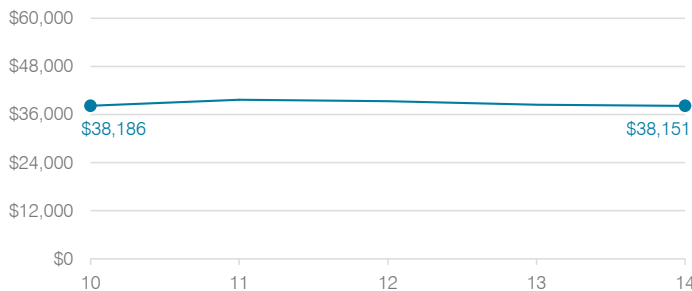
### Changes in operational spending percentages



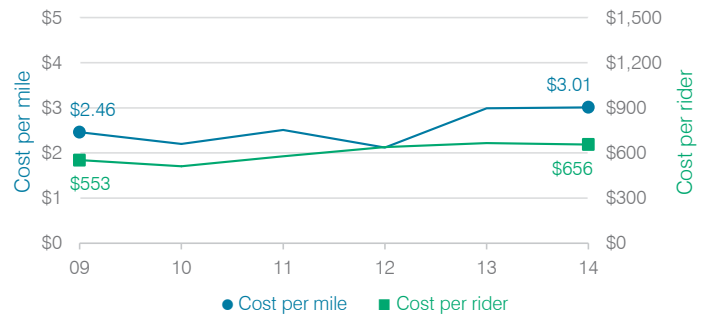
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider





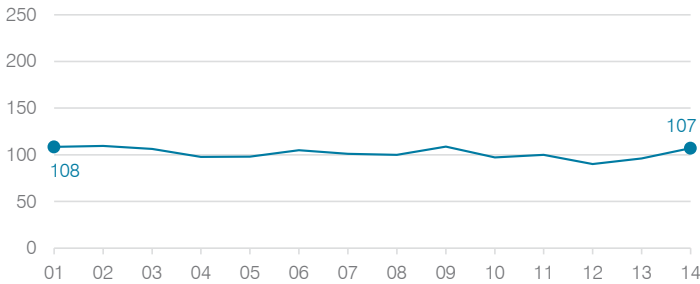
# Salome Consolidated Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	48.9	48.3	48.4	46.9	44.5	43.4	39.3	39.5	42.2	44.4	49.5	34.5	39.1	47.5

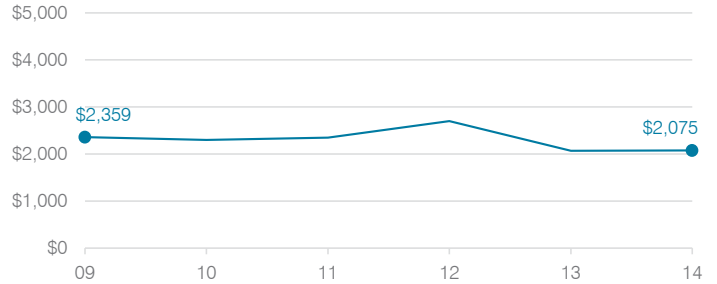
## OPERATIONAL TRENDS

Fiscal years as indicated

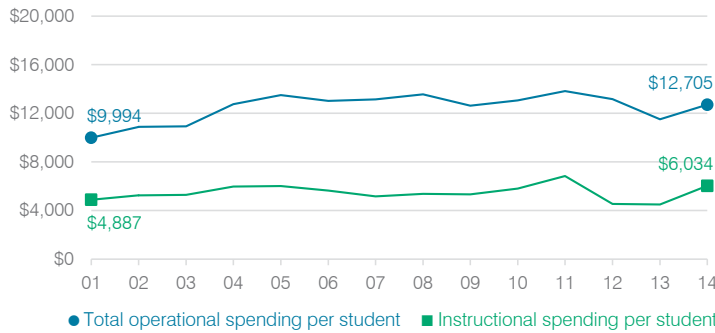
### Students attending



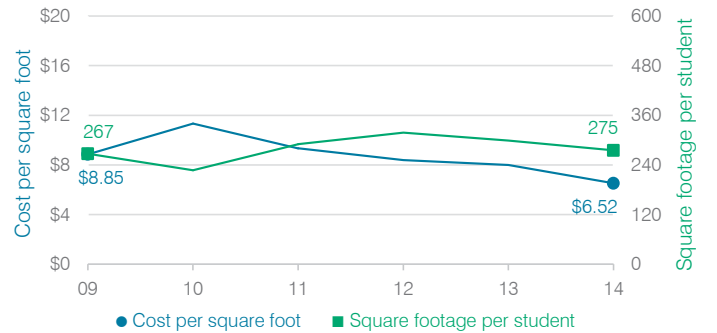
### Administrative cost per student



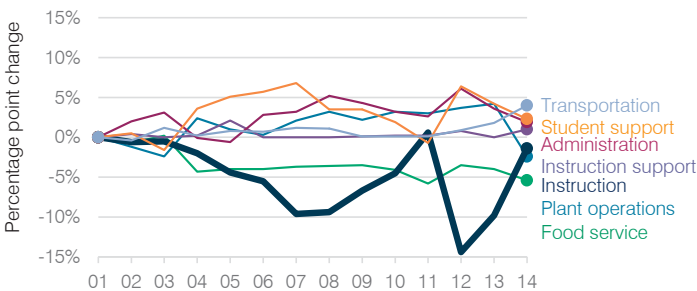
### Total operational and instructional spending per student



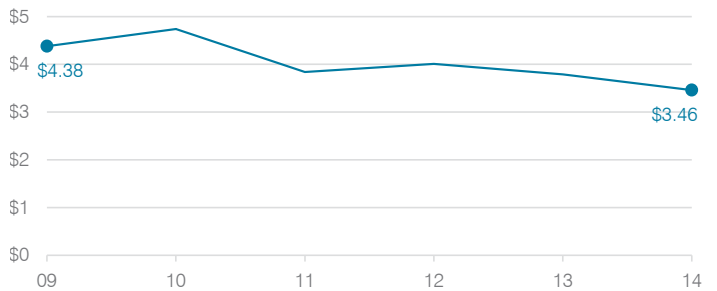
### Plant cost per square foot and square footage per student



### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



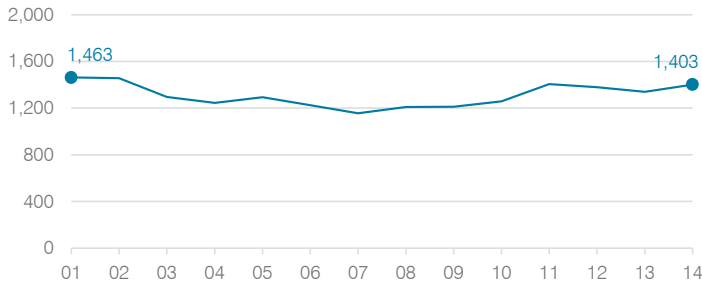
# San Carlos Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	48.7	52.2	54.1	52.9	52.5	50.5	54.3	50.7	50.3	48.7	45.5	41.5	42.8	40.6

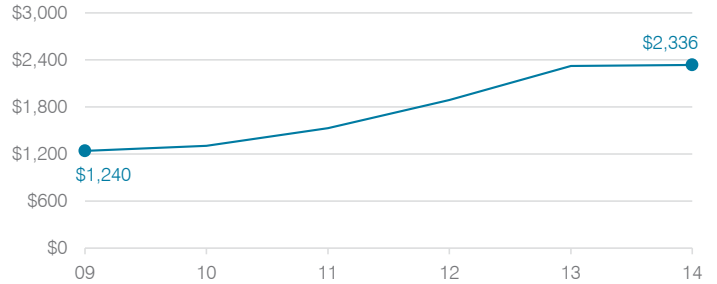
## OPERATIONAL TRENDS

Fiscal years as indicated

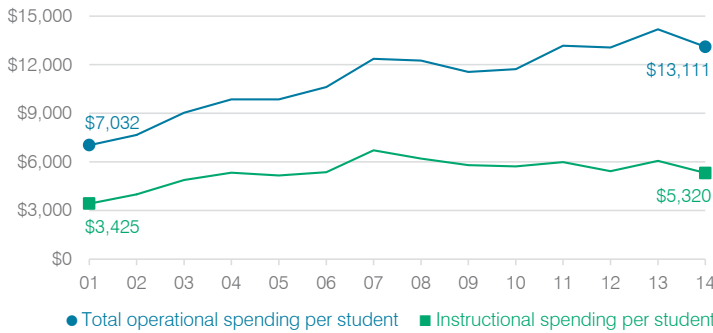
### Students attending



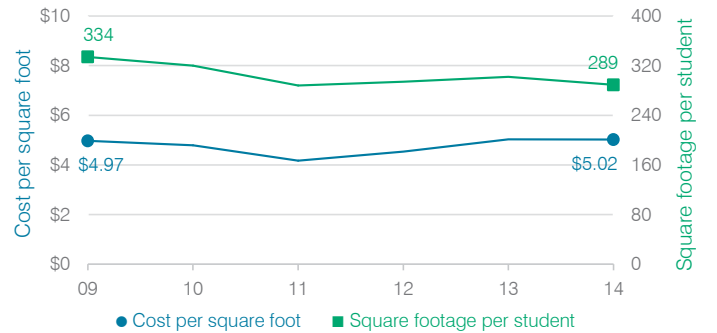
### Administrative cost per student



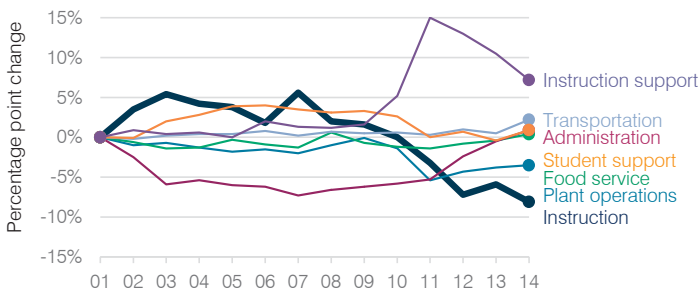
### Total operational and instructional spending per student



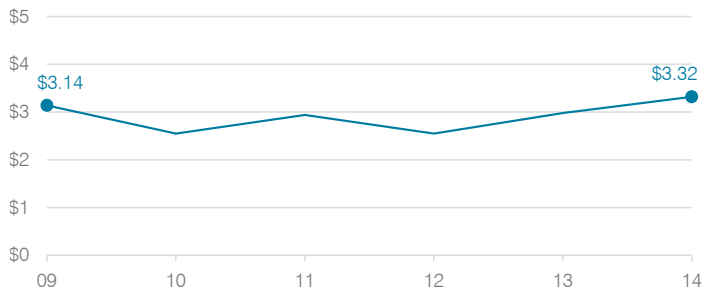
### Plant cost per square foot and square footage per student



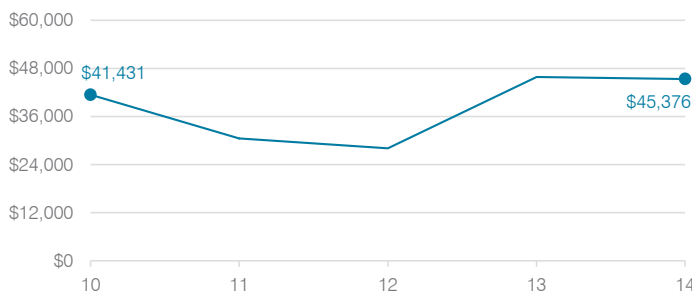
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



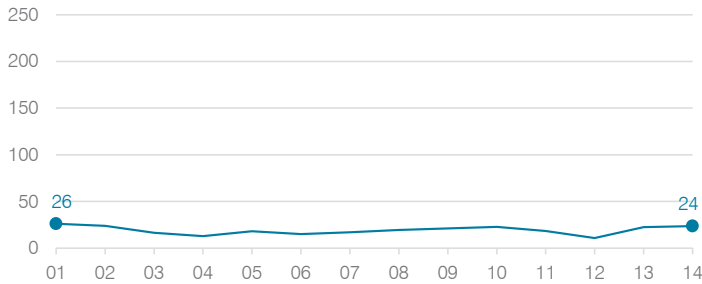
# San Fernando Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	45.5	45.7	46.4	38.2	41.8	45.0	52.1	51.2	51.9	46.8	43.9	49.9	44.4	45.3

## OPERATIONAL TRENDS

Fiscal years as indicated

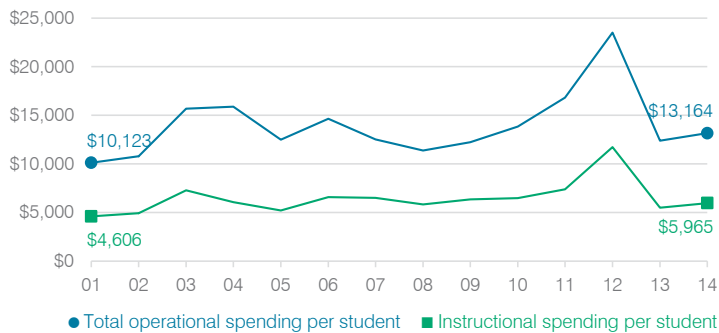
### Students attending



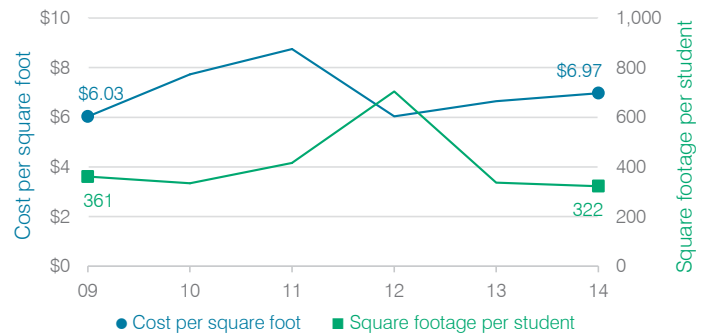
### Administrative cost per student



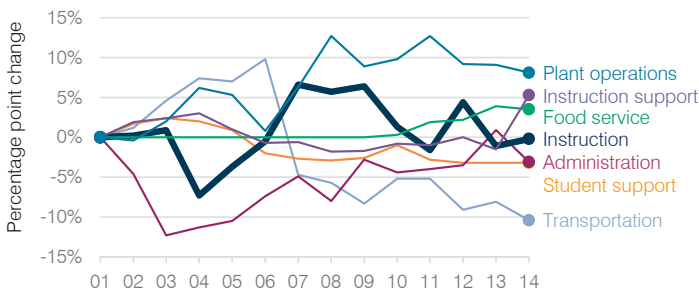
### Total operational and instructional spending per student



### Plant cost per square foot and square footage per student



### Changes in operational spending percentages



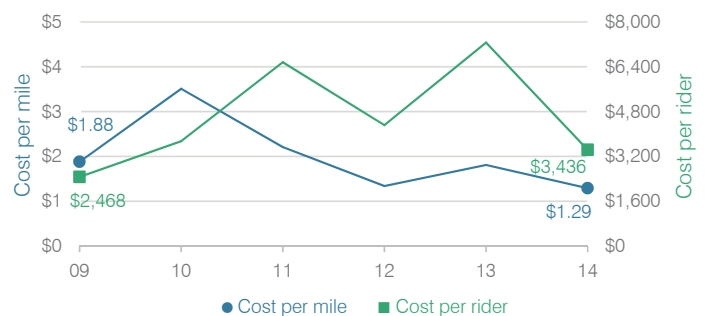
### Food service cost per meal

Food service cost per meal trend is not shown because the District did not operate a food service program during all or a substantial portion of fiscal years 2009 through 2014.

### Average teacher salary

Average teacher salary trend is not shown because the District had two or fewer teachers during all or a substantial portion of fiscal years 2010 through 2014.

### Transportation costs per mile and per rider



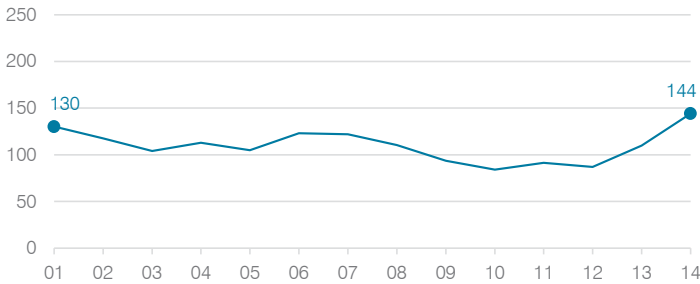
# San Simon Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	52.2	56.8	50.3	51.4	55.0	59.3	58.3	54.3	54.5	56.5	53.1	52.2	53.6	55.6

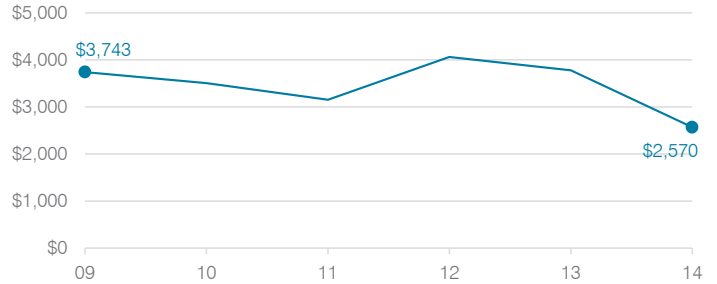
## OPERATIONAL TRENDS

Fiscal years as indicated

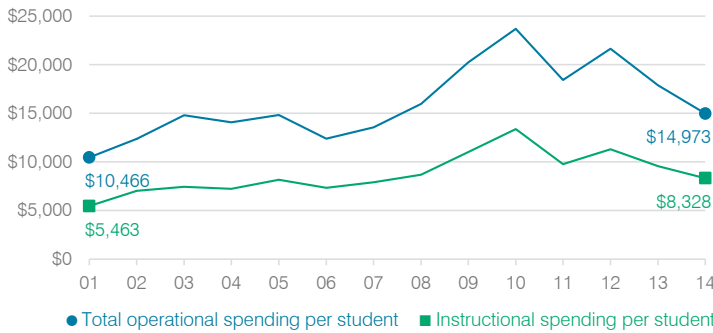
### Students attending



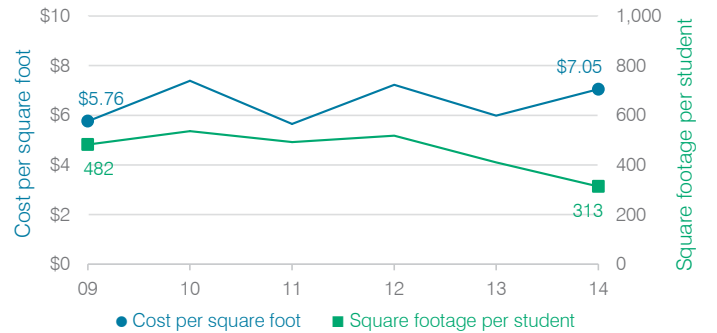
### Administrative cost per student



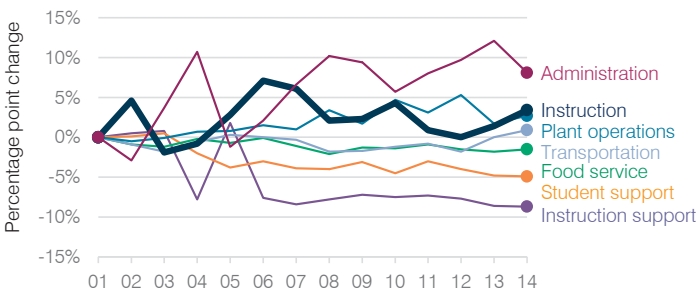
### Total operational and instructional spending per student



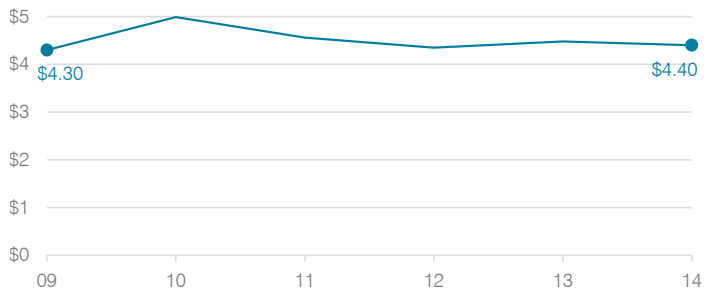
### Plant cost per square foot and square footage per student



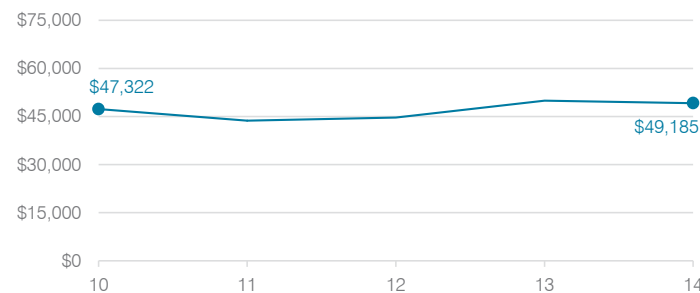
### Changes in operational spending percentages



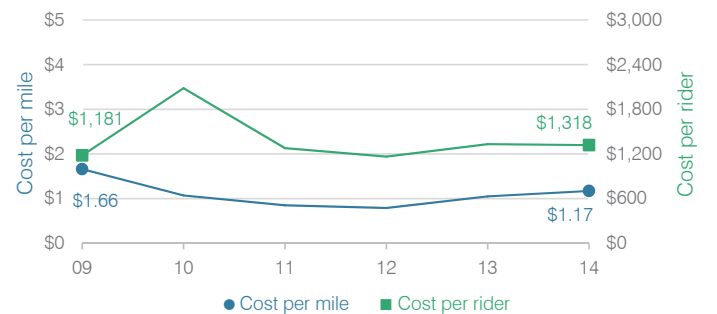
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider

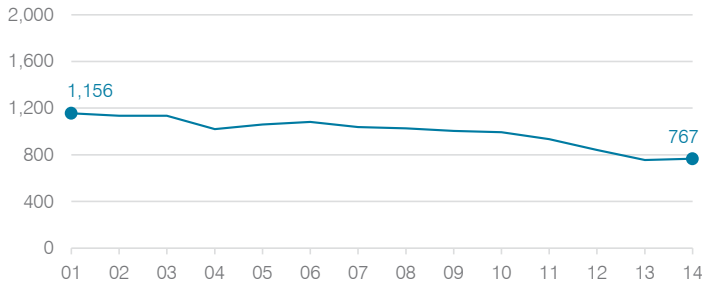


# Sanders Unified School District

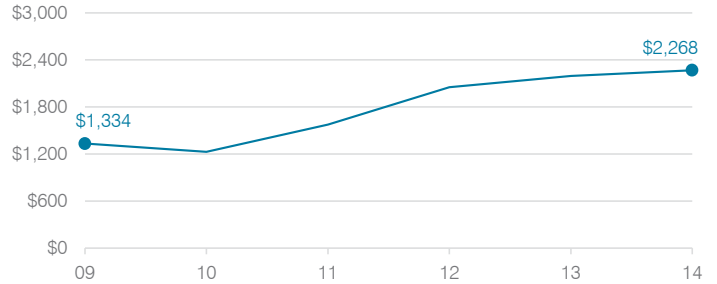
Classroom dollar percentage: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014  
 41.3 46.3 48.8 52.0 49.0 47.8 50.8 49.1 49.0 48.4 46.5 42.1 42.3 41.1

## OPERATIONAL TRENDS Fiscal years as indicated

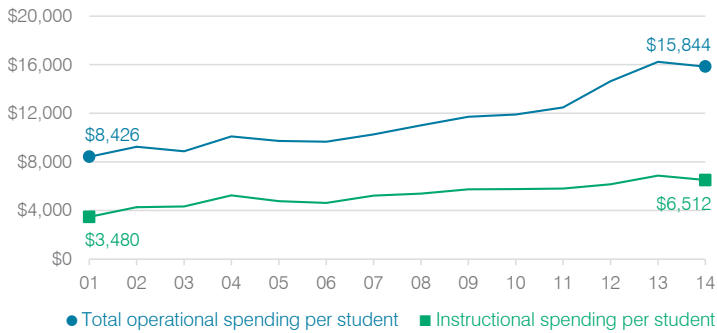
### Students attending



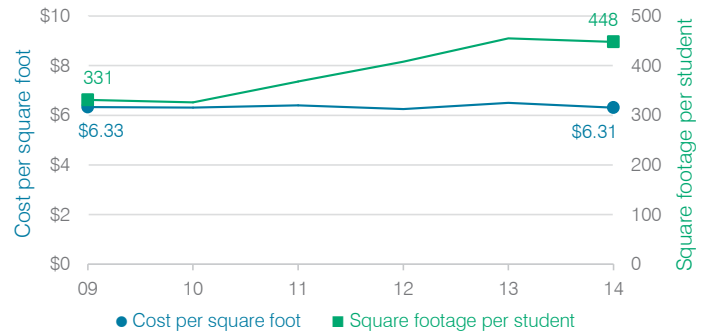
### Administrative cost per student



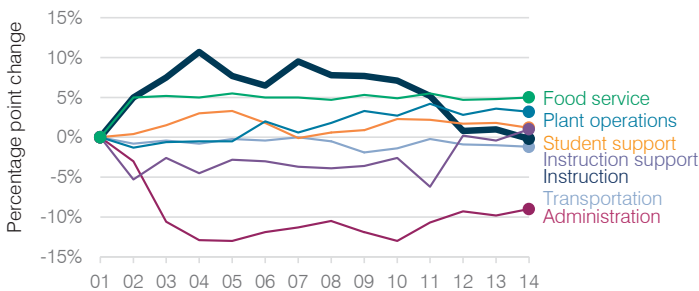
### Total operational and instructional spending per student



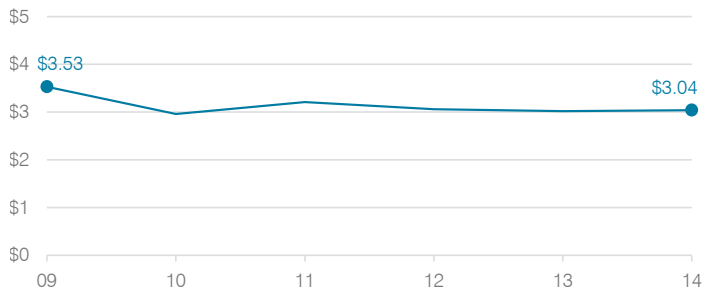
### Plant cost per square foot and square footage per student



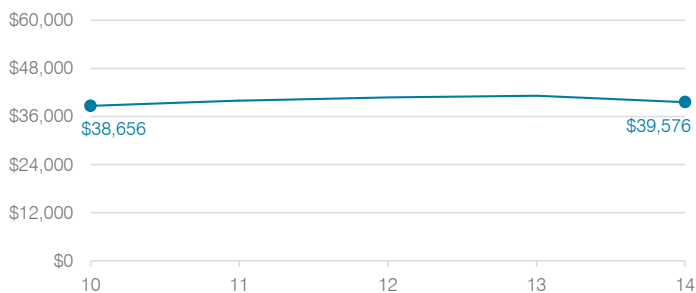
### Changes in operational spending percentages



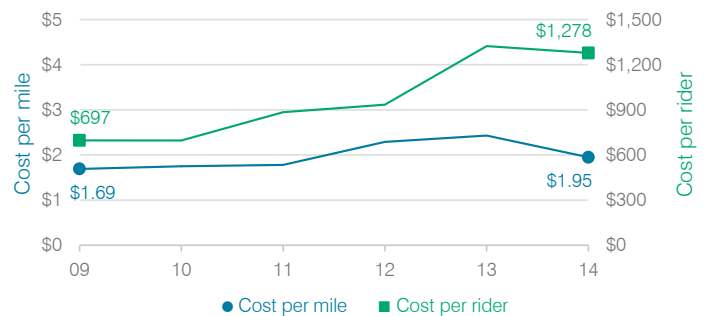
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



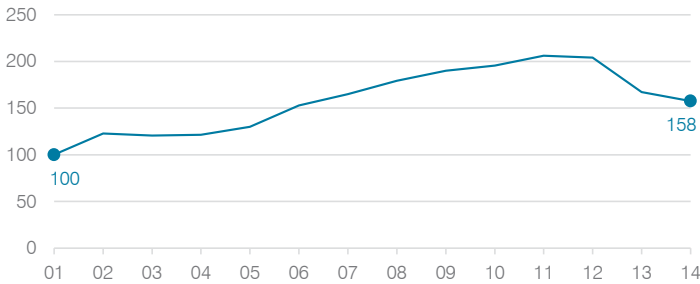
# Santa Cruz Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	68.6	70.4	68.6	65.7	70.4	60.9	56.8	58.8	59.7	54.7	52.1	51.5	55.2	54.7

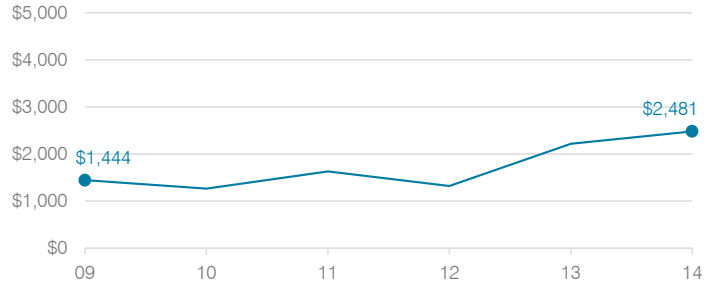
## OPERATIONAL TRENDS

Fiscal years as indicated

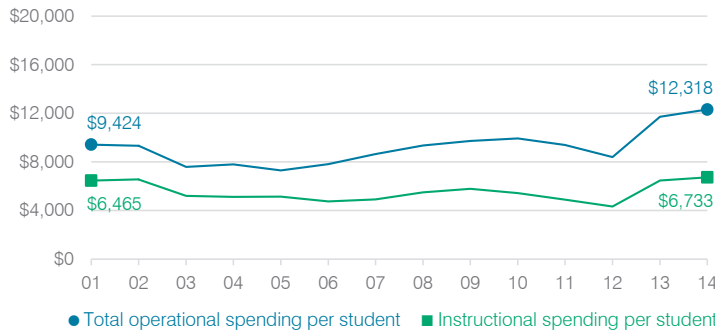
### Students attending



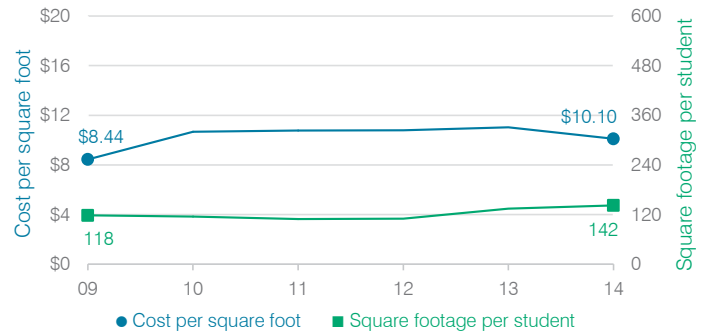
### Administrative cost per student



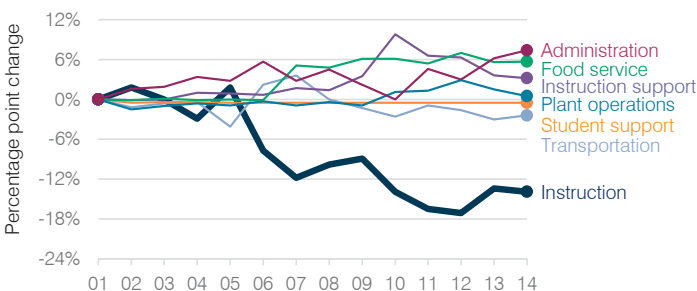
### Total operational and instructional spending per student



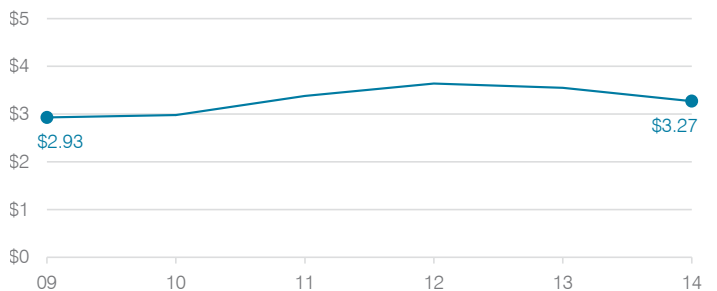
### Plant cost per square foot and square footage per student



### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



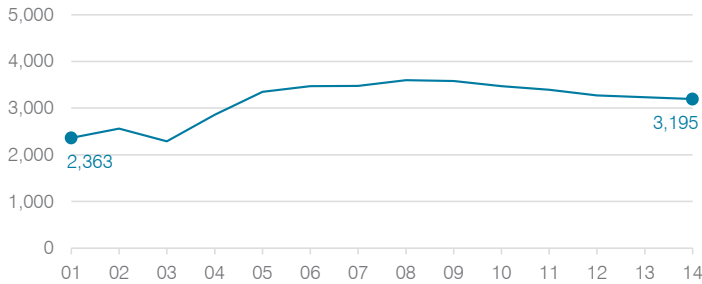
# Santa Cruz Valley Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	58.2	58.7	55.6	53.8	58.2	59.0	57.4	56.7	55.5	53.3	54.5	53.5	48.7	50.6

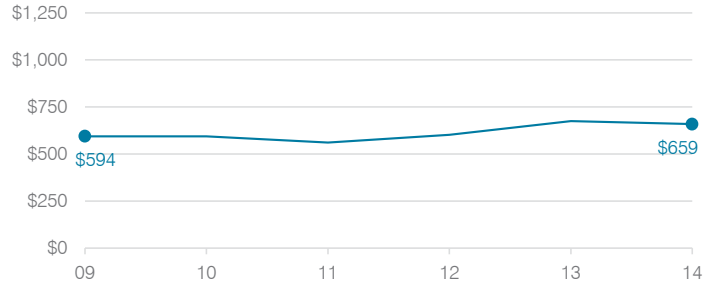
## OPERATIONAL TRENDS

Fiscal years as indicated

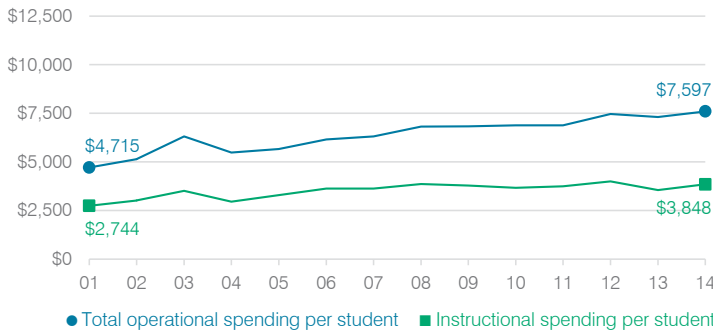
### Students attending



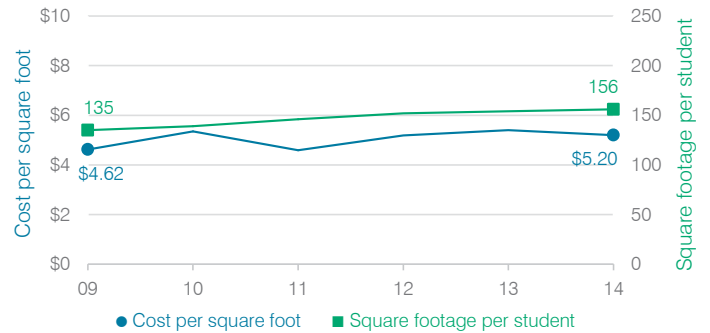
### Administrative cost per student



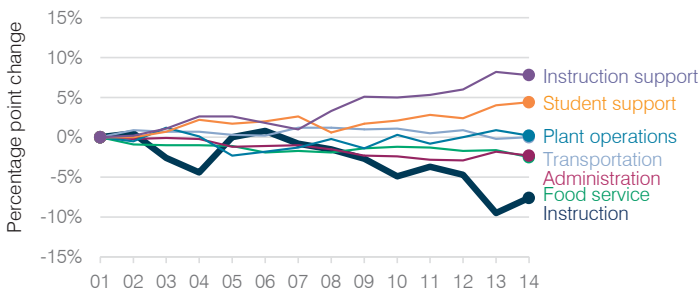
### Total operational and instructional spending per student



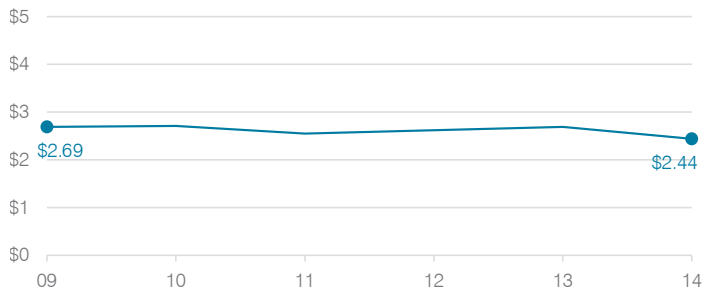
### Plant cost per square foot and square footage per student



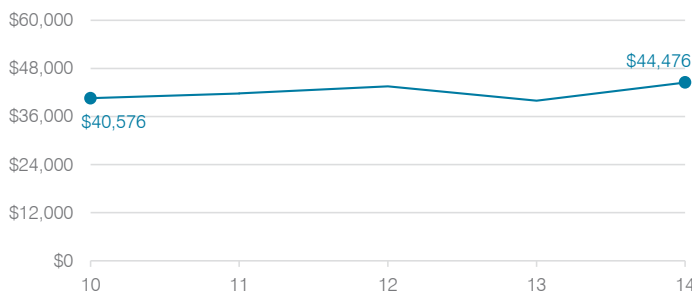
### Changes in operational spending percentages



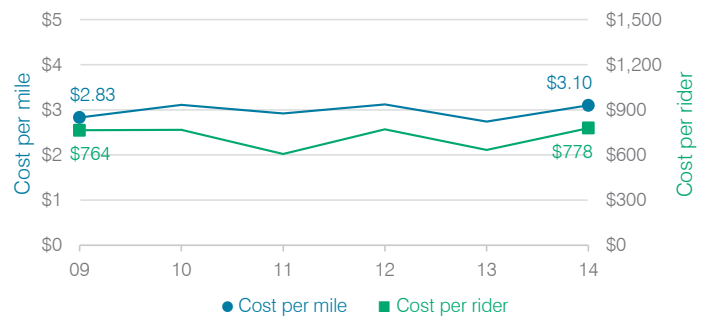
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



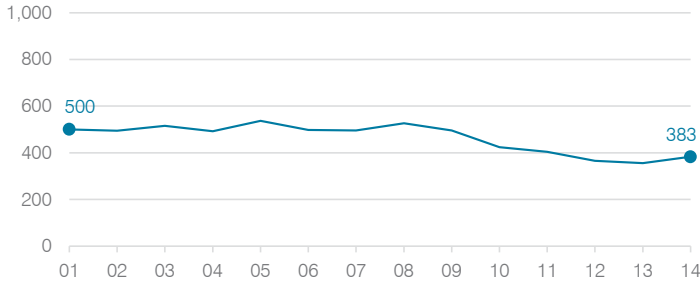
# Santa Cruz Valley Union High School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	54.7	54.3	52.8	52.2	49.6	49.0	47.6	41.5	44.2	36.1	41.7	43.2	39.8	40.3

