

# Agua Fria Union High School District

Maricopa County

Efficiency peer groups 3 and T-4, Achievement peer group 8<sup>1</sup>

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

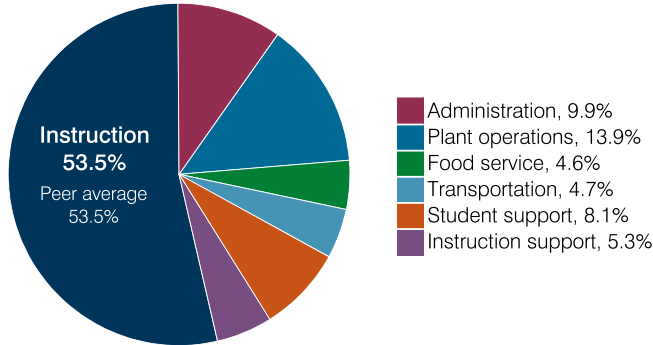
District size, location: Medium-large, Suburb

Students attending: 7,838

Number of schools: 4

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

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

Very low   Low   Comparable   High   Very high

### Per pupil spending

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

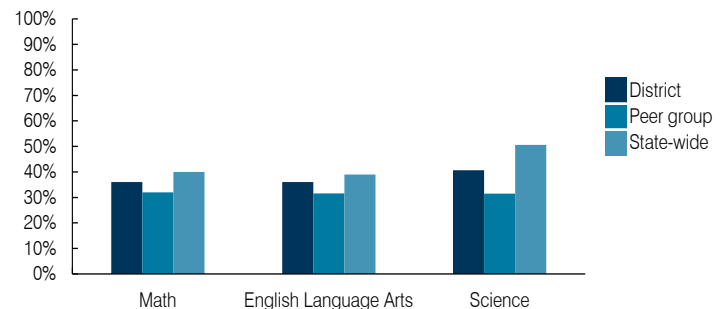
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

### Students who passed State assessments



### Student and teacher measures

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

### Per pupil revenues

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

#### Select revenues from common sources

Equalization formula funding	\$ 5,355	\$ 5,462	\$ 5,507	\$ 5,585
Grants	612	575	864	1,241
Donations and tax credits	94	86	184	90

#### Select revenues from less common sources

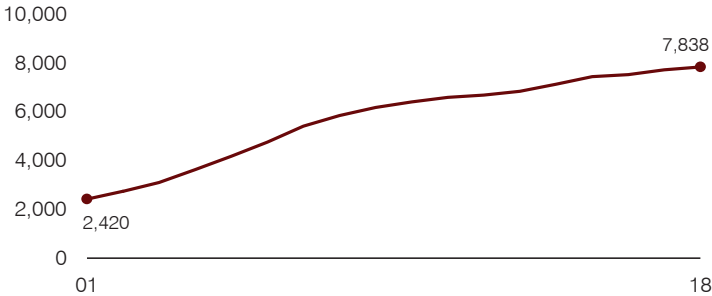
			Number of peers receiving
Desegregation	\$ 91	\$ 98	1 of 15
Small school adjustment	0	0	0 of 15
Federal impact aid	0	0	3 of 15
Voter-approved levy increases	1,825	1,761	15 of 15

**Instructional spending percentage**

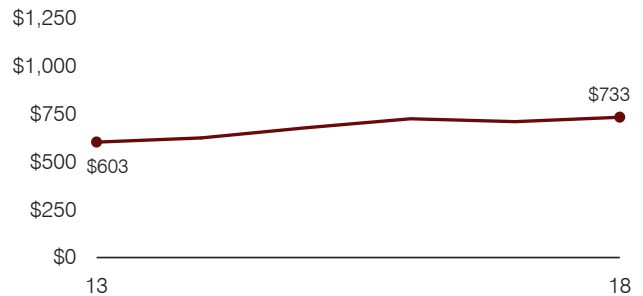
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 55.7 53.3 54.6 51.6 51.3 56.1 53.8 54.3 53.7 53.4 53.1 51.9 52.6 52.2 53.0 53.0 52.5 53.5

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

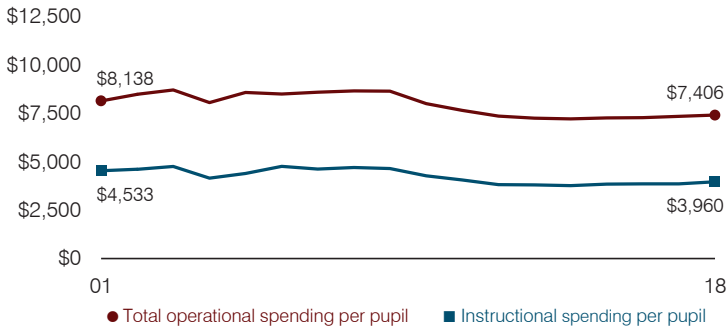
**Students attending**



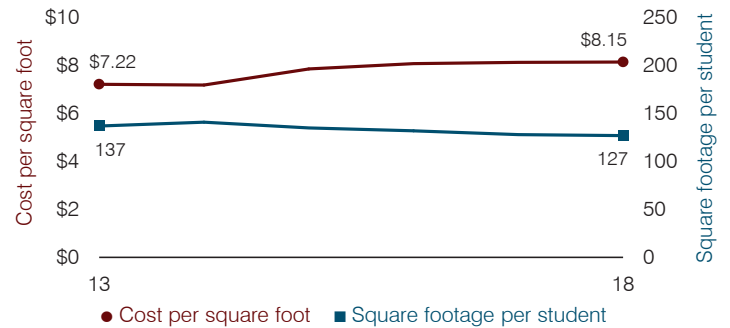
**Administrative cost per pupil**



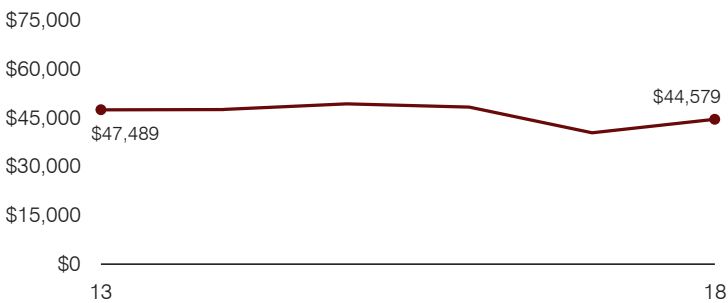
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



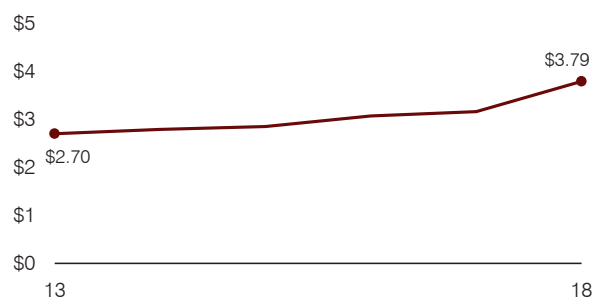
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



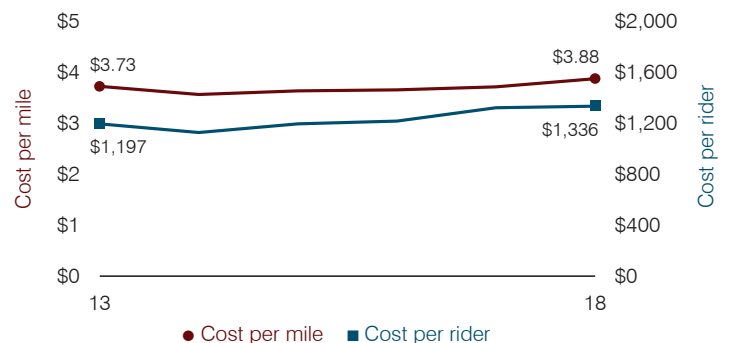
**Financial stress assessment**

Overall financial stress level: **Low**

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

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**



# Aguila Elementary School District

Maricopa County

Efficiency peer groups 11 and T-11, Achievement peer group 19<sup>1</sup>

Legislative district(s): 13

District size, location:

Very small, Rural

Students attending:

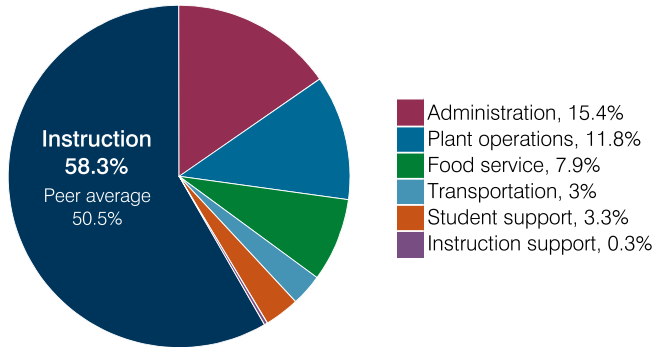
144

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

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

### Per pupil spending

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

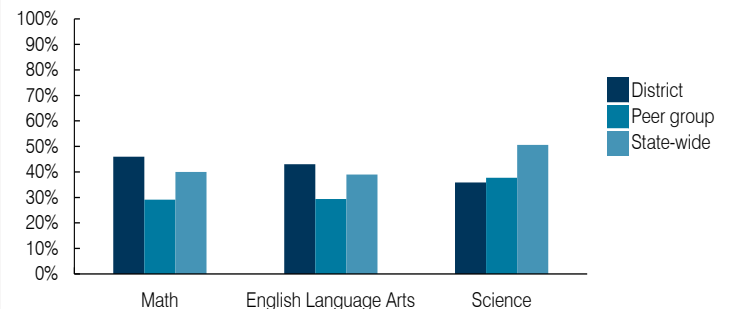
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

### Students who passed State assessments



### Student and teacher measures

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

### Per pupil revenues

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

### Select revenues from common sources

Equalization formula funding	\$ 6,368	\$ 6,612	\$ 8,282	\$ 5,585
Grants	3,081	2,774	3,020	1,241
Donations and tax credits	92	108	125	90

### Select revenues from less common sources

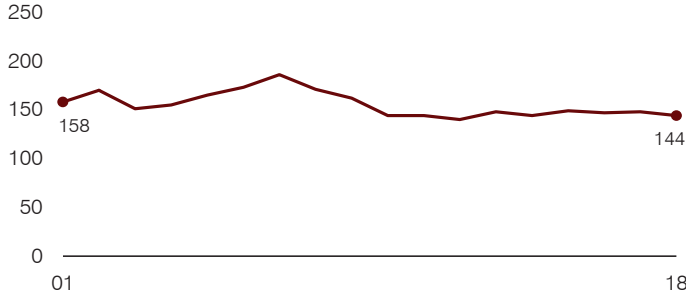
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	0	0	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

**Instructional spending percentage**

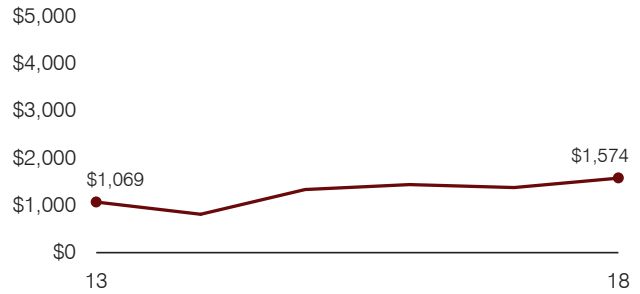
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 59.9 61.4 62.6 59.9 55.1 51.6 57.9 57.4 62.1 63.8 64.5 58.5 63.1 65.4 55.6 54.8 58.0 58.3

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

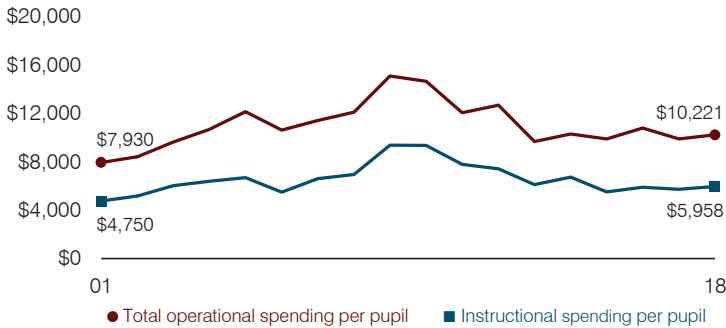
**Students attending**



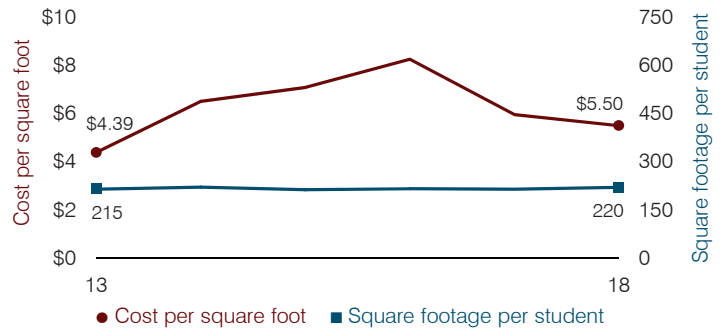
**Administrative cost per pupil**



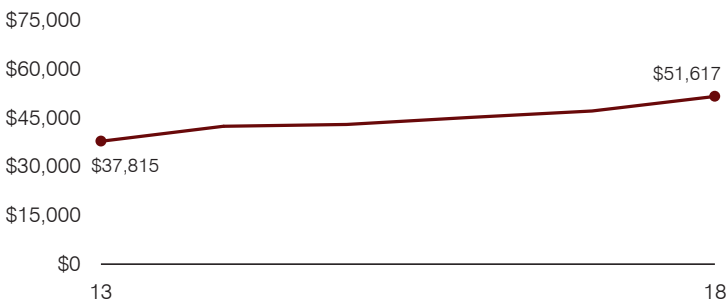
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



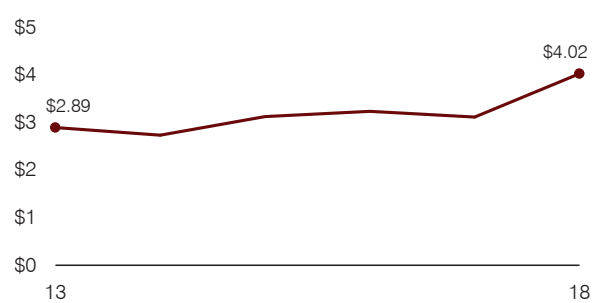
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



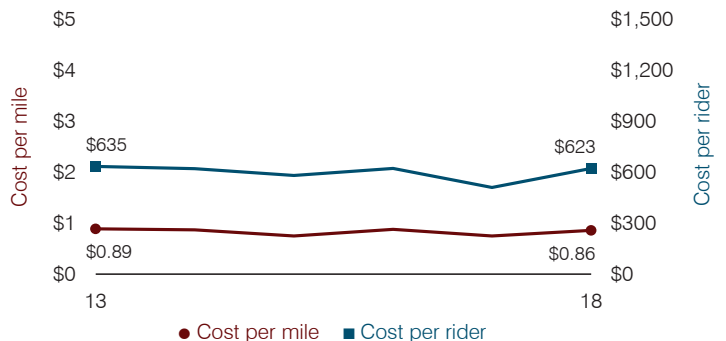
**Financial stress assessment**

Overall financial stress level: **High**

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

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

**Transportation costs per mile and per rider**



# Ajo Unified School District

Pima County

Efficiency peer groups 6 and T-9, Achievement peer group 5<sup>1</sup>

Legislative district(s): 4

District size, location:

Small, Town

Students attending:

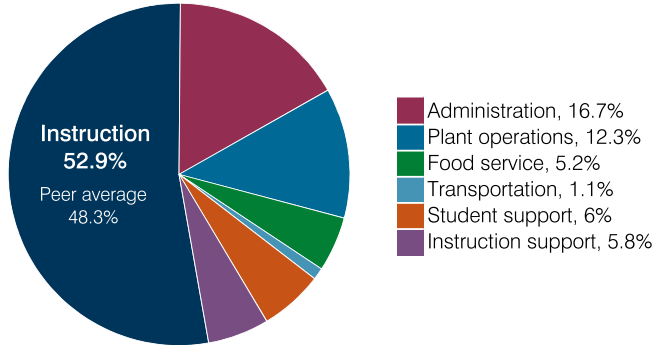
421

Number of schools:

2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

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

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

### Per pupil spending

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

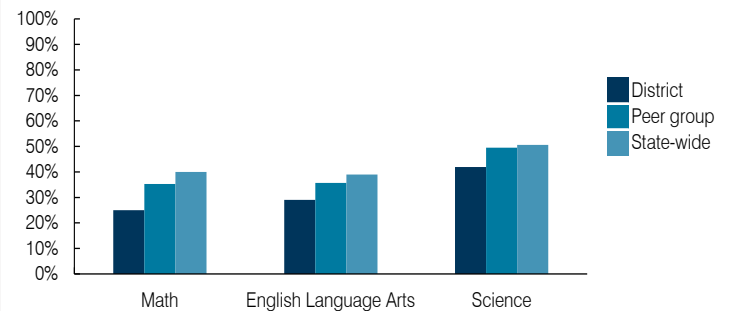
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

### Students who passed State assessments



### Student and teacher measures

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

### Per pupil revenues

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

### Select revenues from common sources

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

### Select revenues from less common sources

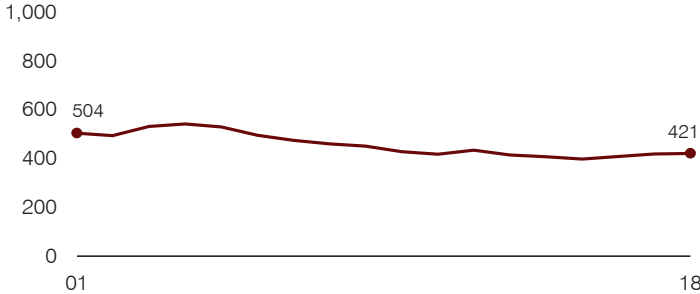
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 18
Small school adjustment	0	0	5 of 18
Federal impact aid	0	0	3 of 18
Voter-approved levy increases	0	0	14 of 18

**Instructional spending percentage**

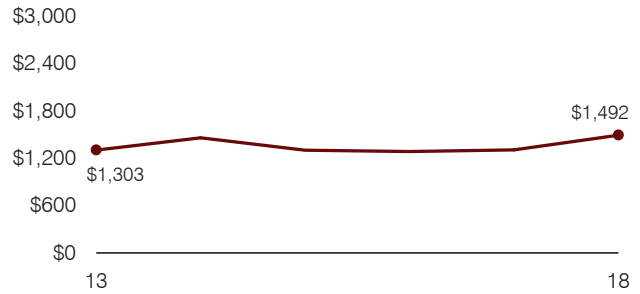
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 60.2 61.7 60.1 60.2 55.0 55.4 56.7 56.9 59.4 60.2 55.6 50.3 49.8 51.4 53.9 50.7 53.8 52.9

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

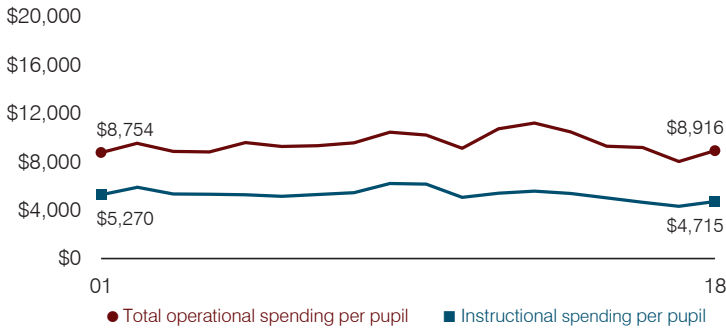
**Students attending**



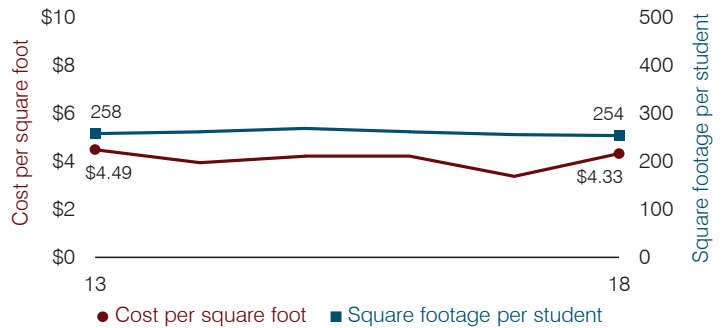
**Administrative cost per pupil**



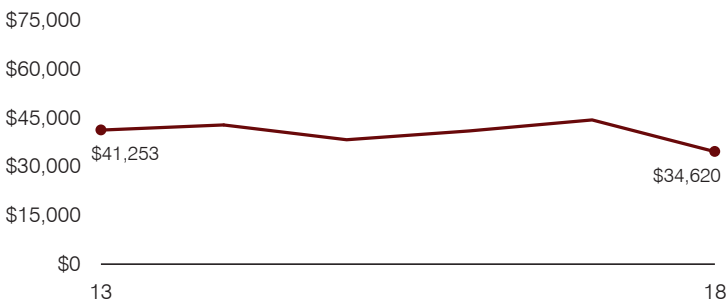
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



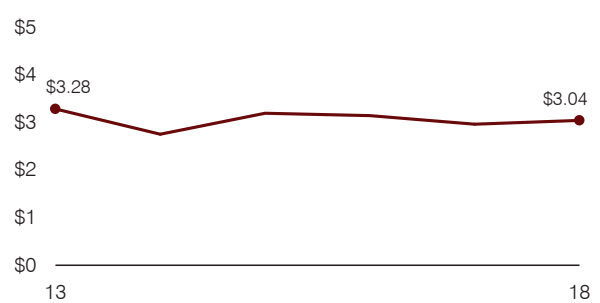
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



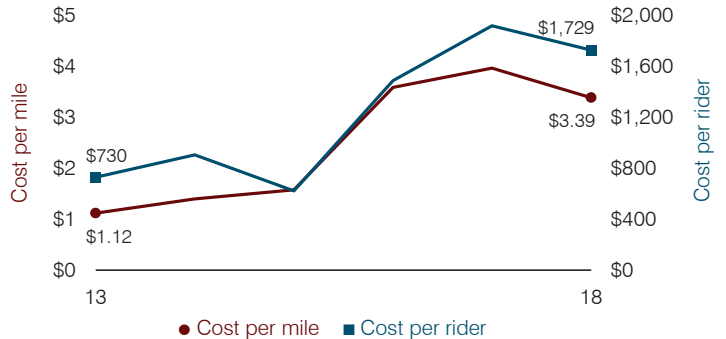
**Financial stress assessment**

Overall financial stress level: **Low**

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

Low
Moderate
High

**Transportation costs per mile and per rider**



# Alhambra Elementary School District

Maricopa County

Efficiency peer groups 7 and T-1, Achievement peer group 15<sup>1</sup>

Legislative district(s): 29 and 30

District size, location:

Large, City

Students attending:

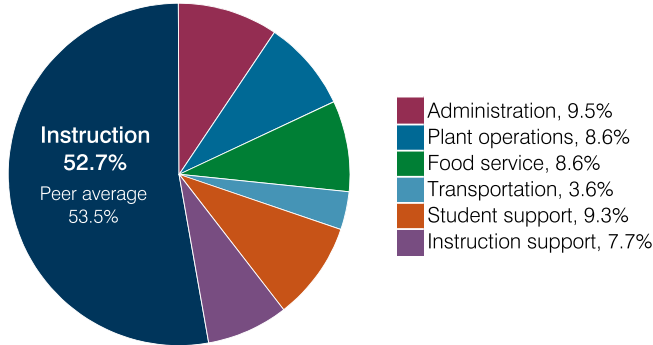
11,936

Number of schools:

14

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

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

Very low
Low
Comparable
High
Very high

### Per pupil spending

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

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

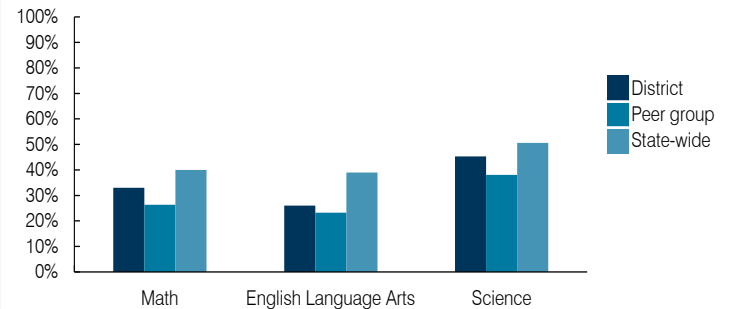
## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

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

### Students who passed State assessments



### Student and teacher measures

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

### Per pupil revenues

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

### Select revenues from common sources

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

### Select revenues from less common sources

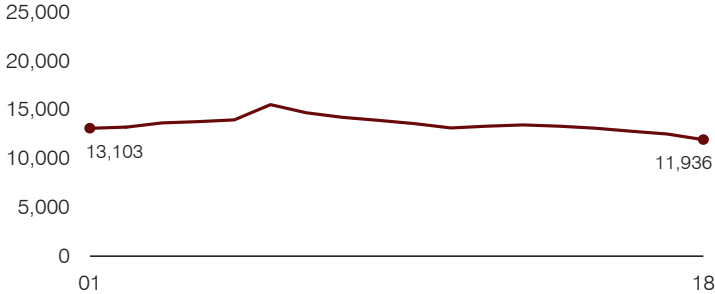
			Number of peers receiving
Desegregation	\$ 0	\$ 0	4 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	0	0	2 of 10
Voter-approved levy increases	1,154	1,188	10 of 10

**Instructional spending percentage**

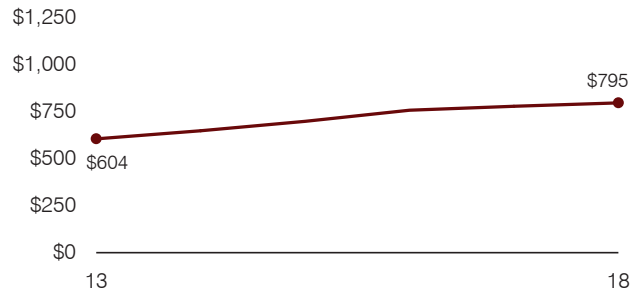
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 60.8 63.8 63.6 63.0 61.8 61.2 61.2 59.4 57.7 55.2 55.5 55.5 54.0 53.8 53.7 54.2 56.4 52.7

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

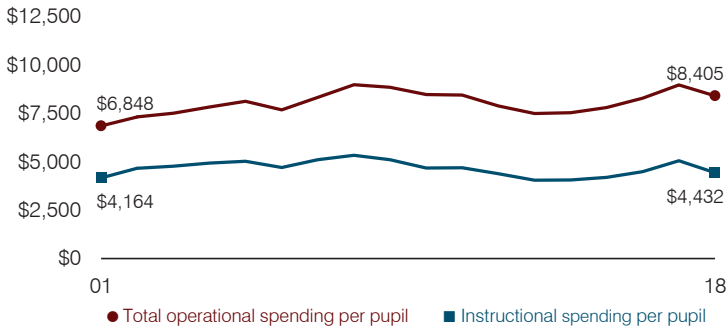
**Students attending**



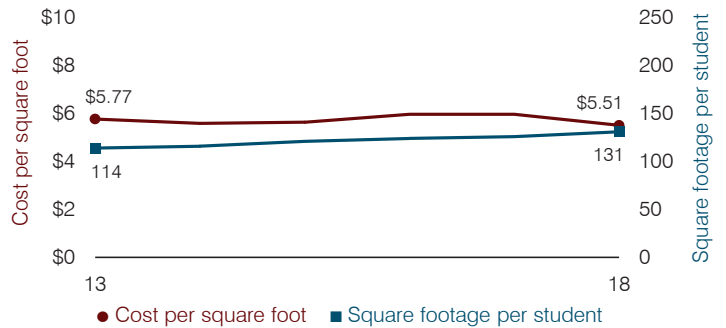
**Administrative cost per pupil**



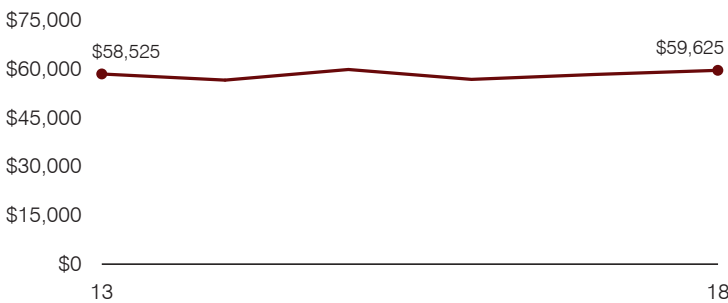
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



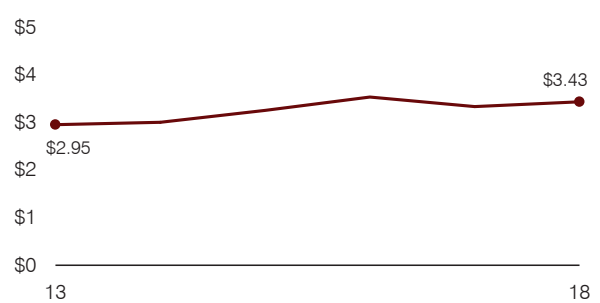
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



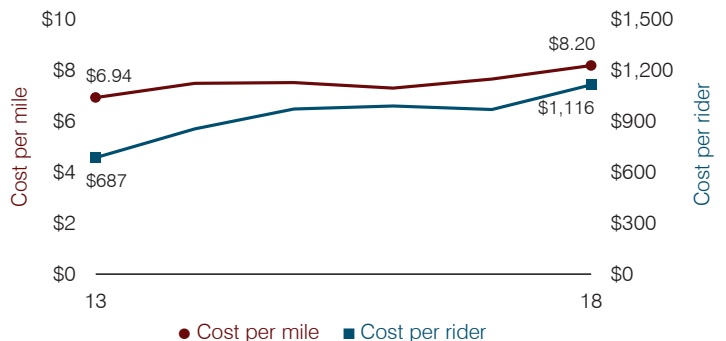
**Financial stress assessment**

Overall financial stress level: **Low**

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

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**





# Alpine Elementary School District

Apache County

Efficiency peer groups 11 and T-11, Achievement peer group 18<sup>1</sup>

Legislative district(s): 7

District size, location:

Very small, Rural

Students attending:

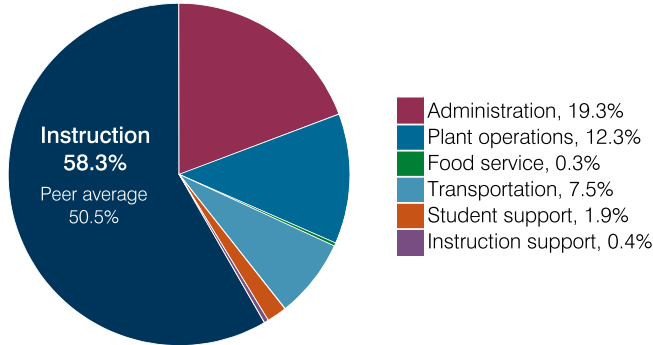
55

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

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

### Per pupil spending

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

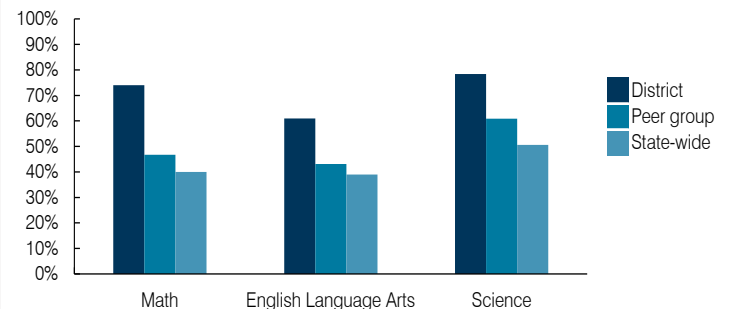
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

### Students who passed State assessments



### Student and teacher measures

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

### Per pupil revenues

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

### Select revenues from common sources

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

### Select revenues from less common sources

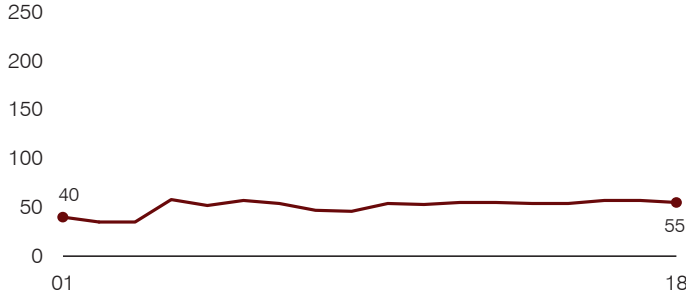
Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	0	0	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

**Instructional spending percentage**

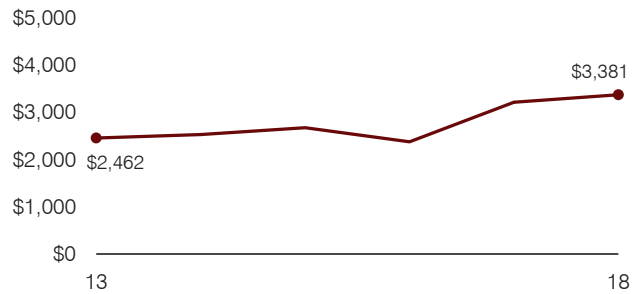
Year:	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Percentage:	55.3	61.0	54.3	52.3	51.4	52.9	51.0	56.2	58.4	59.1	58.2	57.9	59.2	59.3	61.2	63.0	59.7	58.3

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
Fiscal years as indicated

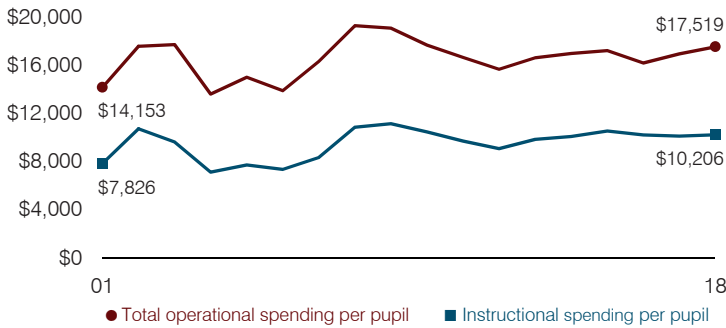
**Students attending**



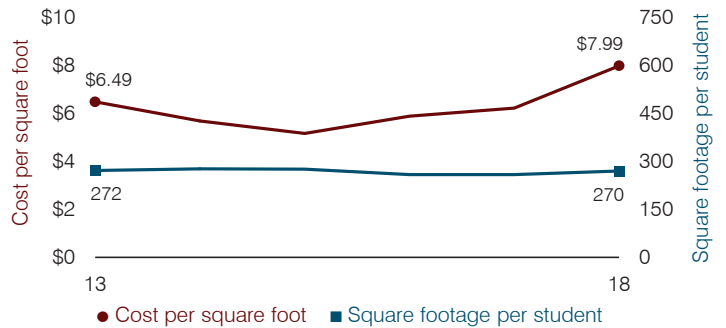
**Administrative cost per pupil**



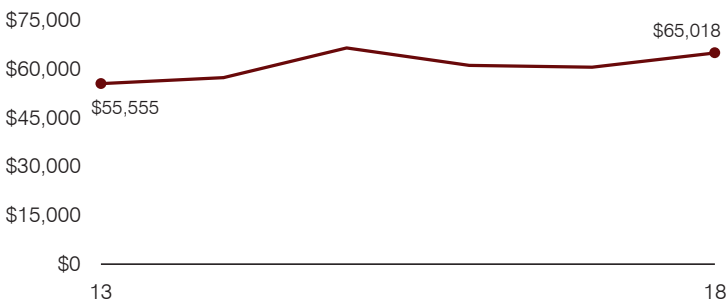
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



**Plant cost per square foot and square footage per student**



**Average teacher salary**



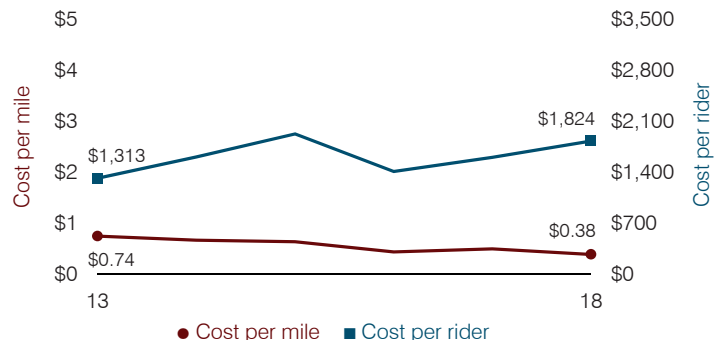
**Food service cost per meal**

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

**Financial stress assessment**

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

**Transportation costs per mile and per rider**



# Altar Valley Elementary School District

Pima County

Efficiency peer groups 9 and T-8, Achievement peer group 18<sup>1</sup>

Legislative district(s): 2 and 4

District size, location:

Medium, Rural

Students attending:

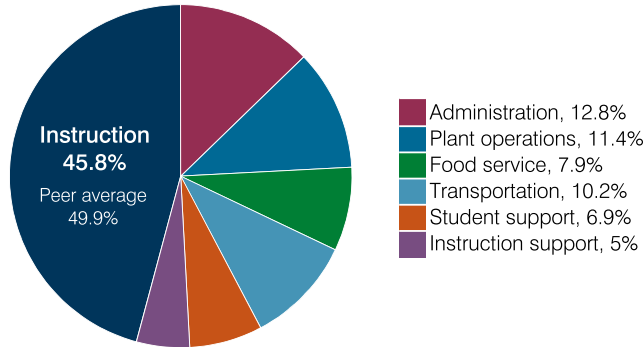
608

Number of schools:

2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

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

Very low
Low
Comparable
High
Very high

### Per pupil spending

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

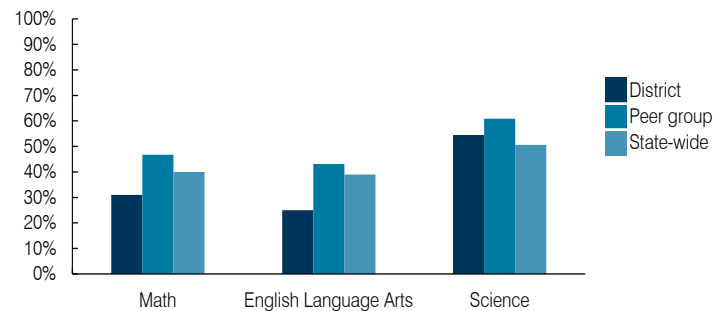
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

### Students who passed State assessments



### Student and teacher measures

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

### Per pupil revenues

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

### Select revenues from common sources

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

### Select revenues from less common sources

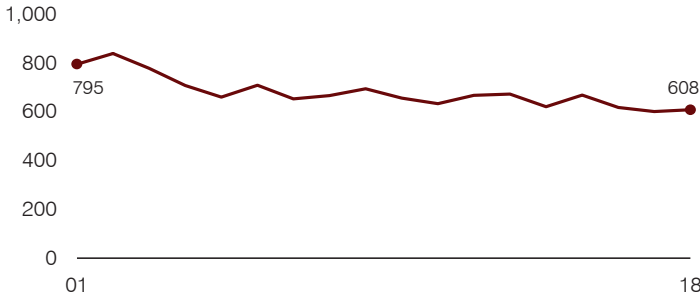
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	0	0	3 of 10
Voter-approved levy increases	707	699	8 of 10

**Instructional spending percentage**

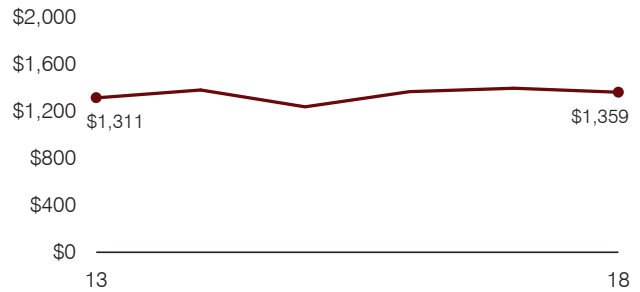
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 52.0 51.0 47.7 48.6 47.5 47.3 46.5 48.0 47.6 46.5 41.7 44.1 44.7 46.5 45.2 44.4 45.7 45.8

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

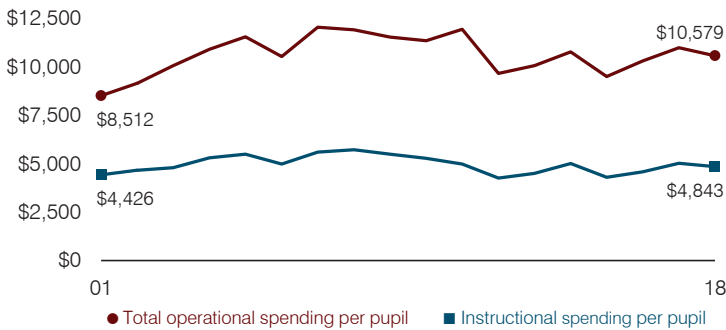
**Students attending**



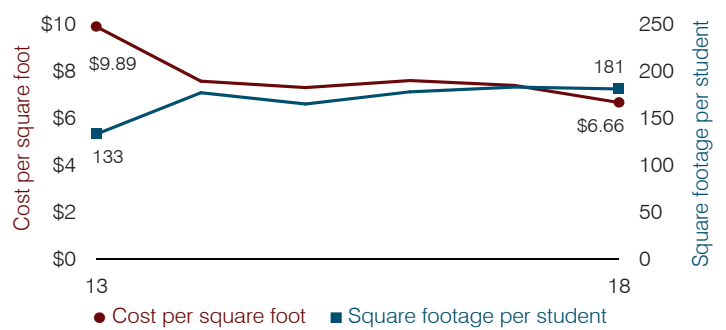
**Administrative cost per pupil**



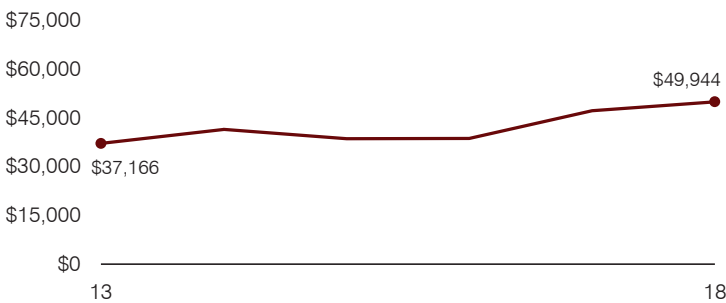
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



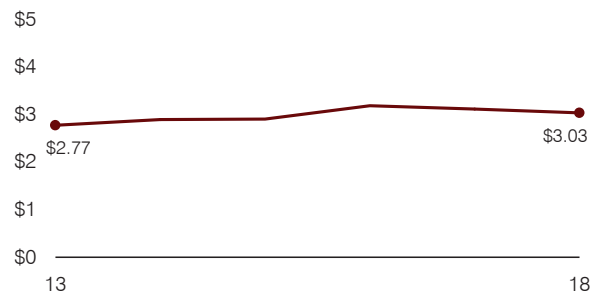
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



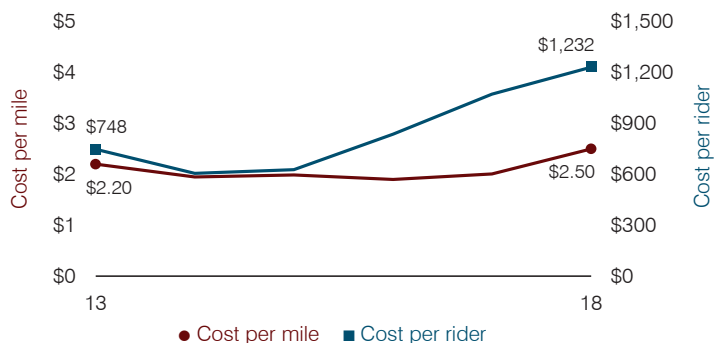
**Financial stress assessment**

Overall financial stress level: **Low**

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

Low
Moderate
High

**Transportation costs per mile and per rider**



# Amphitheater Unified School District

Pima County

District size, location:

Large, Suburb

Efficiency peer groups 2 and T-4, Achievement peer group 3<sup>1</sup>

Students attending:

13,310

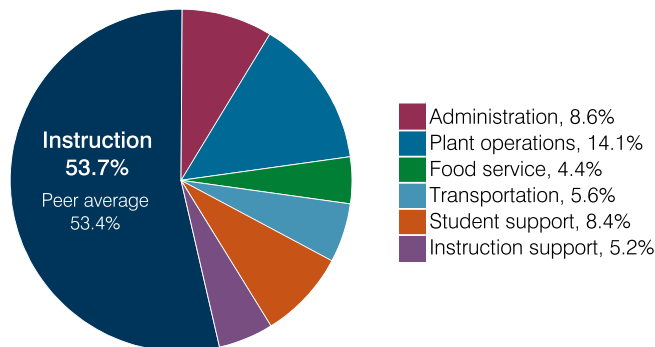
Legislative district(s): 3, 9, and 11

Number of schools:

21

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

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

Very low    Low    Comparable    High    Very high

### Per pupil spending

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

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

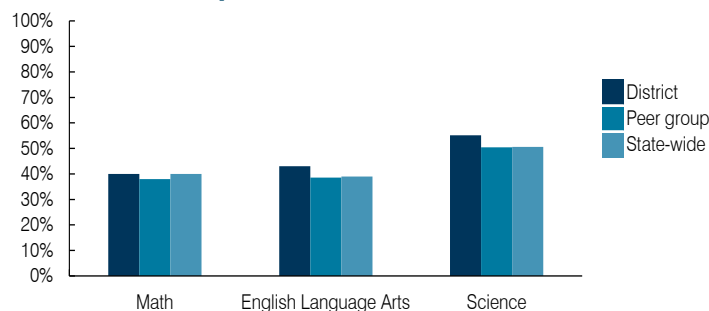
## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

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

### Students who passed State assessments



### Student and teacher measures

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

### Per pupil revenues

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

#### Select revenues from common sources

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

#### Select revenues from less common sources

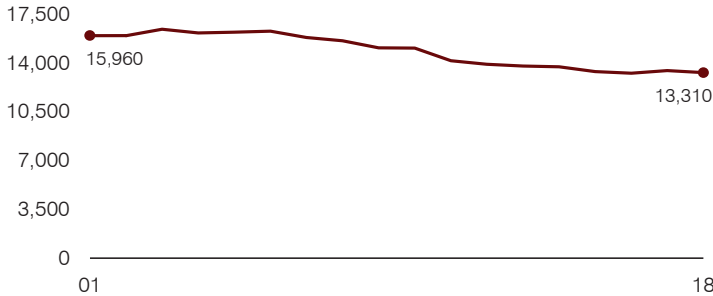
			Number of peers receiving
Desegregation	\$ 299	\$ 302	3 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	0	0	2 of 10
Voter-approved levy increases	1,478	1,512	10 of 10

**Instructional spending percentage**

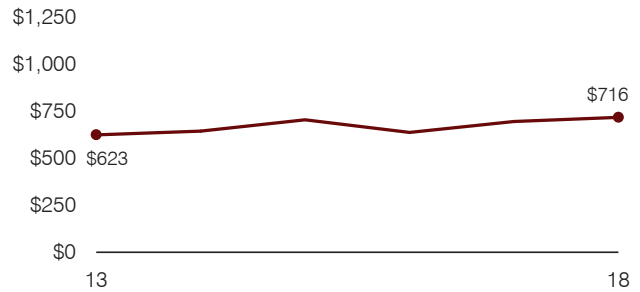
Year:	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Percentage:	57.6	55.8	57.8	55.9	56.9	56.5	56.8	57.5	58.5	57.5	56.3	54.9	54.0	54.3	52.5	52.8	53.1	53.7

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
Fiscal years as indicated

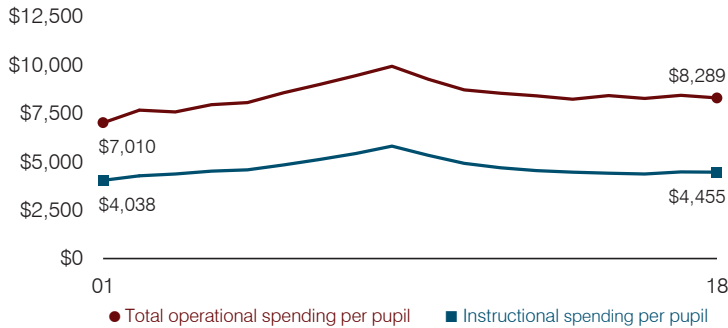
**Students attending**



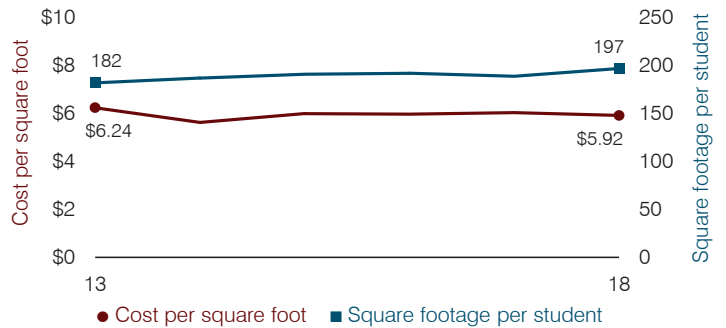
**Administrative cost per pupil**



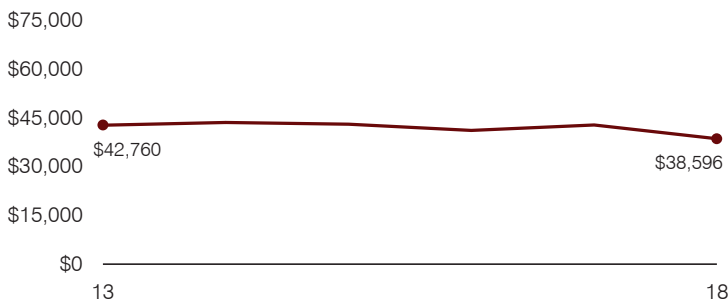
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



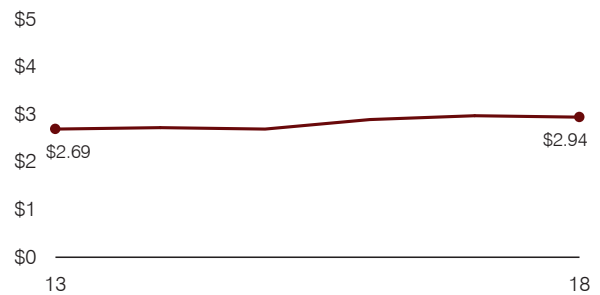
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



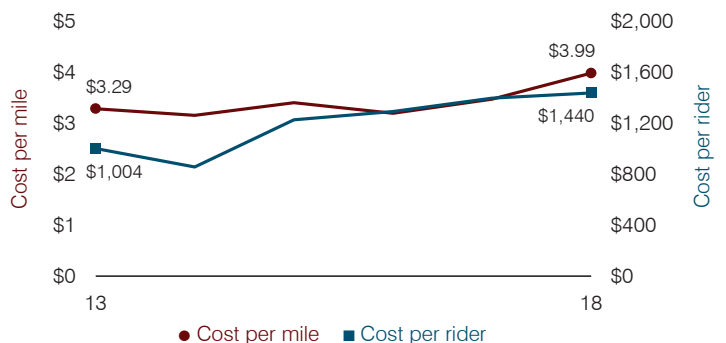
**Financial stress assessment**

Overall financial stress level: **Low**

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

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**



# Antelope Union High School District

Yuma County

Efficiency peer groups 6 and T-10, Achievement peer group 11<sup>1</sup>

Legislative district(s): 4 and 13

District size, location:

Small, Rural

Students attending:

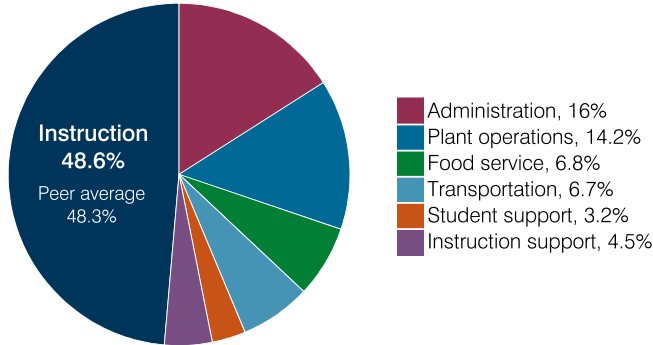
207

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

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

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

### Per pupil spending

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

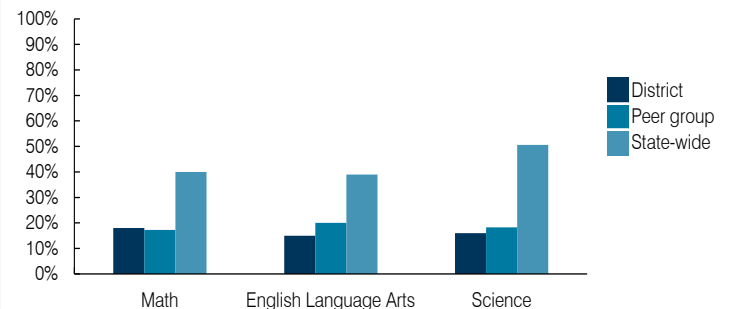
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

### Students who passed State assessments



### Student and teacher measures

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

### Per pupil revenues

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

### Select revenues from common sources

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

### Select revenues from less common sources

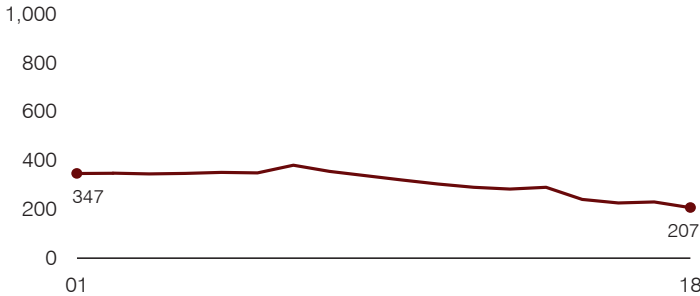
Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	0 of 18
Small school adjustment	0	0	5 of 18
Federal impact aid	0	0	3 of 18
Voter-approved levy increases	1,011	1,146	14 of 18

**Instructional spending percentage**

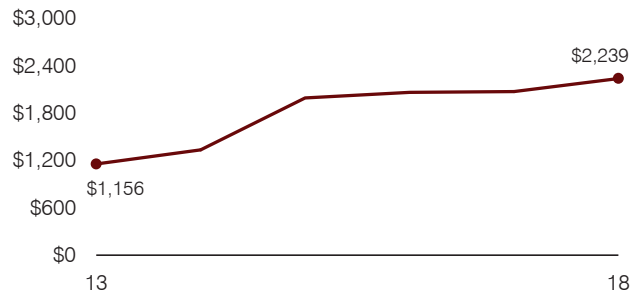
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 51.0 52.4 52.9 54.1 53.7 52.3 43.7 53.4 52.6 52.1 50.7 47.7 51.4 52.8 51.3 53.5 51.1 48.6

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

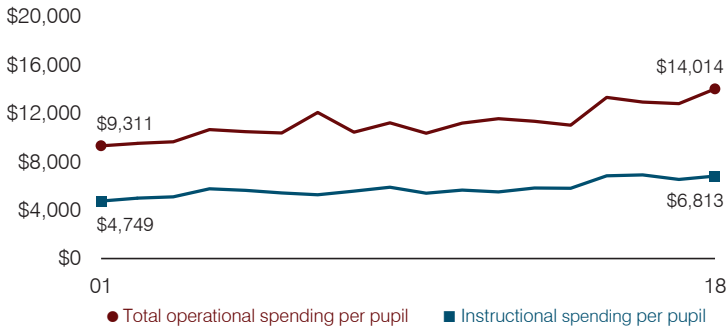
**Students attending**



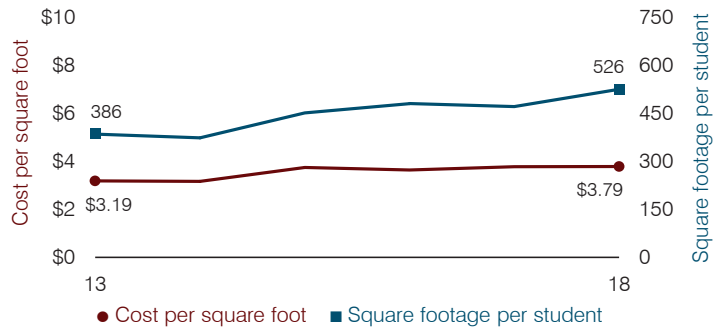
**Administrative cost per pupil**



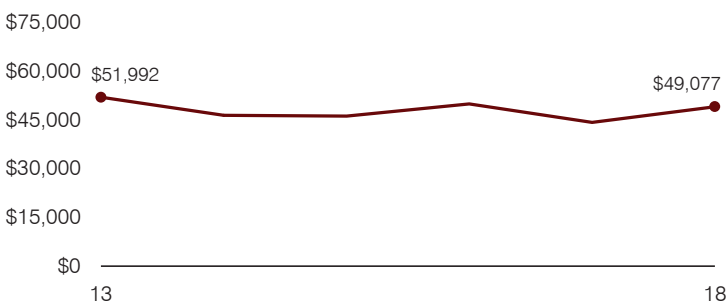
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



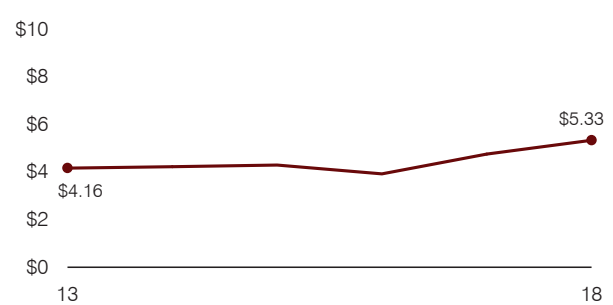
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



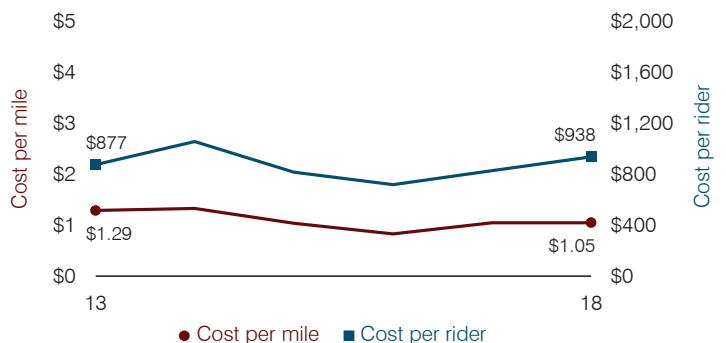
**Financial stress assessment**

Overall financial stress level: **High**

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

Low
Moderate
High

**Transportation costs per mile and per rider**





# Apache Elementary School District

Cochise County

Efficiency peer groups 11 and T-11, Achievement peer group 20<sup>1</sup>

Legislative district(s): 14

District size, location:

Very small, Rural

Students attending:

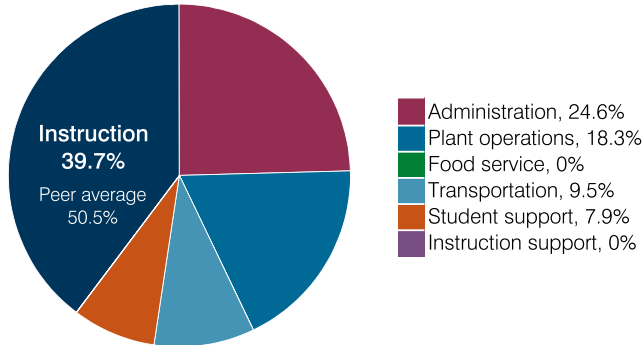
7

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

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

### Per pupil spending

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

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

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

### Students who passed State assessments

Measure did not meet our criteria for reporting.

### Student and teacher measures

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

### Per pupil revenues

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

### Select revenues from common sources

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

### Select revenues from less common sources

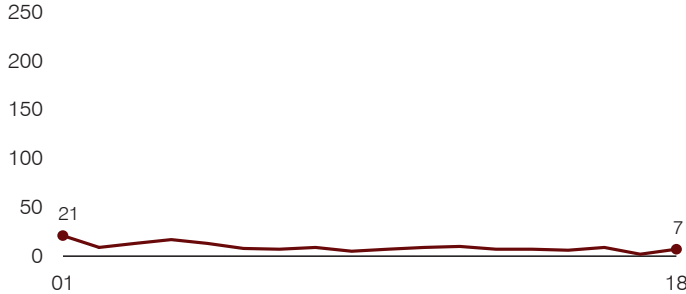
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	34,561	4,186	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

**Instructional spending percentage**

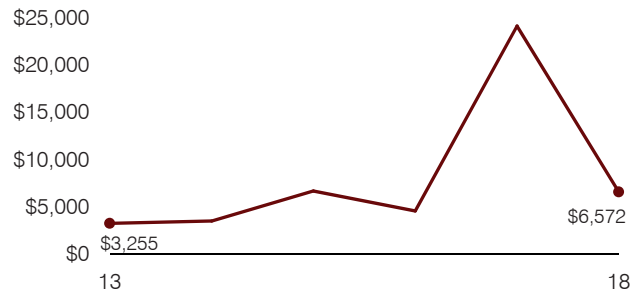
Year:	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Percentage:	64.9	63.7	53.6	49.0	53.2	53.5	54.6	58.5	54.9	55.8	52.4	51.7	49.4	51.1	50.4	49.4	54.9	39.7

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
Fiscal years as indicated

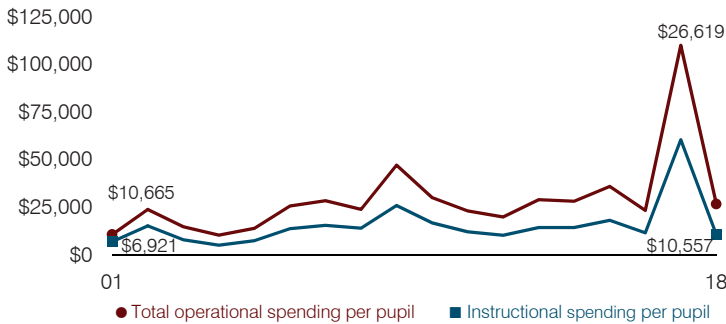
**Students attending**



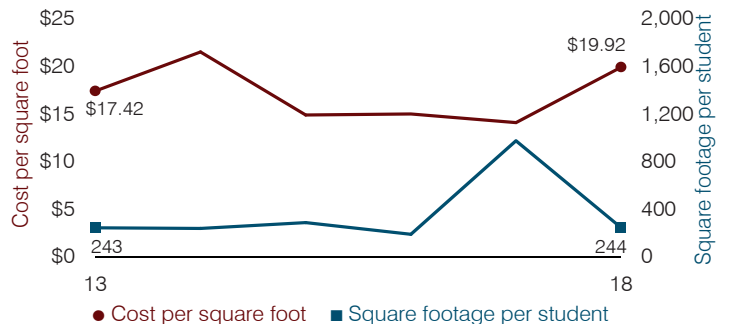
**Administrative cost per pupil**



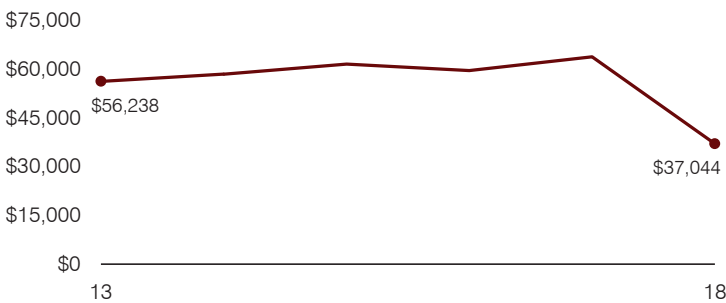
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



**Plant cost per square foot and square footage per student**



**Average teacher salary**



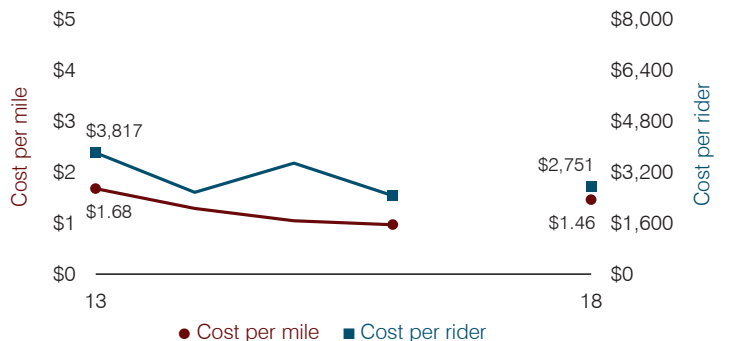
**Food service cost per meal**

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

**Financial stress assessment**

Overall financial stress level:	Low
<b>Measure: 2016 through 2018</b>	<b>Assessment</b>
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	20.5%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Not assessed
	<div style="display: flex; justify-content: space-around; margin-top: 5px;"> <div style="background-color: #28a745; color: white; padding: 2px 10px; border: 1px solid black;">Low</div> <div style="background-color: #ffc107; color: white; padding: 2px 10px; border: 1px solid black;">Moderate</div> <div style="background-color: #dc3545; color: white; padding: 2px 10px; border: 1px solid black;">High</div> </div>

**Transportation costs per mile and per rider**



# Apache Junction Unified School District

Pinal County

Efficiency peer groups 3 and T-3, Achievement peer group 3<sup>1</sup>

Legislative district(s): 8 and 16

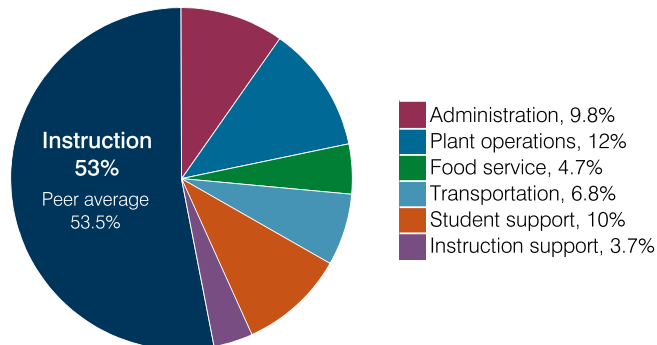
District size, location: Medium-large, Suburb

Students attending: 3,496

Number of schools: 5

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

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

Very low
Low
Comparable
High
Very high

### Per pupil spending

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

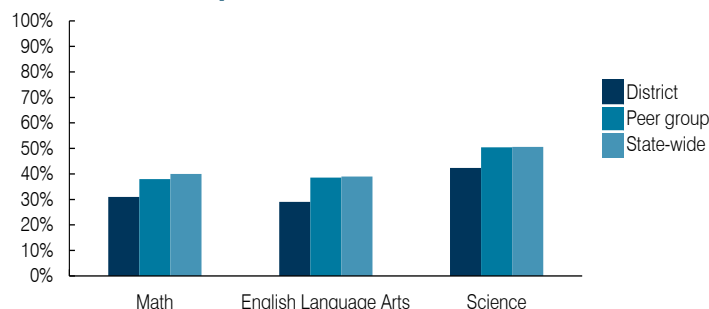
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

### Students who passed State assessments



### Student and teacher measures

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

### Per pupil revenues

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

### Select revenues from common sources

Equalization formula funding	\$ 5,805	\$ 5,575	\$ 5,507	\$ 5,585
Grants	1,127	1,239	864	1,241
Donations and tax credits	98	120	184	90

### Select revenues from less common sources

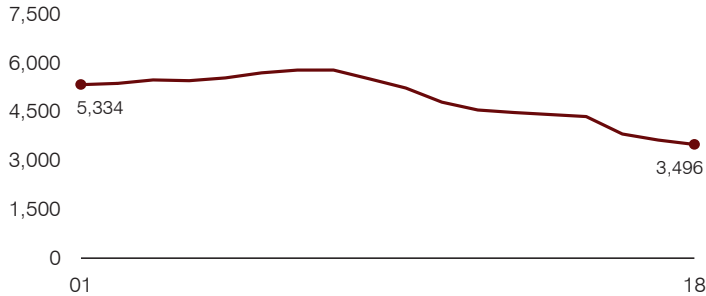
			Number of peers receiving
Desegregation	\$ 0	\$ 0	1 of 15
Small school adjustment	0	0	0 of 15
Federal impact aid	0	0	3 of 15
Voter-approved levy increases	1,046	1,069	15 of 15

## Instructional spending percentage

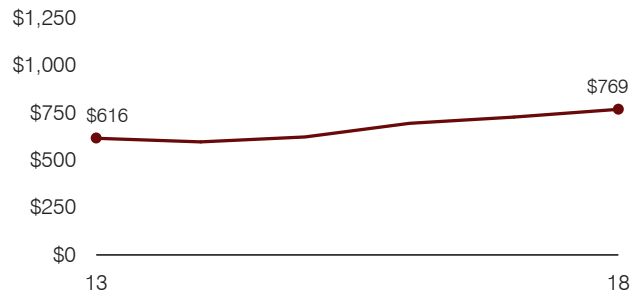
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 53.8 53.0 53.1 55.2 53.3 54.5 55.8 54.5 56.9 55.0 55.1 54.6 55.6 55.9 54.7 54.4 54.1 53.0

### TRENDS AND FINANCIAL STRESS ASSESSMENT Fiscal years as indicated

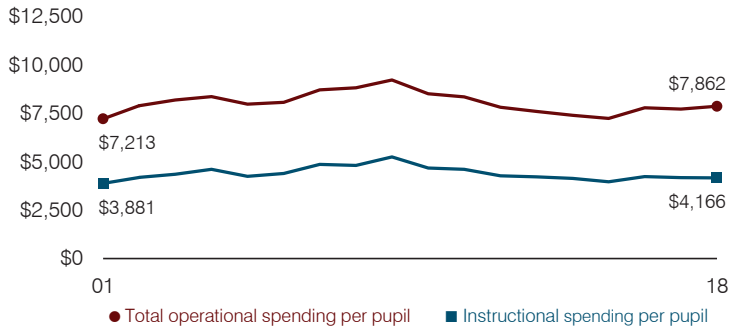
#### Students attending



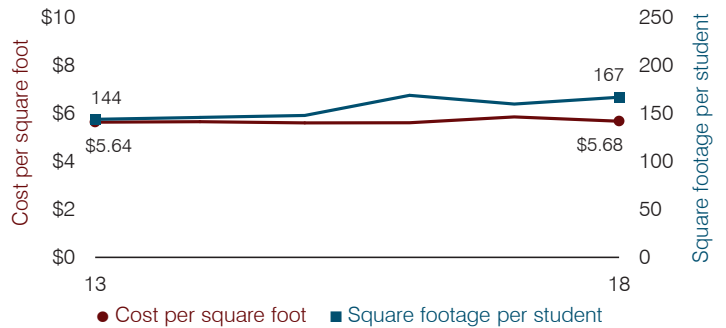
#### Administrative cost per pupil



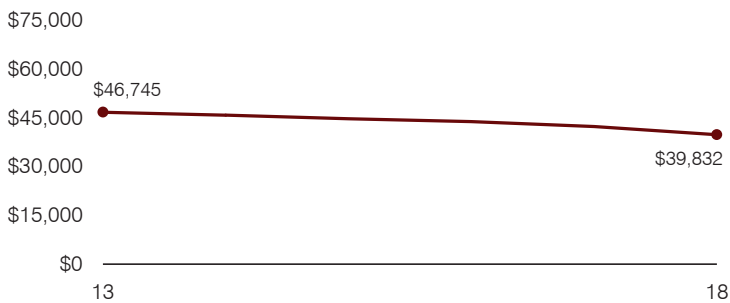
#### Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



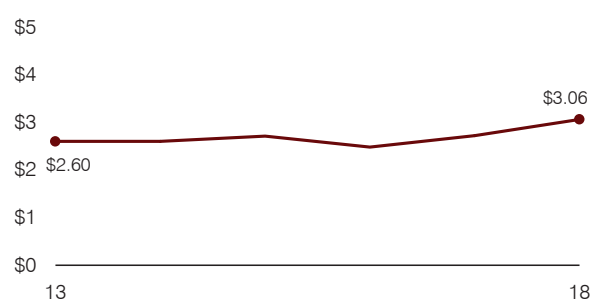
#### Plant cost per square foot and square footage per student



#### Average teacher salary



#### Food service cost per meal



#### Financial stress assessment

Overall financial stress level: **Low**

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

**Low**      **Moderate**      **High**

#### Transportation costs per mile and per rider



# Arlington Elementary School District

Maricopa County

Efficiency peer groups 10 and T-9, Achievement peer group 17<sup>1</sup>

Legislative district(s): 4 and 13

District size, location:

Small, Rural

Students attending:

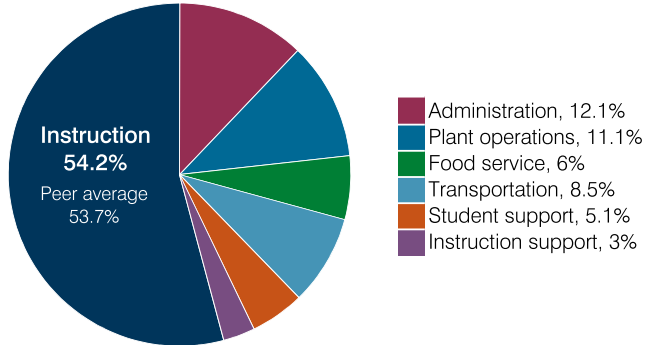
243

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

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

Very low
Low
Comparable
High
Very high

### Per pupil spending

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

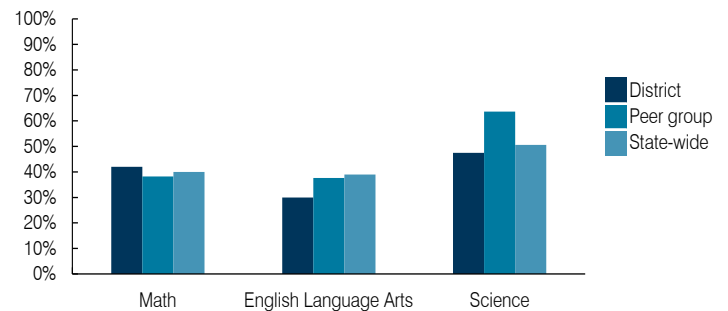
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

### Students who passed State assessments



### Student and teacher measures

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

### Per pupil revenues

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

### Select revenues from common sources

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

### Select revenues from less common sources

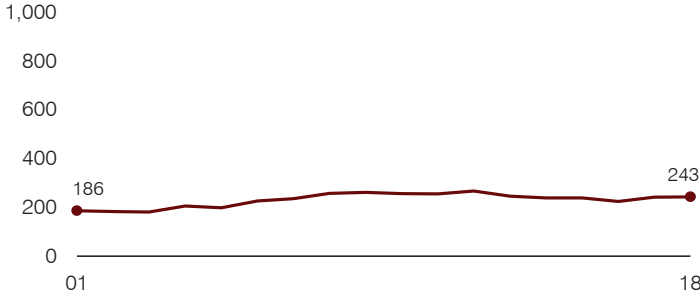
Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	0 of 11
Small school adjustment	0	0	0 of 11
Federal impact aid	0	0	3 of 11
Voter-approved levy increases	2,066	2,173	6 of 11

**Instructional spending percentage**

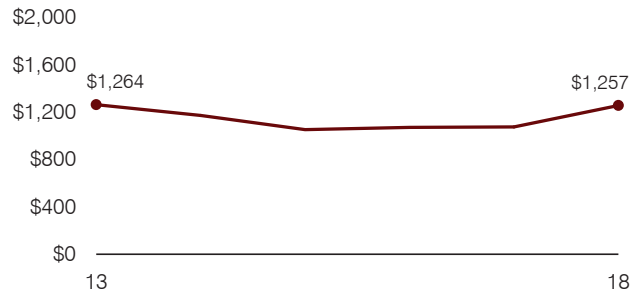
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 52.4 52.9 56.5 55.1 54.2 54.3 57.4 57.2 56.6 56.4 52.7 49.6 50.3 51.6 53.4 53.3 54.1 54.2

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

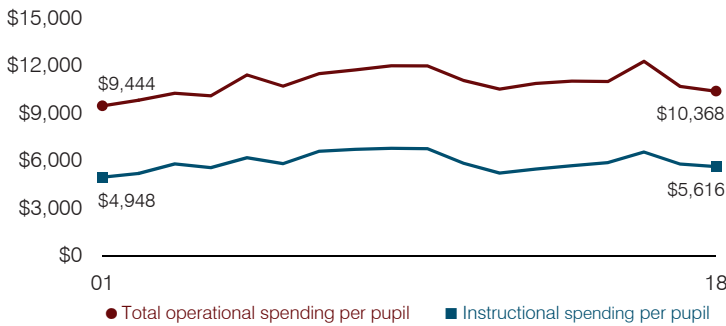
**Students attending**



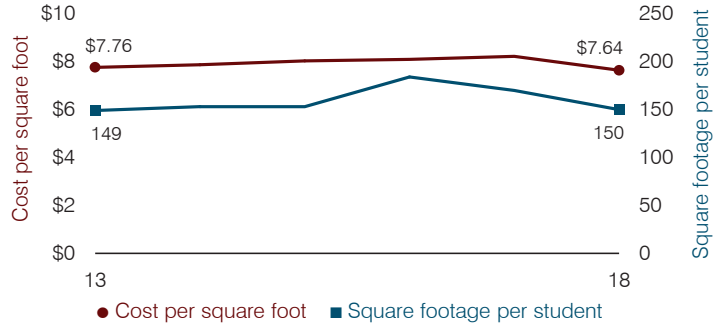
**Administrative cost per pupil**



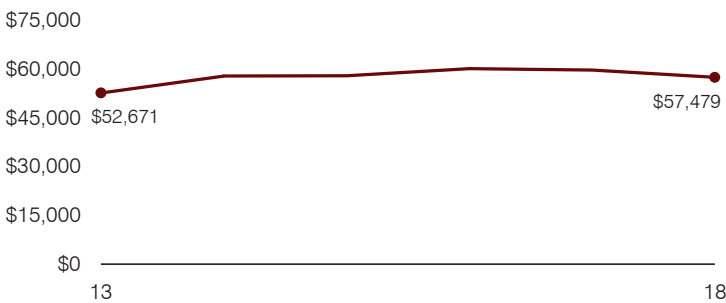
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



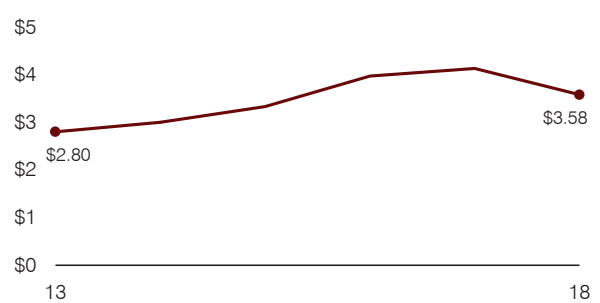
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



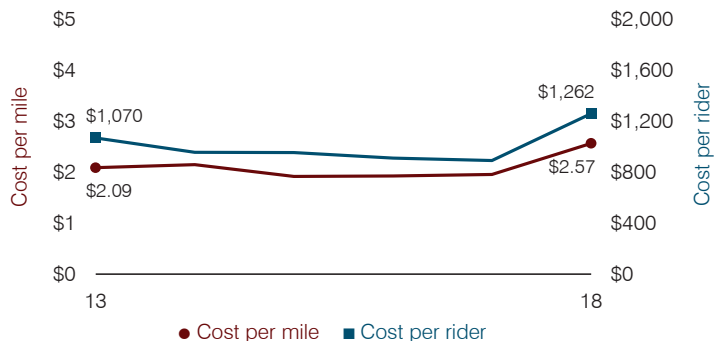
**Financial stress assessment**

Overall financial stress level: **Low**

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

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**



# Ash Creek Elementary School District

Cochise County

Efficiency peer groups 11 and T-11, Achievement peer group 18<sup>1</sup>

Legislative district(s): 14

District size, location:

Very small, Rural

Students attending:

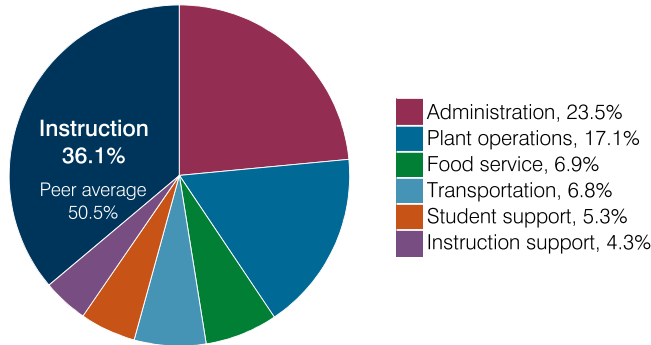
20

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

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

### Per pupil spending

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

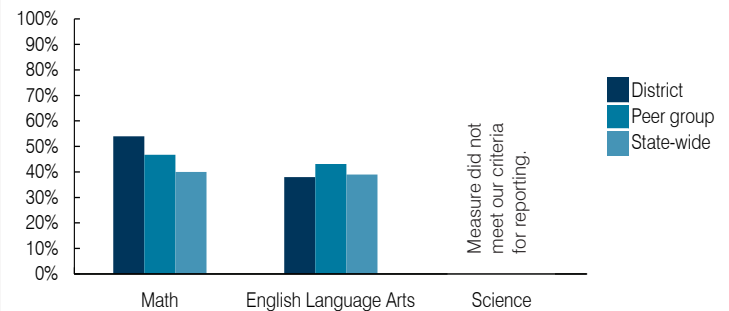
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

### Students who passed State assessments



### Student and teacher measures

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

### Per pupil revenues

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

### Select revenues from common sources

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

### Select revenues from less common sources

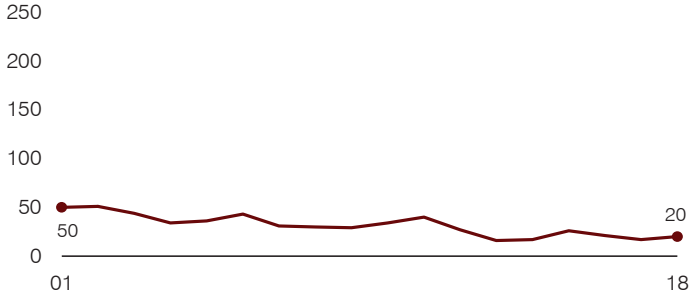
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	7,671	7,789	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

**Instructional spending percentage**

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

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

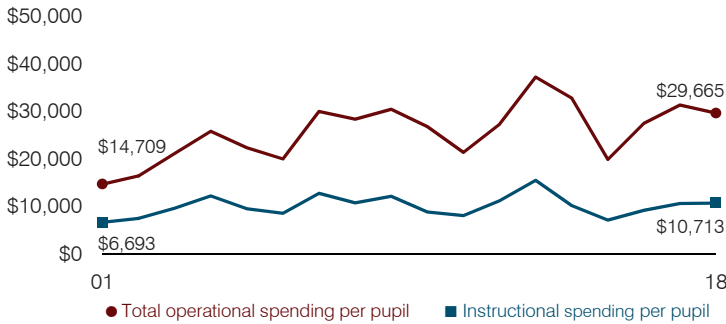
**Students attending**



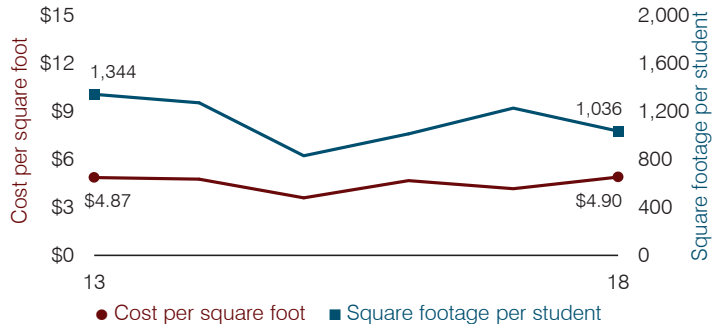
**Administrative cost per pupil**



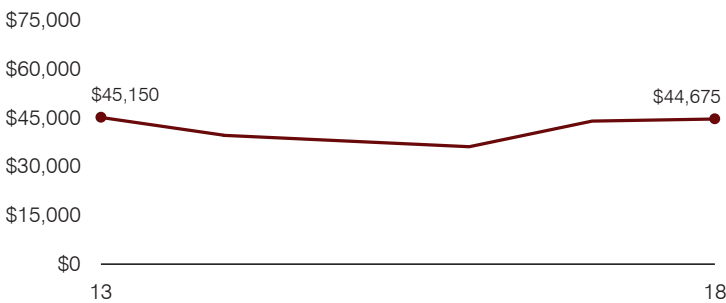
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



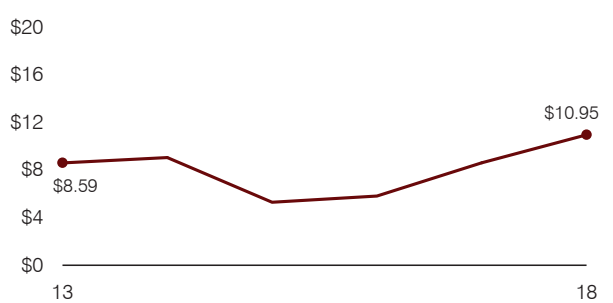
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



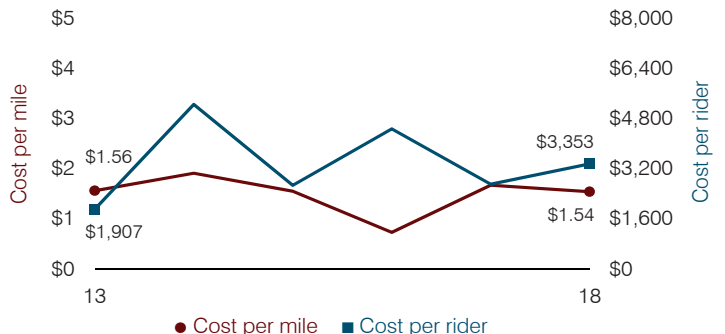
**Financial stress assessment**

Overall financial stress level: **Low**

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

Low
Moderate
High

**Transportation costs per mile and per rider**





# Ash Fork Joint Unified School District

Yavapai County

Efficiency peer groups 6 and T-10, Achievement peer group 6<sup>1</sup>

Legislative district(s): 1

District size, location:

Small, Rural

Students attending:

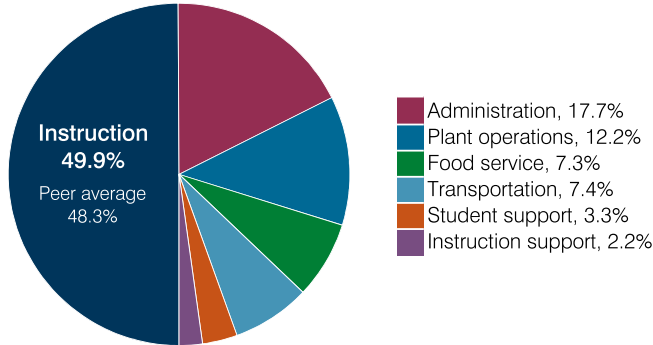
243

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

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

Very low   Low   Comparable   High   Very high

### Per pupil spending

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

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

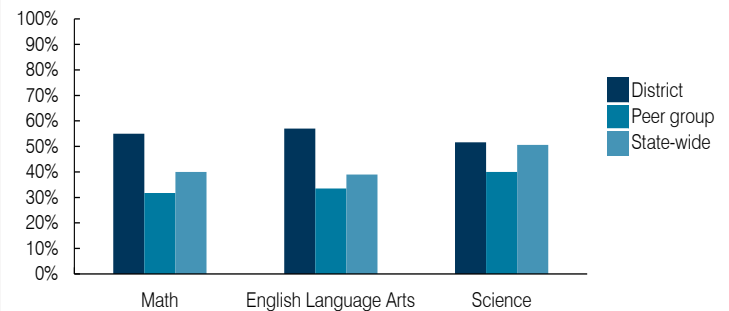
## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

<sup>2</sup> Includes schools that share a campus.

### Students who passed State assessments



### Student and teacher measures

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

### Per pupil revenues

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

### Select revenues from common sources

Equalization formula funding	\$ 7,230	\$ 7,286	\$ 7,175	\$ 5,585
Grants	1,258	1,142	2,252	1,241
Donations and tax credits	43	69	337	90

### Select revenues from less common sources

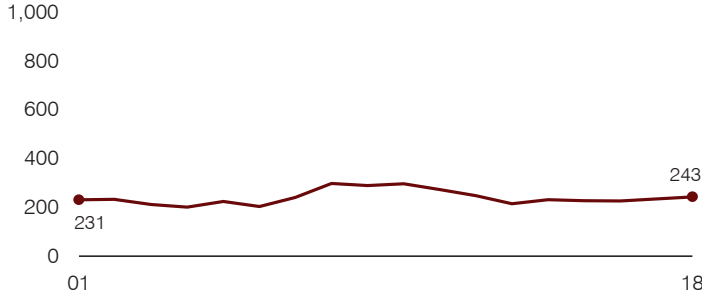
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 18
Small school adjustment	6,981	5,060	5 of 18
Federal impact aid	0	0	3 of 18
Voter-approved levy increases	0	0	14 of 18

**Instructional spending percentage**

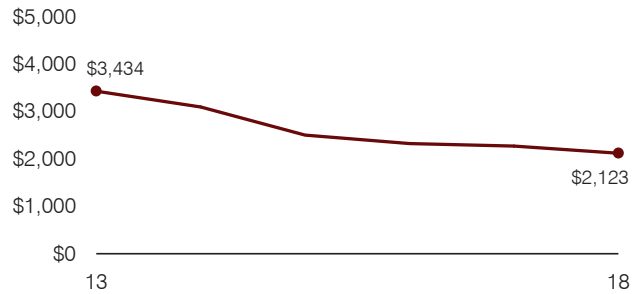
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 53.1 55.4 60.8 55.6 58.9 47.0 53.2 52.8 54.8 53.1 47.1 47.4 42.1 43.3 47.4 49.0 49.3 49.9

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

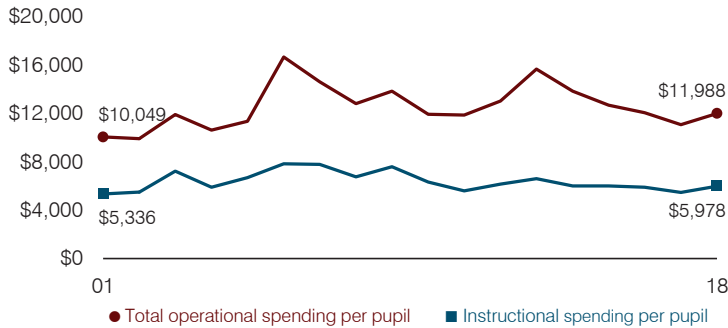
**Students attending**



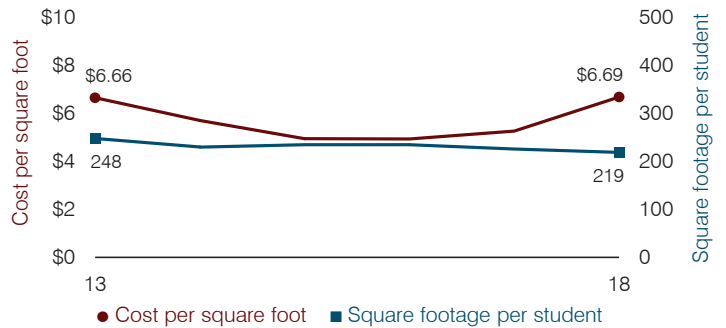
**Administrative cost per pupil**



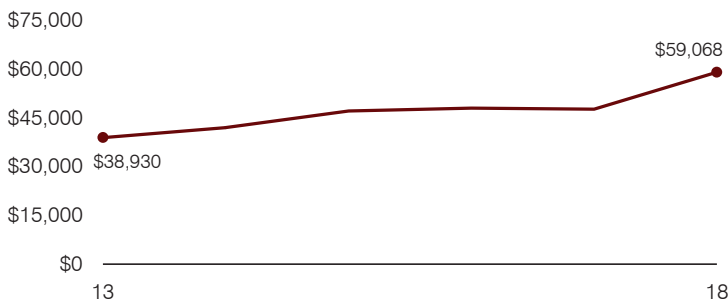
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



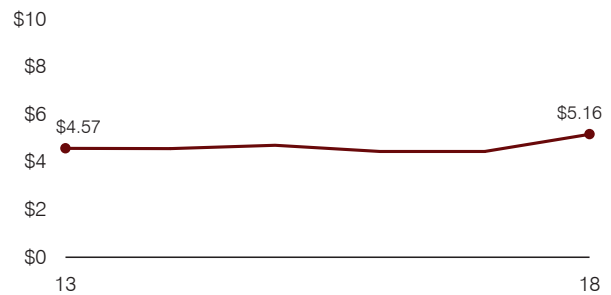
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



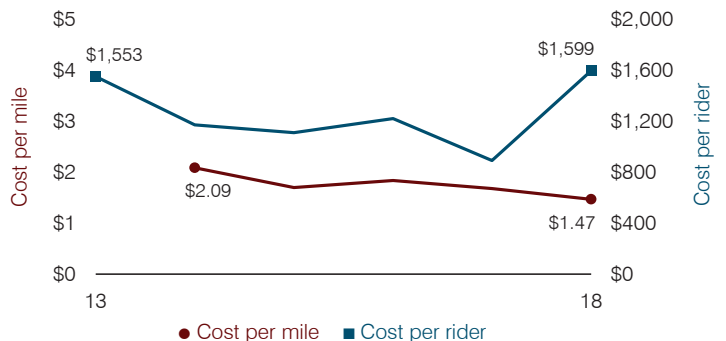
**Financial stress assessment**

Overall financial stress level: **Low**

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

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

**Transportation costs per mile and per rider**



# Avondale Elementary School District

Maricopa County

Efficiency peer groups 8 and T-2, Achievement peer group 13<sup>1</sup>

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

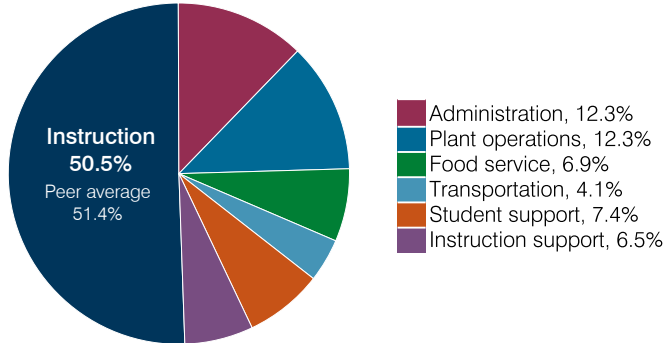
District size, location: Medium-large, Suburb

Students attending: 5,254

Number of schools: 8

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

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

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

### Per pupil spending

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

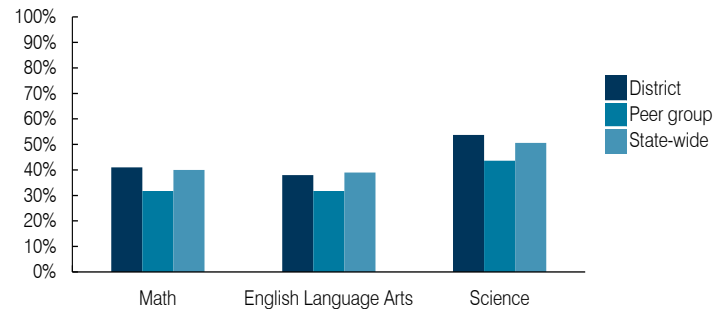
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

### Students who passed State assessments



### Student and teacher measures

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

### Per pupil revenues

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

### Select revenues from common sources

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

### Select revenues from less common sources

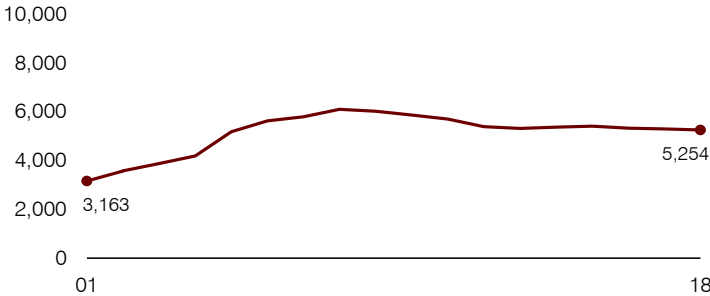
Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	4 of 19
Small school adjustment	0	0	0 of 19
Federal impact aid	0	0	0 of 19
Voter-approved levy increases	1,895	1,914	19 of 19

**Instructional spending percentage**

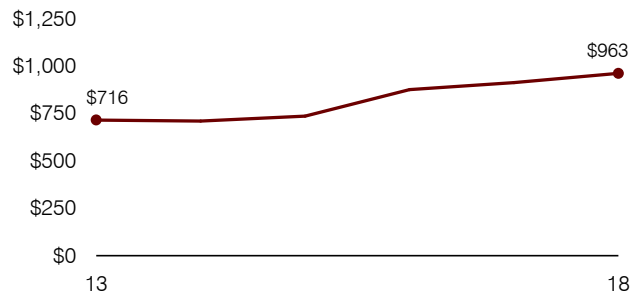
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 60.1 62.4 64.8 64.1 63.9 61.1 60.3 59.7 58.6 56.3 55.2 52.2 50.7 52.6 51.6 53.1 50.9 50.5

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

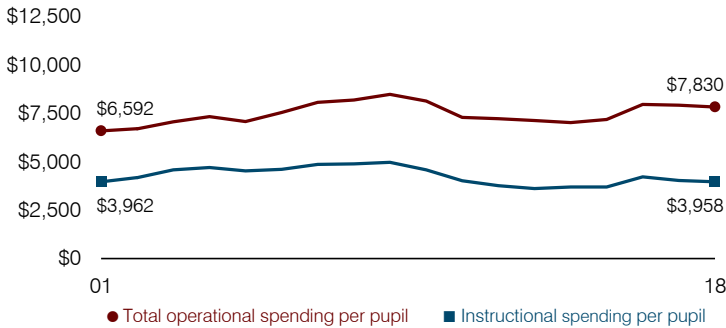
**Students attending**



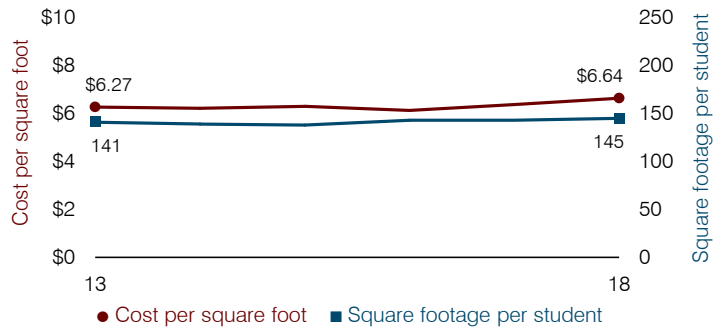
**Administrative cost per pupil**



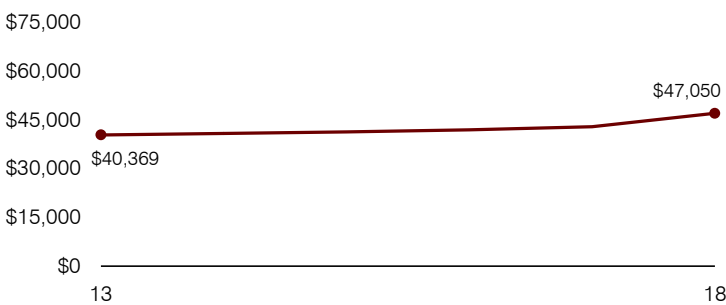
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



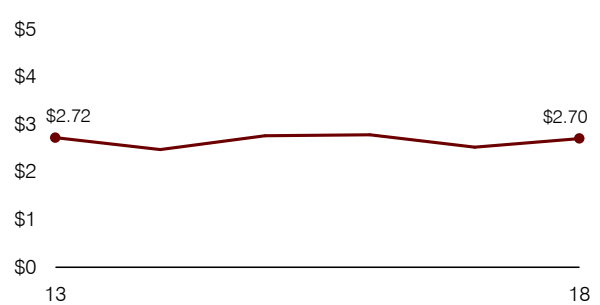
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



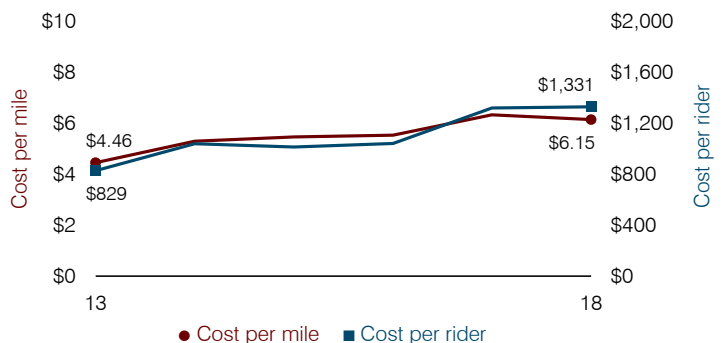
**Financial stress assessment**

Overall financial stress level: **Low**

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

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**



# Baboquivari Unified School District

Pima County

Efficiency peer groups 5 and T-10, Achievement peer group 7<sup>1</sup>

Legislative district(s): 4

District size, location:

Medium, Rural

Students attending:

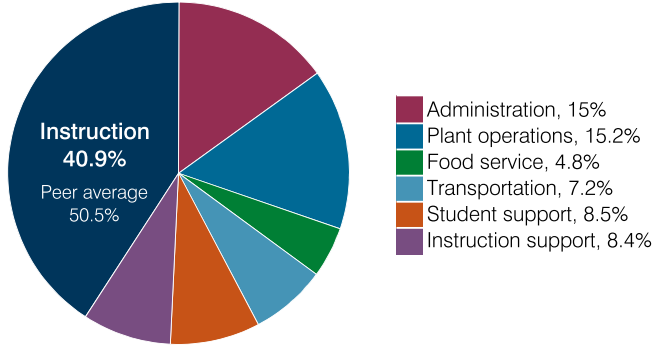
968

Number of schools:

4

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

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

Very low
Low
Comparable
High
Very high

### Per pupil spending

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

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

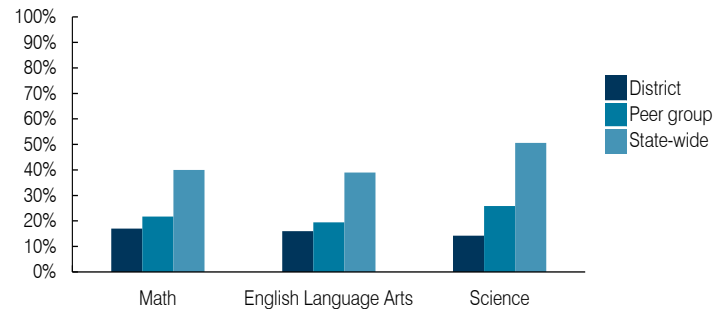
## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools <sup>2</sup>	Percentage of schools
A	0	0%
B	0	0%
C	1	33%
D	1	33%
F	1	33%

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

### Students who passed State assessments



### Student and teacher measures

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

### Per pupil revenues

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

### Select revenues from common sources

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

### Select revenues from less common sources

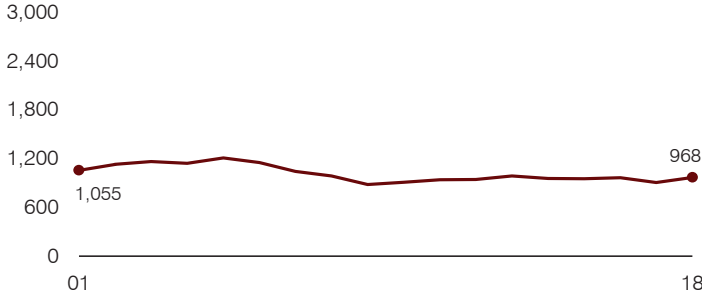
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 31
Small school adjustment	0	0	0 of 31
Federal impact aid	8,580	7,364	16 of 31
Voter-approved levy increases	0	0	21 of 31

**Instructional spending percentage**

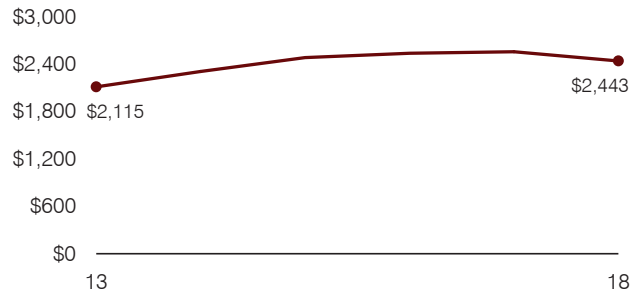
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 49.7 48.3 49.4 52.2 49.6 49.3 45.2 51.1 47.7 45.0 46.0 40.1 38.7 41.4 43.6 43.2 42.7 40.9

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

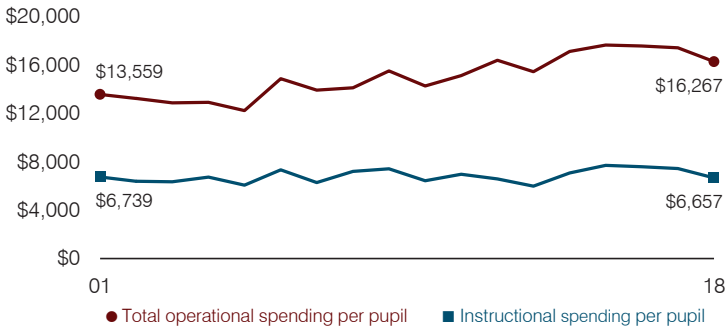
**Students attending**



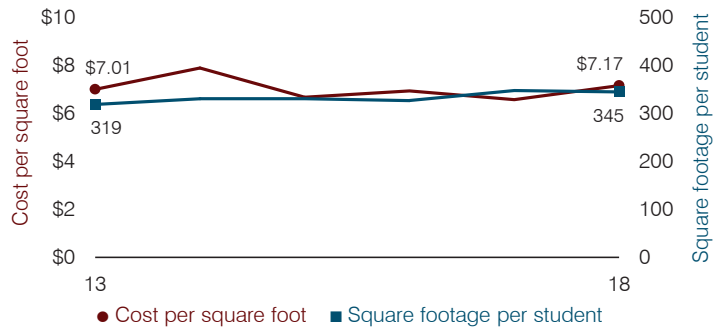
**Administrative cost per pupil**



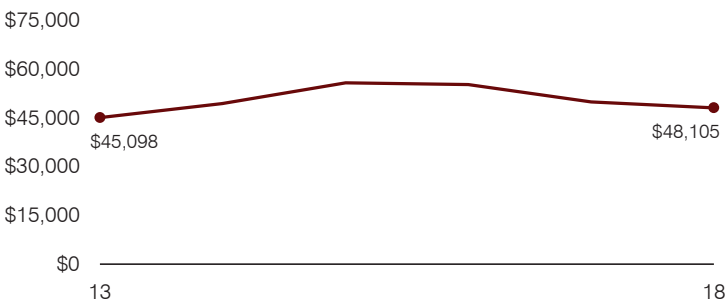
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



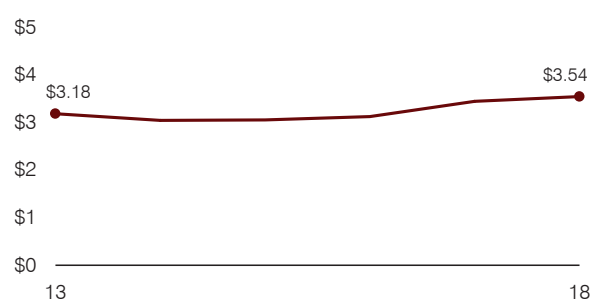
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



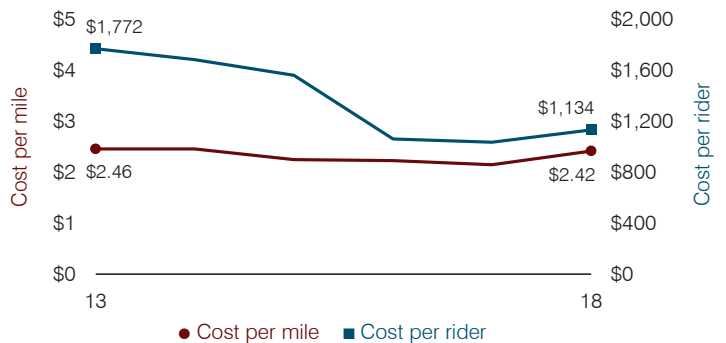
**Financial stress assessment**

Overall financial stress level: **Low**

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

Low
Moderate
High

**Transportation costs per mile and per rider**



# Bagdad Unified School District

Yavapai County

Efficiency peer groups 6 and T-9, Achievement peer group 4<sup>1</sup>

Legislative district(s): 1

District size, location:

Small, Rural

Students attending:

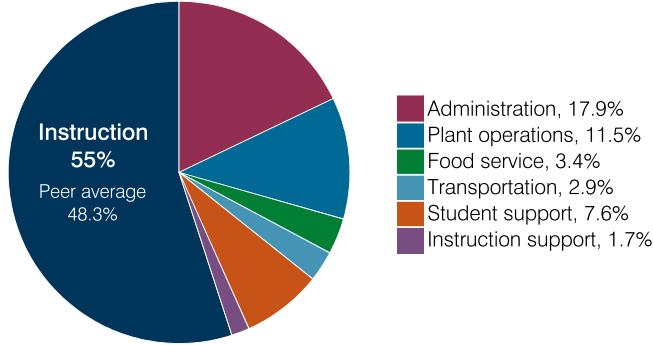
393

Number of schools:

2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

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

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

### Per pupil spending

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

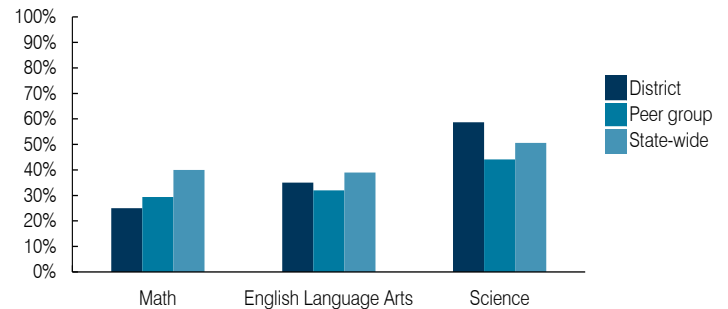
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

### Students who passed State assessments



### Student and teacher measures

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

### Per pupil revenues

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

### Select revenues from common sources

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

### Select revenues from less common sources

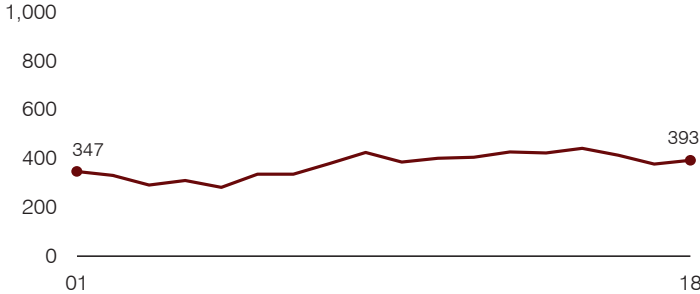
Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	0 of 18
Small school adjustment	0	1,361	5 of 18
Federal impact aid	0	0	3 of 18
Voter-approved levy increases	1,626	920	14 of 18

**Instructional spending percentage**

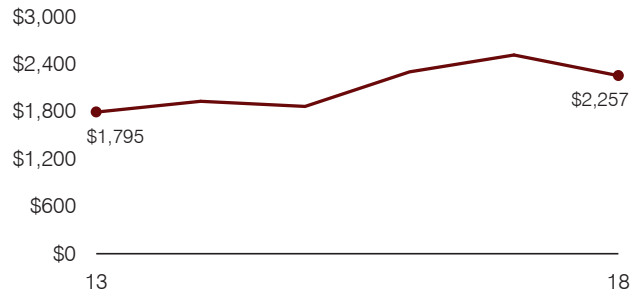
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 57.5 58.4 52.4 55.9 49.5 48.4 48.8 55.7 54.2 56.0 52.6 52.9 54.5 55.2 56.7 55.4 56.5 55.0

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

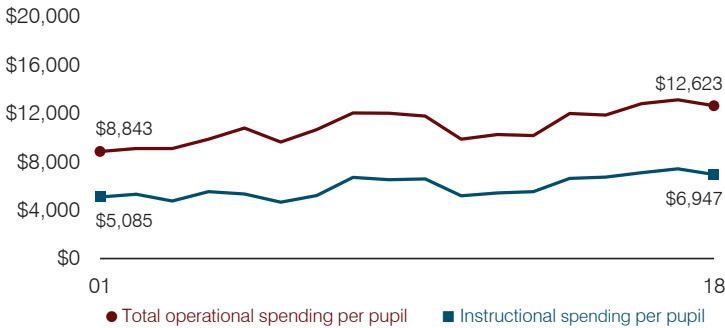
**Students attending**



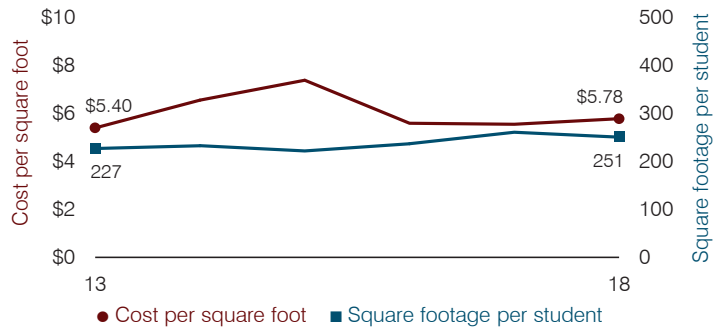
**Administrative cost per pupil**



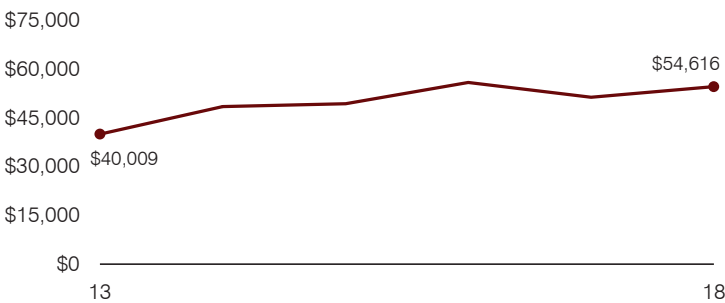
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



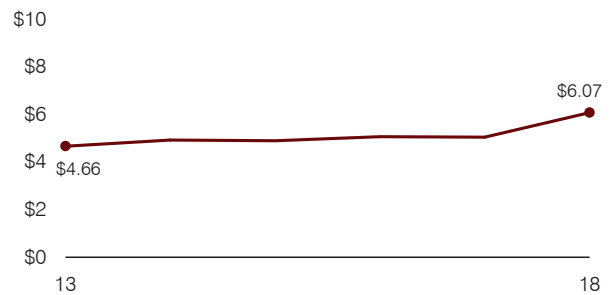
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



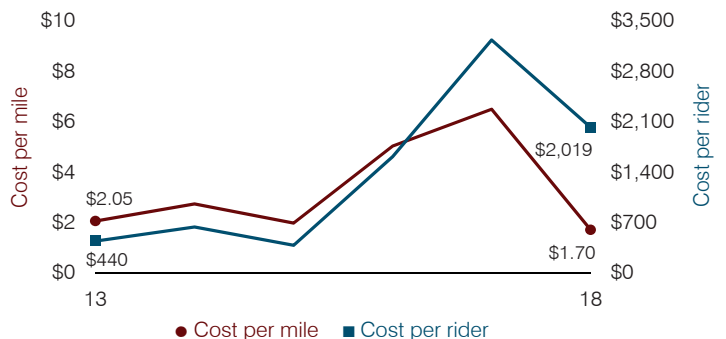
**Financial stress assessment**

Overall financial stress level: **Low**

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

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**





# Balsz Elementary School District

Maricopa County

Efficiency peer groups 8 and T-3, Achievement peer group 15<sup>1</sup>

Legislative district(s): 24 and 27

District size, location:

Medium-large, City

Students attending:

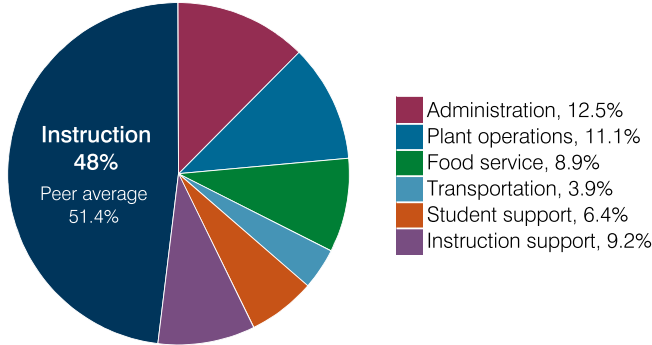
2,201

Number of schools:

5

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

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

Very low    Low    Comparable    High    Very high

### Per pupil spending

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

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

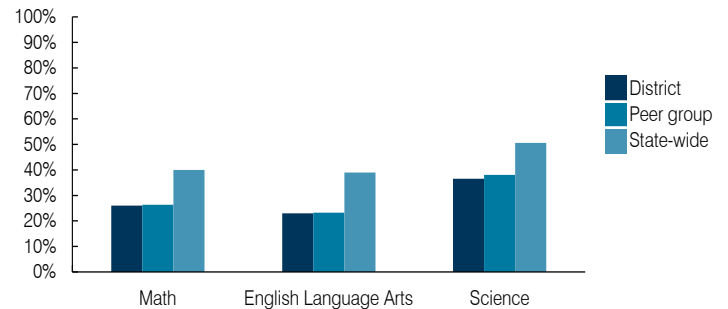
## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

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

### Students who passed State assessments



### Student and teacher measures

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

### Per pupil revenues

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

### Select revenues from common sources

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

### Select revenues from less common sources

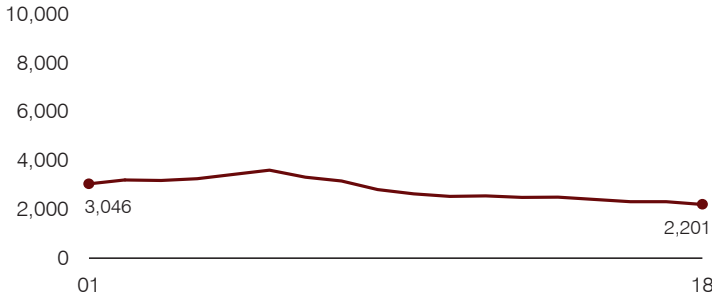
Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	4 of 19
Small school adjustment	0	0	0 of 19
Federal impact aid	0	0	0 of 19
Voter-approved levy increases	2,464	2,494	19 of 19

**Instructional spending percentage**

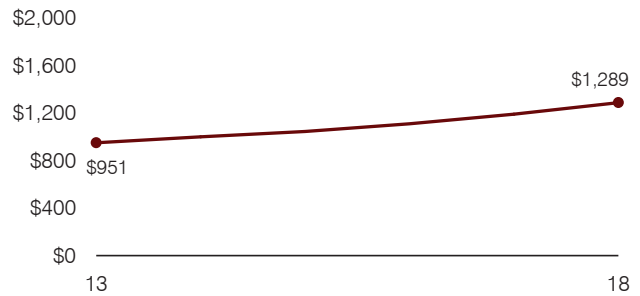
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 55.7 57.4 59.4 56.9 57.2 58.9 57.2 58.7 56.1 51.3 49.3 49.2 51.7 51.3 49.4 48.1 49.1 48.0

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

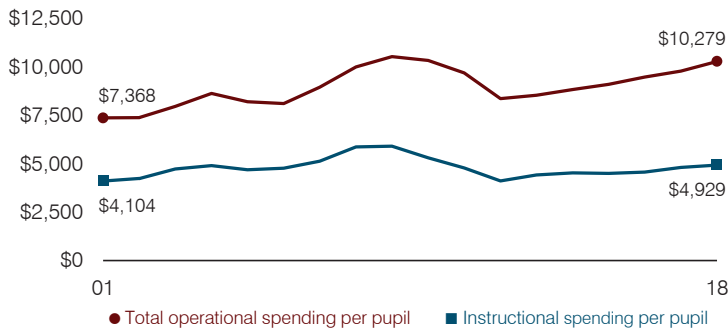
**Students attending**



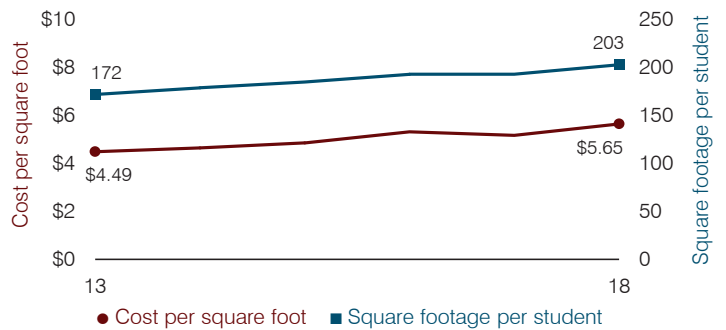
**Administrative cost per pupil**



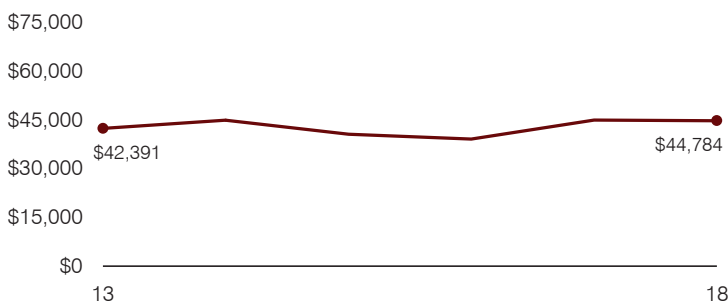
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



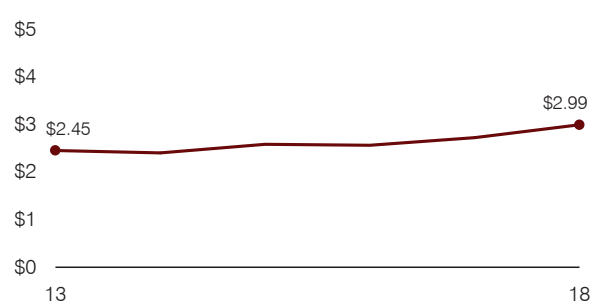
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



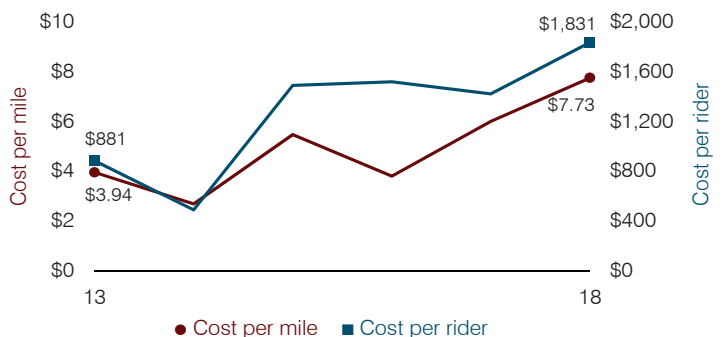
**Financial stress assessment**

Overall financial stress level: **Low**

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

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**



# Beaver Creek Elementary School District

Yavapai County

District size, location:

Small, Rural

Efficiency peer groups 10 and T-7, Achievement peer group 16<sup>1</sup>

Students attending:

280

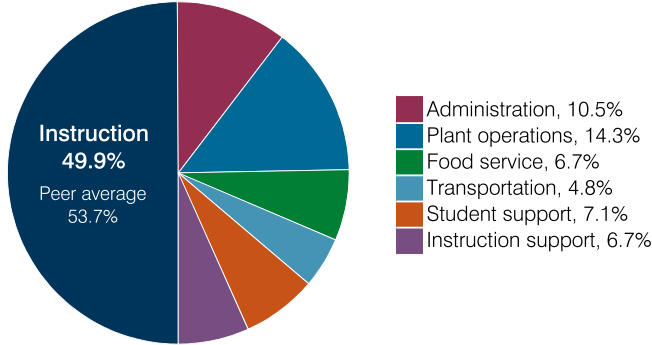
Legislative district(s): 1 and 6

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

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

Very low   Low   Comparable   High   Very high

### Per pupil spending

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

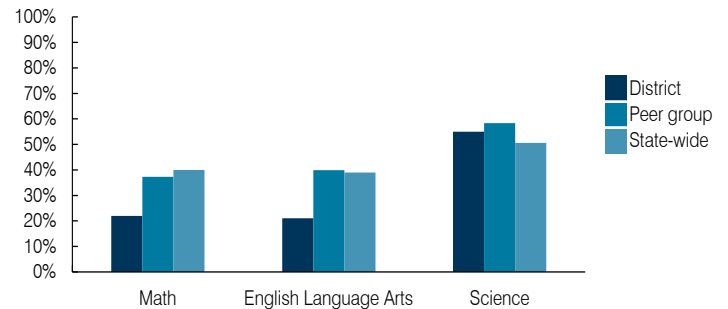
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

### Students who passed state assessments



### Student and teacher measures

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

### Per pupil revenues

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

### Select revenues from common sources

Equalization formula funding	\$ 6,884	\$ 6,775	\$ 6,817	\$ 5,585
Grants	1,984	2,070	1,722	1,241
Donations and tax credits	273	125	226	90

### Select revenues from less common sources

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

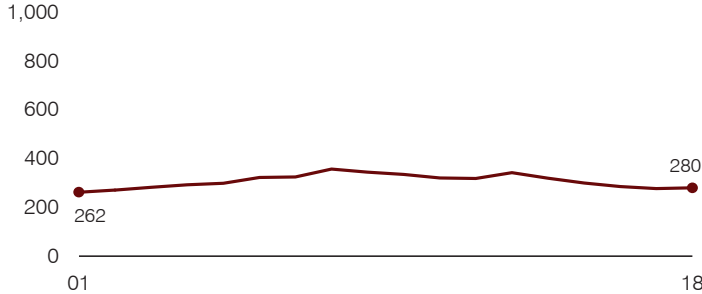
# Beaver Creek ESD—page 2

## Instructional spending percentage

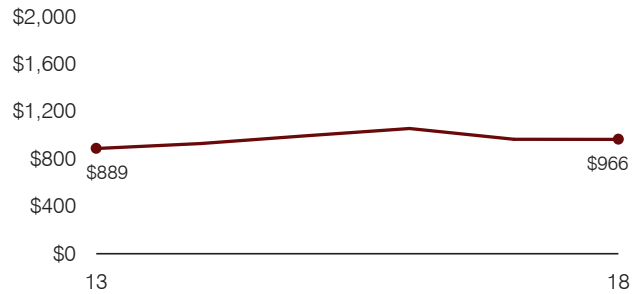
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 59.4 65.0 63.1 63.6 63.9 60.7 65.6 62.0 59.4 57.8 56.6 51.3 52.7 53.0 50.5 49.8 49.4 49.9

### TRENDS AND FINANCIAL STRESS ASSESSMENT Fiscal years as indicated

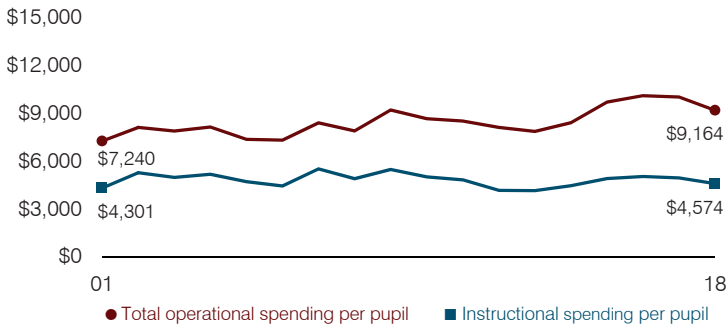
#### Students attending



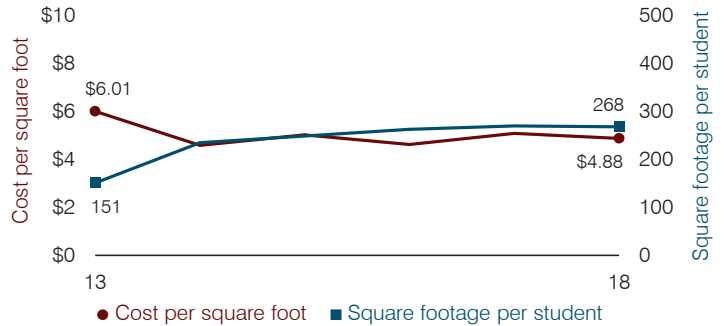
#### Administrative cost per pupil



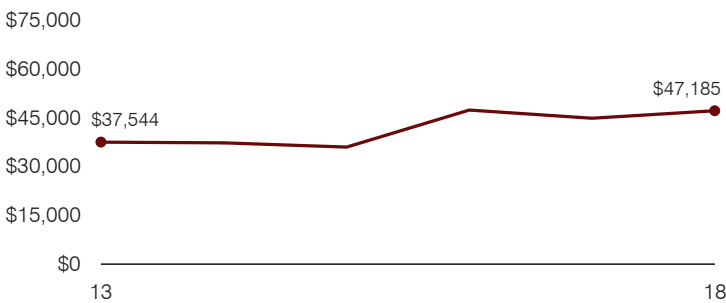
#### Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



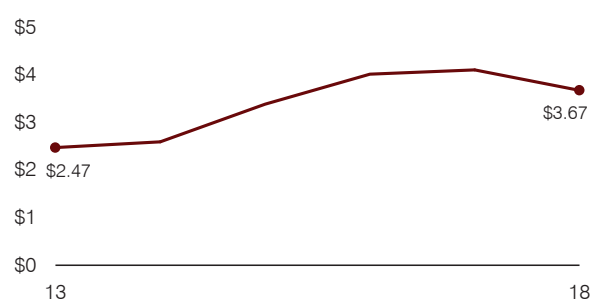
#### Plant cost per square foot and square footage per student



#### Average teacher salary



#### Food service cost per meal



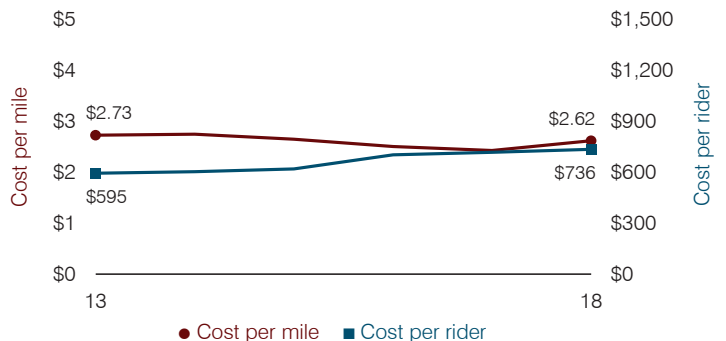
#### Financial stress assessment

Overall financial stress level: **Low**

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

Low
Moderate
High

#### Transportation costs per mile and per rider



# Benson Unified School District

Cochise County

Efficiency peer groups 5 and T-7, Achievement peer group 6<sup>1</sup>

Legislative district(s): 14

District size, location:

Medium, Town

Students attending:

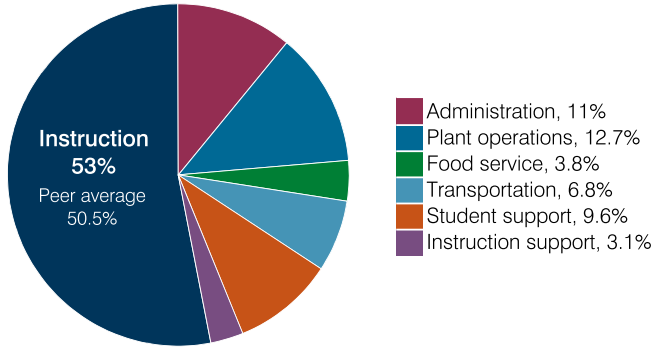
1,264

Number of schools:

4

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

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

Very low    Low    Comparable    High    Very high

### Per pupil spending

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

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

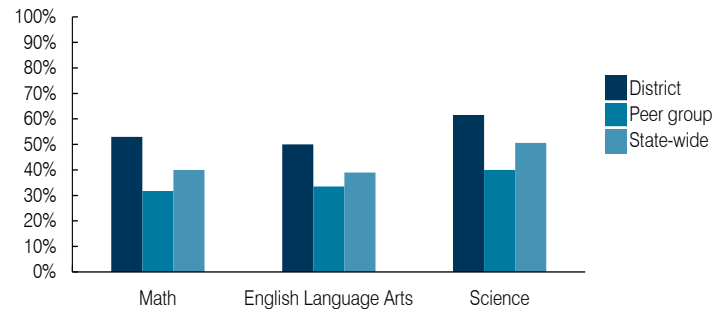
## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

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

### Students who passed State assessments



### Student and teacher measures

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

### Per pupil revenues

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

### Select revenues from common sources

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

### Select revenues from less common sources

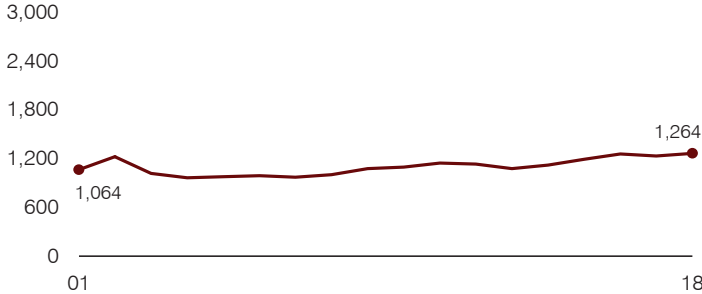
Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	0 of 31
Small school adjustment	0	0	0 of 31
Federal impact aid	0	0	16 of 31
Voter-approved levy increases	1,609	1,801	21 of 31

**Instructional spending percentage**

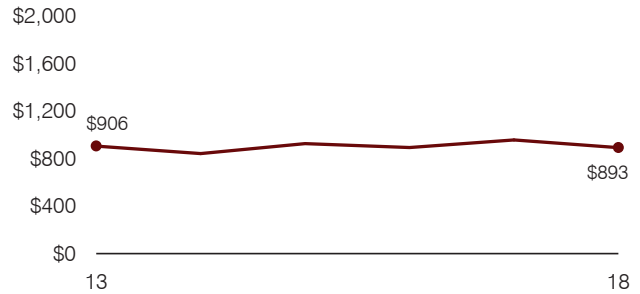
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 49.5 54.0 53.7 57.4 57.8 58.6 56.9 56.9 55.8 54.4 52.4 54.1 53.1 52.7 51.5 51.3 50.8 53.0

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

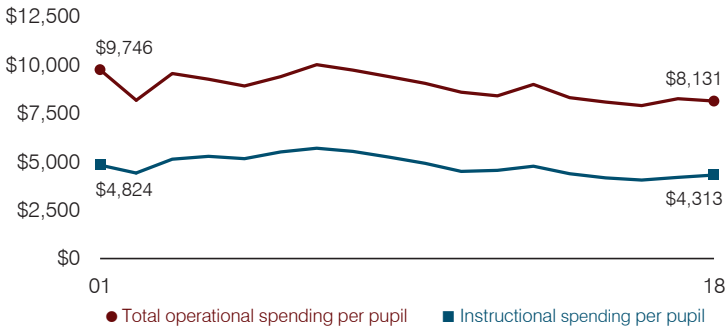
**Students attending**



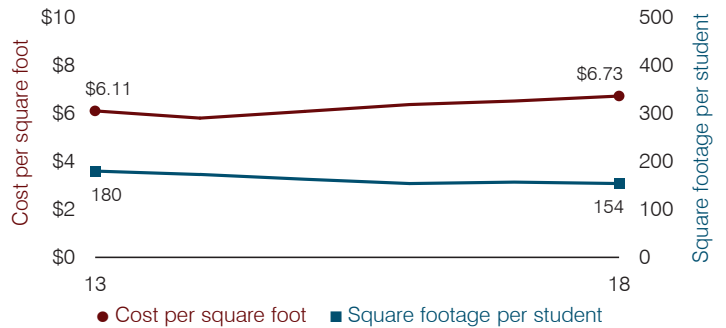
**Administrative cost per pupil**



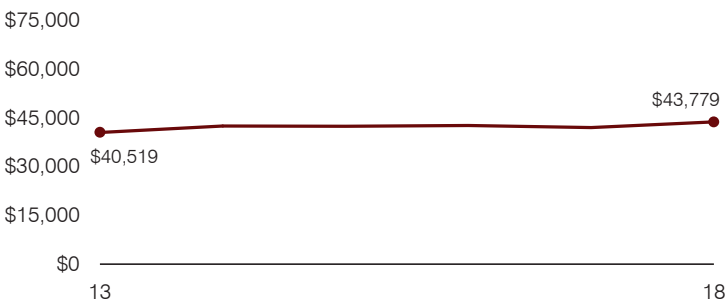
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



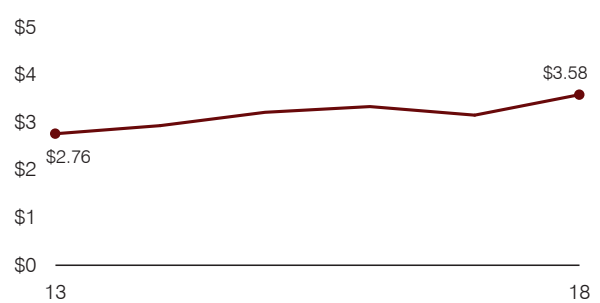
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



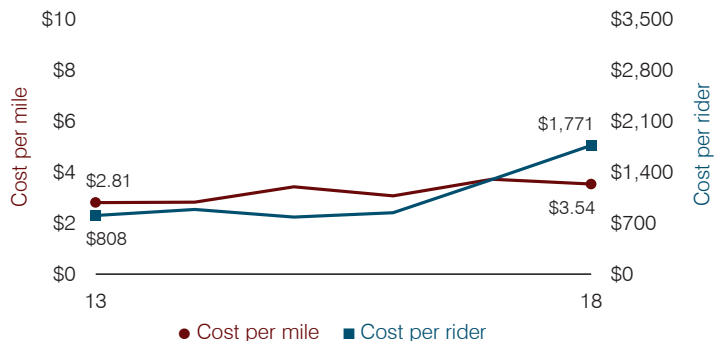
**Financial stress assessment**

Overall financial stress level: **Low**

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

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**



# Bicentennial Union High School District

La Paz County

District size, location:

Very small, Rural

Efficiency peer groups 11 and T-11, Achievement peer group 10<sup>1</sup>

Students attending:

109

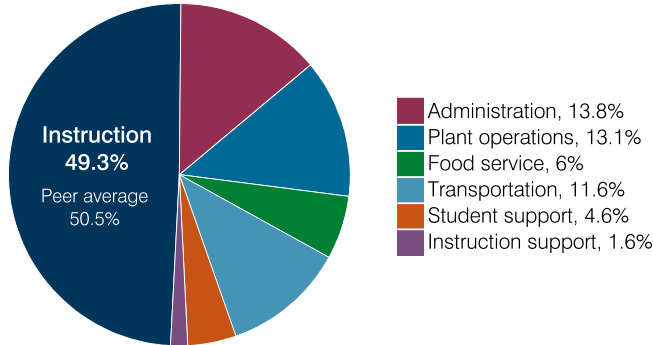
Legislative district(s): 5

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

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

### Per pupil spending

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

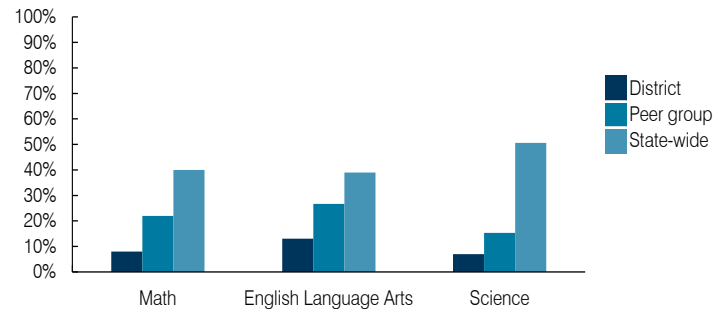
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

### Students who passed State assessments



### Student and teacher measures

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

### Per pupil revenues

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

### Select revenues from common sources

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

### Select revenues from less common sources

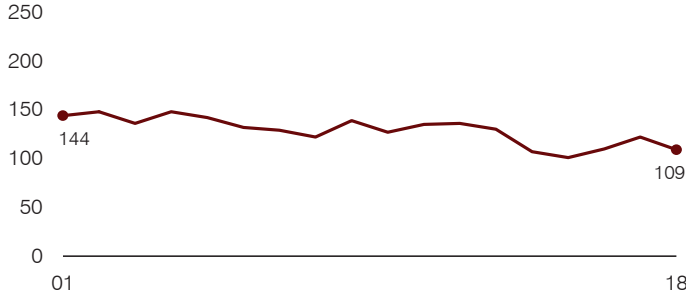
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	411	0	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	10	9	5 of 56

**Instructional spending percentage**

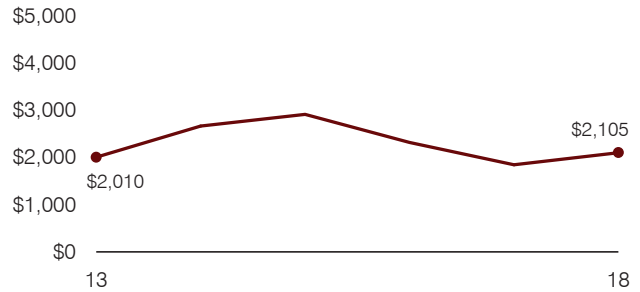
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 41.6 58.2 50.6 50.1 47.4 46.0 45.4 36.4 42.0 36.5 41.5 42.4 46.8 45.1 45.6 47.7 49.1 49.3

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

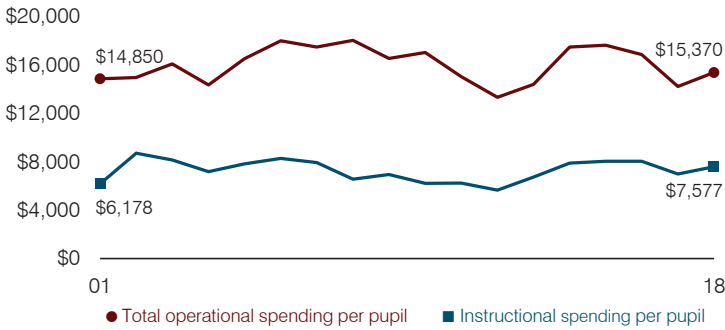
**Students attending**



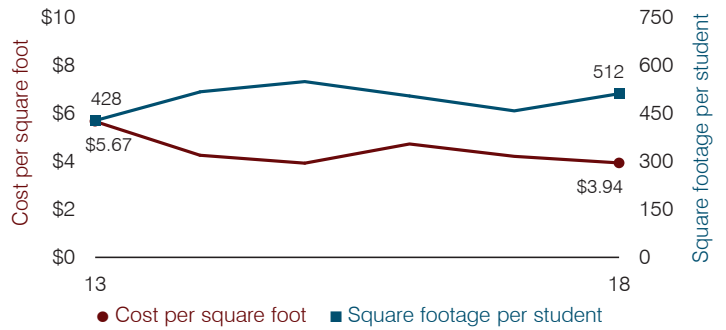
**Administrative cost per pupil**



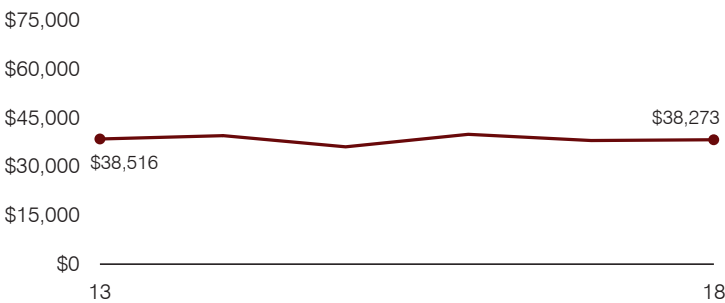
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



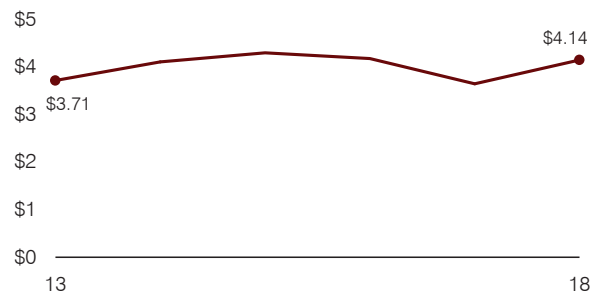
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



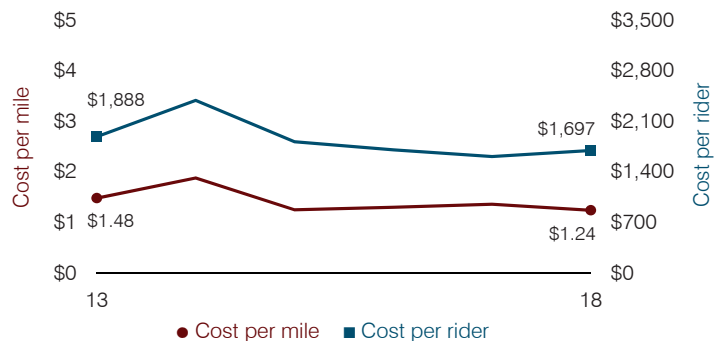
**Financial stress assessment**

Overall financial stress level: **Low**

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

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**





# Bisbee Unified School District

Cochise County

Efficiency peer groups 5 and T-8, Achievement peer group 6<sup>1</sup>

Legislative district(s): 14

District size, location:

Medium, Town

Students attending:

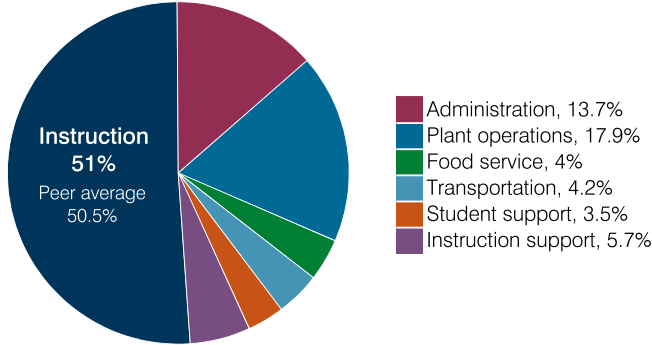
716

Number of schools:

3

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

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

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

### Per pupil spending

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

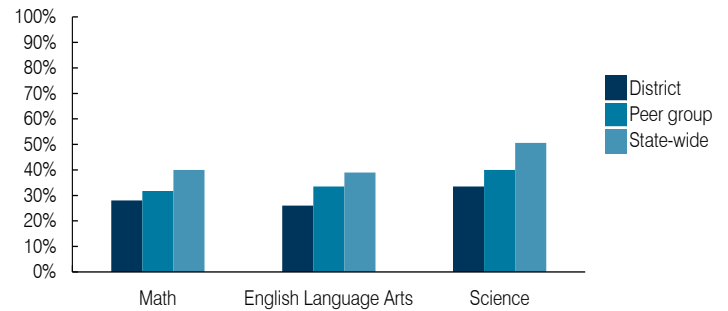
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

### Students who passed State assessments



### Student and teacher measures

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

### Per pupil revenues

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

### Select revenues from common sources

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

### Select revenues from less common sources

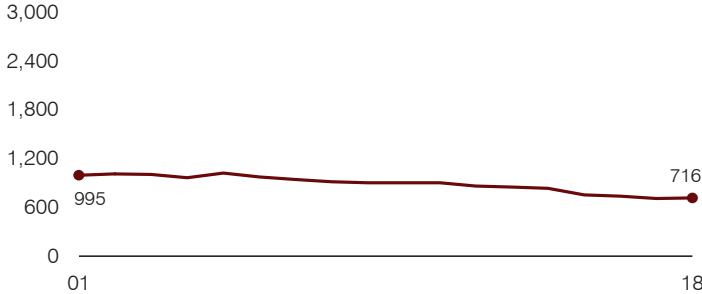
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 31
Small school adjustment	0	0	0 of 31
Federal impact aid	0	0	16 of 31
Voter-approved levy increases	565	517	21 of 31

**Instructional spending percentage**

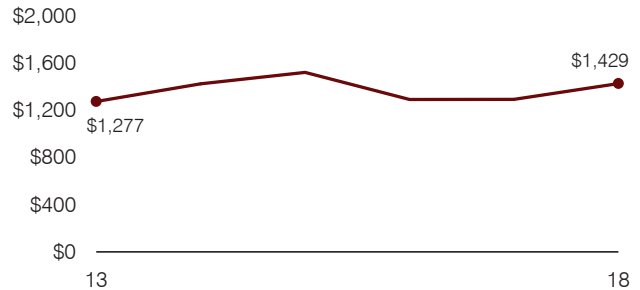
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 52.7 55.9 55.0 54.1 51.4 52.1 49.7 49.3 47.7 51.8 47.9 48.5 48.9 48.8 49.6 49.6 50.5 51.0

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

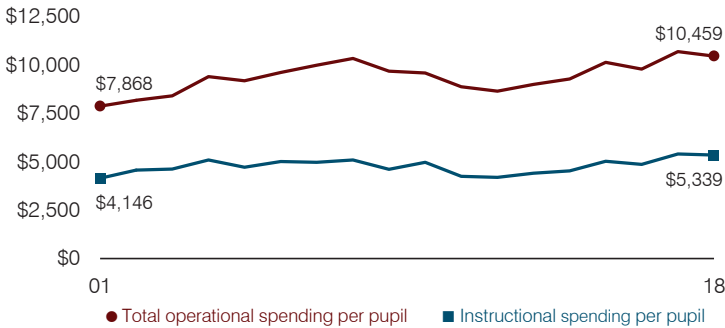
**Students attending**



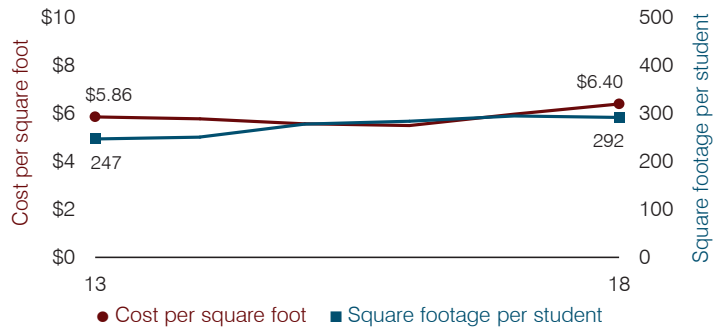
**Administrative cost per pupil**



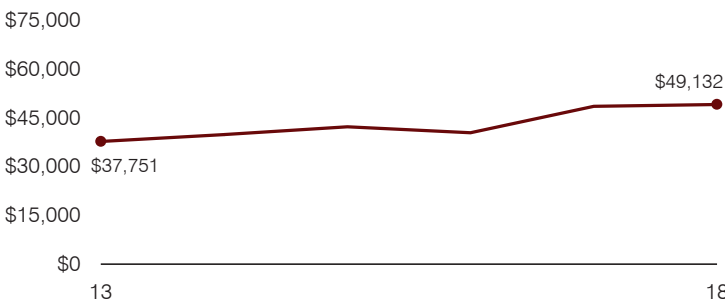
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



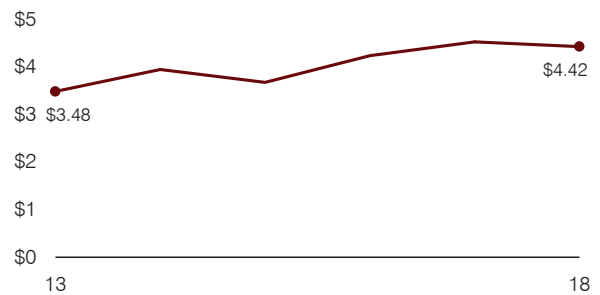
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



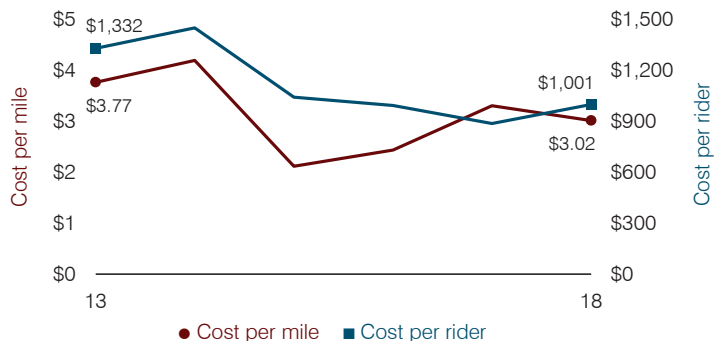
**Financial stress assessment**

Overall financial stress level: **Low**

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

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**



# Blue Elementary School District

Greenlee County

Efficiency peer group 11 and Achievement peer group 4<sup>1</sup>

Legislative district(s): 14

District size, location:

Very small, Rural

Students attending:

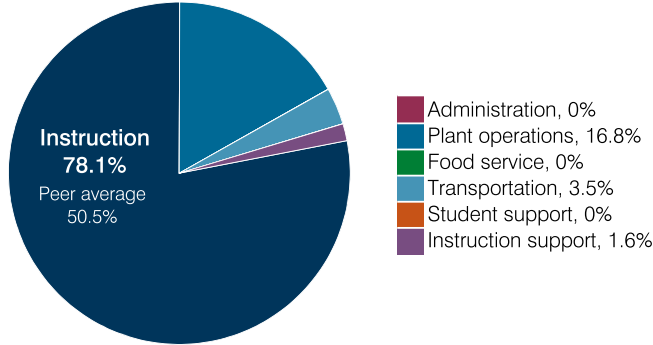
10

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

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

### Per pupil spending

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

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

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

### Students who passed State assessments

Measure did not meet our criteria for reporting.

### Student and teacher measures

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

### Per pupil revenues

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

### Select revenues from common sources

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

### Select revenues from less common sources

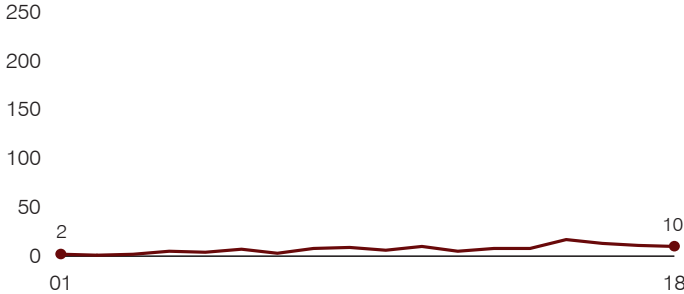
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	0	0	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

**Instructional spending percentage**

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

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
Fiscal years as indicated

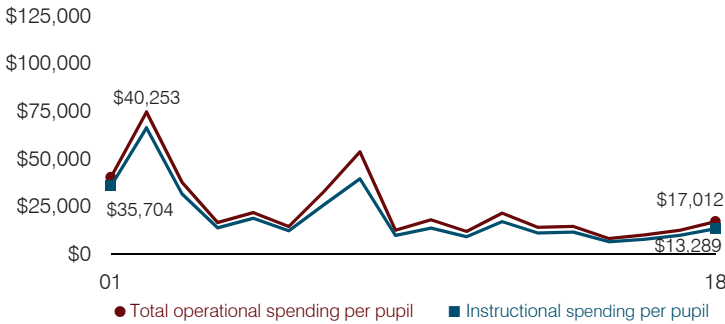
**Students attending**



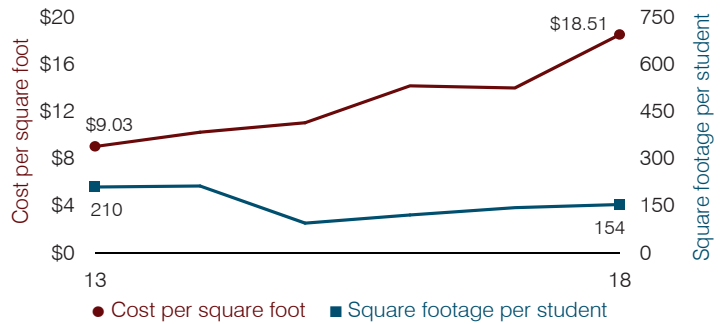
**Administrative cost per pupil**

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

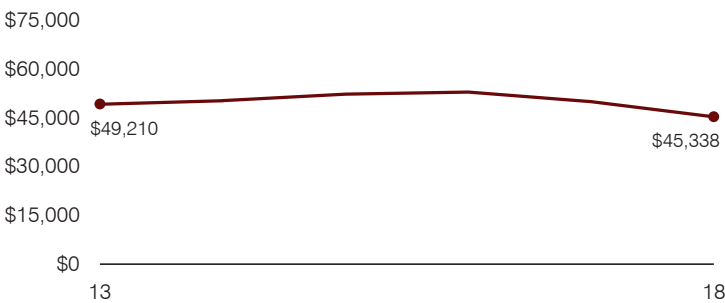
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**

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

**Financial stress assessment**

Overall financial stress level: Low

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

Low
Moderate
High

**Transportation costs per mile and per rider**

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

# Blue Ridge Unified School District

Navajo County

Efficiency peer groups 4 and T-8, Achievement peer group 5<sup>1</sup>

Legislative district(s): 7

District size, location:

Medium-large, Town

Students attending:

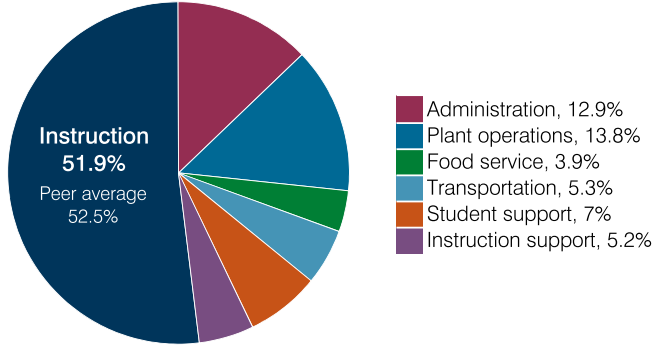
2,094

Number of schools:

3

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

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

Very low    Low    Comparable    High    Very high

### Per pupil spending

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

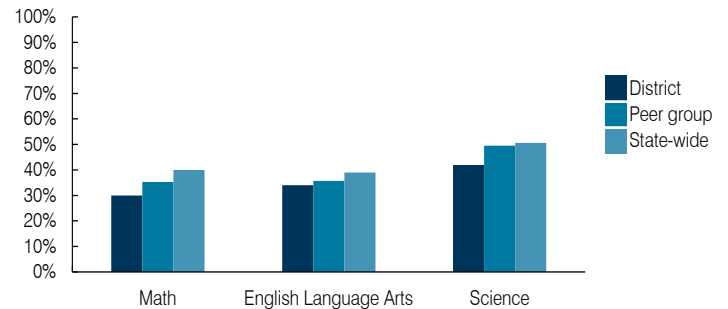
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

### Students who passed State assessments



### Student and teacher measures

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

### Per pupil revenues

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

### Select revenues from common sources

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

### Select revenues from less common sources

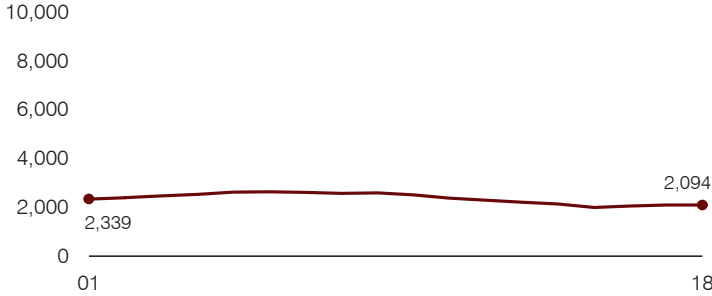
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	1 of 17
Small school adjustment	0	0	0 of 17
Federal impact aid	295	408	6 of 17
Voter-approved levy increases	1,299	2,440	13 of 17

**Instructional spending percentage**

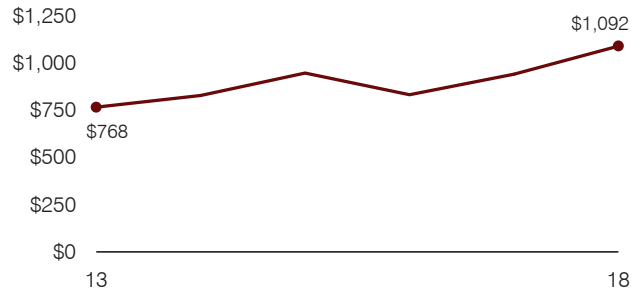
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 60.7 63.0 61.4 63.1 62.1 61.8 59.8 59.3 64.1 61.6 56.0 55.0 56.8 55.1 52.5 53.1 51.9 51.9

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

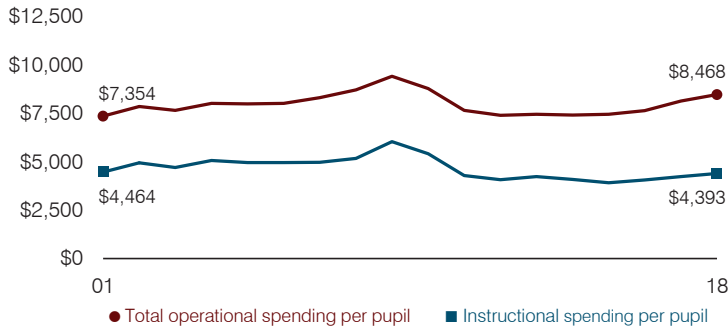
**Students attending**



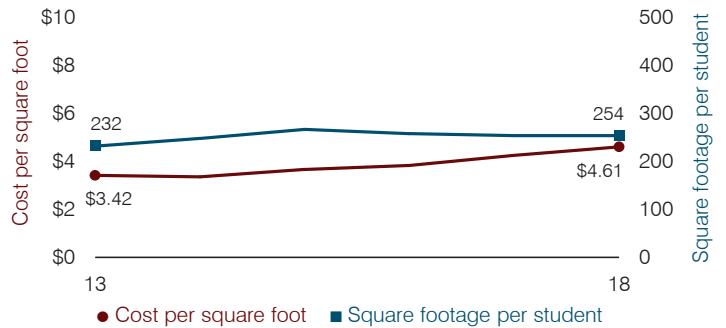
**Administrative cost per pupil**



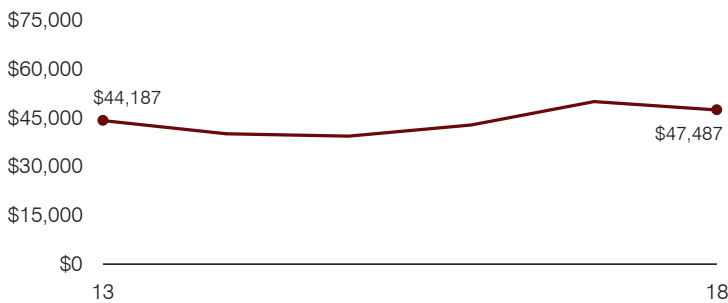
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



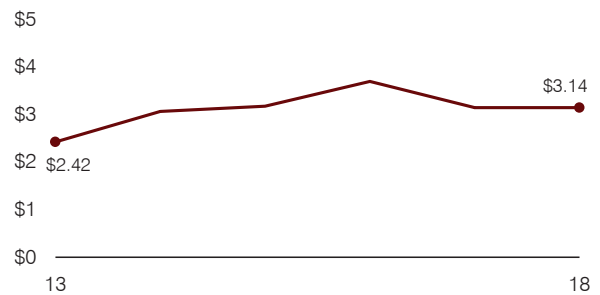
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



**Financial stress assessment**

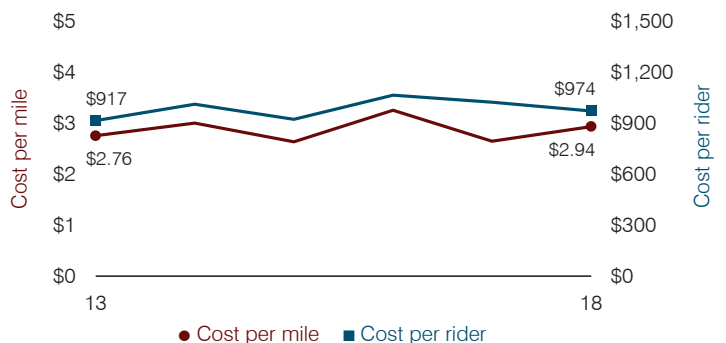
Overall financial stress level: **Low**

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

Low	Moderate	High
Low	Moderate	High

**Transportation costs per mile and per rider**



# Bonita Elementary School District

Graham County

District size, location:

Very small, Rural

Efficiency peer groups 11 and T-11, Achievement peer group 16<sup>1</sup>

Students attending:

81

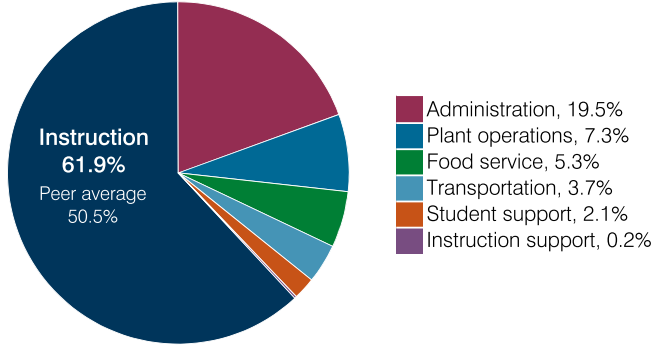
Legislative district(s): 14

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

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

### Per pupil spending

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

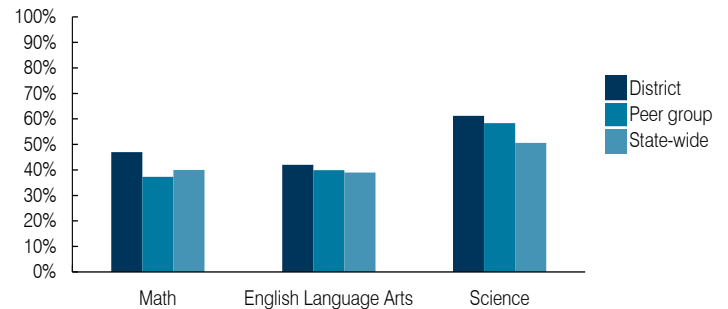
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

### Students who passed State assessments



### Student and teacher measures

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

### Per pupil revenues

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

### Select revenues from common sources

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

### Select revenues from less common sources

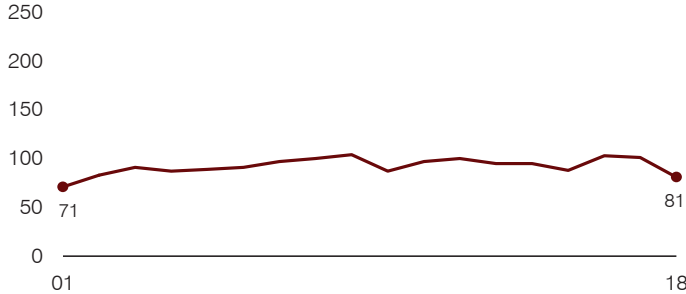
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	4,879	6,215	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

**Instructional spending percentage**

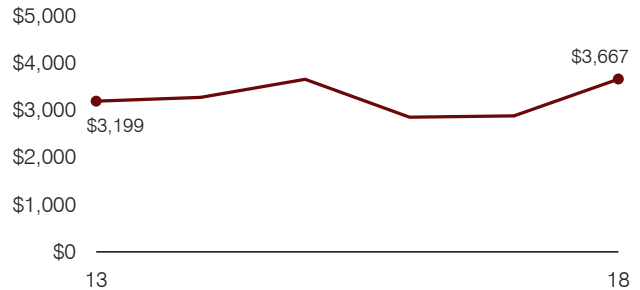
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 58.6 66.8 68.2 63.4 68.1 62.1 60.5 60.0 60.8 60.0 56.4 58.1 59.2 61.1 61.1 62.2 61.7 61.9

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

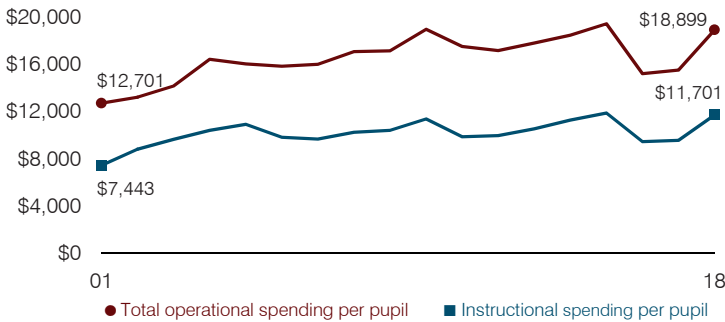
**Students attending**



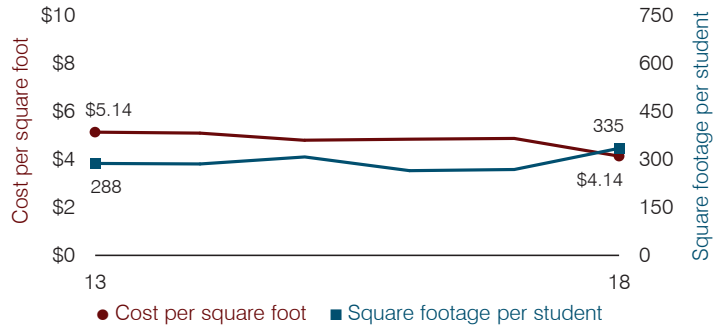
**Administrative cost per pupil**



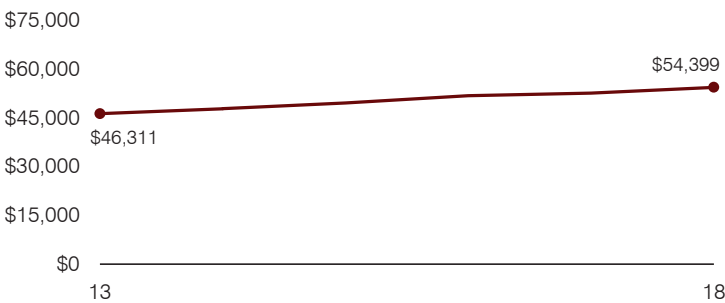
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



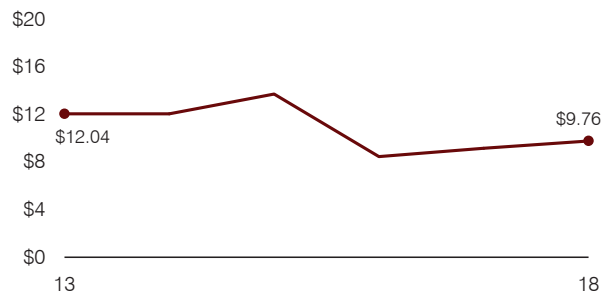
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



**Financial stress assessment**

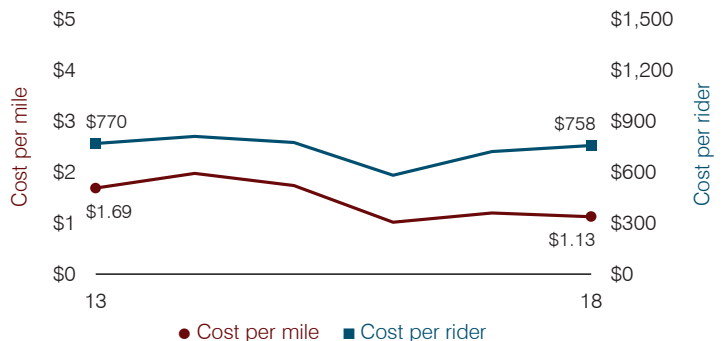
Overall financial stress level: **Moderate**

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

Low	Moderate	High

**Transportation costs per mile and per rider**





# Bouse Elementary School District

La Paz County

Efficiency peer groups 11 and T-11, Achievement peer group 17<sup>1</sup>

Legislative district(s): 5

District size, location:

Very small, Rural

Students attending:

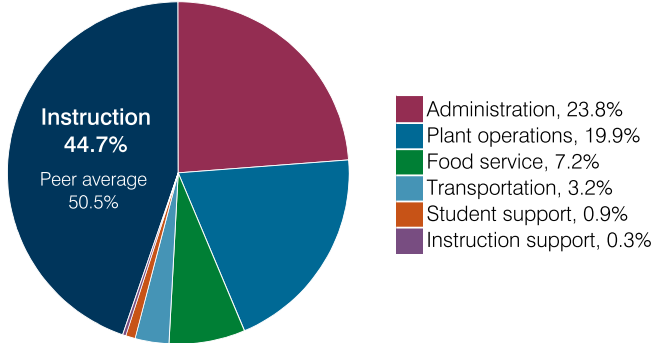
25

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

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

### Per pupil spending

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

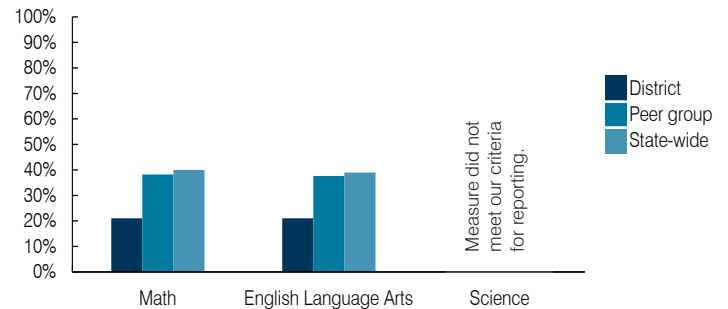
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

### Students who passed State assessments



### Student and teacher measures

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

### Per pupil revenues

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

### Select revenues from common sources

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

### Select revenues from less common sources

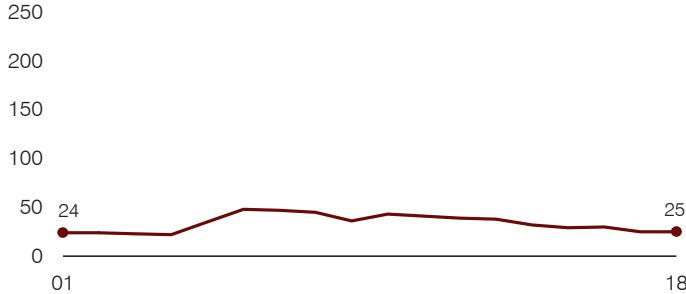
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	14,293	14,266	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

**Instructional spending percentage**

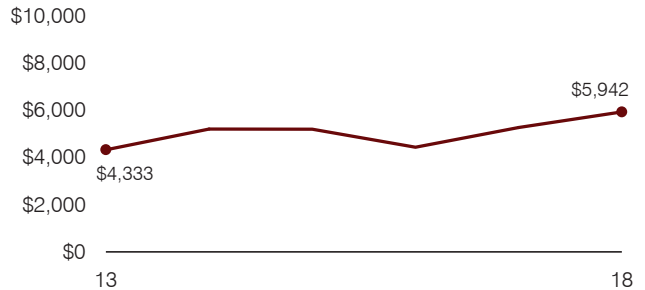
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 59.8 58.9 48.2 49.1 49.6 50.5 54.4 54.7 51.0 48.1 42.2 46.9 42.2 38.2 43.9 40.6 34.9 44.7

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

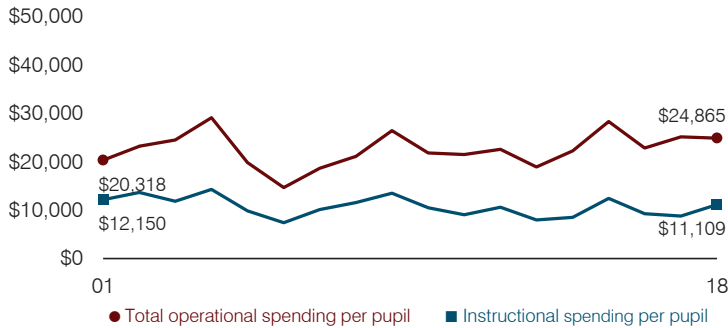
**Students attending**



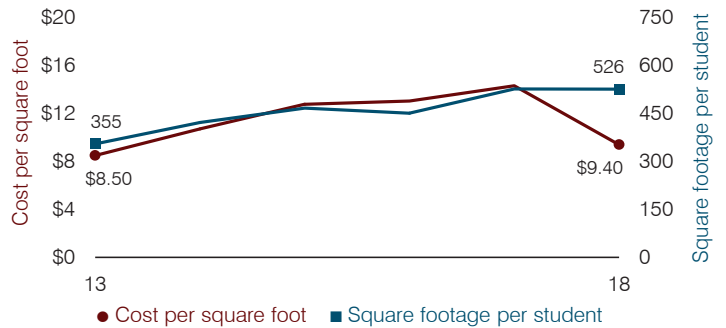
**Administrative cost per pupil**



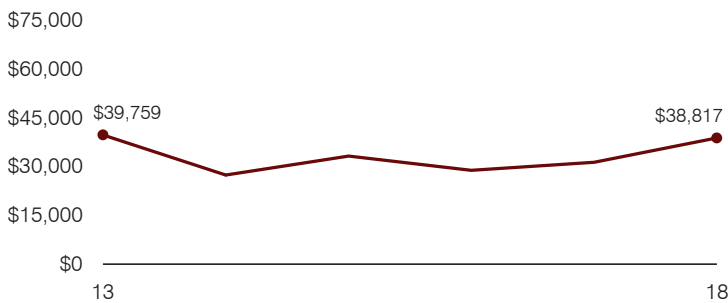
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



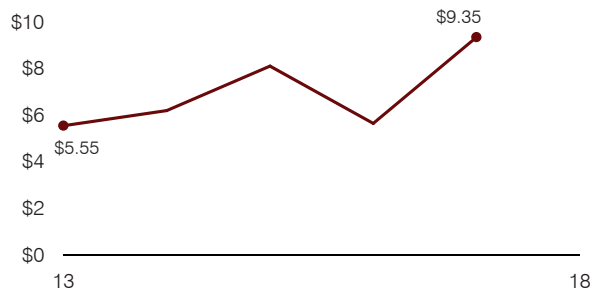
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



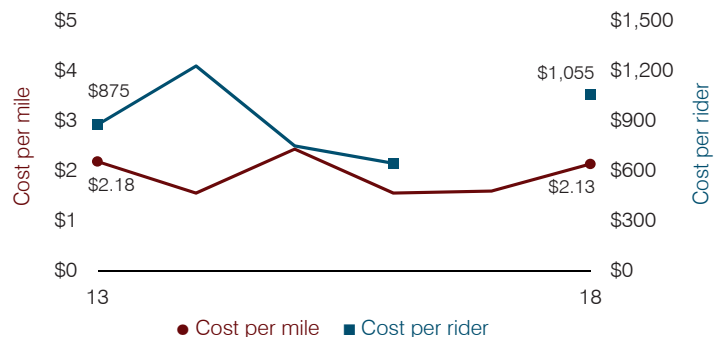
**Financial stress assessment**

Overall financial stress level: **Low**

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

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

**Transportation costs per mile and per rider**



# Bowie Unified School District

Cochise County

Efficiency peer groups 11 and T-11, Achievement peer group 4<sup>1</sup>

Legislative district(s): 14

District size, location:

Very small, Rural

Students attending:

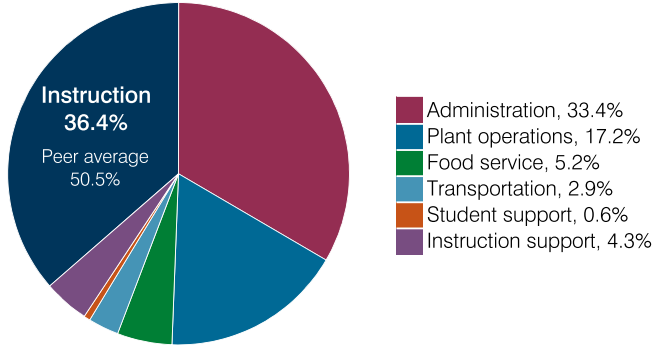
60

Number of schools:

2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

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

### Per pupil spending

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

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

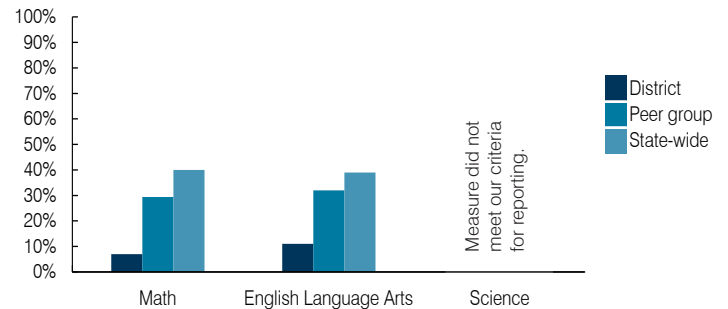
## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools <sup>2</sup>	Percentage of schools
A	0	0%
B	0	0%
C	0	0%
D	1	100%
F	0	0%

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

### Students who passed State assessments



### Student and teacher measures

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

### Per pupil revenues

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

#### Select revenues from common sources

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

#### Select revenues from less common sources

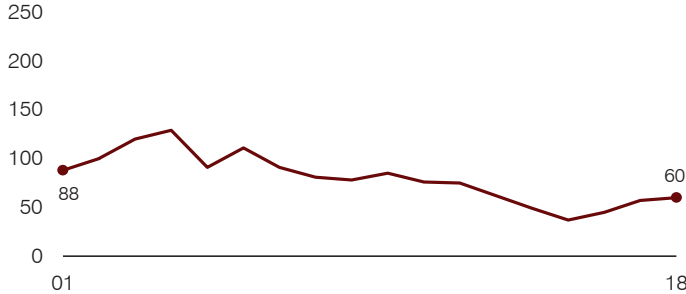
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	11,727	15,668	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

**Instructional spending percentage**

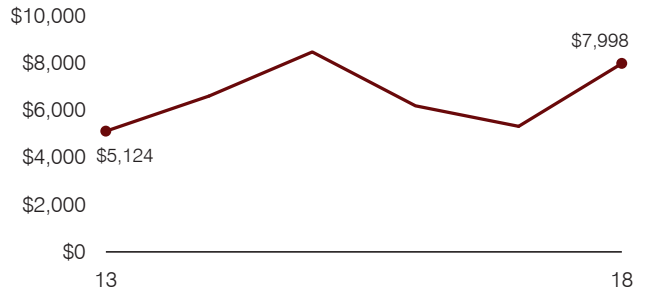
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 52.8 56.9 60.3 57.1 57.5 60.7 56.4 53.7 51.1 53.8 52.1 54.9 50.9 45.4 43.2 46.8 45.4 36.4

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

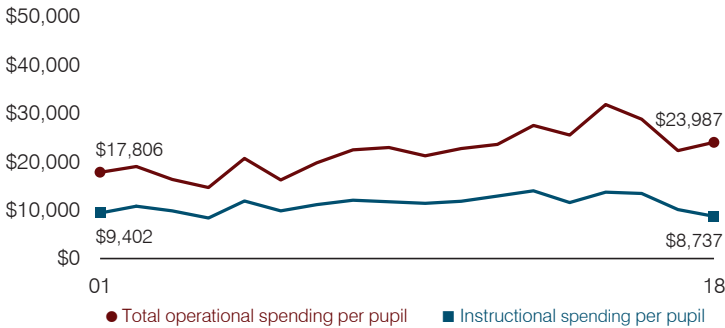
**Students attending**



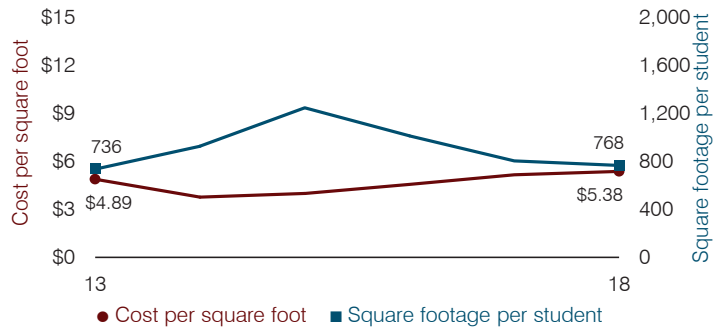
**Administrative cost per pupil**



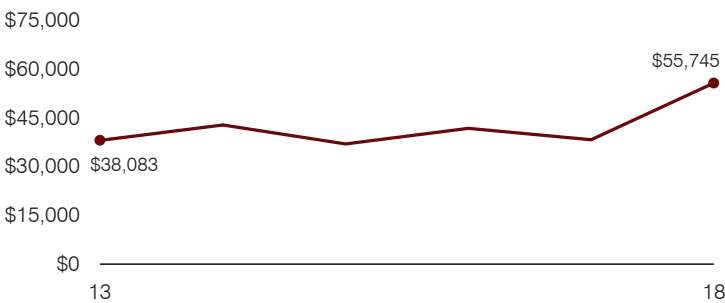
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



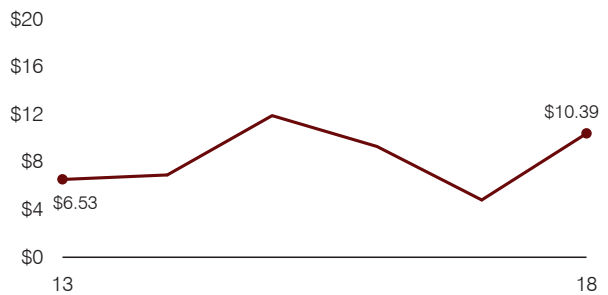
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



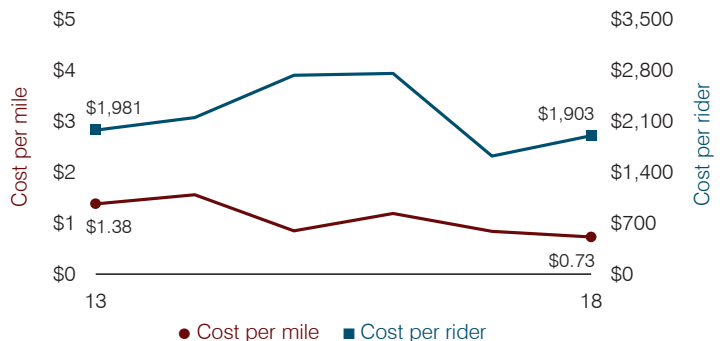
**Financial stress assessment**

Overall financial stress level: **Low**

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

Low
Moderate
High

**Transportation costs per mile and per rider**



# Buckeye Elementary School District

Maricopa County

Efficiency peer groups 8 and T-3, Achievement peer group 13<sup>1</sup>

Legislative district(s): 4 and 13

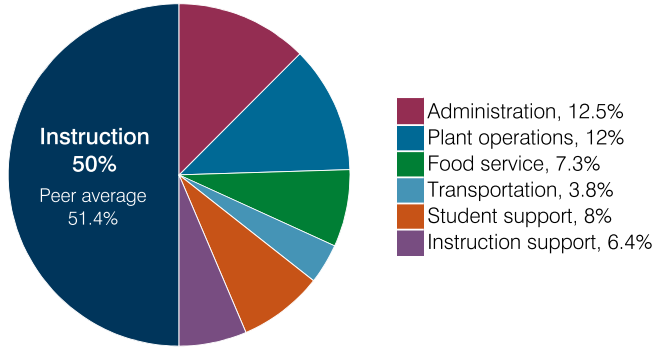
District size, location: Medium-large, Suburb

Students attending: 4,788

Number of schools: 7

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

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

Very low
Low
Comparable
High
Very high

### Per pupil spending

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

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

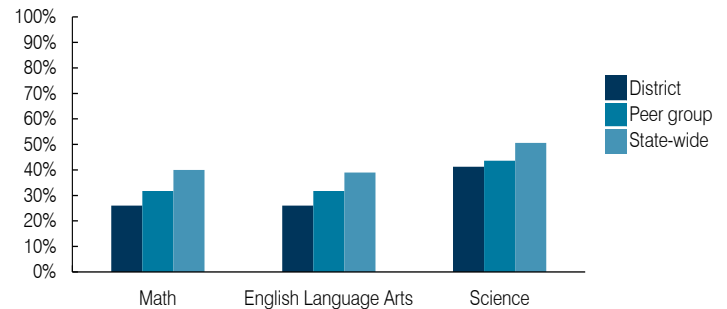
## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

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

### Students who passed State assessments



### Student and teacher measures

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

### Per pupil revenues

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

### Select revenues from common sources

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

### Select revenues from less common sources

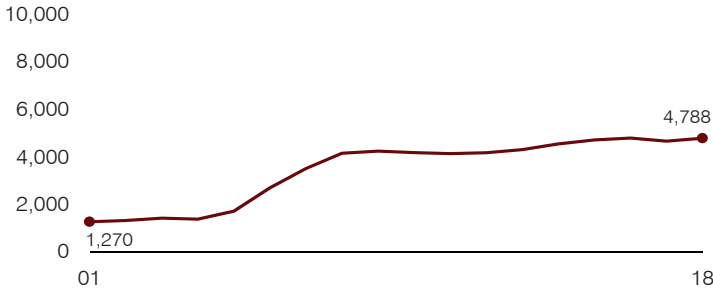
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 345	\$ 336	4 of 19
Small school adjustment	0	0	0 of 19
Federal impact aid	0	0	0 of 19
Voter-approved levy increases	816	867	19 of 19

**Instructional spending percentage**

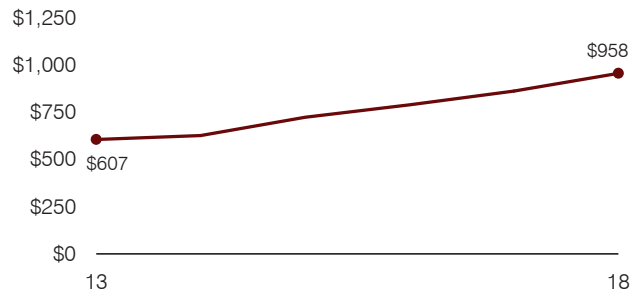
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 53.9 58.6 60.1 57.9 61.4 60.3 63.0 60.8 54.9 55.4 56.6 52.0 53.3 54.1 53.7 53.0 51.4 50.0

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

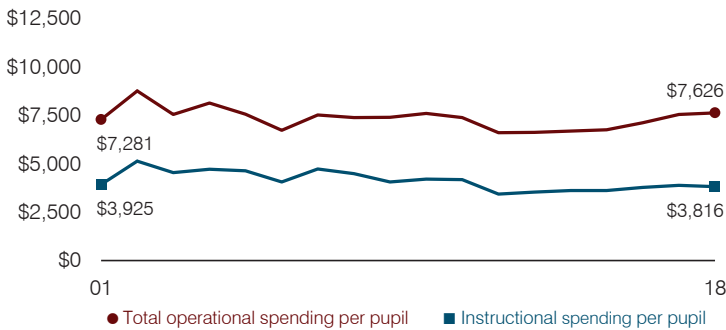
**Students attending**



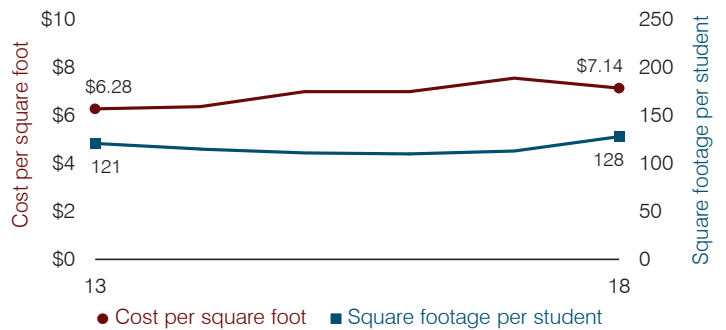
**Administrative cost per pupil**



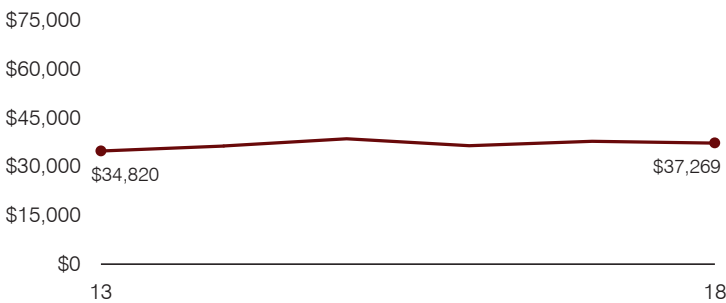
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



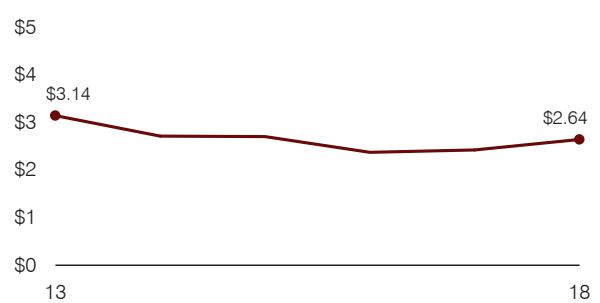
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



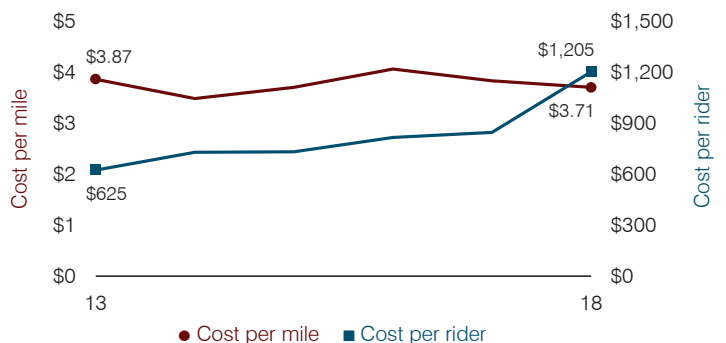
**Financial stress assessment**

Overall financial stress level: **Low**

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

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**



# Buckeye Union High School District

Maricopa County

Efficiency peer groups 3 and T-5, Achievement peer group 8<sup>1</sup>

Legislative district(s): 4 and 13

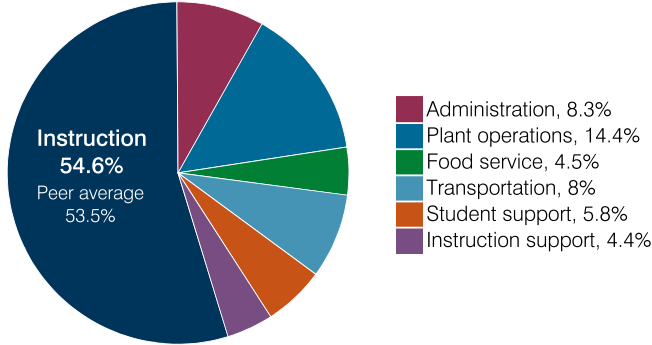
District size, location: Medium-large, Suburb

Students attending: 4,163

Number of schools: 3

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

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

Very low   Low   Comparable   High   Very high

### Per pupil spending

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

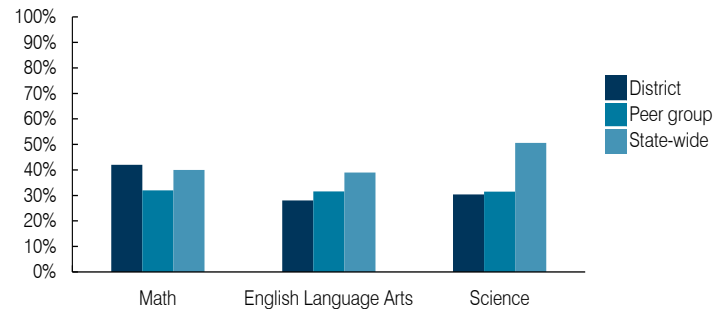
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

### Students who passed State assessments



### Student and teacher measures

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

### Per pupil revenues

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

### Select revenues from common sources

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

### Select revenues from less common sources

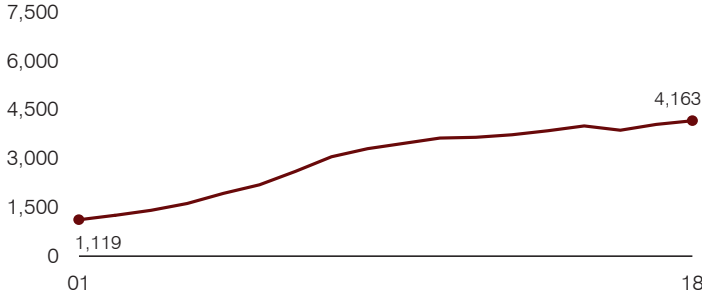
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	1 of 15
Small school adjustment	0	0	0 of 15
Federal impact aid	0	0	3 of 15
Voter-approved levy increases	1,917	1,842	15 of 15

**Instructional spending percentage**

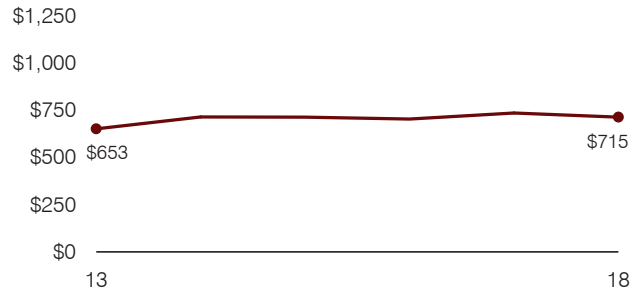
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 48.3 51.2 52.1 54.2 52.1 51.7 55.6 55.5 56.8 53.8 53.5 53.3 51.9 52.0 53.0 52.9 54.2 54.6

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

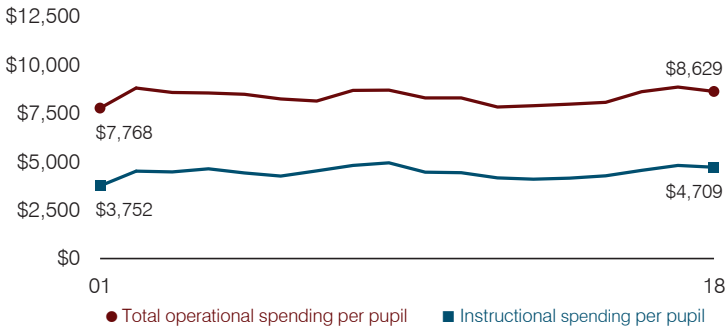
**Students attending**



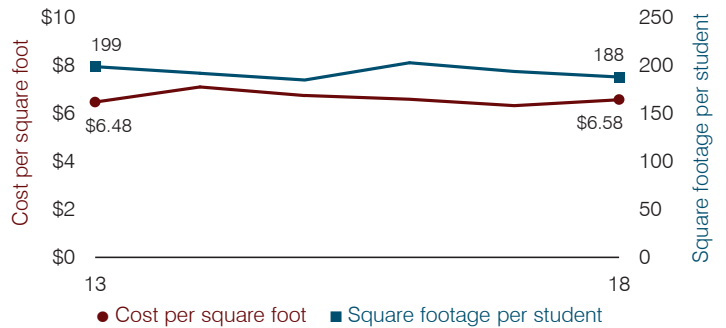
**Administrative cost per pupil**



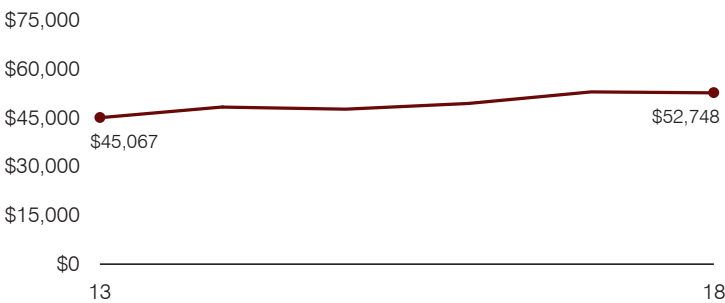
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



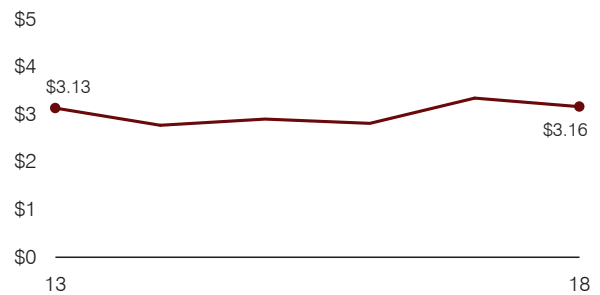
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



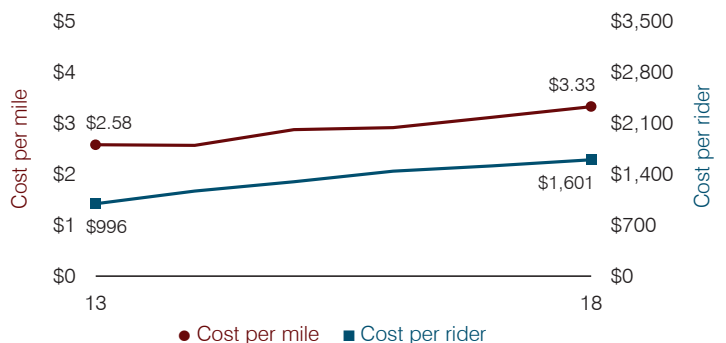
**Financial stress assessment**

Overall financial stress level: **Low**

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

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**





# Bullhead City Elementary School District

Mohave County

District size, location:

Medium-large, Town

Efficiency peer groups 9 and T-6, Achievement peer group 19<sup>1</sup>

Students attending:

2,590

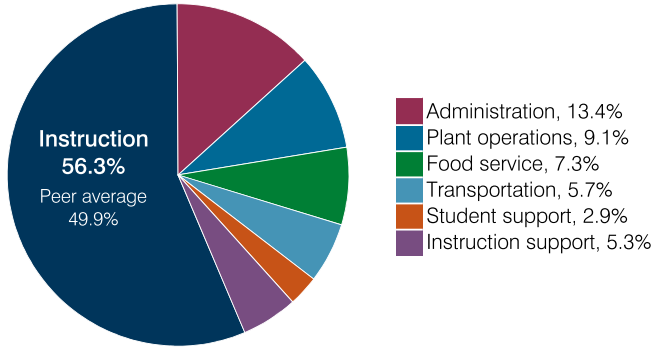
Legislative district(s): 5

Number of schools:

6

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

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

Very low
Low
Comparable
High
Very high

### Per pupil spending

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

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

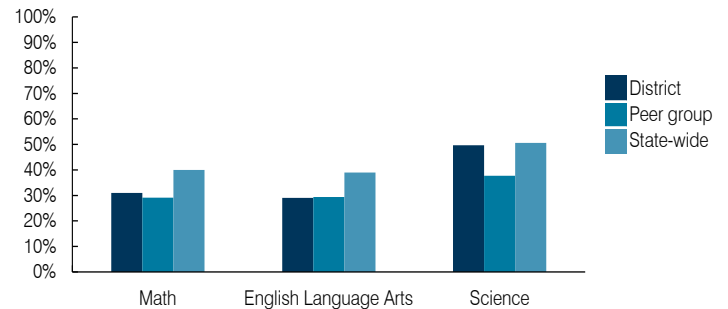
## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

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

### Students who passed State assessments



### Student and teacher measures

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

### Per pupil revenues

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

### Select revenues from common sources

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

### Select revenues from less common sources

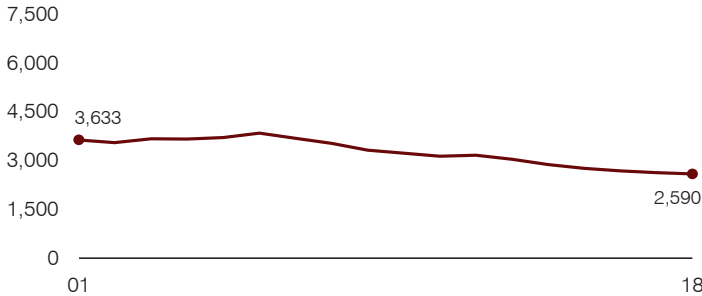
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	0	0	3 of 10
Voter-approved levy increases	0	0	8 of 10

**Instructional spending percentage**

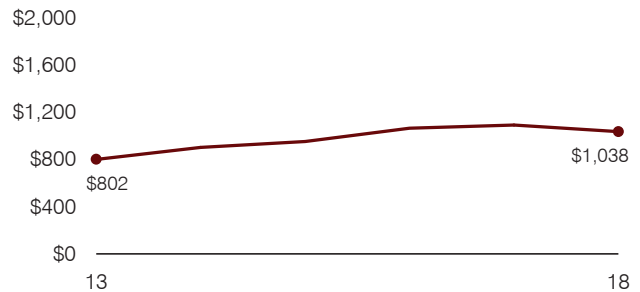
Year:	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Percentage:	64.1	62.3	62.9	61.3	60.9	63.4	60.0	61.9	59.5	57.0	56.6	59.6	57.2	55.5	56.1	55.6	54.8	56.3

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
Fiscal years as indicated

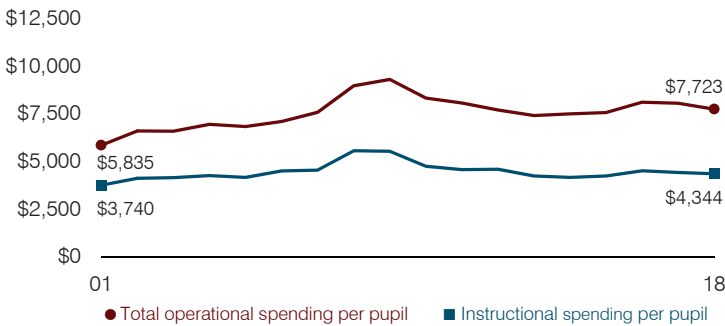
**Students attending**



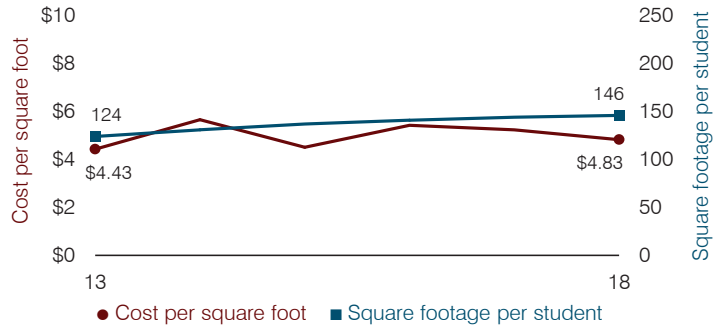
**Administrative cost per pupil**



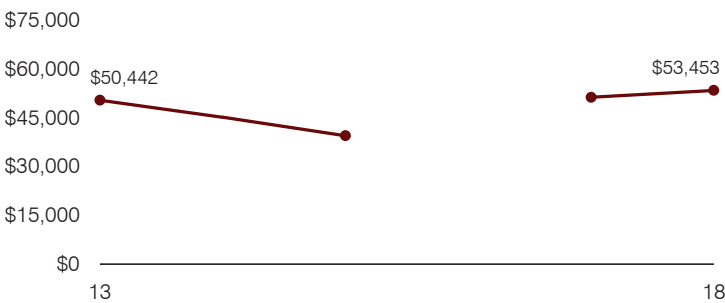
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



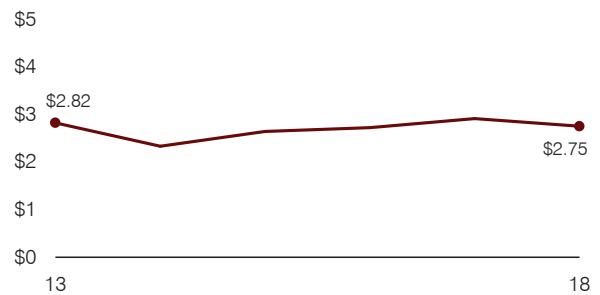
**Plant cost per square foot and square footage per student**



**Average teacher salary**



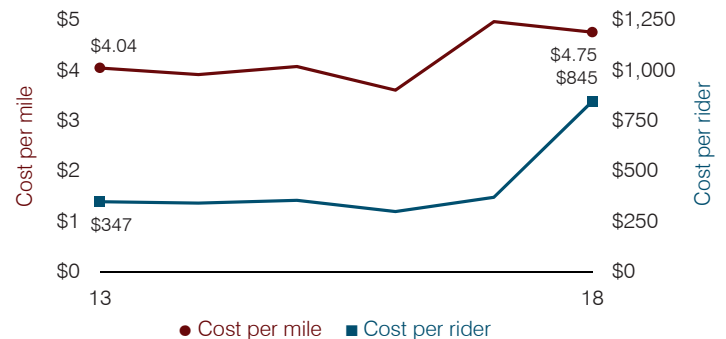
**Food service cost per meal**



**Financial stress assessment**

Overall financial stress level:	<b>Moderate</b>
Measure: 2016 through 2018	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	Capital
Spending increase election results	No election held
Operating reserve percentage, Trend	4.5%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant
	<b>Low      Moderate      High</b>

**Transportation costs per mile and per rider**



# Camp Verde Unified School District

Yavapai County

Efficiency peer groups 5 and T-8, Achievement peer group 5<sup>1</sup>

Legislative district(s): 1 and 6

District size, location:

Medium, Rural

Students attending:

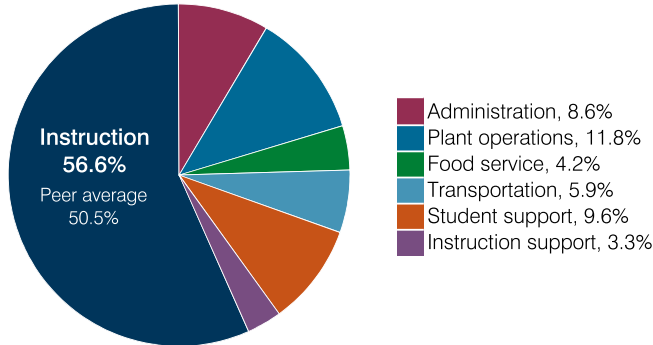
1,475

Number of schools:

3

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

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

Very low    Low    Comparable    High    Very high

### Per pupil spending

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

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

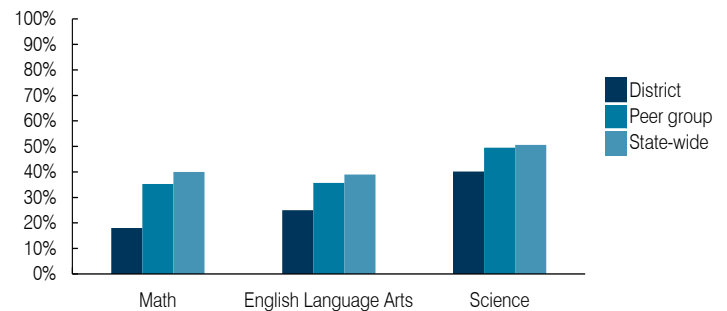
## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

<sup>2</sup> Includes schools that share a campus.