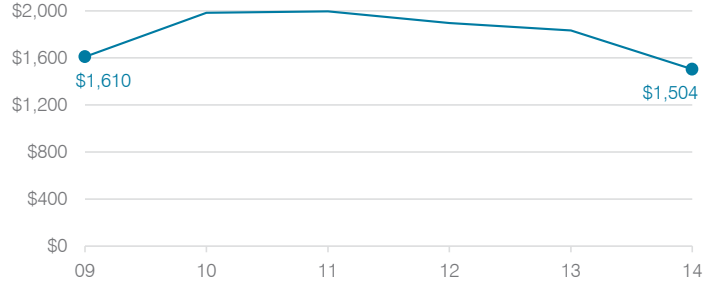
## OPERATIONAL TRENDS

Fiscal years as indicated

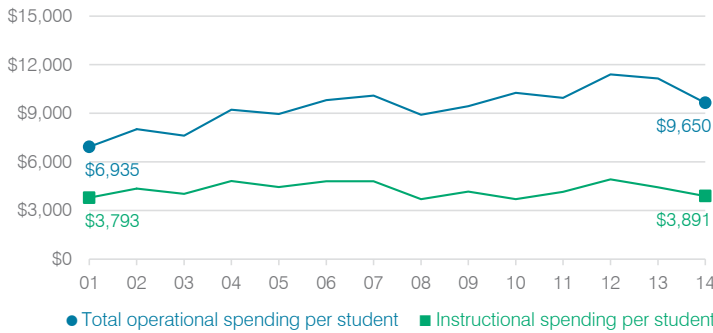
### Students attending



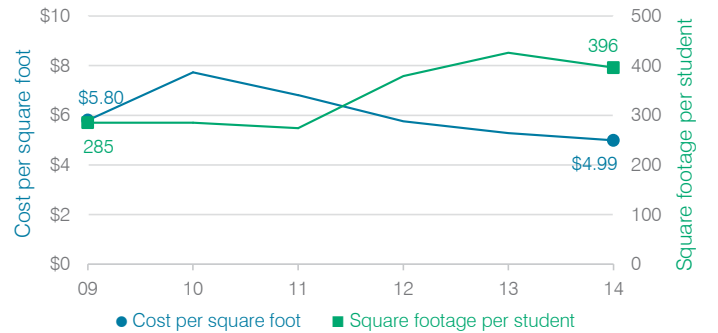
### Administrative cost per student



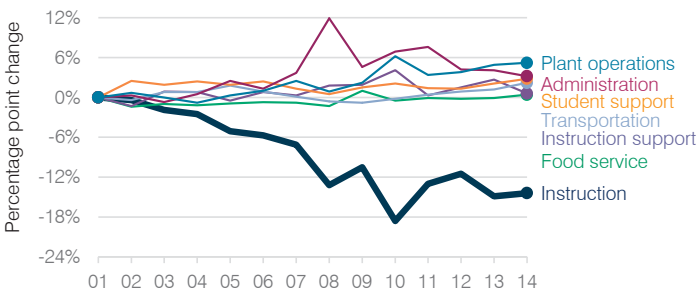
### Total operational and instructional spending per student



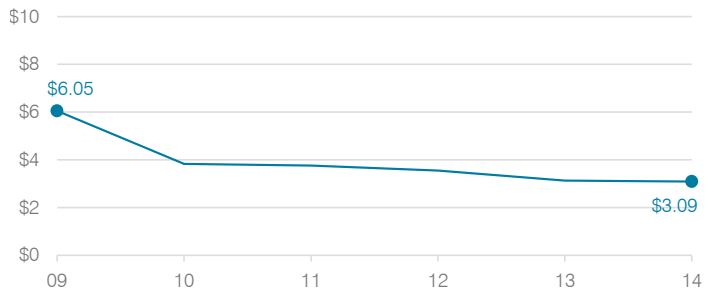
### Plant cost per square foot and square footage per student



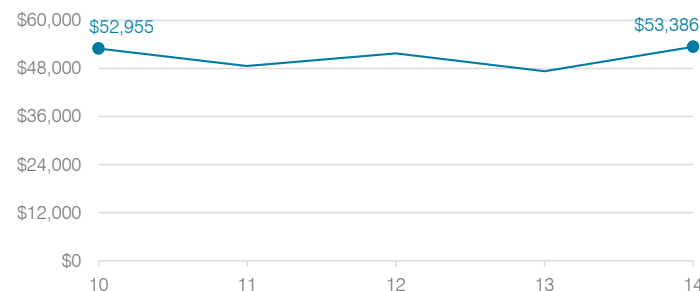
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider





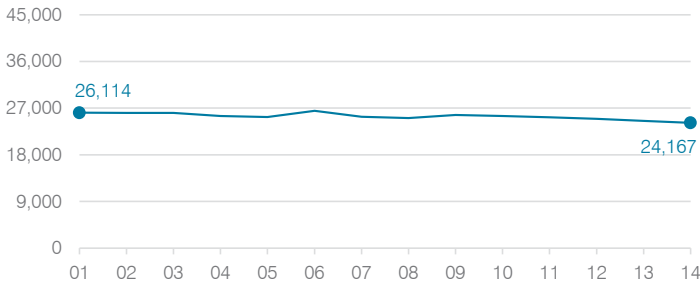
# Scottsdale Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	58.6	59.0	61.5	63.7	62.3	60.5	61.3	60.4	57.7	59.5	57.7	58.7	57.9	54.5

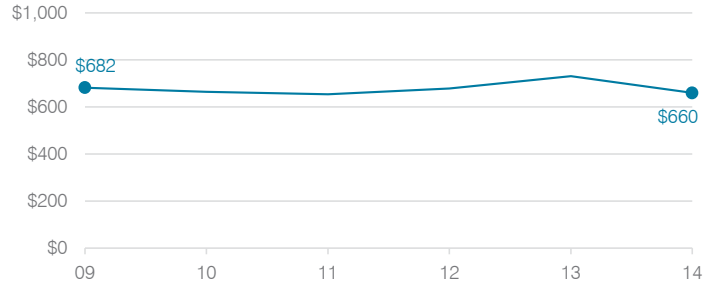
## OPERATIONAL TRENDS

Fiscal years as indicated

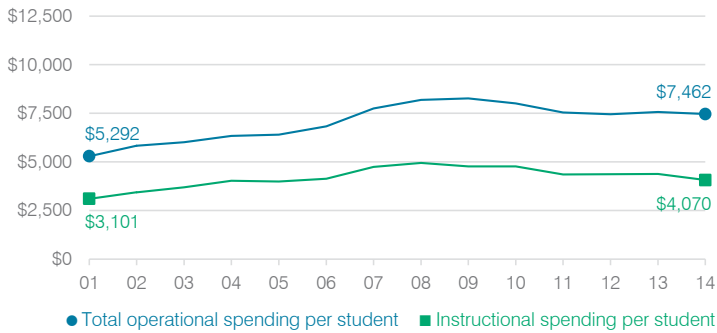
### Students attending



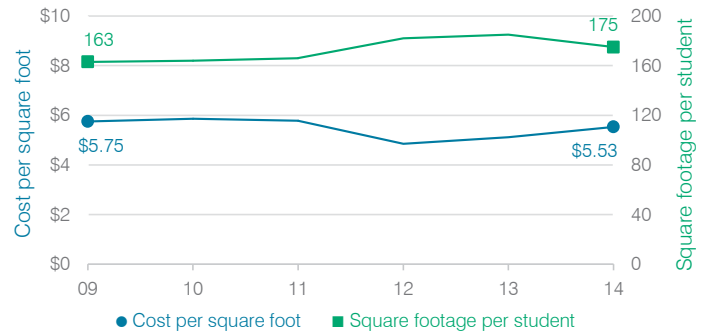
### Administrative cost per student



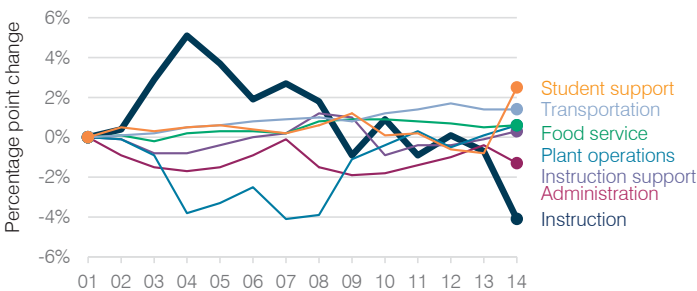
### Total operational and instructional spending per student



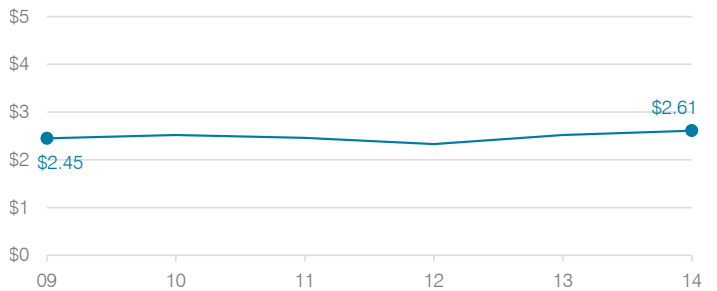
### Plant cost per square foot and square footage per student



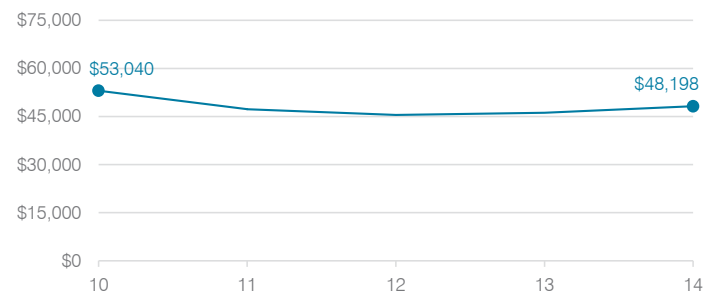
### Changes in operational spending percentages



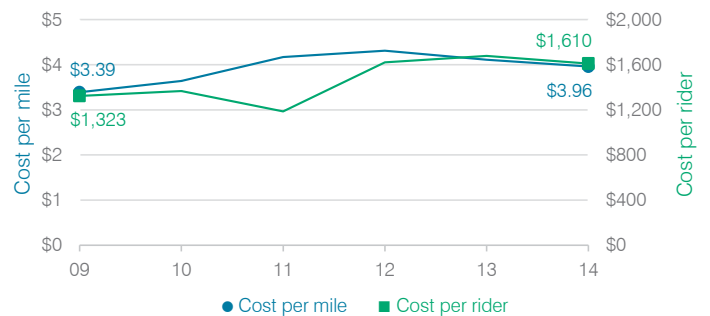
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



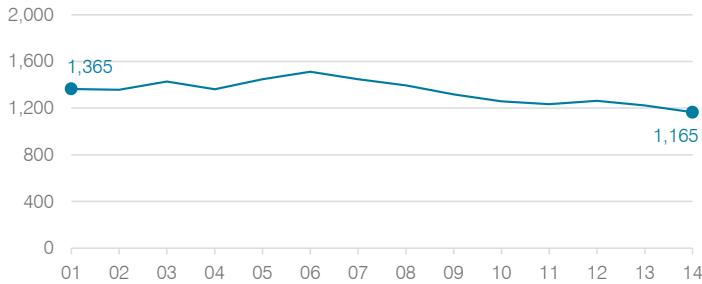
# Sedona-Oak Creek Joint Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	49.0	50.5	53.4	52.3	52.7	54.6	54.9	55.1	54.4	53.2	54.4	53.4	54.4	52.8

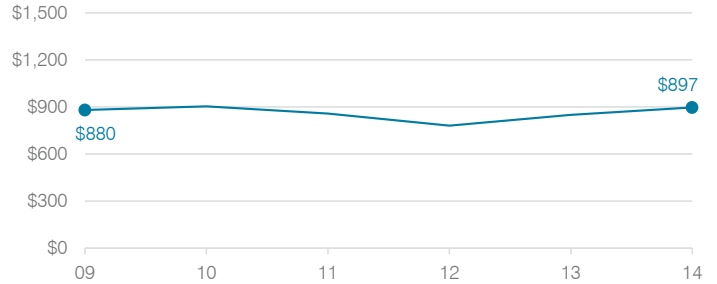
## OPERATIONAL TRENDS

Fiscal years as indicated

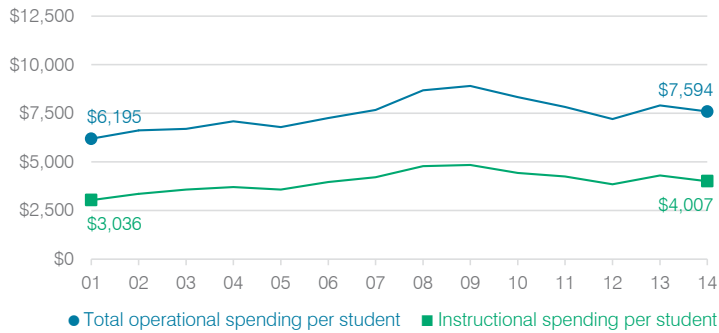
### Students attending



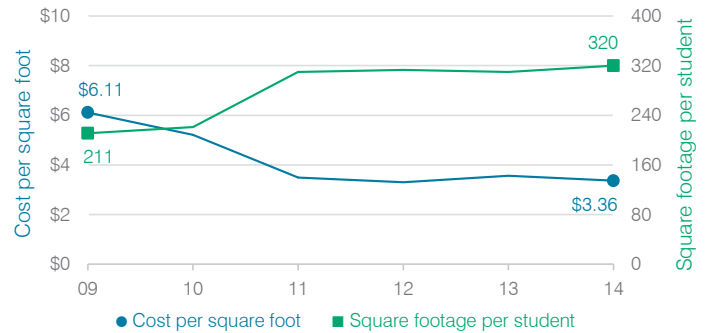
### Administrative cost per student



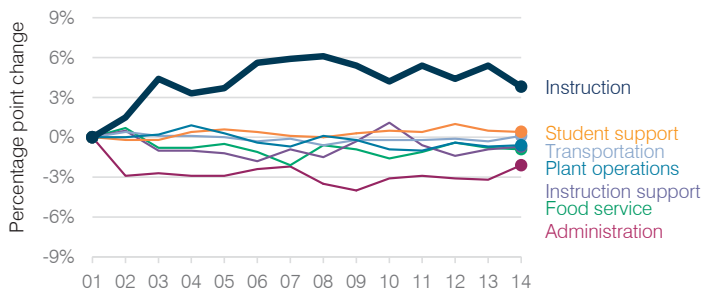
### Total operational and instructional spending per student



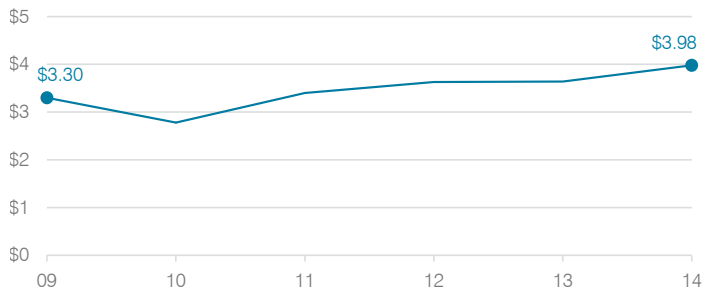
### Plant cost per square foot and square footage per student



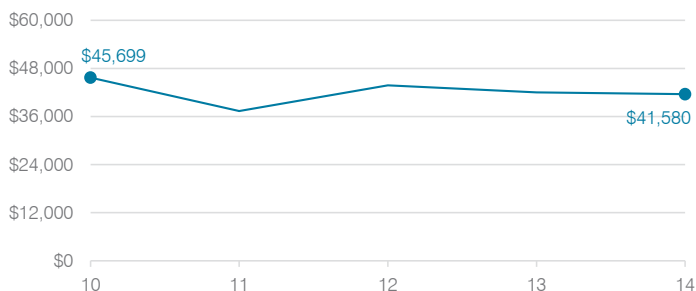
### Changes in operational spending percentages



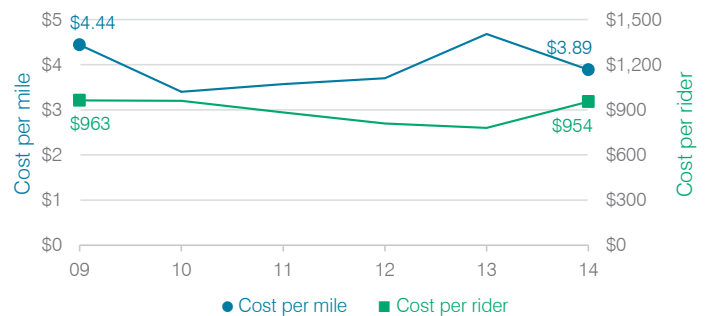
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



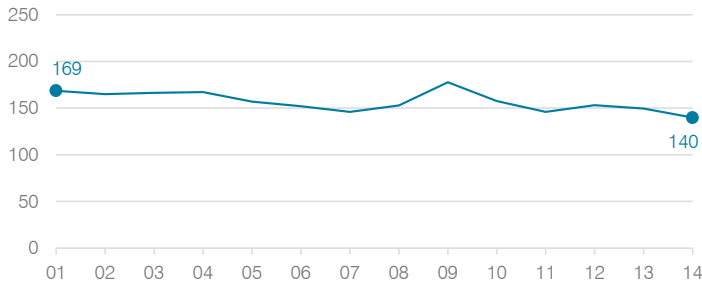
# Seligman Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	56.8	60.2	58.3	53.6	53.9	51.8	53.5	54.2	54.4	52.6	53.0	51.8	50.6	50.7

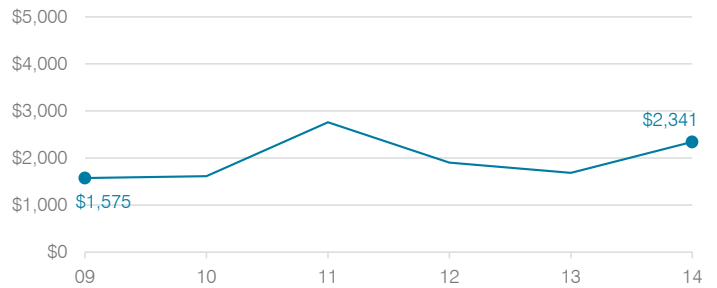
## OPERATIONAL TRENDS

Fiscal years as indicated

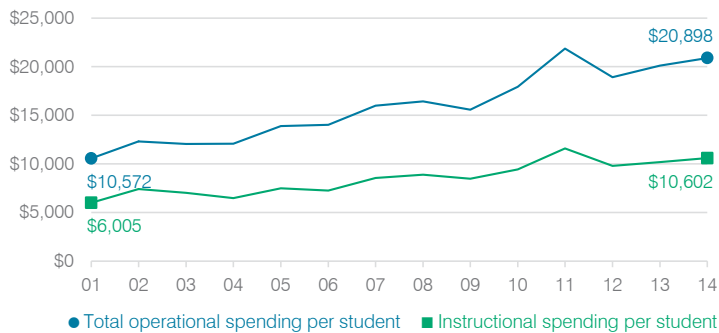
### Students attending



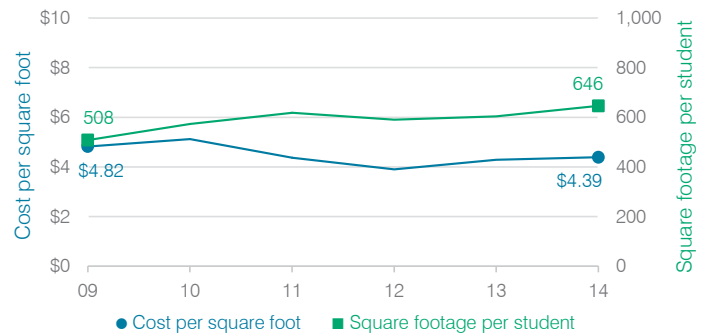
### Administrative cost per student



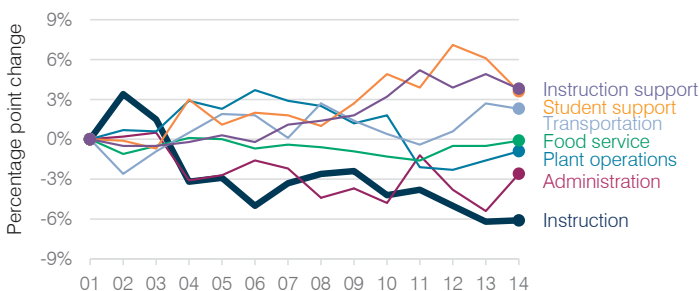
### Total operational and instructional spending per student



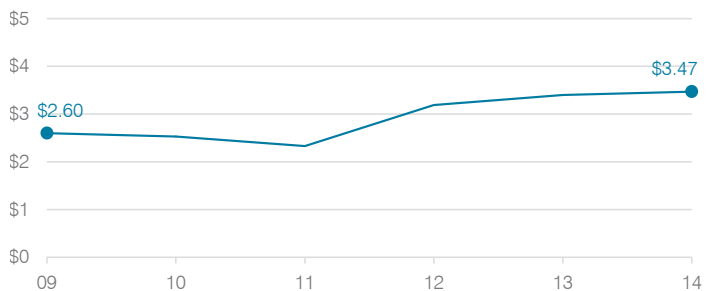
### Plant cost per square foot and square footage per student



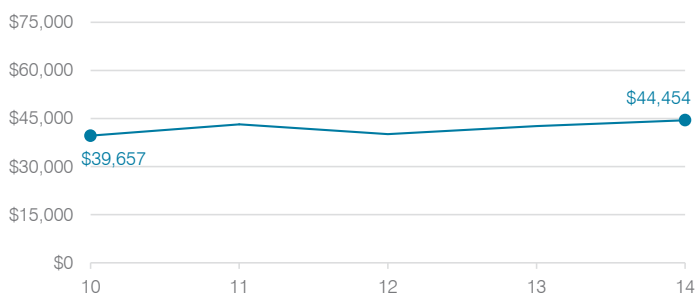
### Changes in operational spending percentages



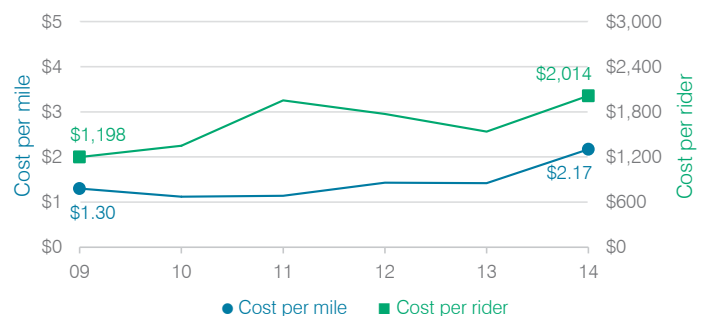
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



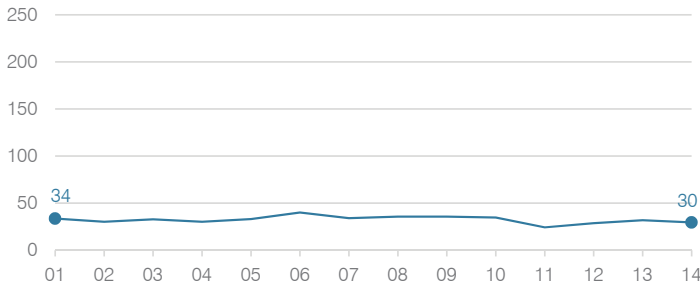
# Sentinel Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	42.6	43.5	42.6	45.7	42.7	47.8	55.2	53.0	50.7	50.0	49.4	50.2	49.9	53.1

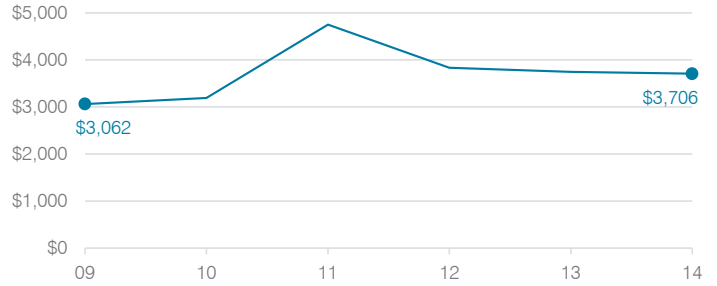
## OPERATIONAL TRENDS

Fiscal years as indicated

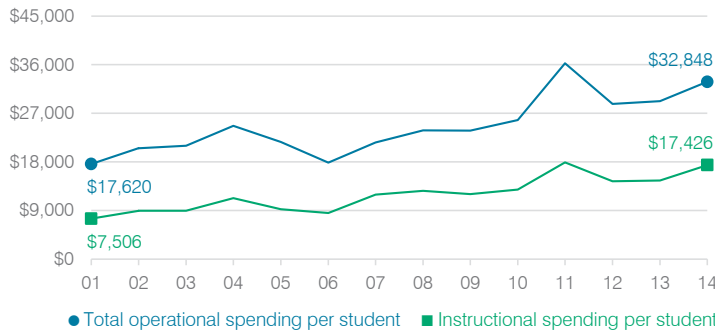
### Students attending



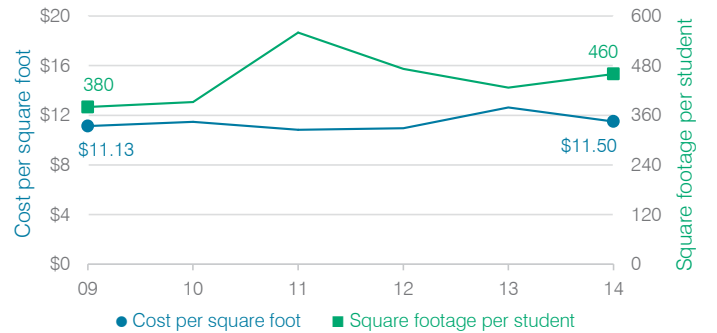
### Administrative cost per student



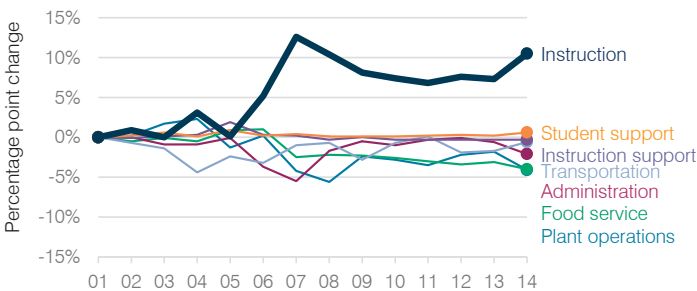
### Total operational and instructional spending per student



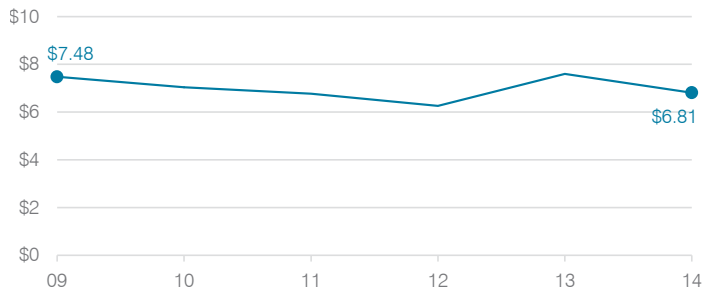
### Plant cost per square foot and square footage per student



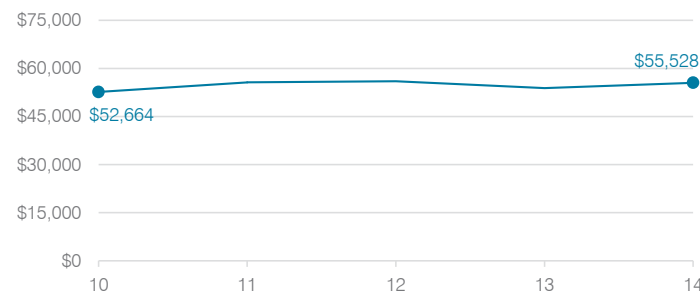
### Changes in operational spending percentages



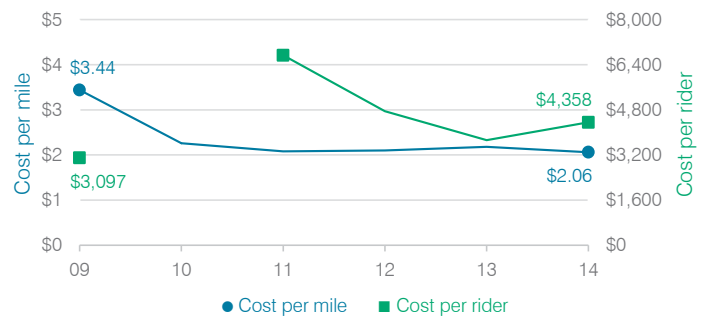
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



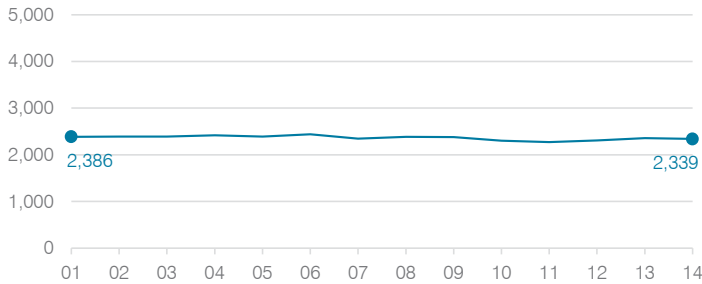
# Show Low Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	57.9	61.4	59.4	60.3	59.1	56.7	55.0	56.5	54.9	55.6	54.3	52.8	55.4	57.0

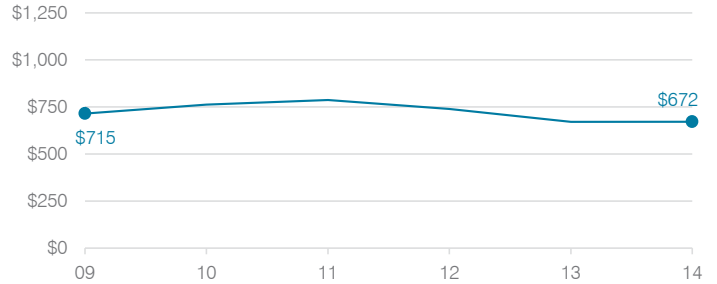
## OPERATIONAL TRENDS

Fiscal years as indicated

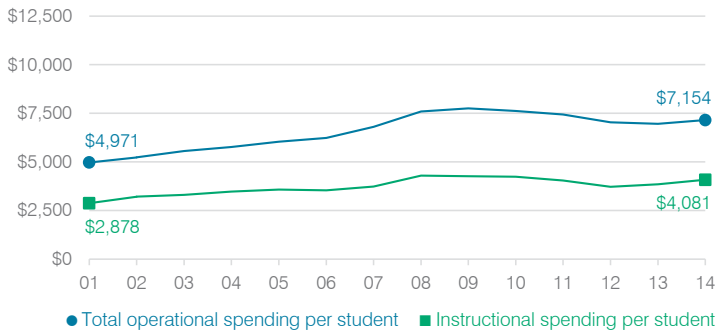
### Students attending



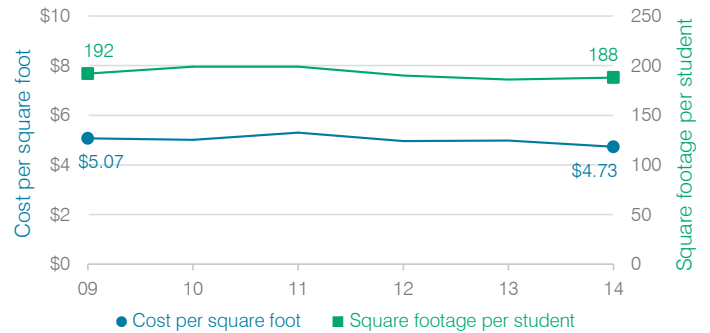
### Administrative cost per student



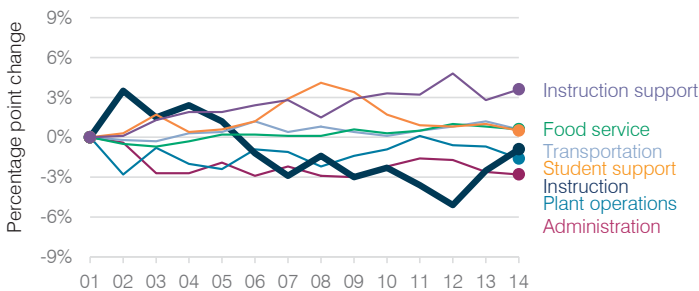
### Total operational and instructional spending per student



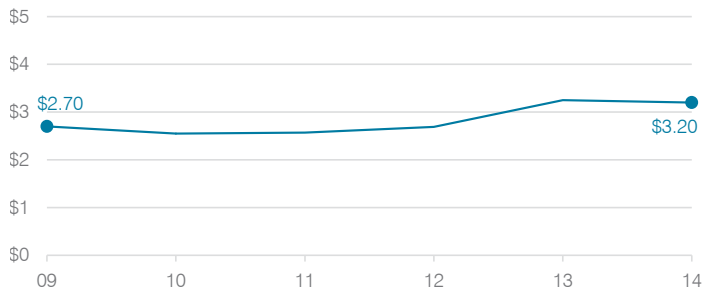
### Plant cost per square foot and square footage per student



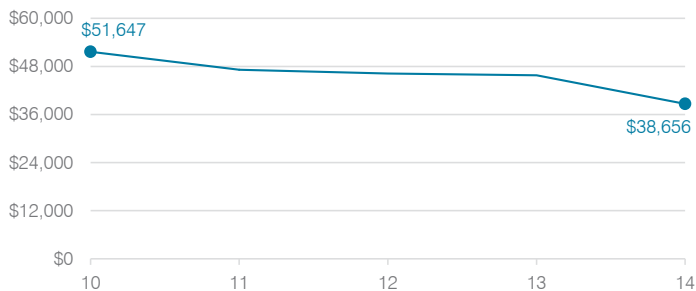
### Changes in operational spending percentages



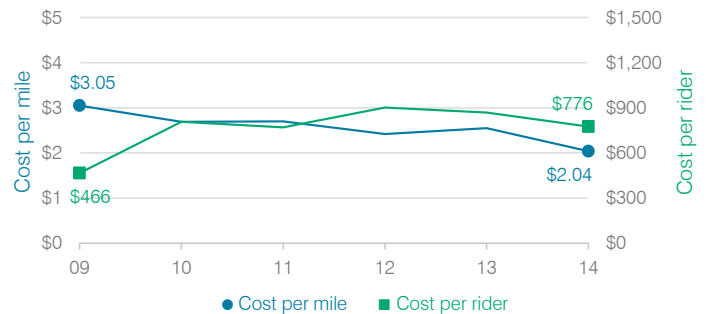
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



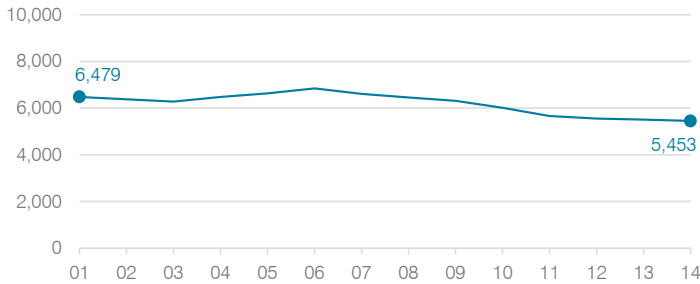
# Sierra Vista Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	53.4	56.1	56.4	55.4	56.8	56.9	55.5	54.3	54.4	53.2	53.6	53.2	53.8	53.7

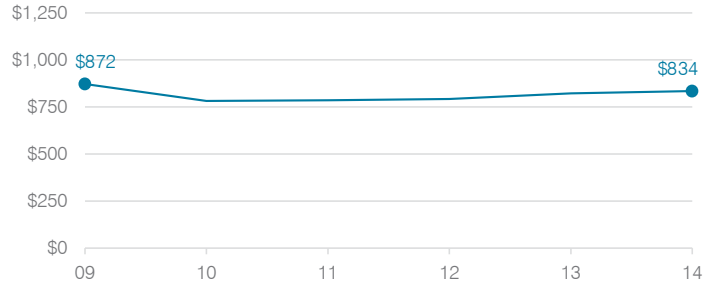
## OPERATIONAL TRENDS

Fiscal years as indicated

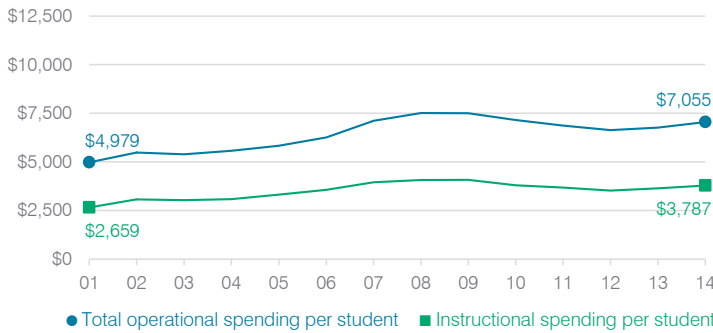
### Students attending



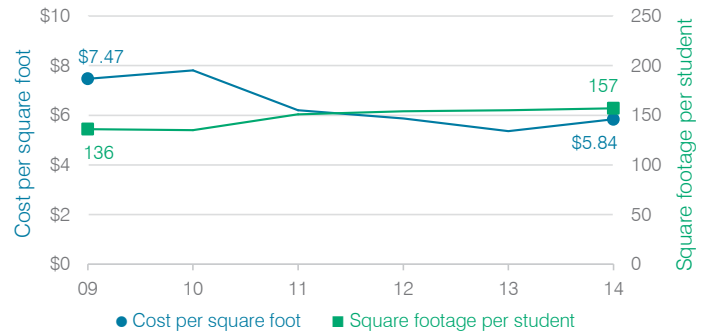
### Administrative cost per student



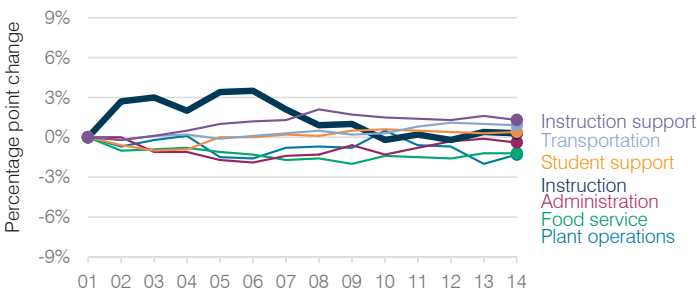
### Total operational and instructional spending per student



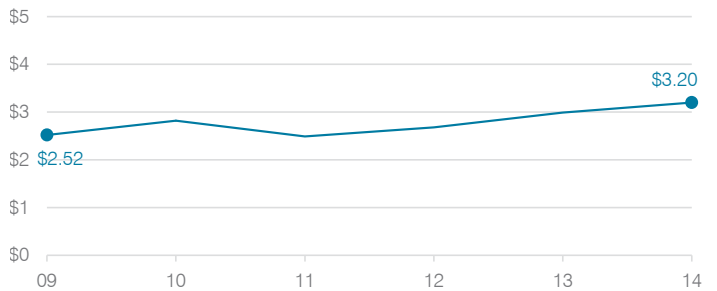
### Plant cost per square foot and square footage per student



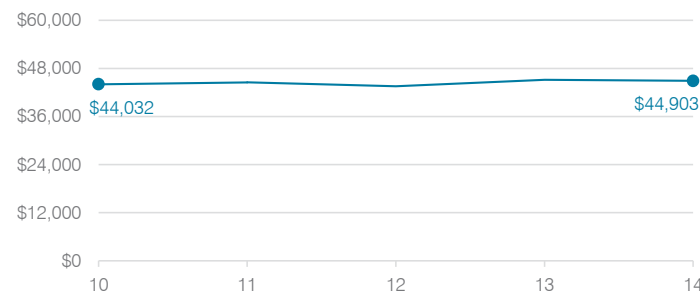
### Changes in operational spending percentages