### Students who passed State assessments



### Student and teacher measures

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

### Per pupil revenues

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

#### Select revenues from common sources

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

#### Select revenues from less common sources

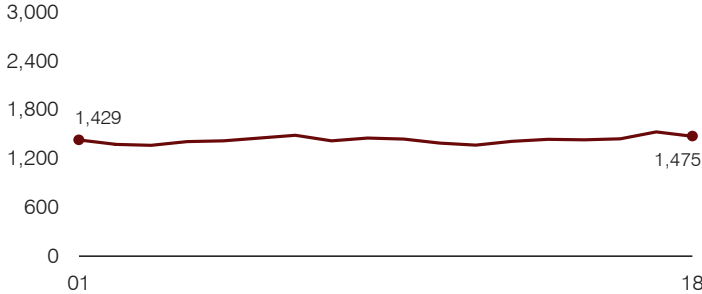
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 31
Small school adjustment	0	0	0 of 31
Federal impact aid	171	133	16 of 31
Voter-approved levy increases	0	0	21 of 31

**Instructional spending percentage**

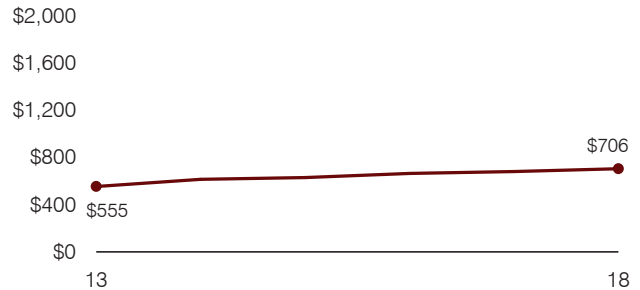
Year:	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Percentage:	55.2	56.2	53.8	56.3	55.4	54.2	55.4	55.2	55.7	52.6	53.4	53.5	55.9	57.5	55.9	56.3	56.7	56.6

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
Fiscal years as indicated

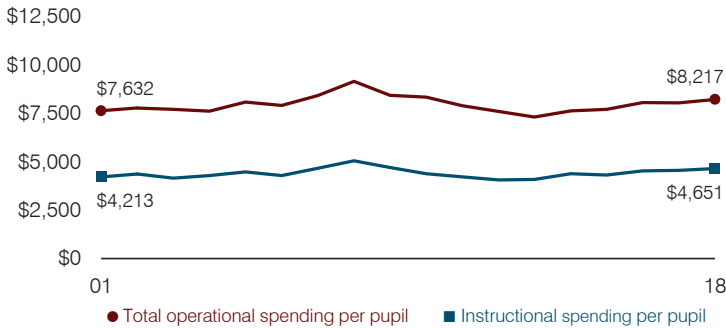
**Students attending**



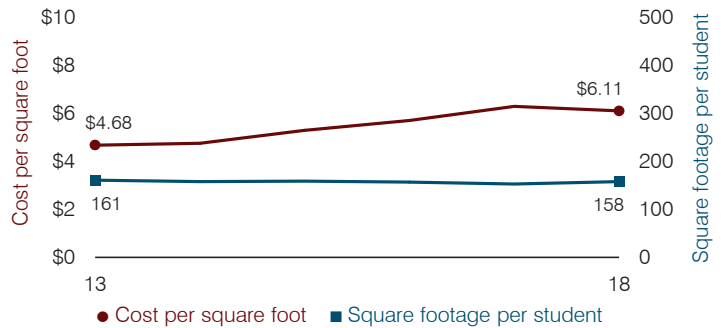
**Administrative cost per pupil**



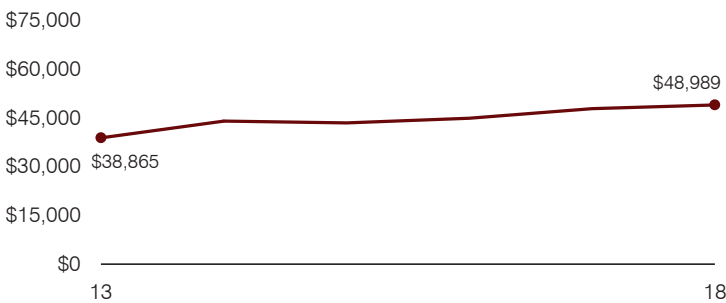
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



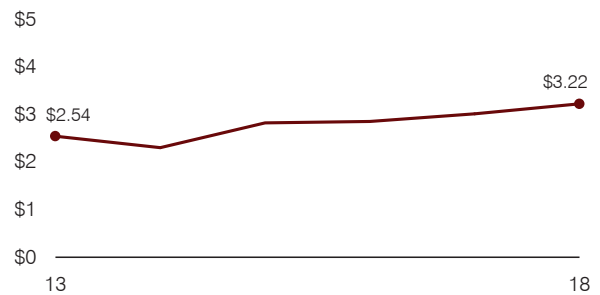
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



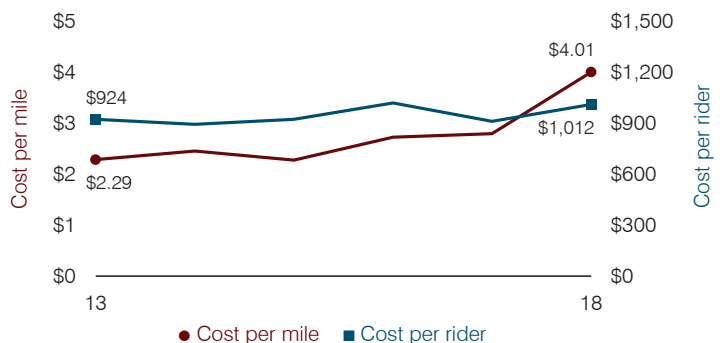
**Financial stress assessment**

Overall financial stress level: **Low**

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

Low
Moderate
High

**Transportation costs per mile and per rider**



# Cañon Elementary School District

Yavapai County

Efficiency peer groups 11 and T-11, Achievement peer group 19<sup>1</sup>

Legislative district(s): 1

District size, location:

Very small, Rural

Students attending:

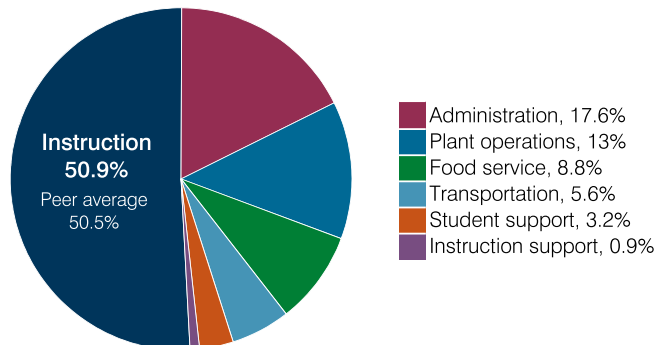
129

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

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

### Per pupil spending

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

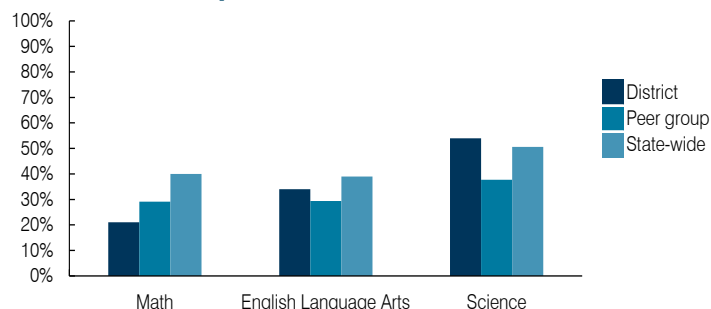
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

### Students who passed State assessments



### Student and teacher measures

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

### Per pupil revenues

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

### Select revenues from common sources

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

### Select revenues from less common sources

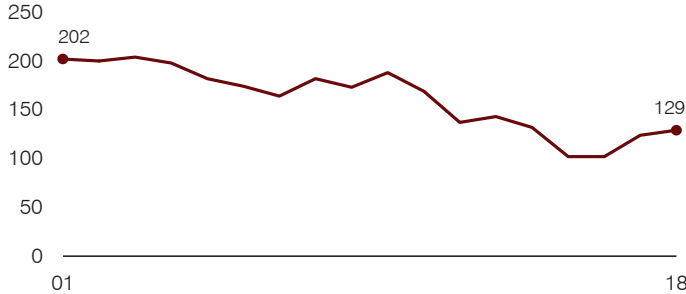
Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	647	620	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

**Instructional spending percentage**

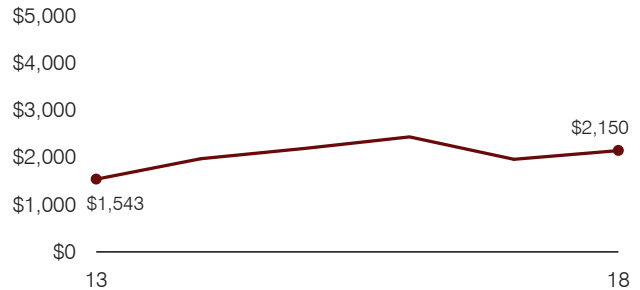
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 47.9 48.8 48.5 49.5 48.1 50.5 51.3 47.4 51.7 50.1 53.3 47.1 52.0 51.8 51.8 51.2 53.4 50.9

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

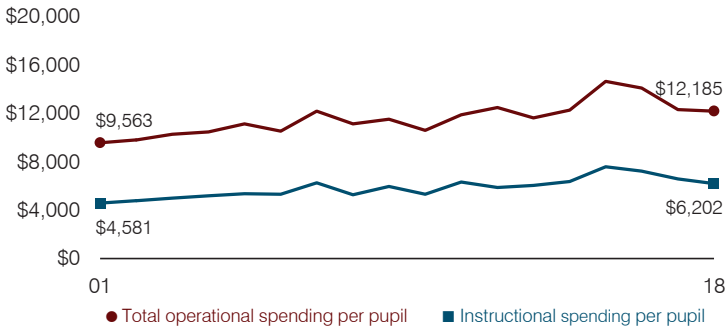
**Students attending**



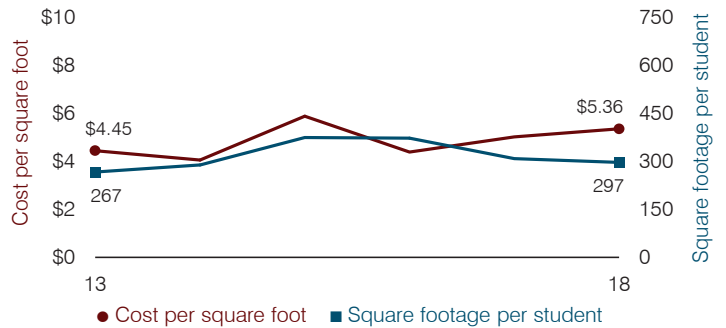
**Administrative cost per pupil**



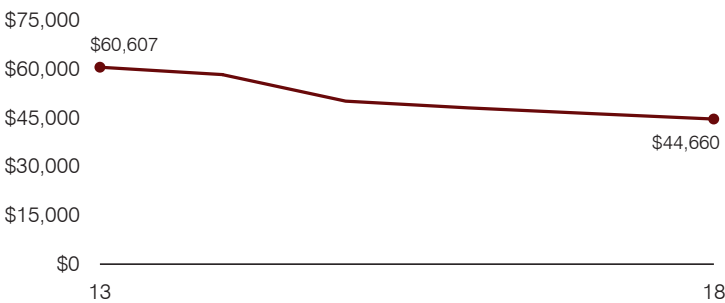
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



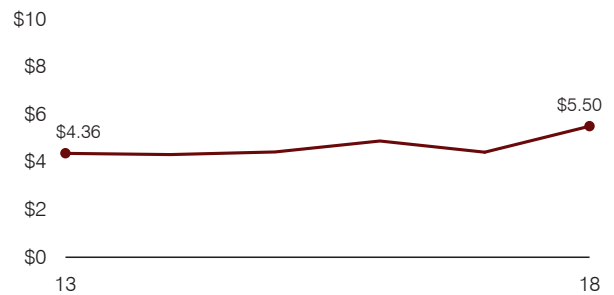
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



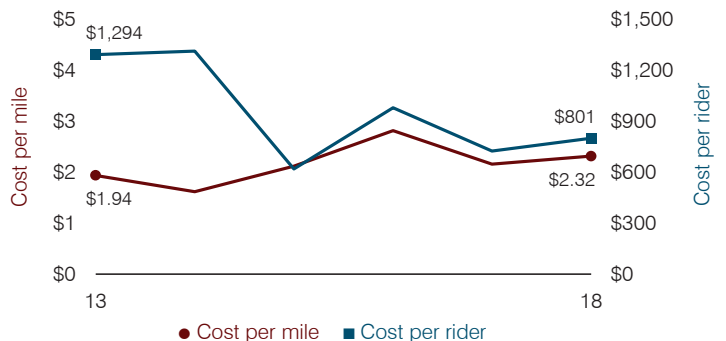
**Financial stress assessment**

Overall financial stress level: **Low**

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

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

**Transportation costs per mile and per rider**



# Cartwright Elementary School District

Maricopa County

Efficiency peer groups 7 and T-1, Achievement peer group 15<sup>1</sup>

Legislative district(s): 19 and 29

District size, location:

Large, City

Students attending:

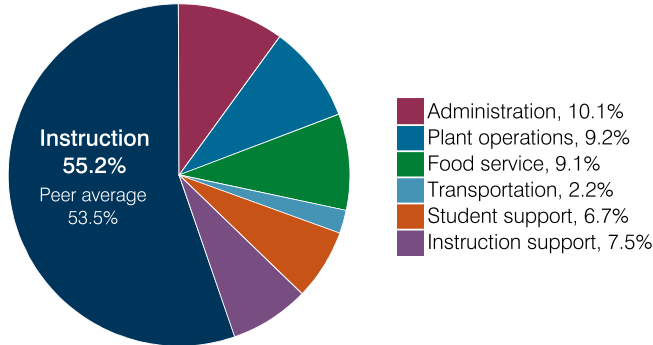
16,434

Number of schools:

21

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

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

Very low    Low    Comparable    High    Very high

### Per pupil spending

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

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

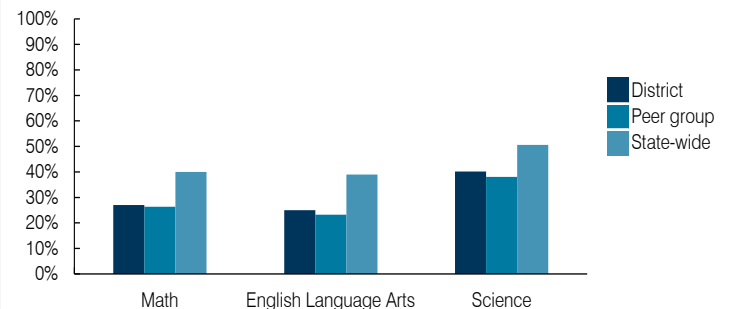
## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

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

### Students who passed State assessments



### Student and teacher measures

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

### Per pupil revenues

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

### Select revenues from common sources

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

### Select revenues from less common sources

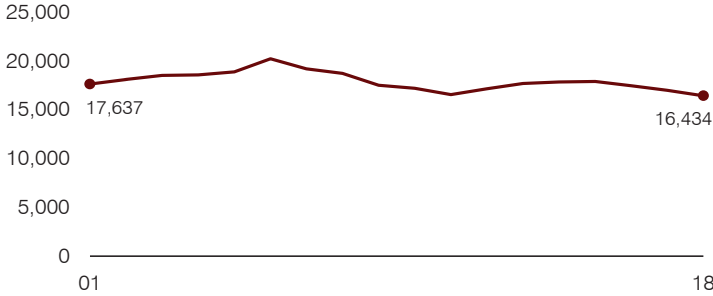
			Number of peers receiving
Desegregation	\$ 272	\$ 282	4 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	0	0	2 of 10
Voter-approved levy increases	855	898	10 of 10

**Instructional spending percentage**

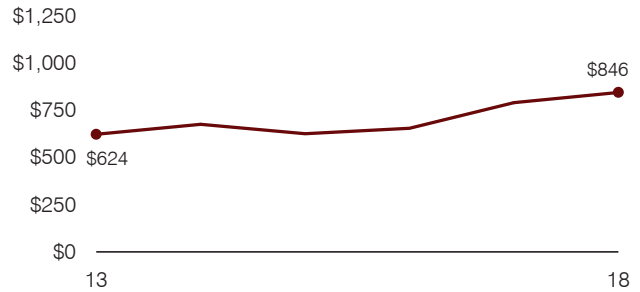
Year:	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Percentage:	66.4	63.3	62.0	60.7	61.6	61.3	62.2	61.6	61.1	60.0	58.9	56.8	56.5	56.8	56.2	57.3	55.9	55.2

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
Fiscal years as indicated

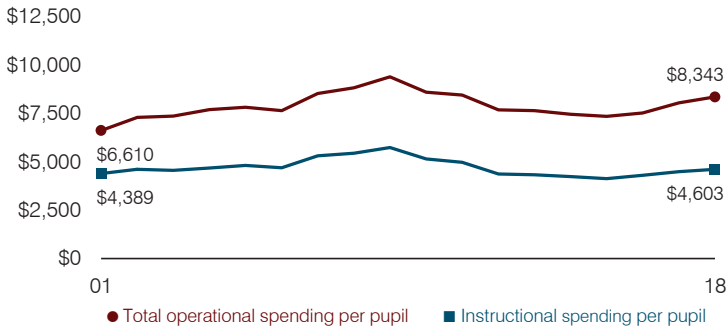
**Students attending**



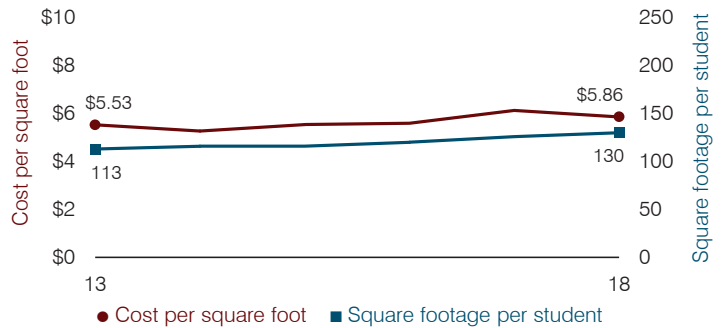
**Administrative cost per pupil**



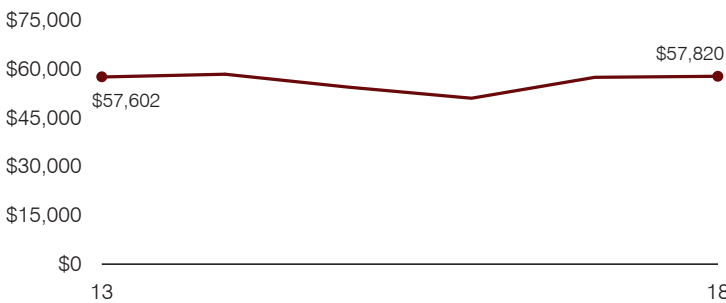
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



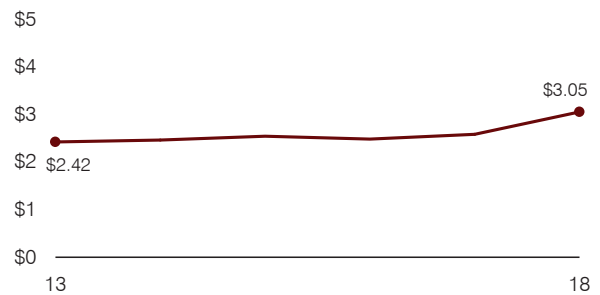
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



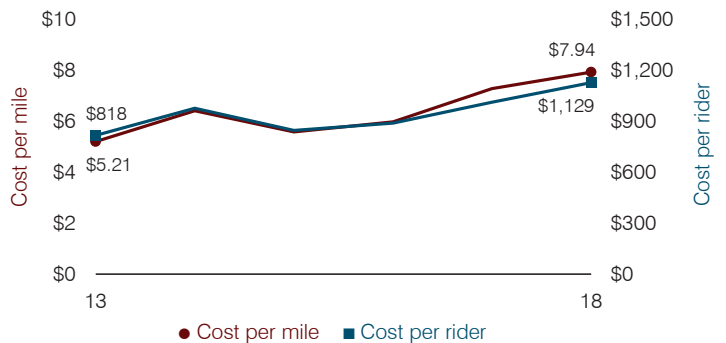
**Financial stress assessment**

Overall financial stress level: Low

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

Low
Moderate
High

**Transportation costs per mile and per rider**





# Casa Grande Elementary School District

Pinal County

Efficiency peer groups 8 and T-4, Achievement peer group 13<sup>1</sup>

Legislative district(s): 8 and 11

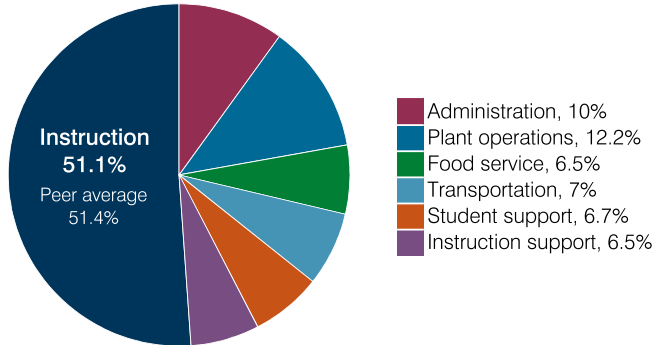
District size, location: Medium-large, Suburb

Students attending: 6,525

Number of schools: 12

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

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

Very low   Low   Comparable   High   Very high

### Per pupil spending

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

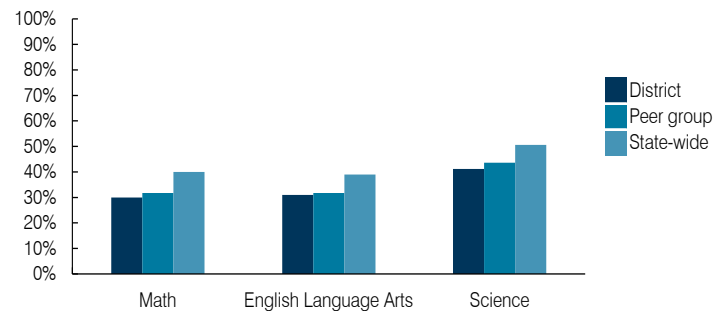
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

### Students who passed State assessments



### Student and teacher measures

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

### Per pupil revenues

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

#### Select revenues from common sources

Equalization formula funding	\$ 5,434	\$ 5,608	\$ 5,175	\$ 5,585
Grants	1,266	1,031	1,843	1,241
Donations and tax credits	22	23	54	90

#### Select revenues from less common sources

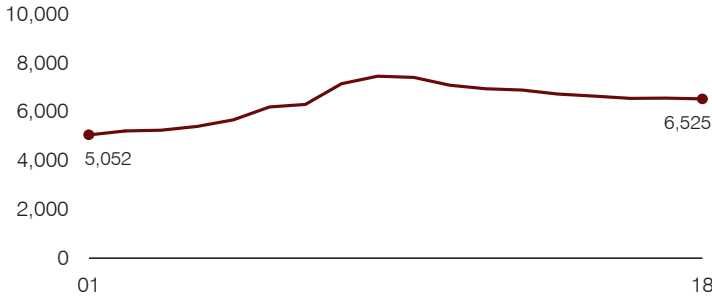
			Number of peers receiving
Desegregation	\$ 0	\$ 0	4 of 19
Small school adjustment	0	0	0 of 19
Federal impact aid	0	0	0 of 19
Voter-approved levy increases	865	910	19 of 19

**Instructional spending percentage**

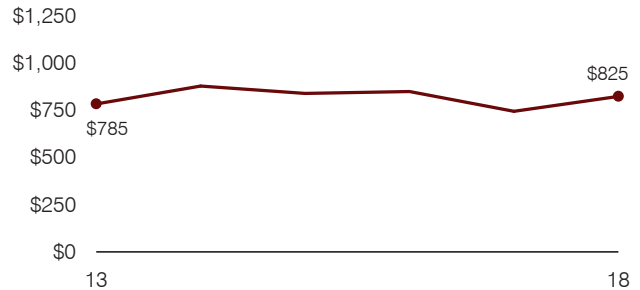
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 56.9 56.8 56.4 56.0 54.5 55.2 54.0 52.8 54.4 52.4 51.8 49.8 49.4 49.1 50.1 49.6 49.5 51.1

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

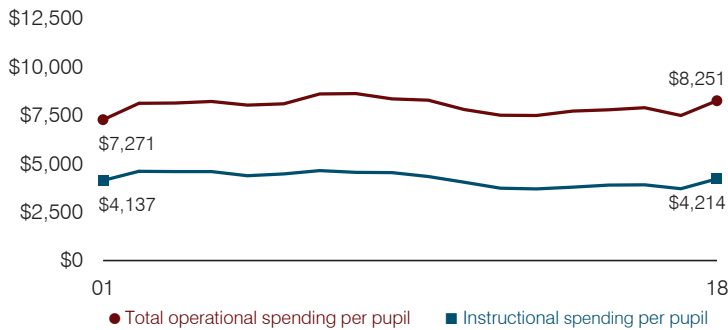
**Students attending**



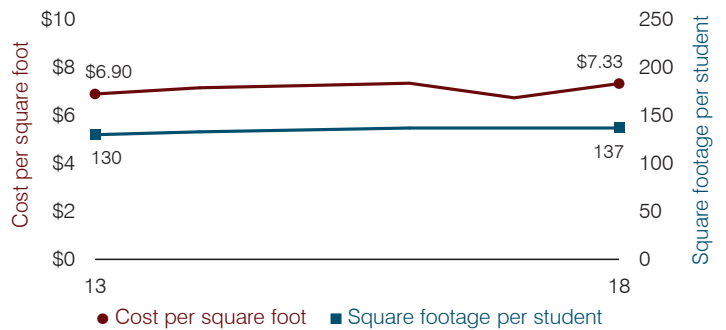
**Administrative cost per pupil**



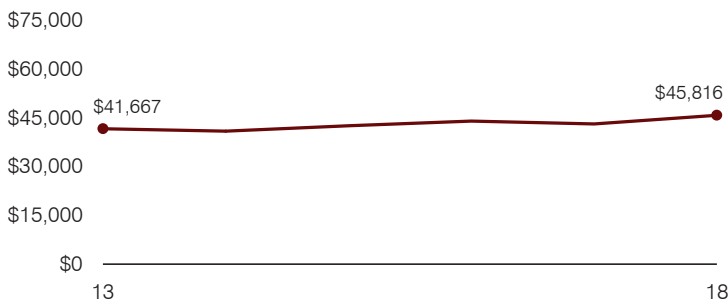
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



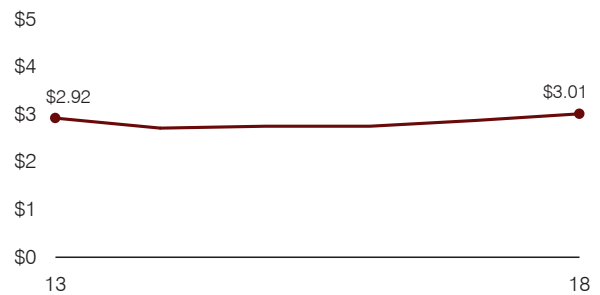
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



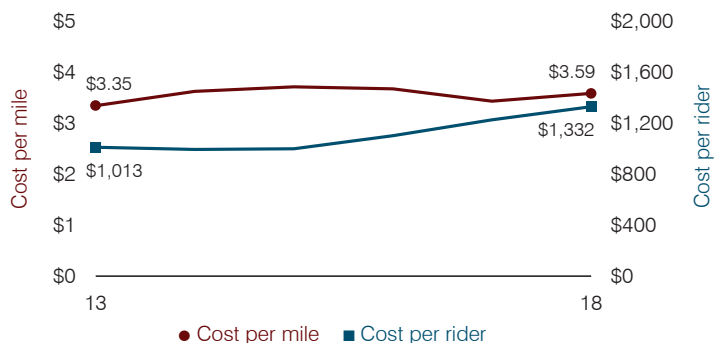
**Financial stress assessment**

Overall financial stress level: **Low**

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

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**



# Casa Grande Union High School District

Pinal County

Efficiency peer groups 3 and T-5, Achievement peer group 8<sup>1</sup>

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

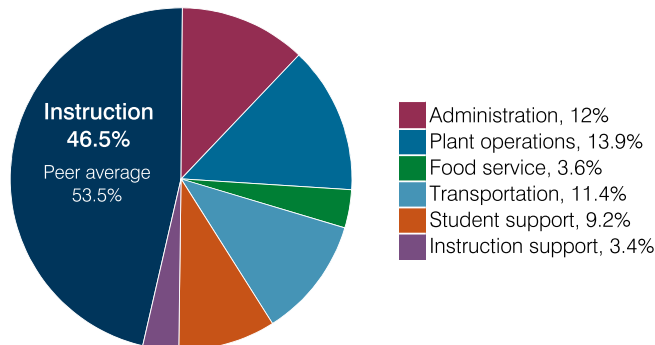
District size, location: Medium-large, Suburb

Students attending: 3,567

Number of schools: 2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

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

Very low
Low
Comparable
High
Very high

### Per pupil spending

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

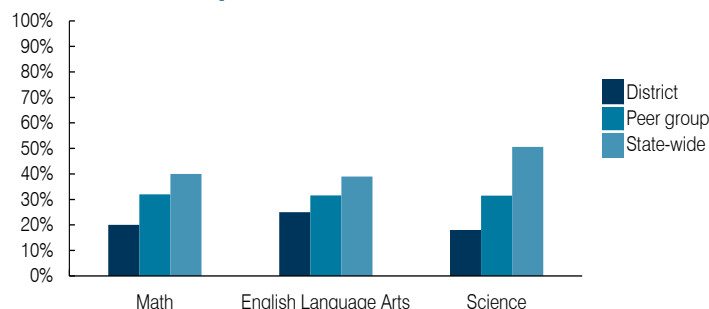
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

### Students who passed State assessments



### Student and teacher measures

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

### Per pupil revenues

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

#### Select revenues from common sources

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

#### Select revenues from less common sources

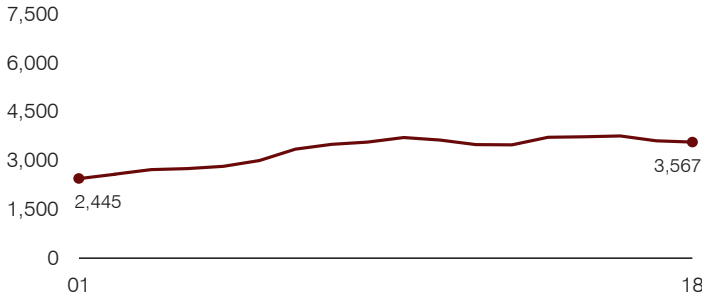
			Number of peers receiving
Desegregation	\$ 0	\$ 0	1 of 15
Small school adjustment	0	0	0 of 15
Federal impact aid	22	23	3 of 15
Voter-approved levy increases	1,374	1,416	15 of 15

**Instructional spending percentage**

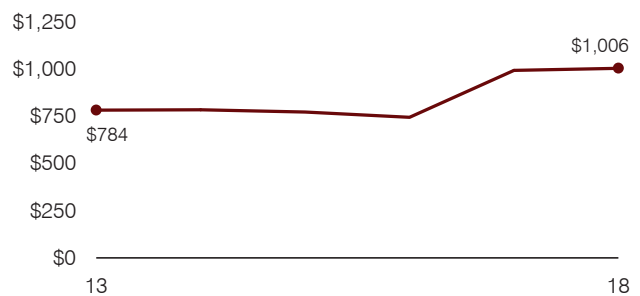
Year:	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Percentage:	54.4	56.2	55.8	55.1	53.3	54.0	53.5	56.4	53.3	48.1	45.2	47.2	48.9	46.0	49.5	47.5	47.4	46.5

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
Fiscal years as indicated

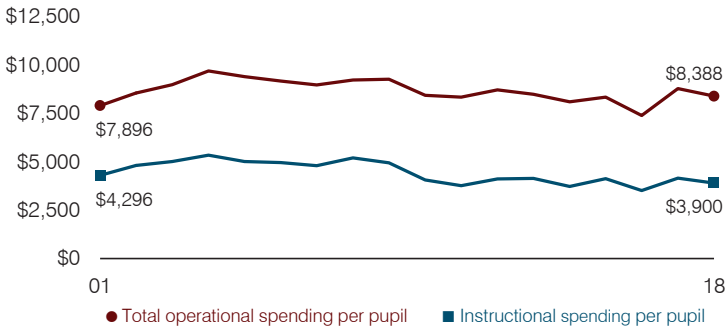
**Students attending**



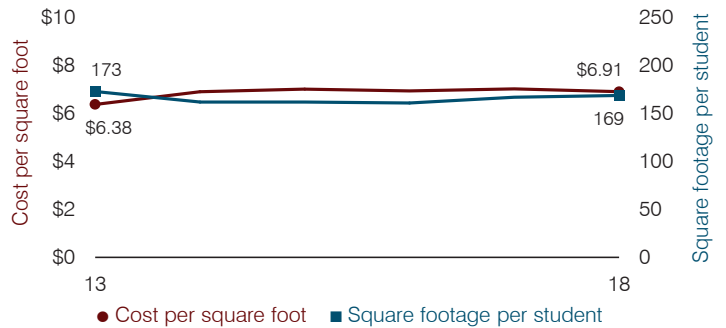
**Administrative cost per pupil**



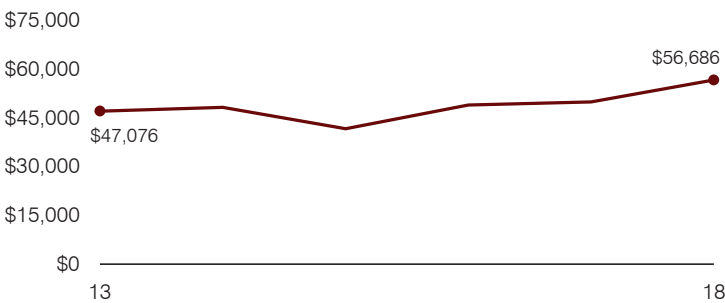
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



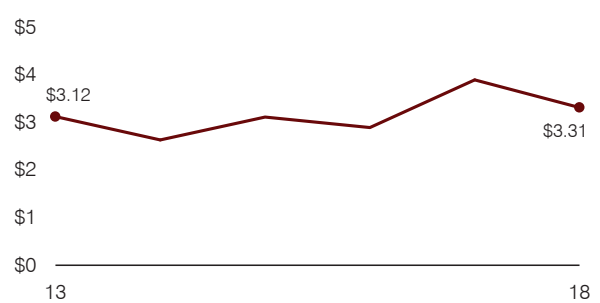
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



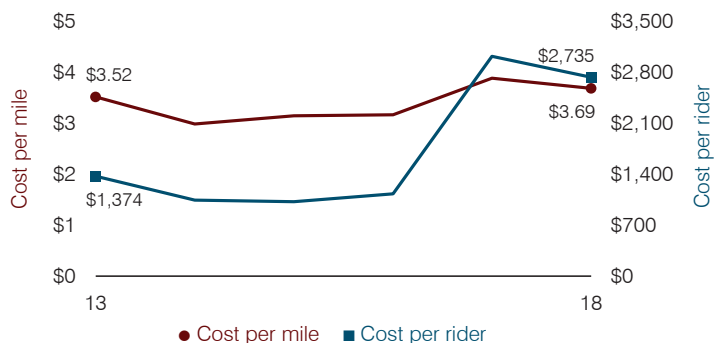
**Financial stress assessment**

Overall financial stress level: Low

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

Low
Moderate
High

**Transportation costs per mile and per rider**



# Catalina Foothills Unified School District

Pima County

Efficiency peer groups 3 and T-2, Achievement peer group 1<sup>1</sup>

Legislative district(s): 9

District size, location:

Medium-large, Suburb

Students attending:

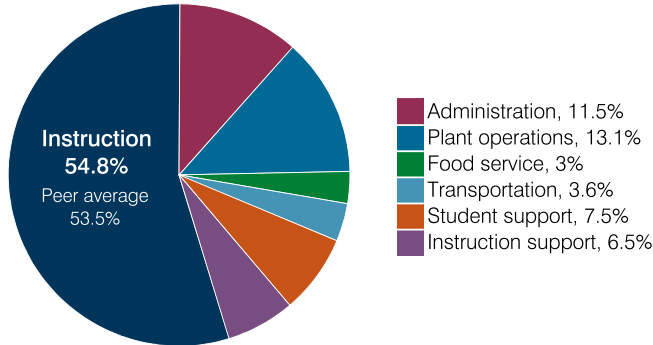
5,098

Number of schools:

7

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

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

Very low    Low    Comparable    High    Very high

### Per pupil spending

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

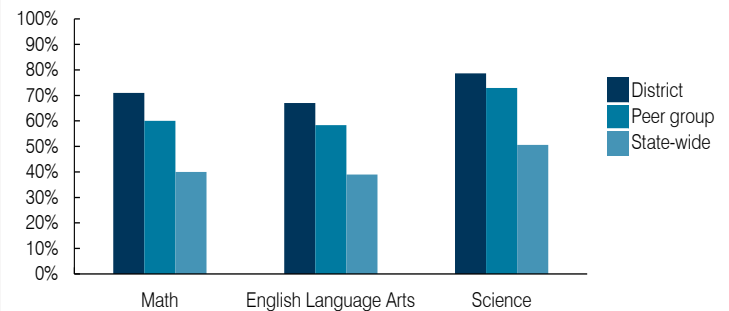
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

### Students who passed State assessments



### Student and teacher measures

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

### Per pupil revenues

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

### Select revenues from common sources

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

### Select revenues from less common sources

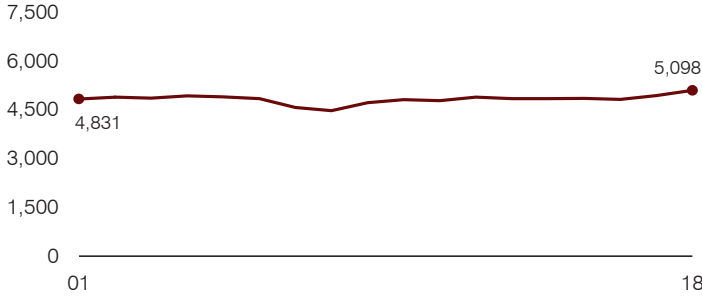
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	1 of 15
Small school adjustment	0	0	0 of 15
Federal impact aid	0	0	3 of 15
Voter-approved levy increases	1,845	1,824	15 of 15

**Instructional spending percentage**

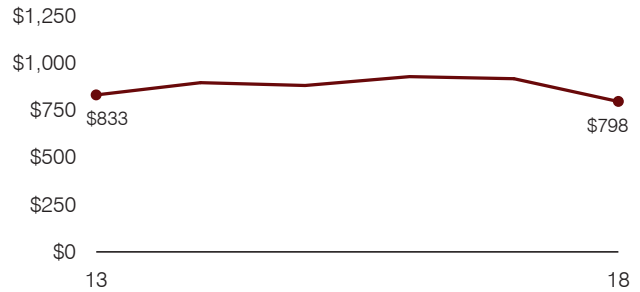
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 58.7 61.2 61.4 60.5 58.4 58.1 57.9 55.0 55.0 54.3 53.1 52.6 52.2 52.8 54.4 53.5 53.9 54.8

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

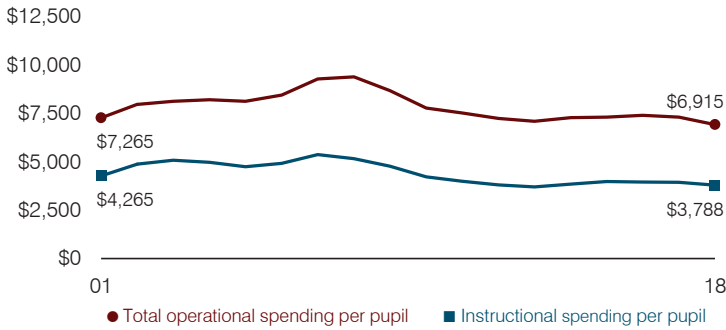
**Students attending**



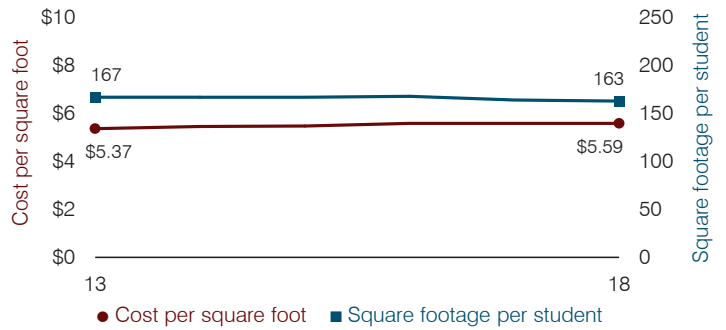
**Administrative cost per pupil**



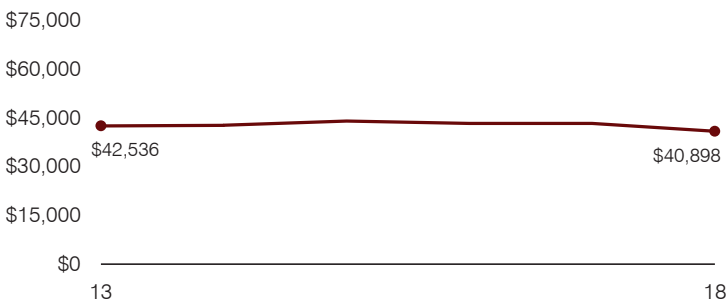
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



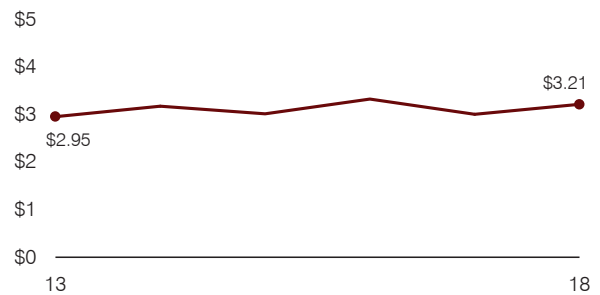
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



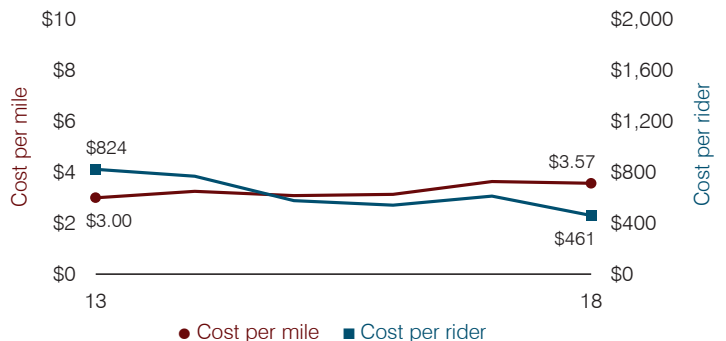
**Financial stress assessment**

Overall financial stress level: **Low**

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

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**



# Cave Creek Unified School District

Maricopa County

Efficiency peer groups 3 and T-4, Achievement peer group 1<sup>1</sup>

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

District size, location:

Medium-large, City

Students attending:

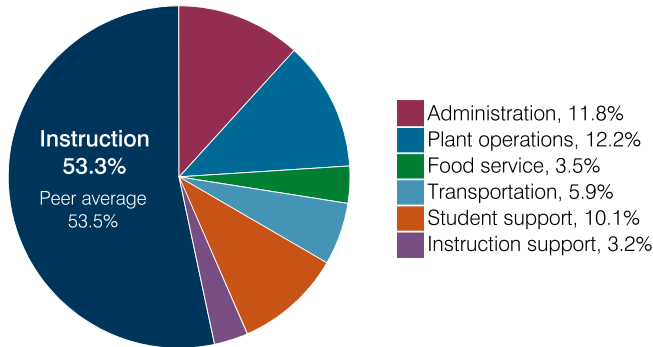
5,263

Number of schools:

7

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

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

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

### Per pupil spending

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

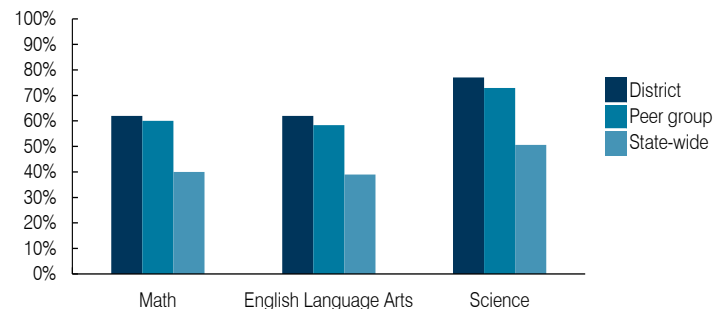
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

### Students who passed State assessments



### Student and teacher measures

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

### Per pupil revenues

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

### Select revenues from common sources

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

### Select revenues from less common sources

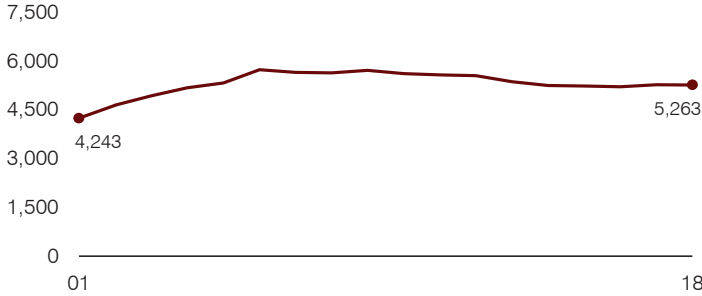
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	1 of 15
Small school adjustment	0	0	0 of 15
Federal impact aid	0	0	3 of 15
Voter-approved levy increases	756	573	15 of 15

**Instructional spending percentage**

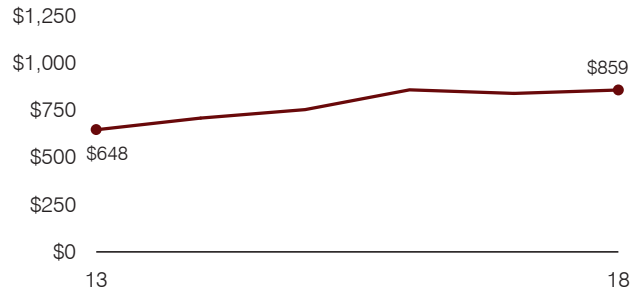
Year:	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Percentage:	54.8	56.0	58.3	57.2	59.7	59.6	55.5	56.7	55.6	54.4	54.9	53.2	53.9	53.0	53.3	52.8	53.7	53.3

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
Fiscal years as indicated

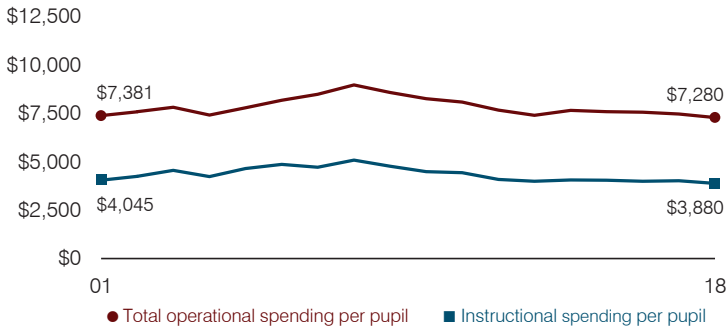
**Students attending**



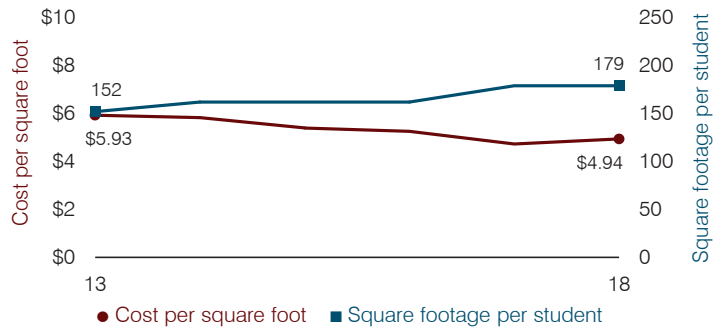
**Administrative cost per pupil**



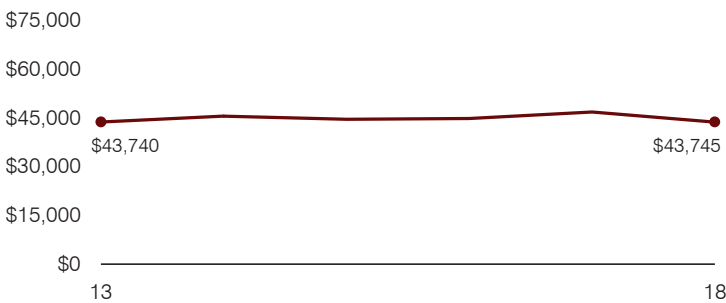
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



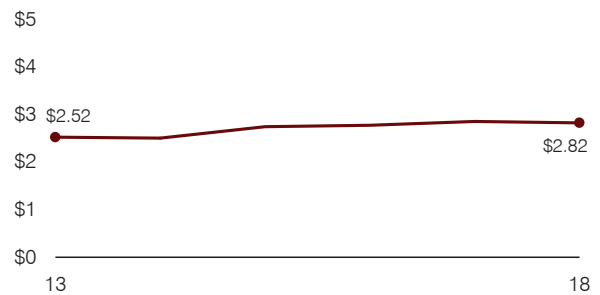
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



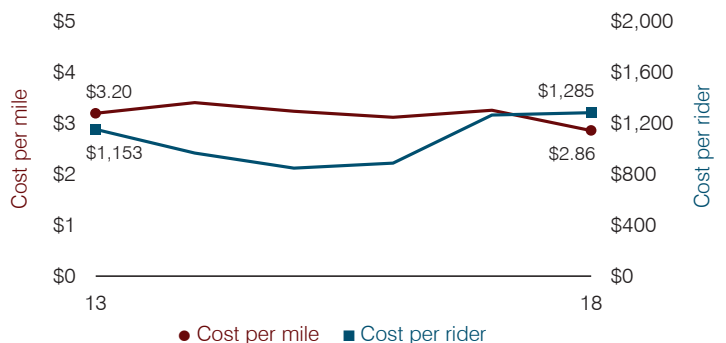
**Financial stress assessment**

Overall financial stress level: Low

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

Low
Moderate
High

**Transportation costs per mile and per rider**





# Cedar Unified School District

Navajo County

Efficiency peer groups 11 and T-11, Achievement peer group 20<sup>1</sup>

Legislative district(s): 7

District size, location:

Very small, Rural

Students attending:

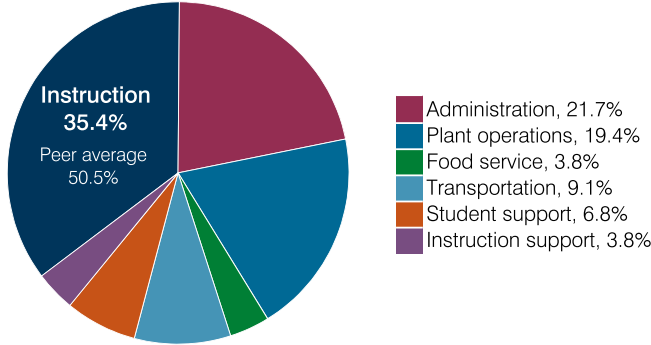
118

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

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

### Per pupil spending

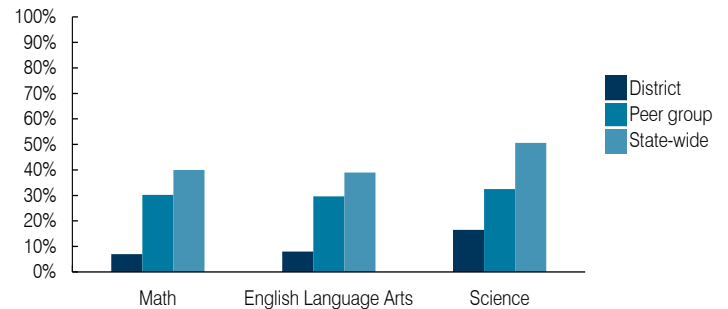
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 11,317	\$ 8,924	\$ 8,493	\$ 4,480
Administration	6,285	5,465	3,064	860
Plant operations	6,134	4,877	2,439	988
Food service	980	948	932	425
Transportation	2,244	2,302	973	388
Student support	1,359	1,727	656	693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

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

### Students who passed State assessments



### Student and teacher measures

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

### Per pupil revenues

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

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 8,836	\$ 8,417	\$ 8,282
Grants	10,599	10,182	3,020
Donations and tax credits	8	12	125

### Select revenues from less common sources

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

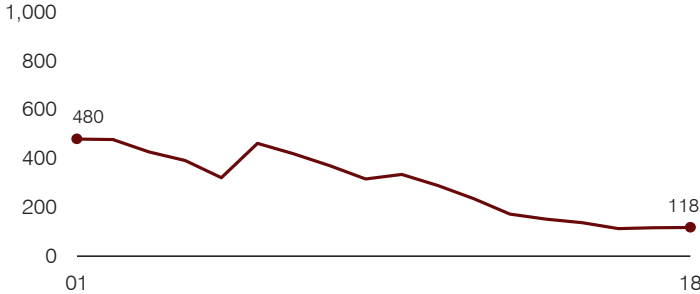
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

**Instructional spending percentage**

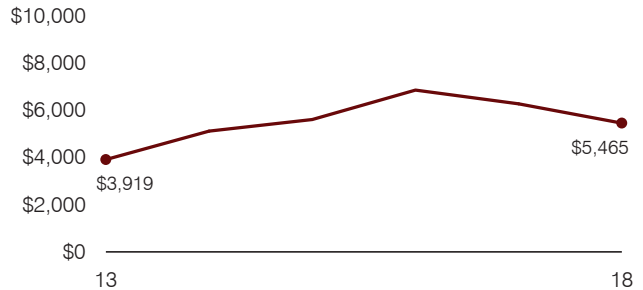
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 45.4 43.5 45.3 41.6 43.0 48.1 44.8 44.8 44.5 40.2 39.2 43.1 34.6 37.0 33.6 37.1 38.7 35.4

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

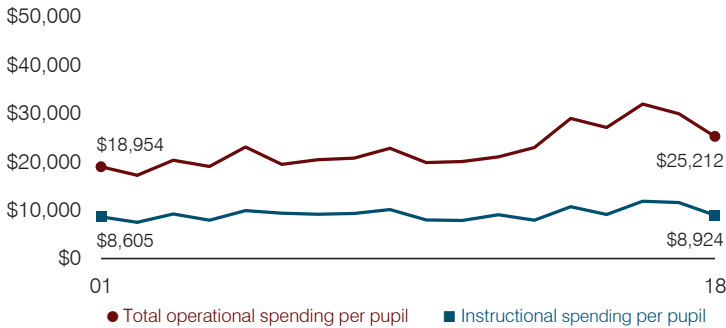
**Students attending**



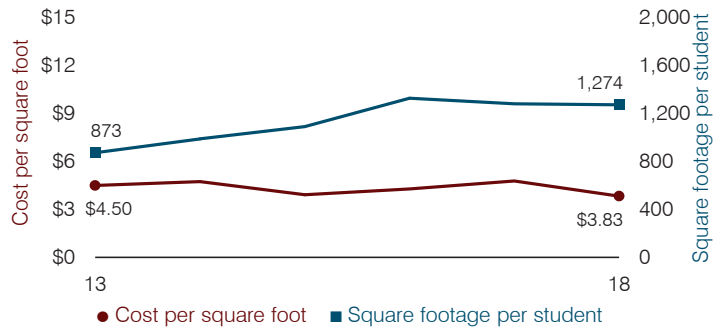
**Administrative cost per pupil**



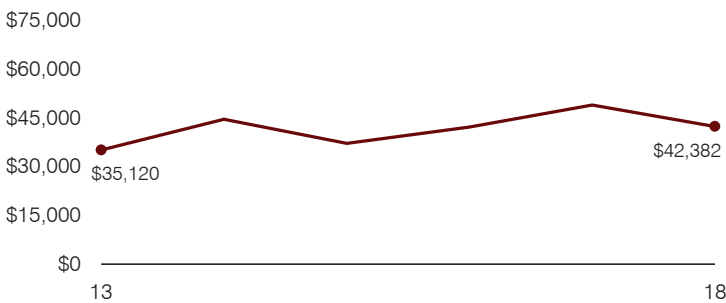
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



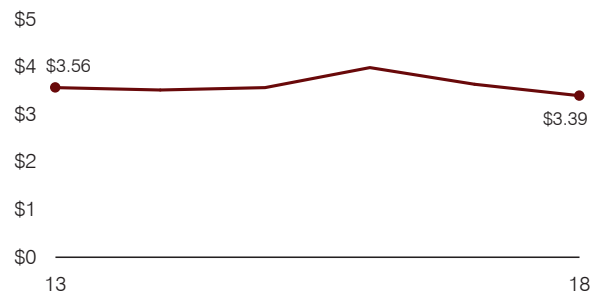
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



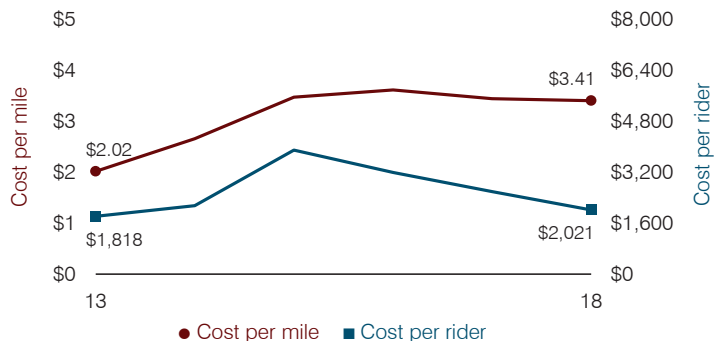
**Financial stress assessment**

Overall financial stress level: **High**

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

Low Moderate High

**Transportation costs per mile and per rider**



# Chandler Unified School District

Maricopa County

Efficiency peer groups 1 and T-3, Achievement peer group 2<sup>1</sup>

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

District size, location:

Very large, Suburb

Students attending:

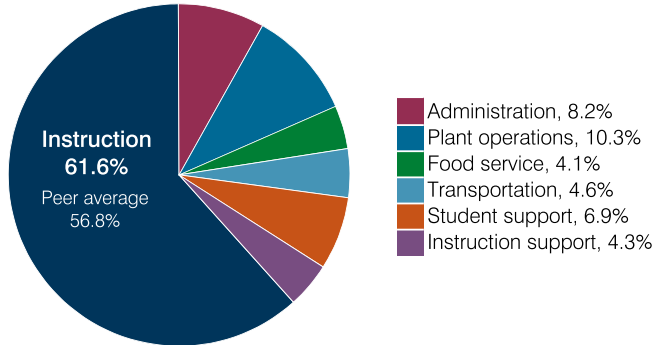
44,256

Number of schools:

43

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

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

Very low   Low   Comparable   High   Very high

### Per pupil spending

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

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

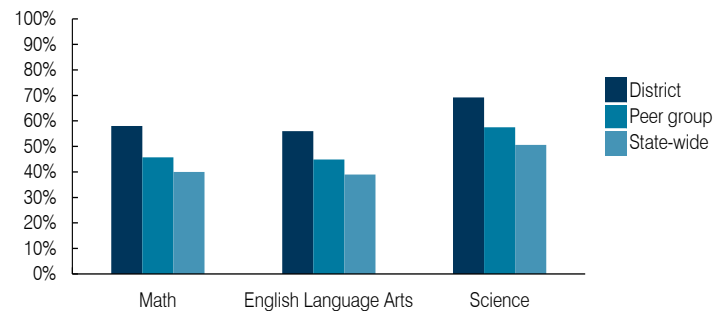
## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

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

### Students who passed State assessments



### Student and teacher measures

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

### Per pupil revenues

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

### Select revenues from common sources

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

### Select revenues from less common sources

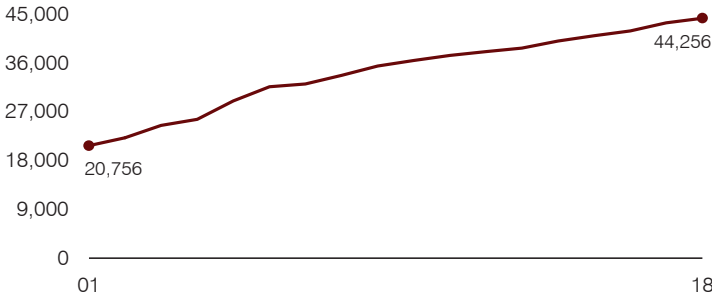
			Number of peers receiving
Desegregation	\$ 0	\$ 0	4 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	0	0	2 of 10
Voter-approved levy increases	1,319	1,389	10 of 10

**Instructional spending percentage**

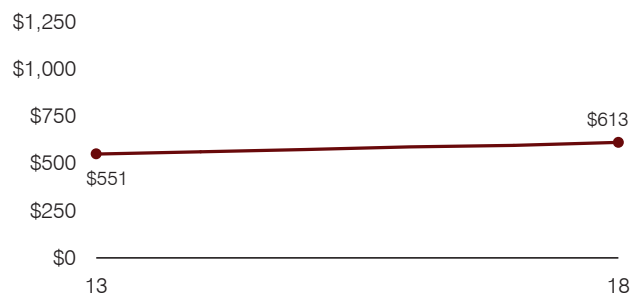
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 60.7 62.1 63.2 63.6 63.7 63.7 63.2 62.3 62.4 62.0 60.6 60.9 60.6 61.1 61.1 61.0 60.6 61.6

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

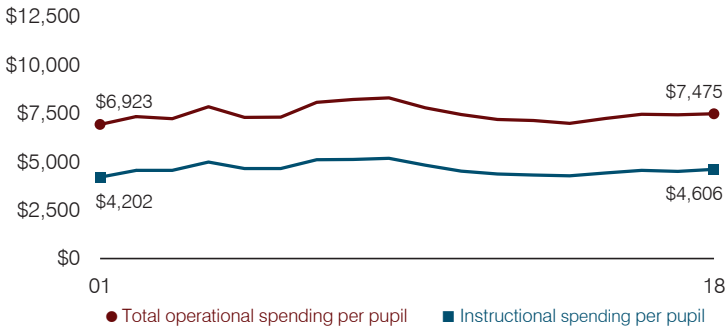
**Students attending**



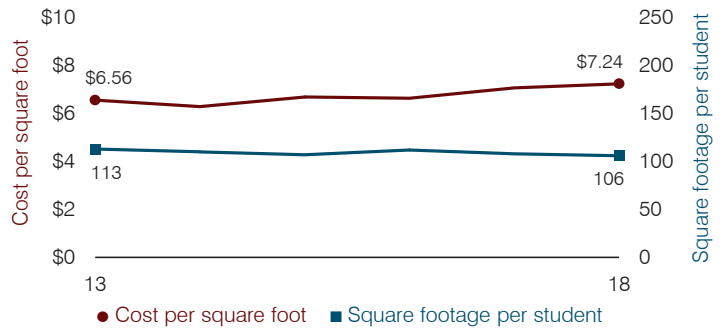
**Administrative cost per pupil**



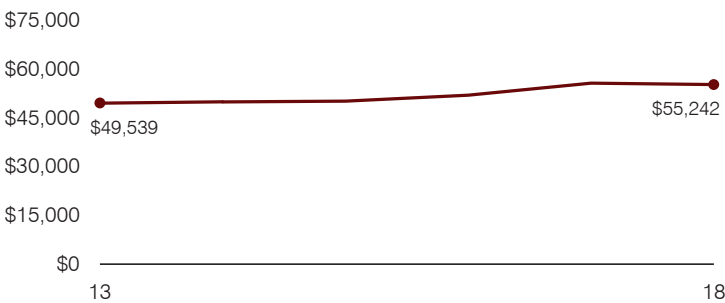
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



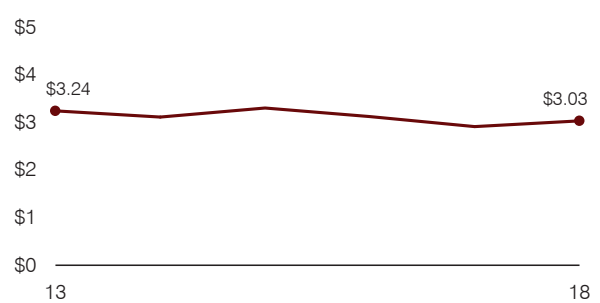
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



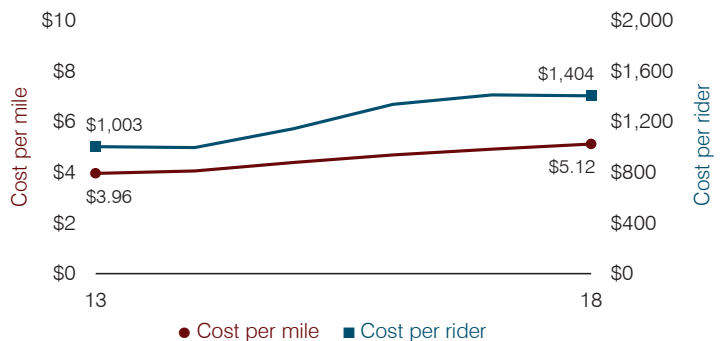
**Financial stress assessment**

Overall financial stress level: **Low**

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

Low
Moderate
High

**Transportation costs per mile and per rider**



# Chinle Unified School District

Apache County

Efficiency peer groups 4 and T-9, Achievement peer group 7<sup>1</sup>

Legislative district(s): 7

District size, location:

Medium-large, Town

Students attending:

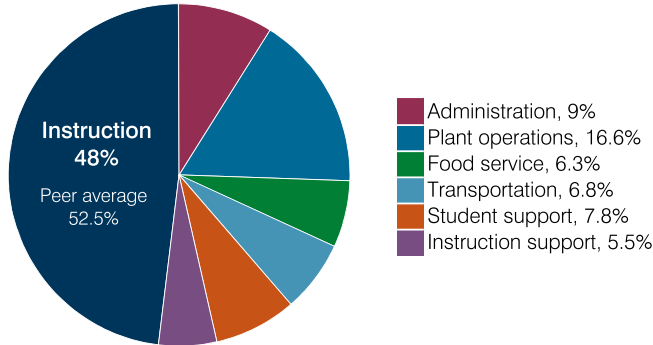
3,408

Number of schools:

7

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

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

Very low
Low
Comparable
High
Very high

### Per pupil spending

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

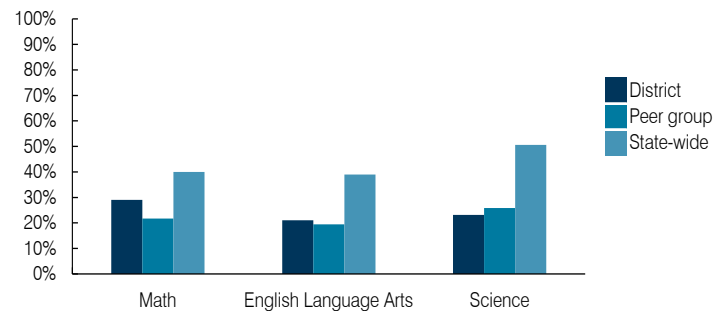
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

### Students who passed State assessments



### Student and teacher measures

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

### Per pupil revenues

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

#### Select revenues from common sources

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

#### Select revenues from less common sources

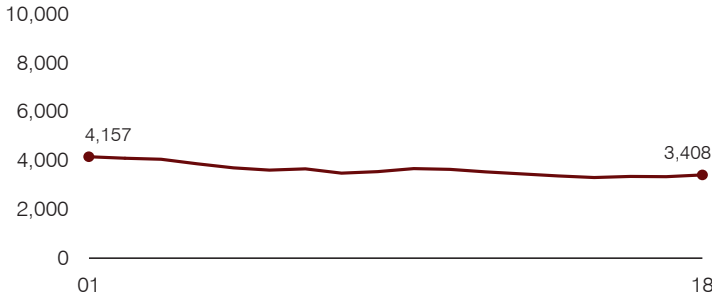
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	1 of 17
Small school adjustment	0	0	0 of 17
Federal impact aid	7,730	6,995	6 of 17
Voter-approved levy increases	0	0	13 of 17

**Instructional spending percentage**

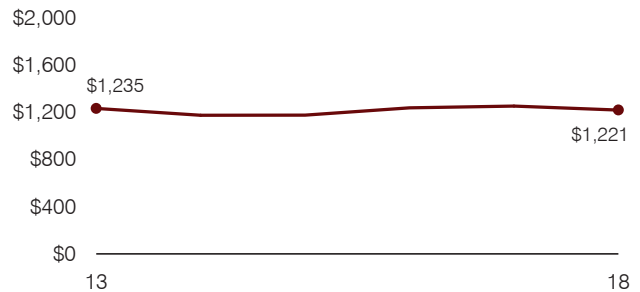
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 47.7 48.0 50.2 50.8 51.1 49.6 48.3 48.6 49.4 47.0 47.5 49.0 48.4 48.4 46.6 49.9 48.5 48.0

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

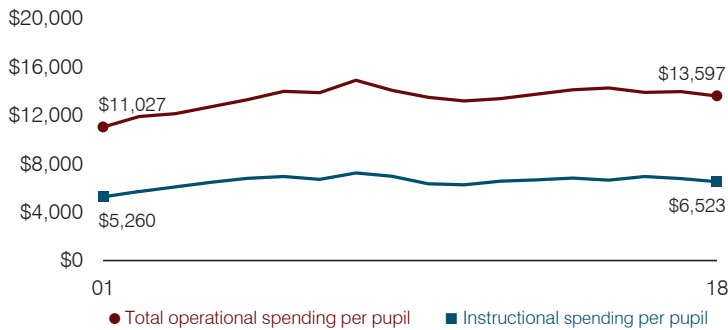
**Students attending**



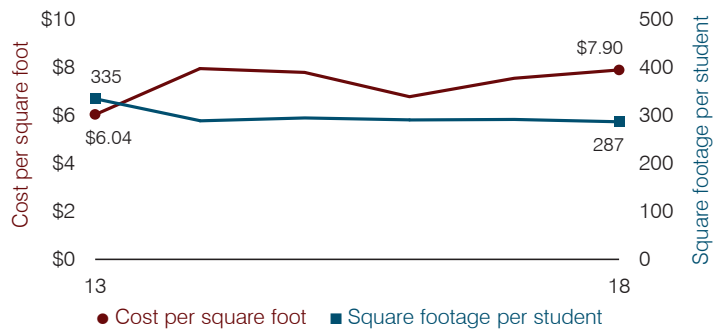
**Administrative cost per pupil**



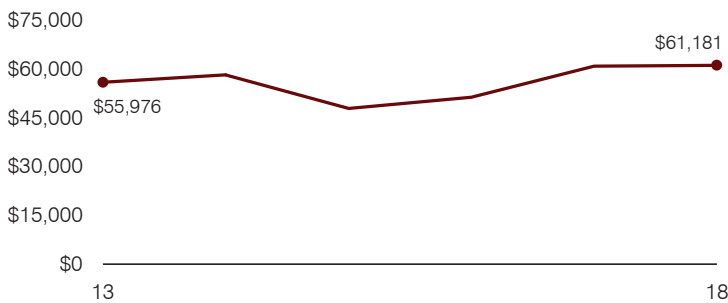
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



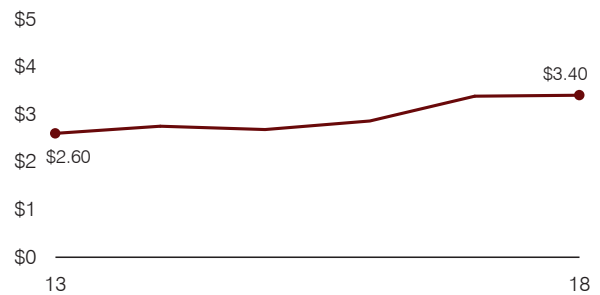
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



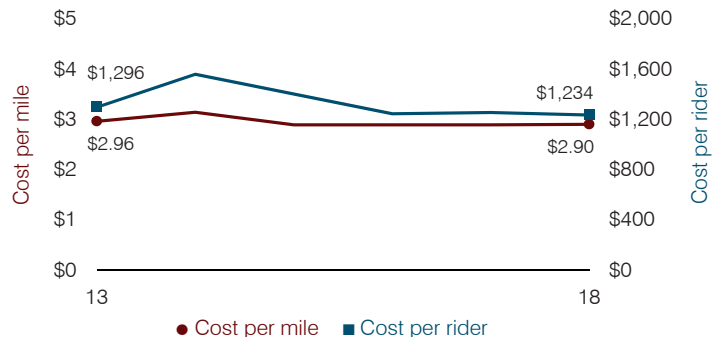
**Financial stress assessment**

Overall financial stress level: **Low**

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

Low
Moderate
High

**Transportation costs per mile and per rider**



# Chino Valley Unified School District

Yavapai County

Efficiency peer groups 4 and T-6, Achievement peer group 4<sup>1</sup>

Legislative district(s): 1

District size, location: Medium-large, Town

Students attending: 2,269

Number of schools: 4

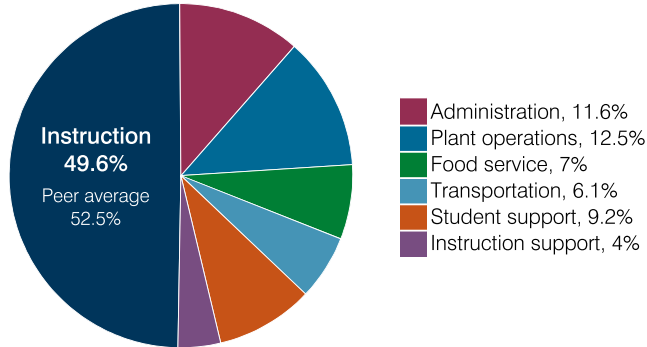
Medium-large, Town

2,269

4

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

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

Very low   Low   Comparable   High   Very high

### Per pupil spending

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

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

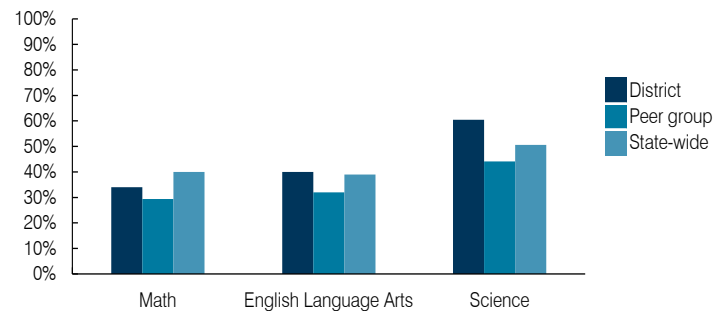
## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

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

### Students who passed State assessments



### Student and teacher measures

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

### Per pupil revenues

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

### Select revenues from common sources

Equalization formula funding	\$ 5,563	\$ 5,582	\$ 5,443	\$ 5,585
Grants	1,271	1,272	1,552	1,241
Donations and tax credits	108	105	63	90

### Select revenues from less common sources

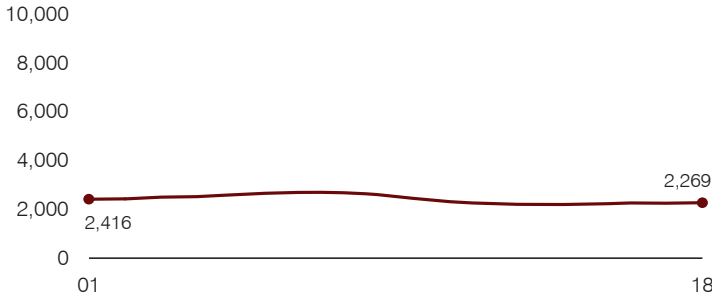
			Number of peers receiving
Desegregation	\$ 0	\$ 0	1 of 17
Small school adjustment	0	0	0 of 17
Federal impact aid	0	0	6 of 17
Voter-approved levy increases	0	0	13 of 17

**Instructional spending percentage**

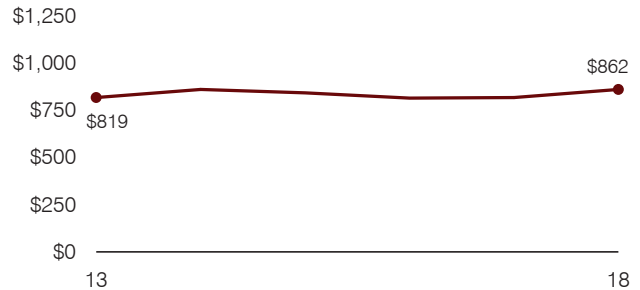
Year:	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Percentage:	60.5	58.1	59.6	57.9	58.7	58.2	59.3	57.8	57.2	52.5	49.4	49.6	50.5	50.6	49.4	49.5	51.5	49.6

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
Fiscal years as indicated

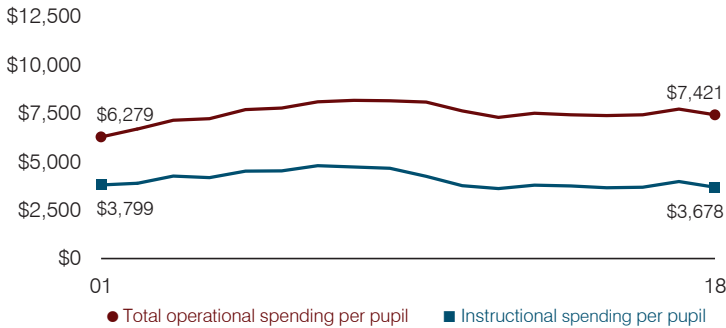
**Students attending**



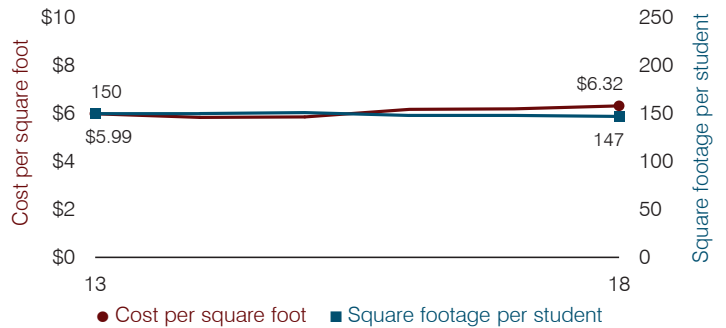
**Administrative cost per pupil**



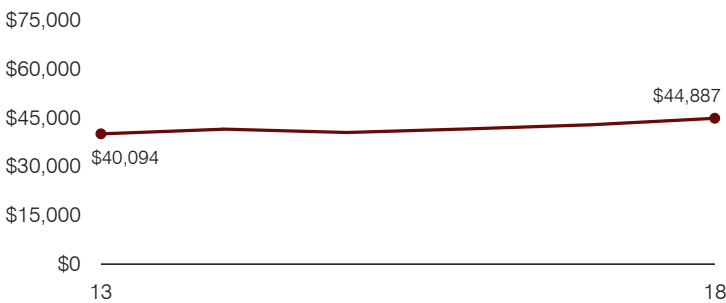
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



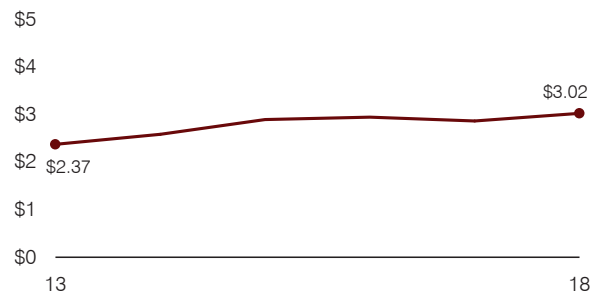
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



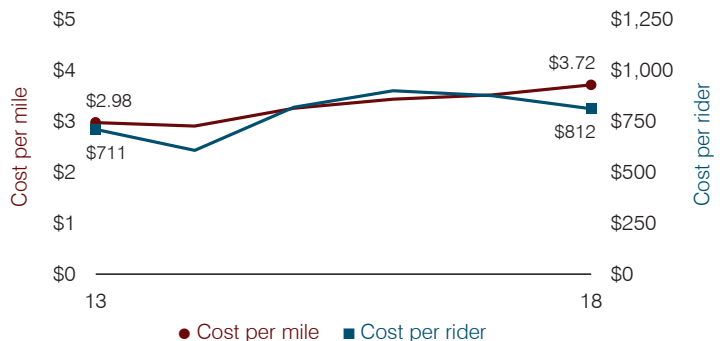
**Financial stress assessment**

Overall financial stress level: **Low**

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

Low
Moderate
High

**Transportation costs per mile and per rider**





# Clarkdale-Jerome Elementary School District

Yavapai County

Efficiency peer groups 10 and T-6, Achievement peer group 16<sup>1</sup>

Legislative district(s): 1 and 6

District size, location:

Small, Town

Students attending:

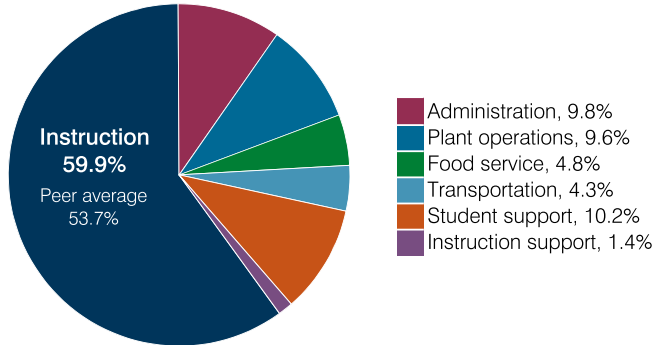
439

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

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

Very low    Low    Comparable    High    Very high

### Per pupil spending

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

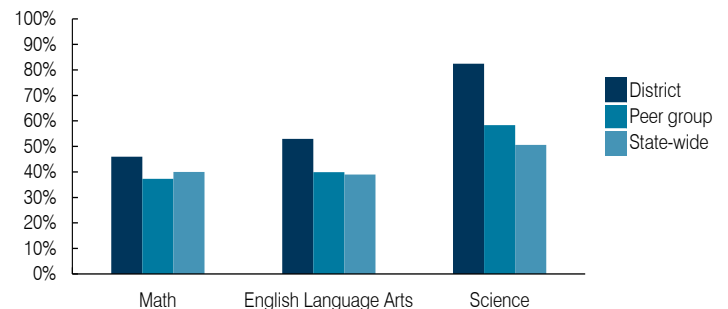
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

### Students who passed State assessments



### Student and teacher measures

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

### Per pupil revenues

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

### Select revenues from common sources

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

### Select revenues from less common sources

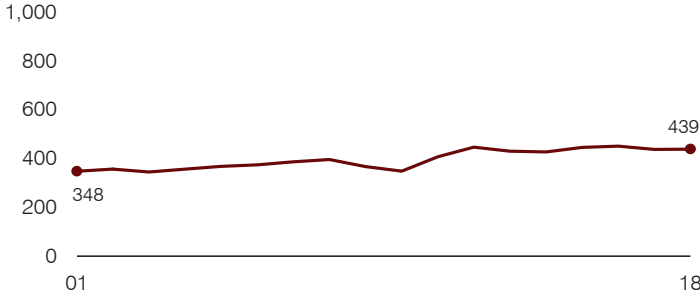
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 11
Small school adjustment	0	0	0 of 11
Federal impact aid	242	225	3 of 11
Voter-approved levy increases	607	595	6 of 11

**Instructional spending percentage**

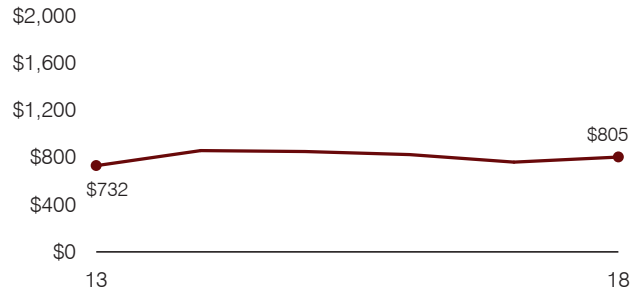
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 56.7 58.7 58.3 60.2 62.5 60.0 59.1 61.0 60.0 57.9 57.0 57.5 56.6 57.2 57.2 57.9 57.7 59.9

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

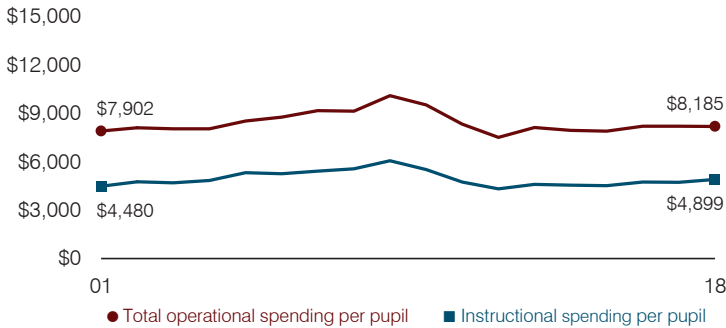
**Students attending**



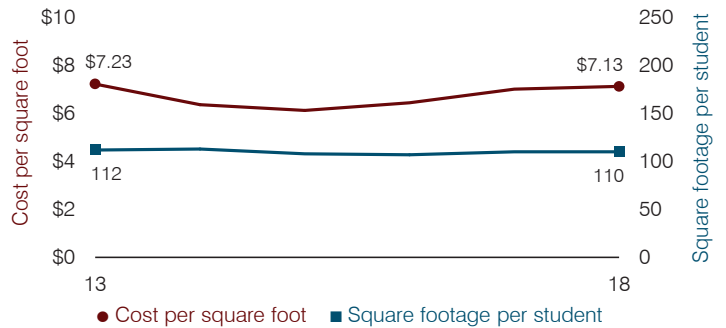
**Administrative cost per pupil**



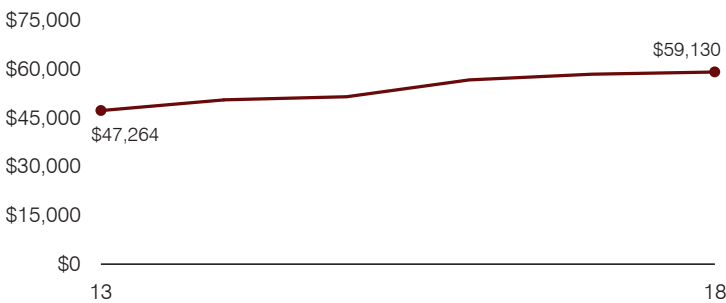
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



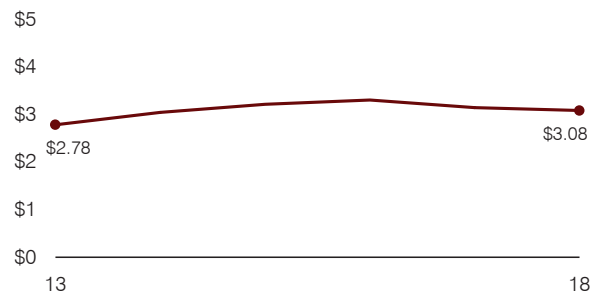
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



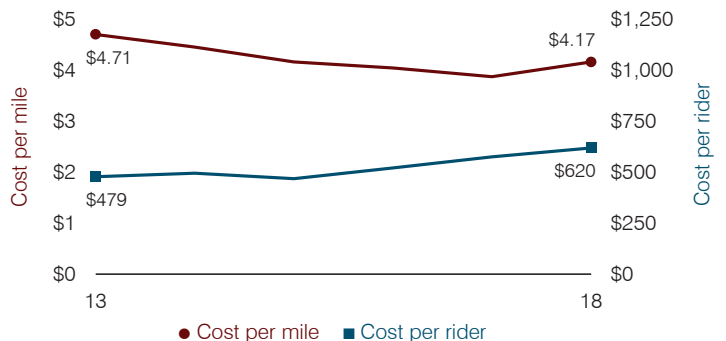
**Financial stress assessment**

Overall financial stress level: **Low**

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

Low
Moderate
High

**Transportation costs per mile and per rider**



# Cochise Elementary School District

Cochise County

Efficiency peer groups 11 and T-11, Achievement peer group 18<sup>1</sup>

Legislative district(s): 14

District size, location:

Very small, Rural

Students attending:

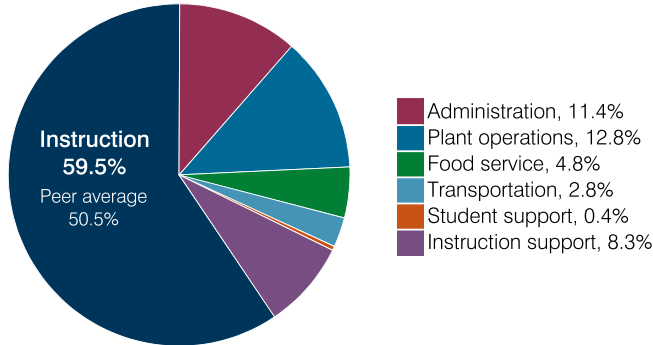
76

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

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

### Per pupil spending

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

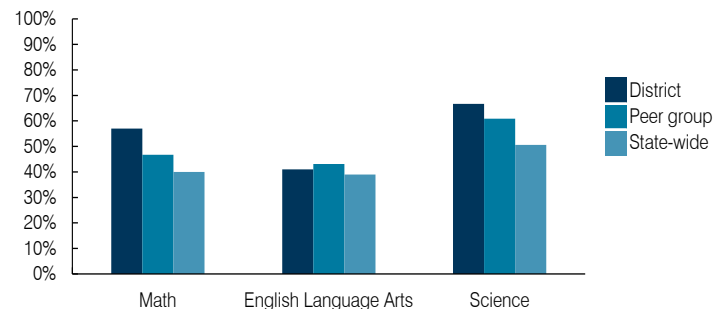
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

### Students who passed State assessments



### Student and teacher measures

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

### Per pupil revenues

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

### Select revenues from common sources

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

### Select revenues from less common sources

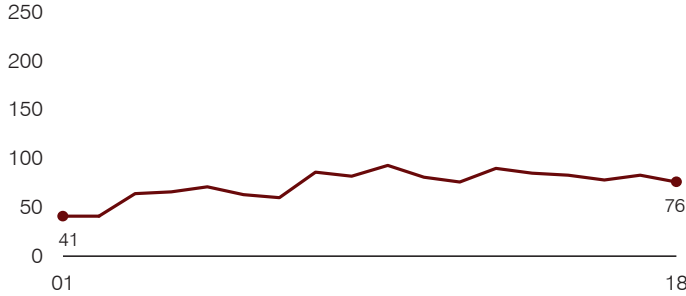
Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	14,553	9,237	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

**Instructional spending percentage**

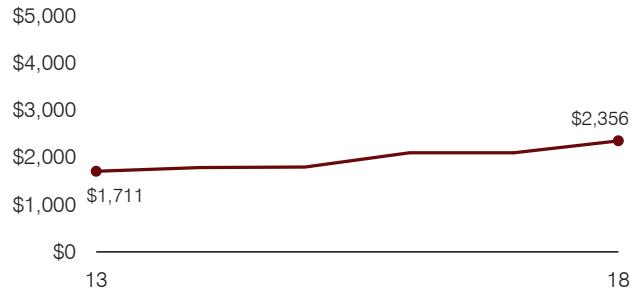
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 60.2 58.5 60.4 62.7 57.5 54.3 57.2 58.8 59.7 54.3 57.4 54.6 57.2 56.9 58.7 56.9 60.2 59.5

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

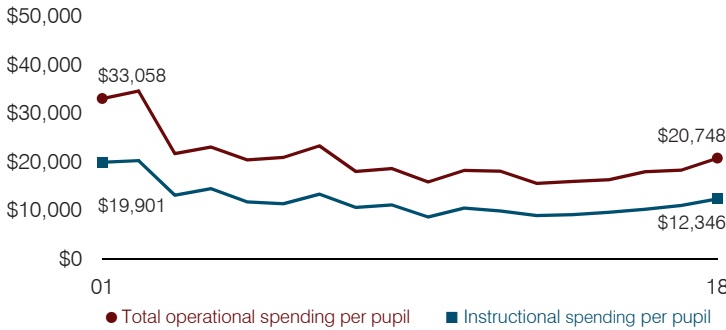
**Students attending**



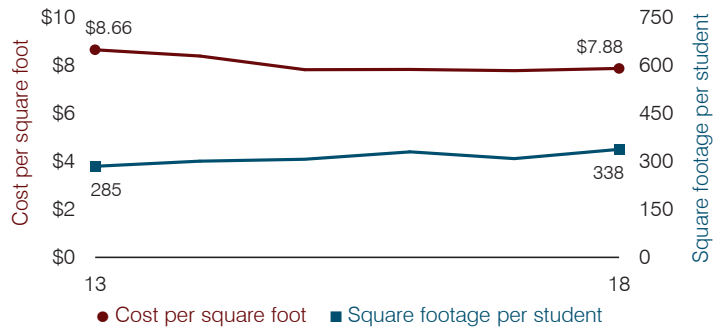
**Administrative cost per pupil**



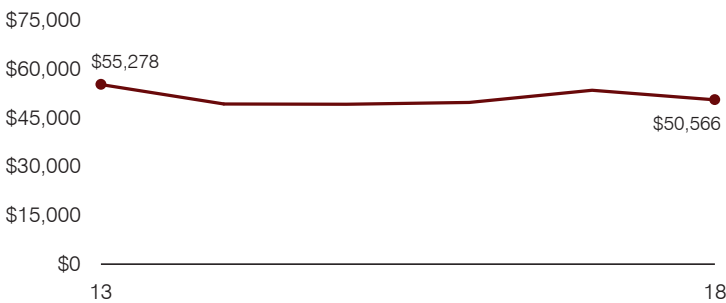
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



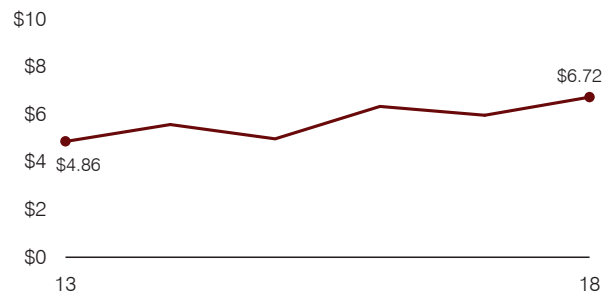
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



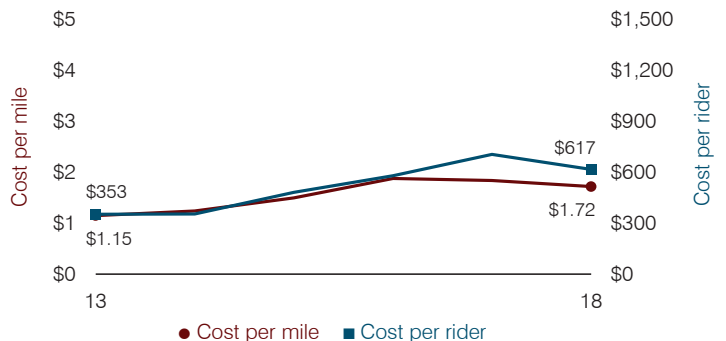
**Financial stress assessment**

Overall financial stress level: **Low**

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

Low
Moderate
High

**Transportation costs per mile and per rider**



# Colorado City Unified School District

Mohave County

Efficiency peer groups 6 and T-6, Achievement peer group 7<sup>1</sup>

Legislative district(s): 5

District size, location:

Small, Rural

Students attending:

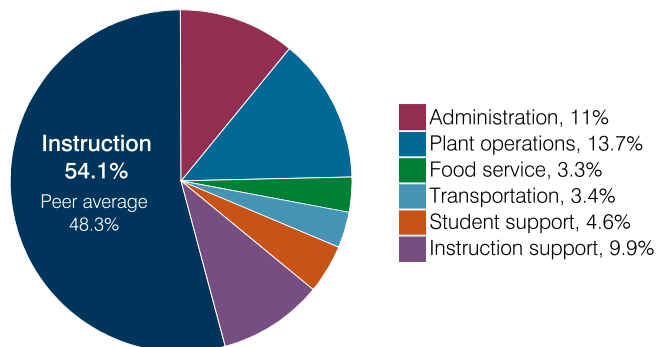
573

Number of schools:

2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

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

### Per pupil spending

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

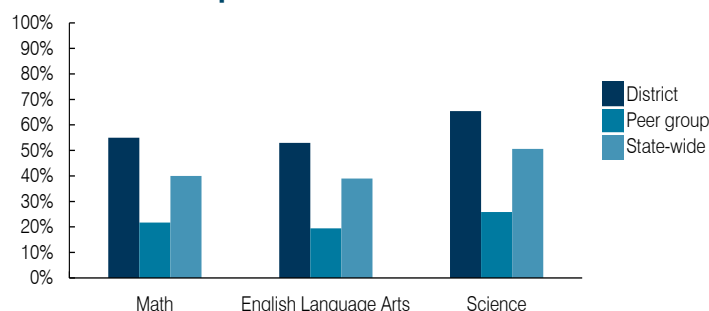
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

### Students who passed State assessments



### Student and teacher measures

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

### Per pupil revenues

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

### Select revenues from common sources

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

### Select revenues from less common sources

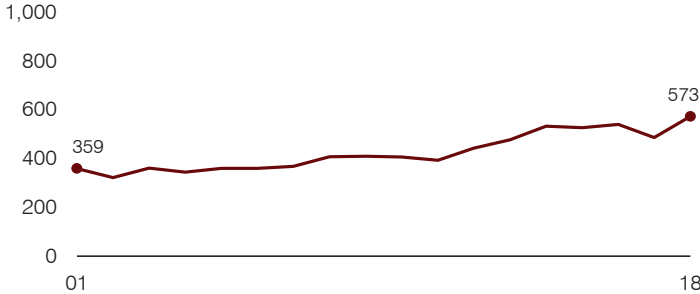
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 18
Small school adjustment	0	0	5 of 18
Federal impact aid	0	0	3 of 18
Voter-approved levy increases	320	210	14 of 18

**Instructional spending percentage**

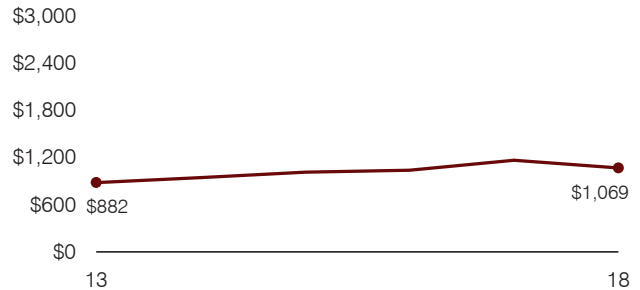
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 39.9 42.0 40.7 46.2 39.0 37.0 41.3 45.1 46.6 48.2 49.2 49.1 51.5 53.0 54.6 54.1 54.4 54.1

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

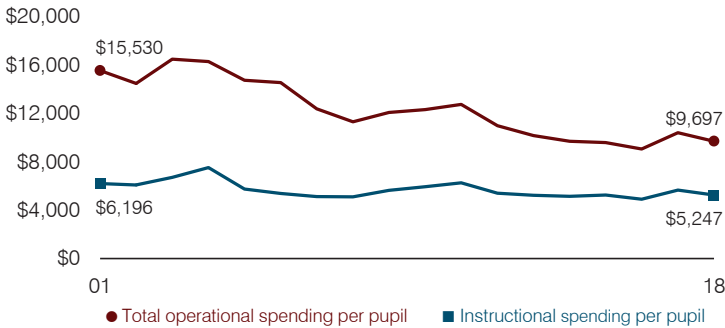
**Students attending**



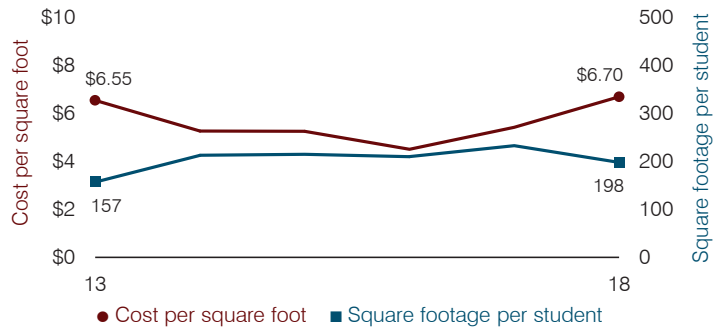
**Administrative cost per pupil**



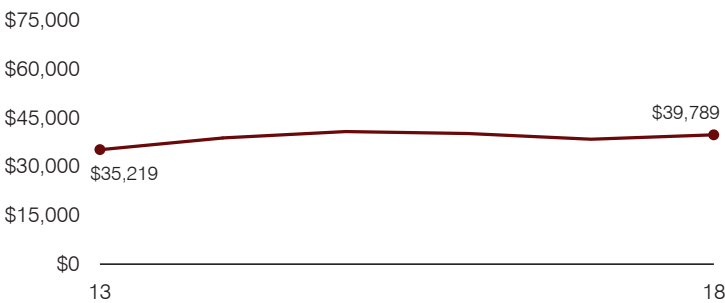
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



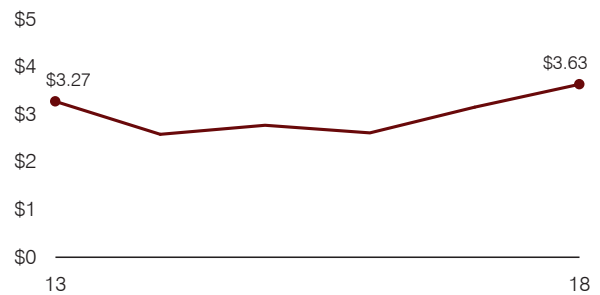
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



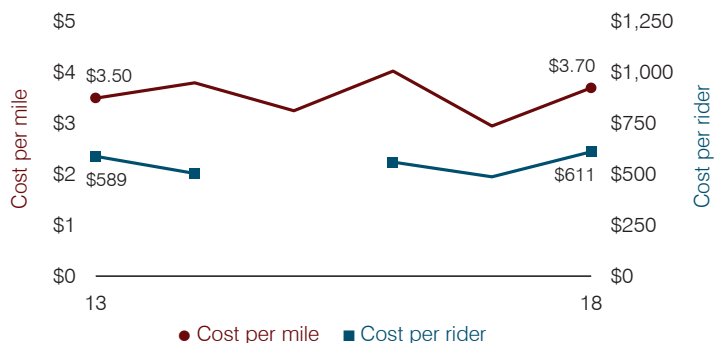
**Financial stress assessment**

Overall financial stress level: **Low**

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

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**



# Colorado River Union High School District

Mohave County

Efficiency peer groups 5 and T-10, Achievement peer group 11<sup>1</sup>

Legislative district(s): 5

District size, location:

Medium, Town

Students attending:

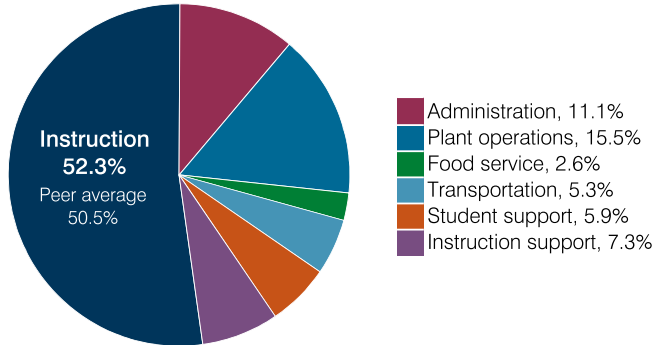
1,800

Number of schools:

2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

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

Very low    Low    Comparable    High    Very high

### Per pupil spending

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

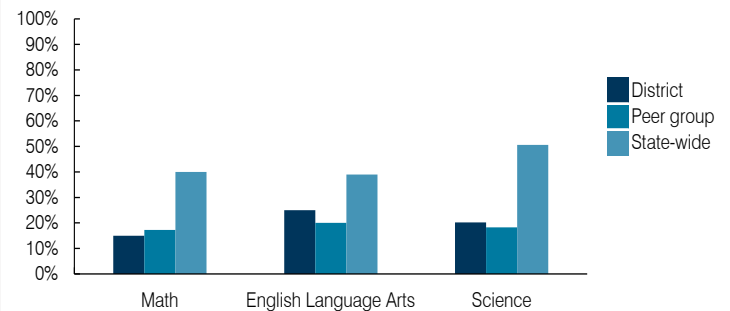
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

### Students who passed State assessments



### Student and teacher measures

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

### Per pupil revenues

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

### Select revenues from common sources

Equalization formula funding	\$ 6,107	\$ 5,719	\$ 5,992	\$ 5,585
Grants	1,654	1,147	1,703	1,241
Donations and tax credits	58	49	147	90

### Select revenues from less common sources

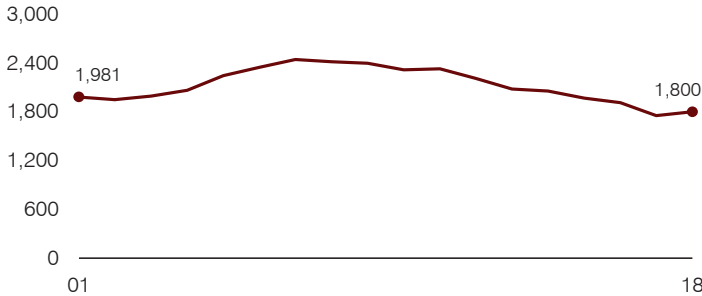
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 31
Small school adjustment	0	0	0 of 31
Federal impact aid	0	0	16 of 31
Voter-approved levy increases	8	1,206	21 of 31

**Instructional spending percentage**

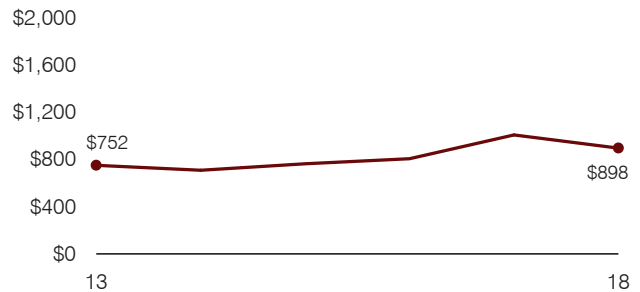
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 52.1 55.0 58.8 55.6 58.2 58.3 60.4 60.7 59.1 60.9 56.0 52.3 52.7 50.2 51.9 52.9 50.8 52.3

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

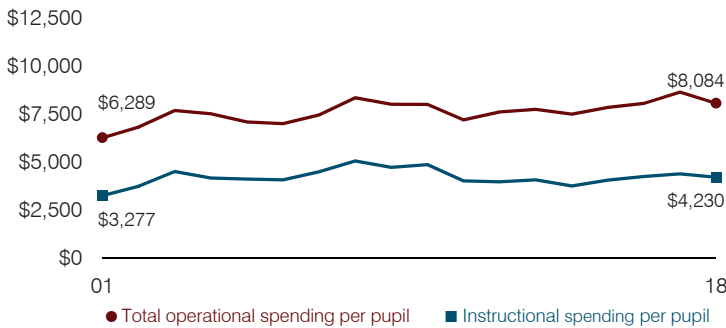
**Students attending**



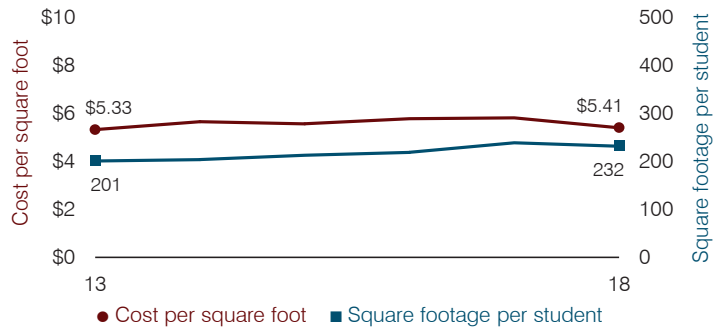
**Administrative cost per pupil**



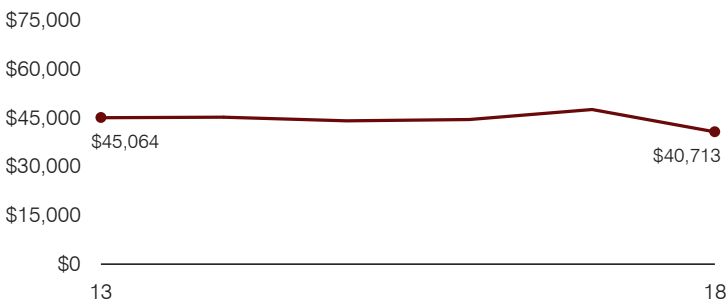
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



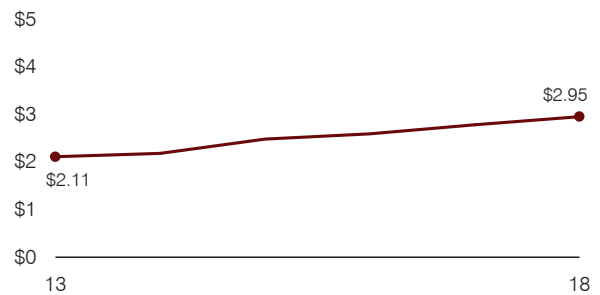
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



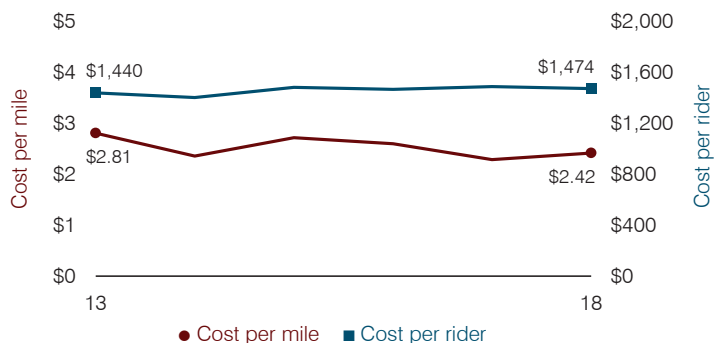
**Financial stress assessment**

Overall financial stress level: **Low**

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

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**





# Concho Elementary School District

Apache County

District size, location:

Very small, Rural

Efficiency peer groups 11 and T-11, Achievement peer group 20<sup>1</sup>

Students attending:

151

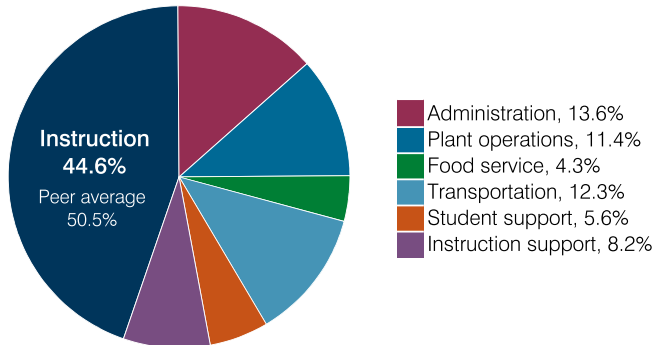
Legislative district(s): 7

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

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

### Per pupil spending

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

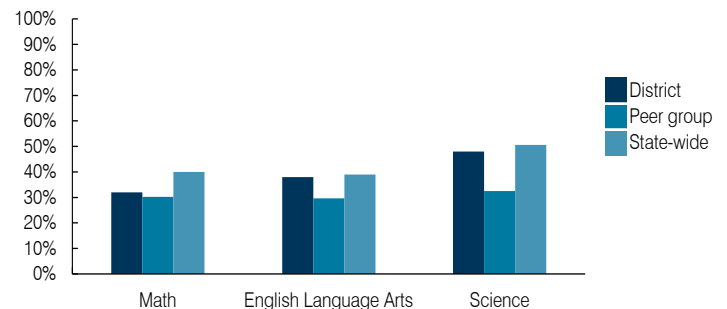
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

### Students who passed State assessments



### Student and teacher measures

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

### Per pupil revenues

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

### Select revenues from common sources

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

### Select revenues from less common sources

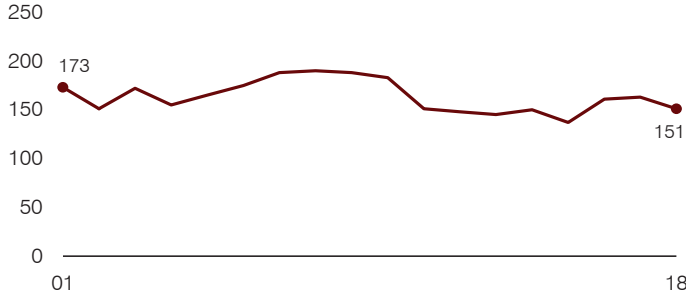
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	0	0	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	667	746	5 of 56

**Instructional spending percentage**

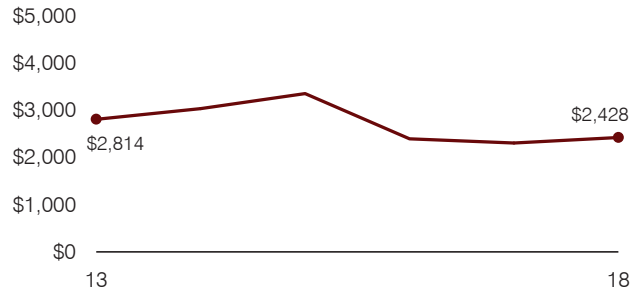
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 55.2 57.0 53.3 54.1 46.9 44.1 40.8 40.5 42.9 46.9 42.6 40.3 39.6 43.3 41.7 42.1 42.7 44.6

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

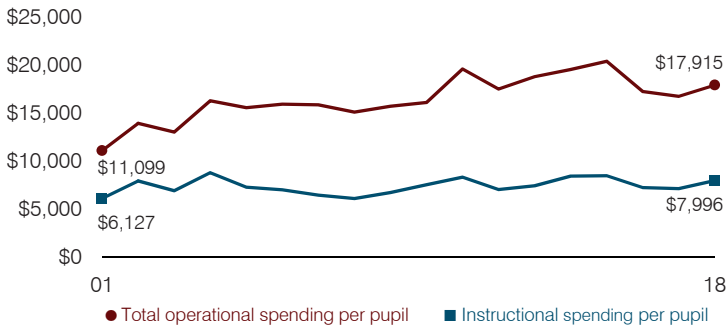
**Students attending**



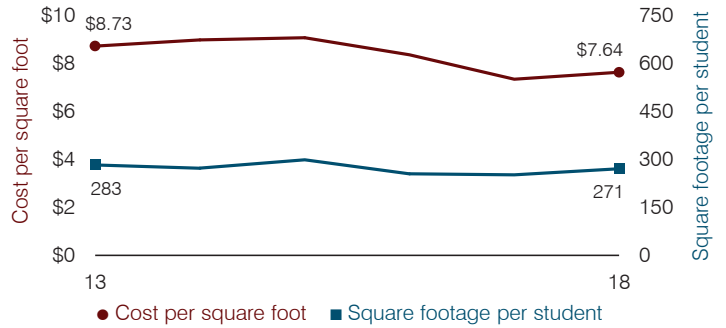
**Administrative cost per pupil**



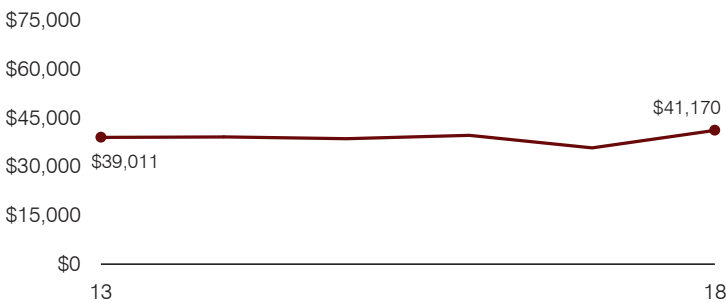
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



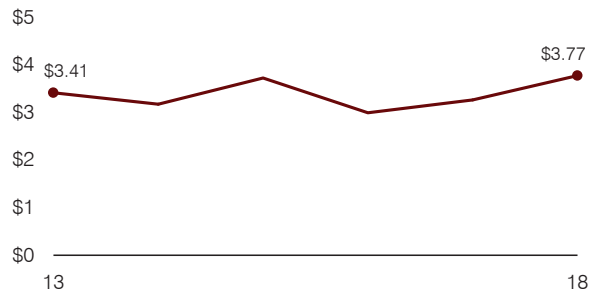
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



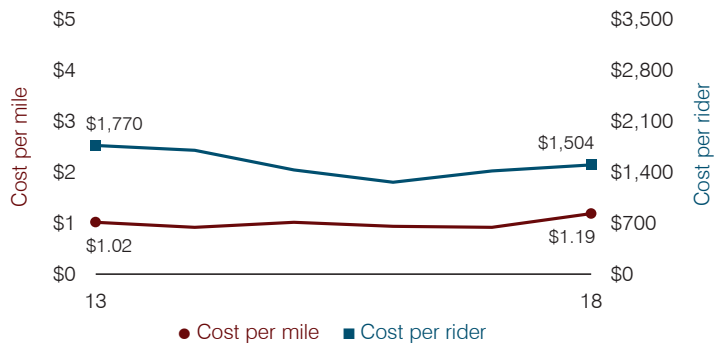
**Financial stress assessment**

Overall financial stress level: **Low**

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

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**



# Congress Elementary School District

Yavapai County

District size, location:

Very small, Rural

Efficiency peer groups 11 and T-11, Achievement peer group 16<sup>1</sup>

Students attending:

97

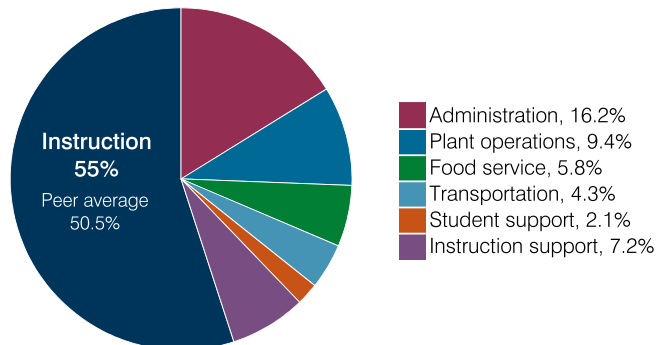
Legislative district(s): 1

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

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

### Per pupil spending

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

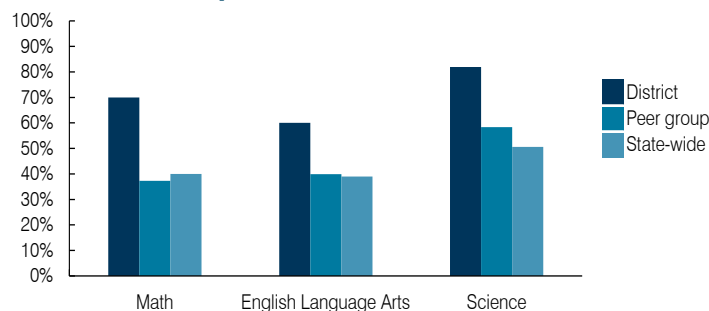
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

### Students who passed State assessments



### Student and teacher measures

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

### Per pupil revenues

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

### Select revenues from common sources

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

### Select revenues from less common sources

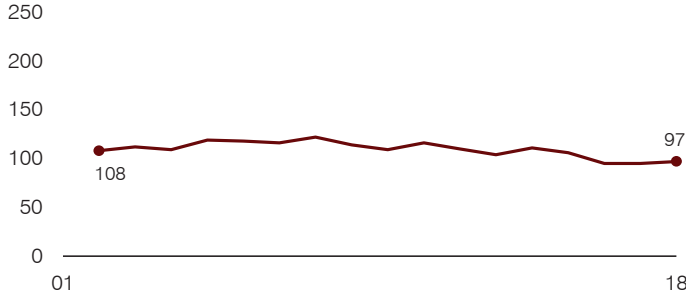
Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	6,258	2,034	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

**Instructional spending percentage**

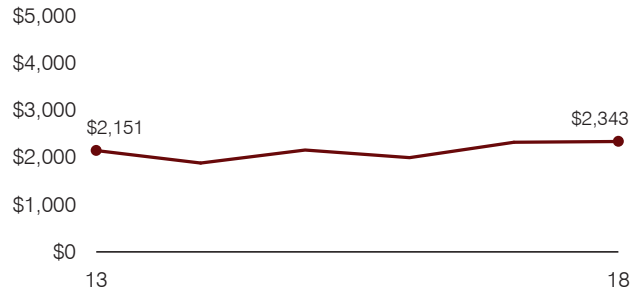
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: N/A 51.7 58.9 59.3 55.6 54.7 56.0 52.6 53.5 51.7 50.1 49.6 54.4 55.4 54.9 54.8 50.9 55.0

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

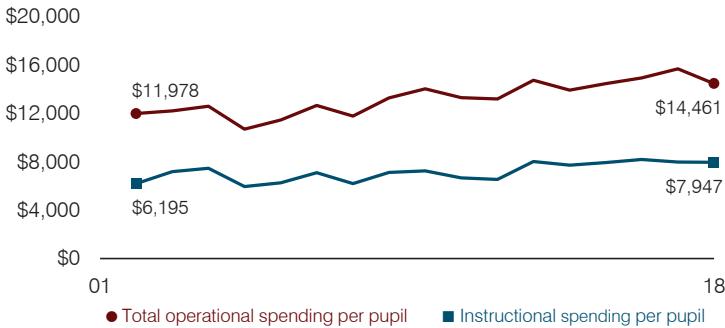
**Students attending**



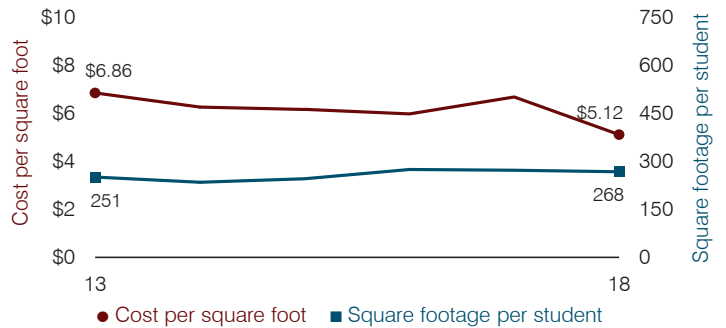
**Administrative cost per pupil**



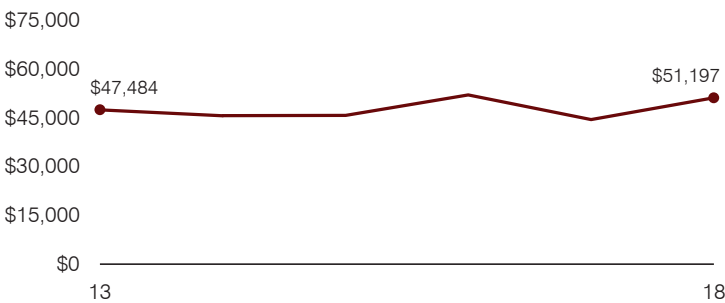
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



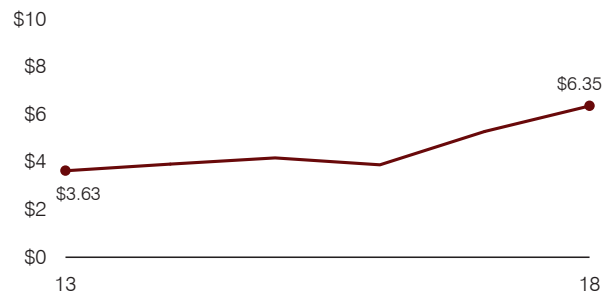
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



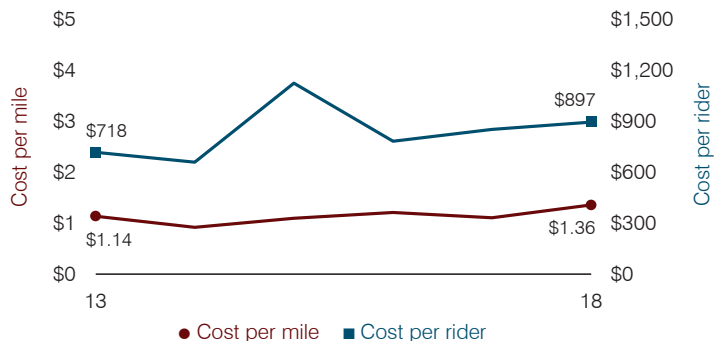
**Financial stress assessment**

Overall financial stress level: **Low**

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

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

**Transportation costs per mile and per rider**



# Continental Elementary School District

Pima County

Efficiency peer groups 10 and T-7, Achievement peer group 16<sup>1</sup>

Legislative district(s): 2 and 14

District size, location:

Small, Rural

Students attending:

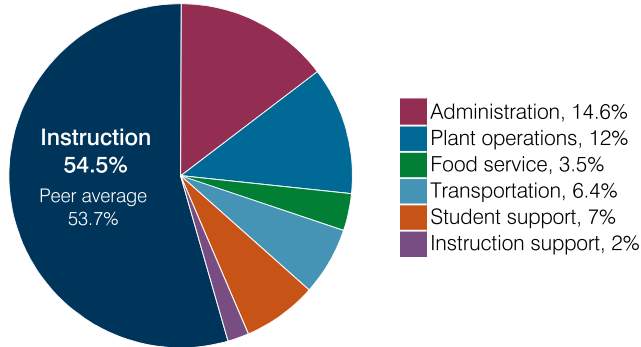
535

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

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

Very low    Low    Comparable    High    Very high

### Per pupil spending

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

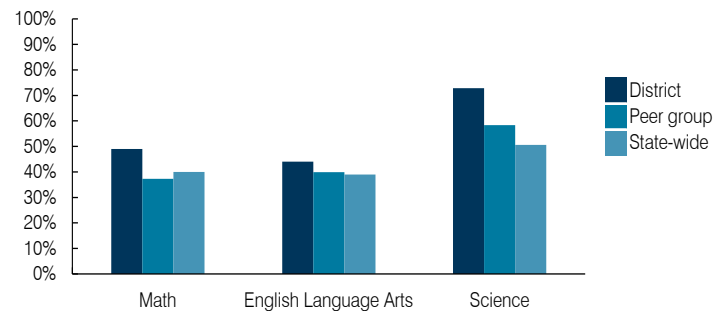
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

### Students who passed State assessments



### Student and teacher measures

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

### Per pupil revenues

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

### Select revenues from common sources

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

### Select revenues from less common sources

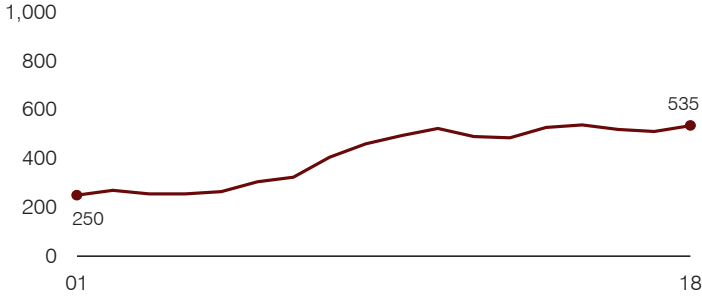
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 11
Small school adjustment	0	0	0 of 11
Federal impact aid	0	0	3 of 11
Voter-approved levy increases	2,857	2,694	6 of 11

**Instructional spending percentage**

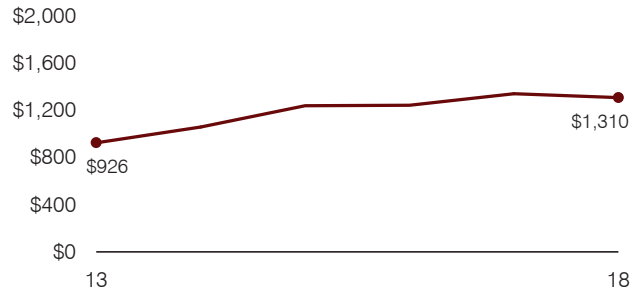
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 57.0 55.1 58.1 58.3 59.6 55.3 56.2 61.3 62.8 56.0 58.2 55.4 58.6 54.3 53.2 54.7 55.3 54.5

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

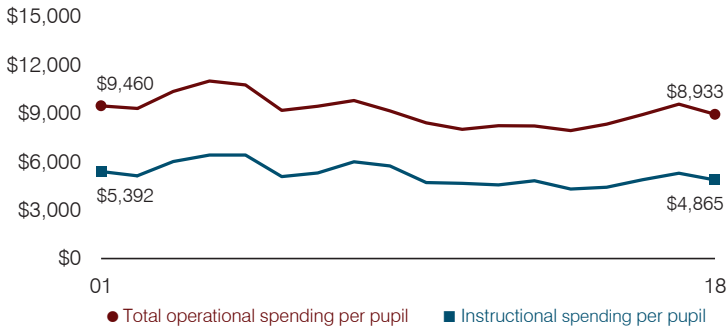
**Students attending**



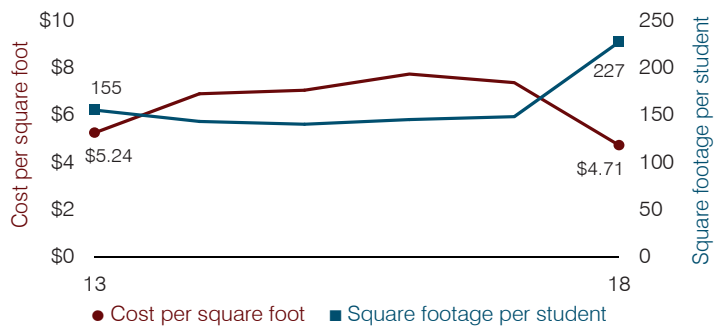
**Administrative cost per pupil**



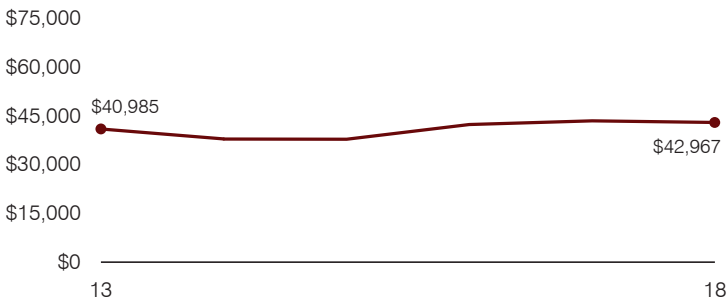
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



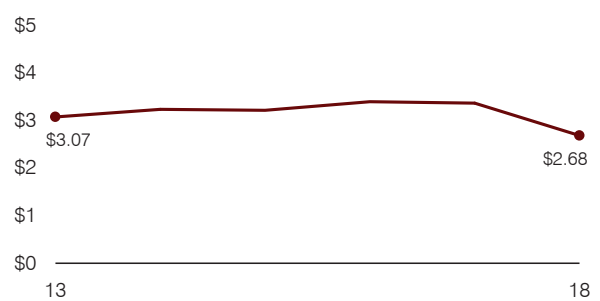
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



**Financial stress assessment**

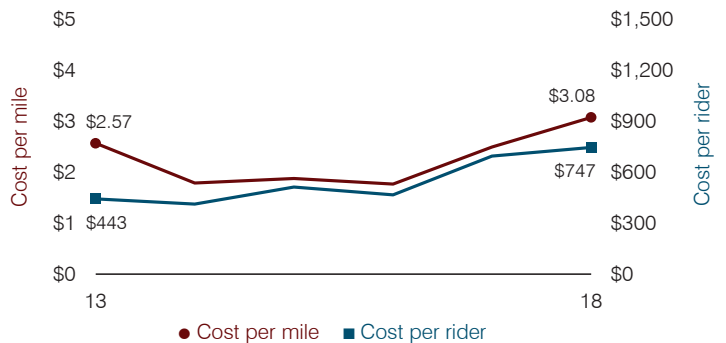
Overall financial stress level: **Moderate**

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

Low	Moderate	High

**Transportation costs per mile and per rider**



# Coolidge Unified School District

Pinal County

Efficiency peer groups 4 and T-9, Achievement peer group 4<sup>1</sup>

Legislative district(s): 8 and 12

District size, location:

Medium-large, Town

Students attending:

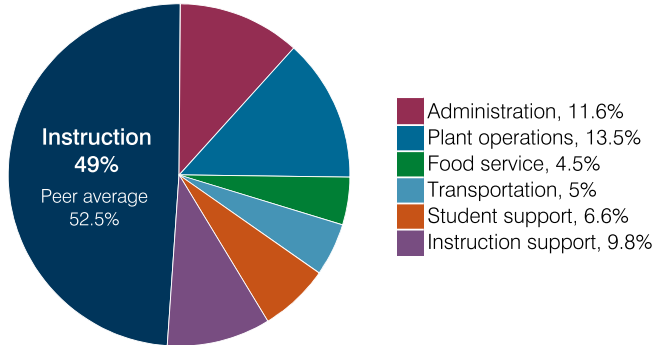
2,196

Number of schools:

5

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

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

Very low
Low
Comparable
High
Very high

### Per pupil spending

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

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

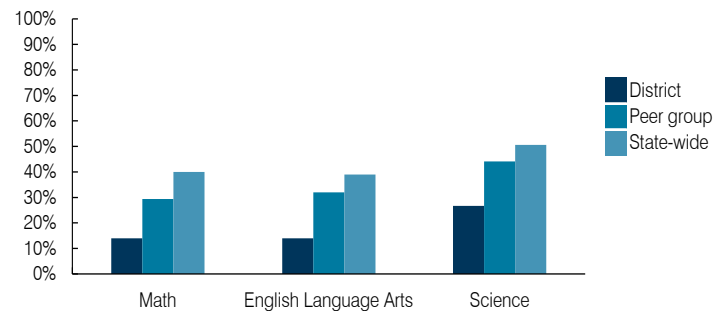
## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

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

### Students who passed State assessments



### Student and teacher measures

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

### Per pupil revenues

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

### Select revenues from common sources

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

### Select revenues from less common sources

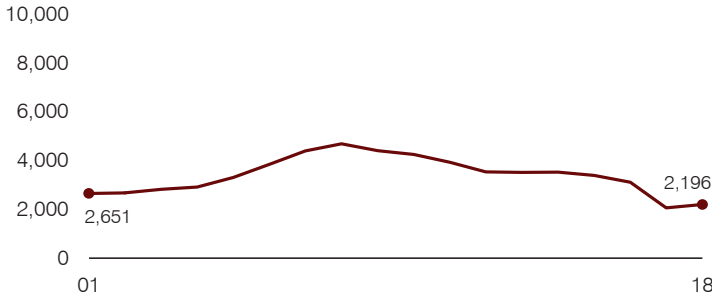
			Number of peers receiving
Desegregation	\$ 0	\$ 0	1 of 17
Small school adjustment	0	0	0 of 17
Federal impact aid	129	100	6 of 17
Voter-approved levy increases	439	487	13 of 17

**Instructional spending percentage**

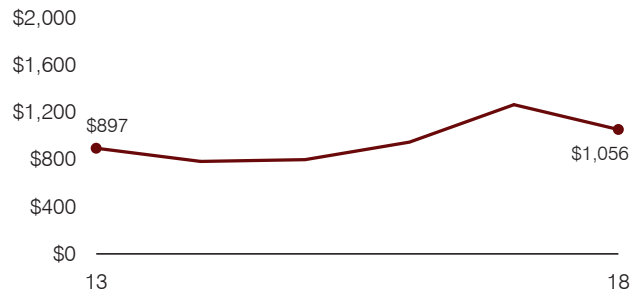
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 53.3 54.9 51.9 51.9 54.3 54.4 55.7 52.0 52.8 47.3 50.2 47.6 44.9 45.7 46.3 48.3 47.3 49.0

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

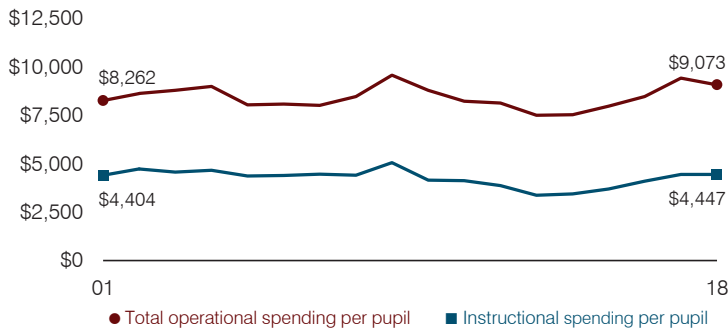
**Students attending**



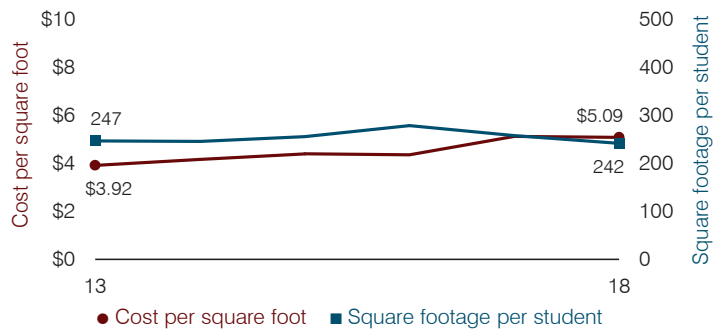
**Administrative cost per pupil**



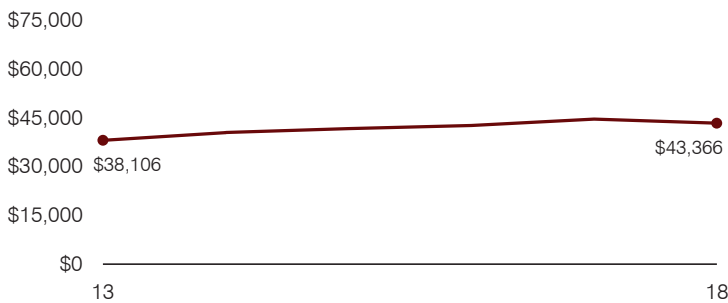
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



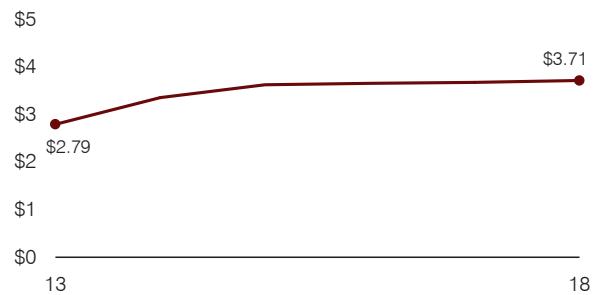
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



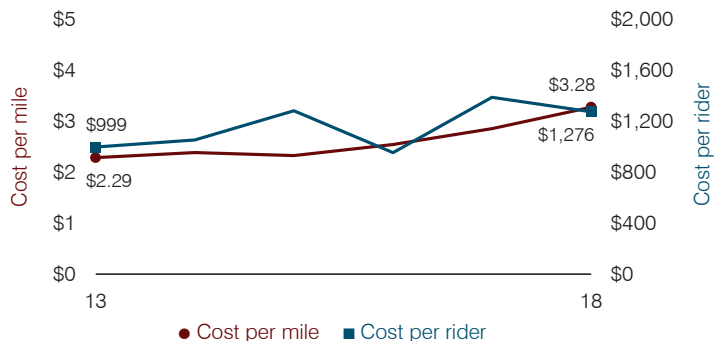
**Financial stress assessment**

Overall financial stress level: **Moderate**

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

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**





# Cottonwood-Oak Creek Elementary School District

Yavapai County

District size, location:

Medium, Town

Efficiency peer groups 9 and T-7, Achievement peer group 17<sup>1</sup>

Students attending:

1,929

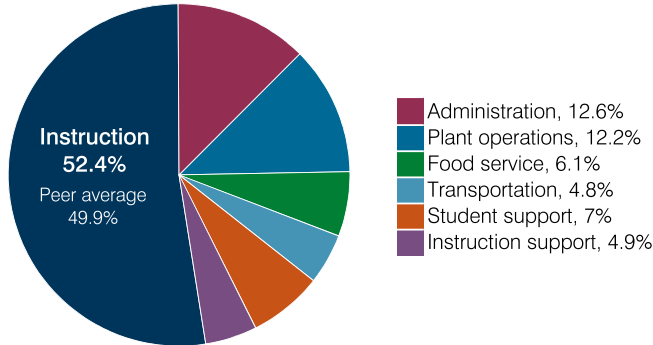
Legislative district(s): 1 and 6

Number of schools:

5

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

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

Very low
Low
Comparable
High
Very high

### Per pupil spending

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

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

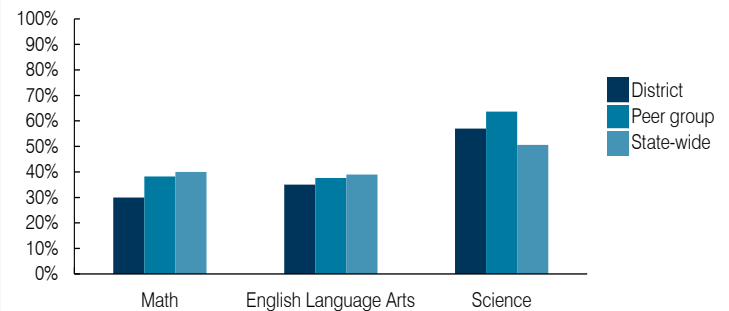
## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

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

### Students who passed State assessments



### Student and teacher measures

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

### Per pupil revenues

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

### Select revenues from common sources

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

### Select revenues from less common sources

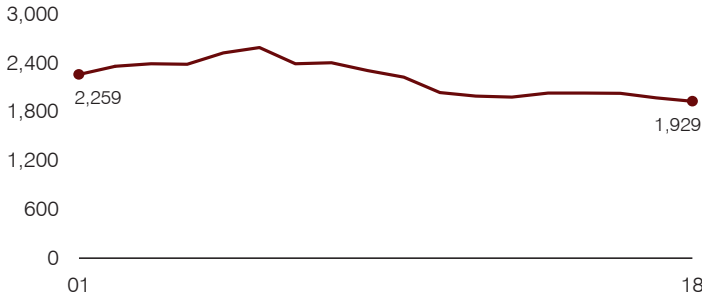
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	0	0	3 of 10
Voter-approved levy increases	1,104	1,085	8 of 10

**Instructional spending percentage**

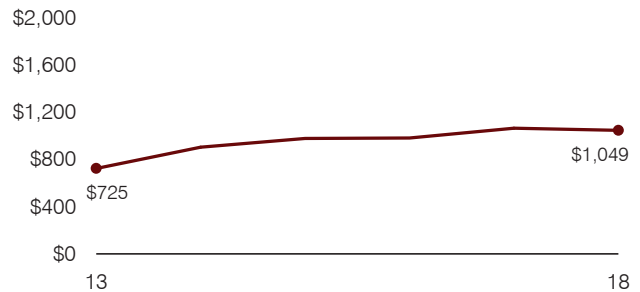
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 53.8 52.4 56.1 53.6 53.9 53.5 53.4 55.8 57.0 52.8 47.8 50.6 55.7 52.0 50.5 53.0 53.5 52.4

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

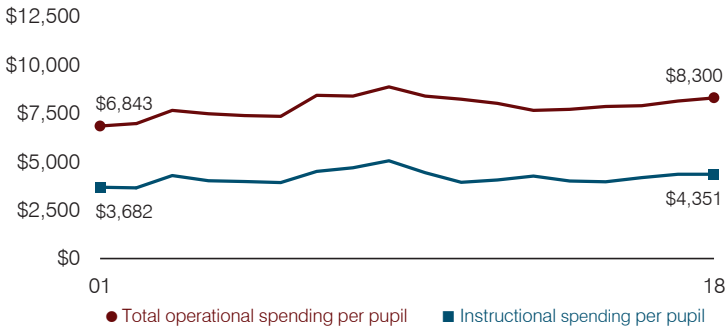
**Students attending**



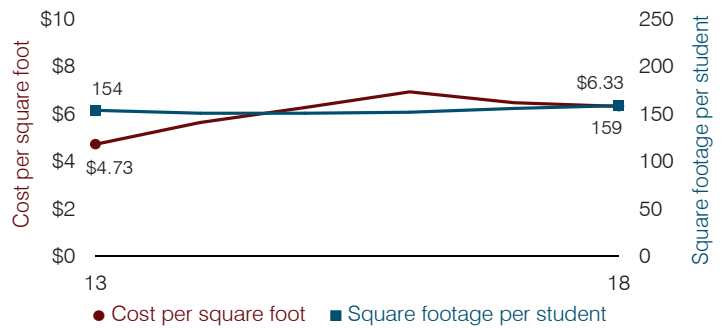
**Administrative cost per pupil**



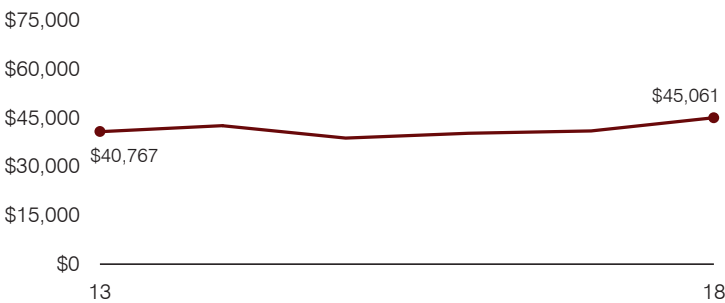
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



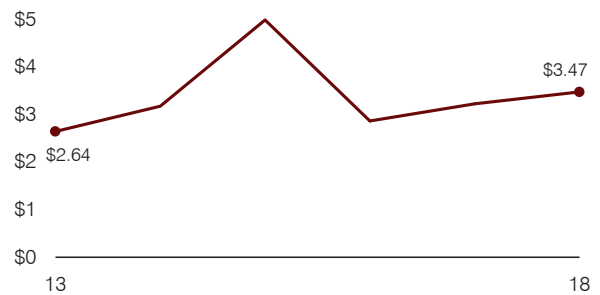
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



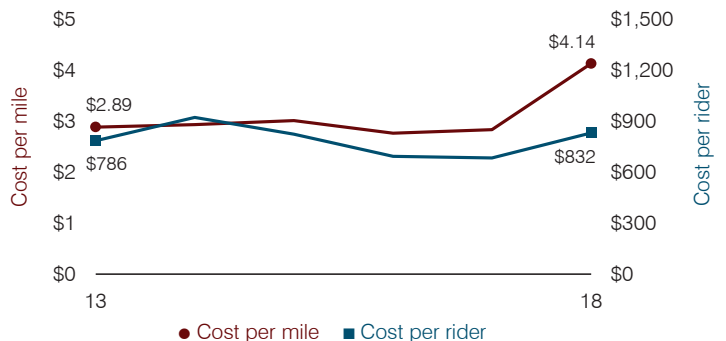
**Financial stress assessment**

Overall financial stress level: **Moderate**

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

Low
Moderate
High

**Transportation costs per mile and per rider**



# Crane Elementary School District

Yuma County

Efficiency peer groups 8 and T-1, Achievement peer group 14<sup>1</sup>

Legislative district(s): 4 and 13

District size, location:

Medium-large, City

Students attending:

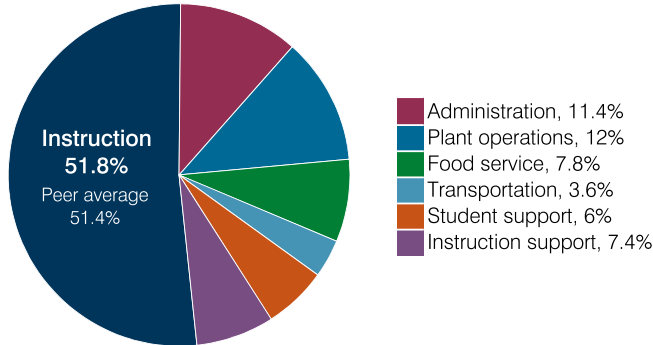
5,843

Number of schools:

11

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

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

Very low    Low    Comparable    High    Very high

### Per pupil spending

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

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

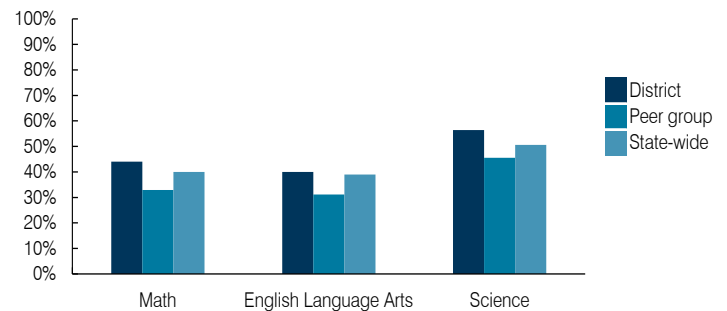
## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

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

### Students who passed State assessments



### Student and teacher measures

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

### Per pupil revenues

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

### Select revenues from common sources

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

### Select revenues from less common sources

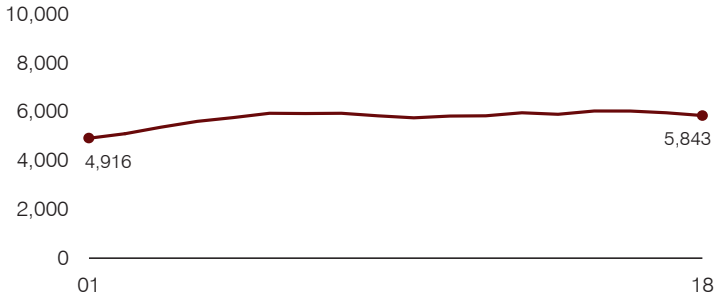
			Number of peers receiving
Desegregation	\$ 0	\$ 0	4 of 19
Small school adjustment	0	0	0 of 19
Federal impact aid	0	0	0 of 19
Voter-approved levy increases	435	472	19 of 19

**Instructional spending percentage**

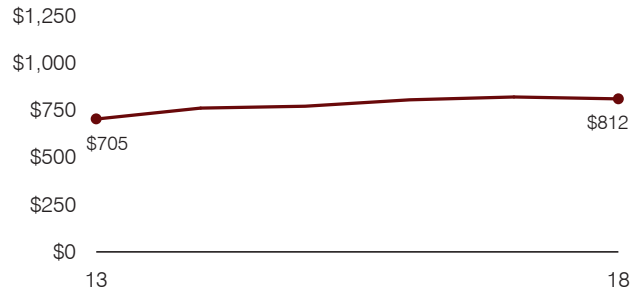
Year:	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Percentage:	56.8	59.4	59.0	58.8	57.4	56.5	55.8	56.0	54.3	53.5	52.8	51.1	50.8	51.2	50.9	51.2	48.8	51.8

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
Fiscal years as indicated

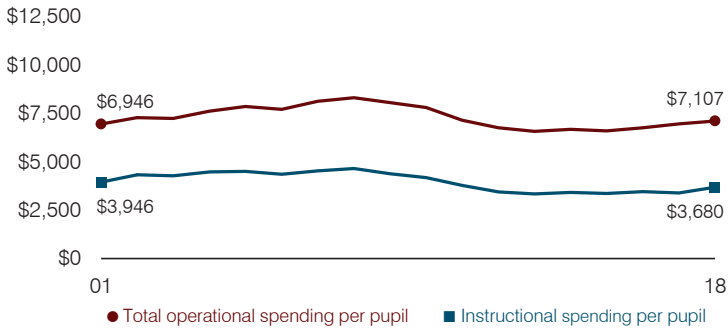
**Students attending**



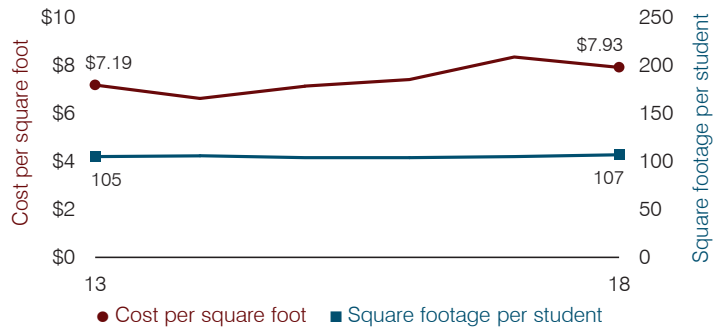
**Administrative cost per pupil**



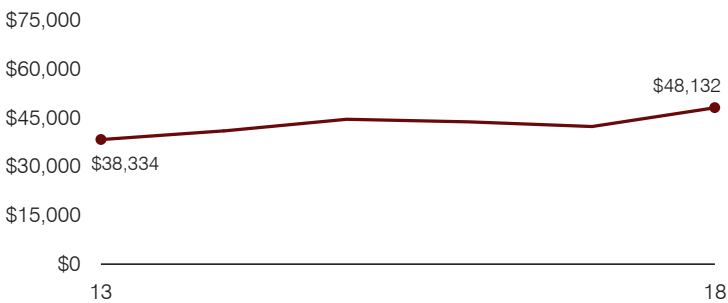
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



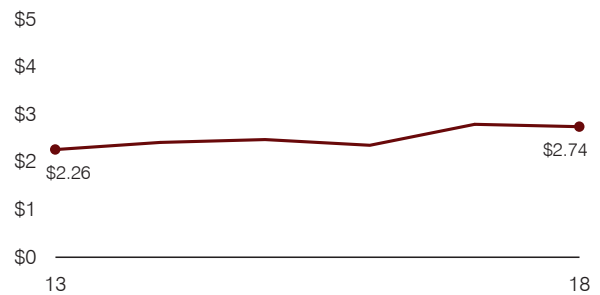
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



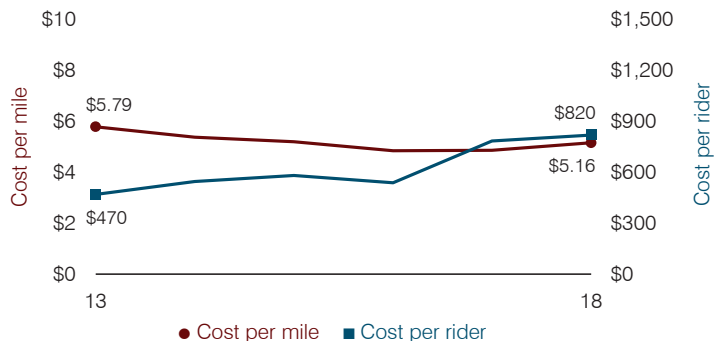
**Financial stress assessment**

Overall financial stress level: Low

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

Low
Moderate
High

**Transportation costs per mile and per rider**



# Creighton Elementary School District

Maricopa County

Efficiency peer groups 8 and T-1, Achievement peer group 15<sup>1</sup>

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

District size, location:

Medium-large, City

Students attending:

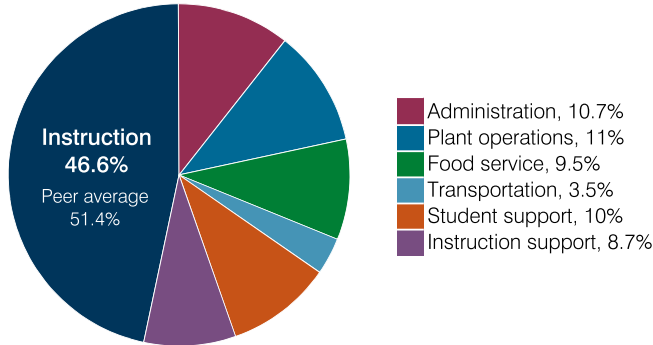
5,706

Number of schools:

9

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

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

Very low
Low
Comparable
High
Very high

### Per pupil spending

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

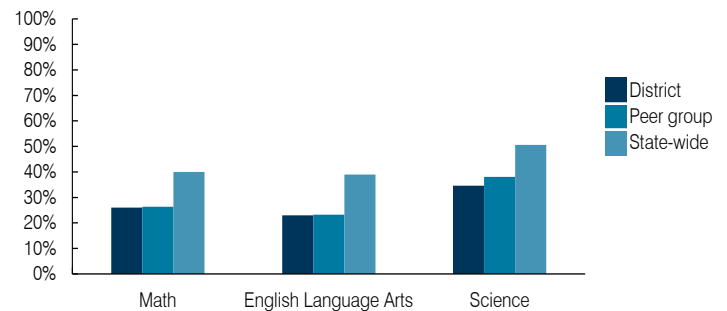
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

### Students who passed State assessments



### Student and teacher measures

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

### Per pupil revenues

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

#### Select revenues from common sources

Equalization formula funding	\$ 4,948	\$ 5,089	\$ 5,175	\$ 5,585
Grants	2,336	2,410	1,843	1,241
Donations and tax credits	63	73	54	90

#### Select revenues from less common sources

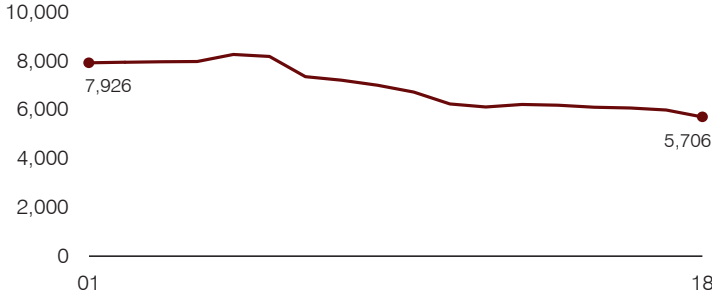
			Number of peers receiving
Desegregation	\$ 0	\$ 0	4 of 19
Small school adjustment	0	0	0 of 19
Federal impact aid	0	0	0 of 19
Voter-approved levy increases	2,144	2,441	19 of 19

**Instructional spending percentage**

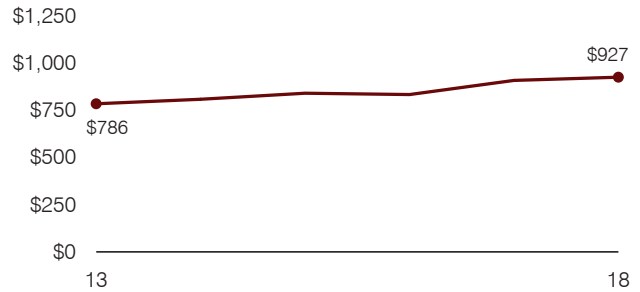
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 56.8 55.5 59.8 58.0 57.8 55.0 53.3 51.9 52.6 53.3 50.9 50.3 48.0 47.4 48.5 48.3 47.5 46.6

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

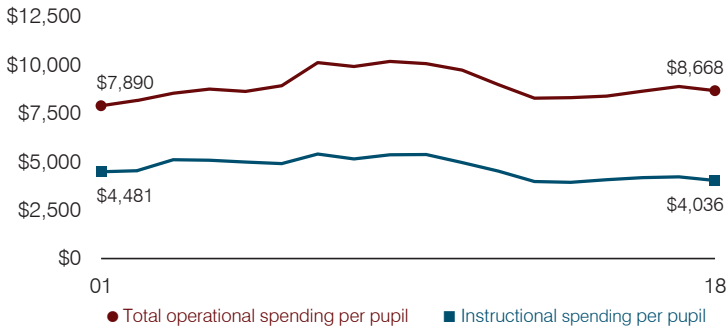
**Students attending**



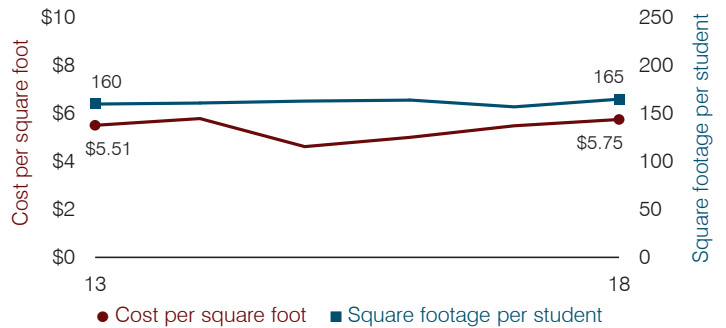
**Administrative cost per pupil**



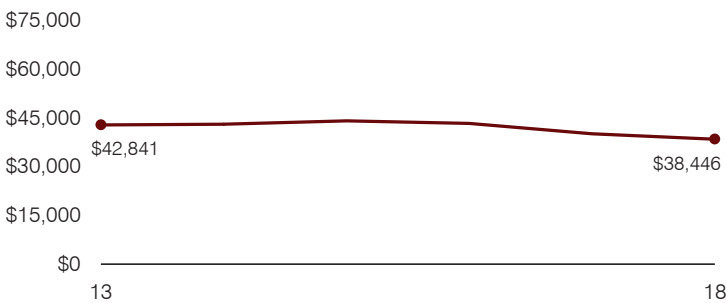
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



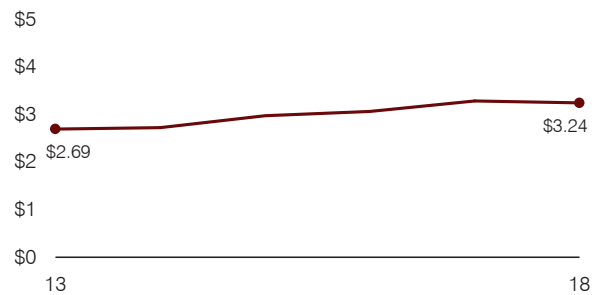
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



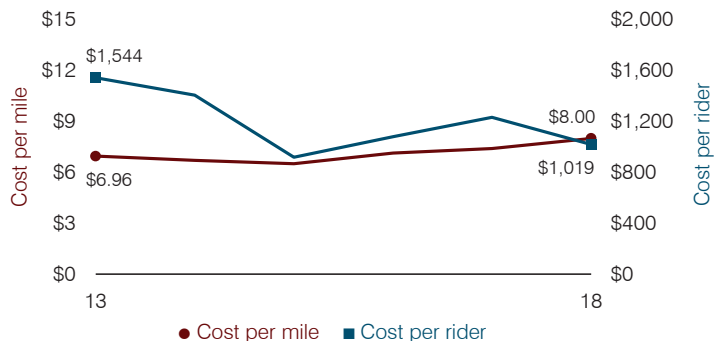
**Financial stress assessment**

Overall financial stress level: **Low**

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

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**



# Crown King Elementary School District

Yavapai County

Efficiency peer group 11 and Achievement peer group 17<sup>1</sup>

Legislative district(s): 1

District size, location:

Very small, Rural

Students attending:

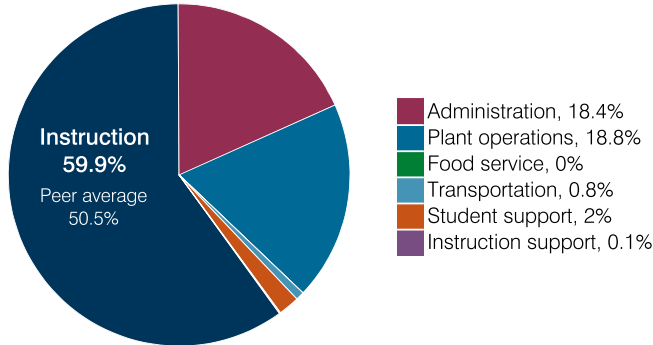
6

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

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

### Per pupil spending

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

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

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

### Students who passed State assessments

Measure did not meet our criteria for reporting.

### Student and teacher measures

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

### Per pupil revenues

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

### Select revenues from common sources

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

### Select revenues from less common sources

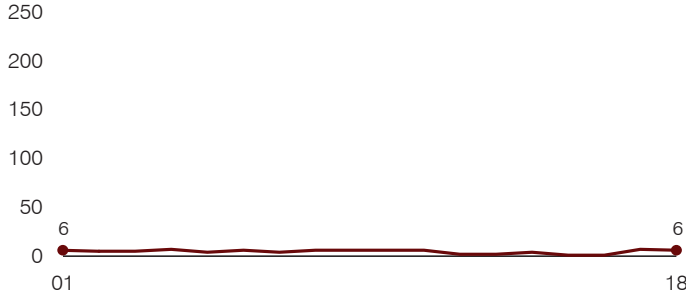
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	11,661	8,343	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

**Instructional spending percentage**

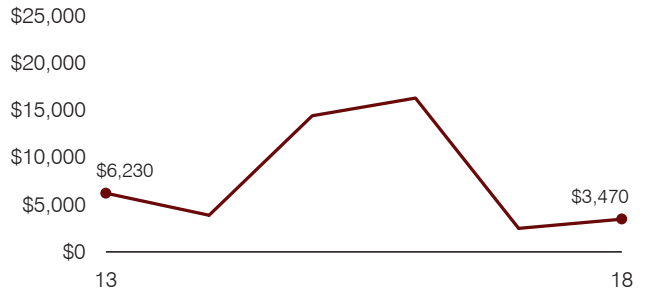
Year:	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Percentage:	63.9	66.5	64.7	63.9	67.0	71.2	65.6	68.0	68.3	68.7	69.0	64.4	54.6	60.9	43.1	50.6	59.4	59.9

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
Fiscal years as indicated

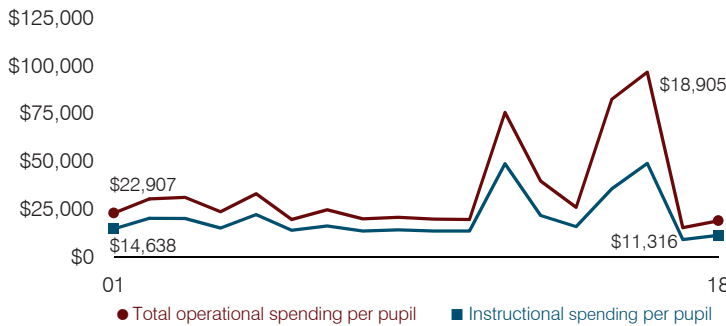
**Students attending**



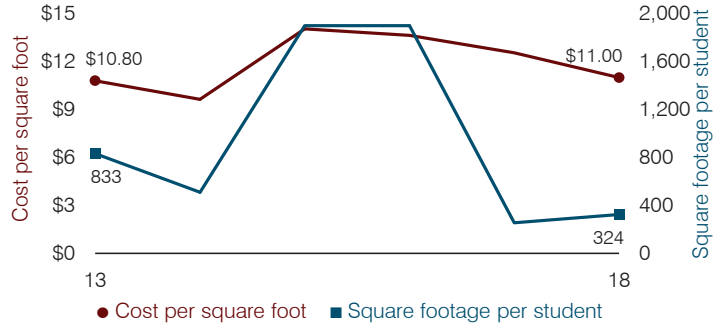
**Administrative cost per pupil**



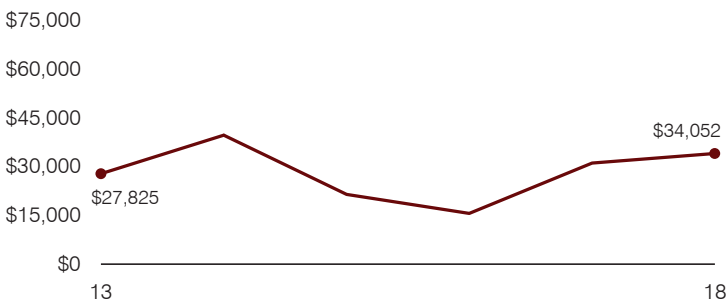
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**

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

**Financial stress assessment**

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

**Transportation costs per mile and per rider**

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



# Deer Valley Unified School District

Maricopa County

Efficiency peer groups 1 and T-3, Achievement peer group 2<sup>1</sup>

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

District size, location:

Very large, Suburb

Students attending:

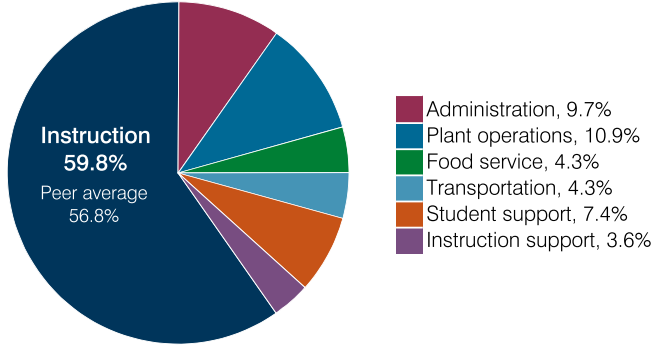
32,571

Number of schools:

38

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

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

Very low    Low    Comparable    High    Very high

### Per pupil spending

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

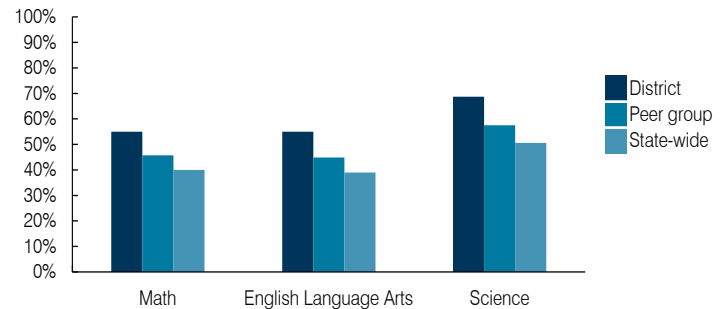
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2017)	94%	90%	78%
Poverty rate (2017)	9%	12%	19%
Special education population	11%	13%	12%
Students per teacher	17.2	18.5	18.4
Average teacher salary	\$45,552	\$47,265	\$48,951
Amount from Prop 301	\$6,029	\$6,556	\$6,411
Average years of teacher experience	12.5	11.5	11.4
Percentage of teachers in first 3 years	16%	19%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 682	\$ 661	\$ 875	\$ 1,317
State	3,205	3,316	3,546	4,011
Local	4,955	5,250	5,443	4,592
<b>Total per pupil revenues</b>	<b>\$ 8,842</b>	<b>\$ 9,227</b>	<b>\$ 9,864</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Equalization formula funding	\$ 5,165	\$ 5,240	\$ 5,492	\$ 5,585
Grants	705	727	937	1,241
Donations and tax credits	84	91	94	90

### Select revenues from less common sources

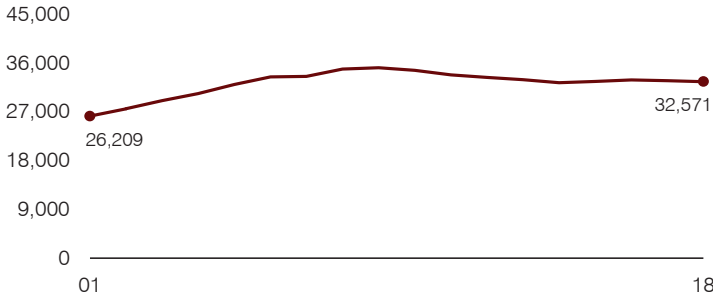
			Number of peers receiving
Desegregation	\$ 0	\$ 0	4 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	0	0	2 of 10
Voter-approved levy increases	1,721	1,849	10 of 10

**Instructional spending percentage**

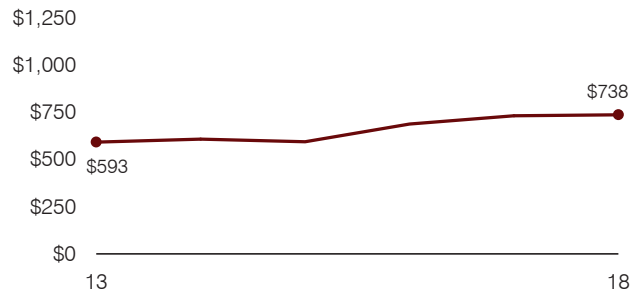
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 60.1 62.2 61.6 62.8 61.9 61.2 60.5 61.5 60.6 60.6 59.6 58.9 58.6 58.3 60.7 58.5 60.0 59.8

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

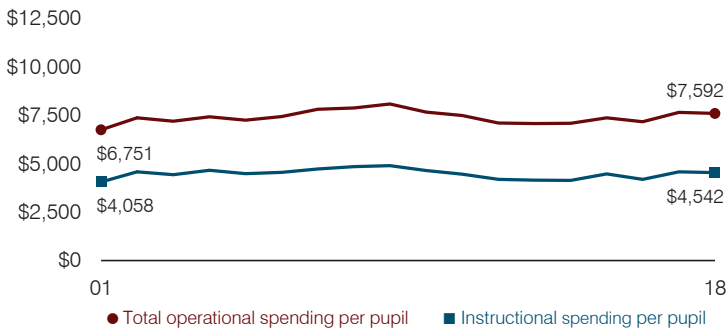
**Students attending**



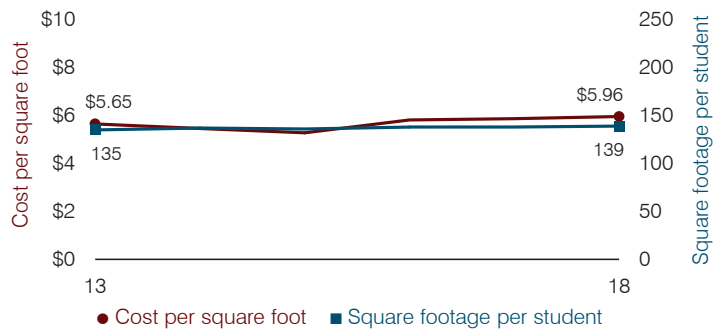
**Administrative cost per pupil**



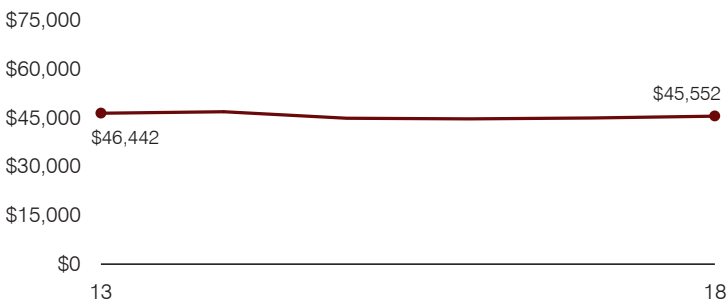
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



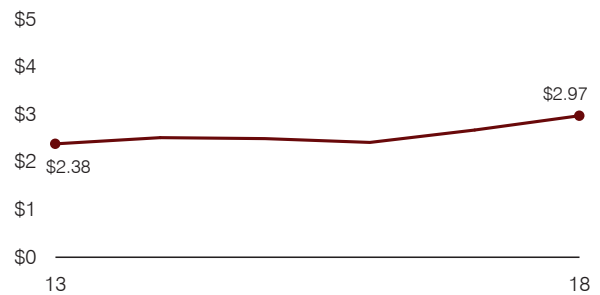
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



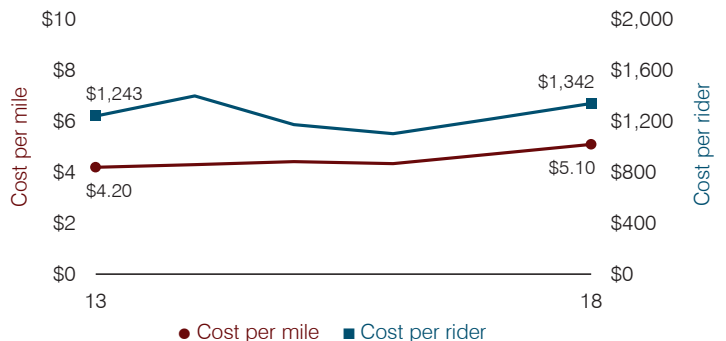
**Financial stress assessment**

Overall financial stress level: **Moderate**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	1.9%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

**Transportation costs per mile and per rider**



# Double Adobe Elementary School District

Cochise County

District size, location:

Very small, Rural

Efficiency peer groups 11 and T-11, Achievement peer group 20<sup>1</sup>

Students attending:

39

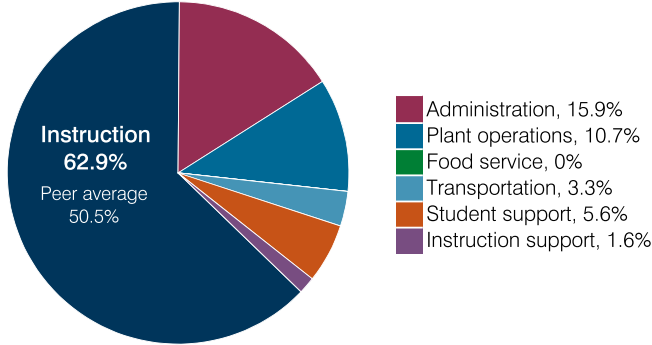
Legislative district(s): 14

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,355	\$3,064	\$860
	Students per administrative position	31	33	66
Plant operations	Cost per square foot	\$7.10	\$7.31	\$6.34
	Square footage per student	224	371	156
Food service	Cost per meal	N/A	\$5.79	\$3.02
Transportation	Cost per mile	\$1.07	\$1.94	\$4.05
	Cost per rider	\$840	\$1,614	\$1,301

### Per pupil spending

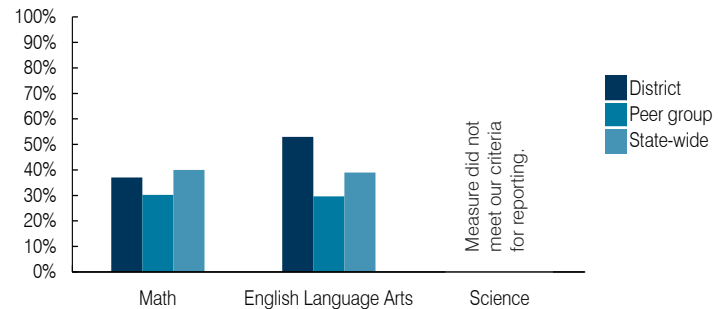
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 8,646	\$ 9,339	\$ 8,493	\$ 4,480
Administration	2,135	2,355	3,064	860
Plant operations	1,610	1,589	2,439	988
Food service	0	0	932	425
Transportation	318	493	973	388
Student support	586	824	656	693
Instruction support	175	243	400	462
<b>Total operational</b>	<b>13,470</b>	<b>14,843</b>	<b>16,957</b>	<b>8,296</b>
Land and buildings	1,966	1,100	965	827
Equipment	793	522	562	409
Interest	19	0	25	228
Other	0	0	88	169
<b>Total nonoperational</b>	<b>2,778</b>	<b>1,622</b>	<b>1,640</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 16,248</b>	<b>\$ 16,465</b>	<b>\$ 18,597</b>	<b>\$ 9,929</b>

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	36%	39%	19%
Special education population	13%	17%	12%
Students per teacher	9.8	12.3	18.4
Average teacher salary	\$54,444	\$46,899	\$48,951
Amount from Prop 301	\$6,802	\$4,418	\$6,411
Average years of teacher experience	15.5	13.4	11.4
Percentage of teachers in first 3 years	0%	6%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,021	\$ 1,030	\$ 3,021	\$ 1,317
State	9,740	8,107	4,788	4,011
Local	4,814	4,694	12,812	4,592
<b>Total per pupil revenues</b>	<b>\$ 15,575</b>	<b>\$ 13,831</b>	<b>\$ 20,621</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 8,591	\$ 8,578	\$ 8,282
Grants	2,926	2,150	3,020
Donations and tax credits	187	70	125

### Select revenues from less common sources

Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	3,382	3,825	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

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

# Double Adobe ESD—page 2

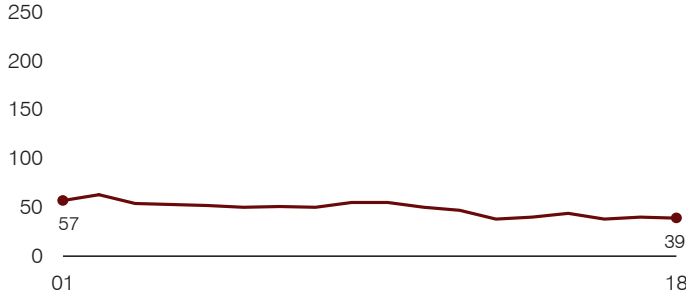
## Instructional spending percentage

Year:	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Percentage:	66.0	65.4	64.1	63.5	62.9	63.3	62.4	61.6	61.3	64.3	65.0	61.5	69.6	63.5	60.1	61.7	64.2	62.9

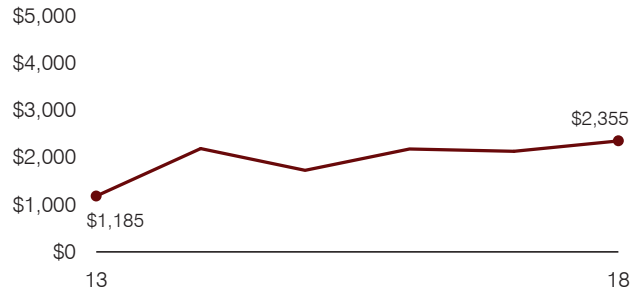
## TRENDS AND FINANCIAL STRESS ASSESSMENT

Fiscal years as indicated

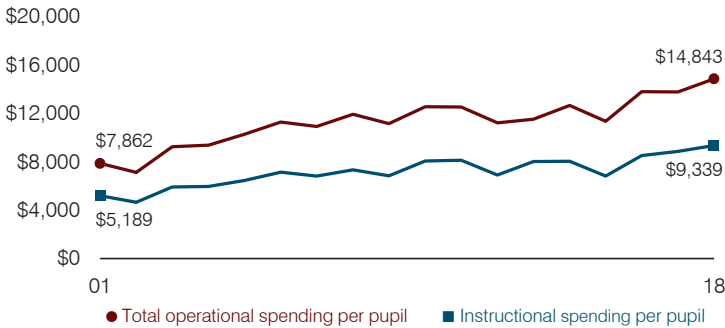
### Students attending



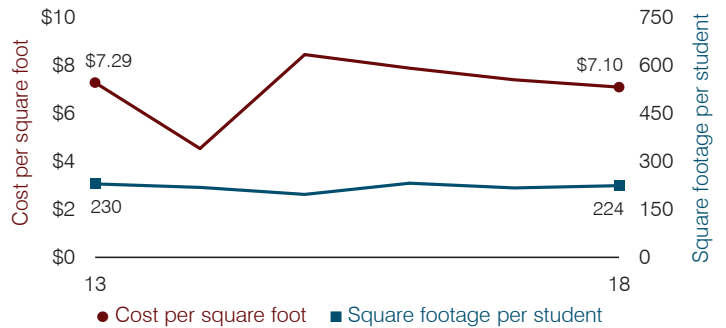
### Administrative cost per pupil



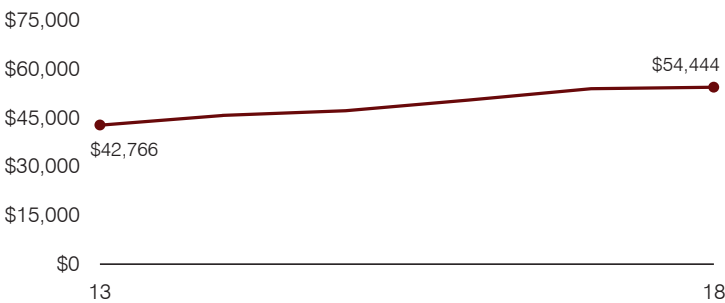
### Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



### Plant cost per square foot and square footage per student



### Average teacher salary



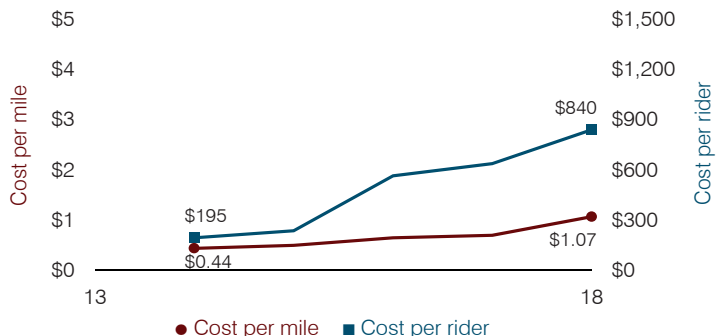
### Food service cost per meal

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

### Financial stress assessment

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

### Transportation costs per mile and per rider



# Douglas Unified School District

Cochise County

Efficiency peer groups 4 and T-9, Achievement peer group 7<sup>1</sup>

Legislative district(s): 14

District size, location:

Medium-large, Town

Students attending:

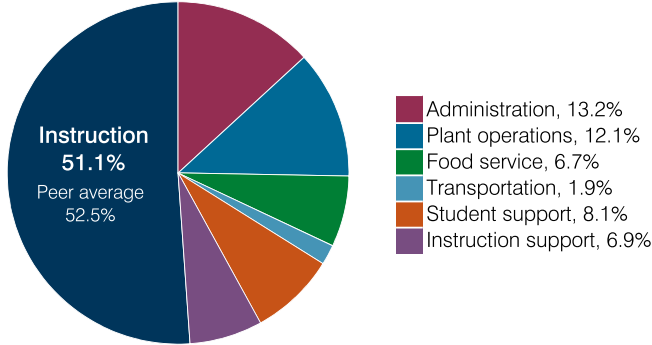
3,941

Number of schools:

8

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$939	\$837	\$860
	Students per administrative position	62	69	66
Plant operations	Cost per square foot	\$5.99	\$5.61	\$6.34
	Square footage per student	143	184	156
Food service	Cost per meal	\$3.13	\$3.16	\$3.02
Transportation	Cost per mile	\$2.97	\$2.62	\$4.05
	Cost per rider	\$2,322	\$1,457	\$1,301

Very low    Low    Comparable    High    Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,760	\$ 3,637	\$ 4,194	\$ 4,480
Administration	1,019	939	837	860
Plant operations	885	859	1,004	988
Food service	527	480	421	425
Transportation	146	135	418	388
Student support	616	575	643	693
Instruction support	593	492	480	462
<b>Total operational</b>	<b>7,546</b>	<b>7,117</b>	<b>7,997</b>	<b>8,296</b>
Land and buildings	29	173	570	827
Equipment	265	255	389	409
Interest	87	76	200	228
Other	14	8	69	169
<b>Total nonoperational</b>	<b>395</b>	<b>512</b>	<b>1,228</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 7,941</b>	<b>\$ 7,629</b>	<b>\$ 9,225</b>	<b>\$ 9,929</b>

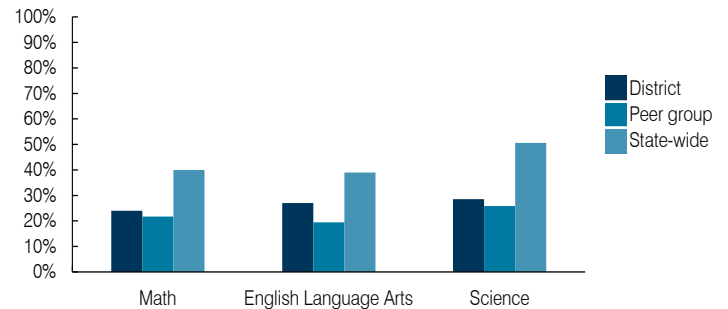
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	4	50%
C	3	38%
D	0	0%
F	1	12%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	91%	94%
Graduation rate (2017)	87%	76%	78%
Poverty rate (2017)	34%	41%	19%
Special education population	6%	12%	12%
Students per teacher	21.4	15.8	18.4
Average teacher salary	\$42,899	\$48,537	\$48,951
Amount from Prop 301	\$7,569	\$5,191	\$6,411
Average years of teacher experience	11.1	12.5	11.4
Percentage of teachers in first 3 years	16%	18%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,699	\$ 1,525	\$ 2,385	\$ 1,317
State	4,872	4,862	4,222	4,011
Local	2,291	1,961	3,291	4,592
<b>Total per pupil revenues</b>	<b>\$ 8,862</b>	<b>\$ 8,348</b>	<b>\$ 9,898</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,156	\$ 4,968	\$ 5,443
Grants	1,724	1,682	1,552
Donations and tax credits	110	8	63

### Select revenues from less common sources

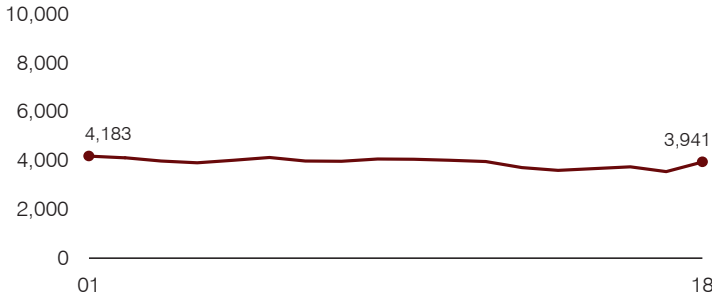
Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	1 of 17
Small school adjustment	0	0	0 of 17
Federal impact aid	0	0	6 of 17
Voter-approved levy increases	206	194	13 of 17

**Instructional spending percentage**

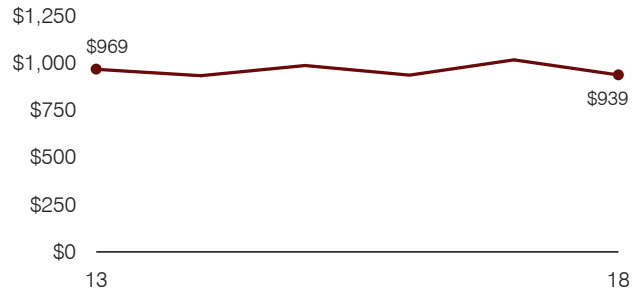
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 62.2 63.6 61.0 63.6 60.0 58.8 59.5 58.2 54.9 53.2 53.8 52.3 52.4 50.7 49.6 50.5 49.8 51.1

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

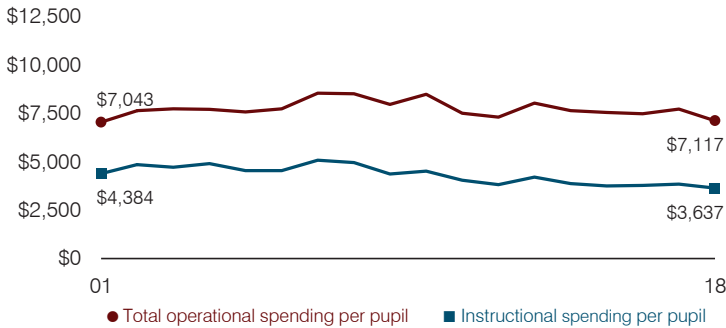
**Students attending**



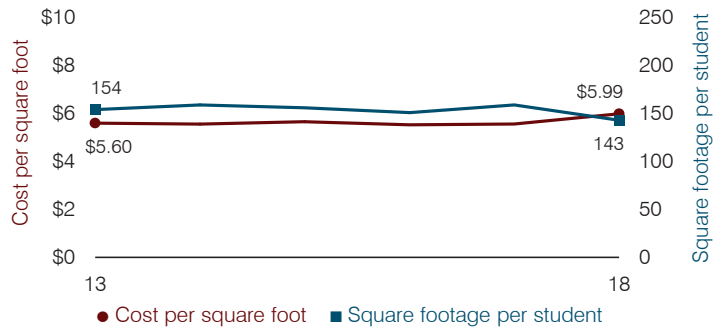
**Administrative cost per pupil**



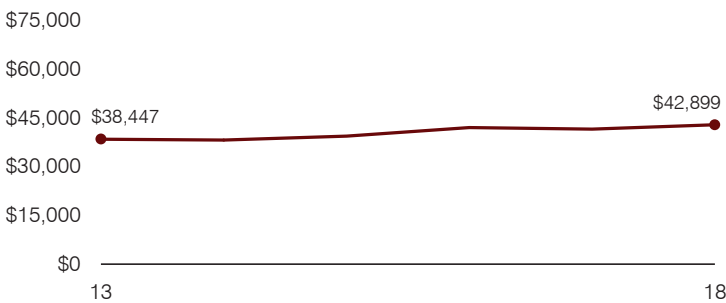
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



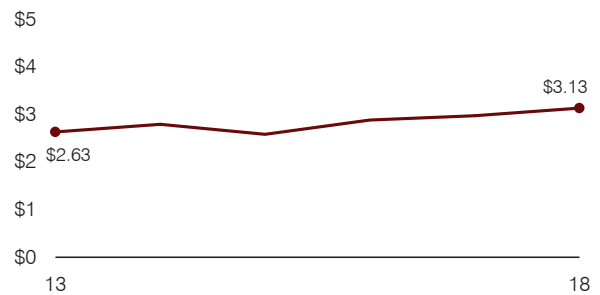
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



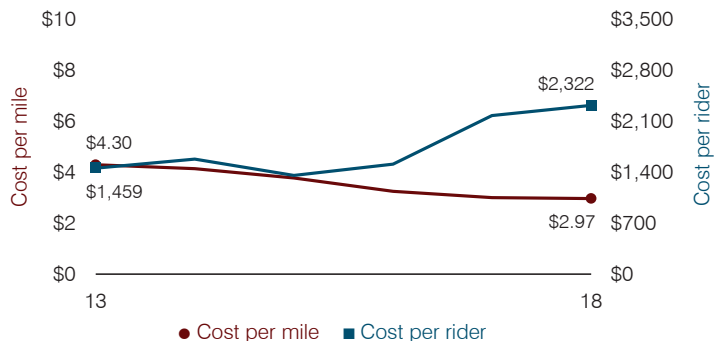
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	5.6%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

**Transportation costs per mile and per rider**



# Duncan Unified School District

Greenlee County

Efficiency peer groups 6 and T-10, Achievement peer group 4<sup>1</sup>

Legislative district(s): 14

District size, location:

Small, Rural

Students attending:

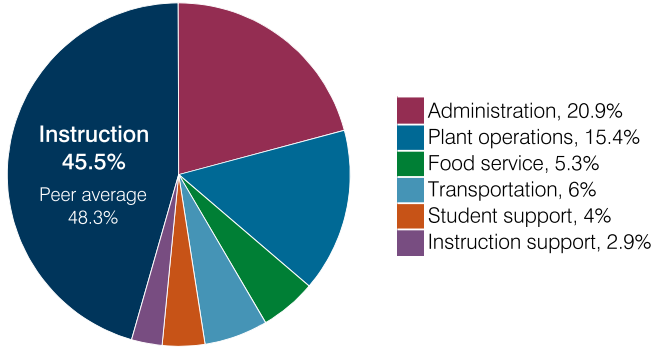
337

Number of schools:

2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,123	\$1,744	\$860
	Students per administrative position	35	43	66
Plant operations	Cost per square foot	\$4.15	\$5.27	\$6.34
	Square footage per student	376	321	156
Food service	Cost per meal	\$3.32	\$3.96	\$3.02
Transportation	Cost per mile	\$1.39	\$1.95	\$4.05
	Cost per rider	\$1,045	\$1,572	\$1,301

Very low    Low    Comparable    High    Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,737	\$ 4,609	\$ 5,556	\$ 4,480
Administration	2,156	2,123	1,744	860
Plant operations	1,478	1,559	1,706	988
Food service	521	540	546	425
Transportation	494	611	592	388
Student support	384	404	672	693
Instruction support	308	295	393	462
<b>Total operational</b>	<b>10,078</b>	<b>10,141</b>	<b>11,209</b>	<b>8,296</b>
Land and buildings	445	4,197	1,077	827
Equipment	334	1,177	601	409
Interest	44	14	162	228
Other	0	0	60	169
<b>Total nonoperational</b>	<b>823</b>	<b>5,388</b>	<b>1,900</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 10,901</b>	<b>\$ 15,529</b>	<b>\$ 13,109</b>	<b>\$ 9,929</b>

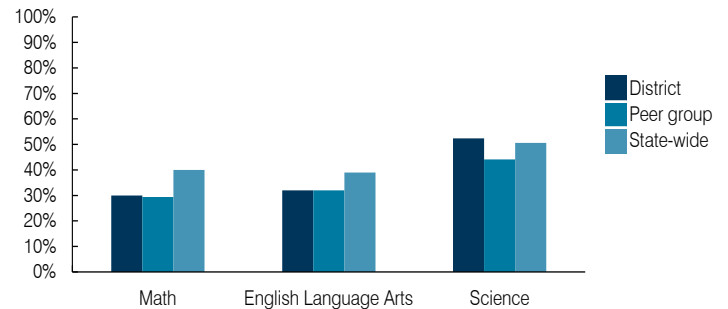
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2017)	91%	85%	78%
Poverty rate (2017)	18%	13%	19%
Special education population	12%	13%	12%
Students per teacher	16.0	16.6	18.4
Average teacher salary	\$42,778	\$47,740	\$48,951
Amount from Prop 301	\$7,384	\$6,338	\$6,411
Average years of teacher experience	7.8	11.9	11.4
Percentage of teachers in first 3 years	35%	17%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,779	\$ 1,529	\$ 2,405	\$ 1,317
State	759	3,029	4,080	4,011
Local	9,314	11,094	8,027	4,592
<b>Total per pupil revenues</b>	<b>\$ 11,852</b>	<b>\$ 15,652</b>	<b>\$ 14,512</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Equalization formula funding	\$ 6,151	\$ 6,321	\$ 7,175	\$ 5,585
Grants	1,896	3,678	2,252	1,241
Donations and tax credits	42	1,022	337	90

### Select revenues from less common sources

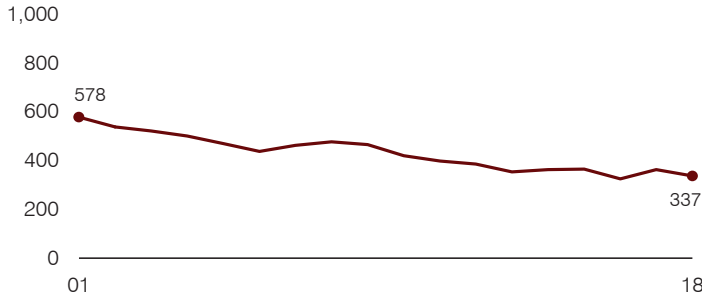
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 18
Small school adjustment	0	0	5 of 18
Federal impact aid	0	0	3 of 18
Voter-approved levy increases	1,429	766	14 of 18

**Instructional spending percentage**

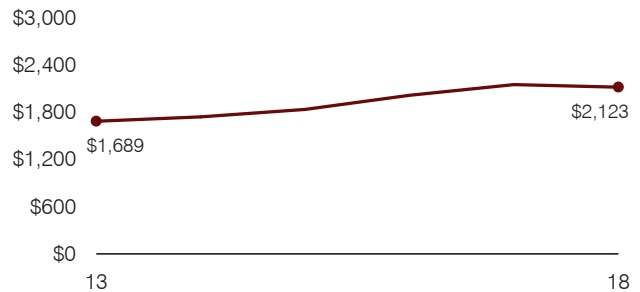
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 57.5 63.5 58.3 58.1 57.1 58.1 55.9 55.3 56.0 54.9 52.8 50.1 49.7 48.7 49.2 48.4 47.0 45.5

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

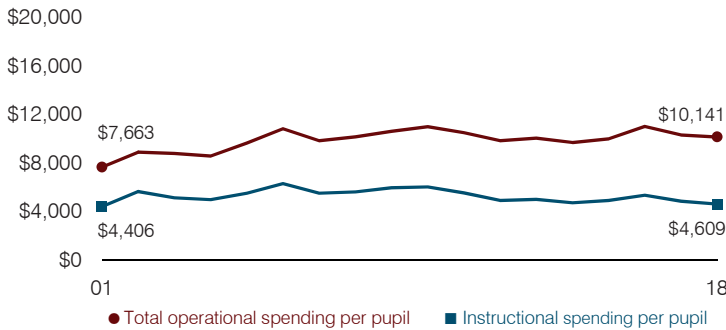
**Students attending**



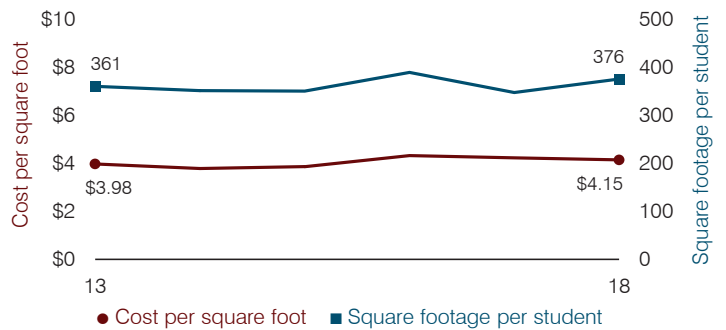
**Administrative cost per pupil**



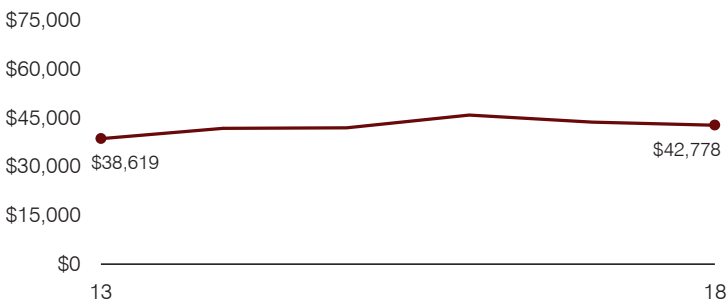
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



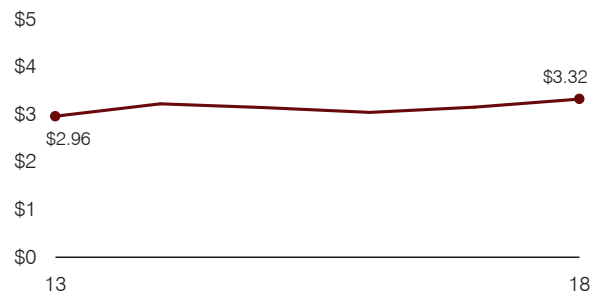
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



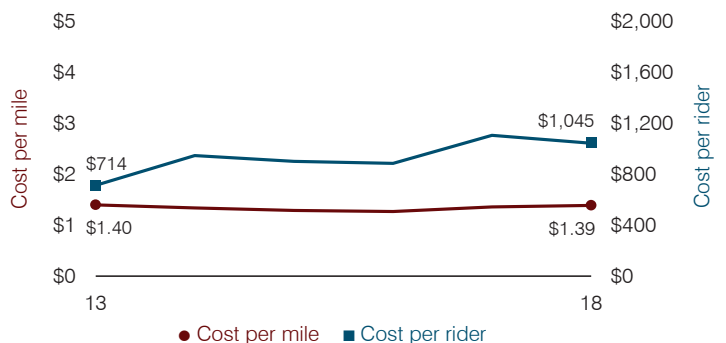
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	8.1%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

**Transportation costs per mile and per rider**





# Dysart Unified School District

Maricopa County

Efficiency peer groups 1 and T-4, Achievement peer group 2<sup>1</sup>

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

District size, location:

Very large, Suburb

Students attending:

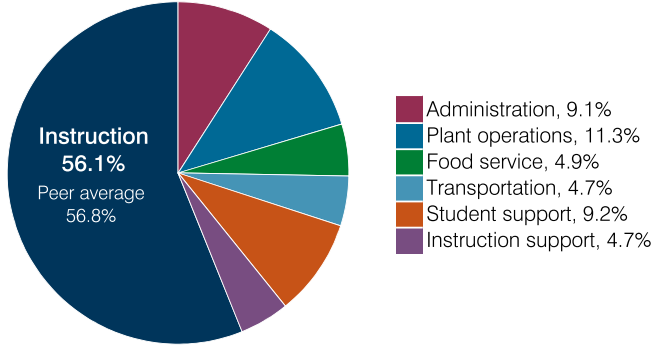
23,646

Number of schools:

23

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$680	\$712	\$860
	Students per administrative position	82	80	66
Plant operations	Cost per square foot	\$6.11	\$6.18	\$6.34
	Square footage per student	139	149	156
Food service	Cost per meal	\$2.96	\$2.87	\$3.02
Transportation	Cost per mile	\$5.17	\$3.72	\$4.05
	Cost per rider	\$1,483	\$1,330	\$1,301

Very low
Low
Comparable
High
Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,106	\$ 4,197	\$ 4,531	\$ 4,480
Administration	661	680	712	860
Plant operations	831	848	916	988
Food service	353	368	331	425
Transportation	355	351	358	388
Student support	670	687	704	693
Instruction support	326	353	395	462
<b>Total operational</b>	<b>7,302</b>	<b>7,484</b>	<b>7,947</b>	<b>8,296</b>
Land and buildings	137	61	631	827
Equipment	500	306	317	409
Interest	205	229	232	228
Other	89	93	207	169
<b>Total nonoperational</b>	<b>931</b>	<b>689</b>	<b>1,387</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 8,233</b>	<b>\$ 8,173</b>	<b>\$ 9,334</b>	<b>\$ 9,929</b>

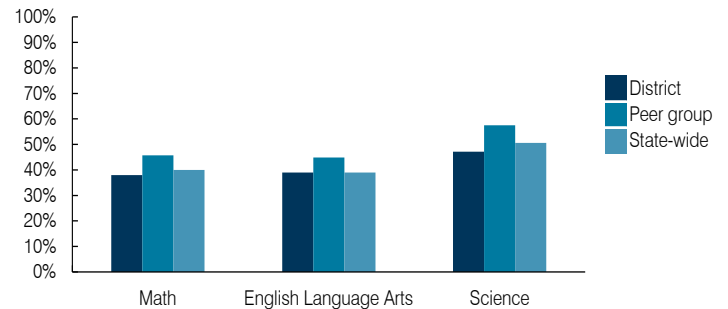
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	3	13%
B	18	78%
C	2	9%
D	0	0%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	92%	90%	78%
Poverty rate (2017)	13%	12%	19%
Special education population	14%	13%	12%
Students per teacher	20.2	18.5	18.4
Average teacher salary	\$51,309	\$47,265	\$48,951
Amount from Prop 301	\$7,007	\$6,556	\$6,411
Average years of teacher experience	9.4	11.5	11.4
Percentage of teachers in first 3 years	18%	19%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 762	\$ 915	\$ 875	\$ 1,317
State	3,903	4,013	3,546	4,011
Local	3,657	3,797	5,443	4,592
<b>Total per pupil revenues</b>	<b>\$ 8,322</b>	<b>\$ 8,725</b>	<b>\$ 9,864</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Equalization formula funding	\$ 5,247	\$ 5,328	\$ 5,492	\$ 5,585
Grants	784	953	937	1,241
Donations and tax credits	67	56	94	90

### Select revenues from less common sources

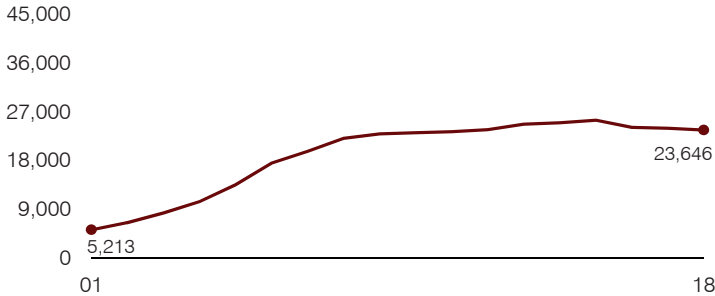
			Number of peers receiving
Desegregation	\$ 0	\$ 0	4 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	0	0	2 of 10
Voter-approved levy increases	1,393	1,429	10 of 10

**Instructional spending percentage**

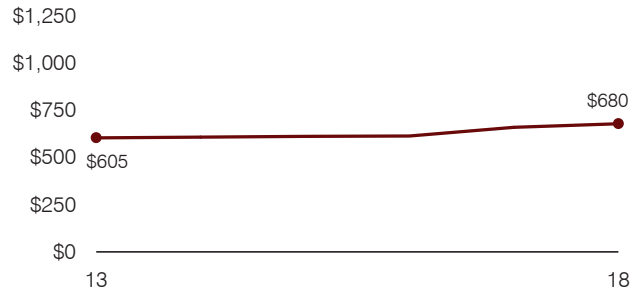
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 50.8 55.1 55.8 55.3 57.4 59.4 58.9 57.3 57.2 55.9 55.3 54.9 55.8 55.2 57.4 55.8 56.2 56.1

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

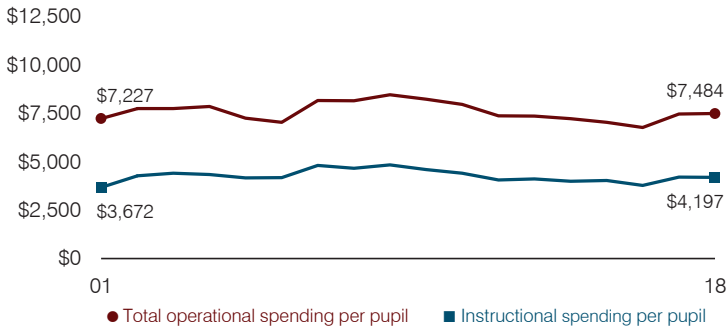
**Students attending**



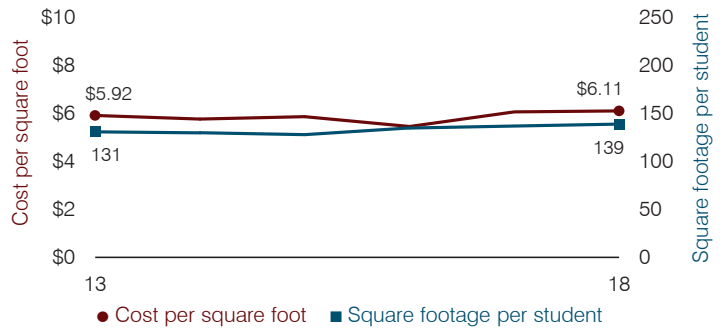
**Administrative cost per pupil**



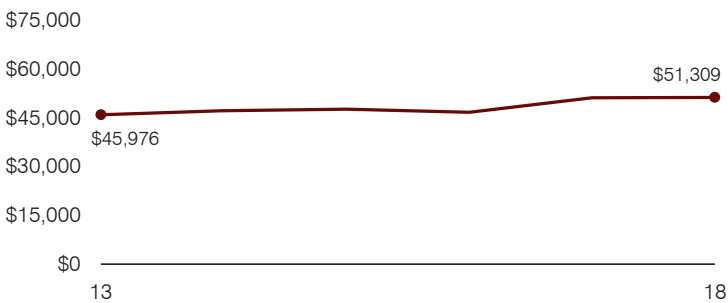
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



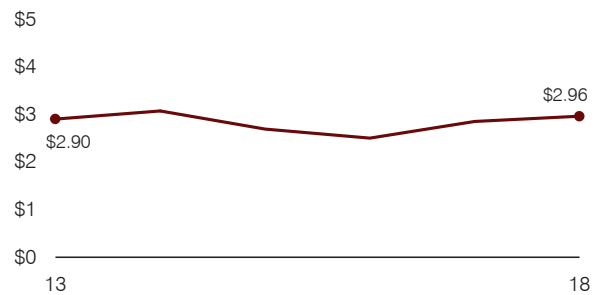
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



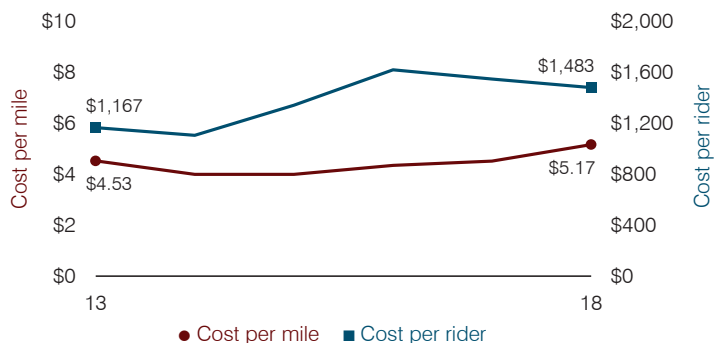
**Financial stress assessment**

Overall financial stress level: **Low**

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

Low
Moderate
High

**Transportation costs per mile and per rider**



# Elfrida Elementary School District

Cochise County

Efficiency peer groups 11 and T-11, Achievement peer group 16<sup>1</sup>

Legislative district(s): 14

District size, location:

Very small, Rural

Students attending:

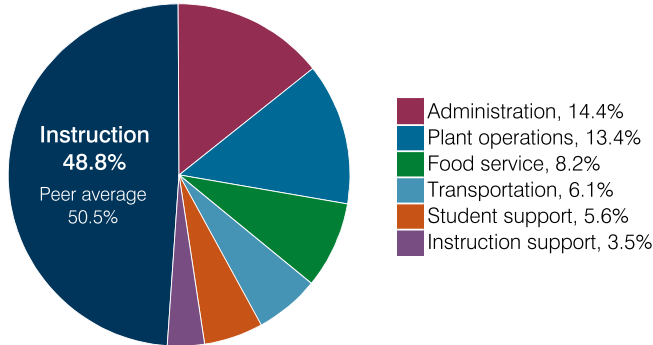
118

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,578	\$3,064	\$860
	Students per administrative position	30	33	66
Plant operations	Cost per square foot	\$5.76	\$7.31	\$6.34
	Square footage per student	252	371	156
Food service	Cost per meal	\$4.07	\$5.79	\$3.02
Transportation	Cost per mile	\$2.44	\$1.94	\$4.05
	Cost per rider	\$1,804	\$1,614	\$1,301

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 5,408	\$ 5,295	\$ 8,493	\$ 4,480
Administration	1,479	1,578	3,064	860
Plant operations	1,439	1,452	2,439	988
Food service	875	888	932	425
Transportation	590	657	973	388
Student support	364	605	656	693
Instruction support	235	379	400	462
<b>Total operational</b>	<b>10,390</b>	<b>10,854</b>	<b>16,957</b>	<b>8,296</b>
Land and buildings	571	55	965	827
Equipment	349	256	562	409
Interest	18	20	25	228
Other	0	0	88	169
<b>Total nonoperational</b>	<b>938</b>	<b>331</b>	<b>1,640</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 11,328</b>	<b>\$ 11,185</b>	<b>\$ 18,597</b>	<b>\$ 9,929</b>

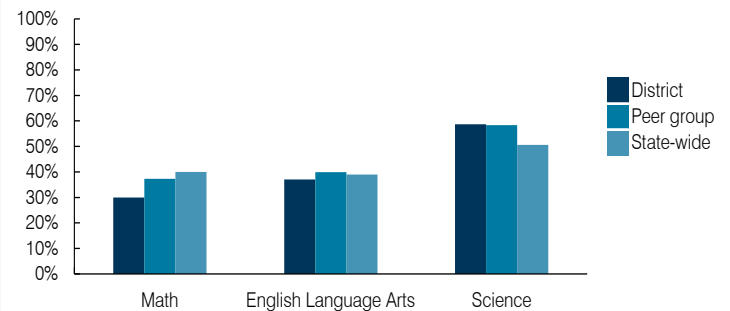
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	14%	12%	19%
Special education population	19%	16%	12%
Students per teacher	16.9	13.4	18.4
Average teacher salary	\$44,830	\$48,478	\$48,951
Amount from Prop 301	\$5,014	\$4,651	\$6,411
Average years of teacher experience	14.4	15.3	11.4
Percentage of teachers in first 3 years	0%	6%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,032	\$ 1,250	\$ 3,021	\$ 1,317
State	5,863	4,941	4,788	4,011
Local	3,764	3,702	12,812	4,592
<b>Total per pupil revenues</b>	<b>\$ 10,659</b>	<b>\$ 9,893</b>	<b>\$ 20,621</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 7,185	\$ 6,709	\$ 8,282
Grants	1,608	1,269	3,020
Donations and tax credits	69	16	125

### Select revenues from less common sources

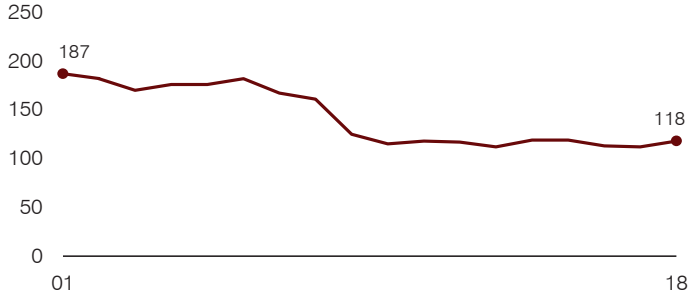
Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	1,962	1,855	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

**Instructional spending percentage**

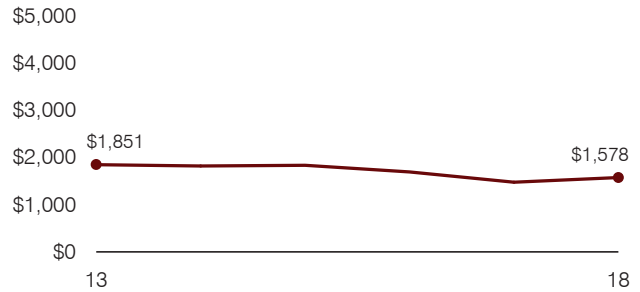
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 52.0 51.0 60.2 61.2 55.4 50.1 53.0 57.2 51.0 58.3 51.7 56.6 55.5 55.1 54.7 53.3 52.0 48.8

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

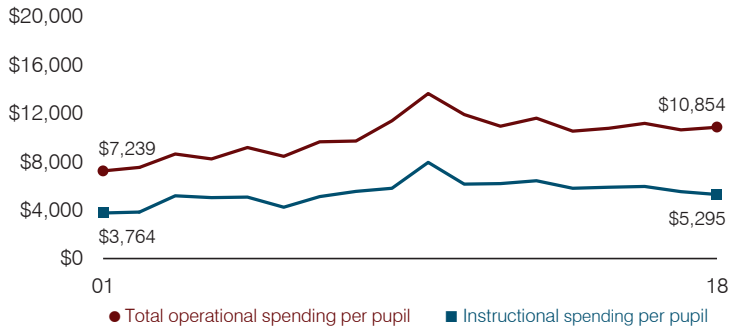
**Students attending**



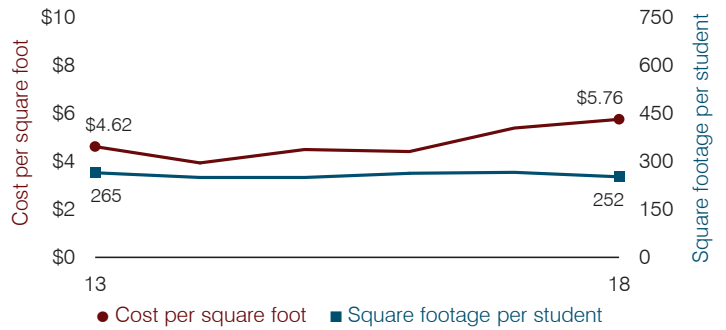
**Administrative cost per pupil**



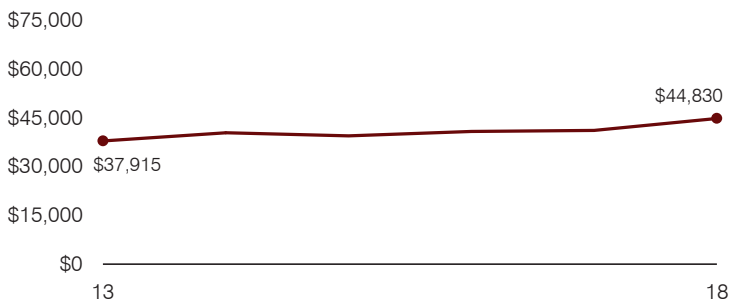
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



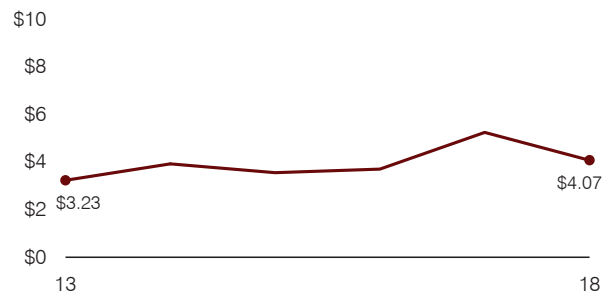
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



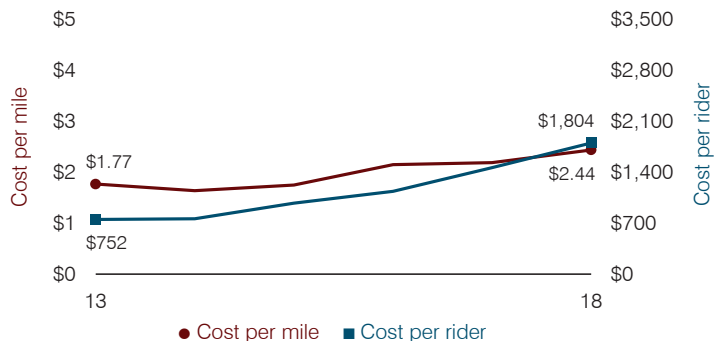
**Financial stress assessment**

Overall financial stress level: **High**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	Operating and capital
Spending increase election results	No election held
Operating reserve percentage, Trend	1.2%, Varying
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Marginally compliant

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

**Transportation costs per mile and per rider**



# Eloy Elementary School District

Pinal County

Efficiency peer groups 9 and T-6, Achievement peer group 18<sup>1</sup>

Legislative district(s): 8 and 11

District size, location:

Medium, Rural

Students attending:

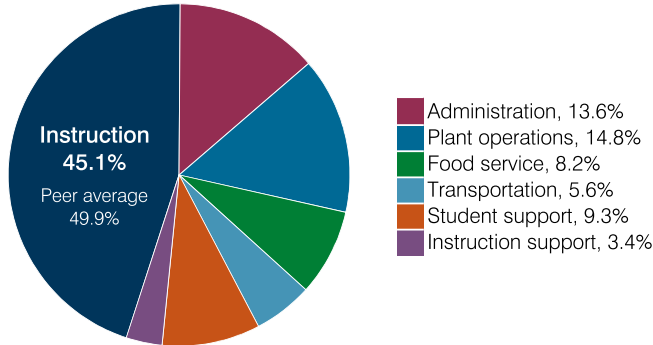
822

Number of schools:

3

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,226	\$1,098	\$860
	Students per administrative position	44	59	66
Plant operations	Cost per square foot	\$6.95	\$6.52	\$6.34
	Square footage per student	192	161	156
Food service	Cost per meal	\$3.53	\$3.10	\$3.02
Transportation	Cost per mile	\$4.11	\$3.96	\$4.05
	Cost per rider	\$1,502	\$721	\$1,301

Very low
Low
Comparable
High
Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,259	\$ 4,063	\$ 4,233	\$ 4,480
Administration	1,350	1,226	1,098	860
Plant operations	1,322	1,335	1,034	988
Food service	653	740	591	425
Transportation	373	506	526	388
Student support	760	840	584	693
Instruction support	370	306	462	462
<b>Total operational</b>	<b>9,087</b>	<b>9,016</b>	<b>8,528</b>	<b>8,296</b>
Land and buildings	1,270	630	416	827
Equipment	247	382	316	409
Interest	81	79	75	228
Other	4	11	170	169
<b>Total nonoperational</b>	<b>1,602</b>	<b>1,102</b>	<b>977</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 10,689</b>	<b>\$ 10,118</b>	<b>\$ 9,505</b>	<b>\$ 9,929</b>

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

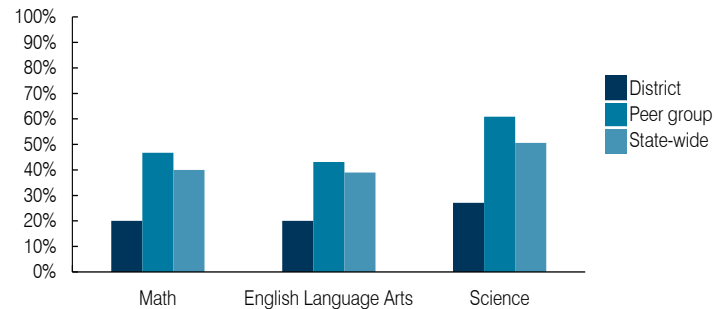
## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools <sup>2</sup>	Percentage of schools
A	0	0%
B	1	50%
C	0	0%
D	1	50%
F	0	0%

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

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	29%	25%	19%
Special education population	12%	17%	12%
Students per teacher	17.5	12.6	18.4
Average teacher salary	\$40,066	\$47,486	\$48,951
Amount from Prop 301	\$4,669	\$4,484	\$6,411
Average years of teacher experience	14.5	14.9	11.4
Percentage of teachers in first 3 years	9%	7%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 2,733	\$ 2,264	\$ 1,836	\$ 1,317
State	6,432	5,794	4,904	4,011
Local	1,666	1,740	2,715	4,592
<b>Total per pupil revenues</b>	<b>\$ 10,831</b>	<b>\$ 9,798</b>	<b>\$ 9,455</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Equalization formula funding	\$ 5,517	\$ 5,468	\$ 5,707	\$ 5,585
Grants	3,968	2,900	2,113	1,241
Donations and tax credits	18	19	67	90

### Select revenues from less common sources

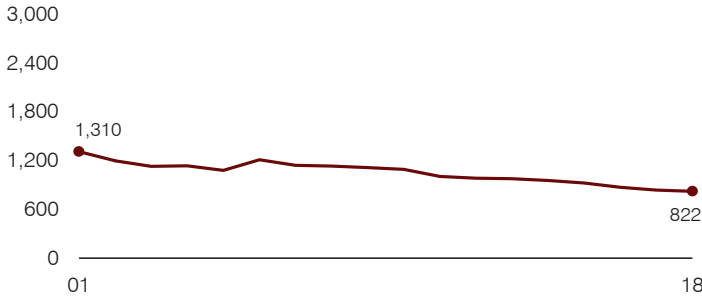
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	0	0	3 of 10
Voter-approved levy increases	683	679	8 of 10

**Instructional spending percentage**

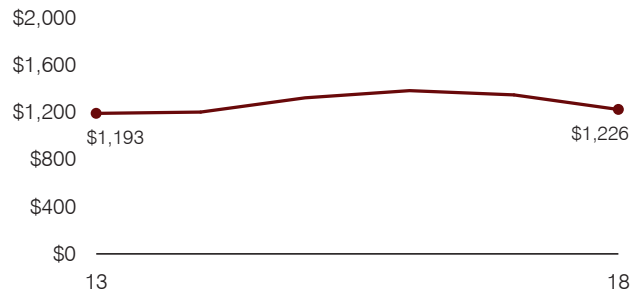
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 56.9 54.4 54.0 52.2 51.3 52.9 52.4 51.5 50.7 47.5 47.9 47.0 46.7 43.9 44.7 47.3 46.9 45.1

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

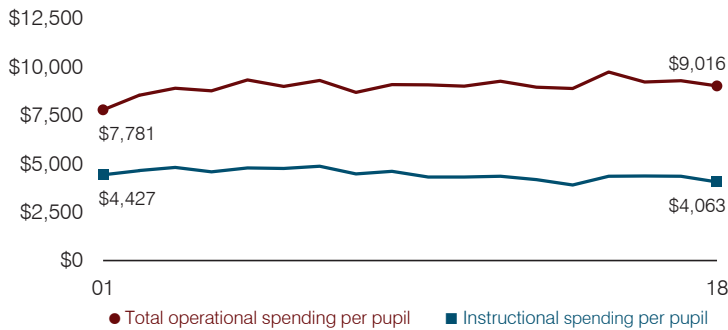
**Students attending**



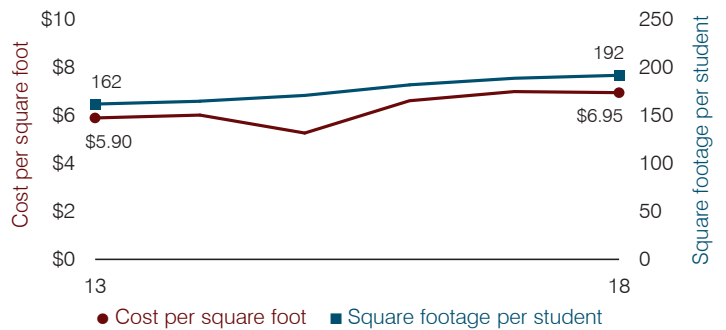
**Administrative cost per pupil**



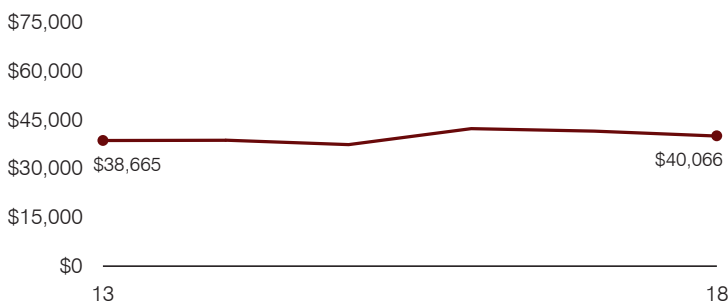
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



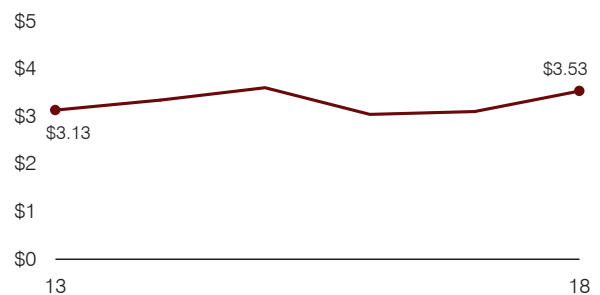
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



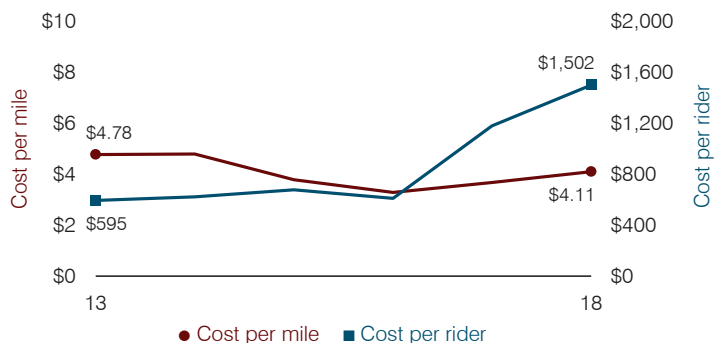
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	6.7%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**



# Flagstaff Unified School District

Coconino County

Efficiency peer groups 2 and T-5, Achievement peer group 2<sup>1</sup>

Legislative district(s): 6 and 7

District size, location:

Large, City

Students attending:

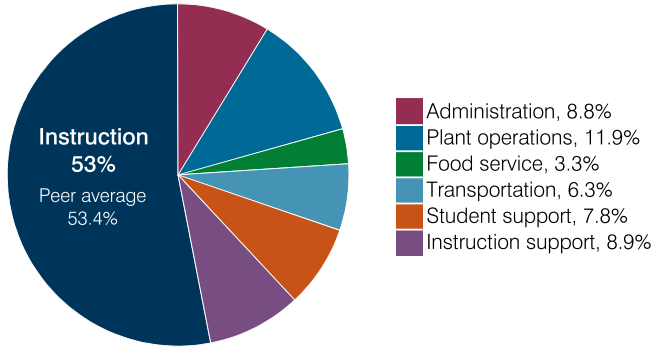
9,385

Number of schools:

15

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$769	\$804	\$860
	Students per administrative position	76	67	66
Plant operations	Cost per square foot	\$5.97	\$6.44	\$6.34
	Square footage per student	175	148	156
Food service	Cost per meal	\$3.15	\$3.08	\$3.02
Transportation	Cost per mile	\$3.85	\$3.90	\$4.05
	Cost per rider	\$1,473	\$1,931	\$1,301

Very low
Low
Comparable
High
Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,505	\$ 4,657	\$ 4,135	\$ 4,480
Administration	788	769	804	860
Plant operations	1,103	1,044	941	988
Food service	297	286	342	425
Transportation	503	550	394	388
Student support	715	687	624	693
Instruction support	763	788	492	462
<b>Total operational</b>	<b>8,674</b>	<b>8,781</b>	<b>7,732</b>	<b>8,296</b>
Land and buildings	493	442	738	827
Equipment	332	577	531	409
Interest	505	147	238	228
Other	190	218	153	169
<b>Total nonoperational</b>	<b>1,520</b>	<b>1,384</b>	<b>1,660</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 10,194</b>	<b>\$ 10,165</b>	<b>\$ 9,392</b>	<b>\$ 9,929</b>

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

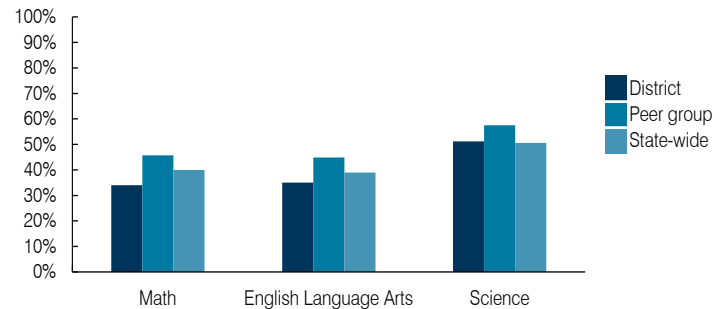
## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools <sup>2</sup>	Percentage of schools
A	1	7%
B	5	36%
C	8	57%
D	0	0%
F	0	0%

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

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	94%	94%
Graduation rate (2017)	87%	90%	78%
Poverty rate (2017)	15%	12%	19%
Special education population	15%	13%	12%
Students per teacher	16.3	18.5	18.4
Average teacher salary	\$44,896	\$47,265	\$48,951
Amount from Prop 301	\$7,008	\$6,556	\$6,411
Average years of teacher experience	12.0	11.5	11.4
Percentage of teachers in first 3 years	19%	19%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,076	\$ 997	\$ 930	\$ 1,317
State	2,302	2,208	3,760	4,011
Local	6,870	6,726	4,666	4,592
<b>Total per pupil revenues</b>	<b>\$ 10,248</b>	<b>\$ 9,931</b>	<b>\$ 9,356</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Equalization formula funding	\$ 5,507	\$ 5,630	\$ 5,545	\$ 5,585
Grants	1,105	1,052	1,051	1,241
Donations and tax credits	256	260	107	90

### Select revenues from less common sources

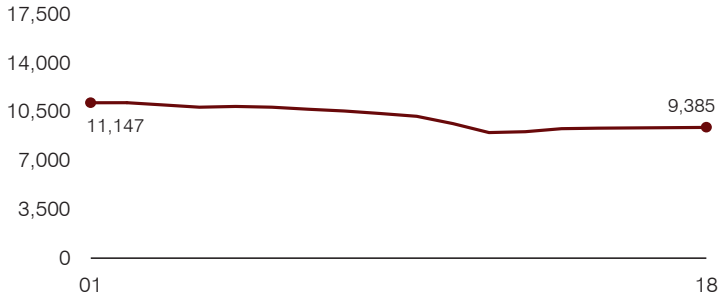
			Number of peers receiving
Desegregation	\$ 240	\$ 239	3 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	59	53	2 of 10
Voter-approved levy increases	1,358	1,372	10 of 10

**Instructional spending percentage**

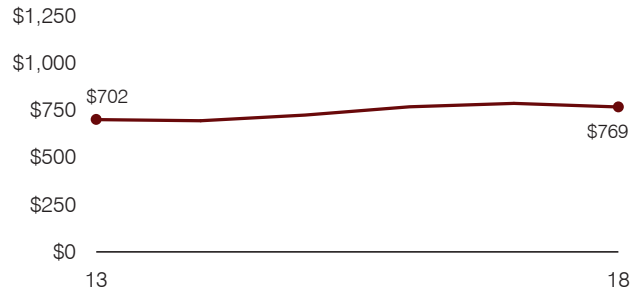
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 61.3 60.7 61.3 58.4 57.9 58.3 58.5 56.9 57.2 56.1 57.0 54.8 54.2 53.6 53.5 52.5 51.9 53.0

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

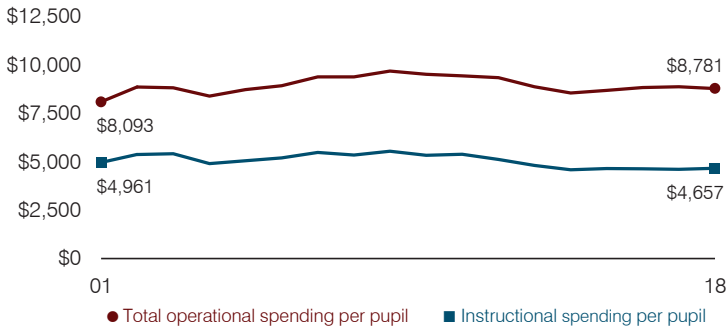
**Students attending**



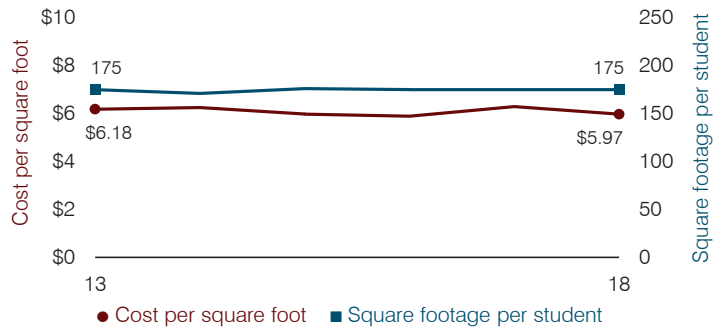
**Administrative cost per pupil**



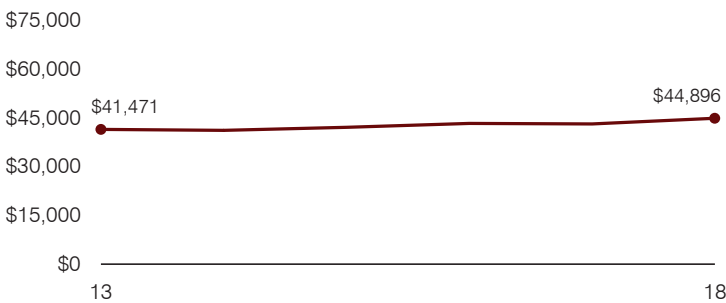
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



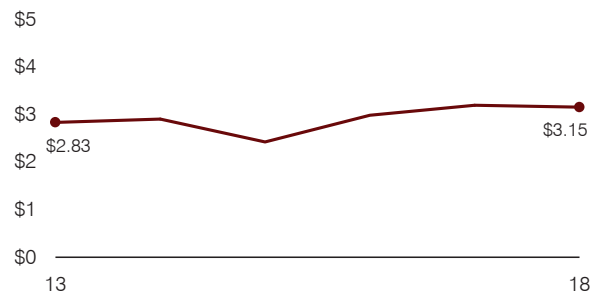
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



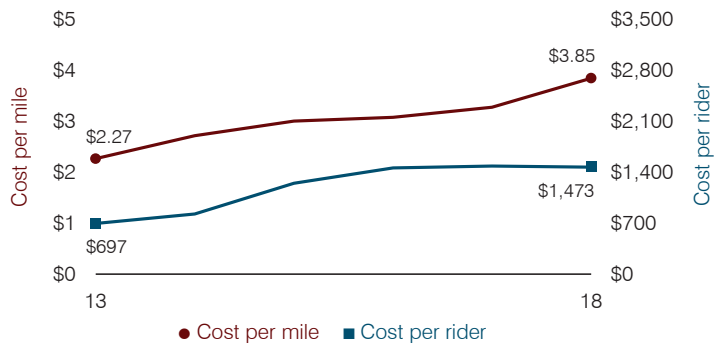
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	5.2%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**





# Florence Unified School District

Pinal County

Efficiency peer groups 4 and T-9, Achievement peer group 4<sup>1</sup>

Legislative district(s): 8

District size, location:

Large, Rural

Students attending:

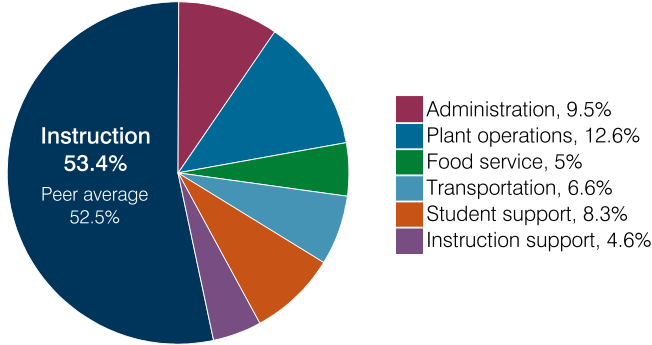
8,819

Number of schools:

12

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$732	\$837	\$860
	Students per administrative position	75	69	66
Plant operations	Cost per square foot	\$5.38	\$5.61	\$6.34
	Square footage per student	179	184	156
Food service	Cost per meal	\$3.04	\$3.16	\$3.02
Transportation	Cost per mile	\$3.15	\$2.62	\$4.05
	Cost per rider	\$1,385	\$1,457	\$1,301

Very low
Low
Comparable
High
Very high

### Per pupil spending

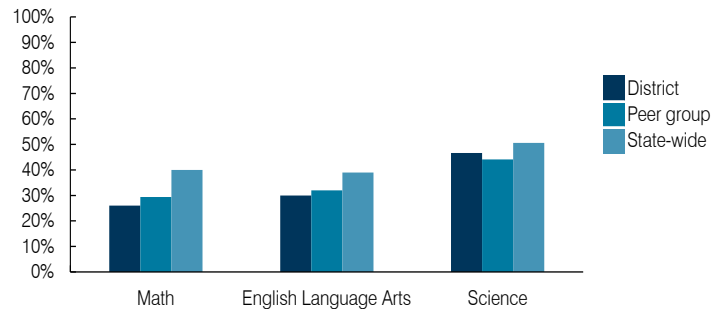
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,690	\$ 4,097	\$ 4,194	\$ 4,480
Administration	781	732	837	860
Plant operations	941	962	1,004	988
Food service	369	382	421	425
Transportation	494	505	418	388
Student support	535	633	643	693
Instruction support	305	356	480	462
<b>Total operational</b>	<b>7,115</b>	<b>7,667</b>	<b>7,997</b>	<b>8,296</b>
Land and buildings	56	155	570	827
Equipment	232	449	389	409
Interest	249	251	200	228
Other	180	189	69	169
<b>Total nonoperational</b>	<b>717</b>	<b>1,044</b>	<b>1,228</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 7,832</b>	<b>\$ 8,711</b>	<b>\$ 9,225</b>	<b>\$ 9,929</b>

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	3	25%
C	8	67%
D	0	0%
F	1	8%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	84%	85%	78%
Poverty rate (2017)	11%	13%	19%
Special education population	14%	13%	12%
Students per teacher	19.2	16.6	18.4
Average teacher salary	\$41,725	\$47,740	\$48,951
Amount from Prop 301	\$5,623	\$6,338	\$6,411
Average years of teacher experience	8.1	11.9	11.4
Percentage of teachers in first 3 years	33%	17%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 494	\$ 1,268	\$ 2,385	\$ 1,317
State	4,220	4,805	4,222	4,011
Local	2,784	2,951	3,291	4,592
<b>Total per pupil revenues</b>	<b>\$ 7,498</b>	<b>\$ 9,024</b>	<b>\$ 9,898</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Equalization formula funding	\$ 5,464	\$ 5,926	\$ 5,443	\$ 5,585
Grants	555	1,350	1,552	1,241
Donations and tax credits	48	51	63	90

### Select revenues from less common sources

			Number of peers receiving
Desegregation	\$ 0	\$ 0	1 of 17
Small school adjustment	0	0	0 of 17
Federal impact aid	0	0	6 of 17
Voter-approved levy increases	488	501	13 of 17

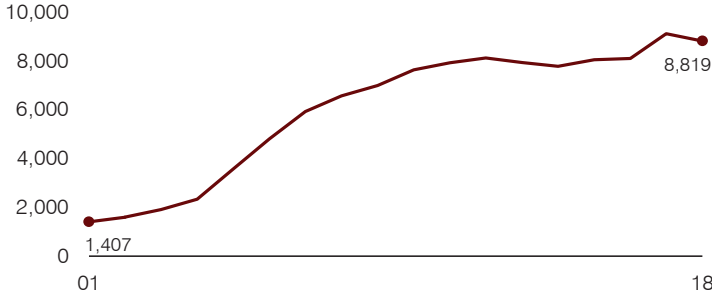
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

**Instructional spending percentage**

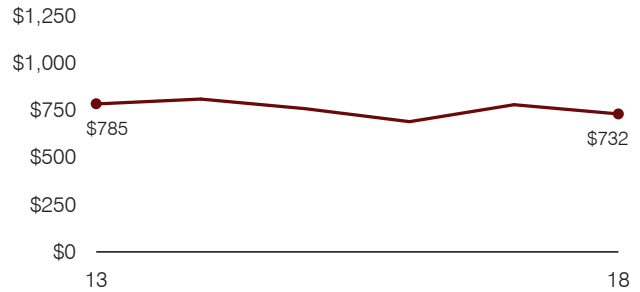
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 54.6 57.6 59.8 56.4 59.9 63.2 56.1 56.2 55.4 57.3 54.0 53.4 51.7 50.6 52.3 53.4 51.9 53.4

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

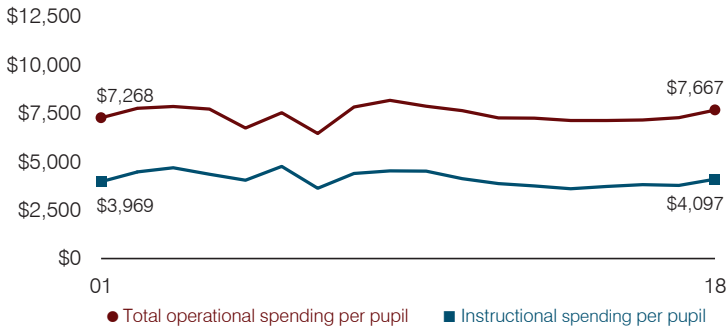
**Students attending**



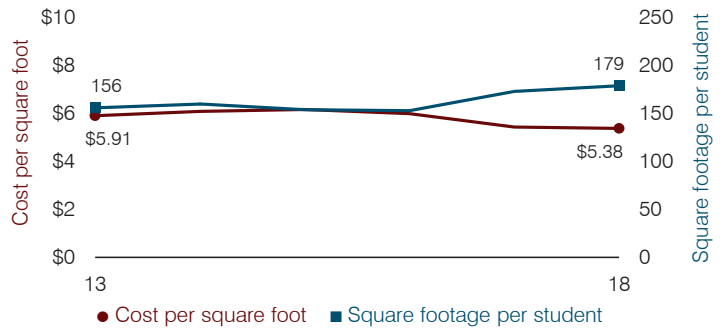
**Administrative cost per pupil**



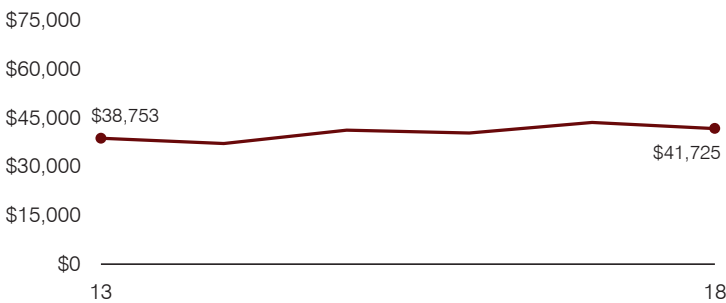
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



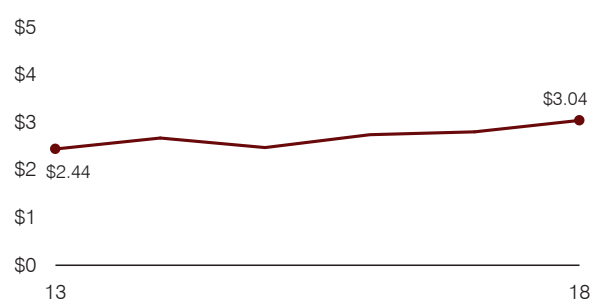
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



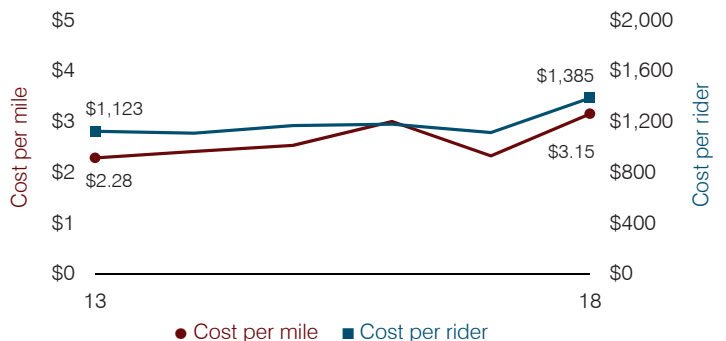
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Mixed election results
Operating reserve percentage, Trend	2.5%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

**Transportation costs per mile and per rider**



# Flowing Wells Unified School District

Pima County

Efficiency peer groups 3 and T-1, Achievement peer group 6<sup>1</sup>

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

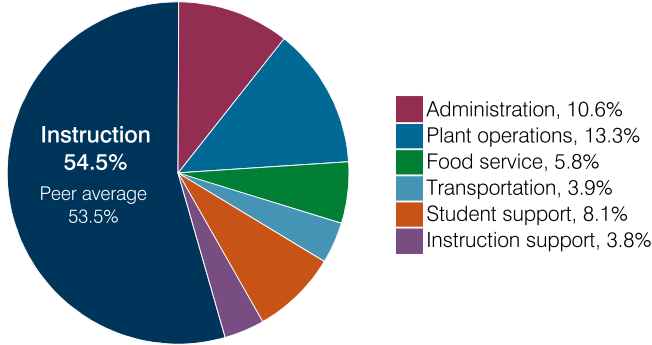
District size, location: Medium-large, Suburb

Students attending: 5,367

Number of schools: 9

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$815	\$846	\$860
	Students per administrative position	74	69	66
Plant operations	Cost per square foot	\$6.97	\$6.02	\$6.34
	Square footage per student	147	155	156
Food service	Cost per meal	\$3.16	\$3.20	\$3.02
Transportation	Cost per mile	\$6.57	\$7.19	\$4.05
	Cost per rider	\$1,168	\$1,106	\$1,301

Very low
Low
Comparable
High
Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,117	\$ 4,199	\$ 4,106	\$ 4,480
Administration	828	815	846	860
Plant operations	1,054	1,026	963	988
Food service	444	448	325	425
Transportation	283	299	438	388
Student support	629	622	672	693
Instruction support	291	294	336	462
<b>Total operational</b>	<b>7,646</b>	<b>7,703</b>	<b>7,686</b>	<b>8,296</b>
Land and buildings	111	137	1,416	827
Equipment	223	195	473	409
Interest	136	121	268	228
Other	4	6	165	169
<b>Total nonoperational</b>	<b>474</b>	<b>459</b>	<b>2,322</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 8,120</b>	<b>\$ 8,162</b>	<b>\$ 10,008</b>	<b>\$ 9,929</b>

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

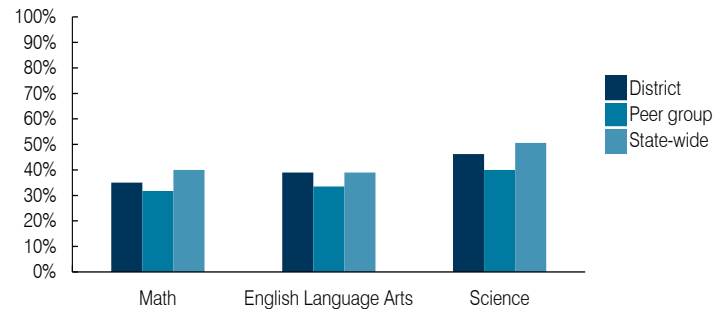
## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools <sup>2</sup>	Percentage of schools
A	1	13%
B	5	62%
C	2	25%
D	0	0%
F	0	0%

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

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2017)	87%	85%	78%
Poverty rate (2017)	27%	29%	19%
Special education population	15%	14%	12%
Students per teacher	18.7	16.2	18.4
Average teacher salary	\$44,600	\$46,264	\$48,951
Amount from Prop 301	\$6,122	\$6,122	\$6,411
Average years of teacher experience	10.4	12.2	11.4
Percentage of teachers in first 3 years	30%	20%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,225	\$ 1,234	\$ 730	\$ 1,317
State	3,757	4,019	3,583	4,011
Local	3,277	3,188	5,234	4,592
<b>Total per pupil revenues</b>	<b>\$ 8,259</b>	<b>\$ 8,441</b>	<b>\$ 9,547</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Equalization formula funding	\$ 4,877	\$ 5,001	\$ 5,507	\$ 5,585
Grants	1,301	1,359	864	1,241
Donations and tax credits	118	106	184	90

### Select revenues from less common sources

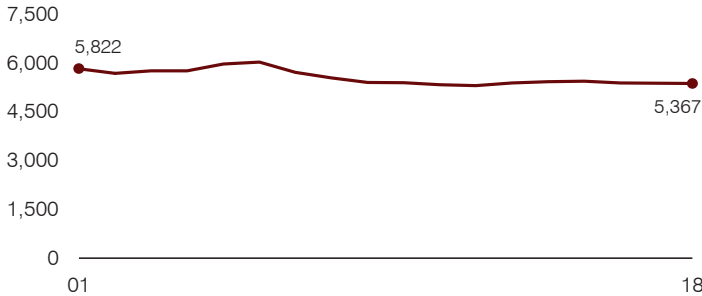
			Number of peers receiving
Desegregation	\$ 0	\$ 0	1 of 15
Small school adjustment	0	0	0 of 15
Federal impact aid	0	0	3 of 15
Voter-approved levy increases	892	904	15 of 15

**Instructional spending percentage**

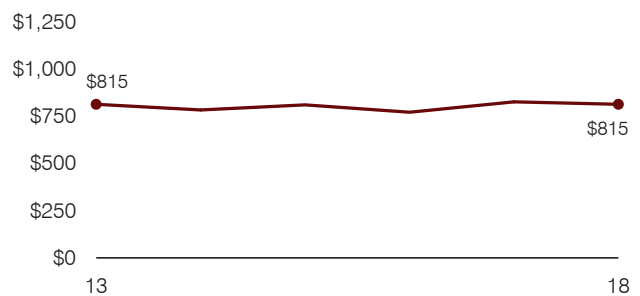
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 57.8 59.4 59.7 60.6 60.7 60.0 59.0 57.7 58.4 54.8 53.2 51.9 52.3 53.1 54.2 53.7 53.8 54.5

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

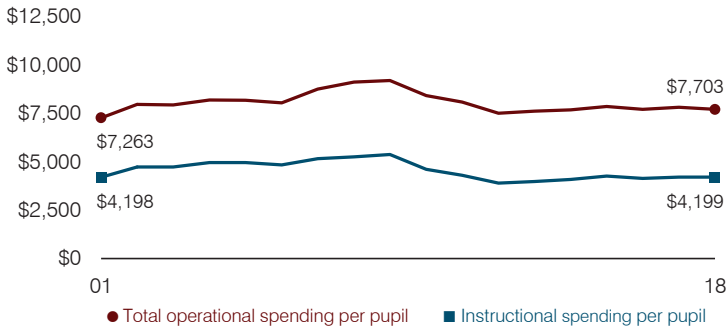
**Students attending**



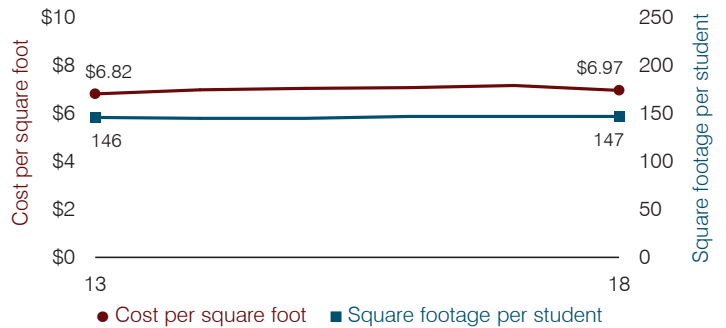
**Administrative cost per pupil**



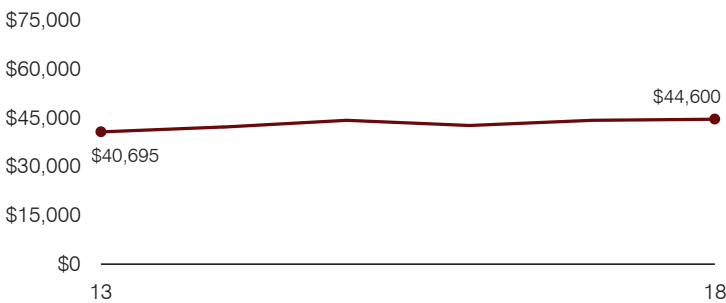
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



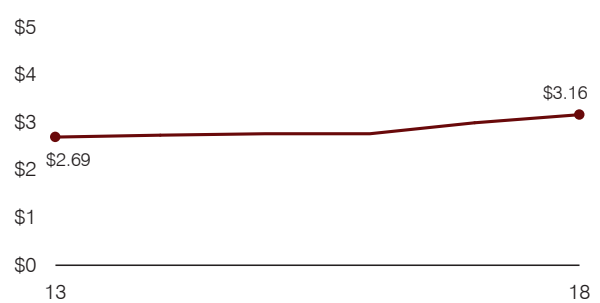
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



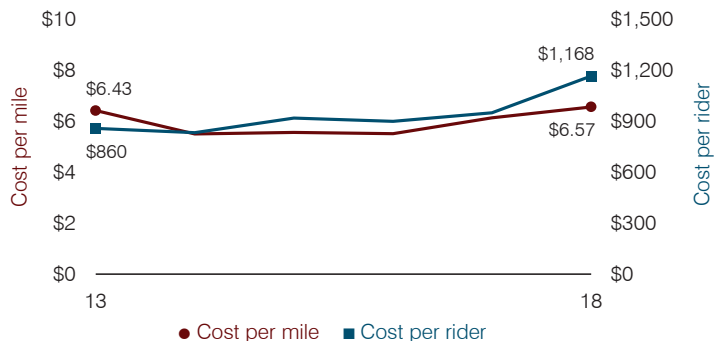
**Financial stress assessment**

Overall financial stress level: **Low**

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

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**



# Fountain Hills Unified School District

Maricopa County

Efficiency peer groups 3 and T-4, Achievement peer group 1<sup>1</sup>

Legislative district(s): 23

District size, location:

Medium, Suburb

Students attending:

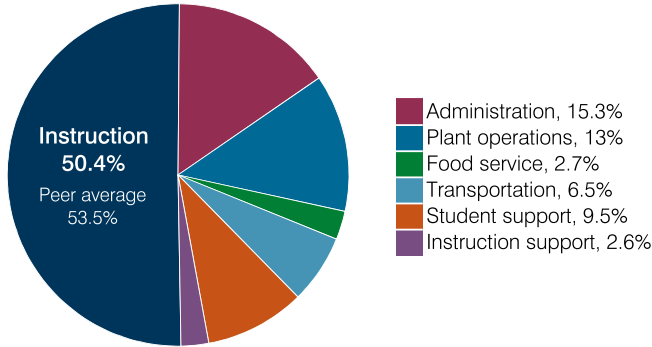
1,368

Number of schools:

3

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,308	\$846	\$860
	Students per administrative position	61	69	66
Plant operations	Cost per square foot	\$3.72	\$6.02	\$6.34
	Square footage per student	298	155	156
Food service	Cost per meal	\$3.25	\$3.20	\$3.02
Transportation	Cost per mile	\$3.40	\$3.72	\$4.05
	Cost per rider	\$1,444	\$1,330	\$1,301

Very low
Low
Comparable
High
Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,210	\$ 4,306	\$ 4,106	\$ 4,480
Administration	1,273	1,308	846	860
Plant operations	1,090	1,109	963	988
Food service	219	232	325	425
Transportation	545	549	438	388
Student support	720	815	672	693
Instruction support	186	224	336	462
<b>Total operational</b>	<b>8,243</b>	<b>8,543</b>	<b>7,686</b>	<b>8,296</b>
Land and buildings	328	425	1,416	827
Equipment	1,008	439	473	409
Interest	353	325	268	228
Other	82	111	165	169
<b>Total nonoperational</b>	<b>1,771</b>	<b>1,300</b>	<b>2,322</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 10,014</b>	<b>\$ 9,843</b>	<b>\$ 10,008</b>	<b>\$ 9,929</b>

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

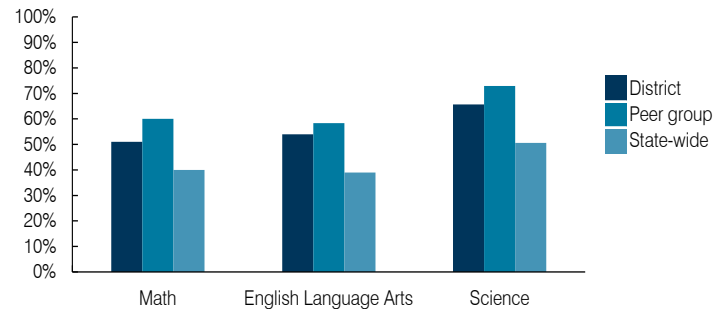
## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools <sup>2</sup>	Percentage of schools
A	1	50%
B	1	50%
C	0	0%
D	0	0%
F	0	0%

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

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2017)	93%	94%	78%
Poverty rate (2017)	7%	6%	19%
Special education population	9%	11%	12%
Students per teacher	16.7	17.8	18.4
Average teacher salary	\$39,882	\$43,920	\$48,951
Amount from Prop 301	\$5,206	\$5,990	\$6,411
Average years of teacher experience	10.9	11.3	11.4
Percentage of teachers in first 3 years	18%	19%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 760	\$ 648	\$ 730	\$ 1,317
State	2,172	2,216	3,583	4,011
Local	8,411	7,823	5,234	4,592
<b>Total per pupil revenues</b>	<b>\$ 11,343</b>	<b>\$ 10,687</b>	<b>\$ 9,547</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,518	\$ 5,517	\$ 5,507
Grants	851	518	864
Donations and tax credits	465	574	184

### Select revenues from less common sources

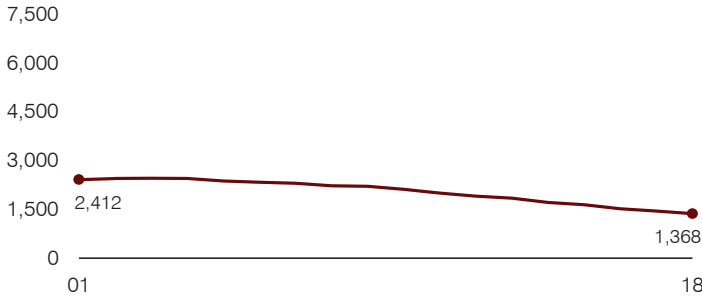
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	1 of 15
Small school adjustment	0	0	0 of 15
Federal impact aid	185	320	3 of 15
Voter-approved levy increases	2,432	2,572	15 of 15

**Instructional spending percentage**

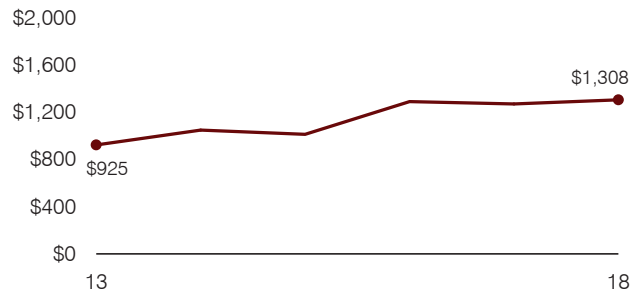
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 56.4 60.4 55.6 53.9 56.5 57.1 57.9 57.1 56.4 52.6 54.3 54.3 54.6 54.8 54.3 50.0 51.1 50.4

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

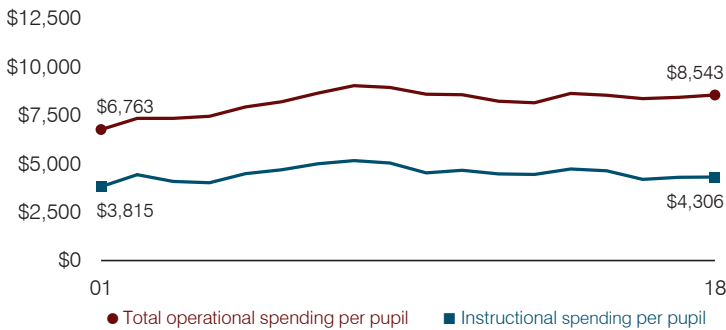
**Students attending**



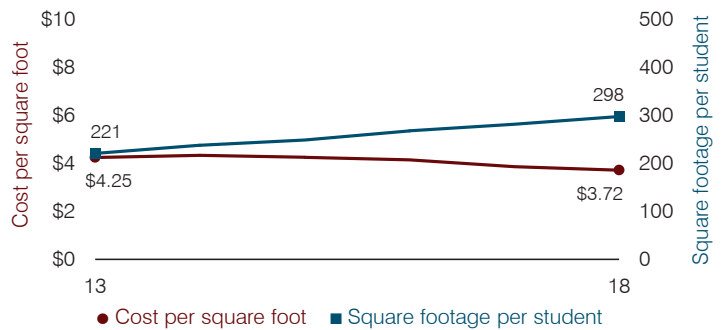
**Administrative cost per pupil**



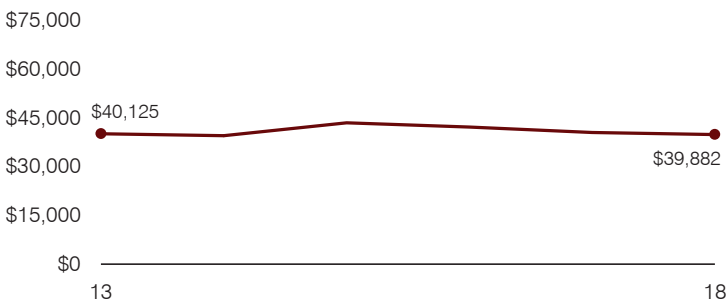
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



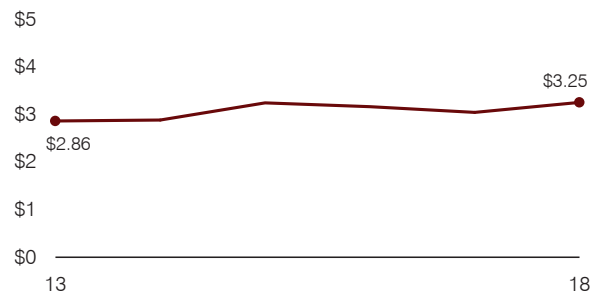
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



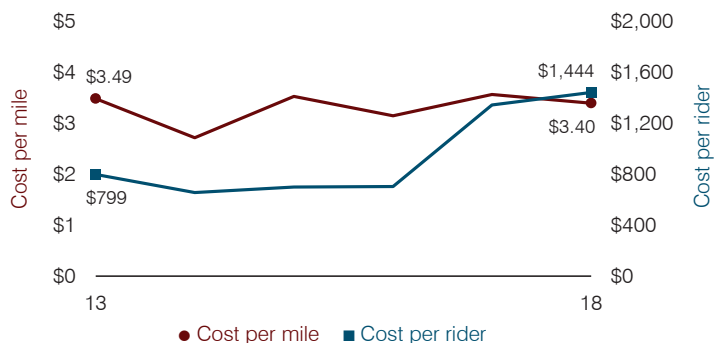
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	9.4%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**



# Fowler Elementary School District

Maricopa County

Efficiency peer groups 8 and T-1, Achievement peer group 14<sup>1</sup>

Legislative district(s): 19

District size, location:

Medium-large, City

Students attending:

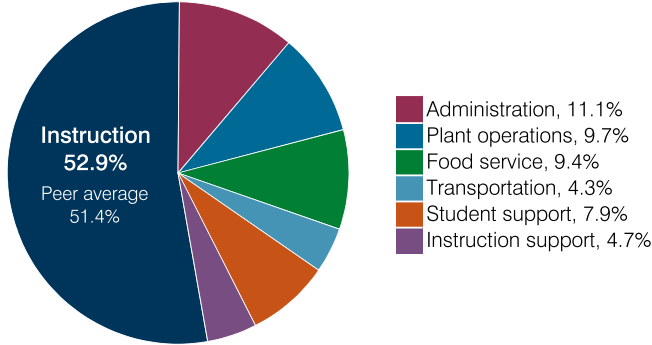
4,374

Number of schools:

7

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$893	\$1,025	\$860
	Students per administrative position	72	67	66
Plant operations	Cost per square foot	\$6.12	\$6.61	\$6.34
	Square footage per student	128	143	156
Food service	Cost per meal	\$3.24	\$2.92	\$3.02
Transportation	Cost per mile	\$5.71	\$7.19	\$4.05
	Cost per rider	\$1,003	\$1,106	\$1,301

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

### Per pupil spending

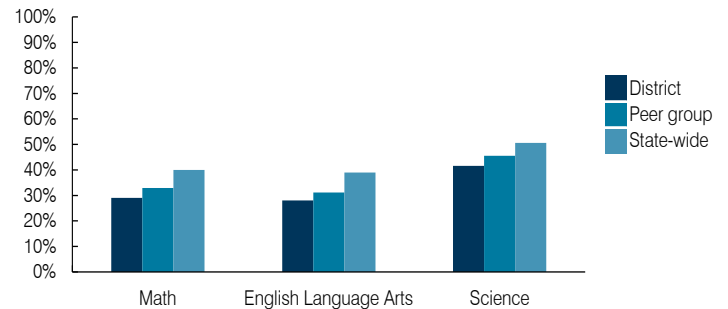
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,303	\$ 4,258	\$ 4,392	\$ 4,480
Administration	873	893	1,025	860
Plant operations	732	783	971	988
Food service	695	753	659	425
Transportation	351	345	331	388
Student support	622	631	631	693
Instruction support	333	379	546	462
<b>Total operational</b>	<b>7,909</b>	<b>8,042</b>	<b>8,555</b>	<b>8,296</b>
Land and buildings	450	204	1,140	827
Equipment	374	539	697	409
Interest	36	52	327	228
Other	255	276	172	169
<b>Total nonoperational</b>	<b>1,115</b>	<b>1,071</b>	<b>2,336</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 9,024</b>	<b>\$ 9,113</b>	<b>\$10,891</b>	<b>\$ 9,929</b>

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	2	29%
C	3	42%
D	2	29%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	32%	28%	19%
Special education population	10%	12%	12%
Students per teacher	19.0	18.9	18.4
Average teacher salary	\$45,816	\$46,164	\$48,951
Amount from Prop 301	\$3,964	\$5,459	\$6,411
Average years of teacher experience	7.3	9.3	11.4
Percentage of teachers in first 3 years	45%	26%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,712	\$ 1,711	\$ 1,723	\$ 1,317
State	3,776	3,780	3,921	4,011
Local	3,738	3,427	4,869	4,592
<b>Total per pupil revenues</b>	<b>\$ 9,226</b>	<b>\$ 8,918</b>	<b>\$ 10,513</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 4,922	\$ 4,959	\$ 5,175
Grants	1,823	1,715	1,843
Donations and tax credits	14	33	54

### Select revenues from less common sources

Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	4 of 19
Small school adjustment	0	0	0 of 19
Federal impact aid	0	0	0 of 19
Voter-approved levy increases	1,267	1,373	19 of 19

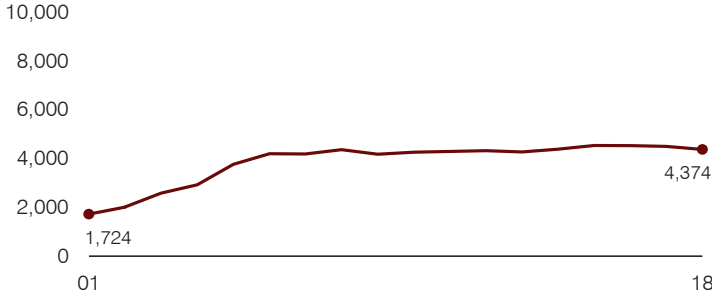
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

**Instructional spending percentage**

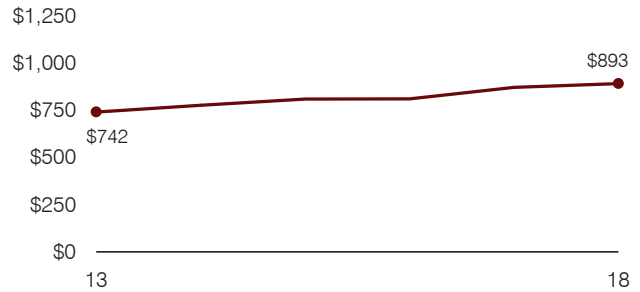
Year:	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Percentage:	56.9	56.4	60.1	60.7	60.3	57.5	60.4	57.5	57.3	57.2	55.6	53.3	53.3	55.8	53.6	54.8	54.4	52.9

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
Fiscal years as indicated

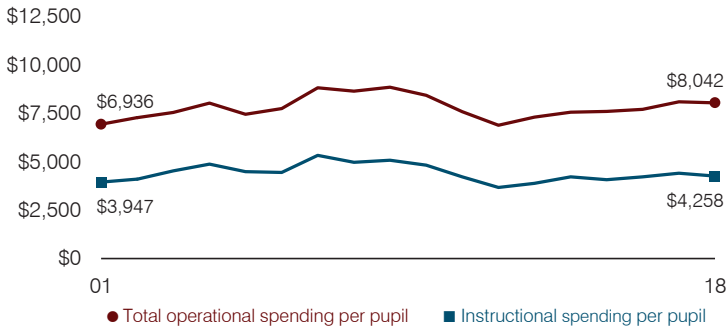
**Students attending**



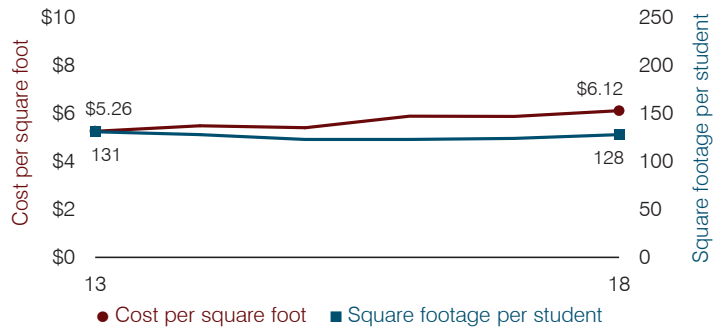
**Administrative cost per pupil**



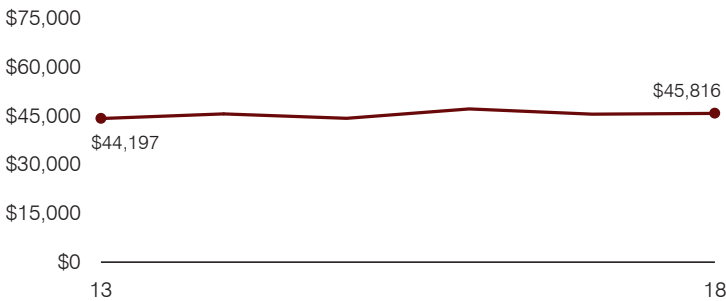
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



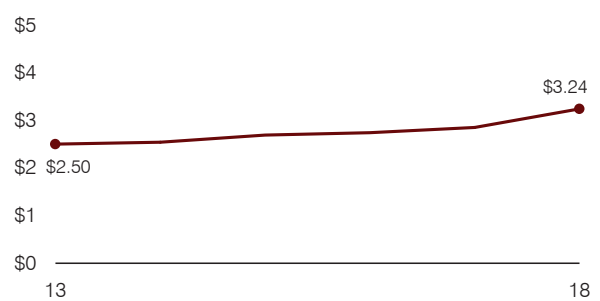
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



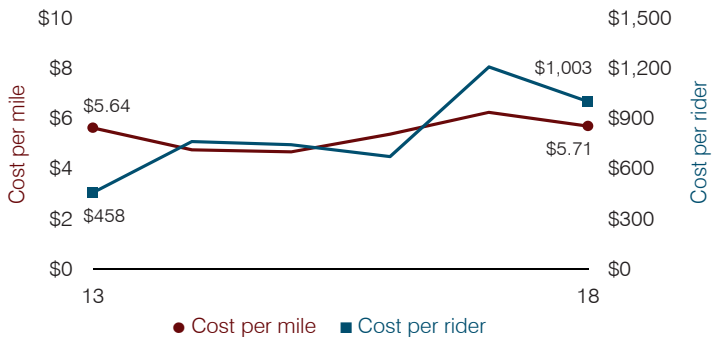
**Financial stress assessment**

Overall financial stress level: Low

Measure: 2016 through 2018	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	10.4%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

**Transportation costs per mile and per rider**





# Fredonia-Moccasin Unified School District

Coconino County

District size, location:

Very small, Rural

Efficiency peer groups 11 and T-11, Achievement peer group 5<sup>1</sup>

Students attending:

193

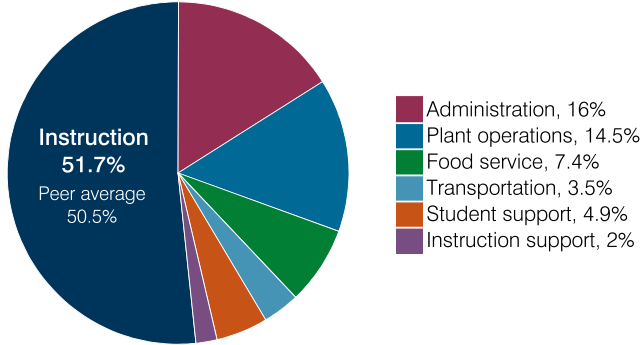
Legislative district(s): 5 and 7

Number of schools:

2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,855	\$3,064	\$860
	Students per administrative position	36	33	66
Plant operations	Cost per square foot	\$3.15	\$7.31	\$6.34
	Square footage per student	530	371	156
Food service	Cost per meal	\$4.06	\$5.79	\$3.02
Transportation	Cost per mile	\$2.77	\$1.94	\$4.05
	Cost per rider	\$1,066	\$1,614	\$1,301

### Per pupil spending

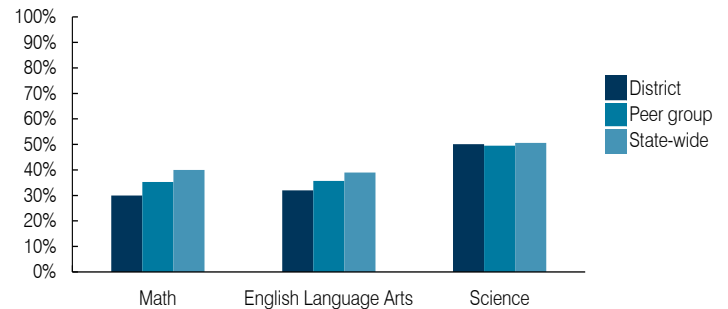
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 5,401	\$ 5,989	\$ 8,493	\$ 4,480
Administration	1,781	1,855	3,064	860
Plant operations	1,453	1,671	2,439	988
Food service	768	858	932	425
Transportation	564	398	973	388
Student support	350	568	656	693
Instruction support	468	235	400	462
<b>Total operational</b>	<b>10,785</b>	<b>11,574</b>	<b>16,957</b>	<b>8,296</b>
Land and buildings	47	0	965	827
Equipment	103	153	562	409
Interest	0	0	25	228
Other	104	28	88	169
<b>Total nonoperational</b>	<b>254</b>	<b>181</b>	<b>1,640</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 11,039</b>	<b>\$ 11,755</b>	<b>\$ 18,597</b>	<b>\$ 9,929</b>

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2017)	85%	86%	78%
Poverty rate (2017)	20%	22%	19%
Special education population	16%	13%	12%
Students per teacher	12.6	17.6	18.4
Average teacher salary	\$45,094	\$44,777	\$48,951
Amount from Prop 301	\$5,330	\$6,708	\$6,411
Average years of teacher experience	14.5	13.0	11.4
Percentage of teachers in first 3 years	14%	17%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,287	\$ 3,423	\$ 3,021	\$ 1,317
State	3,460	3,310	4,788	4,011
Local	5,877	7,866	12,812	4,592
<b>Total per pupil revenues</b>	<b>\$ 10,624</b>	<b>\$ 14,599</b>	<b>\$ 20,621</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Equalization formula funding	\$ 7,315	\$ 7,297	\$ 8,282	\$ 5,585
Grants	1,205	2,940	3,020	1,241
Donations and tax credits	69	76	125	90

### Select revenues from less common sources

			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	588	1,788	45 of 56
Federal impact aid	265	591	5 of 56
Voter-approved levy increases	0	0	5 of 56

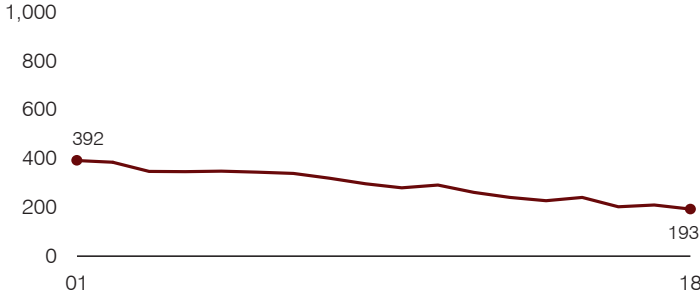
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

**Instructional spending percentage**

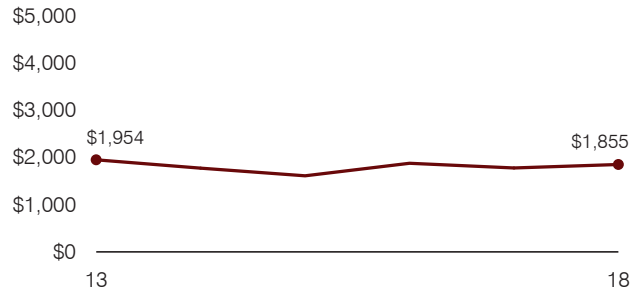
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 60.2 60.7 59.3 62.8 62.4 59.8 53.6 59.9 53.4 51.1 52.6 50.4 52.9 52.9 51.8 55.9 50.1 51.7

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

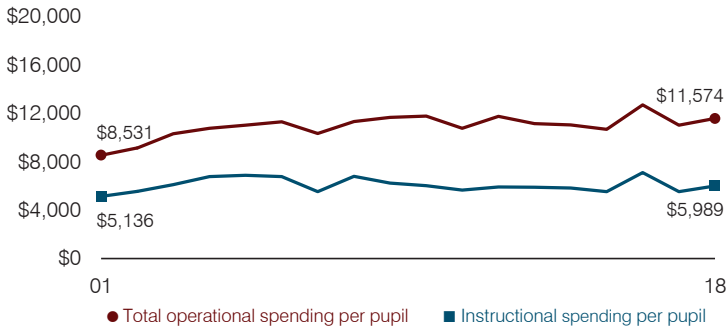
**Students attending**



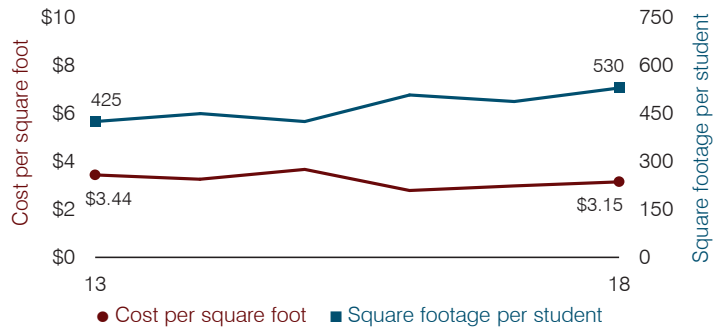
**Administrative cost per pupil**



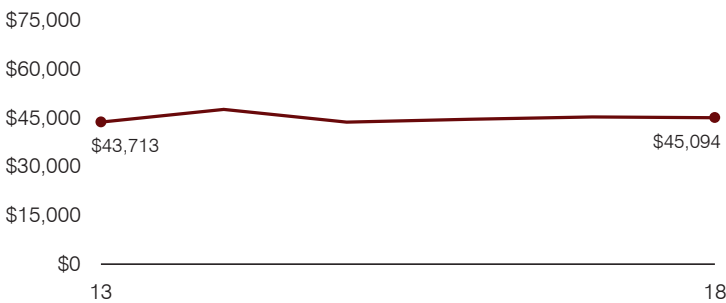
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



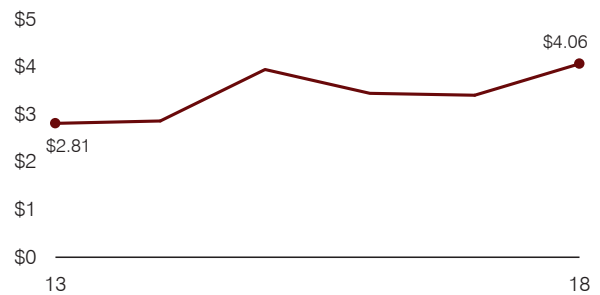
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



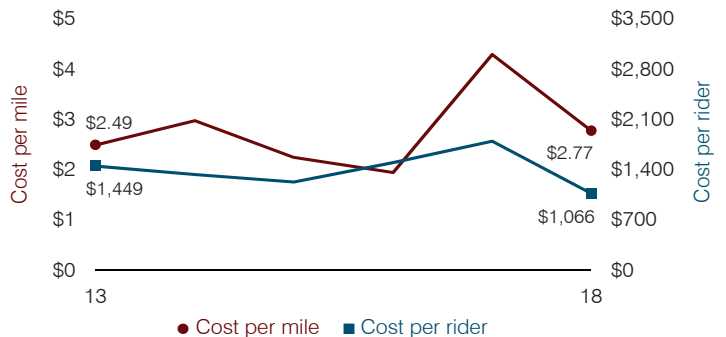
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	4.1%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant

Low
Moderate
High

**Transportation costs per mile and per rider**



# Ft. Thomas Unified School District

Graham County

Efficiency peer groups 5 and T-7, Achievement peer group 6<sup>1</sup>

Legislative district(s): 7 and 14

District size, location:

Medium, Rural

Students attending:

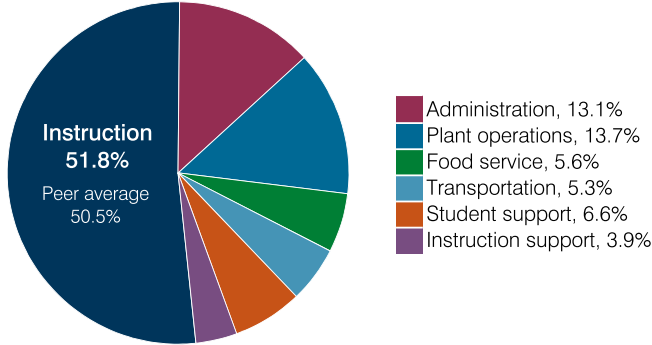
603

Number of schools:

4

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,956	\$1,221	\$860
	Students per administrative position	38	54	66
Plant operations	Cost per square foot	\$5.97	\$5.43	\$6.34
	Square footage per student	343	257	156
Food service	Cost per meal	\$4.10	\$3.66	\$3.02
Transportation	Cost per mile	\$3.37	\$3.35	\$4.05
	Cost per rider	\$938	\$1,057	\$1,301

Very low    Low    Comparable    High    Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 7,250	\$ 7,729	\$ 4,824	\$ 4,480
Administration	2,241	1,956	1,221	860
Plant operations	2,107	2,050	1,365	988
Food service	878	840	437	425
Transportation	690	794	532	388
Student support	646	981	623	693
Instruction support	793	576	359	462
<b>Total operational</b>	<b>14,605</b>	<b>14,926</b>	<b>9,361</b>	<b>8,296</b>
Land and buildings	281	157	799	827
Equipment	850	692	433	409
Interest	0	0	248	228
Other	0	0	71	169
<b>Total nonoperational</b>	<b>1,131</b>	<b>849</b>	<b>1,551</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 15,736</b>	<b>\$ 15,775</b>	<b>\$ 10,912</b>	<b>\$ 9,929</b>

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

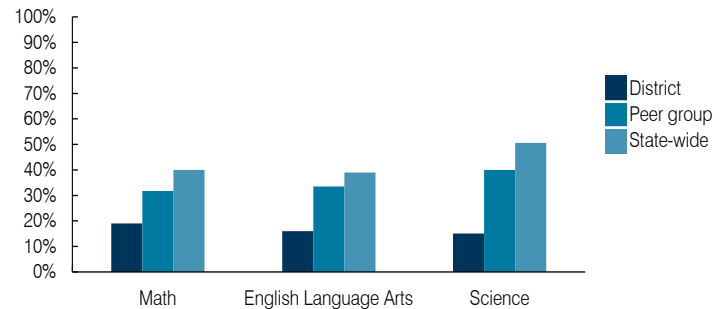
## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools <sup>2</sup>	Percentage of schools
A	0	0%
B	0	0%
C	3	100%
D	0	0%
F	0	0%

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

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	93%	94%
Graduation rate (2017)	78%	85%	78%
Poverty rate (2017)	31%	29%	19%
Special education population	18%	14%	12%
Students per teacher	13.5	16.2	18.4
Average teacher salary	\$52,374	\$46,264	\$48,951
Amount from Prop 301	\$6,728	\$6,122	\$6,411
Average years of teacher experience	10.0	12.2	11.4
Percentage of teachers in first 3 years	25%	20%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 8,596	\$ 9,532	\$ 3,917	\$ 1,317
State	6,497	6,967	4,283	4,011
Local	617	563	4,207	4,592
<b>Total per pupil revenues</b>	<b>\$ 15,710</b>	<b>\$ 17,062</b>	<b>\$ 12,407</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 6,238	\$ 6,369	\$ 5,992
Grants	3,113	3,367	1,703
Donations and tax credits	0	0	147

### Select revenues from less common sources

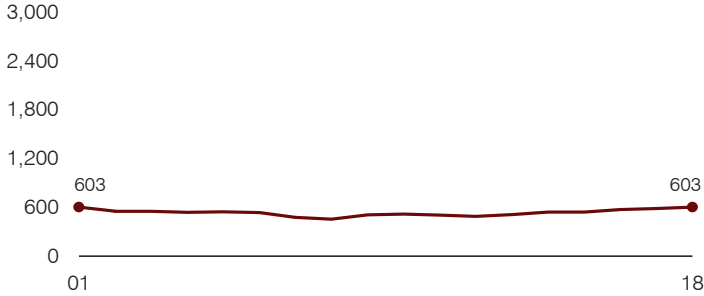
Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	0 of 31
Small school adjustment	0	0	0 of 31
Federal impact aid	5,721	6,614	16 of 31
Voter-approved levy increases	0	0	21 of 31

**Instructional spending percentage**

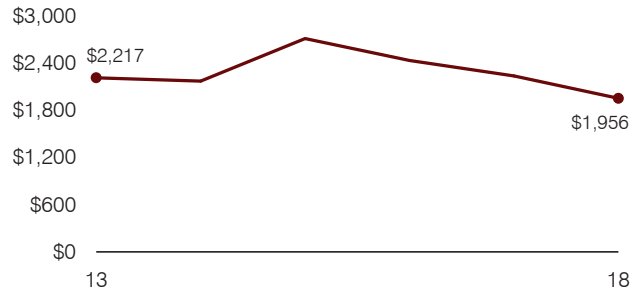
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 54.0 57.8 54.1 55.2 54.5 54.7 55.3 54.6 51.6 47.0 45.5 45.2 47.4 48.2 46.1 46.6 49.6 51.8

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

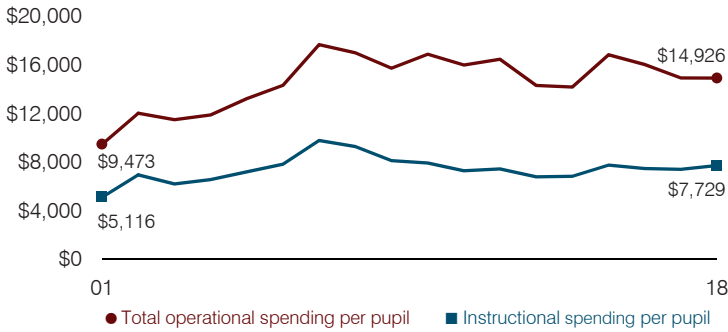
**Students attending**



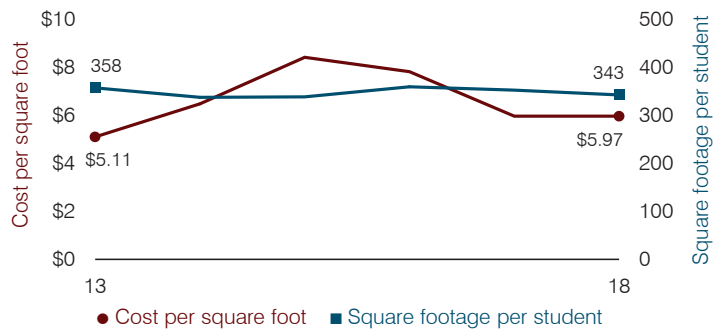
**Administrative cost per pupil**



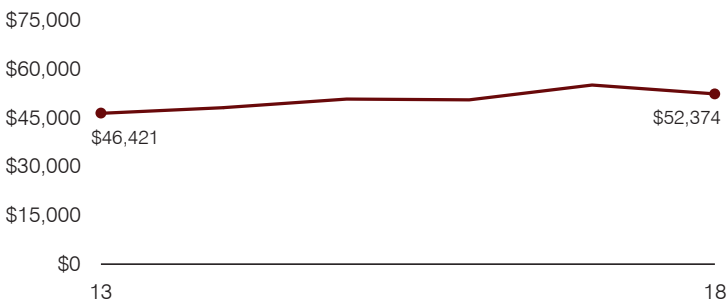
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



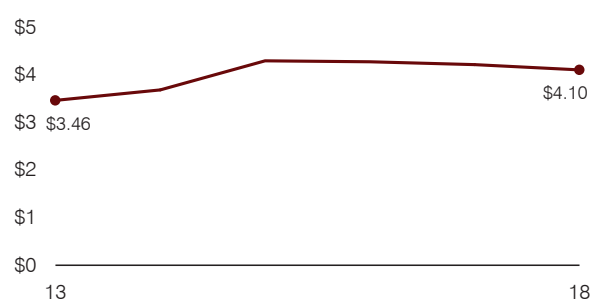
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



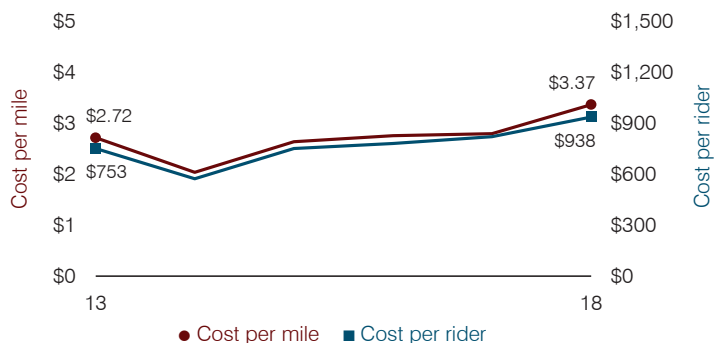
**Financial stress assessment**

Overall financial stress level: **Low**

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

Low
Moderate
High

**Transportation costs per mile and per rider**



# Gadsden Elementary School District

Yuma County

Efficiency peer groups 9 and T-6, Achievement peer group 19<sup>1</sup>

Legislative district(s): 4

District size, location:

Medium-large, Town

Students attending:

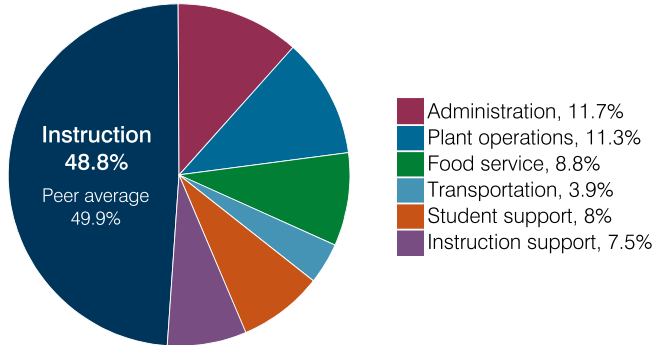
4,999

Number of schools:

8

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$891	\$1,098	\$860
	Students per administrative position	61	59	66
Plant operations	Cost per square foot	\$7.99	\$6.52	\$6.34
	Square footage per student	108	161	156
Food service	Cost per meal	\$3.34	\$3.10	\$3.02
Transportation	Cost per mile	\$3.99	\$3.96	\$4.05
	Cost per rider	\$295	\$721	\$1,301

Very low   Low   Comparable   High   Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,590	\$ 3,719	\$ 4,233	\$ 4,480
Administration	847	891	1,098	860
Plant operations	887	864	1,034	988
Food service	634	674	591	425
Transportation	279	297	526	388
Student support	548	609	584	693
Instruction support	574	569	462	462
<b>Total operational</b>	<b>7,359</b>	<b>7,623</b>	<b>8,528</b>	<b>8,296</b>
Land and buildings	1,445	78	416	827
Equipment	195	154	316	409
Interest	74	69	75	228
Other	9	10	170	169
<b>Total nonoperational</b>	<b>1,723</b>	<b>311</b>	<b>977</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 9,082</b>	<b>\$ 7,934</b>	<b>\$ 9,505</b>	<b>\$ 9,929</b>

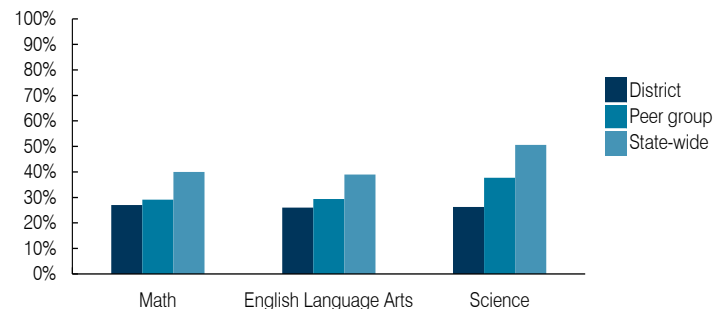
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	1	13%
B	2	25%
C	4	50%
D	1	13%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	33%	32%	19%
Special education population	12%	14%	12%
Students per teacher	27.2	15.6	18.4
Average teacher salary	\$43,952	\$49,189	\$48,951
Amount from Prop 301	\$5,342	\$4,810	\$6,411
Average years of teacher experience	9.0	11.6	11.4
Percentage of teachers in first 3 years	16%	11%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,893	\$ 1,785	\$ 1,836	\$ 1,317
State	5,184	5,459	4,904	4,011
Local	841	754	2,715	4,592
<b>Total per pupil revenues</b>	<b>\$ 7,918</b>	<b>\$ 7,998</b>	<b>\$ 9,455</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,084	\$ 5,233	\$ 5,707
Grants	1,987	1,861	2,113
Donations and tax credits	12	16	67

### Select revenues from less common sources

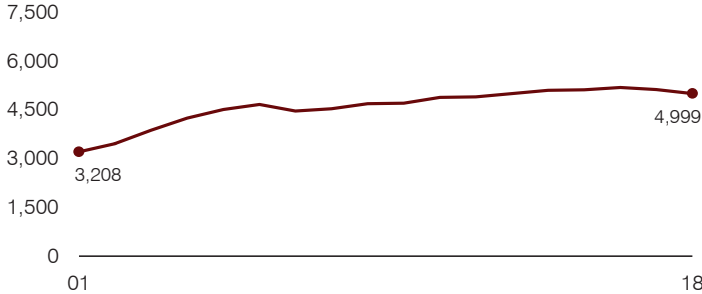
Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	0 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	0	0	3 of 10
Voter-approved levy increases	181	215	8 of 10

**Instructional spending percentage**

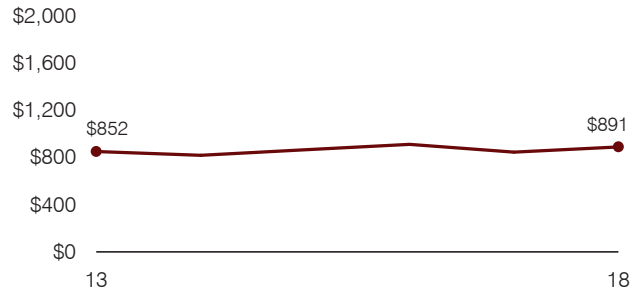
Year:	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Percentage:	58.6	55.8	56.6	50.6	48.6	50.2	50.5	51.4	49.1	50.6	51.1	48.2	48.5	48.6	49.2	47.8	48.8	48.8

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
Fiscal years as indicated

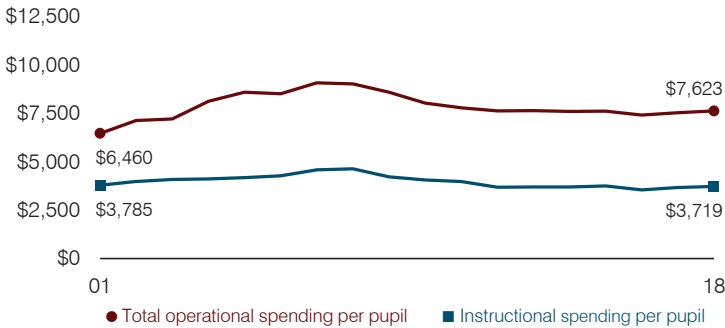
**Students attending**



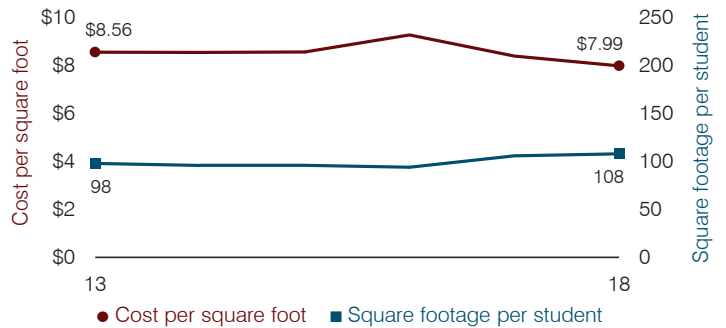
**Administrative cost per pupil**



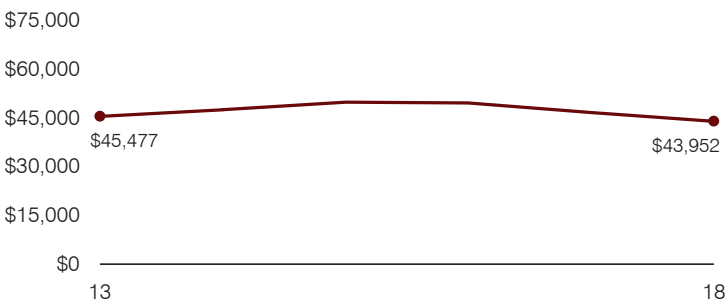
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



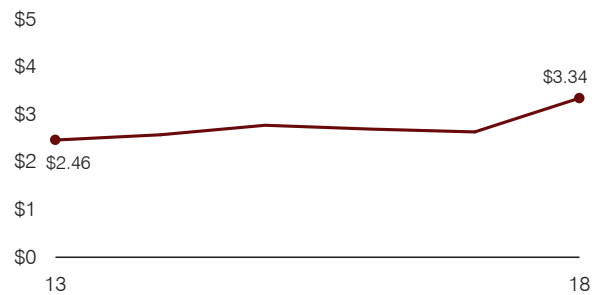
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



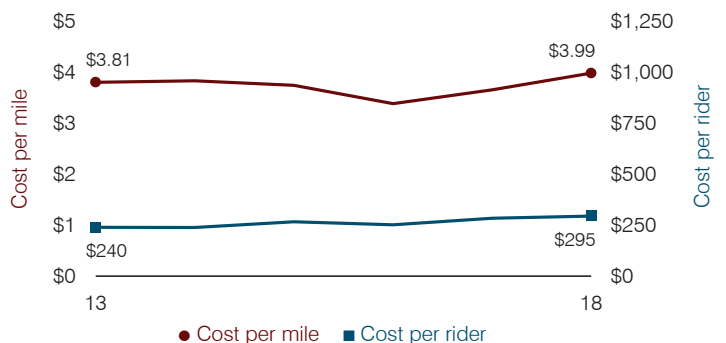
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	3.5%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant

Low
Moderate
High

**Transportation costs per mile and per rider**



# Ganado Unified School District

Apache County

Efficiency peer groups 5 and T-8, Achievement peer group 7<sup>1</sup>

Legislative district(s): 7

District size, location:

Medium, Rural

Students attending:

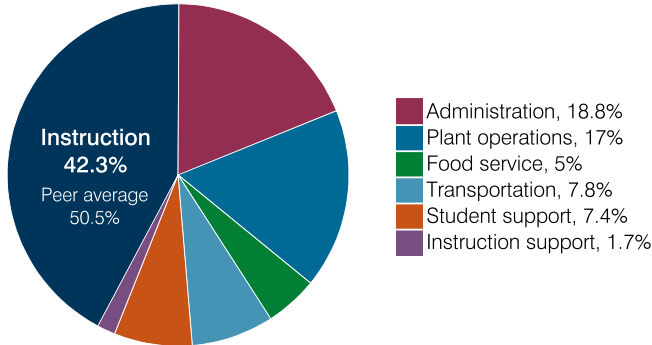
1,390

Number of schools:

4

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,478	\$1,221	\$860
	Students per administrative position	49	54	66
Plant operations	Cost per square foot	\$5.31	\$5.43	\$6.34
	Square footage per student	423	257	156
Food service	Cost per meal	\$3.25	\$3.66	\$3.02
Transportation	Cost per mile	\$2.99	\$3.03	\$4.05
	Cost per rider	\$1,062	\$1,225	\$1,301

Very low
Low
Comparable
High
Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 6,536	\$ 5,582	\$ 4,824	\$ 4,480
Administration	2,685	2,478	1,221	860
Plant operations	2,265	2,247	1,365	988
Food service	720	667	437	425
Transportation	931	1,027	532	388
Student support	1,046	977	623	693
Instruction support	257	232	359	462
<b>Total operational</b>	<b>14,440</b>	<b>13,210</b>	<b>9,361</b>	<b>8,296</b>
Land and buildings	2,054	212	799	827
Equipment	601	567	433	409
Interest	1	0	248	228
Other	34	34	71	169
<b>Total nonoperational</b>	<b>2,690</b>	<b>813</b>	<b>1,551</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 17,130</b>	<b>\$ 14,023</b>	<b>\$ 10,912</b>	<b>\$ 9,929</b>

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

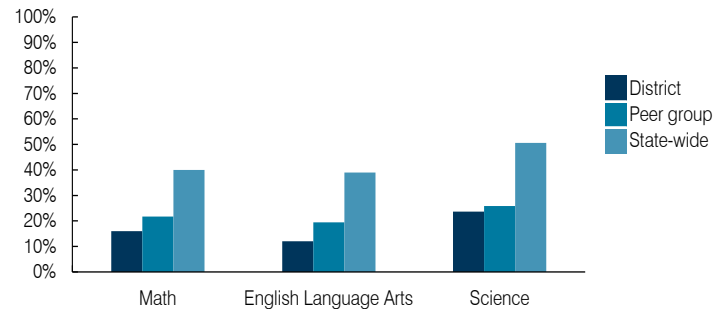
## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools <sup>2</sup>	Percentage of schools
A	0	0%
B	0	0%
C	1	50%
D	0	0%
F	1	50%

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

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	91%	94%
Graduation rate (2017)	84%	76%	78%
Poverty rate (2017)	47%	41%	19%
Special education population	7%	12%	12%
Students per teacher	15.1	15.8	18.4
Average teacher salary	\$48,095	\$48,537	\$48,951
Amount from Prop 301	\$7,242	\$5,191	\$6,411
Average years of teacher experience	8.7	12.5	11.4
Percentage of teachers in first 3 years	23%	18%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 10,981	\$ 7,230	\$ 3,917	\$ 1,317
State	6,649	6,083	4,283	4,011
Local	1,023	1,282	4,207	4,592
<b>Total per pupil revenues</b>	<b>\$ 18,653</b>	<b>\$ 14,595</b>	<b>\$ 12,407</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Equalization formula funding	\$ 6,400	\$ 6,216	\$ 5,992	\$ 5,585
Grants	2,674	1,399	1,703	1,241
Donations and tax credits	48	40	147	90

### Select revenues from less common sources

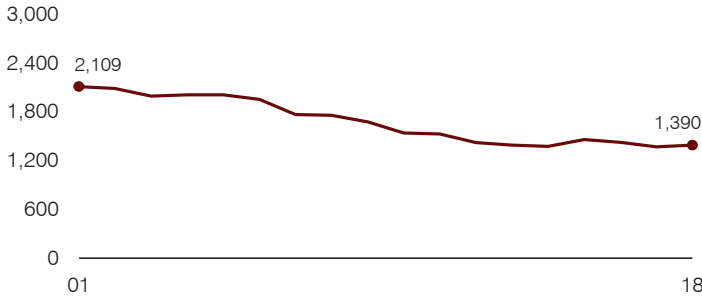
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 31
Small school adjustment	0	0	0 of 31
Federal impact aid	8,939	5,733	16 of 31
Voter-approved levy increases	0	0	21 of 31

**Instructional spending percentage**

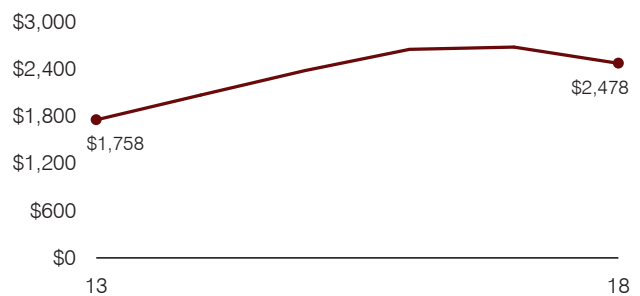
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 46.7 48.0 48.0 47.0 43.5 46.3 46.0 46.7 45.4 43.3 42.4 41.3 42.3 40.7 44.4 42.6 45.3 42.3

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

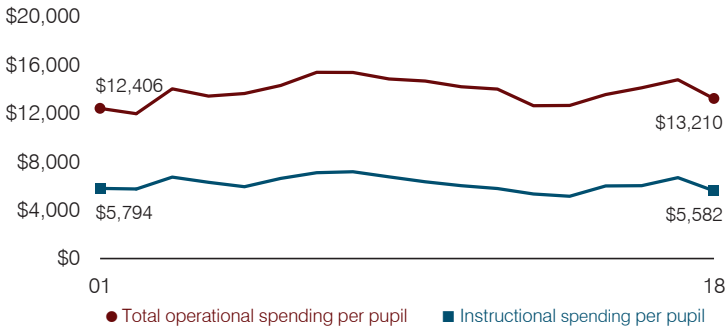
**Students attending**



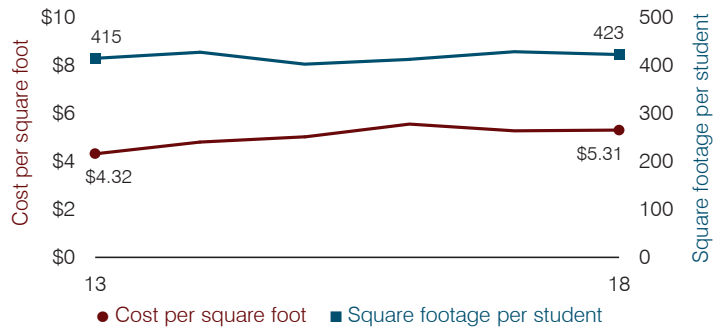
**Administrative cost per pupil**



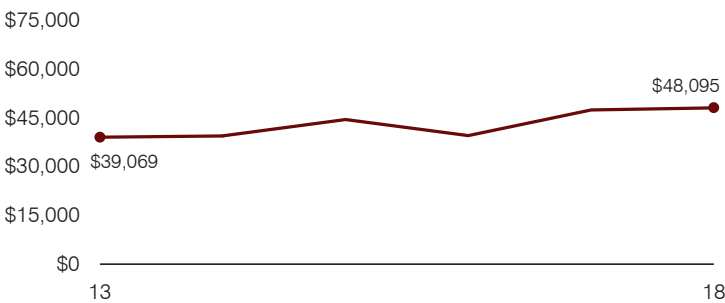
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



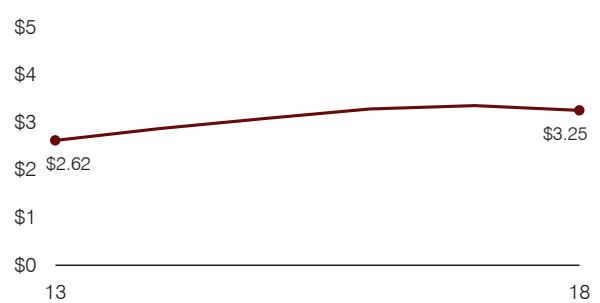
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



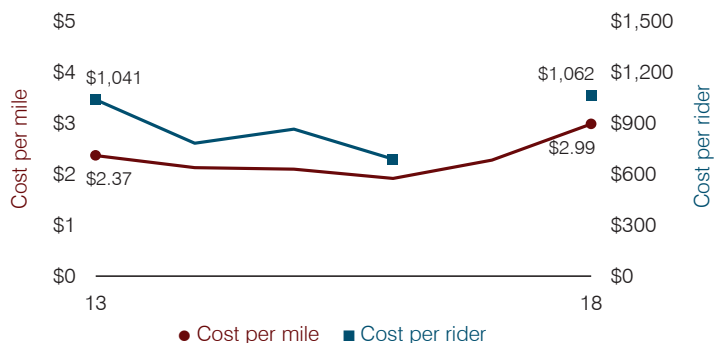
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	5.3%, Varying
Years of capital reserve held	Impact Aid Fund reserve
Current financial and internal control status	Marginally compliant

Low
Moderate
High

**Transportation costs per mile and per rider**





# Gila Bend Unified School District

Maricopa County

Efficiency peer groups 6 and T-8, Achievement peer group 6<sup>1</sup>

Legislative district(s): 4

District size, location:

Small, Rural

Students attending:

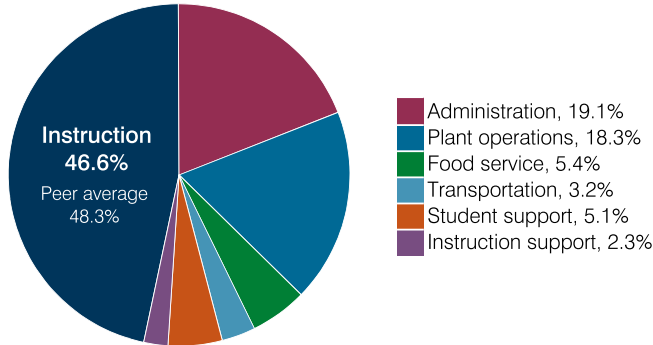
393

Number of schools:

2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,312	\$1,744	\$860
	Students per administrative position	30	43	66
Plant operations	Cost per square foot	\$7.87	\$5.27	\$6.34
	Square footage per student	282	321	156
Food service	Cost per meal	\$2.96	\$3.96	\$3.02
Transportation	Cost per mile	\$2.79	\$3.03	\$4.05
	Cost per rider	\$876	\$1,225	\$1,301

Very low    Low    Comparable    High    Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,622	\$ 5,656	\$ 5,556	\$ 4,480
Administration	2,120	2,312	1,744	860
Plant operations	2,352	2,219	1,706	988
Food service	597	654	546	425
Transportation	406	390	592	388
Student support	704	619	672	693
Instruction support	431	281	393	462
<b>Total operational</b>	<b>11,232</b>	<b>12,131</b>	<b>11,209</b>	<b>8,296</b>
Land and buildings	787	144	1,077	827
Equipment	235	710	601	409
Interest	304	352	162	228
Other	1	2	60	169
<b>Total nonoperational</b>	<b>1,327</b>	<b>1,208</b>	<b>1,900</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 12,559</b>	<b>\$ 13,339</b>	<b>\$ 13,109</b>	<b>\$ 9,929</b>

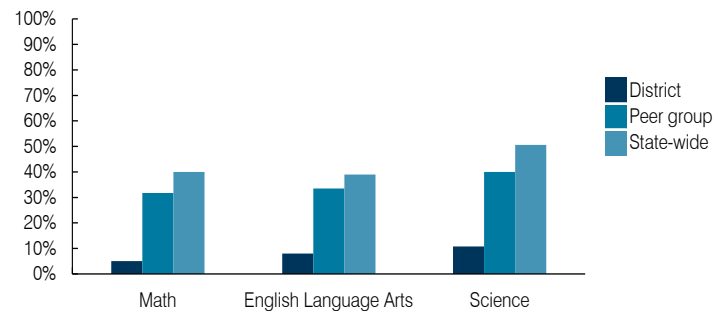
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	93%	94%
Graduation rate (2017)	82%	85%	78%
Poverty rate (2017)	28%	29%	19%
Special education population	10%	14%	12%
Students per teacher	15.7	16.2	18.4
Average teacher salary	\$48,098	\$46,264	\$48,951
Amount from Prop 301	\$6,998	\$6,122	\$6,411
Average years of teacher experience	11.8	12.2	11.4
Percentage of teachers in first 3 years	19%	20%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 2,007	\$ 2,065	\$ 2,405	\$ 1,317
State	957	1,235	4,080	4,011
Local	6,981	12,232	8,027	4,592
<b>Total per pupil revenues</b>	<b>\$ 9,945</b>	<b>\$ 15,532</b>	<b>\$ 14,512</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 6,135	\$ 6,235	\$ 7,175
Grants	2,474	1,954	2,252
Donations and tax credits	47	21	337

### Select revenues from less common sources

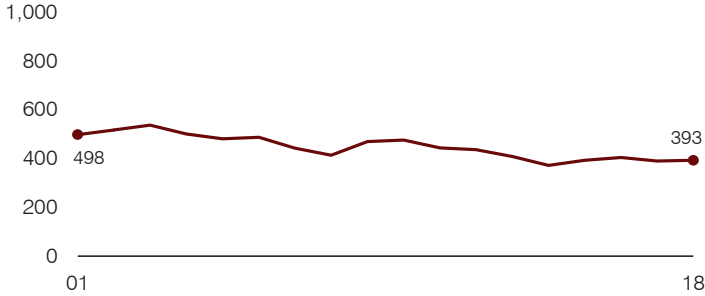
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 18
Small school adjustment	0	3,309	5 of 18
Federal impact aid	301	378	3 of 18
Voter-approved levy increases	1,266	1,807	14 of 18

**Instructional spending percentage**

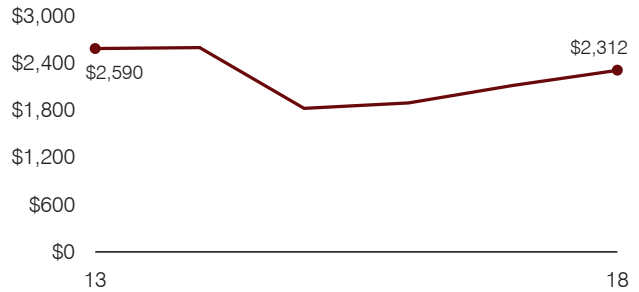
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 49.4 53.3 56.4 54.0 57.3 53.0 45.6 48.8 51.2 52.0 47.2 45.4 43.9 45.1 44.8 44.9 41.2 46.6

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

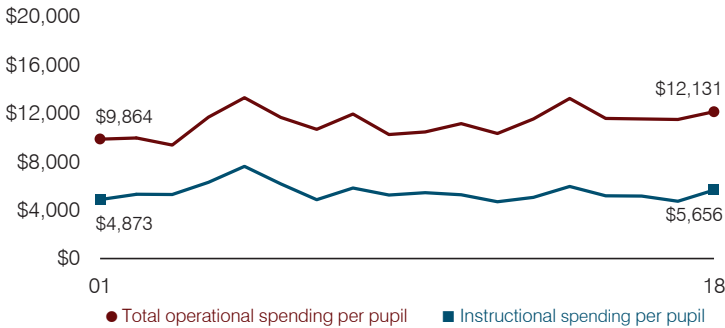
**Students attending**



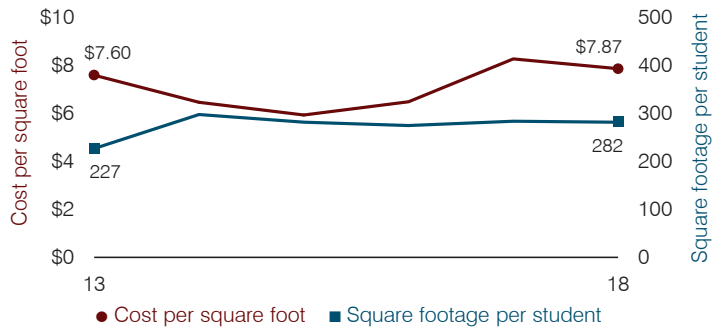
**Administrative cost per pupil**



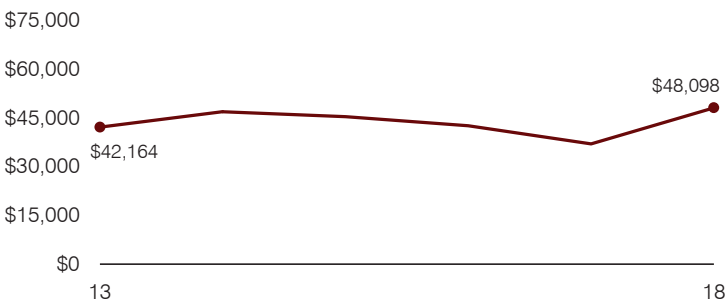
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



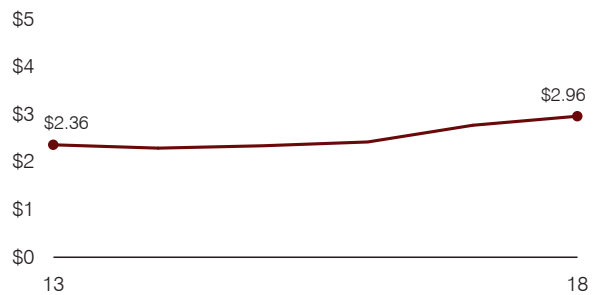
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



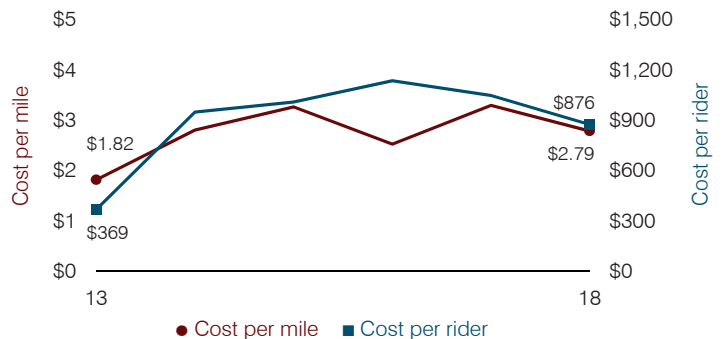
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	6.4%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**



# Gilbert Unified School District

Maricopa County

Efficiency peer groups 1 and T-4, Achievement peer group 1<sup>1</sup>

Legislative district(s): 12, 16, 17, 25, and 26

District size, location:

Very large, Suburb

Students attending:

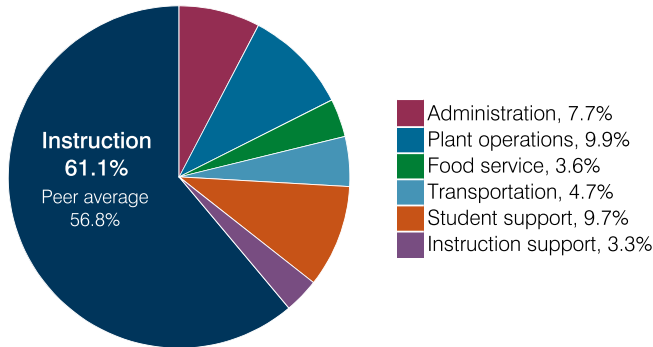
33,480

Number of schools:

39

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$583	\$712	\$860
	Students per administrative position	90	80	66
Plant operations	Cost per square foot	\$5.18	\$6.18	\$6.34
	Square footage per student	144	149	156
Food service	Cost per meal	\$2.75	\$2.87	\$3.02
Transportation	Cost per mile	\$4.38	\$3.72	\$4.05
	Cost per rider	\$1,338	\$1,330	\$1,301

Very low
Low
Comparable
High
Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,465	\$ 4,616	\$ 4,531	\$ 4,480
Administration	628	583	712	860
Plant operations	779	746	916	988
Food service	276	273	331	425
Transportation	335	354	358	388
Student support	708	731	704	693
Instruction support	232	247	395	462
<b>Total operational</b>	<b>7,423</b>	<b>7,550</b>	<b>7,947</b>	<b>8,296</b>
Land and buildings	182	301	631	827
Equipment	470	250	317	409
Interest	69	114	232	228
Other	219	262	207	169
<b>Total nonoperational</b>	<b>940</b>	<b>927</b>	<b>1,387</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 8,363</b>	<b>\$ 8,477</b>	<b>\$ 9,334</b>	<b>\$ 9,929</b>

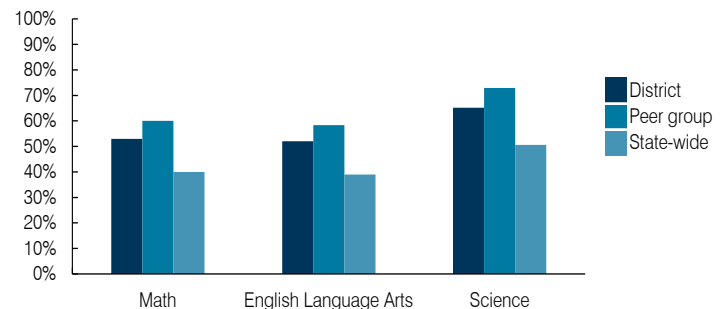
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	19	49%
B	18	46%
C	2	5%
D	0	0%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2017)	91%	94%	78%
Poverty rate (2017)	7%	6%	19%
Special education population	12%	11%	12%
Students per teacher	17.4	17.8	18.4
Average teacher salary	\$51,049	\$43,920	\$48,951
Amount from Prop 301	\$6,114	\$5,990	\$6,411
Average years of teacher experience	12.4	11.3	11.4
Percentage of teachers in first 3 years	13%	19%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 429	\$ 575	\$ 875	\$ 1,317
State	3,951	4,087	3,546	4,011
Local	4,340	4,107	5,443	4,592
<b>Total per pupil revenues</b>	<b>\$ 8,720</b>	<b>\$ 8,769</b>	<b>\$ 9,864</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,498	\$ 5,600	\$ 5,492
Grants	442	623	937
Donations and tax credits	109	110	94

### Select revenues from less common sources

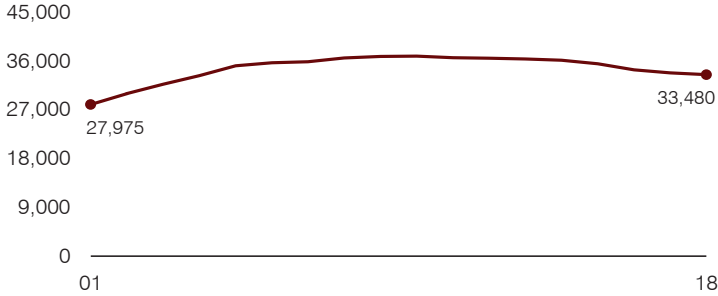
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	4 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	0	0	2 of 10
Voter-approved levy increases	1,059	1,109	10 of 10

**Instructional spending percentage**

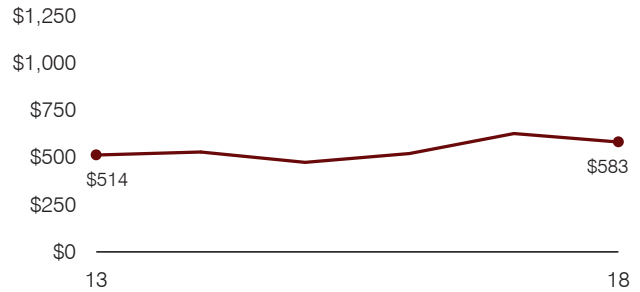
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 63.4 62.3 64.5 64.3 63.0 63.3 63.0 63.2 62.7 62.0 59.9 60.1 60.7 61.2 61.3 60.7 60.1 61.1

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

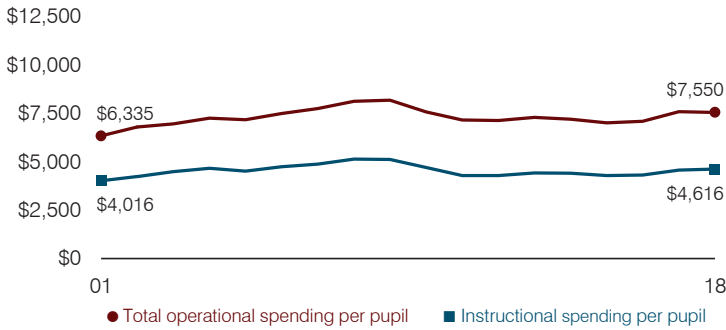
**Students attending**



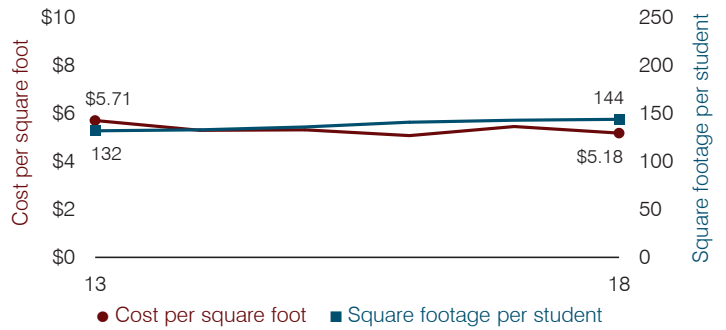
**Administrative cost per pupil**



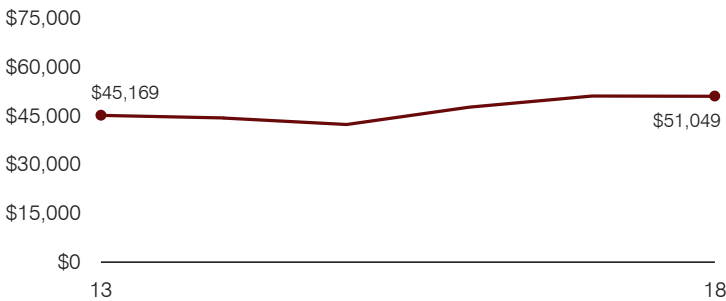
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



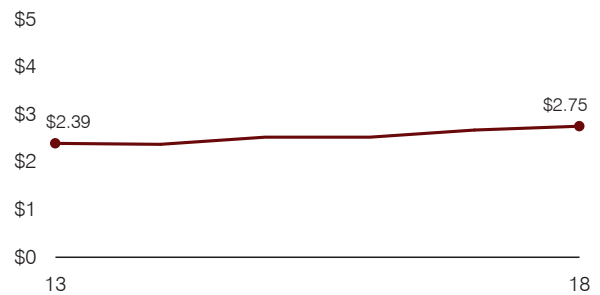
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



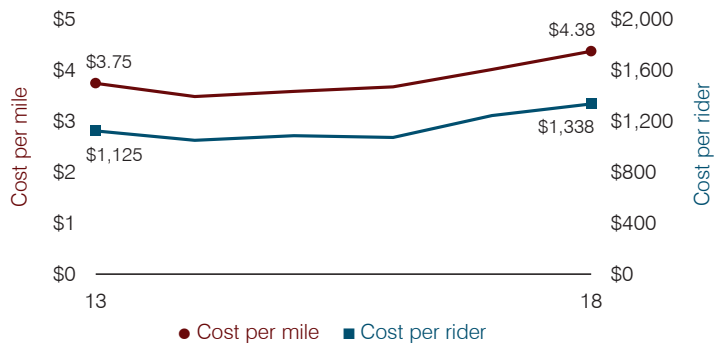
**Financial stress assessment**

Overall financial stress level: **Moderate**

Measure: 2016 through 2018	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	2.8%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**



# Glendale Elementary School District

Maricopa County

Efficiency peer groups 7 and T-1, Achievement peer group 14<sup>1</sup>

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

District size, location:

Large, City

Students attending:

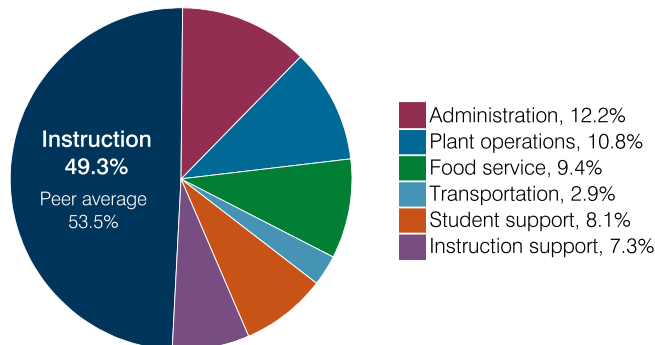
12,012

Number of schools:

17

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$912	\$796	\$860
	Students per administrative position	72	76	66
Plant operations	Cost per square foot	\$6.91	\$6.16	\$6.34
	Square footage per student	117	133	156
Food service	Cost per meal	\$3.18	\$2.99	\$3.02
Transportation	Cost per mile	\$6.44	\$7.19	\$4.05
	Cost per rider	\$1,240	\$1,106	\$1,301

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

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,943	\$ 3,686	\$ 4,238	\$ 4,480
Administration	808	912	796	860
Plant operations	769	809	815	988
Food service	611	695	580	425
Transportation	221	218	298	388
Student support	596	608	646	693
Instruction support	560	546	486	462
<b>Total operational</b>	<b>7,508</b>	<b>7,474</b>	<b>7,859</b>	<b>8,296</b>
Land and buildings	452	136	517	827
Equipment	394	349	393	409
Interest	94	96	189	228
Other	57	65	188	169
<b>Total nonoperational</b>	<b>997</b>	<b>646</b>	<b>1,287</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 8,505</b>	<b>\$ 8,120</b>	<b>\$ 9,146</b>	<b>\$ 9,929</b>

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

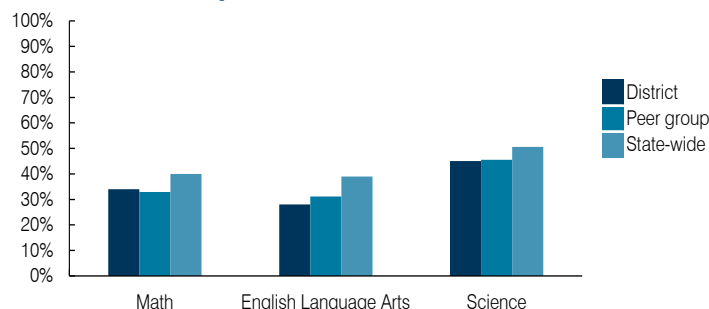
## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools <sup>2</sup>	Percentage of schools
A	0	0%
B	7	50%
C	6	43%
D	1	7%
F	0	0%

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

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	32%	28%	19%
Special education population	12%	12%	12%
Students per teacher	17.6	18.9	18.4
Average teacher salary	\$40,049	\$46,164	\$48,951
Amount from Prop 301	\$4,902	\$5,459	\$6,411
Average years of teacher experience	8.0	9.3	11.4
Percentage of teachers in first 3 years	35%	26%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,639	\$ 1,678	\$ 1,588	\$ 1,317
State	4,858	4,818	4,344	4,011
Local	1,782	1,982	3,644	4,592
<b>Total per pupil revenues</b>	<b>\$ 8,279</b>	<b>\$ 8,478</b>	<b>\$ 9,576</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Equalization formula funding	\$ 5,076	\$ 5,021	\$ 5,167	\$ 5,585
Grants	1,796	1,786	1,650	1,241
Donations and tax credits	14	18	46	90

### Select revenues from less common sources

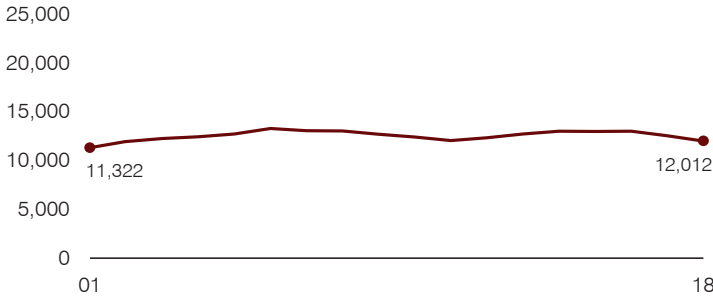
			Number of peers receiving
Desegregation	\$ 0	\$ 0	4 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	0	0	2 of 10
Voter-approved levy increases	896	956	10 of 10

**Instructional spending percentage**

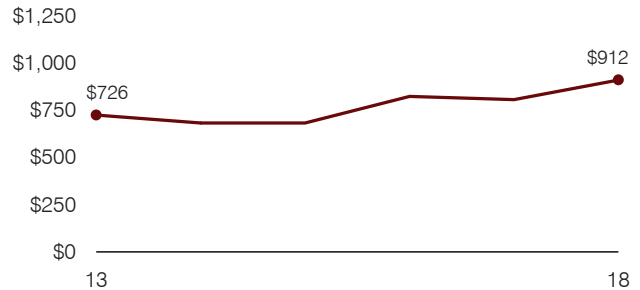
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 62.9 59.3 59.1 58.3 55.2 56.3 56.8 56.5 57.1 55.6 54.8 55.8 54.6 52.9 53.9 52.1 52.5 49.3

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

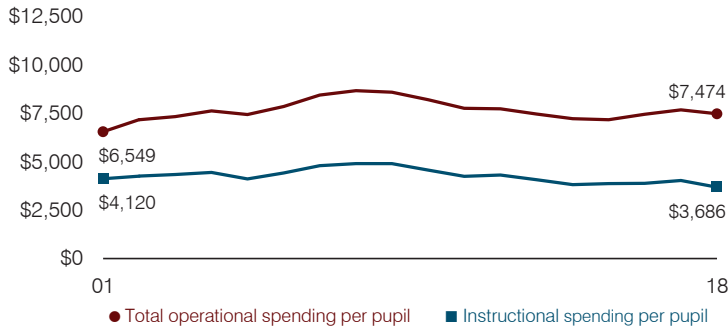
**Students attending**



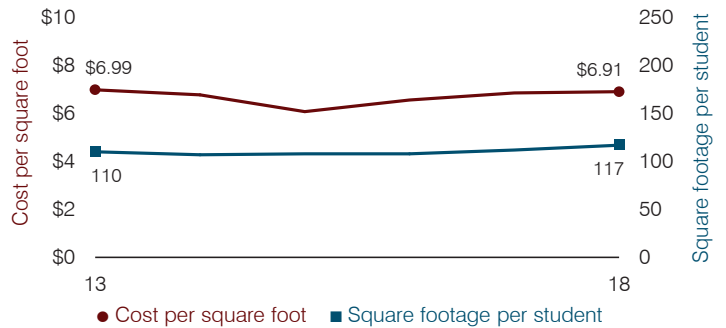
**Administrative cost per pupil**



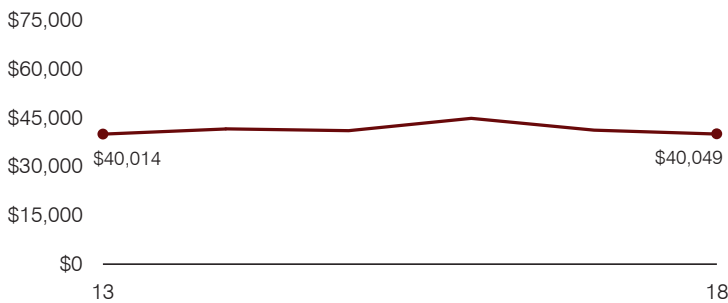
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



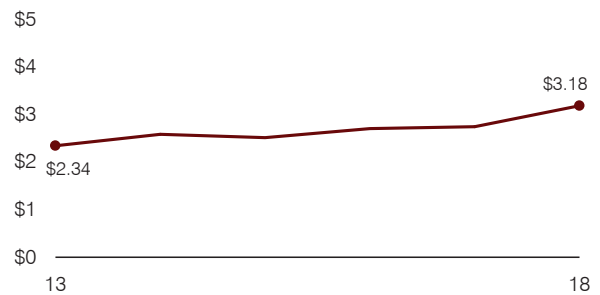
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



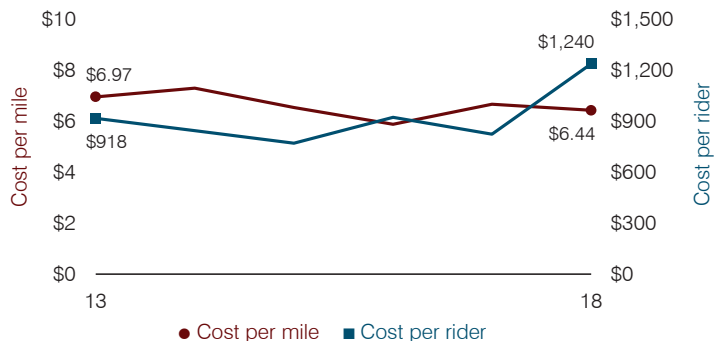
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	4.8%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**



# Glendale Union High School District

Maricopa County

Efficiency peer groups 2 and T-5, Achievement peer group 9<sup>1</sup>

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

District size, location:

Large, City

Students attending:

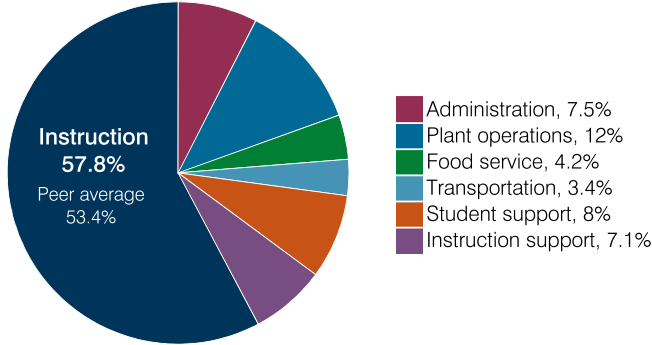
15,387

Number of schools:

10

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$637	\$804	\$860
	Students per administrative position	66	67	66
Plant operations	Cost per square foot	\$6.53	\$6.44	\$6.34
	Square footage per student	157	148	156
Food service	Cost per meal	\$3.11	\$3.08	\$3.02
Transportation	Cost per mile	\$6.16	\$3.90	\$4.05
	Cost per rider	\$2,579	\$1,931	\$1,301

Very low    Low    Comparable    High    Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,756	\$ 4,927	\$ 4,135	\$ 4,480
Administration	627	637	804	860
Plant operations	1,017	1,025	941	988
Food service	335	355	342	425
Transportation	280	289	394	388
Student support	680	685	624	693
Instruction support	603	606	492	462
<b>Total operational</b>	<b>8,298</b>	<b>8,524</b>	<b>7,732</b>	<b>8,296</b>
Land and buildings	1,241	843	738	827
Equipment	741	693	531	409
Interest	269	276	238	228
Other	44	49	153	169
<b>Total nonoperational</b>	<b>2,295</b>	<b>1,861</b>	<b>1,660</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 10,593</b>	<b>\$ 10,385</b>	<b>\$ 9,392</b>	<b>\$ 9,929</b>

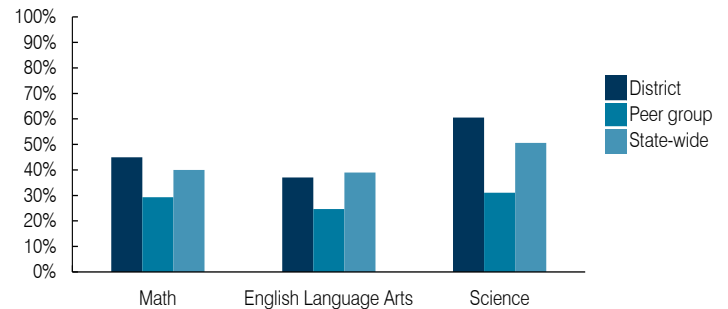
## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools <sup>2</sup>	Percentage of schools
A	7	78%
B	2	22%
C	0	0%
D	0	0%
F	0	0%

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

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2017)	90%	88%	78%
Poverty rate (2017)	24%	26%	19%
Special education population	12%	10%	12%
Students per teacher	21.6	21.4	18.4
Average teacher salary	\$62,839	\$58,092	\$48,951
Amount from Prop 301	\$9,198	\$8,795	\$6,411
Average years of teacher experience	12.9	12.0	11.4
Percentage of teachers in first 3 years	9%	18%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,224	\$ 1,061	\$ 930	\$ 1,317
State	4,204	4,493	3,760	4,011
Local	4,684	4,920	4,666	4,592
<b>Total per pupil revenues</b>	<b>\$ 10,112</b>	<b>\$ 10,474</b>	<b>\$ 9,356</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Equalization formula funding	\$ 5,502	\$ 5,717	\$ 5,545	\$ 5,585
Grants	1,242	1,167	1,051	1,241
Donations and tax credits	67	60	107	90

### Select revenues from less common sources

			Number of peers receiving
Desegregation	\$ 394	\$ 399	3 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	0	0	2 of 10
Voter-approved levy increases	1,802	1,934	10 of 10

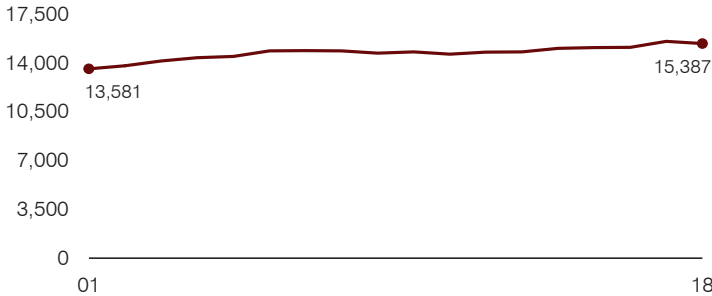
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

**Instructional spending percentage**

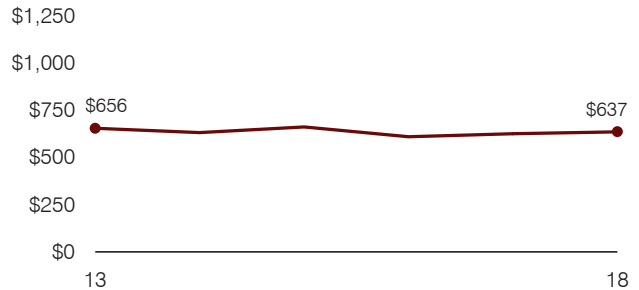
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 57.3 59.1 59.7 60.1 59.4 59.8 59.5 58.5 58.6 57.4 56.5 56.2 56.3 56.7 55.8 56.1 57.3 57.8

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

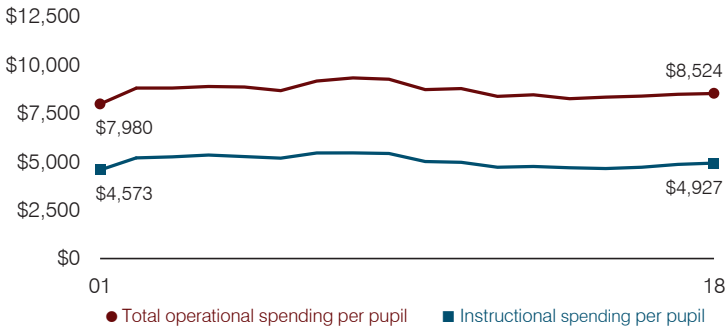
**Students attending**



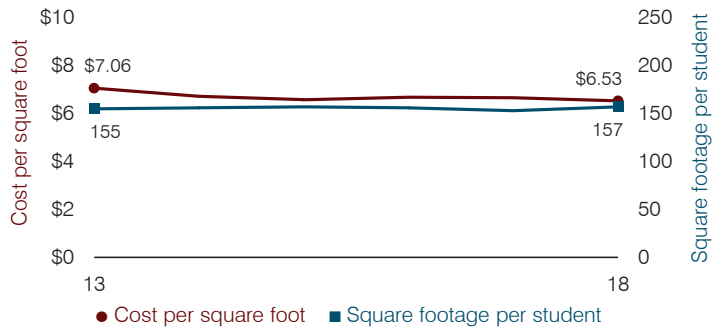
**Administrative cost per pupil**



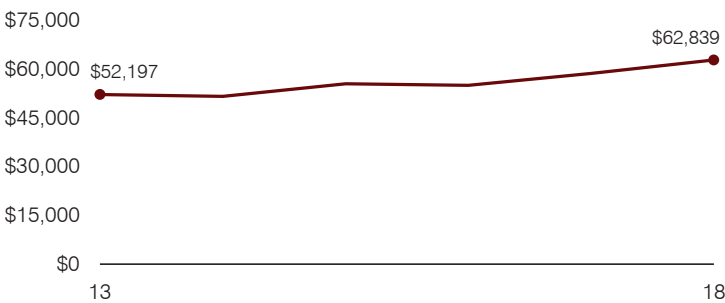
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



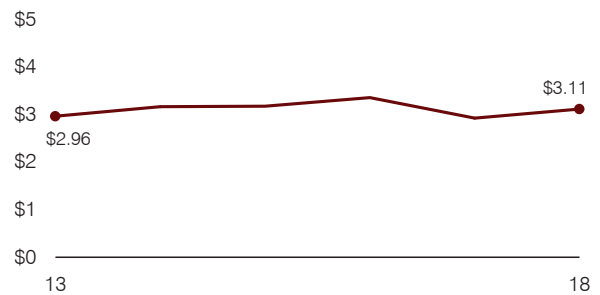
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



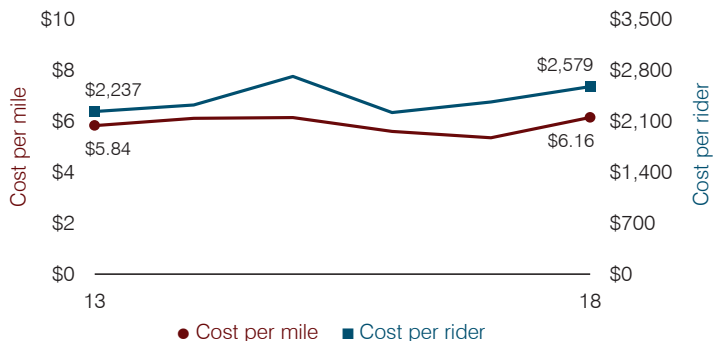
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	Isolated
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	4.2%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

**Transportation costs per mile and per rider**





# Globe Unified School District

Gila County

Efficiency peer groups 5 and T-7, Achievement peer group 6<sup>1</sup>

Legislative district(s): 8

District size, location:

Medium, Town

Students attending:

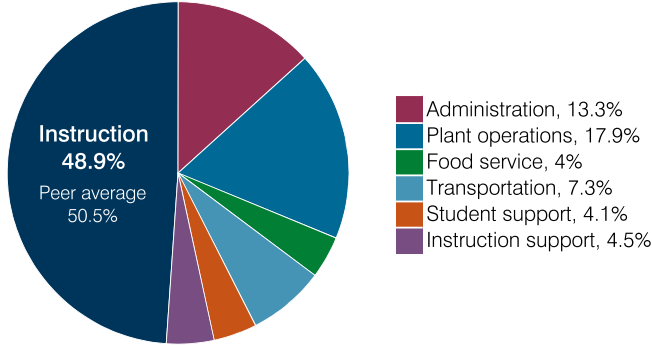
1,612

Number of schools:

3

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,083	\$1,221	\$860
	Students per administrative position	56	54	66
Plant operations	Cost per square foot	\$6.98	\$5.43	\$6.34
	Square footage per student	209	257	156
Food service	Cost per meal	\$3.88	\$3.66	\$3.02
Transportation	Cost per mile	NR	\$3.35	\$4.05
	Cost per rider	\$2,138	\$1,057	\$1,301

Very low
Low
Comparable
High
Very high

### Per pupil spending

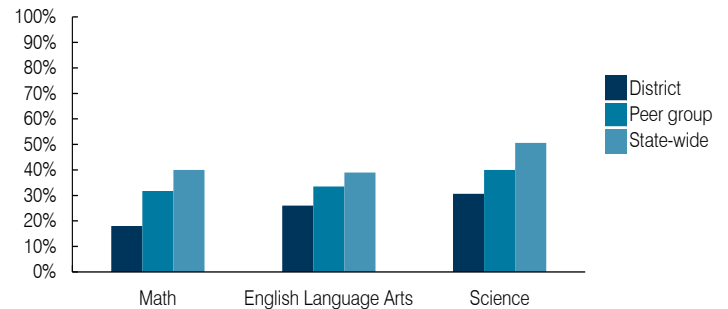
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,828	\$ 3,967	\$ 4,824	\$ 4,480
Administration	1,044	1,083	1,221	860
Plant operations	1,363	1,459	1,365	988
Food service	341	323	437	425
Transportation	525	591	532	388
Student support	329	335	623	693
Instruction support	416	363	359	462
<b>Total operational</b>	<b>7,846</b>	<b>8,121</b>	<b>9,361</b>	<b>8,296</b>
Land and buildings	72	298	799	827
Equipment	531	537	433	409
Interest	0	0	248	228
Other	82	68	71	169
<b>Total nonoperational</b>	<b>685</b>	<b>903</b>	<b>1,551</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 8,531</b>	<b>\$ 9,024</b>	<b>\$ 10,912</b>	<b>\$ 9,929</b>

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	91%	93%	94%
Graduation rate (2017)	81%	85%	78%
Poverty rate (2017)	27%	29%	19%
Special education population	12%	14%	12%
Students per teacher	20.1	16.2	18.4
Average teacher salary	\$43,758	\$46,264	\$48,951
Amount from Prop 301	\$5,794	\$6,122	\$6,411
Average years of teacher experience	14.6	12.2	11.4
Percentage of teachers in first 3 years	14%	20%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 2,340	\$ 1,789	\$ 3,917	\$ 1,317
State	4,822	4,840	4,283	4,011
Local	1,992	2,143	4,207	4,592
<b>Total per pupil revenues</b>	<b>\$ 9,154</b>	<b>\$ 8,772</b>	<b>\$ 12,407</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Equalization formula funding	\$ 5,638	\$ 5,455	\$ 5,992	\$ 5,585
Grants	1,785	1,416	1,703	1,241
Donations and tax credits	67	65	147	90

### Select revenues from less common sources

			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 31
Small school adjustment	0	0	0 of 31
Federal impact aid	621	578	16 of 31
Voter-approved levy increases	0	0	21 of 31

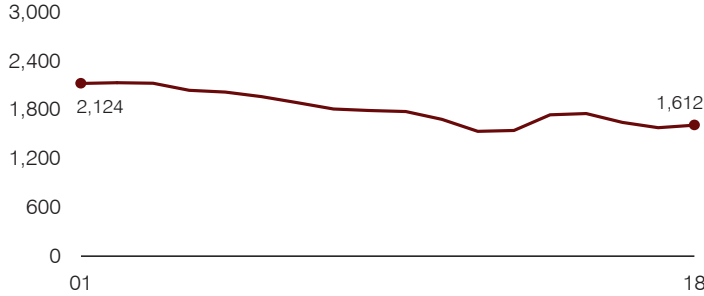
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

**Instructional spending percentage**

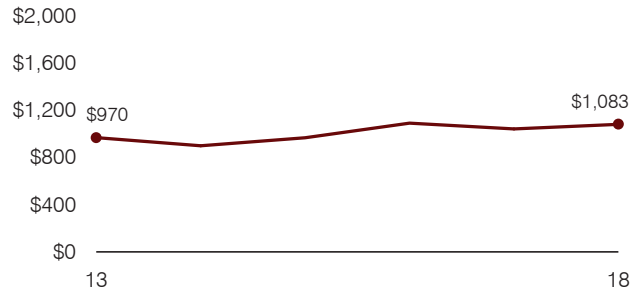
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 54.1 58.5 59.0 58.1 59.4 57.8 57.0 53.7 54.7 48.9 45.1 46.3 50.0 50.7 48.7 49.8 48.8 48.9

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

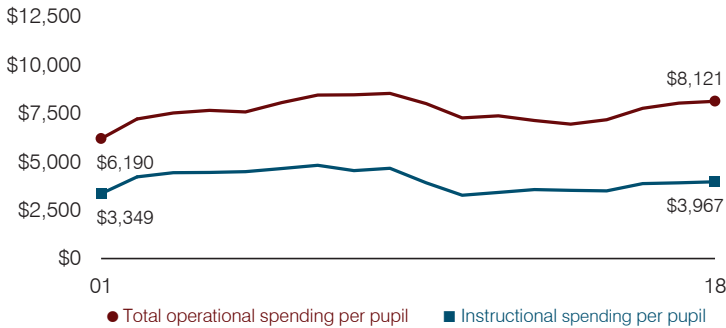
**Students attending**



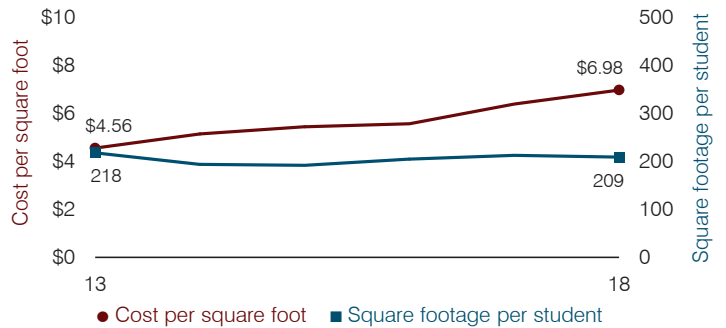
**Administrative cost per pupil**



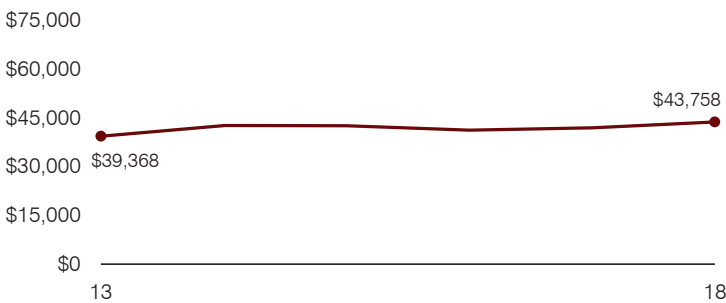
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



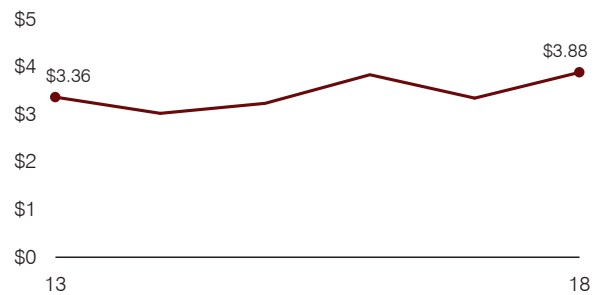
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



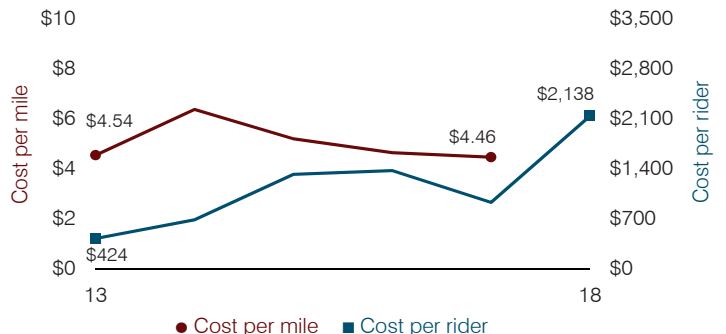
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	7.9%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

**Transportation costs per mile and per rider**



# Grand Canyon Unified School District

Coconino County

District size, location:

Small, Rural

Efficiency peer groups 6 and T-8, Achievement peer group 4<sup>1</sup>

Students attending:

274

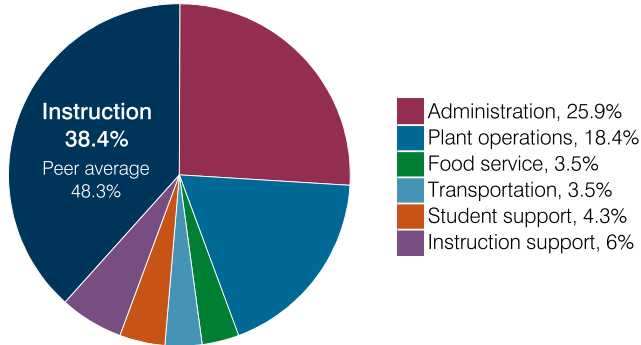
Legislative district(s): 6

Number of schools:

2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$4,681	\$1,744	\$860
	Students per administrative position	28	43	66
Plant operations	Cost per square foot	\$11.91	\$5.27	\$6.34
	Square footage per student	280	321	156
Food service	Cost per meal	\$5.95	\$3.96	\$3.02
Transportation	Cost per mile	\$2.92	\$3.03	\$4.05
	Cost per rider	\$1,663	\$1,225	\$1,301

Very low
Low
Comparable
High
Very high

### Per pupil spending

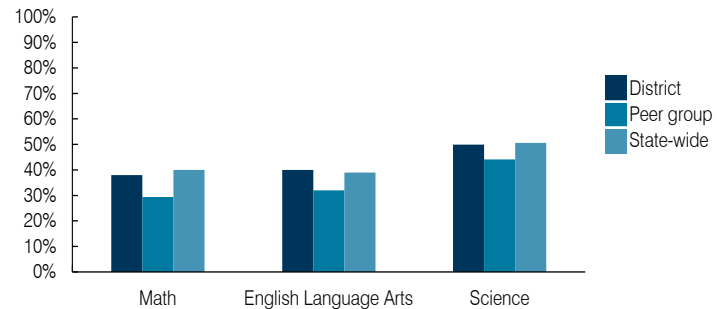
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 6,881	\$ 6,946	\$ 5,556	\$ 4,480
Administration	3,632	4,681	1,744	860
Plant operations	3,024	3,339	1,706	988
Food service	555	653	546	425
Transportation	621	632	592	388
Student support	760	775	672	693
Instruction support	1,236	1,078	393	462
<b>Total operational</b>	<b>16,709</b>	<b>18,104</b>	<b>11,209</b>	<b>8,296</b>
Land and buildings	0	40	1,077	827
Equipment	642	773	601	409
Interest	103	67	162	228
Other	168	0	60	169
<b>Total nonoperational</b>	<b>913</b>	<b>880</b>	<b>1,900</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 17,622</b>	<b>\$ 18,984</b>	<b>\$ 13,109</b>	<b>\$ 9,929</b>

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	100%	85%	78%
Poverty rate (2017)	14%	13%	19%
Special education population	22%	13%	12%
Students per teacher	11.0	16.6	18.4
Average teacher salary	\$47,341	\$47,740	\$48,951
Amount from Prop 301	\$5,080	\$6,338	\$6,411
Average years of teacher experience	10.1	11.9	11.4
Percentage of teachers in first 3 years	31%	17%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 2,358	\$ 3,347	\$ 2,405	\$ 1,317
State	4,740	3,944	4,080	4,011
Local	11,337	11,720	8,027	4,592
<b>Total per pupil revenues</b>	<b>\$ 18,435</b>	<b>\$ 19,011</b>	<b>\$ 14,512</b>	<b>\$ 9,920</b>

#### Select revenues from common sources

Equalization formula funding	\$ 7,064	\$ 7,121	\$ 7,175	\$ 5,585
Grants	873	1,081	2,252	1,241
Donations and tax credits	336	379	337	90

#### Select revenues from less common sources

			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 18
Small school adjustment	3,651	5,479	5 of 18
Federal impact aid	1,505	2,296	3 of 18
Voter-approved levy increases	650	660	14 of 18

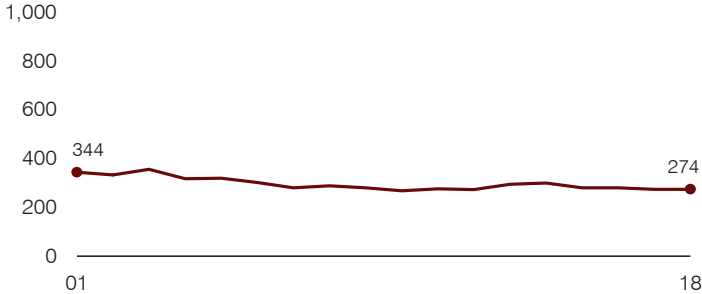
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

**Instructional spending percentage**

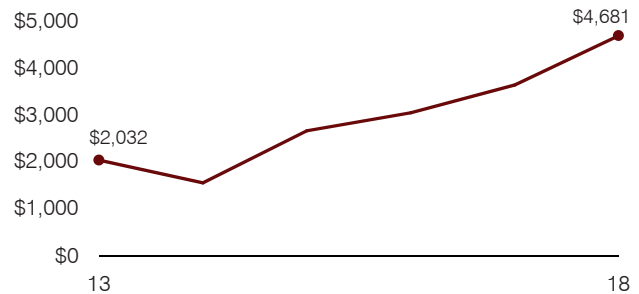
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 53.1 52.5 52.7 53.5 53.7 49.2 48.1 45.9 48.5 48.8 46.7 50.0 47.7 52.4 43.9 43.6 41.2 38.4

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

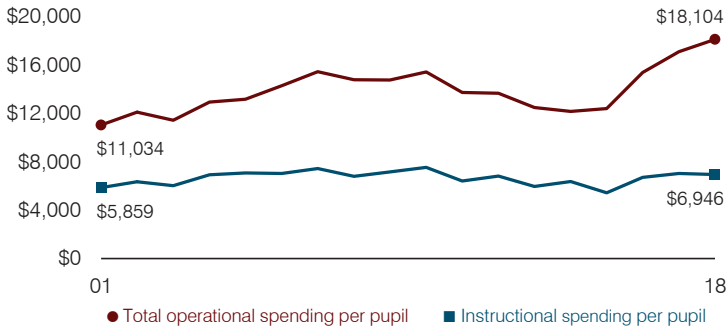
**Students attending**



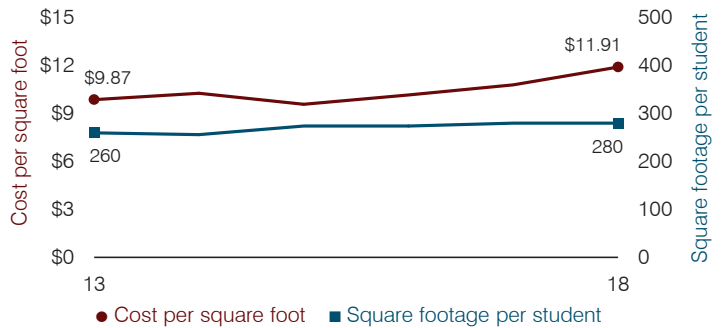
**Administrative cost per pupil**



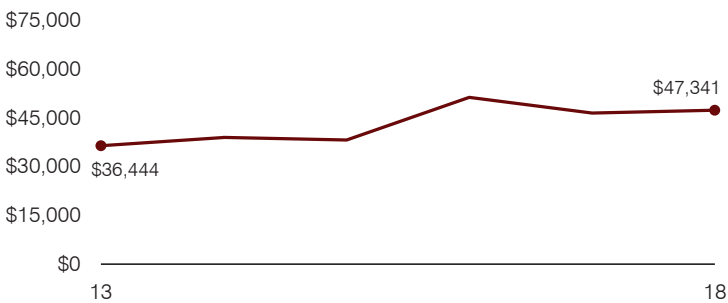
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



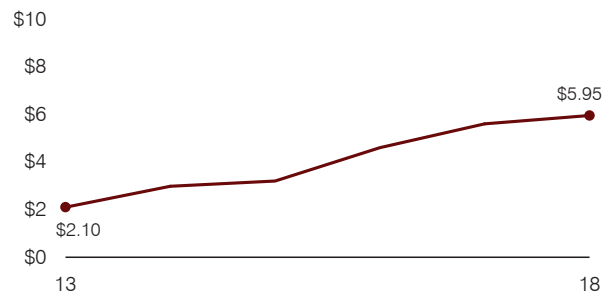
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



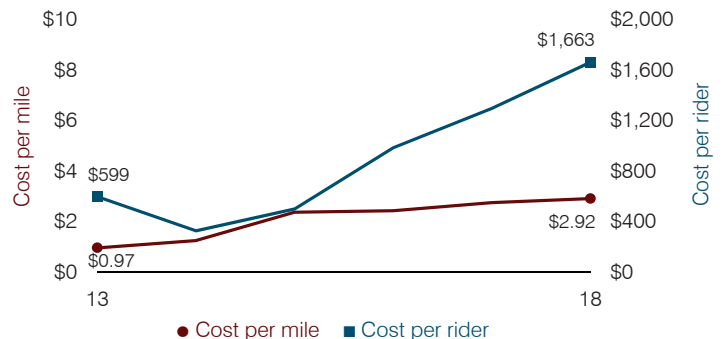
**Financial stress assessment**

Overall financial stress level: **Low**

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

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**



# Hackberry Elementary School District

Mohave County

Efficiency peer groups 11 and T-11, Achievement peer group 18<sup>1</sup>

Legislative district(s): 5

District size, location:

Very small, Rural

Students attending:

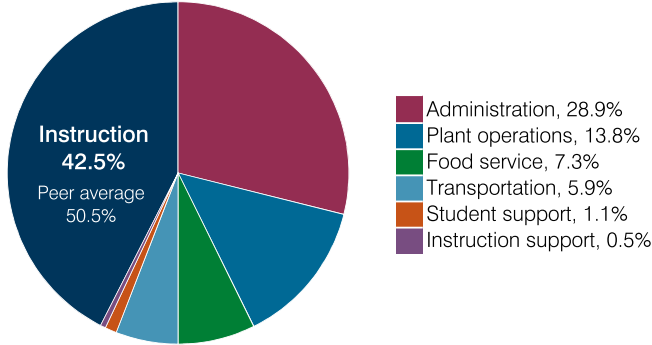
29

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$7,811	\$3,064	\$860
	Students per administrative position	10	33	66
Plant operations	Cost per square foot	\$6.34	\$7.31	\$6.34
	Square footage per student	590	371	156
Food service	Cost per meal	\$12.00	\$5.79	\$3.02
Transportation	Cost per mile	\$3.53	\$1.94	\$4.05
	Cost per rider	\$7,866	\$1,614	\$1,301

### Per pupil spending

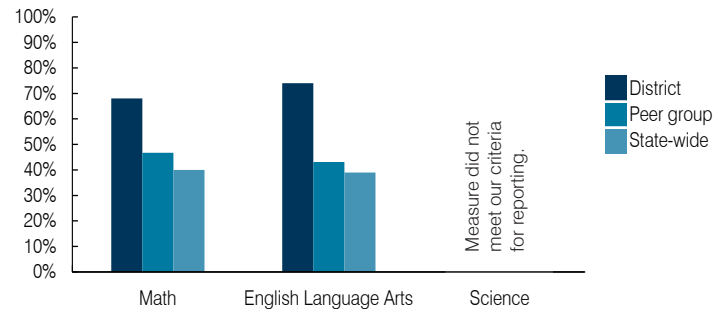
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 8,732	\$ 11,485	\$ 8,493	\$ 4,480
Administration	4,811	7,811	3,064	860
Plant operations	2,466	3,739	2,439	988
Food service	2,496	1,952	932	425
Transportation	1,052	1,600	973	388
Student support	330	297	656	693
Instruction support	85	140	400	462
<b>Total operational</b>	<b>19,972</b>	<b>27,024</b>	<b>16,957</b>	<b>8,296</b>
Land and buildings	0	0	965	827
Equipment	565	1,425	562	409
Interest	0	0	25	228
Other	0	0	88	169
<b>Total nonoperational</b>	<b>565</b>	<b>1,425</b>	<b>1,640</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 20,537</b>	<b>\$ 28,449</b>	<b>\$ 18,597</b>	<b>\$ 9,929</b>

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	24%	25%	19%
Special education population	10%	17%	12%
Students per teacher	7.4	12.6	18.4
Average teacher salary	\$48,056	\$47,486	\$48,951
Amount from Prop 301	\$5,103	\$4,484	\$6,411
Average years of teacher experience	23.3	14.9	11.4
Percentage of teachers in first 3 years	0%	7%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 2,708	\$ 2,852	\$ 3,021	\$ 1,317
State	2,304	4,099	4,788	4,011
Local	16,002	24,102	12,812	4,592
<b>Total per pupil revenues</b>	<b>\$21,014</b>	<b>\$31,053</b>	<b>\$ 20,621</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 9,554	\$ 10,859	\$ 8,282
Grants	2,708	3,429	3,020
Donations and tax credits	35	95	125

### Select revenues from less common sources

Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	10,524	7,386	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

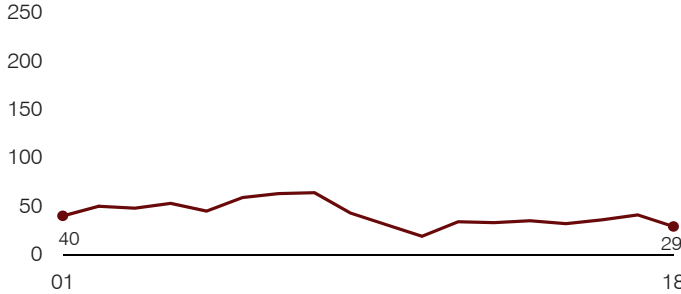
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

**Instructional spending percentage**

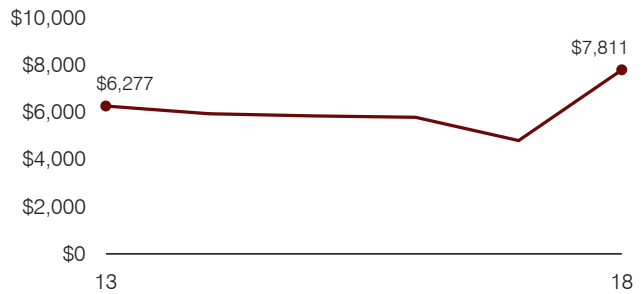
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 47.0 43.9 55.9 52.5 55.0 56.7 41.9 41.2 40.9 34.7 34.2 38.5 39.1 41.5 42.6 43.1 43.7 42.5

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

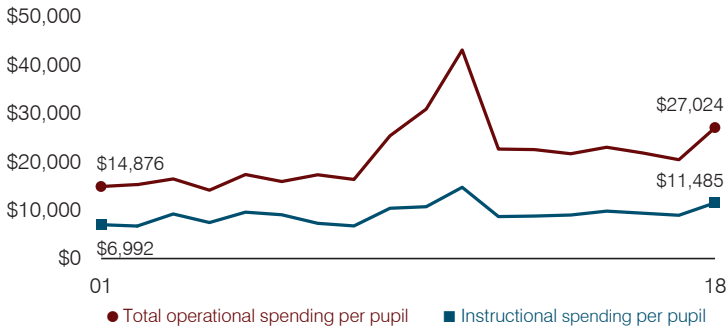
**Students attending**



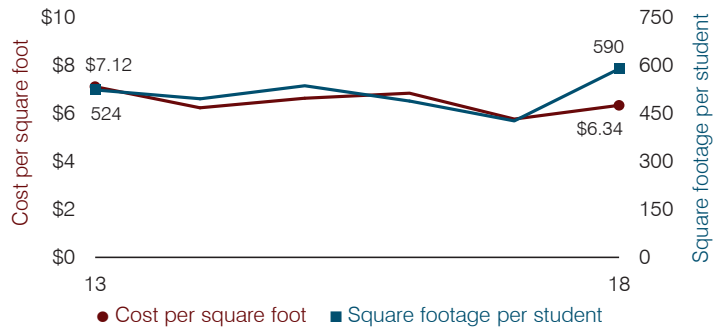
**Administrative cost per pupil**



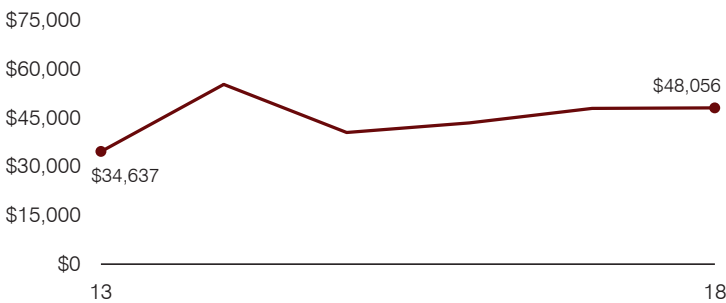
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



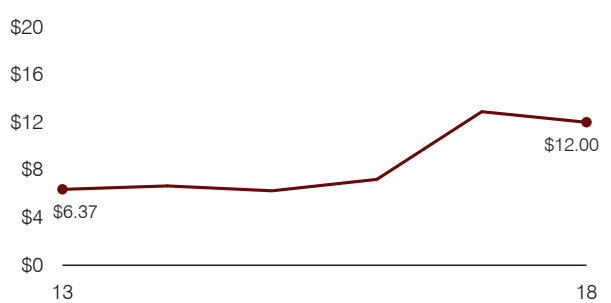
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



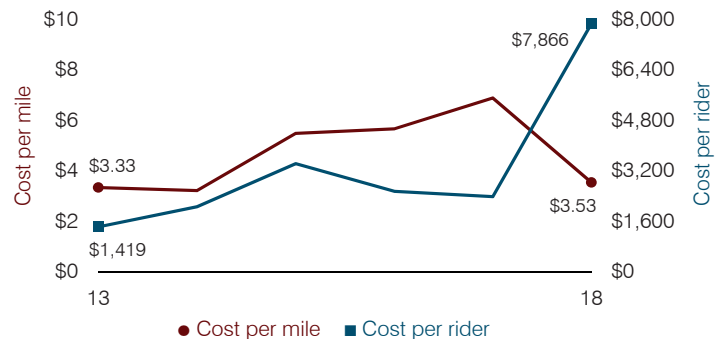
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	16.9%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant

Low
Moderate
High

**Transportation costs per mile and per rider**



# Hayden-Winkelman Unified School District

Gila County

Efficiency peer groups 6 and T-9, Achievement peer group 6<sup>1</sup>

Legislative district(s): 8

District size, location:

Small, Rural

Students attending:

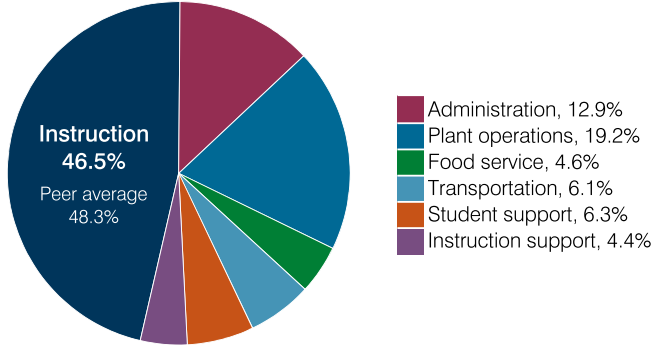
246

Number of schools:

2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,932	\$1,744	\$860
	Students per administrative position	35	43	66
Plant operations	Cost per square foot	\$4.24	\$5.27	\$6.34
	Square footage per student	682	321	156
Food service	Cost per meal	\$3.99	\$3.96	\$3.02
Transportation	Cost per mile	\$3.36	\$2.62	\$4.05
	Cost per rider	\$1,599	\$1,457	\$1,301

Very low
Low
Comparable
High
Very high

### Per pupil spending

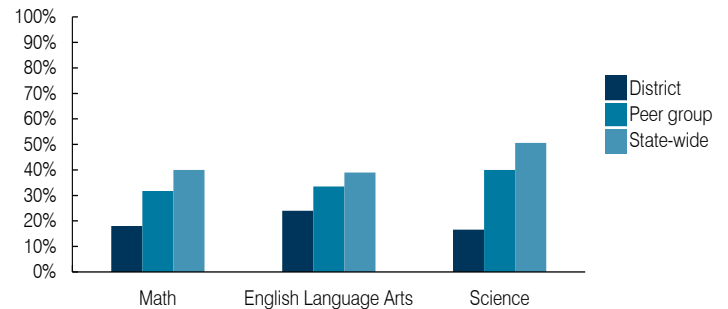
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 6,612	\$ 6,988	\$ 5,556	\$ 4,480
Administration	1,896	1,932	1,744	860
Plant operations	2,279	2,893	1,706	988
Food service	606	695	546	425
Transportation	1,103	910	592	388
Student support	900	950	672	693
Instruction support	604	665	393	462
<b>Total operational</b>	<b>14,000</b>	<b>15,033</b>	<b>11,209</b>	<b>8,296</b>
Land and buildings	307	121	1,077	827
Equipment	721	472	601	409
Interest	44	12	162	228
Other	19	36	60	169
<b>Total nonoperational</b>	<b>1,091</b>	<b>641</b>	<b>1,900</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 15,091</b>	<b>\$ 15,674</b>	<b>\$ 13,109</b>	<b>\$ 9,929</b>

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2017)	94%	85%	78%
Poverty rate (2017)	32%	29%	19%
Special education population	15%	14%	12%
Students per teacher	12.3	16.2	18.4
Average teacher salary	\$46,379	\$46,264	\$48,951
Amount from Prop 301	\$6,471	\$6,122	\$6,411
Average years of teacher experience	20.0	12.2	11.4
Percentage of teachers in first 3 years	15%	20%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,658	\$ 1,571	\$ 2,405	\$ 1,317
State	4,352	5,235	4,080	4,011
Local	10,613	7,672	8,027	4,592
<b>Total per pupil revenues</b>	<b>\$ 16,623</b>	<b>\$ 14,478</b>	<b>\$ 14,512</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 7,134	\$ 7,094	\$ 7,175
Grants	1,870	1,682	2,252
Donations and tax credits	39	90	337

### Select revenues from less common sources

Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 18
Small school adjustment	5,506	3,317	5 of 18
Federal impact aid	0	0	3 of 18
Voter-approved levy increases	25	0	14 of 18

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

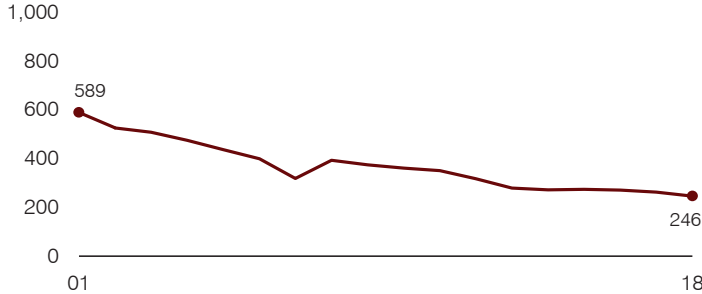
## Instructional spending percentage

Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 53.3 54.1 52.9 51.2 50.3 52.2 50.7 51.5 47.4 48.8 45.7 46.1 43.8 45.1 44.7 43.5 47.2 46.5

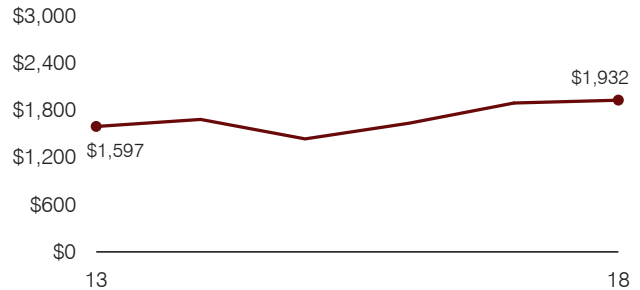
## TRENDS AND FINANCIAL STRESS ASSESSMENT

Fiscal years as indicated

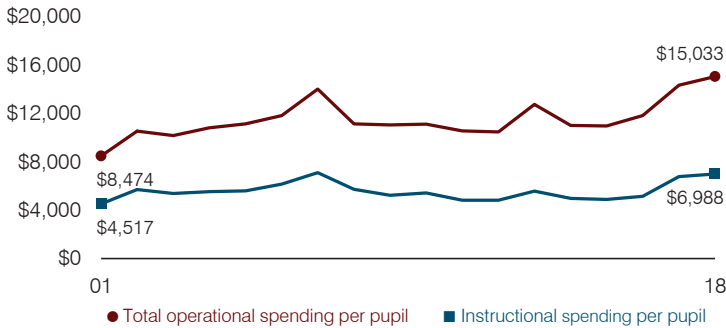
### Students attending



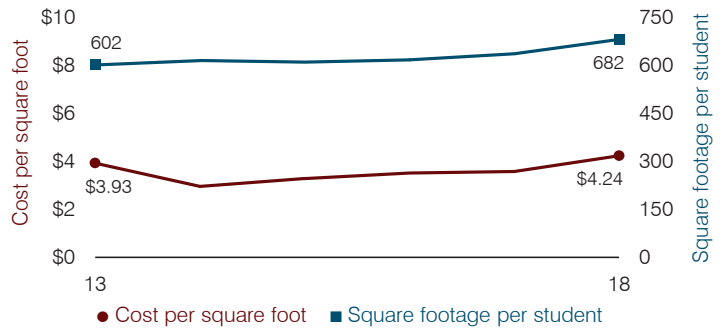
### Administrative cost per pupil



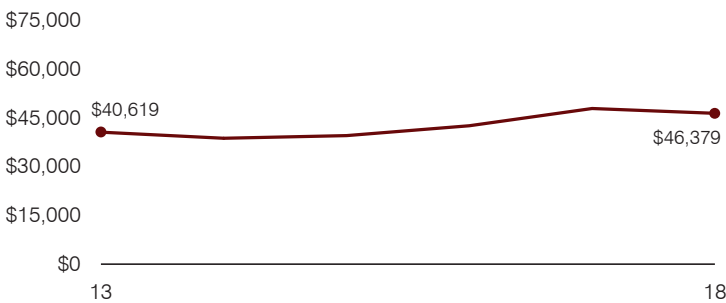
### Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



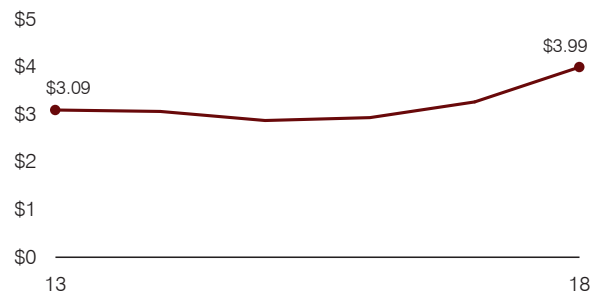
### Plant cost per square foot and square footage per student



### Average teacher salary



### Food service cost per meal



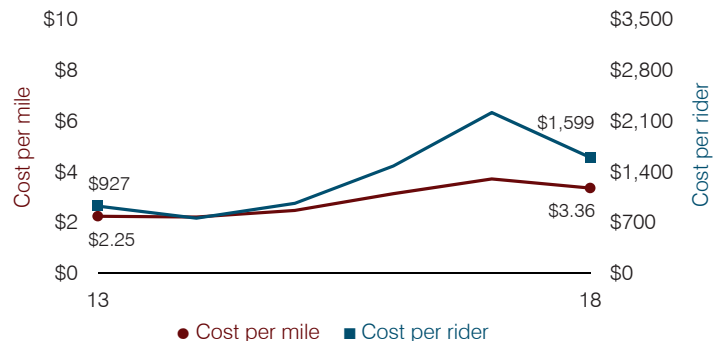
### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	4.8%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

### Transportation costs per mile and per rider





# Heber-Overgaard Unified School District

Navajo County

Efficiency peer groups 6 and T-8, Achievement peer group 5<sup>1</sup>

Legislative district(s): 6

District size, location:

Small, Rural

Students attending:

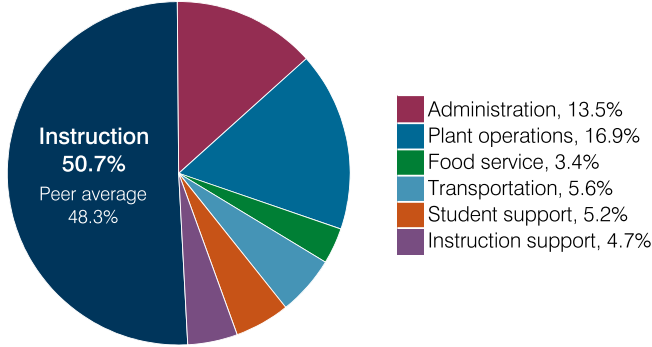
476

Number of schools:

4

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,319	\$1,744	\$860
	Students per administrative position	50	43	66
Plant operations	Cost per square foot	\$4.92	\$5.27	\$6.34
	Square footage per student	336	321	156
Food service	Cost per meal	\$4.25	\$3.96	\$3.02
Transportation	Cost per mile	\$2.22	\$3.03	\$4.05
	Cost per rider	\$1,092	\$1,225	\$1,301

Very low    Low    Comparable    High    Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 5,070	\$ 4,967	\$ 5,556	\$ 4,480
Administration	1,445	1,319	1,744	860
Plant operations	1,534	1,653	1,706	988
Food service	347	337	546	425
Transportation	518	550	592	388
Student support	537	513	672	693
Instruction support	438	461	393	462
<b>Total operational</b>	<b>9,889</b>	<b>9,800</b>	<b>11,209</b>	<b>8,296</b>
Land and buildings	212	56	1,077	827
Equipment	544	601	601	409
Interest	1,061	712	162	228
Other	48	31	60	169
<b>Total nonoperational</b>	<b>1,865</b>	<b>1,400</b>	<b>1,900</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 11,754</b>	<b>\$ 11,200</b>	<b>\$ 13,109</b>	<b>\$ 9,929</b>

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

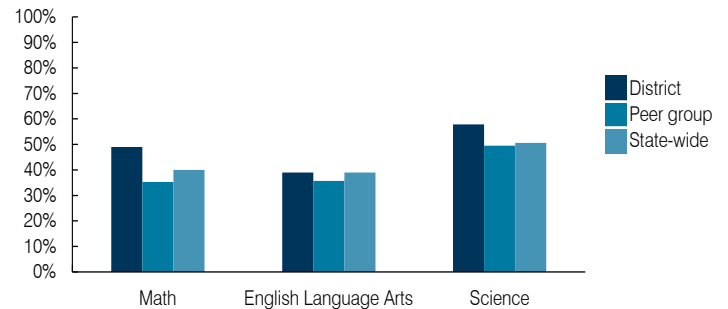
## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools <sup>2</sup>	Percentage of schools
A	1	33%
B	1	33%
C	0	0%
D	1	33%
F	0	0%

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

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	93%	94%
Graduation rate (2017)	89%	86%	78%
Poverty rate (2017)	22%	22%	19%
Special education population	13%	13%	12%
Students per teacher	16.0	17.6	18.4
Average teacher salary	\$44,277	\$44,777	\$48,951
Amount from Prop 301	\$4,915	\$6,708	\$6,411
Average years of teacher experience	14.9	13.0	11.4
Percentage of teachers in first 3 years	13%	17%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 628	\$ 2,309	\$ 2,405	\$ 1,317
State	2,563	2,505	4,080	4,011
Local	8,245	8,210	8,027	4,592
<b>Total per pupil revenues</b>	<b>\$ 11,436</b>	<b>\$ 13,024</b>	<b>\$ 14,512</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Equalization formula funding	\$ 7,140	\$ 7,166	\$ 7,175	\$ 5,585
Grants	652	2,345	2,252	1,241
Donations and tax credits	81	119	337	90

### Select revenues from less common sources

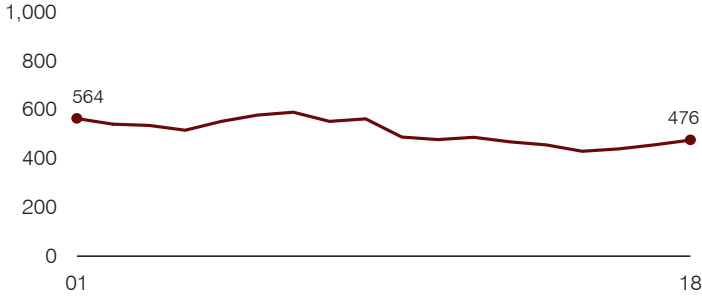
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 18
Small school adjustment	0	0	5 of 18
Federal impact aid	0	0	3 of 18
Voter-approved levy increases	1,824	1,759	14 of 18

**Instructional spending percentage**

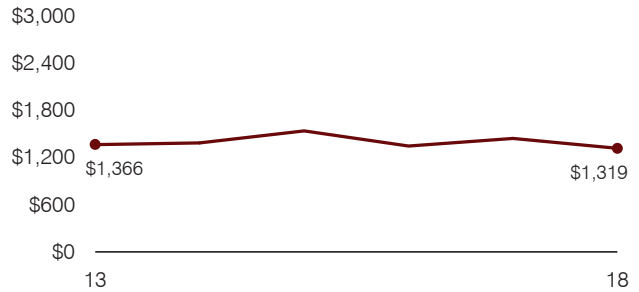
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 50.2 53.3 55.1 52.3 51.7 49.8 47.7 48.0 46.1 49.6 50.8 48.4 48.4 48.4 48.1 51.3 51.3 50.7

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

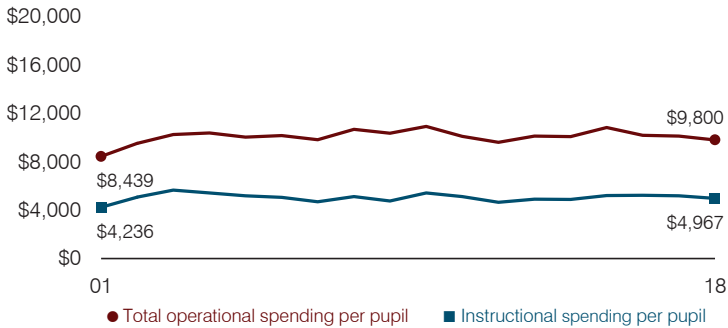
**Students attending**



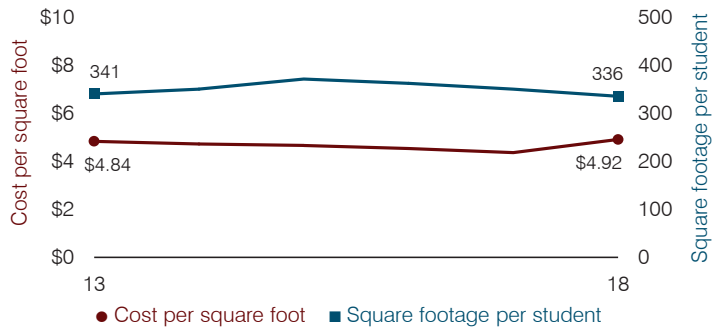
**Administrative cost per pupil**



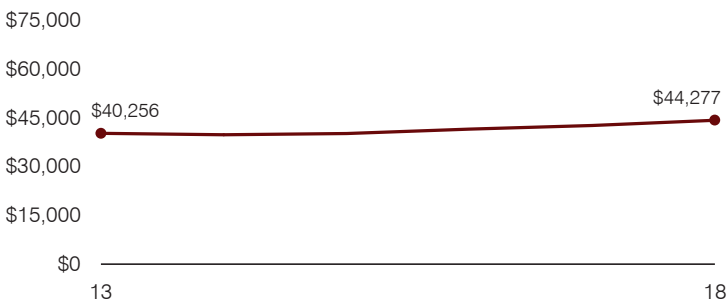
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



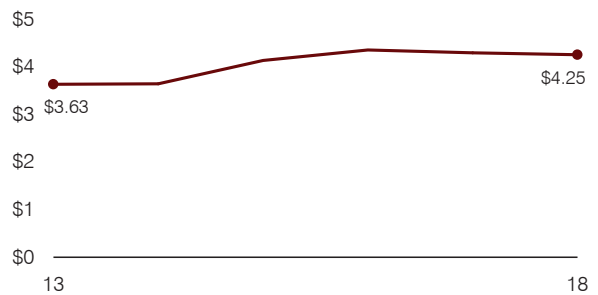
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



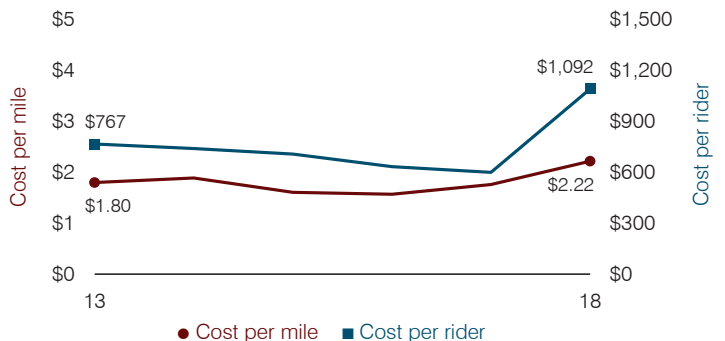
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	3.7%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

**Transportation costs per mile and per rider**



# Higley Unified School District

Maricopa County

Efficiency peer groups 2 and T-3, Achievement peer group 1<sup>1</sup>

Legislative district(s): 12

District size, location:

Large, Suburb

Students attending:

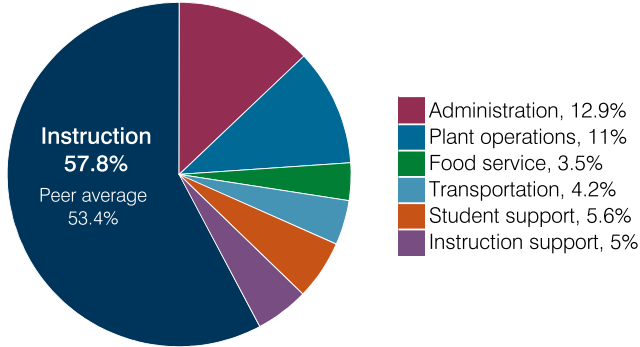
12,002

Number of schools:

13

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$875	\$804	\$860
	Students per administrative position	93	67	66
Plant operations	Cost per square foot	\$5.07	\$6.44	\$6.34
	Square footage per student	148	148	156
Food service	Cost per meal	\$3.15	\$3.08	\$3.02
Transportation	Cost per mile	\$4.47	\$4.47	\$4.05
	Cost per rider	\$1,113	\$1,248	\$1,301

Very low    Low    Comparable    High    Very high

### Per pupil spending

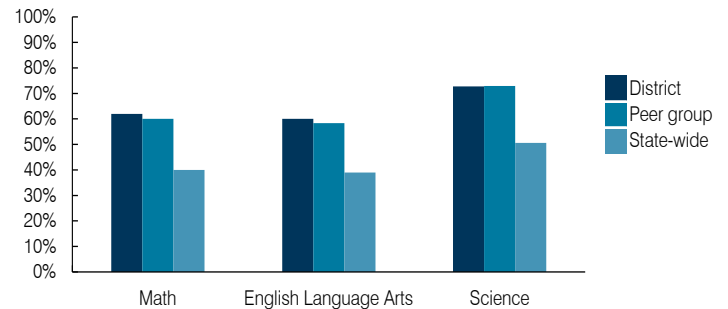
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,865	\$ 3,925	\$ 4,135	\$ 4,480
Administration	664	875	804	860
Plant operations	679	750	941	988
Food service	218	238	342	425
Transportation	296	283	394	388
Student support	407	380	624	693
Instruction support	330	339	492	462
<b>Total operational</b>	<b>6,459</b>	<b>6,790</b>	<b>7,732</b>	<b>8,296</b>
Land and buildings	715	817	738	827
Equipment	496	464	531	409
Interest	632	361	238	228
Other	352	392	153	169
<b>Total nonoperational</b>	<b>2,195</b>	<b>2,034</b>	<b>1,660</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 8,654</b>	<b>\$ 8,824</b>	<b>\$ 9,392</b>	<b>\$ 9,929</b>

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	9	69%
B	4	31%
C	0	0%
D	0	0%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2017)	94%	94%	78%
Poverty rate (2017)	6%	6%	19%
Special education population	12%	11%	12%
Students per teacher	18.1	17.8	18.4
Average teacher salary	\$46,404	\$43,920	\$48,951
Amount from Prop 301	\$6,274	\$5,990	\$6,411
Average years of teacher experience	8.9	11.3	11.4
Percentage of teachers in first 3 years	27%	19%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 327	\$ 480	\$ 930	\$ 1,317
State	4,044	4,608	3,760	4,011
Local	4,311	4,216	4,666	4,592
<b>Total per pupil revenues</b>	<b>\$ 8,682</b>	<b>\$ 9,304</b>	<b>\$ 9,356</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,332	\$ 5,484	\$ 5,545
Grants	333	870	1,051
Donations and tax credits	59	82	107

### Select revenues from less common sources

Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	3 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	0	0	2 of 10
Voter-approved levy increases	1,458	1,610	10 of 10

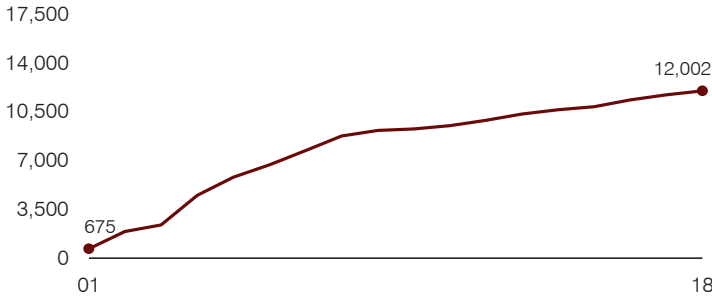
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

**Instructional spending percentage**

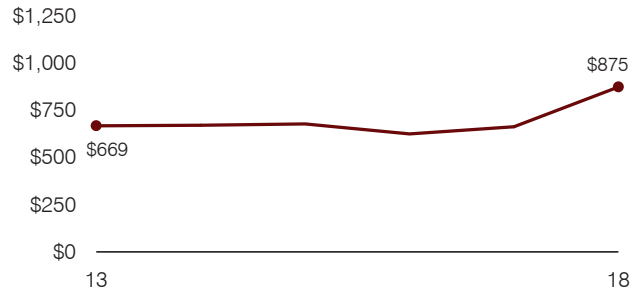
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 60.2 56.1 58.2 59.9 65.4 58.6 57.7 57.0 55.0 54.9 54.2 55.3 55.9 55.7 56.0 57.7 59.8 57.8

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

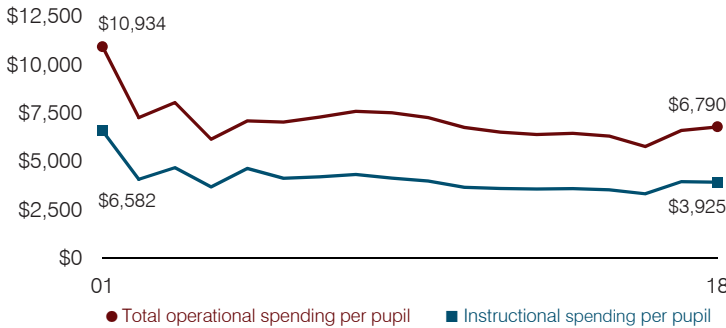
**Students attending**



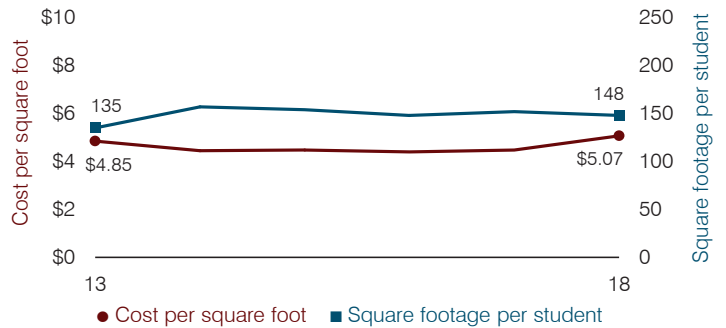
**Administrative cost per pupil**



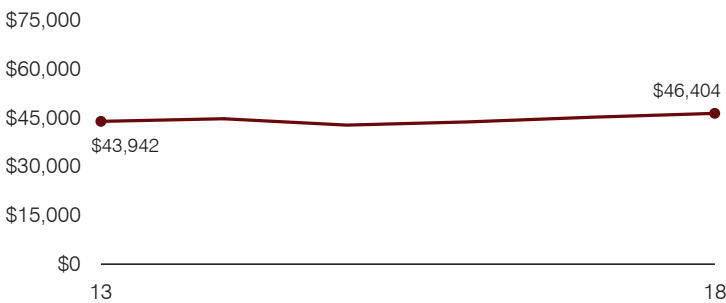
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



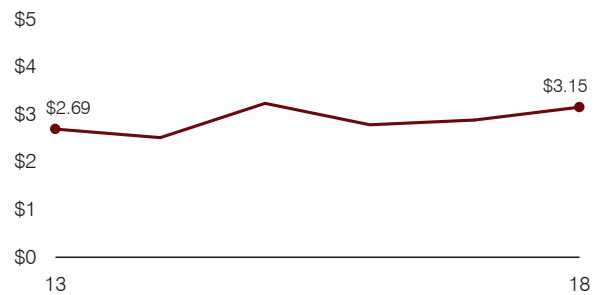
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



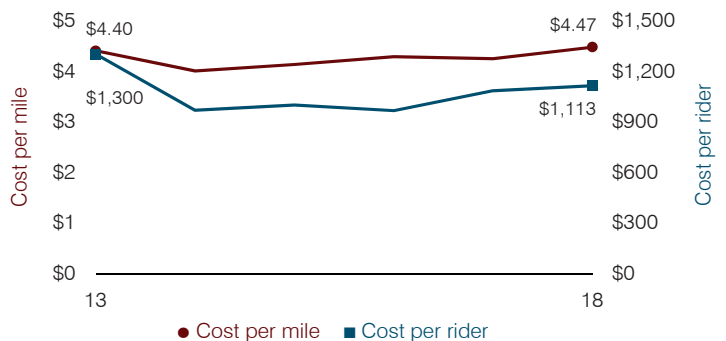
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	8.2%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

**Transportation costs per mile and per rider**



# Hillside Elementary School District

Yavapai County

Efficiency peer groups 11 and T-11, Achievement peer group 16<sup>1</sup>

Legislative district(s): 1

District size, location:

Very small, Rural

Students attending:

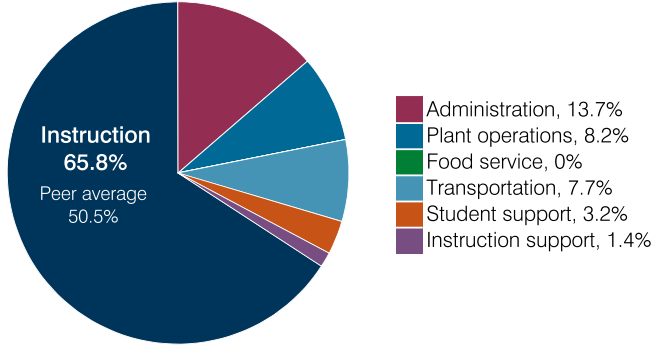
22

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,856	\$3,064	\$860
	Students per administrative position	30	33	66
Plant operations	Cost per square foot	\$3.46	\$7.31	\$6.34
	Square footage per student	323	371	156
Food service	Cost per meal	N/A	\$5.79	\$3.02
Transportation	Cost per mile	\$1.34	\$1.94	\$4.05
	Cost per rider	\$2,126	\$1,614	\$1,301

### Per pupil spending

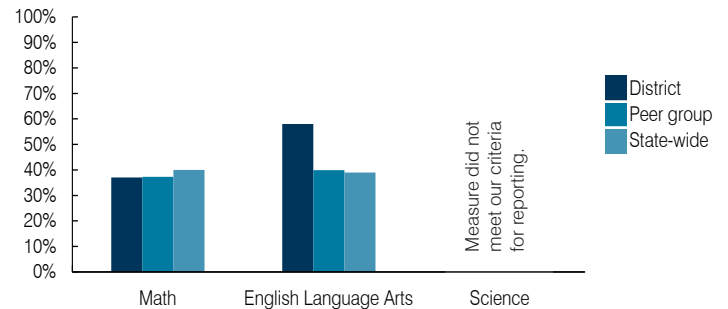
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 10,108	\$ 8,942	\$ 8,493	\$ 4,480
Administration	2,250	1,856	3,064	860
Plant operations	1,110	1,118	2,439	988
Food service	0	0	932	425
Transportation	795	1,045	973	388
Student support	454	436	656	693
Instruction support	191	184	400	462
<b>Total operational</b>	<b>14,908</b>	<b>13,581</b>	<b>16,957</b>	<b>8,296</b>
Land and buildings	0	0	965	827
Equipment	0	9	562	409
Interest	0	0	25	228
Other	0	0	88	169
<b>Total nonoperational</b>	<b>0</b>	<b>9</b>	<b>1,640</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 14,908</b>	<b>\$ 13,590</b>	<b>\$ 18,597</b>	<b>\$ 9,929</b>

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	14%	12%	19%
Special education population	27%	16%	12%
Students per teacher	11.2	13.4	18.4
Average teacher salary	\$48,437	\$48,478	\$48,951
Amount from Prop 301	\$5,426	\$4,651	\$6,411
Average years of teacher experience	17.5	15.3	11.4
Percentage of teachers in first 3 years	0%	6%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 912	\$ 708	\$ 3,021	\$ 1,317
State	3,791	3,540	4,788	4,011
Local	10,099	11,055	12,812	4,592
<b>Total per pupil revenues</b>	<b>\$ 14,802</b>	<b>\$ 15,303</b>	<b>\$ 20,621</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Equalization formula funding	\$ 7,173	\$ 6,883	\$ 8,282	\$ 5,585
Grants	943	752	3,020	1,241
Donations and tax credits	96	538	125	90

### Select revenues from less common sources

			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	5,822	727	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

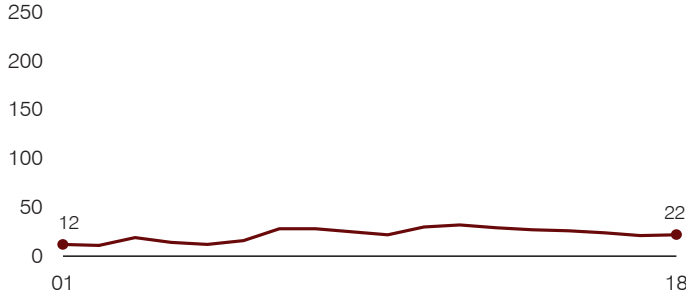
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

**Instructional spending percentage**

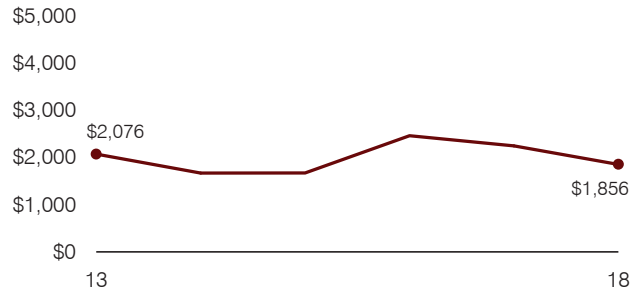
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 50.1 52.1 53.8 57.5 56.0 64.5 68.9 67.9 64.8 63.7 58.2 59.7 57.7 68.8 67.3 60.4 67.8 65.8

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

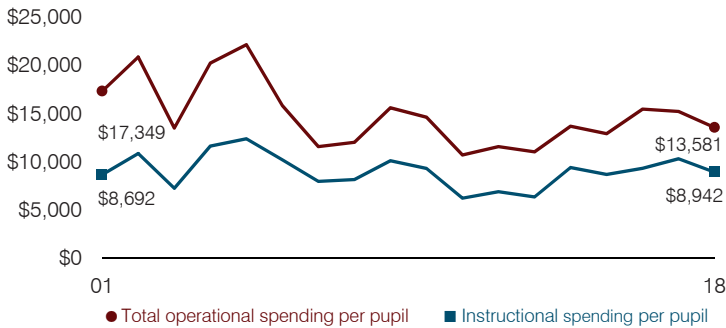
**Students attending**



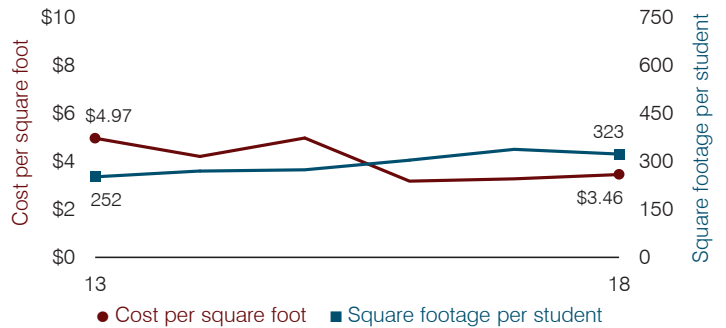
**Administrative cost per pupil**



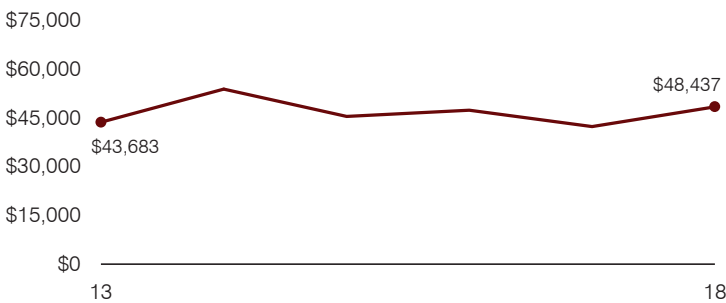
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**

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

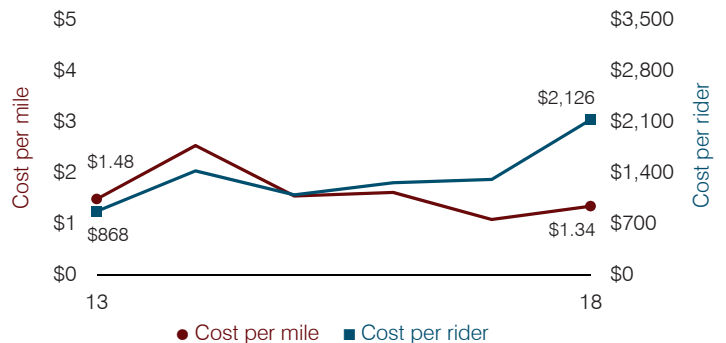
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	25.0%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Not assessed

Low
Moderate
High

**Transportation costs per mile and per rider**



# Holbrook Unified School District

Navajo County

Efficiency peer groups 5 and T-10, Achievement peer group 6<sup>1</sup>

Legislative district(s): 6 and 7

District size, location:

Medium, Rural

Students attending:

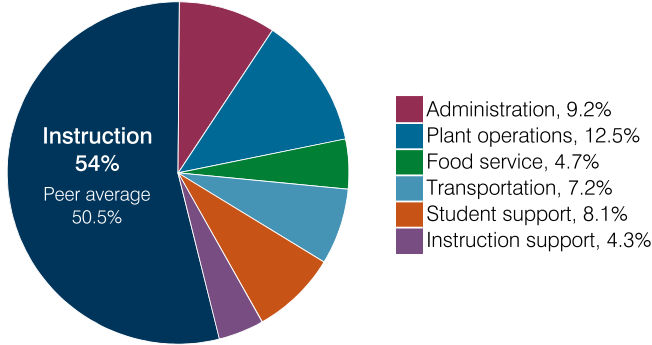
1,912

Number of schools:

5

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,028	\$1,221	\$860
	Students per administrative position	56	54	66
Plant operations	Cost per square foot	\$6.54	\$5.43	\$6.34
	Square footage per student	213	257	156
Food service	Cost per meal	\$3.18	\$3.66	\$3.02
Transportation	Cost per mile	\$1.56	\$1.95	\$4.05
	Cost per rider	\$1,559	\$1,572	\$1,301

Very low   Low   Comparable   High   Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 5,870	\$ 6,026	\$ 4,824	\$ 4,480
Administration	915	1,028	1,221	860
Plant operations	1,347	1,394	1,365	988
Food service	505	525	437	425
Transportation	775	802	532	388
Student support	970	898	623	693
Instruction support	531	480	359	462
<b>Total operational</b>	<b>10,913</b>	<b>11,153</b>	<b>9,361</b>	<b>8,296</b>
Land and buildings	349	249	799	827
Equipment	604	646	433	409
Interest	71	66	248	228
Other	6	32	71	169
<b>Total nonoperational</b>	<b>1,030</b>	<b>993</b>	<b>1,551</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 11,943</b>	<b>\$ 12,146</b>	<b>\$ 10,912</b>	<b>\$ 9,929</b>

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

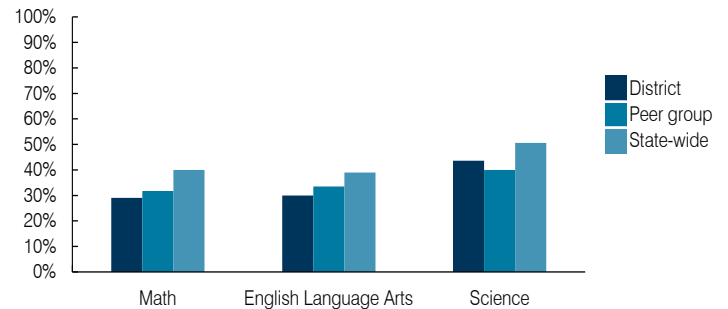
## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools <sup>2</sup>	Percentage of schools
A	0	0%
B	0	0%
C	4	100%
D	0	0%
F	0	0%

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

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2017)	82%	85%	78%
Poverty rate (2017)	30%	29%	19%
Special education population	11%	14%	12%
Students per teacher	13.4	16.2	18.4
Average teacher salary	\$48,503	\$46,264	\$48,951
Amount from Prop 301	\$5,487	\$6,122	\$6,411
Average years of teacher experience	14.1	12.2	11.4
Percentage of teachers in first 3 years	15%	20%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 3,977	\$ 4,200	\$ 3,917	\$ 1,317
State	5,539	6,109	4,283	4,011
Local	2,138	2,142	4,207	4,592
<b>Total per pupil revenues</b>	<b>\$ 11,654</b>	<b>\$ 12,451</b>	<b>\$ 12,407</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 6,130	\$ 6,597	\$ 5,992
Grants	1,756	1,187	1,703
Donations and tax credits	54	50	147

### Select revenues from less common sources

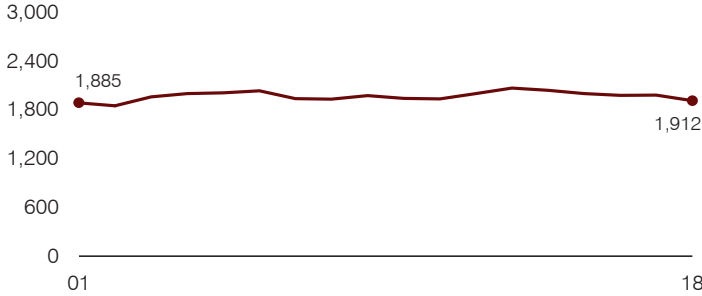
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 31
Small school adjustment	0	0	0 of 31
Federal impact aid	2,268	3,094	16 of 31
Voter-approved levy increases	732	824	21 of 31

**Instructional spending percentage**

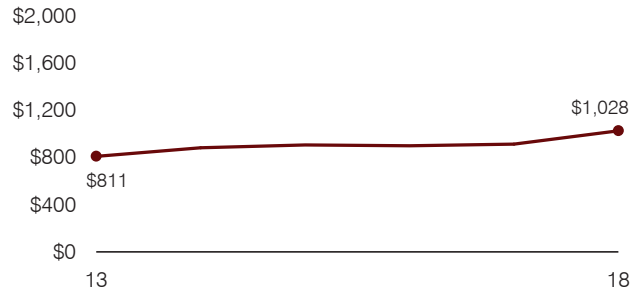
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 57.3 56.5 57.2 54.6 55.6 55.4 56.7 57.0 56.1 54.9 54.8 54.4 53.2 53.7 53.4 54.7 53.8 54.0

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

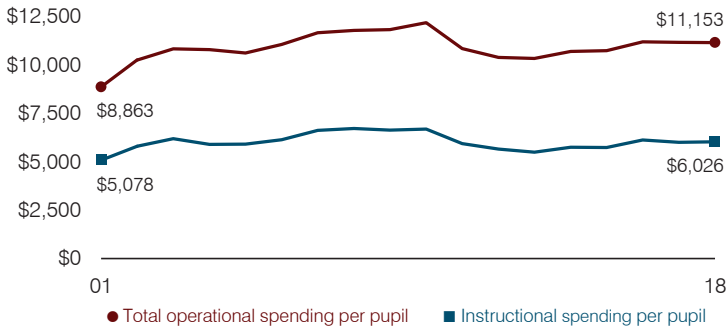
**Students attending**



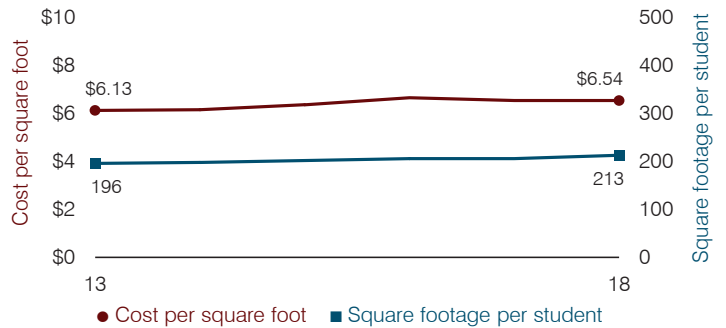
**Administrative cost per pupil**



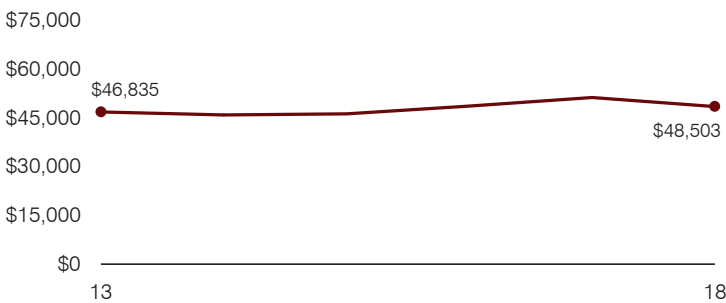
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



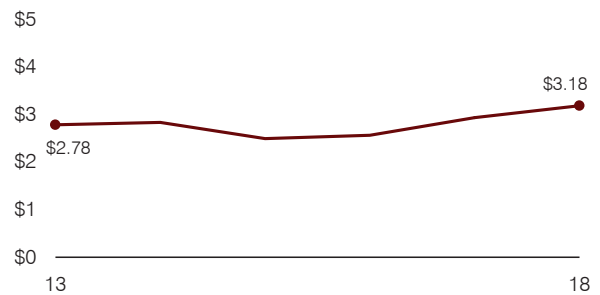
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



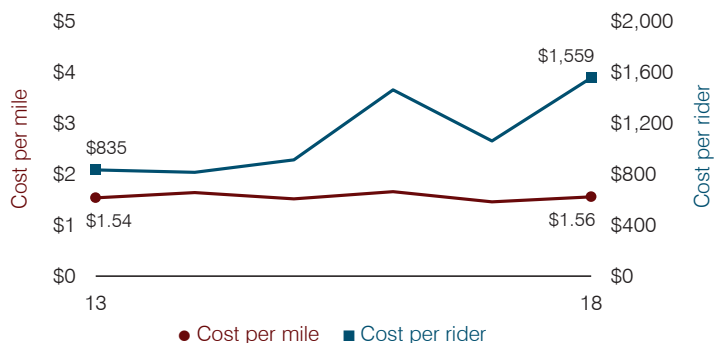
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	Operating and capital
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	Impact Aid Fund reserve
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**





# Humboldt Unified School District

Yavapai County

Efficiency peer groups 3 and T-4, Achievement peer group 3<sup>1</sup>

Legislative district(s): 1

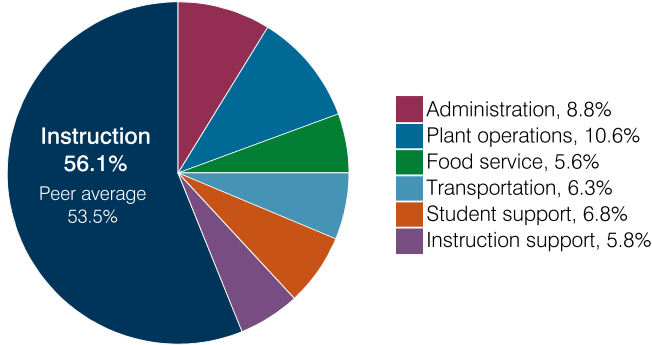
District size, location: Medium-large, Suburb

Students attending: 5,504

Number of schools: 9

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$666	\$846	\$860
	Students per administrative position	85	69	66
Plant operations	Cost per square foot	\$5.36	\$6.02	\$6.34
	Square footage per student	149	155	156
Food service	Cost per meal	\$3.21	\$3.20	\$3.02
Transportation	Cost per mile	\$3.25	\$3.72	\$4.05
	Cost per rider	\$1,154	\$1,330	\$1,301

Very low    Low    Comparable    High    Very high

### Per pupil spending

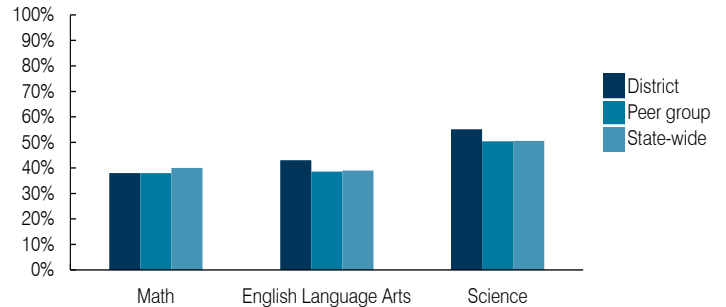
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,021	\$ 4,244	\$ 4,106	\$ 4,480
Administration	631	666	846	860
Plant operations	811	800	963	988
Food service	429	425	325	425
Transportation	469	476	438	388
Student support	543	518	672	693
Instruction support	445	441	336	462
<b>Total operational</b>	<b>7,349</b>	<b>7,570</b>	<b>7,686</b>	<b>8,296</b>
Land and buildings	159	475	1,416	827
Equipment	246	302	473	409
Interest	292	216	268	228
Other	37	91	165	169
<b>Total nonoperational</b>	<b>734</b>	<b>1,084</b>	<b>2,322</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 8,083</b>	<b>\$ 8,654</b>	<b>\$ 10,008</b>	<b>\$ 9,929</b>

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	1	11%
B	5	56%
C	3	33%
D	0	0%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2017)	90%	85%	78%
Poverty rate (2017)	19%	19%	19%
Special education population	12%	14%	12%
Students per teacher	19.4	18.7	18.4
Average teacher salary	\$45,912	\$46,859	\$48,951
Amount from Prop 301	\$6,946	\$7,342	\$6,411
Average years of teacher experience	10.0	12.1	11.4
Percentage of teachers in first 3 years	14%	15%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,058	\$ 509	\$ 730	\$ 1,317
State	3,413	3,371	3,583	4,011
Local	3,992	4,160	5,234	4,592
<b>Total per pupil revenues</b>	<b>\$ 8,463</b>	<b>\$ 8,040</b>	<b>\$ 9,547</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,598	\$ 5,532	\$ 5,507
Grants	1,137	699	864
Donations and tax credits	66	75	184

### Select revenues from less common sources

Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	1 of 15
Small school adjustment	0	0	0 of 15
Federal impact aid	0	0	3 of 15
Voter-approved levy increases	671	692	15 of 15

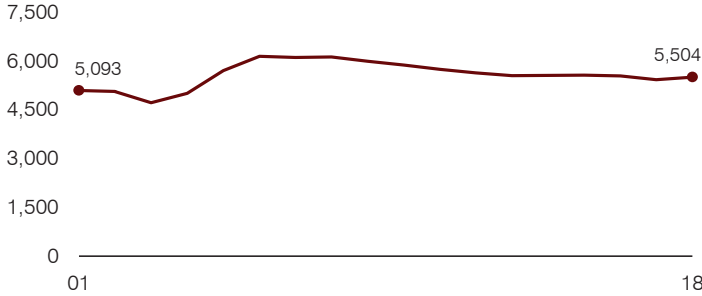
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

**Instructional spending percentage**

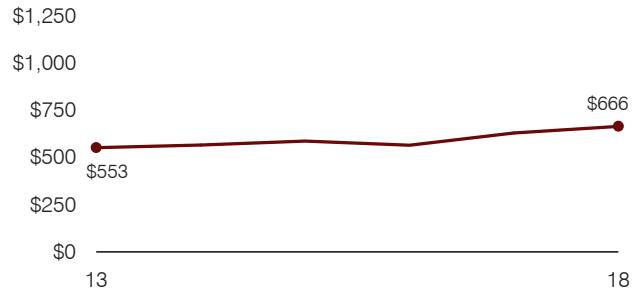
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 57.5 59.5 58.5 57.6 60.5 59.3 61.8 60.1 61.4 59.1 56.3 56.0 56.0 55.7 55.4 55.7 54.7 56.1

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

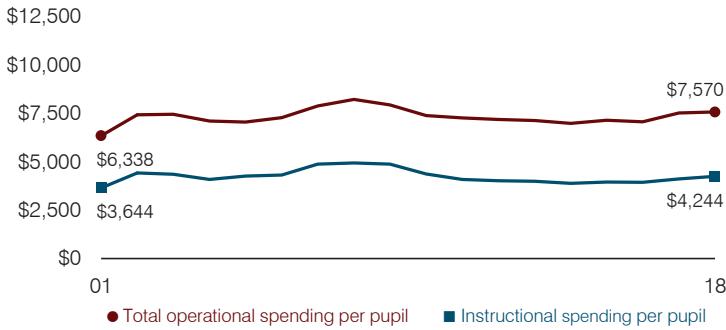
**Students attending**



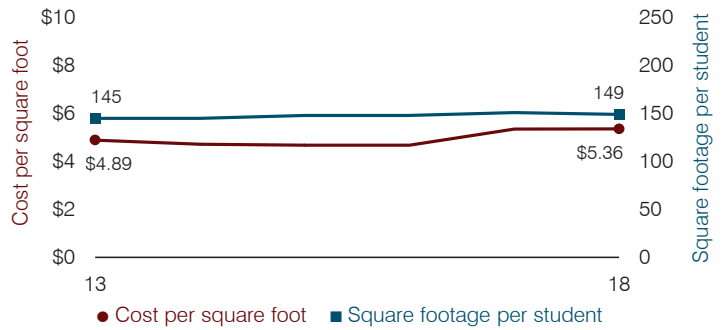
**Administrative cost per pupil**



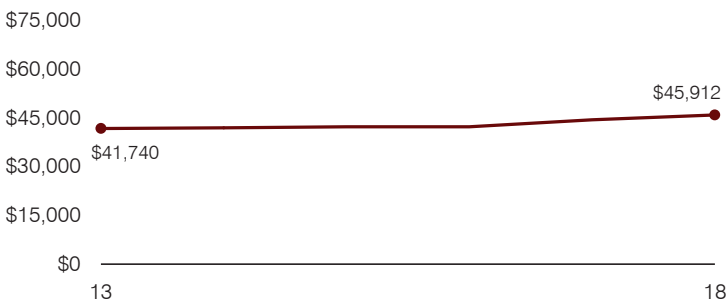
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



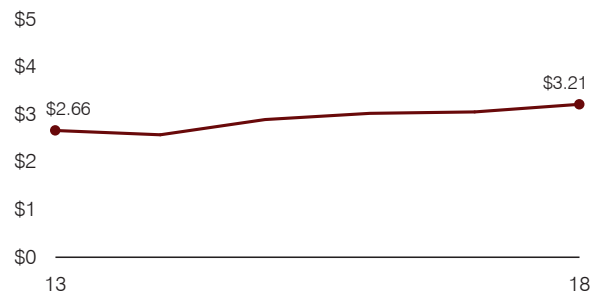
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



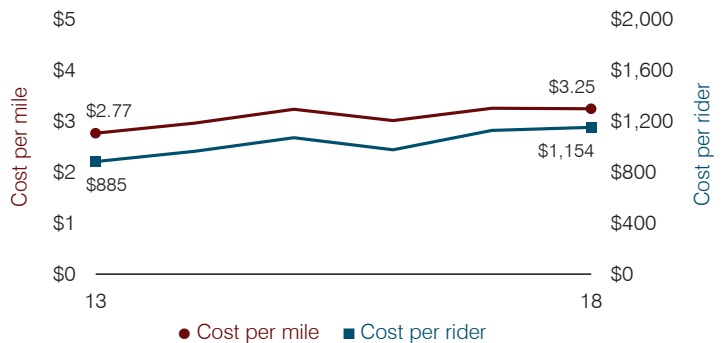
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage, Trend	9.3%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

**Transportation costs per mile and per rider**



# Hyder Elementary School District

Yuma County

Efficiency peer groups 11 and T-11, Achievement peer group 17<sup>1</sup>

Legislative district(s): 13

District size, location:

Very small, Rural

Students attending:

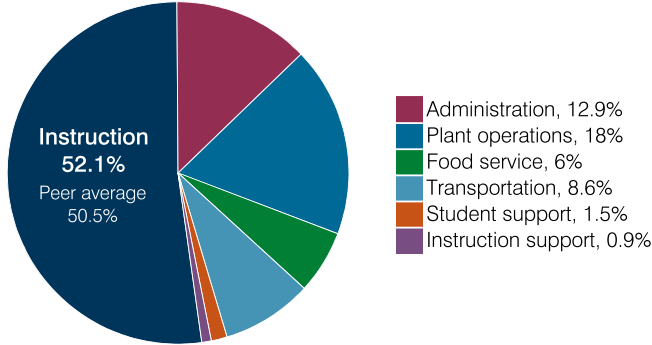
86

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,900	\$3,064	\$860
	Students per administrative position	43	33	66
Plant operations	Cost per square foot	\$7.35	\$7.31	\$6.34
	Square footage per student	551	371	156
Food service	Cost per meal	\$4.94	\$5.79	\$3.02
Transportation	Cost per mile	\$2.18	\$1.94	\$4.05
	Cost per rider	\$1,691	\$1,614	\$1,301

### Per pupil spending

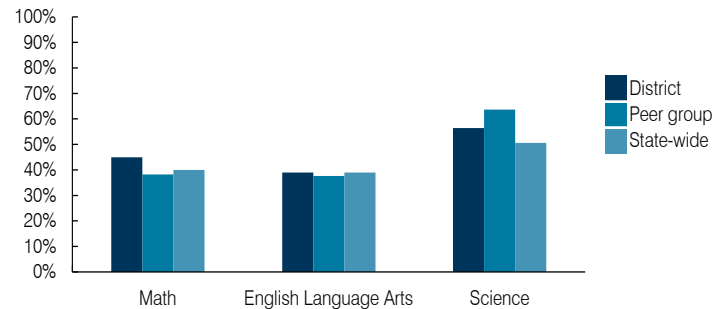
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 10,617	\$ 11,749	\$ 8,493	\$ 4,480
Administration	2,877	2,900	3,064	860
Plant operations	4,441	4,050	2,439	988
Food service	1,370	1,359	932	425
Transportation	1,595	1,949	973	388
Student support	291	327	656	693
Instruction support	2,217	213	400	462
<b>Total operational</b>	<b>23,408</b>	<b>22,547</b>	<b>16,957</b>	<b>8,296</b>
Land and buildings	98	276	965	827
Equipment	638	1,830	562	409
Interest	12	14	25	228
Other	143	105	88	169
<b>Total nonoperational</b>	<b>891</b>	<b>2,225</b>	<b>1,640</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 24,299</b>	<b>\$ 24,772</b>	<b>\$ 18,597</b>	<b>\$ 9,929</b>

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	18%	19%	19%
Special education population	12%	13%	12%
Students per teacher	10.7	14.1	18.4
Average teacher salary	\$60,969	\$50,510	\$48,951
Amount from Prop 301	\$2,983	\$5,096	\$6,411
Average years of teacher experience	29.1	13.8	11.4
Percentage of teachers in first 3 years	0%	9%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 6,005	\$ 2,253	\$ 3,021	\$ 1,317
State	651	1,040	4,788	4,011
Local	18,088	19,671	12,812	4,592
<b>Total per pupil revenues</b>	<b>\$ 24,744</b>	<b>\$ 22,964</b>	<b>\$ 20,621</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Equalization formula funding	\$ 9,911	\$ 9,424	\$ 8,282	\$ 5,585
Grants	6,130	2,770	3,020	1,241
Donations and tax credits	279	284	125	90

### Select revenues from less common sources

			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	5,514	8,822	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	510	0	5 of 56

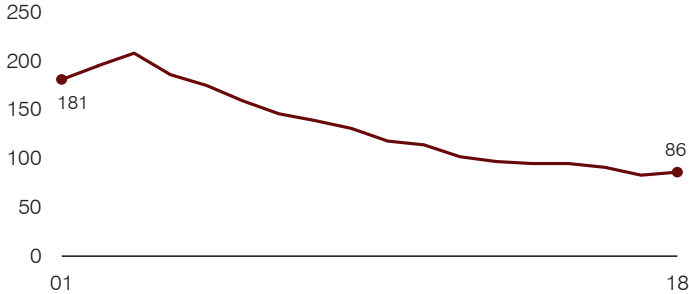
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

**Instructional spending percentage**

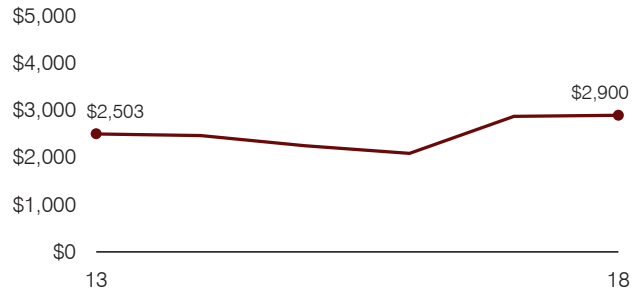
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 49.8 50.5 53.1 55.1 55.1 55.8 44.9 52.2 53.6 55.2 54.1 54.1 51.9 52.6 47.7 47.6 45.4 52.1

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

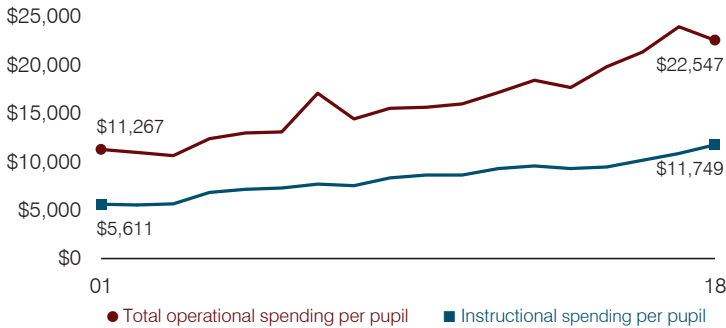
**Students attending**



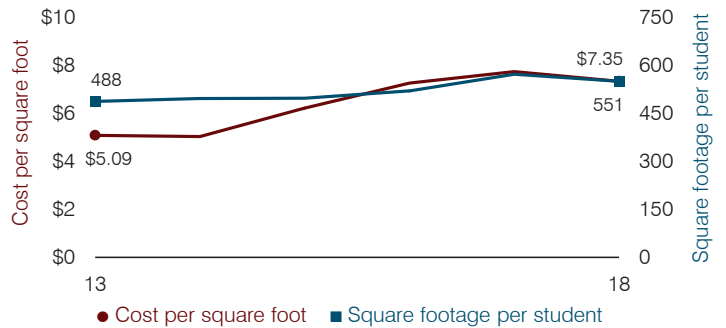
**Administrative cost per pupil**



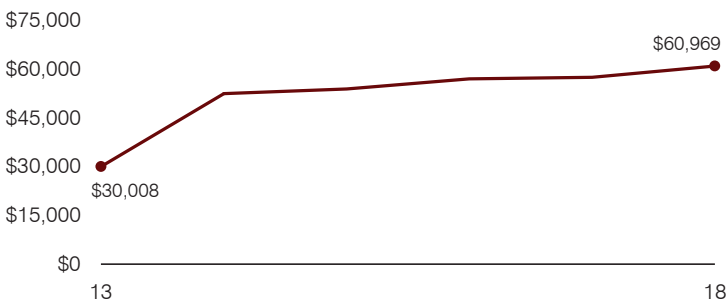
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



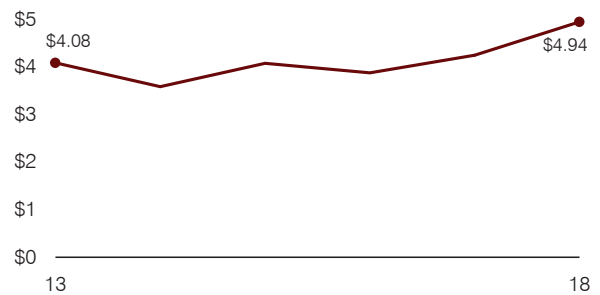
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



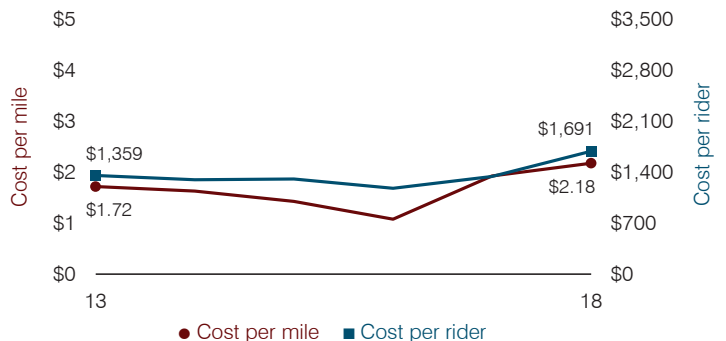
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	4.8%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant

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

**Transportation costs per mile and per rider**



# Isaac Elementary School District

Maricopa County

Efficiency peer groups 8 and T-2, Achievement peer group 15<sup>1</sup>

Legislative district(s): 19, 29, and 30

District size, location:

Medium-large, City

Students attending:

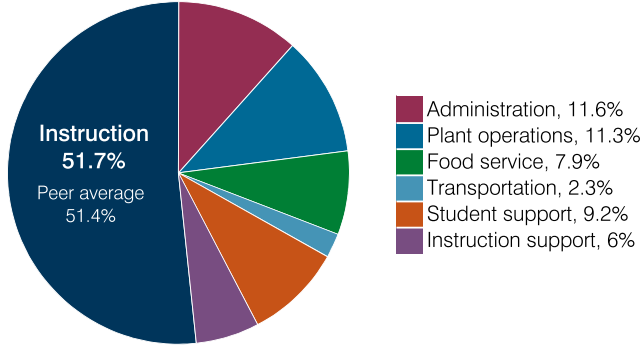
6,422

Number of schools:

10

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,129	\$1,025	\$860
	Students per administrative position	67	67	66
Plant operations	Cost per square foot	\$8.93	\$6.61	\$6.34
	Square footage per student	122	143	156
Food service	Cost per meal	\$3.11	\$2.92	\$3.02
Transportation	Cost per mile	\$7.52	\$5.91	\$4.05
	Cost per rider	\$1,626	\$1,232	\$1,301

Very low
Low
Comparable
High
Very high

### Per pupil spending

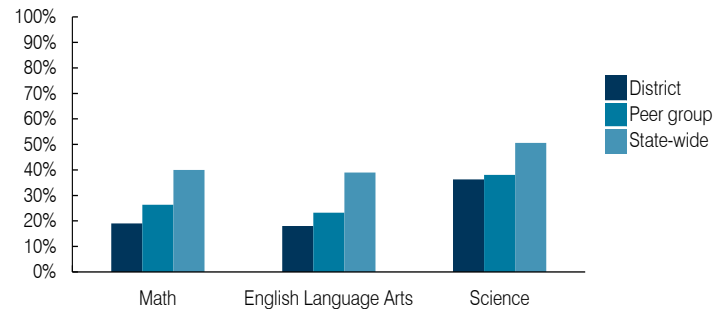
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,710	\$ 4,992	\$ 4,392	\$ 4,480
Administration	1,027	1,129	1,025	860
Plant operations	1,095	1,094	971	988
Food service	733	763	659	425
Transportation	215	218	331	388
Student support	770	886	631	693
Instruction support	546	581	546	462
<b>Total operational</b>	<b>9,096</b>	<b>9,663</b>	<b>8,555</b>	<b>8,296</b>
Land and buildings	82	48	1,140	827
Equipment	351	251	697	409
Interest	41	54	327	228
Other	80	180	172	169
<b>Total nonoperational</b>	<b>554</b>	<b>533</b>	<b>2,336</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 9,650</b>	<b>\$ 10,196</b>	<b>\$ 10,891</b>	<b>\$ 9,929</b>

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	10%
C	7	70%
D	2	20%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	40%	36%	19%
Special education population	11%	10%	12%
Students per teacher	16.1	18.3	18.4
Average teacher salary	\$48,718	\$53,697	\$48,951
Amount from Prop 301	\$6,574	\$5,105	\$6,411
Average years of teacher experience	9.7	9.8	11.4
Percentage of teachers in first 3 years	26%	30%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 2,061	\$ 2,118	\$ 1,723	\$ 1,317
State	4,718	4,929	3,921	4,011
Local	2,455	2,713	4,869	4,592
<b>Total per pupil revenues</b>	<b>\$ 9,234</b>	<b>\$ 9,760</b>	<b>\$ 10,513</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,016	\$ 5,097	\$ 5,175
Grants	2,101	2,237	1,843
Donations and tax credits	37	34	54

### Select revenues from less common sources

Source	District	Peer average	Number of peers receiving
Desegregation	\$ 730	\$ 771	4 of 19
Small school adjustment	0	0	0 of 19
Federal impact aid	0	0	0 of 19
Voter-approved levy increases	753	799	19 of 19

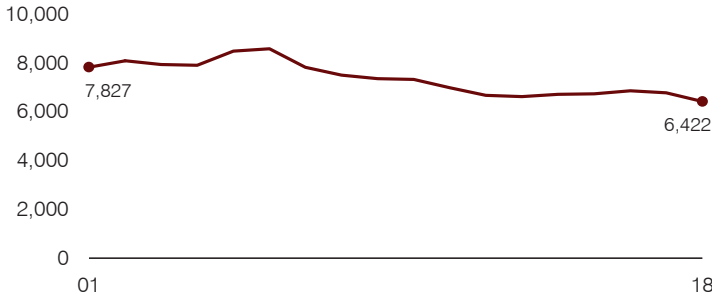
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

**Instructional spending percentage**

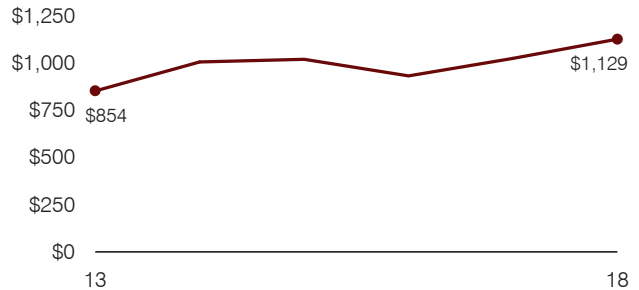
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 56.3 56.9 58.0 58.3 55.5 56.9 56.3 56.8 55.8 49.7 49.5 51.9 51.8 52.1 52.0 51.5 51.8 51.7

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

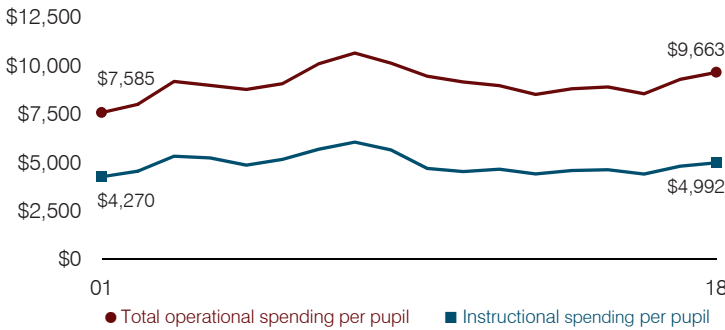
**Students attending**



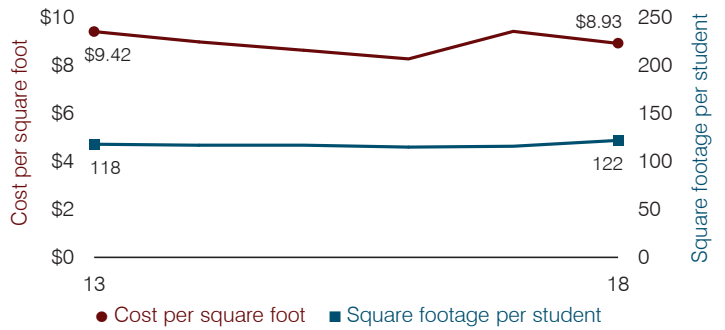
**Administrative cost per pupil**



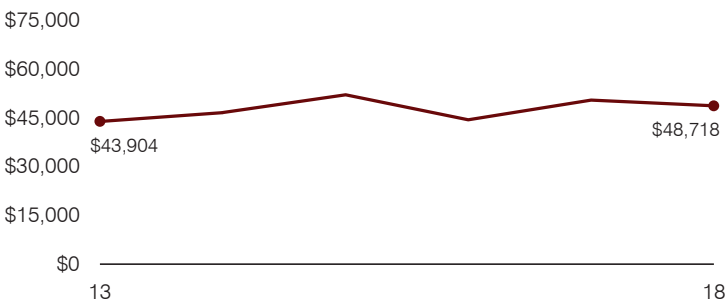
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



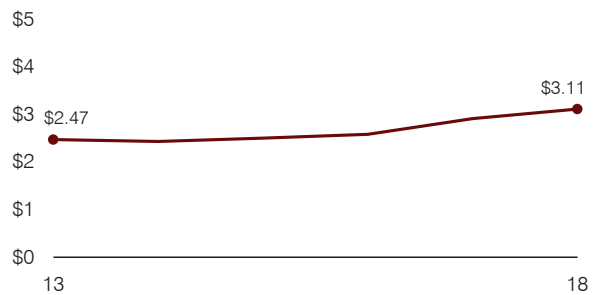
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



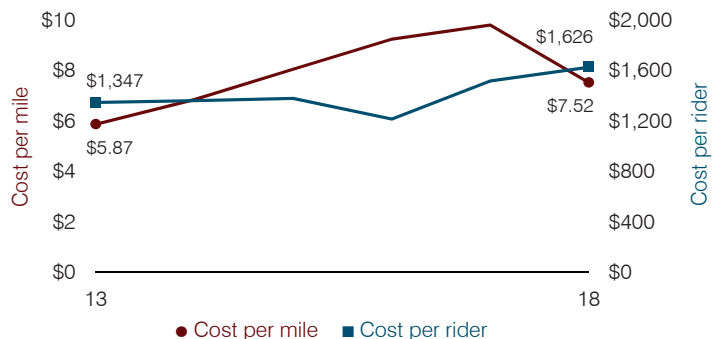
**Financial stress assessment**

Overall financial stress level: **Moderate**

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

Low
Moderate
High

**Transportation costs per mile and per rider**



# J.O. Combs Unified School District

Pinal County

Efficiency peer groups 3 and T-4, Achievement peer group 2<sup>1</sup>

Legislative district(s): 8 and 16

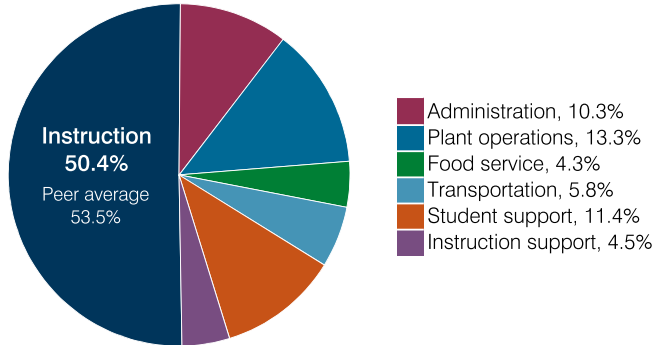
District size, location: Medium-large, Suburb

Students attending: 4,431

Number of schools: 7

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$730	\$846	\$860
	Students per administrative position	77	69	66
Plant operations	Cost per square foot	\$6.41	\$6.02	\$6.34
	Square footage per student	147	155	156
Food service	Cost per meal	\$3.15	\$3.20	\$3.02
Transportation	Cost per mile	\$3.49	\$3.72	\$4.05
	Cost per rider	\$1,023	\$1,330	\$1,301

Very low    Low    Comparable    High    Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,355	\$ 3,584	\$ 4,106	\$ 4,480
Administration	749	730	846	860
Plant operations	909	945	963	988
Food service	302	307	325	425
Transportation	419	419	438	388
Student support	798	809	672	693
Instruction support	289	319	336	462
<b>Total operational</b>	<b>6,821</b>	<b>7,113</b>	<b>7,686</b>	<b>8,296</b>
Land and buildings	50	1,409	1,416	827
Equipment	241	567	473	409
Interest	101	125	268	228
Other	185	151	165	169
<b>Total nonoperational</b>	<b>577</b>	<b>2,252</b>	<b>2,322</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 7,398</b>	<b>\$ 9,365</b>	<b>\$ 10,008</b>	<b>\$ 9,929</b>

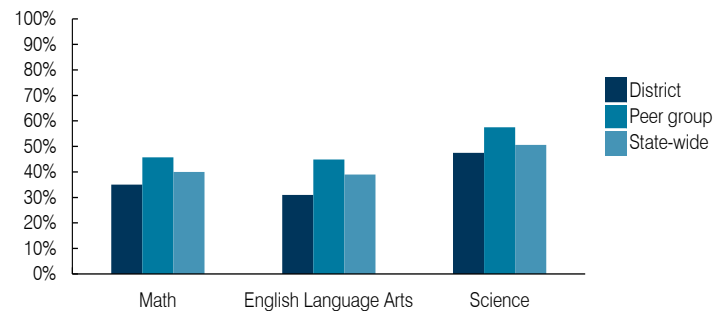
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	1	14%
B	0	0%
C	5	72%
D	1	14%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	91%	90%	78%
Poverty rate (2017)	10%	12%	19%
Special education population	15%	13%	12%
Students per teacher	20.7	18.5	18.4
Average teacher salary	\$41,933	\$47,265	\$48,951
Amount from Prop 301	\$6,914	\$6,556	\$6,411
Average years of teacher experience	8.5	11.5	11.4
Percentage of teachers in first 3 years	35%	19%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 778	\$ 773	\$ 730	\$ 1,317
State	4,527	4,811	3,583	4,011
Local	2,135	2,646	5,234	4,592
<b>Total per pupil revenues</b>	<b>\$ 7,440</b>	<b>\$ 8,230</b>	<b>\$ 9,547</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,505	\$ 5,652	\$ 5,507
Grants	804	870	864
Donations and tax credits	118	141	184

### Select revenues from less common sources

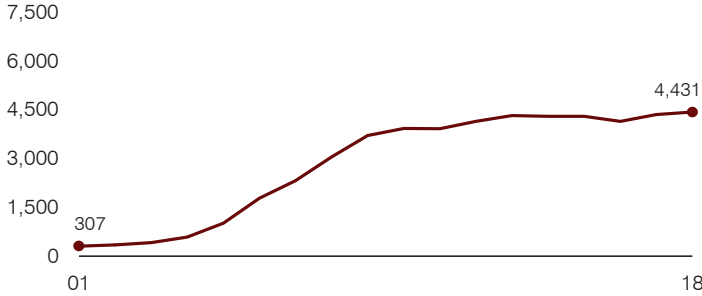
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	1 of 15
Small school adjustment	0	0	0 of 15
Federal impact aid	0	0	3 of 15
Voter-approved levy increases	304	576	15 of 15

**Instructional spending percentage**

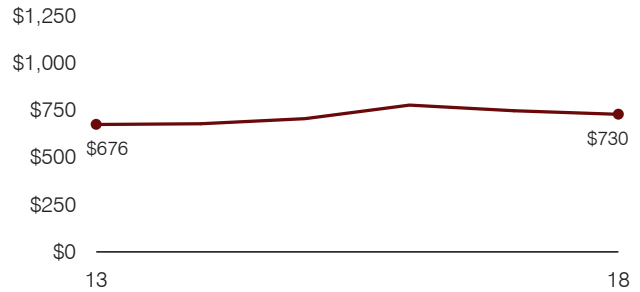
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 50.5 50.4 51.6 52.3 56.2 59.8 59.1 53.1 55.3 50.7 51.2 50.9 53.2 53.3 50.5 50.8 49.2 50.4

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

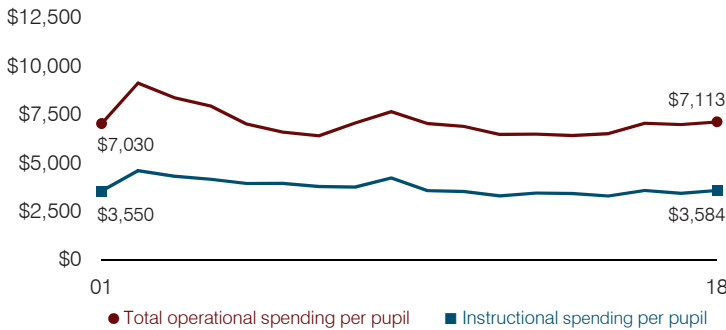
**Students attending**



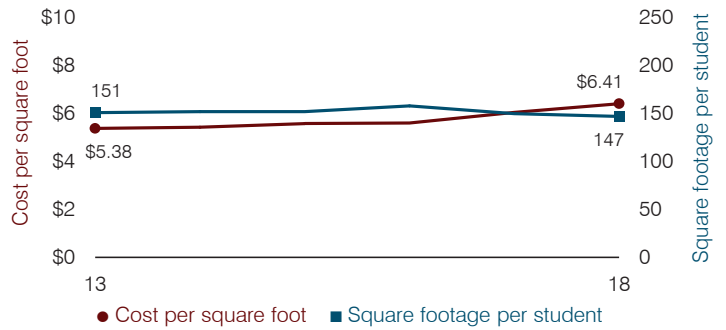
**Administrative cost per pupil**



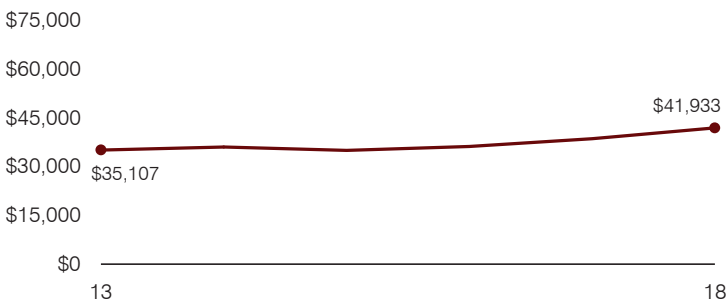
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



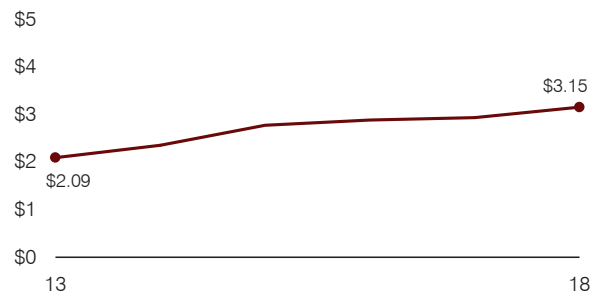
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



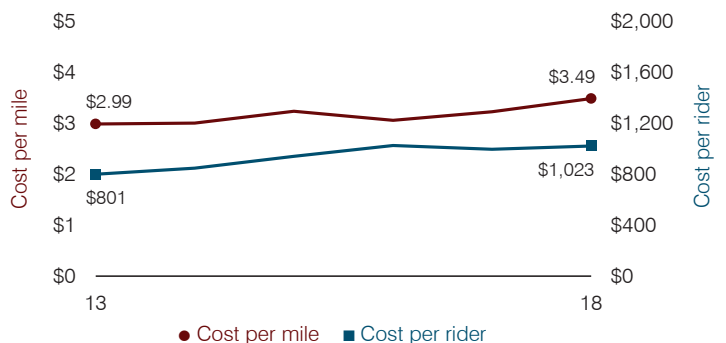
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	5.3%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**





# Joseph City Unified School District

Navajo County

Efficiency peer groups 6 and T-10, Achievement peer group 6<sup>1</sup>

Legislative district(s): 6 and 7

District size, location:

Small, Rural

Students attending:

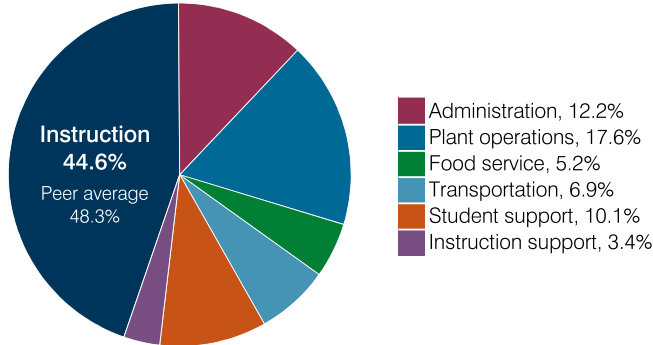
412

Number of schools:

2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,542	\$1,744	\$860
	Students per administrative position	34	43	66
Plant operations	Cost per square foot	\$4.33	\$5.27	\$6.34
	Square footage per student	512	321	156
Food service	Cost per meal	\$4.10	\$3.96	\$3.02
Transportation	Cost per mile	\$1.84	\$1.95	\$4.05
	Cost per rider	\$2,340	\$1,572	\$1,301

Very low
Low
Comparable
High
Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 5,679	\$ 5,633	\$ 5,556	\$ 4,480
Administration	1,510	1,542	1,744	860
Plant operations	2,120	2,217	1,706	988
Food service	490	658	546	425
Transportation	831	874	592	388
Student support	1,251	1,278	672	693
Instruction support	506	424	393	462
<b>Total operational</b>	<b>12,387</b>	<b>12,626</b>	<b>11,209</b>	<b>8,296</b>
Land and buildings	591	580	1,077	827
Equipment	516	322	601	409
Interest	388	256	162	228
Other	131	229	60	169
<b>Total nonoperational</b>	<b>1,626</b>	<b>1,387</b>	<b>1,900</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 14,013</b>	<b>\$ 14,013</b>	<b>\$ 13,109</b>	<b>\$ 9,929</b>

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

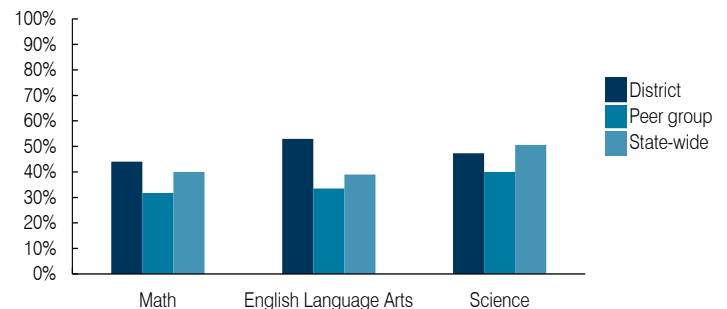
## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

<sup>2</sup> Includes schools that share a campus.