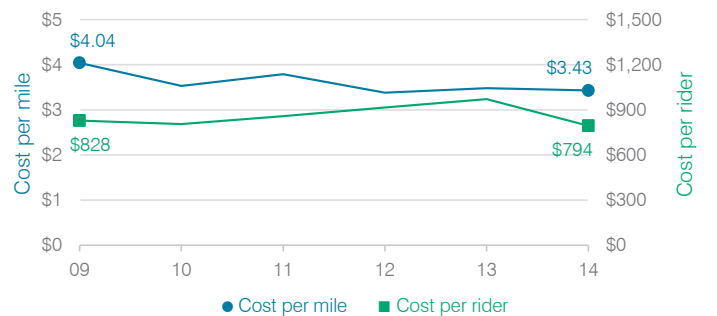
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



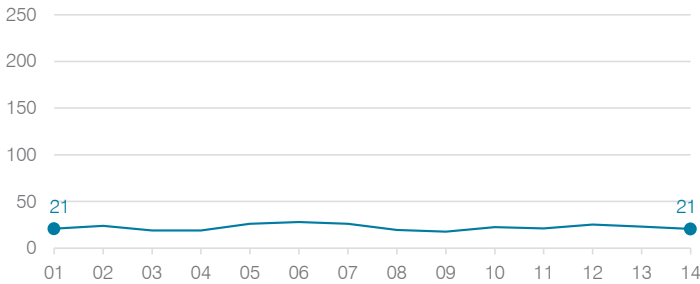
# Skull Valley Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	53.3	51.7	52.0	56.4	49.6	54.6	53.6	57.1	52.0	53.1	51.8	54.3	47.9	48.1

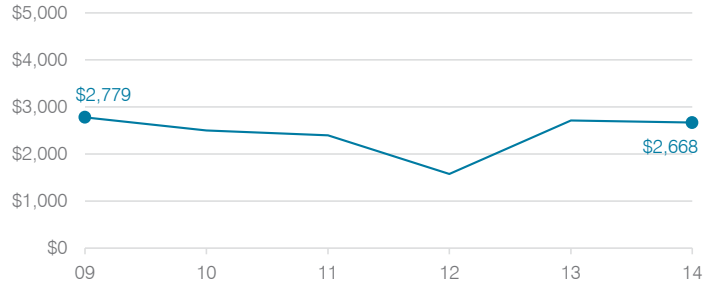
## OPERATIONAL TRENDS

Fiscal years as indicated

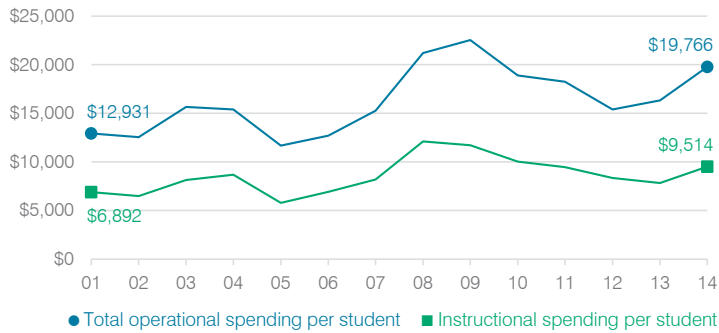
### Students attending



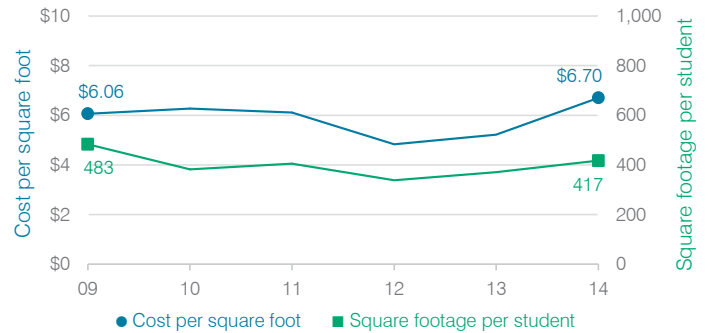
### Administrative cost per student



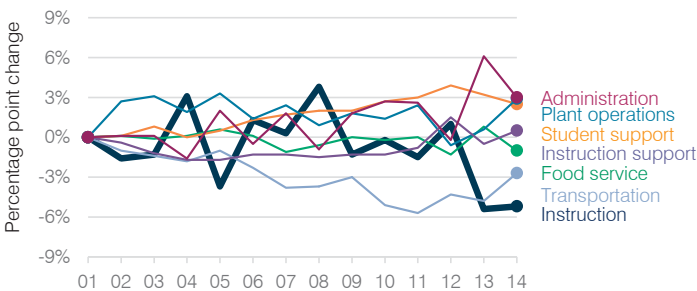
### Total operational and instructional spending per student



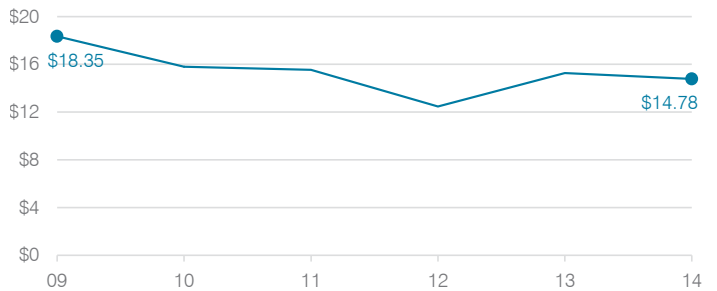
### Plant cost per square foot and square footage per student



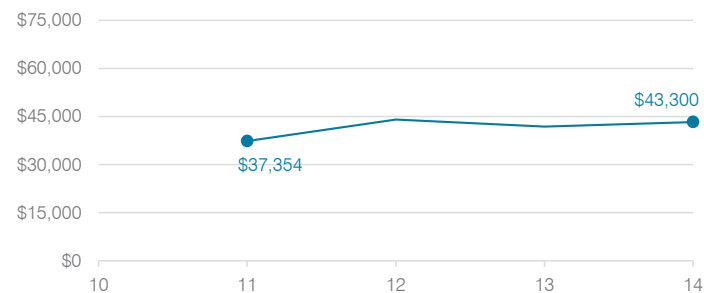
### Changes in operational spending percentages



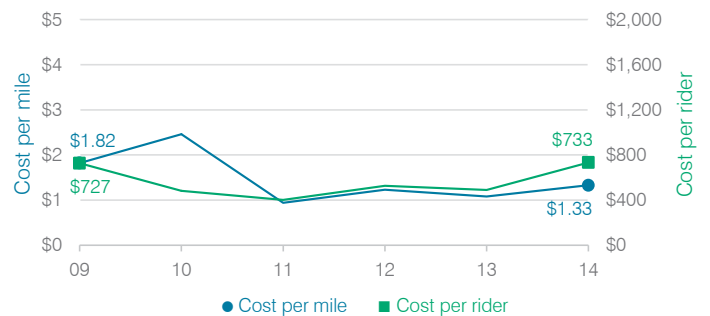
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



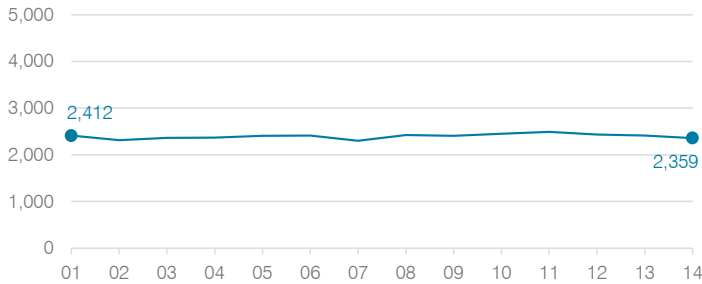
# Snowflake Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	61.1	60.9	60.7	57.3	58.4	58.0	59.4	59.6	59.5	59.3	59.0	56.1	56.5	57.8

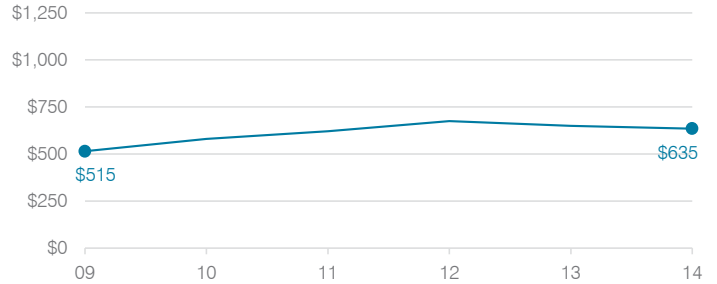
## OPERATIONAL TRENDS

Fiscal years as indicated

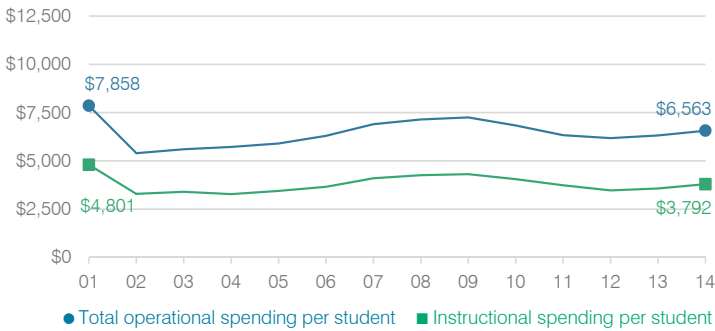
### Students attending



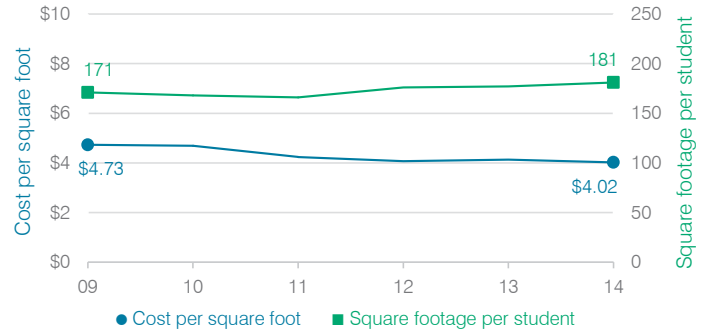
### Administrative cost per student



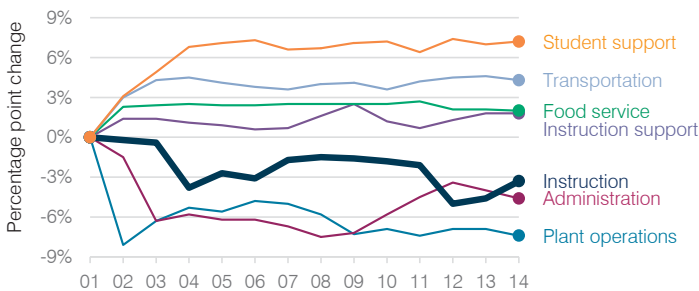
### Total operational and instructional spending per student



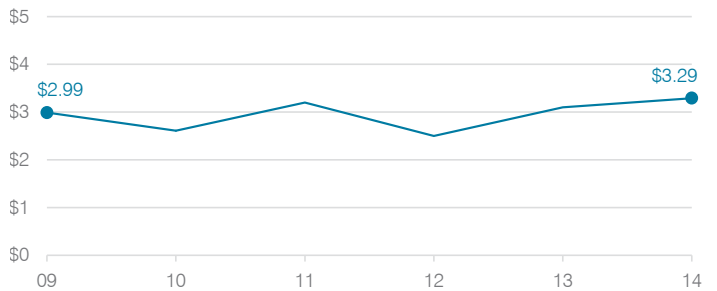
### Plant cost per square foot and square footage per student



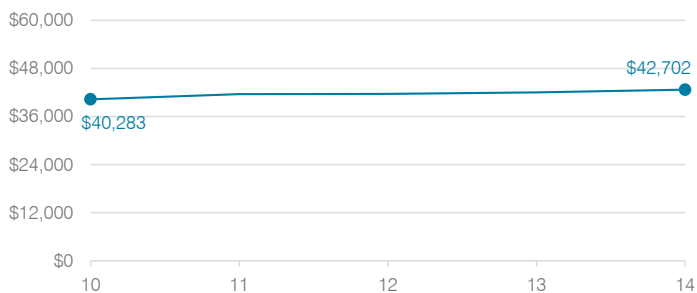
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider





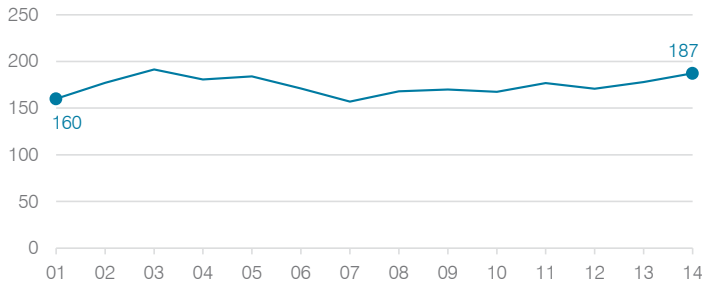
# Solomon Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	49.0	52.1	54.5	50.9	55.1	54.1	55.3	53.8	51.6	52.9	54.1	52.3	53.3	52.8

## OPERATIONAL TRENDS

Fiscal years as indicated

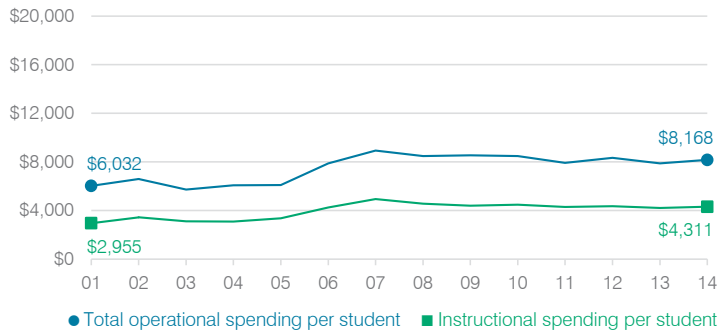
### Students attending



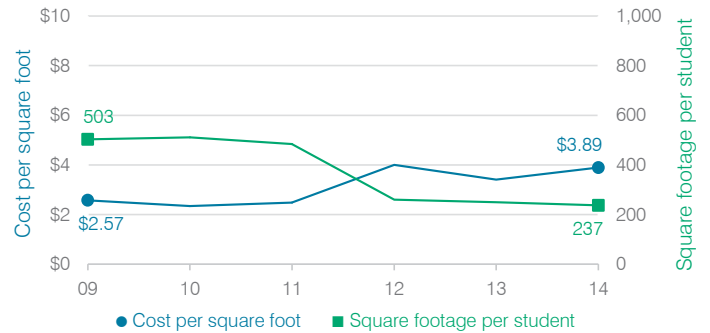
### Administrative cost per student



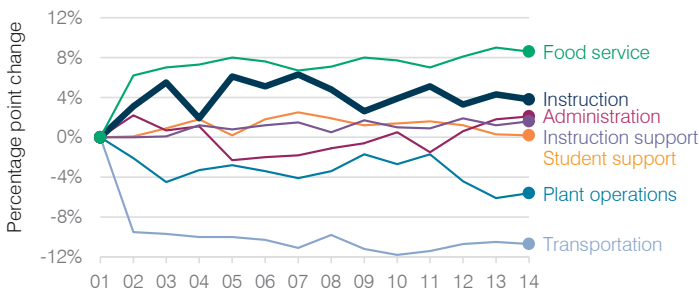
### Total operational and instructional spending per student



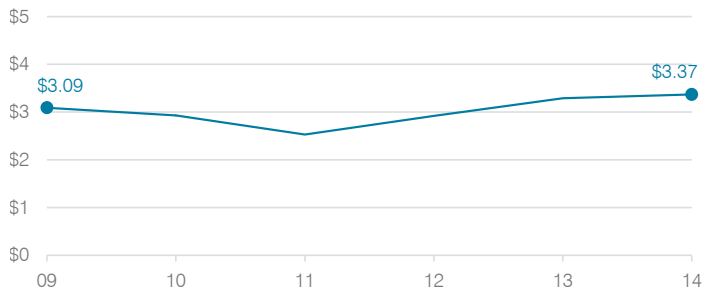
### Plant cost per square foot and square footage per student



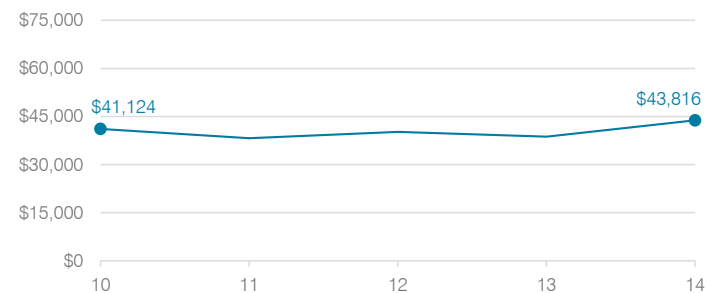
### Changes in operational spending percentages



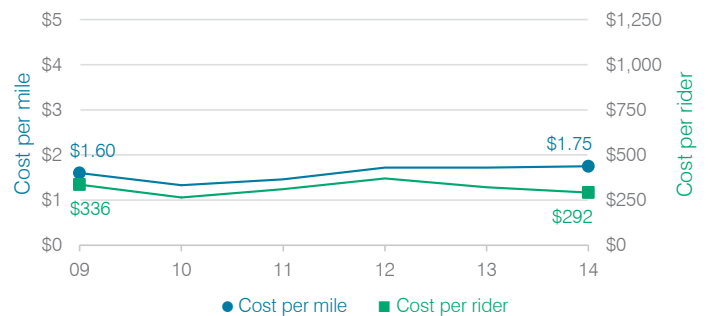
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



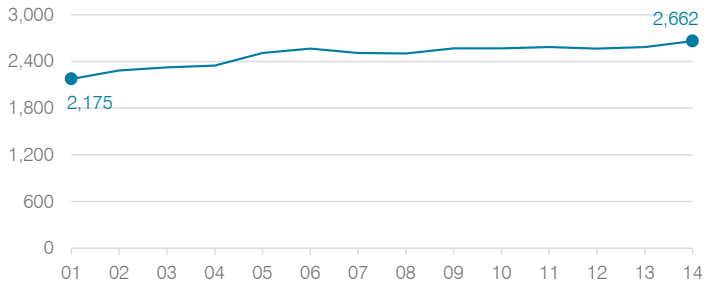
# Somerton Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	50.4	51.4	52.1	51.7	50.7	50.5	50.6	47.9	49.6	49.7	47.1	46.6	47.1	47.7

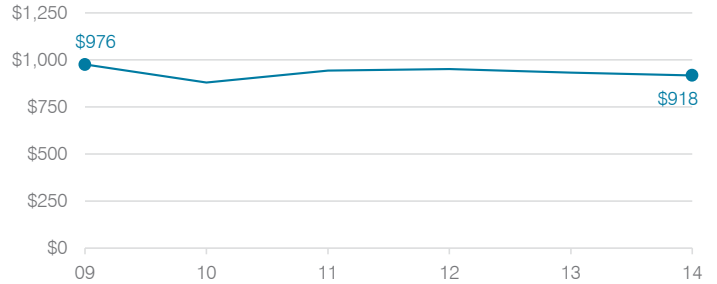
## OPERATIONAL TRENDS

Fiscal years as indicated

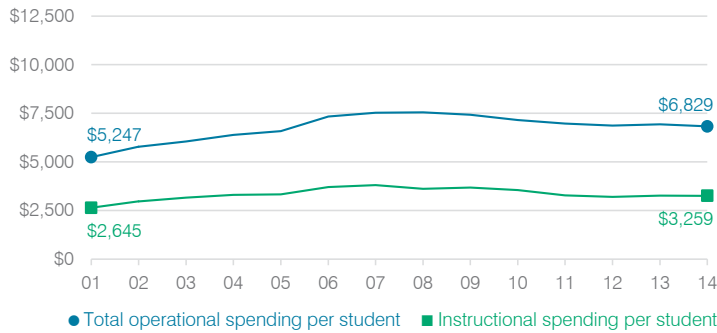
### Students attending



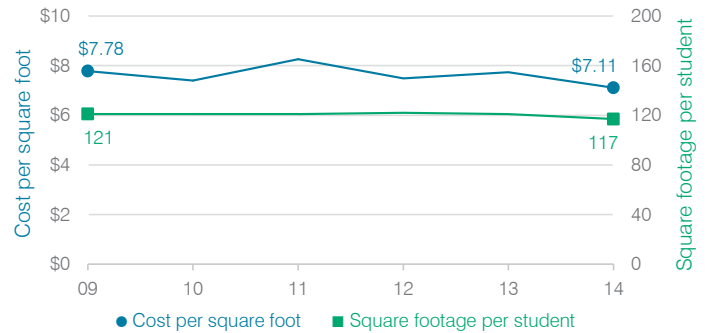
### Administrative cost per student



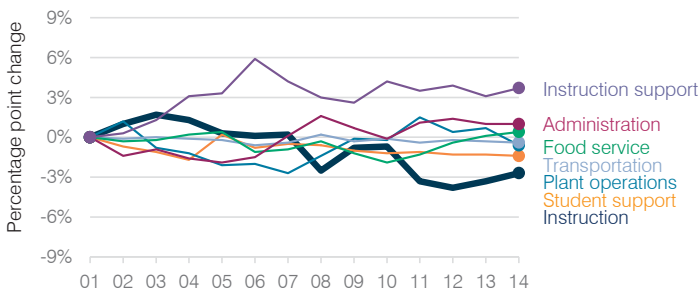
### Total operational and instructional spending per student



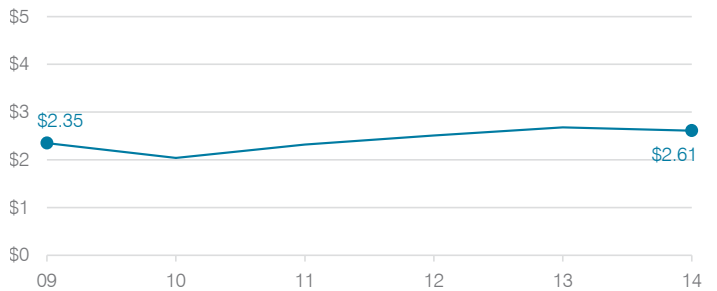
### Plant cost per square foot and square footage per student



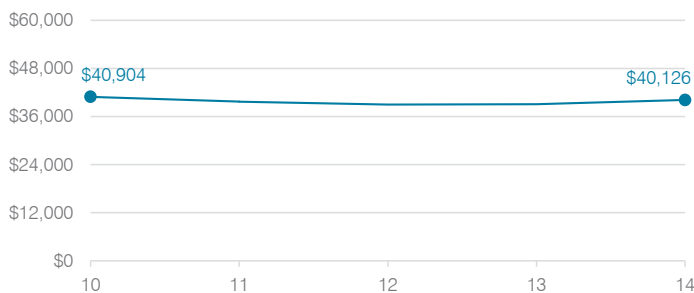
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



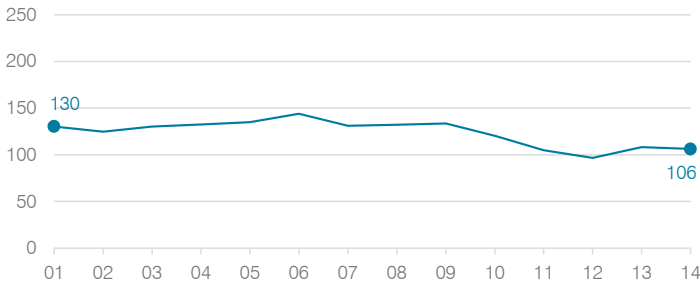
# Sonoita Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	65.5	63.7	68.3	74.2	68.1	66.7	68.5	65.7	69.6	64.7	59.7	57.9	61.0	58.9

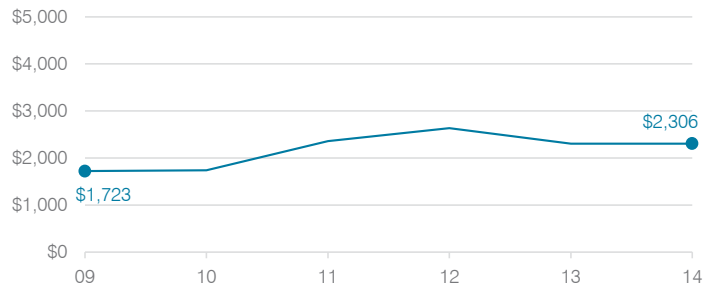
## OPERATIONAL TRENDS

Fiscal years as indicated

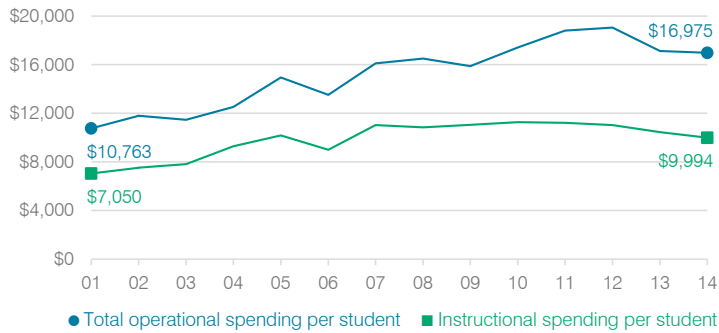
### Students attending



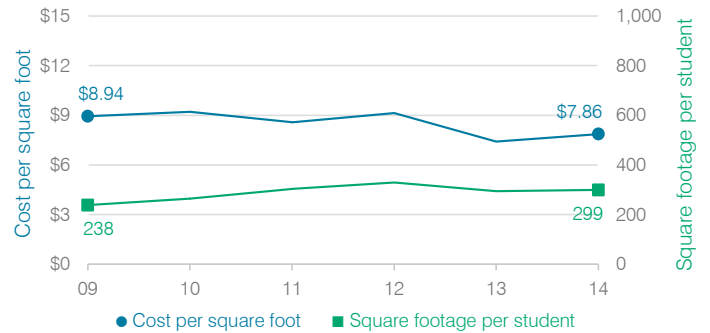
### Administrative cost per student



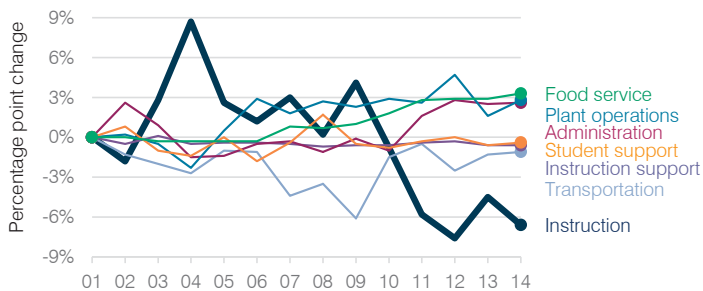
### Total operational and instructional spending per student



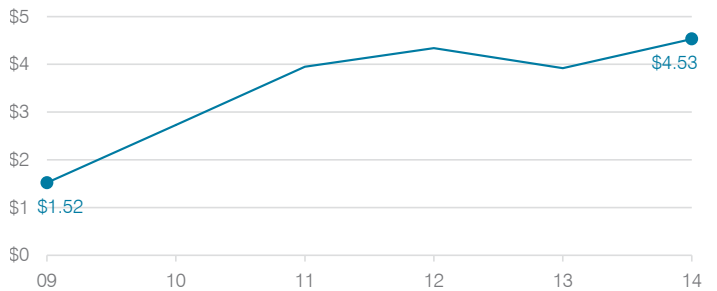
### Plant cost per square foot and square footage per student



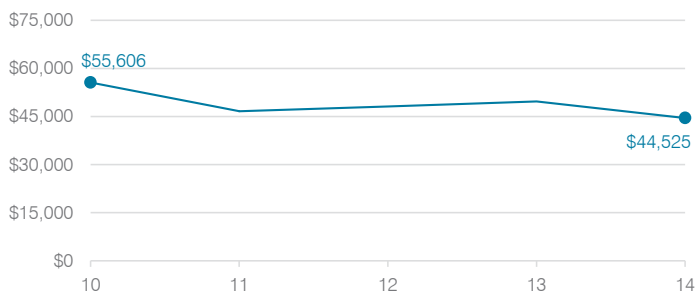
### Changes in operational spending percentages



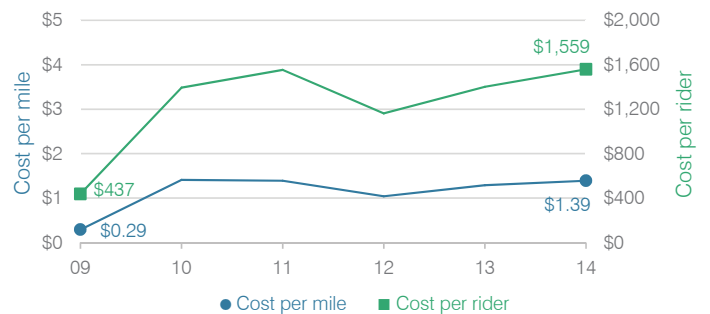
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



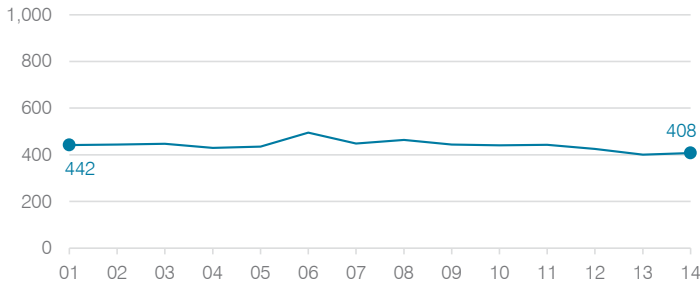
# St. David Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	49.1	67.1	60.5	54.5	58.8	56.9	58.6	57.5	57.9	56.0	57.4	54.9	52.8	55.6

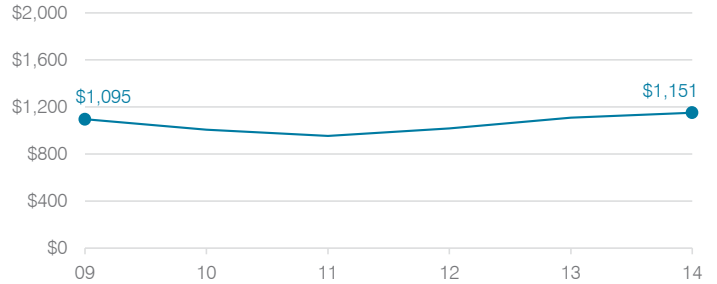
## OPERATIONAL TRENDS

Fiscal years as indicated

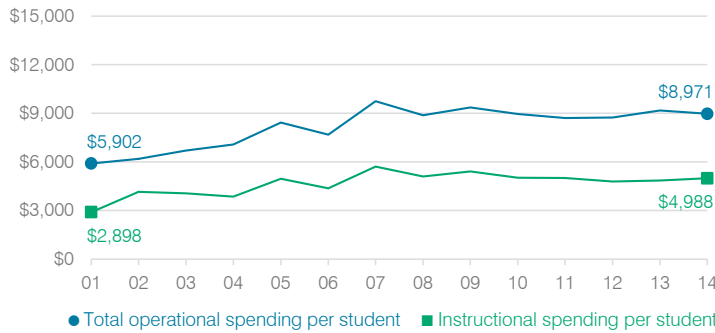
### Students attending



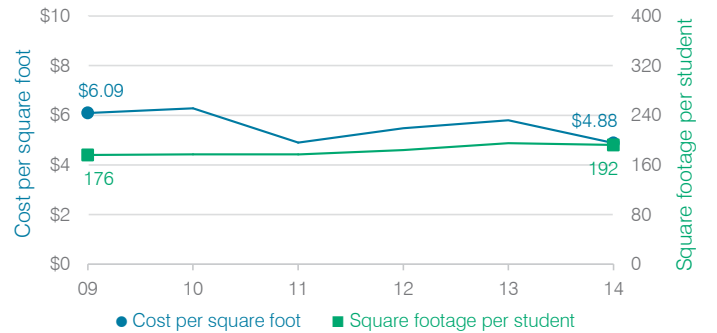
### Administrative cost per student



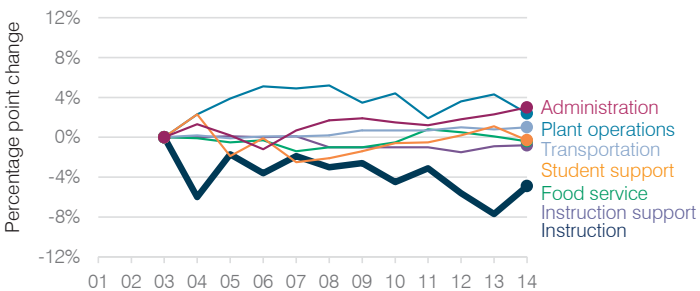
### Total operational and instructional spending per student



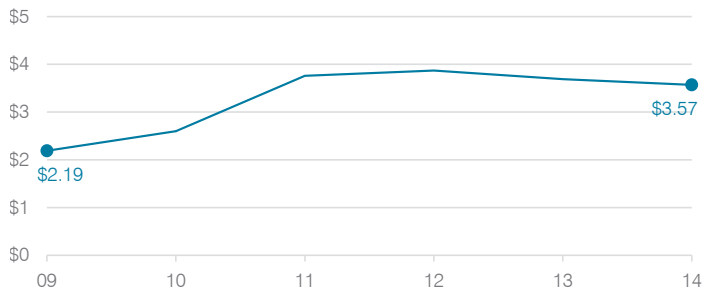
### Plant cost per square foot and square footage per student



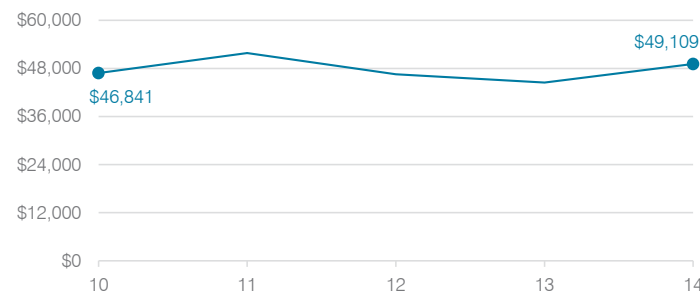
### Changes in operational spending percentages



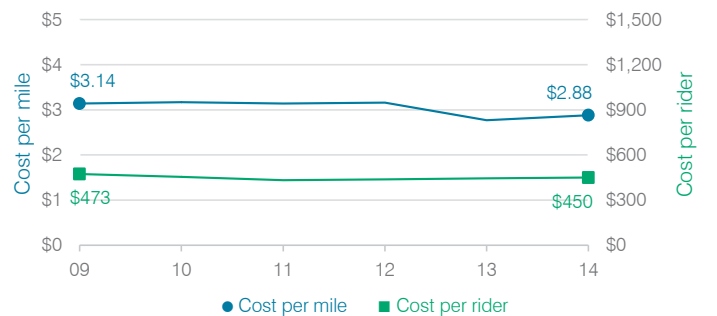
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



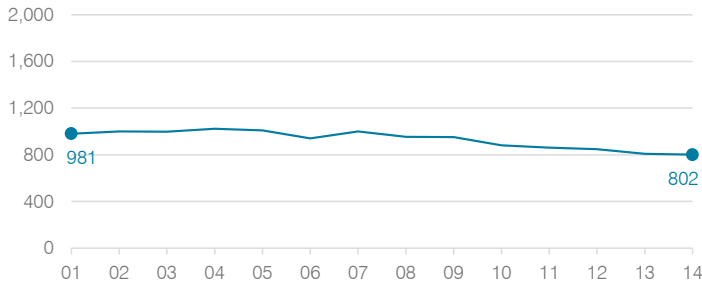
# St. Johns Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	53.3	57.5	57.9	57.9	55.2	57.2	53.3	53.6	56.4	56.2	51.3	49.0	49.0	49.5

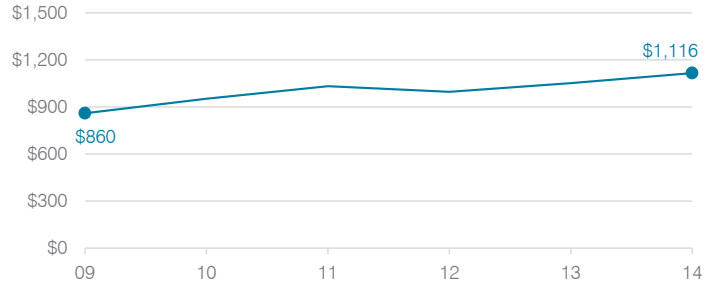
## OPERATIONAL TRENDS

Fiscal years as indicated

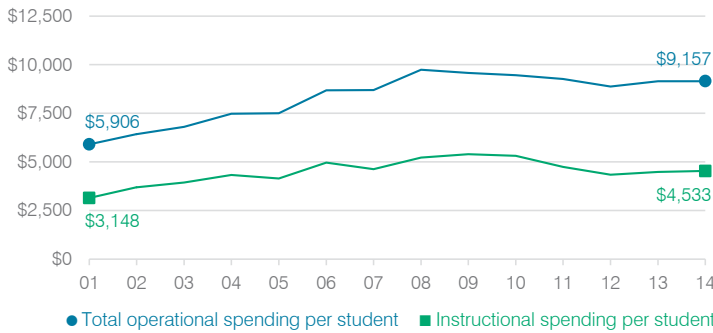
### Students attending



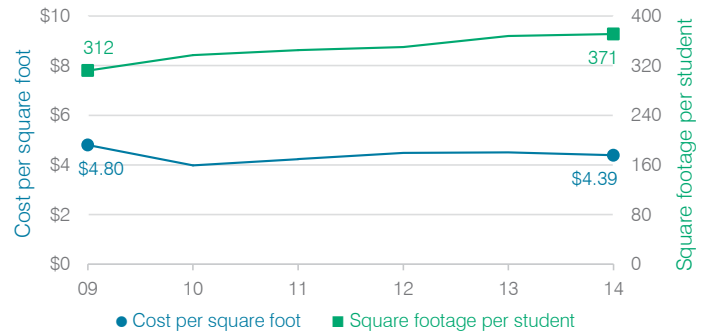
### Administrative cost per student



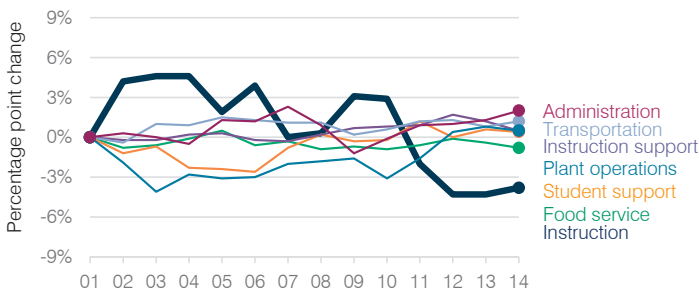
### Total operational and instructional spending per student



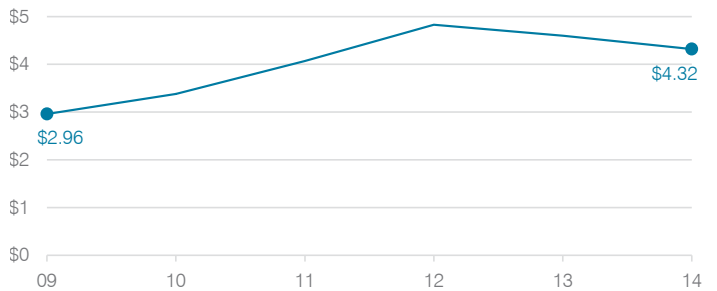
### Plant cost per square foot and square footage per student