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	93%	94%
Graduation rate (2017)	100%	85%	78%
Poverty rate (2017)	28%	29%	19%
Special education population	13%	14%	12%
Students per teacher	15.3	16.2	18.4
Average teacher salary	\$44,873	\$46,264	\$48,951
Amount from Prop 301	\$5,139	\$6,122	\$6,411
Average years of teacher experience	13.6	12.2	11.4
Percentage of teachers in first 3 years	15%	20%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,408	\$ 1,613	\$ 2,405	\$ 1,317
State	890	761	4,080	4,011
Local	13,232	12,540	8,027	4,592
<b>Total per pupil revenues</b>	<b>\$ 15,530</b>	<b>\$ 14,914</b>	<b>\$ 14,512</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Equalization formula funding	\$ 7,234	\$ 6,903	\$ 7,175	\$ 5,585
Grants	1,644	1,572	2,252	1,241
Donations and tax credits	63	96	337	90

### Select revenues from less common sources

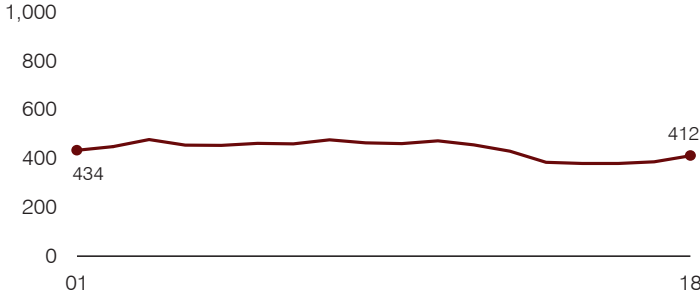
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 18
Small school adjustment	0	0	5 of 18
Federal impact aid	0	0	3 of 18
Voter-approved levy increases	2,608	2,486	14 of 18

**Instructional spending percentage**

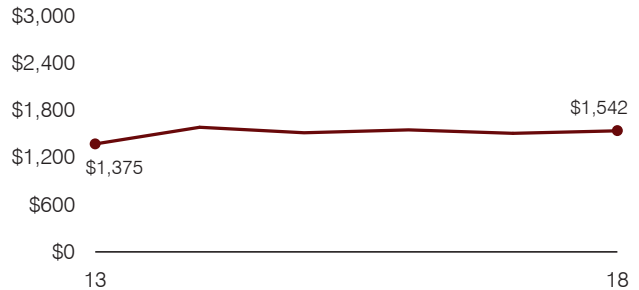
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 48.8 54.6 60.2 55.5 55.0 54.0 50.9 49.4 48.3 49.6 48.1 47.8 46.9 45.9 44.2 44.3 45.8 44.6

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

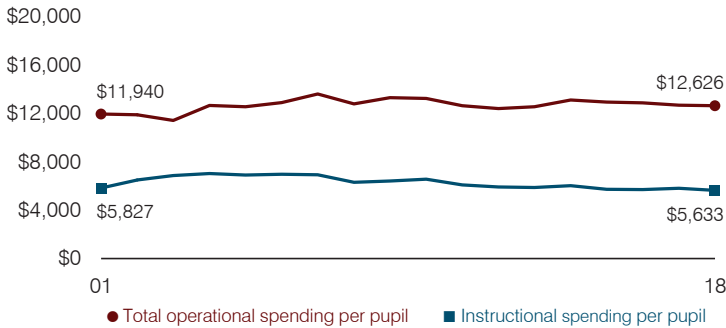
**Students attending**



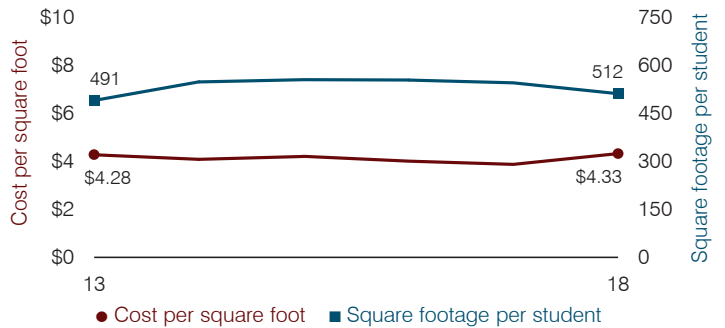
**Administrative cost per pupil**



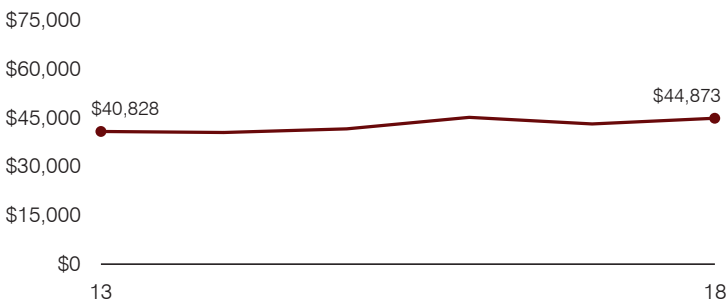
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



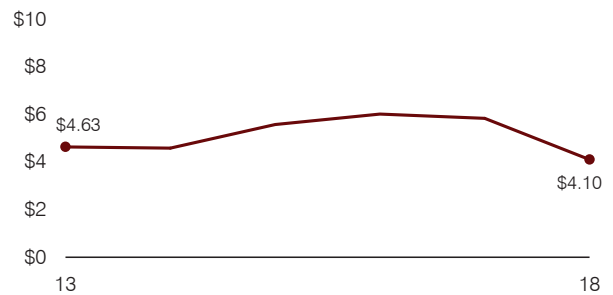
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



**Financial stress assessment**

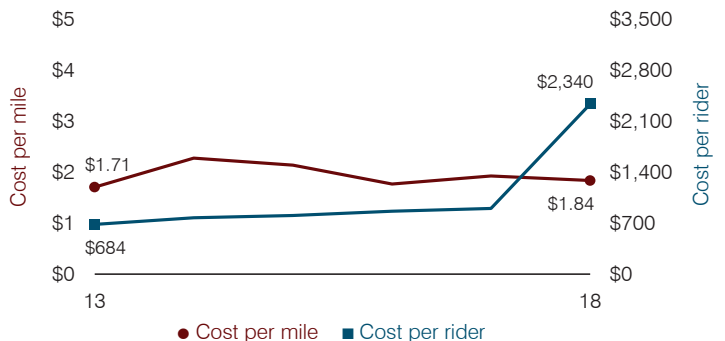
Overall financial stress level: **Moderate**

Measure: 2016 through 2018	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	Isolated
Spending increase election results	Voter-rejected
Operating reserve percentage, Trend	0.4%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Low	Moderate	High

**Transportation costs per mile and per rider**



# Kayenta Unified School District

Navajo County

Efficiency peer groups 5 and T-10, Achievement peer group 7<sup>1</sup>

Legislative district(s): 7

District size, location:

Medium, Town

Students attending:

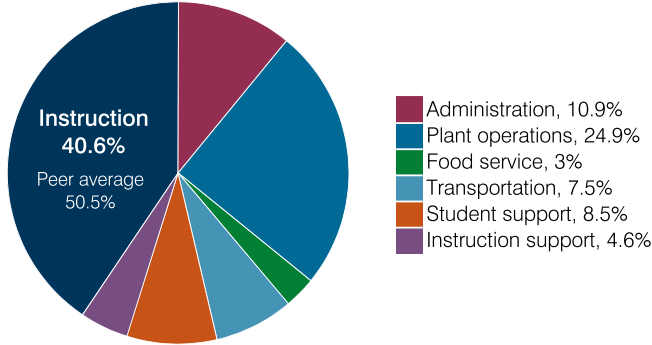
1,720

Number of schools:

3

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,846	\$1,221	\$860
	Students per administrative position	35	54	66
Plant operations	Cost per square foot	\$12.91	\$5.43	\$6.34
	Square footage per student	327	257	156
Food service	Cost per meal	\$2.88	\$3.66	\$3.02
Transportation	Cost per mile	\$3.42	\$1.95	\$4.05
	Cost per rider	\$1,798	\$1,572	\$1,301

Very low   Low   Comparable   High   Very high

### Per pupil spending

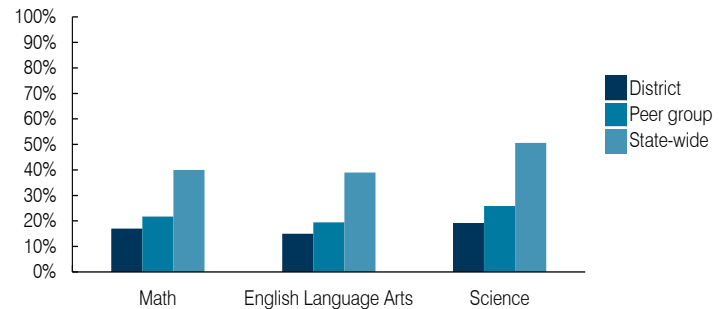
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 5,585	\$ 6,882	\$ 4,824	\$ 4,480
Administration	1,621	1,846	1,221	860
Plant operations	4,066	4,221	1,365	988
Food service	503	507	437	425
Transportation	1,245	1,287	532	388
Student support	1,351	1,441	623	693
Instruction support	605	779	359	462
<b>Total operational</b>	<b>14,976</b>	<b>16,963</b>	<b>9,361</b>	<b>8,296</b>
Land and buildings	3,331	2,769	799	827
Equipment	942	1,745	433	409
Interest	0	0	248	228
Other	455	305	71	169
<b>Total nonoperational</b>	<b>4,728</b>	<b>4,819</b>	<b>1,551</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 19,704</b>	<b>\$ 21,782</b>	<b>\$ 10,912</b>	<b>\$ 9,929</b>

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	90%	91%	94%
Graduation rate (2017)	86%	76%	78%
Poverty rate (2017)	43%	41%	19%
Special education population	12%	12%	12%
Students per teacher	14.0	15.8	18.4
Average teacher salary	\$58,132	\$48,537	\$48,951
Amount from Prop 301	\$5,125	\$5,191	\$6,411
Average years of teacher experience	15.6	12.5	11.4
Percentage of teachers in first 3 years	8%	18%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 8,473	\$ 9,562	\$ 3,917	\$ 1,317
State	6,218	6,609	4,283	4,011
Local	1,721	1,870	4,207	4,592
<b>Total per pupil revenues</b>	<b>\$ 16,412</b>	<b>\$ 18,041</b>	<b>\$ 12,407</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 6,195	\$ 6,426	\$ 5,992
Grants	2,429	2,396	1,703
Donations and tax credits	30	26	147

### Select revenues from less common sources

Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	0 of 31
Small school adjustment	0	0	0 of 31
Federal impact aid	6,247	7,339	16 of 31
Voter-approved levy increases	616	651	21 of 31

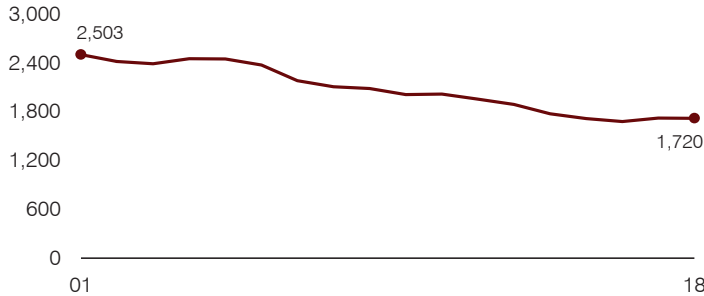
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

**Instructional spending percentage**

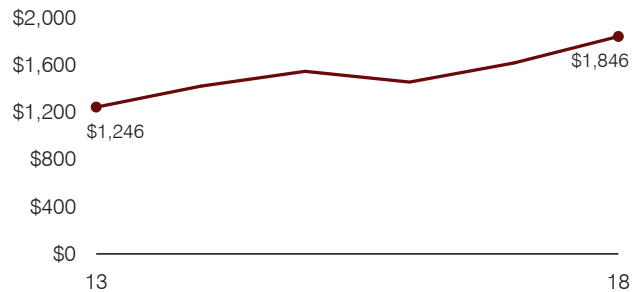
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 55.1 49.9 46.7 47.9 46.9 44.5 45.3 43.1 42.1 41.3 41.6 41.3 40.3 40.4 40.3 41.1 37.3 40.6

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

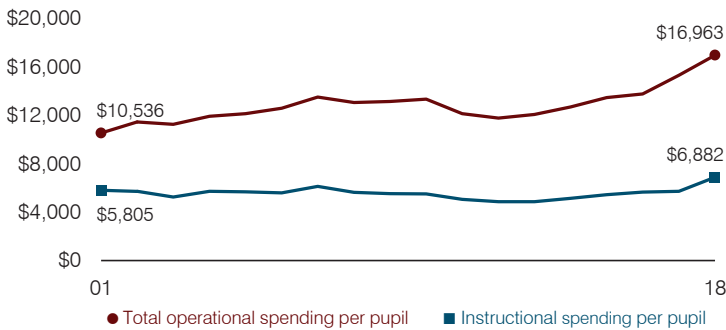
**Students attending**



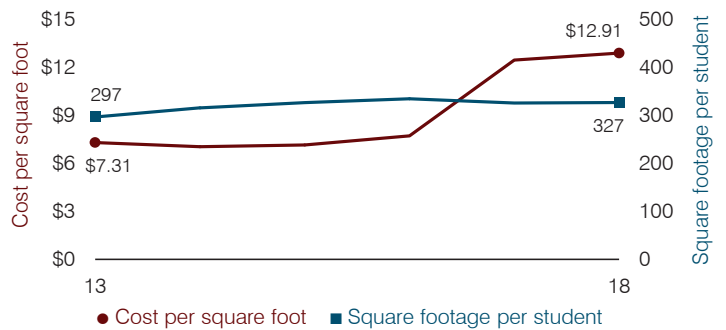
**Administrative cost per pupil**



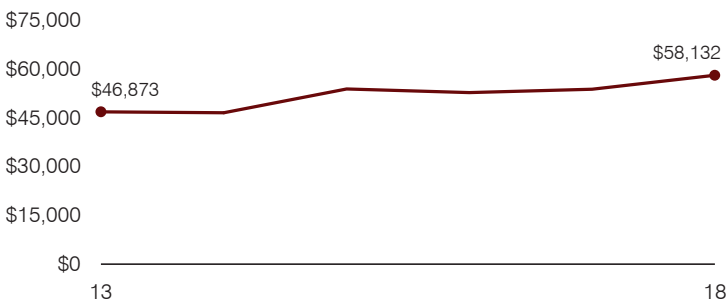
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



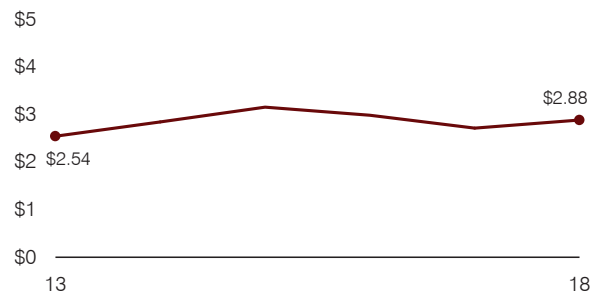
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



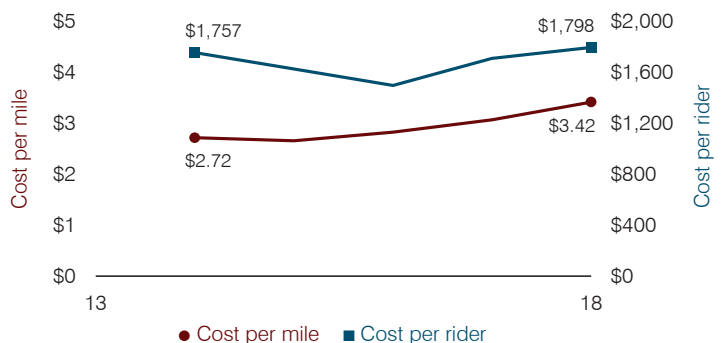
**Financial stress assessment**

Overall financial stress level: **Low**

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

Low
Moderate
High

**Transportation costs per mile and per rider**



# Kingman Unified School District

Mohave County

Efficiency peer groups 4 and T-8, Achievement peer group 5<sup>1</sup>

Legislative district(s): 5

District size, location: Medium-large, Town

Students attending: 6,520

Number of schools: 11

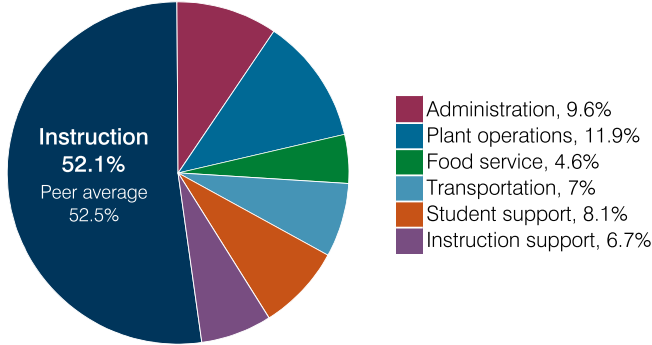
Medium-large, Town

6,520

11

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$694	\$837	\$860
	Students per administrative position	66	69	66
Plant operations	Cost per square foot	\$4.00	\$5.61	\$6.34
	Square footage per student	215	184	156
Food service	Cost per meal	\$3.35	\$3.16	\$3.02
Transportation	Cost per mile	\$2.60	\$3.03	\$4.05
	Cost per rider	\$1,311	\$1,225	\$1,301

Very low   Low   Comparable   High   Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,493	\$ 3,776	\$ 4,194	\$ 4,480
Administration	745	694	837	860
Plant operations	869	859	1,004	988
Food service	337	333	421	425
Transportation	471	508	418	388
Student support	502	589	643	693
Instruction support	483	484	480	462
<b>Total operational</b>	<b>6,900</b>	<b>7,243</b>	<b>7,997</b>	<b>8,296</b>
Land and buildings	65	48	570	827
Equipment	179	328	389	409
Interest	332	315	200	228
Other	60	60	69	169
<b>Total nonoperational</b>	<b>636</b>	<b>751</b>	<b>1,228</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 7,536</b>	<b>\$ 7,994</b>	<b>\$ 9,225</b>	<b>\$ 9,929</b>

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

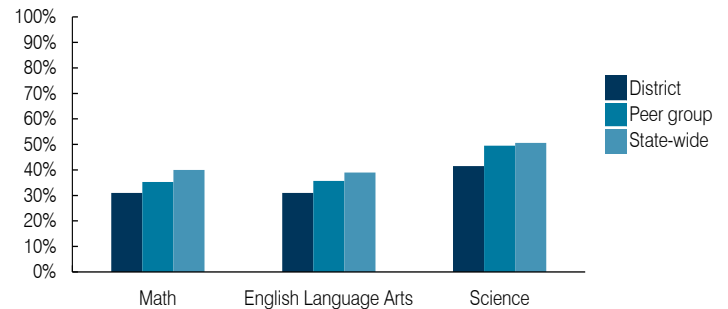
## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools <sup>2</sup>	Percentage of schools
A	1	10%
B	2	20%
C	5	50%
D	1	10%
F	1	10%

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

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	91%	93%	94%
Graduation rate (2017)	76%	86%	78%
Poverty rate (2017)	25%	22%	19%
Special education population	15%	13%	12%
Students per teacher	20.6	17.6	18.4
Average teacher salary	\$41,877	\$44,777	\$48,951
Amount from Prop 301	\$6,772	\$6,708	\$6,411
Average years of teacher experience	11.4	13.0	11.4
Percentage of teachers in first 3 years	28%	17%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,086	\$ 1,077	\$ 2,385	\$ 1,317
State	3,145	3,520	4,222	4,011
Local	4,420	4,324	3,291	4,592
<b>Total per pupil revenues</b>	<b>\$ 8,651</b>	<b>\$ 8,921</b>	<b>\$ 9,898</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,670	\$ 5,820	\$ 5,443
Grants	1,154	1,197	1,552
Donations and tax credits	15	21	63

### Select revenues from less common sources

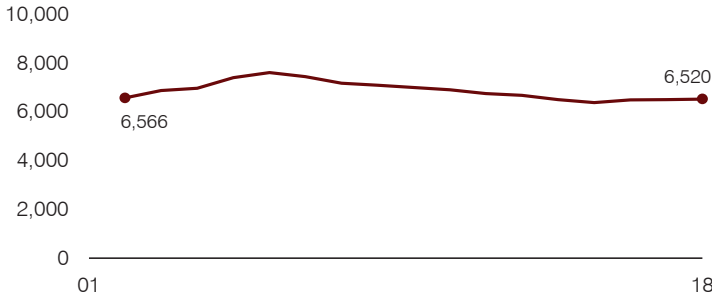
Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	1 of 17
Small school adjustment	0	0	0 of 17
Federal impact aid	0	0	6 of 17
Voter-approved levy increases	967	854	13 of 17

**Instructional spending percentage**

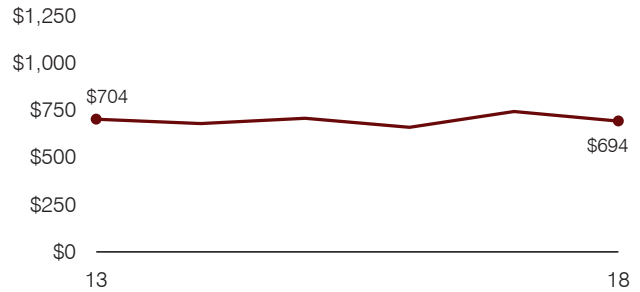
Year:	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Percentage:	N/A	55.8	57.0	56.4	56.7	55.8	54.9	55.2	53.6	53.2	53.1	52.6	50.5	50.7	48.9	49.5	50.6	52.1

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
Fiscal years as indicated

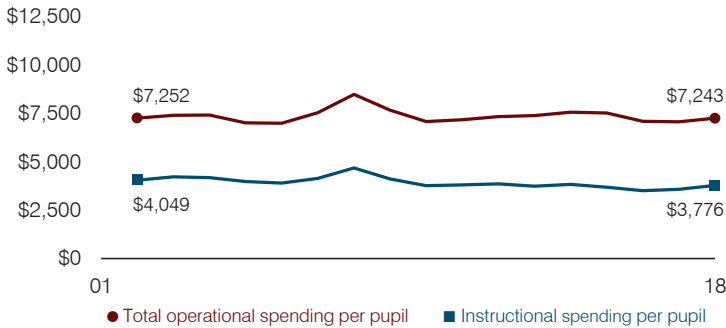
**Students attending**



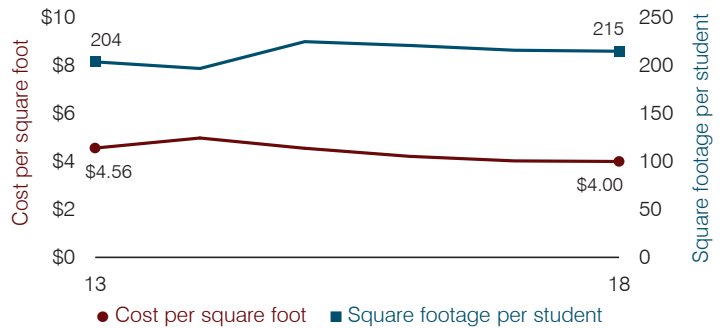
**Administrative cost per pupil**



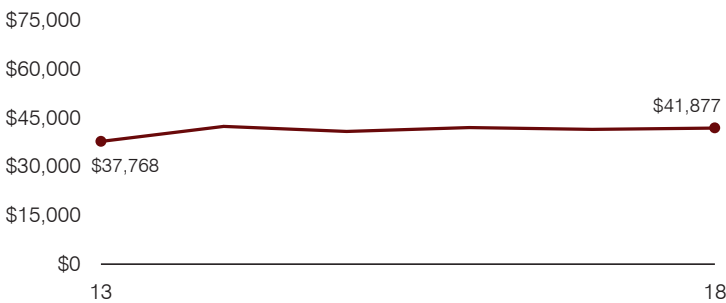
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



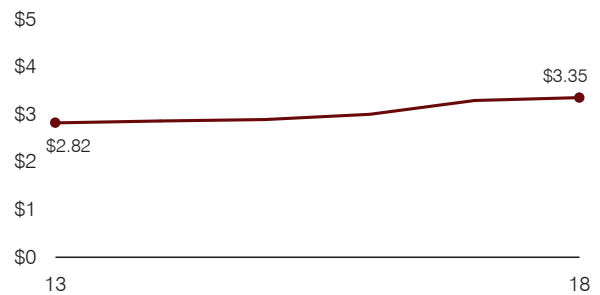
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



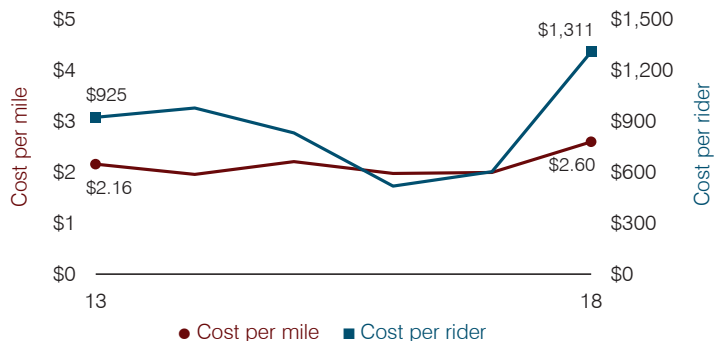
**Financial stress assessment**

Overall financial stress level: **Low**

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

Low
Moderate
High

**Transportation costs per mile and per rider**



# Kirkland Elementary School District

Yavapai County

District size, location:

Very small, Rural

Efficiency peer groups 11 and T-11, Achievement peer group 20<sup>1</sup>

Students attending:

68

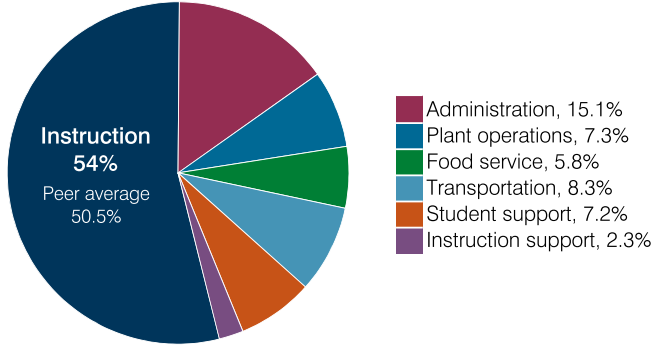
Legislative district(s): 1

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,449	\$3,064	\$860
	Students per administrative position	39	33	66
Plant operations	Cost per square foot	\$7.67	\$7.31	\$6.34
	Square footage per student	155	371	156
Food service	Cost per meal	\$4.87	\$5.79	\$3.02
Transportation	Cost per mile	\$1.64	\$1.94	\$4.05
	Cost per rider	\$2,223	\$1,614	\$1,301

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 7,039	\$ 8,782	\$ 8,493	\$ 4,480
Administration	1,997	2,449	3,064	860
Plant operations	1,146	1,186	2,439	988
Food service	735	954	932	425
Transportation	989	1,350	973	388
Student support	1,000	1,166	656	693
Instruction support	345	369	400	462
<b>Total operational</b>	<b>13,251</b>	<b>16,256</b>	<b>16,957</b>	<b>8,296</b>
Land and buildings	777	335	965	827
Equipment	441	413	562	409
Interest	20	16	25	228
Other	0	0	88	169
<b>Total nonoperational</b>	<b>1,238</b>	<b>764</b>	<b>1,640</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 14,489</b>	<b>\$ 17,020</b>	<b>\$ 18,597</b>	<b>\$ 9,929</b>

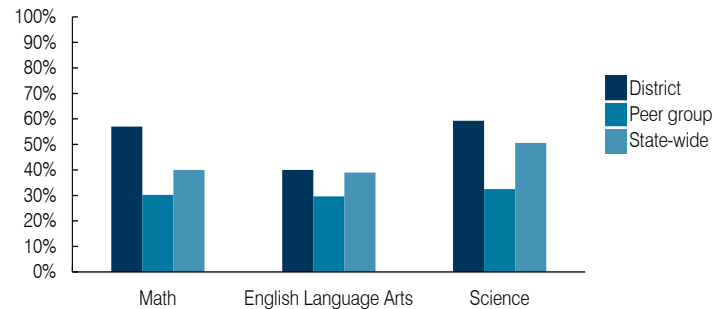
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	38%	39%	19%
Special education population	28%	17%	12%
Students per teacher	11.3	12.3	18.4
Average teacher salary	\$48,111	\$46,899	\$48,951
Amount from Prop 301	\$5,337	\$4,418	\$6,411
Average years of teacher experience	11.2	13.4	11.4
Percentage of teachers in first 3 years	0%	6%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,696	\$ 2,125	\$ 3,021	\$ 1,317
State	6,070	6,673	4,788	4,011
Local	5,551	7,808	12,812	4,592
<b>Total per pupil revenues</b>	<b>\$ 13,317</b>	<b>\$ 16,606</b>	<b>\$ 20,621</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Equalization formula funding	\$ 8,515	\$ 9,057	\$ 8,282	\$ 5,585
Grants	2,036	2,700	3,020	1,241
Donations and tax credits	78	70	125	90

### Select revenues from less common sources

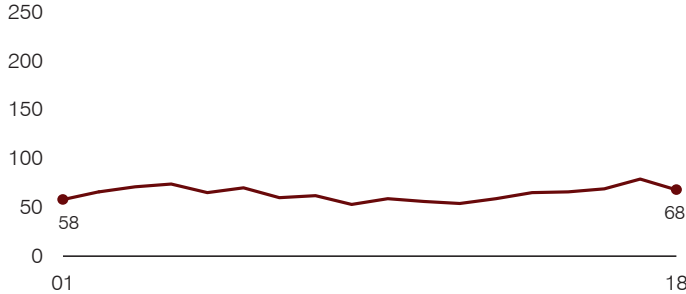
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	5,281	1,614	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

**Instructional spending percentage**

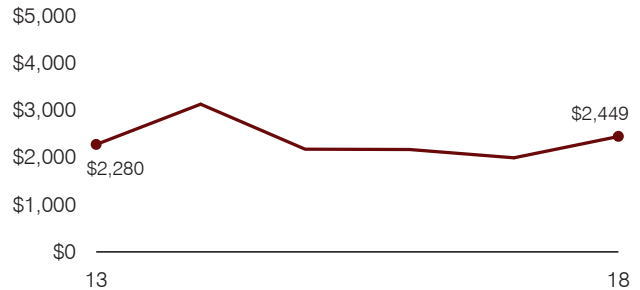
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 65.9 53.9 55.0 56.7 55.6 53.0 52.9 51.8 52.7 52.5 52.9 57.8 53.0 52.5 55.8 51.2 53.1 54.0

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

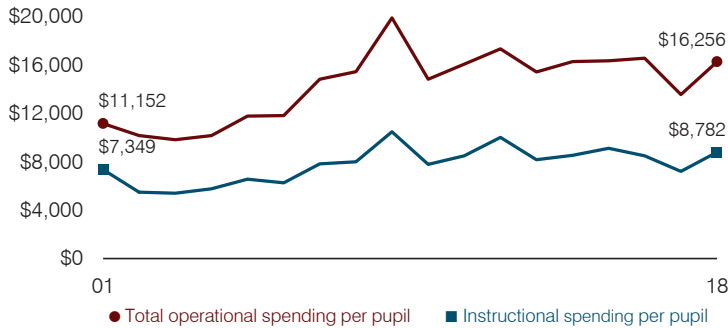
**Students attending**



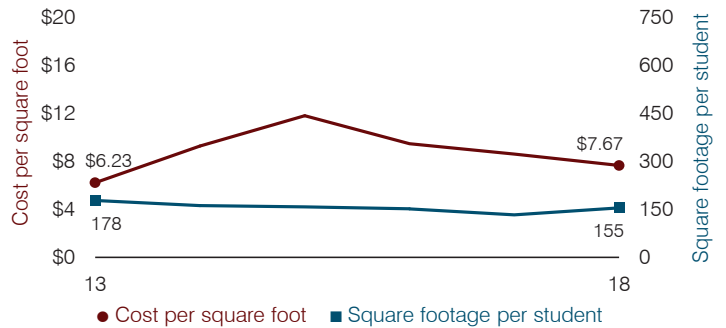
**Administrative cost per pupil**



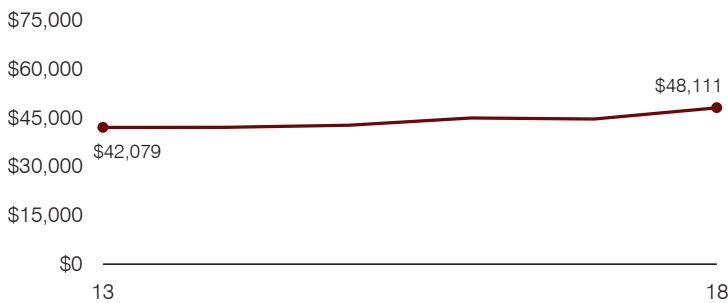
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



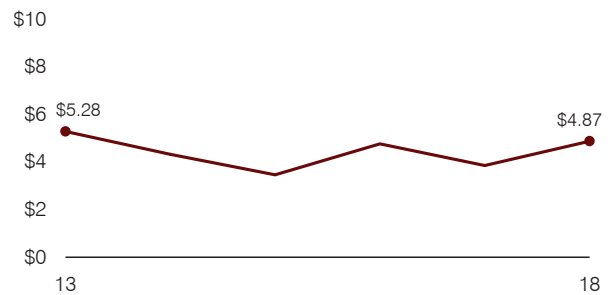
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



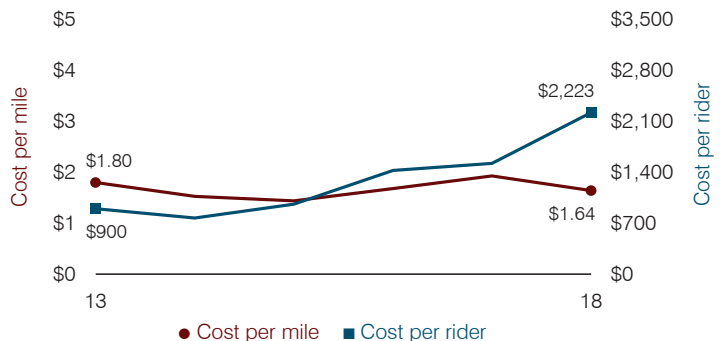
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	25.1%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

**Transportation costs per mile and per rider**





# Kyrene Elementary School District

Maricopa County

Efficiency peer groups 7 and T-3, Achievement peer group 12<sup>1</sup>

Legislative district(s): 18 and 27

District size, location:

Large, City

Students attending:

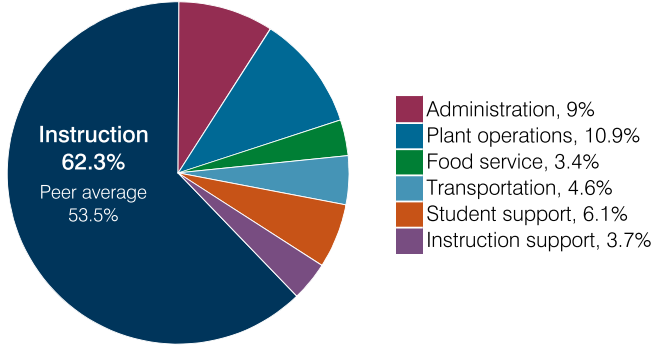
16,096

Number of schools:

25

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$674	\$796	\$860
	Students per administrative position	69	76	66
Plant operations	Cost per square foot	\$5.15	\$6.16	\$6.34
	Square footage per student	159	133	156
Food service	Cost per meal	\$2.84	\$2.99	\$3.02
Transportation	Cost per mile	\$4.06	\$4.47	\$4.05
	Cost per rider	\$1,158	\$1,248	\$1,301

Very low   Low   Comparable   High   Very high

### Per pupil spending

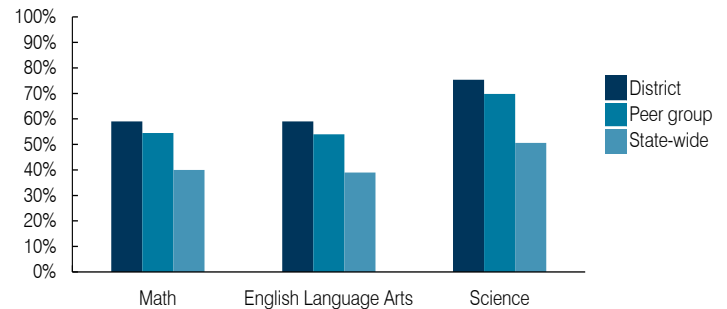
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,494	\$ 4,685	\$ 4,238	\$ 4,480
Administration	586	674	796	860
Plant operations	803	817	815	988
Food service	268	266	580	425
Transportation	332	344	298	388
Student support	553	458	646	693
Instruction support	402	281	486	462
<b>Total operational</b>	<b>7,438</b>	<b>7,525</b>	<b>7,859</b>	<b>8,296</b>
Land and buildings	1,120	997	517	827
Equipment	463	310	393	409
Interest	500	514	189	228
Other	729	750	188	169
<b>Total nonoperational</b>	<b>2,812</b>	<b>2,571</b>	<b>1,287</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 10,250</b>	<b>\$ 10,096</b>	<b>\$ 9,146</b>	<b>\$ 9,929</b>

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	14	56%
B	9	36%
C	2	8%
D	0	0%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	8%	11%	19%
Special education population	9%	10%	12%
Students per teacher	16.7	18.8	18.4
Average teacher salary	\$49,653	\$47,982	\$48,951
Amount from Prop 301	\$4,907	\$6,094	\$6,411
Average years of teacher experience	12.3	10.3	11.4
Percentage of teachers in first 3 years	14%	17%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 532	\$ 540	\$ 1,588	\$ 1,317
State	3,430	3,451	4,344	4,011
Local	5,893	5,819	3,644	4,592
<b>Total per pupil revenues</b>	<b>\$ 9,855</b>	<b>\$ 9,810</b>	<b>\$ 9,576</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Equalization formula funding	\$ 5,165	\$ 5,118	\$ 5,167	\$ 5,585
Grants	527	594	1,650	1,241
Donations and tax credits	158	137	46	90

### Select revenues from less common sources

			Number of peers receiving
Desegregation	\$ 0	\$ 0	4 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	0	0	2 of 10
Voter-approved levy increases	2,492	2,324	10 of 10

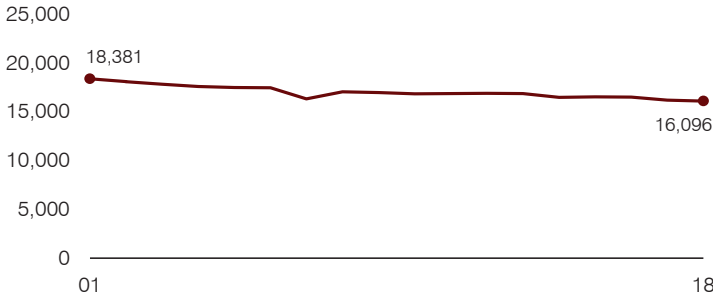
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

**Instructional spending percentage**

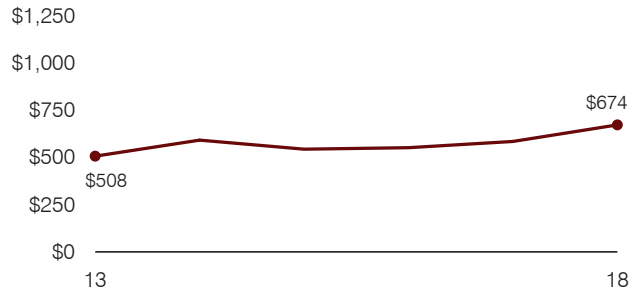
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 60.2 61.2 61.9 64.4 64.3 64.0 63.5 63.3 62.9 61.0 61.8 60.2 60.1 59.4 57.5 59.2 60.4 62.3

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

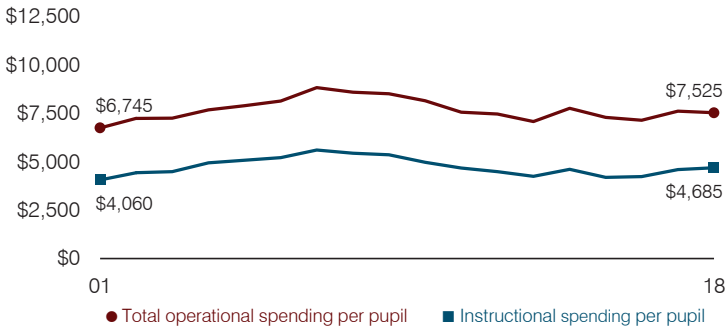
**Students attending**



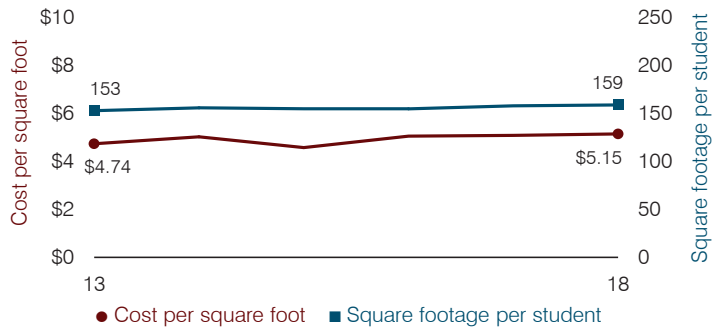
**Administrative cost per pupil**



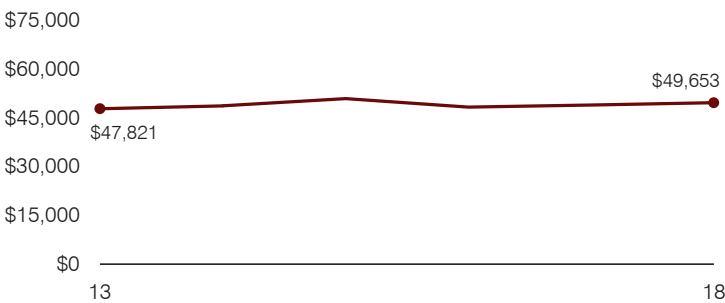
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



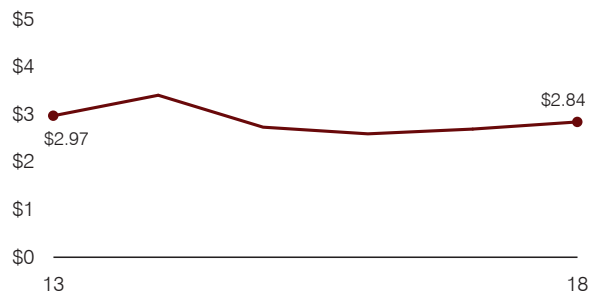
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



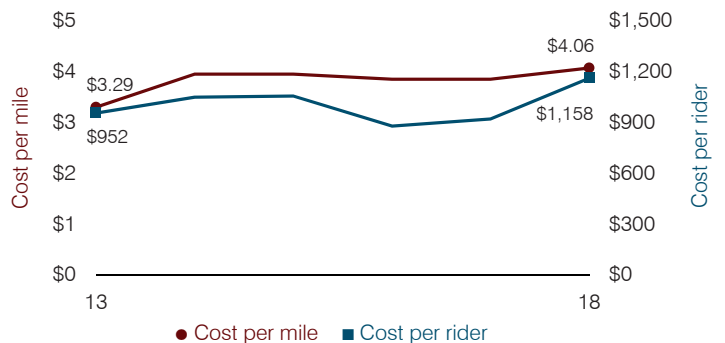
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	10.7%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**



# Lake Havasu Unified School District

Mohave County

Efficiency peer groups 3 and T-5, Achievement peer group 3<sup>1</sup>

Legislative district(s): 5

District size, location:

Medium-large, City

Students attending:

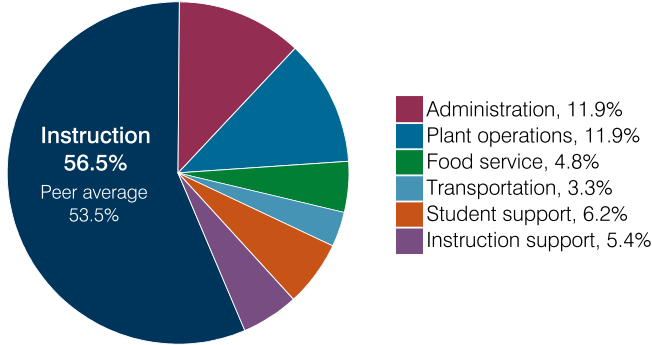
5,219

Number of schools:

8

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$889	\$846	\$860
	Students per administrative position	59	69	66
Plant operations	Cost per square foot	\$5.93	\$6.02	\$6.34
	Square footage per student	150	155	156
Food service	Cost per meal	\$3.09	\$3.20	\$3.02
Transportation	Cost per mile	\$4.44	\$3.90	\$4.05
	Cost per rider	\$1,969	\$1,931	\$1,301

Very low   Low   Comparable   High   Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,737	\$ 4,217	\$ 4,106	\$ 4,480
Administration	778	889	846	860
Plant operations	820	888	963	988
Food service	327	362	325	425
Transportation	217	239	438	388
Student support	428	456	672	693
Instruction support	360	410	336	462
<b>Total operational</b>	<b>6,667</b>	<b>7,461</b>	<b>7,686</b>	<b>8,296</b>
Land and buildings	536	1,505	1,416	827
Equipment	106	615	473	409
Interest	12	151	268	228
Other	15	9	165	169
<b>Total nonoperational</b>	<b>669</b>	<b>2,280</b>	<b>2,322</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 7,336</b>	<b>\$ 9,741</b>	<b>\$ 10,008</b>	<b>\$ 9,929</b>

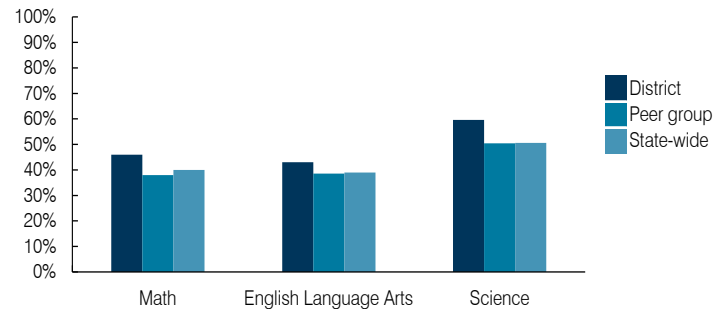
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	2	25%
B	5	63%
C	1	12%
D	0	0%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2017)	86%	85%	78%
Poverty rate (2017)	19%	19%	19%
Special education population	12%	14%	12%
Students per teacher	21.0	18.7	18.4
Average teacher salary	\$52,830	\$46,859	\$48,951
Amount from Prop 301	\$11,462	\$7,342	\$6,411
Average years of teacher experience	11.9	12.1	11.4
Percentage of teachers in first 3 years	22%	15%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 838	\$ 930	\$ 730	\$ 1,317
State	2,078	2,628	3,583	4,011
Local	4,861	5,774	5,234	4,592
<b>Total per pupil revenues</b>	<b>\$ 7,777</b>	<b>\$ 9,332</b>	<b>\$ 9,547</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,018	\$ 5,119	\$ 5,507
Grants	1,038	1,577	864
Donations and tax credits	186	165	184

### Select revenues from less common sources

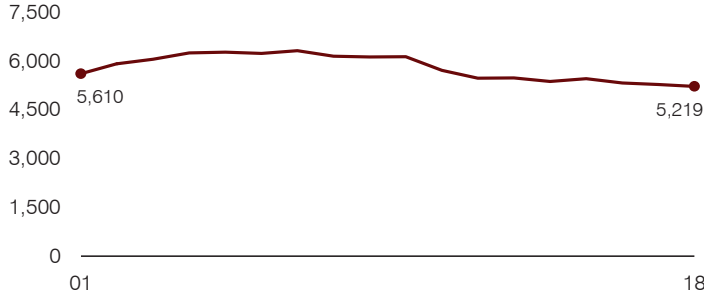
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	1 of 15
Small school adjustment	0	0	0 of 15
Federal impact aid	0	0	3 of 15
Voter-approved levy increases	0	1,898	15 of 15

**Instructional spending percentage**

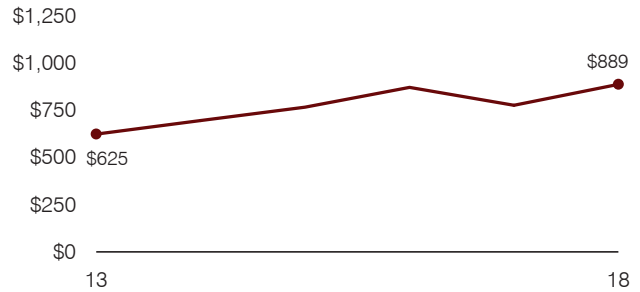
Year:	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Percentage:	60.3	61.1	61.7	60.1	61.1	61.8	61.2	59.8	59.5	59.1	56.5	53.9	55.6	53.6	54.0	53.8	56.1	56.5

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
Fiscal years as indicated

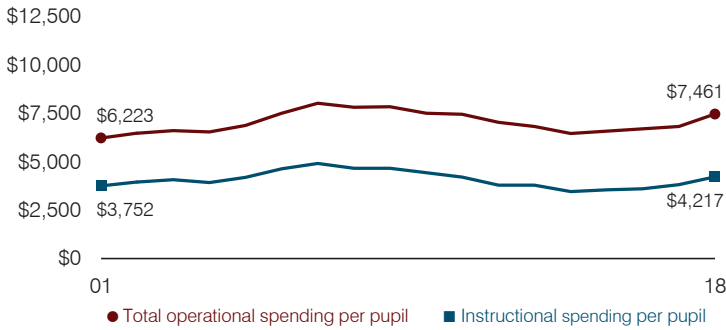
**Students attending**



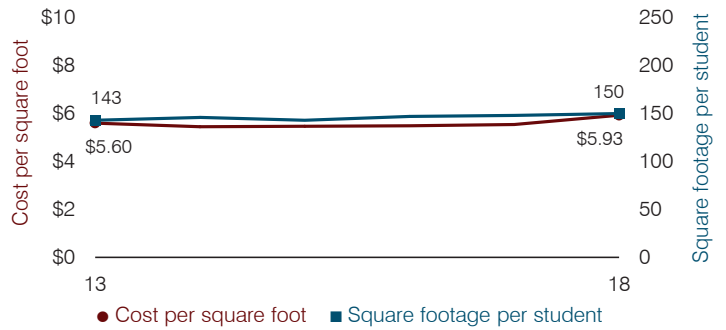
**Administrative cost per pupil**



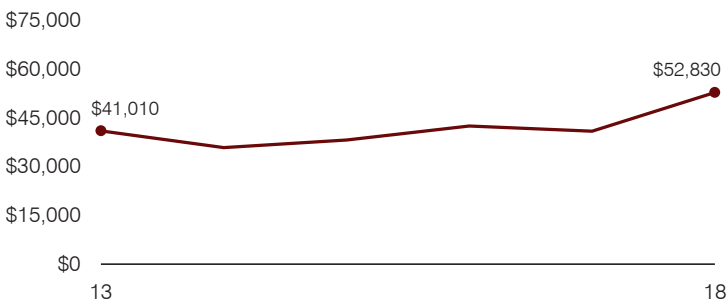
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



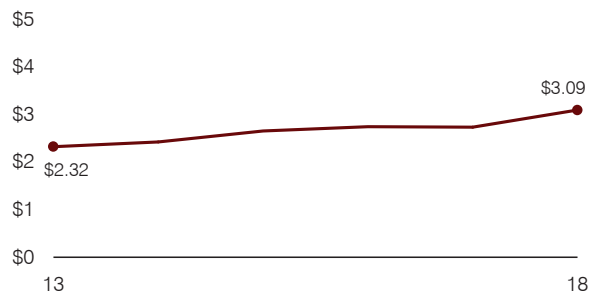
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



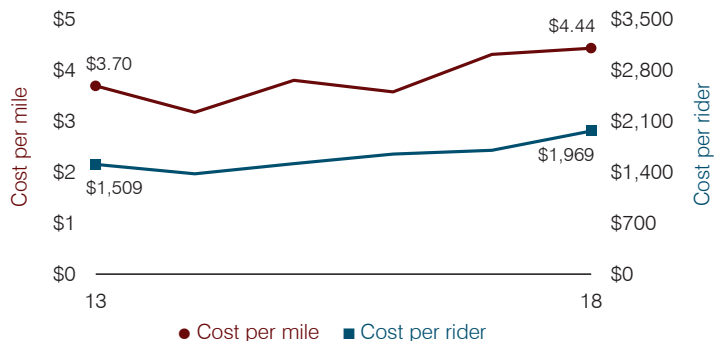
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	7.7%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**



# Laveen Elementary School District

Maricopa County

Efficiency peer groups 8 and T-1, Achievement peer group 13<sup>1</sup>

Legislative district(s): 19 and 27

District size, location:

Medium-large, City

Students attending:

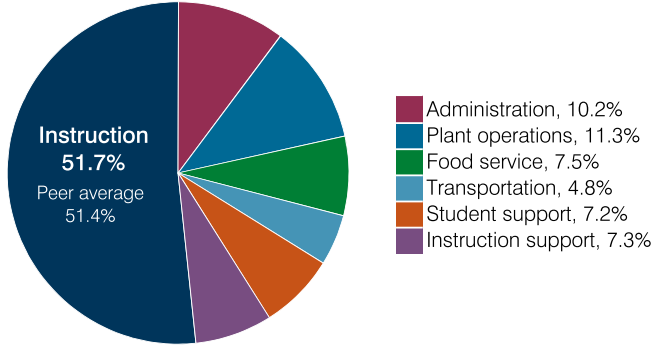
6,605

Number of schools:

8

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$747	\$1,025	\$860
	Students per administrative position	66	67	66
Plant operations	Cost per square foot	\$7.21	\$6.61	\$6.34
	Square footage per student	115	143	156
Food service	Cost per meal	\$2.99	\$2.92	\$3.02
Transportation	Cost per mile	\$8.25	\$7.19	\$4.05
	Cost per rider	\$1,658	\$1,106	\$1,301

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

### Per pupil spending

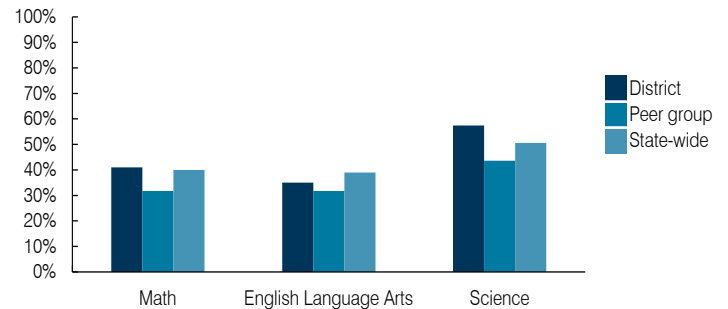
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,968	\$ 3,789	\$ 4,392	\$ 4,480
Administration	764	747	1,025	860
Plant operations	706	826	971	988
Food service	527	549	659	425
Transportation	299	355	331	388
Student support	522	527	631	693
Instruction support	563	536	546	462
<b>Total operational</b>	<b>7,349</b>	<b>7,329</b>	<b>8,555</b>	<b>8,296</b>
Land and buildings	608	270	1,140	827
Equipment	471	471	697	409
Interest	111	101	327	228
Other	167	203	172	169
<b>Total nonoperational</b>	<b>1,357</b>	<b>1,045</b>	<b>2,336</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 8,706</b>	<b>\$ 8,374</b>	<b>\$ 10,891</b>	<b>\$ 9,929</b>

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	1	13%
B	4	50%
C	3	37%
D	0	0%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	20%	20%	19%
Special education population	13%	13%	12%
Students per teacher	19.8	19.4	18.4
Average teacher salary	\$48,533	\$45,518	\$48,951
Amount from Prop 301	\$5,549	\$5,403	\$6,411
Average years of teacher experience	6.2	7.7	11.4
Percentage of teachers in first 3 years	35%	35%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 981	\$ 958	\$ 1,723	\$ 1,317
State	4,607	4,815	3,921	4,011
Local	3,121	3,247	4,869	4,592
<b>Total per pupil revenues</b>	<b>\$ 8,709</b>	<b>\$ 9,020</b>	<b>\$ 10,513</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,020	\$ 5,121	\$ 5,175
Grants	1,049	1,048	1,843
Donations and tax credits	25	24	54

### Select revenues from less common sources

Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	4 of 19
Small school adjustment	0	0	0 of 19
Federal impact aid	0	0	0 of 19
Voter-approved levy increases	1,614	1,742	19 of 19

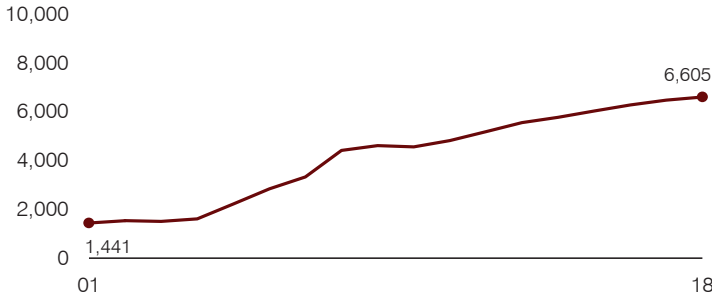
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

**Instructional spending percentage**

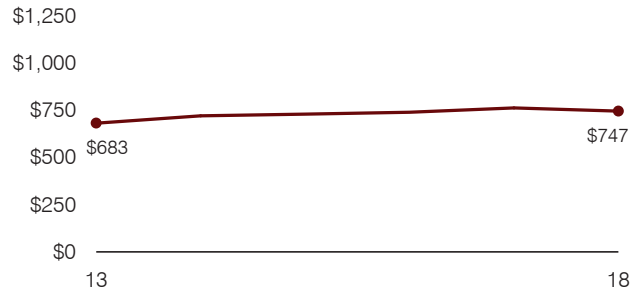
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 53.8 52.1 52.9 52.3 50.7 51.0 53.6 57.0 55.2 53.3 51.7 51.4 52.2 52.7 51.6 51.8 54.0 51.7

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

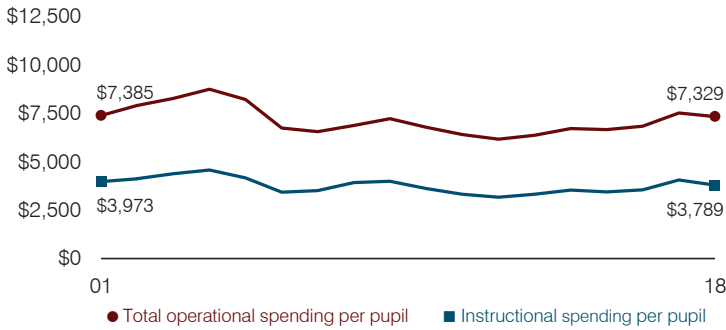
**Students attending**



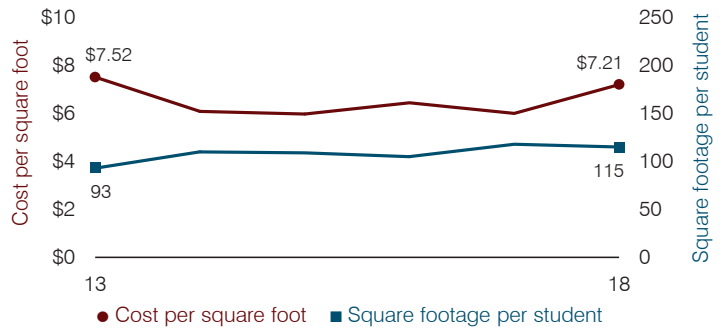
**Administrative cost per pupil**



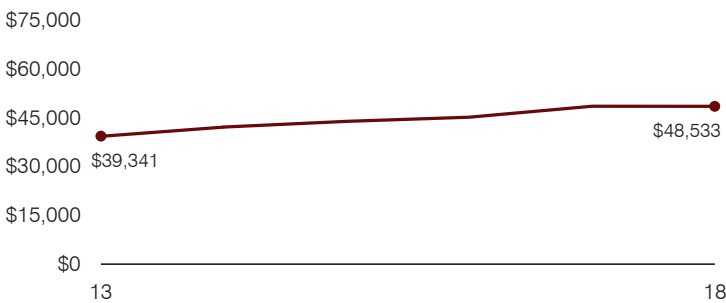
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



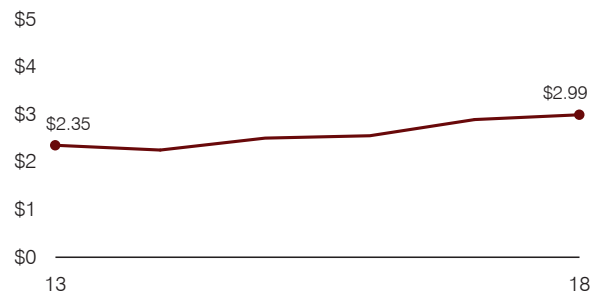
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



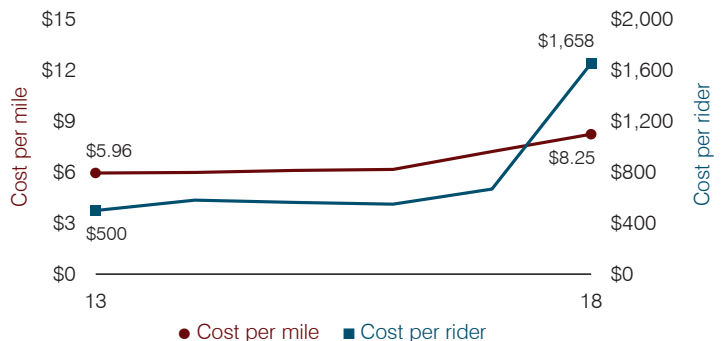
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	3.7%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**



# Liberty Elementary School District

Maricopa County

Efficiency peer groups 8 and T-4, Achievement peer group 12<sup>1</sup>

Legislative district(s): 4 and 13

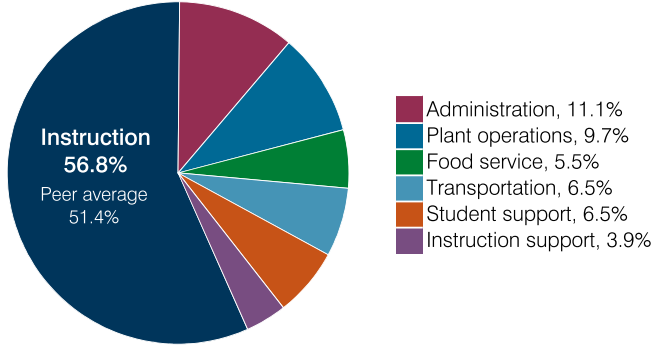
District size, location: Medium-large, Suburb

Students attending: 3,303

Number of schools: 6

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$824	\$1,025	\$860
	Students per administrative position	77	67	66
Plant operations	Cost per square foot	\$5.21	\$6.61	\$6.34
	Square footage per student	138	143	156
Food service	Cost per meal	\$3.31	\$2.92	\$3.02
Transportation	Cost per mile	\$3.50	\$3.72	\$4.05
	Cost per rider	\$1,353	\$1,330	\$1,301

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

### Per pupil spending

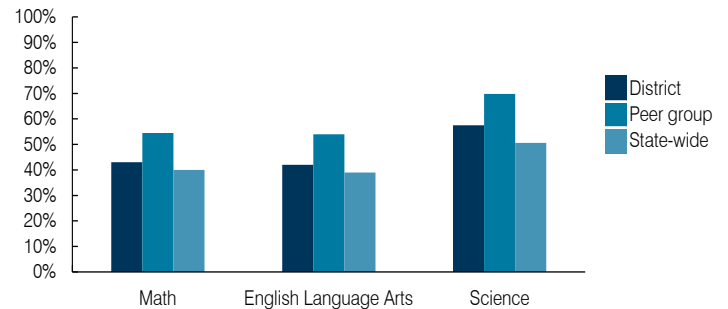
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,971	\$ 4,210	\$ 4,392	\$ 4,480
Administration	745	824	1,025	860
Plant operations	676	717	971	988
Food service	427	407	659	425
Transportation	438	481	331	388
Student support	424	479	631	693
Instruction support	268	291	546	462
<b>Total operational</b>	<b>6,949</b>	<b>7,409</b>	<b>8,555</b>	<b>8,296</b>
Land and buildings	344	753	1,140	827
Equipment	226	472	697	409
Interest	190	191	327	228
Other	104	94	172	169
<b>Total nonoperational</b>	<b>864</b>	<b>1,510</b>	<b>2,336</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 7,813</b>	<b>\$ 8,919</b>	<b>\$10,891</b>	<b>\$ 9,929</b>

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	12%	11%	19%
Special education population	13%	10%	12%
Students per teacher	17.4	18.8	18.4
Average teacher salary	\$44,825	\$47,982	\$48,951
Amount from Prop 301	\$6,186	\$6,094	\$6,411
Average years of teacher experience	11.2	10.3	11.4
Percentage of teachers in first 3 years	16%	17%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 690	\$ 682	\$ 1,723	\$ 1,317
State	4,786	4,926	3,921	4,011
Local	2,856	2,989	4,869	4,592
<b>Total per pupil revenues</b>	<b>\$ 8,332</b>	<b>\$ 8,597</b>	<b>\$ 10,513</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,354	\$ 5,448	\$ 5,175
Grants	946	1,124	1,843
Donations and tax credits	50	62	54

### Select revenues from less common sources

Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	4 of 19
Small school adjustment	0	0	0 of 19
Federal impact aid	0	0	0 of 19
Voter-approved levy increases	1,141	1,142	19 of 19

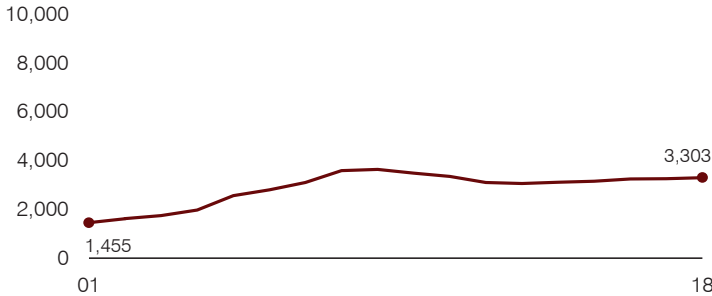
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

**Instructional spending percentage**

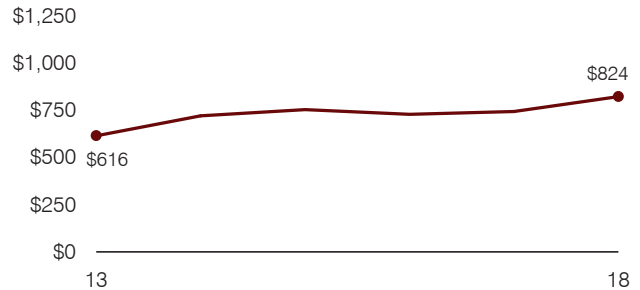
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 60.0 62.5 64.4 64.3 62.4 62.1 62.9 61.0 60.3 59.7 57.7 59.3 58.9 59.0 58.8 56.7 57.1 56.8

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

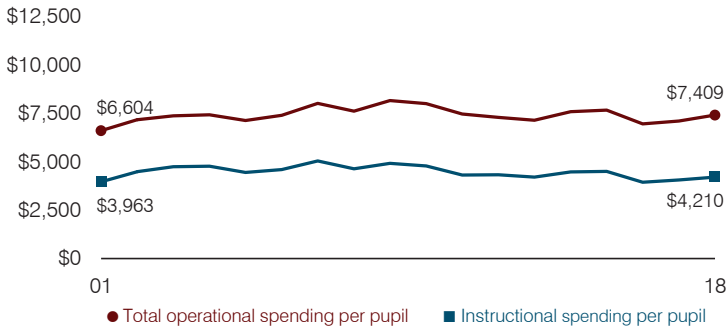
**Students attending**



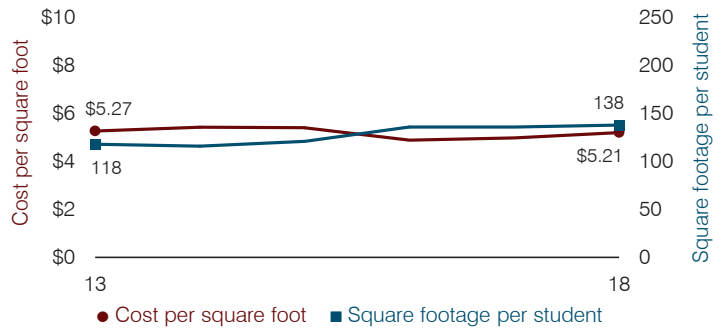
**Administrative cost per pupil**



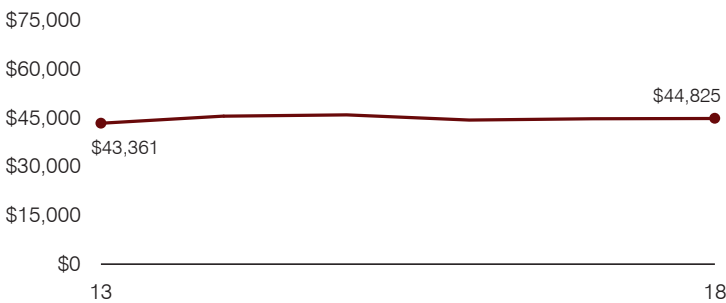
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



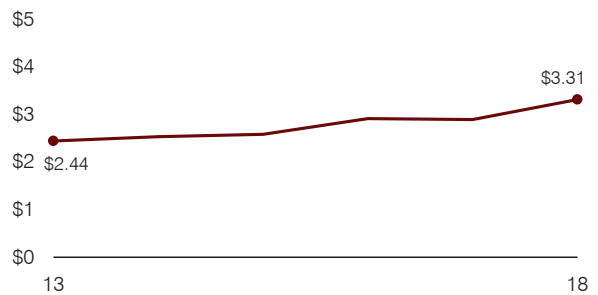
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



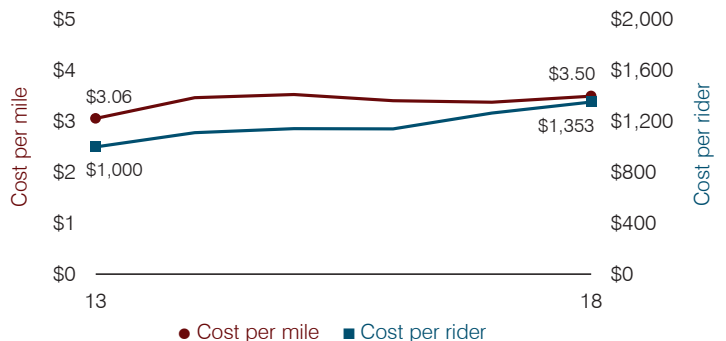
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	7.4%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**





# Litchfield Elementary School District

Maricopa County

Efficiency peer groups 7 and T-2, Achievement peer group 12<sup>1</sup>

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

District size, location:

Large, Suburb

Students attending:

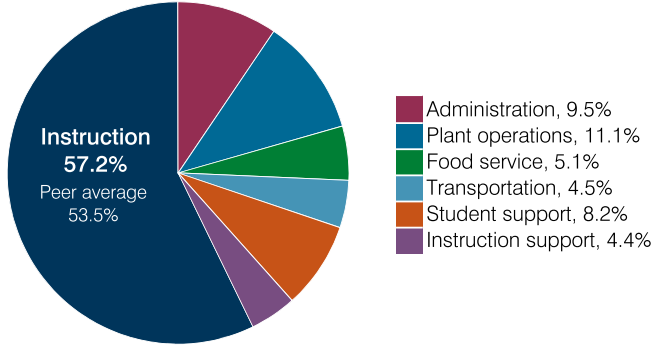
10,780

Number of schools:

14

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$653	\$796	\$860
	Students per administrative position	99	76	66
Plant operations	Cost per square foot	\$6.58	\$6.16	\$6.34
	Square footage per student	116	133	156
Food service	Cost per meal	\$2.99	\$2.99	\$3.02
Transportation	Cost per mile	\$3.68	\$5.91	\$4.05
	Cost per rider	\$875	\$1,232	\$1,301

Very low   Low   Comparable   High   Very high

### Per pupil spending

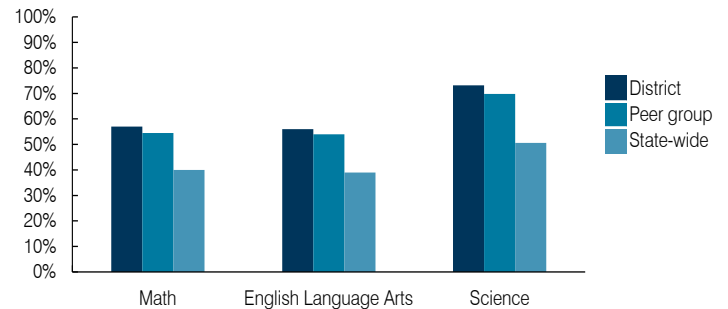
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,891	\$ 3,911	\$ 4,238	\$ 4,480
Administration	620	653	796	860
Plant operations	744	761	815	988
Food service	330	351	580	425
Transportation	269	303	298	388
Student support	501	562	646	693
Instruction support	298	293	486	462
<b>Total operational</b>	<b>6,653</b>	<b>6,834</b>	<b>7,859</b>	<b>8,296</b>
Land and buildings	565	233	517	827
Equipment	292	191	393	409
Interest	151	136	189	228
Other	301	315	188	169
<b>Total nonoperational</b>	<b>1,309</b>	<b>875</b>	<b>1,287</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 7,962</b>	<b>\$ 7,709</b>	<b>\$ 9,146</b>	<b>\$ 9,929</b>

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	8	57%
B	6	43%
C	0	0%
D	0	0%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	9%	11%	19%
Special education population	9%	10%	12%
Students per teacher	21.4	18.8	18.4
Average teacher salary	\$51,733	\$47,982	\$48,951
Amount from Prop 301	\$6,445	\$6,094	\$6,411
Average years of teacher experience	9.8	10.3	11.4
Percentage of teachers in first 3 years	16%	17%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 593	\$ 564	\$ 1,588	\$ 1,317
State	4,210	4,334	4,344	4,011
Local	3,076	3,069	3,644	4,592
<b>Total per pupil revenues</b>	<b>\$ 7,879</b>	<b>\$ 7,967</b>	<b>\$ 9,576</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Equalization formula funding	\$ 5,111	\$ 5,220	\$ 5,167	\$ 5,585
Grants	594	590	1,650	1,241
Donations and tax credits	49	39	46	90

### Select revenues from less common sources

			Number of peers receiving
Desegregation	\$ 0	\$ 0	4 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	5	5	2 of 10
Voter-approved levy increases	1,018	1,009	10 of 10

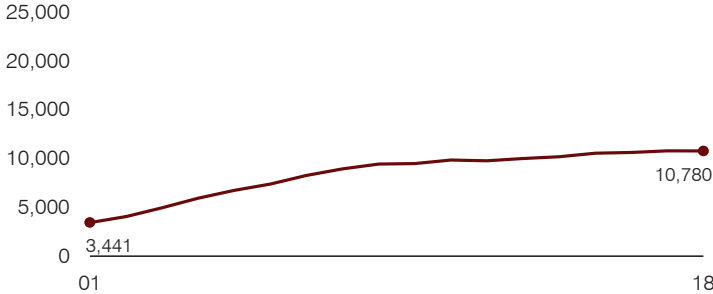
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

**Instructional spending percentage**

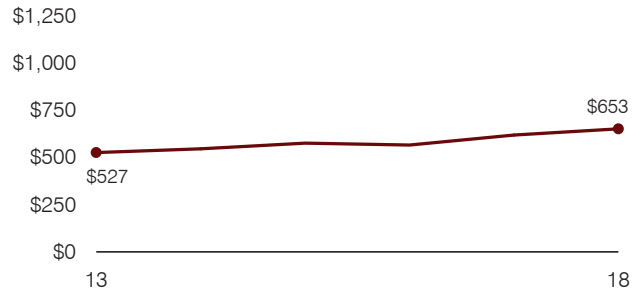
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 57.9 59.7 59.3 60.7 59.6 58.4 58.0 57.9 58.3 58.3 58.4 58.2 58.1 57.7 57.9 58.6 58.5 57.2

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

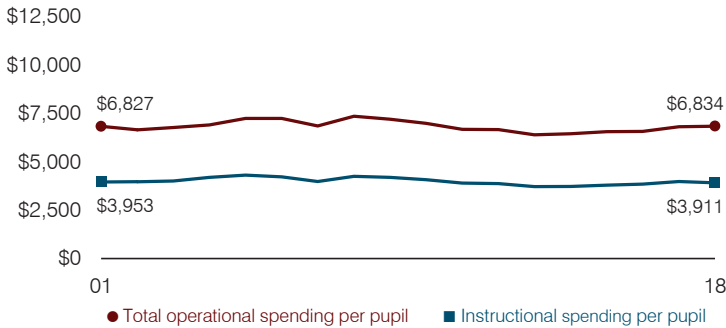
**Students attending**



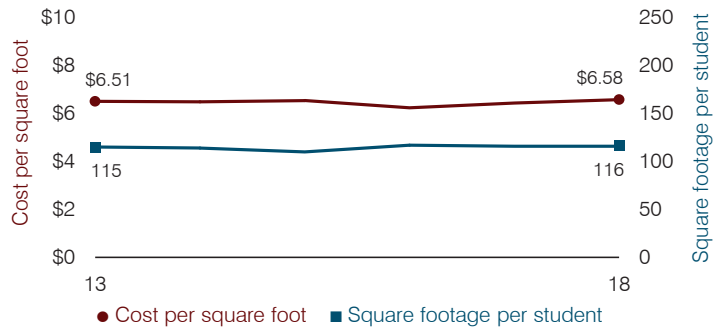
**Administrative cost per pupil**



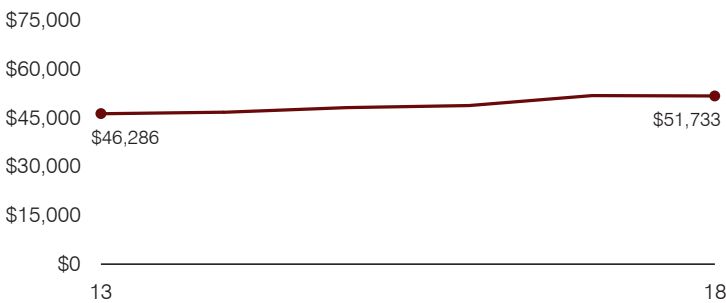
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



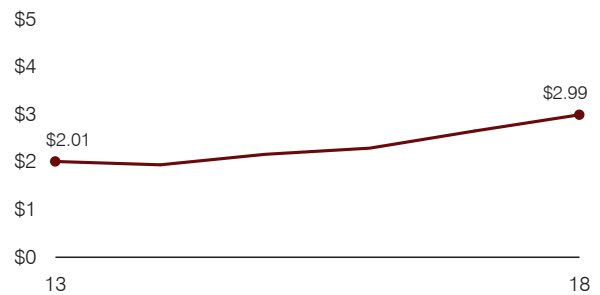
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



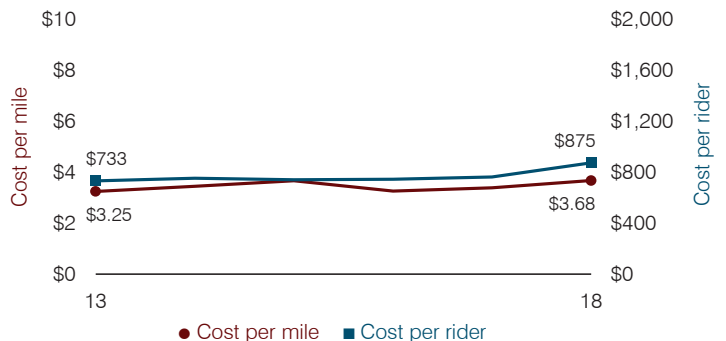
**Financial stress assessment**

Overall financial stress level: **Low**

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

Low
Moderate
High

**Transportation costs per mile and per rider**



# Littlefield Unified School District

Mohave County

Efficiency peer groups 6 and T-7, Achievement peer group 4<sup>1</sup>

Legislative district(s): 5

District size, location:

Small, Rural

Students attending:

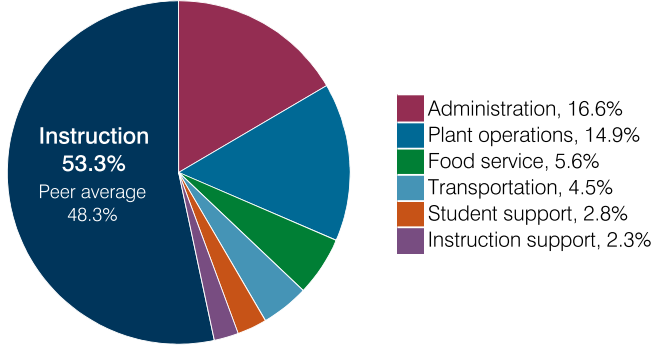
354

Number of schools:

2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,573	\$1,744	\$860
	Students per administrative position	52	43	66
Plant operations	Cost per square foot	\$6.19	\$5.27	\$6.34
	Square footage per student	228	321	156
Food service	Cost per meal	\$3.21	\$3.96	\$3.02
Transportation	Cost per mile	\$2.32	\$3.35	\$4.05
	Cost per rider	\$582	\$1,057	\$1,301

Very low    Low    Comparable    High    Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,602	\$ 5,053	\$ 5,556	\$ 4,480
Administration	1,637	1,573	1,744	860
Plant operations	1,296	1,412	1,706	988
Food service	574	535	546	425
Transportation	565	429	592	388
Student support	413	265	672	693
Instruction support	198	212	393	462
<b>Total operational</b>	<b>9,285</b>	<b>9,479</b>	<b>11,209</b>	<b>8,296</b>
Land and buildings	43	108	1,077	827
Equipment	217	590	601	409
Interest	168	151	162	228
Other	323	336	60	169
<b>Total nonoperational</b>	<b>751</b>	<b>1,185</b>	<b>1,900</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 10,036</b>	<b>\$ 10,664</b>	<b>\$ 13,109</b>	<b>\$ 9,929</b>

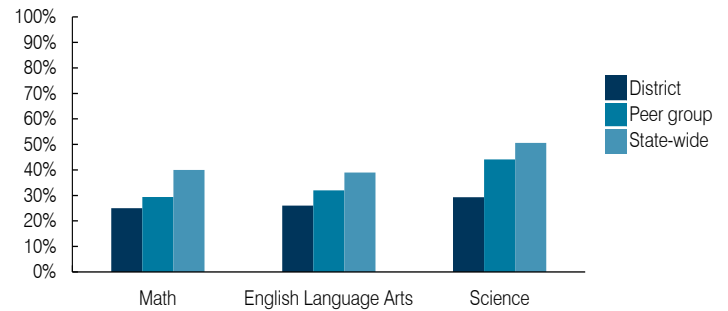
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	79%	85%	78%
Poverty rate (2017)	16%	13%	19%
Special education population	11%	13%	12%
Students per teacher	14.8	16.6	18.4
Average teacher salary	\$44,628	\$47,740	\$48,951
Amount from Prop 301	\$6,782	\$6,338	\$6,411
Average years of teacher experience	18.6	11.9	11.4
Percentage of teachers in first 3 years	14%	17%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,558	\$ 1,458	\$ 2,405	\$ 1,317
State	5,457	5,831	4,080	4,011
Local	3,793	4,763	8,027	4,592
<b>Total per pupil revenues</b>	<b>\$ 10,808</b>	<b>\$ 12,052</b>	<b>\$ 14,512</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 7,385	\$ 7,565	\$ 7,175
Grants	1,905	2,021	2,252
Donations and tax credits	69	56	337

### Select revenues from less common sources

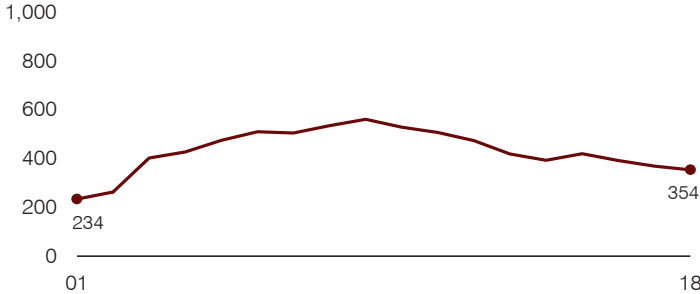
Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	0 of 18
Small school adjustment	0	0	5 of 18
Federal impact aid	0	0	3 of 18
Voter-approved levy increases	622	650	14 of 18

**Instructional spending percentage**

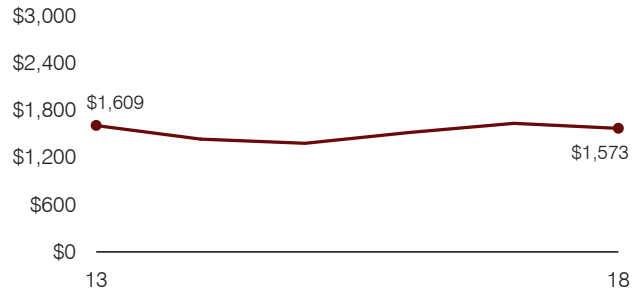
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 52.5 63.4 62.9 63.7 55.6 54.4 55.4 54.6 50.6 52.6 53.8 54.3 50.2 51.9 51.3 52.8 49.6 53.3

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

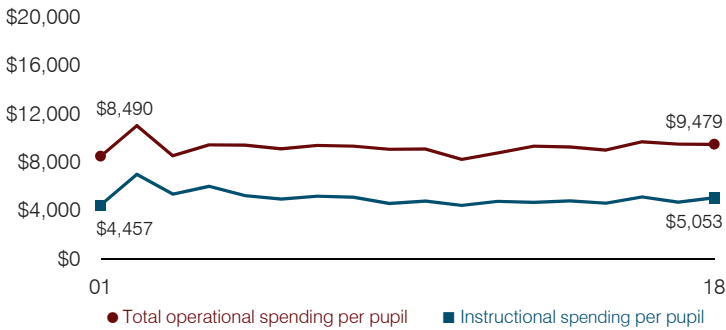
**Students attending**



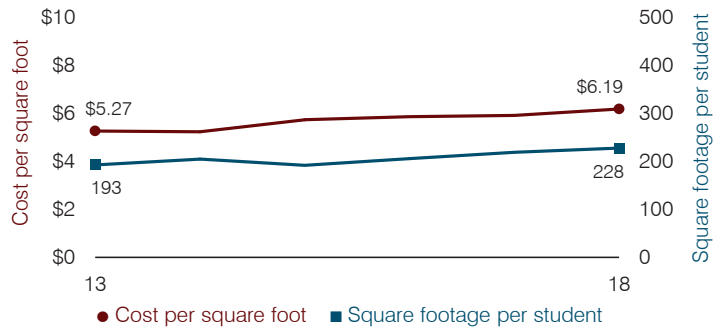
**Administrative cost per pupil**



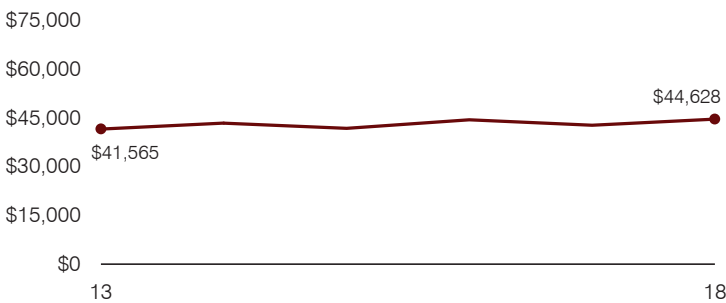
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



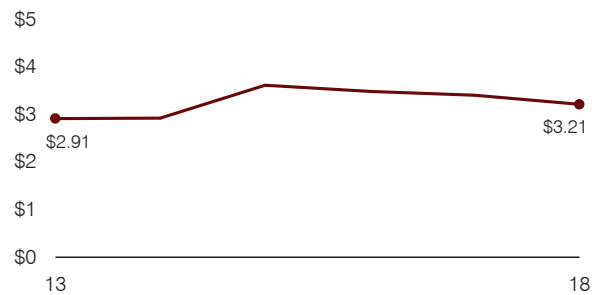
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



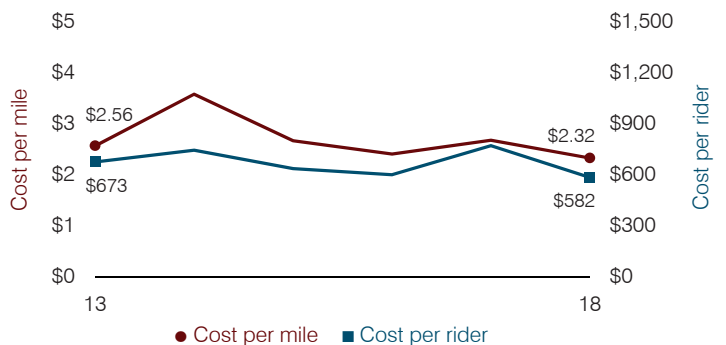
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	6.2%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

**Transportation costs per mile and per rider**



# Littleton Elementary School District

Maricopa County

Efficiency peer groups 8 and T-1, Achievement peer group 13<sup>1</sup>

Legislative district(s): 19

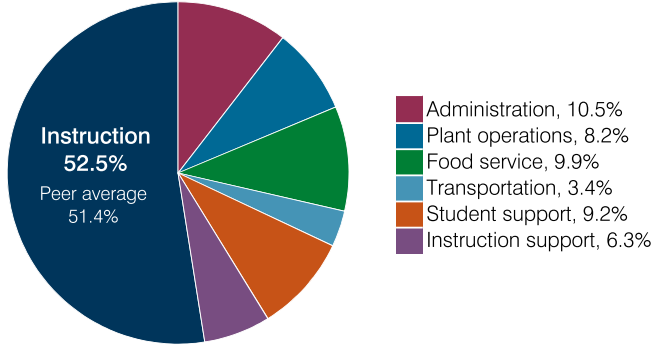
District size, location: Medium-large, Suburb

Students attending: 5,626

Number of schools: 7

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$799	\$1,025	\$860
	Students per administrative position	75	67	66
Plant operations	Cost per square foot	\$4.95	\$6.61	\$6.34
	Square footage per student	125	143	156
Food service	Cost per meal	\$3.12	\$2.92	\$3.02
Transportation	Cost per mile	\$5.30	\$7.19	\$4.05
	Cost per rider	\$745	\$1,106	\$1,301

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

### Per pupil spending

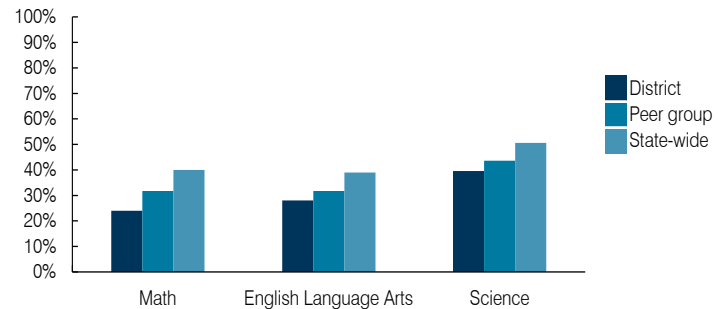
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,988	\$ 3,958	\$ 4,392	\$ 4,480
Administration	834	799	1,025	860
Plant operations	648	618	971	988
Food service	786	745	659	425
Transportation	262	253	331	388
Student support	635	690	631	693
Instruction support	513	479	546	462
<b>Total operational</b>	<b>7,666</b>	<b>7,542</b>	<b>8,555</b>	<b>8,296</b>
Land and buildings	486	571	1,140	827
Equipment	348	256	697	409
Interest	181	166	327	228
Other	22	23	172	169
<b>Total nonoperational</b>	<b>1,037</b>	<b>1,016</b>	<b>2,336</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 8,703</b>	<b>\$ 8,558</b>	<b>\$ 10,891</b>	<b>\$ 9,929</b>

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	17%	20%	19%
Special education population	12%	13%	12%
Students per teacher	17.7	19.4	18.4
Average teacher salary	\$42,738	\$45,518	\$48,951
Amount from Prop 301	\$4,390	\$5,403	\$6,411
Average years of teacher experience	6.0	7.7	11.4
Percentage of teachers in first 3 years	44%	35%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,381	\$ 1,227	\$ 1,723	\$ 1,317
State	4,343	4,446	3,921	4,011
Local	3,021	3,029	4,869	4,592
<b>Total per pupil revenues</b>	<b>\$ 8,745</b>	<b>\$ 8,702</b>	<b>\$ 10,513</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 4,954	\$ 5,101	\$ 5,175
Grants	1,446	1,246	1,843
Donations and tax credits	68	40	54

### Select revenues from less common sources

Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	4 of 19
Small school adjustment	0	0	0 of 19
Federal impact aid	0	0	0 of 19
Voter-approved levy increases	1,517	1,473	19 of 19

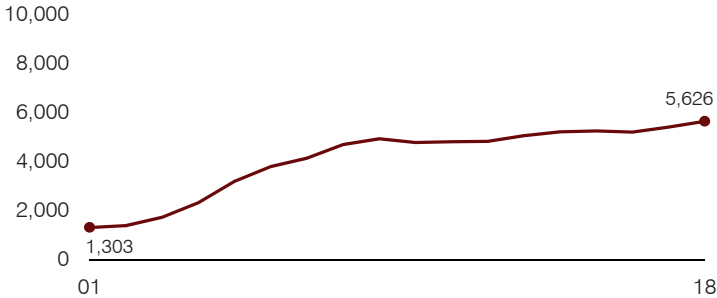
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

**Instructional spending percentage**

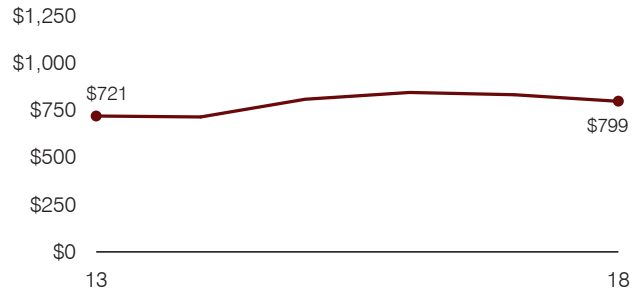
Year:	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Percentage:	56.8	56.4	53.5	56.4	58.2	57.0	56.8	57.7	59.0	58.1	57.2	53.9	53.0	53.9	51.8	52.5	52.0	52.5

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
Fiscal years as indicated

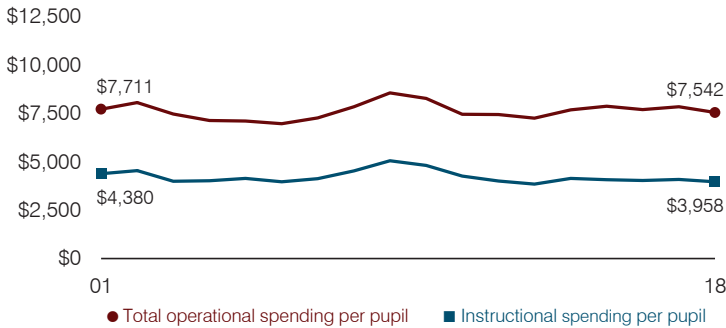
**Students attending**



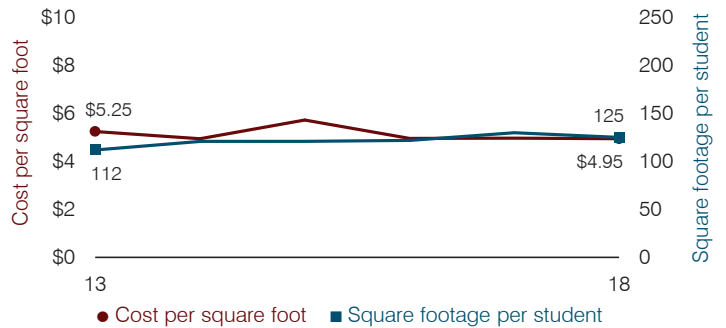
**Administrative cost per pupil**



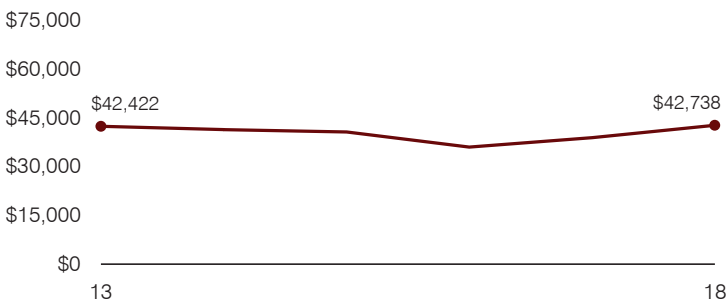
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



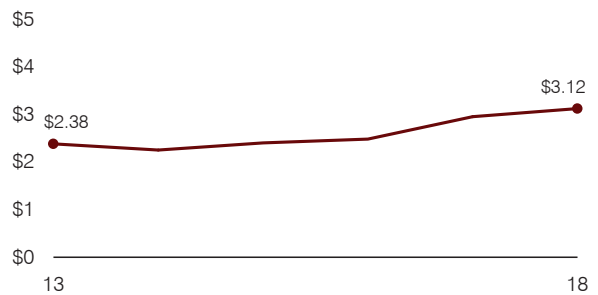
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



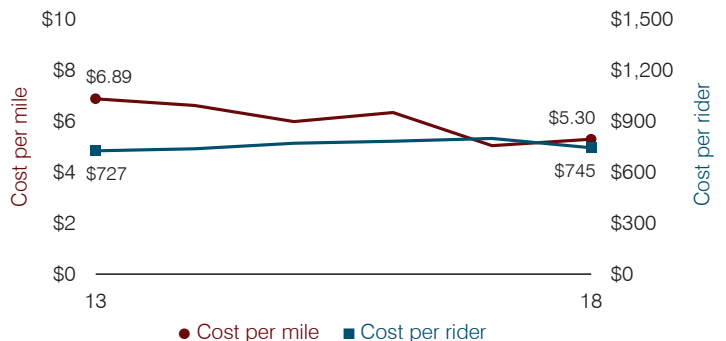
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	4.5%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**



# Madison Elementary School District

Maricopa County

Efficiency peer groups 8 and T-1, Achievement peer group 12<sup>1</sup>

Legislative district(s): 24 and 28

District size, location:

Medium-large, City

Students attending:

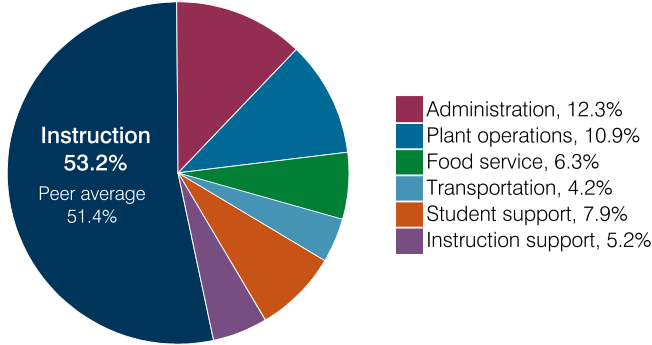
5,531

Number of schools:

8

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$917	\$1,025	\$860
	Students per administrative position	61	67	66
Plant operations	Cost per square foot	\$5.88	\$6.61	\$6.34
	Square footage per student	138	143	156
Food service	Cost per meal	\$2.86	\$2.92	\$3.02
Transportation	Cost per mile	\$9.63	\$7.19	\$4.05
	Cost per rider	\$1,247	\$1,106	\$1,301

Very low
Low
Comparable
High
Very high

### Per pupil spending

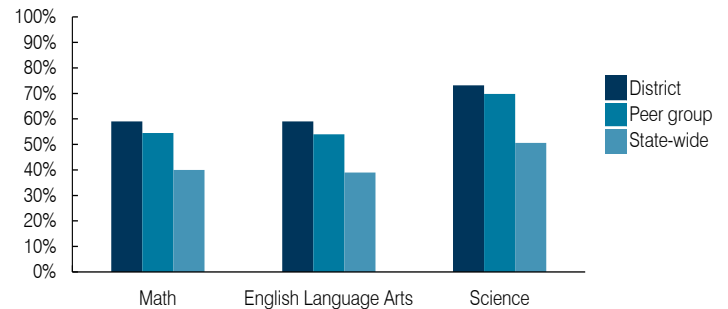
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,648	\$ 3,962	\$ 4,392	\$ 4,480
Administration	985	917	1,025	860
Plant operations	841	810	971	988
Food service	434	468	659	425
Transportation	294	311	331	388
Student support	517	592	631	693
Instruction support	388	387	546	462
<b>Total operational</b>	<b>7,107</b>	<b>7,447</b>	<b>8,555</b>	<b>8,296</b>
Land and buildings	2,284	5,592	1,140	827
Equipment	321	381	697	409
Interest	440	720	327	228
Other	912	990	172	169
<b>Total nonoperational</b>	<b>3,957</b>	<b>7,683</b>	<b>2,336</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 11,064</b>	<b>\$ 15,130</b>	<b>\$ 10,891</b>	<b>\$ 9,929</b>

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	4	50%
B	3	38%
C	1	12%
D	0	0%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	95%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	14%	11%	19%
Special education population	8%	10%	12%
Students per teacher	19.7	18.8	18.4
Average teacher salary	\$45,716	\$47,982	\$48,951
Amount from Prop 301	\$6,838	\$6,094	\$6,411
Average years of teacher experience	7.8	10.3	11.4
Percentage of teachers in first 3 years	21%	17%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 689	\$ 780	\$ 1,723	\$ 1,317
State	2,311	2,580	3,921	4,011
Local	8,294	9,102	4,869	4,592
<b>Total per pupil revenues</b>	<b>\$ 11,294</b>	<b>\$ 12,462</b>	<b>\$ 10,513</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 4,835	\$ 4,994	\$ 5,175
Grants	624	921	1,843
Donations and tax credits	158	161	54

### Select revenues from less common sources

Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	4 of 19
Small school adjustment	0	0	0 of 19
Federal impact aid	0	0	0 of 19
Voter-approved levy increases	3,407	4,063	19 of 19

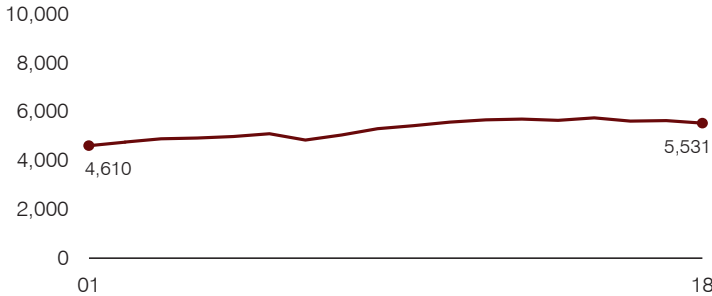
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

**Instructional spending percentage**

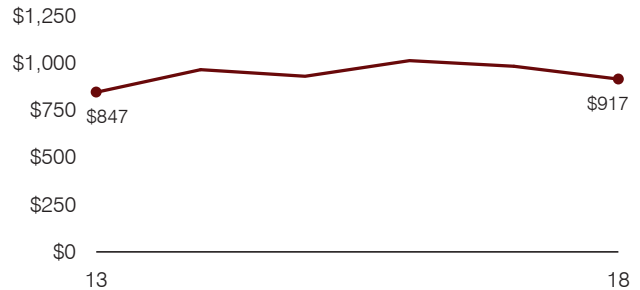
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 54.3 56.1 58.1 59.5 59.3 59.2 58.4 55.0 54.6 53.2 51.1 53.1 52.7 51.7 53.1 51.9 51.3 53.2

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

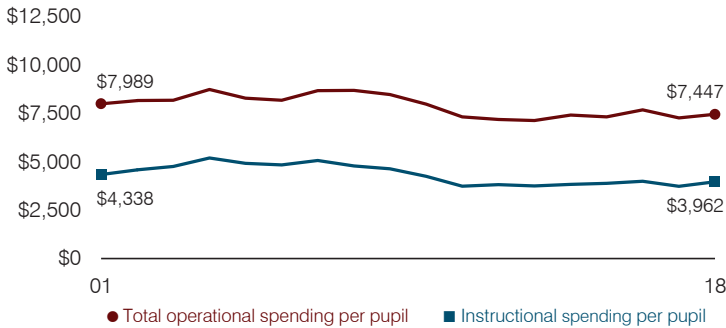
**Students attending**



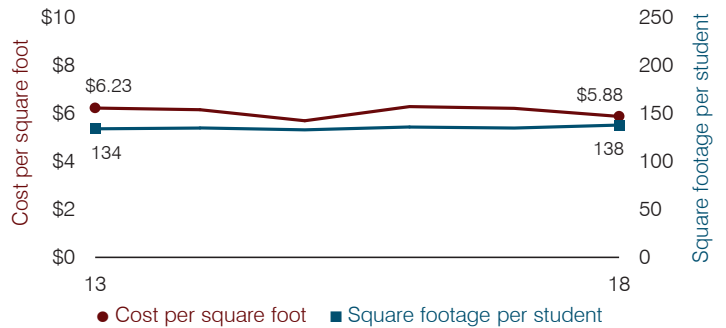
**Administrative cost per pupil**



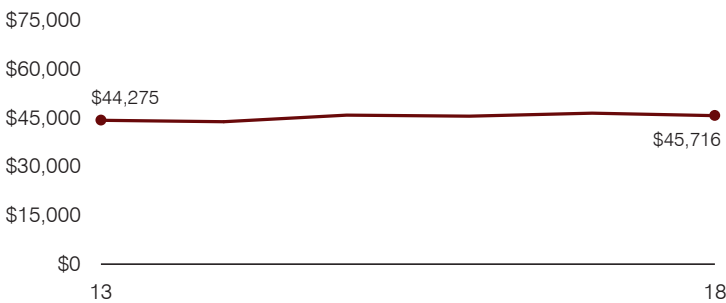
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



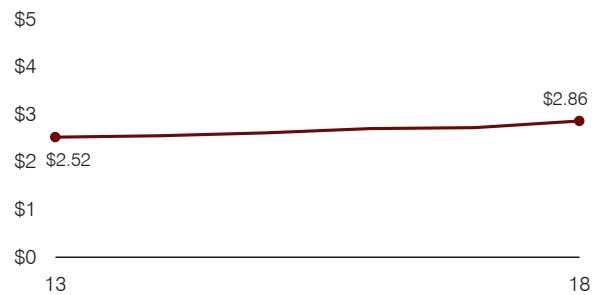
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



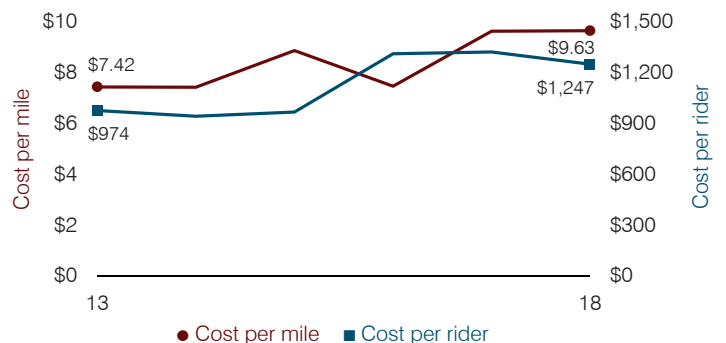
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	4.9%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**





# Maine Consolidated School District

Coconino County

Efficiency peer groups 11 and T-11, Achievement peer group 17<sup>1</sup>

Legislative district(s): 6

District size, location:

Very small, Rural

Students attending:

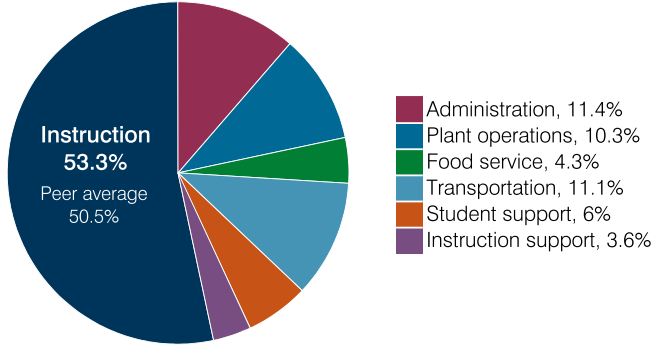
115

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,030	\$3,064	\$860
	Students per administrative position	58	33	66
Plant operations	Cost per square foot	\$7.17	\$7.31	\$6.34
	Square footage per student	257	371	156
Food service	Cost per meal	\$5.94	\$5.79	\$3.02
Transportation	Cost per mile	\$3.40	\$1.94	\$4.05
	Cost per rider	\$2,084	\$1,614	\$1,301

### Per pupil spending

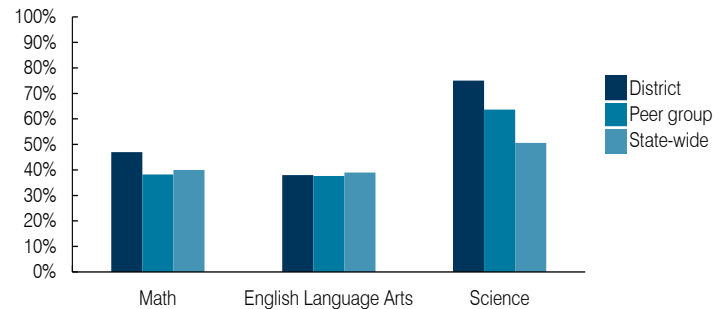
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 9,327	\$ 9,532	\$ 8,493	\$ 4,480
Administration	2,036	2,030	3,064	860
Plant operations	1,849	1,842	2,439	988
Food service	781	775	932	425
Transportation	1,810	1,993	973	388
Student support	967	1,075	656	693
Instruction support	592	649	400	462
<b>Total operational</b>	<b>17,362</b>	<b>17,896</b>	<b>16,957</b>	<b>8,296</b>
Land and buildings	78	23	965	827
Equipment	504	455	562	409
Interest	2	23	25	228
Other	383	351	88	169
<b>Total nonoperational</b>	<b>967</b>	<b>852</b>	<b>1,640</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 18,329</b>	<b>\$ 18,748</b>	<b>\$ 18,597</b>	<b>\$ 9,929</b>

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	20%	19%	19%
Special education population	18%	13%	12%
Students per teacher	8.0	14.1	18.4
Average teacher salary	\$49,048	\$50,510	\$48,951
Amount from Prop 301	\$3,335	\$5,096	\$6,411
Average years of teacher experience	14.2	13.8	11.4
Percentage of teachers in first 3 years	0%	9%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,099	\$ 1,689	\$ 3,021	\$ 1,317
State	4,075	4,591	4,788	4,011
Local	13,156	13,079	12,812	4,592
<b>Total per pupil revenues</b>	<b>\$ 18,330</b>	<b>\$ 19,359</b>	<b>\$ 20,621</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Equalization formula funding	\$ 8,288	\$ 8,759	\$ 8,282	\$ 5,585
Grants	1,109	1,711	3,020	1,241
Donations and tax credits	144	131	125	90

### Select revenues from less common sources

			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	6,528	6,516	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

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

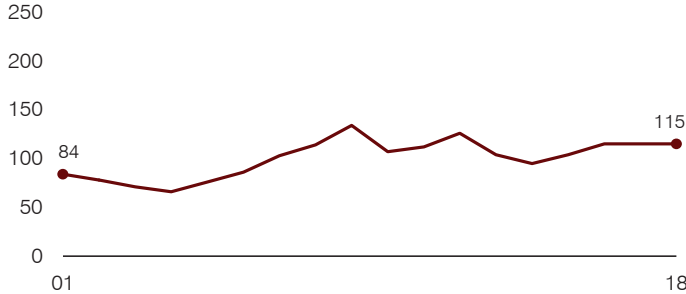
# Maine Consolidated SD—page 2

## Instructional spending percentage

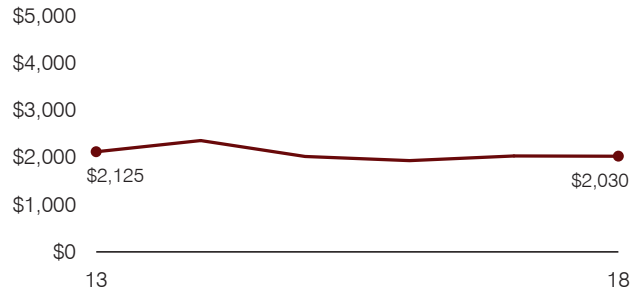
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 46.2 46.7 47.7 50.6 50.7 43.8 46.8 45.8 53.5 50.5 52.3 50.2 50.8 51.1 51.8 53.0 53.7 53.3

### TRENDS AND FINANCIAL STRESS ASSESSMENT Fiscal years as indicated

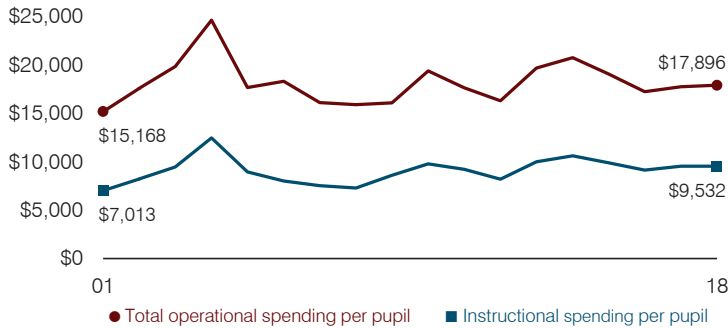
#### Students attending



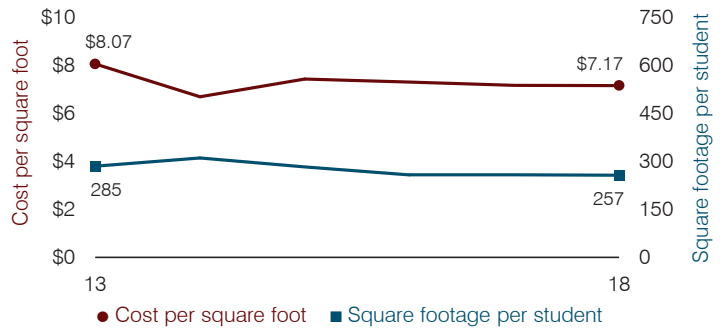
#### Administrative cost per pupil



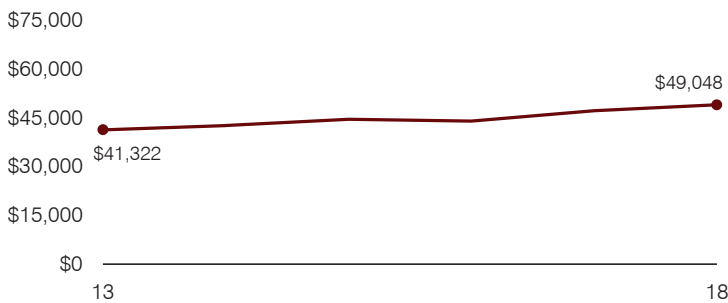
#### Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



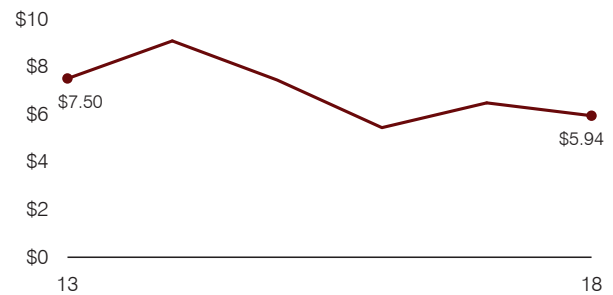
#### Plant cost per square foot and square footage per student



#### Average teacher salary



#### Food service cost per meal



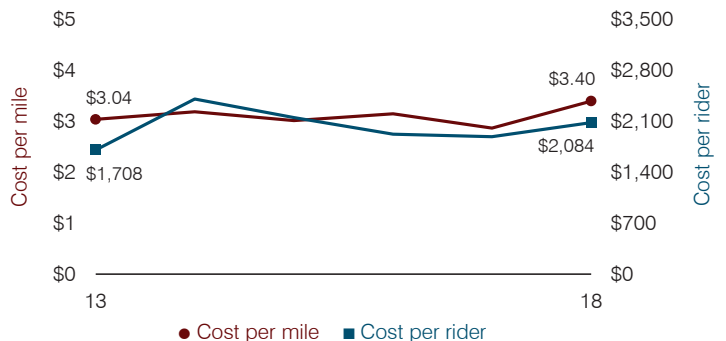
#### Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	Isolated
Spending increase election results	No election held
Operating reserve percentage, Trend	0.3%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

#### Transportation costs per mile and per rider



# Mammoth-San Manuel Unified School District

Pinal County

District size, location:

Medium, Rural

Efficiency peer groups 5 and T-7, Achievement peer group 5<sup>1</sup>

Students attending:

705

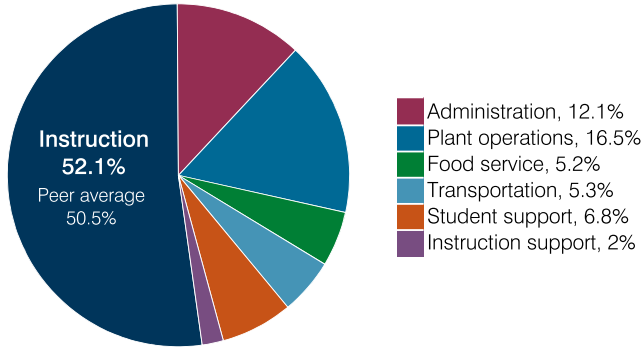
Legislative district(s): 8

Number of schools:

3

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,122	\$1,221	\$860
	Students per administrative position	45	54	66
Plant operations	Cost per square foot	\$4.43	\$5.43	\$6.34
	Square footage per student	341	257	156
Food service	Cost per meal	\$3.21	\$3.66	\$3.02
Transportation	Cost per mile	\$2.73	\$3.35	\$4.05
	Cost per rider	\$724	\$1,057	\$1,301

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

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,584	\$ 4,812	\$ 4,824	\$ 4,480
Administration	1,124	1,122	1,221	860
Plant operations	1,421	1,511	1,365	988
Food service	511	480	437	425
Transportation	414	493	532	388
Student support	640	631	623	693
Instruction support	332	189	359	462
<b>Total operational</b>	<b>9,026</b>	<b>9,238</b>	<b>9,361</b>	<b>8,296</b>
Land and buildings	335	1,025	799	827
Equipment	165	328	433	409
Interest	6	5	248	228
Other	102	43	71	169
<b>Total nonoperational</b>	<b>608</b>	<b>1,401</b>	<b>1,551</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 9,634</b>	<b>\$ 10,639</b>	<b>\$ 10,912</b>	<b>\$ 9,929</b>

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

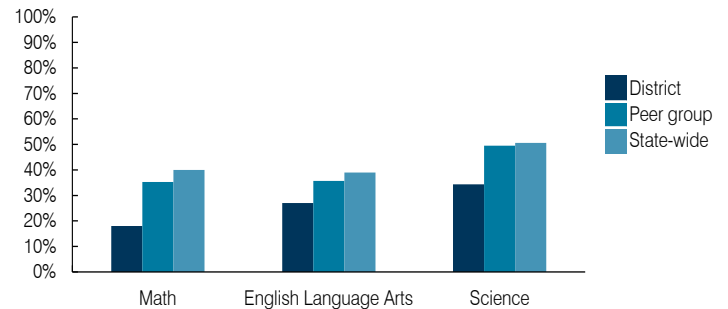
## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

<sup>2</sup> Includes schools that share a campus.

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	93%	94%
Graduation rate (2017)	87%	86%	78%
Poverty rate (2017)	21%	22%	19%
Special education population	18%	13%	12%
Students per teacher	15.7	17.6	18.4
Average teacher salary	\$43,934	\$44,777	\$48,951
Amount from Prop 301	\$6,882	\$6,708	\$6,411
Average years of teacher experience	13.5	13.0	11.4
Percentage of teachers in first 3 years	17%	17%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,551	\$ 1,386	\$ 3,917	\$ 1,317
State	5,847	7,091	4,283	4,011
Local	2,223	2,380	4,207	4,592
<b>Total per pupil revenues</b>	<b>\$ 9,621</b>	<b>\$ 10,857</b>	<b>\$ 12,407</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,891	\$ 6,251	\$ 5,992
Grants	1,927	2,603	1,703
Donations and tax credits	88	93	147

### Select revenues from less common sources

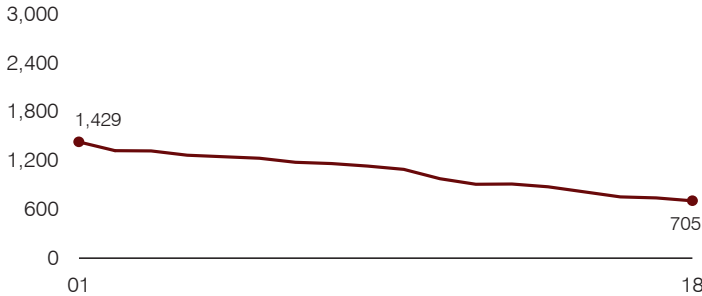
Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	0 of 31
Small school adjustment	0	0	0 of 31
Federal impact aid	0	0	16 of 31
Voter-approved levy increases	0	0	21 of 31

**Instructional spending percentage**

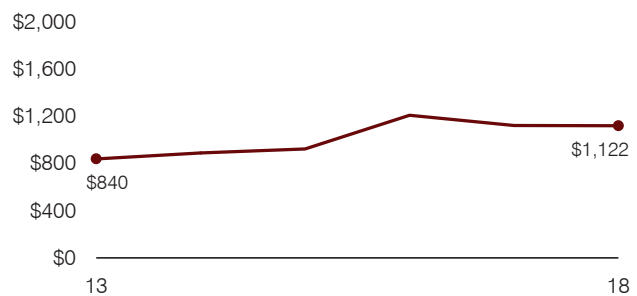
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 57.9 55.6 56.1 55.9 56.2 57.1 54.9 55.5 56.3 57.2 53.4 56.0 52.7 52.6 53.1 50.7 50.8 52.1

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

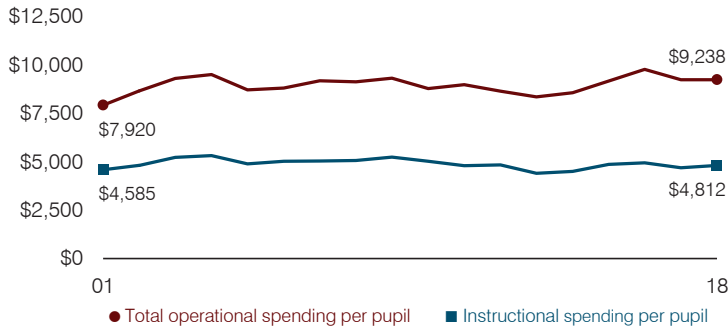
**Students attending**



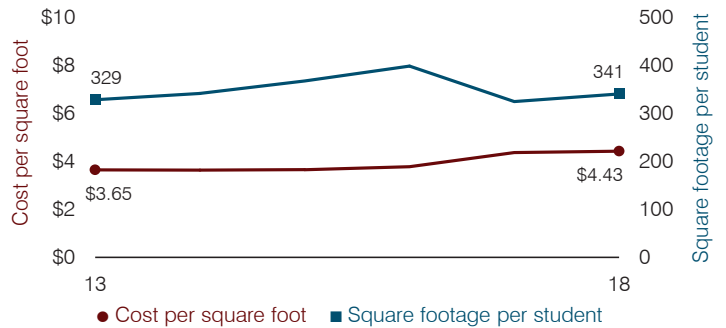
**Administrative cost per pupil**



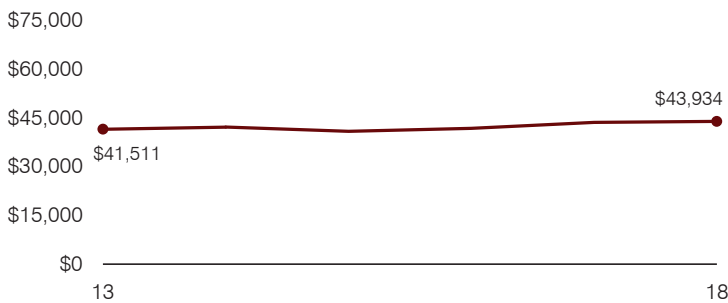
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



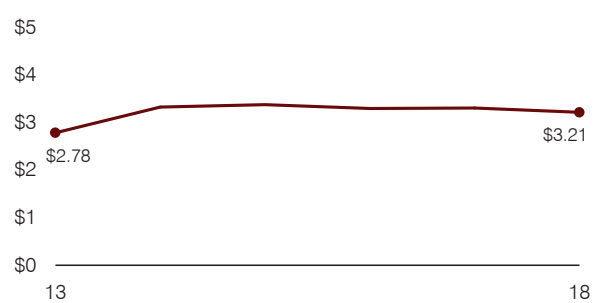
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



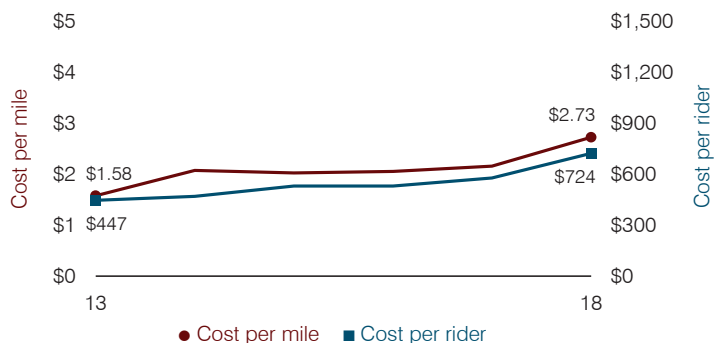
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	6.7%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

**Transportation costs per mile and per rider**



# Marana Unified School District

Pima County

Efficiency peer groups 2 and T-4, Achievement peer group 2<sup>1</sup>

Legislative district(s): 9 and 11

District size, location:

Large, Suburb

Students attending:

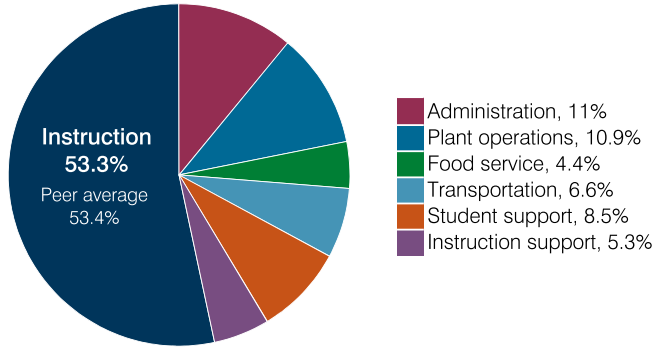
11,614

Number of schools:

17

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$877	\$804	\$860
	Students per administrative position	61	67	66
Plant operations	Cost per square foot	\$5.85	\$6.44	\$6.34
	Square footage per student	149	148	156
Food service	Cost per meal	\$3.00	\$3.08	\$3.02
Transportation	Cost per mile	\$3.23	\$3.72	\$4.05
	Cost per rider	\$1,245	\$1,330	\$1,301

Very low
Low
Comparable
High
Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,252	\$ 4,263	\$ 4,135	\$ 4,480
Administration	820	877	804	860
Plant operations	869	869	941	988
Food service	362	351	342	425
Transportation	517	533	394	388
Student support	647	679	624	693
Instruction support	393	420	492	462
<b>Total operational</b>	<b>7,860</b>	<b>7,992</b>	<b>7,732</b>	<b>8,296</b>
Land and buildings	862	1,018	738	827
Equipment	869	605	531	409
Interest	426	473	238	228
Other	172	182	153	169
<b>Total nonoperational</b>	<b>2,329</b>	<b>2,278</b>	<b>1,660</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 10,189</b>	<b>\$ 10,270</b>	<b>\$ 9,392</b>	<b>\$ 9,929</b>

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

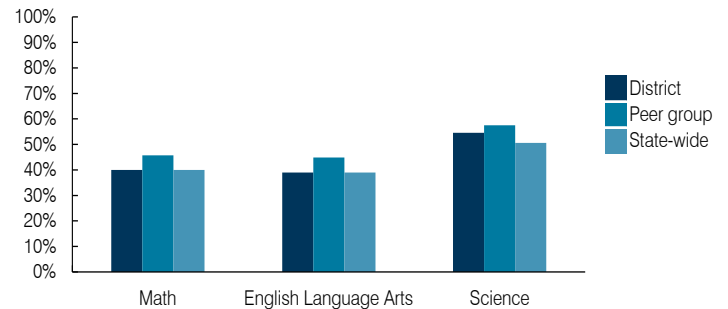
## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools <sup>2</sup>	Percentage of schools
A	4	25%
B	7	44%
C	2	13%
D	3	18%
F	0	0%

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

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2017)	87%	90%	78%
Poverty rate (2017)	11%	12%	19%
Special education population	15%	13%	12%
Students per teacher	17.4	18.5	18.4
Average teacher salary	\$45,128	\$47,265	\$48,951
Amount from Prop 301	\$6,913	\$6,556	\$6,411
Average years of teacher experience	12.7	11.5	11.4
Percentage of teachers in first 3 years	13%	19%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 855	\$ 923	\$ 930	\$ 1,317
State	3,791	3,951	3,760	4,011
Local	4,641	4,542	4,666	4,592
<b>Total per pupil revenues</b>	<b>\$ 9,287</b>	<b>\$ 9,416</b>	<b>\$ 9,356</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,668	\$ 5,743	\$ 5,545
Grants	884	934	1,051
Donations and tax credits	116	137	107

### Select revenues from less common sources

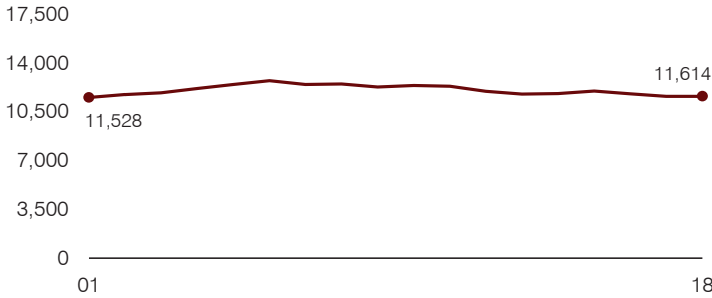
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	3 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	0	0	2 of 10
Voter-approved levy increases	1,240	1,274	10 of 10

**Instructional spending percentage**

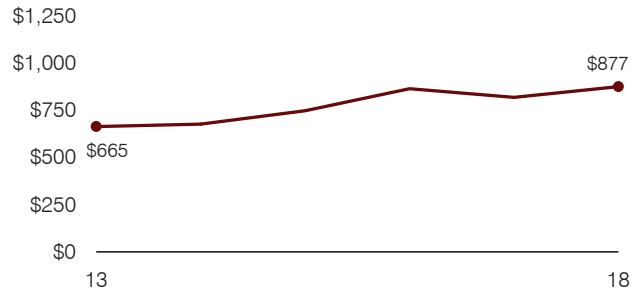
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 52.9 55.4 56.5 59.2 58.8 58.7 59.1 57.3 57.9 56.7 56.1 54.2 54.5 53.9 53.3 53.9 54.1 53.3

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

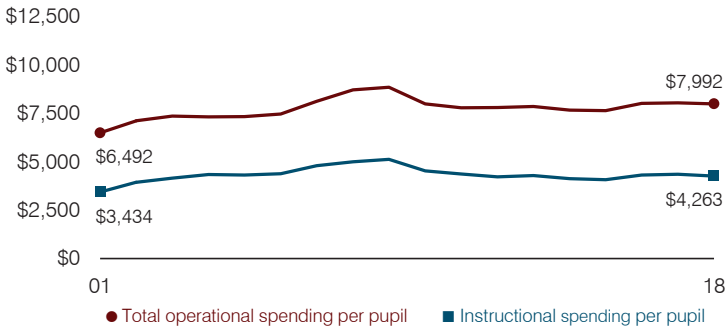
**Students attending**



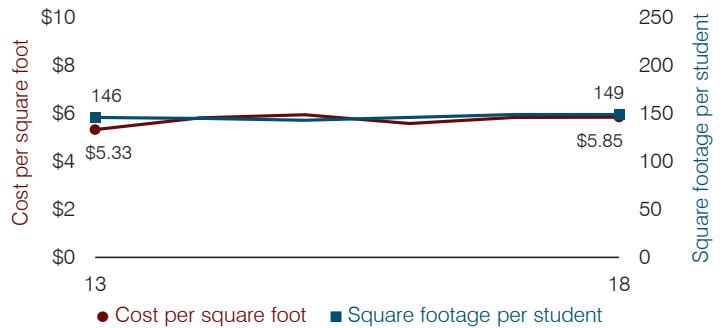
**Administrative cost per pupil**



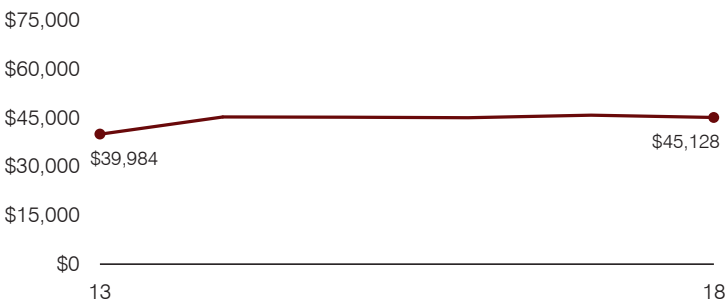
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



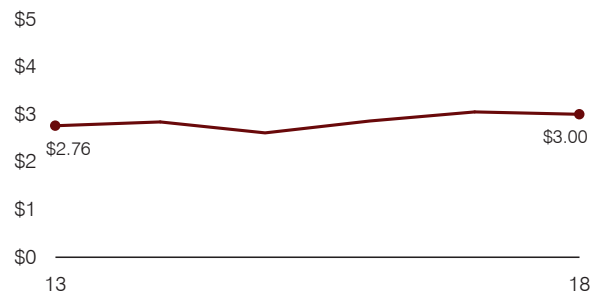
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



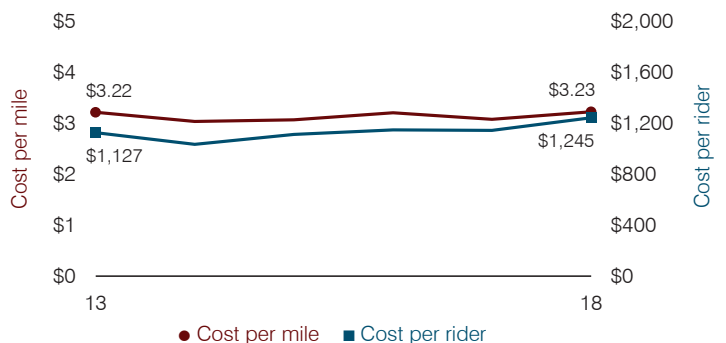
**Financial stress assessment**

Overall financial stress level: Low

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Mixed election results
Operating reserve percentage, Trend	0.9%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

**Transportation costs per mile and per rider**



# Maricopa Unified School District

Pinal County

Efficiency peer groups 4 and T-6, Achievement peer group 4<sup>1</sup>

Legislative district(s): 11

District size, location:

Medium-large, Town

Students attending:

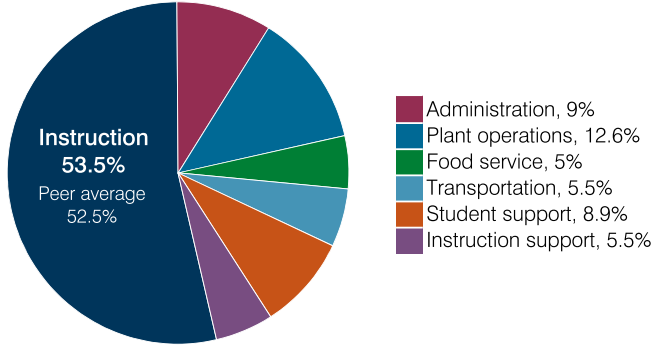
6,483

Number of schools:

9

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$699	\$837	\$860
	Students per administrative position	93	69	66
Plant operations	Cost per square foot	\$7.03	\$5.61	\$6.34
	Square footage per student	140	184	156
Food service	Cost per meal	\$2.92	\$3.16	\$3.02
Transportation	Cost per mile	\$3.86	\$3.96	\$4.05
	Cost per rider	\$1,022	\$721	\$1,301

Very low
Low
Comparable
High
Very high

### Per pupil spending

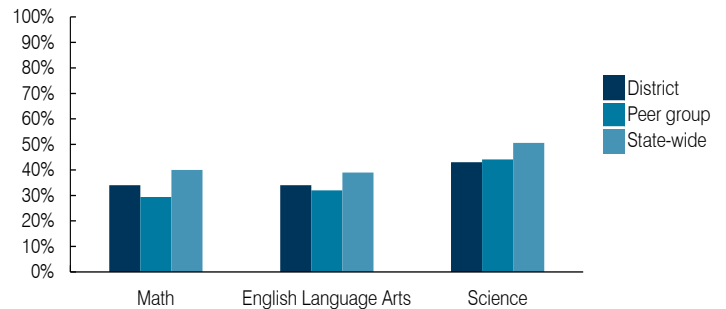
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,705	\$ 4,165	\$ 4,194	\$ 4,480
Administration	637	699	837	860
Plant operations	938	984	1,004	988
Food service	372	385	421	425
Transportation	431	430	418	388
Student support	633	694	643	693
Instruction support	472	426	480	462
<b>Total operational</b>	<b>7,188</b>	<b>7,783</b>	<b>7,997</b>	<b>8,296</b>
Land and buildings	40	112	570	827
Equipment	384	438	389	409
Interest	209	188	200	228
Other	160	50	69	169
<b>Total nonoperational</b>	<b>793</b>	<b>788</b>	<b>1,228</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 7,981</b>	<b>\$ 8,571</b>	<b>\$ 9,225</b>	<b>\$ 9,929</b>

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	2	23%
B	3	33%
C	4	44%
D	0	0%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2017)	76%	85%	78%
Poverty rate (2017)	11%	13%	19%
Special education population	15%	13%	12%
Students per teacher	19.5	16.6	18.4
Average teacher salary	\$47,393	\$47,740	\$48,951
Amount from Prop 301	\$4,000	\$6,338	\$6,411
Average years of teacher experience	8.8	11.9	11.4
Percentage of teachers in first 3 years	18%	17%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 910	\$ 1,027	\$ 2,385	\$ 1,317
State	4,833	5,220	4,222	4,011
Local	2,145	2,714	3,291	4,592
<b>Total per pupil revenues</b>	<b>\$ 7,888</b>	<b>\$ 8,961</b>	<b>\$ 9,898</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,390	\$ 5,604	\$ 5,443
Grants	942	1,144	1,552
Donations and tax credits	20	27	63

### Select revenues from less common sources

Source	District	Peer average	Number of peers receiving
Desegregation	\$ 206	\$ 199	1 of 17
Small school adjustment	0	0	0 of 17
Federal impact aid	29	21	6 of 17
Voter-approved levy increases	569	1,102	13 of 17

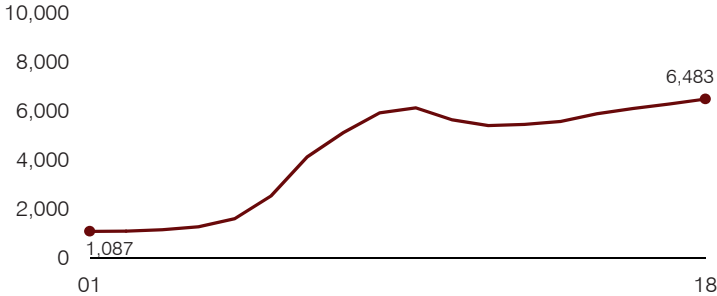
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

**Instructional spending percentage**

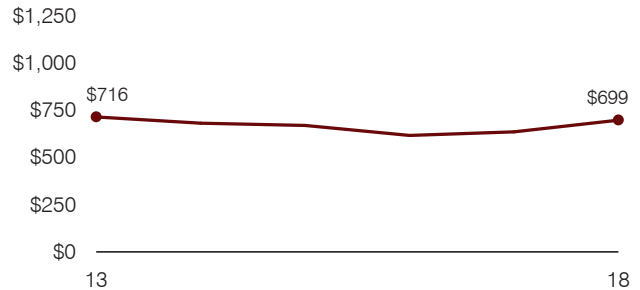
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 59.1 56.8 58.8 51.1 55.8 55.5 55.2 59.7 52.3 50.7 49.6 47.0 47.4 47.0 48.7 49.1 51.5 53.5

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

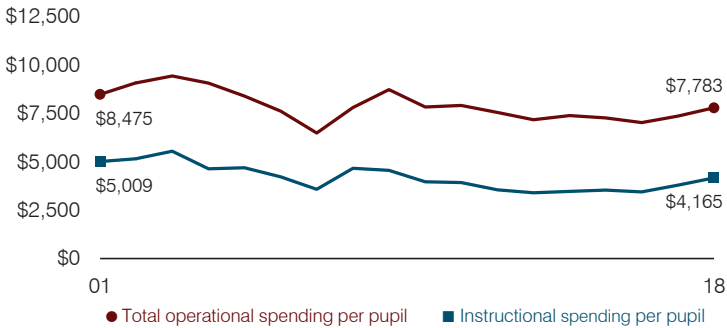
**Students attending**



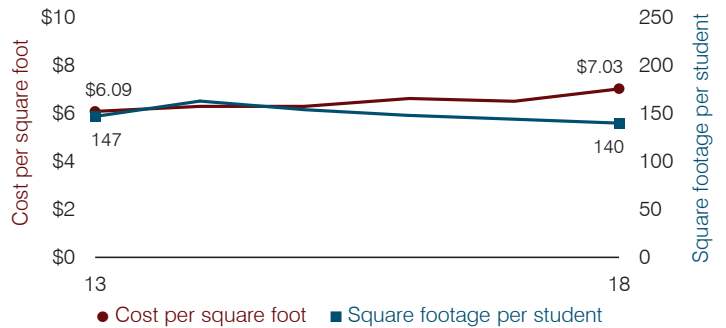
**Administrative cost per pupil**



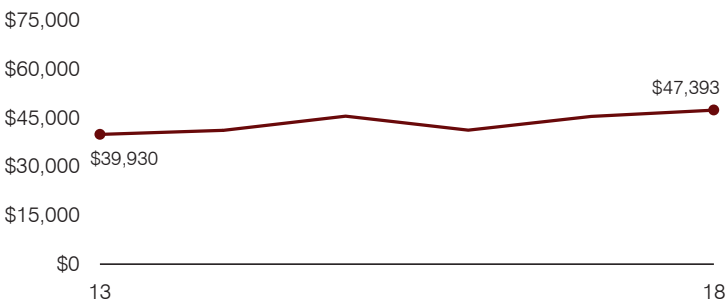
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



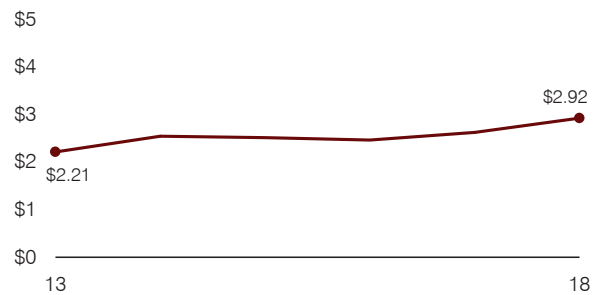
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



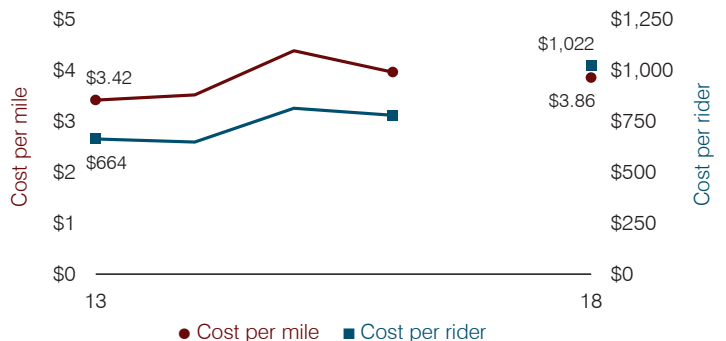
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	5.1%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant

Low
Moderate
High

**Transportation costs per mile and per rider**





# Mayer Unified School District

Yavapai County

Efficiency peer groups 6 and T-10, Achievement peer group 7<sup>1</sup>

Legislative district(s): 1

District size, location:

Small, Rural

Students attending:

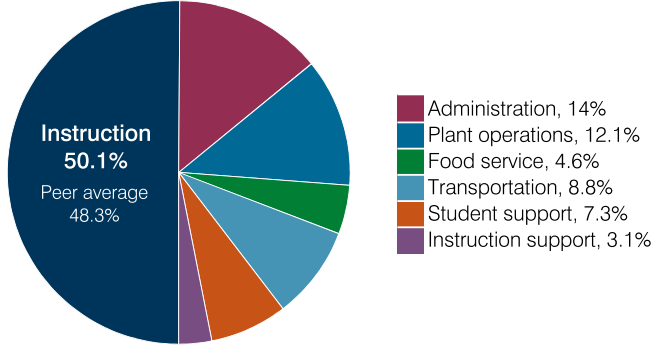
470

Number of schools:

2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,672	\$1,744	\$860
	Students per administrative position	59	43	66
Plant operations	Cost per square foot	\$5.74	\$5.27	\$6.34
	Square footage per student	252	321	156
Food service	Cost per meal	\$3.41	\$3.96	\$3.02
Transportation	Cost per mile	\$2.53	\$1.95	\$4.05
	Cost per rider	\$1,637	\$1,572	\$1,301

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

### Per pupil spending

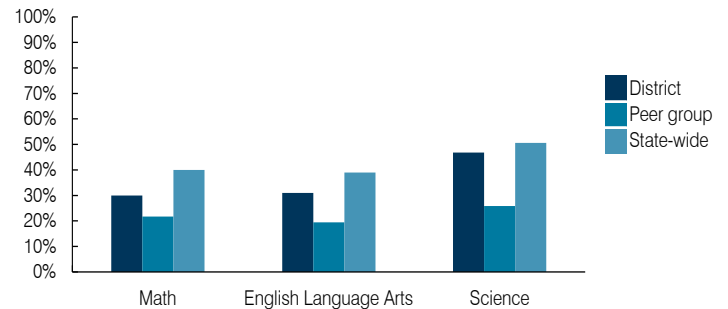
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 5,375	\$ 5,982	\$ 5,556	\$ 4,480
Administration	1,632	1,672	1,744	860
Plant operations	1,281	1,443	1,706	988
Food service	491	558	546	425
Transportation	925	1,045	592	388
Student support	756	875	672	693
Instruction support	344	364	393	462
<b>Total operational</b>	<b>10,804</b>	<b>11,939</b>	<b>11,209</b>	<b>8,296</b>
Land and buildings	105	135	1,077	827
Equipment	623	299	601	409
Interest	179	182	162	228
Other	9	17	60	169
<b>Total nonoperational</b>	<b>916</b>	<b>633</b>	<b>1,900</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 11,720</b>	<b>\$ 12,572</b>	<b>\$ 13,109</b>	<b>\$ 9,929</b>

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	91%	91%	94%
Graduation rate (2017)	69%	76%	78%
Poverty rate (2017)	48%	41%	19%
Special education population	19%	12%	12%
Students per teacher	13.1	15.8	18.4
Average teacher salary	\$44,108	\$48,537	\$48,951
Amount from Prop 301	\$6,250	\$5,191	\$6,411
Average years of teacher experience	13.6	12.5	11.4
Percentage of teachers in first 3 years	16%	18%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,778	\$ 1,869	\$ 2,405	\$ 1,317
State	4,770	5,338	4,080	4,011
Local	5,250	5,395	8,027	4,592
<b>Total per pupil revenues</b>	<b>\$ 11,798</b>	<b>\$ 12,602</b>	<b>\$ 14,512</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 7,492	\$ 8,443	\$ 7,175
Grants	1,974	2,099	2,252
Donations and tax credits	73	86	337

### Select revenues from less common sources

Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	0 of 18
Small school adjustment	0	0	5 of 18
Federal impact aid	0	0	3 of 18
Voter-approved levy increases	281	342	14 of 18

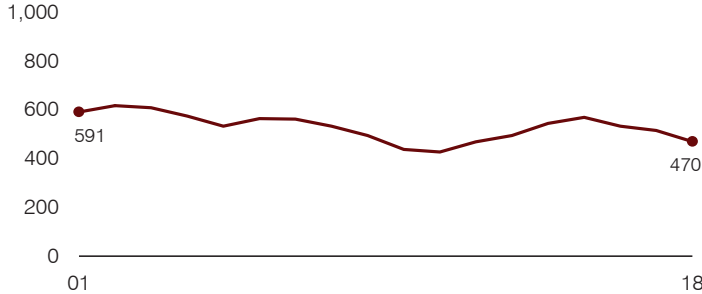
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

**Instructional spending percentage**

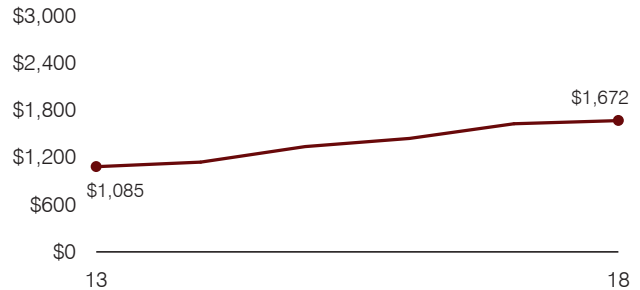
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 55.1 57.4 55.7 54.4 53.7 53.9 49.8 50.2 47.7 44.4 47.7 44.5 44.8 46.8 49.3 48.4 49.8 50.1

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

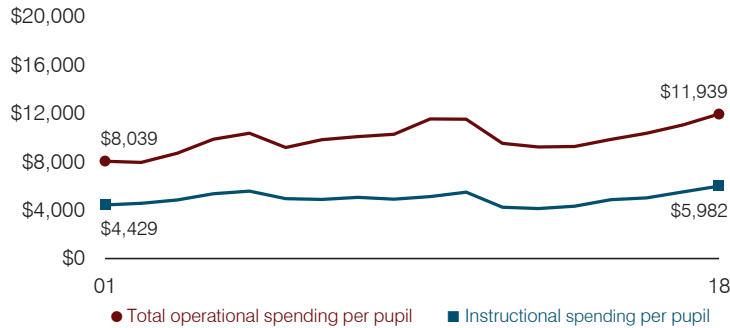
**Students attending**



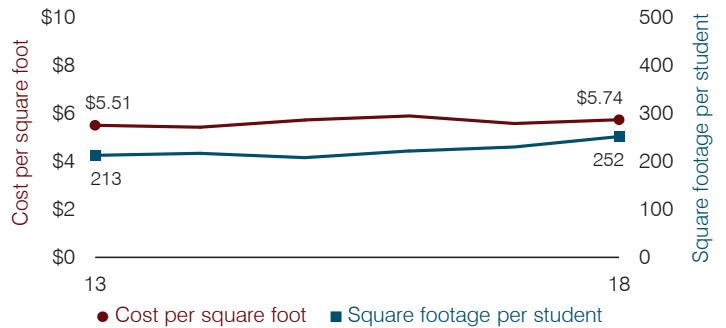
**Administrative cost per pupil**



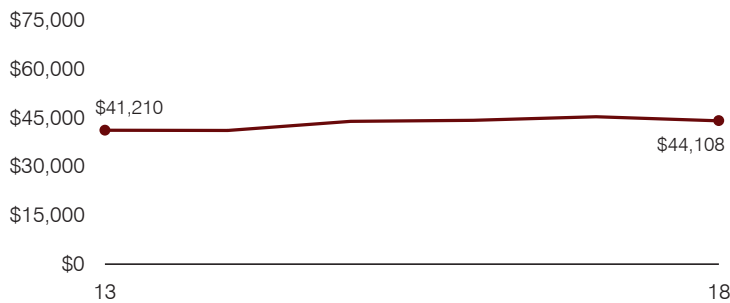
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



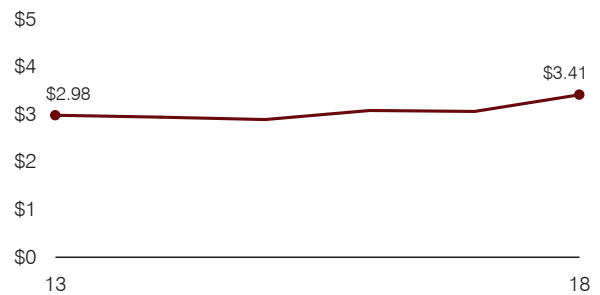
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



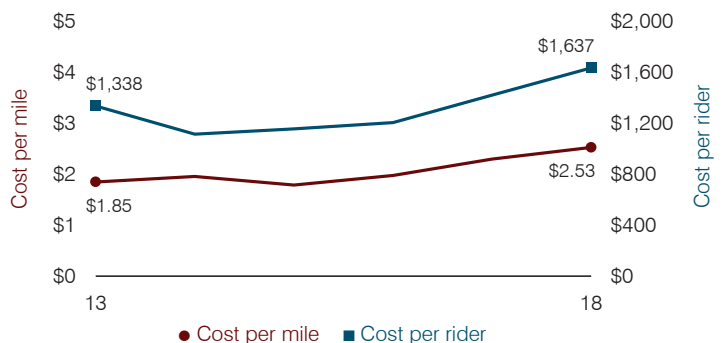
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	11.3%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

**Transportation costs per mile and per rider**



# McNary Elementary School District

Apache County

Efficiency peer groups 11 and T-11, Achievement peer group 20<sup>1</sup>

Legislative district(s): 7

District size, location:

Very small, Rural

Students attending:

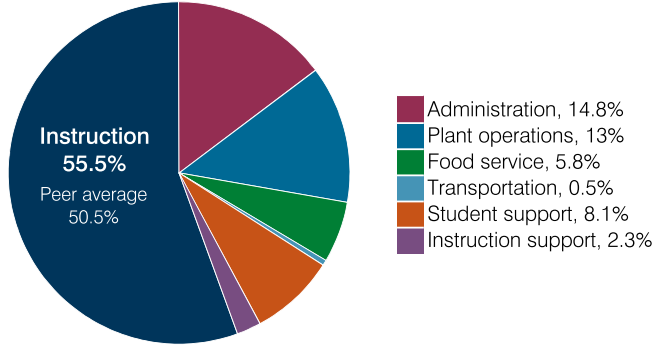
123

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,304	\$3,064	\$860
	Students per administrative position	35	33	66
Plant operations	Cost per square foot	\$6.27	\$7.31	\$6.34
	Square footage per student	323	371	156
Food service	Cost per meal	\$4.24	\$5.79	\$3.02
Transportation	Cost per mile	\$0.68	\$1.94	\$4.05
	Cost per rider	\$381	\$1,614	\$1,301

### Per pupil spending

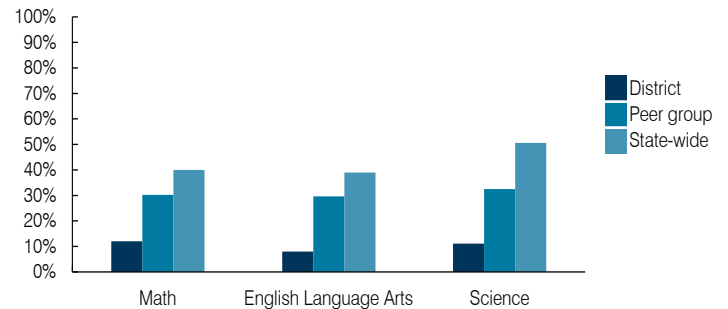
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 8,561	\$ 8,639	\$ 8,493	\$ 4,480
Administration	2,331	2,304	3,064	860
Plant operations	1,867	2,023	2,439	988
Food service	886	903	932	425
Transportation	156	62	973	388
Student support	1,246	1,267	656	693
Instruction support	288	360	400	462
<b>Total operational</b>	<b>15,335</b>	<b>15,558</b>	<b>16,957</b>	<b>8,296</b>
Land and buildings	0	0	965	827
Equipment	268	595	562	409
Interest	1	0	25	228
Other	0	0	88	169
<b>Total nonoperational</b>	<b>269</b>	<b>595</b>	<b>1,640</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 15,604</b>	<b>\$ 16,153</b>	<b>\$ 18,597</b>	<b>\$ 9,929</b>

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	45%	39%	19%
Special education population	15%	17%	12%
Students per teacher	11.2	12.3	18.4
Average teacher salary	\$39,785	\$46,899	\$48,951
Amount from Prop 301	\$3,117	\$4,418	\$6,411
Average years of teacher experience	10.0	13.4	11.4
Percentage of teachers in first 3 years	17%	6%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 9,501	\$ 11,009	\$ 3,021	\$ 1,317
State	6,164	6,178	4,788	4,011
Local	1,111	1,187	12,812	4,592
<b>Total per pupil revenues</b>	<b>\$ 16,776</b>	<b>\$ 18,374</b>	<b>\$ 20,621</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 6,097	\$ 6,331	\$ 8,282
Grants	2,116	2,119	3,020
Donations and tax credits	17	28	125

### Select revenues from less common sources

Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	1,572	2,032	45 of 56
Federal impact aid	7,387	8,908	5 of 56
Voter-approved levy increases	0	0	5 of 56

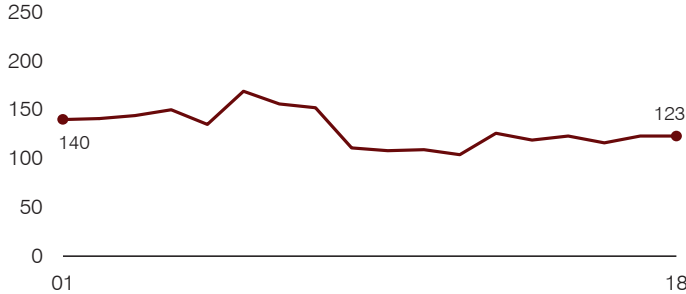
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

**Instructional spending percentage**

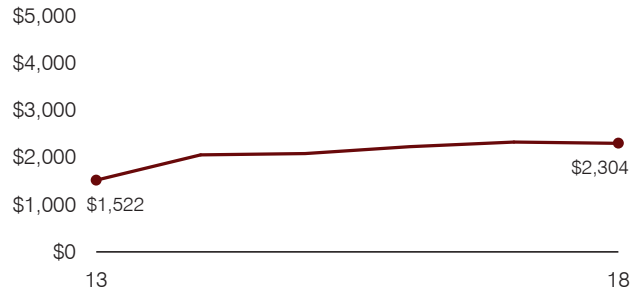
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 61.9 63.8 62.3 61.8 58.8 64.0 64.9 61.5 63.2 56.3 53.2 58.5 53.1 58.0 54.3 55.7 55.8 55.5

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

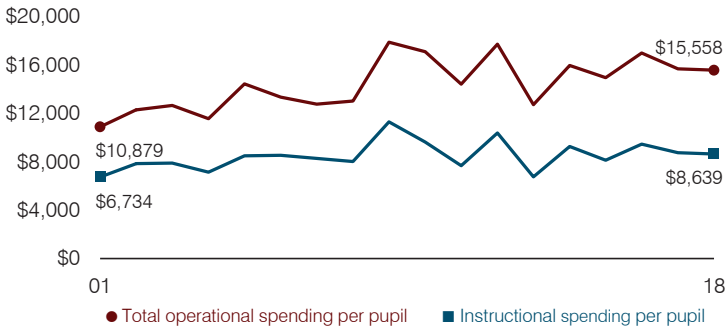
**Students attending**



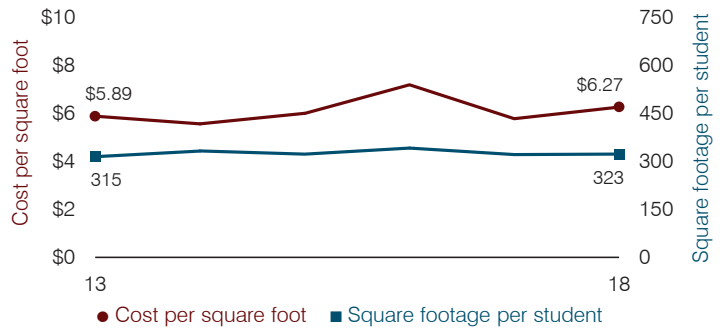
**Administrative cost per pupil**



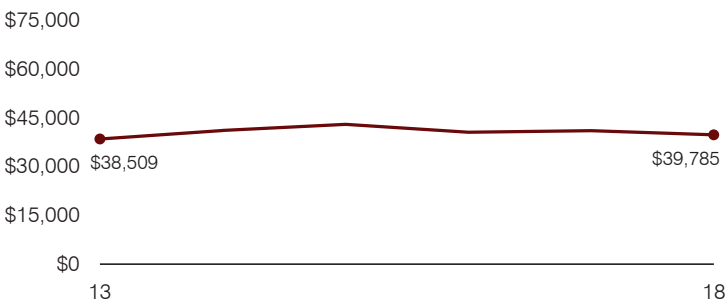
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



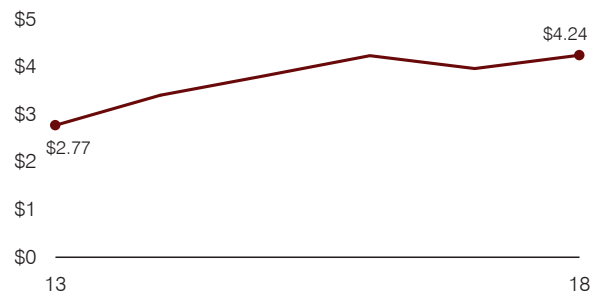
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



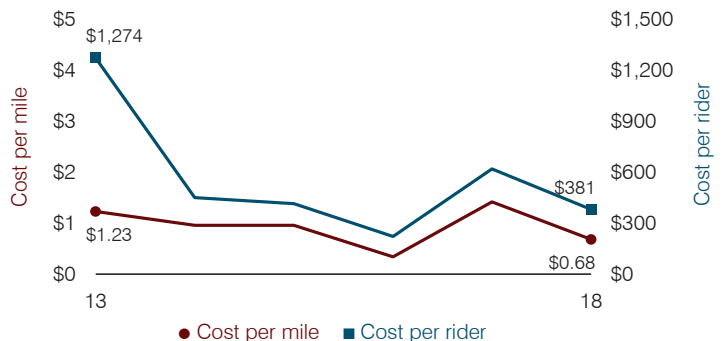
**Financial stress assessment**

Overall financial stress level: **Low**

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

Low
Moderate
High

**Transportation costs per mile and per rider**



# McNeal Elementary School District

Cochise County

District size, location:

Very small, Rural

Efficiency peer groups 11 and T-11, Achievement peer group 16<sup>1</sup>

Students attending:

53

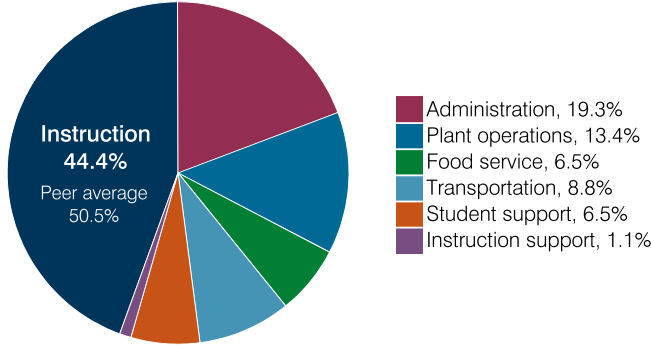
Legislative district(s): 14

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,480	\$3,064	\$860
	Students per administrative position	21	33	66
Plant operations	Cost per square foot	\$10.73	\$7.31	\$6.34
	Square footage per student	161	371	156
Food service	Cost per meal	\$3.45	\$5.79	\$3.02
Transportation	Cost per mile	\$1.35	\$1.94	\$4.05
	Cost per rider	\$1,205	\$1,614	\$1,301

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 5,489	\$ 5,724	\$ 8,493	\$ 4,480
Administration	2,296	2,480	3,064	860
Plant operations	1,552	1,730	2,439	988
Food service	901	832	932	425
Transportation	942	1,137	973	388
Student support	616	832	656	693
Instruction support	289	142	400	462
<b>Total operational</b>	<b>12,085</b>	<b>12,877</b>	<b>16,957</b>	<b>8,296</b>
Land and buildings	128	0	965	827
Equipment	1,194	198	562	409
Interest	15	16	25	228
Other	0	292	88	169
<b>Total nonoperational</b>	<b>1,337</b>	<b>506</b>	<b>1,640</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 13,422</b>	<b>\$ 13,383</b>	<b>\$ 18,597</b>	<b>\$ 9,929</b>

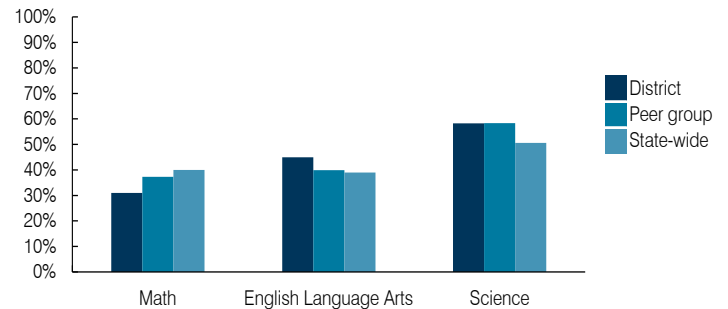
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	14%	12%	19%
Special education population	22%	16%	12%
Students per teacher	13.3	13.4	18.4
Average teacher salary	\$47,594	\$48,478	\$48,951
Amount from Prop 301	\$3,668	\$4,651	\$6,411
Average years of teacher experience	18.0	15.3	11.4
Percentage of teachers in first 3 years	0%	6%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,318	\$ 1,731	\$ 3,021	\$ 1,317
State	7,092	9,134	4,788	4,011
Local	3,921	5,259	12,812	4,592
<b>Total per pupil revenues</b>	<b>\$ 12,331</b>	<b>\$ 16,124</b>	<b>\$ 20,621</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Equalization formula funding	\$ 8,360	\$ 10,244	\$ 8,282	\$ 5,585
Grants	1,400	1,748	3,020	1,241
Donations and tax credits	63	76	125	90

### Select revenues from less common sources

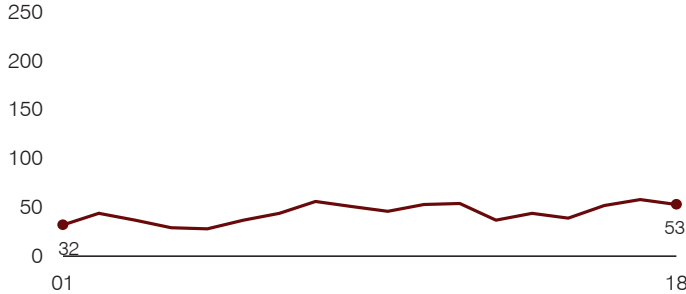
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	2,326	1,887	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

**Instructional spending percentage**

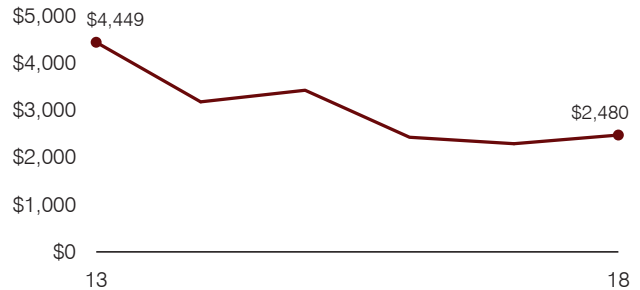
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 76.6 68.7 60.1 49.9 49.2 47.7 54.0 51.8 48.3 44.3 46.9 45.6 45.7 45.1 43.4 44.2 45.4 44.4

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

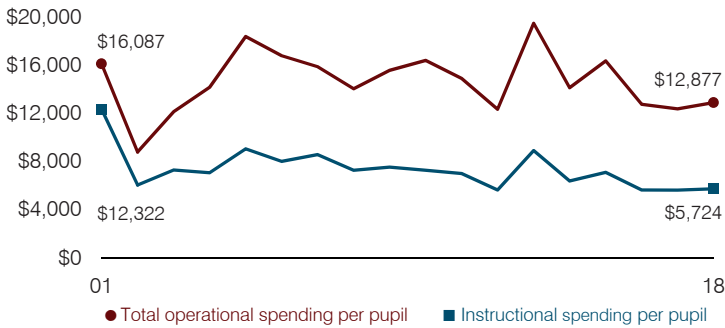
**Students attending**



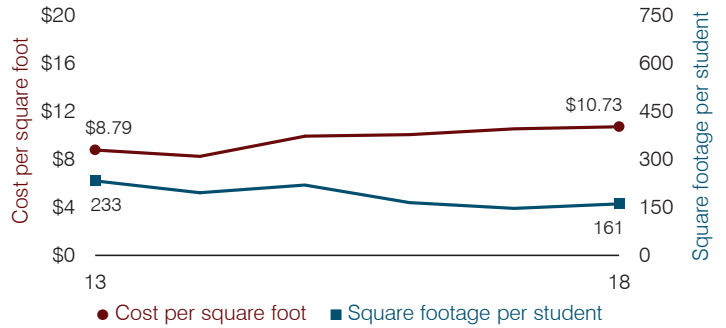
**Administrative cost per pupil**



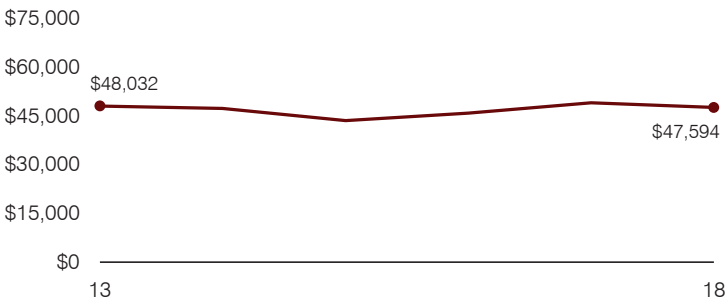
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



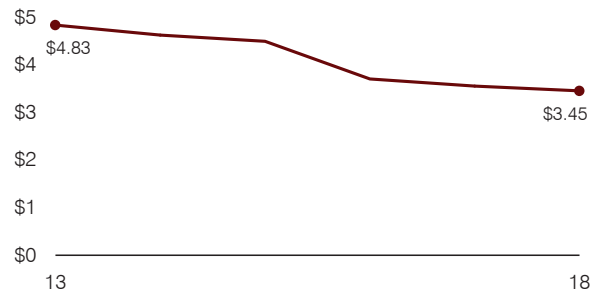
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



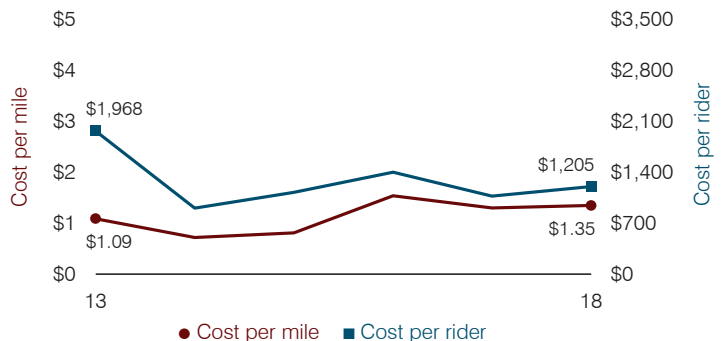
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	4.3%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Not assessed

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**



# Mesa Unified School District

Maricopa County

Efficiency peer groups 1 and T-4, Achievement peer group 3<sup>1</sup>

Legislative district(s): 16, 17, 18, 23, 25, and 26

District size, location:

Very large, City

Students attending:

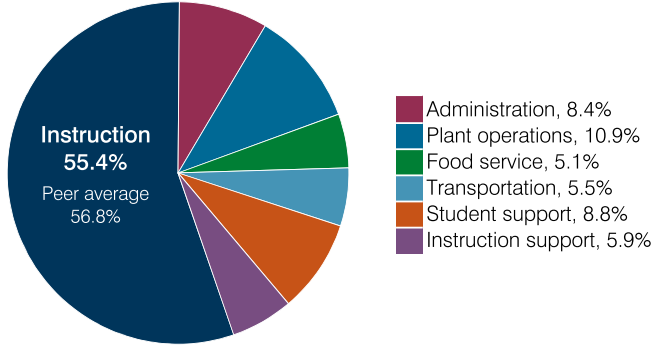
60,375

Number of schools:

75

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$697	\$712	\$860
	Students per administrative position	64	80	66
Plant operations	Cost per square foot	\$6.44	\$6.18	\$6.34
	Square footage per student	140	149	156
Food service	Cost per meal	\$2.88	\$2.87	\$3.02
Transportation	Cost per mile	\$4.70	\$3.72	\$4.05
	Cost per rider	\$1,555	\$1,330	\$1,301

Very low   Low   Comparable   High   Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,535	\$ 4,599	\$ 4,531	\$ 4,480
Administration	682	697	712	860
Plant operations	923	901	916	988
Food service	435	421	331	425
Transportation	451	458	358	388
Student support	705	733	704	693
Instruction support	493	495	395	462
<b>Total operational</b>	<b>8,224</b>	<b>8,304</b>	<b>7,947</b>	<b>8,296</b>
Land and buildings	433	506	631	827
Equipment	279	178	317	409
Interest	141	151	232	228
Other	122	129	207	169
<b>Total nonoperational</b>	<b>975</b>	<b>964</b>	<b>1,387</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 9,199</b>	<b>\$ 9,268</b>	<b>\$ 9,334</b>	<b>\$ 9,929</b>

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

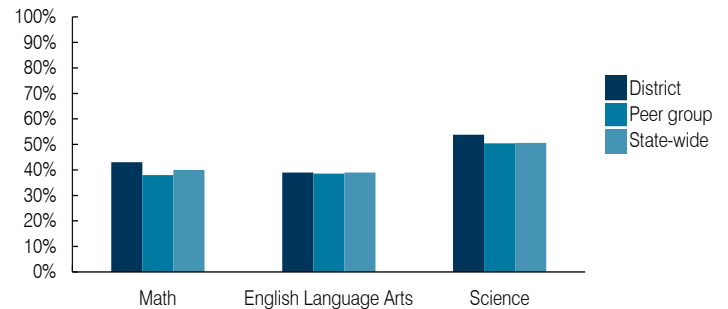
## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools <sup>2</sup>	Percentage of schools
A	18	25%
B	25	34%
C	22	30%
D	7	10%
F	1	1%

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

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2017)	76%	85%	78%
Poverty rate (2017)	19%	19%	19%
Special education population	15%	14%	12%
Students per teacher	19.4	18.7	18.4
Average teacher salary	\$53,337	\$46,859	\$48,951
Amount from Prop 301	\$7,097	\$7,342	\$6,411
Average years of teacher experience	13.5	12.1	11.4
Percentage of teachers in first 3 years	16%	15%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,109	\$ 1,013	\$ 875	\$ 1,317
State	4,274	4,446	3,546	4,011
Local	3,850	3,950	5,443	4,592
<b>Total per pupil revenues</b>	<b>\$ 9,233</b>	<b>\$ 9,409</b>	<b>\$ 9,864</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Equalization formula funding	\$ 5,592	\$ 5,696	\$ 5,492	\$ 5,585
Grants	1,164	1,112	937	1,241
Donations and tax credits	69	69	94	90

### Select revenues from less common sources

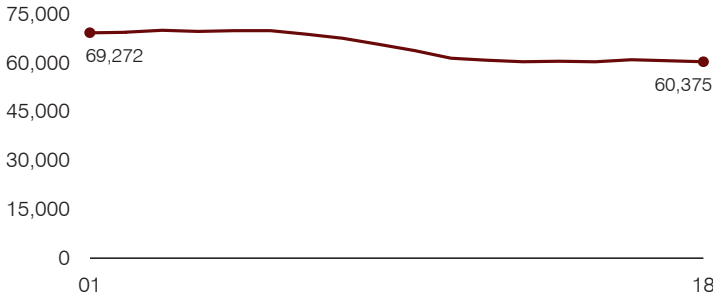
			Number of peers receiving
Desegregation	\$ 145	\$ 145	4 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	5	5	2 of 10
Voter-approved levy increases	1,241	1,323	10 of 10

**Instructional spending percentage**

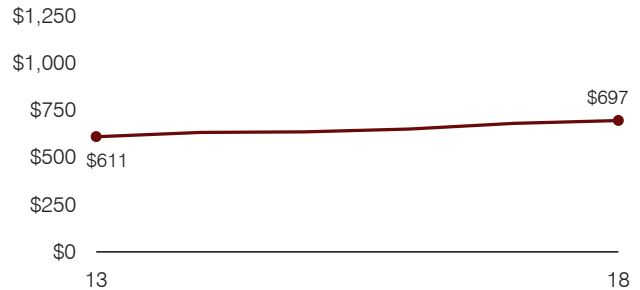
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 61.9 62.7 63.0 63.1 63.3 62.7 62.1 61.4 59.8 59.3 57.6 57.3 56.3 57.1 55.8 56.7 55.2 55.4

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

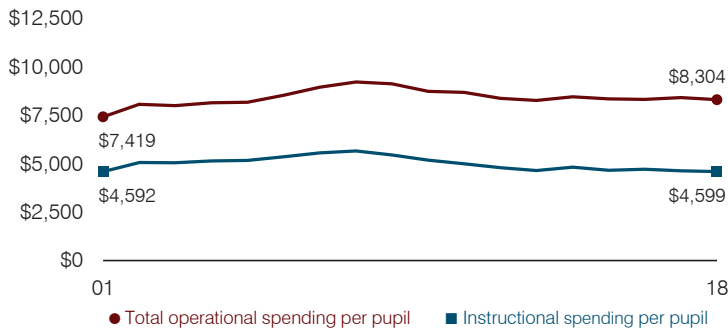
**Students attending**



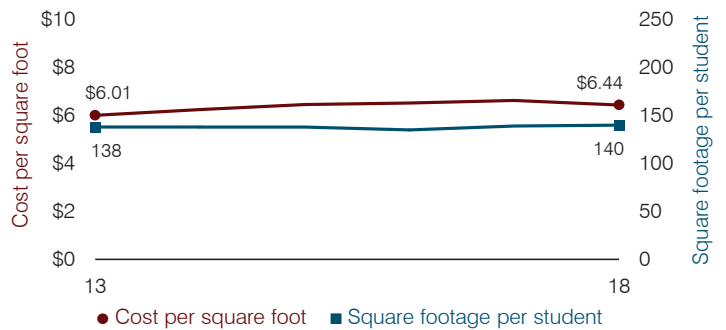
**Administrative cost per pupil**



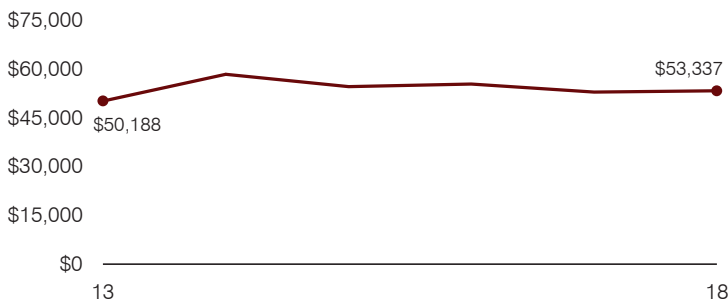
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



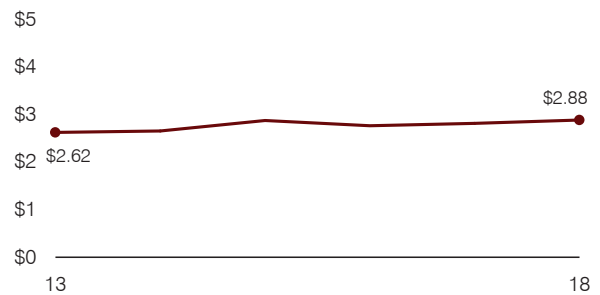
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



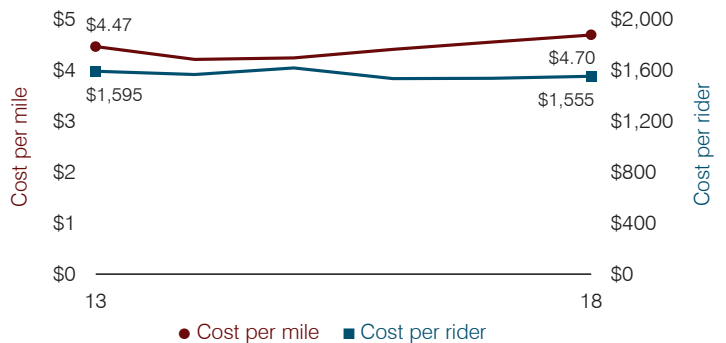
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Mixed election results
Operating reserve percentage, Trend	4.5%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**





# Miami Unified School District

Gila County

Efficiency peer groups 5 and T-7, Achievement peer group 7<sup>1</sup>

Legislative district(s): 8

District size, location:

Medium, Rural

Students attending:

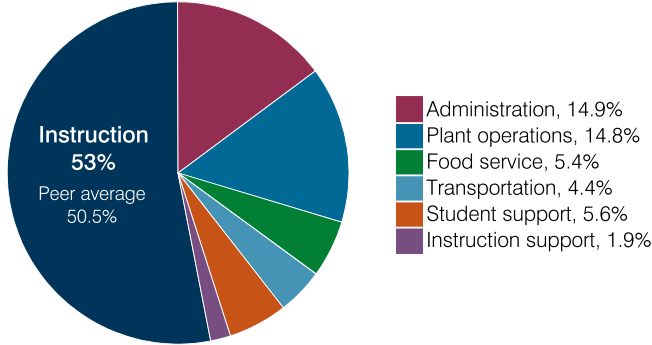
1,026

Number of schools:

3

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,242	\$1,221	\$860
	Students per administrative position	57	54	66
Plant operations	Cost per square foot	\$5.18	\$5.43	\$6.34
	Square footage per student	238	257	156
Food service	Cost per meal	\$5.20	\$3.66	\$3.02
Transportation	Cost per mile	\$4.80	\$3.35	\$4.05
	Cost per rider	\$1,202	\$1,057	\$1,301

Very low    Low    Comparable    High    Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,133	\$ 4,418	\$ 4,824	\$ 4,480
Administration	1,162	1,242	1,221	860
Plant operations	1,093	1,232	1,365	988
Food service	282	449	437	425
Transportation	359	370	532	388
Student support	445	469	623	693
Instruction support	112	155	359	462
<b>Total operational</b>	<b>7,586</b>	<b>8,335</b>	<b>9,361</b>	<b>8,296</b>
Land and buildings	163	315	799	827
Equipment	572	562	433	409
Interest	36	28	248	228
Other	0	1	71	169
<b>Total nonoperational</b>	<b>771</b>	<b>906</b>	<b>1,551</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 8,357</b>	<b>\$ 9,241</b>	<b>\$ 10,912</b>	<b>\$ 9,929</b>

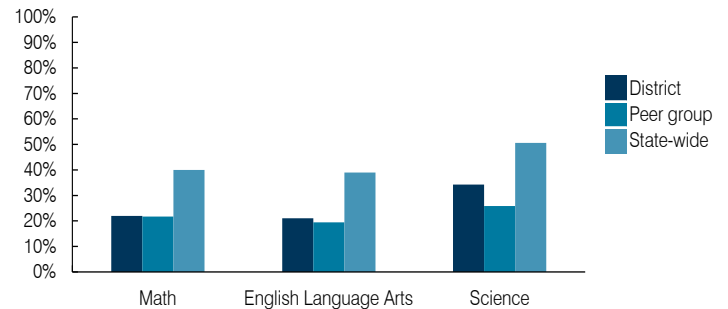
## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools <sup>2</sup>	Percentage of schools
A	0	0%
B	0	0%
C	1	50%
D	1	50%
F	0	0%

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

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	90%	91%	94%
Graduation rate (2017)	85%	76%	78%
Poverty rate (2017)	41%	41%	19%
Special education population	10%	12%	12%
Students per teacher	17.1	15.8	18.4
Average teacher salary	\$43,049	\$48,537	\$48,951
Amount from Prop 301	\$5,804	\$5,191	\$6,411
Average years of teacher experience	16.5	12.5	11.4
Percentage of teachers in first 3 years	14%	18%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,424	\$ 1,409	\$ 3,917	\$ 1,317
State	2,893	3,288	4,283	4,011
Local	4,298	4,460	4,207	4,592
<b>Total per pupil revenues</b>	<b>\$ 8,615</b>	<b>\$ 9,157</b>	<b>\$ 12,407</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,602	\$ 5,834	\$ 5,992
Grants	1,526	1,474	1,703
Donations and tax credits	118	202	147

### Select revenues from less common sources

Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 31
Small school adjustment	0	0	0 of 31
Federal impact aid	0	0	16 of 31
Voter-approved levy increases	520	606	21 of 31

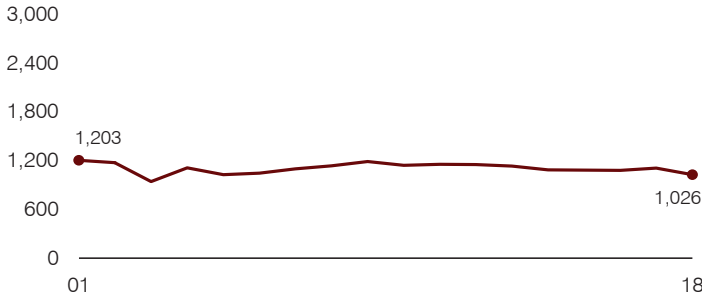
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

**Instructional spending percentage**

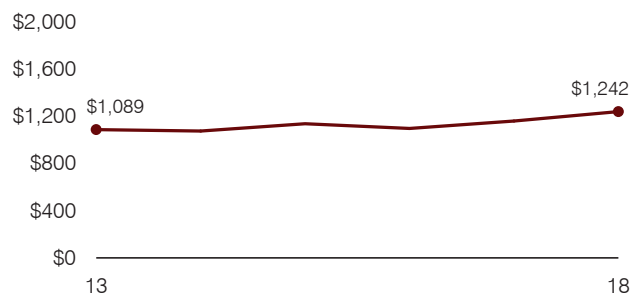
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 52.0 54.7 52.1 56.1 57.7 55.1 53.5 55.7 55.1 54.3 55.4 53.5 54.8 55.4 54.2 55.3 54.5 53.0

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

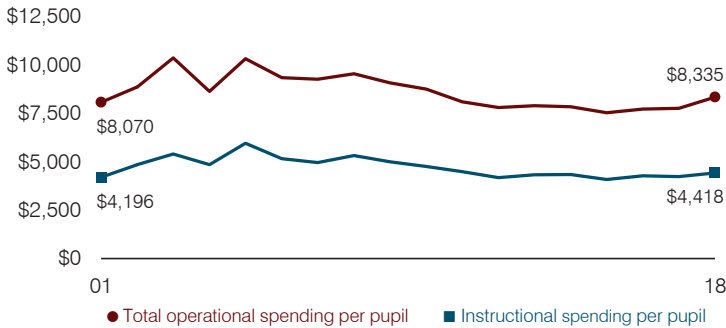
**Students attending**



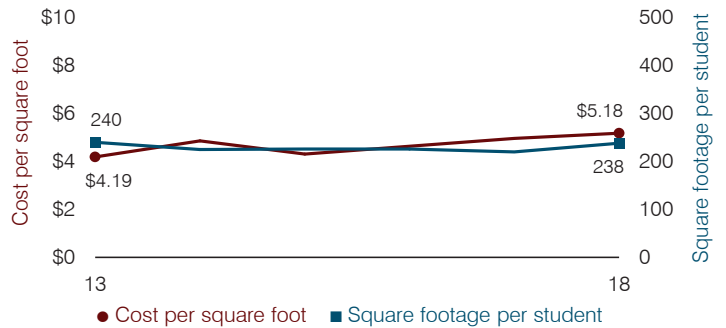
**Administrative cost per pupil**



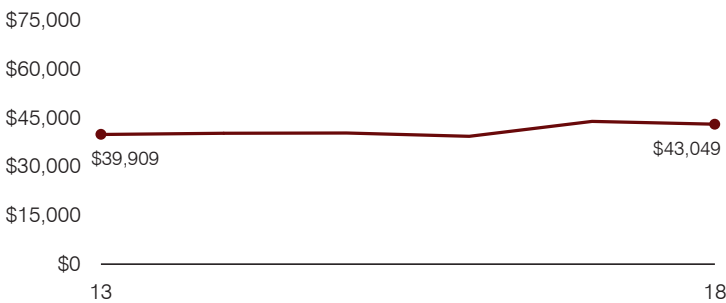
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



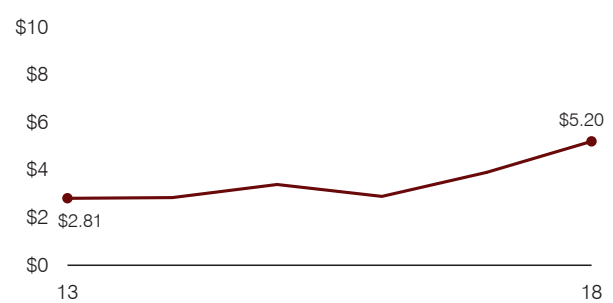
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



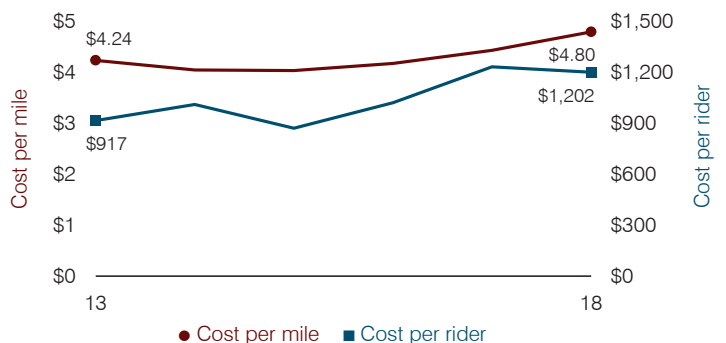
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	8.1%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

**Transportation costs per mile and per rider**



# Mingus Union High School District

Yavapai County

Efficiency peer groups 5 and T-7, Achievement peer group 11<sup>1</sup>

Legislative district(s): 1 and 6

District size, location:

Medium, Town

Students attending:

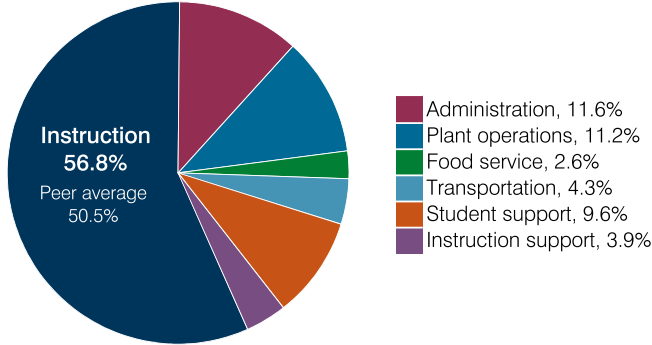
1,239

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$861	\$1,221	\$860
	Students per administrative position	62	54	66
Plant operations	Cost per square foot	\$5.04	\$5.43	\$6.34
	Square footage per student	164	257	156
Food service	Cost per meal	\$3.39	\$3.66	\$3.02
Transportation	Cost per mile	\$3.43	\$3.35	\$4.05
	Cost per rider	\$1,157	\$1,057	\$1,301

Very low
Low
Comparable
High
Very high

### Per pupil spending

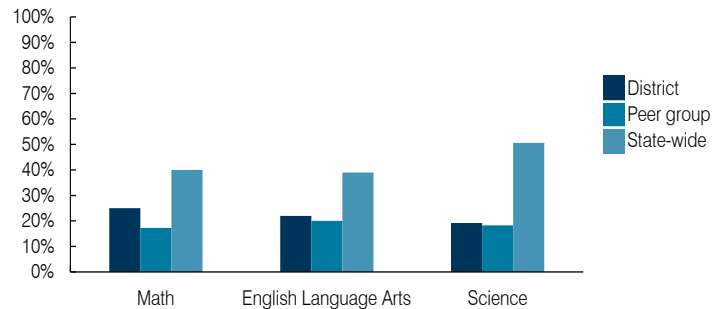
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,413	\$ 4,219	\$ 4,824	\$ 4,480
Administration	875	861	1,221	860
Plant operations	746	826	1,365	988
Food service	204	193	437	425
Transportation	348	315	532	388
Student support	793	716	623	693
Instruction support	186	293	359	462
<b>Total operational</b>	<b>7,565</b>	<b>7,423</b>	<b>9,361</b>	<b>8,296</b>
Land and buildings	1,265	746	799	827
Equipment	2,393	380	433	409
Interest	407	354	248	228
Other	53	53	71	169
<b>Total nonoperational</b>	<b>4,118</b>	<b>1,533</b>	<b>1,551</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 11,683</b>	<b>\$ 8,956</b>	<b>\$ 10,912</b>	<b>\$ 9,929</b>

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	92%	94%
Graduation rate (2017)	78%	76%	78%
Poverty rate (2017)	21%	21%	19%
Special education population	11%	12%	12%
Students per teacher	20.9	18.6	18.4
Average teacher salary	\$51,057	\$46,495	\$48,951
Amount from Prop 301	\$9,368	\$6,895	\$6,411
Average years of teacher experience	11.8	12.4	11.4
Percentage of teachers in first 3 years	17%	13%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 734	\$ 825	\$ 3,917	\$ 1,317
State	1,769	2,328	4,283	4,011
Local	6,777	6,324	4,207	4,592
<b>Total per pupil revenues</b>	<b>\$ 9,280</b>	<b>\$ 9,477</b>	<b>\$ 12,407</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,076	\$ 5,327	\$ 5,992
Grants	885	947	1,703
Donations and tax credits	108	119	147

### Select revenues from less common sources

Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 31
Small school adjustment	0	0	0 of 31
Federal impact aid	0	0	16 of 31
Voter-approved levy increases	2,029	1,734	21 of 31

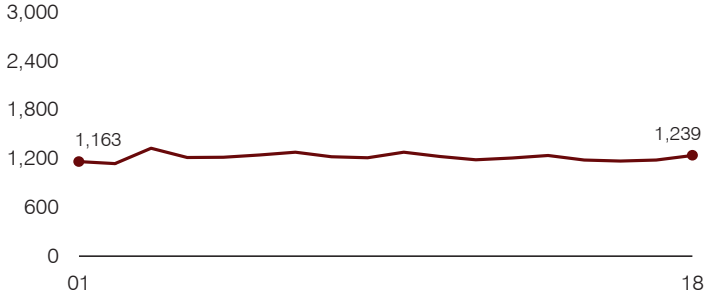
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

**Instructional spending percentage**

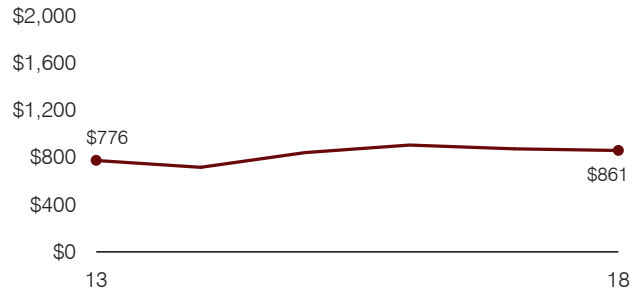
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 59.8 62.0 59.4 58.6 58.1 61.3 62.4 58.5 62.6 55.1 55.0 58.0 59.6 60.1 60.6 58.6 58.3 56.8

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

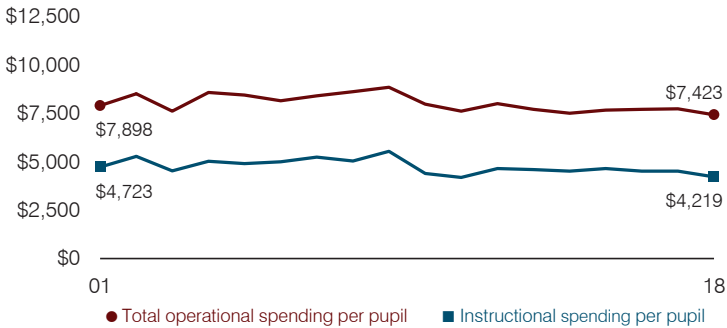
**Students attending**



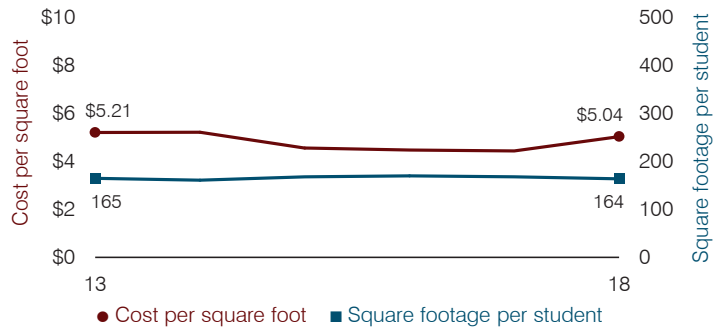
**Administrative cost per pupil**



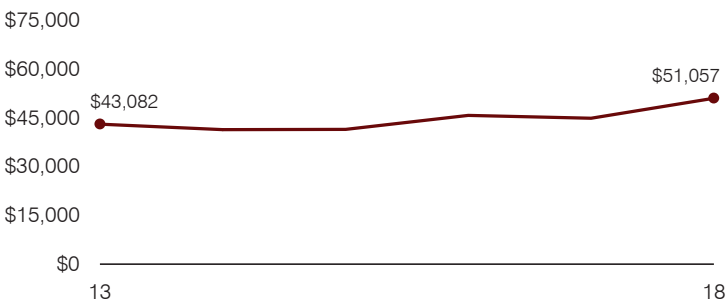
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



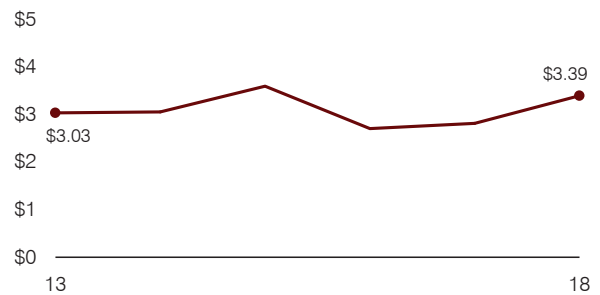
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



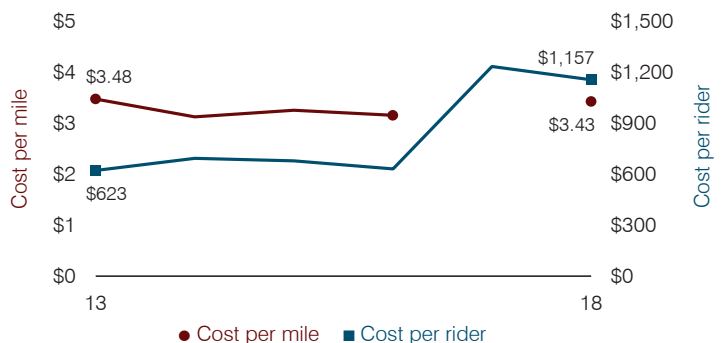
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	Isolated
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	1.7%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

**Transportation costs per mile and per rider**



# Mobile Elementary School District

Maricopa County

Efficiency peer groups 11 and T-11, Achievement peer group 17<sup>1</sup>

Legislative district(s): 4

District size, location:

Very small, Rural

Students attending:

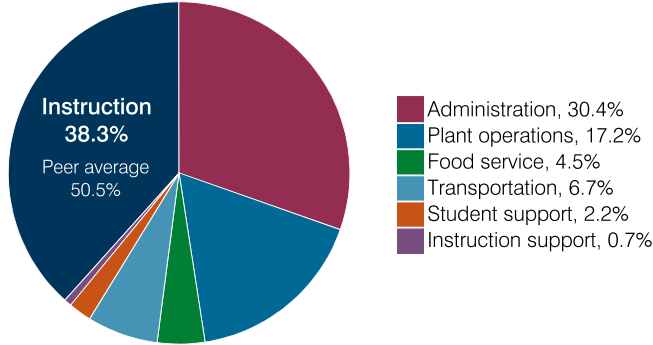
18

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$12,155	\$3,064	\$860
	Students per administrative position	9	33	66
Plant operations	Cost per square foot	\$5.44	\$7.31	\$6.34
	Square footage per student	1,262	371	156
Food service	Cost per meal	\$6.64	\$5.79	\$3.02
Transportation	Cost per mile	\$3.24	\$1.94	\$4.05
	Cost per rider	\$4,252	\$1,614	\$1,301

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 12,611	\$ 15,326	\$ 8,493	\$ 4,480
Administration	10,323	12,155	3,064	860
Plant operations	7,166	6,861	2,439	988
Food service	1,680	1,780	932	425
Transportation	1,229	2,702	973	388
Student support	522	876	656	693
Instruction support	368	302	400	462
<b>Total operational</b>	<b>33,899</b>	<b>40,002</b>	<b>16,957</b>	<b>8,296</b>
Land and buildings	2,282	0	965	827
Equipment	829	878	562	409
Interest	25	5	25	228
Other	152	110	88	169
<b>Total nonoperational</b>	<b>3,288</b>	<b>993</b>	<b>1,640</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 37,187</b>	<b>\$ 40,995</b>	<b>\$ 18,597</b>	<b>\$ 9,929</b>

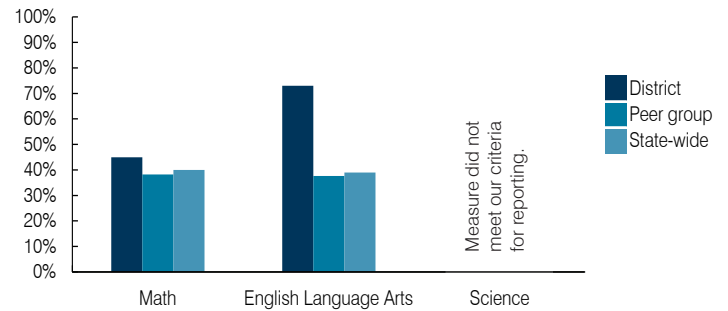
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	16%	19%	19%
Special education population	7%	13%	12%
Students per teacher	4.8	14.1	18.4
Average teacher salary	\$50,038	\$50,510	\$48,951
Amount from Prop 301	\$0	\$5,096	\$6,411
Average years of teacher experience	10.0	13.8	11.4
Percentage of teachers in first 3 years	11%	9%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 2,051	\$ 4,274	\$ 3,021	\$ 1,317
State	2,465	1,327	4,788	4,011
Local	35,995	41,792	12,812	4,592
<b>Total per pupil revenues</b>	<b>\$ 40,511</b>	<b>\$ 47,393</b>	<b>\$ 20,621</b>	<b>\$ 9,920</b>

#### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,694	\$ 8,316	\$ 8,282
Grants	5,229	4,804	3,020
Donations and tax credits	109	180	125

#### Select revenues from less common sources

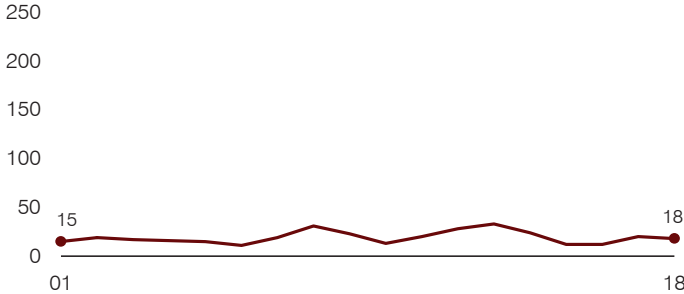
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	21,271	23,757	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

**Instructional spending percentage**

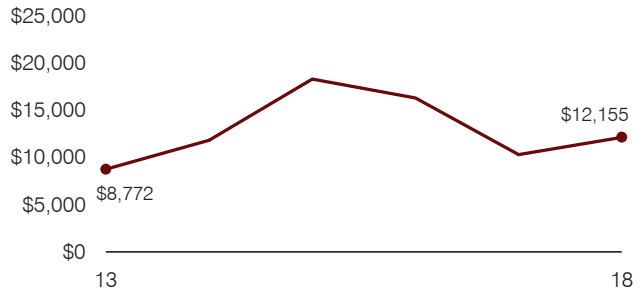
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 31.8 33.6 37.3 34.9 34.2 28.6 26.9 31.3 39.6 33.6 36.0 30.3 38.1 33.8 34.7 32.9 37.2 38.3

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

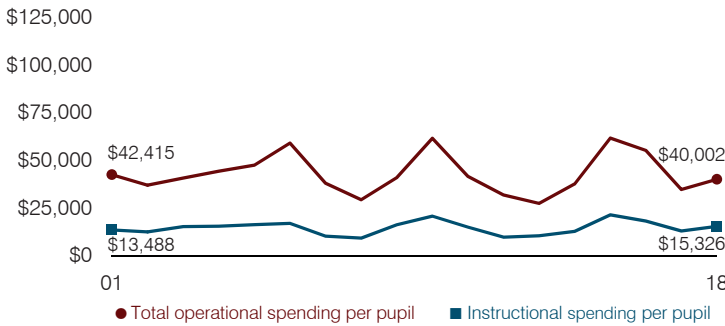
**Students attending**



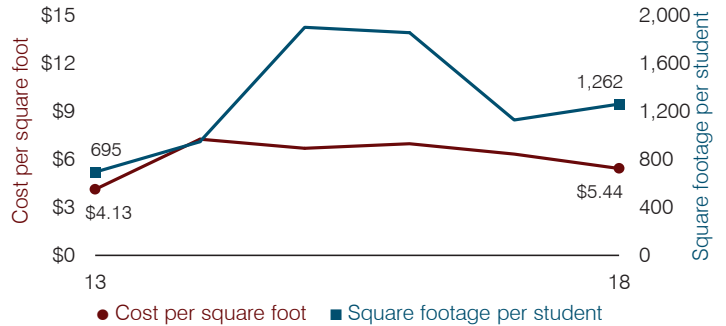
**Administrative cost per pupil**



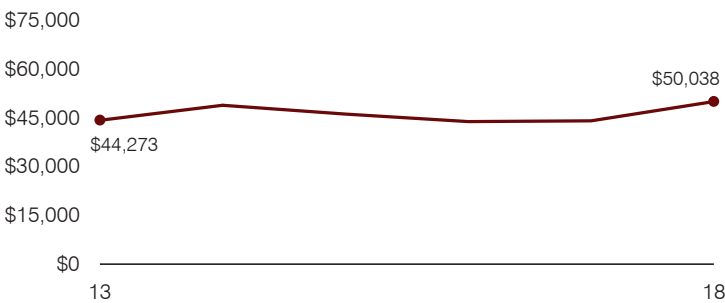
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



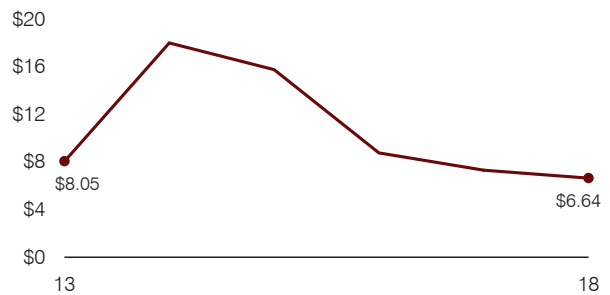
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



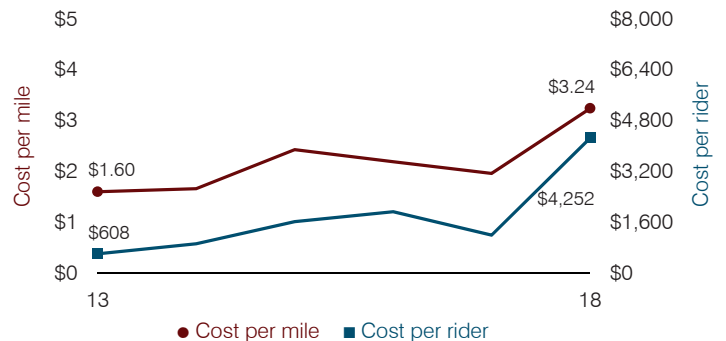
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	17.2%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Not assessed

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**



# Mohave Valley Elementary School District

Mohave County

Efficiency peer groups 9 and T-7, Achievement peer group 17<sup>1</sup>

Legislative district(s): 5

District size, location:

Medium, Town

Students attending:

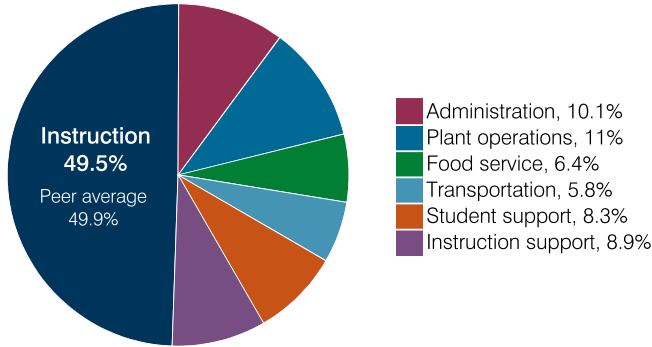
1,047

Number of schools:

3

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$991	\$1,098	\$860
	Students per administrative position	81	59	66
Plant operations	Cost per square foot	\$5.10	\$6.52	\$6.34
	Square footage per student	210	161	156
Food service	Cost per meal	\$3.25	\$3.10	\$3.02
Transportation	Cost per mile	\$2.44	\$3.35	\$4.05
	Cost per rider	\$858	\$1,057	\$1,301

Very low   Low   Comparable   High   Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,115	\$ 4,843	\$ 4,233	\$ 4,480
Administration	863	991	1,098	860
Plant operations	1,204	1,072	1,034	988
Food service	542	623	591	425
Transportation	561	565	526	388
Student support	636	811	584	693
Instruction support	737	873	462	462
<b>Total operational</b>	<b>8,658</b>	<b>9,778</b>	<b>8,528</b>	<b>8,296</b>
Land and buildings	411	26	416	827
Equipment	408	366	316	409
Interest	7	0	75	228
Other	113	91	170	169
<b>Total nonoperational</b>	<b>939</b>	<b>483</b>	<b>977</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 9,597</b>	<b>\$ 10,261</b>	<b>\$ 9,505</b>	<b>\$ 9,929</b>

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

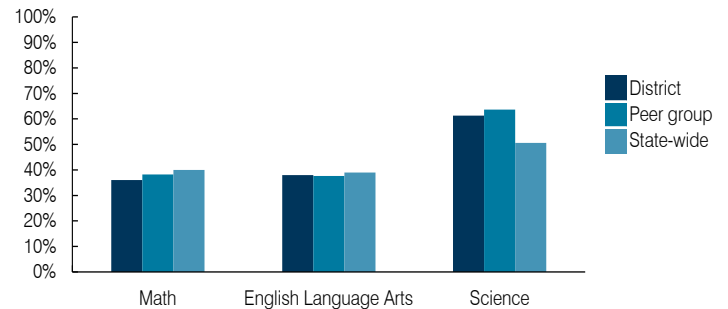
## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools <sup>2</sup>	Percentage of schools
A	0	0%
B	2	100%
C	0	0%
D	0	0%
F	0	0%

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

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	22%	19%	19%
Special education population	13%	13%	12%
Students per teacher	20.1	14.1	18.4
Average teacher salary	\$66,432	\$50,510	\$48,951
Amount from Prop 301	\$8,121	\$5,096	\$6,411
Average years of teacher experience	8.9	13.8	11.4
Percentage of teachers in first 3 years	6%	9%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,594	\$ 1,888	\$ 1,836	\$ 1,317
State	3,292	3,523	4,904	4,011
Local	4,499	4,020	2,715	4,592
<b>Total per pupil revenues</b>	<b>\$ 9,385</b>	<b>\$ 9,431</b>	<b>\$ 9,455</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 6,049	\$ 6,129	\$ 5,707
Grants	1,892	1,973	2,113
Donations and tax credits	16	31	67

### Select revenues from less common sources

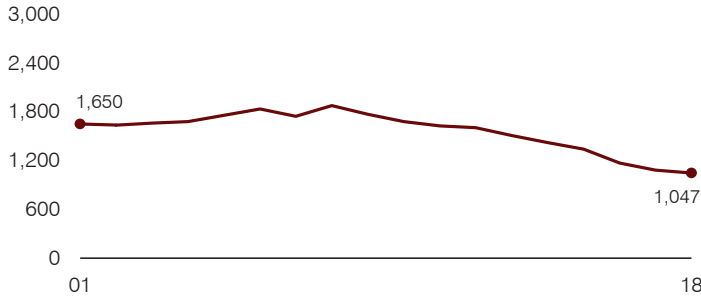
Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	0 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	63	137	3 of 10
Voter-approved levy increases	35	928	8 of 10

**Instructional spending percentage**

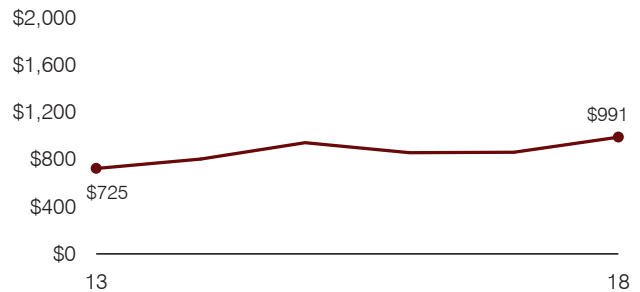
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 54.8 55.9 59.5 57.2 58.0 59.9 59.3 58.8 58.5 52.0 52.9 54.3 51.6 51.7 52.9 48.8 47.5 49.5

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

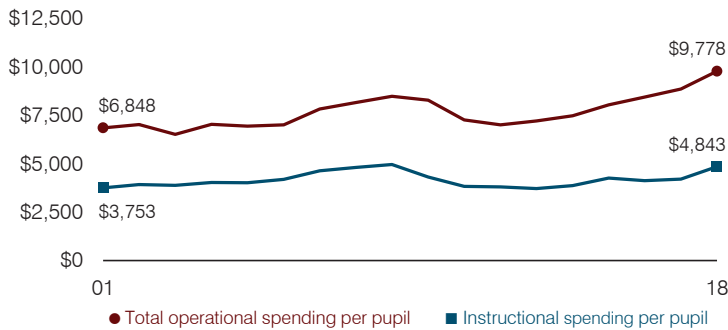
**Students attending**



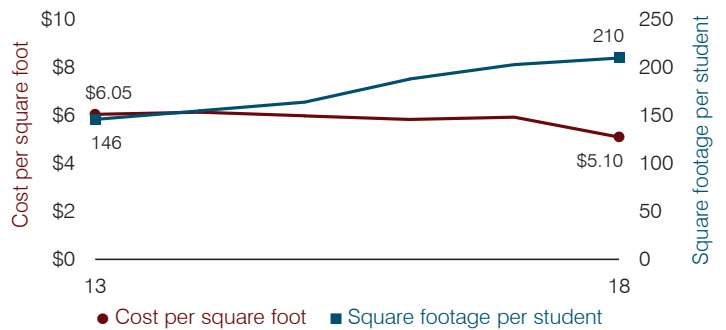
**Administrative cost per pupil**



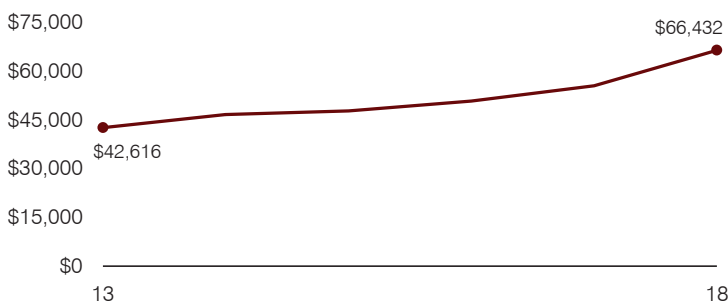
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



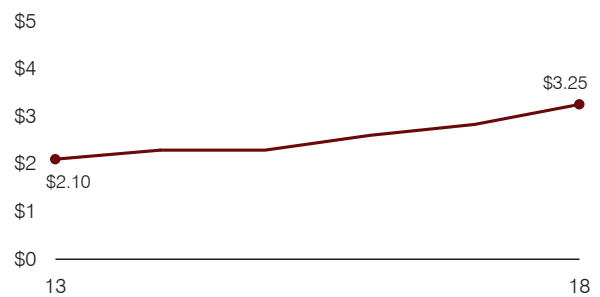
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



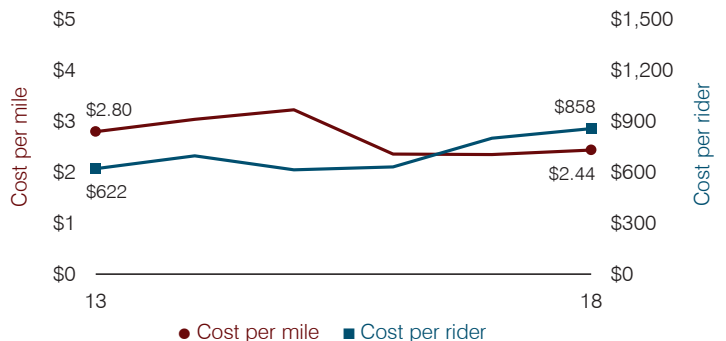
**Financial stress assessment**

Overall financial stress level: **Low**

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

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**





# Mohawk Valley Elementary School District

Yuma County

District size, location:

Very small, Rural

Efficiency peer groups 11 and T-11, Achievement peer group 18<sup>1</sup>

Students attending:

158

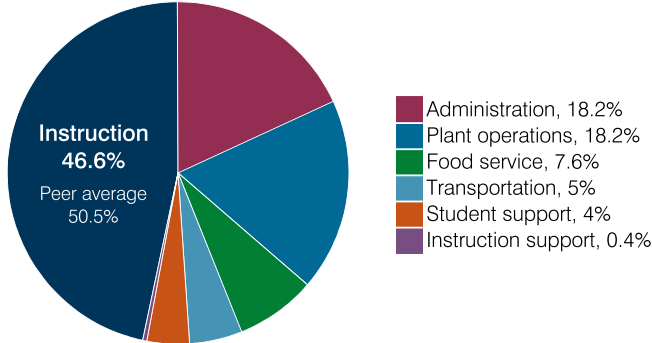
Legislative district(s): 4 and 13

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,012	\$3,064	\$860
	Students per administrative position	53	33	66
Plant operations	Cost per square foot	\$6.63	\$7.31	\$6.34
	Square footage per student	303	371	156
Food service	Cost per meal	\$3.83	\$5.79	\$3.02
Transportation	Cost per mile	\$2.34	\$1.94	\$4.05
	Cost per rider	\$3,219	\$1,614	\$1,301

### Per pupil spending

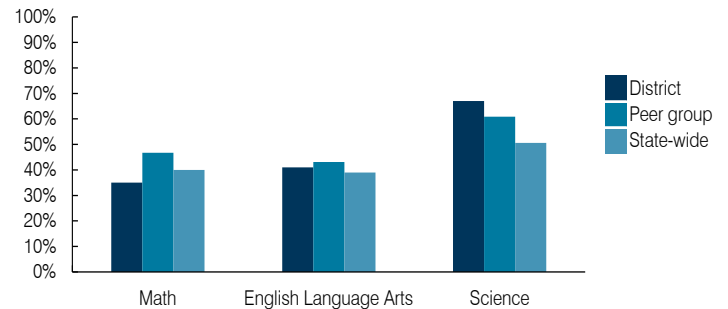
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,720	\$ 5,149	\$ 8,493	\$ 4,480
Administration	1,776	2,012	3,064	860
Plant operations	1,846	2,010	2,439	988
Food service	718	837	932	425
Transportation	569	553	973	388
Student support	116	440	656	693
Instruction support	48	42	400	462
<b>Total operational</b>	<b>9,793</b>	<b>11,043</b>	<b>16,957</b>	<b>8,296</b>
Land and buildings	1,075	948	965	827
Equipment	582	780	562	409
Interest	95	2	25	228
Other	0	16	88	169
<b>Total nonoperational</b>	<b>1,752</b>	<b>1,746</b>	<b>1,640</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 11,545</b>	<b>\$ 12,789</b>	<b>\$ 18,597</b>	<b>\$ 9,929</b>

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	26%	25%	19%
Special education population	20%	17%	12%
Students per teacher	18.6	12.6	18.4
Average teacher salary	\$49,650	\$47,486	\$48,951
Amount from Prop 301	\$8,623	\$4,484	\$6,411
Average years of teacher experience	17.1	14.9	11.4
Percentage of teachers in first 3 years	11%	7%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,577	\$ 1,731	\$ 3,021	\$ 1,317
State	6,813	5,818	4,788	4,011
Local	3,186	3,320	12,812	4,592
<b>Total per pupil revenues</b>	<b>\$ 11,576</b>	<b>\$ 10,869</b>	<b>\$ 20,621</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Equalization formula funding	\$ 7,522	\$ 7,422	\$ 8,282	\$ 5,585
Grants	2,259	1,923	3,020	1,241
Donations and tax credits	47	44	125	90

### Select revenues from less common sources

			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	0	0	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	43	4	5 of 56

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

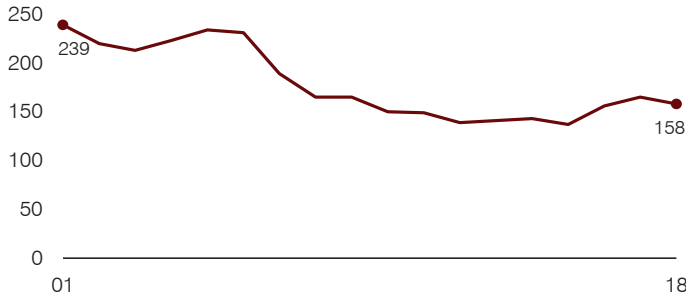
## Instructional spending percentage

Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 56.1 52.4 52.9 54.0 53.6 54.5 45.6 52.4 49.5 46.5 45.1 42.3 42.9 41.1 43.3 45.6 48.2 46.6

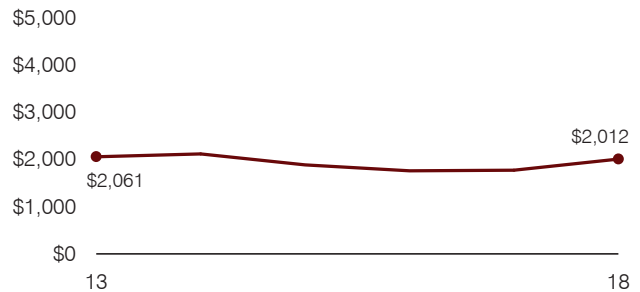
## TRENDS AND FINANCIAL STRESS ASSESSMENT

Fiscal years as indicated

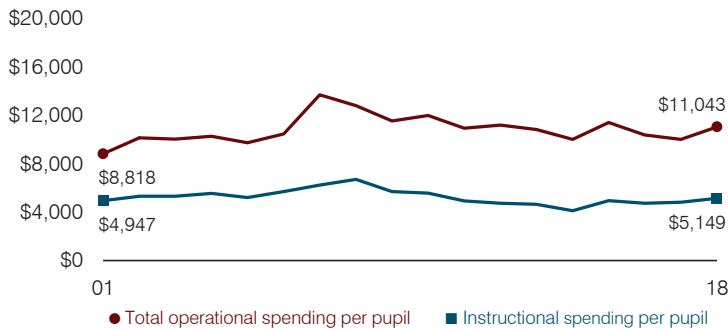
### Students attending



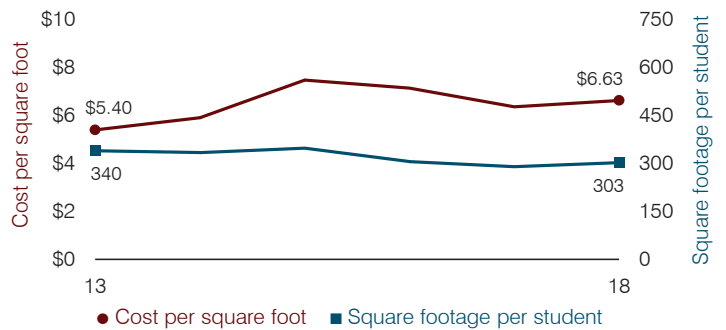
### Administrative cost per pupil



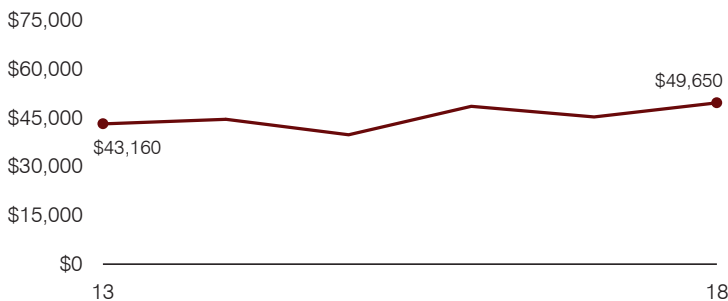
### Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



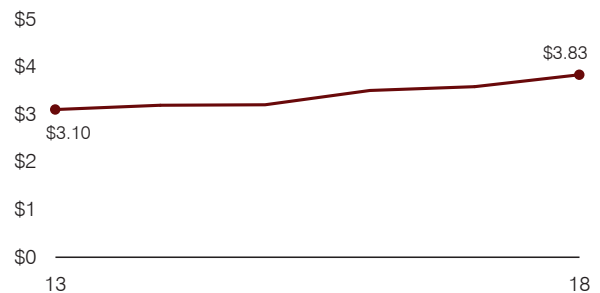
### Plant cost per square foot and square footage per student



### Average teacher salary



### Food service cost per meal



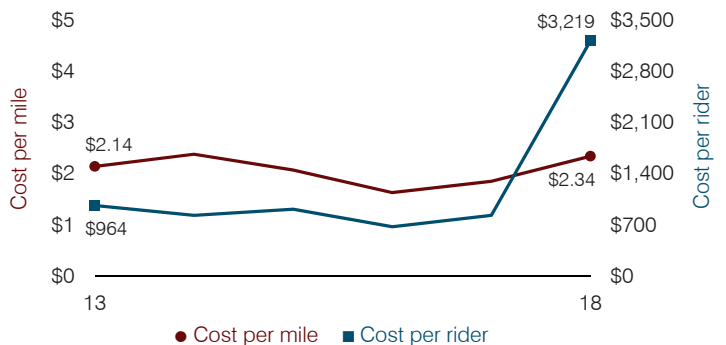
### Financial stress assessment

Overall financial stress level: **Low**

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

Low Moderate High

### Transportation costs per mile and per rider



# Morenci Unified School District

Greenlee County

Efficiency peer groups 5 and T-6, Achievement peer group 4<sup>1</sup>

Legislative district(s): 14

District size, location:

Medium, Town

Students attending:

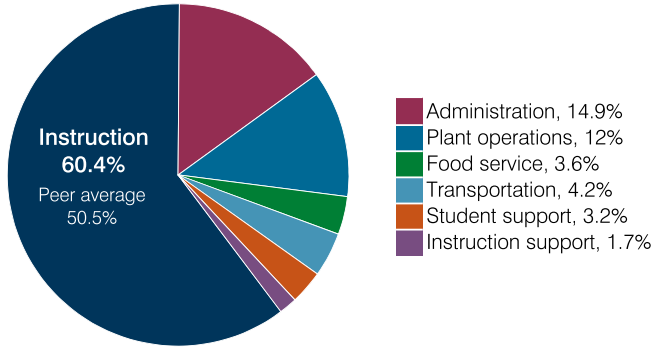
1,322

Number of schools:

3

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,336	\$1,221	\$860
	Students per administrative position	57	54	66
Plant operations	Cost per square foot	\$4.17	\$5.43	\$6.34
	Square footage per student	259	257	156
Food service	Cost per meal	\$3.27	\$3.66	\$3.02
Transportation	Cost per mile	NR	\$3.96	\$4.05
	Cost per rider	\$1,181	\$721	\$1,301

Very low
Low
Comparable
High
Very high

### Per pupil spending

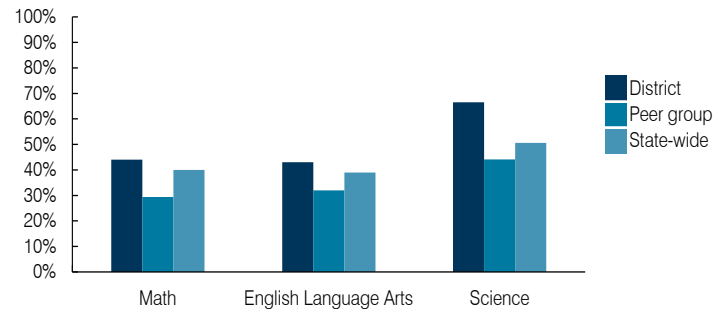
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 5,320	\$ 5,420	\$ 4,824	\$ 4,480
Administration	1,361	1,336	1,221	860
Plant operations	1,124	1,081	1,365	988
Food service	335	313	437	425
Transportation	380	380	532	388
Student support	336	290	623	693
Instruction support	163	152	359	462
<b>Total operational</b>	<b>9,019</b>	<b>8,972</b>	<b>9,361</b>	<b>8,296</b>
Land and buildings	320	92	799	827
Equipment	244	211	433	409
Interest	11	14	248	228
Other	766	801	71	169
<b>Total nonoperational</b>	<b>1,341</b>	<b>1,118</b>	<b>1,551</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 10,360</b>	<b>\$ 10,090</b>	<b>\$ 10,912</b>	<b>\$ 9,929</b>