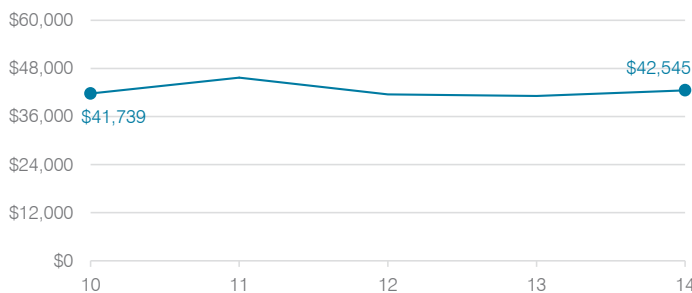
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



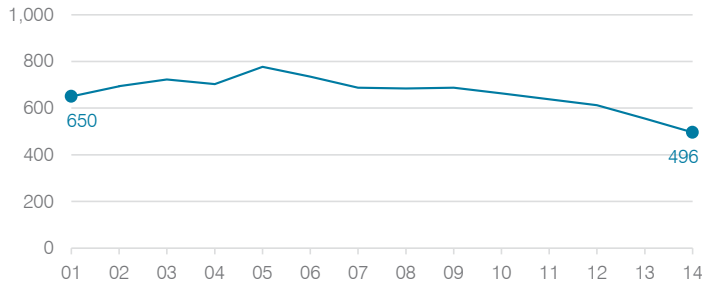
# Stanfield Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	56.0	54.3	52.0	46.9	48.9	46.3	44.6	47.2	47.8	48.2	49.1	51.8	51.5	50.2

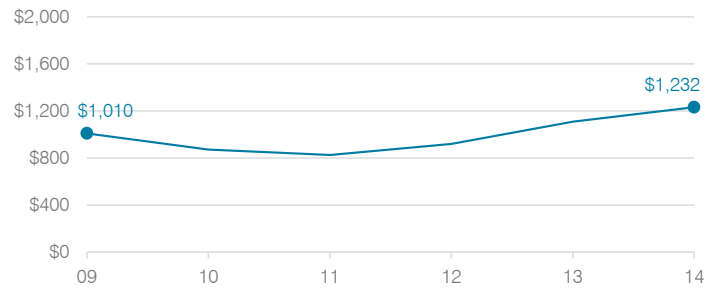
## OPERATIONAL TRENDS

Fiscal years as indicated

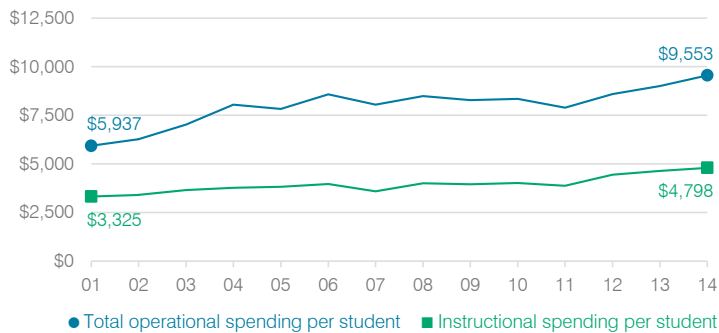
### Students attending



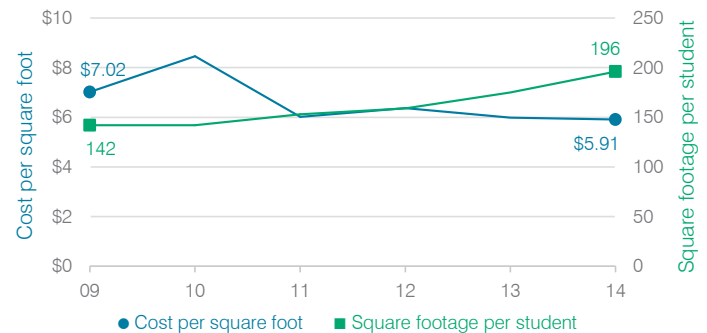
### Administrative cost per student



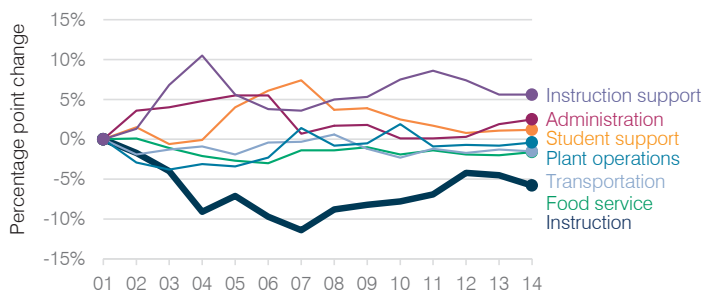
### Total operational and instructional spending per student



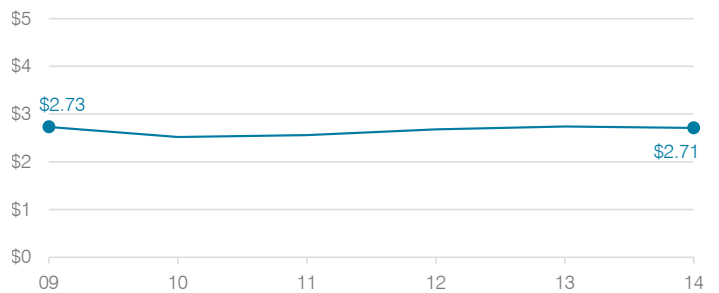
### Plant cost per square foot and square footage per student



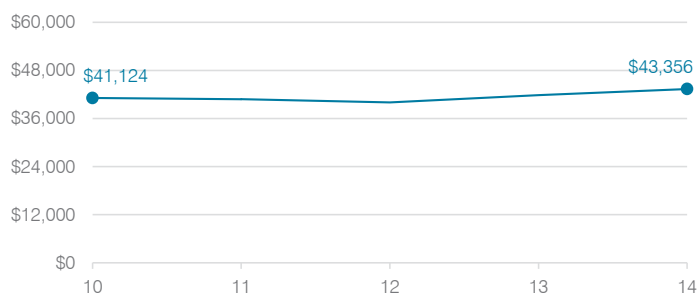
### Changes in operational spending percentages



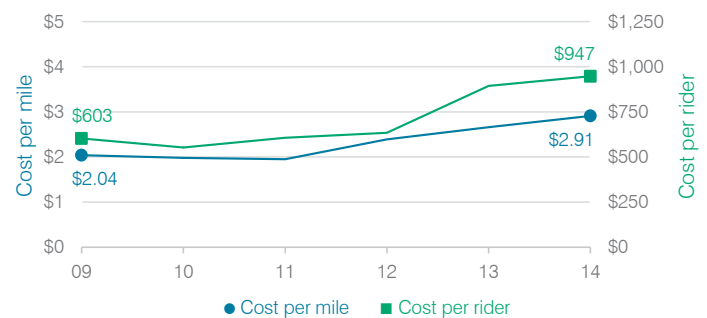
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



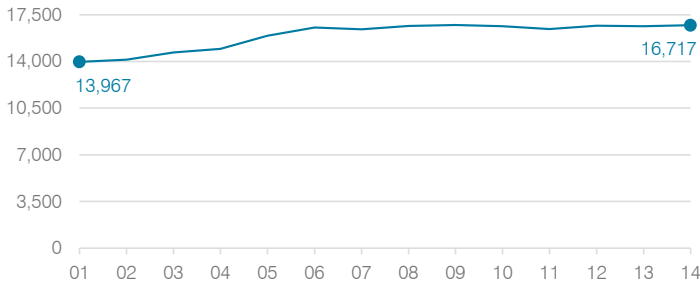
# Sunnyside Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	56.0	57.4	59.0	58.7	57.8	56.7	57.0	55.2	53.9	52.3	51.5	50.4	48.9	48.6

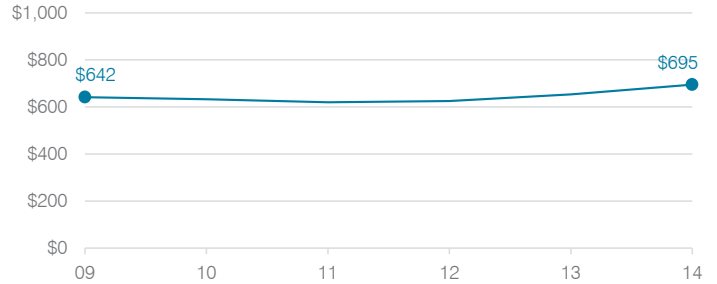
## OPERATIONAL TRENDS

Fiscal years as indicated

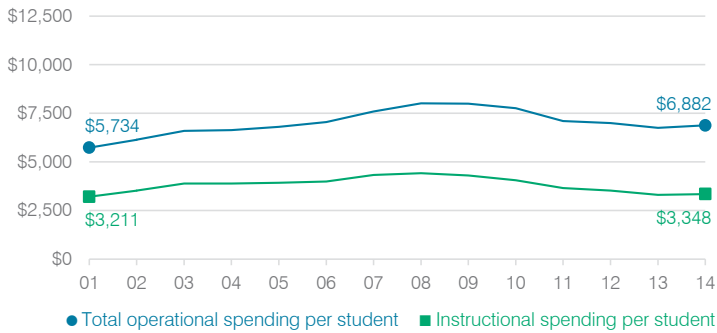
### Students attending



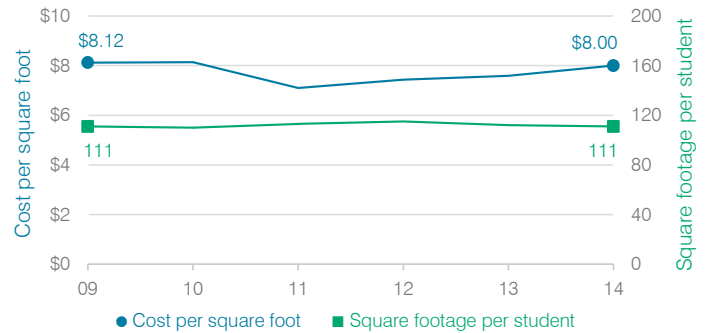
### Administrative cost per student



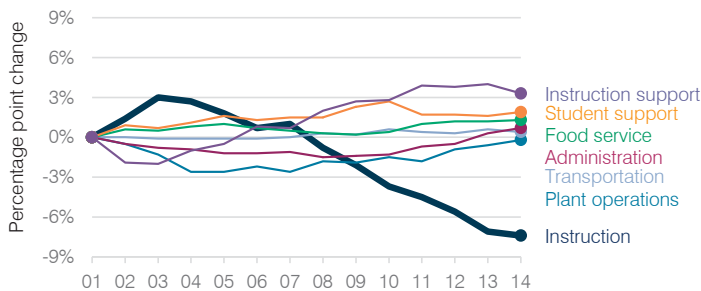
### Total operational and instructional spending per student



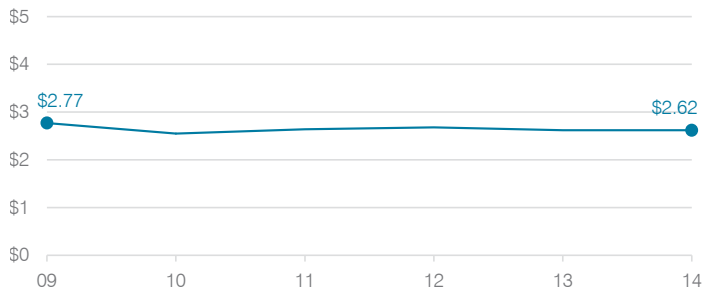
### Plant cost per square foot and square footage per student



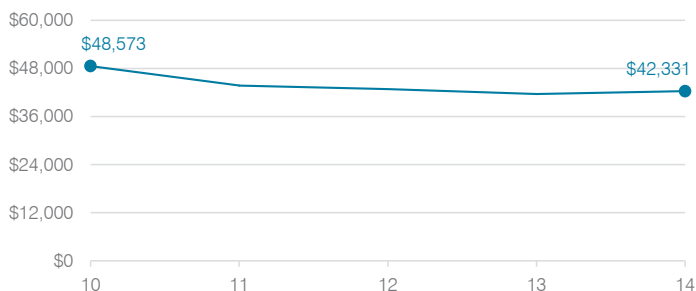
### Changes in operational spending percentages



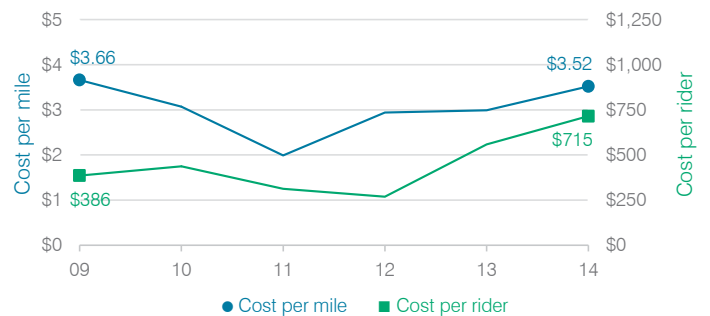
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



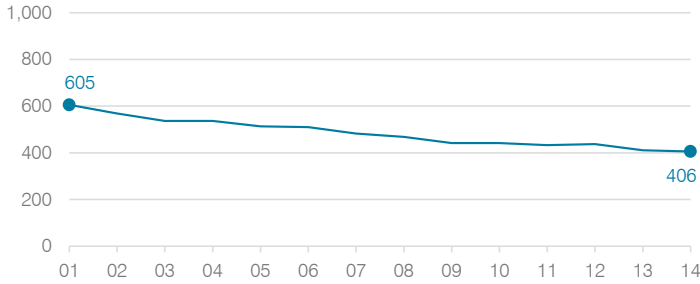
# Superior Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	53.7	56.6	55.3	53.5	53.8	52.3	52.2	54.2	55.1	55.0	52.2	52.2	50.9	51.9

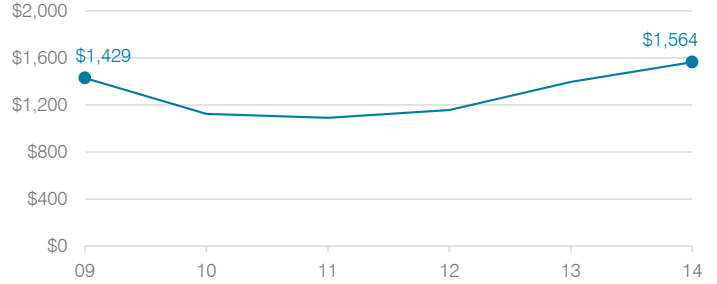
## OPERATIONAL TRENDS

Fiscal years as indicated

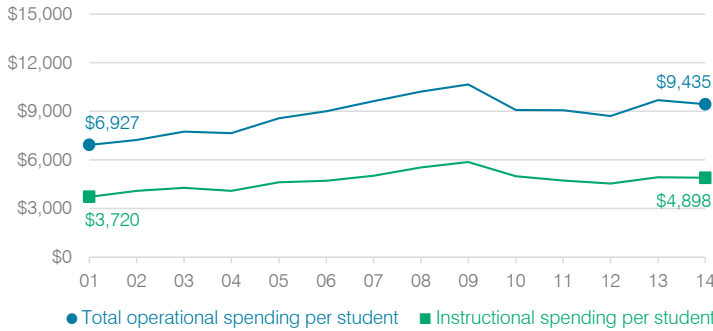
### Students attending



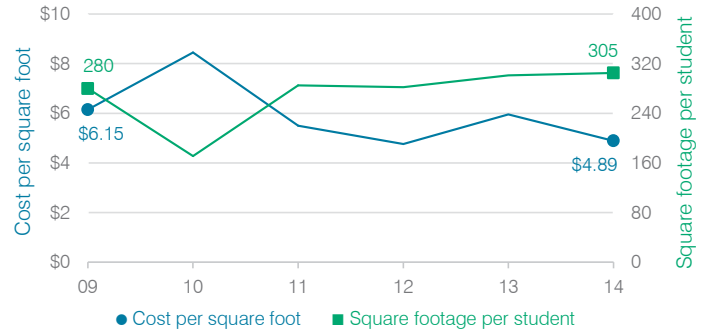
### Administrative cost per student



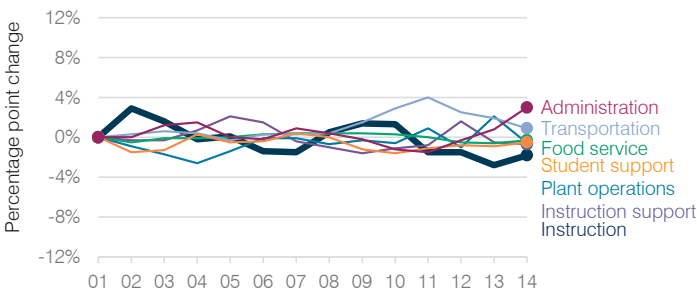
### Total operational and instructional spending per student



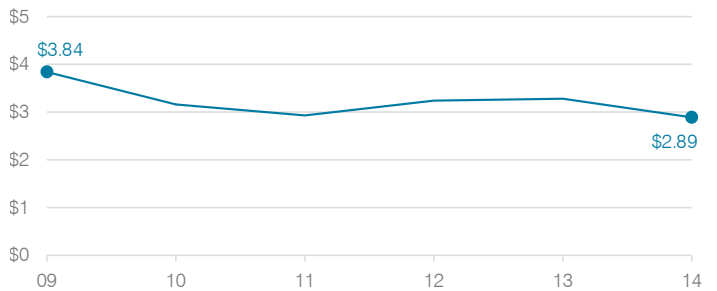
### Plant cost per square foot and square footage per student



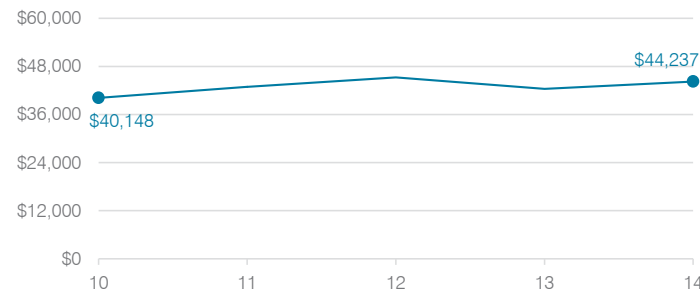
### Changes in operational spending percentages



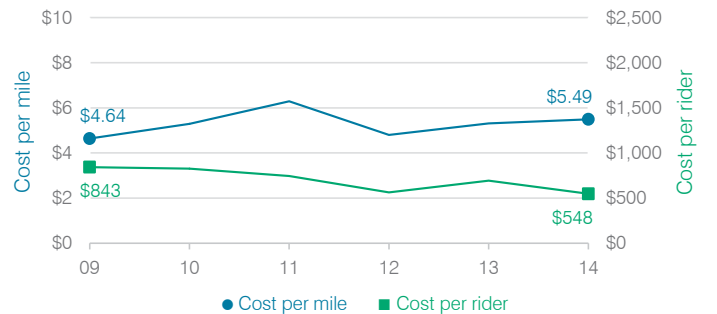
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider





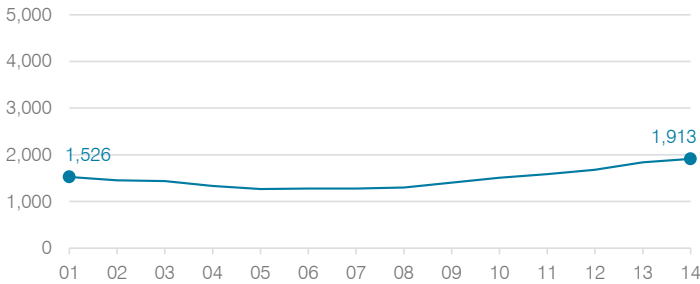
# Tanque Verde Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	60.5	60.7	58.9	60.9	57.6	58.8	56.7	59.3	60.8	55.0	57.5	57.9	59.1	60.8

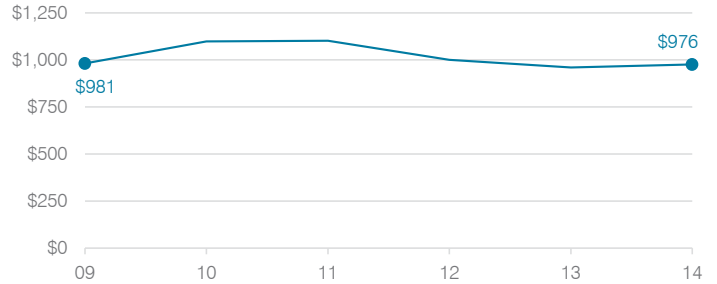
## OPERATIONAL TRENDS

Fiscal years as indicated

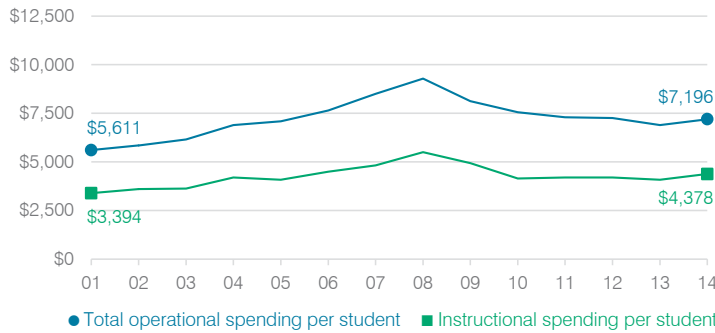
### Students attending



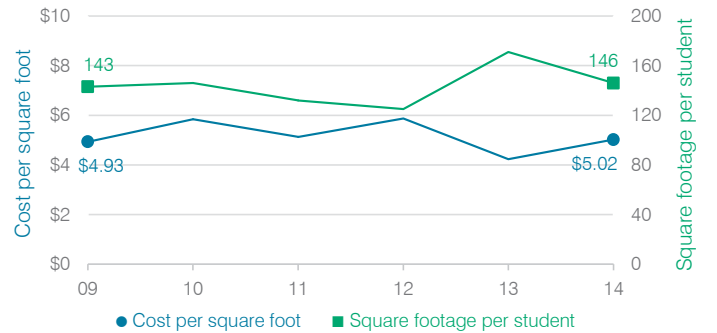
### Administrative cost per student



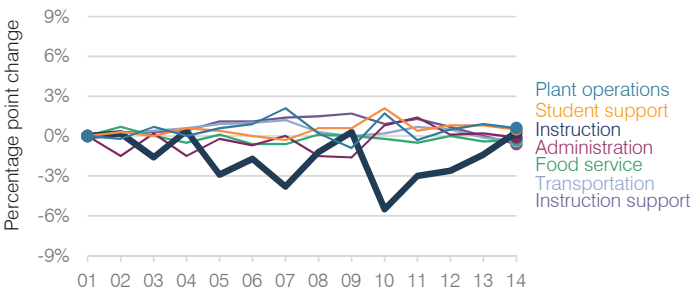
### Total operational and instructional spending per student



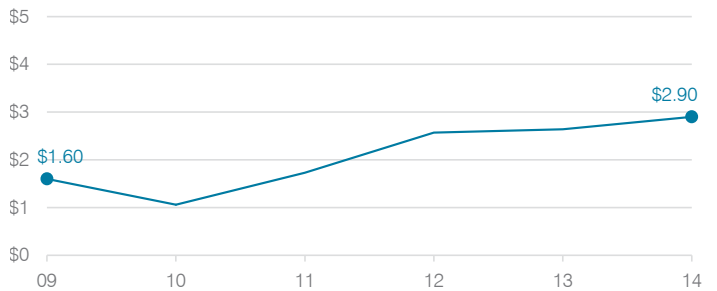
### Plant cost per square foot and square footage per student



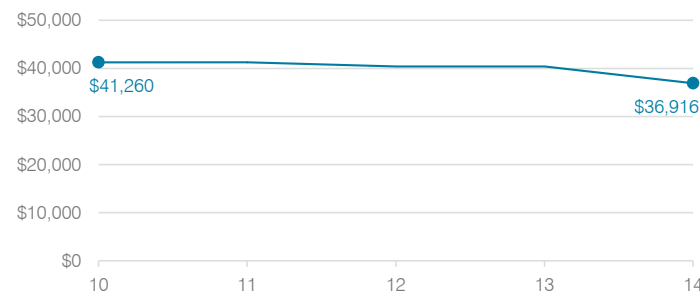
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



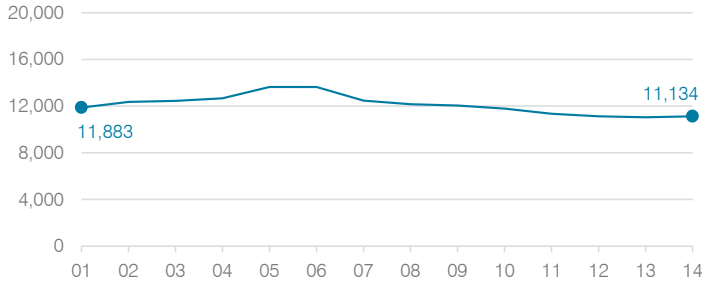
# Tempe Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	55.7	54.9	55.6	56.3	55.9	55.5	55.4	55.3	56.0	54.2	53.6	52.7	52.3	53.4

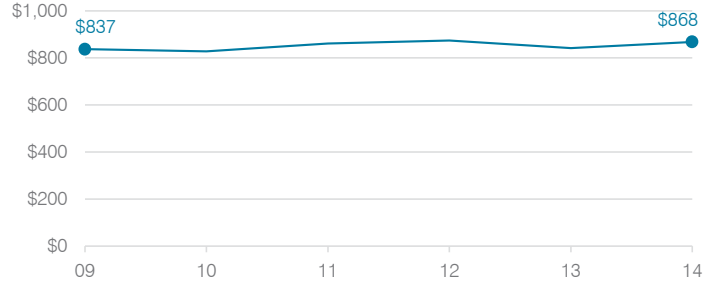
## OPERATIONAL TRENDS

Fiscal years as indicated

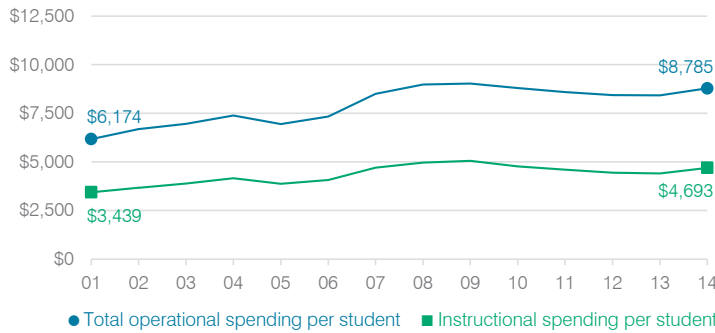
### Students attending



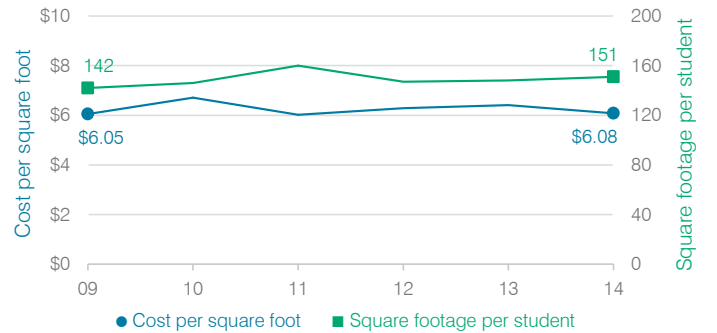
### Administrative cost per student



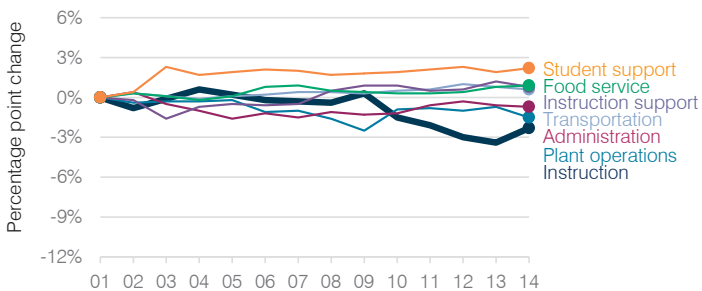
### Total operational and instructional spending per student



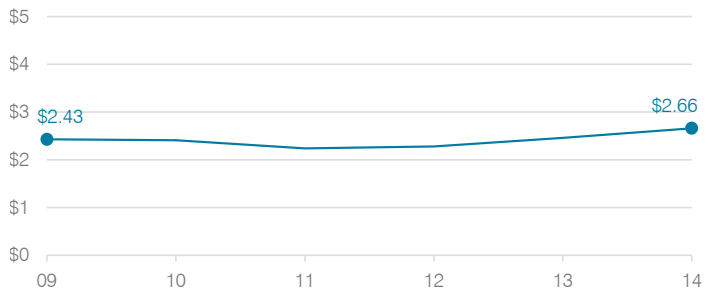
### Plant cost per square foot and square footage per student



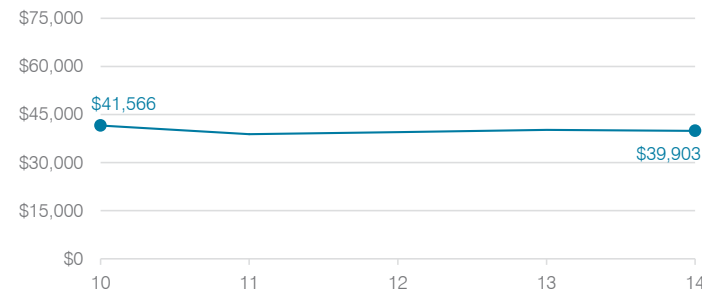
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



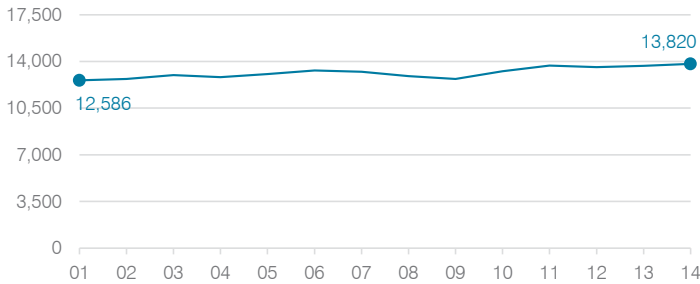
# Tempe Union High School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	58.0	57.1	58.0	58.6	58.9	59.6	59.7	59.9	56.8	56.7	56.4	53.8	53.5	52.7

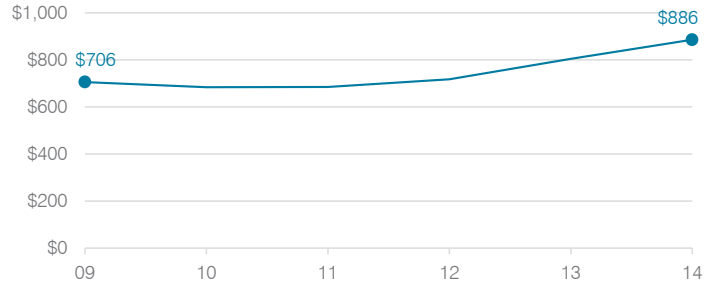
## OPERATIONAL TRENDS

Fiscal years as indicated

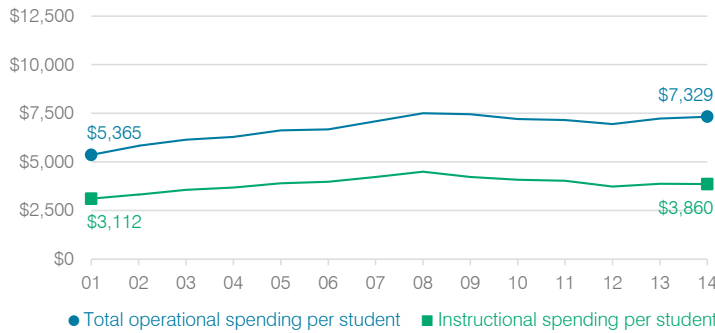
### Students attending



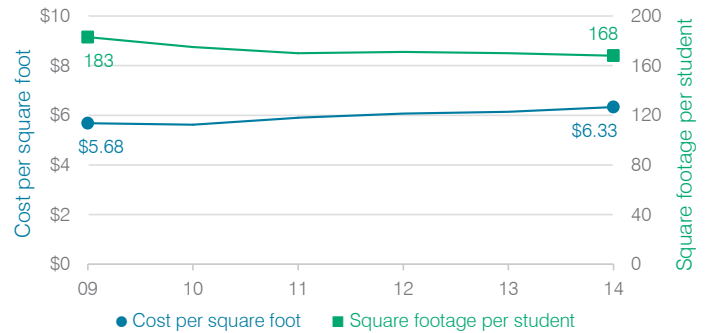
### Administrative cost per student



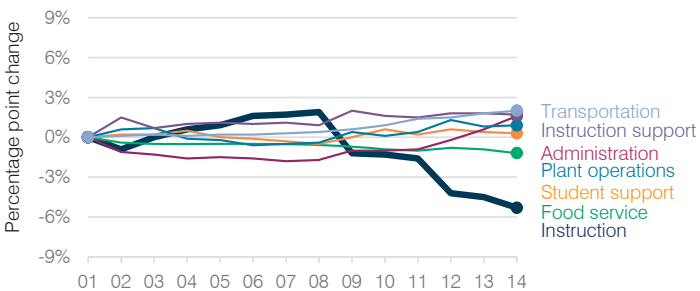
### Total operational and instructional spending per student



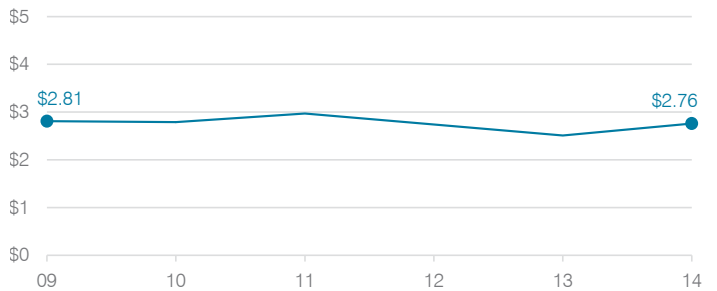
### Plant cost per square foot and square footage per student



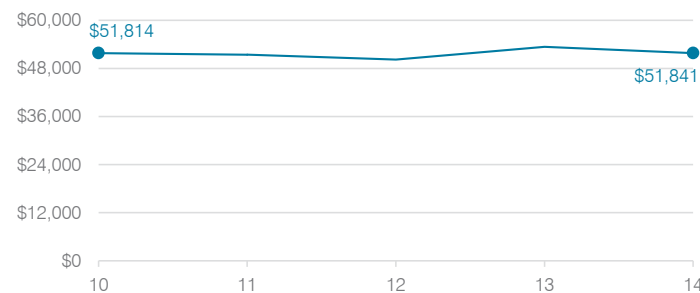
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



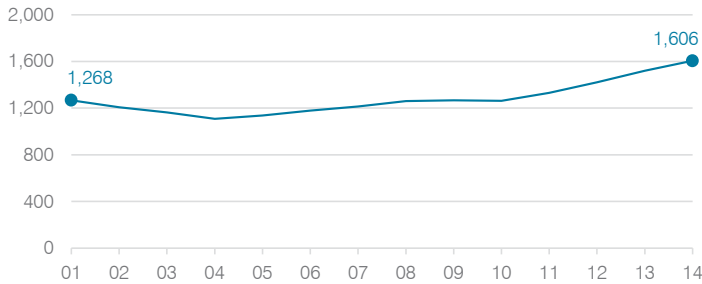
# Thatcher Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	58.8	60.1	59.1	56.6	61.1	59.9	61.6	62.2	62.4	60.8	58.8	57.7	59.8	60.5

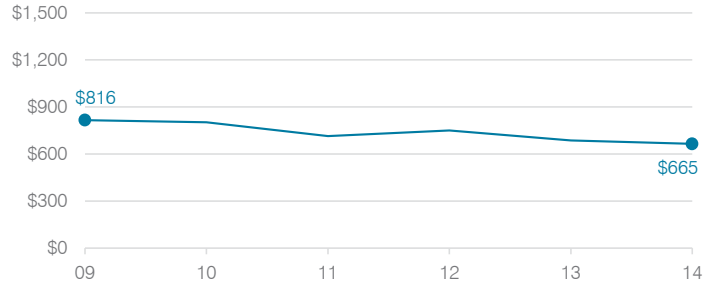
## OPERATIONAL TRENDS

Fiscal years as indicated

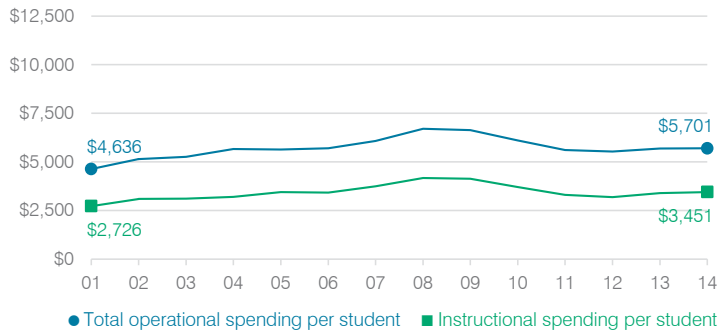
### Students attending



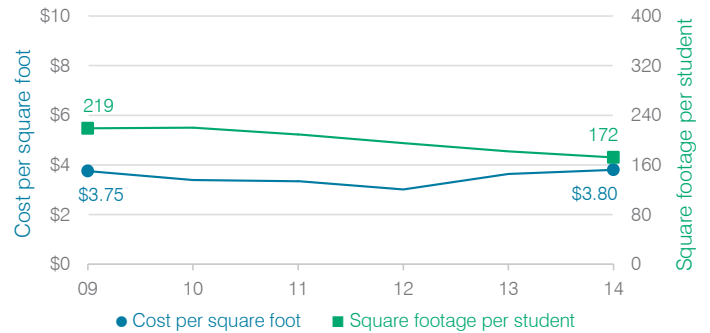
### Administrative cost per student



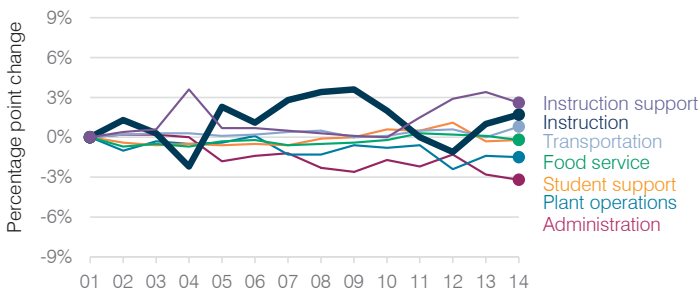
### Total operational and instructional spending per student



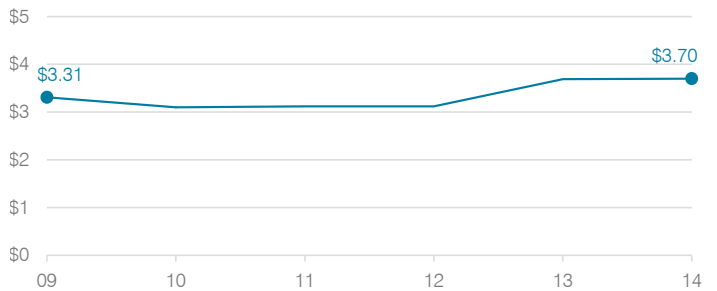
### Plant cost per square foot and square footage per student