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	89%	85%	78%
Poverty rate (2017)	7%	13%	19%
Special education population	8%	13%	12%
Students per teacher	18.1	16.6	18.4
Average teacher salary	\$56,216	\$47,740	\$48,951
Amount from Prop 301	\$6,950	\$6,338	\$6,411
Average years of teacher experience	13.5	11.9	11.4
Percentage of teachers in first 3 years	8%	17%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 454	\$ 410	\$ 3,917	\$ 1,317
State	806	630	4,283	4,011
Local	9,176	9,257	4,207	4,592
<b>Total per pupil revenues</b>	<b>\$ 10,436</b>	<b>\$ 10,297</b>	<b>\$ 12,407</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,612	\$ 5,665	\$ 5,992
Grants	717	441	1,703
Donations and tax credits	1,816	2,124	147

### Select revenues from less common sources

Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 31
Small school adjustment	0	0	0 of 31
Federal impact aid	0	0	16 of 31
Voter-approved levy increases	614	380	21 of 31

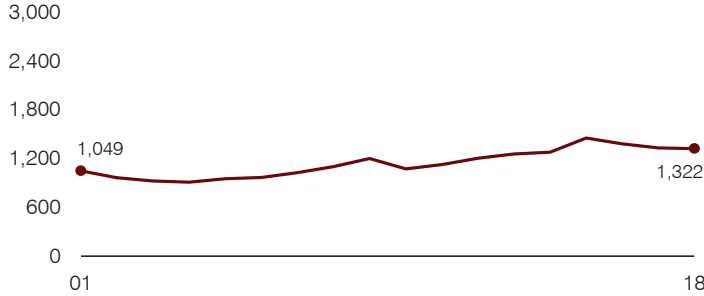
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

**Instructional spending percentage**

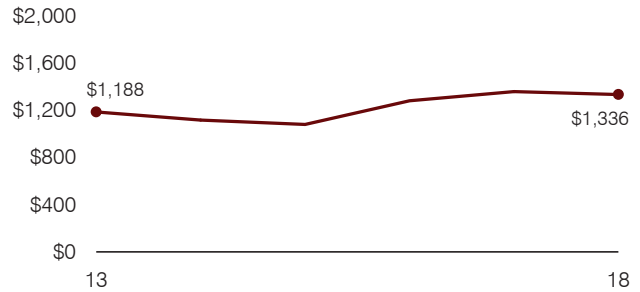
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 54.9 57.9 58.0 56.8 58.3 56.3 56.9 56.5 58.3 57.2 57.7 57.0 59.5 60.7 60.1 60.2 59.0 60.4

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

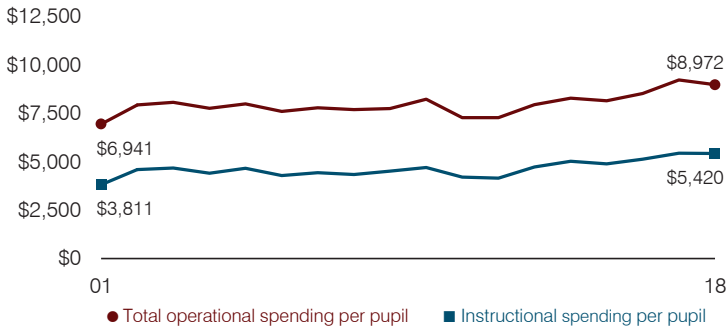
**Students attending**



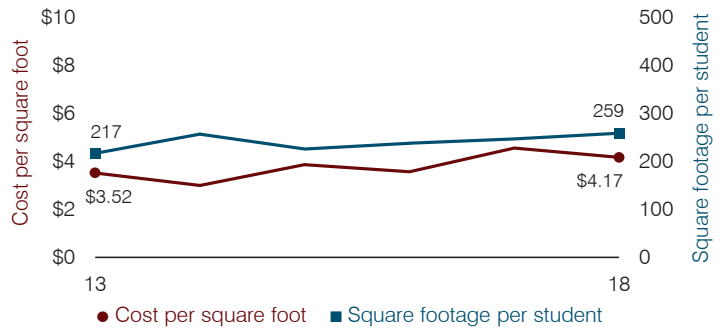
**Administrative cost per pupil**



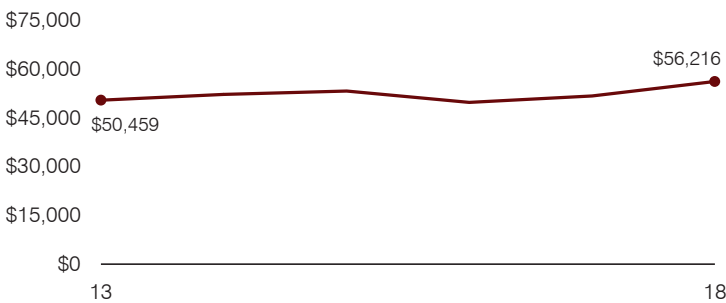
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



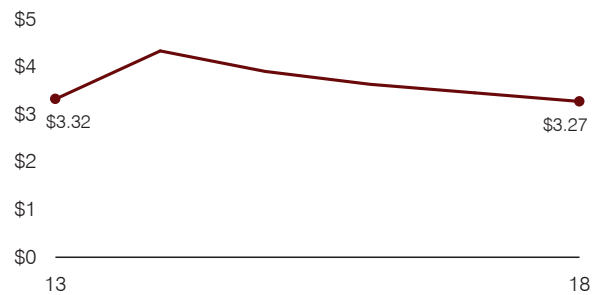
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



**Financial stress assessment**

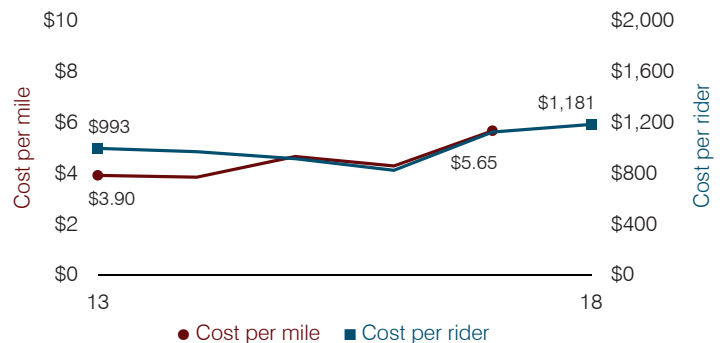
Overall financial stress level: **Moderate**

Measure: 2016 through 2018	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	1.2%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Noncompliant

Low	Moderate	High
Low	Moderate	High

**Transportation costs per mile and per rider**



# Morristown Elementary School District

Maricopa County

District size, location:

Very small, Rural

Efficiency peer groups 11 and T-11, Achievement peer group 16<sup>1</sup>

Students attending:

114

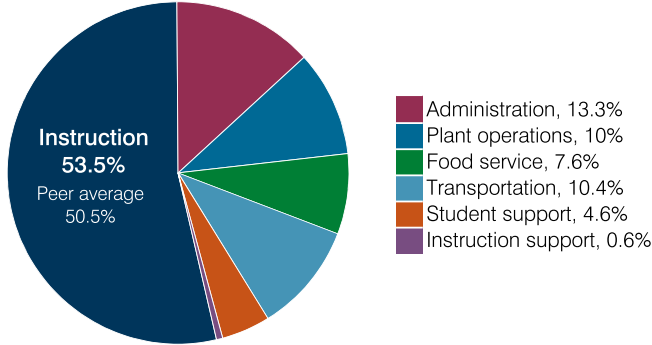
Legislative district(s): 13

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,385	\$3,064	\$860
	Students per administrative position	46	33	66
Plant operations	Cost per square foot	\$3.53	\$7.31	\$6.34
	Square footage per student	294	371	156
Food service	Cost per meal	\$2.75	\$5.79	\$3.02
Transportation	Cost per mile	\$2.04	\$1.94	\$4.05
	Cost per rider	\$1,493	\$1,614	\$1,301

### Per pupil spending

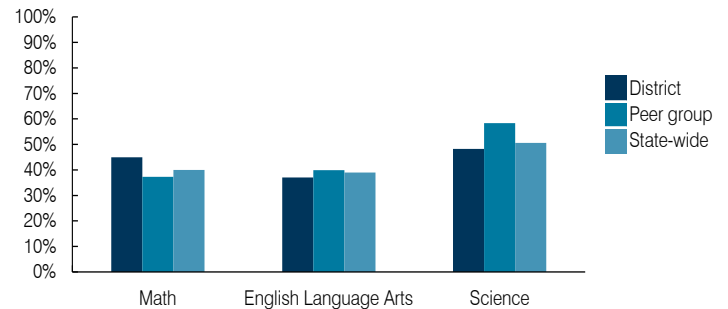
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 8,165	\$ 5,567	\$ 8,493	\$ 4,480
Administration	2,035	1,385	3,064	860
Plant operations	1,978	1,039	2,439	988
Food service	1,175	794	932	425
Transportation	1,434	1,085	973	388
Student support	704	466	656	693
Instruction support	171	61	400	462
<b>Total operational</b>	<b>15,662</b>	<b>10,397</b>	<b>16,957</b>	<b>8,296</b>
Land and buildings	286	3,446	965	827
Equipment	501	920	562	409
Interest	0	0	25	228
Other	0	47	88	169
<b>Total nonoperational</b>	<b>787</b>	<b>4,413</b>	<b>1,640</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 16,449</b>	<b>\$ 14,810</b>	<b>\$ 18,597</b>	<b>\$ 9,929</b>

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	11%	12%	19%
Special education population	15%	16%	12%
Students per teacher	12.7	13.4	18.4
Average teacher salary	\$46,192	\$48,478	\$48,951
Amount from Prop 301	\$4,377	\$4,651	\$6,411
Average years of teacher experience	19.7	15.3	11.4
Percentage of teachers in first 3 years	0%	6%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 2,983	\$ 1,235	\$ 3,021	\$ 1,317
State	6,112	10,326	4,788	4,011
Local	6,337	5,948	12,812	4,592
<b>Total per pupil revenues</b>	<b>\$ 15,432</b>	<b>\$ 17,509</b>	<b>\$ 20,621</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Equalization formula funding	\$ 9,012	\$ 8,436	\$ 8,282	\$ 5,585
Grants	3,412	4,969	3,020	1,241
Donations and tax credits	236	161	125	90

### Select revenues from less common sources

			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	1,956	1,751	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	291	0	5 of 56

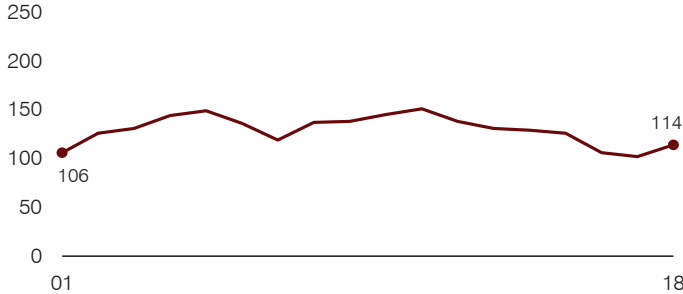
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

**Instructional spending percentage**

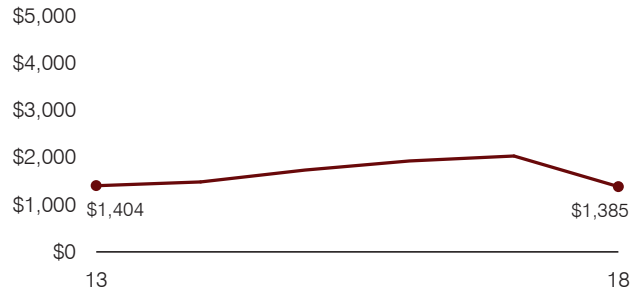
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 49.5 47.0 49.9 49.8 45.8 47.8 47.8 49.9 49.9 48.6 51.7 52.7 52.3 52.9 50.6 53.1 52.1 53.5

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

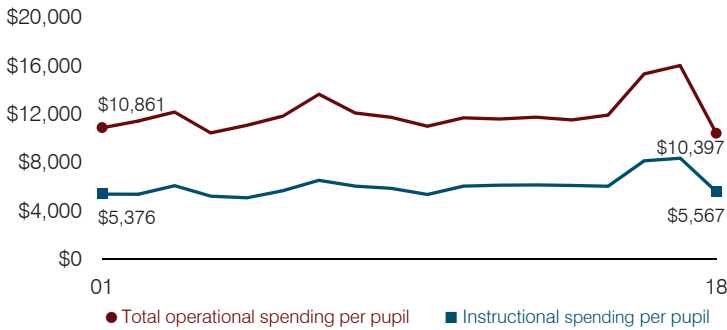
**Students attending**



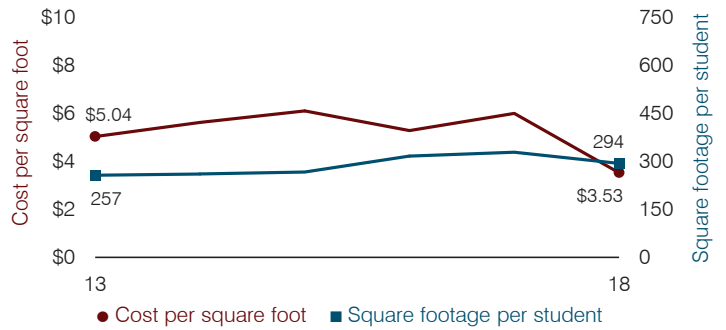
**Administrative cost per pupil**



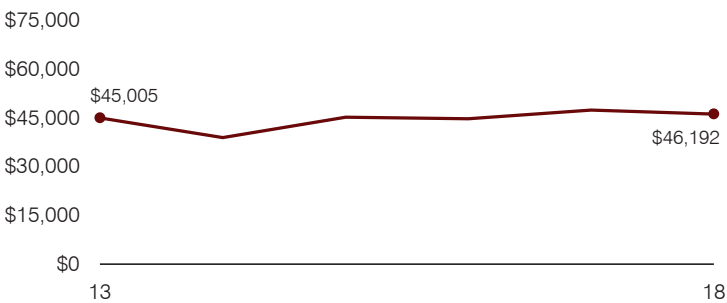
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



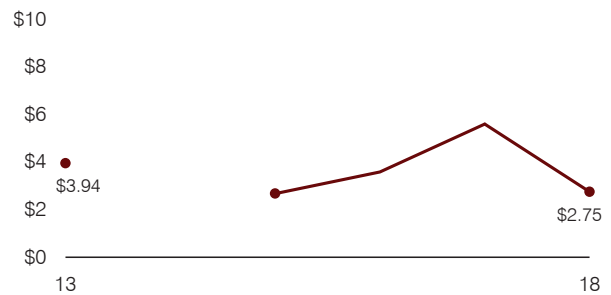
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



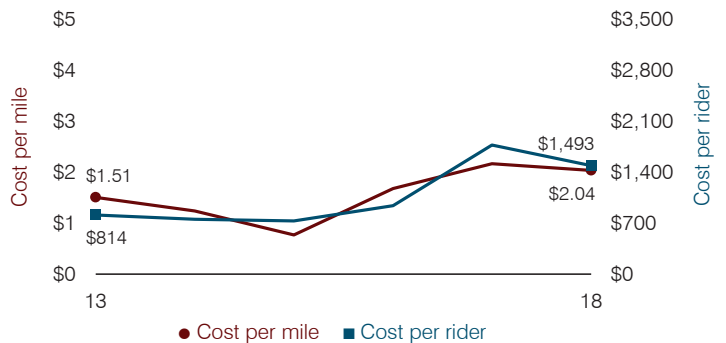
**Financial stress assessment**

Overall financial stress level: Low

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	7.3%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

**Transportation costs per mile and per rider**



# Murphy Elementary School District

Maricopa County

Efficiency peer groups 8 and T-1, Achievement peer group 15<sup>1</sup>

Legislative district(s): 19 and 27

District size, location:

Medium, City

Students attending:

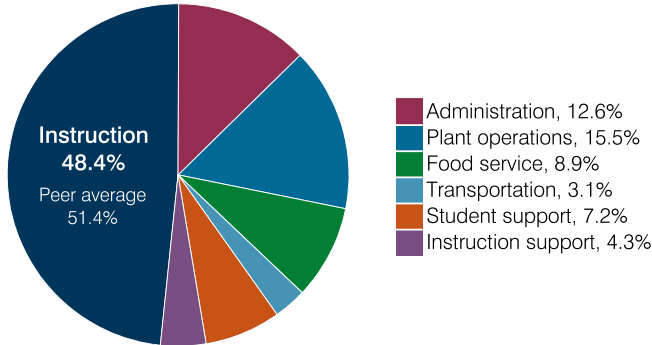
1,527

Number of schools:

4

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,365	\$1,025	\$860
	Students per administrative position	64	67	66
Plant operations	Cost per square foot	\$8.39	\$6.61	\$6.34
	Square footage per student	200	143	156
Food service	Cost per meal	\$3.13	\$2.92	\$3.02
Transportation	Cost per mile	\$10.00	\$7.19	\$4.05
	Cost per rider	\$1,167	\$1,106	\$1,301

Very low
Low
Comparable
High
Very high

### Per pupil spending

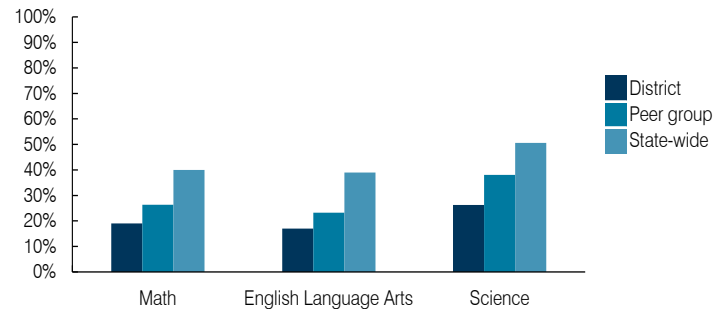
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,803	\$ 5,241	\$ 4,392	\$ 4,480
Administration	1,705	1,365	1,025	860
Plant operations	1,417	1,676	971	988
Food service	948	957	659	425
Transportation	403	331	331	388
Student support	778	779	631	693
Instruction support	534	470	546	462
<b>Total operational</b>	<b>10,588</b>	<b>10,819</b>	<b>8,555</b>	<b>8,296</b>
Land and buildings	334	827	1,140	827
Equipment	489	416	697	409
Interest	234	441	327	228
Other	94	109	172	169
<b>Total nonoperational</b>	<b>1,151</b>	<b>1,793</b>	<b>2,336</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 11,739</b>	<b>\$ 12,612</b>	<b>\$ 10,891</b>	<b>\$ 9,929</b>

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	34%	36%	19%
Special education population	11%	10%	12%
Students per teacher	24.2	18.3	18.4
Average teacher salary	\$56,816	\$53,697	\$48,951
Amount from Prop 301	\$8,165	\$5,105	\$6,411
Average years of teacher experience	7.5	9.8	11.4
Percentage of teachers in first 3 years	52%	30%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 3,863	\$ 3,417	\$ 1,723	\$ 1,317
State	4,244	3,699	3,921	4,011
Local	3,891	3,725	4,869	4,592
<b>Total per pupil revenues</b>	<b>\$ 11,998</b>	<b>\$ 10,841</b>	<b>\$ 10,513</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,339	\$ 4,789	\$ 5,175
Grants	3,872	3,433	1,843
Donations and tax credits	22	26	54

### Select revenues from less common sources

Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	4 of 19
Small school adjustment	0	0	0 of 19
Federal impact aid	0	0	0 of 19
Voter-approved levy increases	1,599	1,703	19 of 19

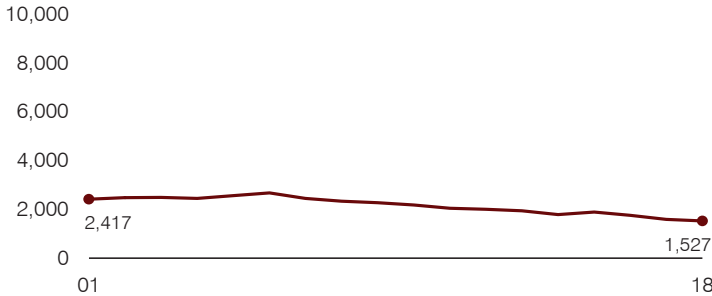
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

**Instructional spending percentage**

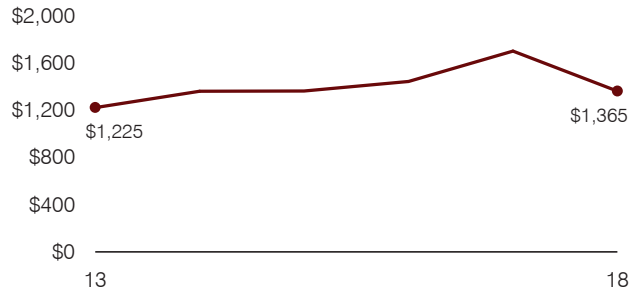
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 47.4 53.3 55.1 54.4 55.7 56.4 51.8 51.0 50.6 48.1 47.7 46.9 47.9 48.0 49.7 47.2 45.4 48.4

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

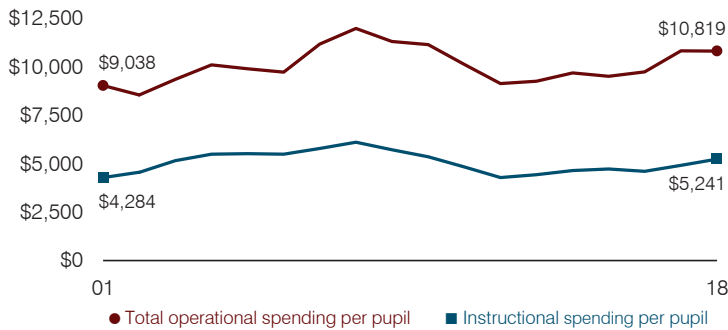
**Students attending**



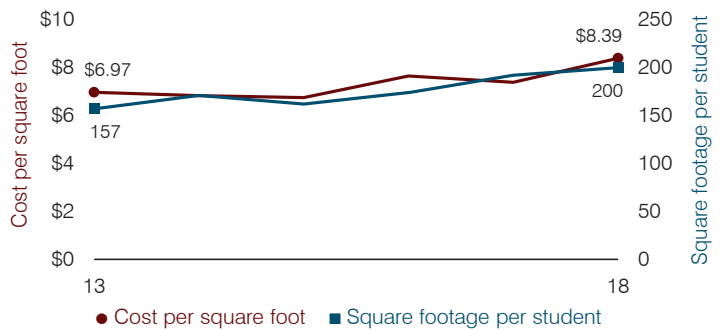
**Administrative cost per pupil**



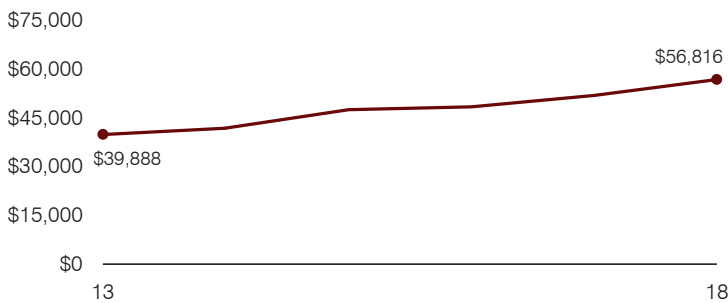
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



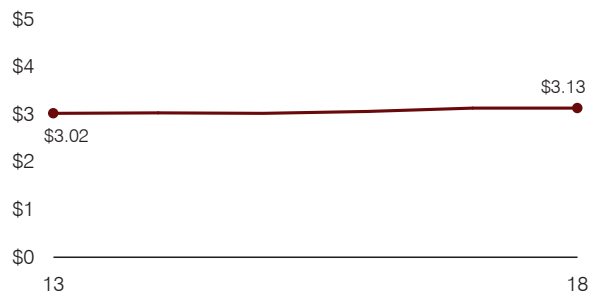
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



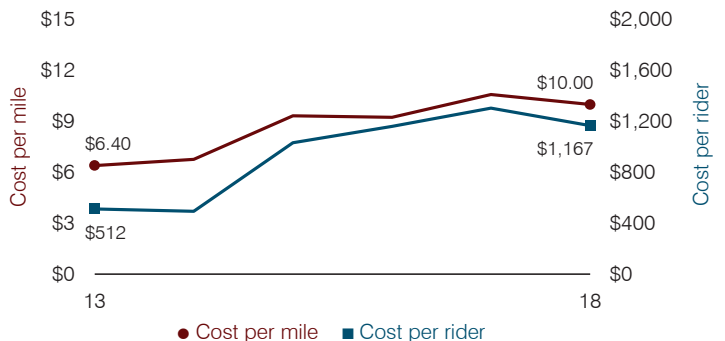
**Financial stress assessment**

Overall financial stress level: **High**

Measure: 2016 through 2018	Assessment
Change in number of district students	Large decrease
Spending exceeded operating/capital budgets	Isolated
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	3.5%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Noncompliant

Low
Moderate
High

**Transportation costs per mile and per rider**





# Naco Elementary School District

Cochise County

Efficiency peer groups 10 and T-8, Achievement peer group 19<sup>1</sup>

Legislative district(s): 14

District size, location:

Small, Rural

Students attending:

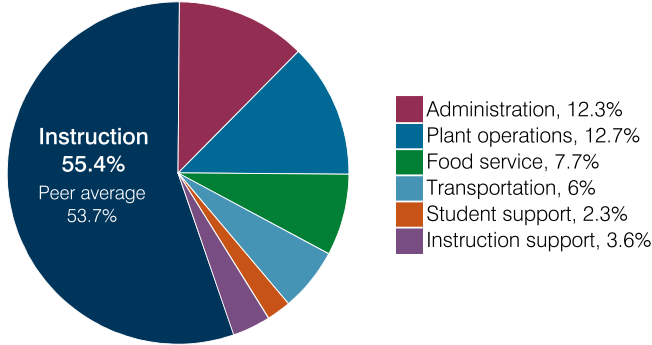
276

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,064	\$1,194	\$860
	Students per administrative position	55	60	66
Plant operations	Cost per square foot	\$8.46	\$6.78	\$6.34
	Square footage per student	130	176	156
Food service	Cost per meal	\$4.32	\$3.40	\$3.02
Transportation	Cost per mile	\$13.31	\$3.03	\$4.05
	Cost per rider	\$6,266	\$1,225	\$1,301

Very low
Low
Comparable
High
Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,831	\$ 4,800	\$ 5,096	\$ 4,480
Administration	811	1,064	1,194	860
Plant operations	997	1,104	1,071	988
Food service	672	666	535	425
Transportation	397	522	586	388
Student support	185	199	498	693
Instruction support	269	314	379	462
<b>Total operational</b>	<b>8,162</b>	<b>8,669</b>	<b>9,359</b>	<b>8,296</b>
Land and buildings	0	0	208	827
Equipment	131	279	260	409
Interest	0	0	143	228
Other	0	0	173	169
<b>Total nonoperational</b>	<b>131</b>	<b>279</b>	<b>784</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 8,293</b>	<b>\$ 8,948</b>	<b>\$ 10,143</b>	<b>\$ 9,929</b>

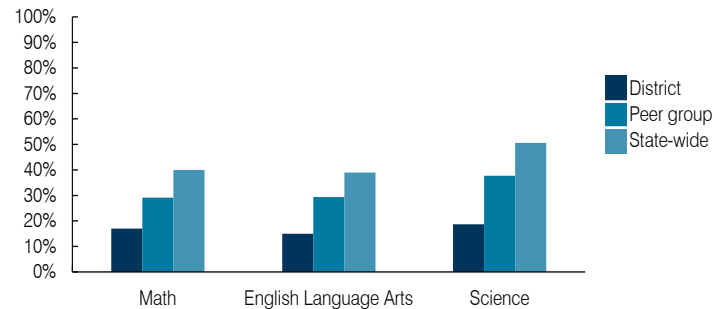
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	30%	32%	19%
Special education population	10%	14%	12%
Students per teacher	18.4	15.6	18.4
Average teacher salary	\$43,013	\$49,189	\$48,951
Amount from Prop 301	\$3,203	\$4,810	\$6,411
Average years of teacher experience	9.4	11.6	11.4
Percentage of teachers in first 3 years	13%	11%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,017	\$ 1,014	\$ 2,311	\$ 1,317
State	5,684	5,920	4,860	4,011
Local	1,276	1,128	4,359	4,592
<b>Total per pupil revenues</b>	<b>\$ 7,977</b>	<b>\$ 8,062</b>	<b>\$ 11,530</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Equalization formula funding	\$ 6,132	\$ 6,025	\$ 6,817	\$ 5,585
Grants	1,017	1,031	1,722	1,241
Donations and tax credits	12	10	226	90

### Select revenues from less common sources

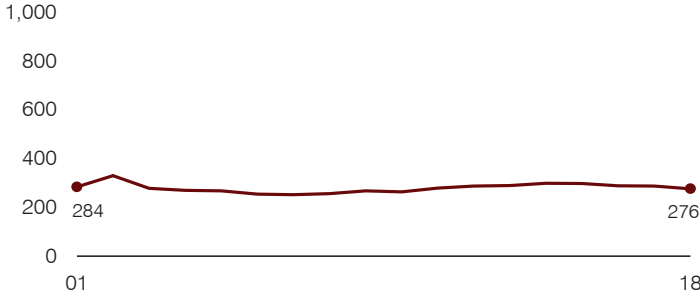
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 11
Small school adjustment	0	0	0 of 11
Federal impact aid	0	0	3 of 11
Voter-approved levy increases	0	0	6 of 11

**Instructional spending percentage**

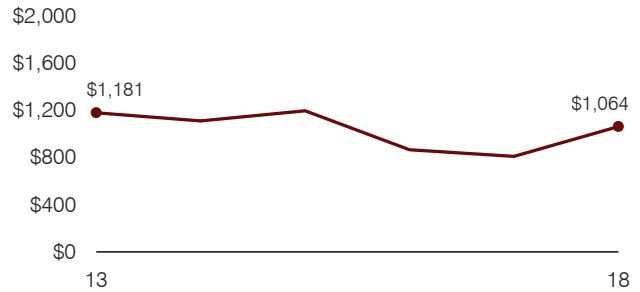
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 64.2 67.3 59.7 62.7 65.3 61.0 63.0 63.1 55.6 59.9 57.2 58.8 58.7 57.6 55.3 59.4 59.2 55.4

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

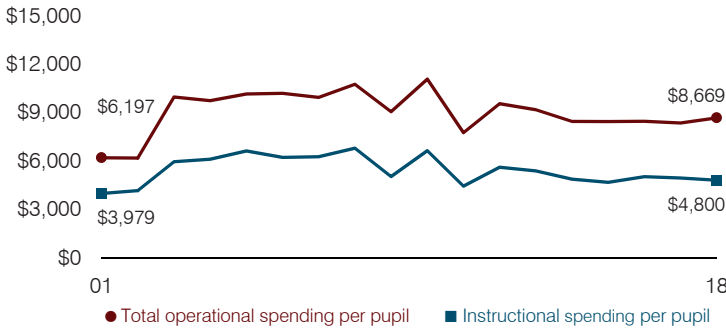
**Students attending**



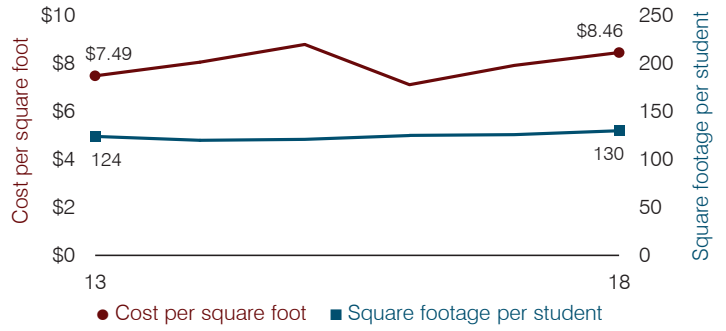
**Administrative cost per pupil**



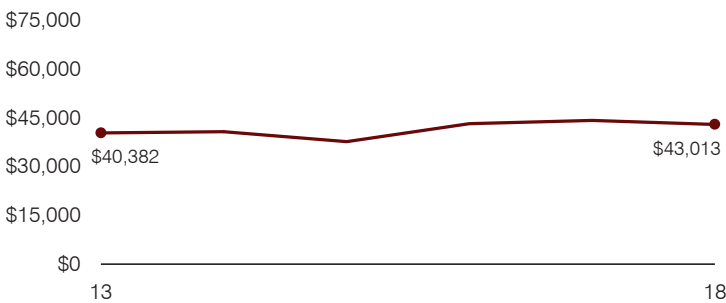
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



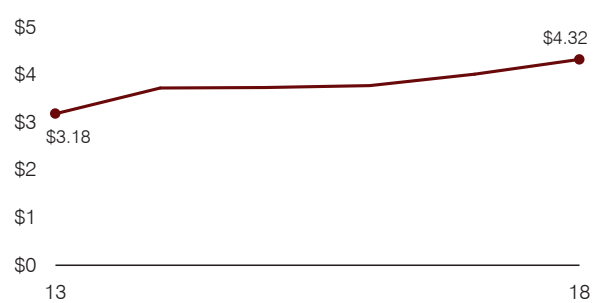
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



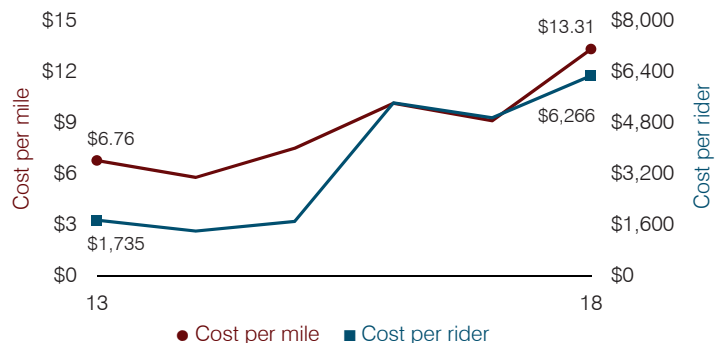
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	3.6%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

**Transportation costs per mile and per rider**



# Nadaburg Unified School District

Maricopa County

Efficiency peer groups 9 and T-8, Achievement peer group 16<sup>1</sup>

Legislative district(s): 13 and 22

District size, location:

Medium, Rural

Students attending:

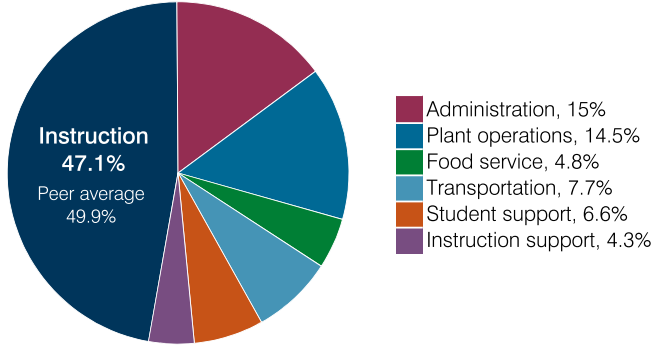
748

Number of schools:

2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,387	\$1,098	\$860
	Students per administrative position	42	59	66
Plant operations	Cost per square foot	\$8.27	\$6.52	\$6.34
	Square footage per student	163	161	156
Food service	Cost per meal	\$2.46	\$3.10	\$3.02
	Cost per mile	\$2.47	\$3.03	\$4.05
Transportation	Cost per rider	\$1,301	\$1,225	\$1,301

Very low
Low
Comparable
High
Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,343	\$ 4,365	\$ 4,233	\$ 4,480
Administration	1,315	1,387	1,098	860
Plant operations	1,190	1,346	1,034	988
Food service	649	441	591	425
Transportation	716	709	526	388
Student support	543	612	584	693
Instruction support	450	402	462	462
<b>Total operational</b>	<b>9,206</b>	<b>9,262</b>	<b>8,528</b>	<b>8,296</b>
Land and buildings	301	42	416	827
Equipment	378	383	316	409
Interest	57	72	75	228
Other	806	807	170	169
<b>Total nonoperational</b>	<b>1,542</b>	<b>1,304</b>	<b>977</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 10,748</b>	<b>\$ 10,566</b>	<b>\$ 9,505</b>	<b>\$ 9,929</b>

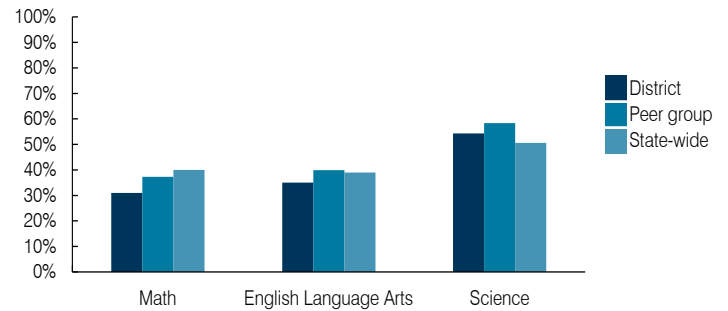
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

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

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	13%	12%	19%
Special education population	12%	16%	12%
Students per teacher	17.1	13.4	18.4
Average teacher salary	\$46,449	\$48,478	\$48,951
Amount from Prop 301	\$2,552	\$4,651	\$6,411
Average years of teacher experience	7.4	15.3	11.4
Percentage of teachers in first 3 years	34%	6%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,386	\$ 2,508	\$ 1,836	\$ 1,317
State	5,206	5,256	4,904	4,011
Local	2,579	3,238	2,715	4,592
<b>Total per pupil revenues</b>	<b>\$ 9,171</b>	<b>\$ 11,002</b>	<b>\$ 9,455</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 6,069	\$ 6,006	\$ 5,707
Grants	1,832	2,814	2,113
Donations and tax credits	281	278	67

### Select revenues from less common sources

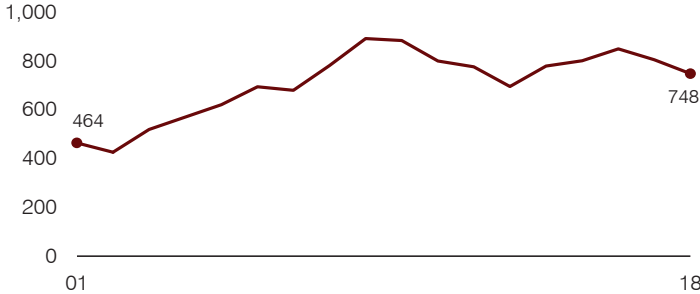
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	0	0	3 of 10
Voter-approved levy increases	244	236	8 of 10

**Instructional spending percentage**

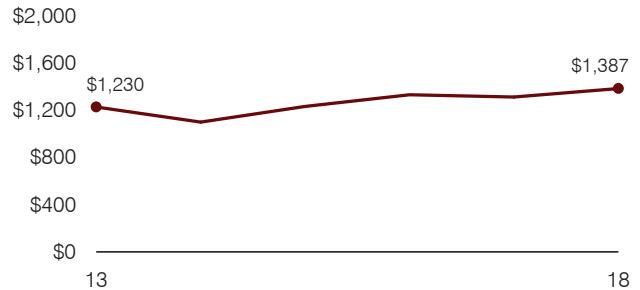
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 53.3 54.7 58.0 56.1 55.6 54.1 53.4 53.8 52.2 47.1 45.6 47.6 48.3 47.2 48.6 46.2 47.2 47.1

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

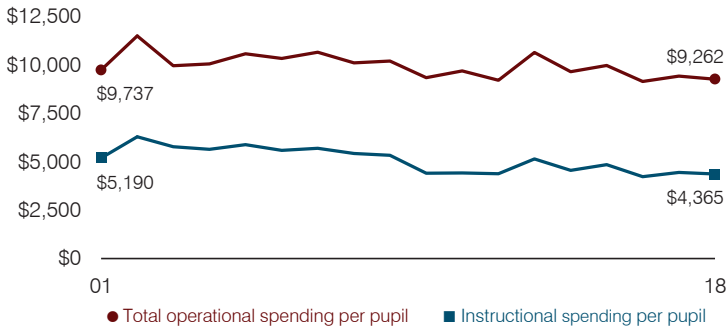
**Students attending**



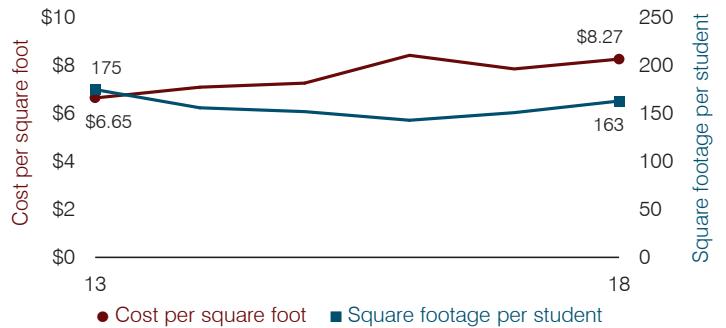
**Administrative cost per pupil**



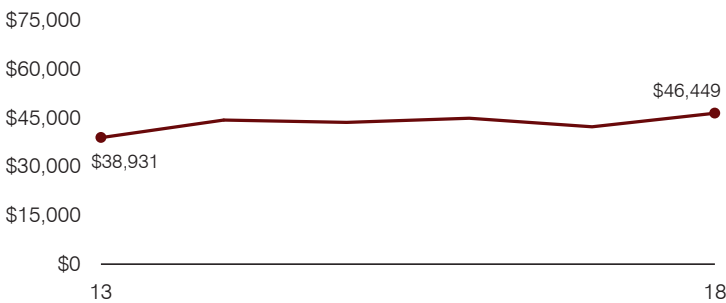
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



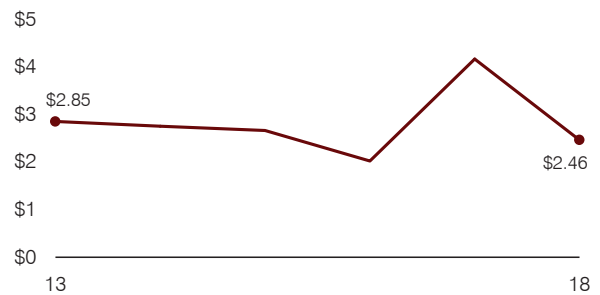
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



**Financial stress assessment**

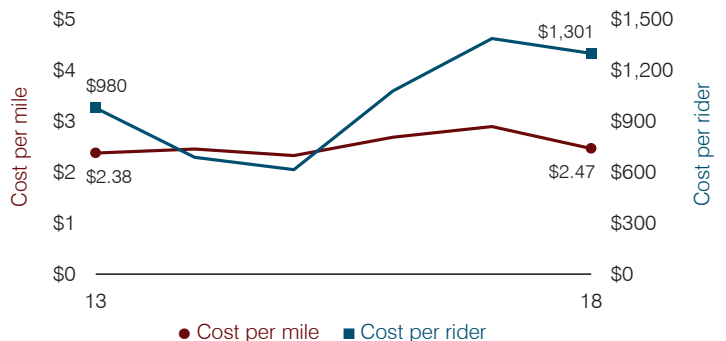
Overall financial stress level: **Moderate**

Measure: 2016 through 2018	Assessment
Change in number of district students	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage, Trend	2.2%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant

Low	Moderate	High

**Transportation costs per mile and per rider**



# Nogales Unified School District

Santa Cruz County

Efficiency peer groups 4 and T-6, Achievement peer group 7<sup>1</sup>

Legislative district(s): 2

District size, location: Medium-large, Town

Students attending: 5,651

Number of schools: 10

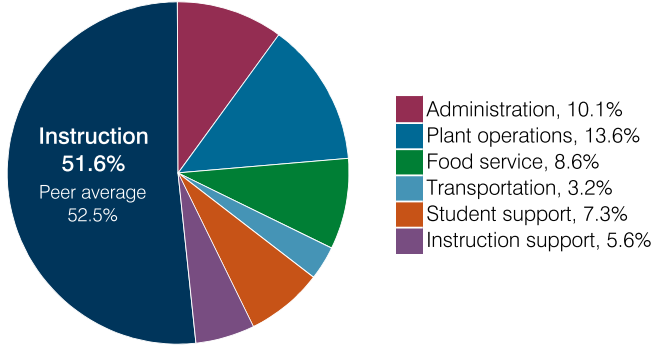
Medium-large, Town

5,651

10

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$755	\$837	\$860
	Students per administrative position	66	69	66
Plant operations	Cost per square foot	\$7.64	\$5.61	\$6.34
	Square footage per student	131	184	156
Food service	Cost per meal	\$3.52	\$3.16	\$3.02
Transportation	Cost per mile	\$5.01	\$3.96	\$4.05
	Cost per rider	\$842	\$721	\$1,301

Very low   Low   Comparable   High   Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,705	\$ 3,847	\$ 4,194	\$ 4,480
Administration	733	755	837	860
Plant operations	1,007	1,002	1,004	988
Food service	598	637	421	425
Transportation	226	241	418	388
Student support	551	544	643	693
Instruction support	410	422	480	462
<b>Total operational</b>	<b>7,230</b>	<b>7,448</b>	<b>7,997</b>	<b>8,296</b>
Land and buildings	46	117	570	827
Equipment	273	301	389	409
Interest	0	0	200	228
Other	42	40	69	169
<b>Total nonoperational</b>	<b>361</b>	<b>458</b>	<b>1,228</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 7,591</b>	<b>\$ 7,906</b>	<b>\$ 9,225</b>	<b>\$ 9,929</b>

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

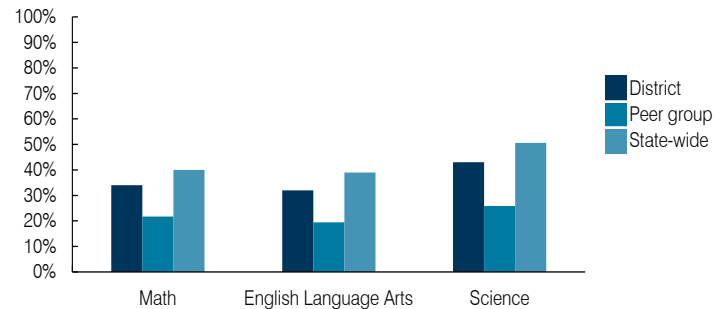
## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools <sup>2</sup>	Percentage of schools
A	2	22%
B	4	45%
C	2	22%
D	1	11%
F	0	0%

<sup>2</sup> Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	91%	94%
Graduation rate (2017)	91%	76%	78%
Poverty rate (2017)	45%	41%	19%
Special education population	9%	12%	12%
Students per teacher	19.2	15.8	18.4
Average teacher salary	\$43,088	\$48,537	\$48,951
Amount from Prop 301	\$5,527	\$5,191	\$6,411
Average years of teacher experience	14.4	12.5	11.4
Percentage of teachers in first 3 years	14%	18%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,439	\$ 1,418	\$ 2,385	\$ 1,317
State	4,676	4,991	4,222	4,011
Local	1,723	1,654	3,291	4,592
<b>Total per pupil revenues</b>	<b>\$ 7,838</b>	<b>\$ 8,063</b>	<b>\$ 9,898</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,081	\$ 5,173	\$ 5,443
Grants	1,516	1,616	1,552
Donations and tax credits	34	42	63

### Select revenues from less common sources

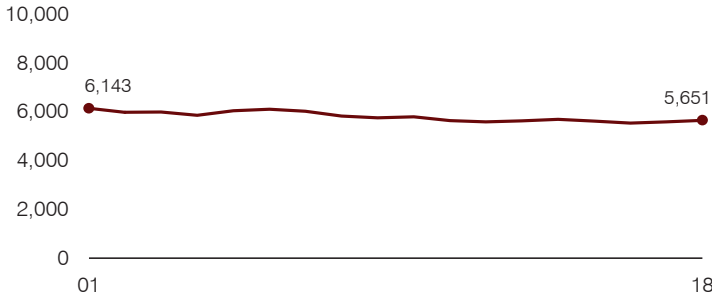
Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	1 of 17
Small school adjustment	0	0	0 of 17
Federal impact aid	0	0	6 of 17
Voter-approved levy increases	323	323	13 of 17

**Instructional spending percentage**

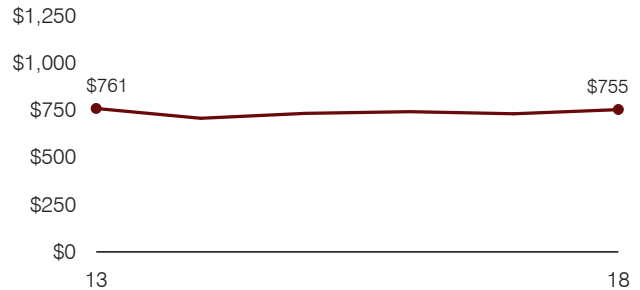
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 56.5 56.2 55.7 54.7 54.9 56.1 55.0 54.3 52.7 52.1 51.7 51.5 51.3 51.7 52.1 51.5 51.2 51.6

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

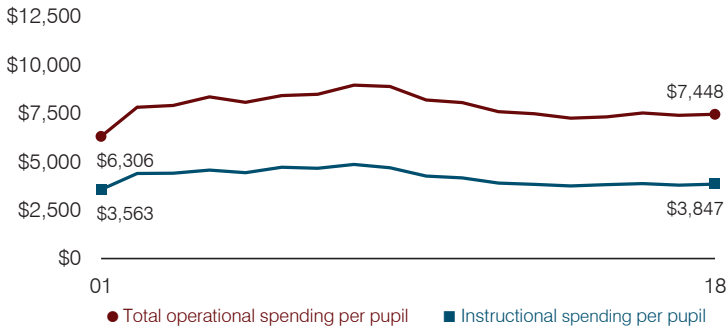
**Students attending**



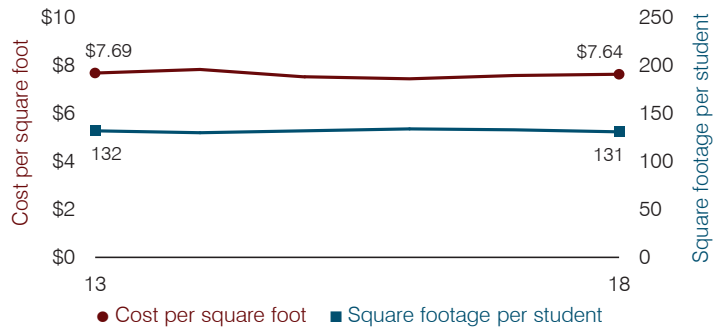
**Administrative cost per pupil**



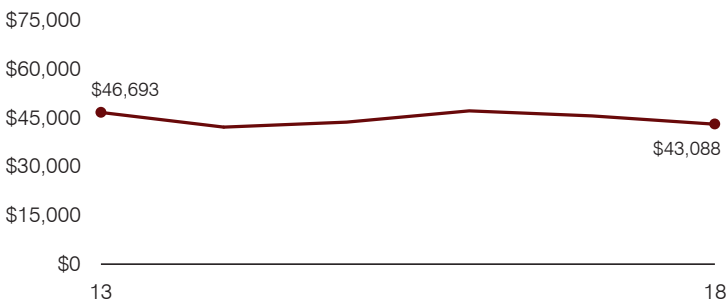
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



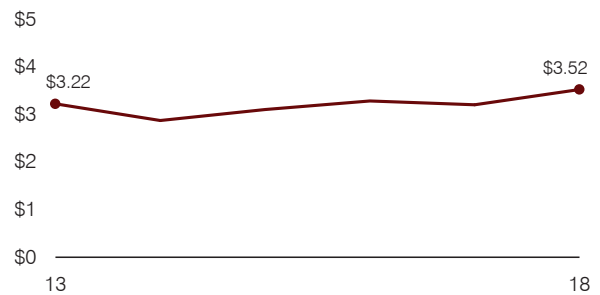
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



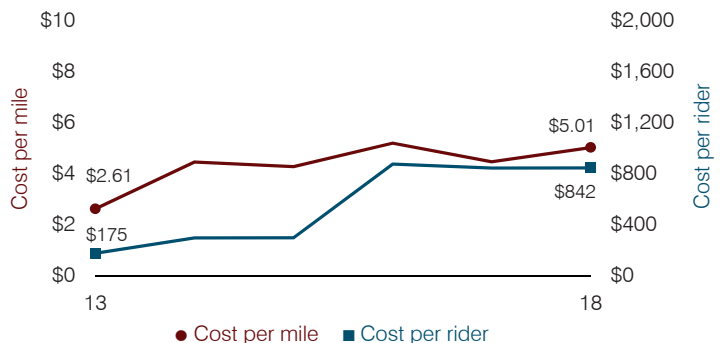
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	8.3%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**



# Oracle Elementary School District

Pinal County

Efficiency peer groups 10 and T-9, Achievement peer group 16<sup>1</sup>

Legislative district(s): 8 and 11

District size, location:

Small, Rural

Students attending:

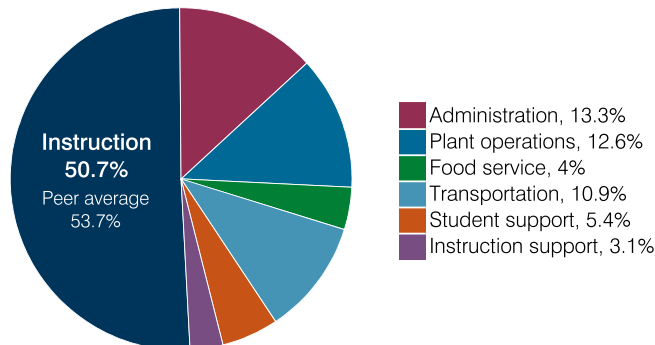
340

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,612	\$1,194	\$860
	Students per administrative position	49	60	66
Plant operations	Cost per square foot	\$7.17	\$6.78	\$6.34
	Square footage per student	215	176	156
Food service	Cost per meal	\$3.60	\$3.40	\$3.02
Transportation	Cost per mile	\$2.54	\$2.62	\$4.05
	Cost per rider	\$1,464	\$1,457	\$1,301

Very low
Low
Comparable
High
Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 5,751	\$ 6,127	\$ 5,096	\$ 4,480
Administration	1,304	1,612	1,194	860
Plant operations	1,369	1,539	1,071	988
Food service	433	478	535	425
Transportation	1,058	1,315	586	388
Student support	788	650	498	693
Instruction support	399	370	379	462
<b>Total operational</b>	<b>11,102</b>	<b>12,091</b>	<b>9,359</b>	<b>8,296</b>
Land and buildings	424	181	208	827
Equipment	423	257	260	409
Interest	1	0	143	228
Other	83	110	173	169
<b>Total nonoperational</b>	<b>931</b>	<b>548</b>	<b>784</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 12,033</b>	<b>\$ 12,639</b>	<b>\$ 10,143</b>	<b>\$ 9,929</b>

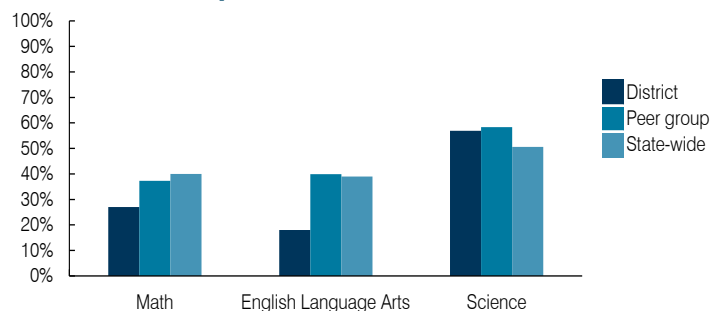
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	100%
D	0	0%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	13%	12%	19%
Special education population	20%	16%	12%
Students per teacher	13.9	13.4	18.4
Average teacher salary	\$48,903	\$48,478	\$48,951
Amount from Prop 301	\$6,200	\$4,651	\$6,411
Average years of teacher experience	14.4	15.3	11.4
Percentage of teachers in first 3 years	8%	6%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,099	\$ 1,083	\$ 2,311	\$ 1,317
State	4,776	5,000	4,860	4,011
Local	6,171	6,402	4,359	4,592
<b>Total per pupil revenues</b>	<b>\$ 12,046</b>	<b>\$ 12,485</b>	<b>\$ 11,530</b>	<b>\$ 9,920</b>

#### Select revenues from common sources

Equalization formula funding	\$ 7,844	\$ 8,170	\$ 6,817	\$ 5,585
Grants	1,518	1,203	1,722	1,241
Donations and tax credits	576	723	226	90

#### Select revenues from less common sources

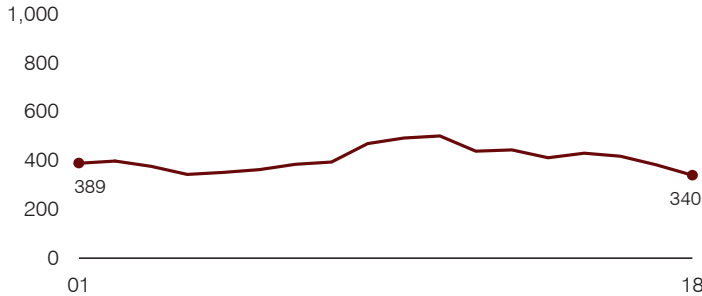
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 11
Small school adjustment	0	0	0 of 11
Federal impact aid	0	0	3 of 11
Voter-approved levy increases	1,181	1,306	6 of 11

**Instructional spending percentage**

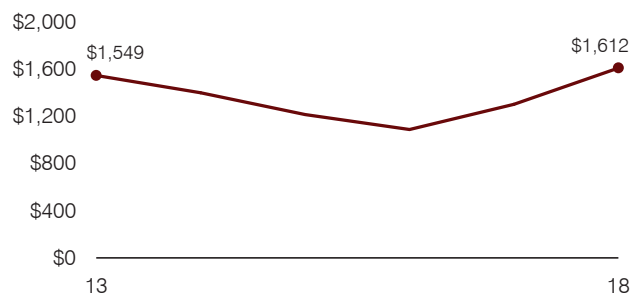
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 49.2 49.2 51.2 52.4 48.7 52.7 50.2 50.0 49.9 49.3 48.2 46.4 49.1 51.6 48.9 53.4 51.8 50.7

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

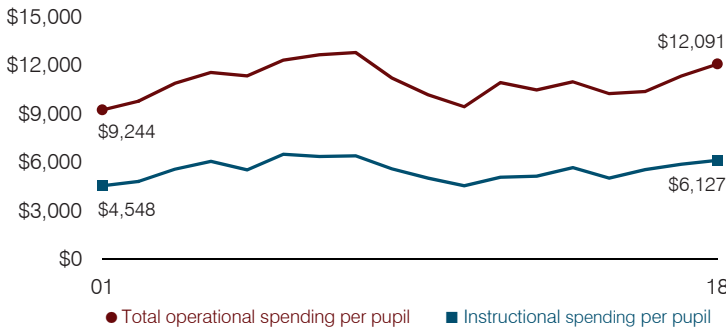
**Students attending**



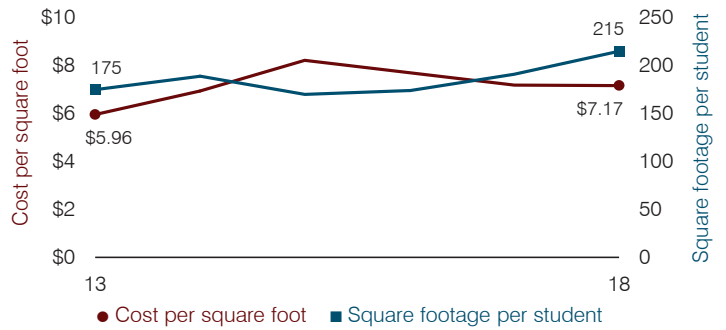
**Administrative cost per pupil**



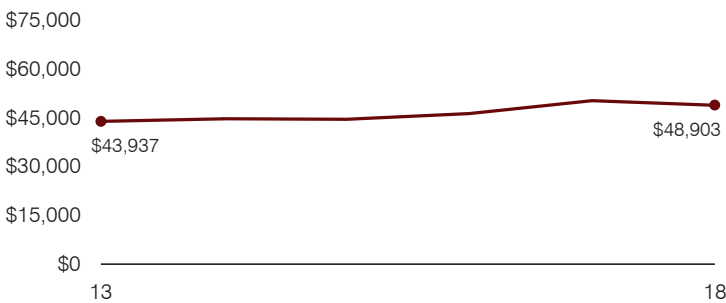
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



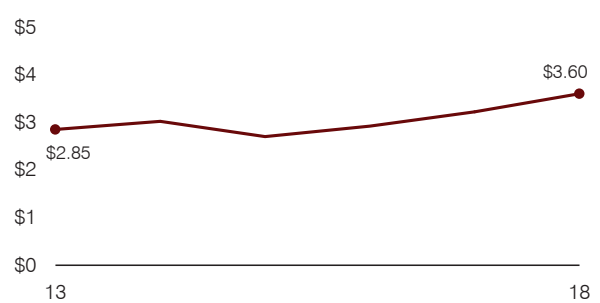
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



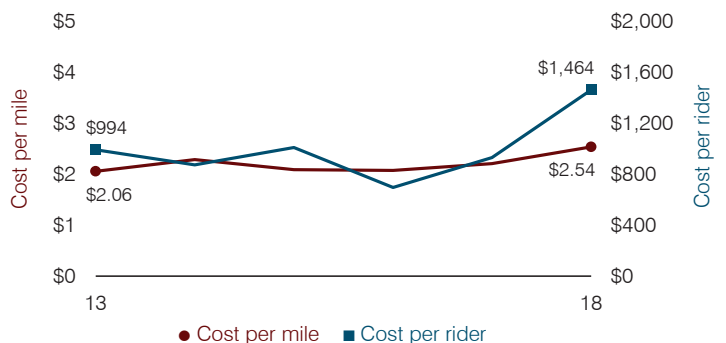
**Financial stress assessment**

Overall financial stress level: **Moderate**

Measure: 2016 through 2018	Assessment
Change in number of district students	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	8.5%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

**Transportation costs per mile and per rider**





# Osborn Elementary School District

Maricopa County

Efficiency peer groups 8 and T-2, Achievement peer group 14<sup>1</sup>

Legislative district(s): 24

District size, location:

Medium-large, City

Students attending:

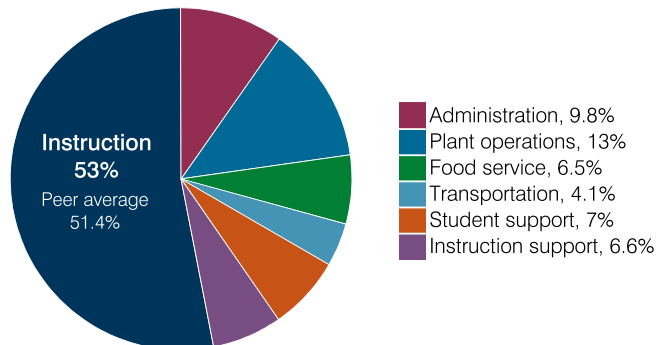
2,727

Number of schools:

5

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$850	\$1,025	\$860
	Students per administrative position	71	67	66
Plant operations	Cost per square foot	\$6.85	\$6.61	\$6.34
	Square footage per student	165	143	156
Food service	Cost per meal	\$2.77	\$2.92	\$3.02
Transportation	Cost per mile	\$6.81	\$5.91	\$4.05
	Cost per rider	\$1,166	\$1,232	\$1,301

Very low    Low    Comparable    High    Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,647	\$ 4,625	\$ 4,392	\$ 4,480
Administration	862	850	1,025	860
Plant operations	1,096	1,134	971	988
Food service	566	561	659	425
Transportation	380	361	331	388
Student support	720	612	631	693
Instruction support	555	576	546	462
<b>Total operational</b>	<b>8,826</b>	<b>8,719</b>	<b>8,555</b>	<b>8,296</b>
Land and buildings	46	164	1,140	827
Equipment	190	203	697	409
Interest	261	309	327	228
Other	141	17	172	169
<b>Total nonoperational</b>	<b>638</b>	<b>693</b>	<b>2,336</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 9,464</b>	<b>\$ 9,412</b>	<b>\$10,891</b>	<b>\$ 9,929</b>

<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

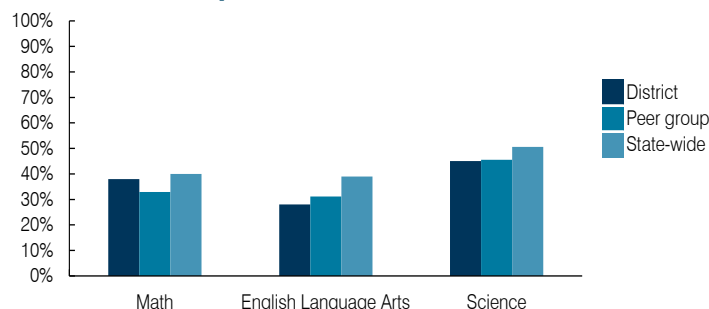
## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools <sup>2</sup>	Percentage of schools
A	0	0%
B	4	100%
C	0	0%
D	0	0%
F	0	0%

<sup>2</sup> Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	28%	28%	19%
Special education population	14%	12%	12%
Students per teacher	19.1	18.9	18.4
Average teacher salary	\$51,968	\$46,164	\$48,951
Amount from Prop 301	\$7,322	\$5,459	\$6,411
Average years of teacher experience	8.3	9.3	11.4
Percentage of teachers in first 3 years	35%	26%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,820	\$ 2,152	\$ 1,723	\$ 1,317
State	2,893	2,997	3,921	4,011
Local	5,441	5,839	4,869	4,592
<b>Total per pupil revenues</b>	<b>\$10,154</b>	<b>\$10,988</b>	<b>\$ 10,513</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,254	\$ 5,275	\$ 5,175
Grants	1,888	2,298	1,843
Donations and tax credits	93	68	54

### Select revenues from less common sources

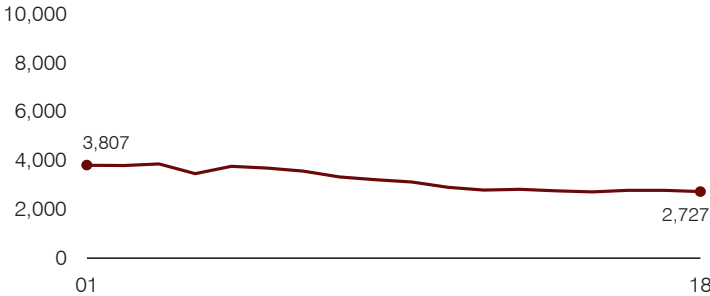
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	4 of 19
Small school adjustment	0	0	0 of 19
Federal impact aid	0	0	0 of 19
Voter-approved levy increases	2,367	2,490	19 of 19

**Instructional spending percentage**

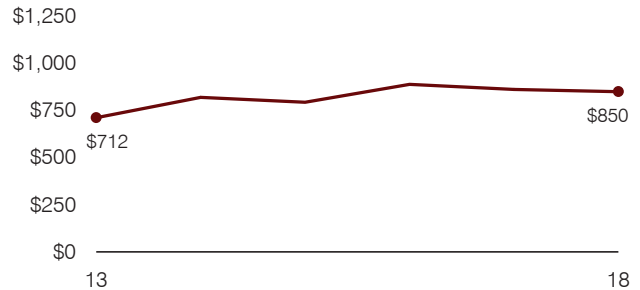
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 53.2 53.1 52.9 51.5 49.1 50.0 49.0 49.6 50.9 49.4 44.3 47.0 48.5 49.0 48.5 50.7 52.6 53.0

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

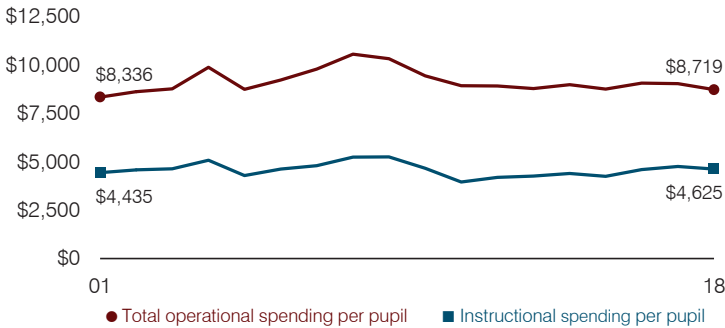
**Students attending**



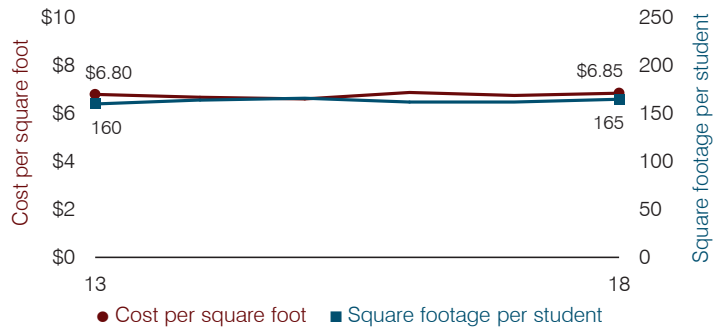
**Administrative cost per pupil**



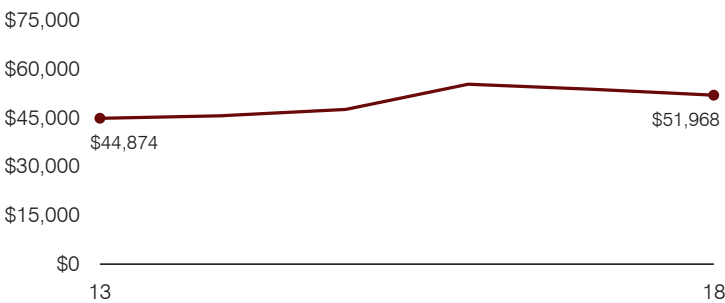
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



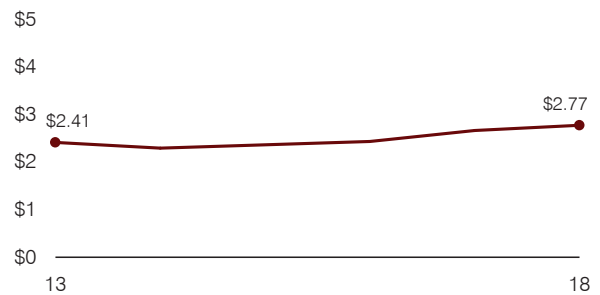
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



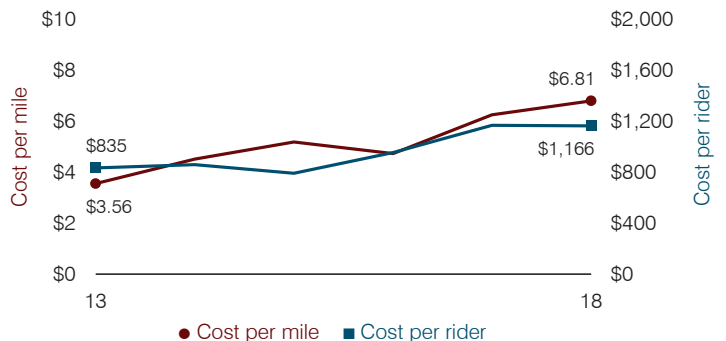
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	4.8%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**



# Owens-Whitney Elementary School District

Mohave County

District size, location:

Very small, Rural

Efficiency peer groups 11 and T-11, Achievement peer group 16<sup>1</sup>

Students attending:

17

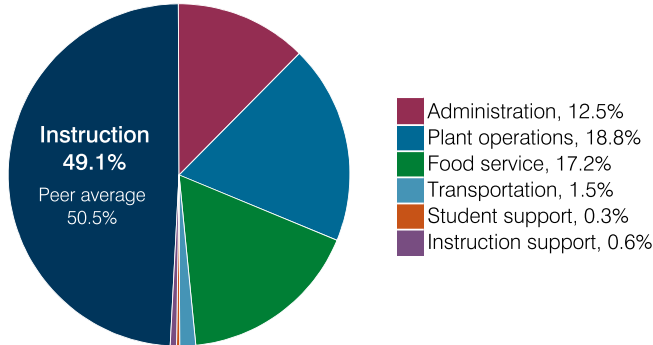
Legislative district(s): 5

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,625	\$3,064	\$860
	Students per administrative position	14	33	66
Plant operations	Cost per square foot	\$9.05	\$7.31	\$6.34
	Square footage per student	433	371	156
Food service	Cost per meal	\$18.36	\$5.79	\$3.02
Transportation	Cost per mile	\$0.49	\$1.94	\$4.05
	Cost per rider	\$762	\$1,614	\$1,301

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 10,224	\$ 10,263	\$ 8,493	\$ 4,480
Administration	2,798	2,625	3,064	860
Plant operations	4,323	3,922	2,439	988
Food service	2,891	3,595	932	425
Transportation	375	310	973	388
Student support	95	62	656	693
Instruction support	355	127	400	462
<b>Total operational</b>	<b>21,061</b>	<b>20,904</b>	<b>16,957</b>	<b>8,296</b>
Land and buildings	0	1,962	965	827
Equipment	1,940	1,394	562	409
Interest	0	0	25	228
Other	0	0	88	169
<b>Total nonoperational</b>	<b>1,940</b>	<b>3,356</b>	<b>1,640</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 23,001</b>	<b>\$ 24,260</b>	<b>\$ 18,597</b>	<b>\$ 9,929</b>

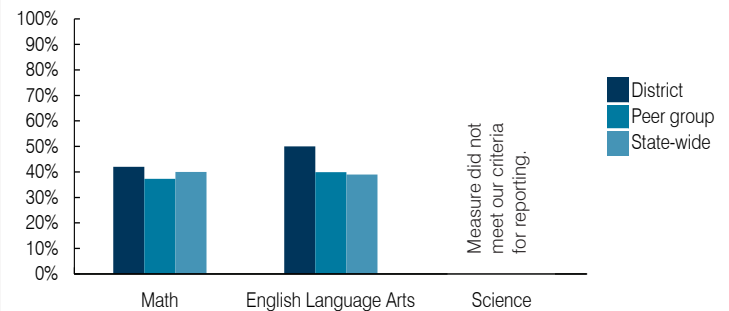
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	100%
D	0	0%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	12%	12%	19%
Special education population	1%	16%	12%
Students per teacher	11.5	13.4	18.4
Average teacher salary	\$51,522	\$48,478	\$48,951
Amount from Prop 301	\$2,133	\$4,651	\$6,411
Average years of teacher experience	5.1	15.3	11.4
Percentage of teachers in first 3 years	0%	6%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 5,159	\$ 3,336	\$ 3,021	\$ 1,317
State	1,220	3,223	4,788	4,011
Local	18,323	15,449	12,812	4,592
<b>Total per pupil revenues</b>	<b>\$ 24,702</b>	<b>\$ 22,008</b>	<b>\$ 20,621</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Equalization formula funding	\$ 10,467	\$ 8,495	\$ 8,282	\$ 5,585
Grants	5,159	5,309	3,020	1,241
Donations and tax credits	345	242	125	90

### Select revenues from less common sources

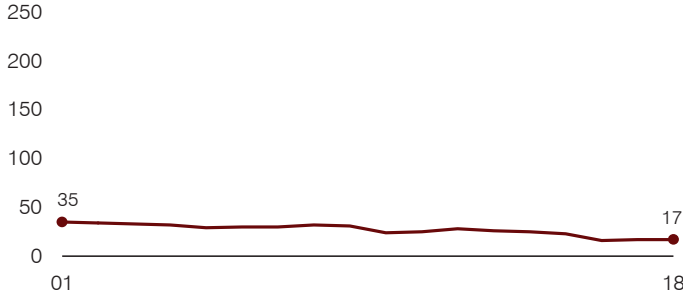
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	4,593	5,944	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

**Instructional spending percentage**

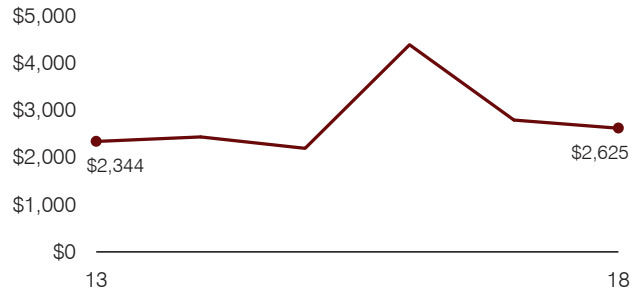
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 52.0 55.6 53.0 53.7 59.6 60.2 61.4 61.7 61.2 52.3 39.5 55.6 58.7 59.5 47.2 43.7 48.5 49.1

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

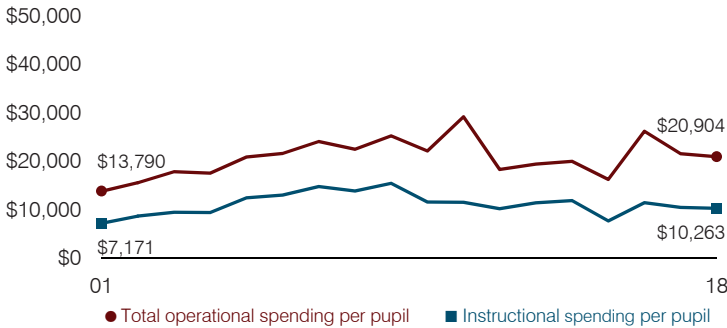
**Students attending**



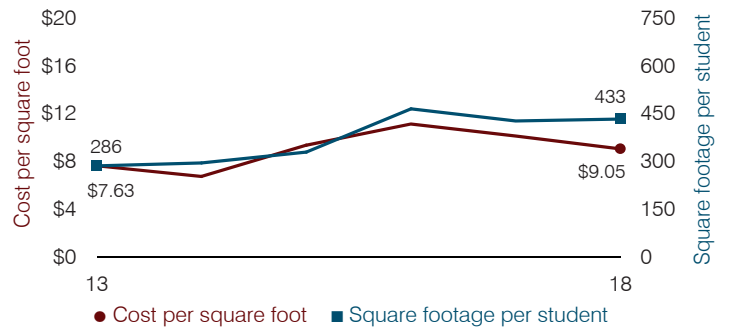
**Administrative cost per pupil**



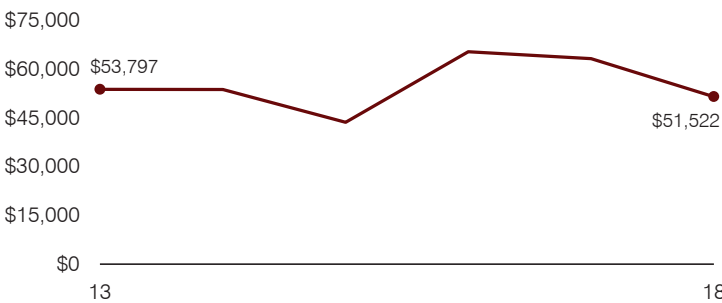
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



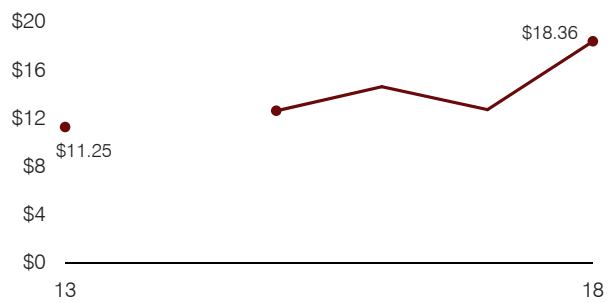
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



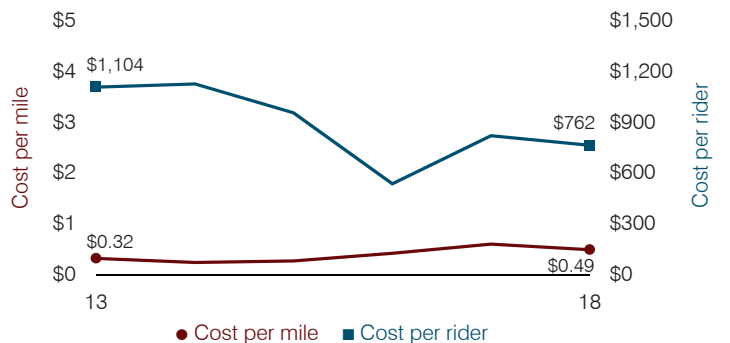
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	26.4%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Not assessed

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**



# Page Unified School District

Coconino County

Efficiency peer groups 4 and T-10, Achievement peer group 6<sup>1</sup>

Legislative district(s): 7

District size, location: Medium-large, Town

Students attending: 2,574

Number of schools: 4

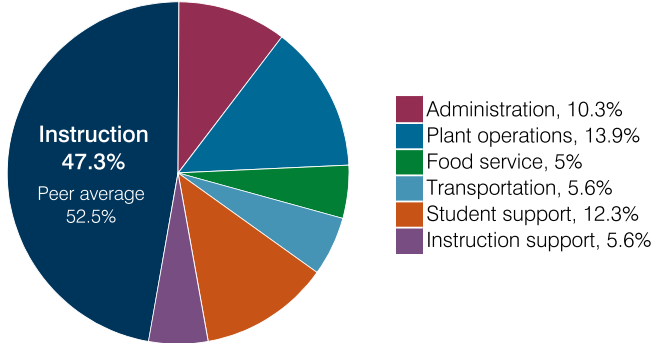
Medium-large, Town

2,574

4

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,056	\$837	\$860
	Students per administrative position	55	69	66
Plant operations	Cost per square foot	\$5.75	\$5.61	\$6.34
	Square footage per student	248	184	156
Food service	Cost per meal	\$2.86	\$3.16	\$3.02
Transportation	Cost per mile	\$2.84	\$1.95	\$4.05
	Cost per rider	\$2,056	\$1,572	\$1,301

Very low    Low    Comparable    High    Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,107	\$ 4,847	\$ 4,194	\$ 4,480
Administration	937	1,056	837	860
Plant operations	1,351	1,424	1,004	988
Food service	453	516	421	425
Transportation	524	583	418	388
Student support	1,188	1,258	643	693
Instruction support	616	570	480	462
<b>Total operational</b>	<b>9,176</b>	<b>10,254</b>	<b>7,997</b>	<b>8,296</b>
Land and buildings	302	289	570	827
Equipment	344	318	389	409
Interest	6	7	200	228
Other	156	4	69	169
<b>Total nonoperational</b>	<b>808</b>	<b>618</b>	<b>1,228</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 9,984</b>	<b>\$ 10,872</b>	<b>\$ 9,225</b>	<b>\$ 9,929</b>

<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

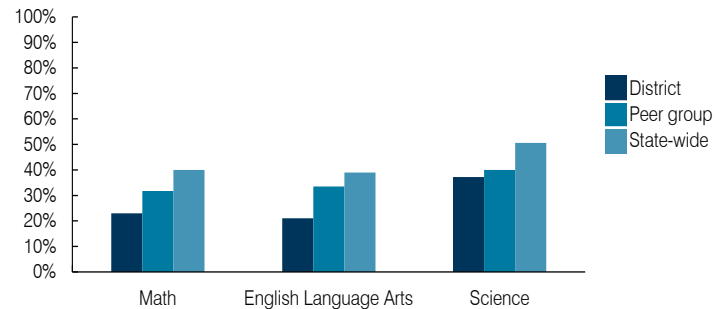
## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools <sup>2</sup>	Percentage of schools
A	0	0%
B	0	0%
C	1	33%
D	2	67%
F	0	0%

<sup>2</sup> Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	91%	93%	94%
Graduation rate (2017)	77%	85%	78%
Poverty rate (2017)	27%	29%	19%
Special education population	14%	14%	12%
Students per teacher	17.3	16.2	18.4
Average teacher salary	\$47,229	\$46,264	\$48,951
Amount from Prop 301	\$5,869	\$6,122	\$6,411
Average years of teacher experience	9.1	12.2	11.4
Percentage of teachers in first 3 years	23%	20%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 4,010	\$ 3,945	\$ 2,385	\$ 1,317
State	3,028	3,240	4,222	4,011
Local	3,939	3,850	3,291	4,592
<b>Total per pupil revenues</b>	<b>\$ 10,977</b>	<b>\$ 11,035</b>	<b>\$ 9,898</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,506	\$ 5,505	\$ 5,443
Grants	1,900	2,019	1,552
Donations and tax credits	31	22	63

### Select revenues from less common sources

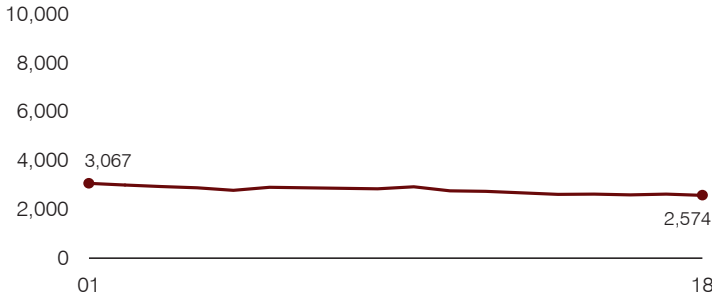
Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	1 of 17
Small school adjustment	0	0	0 of 17
Federal impact aid	2,358	2,238	6 of 17
Voter-approved levy increases	0	0	13 of 17

**Instructional spending percentage**

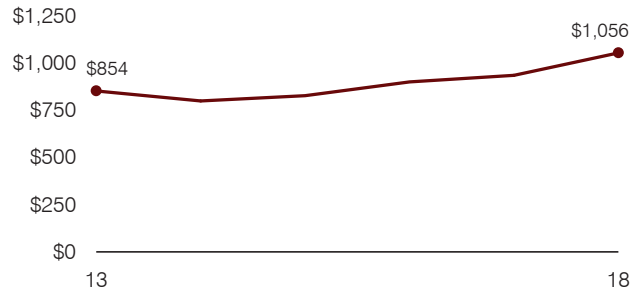
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 56.5 54.8 54.8 53.0 51.3 54.8 53.1 52.5 52.3 51.3 49.1 49.4 49.6 49.1 48.7 49.2 44.8 47.3

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

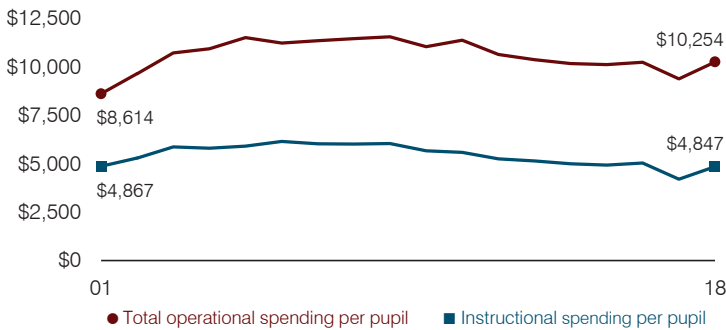
**Students attending**



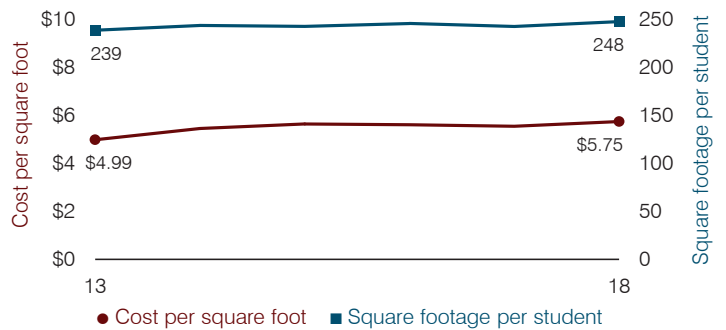
**Administrative cost per pupil**



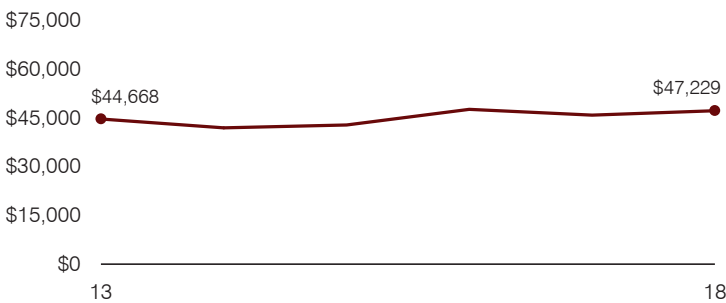
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



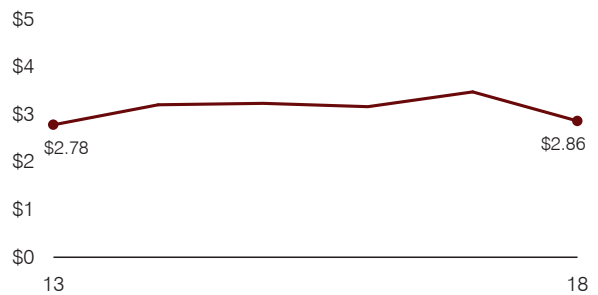
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



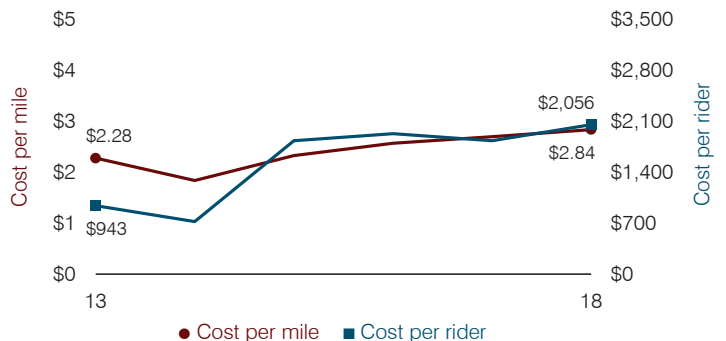
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	5.5%, Increasing
Years of capital reserve held	Impact Aid Fund reserve
Current financial and internal control status	Compliant

Low
Moderate
High

**Transportation costs per mile and per rider**



# Palo Verde Elementary School District

Maricopa County

Efficiency peer groups 10 and T-7, Achievement peer group 17<sup>1</sup>

Legislative district(s): 4 and 13

District size, location:

Small, Rural

Students attending:

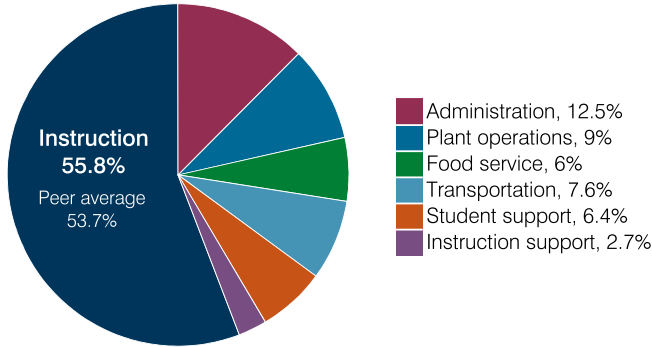
433

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,173	\$1,194	\$860
	Students per administrative position	49	60	66
Plant operations	Cost per square foot	\$5.46	\$6.78	\$6.34
	Square footage per student	154	176	156
Food service	Cost per meal	\$3.02	\$3.40	\$3.02
Transportation	Cost per mile	\$3.42	\$3.35	\$4.05
	Cost per rider	\$996	\$1,057	\$1,301

Very low
Low
Comparable
High
Very high

### Per pupil spending

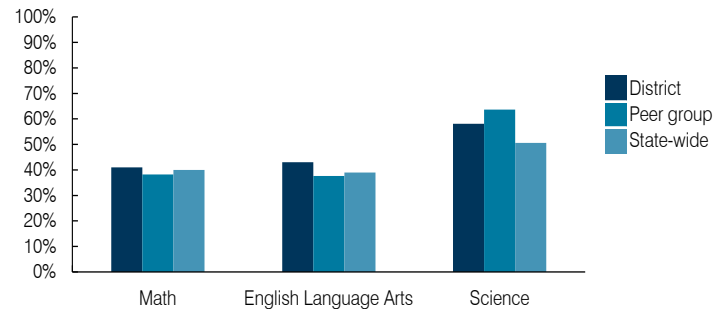
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 5,141	\$ 5,228	\$ 5,096	\$ 4,480
Administration	1,199	1,173	1,194	860
Plant operations	857	841	1,071	988
Food service	583	565	535	425
Transportation	721	717	586	388
Student support	643	599	498	693
Instruction support	278	253	379	462
<b>Total operational</b>	<b>9,422</b>	<b>9,376</b>	<b>9,359</b>	<b>8,296</b>
Land and buildings	158	242	208	827
Equipment	254	335	260	409
Interest	71	50	143	228
Other	2	0	173	169
<b>Total nonoperational</b>	<b>485</b>	<b>627</b>	<b>784</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 9,907</b>	<b>\$ 10,003</b>	<b>\$ 10,143</b>	<b>\$ 9,929</b>

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	21%	19%	19%
Special education population	13%	13%	12%
Students per teacher	19.2	14.1	18.4
Average teacher salary	\$50,880	\$50,510	\$48,951
Amount from Prop 301	\$4,089	\$5,096	\$6,411
Average years of teacher experience	14.1	13.8	11.4
Percentage of teachers in first 3 years	4%	9%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,295	\$ 1,361	\$ 2,311	\$ 1,317
State	5,459	5,713	4,860	4,011
Local	3,263	3,009	4,359	4,592
<b>Total per pupil revenues</b>	<b>\$ 10,017</b>	<b>\$ 10,083</b>	<b>\$ 11,530</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Equalization formula funding	\$ 6,403	\$ 6,613	\$ 6,817	\$ 5,585
Grants	1,397	1,492	1,722	1,241
Donations and tax credits	67	79	226	90

### Select revenues from less common sources

			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 11
Small school adjustment	0	0	0 of 11
Federal impact aid	0	0	3 of 11
Voter-approved levy increases	1,248	874	6 of 11

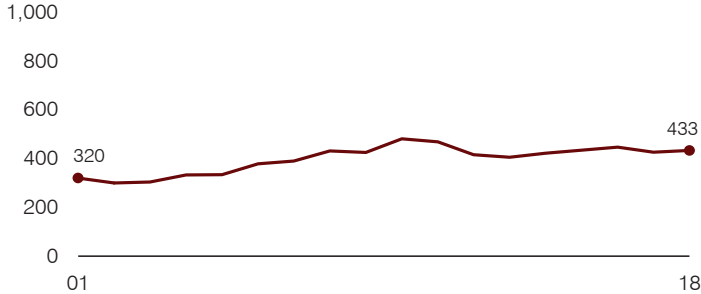
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

**Instructional spending percentage**

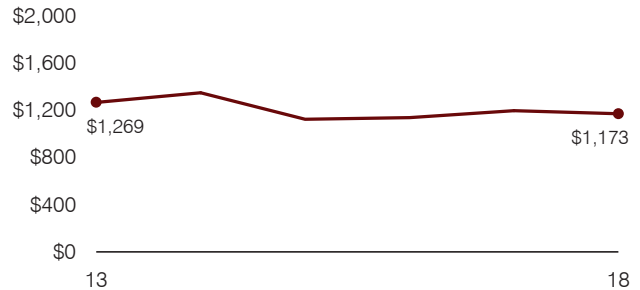
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 52.3 58.3 53.7 49.9 49.6 53.4 51.4 50.4 51.9 51.0 53.7 52.2 51.6 49.4 55.0 53.9 54.6 55.8

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

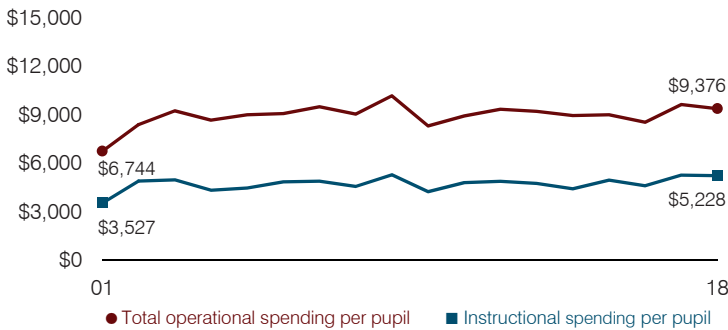
**Students attending**



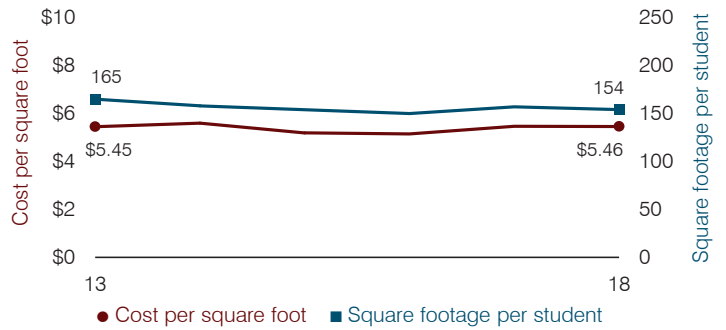
**Administrative cost per pupil**



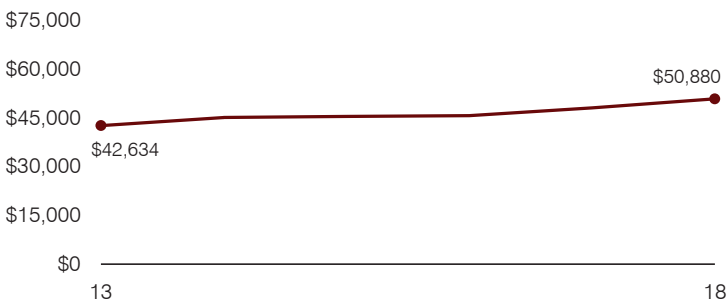
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



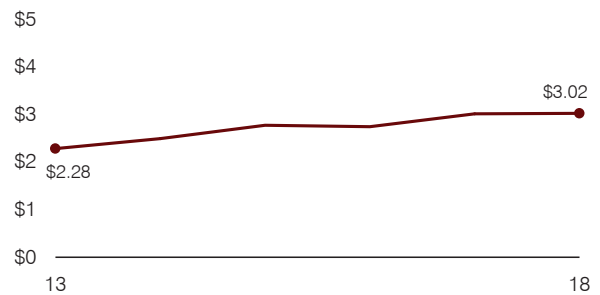
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



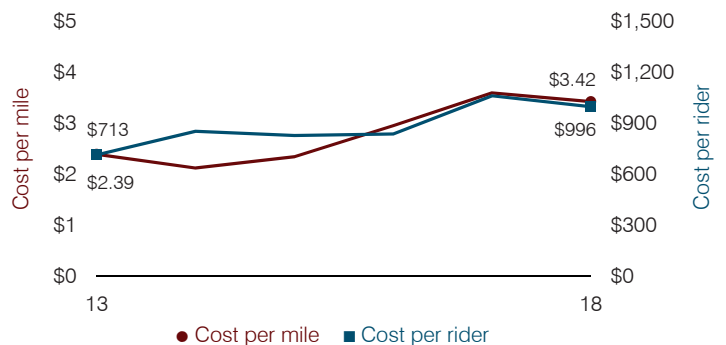
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	7.6%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**





# Paloma Elementary School District

Maricopa County

Efficiency peer groups 11 and T-11, Achievement peer group 16<sup>1</sup>

Legislative district(s): 4

District size, location:

Very small, Rural

Students attending:

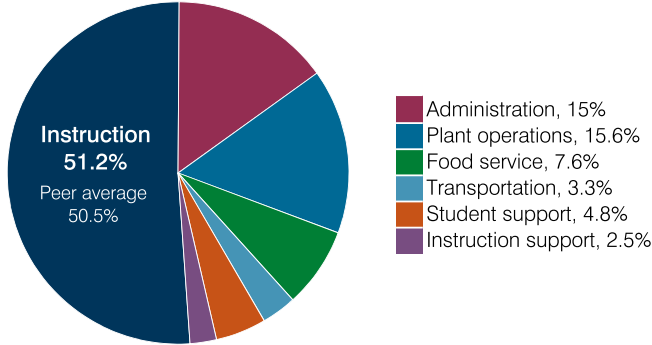
107

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,252	\$3,064	\$860
	Students per administrative position	36	33	66
Plant operations	Cost per square foot	\$16.47	\$7.31	\$6.34
	Square footage per student	143	371	156
Food service	Cost per meal	\$4.84	\$5.79	\$3.02
Transportation	Cost per mile	\$1.47	\$1.94	\$4.05
	Cost per rider	\$794	\$1,614	\$1,301

### Per pupil spending

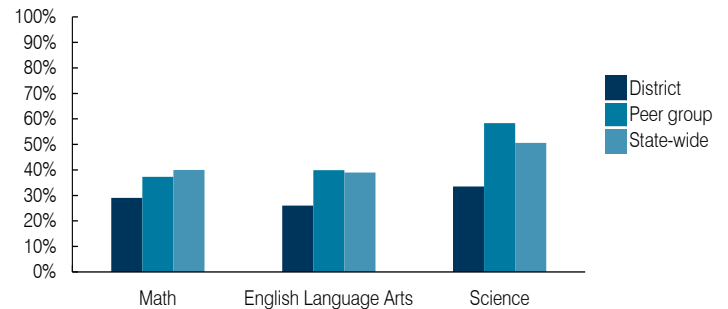
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 7,932	\$ 7,702	\$ 8,493	\$ 4,480
Administration	2,367	2,252	3,064	860
Plant operations	2,919	2,347	2,439	988
Food service	988	1,140	932	425
Transportation	316	504	973	388
Student support	416	728	656	693
Instruction support	348	370	400	462
<b>Total operational</b>	<b>15,286</b>	<b>15,043</b>	<b>16,957</b>	<b>8,296</b>
Land and buildings	33,368	18,110	965	827
Equipment	1,211	726	562	409
Interest	0	0	25	228
Other	1,355	1,102	88	169
<b>Total nonoperational</b>	<b>35,934</b>	<b>19,938</b>	<b>1,640</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 51,220</b>	<b>\$ 34,981</b>	<b>\$ 18,597</b>	<b>\$ 9,929</b>

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	13%	12%	19%
Special education population	23%	16%	12%
Students per teacher	13.4	13.4	18.4
Average teacher salary	\$51,474	\$48,478	\$48,951
Amount from Prop 301	\$4,592	\$4,651	\$6,411
Average years of teacher experience	12.1	15.3	11.4
Percentage of teachers in first 3 years	0%	6%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 2,594	\$ 2,551	\$ 3,021	\$ 1,317
State	1,100	2,290	4,788	4,011
Local	43,355	25,342	12,812	4,592
<b>Total per pupil revenues</b>	<b>\$47,049</b>	<b>\$30,183</b>	<b>\$ 20,621</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Equalization formula funding	\$ 6,866	\$ 6,697	\$ 8,282	\$ 5,585
Grants	3,553	4,285	3,020	1,241
Donations and tax credits	209	162	125	90

### Select revenues from less common sources

			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	33,846	29,794	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

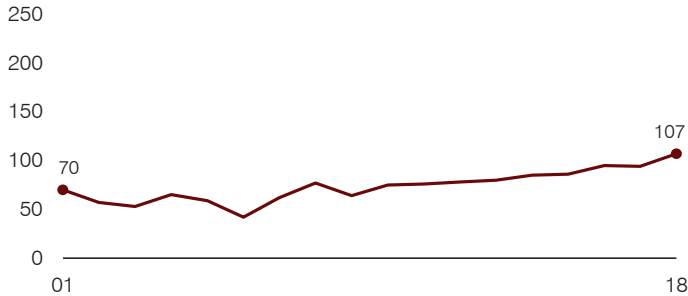
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

**Instructional spending percentage**

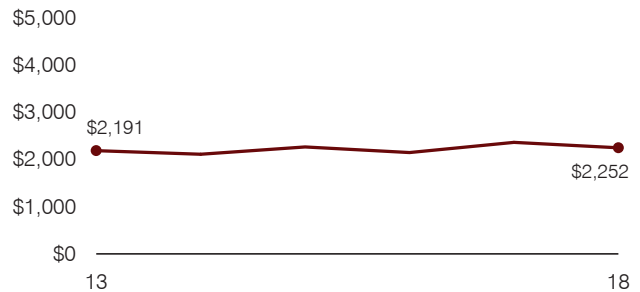
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 43.1 42.9 50.8 46.6 48.1 50.5 48.4 51.4 50.1 47.5 48.4 46.2 43.9 49.5 48.2 48.9 51.9 51.2

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

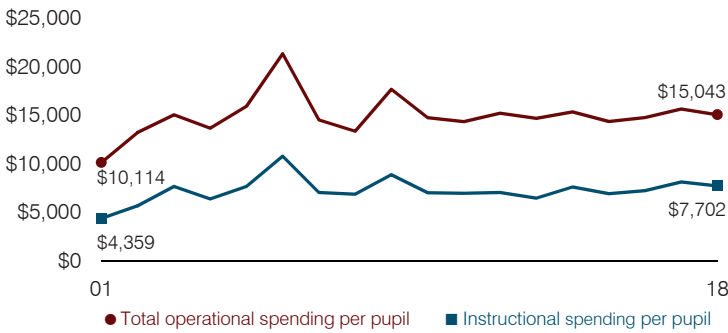
**Students attending**



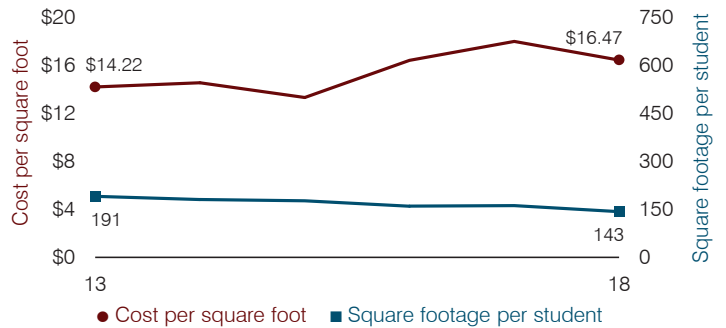
**Administrative cost per pupil**



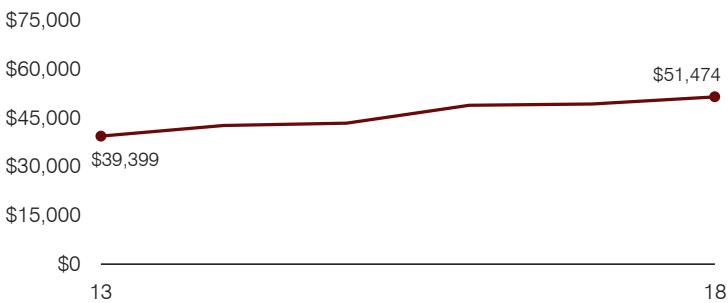
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



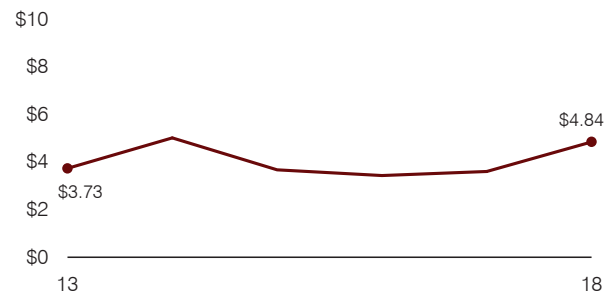
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



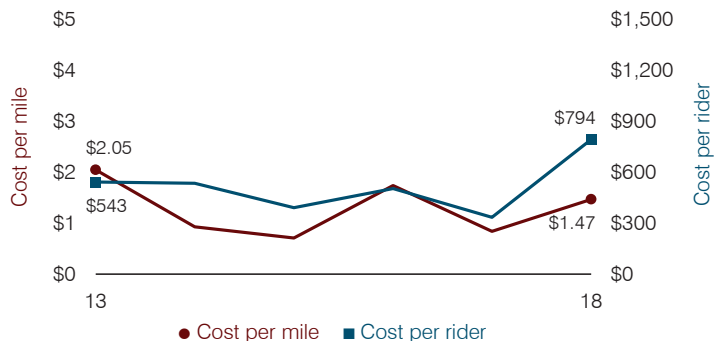
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	11.8%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

**Transportation costs per mile and per rider**



# Palominas Elementary School District

Cochise County

Efficiency peer groups 9 and T-9, Achievement peer group 16<sup>1</sup>

Legislative district(s): 14

District size, location:

Medium, Rural

Students attending:

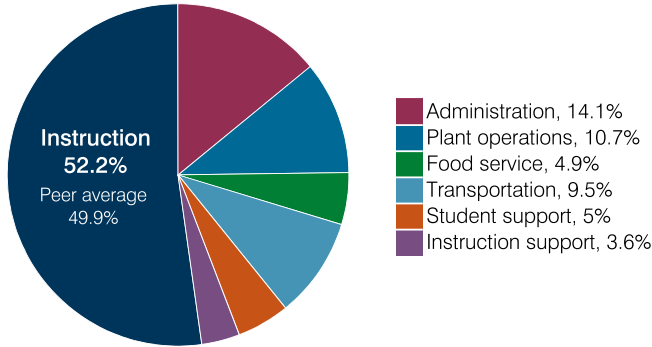
880

Number of schools:

3

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,211	\$1,098	\$860
	Students per administrative position	49	59	66
Plant operations	Cost per square foot	\$6.20	\$6.52	\$6.34
	Square footage per student	148	161	156
Food service	Cost per meal	\$3.77	\$3.10	\$3.02
Transportation	Cost per mile	\$2.20	\$2.62	\$4.05
	Cost per rider	\$1,240	\$1,457	\$1,301

Very low    Low    Comparable    High    Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,348	\$ 4,474	\$ 4,233	\$ 4,480
Administration	1,065	1,211	1,098	860
Plant operations	960	914	1,034	988
Food service	408	417	591	425
Transportation	757	807	526	388
Student support	436	432	584	693
Instruction support	366	308	462	462
<b>Total operational</b>	<b>8,340</b>	<b>8,563</b>	<b>8,528</b>	<b>8,296</b>
Land and buildings	159	480	416	827
Equipment	374	566	316	409
Interest	31	33	75	228
Other	40	54	170	169
<b>Total nonoperational</b>	<b>604</b>	<b>1,133</b>	<b>977</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 8,944</b>	<b>\$ 9,696</b>	<b>\$ 9,505</b>	<b>\$ 9,929</b>

<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

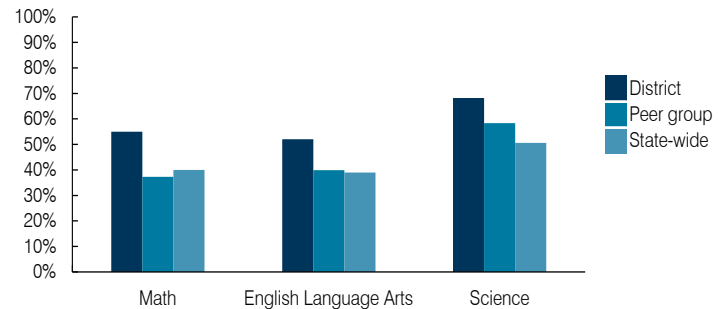
## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools <sup>2</sup>	Percentage of schools
A	0	0%
B	2	100%
C	0	0%
D	0	0%
F	0	0%

<sup>2</sup> Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	14%	12%	19%
Special education population	14%	16%	12%
Students per teacher	17.3	13.4	18.4
Average teacher salary	\$43,077	\$48,478	\$48,951
Amount from Prop 301	\$7,445	\$4,651	\$6,411
Average years of teacher experience	11.5	15.3	11.4
Percentage of teachers in first 3 years	14%	6%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,472	\$ 1,110	\$ 1,836	\$ 1,317
State	5,857	6,341	4,904	4,011
Local	2,424	3,002	2,715	4,592
<b>Total per pupil revenues</b>	<b>\$ 9,753</b>	<b>\$10,453</b>	<b>\$ 9,455</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Equalization formula funding	\$ 6,572	\$ 6,264	\$ 5,707	\$ 5,585
Grants	1,470	1,764	2,113	1,241
Donations and tax credits	35	30	67	90

### Select revenues from less common sources

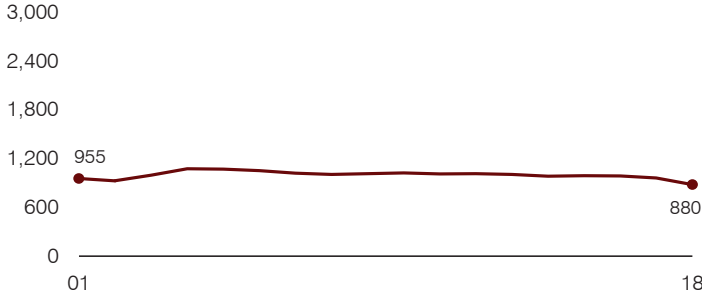
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	45	62	3 of 10
Voter-approved levy increases	0	0	8 of 10

**Instructional spending percentage**

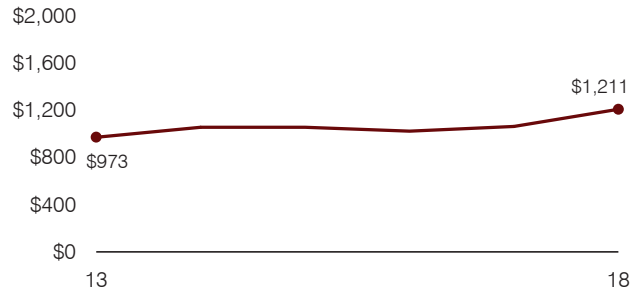
Year:	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Percentage:	55.4	54.9	54.2	55.7	54.3	55.6	55.5	55.9	54.1	53.8	51.5	50.3	51.1	50.5	52.9	53.9	52.1	52.2

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
Fiscal years as indicated

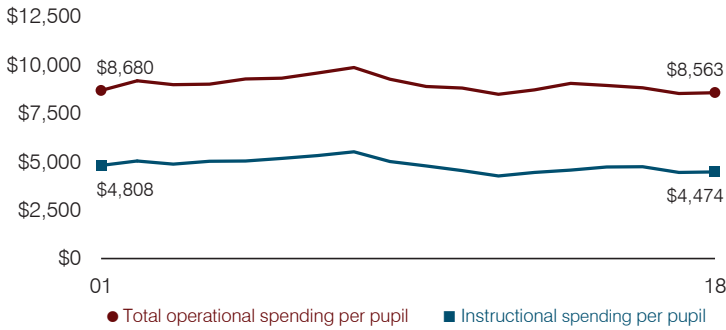
**Students attending**



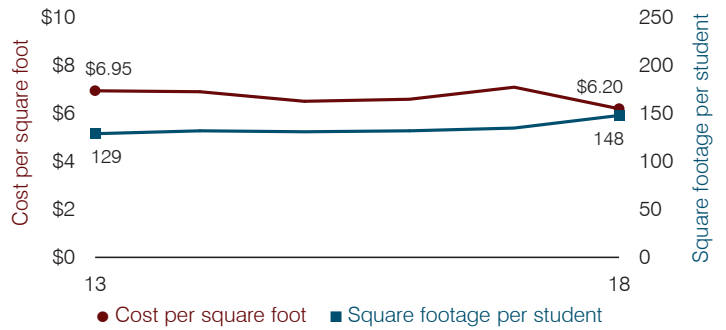
**Administrative cost per pupil**



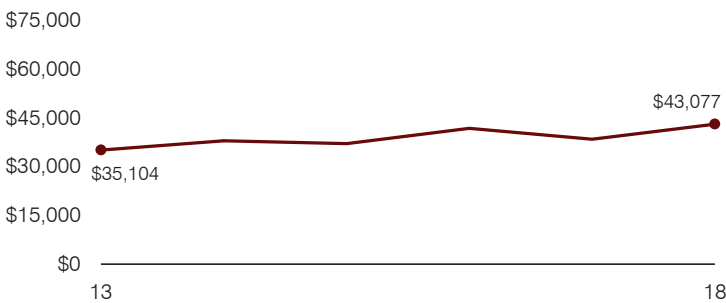
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



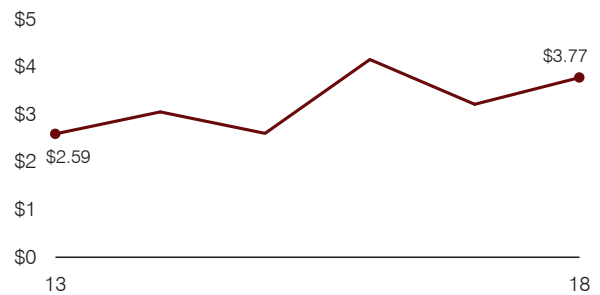
**Plant cost per square foot and square footage per student**



**Average teacher salary**



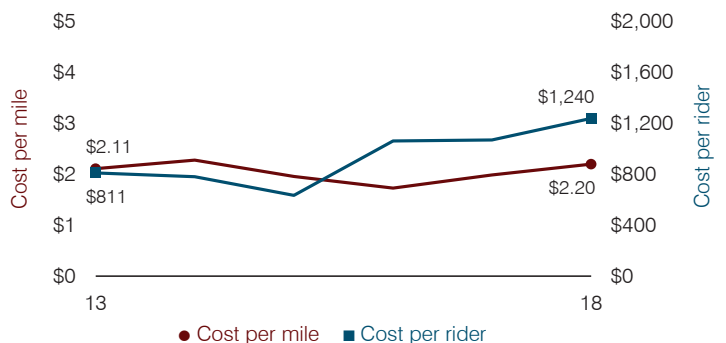
**Food service cost per meal**



**Financial stress assessment**

Overall financial stress level:	<b>Low</b>
<b>Measure: 2016 through 2018</b>	<b>Assessment</b>
Change in number of district students	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	13.6%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant
	<b>Low      Moderate      High</b>

**Transportation costs per mile and per rider**



# Paradise Valley Unified School District

Maricopa County

Efficiency peer groups 1 and T-5, Achievement peer group 2<sup>1</sup>

Legislative district(s): 15, 20, 23, and 28

District size, location:

Very large, City

Students attending:

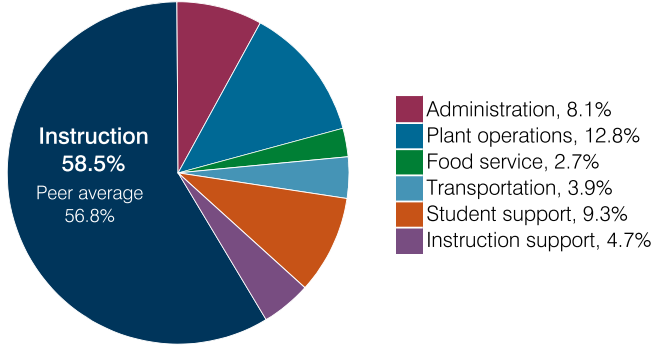
30,358

Number of schools:

44

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$672	\$712	\$860
	Students per administrative position	73	80	66
Plant operations	Cost per square foot	\$6.38	\$6.18	\$6.34
	Square footage per student	167	149	156
Food service	Cost per meal	\$2.72	\$2.87	\$3.02
Transportation	Cost per mile	\$3.62	\$3.90	\$4.05
	Cost per rider	\$1,513	\$1,931	\$1,301

Very low    Low    Comparable    High    Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,557	\$ 4,846	\$ 4,531	\$ 4,480
Administration	651	672	712	860
Plant operations	1,030	1,063	916	988
Food service	235	232	331	425
Transportation	327	322	358	388
Student support	788	770	704	693
Instruction support	401	384	395	462
<b>Total operational</b>	<b>7,989</b>	<b>8,289</b>	<b>7,947</b>	<b>8,296</b>
Land and buildings	1,002	1,036	631	827
Equipment	541	392	317	409
Interest	328	339	232	228
Other	283	294	207	169
<b>Total nonoperational</b>	<b>2,154</b>	<b>2,061</b>	<b>1,387</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 10,143</b>	<b>\$ 10,350</b>	<b>\$ 9,334</b>	<b>\$ 9,929</b>

<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

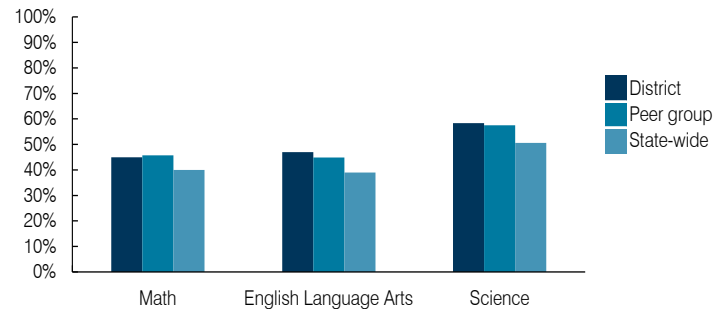
## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools <sup>2</sup>	Percentage of schools
A	17	43%
B	8	20%
C	12	30%
D	3	7%
F	0	0%

<sup>2</sup> Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	90%	90%	78%
Poverty rate (2017)	13%	12%	19%
Special education population	13%	13%	12%
Students per teacher	18.0	18.5	18.4
Average teacher salary	\$46,564	\$47,265	\$48,951
Amount from Prop 301	\$6,272	\$6,556	\$6,411
Average years of teacher experience	12.7	11.5	11.4
Percentage of teachers in first 3 years	15%	19%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 835	\$ 779	\$ 875	\$ 1,317
State	2,795	2,827	3,546	4,011
Local	6,871	6,929	5,443	4,592
<b>Total per pupil revenues</b>	<b>\$ 10,501</b>	<b>\$ 10,535</b>	<b>\$ 9,864</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Equalization formula funding	\$ 5,545	\$ 5,592	\$ 5,492	\$ 5,585
Grants	843	916	937	1,241
Donations and tax credits	102	99	94	90

### Select revenues from less common sources

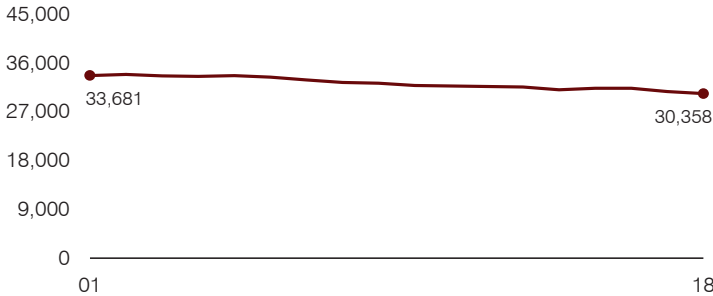
			Number of peers receiving
Desegregation	\$ 0	\$ 0	4 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	0	0	2 of 10
Voter-approved levy increases	2,554	2,548	10 of 10

**Instructional spending percentage**

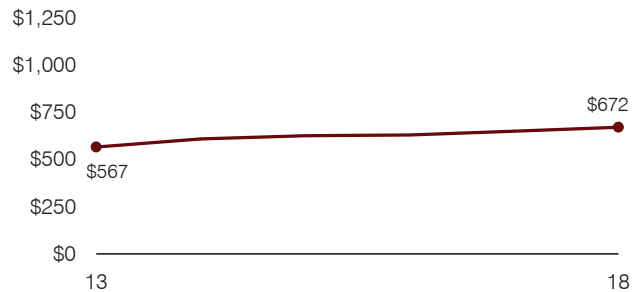
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 64.0 64.6 62.9 61.8 63.0 62.1 62.4 60.8 60.6 59.8 58.8 55.8 57.1 57.7 57.2 56.4 57.0 58.5

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

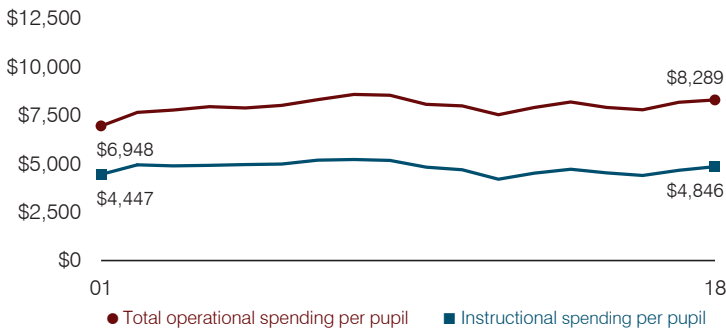
**Students attending**



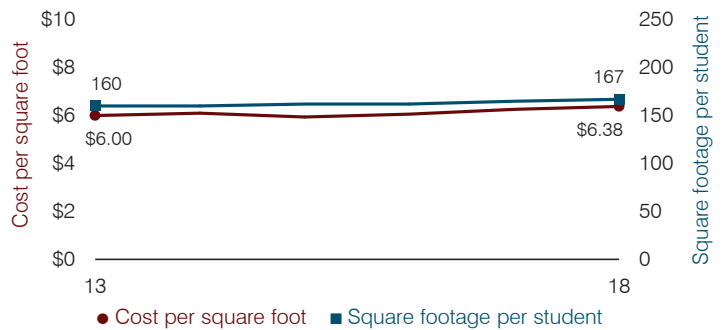
**Administrative cost per pupil**



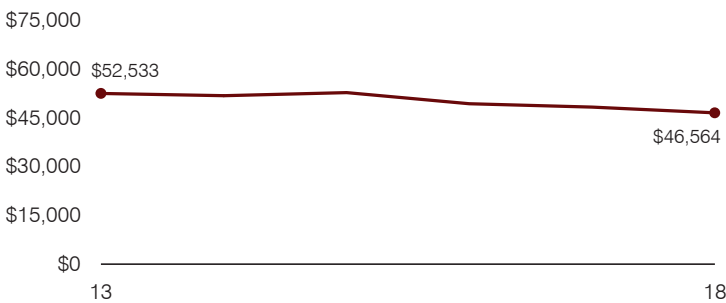
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



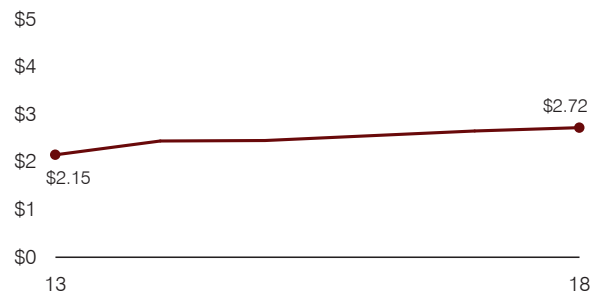
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



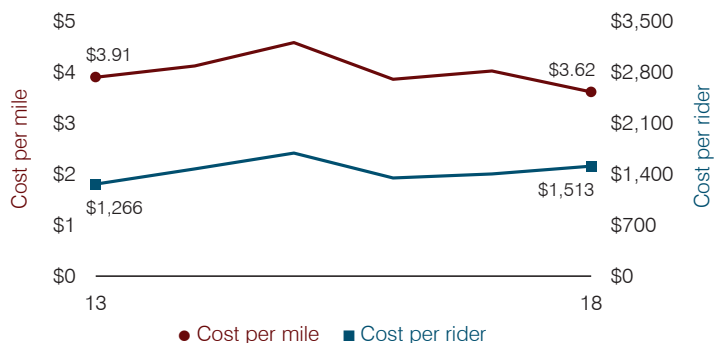
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	7.1%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant

Low
Moderate
High

**Transportation costs per mile and per rider**



# Parker Unified School District

La Paz County

Efficiency peer groups 5 and T-8, Achievement peer group 7<sup>1</sup>

Legislative district(s): 5

District size, location:

Medium, Town

Students attending:

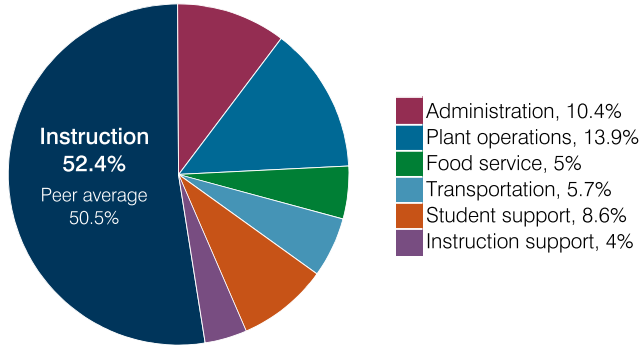
1,874

Number of schools:

6

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,017	\$1,221	\$860
	Students per administrative position	53	54	66
Plant operations	Cost per square foot	\$6.87	\$5.43	\$6.34
	Square footage per student	197	257	156
Food service	Cost per meal	\$3.44	\$3.66	\$3.02
Transportation	Cost per mile	\$4.40	\$3.03	\$4.05
	Cost per rider	\$1,761	\$1,225	\$1,301

Very low   Low   Comparable   High   Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,712	\$ 5,116	\$ 4,824	\$ 4,480
Administration	987	1,017	1,221	860
Plant operations	1,307	1,355	1,365	988
Food service	476	485	437	425
Transportation	471	555	532	388
Student support	899	838	623	693
Instruction support	369	396	359	462
<b>Total operational</b>	<b>9,221</b>	<b>9,762</b>	<b>9,361</b>	<b>8,296</b>
Land and buildings	221	178	799	827
Equipment	655	576	433	409
Interest	0	0	248	228
Other	2	50	71	169
<b>Total nonoperational</b>	<b>878</b>	<b>804</b>	<b>1,551</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 10,099</b>	<b>\$ 10,566</b>	<b>\$ 10,912</b>	<b>\$ 9,929</b>

<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

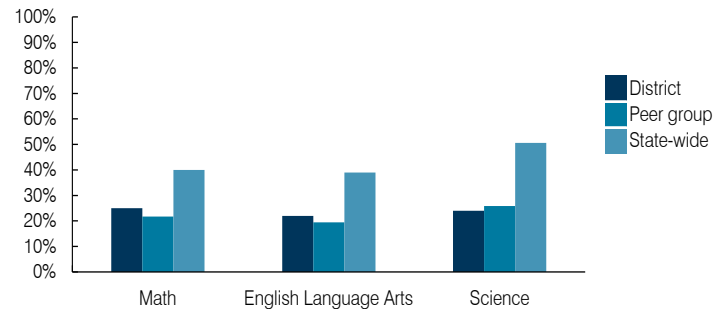
## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools <sup>2</sup>	Percentage of schools
A	0	0%
B	0	0%
C	2	50%
D	2	50%
F	0	0%

<sup>2</sup> Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	91%	91%	94%
Graduation rate (2017)	81%	76%	78%
Poverty rate (2017)	34%	41%	19%
Special education population	15%	12%	12%
Students per teacher	16.4	15.8	18.4
Average teacher salary	\$47,596	\$48,537	\$48,951
Amount from Prop 301	\$8,078	\$5,191	\$6,411
Average years of teacher experience	11.1	12.5	11.4
Percentage of teachers in first 3 years	22%	18%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 4,611	\$ 4,989	\$ 3,917	\$ 1,317
State	3,375	3,510	4,283	4,011
Local	1,472	1,770	4,207	4,592
<b>Total per pupil revenues</b>	<b>\$ 9,458</b>	<b>\$ 10,269</b>	<b>\$ 12,407</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,130	\$ 5,209	\$ 5,992
Grants	1,187	1,255	1,703
Donations and tax credits	14	10	147

### Select revenues from less common sources

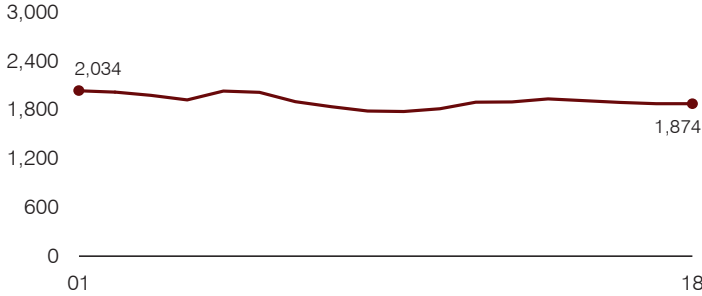
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 31
Small school adjustment	0	0	0 of 31
Federal impact aid	3,450	3,779	16 of 31
Voter-approved levy increases	517	544	21 of 31

**Instructional spending percentage**

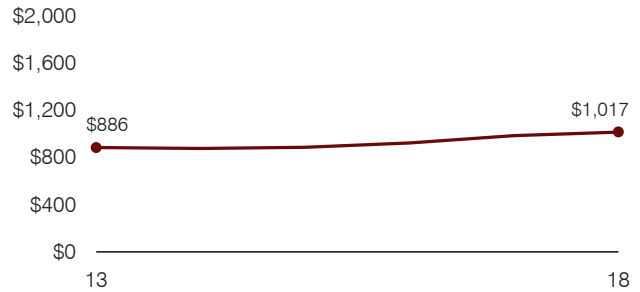
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 55.3 57.3 57.4 57.0 55.1 54.7 54.9 53.8 50.7 52.6 50.5 52.3 51.0 51.0 52.1 50.8 51.1 52.4

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

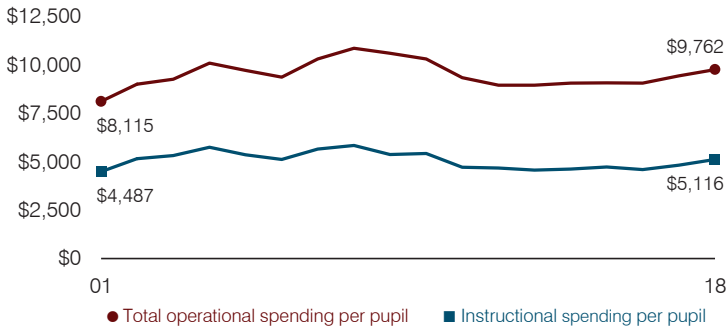
**Students attending**



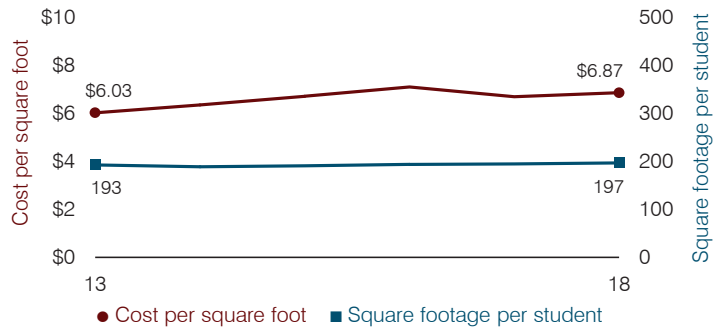
**Administrative cost per pupil**



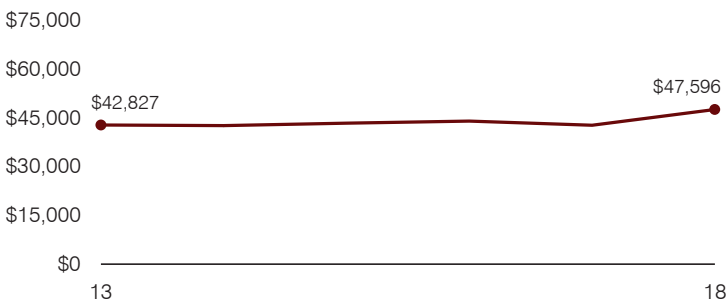
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



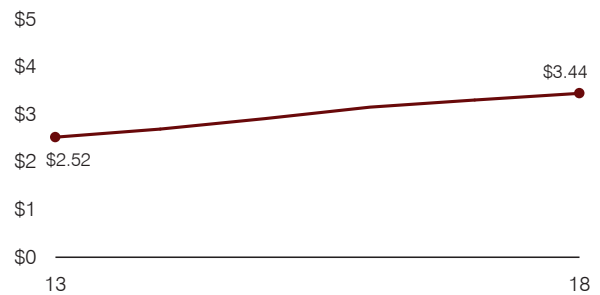
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



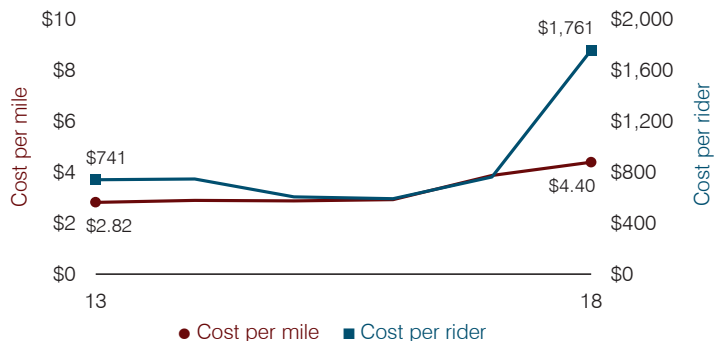
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	4.3%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

**Transportation costs per mile and per rider**





# Patagonia Elementary School District

Santa Cruz County

District size, location:

Very small, Rural

Efficiency peer groups 11 and T-11, Achievement peer group 18<sup>1</sup>

Students attending:

89

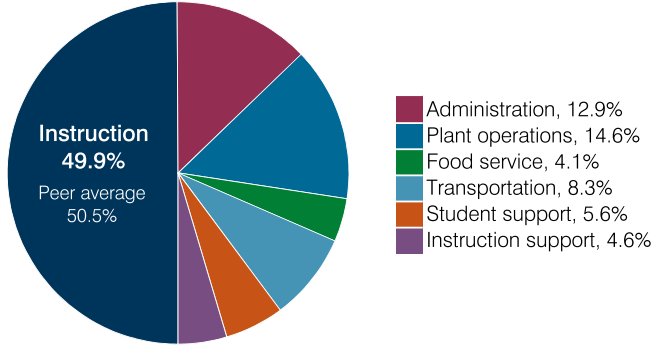
Legislative district(s): 2

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,241	\$3,064	\$860
	Students per administrative position	66	33	66
Plant operations	Cost per square foot	\$5.18	\$7.31	\$6.34
	Square footage per student	489	371	156
Food service	Cost per meal	\$3.97	\$5.79	\$3.02
Transportation	Cost per mile	\$1.57	\$1.94	\$4.05
	Cost per rider	\$2,906	\$1,614	\$1,301

### Per pupil spending

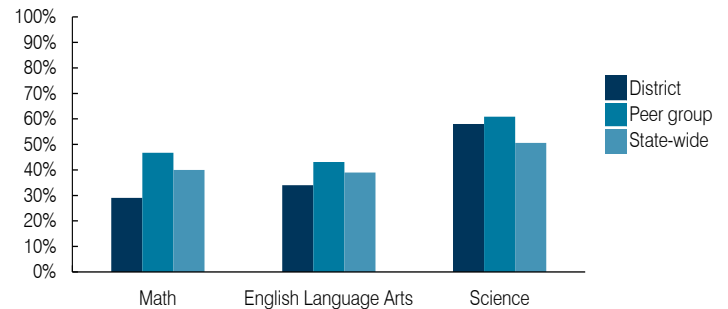
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 9,460	\$ 8,677	\$ 8,493	\$ 4,480
Administration	2,530	2,241	3,064	860
Plant operations	2,696	2,530	2,439	988
Food service	951	716	932	425
Transportation	1,617	1,449	973	388
Student support	1,084	967	656	693
Instruction support	1,157	801	400	462
<b>Total operational</b>	<b>19,495</b>	<b>17,381</b>	<b>16,957</b>	<b>8,296</b>
Land and buildings	123	347	965	827
Equipment	667	198	562	409
Interest	0	0	25	228
Other	111	54	88	169
<b>Total nonoperational</b>	<b>901</b>	<b>599</b>	<b>1,640</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 20,396</b>	<b>\$ 17,980</b>	<b>\$ 18,597</b>	<b>\$ 9,929</b>

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	0	0%
D	1	100%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	22%	25%	19%
Special education population	15%	17%	12%
Students per teacher	9.0	12.6	18.4
Average teacher salary	\$38,502	\$47,486	\$48,951
Amount from Prop 301	\$2,959	\$4,484	\$6,411
Average years of teacher experience	11.4	14.9	11.4
Percentage of teachers in first 3 years	11%	7%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 2,106	\$ 2,048	\$ 3,021	\$ 1,317
State	4,313	4,248	4,788	4,011
Local	14,229	12,069	12,812	4,592
<b>Total per pupil revenues</b>	<b>\$ 20,648</b>	<b>\$ 18,365</b>	<b>\$ 20,621</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Equalization formula funding	\$ 10,127	\$ 9,278	\$ 8,282	\$ 5,585
Grants	2,144	2,442	3,020	1,241
Donations and tax credits	257	231	125	90

### Select revenues from less common sources

			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	3,074	2,700	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

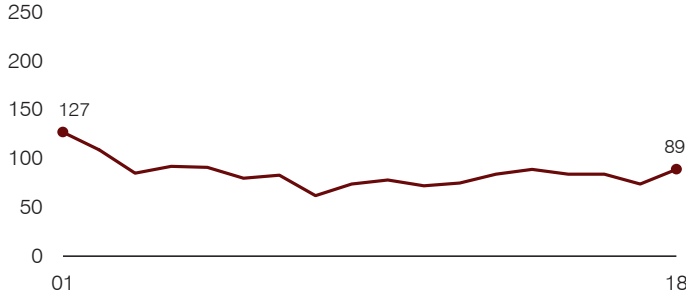
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

**Instructional spending percentage**

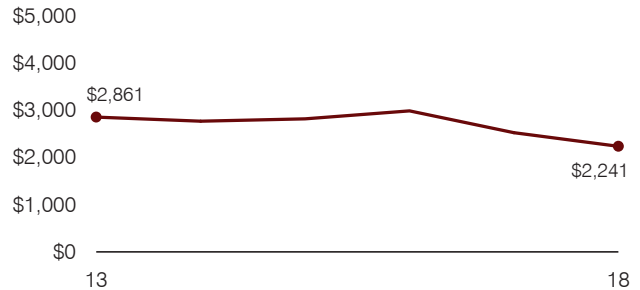
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 48.1 48.8 50.4 50.7 49.3 46.5 47.8 46.0 45.6 44.4 46.3 47.9 46.4 47.6 44.7 46.6 48.5 49.9

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

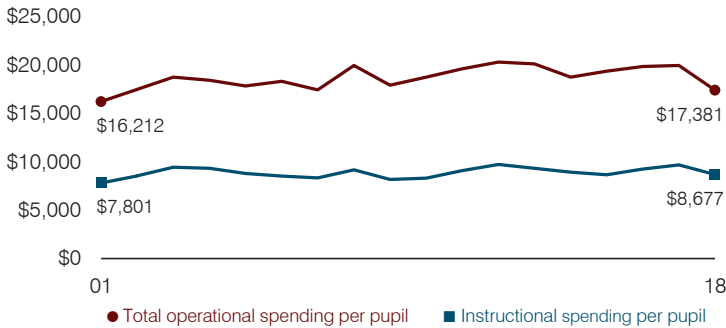
**Students attending**



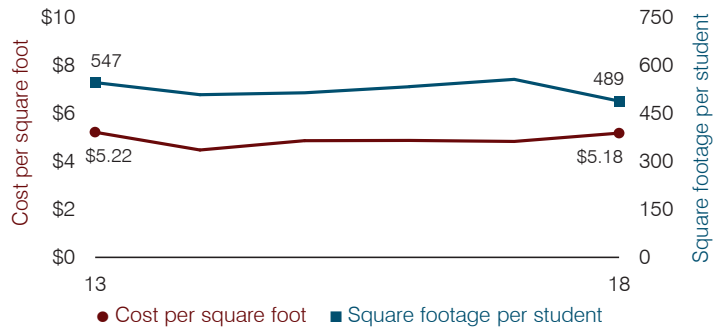
**Administrative cost per pupil**



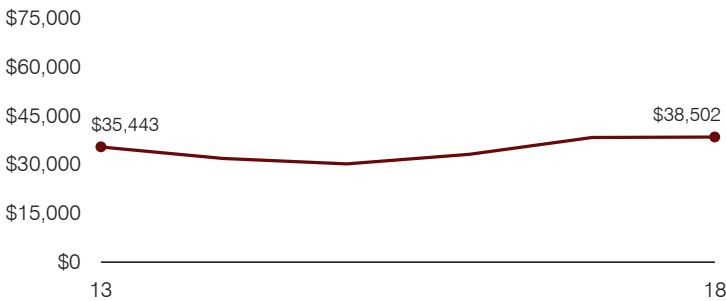
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



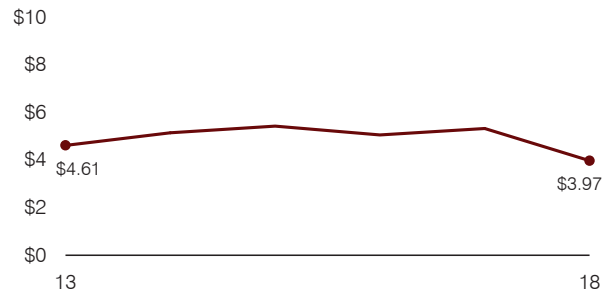
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



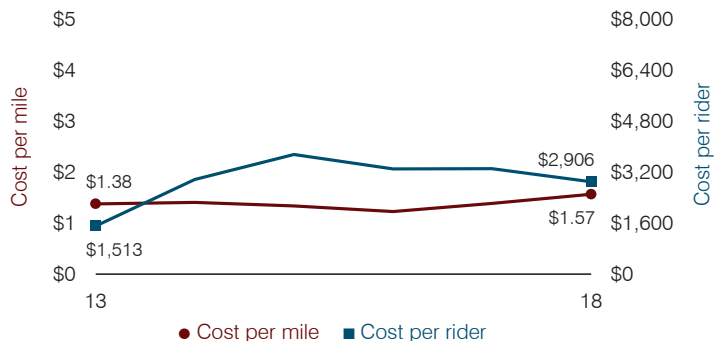
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	6.1%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**



# Patagonia Union High School District

Santa Cruz County

District size, location:

Very small, Rural

Efficiency peer groups 11 and T-11, Achievement peer group 10<sup>1</sup>

Students attending:

82

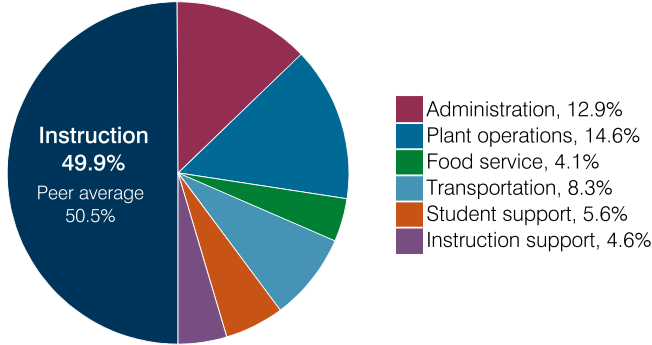
Legislative district(s): 2

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,241	\$3,064	\$860
	Students per administrative position	66	33	66
Plant operations	Cost per square foot	\$5.18	\$7.31	\$6.34
	Square footage per student	489	371	156
Food service	Cost per meal	\$3.97	\$5.79	\$3.02
Transportation	Cost per mile	\$1.57	\$1.94	\$4.05
	Cost per rider	\$2,906	\$1,614	\$1,301

### Per pupil spending

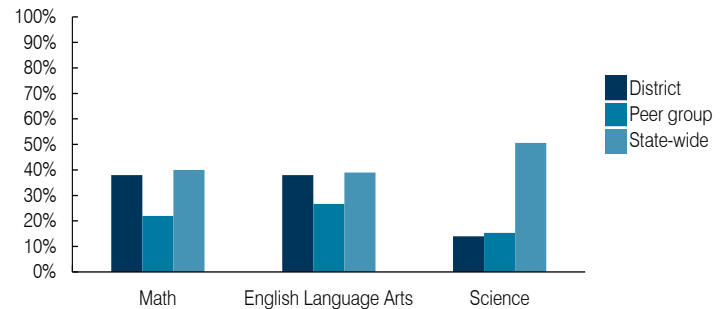
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 9,460	\$ 8,677	\$ 8,493	\$ 4,480
Administration	2,530	2,241	3,064	860
Plant operations	2,696	2,530	2,439	988
Food service	951	716	932	425
Transportation	1,617	1,449	973	388
Student support	1,084	967	656	693
Instruction support	1,157	801	400	462
<b>Total operational</b>	<b>19,495</b>	<b>17,381</b>	<b>16,957</b>	<b>8,296</b>
Land and buildings	123	347	965	827
Equipment	667	198	562	409
Interest	0	0	25	228
Other	111	54	88	169
<b>Total nonoperational</b>	<b>901</b>	<b>599</b>	<b>1,640</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 20,396</b>	<b>\$ 17,980</b>	<b>\$ 18,597</b>	<b>\$ 9,929</b>

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	91%	94%
Graduation rate (2017)	94%	91%	78%
Poverty rate (2017)	11%	12%	19%
Special education population	13%	16%	12%
Students per teacher	9.0	8.8	18.4
Average teacher salary	\$38,502	\$37,636	\$48,951
Amount from Prop 301	\$2,959	\$3,874	\$6,411
Average years of teacher experience	11.4	9.8	11.4
Percentage of teachers in first 3 years	11%	20%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 2,106	\$ 2,048	\$ 3,021	\$ 1,317
State	4,313	4,248	4,788	4,011
Local	14,229	12,069	12,812	4,592
<b>Total per pupil revenues</b>	<b>\$ 20,648</b>	<b>\$ 18,365</b>	<b>\$ 20,621</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Equalization formula funding	\$ 10,127	\$ 9,278	\$ 8,282	\$ 5,585
Grants	2,144	2,442	3,020	1,241
Donations and tax credits	257	231	125	90

### Select revenues from less common sources

			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	3,074	2,700	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

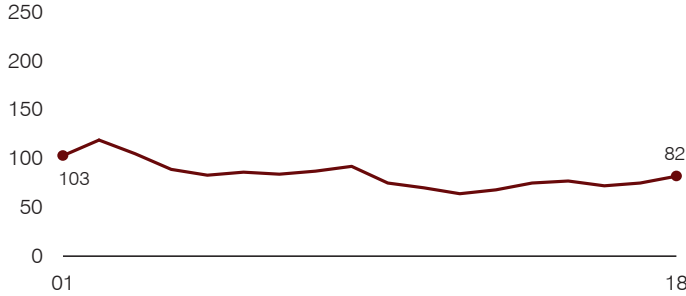
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

**Instructional spending percentage**

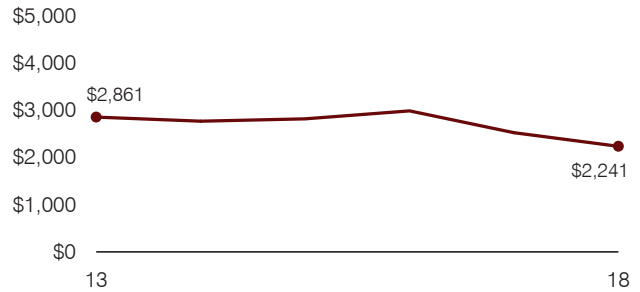
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 48.1 48.8 50.4 50.7 49.3 46.5 47.8 46.0 45.6 44.4 46.3 47.9 46.4 47.6 44.7 46.6 48.5 49.9

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

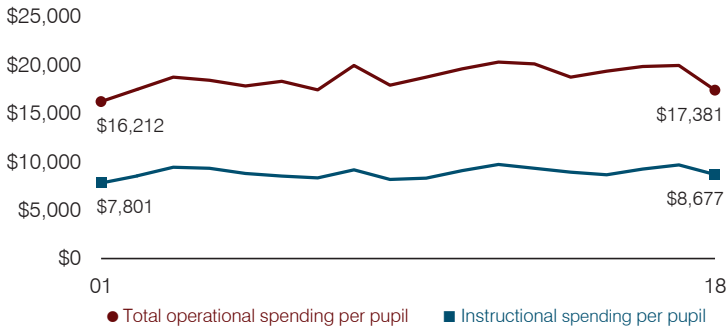
**Students attending**



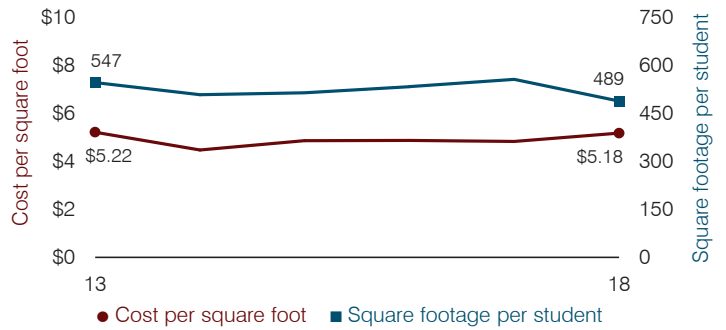
**Administrative cost per pupil**



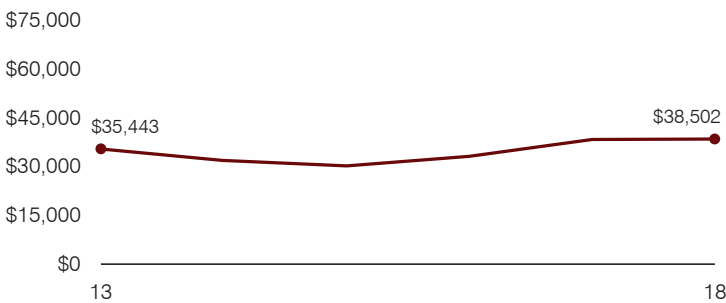
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



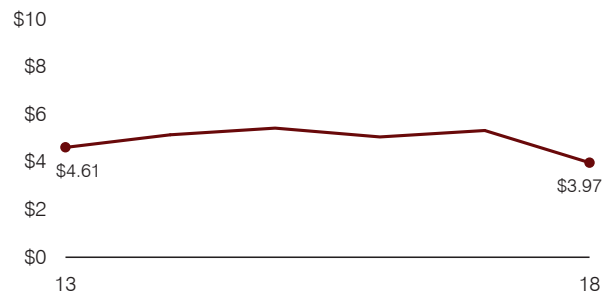
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



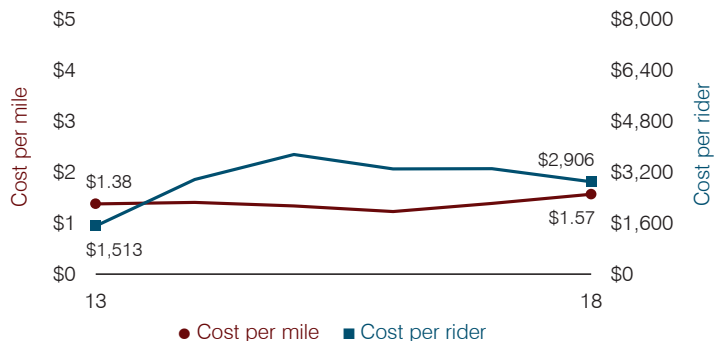
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	6.1%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

**Transportation costs per mile and per rider**



# Payson Unified School District

Gila County

Efficiency peer groups 4 and T-8, Achievement peer group 5<sup>1</sup>

Legislative district(s): 6

District size, location: Medium-large, Town

Students attending: 2,289

Number of schools: 5

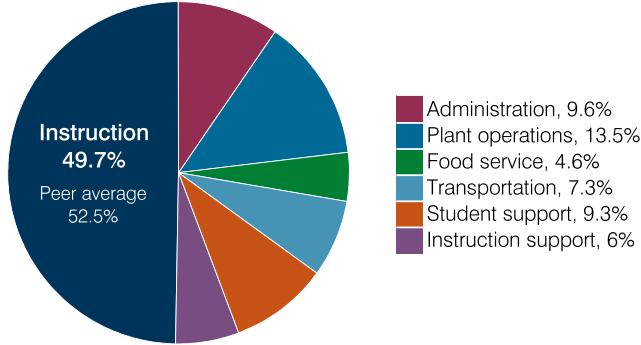
Medium-large, Town

2,289

5

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$762	\$837	\$860
	Students per administrative position	57	69	66
Plant operations	Cost per square foot	\$6.10	\$5.61	\$6.34
	Square footage per student	176	184	156
Food service	Cost per meal	\$2.96	\$3.16	\$3.02
Transportation	Cost per mile	\$3.90	\$3.03	\$4.05
	Cost per rider	\$1,501	\$1,225	\$1,301

Very low   Low   Comparable   High   Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,182	\$ 3,955	\$ 4,194	\$ 4,480
Administration	797	762	837	860
Plant operations	1,008	1,074	1,004	988
Food service	255	364	421	425
Transportation	544	582	418	388
Student support	755	738	643	693
Instruction support	476	481	480	462
<b>Total operational</b>	<b>8,017</b>	<b>7,956</b>	<b>7,997</b>	<b>8,296</b>
Land and buildings	83	156	570	827
Equipment	443	408	389	409
Interest	657	633	200	228
Other	22	22	69	169
<b>Total nonoperational</b>	<b>1,205</b>	<b>1,219</b>	<b>1,228</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 9,222</b>	<b>\$ 9,175</b>	<b>\$ 9,225</b>	<b>\$ 9,929</b>

<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

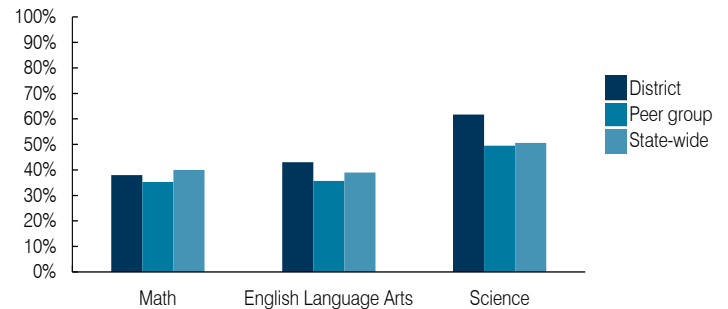
## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools <sup>2</sup>	Percentage of schools
A	0	0%
B	2	67%
C	1	33%
D	0	0%
F	0	0%

<sup>2</sup> Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	93%	94%
Graduation rate (2017)	75%	86%	78%
Poverty rate (2017)	23%	22%	19%
Special education population	13%	13%	12%
Students per teacher	20.5	17.6	18.4
Average teacher salary	\$45,893	\$44,777	\$48,951
Amount from Prop 301	\$6,986	\$6,708	\$6,411
Average years of teacher experience	13.2	13.0	11.4
Percentage of teachers in first 3 years	11%	17%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,069	\$ 1,300	\$ 2,385	\$ 1,317
State	2,531	2,574	4,222	4,011
Local	6,108	6,070	3,291	4,592
<b>Total per pupil revenues</b>	<b>\$ 9,708</b>	<b>\$ 9,944</b>	<b>\$ 9,898</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,462	\$ 5,427	\$ 5,443
Grants	1,118	1,425	1,552
Donations and tax credits	180	263	63

### Select revenues from less common sources

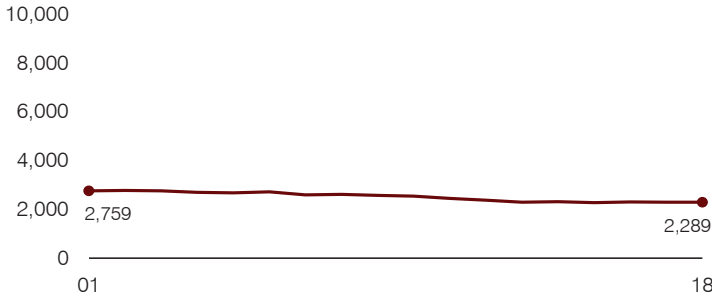
Source	District	Peer average	State average	Number of peers receiving
Desegregation	\$ 0	\$ 0	\$ 0	1 of 17
Small school adjustment	0	0	0	0 of 17
Federal impact aid	0	0	0	6 of 17
Voter-approved levy increases	1,845	1,861	1,861	13 of 17

**Instructional spending percentage**

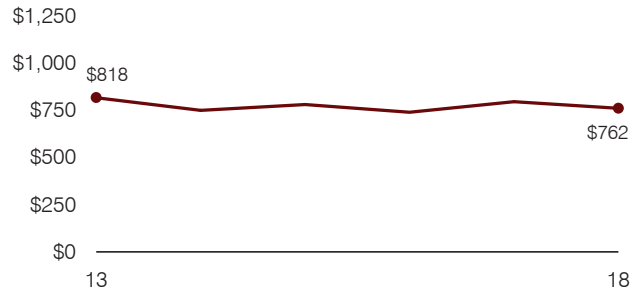
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 57.8 60.8 61.5 59.5 59.3 57.4 57.0 58.3 57.2 56.2 55.4 55.4 53.3 52.7 53.9 52.2 52.2 49.7

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

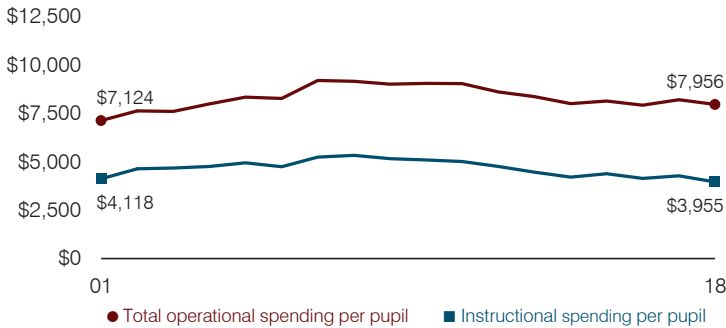
**Students attending**



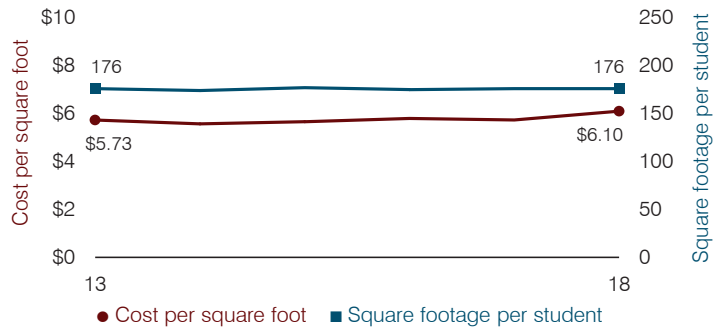
**Administrative cost per pupil**



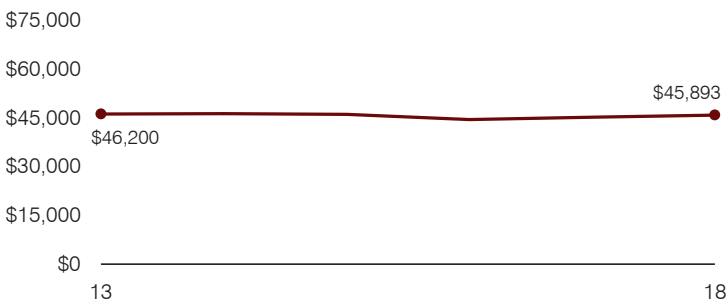
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



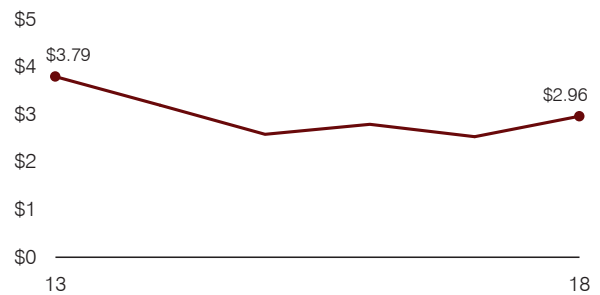
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



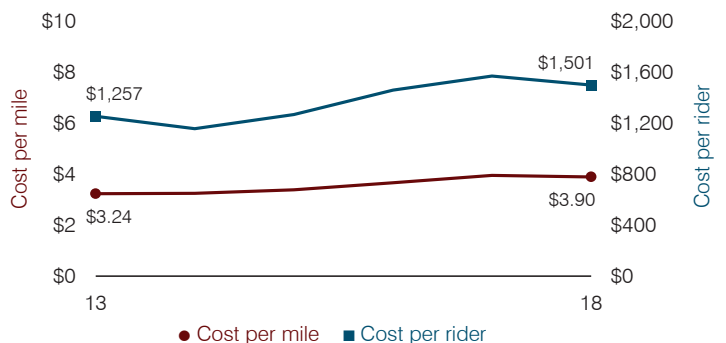
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	4.8%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

**Transportation costs per mile and per rider**



# Peach Springs Unified School District

Mohave County

Efficiency peer groups 11 and T-11, Achievement peer group 19<sup>1</sup>

Legislative district(s): 7

District size, location:

Very small, Rural

Students attending:

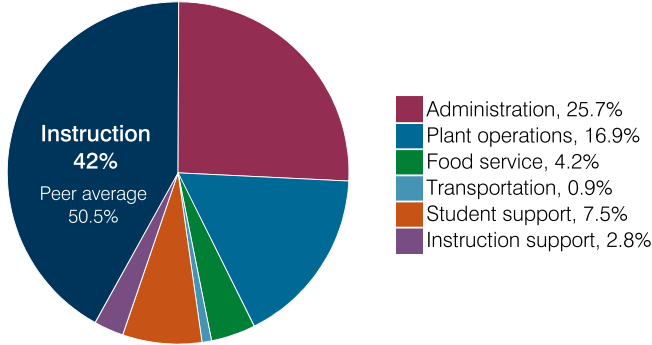
167

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,799	\$3,064	\$860
	Students per administrative position	42	33	66
Plant operations	Cost per square foot	\$7.85	\$7.31	\$6.34
	Square footage per student	317	371	156
Food service	Cost per meal	\$3.66	\$5.79	\$3.02
Transportation	Cost per mile	NR	\$1.94	\$4.05
	Cost per rider	NR	\$1,614	\$1,301

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,940	\$ 6,202	\$ 8,493	\$ 4,480
Administration	3,324	3,799	3,064	860
Plant operations	2,767	2,490	2,439	988
Food service	627	619	932	425
Transportation	148	126	973	388
Student support	530	1,103	656	693
Instruction support	436	420	400	462
<b>Total operational</b>	<b>11,772</b>	<b>14,759</b>	<b>16,957</b>	<b>8,296</b>
Land and buildings	1	23	965	827
Equipment	1,316	592	562	409
Interest	515	543	25	228
Other	0	2	88	169
<b>Total nonoperational</b>	<b>1,832</b>	<b>1,160</b>	<b>1,640</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 13,604</b>	<b>\$ 15,919</b>	<b>\$ 18,597</b>	<b>\$ 9,929</b>

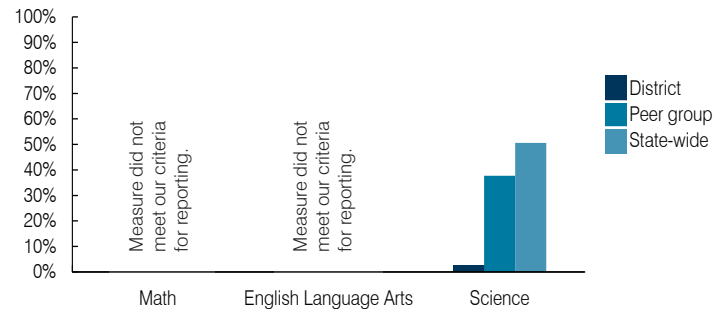
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Letter grade information for District's school was not published by ADE. See Appendix B for more information.

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	87%	93%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	33%	32%	19%
Special education population	9%	14%	12%
Students per teacher	11.1	15.6	18.4
Average teacher salary	\$52,545	\$49,189	\$48,951
Amount from Prop 301	\$4,246	\$4,810	\$6,411
Average years of teacher experience	4.5	11.6	11.4
Percentage of teachers in first 3 years	27%	11%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 17,418	\$ 18,943	\$ 3,021	\$ 1,317
State	4,023	4,999	4,788	4,011
Local	2,245	4,969	12,812	4,592
<b>Total per pupil revenues</b>	<b>\$ 23,686</b>	<b>\$ 28,911</b>	<b>\$ 20,621</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 7,424	\$ 7,907	\$ 8,282
Grants	1,644	2,059	3,020
Donations and tax credits	1	1	125

### Select revenues from less common sources

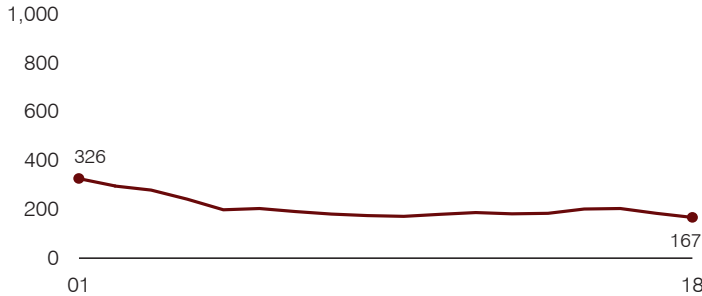
Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	0	1,737	45 of 56
Federal impact aid	15,774	16,899	5 of 56
Voter-approved levy increases	0	0	5 of 56

## Instructional spending percentage

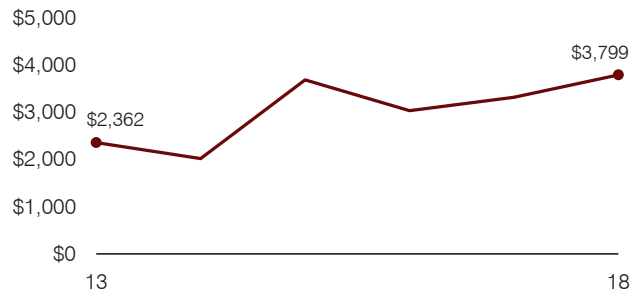
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 57.2 59.4 57.8 55.0 60.6 61.3 22.8 53.7 41.3 54.1 41.2 43.9 42.6 42.5 39.2 37.8 33.5 42.0

### TRENDS AND FINANCIAL STRESS ASSESSMENT Fiscal years as indicated

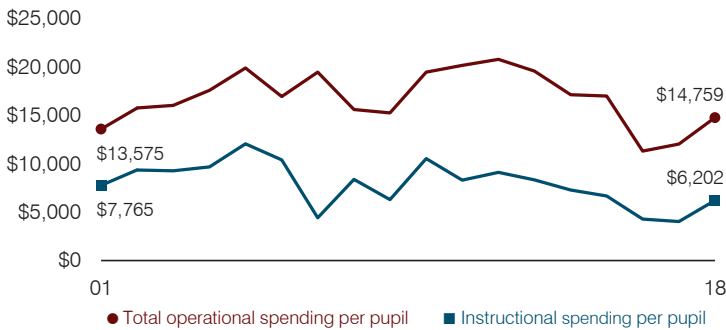
#### Students attending



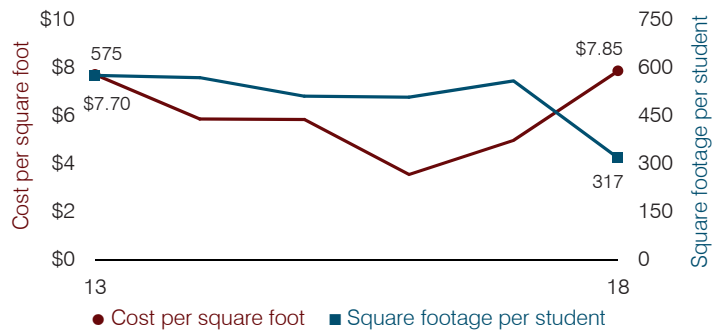
#### Administrative cost per pupil



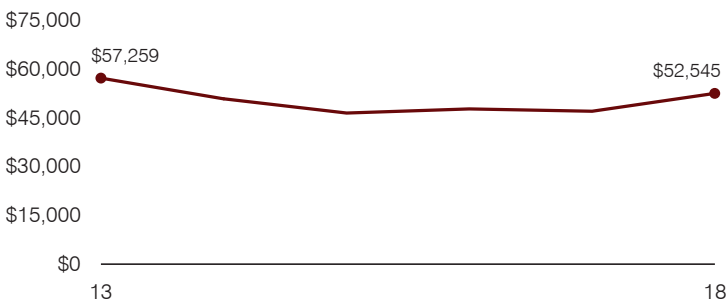
#### Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



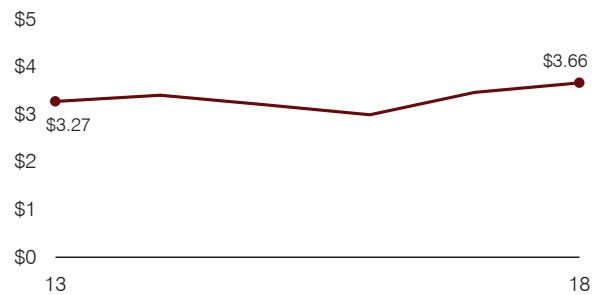
#### Plant cost per square foot and square footage per student



#### Average teacher salary



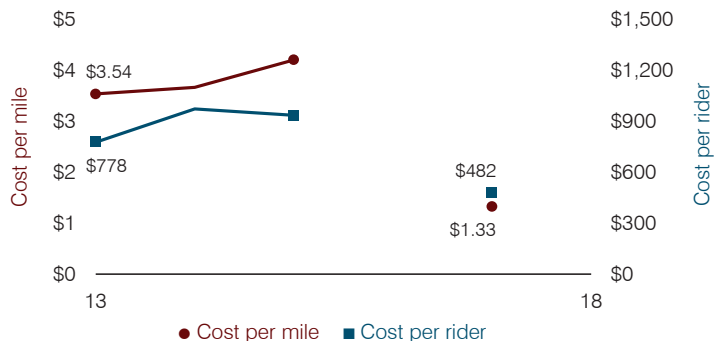
#### Food service cost per meal



#### Financial stress assessment

Overall financial stress level:	<b>Low</b>
Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	11.0%, Varying
Years of capital reserve held	Impact Aid Fund reserve
Current financial and internal control status	Marginally compliant
	<b>Low      Moderate      High</b>

#### Transportation costs per mile and per rider





# Pearce Elementary School District

Cochise County

Efficiency peer groups 11 and T-11, Achievement peer group 17<sup>1</sup>

Legislative district(s): 14

District size, location:

Very small, Rural

Students attending:

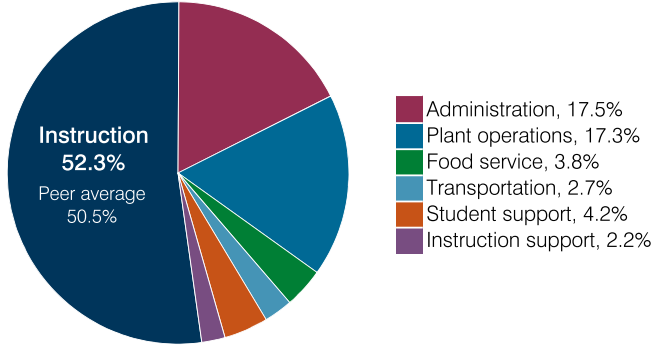
83

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,993	\$3,064	\$860
	Students per administrative position	25	33	66
Plant operations	Cost per square foot	\$8.35	\$7.31	\$6.34
	Square footage per student	352	371	156
Food service	Cost per meal	\$3.87	\$5.79	\$3.02
Transportation	Cost per mile	\$1.24	\$1.94	\$4.05
	Cost per rider	\$1,303	\$1,614	\$1,301

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 7,678	\$ 8,874	\$ 8,493	\$ 4,480
Administration	2,441	2,993	3,064	860
Plant operations	2,076	2,934	2,439	988
Food service	591	648	932	425
Transportation	376	453	973	388
Student support	364	707	656	693
Instruction support	199	371	400	462
<b>Total operational</b>	<b>13,725</b>	<b>16,980</b>	<b>16,957</b>	<b>8,296</b>
Land and buildings	0	47	965	827
Equipment	373	254	562	409
Interest	20	30	25	228
Other	0	0	88	169
<b>Total nonoperational</b>	<b>393</b>	<b>331</b>	<b>1,640</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 14,118</b>	<b>\$ 17,311</b>	<b>\$ 18,597</b>	<b>\$ 9,929</b>

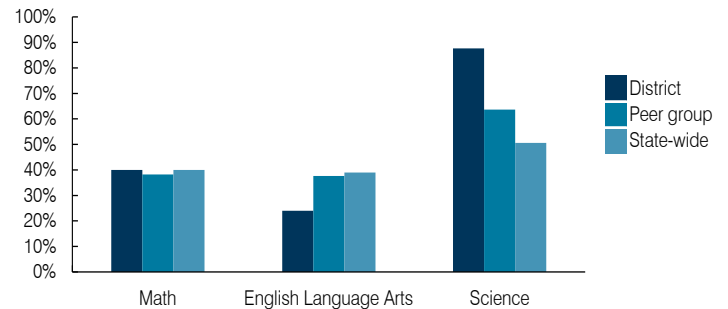
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	18%	19%	19%
Special education population	18%	13%	12%
Students per teacher	10.4	14.1	18.4
Average teacher salary	\$52,253	\$50,510	\$48,951
Amount from Prop 301	\$4,031	\$5,096	\$6,411
Average years of teacher experience	12.7	13.8	11.4
Percentage of teachers in first 3 years	0%	9%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,151	\$ 1,283	\$ 3,021	\$ 1,317
State	4,684	4,416	4,788	4,011
Local	7,815	9,088	12,812	4,592
<b>Total per pupil revenues</b>	<b>\$ 13,650</b>	<b>\$ 14,787</b>	<b>\$ 20,621</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 7,732	\$ 7,174	\$ 8,282
Grants	1,153	1,640	3,020
Donations and tax credits	313	269	125

### Select revenues from less common sources

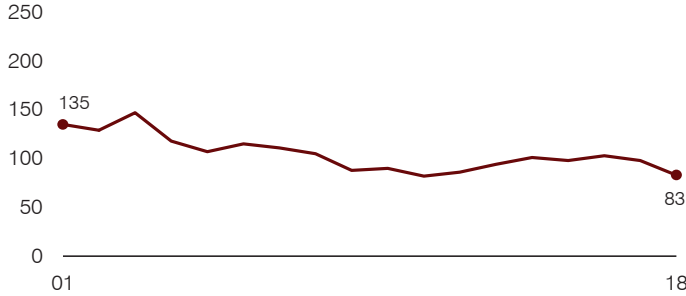
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	5,605	6,610	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

**Instructional spending percentage**

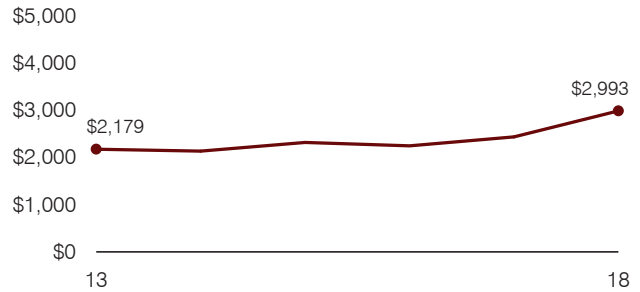
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 56.9 58.8 58.6 54.6 52.4 53.9 54.4 55.3 56.1 55.1 54.1 58.0 53.3 54.6 55.0 56.9 55.9 52.3

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

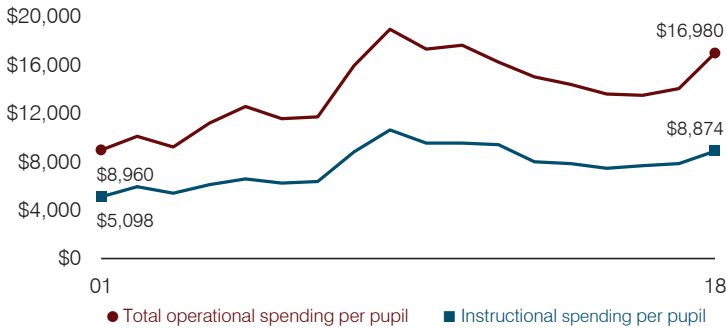
**Students attending**



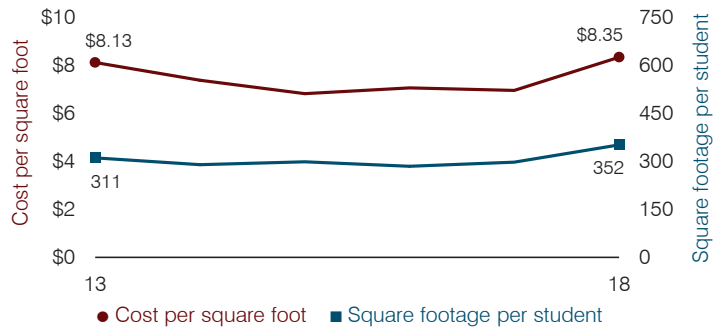
**Administrative cost per pupil**



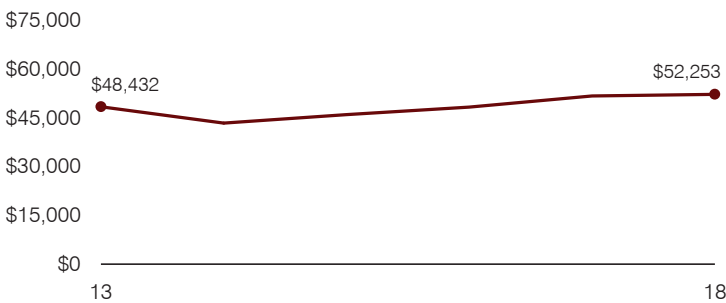
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



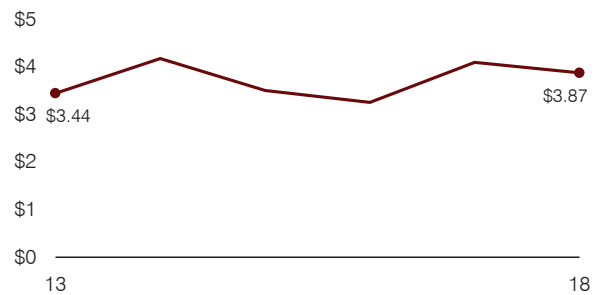
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



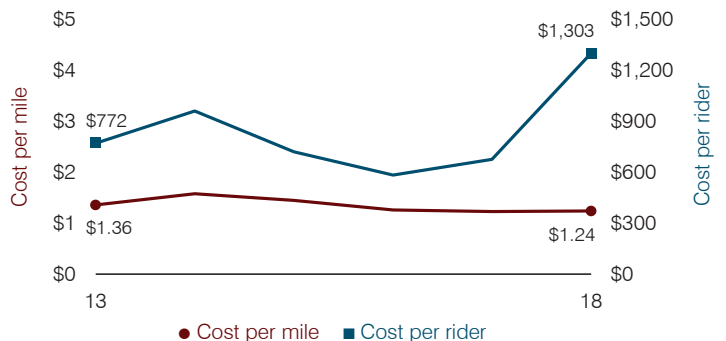
**Financial stress assessment**

Overall financial stress level: **Moderate**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	Frozen taxes, Unfunded
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Marginally compliant

Low
Moderate
High

**Transportation costs per mile and per rider**



# Pendergast Elementary School District

Maricopa County

Efficiency peer groups 7 and T-2, Achievement peer group 13<sup>1</sup>

Legislative district(s): 19 and 29

District size, location:

Large, City

Students attending:

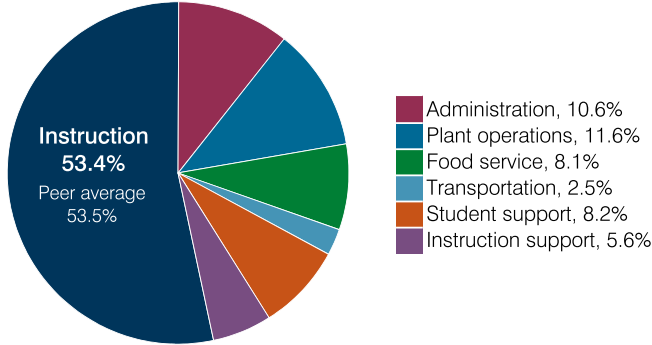
9,488

Number of schools:

12

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$786	\$796	\$860
	Students per administrative position	84	76	66
Plant operations	Cost per square foot	\$6.57	\$6.16	\$6.34
	Square footage per student	132	133	156
Food service	Cost per meal	\$2.65	\$2.99	\$3.02
Transportation	Cost per mile	\$6.00	\$5.91	\$4.05
	Cost per rider	\$1,201	\$1,232	\$1,301

Very low
Low
Comparable
High
Very high

### Per pupil spending

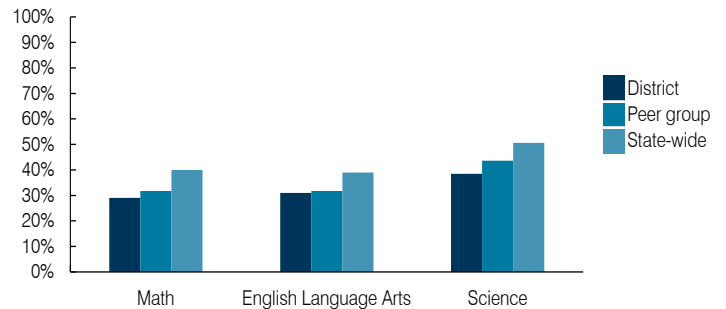
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,968	\$ 3,974	\$ 4,238	\$ 4,480
Administration	815	786	796	860
Plant operations	806	864	815	988
Food service	603	605	580	425
Transportation	180	188	298	388
Student support	607	607	646	693
Instruction support	419	414	486	462
<b>Total operational</b>	<b>7,398</b>	<b>7,438</b>	<b>7,859</b>	<b>8,296</b>
Land and buildings	77	725	517	827
Equipment	416	662	393	409
Interest	121	145	189	228
Other	176	147	188	169
<b>Total nonoperational</b>	<b>790</b>	<b>1,679</b>	<b>1,287</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 8,188</b>	<b>\$ 9,117</b>	<b>\$ 9,146</b>	<b>\$ 9,929</b>

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	3	25%
C	6	50%
D	3	25%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	22%	20%	19%
Special education population	11%	13%	12%
Students per teacher	21.2	19.4	18.4
Average teacher salary	\$52,077	\$45,518	\$48,951
Amount from Prop 301	\$3,912	\$5,403	\$6,411
Average years of teacher experience	10.0	7.7	11.4
Percentage of teachers in first 3 years	22%	35%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,171	\$ 1,288	\$ 1,588	\$ 1,317
State	4,488	4,697	4,344	4,011
Local	2,585	2,817	3,644	4,592
<b>Total per pupil revenues</b>	<b>\$ 8,244</b>	<b>\$ 8,802</b>	<b>\$ 9,576</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Equalization formula funding	\$ 4,942	\$ 5,065	\$ 5,167	\$ 5,585
Grants	1,220	1,382	1,650	1,241
Donations and tax credits	35	35	46	90

### Select revenues from less common sources

			Number of peers receiving
Desegregation	\$ 0	\$ 0	4 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	0	0	2 of 10
Voter-approved levy increases	1,347	1,466	10 of 10

<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

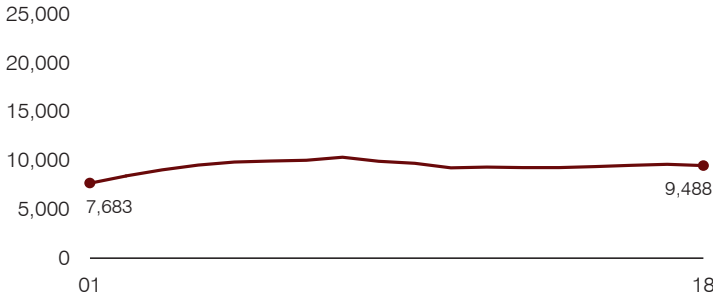
# Pendergast ESD—page 2

## Instructional spending percentage

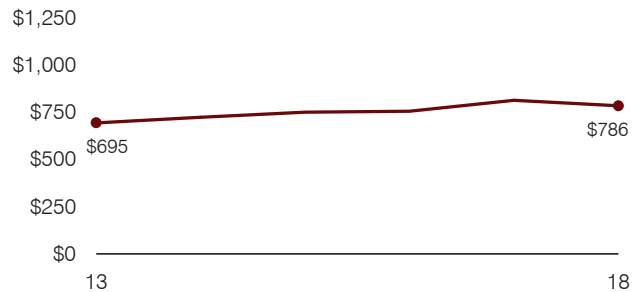
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 58.9 57.0 59.0 59.1 58.9 59.3 56.2 56.3 56.0 55.1 55.5 54.2 52.5 51.3 53.5 51.4 53.6 53.4

### TRENDS AND FINANCIAL STRESS ASSESSMENT Fiscal years as indicated

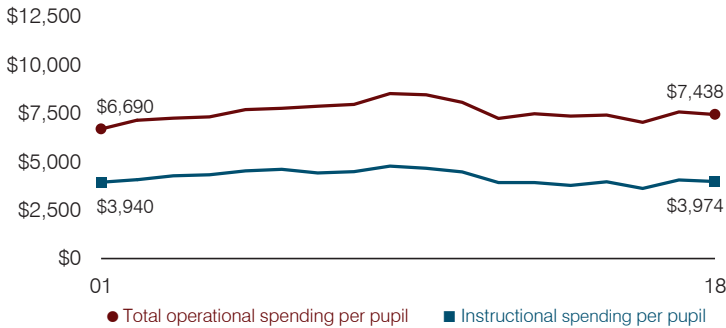
#### Students attending



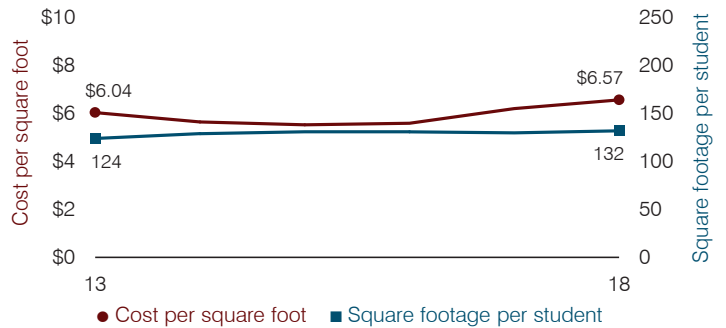
#### Administrative cost per pupil



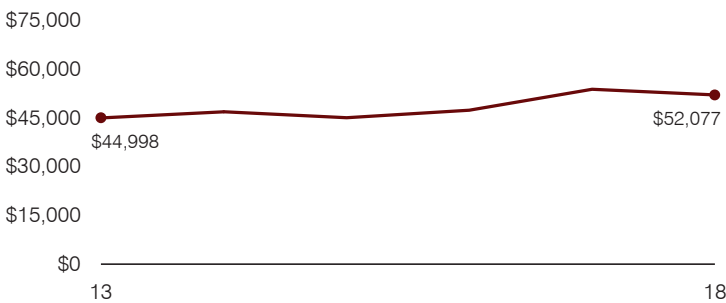
#### Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



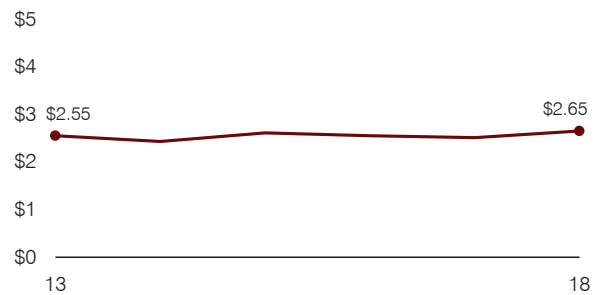
#### Plant cost per square foot and square footage per student



#### Average teacher salary



#### Food service cost per meal



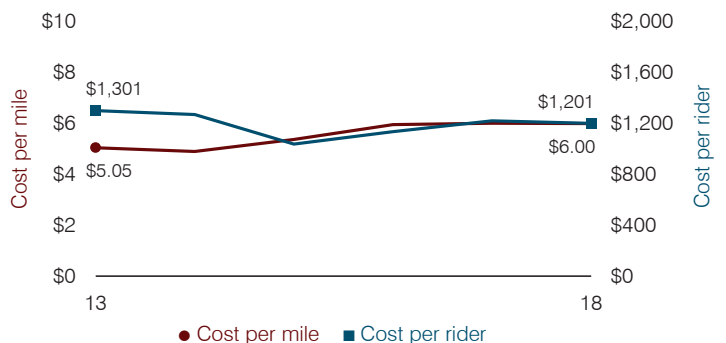
#### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	6.9%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

**Low**      **Moderate**      **High**

#### Transportation costs per mile and per rider



# Peoria Unified School District

Maricopa County

Efficiency peer groups 1 and T-4, Achievement peer group 2<sup>1</sup>

Legislative district(s): 20, 21, 22, and 29

District size, location:

Very large, Suburb

Students attending:

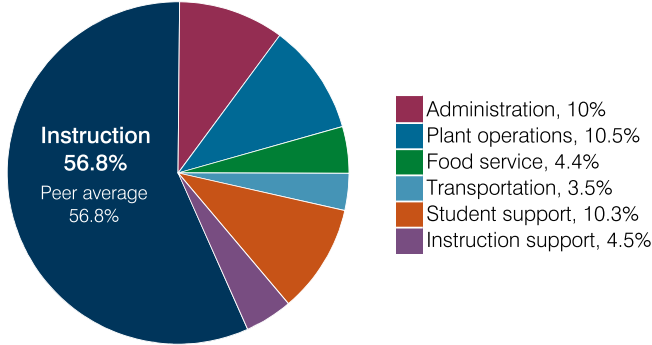
35,843

Number of schools:

41

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$734	\$712	\$860
	Students per administrative position	92	80	66
Plant operations	Cost per square foot	\$5.88	\$6.18	\$6.34
	Square footage per student	131	149	156
Food service	Cost per meal	\$2.86	\$2.87	\$3.02
Transportation	Cost per mile	\$3.74	\$3.72	\$4.05
	Cost per rider	\$1,261	\$1,330	\$1,301

Very low   Low   Comparable   High   Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,288	\$ 4,166	\$ 4,531	\$ 4,480
Administration	723	734	712	860
Plant operations	760	773	916	988
Food service	325	317	331	425
Transportation	271	260	358	388
Student support	773	753	704	693
Instruction support	394	328	395	462
<b>Total operational</b>	<b>7,534</b>	<b>7,331</b>	<b>7,947</b>	<b>8,296</b>
Land and buildings	603	454	631	827
Equipment	426	278	317	409
Interest	275	284	232	228
Other	152	122	207	169
<b>Total nonoperational</b>	<b>1,456</b>	<b>1,138</b>	<b>1,387</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 8,990</b>	<b>\$ 8,469</b>	<b>\$ 9,334</b>	<b>\$ 9,929</b>

<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

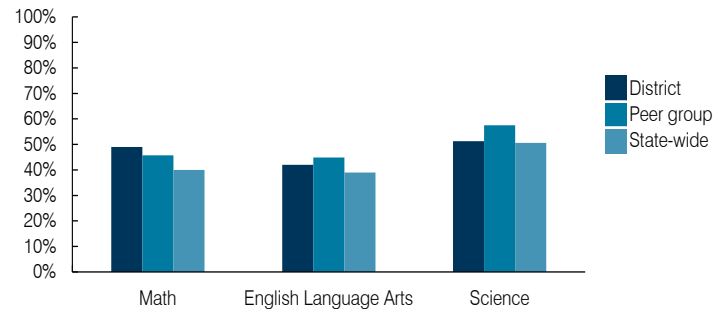
## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools <sup>2</sup>	Percentage of schools
A	16	40%
B	18	45%
C	5	13%
D	1	2%
F	0	0%

<sup>2</sup> Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2017)	96%	90%	78%
Poverty rate (2017)	13%	12%	19%
Special education population	12%	13%	12%
Students per teacher	19.1	18.5	18.4
Average teacher salary	\$50,198	\$47,265	\$48,951
Amount from Prop 301	\$6,719	\$6,556	\$6,411
Average years of teacher experience	11.6	11.5	11.4
Percentage of teachers in first 3 years	15%	19%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 653	\$ 633	\$ 875	\$ 1,317
State	3,916	4,100	3,546	4,011
Local	4,011	3,961	5,443	4,592
<b>Total per pupil revenues</b>	<b>\$ 8,580</b>	<b>\$ 8,694</b>	<b>\$ 9,864</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District 2017	District 2018	Peer average 2018	State average 2018
Equalization formula funding	\$ 5,199	\$ 5,298	\$ 5,492	\$ 5,585
Grants	709	702	937	1,241
Donations and tax credits	88	64	94	90

### Select revenues from less common sources

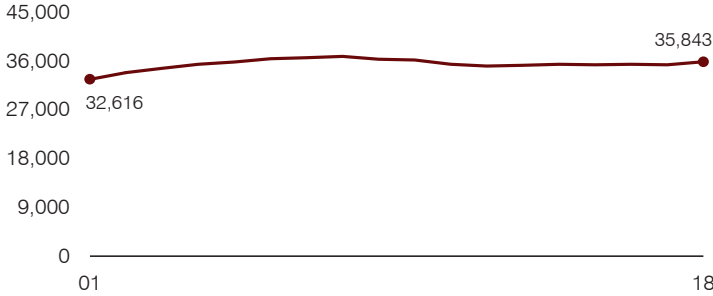
Source	District 2017	District 2018	Number of peers receiving
Desegregation	\$ 0	\$ 0	4 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	0	0	2 of 10
Voter-approved levy increases	1,433	1,408	10 of 10

**Instructional spending percentage**

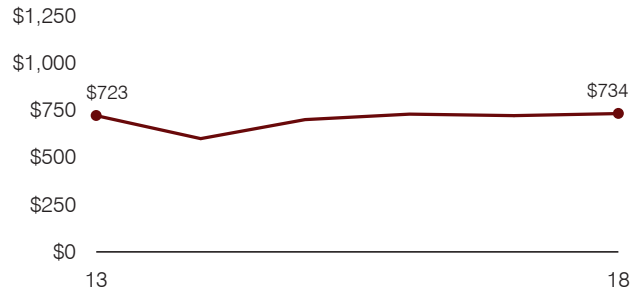
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 61.9 61.5 61.4 61.5 60.0 60.6 59.6 59.8 60.5 59.6 57.2 57.6 56.0 57.9 54.9 56.2 56.9 56.8

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

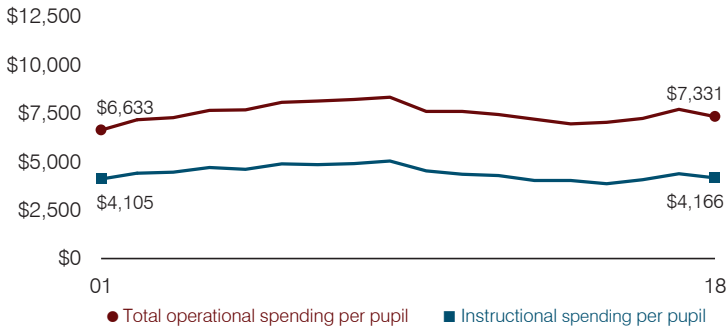
**Students attending**



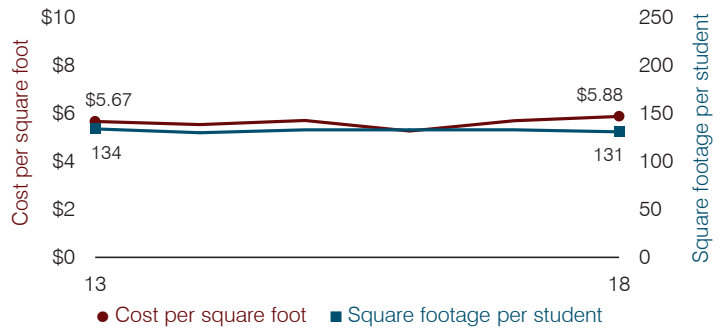
**Administrative cost per pupil**



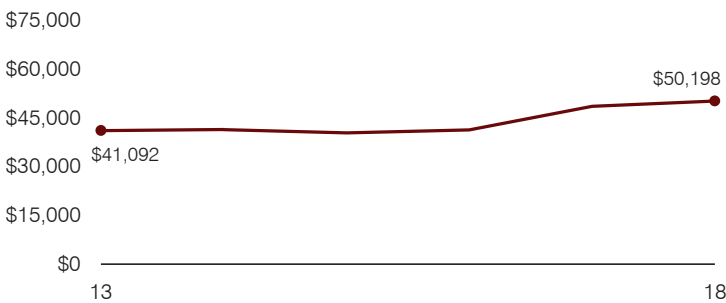
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



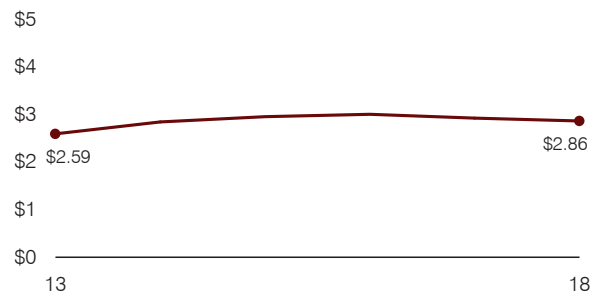
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



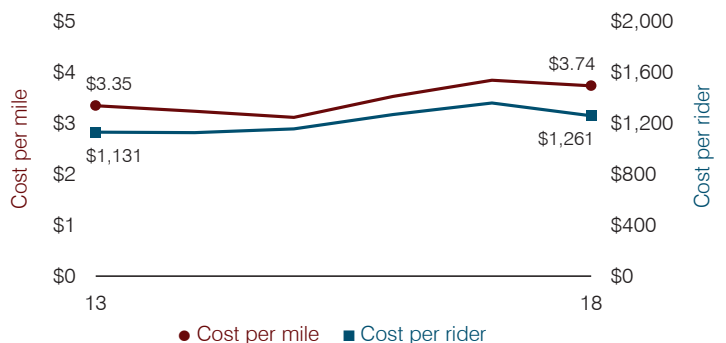
**Financial stress assessment**

Overall financial stress level: **Moderate**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage, Trend	1.9%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

**Transportation costs per mile and per rider**



# Phoenix Elementary School District

Maricopa County

Efficiency peer groups 8 and T-2, Achievement peer group 15<sup>1</sup>

Legislative district(s): 24, 27, and 30

District size, location:

Medium-large, City

Students attending:

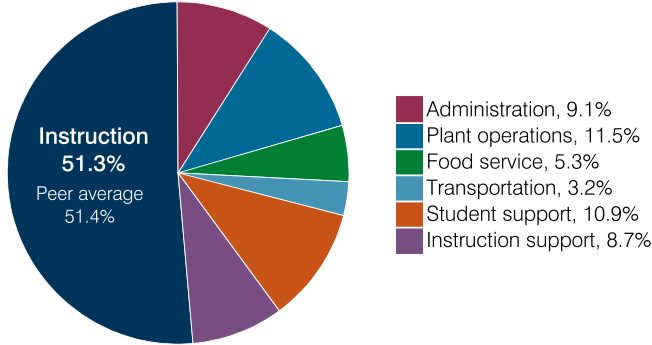
6,178

Number of schools:

13

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,061	\$1,025	\$860
	Students per administrative position	46	67	66
Plant operations	Cost per square foot	\$7.08	\$6.61	\$6.34
	Square footage per student	189	143	156
Food service	Cost per meal	\$2.80	\$2.92	\$3.02
Transportation	Cost per mile	\$8.19	\$5.91	\$4.05
	Cost per rider	\$1,739	\$1,232	\$1,301

Very low
Low
Comparable
High
Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 5,511	\$ 5,997	\$ 4,392	\$ 4,480
Administration	1,024	1,061	1,025	860
Plant operations	1,381	1,340	971	988
Food service	618	619	659	425
Transportation	367	374	331	388
Student support	1,209	1,270	631	693
Instruction support	962	1,034	546	462
<b>Total operational</b>	<b>11,072</b>	<b>11,695</b>	<b>8,555</b>	<b>8,296</b>
Land and buildings	1,361	1,377	1,140	827
Equipment	664	1,078	697	409
Interest	298	330	327	228
Other	33	33	172	169
<b>Total nonoperational</b>	<b>2,356</b>	<b>2,818</b>	<b>2,336</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 13,428</b>	<b>\$ 14,513</b>	<b>\$ 10,891</b>	<b>\$ 9,929</b>

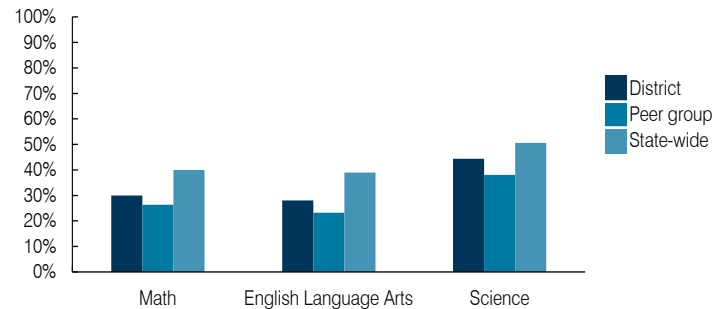
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	1	8%
B	3	23%
C	9	69%
D	0	0%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	36%	36%	19%
Special education population	11%	10%	12%
Students per teacher	17.4	18.3	18.4
Average teacher salary	\$58,992	\$53,697	\$48,951
Amount from Prop 301	\$2,110	\$5,105	\$6,411
Average years of teacher experience	10.9	9.8	11.4
Percentage of teachers in first 3 years	21%	30%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 3,153	\$ 3,152	\$ 1,723	\$ 1,317
State	3,361	3,238	3,921	4,011
Local	7,524	8,074	4,869	4,592
<b>Total per pupil revenues</b>	<b>\$ 14,038</b>	<b>\$ 14,464</b>	<b>\$ 10,513</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,164	\$ 5,130	\$ 5,175
Grants	3,310	3,371	1,843
Donations and tax credits	78	72	54

### Select revenues from less common sources

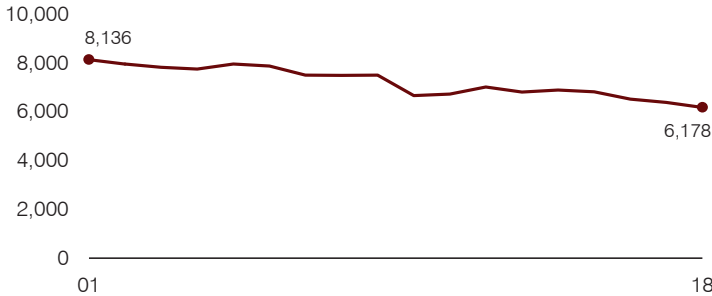
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 1,746	\$ 1,805	4 of 19
Small school adjustment	0	0	0 of 19
Federal impact aid	0	0	0 of 19
Voter-approved levy increases	2,751	2,889	19 of 19

**Instructional spending percentage**

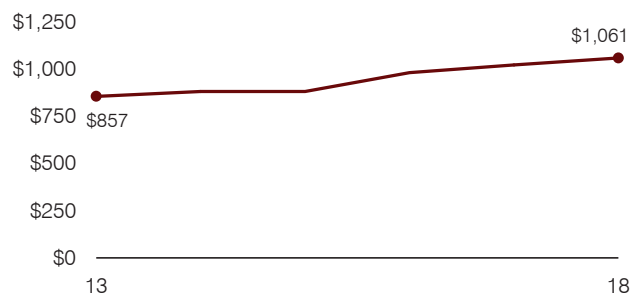
Year:	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Percentage:	54.8	55.3	54.3	54.1	57.1	55.1	54.0	56.3	53.8	50.9	49.1	48.8	48.0	48.3	49.2	49.5	49.8	51.3

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
Fiscal years as indicated

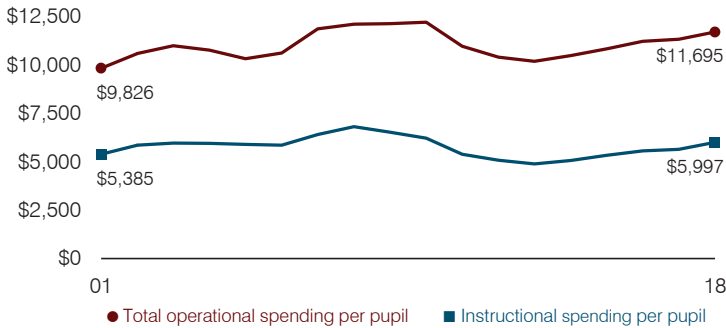
**Students attending**



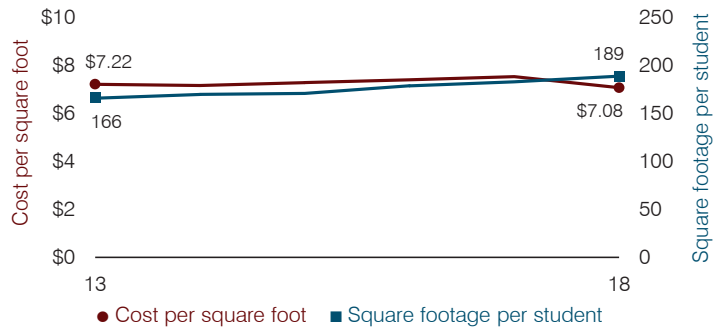
**Administrative cost per pupil**



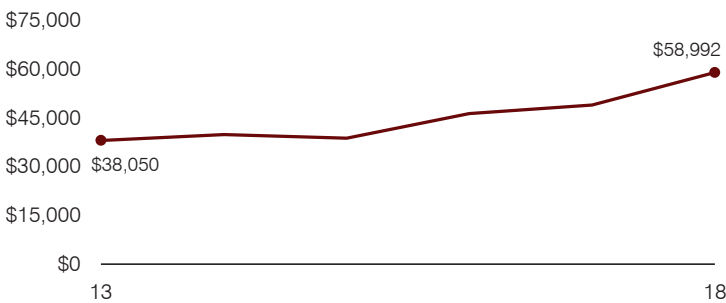
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



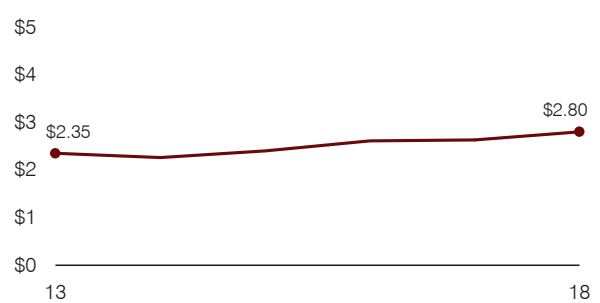
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



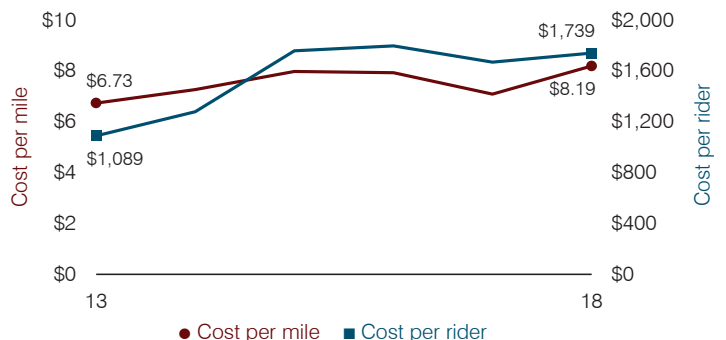
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	8.6%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**





# Phoenix Union High School District

Maricopa County

Efficiency peer groups 1 and T-5, Achievement peer group 9<sup>1</sup>

Legislative district(s): 19, 24, 27, 28, 29, and 30

District size, location:

Very large, City

Students attending:

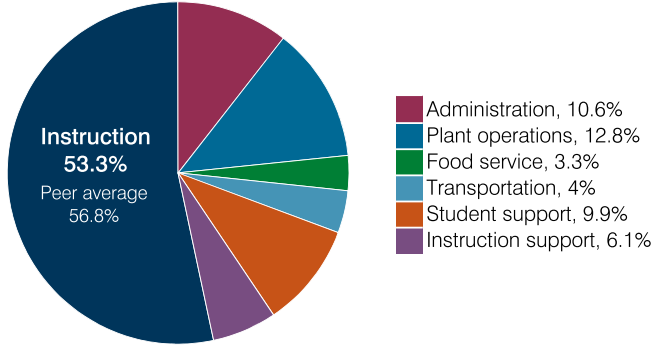
26,952

Number of schools:

17

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,154	\$712	\$860
	Students per administrative position	42	80	66
Plant operations	Cost per square foot	\$8.41	\$6.18	\$6.34
	Square footage per student	165	149	156
Food service	Cost per meal	\$2.64	\$2.87	\$3.02
Transportation	Cost per mile	N/A	\$3.90	\$4.05
	Cost per rider	\$1,011	\$1,931	\$1,301

Very low
Low
Comparable
High
Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 5,805	\$ 5,783	\$ 4,531	\$ 4,480
Administration	1,056	1,154	712	860
Plant operations	1,448	1,385	916	988
Food service	392	363	331	425
Transportation	412	435	358	388
Student support	1,110	1,074	704	693
Instruction support	615	659	395	462
<b>Total operational</b>	<b>10,838</b>	<b>10,853</b>	<b>7,947</b>	<b>8,296</b>
Land and buildings	819	1,944	631	827
Equipment	598	595	317	409
Interest	468	418	232	228
Other	46	43	207	169
<b>Total nonoperational</b>	<b>1,931</b>	<b>3,000</b>	<b>1,387</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 12,769</b>	<b>\$ 13,853</b>	<b>\$ 9,334</b>	<b>\$ 9,929</b>

<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

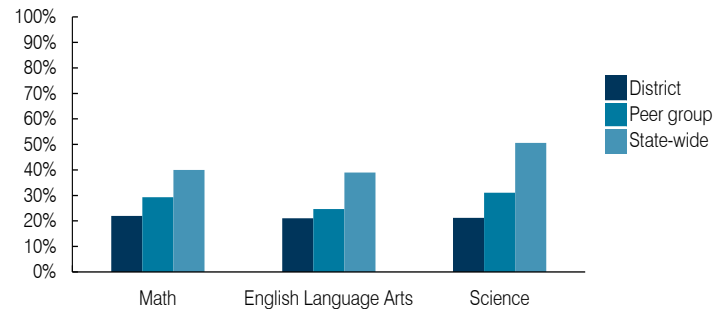
## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools <sup>2</sup>	Percentage of schools
A	2	14%
B	2	14%
C	6	43%
D	4	29%
F	0	0%

<sup>2</sup> Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	89%	93%	94%
Graduation rate (2017)	83%	88%	78%
Poverty rate (2017)	28%	26%	19%
Special education population	11%	10%	12%
Students per teacher	17.7	21.4	18.4
Average teacher salary	\$62,828	\$58,092	\$48,951
Amount from Prop 301	\$7,838	\$8,795	\$6,411
Average years of teacher experience	13.3	12.0	11.4
Percentage of teachers in first 3 years	10%	18%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,485	\$ 1,348	\$ 875	\$ 1,317
State	2,852	2,995	3,546	4,011
Local	8,343	8,891	5,443	4,592
<b>Total per pupil revenues</b>	<b>\$ 12,680</b>	<b>\$ 13,234</b>	<b>\$ 9,864</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Equalization formula funding	\$ 5,636	\$ 5,842	\$ 5,492	\$ 5,585
Grants	1,516	1,386	937	1,241
Donations and tax credits	28	28	94	90

### Select revenues from less common sources

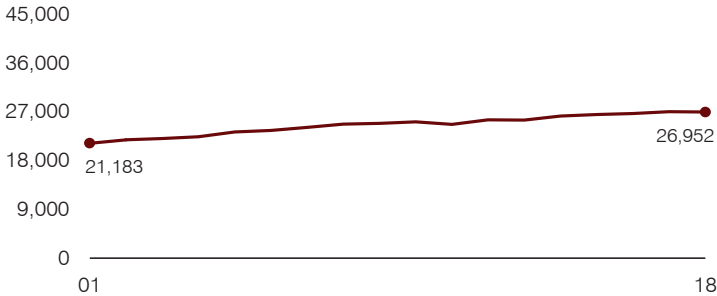
		Number of peers receiving	
Desegregation	\$ 2,029	\$ 2,070	4 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	0	0	2 of 10
Voter-approved levy increases	2,674	2,795	10 of 10

**Instructional spending percentage**

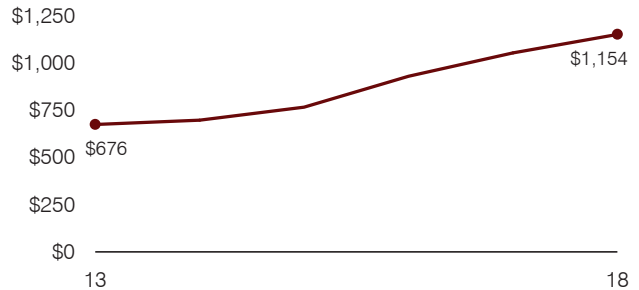
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 52.5 52.0 53.1 54.3 55.3 56.8 57.1 56.1 55.6 54.9 56.2 54.5 55.0 54.7 55.4 54.0 53.6 53.3

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

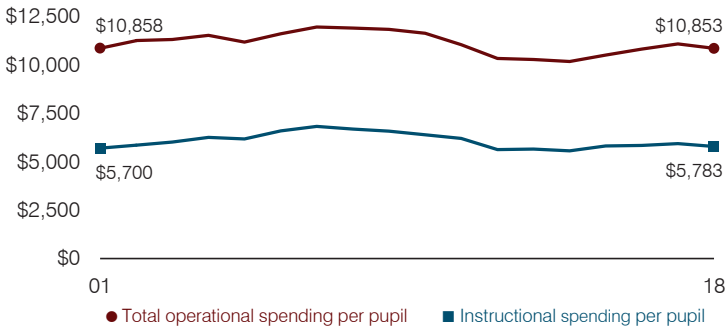
**Students attending**



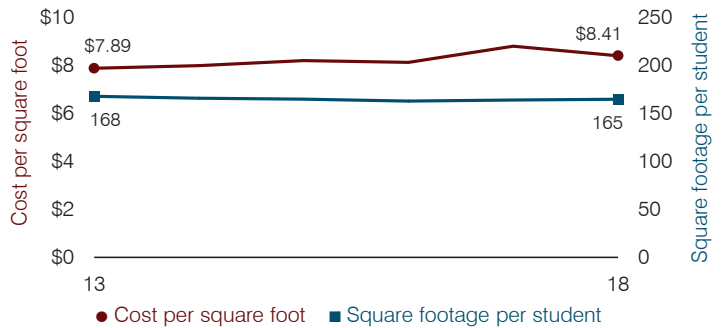
**Administrative cost per pupil**



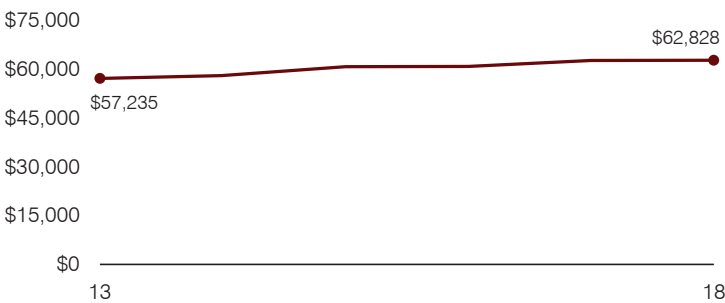
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



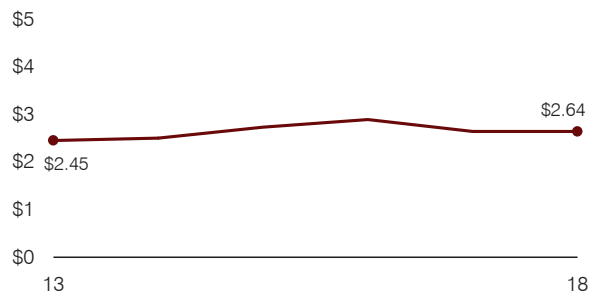
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



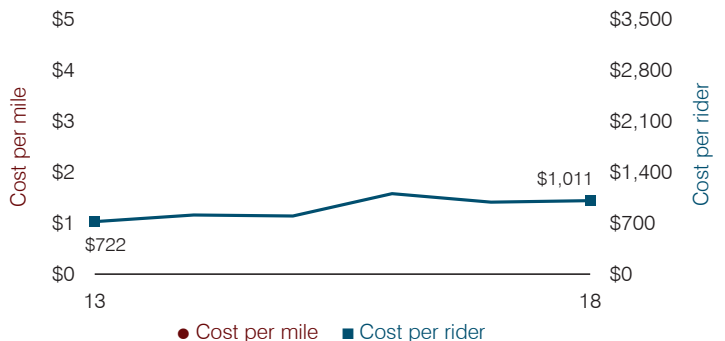
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	4.7%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**



# Picacho Elementary School District

Pinal County

Efficiency peer groups 11 and T-11, Achievement peer group 19<sup>1</sup>

Legislative district(s): 8 and 11

District size, location:

Very small, Rural

Students attending:

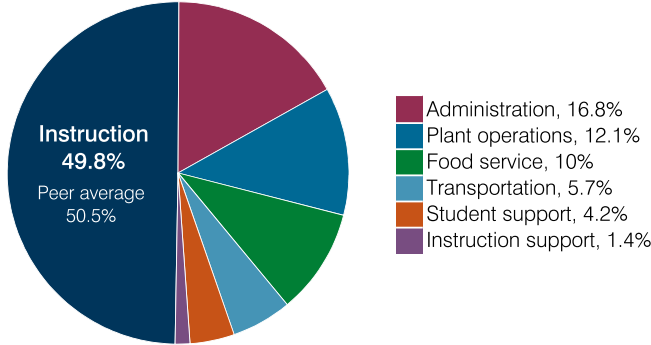
165

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,613	\$3,064	\$860
	Students per administrative position	60	33	66
Plant operations	Cost per square foot	\$7.13	\$7.31	\$6.34
	Square footage per student	162	371	156
Food service	Cost per meal	\$4.04	\$5.79	\$3.02
Transportation	Cost per mile	\$2.44	\$1.94	\$4.05
	Cost per rider	\$537	\$1,614	\$1,301

### Per pupil spending

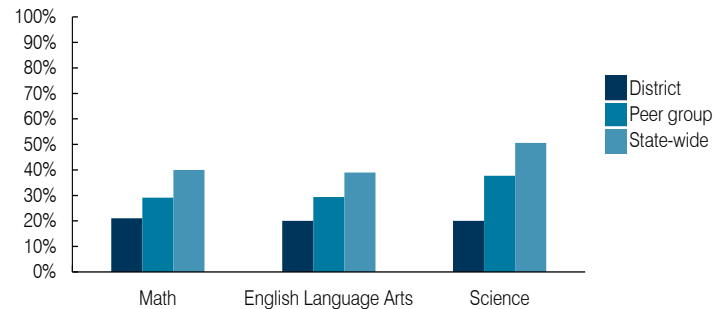
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,601	\$ 4,778	\$ 8,493	\$ 4,480
Administration	1,684	1,613	3,064	860
Plant operations	1,163	1,157	2,439	988
Food service	924	963	932	425
Transportation	507	550	973	388
Student support	377	401	656	693
Instruction support	114	124	400	462
<b>Total operational</b>	<b>9,370</b>	<b>9,586</b>	<b>16,957</b>	<b>8,296</b>
Land and buildings	0	92	965	827
Equipment	346	282	562	409
Interest	21	18	25	228
Other	0	0	88	169
<b>Total nonoperational</b>	<b>367</b>	<b>392</b>	<b>1,640</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 9,737</b>	<b>\$ 9,978</b>	<b>\$18,597</b>	<b>\$ 9,929</b>

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	100%
D	0	0%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	93%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	31%	32%	19%
Special education population	13%	14%	12%
Students per teacher	13.8	15.6	18.4
Average teacher salary	\$46,411	\$49,189	\$48,951
Amount from Prop 301	\$5,883	\$4,810	\$6,411
Average years of teacher experience	10.3	11.6	11.4
Percentage of teachers in first 3 years	0%	11%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,450	\$ 1,497	\$ 3,021	\$ 1,317
State	1,826	1,857	4,788	4,011
Local	6,487	6,786	12,812	4,592
<b>Total per pupil revenues</b>	<b>\$ 9,763</b>	<b>\$10,140</b>	<b>\$ 20,621</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Equalization formula funding	\$ 6,278	\$ 6,479	\$ 8,282	\$ 5,585
Grants	1,537	1,600	3,020	1,241
Donations and tax credits	42	30	125	90

### Select revenues from less common sources

			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	0	0	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	600	691	5 of 56

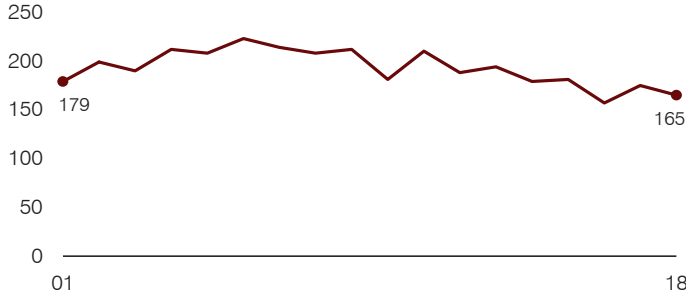
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

**Instructional spending percentage**

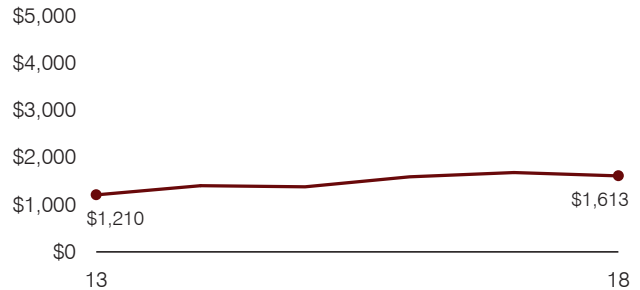
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 55.0 52.7 55.9 48.5 54.1 55.8 52.3 57.9 55.6 56.2 51.8 52.3 51.9 55.3 53.6 53.5 49.1 49.8

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

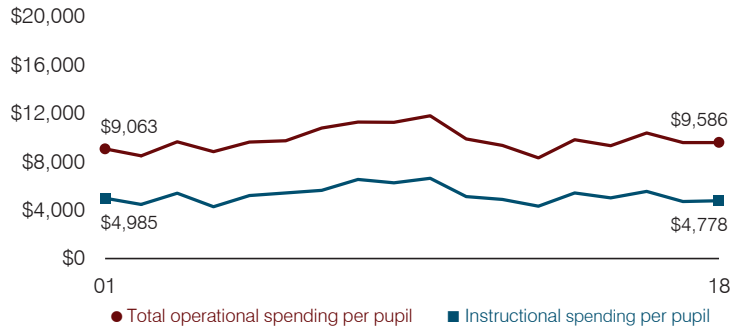
**Students attending**



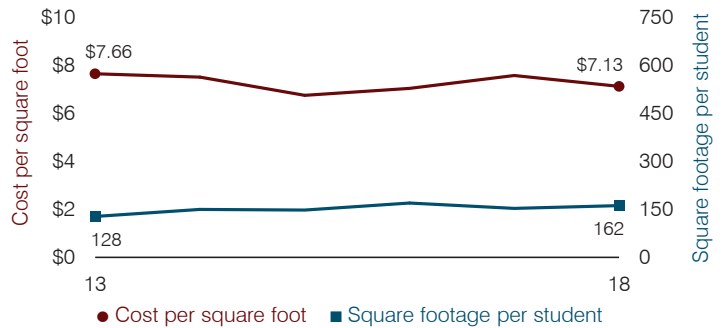
**Administrative cost per pupil**



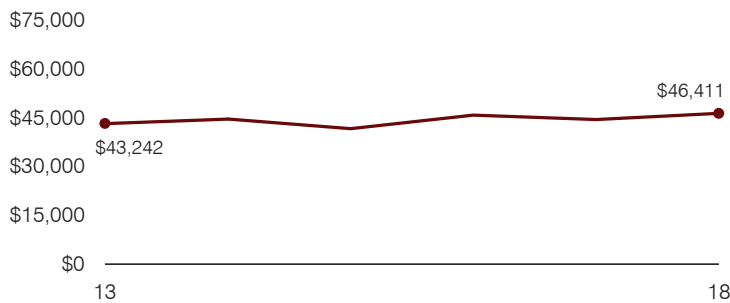
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