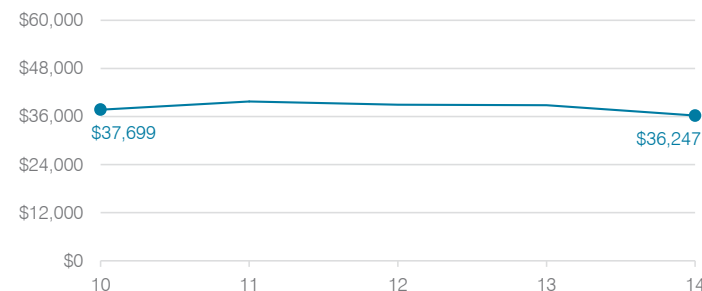
### Changes in operational spending percentages



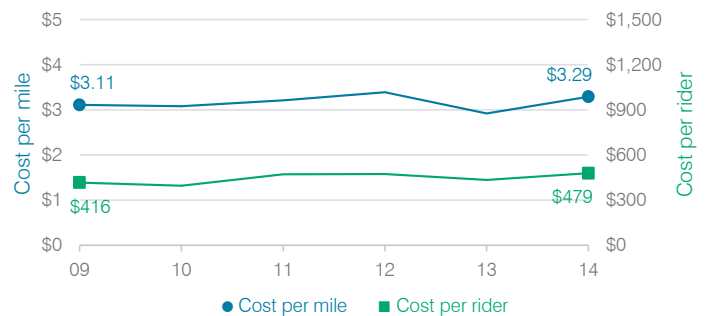
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



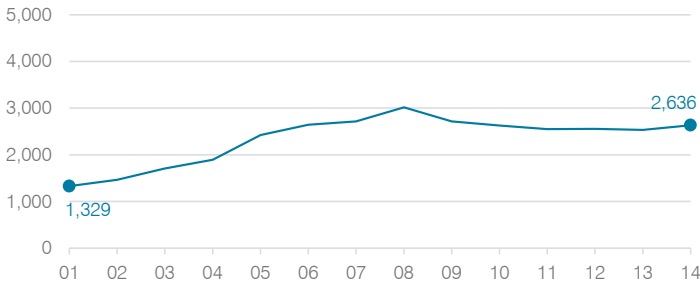
# Tolleson Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	54.9	57.7	56.9	57.1	57.2	53.5	54.9	52.3	54.8	55.1	56.5	50.2	49.6	50.8

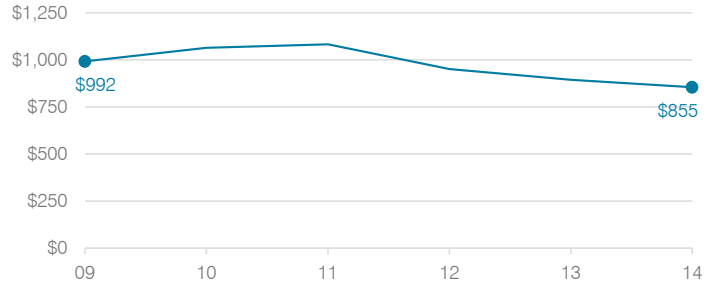
## OPERATIONAL TRENDS

Fiscal years as indicated

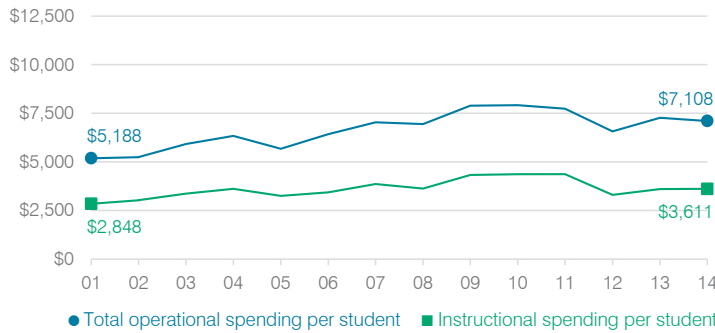
### Students attending



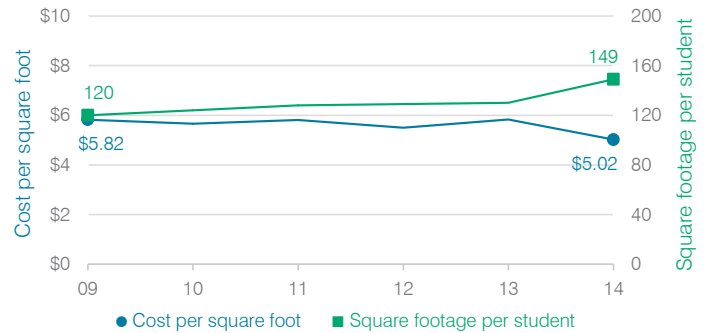
### Administrative cost per student



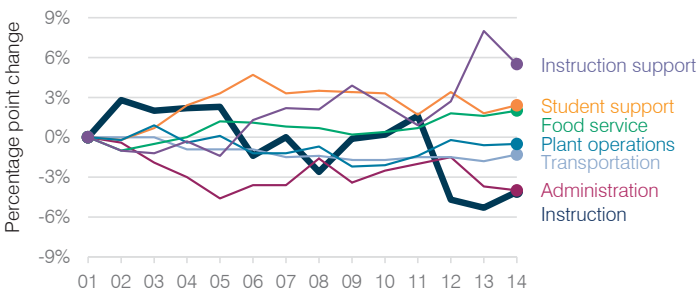
### Total operational and instructional spending per student



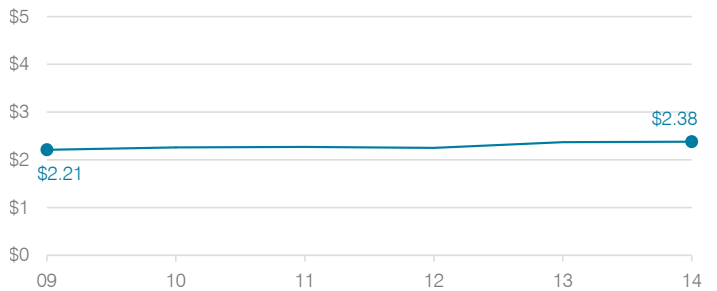
### Plant cost per square foot and square footage per student



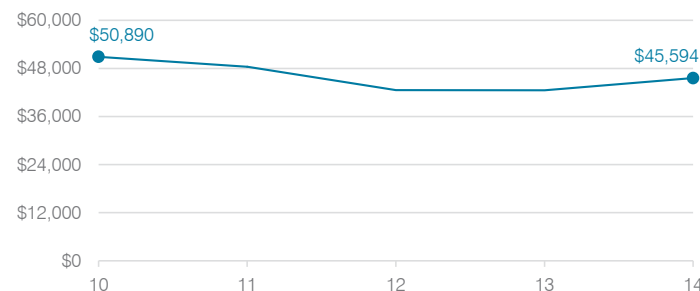
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



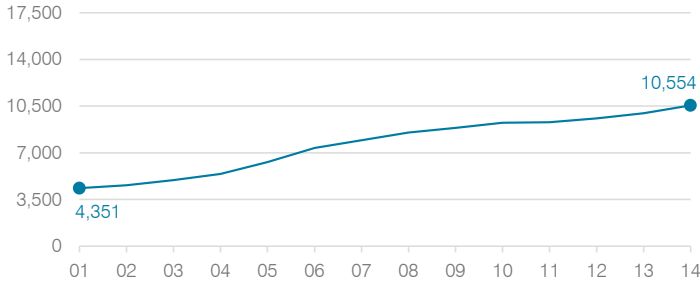
# Tolleson Union High School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	54.7	53.9	57.0	59.0	59.9	61.4	57.3	55.3	54.7	57.9	57.3	56.4	54.6	56.0

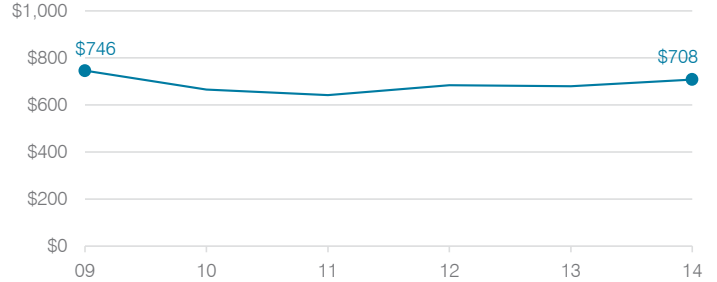
## OPERATIONAL TRENDS

Fiscal years as indicated

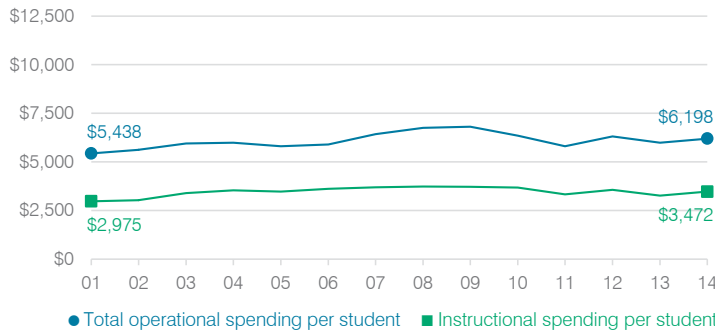
### Students attending



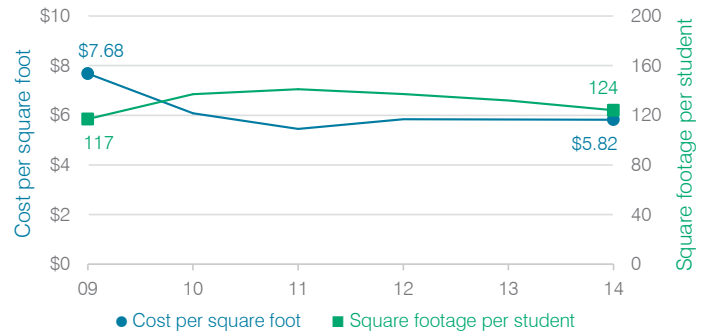
### Administrative cost per student



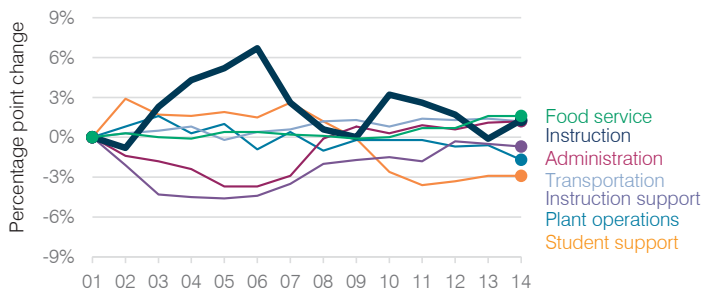
### Total operational and instructional spending per student



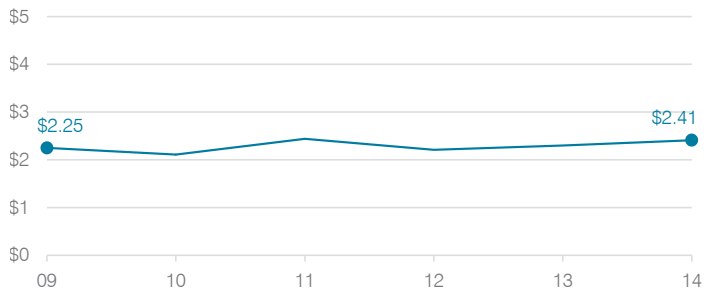
### Plant cost per square foot and square footage per student



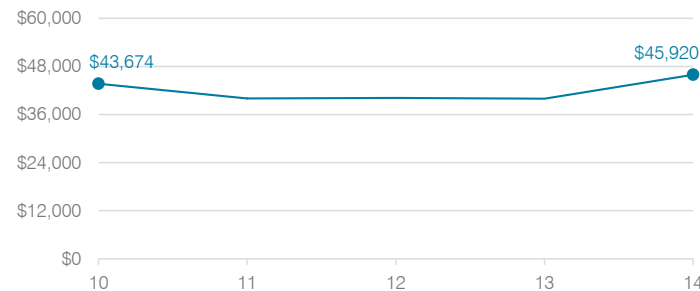
### Changes in operational spending percentages



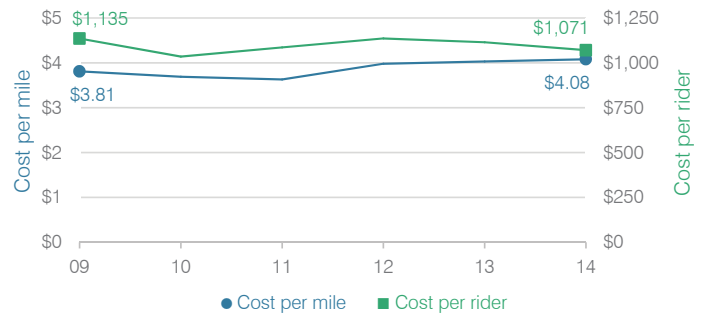
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



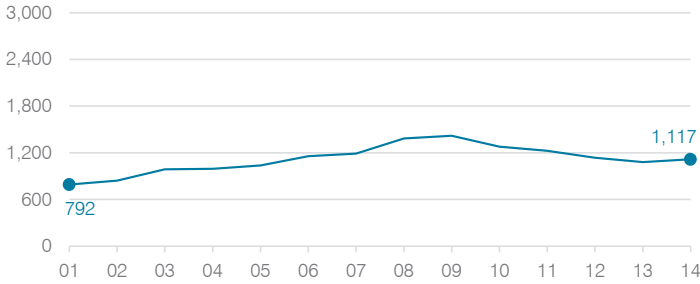
# Toltec Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	61.0	60.0	58.1	57.5	62.3	64.6	59.0	58.0	59.0	53.9	49.9	44.9	45.4	49.2

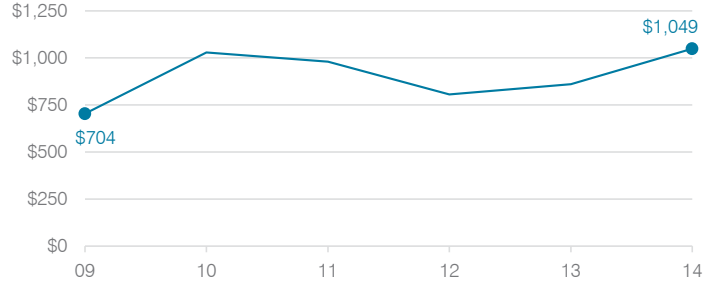
## OPERATIONAL TRENDS

Fiscal years as indicated

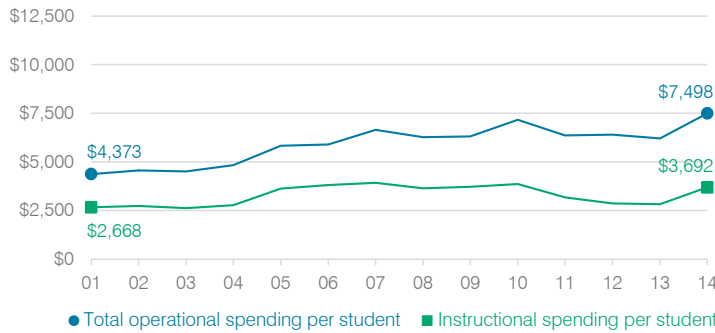
### Students attending



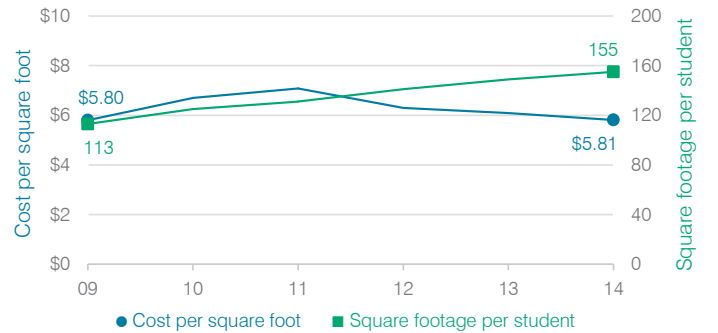
### Administrative cost per student



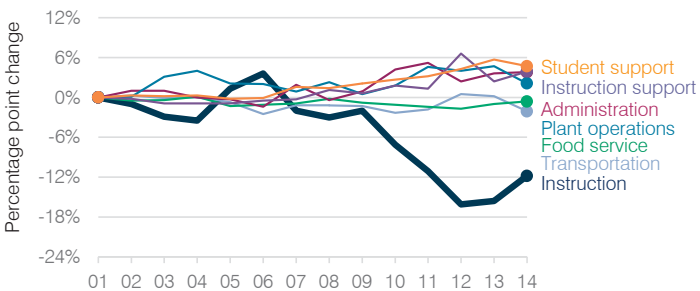
### Total operational and instructional spending per student



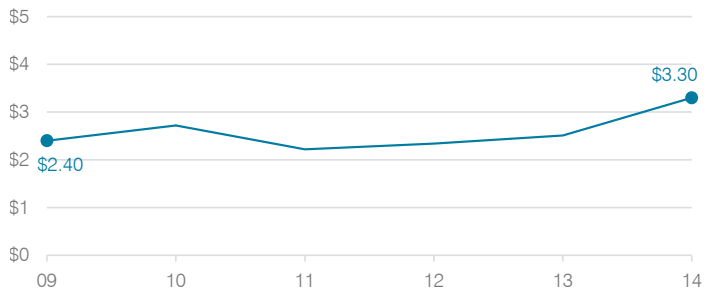
### Plant cost per square foot and square footage per student



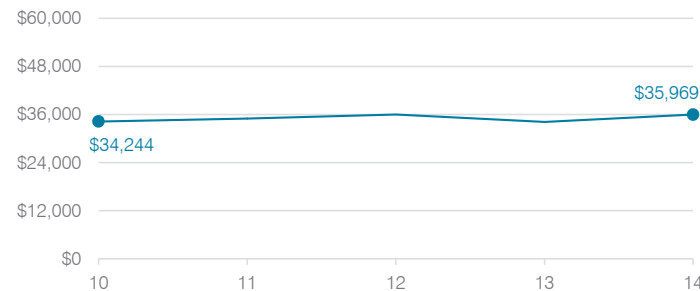
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider

Transportation costs per mile and per rider trends are not shown because the District did not report reliable data during multiple years.

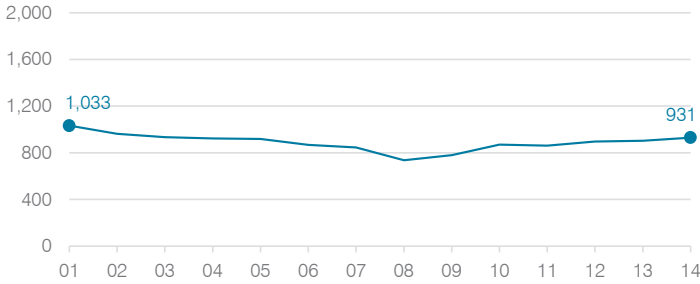
# Tombstone Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	57.6	55.0	55.5	56.4	56.2	50.9	47.7	47.2	52.2	47.5	46.5	47.3	50.2	47.7

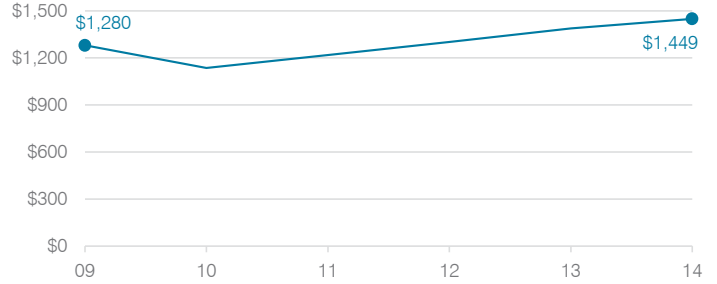
## OPERATIONAL TRENDS

Fiscal years as indicated

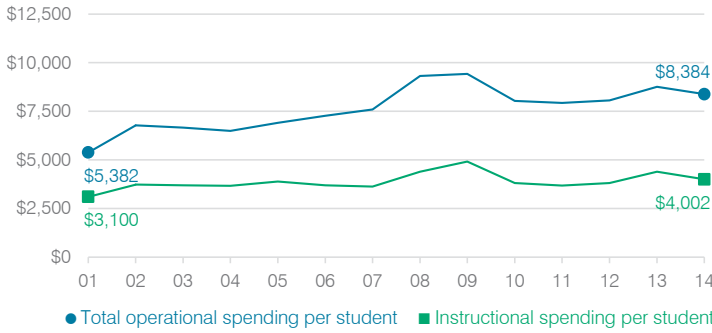
### Students attending



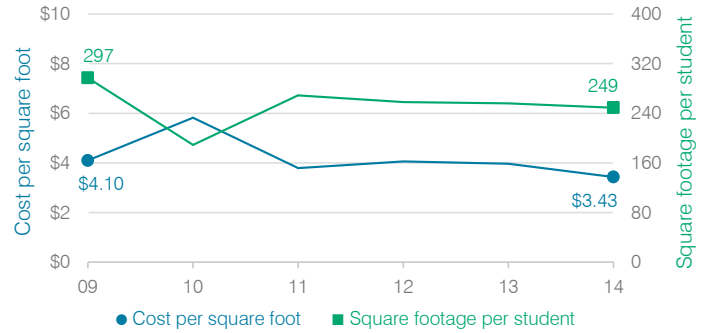
### Administrative cost per student



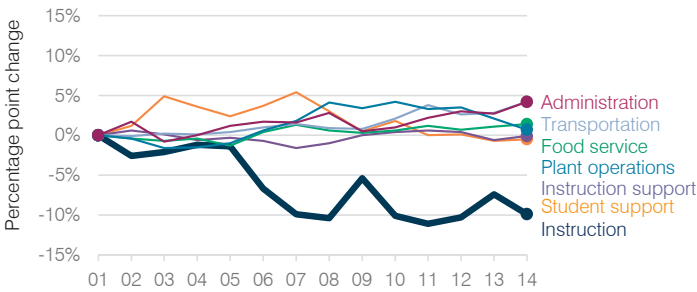
### Total operational and instructional spending per student



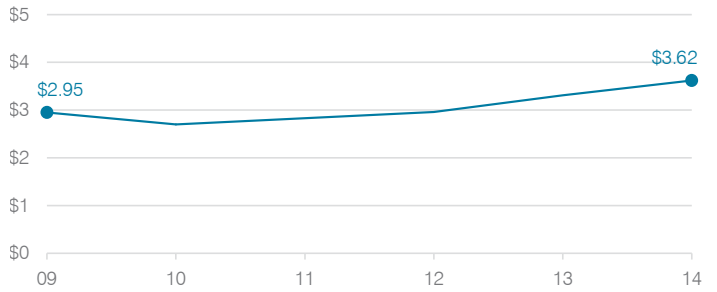
### Plant cost per square foot and square footage per student



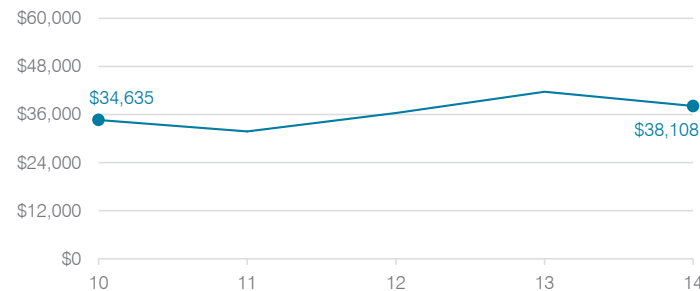
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider





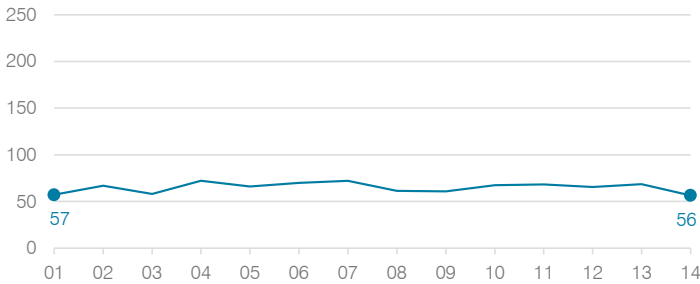
# Tonto Basin Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	59.3	65.3	53.8	57.3	56.2	54.0	53.0	54.0	53.5	52.5	52.2	52.0	53.0	50.8

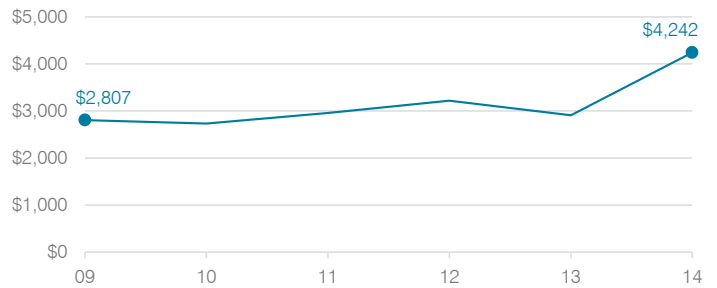
## OPERATIONAL TRENDS

Fiscal years as indicated

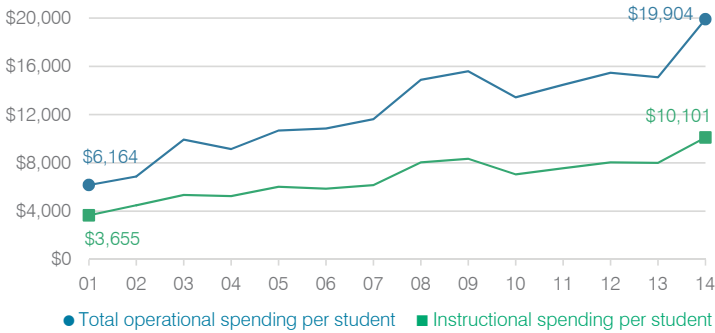
### Students attending



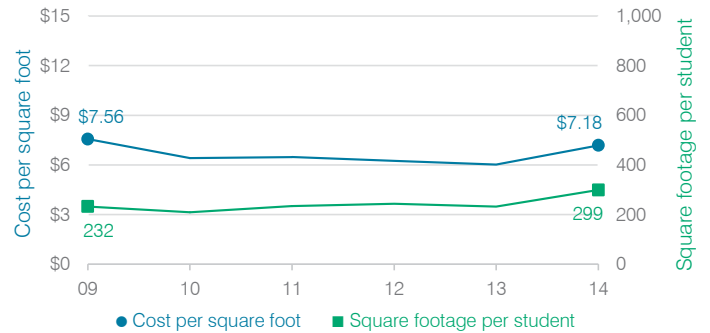
### Administrative cost per student



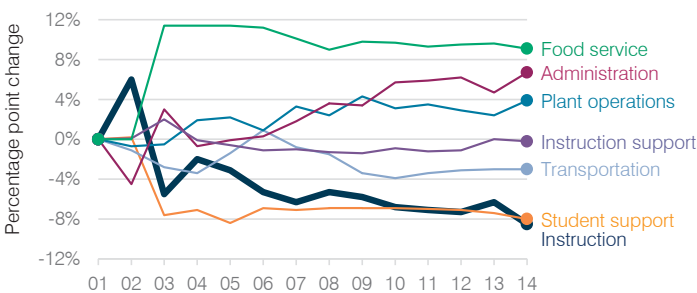
### Total operational and instructional spending per student



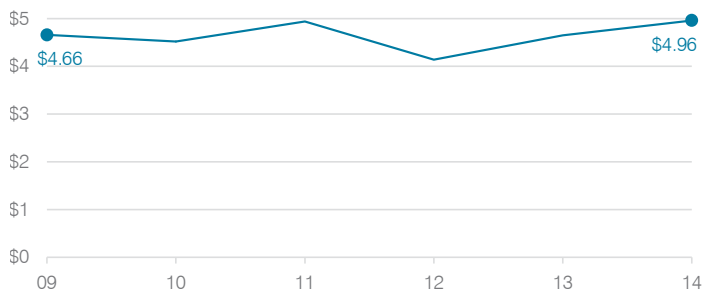
### Plant cost per square foot and square footage per student



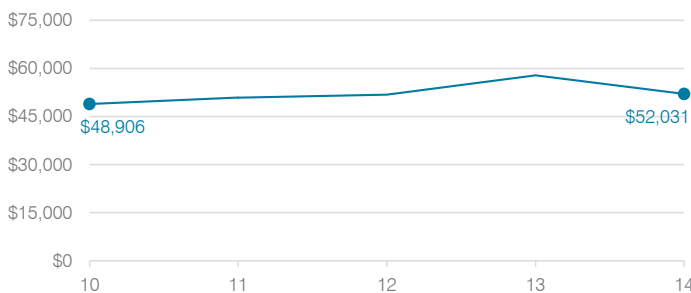
### Changes in operational spending percentages



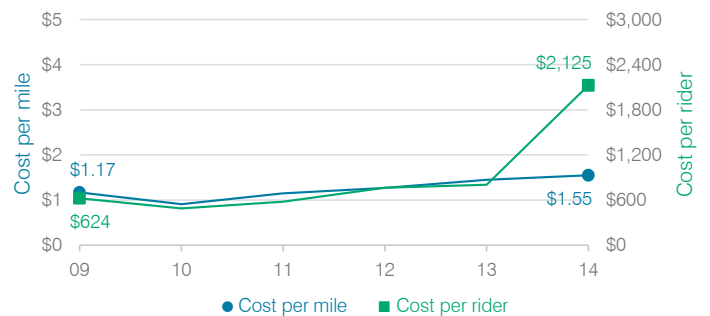
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



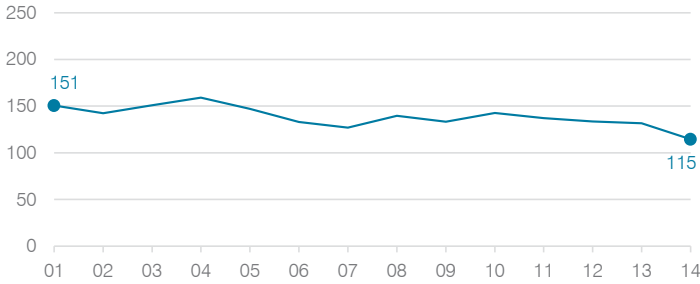
# Topock Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	62.3	60.7	58.8	59.1	54.5	56.4	56.2	52.4	58.3	51.0	55.6	58.7	54.9	53.3

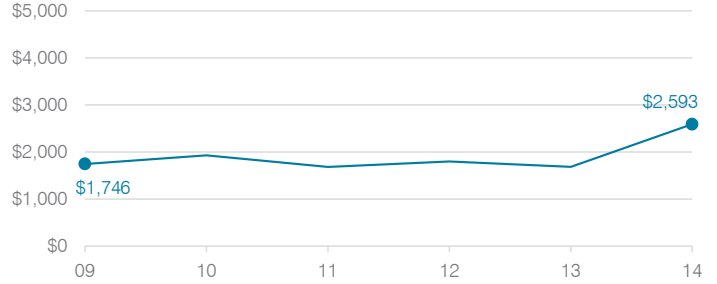
## OPERATIONAL TRENDS

Fiscal years as indicated

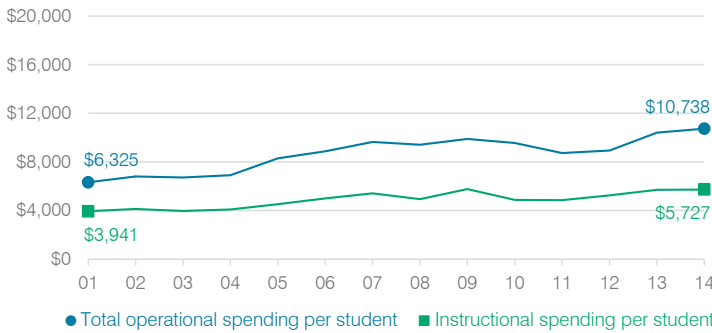
### Students attending



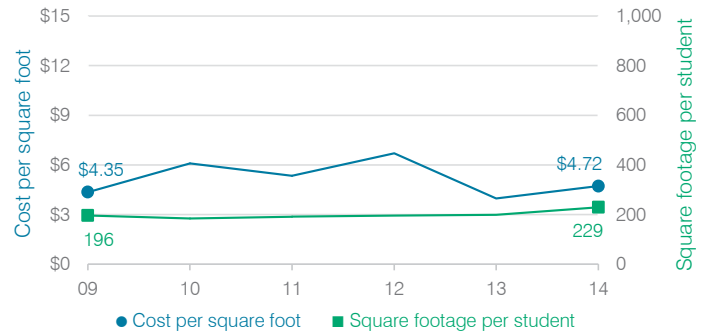
### Administrative cost per student



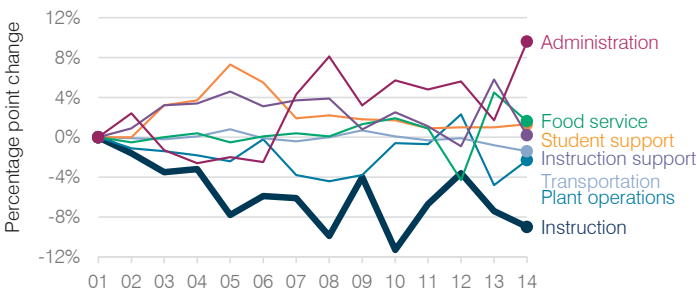
### Total operational and instructional spending per student



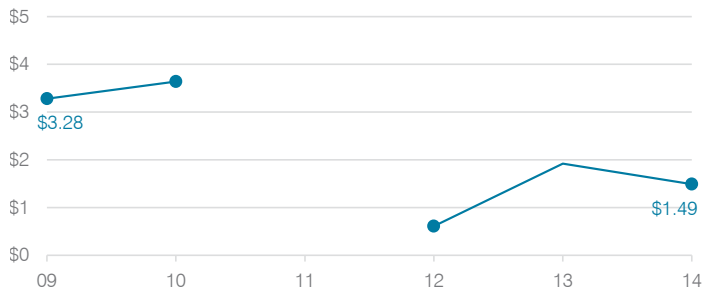
### Plant cost per square foot and square footage per student



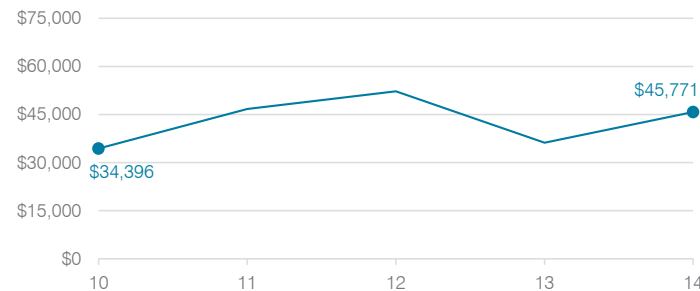
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



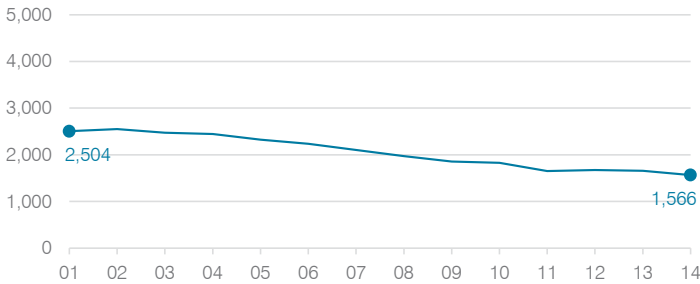
# Tuba City Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	47.4	47.7	47.4	47.5	47.7	47.9	44.8	43.7	44.5	43.3	41.1	42.7	42.2	42.4

## OPERATIONAL TRENDS

Fiscal years as indicated

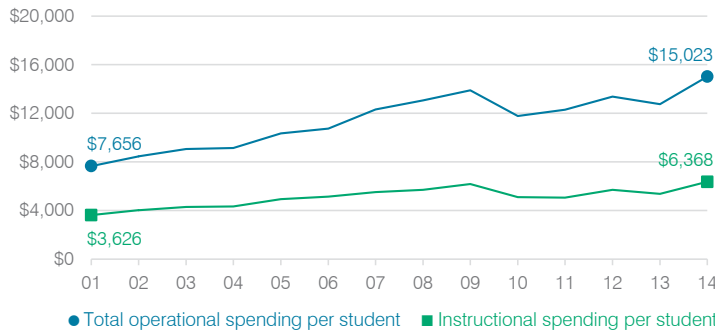
### Students attending



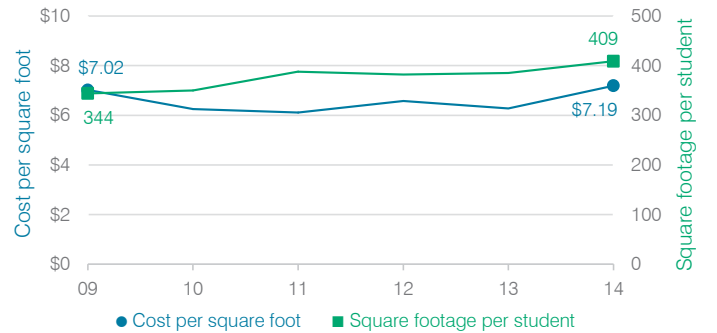
### Administrative cost per student



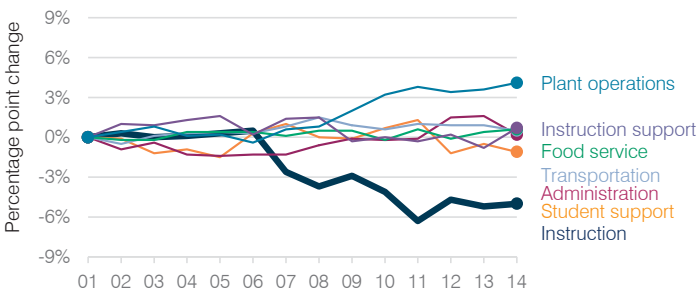
### Total operational and instructional spending per student



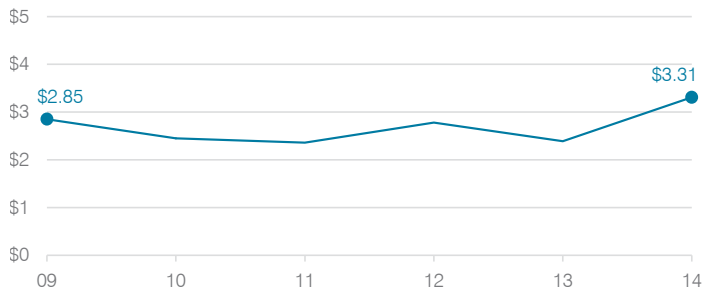
### Plant cost per square foot and square footage per student



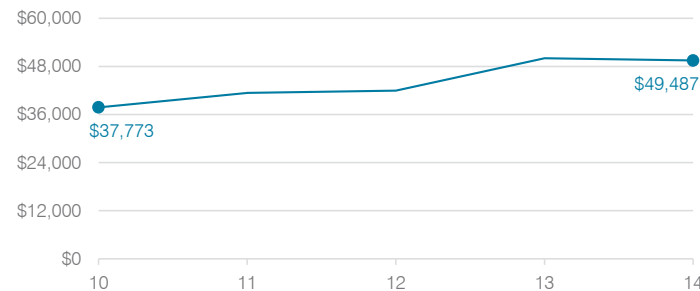
### Changes in operational spending percentages