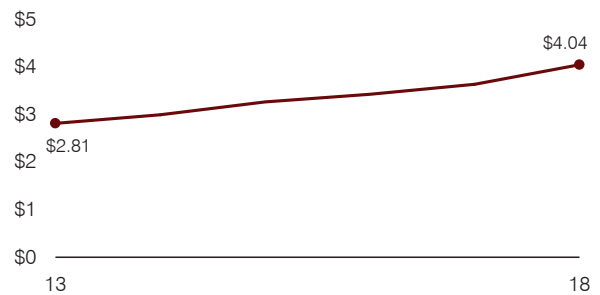
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



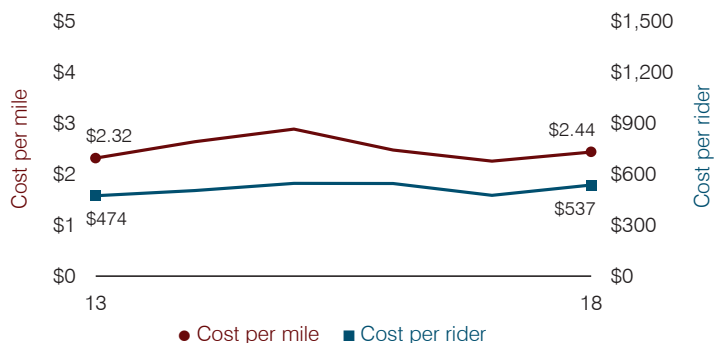
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	4.8%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

**Transportation costs per mile and per rider**



# Pima Unified School District

Graham County

Efficiency peer groups 5 and T-6, Achievement peer group 6<sup>1</sup>

Legislative district(s): 14

District size, location:

Medium, Town

Students attending:

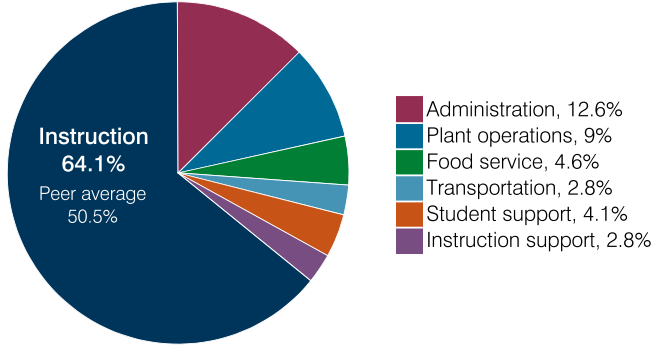
833

Number of schools:

4

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$921	\$1,221	\$860
	Students per administrative position	62	54	66
Plant operations	Cost per square foot	\$4.85	\$5.43	\$6.34
	Square footage per student	136	257	156
Food service	Cost per meal	\$3.63	\$3.66	\$3.02
Transportation	Cost per mile	\$4.50	\$3.96	\$4.05
	Cost per rider	\$851	\$721	\$1,301

Very low
Low
Comparable
High
Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,371	\$ 4,693	\$ 4,824	\$ 4,480
Administration	916	921	1,221	860
Plant operations	661	660	1,365	988
Food service	370	340	437	425
Transportation	188	204	532	388
Student support	290	299	623	693
Instruction support	215	203	359	462
<b>Total operational</b>	<b>7,011</b>	<b>7,320</b>	<b>9,361</b>	<b>8,296</b>
Land and buildings	83	134	799	827
Equipment	223	365	433	409
Interest	18	10	248	228
Other	2	2	71	169
<b>Total nonoperational</b>	<b>326</b>	<b>511</b>	<b>1,551</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 7,337</b>	<b>\$ 7,831</b>	<b>\$10,912</b>	<b>\$ 9,929</b>

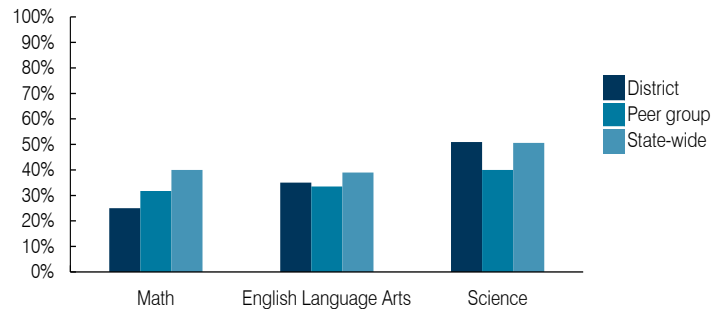
## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools <sup>2</sup>	Percentage of schools
A	0	0%
B	1	33%
C	1	33%
D	1	33%
F	0	0%

<sup>2</sup> Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2017)	88%	85%	78%
Poverty rate (2017)	30%	29%	19%
Special education population	20%	14%	12%
Students per teacher	15.4	16.2	18.4
Average teacher salary	\$37,449	\$46,264	\$48,951
Amount from Prop 301	\$6,665	\$6,122	\$6,411
Average years of teacher experience	11.2	12.2	11.4
Percentage of teachers in first 3 years	14%	20%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 596	\$ 816	\$ 3,917	\$ 1,317
State	5,890	6,073	4,283	4,011
Local	1,543	1,646	4,207	4,592
<b>Total per pupil revenues</b>	<b>\$ 8,029</b>	<b>\$ 8,535</b>	<b>\$ 12,407</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Equalization formula funding	\$ 6,057	\$ 6,126	\$ 5,992	\$ 5,585
Grants	605	850	1,703	1,241
Donations and tax credits	61	159	147	90

### Select revenues from less common sources

			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 31
Small school adjustment	0	0	0 of 31
Federal impact aid	0	0	16 of 31
Voter-approved levy increases	186	153	21 of 31

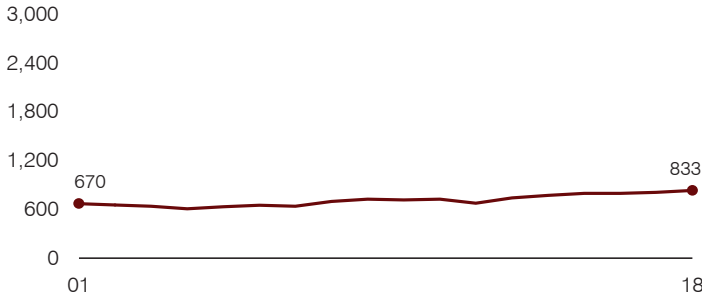
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

**Instructional spending percentage**

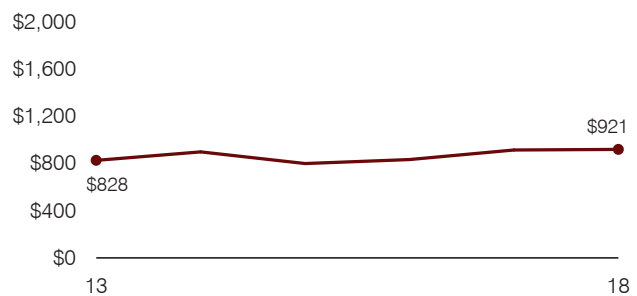
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 59.9 61.5 61.0 58.7 59.6 57.6 60.9 60.4 60.3 57.8 59.0 57.2 59.6 61.5 61.4 59.4 62.3 64.1

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

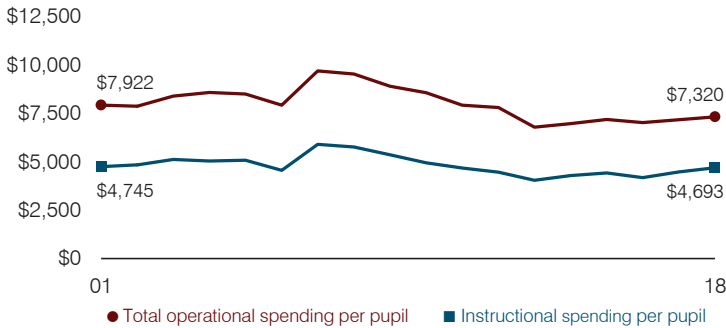
**Students attending**



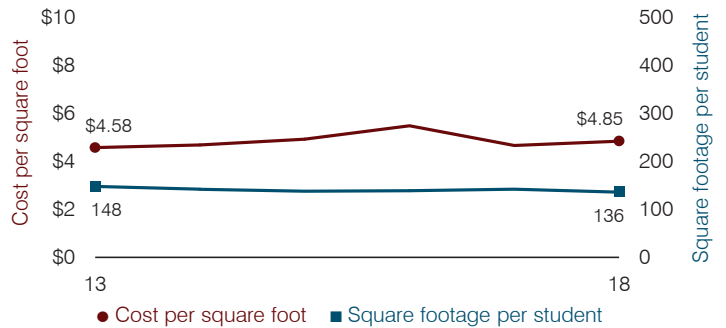
**Administrative cost per pupil**



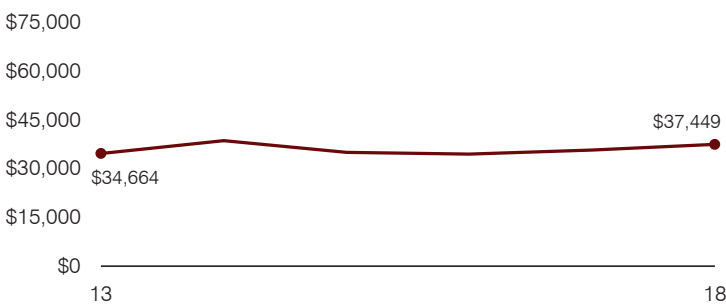
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



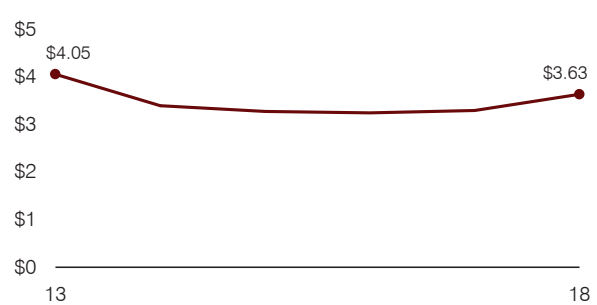
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



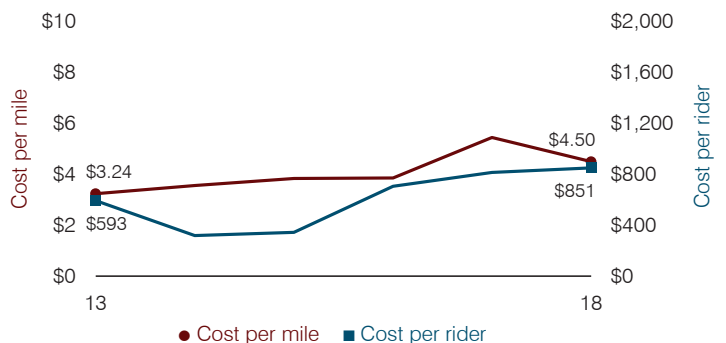
**Financial stress assessment**

Overall financial stress level: Low

Measure: 2016 through 2018	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	8.4%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant

Low
Moderate
High

**Transportation costs per mile and per rider**



# Pine Strawberry Elementary School District

Gila County

District size, location:

Very small, Rural

Efficiency peer groups 11 and T-11, Achievement peer group 17<sup>1</sup>

Students attending:

112

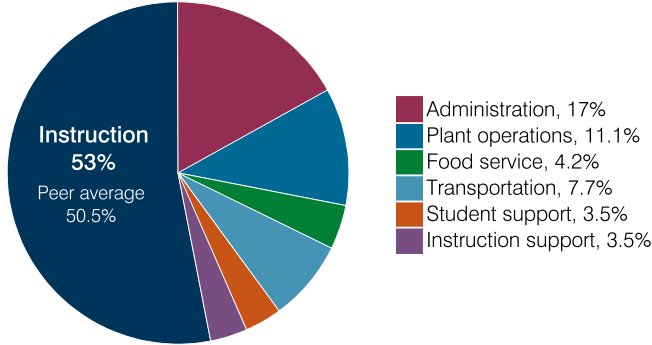
Legislative district(s): 6

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$4,286	\$3,064	\$860
	Students per administrative position	24	33	66
Plant operations	Cost per square foot	\$4.72	\$7.31	\$6.34
	Square footage per student	595	371	156
Food service	Cost per meal	\$6.62	\$5.79	\$3.02
Transportation	Cost per mile	\$3.69	\$1.94	\$4.05
	Cost per rider	\$2,986	\$1,614	\$1,301

### Per pupil spending

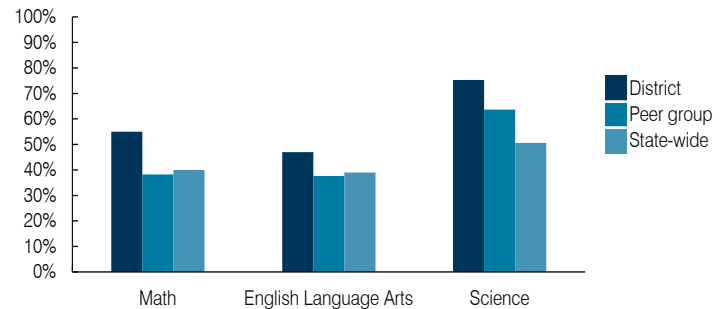
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 13,650	\$ 13,359	\$ 8,493	\$ 4,480
Administration	3,496	4,286	3,064	860
Plant operations	3,059	2,807	2,439	988
Food service	1,091	1,053	932	425
Transportation	1,788	1,942	973	388
Student support	985	890	656	693
Instruction support	967	893	400	462
<b>Total operational</b>	<b>25,036</b>	<b>25,230</b>	<b>16,957</b>	<b>8,296</b>
Land and buildings	822	2,235	965	827
Equipment	406	745	562	409
Interest	0	1	25	228
Other	38	18	88	169
<b>Total nonoperational</b>	<b>1,266</b>	<b>2,999</b>	<b>1,640</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 26,302</b>	<b>\$ 28,229</b>	<b>\$ 18,597</b>	<b>\$ 9,929</b>

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	1	100%
B	0	0%
C	0	0%
D	0	0%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	21%	19%	19%
Special education population	18%	13%	12%
Students per teacher	6.6	14.1	18.4
Average teacher salary	\$53,060	\$50,510	\$48,951
Amount from Prop 301	\$3,541	\$5,096	\$6,411
Average years of teacher experience	14.2	13.8	11.4
Percentage of teachers in first 3 years	6%	9%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,727	\$ 1,120	\$ 3,021	\$ 1,317
State	3,696	4,661	4,788	4,011
Local	20,121	22,472	12,812	4,592
<b>Total per pupil revenues</b>	<b>\$ 25,544</b>	<b>\$ 28,253</b>	<b>\$ 20,621</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Equalization formula funding	\$ 7,466	\$ 8,155	\$ 8,282	\$ 5,585
Grants	2,139	2,199	3,020	1,241
Donations and tax credits	412	412	125	90

### Select revenues from less common sources

			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	16,638	14,757	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

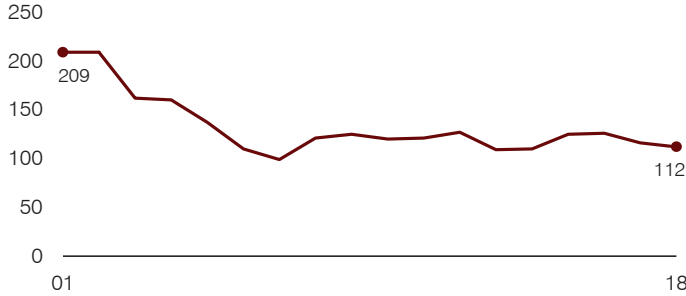
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

**Instructional spending percentage**

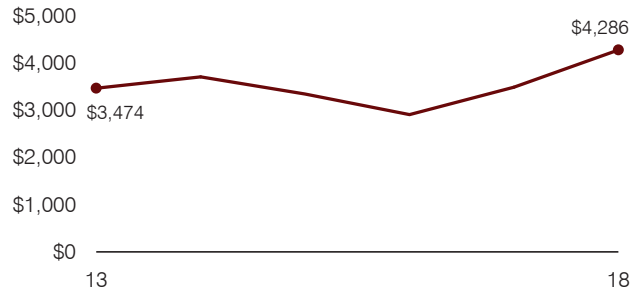
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 51.5 55.2 55.7 52.6 54.8 49.7 48.5 50.7 47.4 49.6 49.2 51.9 49.7 48.8 51.5 53.0 54.5 53.0

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

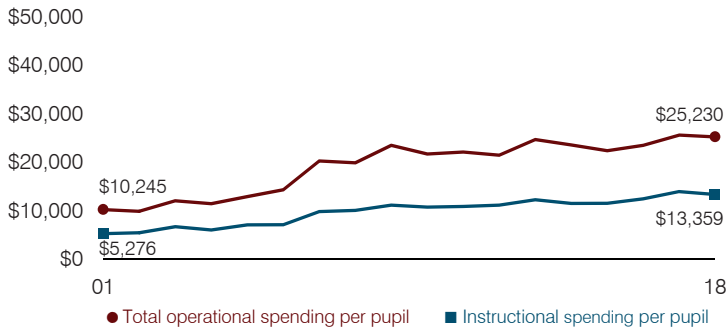
**Students attending**



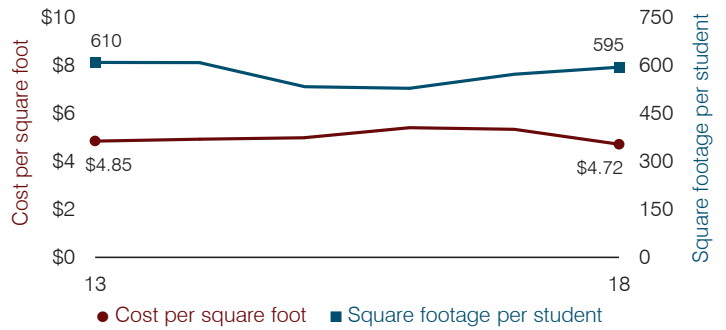
**Administrative cost per pupil**



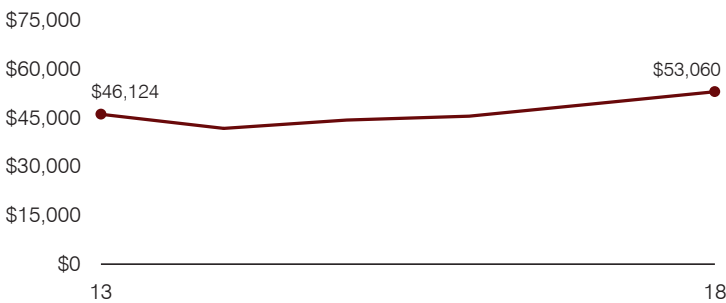
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



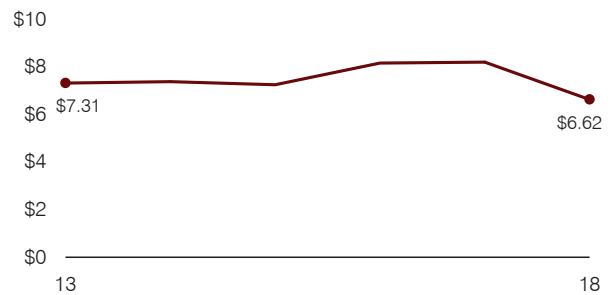
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



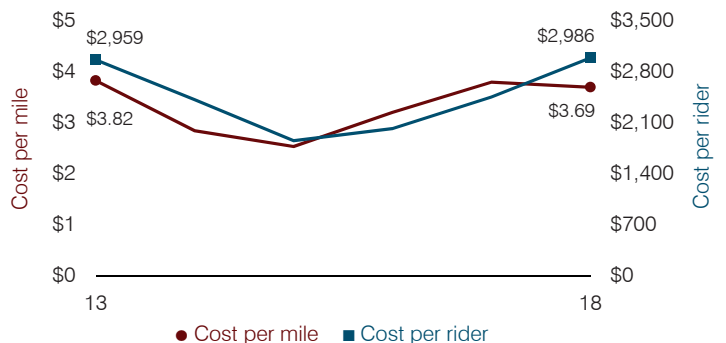
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	19.7%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

**Transportation costs per mile and per rider**





# Piñon Unified School District

Navajo County

Efficiency peer groups 5 and T-10, Achievement peer group 7<sup>1</sup>

Legislative district(s): 7

District size, location:

Medium, Rural

Students attending:

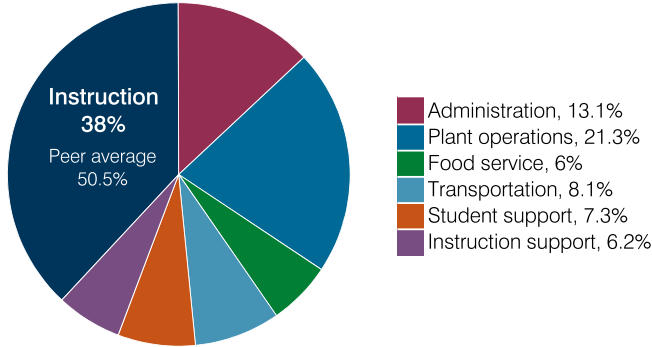
1,053

Number of schools:

3

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,046	\$1,221	\$860
	Students per administrative position	34	54	66
Plant operations	Cost per square foot	\$8.84	\$5.43	\$6.34
	Square footage per student	376	257	156
Food service	Cost per meal	\$4.11	\$3.66	\$3.02
Transportation	Cost per mile	\$3.22	\$1.95	\$4.05
	Cost per rider	\$2,068	\$1,572	\$1,301

Very low
Low
Comparable
High
Very high

### Per pupil spending

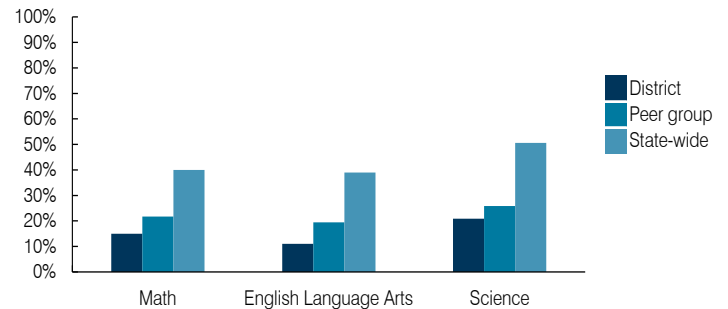
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 6,360	\$ 5,942	\$ 4,824	\$ 4,480
Administration	1,987	2,046	1,221	860
Plant operations	3,393	3,327	1,365	988
Food service	803	932	437	425
Transportation	1,291	1,265	532	388
Student support	1,149	1,147	623	693
Instruction support	927	990	359	462
<b>Total operational</b>	<b>15,910</b>	<b>15,649</b>	<b>9,361</b>	<b>8,296</b>
Land and buildings	196	217	799	827
Equipment	1,175	1,154	433	409
Interest	68	120	248	228
Other	35	40	71	169
<b>Total nonoperational</b>	<b>1,474</b>	<b>1,531</b>	<b>1,551</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 17,384</b>	<b>\$ 17,180</b>	<b>\$ 10,912</b>	<b>\$ 9,929</b>

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	0	0%
D	3	100%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	91%	91%	94%
Graduation rate (2017)	78%	76%	78%
Poverty rate (2017)	39%	41%	19%
Special education population	11%	12%	12%
Students per teacher	15.0	15.8	18.4
Average teacher salary	\$48,270	\$48,537	\$48,951
Amount from Prop 301	\$4,300	\$5,191	\$6,411
Average years of teacher experience	9.8	12.5	11.4
Percentage of teachers in first 3 years	27%	18%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 9,215	\$ 10,989	\$ 3,917	\$ 1,317
State	6,701	6,781	4,283	4,011
Local	877	949	4,207	4,592
<b>Total per pupil revenues</b>	<b>\$ 16,793</b>	<b>\$ 18,719</b>	<b>\$ 12,407</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Equalization formula funding	\$ 6,399	\$ 6,405	\$ 5,992	\$ 5,585
Grants	2,615	2,456	1,703	1,241
Donations and tax credits	1	14	147	90

### Select revenues from less common sources

			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 31
Small school adjustment	0	0	0 of 31
Federal impact aid	6,664	8,646	16 of 31
Voter-approved levy increases	0	0	21 of 31

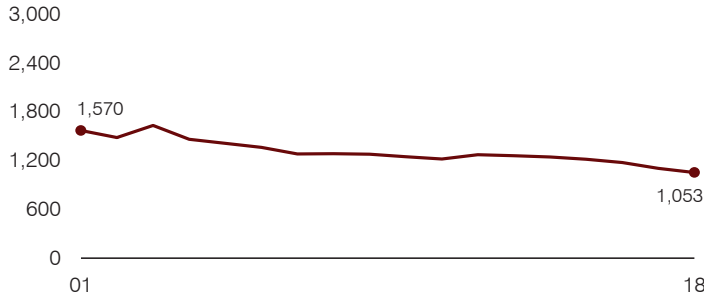
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

**Instructional spending percentage**

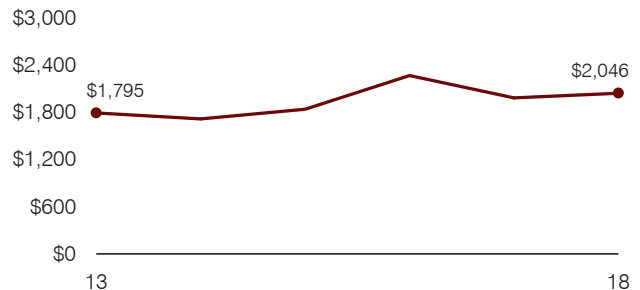
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 44.9 51.5 52.0 49.8 45.8 42.0 40.7 42.1 37.7 35.0 36.5 38.9 37.7 41.2 42.4 39.2 40.0 38.0

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

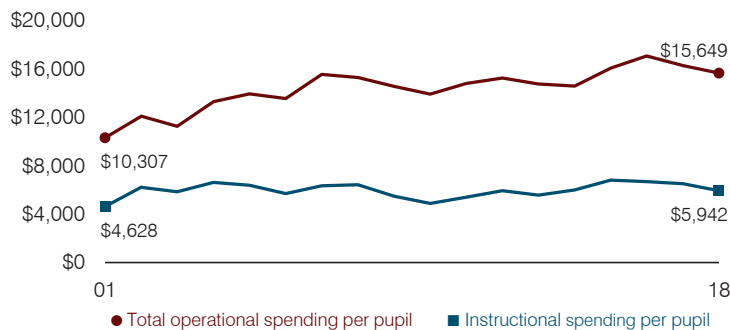
**Students attending**



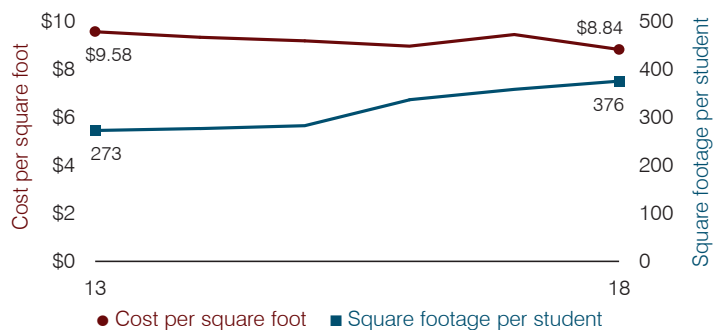
**Administrative cost per pupil**



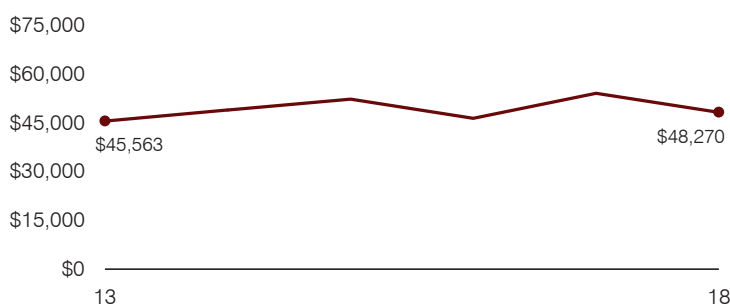
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



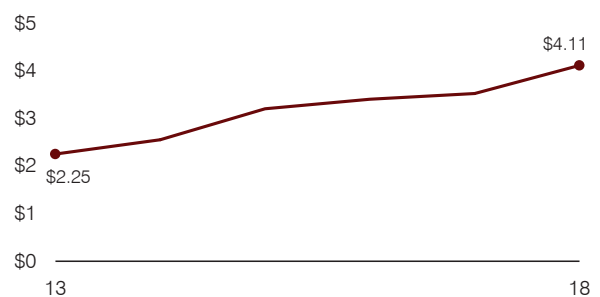
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



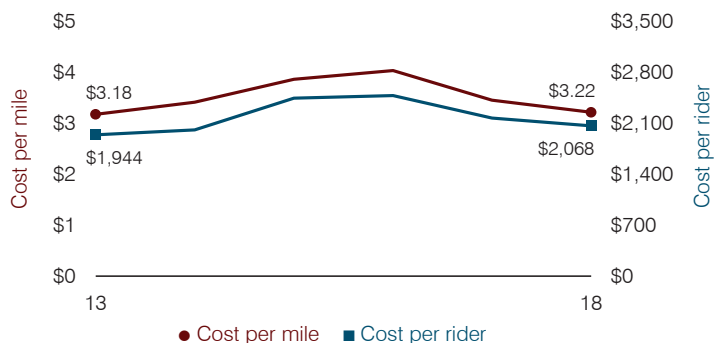
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	4.5%, Varying
Years of capital reserve held	Impact Aid Fund reserve
Current financial and internal control status	Compliant

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**



# Pomerene Elementary School District

Cochise County

Efficiency peer groups 11 and T-11, Achievement peer group 18<sup>1</sup>

Legislative district(s): 14

District size, location:

Very small, Rural

Students attending:

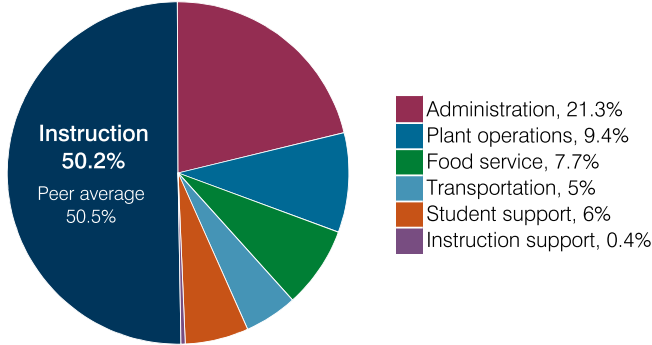
92

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,103	\$3,064	\$860
	Students per administrative position	32	33	66
Plant operations	Cost per square foot	\$2.95	\$7.31	\$6.34
	Square footage per student	314	371	156
Food service	Cost per meal	\$4.95	\$5.79	\$3.02
Transportation	Cost per mile	\$4.40	\$1.94	\$4.05
	Cost per rider	\$1,362	\$1,614	\$1,301

### Per pupil spending

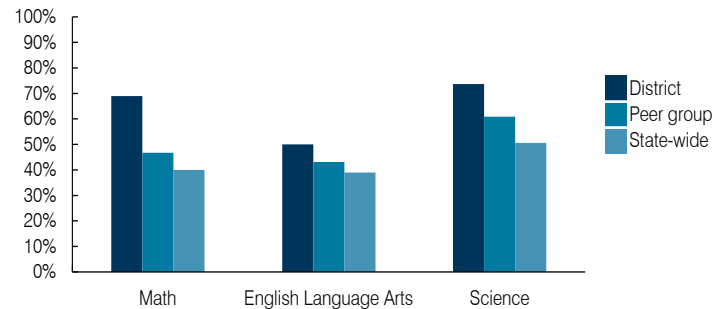
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,411	\$ 4,965	\$ 8,493	\$ 4,480
Administration	2,123	2,103	3,064	860
Plant operations	937	929	2,439	988
Food service	674	767	932	425
Transportation	621	490	973	388
Student support	457	592	656	693
Instruction support	12	40	400	462
<b>Total operational</b>	<b>9,235</b>	<b>9,886</b>	<b>16,957</b>	<b>8,296</b>
Land and buildings	2,986	128	965	827
Equipment	1,248	509	562	409
Interest	0	0	25	228
Other	40	1	88	169
<b>Total nonoperational</b>	<b>4,274</b>	<b>638</b>	<b>1,640</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 13,509</b>	<b>\$ 10,524</b>	<b>\$ 18,597</b>	<b>\$ 9,929</b>

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	1	100%
B	0	0%
C	0	0%
D	0	0%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	27%	25%	19%
Special education population	12%	17%	12%
Students per teacher	13.1	12.6	18.4
Average teacher salary	\$43,171	\$47,486	\$48,951
Amount from Prop 301	\$3,367	\$4,484	\$6,411
Average years of teacher experience	13.2	14.9	11.4
Percentage of teachers in first 3 years	0%	7%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,136	\$ 686	\$ 3,021	\$ 1,317
State	9,127	5,562	4,788	4,011
Local	3,678	3,473	12,812	4,592
<b>Total per pupil revenues</b>	<b>\$ 13,941</b>	<b>\$ 9,721</b>	<b>\$ 20,621</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 6,252	\$ 6,548	\$ 8,282
Grants	4,093	829	3,020
Donations and tax credits	50	49	125

### Select revenues from less common sources

Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	1,399	1,514	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

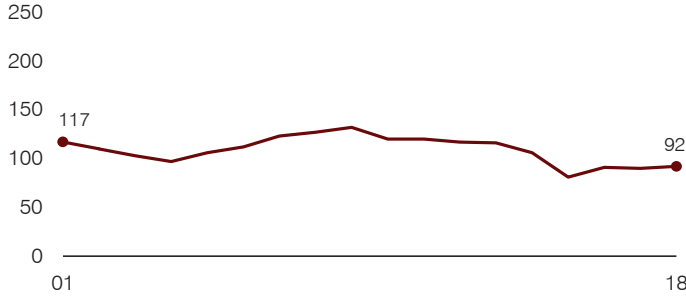
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

**Instructional spending percentage**

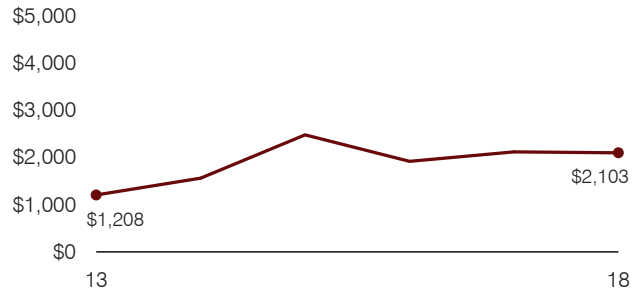
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 56.9 56.7 54.6 53.3 52.3 54.8 53.9 56.2 61.6 54.0 62.9 53.9 51.6 52.1 51.4 49.0 47.8 50.2

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

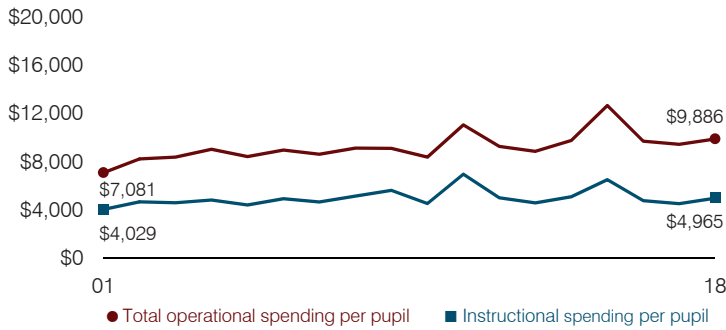
**Students attending**



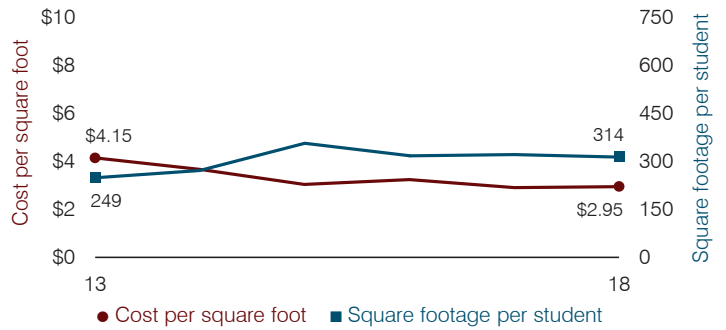
**Administrative cost per pupil**



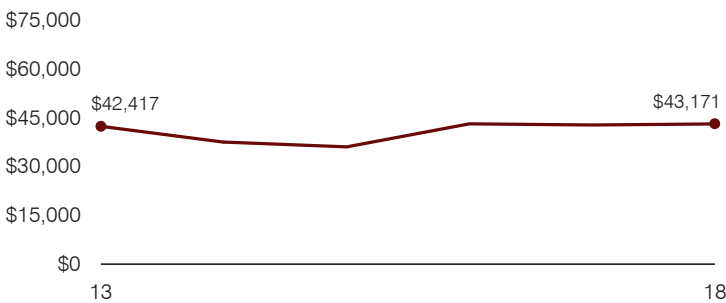
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



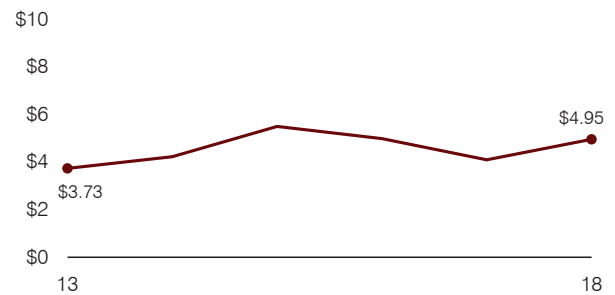
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



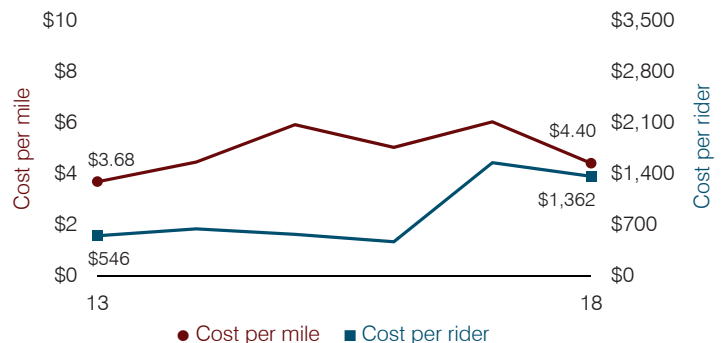
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	4.4%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

**Transportation costs per mile and per rider**



# Prescott Unified School District

Yavapai County

Efficiency peer groups 3 and T-5, Achievement peer group 2<sup>1</sup>

Legislative district(s): 1

District size, location: Medium-large, City

Students attending: 3,862

Number of schools: 6

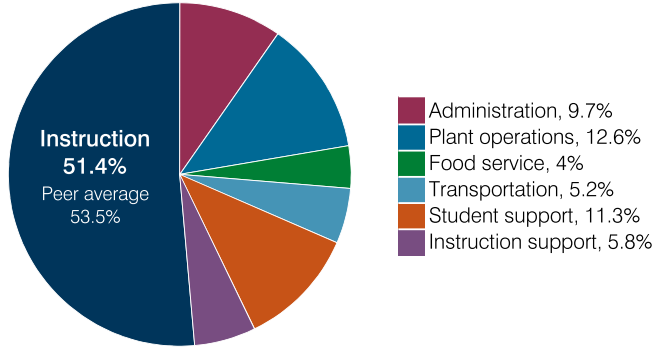
Medium-large, City

3,862

6

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$728	\$846	\$860
	Students per administrative position	63	69	66
Plant operations	Cost per square foot	\$5.31	\$6.02	\$6.34
	Square footage per student	175	155	156
Food service	Cost per meal	\$3.25	\$3.20	\$3.02
Transportation	Cost per mile	\$3.24	\$3.90	\$4.05
	Cost per rider	\$1,500	\$1,931	\$1,301

Very low   Low   Comparable   High   Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,750	\$ 3,834	\$ 4,106	\$ 4,480
Administration	717	728	846	860
Plant operations	929	931	963	988
Food service	339	300	325	425
Transportation	423	390	438	388
Student support	823	846	672	693
Instruction support	496	434	336	462
<b>Total operational</b>	<b>7,477</b>	<b>7,463</b>	<b>7,686</b>	<b>8,296</b>
Land and buildings	1,533	309	1,416	827
Equipment	490	302	473	409
Interest	61	3	268	228
Other	85	99	165	169
<b>Total nonoperational</b>	<b>2,169</b>	<b>713</b>	<b>2,322</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 9,646</b>	<b>\$ 8,176</b>	<b>\$ 10,008</b>	<b>\$ 9,929</b>

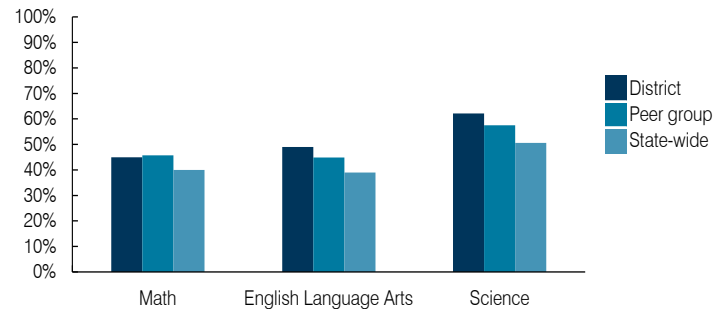
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	1	17%
B	3	50%
C	1	17%
D	1	17%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2017)	83%	90%	78%
Poverty rate (2017)	15%	12%	19%
Special education population	11%	13%	12%
Students per teacher	19.7	18.5	18.4
Average teacher salary	\$43,726	\$47,265	\$48,951
Amount from Prop 301	\$5,844	\$6,556	\$6,411
Average years of teacher experience	10.2	11.5	11.4
Percentage of teachers in first 3 years	23%	19%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 946	\$ 927	\$ 730	\$ 1,317
State	2,417	2,016	3,583	4,011
Local	5,614	5,404	5,234	4,592
<b>Total per pupil revenues</b>	<b>\$ 8,977</b>	<b>\$ 8,347</b>	<b>\$ 9,547</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,207	\$ 5,351	\$ 5,507
Grants	1,374	1,071	864
Donations and tax credits	210	225	184

### Select revenues from less common sources

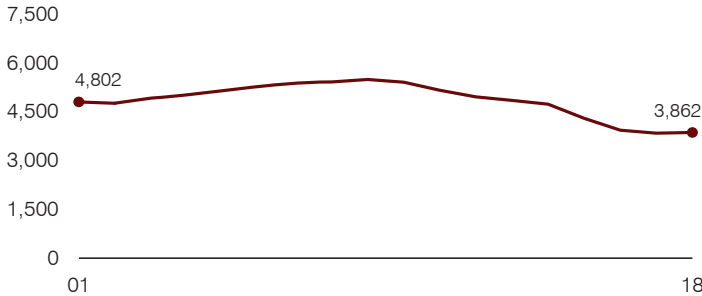
Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	1 of 15
Small school adjustment	0	0	0 of 15
Federal impact aid	0	0	3 of 15
Voter-approved levy increases	525	541	15 of 15

**Instructional spending percentage**

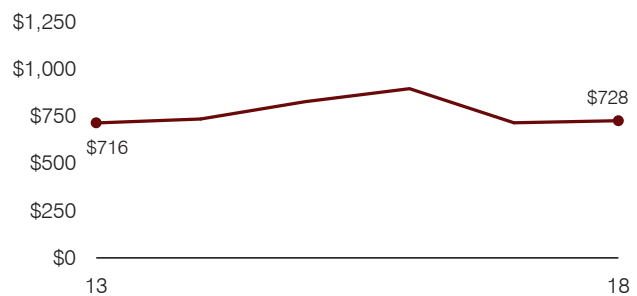
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 61.3 61.2 62.6 61.5 60.5 61.5 62.3 62.2 61.6 57.5 58.3 55.7 54.8 53.6 53.1 51.3 50.2 51.4

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

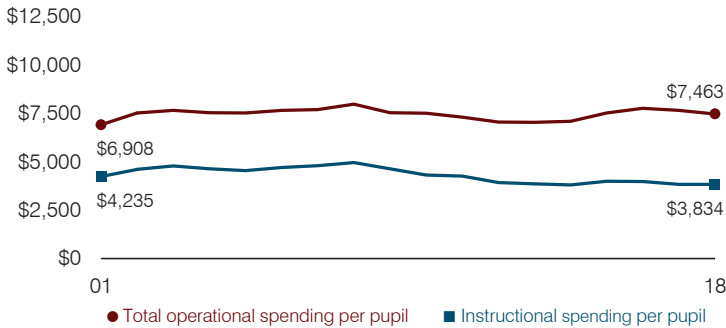
**Students attending**



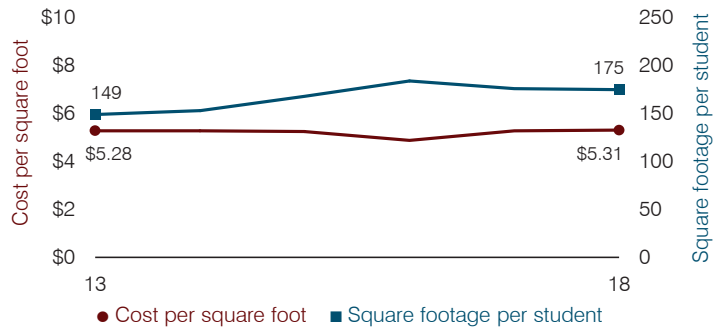
**Administrative cost per pupil**



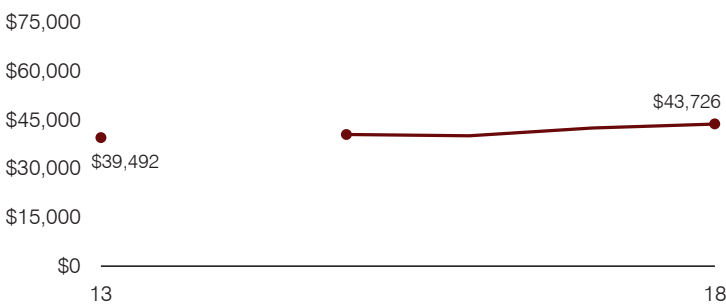
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



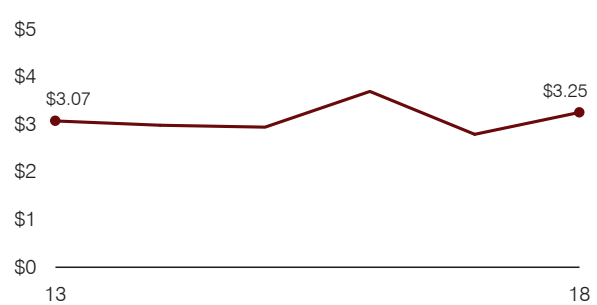
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



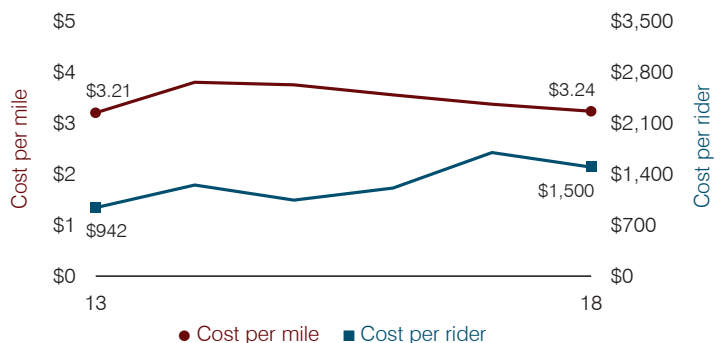
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	5.4%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

**Transportation costs per mile and per rider**



# Quartzsite Elementary School District

La Paz County

Efficiency peer groups 11 and T-11, Achievement peer group 20<sup>1</sup>

Legislative district(s): 5

District size, location:

Very small, Rural

Students attending:

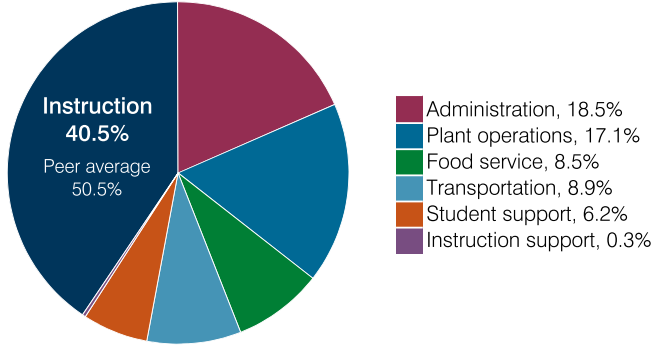
171

Number of schools:

2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,939	\$3,064	\$860
	Students per administrative position	43	33	66
Plant operations	Cost per square foot	\$5.81	\$7.31	\$6.34
	Square footage per student	310	371	156
Food service	Cost per meal	\$3.53	\$5.79	\$3.02
Transportation	Cost per mile	\$2.45	\$1.94	\$4.05
	Cost per rider	\$1,163	\$1,614	\$1,301

### Per pupil spending

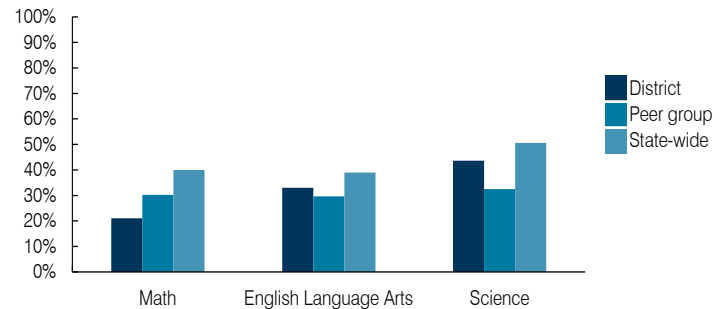
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,718	\$ 4,264	\$ 8,493	\$ 4,480
Administration	2,047	1,939	3,064	860
Plant operations	1,684	1,801	2,439	988
Food service	790	898	932	425
Transportation	861	936	973	388
Student support	574	657	656	693
Instruction support	72	29	400	462
<b>Total operational</b>	<b>10,746</b>	<b>10,524</b>	<b>16,957</b>	<b>8,296</b>
Land and buildings	0	679	965	827
Equipment	451	242	562	409
Interest	7	(1)	25	228
Other	0	0	88	169
<b>Total nonoperational</b>	<b>458</b>	<b>920</b>	<b>1,640</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 11,204</b>	<b>\$ 11,444</b>	<b>\$ 18,597</b>	<b>\$ 9,929</b>

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	50%
C	0	0%
D	1	50%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	36%	39%	19%
Special education population	12%	17%	12%
Students per teacher	21.4	12.3	18.4
Average teacher salary	\$49,798	\$46,899	\$48,951
Amount from Prop 301	\$6,458	\$4,418	\$6,411
Average years of teacher experience	12.7	13.4	11.4
Percentage of teachers in first 3 years	14%	6%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,146	\$ 1,285	\$ 3,021	\$ 1,317
State	1,635	1,690	4,788	4,011
Local	8,477	9,019	12,812	4,592
<b>Total per pupil revenues</b>	<b>\$ 11,258</b>	<b>\$ 11,994</b>	<b>\$ 20,621</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 8,171	\$ 7,104	\$ 8,282
Grants	1,146	1,977	3,020
Donations and tax credits	53	16	125

### Select revenues from less common sources

Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	0	0	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

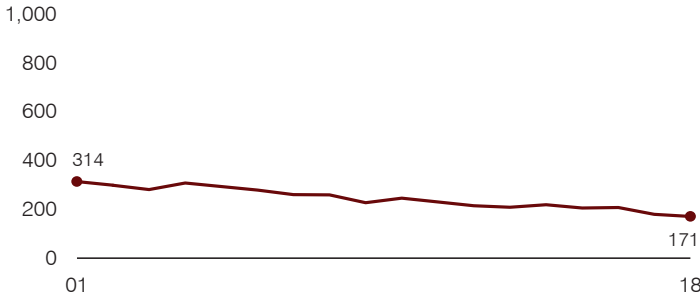
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

**Instructional spending percentage**

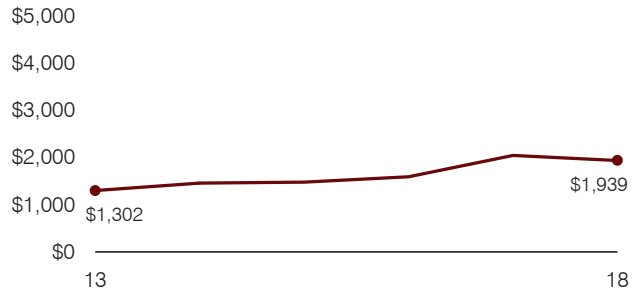
Year:	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Percentage:	47.3	49.6	49.6	46.3	48.2	49.6	50.7	48.8	49.4	49.6	46.4	45.7	53.2	49.4	49.2	42.4	43.9	40.5

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
Fiscal years as indicated

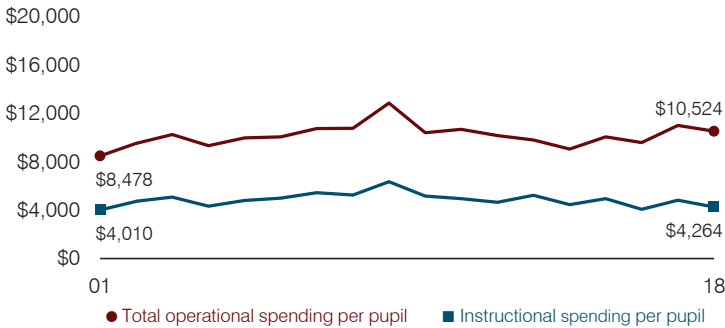
**Students attending**



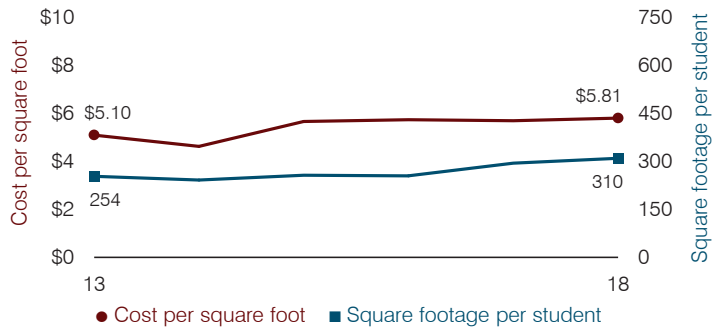
**Administrative cost per pupil**



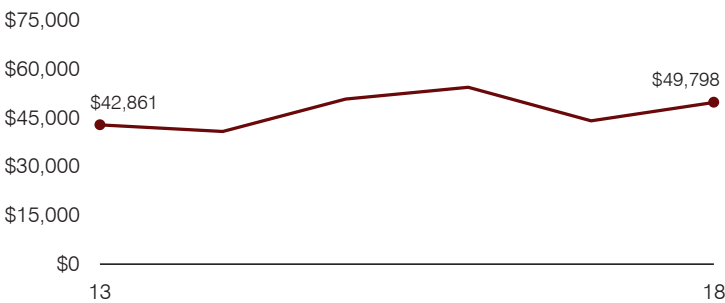
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



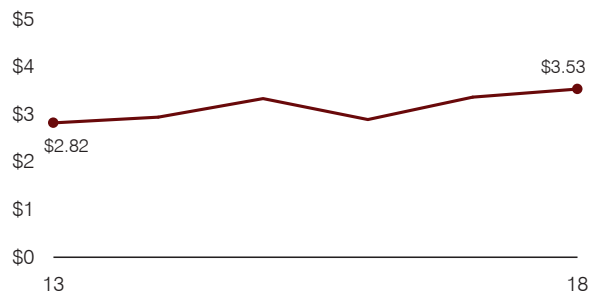
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



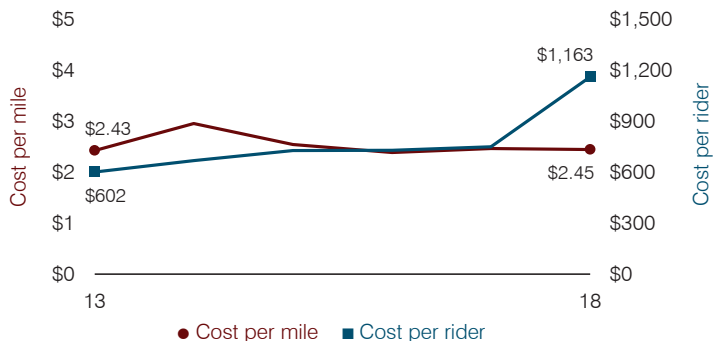
**Financial stress assessment**

Overall financial stress level: **Moderate**

Measure: 2016 through 2018	Assessment
Change in number of district students	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	7.1%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Low Moderate High

**Transportation costs per mile and per rider**





# Queen Creek Unified School District

Maricopa County

Efficiency peer groups 3 and T-3, Achievement peer group 1<sup>1</sup>

Legislative district(s): 12 and 16

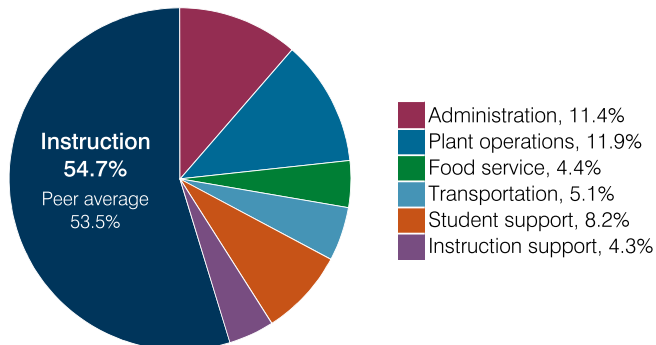
District size, location: Medium-large, Suburb

Students attending: 7,051

Number of schools: 8

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$843	\$846	\$860
	Students per administrative position	94	69	66
Plant operations	Cost per square foot	\$7.18	\$6.02	\$6.34
	Square footage per student	124	155	156
Food service	Cost per meal	\$3.05	\$3.20	\$3.02
Transportation	Cost per mile	\$4.30	\$4.47	\$4.05
	Cost per rider	\$905	\$1,248	\$1,301

Very low    Low    Comparable    High    Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,054	\$ 4,085	\$ 4,106	\$ 4,480
Administration	744	843	846	860
Plant operations	1,004	891	963	988
Food service	341	324	325	425
Transportation	389	384	438	388
Student support	587	615	672	693
Instruction support	237	321	336	462
<b>Total operational</b>	<b>7,356</b>	<b>7,463</b>	<b>7,686</b>	<b>8,296</b>
Land and buildings	965	6,279	1,416	827
Equipment	615	338	473	409
Interest	265	353	268	228
Other	249	260	165	169
<b>Total nonoperational</b>	<b>2,094</b>	<b>7,230</b>	<b>2,322</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 9,450</b>	<b>\$ 14,693</b>	<b>\$ 10,008</b>	<b>\$ 9,929</b>

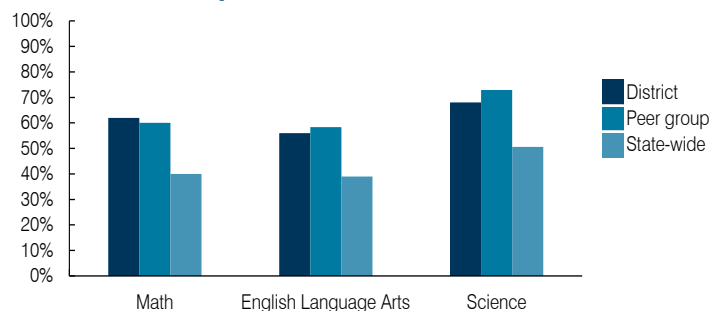
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	6	75%
B	2	25%
C	0	0%
D	0	0%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2017)	97%	94%	78%
Poverty rate (2017)	6%	6%	19%
Special education population	12%	11%	12%
Students per teacher	19.3	17.8	18.4
Average teacher salary	\$49,451	\$43,920	\$48,951
Amount from Prop 301	\$5,423	\$5,990	\$6,411
Average years of teacher experience	11.1	11.3	11.4
Percentage of teachers in first 3 years	17%	19%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 572	\$ 561	\$ 730	\$ 1,317
State	3,878	6,929	3,583	4,011
Local	4,824	4,967	5,234	4,592
<b>Total per pupil revenues</b>	<b>\$ 9,274</b>	<b>\$ 12,457</b>	<b>\$ 9,547</b>	<b>\$ 9,920</b>

#### Select revenues from common sources

Equalization formula funding	\$ 5,415	\$ 5,611	\$ 5,507	\$ 5,585
Grants	672	654	864	1,241
Donations and tax credits	57	81	184	90

#### Select revenues from less common sources

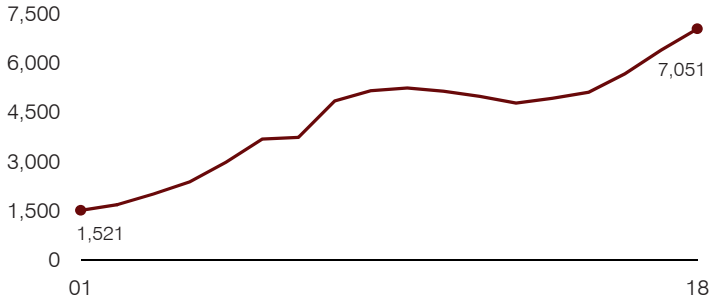
			Number of peers receiving
Desegregation	\$ 0	\$ 0	1 of 15
Small school adjustment	0	0	0 of 15
Federal impact aid	0	0	3 of 15
Voter-approved levy increases	1,728	1,931	15 of 15

**Instructional spending percentage**

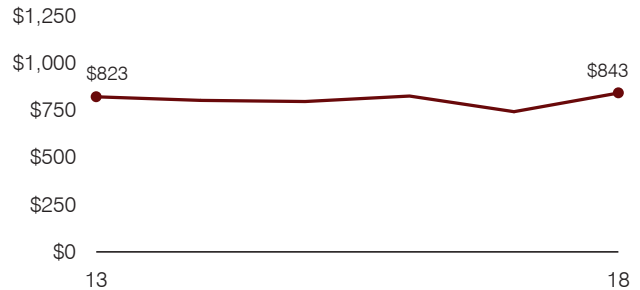
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 50.5 51.2 49.7 52.7 57.1 57.8 60.0 60.7 59.7 59.9 56.3 53.6 51.2 50.3 50.5 51.0 55.1 54.7

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

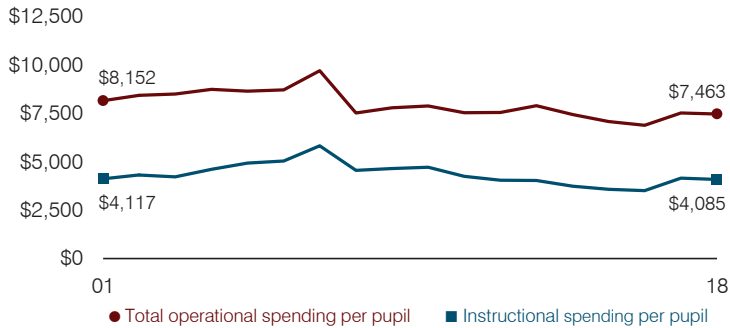
**Students attending**



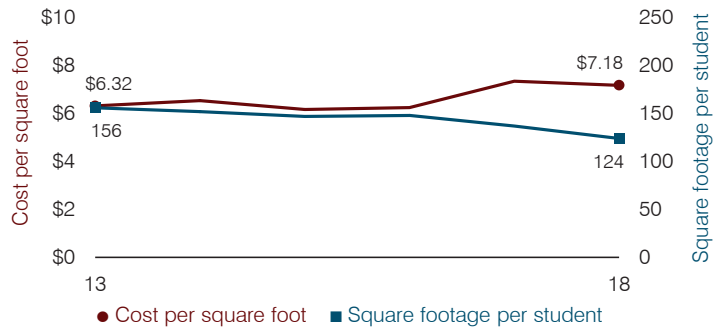
**Administrative cost per pupil**



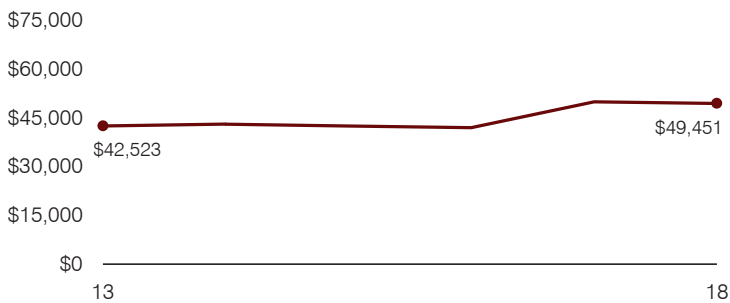
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



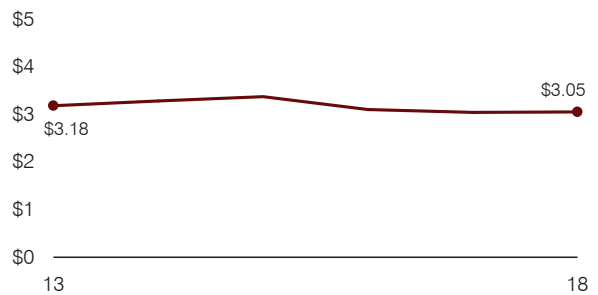
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



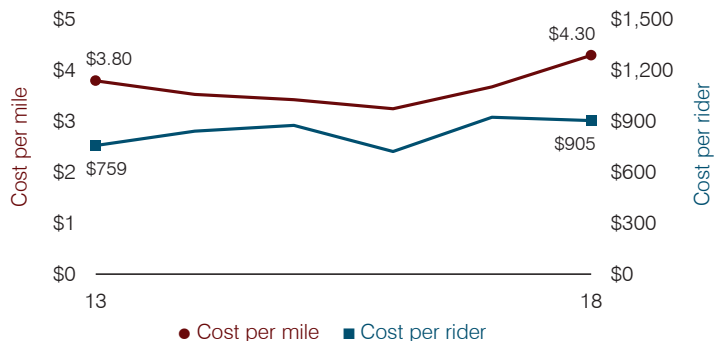
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	6.2%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**



# Ray Unified School District

Pinal County

Efficiency peer groups 6 and T-10, Achievement peer group 5<sup>1</sup>

Legislative district(s): 8

District size, location:

Small, Rural

Students attending:

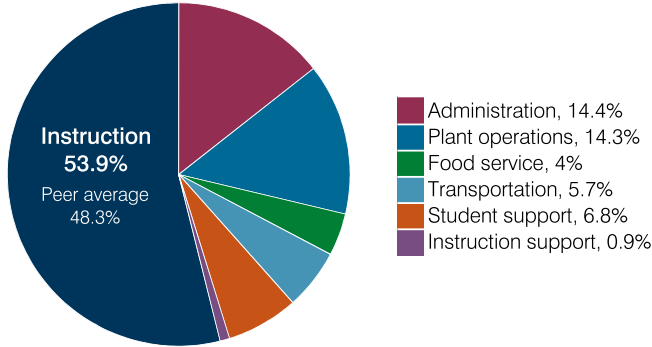
426

Number of schools:

2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,396	\$1,744	\$860
	Students per administrative position	45	43	66
Plant operations	Cost per square foot	\$3.11	\$5.27	\$6.34
	Square footage per student	446	321	156
Food service	Cost per meal	\$4.57	\$3.96	\$3.02
Transportation	Cost per mile	\$2.41	\$1.95	\$4.05
	Cost per rider	\$1,700	\$1,572	\$1,301

Very low
Low
Comparable
High
Very high

### Per pupil spending

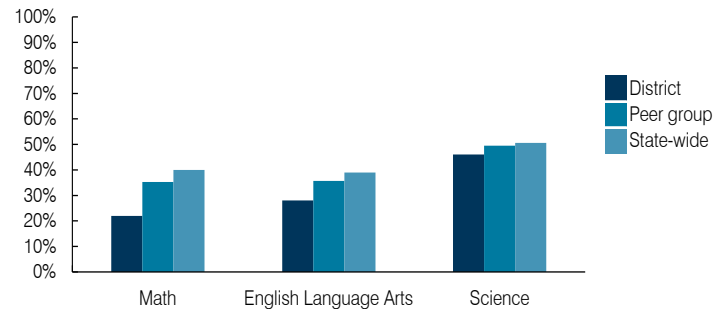
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 5,358	\$ 5,238	\$ 5,556	\$ 4,480
Administration	1,413	1,396	1,744	860
Plant operations	1,322	1,387	1,706	988
Food service	358	384	546	425
Transportation	538	555	592	388
Student support	693	660	672	693
Instruction support	186	92	393	462
<b>Total operational</b>	<b>9,868</b>	<b>9,712</b>	<b>11,209</b>	<b>8,296</b>
Land and buildings	130	3,751	1,077	827
Equipment	285	788	601	409
Interest	22	0	162	228
Other	24	25	60	169
<b>Total nonoperational</b>	<b>461</b>	<b>4,564</b>	<b>1,900</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 10,329</b>	<b>\$ 14,276</b>	<b>\$ 13,109</b>	<b>\$ 9,929</b>

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	50%
D	1	50%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2017)	97%	86%	78%
Poverty rate (2017)	19%	22%	19%
Special education population	13%	13%	12%
Students per teacher	15.6	17.6	18.4
Average teacher salary	\$49,453	\$44,777	\$48,951
Amount from Prop 301	\$8,582	\$6,708	\$6,411
Average years of teacher experience	17.6	13.0	11.4
Percentage of teachers in first 3 years	3%	17%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,238	\$ 1,208	\$ 2,405	\$ 1,317
State	3,628	6,407	4,080	4,011
Local	5,662	7,051	8,027	4,592
<b>Total per pupil revenues</b>	<b>\$ 10,528</b>	<b>\$ 14,666</b>	<b>\$ 14,512</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Equalization formula funding	\$ 7,019	\$ 7,035	\$ 7,175	\$ 5,585
Grants	1,310	4,594	2,252	1,241
Donations and tax credits	88	79	337	90

### Select revenues from less common sources

			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 18
Small school adjustment	0	0	5 of 18
Federal impact aid	0	0	3 of 18
Voter-approved levy increases	1,336	923	14 of 18

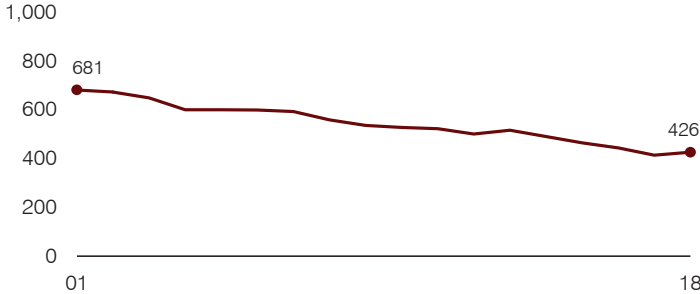
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

**Instructional spending percentage**

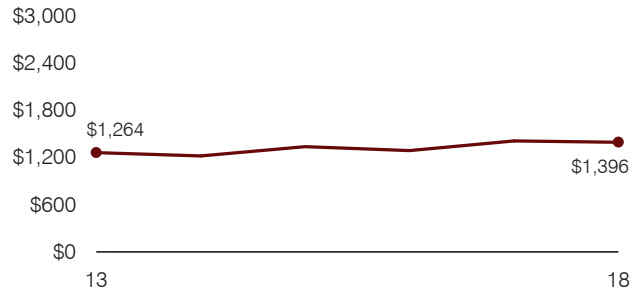
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 55.0 57.3 57.3 58.3 59.2 55.4 57.5 55.5 54.5 55.8 52.1 51.8 54.9 54.0 52.9 54.2 54.3 53.9

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

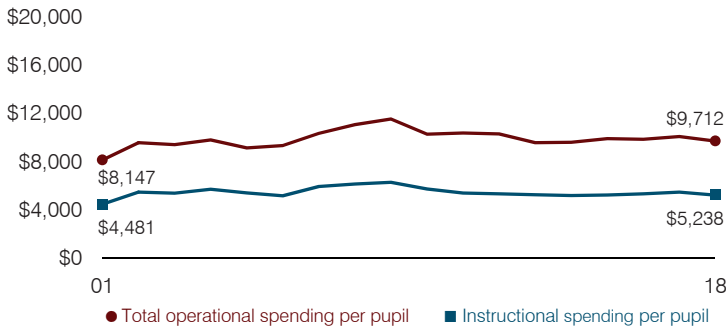
**Students attending**



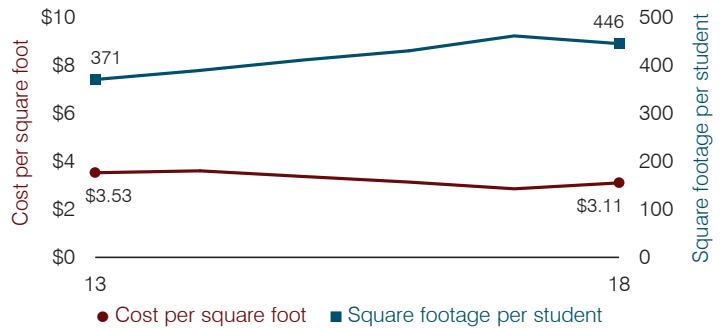
**Administrative cost per pupil**



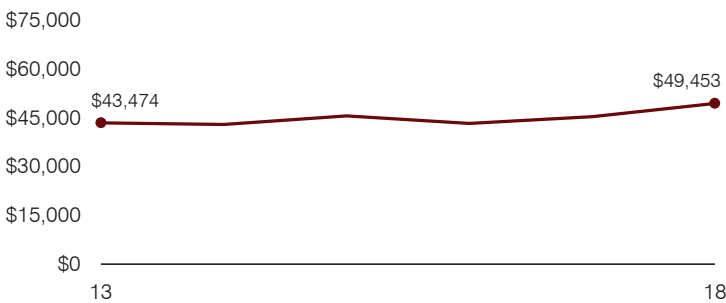
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



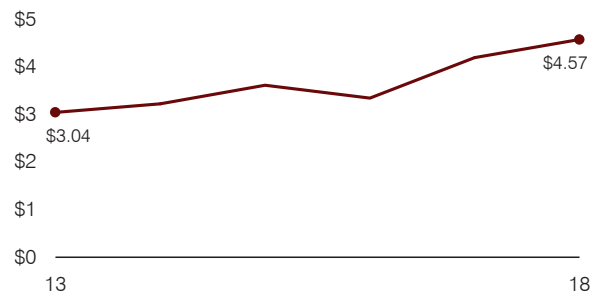
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



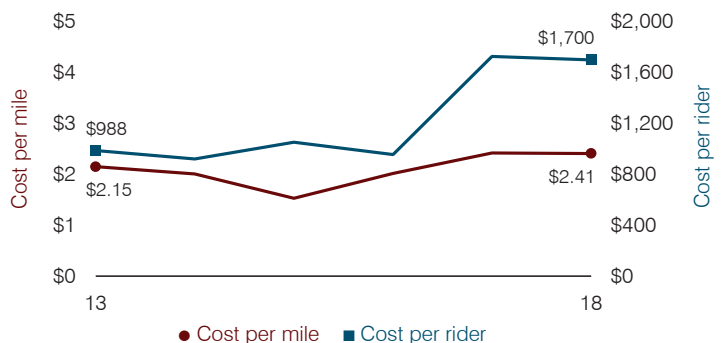
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	11.4%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**



# Red Mesa Unified School District

Apache County

Efficiency peer groups 6 and T-10, Achievement peer group 7<sup>1</sup>

Legislative district(s): 7

District size, location:

Small, Rural

Students attending:

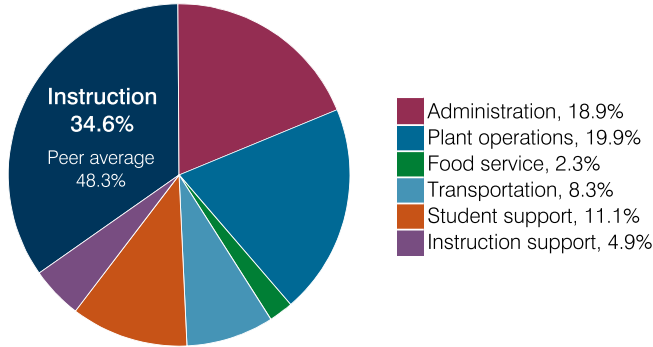
463

Number of schools:

5

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,628	\$1,744	\$860
	Students per administrative position	23	43	66
Plant operations	Cost per square foot	\$5.26	\$5.27	\$6.34
	Square footage per student	728	321	156
Food service	Cost per meal	\$2.27	\$3.96	\$3.02
Transportation	Cost per mile	\$2.43	\$1.95	\$4.05
	Cost per rider	\$1,650	\$1,572	\$1,301

Very low Low Comparable High Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 7,155	\$ 6,640	\$ 5,556	\$ 4,480
Administration	3,429	3,628	1,744	860
Plant operations	3,319	3,829	1,706	988
Food service	497	434	546	425
Transportation	1,534	1,599	592	388
Student support	2,069	2,141	672	693
Instruction support	757	935	393	462
<b>Total operational</b>	<b>18,760</b>	<b>19,206</b>	<b>11,209</b>	<b>8,296</b>
Land and buildings	270	192	1,077	827
Equipment	381	541	601	409
Interest	0	0	162	228
Other	15	50	60	169
<b>Total nonoperational</b>	<b>666</b>	<b>783</b>	<b>1,900</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 19,426</b>	<b>\$ 19,989</b>	<b>\$ 13,109</b>	<b>\$ 9,929</b>

<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

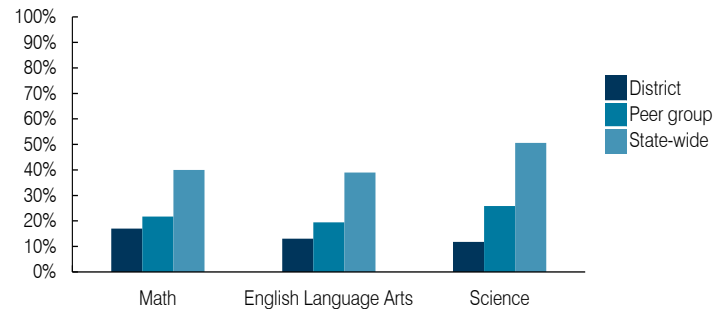
## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools <sup>2</sup>	Percentage of schools
A	0	0%
B	1	25%
C	1	25%
D	1	25%
F	1	25%

<sup>2</sup> Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	91%	91%	94%
Graduation rate (2017)	76%	76%	78%
Poverty rate (2017)	43%	41%	19%
Special education population	15%	12%	12%
Students per teacher	13.2	15.8	18.4
Average teacher salary	\$47,263	\$48,537	\$48,951
Amount from Prop 301	\$4,154	\$5,191	\$6,411
Average years of teacher experience	17.4	12.5	11.4
Percentage of teachers in first 3 years	3%	18%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 11,551	\$ 14,228	\$ 2,405	\$ 1,317
State	9,052	9,427	4,080	4,011
Local	909	1,397	8,027	4,592
<b>Total per pupil revenues</b>	<b>\$ 21,512</b>	<b>\$ 25,052</b>	<b>\$ 14,512</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Equalization formula funding	\$ 9,582	\$ 8,838	\$ 7,175	\$ 5,585
Grants	4,215	5,031	2,252	1,241
Donations and tax credits	12	17	337	90

### Select revenues from less common sources

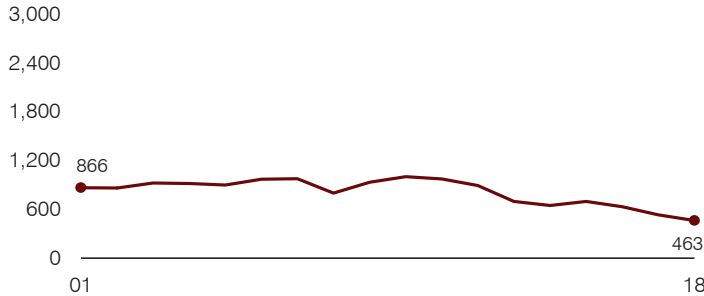
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 18
Small school adjustment	0	0	5 of 18
Federal impact aid	7,438	9,573	3 of 18
Voter-approved levy increases	0	0	14 of 18

**Instructional spending percentage**

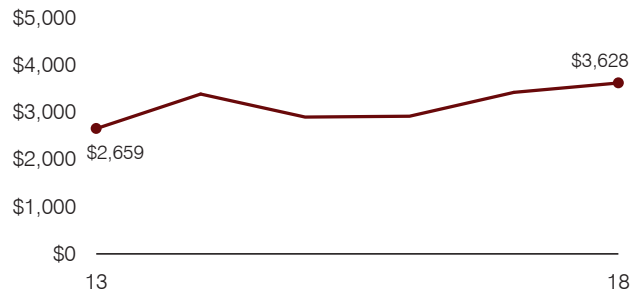
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 43.6 45.4 42.9 42.0 43.9 42.6 40.4 38.6 38.7 40.9 40.6 39.9 38.6 31.6 36.1 36.8 38.1 34.6

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

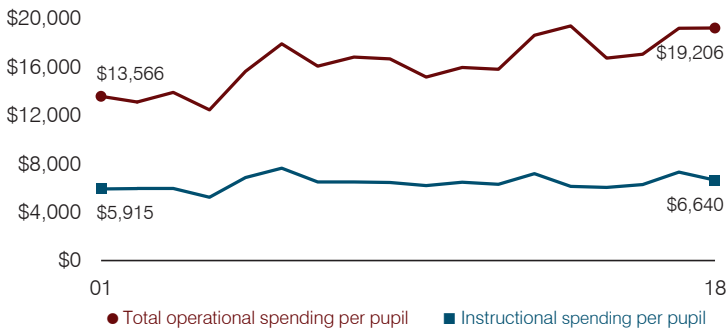
**Students attending**



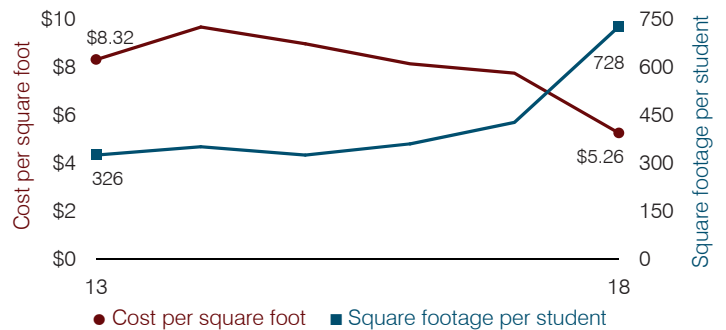
**Administrative cost per pupil**



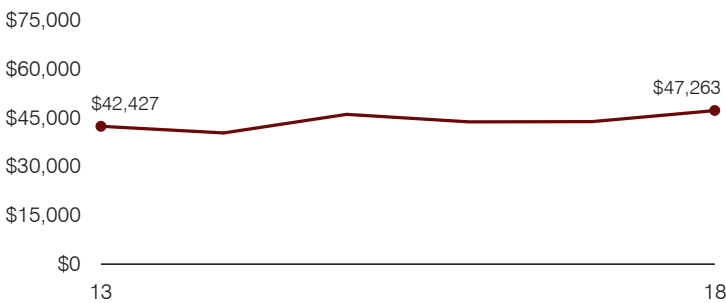
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



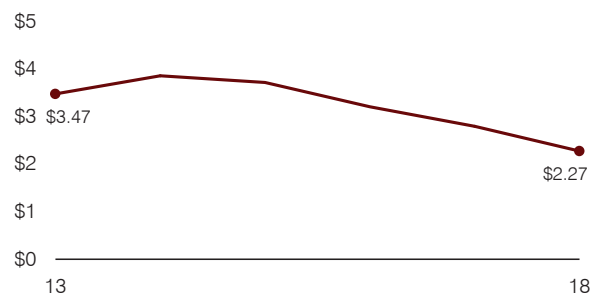
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



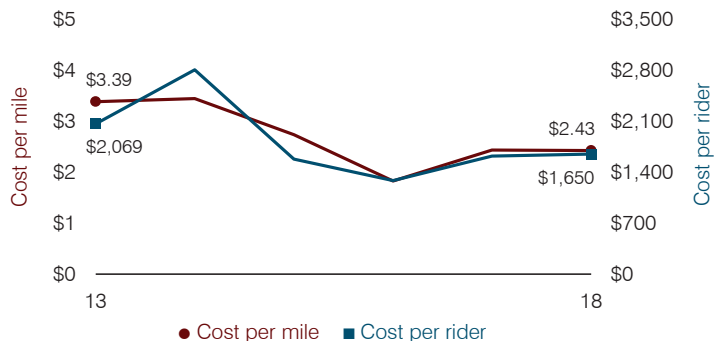
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	38.4%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

**Transportation costs per mile and per rider**



# Red Rock Elementary School District

Pinal County

Efficiency peer groups 10 and T-6, Achievement peer group 17<sup>1</sup>

Legislative district(s): 11

District size, location:

Small, Rural

Students attending:

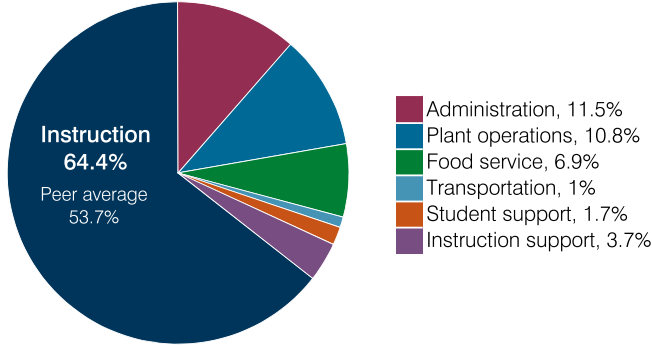
372

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$822	\$1,194	\$860
	Students per administrative position	86	60	66
Plant operations	Cost per square foot	\$2.45	\$6.78	\$6.34
	Square footage per student	317	176	156
Food service	Cost per meal	\$2.90	\$3.40	\$3.02
Transportation	Cost per mile	\$1.31	\$3.96	\$4.05
	Cost per rider	\$175	\$721	\$1,301

Very low
Low
Comparable
High
Very high

### Per pupil spending

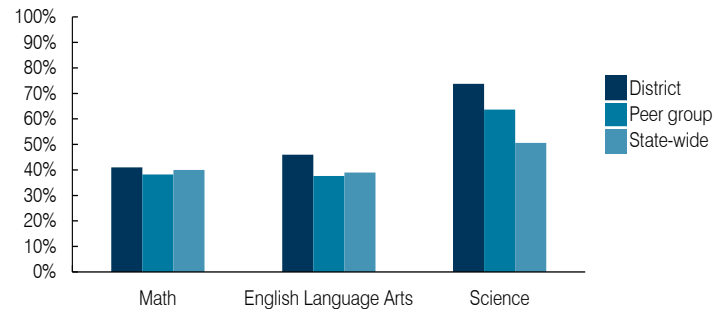
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,528	\$ 4,632	\$ 5,096	\$ 4,480
Administration	1,408	822	1,194	860
Plant operations	642	779	1,071	988
Food service	504	497	535	425
Transportation	110	70	586	388
Student support	396	124	498	693
Instruction support	464	270	379	462
<b>Total operational</b>	<b>8,052</b>	<b>7,194</b>	<b>9,359</b>	<b>8,296</b>
Land and buildings	293	188	208	827
Equipment	121	67	260	409
Interest	0	0	143	228
Other	0	(9)	173	169
<b>Total nonoperational</b>	<b>414</b>	<b>246</b>	<b>784</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 8,466</b>	<b>\$ 7,440</b>	<b>\$ 10,143</b>	<b>\$ 9,929</b>

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	97%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	16%	19%	19%
Special education population	15%	13%	12%
Students per teacher	18.6	14.1	18.4
Average teacher salary	\$44,341	\$50,510	\$48,951
Amount from Prop 301	\$6,553	\$5,096	\$6,411
Average years of teacher experience	9.9	13.8	11.4
Percentage of teachers in first 3 years	22%	9%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 522	\$ 1,040	\$ 2,311	\$ 1,317
State	4,149	4,176	4,860	4,011
Local	3,308	3,282	4,359	4,592
<b>Total per pupil revenues</b>	<b>\$ 7,979</b>	<b>\$ 8,498</b>	<b>\$ 11,530</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Equalization formula funding	\$ 6,011	\$ 6,004	\$ 6,817	\$ 5,585
Grants	555	1,148	1,722	1,241
Donations and tax credits	50	39	226	90

### Select revenues from less common sources

			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 11
Small school adjustment	0	0	0 of 11
Federal impact aid	0	0	3 of 11
Voter-approved levy increases	0	0	6 of 11

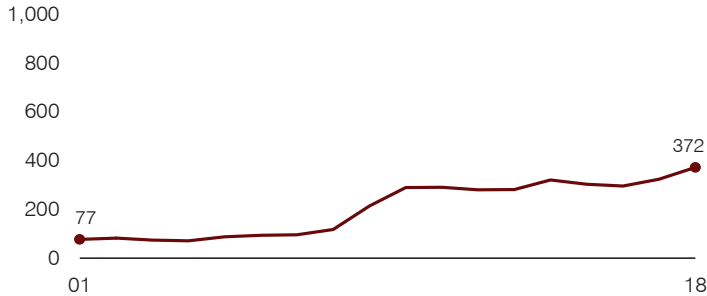
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

**Instructional spending percentage**

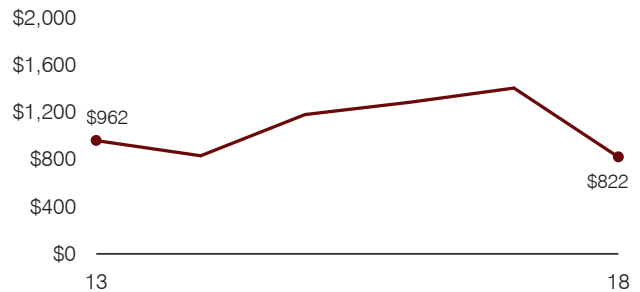
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 58.5 55.8 52.2 51.6 55.5 54.9 54.3 66.1 48.4 55.3 49.1 51.7 58.1 61.9 59.9 58.2 56.2 64.4

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

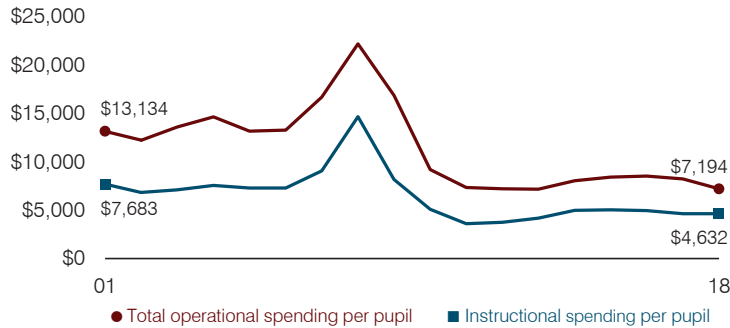
**Students attending**



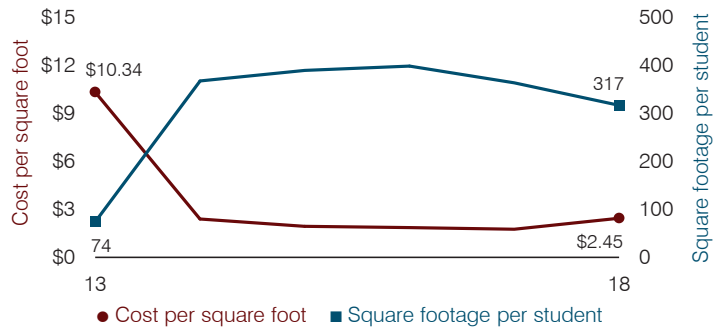
**Administrative cost per pupil**



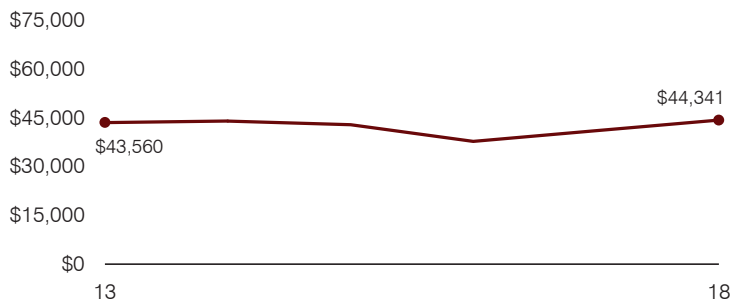
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



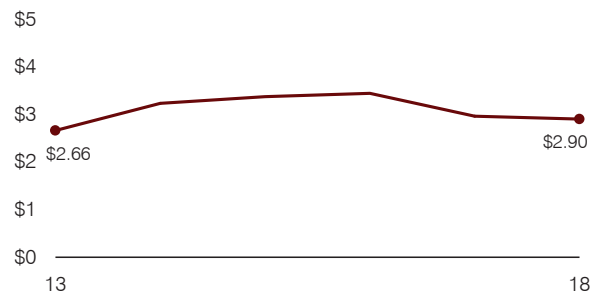
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



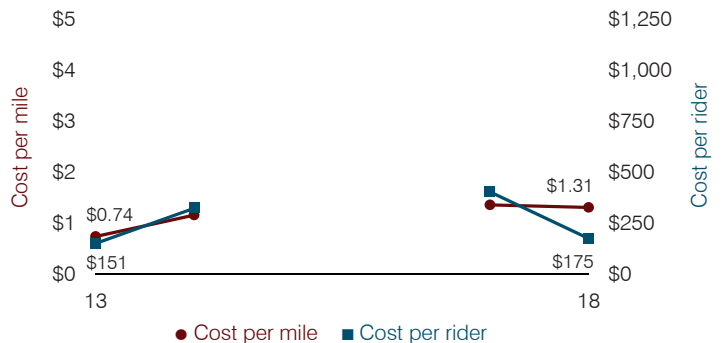
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	3.7%, Increasing
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant

Low
Moderate
High

**Transportation costs per mile and per rider**





# Riverside Elementary School District

Maricopa County

Efficiency peer groups 8 and T-2, Achievement peer group 14<sup>1</sup>

Legislative district(s): 19

District size, location:

Medium, City

Students attending:

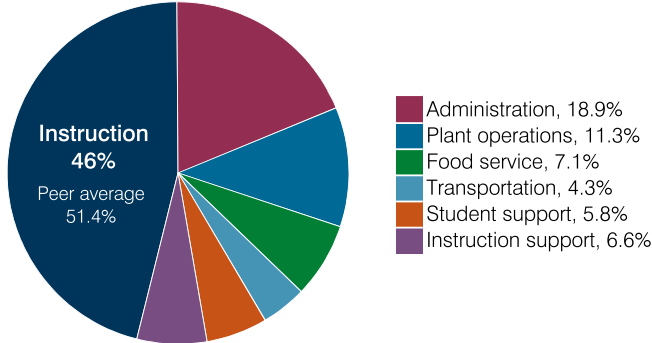
875

Number of schools:

3

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,735	\$1,025	\$860
	Students per administrative position	42	67	66
Plant operations	Cost per square foot	\$3.58	\$6.61	\$6.34
	Square footage per student	290	143	156
Food service	Cost per meal	\$2.65	\$2.92	\$3.02
Transportation	Cost per mile	\$2.99	\$5.91	\$4.05
	Cost per rider	\$776	\$1,232	\$1,301

Very low    Low    Comparable    High    Very high

### Per pupil spending

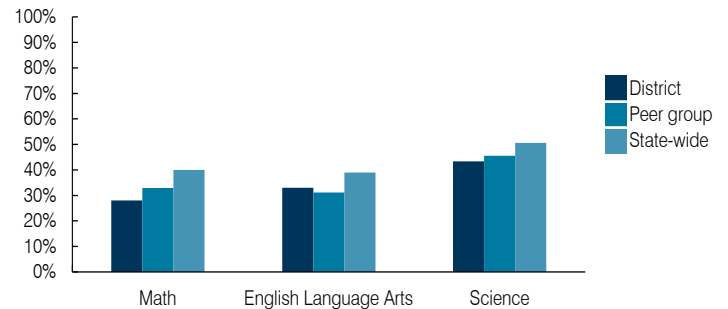
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,000	\$ 4,221	\$ 4,392	\$ 4,480
Administration	1,453	1,735	1,025	860
Plant operations	1,052	1,040	971	988
Food service	622	653	659	425
Transportation	368	392	331	388
Student support	511	535	631	693
Instruction support	614	599	546	462
<b>Total operational</b>	<b>8,620</b>	<b>9,175</b>	<b>8,555</b>	<b>8,296</b>
Land and buildings	6,056	6,292	1,140	827
Equipment	3,526	3,556	697	409
Interest	1,655	1,885	327	228
Other	71	291	172	169
<b>Total nonoperational</b>	<b>11,308</b>	<b>12,024</b>	<b>2,336</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 19,928</b>	<b>\$ 21,199</b>	<b>\$ 10,891</b>	<b>\$ 9,929</b>

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	1	33%
B	0	0%
C	2	67%
D	0	0%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	25%	28%	19%
Special education population	12%	12%	12%
Students per teacher	20.8	18.9	18.4
Average teacher salary	\$41,720	\$46,164	\$48,951
Amount from Prop 301	\$4,246	\$5,459	\$6,411
Average years of teacher experience	6.3	9.3	11.4
Percentage of teachers in first 3 years	11%	26%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 2,212	\$ 1,782	\$ 1,723	\$ 1,317
State	510	709	3,921	4,011
Local	14,059	16,995	4,869	4,592
<b>Total per pupil revenues</b>	<b>\$ 16,781</b>	<b>\$ 19,486</b>	<b>\$ 10,513</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,183	\$ 5,416	\$ 5,175
Grants	1,902	1,638	1,843
Donations and tax credits	37	37	54

### Select revenues from less common sources

Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	4 of 19
Small school adjustment	0	0	0 of 19
Federal impact aid	0	0	0 of 19
Voter-approved levy increases	8,015	9,667	19 of 19

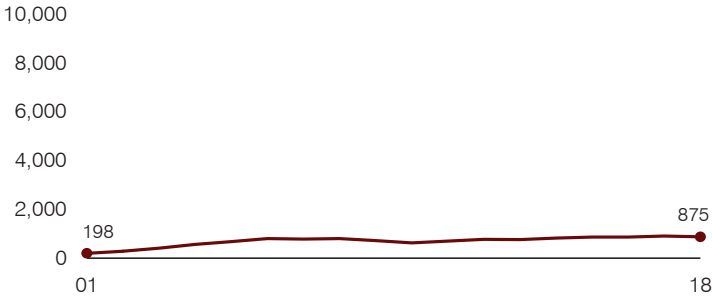
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

**Instructional spending percentage**

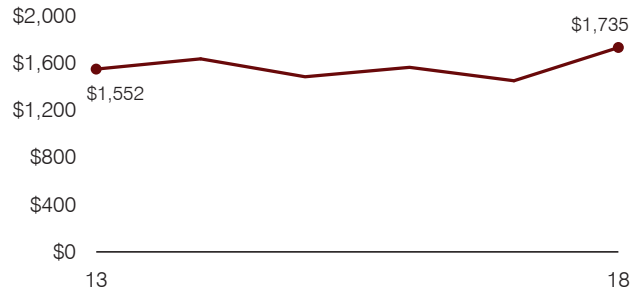
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 48.5 49.0 57.3 58.6 53.8 52.4 50.2 57.5 57.7 51.5 46.0 46.0 45.8 44.3 45.3 44.4 46.4 46.0

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

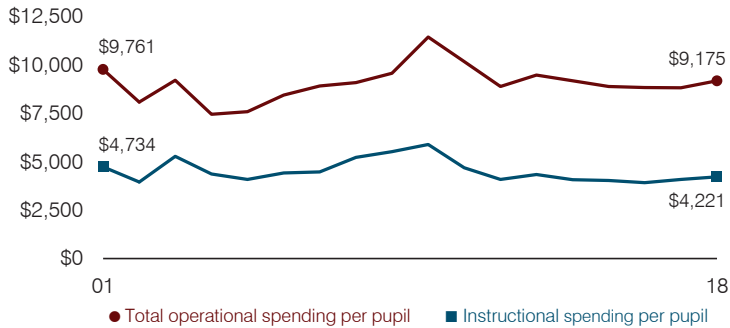
**Students attending**



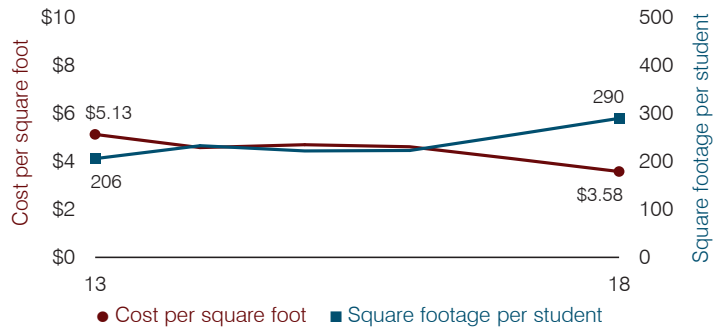
**Administrative cost per pupil**



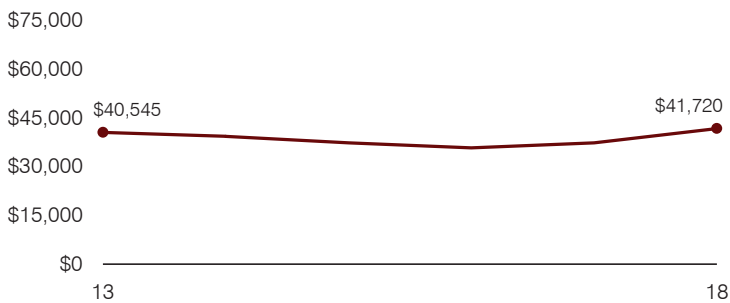
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



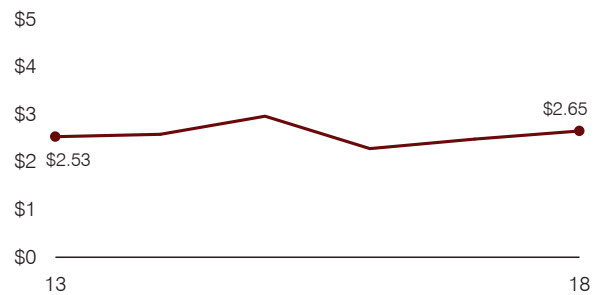
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



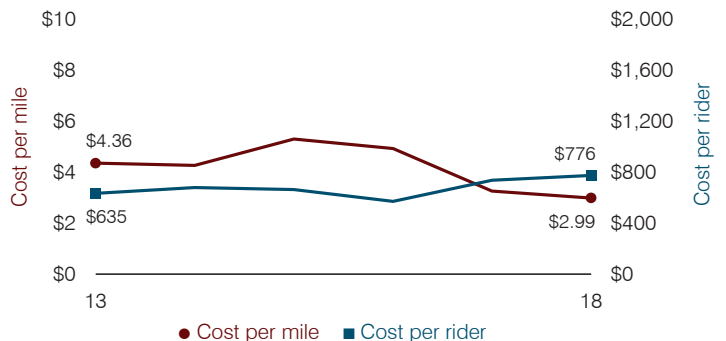
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	4.4%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**



# Roosevelt Elementary School District

Maricopa County

Efficiency peer groups 7 and T-2, Achievement peer group 14<sup>1</sup>

Legislative district(s): 27

District size, location:

Large, City

Students attending:

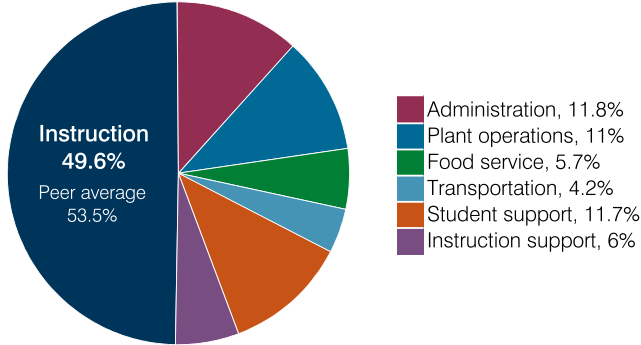
8,556

Number of schools:

18

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,189	\$796	\$860
	Students per administrative position	50	76	66
Plant operations	Cost per square foot	\$6.41	\$6.16	\$6.34
	Square footage per student	174	133	156
Food service	Cost per meal	\$2.45	\$2.99	\$3.02
Transportation	Cost per mile	\$7.26	\$5.91	\$4.05
	Cost per rider	\$960	\$1,232	\$1,301

Very low   Low   Comparable   High   Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,738	\$ 5,019	\$ 4,238	\$ 4,480
Administration	1,096	1,189	796	860
Plant operations	1,119	1,114	815	988
Food service	670	577	580	425
Transportation	388	428	298	388
Student support	1,015	1,176	646	693
Instruction support	700	611	486	462
<b>Total operational</b>	<b>9,726</b>	<b>10,114</b>	<b>7,859</b>	<b>8,296</b>
Land and buildings	34	120	517	827
Equipment	456	434	393	409
Interest	1,991	289	189	228
Other	9	13	188	169
<b>Total nonoperational</b>	<b>2,490</b>	<b>856</b>	<b>1,287</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 12,216</b>	<b>\$ 10,970</b>	<b>\$ 9,146</b>	<b>\$ 9,929</b>

<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

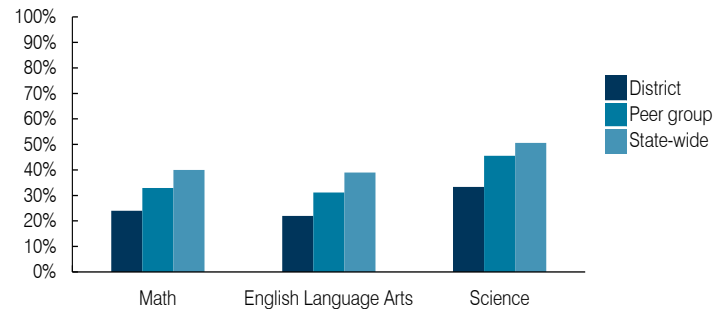
## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools <sup>2</sup>	Percentage of schools
A	0	0%
B	0	0%
C	8	47%
D	7	41%
F	2	12%

<sup>2</sup> Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	30%	28%	19%
Special education population	14%	12%	12%
Students per teacher	18.9	18.9	18.4
Average teacher salary	\$52,936	\$46,164	\$48,951
Amount from Prop 301	\$2,817	\$5,459	\$6,411
Average years of teacher experience	9.8	9.3	11.4
Percentage of teachers in first 3 years	18%	26%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 3,047	\$ 2,790	\$ 1,588	\$ 1,317
State	4,175	4,304	4,344	4,011
Local	4,663	5,319	3,644	4,592
<b>Total per pupil revenues</b>	<b>\$ 11,885</b>	<b>\$ 12,413</b>	<b>\$ 9,576</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Equalization formula funding	\$ 5,172	\$ 5,283	\$ 5,167	\$ 5,585
Grants	2,760	2,509	1,650	1,241
Donations and tax credits	35	36	46	90

### Select revenues from less common sources

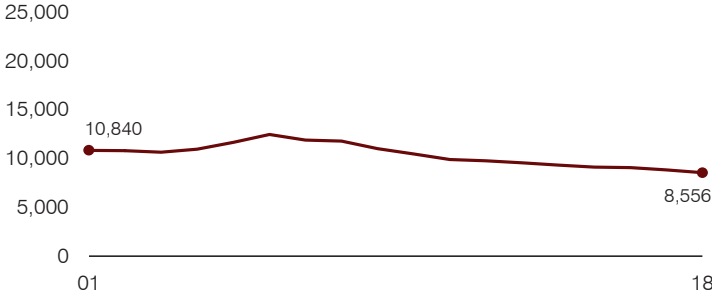
			Number of peers receiving
Desegregation	\$ 1,533	\$ 1,586	4 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	0	0	2 of 10
Voter-approved levy increases	1,779	2,063	10 of 10

**Instructional spending percentage**

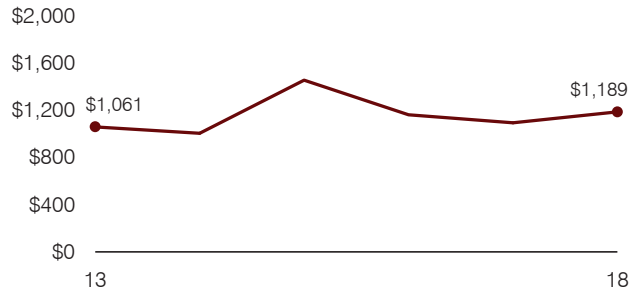
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 55.9 58.6 58.6 59.1 58.2 59.7 58.6 56.4 54.6 52.1 48.6 46.4 43.5 44.0 44.4 47.3 48.7 49.6

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

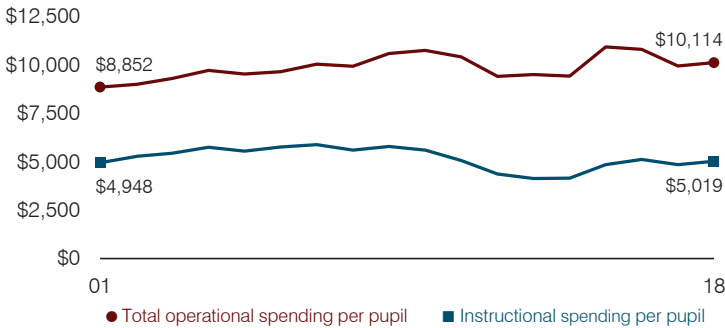
**Students attending**



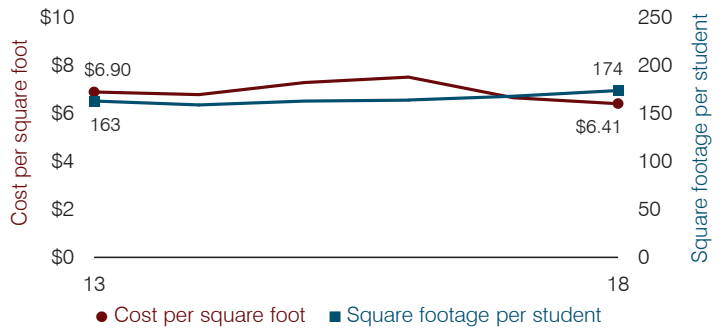
**Administrative cost per pupil**



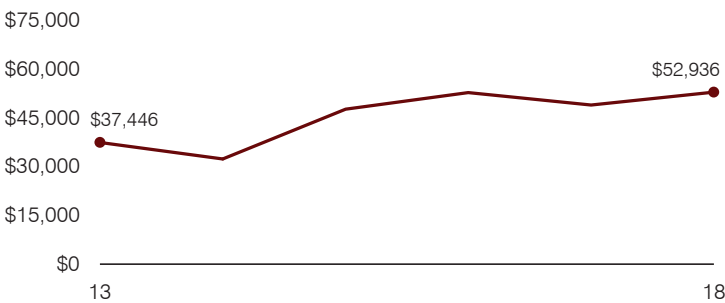
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



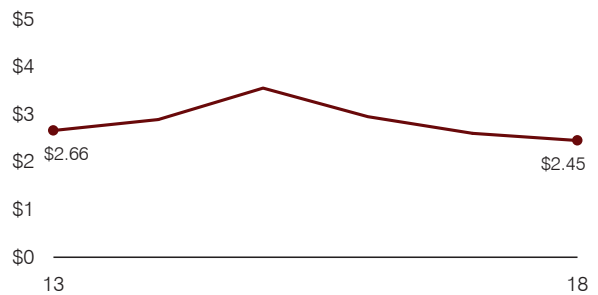
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



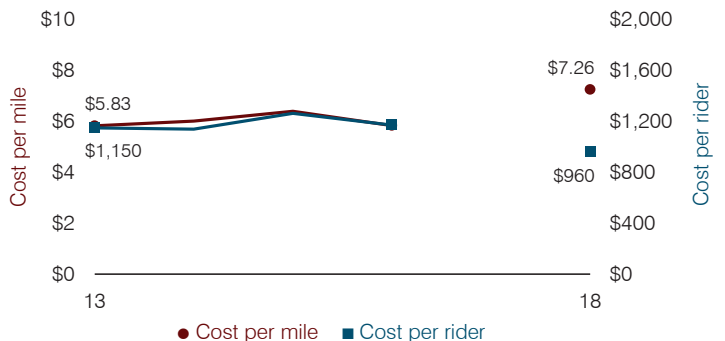
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	3.9%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**



# Round Valley Unified School District

Apache County

Efficiency peer groups 5 and T-9, Achievement peer group 5<sup>1</sup>

Legislative district(s): 7

District size, location:

Medium, Town

Students attending:

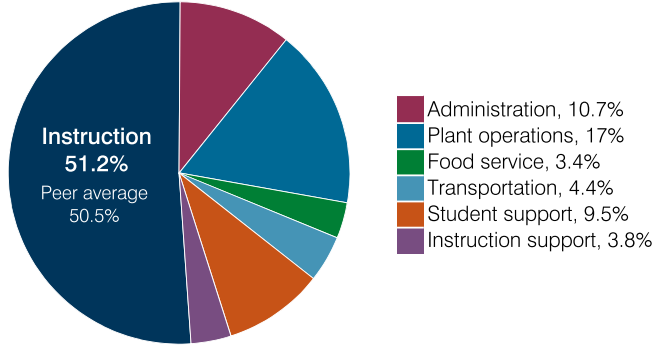
1,247

Number of schools:

3

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$905	\$1,221	\$860
	Students per administrative position	55	54	66
Plant operations	Cost per square foot	\$3.38	\$5.43	\$6.34
	Square footage per student	426	257	156
Food service	Cost per meal	\$4.34	\$3.66	\$3.02
Transportation	Cost per mile	\$2.51	\$2.62	\$4.05
	Cost per rider	\$614	\$1,457	\$1,301

Legend: Very low (green), Low (blue), Comparable (yellow), High (orange), Very high (red)

### Per pupil spending

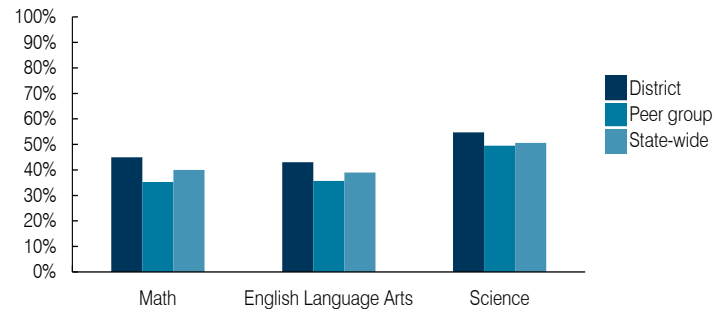
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,991	\$ 4,347	\$ 4,824	\$ 4,480
Administration	848	905	1,221	860
Plant operations	1,367	1,440	1,365	988
Food service	262	292	437	425
Transportation	344	373	532	388
Student support	746	812	623	693
Instruction support	321	326	359	462
<b>Total operational</b>	<b>7,879</b>	<b>8,495</b>	<b>9,361</b>	<b>8,296</b>
Land and buildings	246	58	799	827
Equipment	41	60	433	409
Interest	184	162	248	228
Other	1	5	71	169
<b>Total nonoperational</b>	<b>472</b>	<b>285</b>	<b>1,551</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 8,351</b>	<b>\$ 8,780</b>	<b>\$10,912</b>	<b>\$ 9,929</b>

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	1	33%
B	1	33%
C	1	33%
D	0	0%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	91%	93%	94%
Graduation rate (2017)	84%	86%	78%
Poverty rate (2017)	25%	22%	19%
Special education population	15%	13%	12%
Students per teacher	19.8	17.6	18.4
Average teacher salary	\$42,951	\$44,777	\$48,951
Amount from Prop 301	\$7,077	\$6,708	\$6,411
Average years of teacher experience	13.3	13.0	11.4
Percentage of teachers in first 3 years	9%	17%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,048	\$ 1,188	\$ 3,917	\$ 1,317
State	905	805	4,283	4,011
Local	6,038	7,378	4,207	4,592
<b>Total per pupil revenues</b>	<b>\$ 7,991</b>	<b>\$ 9,371</b>	<b>\$ 12,407</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Equalization formula funding	\$ 5,407	\$ 5,340	\$ 5,992	\$ 5,585
Grants	1,351	1,241	1,703	1,241
Donations and tax credits	45	43	147	90

### Select revenues from less common sources

			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 31
Small school adjustment	0	0	0 of 31
Federal impact aid	0	0	16 of 31
Voter-approved levy increases	1,238	1,066	21 of 31

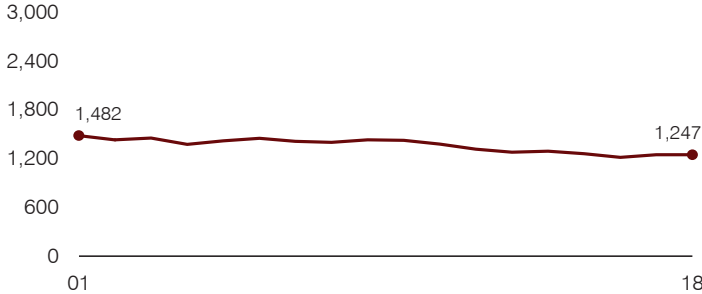
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

**Instructional spending percentage**

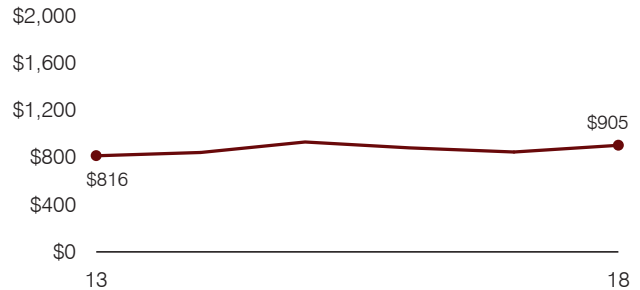
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 58.3 56.6 55.4 55.0 55.1 52.5 54.2 54.3 52.8 52.5 53.5 52.6 51.8 52.3 50.6 51.1 50.7 51.2

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

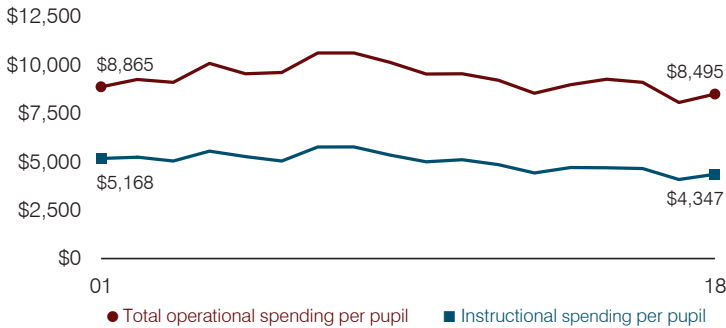
**Students attending**



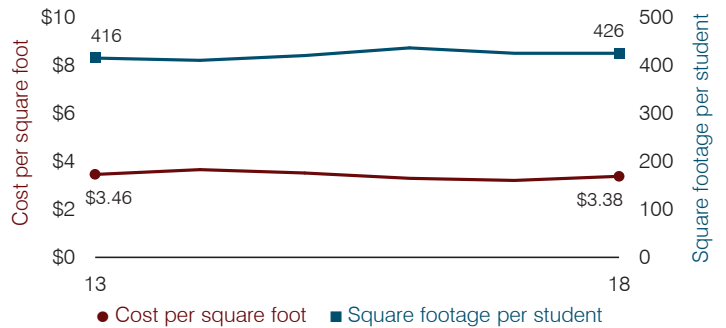
**Administrative cost per pupil**



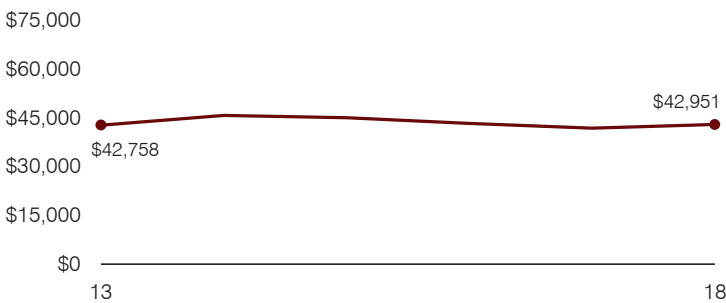
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



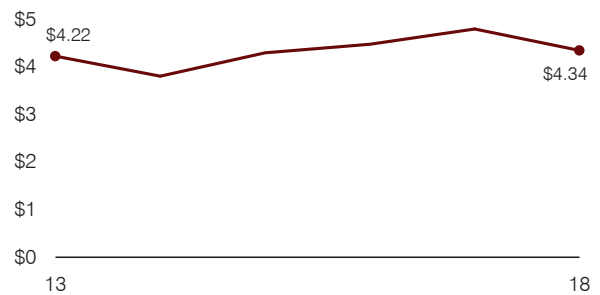
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



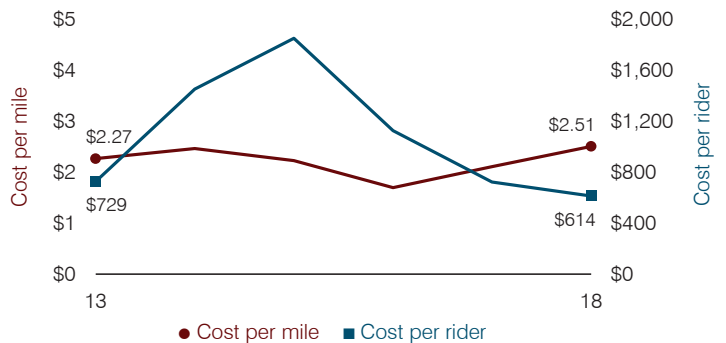
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	6.3%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**



# Sacaton Elementary School District

Pinal County

Efficiency peer groups 10 and T-8, Achievement peer group 19<sup>1</sup>

Legislative district(s): 8

District size, location:

Small, Rural

Students attending:

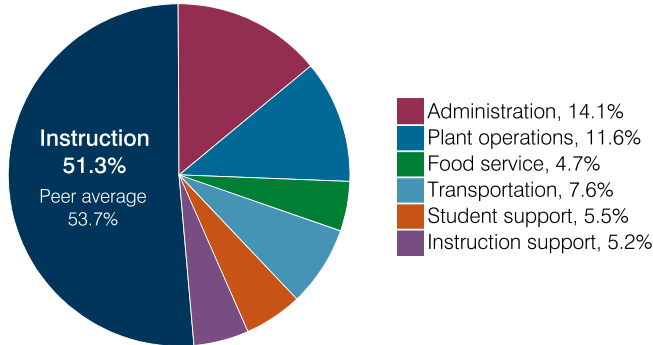
521

Number of schools:

2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,783	\$1,194	\$860
	Students per administrative position	30	60	66
Plant operations	Cost per square foot	\$8.00	\$6.78	\$6.34
	Square footage per student	286	176	156
Food service	Cost per meal	\$3.87	\$3.40	\$3.02
Transportation	Cost per mile	\$5.80	\$3.03	\$4.05
	Cost per rider	\$1,753	\$1,225	\$1,301

Very low
Low
Comparable
High
Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 10,003	\$ 10,134	\$ 5,096	\$ 4,480
Administration	2,729	2,783	1,194	860
Plant operations	2,551	2,287	1,071	988
Food service	975	923	535	425
Transportation	1,315	1,498	586	388
Student support	2,201	1,079	498	693
Instruction support	1,672	1,036	379	462
<b>Total operational</b>	<b>21,446</b>	<b>19,740</b>	<b>9,359</b>	<b>8,296</b>
Land and buildings	746	354	208	827
Equipment	1,066	1,666	260	409
Interest	0	0	143	228
Other	599	664	173	169
<b>Total nonoperational</b>	<b>2,411</b>	<b>2,684</b>	<b>784</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 23,857</b>	<b>\$ 22,424</b>	<b>\$ 10,143</b>	<b>\$ 9,929</b>

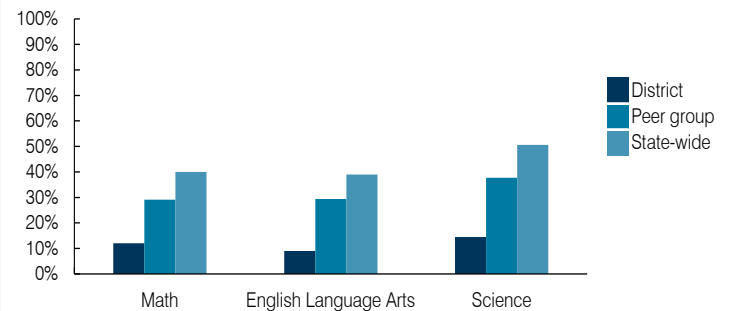
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	50%
D	0	0%
F	1	50%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	87%	93%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	32%	32%	19%
Special education population	24%	14%	12%
Students per teacher	11.1	15.6	18.4
Average teacher salary	\$54,367	\$49,189	\$48,951
Amount from Prop 301	\$3,590	\$4,810	\$6,411
Average years of teacher experience	12.8	11.6	11.4
Percentage of teachers in first 3 years	15%	11%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 12,042	\$ 11,299	\$ 2,311	\$ 1,317
State	7,377	7,362	4,860	4,011
Local	2,225	1,553	4,359	4,592
<b>Total per pupil revenues</b>	<b>\$ 21,644</b>	<b>\$ 20,214</b>	<b>\$ 11,530</b>	<b>\$ 9,920</b>

#### Select revenues from common sources

Equalization formula funding	\$ 7,438	\$ 7,330	\$ 6,817	\$ 5,585
Grants	4,651	4,021	1,722	1,241
Donations and tax credits	1,512	782	226	90

#### Select revenues from less common sources

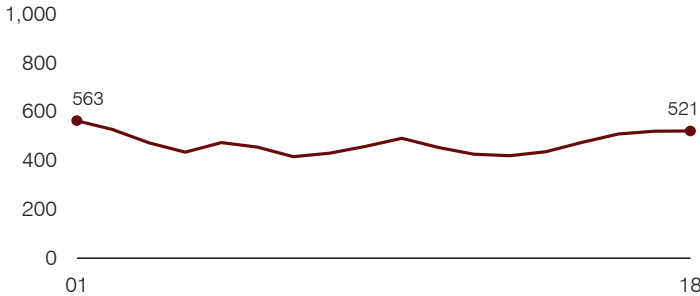
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 11
Small school adjustment	0	0	0 of 11
Federal impact aid	7,394	7,351	3 of 11
Voter-approved levy increases	0	0	6 of 11

**Instructional spending percentage**

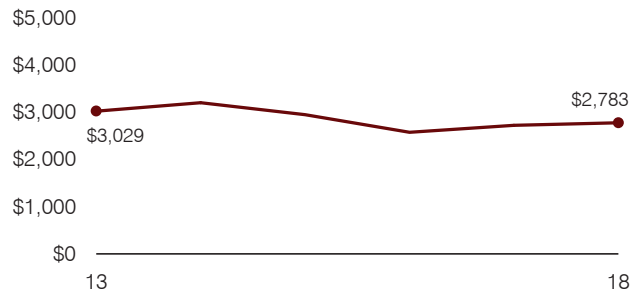
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 45.5 43.9 48.5 46.7 53.7 50.4 52.9 47.2 49.9 46.0 49.8 46.5 44.6 43.6 45.4 46.3 46.6 51.3

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

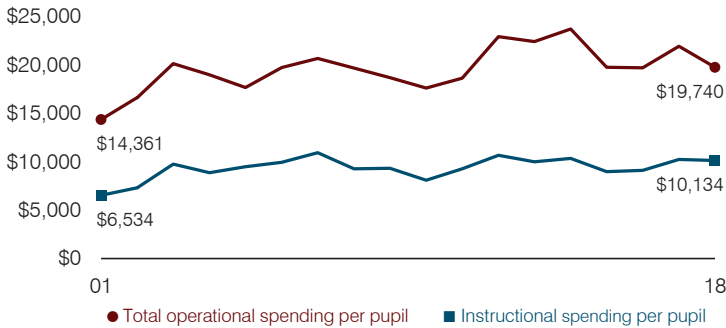
**Students attending**



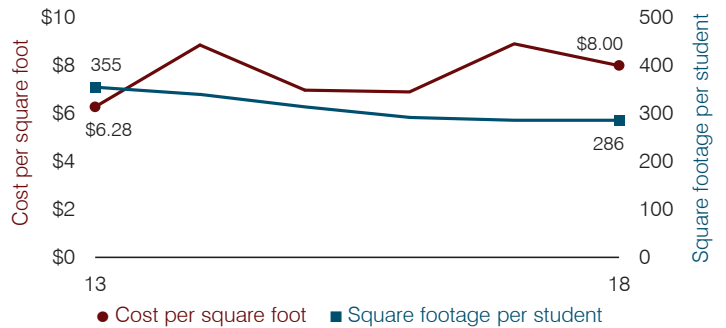
**Administrative cost per pupil**



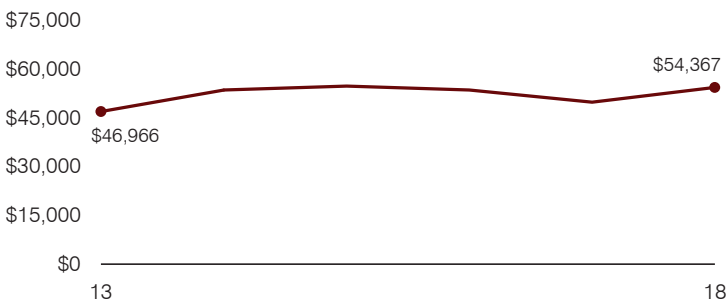
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



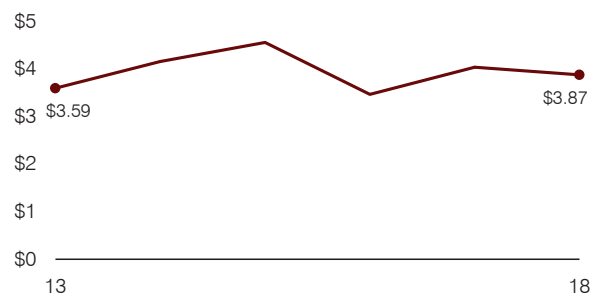
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



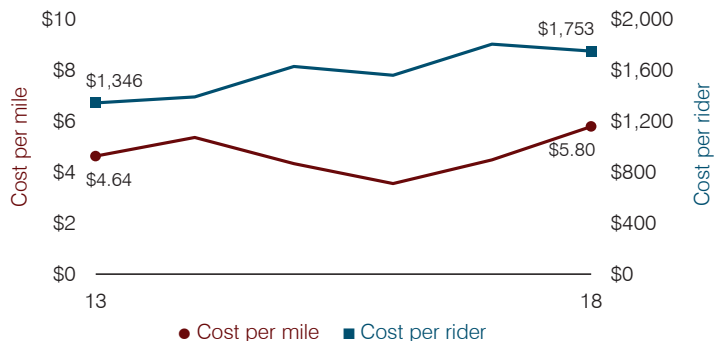
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	6.3%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

**Transportation costs per mile and per rider**





# Saddle Mountain Unified School District

Maricopa County

Efficiency peer groups 5 and T-8, Achievement peer group 4<sup>1</sup>

Legislative district(s): 13

District size, location:

Medium, Rural

Students attending:

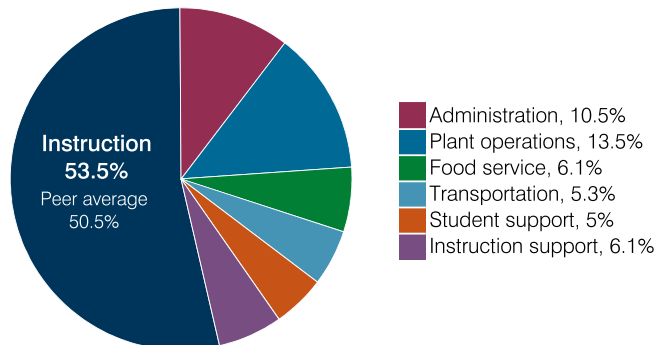
1,656

Number of schools:

3

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$921	\$1,221	\$860
	Students per administrative position	103	54	66
Plant operations	Cost per square foot	\$6.07	\$5.43	\$6.34
	Square footage per student	197	257	156
Food service	Cost per meal	\$3.09	\$3.66	\$3.02
Transportation	Cost per mile	\$3.02	\$3.03	\$4.05
	Cost per rider	\$1,565	\$1,225	\$1,301

Very low   Low   Comparable   High   Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,167	\$ 4,717	\$ 4,824	\$ 4,480
Administration	1,052	921	1,221	860
Plant operations	1,192	1,198	1,365	988
Food service	492	533	437	425
Transportation	514	465	532	388
Student support	477	440	623	693
Instruction support	498	535	359	462
<b>Total operational</b>	<b>8,392</b>	<b>8,809</b>	<b>9,361</b>	<b>8,296</b>
Land and buildings	1,366	501	799	827
Equipment	225	780	433	409
Interest	609	500	248	228
Other	21	61	71	169
<b>Total nonoperational</b>	<b>2,221</b>	<b>1,842</b>	<b>1,551</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 10,613</b>	<b>\$ 10,651</b>	<b>\$ 10,912</b>	<b>\$ 9,929</b>

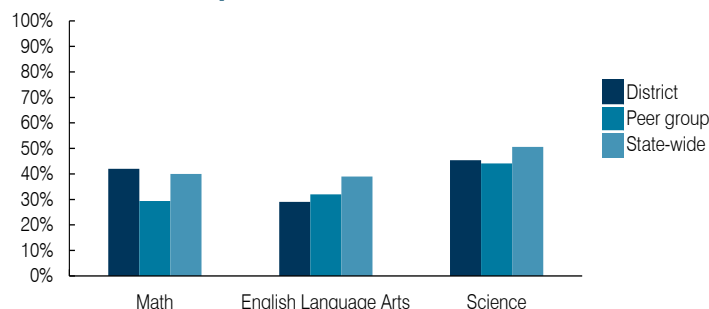
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	3	100%
C	0	0%
D	0	0%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	98%	85%	78%
Poverty rate (2017)	17%	13%	19%
Special education population	15%	13%	12%
Students per teacher	18.8	16.6	18.4
Average teacher salary	\$45,721	\$47,740	\$48,951
Amount from Prop 301	\$8,805	\$6,338	\$6,411
Average years of teacher experience	7.6	11.9	11.4
Percentage of teachers in first 3 years	29%	17%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,156	\$ 904	\$ 3,917	\$ 1,317
State	617	729	4,283	4,011
Local	9,028	8,852	4,207	4,592
<b>Total per pupil revenues</b>	<b>\$ 10,801</b>	<b>\$ 10,485</b>	<b>\$ 12,407</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Equalization formula funding	\$ 5,905	\$ 7,244	\$ 5,992	\$ 5,585
Grants	1,355	1,014	1,703	1,241
Donations and tax credits	43	63	147	90

### Select revenues from less common sources

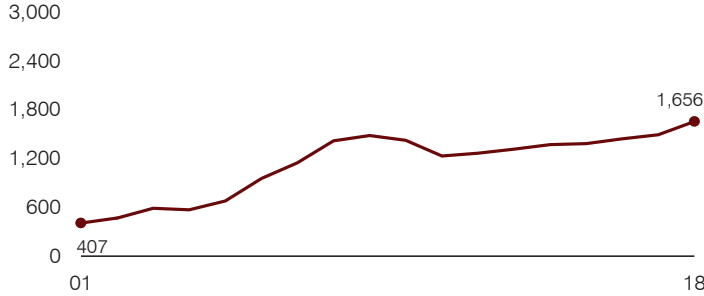
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 31
Small school adjustment	0	0	0 of 31
Federal impact aid	0	0	16 of 31
Voter-approved levy increases	2,382	2,221	21 of 31

**Instructional spending percentage**

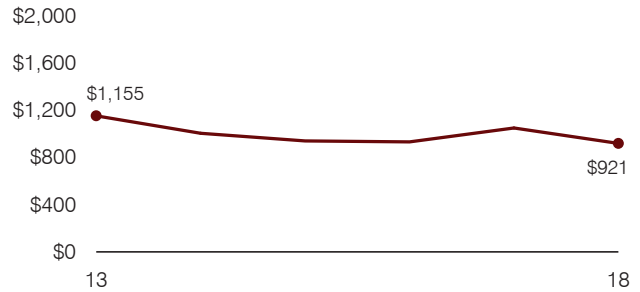
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 52.6 52.3 57.1 54.4 53.1 51.2 53.6 47.1 49.9 49.8 44.5 46.4 44.2 46.0 49.4 49.3 49.7 53.5

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

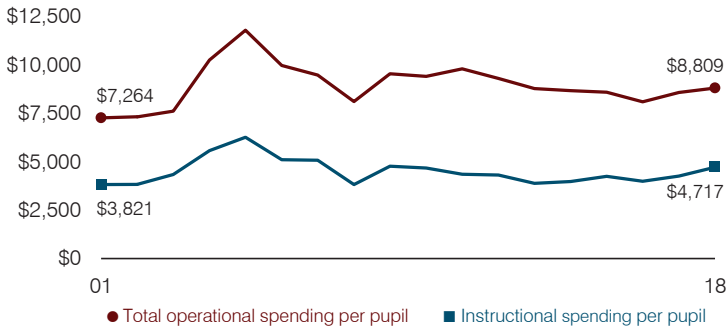
**Students attending**



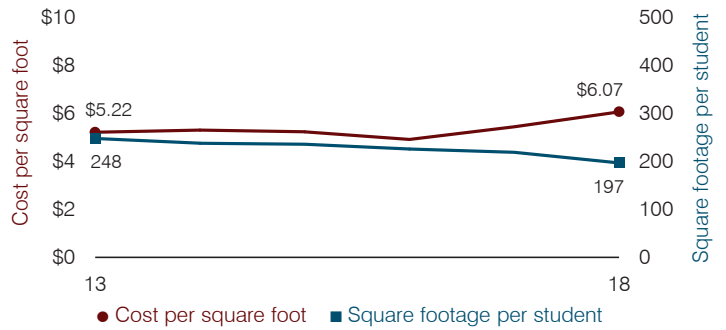
**Administrative cost per pupil**



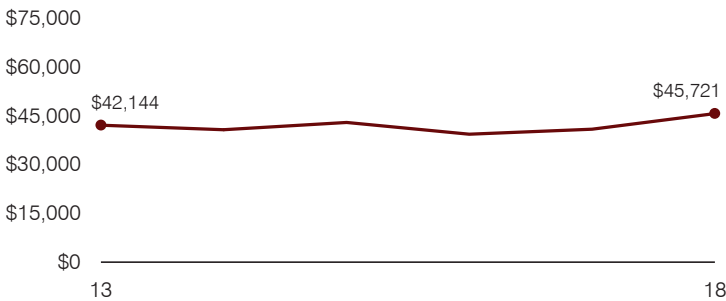
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



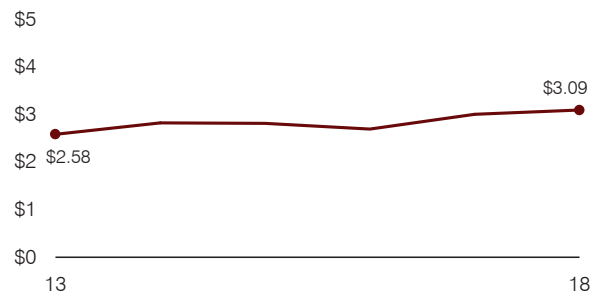
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



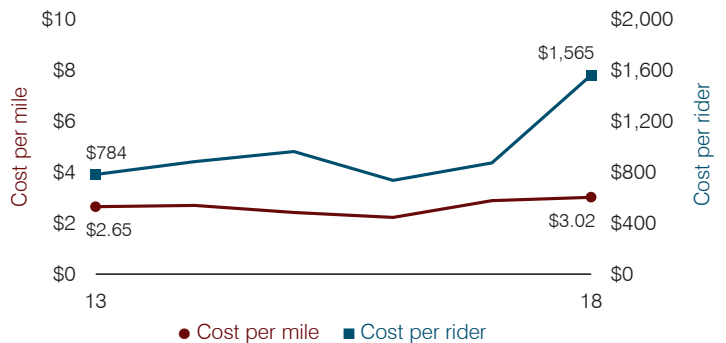
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	12.4%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**



# Safford Unified School District

Graham County

Efficiency peer groups 4 and T-6, Achievement peer group 5<sup>1</sup>

Legislative district(s): 14

District size, location: Medium-large, Town

Students attending: 2,906

Number of schools: 6

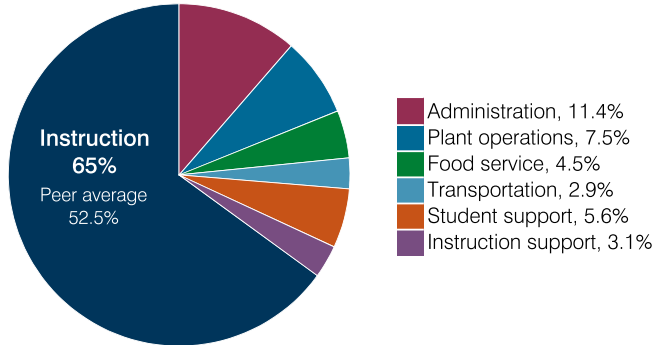
Medium-large, Town

2,906

6

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$825	\$837	\$860
	Students per administrative position	69	69	66
Plant operations	Cost per square foot	\$3.34	\$5.61	\$6.34
	Square footage per student	165	184	156
Food service	Cost per meal	\$2.68	\$3.16	\$3.02
	Cost per mile	\$3.54	\$3.96	\$4.05
Transportation	Cost per rider	\$650	\$721	\$1,301

Very low   Low   Comparable   High   Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,776	\$ 4,754	\$ 4,194	\$ 4,480
Administration	879	825	837	860
Plant operations	587	551	1,004	988
Food service	346	332	421	425
Transportation	186	211	418	388
Student support	375	409	643	693
Instruction support	255	230	480	462
<b>Total operational</b>	<b>7,404</b>	<b>7,312</b>	<b>7,997</b>	<b>8,296</b>
Land and buildings	673	920	570	827
Equipment	535	358	389	409
Interest	16	52	200	228
Other	30	32	69	169
<b>Total nonoperational</b>	<b>1,254</b>	<b>1,362</b>	<b>1,228</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 8,658</b>	<b>\$ 8,674</b>	<b>\$ 9,225</b>	<b>\$ 9,929</b>

<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

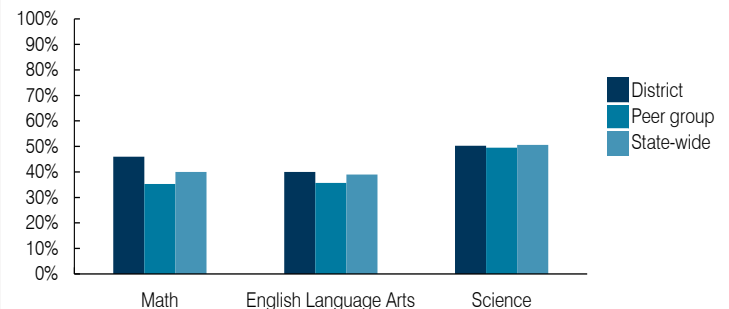
## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools <sup>2</sup>	Percentage of schools
A	1	20%
B	4	80%
C	0	0%
D	0	0%
F	0	0%

<sup>2</sup> Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2017)	81%	86%	78%
Poverty rate (2017)	25%	22%	19%
Special education population	13%	13%	12%
Students per teacher	19.2	17.6	18.4
Average teacher salary	\$56,135	\$44,777	\$48,951
Amount from Prop 301	\$6,757	\$6,708	\$6,411
Average years of teacher experience	13.8	13.0	11.4
Percentage of teachers in first 3 years	20%	17%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 844	\$ 799	\$ 2,385	\$ 1,317
State	4,807	4,617	4,222	4,011
Local	2,292	2,289	3,291	4,592
<b>Total per pupil revenues</b>	<b>\$ 7,943</b>	<b>\$ 7,705</b>	<b>\$ 9,898</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,154	\$ 5,074	\$ 5,443
Grants	1,474	1,174	1,552
Donations and tax credits	59	46	63

### Select revenues from less common sources

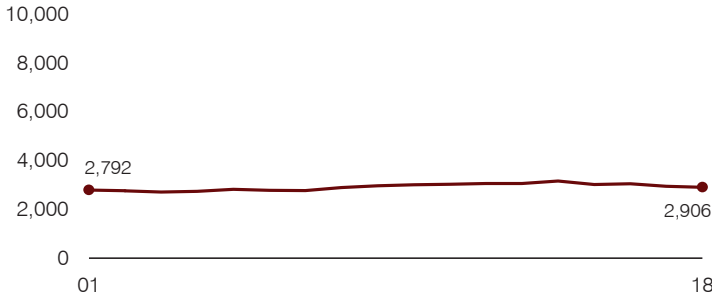
Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	1 of 17
Small school adjustment	0	0	0 of 17
Federal impact aid	0	0	6 of 17
Voter-approved levy increases	1	180	13 of 17

**Instructional spending percentage**

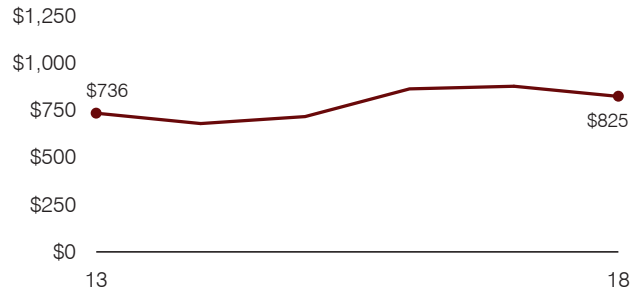
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 58.3 59.8 58.7 59.1 58.1 60.4 60.0 62.7 63.1 60.9 62.8 61.2 63.5 65.1 66.2 63.3 64.5 65.0

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

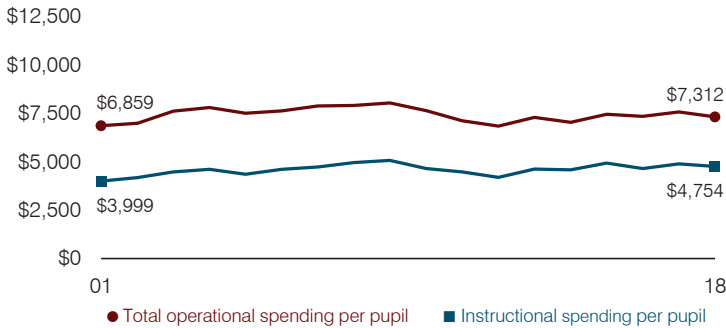
**Students attending**



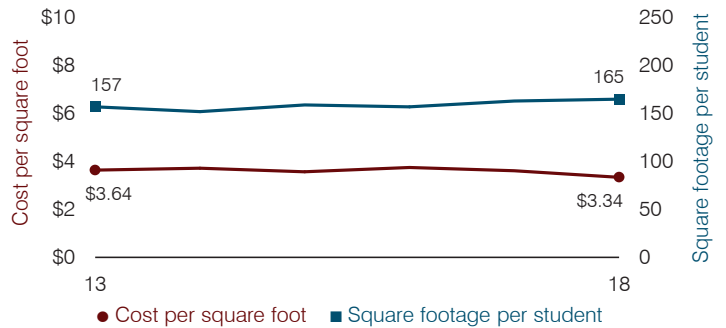
**Administrative cost per pupil**



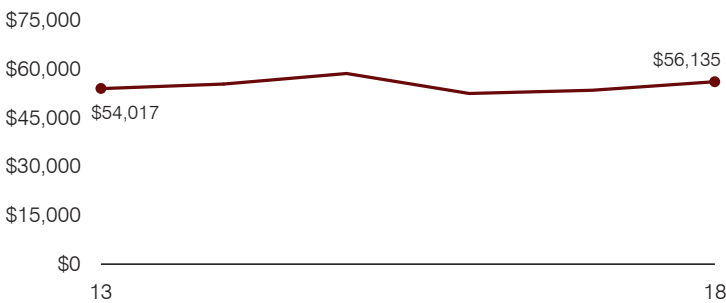
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



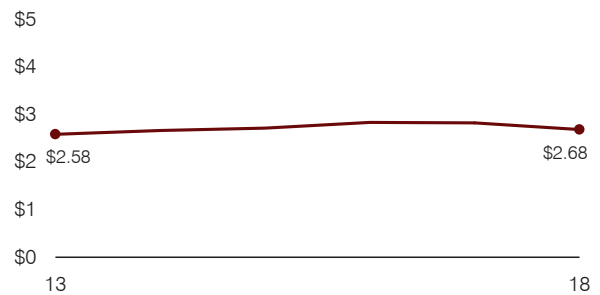
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



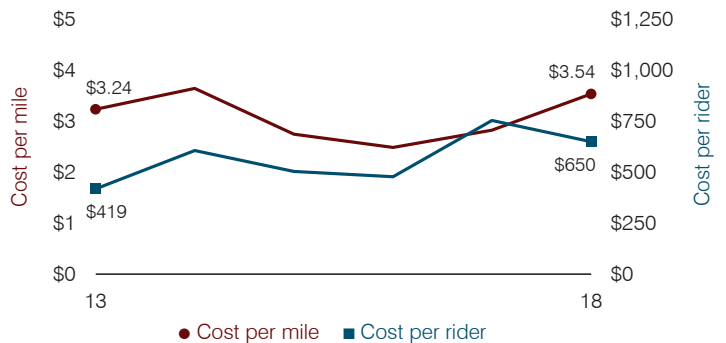
**Financial stress assessment**

Overall financial stress level: **Moderate**

Measure: 2016 through 2018	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	Operating and capital
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	0.8%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

**Transportation costs per mile and per rider**



# Sahuarita Unified School District

Pima County

Efficiency peer groups 4 and T-6, Achievement peer group 4<sup>1</sup>

Legislative district(s): 2 and 14

District size, location:

Medium-large, Town

Students attending:

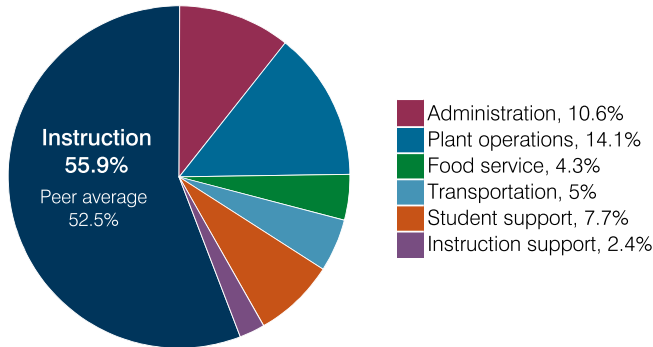
6,245

Number of schools:

8

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$766	\$837	\$860
	Students per administrative position	66	69	66
Plant operations	Cost per square foot	\$7.73	\$5.61	\$6.34
	Square footage per student	131	184	156
Food service	Cost per meal	\$2.94	\$3.16	\$3.02
Transportation	Cost per mile	\$3.33	\$3.96	\$4.05
	Cost per rider	\$731	\$721	\$1,301

Very low
Low
Comparable
High
Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,778	\$ 4,014	\$ 4,194	\$ 4,480
Administration	741	766	837	860
Plant operations	916	1,014	1,004	988
Food service	316	311	421	425
Transportation	345	357	418	388
Student support	535	552	643	693
Instruction support	176	169	480	462
<b>Total operational</b>	<b>6,807</b>	<b>7,183</b>	<b>7,997</b>	<b>8,296</b>
Land and buildings	117	2,409	570	827
Equipment	176	320	389	409
Interest	323	418	200	228
Other	187	187	69	169
<b>Total nonoperational</b>	<b>803</b>	<b>3,334</b>	<b>1,228</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 7,610</b>	<b>\$ 10,517</b>	<b>\$ 9,225</b>	<b>\$ 9,929</b>

<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

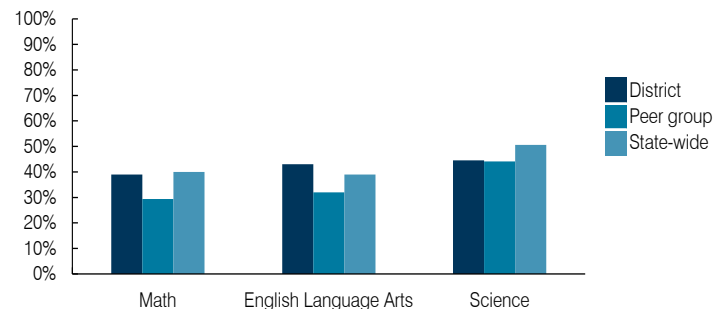
## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools <sup>2</sup>	Percentage of schools
A	1	14%
B	2	29%
C	4	57%
D	0	0%
F	0	0%

<sup>2</sup> Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2017)	88%	85%	78%
Poverty rate (2017)	10%	13%	19%
Special education population	11%	13%	12%
Students per teacher	18.7	16.6	18.4
Average teacher salary	\$45,756	\$47,740	\$48,951
Amount from Prop 301	\$5,862	\$6,338	\$6,411
Average years of teacher experience	9.6	11.9	11.4
Percentage of teachers in first 3 years	21%	17%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 514	\$ 532	\$ 2,385	\$ 1,317
State	3,490	3,733	4,222	4,011
Local	4,417	5,149	3,291	4,592
<b>Total per pupil revenues</b>	<b>\$ 8,421</b>	<b>\$ 9,414</b>	<b>\$ 9,898</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 4,938	\$ 5,013	\$ 5,443
Grants	488	529	1,552
Donations and tax credits	113	201	63

### Select revenues from less common sources

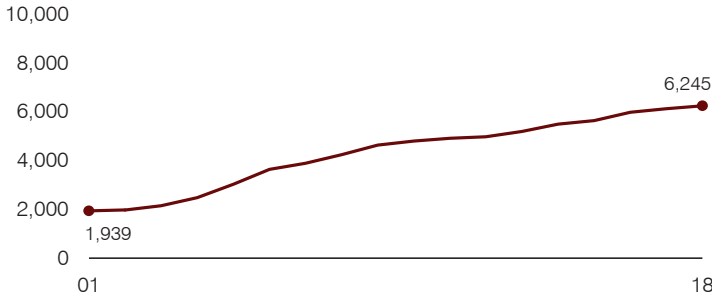
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	1 of 17
Small school adjustment	0	0	0 of 17
Federal impact aid	0	0	6 of 17
Voter-approved levy increases	1,408	1,970	13 of 17

**Instructional spending percentage**

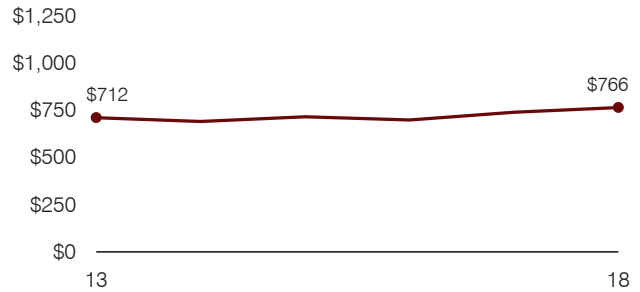
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 50.3 49.2 51.4 54.0 55.8 56.7 54.9 54.7 57.7 56.3 57.7 53.8 53.2 54.5 55.6 54.4 55.5 55.9

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

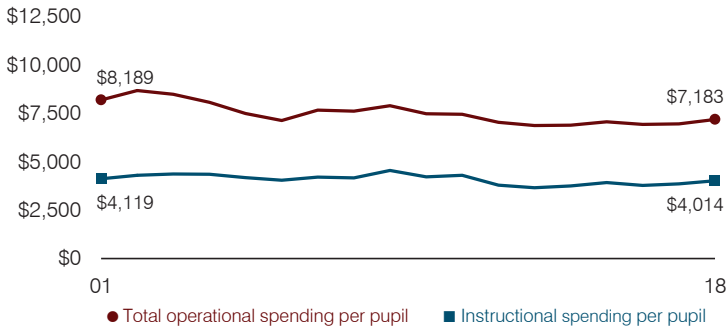
**Students attending**



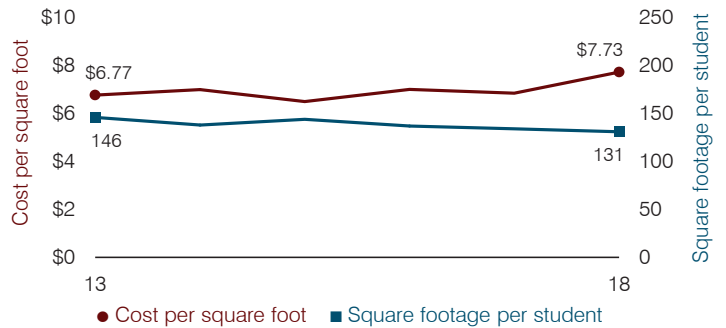
**Administrative cost per pupil**



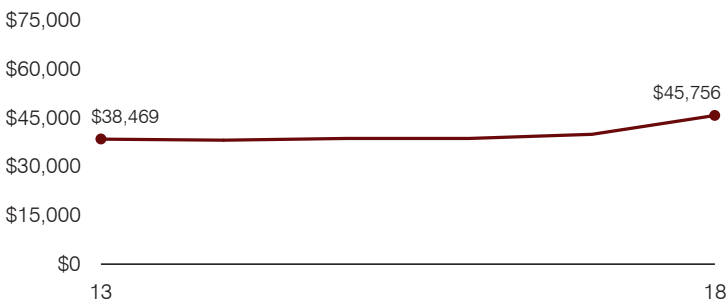
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



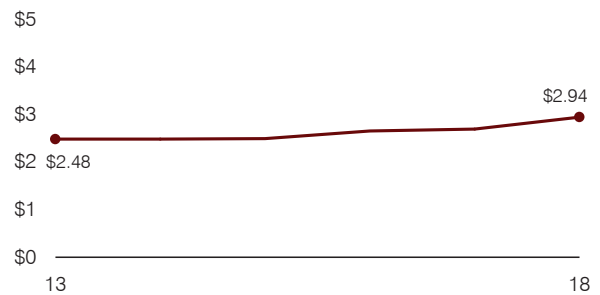
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



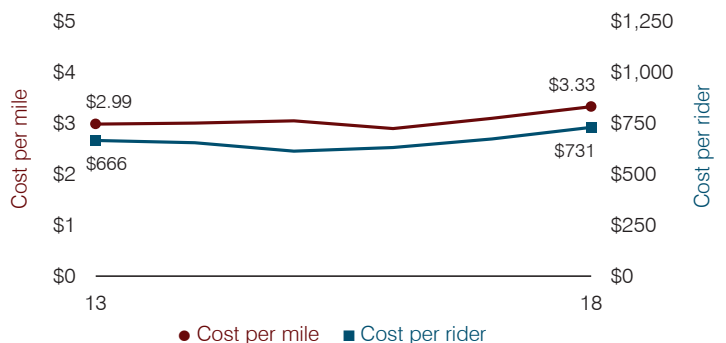
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	10.7%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**



# Salome Consolidated Elementary School District

La Paz County

District size, location:

Very small, Rural

Efficiency peer groups 11 and T-11, Achievement peer group 19<sup>1</sup>

Students attending:

130

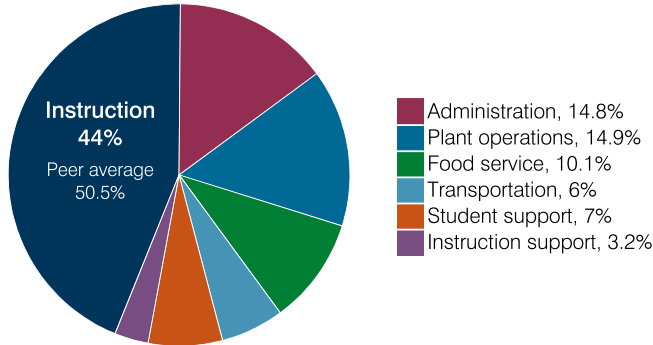
Legislative district(s): 5

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,730	\$3,064	\$860
	Students per administrative position	65	33	66
Plant operations	Cost per square foot	\$7.68	\$7.31	\$6.34
	Square footage per student	228	371	156
Food service	Cost per meal	\$4.39	\$5.79	\$3.02
Transportation	Cost per mile	\$3.87	\$1.94	\$4.05
	Cost per rider	\$840	\$1,614	\$1,301

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,726	\$ 5,146	\$ 8,493	\$ 4,480
Administration	1,892	1,730	3,064	860
Plant operations	1,510	1,748	2,439	988
Food service	1,064	1,179	932	425
Transportation	634	700	973	388
Student support	714	817	656	693
Instruction support	333	379	400	462
<b>Total operational</b>	<b>10,873</b>	<b>11,699</b>	<b>16,957</b>	<b>8,296</b>
Land and buildings	278	658	965	827
Equipment	445	132	562	409
Interest	7	40	25	228
Other	137	129	88	169
<b>Total nonoperational</b>	<b>867</b>	<b>959</b>	<b>1,640</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 11,740</b>	<b>\$ 12,658</b>	<b>\$ 18,597</b>	<b>\$ 9,929</b>

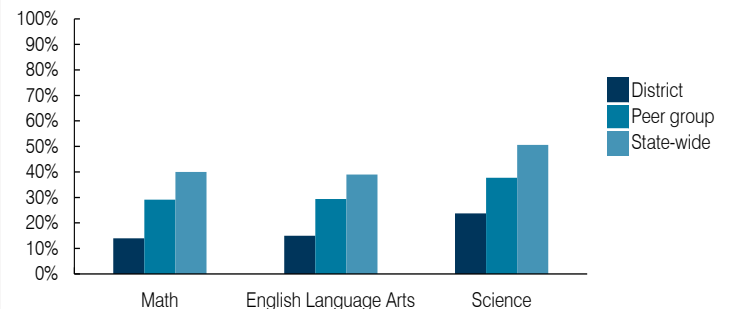
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	0	0%
D	0	0%
F	1	100%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	93%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	33%	32%	19%
Special education population	17%	14%	12%
Students per teacher	14.4	15.6	18.4
Average teacher salary	\$45,521	\$49,189	\$48,951
Amount from Prop 301	\$5,034	\$4,810	\$6,411
Average years of teacher experience	9.1	11.6	11.4
Percentage of teachers in first 3 years	11%	11%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,835	\$ 1,856	\$ 3,021	\$ 1,317
State	2,461	2,846	4,788	4,011
Local	9,215	8,916	12,812	4,592
<b>Total per pupil revenues</b>	<b>\$ 13,511</b>	<b>\$ 13,618</b>	<b>\$ 20,621</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 6,287	\$ 6,215	\$ 8,282
Grants	2,059	2,080	3,020
Donations and tax credits	39	79	125

### Select revenues from less common sources

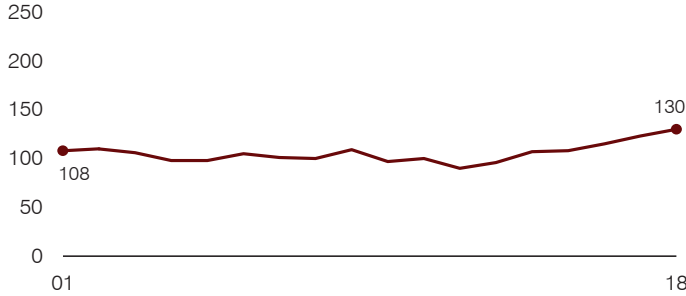
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	3,255	3,859	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

**Instructional spending percentage**

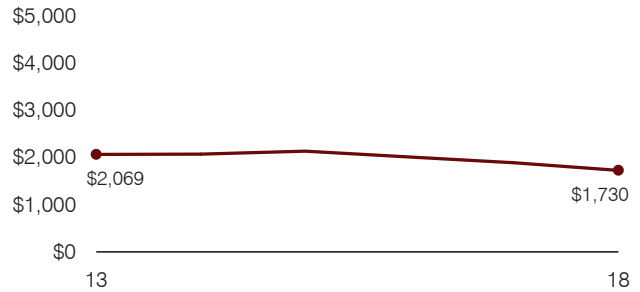
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 48.9 48.3 48.4 46.9 44.5 43.4 39.3 39.5 42.2 44.4 49.5 34.5 39.1 47.5 45.6 41.8 43.5 44.0

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

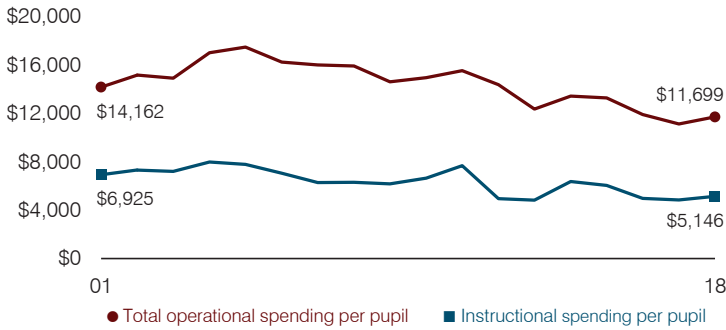
**Students attending**



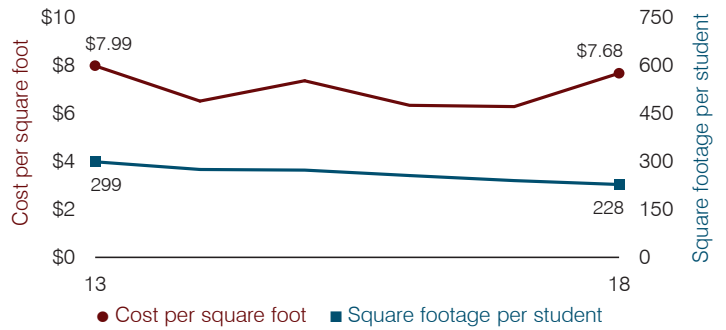
**Administrative cost per pupil**



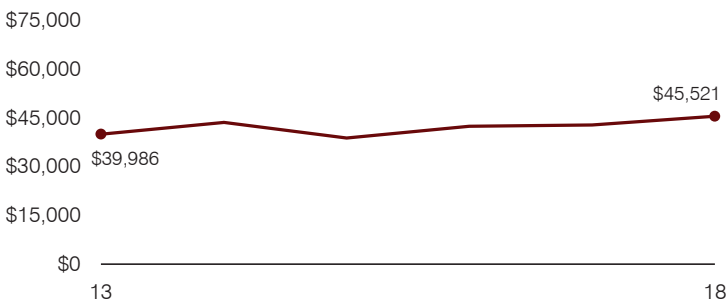
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



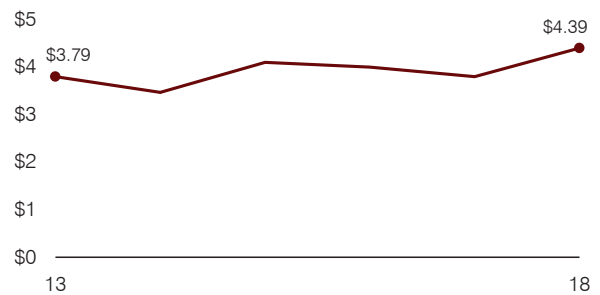
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



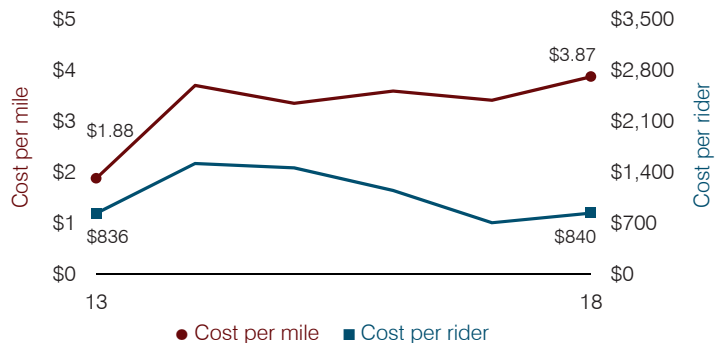
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	13.7%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

**Transportation costs per mile and per rider**





# San Carlos Unified School District

Gila County

Efficiency peer groups 5 and T-6, Achievement peer group 7<sup>1</sup>

Legislative district(s): 7

District size, location:

Medium, Town

Students attending:

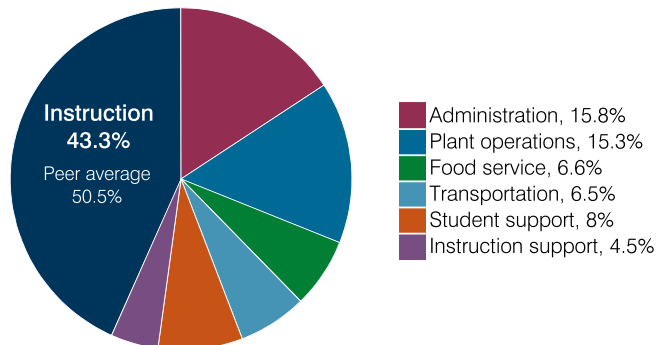
1,478

Number of schools:

3

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,330	\$1,221	\$860
	Students per administrative position	42	54	66
Plant operations	Cost per square foot	\$9.01	\$5.43	\$6.34
	Square footage per student	250	257	156
Food service	Cost per meal	\$3.66	\$3.66	\$3.02
Transportation	Cost per mile	\$6.89	\$3.96	\$4.05
	Cost per rider	\$965	\$721	\$1,301

Very low
Low
Comparable
High
Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 6,667	\$ 6,392	\$ 4,824	\$ 4,480
Administration	2,310	2,330	1,221	860
Plant operations	1,952	2,254	1,365	988
Food service	1,013	981	437	425
Transportation	892	968	532	388
Student support	1,367	1,184	623	693
Instruction support	543	664	359	462
<b>Total operational</b>	<b>14,744</b>	<b>14,773</b>	<b>9,361</b>	<b>8,296</b>
Land and buildings	558	114	799	827
Equipment	564	889	433	409
Interest	0	0	248	228
Other	45	0	71	169
<b>Total nonoperational</b>	<b>1,167</b>	<b>1,003</b>	<b>1,551</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 15,911</b>	<b>\$ 15,776</b>	<b>\$ 10,912</b>	<b>\$ 9,929</b>

<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

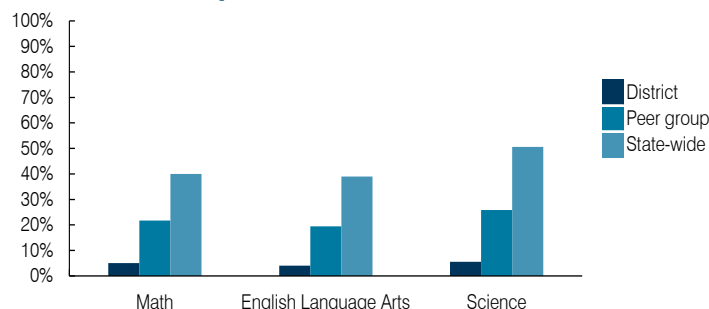
## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools <sup>2</sup>	Percentage of schools
A	0	0%
B	0	0%
C	0	0%
D	0	0%
F	2	100%

<sup>2</sup> Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	86%	91%	94%
Graduation rate (2017)	66%	76%	78%
Poverty rate (2017)	46%	41%	19%
Special education population	13%	12%	12%
Students per teacher	14.4	15.8	18.4
Average teacher salary	\$52,296	\$48,537	\$48,951
Amount from Prop 301	\$3,735	\$5,191	\$6,411
Average years of teacher experience	9.9	12.5	11.4
Percentage of teachers in first 3 years	29%	18%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 15,276	\$ 10,023	\$ 3,917	\$ 1,317
State	5,382	5,784	4,283	4,011
Local	1,161	1,090	4,207	4,592
<b>Total per pupil revenues</b>	<b>\$ 21,819</b>	<b>\$ 16,897</b>	<b>\$ 12,407</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Equalization formula funding	\$ 5,526	\$ 5,750	\$ 5,992	\$ 5,585
Grants	3,153	2,179	1,703	1,241
Donations and tax credits	10	4	147	90

### Select revenues from less common sources

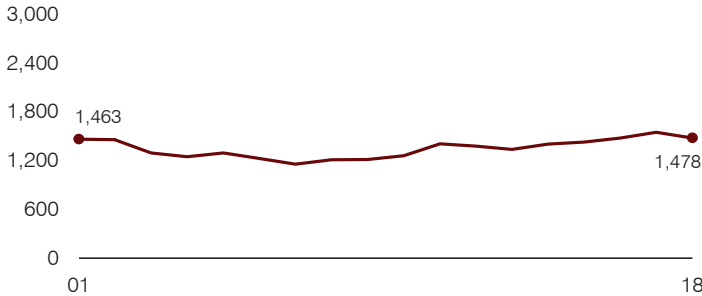
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 31
Small school adjustment	0	0	0 of 31
Federal impact aid	12,172	7,917	16 of 31
Voter-approved levy increases	0	0	21 of 31

**Instructional spending percentage**

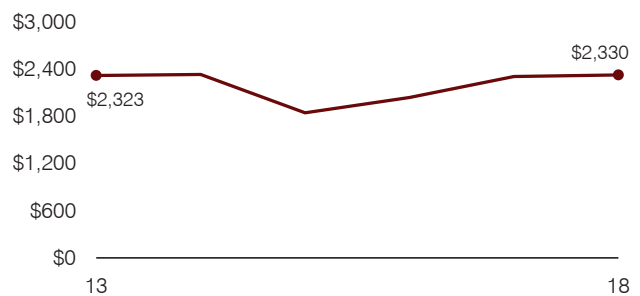
Year:	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Percentage:	48.7	52.2	54.1	52.9	52.5	50.5	54.3	50.7	50.3	48.7	45.5	41.5	42.8	40.6	46.5	44.1	45.2	43.3

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
Fiscal years as indicated

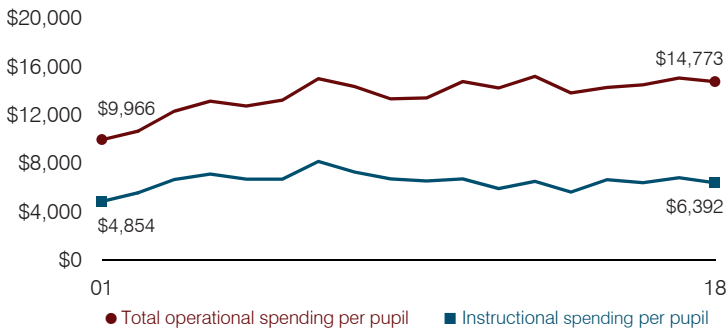
**Students attending**



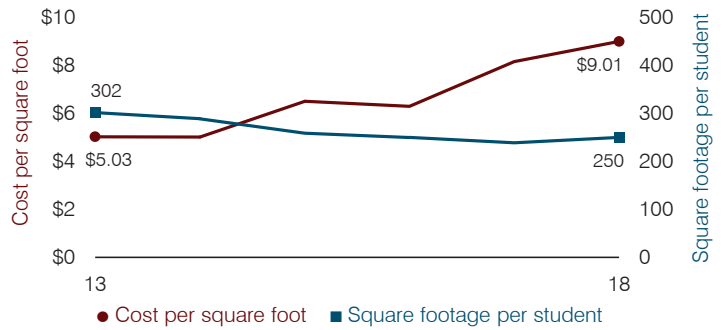
**Administrative cost per pupil**



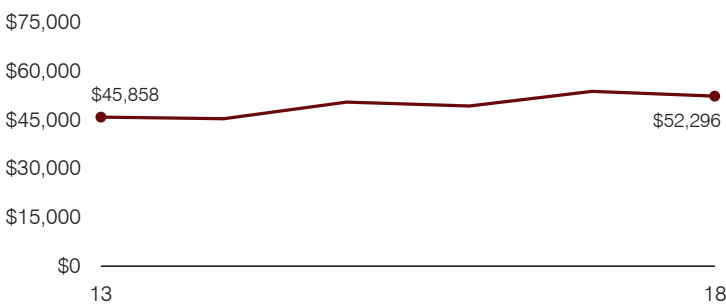
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



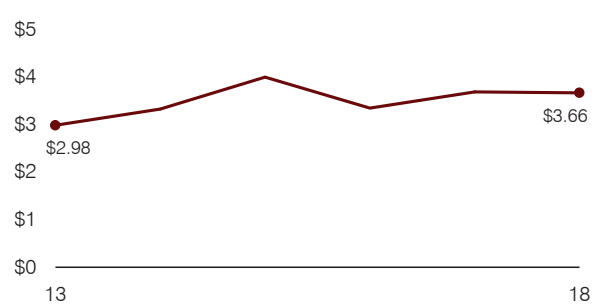
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



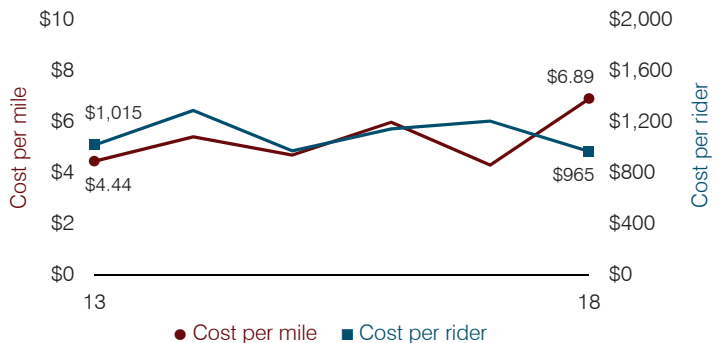
**Financial stress assessment**

Overall financial stress level: Low

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	Impact Aid Fund reserve
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant

Low
Moderate
High

**Transportation costs per mile and per rider**



# San Fernando Elementary School District

Pima County

Efficiency peer group 11 and Achievement peer group 16<sup>1</sup>

Legislative district(s): 2

District size, location:

Very small, Rural

Students attending:

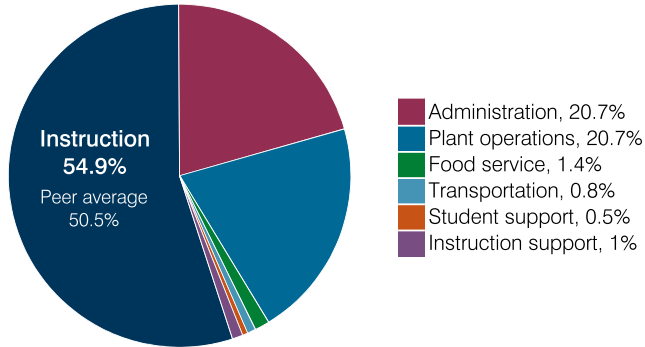
18

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,877	\$3,064	\$860
	Students per administrative position	16	33	66
Plant operations	Cost per square foot	\$14.75	\$7.31	\$6.34
	Square footage per student	262	371	156
Food service	Cost per meal	N/A	\$5.79	\$3.02
Transportation	Cost per mile	N/A	N/A	\$4.05
	Cost per rider	N/A	N/A	\$1,301

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 8,226	\$ 10,284	\$ 8,493	\$ 4,480
Administration	3,062	3,877	3,064	860
Plant operations	3,175	3,866	2,439	988
Food service	492	250	932	425
Transportation	323	146	973	388
Student support	93	101	656	693
Instruction support	597	193	400	462
<b>Total operational</b>	<b>15,968</b>	<b>18,717</b>	<b>16,957</b>	<b>8,296</b>
Land and buildings	43	77	965	827
Equipment	107	605	562	409
Interest	45	0	25	228
Other	0	0	88	169
<b>Total nonoperational</b>	<b>195</b>	<b>682</b>	<b>1,640</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 16,163</b>	<b>\$ 19,399</b>	<b>\$ 18,597</b>	<b>\$ 9,929</b>

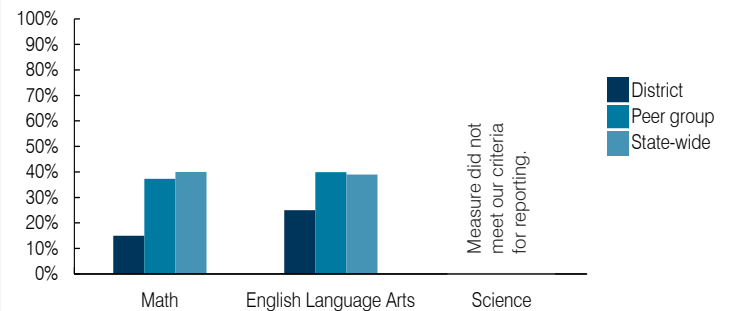
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Letter grade information for District's school was not published by ADE. See Appendix B for more information.

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	0%	12%	19%
Special education population	0%	16%	12%
Students per teacher	8.8	13.4	18.4
Average teacher salary	\$51,281	\$48,478	\$48,951
Amount from Prop 301	\$5,175	\$4,651	\$6,411
Average years of teacher experience	24.5	15.3	11.4
Percentage of teachers in first 3 years	0%	6%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,905	\$ 64	\$ 3,021	\$ 1,317
State	686	1,093	4,788	4,011
Local	20,209	26,769	12,812	4,592
<b>Total per pupil revenues</b>	<b>\$ 22,800</b>	<b>\$ 27,926</b>	<b>\$ 20,621</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Equalization formula funding	\$ 8,206	\$ 7,082	\$ 8,282	\$ 5,585
Grants	506	230	3,020	1,241
Donations and tax credits	46	52	125	90

### Select revenues from less common sources

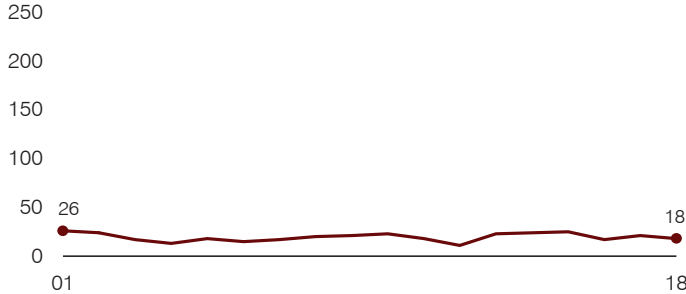
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	4,764	2,837	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

**Instructional spending percentage**

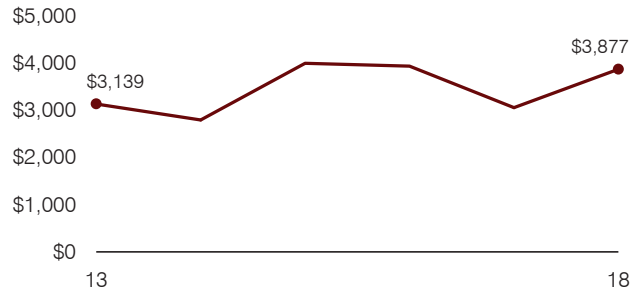
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 45.5 45.7 46.4 38.2 41.8 45.0 52.1 51.2 51.9 46.8 43.9 49.9 44.4 45.3 40.0 44.0 51.5 54.9

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

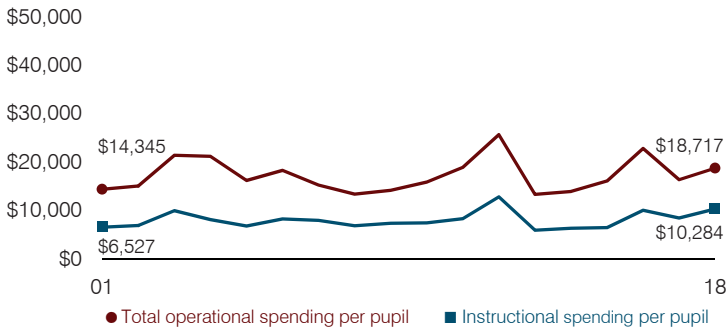
**Students attending**



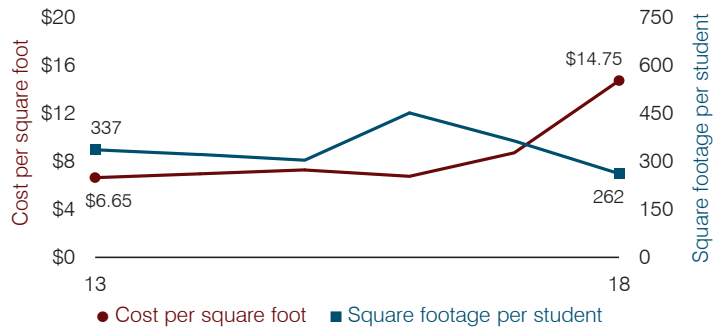
**Administrative cost per pupil**



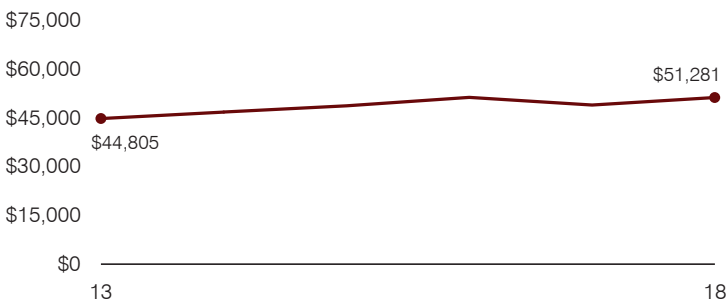
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**

Food service cost per meal trend is not shown because the District did not operate a food service program during all or a substantial portion of fiscal years 2013 through 2018.

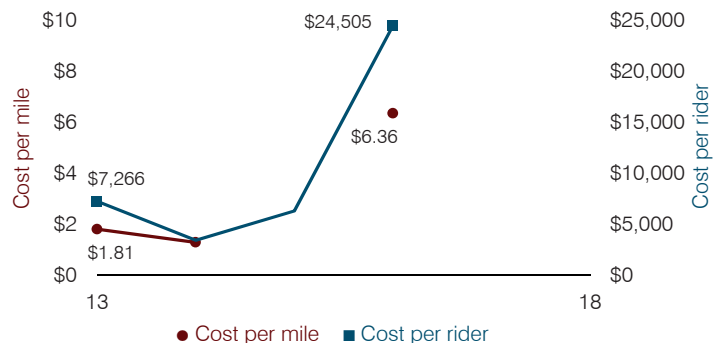
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	52.7%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Not assessed

Legend: **Low** (Green), **Moderate** (Yellow), **High** (Red)

**Transportation costs per mile and per rider**



# San Simon Unified School District

Cochise County

Efficiency peer groups 11 and T-11, Achievement peer group 4<sup>1</sup>

Legislative district(s): 14

District size, location:

Very small, Rural

Students attending:

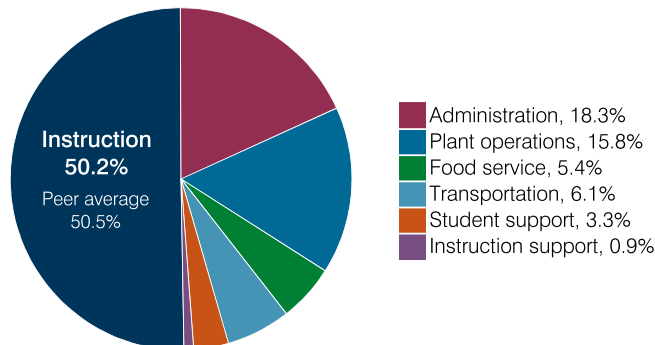
112

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,928	\$3,064	\$860
	Students per administrative position	28	33	66
Plant operations	Cost per square foot	\$6.29	\$7.31	\$6.34
	Square footage per student	403	371	156
Food service	Cost per meal	\$6.14	\$5.79	\$3.02
Transportation	Cost per mile	\$0.87	\$1.94	\$4.05
	Cost per rider	\$1,292	\$1,614	\$1,301

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 7,566	\$ 8,033	\$ 8,493	\$ 4,480
Administration	2,724	2,928	3,064	860
Plant operations	2,463	2,534	2,439	988
Food service	836	865	932	425
Transportation	782	970	973	388
Student support	295	534	656	693
Instruction support	224	151	400	462
<b>Total operational</b>	<b>14,890</b>	<b>16,015</b>	<b>16,957</b>	<b>8,296</b>
Land and buildings	354	365	965	827
Equipment	306	671	562	409
Interest	0	0	25	228
Other	0	0	88	169
<b>Total nonoperational</b>	<b>660</b>	<b>1,036</b>	<b>1,640</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 15,550</b>	<b>\$ 17,051</b>	<b>\$ 18,597</b>	<b>\$ 9,929</b>

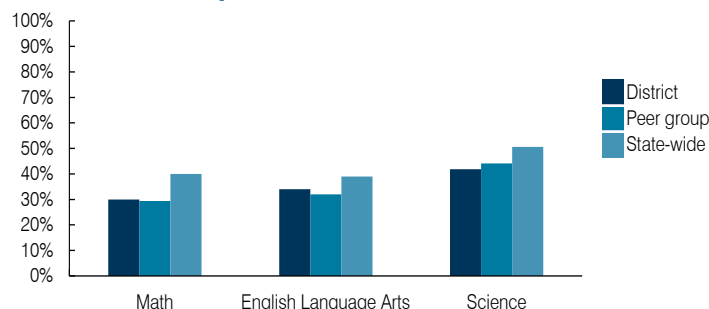
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2017)	N/A	85%	78%
Poverty rate (2017)	10%	13%	19%
Special education population	6%	13%	12%
Students per teacher	11.2	16.6	18.4
Average teacher salary	\$50,287	\$47,740	\$48,951
Amount from Prop 301	\$3,626	\$6,338	\$6,411
Average years of teacher experience	17.7	11.9	11.4
Percentage of teachers in first 3 years	0%	17%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 643	\$ 668	\$ 3,021	\$ 1,317
State	3,832	4,304	4,788	4,011
Local	11,662	11,906	12,812	4,592
<b>Total per pupil revenues</b>	<b>\$ 16,137</b>	<b>\$ 16,878</b>	<b>\$ 20,621</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 7,790	\$ 8,205	\$ 8,282
Grants	856	838	3,020
Donations and tax credits	190	103	125

### Select revenues from less common sources

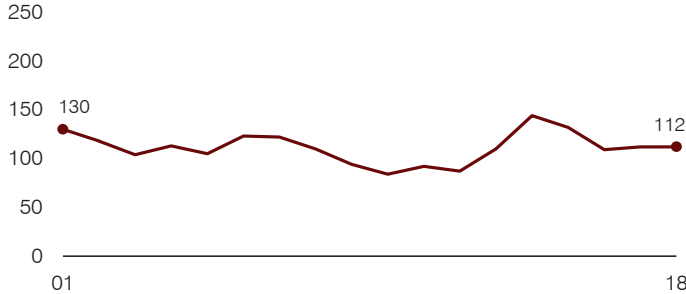
Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	10,012	10,046	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

**Instructional spending percentage**

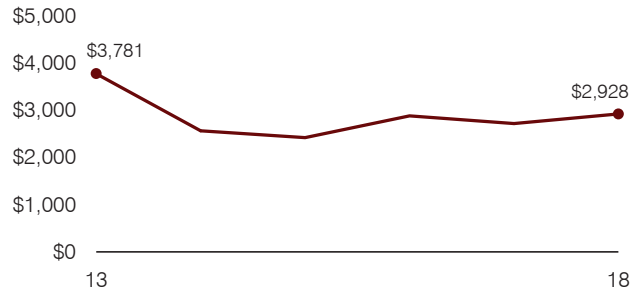
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 52.2 56.8 50.3 51.4 55.0 59.3 58.3 54.3 54.5 56.5 53.1 52.2 53.6 55.6 53.0 47.1 50.8 50.2

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

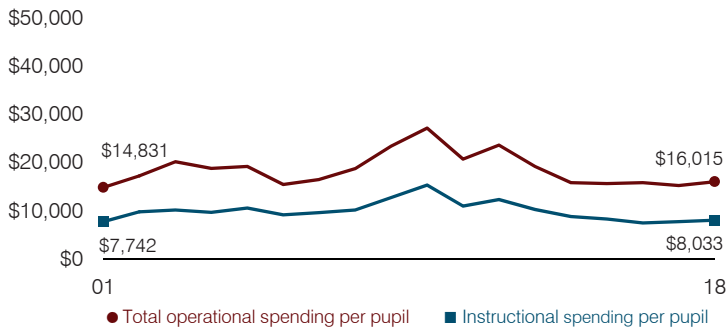
**Students attending**



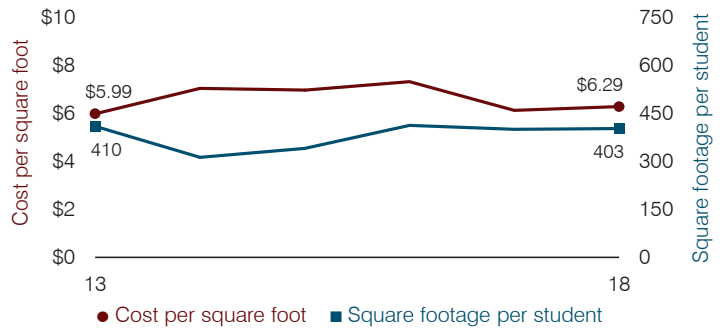
**Administrative cost per pupil**



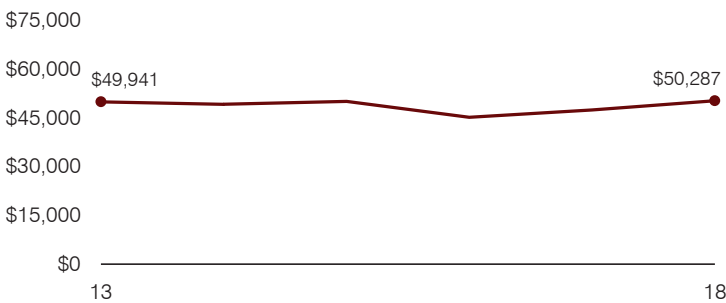
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



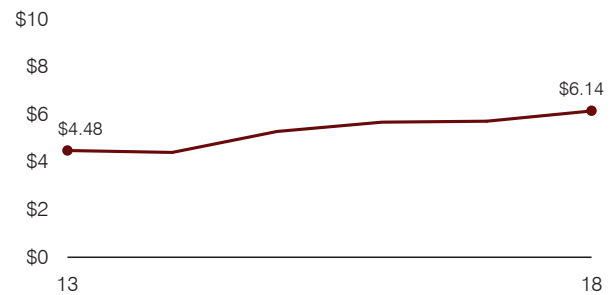
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



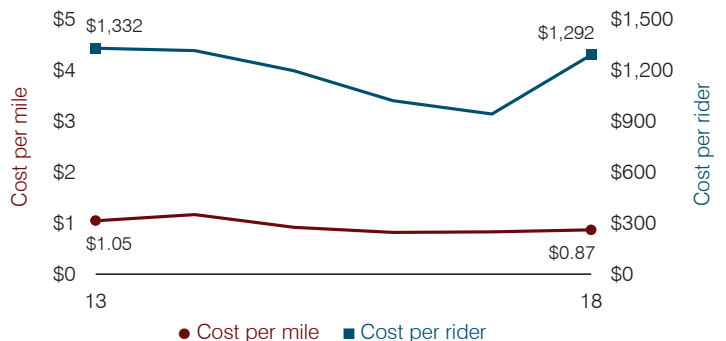
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage, Trend	9.5%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Legend: **Low** (Green), **Moderate** (Yellow), **High** (Red)

**Transportation costs per mile and per rider**



# Sanders Unified School District

Apache County

Efficiency peer groups 5 and T-10, Achievement peer group 7<sup>1</sup>

Legislative district(s): 7

District size, location:

Medium, Rural

Students attending:

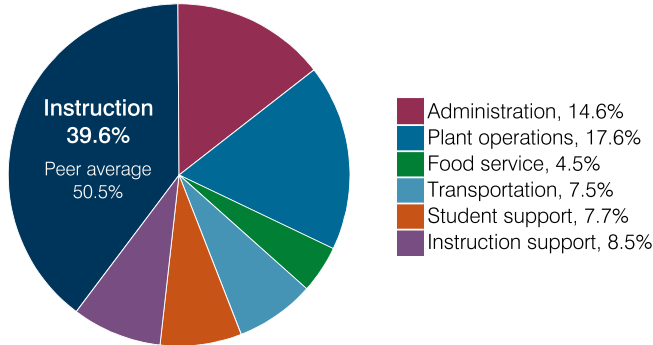
659

Number of schools:

3

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,440	\$1,221	\$860
	Students per administrative position	29	54	66
Plant operations	Cost per square foot	\$5.65	\$5.43	\$6.34
	Square footage per student	521	257	156
Food service	Cost per meal	\$3.42	\$3.66	\$3.02
Transportation	Cost per mile	\$2.94	\$1.95	\$4.05
	Cost per rider	\$1,697	\$1,572	\$1,301

Very low
Low
Comparable
High
Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 6,942	\$ 6,624	\$ 4,824	\$ 4,480
Administration	2,323	2,440	1,221	860
Plant operations	3,015	2,946	1,365	988
Food service	707	744	437	425
Transportation	1,146	1,259	532	388
Student support	1,099	1,281	623	693
Instruction support	1,041	1,425	359	462
<b>Total operational</b>	<b>16,273</b>	<b>16,719</b>	<b>9,361</b>	<b>8,296</b>
Land and buildings	769	213	799	827
Equipment	688	358	433	409
Interest	0	0	248	228
Other	0	1	71	169
<b>Total nonoperational</b>	<b>1,457</b>	<b>572</b>	<b>1,551</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 17,730</b>	<b>\$ 17,291</b>	<b>\$ 10,912</b>	<b>\$ 9,929</b>

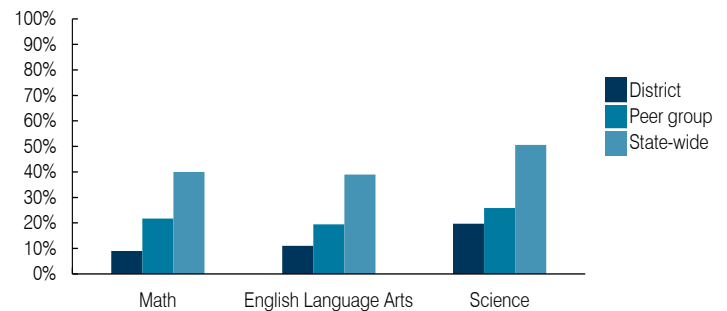
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	0	0%
D	2	67%
F	1	33%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	91%	94%
Graduation rate (2017)	74%	76%	78%
Poverty rate (2017)	44%	41%	19%
Special education population	11%	12%	12%
Students per teacher	12.1	15.8	18.4
Average teacher salary	\$45,697	\$48,537	\$48,951
Amount from Prop 301	\$4,843	\$5,191	\$6,411
Average years of teacher experience	10.2	12.5	11.4
Percentage of teachers in first 3 years	29%	18%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 9,748	\$ 9,948	\$ 3,917	\$ 1,317
State	7,905	6,660	4,283	4,011
Local	863	693	4,207	4,592
<b>Total per pupil revenues</b>	<b>\$ 18,516</b>	<b>\$ 17,301</b>	<b>\$ 12,407</b>	<b>\$ 9,920</b>

#### Select revenues from common sources

Equalization formula funding	\$ 8,178	\$ 7,382	\$ 5,992	\$ 5,585
Grants	3,580	2,940	1,703	1,241
Donations and tax credits	7	5	147	90

#### Select revenues from less common sources

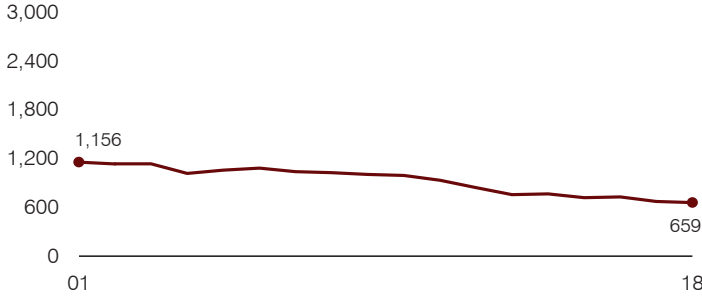
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 31
Small school adjustment	0	0	0 of 31
Federal impact aid	6,544	7,085	16 of 31
Voter-approved levy increases	0	0	21 of 31

**Instructional spending percentage**

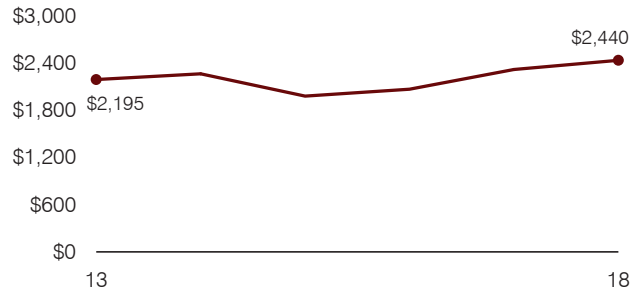
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 41.3 46.3 48.8 52.0 49.0 47.8 50.8 49.1 49.0 48.4 46.5 42.1 42.3 41.1 40.7 41.5 42.7 39.6

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

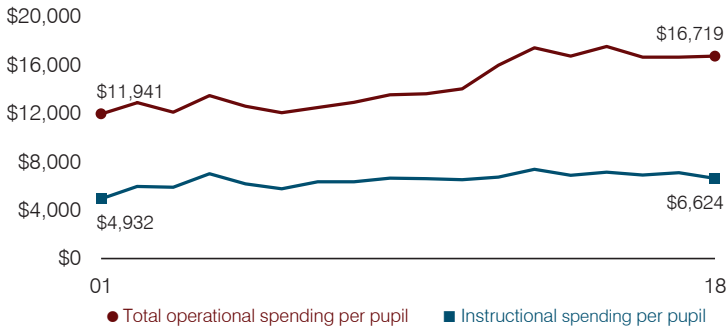
**Students attending**



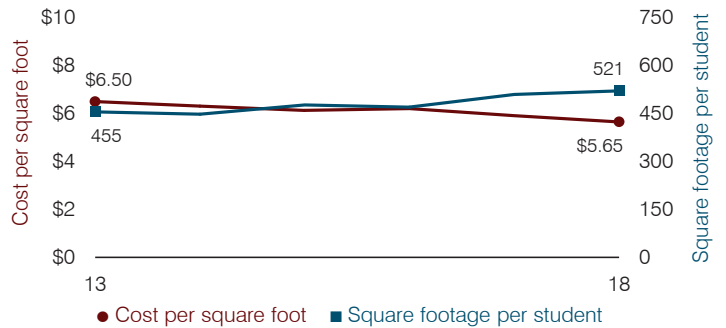
**Administrative cost per pupil**



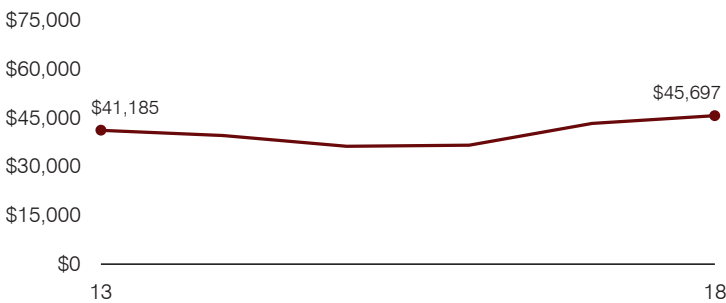
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



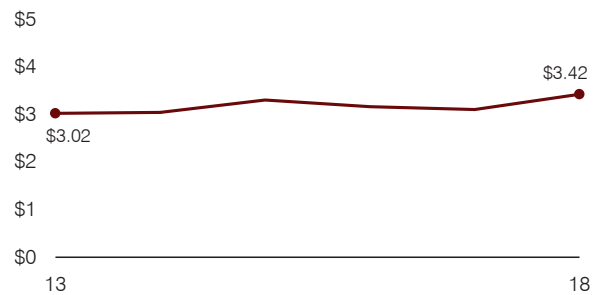
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



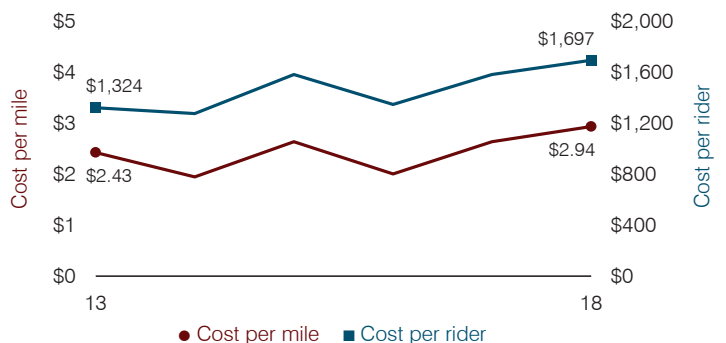
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	11.6%, Varying
Years of capital reserve held	Impact Aid Fund reserve
Current financial and internal control status	Compliant

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**





# Santa Cruz Elementary School District

Santa Cruz County

District size, location:

Small, Rural

Efficiency peer groups 10 and T-10, Achievement peer group 19<sup>1</sup>

Students attending:

221

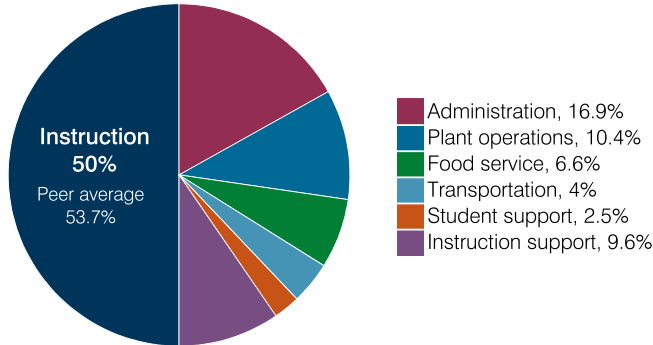
Legislative district(s): 2

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,735	\$1,194	\$860
	Students per administrative position	57	60	66
Plant operations	Cost per square foot	\$9.17	\$6.78	\$6.34
	Square footage per student	117	176	156
Food service	Cost per meal	\$4.07	\$3.40	\$3.02
Transportation	Cost per mile	\$2.48	\$1.95	\$4.05
	Cost per rider	\$791	\$1,572	\$1,301

Legend: Very low (green), Low (blue), Comparable (yellow), High (orange), Very high (red)

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,763	\$ 5,127	\$ 5,096	\$ 4,480
Administration	1,682	1,735	1,194	860
Plant operations	937	1,069	1,071	988
Food service	644	673	535	425
Transportation	473	407	586	388
Student support	250	261	498	693
Instruction support	830	982	379	462
<b>Total operational</b>	<b>9,579</b>	<b>10,254</b>	<b>9,359</b>	<b>8,296</b>
Land and buildings	286	561	208	827
Equipment	644	354	260	409
Interest	25	18	143	228
Other	0	0	173	169
<b>Total nonoperational</b>	<b>955</b>	<b>933</b>	<b>784</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 10,534</b>	<b>\$ 11,187</b>	<b>\$ 10,143</b>	<b>\$ 9,929</b>

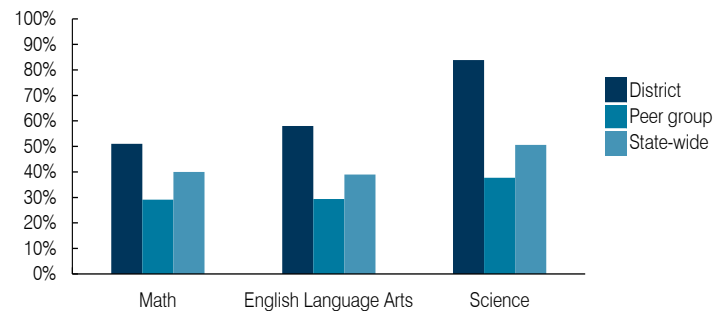
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	30%	32%	19%
Special education population	8%	14%	12%
Students per teacher	15.8	15.6	18.4
Average teacher salary	\$58,348	\$49,189	\$48,951
Amount from Prop 301	\$6,716	\$4,810	\$6,411
Average years of teacher experience	14.5	11.6	11.4
Percentage of teachers in first 3 years	7%	11%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,642	\$ 2,134	\$ 2,311	\$ 1,317
State	6,811	7,328	4,860	4,011
Local	1,630	2,498	4,359	4,592
<b>Total per pupil revenues</b>	<b>\$ 10,083</b>	<b>\$ 11,960</b>	<b>\$ 11,530</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District 2017	District 2018	Peer average 2018	State average 2018
Equalization formula funding	\$ 7,194	\$ 7,099	\$ 6,817	\$ 5,585
Grants	1,649	2,550	1,722	1,241
Donations and tax credits	1	7	226	90

### Select revenues from less common sources

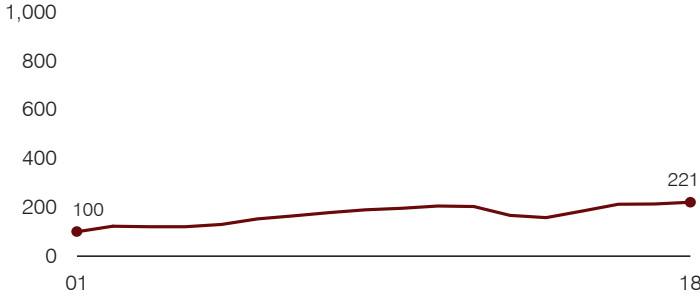
Source	District 2017	District 2018	Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 11
Small school adjustment	0	0	0 of 11
Federal impact aid	0	0	3 of 11
Voter-approved levy increases	0	0	6 of 11

**Instructional spending percentage**

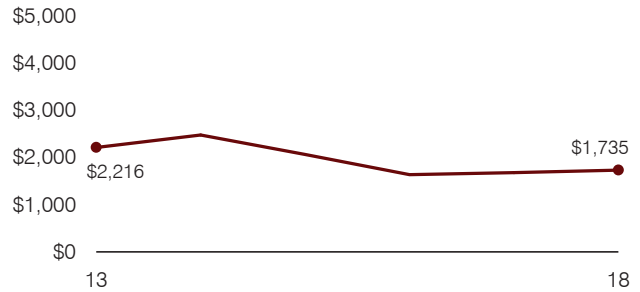
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 68.6 70.4 68.6 65.7 70.4 60.9 56.8 58.8 59.7 54.7 52.1 51.5 55.2 54.7 49.2 49.1 49.7 50.0

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

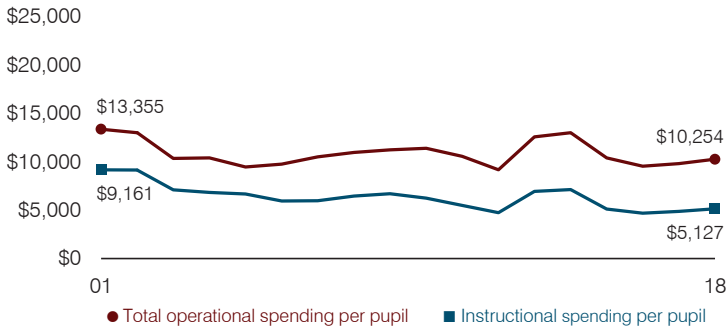
**Students attending**



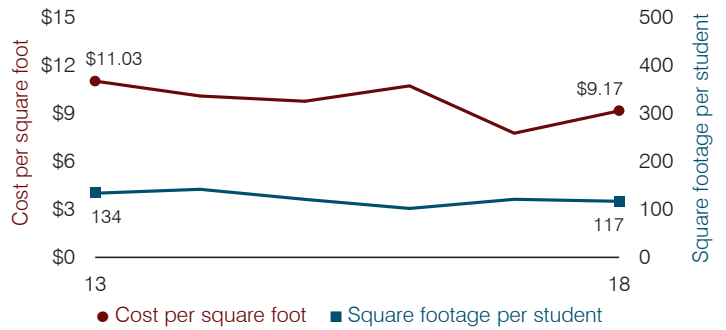
**Administrative cost per pupil**



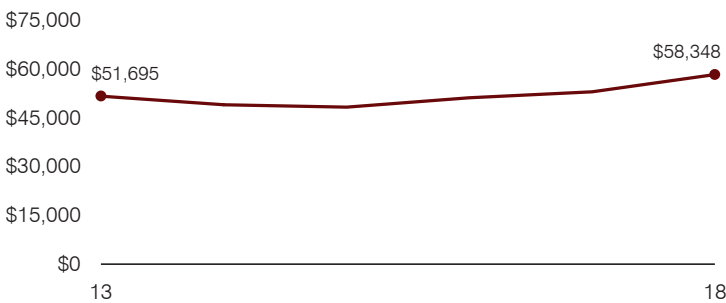
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



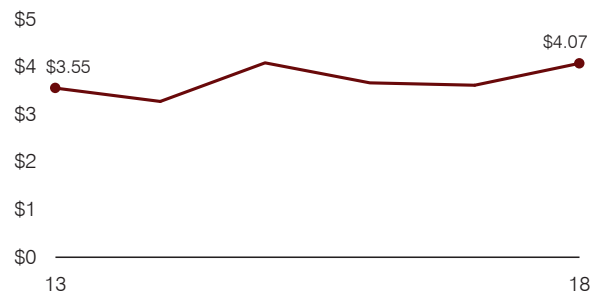
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



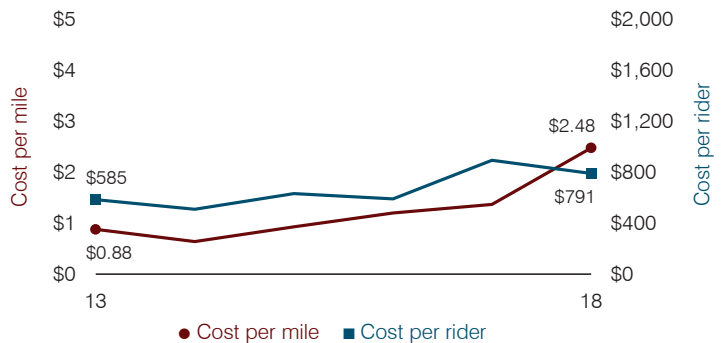
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	4.5%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

**Transportation costs per mile and per rider**



# Santa Cruz Valley Unified School District

Santa Cruz County

District size, location:

Medium-large, Town

Efficiency peer groups 4 and T-7, Achievement peer group 5<sup>1</sup>

Students attending:

3,259

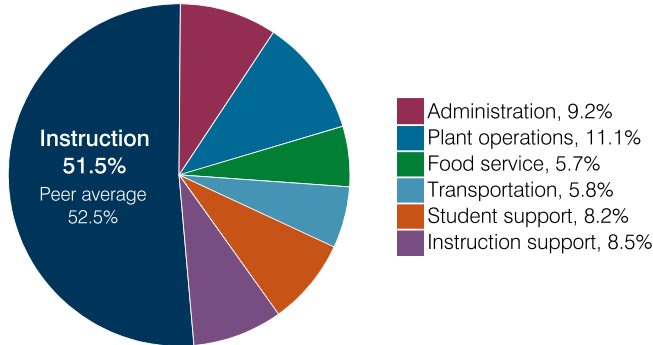
Legislative district(s): 2

Number of schools:

5

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$761	\$837	\$860
	Students per administrative position	66	69	66
Plant operations	Cost per square foot	\$6.03	\$5.61	\$6.34
	Square footage per student	152	184	156
Food service	Cost per meal	\$2.94	\$3.16	\$3.02
Transportation	Cost per mile	\$3.29	\$3.35	\$4.05
	Cost per rider	\$902	\$1,057	\$1,301

Very low
Low
Comparable
High
Very high

### Per pupil spending

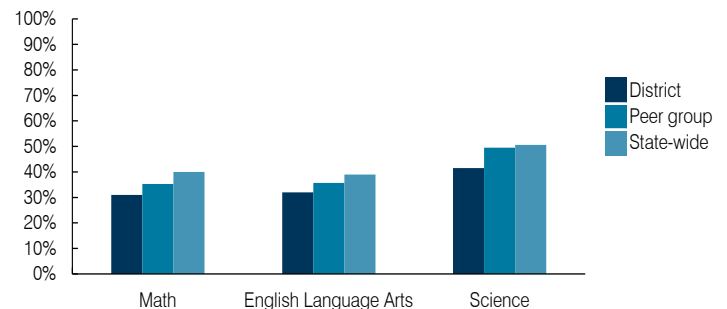
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,869	\$ 4,238	\$ 4,194	\$ 4,480
Administration	764	761	837	860
Plant operations	902	915	1,004	988
Food service	456	472	421	425
Transportation	442	475	418	388
Student support	632	674	643	693
Instruction support	647	698	480	462
<b>Total operational</b>	<b>7,712</b>	<b>8,233</b>	<b>7,997</b>	<b>8,296</b>
Land and buildings	3	7	570	827
Equipment	116	158	389	409
Interest	27	56	200	228
Other	10	35	69	169
<b>Total nonoperational</b>	<b>156</b>	<b>256</b>	<b>1,228</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 7,868</b>	<b>\$ 8,489</b>	<b>\$ 9,225</b>	<b>\$ 9,929</b>

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	1	20%
B	2	40%
C	2	40%
D	0	0%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2017)	92%	86%	78%
Poverty rate (2017)	25%	22%	19%
Special education population	10%	13%	12%
Students per teacher	16.6	17.6	18.4
Average teacher salary	\$41,468	\$44,777	\$48,951
Amount from Prop 301	\$7,191	\$6,708	\$6,411
Average years of teacher experience	10.5	13.0	11.4
Percentage of teachers in first 3 years	18%	17%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,399	\$ 1,346	\$ 2,385	\$ 1,317
State	4,393	4,557	4,222	4,011
Local	1,792	2,076	3,291	4,592
<b>Total per pupil revenues</b>	<b>\$ 7,584</b>	<b>\$ 7,979</b>	<b>\$ 9,898</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,355	\$ 5,403	\$ 5,443
Grants	1,440	1,492	1,552
Donations and tax credits	56	77	63

### Select revenues from less common sources

Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	1 of 17
Small school adjustment	0	0	0 of 17
Federal impact aid	0	0	6 of 17
Voter-approved levy increases	390	391	13 of 17

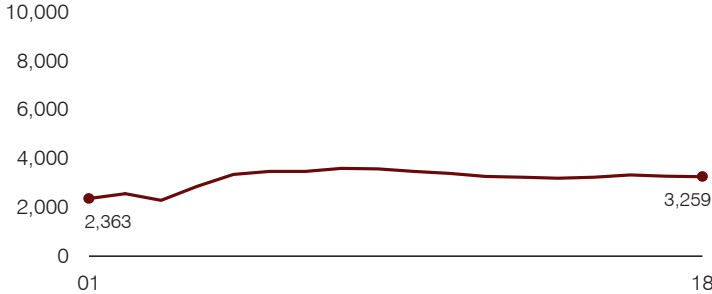
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

**Instructional spending percentage**

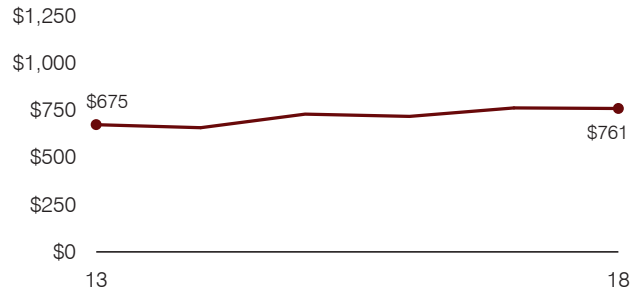
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 58.2 58.7 55.6 53.8 58.2 59.0 57.4 56.7 55.5 53.3 54.5 53.5 48.7 50.6 50.4 50.5 50.2 51.5

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

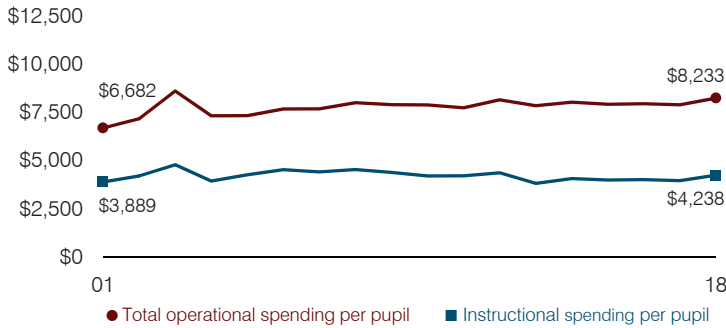
**Students attending**



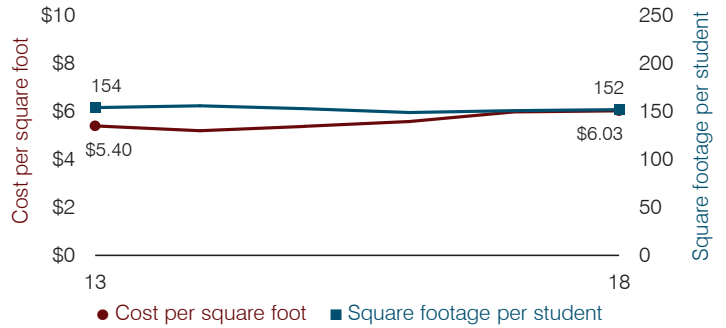
**Administrative cost per pupil**



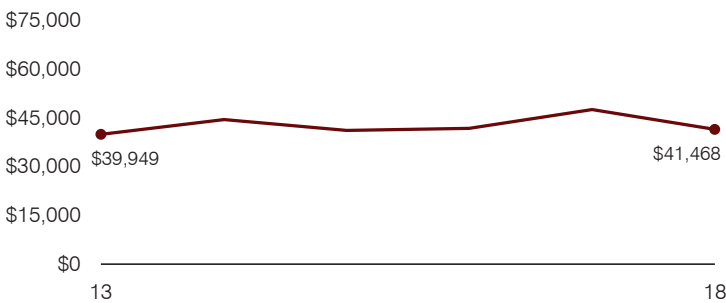
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



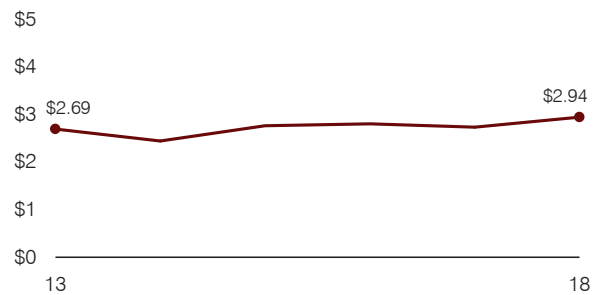
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



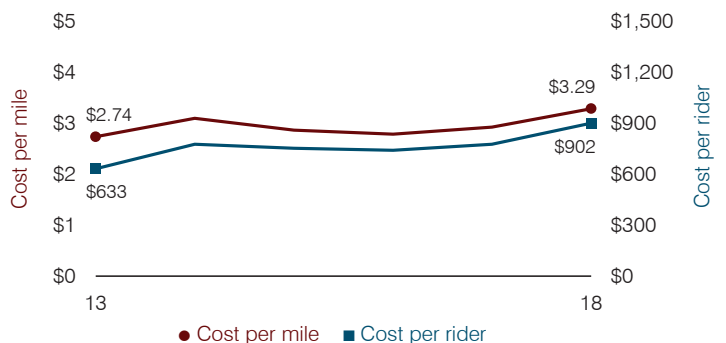
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	5.2%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**



# Santa Cruz Valley Union High School District

Pinal County

Efficiency peer groups 6 and T-10, Achievement peer group 11<sup>1</sup>

Legislative district(s): 8 and 11

District size, location:

Small, Town

Students attending:

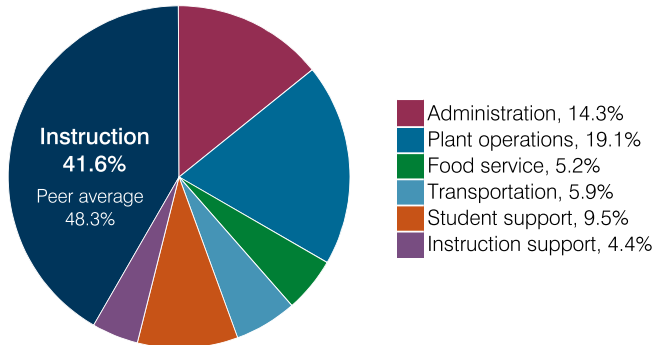
409

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,579	\$1,744	\$860
	Students per administrative position	42	43	66
Plant operations	Cost per square foot	\$5.67	\$5.27	\$6.34
	Square footage per student	371	321	156
Food service	Cost per meal	\$4.23	\$3.96	\$3.02
Transportation	Cost per mile	\$3.69	\$1.95	\$4.05
	Cost per rider	\$2,768	\$1,572	\$1,301

Very low
Low
Comparable
High
Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,284	\$ 4,578	\$ 5,556	\$ 4,480
Administration	1,460	1,579	1,744	860
Plant operations	1,700	2,100	1,706	988
Food service	497	568	546	425
Transportation	554	656	592	388
Student support	900	1,045	672	693
Instruction support	417	487	393	462
<b>Total operational</b>	<b>9,812</b>	<b>11,013</b>	<b>11,209</b>	<b>8,296</b>
Land and buildings	1,097	5,279	1,077	827
Equipment	1,372	1,246	601	409
Interest	159	467	162	228
Other	12	9	60	169
<b>Total nonoperational</b>	<b>2,640</b>	<b>7,001</b>	<b>1,900</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 12,452</b>	<b>\$ 18,014</b>	<b>\$ 13,109</b>	<b>\$ 9,929</b>

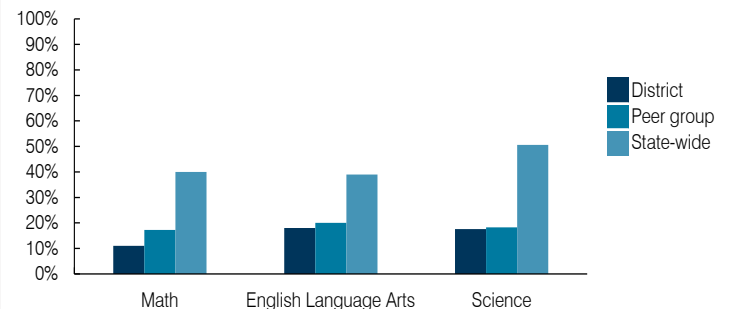
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	0	0%
D	1	100%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	91%	92%	94%
Graduation rate (2017)	71%	76%	78%
Poverty rate (2017)	22%	21%	19%
Special education population	12%	12%	12%
Students per teacher	21.7	18.6	18.4
Average teacher salary	\$45,131	\$46,495	\$48,951
Amount from Prop 301	\$9,472	\$6,895	\$6,411
Average years of teacher experience	9.6	12.4	11.4
Percentage of teachers in first 3 years	0%	13%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,138	\$ 1,440	\$ 2,405	\$ 1,317
State	3,130	2,852	4,080	4,011
Local	9,367	9,738	8,027	4,592
<b>Total per pupil revenues</b>	<b>\$ 13,635</b>	<b>\$ 14,030</b>	<b>\$ 14,512</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 6,657	\$ 6,847	\$ 7,175
Grants	1,321	1,959	2,252
Donations and tax credits	86	44	337

### Select revenues from less common sources

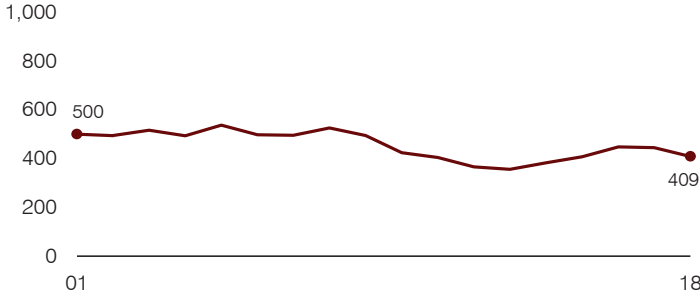
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 18
Small school adjustment	0	0	5 of 18
Federal impact aid	0	0	3 of 18
Voter-approved levy increases	3,299	2,880	14 of 18

**Instructional spending percentage**

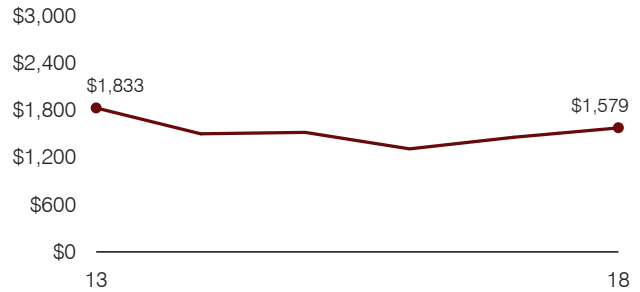
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 54.7 54.3 52.8 52.2 49.6 49.0 47.6 41.5 44.2 36.1 41.7 43.2 39.8 40.3 41.1 41.7 43.7 41.6

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

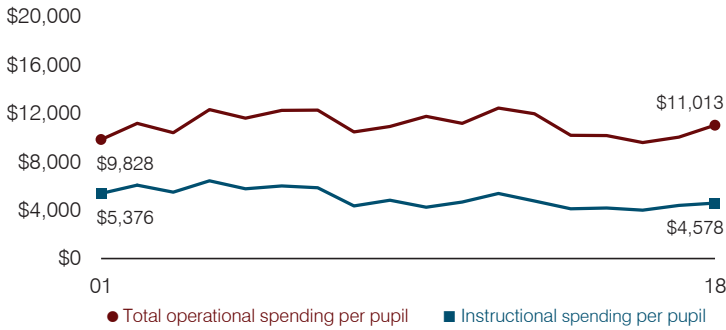
**Students attending**



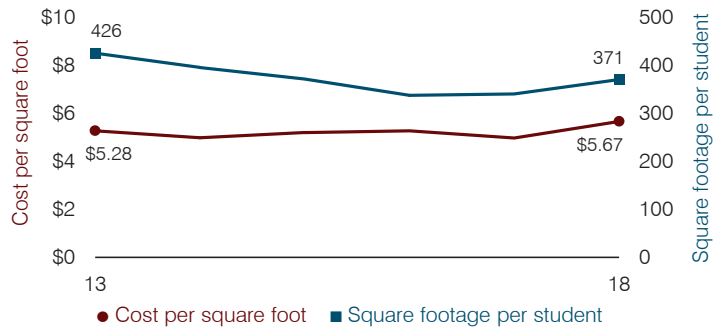
**Administrative cost per pupil**



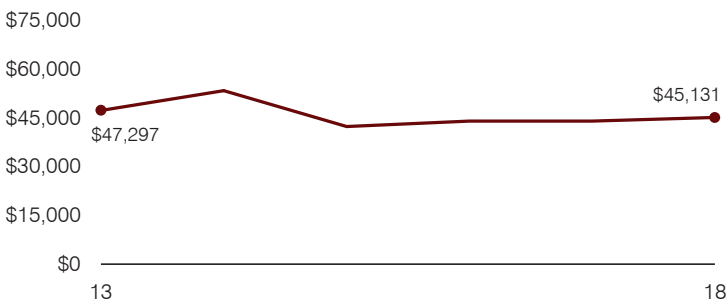
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



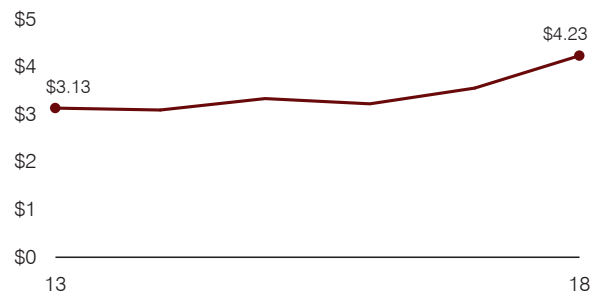
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



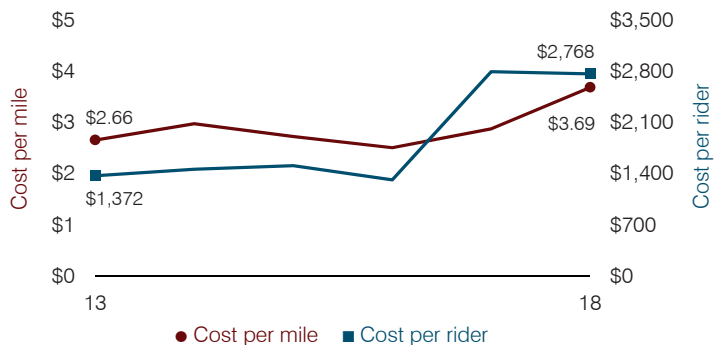
**Financial stress assessment**

Overall financial stress level: **Moderate**

Measure: 2016 through 2018	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Mixed election results
Operating reserve percentage, Trend	9.0%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**



# Scottsdale Unified School District

Maricopa County

Efficiency peer groups 1 and T-5, Achievement peer group 2<sup>1</sup>

Legislative district(s): 23, 24, 26, and 28

District size, location:

Very large, City

Students attending:

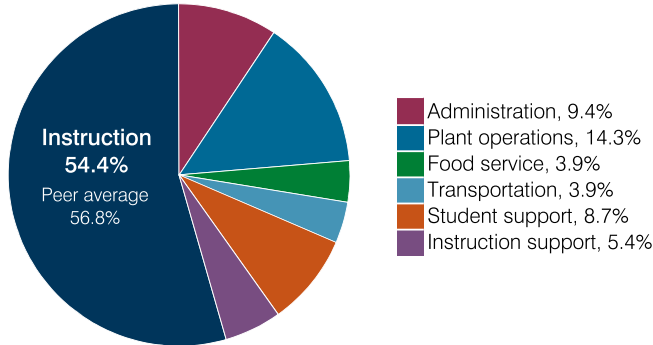
22,260

Number of schools:

29

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$762	\$712	\$860
	Students per administrative position	77	80	66
Plant operations	Cost per square foot	\$6.25	\$6.18	\$6.34
	Square footage per student	186	149	156
Food service	Cost per meal	\$2.40	\$2.87	\$3.02
Transportation	Cost per mile	\$4.63	\$3.90	\$4.05
	Cost per rider	\$1,570	\$1,931	\$1,301

Very low    Low    Comparable    High    Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,254	\$ 4,400	\$ 4,531	\$ 4,480
Administration	768	762	712	860
Plant operations	1,122	1,160	916	988
Food service	331	318	331	425
Transportation	337	317	358	388
Student support	711	706	704	693
Instruction support	418	431	395	462
<b>Total operational</b>	<b>7,941</b>	<b>8,094</b>	<b>7,947</b>	<b>8,296</b>
Land and buildings	299	1,764	631	827
Equipment	216	551	317	409
Interest	361	363	232	228
Other	271	236	207	169
<b>Total nonoperational</b>	<b>1,147</b>	<b>2,914</b>	<b>1,387</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 9,088</b>	<b>\$ 11,008</b>	<b>\$ 9,334</b>	<b>\$ 9,929</b>

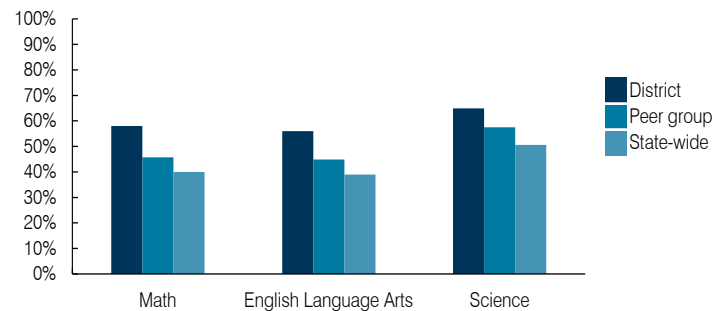
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	19	66%
B	7	24%
C	3	10%
D	0	0%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	91%	90%	78%
Poverty rate (2017)	9%	12%	19%
Special education population	9%	13%	12%
Students per teacher	17.3	18.5	18.4
Average teacher salary	\$48,099	\$47,265	\$48,951
Amount from Prop 301	\$6,451	\$6,556	\$6,411
Average years of teacher experience	13.5	11.5	11.4
Percentage of teachers in first 3 years	20%	19%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 733	\$ 725	\$ 875	\$ 1,317
State	1,607	1,800	3,546	4,011
Local	7,988	8,279	5,443	4,592
<b>Total per pupil revenues</b>	<b>\$ 10,328</b>	<b>\$ 10,804</b>	<b>\$ 9,864</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Equalization formula funding	\$ 5,387	\$ 5,471	\$ 5,492	\$ 5,585
Grants	724	763	937	1,241
Donations and tax credits	184	184	94	90

### Select revenues from less common sources

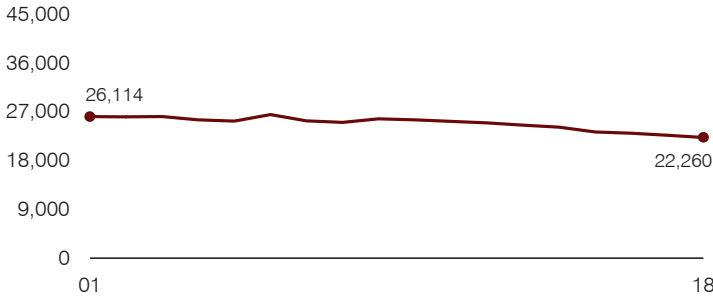
			Number of peers receiving
Desegregation	\$ 326	\$ 332	4 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	0	0	2 of 10
Voter-approved levy increases	2,099	2,196	10 of 10

**Instructional spending percentage**

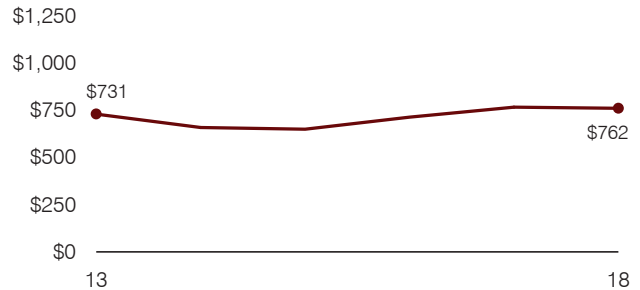
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 58.6 59.0 61.5 63.7 62.3 60.5 61.3 60.4 57.7 59.5 57.7 58.7 57.9 54.5 53.9 53.6 53.6 54.4

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

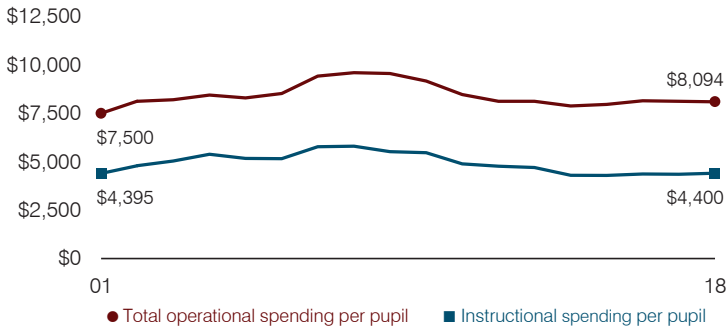
**Students attending**



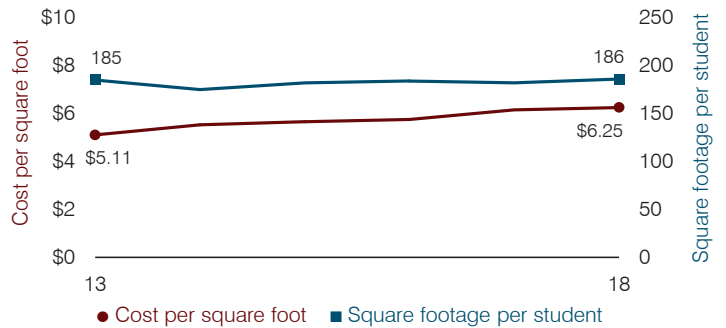
**Administrative cost per pupil**



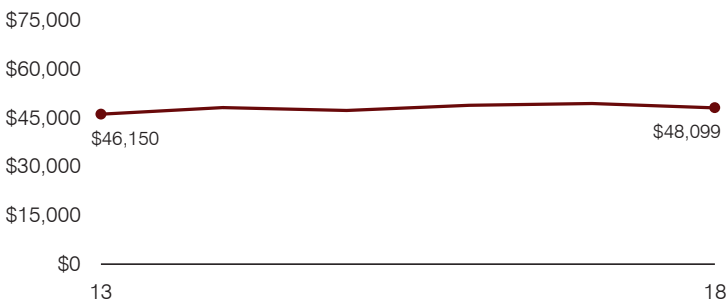
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



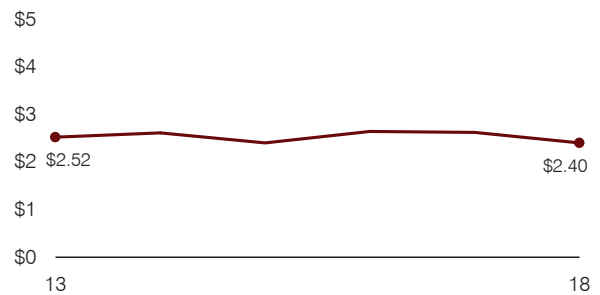
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



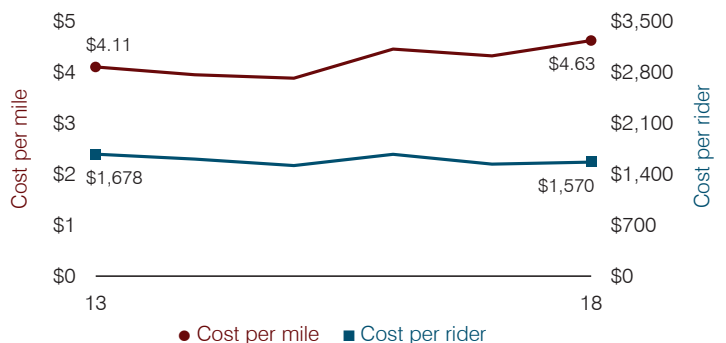
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	5.4%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant

Low
Moderate
High

**Transportation costs per mile and per rider**





# Sedona-Oak Creek Joint Unified School District

Yavapai County

District size, location:

Medium, Town

Efficiency peer groups 5 and T-7, Achievement peer group 4<sup>1</sup>

Students attending:

927

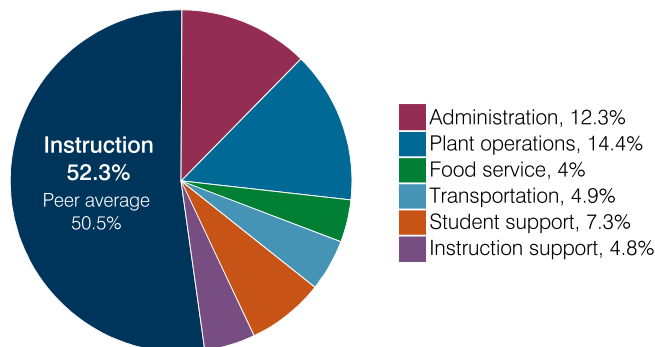
Legislative district(s): 6

Number of schools:

3

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,283	\$1,221	\$860
	Students per administrative position	52	54	66
Plant operations	Cost per square foot	\$3.99	\$5.43	\$6.34
	Square footage per student	378	257	156
Food service	Cost per meal	\$4.70	\$3.66	\$3.02
Transportation	Cost per mile	\$4.67	\$3.35	\$4.05
	Cost per rider	\$1,689	\$1,057	\$1,301

Very low
Low
Comparable
High
Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,663	\$ 5,477	\$ 4,824	\$ 4,480
Administration	1,047	1,283	1,221	860
Plant operations	1,439	1,510	1,365	988
Food service	400	416	437	425
Transportation	433	508	532	388
Student support	713	761	623	693
Instruction support	445	508	359	462
<b>Total operational</b>	<b>9,140</b>	<b>10,463</b>	<b>9,361</b>	<b>8,296</b>
Land and buildings	117	81	799	827
Equipment	300	449	433	409
Interest	2,169	2,658	248	228
Other	119	187	71	169
<b>Total nonoperational</b>	<b>2,705</b>	<b>3,375</b>	<b>1,551</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 11,845</b>	<b>\$ 13,838</b>	<b>\$ 10,912</b>	<b>\$ 9,929</b>

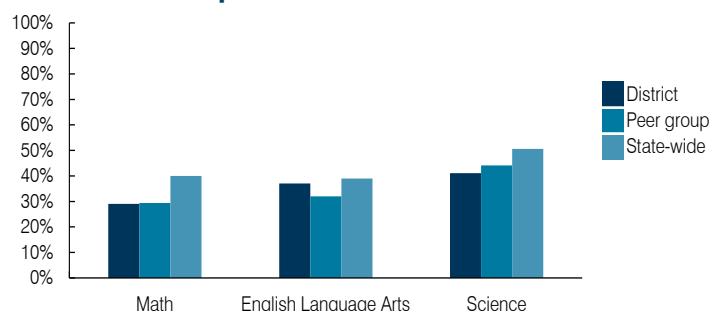
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	1	33%
B	0	0%
C	2	67%
D	0	0%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	80%	85%	78%
Poverty rate (2017)	15%	13%	19%
Special education population	10%	13%	12%
Students per teacher	14.5	16.6	18.4
Average teacher salary	\$42,942	\$47,740	\$48,951
Amount from Prop 301	\$6,961	\$6,338	\$6,411
Average years of teacher experience	14.8	11.9	11.4
Percentage of teachers in first 3 years	6%	17%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 820	\$ 891	\$ 3,917	\$ 1,317
State	1,909	2,204	4,283	4,011
Local	13,681	14,205	4,207	4,592
<b>Total per pupil revenues</b>	<b>\$ 16,410</b>	<b>\$ 17,300</b>	<b>\$ 12,407</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,943	\$ 6,257	\$ 5,992
Grants	845	931	1,703
Donations and tax credits	305	440	147

### Select revenues from less common sources

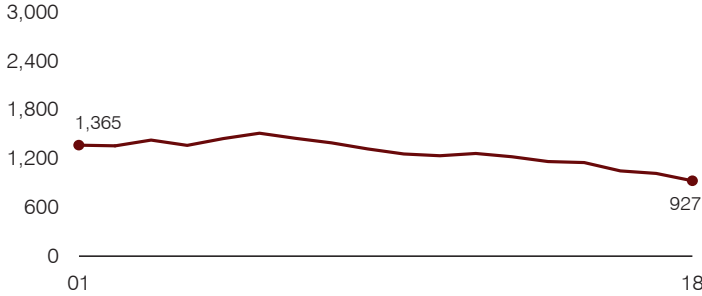
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 31
Small school adjustment	0	0	0 of 31
Federal impact aid	0	0	16 of 31
Voter-approved levy increases	6,993	7,209	21 of 31

**Instructional spending percentage**

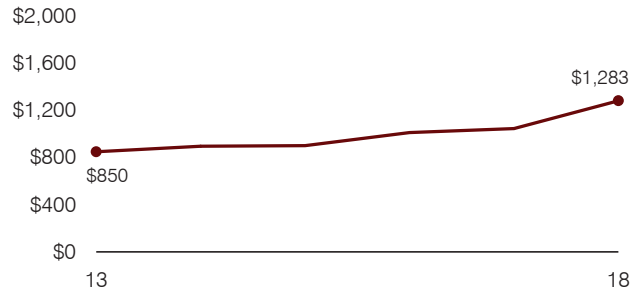
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 49.0 50.5 53.4 52.3 52.7 54.6 54.9 55.1 54.4 53.2 54.4 53.4 54.4 52.8 52.6 51.7 51.0 52.3

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

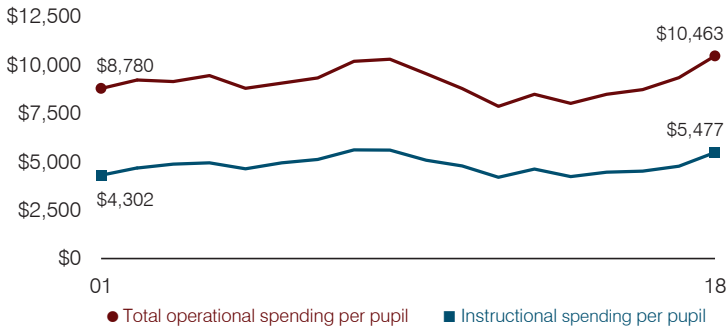
**Students attending**



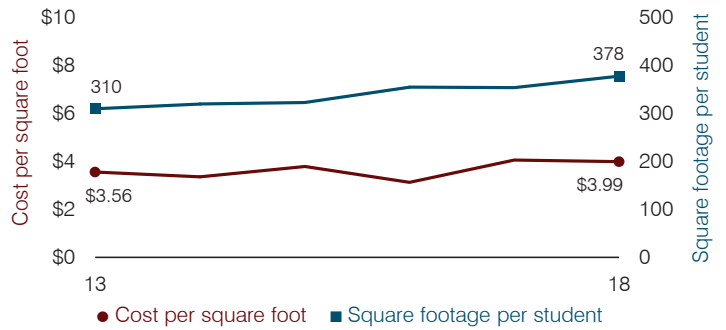
**Administrative cost per pupil**



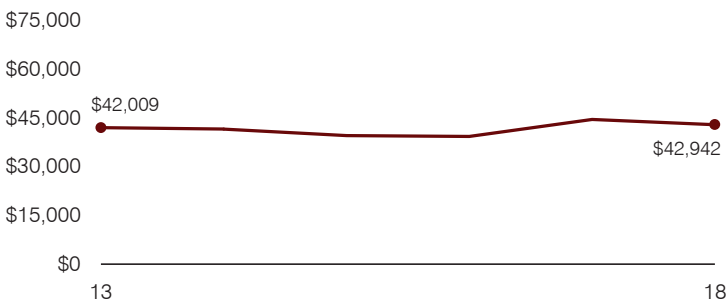
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



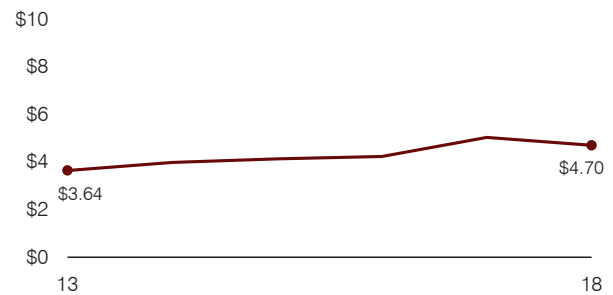
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



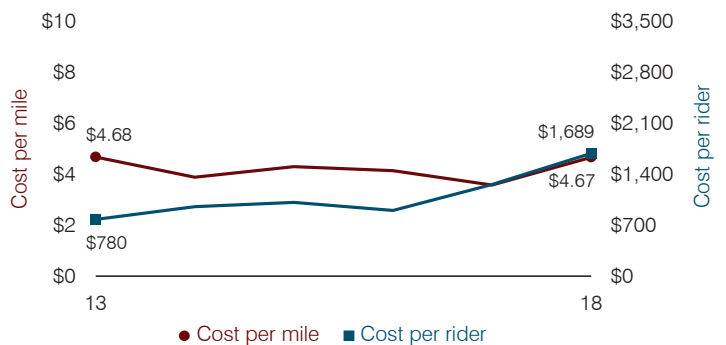
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	6.4%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

**Transportation costs per mile and per rider**



# Seligman Unified School District

Yavapai County

Efficiency peer groups 11 and T-11, Achievement peer group 4<sup>1</sup>

Legislative district(s): 1

District size, location:

Very small, Rural

Students attending:

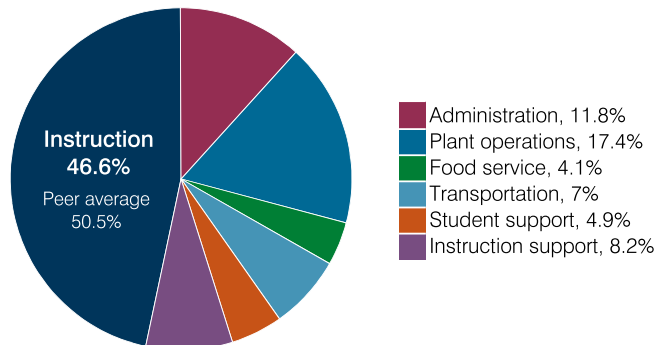
118

Number of schools:

2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,416	\$3,064	\$860
	Students per administrative position	24	33	66
Plant operations	Cost per square foot	\$4.63	\$7.31	\$6.34
	Square footage per student	766	371	156
Food service	Cost per meal	\$5.36	\$5.79	\$3.02
Transportation	Cost per mile	\$1.88	\$1.94	\$4.05
	Cost per rider	\$2,086	\$1,614	\$1,301

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 9,623	\$ 9,492	\$ 8,493	\$ 4,480
Administration	2,282	2,416	3,064	860
Plant operations	3,760	3,547	2,439	988
Food service	710	835	932	425
Transportation	1,565	1,433	973	388
Student support	897	995	656	693
Instruction support	1,720	1,667	400	462
<b>Total operational</b>	<b>20,557</b>	<b>20,385</b>	<b>16,957</b>	<b>8,296</b>
Land and buildings	1,803	1,443	965	827
Equipment	830	882	562	409
Interest	34	42	25	228
Other	132	121	88	169
<b>Total nonoperational</b>	<b>2,799</b>	<b>2,488</b>	<b>1,640</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 23,356</b>	<b>\$ 22,873</b>	<b>\$ 18,597</b>	<b>\$ 9,929</b>

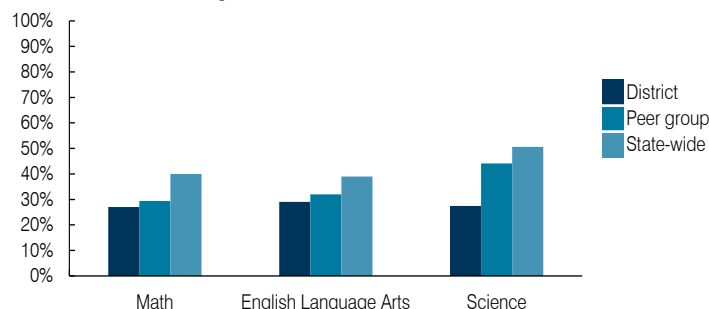
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	50%
D	1	50%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	94%	94%
Graduation rate (2017)	55%	85%	78%
Poverty rate (2017)	18%	13%	19%
Special education population	9%	13%	12%
Students per teacher	11.2	16.6	18.4
Average teacher salary	\$56,969	\$47,740	\$48,951
Amount from Prop 301	\$5,896	\$6,338	\$6,411
Average years of teacher experience	11.9	11.9	11.4
Percentage of teachers in first 3 years	8%	17%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,177	\$ 1,160	\$ 3,021	\$ 1,317
State	4,106	2,420	4,788	4,011
Local	21,531	23,982	12,812	4,592
<b>Total per pupil revenues</b>	<b>\$ 26,814</b>	<b>\$ 27,562</b>	<b>\$ 20,621</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 11,573	\$ 8,538	\$ 8,282
Grants	2,972	2,498	3,020
Donations and tax credits	24	13	125

### Select revenues from less common sources

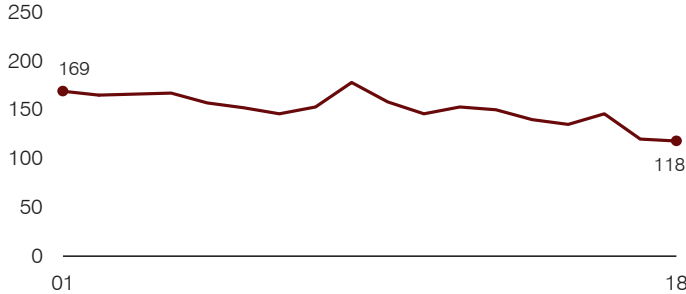
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	12,200	8,943	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

**Instructional spending percentage**

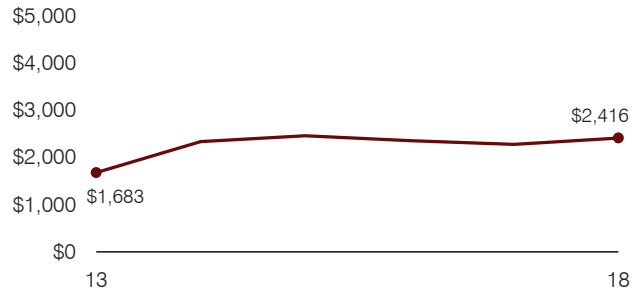
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 56.8 60.2 58.3 53.6 53.9 51.8 53.5 54.2 54.4 52.6 53.0 51.8 50.6 50.7 47.6 46.7 46.8 46.6

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

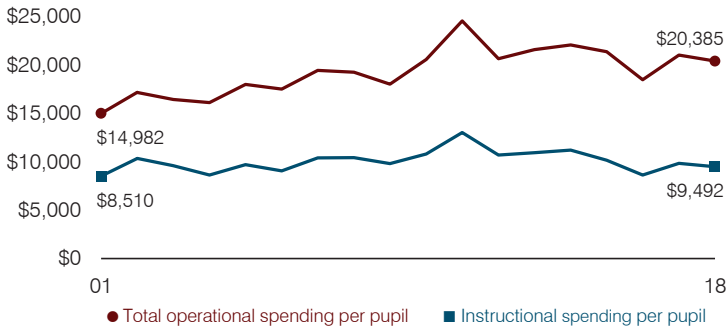
**Students attending**



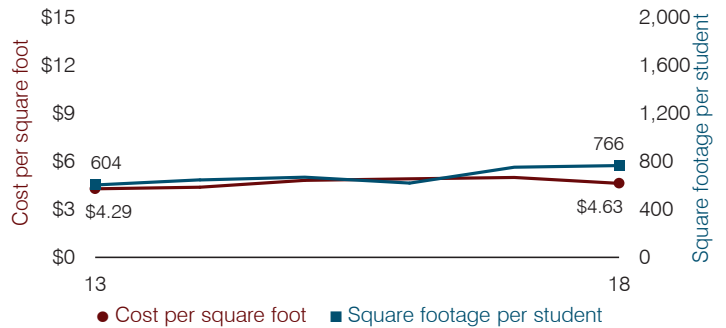
**Administrative cost per pupil**



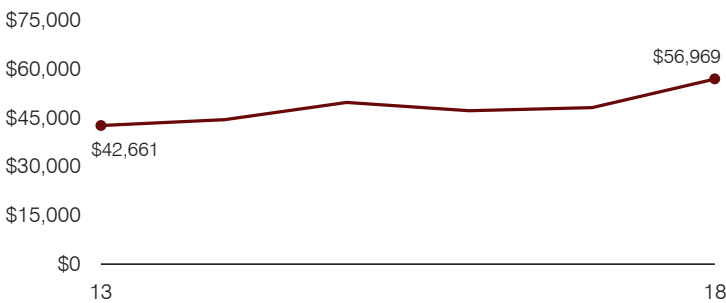
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



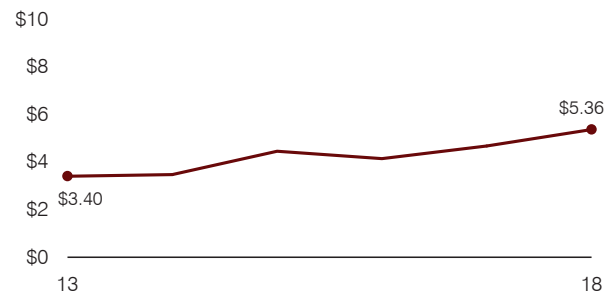
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



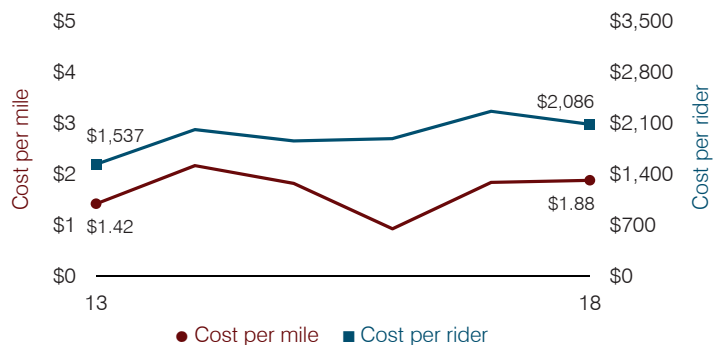
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage, Trend	12.7%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant

Low
Moderate
High

**Transportation costs per mile and per rider**



# Sentinel Elementary School District

Maricopa County

District size, location:

Very small, Rural

Efficiency peer groups 11 and T-11, Achievement peer group 20<sup>1</sup>

Students attending:

33

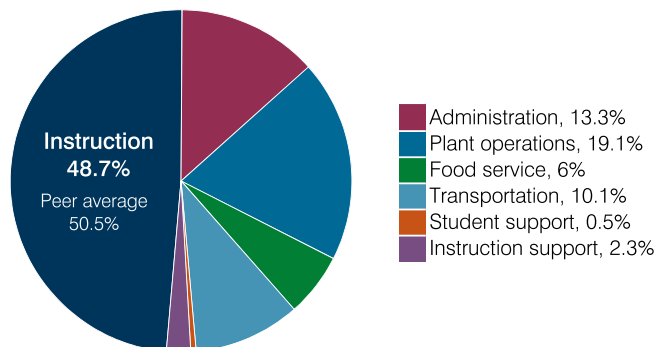
Legislative district(s): 4

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$4,031	\$3,064	\$860
	Students per administrative position	27	33	66
Plant operations	Cost per square foot	\$13.93	\$7.31	\$6.34
	Square footage per student	415	371	156
Food service	Cost per meal	\$7.69	\$5.79	\$3.02
Transportation	Cost per mile	\$1.68	\$1.94	\$4.05
	Cost per rider	\$3,046	\$1,614	\$1,301

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 16,821	\$ 14,749	\$ 8,493	\$ 4,480
Administration	3,499	4,031	3,064	860
Plant operations	6,186	5,780	2,439	988
Food service	1,847	1,812	932	425
Transportation	4,069	3,071	973	388
Student support	38	140	656	693
Instruction support	934	682	400	462
<b>Total operational</b>	<b>33,394</b>	<b>30,265</b>	<b>16,957</b>	<b>8,296</b>
Land and buildings	0	0	965	827
Equipment	2,402	1,815	562	409
Interest	15	15	25	228
Other	0	0	88	169
<b>Total nonoperational</b>	<b>2,417</b>	<b>1,830</b>	<b>1,640</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 35,811</b>	<b>\$ 32,095</b>	<b>\$ 18,597</b>	<b>\$ 9,929</b>

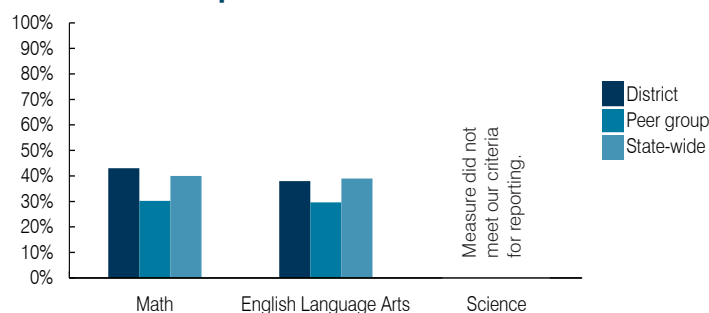
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	100%
D	0	0%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	42%	39%	19%
Special education population	0%	17%	12%
Students per teacher	8.6	12.3	18.4
Average teacher salary	\$61,380	\$46,899	\$48,951
Amount from Prop 301	\$7,030	\$4,418	\$6,411
Average years of teacher experience	17.1	13.4	11.4
Percentage of teachers in first 3 years	0%	6%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,019	\$ 1,755	\$ 3,021	\$ 1,317
State	7,032	3,480	4,788	4,011
Local	28,304	35,465	12,812	4,592
<b>Total per pupil revenues</b>	<b>\$ 36,355</b>	<b>\$ 40,700</b>	<b>\$ 20,621</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 12,167	\$ 11,145	\$ 8,282
Grants	2,474	1,766	3,020
Donations and tax credits	37	70	125

### Select revenues from less common sources

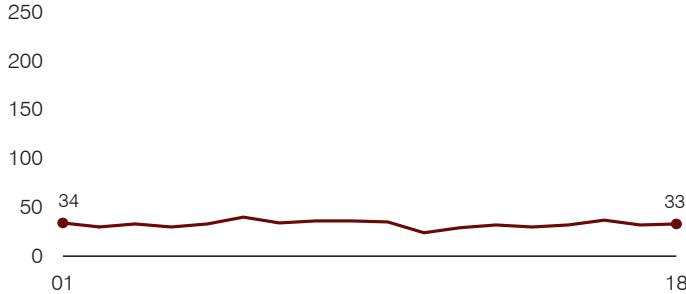
Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	16,535	15,995	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

**Instructional spending percentage**

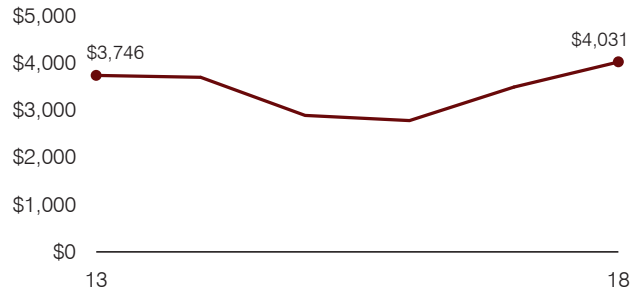
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 42.6 43.5 42.6 45.7 42.7 47.8 55.2 53.0 50.7 50.0 49.4 50.2 49.9 53.1 53.2 50.8 50.4 48.7

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

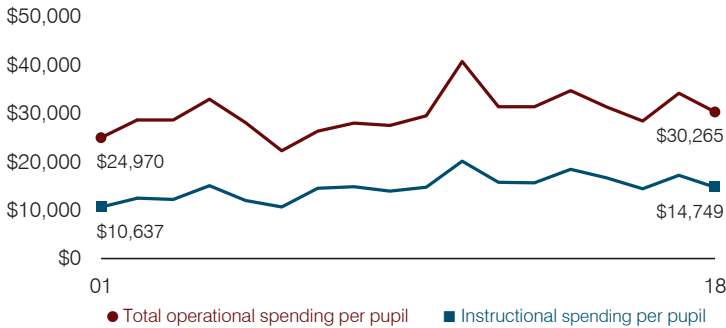
**Students attending**



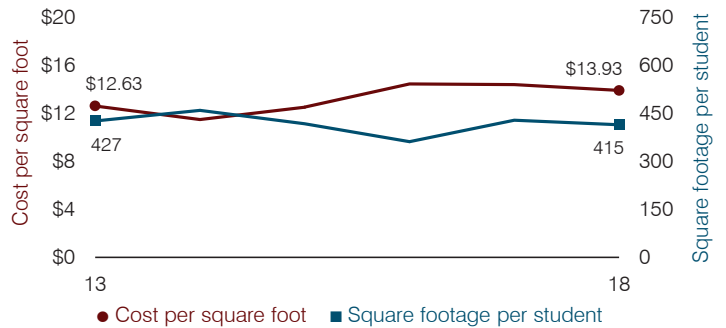
**Administrative cost per pupil**



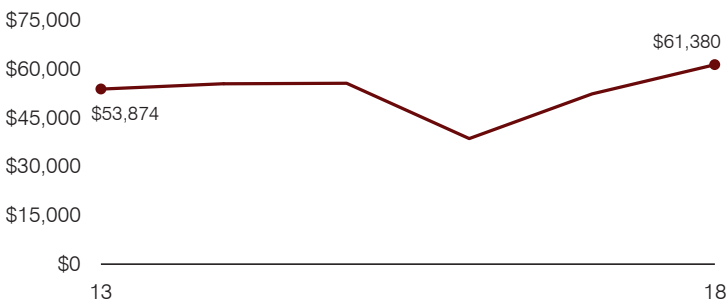
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



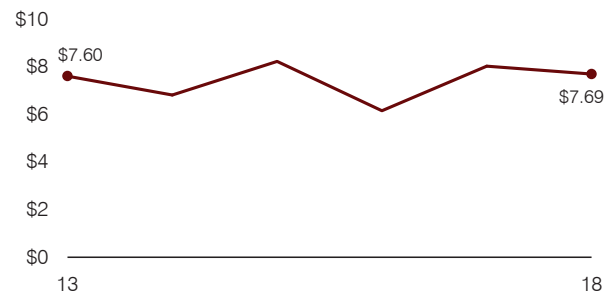
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



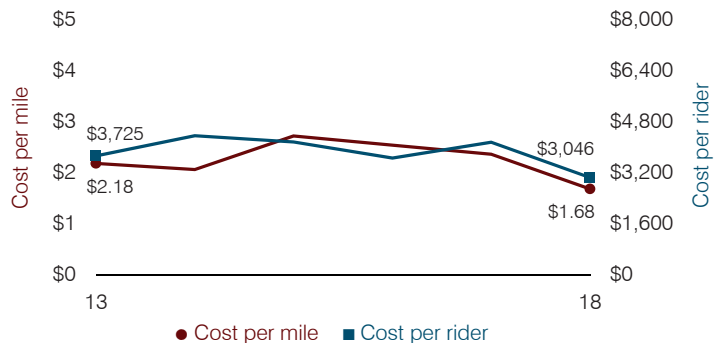
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	8.0%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

**Transportation costs per mile and per rider**



# Show Low Unified School District

Navajo County

Efficiency peer groups 4 and T-8, Achievement peer group 6<sup>1</sup>

Legislative district(s): 6 and 7

District size, location:

Medium-large, Rural

Students attending:

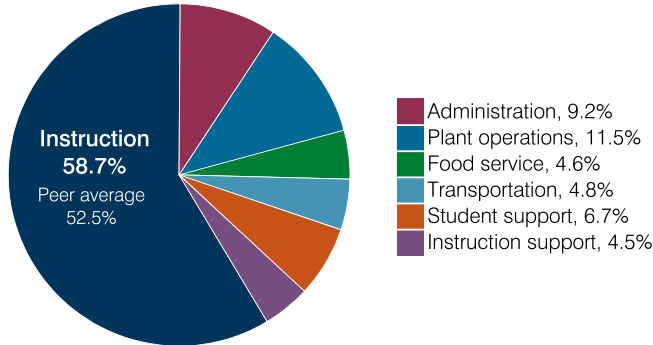
2,420

Number of schools:

5

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$691	\$837	\$860
	Students per administrative position	67	69	66
Plant operations	Cost per square foot	\$4.71	\$5.61	\$6.34
	Square footage per student	184	184	156
Food service	Cost per meal	\$3.74	\$3.16	\$3.02
Transportation	Cost per mile	\$2.68	\$3.03	\$4.05
	Cost per rider	\$1,142	\$1,225	\$1,301

Legend: Very low (green), Low (blue), Comparable (yellow), High (orange), Very high (red)

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,310	\$ 4,421	\$ 4,194	\$ 4,480
Administration	653	691	837	860
Plant operations	841	867	1,004	988
Food service	343	345	421	425
Transportation	374	361	418	388
Student support	460	507	643	693
Instruction support	385	334	480	462
<b>Total operational</b>	<b>7,366</b>	<b>7,526</b>	<b>7,997</b>	<b>8,296</b>
Land and buildings	111	133	570	827
Equipment	393	764	389	409
Interest	58	151	200	228
Other	54	51	69	169
<b>Total nonoperational</b>	<b>616</b>	<b>1,099</b>	<b>1,228</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 7,982</b>	<b>\$ 8,625</b>	<b>\$ 9,225</b>	<b>\$ 9,929</b>

<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

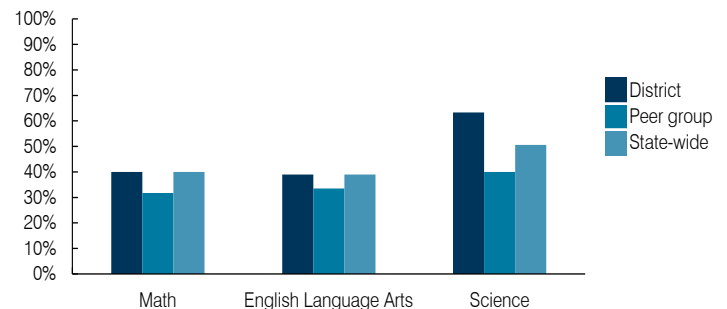
## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools <sup>2</sup>	Percentage of schools
A	0	0%
B	3	75%
C	1	25%
D	0	0%
F	0	0%

<sup>2</sup> Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2017)	79%	85%	78%
Poverty rate (2017)	26%	29%	19%
Special education population	14%	14%	12%
Students per teacher	19.3	16.2	18.4
Average teacher salary	\$45,290	\$46,264	\$48,951
Amount from Prop 301	\$9,299	\$6,122	\$6,411
Average years of teacher experience	10.8	12.2	11.4
Percentage of teachers in first 3 years	18%	20%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,032	\$ 1,124	\$ 2,385	\$ 1,317
State	3,284	3,274	4,222	4,011
Local	3,750	3,570	3,291	4,592
<b>Total per pupil revenues</b>	<b>\$ 8,066</b>	<b>\$ 7,968</b>	<b>\$ 9,898</b>	<b>\$ 9,920</b>

#### Select revenues from common sources

Equalization formula funding	\$ 5,265	\$ 5,407	\$ 5,443	\$ 5,585
Grants	1,174	1,160	1,552	1,241
Donations and tax credits	47	55	63	90

#### Select revenues from less common sources

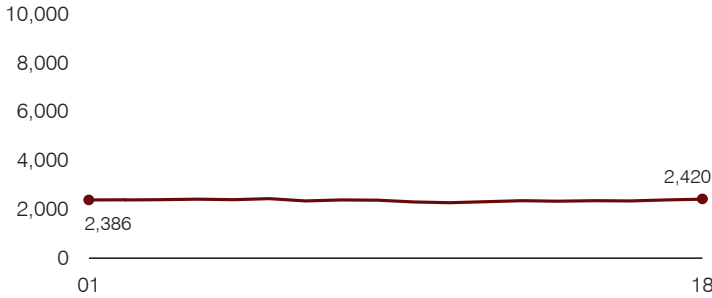
			Number of peers receiving
Desegregation	\$ 0	\$ 0	1 of 17
Small school adjustment	0	0	0 of 17
Federal impact aid	0	0	6 of 17
Voter-approved levy increases	13	2	13 of 17

**Instructional spending percentage**

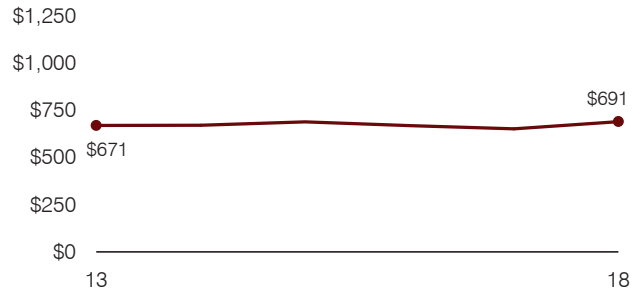
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 57.9 61.4 59.4 60.3 59.1 56.7 55.0 56.5 54.9 55.6 54.3 52.8 55.4 57.0 56.2 56.9 58.5 58.7

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

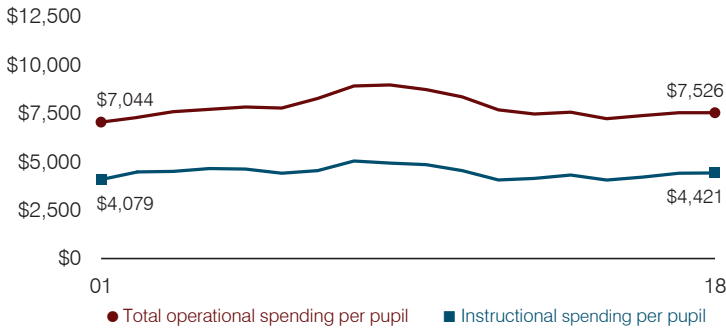
**Students attending**



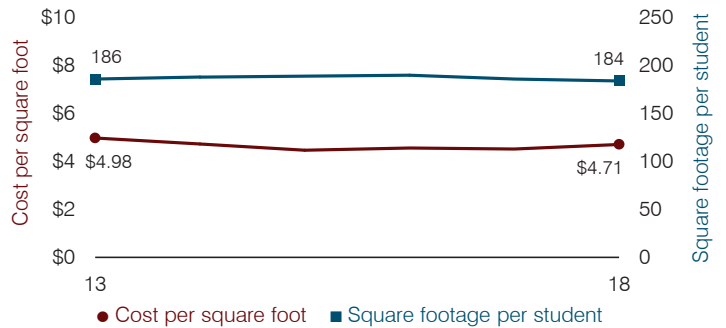
**Administrative cost per pupil**



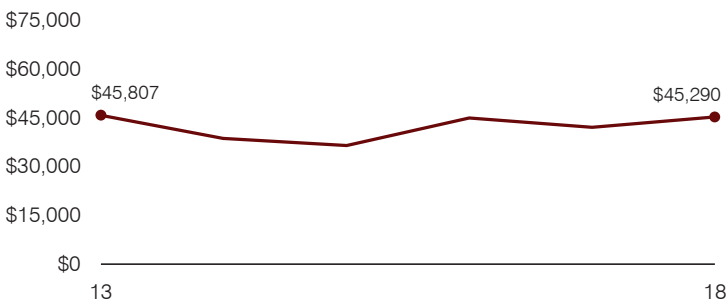
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



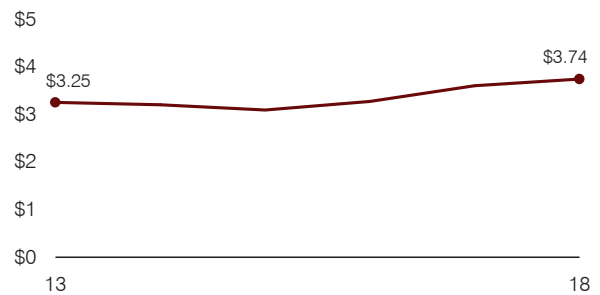
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



**Financial stress assessment**

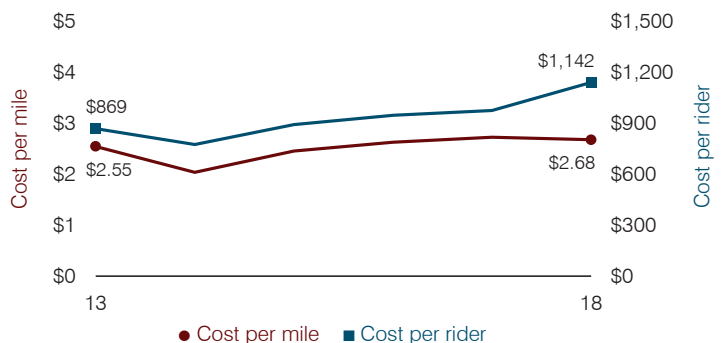
Overall financial stress level: **Moderate**

Measure: 2016 through 2018	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	Operating and capital
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	4.0%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant

Low	Moderate	High
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**Transportation costs per mile and per rider**





# Sierra Vista Unified School District

Cochise County

Efficiency peer groups 3 and T-3, Achievement peer group 3<sup>1</sup>

Legislative district(s): 14

District size, location:

Medium-large, City

Students attending:

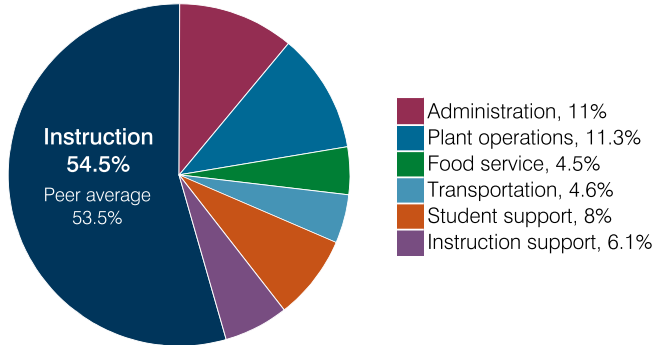
5,601

Number of schools:

8

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$847	\$846	\$860
	Students per administrative position	61	69	66
Plant operations	Cost per square foot	\$5.64	\$6.02	\$6.34
	Square footage per student	153	155	156
Food service	Cost per meal	\$3.42	\$3.20	\$3.02
Transportation	Cost per mile	\$3.75	\$4.47	\$4.05
	Cost per rider	\$995	\$1,248	\$1,301

Very low    Low    Comparable    High    Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,184	\$ 4,181	\$ 4,106	\$ 4,480
Administration	904	847	846	860
Plant operations	873	863	963	988
Food service	331	347	325	425
Transportation	380	355	438	388
Student support	601	612	672	693
Instruction support	436	467	336	462
<b>Total operational</b>	<b>7,709</b>	<b>7,672</b>	<b>7,686</b>	<b>8,296</b>
Land and buildings	119	850	1,416	827
Equipment	427	1,134	473	409
Interest	2	78	268	228
Other	73	61	165	169
<b>Total nonoperational</b>	<b>621</b>	<b>2,123</b>	<b>2,322</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 8,330</b>	<b>\$ 9,795</b>	<b>\$ 10,008</b>	<b>\$ 9,929</b>

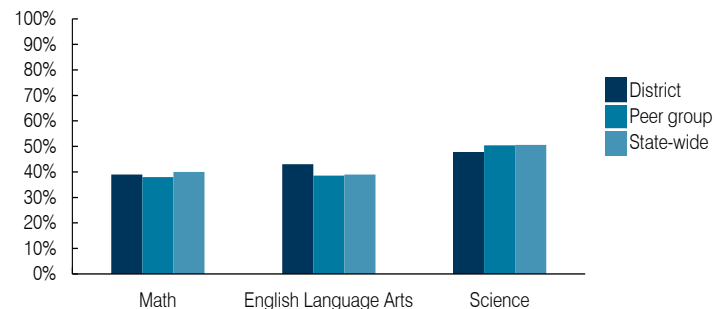
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	2	25%
B	2	25%
C	4	50%
D	0	0%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	93%	94%
Graduation rate (2017)	92%	85%	78%
Poverty rate (2017)	19%	19%	19%
Special education population	13%	14%	12%
Students per teacher	20.7	18.7	18.4
Average teacher salary	\$50,712	\$46,859	\$48,951
Amount from Prop 301	\$5,344	\$7,342	\$6,411
Average years of teacher experience	12.9	12.1	11.4
Percentage of teachers in first 3 years	6%	15%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 812	\$ 701	\$ 730	\$ 1,317
State	3,329	3,784	3,583	4,011
Local	3,385	3,731	5,234	4,592
<b>Total per pupil revenues</b>	<b>\$ 7,526</b>	<b>\$ 8,216</b>	<b>\$ 9,547</b>	<b>\$ 9,920</b>

#### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,287	\$ 5,364	\$ 5,507
Grants	762	864	864
Donations and tax credits	60	62	184

#### Select revenues from less common sources

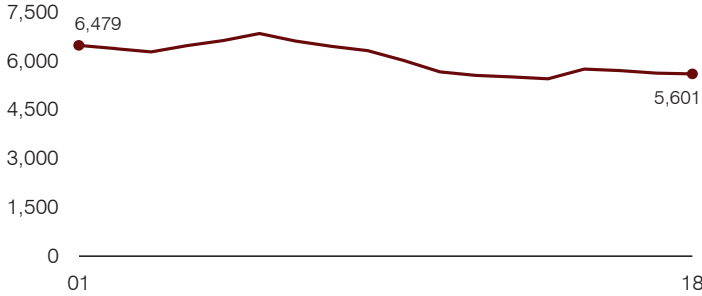
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	1 of 15
Small school adjustment	0	0	0 of 15
Federal impact aid	92	80	3 of 15
Voter-approved levy increases	0	406	15 of 15

**Instructional spending percentage**

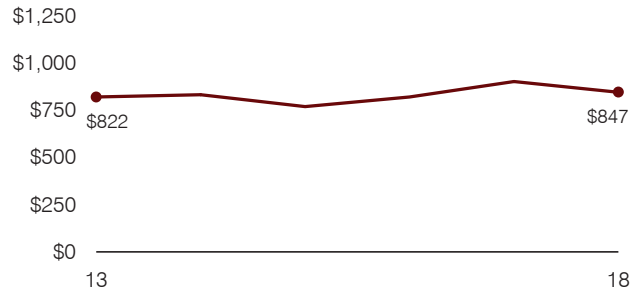
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 53.4 56.1 56.4 55.4 56.8 56.9 55.5 54.3 54.4 53.2 53.6 53.2 53.8 53.7 54.3 53.9 54.3 54.5

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

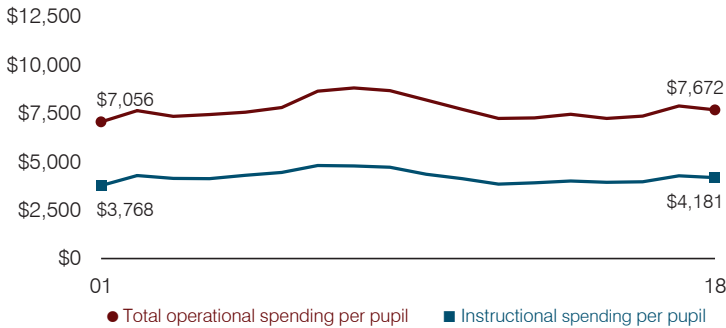
**Students attending**



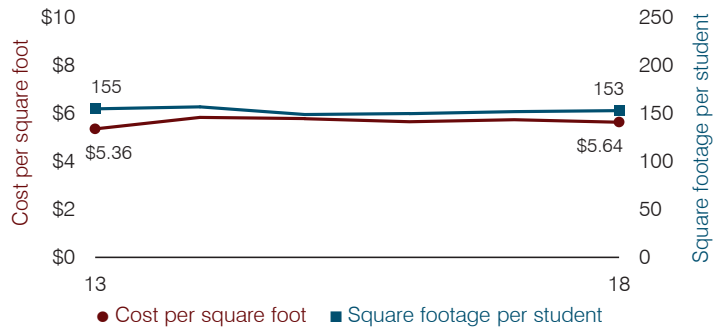
**Administrative cost per pupil**



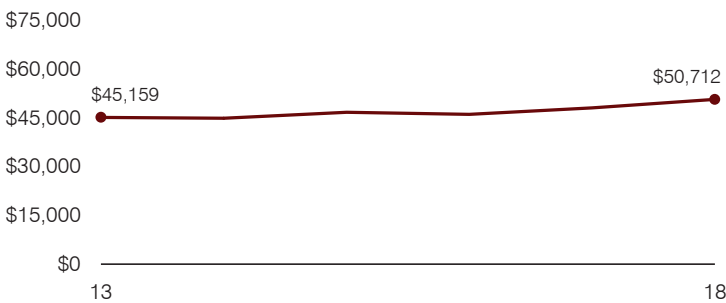
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



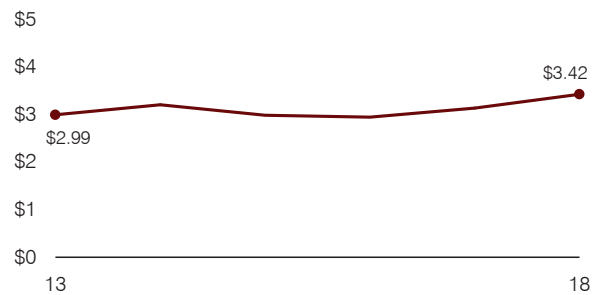
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



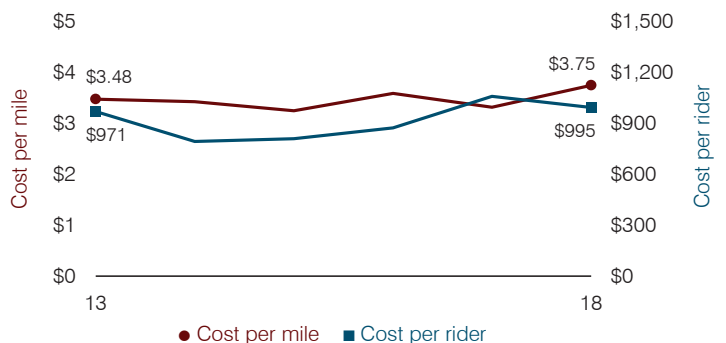
**Financial stress assessment**

Overall financial stress level: **Moderate**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	Capital
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	2.3%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant

Low
Moderate
High

**Transportation costs per mile and per rider**



# Skull Valley Elementary School District

Yavapai County

District size, location:

Very small, Rural

Efficiency peer groups 11 and T-11, Achievement peer group 16<sup>1</sup>

Students attending:

20

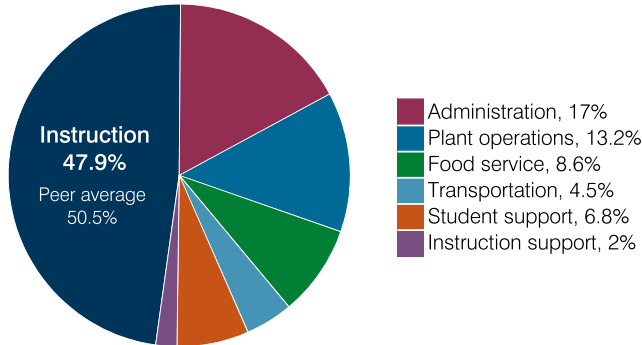
Legislative district(s): 1

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,354	\$3,064	\$860
	Students per administrative position	20	33	66
Plant operations	Cost per square foot	\$6.12	\$7.31	\$6.34
	Square footage per student	424	371	156
Food service	Cost per meal	\$13.49	\$5.79	\$3.02
Transportation	Cost per mile	\$1.32	\$1.94	\$4.05
	Cost per rider	\$649	\$1,614	\$1,301

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 11,968	\$ 9,446	\$ 8,493	\$ 4,480
Administration	4,977	3,354	3,064	860
Plant operations	4,705	2,595	2,439	988
Food service	2,477	1,702	932	425
Transportation	1,423	870	973	388
Student support	1,878	1,330	656	693
Instruction support	584	402	400	462
<b>Total operational</b>	<b>28,012</b>	<b>19,699</b>	<b>16,957</b>	<b>8,296</b>
Land and buildings	75	185	965	827
Equipment	346	19	562	409
Interest	0	0	25	228
Other	0	0	88	169
<b>Total nonoperational</b>	<b>421</b>	<b>204</b>	<b>1,640</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 28,433</b>	<b>\$ 19,903</b>	<b>\$ 18,597</b>	<b>\$ 9,929</b>

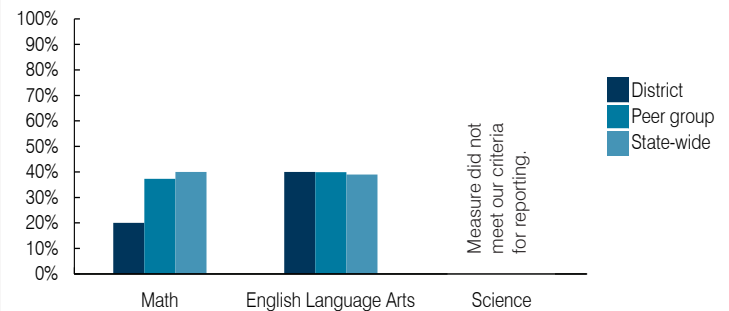
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	0	0%
D	1	100%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	12%	12%	19%
Special education population	45%	16%	12%
Students per teacher	10.1	13.4	18.4
Average teacher salary	\$43,168	\$48,478	\$48,951
Amount from Prop 301	\$3,524	\$4,651	\$6,411
Average years of teacher experience	17.0	15.3	11.4
Percentage of teachers in first 3 years	0%	6%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,989	\$ 1,446	\$ 3,021	\$ 1,317
State	5,940	3,696	4,788	4,011
Local	16,288	16,600	12,812	4,592
<b>Total per pupil revenues</b>	<b>\$ 24,217</b>	<b>\$ 21,742</b>	<b>\$ 20,621</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Equalization formula funding	\$ 12,244	\$ 8,287	\$ 8,282	\$ 5,585
Grants	1,995	1,473	3,020	1,241
Donations and tax credits	217	143	125	90

### Select revenues from less common sources

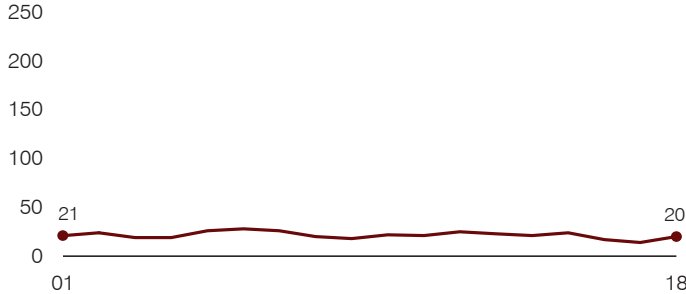
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	12,646	7,095	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

**Instructional spending percentage**

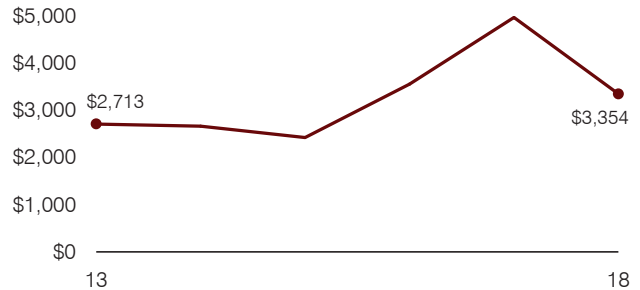
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 53.3 51.7 52.0 56.4 49.6 54.6 53.6 57.1 52.0 53.1 51.8 54.3 47.9 48.1 52.5 46.4 42.7 47.9

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

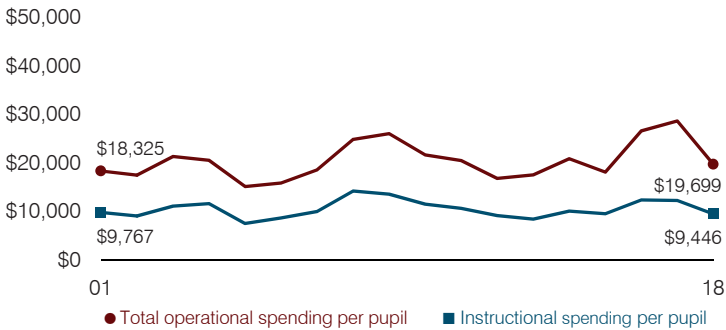
**Students attending**



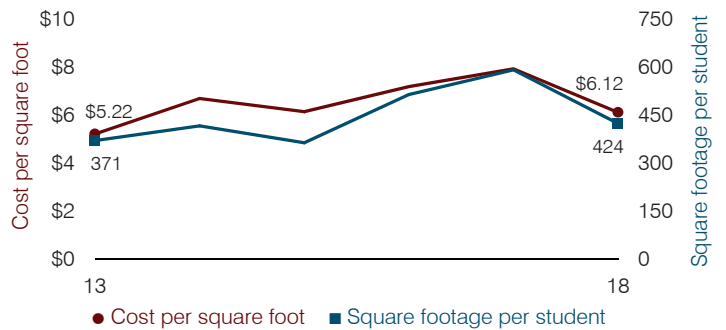
**Administrative cost per pupil**



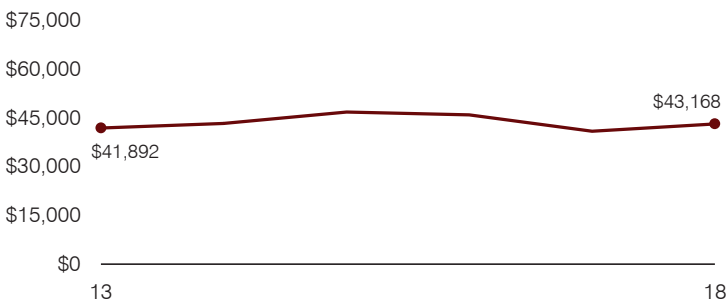
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



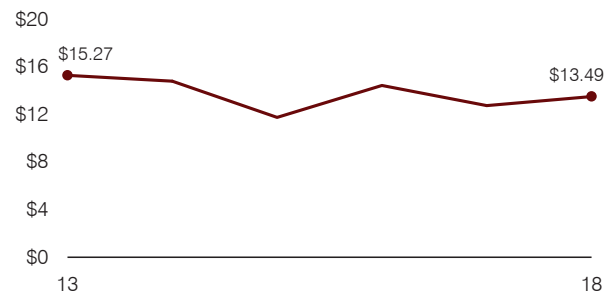
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



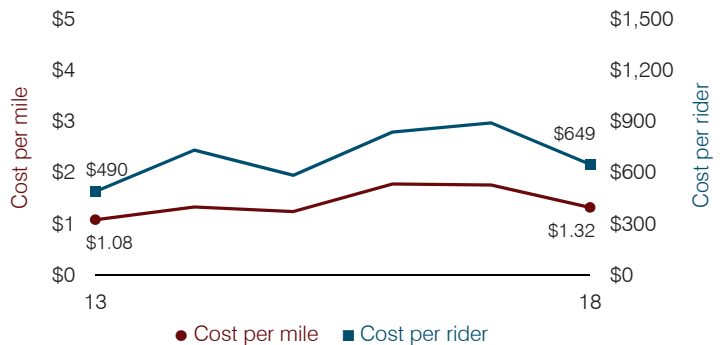
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	25.8%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Not assessed



**Transportation costs per mile and per rider**



# Snowflake Unified School District

Navajo County

Efficiency peer groups 4 and T-7, Achievement peer group 5<sup>1</sup>

Legislative district(s): 6

District size, location:

Medium-large, Town

Students attending:

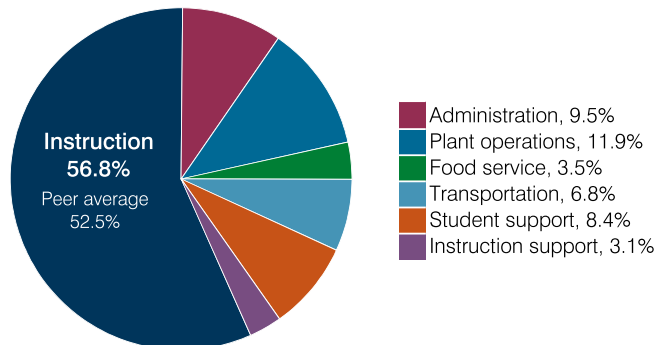
2,490

Number of schools:

6

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$619	\$837	\$860
	Students per administrative position	98	69	66
Plant operations	Cost per square foot	\$4.49	\$5.61	\$6.34
	Square footage per student	172	184	156
Food service	Cost per meal	\$3.63	\$3.16	\$3.02
Transportation	Cost per mile	NR	\$3.35	\$4.05
	Cost per rider	\$1,419	\$1,057	\$1,301

Very low
Low
Comparable
High
Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,612	\$ 3,691	\$ 4,194	\$ 4,480
Administration	579	619	837	860
Plant operations	676	772	1,004	988
Food service	208	229	421	425
Transportation	426	444	418	388
Student support	603	547	643	693
Instruction support	222	200	480	462
<b>Total operational</b>	<b>6,326</b>	<b>6,502</b>	<b>7,997</b>	<b>8,296</b>
Land and buildings	36	89	570	827
Equipment	270	209	389	409
Interest	110	97	200	228
Other	1	5	69	169
<b>Total nonoperational</b>	<b>417</b>	<b>400</b>	<b>1,228</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 6,743</b>	<b>\$ 6,902</b>	<b>\$ 9,225</b>	<b>\$ 9,929</b>

<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

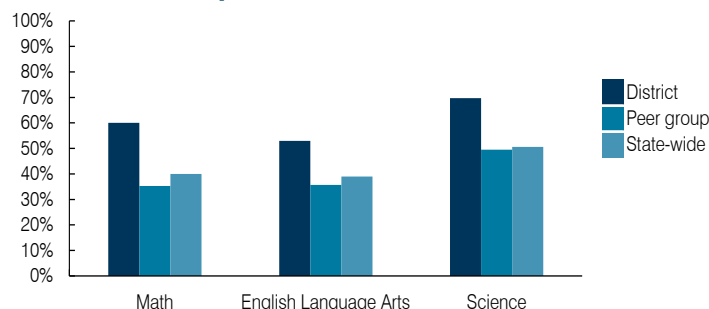
## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools <sup>2</sup>	Percentage of schools
A	4	100%
B	0	0%
C	0	0%
D	0	0%
F	0	0%

<sup>2</sup> Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2017)	93%	86%	78%
Poverty rate (2017)	21%	22%	19%
Special education population	14%	13%	12%
Students per teacher	22.3	17.6	18.4
Average teacher salary	\$45,753	\$44,777	\$48,951
Amount from Prop 301	\$8,309	\$6,708	\$6,411
Average years of teacher experience	12.8	13.0	11.4
Percentage of teachers in first 3 years	21%	17%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 929	\$ 934	\$ 2,385	\$ 1,317
State	4,358	4,553	4,222	4,011
Local	2,260	2,052	3,291	4,592
<b>Total per pupil revenues</b>	<b>\$ 7,547</b>	<b>\$ 7,539</b>	<b>\$ 9,898</b>	<b>\$ 9,920</b>

#### Select revenues from common sources

Equalization formula funding	\$ 5,156	\$ 5,261	\$ 5,443	\$ 5,585
Grants	913	928	1,552	1,241
Donations and tax credits	29	26	63	90

#### Select revenues from less common sources

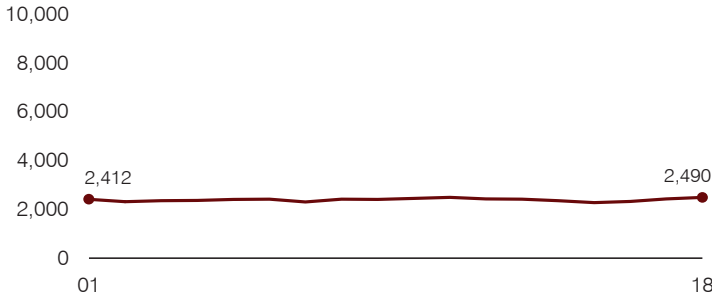
			Number of peers receiving
Desegregation	\$ 0	\$ 0	1 of 17
Small school adjustment	0	0	0 of 17
Federal impact aid	0	0	6 of 17
Voter-approved levy increases	350	335	13 of 17

**Instructional spending percentage**

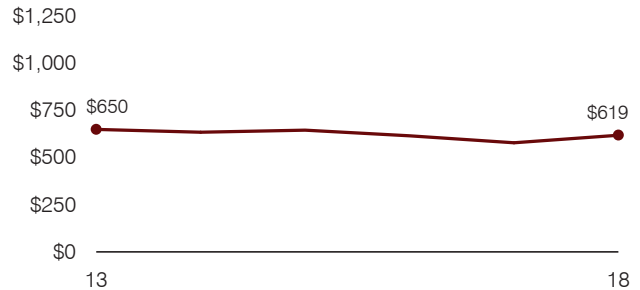
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 61.1 60.9 60.7 57.3 58.4 58.0 59.4 59.6 59.5 59.3 59.0 56.1 56.5 57.8 57.9 55.8 57.1 56.8

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

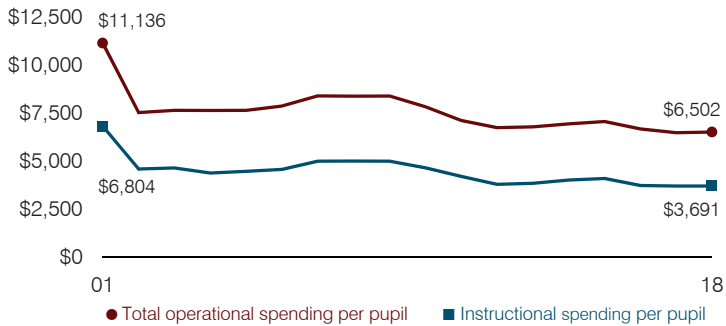
**Students attending**



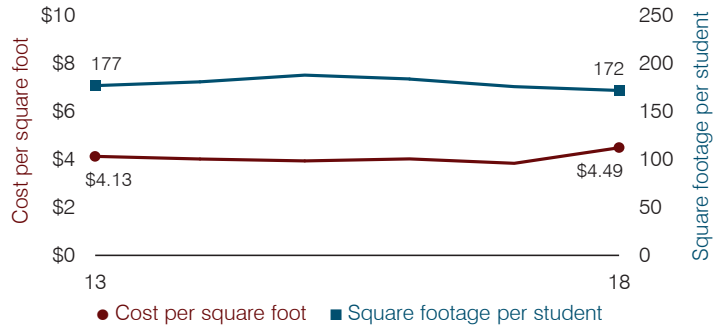
**Administrative cost per pupil**



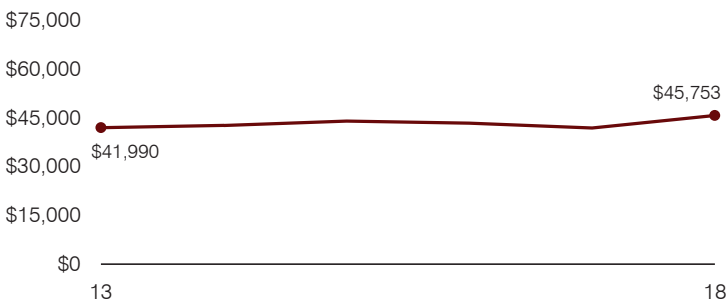
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



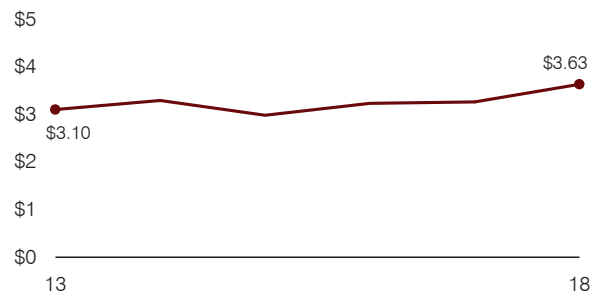
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



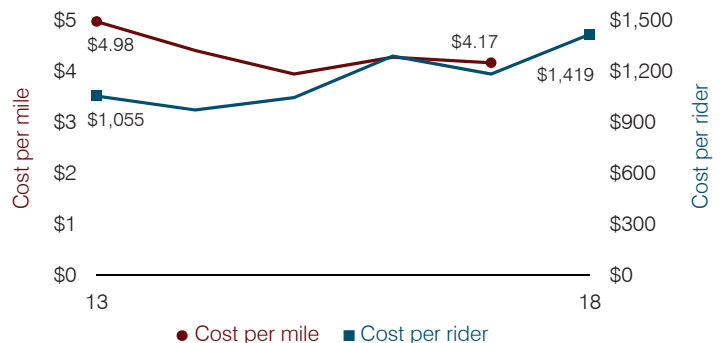
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	10.7%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

**Transportation costs per mile and per rider**



# Solomon Elementary School District

Graham County

District size, location:

Very small, Town

Efficiency peer groups 11 and T-11, Achievement peer group 17<sup>1</sup>

Students attending:

182

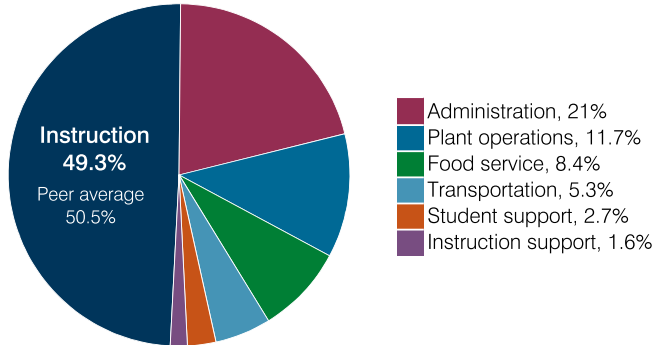
Legislative district(s): 14

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,942	\$3,064	\$860
	Students per administrative position	47	33	66
Plant operations	Cost per square foot	\$4.45	\$7.31	\$6.34
	Square footage per student	244	371	156
Food service	Cost per meal	\$3.79	\$5.79	\$3.02
Transportation	Cost per mile	\$2.42	\$1.94	\$4.05
	Cost per rider	NR	\$1,614	\$1,301

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,723	\$ 4,562	\$ 8,493	\$ 4,480
Administration	2,034	1,942	3,064	860
Plant operations	874	1,085	2,439	988
Food service	771	774	932	425
Transportation	461	486	973	388
Student support	308	251	656	693
Instruction support	282	155	400	462
<b>Total operational</b>	<b>9,453</b>	<b>9,255</b>	<b>16,957</b>	<b>8,296</b>
Land and buildings	1,160	2,526	965	827
Equipment	827	287	562	409
Interest	0	0	25	228
Other	8	1	88	169
<b>Total nonoperational</b>	<b>1,995</b>	<b>2,814</b>	<b>1,640</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 11,448</b>	<b>\$ 12,069</b>	<b>\$ 18,597</b>	<b>\$ 9,929</b>

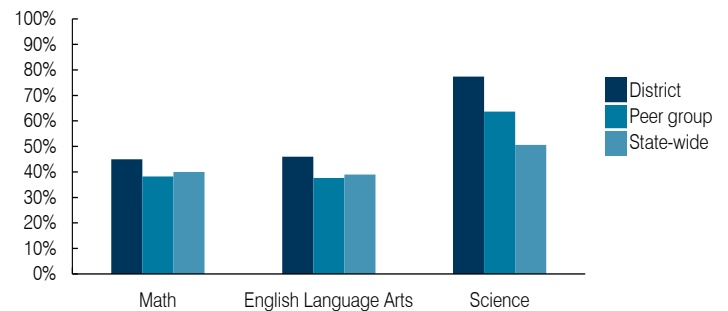
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	16%	19%	19%
Special education population	8%	13%	12%
Students per teacher	20.9	14.1	18.4
Average teacher salary	\$46,904	\$50,510	\$48,951
Amount from Prop 301	\$5,017	\$5,096	\$6,411
Average years of teacher experience	15.7	13.8	11.4
Percentage of teachers in first 3 years	0%	9%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,575	\$ 1,331	\$ 3,021	\$ 1,317
State	6,062	9,801	4,788	4,011
Local	2,387	2,635	12,812	4,592
<b>Total per pupil revenues</b>	<b>\$ 10,024</b>	<b>\$ 13,767</b>	<b>\$ 20,621</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Equalization formula funding	\$ 6,738	\$ 7,027	\$ 8,282	\$ 5,585
Grants	1,767	5,010	3,020	1,241
Donations and tax credits	50	41	125	90

### Select revenues from less common sources

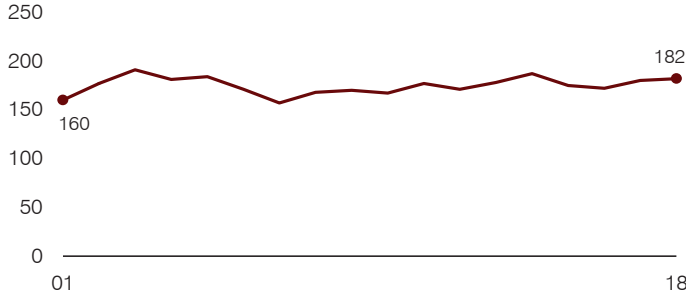
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	0	0	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

**Instructional spending percentage**

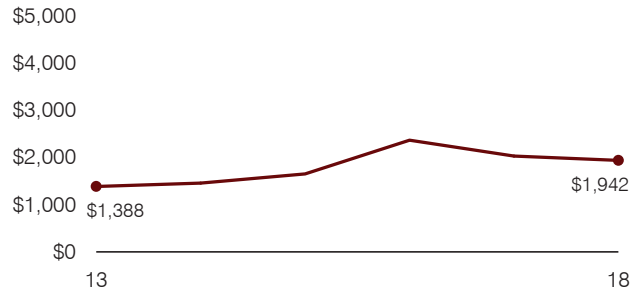
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 49.0 52.1 54.5 50.9 55.1 54.1 55.3 53.8 51.6 52.9 54.1 52.3 53.3 52.8 51.2 45.6 50.0 49.3

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

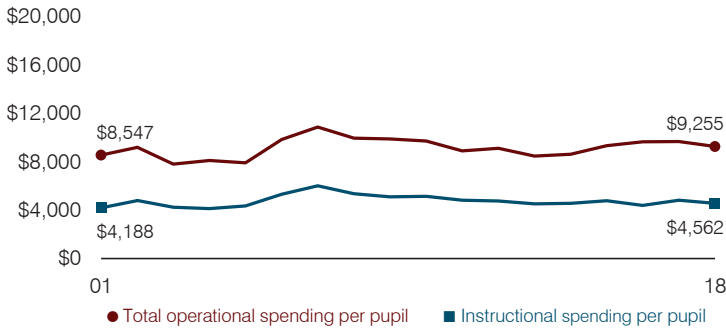
**Students attending**



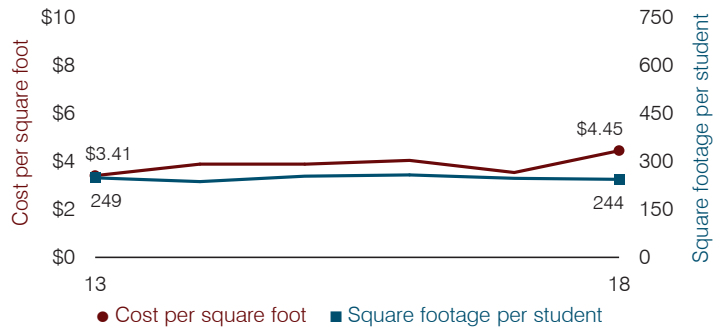
**Administrative cost per pupil**



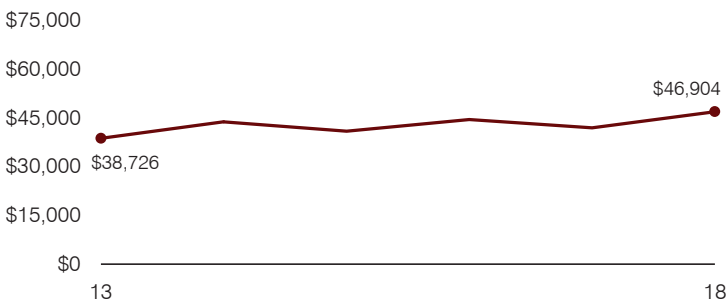
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



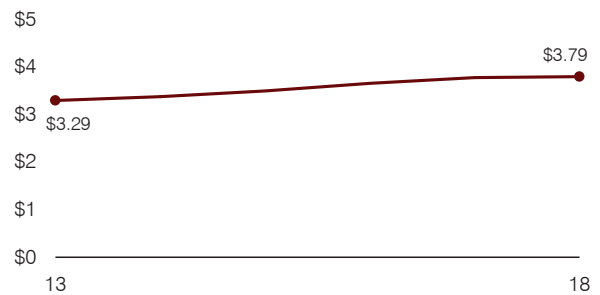
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



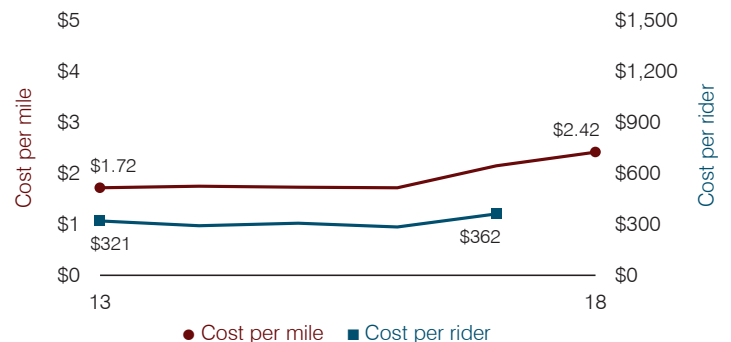
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	5.9%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

**Transportation costs per mile and per rider**





# Somerton Elementary School District

Yuma County

Efficiency peer groups 9 and T-6, Achievement peer group 20<sup>1</sup>

Legislative district(s): 4

District size, location:

Medium-large, Town

Students attending:

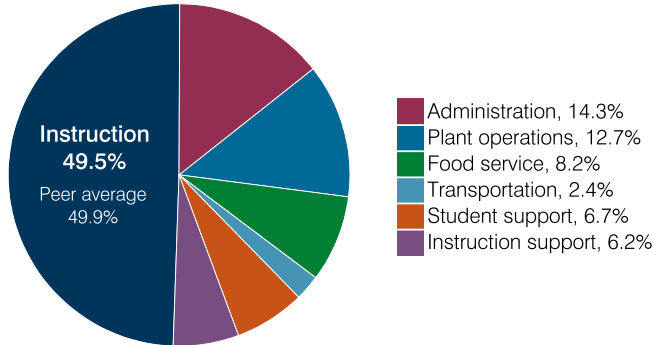
2,867

Number of schools:

5

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,033	\$1,098	\$860
	Students per administrative position	57	59	66
Plant operations	Cost per square foot	\$7.53	\$6.52	\$6.34
	Square footage per student	122	161	156
Food service	Cost per meal	\$2.78	\$3.10	\$3.02
Transportation	Cost per mile	\$3.33	\$3.96	\$4.05
	Cost per rider	\$535	\$721	\$1,301

Very low
Low
Comparable
High
Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,658	\$ 3,584	\$ 4,233	\$ 4,480
Administration	1,013	1,033	1,098	860
Plant operations	865	917	1,034	988
Food service	647	590	591	425
Transportation	173	174	526	388
Student support	499	486	584	693
Instruction support	460	450	462	462
<b>Total operational</b>	<b>7,315</b>	<b>7,234</b>	<b>8,528</b>	<b>8,296</b>
Land and buildings	300	646	416	827
Equipment	890	282	316	409
Interest	72	59	75	228
Other	146	140	170	169
<b>Total nonoperational</b>	<b>1,408</b>	<b>1,127</b>	<b>977</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 8,723</b>	<b>\$ 8,361</b>	<b>\$ 9,505</b>	<b>\$ 9,929</b>

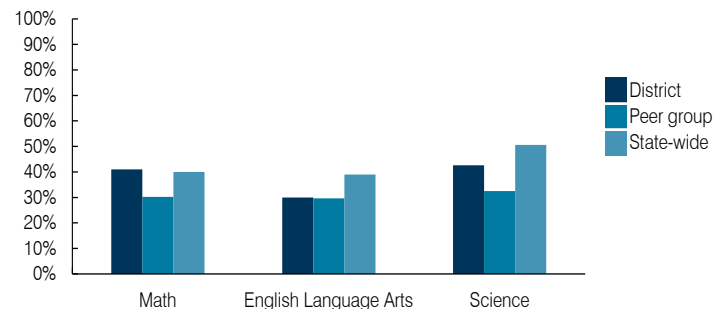
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	1	20%
B	3	60%
C	1	20%
D	0	0%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	36%	39%	19%
Special education population	11%	17%	12%
Students per teacher	20.8	12.3	18.4
Average teacher salary	\$44,508	\$46,899	\$48,951
Amount from Prop 301	\$5,350	\$4,418	\$6,411
Average years of teacher experience	9.8	13.4	11.4
Percentage of teachers in first 3 years	15%	6%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,893	\$ 1,880	\$ 1,836	\$ 1,317
State	5,112	5,202	4,904	4,011
Local	974	1,164	2,715	4,592
<b>Total per pupil revenues</b>	<b>\$ 7,979</b>	<b>\$ 8,246</b>	<b>\$ 9,455</b>	<b>\$ 9,920</b>

#### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,016	\$ 5,016	\$ 5,707
Grants	1,939	1,916	2,113
Donations and tax credits	31	23	67

#### Select revenues from less common sources

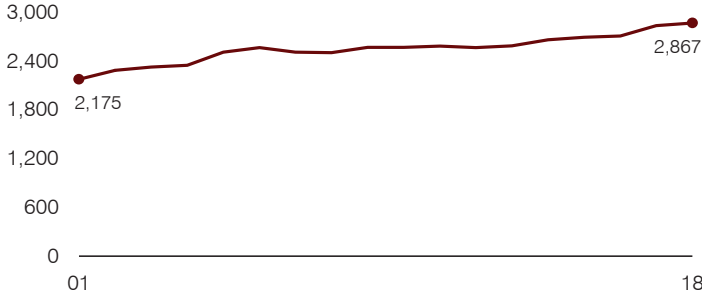
Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	0 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	21	20	3 of 10
Voter-approved levy increases	427	453	8 of 10

**Instructional spending percentage**

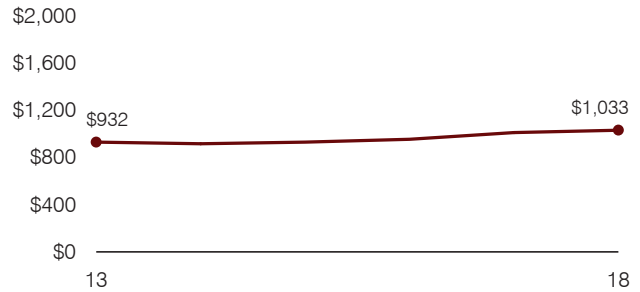
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 50.4 51.4 52.1 51.7 50.7 50.5 50.6 47.9 49.6 49.7 47.1 46.6 47.1 47.7 48.9 49.1 50.0 49.5

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

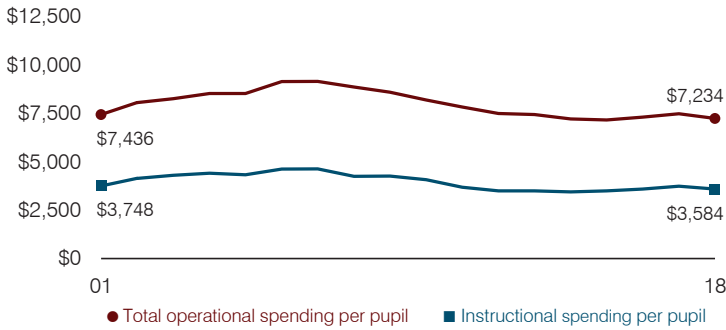
**Students attending**



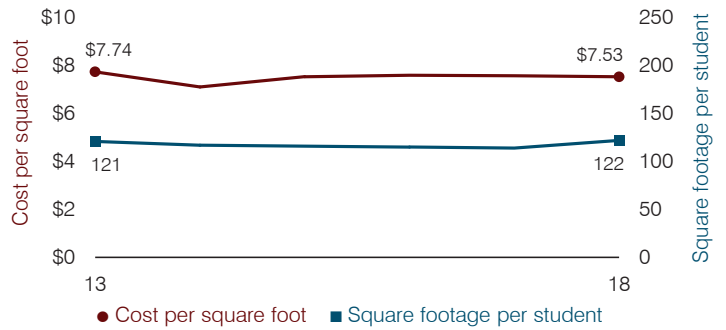
**Administrative cost per pupil**



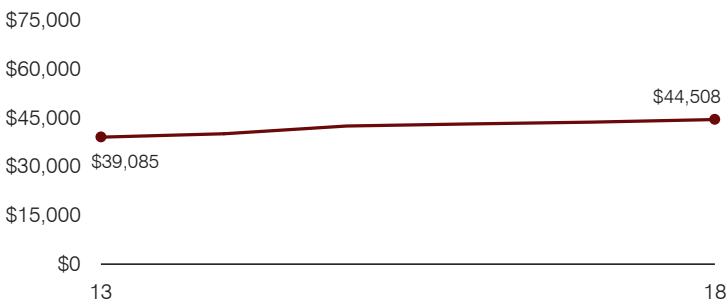
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



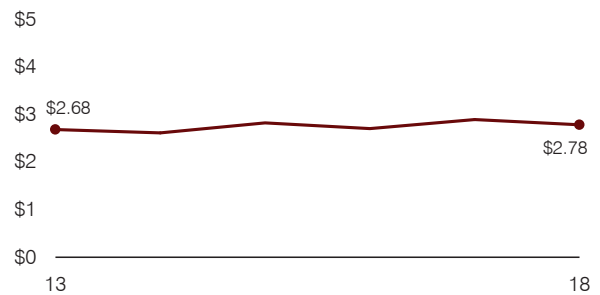
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



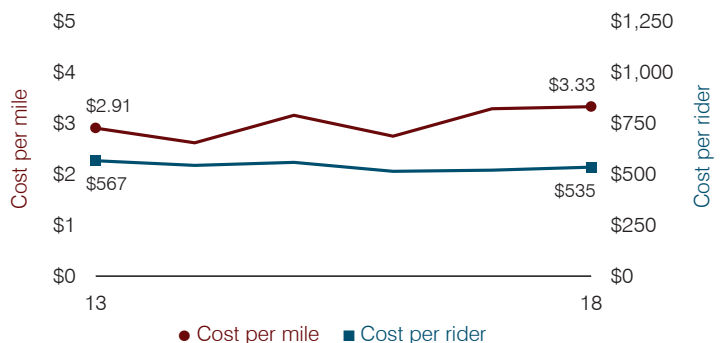
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	5.0%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**



# Sonoita Elementary School District

Santa Cruz County

Efficiency peer groups 11 and T-11, Achievement peer group 17<sup>1</sup>

Legislative district(s): 2

District size, location:

Very small, Rural

Students attending:

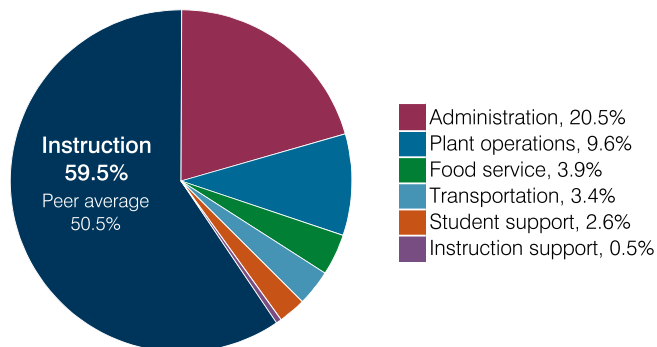
106

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$4,014	\$3,064	\$860
	Students per administrative position	24	33	66
Plant operations	Cost per square foot	\$6.33	\$7.31	\$6.34
	Square footage per student	299	371	156
Food service	Cost per meal	\$5.66	\$5.79	\$3.02
Transportation	Cost per mile	\$1.26	\$1.94	\$4.05
	Cost per rider	\$1,375	\$1,614	\$1,301

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 11,803	\$ 11,655	\$ 8,493	\$ 4,480
Administration	3,922	4,014	3,064	860
Plant operations	1,572	1,891	2,439	988
Food service	782	769	932	425
Transportation	666	672	973	388
Student support	494	507	656	693
Instruction support	60	93	400	462
<b>Total operational</b>	<b>19,299</b>	<b>19,601</b>	<b>16,957</b>	<b>8,296</b>
Land and buildings	79	217	965	827
Equipment	635	401	562	409
Interest	0	0	25	228
Other	0	0	88	169
<b>Total nonoperational</b>	<b>714</b>	<b>618</b>	<b>1,640</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 20,013</b>	<b>\$ 20,219</b>	<b>\$ 18,597</b>	<b>\$ 9,929</b>

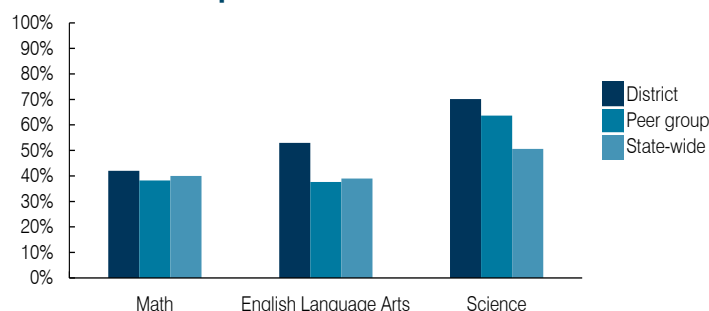
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	21%	19%	19%
Special education population	21%	13%	12%
Students per teacher	7.6	14.1	18.4
Average teacher salary	\$49,597	\$50,510	\$48,951
Amount from Prop 301	\$1,857	\$5,096	\$6,411
Average years of teacher experience	10.4	13.8	11.4
Percentage of teachers in first 3 years	30%	9%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,864	\$ 824	\$ 3,021	\$ 1,317
State	4,096	3,372	4,788	4,011
Local	14,261	14,613	12,812	4,592
<b>Total per pupil revenues</b>	<b>\$ 20,221</b>	<b>\$ 18,809</b>	<b>\$ 20,621</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District 2017	District 2018	Peer average 2018	State average 2018
Equalization formula funding	\$ 8,223	\$ 7,268	\$ 8,282	\$ 5,585
Grants	1,943	1,008	3,020	1,241
Donations and tax credits	211	275	125	90

### Select revenues from less common sources

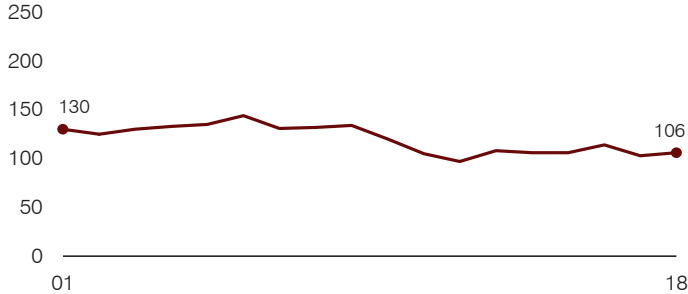
Source	District 2017	District 2018	Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	5,635	5,206	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

**Instructional spending percentage**

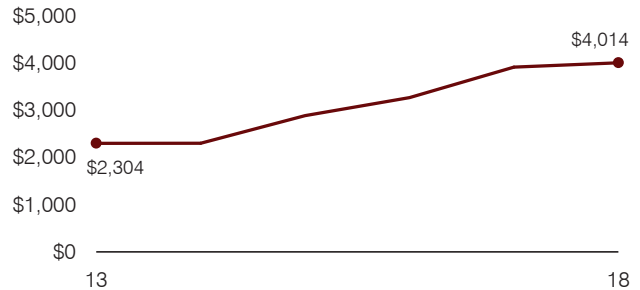
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 65.5 63.7 68.3 74.2 68.1 66.7 68.5 65.7 69.6 64.7 59.7 57.9 61.0 58.9 55.1 56.0 61.2 59.5

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

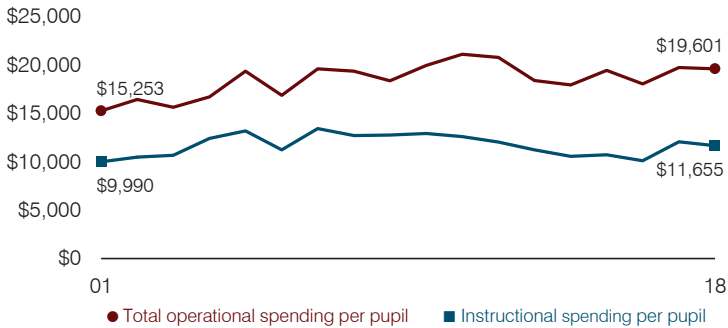
**Students attending**



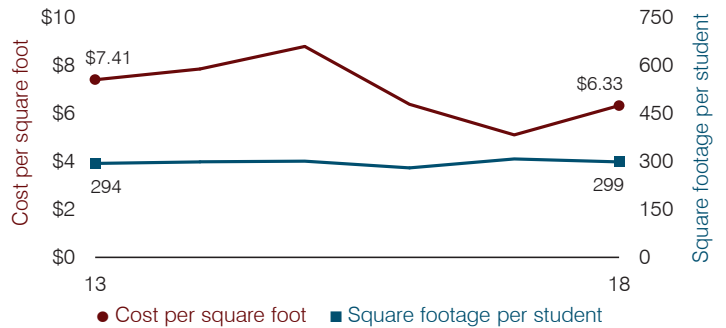
**Administrative cost per pupil**



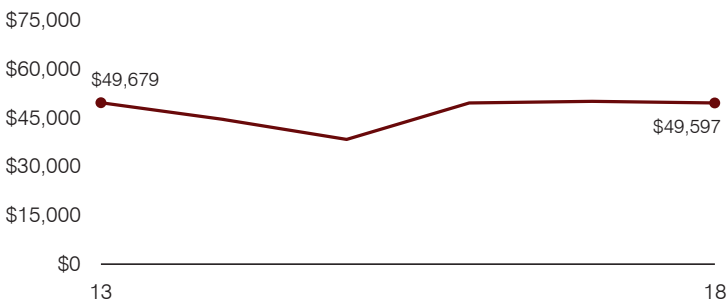
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



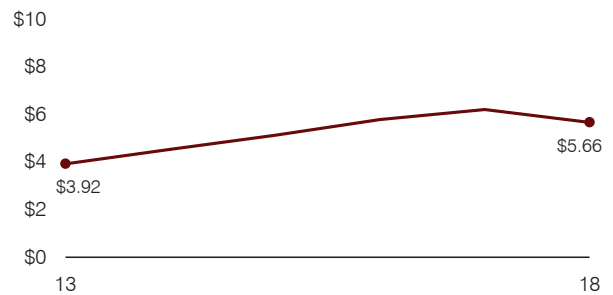
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



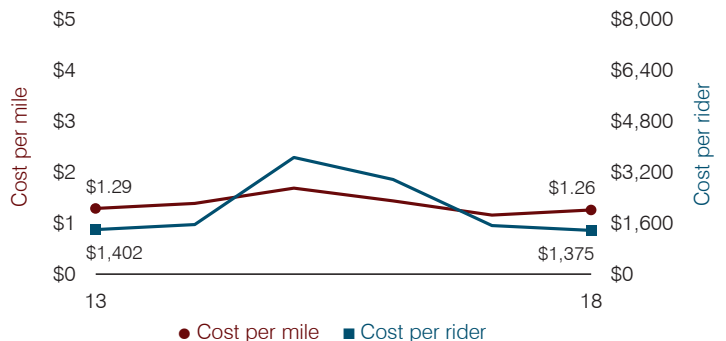
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	10.7%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

**Transportation costs per mile and per rider**



# St. David Unified School District

Cochise County

Efficiency peer groups 6 and T-8, Achievement peer group 4<sup>1</sup>

Legislative district(s): 14

District size, location:

Small, Rural

Students attending:

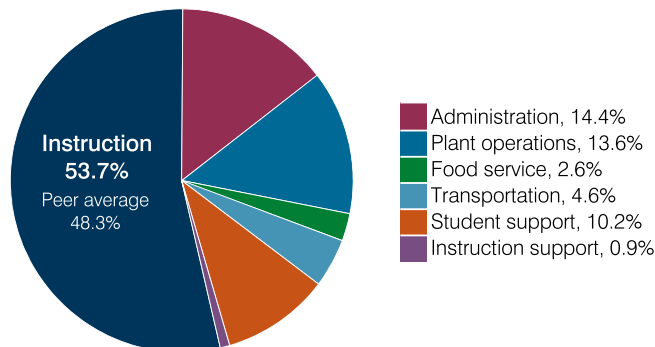
350

Number of schools:

2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,383	\$1,744	\$860
	Students per administrative position	44	43	66
Plant operations	Cost per square foot	\$5.73	\$5.27	\$6.34
	Square footage per student	227	321	156
Food service	Cost per meal	\$3.30	\$3.96	\$3.02
Transportation	Cost per mile	\$3.18	\$3.03	\$4.05
	Cost per rider	\$1,520	\$1,225	\$1,301

Legend: Very low (green), Low (blue), Comparable (yellow), High (orange), Very high (red)

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 5,528	\$ 5,169	\$ 5,556	\$ 4,480
Administration	1,625	1,383	1,744	860
Plant operations	1,342	1,304	1,706	988
Food service	188	252	546	425
Transportation	428	443	592	388
Student support	1,342	986	672	693
Instruction support	92	86	393	462
<b>Total operational</b>	<b>10,545</b>	<b>9,623</b>	<b>11,209</b>	<b>8,296</b>
Land and buildings	492	500	1,077	827
Equipment	404	137	601	409
Interest	11	11	162	228
Other	0	9	60	169
<b>Total nonoperational</b>	<b>907</b>	<b>657</b>	<b>1,900</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 11,452</b>	<b>\$ 10,280</b>	<b>\$ 13,109</b>	<b>\$ 9,929</b>

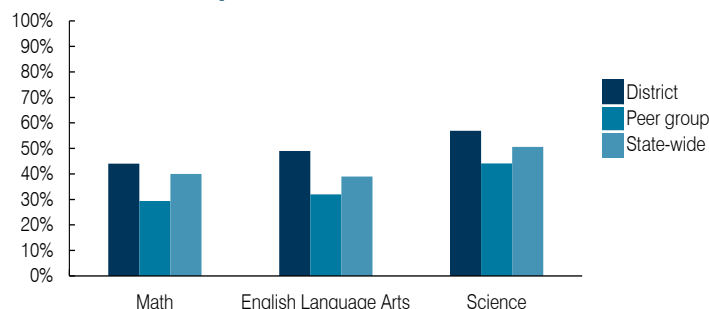
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	1	50%
B	1	50%
C	0	0%
D	0	0%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	92%	85%	78%
Poverty rate (2017)	12%	13%	19%
Special education population	18%	13%	12%
Students per teacher	14.0	16.6	18.4
Average teacher salary	\$43,312	\$47,740	\$48,951
Amount from Prop 301	\$6,245	\$6,338	\$6,411
Average years of teacher experience	14.9	11.9	11.4
Percentage of teachers in first 3 years	13%	17%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,397	\$ 847	\$ 2,405	\$ 1,317
State	5,024	5,634	4,080	4,011
Local	5,257	4,189	8,027	4,592
<b>Total per pupil revenues</b>	<b>\$ 11,678</b>	<b>\$ 10,670</b>	<b>\$ 14,512</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 7,183	\$ 7,082	\$ 7,175
Grants	1,826	1,649	2,252
Donations and tax credits	255	90	337

### Select revenues from less common sources

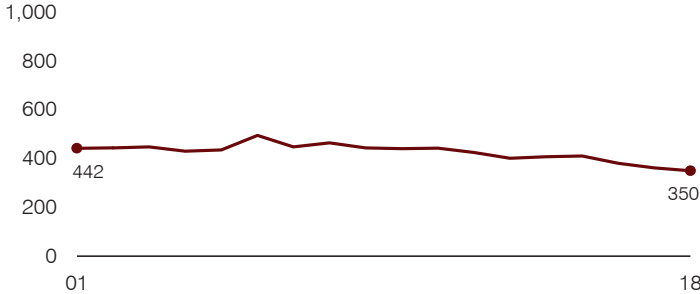
Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	0 of 18
Small school adjustment	0	0	5 of 18
Federal impact aid	0	0	3 of 18
Voter-approved levy increases	1,319	716	14 of 18

**Instructional spending percentage**

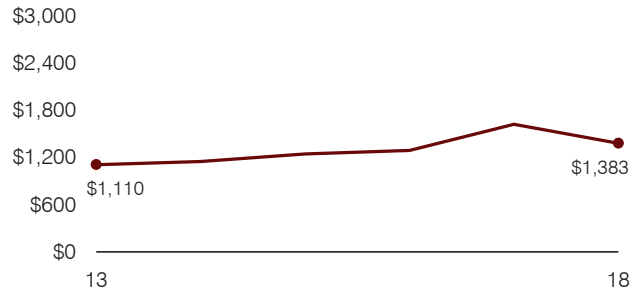
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 49.1 67.1 60.5 54.5 58.8 56.9 58.6 57.5 57.9 56.0 57.4 54.9 52.8 55.6 50.6 52.6 52.4 53.7

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

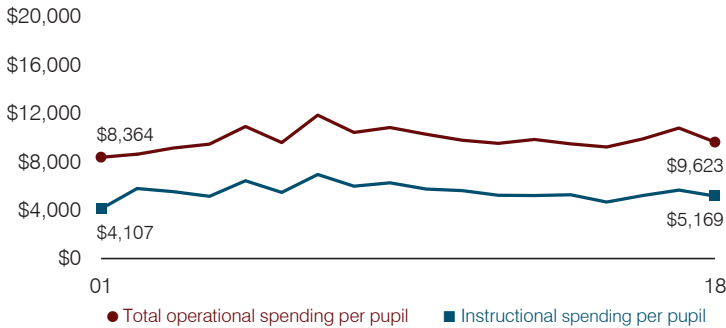
**Students attending**



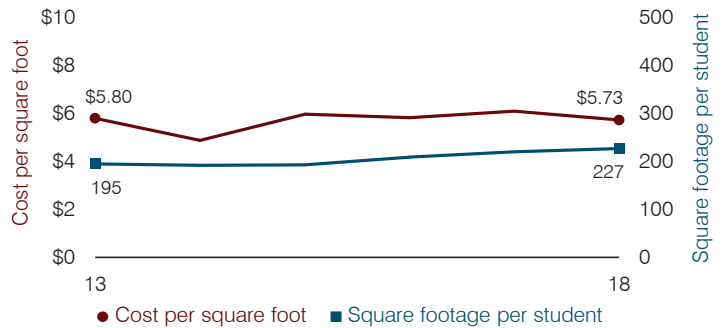
**Administrative cost per pupil**



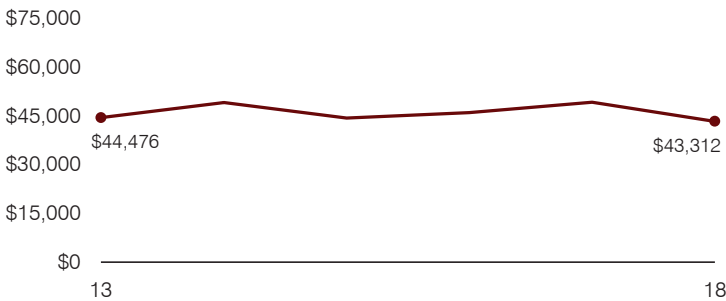
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



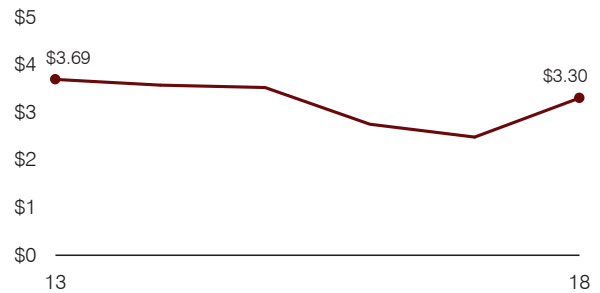
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



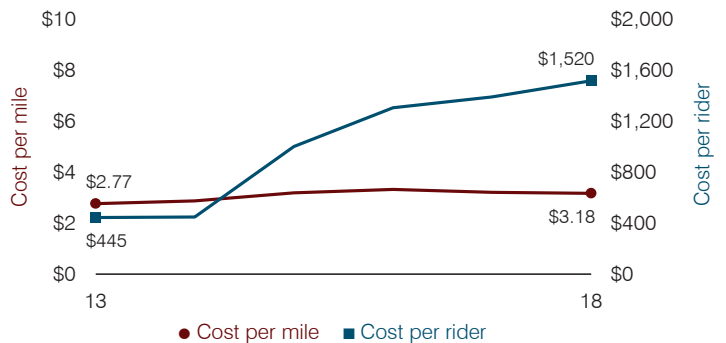
**Financial stress assessment**

Overall financial stress level: **High**

Measure: 2016 through 2018	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	Operating and capital
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	1.9%, Varying
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant

Low
Moderate
High

**Transportation costs per mile and per rider**



# St. Johns Unified School District

Apache County

Efficiency peer groups 5 and T-10, Achievement peer group 6<sup>1</sup>

Legislative district(s): 7

District size, location:

Medium, Town

Students attending:

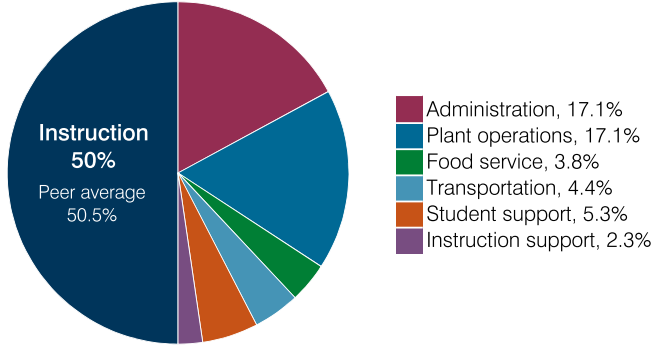
804

Number of schools:

4

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,617	\$1,221	\$860
	Students per administrative position	38	54	66
Plant operations	Cost per square foot	\$4.40	\$5.43	\$6.34
	Square footage per student	369	257	156
Food service	Cost per meal	\$4.24	\$3.66	\$3.02
Transportation	Cost per mile	\$1.44	\$1.95	\$4.05
	Cost per rider	\$1,371	\$1,572	\$1,301

Legend: Very low (green), Low (blue), Comparable (yellow), High (orange), Very high (red)

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,559	\$ 4,741	\$ 4,824	\$ 4,480
Administration	1,255	1,617	1,221	860
Plant operations	1,630	1,624	1,365	988
Food service	348	366	437	425
Transportation	378	414	532	388
Student support	671	499	623	693
Instruction support	351	222	359	462
<b>Total operational</b>	<b>9,192</b>	<b>9,483</b>	<b>9,361</b>	<b>8,296</b>
Land and buildings	380	940	799	827
Equipment	400	401	433	409
Interest	0	0	248	228
Other	58	4	71	169
<b>Total nonoperational</b>	<b>838</b>	<b>1,345</b>	<b>1,551</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 10,030</b>	<b>\$ 10,828</b>	<b>\$ 10,912</b>	<b>\$ 9,929</b>

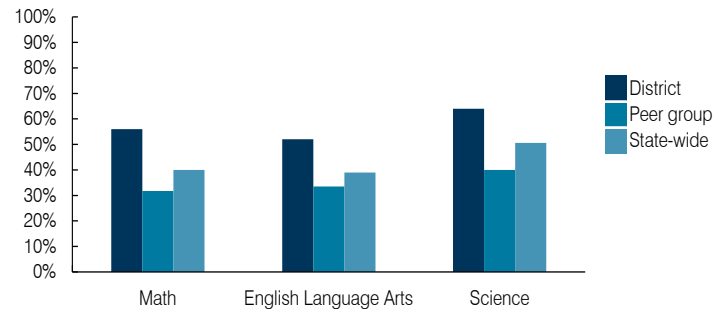
## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools <sup>2</sup>	Percentage of schools
A	2	100%
B	0	0%
C	0	0%
D	0	0%
F	0	0%

<sup>2</sup> Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2017)	85%	85%	78%
Poverty rate (2017)	31%	29%	19%
Special education population	14%	14%	12%
Students per teacher	17.3	16.2	18.4
Average teacher salary	\$44,428	\$46,264	\$48,951
Amount from Prop 301	\$5,738	\$6,122	\$6,411
Average years of teacher experience	16.9	12.2	11.4
Percentage of teachers in first 3 years	11%	20%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,195	\$ 1,254	\$ 3,917	\$ 1,317
State	681	918	4,283	4,011
Local	8,707	9,997	4,207	4,592
<b>Total per pupil revenues</b>	<b>\$ 10,583</b>	<b>\$ 12,169</b>	<b>\$ 12,407</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 6,453	\$ 6,505	\$ 5,992
Grants	1,164	1,219	1,703
Donations and tax credits	61	81	147

### Select revenues from less common sources

Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	0 of 31
Small school adjustment	0	0	0 of 31
Federal impact aid	63	78	16 of 31
Voter-approved levy increases	570	1,241	21 of 31

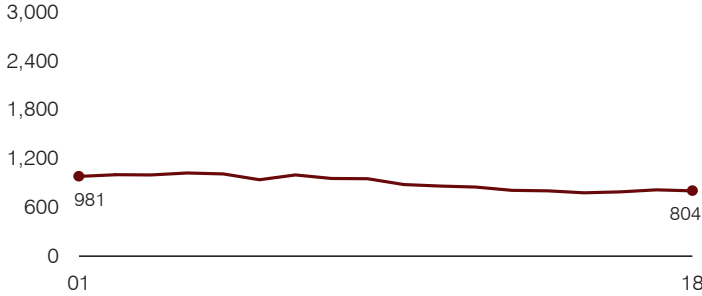
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

**Instructional spending percentage**

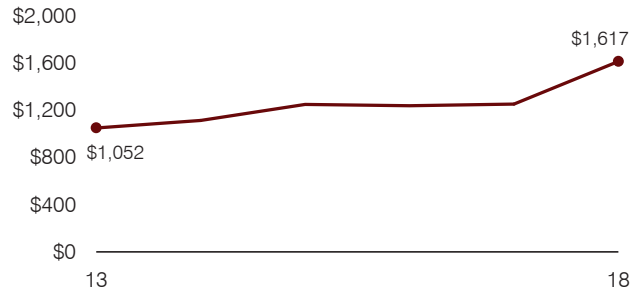
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 53.3 57.5 57.9 57.9 55.2 57.2 53.3 53.6 56.4 56.2 51.3 49.0 49.0 49.5 47.1 48.3 49.6 50.0

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

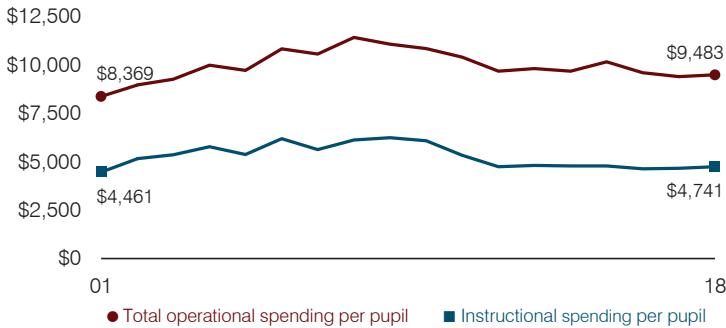
**Students attending**



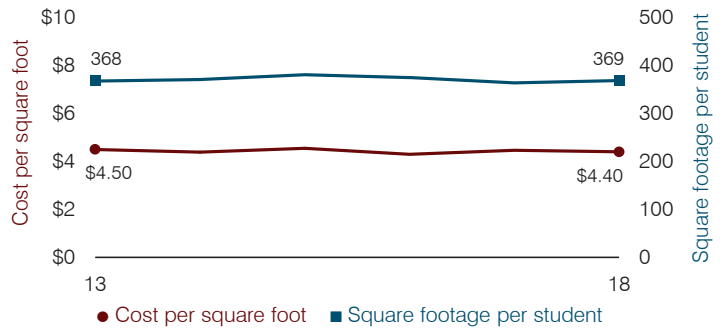
**Administrative cost per pupil**



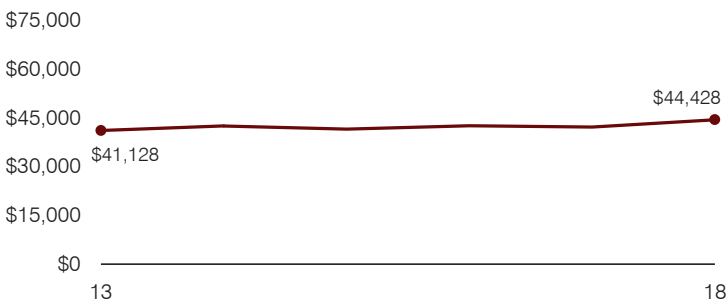
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



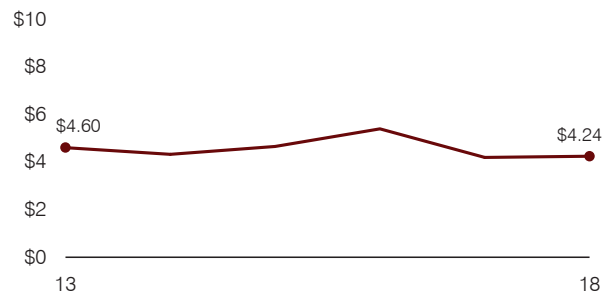
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



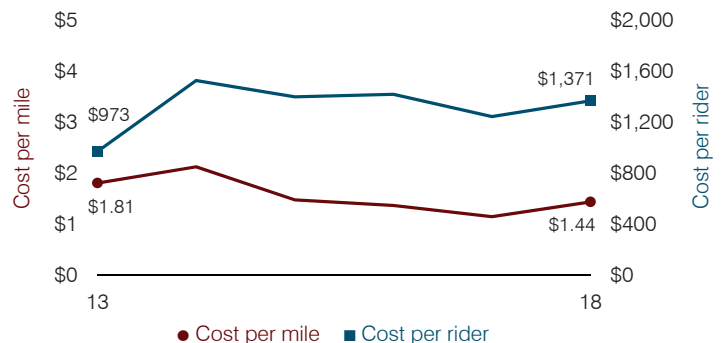
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	9.8%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**





# Stanfield Elementary School District

Pinal County

Efficiency peer groups 10 and T-8, Achievement peer group 16<sup>1</sup>

Legislative district(s): 4 and 11

District size, location:

Small, Rural

Students attending:

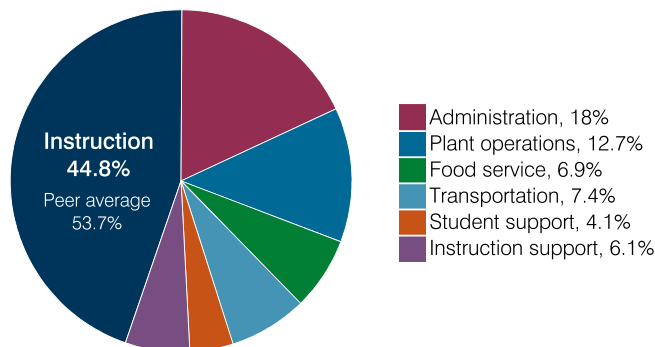
463

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,915	\$1,194	\$860
	Students per administrative position	43	60	66
Plant operations	Cost per square foot	\$6.44	\$6.78	\$6.34
	Square footage per student	210	176	156
Food service	Cost per meal	\$3.10	\$3.40	\$3.02
Transportation	Cost per mile	\$2.70	\$3.03	\$4.05
	Cost per rider	\$1,033	\$1,225	\$1,301

Very low
Low
Comparable
High
Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,587	\$ 4,766	\$ 5,096	\$ 4,480
Administration	1,832	1,915	1,194	860
Plant operations	1,411	1,355	1,071	988
Food service	712	736	535	425
Transportation	836	785	586	388
Student support	344	432	498	693
Instruction support	729	645	379	462
<b>Total operational</b>	<b>10,451</b>	<b>10,634</b>	<b>9,359</b>	<b>8,296</b>
Land and buildings	7	62	208	827
Equipment	373	747	260	409
Interest	0	0	143	228
Other	0	0	173	169
<b>Total nonoperational</b>	<b>380</b>	<b>809</b>	<b>784</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 10,831</b>	<b>\$ 11,443</b>	<b>\$ 10,143</b>	<b>\$ 9,929</b>

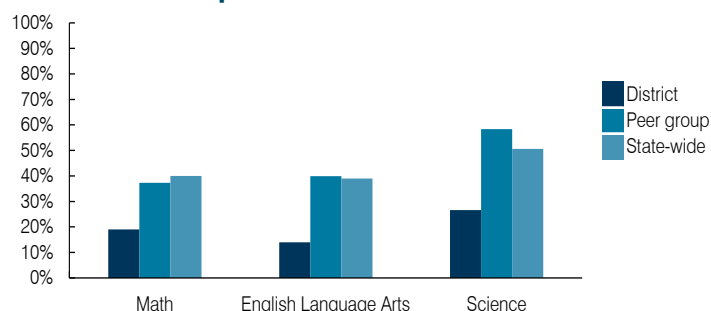
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	0	0%
D	1	100%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	91%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	13%	12%	19%
Special education population	14%	16%	12%
Students per teacher	14.5	13.4	18.4
Average teacher salary	\$42,876	\$48,478	\$48,951
Amount from Prop 301	\$3,718	\$4,651	\$6,411
Average years of teacher experience	11.9	15.3	11.4
Percentage of teachers in first 3 years	18%	6%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 2,953	\$ 2,302	\$ 2,311	\$ 1,317
State	5,793	6,066	4,860	4,011
Local	2,345	2,975	4,359	4,592
<b>Total per pupil revenues</b>	<b>\$ 11,091</b>	<b>\$ 11,343</b>	<b>\$ 11,530</b>	<b>\$ 9,920</b>

#### Select revenues from common sources

Equalization formula funding	\$ 6,909	\$ 6,728	\$ 6,817	\$ 5,585
Grants	2,460	2,338	1,722	1,241
Donations and tax credits	54	13	226	90

#### Select revenues from less common sources

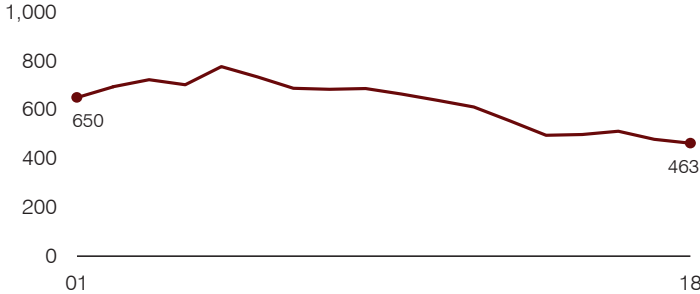
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 11
Small school adjustment	0	0	0 of 11
Federal impact aid	497	392	3 of 11
Voter-approved levy increases	0	0	6 of 11

**Instructional spending percentage**

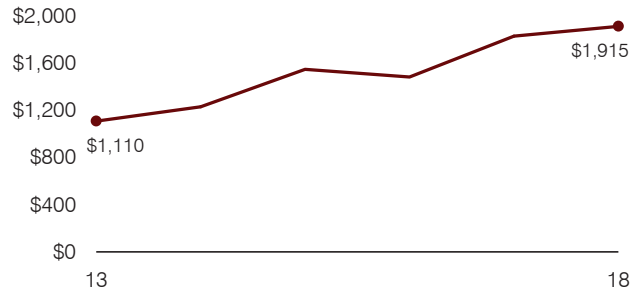
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 56.0 54.3 52.0 46.9 48.9 46.3 44.6 47.2 47.8 48.2 49.1 51.8 51.5 50.2 45.8 46.4 43.9 44.8

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

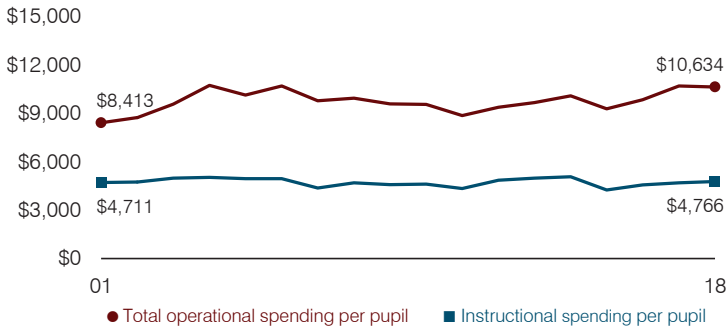
**Students attending**



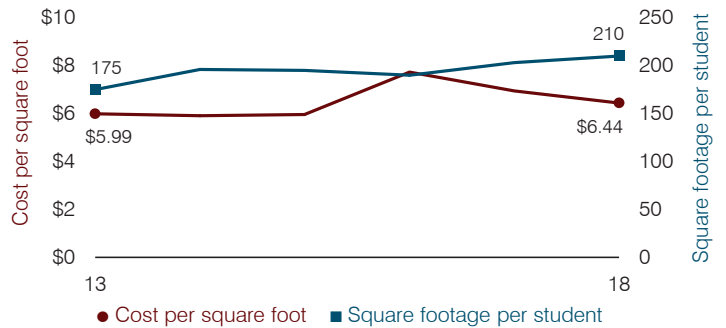
**Administrative cost per pupil**



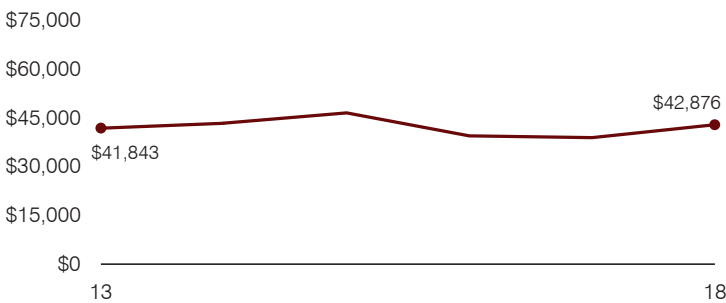
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



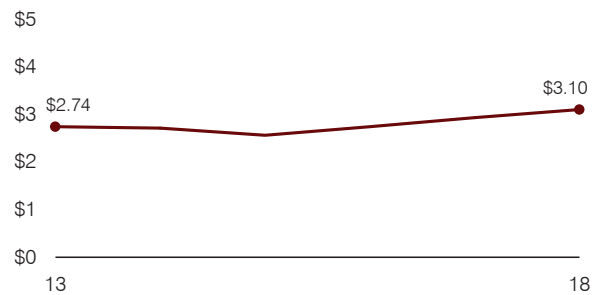
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



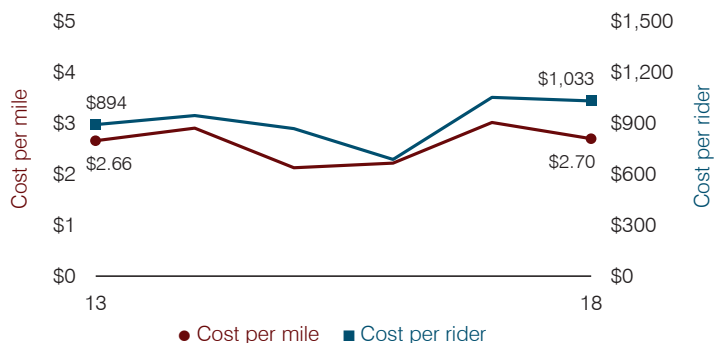
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage, Trend	4.9%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

**Transportation costs per mile and per rider**



# Sunnyside Unified School District

Pima County

Efficiency peer groups 2 and T-2, Achievement peer group 6<sup>1</sup>

Legislative district(s): 2, 3, and 4

District size, location:

Large, City

Students attending:

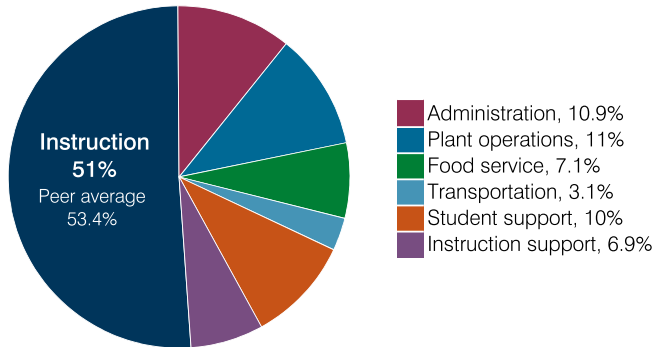
15,537

Number of schools:

21

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$801	\$804	\$860
	Students per administrative position	60	67	66
Plant operations	Cost per square foot	\$6.45	\$6.44	\$6.34
	Square footage per student	126	148	156
Food service	Cost per meal	\$3.07	\$3.08	\$3.02
Transportation	Cost per mile	\$4.10	\$5.91	\$4.05
	Cost per rider	\$891	\$1,232	\$1,301

Very low    Low    Comparable    High    Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,653	\$ 3,763	\$ 4,135	\$ 4,480
Administration	800	801	804	860
Plant operations	915	811	941	988
Food service	528	525	342	425
Transportation	225	230	394	388
Student support	713	737	624	693
Instruction support	542	509	492	462
<b>Total operational</b>	<b>7,376</b>	<b>7,376</b>	<b>7,732</b>	<b>8,296</b>
Land and buildings	289	299	738	827
Equipment	394	267	531	409
Interest	158	166	238	228
Other	79	77	153	169
<b>Total nonoperational</b>	<b>920</b>	<b>809</b>	<b>1,660</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 8,296</b>	<b>\$ 8,185</b>	<b>\$ 9,392</b>	<b>\$ 9,929</b>

<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

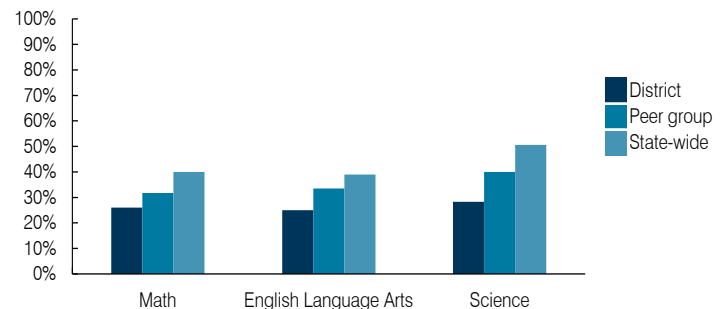
## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools <sup>2</sup>	Percentage of schools
A	0	0%
B	5	28%
C	10	56%
D	3	16%
F	0	0%

<sup>2</sup> Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	93%	94%
Graduation rate (2017)	77%	85%	78%
Poverty rate (2017)	30%	29%	19%
Special education population	12%	14%	12%
Students per teacher	20.5	16.2	18.4
Average teacher salary	\$46,511	\$46,264	\$48,951
Amount from Prop 301	\$6,643	\$6,122	\$6,411
Average years of teacher experience	12.1	12.2	11.4
Percentage of teachers in first 3 years	19%	20%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,367	\$ 1,889	\$ 930	\$ 1,317
State	4,254	4,347	3,760	4,011
Local	2,077	2,042	4,666	4,592
<b>Total per pupil revenues</b>	<b>\$ 7,698</b>	<b>\$ 8,278</b>	<b>\$ 9,356</b>	<b>\$ 9,920</b>

#### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,137	\$ 5,145	\$ 5,545
Grants	1,411	1,971	1,051
Donations and tax credits	43	37	107

#### Select revenues from less common sources

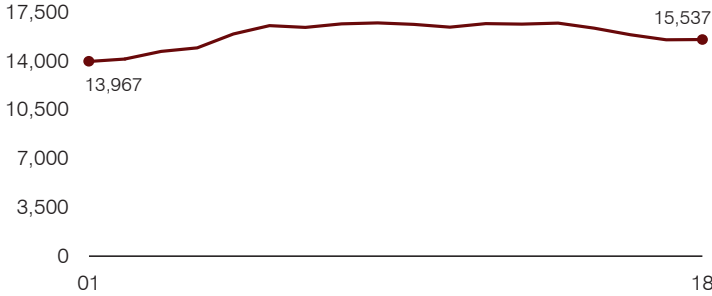
Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	3 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	0	0	2 of 10
Voter-approved levy increases	322	389	10 of 10

**Instructional spending percentage**

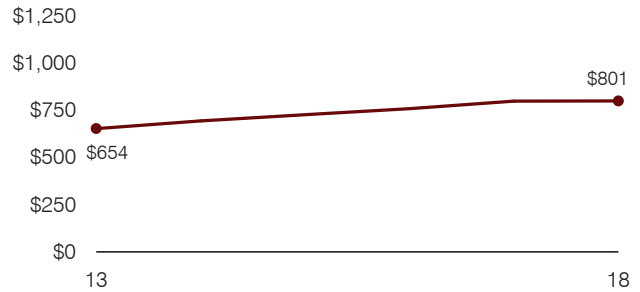
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 56.0 57.4 59.0 58.7 57.8 56.7 57.0 55.2 53.9 52.3 51.5 50.4 48.9 48.6 48.8 48.5 49.5 51.0

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

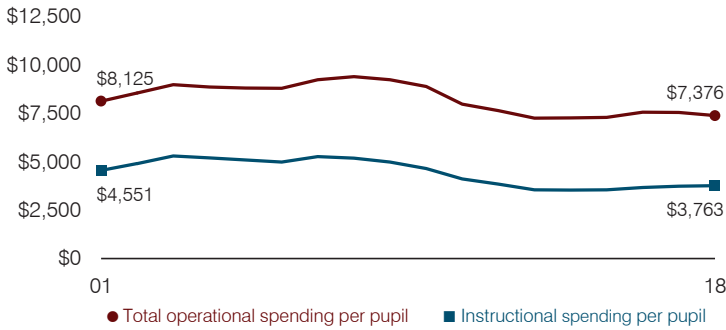
**Students attending**



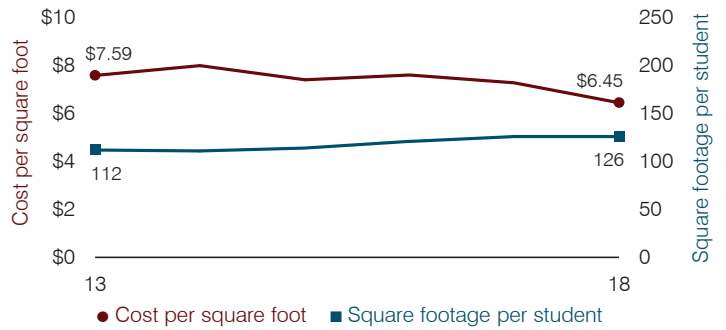
**Administrative cost per pupil**



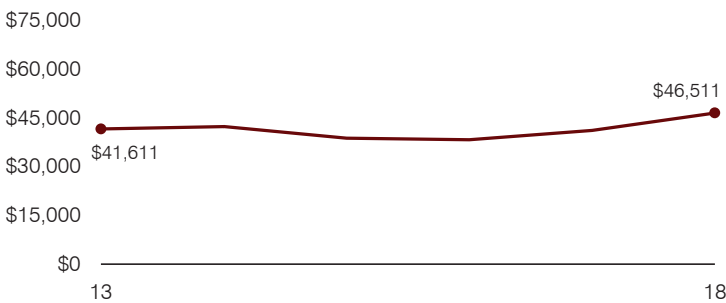
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



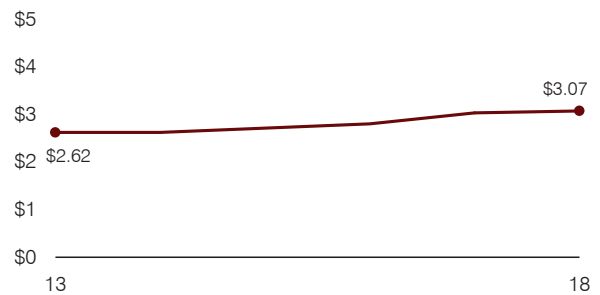
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



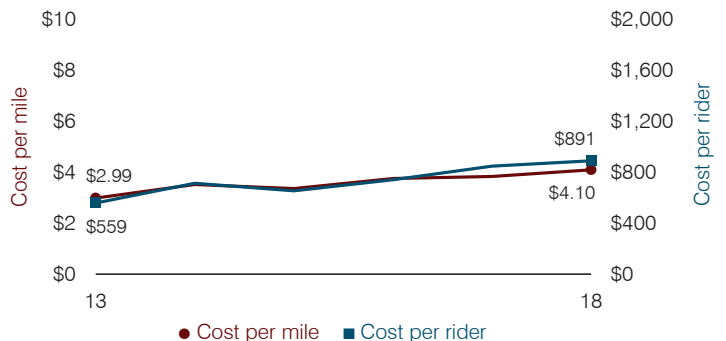
**Financial stress assessment**

Overall financial stress level: **Moderate**

Measure: 2016 through 2018	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage, Trend	5.7%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**



# Superior Unified School District

Pinal County

Efficiency peer groups 6 and T-7, Achievement peer group 4<sup>1</sup>

Legislative district(s): 8

District size, location:

Small, Town

Students attending:

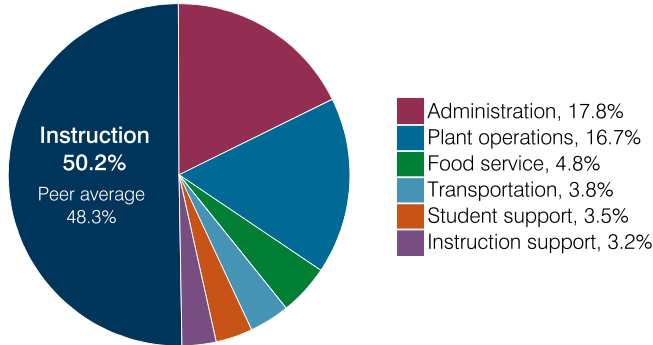
358

Number of schools:

2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,888	\$1,744	\$860
	Students per administrative position	37	43	66
Plant operations	Cost per square foot	\$5.13	\$5.27	\$6.34
	Square footage per student	345	321	156
Food service	Cost per meal	\$2.85	\$3.96	\$3.02
Transportation	Cost per mile	\$3.05	\$3.35	\$4.05
	Cost per rider	\$1,188	\$1,057	\$1,301

Legend: Very low (green), Low (blue), Comparable (yellow), High (orange), Very high (red)

### Per pupil spending

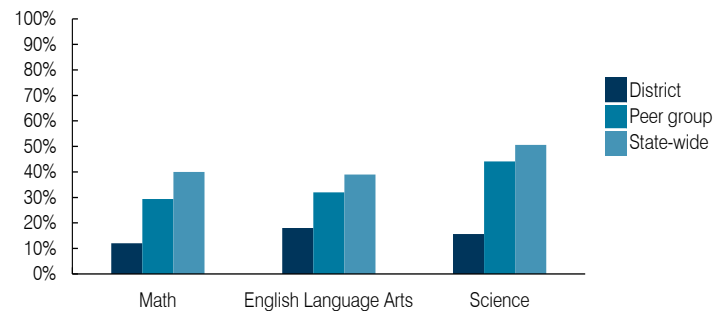
Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 5,210	\$ 5,324	\$ 5,556	\$ 4,480
Administration	1,857	1,888	1,744	860
Plant operations	1,741	1,772	1,706	988
Food service	505	507	546	425
Transportation	479	398	592	388
Student support	514	374	672	693
Instruction support	454	344	393	462
<b>Total operational</b>	<b>10,760</b>	<b>10,607</b>	<b>11,209</b>	<b>8,296</b>
Land and buildings	202	50	1,077	827
Equipment	563	485	601	409
Interest	267	237	162	228
Other	74	49	60	169
<b>Total nonoperational</b>	<b>1,106</b>	<b>821</b>	<b>1,900</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 11,866</b>	<b>\$ 11,428</b>	<b>\$ 13,109</b>	<b>\$ 9,929</b>

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	50%
C	0	0%
D	1	50%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	94%	94%
Graduation rate (2017)	89%	85%	78%
Poverty rate (2017)	16%	13%	19%
Special education population	10%	13%	12%
Students per teacher	21.1	16.6	18.4
Average teacher salary	\$50,301	\$47,740	\$48,951
Amount from Prop 301	\$6,080	\$6,338	\$6,411
Average years of teacher experience	9.1	11.9	11.4
Percentage of teachers in first 3 years	12%	17%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,688	\$ 1,676	\$ 2,405	\$ 1,317
State	4,730	4,653	4,080	4,011
Local	5,918	5,177	8,027	4,592
<b>Total per pupil revenues</b>	<b>\$ 12,336</b>	<b>\$ 11,506</b>	<b>\$ 14,512</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Equalization formula funding	\$ 6,464	\$ 6,547	\$ 7,175	\$ 5,585
Grants	1,790	1,623	2,252	1,241
Donations and tax credits	411	175	337	90

### Select revenues from less common sources

			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 18
Small school adjustment	0	0	5 of 18
Federal impact aid	0	0	3 of 18
Voter-approved levy increases	1,326	1,169	14 of 18

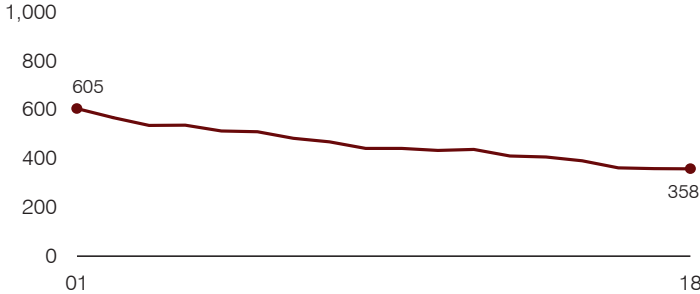
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

**Instructional spending percentage**

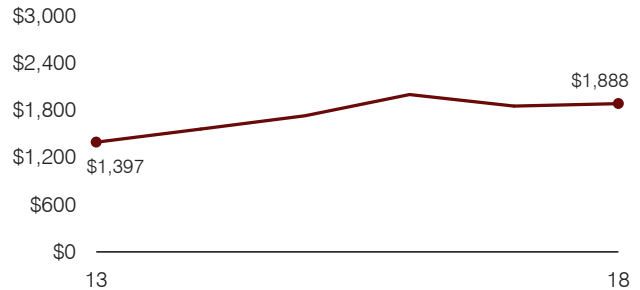
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 53.7 56.6 55.3 53.5 53.8 52.3 52.2 54.2 55.1 55.0 52.2 52.2 50.9 51.9 48.8 49.5 48.4 50.2

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

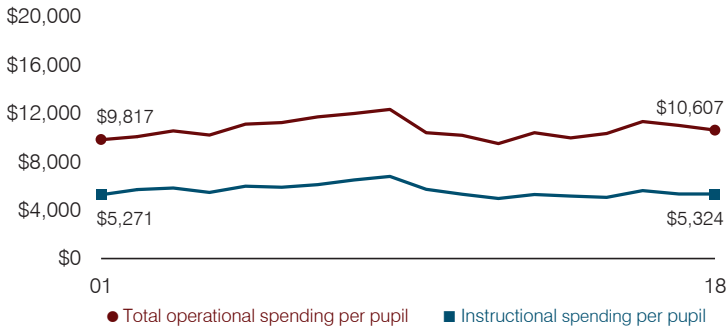
**Students attending**



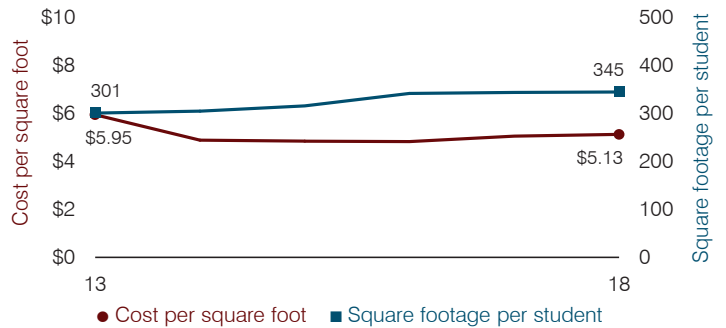
**Administrative cost per pupil**



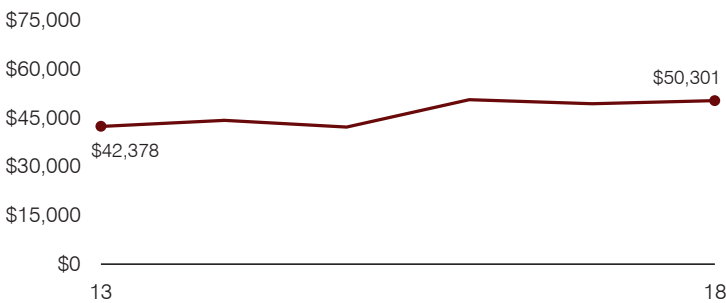
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



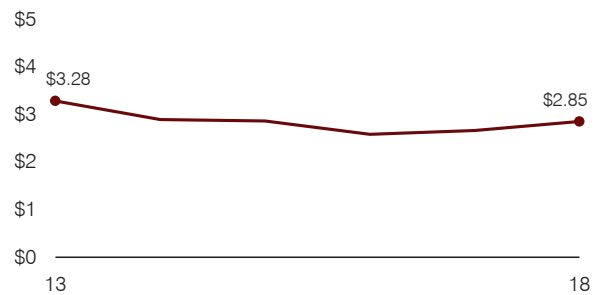
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



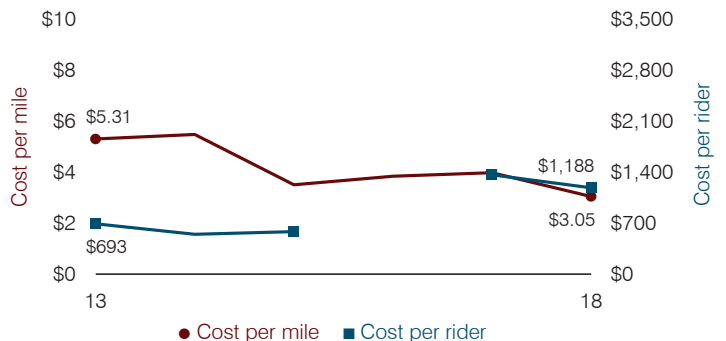
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	5.7%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

**Transportation costs per mile and per rider**



# Tanque Verde Unified School District

Pima County

Efficiency peer groups 3 and T-4, Achievement peer group 1<sup>1</sup>

Legislative district(s): 10 and 14

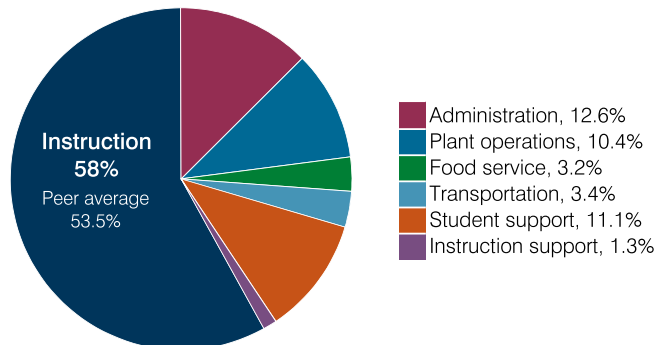
District size, location: Medium-large, Suburb

Students attending: 2,031

Number of schools: 4

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$982	\$846	\$860
	Students per administrative position	72	69	66
Plant operations	Cost per square foot	\$5.88	\$6.02	\$6.34
	Square footage per student	138	155	156
Food service	Cost per meal	\$3.09	\$3.20	\$3.02
Transportation	Cost per mile	\$3.15	\$3.72	\$4.05
	Cost per rider	\$1,047	\$1,330	\$1,301

Legend: Very low (green), Low (blue), Comparable (yellow), High (orange), Very high (red)

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,057	\$ 4,534	\$ 4,106	\$ 4,480
Administration	1,005	982	846	860
Plant operations	834	811	963	988
Food service	249	252	325	425
Transportation	288	268	438	388
Student support	729	871	672	693
Instruction support	78	98	336	462
<b>Total operational</b>	<b>7,240</b>	<b>7,816</b>	<b>7,686</b>	<b>8,296</b>
Land and buildings	77	63	1,416	827
Equipment	119	230	473	409
Interest	324	313	268	228
Other	174	170	165	169
<b>Total nonoperational</b>	<b>694</b>	<b>776</b>	<b>2,322</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 7,934</b>	<b>\$ 8,592</b>	<b>\$ 10,008</b>	<b>\$ 9,929</b>

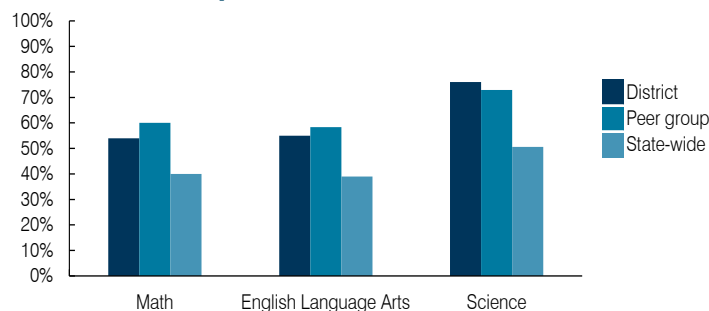
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	1	25%
B	2	50%
C	1	25%
D	0	0%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2017)	92%	94%	78%
Poverty rate (2017)	5%	6%	19%
Special education population	14%	11%	12%
Students per teacher	14.9	17.8	18.4
Average teacher salary	\$38,831	\$43,920	\$48,951
Amount from Prop 301	\$5,380	\$5,990	\$6,411
Average years of teacher experience	14.2	11.3	11.4
Percentage of teachers in first 3 years	15%	19%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 429	\$ 598	\$ 730	\$ 1,317
State	3,165	3,538	3,583	4,011
Local	4,558	5,222	5,234	4,592
<b>Total per pupil revenues</b>	<b>\$ 8,152</b>	<b>\$ 9,358</b>	<b>\$ 9,547</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,294	\$ 5,493	\$ 5,507
Grants	340	588	864
Donations and tax credits	265	419	184

### Select revenues from less common sources

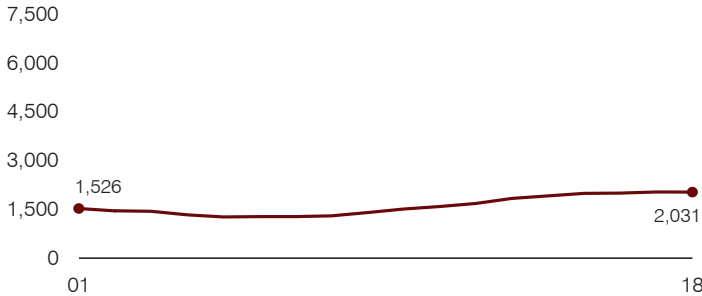
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	1 of 15
Small school adjustment	0	0	0 of 15
Federal impact aid	0	0	3 of 15
Voter-approved levy increases	883	1,378	15 of 15

**Instructional spending percentage**

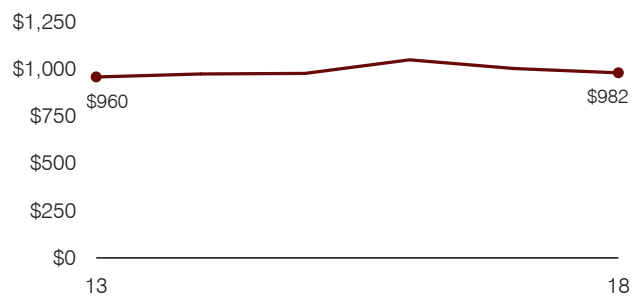
Year:	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Percentage:	60.5	60.7	58.9	60.9	57.6	58.8	56.7	59.3	60.8	55.0	57.5	57.9	59.1	60.8	59.9	58.5	56.0	58.0

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
Fiscal years as indicated

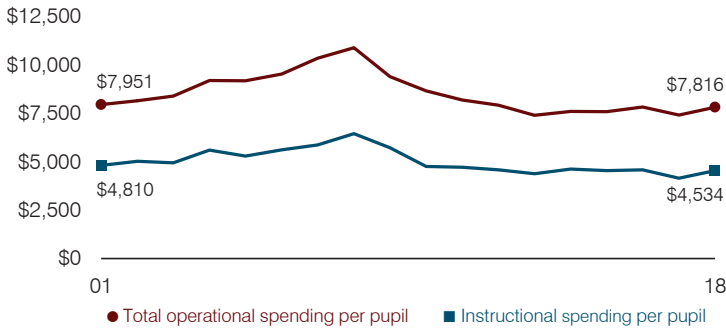
**Students attending**



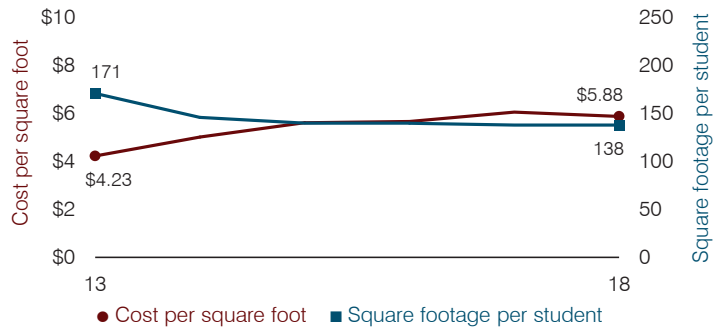
**Administrative cost per pupil**



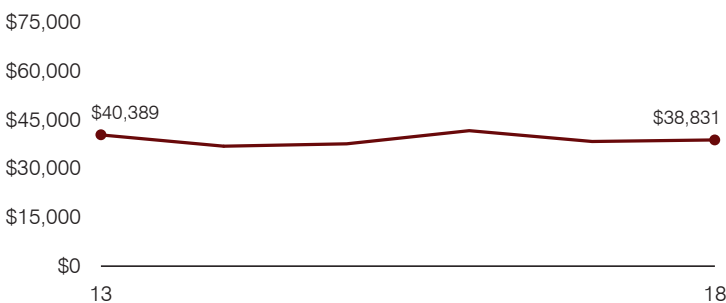
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



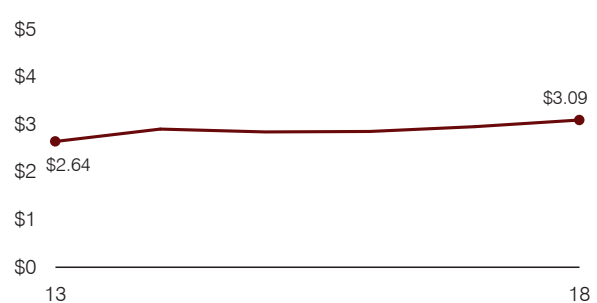
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



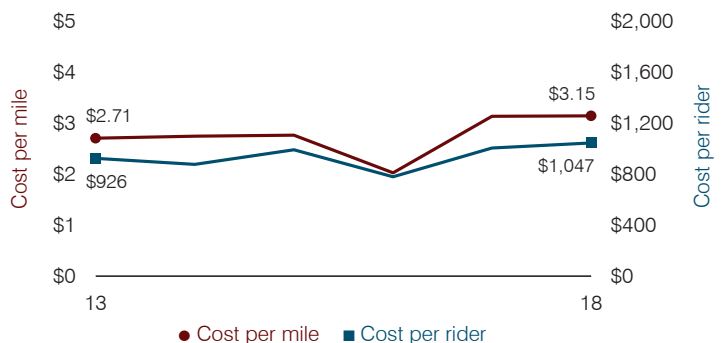
**Financial stress assessment**

Overall financial stress level: Moderate

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Mixed election results
Operating reserve percentage, Trend	2.0%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant

Low
Moderate
High

**Transportation costs per mile and per rider**





# Tempe Elementary School District

Maricopa County

Efficiency peer groups 7 and T-1, Achievement peer group 13<sup>1</sup>

Legislative district(s): 18, 26, and 27

District size, location:

Large, City

Students attending:

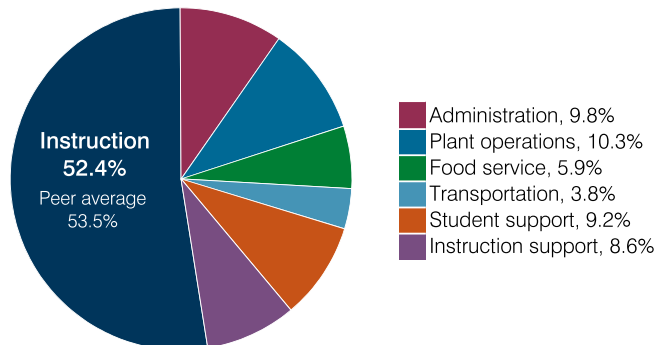
11,072

Number of schools:

22

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$880	\$796	\$860
	Students per administrative position	58	76	66
Plant operations	Cost per square foot	\$5.79	\$6.16	\$6.34
	Square footage per student	160	133	156
Food service	Cost per meal	\$3.00	\$2.99	\$3.02
Transportation	Cost per mile	\$5.09	\$7.19	\$4.05
	Cost per rider	\$955	\$1,106	\$1,301

Very low    Low    Comparable    High    Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,700	\$ 4,721	\$ 4,238	\$ 4,480
Administration	901	880	796	860
Plant operations	889	925	815	988
Food service	550	529	580	425
Transportation	357	341	298	388
Student support	814	825	646	693
Instruction support	809	782	486	462
<b>Total operational</b>	<b>9,020</b>	<b>9,003</b>	<b>7,859</b>	<b>8,296</b>
Land and buildings	1,491	1,220	517	827
Equipment	291	620	393	409
Interest	375	487	189	228
Other	122	145	188	169
<b>Total nonoperational</b>	<b>2,279</b>	<b>2,472</b>	<b>1,287</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 11,299</b>	<b>\$ 11,475</b>	<b>\$ 9,146</b>	<b>\$ 9,929</b>

<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

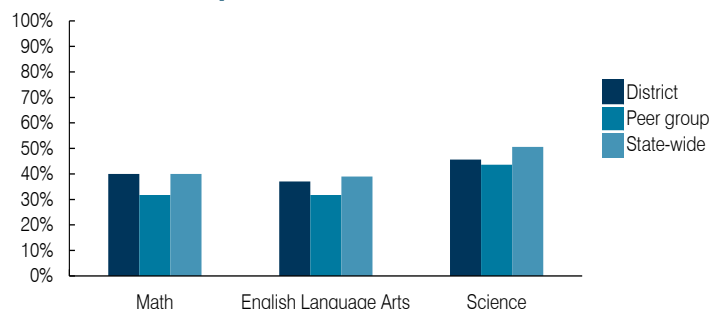
## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools <sup>2</sup>	Percentage of schools
A	3	15%
B	9	45%
C	6	30%
D	2	10%
F	0	0%

<sup>2</sup> Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	23%	20%	19%
Special education population	12%	13%	12%
Students per teacher	16.7	19.4	18.4
Average teacher salary	\$47,881	\$45,518	\$48,951
Amount from Prop 301	\$5,742	\$5,403	\$6,411
Average years of teacher experience	9.5	7.7	11.4
Percentage of teachers in first 3 years	24%	35%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,446	\$ 1,273	\$ 1,588	\$ 1,317
State	3,053	3,056	4,344	4,011
Local	7,013	7,198	3,644	4,592
<b>Total per pupil revenues</b>	<b>\$ 11,512</b>	<b>\$ 11,527</b>	<b>\$ 9,576</b>	<b>\$ 9,920</b>

#### Select revenues from common sources

Equalization formula funding	\$ 5,178	\$ 5,206	\$ 5,167	\$ 5,585
Grants	1,552	1,393	1,650	1,241
Donations and tax credits	54	50	46	90

#### Select revenues from less common sources

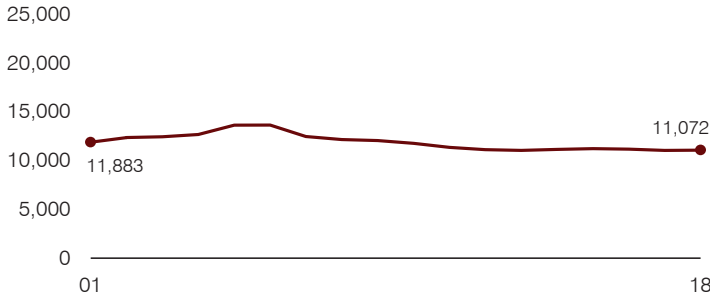
			Number of peers receiving
Desegregation	\$ 1,040	\$ 997	4 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	0	0	2 of 10
Voter-approved levy increases	2,670	2,700	10 of 10

**Instructional spending percentage**

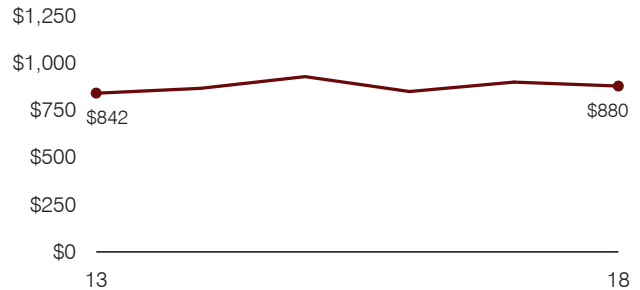
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 55.7 54.9 55.6 56.3 55.9 55.5 55.4 55.3 56.0 54.2 53.6 52.7 52.3 53.4 52.8 52.5 52.1 52.4

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

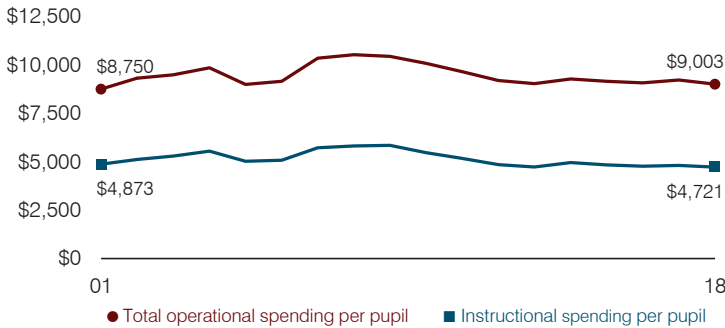
**Students attending**



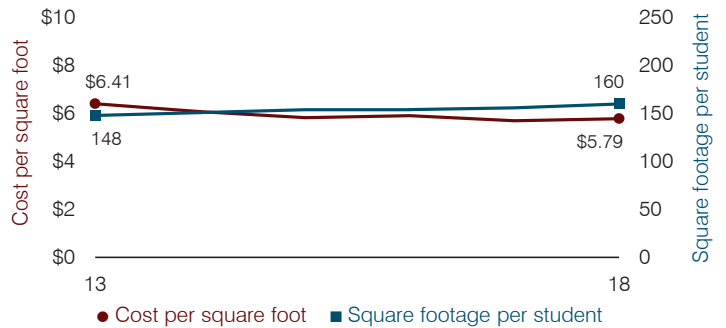
**Administrative cost per pupil**



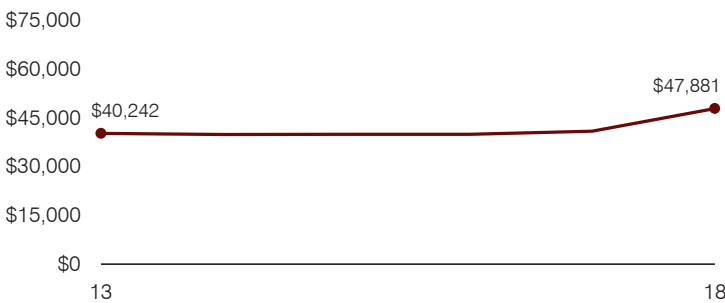
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



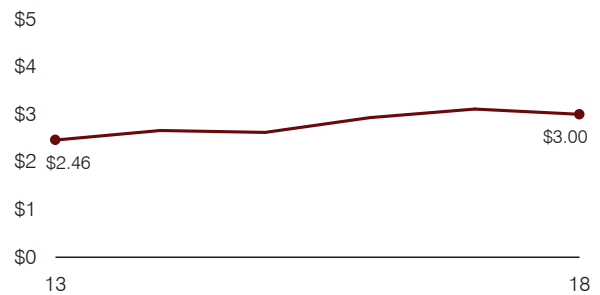
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



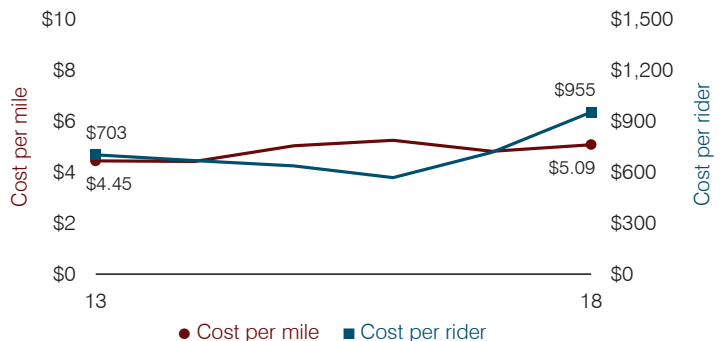
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	3.7%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**



# Tempe Union High School District

Maricopa County

Efficiency peer groups 2 and T-3, Achievement peer group 8<sup>1</sup>

Legislative district(s): 18, 26, and 27

District size, location:

Large, City

Students attending:

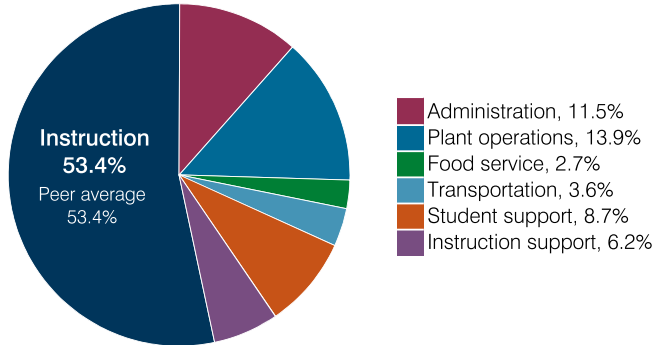
13,725

Number of schools:

7

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$908	\$804	\$860
	Students per administrative position	69	67	66
Plant operations	Cost per square foot	\$6.46	\$6.44	\$6.34
	Square footage per student	170	148	156
Food service	Cost per meal	\$3.30	\$3.08	\$3.02
Transportation	Cost per mile	\$3.89	\$4.47	\$4.05
	Cost per rider	\$1,087	\$1,248	\$1,301

Very low    Low    Comparable    High    Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,338	\$ 4,201	\$ 4,135	\$ 4,480
Administration	898	908	804	860
Plant operations	1,095	1,095	941	988
Food service	222	210	342	425
Transportation	279	284	394	388
Student support	670	687	624	693
Instruction support	525	487	492	462
<b>Total operational</b>	<b>8,027</b>	<b>7,872</b>	<b>7,732</b>	<b>8,296</b>
Land and buildings	286	268	738	827
Equipment	447	506	531	409
Interest	223	220	238	228
Other	149	131	153	169
<b>Total nonoperational</b>	<b>1,105</b>	<b>1,125</b>	<b>1,660</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 9,132</b>	<b>\$ 8,997</b>	<b>\$ 9,392</b>	<b>\$ 9,929</b>

<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

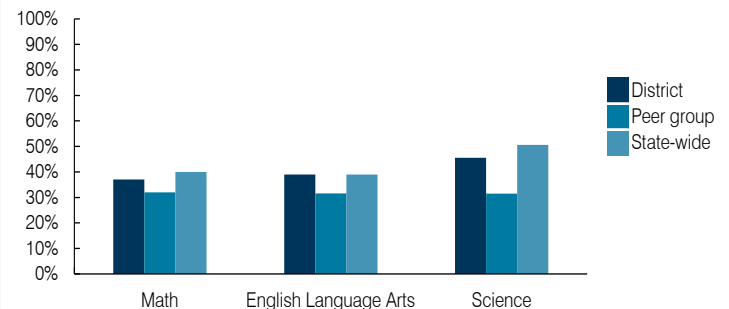
## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools <sup>2</sup>	Percentage of schools
A	2	33%
B	3	50%
C	1	17%
D	0	0%
F	0	0%

<sup>2</sup> Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	89%	88%	78%
Poverty rate (2017)	10%	14%	19%
Special education population	8%	11%	12%
Students per teacher	22.2	22.2	18.4
Average teacher salary	\$56,089	\$52,191	\$48,951
Amount from Prop 301	\$7,851	\$8,523	\$6,411
Average years of teacher experience	14.6	10.6	11.4
Percentage of teachers in first 3 years	7%	21%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 603	\$ 499	\$ 930	\$ 1,317
State	1,907	1,946	3,760	4,011
Local	7,285	7,052	4,666	4,592
<b>Total per pupil revenues</b>	<b>\$ 9,795</b>	<b>\$ 9,497</b>	<b>\$ 9,356</b>	<b>\$ 9,920</b>

#### Select revenues from common sources

Equalization formula funding	\$ 5,716	\$ 5,763	\$ 5,545	\$ 5,585
Grants	717	603	1,051	1,241
Donations and tax credits	98	115	107	90

#### Select revenues from less common sources

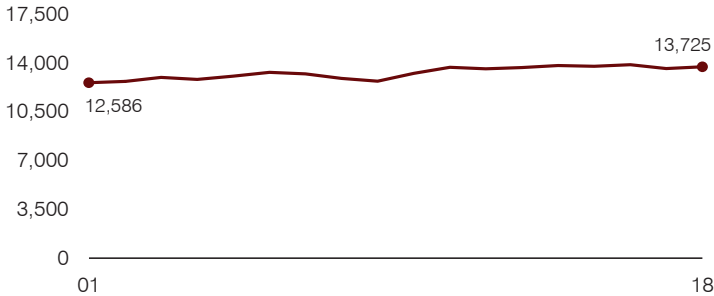
			Number of peers receiving
Desegregation	\$ 0	\$ 0	3 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	0	0	2 of 10
Voter-approved levy increases	1,580	1,500	10 of 10

**Instructional spending percentage**

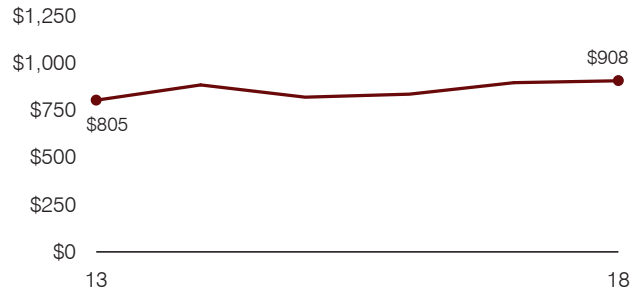
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 58.0 57.1 58.0 58.6 58.9 59.6 59.7 59.9 56.8 56.7 56.4 53.8 53.5 52.7 53.3 54.1 54.0 53.4

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

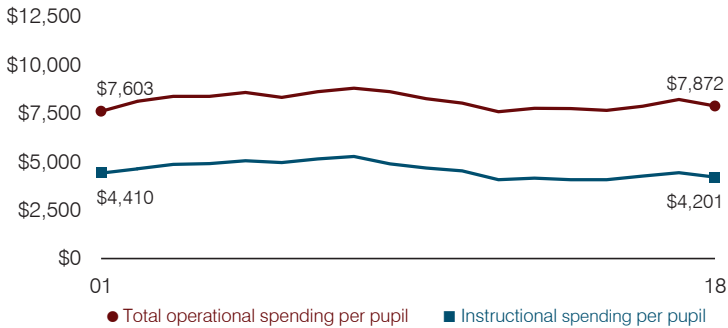
**Students attending**



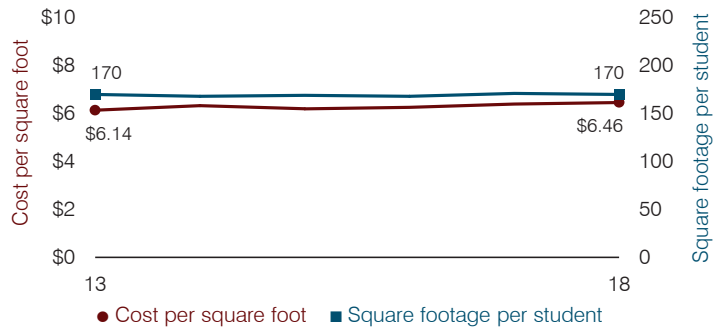
**Administrative cost per pupil**



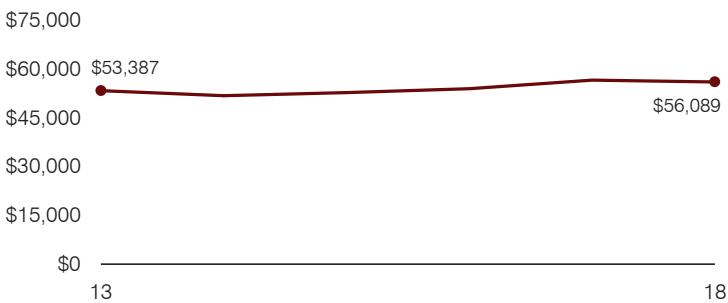
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



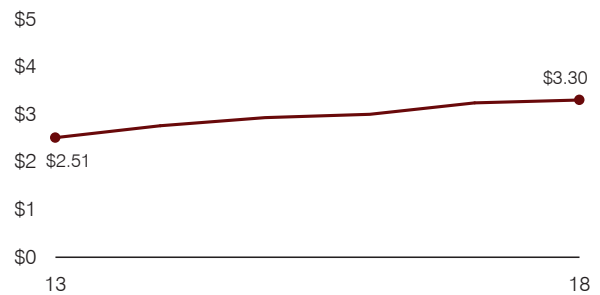
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



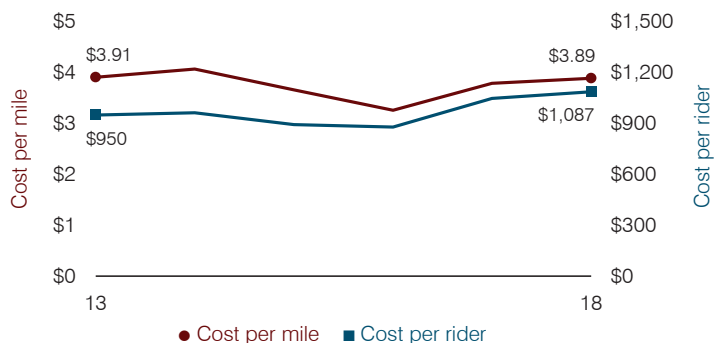
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	7.9%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**



# Thatcher Unified School District

Graham County

Efficiency peer groups 5 and T-6, Achievement peer group 5<sup>1</sup>

Legislative district(s): 14

District size, location:

Medium, Town

Students attending:

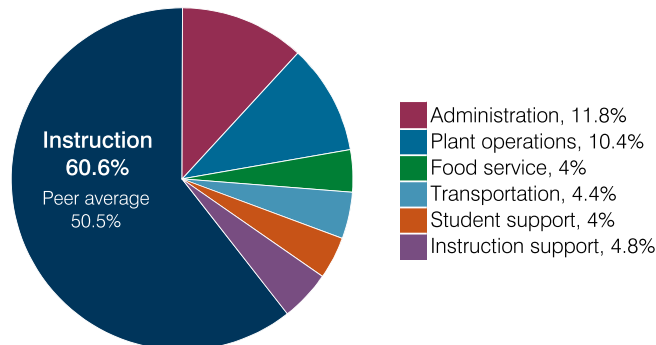
1,676

Number of schools:

4

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$765	\$1,221	\$860
	Students per administrative position	73	54	66
Plant operations	Cost per square foot	\$3.98	\$5.43	\$6.34
	Square footage per student	170	257	156
Food service	Cost per meal	\$3.96	\$3.66	\$3.02
Transportation	Cost per mile	\$4.23	\$3.96	\$4.05
	Cost per rider	\$712	\$721	\$1,301

Very low    Low    Comparable    High    Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,774	\$ 3,932	\$ 4,824	\$ 4,480
Administration	758	765	1,221	860
Plant operations	712	678	1,365	988
Food service	267	263	437	425
Transportation	257	286	532	388
Student support	107	259	623	693
Instruction support	300	311	359	462
<b>Total operational</b>	<b>6,175</b>	<b>6,494</b>	<b>9,361</b>	<b>8,296</b>
Land and buildings	600	549	799	827
Equipment	264	178	433	409
Interest	95	81	248	228
Other	2	12	71	169
<b>Total nonoperational</b>	<b>961</b>	<b>820</b>	<b>1,551</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 7,136</b>	<b>\$ 7,314</b>	<b>\$10,912</b>	<b>\$ 9,929</b>

<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

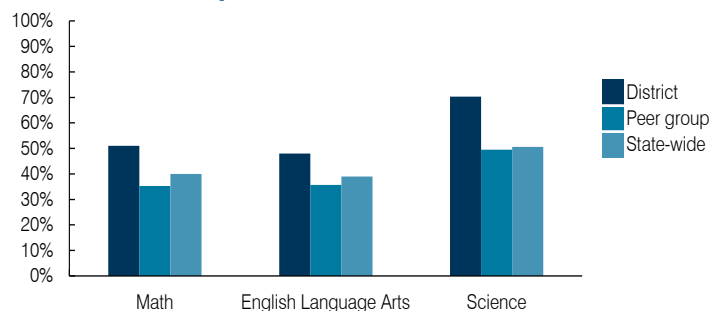
## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools <sup>2</sup>	Percentage of schools
A	1	33%
B	1	33%
C	1	33%
D	0	0%
F	0	0%

<sup>2</sup> Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	93%	94%
Graduation rate (2017)	95%	86%	78%
Poverty rate (2017)	19%	22%	19%
Special education population	15%	13%	12%
Students per teacher	19.3	17.6	18.4
Average teacher salary	\$42,519	\$44,777	\$48,951
Amount from Prop 301	\$8,489	\$6,708	\$6,411
Average years of teacher experience	11.6	13.0	11.4
Percentage of teachers in first 3 years	17%	17%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 410	\$ 517	\$ 3,917	\$ 1,317
State	5,310	5,001	4,283	4,011
Local	1,852	1,901	4,207	4,592
<b>Total per pupil revenues</b>	<b>\$ 7,572</b>	<b>\$ 7,419</b>	<b>\$ 12,407</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Equalization formula funding	\$ 5,041	\$ 5,195	\$ 5,992	\$ 5,585
Grants	932	574	1,703	1,241
Donations and tax credits	44	33	147	90

### Select revenues from less common sources

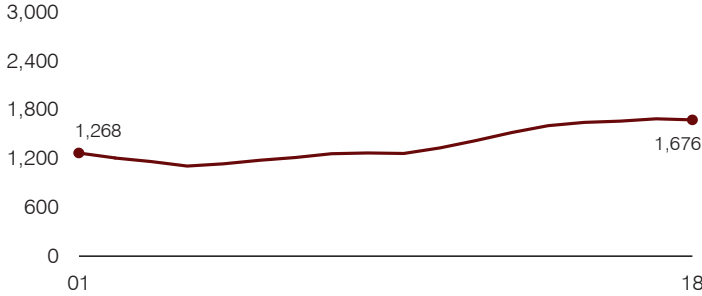
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 31
Small school adjustment	0	0	0 of 31
Federal impact aid	0	0	16 of 31
Voter-approved levy increases	577	580	21 of 31

**Instructional spending percentage**

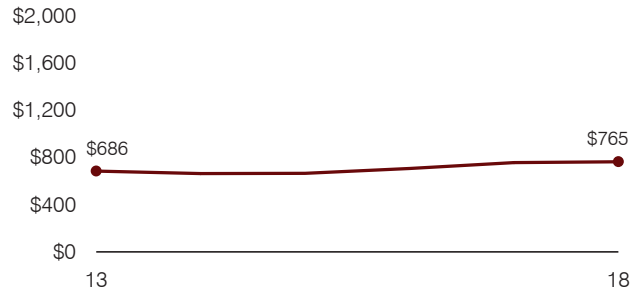
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 58.8 60.1 59.1 56.6 61.1 59.9 61.6 62.2 62.4 60.8 58.8 57.7 59.8 60.5 62.0 61.6 61.1 60.6

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

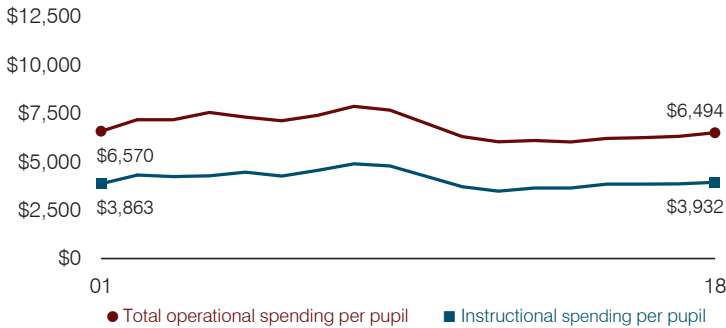
**Students attending**



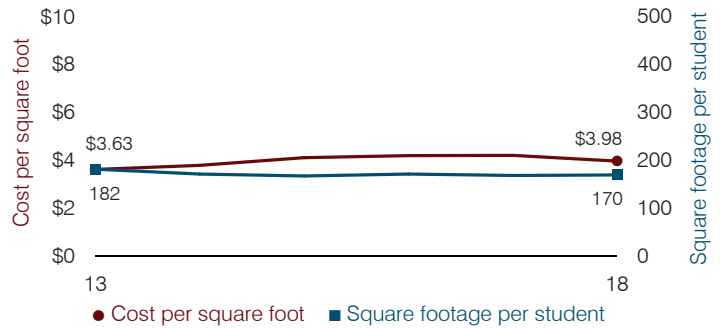
**Administrative cost per pupil**



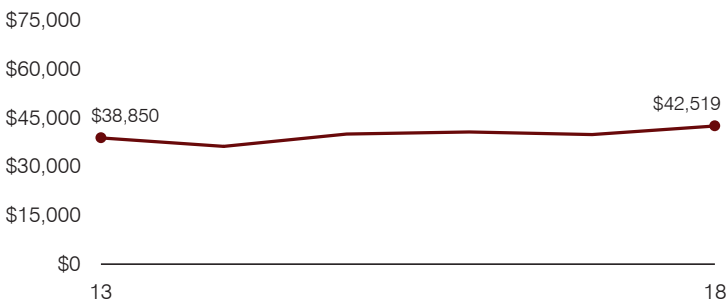
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



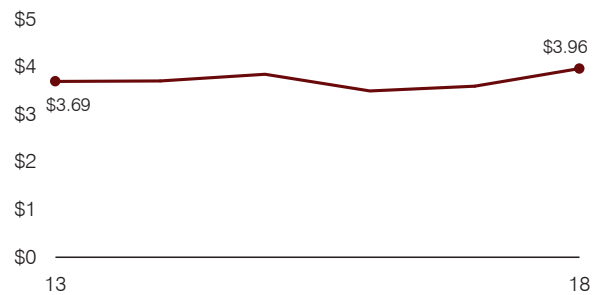
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



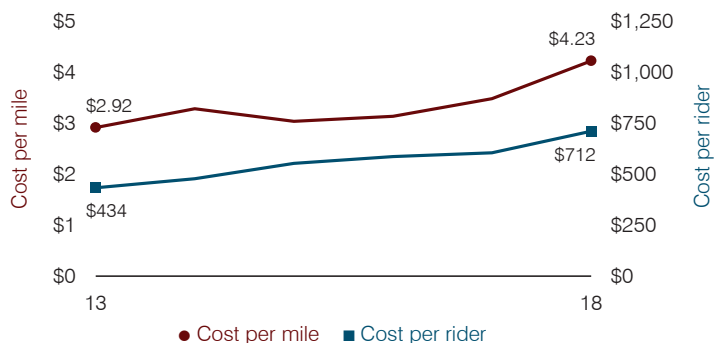
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	3.9%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

**Transportation costs per mile and per rider**



# Tolleson Elementary School District

Maricopa County

Efficiency peer groups 8 and T-2, Achievement peer group 14<sup>1</sup>

Legislative district(s): 19

District size, location:

Medium-large, City

Students attending:

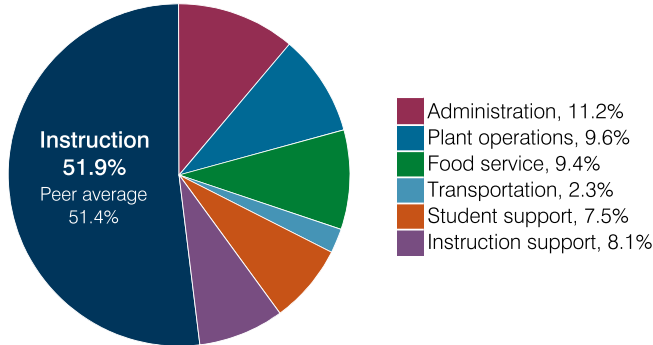
3,056

Number of schools:

4

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$922	\$1,025	\$860
	Students per administrative position	88	67	66
Plant operations	Cost per square foot	\$6.17	\$6.61	\$6.34
	Square footage per student	128	143	156
Food service	Cost per meal	\$2.66	\$2.92	\$3.02
Transportation	Cost per mile	\$12.29	\$5.91	\$4.05
	Cost per rider	\$1,908	\$1,232	\$1,301

Legend: Very low (green), Low (blue), Comparable (yellow), High (orange), Very high (red)

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,097	\$ 4,262	\$ 4,392	\$ 4,480
Administration	940	922	1,025	860
Plant operations	685	792	971	988
Food service	682	773	659	425
Transportation	169	188	331	388
Student support	531	616	631	693
Instruction support	634	662	546	462
<b>Total operational</b>	<b>7,738</b>	<b>8,215</b>	<b>8,555</b>	<b>8,296</b>
Land and buildings	197	161	1,140	827
Equipment	631	487	697	409
Interest	107	90	327	228
Other	187	243	172	169
<b>Total nonoperational</b>	<b>1,122</b>	<b>981</b>	<b>2,336</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 8,860</b>	<b>\$ 9,196</b>	<b>\$10,891</b>	<b>\$ 9,929</b>

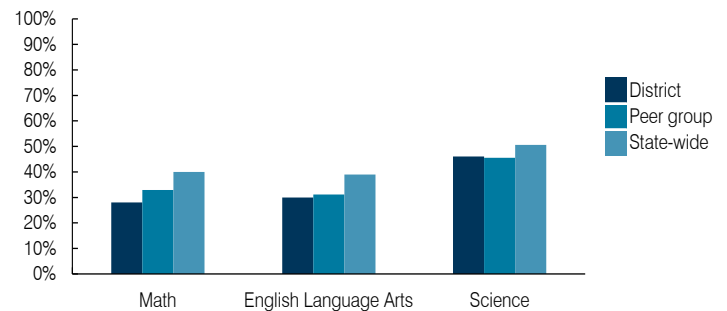
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	25%
C	2	50%
D	1	25%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	27%	28%	19%
Special education population	11%	12%	12%
Students per teacher	19.6	18.9	18.4
Average teacher salary	\$51,873	\$46,164	\$48,951
Amount from Prop 301	\$6,248	\$5,459	\$6,411
Average years of teacher experience	11.0	9.3	11.4
Percentage of teachers in first 3 years	13%	26%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,671	\$ 1,755	\$ 1,723	\$ 1,317
State	4,246	4,163	3,921	4,011
Local	3,132	3,149	4,869	4,592
<b>Total per pupil revenues</b>	<b>\$ 9,049</b>	<b>\$ 9,067</b>	<b>\$ 10,513</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 4,956	\$ 4,974	\$ 5,175
Grants	1,989	1,945	1,843
Donations and tax credits	29	25	54

### Select revenues from less common sources

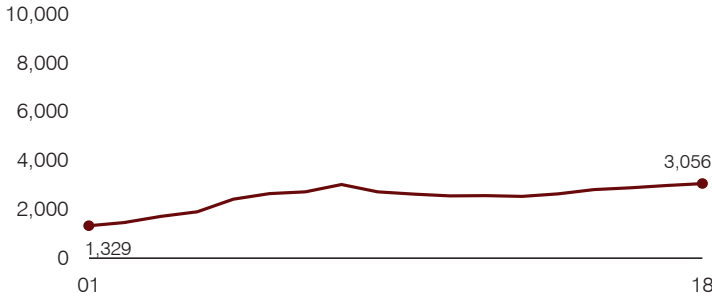
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	4 of 19
Small school adjustment	0	0	0 of 19
Federal impact aid	0	0	0 of 19
Voter-approved levy increases	1,384	1,330	19 of 19

**Instructional spending percentage**

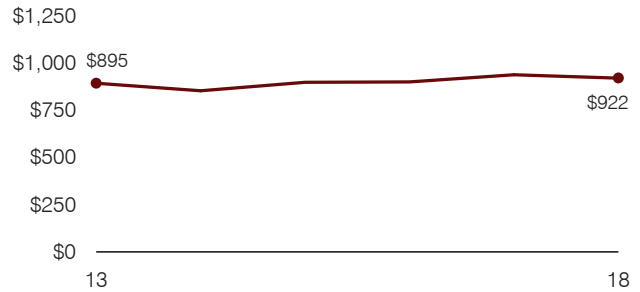
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 54.9 57.7 56.9 57.1 57.2 53.5 54.9 52.3 54.8 55.1 56.5 50.2 49.6 50.8 51.8 52.3 52.9 51.9

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

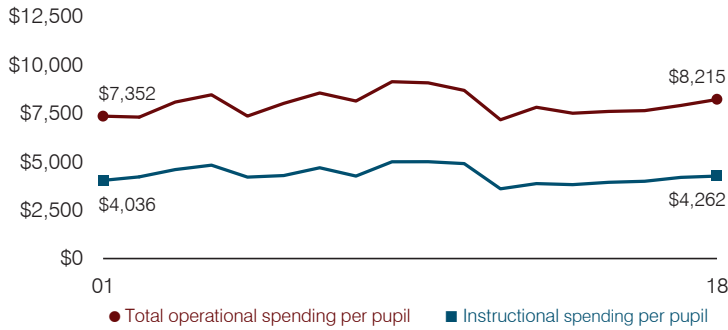
**Students attending**



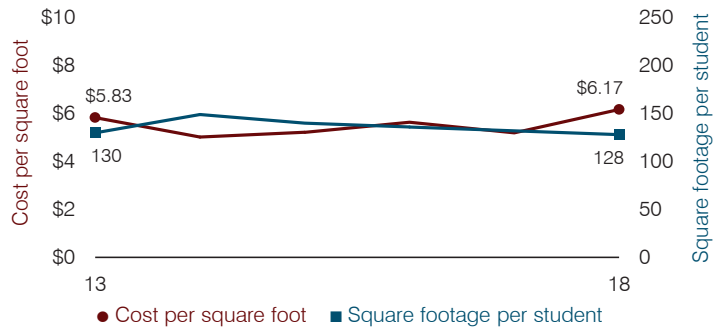
**Administrative cost per pupil**



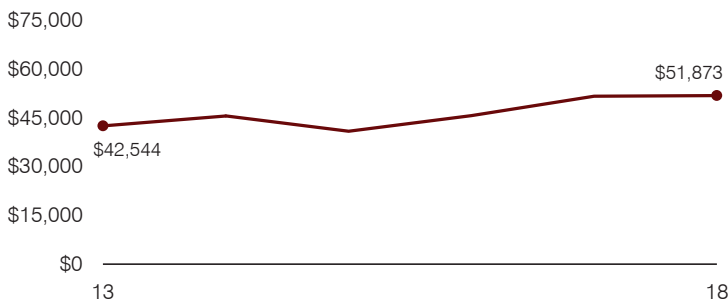
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



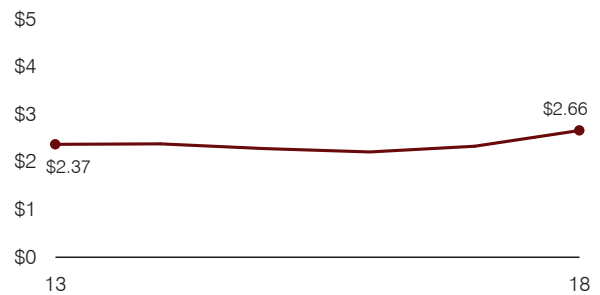
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



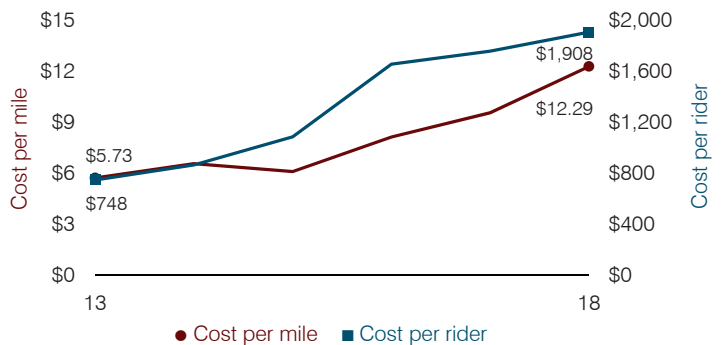
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	4.3%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**





# Tolleson Union High School District

Maricopa County

Efficiency peer groups 2 and T-3, Achievement peer group 8<sup>1</sup>

Legislative district(s): 19, 27, and 29

District size, location:

Large, City

Students attending:

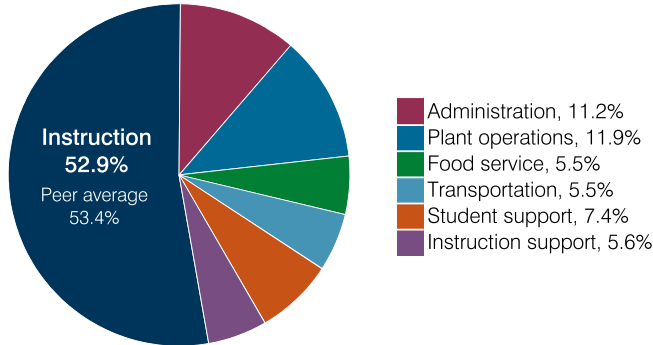
11,716

Number of schools:

6

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$759	\$804	\$860
	Students per administrative position	81	67	66
Plant operations	Cost per square foot	\$7.17	\$6.44	\$6.34
	Square footage per student	112	148	156
Food service	Cost per meal	\$2.66	\$3.08	\$3.02
Transportation	Cost per mile	\$5.61	\$4.47	\$4.05
	Cost per rider	\$1,703	\$1,248	\$1,301

Very low    Low    Comparable    High    Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,489	\$ 3,576	\$ 4,135	\$ 4,480
Administration	701	759	804	860
Plant operations	774	802	941	988
Food service	384	367	342	425
Transportation	311	373	394	388
Student support	508	502	624	693
Instruction support	381	380	492	462
<b>Total operational</b>	<b>6,548</b>	<b>6,759</b>	<b>7,732</b>	<b>8,296</b>
Land and buildings	343	544	738	827
Equipment	776	990	531	409
Interest	57	76	238	228
Other	28	41	153	169
<b>Total nonoperational</b>	<b>1,204</b>	<b>1,651</b>	<b>1,660</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 7,752</b>	<b>\$ 8,410</b>	<b>\$ 9,392</b>	<b>\$ 9,929</b>

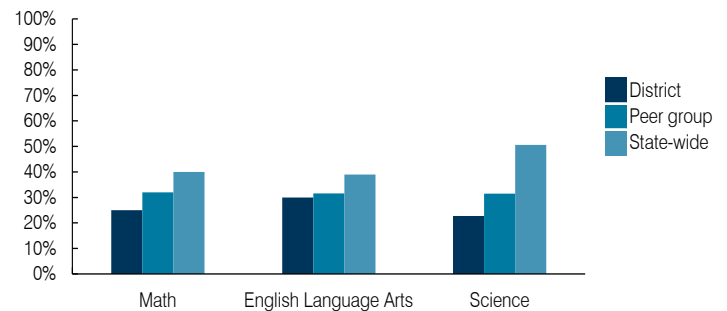
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	1	17%
B	0	0%
C	4	66%
D	1	17%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	90%	94%	94%
Graduation rate (2017)	89%	88%	78%
Poverty rate (2017)	18%	14%	19%
Special education population	11%	11%	12%
Students per teacher	22.4	22.2	18.4
Average teacher salary	\$50,852	\$52,191	\$48,951
Amount from Prop 301	\$7,072	\$8,523	\$6,411
Average years of teacher experience	7.1	10.6	11.4
Percentage of teachers in first 3 years	40%	21%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 817	\$ 774	\$ 930	\$ 1,317
State	4,092	4,178	3,760	4,011
Local	3,772	4,284	4,666	4,592
<b>Total per pupil revenues</b>	<b>\$ 8,681</b>	<b>\$ 9,236</b>	<b>\$ 9,356</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,299	\$ 5,460	\$ 5,545
Grants	908	952	1,051
Donations and tax credits	14	26	107

### Select revenues from less common sources

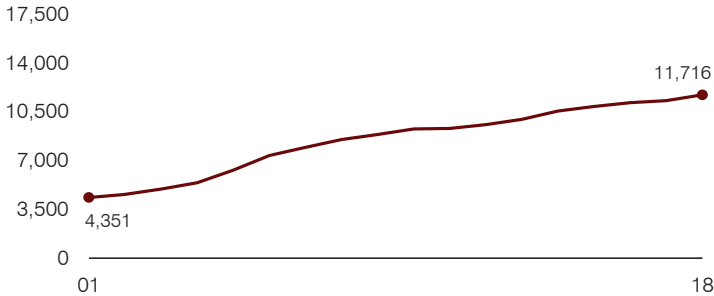
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	3 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	0	0	2 of 10
Voter-approved levy increases	1,147	1,611	10 of 10

**Instructional spending percentage**

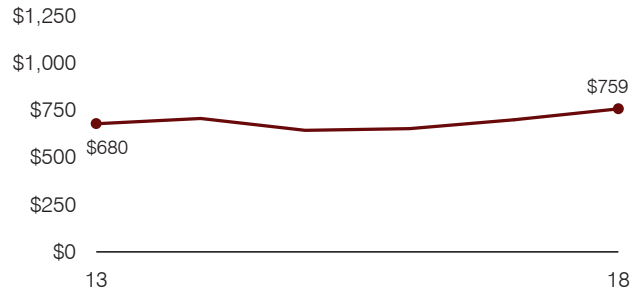
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 54.7 53.9 57.0 59.0 59.9 61.4 57.3 55.3 54.7 57.9 57.3 56.4 54.6 56.0 53.8 55.3 53.3 52.9

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

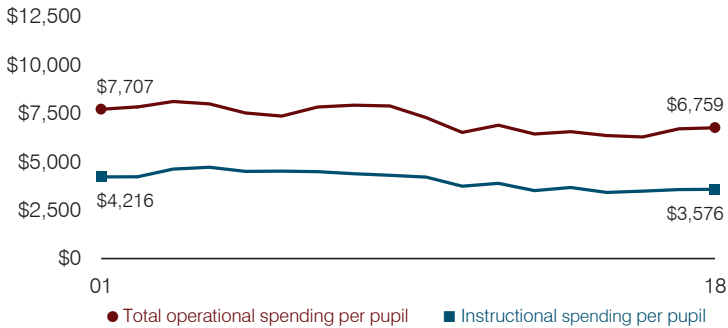
**Students attending**



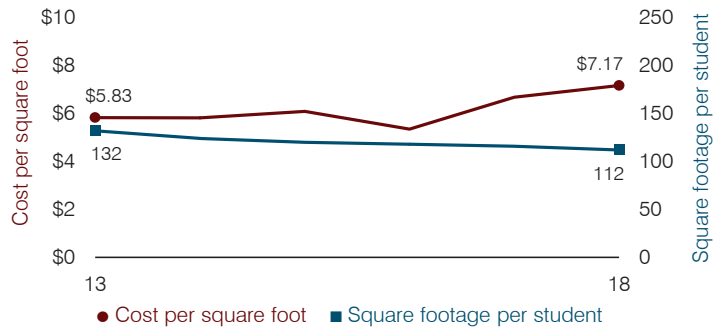
**Administrative cost per pupil**



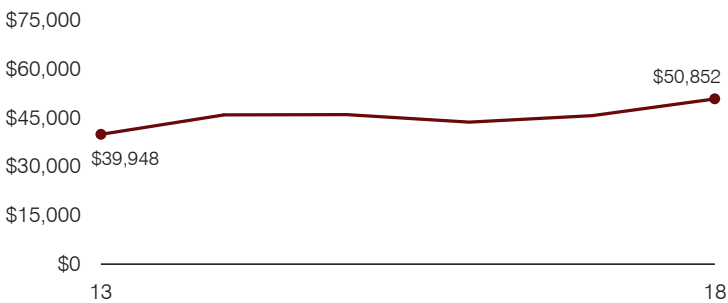
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



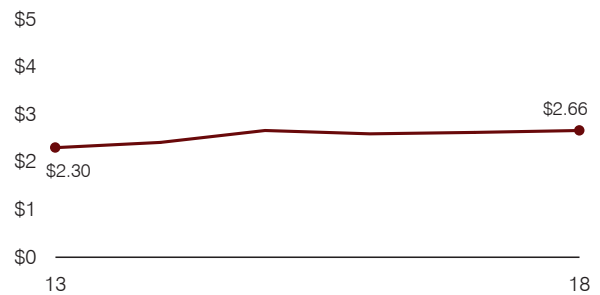
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



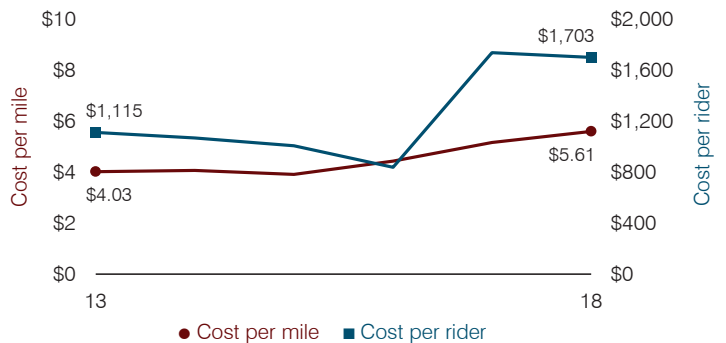
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	19.7%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**



# Toltec Elementary School District

Pinal County

Efficiency peer groups 9 and T-6, Achievement peer group 17<sup>1</sup>

Legislative district(s): 11

District size, location:

Medium, Rural

Students attending:

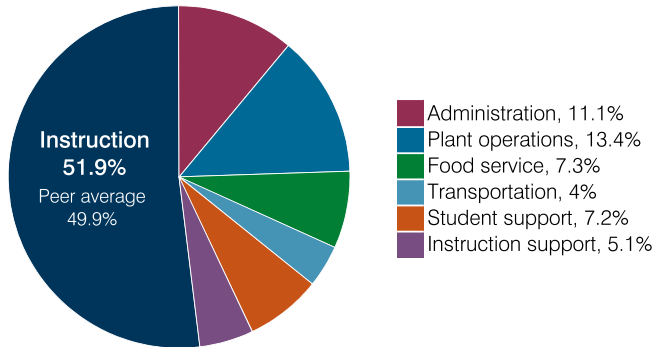
948

Number of schools:

2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$798	\$1,098	\$860
	Students per administrative position	73	59	66
Plant operations	Cost per square foot	\$5.39	\$6.52	\$6.34
	Square footage per student	180	161	156
Food service	Cost per meal	\$2.61	\$3.10	\$3.02
Transportation	Cost per mile	\$3.95	\$3.96	\$4.05
	Cost per rider	\$608	\$721	\$1,301

Legend: Very low (green), Low (blue), Comparable (yellow), High (orange), Very high (red)

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,158	\$ 3,739	\$ 4,233	\$ 4,480
Administration	928	798	1,098	860
Plant operations	847	970	1,034	988
Food service	511	524	591	425
Transportation	245	289	526	388
Student support	573	518	584	693
Instruction support	477	367	462	462
<b>Total operational</b>	<b>7,739</b>	<b>7,205</b>	<b>8,528</b>	<b>8,296</b>
Land and buildings	177	845	416	827
Equipment	2	222	316	409
Interest	87	111	75	228
Other	58	3	170	169
<b>Total nonoperational</b>	<b>324</b>	<b>1,181</b>	<b>977</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 8,063</b>	<b>\$ 8,386</b>	<b>\$ 9,505</b>	<b>\$ 9,929</b>

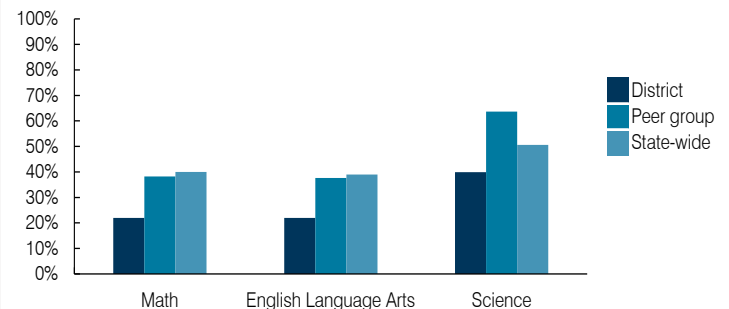
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	2	100%
D	0	0%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	19%	19%	19%
Special education population	17%	13%	12%
Students per teacher	18.1	14.1	18.4
Average teacher salary	\$38,533	\$50,510	\$48,951
Amount from Prop 301	\$7,040	\$5,096	\$6,411
Average years of teacher experience	5.3	13.8	11.4
Percentage of teachers in first 3 years	57%	9%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,135	\$ 1,884	\$ 1,836	\$ 1,317
State	4,784	4,846	4,904	4,011
Local	2,991	2,576	2,715	4,592
<b>Total per pupil revenues</b>	<b>\$ 8,910</b>	<b>\$ 9,306</b>	<b>\$ 9,455</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Equalization formula funding	\$ 5,794	\$ 5,785	\$ 5,707	\$ 5,585
Grants	1,172	2,131	2,113	1,241
Donations and tax credits	45	30	67	90

### Select revenues from less common sources

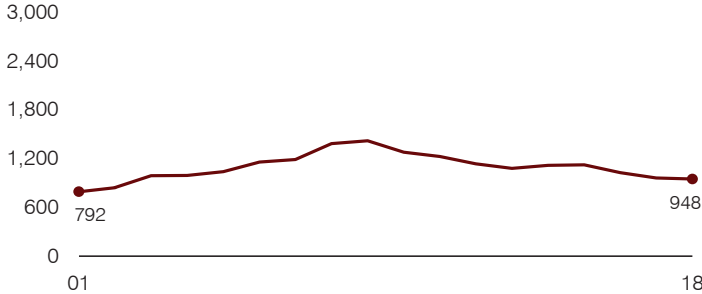
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	0	0	3 of 10
Voter-approved levy increases	471	469	8 of 10

**Instructional spending percentage**

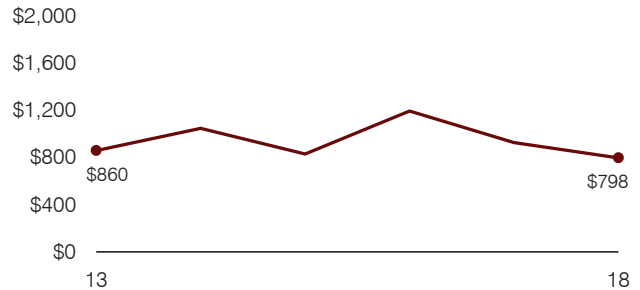
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 61.0 60.0 58.1 57.5 62.3 64.6 59.0 58.0 59.0 53.9 49.9 44.9 45.4 49.2 53.5 45.2 53.7 51.9

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

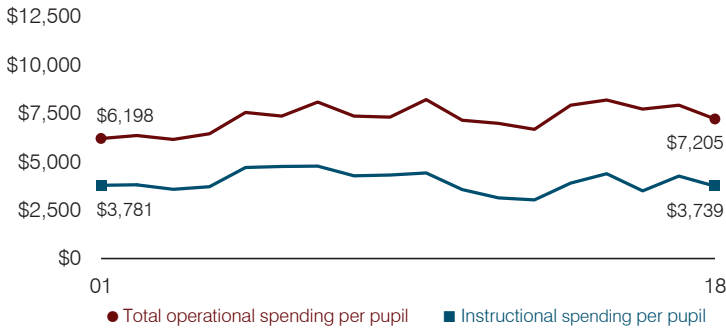
**Students attending**



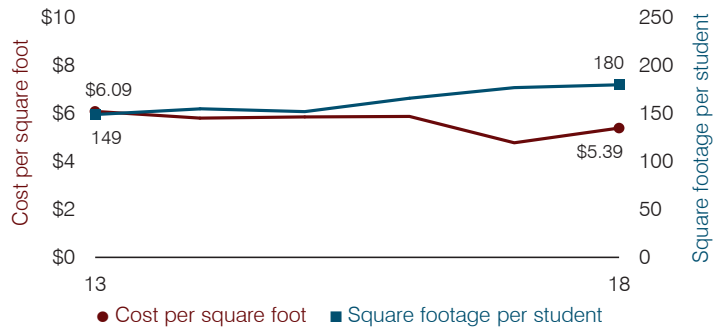
**Administrative cost per pupil**



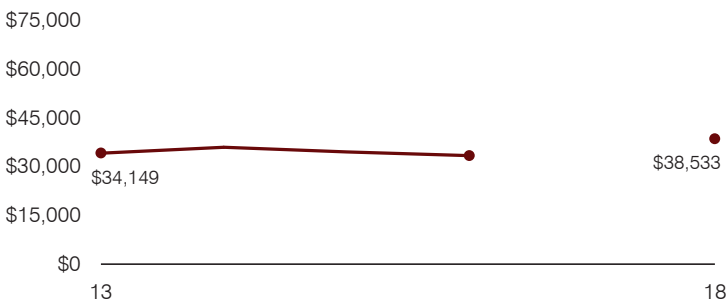
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



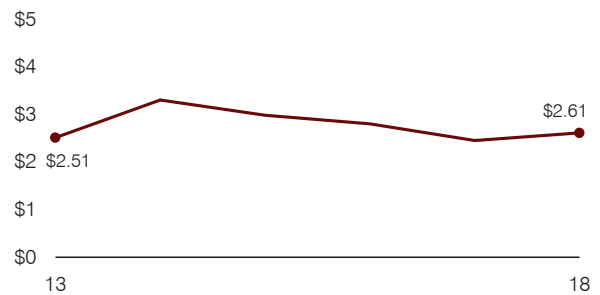
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



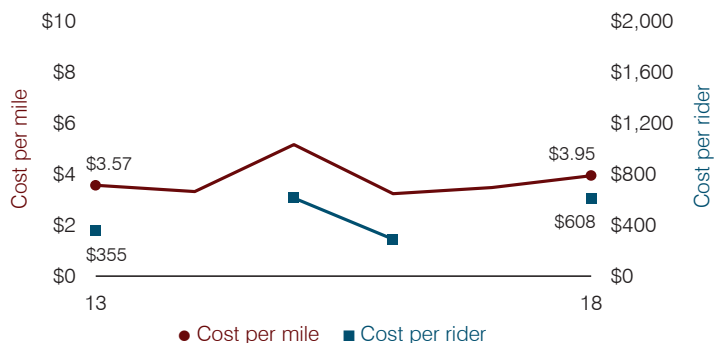
**Financial stress assessment**

Overall financial stress level: **Moderate**

Measure: 2016 through 2018	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	13.9%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Noncompliant

Low
Moderate
High

**Transportation costs per mile and per rider**



# Tombstone Unified School District

Cochise County

Efficiency peer groups 5 and T-9, Achievement peer group 6<sup>1</sup>

Legislative district(s): 14

District size, location:

Medium, Rural

Students attending:

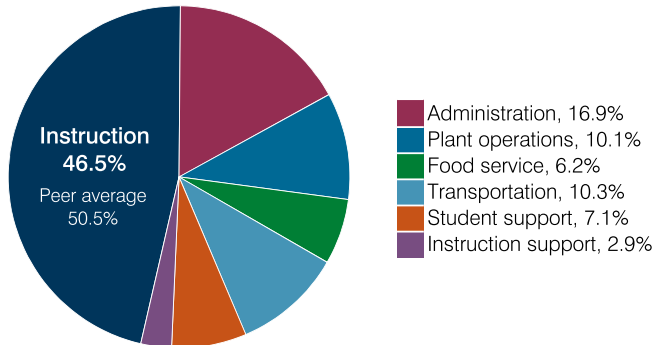
784

Number of schools:

3

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,537	\$1,221	\$860
	Students per administrative position	45	54	66
Plant operations	Cost per square foot	\$3.11	\$5.43	\$6.34
	Square footage per student	295	257	156
Food service	Cost per meal	\$3.31	\$3.66	\$3.02
Transportation	Cost per mile	\$1.99	\$2.62	\$4.05
	Cost per rider	\$1,200	\$1,457	\$1,301

Very low    Low    Comparable    High    Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,148	\$ 4,230	\$ 4,824	\$ 4,480
Administration	1,714	1,537	1,221	860
Plant operations	931	917	1,365	988
Food service	580	566	437	425
Transportation	955	940	532	388
Student support	672	647	623	693
Instruction support	232	266	359	462
<b>Total operational</b>	<b>9,232</b>	<b>9,103</b>	<b>9,361</b>	<b>8,296</b>
Land and buildings	260	96	799	827
Equipment	230	531	433	409
Interest	25	253	248	228
Other	0	0	71	169
<b>Total nonoperational</b>	<b>515</b>	<b>880</b>	<b>1,551</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 9,747</b>	<b>\$ 9,983</b>	<b>\$10,912</b>	<b>\$ 9,929</b>

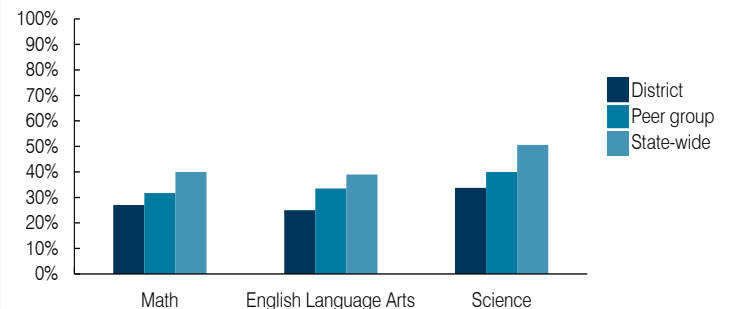
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	33%
C	1	33%
D	1	33%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	93%	94%
Graduation rate (2017)	91%	85%	78%
Poverty rate (2017)	26%	29%	19%
Special education population	18%	14%	12%
Students per teacher	17.0	16.2	18.4
Average teacher salary	\$41,705	\$46,264	\$48,951
Amount from Prop 301	\$4,513	\$6,122	\$6,411
Average years of teacher experience	13.0	12.2	11.4
Percentage of teachers in first 3 years	14%	20%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,412	\$ 1,436	\$ 3,917	\$ 1,317
State	4,998	4,853	4,283	4,011
Local	4,236	3,998	4,207	4,592
<b>Total per pupil revenues</b>	<b>\$10,646</b>	<b>\$10,287</b>	<b>\$ 12,407</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 6,829	\$ 6,609	\$ 5,992
Grants	1,614	1,325	1,703
Donations and tax credits	51	71	147

### Select revenues from less common sources

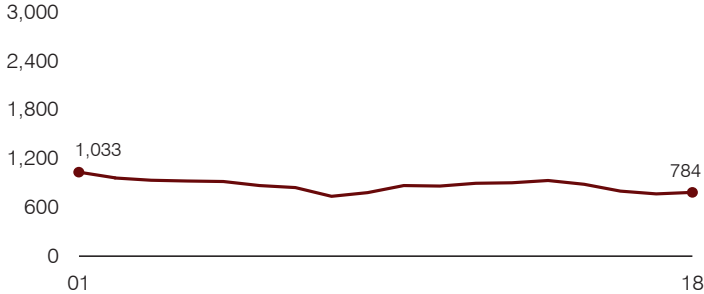
Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	0 of 31
Small school adjustment	0	0	0 of 31
Federal impact aid	61	100	16 of 31
Voter-approved levy increases	0	0	21 of 31

**Instructional spending percentage**

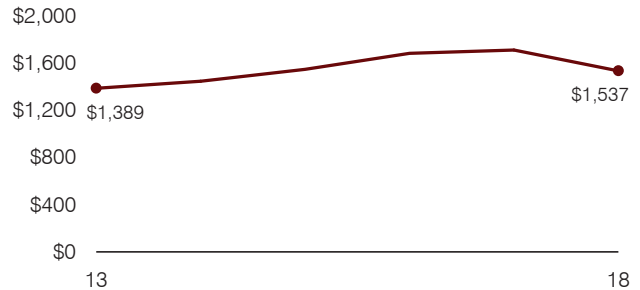
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 57.6 55.0 55.5 56.4 56.2 50.9 47.7 47.2 52.2 47.5 46.5 47.3 50.2 47.7 47.7 47.5 44.9 46.5