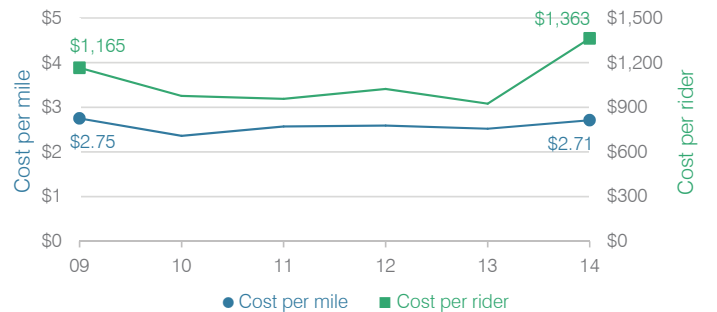
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider

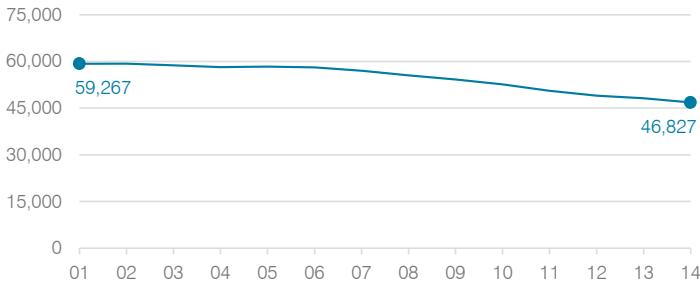


# Tucson Unified School District

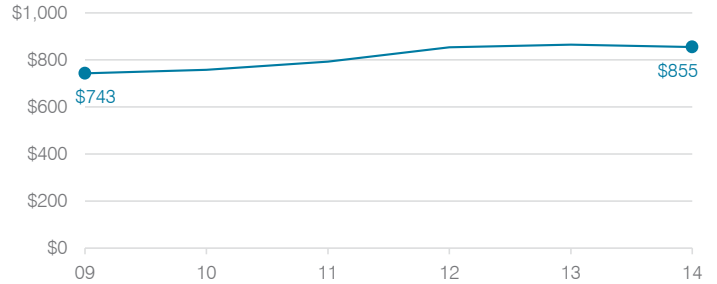
Classroom dollar percentage: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014  
 53.9 54.7 54.9 55.0 55.4 54.9 54.3 53.4 53.5 53.9 50.4 50.6 49.2 48.7

## OPERATIONAL TRENDS Fiscal years as indicated

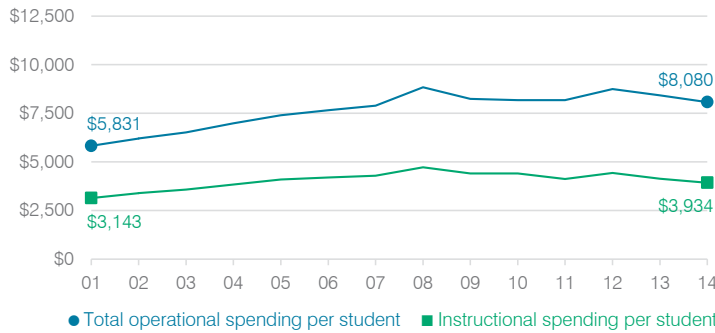
### Students attending



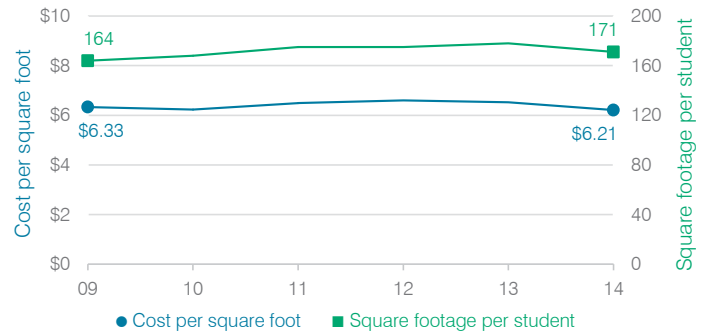
### Administrative cost per student



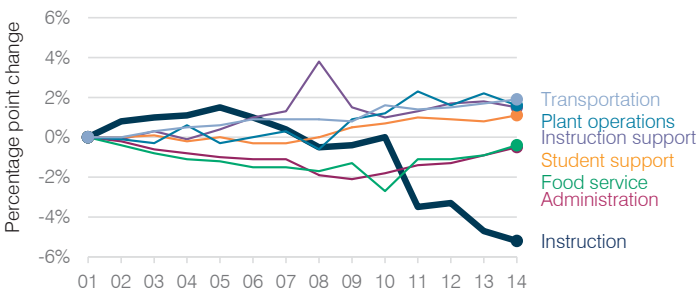
### Total operational and instructional spending per student



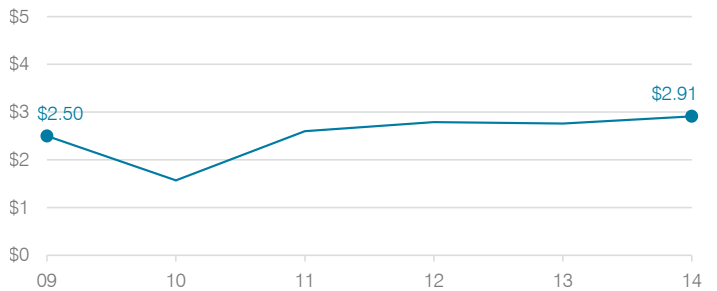
### Plant cost per square foot and square footage per student



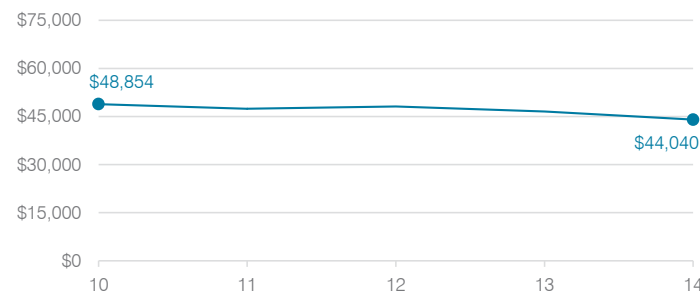
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



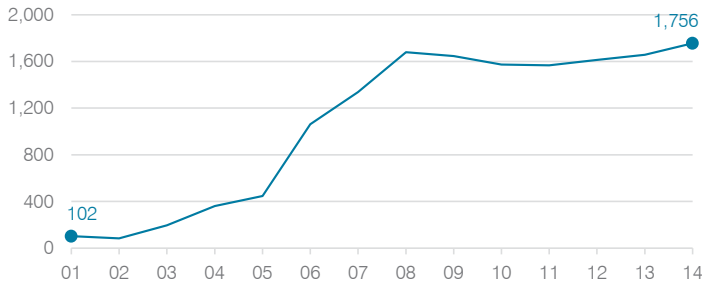
# Union Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	51.5	46.9	47.4	50.2	49.6	50.1	55.6	55.0	56.3	54.0	50.4	53.8	51.4	52.5

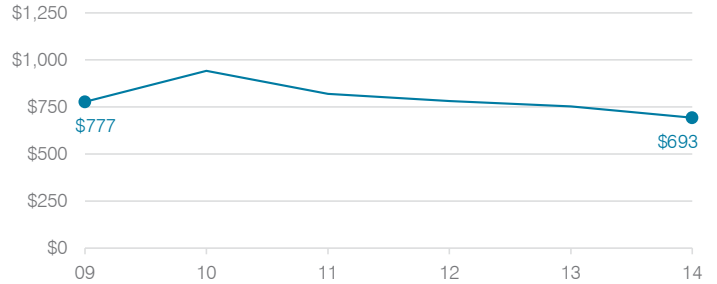
## OPERATIONAL TRENDS

Fiscal years as indicated

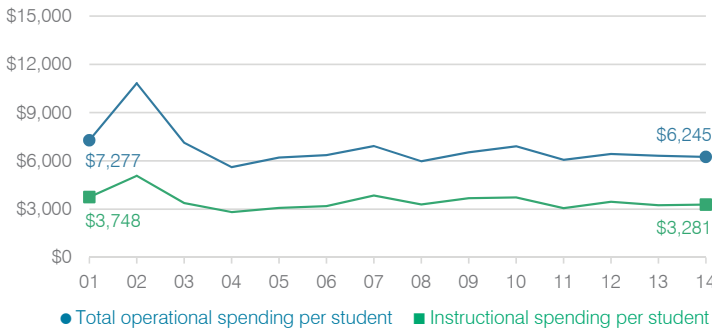
### Students attending



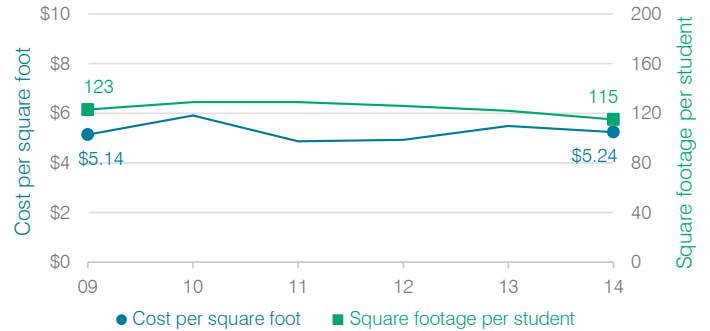
### Administrative cost per student



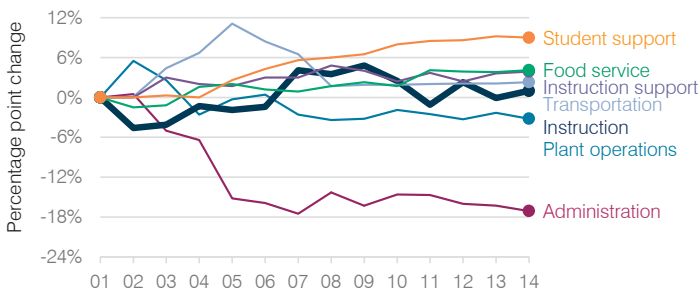
### Total operational and instructional spending per student



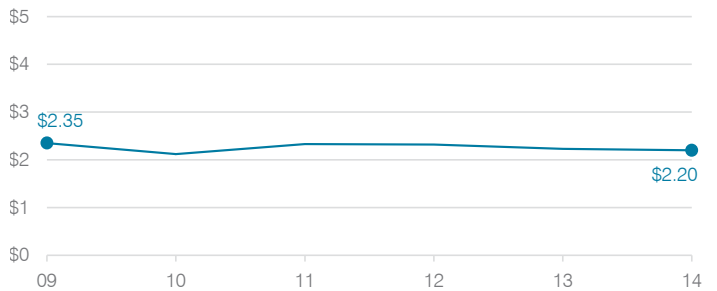
### Plant cost per square foot and square footage per student



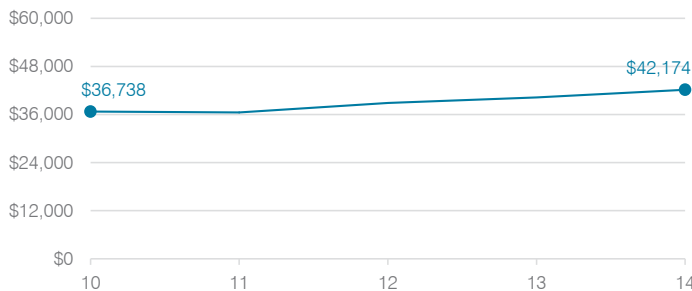
### Changes in operational spending percentages



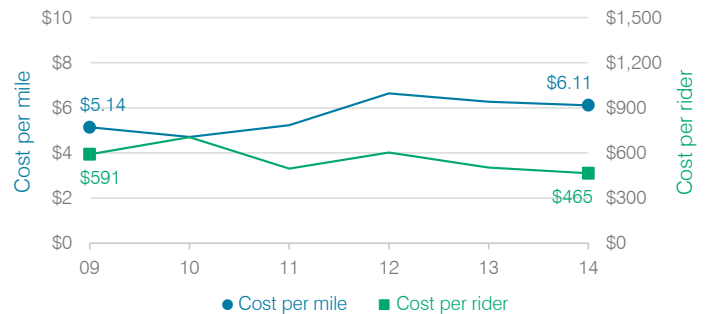
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



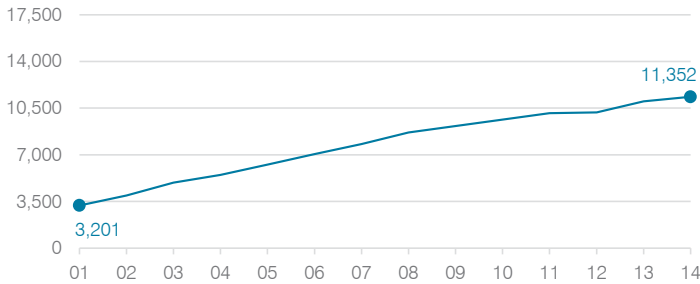
# Vail Unified School District

Classroom dollar percentage: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014  
 57.4 55.8 58.6 59.0 58.5 60.2 59.3 59.9 59.9 59.7 57.6 55.8 56.0 54.1

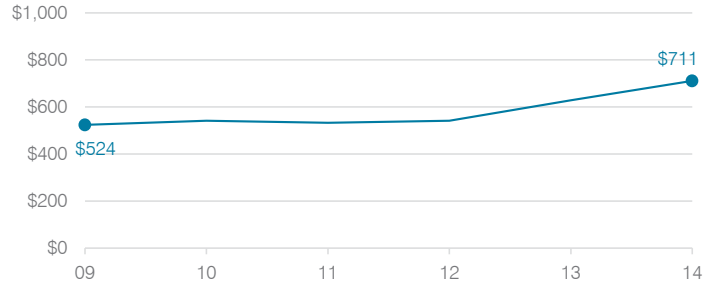
## OPERATIONAL TRENDS

Fiscal years as indicated

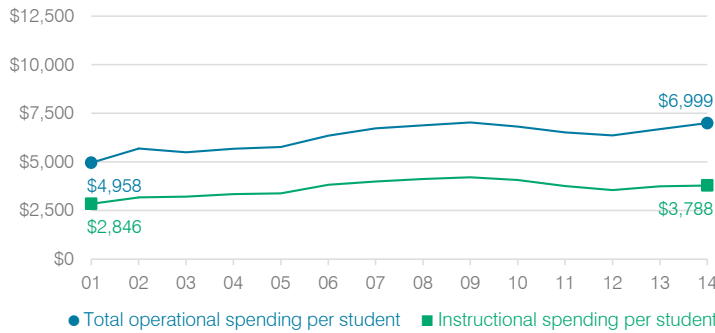
### Students attending



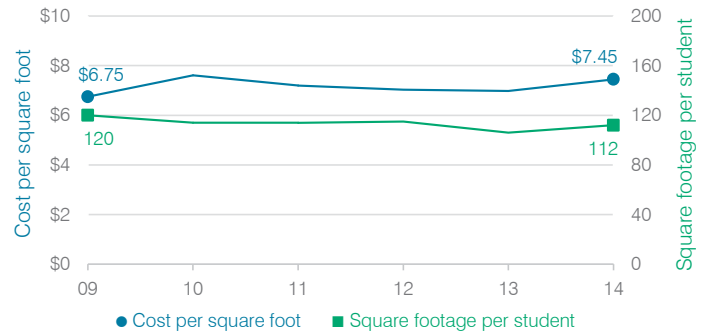
### Administrative cost per student



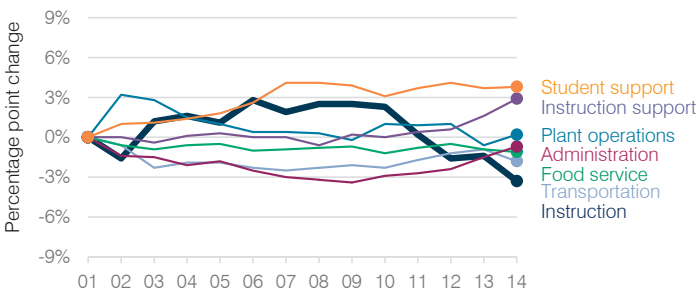
### Total operational and instructional spending per student



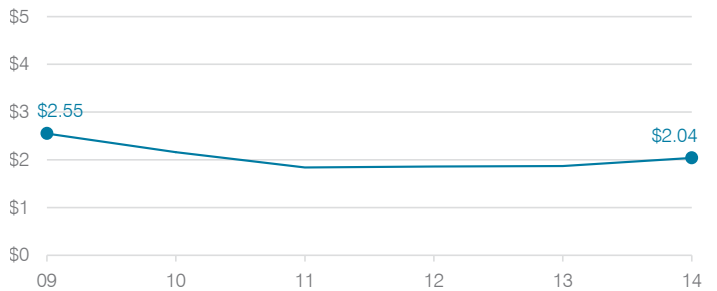
### Plant cost per square foot and square footage per student



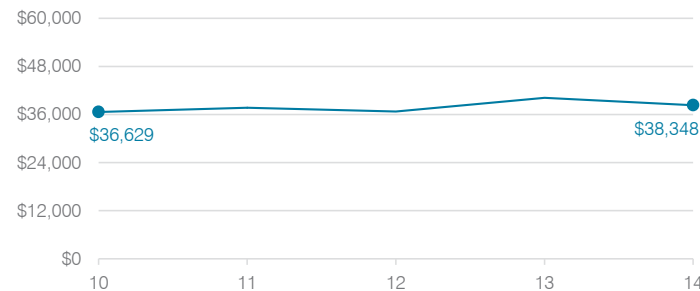
### Changes in operational spending percentages



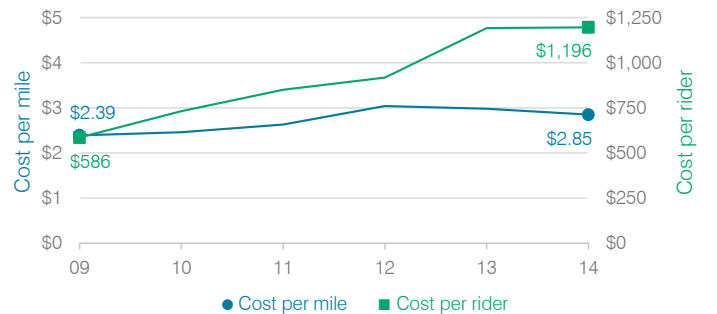
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



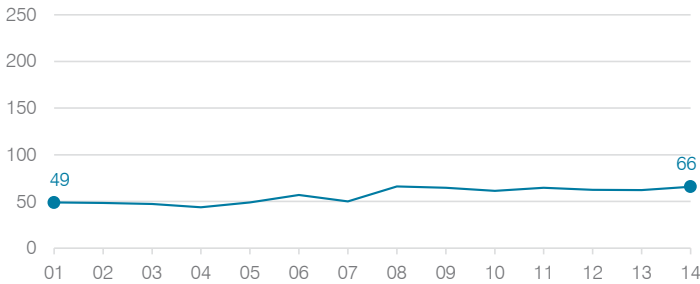
# Valentine Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	72.3	72.6	71.4	68.3	75.6	76.3	77.3	77.3	78.7	81.0	60.1	68.9	54.5	58.3

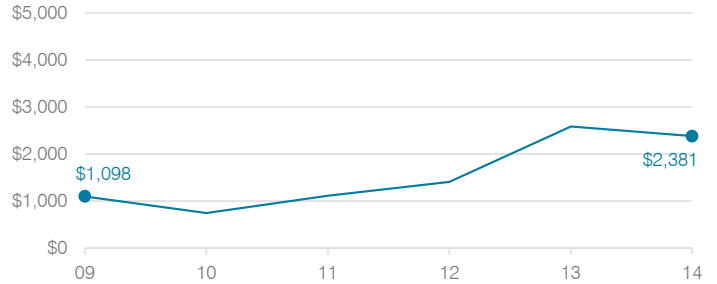
## OPERATIONAL TRENDS

Fiscal years as indicated

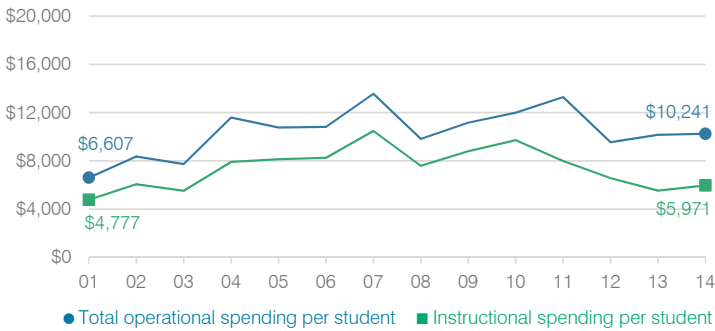
### Students attending



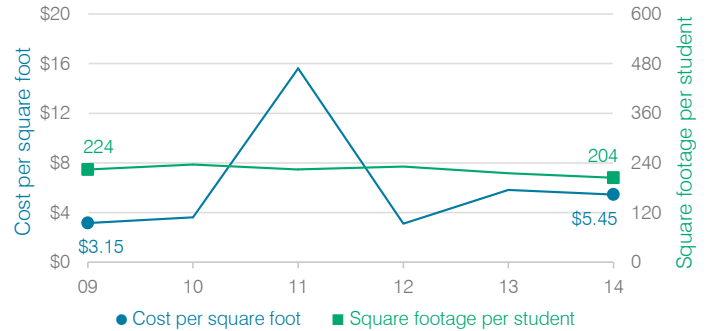
### Administrative cost per student



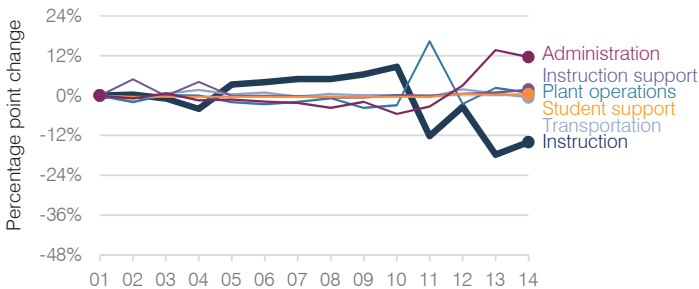
### Total operational and instructional spending per student



### Plant cost per square foot and square footage per student



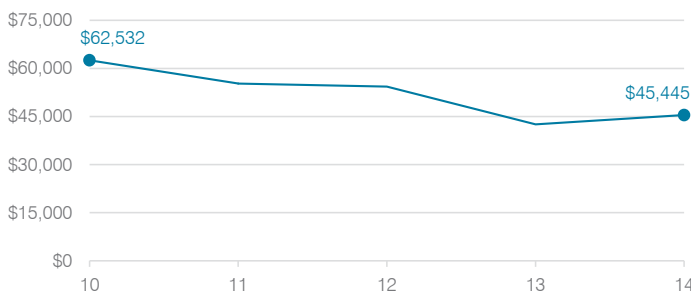
### Changes in operational spending percentages



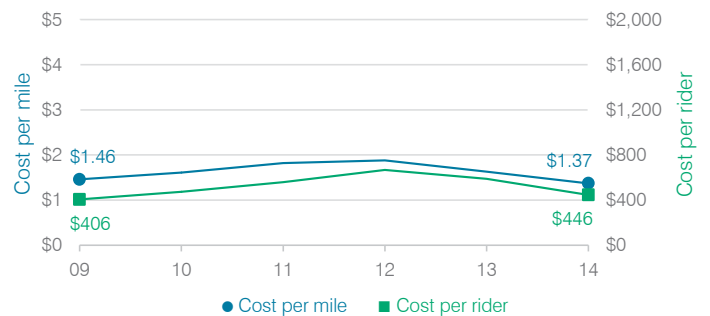
### Food service cost per meal

Food service cost per meal trend is not shown because the District did not operate a food service program during all or a substantial portion of fiscal years 2009 through 2014.

### Average teacher salary



### Transportation costs per mile and per rider



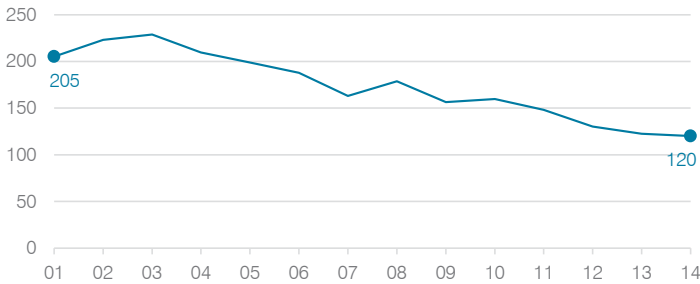
# Valley Union High School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	53.2	54.5	57.2	53.1	55.4	56.3	49.9	50.3	47.2	51.5	46.0	46.0	46.4	48.8

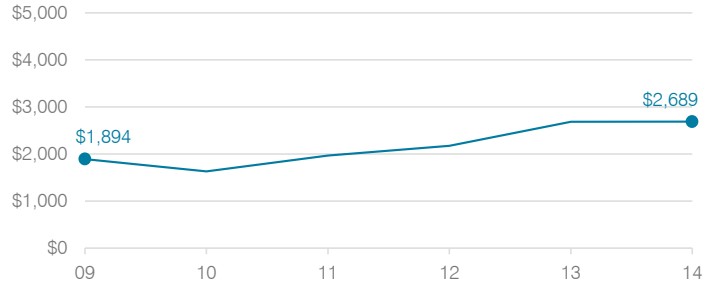
## OPERATIONAL TRENDS

Fiscal years as indicated

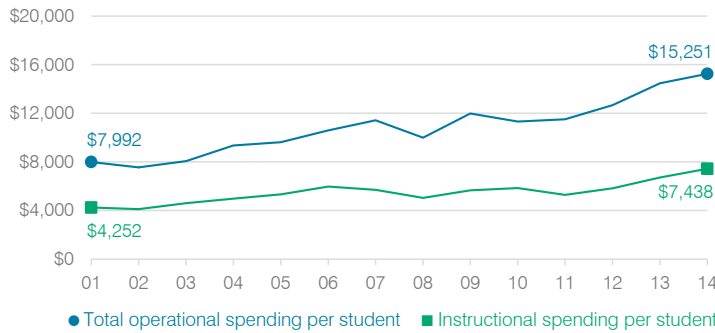
### Students attending



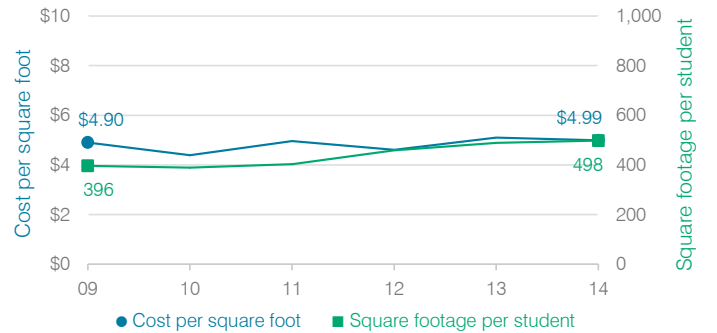
### Administrative cost per student



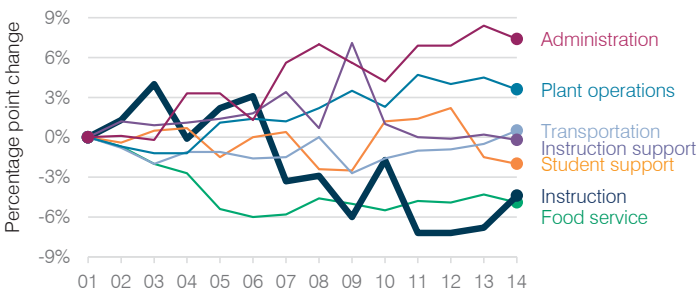
### Total operational and instructional spending per student



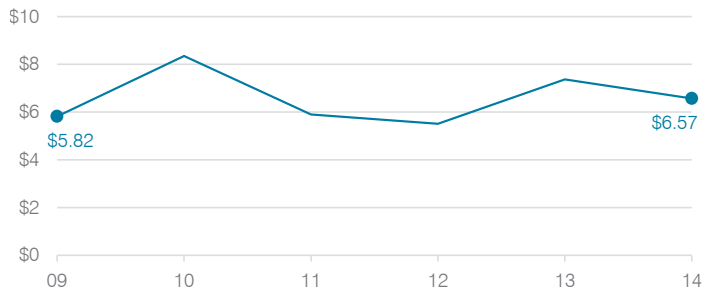
### Plant cost per square foot and square footage per student



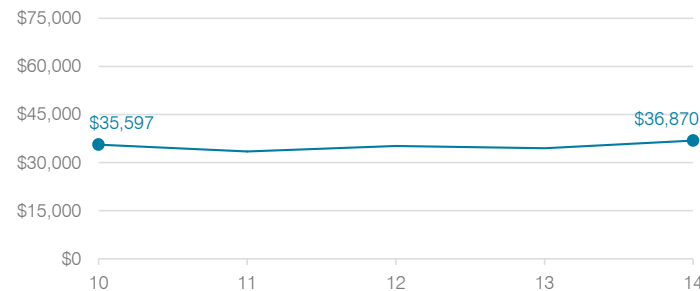
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider





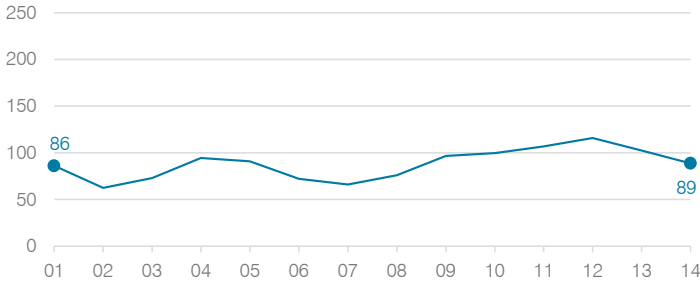
# Vernon Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	45.6	41.5	46.5	46.0	51.6	43.3	39.8	38.3	44.0	45.2	43.6	45.9	48.4	41.9

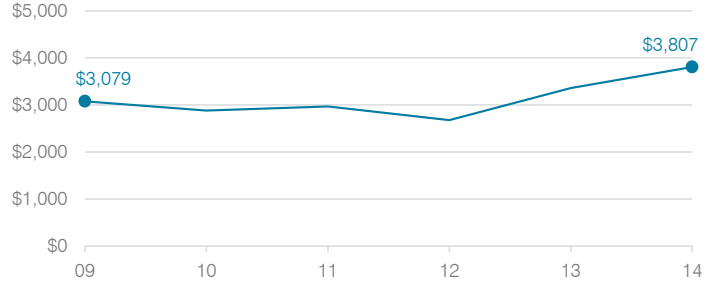
## OPERATIONAL TRENDS

Fiscal years as indicated

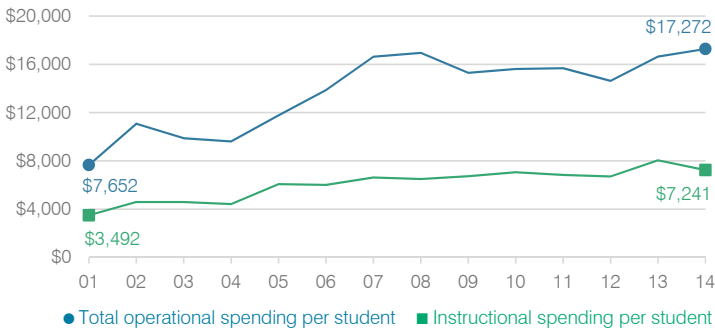
### Students attending



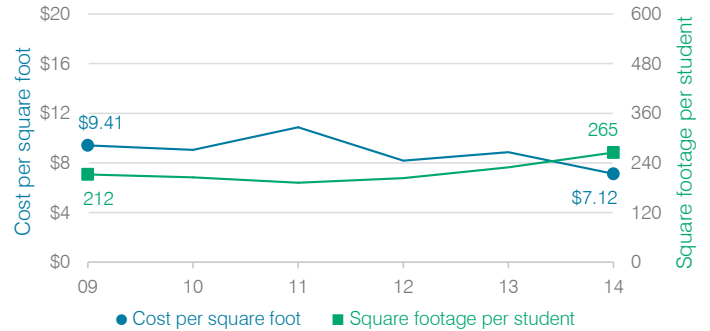
### Administrative cost per student



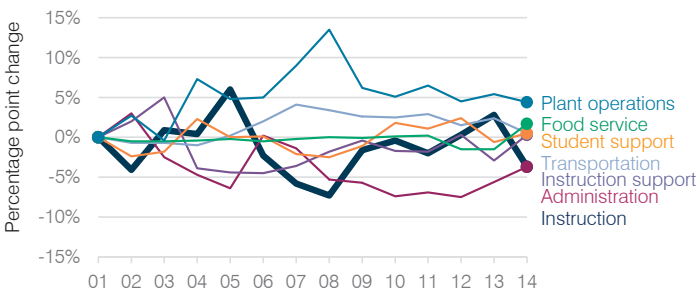
### Total operational and instructional spending per student



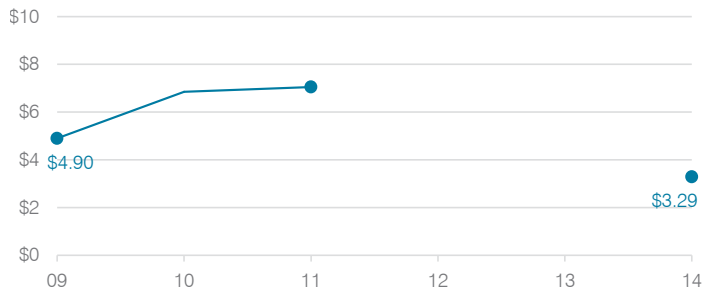
### Plant cost per square foot and square footage per student



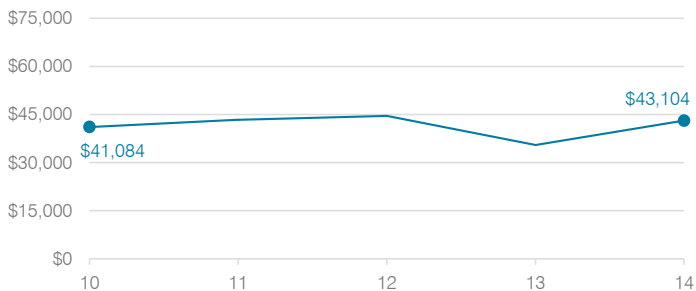
### Changes in operational spending percentages



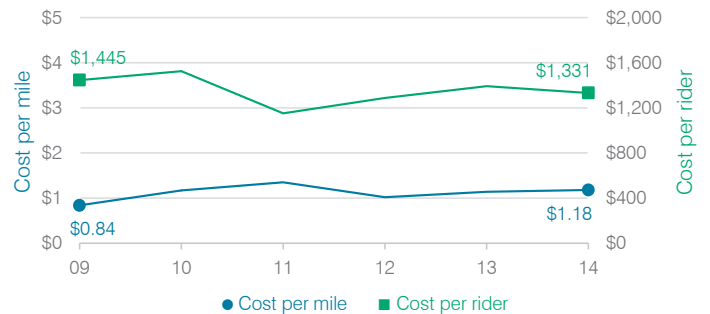
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



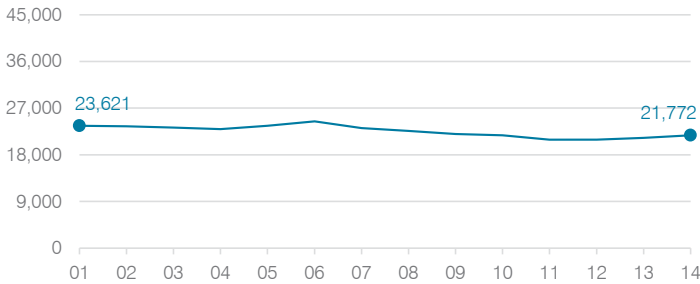
# Washington Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	64.0	62.3	62.3	61.3	60.8	62.0	60.3	57.6	57.5	55.5	55.9	55.7	54.1	54.3

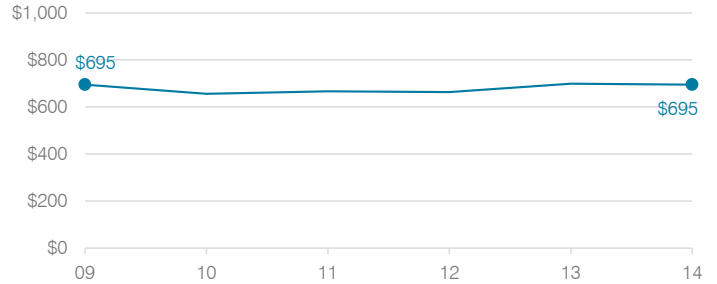
## OPERATIONAL TRENDS

Fiscal years as indicated

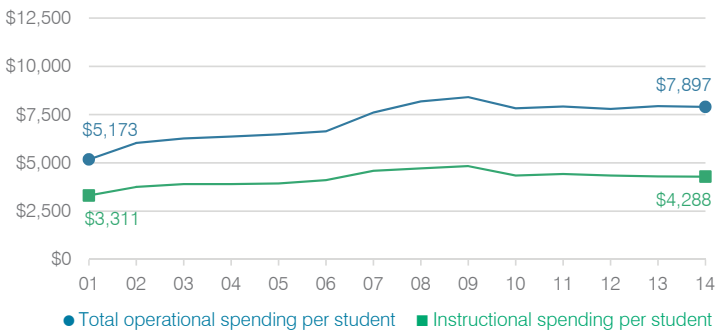
### Students attending



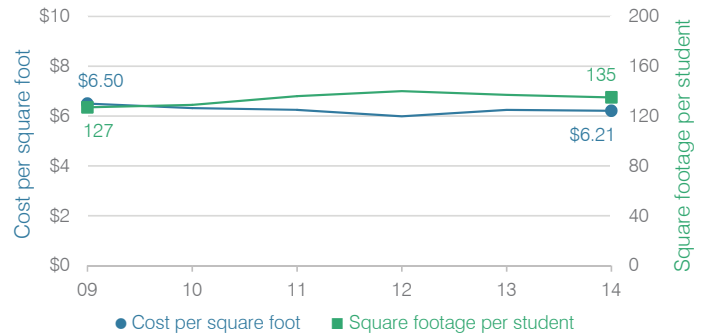
### Administrative cost per student



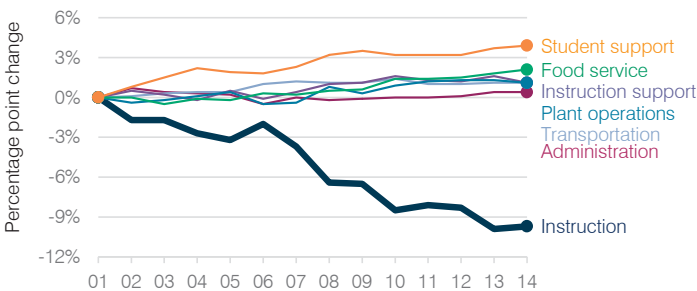
### Total operational and instructional spending per student



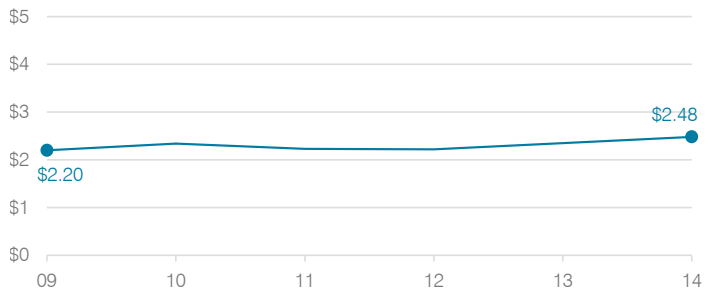
### Plant cost per square foot and square footage per student