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

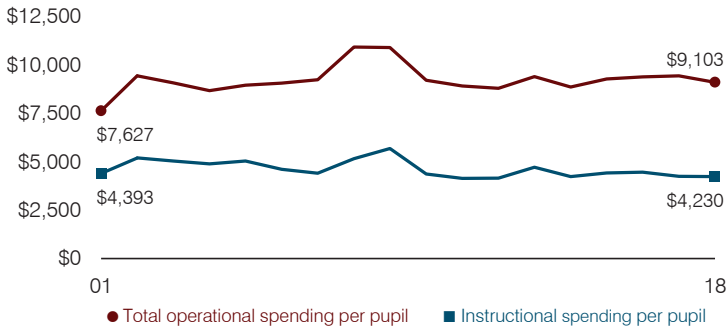
**Students attending**



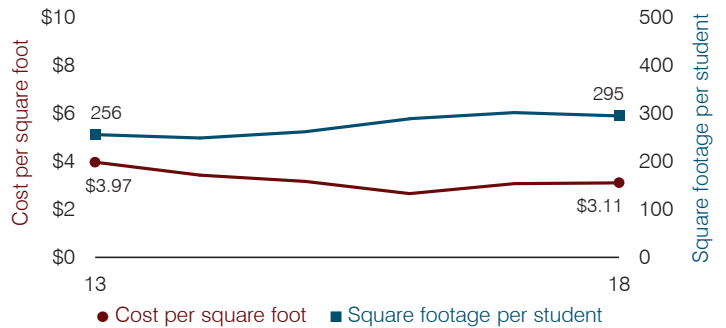
**Administrative cost per pupil**



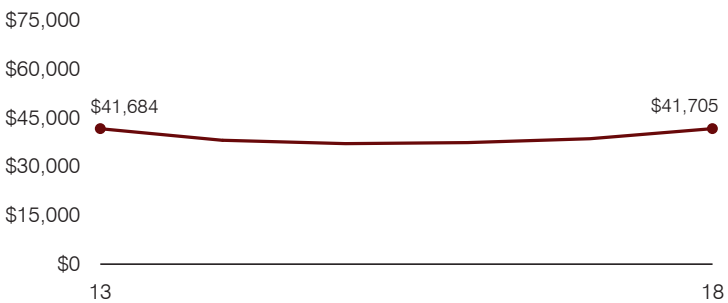
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



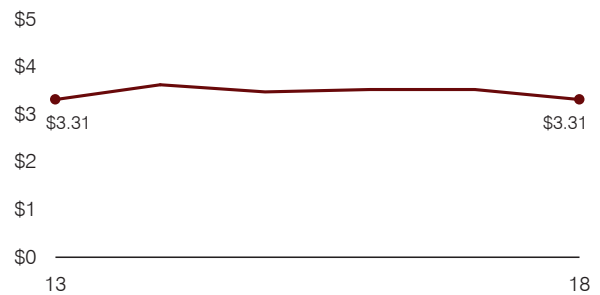
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



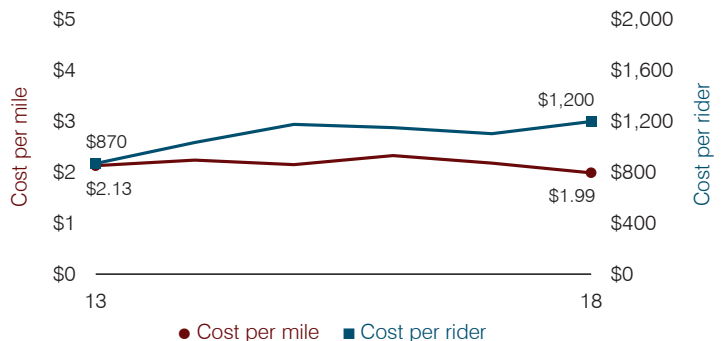
**Financial stress assessment**

Overall financial stress level: **Moderate**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	4.6%, Increasing
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Marginally compliant

Low
Moderate
High

**Transportation costs per mile and per rider**



# Tonto Basin Elementary School District

Gila County

District size, location:

Very small, Rural

Efficiency peer groups 11 and T-11, Achievement peer group 19<sup>1</sup>

Students attending:

65

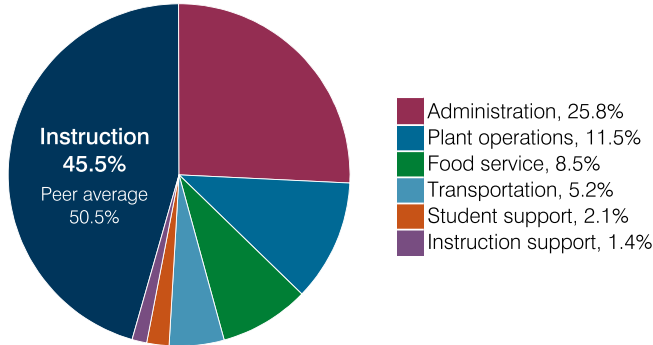
Legislative district(s): 6

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$6,673	\$3,064	\$860
	Students per administrative position	14	33	66
Plant operations	Cost per square foot	\$11.47	\$7.31	\$6.34
	Square footage per student	260	371	156
Food service	Cost per meal	\$6.92	\$5.79	\$3.02
Transportation	Cost per mile	\$2.18	\$1.94	\$4.05
	Cost per rider	\$3,802	\$1,614	\$1,301

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 10,348	\$ 11,778	\$ 8,493	\$ 4,480
Administration	6,087	6,673	3,064	860
Plant operations	2,891	2,979	2,439	988
Food service	2,122	2,207	932	425
Transportation	1,334	1,344	973	388
Student support	603	549	656	693
Instruction support	548	348	400	462
<b>Total operational</b>	<b>23,933</b>	<b>25,878</b>	<b>16,957</b>	<b>8,296</b>
Land and buildings	313	995	965	827
Equipment	2,303	1,089	562	409
Interest	5	1	25	228
Other	91	37	88	169
<b>Total nonoperational</b>	<b>2,712</b>	<b>2,122</b>	<b>1,640</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 26,645</b>	<b>\$ 28,000</b>	<b>\$ 18,597</b>	<b>\$ 9,929</b>

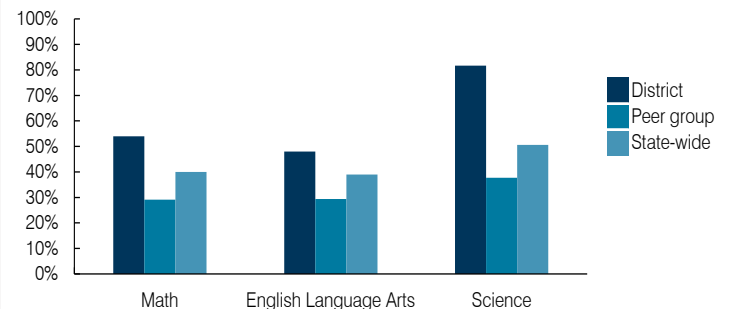
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	1	100%
B	0	0%
C	0	0%
D	0	0%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	32%	32%	19%
Special education population	14%	14%	12%
Students per teacher	9.3	15.6	18.4
Average teacher salary	\$53,263	\$49,189	\$48,951
Amount from Prop 301	\$2,330	\$4,810	\$6,411
Average years of teacher experience	16.9	11.6	11.4
Percentage of teachers in first 3 years	0%	11%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 2,690	\$ 3,520	\$ 3,021	\$ 1,317
State	6,723	8,509	4,788	4,011
Local	12,571	13,202	12,812	4,592
<b>Total per pupil revenues</b>	<b>\$ 21,984</b>	<b>\$ 25,231</b>	<b>\$ 20,621</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Equalization formula funding	\$ 9,660	\$ 9,625	\$ 8,282	\$ 5,585
Grants	3,015	4,952	3,020	1,241
Donations and tax credits	355	290	125	90

### Select revenues from less common sources

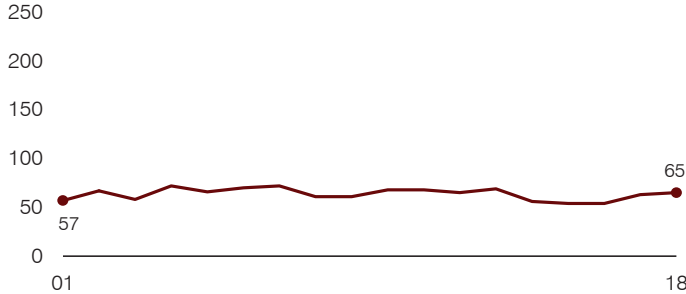
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	8,690	8,450	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

**Instructional spending percentage**

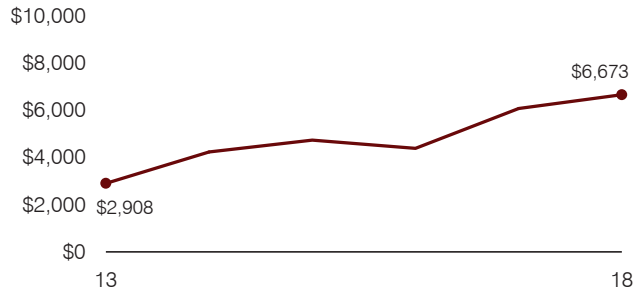
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 59.3 65.3 53.8 57.3 56.2 54.0 53.0 54.0 53.5 52.5 52.2 52.0 53.0 50.8 45.5 47.7 43.2 45.5

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

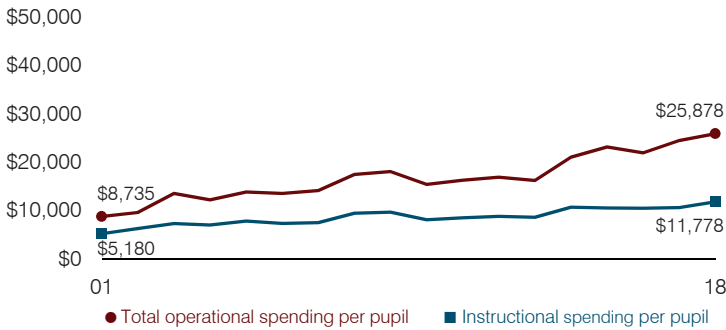
**Students attending**



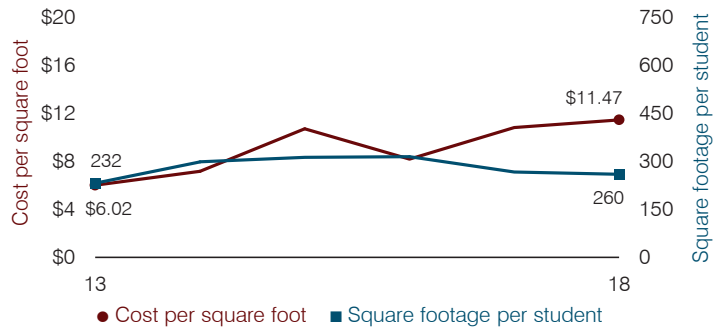
**Administrative cost per pupil**



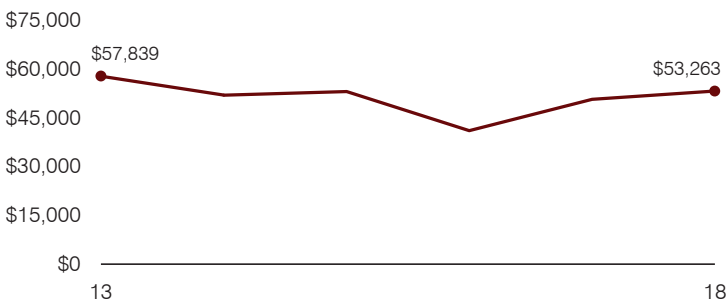
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



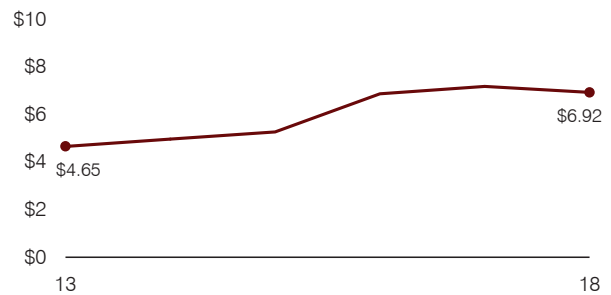
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



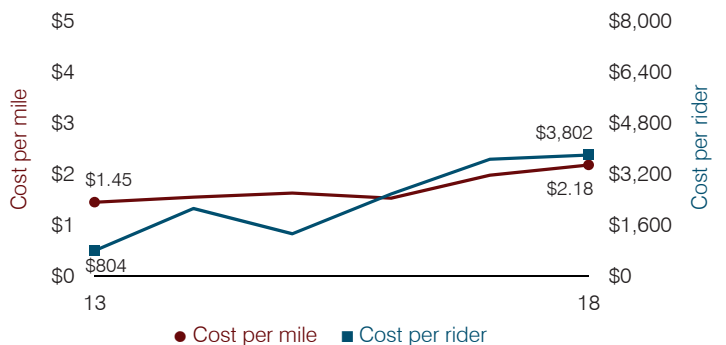
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	Isolated
Spending increase election results	No election held
Operating reserve percentage, Trend	4.8%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

**Transportation costs per mile and per rider**





# Topock Elementary School District

Mohave County

Efficiency peer groups 11 and T-11, Achievement peer group 17<sup>1</sup>

Legislative district(s): 5

District size, location:

Very small, Rural

Students attending:

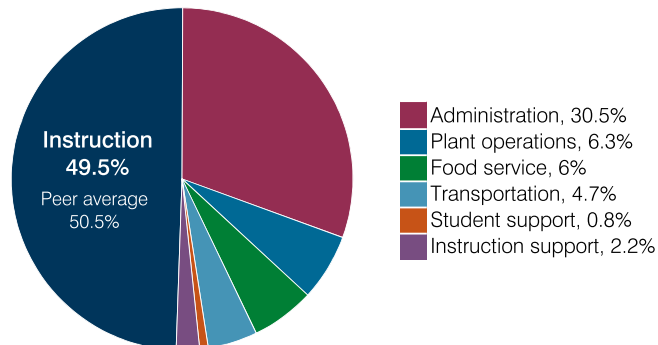
102

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,348	\$3,064	\$860
	Students per administrative position	51	33	66
Plant operations	Cost per square foot	\$2.69	\$7.31	\$6.34
	Square footage per student	258	371	156
Food service	Cost per meal	\$2.75	\$5.79	\$3.02
Transportation	Cost per mile	\$2.14	\$1.94	\$4.05
	Cost per rider	\$521	\$1,614	\$1,301

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,923	\$ 5,435	\$ 8,493	\$ 4,480
Administration	3,302	3,348	3,064	860
Plant operations	1,002	694	2,439	988
Food service	721	662	932	425
Transportation	439	523	973	388
Student support	125	89	656	693
Instruction support	162	238	400	462
<b>Total operational</b>	<b>10,674</b>	<b>10,989</b>	<b>16,957</b>	<b>8,296</b>
Land and buildings	542	234	965	827
Equipment	613	263	562	409
Interest	0	0	25	228
Other	676	792	88	169
<b>Total nonoperational</b>	<b>1,831</b>	<b>1,289</b>	<b>1,640</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 12,505</b>	<b>\$ 12,278</b>	<b>\$ 18,597</b>	<b>\$ 9,929</b>

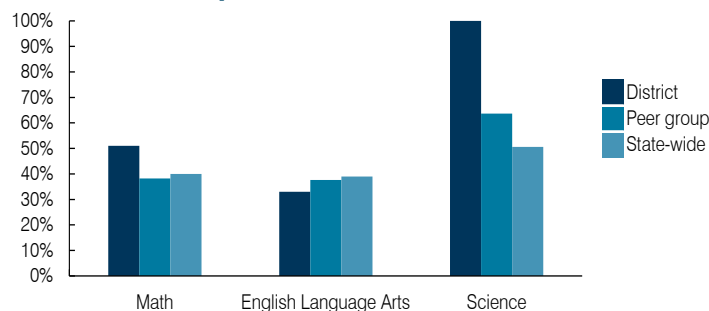
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	100%
D	0	0%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	22%	19%	19%
Special education population	9%	13%	12%
Students per teacher	25.4	14.1	18.4
Average teacher salary	\$70,705	\$50,510	\$48,951
Amount from Prop 301	\$14,156	\$5,096	\$6,411
Average years of teacher experience	13.8	13.8	11.4
Percentage of teachers in first 3 years	0%	9%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,626	\$ 3,090	\$ 3,021	\$ 1,317
State	3,681	3,678	4,788	4,011
Local	7,376	6,720	12,812	4,592
<b>Total per pupil revenues</b>	<b>\$ 12,683</b>	<b>\$ 13,488</b>	<b>\$ 20,621</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 7,456	\$ 7,538	\$ 8,282
Grants	2,341	4,075	3,020
Donations and tax credits	205	159	125

### Select revenues from less common sources

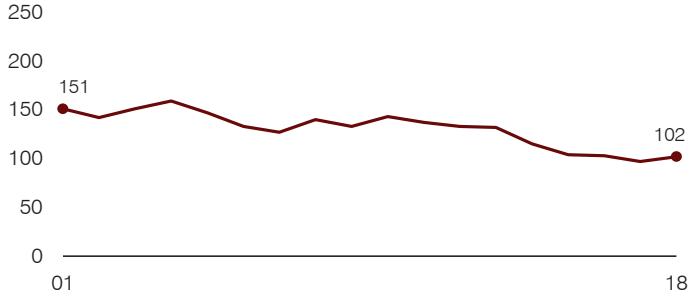
Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	515	492	45 of 56
Federal impact aid	102	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

**Instructional spending percentage**

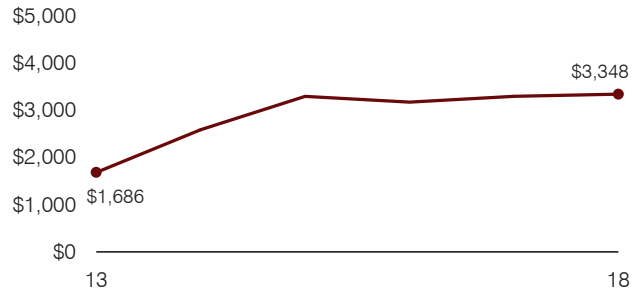
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 62.3 60.7 58.8 59.1 54.5 56.4 56.2 52.4 58.3 51.0 55.6 58.7 54.9 53.3 45.4 46.5 46.1 49.5

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

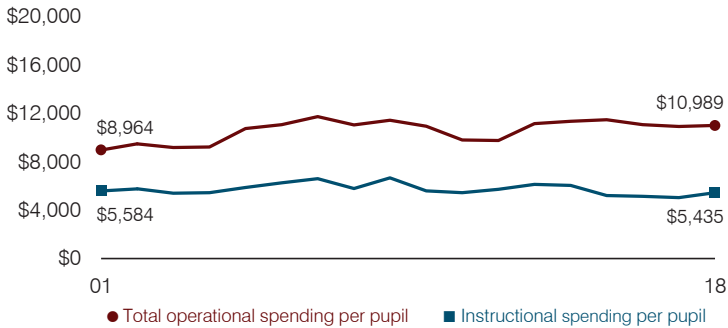
**Students attending**



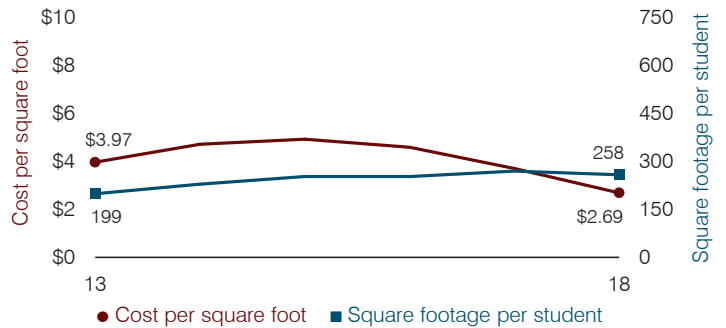
**Administrative cost per pupil**



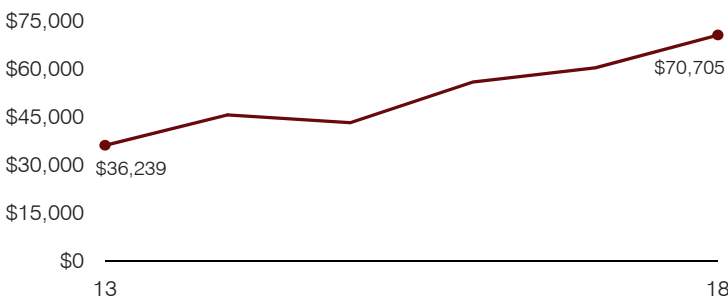
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



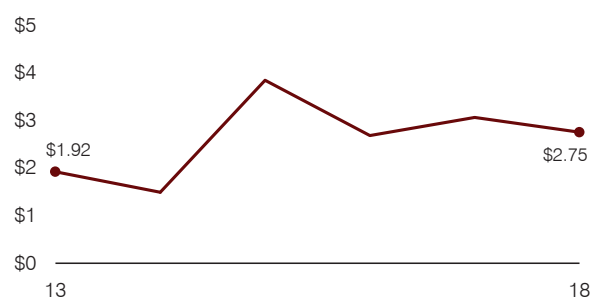
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



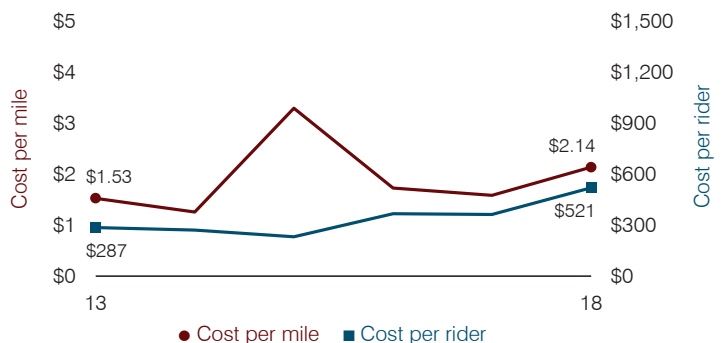
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	Isolated
Spending increase election results	No election held
Operating reserve percentage, Trend	5.7%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Legend: **Low** (Green), **Moderate** (Yellow), **High** (Red)

**Transportation costs per mile and per rider**



# Tuba City Unified School District

Coconino County

Efficiency peer groups 5 and T-10, Achievement peer group 7<sup>1</sup>

Legislative district(s): 7

District size, location:

Medium, Town

Students attending:

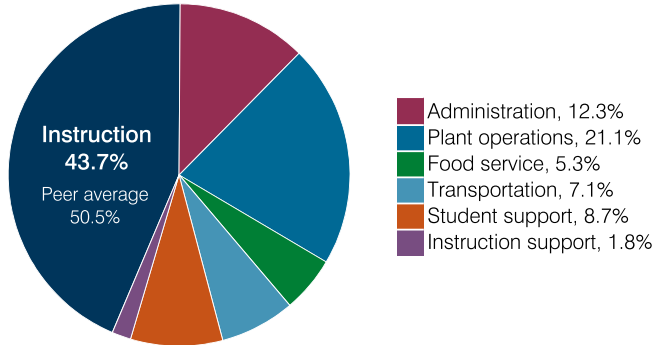
1,646

Number of schools:

6

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,666	\$1,221	\$860
	Students per administrative position	34	54	66
Plant operations	Cost per square foot	\$8.23	\$5.43	\$6.34
	Square footage per student	348	257	156
Food service	Cost per meal	\$3.79	\$3.66	\$3.02
Transportation	Cost per mile	\$3.37	\$1.95	\$4.05
	Cost per rider	\$2,434	\$1,572	\$1,301

Very low   Low   Comparable   High   Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 5,356	\$ 5,927	\$ 4,824	\$ 4,480
Administration	1,488	1,666	1,221	860
Plant operations	2,716	2,864	1,365	988
Food service	684	718	437	425
Transportation	805	960	532	388
Student support	1,133	1,177	623	693
Instruction support	497	245	359	462
<b>Total operational</b>	<b>12,679</b>	<b>13,557</b>	<b>9,361</b>	<b>8,296</b>
Land and buildings	7,409	2,659	799	827
Equipment	427	1,083	433	409
Interest	111	140	248	228
Other	13	29	71	169
<b>Total nonoperational</b>	<b>7,960</b>	<b>3,911</b>	<b>1,551</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 20,639</b>	<b>\$ 17,468</b>	<b>\$ 10,912</b>	<b>\$ 9,929</b>

<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

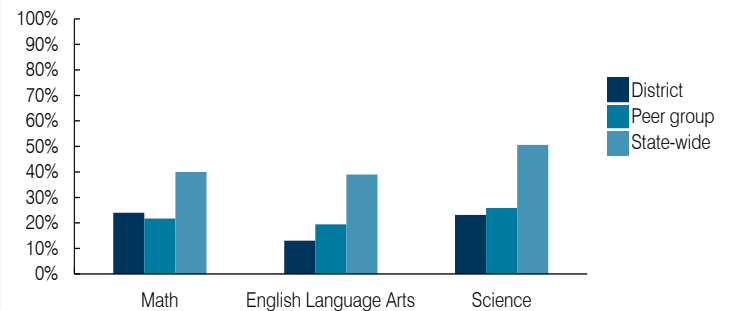
## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools <sup>2</sup>	Percentage of schools
A	0	0%
B	0	0%
C	3	60%
D	1	20%
F	1	20%

<sup>2</sup> Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	91%	94%
Graduation rate (2017)	79%	76%	78%
Poverty rate (2017)	36%	41%	19%
Special education population	14%	12%	12%
Students per teacher	15.1	15.8	18.4
Average teacher salary	\$47,567	\$48,537	\$48,951
Amount from Prop 301	\$4,681	\$5,191	\$6,411
Average years of teacher experience	14.8	12.5	11.4
Percentage of teachers in first 3 years	10%	18%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 9,188	\$ 9,994	\$ 3,917	\$ 1,317
State	4,999	4,880	4,283	4,011
Local	2,216	2,218	4,207	4,592
<b>Total per pupil revenues</b>	<b>\$ 16,403</b>	<b>\$ 17,092</b>	<b>\$ 12,407</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,875	\$ 5,927	\$ 5,992
Grants	2,975	2,434	1,703
Donations and tax credits	15	2	147

### Select revenues from less common sources

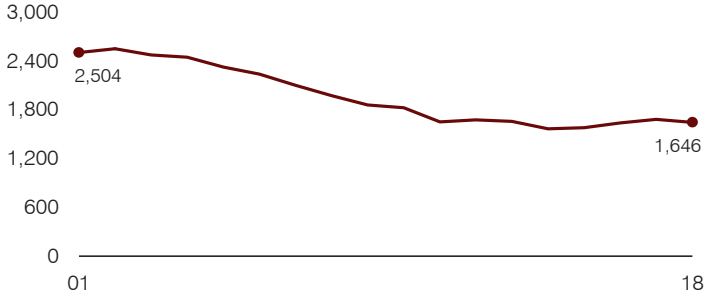
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 31
Small school adjustment	0	0	0 of 31
Federal impact aid	6,228	7,592	16 of 31
Voter-approved levy increases	310	313	21 of 31

**Instructional spending percentage**

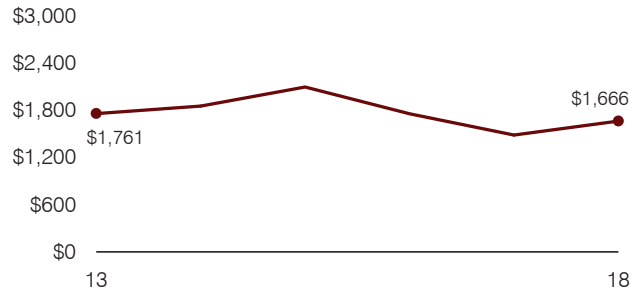
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 47.4 47.7 47.4 47.5 47.7 47.9 44.8 43.7 44.5 43.3 41.1 42.7 42.2 42.4 41.6 41.2 42.2 43.7

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

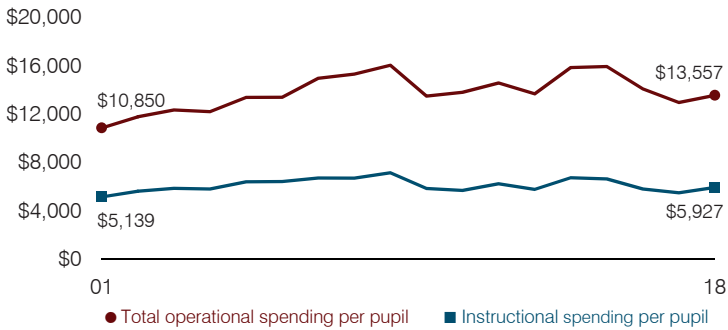
**Students attending**



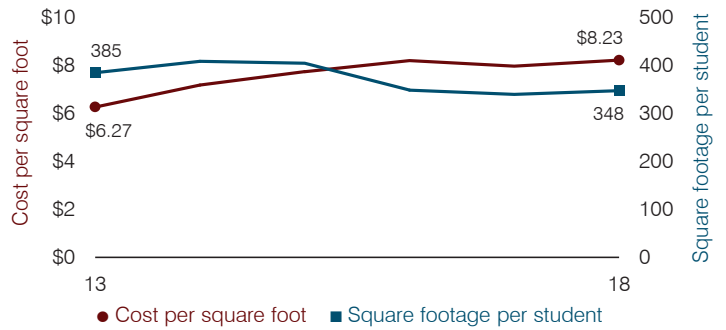
**Administrative cost per pupil**



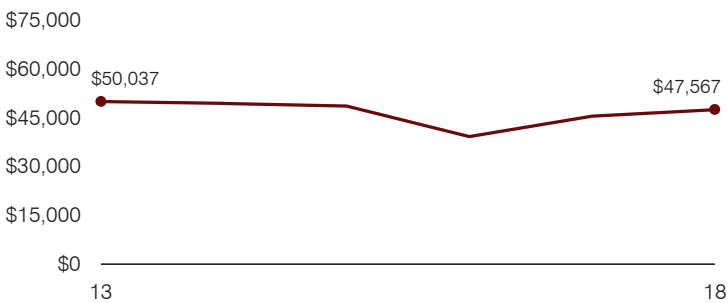
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



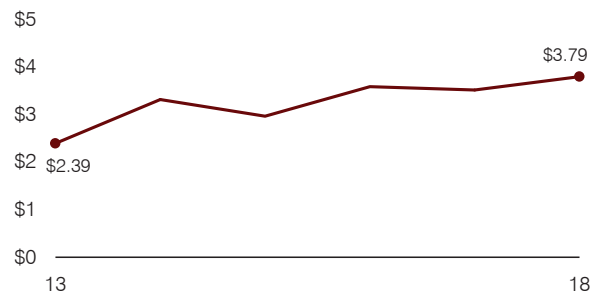
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



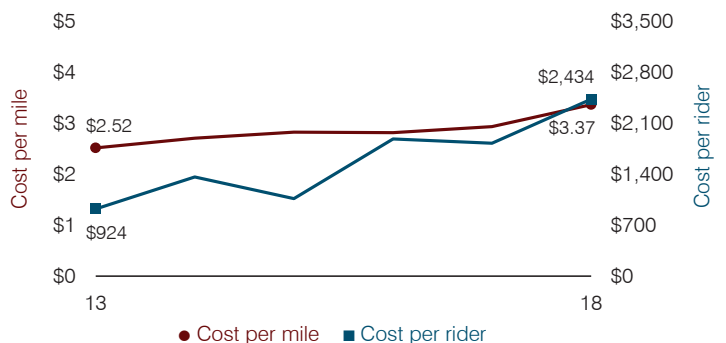
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	Impact Aid Fund reserve
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant

Low
Moderate
High

**Transportation costs per mile and per rider**



# Tucson Unified School District

Pima County

Efficiency peer groups 1 and T-5, Achievement peer group 3<sup>1</sup>

Legislative district(s): 2, 3, 4, 9, and 10

District size, location:

Very large, City

Students attending:

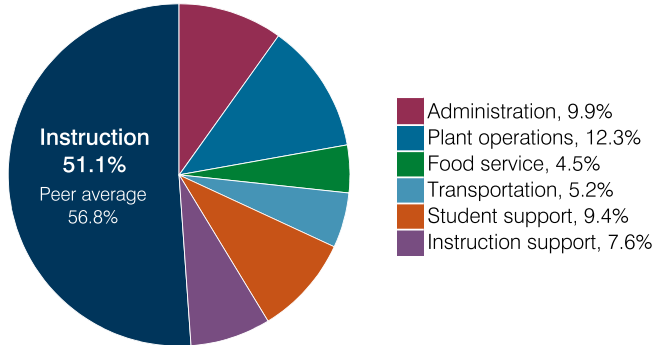
43,854

Number of schools:

86

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$929	\$712	\$860
	Students per administrative position	51	80	66
Plant operations	Cost per square foot	\$6.21	\$6.18	\$6.34
	Square footage per student	186	149	156
Food service	Cost per meal	\$3.24	\$2.87	\$3.02
Transportation	Cost per mile	\$4.50	\$3.90	\$4.05
	Cost per rider	\$2,761	\$1,931	\$1,301

Very low   Low   Comparable   High   Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,647	\$ 4,808	\$ 4,531	\$ 4,480
Administration	1,006	929	712	860
Plant operations	1,122	1,157	916	988
Food service	408	417	331	425
Transportation	498	486	358	388
Student support	824	884	704	693
Instruction support	625	720	395	462
<b>Total operational</b>	<b>9,130</b>	<b>9,401</b>	<b>7,947</b>	<b>8,296</b>
Land and buildings	78	192	631	827
Equipment	364	349	317	409
Interest	200	219	232	228
Other	136	177	207	169
<b>Total nonoperational</b>	<b>778</b>	<b>937</b>	<b>1,387</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 9,908</b>	<b>\$ 10,338</b>	<b>\$ 9,334</b>	<b>\$ 9,929</b>

<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

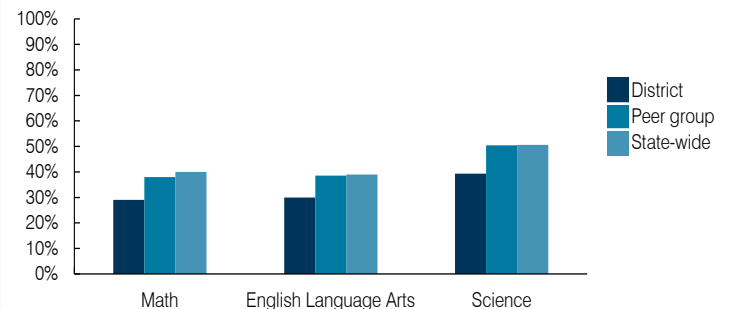
## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools <sup>2</sup>	Percentage of schools
A	8	10%
B	23	28%
C	29	36%
D	17	21%
F	4	5%

<sup>2</sup> Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	93%	94%
Graduation rate (2017)	85%	85%	78%
Poverty rate (2017)	23%	19%	19%
Special education population	14%	14%	12%
Students per teacher	16.0	18.7	18.4
Average teacher salary	\$46,798	\$46,859	\$48,951
Amount from Prop 301	\$8,127	\$7,342	\$6,411
Average years of teacher experience	12.5	12.1	11.4
Percentage of teachers in first 3 years	13%	15%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,593	\$ 1,656	\$ 875	\$ 1,317
State	3,670	3,888	3,546	4,011
Local	4,692	4,736	5,443	4,592
<b>Total per pupil revenues</b>	<b>\$ 9,955</b>	<b>\$ 10,280</b>	<b>\$ 9,864</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Equalization formula funding	\$ 5,409	\$ 5,526	\$ 5,492	\$ 5,585
Grants	1,553	1,670	937	1,241
Donations and tax credits	84	85	94	90

### Select revenues from less common sources

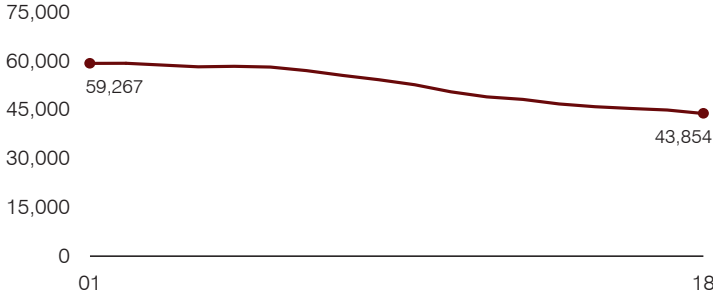
			Number of peers receiving
Desegregation	\$ 1,411	\$ 1,452	4 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	28	13	2 of 10
Voter-approved levy increases	509	396	10 of 10

**Instructional spending percentage**

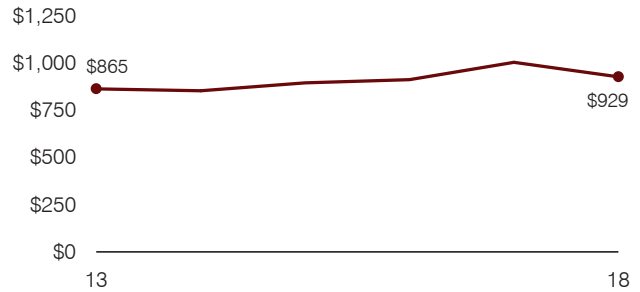
Year:	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Percentage:	53.9	54.7	54.9	55.0	55.4	54.9	54.3	53.4	53.5	53.9	50.4	50.6	49.2	48.7	48.7	48.8	50.9	51.1

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
Fiscal years as indicated

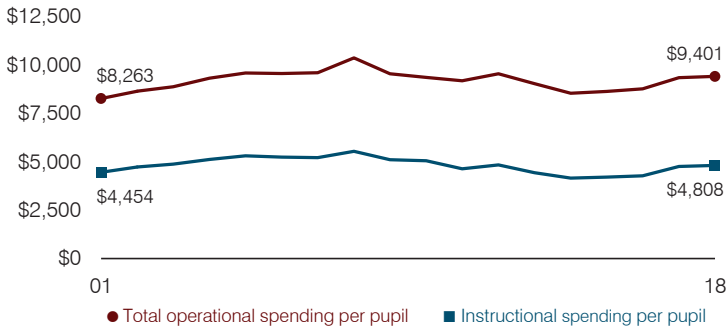
**Students attending**



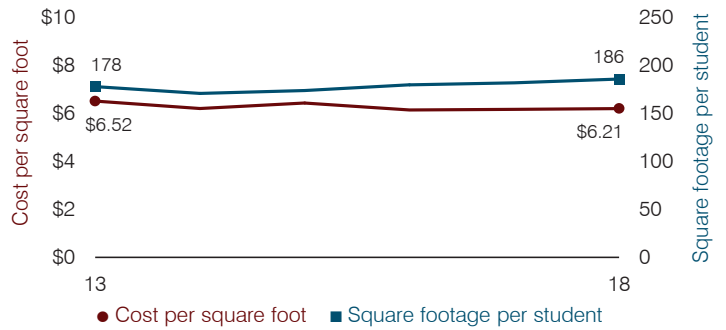
**Administrative cost per pupil**



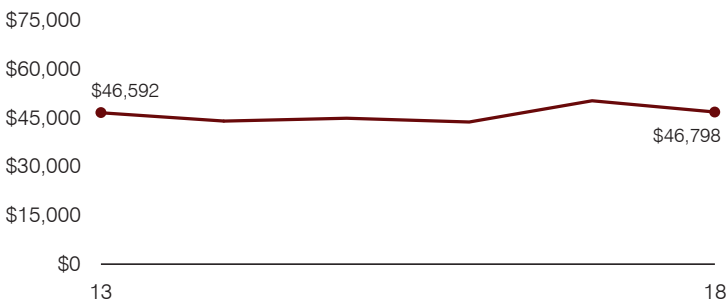
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



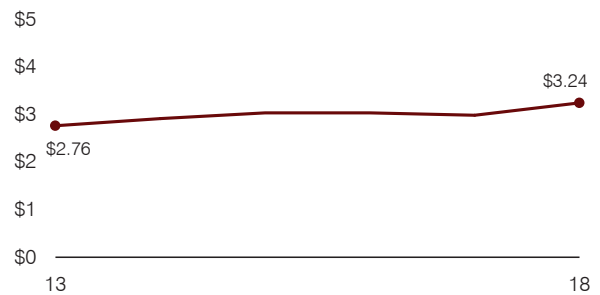
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



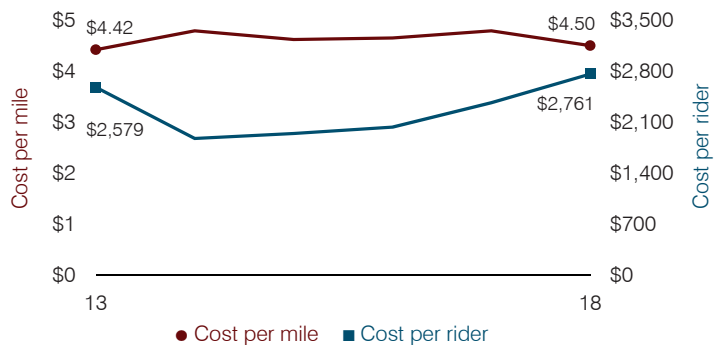
**Financial stress assessment**

Overall financial stress level: Moderate

Measure: 2016 through 2018	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage, Trend	1.6%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

**Transportation costs per mile and per rider**



# Union Elementary School District

Maricopa County

Efficiency peer groups 8 and T-2, Achievement peer group 13<sup>1</sup>

Legislative district(s): 19

District size, location:

Medium, City

Students attending:

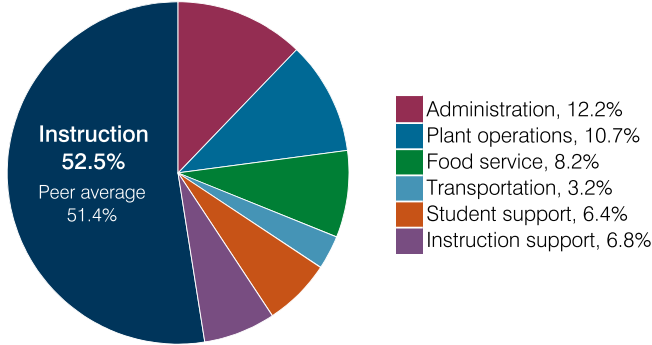
1,815

Number of schools:

3

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$912	\$1,025	\$860
	Students per administrative position	79	67	66
Plant operations	Cost per square foot	\$7.24	\$6.61	\$6.34
	Square footage per student	112	143	156
Food service	Cost per meal	\$2.48	\$2.92	\$3.02
Transportation	Cost per mile	\$8.75	\$5.91	\$4.05
	Cost per rider	\$1,939	\$1,232	\$1,301

Very low    Low    Comparable    High    Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,808	\$ 3,936	\$ 4,392	\$ 4,480
Administration	873	912	1,025	860
Plant operations	607	808	971	988
Food service	655	614	659	425
Transportation	271	241	331	388
Student support	526	478	631	693
Instruction support	446	509	546	462
<b>Total operational</b>	<b>7,186</b>	<b>7,498</b>	<b>8,555</b>	<b>8,296</b>
Land and buildings	713	201	1,140	827
Equipment	285	1,053	697	409
Interest	64	91	327	228
Other	1	0	172	169
<b>Total nonoperational</b>	<b>1,063</b>	<b>1,345</b>	<b>2,336</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 8,249</b>	<b>\$ 8,843</b>	<b>\$10,891</b>	<b>\$ 9,929</b>

<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

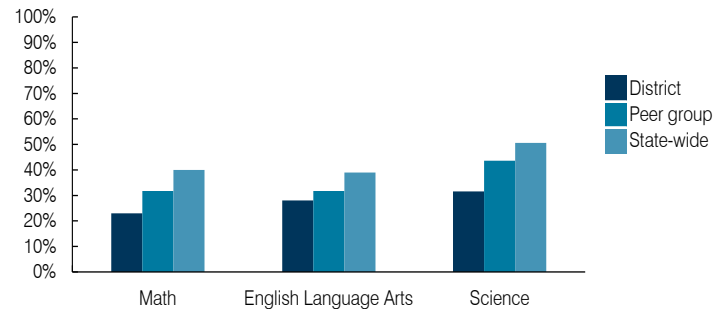
## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools <sup>2</sup>	Percentage of schools
A	0	0%
B	0	0%
C	2	100%
D	0	0%
F	0	0%

<sup>2</sup> Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	20%	20%	19%
Special education population	12%	13%	12%
Students per teacher	20.6	19.4	18.4
Average teacher salary	\$42,780	\$45,518	\$48,951
Amount from Prop 301	\$4,501	\$5,403	\$6,411
Average years of teacher experience	3.7	7.7	11.4
Percentage of teachers in first 3 years	67%	35%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,402	\$ 1,181	\$ 1,723	\$ 1,317
State	4,683	4,619	3,921	4,011
Local	2,142	2,116	4,869	4,592
<b>Total per pupil revenues</b>	<b>\$ 8,227</b>	<b>\$ 7,916</b>	<b>\$ 10,513</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Equalization formula funding	\$ 5,303	\$ 5,184	\$ 5,175	\$ 5,585
Grants	1,402	1,182	1,843	1,241
Donations and tax credits	17	22	54	90

### Select revenues from less common sources

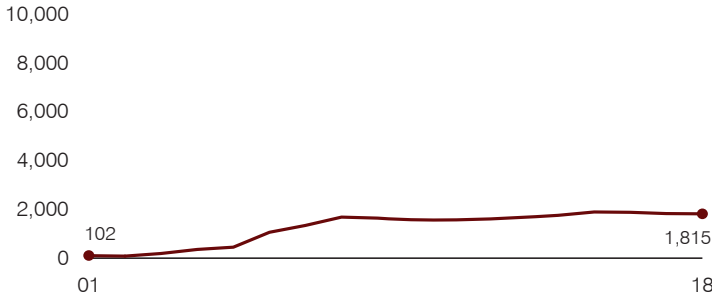
			Number of peers receiving
Desegregation	\$ 0	\$ 0	4 of 19
Small school adjustment	0	0	0 of 19
Federal impact aid	0	0	0 of 19
Voter-approved levy increases	892	922	19 of 19

**Instructional spending percentage**

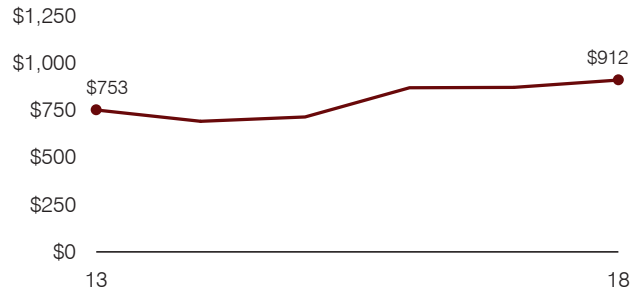
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 51.5 46.9 47.4 50.2 49.6 50.1 55.6 55.0 56.3 54.0 50.4 53.8 51.4 52.5 52.3 51.0 53.0 52.5

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

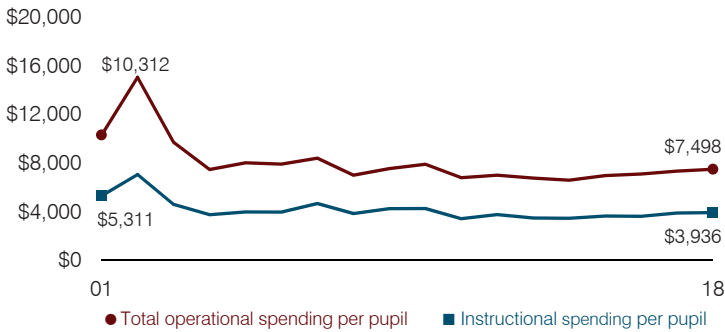
**Students attending**



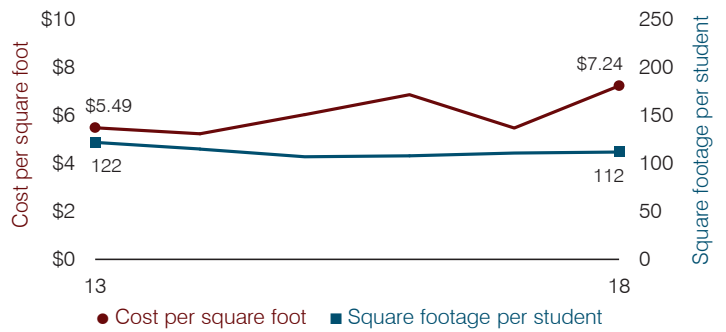
**Administrative cost per pupil**



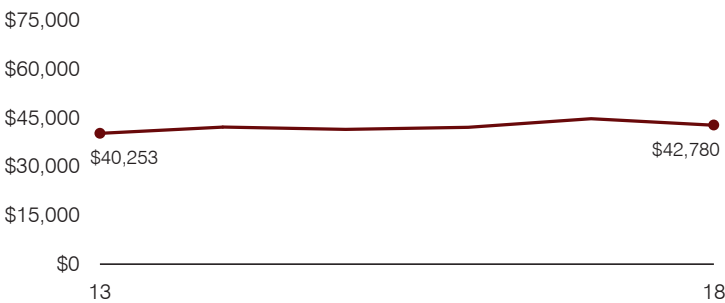
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



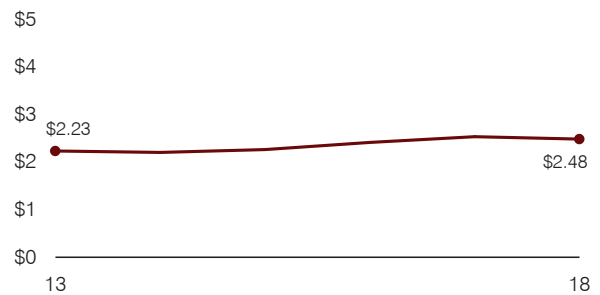
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



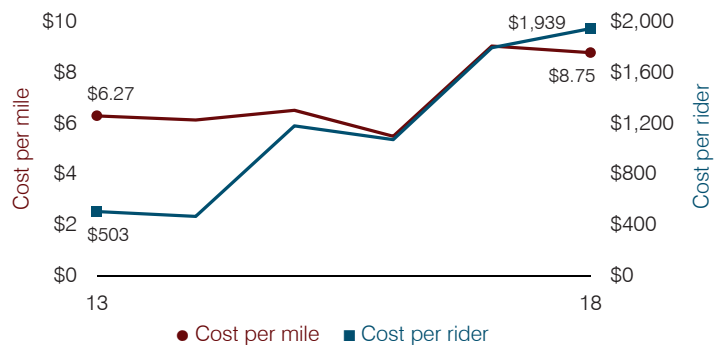
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	6.9%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**





# Vail Unified School District

Pima County

Efficiency peer groups 2 and T-4, Achievement peer group 1<sup>1</sup>

Legislative district(s): 2, 10, and 14

District size, location:

Large, City

Students attending:

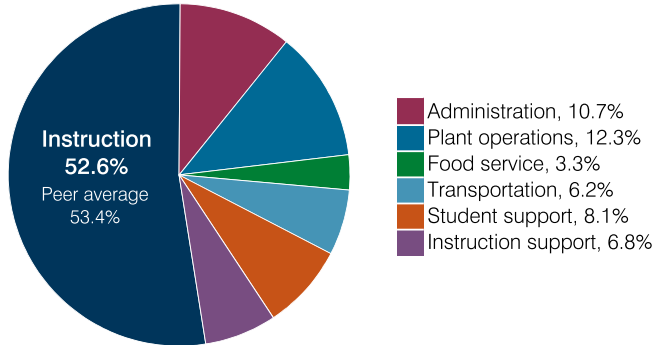
12,587

Number of schools:

20

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$841	\$804	\$860
	Students per administrative position	58	67	66
Plant operations	Cost per square foot	\$8.26	\$6.44	\$6.34
	Square footage per student	116	148	156
Food service	Cost per meal	\$3.42	\$3.08	\$3.02
Transportation	Cost per mile	\$3.51	\$3.72	\$4.05
	Cost per rider	\$1,649	\$1,330	\$1,301

Very low
Low
Comparable
High
Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,805	\$ 4,112	\$ 4,135	\$ 4,480
Administration	818	841	804	860
Plant operations	913	960	941	988
Food service	221	256	342	425
Transportation	458	486	394	388
Student support	630	636	624	693
Instruction support	562	533	492	462
<b>Total operational</b>	<b>7,407</b>	<b>7,824</b>	<b>7,732</b>	<b>8,296</b>
Land and buildings	694	226	738	827
Equipment	343	249	531	409
Interest	234	227	238	228
Other	351	347	153	169
<b>Total nonoperational</b>	<b>1,622</b>	<b>1,049</b>	<b>1,660</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 9,029</b>	<b>\$ 8,873</b>	<b>\$ 9,392</b>	<b>\$ 9,929</b>

<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

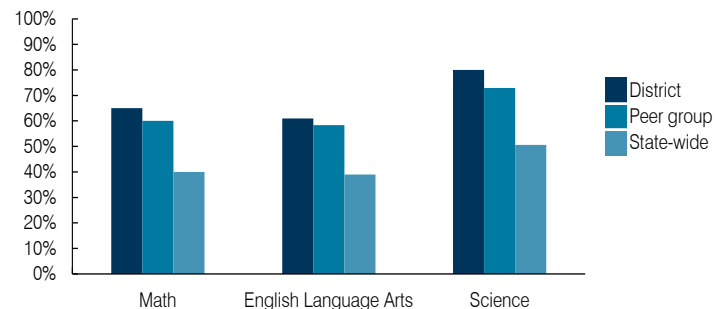
## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools <sup>2</sup>	Percentage of schools
A	18	95%
B	0	0%
C	1	5%
D	0	0%
F	0	0%

<sup>2</sup> Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2017)	92%	94%	78%
Poverty rate (2017)	6%	6%	19%
Special education population	11%	11%	12%
Students per teacher	19.3	17.8	18.4
Average teacher salary	\$41,101	\$43,920	\$48,951
Amount from Prop 301	\$7,142	\$5,990	\$6,411
Average years of teacher experience	8.8	11.3	11.4
Percentage of teachers in first 3 years	26%	19%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 413	\$ 533	\$ 930	\$ 1,317
State	4,539	4,706	3,760	4,011
Local	3,386	3,582	4,666	4,592
<b>Total per pupil revenues</b>	<b>\$ 8,338</b>	<b>\$ 8,821</b>	<b>\$ 9,356</b>	<b>\$ 9,920</b>

#### Select revenues from common sources

Equalization formula funding	\$ 5,505	\$ 5,541	\$ 5,545	\$ 5,585
Grants	413	595	1,051	1,241
Donations and tax credits	136	130	107	90

#### Select revenues from less common sources

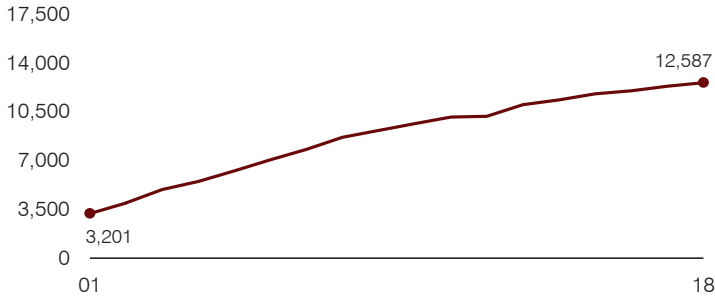
			Number of peers receiving
Desegregation	\$ 0	\$ 0	3 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	63	35	2 of 10
Voter-approved levy increases	933	1,101	10 of 10

**Instructional spending percentage**

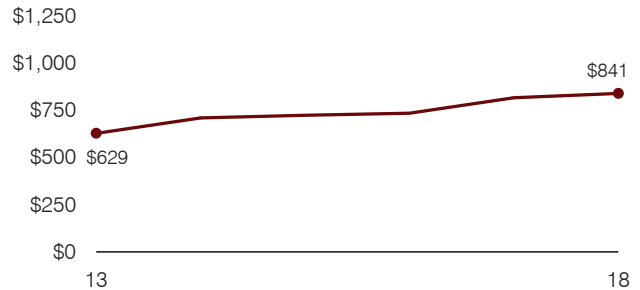
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 57.4 55.8 58.6 59.0 58.5 60.2 59.3 59.9 59.9 59.7 57.6 55.8 56.0 54.1 53.7 51.4 51.4 52.6

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

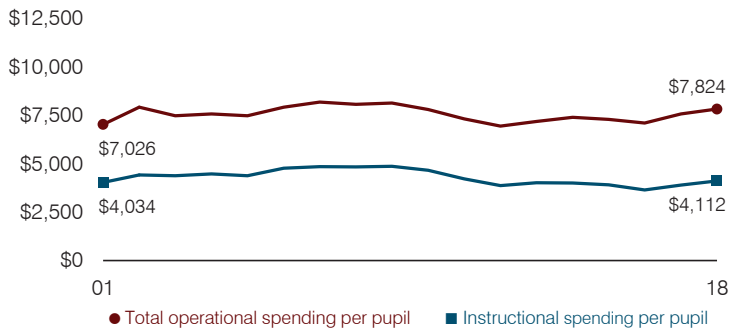
**Students attending**



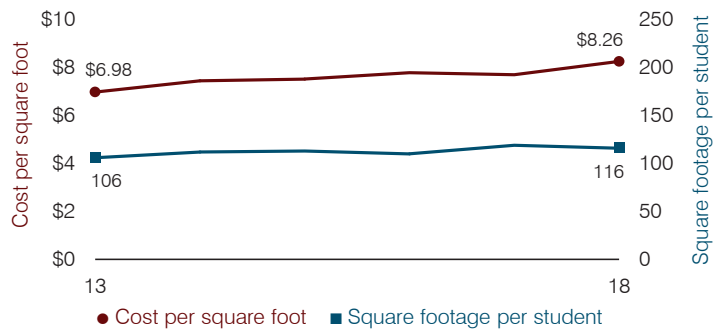
**Administrative cost per pupil**



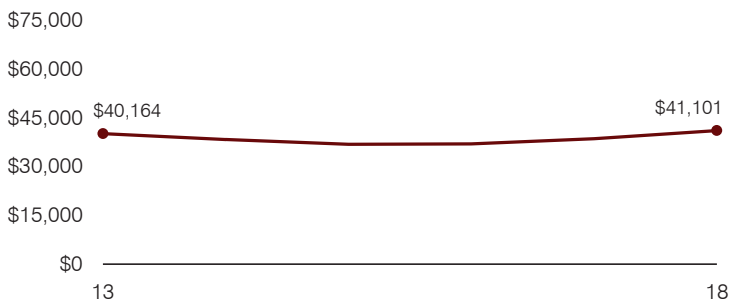
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



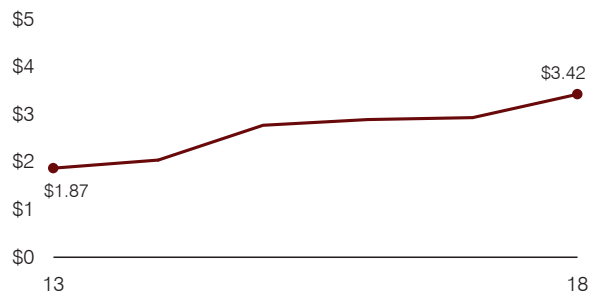
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



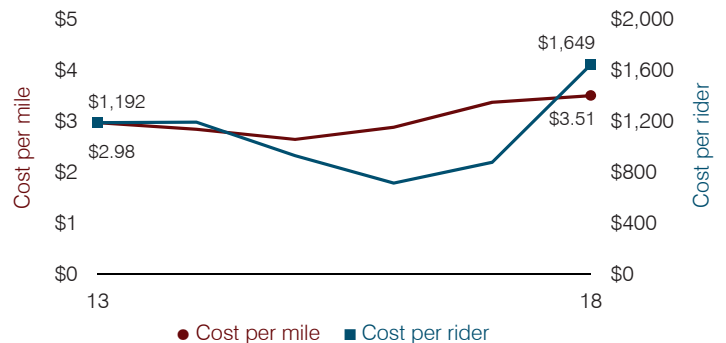
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	Isolated
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	Impact Aid Fund reserve
Years of capital reserve held	Impact Aid Fund reserve
Current financial and internal control status	Compliant

Low
Moderate
High

**Transportation costs per mile and per rider**



# Valentine Elementary School District

Mohave County

District size, location:

Very small, Rural

Efficiency peer groups 11 and T-11, Achievement peer group 17<sup>1</sup>

Students attending:

91

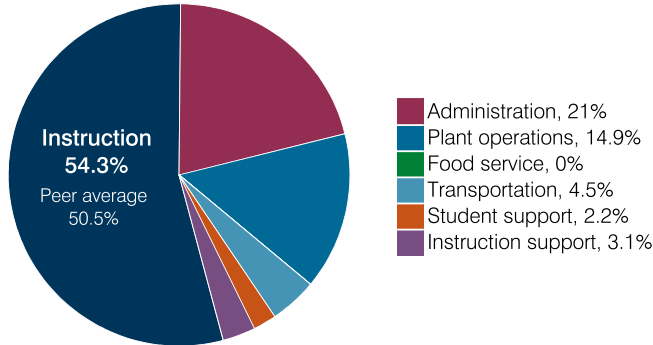
Legislative district(s): 5

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,081	\$3,064	\$860
	Students per administrative position	46	33	66
Plant operations	Cost per square foot	\$10.02	\$7.31	\$6.34
	Square footage per student	147	371	156
Food service	Cost per meal	N/A	\$5.79	\$3.02
Transportation	Cost per mile	\$1.83	\$1.94	\$4.05
	Cost per rider	\$609	\$1,614	\$1,301

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,467	\$ 5,375	\$ 8,493	\$ 4,480
Administration	1,985	2,081	3,064	860
Plant operations	748	1,473	2,439	988
Food service	0	0	932	425
Transportation	275	433	973	388
Student support	92	222	656	693
Instruction support	227	307	400	462
<b>Total operational</b>	<b>7,794</b>	<b>9,891</b>	<b>16,957</b>	<b>8,296</b>
Land and buildings	357	342	965	827
Equipment	625	100	562	409
Interest	0	6	25	228
Other	0	0	88	169
<b>Total nonoperational</b>	<b>982</b>	<b>448</b>	<b>1,640</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 8,776</b>	<b>\$ 10,339</b>	<b>\$ 18,597</b>	<b>\$ 9,929</b>

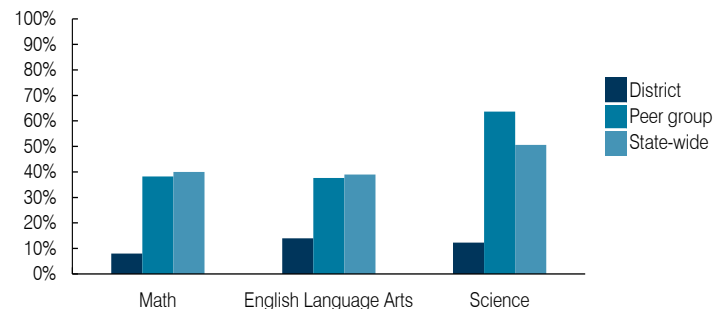
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	100%
D	0	0%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	91%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	19%	19%	19%
Special education population	19%	13%	12%
Students per teacher	18.3	14.1	18.4
Average teacher salary	\$50,500	\$50,510	\$48,951
Amount from Prop 301	\$5,250	\$5,096	\$6,411
Average years of teacher experience	16.2	13.8	11.4
Percentage of teachers in first 3 years	0%	9%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 5,699	\$ 5,317	\$ 3,021	\$ 1,317
State	5,276	5,561	4,788	4,011
Local	1,765	2,350	12,812	4,592
<b>Total per pupil revenues</b>	<b>\$ 12,740</b>	<b>\$ 13,228</b>	<b>\$ 20,621</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 6,255	\$ 6,770	\$ 8,282
Grants	645	240	3,020
Donations and tax credits	4	20	125

### Select revenues from less common sources

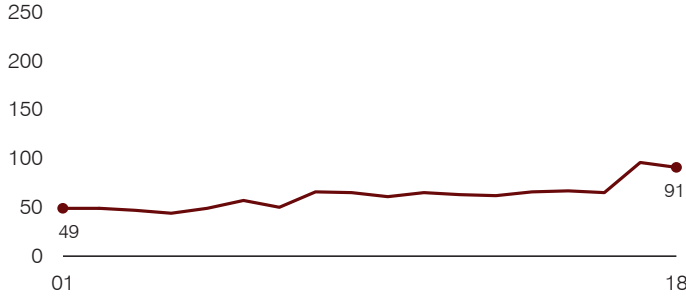
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	2,013	383	45 of 56
Federal impact aid	5,411	5,090	5 of 56
Voter-approved levy increases	0	0	5 of 56

**Instructional spending percentage**

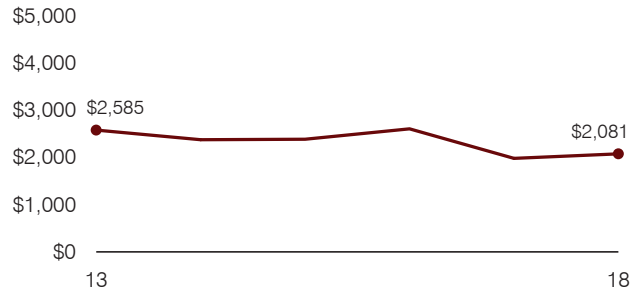
Year:	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Percentage:	72.3	72.6	71.4	68.3	75.6	76.3	77.3	77.3	78.7	81.0	60.1	68.9	54.5	58.3	56.6	55.4	57.3	54.3

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
Fiscal years as indicated

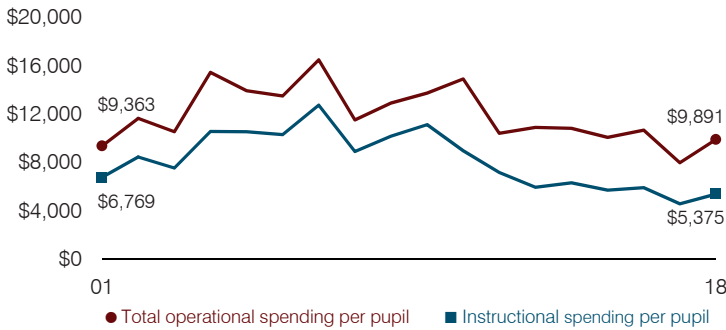
**Students attending**



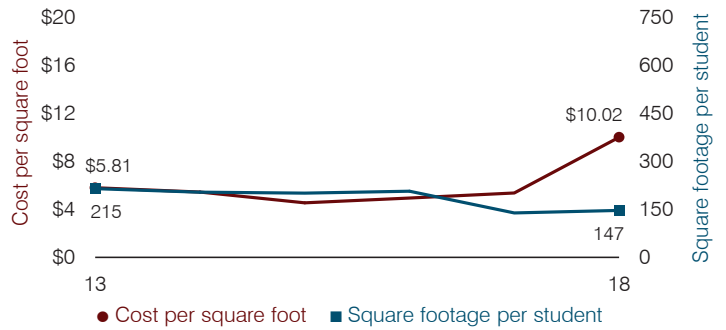
**Administrative cost per pupil**



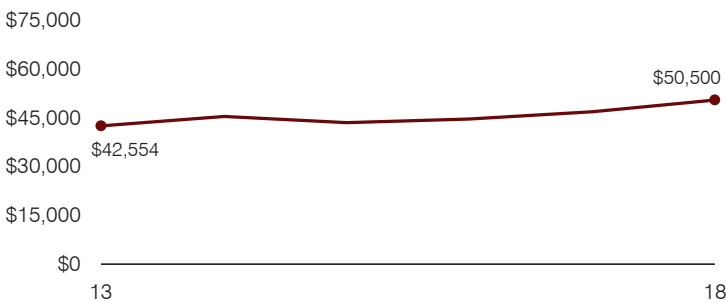
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



**Plant cost per square foot and square footage per student**



**Average teacher salary**



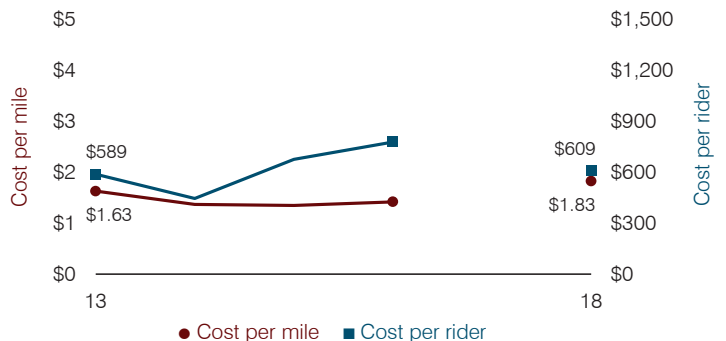
**Food service cost per meal**

Food service cost per meal trend is not shown because the District did not operate a food service program during all or a substantial portion of fiscal years 2013 through 2018.

**Financial stress assessment**

Overall financial stress level:	Low
<b>Measure: 2016 through 2018</b>	<b>Assessment</b>
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	10.1%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Not assessed
	<div style="display: flex; justify-content: space-around; margin-top: 5px;"> <div style="background-color: #28a745; color: white; padding: 2px 10px; border: 1px solid black;">Low</div> <div style="background-color: #ffc107; color: white; padding: 2px 10px; border: 1px solid black;">Moderate</div> <div style="background-color: #dc3545; color: white; padding: 2px 10px; border: 1px solid black;">High</div> </div>

**Transportation costs per mile and per rider**



# Valley Union High School District

Cochise County

District size, location:

Very small, Rural

Efficiency peer groups 11 and T-11, Achievement peer group 10<sup>1</sup>

Students attending:

119

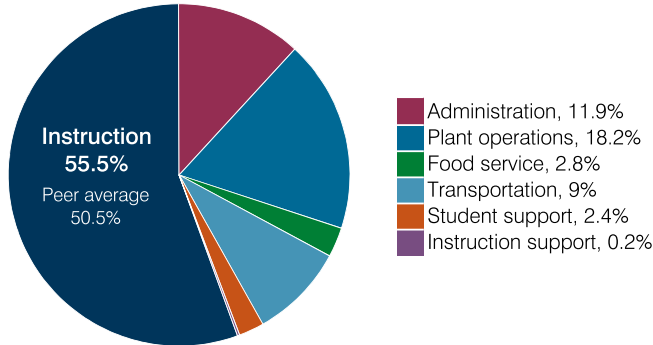
Legislative district(s): 14

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,756	\$3,064	\$860
	Students per administrative position	45	33	66
Plant operations	Cost per square foot	\$5.35	\$7.31	\$6.34
	Square footage per student	504	371	156
Food service	Cost per meal	\$5.50	\$5.79	\$3.02
Transportation	Cost per mile	\$2.75	\$1.94	\$4.05
	Cost per rider	\$4,502	\$1,614	\$1,301

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 7,859	\$ 8,208	\$ 8,493	\$ 4,480
Administration	2,067	1,756	3,064	860
Plant operations	2,324	2,695	2,439	988
Food service	575	413	932	425
Transportation	1,600	1,328	973	388
Student support	138	344	656	693
Instruction support	130	34	400	462
<b>Total operational</b>	<b>14,693</b>	<b>14,778</b>	<b>16,957</b>	<b>8,296</b>
Land and buildings	114	1,646	965	827
Equipment	697	709	562	409
Interest	0	0	25	228
Other	0	0	88	169
<b>Total nonoperational</b>	<b>811</b>	<b>2,355</b>	<b>1,640</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 15,504</b>	<b>\$ 17,133</b>	<b>\$ 18,597</b>	<b>\$ 9,929</b>

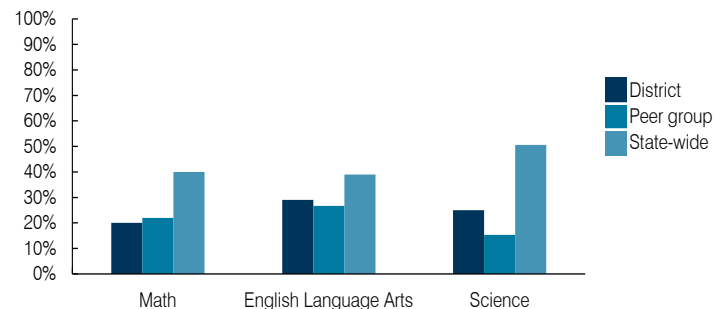
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	100%
D	0	0%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	85%	91%	94%
Graduation rate (2017)	93%	91%	78%
Poverty rate (2017)	9%	12%	19%
Special education population	14%	16%	12%
Students per teacher	8.5	8.8	18.4
Average teacher salary	\$36,132	\$37,636	\$48,951
Amount from Prop 301	\$4,165	\$3,874	\$6,411
Average years of teacher experience	8.8	9.8	11.4
Percentage of teachers in first 3 years	22%	20%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 969	\$ 1,120	\$ 3,021	\$ 1,317
State	3,312	4,552	4,788	4,011
Local	14,067	13,081	12,812	4,592
<b>Total per pupil revenues</b>	<b>\$ 18,348</b>	<b>\$ 18,753</b>	<b>\$ 20,621</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Equalization formula funding	\$ 7,901	\$ 6,991	\$ 8,282	\$ 5,585
Grants	1,149	2,969	3,020	1,241
Donations and tax credits	204	10	125	90

### Select revenues from less common sources

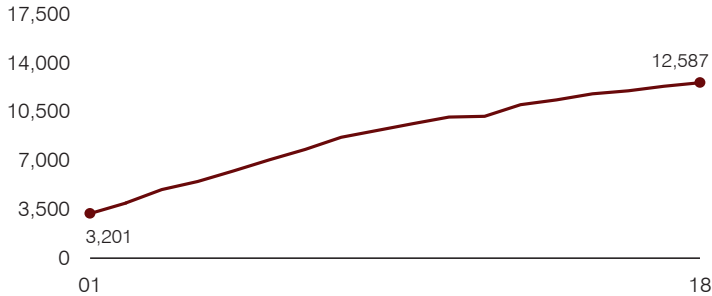
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	3,192	2,992	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	1,010	76	5 of 56

**Instructional spending percentage**

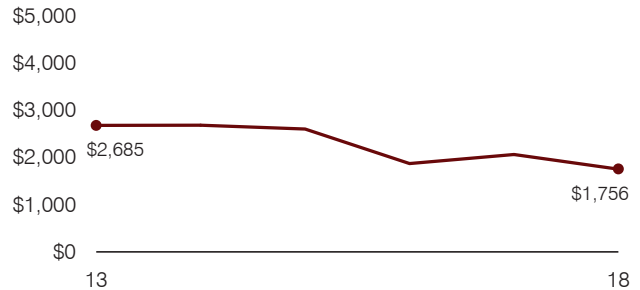
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 53.2 54.5 57.2 53.1 55.4 56.3 49.9 50.3 47.2 51.5 46.0 46.0 46.4 48.8 50.1 52.8 53.5 55.5

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

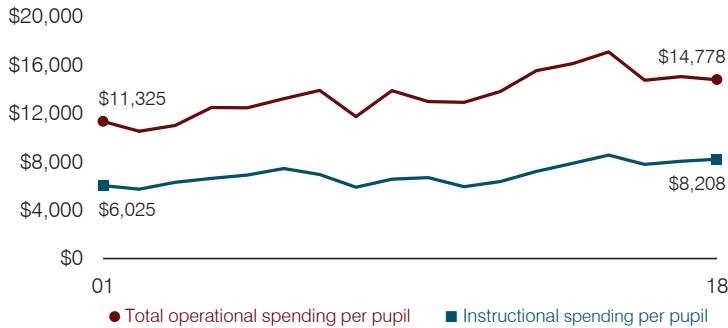
**Students attending**



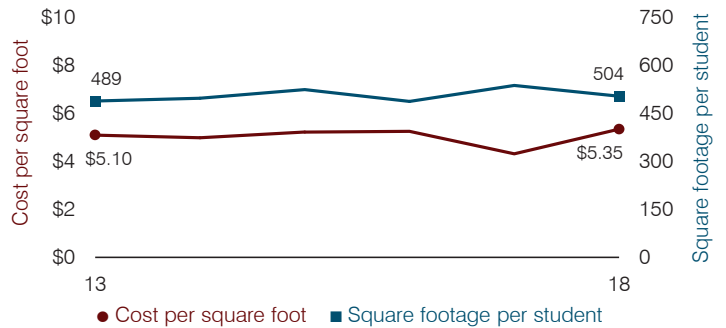
**Administrative cost per pupil**



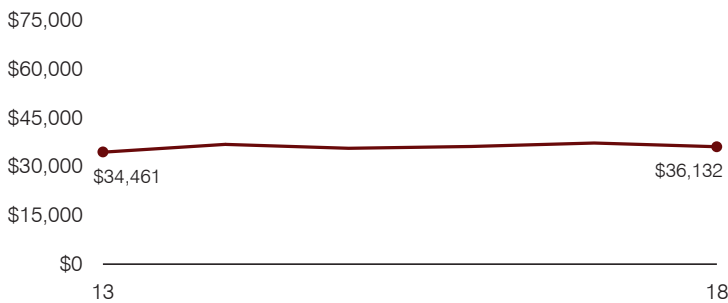
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



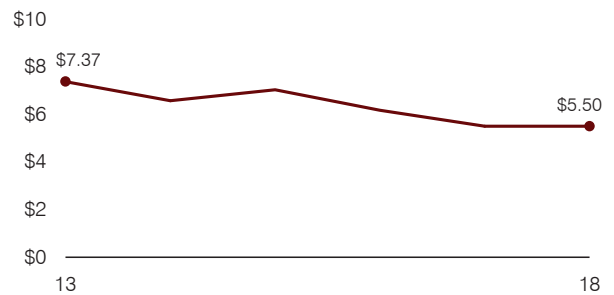
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



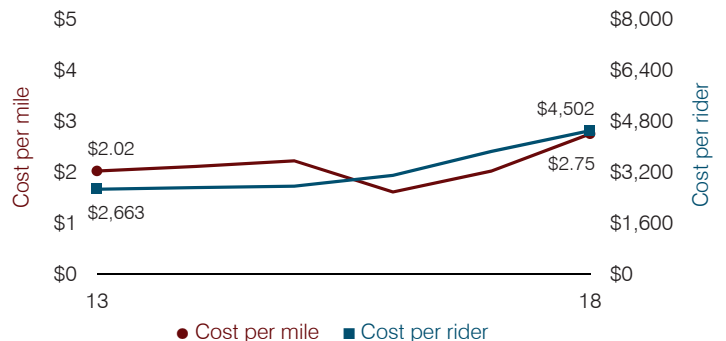
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	19.7%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

**Transportation costs per mile and per rider**



# Vernon Elementary School District

Apache County

Efficiency peer groups 11 and T-11, Achievement peer group 18<sup>1</sup>

Legislative district(s): 7

District size, location:

Very small, Rural

Students attending:

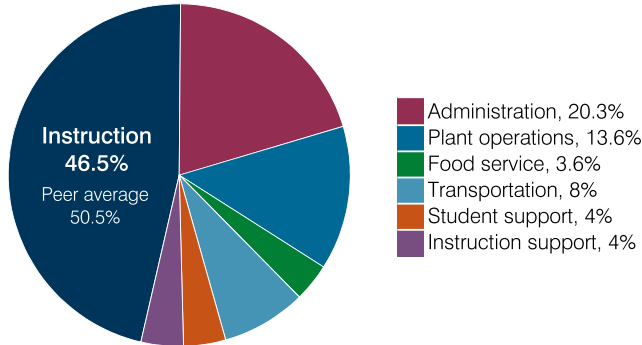
98

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,935	\$3,064	\$860
	Students per administrative position	28	33	66
Plant operations	Cost per square foot	\$8.23	\$7.31	\$6.34
	Square footage per student	239	371	156
Food service	Cost per meal	\$2.96	\$5.79	\$3.02
Transportation	Cost per mile	\$1.12	\$1.94	\$4.05
	Cost per rider	\$834	\$1,614	\$1,301

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 8,085	\$ 6,728	\$ 8,493	\$ 4,480
Administration	3,095	2,935	3,064	860
Plant operations	1,618	1,967	2,439	988
Food service	351	519	932	425
Transportation	1,496	1,155	973	388
Student support	1,916	573	656	693
Instruction support	811	577	400	462
<b>Total operational</b>	<b>17,372</b>	<b>14,454</b>	<b>16,957</b>	<b>8,296</b>
Land and buildings	0	0	965	827
Equipment	95	868	562	409
Interest	0	1	25	228
Other	0	16	88	169
<b>Total nonoperational</b>	<b>95</b>	<b>885</b>	<b>1,640</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 17,467</b>	<b>\$ 15,339</b>	<b>\$ 18,597</b>	<b>\$ 9,929</b>

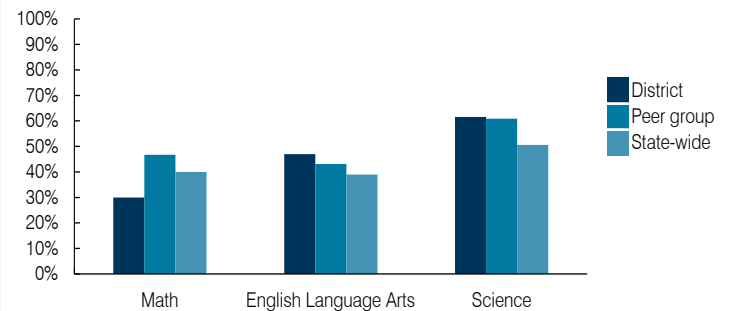
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	91%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	23%	25%	19%
Special education population	18%	17%	12%
Students per teacher	10.9	12.6	18.4
Average teacher salary	\$45,210	\$47,486	\$48,951
Amount from Prop 301	\$3,921	\$4,484	\$6,411
Average years of teacher experience	8.5	14.9	11.4
Percentage of teachers in first 3 years	25%	7%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 2,442	\$ 4,354	\$ 3,021	\$ 1,317
State	9,168	7,534	4,788	4,011
Local	6,396	9,226	12,812	4,592
<b>Total per pupil revenues</b>	<b>\$ 18,006</b>	<b>\$ 21,114</b>	<b>\$ 20,621</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 11,307	\$ 9,444	\$ 8,282
Grants	2,624	4,393	3,020
Donations and tax credits	52	41	125

### Select revenues from less common sources

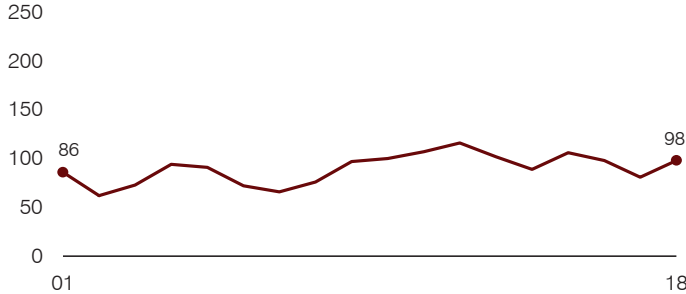
Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	615	509	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

**Instructional spending percentage**

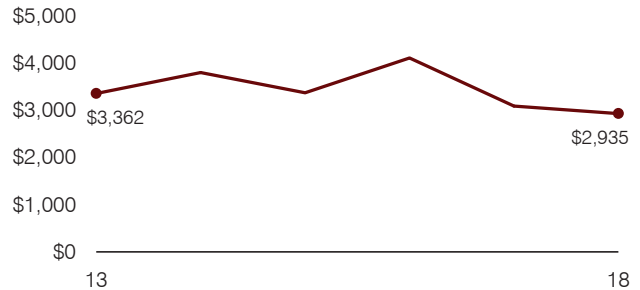
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 45.6 41.5 46.5 46.0 51.6 43.3 39.8 38.3 44.0 45.2 43.6 45.9 48.4 41.9 44.2 43.1 46.5 46.5

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

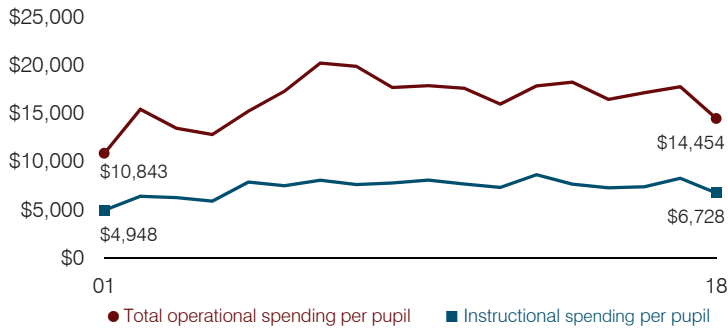
**Students attending**



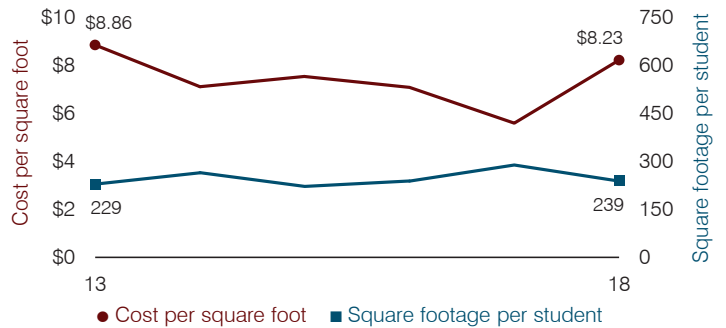
**Administrative cost per pupil**



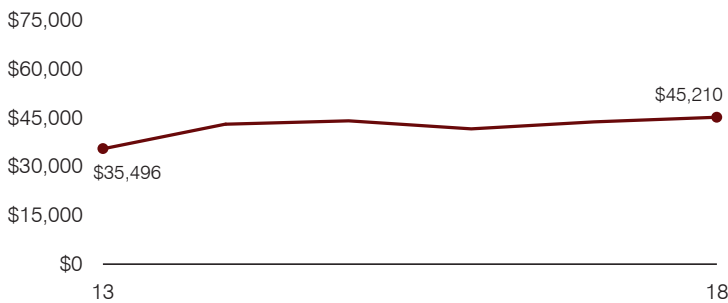
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



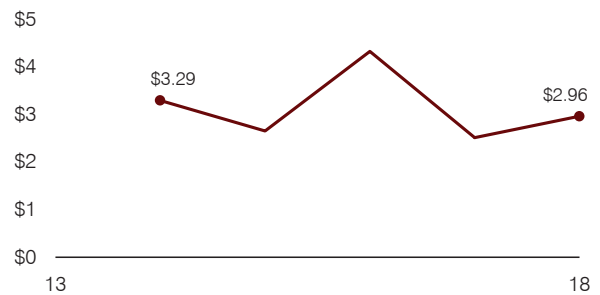
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



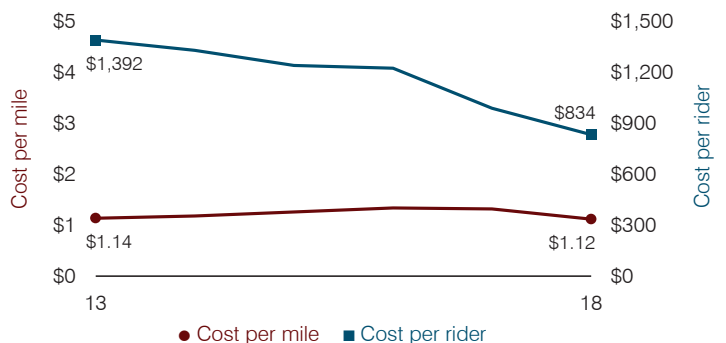
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	9.1%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant

Low
Moderate
High

**Transportation costs per mile and per rider**





# Washington Elementary School District

Maricopa County

Efficiency peer groups 7 and T-3, Achievement peer group 14<sup>1</sup>

Legislative district(s): 20, 24, 28, and 30

District size, location:

Very large, City

Students attending:

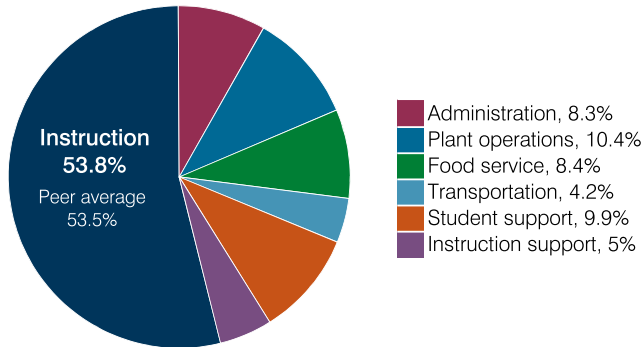
21,919

Number of schools:

32

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$699	\$796	\$860
	Students per administrative position	79	76	66
Plant operations	Cost per square foot	\$6.57	\$6.16	\$6.34
	Square footage per student	134	133	156
Food service	Cost per meal	\$2.90	\$2.99	\$3.02
Transportation	Cost per mile	\$5.18	\$4.47	\$4.05
	Cost per rider	\$1,264	\$1,248	\$1,301

Very low
Low
Comparable
High
Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,455	\$ 4,553	\$ 4,238	\$ 4,480
Administration	690	699	796	860
Plant operations	829	879	815	988
Food service	686	709	580	425
Transportation	367	355	298	388
Student support	819	838	646	693
Instruction support	445	422	486	462
<b>Total operational</b>	<b>8,291</b>	<b>8,455</b>	<b>7,859</b>	<b>8,296</b>
Land and buildings	677	965	517	827
Equipment	308	236	393	409
Interest	179	168	189	228
Other	168	171	188	169
<b>Total nonoperational</b>	<b>1,332</b>	<b>1,540</b>	<b>1,287</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 9,623</b>	<b>\$ 9,995</b>	<b>\$ 9,146</b>	<b>\$ 9,929</b>

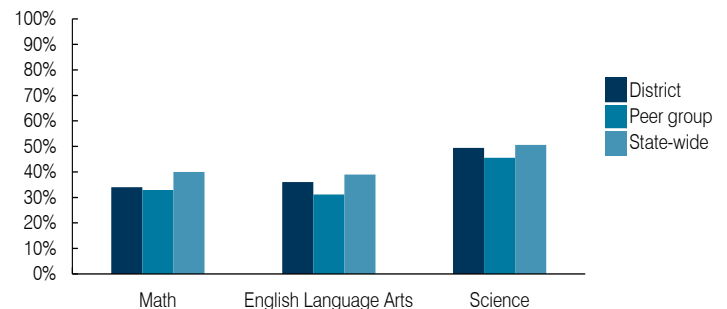
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	4	13%
B	13	41%
C	12	38%
D	3	8%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	27%	28%	19%
Special education population	14%	12%	12%
Students per teacher	16.7	18.9	18.4
Average teacher salary	\$43,938	\$46,164	\$48,951
Amount from Prop 301	\$5,978	\$5,459	\$6,411
Average years of teacher experience	11.1	9.3	11.4
Percentage of teachers in first 3 years	28%	26%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,819	\$ 1,731	\$ 1,588	\$ 1,317
State	4,441	4,679	4,344	4,011
Local	3,460	3,427	3,644	4,592
<b>Total per pupil revenues</b>	<b>\$ 9,720</b>	<b>\$ 9,837</b>	<b>\$ 9,576</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Equalization formula funding	\$ 5,275	\$ 5,355	\$ 5,167	\$ 5,585
Grants	1,878	1,864	1,650	1,241
Donations and tax credits	42	46	46	90

### Select revenues from less common sources

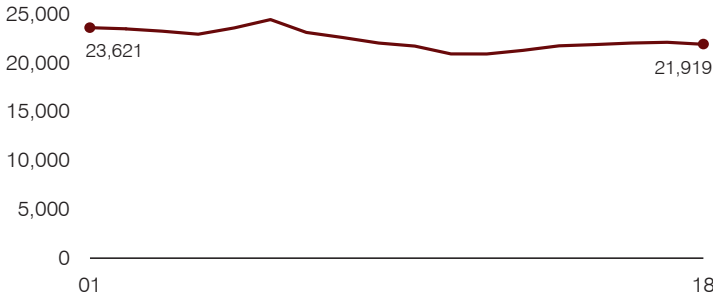
			Number of peers receiving
Desegregation	\$ 271	\$ 261	4 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	0	0	2 of 10
Voter-approved levy increases	1,447	1,460	10 of 10

## Instructional spending percentage

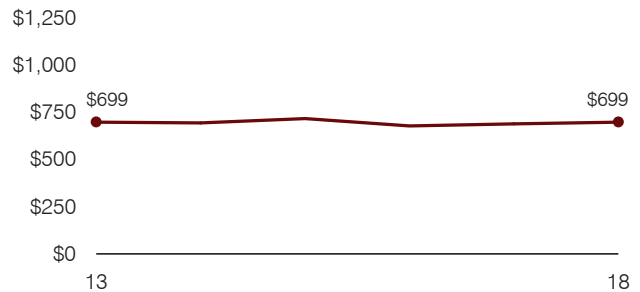
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 64.0 62.3 62.3 61.3 60.8 62.0 60.3 57.6 57.5 55.5 55.9 55.7 54.1 54.3 54.5 53.7 53.7 53.8

### TRENDS AND FINANCIAL STRESS ASSESSMENT Fiscal years as indicated

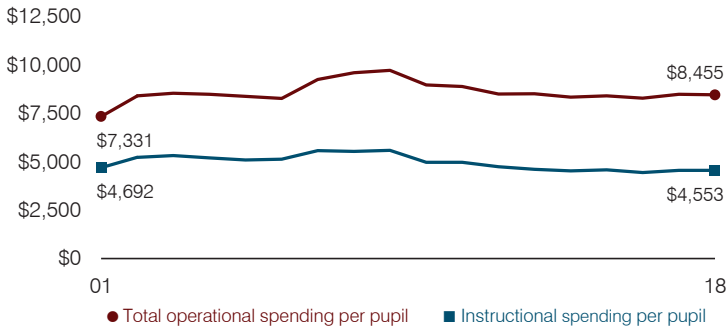
#### Students attending



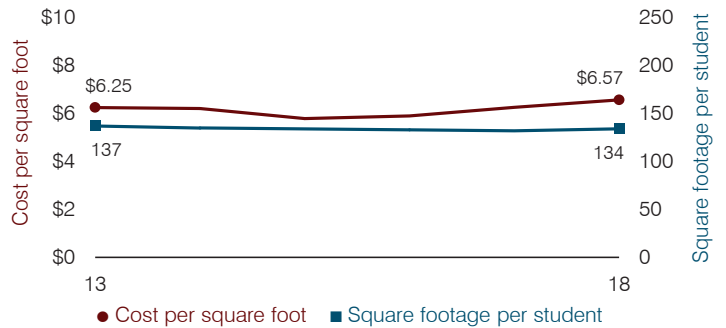
#### Administrative cost per pupil



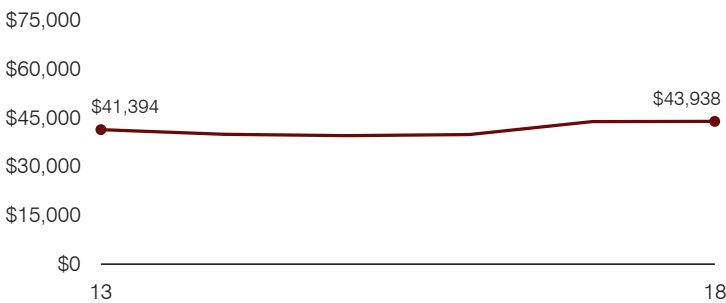
#### Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)



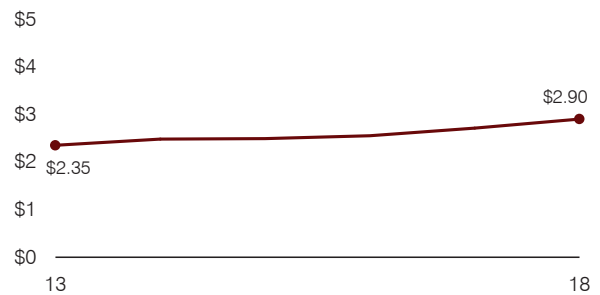
#### Plant cost per square foot and square footage per student



#### Average teacher salary



#### Food service cost per meal



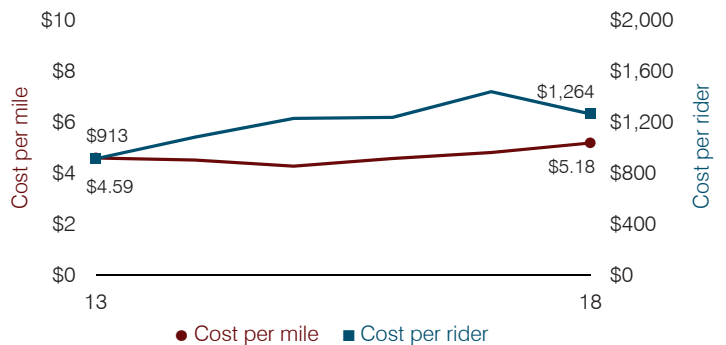
#### Financial stress assessment

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	8.3%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

**Low**      **Moderate**      **High**

#### Transportation costs per mile and per rider



# Wellton Elementary School District

Yuma County

Efficiency peer groups 11 and T-11, Achievement peer group 19<sup>1</sup>

Legislative district(s): 13

District size, location:

Very small, Rural

Students attending:

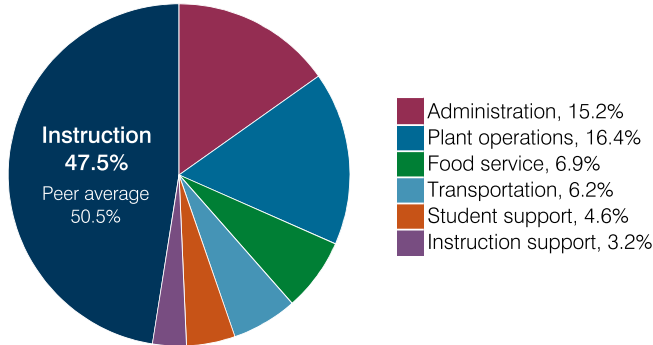
199

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,419	\$3,064	\$860
	Students per administrative position	52	33	66
Plant operations	Cost per square foot	\$5.01	\$7.31	\$6.34
	Square footage per student	305	371	156
Food service	Cost per meal	\$3.10	\$5.79	\$3.02
Transportation	Cost per mile	\$3.92	\$1.94	\$4.05
	Cost per rider	\$1,736	\$1,614	\$1,301

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 5,044	\$ 4,429	\$ 8,493	\$ 4,480
Administration	1,160	1,419	3,064	860
Plant operations	1,528	1,531	2,439	988
Food service	586	644	932	425
Transportation	523	577	973	388
Student support	757	419	656	693
Instruction support	275	299	400	462
<b>Total operational</b>	<b>9,873</b>	<b>9,318</b>	<b>16,957</b>	<b>8,296</b>
Land and buildings	237	86	965	827
Equipment	485	458	562	409
Interest	8	1	25	228
Other	26	0	88	169
<b>Total nonoperational</b>	<b>756</b>	<b>545</b>	<b>1,640</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 10,629</b>	<b>\$ 9,863</b>	<b>\$ 18,597</b>	<b>\$ 9,929</b>

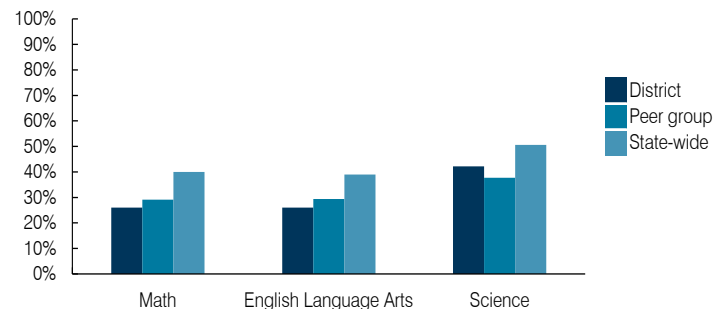
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	100%
D	0	0%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	93%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	32%	32%	19%
Special education population	15%	14%	12%
Students per teacher	18.1	15.6	18.4
Average teacher salary	\$43,123	\$49,189	\$48,951
Amount from Prop 301	\$3,879	\$4,810	\$6,411
Average years of teacher experience	14.1	11.6	11.4
Percentage of teachers in first 3 years	21%	11%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 2,757	\$ 1,726	\$ 3,021	\$ 1,317
State	5,421	4,350	4,788	4,011
Local	3,639	3,632	12,812	4,592
<b>Total per pupil revenues</b>	<b>\$ 11,817</b>	<b>\$ 9,708</b>	<b>\$ 20,621</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District 2017	District 2018	Peer average 2018	State average 2018
Equalization formula funding	\$ 7,278	\$ 6,366	\$ 8,282	\$ 5,585
Grants	2,931	1,843	3,020	1,241
Donations and tax credits	5	16	125	90

### Select revenues from less common sources

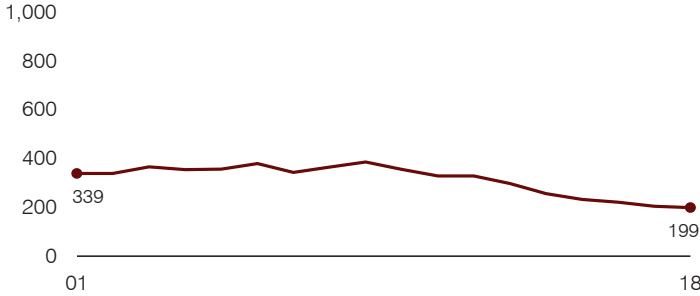
Source	District 2017	District 2018	Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	0	0	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

**Instructional spending percentage**

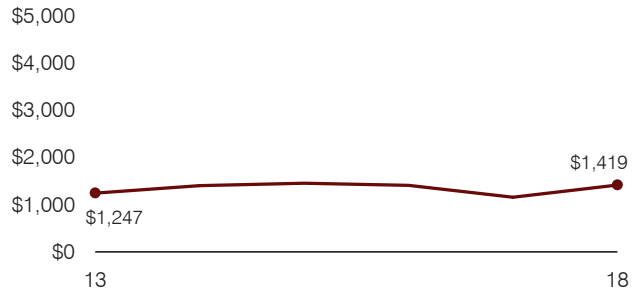
Year:	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Percentage:	61.3	62.9	59.0	65.5	62.3	63.6	59.9	63.9	56.4	56.5	56.4	60.3	59.3	57.6	53.7	54.8	51.1	47.5

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
Fiscal years as indicated

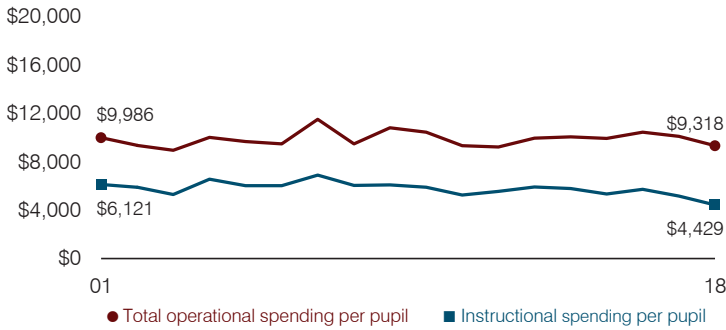
**Students attending**



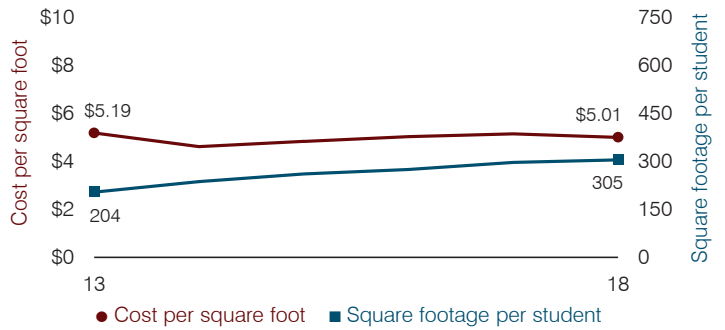
**Administrative cost per pupil**



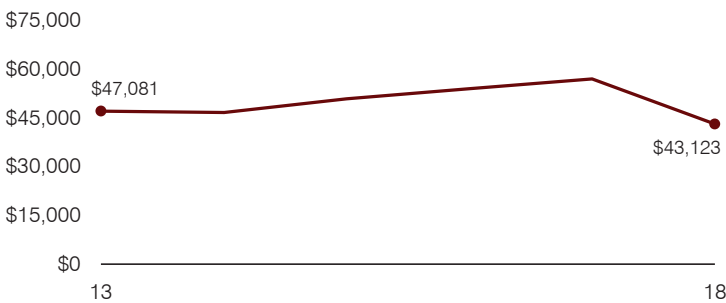
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



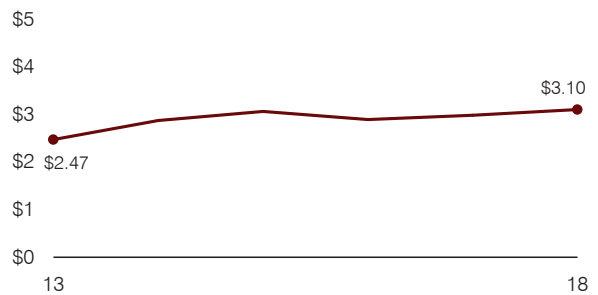
**Plant cost per square foot and square footage per student**



**Average teacher salary**



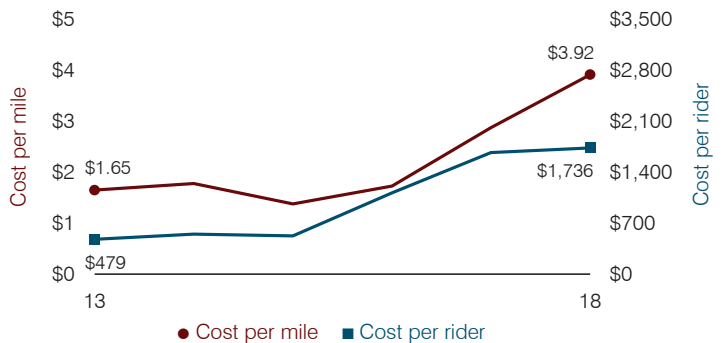
**Food service cost per meal**



**Financial stress assessment**

Overall financial stress level:	<b>Low</b>
<b>Measure: 2016 through 2018</b>	<b>Assessment</b>
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	15.9%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant
	<b>Low      Moderate      High</b>

**Transportation costs per mile and per rider**



# Wenden Elementary School District

La Paz County

Efficiency peer groups 11 and T-11, Achievement peer group 20<sup>1</sup>

Legislative district(s): 5

District size, location:

Very small, Rural

Students attending:

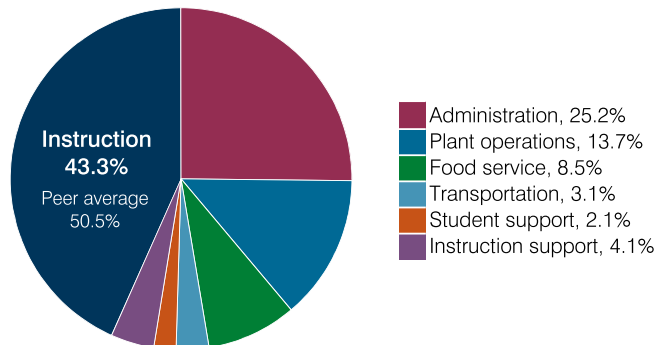
89

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,739	\$3,064	\$860
	Students per administrative position	30	33	66
Plant operations	Cost per square foot	\$7.05	\$7.31	\$6.34
	Square footage per student	289	371	156
Food service	Cost per meal	\$4.09	\$5.79	\$3.02
Transportation	Cost per mile	\$3.60	\$1.94	\$4.05
	Cost per rider	\$1,410	\$1,614	\$1,301

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 6,306	\$ 6,434	\$ 8,493	\$ 4,480
Administration	3,502	3,739	3,064	860
Plant operations	2,890	2,037	2,439	988
Food service	1,443	1,276	932	425
Transportation	540	462	973	388
Student support	226	309	656	693
Instruction support	766	607	400	462
<b>Total operational</b>	<b>15,673</b>	<b>14,864</b>	<b>16,957</b>	<b>8,296</b>
Land and buildings	69	253	965	827
Equipment	561	1,124	562	409
Interest	0	154	25	228
Other	14	27	88	169
<b>Total nonoperational</b>	<b>644</b>	<b>1,558</b>	<b>1,640</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 16,317</b>	<b>\$ 16,422</b>	<b>\$ 18,597</b>	<b>\$ 9,929</b>

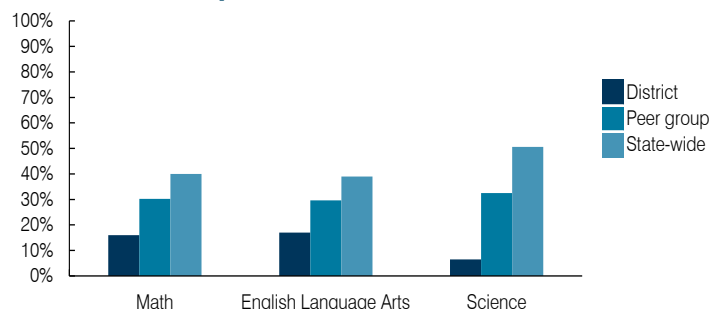
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	52%	39%	19%
Special education population	16%	17%	12%
Students per teacher	14.8	12.3	18.4
Average teacher salary	\$50,669	\$46,899	\$48,951
Amount from Prop 301	\$6,048	\$4,418	\$6,411
Average years of teacher experience	16.5	13.4	11.4
Percentage of teachers in first 3 years	0%	6%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,744	\$ 2,553	\$ 3,021	\$ 1,317
State	4,682	4,604	4,788	4,011
Local	12,148	10,768	12,812	4,592
<b>Total per pupil revenues</b>	<b>\$ 18,574</b>	<b>\$ 17,925</b>	<b>\$ 20,621</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District 2018	Peer average 2018	State average 2018
Equalization formula funding	\$ 7,029	\$ 6,707	\$ 8,282
Grants	2,365	2,945	3,020
Donations and tax credits	16	128	125

### Select revenues from less common sources

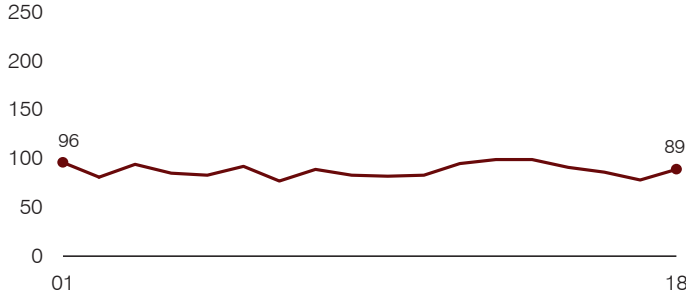
Source	District 2018	Peer average 2018	Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	5,938	5,459	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

**Instructional spending percentage**

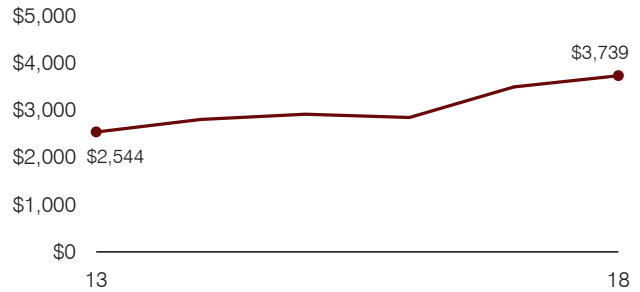
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 50.0 50.8 50.0 47.2 47.4 46.9 48.9 45.8 49.3 46.1 48.5 45.6 47.1 46.9 45.0 45.4 40.2 43.3

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

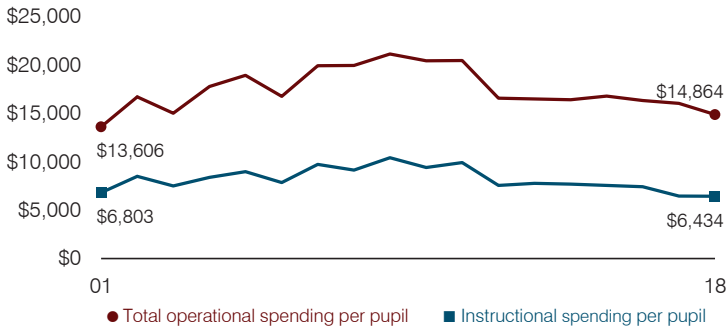
**Students attending**



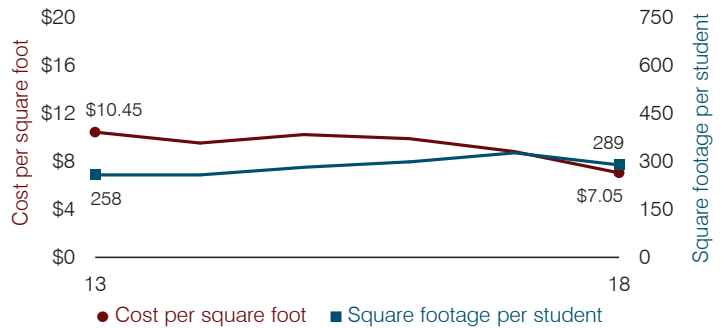
**Administrative cost per pupil**



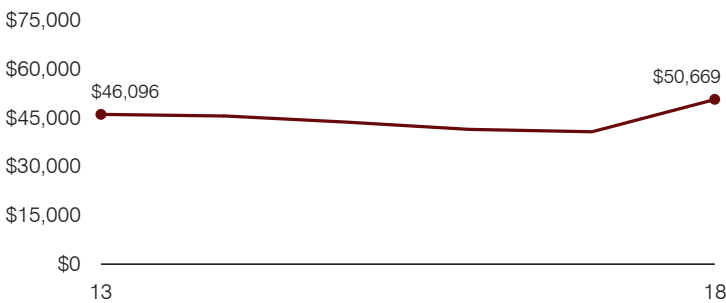
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



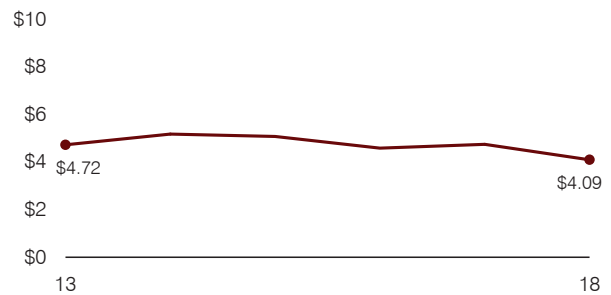
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



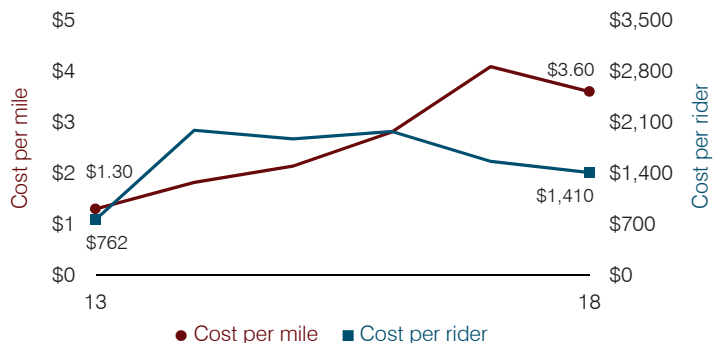
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage, Trend	19.6%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

**Transportation costs per mile and per rider**



# Whiteriver Unified School District

Navajo County

Efficiency peer groups 4 and T-6, Achievement peer group 7<sup>1</sup>

Legislative district(s): 7

District size, location:

Medium-large, Town

Students attending:

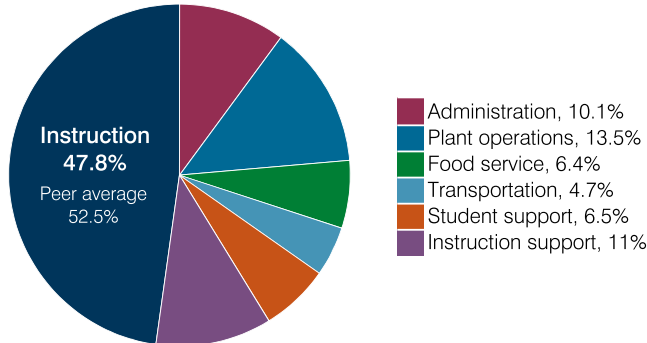
2,113

Number of schools:

5

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,086	\$837	\$860
	Students per administrative position	75	69	66
Plant operations	Cost per square foot	\$5.54	\$5.61	\$6.34
	Square footage per student	262	184	156
Food service	Cost per meal	\$3.04	\$3.16	\$3.02
Transportation	Cost per mile	\$2.98	\$3.96	\$4.05
	Cost per rider	\$801	\$721	\$1,301

Very low   Low   Comparable   High   Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,913	\$ 5,147	\$ 4,194	\$ 4,480
Administration	1,073	1,086	837	860
Plant operations	1,329	1,452	1,004	988
Food service	615	687	421	425
Transportation	531	502	418	388
Student support	748	694	643	693
Instruction support	826	1,191	480	462
<b>Total operational</b>	<b>10,035</b>	<b>10,759</b>	<b>7,997</b>	<b>8,296</b>
Land and buildings	1,701	753	570	827
Equipment	445	592	389	409
Interest	174	66	200	228
Other	191	231	69	169
<b>Total nonoperational</b>	<b>2,511</b>	<b>1,642</b>	<b>1,228</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 12,546</b>	<b>\$ 12,401</b>	<b>\$ 9,225</b>	<b>\$ 9,929</b>

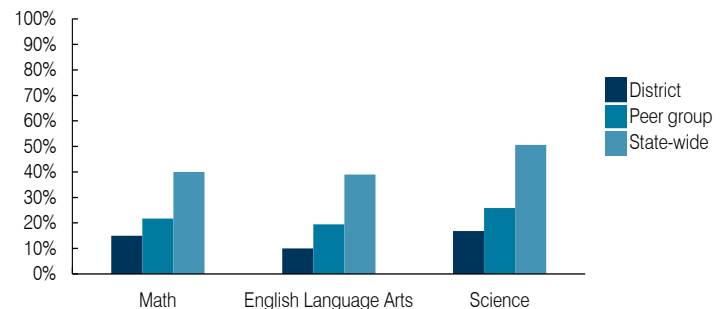
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	2	40%
D	2	40%
F	1	20%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	89%	91%	94%
Graduation rate (2017)	56%	76%	78%
Poverty rate (2017)	39%	41%	19%
Special education population	13%	12%	12%
Students per teacher	17.8	15.8	18.4
Average teacher salary	\$50,396	\$48,537	\$48,951
Amount from Prop 301	\$5,413	\$5,191	\$6,411
Average years of teacher experience	10.0	12.5	11.4
Percentage of teachers in first 3 years	37%	18%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 8,194	\$ 9,569	\$ 2,385	\$ 1,317
State	5,831	6,066	4,222	4,011
Local	757	848	3,291	4,592
<b>Total per pupil revenues</b>	<b>\$ 14,782</b>	<b>\$ 16,483</b>	<b>\$ 9,898</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Equalization formula funding	\$ 5,414	\$ 5,454	\$ 5,443	\$ 5,585
Grants	2,143	2,526	1,552	1,241
Donations and tax credits	6	3	63	90

### Select revenues from less common sources

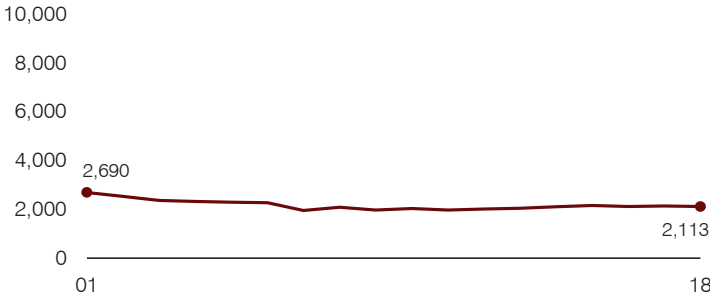
			Number of peers receiving
Desegregation	\$ 0	\$ 0	1 of 17
Small school adjustment	0	0	0 of 17
Federal impact aid	6,283	7,343	6 of 17
Voter-approved levy increases	0	0	13 of 17

**Instructional spending percentage**

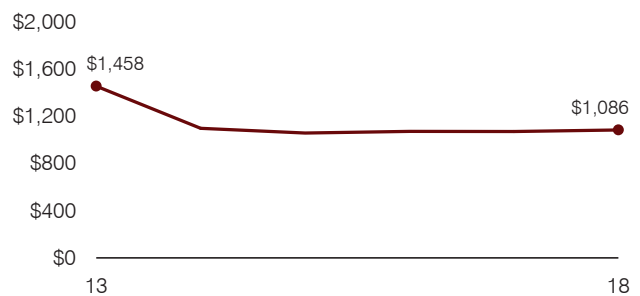
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 54.9 53.6 54.5 54.7 53.6 56.6 67.2 58.7 51.3 51.0 48.3 47.7 46.7 46.1 46.9 47.5 49.0 47.8

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

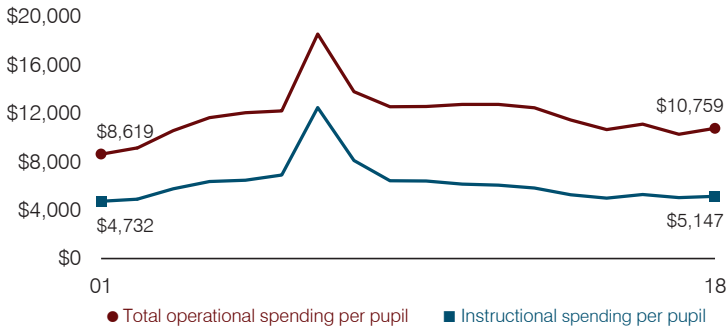
**Students attending**



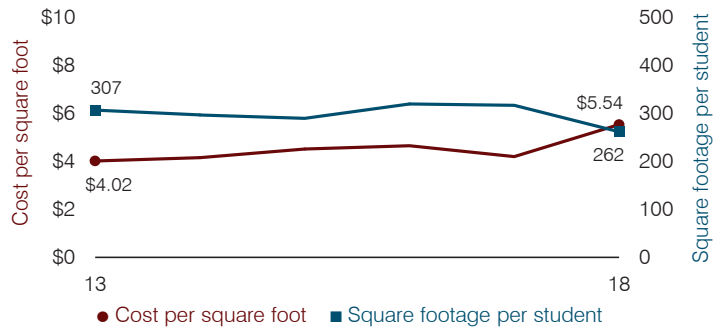
**Administrative cost per pupil**



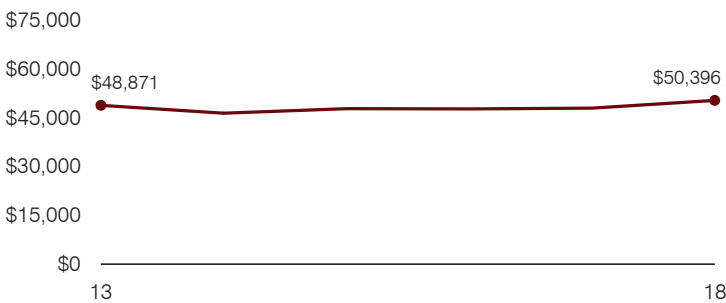
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



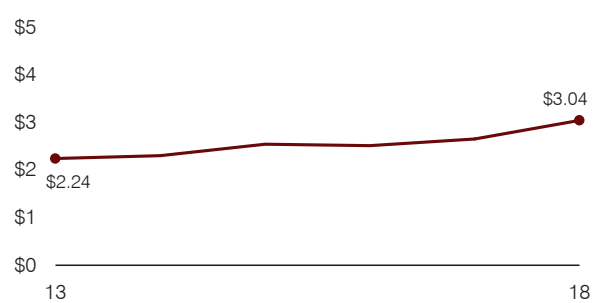
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



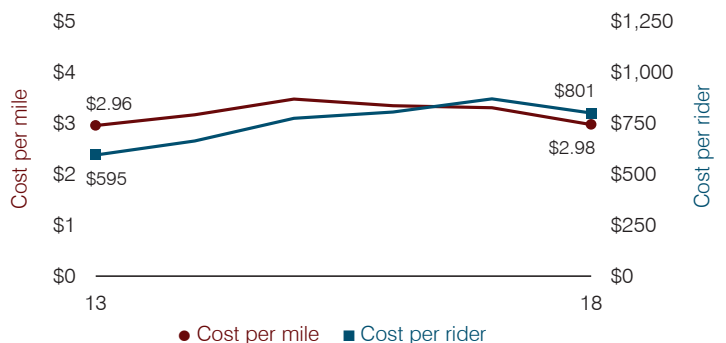
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	11.2%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

**Transportation costs per mile and per rider**





# Wickenburg Unified School District

Maricopa County

Efficiency peer groups 5 and T-9, Achievement peer group 5<sup>1</sup>

Legislative district(s): 1, 13, and 22

District size, location:

Medium, Rural

Students attending:

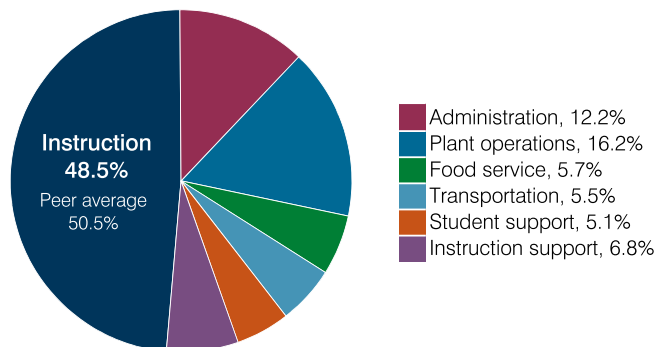
1,428

Number of schools:

4

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,050	\$1,221	\$860
	Students per administrative position	51	54	66
Plant operations	Cost per square foot	\$4.66	\$5.43	\$6.34
	Square footage per student	300	257	156
Food service	Cost per meal	\$3.57	\$3.66	\$3.02
Transportation	Cost per mile	\$2.13	\$2.62	\$4.05
	Cost per rider	\$1,895	\$1,457	\$1,301

Legend: Very low (green), Low (blue), Comparable (yellow), High (orange), Very high (red)

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,992	\$ 4,184	\$ 4,824	\$ 4,480
Administration	935	1,050	1,221	860
Plant operations	1,414	1,398	1,365	988
Food service	498	494	437	425
Transportation	601	481	532	388
Student support	418	438	623	693
Instruction support	633	584	359	462
<b>Total operational</b>	<b>8,491</b>	<b>8,629</b>	<b>9,361</b>	<b>8,296</b>
Land and buildings	1,819	5,153	799	827
Equipment	1,825	239	433	409
Interest	288	307	248	228
Other	108	106	71	169
<b>Total nonoperational</b>	<b>4,040</b>	<b>5,805</b>	<b>1,551</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 12,531</b>	<b>\$ 14,434</b>	<b>\$ 10,912</b>	<b>\$ 9,929</b>

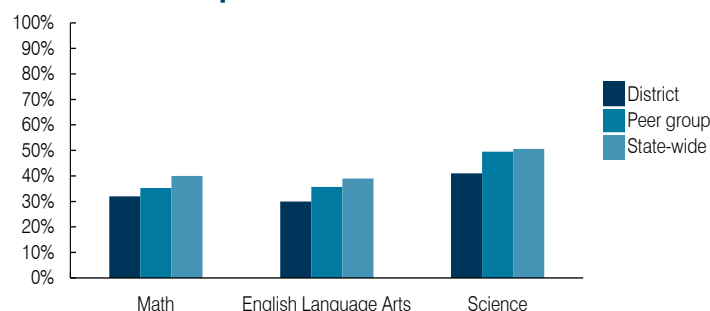
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	1	25%
B	1	25%
C	2	50%
D	0	0%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	93%	94%
Graduation rate (2017)	81%	86%	78%
Poverty rate (2017)	23%	22%	19%
Special education population	11%	13%	12%
Students per teacher	18.2	17.6	18.4
Average teacher salary	\$45,932	\$44,777	\$48,951
Amount from Prop 301	\$6,526	\$6,708	\$6,411
Average years of teacher experience	12.3	13.0	11.4
Percentage of teachers in first 3 years	16%	17%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,106	\$ 1,041	\$ 3,917	\$ 1,317
State	1,757	3,495	4,283	4,011
Local	7,412	7,590	4,207	4,592
<b>Total per pupil revenues</b>	<b>\$ 10,275</b>	<b>\$ 12,126</b>	<b>\$ 12,407</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 4,409	\$ 4,670	\$ 5,992
Grants	1,188	2,442	1,703
Donations and tax credits	257	232	147

### Select revenues from less common sources

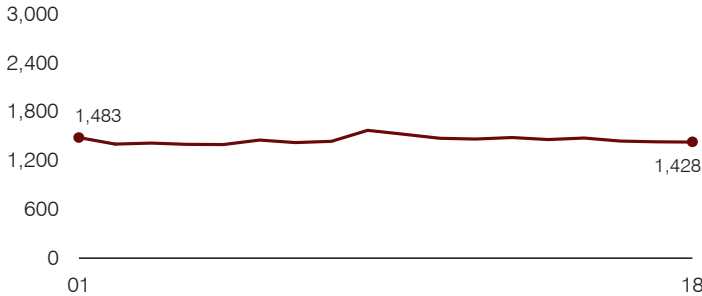
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 31
Small school adjustment	0	0	0 of 31
Federal impact aid	0	0	16 of 31
Voter-approved levy increases	1,791	1,864	21 of 31

**Instructional spending percentage**

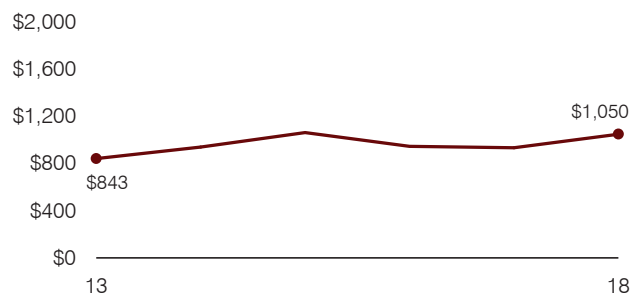
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 56.1 57.1 56.0 58.1 57.3 55.0 57.2 58.8 57.7 53.5 51.6 51.0 52.8 51.4 50.9 47.9 47.0 48.5

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

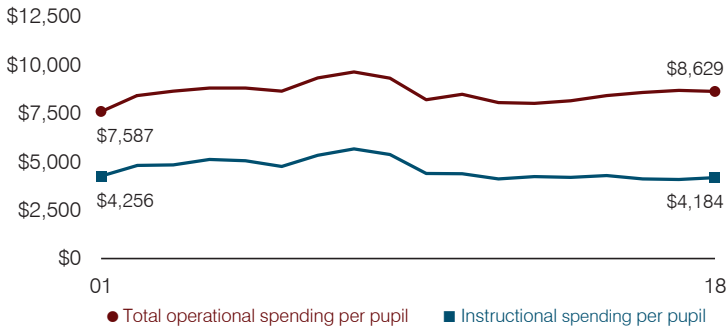
**Students attending**



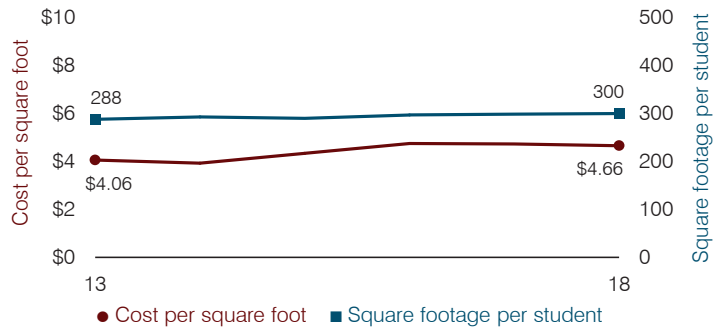
**Administrative cost per pupil**



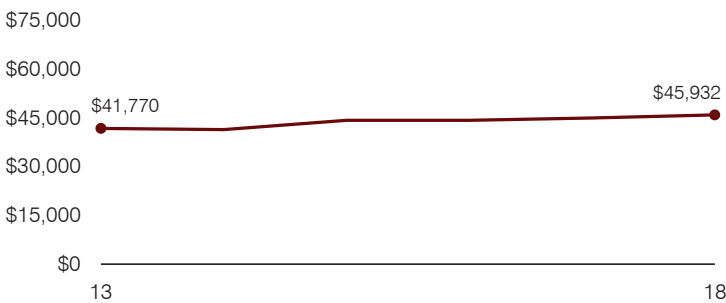
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



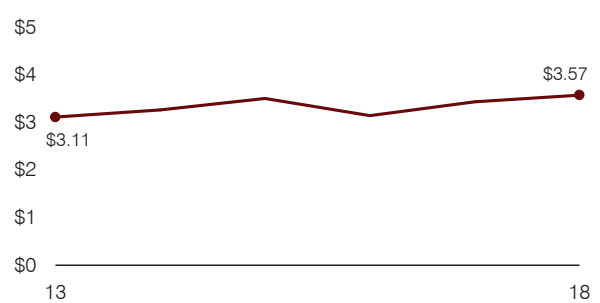
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



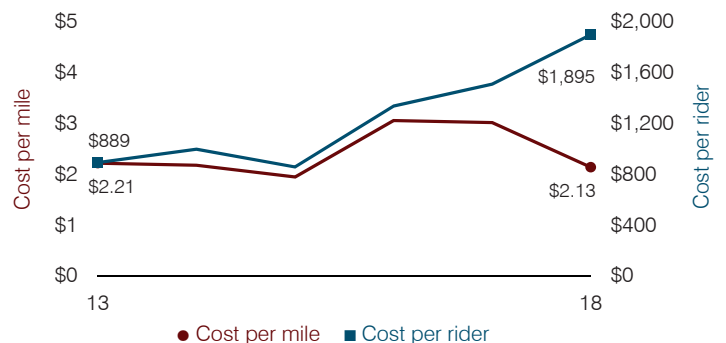
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	1.8%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

**Transportation costs per mile and per rider**



# Willcox Unified School District

Cochise County

Efficiency peer groups 5 and T-10, Achievement peer group 5<sup>1</sup>

Legislative district(s): 14

District size, location:

Medium, Rural

Students attending:

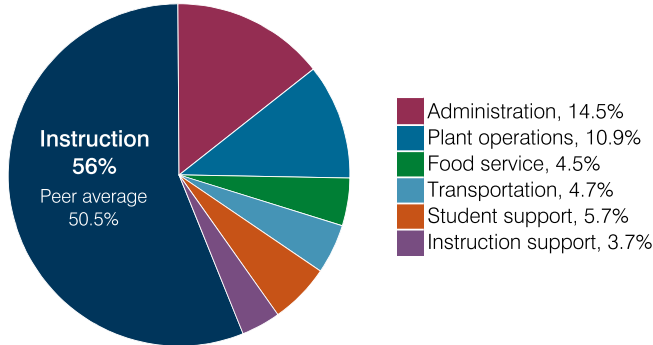
1,065

Number of schools:

3

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,207	\$1,221	\$860
	Students per administrative position	46	54	66
Plant operations	Cost per square foot	\$3.52	\$5.43	\$6.34
	Square footage per student	257	257	156
Food service	Cost per meal	\$3.55	\$3.66	\$3.02
Transportation	Cost per mile	\$1.90	\$1.95	\$4.05
	Cost per rider	\$1,486	\$1,572	\$1,301

Legend: Very low (green), Low (blue), Comparable (yellow), High (orange), Very high (red)

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,500	\$ 4,657	\$ 4,824	\$ 4,480
Administration	1,118	1,207	1,221	860
Plant operations	792	905	1,365	988
Food service	370	376	437	425
Transportation	389	389	532	388
Student support	486	471	623	693
Instruction support	266	309	359	462
<b>Total operational</b>	<b>7,921</b>	<b>8,314</b>	<b>9,361</b>	<b>8,296</b>
Land and buildings	42	127	799	827
Equipment	327	301	433	409
Interest	410	407	248	228
Other	1	0	71	169
<b>Total nonoperational</b>	<b>780</b>	<b>835</b>	<b>1,551</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 8,701</b>	<b>\$ 9,149</b>	<b>\$10,912</b>	<b>\$ 9,929</b>

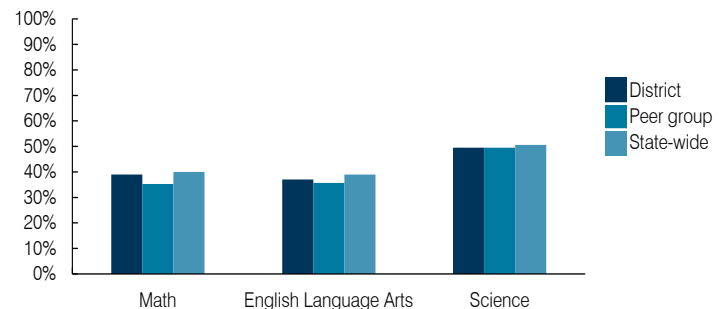
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	33%
C	2	67%
D	0	0%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2017)	76%	86%	78%
Poverty rate (2017)	23%	22%	19%
Special education population	12%	13%	12%
Students per teacher	15.2	17.6	18.4
Average teacher salary	\$40,054	\$44,777	\$48,951
Amount from Prop 301	\$4,892	\$6,708	\$6,411
Average years of teacher experience	14.7	13.0	11.4
Percentage of teachers in first 3 years	6%	17%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,243	\$ 1,147	\$ 3,917	\$ 1,317
State	4,130	4,483	4,283	4,011
Local	4,907	4,590	4,207	4,592
<b>Total per pupil revenues</b>	<b>\$10,280</b>	<b>\$10,220</b>	<b>\$ 12,407</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,980	\$ 6,236	\$ 5,992
Grants	1,266	1,309	1,703
Donations and tax credits	47	48	147

### Select revenues from less common sources

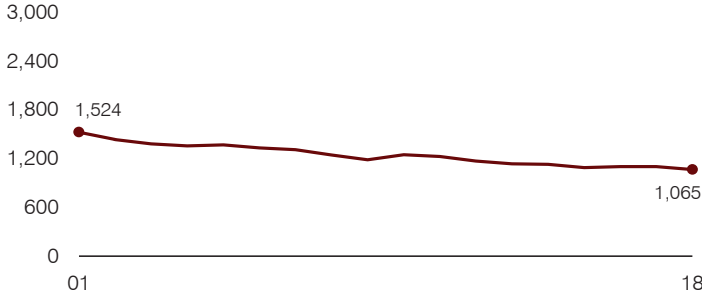
Source	District	Peer average	State average
Desegregation	\$ 0	\$ 0	0 of 31
Small school adjustment	0	0	0 of 31
Federal impact aid	0	0	16 of 31
Voter-approved levy increases	1,596	1,313	21 of 31

**Instructional spending percentage**

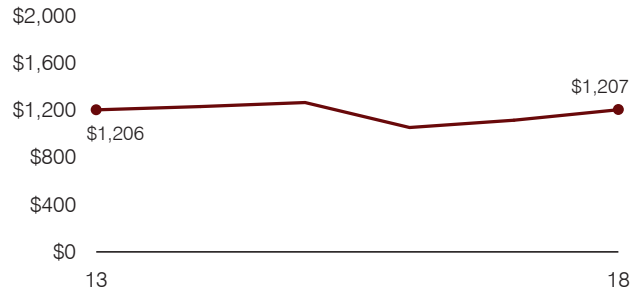
Year:	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Percentage:	58.2	57.9	59.0	62.1	62.8	59.9	60.2	58.4	55.8	54.5	53.6	52.8	54.5	53.2	55.5	57.2	56.8	56.0

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
Fiscal years as indicated

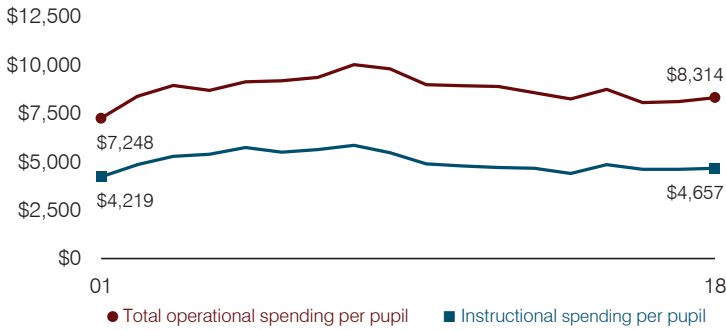
**Students attending**



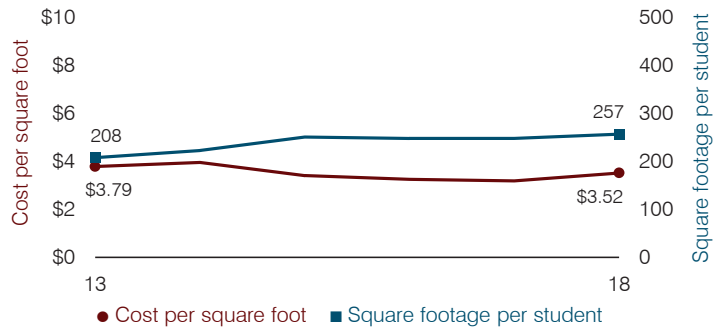
**Administrative cost per pupil**



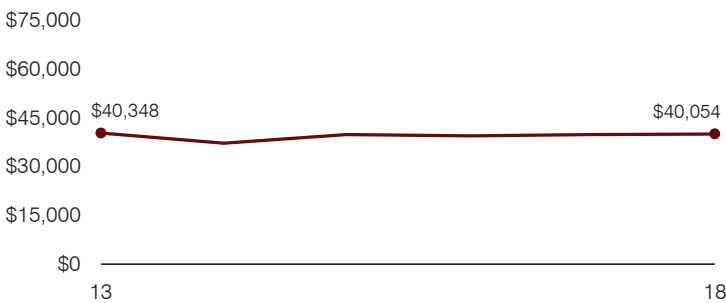
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



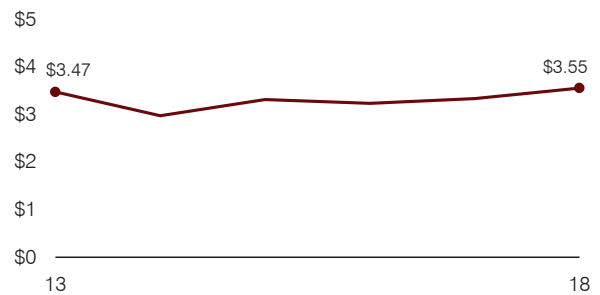
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



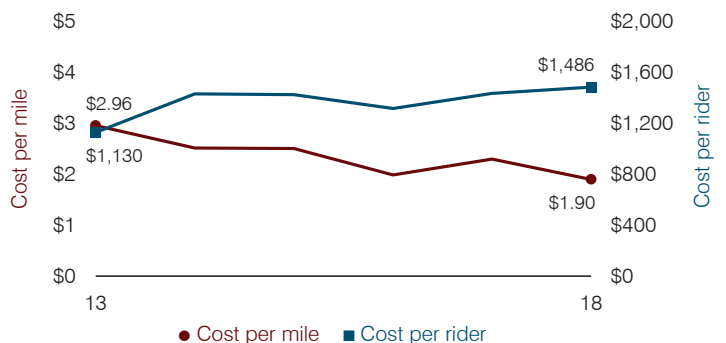
**Financial stress assessment**

Overall financial stress level: Low

Measure: 2016 through 2018	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	8.8%, Decreasing
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant

Low
Moderate
High

**Transportation costs per mile and per rider**



# Williams Unified School District

Coconino County

Efficiency peer groups 5 and T-9, Achievement peer group 6<sup>1</sup>

Legislative district(s): 6

District size, location:

Medium, Town

Students attending:

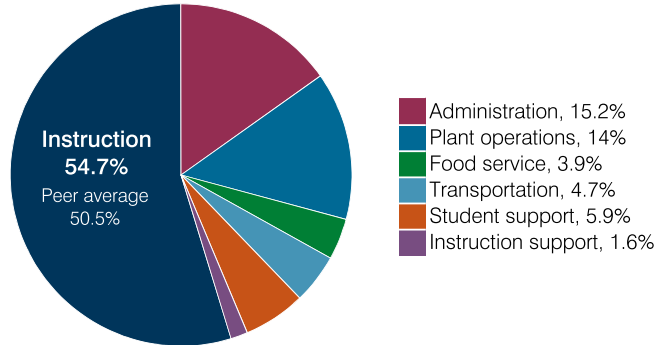
655

Number of schools:

2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,318	\$1,221	\$860
	Students per administrative position	50	54	66
Plant operations	Cost per square foot	\$5.45	\$5.43	\$6.34
	Square footage per student	223	257	156
Food service	Cost per meal	\$3.72	\$3.66	\$3.02
Transportation	Cost per mile	\$2.44	\$2.62	\$4.05
	Cost per rider	\$1,267	\$1,457	\$1,301

Legend: Very low (green), Low (blue), Comparable (yellow), High (orange), Very high (red)

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,614	\$ 4,736	\$ 4,824	\$ 4,480
Administration	1,354	1,318	1,221	860
Plant operations	1,388	1,216	1,365	988
Food service	318	340	437	425
Transportation	427	404	532	388
Student support	532	513	623	693
Instruction support	69	136	359	462
<b>Total operational</b>	<b>8,702</b>	<b>8,663</b>	<b>9,361</b>	<b>8,296</b>
Land and buildings	55	20	799	827
Equipment	314	307	433	409
Interest	0	0	248	228
Other	55	30	71	169
<b>Total nonoperational</b>	<b>424</b>	<b>357</b>	<b>1,551</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 9,126</b>	<b>\$ 9,020</b>	<b>\$10,912</b>	<b>\$ 9,929</b>

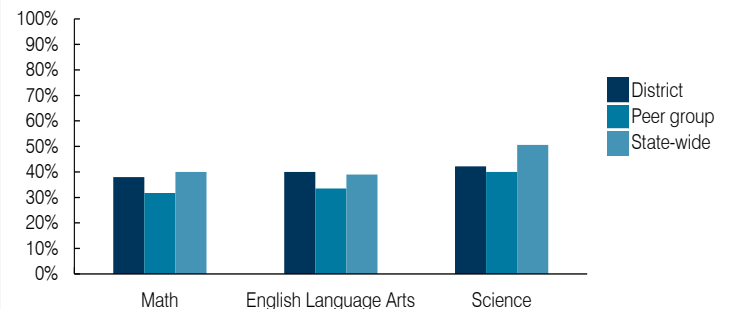
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	50%
C	1	50%
D	0	0%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	91%	93%	94%
Graduation rate (2017)	78%	85%	78%
Poverty rate (2017)	30%	29%	19%
Special education population	11%	14%	12%
Students per teacher	14.6	16.2	18.4
Average teacher salary	\$42,463	\$46,264	\$48,951
Amount from Prop 301	\$6,391	\$6,122	\$6,411
Average years of teacher experience	9.9	12.2	11.4
Percentage of teachers in first 3 years	33%	20%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,246	\$ 1,620	\$ 3,917	\$ 1,317
State	1,350	1,526	4,283	4,011
Local	7,441	7,416	4,207	4,592
<b>Total per pupil revenues</b>	<b>\$10,037</b>	<b>\$10,562</b>	<b>\$ 12,407</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Equalization formula funding	\$ 6,351	\$ 6,408	\$ 5,992	\$ 5,585
Grants	1,288	1,689	1,703	1,241
Donations and tax credits	301	284	147	90

### Select revenues from less common sources

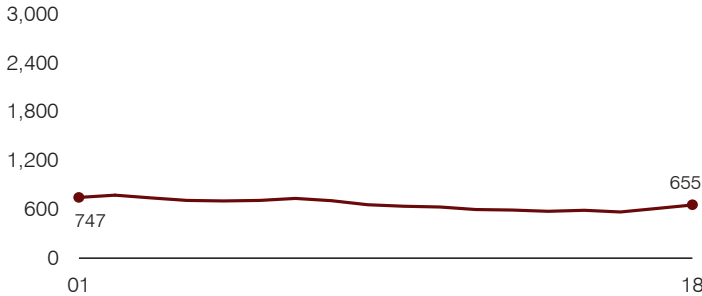
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 31
Small school adjustment	0	0	0 of 31
Federal impact aid	0	0	16 of 31
Voter-approved levy increases	628	619	21 of 31

**Instructional spending percentage**

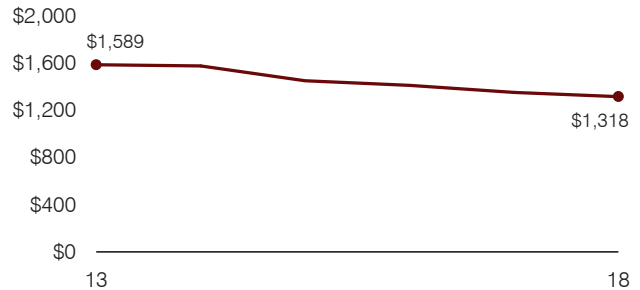
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 60.2 58.6 61.7 58.5 56.9 57.5 56.5 56.5 53.9 50.4 54.1 53.2 51.8 51.9 49.8 52.3 53.0 54.7

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

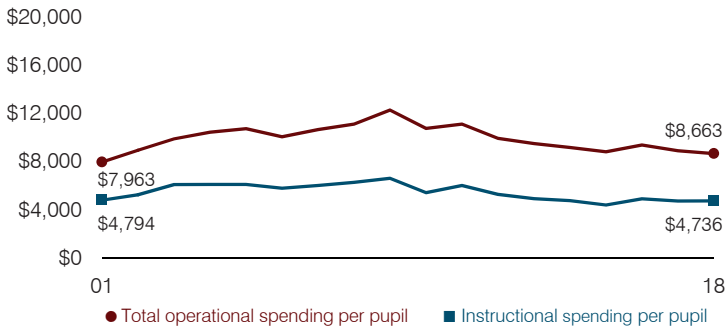
**Students attending**



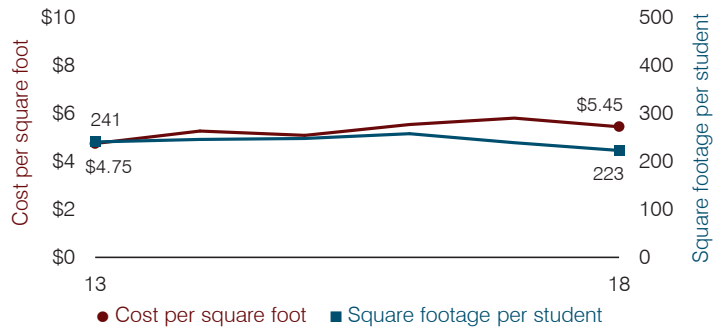
**Administrative cost per pupil**



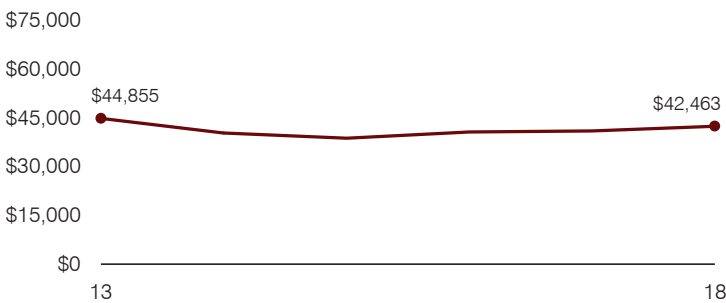
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



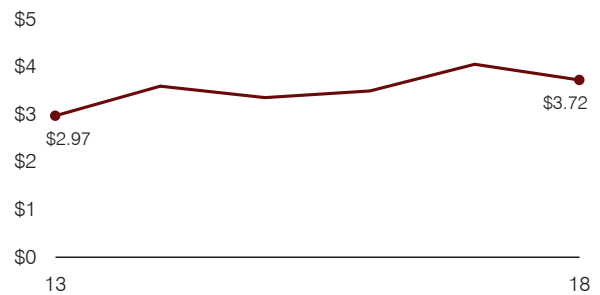
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



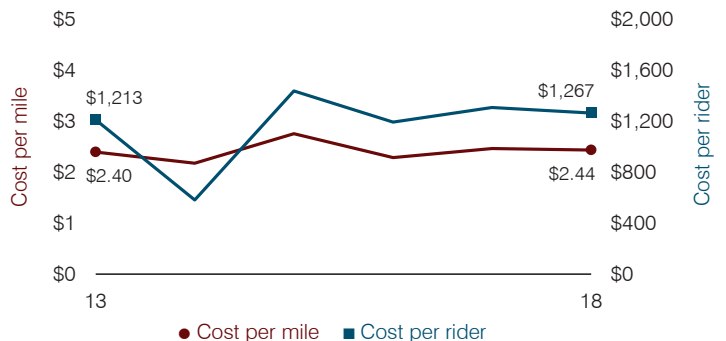
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	15.8%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**



# Wilson Elementary School District

Maricopa County

Efficiency peer groups 8 and T-3, Achievement peer group 15<sup>1</sup>

Legislative district(s): 27

District size, location:

Medium, City

Students attending:

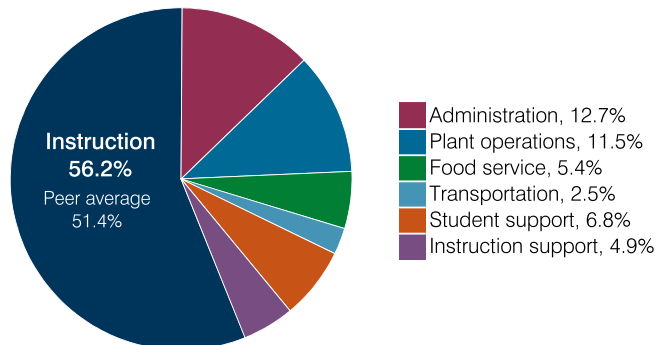
1,123

Number of schools:

2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,448	\$1,025	\$860
	Students per administrative position	49	67	66
Plant operations	Cost per square foot	\$7.74	\$6.61	\$6.34
	Square footage per student	169	143	156
Food service	Cost per meal	\$2.57	\$2.92	\$3.02
Transportation	Cost per mile	\$4.88	\$4.47	\$4.05
	Cost per rider	\$1,147	\$1,248	\$1,301

Very low    Low    Comparable    High    Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 6,817	\$ 6,423	\$ 4,392	\$ 4,480
Administration	1,312	1,448	1,025	860
Plant operations	1,494	1,306	971	988
Food service	634	618	659	425
Transportation	284	288	331	388
Student support	837	782	631	693
Instruction support	634	562	546	462
<b>Total operational</b>	<b>12,012</b>	<b>11,427</b>	<b>8,555</b>	<b>8,296</b>
Land and buildings	353	290	1,140	827
Equipment	521	1,913	697	409
Interest	627	612	327	228
Other	77	62	172	169
<b>Total nonoperational</b>	<b>1,578</b>	<b>2,877</b>	<b>2,336</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 13,590</b>	<b>\$ 14,304</b>	<b>\$ 10,891</b>	<b>\$ 9,929</b>

<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

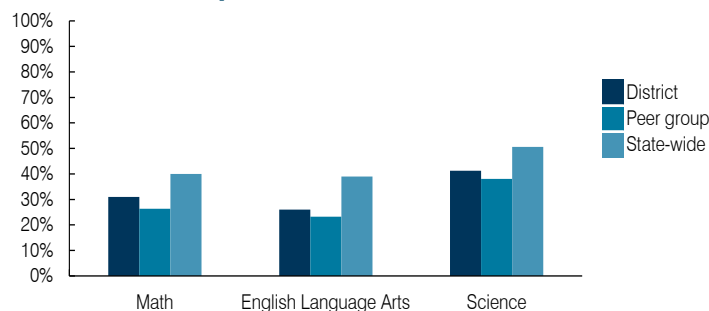
## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools <sup>2</sup>	Percentage of schools
A	0	0%
B	0	0%
C	1	100%
D	0	0%
F	0	0%

<sup>2</sup> Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	41%	36%	19%
Special education population	7%	10%	12%
Students per teacher	17.3	18.3	18.4
Average teacher salary	\$64,380	\$53,697	\$48,951
Amount from Prop 301	\$3,933	\$5,105	\$6,411
Average years of teacher experience	13.6	9.8	11.4
Percentage of teachers in first 3 years	19%	30%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 3,370	\$ 2,442	\$ 1,723	\$ 1,317
State	3,387	2,888	3,921	4,011
Local	7,175	5,941	4,869	4,592
<b>Total per pupil revenues</b>	<b>\$ 13,932</b>	<b>\$ 11,271</b>	<b>\$ 10,513</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Equalization formula funding	\$ 5,332	\$ 4,994	\$ 5,175	\$ 5,585
Grants	3,488	2,453	1,843	1,241
Donations and tax credits	52	104	54	90

### Select revenues from less common sources

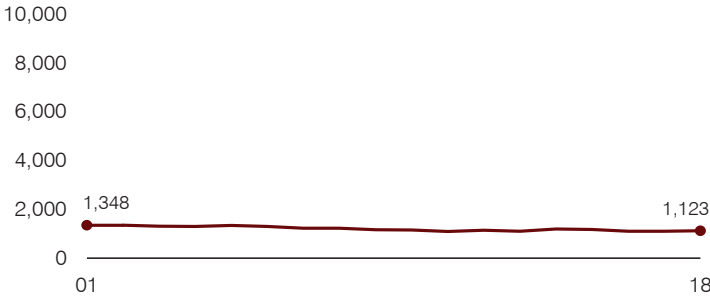
			Number of peers receiving
Desegregation	\$ 1,685	\$ 1,662	4 of 19
Small school adjustment	0	0	0 of 19
Federal impact aid	0	0	0 of 19
Voter-approved levy increases	2,060	1,465	19 of 19

**Instructional spending percentage**

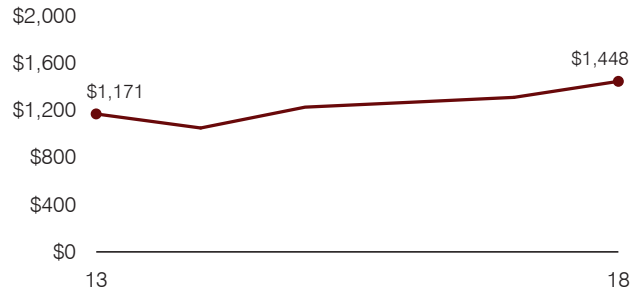
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 58.7 55.6 55.9 54.6 58.0 57.3 55.6 55.9 55.3 53.3 51.4 54.2 53.2 55.0 55.6 56.4 56.8 56.2

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

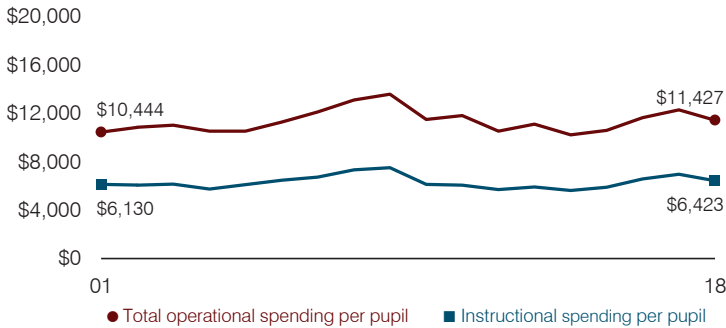
**Students attending**



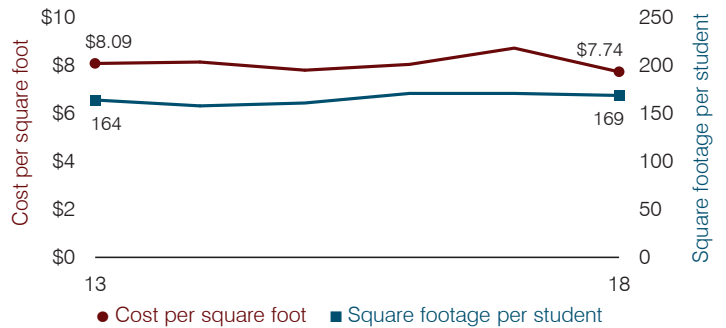
**Administrative cost per pupil**



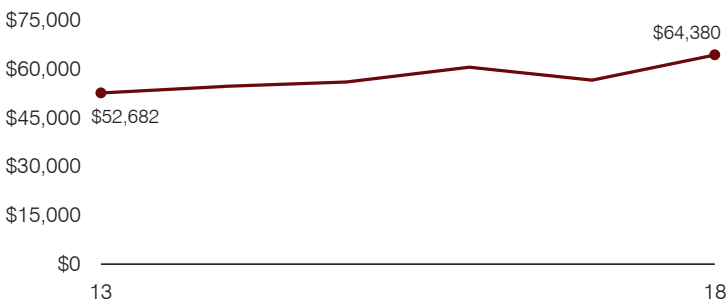
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



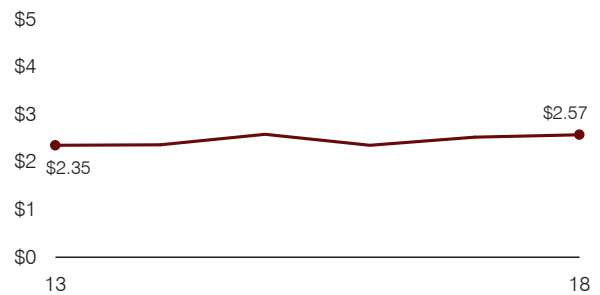
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



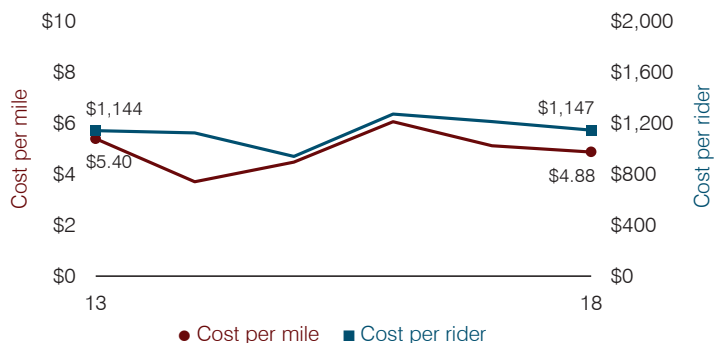
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage, Trend	4.3%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**





# Window Rock Unified School District

Apache County

Efficiency peer groups 5 and T-7, Achievement peer group 7<sup>1</sup>

Legislative district(s): 7

District size, location:

Medium, Town

Students attending:

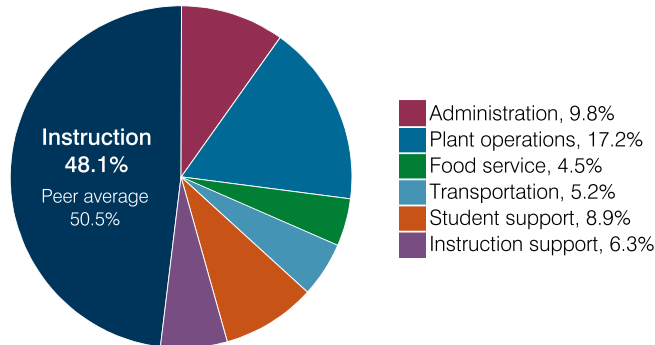
1,847

Number of schools:

5

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,504	\$1,221	\$860
	Students per administrative position	41	54	66
Plant operations	Cost per square foot	\$8.34	\$5.43	\$6.34
	Square footage per student	317	257	156
Food service	Cost per meal	\$3.15	\$3.66	\$3.02
Transportation	Cost per mile	\$5.26	\$3.35	\$4.05
	Cost per rider	\$1,502	\$1,057	\$1,301

Very low    Low    Comparable    High    Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 7,665	\$ 7,401	\$ 4,824	\$ 4,480
Administration	1,562	1,504	1,221	860
Plant operations	2,446	2,645	1,365	988
Food service	707	701	437	425
Transportation	749	801	532	388
Student support	1,657	1,375	623	693
Instruction support	901	964	359	462
<b>Total operational</b>	<b>15,687</b>	<b>15,391</b>	<b>9,361</b>	<b>8,296</b>
Land and buildings	818	76	799	827
Equipment	532	302	433	409
Interest	244	355	248	228
Other	27	25	71	169
<b>Total nonoperational</b>	<b>1,621</b>	<b>758</b>	<b>1,551</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 17,308</b>	<b>\$ 16,149</b>	<b>\$ 10,912</b>	<b>\$ 9,929</b>

<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

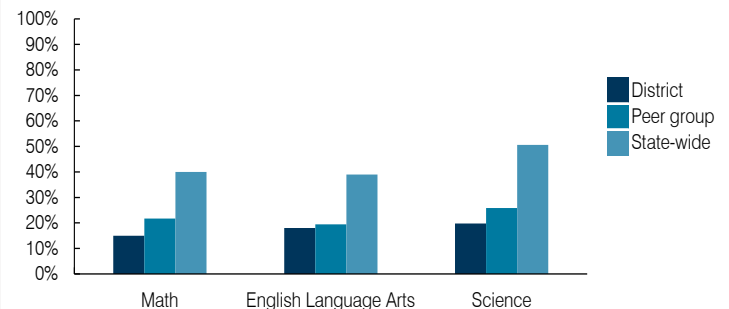
## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools <sup>2</sup>	Percentage of schools
A	0	0%
B	0	0%
C	1	25%
D	2	50%
F	1	25%

<sup>2</sup> Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	91%	91%	94%
Graduation rate (2017)	69%	76%	78%
Poverty rate (2017)	37%	41%	19%
Special education population	11%	12%	12%
Students per teacher	14.0	15.8	18.4
Average teacher salary	\$57,598	\$48,537	\$48,951
Amount from Prop 301	\$4,569	\$5,191	\$6,411
Average years of teacher experience	16.4	12.5	11.4
Percentage of teachers in first 3 years	3%	18%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 10,658	\$ 10,447	\$ 3,917	\$ 1,317
State	5,740	5,896	4,283	4,011
Local	928	1,164	4,207	4,592
<b>Total per pupil revenues</b>	<b>\$ 17,326</b>	<b>\$ 17,507</b>	<b>\$ 12,407</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Source	District	Peer average	State average
Equalization formula funding	\$ 5,730	\$ 5,833	\$ 5,992
Grants	2,507	3,608	1,703
Donations and tax credits	12	4	147

### Select revenues from less common sources

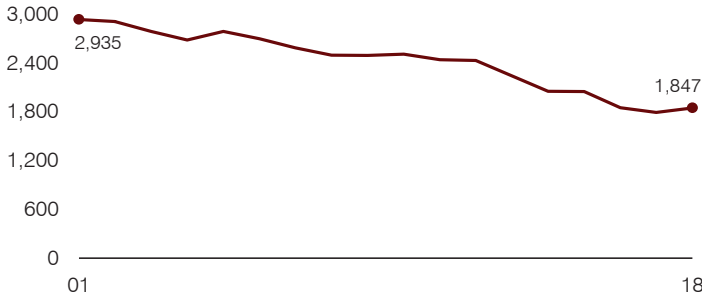
Source	District	Peer average	Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 31
Small school adjustment	0	0	0 of 31
Federal impact aid	8,151	6,889	16 of 31
Voter-approved levy increases	162	201	21 of 31

**Instructional spending percentage**

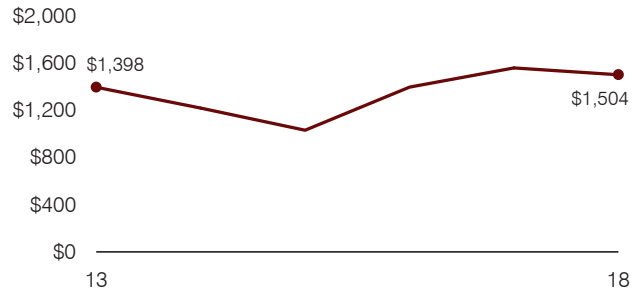
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 54.1 57.3 57.5 56.1 52.0 52.0 52.4 50.4 50.1 49.6 47.4 48.0 47.1 46.1 45.6 44.7 48.9 48.1

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

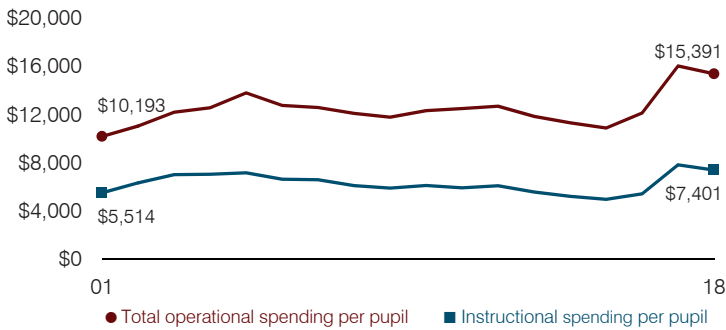
**Students attending**



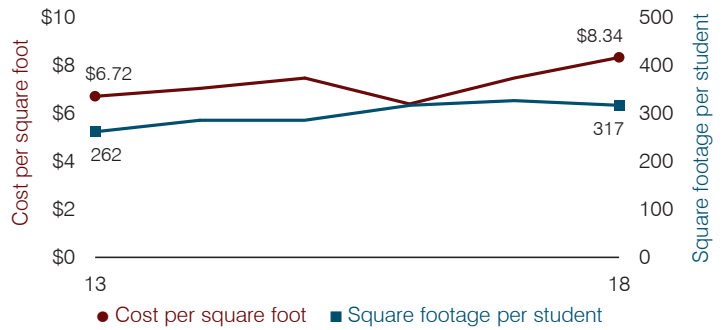
**Administrative cost per pupil**



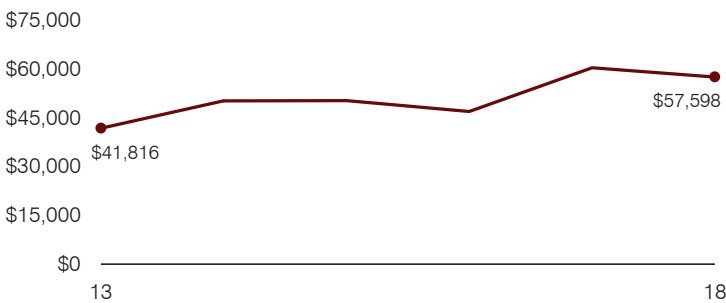
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



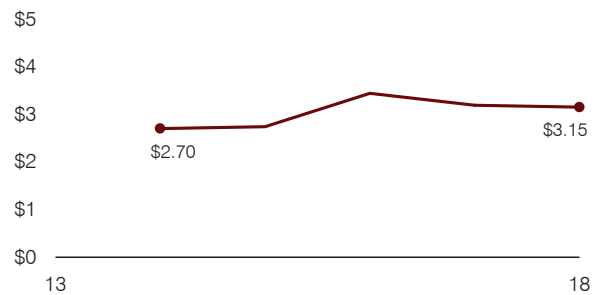
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



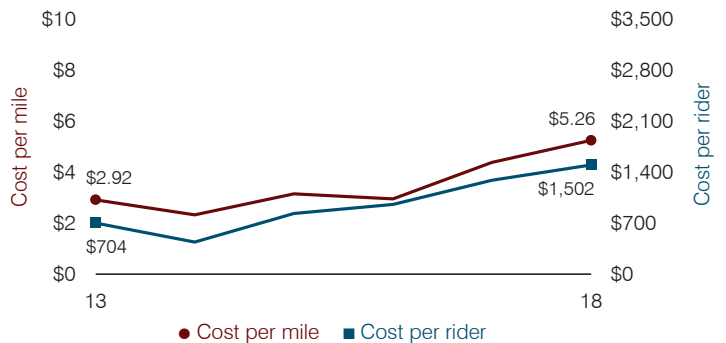
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	6.4%, Varying
Years of capital reserve held	Impact Aid Fund reserve
Current financial and internal control status	Marginally compliant

Low
Moderate
High

**Transportation costs per mile and per rider**



# Winslow Unified School District

Navajo County

Efficiency peer groups 5 and T-9, Achievement peer group 6<sup>1</sup>

Legislative district(s): 7

District size, location:

Medium, Town

Students attending:

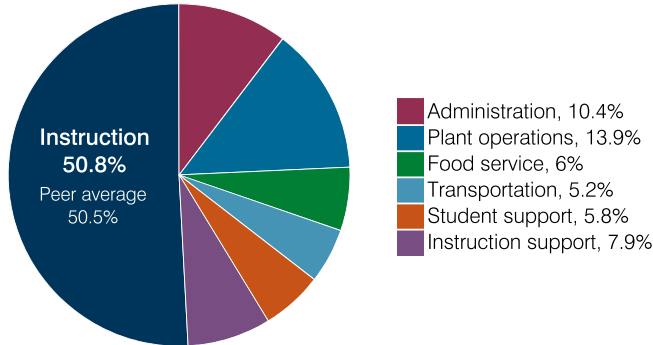
1,998

Number of schools:

5

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$914	\$1,221	\$860
	Students per administrative position	53	54	66
Plant operations	Cost per square foot	\$6.04	\$5.43	\$6.34
	Square footage per student	203	257	156
Food service	Cost per meal	\$2.99	\$3.66	\$3.02
Transportation	Cost per mile	\$2.50	\$2.62	\$4.05
	Cost per rider	\$1,128	\$1,457	\$1,301

Very low    Low    Comparable    High    Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 4,279	\$ 4,470	\$ 4,824	\$ 4,480
Administration	981	914	1,221	860
Plant operations	1,203	1,226	1,365	988
Food service	466	530	437	425
Transportation	528	455	532	388
Student support	465	508	623	693
Instruction support	706	704	359	462
<b>Total operational</b>	<b>8,628</b>	<b>8,807</b>	<b>9,361</b>	<b>8,296</b>
Land and buildings	49	17	799	827
Equipment	319	320	433	409
Interest	26	54	248	228
Other	7	7	71	169
<b>Total nonoperational</b>	<b>401</b>	<b>398</b>	<b>1,551</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 9,029</b>	<b>\$ 9,205</b>	<b>\$10,912</b>	<b>\$ 9,929</b>

<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

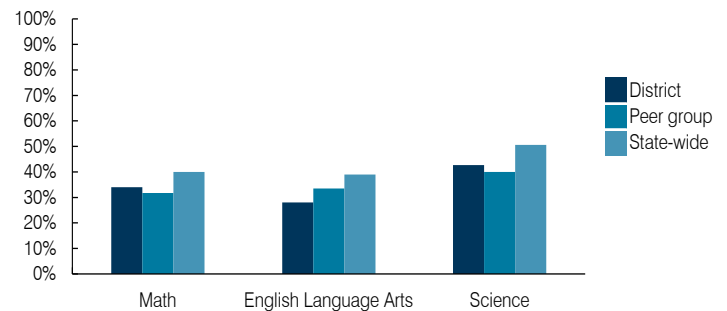
## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools <sup>2</sup>	Percentage of schools
A	0	0%
B	1	25%
C	3	75%
D	0	0%
F	0	0%

<sup>2</sup> Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2017)	88%	85%	78%
Poverty rate (2017)	30%	29%	19%
Special education population	14%	14%	12%
Students per teacher	17.2	16.2	18.4
Average teacher salary	\$43,036	\$46,264	\$48,951
Amount from Prop 301	\$5,913	\$6,122	\$6,411
Average years of teacher experience	12.6	12.2	11.4
Percentage of teachers in first 3 years	28%	20%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 2,389	\$ 2,607	\$ 3,917	\$ 1,317
State	4,893	4,925	4,283	4,011
Local	1,916	1,936	4,207	4,592
<b>Total per pupil revenues</b>	<b>\$ 9,198</b>	<b>\$ 9,468</b>	<b>\$ 12,407</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Equalization formula funding	\$ 5,368	\$ 5,364	\$ 5,992	\$ 5,585
Grants	1,310	1,429	1,703	1,241
Donations and tax credits	8	26	147	90

### Select revenues from less common sources

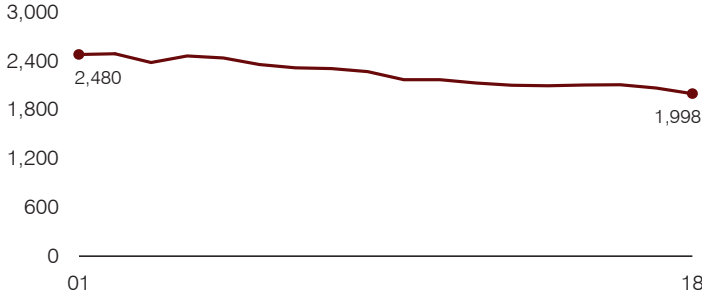
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 31
Small school adjustment	0	0	0 of 31
Federal impact aid	1,167	1,214	16 of 31
Voter-approved levy increases	734	769	21 of 31

**Instructional spending percentage**

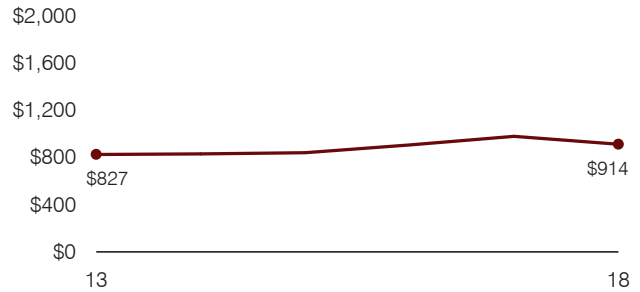
Year:	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Percentage:	55.1	57.2	59.0	57.3	56.8	55.5	54.3	53.8	54.5	52.9	52.5	52.7	51.8	50.9	49.2	50.0	49.6	50.8

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
Fiscal years as indicated

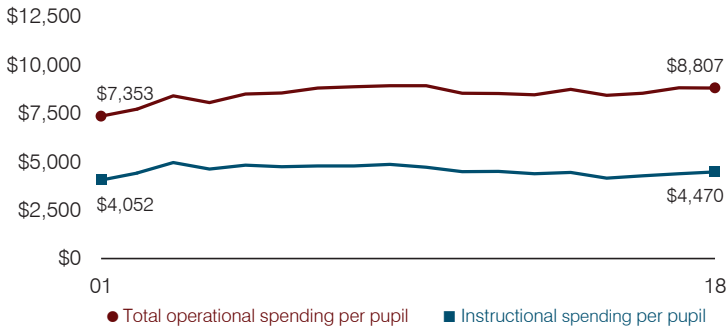
**Students attending**



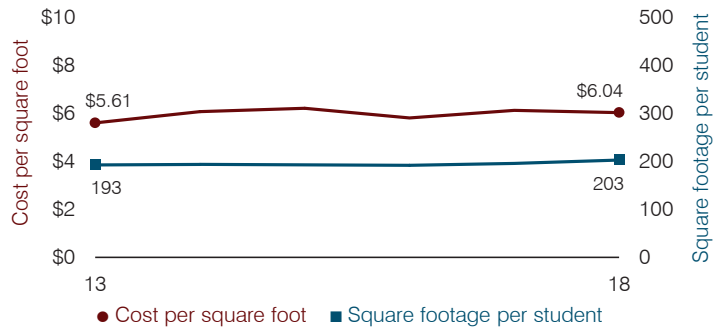
**Administrative cost per pupil**



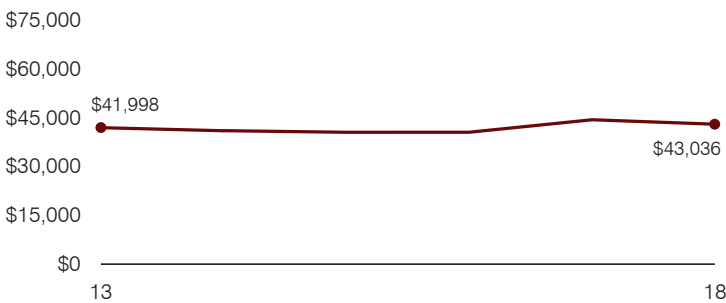
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



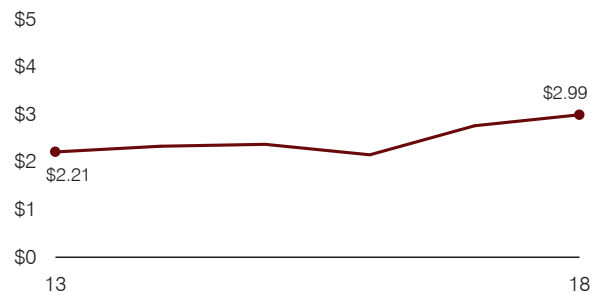
**Plant cost per square foot and square footage per student**



**Average teacher salary**



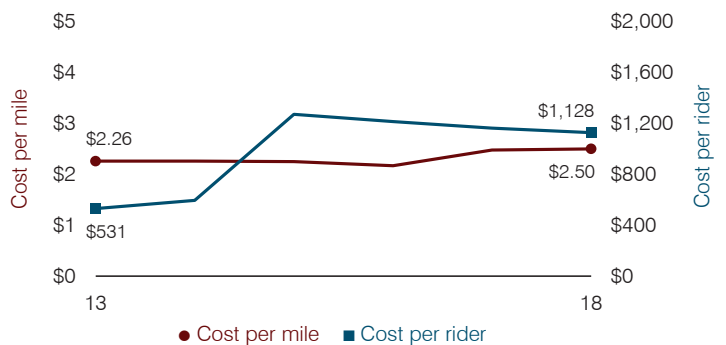
**Food service cost per meal**



**Financial stress assessment**

Overall financial stress level:	<b>Low</b>
<b>Measure: 2016 through 2018</b>	<b>Assessment</b>
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	5.4%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant
	<b>Low      Moderate      High</b>

**Transportation costs per mile and per rider**



# Yarnell Elementary School District

Yavapai County

District size, location:

Very small, Rural

Efficiency peer groups 11 and T-11, Achievement peer group 20<sup>1</sup>

Students attending:

46

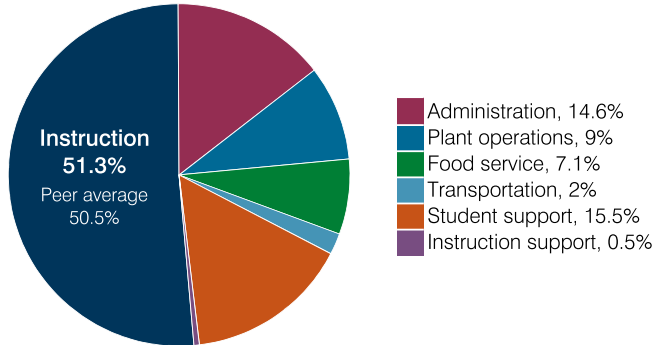
Legislative district(s): 1

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,560	\$3,064	\$860
	Students per administrative position	24	33	66
Plant operations	Cost per square foot	\$4.25	\$7.31	\$6.34
	Square footage per student	370	371	156
Food service	Cost per meal	\$8.19	\$5.79	\$3.02
Transportation	Cost per mile	\$0.80	\$1.94	\$4.05
	Cost per rider	\$480	\$1,614	\$1,301

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 11,739	\$ 8,959	\$ 8,493	\$ 4,480
Administration	2,395	2,560	3,064	860
Plant operations	2,372	1,572	2,439	988
Food service	1,377	1,245	932	425
Transportation	951	343	973	388
Student support	3,473	2,707	656	693
Instruction support	65	86	400	462
<b>Total operational</b>	<b>22,372</b>	<b>17,472</b>	<b>16,957</b>	<b>8,296</b>
Land and buildings	1,497	2,288	965	827
Equipment	249	75	562	409
Interest	2	8	25	228
Other	111	20	88	169
<b>Total nonoperational</b>	<b>1,859</b>	<b>2,391</b>	<b>1,640</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 24,231</b>	<b>\$ 19,863</b>	<b>\$ 18,597</b>	<b>\$ 9,929</b>

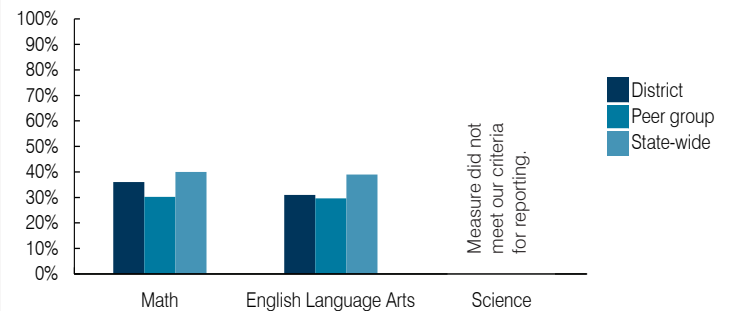
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	0	0%
D	1	100%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	37%	39%	19%
Special education population	31%	17%	12%
Students per teacher	8.8	12.3	18.4
Average teacher salary	\$46,594	\$46,899	\$48,951
Amount from Prop 301	\$2,935	\$4,418	\$6,411
Average years of teacher experience	16.5	13.4	11.4
Percentage of teachers in first 3 years	0%	6%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 2,021	\$ 1,694	\$ 3,021	\$ 1,317
State	7,191	6,929	4,788	4,011
Local	16,890	11,954	12,812	4,592
<b>Total per pupil revenues</b>	<b>\$ 26,102</b>	<b>\$ 20,577</b>	<b>\$ 20,621</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Equalization formula funding	\$ 10,943	\$ 9,257	\$ 8,282	\$ 5,585
Grants	2,618	3,979	3,020	1,241
Donations and tax credits	496	255	125	90

### Select revenues from less common sources

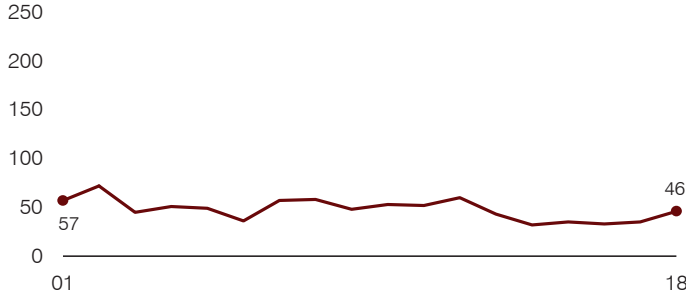
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	14,439	4,153	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

**Instructional spending percentage**

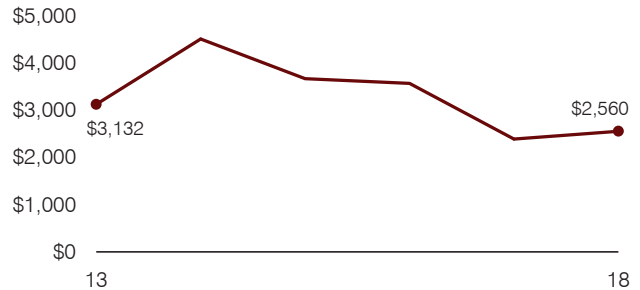
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 56.4 57.8 57.1 54.2 53.2 43.7 51.6 50.0 49.3 52.3 53.2 49.8 51.6 48.3 47.1 50.3 52.5 51.3

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

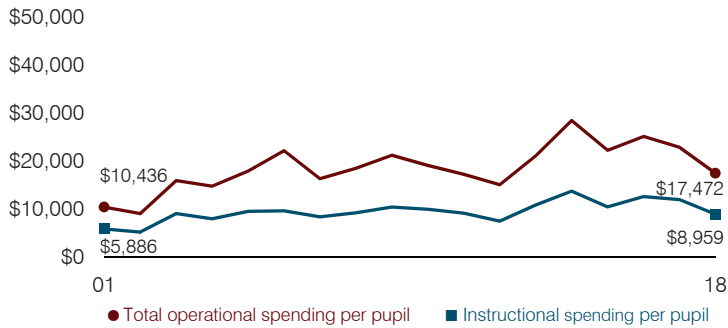
**Students attending**



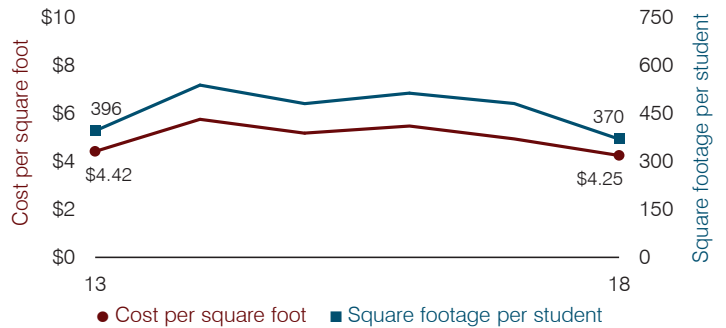
**Administrative cost per pupil**



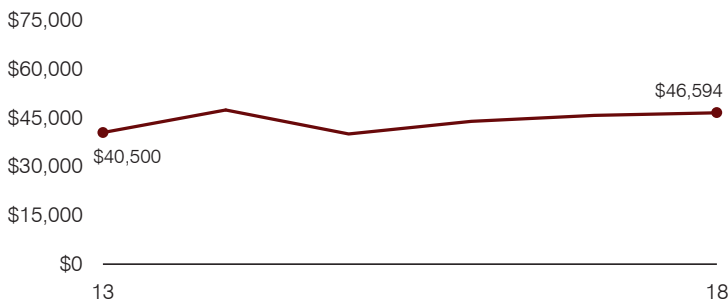
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



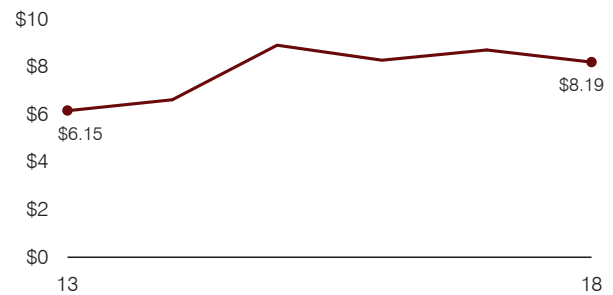
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



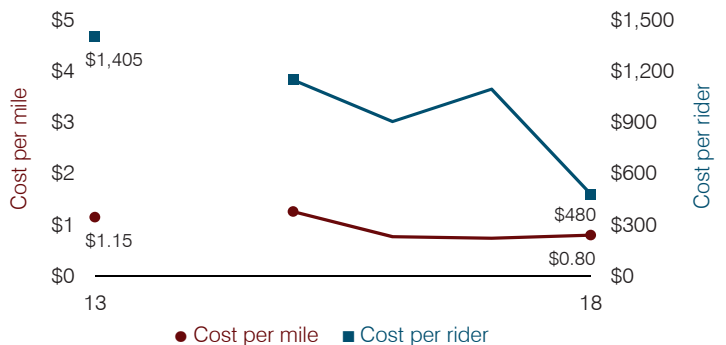
**Financial stress assessment**

Overall financial stress level: Low

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	37.5%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Low
Moderate
High

**Transportation costs per mile and per rider**



# Young Elementary School District

Gila County

Efficiency peer groups 11 and T-11, Achievement peer group 6<sup>1</sup>

Legislative district(s): 6

District size, location:

Very small, Rural

Students attending:

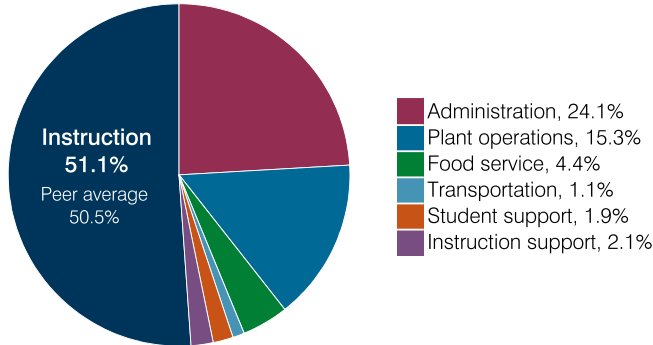
39

Number of schools:

2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$8,634	\$3,064	\$860
	Students per administrative position	11	33	66
Plant operations	Cost per square foot	\$5.78	\$7.31	\$6.34
	Square footage per student	951	371	156
Food service	Cost per meal	\$13.42	\$5.79	\$3.02
Transportation	Cost per mile	\$3.35	\$1.94	\$4.05
	Cost per rider	\$449	\$1,614	\$1,301

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 20,516	\$ 18,303	\$ 8,493	\$ 4,480
Administration	8,859	8,634	3,064	860
Plant operations	5,356	5,495	2,439	988
Food service	2,045	1,558	932	425
Transportation	667	389	973	388
Student support	474	700	656	693
Instruction support	991	743	400	462
<b>Total operational</b>	<b>38,908</b>	<b>35,822</b>	<b>16,957</b>	<b>8,296</b>
Land and buildings	674	2	965	827
Equipment	574	927	562	409
Interest	71	9	25	228
Other	185	9	88	169
<b>Total nonoperational</b>	<b>1,504</b>	<b>947</b>	<b>1,640</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 40,412</b>	<b>\$ 36,769</b>	<b>\$ 18,597</b>	<b>\$ 9,929</b>

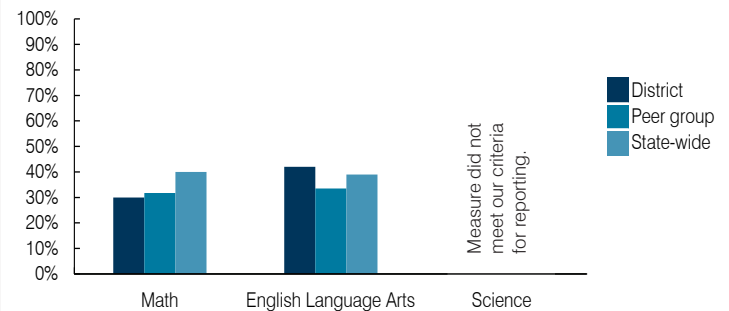
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Letter grade information for District's school was not published by ADE. See Appendix B for more information.

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	91%	93%	94%
Graduation rate (2017)	N/A	85%	78%
Poverty rate (2017)	32%	29%	19%
Special education population	11%	14%	12%
Students per teacher	4.7	16.2	18.4
Average teacher salary	\$50,348	\$46,264	\$48,951
Amount from Prop 301	\$1,512	\$6,122	\$6,411
Average years of teacher experience	6.3	12.2	11.4
Percentage of teachers in first 3 years	50%	20%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 2,910	\$ 6,317	\$ 3,021	\$ 1,317
State	2,596	3,067	4,788	4,011
Local	28,955	29,326	12,812	4,592
<b>Total per pupil revenues</b>	<b>\$ 34,461</b>	<b>\$ 38,710</b>	<b>\$ 20,621</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Equalization formula funding	\$ 8,195	\$ 7,672	\$ 8,282	\$ 5,585
Grants	3,272	7,078	3,020	1,241
Donations and tax credits	429	286	125	90

### Select revenues from less common sources

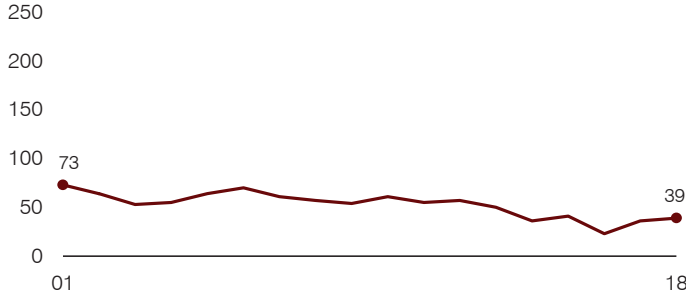
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	21,286	19,294	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

**Instructional spending percentage**

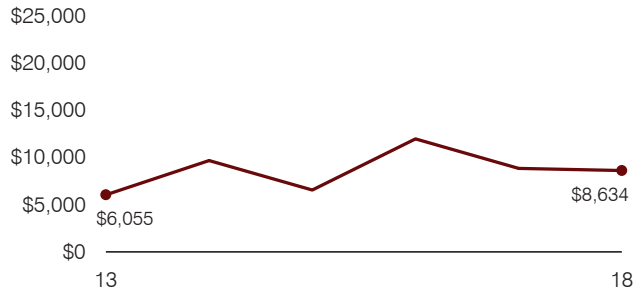
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 61.7 59.8 56.1 56.9 60.2 59.0 53.0 54.7 51.2 56.5 54.1 53.1 56.8 53.3 54.8 53.1 52.7 51.1

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

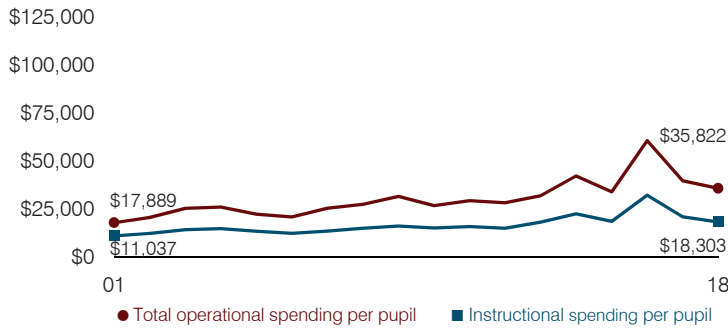
**Students attending**



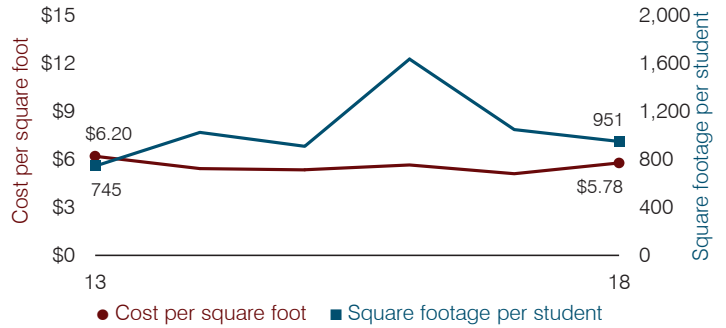
**Administrative cost per pupil**



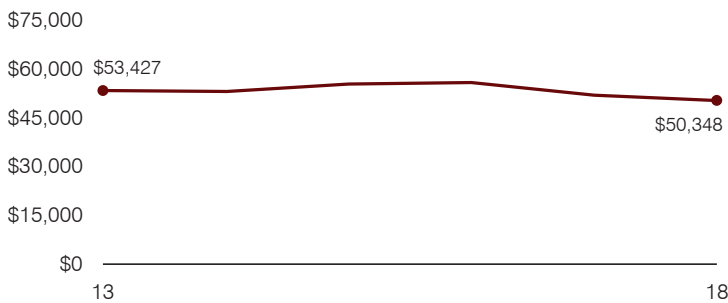
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



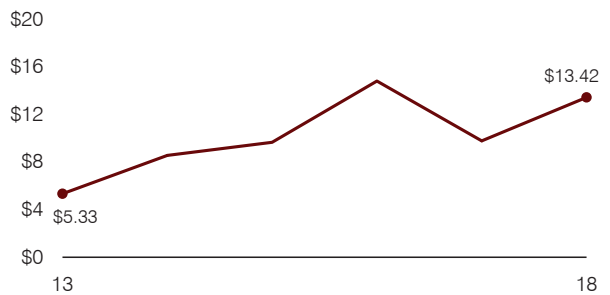
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



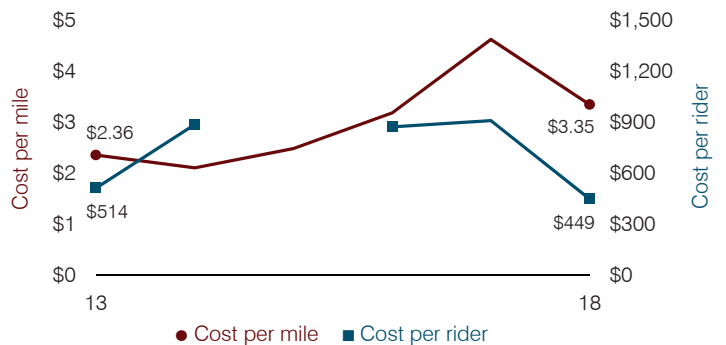
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	6.9%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant

Low
Moderate
High

**Transportation costs per mile and per rider**





# Yucca Elementary School District

Mohave County

Efficiency peer group 11 and Achievement peer group 16<sup>1</sup>

Legislative district(s): 5

District size, location:

Very small, Rural

Students attending:

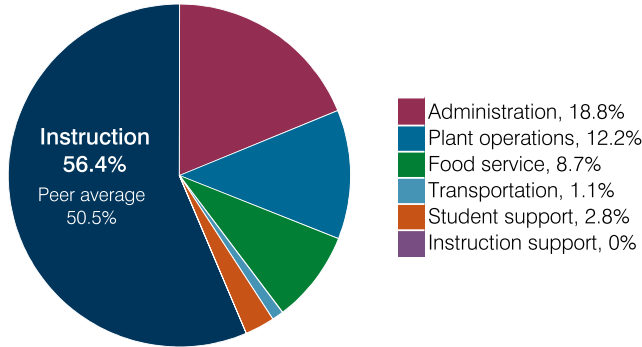
31

Number of schools:

1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,129	\$3,064	\$860
	Students per administrative position	26	33	66
Plant operations	Cost per square foot	\$8.30	\$7.31	\$6.34
	Square footage per student	245	371	156
Food service	Cost per meal	\$7.73	\$5.79	\$3.02
Transportation	Cost per mile	N/A	N/A	\$4.05
	Cost per rider	N/A	N/A	\$1,301

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 8,960	\$ 9,398	\$ 8,493	\$ 4,480
Administration	2,960	3,129	3,064	860
Plant operations	1,950	2,036	2,439	988
Food service	1,639	1,452	932	425
Transportation	114	184	973	388
Student support	442	474	656	693
Instruction support	10	5	400	462
<b>Total operational</b>	<b>16,075</b>	<b>16,678</b>	<b>16,957</b>	<b>8,296</b>
Land and buildings	329	506	965	827
Equipment	718	693	562	409
Interest	0	0	25	228
Other	0	0	88	169
<b>Total nonoperational</b>	<b>1,047</b>	<b>1,199</b>	<b>1,640</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 17,122</b>	<b>\$ 17,877</b>	<b>\$ 18,597</b>	<b>\$ 9,929</b>

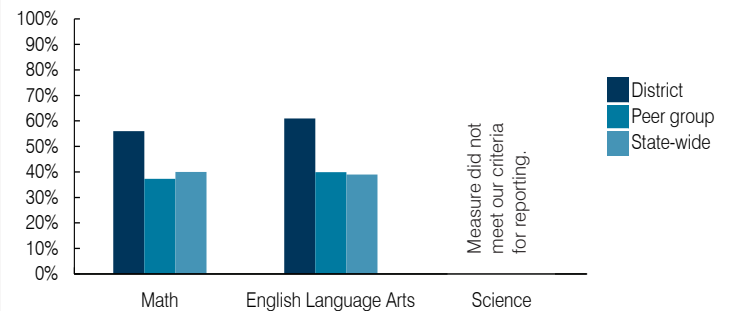
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	15%	12%	19%
Special education population	6%	16%	12%
Students per teacher	10.3	13.4	18.4
Average teacher salary	\$51,931	\$48,478	\$48,951
Amount from Prop 301	\$3,694	\$4,651	\$6,411
Average years of teacher experience	13.0	15.3	11.4
Percentage of teachers in first 3 years	0%	6%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,787	\$ 2,596	\$ 3,021	\$ 1,317
State	1,022	1,730	4,788	4,011
Local	15,955	17,720	12,812	4,592
<b>Total per pupil revenues</b>	<b>\$ 18,764</b>	<b>\$ 22,046</b>	<b>\$ 20,621</b>	<b>\$ 9,920</b>

#### Select revenues from common sources

Equalization formula funding	\$ 6,777	\$ 6,684	\$ 8,282	\$ 5,585
Grants	1,787	3,014	3,020	1,241
Donations and tax credits	21	0	125	90

#### Select revenues from less common sources

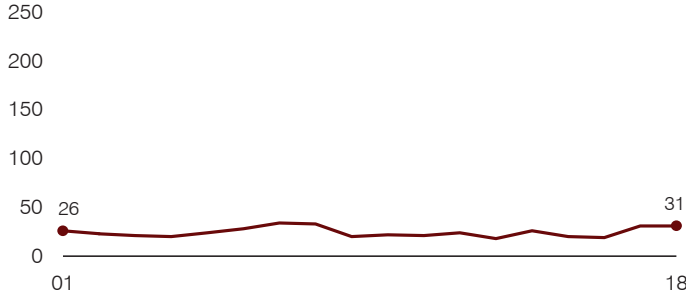
			Number of peers receiving
Desegregation	\$ 0	\$ 0	0 of 56
Small school adjustment	13,243	6,692	45 of 56
Federal impact aid	0	0	5 of 56
Voter-approved levy increases	0	0	5 of 56

**Instructional spending percentage**

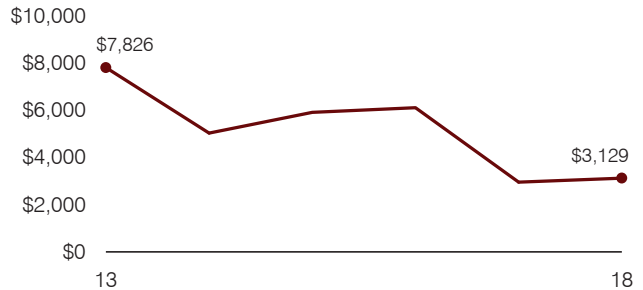
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 67.8 64.6 62.4 60.0 62.1 63.4 68.2 61.7 62.5 61.1 50.1 52.9 46.9 45.5 46.1 45.0 55.7 56.4

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

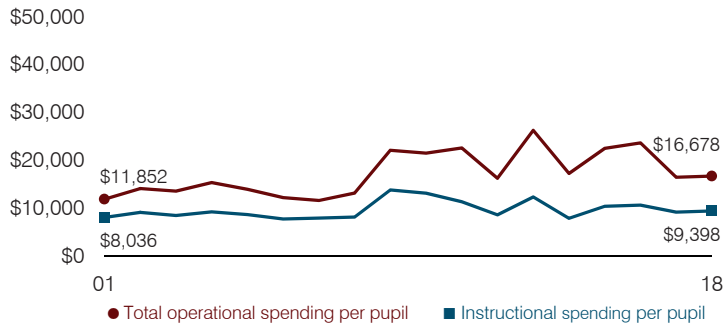
**Students attending**



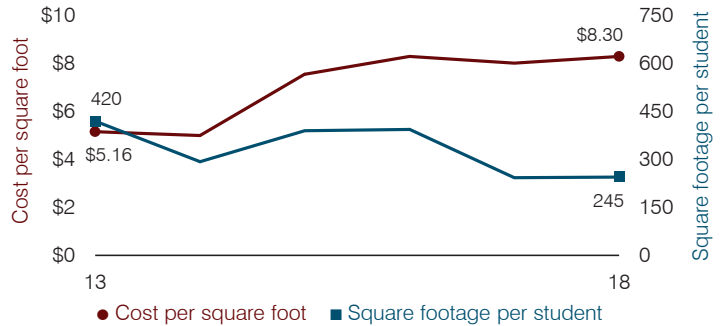
**Administrative cost per pupil**



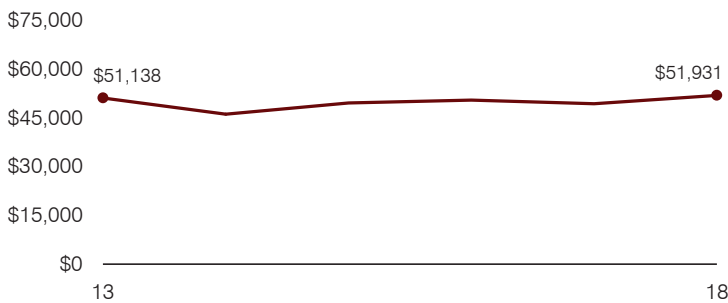
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



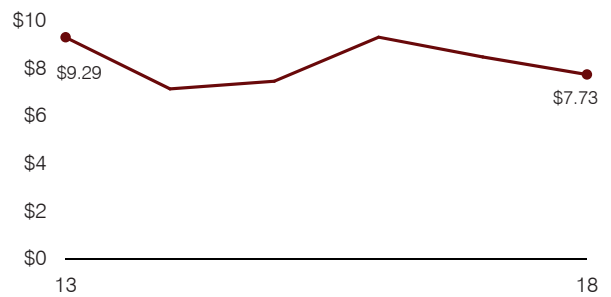
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



**Financial stress assessment**

Overall financial stress level: Low

Measure: 2016 through 2018	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	19.0%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Not assessed

Low
Moderate
High

**Transportation costs per mile and per rider**

Transportation costs per mile and per rider trends are not shown because the District did not operate a transportation program during all or a substantial portion of fiscal years 2013 through 2018.

# Yuma Elementary School District

Yuma County

Efficiency peer groups 7 and T-5, Achievement peer group 14<sup>1</sup>

Legislative district(s): 4 and 13

District size, location:

Large, City

Students attending:

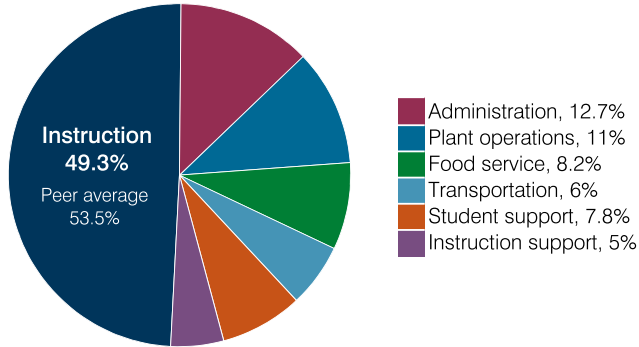
8,381

Number of schools:

17

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$920	\$796	\$860
	Students per administrative position	68	76	66
Plant operations	Cost per square foot	\$6.48	\$6.16	\$6.34
	Square footage per student	123	133	156
Food service	Cost per meal	\$2.84	\$2.99	\$3.02
Transportation	Cost per mile	\$3.46	\$3.90	\$4.05
	Cost per rider	\$1,401	\$1,931	\$1,301

Very low    Low    Comparable    High    Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,516	\$ 3,574	\$ 4,238	\$ 4,480
Administration	875	920	796	860
Plant operations	878	797	815	988
Food service	604	597	580	425
Transportation	475	438	298	388
Student support	563	569	646	693
Instruction support	313	361	486	462
<b>Total operational</b>	<b>7,224</b>	<b>7,256</b>	<b>7,859</b>	<b>8,296</b>
Land and buildings	298	129	517	827
Equipment	254	343	393	409
Interest	126	83	189	228
Other	56	48	188	169
<b>Total nonoperational</b>	<b>734</b>	<b>603</b>	<b>1,287</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 7,958</b>	<b>\$ 7,859</b>	<b>\$ 9,146</b>	<b>\$ 9,929</b>

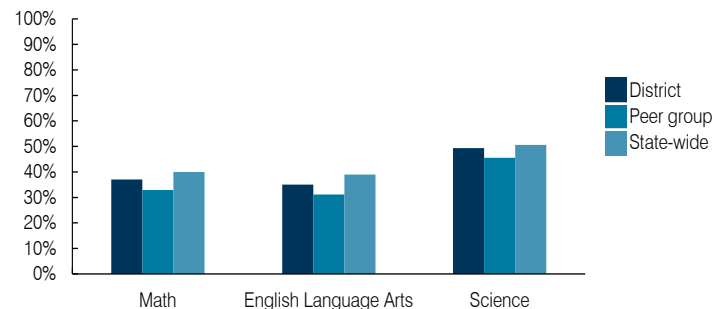
<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools	Percentage of schools
A	1	6%
B	4	24%
C	6	35%
D	6	35%
F	0	0%

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2017)	N/A	N/A	N/A
Poverty rate (2017)	25%	28%	19%
Special education population	10%	12%	12%
Students per teacher	18.5	18.9	18.4
Average teacher salary	\$39,039	\$46,164	\$48,951
Amount from Prop 301	\$6,237	\$5,459	\$6,411
Average years of teacher experience	13.1	9.3	11.4
Percentage of teachers in first 3 years	20%	26%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,528	\$ 1,515	\$ 1,588	\$ 1,317
State	4,270	4,466	4,344	4,011
Local	2,280	2,168	3,644	4,592
<b>Total per pupil revenues</b>	<b>\$ 8,078</b>	<b>\$ 8,149</b>	<b>\$ 9,576</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Equalization formula funding	\$ 5,353	\$ 5,411	\$ 5,167	\$ 5,585
Grants	1,599	1,622	1,650	1,241
Donations and tax credits	17	25	46	90

### Select revenues from less common sources

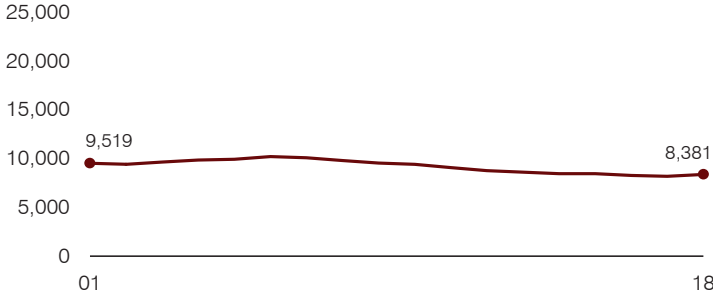
			Number of peers receiving
Desegregation	\$ 0	\$ 0	4 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	18	42	2 of 10
Voter-approved levy increases	267	277	10 of 10

**Instructional spending percentage**

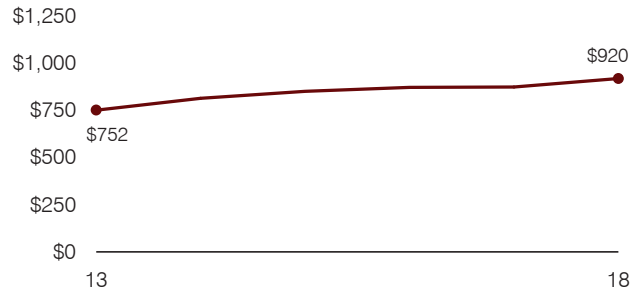
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 56.4 58.9 56.2 56.0 54.5 51.7 51.9 52.7 54.0 52.2 50.1 50.5 50.5 50.2 49.4 48.8 48.7 49.3

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

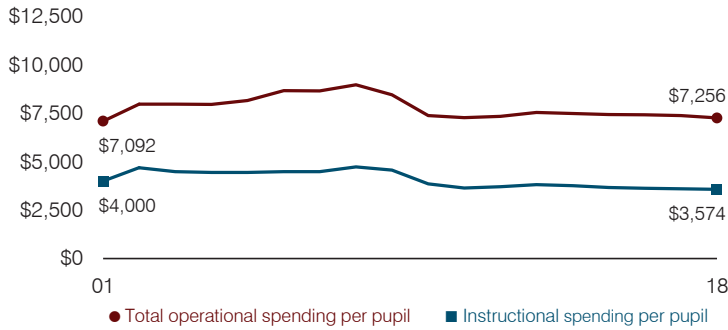
**Students attending**



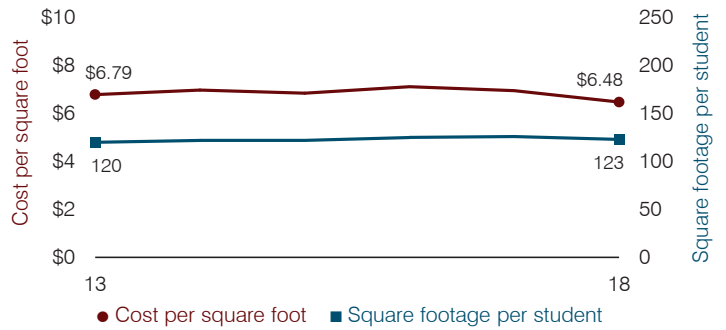
**Administrative cost per pupil**



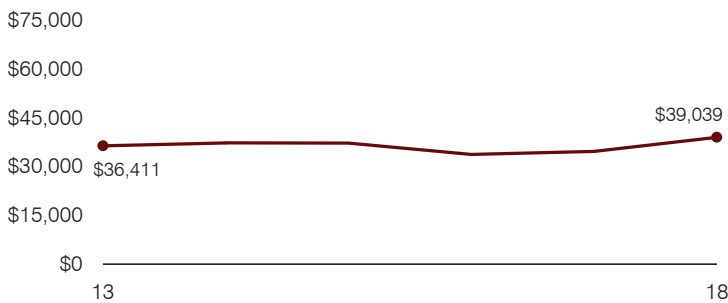
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



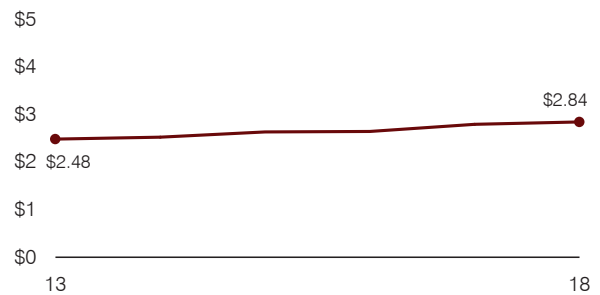
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



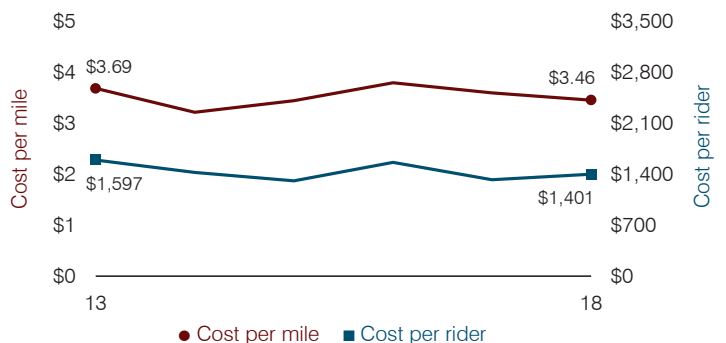
**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	7.1%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant

**Low**      **Moderate**      **High**

**Transportation costs per mile and per rider**



# Yuma Union High School District

Yuma County

Efficiency peer groups 2 and T-5, Achievement peer group 9<sup>1</sup>

Legislative district(s): 4 and 13

District size, location:

Large, City

Students attending:

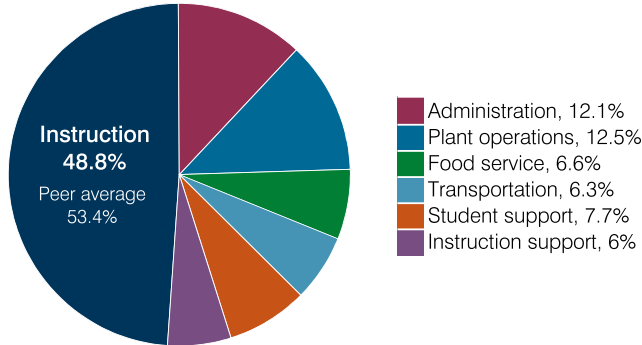
11,101

Number of schools:

6

## OPERATIONAL EFFICIENCY

### Spending by operational area



### Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$862	\$804	\$860
	Students per administrative position	51	67	66
Plant operations	Cost per square foot	\$6.74	\$6.44	\$6.34
	Square footage per student	132	148	156
Food service	Cost per meal	\$2.95	\$3.08	\$3.02
Transportation	Cost per mile	\$4.19	\$3.90	\$4.05
	Cost per rider	\$2,140	\$1,931	\$1,301

Very low
Low
Comparable
High
Very high

### Per pupil spending

Spending by area	District		Peer average 2018	State average 2018
	2017	2018		
Instruction	\$ 3,316	\$ 3,471	\$ 4,135	\$ 4,480
Administration	823	862	804	860
Plant operations	898	888	941	988
Food service	527	469	342	425
Transportation	497	446	394	388
Student support	559	546	624	693
Instruction support	423	432	492	462
<b>Total operational</b>	<b>7,043</b>	<b>7,114</b>	<b>7,732</b>	<b>8,296</b>
Land and buildings	645	2,173	738	827
Equipment	461	627	531	409
Interest	123	116	238	228
Other	25	24	153	169
<b>Total nonoperational</b>	<b>1,254</b>	<b>2,940</b>	<b>1,660</b>	<b>1,633</b>
<b>Total per pupil spending</b>	<b>\$ 8,297</b>	<b>\$ 10,054</b>	<b>\$ 9,392</b>	<b>\$ 9,929</b>

<sup>1</sup> See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.

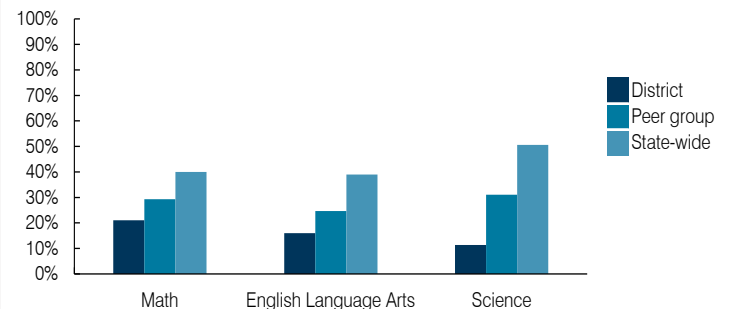
## STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

### ADE-assigned school letter grades

Grade	Number of schools <sup>2</sup>	Percentage of schools
A	0	0%
B	1	20%
C	3	60%
D	1	20%
F	0	0%

<sup>2</sup> Excludes schools for which letter grades were not published by ADE. See Appendix B for more information.

### Students who passed State assessments



### Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	93%	94%
Graduation rate (2017)	91%	88%	78%
Poverty rate (2017)	26%	26%	19%
Special education population	9%	10%	12%
Students per teacher	24.8	21.4	18.4
Average teacher salary	\$48,610	\$58,092	\$48,951
Amount from Prop 301	\$9,349	\$8,795	\$6,411
Average years of teacher experience	9.7	12.0	11.4
Percentage of teachers in first 3 years	36%	18%	19%

### Per pupil revenues

Revenues by source	District		Peer average 2018	State average 2018
	2017	2018		
Federal	\$ 1,183	\$ 1,155	\$ 930	\$ 1,317
State	4,175	4,417	3,760	4,011
Local	3,325	3,140	4,666	4,592
<b>Total per pupil revenues</b>	<b>\$ 8,683</b>	<b>\$ 8,712</b>	<b>\$ 9,356</b>	<b>\$ 9,920</b>

### Select revenues from common sources

Equalization formula funding	\$ 5,290	\$ 5,495	\$ 5,545	\$ 5,585
Grants	1,276	1,209	1,051	1,241
Donations and tax credits	51	70	107	90

### Select revenues from less common sources

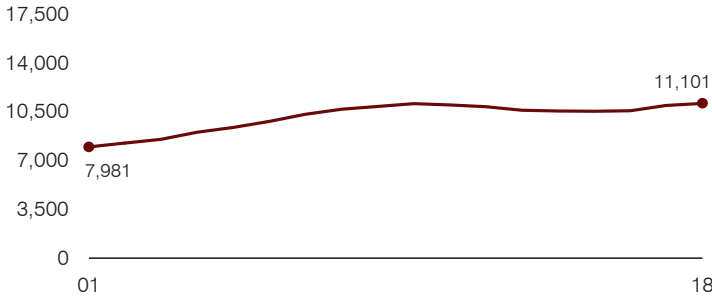
			Number of peers receiving
Desegregation	\$ 0	\$ 0	3 of 10
Small school adjustment	0	0	0 of 10
Federal impact aid	0	0	2 of 10
Voter-approved levy increases	520	502	10 of 10

**Instructional spending percentage**

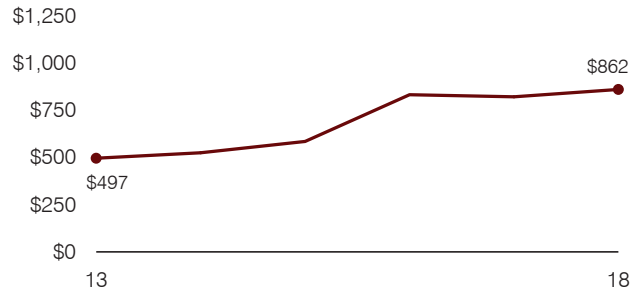
Year: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018  
 Percentage: 56.8 56.8 55.1 53.5 54.6 53.5 56.5 51.2 51.1 52.3 51.9 51.7 53.7 49.9 48.4 46.1 47.1 48.8

**TRENDS AND FINANCIAL STRESS ASSESSMENT**  
 Fiscal years as indicated

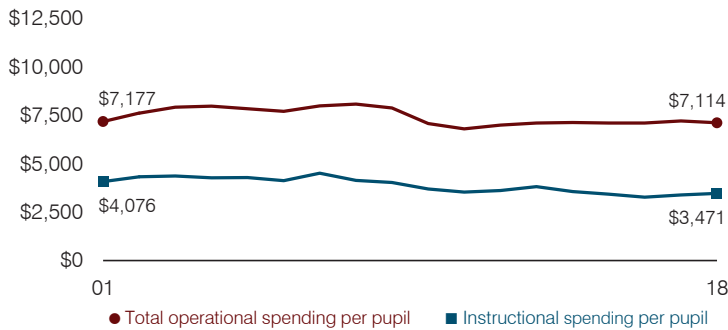
**Students attending**



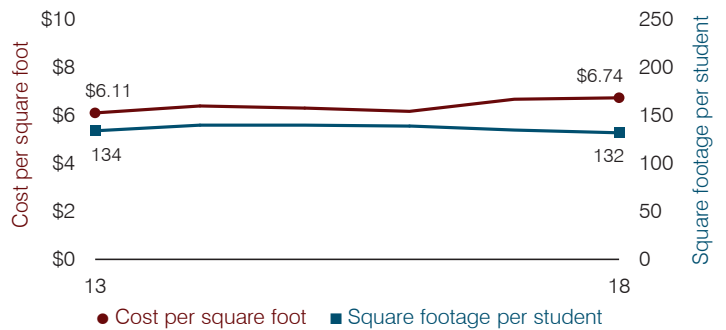
**Administrative cost per pupil**



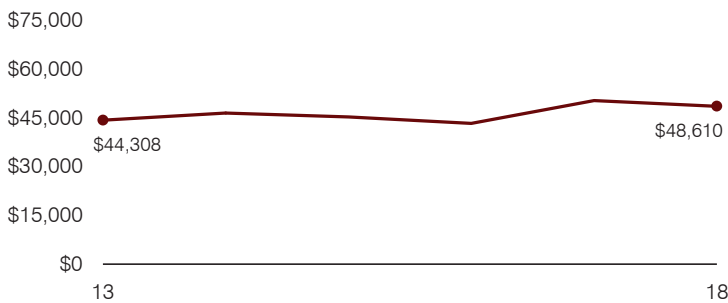
**Total operational and instructional spending per pupil (inflation adjusted to 2018 dollars)**



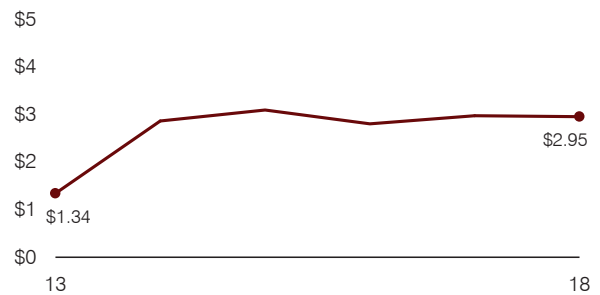
**Plant cost per square foot and square footage per student**



**Average teacher salary**



**Food service cost per meal**



**Financial stress assessment**

Overall financial stress level: **Low**

Measure: 2016 through 2018	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	13.3%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant

Legend: **Low** (Green), **Moderate** (Yellow), **High** (Red)

**Transportation costs per mile and per rider**