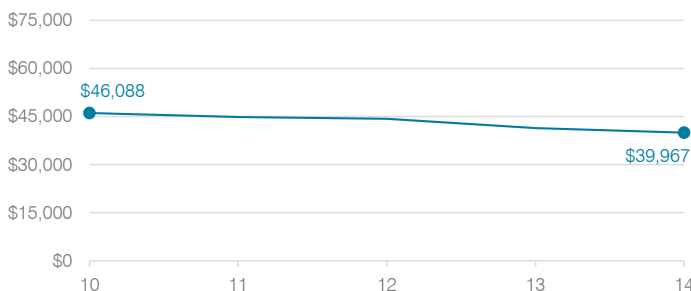
### Changes in operational spending percentages



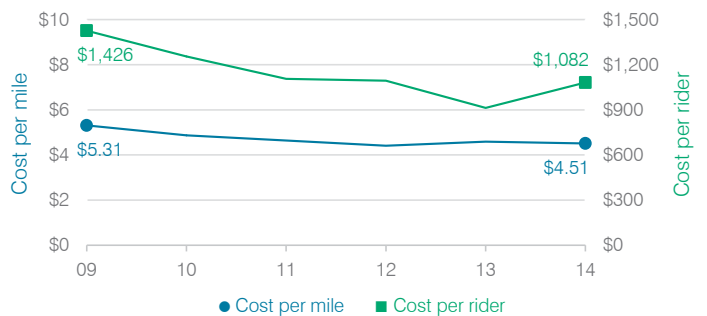
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



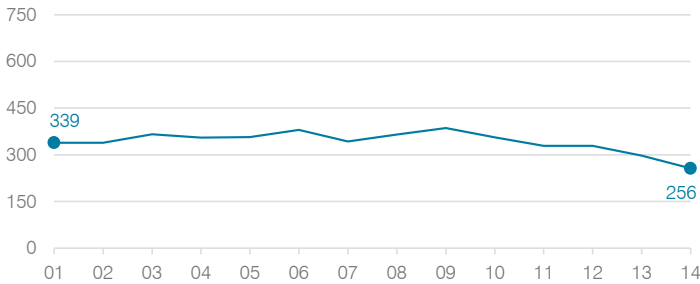
# Wellton Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	61.3	62.9	59.0	65.5	62.3	63.6	59.9	63.9	56.4	56.5	56.4	60.3	59.3	57.6

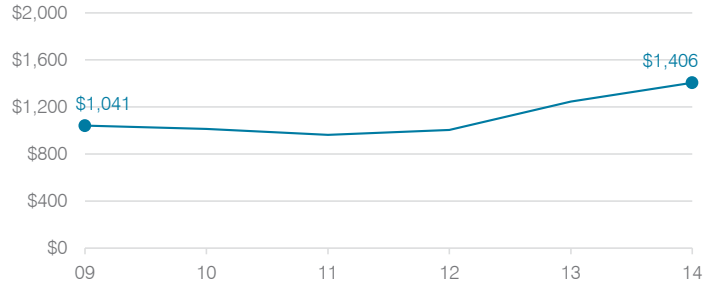
## OPERATIONAL TRENDS

Fiscal years as indicated

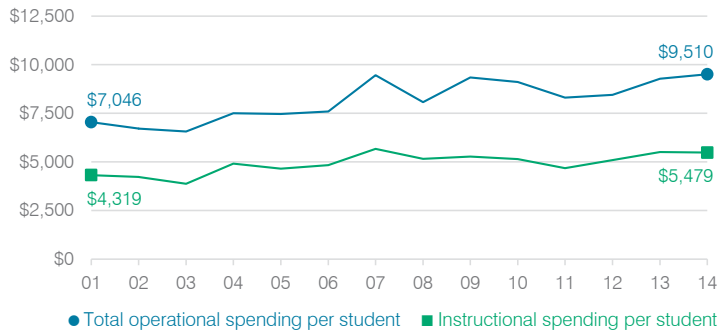
### Students attending



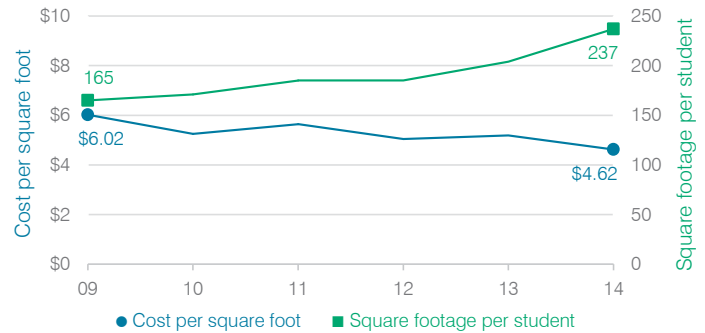
### Administrative cost per student



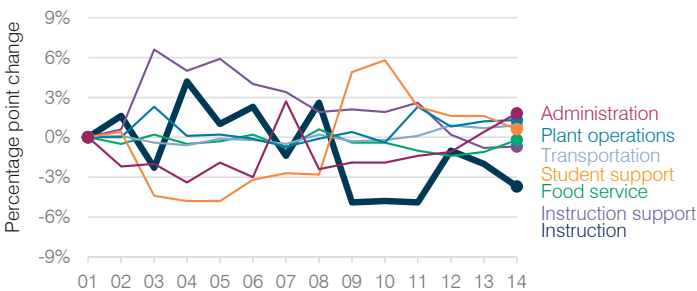
### Total operational and instructional spending per student



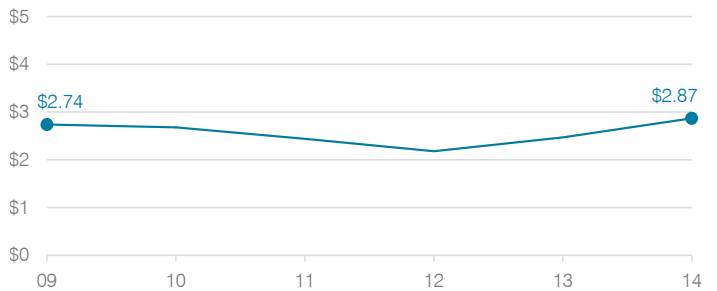
### Plant cost per square foot and square footage per student



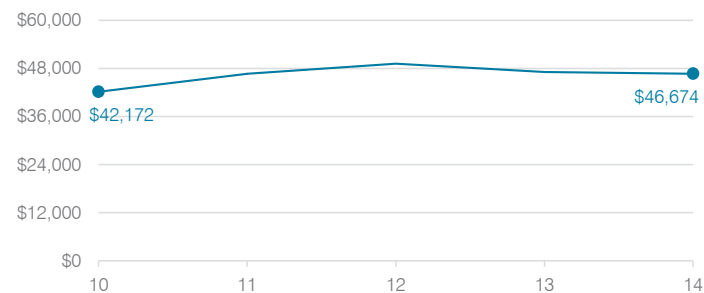
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



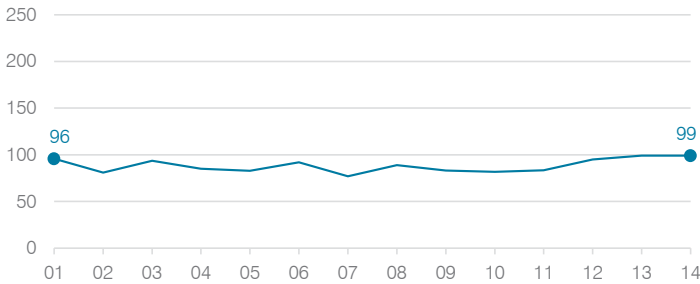
# Wenden Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	50.0	50.8	50.0	47.2	47.4	46.9	48.9	45.8	49.3	46.1	48.5	45.6	47.1	46.9

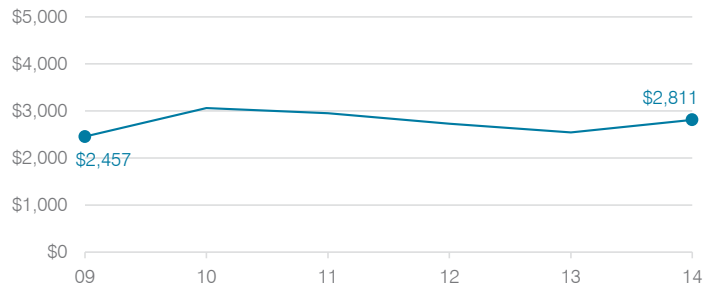
## OPERATIONAL TRENDS

Fiscal years as indicated

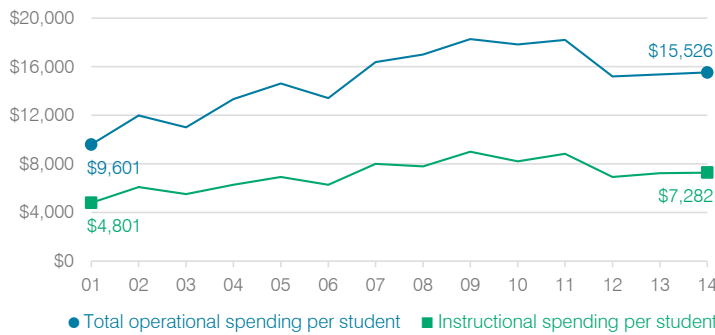
### Students attending



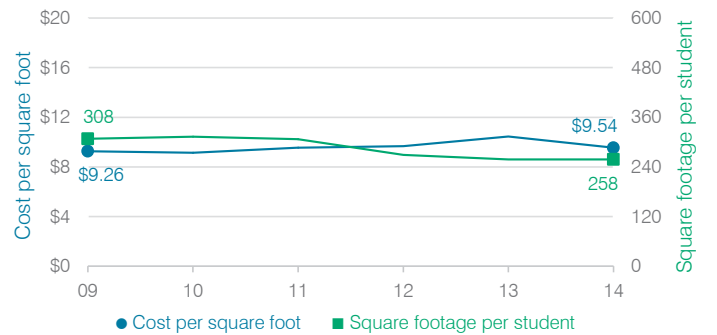
### Administrative cost per student



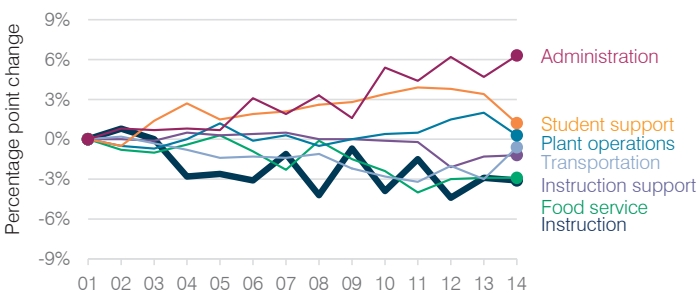
### Total operational and instructional spending per student



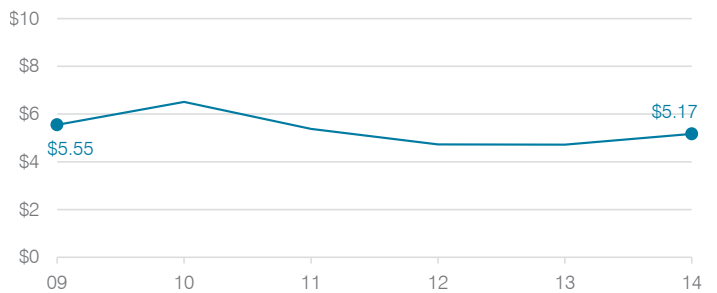
### Plant cost per square foot and square footage per student



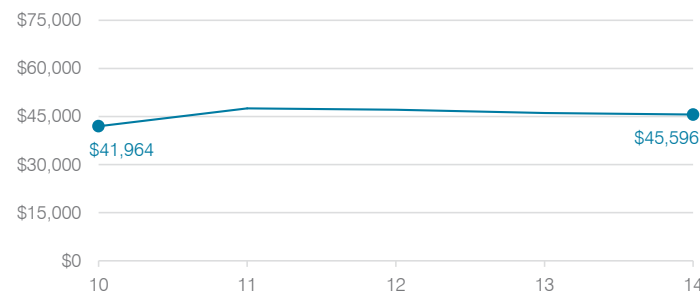
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



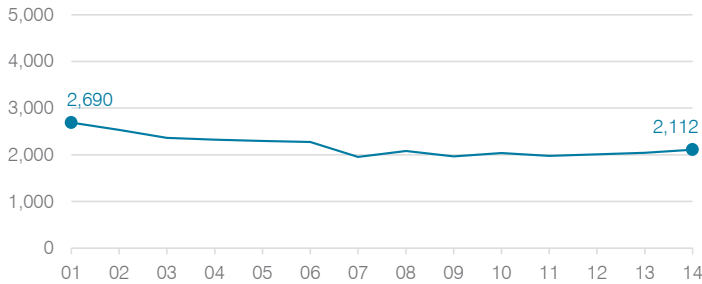
# Whiteriver Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	54.9	53.6	54.5	54.7	53.6	56.6	67.2	58.7	51.3	51.0	48.3	47.7	46.7	46.1

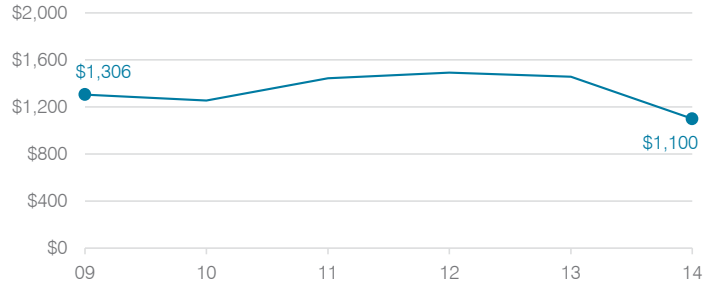
## OPERATIONAL TRENDS

Fiscal years as indicated

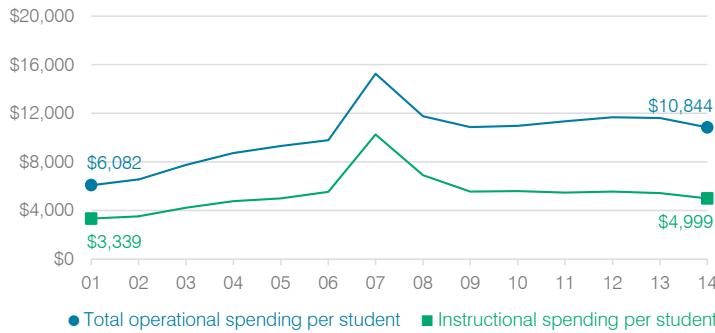
### Students attending



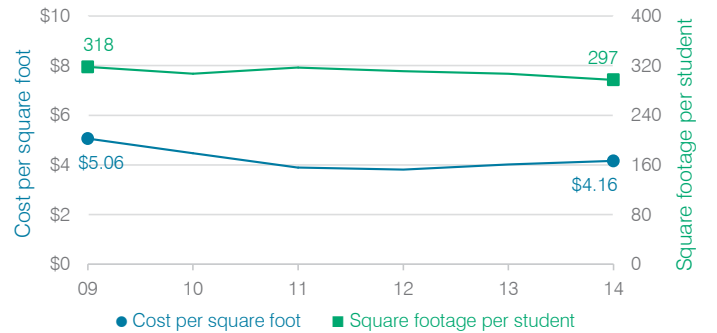
### Administrative cost per student



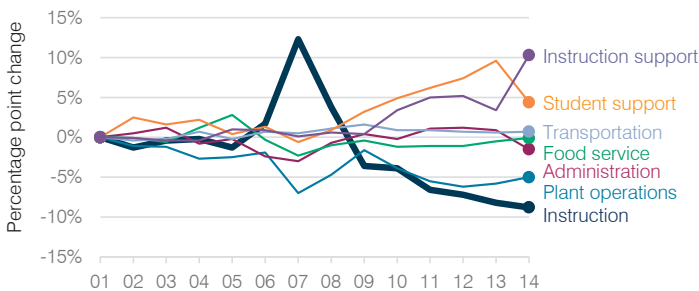
### Total operational and instructional spending per student



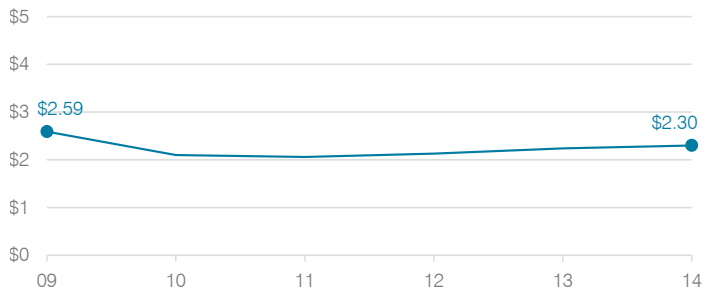
### Plant cost per square foot and square footage per student



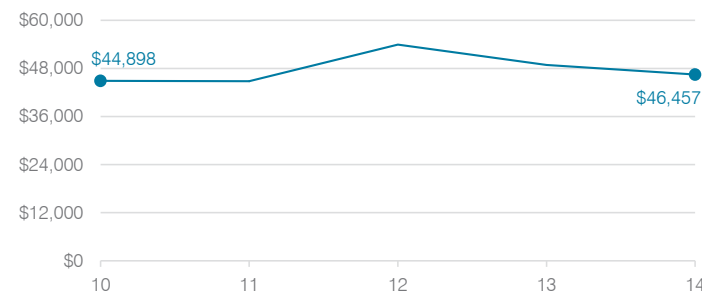
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



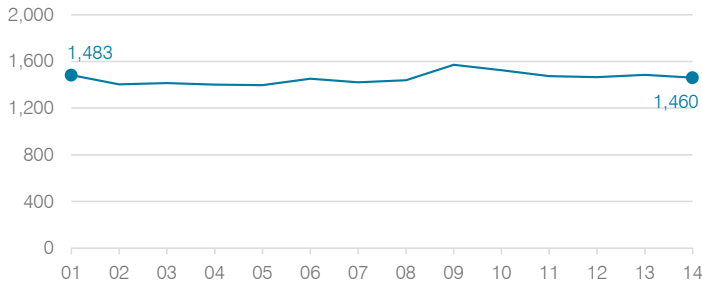
# Wickenburg Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	56.1	57.1	56.0	58.1	57.3	55.0	57.2	58.8	57.7	53.5	51.6	51.0	52.8	51.4

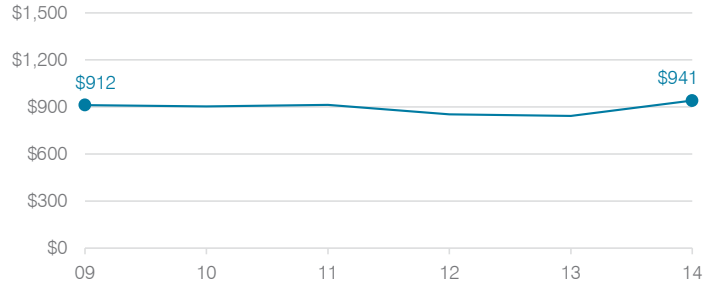
## OPERATIONAL TRENDS

Fiscal years as indicated

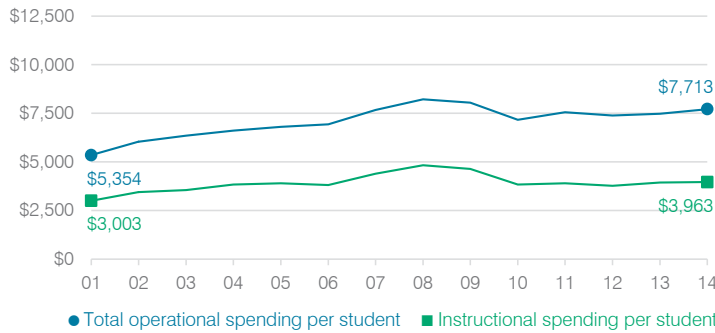
### Students attending



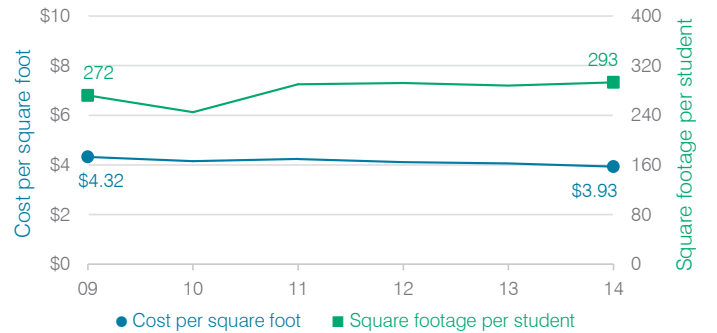
### Administrative cost per student



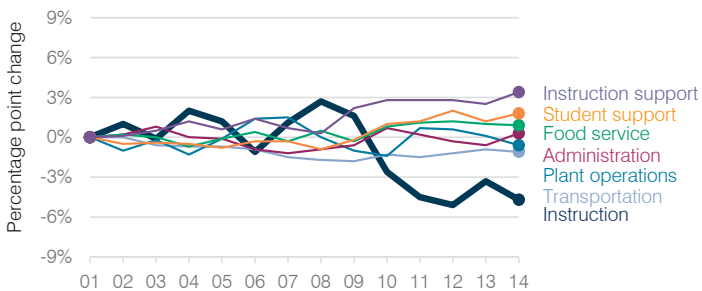
### Total operational and instructional spending per student



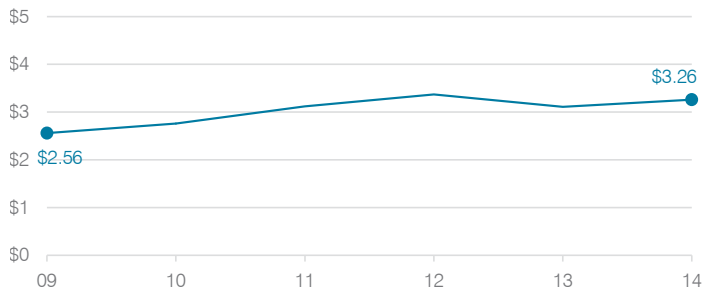
### Plant cost per square foot and square footage per student



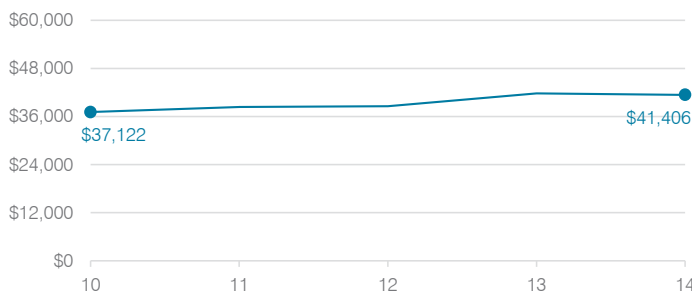
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



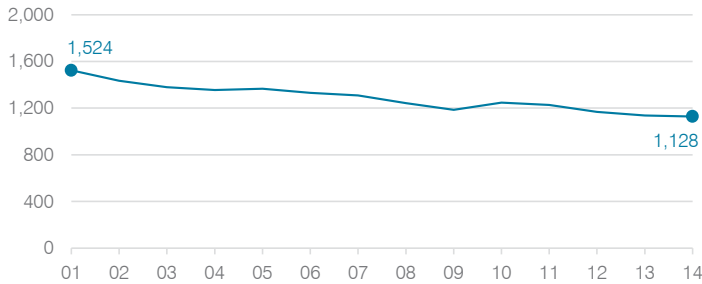
# Willcox Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	58.2	57.9	59.0	62.1	62.8	59.9	60.2	58.4	55.8	54.5	53.6	52.8	54.5	53.2

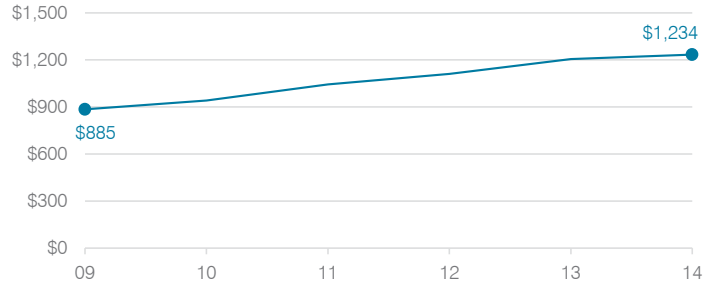
## OPERATIONAL TRENDS

Fiscal years as indicated

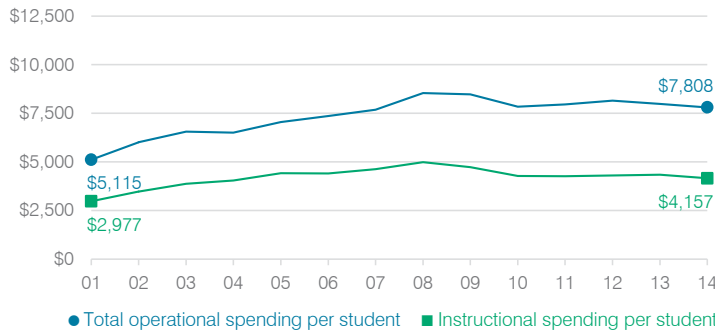
### Students attending



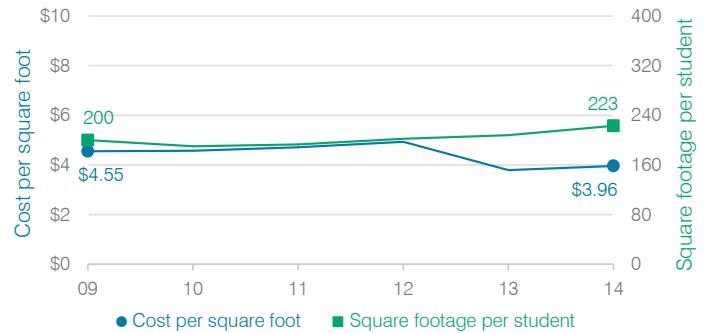
### Administrative cost per student



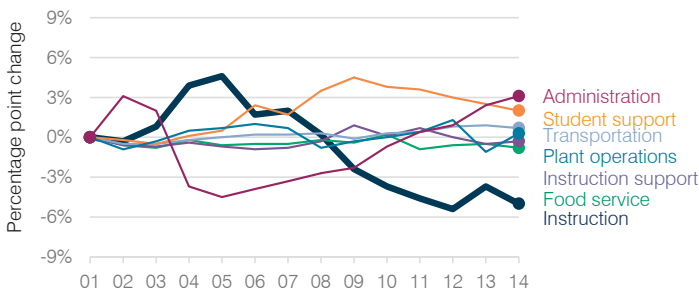
### Total operational and instructional spending per student



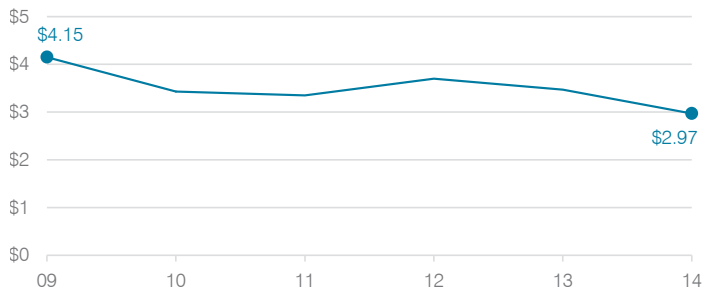
### Plant cost per square foot and square footage per student



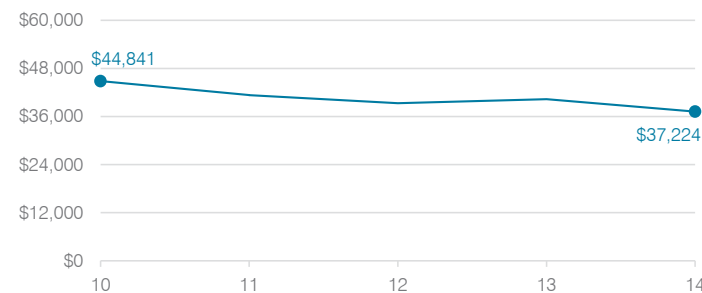
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



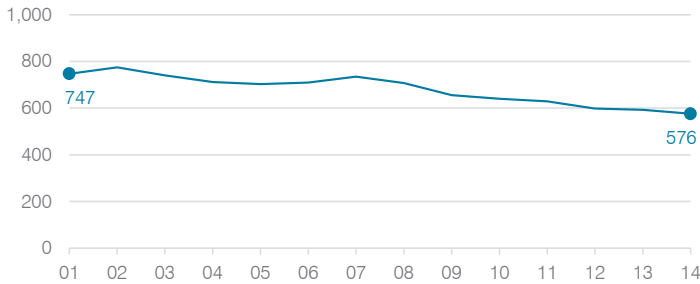
# Williams Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	60.2	58.6	61.7	58.5	56.9	57.5	56.5	56.5	53.9	50.4	54.1	53.2	51.8	51.9

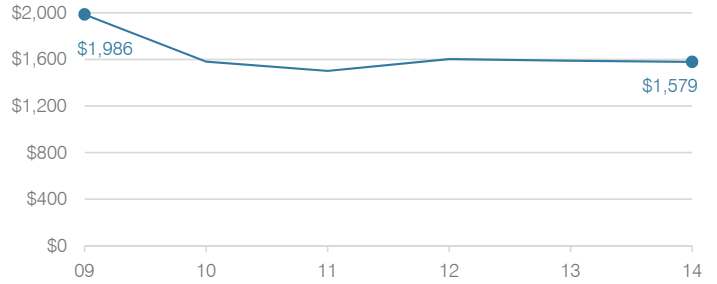
## OPERATIONAL TRENDS

Fiscal years as indicated

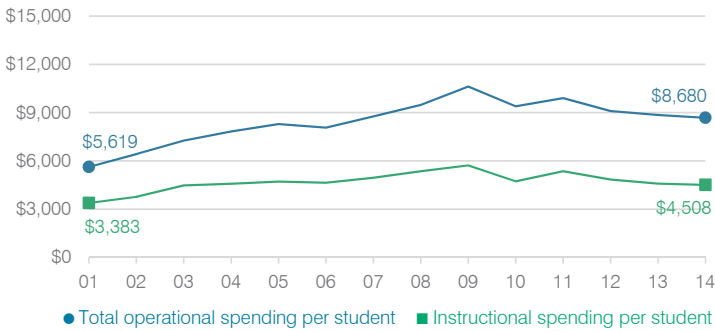
### Students attending



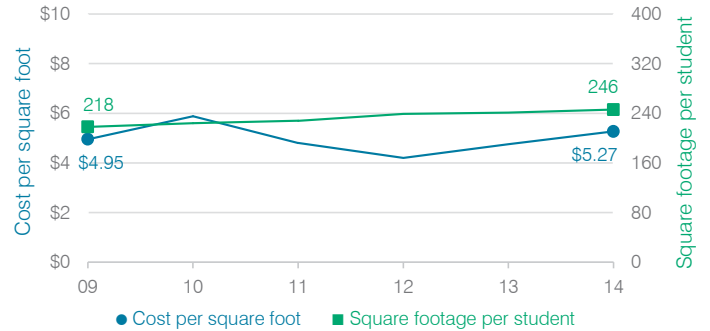
### Administrative cost per student



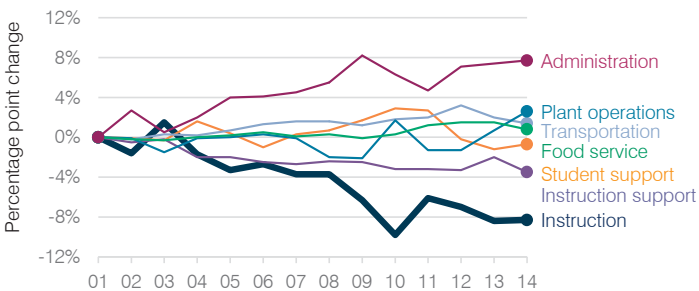
### Total operational and instructional spending per student



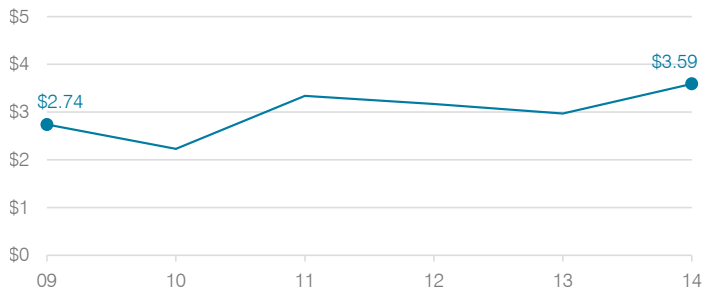
### Plant cost per square foot and square footage per student



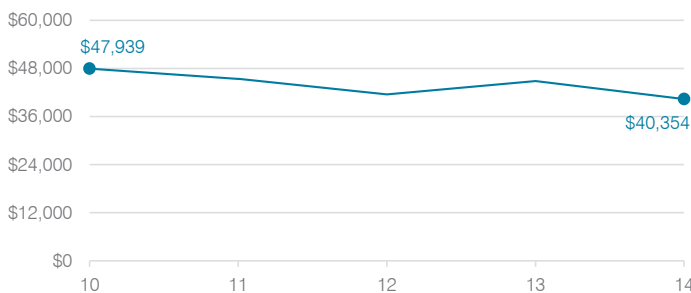
### Changes in operational spending percentages



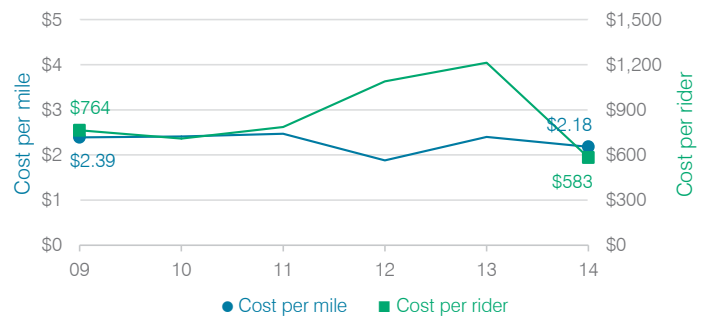
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider





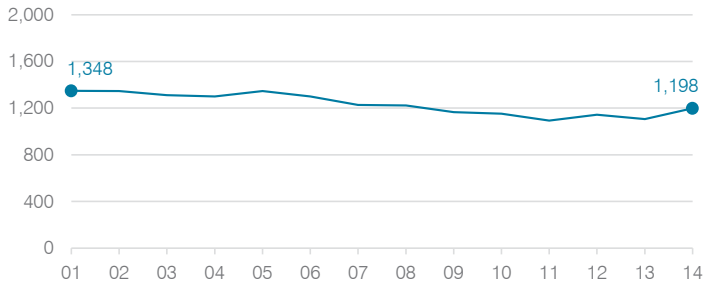
# Wilson Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	58.7	56.0	55.9	54.6	58.0	57.3	55.6	55.9	55.3	53.3	51.4	54.2	53.2	55.0

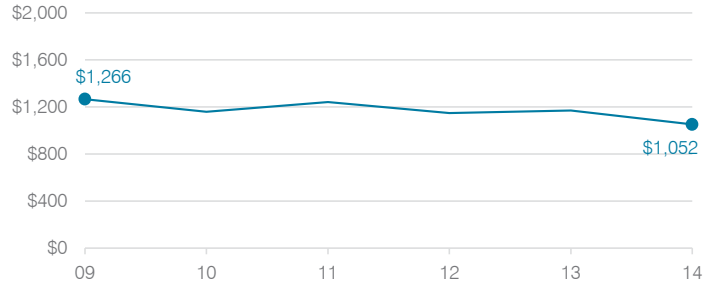
## OPERATIONAL TRENDS

Fiscal years as indicated

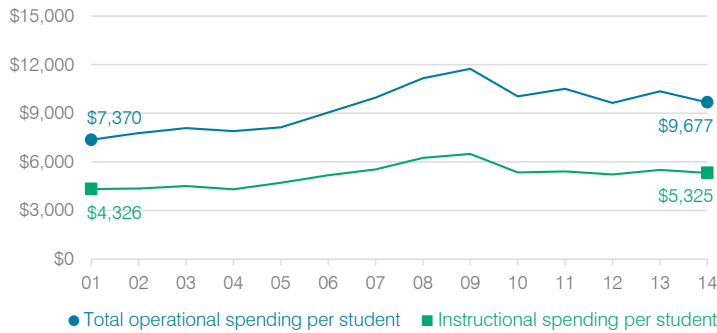
### Students attending



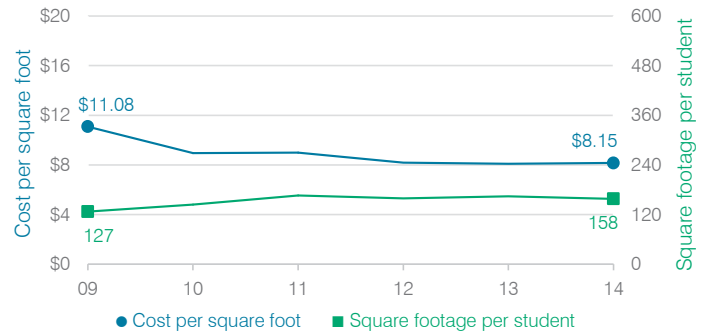
### Administrative cost per student



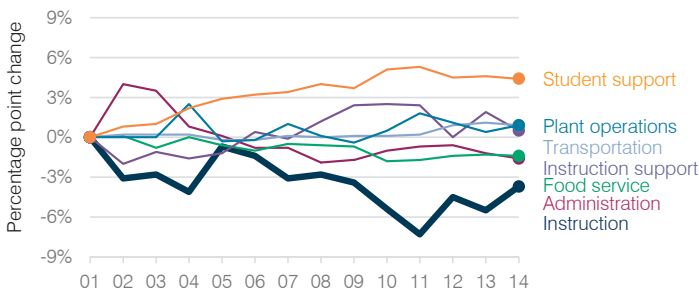
### Total operational and instructional spending per student



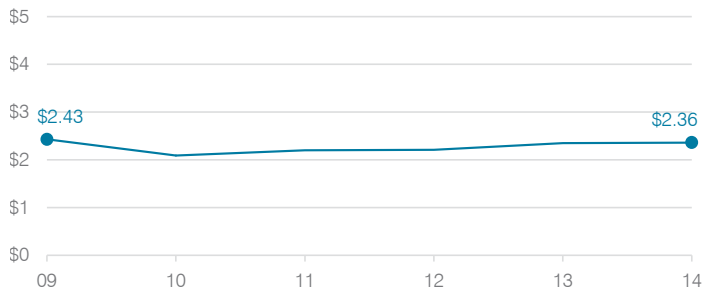
### Plant cost per square foot and square footage per student



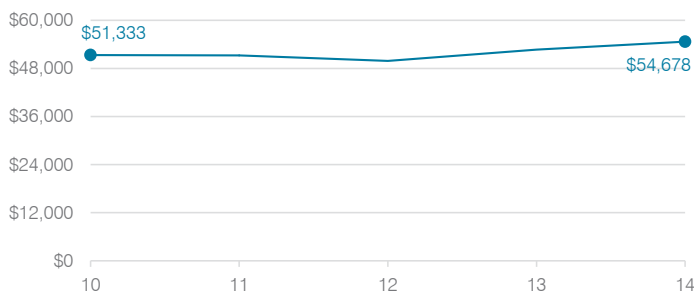
### Changes in operational spending percentages



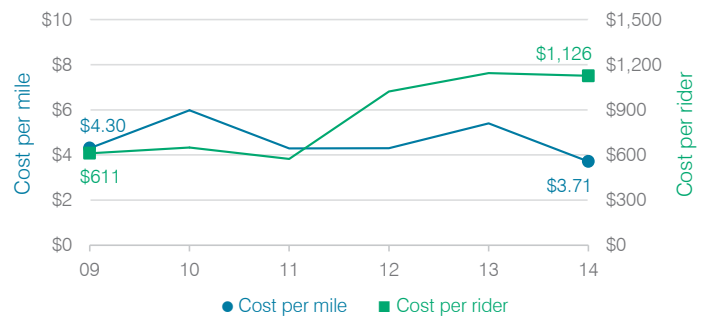
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider

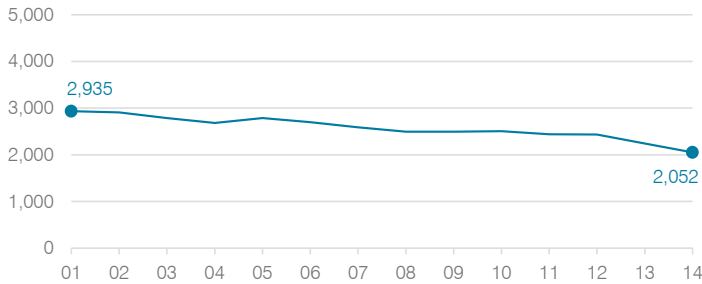


# Window Rock Unified School District

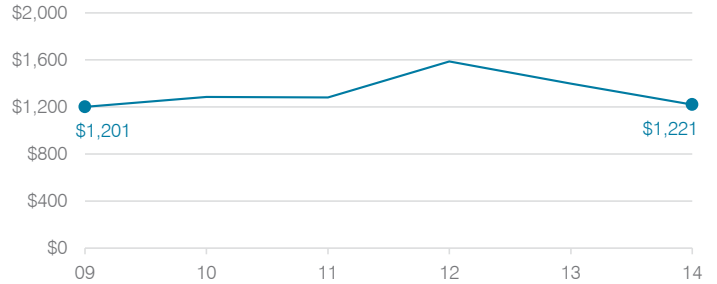
Classroom dollar percentage: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014  
 54.1 57.3 57.5 56.1 52.0 52.0 52.4 50.4 50.1 49.6 47.4 48.0 47.1 46.1

## OPERATIONAL TRENDS Fiscal years as indicated

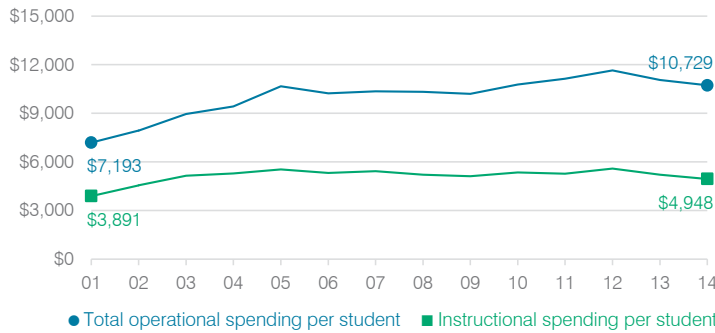
### Students attending



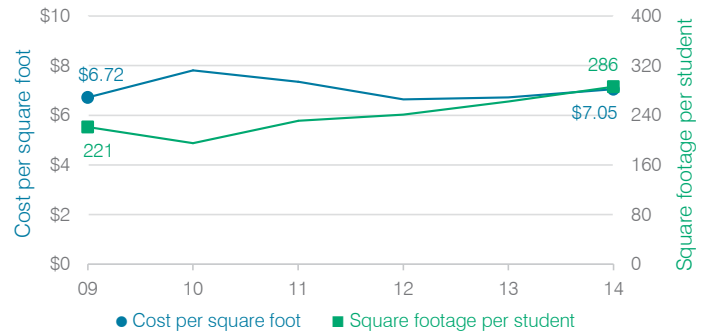
### Administrative cost per student



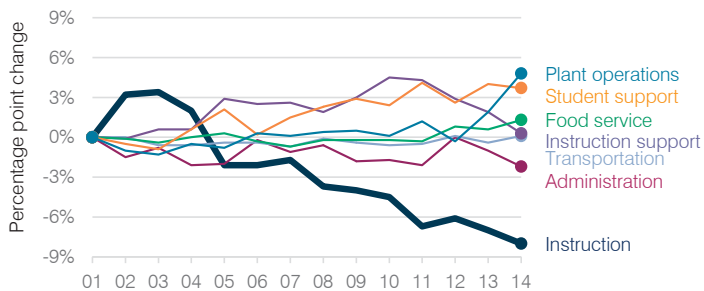
### Total operational and instructional spending per student



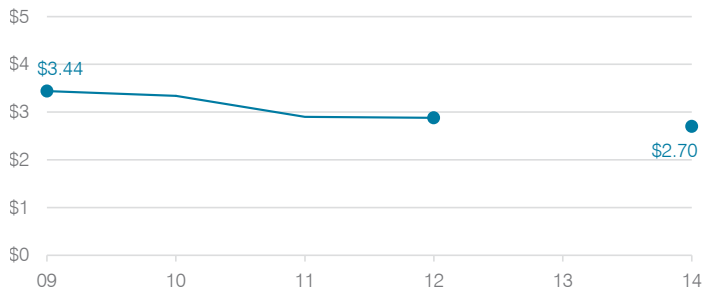
### Plant cost per square foot and square footage per student



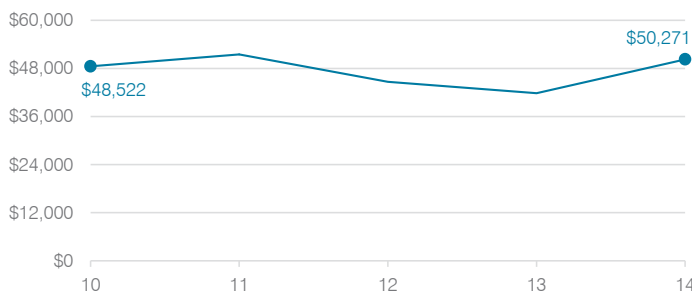
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



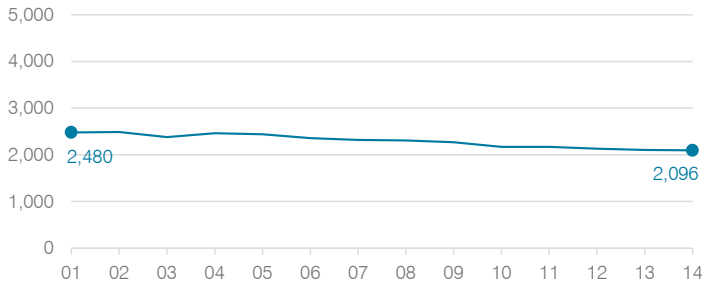
# Winslow Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	55.1	57.2	59.0	57.3	56.8	55.5	54.3	53.8	54.5	52.9	52.5	52.7	51.8	50.9

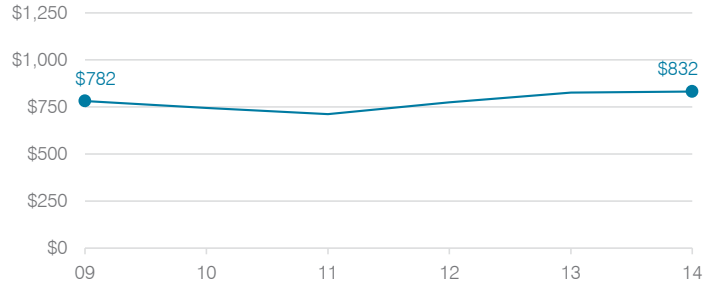
## OPERATIONAL TRENDS

Fiscal years as indicated

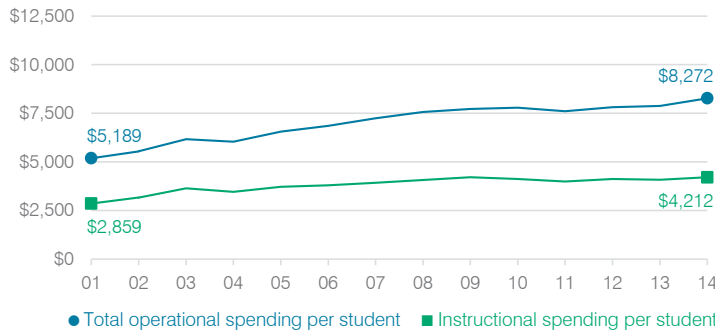
### Students attending



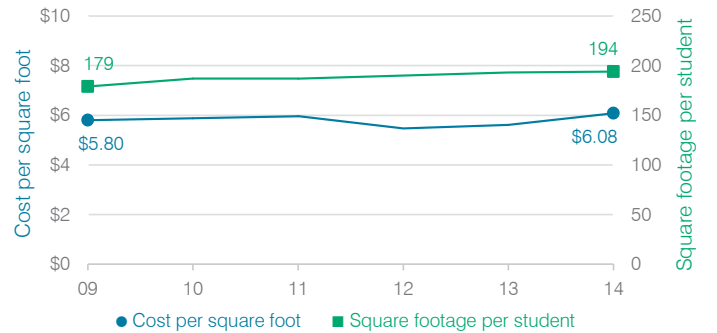
### Administrative cost per student



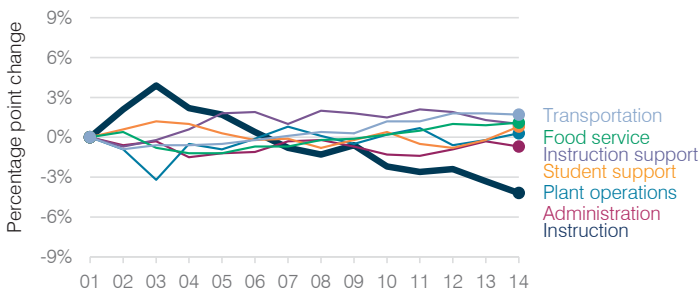
### Total operational and instructional spending per student



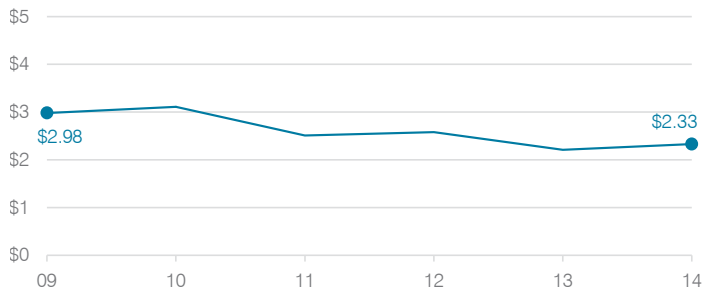
### Plant cost per square foot and square footage per student



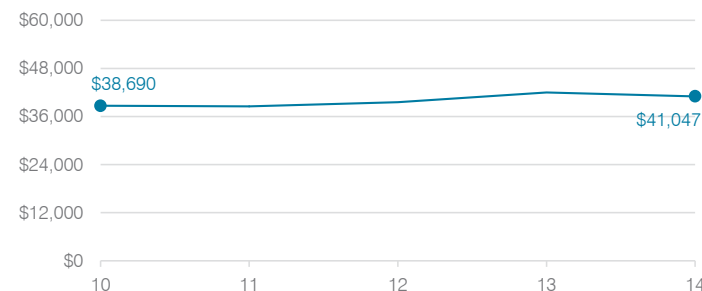
### Changes in operational spending percentages



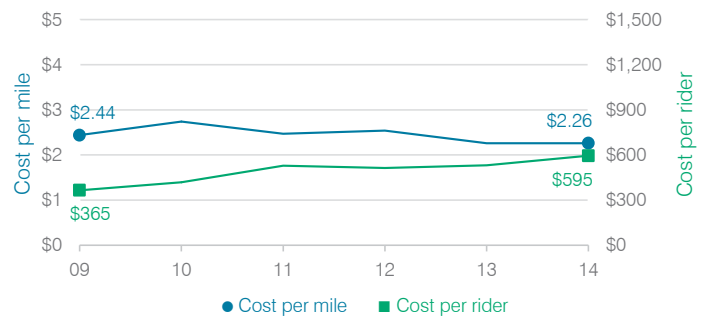
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



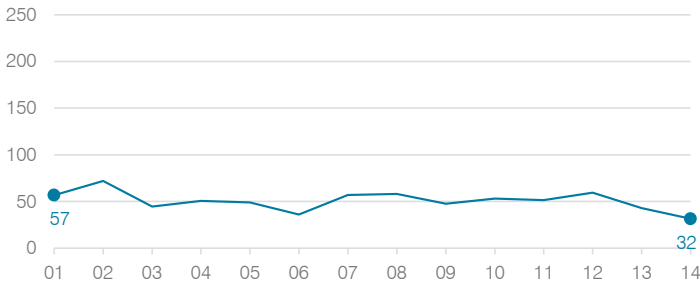
# Yarnell Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	56.4	57.8	57.1	54.2	53.2	43.7	51.6	50.0	49.3	52.3	53.2	49.8	51.6	48.3

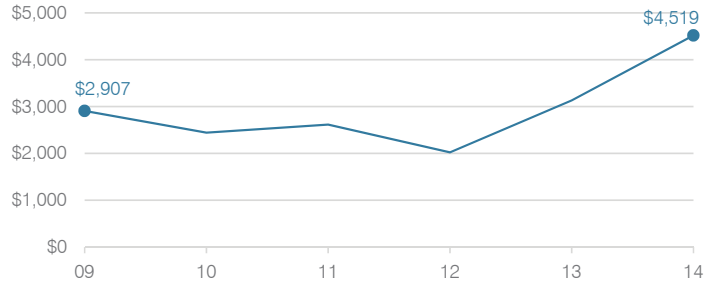
## OPERATIONAL TRENDS

Fiscal years as indicated

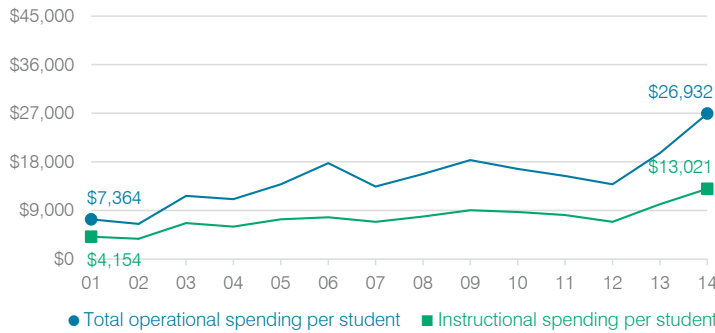
### Students attending



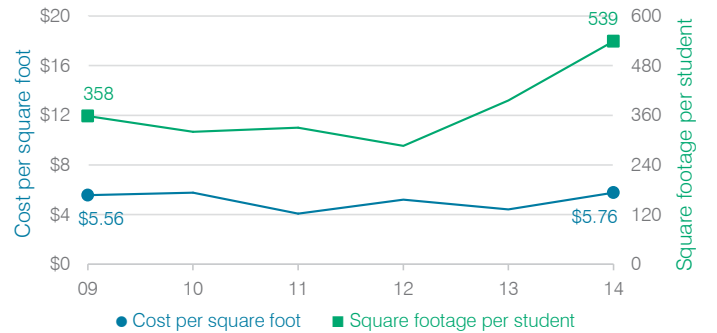
### Administrative cost per student



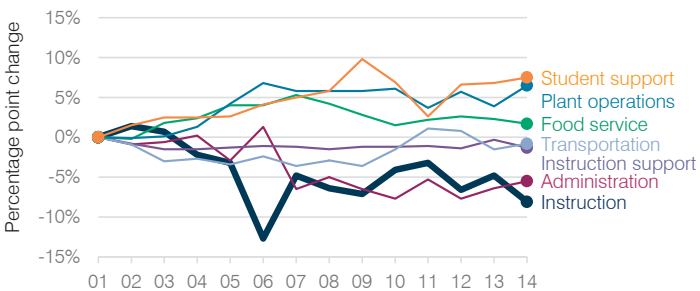
### Total operational and instructional spending per student



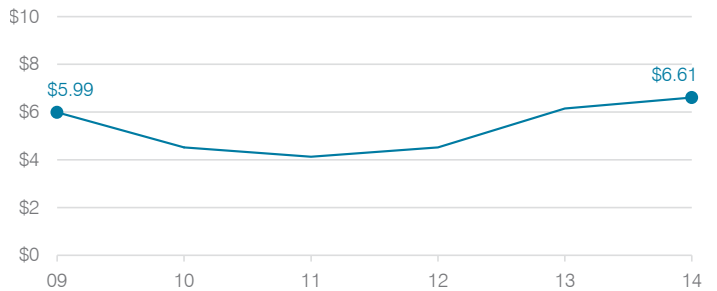
### Plant cost per square foot and square footage per student



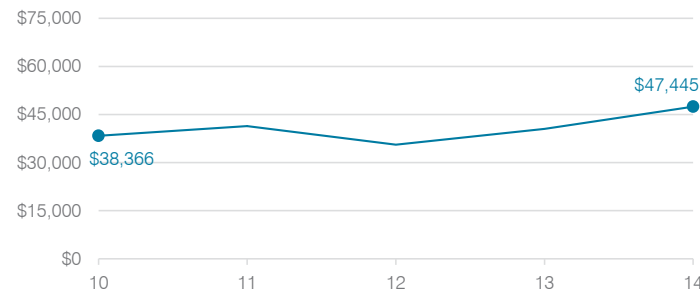
### Changes in operational spending percentages



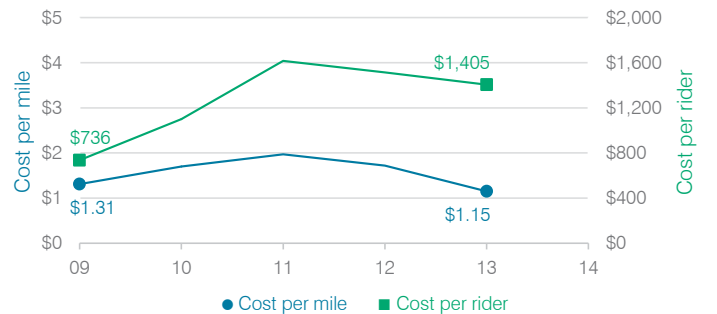
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



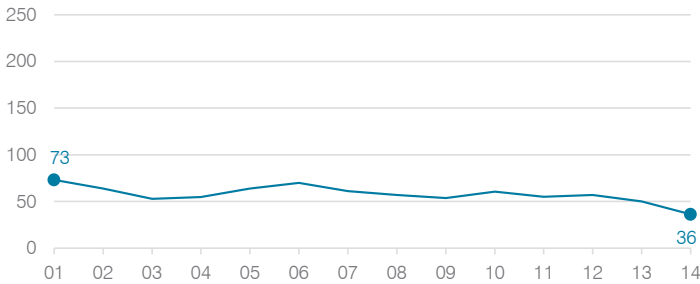
# Young Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	61.7	59.8	56.1	56.9	60.2	59.0	53.0	54.7	51.2	56.5	54.1	53.1	56.8	53.3

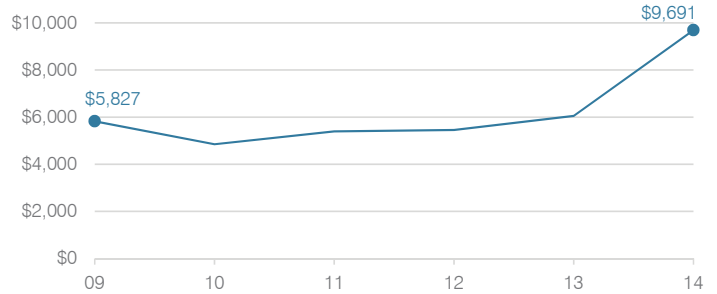
## OPERATIONAL TRENDS

Fiscal years as indicated

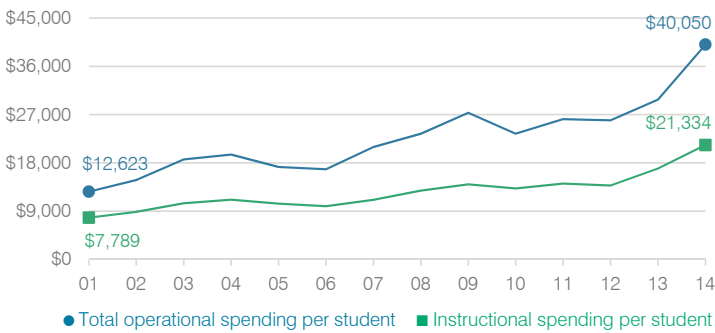
### Students attending



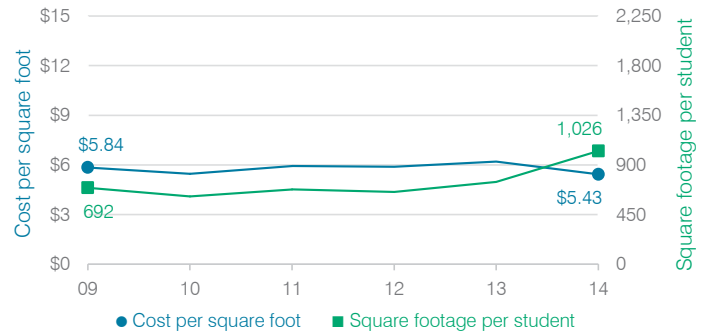
### Administrative cost per student



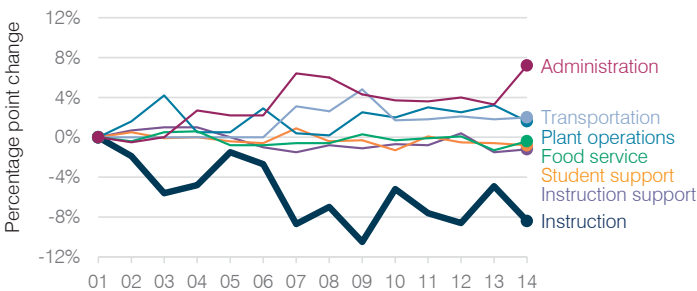
### Total operational and instructional spending per student



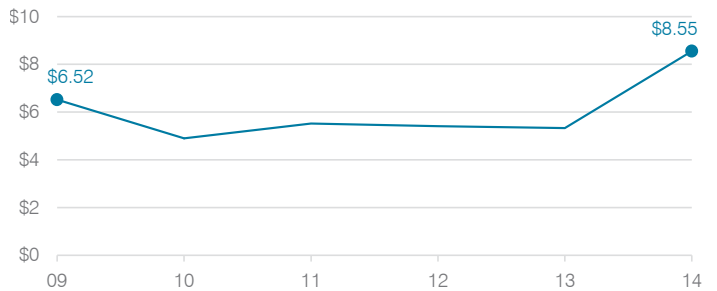
### Plant cost per square foot and square footage per student



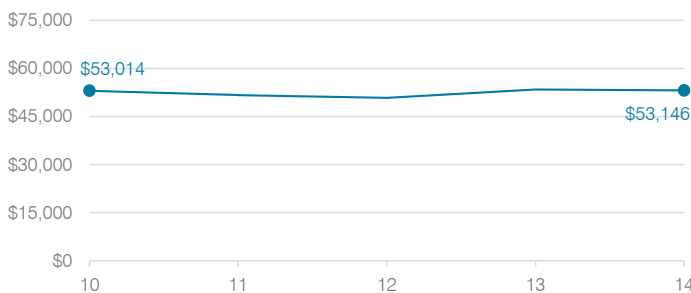
### Changes in operational spending percentages



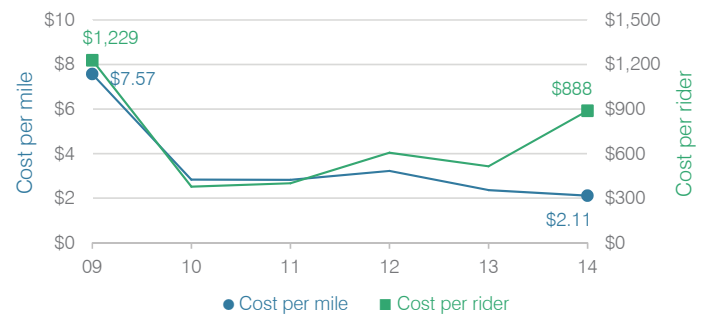
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



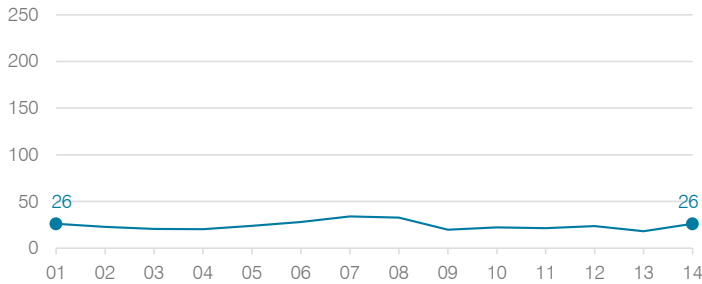
# Yucca Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	67.8	64.6	62.4	60.0	62.1	63.4	68.2	61.7	62.5	61.1	50.1	52.9	46.9	45.5

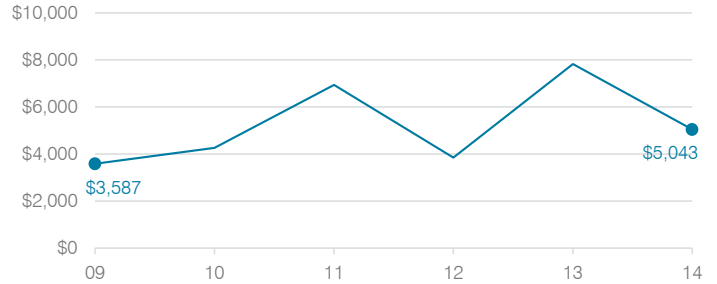
## OPERATIONAL TRENDS

Fiscal years as indicated

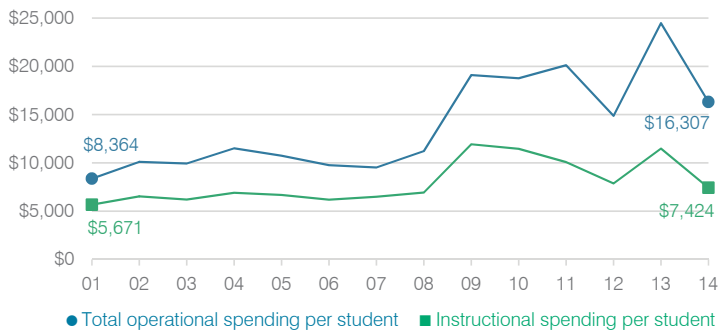
### Students attending



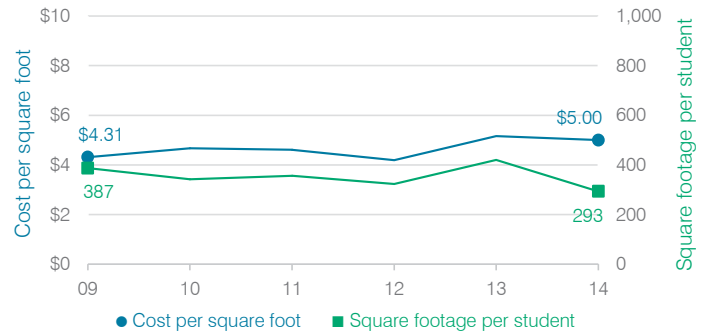
### Administrative cost per student



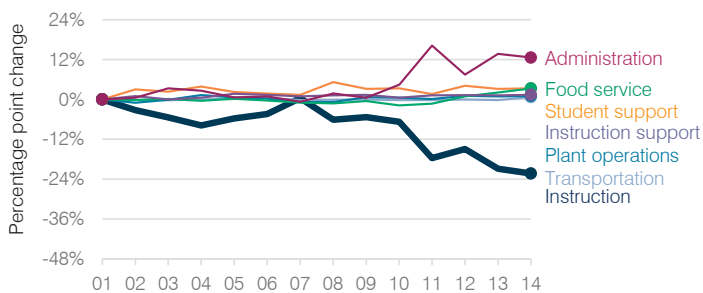
### Total operational and instructional spending per student



### Plant cost per square foot and square footage per student



### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary

Average teacher salary trend is not shown because the District had two or fewer teachers during all or a substantial portion of fiscal years 2010 through 2014.

### Transportation costs per mile and per rider

Transportation costs per mile and per rider trends are not shown because the District did not operate a transportation program during all or a substantial portion of fiscal years 2009 through 2014.

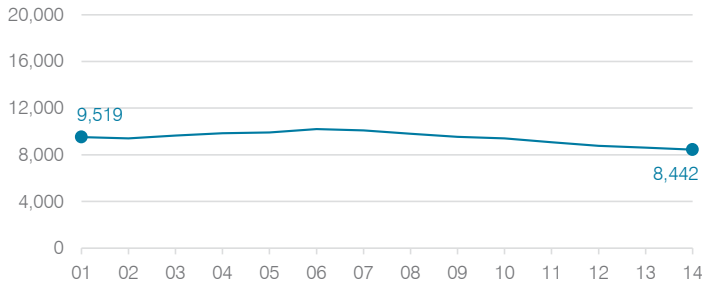
# Yuma Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	56.4	58.9	56.2	56.0	54.5	51.7	51.9	52.7	54.0	52.2	50.1	50.5	50.5	50.2

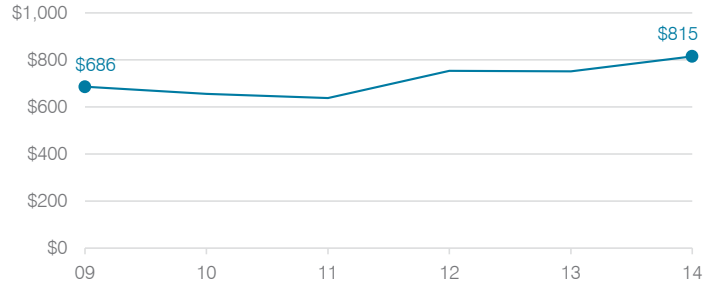
## OPERATIONAL TRENDS

Fiscal years as indicated

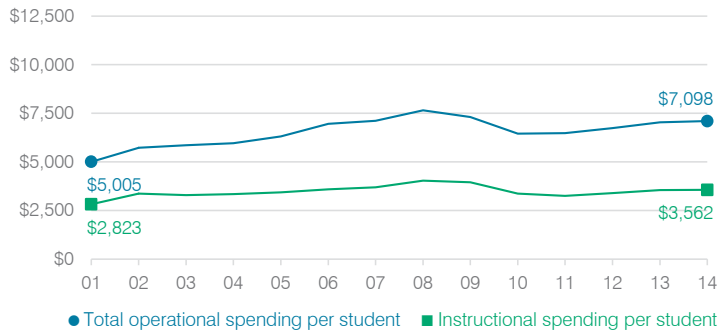
### Students attending



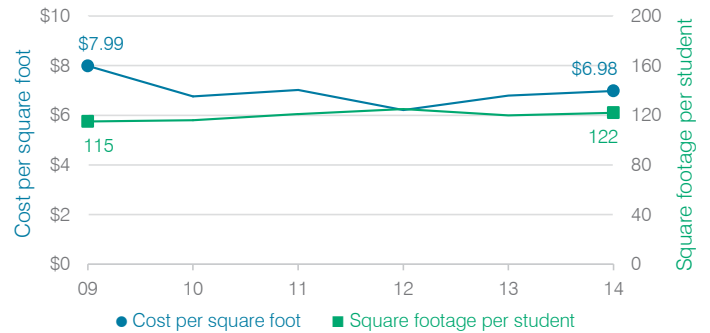
### Administrative cost per student



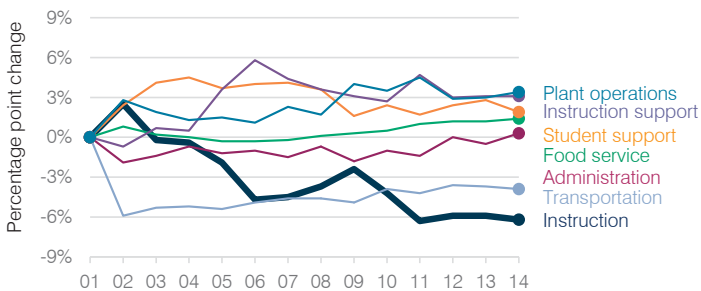
### Total operational and instructional spending per student



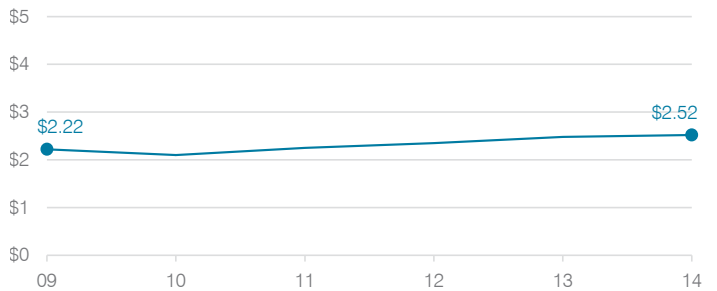
### Plant cost per square foot and square footage per student



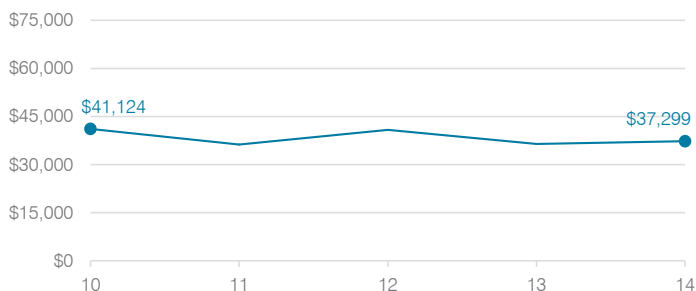
### Changes in operational spending percentages



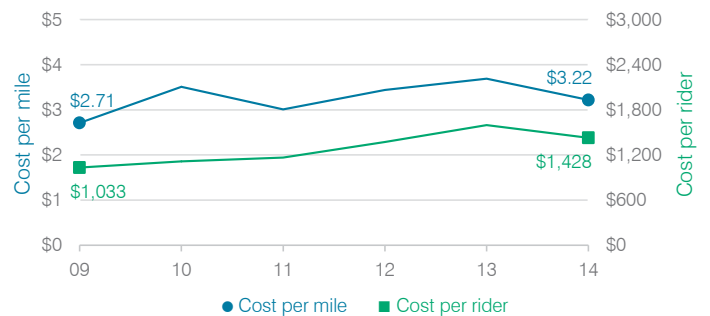
### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider



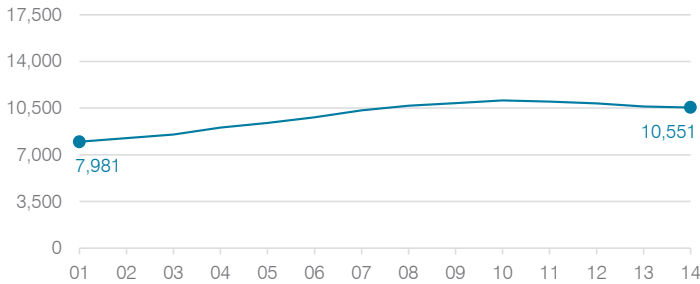
# Yuma Union High School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	56.8	56.8	55.1	53.5	54.6	53.5	56.5	51.2	51.1	52.3	51.9	51.7	53.7	49.9

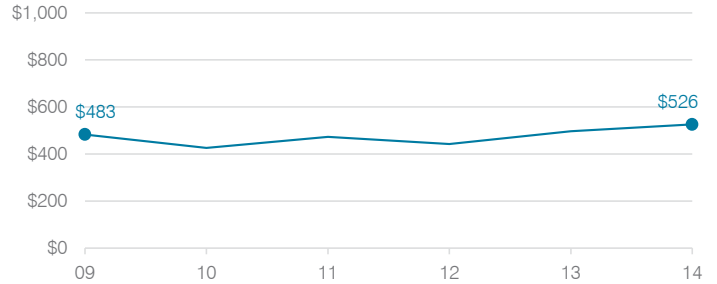
## OPERATIONAL TRENDS

Fiscal years as indicated

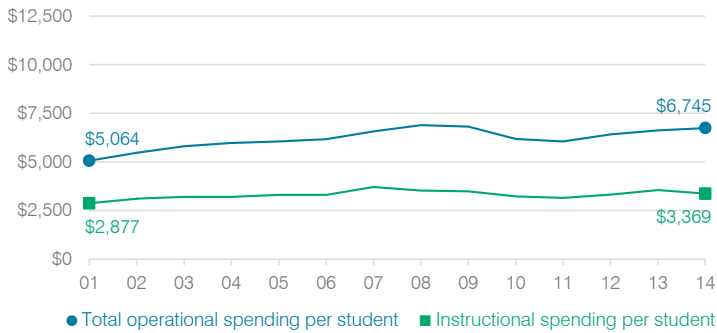
### Students attending



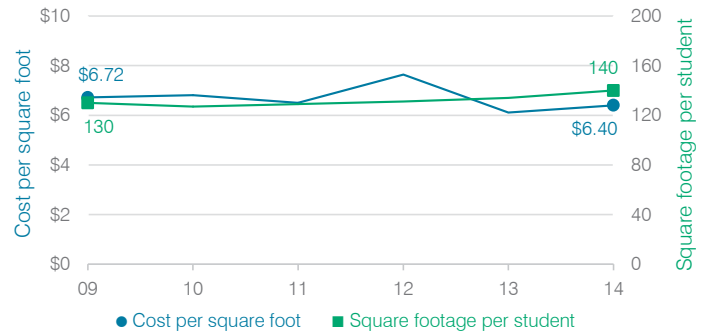
### Administrative cost per student



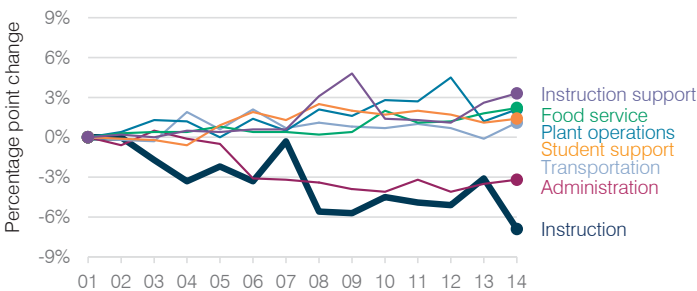
### Total operational and instructional spending per student



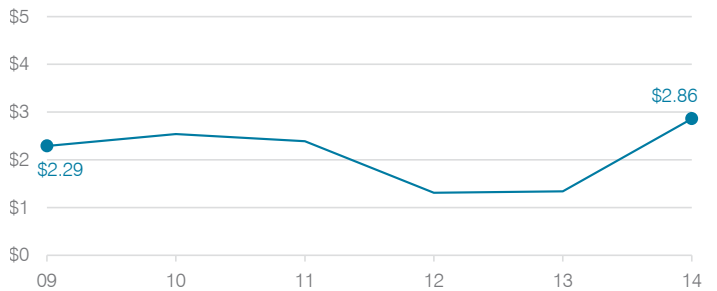
### Plant cost per square foot and square footage per student



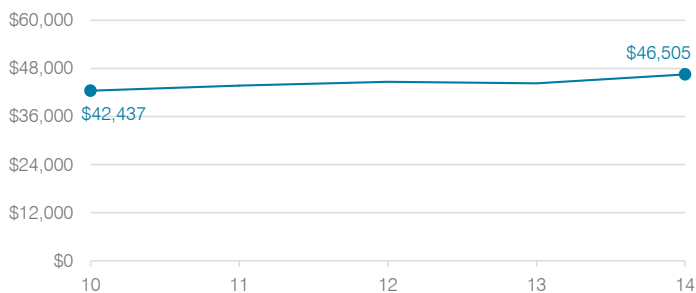
### Changes in operational spending percentages



### Food service cost per meal



### Average teacher salary



### Transportation costs per mile and per rider

